Benchmarks®
by Design™

Center for Creative Leadership®

Feedback Report Prepared for

Benchmarks By Design Sample A

22 April 2015

In addition to your self-ratings, this report
includes your ratings from:

1	Boss
1	Superior
5	Peers
6	Direct Reports
4	Others
17	All Raters

Benchmarks by Design Norm Group

Table of Contents

Introduction

What is Benchmarks by Design?

Benchmarks by Design provides you feedback on the behaviors that are important for leadership effectiveness.

After reviewing your results, we recommend you use the Benchmarks by Design Development Planning Guide to help you analyze your results and create your plan for development.

How was Benchmarks by Design Developed?

The Center for Creative Leadership maintains an extensive library of research-based competencies and derailment factors developed from more than 40 years of research. The subject of these research programs have included the identification of skills and capabilities successful executives learn and develop over the course of their careers, derailment, entrepreneurial leadership, openness to learning and willingness to seek opportunities to develop, top-level executive effectiveness, managerial effectiveness, and global leadership. Clients select content from this library to create their Benchmarks by Design.

The set of competencies in this report were selected because they represent leadership effectiveness in your group or organization.

Leadership Competencies - Overview Charts

The next three charts provide you with an overview of your scores. Detailed information describing the charts is located at the top of each page.

At the beginning of each feedback report section is a Guide for Interpretation. Here you will find a series of questions to help you broadly think about the meaning of your results.

Guide for Interpretation

- Do you and your Boss agree on which competencies are most important for success?
- What competencies were rated highest and lowest by others?
- Were there any differences between Self and All Raters scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

Leadership Competencies - Overview Charts

Importance for Success and Average Scores

The left column of this chart lists the competencies. The center gray column shows the Importance ratings. You and your raters were asked to choose 5 competencies *Most Important for Success* in your organization. The right column of the chart provides the average scores from All Raters and Self for each of the competencies. All Raters includes Boss, but not Self.

You and your raters used the following response scale to indicate the extent to which you display specific behaviors:

1 = To a very little extent   4 = To a great extent
2 = To a little extent   5 = To a very great extent
3 = To some extent   DK = Don't Know/Not Applicable

Key: [ ] 40% highest rated competencies by All Raters   ◼ 40% lowest rated competencies by All Raters

Competency	Importance for Success			Average Scores	
	All Raters	Boss	Self	All Raters	Self
1. Participative management	9			3.90	3.56
2. Leading employees	12	1	1	3.87	3.85
3. Relationships	7	1		[4.14]	4.20
4. Brings out the best in people	11	1	1	3.76	4.00
5. Influencing, leadership, power	5	1		3.81	3.89
6. Strategic perspective	7		1	[4.02]	4.63
7. Strategic planning	12	1	1	3.90	4.29
8. Handles disequilibrium	1			3.72	3.44
9. Leads with purpose	3			3.91	4.40
10. Results orientation	8		1	[4.00]	4.50
11. Credibility	10			[4.04]	3.88

Leadership Competencies - Overview Charts

Norm Group Comparisons: Self and All Raters

This chart displays your Self and All Rater scores relative to the scores of other people who have used Benchmarks by Design. On this chart you can see if your scores are low, mid-range, or high compared to the normative database CCL maintains for Benchmarks by Design.

Competency	● Self Low	▲ All Raters Mid-Range	High
1. Participative management			
2. Leading employees			
3. Relationships			
4. Brings out the best in people			
5. Influencing, leadership, power			
6. Strategic perspective			
7. Strategic planning			
8. Handles disequilibrium			
9. Leads with purpose			
10. Results orientation			
11. Credibility			
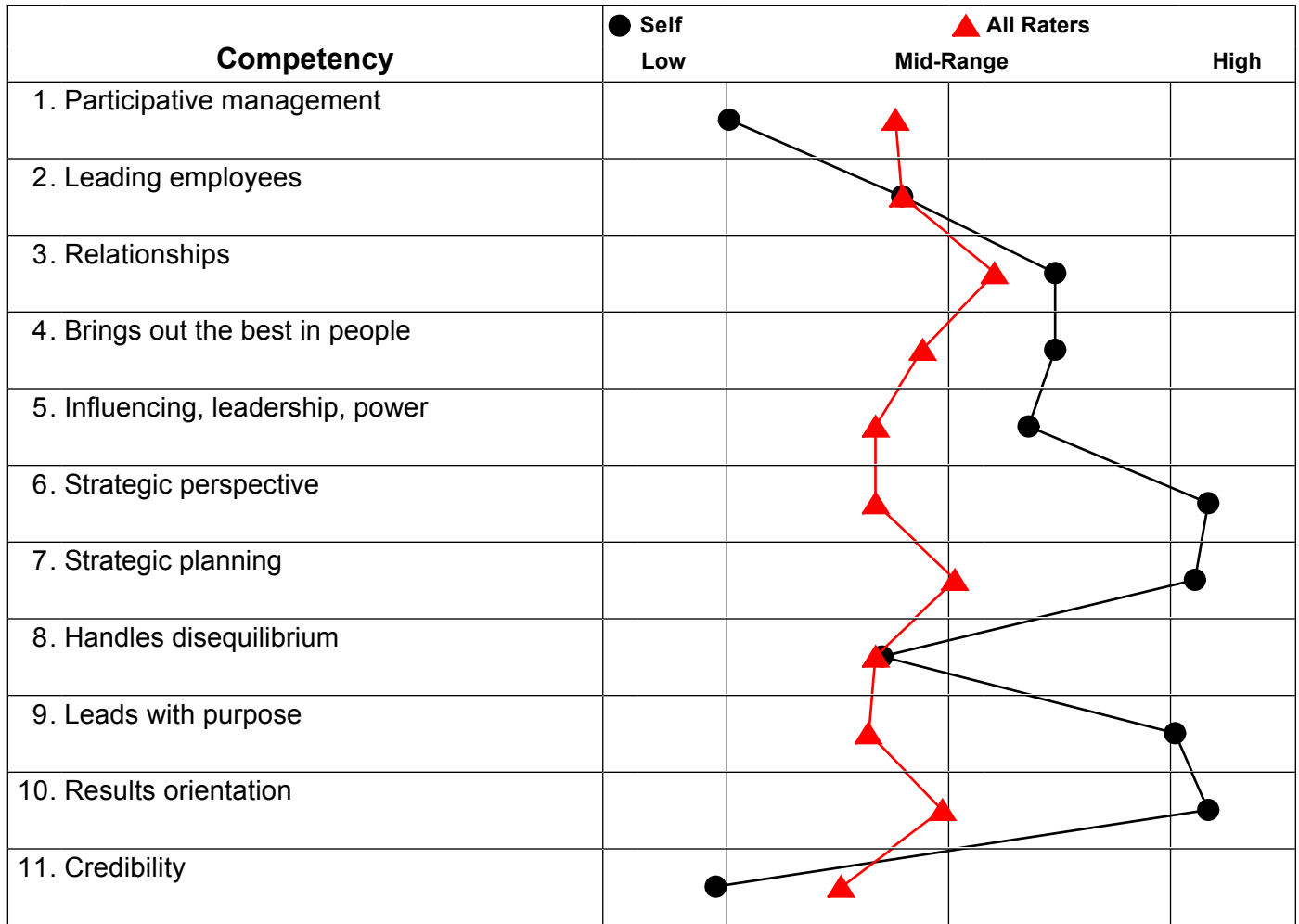
Leadership Competencies - Overview Charts

Norm Group Comparisons: By Rater Group

This chart provides more detailed information by breaking the All Rater scores into the component rater groups. Self scores are also plotted on this chart.

Competency	Self ● / Boss ★ / Peers ◆	Superior ▼ / Direct Reports ■	
	Low	Mid-Range	High
1. Participative management			
2. Leading employees			
3. Relationships			
4. Brings out the best in people			
5. Influencing, leadership, power			
6. Strategic perspective			
7. Strategic planning			
8. Handles disequilibrium			
9. Leads with purpose			
10. Results orientation			
11. Credibility			

Legend:
- ● Self
- ★ Boss
- ◆ Peers
- ▼ Superior
- ■ Direct Reports
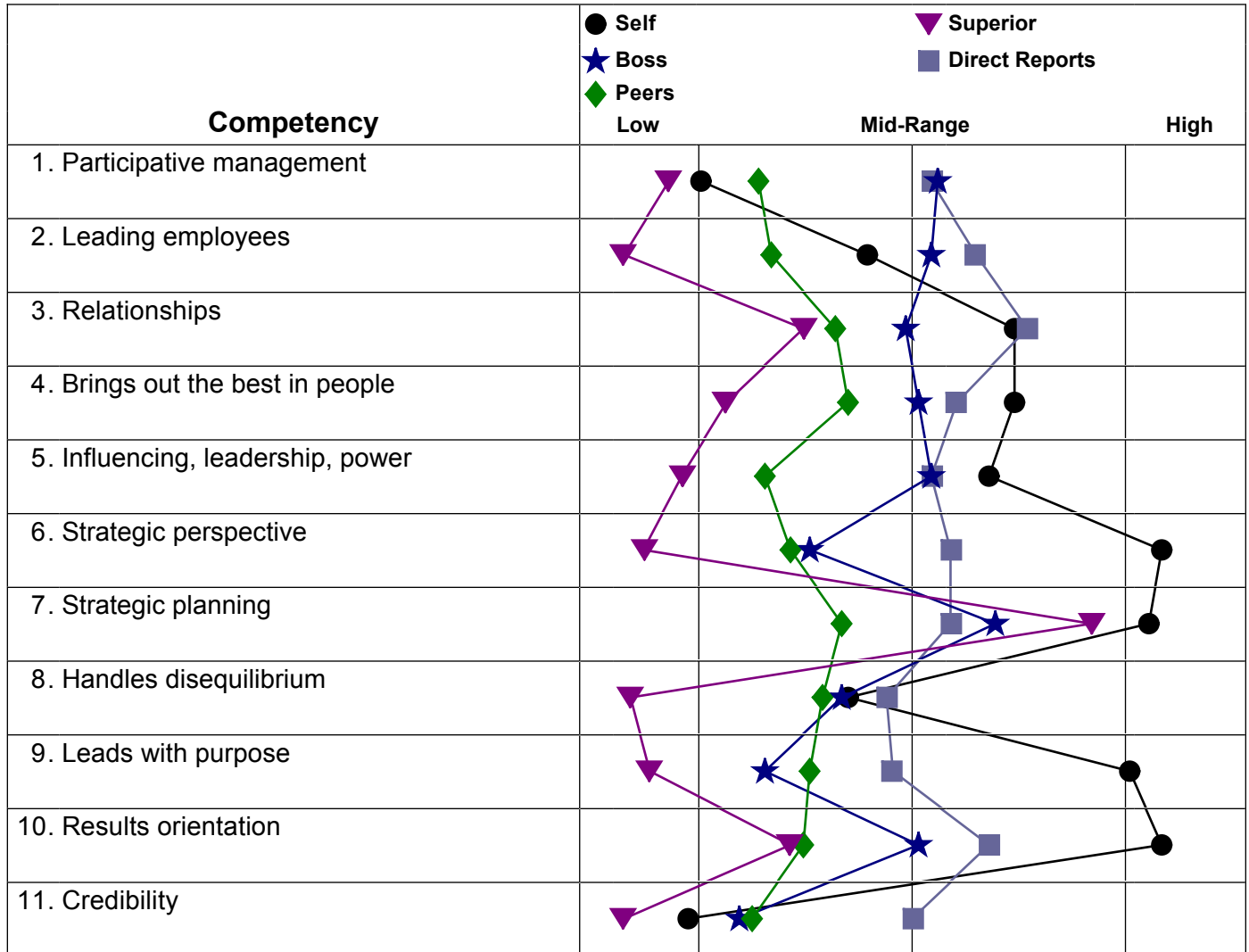
Leadership Competencies - Comprehensive Data

The comprehensive data section shows each of the competencies in more detail and includes:

Competency Name and Description

The name and description appear at the top of the page.

Competency Summary with Breakout by Rater Group

The Importance column shows how many respondents chose the competency as one of the five *Most Important for Success* in your organization.

The scores column shows your actual, or raw, competency score. You and your raters used the following response scale to indicate the extent to which you display specific behaviors:

1 =	To a very little extent		4 =	To a great extent
2 =	To a little extent		5 =	To a very great extent
3 =	To some extent		DK =	Don't Know/Not Applicable

Your norm group comparisons by rater group are reprinted in this chart. Your scores by rater group are plotted relative to scores of individuals in your norm or reference group.

In order to receive a competency-level score in any rater group:

• Each rater must complete at least 50% of the items in the competency, and
• A minimum number of raters in the group must submit a survey:

Boss - at least 1

Superior - at least 1

Peers - at least 2

Direct Reports - at least 2

Others - at least 1

All Raters - at least 4

Item-level Feedback

This part of your feedback report shows the greatest level of detail and indicates how your raters responded to the individual items (questions) in the survey. The questions were listed in random order in the survey and are organized by competency in this report.

In order to receive an item-level score, the following number of raters must respond:

Boss - at least 1

Superior - at least 1

Peers - at least 3, to ensure anonymity

Direct Reports - at least 3, to ensure anonymity

Others - at least 1

All Raters - at least 4, to ensure anonymity

Highest and Lowest Rated Items

The 5 highest rated items (including tied scores) for **each** rater group are bracketed and shaded in green. The 5 lowest rated items (including tied scores) are underlined and shaded in red.

Leadership Competencies - Comprehensive Data

Rater Disagreement

An asterisk (*) by an item indicates a gap of three points or more in your ratings from at least two individuals in **that** rater group on **that** item.

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Guide for Interpretation

- How do your responses compare to those of your raters?
- How do the scores from the various rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of the norm group?

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Leadership Competencies - Comprehensive Data

1. Participative management - Involves others, listens, and builds commitment.

	Importance	Scores	Low	Mid-Range	High
Self		3.56	●		
All Raters	9	3.90		▲	
Boss		4.11		★	
Superior		3.33	▼		
Peers		3.54	◆		
Direct Reports		4.09		■	
Others		4.15			

	Self	Boss	Superior	Peers	Direct Reports	Others
1. Uses effective listening skills to gain clarification from others.	4.00	4.00	[4.00]	3.20	3.83	4.50
2. Is open to input of others.	5.00	4.00	[4.00]	4.00*	[4.67]	4.50
3. Encourages direct reports to share.	5.00	[5.00]	--	4.00	4.00*	[4.67]
4. Involves others in the beginning stages of an initiative.	3.00	4.00	3.00	3.60	4.17	3.50*
5. Gains commitment of others before implementing changes.	3.00	4.00	3.00	3.80	4.17	3.75
6. Listens to individuals at all levels in the organization.	2.00	4.00	[4.00]	3.20	4.00	3.75
7. Keeps individuals informed of future changes that may impact them.	3.00	4.00	--	3.40	3.83	[4.67]
8. Listens to employees both when things are going well and when they are not.	4.00	4.00	--	3.60	4.50	4.33
9. Involves others before developing plan of action.	3.00	4.00	2.00	3.20	3.67	4.33

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▨	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

2. Leading employees - Attracts, motivates, and develops employees.

	Importance	Scores	Low	Mid-Range			High
Self	1	3.85			●		
All Raters	12	3.87			▲		
Boss	1	4.00				★	
Superior		3.00	▼				
Peers		3.57		◆			
Direct Reports		4.19				■	
Others		3.93					

	Self	Boss	Superior	Peers	Direct Reports	Others
10. Is willing to delegate important tasks, not just things he/she doesn't want to do.	3.00	4.00	3.00	4.00	3.50*	4.00
11. Provides prompt feedback, both positive and negative.	4.00	4.00	3.00	3.25	4.00	3.75
12. Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions.	2.00	4.00	3.00	2.80	[4.67]	4.00
13. Acts fairly and does not play favorites.	4.00	4.00	[4.00]	[4.40]	[4.67]	4.25
14. Uses his/her knowledge base to broaden the range of problem-solving options for direct reports to take.	4.00	4.00	3.00	3.75	4.00	4.00*
15. In implementing a change, explains, answers questions, and patiently listens to concerns.	4.00	[5.00]	--	3.20	4.50	4.50
16. Interacts with staff in a way that results in the staff feeling motivated.	4.00	3.00	3.00	3.20*	4.33	3.50*
17. Actively promotes his/her direct reports to senior management.	4.00	4.00	2.00	4.00	4.00	4.00
18. Develops employees by providing challenge and opportunity.	4.00	4.00	--	3.80	4.17	3.67*
19. Sets a challenging climate to encourage individual growth.	4.00	4.00	3.00	3.20	4.33	4.00*
20. Rewards hard work and dedication to excellence.	4.00	4.00	--	3.40	4.00	[4.67]
21. Surrounds him/herself with the best people.	4.00	4.00	3.00	3.80	4.20	3.67*

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▇	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

2. Leading employees - Attracts, motivates, and develops employees.

	Self	Boss	Superior	Peers	Direct Reports	Others
22. Finds and attracts highly talented and productive people.	5.00	4.00	--	3.60*	4.17	4.00*

Key:		
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=	5 lowest rated items (plus ties) for each rater group
* =	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

3. Relationships - Builds cooperative relationships; skilled at relating to many different types of people including direct reports, superiors, peers and outsiders.

	Importance	Scores	Low		Mid-Range		High
Self		4.20				●	
All Raters	7	4.14			▲		
Boss	1	4.00			★		
Superior		3.78		▼			
Peers		3.81		◆			
Direct Reports		4.37				■	
Others		4.35					

	Self	Boss	Superior	Peers	Direct Reports	Others
23. Builds warm, cooperative relationships.	4.00	4.00	[4.00]	4.00	4.17	[4.75]
24. Isn't abrasive; doesn't usually antagonize people.	4.00	3.00	[4.00]	[4.20]	4.17*	4.50
25. Makes good use of people; doesn't exploit.	4.00	4.00	3.00	3.50*	[4.67]	4.25
26. Has good relationships with direct reports.	4.00	[5.00]	3.00	4.00	4.50	4.50
27. Has good relationships with superiors.	5.00	[5.00]	[4.00]	4.00	[4.83]	4.50
28. Has good relationships with peers.	5.00	3.00	[4.00]	[4.20]	4.33	4.50
29. Has good relationships with outsiders.	5.00	4.00	[4.00]	3.60	4.40	4.00
30. Is skilled at relating to many different types of people.	4.00	3.00	[4.00]	3.80*	4.20	4.00
31. Is readily available to others.	4.00	[5.00]	[4.00]	3.40	4.33	4.25
32. Is competent at dealing with people's feelings.	3.00	4.00	--	3.40	4.17	4.25

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▨	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

4. Brings out the best in people - Has a special talent with people that is evident in his/her ability to pull people together into highly effective teams.

	Importance	Scores	Low		Mid-Range		High
Self	1	4.00				●	
All Raters	11	3.76		▲			
Boss	1	3.80			★		
Superior		3.20	▼				
Peers		3.58		◆			
Direct Reports		4.03			■		
Others		3.70					

	Self	Boss	Superior	Peers	Direct Reports	Others
33. Is able to pull people together around a common goal.	4.00	4.00	[4.00]	3.75	3.83	3.75*
34. Is able to draw out the best in people.	4.00	4.00	[4.00]	3.60*	4.17	3.75
35. Can turn a group into a high-performing team.	5.00	3.00	3.00	3.60	4.33	3.50
36. Is able to achieve consensus even when people disagree on the best course of action.	4.00	4.00	2.00	3.40	3.50	3.75*
37. Has a special talent for dealing with people.	3.00	4.00	3.00	3.60	4.33	3.75

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▨	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

5. Influencing, leadership, power - Good at inspiring and promoting a vision; able to persuade and motivate others; skilled at influencing superiors; delegates effectively.

	Importance	Scores	Low		Mid-Range		High
Self		3.89				●	
All Raters	5	3.81		▲			
Boss	1	3.89			★		
Superior		3.22	▼				
Peers		3.56	◆				
Direct Reports		4.15			■		
Others		3.74					

	Self	Boss	Superior	Peers	Direct Reports	Others
38. Is inspirational; helps people to see the importance of what they are doing.	4.00	3.00	3.00	3.40*	4.33	3.50*
39. Is good at promoting an idea or vision; persuading.	4.00	[5.00]	3.00	3.40*	4.50	3.75
40. Possesses extensive network of contacts necessary to do the job.	4.00	4.00	3.00	3.60	3.83	3.67
41. Has an astute sense of "politics".	3.00	4.00	3.00	3.60	4.00	3.50
42. Is able to inspire, motivate people; sparks others to take action.	4.00	3.00	3.00	3.40*	4.50	3.50*
43. Is comfortable with the power of the managerial role.	4.00	4.00	[4.00]	[4.20]	4.20	[4.75]
44. Is skilled at selling upward, influencing superiors.	4.00	4.00	2.00	3.20*	4.40	4.00
45. Delegates effectively.	4.00	4.00	[4.00]	3.40	4.00*	3.67*
46. Works effectively with other people over whom he or she has no direct authority.	4.00	4.00	[4.00]	3.80	3.83*	3.67

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
■	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

6. Strategic perspective - Understands the viewpoint of higher management and effectively analyzes complex problems.

	Importance	Scores	Low	Mid-Range			High
Self	1	4.63					●
All Raters	7	4.02			▲		
Boss		3.88			★		
Superior		3.29	▼				
Peers		3.84		◆			
Direct Reports		4.34				■	
Others		3.98					

	Self	Boss	Superior	Peers	Direct Reports	Others
47. Does his/her homework before making a proposal to top management.	4.00	4.00	[4.00]	3.80	4.00	3.75
48. Works effectively with higher management (e.g., presents to them, persuades them, and stands up to them if necessary).	4.00	[5.00]	3.00	3.60	3.83	3.75
49. Links his/her responsibilities with the mission of the whole organization.	5.00	4.00	--	3.75	4.50	4.25
50. Once the more glaring problems in an assignment are solved, can see the underlying problems and patterns that were obscured before.	5.00	3.00	3.00	3.50	4.40	3.50*
51. Understands higher management values, how higher management operates, and how they see things.	5.00	4.00	[4.00]	4.00*	[4.67]	4.00
52. Analyzes a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	5.00	3.00	3.00	3.80	4.17	4.25
53. Learns from the mistakes of higher management (i.e., does not repeat them him/herself).	4.00	3.00	3.00	3.80	[4.67]	[4.67]
54. Has solid working relationships with higher management.	5.00	[5.00]	3.00	4.00	4.20	4.00

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▨	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

7. Strategic planning - Develops long-term objectives and strategies; translates vision into realistic business strategies.

	Importance	Scores	Low		Mid-Range		High
Self	1	4.29					●
All Raters	12	3.90			▲		
Boss	1	4.00				★	
Superior		4.25				▼	
Peers		3.67		◆			
Direct Reports		4.07				■	
Others		3.82					

		Self	Boss	Superior	Peers	Direct Reports	Others
55.	Regularly updates plans to reflect changing circumstances.	5.00	4.00	[5.00]	3.20	3.67*	4.00
56.	Translates his or her vision into realistic business strategies.	4.00	4.00	--	3.75	4.33	3.25*
57.	Weighs the concerns of all relevant business functions when developing plans.	4.00	4.00	[4.00]	3.80	4.17	3.75
58.	Develops plans that contain contingencies for future changes.	5.00	4.00	[4.00]	4.00	3.67*	3.75
59.	Successfully integrates strategic and tactical planning.	4.00	4.00	[4.00]	4.00	4.50	4.33
60.	Articulates wise, long-term objectives and strategies.	4.00	4.00	--	3.20	4.20	4.00
61.	Develops plans that balance long-term goals with immediate organizational needs.	4.00	4.00	--	3.80	4.20	4.33

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
■	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

8. Handles disequilibrium - Can put stressful experiences into perspective and can handle mistakes, stress, and ambiguity with poise.

	Importance	Scores	Low	Mid-Range		High
Self		3.44		●		
All Raters	1	3.72		▲		
Boss		3.67		★		
Superior		2.86	▼			
Peers		3.63		◆		
Direct Reports		3.89		■		
Others		3.88				

	Self	Boss	Superior	Peers	Direct Reports	Others
62. Puts stressful experiences into perspective and does not dwell on them.	3.00	3.00	3.00	4.00	3.80	4.00
63. Has the personal support necessary to cope with emotional overload.	3.00	4.00	--	3.50	4.17	4.50
64. When upset, is careful not to agitate others by spreading tension and anxiety.	5.00	[5.00]	--	3.75	3.83*	[4.67]
65. Balances life in a way that allows him/her to maintain emotional equilibrium.	3.00	3.00	[4.00]	3.25	4.40	3.00
66. Is comfortable depending on others over whom he/she has no control.	2.00	3.00	3.00	4.00	3.40	3.75*
67. Anticipates the kinds of situations that cause him/her excessive stress.	4.00	4.00	3.00	3.75	4.17	4.50
68. Tolerates ambiguity or uncertainty well.	2.00	3.00	3.00	3.25	3.50*	4.00*
69. Handles mistakes or setbacks with poise and grace.	4.00	4.00	2.00	3.60	4.17	4.00
70. Maintains composure under stress.	5.00	4.00	2.00	3.60	3.67*	3.75*

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▓	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

9. Leads with purpose - Has personal direction and is not easily sidetracked by details or workload.

	Importance	Scores	Low	Mid-Range	High
Self		4.40			●
All Raters	3	3.91		▲	
Boss		3.80	★		
Superior		3.30	▼		
Peers		3.82	◆		
Direct Reports		4.07		■	
Others		3.99			

	Self	Boss	Superior	Peers	Direct Reports	Others
71. Has a personal direction or focus.	4.00	3.00	3.00	4.00	3.83	3.67
72. Acts purposefully over time; has a clear driving force.	4.00	4.00	3.00	3.60	4.33	4.00
73. Understands that major organizational changes have short and long-term implications.	5.00	4.00	3.00	[4.20]	4.00	3.67
74. Sees his/her own leadership role as that of an orchestrator of activities.	4.00	4.00	3.00	3.40	3.80	3.75*
75. Exudes a sense of passion or urgency about the work.	4.00	4.00	[4.00]	[4.20]	4.17	4.50
76. Keeps striving for a sense of direction in the midst of organizational change and turbulence.	5.00	3.00	3.00	3.60	4.50	4.33
77. Leads by example.	5.00	4.00	3.00	3.80	3.83*	[4.67]
78. Easily moves back and forth from looking at the big picture to looking at finer details.	4.00	4.00	[4.00]	3.80	3.83	4.33
79. Is not easily sidetracked.	4.00	4.00	[4.00]	3.60	4.00	3.50
80. Deals with a sense of work overload without becoming paralyzed.	5.00	4.00	3.00	4.00	4.33	4.00

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▨	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

10. Results orientation - Aligns resources to accomplish key objectives; assigns clear accountability for important objectives.

	Importance	Scores	Low	Mid-Range			High
Self	1	4.50					●
All Raters	8	4.00			▲		
Boss		4.00				★	
Superior		3.67		▼			
Peers		3.71		◆			
Direct Reports		4.24				■	
Others		4.08					

	Self	Boss	Superior	Peers	Direct Reports	Others
81. Assigns clear accountability for important objectives.	5.00	4.00	--	4.00	4.33	4.00*
82. Pushes the organization to address the concerns of key stakeholders.	3.00	4.00	3.00	3.33	3.67*	4.25
83. Clearly conveys objectives, deadlines, and expectations.	4.00	4.00	--	3.60	4.33	3.75
84. Holds self accountable for meeting commitments.	5.00	4.00	--	4.00	4.60	4.00
85. Aligns organizational resources to accomplish key objectives.	5.00	4.00	[4.00]	3.80	4.50	4.25
86. Acts with a sense of urgency.	5.00	4.00	[4.00]	3.80	4.17	4.25

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▢	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Leadership Competencies - Comprehensive Data

11. Credibility - Acts in accordance with stated values; follows through on promises; uses ethical considerations to guide decisions and actions.

	Importance	Scores	Low	Mid-Range	High
Self		3.88	●		
All Raters	10	4.04	▲		
Boss		4.00	★		
Superior		3.43	▼		
Peers		3.84	◆		
Direct Reports		4.26		■	
Others		4.13			

	Self	Boss	Superior	Peers	Direct Reports	Others
87. Uses ethical considerations to guide decisions.	4.00	4.00	3.00	4.00	4.33	4.25
88. Through words and deeds encourages honesty throughout the organization.	3.00	3.00	3.00	3.60	4.33	4.25
89. Speaks candidly about tough issues facing the organization.	3.00	4.00	2.00	3.20	3.83*	3.75
90. Tells the truth, not just what important constituents want to hear.	4.00	[5.00]	[4.00]	4.00	4.50	4.00
91. Can be trusted to maintain confidentiality.	5.00	[5.00]	[4.00]	[4.20]	4.33	[4.75]
92. Places ethical behavior above personal gain.	4.00	4.00	[4.00]	[4.25]	4.50	4.33
93. Follows through on promises.	3.00	3.00	[4.00]	3.50	4.17	3.75
94. Acts in accordance with his or her stated values.	5.00	4.00	--	4.00	4.00	4.33

Key:		
[ ]	=	5 highest rated items (plus ties) for each rater group
▨	=	5 lowest rated items (plus ties) for each rater group
*	=	Gap of at least 3 points between raters from one rater group

Problems That Can Stall A Career

This section addresses specific behavioral issues known to increase one's risk for career derailment.

You and your raters used the following response scale to indicate the extent to which you display these behaviors.

1 = Strongly disagree	4 = Tend to agree
2 = Tend to disagree	5 = Strongly agree
3 = Hard to decide	DK = Don't Know/Not Applicable

In this section, lower ratings are preferred.

Underlined Scores

Scores of 2.5 or greater are shaded in red and underlined. We recommend that you pay attention to these potential problem areas.

Rater Disagreement

An asterisk (*) by an item indicates a gap of three points or more in your ratings from at least two individuals in **that** rater group on **that** item.

	Lower Ratings Preferred						
	Self	All Raters	Boss	Superior	Peers	Direct Reports	Others
1. Difficulty changing or adapting	1.30	1.45	1.70	2.00	1.48	1.42	1.25
2. Problems with interpersonal relationships	1.38	1.42	1.50	1.86	1.63	1.31	1.19
3. Too narrow a functional orientation	1.20	1.59	1.80	<u>2.60</u>	1.60	1.43	1.50

Guide for Interpretation

- How do your responses compare to those of your raters? What patterns do you see?
- How are these data related to feedback you received in the Comprehensive Data section?
- How are data consistent or inconsistent with feedback from other sources?
- Organizations differ in which problems might stall a career. Based on your knowledge of your organization, what might be a potential problem area?

Problems That Can Stall A Career

1. Difficulty changing or adapting

Resistant to change, learning from mistakes, and developing.

	Self	All Raters	Boss	Superior	Peers	Direct Reports	Others
Average Scores	1.30	1.45	1.70	2.00	1.48	1.42	1.25

	Lower Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
95. Cannot adapt to a new boss with a more participative management style.	1.00	2.00	2.00	1.60	1.67	1.00
96. Has not adapted to the culture of the organization.	1.00	2.00	2.00	1.40	1.17	1.25
97. Is unprofessional about his/her disagreement with upper management.	1.00	1.00	--	1.40	1.00	1.00
98. Has an unresolved interpersonal conflict with boss.	1.00	1.00	2.00	1.40	1.67	1.00
99. Is not adaptable to many different types of people.	2.00	1.00	2.00	1.60	1.33	1.50
100. Resists learning from his/her mistakes.	1.00	2.00	2.00	1.20	1.17	1.25
101. Does not use feedback to make necessary changes in his/her behaviors.	2.00	2.00	2.00	1.60	1.33	1.25
102. Does not handle pressure well.	1.00	2.00	2.00	1.60	1.50	1.00
103. Has not adapted to the management culture.	1.00	2.00	2.00	1.40	1.50	1.00
104. Can't make the mental transition from technical manager to general manager.	2.00	2.00	2.00	1.60	1.83	2.25*

Key:		
▢	=	Score of 2.5 or greater
*	=	Gap of at least 3 points between raters from one rater group

Problems That Can Stall A Career

2. Problems with interpersonal relationships

Difficulties in developing good working relationships with others.

	Self	All Raters	Boss	Superior	Peers	Direct Reports	Others
Average Scores	1.38	1.42	1.50	1.86	1.63	1.31	1.19

	Lower Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
105. Is arrogant (e.g., devalues the contribution of others).	1.00	1.00	2.00	1.20	1.00	1.00
106. Is dictatorial in his/her approach.	2.00	1.00	3.00	2.20*	1.17	1.50
107. Makes direct reports or peers feel stupid or unintelligent.	1.00	1.00	--	1.60	1.33	1.25
108. Has left a trail of bruised people.	1.00	2.00	1.00	1.60	1.50	1.00
109. Is emotionally volatile and unpredictable.	1.00	2.00	1.00	1.60	1.17	1.00
110. Is reluctant to share decision making with others.	2.00	2.00	2.00	1.60	1.50*	1.25
111. Adopts a bullying style under stress.	1.00	2.00	2.00	1.60	1.50	1.00
112. Orders people around rather than working to get them on board.	2.00	1.00	2.00	1.60	1.40	1.67

Key:		
▨	=	Score of 2.5 or greater
*	=	Gap of at least 3 points between raters from one rater group

Problems That Can Stall A Career

3. Too narrow a functional orientation

Lacks depth to manage outside of one's current function.

	Self	All Raters	Boss	Superior	Peers	Direct Reports	Others
Average Scores	1.20	1.59	1.80	2.60	1.60	1.43	1.50

		Lower Ratings Preferred				
	Self	Boss	Superior	Peers	Direct Reports	Others
113. A promotion would cause him or her to go beyond their current level of competence.	1.00	2.00	4.00	1.60	1.67*	2.00
114. Is not ready for more responsibility.	1.00	2.00	4.00	1.80	1.17	2.00
115. Would not be able to manage in a different department.	1.00	2.00	2.00	1.60	1.60	1.25
116. Could not handle management outside of current function.	1.00	2.00	2.00	1.80	1.33	1.25
117. Doesn't understand how other departments function in the organization.	2.00	1.00	1.00	1.20	1.33	1.50

Key:		
▨	=	Score of 2.5 or greater
*	=	Gap of at least 3 points between raters from one rater group

Written Comments

Responses to the open-ended questions are listed here exactly as they were typed by each respondent.

What are this person's most significant strengths? Please explain.

Self

- Developing relationships, both within the organization and customers. I have strong analytical skills and attention to detail. I monitor plans and take action to make changes and keep my team's work on track.

Boss

- She builds cooperative relationships with all; knows how to give and take. A good leader of her team - she knows how to delegate work and motivate her staff.

Superior

- Both honest and humble.

Peers / Direct Reports

- She is analytical and always has detailed plans.

- She can handle pressure well and works long hours to make sure projects are on track.

- One of the smartest managers I have worked with; I have a lot of respect for what she is doing.

- Results oriented.
  She is always thinking about the future and 'what if.' Very effective at motivating the staff when she involves them in the work.

- Change management; Knows how to adjust plans quickly.

Others

- No comments were provided

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to feedback you received in the Comprehensive Data section of this report?
- How are the comments consistent or inconsistent with comments from other sources?

Written Comments

What are this person's most significant areas for development? Please explain.

Self

- I need to delegate more to my staff and build their confidence in making decisions. I must continue to produce high quality results while developing others.

Boss

- Improve her ability to get work done through her staff. As her responsibility grows, she will need to delegate more in order to manager her time.

Superior

- Spend more time with her staff. They are looking to her for guidance and support. She has been leading her team for a few months, so I am sure she can do it well.

Peers / Direct Reports

- Work on uncovering the source of problems before launching into 'fix-it' mode.

- Be more open to suggestions and different ways to solve problems.

- Communicate, communicate, communicate.

- Let your employees know what is going on more frequently. I know there are many meetings to attend. Short messages are sufficient. We want to know we are working on the right things.

Others

- No comments were provided

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to feedback you received in the Comprehensive Data section of this report?
- How are the comments consistent or inconsistent with comments from other sources?

Supplementary Data

Greatest Differences Between All Raters and Self Scores

Listed below are the 15 items in this section representing the greatest difference between your Self scores and All Raters scores.

	Item	Competency	All Raters	Self
12.	Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions.	Leading employees	3.81	2.00
6.	Listens to individuals at all levels in the organization.	Participative management	3.69	2.00
66.	Is comfortable depending on others over whom he/she has no control.	Handles disequilibrium	3.60	2.00
68.	Tolerates ambiguity or uncertainty well.	Handles disequilibrium	3.50	2.00
70.	Maintains composure under stress.	Handles disequilibrium	3.59	5.00
55.	Regularly updates plans to reflect changing circumstances.	Strategic planning	3.71	5.00
50.	Once the more glaring problems in an assignment are solved, can see the underlying problems and patterns that were obscured before.	Strategic perspective	3.73	5.00
35.	Can turn a group into a high-performing team.	Brings out the best in people	3.76	5.00
58.	Develops plans that contain contingencies for future changes.	Strategic planning	3.82	5.00
22.	Finds and attracts highly talented and productive people.	Leading employees	3.93	5.00
52.	Analyzes a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	Strategic perspective	3.94	5.00
73.	Understands that major organizational changes have short and long-term implications.	Leads with purpose	3.94	5.00
77.	Leads by example.	Leads with purpose	3.94	5.00
29.	Has good relationships with outsiders.	Relationships	4.00	5.00
63.	Has the personal support necessary to cope with emotional overload.	Handles disequilibrium	4.00	3.00

Additional item(s) had Self - All Raters differences that are tied with the last item listed.

Supplementary Data

Highest Rated Items in Leadership Competencies

Listed below are the 15 **highest** rated items in this section from All Raters.

	Item	Competency	All Raters	Self
27.	Has good relationships with superiors.	Relationships	4.47	5.00
13.	Acts fairly and does not play favorites.	Leading employees	4.41	4.00
91.	Can be trusted to maintain confidentiality.	Credibility	4.41	5.00
2.	Is open to input of others.	Participative management	4.38	5.00
92.	Places ethical behavior above personal gain.	Credibility	4.33	4.00
26.	Has good relationships with direct reports.	Relationships	4.31	4.00
43.	Is comfortable with the power of the managerial role.	Influencing, leadership, power	4.31	4.00
59.	Successfully integrates strategic and tactical planning.	Strategic planning	4.25	4.00
23.	Builds warm, cooperative relationships.	Relationships	4.24	4.00
28.	Has good relationships with peers.	Relationships	4.24	5.00
51.	Understands higher management values, how higher management operates, and how they see things.	Strategic perspective	4.24	5.00
75.	Exudes a sense of passion or urgency about the work.	Leads with purpose	4.24	4.00
90.	Tells the truth, not just what important constituents want to hear.	Credibility	4.24	4.00
3.	Encourages direct reports to share.	Participative management	4.20	5.00
49.	Links his/her responsibilities with the mission of the whole organization.	Strategic perspective	4.20	5.00

Additional item(s) had All Raters scores that were tied with the score of last item listed.

Supplementary Data

Lowest Rated Items in Leadership Competencies

Listed below are the 15 **lowest** rated items in this section from All Raters.

	Item	Competency	All Raters	Self
36.	Is able to achieve consensus even when people disagree on the best course of action.	Brings out the best in people	3.47	4.00
68.	Tolerates ambiguity or uncertainty well.	Handles disequilibrium	3.50	2.00
89.	Speaks candidly about tough issues facing the organization.	Credibility	3.53	3.00
9.	Involves others before developing plan of action.	Participative management	3.56	3.00
70.	Maintains composure under stress.	Handles disequilibrium	3.59	5.00
66.	Is comfortable depending on others over whom he/she has no control.	Handles disequilibrium	3.60	2.00
74.	Sees his/her own leadership role as that of an orchestrator of activities.	Leads with purpose	3.63	4.00
65.	Balances life in a way that allows him/her to maintain emotional equilibrium.	Handles disequilibrium	3.64	3.00
16.	Interacts with staff in a way that results in the staff feeling motivated.	Leading employees	3.65	4.00
6.	Listens to individuals at all levels in the organization.	Participative management	3.69	2.00
11.	Provides prompt feedback, both positive and negative.	Leading employees	3.69	4.00
40.	Possesses extensive network of contacts necessary to do the job.	Influencing, leadership, power	3.69	4.00
38.	Is inspirational; helps people to see the importance of what they are doing.	Influencing, leadership, power	3.71	4.00
41.	Has an astute sense of "politics".	Influencing, leadership, power	3.71	3.00
55.	Regularly updates plans to reflect changing circumstances.	Strategic planning	3.71	5.00

Supplementary Data

Highest Rated Items in Problems That Can Stall A Career

Listed below are the 5 **highest** rated items in this section from All Raters compared to your Boss and Self scores. Please recall that lower ratings are preferred in this section. Scores of 2.5 or greater indicate potential problem areas.

	Item	Potential Problem Area	All Raters	Boss	Self
104.	Can't make the mental transition from technical manager to general manager.	Difficulty changing or adapting	1.88	2.00	2.00
113.	A promotion would cause him or her to go beyond their current level of competence.	Too narrow a functional orientation	1.88	2.00	1.00
114.	Is not ready for more responsibility.	Too narrow a functional orientation	1.75	2.00	1.00
106.	Is dictatorial in his/her approach.	Problems with interpersonal relationships	1.65	1.00	2.00
115.	Would not be able to manage in a different department.	Too narrow a functional orientation	1.56	2.00	1.00