Benchmarks® for Managers™

Center for Creative Leadership®

Feedback Report Prepared for

Pat Sample

30 June 2015

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

1	Boss
1	Superior
4	Peers
3	Direct Reports
1	Others
10	All Raters

Upper Manager Norm Group

Private Sector

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Version 7

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To cite from this report, please use the following as your reference:

Lombardo, Michael M., Usher, Clair, McCauley, Cynthia D., Leslie, Jean Brittain, & McDonald-Mann, Dana (2015). Benchmarks® for Managers™ feedback report. Greensboro, NC: Center for Creative Leadership.

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Introduction

What is Benchmarks for Managers?

Benchmarks for Managers is a statistically reliable, valid, and comprehensive 360-degree feedback instrument. In addition to providing feedback to help identify strengths and development needs, it does what its name suggests by providing the participant with a benchmark of how he or she is doing when compared to a meaningful norm group. Benchmarks for Managers is based on the Center for Creative Leadership's (CCL) studies of how successful executives develop, and why they derail.

How was Benchmarks for Managers Developed?

CCL developed Benchmarks for Managers from the results of research based on how successful managers learn, grow, and change, not from what they do or what qualities they should possess to do their jobs. Benchmarks for Managers differs from other instruments by focusing on what successful executives learned from the experiences that mattered the most in their careers.

"Key Events" Research

These seminal studies, first reported in 1988, examined how executives grow and develop over the course of their careers. The individuals who participated in the original studies described key experiences in their careers and identified the critical leadership lessons they learned from these experiences. These lessons are represented in the sixteen competencies assessed in Section 1 of Benchmarks for Managers. This research was replicated through the 1990s, based on larger, more global and more diverse sample groups, leading to revised survey content. Most recently a 2009 research project conducted by CCL examined the Benchmarks for Managers content across different languages and cultures. Items that lacked equivalent psychometric properties were either discarded or rewritten to eliminate cultural biases.

Executive Derailment Research

Beginning in the mid-1980s, these studies compared the careers of successful executives with executives whose careers had derailed in order to determine what specific behaviors cause executives to come off track. Further studies conducted in the late 1990s using larger and more diverse sample groups led to revised derailment factors. These five derailment factors provide the foundation for Section 2, Problems That Can Stall a Career.

Section 1: 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 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 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?

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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 Organization	1. Strategic perspective	8	1	1	4.00	3.63
	2. Being a quick study	4	1		3.65	2.67
	3. Decisiveness	6	1	1	3.96	4.00
	4. Change management	7	1		3.94	3.78
Leading Others	5. Leading employees	8	1	1	3.94	3.23
	6. Confronting problem employees	3	1		3.63	3.67
	7. Participative management	5		1	[4.08]	4.00
	8. Building collaborative relationships	7		1	3.97	3.71
	9. Compassion and sensitivity	4			[4.06]	3.17
	10. Putting people at ease	5			[4.60]	4.00
	11. Respect for differences	2	1		[4.73]	4.50
Leading Yourself	12. Taking initiative	4		1	3.90	3.80
	13. Composure	6		1	3.95	4.00
	14. Balance between personal and work life	5	1		[4.48]	4.67
	15. Self-awareness	3		1	[4.03]	3.50
	16. Career management	3			3.90	3.00

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 8 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
2 = To a little extent
3 = To some extent
4 = To a great extent
5 = To a very great extent
DK = Don't Know/Not Applicable

Key: [ ] 6 highest rated competencies by All Raters _ 6 lowest rated competencies by All Raters

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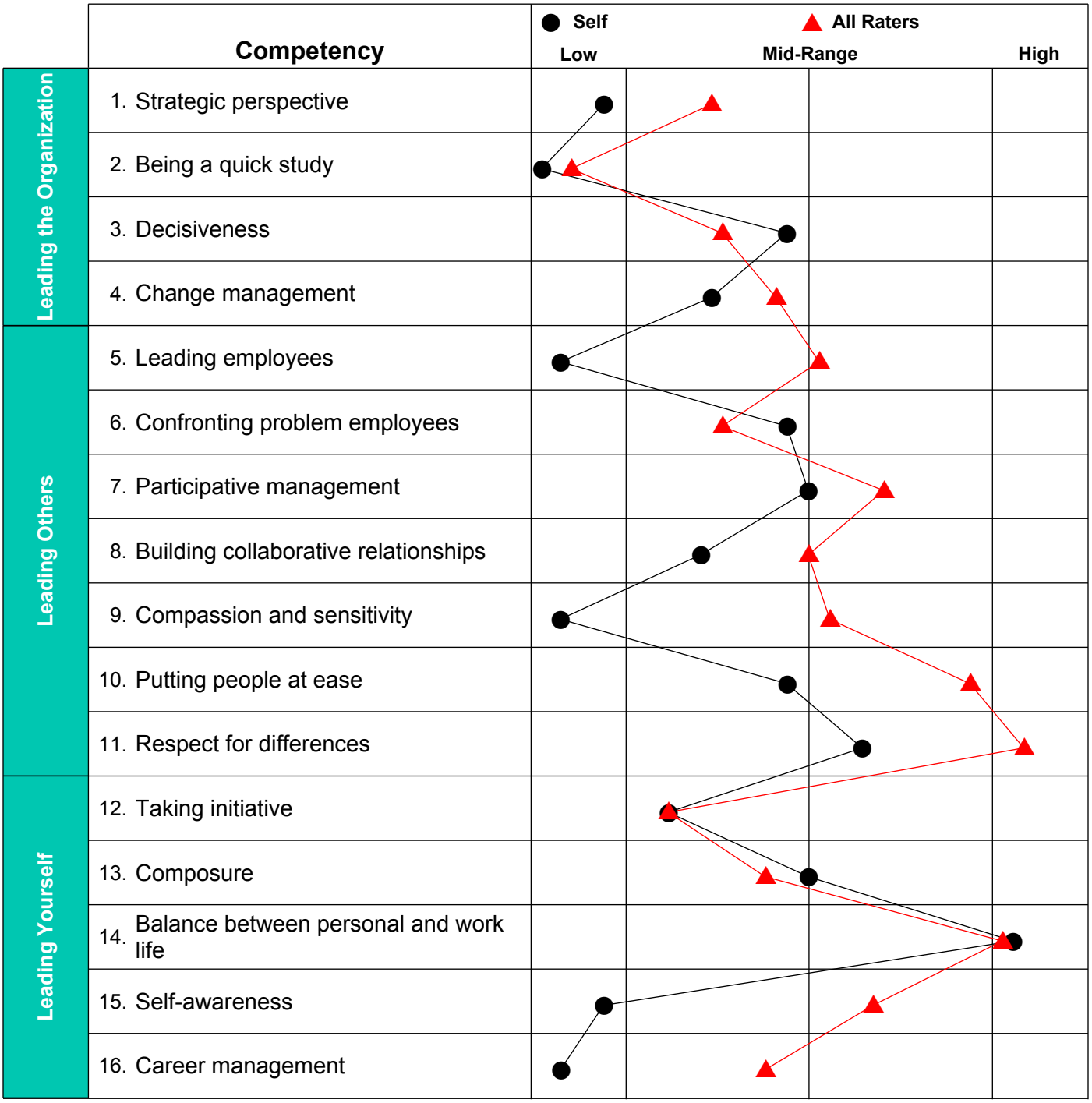
Section 1: Leadership Competencies - Overview Charts

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 Managers. 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 Managers.

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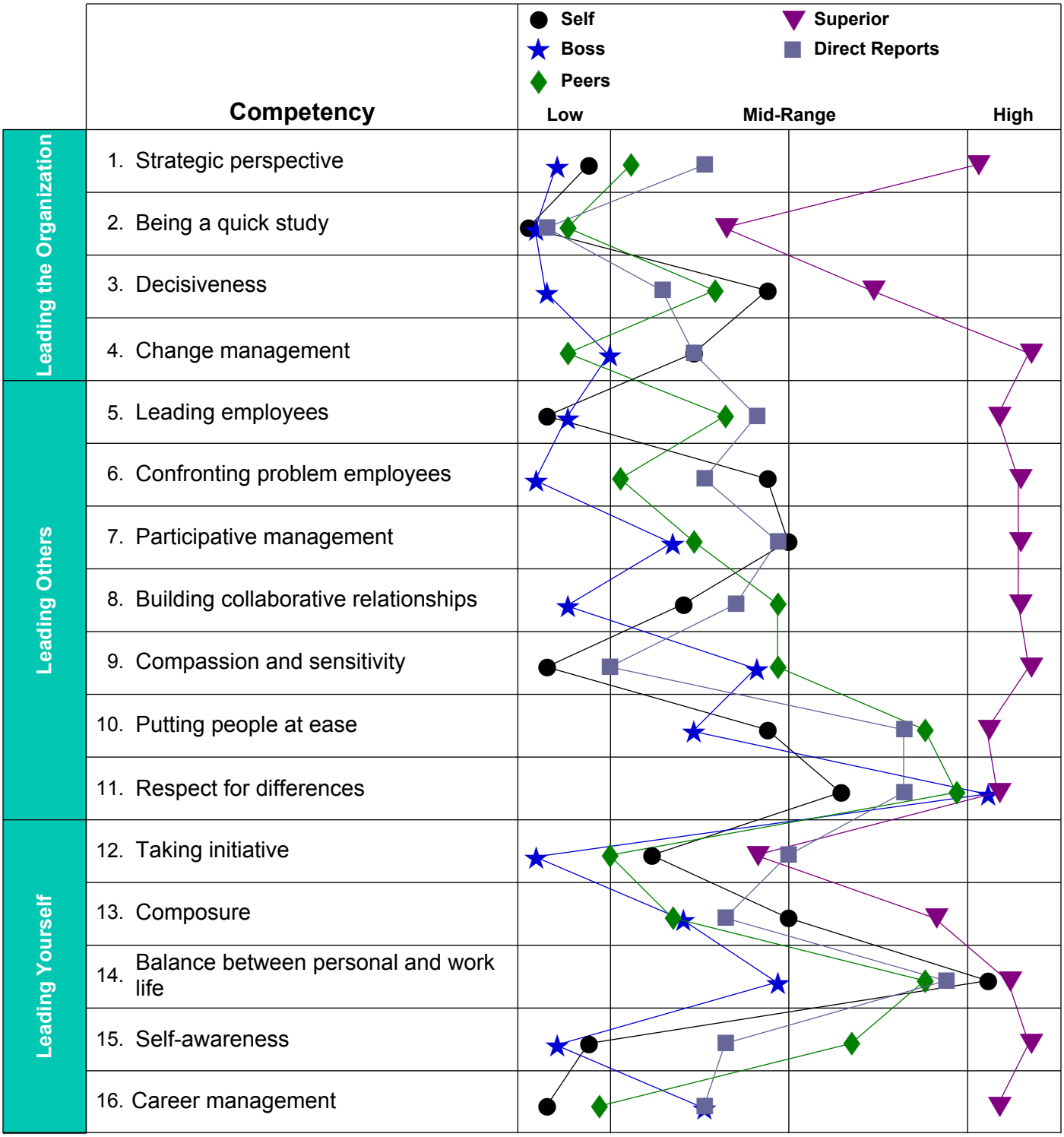
Section 1: Leadership Competencies - Overview Charts

Norm Group Comparisons: By Rater Group



This chart provides more detailed information by breaking the All Rater scores into the component rater groups: Boss, Superiors, Peers and Direct Reports. Self scores are also plotted on this chart.

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Section 1: 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 eight *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
2 = To a little extent
3 = To some extent
4 = To a great extent
5 = To a very great 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

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.

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Section 1: 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?

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Section 1: Leadership Competencies - Comprehensive Data

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

	Importance	Scores	Low	Mid-Range		High
Self	1	3.63	●			
All Raters	8	4.00		▲		
Boss	1	3.25	★			
Superior		4.63				▼
Peers		3.74		♦		
Direct Reports		4.08			■	
Others		4.88				

	Self	Boss	Superior	Peers	Direct Reports	Others
1. Does his/her homework before making a proposal to top management.	4.00	4.00	4.00	4.00	[4.67]	[5.00]
2. Works effectively with higher management (e.g., presents to them, persuades them, and stands up to them if necessary).	3.00	3.00	[5.00]	4.00	3.67	[5.00]
3. Links his/her responsibilities with the mission of the whole organization.	5.00	3.00	4.00	4.00	[4.67]	[5.00]
4. Once the more glaring problems in an assignment are solved, can see the underlying problems and patterns that were obscured before.	3.00	2.00	[5.00]	--	4.33	[5.00]
5. Understands higher management values, how higher management operates, and how they see things.	4.00	4.00	4.00	4.00	4.00	[5.00]
6. Analyzes a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	4.00	3.00	[5.00]	3.25	4.33	[5.00]
7. Learns from the mistakes of higher management (i.e., does not repeat them him/herself).	4.00	3.00	[5.00]	--	3.67	[5.00]
8. Has solid working relationships with higher management.	2.00	4.00	[5.00]	3.00	3.33	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

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Section 1: Leadership Competencies - Comprehensive Data

2. **Being a quick study** - Quickly masters new technical and business knowledge.

	Importance	Scores	Low	Mid-Range		High
Self		2.67	●			
All Raters	4	3.65	▲			
Boss	1	3.00	★			
Superior		4.00		▼		
Peers		3.50	♦			
Direct Reports		3.44	■			
Others		5.00				

	Self	Boss	Superior	Peers	Direct Reports	Others
9. Quickly masters new technical knowledge necessary to do the job.	4.00	3.00	4.00	3.50	3.33	[5.00]
10. Quickly masters new vocabulary and operating rules needed to understand how the business works.	2.00	3.00	4.00	3.50	3.67	[5.00]
11. Learns a new skill quickly.	2.00	3.00	4.00	3.50	3.33	[5.00]

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

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Section 1: Leadership Competencies - Comprehensive Data

3. **Decisiveness** - Prefers quick and approximate actions in many management situations.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.00		●	
All Raters	6	3.96		▲	
Boss	1	3.00	★		
Superior		4.33			▼
Peers		3.89		♦	
Direct Reports		3.89		■	
Others		5.00			

	Self	Boss	Superior	Peers	Direct Reports	Others
12. Does not hesitate when making decisions.	4.00	3.00	[5.00]	3.50	3.67	[5.00]
13. Does not become paralyzed or overwhelmed when facing action.	4.00	3.00	4.00	4.33	4.00	[5.00]
14. Is action-oriented.	4.00	3.00	4.00	3.50	4.00	[5.00]

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Section 1: Leadership Competencies - Comprehensive Data

4. **Change management** - Uses effective strategies to facilitate organizational change initiatives and overcome resistance to change.

	Importance	Scores	Low	Mid-Range		High
Self		3.78		●		
All Raters	7	3.94			▲	
Boss	1	3.44		★		
Superior		4.89				▼
Peers		3.35	♦			
Direct Reports		3.85		■		
Others		4.89				

	Self	Boss	Superior	Peers	Direct Reports	Others
15. Leads change by example.	3.00	3.00	[5.00]	2.67	3.67	[5.00]
16. Accepts change as positive.	3.00	4.00	[5.00]	3.25	3.67	4.00
17. Adapts plans as necessary.	4.00	3.00	[5.00]	4.00	4.00	[5.00]
18. Takes into account peoples' concerns during change.	3.00	4.00	[5.00]	3.50	4.00	[5.00]
19. Effectively involves key people in the design and implementation of change.	5.00	3.00	[5.00]	3.67	4.33	[5.00]
20. Adjusts management style to changing situations.	4.00	3.00	[5.00]	--	3.67	[5.00]
21. Effectively manages others' resistance to organizational change.	4.00	3.00	[5.00]	3.67	3.67	[5.00]
22. Adapts to the changing external pressures facing the organization.	4.00	4.00	[5.00]	3.00	3.67	[5.00]
23. Is straightforward with individuals about consequences of an expected action or decision.	4.00	4.00	4.00	3.50	4.00	[5.00]

Key:

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_ = 5 lowest rated items (plus ties) for each rater group

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Section 1: Leadership Competencies - Comprehensive Data

5. **Leading employees** - Attracts, motivates, and develops employees.

	Importance	Scores	Low	Mid-Range		High
Self	1	3.23	●			
All Raters	8	3.94			▲	
Boss	1	3.15	★			
Superior		4.54				▼
Peers		3.72		♦		
Direct Reports		3.90		■		
Others		4.69				

		Self	Boss	Superior	Peers	Direct Reports	Others
24.	Is willing to delegate important tasks, not just things he/she doesn't want to do.	5.00	3.00	[5.00]	[4.67]	4.00	[5.00]
25.	Provides prompt feedback, both positive and negative.	2.00	3.00	[5.00]	3.67	3.67	4.00
26.	Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions.	2.00	3.00	[5.00]	4.33	3.67	[5.00]
27.	Acts fairly and does not play favorites.	5.00	3.00	4.00	--	4.00	[5.00]
28.	Uses his/her knowledge base to broaden the range of problem-solving options for direct reports to take.	5.00	3.00	4.00	3.33	4.33	[5.00]
29.	In implementing a change, explains, answers questions, and patiently listens to concerns.	3.00	4.00	[5.00]	4.00	4.33	[5.00]
30.	Interacts with staff in a way that results in the staff feeling motivated.	4.00	4.00	4.00	4.33	[4.67]	4.00
31.	Actively promotes his/her direct reports to senior management.	3.00	4.00	[5.00]	3.67	4.00	[5.00]
32.	Develops employees by providing challenge and opportunity.	2.00	2.00	[5.00]	4.00	3.67	[5.00]
33.	Sets a challenging climate to encourage individual growth.	2.00	3.00	4.00	3.00	3.67	4.00
34.	Rewards hard work and dedication to excellence.	3.00	3.00	[5.00]	3.67	3.33	[5.00]
35.	Surrounds him/herself with the best people.	3.00	3.00	4.00	3.50	3.67	[5.00]
36.	Finds and attracts highly talented and productive people.	3.00	3.00	4.00	3.50	3.67	4.00

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Section 1: Leadership Competencies - Comprehensive Data

6. **Confronting problem employees** - Acts decisively and with fairness when dealing with problem employees.

	Importance	Scores	Low	Mid-Range	High
Self		3.67		●	
All Raters	3	3.63		▲	
Boss	1	2.50	★		
Superior		4.67			▼
Peers		3.25		♦	
Direct Reports		3.63		■	
Others		4.50			

		Self	Boss	Superior	Peers	Direct Reports	Others
37.	Can deal effectively with resistant employees.	3.00	3.00	4.00	2.50	4.00	4.00
38.	Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally.	4.00	2.00	4.00	3.33*	4.00	[5.00]
39.	Moves quickly in confronting a problem employee.	4.00	3.00	[5.00]	3.00	3.33	[5.00]
40.	Is able to fire or deal firmly with loyal but incompetent people without procrastinating.	4.00	2.00	[5.00]	--	3.67	4.00
41.	Correctly identifies potential performance problems early.	4.00	2.00	[5.00]	4.00	3.00	[5.00]
42.	Appropriately documents employee performance problems.	3.00	3.00	[5.00]	3.50	4.00	4.00

Key:

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Section 1: Leadership Competencies - Comprehensive Data

7. **Participative management** - Involves others, listens, and builds commitment.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.00			
All Raters	5	4.08			
Boss		3.67			
Superior		4.89			
Peers		3.67			
Direct Reports		3.96			
Others		4.89			

	Self	Boss	Superior	Peers	Direct Reports	Others
43. Uses effective listening skills to gain clarification from others.	4.00	4.00	[5.00]	4.00	4.00	[5.00]
44. Is open to the input of others.	3.00	4.00	[5.00]	3.67	4.00	[5.00]
45. Encourages direct reports to share.	4.00	3.00	[5.00]	3.50	4.00	[5.00]
46. Involves others in the beginning stages of an initiative.	5.00	4.00	4.00	3.33	4.33	[5.00]
47. Gains commitment of others before implementing changes.	4.00	3.00	[5.00]	3.67	3.67	4.00
48. Listens to individuals at all levels in the organization.	4.00	4.00	[5.00]	3.75	4.00	[5.00]
49. Keeps individuals informed of future changes that may impact them.	4.00	4.00	[5.00]	4.00	4.00	[5.00]
50. Listens to employees both when things are going well and when they are not.	4.00	4.00	[5.00]	4.00	4.00	[5.00]
51. Involves others before developing plan of action.	4.00	3.00	[5.00]	4.00	3.67	[5.00]

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

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Section 1: Leadership Competencies - Comprehensive Data

8. **Building collaborative relationships** - Builds productive working relationships with co-workers and external parties.

	Importance	Scores	Low	Mid-Range	High
Self	1	3.71		●	
All Raters	7	3.97		▲	
Boss		3.14	★		
Superior		4.86			▼
Peers		3.86		◆	
Direct Reports		3.90		■	
Others		4.57			

		Self	Boss	Superior	Peers	Direct Reports	Others
52.	Gets things done without creating unnecessary adversarial relationships.	4.00	3.00	[5.00]	4.00	3.67	[5.00]
53.	Uses good timing and common sense in negotiating; makes his/her points when the time is ripe and does it diplomatically.	3.00	3.00	[5.00]	--	4.33	4.00
54.	When working with a group over whom he/she has no control, gets things done by finding common ground.	3.00	3.00	4.00	4.00	3.67	4.00
55.	When working with peers from other functions or units, gains their cooperation and support.	4.00	3.00	[5.00]	4.00	4.00	4.00
56.	Tries to understand what other people think before making judgments about them.	4.00	3.00	[5.00]	4.00	4.00	[5.00]
57.	Quickly gains trust and respect from his/her customers.	4.00	4.00	[5.00]	3.75	3.67	[5.00]
58.	Can settle problems with external groups without alienating them.	4.00	3.00	[5.00]	3.50	4.00	[5.00]

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

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Section 1: Leadership Competencies - Comprehensive Data

9. **Compassion and sensitivity** - Shows genuine interest in others and sensitivity to employees' needs.

	Importance	Scores	Low	Mid-Range		High
Self		3.17	●			
All Raters	4	4.06			▲	
Boss		4.00		★		
Superior		5.00				▼
Peers		3.92		♦		
Direct Reports		3.61	■			
Others		4.83				

		Self	Boss	Superior	Peers	Direct Reports	Others
59.	Is sensitive to signs of overwork in others.	3.00	4.00	[5.00]	4.00	3.00	[5.00]
60.	Is willing to help an employee with personal problems.	3.00	4.00	[5.00]	4.00	3.67	4.00
61.	Is calm and patient when other people have to miss work due to sick days.	3.00	4.00	[5.00]	4.00	4.00	[5.00]
62.	Allows new people in a job sufficient time to learn.	3.00	4.00	[5.00]	4.00	4.00	[5.00]
63.	Helps people learn from their mistakes.	3.00	3.00	[5.00]	3.50	3.67	[5.00]
64.	Conveys compassion toward them when other people disclose a personal loss.	4.00	[5.00]	[5.00]	4.33	3.33	[5.00]

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

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Section 1: Leadership Competencies - Comprehensive Data

10. Putting people at ease - Displays warmth and a good sense of humor.

	Importance	Scores	Low	Mid-Range		High
Self		4.00		●		
All Raters	5	4.60			▲	
Boss		4.00		★		
Superior		5.00				▼
Peers		4.58			♦	
Direct Reports		4.56			■	
Others		5.00				

	Self	Boss	Superior	Peers	Direct Reports	Others
65. Has a pleasant disposition.	5.00	4.00	[5.00]	[4.75]	[4.67]	[5.00]
66. Has a good sense of humor.	3.00	4.00	[5.00]	[4.75]	[4.67]	[5.00]
67. Has personal warmth.	4.00	4.00	[5.00]	4.25	4.33	[5.00]

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

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Section 1: Leadership Competencies - Comprehensive Data

11. Respect for differences - Values people of different backgrounds, cultures, or demographics.

	Importance	Scores	Low		Mid-Range	High
Self		4.50			●	
All Raters	2	4.73				▲
Boss	1	5.00				★
Superior		5.00				▼
Peers		4.63			♦	
Direct Reports		4.58			■	
Others		5.00				

	Self	Boss	Superior	Peers	Direct Reports	Others
68. Understands and respects cultural, religious, gender, and racial differences.	5.00	[5.00]	[5.00]	[4.75]	[4.67]	[5.00]
69. Treats people of all backgrounds fairly.	5.00	[5.00]	[5.00]	[4.75]	4.00	[5.00]
70. Values working with a diverse group of people.	4.00	[5.00]	[5.00]	4.33	[4.67]	[5.00]
71. Is comfortable managing people from different racial or cultural backgrounds.	4.00	[5.00]	[5.00]	4.50	[5.00]	[5.00]

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Section 1: Leadership Competencies - Comprehensive Data

12. Taking initiative - Takes charge and capitalizes on opportunities.

	Importance	Scores	Low	Mid-Range	High
Self	1	3.80		●	
All Raters	4	3.90		▲	
Boss		3.00	★		
Superior		4.00		▼	
Peers		3.64	♦		
Direct Reports		4.20		■	
Others		4.80			

	Self	Boss	Superior	Peers	Direct Reports	Others
72. Is prepared to seize opportunities when they arise.	4.00	2.00	3.00	3.50	4.00	4.00
73. Would respond to a boss who provided autonomy by working hard to develop his/her skills.	3.00	3.00	4.00	3.67	4.33	[5.00]
74. Takes charge when trouble comes.	4.00	3.00	[5.00]	4.00	4.33	[5.00]
75. Is creative or innovative.	4.00	3.00	4.00	3.50	4.00	[5.00]
76. Can effectively lead an operation from its inception through completion.	4.00	4.00	4.00	4.00	4.33	[5.00]

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Section 1: Leadership Competencies - Comprehensive Data

13. Composure - Demonstrates self-control in difficult situations.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.00		●	
All Raters	6	3.95		▲	
Boss		3.75		★	
Superior		4.50			▼
Peers		3.69		♦	
Direct Reports		3.92		■	
Others		4.75			

		Self	Boss	Superior	Peers	Direct Reports	Others
77.	Does not become hostile or moody when things are not going his/her way.	4.00	4.00	[5.00]	3.00	4.00	4.00
78.	Does not blame others or situations for his/her mistakes.	4.00	4.00	[5.00]	4.25	4.00	[5.00]
79.	Contributes more to solving organizational problems than to complaining about them.	4.00	3.00	4.00	3.33	3.67	[5.00]
80.	Remains calm when crises occur.	4.00	4.00	4.00	3.67	4.00	[5.00]

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Section 1: Leadership Competencies - Comprehensive Data

14. Balance between personal and work life - Balances work priorities with personal life.

	Importance	Scores	Low	Mid-Range		High
Self		4.67				●
All Raters	5	4.48				▲
Boss	1	4.00		★		
Superior		5.00				▼
Peers		4.38			♦	
Direct Reports		4.44			■	
Others		5.00				

	Self	Boss	Superior	Peers	Direct Reports	Others
81. Acts as if there is more to life than just having a career.	5.00	4.00	[5.00]	4.25	[4.67]	[5.00]
82. Has activities and interests outside of career.	4.00	4.00	[5.00]	4.33	[4.67]	[5.00]
83. Does not take career so seriously that his/her personal life suffers.	5.00	4.00	[5.00]	4.50	4.00	[5.00]

Key:

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Section 1: Leadership Competencies - Comprehensive Data

15. Self-awareness - Has an accurate picture of strengths and weaknesses and is willing to improve.

	Importance	Scores	Low		Mid-Range		High
Self	1	3.50	●				
All Raters	3	4.03				▲	
Boss		3.00	★				
Superior		5.00					▼
Peers		4.00				♦	
Direct Reports		3.75			■		
Others		5.00					

		Self	Boss	Superior	Peers	Direct Reports	Others
84.	Admits personal mistakes, learns from them, and moves on to correct the situation.	3.00	2.00	[5.00]	4.00	3.67	[5.00]
85.	Does an honest self-assessment.	4.00	3.00	[5.00]	4.50	4.00	[5.00]
86.	Seeks corrective feedback to improve him/herself.	3.00	4.00	[5.00]	3.50	3.33	[5.00]
87.	Sorts out his/her strengths and weaknesses fairly accurately (i.e., knows him/herself).	4.00	3.00	[5.00]	4.00	4.00	[5.00]

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Section 1: Leadership Competencies - Comprehensive Data

16. Career management - Uses effective career management tactics, including mentoring, professional relationships, and feedback channels.

	Importance	Scores	Low	Mid-Range		High
Self		3.00	●			
All Raters	3	3.90		▲		
Boss		3.71		★		
Superior		4.71				▼
Peers		3.44	♦			
Direct Reports		3.81		■		
Others		4.43				

		Self	Boss	Superior	Peers	Direct Reports	Others
88.	Understands the value of a good mentoring relationship.	3.00	4.00	4.00	4.00	4.33	[5.00]
89.	Effectively builds and maintains feedback channels.	2.00	4.00	[5.00]	--	3.67	4.00
90.	Responds to feedback from direct reports.	3.00	4.00	[5.00]	--	3.67	[5.00]
91.	Actively cultivates a good relationship with superior.	3.00	4.00	[5.00]	3.67	3.67	4.00
92.	Uses mentoring relationships effectively.	3.00	3.00	4.00	3.50	3.67	4.00
93.	Actively seeks opportunities to develop professional relationships with others.	3.00	4.00	[5.00]	3.00	4.00	4.00
94.	Responds effectively to constructive criticism from others.	4.00	3.00	[5.00]	3.50	3.67	[5.00]

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Section 2: Problems That Can Stall A Career

Section 2 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. Problems with interpersonal relationships	1.75	1.35	1.25	1.00	1.78	1.04	1.00
2. Difficulty building and leading a team	1.86	1.67	1.71	1.00	2.44	1.33	1.00
3. Difficulty changing or adapting	2.00	1.67	2.00	1.30	2.06	1.33	1.10
4. Failure to meet business objectives	2.00	1.48	2.17	1.00	2.08	1.17	1.00
5. Too narrow a functional orientation	2.00	1.78	2.80	2.60	2.10	1.00	1.00

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?

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Section 2: Problems That Can Stall A Career

1. Problems with interpersonal relationships

Difficulties in developing good working relationships with others.

	Self	All Raters	Boss	Superior	Peers	Direct Reports	Others
Average Scores	1.75	1.35	1.25	1.00	1.78	1.04	1.00

		Lower Ratings Preferred					
		Self	Boss	Superior	Peers	Direct Reports	Others
95.	Is arrogant (e.g., devalues the contribution of others).	2.00	1.00	1.00	1.25	1.00	1.00
96.	Is dictatorial in his/her approach.	2.00	1.00	1.00	1.75	1.00	1.00
97.	Makes direct reports or peers feel stupid or unintelligent.	2.00	1.00	1.00	2.00	1.00	1.00
98.	Has left a trail of bruised people.	2.00	1.00	1.00	1.75	1.00	1.00
99.	Is emotionally volatile and unpredictable.	2.00	1.00	1.00	2.00	1.00	1.00
100.	Is reluctant to share decision making with others.	1.00	2.00	1.00	2.00	1.33	1.00
101.	Adopts a bullying style under stress.	2.00	2.00	1.00	1.50	1.00	1.00
102.	Orders people around rather than working to get them on board.	1.00	1.00	1.00	2.00	1.00	1.00

Key:

_ = Score of 2.5 or greater

* = Gap of at least 3 points between raters from one rater group

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Section 2: Problems That Can Stall A Career

2. Difficulty building and leading a team

Difficulties in selecting and building a team.

	Self	All Raters	Boss	Superior	Peers	Direct Reports	Others
Average Scores	1.86	1.67	1.71	1.00	2.44	1.33	1.00

		Lower Ratings Preferred					
		Self	Boss	Superior	Peers	Direct Reports	Others
103.	Does not resolve conflict among direct reports.	2.00	2.00	1.00	2.67	1.67	1.00
104.	Hires people with good technical skills but poor ability to work with others.	2.00	1.00	1.00	2.67	1.67	1.00
105.	Does not motivate team members to do the best for the team.	2.00	2.00	1.00	2.67	1.33	1.00
106.	Selects people for a team who don't work well together.	2.00	2.00	1.00	2.00	1.67	1.00
107.	Is not good at building a team.	2.00	2.00	1.00	2.50	1.00	1.00
108.	Does not help individuals understand how their work fits into the goals of the organization.	1.00	2.00	1.00	2.33	1.00	1.00
109.	Fails to encourage and involve team members.	2.00	1.00	1.00	2.00	1.00	1.00

Key:

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Section 2: Problems That Can Stall A Career

3. Difficulty changing or adapting

Resistant to change, learning from mistakes, and developing.

	Self	All Raters	Boss	Superior	Peers	Direct Reports	Others
Average Scores	2.00	1.67	2.00	1.30	2.06	1.33	1.10

		Lower Ratings Preferred					
		Self	Boss	Superior	Peers	Direct Reports	Others
110.	Cannot adapt to a new boss with a more participative management style.	2.00	2.00	4.00	2.25*	1.00	1.00
111.	Has not adapted to the culture of the organization.	2.00	2.00	1.00	1.75	1.67	1.00
112.	Is unprofessional about his/her disagreement with upper management.	3.00	1.00	1.00	2.67	1.33	1.00
113.	Has an unresolved interpersonal conflict with boss.	1.00	1.00	1.00	2.00	2.00	2.00
114.	Is not adaptable to many different types of people.	2.00	1.00	1.00	1.75	1.00	1.00
115.	Resists learning from his/her mistakes.	2.00	3.00	1.00	2.00	1.67	1.00
116.	Does not use feedback to make necessary changes in his/her behaviors.	2.00	4.00	1.00	2.33	1.67	1.00
117.	Does not handle pressure well.	2.00	2.00	1.00	2.00	1.00	1.00
118.	Has not adapted to the management culture.	2.00	2.00	1.00	2.25	1.00	1.00
119.	Can't make the mental transition from technical manager to general manager.	2.00	2.00	1.00	2.00	1.00	1.00

Key:

_ = Score of 2.5 or greater

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Section 2: Problems That Can Stall A Career

4. Failure to meet business objectives

Difficulties in following up on promises and completing a job.

	Self	All Raters	Boss	Superior	Peers	Direct Reports	Others
Average Scores	2.00	1.48	2.17	1.00	2.08	1.17	1.00

		Lower Ratings Preferred					
		Self	Boss	Superior	Peers	Direct Reports	Others
120.	Neglects necessary work to concentrate on high-profile work.	2.00	2.00	1.00	2.00	1.67	1.00
121.	Is overwhelmed by complex tasks.	2.00	2.00	1.00	2.25	1.00	1.00
122.	May have exceeded his or her current level of competence.	2.00	2.00	1.00	2.00	1.00	1.00
123.	Over-estimates his/her own abilities.	2.00	2.00	1.00	2.00	1.33	1.00
124.	Has difficulty meeting the expectations of his/her current position.	2.00	3.00	1.00	2.00	1.00	1.00
125.	Is self-promoting without the results to support it.	2.00	2.00	1.00	2.00	1.00	1.00

Key:

_ = Score of 2.5 or greater

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Section 2: Problems That Can Stall A Career

5. 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	2.00	1.78	2.80	2.60	2.10	1.00	1.00

		Lower Ratings Preferred					
		Self	Boss	Superior	Peers	Direct Reports	Others
126.	A promotion would cause him or her to go beyond their current level of competence.	3.00	4.00	5.00	2.33	1.00	1.00
127.	Is not ready for more responsibility.	2.00	4.00	4.00	2.33	1.00	1.00
128.	Would not be able to manage in a different department.	1.00	2.00	2.00	2.25*	1.00	1.00
129.	Could not handle management outside of current function.	2.00	3.00	1.00	2.00	1.00	1.00
130.	Doesn't understand how other departments function in the organization.	2.00	1.00	1.00	1.75	1.00	1.00

Key:

_ = Score of 2.5 or greater

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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? Please explain.

Self

- Industry knowledge, depth of experience in our business. Strong relationships within the company and with our customers.

Boss

- Pat has good interpersonal skills, she seems to get along well with most people.

Superior

- No comments were provided

Peers / Direct Reports

- Credibility. I know Pat has my best interest in mind, not just her own.
- I would say that Pat's greatest strengths are her interpersonal skills. She is always willing to take the time to listen and ask questions if she doesn't understand.
- Pat is a good person. She is trusted by all of us and can be depended on to make the right decision for the best of everyone involved. She knows everyone and everyone knows her.
- She is a really nice person and even tempered. Steady as a rock, even when things get insane like they have been since the merger. Thank goodness she is here. I think Pat has the potential to be a top leader at the company. High credibility, smart, easy to work with. She just needs to decide if this is what she wants.
- She is the best boss I have had--here or anywhere else. Good communicator, positive attitude.
- Since she came up through the ranks, Pat has great technical knowledge and can talk with anyone at the company at their level. She is easy going but serious too. Pat is open to feedback and doesn't get all defensive like some people around here.
  Listening.

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?

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Section 3: Written Comments

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

Self

- Learn about all of our product lines, especially since the merger. Focus more on strategic and less on tactical day to day.

Boss

- Doesn't challenge direct reports enough. Sometimes is too nice. Needs to address performance issues in her group more directly.

Superior

- No comments were provided

Peers / Direct Reports

- I can't think of anything I would call a big development need. Maybe spend more time checking in with us...

  Doesn't get along with her VP. She needs to figure this out because I believe it is a problem for our group.
- It seems to take Pat a long time to make decisions about certain things. For example. I thought we would never get approval for the N-105-B. It just took forever and it didn't have to. Poor work relationship with John.
- Learn more about what's going on across the whole company. Keep us more informed of what's going on at your level. Sometimes we have to hear things in the halls.
  Work on getting along with our VP. Not the easiest thing in the world to do but she has to figure out a way...
- No complaints. She is the best co-worker I have had in this organization. Can't really think of anything to put here.
- Pat has at least two people in her group who are not pulling their weight. As far as I can tell, nothing is being done about it. Some of us are working very hard and others are not. Something needs to be done.
  Balance your good sense of humor with a better awareness of time/place. But keep your sense of humor.

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?

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Section 4: Supplementary Data

Greatest Differences Between All Raters and Self Scores

Listed below are the 15 items in Section 1 representing the greatest difference between your Self scores and All Raters scores.

	Item	Competency	All Raters	Self
26.	Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions.	Leading employees	4.11	2.00
32.	Develops employees by providing challenge and opportunity.	Leading employees	3.88	2.00
89.	Effectively builds and maintains feedback channels.	Career management	3.86	2.00
25.	Provides prompt feedback, both positive and negative.	Leading employees	3.78	2.00
10.	Quickly masters new vocabulary and operating rules needed to understand how the business works.	Being a quick study	3.70	2.00
66.	Has a good sense of humor.	Putting people at ease	4.70	3.00
11.	Learns a new skill quickly.	Being a quick study	3.63	2.00
8.	Has solid working relationships with higher management.	Strategic perspective	3.56	2.00
33.	Sets a challenging climate to encourage individual growth.	Leading employees	3.50	2.00
29.	In implementing a change, explains, answers questions, and patiently listens to concerns.	Leading employees	4.33	3.00
61.	Is calm and patient when other people have to miss work due to sick days.	Compassion and sensitivity	4.25	3.00
62.	Allows new people in a job sufficient time to learn.	Compassion and sensitivity	4.25	3.00
88.	Understands the value of a good mentoring relationship.	Career management	4.25	3.00
53.	Uses good timing and common sense in negotiating; makes his/her points when the time is ripe and does it diplomatically.	Building collaborative relationships	4.14	3.00
18.	Takes into account peoples' concerns during change.	Change management	4.13	3.00

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Section 4: Supplementary Data

Highest Rated Items in Leadership Competencies

Listed below are the 15 **highest** rated items in Section 1 from All Raters.

	Item	Competency	All Raters	Self
68.	Understands and respects cultural, religious, gender, and racial differences.	Respect for differences	4.80	5.00
71.	Is comfortable managing people from different racial or cultural backgrounds.	Respect for differences	4.80	4.00
65.	Has a pleasant disposition.	Putting people at ease	4.70	5.00
66.	Has a good sense of humor.	Putting people at ease	4.70	3.00
70.	Values working with a diverse group of people.	Respect for differences	4.67	4.00
69.	Treats people of all backgrounds fairly.	Respect for differences	4.60	5.00
82.	Has activities and interests outside of career.	Balance between personal and work life	4.56	4.00
81.	Acts as if there is more to life than just having a career.	Balance between personal and work life	4.50	5.00
67.	Has personal warmth.	Putting people at ease	4.40	4.00
83.	Does not take career so seriously that his/her personal life suffers.	Balance between personal and work life	4.38	5.00
24.	Is willing to delegate important tasks, not just things he/she doesn't want to do.	Leading employees	4.33	5.00
29.	In implementing a change, explains, answers questions, and patiently listens to concerns.	Leading employees	4.33	3.00
30.	Interacts with staff in a way that results in the staff feeling motivated.	Leading employees	4.33	4.00
1.	Does his/her homework before making a proposal to top management.	Strategic perspective	4.30	4.00
78.	Does not blame others or situations for his/her mistakes.	Composure	4.30	4.00

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Section 4: Supplementary Data

Lowest Rated Items in Leadership Competencies

Listed below are the 15 **lowest** rated items in Section 1 from All Raters.

	Item	Competency	All Raters	Self
33.	Sets a challenging climate to encourage individual growth.	Leading employees	3.50	2.00
37.	Can deal effectively with resistant employees.	Confronting problem employees	3.50	3.00
72.	Is prepared to seize opportunities when they arise.	Taking initiative	3.50	4.00
8.	Has solid working relationships with higher management.	Strategic perspective	3.56	2.00
15.	Leads change by example.	Change management	3.56	3.00
40.	Is able to fire or deal firmly with loyal but incompetent people without procrastinating.	Confronting problem employees	3.57	4.00
9.	Quickly masters new technical knowledge necessary to do the job.	Being a quick study	3.63	4.00
11.	Learns a new skill quickly.	Being a quick study	3.63	2.00
36.	Finds and attracts highly talented and productive people.	Leading employees	3.63	3.00
39.	Moves quickly in confronting a problem employee.	Confronting problem employees	3.63	4.00
41.	Correctly identifies potential performance problems early.	Confronting problem employees	3.63	4.00
92.	Uses mentoring relationships effectively.	Career management	3.63	3.00
38.	Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally.	Confronting problem employees	3.67	4.00
79.	Contributes more to solving organizational problems than to complaining about them.	Composure	3.67	4.00
10.	Quickly masters new vocabulary and operating rules needed to understand how the business works.	Being a quick study	3.70	2.00

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

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Section 4: Supplementary Data

Highest Rated Items in Problems That Can Stall A Career

Listed below are the 5 **highest** rated items in Section 2 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
126.	A promotion would cause him or her to go beyond their current level of competence.	Too narrow a functional orientation	2.22	4.00	3.00
127.	Is not ready for more responsibility.	Too narrow a functional orientation	2.11	4.00	2.00
116.	Does not use feedback to make necessary changes in his/her behaviors.	Difficulty changing or adapting	2.00	4.00	2.00
110.	Cannot adapt to a new boss with a more participative management style.	Difficulty changing or adapting	1.90	2.00	2.00
103.	Does not resolve conflict among direct reports.	Difficulty building and leading a team	1.89	2.00	2.00

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