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2019 Survey Executive Summary

[Presentation Date]

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Talmetrix

Report Overview

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Survey Methodology

Survey Framework

Category	# of Questions
Civility	4
Engagement	9
Feedback & Collaboration	10
Innovation	2
Effectiveness	8
Empowerment	5

Information

Our manager effectiveness survey is directly tied to our overall organizational survey. It measures the most critical aspects of leader performance and effectiveness.

Glossary of Terms

- **Distribution of Favorability:** Shows the general proportion of **favorable** responses (“strongly agree” and “agree”), **neutral**, and **unfavorable** responses (“disagree” and “strongly disagree”).
- **Average:** A number expressing the central or typical value in a set of data. It is calculated by dividing the sum of the values in the set by their number.
- **Response Scales:** All structured response questions use a 5-point Likert scale.
- **Rounding:** The sum of % **favorable**, **neutral**, and **unfavorable** scores may add up to 99 or 101.

Survey Administration



All **[type of]** employees hired prior to **[date]**.



Employees accessed the survey **[survey admin dates]** via **[access methods]**.



Anonymity threshold: **[threshold]**.
No groups with fewer than **[#]** respondents are reported.



Overall Summary

Key Takeaways

- X is a key opportunity area for the majority of leaders.
- Recommend to focus in the bottom 25% of leaders for coaching.
- Consistently lower scores in X group.
- Over 25% of leaders were above an average score of 4.
- Strong scores in overall leader Engagement.



Survey Participation

OVERALL PARTICIPATION: 50%

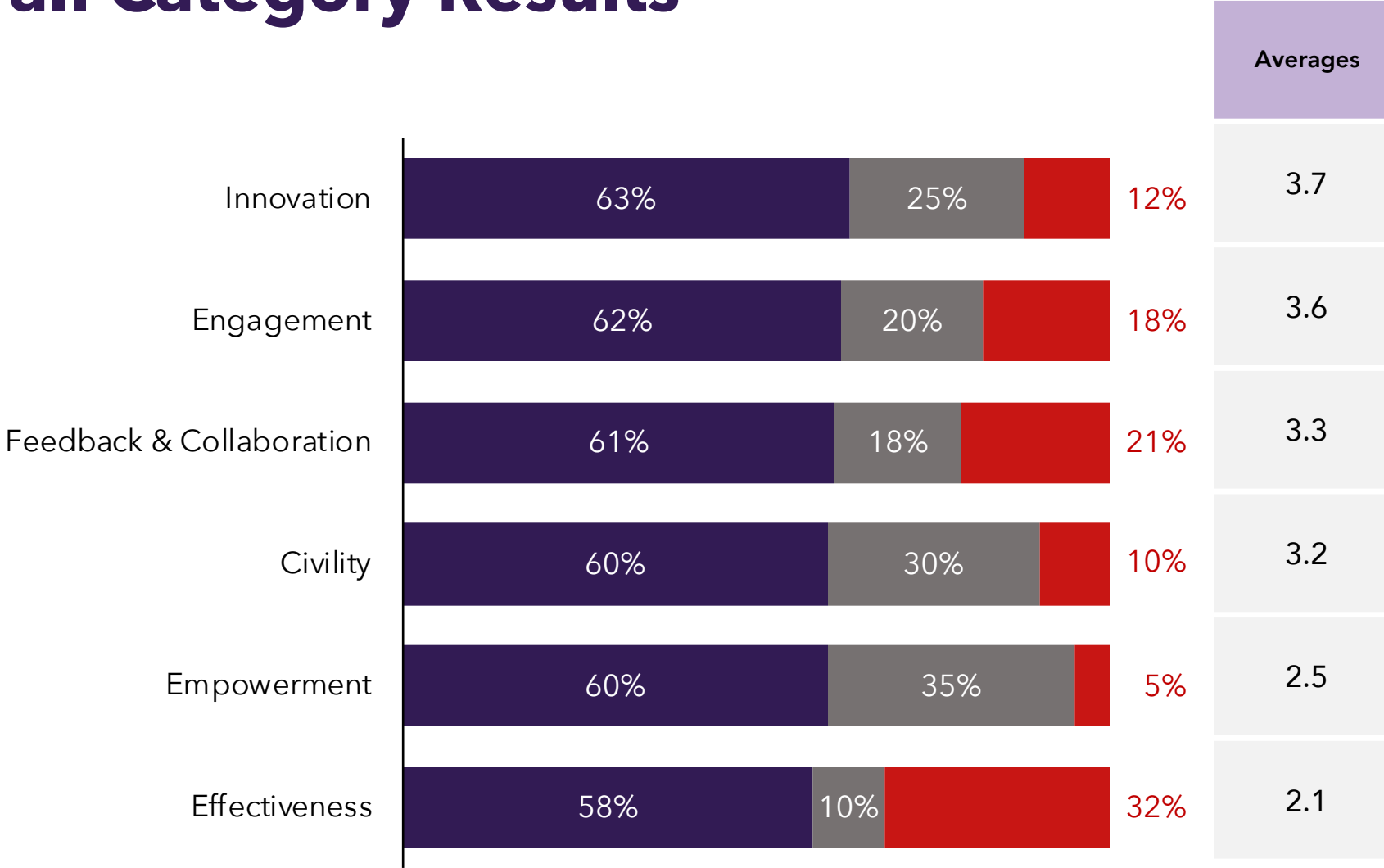
Group	# Respondents	% of Respondents	# in Population	% of Total Population	Response Rate (Δ from [Year])
Division A	25	50%	50	25%	50%
Division B	25	50%	50	25%	50%
Division C	25	50%	50	25%	50%
Division D	25	50%	50	25%	50%
Total	100	-	200	-	50%

Summary of Findings



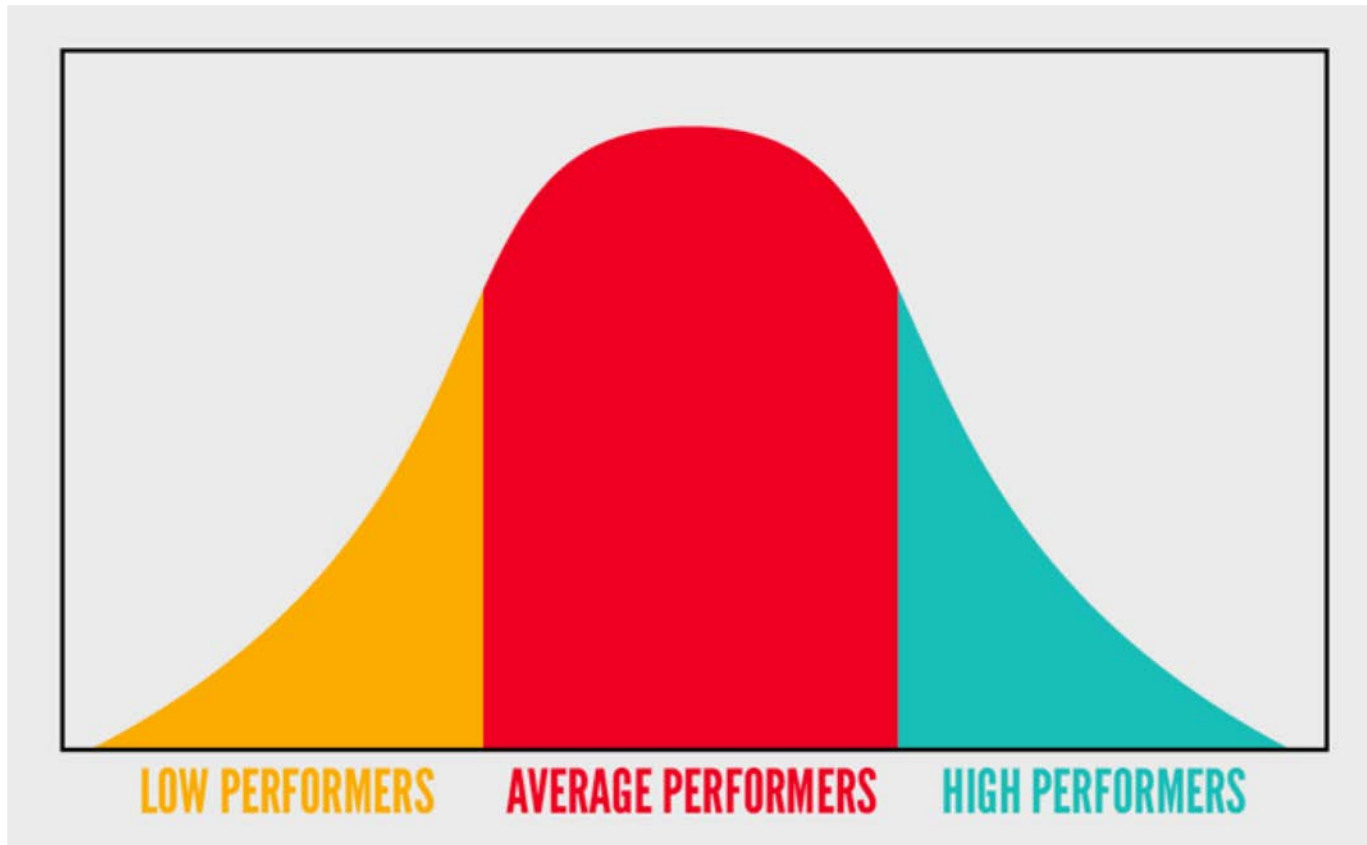
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Overall Category Results



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Overall Distribution



3.1 Average

1.25 Standard Deviation

Your distribution will inform where the bulk of your leaders are, and how skewed, or normal, the distribution is.

Engagement & Performance



Understanding how Manager Effectiveness is connected to current performance ratings will help you understand if leadership perception is accurately predicting performance.

Most & Least Favorable Items

	Category	Question	% Fav	% Neu	% Unfav
MOST FAVORABLE	Innovation	How often do you...	90%	5%	5%
	Engagement	How often do you... with colleagues with goals...	88%	8%	4%
	Engagement	How often do you... together...	87%	9%	4%
	Engagement	How often do you... with your supervisor to help you... the company...	85%	10%	5%
	Feedback & Collaboration	How often do you... together to improve...	80%	15%	5%
LEAST FAVORABLE	Effectiveness	How often do you... together to improve the quality of work...	25%	30%	45%
	Effectiveness	How often do you...	30%	45%	25%
	Effectiveness	How often do you... with your supervisor to help you... the company...	40%	30%	30%
	Empowerment	How often do you... with your supervisor...	45%	35%	20%
	Empowerment	How often do you... with your supervisor...	50%	40%	10%

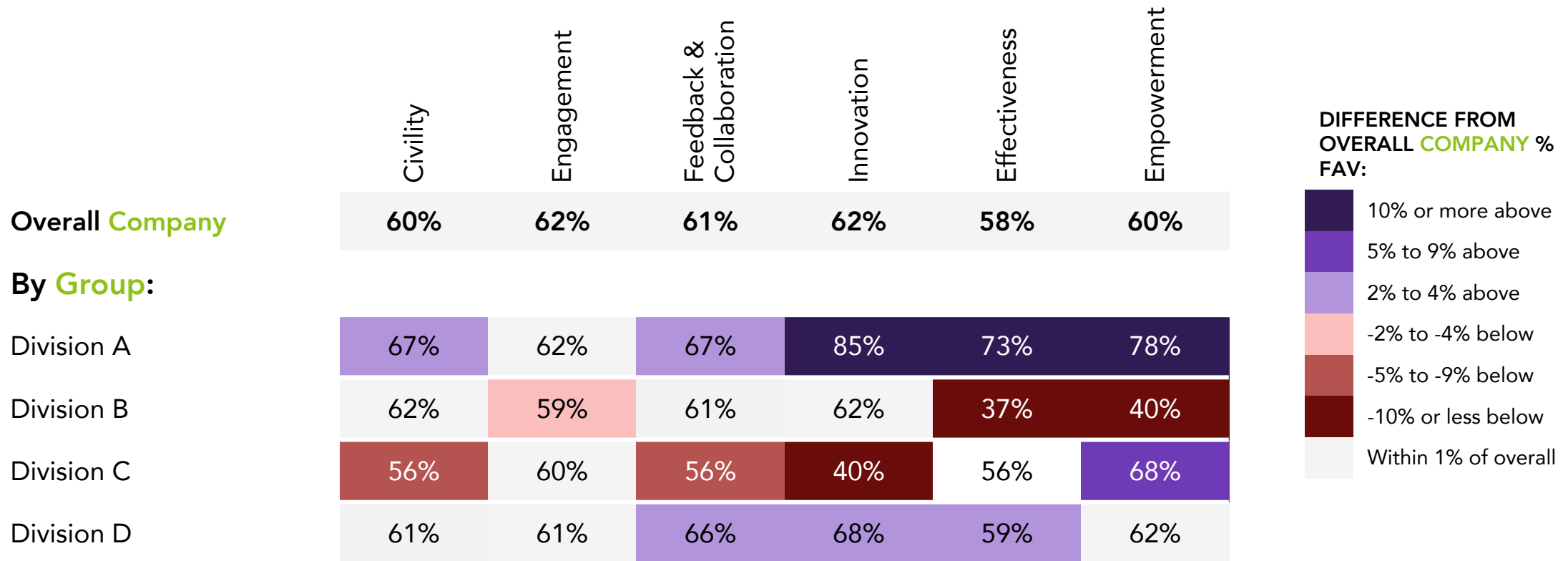
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*see appendix for all question-level distributions

A group of people in a meeting. A woman in the center is smiling broadly while looking at a laptop screen. To her left, another woman is looking at the screen. To her right, a man with glasses is also looking at the screen. The laptop screen displays a website with the word 'Unsplash' visible. The background is slightly blurred, showing what appears to be a chalkboard or whiteboard. A large green diagonal overlay covers the bottom half of the image, containing the title text.

Manager Differences

Key Group Differences by Division



Overall Leadership Differences

Top 10% Leaders Overall

Bottom 10% Leaders Overall

Leader Name	Overall Fav Score	Overall Avg.	Leader Name	Overall Fav Score	Overall Avg.
Denise Jordan	83%	4.2	Ivan Brewer	39%	1.8
Roland Sherman	82%	4.2	Rogelio Warner	41%	2.0
Rebecca Graves	78%	4.2	Elsie Ross	43%	2.2
Tracy Mendoza	78%	3.8	Elena Cohen	44%	2.2
Miriam Sharp	78%	3.8	Noah Torres	46%	2.3
May Ruiz	76%	3.8	Chris Mills	48%	2.3
Jessie Love	75%	3.7	Darla Franklin	48%	2.3
Norma Potter	75%	3.7	Alberta Black	49%	2.3
Lucas Long	75%	3.7	Megan Hill	49%	2.5
Phillip Gordon	74%	3.7	Leah Henderson	49%	2.5

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Civility Leadership Differences

Top 10% Leaders			Bottom 10% Leaders		
Leader Name	Overall Fav Score	Overall Avg.	Leader Name	Overall Fav Score	Overall Avg.
Gene Gonzales	100%	5	Billy Wallace	21%	1
Peter Dean	97%	4.9	Wallace Fleming	22%	1.2
Raymond Terry	97%	4.8	Irving Graham	24%	1.3
Elsa Higgins	96%	4.7	Doreen Wilson	25%	1.4
Kelly Lewis	96%	4.7	Willis Stewart	27%	1.6
Lucas Long	95%	4.6	Daisy Turner	29%	1.8
Willie Swanson	94%	4.5	Dominick Gardner	30%	2
Rebecca Graves	94%	4.5	Darla Franklin	31%	2.1
Norma Potter	92%	4.3	Mae Harmon	31%	2.1
Lena Gregory	90%	4.3	Celia Wells	31%	2.1

In Top 10% Overall List

In Bottom 10% Overall List

Engagement Leadership Differences

Top 10% Leaders			Bottom 10% Leaders		
Leader Name	Overall Fav Score	Overall Avg.	Leader Name	Overall Fav Score	Overall Avg.
Wilma Rodgers	100%	5	Gladys Schultz	20%	1
Noel Powers	99%	4.9	Lee Price	21%	1.2
Ross Dennis	99%	4.9	Donald Walsh	21%	1.2
Wallace Fleming	98%	4.8	Marlene Sandoval	22%	1.3
Deanna George	98%	4.8	Darla Franklin	23%	1.4
Tracy Mendoza	97%	4.7	Benny Brooks	23%	1.4
Bernadette Mccarthy	95%	4.5	Megan Hill	24%	1.5
Fannie Powell	95%	4.5	Naomi Weber	24%	1.5
Miriam Sharp	95%	4.5	Margie Boone	25%	1.7
Norma Potter	95%	4.5	Stacey Yates	26%	1.8

In Top 10% Overall List

In Bottom 10% Overall List

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Feedback & Collaboration Leadership Differences

Top 10% Leaders			Bottom 10% Leaders		
Leader Name	Overall Fav Score	Overall Avg.	Leader Name	Overall Fav Score	Overall Avg.
Fernando Gonzalez	100%	5	Doris Gibson	20%	1
Wilma Rodgers	100%	5	Kathleen Poole	20%	1
Kelly Lewis	99%	4.9	Elsie Ross	22%	1.2
Ashley Norris	98%	4.8	Leah Henderson	23%	1.3
Ora Harvey	98%	4.8	Gene Gonzales	23%	1.3
Willis Stewart	96%	4.7	Hazel Bowen	24%	1.4
Tracy Tucker	96%	4.7	Lucia Roberson	24%	1.4
Sonia Rogers	94%	4.5	Ivan Brewer	25%	1.5
Billy Wallace	92%	4.3	Kyle Jackson	25%	1.5
Stacey Yates	91%	4.2	Willie Swanson	27%	1.8

In Top 10% Overall List

In Bottom 10% Overall List

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Innovation Leadership Differences

Top 10% Leaders			Bottom 10% Leaders		
Leader Name	Overall Fav Score	Overall Avg.	Leader Name	Overall Fav Score	Overall Avg.
Marlene Sandoval	99%	5	Alfonso Hanson	20%	1
Denise Jordan	99%	5	Chris Mills	20%	1
Hazel Bowen	98%	4.9	Rogelio Warner	22%	1.2
Wallace Fleming	98%	4.9	Gladys Schultz	22%	1.2
Frederick Taylor	98%	4.9	Marta Parker	23%	1.3
Fernando Gonzalez	98%	4.9	Elsa Higgins	23%	1.3
Doreen Wilson	97%	4.7	Martha Barrett	25%	1.4
Miriam Sharp	96%	4.5	Kathleen Poole	26%	1.5
Casey Wagner	96%	4.5	Gene Gonzales	27%	1.6
Barbara Lane	94%	4.2	Billy Wallace	27%	1.7

In Top 10% Overall List

In Bottom 10% Overall List

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Effectiveness Leadership Differences

Top 10% Leaders			Bottom 10% Leaders		
Leader Name	Overall Fav Score	Overall Avg.	Leader Name	Overall Fav Score	Overall Avg.
Phillip Gordon	100%	5	Chris Mills	35%	1
Kim Huff	100%	5	Fernando Gonzalez	35%	1
Gladys Schultz	97%	4.9	Alberta Black	36%	1.2
Kathleen Poole	97%	4.9	Everett Guerrero	36%	1.2
Roland Sherman	97%	4.9	Emanuel Miles	37%	1.3
Lucia Roberson	95%	4.7	Nathaniel Nash	37%	1.3
Damon Copeland	95%	4.7	Kelly Lewis	38%	1.4
Dominick Gardner	93%	4.5	Larry Ray	39%	1.5
Fannie Powell	93%	4.5	Neil Steele	41%	1.6
Nathan Young	93%	4.5	Megan Hill	41%	1.6

In Top 10% Overall List

In Bottom 10% Overall List

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Empowerment Leadership Differences

Top 10% Leaders			Bottom 10% Leaders		
Leader Name	Overall Fav Score	Overall Avg.	Leader Name	Overall Fav Score	Overall Avg.
Naomi Weber	100%	5	Bernadette Mccarthy	20%	1
Roland Sherman	99%	4.9	Noah Torres	20%	1
Ross Dennis	96%	4.6	Earl Bates	20%	1
Rebecca Graves	96%	4.6	Elena Cohen	20%	1
Yvette Ortega	95%	4.5	Doris Gibson	21%	1.3
Norma Potter	94%	4.4	Miriam Sharp	22%	1.4
Phillip Gordon	94%	4.4	Ashley Norris	24%	1.6
Lena Gregory	93%	4.3	Donald Walsh	24%	1.6
Lee Price	93%	4.3	Emanuel Miles	24%	1.6
Lucas Long	93%	4.3	Larry Ray	28%	1.8

In Top 10% Overall List

In Bottom 10% Overall List



Summary

Key Takeaways

- 1
- 2
- 3
- 4
- 5

Next Steps / etc.

- 1
- 2
- 3
- 4
- 5



Appendix

Item-Level Results by Category

Item	% Fav	% Neu	% Unfav
Civility	%	%	%
They are not willing to accept the influence of the team	%	%	%
Managers speak for their constituents	%	%	%
They are not open to	%	%	%
Employees influence is sought	%	%	%
Engagement			
Employees themselves to meet challenging work goals	%	%	%
Employees at their highest level	%	%	%
They do often support what's expected of them to help the company	%	%	%
Employees do not want to do things more effectively	%	%	%
Challenges themselves	%	%	%
They do not want their work to be something that is not	%	%	%
They do not want their things get lost at work	%	%	%
Things complete with before they are done	%	%	%
They do not want to do things at work	%	%	%

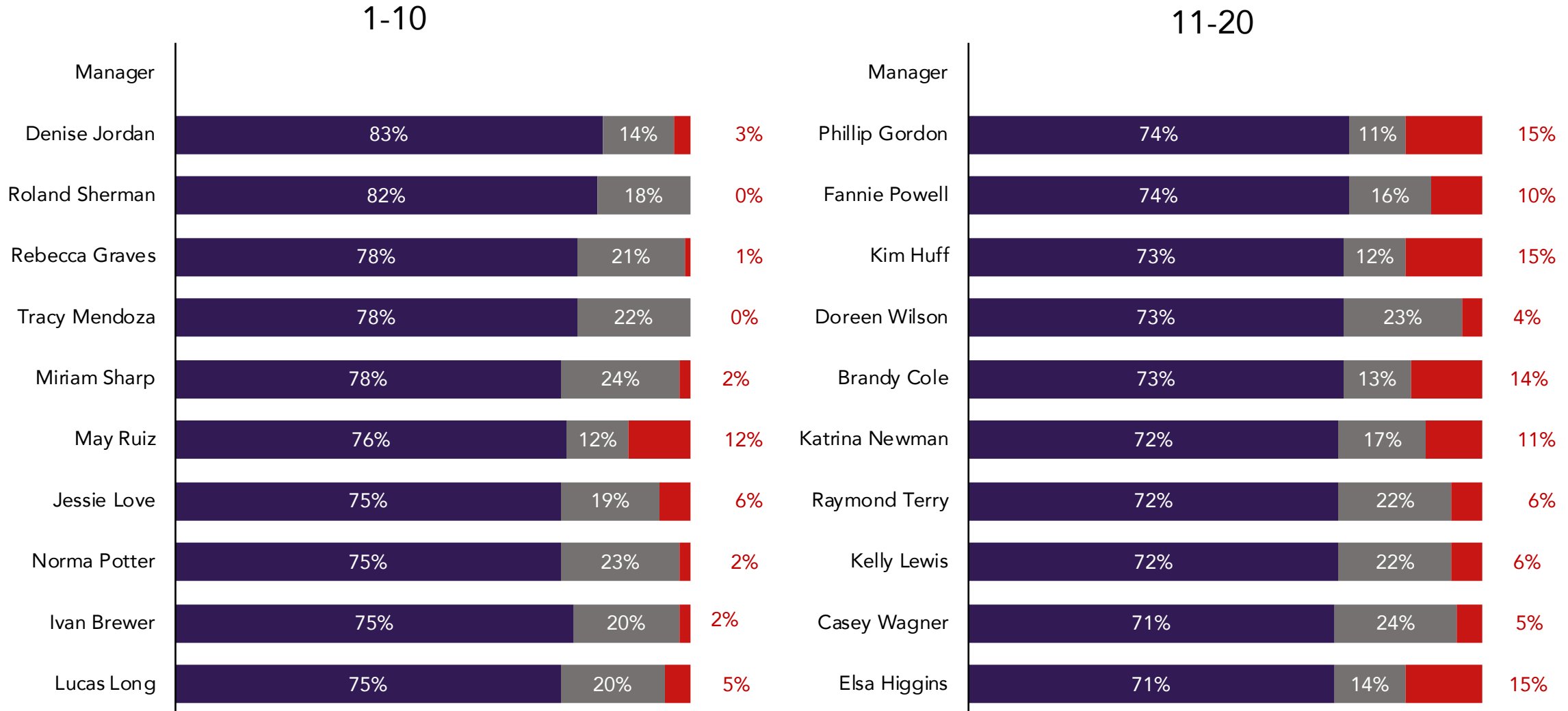
Item-Level Results by Category

Item	% Fav	% Neu	% Unfav
Feedback & Collaboration	%	%	%
My manager is good at explaining changes to employees	%	%	%
My manager is flexible when I have demands in my personal life	%	%	%
My manager is consistent in being fair to all	%	%	%
My manager is approachable	%	%	%
My manager is able to provide guidance and direction on urgent needs	%	%	%
My manager is compassionate and supportive towards me	%	%	%
My manager coaches me to help me improve my performance	%	%	%
My manager supports my growth through developmental opportunities	%	%	%
I can openly discuss issues and concerns with my manager	%	%	%
I receive feedback that is helpful to me in improving my performance	%	%	%
Innovation			
My manager is innovative	%	%	%
My manager encourages innovation	%	%	%

Item-Level Results by Category

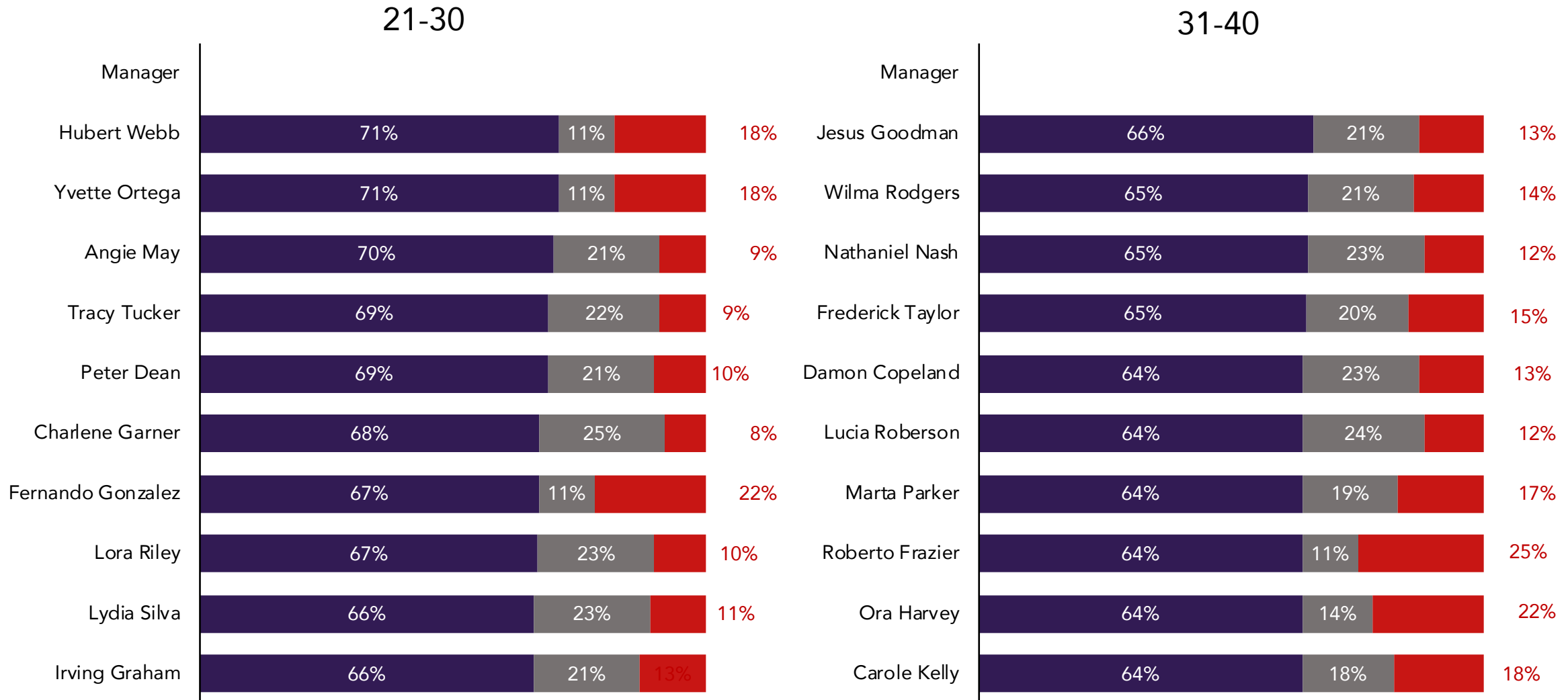
Item	% Fav	% Neu	% Unfav
Effectiveness	%	%	%
Managers use all the resources budgeted through their reports' job work.	%	%	%
Managers create budgets.	%	%	%
Managers' ideas based on their quality and not who generates them.	%	%	%
Managers' attitudes in the same way for everyone.	%	%	%
Managers' understanding of work that occurs among the team.	%	%	%
Managers' understand your performance.	%	%	%
Managers' based on work.	%	%	%
Managers' people accountable for their performance.	%	%	%
Empowerment			
Managers use to implement ideas from at work.	%	%	%
Managers' understanding work by work.	%	%	%
Managers' use to come up with new and better ways of doing the job.	%	%	%
Managers' allow you to make important decisions on the job.	%	%	%
Managers' provide support on the job, both because of their coverage.	%	%	%

Overall Results by Manager: Fully Ranked List



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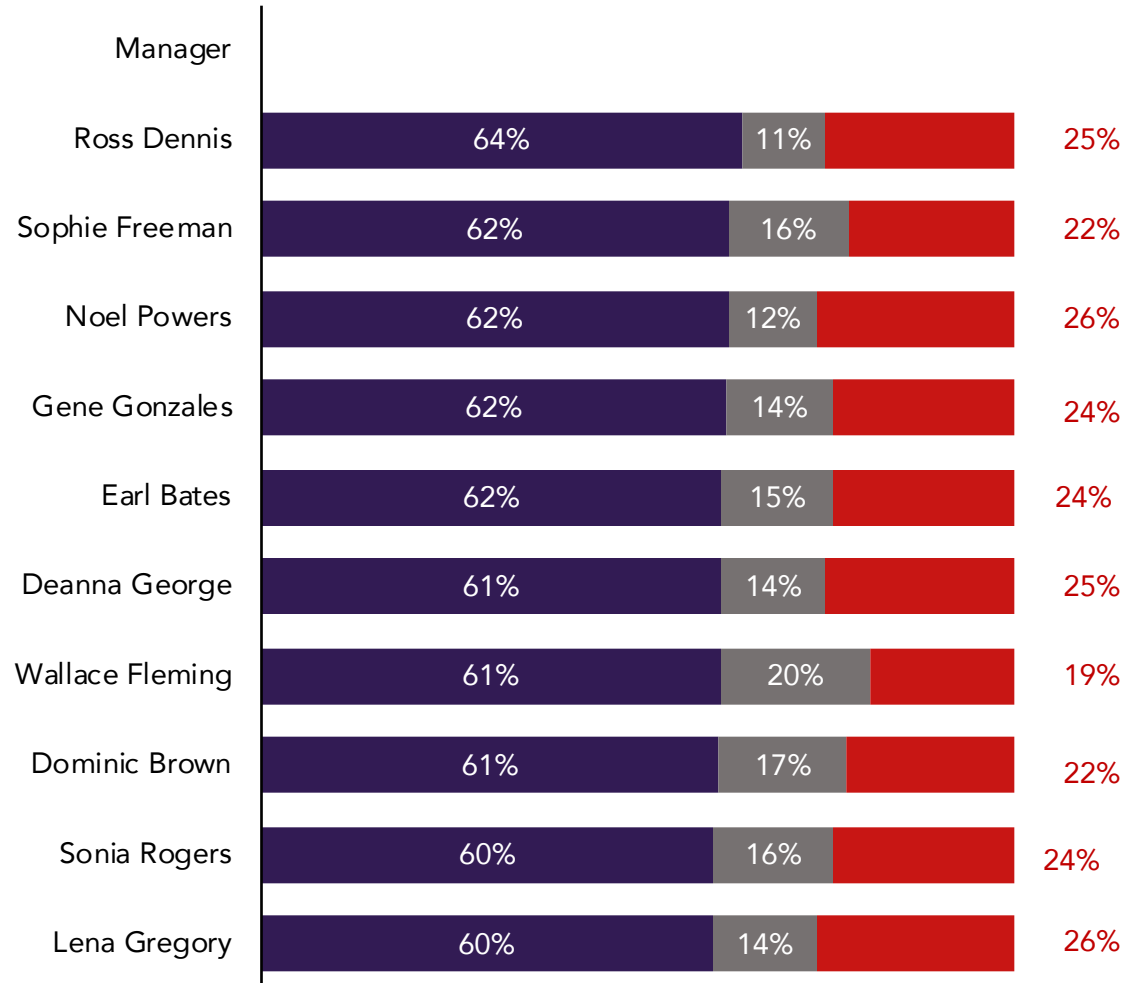
Overall Results by Manager: Fully Ranked List



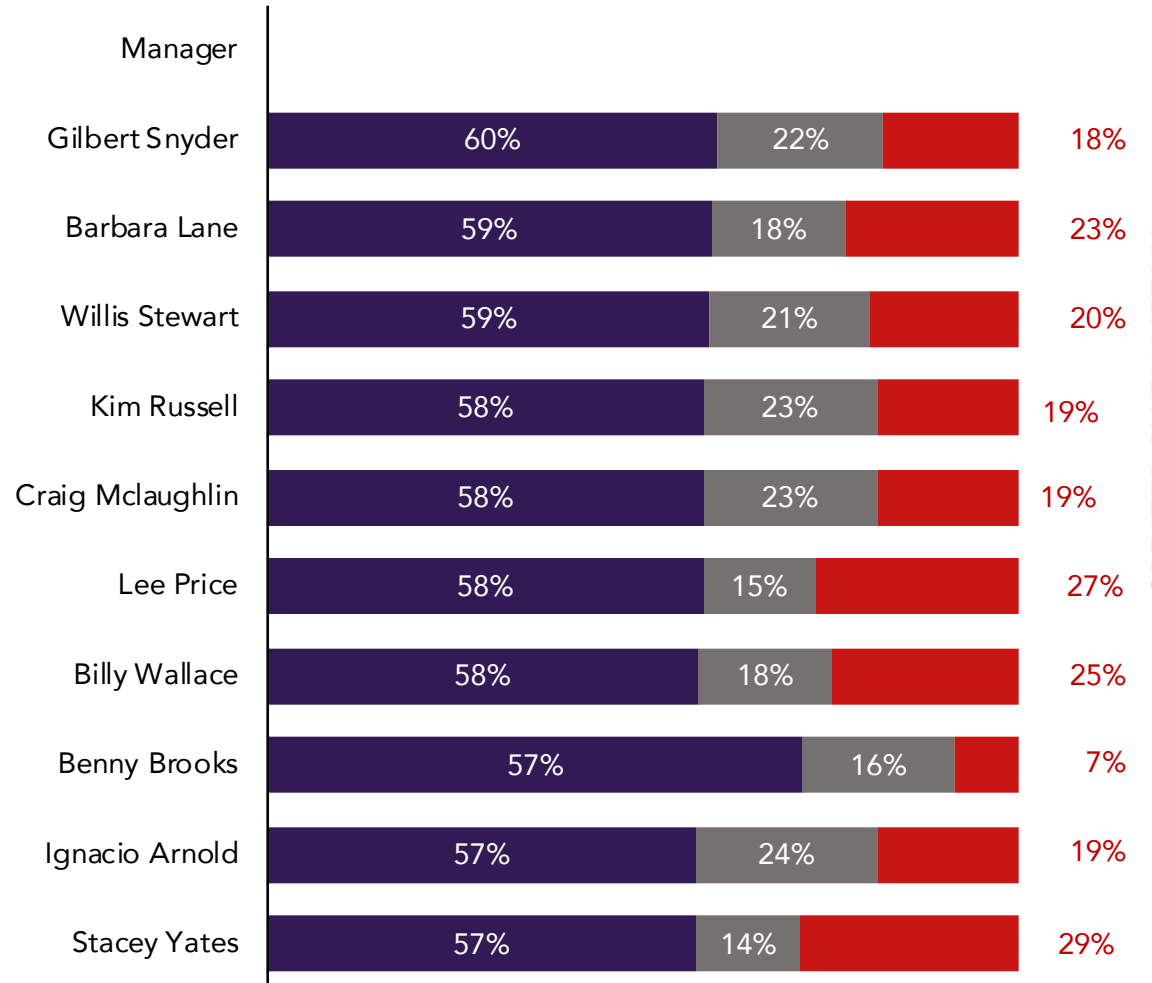
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Overall Results by Manager: Fully Ranked List

41-50



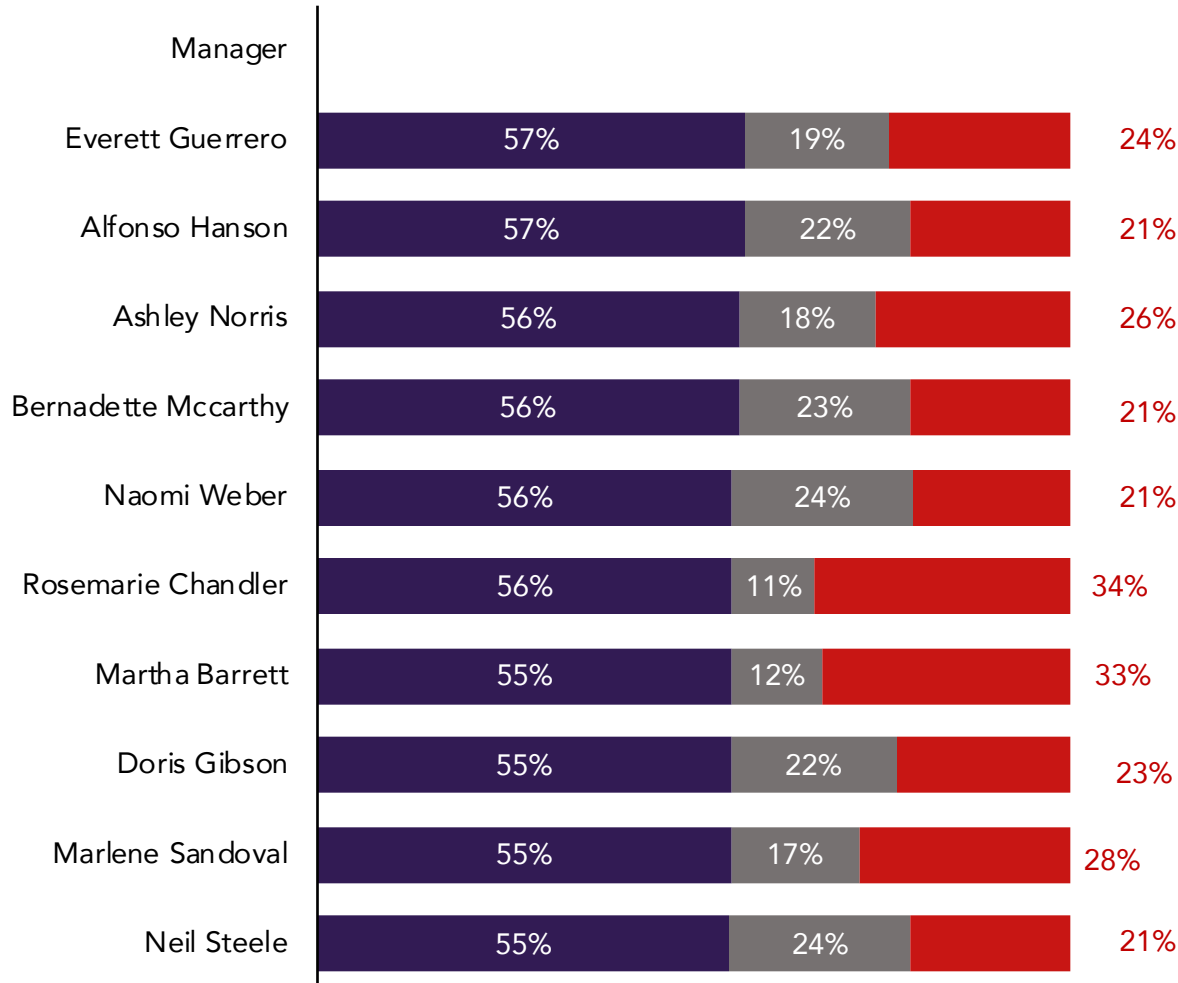
51-60



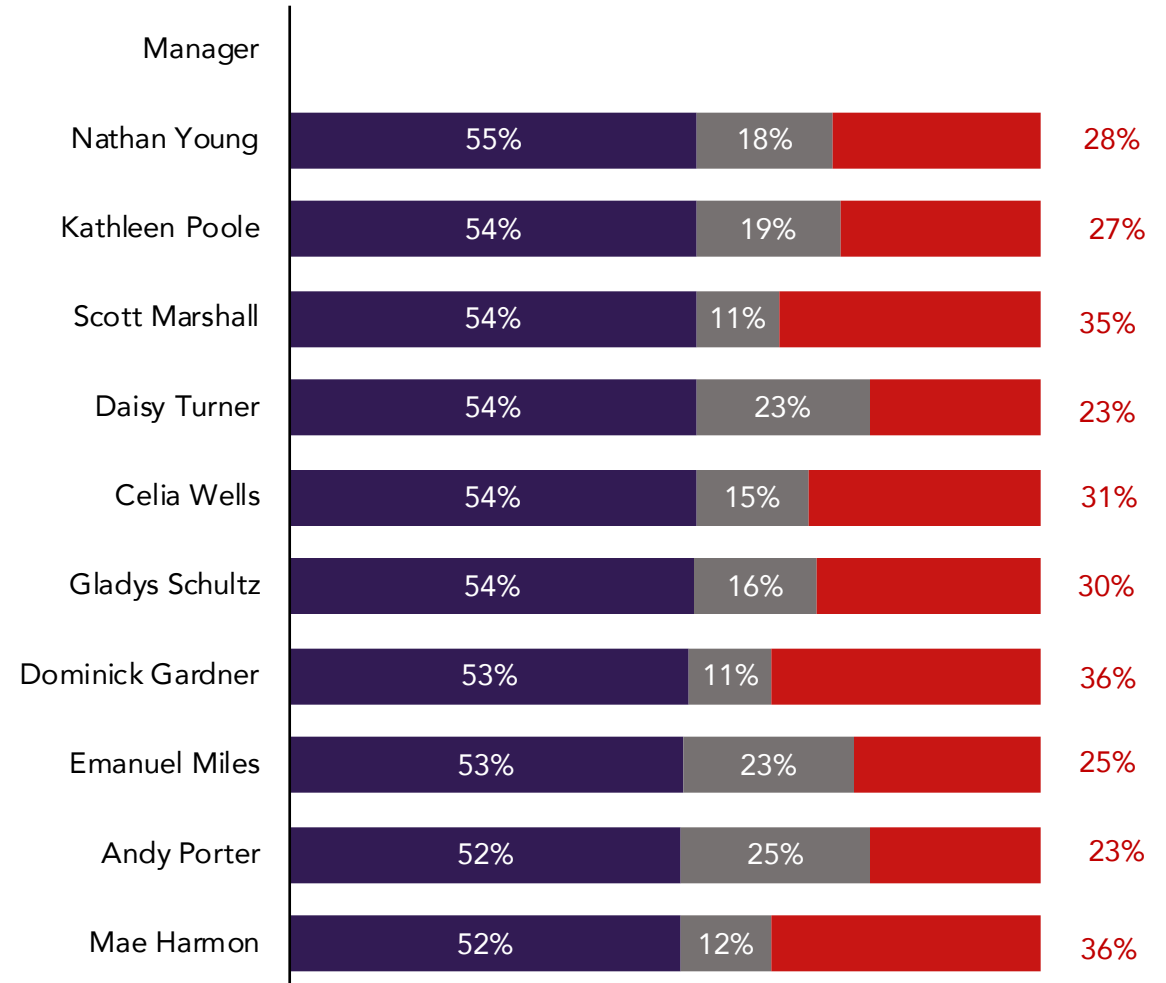
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Overall Results by Manager: Fully Ranked List

61-70

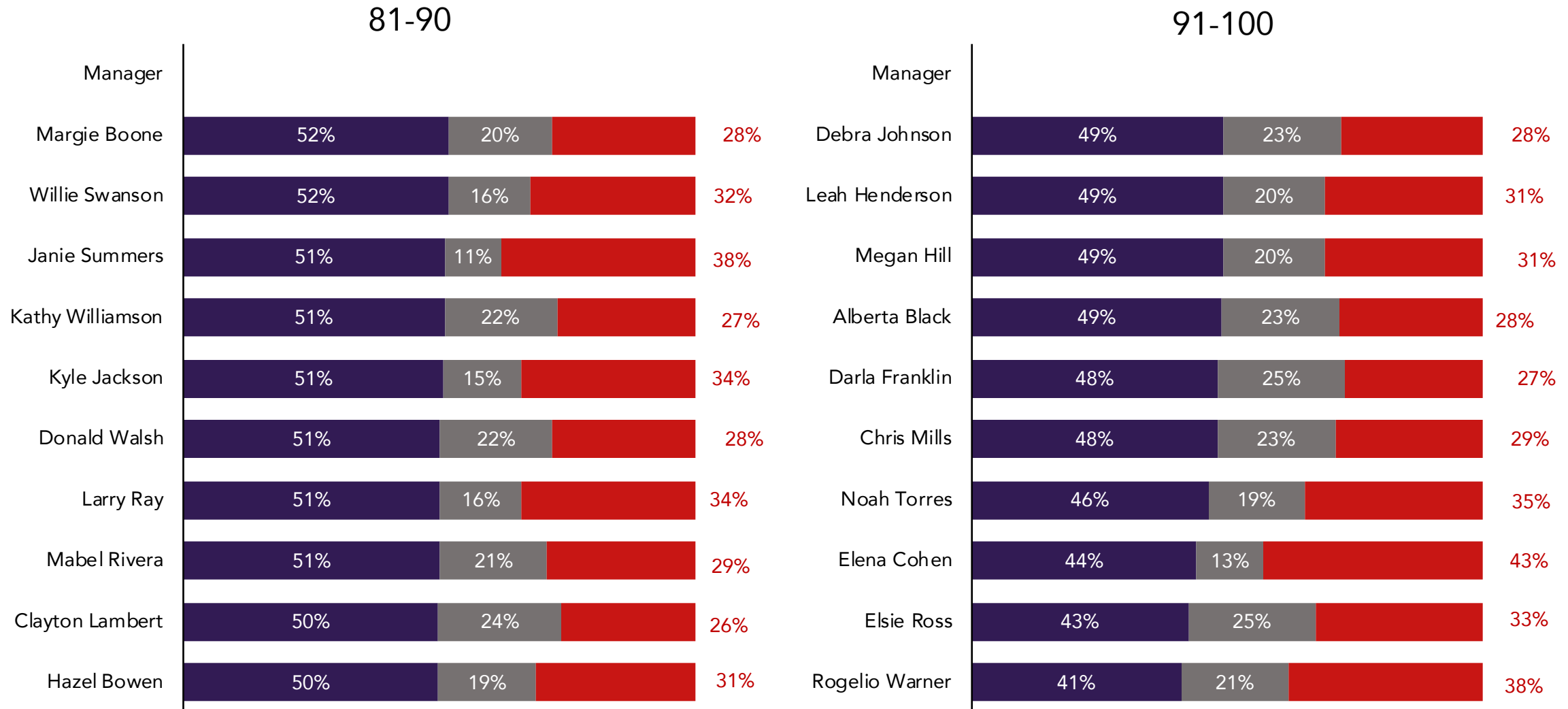


71-80



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Overall Results by Manager: Fully Ranked List



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