
20/20 Insight Special Report



RV Rhodes
growth through discovery

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October 27, 2010

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Appreciating Your 20/20 Insight Report

One of the hallmarks of great leaders is that they ask for feedback and view it as a window for continued growth. 360 ° feedback is a great step in creating your own self-awareness around what you do well and where you can make improvements. This 20/20 Insight Report summarizes your 360 ° feedback, giving you the full view and perspective of your respondents. By reading the following overview, you'll be in the best position to interpret the contents and benefit from the information.

What's Included in Your Report

You'll find information in the form of charts and graphs, unedited comments from your respondents, and recommendations for development. A six-point frequency scale, using the following descriptors establishes how often you draw on your leadership skills, competencies, and behaviors. Your self-ratings are not averaged in the overall score.

Never	Seldom	Sometimes	Often	Frequently	Always
1	2	3	4	5	6

Category Summary Section - Self/Others

The first section provides a synopsis of your report. It charts the average of how everyone rated you compared to your self-ratings for each major category of the questionnaire. It may also provide an additional project average column, which compares you to everyone else in your group who was also rated by the same set of questions.

Highest/Lowest Rated Items Section

This section contains the 10 highest and 10 lowest rated items. It gives you a chance to review your strengths so that you may capitalize on them and also to identify areas for development. It contains your self-ratings so that you can determine recognized and unrecognized strengths, areas for development, and blind spots. It may also provide an additional project average column, which compares you to everyone else in your group who was also rated by the same set of questions.

Category Summary Section - Relationships

This section charts how different groups of respondents, such as Manager, Direct Reports, and Peers rated you on each item on the questionnaire compared to your self-ratings. The perceptions of your skills and abilities among these groups can be quite diverse, which may surprise or even shock you. The important thing to remember is that this information is the key to gaining insight about how you relate to your manager, those who report to you, and your peers.

Category Comments Section

This section reports detailed information for each broad category. Respondents were asked what you could do better or differently in four broad categories:

- Interpersonal skills such as listening, influencing others, and maintaining a positive attitude.
- Relationship skills such as coaching others and working with teams.
- Strategic thinking skills including your ability to drive change.
- Management skills such as delegation, problem solving, and performance management.

Because this information is sorted by different groups of respondents, you'll get valuable information about how your personal behavior may vary depending on the nature of your working relationship with others. Additionally, the comments are one of the richest components of your report. They will help you understand why you may be rated high or low on a specific behavior by providing important detail about how you affect others in terms of behaviors they appreciate, those they don't, and any specific changes they desire.

Introduction - Appreciating Your Report

Summary Comments Section

This section contains two opportunities for respondent comments that were not directly covered in the questionnaire. The first response focuses on your greatest strengths. This information will help you to understand what has worked well for you and enables you to make the most of your strengths. The second opportunity for comments focuses on the future. Respondents were asked to provide one piece of advice, which can be used to prioritize your development plans.

Recommendations for Development

This section will include your three lowest rated questions and offer recommendations for development. It describes what is expected, what may have caused lower ratings, offers a variety of suggestions for developing skills or behavior changes, and provides suggested resources.

What's Not Included in Your Report

Let's talk about what isn't contained in your report. To encourage candid responses, it's important to protect the confidentiality of respondents. Thus, ratings are anonymous, except in the case of yours and your supervisor's.

You also will not find yourself compared with others in similar jobs across your industry. You were assessed on behaviors specific to your job in your organization. Every organization has a unique vision, mission, culture, and strategy, so a person who holds an identical job title elsewhere is likely to have different expectations.

Receiving Feedback

For many people, however, receiving feedback from people you work with on daily basis can create anxiety. It's important to recognize that this is not a threatening situation, but a key opportunity for learning and development.

How do you prepare? We suggest that after reviewing your report, you spend some time identifying how you can capitalize on your strengths. Then, identify which lower scoring areas you feel you can develop and where you might need to compensate for talents you don't have. Have a private conversation with your manager or assigned coach to create your Action Plan.

It's natural when first presented with feedback to focus on the critical comments and sideline the positives. Ask your manager or coach to help you capitalize on the positives and place the negatives in the appropriate perspective.

It is important to try to step back as you digest this information. Even if your report contains comments about behaviors that don't match your intentions, remember, perception is reality. You are viewed by your actions, not your intentions, so your report does represent the way others see you.

Personal Development Planning

Your next challenge for getting optimal benefit from this report is to embark on your own personal development planning process. Your manager and coach will assist you with action planning. The following steps can help you move forward.

Assess your personal goals, based on the knowledge gained from this process. First, capitalize on the positive behaviors by continuing and strengthening those identified throughout the report.

To productively direct yourself about making changes, describe each goal in very specific terms. For example, "More effective meetings" is vague, whereas "I will prepare an agenda for each meeting, stick to it, and follow up on action items," is clear and focused. To achieve each specific goal, determine what actions are required to sustain your development. Consider such activities as attending relevant training; engaging a personal coach; using a development guide; identifying selected books, tapes, or videos; working more closely with your manager; practicing new behaviors; or requesting more on-going feedback.

Determine specific indicators that will give you a measure of how well you are progressing in your development. For example, "I'll deliver logical and clear management presentations," or "I'll complete performance appraisals on schedule." These indicators will help you gauge and strengthen your progress through positive reinforcement.

This report is only a starting point down the road to self-awareness and development. We wish you luck and exciting learning experiences along the way. If you have any questions or concerns, please contact your RV Rhodes team member at 716-845-5548.

Category Summary

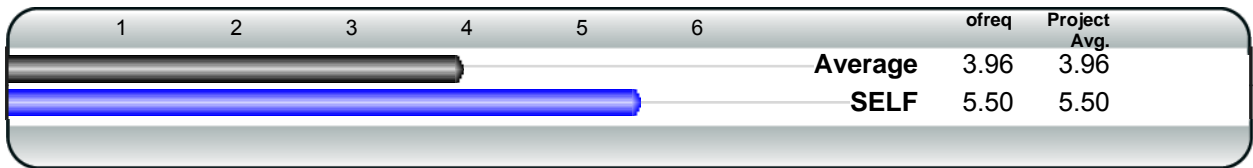
This report section displays all category scores, ranked from highest to lowest.

Results are displayed both as a bar graph and in numerical form. The category names appear on the left side of the page.

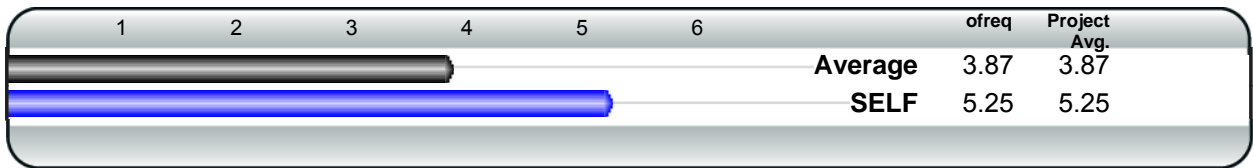
Column 1: Displays your scores for the primary scale from highest to lowest. It represents the average of all item scores within each category; the bar graph also shows these averages.

Column 2: Displays the combined scores for all individuals who participated in the 360 feedback process as part of this project.

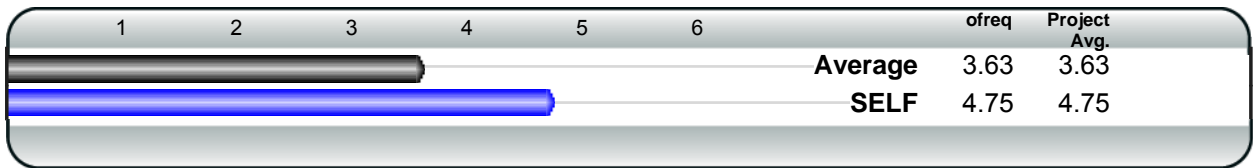
Values in Practice



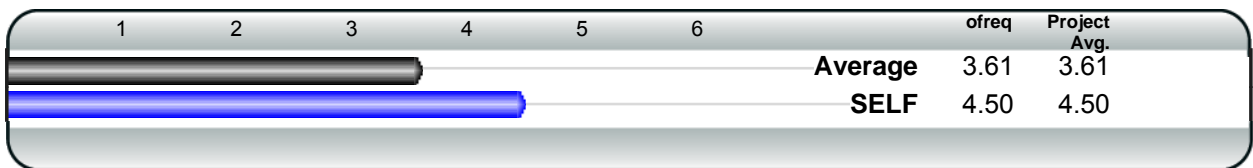
Influence and Political Savvy



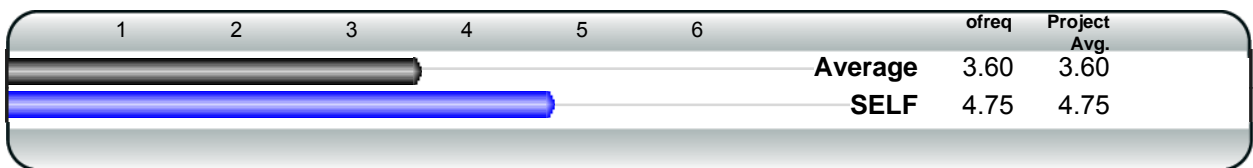
Innovation and Change Champion



Delegation

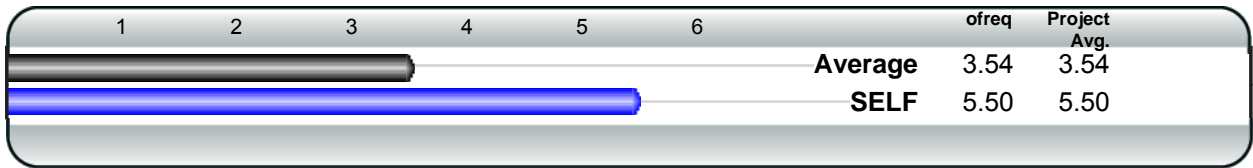


Coaching and Mentoring Others

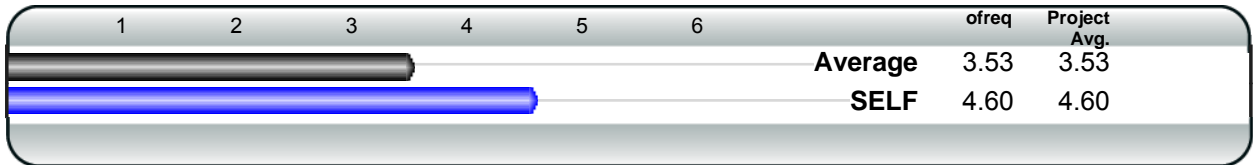


Category Summary

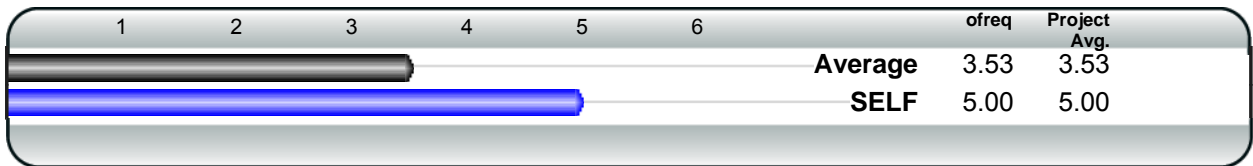
Visionary Thinking



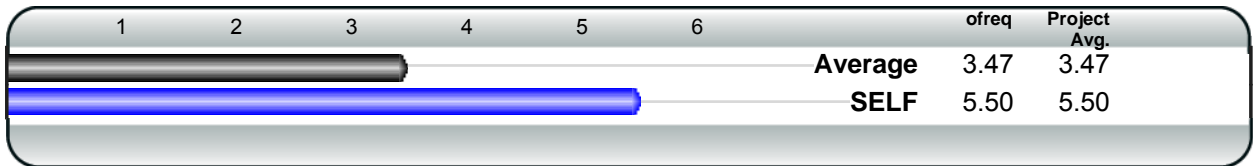
Performance Focus



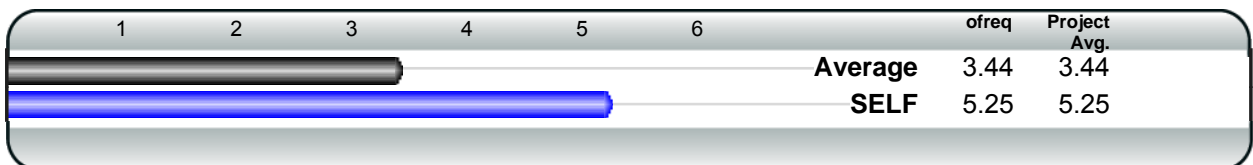
Decision Making and Problem Solving



Listens with Empathy



Team Collaboration



Highest-Rated Items

This section reports the scores of your 5 highest-rated items across all categories.

Results are displayed both as a bar graph and in numerical form, from highest to lowest.

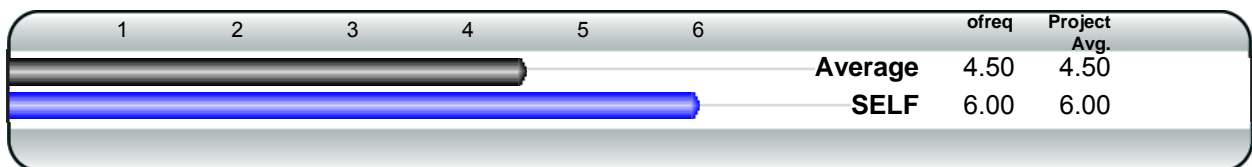
Items are shown on the left side of the page, with the related category in parenthesis below it.

Column 1: Displays the average score for each item with the highest score listed first, followed by the second highest score, and so on.

Column 2: Displays the project average, the average scores received by all individuals who participated in 360 feedback as part of this project.

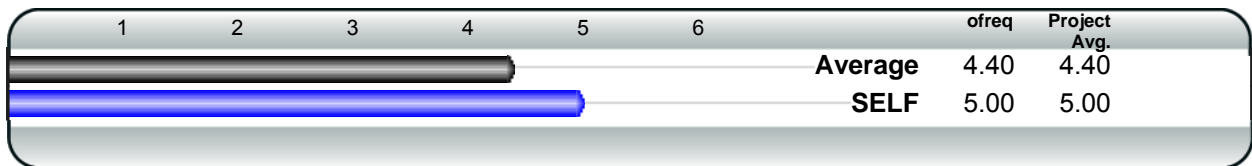
1. Demonstrates high standards of ethical conduct and the organization's values.

(Values in Practice)



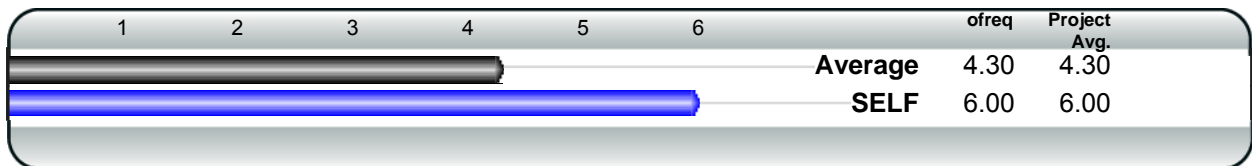
5. Displays a positive, optimistic attitude towards challenges and problems.

(Values in Practice)



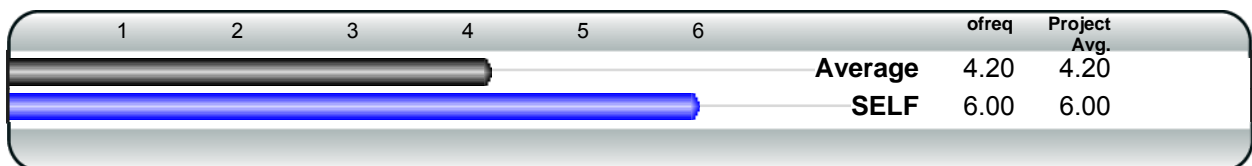
46. Insists on achieving high-quality standards.

(Performance Focus)



2. Treats coworkers with courtesy and respect.

(Values in Practice)



Lowest-Rated Items

This section reports the scores of your 5 lowest-rated items across all categories. Your self-ratings are not included in these averages.

Results are displayed both as a bar graph and in numerical form, from lowest to highest.

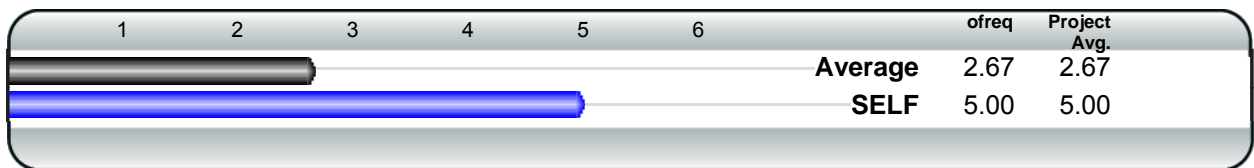
Items are shown on the left side of the page, with the related category in parenthesis below it.

Column 1: Displays the average score for each item with the lowest score listed first, followed by the second lowest score, and so on.

Column 2: Displays the average scores received by all individuals who participated in 360 feedback as part of this project.

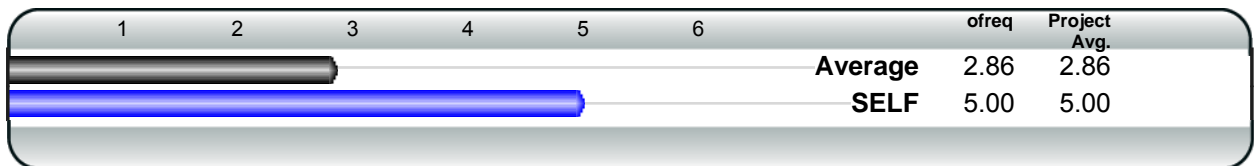
12. Adapts style or approach based on the needs of others.

(Listens with Empathy)



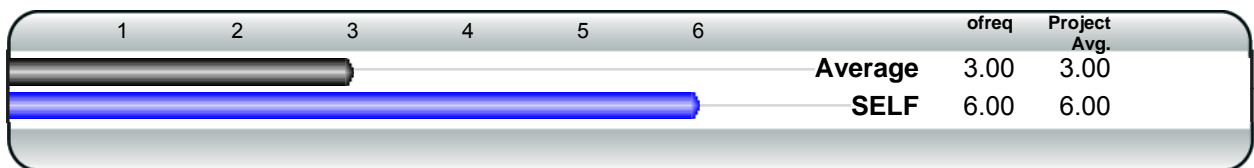
20. Gives employees frequent one-on-one feedback about how they are doing in their jobs.

(Coaching and Mentoring Others)



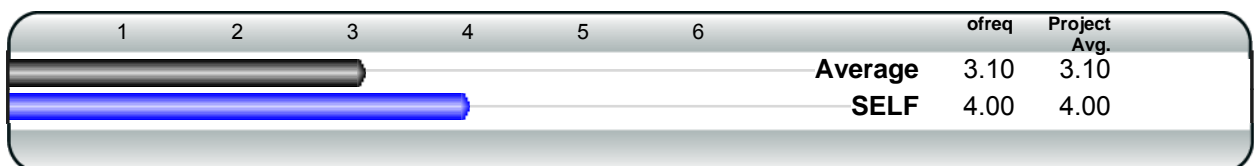
48. Takes action to change things that make it hard for the team to perform at our best.

(Performance Focus)



31. Gains commitment and helps others to implement changes.

(Innovation and Change Champion)



Item Ratings - Relationships/Comments

This section displays detailed information about the individual items, organized by category.

Results are displayed both as a bar graph and in numerical form. Your self-ratings are displayed as a separate bar graph and are not included in the average score.

The category name appears at the top of each page, and the items related to the category are listed in the order in which they appeared in the assessment.

Directly beneath each item statement is the distribution of ratings, which shows the number of respondents who gave ratings at each point on the scale (e.g., 2 people may have given a rating of 4, 3 people gave a rating of 5, etc.).

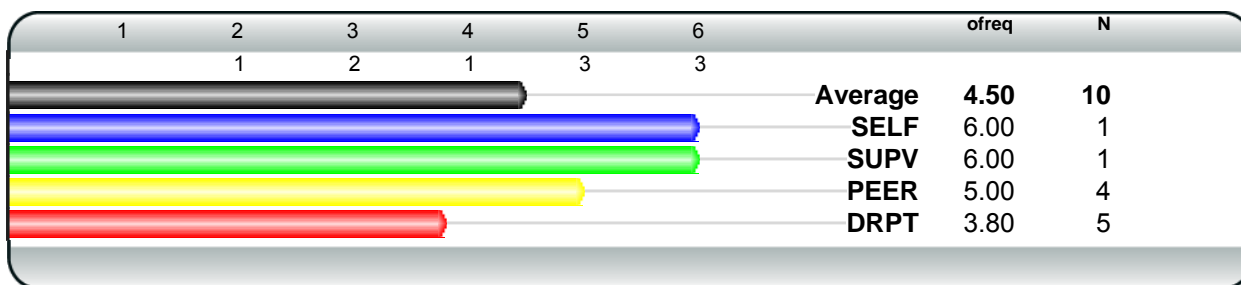
The horizontal bar graphs and corresponding number to the right display the item score, based on the relationship type. The first bar shows the overall score from all respondents, except you. The second bar displays the rating you gave yourself, and the remaining bars show the average ratings given by each rater relationship (e.g., peer, manager, etc.).

Column 1: Displays the scores for each item.

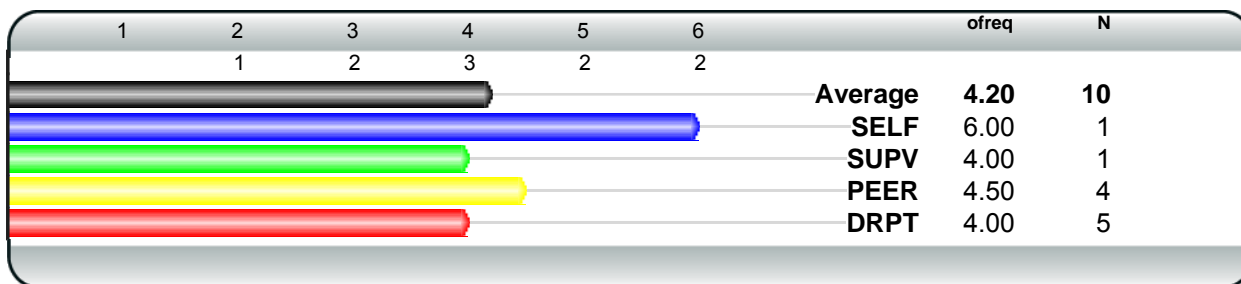
Column 2: Displays the total number of individuals who rated this item. This number can vary across items because some respondents may have skipped some items.

Values in Practice

1. Demonstrates high standards of ethical conduct and the organization's values.

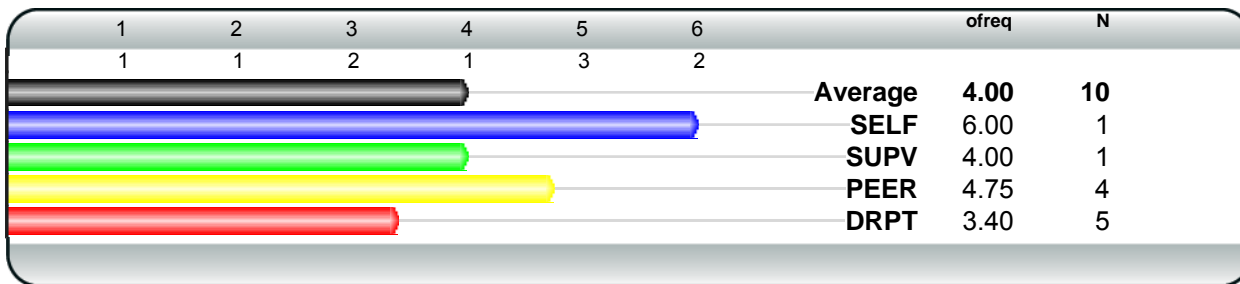


2. Treats coworkers with courtesy and respect.

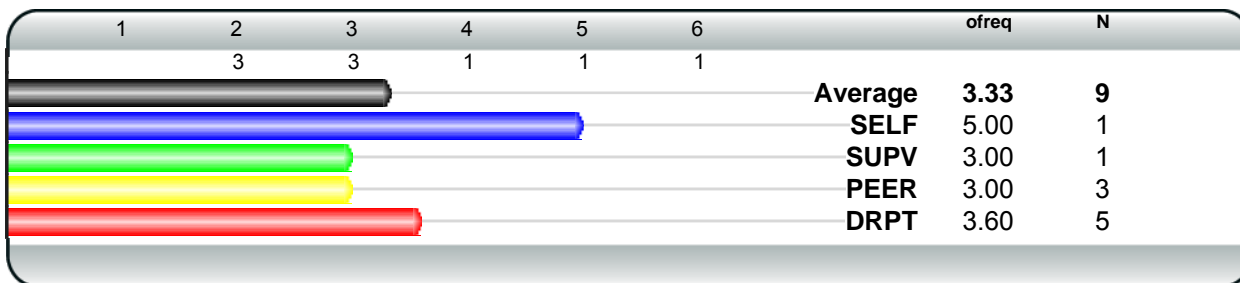


Item Ratings - Relationships/Comments

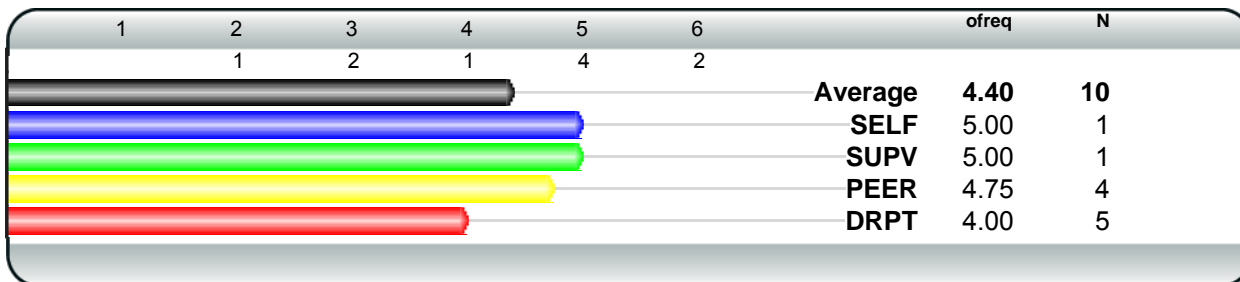
3. Is open to feedback.



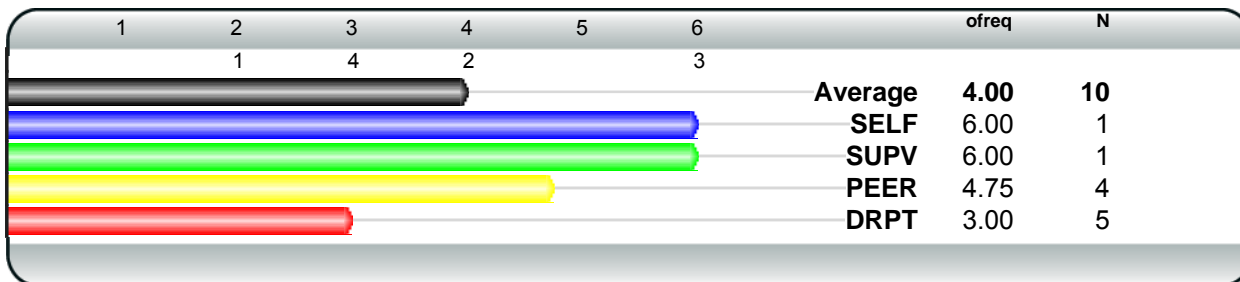
4. Remains calm and effective in high-pressure situations.



5. Displays a positive, optimistic attitude towards challenges and problems.



6. Takes initiative--does what needs to be done without being asked to do so.



Open-ended Questions**51. List 2 or 3 of Chris' greatest strengths.***SELF*

- *Logical, take challenge, respect people.*

SUPV

- *Loyal, hardworking and trustworthy.*
Always willing to learn with positive attitude.

PEER

- *He is thorough and perseveres.*
He is focused on business results.
He is thoughtful and willing to grow.
- *Overall business sense is excellent. He is opportunistic and goal driven*
- *Technical knowledge*
Ability to explore international resources
- *Technical knowledge, Listening skills.*

DRPT

- *Smart*
- *Innovator*
- *Organized*
- *1. 90% of the time he is in the office.*
2. When I bring a problem to him he will try to find an answer.
- *1. He hears and understands the problems and challenges.*
2. He is very polite to express.
- *1. knowledge of products, production, formulas*
2. understanding of personal issues of the employees
- *Chris is very knowledgeable about the organization's products throughout the world. He has a lot of experience with components of our finished goods and can usually list the actives of any product, domestic or international, right off the cuff.*

52. If you could give Chris one piece of advice, what would it be?*SELF*

- *Improve communication skills.*

SUPV

- *Improve communication and patience. Try to be more reserved with comments and not over-react in situations.*

PEER

- *Listen and ask more questions.*
- *Not sure.*
- *Presentations or speaking could be more dynamic.*
- *Treat others as you would want them to treat you.*

DRPT

- *Focus, clear direction, improvement of communication skills, pay attention to the real problems affecting the daily routine.*
- *I would recommend to work together and make decisions based on the recommendations of the team.*

Recommendations for Development

This section reports the scores of your 5 lowest-rated items across all categories. Your self-ratings are not included in these averages.

Results are displayed both as a bar graph and in numerical form, from lowest to highest.

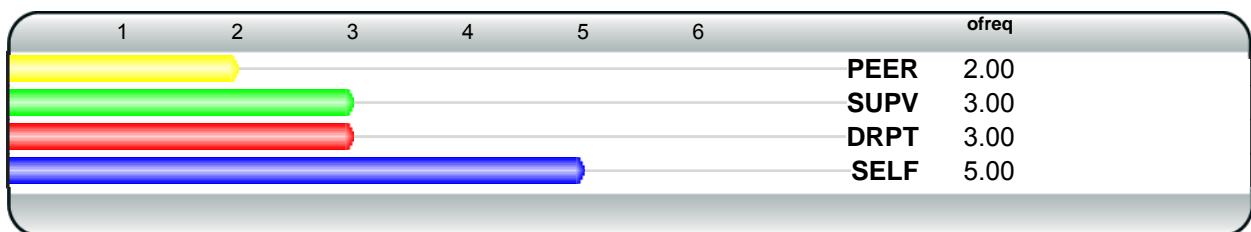
Items are shown on the left side of the page, with the related category in parenthesis below it.

Column 1 (only column): Displays the average score for each item on the primary scale, with the lowest score listed first, followed by the second lowest score, and so on.

Beneath the bar graph are the development recommendations for that item. Development recommendations include: Item Description – A brief explanation of the specific behavior described in the item and why the behavior is important in the workplace. Developmental Recommendation – Describes possible reasons for the low ratings, to help you analyze the cause. A list of recommended follow-up development actions that can improve performance is also provided. Recommended Resources – A list of references which includes books, magazine articles, videos and other media available for you to use for your personal and professional development.

12. Adapts style or approach based on the needs of others.

(Listens with Empathy)



Listening

Strong listeners:

- Show genuine interest when another person is speaking.
- Listen to others without interrupting or reacting with emotional outbursts.
- Ask questions to check understanding.
- Adapt their style or approach based on the needs of others.

Lower ratings may mean:

- The people who gave you feedback may have tried unsuccessfully to have a conversation with you.
- They may want to finish making their points before you make your own.
- You might believe you already know what someone else is about to say.
- Your facial expressions, body language, or tone of voice may show that you are distracted or disinterested in what others have to say.
- You may not have a lot of time. So you want people to get to the point.
- You have a reputation for dominating conversations or for being critical or emotional in discussions.
- You might operate at a pace that doesn't allow time for conversation.
- You are insensitive to other people's feelings or ideas.

Recommended actions to build your skills:

Recommendations for Development

- Change your thinking. Believe in and demonstrate these positive attitudes: "I need to hear what people have to say." And "I have to prove to people that approaching me is worthwhile."
- Identify one or two individuals who have a reputation for being very open to contact with other people. Initiate conversation with them and notice their behavior. What facial expressions, what actions, what body language, what words and tone of voice communicate that they want to spend time talking with you?
- Think about how often you have invited members of your group to talk with you. Consider making a conscious effort to start conversation with specific individuals. Conversations do not have to be personal or trivial. They can have a purpose. People like being asked about their experiences, opinions and feelings on important issues.
- Consider whether you have a reputation as a willing listener. Do you often play the role of "sounding board?" Do you let people "get their feelings off their chests" without criticizing or trying to solve their problems? When people approach you with something to say, during the interchange do you really listen more than you talk?
- Don't be so quick to reply. Practice listening first to understand others, then to respond, give your suggestions or answer their questions. Ask open-ended questions (i.e., Can you tell me how you would approach that problem?) and ask build empathy (i.e., How do you feel about that solution?).
- When people approach you, let them know you are glad to see them - both in what you say and how you say it. Be sincere. (i.e., "Bill, it's good to see you. I was thinking about you recently.")
- While you are listening, don't talk. Maintain eye contact and let people know that you are really tracking what they have to say. An occasional nod of the head works, as does a short affirmation such as "Right . . .," "I see . . .," or "Mmmhmm"
- After you have heard the person out, express appreciation. (i.e., "I'm glad we talked.", "I think this is important.", "I'm going to give this some thought.", "I like your ideas. They're very stimulating.")
- If you truly don't have time to talk right now, let others know in a positive, affirming way. (i.e., "Andy, I want to hear what you have to say about this. I can't right now, though, because I have to give Dick Jones a report in fifteen minutes. Are you available around four?")
- Don't be judgmental. Try to find the benefits that the differences in others bring to the team.
- Perhaps the people who work around you expect more of you than you realize. Tell them that you want to stop interrupting them. Ask them what improvements they would like to see in the way you listen to them.
- If you're the kind of person whose mind works very quickly, instead of interrupting with your insights, make a quick note, hear people out, and bring up your thoughts when they are finished. You may discover that sometimes people are leading to exactly the same thoughts, and you can avoid robbing them of the pleasure of communicating them.
- Often people interrupt others in conversation because they are in hurry. When someone else is trying to tell you something, slow down. Concentrate on relaxing and being patient. After the conversation you can speed up again.
- Listen twice as much as you talk.

Recommended Resources:

- Talk to your RV Rhodes team members about taking the *Personal Listening Profile* to learn more about your listening style and how to build new skills.

Assessing My Current Situation

Start by understanding your current situation.

How would I describe myself?

What do I value in a job or career?

What am I passionate about doing?

How well does my current position provide what I need?

Thinking About My Future

Next, think about your future.

What would I like to achieve? (Choose all that apply.)

Move over to another department

Move up to a higher level

Find more enrichment in my current job

Achieve better results

Other _____

Add more value

Develop new skills

Utilize and optimize my strengths more

Close some of my performance gaps

How do I want to be perceived? What do I want my personal brand to be?

What are my long-term goals (i.e., 3 years)?

To achieve those goals, what do I need to accomplish in the next 12 months?

Recheck: Are my goals realistic? How strong is my desire to achieve these goals? Are my goals aligned with my passion and what I value in a job?

Optimizing My Strengths

Your report will show you the categories in which you received the highest ratings. These categories represent your successes and are strengths that form the foundation for future changes you'll make in other areas. Note: the Comments Section will provide insight as to what people think you do best.

Select your 2 highest strengths:	#1:	#2:
What specific actions and behaviors will I continue to do to preserve my success?		
What specific actions or behaviors will I start doing to further capitalize on these successes?		
In what specific situations can I apply these behaviors in the next 30 days?		

How can these strengths position me to achieve my long-term goals? How do they help to shape my desired personal brand? How are my long-term goals aligned with my strengths?

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Closing Performance Gaps

Your report will show you categories in which you received lower ratings. These categories represent opportunities for improvement by either developing new skills or findings ways to compensate for those competencies which may be difficult for you to develop. Note: the write-in comments will provide insight as to what people think you can do better or differently to be more successful.

Select 2 categories that you are willing to expend energy and be passionate about at this time:	#1:	#2:
Review the Comments Section in your report. Transfer any information that gives you more insight about the issue.		
Review the Relationship Summary for these areas. Did any groups give you higher ratings in these areas? If so, what actions do you take with this group that might lead to their positive perception?		
What specific actions or behaviors will I start doing to close the performance gaps?		
What specific actions or behaviors will I stop doing to close the performance gaps?		
How can I use my strengths to compensate for these performance gaps?		
In what specific situations can I apply these behaviors in the next 30 days?		
How will closing these performance gaps help me to achieve my long-term goals?		

Resources for Change

There are many resources to support your desire to learn and grow. These pages will help you to identify how these resources can contribute to your plan for change.

Trusted Colleagues

List those people who have your best interests at heart and would be willing to offer support for your plan. It's always easier to make changes when you have someone else in your corner to reinforce your goals.

Role Models

Who do you know that you consider very successful? Who demonstrates the skills and behaviors you want to adopt? Describe those individuals' actions and behaviors. How can you enlist your role models to help with your development?

Your Manager

One of your manager's most important responsibilities is your learning and growth. In addition, he or she can help you to be accountable for change. What can your manager do to help you be more successful in this plan?

Action Plan

Now you are ready to craft your plan to attain your goals. Consider this a recipe for your success. So, be as clear and precise as possible in setting your goals. And, set realistic dates to stay on course. If you achieve your goals as planned, then you can work on developing another area. Remember, life-long learning is a characteristic of an effective leader.

SMART Goal #1: (Specific, Measurable, Aligned with Mission/Values, Realistic, Time-Driven)		
<u>Activities</u>	<u>Start Date</u>	<u>Complete By</u>
Resources Needed:		

SMART Goal #2: (Specific, Measurable, Aligned with Mission/Values, Realistic, Time-Driven)		
<u>Activities</u>	<u>Start Date</u>	<u>Complete By</u>
Resources Needed:		

SMART Goal #3: (Specific, Measurable, Aligned with Mission/Values, Realistic, Time-Driven)		
<u>Activities</u>	<u>Start Date</u>	<u>Complete By</u>
Resources Needed:		

Communicating Your Plan

Many people have contributed to your 360° feedback and they are willing to support your ongoing development. Take time to plan your communication strategy.

Sharing Information with Your Raters

Meet with your raters as a group or one-one-one. Be prepared to:

- Thank them for their participation, time and honesty in the process.
- Remind them that the process was anonymous, so you have no way of knowing who said what.
- Get more information by saying something like, “From my feedback, it looks like I can be more effective at Building Relationships. Can you give me some examples of times when I did this well in the past? Can you give me some examples of times when I have not done this well in the past? How can I improve in the future?”
- Share some of the areas that you will be focusing on in the future.
- Ask for their continued support by saying something like, “I am focusing on being a better listener. If you see me not listening in the future, let me know.”

Sharing Information with Your Manager

Meet with your manager. Be prepared to:

- Thank him/her for his/her participation, time and honesty in the process.
- Ask him/her for more specific insight regarding your career potential, strengths, and weaknesses.
- Review your development plan and set regular dates to review your progress.
- Identify specific actions you would like your manager to take to contribute to your development.

Asking Role Models and Other Colleagues for Help

Some individuals may be helpful in your development, even if they didn't participate in the 360 process. Meet with these individuals to:

- Share what you've learned and your Action Plan for development.
- Be specific in your request for help. For example, “I have noticed that you have undertaken a number of successful Continuous Improvement initiatives. Could I sit in on some of your project team meetings to observe your processes?”
- Be sensitive to their time.

My Communication Strategy

Outline your communication strategy including meetings, purpose, and timeframes.

Staying the Course

Congratulations on taking the first step! You've spent considerable time and effort completing this guidebook. You've looked closely at your actions and behaviors and decided what needs to be changed and how you are going to make that happen. Now you are ready for action. Before you begin, here are a few tips as you start on this exciting journey:

- Keep things simple. Take one step at a time and keep moving forward.
- Review the results after each activity and make any necessary adjustments.
- Have the courage to try new behaviors. If you make a mistake, consider it part of the learning process. None of us improved our golf swing or tennis serve immediately after learning a new technique. It felt uncomfortable, but we practice and we improved.

Watch for a Backslide

Despite your current enthusiasm, it is easy to backslide. Think back to those times when you've made an effort to change and note those factors that caused you to get off course (i.e., deadlines pressures, fatigue, overwork, tense situations, being around certain people, etc.).

These factors act as triggers and often create knee-jerk, unconstructive reactions. To break the negative pattern created by these triggers, you first have to be aware of what sets you off and then, be ready to redirect your behavior. So, list some techniques that you can use as a form of prevention. For example, "when I am overloaded with work, I will set priorities, review them with my boss, and request assistance rather than attempt to do it myself and potentially compromise quality."

Keep a Journal

Using the personal journal on the following pages can help you to track your progress. It will fortify your resolve to stay the course.

Development Journal

Use this section over the next several months to track your progress.

Month 1

The goals I worked on this month:	
Specific activities for development that I completed:	The results I achieved:
Obstacles I overcame:	Feedback I received:
Notes:	

Month 2

The goals I worked on this month:	
Specific activities for development that I completed:	The results I achieved:
Obstacles I overcame:	Feedback I received:
Notes:	

Month 3

The goals I worked on this month:	
Specific activities for development that I completed:	The results I achieved:
Obstacles I overcame:	Feedback I received:
Notes:	