

# TALENTKEEPERS®



A COMPANY IS KNOWN BY THE PEOPLE IT KEEPS

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## Insight Report® Individual Results

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Report Prepared For: **Laura Leader**  
Report Prepared On: **Tuesday, December 05**  
Survey Respondents: **15 out of 15**  
    Self: **1 out of 1**  
    Leader(s): **1 out of 1**  
    Team Members: **9 out of 9**  
    Peer: **4 out of 4**

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## Insight Survey Results

Insight® is a 360-degree survey format that solicits input from you, and any of the following groups involved in the process: your manager(s), team members and peers. The results focus on important leadership competencies which are related to effective employee engagement behavior. The results of the survey illustrate how you perceive yourself, relative to the perceptions of your team members, peers and manager(s) in regards to using talent management-oriented behaviors with your team. These ratings can be used to prioritize your development plan and valuable comparisons are drawn in these areas where the various survey respondents differed in their perceptions.

The Insight® Survey used by your organization may or may not have all three rater groups: manager(s), peer and team member. Your report will reflect the rater groups involved in the process.

## What is Employee Engagement?

Employee Engagement is your employees' ability and willingness to contribute to organizational success, especially their willingness to give "discretionary effort," going beyond what is typically required in their position to make the organization successful. Employee Engagement is an essential element of organizational health and is the goal of strategic initiatives designed to improve employee attitudes and retention. This can be accomplished through leadership, co-workers, job/career satisfaction and a high performing organization. Higher levels of employee engagement are linked to employee commitment, a high performing workforce, satisfied and loyal customers and a productive and profitable organization.

## Understanding your Results

The results show how your "self" ratings on key behaviors, compare to how the groups involved in the process, team members, peers and/or manager(s), view your work behaviors. Some of the results that you receive might surprise you, but please bear in mind that typically you do not have the benefit of receiving such straightforward and honest information from the people you work with most closely.

Raters were asked to indicate the extent to which they agree or disagree that your behaviors are effectively performed in each competency. A higher rating is indicative of a greater degree of effectiveness observed.

The following scale was used:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Somewhat Disagree
- 4 = Somewhat Agree
- 5 = Agree
- 6 = Strongly Agree
- N/O = Not Observed

## Understanding Your Report

- **The Overall Score:** This score combines the ratings of the groups involved in the process, managers(s), team member and and/or peer, for each competency and will show which competencies and behaviors are your biggest strengths and which are your greatest areas of opportunity for development. The overall score is evenly weighted between all respondent groups so each group's rating has the same strength in the average.
- **Look for surprises:** The most valuable outcome of this and any survey is to learn something new. While reviewing your results you will come across data that will fall into one of the following categories, which are labeled in each results table in the report:

Gift: Gifts are results where you were rated more effectively than you expected. Use this type of result to leverage your strengths in engaging and retaining talent.

Affirmation: Affirmations are results where you were rated about as you expected. Ask for additional feedback from your team on how you best improve in areas where you have the opportunity to do so.

Surprise: Surprises are results where unfortunately, you were rated less effectively than you expected. Nobody likes these types of surprises, but the good news is that you are now aware of these areas and can focus on improving them. Surprises are the most valuable results you can receive, so do not rationalize or discount them. Without this knowledge, you would continue behaving in your normal way, unaware of the negative impact it was having on your team.

- **Look for Gaps:** A gap is when there is a significant difference between the way your team members view you compared to your manager(s). If managers were not a part of the Insight® process your report will not contain the Gaps Section. It is important to use gaps to better understand the behaviors that need to become more consistent across work groups. Gaps are listed at the end of each results table within the report.
- **Focus on Opportunity for Development Areas:** The report highlights the competencies and behaviors that are opportunities for development. These areas were scored lower when compared to other competencies. This information provides a specific area of focus for development and is labeled with an asterisk in each results table within the report.

How are the Results Determined?	
Overall Score	The average of all rater groups without the self-rating. The scores are equally weighted so each groups rating has the same strength in the average.
Gift	A respondent group rating that is 1.00 or higher than the self-rating.
Affirmation	A respondent group rating that falls within the range of -1.00 to 1.00 of the self-rating.
Surprise	A respondent group rating that is 1.00 or lower than the self-rating.
Gap	A difference of 2.00 or greater between the leader rating and the team member rating.
Development Areas	Development areas are labeled with an asterisk. They are the two lowest ranked areas based on your overall score, as well as, areas with an overall score of 2.0 or less.

## How to Take Action

- **Set a Specific Focus:** Trying to change multiple behaviors at once can become overwhelming. As you read your report decide if you want to leverage your strengths, focus on development areas, or concentrate on both types of ratings. Based on your focus for growth, select two competencies to work on for your development.
- **Set Action Planning goals:** Complete the Action Planning items within the guide to help you incorporate what you've learned from the survey into your daily work experiences with employees.
- **Meet with your manager:** Schedule a meeting with your manager to discuss your current results, your action plan and your goals. Be prepared to discuss (1) the factors influencing your current ratings, (2) how you set your goals, and (3) what actions you will take to meet your goals. Share with your manager your plan for how you will review these results with your team and get his/her assistance in any areas in which you may be uncomfortable.
- **Use this guide to conduct a *Team Meeting*:** Meet with your team to discuss the results of this survey. This might seem intimidating, especially if you have a number of areas to improve. The great news is that you don't need to be prepared to tell your team how you're going to improve. You just need to be prepared to ask questions on how they would like you to change.

It is important to get feedback from all of your team members. If you have a team in which a few of the members tend to dominate discussions, it may be appropriate to meet individually with each team member to ensure every team member can provide you with feedback. Here are some tips for discussing your results with your team:

- Thank your team for their participation in taking the survey
  - Review some areas of strength and some areas which are opportunities for development.
  - **Ask questions.** For areas where your team has indicated you could improve, ask open-ended questions regarding how you could be more effective in the area. A powerful question sequence is **Start, Stop and Continue**. For each improvement area, you simply ask team members to tell you things/behaviors they would like you to start, stop and continue. Use the suggestions you receive from your team as part of your action plan
  - Share some of the actions you will take based on the survey results.
  - Provide status to your team on next steps and follow through on your action plan.
- **Utilize the Twenty-One Day Salute:** Research shows that when you focus your attention on performing a behavior for 21 days, that behavior can become a habit.
    - Once you have determined the competencies you want to focus on, identify some regular behaviors which you can demonstrate every day.
    - Write these behaviors down on the 21 Day Salute certificate provided.
    - Keep your 21 Day Salute certificate in a prominent place in your workspace as a reminder of your goals.
    - At the end of each day, mark off a tab to track your progress and salute your efforts toward becoming an engaging leader.

## Section I: Results Summary

Leaders who demonstrate the behaviors within the competencies listed below are more engaging by their team and as a result, their employees perform better. The following table lists the Leadership Competencies in order, based on overall score, starting with your strongest competency and listed last are the competencies that are development areas.

Insight Survey Results Summary										
Leadership Competency	Overall Score	Rater	1	2	3	4	5	6		Development Area
			Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree		
Communicator	5.0	Self (4.3)	[Bar chart showing 4.3 score]						Affirmation Affirmation Affirmation	
		Leader(s) (5.0)	[Bar chart showing 5.0 score]							
		Team Members (5.0)	[Bar chart showing 5.0 score]							
		Peer (4.9)	[Bar chart showing 4.9 score]							
Esteem Builder	4.8	Self (4.8)	[Bar chart showing 4.8 score]						Affirmation Affirmation Affirmation	
		Leader(s) (4.5)	[Bar chart showing 4.5 score]							
		Team Members (5.1)	[Bar chart showing 5.1 score]							
		Peer (4.8)	[Bar chart showing 4.8 score]							
Talent Finder	4.7	Self (4.5)	[Bar chart showing 4.5 score]						Affirmation Affirmation Affirmation	
		Leader(s) (4.3)	[Bar chart showing 4.3 score]							
		Team Members (4.9)	[Bar chart showing 4.9 score]							
		Peer (4.9)	[Bar chart showing 4.9 score]							
Climate Builder	4.7	Self (4.3)	[Bar chart showing 4.3 score]						Affirmation Affirmation Affirmation	
		Leader(s) (4.3)	[Bar chart showing 4.3 score]							
		Team Members (5.1)	[Bar chart showing 5.1 score]							
		Peer (4.7)	[Bar chart showing 4.7 score]							
Engaging & Retaining Generation Y	4.6	Self (4.3)	[Bar chart showing 4.3 score]						Affirmation Affirmation Affirmation	
		Leader(s) (4.3)	[Bar chart showing 4.3 score]							
		Team Members (5.1)	[Bar chart showing 5.1 score]							
		Peer (4.5)	[Bar chart showing 4.5 score]							
High Performance Builder	4.6	Self (4.0)	[Bar chart showing 4.0 score]						Affirmation Affirmation Affirmation	
		Leader(s) (4.0)	[Bar chart showing 4.0 score]							
		Team Members (4.9)	[Bar chart showing 4.9 score]							
		Peer (4.8)	[Bar chart showing 4.8 score]							
Trust Builder	4.6	Self (5.0)	[Bar chart showing 5.0 score]						Affirmation Affirmation Affirmation	
		Leader(s) (4.3)	[Bar chart showing 4.3 score]							
		Team Members (5.2)	[Bar chart showing 5.2 score]							
		Peer (4.4)	[Bar chart showing 4.4 score]							
Retention Monitor	4.5	Self (3.3)	[Bar chart showing 3.3 score]						Gift Gift Affirmation	
		Leader(s) (4.5)	[Bar chart showing 4.5 score]							
		Team Members (5.0)	[Bar chart showing 5.0 score]							
		Peer (4.2)	[Bar chart showing 4.2 score]							
Flexibility Expert	4.5	Self (4.8)	[Bar chart showing 4.8 score]						Affirmation Affirmation Affirmation	
		Leader(s) (4.0)	[Bar chart showing 4.0 score]							
		Team Members (5.2)	[Bar chart showing 5.2 score]							
		Peer (4.4)	[Bar chart showing 4.4 score]							
Retention Expert	4.5	Self (4.5)	[Bar chart showing 4.5 score]						Affirmation Affirmation Affirmation	*
		Leader(s) (4.3)	[Bar chart showing 4.3 score]							
		Team Members (4.9)	[Bar chart showing 4.9 score]							
		Peer (4.4)	[Bar chart showing 4.4 score]							
Talent Developer & Coach	4.5	Self (4.5)	[Bar chart showing 4.5 score]						Affirmation Affirmation Affirmation	*
		Leader(s) (4.0)	[Bar chart showing 4.0 score]							
		Team Members (4.8)	[Bar chart showing 4.8 score]							
		Peer (4.6)	[Bar chart showing 4.6 score]							

*Thank you for your interest in Insight.*

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*Contact us at [solutions@talentkeepers.com](mailto:solutions@talentkeepers.com)*

*or call 407-660-6041 ext 124 to schedule your demo.*