

# Benchmarks®

## Benchmarks®

Assesing Leadership Skills and Enhancing the Development Process

### What it measures

The new Benchmarks is a 171-item, multi-rater feedback instrument that provides valuable insights into the dynamics Management development. It allows managers to compare their self perceptions with the perceptions of their peers, direct reports, superiors and immediate boss on key skills and perspectives considered important for success.

### Developmental Learning Guide

This booklet (included in the cost of the Benchmarks report) helps individuals to process and interpret their Benchmarks results and to produce a development plan.

### Qualifications & training

To purchase and administer Benchmarks you need to have completed our 1 day certification workshop. For details, please see opposite.

*Benchmarks is used for:*

- | Individual coaching
- | Management development
- | Senior team-building interventions
- | Group profiles

### Using Benchmarks, managers...

- | Learn how others perceive their leadership strengths and development needs
- | Gain an understanding of how they compare with similar managers in other organisations, through normative data
- | Begin to focus on skills and perspectives critical to being effective and successful
- | Have the opportunity to assume greater responsibility for their own development by designing a plan that links their needs to specific developmental experiences.

It compares managers to similar people in successful companies and evaluates them on the following:

### Meeting job challenges

- | Resourcefulness
- | Doing whatever it takes
- | Being a quick learner
- | Decisiveness

### Leading people

- | Leading employees
- | Confronting problem employees
- | Participative management
- | Change management

### Respecting self & others

- | Building and mending relationships
- | Compassion and sensitivity
- | Straightforwardness and composure
- | Balance between personal life and work
- | Self-awareness
- | Putting people at ease
- | Respecting individuals' differences
- | Career management

### Potential for derailment

In addition, it helps managers identify five potential flaws that may stall or derail a promising career:

- | Problems with interpersonal relationships
- | Difficulty building and leading a team
- | Difficulty changing or adapting
- | Failure to meet business objectives
- | Limited field of operation

### Administration

Questionnaires are sold in sets of 12 and must be completed by the key individual, his or her immediate boss and up to 10 others including peers, superiors, direct reports and any "other" group. They are anonymous except that of the immediate boss, superior and others, and usually take 30 minutes to complete. APP will score them and provide a comprehensive, colour-coded 39 page report on the individual.

*Please note that there is approximately a two working day turn-around time for reports.*

# Certification to use Benchmarks®

## 1 Day Training Program

*The comprehensive multi-rater feedback instrument for middle – senior managers, from the Center for Creative Leadership®.*

## Who should attend

Personnel managers, consultants and other human resource professionals who wish to help individuals identify developmental goals and put developmental plans into action.

## Pre-program preparation/qualification

- Proven experience in counselling and group process skills. Please talk with APP staff if you are interested in this program.
- Participants need to distribute Benchmarks questionnaires to boss, peers, direct reports and “others”, ahead of time, in order to generate their own report for use on the program. This needs to be completed at least 14 days ahead of the program.

## The training program

- Overview of Benchmarks instrument, history and research, including the most recent enhancements
- Administration and logistics procedures
- Introduction to the Benchmarks Facilitator’s Guide
- Giving Benchmarks Report feedback to a client
- Reliability and validity
- Development planning
- Relating results to job competencies
- Ethics relating to multi-rater feedback
- SKILLSCOPE® – Used for junior and middle managers and supervisors

## What you receive with enrolment

- A Benchmarks Facilitator’s Guide
- Developmental Learning Guide
- Benchmarks CD-ROM
- Your own Benchmarks report
- SKILLSCOPE Facilitator’s Guide
- Developmental Planning Guide
- SKILLSCOPE CD-ROM

## What you will get out of this program

- Proficiency in administering, interpreting and feeding back Benchmarks and SKILLSCOPE results
- An understanding of how to apply Benchmarks and SKILLSCOPE in organisations
- A certificate confirming your qualification to purchase and use Benchmarks and SKILLSCOPE

## Enrolment & further details

APP conducts Benchmarks certification programs on request and to meet demand. Individuals and/or organisations should contact us directly to discuss training needs.



# Benchmarks®

## Ordering Benchmarks® Materials

Benchmarks is a restricted instrument. Materials are available only to certified administrators. To administer this instrument, you need one Benchmarks Administration Pack per person. This contains enough materials to obtain ratings from an immediate boss and ten other people. If additional rating forms are required, you should purchase the Mini Pack. The *Developmental Learning Guide* is provided, along with an *Individual Feedback Report*, at no further cost and as part of the Administration Pack. Purchasing details follow:

### Benchmarks® Administration Pack (B)

This includes questionnaires and rating forms for self, immediate boss and 10 others, together with instructions for administering the materials. One pack is required per client. Fees include computer-scoring and generation of the 39-page Benchmarks Report, one copy of the *Developmental Learning Guide*, and postage and handling.

*Catalogue Number 5910*

### Benchmarks® Mini Pack (B)

Additional rating forms are available in single units. A Mini Pack consists of one Question Booklet, an Observer Answer Sheet and one envelope.

*Catalogue Number 5915*

### Developmental Learning Guide (A)

This 52-page booklet (which is included in the fee for the Benchmarks report) helps individuals to process and interpret their Benchmarks results and to produce a development plan. Extra copies can be purchased separately.

*Catalogue Number 5903*

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| Cat No | Item   | Availability |
|--------|--|--------------|
| 5910   | Benchmarks® Administration Pack<br><i>(Includes processing report, postage &amp; Developmental Learning Guide)</i> | B            |
| 5915   | Benchmarks® Administration Mini Pack   | B            |
| 5903   | Developmental Learning Guide <i>(Separate Copy)</i>  | A            |
| 5902   | Group Report   | B            |

### The Lessons of Experience (A)

How successful executives develop on the job  
*Morgan W McCall, Jr., Michael M Lombardo, Anne M Morrison*



This book, which is an essential reference for users of Benchmarks, deals with the questions of where managers come from, how they learn the skills that propel them to the top of their companies and what companies should be doing to prepare their high-potential people for the future. The book is filled with insights the authors gained from interviewing some of America's most successful managers, and is filled with concrete ideas for implementing and improving components of an overall executive development program. 1988 210 pp Hardcover. *Catalogue Number 5503*

## A Look at Derailment Today: North America and Europe (A)

*Jean Brittain Leslie and Ellen Van Velsor*

It is a troubling fact of organisational life that executives with a track record of success, and who are expected to continue to succeed, are sometimes fired, demoted, or plateaued. The derailment research conducted by the Center for Creative Leadership in the 1990's investigated the reasons why. This publication reports on a study that extended CCL research by comparing contemporary derailed and successful executives in the USA and in Europe. *Catalogue Number 5500*



## Preventing Derailment: What To Do Before It's Too Late (A)

*Michael M Lombardo and Robert W Eichinger*

Some of the strengths that lead high-potential managers to early promotions can become weaknesses. When this happens, many whose careers have been full of promise stumble, creating high organisational and personal waste. Much derailment, however, is preventable. By looking at the problem from both an individual and organisational perspective, this report shows how it is prevented. *Catalogue Number 5502*



## Eighty-Eight Assignments For Development In Place (A)

*Michael M Lombardo and Robert W Eichinger*

The Center for Creative Leadership's continuing studies of executives have found the learning on the job is the best way for a person to develop. Often people are given new positions in order to provide them with developmental experiences. But what if such transfer is not possible? This report contains eighty-eight assignments that can be added to a current job, offering individual developmental opportunities. *Catalogue Number 5501*



## Reaching Your Development Goals (A)

*Cynthia D McCauley & Jennifer Martineau*

You have just completed a formal feedback experience – perhaps a management development program, performance review, or a 360° instrument – and through your feedback from superiors, peers, and subordinates you have learned that have some behaviours that need changing or skills that need development. You've set goals for improvement and your impulse is to start working on them as soon as you can. *Catalogue Number 5504*



## Ongoing Feedback (A)

*Karen Kirkland & Sam Manoogian*

If you are a manager who has just completed a leadership development experience, such as attending a program or receiving feedback from a 360° instrument, or have just experienced a career transition, such as a promotion or a lateral move to a more challenging position, this guidebook can help.

You now realise that it is necessary to develop some new skills, use skills that haven't yet been tested, or hone skills and abilities. Such skill work requires ongoing feedback from others to help track progress and give an indication of how much more needs to be done. *Catalogue Number 5505*



### **Benchmarks® is unique among multi-rater feedback instruments. It is:**

- based on more than 20 years of research into what makes leaders successful in an organisation and what derails them,
- built on a predictive validity strategy that allows managers and executives to use the results to prepare for the future,
- provides explicit feedback that points to events, people and places that will provide learning opportunities,
- highly flexible, allowing organisations to use it for individuals, special groups or the entire managerial staff of the organisation. (A Group Report is available)

# Benchmarks®

## Becoming a More Versatile Learner (A)

*Maxine A Dalton*



This guidebook is for you if you think you could do a better job learning from job challenges. Perhaps you're a manager who has just been through a tough challenge – overseen a new division in the company or resolved some problems with employees who are holding up production. You may have learned some new things about your own behaviour while working out these difficulties, but you sense that you could have learned more and are wondering what can help. *Catalogue Number 5506*

## Three Keys To Development: Defining and Meeting Your Leadership Challenges (A)

*Henry Browning and Ellen Van Velsor*



During times of personal and professional growth, you feel as if your learning and development were accelerated. What caused that acceleration? How do you keep the learning momentum going once the experience ends? This guidebook shows you how to enhance the value and impact of developmental experiences. *Catalogue Number 5508*

## Communication Across Cultures (A)

*Don W. Prince and Michael H Hoppe*



If you are a manager anywhere in the world, you are almost certainly dealing with people of nationalities and cultures different from your own. This guidebook will help you become aware of cultural differences and show you how to adapt your communication style to enhance your managerial effectiveness. *Catalogue Number 5509*

## Feedback That Works (A)

How to build and deliver your message

*Sloan R Weitzel*



Providing feedback to others about their performance is a key developmental experience. But not all feedback is effective in making the best use of that experience. This guidebook demonstrates the foundation for effective feedback practice, walking the reader through, step by step and in detail, the feedback method used by CCL. For anyone who wants to get better at giving feedback to anyone, whether they be a peer, direct report, or boss, this guidebook demonstrates how to create an effective message with real impact. *Catalogue Number 5507*

## The Leadership Machine (A)

*Michael M. Lombardo & Robert W. Eichinger*



*The Leadership Machine* tells you everything you need to know about how to develop yourself and others. It describes the best practices in succession planning, 360° feedback, development systems and assignment management. It covers the research and shows how it's been successfully and unsuccessfully applied. *Catalogue Number 5601*

## For Your Improvement 4<sup>th</sup> Edition (A)

*Michael M. Lombardo & Robert W. Eichinger*



This 600-page book provides an excellent supplement to the *Benchmarks® Developmental Learning Guide*. A development and coaching guide, it lists 67 competencies, together with descriptions of skilled, unskilled and over-skilled use of each. Remedies and references associated with each problematical use of each competency are additionally listed. There is a further section on Career stallers and stoppers, together with suggested remedies. Written in practical, behavioural terms, this book greatly assists in planning developmental activities following a 360 degree feedback assessment.

*Catalogue Number 5602*

# SKILLSCOPE®

A highly practical multi-rater feedback instrument for junior and middle management and supervisory staff. SKILLSCOPE enables individuals, groups and organisations to quickly and easily identify their key strengths and development needs.

## What it measures

SKILLSCOPE is based on what managers' job roles entail and the skills they require to be effective within those roles. The 98-item questionnaire draws on 15 clusters of skills that are proven to be critical to effectiveness in the workplace:

### Information Skills

- Obtaining and making sense of information
- Communicating information and ideas

### Decision Making

- Taking action, making decisions
- Risk-taking, innovation
- Administrative/organisational ability
- Managing conflict, negotiation

### Interpersonal

- Relationships
- Selecting, developing people
- Influencing, leadership, power
- Openness to influence, flexibility

### Personal Resources

- Knowledge of job, business
- Energy, drive, ambition

### Effective Use of Self

- Time management
- Coping with pressure, adversity, integrity
- Self-management, self-insight, self-development
- Self development

## Applications

SKILLSCOPE is used for:

**Personal assessment** and development

**Group development** as part of team building

**Designing training** or development programs for individuals, groups or entire organisations

## Administration

SKILLSCOPE® includes nine questionnaires to be completed by the participant, his or her immediate boss and a combination of superiors, peers and direct reports. To ensure confidentiality, at least six of the questionnaires should be completed. They usually take 20 minutes to complete.

We will score the answer sheets and provide you with a comprehensive computer generated report on each individual or group. It is recommended that the report should be discussed with a trained facilitator during a confidential feedback session.

## SKILLSCOPE Report

The individual report presents a clear picture of the participant's strengths and developmental needs. The group reports are an excellent vehicle for assessing organisational or specific group development needs in order to target training effectively. The group report is only available once individual reports have been completed. Please note there is a two working day turnaround time for preparing SKILLSCOPE reports.

### Benefits

- Quick and simple to administer
- High acceptance – the questionnaires are easy to understand and are designed to capture the reality of working life
- Research based – while not intended as a psychometric measure, SKILLSCOPE has been shown to be both reliable and valid
- Easy to take action and create a development plan

## Developmental Planning Guide

This 19 page booklet helps participants understand and summarise their results, providing a framework for action planning and recommendations for achieving developmental goals successfully.

## Qualifications & training

To purchase and administer SKILLSCOPE you will need to have completed the Benchmarks Certification Program or page 50 the SKILLSCOPE Certification Program.

### Ordering Information

| Cat No | Item   | Availability |
|--------|--|--------------|
| 5210   | SKILLSCOPE® Administration Pack<br><i>(Includes processing report, postage &amp; Developmental Planning Guide)</i> | B            |
| 5203   | Developmental Planning Guide <i>(Separate Copy)</i>  | A            |
| 5202   | Group Report   | B            |

# SKILLSCOPE

## Certification to use SKILLSCOPE®

### 1 Day Training Program

*A multi-rater feedback measure for junior and middle managers and supervisors.*

### Who should attend

Personnel managers, consultants and other human resource professionals who wish to help individuals identify developmental goals and put developmental plans into action.

### Pre-program preparation

Participants need to distribute SKILLSCOPE questionnaires to boss, peers and direct reports, ahead of time, in order to generate their own report for use on the program. This needs to be completed at least 14 days before the program.

### The training program

- Overview of SKILLSCOPE instrument and research
- Principles of management development
- Reliability and validity and how they relate to 360 degree feedback
- Interpretation of the SKILLSCOPE report, using your own results
- Practice at feedback sessions
- The role and construction of a Development Plan
- Application of SKILLSCOPE in team settings
- Ethical and administration issues

### What you receive with enrolment

- SKILLSCOPE Facilitator's Guide
- Developmental Planning Guide
- SKILLSCOPE CD-ROM
- Your own SKILLSCOPE report

### What you will get out of this program

- Proficiency in interpreting and feeding back SKILLSCOPE results
- An understanding of how to apply SKILLSCOPE in organisations
- A certificate confirming your qualification to purchase and administer SKILLSCOPE

### Enrolment & further details

APP conducts SKILLSCOPE certification programs on request and to meet demand. Individuals and/or organisations should contact us directly to discuss training needs.

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