VOICES® Report

How to Use the VOICES® Report

What is the goal of going through a 360° feedback process?

The simple goal of going through a 360° feedback process is to confirm your strengths and to find, accept and act on your most pressing needs.

I have my results, but what if...

- My results are more positive or more negative than I expected?
- My scores are higher or lower than I wanted?
- My ratings agreed with others?
- My scores went up or down (for stallers and stoppers) compared to last time?

The goal is still to find one to five skills or stallers and stoppers you can work on to improve your performance, make your career more fulfilling, and your life more comfortable.

How do I figure out what my data means?

First, look for your weaknesses and then assess if they are a need that poses any potential challenge.

How do I know if something is a weakness or a need?

Something is a weakness when it is rated in the bottom third for skills or top third for stallers and stoppers by all other raters. It may or may not be a need you should work on. A weakness becomes a probable need when it is also in the highest third of importance or harmfulness for success.

If your survey includes importance and harmfulness ratings, the best way to determine this is to look at the Skill-Importance Matrix and the Staller-Harmfulness Matrix report.

Another way of determining your real needs is to look at the difference in ranks (ordered ratings) between your skill ratings and importance and harmfulness ratings. Any difference of more than 30% of the total number of skills rated may be a need.

A skill that is in the highest third of importance and in the middle of your skill ratings might also be a need for you. This means you are OK in the skill (it's in your middle third) but it needs to be stronger.

If your survey didn't include the questions on importance, you should compare your ratings to existing competency, values or job models in your organization. You can also compare with your performance objectives and discuss with your boss (and/or other raters) to determine potential gaps.

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In order of general seriousness, needs can be listed as:

Blind spots in the highest third of current importance or harmfulness (Blind spots are items where you are low and/or you significantly overrated yourself.)
Weakness in the highest third of current importance or harmfulness
Middle skill in the highest third of current importance or harmfulness
Blind spots in a future important skill
Weakness in a future important skill
Hidden Strength in the highest third of current importance or harmfulness (You may not be getting all the effectiveness you can out of this asset.)
Hidden Strength in the highest third of future importance (You may not make proper career decisions because you underestimate your effectiveness.)

Please note: There may be special circumstances that will lead you to select different needs than the survey/software suggests. If you are still not sure, get some help from a mentor, a friend, a trusted source, your HR person or your boss.

Overuse

If your survey included a question on Overuse of strengths, raters who assigned a rating of either 4 or 5 to any item were then prompted to rate the extent to which you may have begun to overuse the respective strength. If more than 15% of your raters indicated that in their view you are overusing the strength to any extent, then the Skill Rating Overview report will identify that item as a “Potential Overuse”.

Other information about your feedback:

Rater groups

Your survey was completed by different groups of people you identified and asked for feedback.

Why do I have different ratings from different groups?

Rater groups (peers, direct reports, bosses and customers) might see you differently. This is normal. They are concerned about different needs and see different skills or competencies as important.

To understand the various rater groups, look at the group summary reports. Boss, peers, direct reports, customers and others may or may not be included depending upon who actually completed your survey.

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What do I look for and what does it mean?

Generally, groups will always have some agreement between them, but will have some unique views because they see you in different contexts and are interested in different aspects of your behavior. Disagreement/significant difference on the same skill is defined as one or more average point from group to group.

However, if one group rates you much higher (or lower) than do other groups, the group in question will be different on everything. In this case, refer back to the one third highest and one third lowest scores looking at the ranks from each group.

Look for patterns. For example, peers might have rated you higher than direct reports on competencies involving conflict. Don't be overly disturbed by disagreement. Learn from it and don't draw unwarranted conclusions.

Rater agreement:

Your report displays a calculation of rater agreement (High, Typical, Low) to the left of the chart for rater groups with multiple raters. A High level of rater agreement means that at least 85% of your raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. A Typical level of agreement means that between 67% and 84% of raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. A Low level of agreement means that fewer than 67% of raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. With this information, you can determine how representative and meaningful your rater average is for a given rater group and competency.

Rater anonymity:

With the exception of self and boss data, all rater responses are protected by anonymity. This means constituency groups must contain two or more raters before their data is displayed in the Group Summary reports. Constituency groups are Peers, Direct Reports, Customers, and Others. Boss and Self data stands alone and is always displayed. If fewer than two raters provide feedback in a constituency group, the data for the single rater will only roll into the "all others" summary.

Is there anything that could affect my results?

Time on the job

- Results tend to be the most accurate when the raters have known you from one to five years.
- If you've only been on the job a few months, the feedback you receive will be first impressions. Research shows that first impressions, although general, are powerful and unlikely to change until people clearly see you act differently several times.
- Rather than disregarding early feedback because "they don't know me well," accept the feedback as an indicator of how you come across in new situations and how you may always come across to those who only see you occasionally.

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Type of job

- Jobs at the extreme can produce extreme reactions to you that may be reflected in the feedback.
- Very good situations (like rapid growth) and very bad situations (like layoff, turnaround and shutdowns) will affect the feedback you receive.
- Also, staff or technical jobs require a more narrow range of skills. Scores often run lower for people on leadership/ management skills in these jobs.
- Take such results as an indicator of how you are perceived in extreme or unusual situations.

Now what?

Now that you have received your feedback, you may want to dig a little deeper - perhaps get more feedback or ask for clarification on your needs.

How can I get more direct feedback?

Many people are reluctant to give people the same feedback face to face that they put into a confidential survey. They will almost always be more positive face to face. To best understand them and to demonstrate that you are serious about your development, indicate...

"You are doing me a favor. I need your help."

Make statements initially rather than asking questions, for example:

"I think I focus too much on operations and miss some of the larger strategic connections."

It is easier for most people to reply to this statement rather than a question which may put them on the spot to volunteer this point.

You must accept whatever the replies are. You can ask questions for clarification, summarize what they say, but never, never counter the feedback or you'll probably get no more in the future.

How can I get more indirect feedback?

You must still ask for it. Prepare specific areas of concern (e.g. "How I listen, how well I delegate") and ask people to respond anonymously in writing.

List the area where you'd like more information and ask people what they'd like to see you

- Keep doing
- Keep doing but do differently
- Start doing
- Stop doing

Who are the right sources to go to for additional feedback?

- Bosses are generally good sources for sizing up people, task planning, selling-up skills and problem-solving skills.
- Direct reports for day-to-day behavior, social skills and team building.

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- Peers are good for persuasion, negotiation, listening and common cause.

Only ask people who have seen you perform on the competencies repeatedly - otherwise you'll get a lot of noise in your results.

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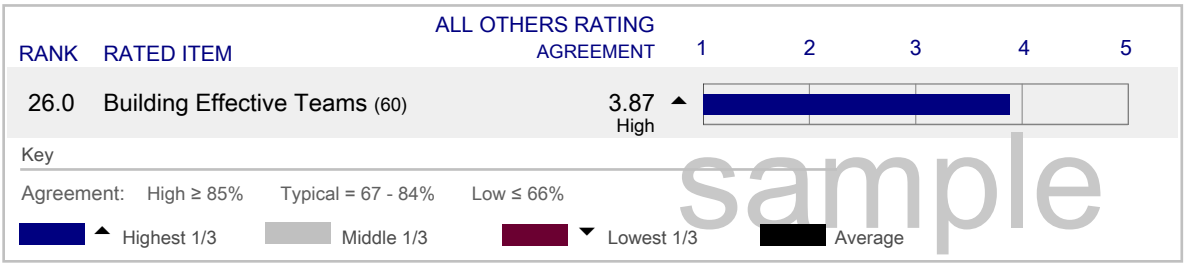
Universal graph guide for competencies:

Each report with graphs uses the same layout and data point types to give you a variety of information. This guide explains each key element.

Single bar graphs:

Graph Example:



Rank:

The ranks order the ratings from highest to lowest-rated items used in this survey section (Competencies and Stallers/Stoppers are split into separate reports.) When average scores are tied, the average of the rank order is listed (for example, if the top two competencies both have 4.50 as an average score, the rank of each will be 1.5 - a tie for first and second place).

Highs and Lows:

Your items are split into thirds. Your top-ranked third are noted with an up arrow and your bottom-ranked third with a down arrow.

- Your top third ranked scores are your relative strengths - what people see you as best at.
- Your bottom third ranked scores are your potential development needs. Whether they are needs for you or not depends upon whether you and others think they are important.

Rating:

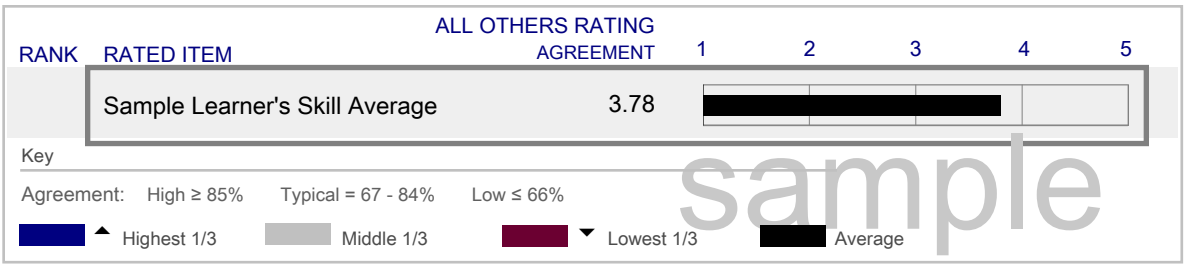
Using the five-point scale, this is the average score (not including Don't Know or Can't Rate Clearly responses) from your surveys.

When looking at your ratings think more about your relative highs and lows and less about absolute scores or numeric averages. It's hard to tell why people use the numbers they use; some functions or organizations use higher or lower scores than others and some countries rate higher or lower than others. Whether your scores are very high or even very low, the goal here is to improve in critical areas.

Personal Average:

Your overall average (using all ratings except Self) is listed in the middle of the reports. This is a true average and does not include any Don't Know or Can't Rate Clearly responses.

Graph Example:



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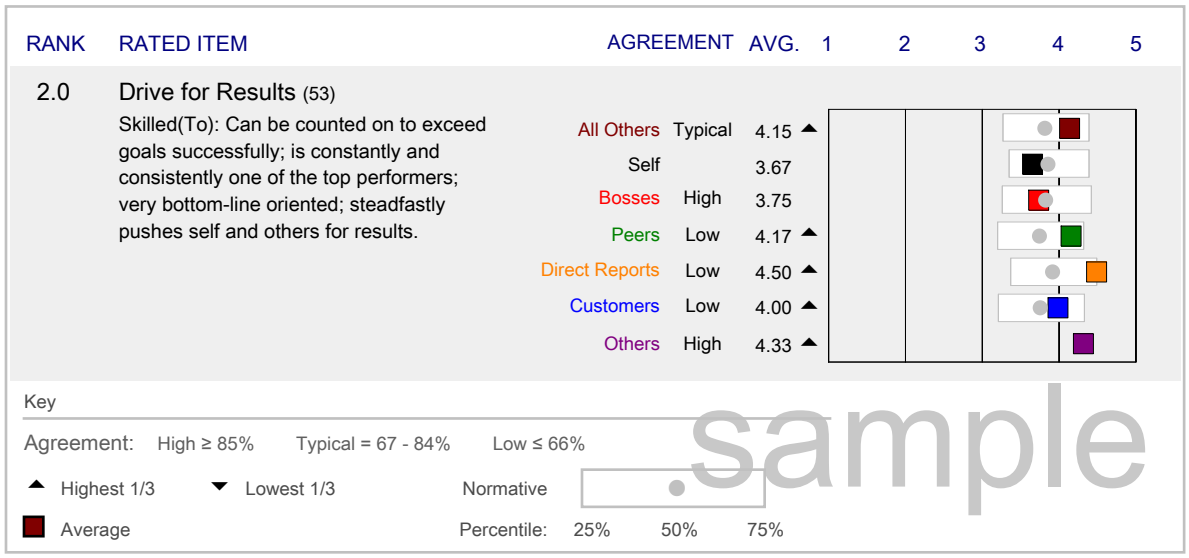
Group summary bar graphs:

Graph Example:



Norms

Based on our large sampling of data over many years, we have calculated norms at the 25th percentile, 50th percentile, and 75th percentile. These are represented by rectangles containing a dot (at the 50th percentile) for each rater group. Your average score is represented by a box, and you can compare where you stand against our overall sample. Be cautious in using these, however, since the ratings which indicate your strengths or areas for attention should neither be diminished nor heightened by a comparison with such norms. These are merely an indicator of how you compare to a broad sampling of leaders across many different organizations.

Rater agreement:

Your report displays a calculation of rater agreement (High, Typical, Low) to the left of the chart for rater groups with multiple raters. A High level of rater agreement means that at least 85% of your raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. A Typical level of agreement means that between 67% and 84% of raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. A Low level of agreement means that fewer than 67% of raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. With this information, you can determine how representative and meaningful your rater average is for a given rater group and competency.

Skilled or Unskilled Definition:

The skilled definitions are listed for your top and middle third for definitive purposes and to help you analyze your strengths. The unskilled definitions for the bottom third are listed to help you analyze how others may perceive some of the behaviors you demonstrate that are potential development opportunities.

Things to note:

One Rater - One Vote:

All raters have an equal weight in the averages, so for instance, your boss is only counted once.

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Don't Know/ Can't Rate Responses:

These are not counted in the calculation of the average scores.

N/D (No Data):

This may appear on some of your graphs:

- For single bar graphs, this indicates that all other raters (not including self) completing the survey responded Don't Know or Can't Rate Clearly.
- For group summary graphs, this may indicate that either:
  - That entire rater group (for example peers) responded Don't Know or Can't Rate Clearly.
  - Or there were too few rater responses for that constituency group to display data (see the rater anonymity information in the introduction for details.)

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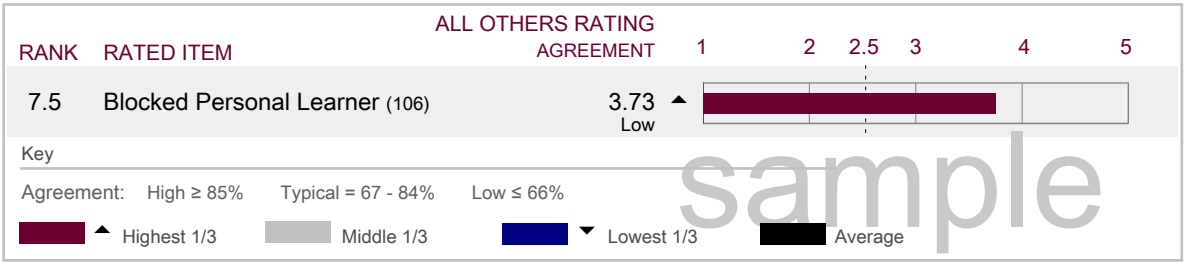
Universal graph guide for stallers and stoppers:

Each report with graphs uses the same layout and data point types to give you a variety of information. This guide explains each key element.

A staller/stopper is a characteristic that could stop or stall performance or career development.

Single bar graphs:

Graph Example:



Rank:

The ranks order the ratings from the highest to lowest-rated items used in this survey section. (Competencies and Stallers/Stoppers are split into separate reports.) When average scores are tied, the average of the rank order is listed (for example, if the top two staller/stoppers both have 4.50 as an average score, the rank of each will be 1.5 - a tie for first and second place).

Highs and Lows:

Your items are split into thirds. Your top-ranked third are noted by the up arrow (high) and your bottom-ranked third with a down arrow (low).

- Your top third ranked scores are potential development opportunities. These are your relative (highest or worst) behaviors - what people see you as showing the most. Whether they are needs for you or not depends upon whether you and others think they are harmful.
- Your bottom third ranked scores are what you show the least and could be considered strengths (the lack of a negative). Whether they are useful or not in your current or any future position depends on if you and your raters think they are harmful or important.

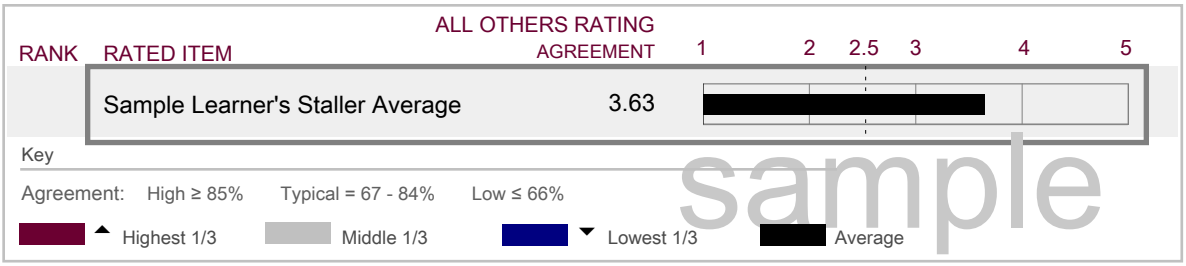
Rating:

Using the five-point scale, this is the average score (not including Don't Know or Can't Rate Clearly responses) from your surveys. Staller ratings are usually not very high. Any rating of 3.00 or above should be considered as a potential problem. Note anything above 2.50 as at least some raters think it could be a problem.

Personal Average:

Your overall average (using all ratings except Self) is listed in the middle of the reports. This is a true average and does not include any Don't Know or Can't Rate Clearly responses.

Graph Example:



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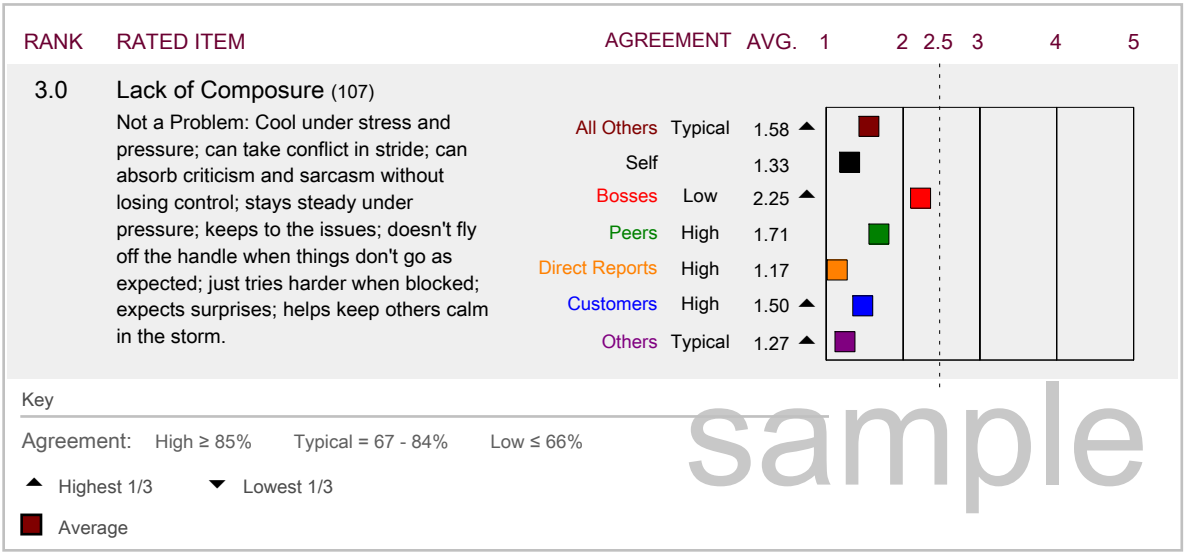
Group summary bar graphs:

Graph Example:



A Problem/Not a Problem Definition:

In your group summary graphs you will notice that for items rated 2.51 and above, you are provided with the 'problem' (unskilled) definition of a staller and stopper. Items rated 2.50 and below list the 'not a problem' (skilled) definition.

The 'problem' definitions of the stallers and stoppers are listed for the items rated above 2.50 to help you analyze how others may perceive some of the behaviors you demonstrate that could have potential to stall your career. The 'not a problem' definitions of the stallers and stoppers are listed for the items rated 2.50 and below for definitional purposes only.

Rater agreement:

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Things to note:

One rater - One vote:

All raters have an equal weight in the averages, so for instance, your boss is only counted once.

Don't Know / Can't Rate Responses:

These are not counted in the calculation of the average scores.

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N/D (No Data):

This may appear on some of your graphs:

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Definitions of the scale points used in the survey:

The Skill Rating question asks:
How would you describe/rate the Learner (or Yourself) on this competency?

Scale	Definition Used in Survey	Use of Scale item in actual practice
Towering Strength	Even the best people may have only a few towering strengths, and some very good people have none. The learner is outstanding in this area, a model, one of the best you've ever seen - people might seek out this person for guidance in this area. A rare skill; a gift; anyone who knows this person well would rate this as a "Towering Strength".	13% All Other Raters 12% Self 11% Bosses 11% Peers 16% Direct Reports 11% Customers
Talented	The Learner has notable strength in this area; better than most. The Learner could be a coach in this area. Might select this person for a team just for this special talent. A clear majority of people who know him/her would agree with this rating.	39% All Other Raters 42% Self 41% Bosses 38% Peers 39% Direct Reports 37% Customers
Skilled/OK	The Learner does what is expected; about like most others. If everyone performed this well on key skills, the organization would be competent and successful. Different raters might disagree on this rating, some seeing it as a talent, some as a weakness.	32% All Other Raters 37% Self 37% Bosses 33% Peers 31% Direct Reports 31% Customers
Weakness	Almost everyone has a few of these, i.e.; not always up to standard on everything. The results have fallen short, and opportunities have been missed because of this weakness. The Learner is working on improving this competency. With normal development, this could be raised at least to "Skilled/OK".	7% All Other Raters 7% Self 7% Bosses 6% Peers 7% Direct Reports 6% Customers
A Serious Issue	There is a serious, pressing need to improve in this area; it is hurting performance. The Learner doesn't understand this area, doesn't accept the need, or doesn't know what to do about it. If it remains an issue, his/her career could be stalled or stopped. Almost everyone who knows him/her would agree with this rating.	1% All Other Raters 0% Self 0% Bosses 1% Peers 1% Direct Reports 1% Customers

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(Continued)

Scale	Definition Used in Survey	Use of Scale item in actual practice
Don't Know	You haven't seen enough to judge or haven't known them long enough. This is an untested area for the Learner (e.g., never been in a formal negotiation so you don't know about his/her negotiating skills).	5% All Other Raters 1% Self 2% Bosses 7% Peers 4% Direct Reports 9% Customers
Can't Rate Clearly	The Learner's behavior in this area is very mixed - some good, some bad. The Learner's inconsistency in this area makes it impossible to rate clearly.	3% All Other Raters 1% Self 2% Bosses 4% Peers 2% Direct Reports 6% Customers

The Importance Rating question asks:
How important is this competency for success in this position?

Scale	Definition Used in Survey
Mission Critical	It would not be possible for someone to perform well in this job if they did not have better than average skills in this competency and the other essential skills; this competency would be a "have to have" to do well.
Very Important	Having this competency would be very important in order for someone to perform well in this job. The job could be done well without this if the person had other essential skills.
Useful/ Nice to Have	Having this competency would help this person perform better in this job but isn't essential. The job could be done well without this if the person had other essential skills.
Less Important	This competency is not used very much or is not very often in play in this job. Even if this person were low in this skill, it wouldn't have much effect on job performance.
Not Important	This competency is not used or is not in play in this job. Even if this person were low in this skill, it wouldn't affect job performance.
Don't Know	I don't have enough information about this job to know how important this competency is.
Can't Rate Clearly	It's difficult to judge how important this competency would be. Depending on the circumstances it may or may not be important.

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Definitions of the scale points used in the survey:

The Staller/Stopper Rating question asks:
Does this Learner (or Yourself) have this career staller or stopper?

Scale	Definition Used in Survey	Use of Scale item in actual practice
Definitely	There is no doubt this person has this career staller and stopper. Almost every time the need for skills defined in this staller or stopper are called for, this person exhibits this career staller and stopper behavior.	1% All Other Raters 0% Self 1% Bosses 1% Peers 1% Direct Reports 1% Customers
Probably Yes	This person probably has this career staller and stopper. Many times, when the situation requires skills in the area covered by this staller or stopper, this person exhibits this behavior.	5% All Other Raters 5% Self 5% Bosses 6% Peers 5% Direct Reports 5% Customers
Not Sure	This person might or might not have this staller and stopper. Sometimes they exhibit this behavior and sometimes they don't.	6% All Other Raters 6% Self 5% Bosses 6% Peers 5% Direct Reports 5% Customers
Probably Not	This person sometimes, but not frequently, exhibits the behavior defined by this career staller and stopper.	20% All Other Raters 27% Self 20% Bosses 21% Peers 18% Direct Report 20% Customers
Not a Problem	This person almost never exhibits the behavior defined in this career staller and stopper.	62% All Other Raters 61% Self 67% Bosses 60% Peers 65% Direct Reports 58% Customers

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(Continued)

Scale	Definition Used in Survey	Use of Scale item in actual practice
Don't Know	I don't have enough information or knowledge of this person to judge whether they have this career staller and stopper.	4% All Other Raters 1% Self 1% Bosses 4% Peers 3% Direct Reports 7% Customers
Can't Rate Clearly	The Learner's behavior in this area defined in this career staller and stopper is very mixed - some good, some bad. The Learner's inconsistency in this area makes it impossible to rate clearly. They might be some parts of it but not others.	2% All Other Raters 0% Self 1% Bosses 2% Peers 2% Direct Reports 3% Customers

The Harmfulness rating asks:
How harmful is this staller and stopper to success in this position?

Scale	Definition Used in Survey
Definitely a Problem	It would not be possible for someone to perform well and progress far in their career if they showed this career staller and stopper frequently.
Could be a Problem	It would be difficult for someone to perform well and progress very far if they exhibited this career staller and stopper very often.
Somewhat of a Problem	It would be troublesome for someone to perform well and progress very far if they exhibited this career staller and stopper very often.
A Slight Problem	Exhibiting the behavior associated with this career staller and stopper would be noticed but should not get in the way of performing and progressing.
Not a Problem	Exhibiting the behavior associated with this career staller and stopper would not get in someone's way.
Don't Know	I don't have enough information about this job to know how important this career staller and stopper is.
Can't Rate Clearly	It's difficult to judge how harmful this career staller and stopper would be. Depending on the circumstances it may or may not be important.

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Skill Rating Overview

What does this "Skill Rating Overview" report show me?

This report lists all of the skill ratings given to you by all raters other than yourself. The skills are listed in order of highest to lowest rating based upon average score.

A How do I interpret my data?

- To best understand your results, concentrate on the one third highest (your strengths), and the one third lowest (your potential needs).
- Look for matched strengths, those high in importance and skill for you.
- Look for mismatches, those high in importance but a low skill for you.
- If your survey includes importance ratings, the best way to determine matches and mismatches is to look at the Skill-Importance Matrix.
- If your survey didn't include the questions on importance, you should compare your ratings to existing competency, values or job models in your organization. You can also compare with your performance objectives and discuss with your boss (and/or other raters) to determine potential gaps.
- If your survey included a question on Overuse of strengths, raters who assigned a rating of either 4 or 5 to any item were then prompted to rate the extent to which you may have begun to overuse the respective strength. If more than 15% of your raters indicated that in their view you are overusing the strength to any extent, then the Skill Rating Overview report will identify that item as a "Potential Overuse".

B Things to note:

Before you determine what needs you have, check to see if there are any other estimates of what it takes to be successful in your position; ask your boss or HR.

C What if you don't agree with the report findings?

Ask others to tell you about people who have been successful due to these skills, or about those who have floundered because they were weak in these.

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Skill Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
1.0	Intellectual Horsepower (30) Potential Overuse	4.92 High	
2.0	Drive for Results (53)	4.67 High	
3.0	Innovation Management (28)	4.64 High	
4.0	Standing Alone (57) Potential Overuse	4.60 High	
5.0	Creativity (14) Potential Overuse	4.58 High	
6.5	Action Oriented (1)	4.50 High	
6.5	Learning on the Fly (32)	4.50 High	
8.0	Presentation Skills (49)	4.42 Typical	
9.0	Technical Learning (61)	4.30 Typical	
10.0	Functional/Technical Skills (24)	4.25 Typical	
12.0	Problem Solving (51)	4.18 Typical	
12.0	Sizing Up People (56)	4.18 High	
12.0	Comfort Around Higher Management (8)	4.18 Typical	
14.5	Timely Decision Making (16)	4.10 High	
14.5	Ethics and Values (22)	4.10 High	
16.5	Integrity and Trust (29)	4.09 Typical	
16.5	Dealing with Paradox (40)	4.09 Low	
18.5	Customer Focus (15)	4.08 Typical	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Skill Rating Overview

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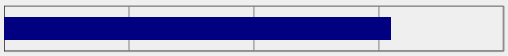
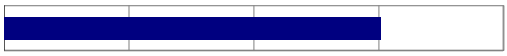
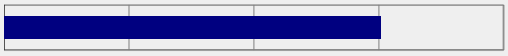
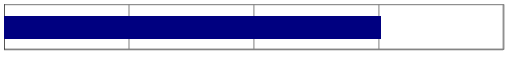
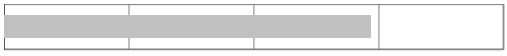
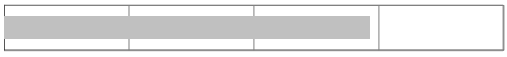
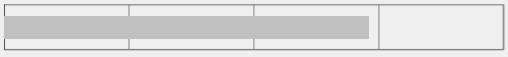
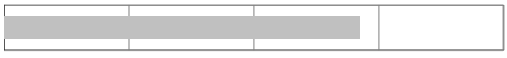
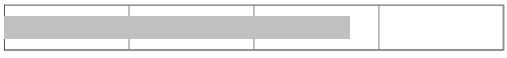
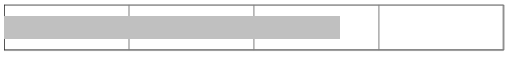
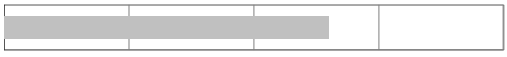
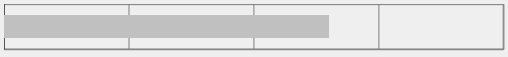
Skill Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
18.5	Perseverance (43)	4.08 High	
21.0	Dealing with Ambiguity (2)	4.00 Typical	
21.0	Organizing (39)	4.00 Typical	
21.0	Strategic Agility (58)	4.00 High	
24.0	Humor (26)	3.92 Typical	
24.0	Business Acumen (5)	3.92 Typical	
24.0	Total Work Systems (e.g., TQM/ISO/Six Sigma) (63)	3.92 Typical	
26.5	Decision Quality (17)	3.91 Typical	
26.5	Priority Setting (50)	3.91 Typical	
28.5	Managerial Courage (34)	3.90 Typical	
28.5	Process Management (52)	3.90 Low	
30.0	Perspective (46)	3.83 Low	
31.0	Career Ambition (6)	3.80 Typical	
32.5	Composure (11)	3.75 High	
32.5	Written Communications (67)	3.75 Typical	
34.0	Time Management (62)	3.67 Low	
35.0	Command Skills (9)	3.64 Typical	
36.5	Organizational Agility (38)	3.58 Typical	
36.5	Understanding Others (64)	3.58 Typical	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Skill Rating Overview

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Skill Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
	Sample Learner's Skill Average	3.52	
38.5	Negotiating (37)	3.33 Typical	
38.5	Managing Vision and Purpose (65)	3.33 Typical	
40.5	Planning (47)	3.27 High	
40.5	Self-Knowledge (55)	3.27 Typical	
42.5	Fairness to Direct Reports (23)	3.25 High	
42.5	Listening (33)	3.25 Typical	
44.0	Hiring and Staffing (25)	3.20 Low	
45.0	Motivating Others (36)	3.11 Low	
46.0	Conflict Management (12)	3.09 Low	
47.5	Peer Relationships (42)	3.00 Typical	
47.5	Political Savvy (48)	3.00 Low	
49.5	Interpersonal Savvy (31)	2.91 Typical	
49.5	Self-Development (54)	2.91 Typical	
51.0	Managing Diversity (21)	2.90 High	
52.0	Developing Direct Reports and Others (19)	2.88 Low	
53.0	Informing (27)	2.75 High	
54.0	Delegation (18)	2.67 High	
55.0	Approachability (3)	2.64 Typical	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Skill Rating Overview

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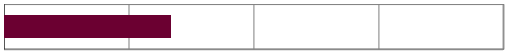
Skill Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
56.0	Personal Learning (45)	2.58 Typical	
57.5	Personal Disclosure (44)	2.50 Typical	
57.5	Managing Through Systems (59)	2.50 Typical	
59.5	Managing and Measuring Work (35)	2.40 High	
59.5	Caring About Direct Reports (7)	2.40 High	
61.0	Confronting Direct Reports (13)	2.33 Low	
62.5	Compassion (10)	2.30 Low	
62.5	Directing Others (20)	2.30 Low	
64.0	Boss Relationships (4)	2.20 High	
65.0	Patience (41)	2.17 Typical	
66.0	Building Effective Teams (60)	1.89 High	
67.0	Work/Life Balance (66)	1.25 High	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Skill Rating Overview

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Library Structure

What does this "Library Structure" report show me?

This report provides a graphical representation of your skill ratings relative to Lominger's Leadership Architect® library structure. The report displays the competencies that make up the Lominger library. Individual competencies are organized into thematic groupings called Clusters. Clusters are grouped into statistically derived categories called Factors.

Individual competencies that others rated you on appear in bold type. The top-third rated competencies are highlighted in green and the bottom-third competencies are highlighted in Orange. The middle-third rated competencies appear in bold but are not highlighted. Competencies that you were not rated on appear in normal type.

Please note that if others rated you at the factor or cluster level or your results were aggregated at either of these levels, then the relevant factors or clusters will be highlighted instead of individual competencies.

A How do I interpret my data?

- Identify clusters and factors that are made up of predominantly top-third or bottom-third rated competencies. These represent concentrated areas of strengths or developmental needs.
- Examine any clusters or factors that contain a mix of top-third and bottom-third rated competencies. Consider the implications for development in these mixed areas of strength/need.
- If your results appear at the factor or cluster level, also examine the patterns and relationships formed by your top-third and bottom-third ratings. What do the results indicate with regard to broader strengths and developmental needs?
- Compare the results of the Library Structure Report to your Skill Rating Overview. It is essentially the same information depicted in another form (graphical vs. numerical). Does seeing the information in this format give you new insight into your interpretation of the Skill Rating Overview?

B Things to note:

Depending on the competencies rated and not rated and the particular pattern of results, the appearance of this report can vary widely from individual to individual. Some individuals will have ratings that are tightly grouped into particular factors and clusters whereas others will have a more varied mix.

C What if you don't agree with the report findings?

The best approach is to avoid defensiveness. Ask your VOICES® coach to clarify and address your questions. Listen and reflect. Ask others who know you well for their perspective. Ask others to tell you about people who have been successful due to these skills, or about those who have floundered because they were weak in these.

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Library Structure

Factor I: STRATEGIC SKILLS

Cluster A: UNDERSTANDING THE BUSINESS
- 5. Business Acumen
- 24. Functional/Technical Skills
- 61. Technical Learning

Cluster B: MAKING COMPLEX DECISIONS
- 17. Decision Quality
- 30. Intellectual Horsepower
- 32. Learning on the Fly
- 51. Problem Solving

Cluster C: CREATING THE NEW AND DIFFERENT
- 2. Dealing with Ambiguity
- 14. Creativity
- 28. Innovation Management
- 46. Perspective
- 58. Strategic Agility

Factor II: OPERATING SKILLS

Cluster D: KEEPING ON POINT
- 16. Timely Decision Making
- 50. Priority Setting

Cluster E: GETTING ORGANIZED
- 39. Organizing
- 47. Planning
- 62. Time Management

Cluster F: GETTING WORK DONE THROUGH OTHERS
- 18. Delegation
- 19. Developing Direct Reports and Others
- 20. Directing Others
- 27. Informing
- 35. Managing and Measuring Work

Cluster G: MANAGING WORK PROCESSES
- 52. Process Management
- 59. Managing Through Systems
- 63. Total Work Systems (e.g., TQM/ISO/Six Sigma)

Factor III: COURAGE

Cluster H: DEALING WITH TROUBLE
- 9. Command Skills
- 12. Conflict Management
- 13. Confronting Direct Reports
- 34. Managerial Courage
- 57. Standing Alone

Cluster I: MAKING TOUGH PEOPLE CALLS
- 25. Hiring and Staffing
- 56. Sizing Up People

Factor IV: ENERGY AND DRIVE

Cluster J: FOCUSING ON THE BOTTOM LINE
- 1. Action Oriented
- 43. Perseverance
- 53. Drive for Results

Factor V: ORGANIZATIONAL POSITIONING SKILLS

Cluster K: BEING ORGANIZATIONALLY SAVVY
- 38. Organizational Agility
- 48. Political Savvy

Cluster L: COMMUNICATING EFFECTIVELY
- 49. Presentation Skills
- 67. Written Communications

Cluster M: MANAGING UP
- 6. Career Ambition
- 8. Comfort Around Higher Management

Factor VI: PERSONAL AND INTERPERSONAL SKILLS

Cluster N: RELATING SKILLS
- 3. Approachability
- 31. Interpersonal Savvy

Cluster O: CARING ABOUT OTHERS
- 7. Caring About Direct Reports
- 10. Compassion

Cluster P: MANAGING DIVERSE RELATIONSHIPS
- 4. Boss Relationships
- 15. Customer Focus
- 21. Managing Diversity
- 23. Fairness to Direct Reports
- 42. Peer Relationships
- 64. Understanding Others

Cluster Q: INSPIRING OTHERS
- 36. Motivating Others
- 37. Negotiating
- 60. Building Effective Teams
- 65. Managing Vision and Purpose

Cluster R: ACTING WITH HONOR AND CHARACTER
- 22. Ethics and Values
- 29. Integrity and Trust

Cluster S: BEING OPEN AND RECEPTIVE
- 11. Composure
- 26. Humor
- 33. Listening
- 41. Patience
- 44. Personal Disclosure

Cluster T: DEMONSTRATING PERSONAL FLEXIBILITY
- 40. Dealing with Paradox
- 45. Personal Learning
- 54. Self-Development
- 55. Self-Knowledge

Cluster U: BALANCING WORK/LIFE
- 66. Work/Life Balance

Highest 1/3 (22) Lowest 1/3 (22)

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Narrative Report

What do these "Narrative Reports" show me?

These reports contain "(software generated) narrative statements" that others might use to describe you - your "Effective" (positive) "Behaviors"; and your "Ineffective" (negative) "Behaviors".

The best way to think about these reports is to say to yourself "This is how someone with my scores might be seen by others."

A How do the reports get created?

The software divides your overall skill rating results into top third and bottom third as seen by all other raters. It then translates those one-third top and bottom skills into possible effective (positive) and ineffective (negative) behaviors that might describe you.

B Things to note:

- Each statement has a percent, indicating how probable it is that this behavior fits your results - the higher the number, the more probable (but never absolutely certain) that you might be like this.
- The results reflect the combination of your particular strengths (top third) and potential development opportunities (bottom third) and how they interact.

C How to use this report:

- Put a check in the box if the statement fits you.
- Leave it blank if it doesn't.
- Put a question mark (?) if you're not sure, or if one part of the statement fits and the other doesn't.

D What if you don't agree with the report findings?

- Not all of the effective and ineffective behaviors will be true of you.
- Remember, the software made these statements about you, not your raters. Specifically, the authors wrote narrative statements that likely describe various combinations of high and low skill results.
- You may want to compare your rater notes (which were provided by your raters) with these behaviors to check for common themes.

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Narrative Report - Effective Behaviors

% MATCH	BEHAVIORS
100%	☐ Seizes opportunities to take action
	☐ Good at high level contact with customers
	☐ Technical wizard
	☐ Creates inventive strategies
	☐ Can see clear strategies amidst chaos and uncertainty
	☐ Strong champion of new ideas
	☐ Makes a quick read on people
	☐ Creative and ingenious ways of getting things done
	☐ Trusted by higher level managers
	☐ Produces leading edge creative ideas in his/her technology
	☐ Can put creative ideas into practical and marketable terms
	☐ Comes up with a lot of creative ideas quickly
	☐ Can manage in a timely fashion through chaos
	☐ Moves forward in the face of chaos, ambiguity and change
	☐ Trusted by others
	☐ Understands complex technology
	☐ Can create complex technical advancements
	☐ Stays up to date technically
	☐ Can create his/her own innovative ideas
	☐ Very innovative; usually out ahead of others
	☐ Shows more candor to customers than most
	☐ Bright, technically deep
	☐ Can solve tough and complex mental problems
	☐ Blazing fast learner
	☐ Experiments in order to solve problems
	☐ Excels at learning from the new and different
	☐ Formidable problem solver; finds meaning easily
	☐ Gets the resources to get things done from anyone, anywhere

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Narrative Report - Effective Behaviors

% MATCH	BEHAVIORS
(Continued)	
100%	☐ Gets things done for the customer
	☐ Can push ideas through the organization
	☐ Efforts to get things done not stopped by chaos
	☐ Keeps asking for the sale even when initially blocked
	☐ Can think on his/her feet during presentations
	☐ Creates motion - really goes after a problem
	☐ Grasps the essence of a problem quickly
	☐ Can handle problems that are complex and diffuse
	☐ Comes up with unique solutions
	☐ Gets results quickly
	☐ Can get results during chaotic times
83%	☐ Acts on his/her strategies
	☐ Pushes innovation quickly and firmly
	☐ Learns best through taking action, solving problems and thinking about the long term
80%	☐ Fast and usually right in decision making
	☐ Satisfies the customer through taking action and getting results
	☐ Tries multiple ways to get something done
	☐ Even under the chaos of change, is an excellent learner
	☐ Acts on technical knowledge

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Narrative Report - Ineffective Behaviors

% MATCH	BEHAVIORS
100%	☐ Not very people oriented
	☐ Not a team player
	☐ Has many ideas but tends to keep them to self
	☐ Loner - lots of individual ideas, but not a team player
	☐ Goes through motions with customers, but doesn't appear attuned to others
	☐ Makes decisions quickly and implements him/herself
	☐ Under conditions of change/ambiguity, becomes a loose cannon - impatient, impulsive; shoots from the hip
	☐ Strong values may not play well politically
	☐ One person innovator - not a team player
	☐ An intelligent speed boat - overwhelms, too fast for most
	☐ A bright loner; individual contributor
	☐ Uses intellect to overmanage or keep the really fun tasks to self
	☐ Doesn't relate well to those less intelligent
	☐ Does too much him/herself
	☐ Doesn't pass learnings on to others
	☐ May frustrate others with his/her push for personal change
	☐ Doesn't make it easy on others to figure out his/her stances
	☐ May switch modes or sides of an argument so easily and quickly that it scares/confuses others
	☐ Stubborn - may tilt at windmills
	☐ Flat affect presenter, not much spark
	☐ Doesn't understand impact of presentation style
	☐ Leaves others behind - they're still thinking about it, and he/she has already done something
	☐ Doesn't make the tough calls on people
	☐ Does too much driving of the results machine him/herself
	☐ Workaholic
	☐ Doesn't wait long enough to collect adequate information on people
	☐ Accurate people reads not used for development

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Narrative Report - Ineffective Behaviors

% MATCH	BEHAVIORS
(Continued)	
100%	☐ Decides on battles to fight/ tough issues to face too quickly
	☐ Does too much him/herself - doesn't empower others
	☐ Loner - not team oriented
	☐ Unlikely to teach others new technologies
	☐ Relates more comfortably to technology than to people
83%	☐ Uses intelligence to intimidate others
	☐ Takes quick action but either doesn't think or doesn't care about the impact on others; runs over or through others
	☐ May err toward the new and risky at the expense of the tried and proven
80%	☐ Makes quick decisions and leaves others behind
	☐ May only want to do things his/her way; may lose the team
	☐ Has trouble getting/managing resources sideways
	☐ Sometimes a runaway train - never stops, even when he/she should
	☐ Bowls over people to get there
	☐ Does too much of the problem analysis him/herself
	☐ Fire, ready, aim - impulsively seeks results
	☐ Does not care what the people think about how he/she gets results
	☐ Very cold and impersonal/mechanical reads on people
	☐ Prefers to work alone/on own
	☐ May prefer working alone in order to exclude the concerns of others
	☐ Strategies don't take people's concerns into account
	☐ May appear to be a know it all, only interested in own thinking
	☐ Makes the decisions without including others much
	☐ Likes technology more than people
	☐ Has many good ideas but doesn't share them comfortably with others

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Blind Spots

What does this "Blind Spots" report show me?

This report shows the items where you rated yourself significantly higher than all other raters by a difference greater than 1.0. The items are listed from the largest difference to the smallest difference between you and your raters.

A What would cause these items to show on this report?

If you rated yourself higher (i.e., you used many 4s and 5s to rate yourself) than most, you may have many blind spots listed.

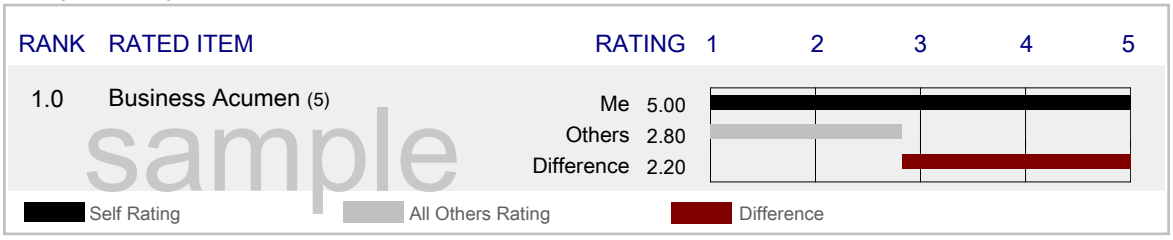
B Things to note:

- The larger the blind spot, the more attention the blind spot deserves.
- Not all blind spots are created equal. If you gave yourself a 5 and your raters gave you a 4, this may not indicate a real difference. You said towering strength; they said you were talented. This may not be a difference that makes a difference. On the other hand, if you gave yourself a 3 and they gave you a 2, this difference should be noted. There you have said skilled, but they have indicated a weakness.
- Blind spots in areas that are important for your success can be very damaging - they are the most dangerous results you can have.
- Overrating is most troublesome and is related in the research to receiving lowered performance ratings on the job. If you overrate, you don't know how you come across and you may overestimate your skills.
- Generally, pay attention to how different your ratings are from those of other raters. Are most of your ratings higher?

C What if you don't agree with the report findings?

- All of your results are based on subjective opinion and perception - yours and others. Most of the results will be you, but some might not be. It's how people see you and what you think about yourself.
- Other rater groups (peers, bosses, direct reports) generally agree much more with one another about you than you agree with any one of those groups.
- Seek out more data on your blind spots before you conclude your raters are wrong about you.
- Be especially reflective about your blind spots in the areas that are important - remember, your judgment might not be the most accurate.

Graph Example:



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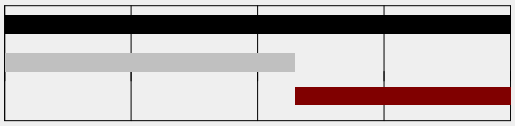
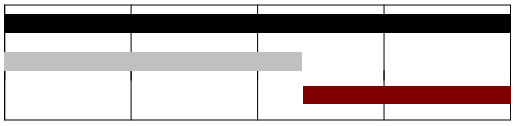
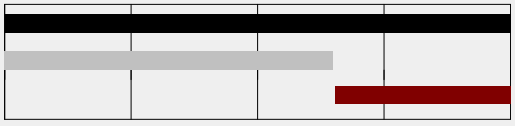
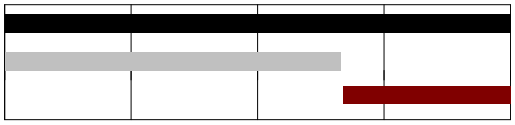
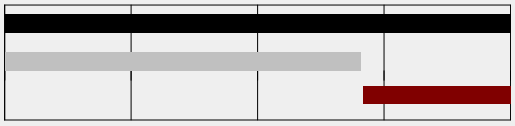
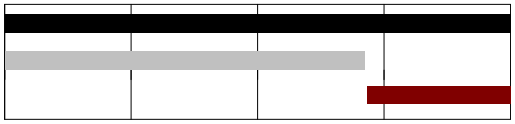
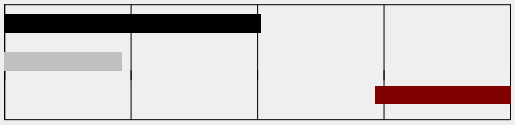
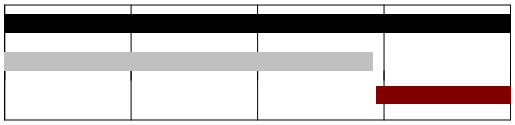
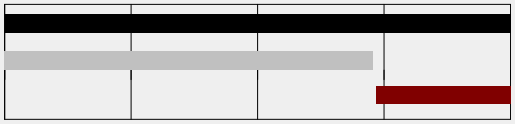
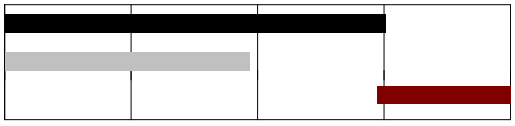
Blind Spots

RANK	RATED ITEM	RATING	1 2 3 4 5
1.0	Self-Knowledge (55)	Me 5.00 Others 3.27 Difference 1.73	
2.0	Managing Vision and Purpose (65)	Me 5.00 Others 3.33 Difference 1.67	
3.0	Understanding Others (64)	Me 5.00 Others 3.58 Difference 1.42	
4.0	Command Skills (9)	Me 5.00 Others 3.64 Difference 1.36	
5.0	Career Ambition (6)	Me 5.00 Others 3.80 Difference 1.20	
6.0	Perspective (46)	Me 5.00 Others 3.83 Difference 1.17	
7.0	Building Effective Teams (60)	Me 3.00 Others 1.89 Difference 1.11	
8.5	Managerial Courage (34)	Me 5.00 Others 3.90 Difference 1.10	
8.5	Process Management (52)	Me 5.00 Others 3.90 Difference 1.10	
10.0	Self-Development (54)	Me 4.00 Others 2.91 Difference 1.09	

Self Rating All Others Rating Difference

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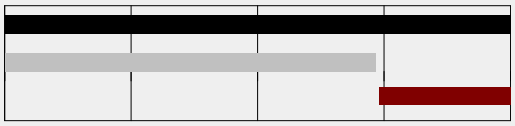
Blind Spots

RANK	RATED ITEM	RATING	1 2 3 4 5
11.0	Humor (26)	Me 5.00 Others 3.92 Difference 1.08	

Self Rating All Others Rating Difference

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Hidden Strengths

What does this "Hidden Strengths" report show me?

This report shows the skills where you rated yourself significantly lower than all other raters by a difference of greater than 1.0. The skills are listed from the largest difference to the smallest difference between you and your raters.

A What would cause these items to show on this report?

If you rated yourself lower (i.e., you used many 1s and 2s to rate yourself) than most, you may have a lot of hidden strengths listed.

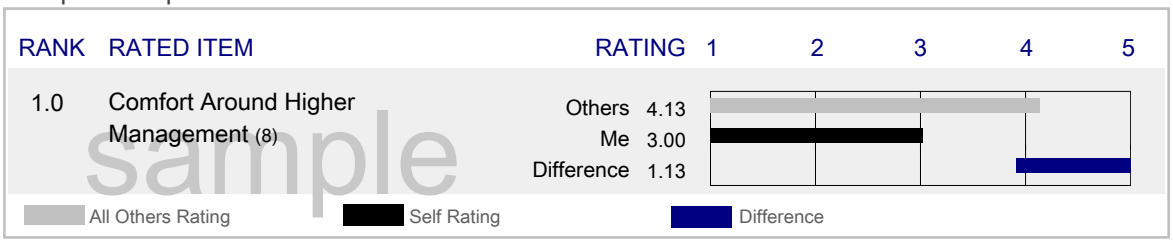
B Things to note:

- This comparison reveals possible strengths that may be unknown to you or you have trouble accepting.
- All hidden strengths are not created equal. If you gave yourself a 4 and your raters gave you a 5, this may not indicate a real difference. You said talented; they said towering strength. This may not be a difference that makes a difference. On the other hand, if you gave yourself a 2 and they gave you a 3, this difference should be noted. There you have said weakness, but they have indicated skilled.
- The larger the difference, the more attention the hidden strength deserves.
- Underrating yourself means you may undersell yourself or lack confidence. People think you are better at something than you do.
- You could also be highly self-confident, but highly self-critical. If you are rated high on competencies like Learning on the Fly, Personal Learning, Self Development or Self Knowledge you may bring a strong learning orientation to your work.

C What if you don't agree with the report findings?

- All of your results are based on subjective opinion and perception - yours and others. Most of the results will be you, but some might not be. It's how people see you and what you think about yourself.
- Other rater groups (peers, bosses, direct reports) generally agree much more with one another about you than you agree with any one of those groups.

Graph Example:



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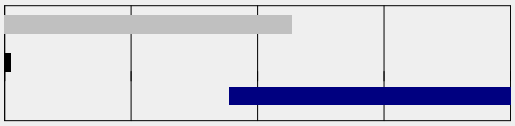
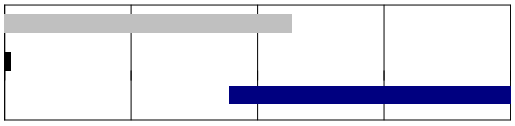
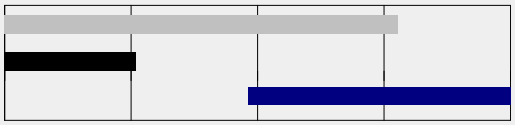
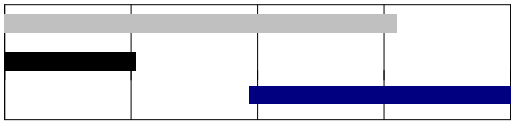
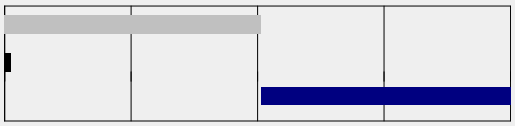
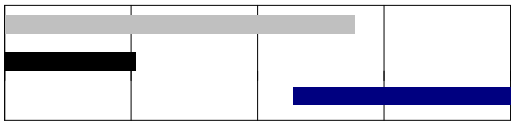
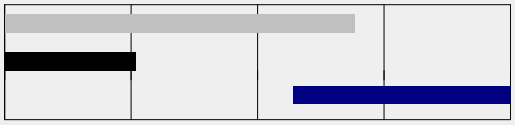
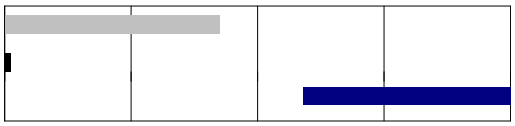
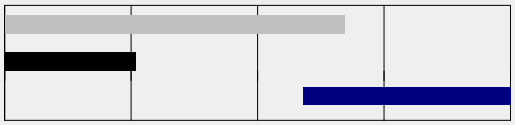
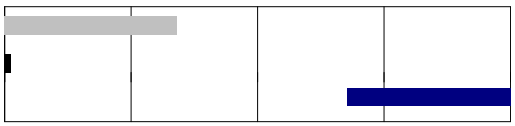
Hidden Strengths

RANK	RATED ITEM	RATING	1 2 3 4 5
1.5	Fairness to Direct Reports (23)	Others 3.25 Me 1.00 Difference 2.25	
1.5	Listening (33)	Others 3.25 Me 1.00 Difference 2.25	
3.0	Timely Decision Making (16)	Others 4.10 Me 2.00 Difference 2.10	
4.0	Integrity and Trust (29)	Others 4.09 Me 2.00 Difference 2.09	
5.0	Political Savvy (48)	Others 3.00 Me 1.00 Difference 2.00	
6.5	Composure (11)	Others 3.75 Me 2.00 Difference 1.75	
6.5	Written Communications (67)	Others 3.75 Me 2.00 Difference 1.75	
8.5	Delegation (18)	Others 2.67 Me 1.00 Difference 1.67	
8.5	Time Management (62)	Others 3.67 Me 2.00 Difference 1.67	
10.0	Confronting Direct Reports (13)	Others 2.33 Me 1.00 Difference 1.33	

All Others Rating Self Rating Difference Hidden Strengths

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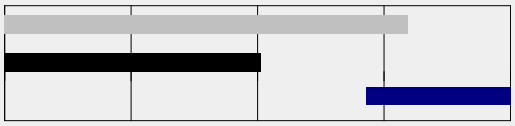
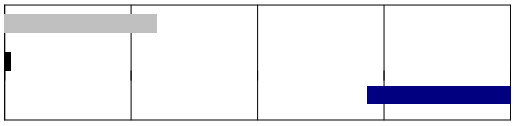
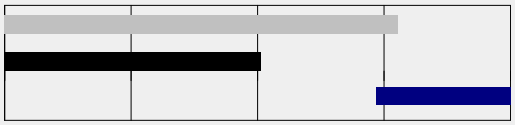
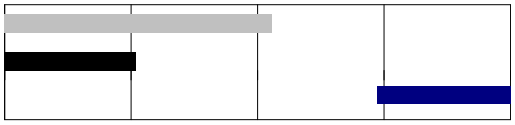
Hidden Strengths

RANK	RATED ITEM	RATING	1 2 3 4 5
11.0	Comfort Around Higher Management (8)	Others 4.18 Me 3.00 Difference 1.18	
12.0	Patience (41)	Others 2.17 Me 1.00 Difference 1.17	
13.0	Ethics and Values (22)	Others 4.10 Me 3.00 Difference 1.10	
14.0	Conflict Management (12)	Others 3.09 Me 2.00 Difference 1.09	

All Others Rating Self Rating Difference Hidden Strengths

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Importance Rating Overview

What does this "Importance Rating Overview" report show me?

This report ranks the skills in order of importance as judged by all other raters. The skills are listed from most important to the least important for success.

A How do I interpret my data?

- Concentrate on your highest third and lowest third importance ratings. They will help isolate the skills you need most and those you need least for success.
- Look for matched strengths, those high in importance and skill for you.
- Look for mismatches, those high in importance but a low skill for you.
- The best way to determine matches and mismatches is to look at the Skill-Importance Matrix.

B Things to note:

- There may be other sources of information about importance. You could compare your ratings to existing competency, values or job models in your organization. You can also compare with your performance objectives and discuss with your boss (and/or other raters) to determine potential gaps.
- Before you determine what needs you have, check to see if there are any other estimates of what it takes to be successful in your position; ask your boss or HR.

C What if you don't agree with the report findings?

- If you don't agree with your raters on importance, go to three people you trust and find out if the skills raters picked are really important.
- Ask others to tell you about people who have been successful due to these skills, or about those who have floundered because they were weak in these.

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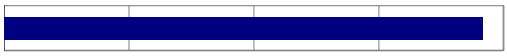
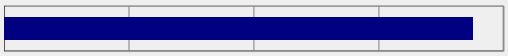
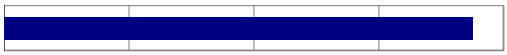
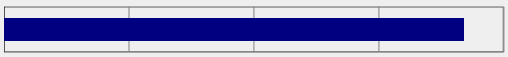
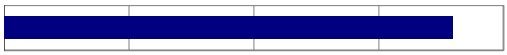
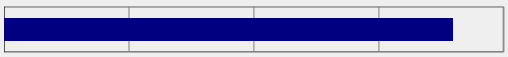
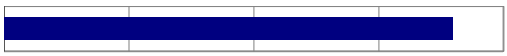
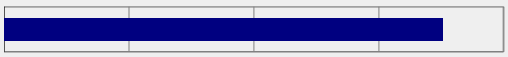
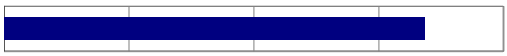
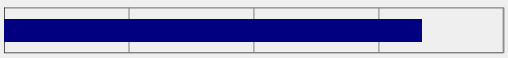
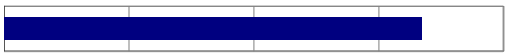
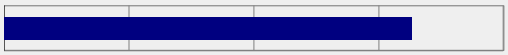
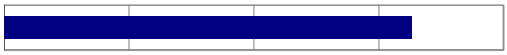
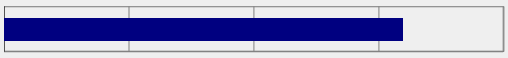
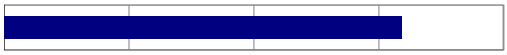
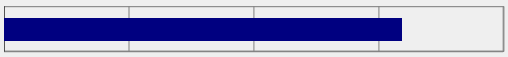
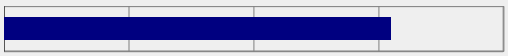
Importance Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
1.0	Customer Focus (15)	4.92 High ▲	
2.0	Innovation Management (28)	4.83 High ▲	
3.5	Decision Quality (17)	4.75 Typical ▲	
3.5	Drive for Results (53)	4.75 Typical ▲	
5.0	Action Oriented (1)	4.67 High ▲	
7.0	Timely Decision Making (16)	4.58 Typical ▲	
7.0	Learning on the Fly (32)	4.58 High ▲	
7.0	Presentation Skills (49)	4.58 High ▲	
9.0	Intellectual Horsepower (30)	4.50 Low ▲	
10.0	Perseverance (43)	4.36 Low ▲	
11.5	Strategic Agility (58)	4.33 Typical ▲	
11.5	Total Work Systems (e.g., TQM/ISO/Six Sigma) (63)	4.33 Typical ▲	
13.5	Dealing with Ambiguity (2)	4.25 Typical ▲	
13.5	Problem Solving (51)	4.25 Typical ▲	
15.0	Comfort Around Higher Management (8)	4.18 Low ▲	
17.0	Creativity (14)	4.17 Typical ▲	
17.0	Functional/Technical Skills (24)	4.17 Low ▲	
17.0	Managing Vision and Purpose (65)	4.17 Low ▲	
20.0	Organizing (39)	4.08 Typical ▲	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Importance Rating Overview

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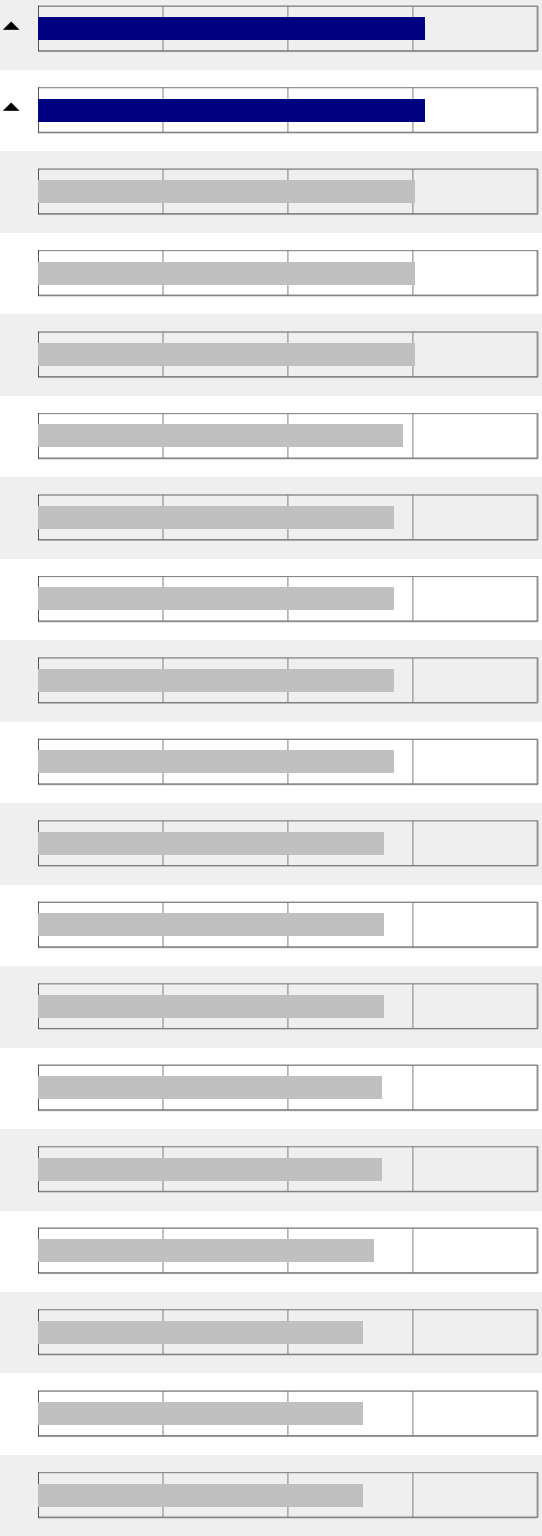
Importance Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	
20.0	Business Acumen (5)	4.08 Typical	▲
20.0	Priority Setting (50)	4.08 Typical	▲
23.0	Composure (11)	4.00 Low	
23.0	Informing (27)	4.00 Low	
23.0	Process Management (52)	4.00 Low	
25.0	Technical Learning (61)	3.90 Low	
27.5	Integrity and Trust (29)	3.83 Low	
27.5	Listening (33)	3.83 Low	
27.5	Motivating Others (36)	3.83 Low	
27.5	Negotiating (37)	3.83 Low	
31.0	Directing Others (20)	3.75 Typical	
31.0	Dealing with Paradox (40)	3.75 Typical	
31.0	Managing Through Systems (59)	3.75 Typical	
33.5	Delegation (18)	3.73 Typical	
33.5	Interpersonal Savvy (31)	3.73 Typical	
35.0	Perspective (46)	3.67 Low	
37.0	Conflict Management (12)	3.58 Typical	
37.0	Ethics and Values (22)	3.58 Low	
37.0	Sizing Up People (56)	3.58 Low	



Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Importance Rating Overview

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Importance Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
	Sample Learner's Importance Average	3.57	
39.0	Time Management (62)	3.55 Typical	
40.0	Written Communications (67)	3.50 Typical	
41.0	Planning (47)	3.45 Typical	
42.0	Command Skills (9)	3.42 Typical	
43.5	Managing and Measuring Work (35)	3.36 Low	
43.5	Building Effective Teams (60)	3.36 Low	
45.5	Approachability (3)	3.33 High	
45.5	Understanding Others (64)	3.33 Typical	
47.0	Hiring and Staffing (25)	3.27 Low	
48.0	Confronting Direct Reports (13)	3.09 Low	
49.0	Patience (41)	3.08 Low	
51.5	Managerial Courage (34)	3.00 Typical	
51.5	Organizational Agility (38)	3.00 Low	
51.5	Personal Learning (45)	3.00 Typical	
51.5	Political Savvy (48)	3.00 Typical	
54.5	Peer Relationships (42)	2.82 Low	
54.5	Standing Alone (57)	2.82 Typical	
56.0	Humor (26)	2.67 Typical	

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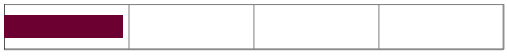
Importance Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
57.0	Self-Development (54)	2.58 Typical	
58.5	Developing Direct Reports and Others (19)	2.50 Low	
58.5	Fairness to Direct Reports (23)	2.50 Low	
60.0	Self-Knowledge (55)	2.45 Low	
61.0	Managing Diversity (21)	2.36 Low	
62.5	Compassion (10)	2.00 Low	
62.5	Personal Disclosure (44)	2.00 Low	
64.0	Caring About Direct Reports (7)	1.91 Typical	
65.0	Career Ambition (6)	1.90 Low	
66.0	Boss Relationships (4)	1.78 Low	
67.0	Work/Life Balance (66)	1.60 Typical	

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Group Summary on Skill Ratings

What does this "Group Summary on Skill Ratings" report show me?

This report shows your skill ratings by constituency groups that are large enough to report. Two or more raters are required per constituency group other than you and your boss. Skills are listed in rank order of how all raters rated your skills from the highest to the lowest.

A How do I interpret my data?

- To best understand your results, concentrate on the top third highest (your strengths) and the bottom third lowest (your potential needs).
- Check for consistency across groups. Look at the highs and lows more than the numerical averages. Are your top third and bottom third the same, similar, or dissimilar across groups?
- Especially note those where there is an opposite opinion - one group has it as a high and another as a low.
- Although all rater groups are important, boss is generally the most accurate rater.
- How much difference equals a disagreement? Generally, one point is a significant difference between groups. However, not all differences are the same. A group that rated you a 5 is not really different from one that rated you a 4. Both are high scores. Differences between 4 and 3 or 3 and 2, however, should be considered as meaningful differences.
- One caution: if a group rates you very high or very low, all their results will be different. Then you should refer back to the high and low symbols and see if the arrows are similar or dissimilar.
- If your survey included a question on Overuse of strengths, raters who assigned a rating of either 4 or 5 to any item were then prompted to rate the extent to which you may have begun to overuse the respective strength. If more than 15% of your raters indicated that in their view you are overusing the strength to any extent, then the Skill Rating Overview report will identify that item as a "Potential Overuse".
- Based on our large sampling of data over many years, we have calculated norms at the 25th percentile, 50th percentile, and 75th percentile. These are represented by rectangles containing a dot (at the 50th percentile) for each rater group. Your average score is represented by a box, and you can compare where you stand against our overall sample. Be cautious in using these, however, since the ratings which indicate your strengths or areas for attention should neither be diminished nor heightened by a comparison with such norms. These are merely an indicator of how you compare to a broad sampling of leaders across many different organizations.
- Your report displays a calculation of rater agreement (High, Typical, Low) to the left of the chart for rater groups with multiple raters. A High level of rater agreement means that at least 85% of your raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. A Typical level of agreement means that between 67% and 84% of raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. A Low level of agreement means that fewer than 67% of raters gave you a score that is equal to or within one scale point of the mean rating you received for all raters in that group. With this information, you can determine how representative and meaningful your rater average is for a given rater group and competency.

B Things to note:

Before you determine what needs you have, check to see if there are any other estimates of what it takes to be successful in your position; ask your boss or HR.

C What if you don't agree with the report findings?

Ask others to tell you about people who have been successful due to these skills, or about those who have floundered because they were weak in these skills.

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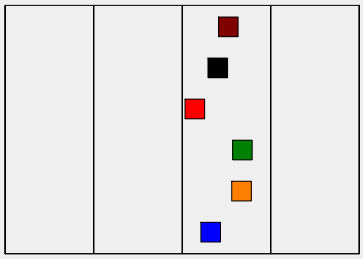
Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5

Sample Learner's Group Summary Average

The averages and the graph on the right represent your average ratings across all of the items in this report by each rating group. The average and square box on the first line represent the average from all raters other than you. The average and square box on the next line represent the average of your self ratings. The averages and square boxes on the remaining lines represent the averages from specific groups who rated you. This may include bosses, peers, direct reports, customers, and others.

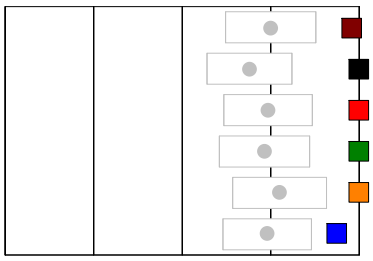
All Others		3.52
Self		3.40
Bosses		3.14
Peers		3.68
Direct Reports		3.67
Customers		3.32



1.0 Intellectual Horsepower (30)

Skilled(To): Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable, and agile.

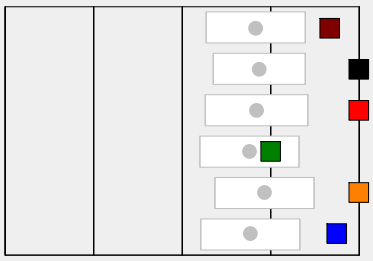
All Others	High	4.92	▲
Self		5.00	
Bosses		5.00	▲
Peers	High	5.00	▲
Direct Reports	High	5.00	▲
Customers	High	4.75	▲



2.0 Drive for Results (53)

Skilled(To): Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

All Others	High	4.67	▲
Self		5.00	
Bosses		5.00	▲
Peers	Low	4.00	
Direct Reports	High	5.00	▲
Customers	High	4.75	▲



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Average Percentile: 25% 50% 75%

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
3.0	**Innovation Management** (28) Skilled(To): Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.							
	All Others	High	4.64 ▲					
	Self		5.00					
	Bosses		4.00					
	Peers	High	5.00 ▲					
	Direct Reports	High	4.75 ▲					
	Customers	Low	4.33 ▲					
4.0	**Standing Alone** (57) Skilled(To): Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times are tough; willing to be the only champion for an idea or position; is comfortable working alone on a tough assignment.							
	All Others	High	4.60 ▲					
	Self		5.00					
	Bosses		4.00					
	Peers	High	4.67 ▲					
	Direct Reports	High	4.67 ▲					
	Customers	High	4.67 ▲					
5.0	**Creativity** (14) Skilled(To): Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.							
	All Others	High	4.58 ▲					
	Self		5.00					
	Bosses		5.00 ▲					
	Peers	High	4.67 ▲					
	Direct Reports	High	5.00 ▲					
	Customers	Typical	4.00 ▲					
6.5	**Action Oriented** (1) Skilled(To): Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.							
	All Others	High	4.50 ▲					
	Self		5.00					
	Bosses		4.00					
	Peers	High	4.67 ▲					
	Direct Reports	High	5.00 ▲					
	Customers	High	4.00 ▲					

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Group Summary on Skill Ratings

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
6.5	**Learning on the Fly** (32) Skilled(To): Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.							
	All Others	High	4.50 ▲					
	Self		5.00					
	Bosses		4.00					
	Peers	High	4.67 ▲					
	Direct Reports	High	4.50 ▲					
	Customers	High	4.50 ▲					
8.0	**Presentation Skills** (49) Skilled(To): Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.							
	All Others	Typical	4.42 ▲					
	Self		5.00					
	Bosses		5.00 ▲					
	Peers	High	4.33 ▲					
	Direct Reports	High	4.75 ▲					
	Customers	Low	4.00 ▲					
9.0	**Technical Learning** (61) Skilled(To): Picks up on technical things quickly; can learn new skills and knowledge; is good at learning new industry, company, product, or technical knowledge—like Internet technology; does well in technical courses and seminars.							
	All Others	Typical	4.30 ▲					
	Self		5.00					
	Bosses		4.00					
	Peers	Low	4.33 ▲					
	Direct Reports	High	5.00 ▲					
	Customers	High	3.67					
10.0	**Functional/Technical Skills** (24) Skilled(To): Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.							
	All Others	Typical	4.25 ▲					
	Self		5.00					
	Bosses		3.00					
	Peers	Low	4.33 ▲					
	Direct Reports	High	4.50 ▲					
	Customers	Low	4.25 ▲					

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Group Summary on Skill Ratings

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
12.0	**Problem Solving** (51) Skilled(To): Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.							
	All Others	Typical	4.18 ▲					
	Self		5.00					
	Bosses		3.00					
	Peers	High	5.00 ▲					
	Direct Reports	Low	4.25					
	Customers	High	3.67					
12.0	**Sizing Up People** (56) Skilled(To): Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.							
	All Others	High	4.18 ▲					
	Self		5.00					
	Bosses		4.00					
	Peers	High	3.67					
	Direct Reports	High	4.25					
	Customers	High	4.67 ▲					
12.0	**Comfort Around Higher Management** (8) Skilled(To): Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.							
	All Others	Typical	4.18 ▲					
	Self		3.00					
	Bosses		5.00 ▲					
	Peers	High	3.33					
	Direct Reports	High	5.00 ▲					
	Customers	Typical	4.00 ▲					
14.5	**Timely Decision Making** (16) Skilled(To): Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.							
	All Others	High	4.10 ▲					
	Self		2.00 ▼					
	Bosses		4.00					
	Peers	High	4.00					
	Direct Reports	High	4.50 ▲					
	Customers	High	3.67					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
14.5	**Ethics and Values** (22) Skilled(To): Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.							
	All Others	High	4.10 ▲					
	Self		3.00					
	Bosses		4.00					
	Peers	High	4.00					
	Direct Reports	Low	4.25					
	Customers	Low	4.00 ▲					
16.5	**Integrity and Trust** (29) Skilled(To): Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.							
	All Others	Typical	4.09 ▲					
	Self		2.00 ▼					
	Bosses		3.00					
	Peers	High	4.67 ▲					
	Direct Reports	Typical	4.00					
	Customers	Low	4.00 ▲					
16.5	**Dealing with Paradox** (40) Skilled(To): Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.							
	All Others	Low	4.09 ▲					
	Self		5.00					
	Bosses		5.00 ▲					
	Peers	Low	4.00					
	Direct Reports	Low	4.25					
	Customers	Low	3.67					
18.5	**Customer Focus** (15) Skilled(To): Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.							
	All Others	Typical	4.08 ▲					
	Self		4.00					
	Bosses		4.00					
	Peers	High	4.00					
	Direct Reports	Low	4.25					
	Customers	Typical	4.00 ▲					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
18.5	**Perseverance** (43) Skilled(To): Pursues everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks.							
	All Others	High	4.08 ▲					
	Self		4.00					
	Bosses		4.00					
	Peers	High	4.00					
	Direct Reports	High	4.50 ▲					
	Customers	Low	3.75 ▲					
21.0	**Dealing with Ambiguity** (2) Skilled(To): Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.							
	All Others	Typical	4.00 ▲					
	Self		5.00					
	Bosses		5.00 ▲					
	Peers	Low	4.00					
	Direct Reports	High	4.25					
	Customers	Low	3.50					
21.0	**Organizing** (39) Skilled(To): Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.							
	All Others	Typical	4.00 ▲					
	Self		4.00					
	Bosses		3.00					
	Peers	High	4.33 ▲					
	Direct Reports	High	4.50 ▲					
	Customers	High	3.33					
21.0	**Strategic Agility** (58) Skilled(To): Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.							
	All Others	High	4.00 ▲					
	Self		5.00					
	Bosses		4.00					
	Peers	High	4.33 ▲					
	Direct Reports	Typical	4.00					
	Customers	High	3.67					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
24.0	**Humor** (26) Skilled(To): Has a positive and constructive sense of humor; can laugh at him/herself and with others; is appropriately funny and can use humor to ease tension.							
	All Others	Typical	3.92					
	Self		5.00					
	Bosses		4.00					
	Peers	High ▲	4.67					
	Direct Reports	Typical	4.00					
	Customers	Low	3.25					
24.0	**Business Acumen** (5) Skilled(To): Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.							
	All Others	Typical	3.92					
	Self		4.00					
	Bosses		3.00					
	Peers	Low	4.00					
	Direct Reports	Low	4.25					
	Customers	High ▲	3.75					
24.0	**Total Work Systems (e.g., TQM/ISO/Six Sigma)** (63) Skilled(To): Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes; seeks to reduce variances in organization processes; delivers the highest quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment and management by data; leverages technology to positively impact quality; is willing to re-engineer processes from scratch; is open to suggestions and experimentation; creates a learning environment leading to the most efficient and effective work processes.							
	All Others	Typical	3.92					
	Self		3.00					
	Bosses		3.00					
	Peers	High ▲	4.67					
	Direct Reports	High ▲	4.50					
	Customers	Typical	3.00					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
26.5	**Decision Quality** (17) Skilled(To): Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.							
	All Others	Typical	3.91					
	Self		4.00					
	Bosses		3.00					
	Peers	High	4.33 ▲					
	Direct Reports	High	4.25					
	Customers	Low	3.33					
26.5	**Priority Setting** (50) Skilled(To): Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.							
	All Others	Typical	3.91					
	Self		3.00					
	Bosses		2.00 ▼					
	Peers	High	3.67					
	Direct Reports	High	4.75 ▲					
	Customers	High	3.67					
28.5	**Managerial Courage** (34) Skilled(To): Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.							
	All Others	Typical	3.90					
	Self		5.00					
	Bosses		3.00					
	Peers	High	3.50					
	Direct Reports	Low	4.25					
	Customers	Low	4.00 ▲					
28.5	**Process Management** (52) Skilled(To): Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.							
	All Others	Low	3.90					
	Self		5.00					
	Bosses		5.00 ▲					
	Peers	High	4.67 ▲					
	Direct Reports	Low	3.25					
	Customers	High	3.50					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
30.0	**Perspective** (46) Skilled(To): Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.							
	All Others	Low	3.83					
	Self		5.00					
	Bosses		3.00					
	Peers	Low	3.00 ▼					
	Direct Reports	High	4.50 ▲					
	Customers	Low	4.00 ▲					
31.0	**Career Ambition** (6) Skilled(To): Knows what he/she wants from a career and actively works on it; is career knowledgeable; makes things happen for self; markets self for opportunities; doesn't wait for others to open doors.							
	All Others	Typical	3.80					
	Self		5.00					
	Bosses		3.00					
	Peers	High	3.00 ▼					
	Direct Reports	Low	4.00					
	Customers	High	4.25 ▲					
32.5	**Composure** (11) Skilled(To): Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.							
	All Others	High	3.75					
	Self		2.00 ▼					
	Bosses		4.00					
	Peers	High	3.67					
	Direct Reports	Low	3.75					
	Customers	High	3.75 ▲					
32.5	**Written Communications** (67) Skilled(To): Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.							
	All Others	Typical	3.75					
	Self		2.00 ▼					
	Bosses		4.00					
	Peers	Low	4.00					
	Direct Reports	Low	3.25					
	Customers	Typical	4.00 ▲					

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3 Normative

Average Percentile: 25% 50% 75%

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
34.0	**Time Management** (62) Skilled(To): Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.							
	All Others	Low	3.67					
	Self		2.00 ▼					
	Bosses		2.00 ▼					
	Peers	Low	3.33					
	Direct Reports	High	5.00 ▲					
	Customers	High	3.00					
35.0	**Command Skills** (9) Skilled(To): Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.							
	All Others	Typical	3.64					
	Self		5.00					
	Bosses		2.00 ▼					
	Peers	Low	3.33					
	Direct Reports	High	4.25					
	Customers	High	3.67					
36.5	**Organizational Agility** (38) Skilled(To): Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.							
	All Others	Typical	3.58					
	Self		4.00					
	Bosses		3.00					
	Peers	High	3.67					
	Direct Reports	Low	3.50					
	Customers	Low	3.75 ▲					
36.5	**Understanding Others** (64) Skilled(To): Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.							
	All Others	Typical	3.58					
	Self		5.00					
	Bosses		4.00					
	Peers	High	4.67 ▲					
	Direct Reports	High	2.75 ▼					
	Customers	High	3.50					

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Group Summary on Skill Ratings

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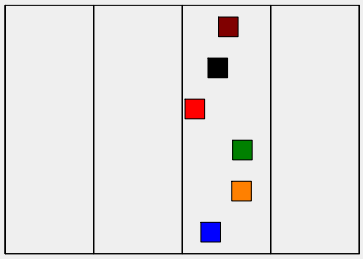
Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5

Sample Learner's Group Summary Average

The averages and the graph on the right represent your average ratings across all of the items in this report by each rating group. The average and square box on the first line represent the average from all raters other than you. The average and square box on the next line represent the average of your self ratings. The averages and square boxes on the remaining lines represent the averages from specific groups who rated you. This may include bosses, peers, direct reports, customers, and others.

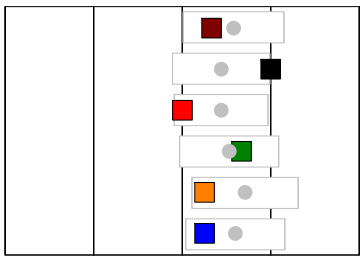
All Others		3.52
Self		3.40
Bosses		3.14
Peers		3.68
Direct Reports		3.67
Customers		3.32



38.5 **Negotiating** (37)

Skilled(To): Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.

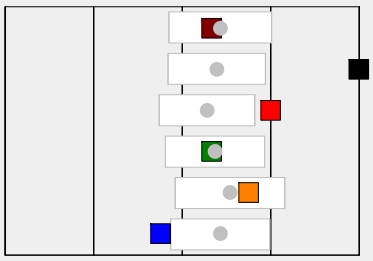
All Others	Typical		3.33
Self			4.00
Bosses			3.00
Peers	Low		3.67
Direct Reports	High		3.25
Customers	High		3.25



38.5 **Managing Vision and Purpose** (65)

Skilled(To): Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.

All Others	Typical		3.33
Self			5.00
Bosses			4.00
Peers	High		3.33
Direct Reports	Low		3.75
Customers	High	▼	2.75



Key

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
40.5	**Planning** (47) Skilled(To): Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.							
	All Others	High	3.27					
	Self		3.00					
	Bosses		3.00					
	Peers	High	3.67					
	Direct Reports	Low	3.33					
	Customers	High	3.00					
40.5	**Self-Knowledge** (55) Skilled(To): Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (+'s and –'s) performance reviews and career discussions.							
	All Others	Typical	3.27					
	Self		5.00					
	Bosses		2.00 ▼					
	Peers	High	4.33 ▲					
	Direct Reports	High	3.33					
	Customers	Low	2.75 ▼					
42.5	**Fairness to Direct Reports** (23) Skilled(To): Treats direct reports equitably; acts fairly; has candid discussions; doesn't have hidden agenda; doesn't give preferential treatment.							
	All Others	High	3.25					
	Self		1.00 ▼					
	Bosses		3.00					
	Peers	Low	3.00 ▼					
	Direct Reports	High	3.25					
	Customers	Low	4.00 ▲					
42.5	**Listening** (33) Skilled(To): Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.							
	All Others	Typical	3.25					
	Self		1.00 ▼					
	Bosses		4.00					
	Peers	High	3.67					
	Direct Reports	Low	3.75					
	Customers	High	2.25 ▼					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
44.0	**Hiring and Staffing** (25) Skilled(To): Has a nose for talent; hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staffs.							
	All Others	Low	3.20					
	Self		4.00					
	Bosses		1.00 ▼					
	Peers	Low	4.00					
	Direct Reports	Low	4.00					
	Customers	Low	2.75 ▼					
45.0	**Motivating Others** (36) Skilled(To): Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.							
	All Others	Low	3.11					
	Self		3.00					
	Bosses		2.00 ▼					
	Peers	High	2.50 ▼					
	Direct Reports	Typical	4.00					
	Customers	High	2.50 ▼					
46.0	**Conflict Management** (12) Unskilled(From): Avoids conflict in situations and with people; may accommodate, want everyone to get along; may get upset as a reaction to conflict, takes it personally; can't operate under conflict long enough to get a good deal; gives in and says yes too soon; gets into conflict by accident; doesn't see it coming; will let things fester rather than dealing with them directly; will try to wait long enough for it to go away; may be excessively competitive and have to win every dispute.							
	All Others	Low	3.09 ▼					
	Self		2.00 ▼					
	Bosses		2.00 ▼					
	Peers	High	3.33					
	Direct Reports	Typical	4.00					
	Customers	Low	2.00 ▼					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
47.5	**Peer Relationships** (42) Unskilled(From): Not good at lateral cross-boundary relations; doesn't strike fair bargains or understand what peers expect or need; not open to negotiation; a loner, not seen as a team player, doesn't have the greater good in mind; may withhold resources from the other team members; may not respect their functions or disciplines and somehow communicates that; may be very competitive, play and maneuver for advantage and withhold information; may have a chilling effect on the entire unit because he/she won't play; may deal with lateral conflict noisily or uncooperatively.							
	All Others	Typical	3.00 ▼					
	Self		2.00 ▼					
	Bosses		4.00					
	Peers	Low	3.00 ▼					
	Direct Reports	High	3.00 ▼					
	Customers	High	2.67 ▼					
47.5	**Political Savvy** (48) Unskilled(From): Doesn't know how to navigate smoothly and quietly through political waters; says and does things that cause political problems; doesn't understand how to deal with not-invented-here and territory protection; rejects politics and may view self as apolitical; others might see this as naive; may not deal with upper management persuasively; may be impatient with political process and make procedural errors; may be too direct and not consider impact on others; may not project out consequences of his/her actions well.							
	All Others	Low	3.00 ▼					
	Self		1.00 ▼					
	Bosses		4.00					
	Peers	Low	3.33					
	Direct Reports	Low	2.75 ▼					
	Customers	High	2.67 ▼					
49.5	**Interpersonal Savvy** (31) Unskilled(From): Doesn't relate smoothly to a variety of people; may not build relationships easily—may lack approachability or good listening skills; doesn't take the time to build rapport; may be too raw and direct at times; may be excessively work oriented or intense; may be impatient to get on with the agenda; judgmental or arrogant toward others; may not read others well; may freeze or panic in the face of conflict, attack or criticism; may be shy or lack confidence around others.							
	All Others	Typical	2.91 ▼					
	Self		2.00 ▼					
	Bosses		3.00					
	Peers	Low	3.00 ▼					
	Direct Reports	High	2.67 ▼					
	Customers	Low	3.00					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
49.5	**Self-Development** (54) Unskilled(From): Doesn't put in the effort to grow and change; doesn't do anything to act on constructive feedback; may not know what to work on or how; may know what but doesn't act on it; doesn't adjust approach to different audiences and situations; may be immune to negative feedback—arrogant or defensive; may fear failure and the risk of admitting shortcomings; may not believe people really change, therefore it's not worth the effort; may believe current skills will last; may believe in development but is always too busy.							
	All Others	Typical	2.91 ▼					
	Self		4.00					
	Bosses		2.00 ▼					
	Peers	High	3.00 ▼					
	Direct Reports	Low	3.50					
	Customers	High	2.50 ▼					
51.0	**Managing Diversity** (21) Unskilled(From): Not effective with groups much different from him/her; may be uncomfortable with those not like him/her; may act inappropriately with those different from him/her; defends turf from outsiders; avoids conflict and the noise of differing views and agendas; doesn't see the business value of diversity; treats everybody the same without regard to their differences; very narrow and ethnocentric; believes his/her group to be superior; may carry around negative and demeaning stereotypes he/she has trouble getting rid of.							
	All Others	High	2.90 ▼					
	Self		2.00 ▼					
	Bosses		2.00 ▼					
	Peers	High	2.67 ▼					
	Direct Reports	Low	3.25					
	Customers	High	3.00					
52.0	**Developing Direct Reports and Others** (19) Unskilled(From): Not a people developer or builder; very results driven and tactical; no time for long-term development; doesn't see long-term development as his/her job; plays it safe—can't bring him/herself to assign really stretching (risky) work; thinks development is going to a course—doesn't know how development really happens; may not know the aspirations of people, may not hold career discussions or provide coaching, may not push people to take their development seriously; may prefer to select for talent rather than develop it; doesn't support or cooperate with the developmental system in the organization.							
	All Others	Low	2.88 ▼					
	Self		2.00 ▼					
	Bosses		2.00 ▼					
	Peers	Low	3.00 ▼					
	Direct Reports	Low	3.25					
	Customers	Low	2.00 ▼					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
53.0	Informing (27)							
	Unskilled(From): Not a consistent communicator; tells too little or too much; tells too late; timing is off; may be unclear, may inform some better than others; may not think through who needs to know by when; doesn't seek or listen to the data needs of others; may inform but lack follow-through; may either hoard information or not see informing as important; may only have one mode—written or oral or e-mail.							
	All Others	High	2.75 ▼					
	Self		3.00					
	Bosses		3.00					
	Peers	High	3.00 ▼					
	Direct Reports	High	2.50 ▼					
	Customers	Low	2.75 ▼					
54.0	Delegation (18)							
	Unskilled(From): Doesn't believe in or trust delegation; lacks trust and respect in the talent of direct reports and others; does most things by him/herself or hoards, keeps the good stuff for him/herself; doesn't want or know how to empower others; may delegate but micromanages and looks over shoulders; might delegate but not pass on the authority; may lack a plan of how to work through others; may just throw tasks at people; doesn't communicate the bigger picture.							
	All Others	High	2.67 ▼					
	Self		1.00 ▼					
	Bosses		2.00 ▼					
	Peers	Low	3.00 ▼					
	Direct Reports	High	2.50 ▼					
	Customers	High	3.00					
55.0	Approachability (3)							
	Unskilled(From): Distant, not easy to be around; not comfortable with first contacts; may be shy, cool or a person of few words; doesn't reveal much, hard to know what he/she is really like; doesn't build rapport, may be a "let's get on with it" type; may be a poor listener or appear uninterested; may not pick up on social cues that others would recognize; may be tense; transactions don't go smoothly.							
	All Others	Typical	2.64 ▼					
	Self		2.00 ▼					
	Bosses		N/D					
	Peers	Low	3.33					
	Direct Reports	High	2.50 ▼					
	Customers	Low	2.25 ▼					

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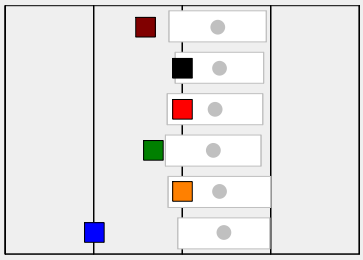
Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
56.0	Personal Learning (45)							

Unskilled(From): Doesn't change or adapt to his/her surroundings or the situation; may have a view that being true to oneself is all that matters; may see adjusting to others as a sign of weakness; may be a one-thing-at-a-time person or a person who only thinks about what he/she is doing, not how others are responding or what they need; doesn't pick up on the need for personal change; doesn't seek or listen to personal on-line feedback; not a people watcher or studier, doesn't see or understand their reactions to him/her; may be arrogant or defensive.

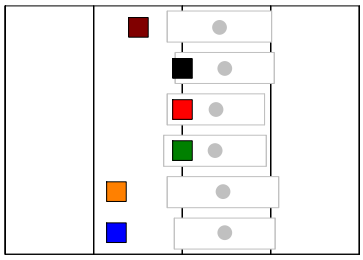
All Others	Typical	2.58
Self		3.00
Bosses		3.00
Peers	High	2.67
Direct Reports	Low	3.00
Customers	Typical	2.00



RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
57.5	Personal Disclosure (44)							

Unskilled(From): A private person who does not discuss personal information; a closed book to most; hard to tell where he/she is coming from; may not believe in sharing personal views and foibles; works to keep personal and business separate; may fear what will happen if he/she discloses; may be shy; doesn't ask others for personal information; doesn't know what is helpful to share or why people find it valuable; may believe he/she has something to hide; may be defensive and unwilling to share much.

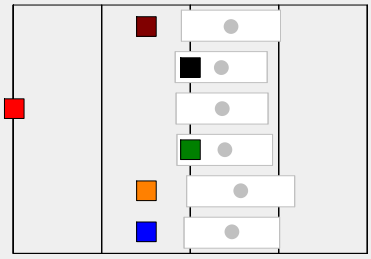
All Others	Typical	2.50
Self		3.00
Bosses		3.00
Peers	Low	3.00
Direct Reports	Low	2.25
Customers	Low	2.25



RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
57.5	Managing Through Systems (59)							

Unskilled(From): Prefers hands-on management; relies on personal intervention; has to physically be there for things to go well; doesn't think or manage in terms of policies, practices and systems; doesn't delegate much; doesn't really believe people can perform on their own; doesn't set up rules, procedures and tie breakers so people know what to do in his/her absence; may be very controlling and a micromanager; may not communicate clearly enough for people to know what to do without repeated inquiries of him/her.

All Others	Typical	2.50
Self		3.00
Bosses		1.00
Peers	Low	3.00
Direct Reports	High	2.50
Customers	Low	2.50



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RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
59.5	**Managing and Measuring Work** (35) Unskilled(From): Doesn't use goals and objectives to manage self or others; not orderly in assigning and measuring work; isn't clear about who is responsible for what; may be disorganized, just throw tasks at people, or lack goals or priorities; may manage time poorly and not get around to managing in an orderly way; doesn't provide work-in-progress feedback; doesn't set up benchmarks and ways for people to measure themselves.							
	All Others	High	2.40					
	Self		2.00					
	Bosses		2.00					
	Peers	Low	2.33					
	Direct Reports	High	2.25					
	Customers	High	3.00					
59.5	**Caring About Direct Reports** (7) Unskilled(From): May not care much about the personal needs of direct reports; may be too busy to know much about direct reports; may believe work and personal life should be separate; may be more work and task oriented than most; may be very tense and impersonal with direct reports; may lack the listening skills or interest to know people's hopes and problems.							
	All Others	High	2.40					
	Self		2.00					
	Bosses		2.00					
	Peers	High	2.50					
	Direct Reports	High	2.50					
	Customers	High	2.33					
61.0	**Confronting Direct Reports** (13) Unskilled(From): Not comfortable delivering negative messages to direct reports; procrastinates and avoids problems until forced to act; may not communicate clear standards or provide much feedback; lets problems fester hoping they will go away; may give in too soon to excuses; may give people too many chances; can't pull the trigger even when all else has failed; has low standards or plays favorites.							
	All Others	Low	2.33					
	Self		1.00					
	Bosses		1.00					
	Peers	High	1.50					
	Direct Reports	Low	3.25					
	Customers	Low	2.00					
62.5	**Compassion** (10) Unskilled(From): May be less caring or empathic than most; doesn't ask personal questions; doesn't respond much when offered; results are all that matters; everything else gets in the way; believes in separation of personal life and business; may find the plight of others an inappropriate topic at work; uncomfortable with people in stress and pain; may not know how to show compassion or how to deal with people in trouble; may have less sympathy than most for the imperfections and problems of others.							
	All Others	Low	2.30					
	Self		2.00					
	Bosses		2.00					
	Peers	Low	3.67					
	Direct Reports	High	1.67					
	Customers	Low	1.67					

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Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
62.5	Directing Others (20)							
	Unskilled(From): Unclear or cryptic communicator to direct reports; doesn't set goals, targets, mileposts and objectives; not very planful giving out work—just gives out tasks; mostly tells and sells; doesn't listen much; plays favorites and is tough on others; may be too impatient to structure work for others; doesn't delegate well; doesn't take the time to manage; may lack interest in managing and be more eager to work on own assignments.							
	All Others	Low	2.30					
	Self		2.00					
	Bosses		1.00					
	Peers	Low	2.33					
	Direct Reports	High	2.25					
	Customers	Low	3.00					
64.0	Boss Relationships (4)							
	Unskilled(From): Not comfortable with bosses; may be tense in boss's presence; may not be open to coaching or direction from bosses; problems dealing comfortably with authority; poor boss relationships get in the way of working productively.							
	All Others	High	2.20					
	Self		2.00					
	Bosses		2.00					
	Peers	Low	2.00					
	Direct Reports	High	2.00					
	Customers	Low	3.00					
65.0	Patience (41)							
	Unskilled(From): Acts before it's time to act; intolerant of the slow pace and cumbersome processes of others; may be seen as a self-centered do it my way and at my speed type; doesn't take the time to listen or understand; thinks almost everything needs to be faster and shorter; disrupts those facilitating meetings with his/her need to finish sooner; frequently interrupts and finishes other people's sentences; makes his/her own process rules; doesn't wait for others; may appear to others as arrogant, uninterested or a know-it-all; may be action oriented and resist process and problem complexity; may just jump to conclusions rather than thinking things through.							
	All Others	Typical	2.17					
	Self		1.00					
	Bosses		2.00					
	Peers	Low	3.00					
	Direct Reports	Low	1.75					
	Customers	Typical	2.00					

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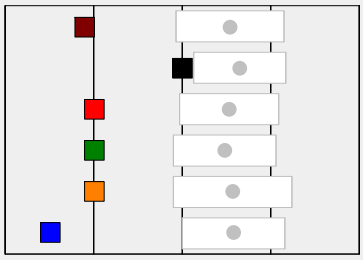
Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
66.0	Building Effective Teams (60)							

Unskilled(From): Doesn't assemble, build or manage in a team fashion; manages people on a one-to-one basis; doesn't create a common mindset or common challenge; rewards and compliments individuals, not the team; may not hold many team meetings; doesn't create any synergies in the team; everyone works on his/her own projects; doesn't manage in a way that builds team morale or energy; doesn't have the skills or interest to build a team; may be very action and control oriented and won't trust a team to perform.

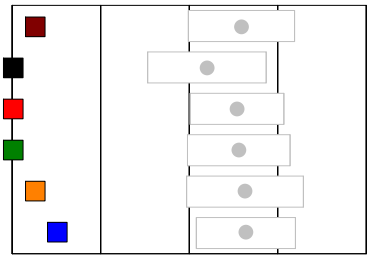
All Others	High	1.89
Self		3.00
Bosses		2.00
Peers	Low	2.00
Direct Reports	High	2.00
Customers	High	1.50



RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
67.0	Work/Life Balance (66)							

Unskilled(From): Lacks balance between work and personal life; overdoes one at the harmful expense of the other; may be a workaholic; may be bored off-work or can't relax; may be a poor time manager and priority setter; may just react; can't turn off one area of life and fully concentrate on the other; can't keep multiple and mixed priorities going at one time; carries troubles from one area of life into the other; can only seem to manage one or the other.

All Others	High	1.25
Self		1.00
Bosses		1.00
Peers	Low	1.00
Direct Reports	High	1.25
Customers	High	1.50



Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3 Normative

Average Percentile: 25% 50% 75%

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Group Summary on Importance Ratings

What does this "Group Summary on Importance Ratings" report show me?

This report shows the importance ratings by constituency groups that are large enough to report. Two raters or more are required per constituency group other than you and your boss. The importance ratings are listed in rank order of how all raters viewed importance of the skills from highest to lowest.

A How do I interpret my data?

- Check for consistency across groups. Look at the highs and lows more than the numerical averages. Are your top third and bottom thirds the same, similar, or dissimilar across groups? Especially note those where there is an opposite opinion (one group has it as a high, and another as a low).
- Look for matched strengths, those high in importance and skill for you.
- Look for mismatches, those high in importance but a low skill for you.
- The best way to determine matches and mismatches is to look at the Skill-Importance Matrix.
- There may be other sources of information about importance. You could compare your ratings to existing competency, values or job models in your organization. You can also compare with your performance objectives and discuss with your boss (and/or other raters) to determine potential gaps.
- How much difference equals a disagreement? Generally, one point is a significant difference between groups. However, not all differences are the same. A group that rated importance as 5 is not really different from one that rated importance as 4. Both are high scores. Differences between 4 and 3 or 3 and 2, however, should be considered as meaningful differences.

B Things to note:

- It is common for different groups to view importance differently. They see you through different lenses.
- Generally speaking, you should focus on the highest importance items as indicated by your boss. You'll want to address any key differences to ensure you are aligned accordingly for your performance goals.

C What if you don't agree with the report findings?

- If you don't agree with your raters on importance, go to three people you trust and find out if the skills raters picked are really important for your success.
- Ask others to tell you about people who have been successful due to these skills, or about those who have floundered because they were weak in these.

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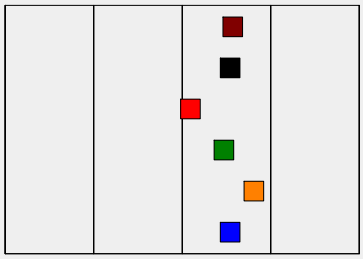
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5

Sample Learner's Group Summary Average

The averages and the graph on the right represent your average ratings across all of the items in this report by each rating group. The average and square box on the first line represent the average from all raters other than you. The average and square box on the next line represent the average of your self ratings. The averages and square boxes on the remaining lines represent the averages from specific groups who rated you. This may include bosses, peers, direct reports, customers, and others.

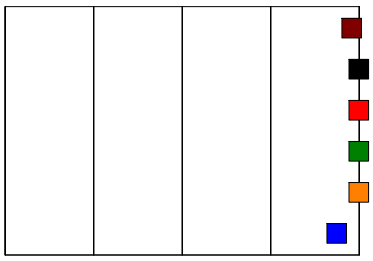
All Others	3.57
Self	3.54
Bosses	3.09
Peers	3.47
Direct Reports	3.81
Customers	3.54



1.0 Customer Focus (15)

Skilled(To): Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

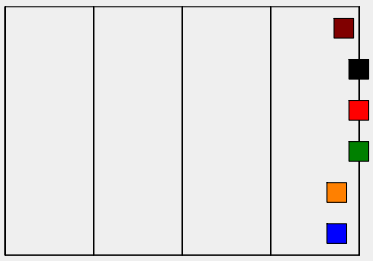
All Others	High	4.92	▲
Self		5.00	▲
Bosses		5.00	▲
Peers	High	5.00	▲
Direct Reports	High	5.00	▲
Customers	High	4.75	▲



2.0 Innovation Management (28)

Skilled(To): Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.

All Others	High	4.83	▲
Self		5.00	▲
Bosses		5.00	▲
Peers	High	5.00	▲
Direct Reports	High	4.75	▲
Customers	High	4.75	▲



Key

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▲ Highest 1/3 ▼ Lowest 1/3

Average

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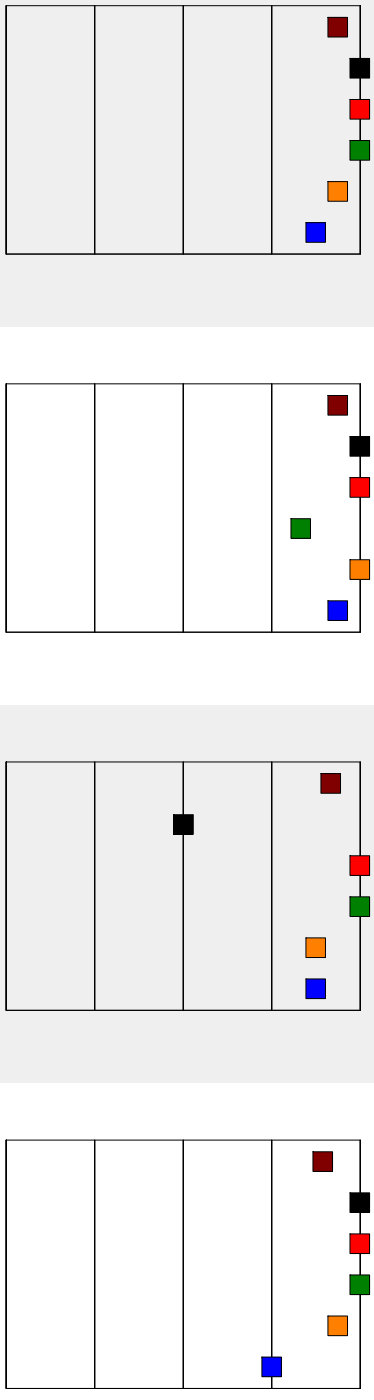
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.
3.5	Decision Quality (17) Skilled(To): Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.	All Others	Typical 4.75 ▲
		Self	5.00 ▲
		Bosses	5.00 ▲
		Peers	High 5.00 ▲
		Direct Reports	High 4.75 ▲
		Customers	Low 4.50 ▲
3.5	Drive for Results (53) Skilled(To): Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.	All Others	Typical 4.75 ▲
		Self	5.00 ▲
		Bosses	5.00 ▲
		Peers	Low 4.33 ▲
		Direct Reports	High 5.00 ▲
		Customers	High 4.75 ▲
5.0	Action Oriented (1) Skilled(To): Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.	All Others	High 4.67 ▲
		Self	3.00
		Bosses	5.00 ▲
		Peers	High 5.00 ▲
		Direct Reports	High 4.50 ▲
		Customers	High 4.50 ▲
7.0	Timely Decision Making (16) Skilled(To): Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.	All Others	Typical 4.58 ▲
		Self	5.00 ▲
		Bosses	5.00 ▲
		Peers	High 5.00 ▲
		Direct Reports	High 4.75 ▲
		Customers	Low 4.00



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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 3 4 5
7.0	**Learning on the Fly** (32) Skilled(To): Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.			
	All Others	High	4.58 ▲	
	Self		5.00 ▲	
	Bosses		5.00 ▲	
	Peers	High	5.00 ▲	
	Direct Reports	High	4.50 ▲	
	Customers	Low	4.25 ▲	
7.0	**Presentation Skills** (49) Skilled(To): Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.			
	All Others	High	4.58 ▲	
	Self		5.00 ▲	
	Bosses		5.00 ▲	
	Peers	Low	4.33 ▲	
	Direct Reports	High	4.50 ▲	
	Customers	High	4.75 ▲	
9.0	**Intellectual Horsepower** (30) Skilled(To): Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable, and agile.			
	All Others	Low	4.50 ▲	
	Self		5.00 ▲	
	Bosses		3.00	
	Peers	Low	4.33 ▲	
	Direct Reports	High	5.00 ▲	
	Customers	Low	4.50 ▲	
10.0	**Perseverance** (43) Skilled(To): Pursues everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks.			
	All Others	Low	4.36 ▲	
	Self		3.00	
	Bosses		3.00	
	Peers	Low	4.33 ▲	
	Direct Reports	Low	4.25	
	Customers	High	5.00 ▲	

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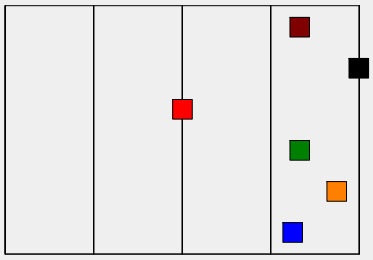
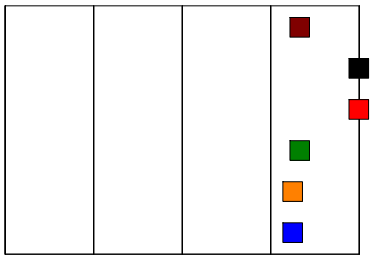
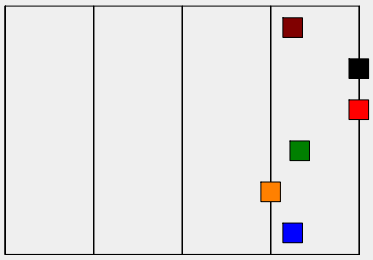
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
11.5	Strategic Agility (58)							
	Skilled(To): Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.							
	All Others	Typical	4.33 ▲					
	Self		5.00 ▲					
	Bosses		3.00					
	Peers	Low	4.33 ▲					
	Direct Reports	High	4.75 ▲					
	Customers	Low	4.25 ▲					
11.5	Total Work Systems (e.g., TQM/ISO/Six Sigma) (63)							
	Skilled(To): Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes; seeks to reduce variances in organization processes; delivers the highest quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment and management by data; leverages technology to positively impact quality; is willing to re-engineer processes from scratch; is open to suggestions and experimentation; creates a learning environment leading to the most efficient and effective work processes.							
	All Others	Typical	4.33 ▲					
	Self		5.00 ▲					
	Bosses		5.00 ▲					
	Peers	Low	4.33 ▲					
	Direct Reports	High	4.25					
	Customers	Low	4.25 ▲					
13.5	Dealing with Ambiguity (2)							
	Skilled(To): Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.							
	All Others	Typical	4.25 ▲					
	Self		5.00 ▲					
	Bosses		5.00 ▲					
	Peers	Low	4.33 ▲					
	Direct Reports	Typical	4.00					
	Customers	Low	4.25 ▲					







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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
13.5	Problem Solving (51) Skilled(To): Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.							
	All Others	Typical	4.25 ▲					
	Self		3.00					
	Bosses		3.00					
	Peers	High	5.00 ▲					
	Direct Reports	Low	4.25					
	Customers	Typical	4.00					
15.0	Comfort Around Higher Management (8) Skilled(To): Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.							
	All Others	Low	4.18 ▲					
	Self		5.00 ▲					
	Bosses		5.00 ▲					
	Peers	Low	3.67					
	Direct Reports	High	5.00 ▲					
	Customers	Low	3.75					
17.0	Creativity (14) Skilled(To): Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.							
	All Others	Typical	4.17 ▲					
	Self		5.00 ▲					
	Bosses		5.00 ▲					
	Peers	Low	4.33 ▲					
	Direct Reports	Typical	4.00					
	Customers	Typical	4.00					
17.0	Functional/Technical Skills (24) Skilled(To): Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.							
	All Others	Low	4.17 ▲					
	Self		3.00					
	Bosses		3.00					
	Peers	Low	3.67					
	Direct Reports	High	4.50 ▲					
	Customers	Low	4.50 ▲					

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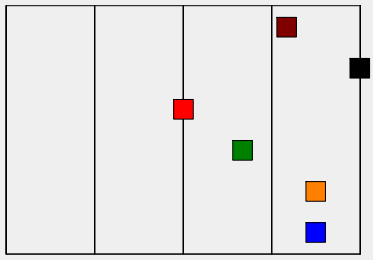
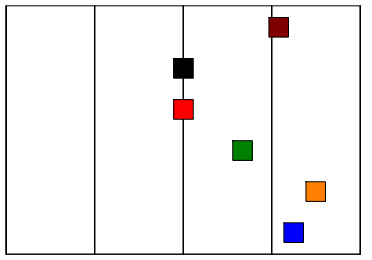
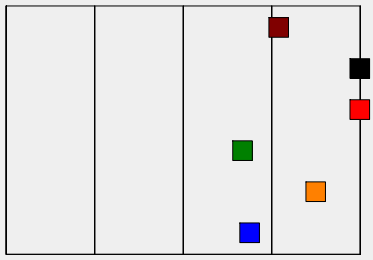
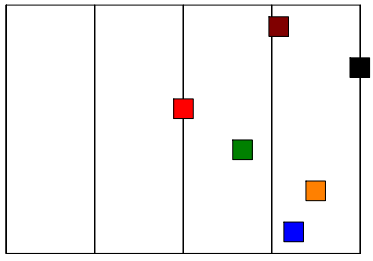
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 3 4 5
17.0	**Managing Vision and Purpose** (65) Skilled(To): Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.	All Others	4.17 ▲	
		Self	5.00 ▲	
		Bosses	3.00	
		Peers Low	3.67	
		Direct Reports Low	4.50 ▲	
		Customers Low	4.50 ▲	
20.0	**Organizing** (39) Skilled(To): Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.	All Others Typical	4.08 ▲	
		Self	3.00	
		Bosses	3.00	
		Peers Low	3.67	
		Direct Reports High	4.50 ▲	
		Customers Low	4.25 ▲	
20.0	**Business Acumen** (5) Skilled(To): Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.	All Others Typical	4.08 ▲	
		Self	5.00 ▲	
		Bosses	5.00 ▲	
		Peers Low	3.67	
		Direct Reports High	4.50 ▲	
		Customers Low	3.75	
20.0	**Priority Setting** (50) Skilled(To): Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.	All Others Typical	4.08 ▲	
		Self	5.00 ▲	
		Bosses	3.00	
		Peers Low	3.67	
		Direct Reports High	4.50 ▲	
		Customers Low	4.25 ▲	

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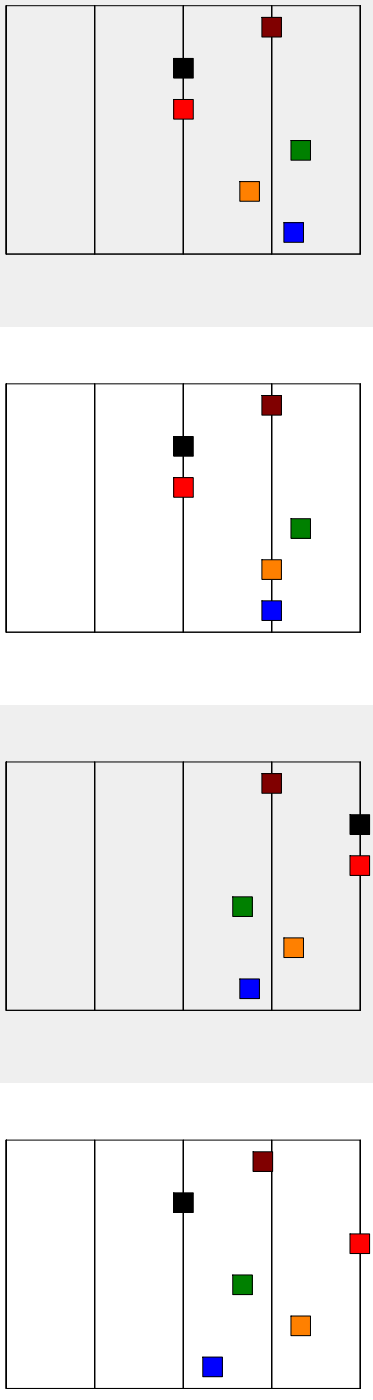
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.
23.0	Composure (11)		
	Skilled(To): Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.		
	All Others	Low	4.00
	Self		3.00
	Bosses		3.00
	Peers	Low	4.33 ▲
	Direct Reports	Low	3.75
	Customers	Low	4.25 ▲
23.0	Informing (27)		
	Skilled(To): Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.		
	All Others	Low	4.00
	Self		3.00
	Bosses		3.00
	Peers	Low	4.33 ▲
	Direct Reports	Typical	4.00
	Customers	Low	4.00
23.0	Process Management (52)		
	Skilled(To): Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.		
	All Others	Low	4.00
	Self		5.00 ▲
	Bosses		5.00 ▲
	Peers	Low	3.67
	Direct Reports	High	4.25
	Customers	Low	3.75
25.0	Technical Learning (61)		
	Skilled(To): Picks up on technical things quickly; can learn new skills and knowledge; is good at learning new industry, company, product, or technical knowledge—like Internet technology; does well in technical courses and seminars.		
	All Others	Low	3.90
	Self		3.00
	Bosses		5.00 ▲
	Peers	Low	3.67
	Direct Reports	Low	4.33 ▲
	Customers	High	3.33



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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
27.5	**Integrity and Trust** (29) Skilled(To): Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.							
	All Others	Low	3.83					
	Self		5.00 ▲					
	Bosses		1.00 ▼					
	Peers	Low	3.67					
	Direct Reports	Low	3.75					
	Customers	High	4.75 ▲					
27.5	**Listening** (33) Skilled(To): Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.							
	All Others	Low	3.83					
	Self		3.00					
	Bosses		3.00					
	Peers	Low	4.33 ▲					
	Direct Reports	Low	3.75					
	Customers	Low	3.75					
27.5	**Motivating Others** (36) Skilled(To): Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.							
	All Others	Low	3.83					
	Self		3.00					
	Bosses		5.00 ▲					
	Peers	Low	3.00					
	Direct Reports	High	4.50 ▲					
	Customers	Low	3.50					
27.5	**Negotiating** (37) Skilled(To): Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.							
	All Others	Low	3.83					
	Self		3.00					
	Bosses		5.00 ▲					
	Peers	Low	3.67					
	Direct Reports	Low	3.50 ▼					
	Customers	Low	4.00					

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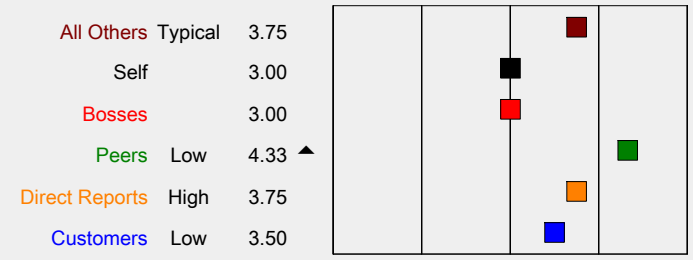
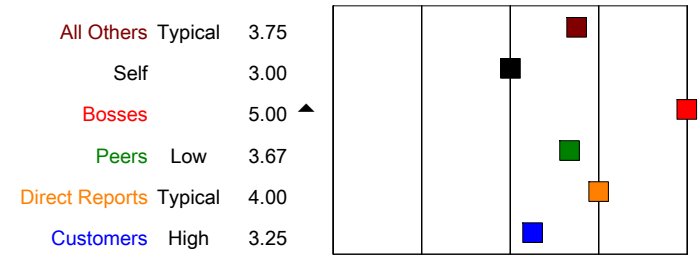
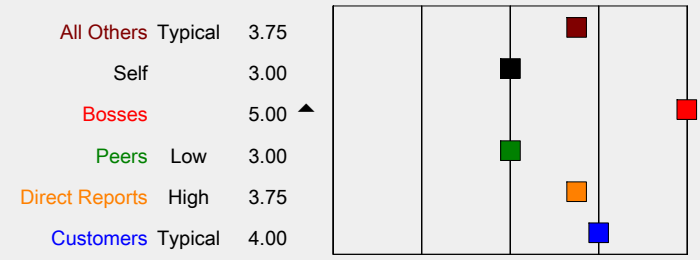
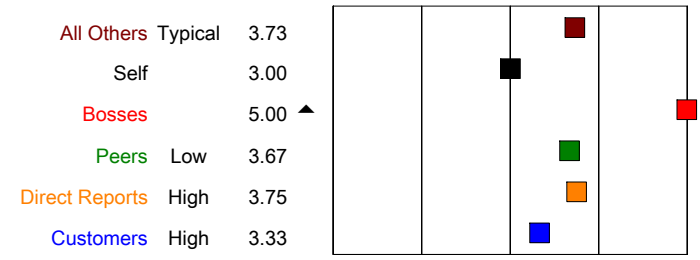
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 3 4 5
31.0	**Directing Others** (20) Skilled(To): Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.	All Others	Typical 3.75	
		Self	3.00	
		Bosses	3.00	
		Peers	Low 4.33 ▲	
		Direct Reports	High 3.75	
		Customers	Low 3.50	
31.0	**Dealing with Paradox** (40) Skilled(To): Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.	All Others	Typical 3.75	
		Self	3.00	
		Bosses	5.00 ▲	
		Peers	Low 3.67	
		Direct Reports	Typical 4.00	
		Customers	High 3.25	
31.0	**Managing Through Systems** (59) Skilled(To): Can design practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely.	All Others	Typical 3.75	
		Self	3.00	
		Bosses	5.00 ▲	
		Peers	Low 3.00	
		Direct Reports	High 3.75	
		Customers	Typical 4.00	
33.5	**Delegation** (18) Skilled(To): Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports and others finish their own work.	All Others	Typical 3.73	
		Self	3.00	
		Bosses	5.00 ▲	
		Peers	Low 3.67	
		Direct Reports	High 3.75	
		Customers	High 3.33	

Key

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▲ Highest 1/3 ▼ Lowest 1/3

Average

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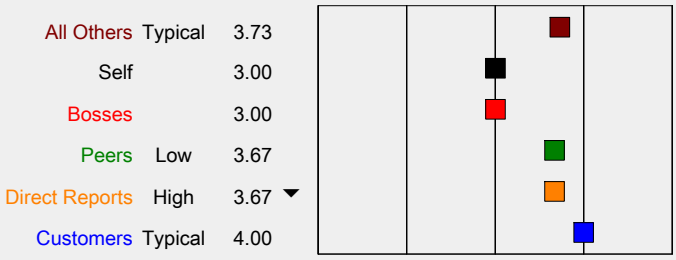
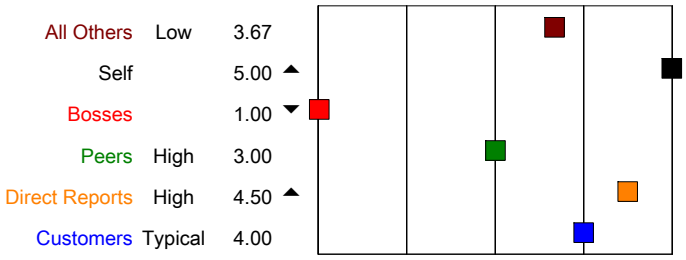
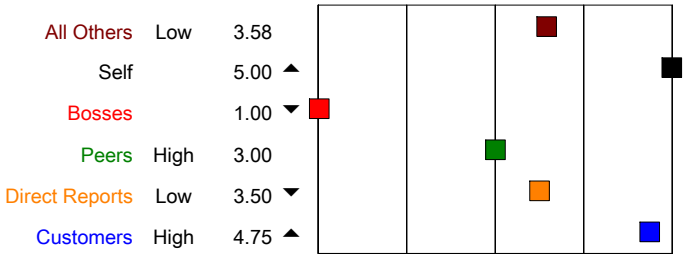
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 3 4 5
33.5	**Interpersonal Savvy** (31) Skilled(To): Relates well to all kinds of people—up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.	All Others	Typical 3.73	
		Self	3.00	
		Bosses	3.00	
		Peers	Low 3.67	
		Direct Reports	High 3.67 ▼	
		Customers	Typical 4.00	
35.0	**Perspective** (46) Skilled(To): Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.	All Others	Low 3.67	
		Self	5.00 ▲	
		Bosses	1.00 ▼	
		Peers	High 3.00	
		Direct Reports	High 4.50 ▲	
		Customers	Typical 4.00	
37.0	**Conflict Management** (12) Skilled(To): Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.	All Others	Typical 3.58	
		Self	3.00	
		Bosses	5.00 ▲	
		Peers	Low 3.67	
		Direct Reports	High 3.75	
		Customers	Low 3.00 ▼	
37.0	**Ethics and Values** (22) Skilled(To): Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.	All Others	Low 3.58	
		Self	5.00 ▲	
		Bosses	1.00 ▼	
		Peers	High 3.00	
		Direct Reports	Low 3.50 ▼	
		Customers	High 4.75 ▲	

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Average

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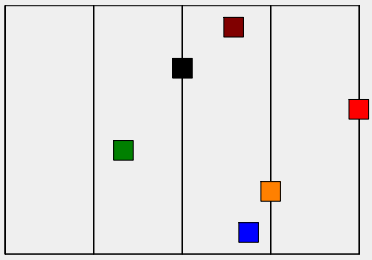
Group Summary on Importance Ratings

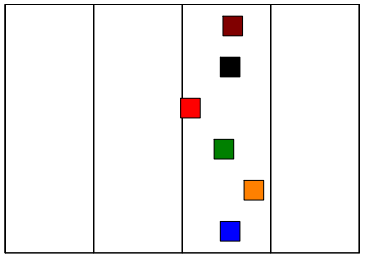
RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
37.0	Sizing Up People (56)							
	Skilled(To): Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.							
	All Others	Low	3.58					
	Self		3.00					
	Bosses		5.00 ▲					
	Peers	Low	2.33 ▼					
	Direct Reports	Typical	4.00					
	Customers	Low	3.75					



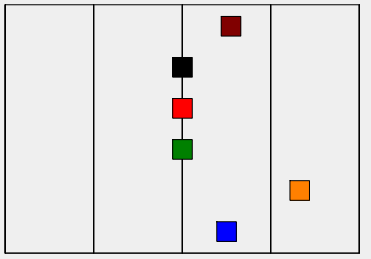
Sample Learner's Group Summary Average

The averages and the graph on the right represent your average ratings across all of the items in this report by each rating group. The average and square box on the first line represent the average from all raters other than you. The average and square box on the next line represent the average of your self ratings. The averages and square boxes on the remaining lines represent the averages from specific groups who rated you. This may include bosses, peers, direct reports, customers, and others.

All Others	3.57
Self	3.54
Bosses	3.09
Peers	3.47
Direct Reports	3.81
Customers	3.54



RANK	RATED ITEM	AGREEMENT	AVG.
39.0	Time Management (62)		
	Skilled(To): Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.		
	All Others	Typical	3.55
	Self		3.00
	Bosses		3.00
	Peers	High	3.00
	Direct Reports	High	4.33 ▲
	Customers	Low	3.50



Key

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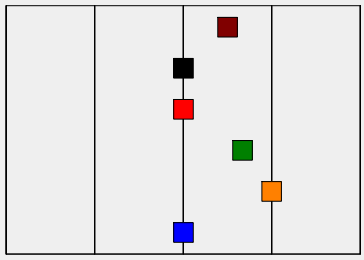
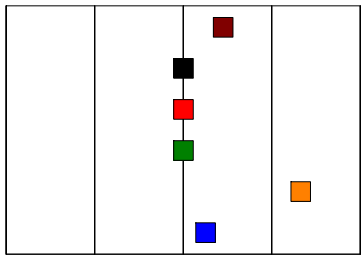
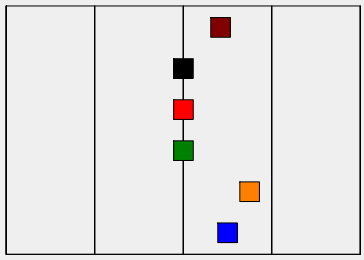
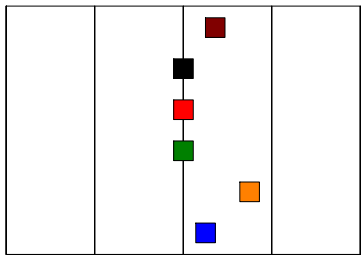
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 3 4 5
40.0	**Written Communications** (67) Skilled(To): Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.	All Others	Typical 3.50	
		Self	3.00	
		Bosses	3.00	
		Peers	Low 3.67	
		Direct Reports	Typical 4.00	
		Customers	Typical 3.00 ▼	
41.0	**Planning** (47) Skilled(To): Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.	All Others	Typical 3.45	
		Self	3.00	
		Bosses	3.00	
		Peers	High 3.00	
		Direct Reports	High 4.33 ▲	
		Customers	Low 3.25	
42.0	**Command Skills** (9) Skilled(To): Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.	All Others	Typical 3.42	
		Self	3.00	
		Bosses	3.00	
		Peers	High 3.00	
		Direct Reports	High 3.75	
		Customers	Low 3.50	
43.5	**Managing and Measuring Work** (35) Skilled(To): Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.	All Others	Low 3.36	
		Self	3.00	
		Bosses	3.00	
		Peers	Low 3.00	
		Direct Reports	High 3.75	
		Customers	Low 3.25	

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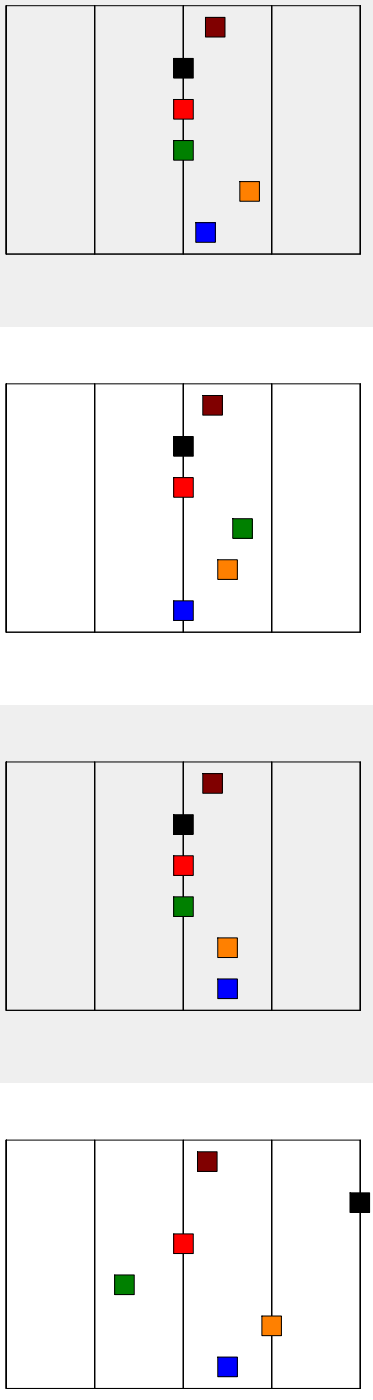
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.
43.5	Building Effective Teams (60) Skilled(To): Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.	All Others	Low 3.36
		Self	3.00
		Bosses	3.00
		Peers	Low 3.00
		Direct Reports	High 3.75
		Customers	Low 3.25
45.5	Approachability (3) Skilled(To): Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.	All Others	High 3.33 ▼
		Self	3.00
		Bosses	3.00
		Peers	Low 3.67
		Direct Reports	High 3.50 ▼
		Customers	High 3.00 ▼
45.5	Understanding Others (64) Skilled(To): Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.	All Others	Typical 3.33 ▼
		Self	3.00
		Bosses	3.00
		Peers	Low 3.00
		Direct Reports	High 3.50 ▼
		Customers	High 3.50
47.0	Hiring and Staffing (25) Skilled(To): Has a nose for talent; hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staffs.	All Others	Low 3.27 ▼
		Self	5.00 ▲
		Bosses	3.00
		Peers	Low 2.33 ▼
		Direct Reports	Low 4.00
		Customers	Low 3.50



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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
48.0	**Confronting Direct Reports** (13) Skilled(To): Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.							
	All Others	Low	3.09 ▼					
	Self		3.00					
	Bosses		5.00 ▲					
	Peers	Low	3.00					
	Direct Reports	Low	3.00 ▼					
	Customers	Low	2.67 ▼					
49.0	**Patience** (41) Skilled(To): Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; follows established process.							
	All Others	Low	3.08 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	High	3.00					
	Direct Reports	High	3.50 ▼					
	Customers	Low	3.25					
51.5	**Managerial Courage** (34) Skilled(To): Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.							
	All Others	Typical	3.00 ▼					
	Self		3.00					
	Bosses		3.00					
	Peers	Low	2.33 ▼					
	Direct Reports	Low	3.00 ▼					
	Customers	High	3.50					
51.5	**Organizational Agility** (38) Skilled(To): Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.							
	All Others	Low	3.00 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	1.67 ▼					
	Direct Reports	High	3.25 ▼					
	Customers	Low	4.25 ▲					

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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
51.5	Personal Learning (45)							
	Skilled(To): Picks up on the need to change personal, interpersonal, and managerial behavior quickly; watches others for their reactions to his/her attempts to influence and perform, and adjusts; seeks feedback; is sensitive to changing personal demands and requirements and changes accordingly.							
	All Others	Typical	3.00 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	High	3.00					
	Direct Reports	Low	3.75					
	Customers	High	2.75 ▼					
51.5	Political Savvy (48)							
	Skilled(To): Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.							
	All Others	Typical	3.00 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	2.33 ▼					
	Direct Reports	High	3.75					
	Customers	High	3.25					
54.5	Peer Relationships (42)							
	Skilled(To): Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.							
	All Others	Low	2.82 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	3.00					
	Direct Reports	High	3.67 ▼					
	Customers	Low	2.50 ▼					
54.5	Standing Alone (57)							
	Skilled(To): Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times are tough; willing to be the only champion for an idea or position; is comfortable working alone on a tough assignment.							
	All Others	Typical	2.82 ▼					
	Self		3.00					
	Bosses		3.00					
	Peers	High	3.00					
	Direct Reports	Low	2.33 ▼					
	Customers	Low	3.00 ▼					

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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
56.0	Humor (26) Skilled(To): Has a positive and constructive sense of humor; can laugh at him/herself and with others; is appropriately funny and can use humor to ease tension.							
	All Others	Typical	2.67 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	High	3.00					
	Direct Reports	High	3.00 ▼					
	Customers	Low	2.50 ▼					
57.0	Self-Development (54) Skilled(To): Is personally committed to and actively works to continuously improve him/herself; understands that different situations and levels may call for different skills and approaches; works to deploy strengths; works on compensating for weakness and limits.							
	All Others	Typical	2.58 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	High	3.00					
	Direct Reports	Low	2.50 ▼					
	Customers	High	2.75 ▼					
58.5	Developing Direct Reports and Others (19) Skilled(To): Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder.							
	All Others	Low	2.50 ▼					
	Self		1.00 ▼					
	Bosses		1.00 ▼					
	Peers	Low	3.00					
	Direct Reports	Low	3.00 ▼					
	Customers	Typical	2.00 ▼					
58.5	Fairness to Direct Reports (23) Skilled(To): Treats direct reports equitably; acts fairly; has candid discussions; doesn't have hidden agenda; doesn't give preferential treatment.							
	All Others	Low	2.50 ▼					
	Self		1.00 ▼					
	Bosses		1.00 ▼					
	Peers	Low	3.00					
	Direct Reports	Typical	3.00 ▼					
	Customers	Low	2.00 ▼					

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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
60.0	Self-Knowledge (55) Skilled(To): Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (+'s and –'s) performance reviews and career discussions.							
	All Others	Low	2.45 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	3.00					
	Direct Reports	High	1.67 ▼					
	Customers	High	3.00 ▼					
61.0	Managing Diversity (21) Skilled(To): Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.							
	All Others	Low	2.36 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	2.00 ▼					
	Direct Reports	High	3.25 ▼					
	Customers	Low	2.00 ▼					
62.5	Compassion (10) Skilled(To): Genuinely cares about people; is concerned about their work and non-work problems; is available and ready to help; is sympathetic to the plight of others not as fortunate; demonstrates real empathy with the joys and pains of others.							
	All Others	Low	2.00 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	1.67 ▼					
	Direct Reports	High	3.00 ▼					
	Customers	Low	1.75 ▼					
62.5	Personal Disclosure (44) Skilled(To): Shares his/her thoughts about personal strengths, weaknesses, and limitations; admits mistakes and shortcomings; is open about personal beliefs and feelings; is easy to get to know to those who interact with him/her regularly.							
	All Others	Low	2.00 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	1.67 ▼					
	Direct Reports	Low	2.00 ▼					
	Customers	High	2.50 ▼					

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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
64.0	Caring About Direct Reports (7) Skilled(To): Is interested in the work and non-work lives of direct reports; asks about their plans, problems, and desires; knows about their concerns and questions; is available for listening to personal problems; monitors workloads and appreciates extra effort.							
	All Others	Typical	1.91					
	Self		3.00					
	Bosses		1.00					
	Peers	Low	2.00					
	Direct Reports	High	2.25					
	Customers	Low	1.75					
65.0	Career Ambition (6) Skilled(To): Knows what he/she wants from a career and actively works on it; is career knowledgeable; makes things happen for self; markets self for opportunities; doesn't wait for others to open doors.							
	All Others	Low	1.90					
	Self		1.00					
	Bosses		1.00					
	Peers	Low	2.00					
	Direct Reports	Low	2.33					
	Customers	Low	1.75					
66.0	Boss Relationships (4) Skilled(To): Responds and relates well to bosses; would work harder for a good boss; is open to learning from bosses who are good coaches and who provide latitude; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coachable.							
	All Others	Low	1.78					
	Self		3.00					
	Bosses		1.00					
	Peers	High	1.00					
	Direct Reports	High	3.00					
	Customers	Low	1.75					
67.0	Work/Life Balance (66) Skilled(To): Maintains a conscious balance between work and personal life so that one doesn't dominate the other; is not one-dimensional; knows how to attend to both; gets what he/she wants from both.							
	All Others	Typical	1.60					
	Self		3.00					
	Bosses		1.00					
	Peers	Low	2.00					
	Direct Reports	Low	1.75					
	Customers	High	1.33					

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3

Average

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EQ Report

What does this "EQ Report" show me?

This report contains a special subset of the LEADERSHIP ARCHITECT® competencies most related to EQ (Emotional Quotient). The concept of EQ focuses on how well you manage yourself in relation to others and how effectively you interact with others.

A Things to note:

- The report shows the average skill rating from all raters (excluding self) on all competencies rated as a reference point, then splits the results into EQ and non-EQ competencies. The non-EQ scale is made up of the 17 competencies that are least or not related to EQ. Examples would be Planning and Managing and Measuring Work.
- Each EQ competency is listed from highest to lowest in rank order.
- This particular report may have used fewer than the full set of competencies, so some of the EQ-related competencies may not be included.
- Low EQ results could mean trouble relating constructively with others.

B Some background:

According to the research of Dan Goleman and others, these competencies can play a significant role in the quality with which you interact with, work through, manage and just basically relate to others.

C The EQ factors as seen by Goleman are:

- "Self-awareness" - the ability to recognize and understand your moods, emotions and drives, as well as their effect on others - measured by self confidence, realistic self-assessment and a self-deprecating sense of humor.
- "Self-regulation" - the ability to control or redirect disruptive impulses and moods; the propensity to suspend judgment, to think before acting - measured by trustworthiness and integrity, comfort with ambiguity and openness to change.
- "Motivation" - a passion to work for reasons that go beyond money or status; a propensity to pursue goals with energy and persistence - measured by a strong drive to achieve, optimism, even in the face of failure, and organizational commitment.
- "Empathy" - the ability to understand the emotional makeup of other people; skill in treating people according to their emotional reactions - measured by expertise in building and retaining talent, cross-cultural sensitivity and service to clients and customers.
- "Social Skill" - proficiency in managing relationships and building networks; an ability to find common ground and build rapport - measured by effectiveness in leading change, persuasiveness and expertise in building and leading teams.

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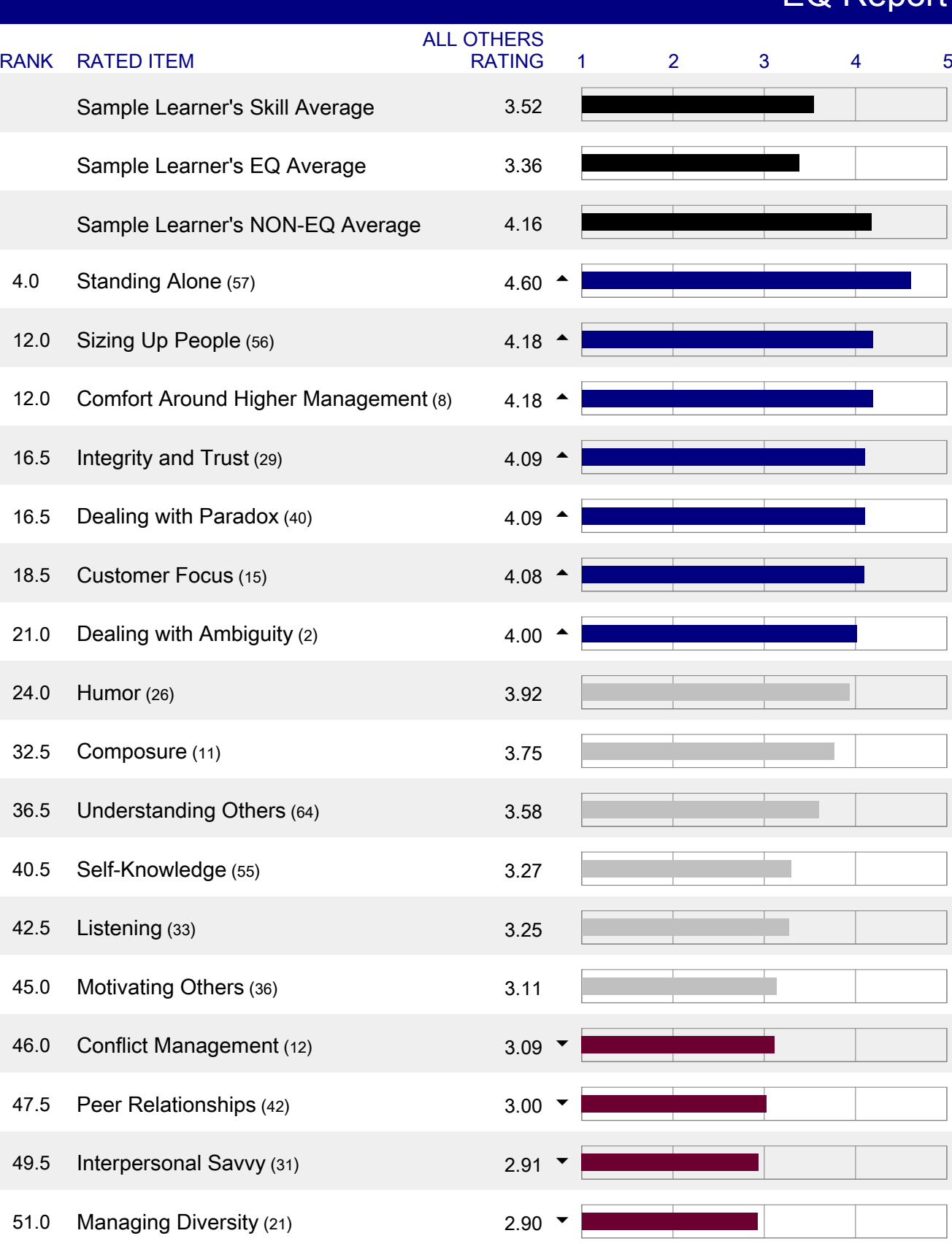
EQ Report

RANK	RATED ITEM	ALL OTHERS RATING
	Sample Learner's Skill Average	3.52
	Sample Learner's EQ Average	3.36
	Sample Learner's NON-EQ Average	4.16
4.0	Standing Alone (57)	4.60 ▲
12.0	Sizing Up People (56)	4.18 ▲
12.0	Comfort Around Higher Management (8)	4.18 ▲
16.5	Integrity and Trust (29)	4.09 ▲
16.5	Dealing with Paradox (40)	4.09 ▲
18.5	Customer Focus (15)	4.08 ▲
21.0	Dealing with Ambiguity (2)	4.00 ▲
24.0	Humor (26)	3.92
32.5	Composure (11)	3.75
36.5	Understanding Others (64)	3.58
40.5	Self-Knowledge (55)	3.27
42.5	Listening (33)	3.25
45.0	Motivating Others (36)	3.11
46.0	Conflict Management (12)	3.09 ▼
47.5	Peer Relationships (42)	3.00 ▼
49.5	Interpersonal Savvy (31)	2.91 ▼
51.0	Managing Diversity (21)	2.90 ▼



▲ Highest 1/3 | Middle 1/3 | ▼ Lowest 1/3 | Average

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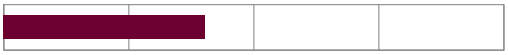
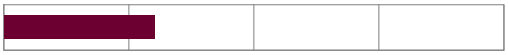
EQ Report

RANK	RATED ITEM	ALL OTHERS RATING	1 2 3 4 5
55.0	Approachability (3)	2.64 ▼	
56.0	Personal Learning (45)	2.58 ▼	
62.5	Compassion (10)	2.30 ▼	
65.0	Patience (41)	2.17 ▼	
66.0	Building Effective Teams (60)	1.89 ▼	

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

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The Skill - Importance Matrix

What does this "Skill-Importance Matrix" report show me?

This report shows the comparison of your skill versus importance ratings as rated by all others.

Your skill and importance ratings were divided into thirds (highest third, middle third, lowest third). Skills are divided down the left-hand side of the matrix from lowest on the top and highest on the bottom. Importance is divided from left to right across the bottom of the matrix.

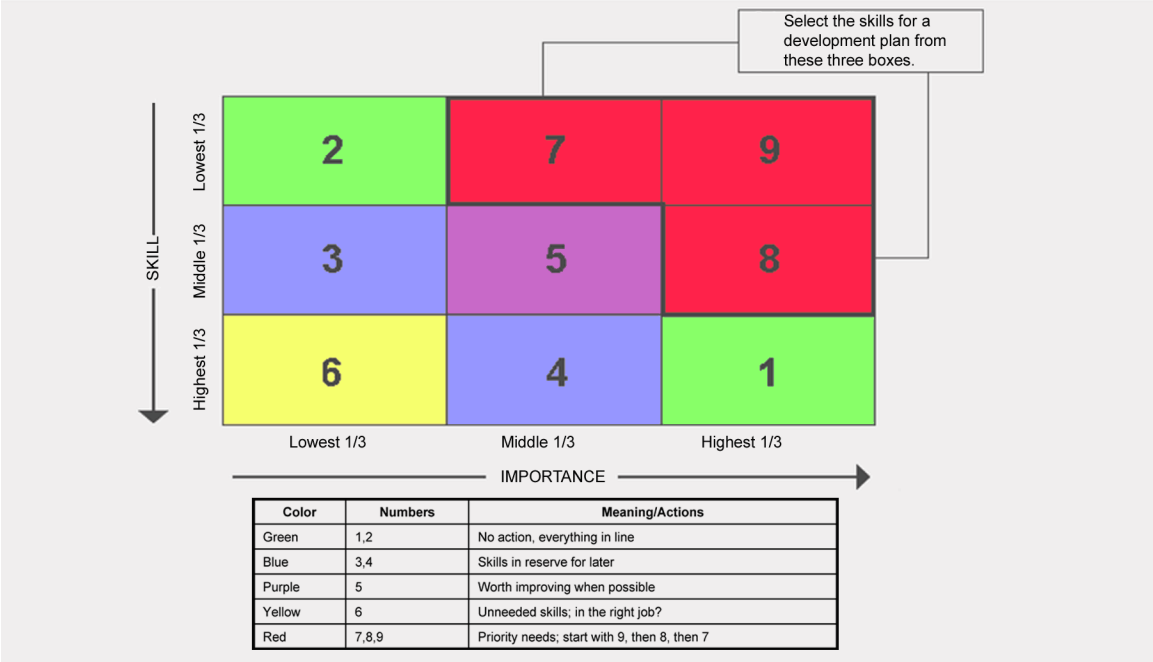
A Things to note:

In an ideal world, all of your skills would be in three of the nine boxes - the green and purple boxes - meaning your actual skills are equally distributed in the same priority as they are important for success. Since none of us live in an ideal world, you will have skills listed in most if not all of the nine boxes.

B Your Report Map:

The numbers 1 - 9 appear in the nine boxes below. These indicate how likely it is that a listed skill is a need for you.

Graph Example:



Color	Numbers	Meaning/Actions
Green	1,2	No action, everything in line
Blue	3,4	Skills in reserve for later
Purple	5	Worth improving when possible
Yellow	6	Unneeded skills; in the right job?
Red	7,8,9	Priority needs; start with 9, then 8, then 7

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The Skill - Importance Matrix

The Skill - Importance Matrix

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Best Developmental Opportunities

What does this "Best Developmental Opportunities" report show me?

This report will help you select one or more skills to work on or develop. The needs are listed in order of the number of your groups (boss or bosses, peers, direct reports and customers), which have identified a significant gap between importance of the skill and your actual skill level.

Potential needs that all groups indicated as gaps are listed first, in order of the size of the overall gap between importance and skill ratings. Then skills identified by fewer than all of your groups are listed next in order of the size of the skill gap.

A What would cause these items to show on this report?

- The software has reviewed your results and looked for cases where the skill/SKL was rated as highly important/IMP for your success, but your personal skill/SKL rating was low.
- The percentile gap between importance and your current skill indicates possible gaps.

B Things to note:

- Best Developmental Opportunities are computed by looking at gaps between how important a competency is and how skilled the person is according to rater groups. Gaps are figured by percentile differences between importance and skill. The three to five largest gaps are listed in the order of how many groups identified these gaps. At least one need is always listed from the boss, as the boss is generally the most accurate rater in VOICES® research.
- This report uses percentile differences among groups. A percentile can best be thought of as where a score falls on a 100-point scale. The numbers indicate where a score falls against the distribution of scores by that person's raters. The 50th percentile is average - about half the scores fall above and below this point. The 75th percentile is generally accepted as the breakpoint for a high score (and the 25th a low score). The 85th and the 15th percentiles are generally considered the threshold for very high and low scores, and the 95th and 5th the extremes of the two. For example, when you read that Planning is at the 90th percentile of importance, this means that it is considered highly important, and only 10% of the scores are above it.
- This report also displays both the unskilled (the "before" picture of you) and the skilled (what you need to work toward) text for each skill. (Unskilled and skilled definitions appear for LEADERSHIP ARCHITECT® competencies; custom items may not include both).

C What if you don't agree with the report findings?

- This software doesn't know your situation.
- Not all of the unskilled or skilled text will be relevant for you.
- If some or all of those needs don't make any sense to you, feel free to go back into the report and select the ones that do.
- Use this report as a starting point to target needs for your development plan. Check with sources close to you to confirm if these are your most pressing needs.

See example graph on next page.

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Best Developmental Opportunities

(Continued)

Graph Example:

RATED ITEM

PERCENTILE 0 20 40 60 80 100

Priority Setting (50)

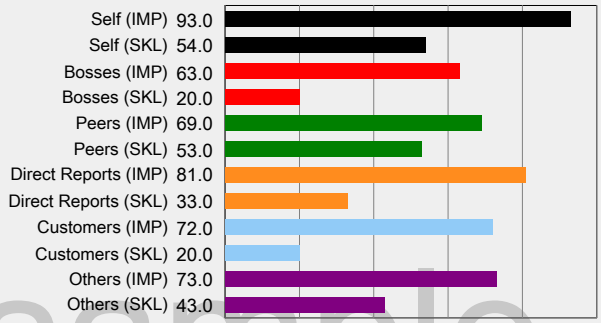
Bosses, Peers, Direct Reports, Customers, Others

Unskilled(From):

Has little sense of what's mission-critical and what's just nice to do; doesn't identify the critical few well for self or others; may believe that everything's equally important, may overwhelm others with unfocused activities; may be addicted to action, do a little bit of everything quickly; may be a poor time manager; may not say no; wants to do everything; not good at figuring out how to eliminate a roadblock.

Skilled(To):

Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.



sample

IMP = Importance SKL = Skill

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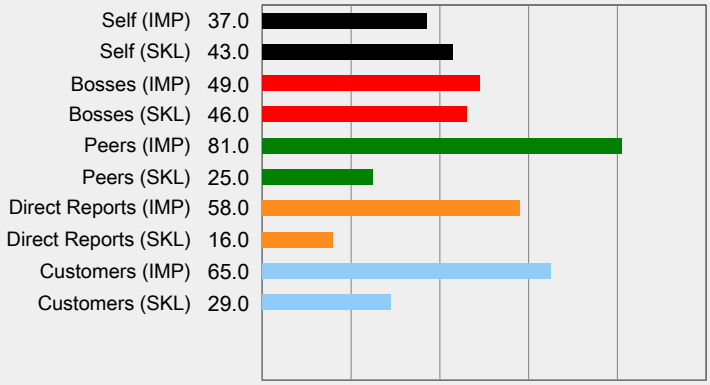
Best Developmental Opportunities

RATED ITEM | PERCENTILE 0 20 40 60 80 100

Informing (27)

Bosses, Peers, Direct Reports, Customers



Unskilled(From):

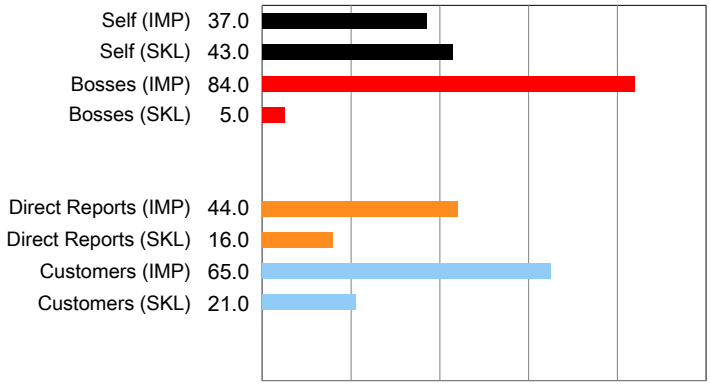
Not a consistent communicator; tells too little or too much; tells too late; timing is off; may be unclear, may inform some better than others; may not think through who needs to know by when; doesn't seek or listen to the data needs of others; may inform but lack follow-through; may either hoard information or not see informing as important; may only have one mode—written or oral or e-mail.

Skilled(To):

Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.

Managing Through Systems (59)

Bosses, Direct Reports, Customers



Unskilled(From):

Prefers hands-on management; relies on personal intervention; has to physically be there for things to go well; doesn't think or manage in terms of policies, practices and systems; doesn't delegate much; doesn't really believe people can perform on their own; doesn't set up rules, procedures and tie breakers so people know what to do in his/her absence; may be very controlling and a micromanager; may not communicate clearly enough for people to know what to do without repeated inquiries of him/her.

Skilled(To):

Can design practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely.

IMP = Importance SKL = Skill

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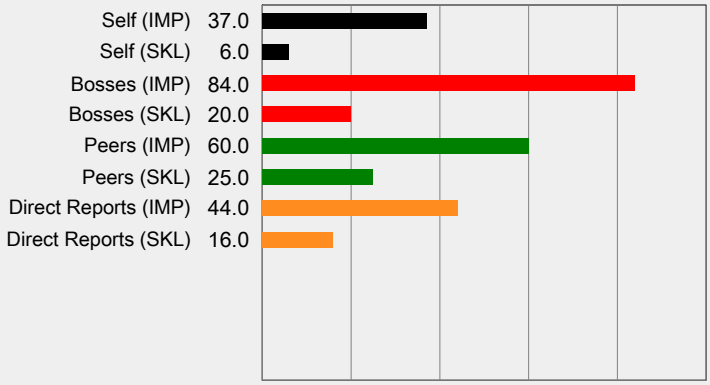
Best Developmental Opportunities

RATED ITEM PERCENTILE 0 20 40 60 80 100

Delegation (18)



Bosses, Peers, Direct Reports

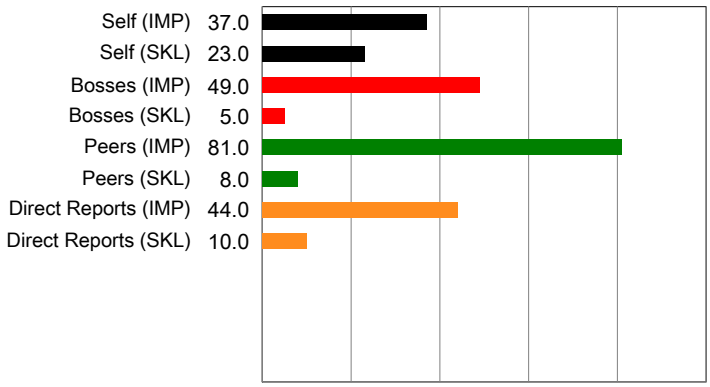
Unskilled(From):

Doesn't believe in or trust delegation; lacks trust and respect in the talent of direct reports and others; does most things by him/herself or hoards, keeps the good stuff for him/herself; doesn't want or know how to empower others; may delegate but micromanages and looks over shoulders; might delegate but not pass on the authority; may lack a plan of how to work through others; may just throw tasks at people; doesn't communicate the bigger picture.

Skilled(To):

Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports and others finish their own work.

Directing Others (20)



Bosses, Peers, Direct Reports

Unskilled(From):

Unclear or cryptic communicator to direct reports; doesn't set goals, targets, mileposts and objectives; not very planful giving out work—just gives out tasks; mostly tells and sells; doesn't listen much; plays favorites and is tough on others; may be too impatient to structure work for others; doesn't delegate well; doesn't take the time to manage; may lack interest in managing and be more eager to work on own assignments.

Skilled(To):

Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

IMP = Importance SKL = Skill

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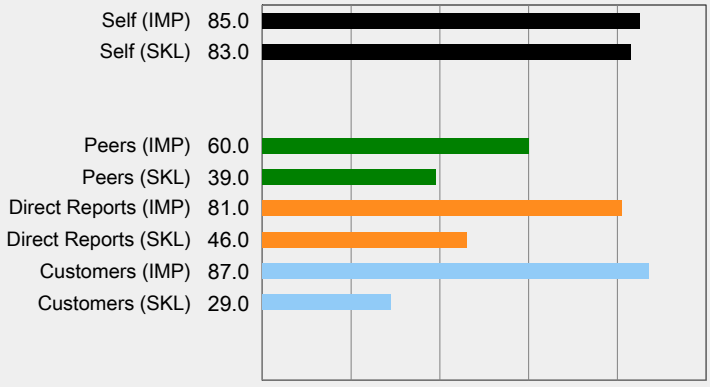
Best Developmental Opportunities

RATED ITEM PERCENTILE 0 20 40 60 80 100

Managing Vision and Purpose (65)

Peers, Direct Reports, Customers



Unskilled(From):

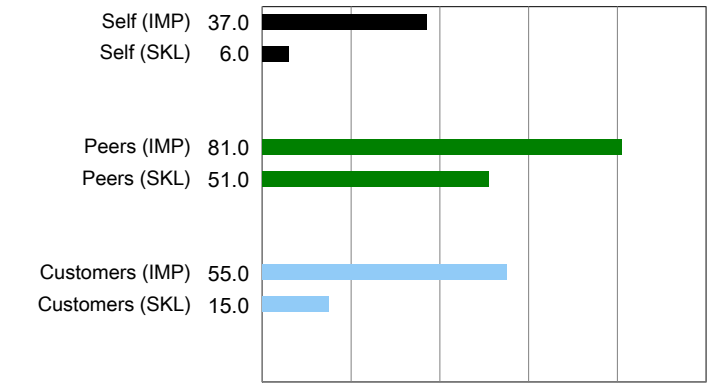
Can't communicate or sell a vision; not a good presenter; can't turn a good phrase or create compelling one-liners; uncomfortable speculating on the unknown future; isn't charismatic or passionate enough to excite and energize others; can't simplify enough to help people understand complex strategy; may not understand how change happens; doesn't act like he/she really believes in the vision; more comfortable in the here and now.

Skilled(To):

Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.

Listening (33)

Peers, Customers



Unskilled(From):

Doesn't listen well; cuts people off and finishes their sentences if they hesitate; interrupts to make a pronouncement or render a solution or decision; doesn't learn much from interactions with others; appears not to listen or is too busy constructing his/her own response; many times misses the point others are trying to make; may appear arrogant, impatient or uninterested; may listen to some groups/people and not to others; inaccurate in restating the case of others.

Skilled(To):

Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

IMP = Importance SKL = Skill

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Scoring Distribution Summary

What do these "Scoring Distribution Summary" reports show me?

There are two graphs for each question - if you have both the skill and importance questions, you will have four graphs to review.

The Skill Rating Distribution graph and Importance Rating Distribution graph show the percentage of responses given by you and all other raters for each possible response. It is intended to give you a general idea of the distribution of ratings you and others used.

The Skill Rating Distribution by Group and Importance Rating Distribution by Group show the same information broken down by each constituency group that rated you. Remember that different constituencies sometimes use the five-point scale differently. A group using higher or lower ratings/scores within the scale points may or may not be meaningful. It may or may not reflect their general appraisal of your skills.

Note: The normative response percentage breakdowns are available at the beginning of this report.

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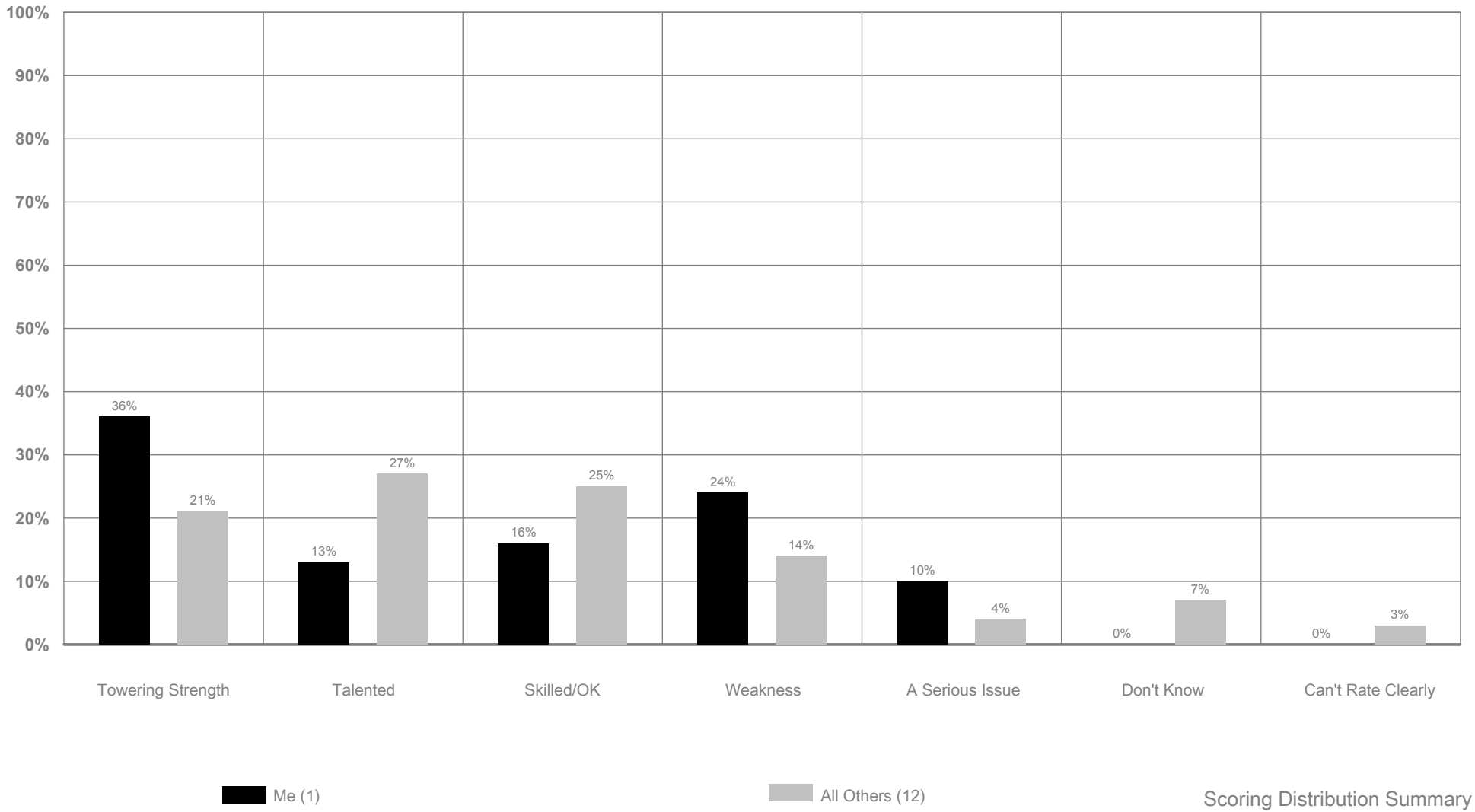
Scoring Distribution Summary - Skill Rating



Scoring Distribution Summary

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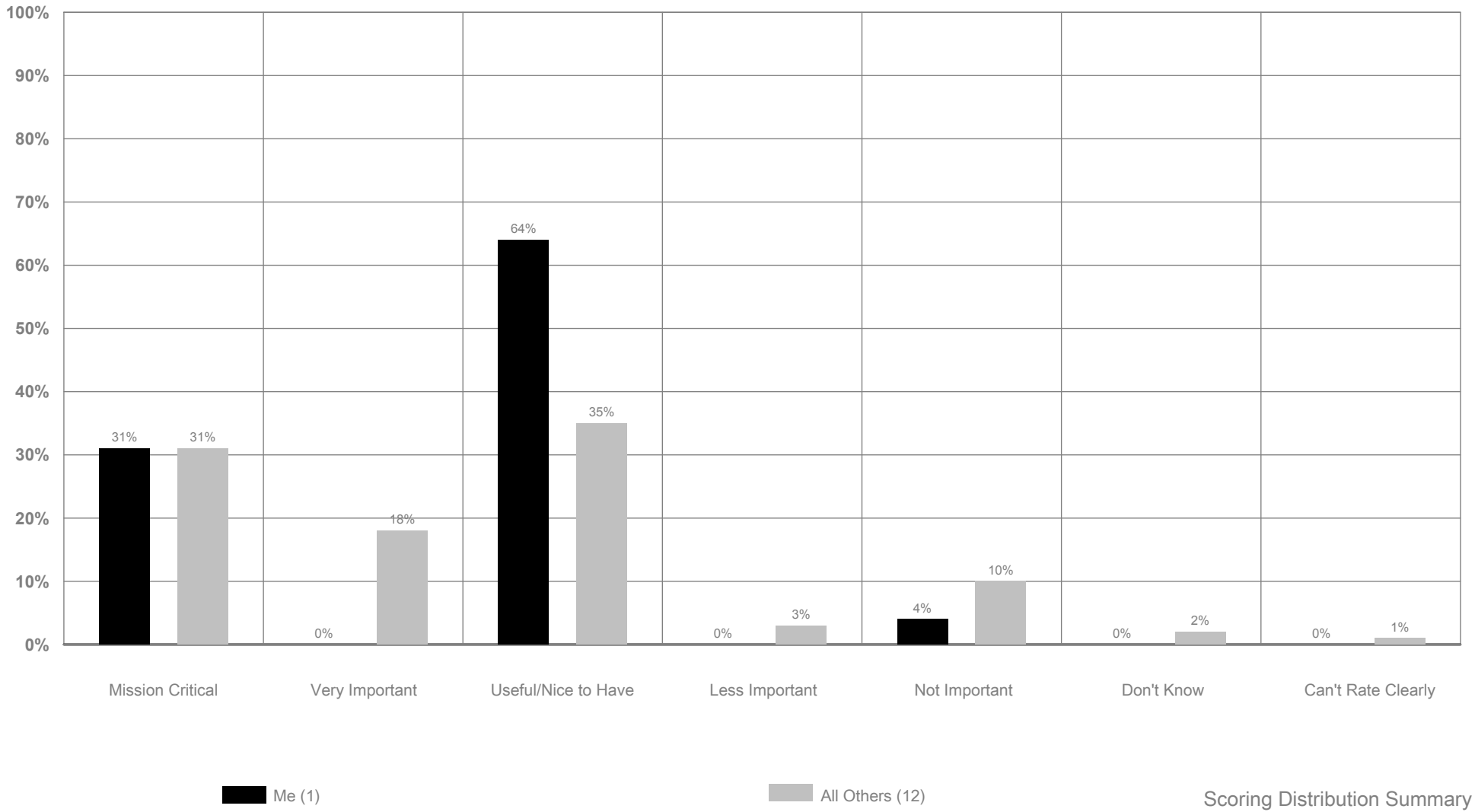
Scoring Distribution Summary - Importance Rating



Scoring Distribution Summary

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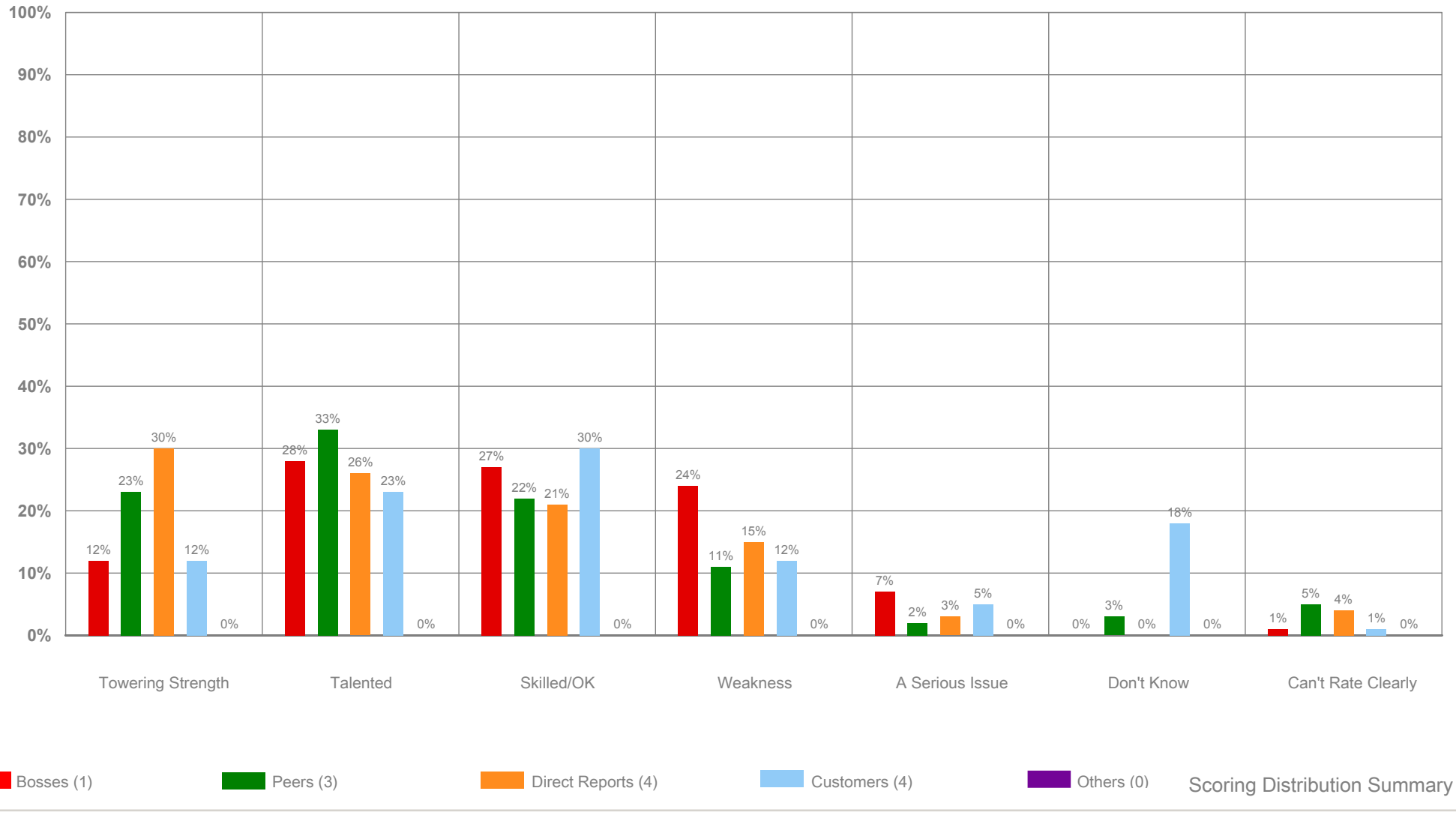
Scoring Distribution Summary - Group Skill Rating



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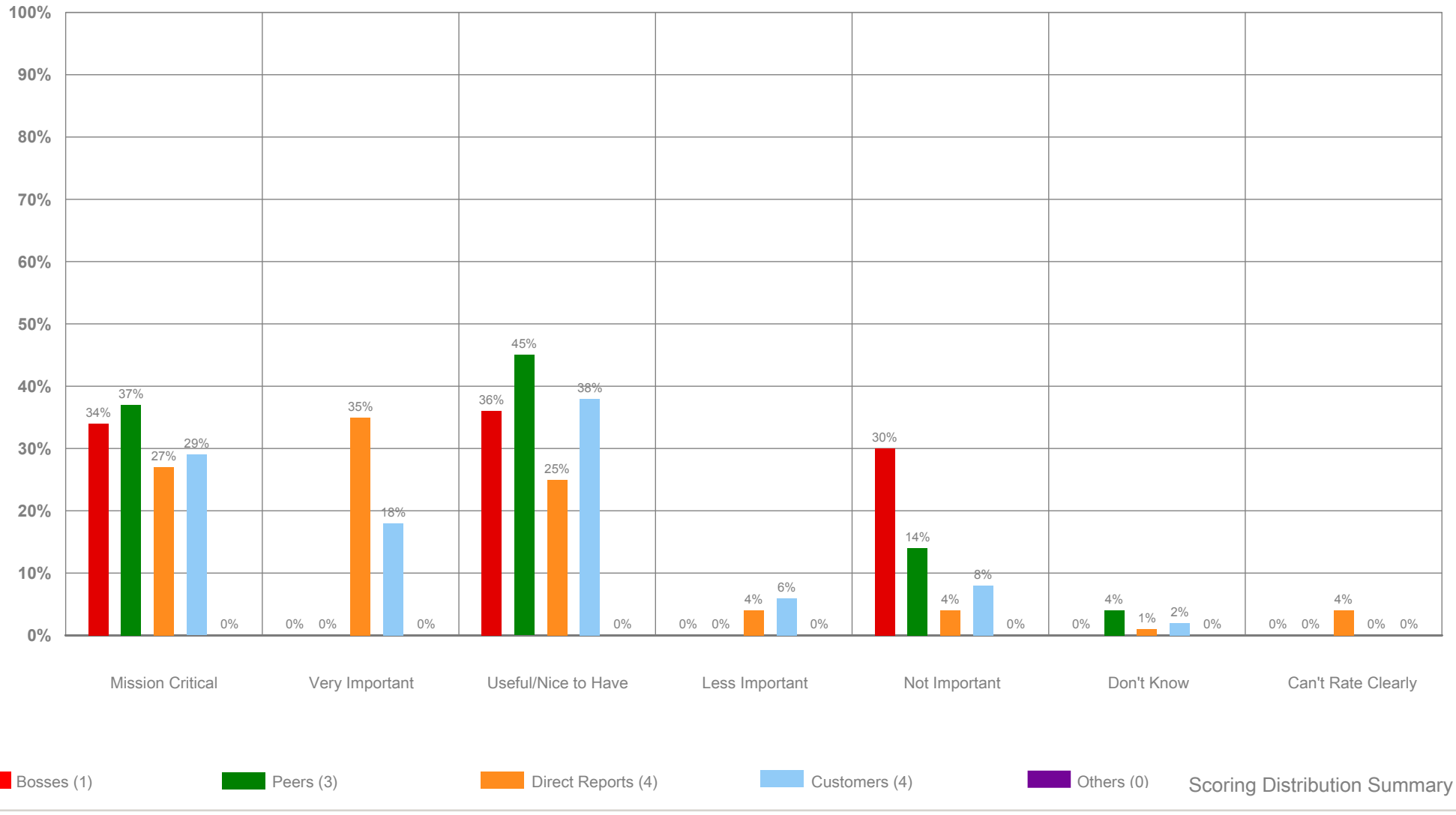
Scoring Distribution Summary - Group Importance Rating



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Comments by Raters - Competencies

What does this "Comments by Raters" - Competencies report show me?

This report lists the comments offered by you and your raters. The notes are listed by competency. General notes - those not tied to a specific competency - are listed last.

A What would cause these items to show on this report?

Some raters will take the time to try to help you understand your report by typing in their thoughts about you, your strengths and weaknesses, and what they think you ought to do to improve. If an item is not here it was either not included in your survey or no one offered a comment on it.

B Things to note:

- Look for themes and similar statements ("He/she doesn't listen to others in meetings"). Similar or repeated statements have a higher probability of being true.
- Be careful of "against the weight of opinion" notes. It's always possible that six raters think you have interpersonal problems and the seventh, who you get along with really well, may write, "Best interpersonal skills I've ever seen." If you look at it from that rater's perspective, that statement would appear to be true even though the other six raters disagree.
- You behave differently with different people.
- Don't let one positive note talk you out of accepting responsibility for one of your needs.
- Your raters are taking a risk when they include notes. Many wonder how you will "take" them. Will you see the note in the constructive light in which it was intended or will you be defensive or blame-finding - trying to figure out who wrote each negative note?

C What if you don't agree with the report findings?

- Compare the notes to your narrative report (if included). The positive notes should look like your effective behaviors, and the negative notes like your ineffective behaviors.
- It's best to look at the notes as a general message.
- Try some of the suggestions offered by your raters to determine if a new tactic might make you more effective.

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Comments by Raters - Competencies

Approachability (3)

Apporachability may be low due to lack of interest in others--this is only important with those you want information or feedback from.

Can be intimidating the first time you meet, but actually someone who is easy to talk to.

Comfort Around Higher Management (8)

Very effective working with higher management directly, results oriented no-nonsense--needs to be aware to restrict negative opinions about higher management when working with lower managers.

Composure (11)

Cool under pressure, especially when things don't go well. assigns blame appropriately but doen't dwell on it or punish the offenders

Conflict Management (12)

very quick to decide on little info rushes to judgement

Willing to let conflict between others fester in hopes it will go away. Personal conflict does not seem to bother, but is simply dismissed if it goes on too long.

Confronting Direct Reports (13)

You avoid confronting people (see also #12), prefering to gently nudge them in the direction you want, when sometime a good push is needed

Creativity (14)

Creativity especially around product design and distribution.

Customer Focus (15)

mostly sees things from the company view

Delegation (18)

prefers to do things himself her way

Developing Direct Reports and Others (19)

too smart too quick for most people

Directing Others (20)

Directing others important when dealing with large projects; clarifying assumptions and putting timelines in writing often helpful for others to produce results.

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Comments by Raters - Competencies

Hiring and Staffing (25)

For someone like you who has such powerful skills of assessing others, I am amazed at your poor staffing decisions.

Humor (26)

She has a habit of being somewhat "earthy" in her comments. Her approach would be enhanced if she kept her humor clean.

One of the most 'fun' people to be with, quick with an interesting story or comment that infects the whole group.

Informing (27)

only gives out info when asked

Good at informing others when face to face and when being the expert but lets things drop through the cracks sometimes when followup is needed.

Integrity and Trust (29)

one of the very few people i trust

Intellectual Horsepower (30)

One of the smartest people I know; pick up on hints and details in an instant; can find an application for any information or experience.

Interpersonal Savvy (31)

#31 & #48 You probably act too much the same way around people--candid, helpful, even if they don't want it. You rarely do much to make them feel competent or important. Helpers can be very intimidating.

Listening (33)

Listens, but sometimes does not want to hear.

Managerial Courage (34)

I never have been able to figure this one out. You seem to vary quite a bit when and if you confront people. You generally know how to do it, unless the person trips your incompetence meter.

Tells it like it is, and straight to your face

Political Savvy (48)

See #31

overuse of the truth

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Comments by Raters - Competencies

Presentation Skills (49)

Spellbinding theater that leaves the audience gasping.

Drive for Results (53)

Pushes other people just as hard

Strategic Agility (58)

narrows choices rather than use ability to consider broader perspectives

Work/Life Balance (66)

getting better

Your commitment to work is exemplary, but don't forget about other interests.

General Notes

I gave you high marks for UNDERSTANDING OTHERS and SIZING UP PEOPLE, but low ones for HIRING AND STAFFING. For almost all of the other competencies, the ratings don't really give as positive a picture as I wanted to paint. I tried to force a "normal" distribution of ratings. Your skills are several points higher than most people I deal with. Your enormous capabilities and gifts for dealing with the human aspects of work have taught me much about how I can do better in my own career.

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Staller/Stopper Rating Overview

What does this "Staller/Stopper Rating Overview" report show me?

The report lists all of the staller ratings given to you by all raters other than yourself. The stallers are ranked by highest (problematic) ratings to lowest (not a problem) ratings based upon average score.

A How do I interpret my data?

- Concentrate on your highest third and lowest third ratings regardless of score. This will help isolate the stallers that you may or may not be demonstrating, or what your tendencies are, even if none of your ratings indicate a possible problem.
- Staller ratings are usually not very high. Any rating of 3 or above should be considered as a potential problem. Note anything above 2.5 since at least some raters think it could be a problem.
- Look at your top six staller ratings and see if they form a theme (e.g., all interpersonal problems). See if these ratings match ratings from the skill reports.
- Look for problems, those high in harmfulness on which you received high staller ratings. If your survey includes harmfulness ratings, the best way to determine this is to look at the Staller-Harmfulness Matrix, if included.

B Things to note:

- If your survey didn't include the questions on harmfulness, your organization may have done a study of the various stallers and stoppers. You could also check with your boss, other raters or HR.
- Studies indicate that stallers are as likely as low rated competencies to derail your career (for managers and executives).
- Studies also indicate that high-performing individuals still can derail due to stallers. A track record of success doesn't guarantee you won't stumble.

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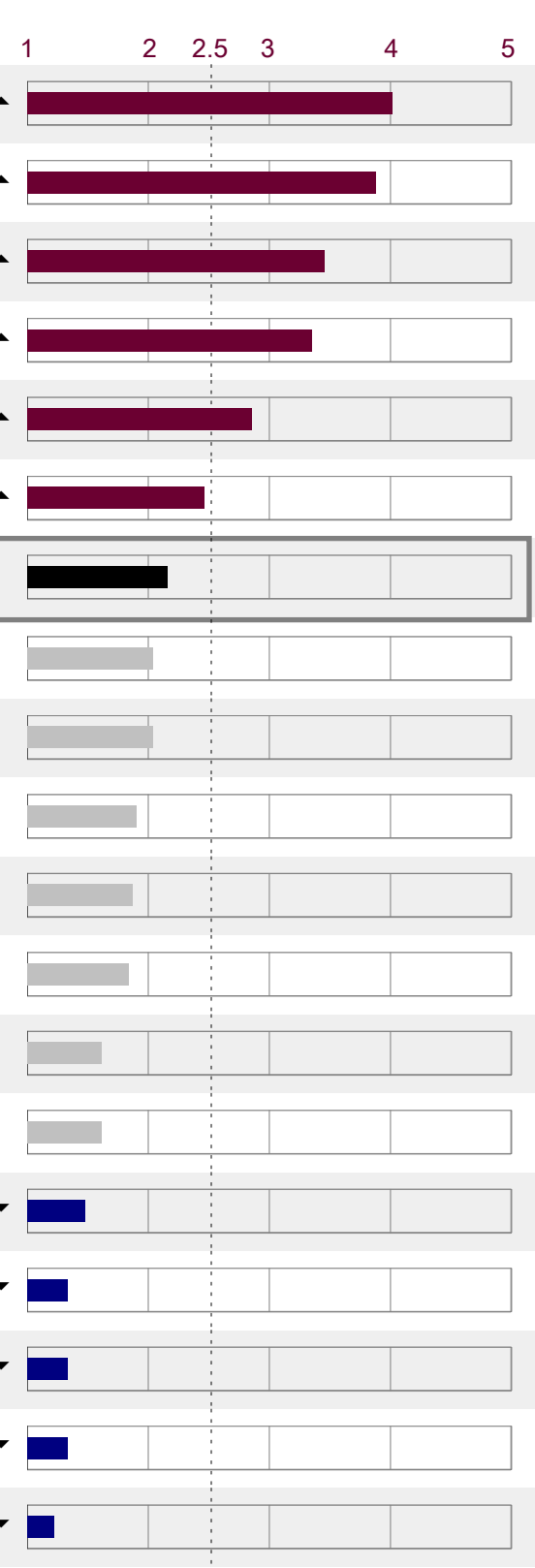
Staller/Stopper Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT
1.0	Arrogant (104)	4.00 Low
2.0	Insensitive to Others (112)	3.86 Typical
3.0	Political Missteps (119)	3.43 Low
4.0	Failure to Build a Team (110)	3.33 Low
5.0	Unable to Adapt to Differences (101)	2.83 Low
6.0	Poor Administrator (102)	2.43 Low
	Sample Learner's Staller Average	2.12
7.5	Defensiveness (108)	2.00 Low
7.5	Overmanaging (117)	2.00 Low
9.0	Overdependence on a Single Skill (116)	1.86 Low
10.0	Blocked Personal Learner (106)	1.83 High
11.0	Failure to Staff Effectively (111)	1.80 Low
12.5	Lack of Composure (107)	1.57 Typical
12.5	Key Skill Deficiencies (113)	1.57 Typical
14.0	Lack of Ethics and Values (109)	1.43 Typical
16.0	Overly Ambitious (103)	1.29 Typical
16.0	Betrayal of Trust (105)	1.29 High
16.0	Non-Strategic (114)	1.29 Typical
18.5	Overdependence on an Advocate (115)	1.17 High



Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Staller/Stopper Rating Overview

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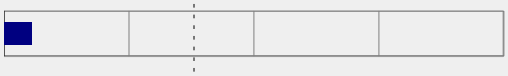
Staller/Stopper Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 2.5 3 4 5
18.5	Performance Problems (118)	1.17 High ▼	

Key

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▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Staller/Stopper Rating Overview

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Harmfulness Rating Overview

What does this "Harmfulness Rating Overview" report show me?

This report ranks the career staller and stoppers in order of harmfulness as judged by all other raters. The stallers and stoppers are listed from most harmful to the least harmful.

A How do I interpret my data?

- Concentrate on your highest third and lowest third ratings. They will help isolate the stallers that could be most harmful and those that are least harmful to you.
- Look for problems, those high in harmfulness on which you received high staller ratings. The best way to determine this is to look at the Staller-Harmfulness Matrix, if included.

B Things to note:

Before you determine what needs you have, check to see if there are any other estimates of what it takes to be successful in your position; ask your boss or HR.

C What if you don't agree with the report findings?

- If you don't agree with your raters on harmfulness, go to three people you trust and find out if the stallers raters identified are really troublesome.
- Ask others to tell you about people who have been successful due to not demonstrating the stallers, or about those who have floundered because they were weak in these.

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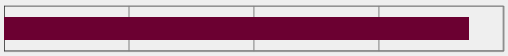
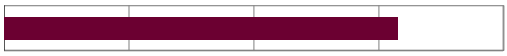
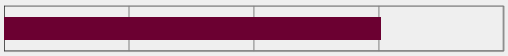
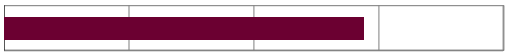
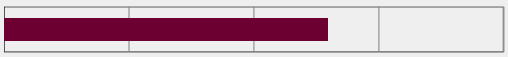
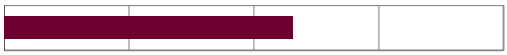
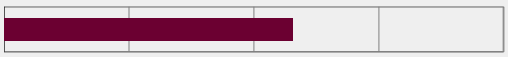
Harmfulness Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
1.0	Betrayal of Trust (105)	4.71 Typical ▲	
2.0	Non-Strategic (114)	4.14 Low ▲	
3.0	Performance Problems (118)	4.00 Low ▲	
4.0	Poor Administrator (102)	3.86 Low ▲	
5.0	Arrogant (104)	3.57 Low ▲	
6.5	Lack of Composure (107)	3.29 Typical ▲	
6.5	Key Skill Deficiencies (113)	3.29 Low ▲	
	Sample Learner's Harmfulness Average	3.00	
9.5	Unable to Adapt to Differences (101)	3.00 Low	
9.5	Defensiveness (108)	3.00 High	
9.5	Failure to Staff Effectively (111)	3.00 Low	
9.5	Insensitive to Others (112)	3.00 High	
13.5	Blocked Personal Learner (106)	2.71 Low	
13.5	Lack of Ethics and Values (109)	2.71 Low	
13.5	Failure to Build a Team (110)	2.71 Low	
13.5	Political Missteps (119)	2.71 Low	
16.0	Overmanaging (117)	2.67 Low ▼	
17.0	Overdependence on a Single Skill (116)	2.00 Low ▼	
18.5	Overly Ambitious (103)	1.00 High ▼	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Harmfulness Rating Overview

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Harmfulness Rating Overview

RANK	RATED ITEM	ALL OTHERS RATING AGREEMENT	1 2 3 4 5
18.5	Overdependence on an Advocate (115)	1.00 High ▼	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

Harmfulness Rating Overview

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Group Summary on Staller/Stopper Ratings

What does this "Group Summary on Staller/Stopper Ratings" report show me?

This report shows your staller/stopper ratings by constituency groups that are large enough to report. Two raters or more are required per constituency group other than you and your boss. The staller/stoppers are listed in rank order of how all raters rated you on the staller/stopper from highest (the one that they say you show the most) to lowest (the one you show the least).

A How do I interpret my data?

- In this report high is bad, meaning you show a negative behavior. Low is good.
- Check for consistency across groups. Look at the highs and lows more than the numerical average. Are your top third or bottom third the same, similar, or dissimilar across groups? Especially note where there is an opposite opinion - one group has it as a high and another as a low. This may mean you have a tendency to demonstrate negative behaviors more with one constituency group than others.
- Although all rater groups are important, boss is generally the most accurate rater.
- Staller ratings are usually not very high. Any rating of 3 or above should be considered as a potential problem. Note anything above 2.5 since at least some raters think it could be a problem.
- How much difference equals a disagreement? Generally, one point is a significant difference between groups. However, not all differences are the same. A group that rated you a 1 is not really different from one that rated you a 2. Both scores indicate few or no problems. Differences between 4 and 3 or 3 and 2, however, should be considered as meaningful differences.
- One caution: if a group rates you very high or very low, all their results will be different. Then you should refer back to the high and low symbols and see if the arrows are similar or dissimilar.

B Things to note:

- Before you determine what needs you have, check to see if there are any other estimates of what it takes to be successful in your position; ask your boss or HR.
- Studies indicate that stallers are as likely as low-rated competencies to derail your career (managers and executives).
- Studies also indicate that high-performing individuals still can derail due to stallers. A track record of success doesn't guarantee you won't stumble.

C What if you don't agree with the report findings?

- Ask others to tell you about people who have been successful due to not demonstrating these stallers, or about those who have floundered because they were weak in these stallers.
- Determine if others have been overlooked, demoted or fired for demonstrating stallers and stoppers. It may help to give you the necessary motivation to reconsider findings in your feedback.

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Group Summary on Staller/Stopper Ratings

RANK	RATED ITEM	AGREEMENT	AVG.
1.0	Arrogant (104)		
	All Others	Low	4.00 ▲
	Self		5.00 ▲
	Bosses		1.00 ▼
	Peers	Low	4.33 ▲
	Direct Reports	Low	4.00 ▲
	Customers	High	5.00 ▲
2.0	Insensitive to Others (112)		
	All Others	Typical	3.86 ▲
	Self		5.00 ▲
	Bosses		4.00 ▲
	Peers	Low	3.33 ▲
	Direct Reports	Low	5.00 ▲
	Customers	High	4.00 ▲
3.0	Political Missteps (119)		
	All Others	Low	3.43 ▲
	Self		5.00 ▲
	Bosses		2.00
	Peers	Low	3.00 ▲
	Direct Reports	Low	5.00 ▲
	Customers	High	4.00 ▲

1.0 Arrogant (104)

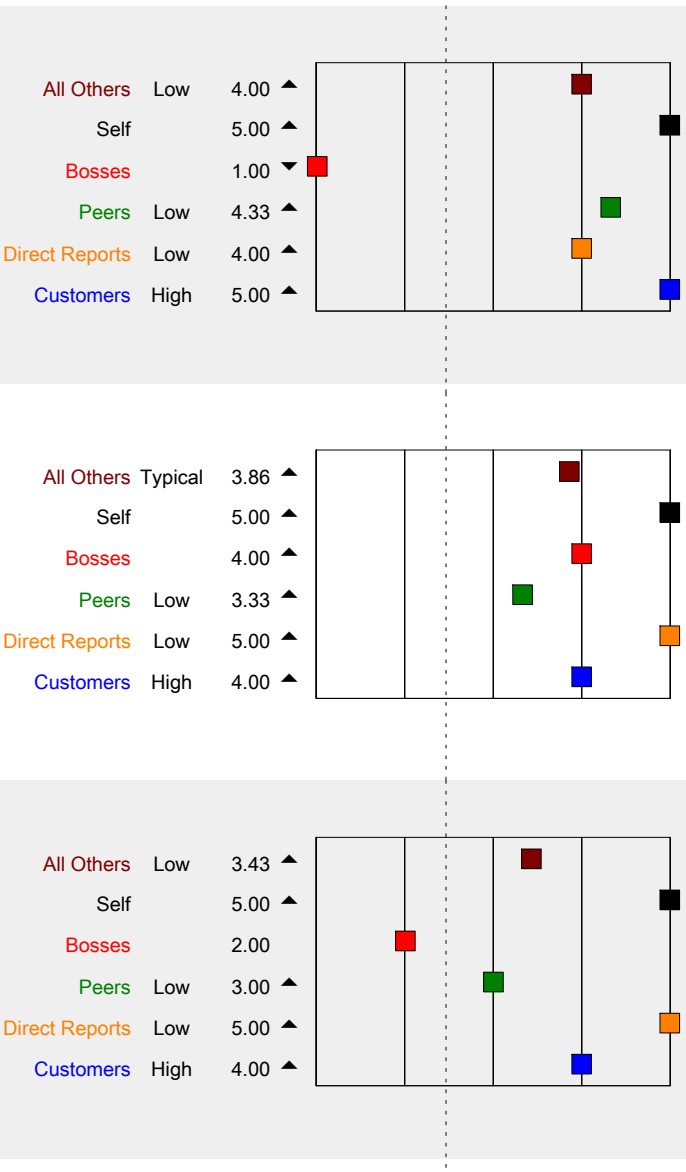
A Problem: Always thinks he/she has the right and only answer; discounts or dismisses the input of others; can be cold and aloof, makes others feel inferior; may detach him/herself from others unless on his/her own terms; keeps distance between him/herself and others.

2.0 Insensitive to Others (112)

A Problem: Has an intimidating style; makes others feel bad; doesn't care or doesn't think about how he/she affects others; doesn't follow interpersonal due process; doesn't care about the needs of others; doesn't ask and doesn't listen.

3.0 Political Missteps (119)

A Problem: Can't get things done in complex political settings and environments; lacks sensitivity to people and organizational politics; doesn't recognize political due process requirements; says and does the wrong things; shares sensitive information and opinions with the wrong people.



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▲ Highest 1/3 ▼ Lowest 1/3

■ Average

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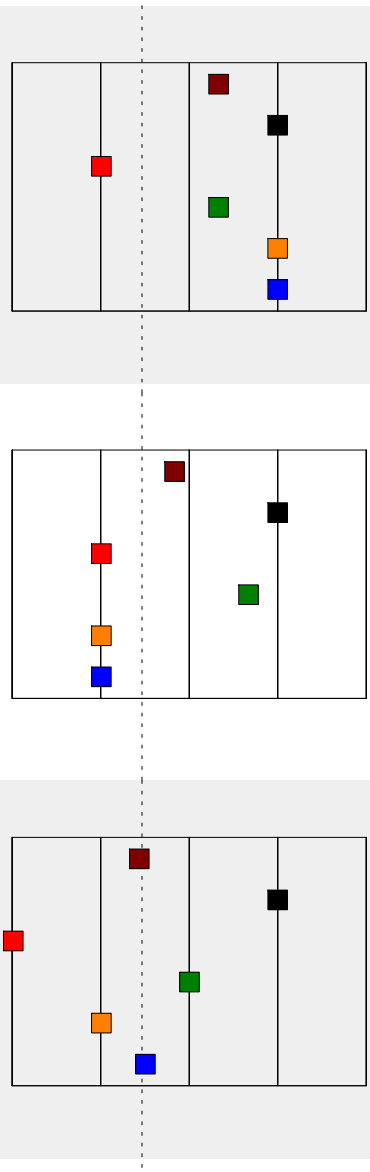
Group Summary on Staller/Stopper Ratings

RANK	RATED ITEM	AGREEMENT	AVG.
4.0	Failure to Build a Team (110)		
	All Others	Low	3.33 ▲
	Self		4.00
	Bosses		2.00
	Peers	Low	3.33 ▲
	Direct Reports	Low	4.00 ▲
	Customers	Low	4.00 ▲
5.0	Unable to Adapt to Differences (101)		
	All Others	Low	2.83 ▲
	Self		4.00
	Bosses		2.00
	Peers	High	3.67 ▲
	Direct Reports	Low	2.00
	Customers	Low	2.00
6.0	Poor Administrator (102)		
	All Others	Low	2.43 ▲
	Self		4.00
	Bosses		1.00 ▼
	Peers	Low	3.00 ▲
	Direct Reports	Low	2.00
	Customers	High	2.50



4.0 **Failure to Build a Team** (110)

A Problem: Doesn't believe much in the value of teams; doesn't pull the group together to accomplish the task; delegates pieces and parts; doesn't resolve problems within the team; doesn't share credit for successes; doesn't celebrate; doesn't build team spirit; treats people more as a collection of individuals than as a team.

5.0 **Unable to Adapt to Differences** (101)

A Problem: Has trouble working with and adapting to new or different bosses, strategies, plans and programs, cultures, philosophies or technical developments; might disagree inappropriately or too vocally with top management on mission, values, strategies, and tactics; would not do well with a person he/she disagreed with.

6.0 **Poor Administrator** (102)

Not a Problem: Well organized and detail skilled; reliable—keeps tabs on work in process; remembers commitments; good administrator; keeps things on track; sets tight priorities; uses time well; says no if he/she can't get to it; completes most things on time and in time.

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3

■ Average

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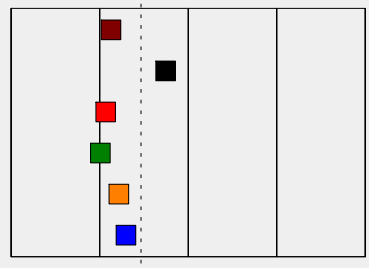
Group Summary on Staller/Stopper Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 2.5 3 4 5

Sample Learner's Group Summary Average

The averages and the graph on the right represent your average ratings across all of the items in this report by each rating group. The average and square box on the first line represent the average from all raters other than you. The average and square box on the next line represent the average of your self ratings. The averages and square boxes on the remaining lines represent the averages from specific groups who rated you. This may include bosses, peers, direct reports, customers, and others.

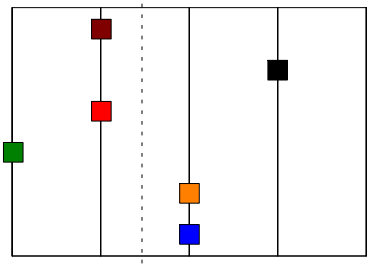
All Others		2.12
Self		2.74
Bosses		2.06
Peers		2.00
Direct Reports		2.21
Customers		2.29



7.5 Defensiveness (108)

Not a Problem: Takes criticism as a chance to learn; listens attentively to negative feedback; learns from feedback; admits flaws and mistakes; takes personal responsibility when things don't go well; learns from personal growth workshops and plans; thanks people for feedback.

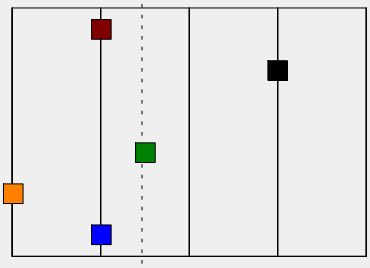
All Others	Low	2.00
Self		4.00
Bosses		2.00
Peers	High	1.00
Direct Reports	Low	3.00 ▲
Customers	Low	3.00 ▲



7.5 Overmanaging (117)

Not a Problem: Delegates and empowers; lets others finish their work once assigned; checks in infrequently unless there is a problem; assigns enough authority for people to make their own decisions; lets others contribute to how the work is to be done; works to do less personally and trust others more; usually helps only when needed or asked.

All Others	Low	2.00
Self		4.00
Bosses		N/D
Peers	Low	2.50
Direct Reports	Low	1.00
Customers	Low	2.00



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▲ Highest 1/3 ▼ Lowest 1/3

Average

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Group Summary on Staller/Stopper Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 2.5 3 4 5
9.0	Overdependence on a Single Skill (116)			
	Not a Problem: Has a broad and varied background; has moved around a lot; relies on several different skills to get the job done; has multiple functional exposures; has worked in different business units; always looking to learn more; works on adding more skills.			
	All Others	Low	1.86	
	Self		1.00	
	Bosses		4.00 ▲	
	Peers	High	1.33	
	Direct Reports	Low	1.00	
	Customers	Low	2.00	
10.0	Blocked Personal Learner (106)			
	Not a Problem: Eager to learn; interested in what's new or better; has broad interests and perspective; seeks and listens to feedback; takes criticism to heart; always looking to improve him/herself; carefully observes others for their reactions and adjusts accordingly; reads people and groups well; picks up on subtle corrective cues from others; is sensitive to different challenges and changes accordingly.			
	All Others	High	1.83	
	Self		1.00	
	Bosses		2.00	
	Peers	High	1.33	
	Direct Reports	Low	2.00	
	Customers	Low	3.00 ▲	
11.0	Failure to Staff Effectively (111)			
	Not a Problem: Good judge of people; hires for diversity and balance of skills; describes people in a textured manner; uses a broad set of criteria in staffing; objective track record better than most on selections; takes his/her time to find the right person.			
	All Others	Low	1.80	
	Self		1.00	
	Bosses		4.00 ▲	
	Peers	High	1.00	
	Direct Reports	Low	2.00	
	Customers	Low	1.00 ▼	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

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Average

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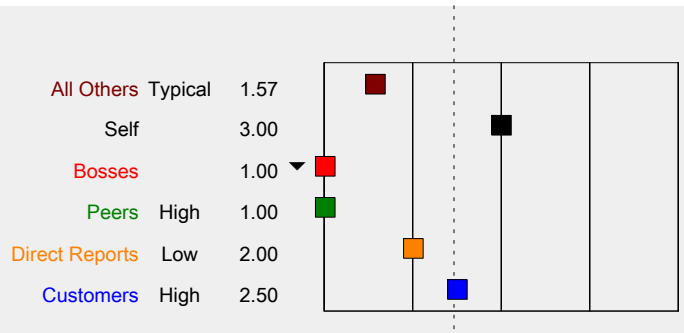
Group Summary on Staller/Stopper Ratings

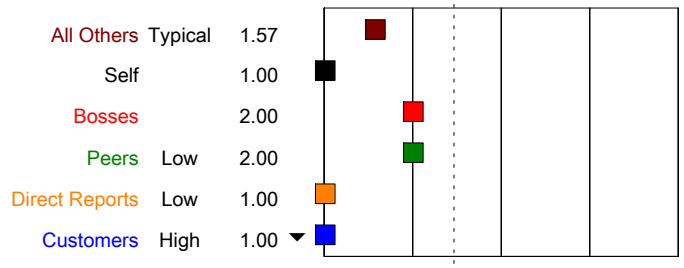
RANK	RATED ITEM	AGREEMENT	AVG.
12.5	Lack of Composure (107)		

Not a Problem: Cool under stress and pressure; can take conflict in stride; can absorb criticism and sarcasm without losing control; stays steady under pressure; keeps to the issues; doesn't fly off the handle when things don't go as expected; just tries harder when blocked; expects surprises; helps keep others calm in the storm.



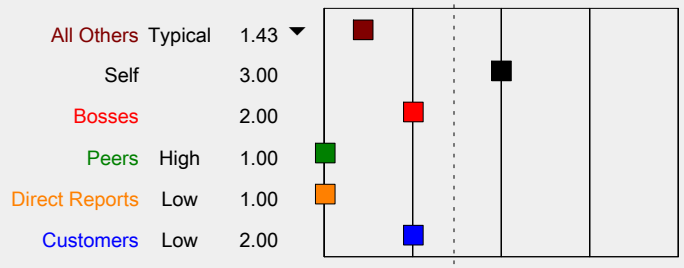
RANK	RATED ITEM	AGREEMENT	AVG.
12.5	Key Skill Deficiencies (113)		

Not a Problem: Skilled in most if not all of the mission-critical areas of the job; scopes out what skills are required to perform; works to improve and expand skill set; open to tutors, courses, any learning mode to improve proficiency.



RANK	RATED ITEM	AGREEMENT	AVG.
14.0	Lack of Ethics and Values (109)		

Not a Problem: Values and ethics are generally aligned with the organization's; operates within boundaries most others would agree to; looked to for guidance on standards and norms; stays steady through crises involving close calls on ethics; can articulate own and other's values; helpful to others in making close calls on values/ethical matters; projects a consistent set of values.



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Average

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Group Summary on Staller/Stopper Ratings

RANK	RATED ITEM	AGREEMENT	AVG.
16.0	Overly Ambitious (103) Not a Problem: Takes career advancement in stride; concentrates on performing well; lets results do the marketing; helps others advance; spreads credit for successes around; humble about his/her accomplishments.	All Others	Typical 1.29
		Self	1.00
		Bosses	1.00
		Peers	High 1.00
		Direct Reports	Low 3.00
		Customers	High 1.00
16.0	Betrayal of Trust (105) Not a Problem: Always follows through; keeps confidences; walks his/her talk; does what he/she says he/she will do; finishes what he/she starts; is steady and predictable; checks back if there is going to be a problem.	All Others	High 1.29
		Self	3.00
		Bosses	2.00
		Peers	High 1.00
		Direct Reports	Low 1.00
		Customers	High 1.50
16.0	Non-Strategic (114) Not a Problem: Can think and talk strategy with the best; intrigued and challenged by the complexity of the future; likes to run multiple "what if" scenarios; very broad perspective; counsels others on strategic issues; can juggle a lot of mental balls; isn't afraid to engage in wild speculation about the future; can bring several unrelated streams of information together to form a compelling vision; good at meaning making; produces distinctive and winning strategies.	All Others	Typical 1.29
		Self	1.00
		Bosses	3.00
		Peers	High 1.00
		Direct Reports	Low 1.00
		Customers	High 1.00

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

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Average

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Group Summary on Staller/Stopper Ratings

RANK	RATED ITEM	AGREEMENT	AVG.
18.5	Overdependence on an Advocate (115) Not a Problem: Has largely done it on his/her own; has multiple advocates and champions; no one questions whether he/she could go it alone; independent, resourceful person; doesn't use a champion's influence to get things done; has moved around a lot; has not been with one boss very long; has survived an advocate or two leaving the organization.		
	All Others	High	1.17 ▼
	Self		1.00
	Bosses		1.00 ▼
	Peers	High	1.00
	Direct Reports	Low	1.00
	Customers	High	1.50 ▼
18.5	Performance Problems (118) Not a Problem: Consistently produces results; meets all goals and targets; plans and sets priorities well; is organized and gets things done on time and in time; has produced results under a variety of conditions.		
	All Others	High	1.17 ▼
	Self		1.00
	Bosses		1.00 ▼
	Peers	High	1.50
	Direct Reports	Low	1.00
	Customers	High	1.00 ▼

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3

Average

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Group Summary on Harmfulness Ratings

What does this "Group Summary on Harmfulness Ratings" report show me?

This report shows your harmfulness ratings by constituency groups that are large enough to report. Two or more raters are required per constituency group other than you and your boss. The stallers and stoppers are listed in rank order from most harmful to least harmful.

A How do I interpret my data?

- To best understand your results, concentrate on the highest third and lowest third ratings. They will help isolate stallers that could be most harmful or least harmful.
- Check for consistency across groups. Look at the highs and lows more than the numerical averages. Are the highest third and lowest third the same, similar, or dissimilar across groups?
- Especially note those where there is an opposite opinion - one group has it as a high and another as a low.
- How much difference equals a disagreement? Generally one point is a significant difference between groups. However, not all differences are the same. A group that rated harmfulness a 5 is not really different from one that rated it a 4. Both are high scores. Differences between 4 and 3 or 3 and 2, however, should be considered as meaningful differences.
- One caution: if a group rates very high or very low, all their results will be different. Then you should refer back to the high and low symbols and see if the arrows are similar or dissimilar.

B Things to note:

There may be other sources of information about harmfulness. Your organization may have done a study of harmfulness of the stallers and stoppers that were used to rate you.

C What if you don't agree with the report findings?

- If you don't agree with your raters on harmfulness, go to three people you trust and find out if the stallers raters identified are really troublesome.
- Ask others to tell you about people who have been successful due to not demonstrating these stallers, or about those who have floundered because they were weak in these.

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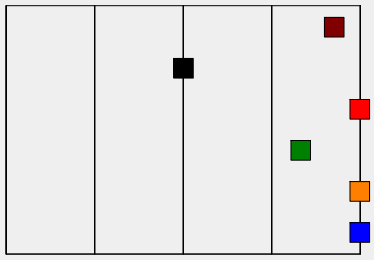
Group Summary on Harmfulness Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
1.0	**Betrayal of Trust** (105) A Problem: Fails to follow through on promises; leaves people waiting for delivery; says one thing and means or does another; is inconsistent and unpredictable at times; moves on without completing the task.							
	All Others	Typical	4.71 ▲					
	Self		3.00					
	Bosses		5.00 ▲					
	Peers	Low	4.33 ▲					
	Direct Reports	Low	5.00 ▲					
	Customers	High	5.00 ▲					
2.0	**Non-Strategic** (114) A Problem: Can't create effective strategies; can't deal effectively with assignments that require strategic thinking; gets mired in tactics and details; prefers the tactical over the strategic, simple versus complex; isn't a visionary; lacks broad perspective.							
	All Others	Low	4.14 ▲					
	Self		5.00 ▲					
	Bosses		3.00					
	Peers	High	5.00 ▲					
	Direct Reports	Low	5.00 ▲					
	Customers	High	3.00					
3.0	**Performance Problems** (118) A Problem: Does not consistently hit targets and objectives; doesn't produce results across a variety of situations.							
	All Others	Low	4.00 ▲					
	Self		5.00 ▲					
	Bosses		5.00 ▲					
	Peers	High	3.00					
	Direct Reports	Low	5.00 ▲					
	Customers	Low	4.00 ▲					
4.0	**Poor Administrator** (102) A Problem: Has low detail-orientation; lets things fall through the cracks; overcommits and underdelivers; misses key details; forgets undocumented commitments; has to scramble to pull things together at the last minute; moves on without completing the task.							
	All Others	Low	3.86 ▲					
	Self		3.00					
	Bosses		5.00 ▲					
	Peers	Low	3.67 ▲					
	Direct Reports	Low	5.00 ▲					
	Customers	High	3.00					



Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3

■ Average

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Group Summary on Harmfulness Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 3 4 5
5.0	Arrogant (104) A Problem: Always thinks he/she has the right and only answer; discounts or dismisses the input of others; can be cold and aloof, makes others feel inferior; may detach him/herself from others unless on his/her own terms; keeps distance between him/herself and others.			
	All Others	Low	3.57 ▲	
	Self		5.00 ▲	
	Bosses		5.00 ▲	
	Peers	High	3.00	
	Direct Reports	Low	3.00	
	Customers	Low	4.00 ▲	
6.5	Lack of Composure (107) A Problem: Does not handle pressure and stress well; gets emotional, subjective, and unpredictable when things don't go as planned; may become hostile or sarcastic or withdraw from people as stress increases; may make snap or poor decisions under pressure; performance degrades when things get tough.			
	All Others	Typical	3.29 ▲	
	Self		3.00	
	Bosses		3.00	
	Peers	Low	3.67 ▲	
	Direct Reports	Low	3.00	
	Customers	High	3.00	
6.5	Key Skill Deficiencies (113) A Problem: Lacks one or more key job-required talents or skills needed to perform effectively.			
	All Others	Low	3.29 ▲	
	Self		3.00	
	Bosses		5.00 ▲	
	Peers	Low	3.00	
	Direct Reports	Low	3.00	
	Customers	High	3.00	

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

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■ Average

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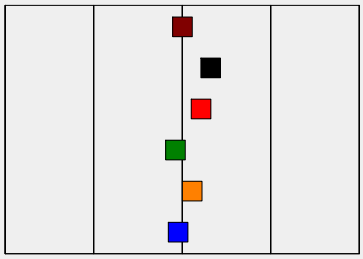
Group Summary on Harmfulness Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5

Sample Learner's Group Summary Average

The averages and the graph on the right represent your average ratings across all of the items in this report by each rating group. The average and square box on the first line represent the average from all raters other than you. The average and square box on the next line represent the average of your self ratings. The averages and square boxes on the remaining lines represent the averages from specific groups who rated you. This may include bosses, peers, direct reports, customers, and others.

All Others		3.00
Self		3.32
Bosses		3.21
Peers		2.92
Direct Reports		3.11
Customers		2.95

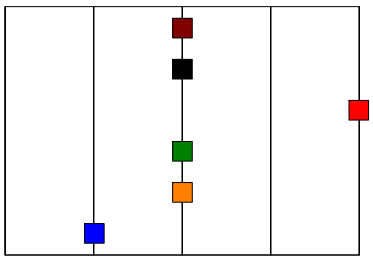


9.5

Unable to Adapt to Differences (101)

A Problem: Has trouble working with and adapting to new or different bosses, strategies, plans and programs, cultures, philosophies or technical developments; might disagree inappropriately or too vocally with top management on mission, values, strategies, and tactics; would not do well with a person he/she disagreed with.

All Others	Low	3.00	
Self		3.00	
Bosses		5.00	▲
Peers	High	3.00	
Direct Reports	Low	3.00	
Customers	Low	2.00	▼

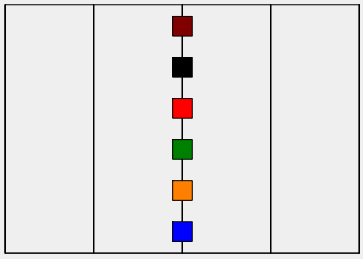


9.5

Defensiveness (108)

A Problem: Is not open to criticism; denies mistakes and faults; rationalizes away failures; gets upset at the messenger who brings bad news; blames others for his/her own problems; doesn't listen to and doesn't hear negative feedback; doesn't share views of personal limitations with others; doesn't benefit much from formal feedback events or workshops.

All Others	High	3.00
Self		3.00
Bosses		3.00
Peers	High	3.00
Direct Reports	Low	3.00
Customers	High	3.00



Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3

Average

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Group Summary on Harmfulness Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
9.5	**Failure to Staff Effectively** (111) A Problem: Does not assemble skilled staff either from inside or outside the organization; uses inappropriate criteria and standards; may select people too much like him/herself; is not a good judge of people; is consistently wrong on estimates of what others may do or become.							
	All Others	Low	3.00					
	Self		3.00					
	Bosses		5.00 ▲					
	Peers	Low	2.00 ▼					
	Direct Reports	Low	3.00					
	Customers	High	3.00					
9.5	**Insensitive to Others** (112) A Problem: Has an intimidating style; makes others feel bad; doesn't care or doesn't think about how he/she affects others; doesn't follow interpersonal due process; doesn't care about the needs of others; doesn't ask and doesn't listen.							
	All Others	High	3.00					
	Self		5.00 ▲					
	Bosses		3.00					
	Peers	High	3.00					
	Direct Reports	Low	3.00					
	Customers	High	3.00					
13.5	**Blocked Personal Learner** (106) A Problem: Is closed to learning new personal, interpersonal, managerial, and leadership skills, approaches, and tactics; prefers staying the same, even when faced with new and different challenges; is narrow in interests and scope; uses few learning tactics; doesn't seek input; lacks curiosity; is not insightful about him/herself.							
	All Others	Low	2.71					
	Self		3.00					
	Bosses		3.00					
	Peers	Low	2.33 ▼					
	Direct Reports	Low	3.00					
	Customers	High	3.00					
13.5	**Lack of Ethics and Values** (109) A Problem: Lacks the necessary sensitivity to the operating ethics and values of the organization; operates too close to the margins; pushes the limits of tolerance; doesn't operate within the norms.							
	All Others	Low	2.71					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	2.33 ▼					
	Direct Reports	Low	3.00					
	Customers	Low	4.00 ▲					

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

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Average

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Group Summary on Harmfulness Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
13.5	Failure to Build a Team (110)							
	A Problem: Doesn't believe much in the value of teams; doesn't pull the group together to accomplish the task; delegates pieces and parts; doesn't resolve problems within the team; doesn't share credit for successes; doesn't celebrate; doesn't build team spirit; treats people more as a collection of individuals than as a team.							
	All Others	Low	2.71					
	Self		3.00					
	Bosses		3.00					
	Peers	Low	2.33 ▼					
	Direct Reports	Low	3.00					
	Customers	High	3.00					
13.5	Political Missteps (119)							
	A Problem: Can't get things done in complex political settings and environments; lacks sensitivity to people and organizational politics; doesn't recognize political due process requirements; says and does the wrong things; shares sensitive information and opinions with the wrong people.							
	All Others	Low	2.71					
	Self		5.00 ▲					
	Bosses		1.00 ▼					
	Peers	Low	3.00					
	Direct Reports	Low	3.00					
	Customers	High	3.00					
16.0	Overmanaging (117)							
	A Problem: Overcontrols and meddles; doesn't empower others; doesn't get the most out of people; doesn't develop direct reports well; does too much of the work him/herself; is a poor delegator.							
	All Others	Low	2.67 ▼					
	Self		3.00					
	Bosses		3.00					
	Peers	Low	4.00 ▲					
	Direct Reports	Low	1.00 ▼					
	Customers	Low	2.00 ▼					
17.0	Overdependence on a Single Skill (116)							
	A Problem: Relies too much on a single strength for performance and career progression; uses the same core talent, function, or technology to leverage him/herself; acts as if he/she can make it all the way on one strength.							
	All Others	Low	2.00 ▼					
	Self		3.00					
	Bosses		1.00 ▼					
	Peers	Low	2.33 ▼					
	Direct Reports	Low	1.00 ▼					
	Customers	Low	3.00					

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3

■ Average

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Group Summary on Harmfulness Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
18.5	**Overly Ambitious** (103) A Problem: Is focused excessively on self and on upward career movement, sometimes at the expense of others; is willing to politic for promotion and step on people on the way up; primarily manages up in order to market and position him/herself with management.							
	All Others	High	1.00 ▼					
	Self		1.00 ▼					
	Bosses		1.00 ▼					
	Peers	High	1.00 ▼					
	Direct Reports	Low	1.00 ▼					
	Customers	High	1.00 ▼					
18.5	**Overdependence on an Advocate** (115) A Problem: Has been with the same boss, champion, mentor, advocate too long; isn't seen as independent; others question whether he/she could stand up to a tough assignment or situation without help; might not do well in the organization if the advocate lost interest, lost out him/herself, or left the organization.							
	All Others	High	1.00 ▼					
	Self		1.00 ▼					
	Bosses		1.00 ▼					
	Peers	High	1.00 ▼					
	Direct Reports		N/D					
	Customers	High	1.00 ▼					

Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3

Average

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The Staller - Harmfulness Matrix

What does this "Staller-Harmfulness Matrix" report show me?

This report shows the comparison of your staller versus harmfulness ratings as rated by all others.

Your staller ratings were divided into three groups based on their rating: (1.00 - 1.99), (2.00 - 2.50), and (2.51 - 5.00). These were then divided down the left-hand side of the matrix. Your harmfulness ratings were divided into thirds - lowest to highest from left to right.

A Things to note:

- Staller ratings are usually not very high. Any rating of 3 or above should be considered as a potential problem. Note anything 2.51 or higher since at least some raters think it could be a problem. If all your staller ratings are below 2.5, it is unlikely any of them is a serious problem at this time. However, even if all are low, look at your top six staller ratings and see if they form a theme (e.g. all interpersonal problems). See if these ratings match ratings from the skill reports.
- In an ideal world, all of your stallers would be in three of the nine boxes - the three green boxes - meaning your actual stallers are equally distributed in the same priority as they are important for success. Since none of us live in an ideal world, you will have stallers listed in most if not all of the nine boxes.

B Your Report Map:

The numbers 1 - 9 appear in the nine boxes below. These indicate how likely it is that a listed staller is a problem for you.

Graph Example:

Color	Numbers	Actions?
Green	1,2,3	Not a problem now or likely in the future
Yellow	4,5,6	Unlikely a problem now, but check 6 now, watch for 5 in the future
Red	7,8,9	Potential problem now, start with 9, then 8 and then 7

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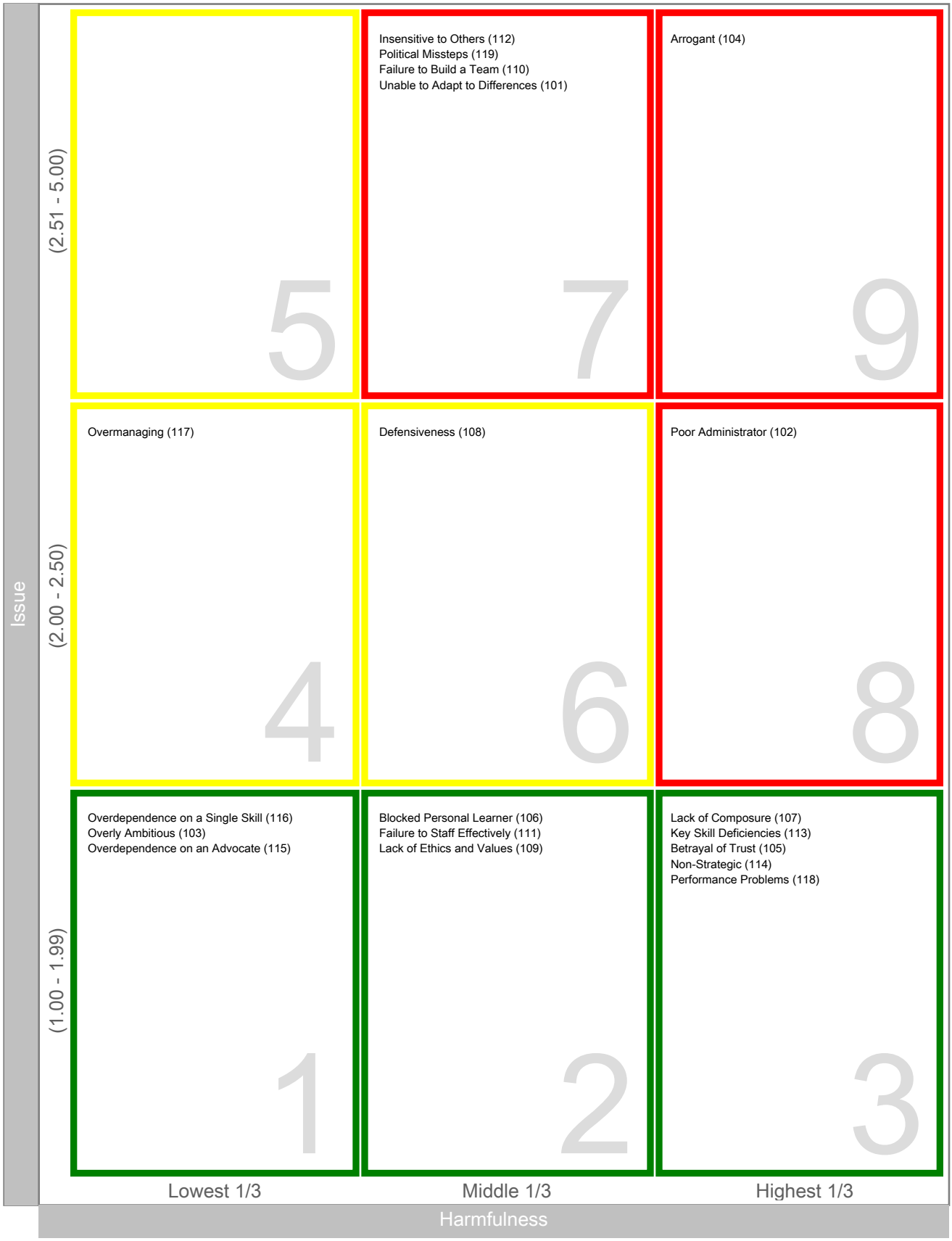
The Staller - Harmfulness Matrix



The Staller - Harmfulness Matrix

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Staller/Stopper Scoring Distribution Summary

What do these "Scoring Distribution Summary" reports show me?

There are two graphs for each question - if you have both the staller and harmfulness questions, you will have four graphs to review.

The Staller Rating Distribution graph and Harmfulness Rating Distribution graph show the percentage of responses given by you and all other raters for each possible response. It is intended to give you a general idea of the distribution of ratings you and others used.

The Staller Rating Distribution by Group and Harmfulness Rating Distribution by Group show the same information broken down by each constituency group that rated you. Remember that different constituencies sometimes use the five-point scale differently. A group using higher or lower ratings/scores within the scale points may or may not be meaningful. It may or may not reflect their general appraisal of your skills.

Note: The normative response percentage breakdowns are available at the beginning of this report.

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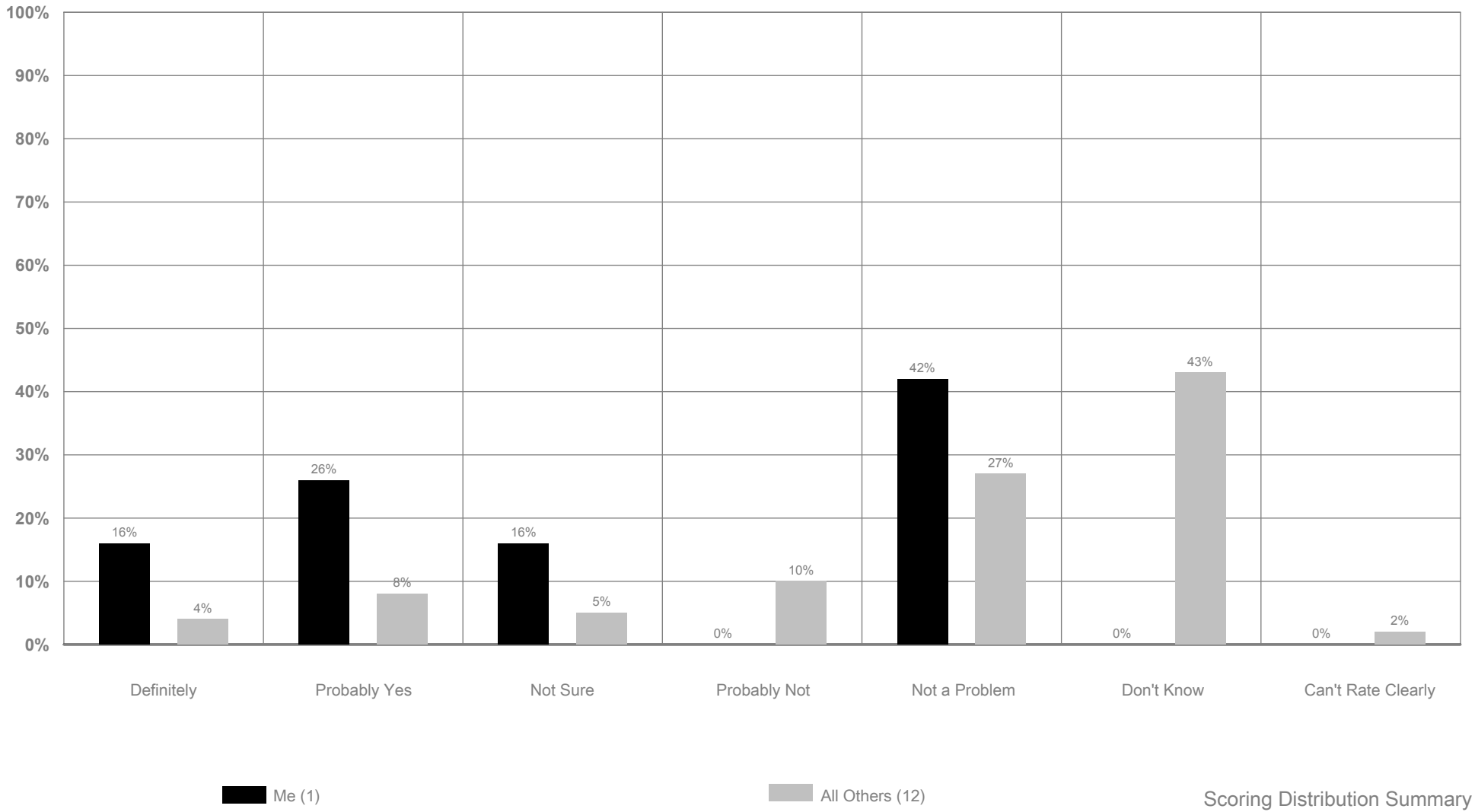
Staller/Stopper Scoring Distribution Summary - Staller/Stopper Rating



Scoring Distribution Summary

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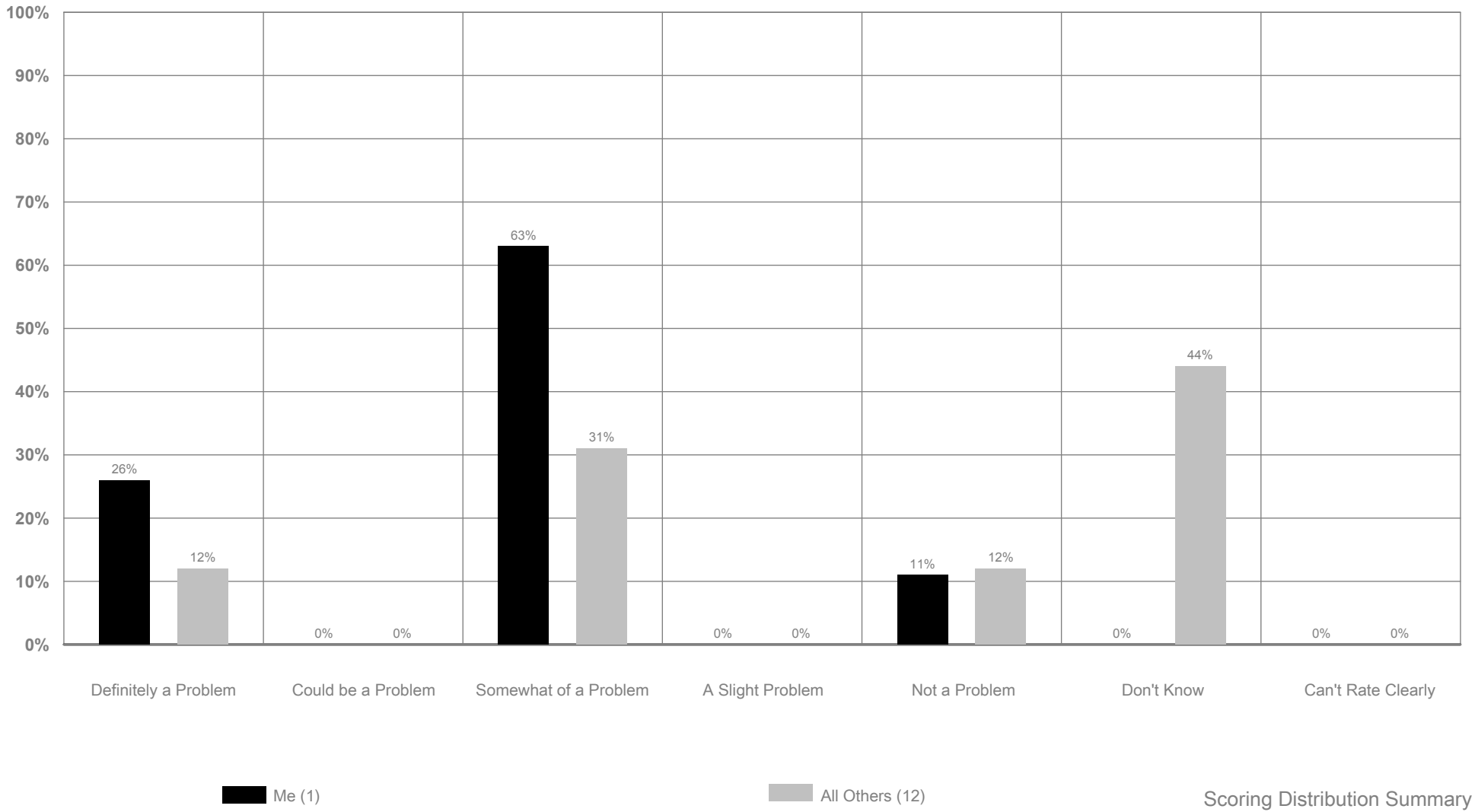
Staller/Stopper Scoring Distribution Summary - Harmfulness Rating



Scoring Distribution Summary

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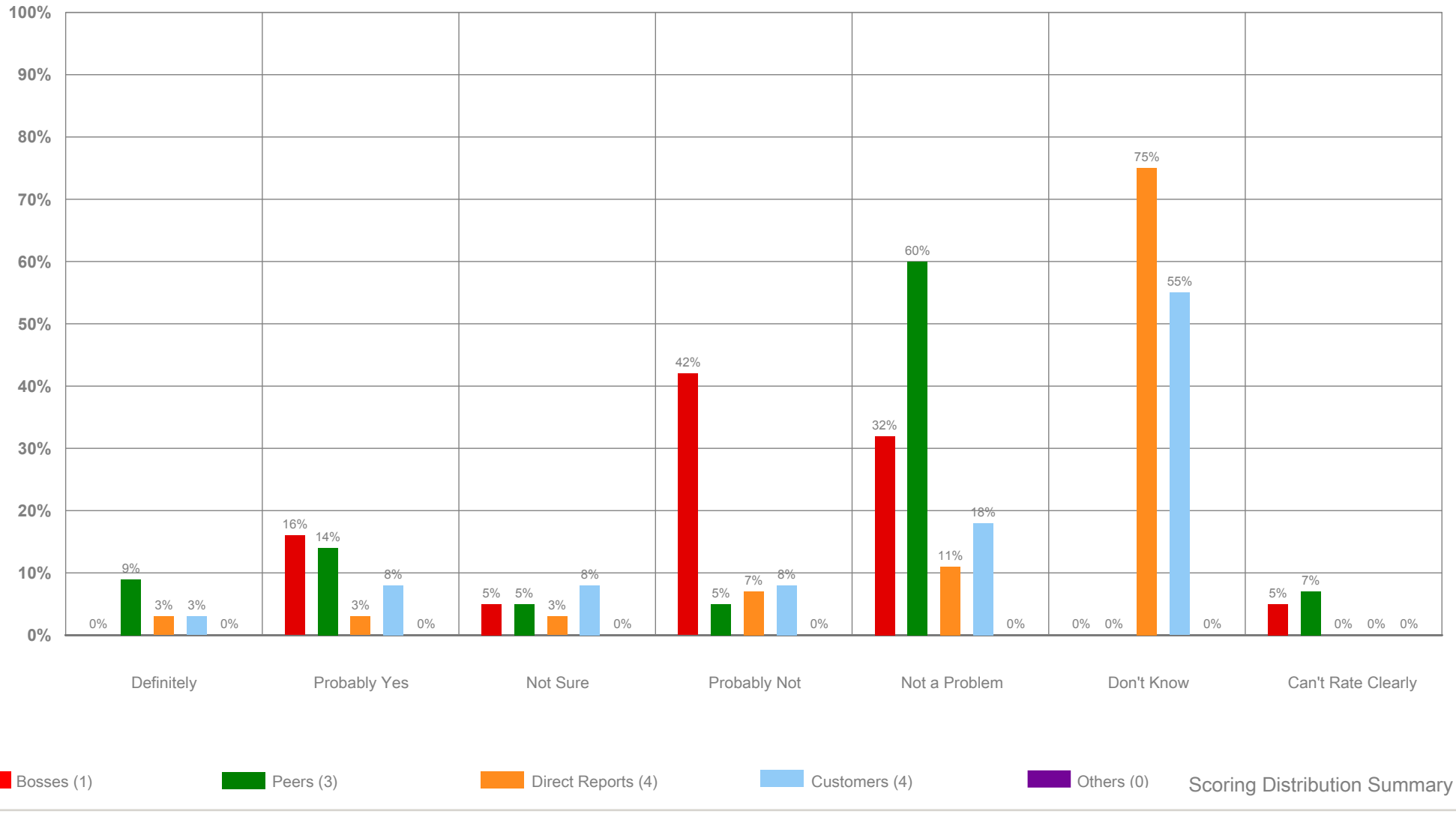
Staller/Stopper Scoring Distribution Summary - Group Staller/Stopper Rating



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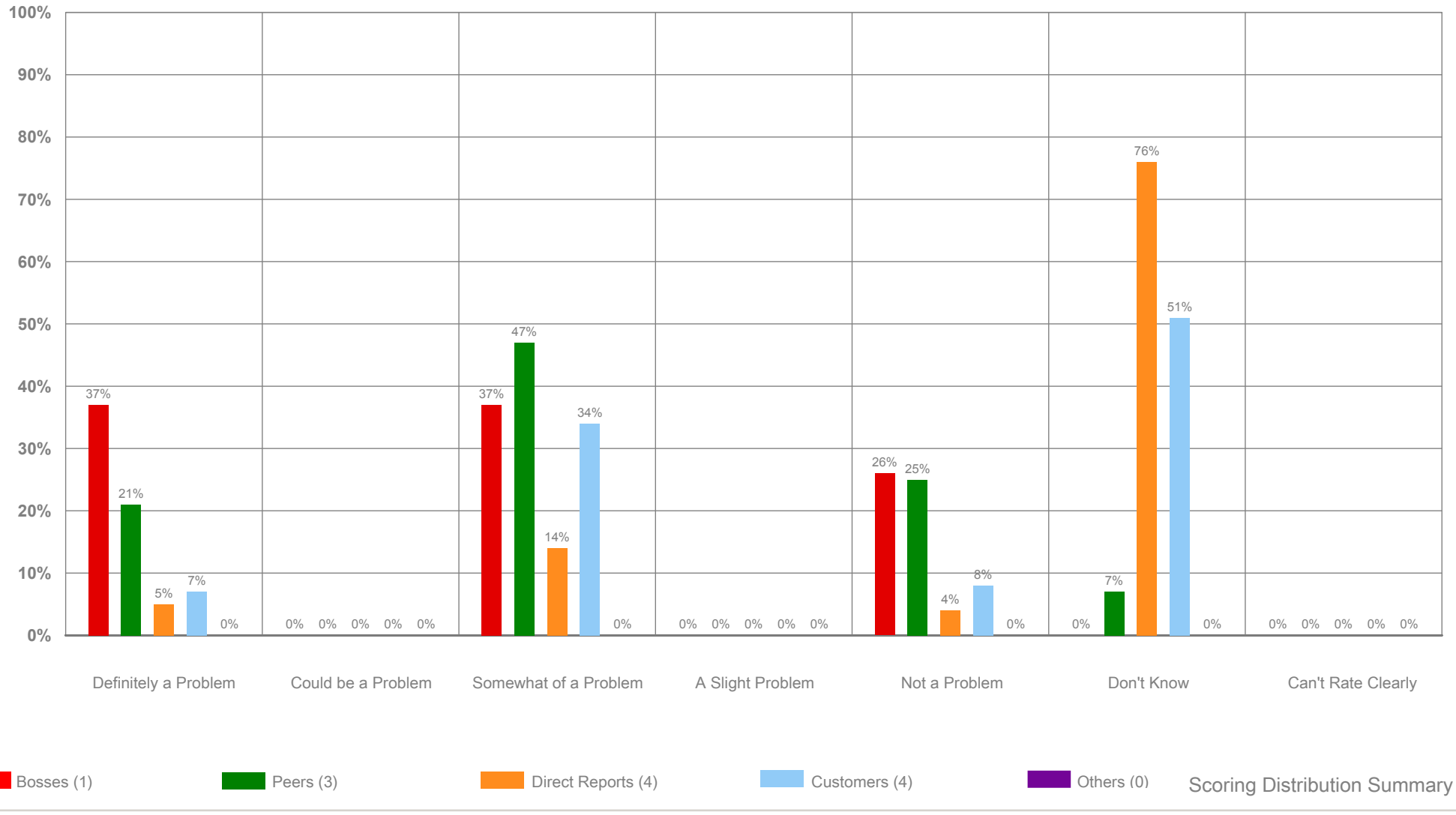
Staller/Stopper Scoring Distribution Summary - Group Harmfulness Rating



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Comments by Raters - Staller/Stopper

What does this "Comments by Raters" - Staller/Stopper report show me?

This report lists the comments offered by you and your raters. The notes are listed by staller/stopper. General notes - those not tied to a specific staller/stopper - are listed last.

A What would cause these items to show on this report?

Some raters will take the time to try to help you understand your report by typing in their thoughts about you, your strengths and weaknesses, and what they think you ought to do to improve. If an item is not here it was either not included in your survey or no one offered a comment on it.

B Things to note:

- Look for themes and similar statements ("He/she doesn't listen to others in meetings"). Similar or repeated statements have a higher probability of being true.
- You behave differently with different people.
- Don't let one negative note overly influence you. Confirm single comments by looking at related competency and staller scores, and seeking further feedback.
- Your raters are taking a risk when they include notes. Many wonder how you will "take" them. Will you see the note in the constructive light in which it was intended or will you be defensive or blame-finding - trying to figure out who wrote each negative note?

C What if you don't agree with the report findings?

- It's best to look at the notes as a general message.
- Try some of the suggestions offered by your raters to determine if a new tactic might make you more effective.

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Comments by Raters - Staller/Stopper

Arrogant (104)

While open to disussing her shortcomings, she doesn't appear to have the desire to address them. This can leave an impression of insensitivity and arrogance.

Political Missteps (119)

Political missteps could be a problem when working with large customer or organizational partner. Find your advocate in the organization and rely on them to tell you where the landmines are...ask them for feedback.

General Notes

I gave you high marks for UNDERSTANDING OTHERS and SIZING UP PEOPLE, but low ones for HIRING AND STAFFING. For almost all of the other competencies, the ratings don't really give as positive a picture as I wanted to paint. I tried to force a "normal" distribution of ratings. Your skills are several points higher than most people I deal with. Your enormous capabilities and gifts for dealing with the human aspects of work have taught me much about how I can do better in my own career.

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VOICES® Report Log

The following report(s) did not have data or did not meet the report requirements and were therefore not printed:

- Staller/Stopper Blind Spots

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