

# **BENCHMARKS®**

## **Expanded Group Profile**

Prepared for:

**Sample Organization**

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Center for  
**Creative Leadership**

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## PURPOSE AND OVERVIEW

This Benchmarks® group profile is an aggregated summary of the data from a group of individual feedback reports. In this group profile, Self represents all the participants in this group and All Observers represents all the raters who completed Benchmarks® on the participants.

The group profile can be used to:

- Identify group strengths and development needs,
- Begin discussions about the impact of these strengths and development needs on the organization,
- Rank the importance of leadership competencies within the organization,
- Inform training and development plans.
- Provide a normative comparison to other groups and,
- Help individual participants compare their ratings to those of the group.

### **Group Profile Contents:**

#### **I. Overall Group Performance and Importance Rankings**

Provides the broadest view of the group's feedback using All Observers data. Contrasts average competency ratings with importance for success rankings.

#### **II. Strengths and Development Needs**

Displays the average ratings of the competencies by rater group.

#### **III. Important for Success**

Shows how often each competency was rated as most important for success by rater group.

#### **IV. Rater Group Summary**

Lists the five highest and five lowest rated questions by rater group.

#### **V. Blind Spots & Unrecognized Strengths**

Shows the 15 questions with greatest discrepancy between Self and All Observers' ratings.

#### **VI. Normative Comparison**

Contrasts the group's competency ratings with a similar group.

#### **VII. Potential Pitfalls**

Displays All Observers, Boss, and Self average ratings of characteristics and behaviors that can lead to career derailment.

### **Group Profile Legend:**

#### **Competency Rating Scale**

- 1 = Not at all
- 2 = To a little extent
- 3 = To some extent
- 4 = To a great extent
- 5 = To a very great extent

#### **Importance for Success**

Participants and raters selected the eight (8) competencies most important for success in their organization.

#### **Problems That Can Stall a Career Rating Scale**

- 1 = Strongly disagree
- 2 = Tend to disagree
- 3 = Hard to decide
- 4 = Tend to agree
- 5 = Strongly disagree

#### **Rater Groups**

- Self = all the participants in this group
- All Observers = all raters combined (superior, boss, peers, direct reports, and others)
- Superior = this groups' superiors
- Boss = this groups bosses'
- Peers = this groups' peers
- Direct Reports = this groups' direct reports

## OVERALL GROUP PERFORMANCE AND IMPORTANCE RANKINGS

This table contrasts the group's performance by competency with importance ratings. Group performance is sorted by average competency ratings for All Observers. The importance column ranks each competency based on how often it was selected as one of the eight most important competencies for success in your organization (e.g. the competency ranked "1" was selected most often). The "n=" caption in the column headers identifies how many raters responded.

Competencies	All Observers Competency Ratings	All Observers Importance Rankings
	n=283	n=283
Putting People at Ease	4.16	13
Differences Matter	4.09	15
Being a Quick Study	4.05	9
Resourcefulness	3.90	1
Building and Mending Relationships	3.89	6
Doing Whatever it Takes	3.87	7
Straightforwardness and Composure	3.85	4
Compassion and Sensitivity	3.83	14
Decisiveness	3.82	3
Participative Management	3.82	4
Self-Awareness	3.81	10
Balance Between Personal Life and Work	3.81	11
Change Management	3.77	8
Leading Employees	3.72	2
Career Management	3.71	16
Confronting Problem Employees	3.52	12

### Things to consider:

- As a group, what do we do well?
- What do we need to improve on?
- How well do our competency ratings align with the importance rankings?

## STRENGTHS AND DEVELOPMENT NEEDS

This detailed table presents the group's average competency ratings, by rater group. The competencies in this table are shown in the same order as seen in participants' individual feedback reports.

Competencies	All Obs. <i>n</i> =283	Superior <i>n</i> =30	Boss <i>n</i> =30	Peers <i>n</i> =123	Direct Reports <i>n</i> =78	Self Reports <i>n</i> =31
Resourcefulness	3.90	3.87	3.96	3.81	4.01	3.74
Doing Whatever it Takes	3.87	3.87	3.95	3.76	4.00	3.79
Being a Quick Study	4.05	4.12	4.06	3.98	4.14	3.83
Decisiveness	3.82	3.83	4.07	3.74	3.87	3.56
Leading Employees	3.72	3.71	3.73	3.62	3.87	3.69
Confronting Problem Employees	3.52	3.44	3.53	3.47	3.63	3.31
Participative Management	3.82	3.80	3.94	3.73	3.93	3.82
Change Management	3.77	3.74	3.88	3.65	3.88	3.68
Building and Mending Relationships	3.89	3.94	4.03	3.76	4.00	3.81
Compassion and Sensitivity	3.83	3.76	3.88	3.68	4.05	3.77
Straightforwardness and Composure	3.85	3.85	3.93	3.73	3.99	3.74
Balance Between Personal Life and Work	3.81	3.74	3.92	3.82	3.79	3.69
Self-Awareness	3.81	3.76	3.84	3.74	3.93	3.77
Putting People at Ease	4.16	4.26	4.24	4.07	4.21	3.85
Differences Matter	4.09	4.07	4.13	4.02	4.20	4.04
Career Management	3.71	3.78	3.74	3.62	3.80	3.49

### Things to consider:

- What competencies are rated the highest (strengths)? Rated the lowest (development needs)?
- What are the benefits and costs associated with the top strengths?
- What are the implications of top development needs?
- What strengths do we have that might become weaknesses (e.g. extreme decisiveness may lead to arrogance)?
- Compare the level of agreement across rater groups. What are the implications of agreement or disagreement?
- How do these strengths align with or support your organization's values and strategic direction?
- What is the greatest potential liability this profile presents for your organization?
- Question for each participant to consider: How do your individual competency ratings contribute to the group's ratings?

## IMPORTANT FOR SUCCESS

This table shows responses to the question: "Which eight competencies do you consider to be the most important for success in your organization?" The percentages are based on the number of participants and raters who selected that competency. The competencies in this table are shown in the same order as seen in participants' individual feedback reports.

Competencies	All Obs. <i>n</i> =283	Superior <i>n</i> =30	Boss <i>n</i> =30	Peers <i>n</i> =123	Direct Reports <i>n</i> =78	Self Reports <i>n</i> =31
Resourcefulness	78%	63%	90%	76%	83%	81%
Doing Whatever it Takes	58%	63%	80%	58%	53%	61%
Being a Quick Study	54%	47%	67%	61%	45%	45%
Decisiveness	74%	77%	97%	75%	74%	63%
Leading Employees	77%	77%	87%	69%	88%	87%
Confronting Problem Employees	28%	33%	23%	22%	37%	23%
Participative Management	67%	87%	73%	64%	63%	61%
Change Management	57%	67%	60%	59%	49%	58%
Building and Mending Relationships	60%	87%	57%	59%	58%	71%
Compassion and Sensitivity	23%	27%	10%	20%	28%	23%
Straightforwardness and Composure	67%	63%	60%	69%	76%	61%
Balance Between Personal Life and Work	37%	33%	27%	40%	44%	45%
Self-Awareness	39%	30%	40%	40%	41%	29%
Putting People at Ease	25%	17%	7%	28%	26%	19%
Differences Matter	21%	20%	13%	20%	26%	19%
Career Management	17%	3%	10%	20%	21%	13%

### Things to consider:

- What is the level of agreement across rater groups? What is the level of agreement within each rater group (column)? What are the implications of agreement or disagreement?
- Are the top rated competencies identified by All Observers consistent with the organizations' values and strategic direction?
- Do we currently select or promote based upon these competencies?
- Examine the competencies rated least important. How would you hope these rankings would change in the next 5 years, if at all?

## RATER GROUP SUMMARY

The next two pages present the five highest rated Benchmarks® questions by rater group. The numbers in parentheses identify the specific question number as seen on the individual feedback reports.

All Observers	Average Rating
Has a pleasant disposition (97).	4.31
Treats people of all backgrounds fairly (102).	4.28
Enjoys working hard at his/her job (17).	4.27
Understands and respects cultural, religious, gender, and racial differences (101).	4.20
Has a good sense of humor (99).	4.19
Boss	Average Rating
Has a pleasant disposition (97).	4.47
Enjoys working hard at his/her job (17).	4.43
Quickly gains trust and respect from his/her customers (75).	4.40
Treats people of all backgrounds fairly (102).	4.37
Does not become paralyzed or overwhelmed when facing action (26).	4.37
Superiors	Average Rating
Has a pleasant disposition (97).	4.43
Enjoys working hard at his/her job (17).	4.33
Actively cultivates a good relationship with superior (111).	4.33
Would respond to a boss who provided autonomy by working hard to develop his/her skills (14).	4.33
Treats people of all backgrounds fairly (102).	4.30

## RATER GROUP SUMMARY CONTINUED

Peers	Average Rating
Has a pleasant disposition (97).	4.22
Treats people of all backgrounds fairly (102).	4.18
Understands and respects cultural, religious, gender, and racial differences (101).	4.17
Is comfortable managing people from different racial or cultural backgrounds (105).	4.15
Enjoys working hard at his/her job (17).	4.15
Direct Reports	Average Rating
Treats people of all backgrounds fairly (102).	4.41
Enjoys working hard at his/her job (17).	4.41
Relates to all kinds of individuals tactfully, from shop floor to top executives (71).	4.35
Is comfortable managing people from different racial or cultural backgrounds (105).	4.34
Understands and respects cultural, religious, gender, and racial differences (101).	4.33
Self	Average Rating
Enjoys working hard at his/her job (17).	4.26
Understands and respects cultural, religious, gender, and racial differences (101).	4.23
Treats people of all backgrounds fairly (102).	4.19
Can deal effectively with staff members who are older or more experienced than he/she (74).	4.13
Does not blame others or situations for his/her mistakes (86).	4.13

## RATER GROUP SUMMARY

The next two pages present the five lowest rated Benchmarks<sup>®</sup> questions by rater group. The numbers in parentheses identify the specific question number as seen on the individual feedback reports.

All Observers	Average Rating
Is able to fire or deal firmly with loyal but incompetent people without procrastinating (45).	3.32
Is a visionary able to excite other people to work hard (12).	3.37
Moves quickly in confronting a problem employee (44).	3.42
Coaches employees in how to meet expectations (32).	3.46
Appropriately documents employee performance problems (47).	3.48
Boss	Average Rating
Uses networking to manage own career (113).	3.33
Is a visionary able to excite other people to work hard (12).	3.33
Appropriately documents employee performance problems (47).	3.39
Uses mentoring relationships effectively (112).	3.45
Can deal effectively with resistant employees (42).	3.45
Superiors	Average Rating
Is able to fire or deal firmly with loyal but incompetent people without procrastinating (45).	3.15
Moves quickly in confronting a problem employee (44).	3.20
Appropriately documents employee performance problems (47).	3.36
Actively promotes his/her direct reports to senior management (36).	3.36
Coaches employees in how to meet expectations (32).	3.38

## RATER GROUP SUMMARY CONTINUED

Peers	Average Rating
Is a visionary able to excite other people to work hard (12).	3.20
Is able to fire or deal firmly with loyal but incompetent people without procrastinating (45).	3.31
Moves quickly in confronting a problem employee (44).	3.33
Can handle an unfair attack from peers with poise (70).	3.33
Coaches employees in how to meet expectations (32).	3.36
Direct Reports	Average Rating
Is able to fire or deal firmly with loyal but incompetent people without procrastinating (45).	3.30
Is sensitive to signs of overwork in others (79).	3.50
Does not take career so seriously that his/her personal life suffers (92).	3.51
Appropriately documents employee performance problems (47).	3.53
Does not over-think a decision (25).	3.54
Self	Average Rating
Uses networking to manage own career (113).	2.93
Is able to fire or deal firmly with loyal but incompetent people without procrastinating (45).	3.07
Does not over-think a decision (25).	3.16
Moves quickly in confronting a problem employee (44).	3.17
Appropriately documents employee performance problems (47).	3.18

## BLIND SPOTS

Blind spots can result in areas where participants rate themselves higher than All Observers rate them. Listed below are the 15 Benchmarks® behaviors with the greatest difference between Self ratings (high) and All Observer ratings (low).

Questions	All Observers	Self
Does whatever it takes to get something done despite resistance from important people outside of the organization (11).	3.69	4.00
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions (30).	3.57	3.79
Shows interest in the needs, hopes, and dreams of other people (78).	3.87	4.06
Does not blame others or situations for his/her mistakes (86).	3.98	4.13
Is a visionary able to excite other people to work hard (12).	3.37	3.52
Gets things done without creating unnecessary adversarial relationships (67).	3.93	4.06
Coaches employees in how to meet expectations (32).	3.46	3.59
Keeps individuals informed of future changes that may impact them (54).	3.71	3.83
Uses his/her knowledge base to broaden the range of problem-solving options for direct reports to take (33).	3.78	3.90
Is willing to delegate important tasks, not just things he/she doesn't want to do (28) .	3.73	3.84
Acts fairly and does not play favorites (31).	3.97	4.06
Is open to the input of others (49).	3.97	4.06
Is willing to help an employee with personal problems (80).	3.88	3.97
Understands the values of a good mentoring relationship (108).	3.92	4.00
Listens to individuals at all levels in the organization (53).	3.93	4.00

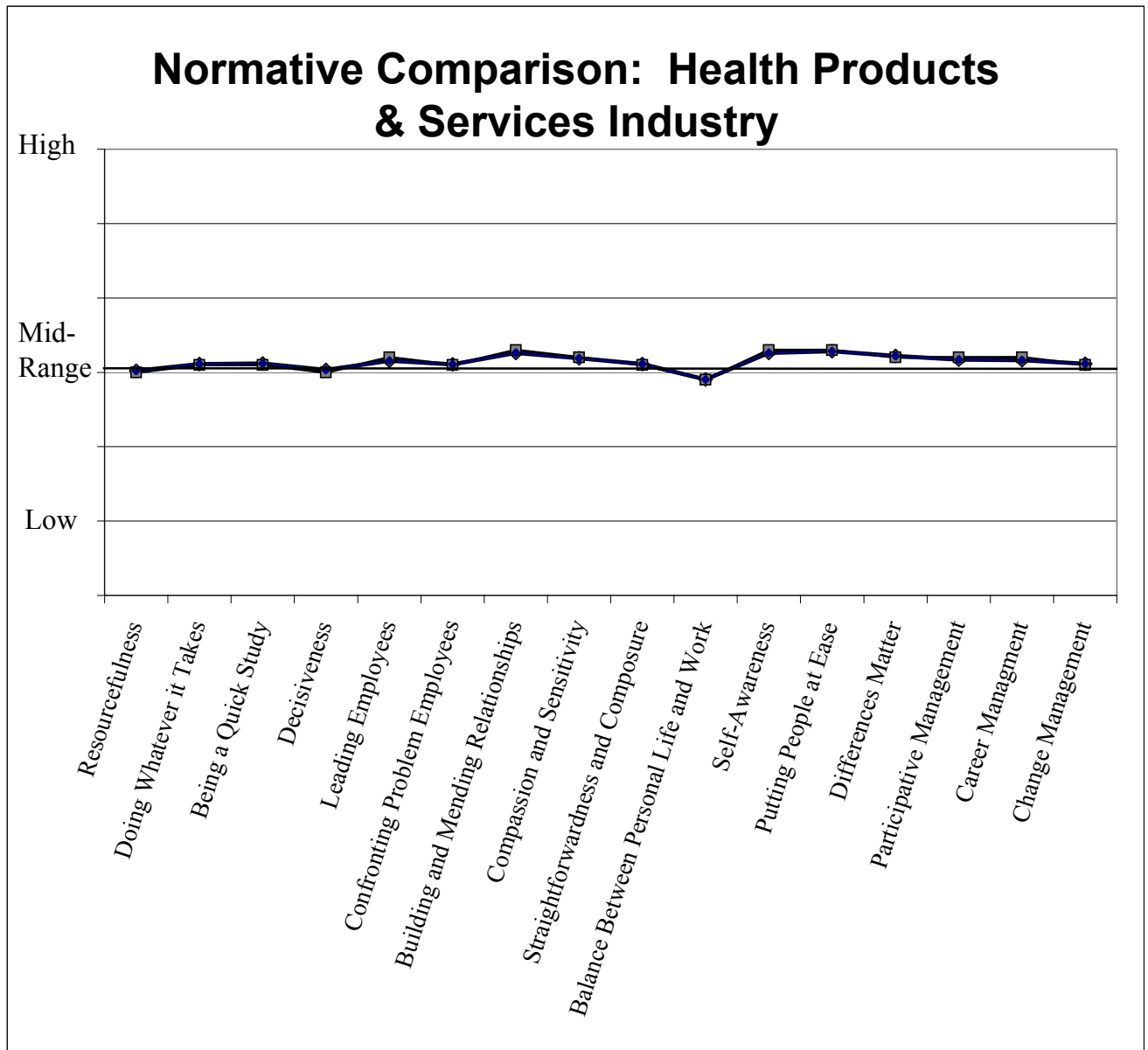
## UNRECOGNIZED STRENGTHS

Unrecognized strengths may be present when All Observers rate participants higher than participants rate themselves. Listed below are the 15 Benchmarks® behaviors with the greatest difference between Self ratings (low) and All Observer ratings (high).

Questions	All Observers	Self
Uses networking to manage own career (113).	3.59	2.93
Actively seeks opportunities to develop professional relationships with others (114).	3.68	3.23
Uses good timing and common sense in negotiating; makes his/her points when the time is ripe and does it diplomatically (68).	3.90	3.48
Controls his/her own career; does not sit and wait for the organization to plan a course to follow (15).	3.75	3.37
Has personal warmth (100).	4.09	3.71
Does not over-think a decision (25).	3.52	3.16
Can effectively lead an operation from its inception through completion (19).	4.06	3.71
Has a pleasant disposition (97).	4.31	3.97
Has a warm personality that puts people at ease (98).	4.07	3.74
Does not hesitate when making decisions (24).	3.63	3.32
Effectively builds and maintains feedback channels (109).	3.59	3.29
Appropriately documents employee performance problems (47).	3.87	3.18
Uses effective listening skills to gain clarification from others (48).	3.63	3.58
Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally (43).	4.08	3.30
Finds and attracts highly talented and productive people (41).	3.42	3.36

## NORMATIVE COMPARISON

This graph compares All Observers' competency ratings (as standard scores) to a specific normative group (detail provided in the heading). The mid-range line marks the average of the normative group (a mean of 50 and a standard deviation of 10). In this graph, ratings range from 20 to 80. Because the ratings are close to normally distributed, less than 1% of ratings fall outside the 20-80 range and two-thirds of all groups will fall between 40 and 60.

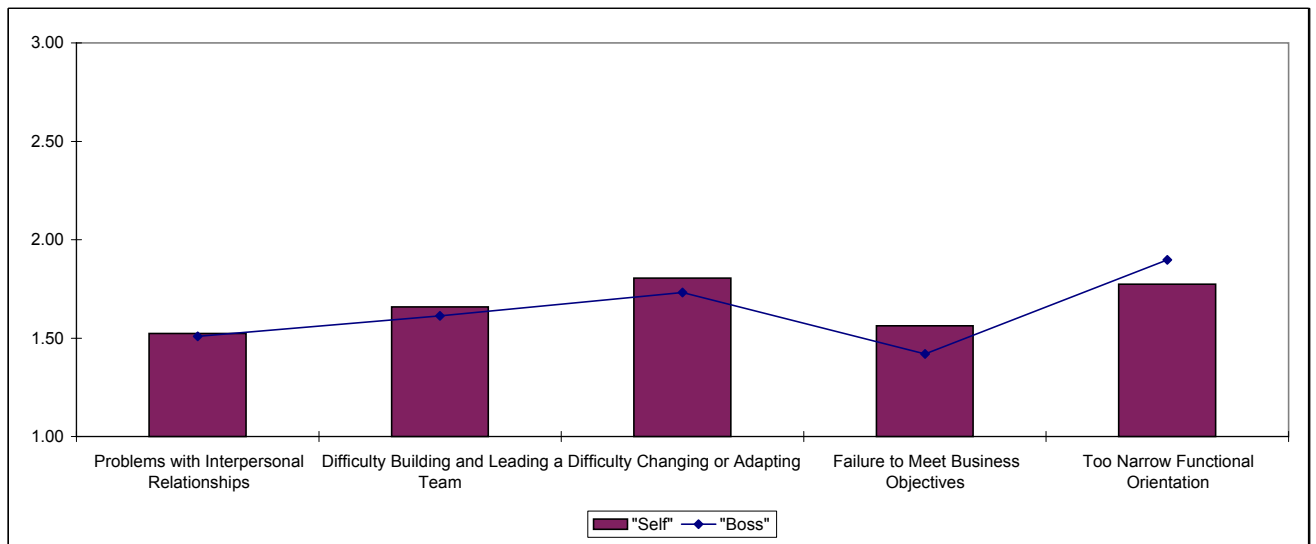
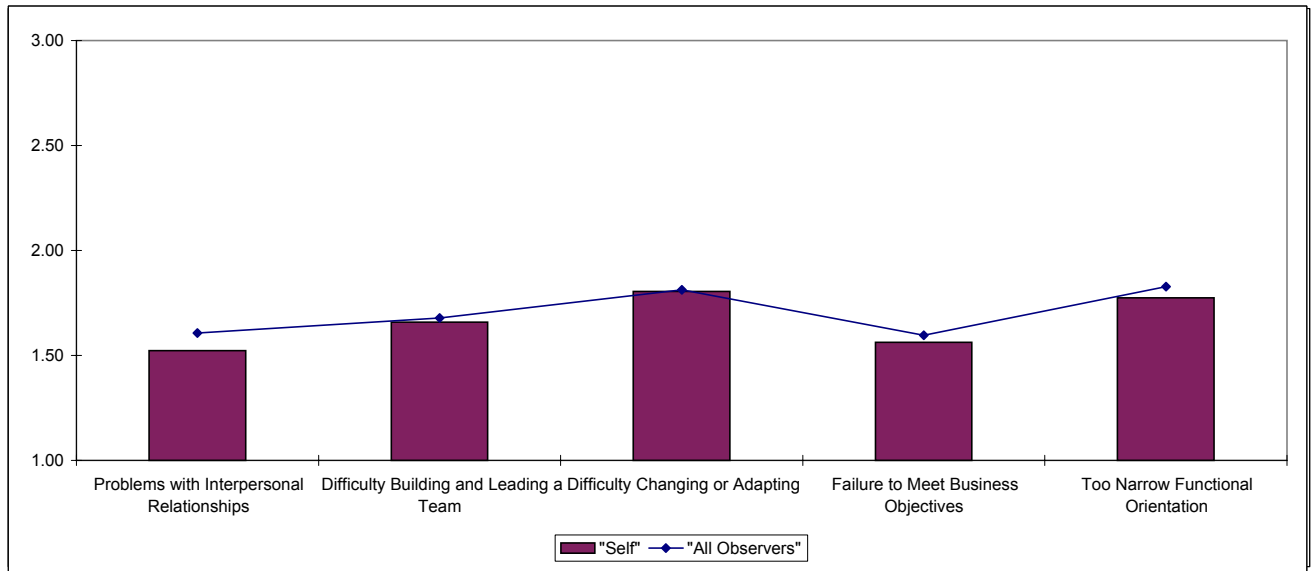


### Things to consider:

- What competencies are higher than the mid-range?
- What competencies are lower than the mid-range?
- What might account for these differences?
- What is the greatest potential benefit this profile presents?
- What is the greatest potential liability this profile presents?

## POTENTIAL PITFALLS

These graphs show the extent to which participants (Self) think they display characteristics and behaviors that can lead to career derailment. Higher scores indicate potential trouble areas. The top graph compares All Observers ratings to Self ratings. The bottom graph shows Bosses' ratings compared to Self ratings.



### Things to consider:

- In which derailment area(s) were participants rated the highest (bad news)?
- What are the implications of this information?
- How does derailment affect productivity, group performance, and morale?
- If these areas were strengths, how might things be different?