

Dattner Consulting

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Department Survey
Sample Department

Feedback Report

5/12/2010

About This Survey

Sample Department, 5/12/2010

This multi-rater survey is designed to assist your department in assessing and developing its effectiveness. As an aggregated report of the perceptions of the members of the department, it is intended to:

- Help your department identify its strengths and areas for improvement
- Enable the leaders of the department to better understand collective perspectives
- Serve as a quantitative baseline for the department's progress over time
- Catalyze constructive discussions about how the department can be more effective
- Demonstrate that the department is open to feedback and committed to continuous improvement

Rater Groups That Provided Feedback

Rater Group	# of Respondents (n)	# Invited to Participate
May 2011		1
May 2010	3	4

About The Rating Scale

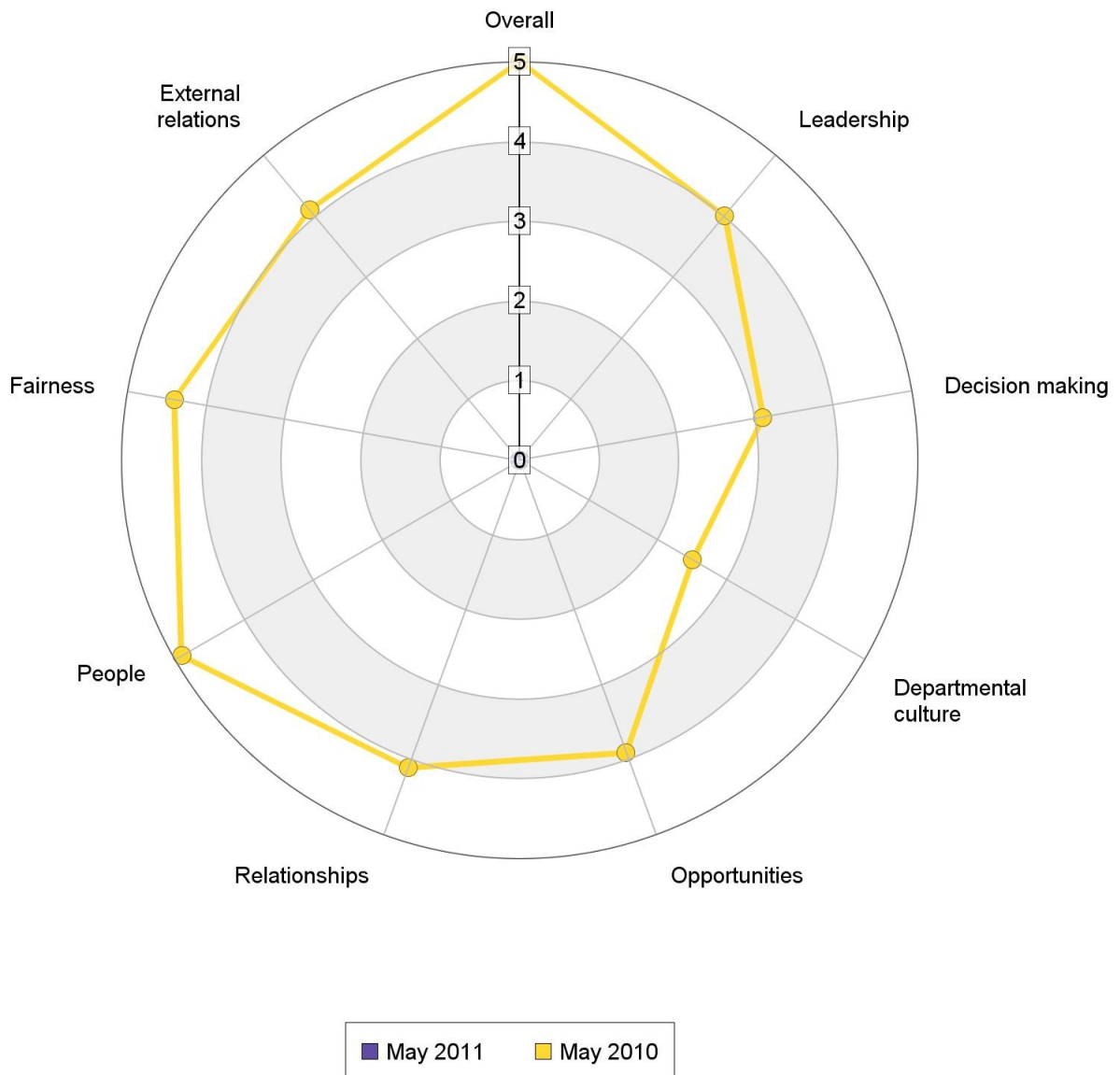
Scale Option	Assigned Value
n/a	0
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

Reverse Scored Items: In order to make safeguard against response bias and to ensure that respondents read each question carefully, questions 3 and 6 in each category are negatively worded. In the final report, they are "reverse scored", meaning that the response that was given is subtracted from 6. This reverse scoring ensures that in the final report, higher scores are always better. For example, if a respondent answers question 3 "This department tends to ignore or discount feedback from customers" with a "1" for "strongly disagree", that is reported as a 5. If the respondent answered "5" for "strongly agree" with question 3, that is reported as a 1.

Department Competency Profile

Sample Department, 5/12/2010

The Competency Profile radar chart below shows scores with each rating group across all Competencies. Radar charts are useful in easily spotting gaps between Rater groups' ratings of an organization. More favorable scores fall toward the outside of the chart.



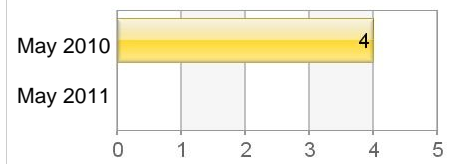
Competency Summary

Sample Department, 5/12/2010

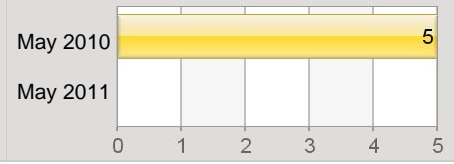
Summary of all competency groups sorted by Rater group.



Leadership



Overall

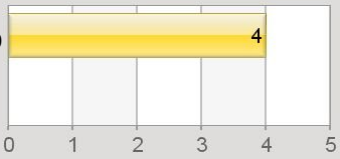
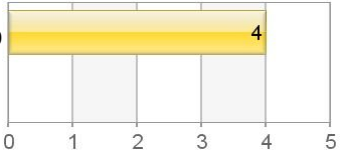
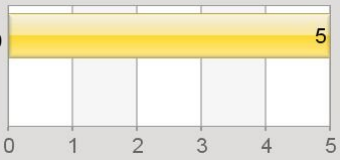
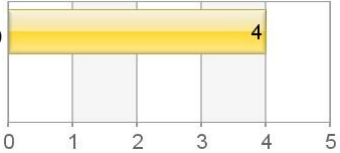
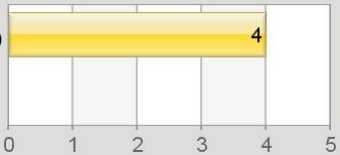
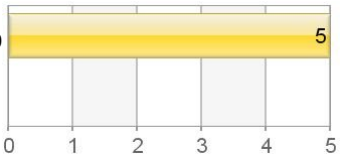
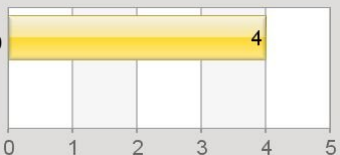
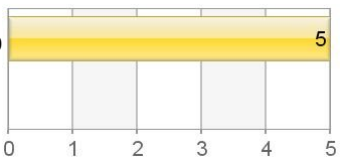


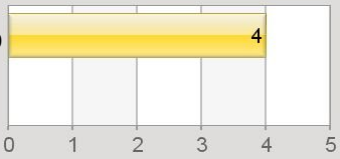
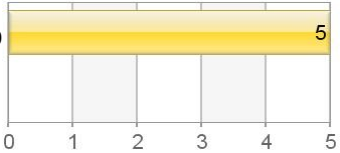
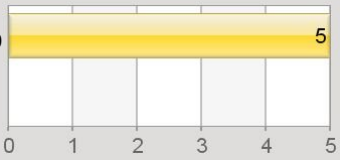
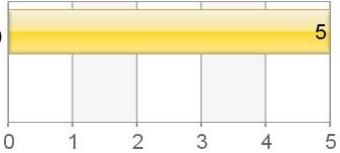
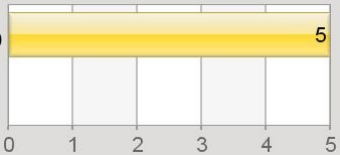
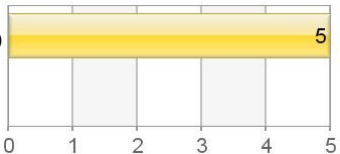
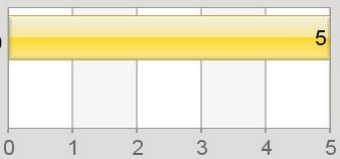
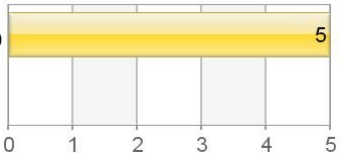
Individual Survey Items

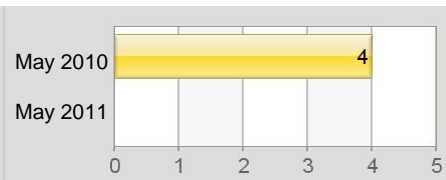
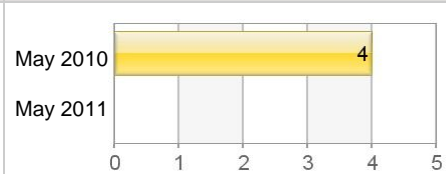
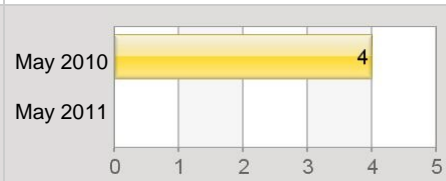
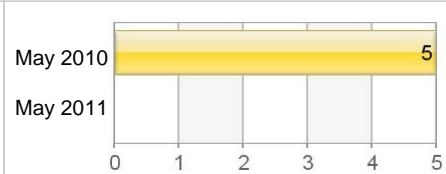
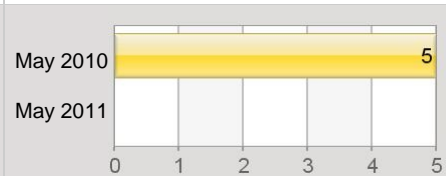
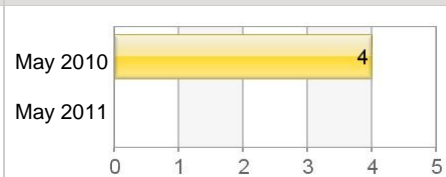
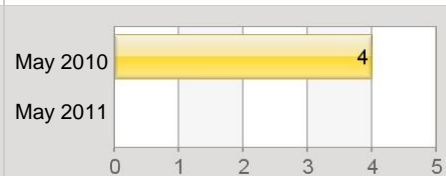
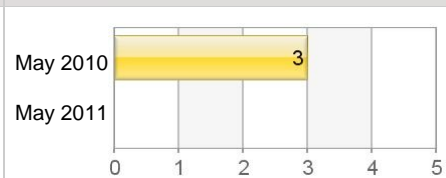
Sample Department, 5/12/2010

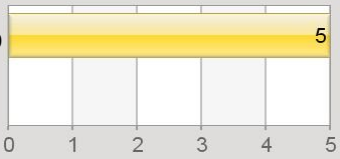
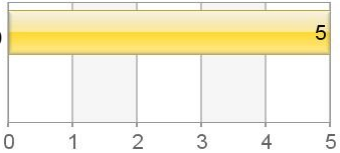
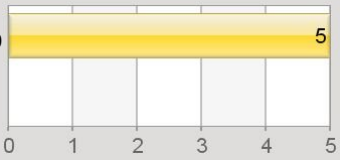
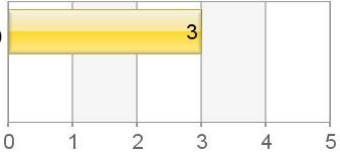
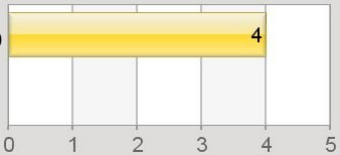
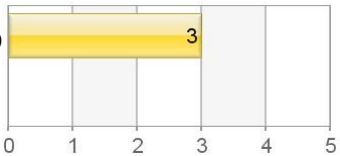
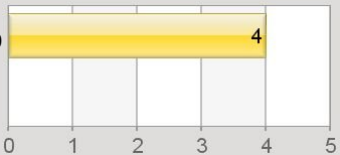
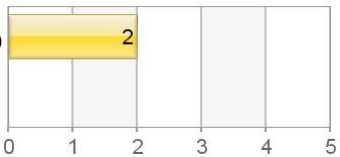
Graphs below show ratings on each survey item, sorted by Rater Group

Survey Item	Responses by Rater Group												
External relations 1. This department is attentive to the needs of its clients	<table border="1"> <thead> <tr> <th>Year</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Year	Hi	Lo	n	May 2010	4	4	1	May 2011			0
Year	Hi	Lo	n										
May 2010	4	4	1										
May 2011			0										
External relations 2. Our clients are satisfied with the value that we provide	<table border="1"> <thead> <tr> <th>Year</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Year	Hi	Lo	n	May 2010	4	4	1	May 2011			0
Year	Hi	Lo	n										
May 2010	4	4	1										
May 2011			0										
External relations 3. This department tends to ignore or discount feedback from clients (Reverse Scored Item)	<table border="1"> <thead> <tr> <th>Year</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Year	Hi	Lo	n	May 2010	4	4	1	May 2011			0
Year	Hi	Lo	n										
May 2010	4	4	1										
May 2011			0										
External relations 4. Other departments have an easy time collaborating with us	<table border="1"> <thead> <tr> <th>Year</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Year	Hi	Lo	n	May 2010	4	4	1	May 2011			0
Year	Hi	Lo	n										
May 2010	4	4	1										
May 2011			0										
External relations 5. We treat all sizes and kinds of customers with a high and consistent level of respect	<table border="1"> <thead> <tr> <th>Year</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Year	Hi	Lo	n	May 2010	4	4	1	May 2011			0
Year	Hi	Lo	n										
May 2010	4	4	1										
May 2011			0										
External relations 6. This department has too many critics who would like to see us fail (Reverse Scored Item)	<table border="1"> <thead> <tr> <th>Year</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Year	Hi	Lo	n	May 2010	3	3	1	May 2011			0
Year	Hi	Lo	n										
May 2010	3	3	1										
May 2011			0										
External relations 7. This department has a good reputation	<table border="1"> <thead> <tr> <th>Year</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Year	Hi	Lo	n	May 2010	5	5	1	May 2011			0
Year	Hi	Lo	n										
May 2010	5	5	1										
May 2011			0										
External relations 8. This department gives back to its community and society in general	<table border="1"> <thead> <tr> <th>Year</th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>	Year	Hi	Lo	n	May 2010	5	5	1	May 2011			0
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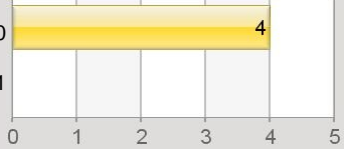
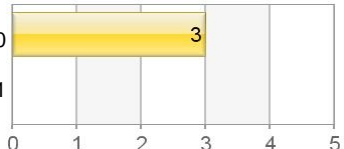
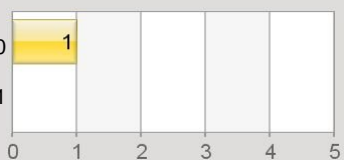
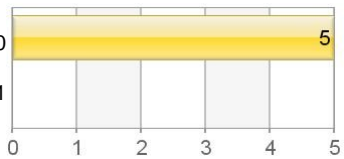
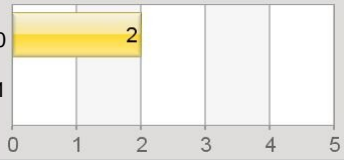
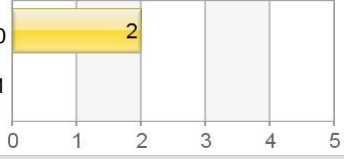
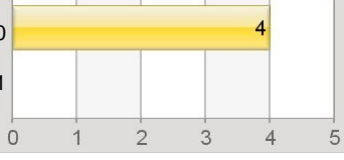
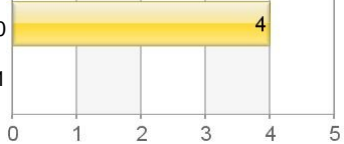
<p>Fairness</p> <p>9. This department strives to be as fair as possible</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Fairness</p> <p>10. People get promoted based on merit and performance</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Fairness</p> <p>11. Credit and blame are not assigned fairly in this department (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>Fairness</p> <p>12. I feel fairly compensated for the work that I do</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Fairness</p> <p>13. I would describe this department as generally more fair than other places I have worked</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Fairness</p> <p>14. Compensation is determined in a subjective and unfair manner (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>Fairness</p> <p>15. When unfair situations emerge, the department works to remedy them promptly</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Fairness</p> <p>16. The department recognizes and rewards people who expend extra efforts</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>

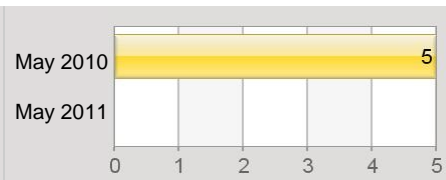
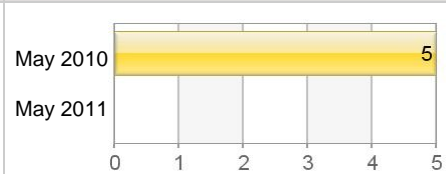
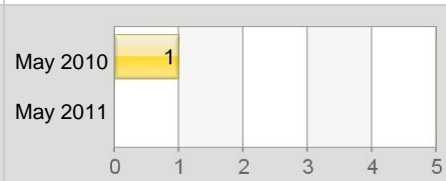
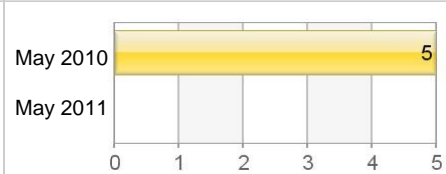
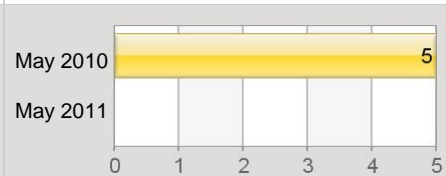
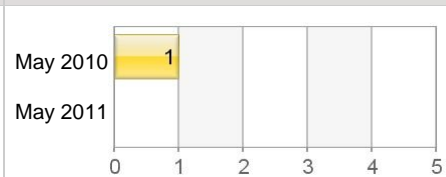
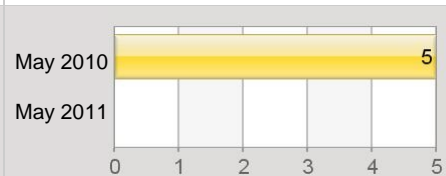
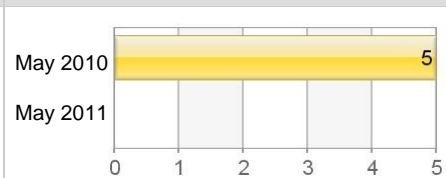
<p>People</p> <p>17. People truly are the most valued asset in this department</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>People</p> <p>18. The members of this department are committed to its success</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>People</p> <p>19. There are too many people working in this department who are poor performers (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>People</p> <p>20. This department is able to recruit and retain talented people</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>People</p> <p>21. I am positively challenged by, and learn from, the people I work with</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>People</p> <p>22. I do not trust many of the people that I work with (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>People</p> <p>23. When people disagree with one another, they do so in a constructive and respectful manner</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>People</p> <p>24. Other organizations try to recruit people who have been trained here</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>

<p>Relationships</p> <p>25. Most people in this department get along well with one another</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Relationships</p> <p>26. People in this department return each others' phone calls as promptly as possible</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Relationships</p> <p>27. There are long-running, dysfunctional feuds in this department (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Relationships</p> <p>28. I have become friendly and socialize with the people that I work with</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>Relationships</p> <p>29. Members of this department admit mistakes, apologize, and share learnings with one another</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>Relationships</p> <p>30. There is a high degree of internal conflict and discord in this department (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Relationships</p> <p>31. People treat one another with a high degree of consideration and respect</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Relationships</p> <p>32. People pitch in for one another and are supportive in times of personal crisis</p>		<p>Hi Lo n</p> <p>3 3 1</p> <p>0</p>

<p>Opportunities 33. I receive a good amount of feedback and coaching</p>		<p>Hi Lo n 5 5 1 0</p>
<p>Opportunities 34. There are many opportunities for career advancement here</p>		<p>Hi Lo n 5 5 1 0</p>
<p>Opportunities 35. It is not clear to me what I need to do to advance in this department (Reverse Scored Item)</p>		<p>Hi Lo n 5 5 1 0</p>
<p>Opportunities 36. I get the resources and support that I need to do my job</p>		<p>Hi Lo n 3 3 1 0</p>
<p>Opportunities 37. This department is willing to invest in training and development</p>		<p>Hi Lo n 4 4 1 0</p>
<p>Opportunities 38. I do not see many opportunities for advancement here in the foreseeable future (Reverse Scored Item)</p>		<p>Hi Lo n 3 3 1 0</p>
<p>Opportunities 39. The department encourages me to innovate and think creatively</p>		<p>Hi Lo n 4 4 1 0</p>
<p>Opportunities 40. I am learning and growing more professionally in this department than I would elsewhere</p>		<p>Hi Lo n 2 2 1 0</p>

<p>Departmental culture</p> <p>41. This department has a supportive and friendly culture</p>	<p>May 2010: 2</p> <p>May 2011: 0</p>	<p>Hi Lo n</p> <p>2 2 1</p> <p>0</p>
<p>Departmental culture</p> <p>42. Our culture is one of high performance and continuous improvement</p>	<p>May 2010: 3</p> <p>May 2011: 0</p>	<p>Hi Lo n</p> <p>3 3 1</p> <p>0</p>
<p>Departmental culture</p> <p>43. This department suffers from too much organizational politics (Reverse Scored Item)</p>	<p>May 2010: 2</p> <p>May 2011: 0</p>	<p>Hi Lo n</p> <p>2 2 1</p> <p>0</p>
<p>Departmental culture</p> <p>44. The department's culture has changed in order to meet new challenges</p>	<p>May 2010: 3</p> <p>May 2011: 0</p>	<p>Hi Lo n</p> <p>3 3 1</p> <p>0</p>
<p>Departmental culture</p> <p>45. This department embraces diversity and fosters an inclusive environment</p>	<p>May 2010: 2</p> <p>May 2011: 0</p>	<p>Hi Lo n</p> <p>2 2 1</p> <p>0</p>
<p>Departmental culture</p> <p>46. There are often elephants in the room and tensions and conflicts that do not get surfaced or resolved (Reverse Scored Item)</p>	<p>May 2010: 2</p> <p>May 2011: 0</p>	<p>Hi Lo n</p> <p>2 2 1</p> <p>0</p>
<p>Departmental culture</p> <p>47. Morale here is generally pretty high</p>	<p>May 2010: 3</p> <p>May 2011: 0</p>	<p>Hi Lo n</p> <p>3 3 1</p> <p>0</p>
<p>Departmental culture</p> <p>48. There is open communication and people speak up and share their true feelings and concerns</p>	<p>May 2010: 3</p> <p>May 2011: 0</p>	<p>Hi Lo n</p> <p>3 3 1</p> <p>0</p>

<p>Decision making</p> <p>49. In this department, good decisions get made most of the time</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Decision making</p> <p>50. The department is able to change its strategy and approach in order to adapt to change</p>		<p>Hi Lo n</p> <p>3 3 1</p> <p>0</p>
<p>Decision making</p> <p>51. My coworkers and I are not appropriately consulted about decisions that impact us (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>1 1 1</p> <p>0</p>
<p>Decision making</p> <p>52. Debate and dissent are welcomed and valued in this department</p>		<p>Hi Lo n</p> <p>5 5 1</p> <p>0</p>
<p>Decision making</p> <p>53. The department generally learns from bad decisions and does not repeat them</p>		<p>Hi Lo n</p> <p>2 2 1</p> <p>0</p>
<p>Decision making</p> <p>54. This department is too focused on the short term and neglects long term challenges (Reverse Scored Item)</p>		<p>Hi Lo n</p> <p>2 2 1</p> <p>0</p>
<p>Decision making</p> <p>55. Our strategy and direction is clear to me</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>
<p>Decision making</p> <p>56. There is good alignment between departmental goals and individual incentives</p>		<p>Hi Lo n</p> <p>4 4 1</p> <p>0</p>

<p>Leadership 57. Power in this department is based on expertise rather than position or seniority</p>		<p>Hi Lo n 5 5 1 0</p>
<p>Leadership 58. Senior management is well regarded and well respected</p>		<p>Hi Lo n 5 5 1 0</p>
<p>Leadership 59. Senior management is not visible or accessible to most people who work here (Reverse Scored Item)</p>		<p>Hi Lo n 1 1 1 0</p>
<p>Leadership 60. My immediate supervisor does a good job of managing me</p>		<p>Hi Lo n 5 5 1 0</p>
<p>Leadership 61. Senior managers in this department set a positive example</p>		<p>Hi Lo n 5 5 1 0</p>
<p>Leadership 62. There is an absence of good management and leadership in this department (Reverse Scored Item)</p>		<p>Hi Lo n 1 1 1 0</p>
<p>Leadership 63. I am confident that senior management will be able to successfully lead the department into the future</p>		<p>Hi Lo n 5 5 1 0</p>
<p>Leadership 64. The leadership of this department is committed to continuous improvement</p>		<p>Hi Lo n 5 5 1 0</p>

<p>Overall 65. I'm glad to work in this department</p>	 <table border="1" data-bbox="1356 128 1469 306"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	May 2010	5	5	1	May 2011			0
	Hi	Lo	n										
May 2010	5	5	1										
May 2011			0										
<p>Overall 66. This department is performing well</p>	 <table border="1" data-bbox="1356 306 1469 480"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	May 2010	5	5	1	May 2011			0
	Hi	Lo	n										
May 2010	5	5	1										
May 2011			0										
<p>Overall 67. This department's performance is improving over time</p>	 <table border="1" data-bbox="1356 480 1469 655"> <thead> <tr> <th></th> <th>Hi</th> <th>Lo</th> <th>n</th> </tr> </thead> <tbody> <tr> <td>May 2010</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>May 2011</td> <td></td> <td></td> <td>0</td> </tr> </tbody> </table>		Hi	Lo	n	May 2010	5	5	1	May 2011			0
	Hi	Lo	n										
May 2010	5	5	1										
May 2011			0										

10 Highest Rated Items

This report shows average weighted ratings for each of the top 10 rated items in the review.

Top 10 Items	May 2011	May 2010
1. Overall This department's performance is improving over time	0.0	5.0
2. Overall This department is performing well	0.0	5.0
3. Overall I'm glad to work in this department	0.0	5.0
4. Leadership The leadership of this department is committed to continuous improvement	0.0	5.0
5. Leadership I am confident that senior management will be able to successfully lead the department into the future	0.0	5.0
6. Leadership Senior managers in this department set a positive example	0.0	5.0
7. Leadership My immediate supervisor does a good job of managing me	0.0	5.0
8. Leadership Senior management is well regarded and well respected	0.0	5.0
9. Leadership Power in this department is based on expertise rather than position or seniority	0.0	5.0
10. Decision making Debate and dissent are welcomed and valued in this department	0.0	5.0

10 Lowest Rated Items

This report shows average weighted ratings for each of the bottom 10 rated items in the review.

Bottom 10 Items		May 2011	May 2010
1.	Decision making My coworkers and I are not appropriately consulted about decisions that impact us (Reverse Scored Item)	0.0	1.0
2.	Leadership Senior management is not visible or accessible to most people who work here (Reverse Scored Item)	0.0	1.0
3.	Leadership There is an absence of good management and leadership in this department (Reverse Scored Item)	0.0	1.0
4.	Opportunities I am learning and growing more professionally in this department than I would elsewhere	0.0	2.0
5.	Departmental culture This department has a supportive and friendly culture	0.0	2.0
6.	Departmental culture This department suffers from too much organizational politics (Reverse Scored Item)	0.0	2.0
7.	Departmental culture This department embraces diversity and fosters an inclusive environment	0.0	2.0
8.	Departmental culture There are often elephants in the room and tensions and conflicts that do not get surfaced or resolved (Reverse Scored Item)	0.0	2.0
9.	Decision making The department generally learns from bad decisions and does not repeat them	0.0	2.0
10.	Decision making This department is too focused on the short term and neglects long term challenges (Reverse Scored Item)	0.0	2.0

Additional Comments

All respondents are asked to provide open-ended commentary. The comments below are presented exactly as they were entered by respondents.

Decision making: Observations/Suggestions

May 2010:

No Response.

May 2011:

No Response.

Departmental culture: Observations/Suggestions

May 2010:

No Response.

May 2011:

No Response.

External relations: Observations/Suggestions

May 2010:

No Response.

May 2011:

No Response.

Fairness: Observations/Suggestions

May 2010:

We're getting more fair over time. The new performance appraisal system is helping.

May 2011:

No Response.

Leadership: Observations/Suggestions

May 2010:

The new department leaders have brought about great improvements in almost every area

May 2011:

No Response.

Opportunities: Observations/Suggestions

May 2010:

No Response.

May 2011:

No Response.

Overall: Observations/Suggestions

May 2010:

No Response.

May 2011:

No Response.

People: Observations/Suggestions

May 2010:

No Response.

May 2011:

No Response.

Relationships: Observations/Suggestions

May 2010:

No Response.

May 2011:

No Response.