

Feedback Report Prepared for Benchmarks for Executives Sample A

21 September 2015

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

1 Boss
0 Board Members
6 Peers
4 Direct Reports
5 Others

16 All Raters

Benchmarks for Executives Norm Group

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made Benchmarks for Executives possible:

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Introduction

What is Benchmarks for Executives?

Benchmarks for Executives provides you feedback on the leadership behaviors critical for effectiveness at the top levels of an organization.

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

How was Benchmarks for Executives Developed?

Benchmarks for Executives is based on theory and research on senior executive effectiveness. CCL identified the leadership behaviors of executives through comprehensive reviews of the academic literature. These reviews provided a list of critical leadership competencies and successful performance dimensions. CCL researchers then supplemented this content with data collected from top-level executives enrolled in CCL's Leadership at the Peak program. In this research, senior executives were asked to recall and describe specific examples of leadership behavior—either positive or negative—that they had observed at the top levels of their organization. These critical incidents served to identify additional leadership competencies and provided specific behavioral examples of effective executive leadership that the research team used to create survey items.

CCL compiles Benchmarks for Executives data from hundreds of executives and thousands of their raters every year. These data are used to create a select normative sample that contains only top-level executives at large companies.

Section 1: Leadership Competencies - Overview Charts

The next three tables provide you with an overview of your scores. Detailed information describing the tables is located at the bottom 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 think broadly about the meaning of your results.

Guide for Interpretation

- Organizations differ in how important various competencies are for success. When does your view match that of your boss and other raters and when does it not match?
- In what categories did you receive your highest and lowest ratings from others?
- Were there any wide differences between Self and All Raters scores? Pay particular attention to areas in which you rated yourself high and your raters 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?

Section 1: Leadership Competencies - Overview Charts

Importance for Success and Average Scores

	Competency	Importance for Success			Average Scores	
		All Raters	Boss	Self	All Raters	Self
Leading the Business	1. Sound judgment	11			3.58	3.50
	2. Strategic planning	11		1	3.63	3.43
	3. Leading change	6	1	1	3.78	3.80
	4. Results orientation	8		1	3.83	3.67
	5. Global awareness	4	1		3.40	3.25
	6. Business perspective	6			3.86	3.80
Leading Others	7. Inspiring commitment	3			3.68	4.40
	8. Forging synergy	1			3.60	4.50
	9. Developing and empowering	3			3.77	4.33
	10. Leveraging differences	1			4.25	4.60
	11. Communicating effectively	5			3.53	3.50
	12. Interpersonal savvy	1			3.45	4.14
Leading by Personal Example	13. Courage	5	1	1	4.07	4.00
	14. Executive image	3			3.83	4.00
	15. Learning from experience	2	1		3.60	4.40
	16. Credibility	10	1	1	4.56	4.63

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 your level of effectiveness:

1 = Deficient

2 = Marginally effective

3 = Effective

4 = Highly Effective

5 = Exceptional

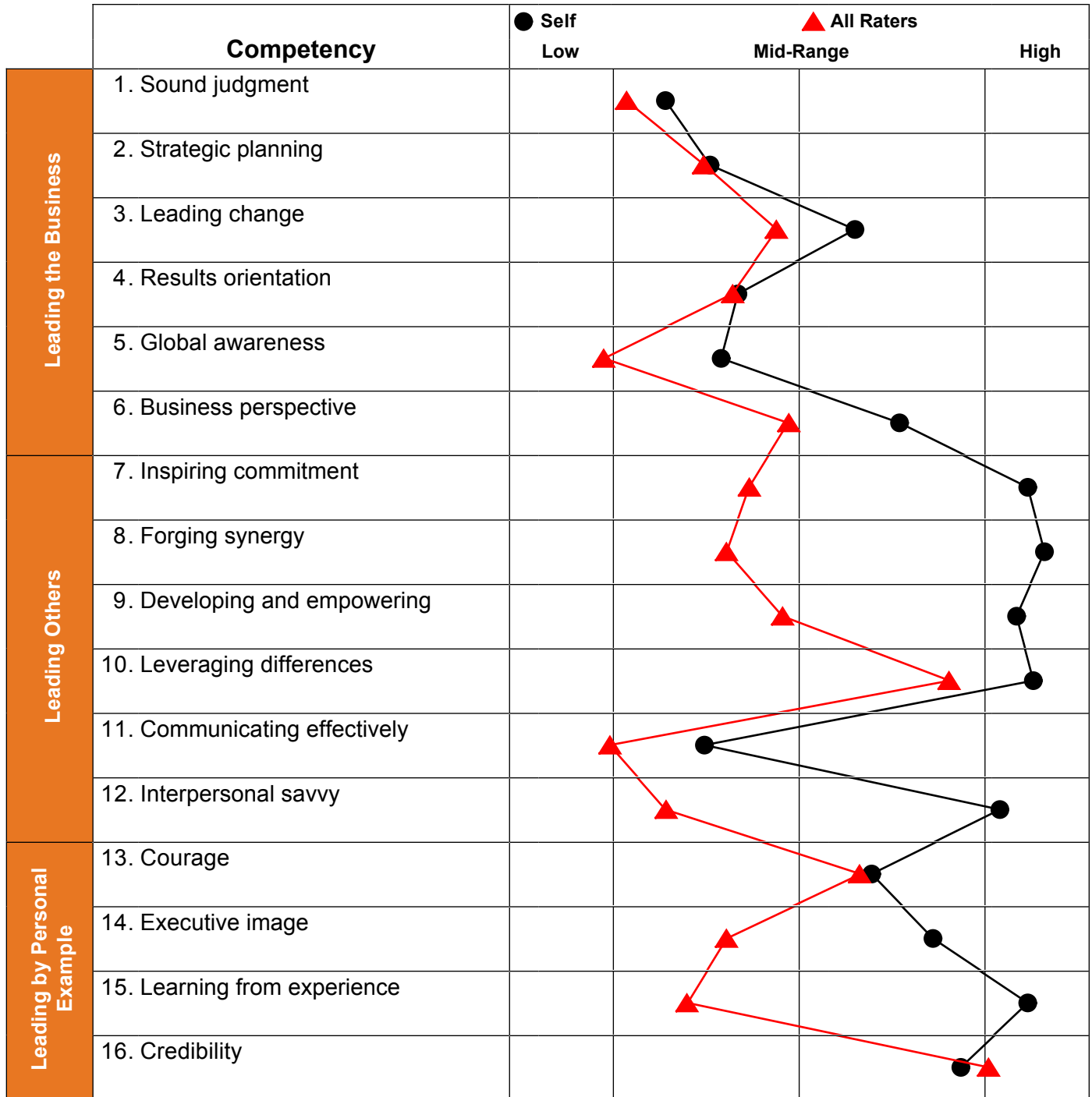
DK = Don't Know/Not Applicable

Key: 6 highest rated competencies by All Raters

 6 lowest rated competencies by All Raters

Section 1: Leadership Competencies - Overview Charts

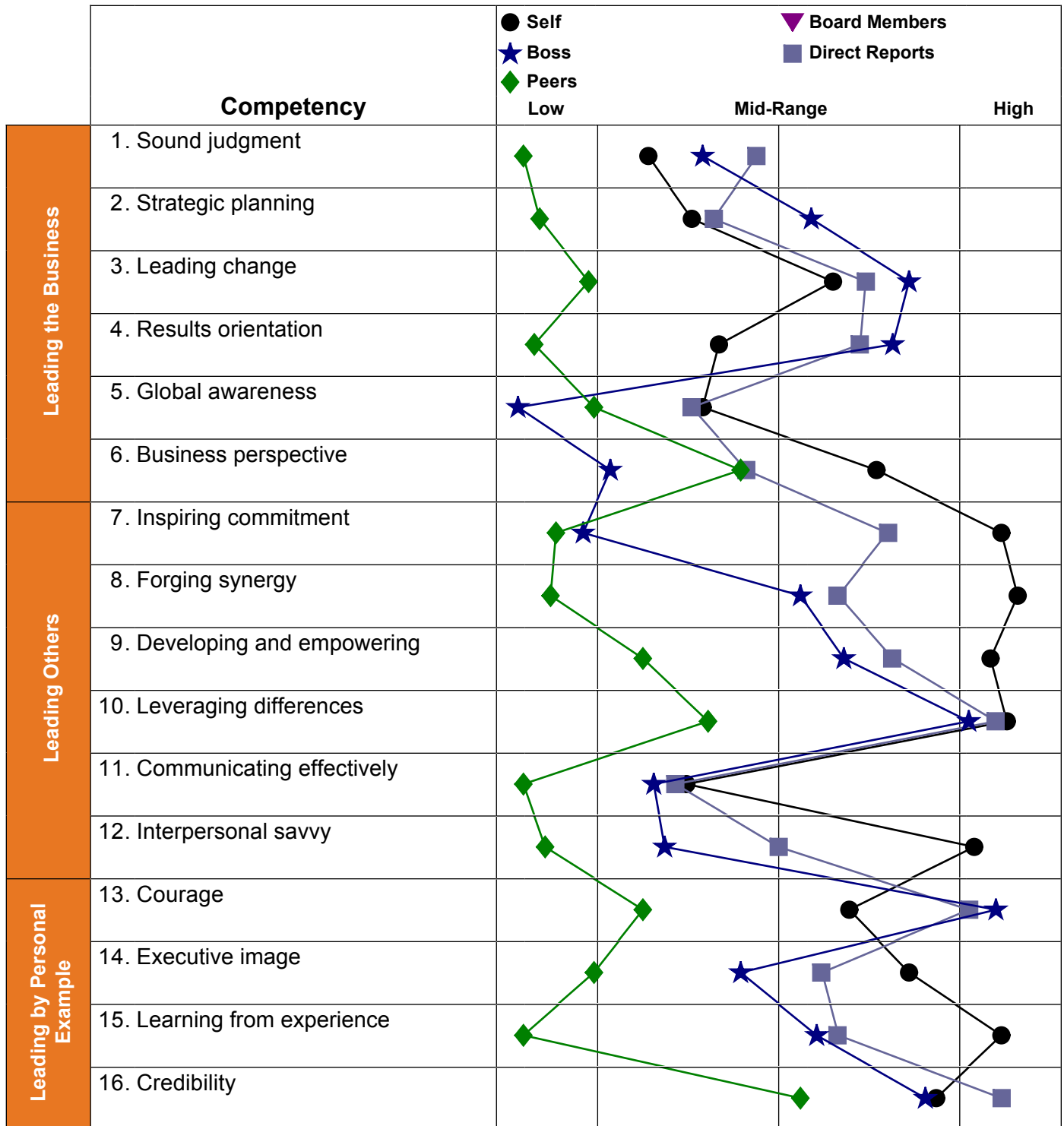
Norm Group Comparisons: Self and All Raters



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

Section 1: 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: Boss, Board Members, Peers and Direct Reports. Self scores are also plotted on this chart.

Section 2: 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 your level of effectiveness:

- 1 = Deficient
- 2 = Marginally effective
- 3 = Effective
- 4 = Highly Effective
- 5 = Exceptional
- 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	Direct Reports - at least 2
Board Members - at least 1	Others - at least 1
Peers - at least 2	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
- Board Members - 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

Peers and Direct Reports are protected rater groups. If your report contains feedback from exactly two Peers and two Direct Reports, a combined score will be reported and labeled "Peers/Direct Reports".

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.

Section 2: 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.

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?

Section 2: Leadership Competencies - Comprehensive Data

1. Sound judgment - Makes timely decisions; readily understands complex issues; develops solutions that effectively address problems.

	Importance	Scores	Low	Mid-Range	High
Self		3.50		●	
All Raters	11	3.58		▲	
Boss		3.67		★	
Board Members		--			
Peers		2.92	◆		
Direct Reports		3.88		■	
Others		4.11			

	Self	Boss	Board Members	Peers	Direct Reports	Others
1. Sees underlying concepts and patterns in complex situations.	4.00	4.00	--	3.17	3.50	4.00
2. Gives appropriate weight to the concerns of key stakeholders.	4.00	3.00	--	2.67*	3.75	4.20
3. Readily grasps the crux of an issue despite having ambiguous information.	3.00	4.00	--	3.50	4.25	3.75
4. Makes effective decisions in a timely manner.	3.00	4.00	--	3.00	4.25	4.60
5. Accurately differentiates between important and unimportant issues.	3.00	3.00	--	2.50*	3.75	4.00
6. Develops solutions that effectively address underlying problems.	4.00	4.00	--	2.67*	3.75*	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

Section 2: Leadership Competencies - Comprehensive Data

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

	Importance	Scores	Low	Mid-Range	High
Self	1	3.43		●	
All Raters	11	3.63		▲	
Boss		3.86			★
Board Members		--			
Peers		2.96	◆		
Direct Reports		3.68		■	
Others		4.36			

	Self	Boss	Board Members	Peers	Direct Reports	Others
7. Regularly updates plans to reflect changing circumstances.	4.00	4.00	--	3.17	3.25	3.80
8. Translates his or her vision into realistic business strategies.	3.00	4.00	--	3.17	3.75	4.40
9. Weighs the concerns of all relevant business functions when developing plans.	3.00	4.00	--	2.50	3.75*	4.50
10. Articulates wise, long-term objectives and strategies.	3.00	3.00	--	2.83	3.75	4.40
11. Develops plans that balance long-term goals with immediate organizational needs.	4.00	4.00	--	3.00	4.00	4.60
12. Develops plans that contain contingencies for future changes.	3.00	4.00	--	3.00	3.75	4.00
13. Successfully integrates strategic and tactical planning.	4.00	4.00	--	3.17	3.50	[4.80]

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

Section 2: Leadership Competencies - Comprehensive Data

3. Leading change - Supports activities that position the business for the future; offers novel ideas and perspectives.

	Importance	Scores	Low	Mid-Range	High
Self	1	3.80		●	
All Raters	6	3.78		▲	
Boss	1	4.20			★
Board Members		--			
Peers		3.23	◆		
Direct Reports		4.05		■	
Others		4.15			

	Self	Boss	Board Members	Peers	Direct Reports	Others
14. Correctly judges which creative ideas will pay off.	4.00	[5.00]	--	3.00*	3.50*	3.50
15. Supports activities that position the business for the future.	4.00	4.00	--	3.67	4.75	4.60
16. Pushes the organization to adopt new initiatives.	3.00	4.00	--	3.50*	4.25	4.20
17. Offers novel ideas and perspectives.	3.00	4.00	--	2.83	3.50	4.20
18. Fosters a climate of experimentation.	5.00	4.00	--	3.17	4.25	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

Section 2: Leadership Competencies - Comprehensive Data

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

	Importance	Scores	Low	Mid-Range	High
Self	1	3.67		●	
All Raters	8	3.83		▲	
Boss		4.33			★
Board Members		--			
Peers		3.12	◆		
Direct Reports		4.13		■	
Others		4.33			

	Self	Boss	Board Members	Peers	Direct Reports	Others
19. Assigns clear accountability for important objectives.	3.00	4.00	--	2.67*	3.50*	3.50
20. Pushes the organization to address the concerns of key stakeholders.	4.00	4.00	--	3.33	4.75	4.20
21. Clearly conveys objectives, deadlines, and expectations.	3.00	4.00	--	3.17	4.25	4.20
22. Holds self accountable for meeting commitments.	5.00	[5.00]	--	3.80	4.25	4.75
23. Aligns organizational resources to accomplish key objectives.	3.00	4.00	--	2.67*	3.75	4.40
24. Acts with a sense of urgency.	4.00	[5.00]	--	3.33	4.25	[4.80]



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

Section 2: Leadership Competencies - Comprehensive Data

5. Global awareness - Leads the organization in understanding international issues; tracks global trends and world events.

	Importance	Scores	Low	Mid-Range	High
Self		3.25		●	
All Raters	4	3.40	▲		
Boss	1	2.40	★		
Board Members		--			
Peers		3.20	◆		
Direct Reports		3.67		■	
Others		4.00			

	Self	Boss	Board Members	Peers	Direct Reports	Others
25. Leads the organization in understanding international issues.	--	2.00	--	--	--	3.00
26. Monitors global trends that may affect the organization.	2.00	2.00	--	3.00	--	3.50
27. Understands how world events might affect the organization's plans.	3.00	2.00	--	3.00	3.67	4.50
28. Seeks opportunities to learn about different cultures and customs.	4.00	3.00	--	3.60	4.00*	4.33
29. Adapts behavior to fit different cultural norms.	4.00	3.00	--	3.17	4.00	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

Section 2: Leadership Competencies - Comprehensive Data

6. Business perspective - Understands the perspectives of different functional areas in the organization; has a firm grasp of external conditions affecting the organization.

	Importance	Scores	Low	Mid-Range	High
Self		3.80			●
All Raters	6	3.86		▲	
Boss		3.20	★		
Board Members		--			
Peers		3.70		◆	
Direct Reports		3.89		■	
Others		4.24			

	Self	Boss	Board Members	Peers	Direct Reports	Others
30. Understands the perspectives of different functional areas in the organization.	4.00	3.00	--	3.17	3.75*	4.60
31. Understands the strengths and weaknesses of major competitors.	4.00	4.00	--	3.67	3.75	4.00
32. Has a firm grasp of external conditions affecting the organization.	3.00	3.00	--	3.83	3.75	4.00
33. Stays informed about the strategic moves of major competitors.	5.00	3.00	--	[4.17]	4.00	4.33
34. Regularly seeks data about customer satisfaction.	3.00	3.00	--	3.67*	4.67	4.40

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

Section 2: Leadership Competencies - Comprehensive Data

7. Inspiring commitment - Motivates others to perform at their best.

	Importance	Scores	Low	Mid-Range	High
Self		4.40			●
All Raters	3	3.68		▲	
Boss		3.20	★		
Board Members		--			
Peers		3.03	◆		
Direct Reports		4.05		■	
Others		4.28			

	Self	Boss	Board Members	Peers	Direct Reports	Others
35. Rallies support throughout the organization to get things done.	4.00	3.00	--	2.83	3.50	3.80
36. Publicly praises others for their performance.	5.00	3.00	--	[4.17]	[5.00]	4.60
37. Infuses the organization with a sense of purpose.	4.00	4.00	--	2.50*	3.75	4.40
38. Understands what motivates other people to perform at their best.	5.00	3.00	--	2.50*	3.75*	4.20
39. Provides tangible rewards for significant organizational achievements.	4.00	3.00	--	3.40	4.25	4.40

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

Section 2: Leadership Competencies - Comprehensive Data

8. Forging synergy - Maintains smooth, effective working relationships; promotes effective teamwork.

	Importance	Scores	Low	Mid-Range	High
Self		4.50			●
All Raters	1	3.60		▲	
Boss		3.83		★	
Board Members		--			
Peers		2.86	◆		
Direct Reports		3.92		■	
Others		4.20			

	Self	Boss	Board Members	Peers	Direct Reports	Others
40. Focuses others' energy on common goals, priorities, and problems.	4.00	4.00	--	3.00*	3.75	4.00
41. Helps direct reports resolve their conflicts constructively.	4.00	4.00	--	3.00	4.25	3.80
42. Seeks common ground in an effort to resolve conflicts.	4.00	4.00	--	2.83*	4.00	4.20
43. Works harmoniously with key stakeholders.	5.00	4.00	--	3.00	4.25	[4.80]
44. Identifies and removes barriers to effective teamwork.	5.00	4.00	--	2.83*	3.50*	4.20
45. Maintains smooth, effective working relationships.	5.00	3.00	--	2.50*	3.75*	4.20

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

Section 2: Leadership Competencies - Comprehensive Data

9. Developing and empowering - Offers constructive feedback and encouragement; delegates work and encourages individual initiative.

	Importance	Scores	Low	Mid-Range	High
Self		4.33			●
All Raters	3	3.77		▲	
Boss		4.00		★	
Board Members		--			
Peers		3.36	◆		
Direct Reports		4.13		■	
Others		3.93			

	Self	Boss	Board Members	Peers	Direct Reports	Others
46. Delegates work that provides substantial responsibility and visibility.	3.00	4.00	--	3.33	3.75	3.80
47. Acts as a mentor, helping others to develop and advance in their careers.	5.00	4.00	--	3.33	4.75	4.00
48. Supports the decisions and actions of direct reports.	5.00	4.00	--	3.83	4.75	3.80
49. Utilizes others' capabilities appropriately.	4.00	3.00	--	2.83*	3.75	3.80
50. Develops staff through constructive feedback and encouragement.	5.00	4.00	--	3.50	3.50	4.20
51. Encourages individual initiative in determining how to achieve broad goals.	4.00	5.00	--	3.33*	4.25	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

Section 2: Leadership Competencies - Comprehensive Data

10. Leveraging differences - Works effectively with people who differ in race, gender, culture, age, or background; leverages the unique talents of others to enhance organizational effectiveness.

	Importance	Scores	Low	Mid-Range	High
Self		4.60			●
All Raters	1	4.25			▲
Boss		4.60			★
Board Members		--			
Peers		3.70		◆	
Direct Reports		4.61			■
Others		4.54			

	Self	Boss	Board Members	Peers	Direct Reports	Others
52. Promotes policies that are sensitive to the needs of a diverse workforce.	5.00	[5.00]	--	3.83	4.75	4.60
53. Works well with people who differ in race, gender, culture, or age.	5.00	[5.00]	--	[4.17]	4.75	[4.80]
54. Leverages the unique talents and viewpoints of others.	4.00	4.00	--	3.00	4.00	4.20
55. Hires people with a diversity of skills and backgrounds.	4.00	4.00	--	3.50	[5.00]	4.75
56. Respects employees regardless of their position or background.	5.00	[5.00]	--	4.00	4.75	4.40

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

Section 2: Leadership Competencies - Comprehensive Data

11. Communicating effectively - Expresses ideas clearly and concisely; disseminates information about decisions, plans, and activities.

	Importance	Scores	Low	Mid-Range	High
Self		3.50		●	
All Raters	5	3.53	▲		
Boss		3.50		★	
Board Members		--			
Peers		2.97	◆		
Direct Reports		3.71		■	
Others		4.07			

	Self	Boss	Board Members	Peers	Direct Reports	Others
57. Expresses ideas fluently and eloquently.	3.00	2.00	--	3.17	3.25	3.80
58. Prevents unpleasant surprises by communicating important information.	3.00	4.00	--	2.67*	3.75	3.60
59. Encourages direct and open discussions about important issues.	5.00	[5.00]	--	3.33	4.00	4.40
60. Writes clearly and concisely.	4.00	4.00	--	3.17	4.25	4.40
61. Conveys ideas through lively examples and images.	3.00	3.00	--	2.50	3.50	4.20
62. Clearly articulates even the most complex concepts.	3.00	3.00	--	3.00	3.50*	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

Section 2: Leadership Competencies - Comprehensive Data

12. Interpersonal savvy - Understands own impact on situations and people; accurately senses when to give and take when negotiating.

	Importance	Scores	Low	Mid-Range	High
Self		4.14			●
All Raters	1	3.45		▲	
Boss		3.29		★	
Board Members		--			
Peers		2.83	◆		
Direct Reports		3.79		■	
Others		3.97			

	Self	Boss	Board Members	Peers	Direct Reports	Others
63. Tailors communication based on other's needs, motivations, and agendas.	5.00	3.00	--	2.67	3.75	3.40
64. Understands own impact on situations and people.	5.00	3.00	--	2.17*	3.00*	3.25
65. Influences others without using formal authority.	4.00	4.00	--	3.50	4.75	4.40
66. Knows when and with whom to build alliances.	3.00	3.00	--	3.17*	3.50	4.40
67. Wins concessions from others without harming relationships.	5.00	4.00	--	2.83*	4.25	3.80
68. Adjusts leadership style according to the demands of the situation.	4.00	3.00	--	2.83	3.25	3.80
69. Accurately senses when to give and take when negotiating.	3.00	3.00	--	2.67*	4.00	4.75



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

Section 2: Leadership Competencies - Comprehensive Data

13. Courage - Acts decisively to tackle difficult problems; perseveres in the face of problems; takes the lead on unpopular though necessary actions.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.00		●	
All Raters	5	4.07		▲	
Boss	1	4.80			★
Board Members		--			
Peers		3.53	◆		
Direct Reports		4.50			■
Others		4.22			

	Self	Boss	Board Members	Peers	Direct Reports	Others
70. Takes the lead on unpopular though necessary actions.	4.00	[5.00]	--	3.67	4.50	3.80
71. Acts decisively to tackle difficult problems.	3.00	4.00	--	3.50	4.50	4.40
72. Perseveres in the face of problems and difficulties.	5.00	[5.00]	--	4.00	4.50	4.00
73. Confronts conflicts promptly so they do not escalate.	4.00	[5.00]	--	2.67*	4.75	4.20
74. Has the courage to confront others when necessary.	4.00	[5.00]	--	3.83	4.25	4.60

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

Section 2: Leadership Competencies - Comprehensive Data

14. Executive image - Communicates confidence and steadiness during difficult times; adapts readily to new situations.

	Importance	Scores	Low	Mid-Range	High
Self		4.00			●
All Raters	3	3.83		▲	
Boss		3.80		★	
Board Members		--			
Peers		3.37	◆		
Direct Reports		4.10		■	
Others		4.16			

	Self	Boss	Board Members	Peers	Direct Reports	Others
75. Communicates confidence and steadiness during difficult times.	3.00	4.00	--	3.60	4.50	4.40
76. Projects confidence and poise.	4.00	3.00	--	3.17*	4.25	4.20
77. Adapts readily to new situations.	5.00	4.00	--	3.40	4.00	4.40
78. Commands attention and respect.	3.00	3.00	--	3.00	3.75	3.80
79. Accepts setbacks with grace.	5.00	5.00	--	3.83	4.00	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

Section 2: Leadership Competencies - Comprehensive Data

15. Learning from experience - Reflects on and learns from experience; understands own weaknesses and how to compensate for them.

	Importance	Scores	Low	Mid-Range	High
Self		4.40			●
All Raters	2	3.60		▲	
Boss	1	4.00		★	
Board Members		--			
Peers		2.77	◆		
Direct Reports		3.95		■	
Others		4.42			

	Self	Boss	Board Members	Peers	Direct Reports	Others
80. Reflects on and learns from experience.	5.00	4.00	--	2.83*	4.00	4.75
81. Accepts responsibility for his or her problems.	5.00	[5.00]	--	3.67	[5.00]	4.60
82. Understands own weaknesses and how to compensate for them.	5.00	3.00	--	2.33*	3.50	4.00
83. Seeks candid feedback on his or her performance.	3.00	4.00	--	2.33	3.50	4.00
84. Changes behavior in response to feedback.	4.00	4.00	--	2.67	3.75	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

Section 2: Leadership Competencies - Comprehensive Data

16. 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	1	4.63			●
All Raters	10	4.56			▲
Boss	1	4.75			★
Board Members		--			
Peers		4.18		◆	
Direct Reports		4.78			■
Others		4.80			

	Self	Boss	Board Members	Peers	Direct Reports	Others
85. Uses ethical considerations to guide decisions.	5.00	[5.00]	--	[4.50]	[5.00]	[4.80]
86. Through words and deeds encourages honesty throughout the organization.	5.00	[5.00]	--	[4.17*]	4.75	[5.00]
87. Speaks candidly about tough issues facing the organization.	3.00	3.00	--	3.67	4.75	[4.80]
88. Tells the truth, not just what important constituents want to hear.	4.00	[5.00]	--	[4.50]	4.50	[4.80]
89. Can be trusted to maintain confidentiality.	5.00	[5.00]	--	4.00	4.75	[5.00]
90. Places ethical behavior above personal gain.	5.00	[5.00]	--	[4.50]	[5.00]	[5.00]
91. Follows through on promises.	5.00	[5.00]	--	[4.17]	4.75	4.20
92. Acts in accordance with his or her stated values.	5.00	[5.00]	--	4.00	4.75	[4.80]

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

Section 3: 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 as a leader?

Self

- Follow through and toughness

Boss

- A person of high credibility and can always be trusted. He is persistent and takes a 'get it done' approach. He is dependable and is driven to get good business results.

Board Members

- No comments were provided

Peers / Direct Reports

- I have found him to be accessible and he makes time to address my concerns.
- Doesn't blame others if something goes wrong. He is a stand-up guy. I have found him to be good about going out of his way to praise people in public if they do something good. I wish other people around here were better about that.
- In general, I have no complaints about him.
- Knows when and with whom to build alliances - effective in getting things done efficiently and with quality.
- Stays informed about the competition and their movement
- He is direct and honest. You don't have to guess at what he is thinking. He takes my career seriously and has helped me to be strategic about my own work assignments. I guess what I am saying is, he seems to care.
- Is an ethical person, tries to do what is right by people.

Others

- He is very trustworthy. An honest person.
- He seems to do a pretty good job, can't think of anything specific to point out. He gets along pretty well with different kinds of people--young, old, male, female, etc.

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?

Section 3: Written Comments

What are this person's most significant development needs as a leader?

Self

- Be more open and up front

Boss

- He should work harder to understand how the world's economy and politics impact our business. I am not sure that he understands that some of his behaviors get in the way of his effectiveness.

Board Members

- No comments were provided

Peers / Direct Reports

- No complaints.
- He is pretty quiet, so I'm not always sure what he is thinking. He could be a better communicator. He could make more of an effort to get around to see what is going on in the organization at the lower levels.
- Doesn't learn from his mistakes
- I wish he could see how his occasional outbursts impact others. Everything seems to be going OK with him and then all of a sudden, BAM! Doesn't happen too often, but when it does, it is dramatic. Not sure he sees this about himself.
- Sometimes I get the feeling that he isn't all that open to hearing feedback.
- Can obsess over details sometimes, but that is rare.
- Need for understanding more global, international issues for expansion of the company.

Others

- Can't think of anything substantial. One minor thing is you should think about finding ways to motivate your co-workers better. Some times we're not sure why you want us to work on certain tasks. It's just like, 'Go do this.'
- I don't see him in person much; most of our contact is on the phone. During those times I have sometimes found him to be hard to read. Never sure what he is really thinking.

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?

Section 3: Written Comments

In what ways could this person do more to develop other leaders in the organization?

Self

- No comments were provided

Boss

- Involve your team members more directly in strategy planning activities.

Board Members

- No comments were provided

Peers / Direct Reports

- Nothing I can think of specifically.
- He should involve us more on the strategic discussions he is having and get our input more. More engagement in general.
- Consider creating more developmental assignments for Directors. Formalize some kind of rotation for those of us who aspire to senior exec roles here.
- Let us rotate to different groups in the company, help get us out of our silos.
- He tends to be protective of some of his client relationships. Involve us more and expose us to the work you are doing with them.

Others

- I think one issue is that he sees himself more as a boss and less as a mentor.

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?

Section 3: Written Comments

What is one thing that this person could do to increase his/her impact as a leader?

Self

- No comments were provided

Boss

- Make it more of a priority to understand how our organization is positioned globally. World events impact our suppliers as well as our clients.

Board Members

- No comments were provided

Peers / Direct Reports

- Better self-awareness.
- He should realize that not all problems are urgent. Prioritize better and let us know what we should be focusing on first.
- Be more open. Tell us what you are thinking. Engage us more.
- He could pay more attention to the impact he has on people. Sometimes I think he misses seeing the impact he has.
- Set and share priorities.

Ask for feedback from time to time. Be more open to feedback. Then do something with it.

Others

- Be more sensitive to the things that you say to people because of the impact that it can have just because of your position in the company.

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?

Section 4: Supplementary Data

Greatest Differences Between All Raters and Self Scores

Listed below are the 15 items in Section 2 representing the greatest difference between your Self scores and All Raters scores.

Item	Competency	All Raters	Self
64. Understands own impact on situations and people.	Interpersonal savvy	2.73	5.00
82. Understands own weaknesses and how to compensate for them.	Learning from experience	3.07	5.00
63. Tailors communication based on other's needs, motivations, and agendas.	Interpersonal savvy	3.19	5.00
38. Understands what motivates other people to perform at their best.	Inspiring commitment	3.38	5.00
45. Maintains smooth, effective working relationships.	Forging synergy	3.38	5.00
44. Identifies and removes barriers to effective teamwork.	Forging synergy	3.50	5.00
67. Wins concessions from others without harming relationships.	Interpersonal savvy	3.56	5.00
80. Reflects on and learns from experience.	Learning from experience	3.73	5.00
18. Fosters a climate of experimentation.	Leading change	3.75	5.00
50. Develops staff through constructive feedback and encouragement.	Developing and empowering	3.75	5.00
87. Speaks candidly about tough issues facing the organization.	Credibility	4.25	3.00
75. Communicates confidence and steadiness during difficult times.	Executive image	4.13	3.00
26. Monitors global trends that may affect the organization.	Global awareness	3.10	2.00
34. Regularly seeks data about customer satisfaction.	Business perspective	4.07	3.00
77. Adapts readily to new situations.	Executive image	3.93	5.00

Section 4: Supplementary Data

Highest Rated Items in Leadership Competencies

Listed below are the 15 **highest** rated items in Section 2 from All Raters.

Item	Competency	All Raters	Self
90. Places ethical behavior above personal gain.	Credibility	4.81	5.00
85. Uses ethical considerations to guide decisions.	Credibility	4.75	5.00
86. Through words and deeds encourages honesty throughout the organization.	Credibility	4.63	5.00
88. Tells the truth, not just what important constituents want to hear.	Credibility	4.63	4.00
89. Can be trusted to maintain confidentiality.	Credibility	4.57	5.00
53. Works well with people who differ in race, gender, culture, or age.	Leveraging differences	4.56	5.00
92. Acts in accordance with his or her stated values.	Credibility	4.50	5.00
36. Publicly praises others for their performance.	Inspiring commitment	4.44	5.00
52. Promotes policies that are sensitive to the needs of a diverse workforce.	Leveraging differences	4.38	5.00
56. Respects employees regardless of their position or background.	Leveraging differences	4.38	5.00
81. Accepts responsibility for his or her problems.	Learning from experience	4.38	5.00
91. Follows through on promises.	Credibility	4.38	5.00
22. Holds self accountable for meeting commitments.	Results orientation	4.29	5.00
15. Supports activities that position the business for the future.	Leading change	4.25	4.00
74. Has the courage to confront others when necessary.	Courage	4.25	4.00

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

Section 4: Supplementary Data

Lowest Rated Items in Leadership Competencies

Listed below are the 15 **lowest** rated items in Section 2 from All Raters.

Item	Competency	All Raters	Self
25. Leads the organization in understanding international issues.	Global awareness	2.71	--
64. Understands own impact on situations and people.	Interpersonal savvy	2.73	5.00
82. Understands own weaknesses and how to compensate for them.	Learning from experience	3.07	5.00
26. Monitors global trends that may affect the organization.	Global awareness	3.10	2.00
63. Tailors communication based on other's needs, motivations, and agendas.	Interpersonal savvy	3.19	5.00
19. Assigns clear accountability for important objectives.	Results orientation	3.20	3.00
83. Seeks candid feedback on his or her performance.	Learning from experience	3.20	3.00
68. Adjusts leadership style according to the demands of the situation.	Interpersonal savvy	3.25	4.00
5. Accurately differentiates between important and unimportant issues.	Sound judgment	3.27	3.00
35. Rallies support throughout the organization to get things done.	Inspiring commitment	3.31	4.00
57. Expresses ideas fluently and eloquently.	Communicating effectively	3.31	3.00
58. Prevents unpleasant surprises by communicating important information.	Communicating effectively	3.31	3.00
61. Conveys ideas through lively examples and images.	Communicating effectively	3.31	3.00
27. Understands how world events might affect the organization's plans.	Global awareness	3.33	3.00
38. Understands what motivates other people to perform at their best.	Inspiring commitment	3.38	5.00

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