SECTION THREE

DEFENSE LOGISTICS AGENCY

The Warfighters Logistics Combat Support Agency

Understanding the Data

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What will you see in the Summary Report?

This section describes each section of the Summary Report, and provides some guidelines for interpreting survey results.

Depending on how many raters you invited and which coworkers chose to complete the assessment, your Summary Report will contain as few as one profile (Self), or as many as five profiles (Self, Combined Other, Direct Report, Peer, Other and Boss.) To produce a separate profile for each group, a minimum of three surveys for Combined Other, Direct Report, Peer and Other categories are necessary to protect the anonymity and confidentiality of each individual respondent.

Self and Combined Other Profile Sheet:

The first two profiles in the Summary Report are the Self and Combined Other profiles. They appear together on the same page to make comparison easy. These profiles provide a picture of how you perceive your ability to lead, how your co-workers perceive your abilities, and where the differences and similarities lie.

Self - This is comprised of your own responses about your leadership skills. The data in the resulting profile and line-item report come from a single assessment.

Combined Other - This is a composite of all of the responses of everyone who completed the assessment, except for you. At least three completed surveys are required to generate this profile and line item data.

Peer, Direct Report and Other Profile:

Your Summary Report may include one or more of the following profiles depending on the breakdown of the assessments received.

Peer - This is a composite of co-workers who are at approximately the same level within the organization as you, or other colleagues. A minimum of three completed assessments from peers is needed to generate this profile and line item report.

Direct Reports - This is a composite of co-workers who report directly to you. A minimum of three completed assessments from direct reports is needed to generate this profile and line item report.

Other – This is a composite of other co-workers that are neither peers nor bosses but with whom you have a significant level of contact in the workplace. This category could include customers, suppliers, etc.

As with previous profiles, these profiles allow you to quickly compare skill area assessments from several vantage points within the organization. These different perspectives provide an excellent foundation for development.

Boss Profile:

The final profile included in the Summary Report is based on the responses of your boss (es). This profile is generally comprised of the responses from one individual. If a participant has more than one boss, individual boss profiles are provided for each of the bosses.

In some instances, the boss may find it undesirable to have his/her data reported in a separate profile. In that case, you will not receive a separate boss profile and the boss's data will be included only in the Combined Other profile and line item report.

Gap Report:

This page of the summary report highlights the strengths and challenges for each participant. An item is considered to be a strength when both the Self score and the Combined Other score are high (3rd or 4th quartile). An item is considered a weakness when both the Self-score and Combined Other score are low. The Gap Report also details gaps between the way the participants view their abilities and the way others view them. These gaps are also known as mismatched perceptions, or cases when participants either overestimate or underestimate their capabilities.

Line Item Report:

In addition to the graphic profiles, the Summary Report includes a Line-Item Report that lists each item in the survey, groups them by index, and provides quartile scores for each item broken down by respondent (self, combined other, boss, peers, other, and/or direct reports). Your Summary Report will contain a minimum of two breakdowns on the line-item report - Self and Combined Other. The other breakdowns are provided only when there are three or more surveys for that category.

The Line-Item Reports are color-coded to match the *Denison Leadership Model* (the Involvement pages are printed in green, the Consistency pages in yellow, Adaptability pages blue, and Mission pages red). You will find a "+" and "-" sign next to the highest and lowest 10 line-item scores. These scores will also be listed on the Hi-Low page of the Summary Report. (See the description on the next page for more information about the Hi-Low.)

The Line-Item Reports are most helpful for developing individual action plans because they highlight scores for specific leadership skills and practices. It is an important part of the Summary Report because it helps to identify the specific areas of strength and weakness that are not detailed in the graphic profile.

Hi-Low Report:

This page of the Summary Report highlights your greatest strengths and weaknesses from the Combined Other perspective. It also highlights areas of mismatched perception, which are instances where the way the individual contributor evaluates his or her skills in a certain area is much different from the way the combined other views his or her skills in that area. It is valuable to examine the Hi-Low page in the Summary Report because it summarizes those areas that are responsible for your success and those that may be hindering your success and the progress of your organizational unit as well.

How can I interpret my results?

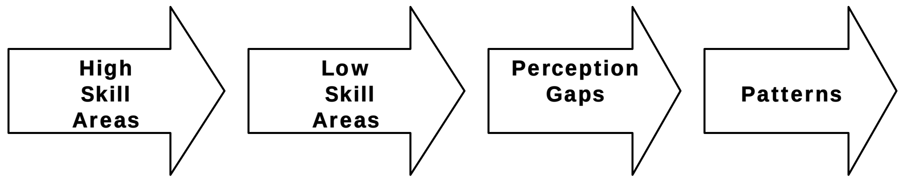
The *Denison Multi-Source Feedback Assessment* is a powerful diagnostic tool, but to develop strong leadership capability, it must be coupled with an equally powerful development process. It can be used to identify your leadership skills as they are today, and help you envision where you need to be in the future.

Responses to the profile and line item scores may vary widely. The following pages help to ensure that the important aspects of your results have been reviewed and provide a good foundation to make decisions about what you need to do to improve.

What are some important things to look for?

Identifying the most important developmental needs can generally be accomplished by comparing the Self-scores with the Combined Other scores. In addition, the same comparisons can be made between the other profiles (Boss, Peer, Direct Reports, Other) especially if there is a great difference in perception between them. We recommend that you first start by comparing the Self profile with the Combined Other profile, and then look to the Line-Item Report for details on each area identified.

The following review process graphic shows the key areas to look for when analyzing leadership survey results:



• **High Skill Areas -** These traits and skills are identified when your Self and Combined Other profile scores fill in the third and fourth quartiles. The Top Ten/Bottom Ten page in the Summary Report highlights the top ten Combined Other line item scores for further detail when you are reviewing the line item scores.

• **Low Skill Areas -** These traits and skills are identified when your Self and Combined Other profile scores fill in the first and second quartiles. The Hi-Low page in the Summary Report highlights the bottom ten Combined Other line item scores for further detail when you are reviewing the line item scores.

• **Perception Gaps -** These traits are identified when the gaps where the respondent's perspective was not in alignment with your view of yourself. The Gap Report page in the Summary Report highlights these areas so you can easily identify these gaps in perception.

Overestimated capabilities - Those skills and traits for which your Self Scores are in the 3^{rd} or 4^{th} quartile and your Combined Other scores are in the 1^{st} or 2^{nd} quartile.

Underestimated capabilities - Those skills and traits for which your Self Scores lie in the 1^{st} or 2^{nd} quartile and your Combined Other scores are in the 3^{rd} or 4^{th} quartile.

Identify matched perceptions - Those skills and traits for which your Self and Combined Other scores are in the same quartiles. These matched perceptions can fall into two categories:

Strengths - Those skills and traits for which your Self-Scores and your Combined Other Scores are both in the 3^{rd} or 4^{th} quartiles.

Challenges - Those skills and traits for which your Self Scores and your Combined Other Scores are both in the 1^{st} or 2^{nd} quartiles. It is helpful to engage in a process to identify how these assessments came to differ from each other and how you can direct your efforts toward improving and balancing your leadership skill areas.

Identify Patterns - After reviewing the Summary Report and identifying perception gaps, it is important to look for major themes and patterns in the data. The following questions will provide a starting point for looking at patterns:

• Do high scores or low scores tend to fall within a particular trait - Involvement, Consistency, Adaptability, or Mission?

• Do some skill areas represent clear strengths?

• Do some skill areas represent clear targets for improvement?

• Do you find that your self-perceptions tend to fall in the overestimated, underestimated, or matched perception category?

• Does one respondent group's scores (boss, direct report, peers, other) vary greatly from the others?

• How does the boss profile vary from the other profiles?

After identifying patterns, think back to your job. Do these patterns make sense? Were there any surprises? Note patterns using the Interpretation Worksheets found at the back of this section. When developing your action plan, be sure to consider these patterns when identifying which steps to take first.

How can you apply this learning in the work place?

It is important for you to establish a strategy and action plan for developing important leadership skill areas. It may be helpful to link your improvement strategy to ongoing activities already in place within the organization such as a business planning process, management development process, culture review process, or other organizational change efforts.

The process requires your commitment to follow through on these action plans. It is important to write down and share your Action Plan so that co-workers will understand what you are trying to accomplish and why, and offer their support.

Should you share what you have learned with direct reports and peers?

When your direct reports and peers completed their assessment of you, they provided you with important feedback. Now you are allowed to see yourself as they see you. In some cases, the feedback is affirming that many of the things that you have been doing are positive, but also identifies a few areas that could benefit from further development. In other cases, the feedback may be hard-hitting and possibly even discouraging.

After developing an action plan, it is helpful for you to go back to the people that pointed you in the right direction and ask them for assistance in the development process. The following steps allow you to share information appropriately and gain support for your development efforts:

Go back to direct reports and peers:

• Thank them for their input.

• Tell them one or two things you learned from the *Denison Multi-Source Feedback Assessment.*

• Tell them what you plan to do about it.

• Ask them for their support.

• Tell them specifically what actions on their part would be helpful to you in this process.

Why am I required to share the results with my boss?

Your boss can play a significant role in the implementation of your action plan. S/he can provide additional insight or suggestions, or may be able to get the resources, assistance, or training needed to implement your plan. The boss's role is particularly important when you are not working directly with a facilitator in the interpretation and action-planning stage of the *Denison Multi-Source Feedback Assessment* process.

You can follow the same approach outlined above for sharing with peers and direct reports. While you do not have to follow the same approach, what is important is that you share the action plan with your boss to get the appropriate support and resources needed to make the plan a reality. The conversation should be in a context that is future focused, positive, and demonstrate pro-activity.

Here are some guidelines to make this discussion with your boss more productive:

• Have a copy of the action plan, the profile/summary of the results, and the comparison summary with the previous survey, if applicable, to share with your boss.

• Before the meeting, identify what your boss can do to support you, and be ready to talk about it.

• Ask your boss to endorse your plan, and be ready to acknowledge your efforts when progress is made.