

Benchmarks®

Group Profile

Sample Group

February 9, 2007

**Upper Manager Norm Group
Private Sector**

Group n = 6

Introduction

This report presents a Benchmarks Group Profile. It is similar to the individual Benchmarks feedback report in that it presents Self, All Observer, Boss/Superior, Peer, Direct Report, and Other comparisons, but here “S” represents the average of all self-report data *for your Group*, “O” represents the average of All Observer data *for your Group*, and so forth.

Listed below are terms and definitions that will help you to interpret your Group Profile:

Mean – the average of the scores for your group, or the average ratings they received from others, on a particular scale. The “N” indicates how many people were included in that calculation.

Statistical Difference – a difference between mean ratings that takes into account characteristics of your group (e.g., average score, group size) and properties of the instrument. We determine statistical significance using a 95% confidence interval. See the Confidence Interval explanation on the next page for more information.

Norms – average scores from Benchmarks users. We update norms every one to two years and represent scores for the most recent upper- and middle-level managers in the database from both the private and public sector. The composition of the groups’ managerial levels and organizational sectors specify which norm is used in the Group Profile. If your Group Profile consists only of middle-managers, private sector, that is the norm group used as a comparison throughout your Group Profile. If your Group Profile includes a combination of participants, you may see a “combined” norm group. The norm group used is listed on the Group Profile cover page.

All scale scores are based on a five-point response scale where 1 = not at all, 2 = to a little extent, 3 = to some extent, 4 = to a great extent, and 5 = to a very great extent.

Contents of the Group Profile

Cover page. The cover page of the Group Profile shows the name of your company, the date the report was run, and the CCL norm against which your Group is being compared.

Mean Scores For Your Group. This table lists the mean scores of your Group’s specific rater groups, as well as the mean score of the All Observer norm.

Most Important for Success Table. This table lists each scale and the number of your Group’s raters that chose that quality as one of the eight most important for success in your organization. It also shows the number of All Observers in the selected norm database that chose that scale as most important for success.

Leadership Skills and Perspectives graphs. The “Leadership Skills and Perspectives” graphs depict your Group data two ways:

- Group mean scores pages – show your Group’s mean scores for the specific rater groups indicated. For example, the “Your Group’s Self (S) Mean Scores” page reflects mean scores of all the Self data in your Group on each scale.
- Group mean scores compared to the norm group pages – show your Group’s mean scores for the specific raters, and also show the norm scores from CCL’s Benchmarks norm database for the specific rater groups. For example, the “Your Group’s Self (S) Mean Scores Compared to the Benchmarks Self Norm (+)” page shows your Group’s Self data again, and, as a comparison, shows each scale’s norm score for *all* Self data in CCL’s norm database of Benchmarks users.

Explanation of the 95% Confidence Interval

What is a Confidence Interval? The confidence interval is the range that likely contains the “true” score. A certain amount of inaccuracy arises from the difficulty that many raters experience when deciding on a particular rating for a person’s behavior. We estimate the confidence interval from the dispersion of ratings around the mean rating, and we represent this range using brackets in the Group Profile. The mean rating from a group of raters is our best estimate for the true score, and the confidence interval indicates the range that likely contains the true score.

Why report the Confidence Interval? Often a manager wants to know “Is the difference between two scores significant?” We have to be careful when answering this question. If by “significant,” the manager intends “important,” then only the manager can answer that question because the difference that constitutes “important” is likely to vary from one instance to another. However, if the manager intends “statistical” significance, then we have the means to answer that question by comparing the two confidence intervals.

How to Use the 95% Confidence Interval If the confidence intervals around two scores overlap, there is not a statistically significant difference between the mean scores. For example, in this instance, there is no evidence that the two groups scores are different. (See Figure 1)

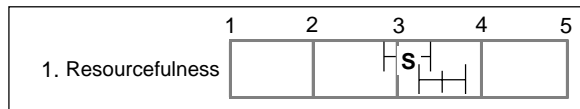


Figure 1

If the confidence intervals around two scores do not overlap, there is a statistically significant difference between scores. (See Figure 2)

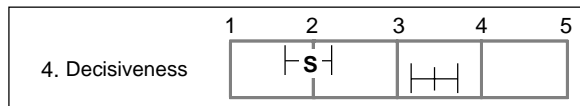


Figure 2

Reporting the confidence intervals permits managers to determine if the difference between a pair of ratings is statistically significant. However, statistical significance is only an expression of the probability that the observed difference is attributable to chance alone. How practical or important that difference is can only be a decision of the group.

A Note About Interpretation

These data are most appropriate for classroom use or for comparison to an individual feedback report. It is usually inappropriate to draw conclusions about an entire organization from data on a single group.

The extent to which these data can be generalized beyond your group (to an entire level of management, an entire function, or the total organization) depends upon the representativeness of your group presented in this profile. For example, the factors considered most important for success in a group drawn from a single function, such as HR or Finance, might not represent factors central to success in other parts of the business or across the organization as a whole.

Uses and Limitations of a Group Profile

Although we expect you to find this Group Profile report useful, there are some limitations you should be aware of as to how it can be properly used.

1. The report is a snapshot of the group from which it was derived. Its meaning or interpretation should not be generalized beyond that group to other groups or to larger segments of the organization. To create a group report that can be generalized beyond that group, you need a large sample size, and the sample must be a random sample of the population to which you wish to generalize. So, for example, a group profile for 50 people from marketing can not be interpreted as having any meaning beyond that group of 50 people, unless the 50 comprise the vast majority or a sizable and representative portion of the marketing group.
2. In the design and delivery of this group report, the Center for Creative Leadership has made every effort to protect and guarantee the confidentiality and anonymity of the individuals who comprise the group. We expect users of this report to take all necessary precautions to protect the anonymity of individuals and groups and the confidentiality of these data. Care should be taken with the handling and storage of all data, to protect the confidentiality of individuals and groups.
3. A group is legally entitled to view the results of their own data. However, this report should not be shared with other groups to whom the group might be compared (e.g., other business units) without the express permission of the group or unless the group identities have been made anonymous. It is conceivable that if results are negative, the information could be used to discriminate or take negative action against that group. Each group member should be told specifically where the results will be shared and asked to sign a written document to give their permission for this to be done. This is *not* meant to prohibit the delivery of grouped data to individuals having overall responsibility for those groups, given the protection of individual confidentiality as described above.
4. Group profile information must not be used to discriminate against demographic groups or individuals and must therefore be reported and interpreted very carefully.
5. In order to receive this group report, you should be trained or certified on the individual use of the instrument from which data are being aggregated.

Mean Scores For Your Group

		All Observers n=59	Self n=6	Boss n=6	Superior n=0	Peer n=19	Direct Report n=33	Other n=1
Meeting Job Challenges	1. Resourcefulness	4.01	3.90	3.57	0.00	3.84	4.21	3.90
	2. Doing Whatever It Takes	4.01	3.96	3.70	0.00	3.93	4.11	4.22
	3. Being A Quick Study	3.91	3.58	3.75	0.00	3.80	4.01	3.75
	4. Decisiveness	3.91	3.75	3.71	0.00	3.82	3.99	4.75
Leading People	5. Leading Employees	3.77	3.84	3.43	0.00	3.59	3.94	4.14
	6. Confronting Problem Employees	3.61	3.42	3.33	0.00	3.49	3.75	3.50
	7. Participative Management	3.76	3.87	3.35	0.00	3.61	3.92	3.70
	8. Change Management	3.84	3.93	3.50	0.00	3.72	3.98	4.00
Respecting Self and Others	9. Building And Mending Relationships	3.78	3.82	3.23	0.00	3.66	3.97	3.82
	10. Compassion And Sensitivity	3.73	4.02	3.17	0.00	3.60	3.92	3.57
	11. Straightforwardness And Composure	4.09	4.00	3.75	0.00	3.89	4.28	4.00
	12. Balance Between Personal Life And Work	3.88	3.33	4.04	0.00	3.85	3.89	4.25
	13. Self-Awareness	3.66	3.75	3.25	0.00	3.55	3.81	3.75
	14. Putting People At Ease	4.18	4.17	3.75	0.00	3.99	4.38	4.25
	15. Differences Matter	3.90	4.08	3.61	0.00	3.68	4.07	4.17
	16. Career Management	3.68	3.33	2.78	0.00	3.51	3.93	3.89

The Skills and Perspectives Your Group Views as Most Important for Success In Your Organization

		Importance for Success			
		All Observers n=59	Boss n=6	Self n=6	Norm n=170,139
Meeting Job Challenges	1. Resourcefulness	83%	100%	83%	78%
	2. Doing Whatever It Takes	59%	0%	83%	59%
	3. Being A Quick Study	31%	0%	17%	47%
	4. Decisiveness	76%	100%	100%	66%
Leading People	5. Leading Employees	81%	100%	100%	83%
	6. Confronting Problem Employees	39%	0%	67%	29%
	7. Participative Management	63%	100%	67%	62%
	8. Change Management	69%	100%	83%	59%
Respecting Self and Others	9. Building And Mending Relationships	71%	100%	67%	64%
	10. Compassion And Sensitivity	25%	0%	17%	29%
	11. Straightforwardness And Composure	69%	100%	67%	68%
	12. Balance Between Personal Life And Work	32%	0%	17%	37%
	13. Self-Awareness	25%	0%	17%	33%
	14. Putting People At Ease	46%	100%	17%	25%
	15. Differences Matter	8%	0%	0%	19%
	16. Career Management	10%	0%	0%	18%

The top 8 scales in each rater group are highlighted.

Your Group's All Observer (O) Mean Scores

(O) n=59		1	2	Score 3	4	5
Meeting Job Challenges	1. Resourcefulness				—○—	
	2. Doing Whatever It Takes				—○—	
	3. Being A Quick Study				—○—	
	4. Decisiveness				—○—	
Leading People	5. Leading Employees				—○—	
	6. Confronting Problem Employees				—○—	
	7. Participative Management				—○—	
	8. Change Management				—○—	
Respecting Self and Others	9. Building And Mending Relationships				—○—	
	10. Compassion And Sensitivity				—○—	
	11. Straightforwardness And Composure				—○—	
	12. Balance Between Personal Life And Work				—○—	
	13. Self-Awareness				—○—	
	14. Putting People At Ease				—○—	
	15. Differences Matter				—○—	
	16. Career Management				—○—	

Your Group's All Observer (O) Mean Scores Compared to the Benchmarks All Observer Norm (+)

(O) n=59 (+) n=73,191		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness				○	
	2. Doing Whatever It Takes				○	
	3. Being A Quick Study				○	
	4. Decisiveness				○	
Leading People	5. Leading Employees				○	
	6. Confronting Problem Employees				○	
	7. Participative Management				○	
	8. Change Management				○	
Respecting Self and Others	9. Building And Mending Relationships				○	
	10. Compassion And Sensitivity				○	
	11. Straightforwardness And Composure				○	
	12. Balance Between Personal Life And Work				○	
	13. Self-Awareness				○	
	14. Putting People At Ease				○	
	15. Differences Matter				○	
	16. Career Management				○	

Your Group's Self (S) Mean Scores

(S) n=6		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness			-----S-----		
	2. Doing Whatever It Takes			-----S-----		
	3. Being A Quick Study			-----S-----		
	4. Decisiveness			-----S-----		
Leading People	5. Leading Employees			-----S-----		
	6. Confronting Problem Employees			-----S-----		
	7. Participative Management			-----S-----		
	8. Change Management			-----S-----		
Respecting Self and Others	9. Building And Mending Relationships			-----S-----		
	10. Compassion And Sensitivity			-----S-----		
	11. Straightforwardness And Composure			-----S-----		
	12. Balance Between Personal Life And Work			-----S-----		
	13. Self-Awareness			-----S-----		
	14. Putting People At Ease			-----S-----		
	15. Differences Matter			-----S-----		
	16. Career Management			-----S-----		

Your Group's Self (S) Mean Scores Compared to the Benchmarks Self Norm (+)

		(S) n=6	(+) n=7,984	Score				
				1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness							
	2. Doing Whatever It Takes							
	3. Being A Quick Study							
	4. Decisiveness							
Leading People	5. Leading Employees							
	6. Confronting Problem Employees							
	7. Participative Management							
	8. Change Management							
Respecting Self and Others	9. Building And Mending Relationships							
	10. Compassion And Sensitivity							
	11. Straightforwardness And Composure							
	12. Balance Between Personal Life And Work							
	13. Self-Awareness							
	14. Putting People At Ease							
	15. Differences Matter							
	16. Career Management							

Your Group's Boss/Superior (B) Mean Scores

(B) n=6		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness			—B—		
	2. Doing Whatever It Takes			—B—		
	3. Being A Quick Study			—B—		
	4. Decisiveness			—B—		
Leading People	5. Leading Employees			—B—		
	6. Confronting Problem Employees			—B—		
	7. Participative Management			—B—		
	8. Change Management			—B—		
Respecting Self and Others	9. Building And Mending Relationships			—B—		
	10. Compassion And Sensitivity			—B—		
	11. Straightforwardness And Composure			—B—		
	12. Balance Between Personal Life And Work			—B—		
	13. Self-Awareness			—B—		
	14. Putting People At Ease			—B—		
	15. Differences Matter			—B—		
	16. Career Management			—B—		

Your Group's Boss/Superior (B) Mean Scores Compared to the Benchmarks Boss Norm (+)

		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness			-----B-----		
	2. Doing Whatever It Takes			-----B-----		
	3. Being A Quick Study			-----B-----		
	4. Decisiveness			-----B-----		
Leading People	5. Leading Employees			-----B-----		
	6. Confronting Problem Employees			-----B-----		
	7. Participative Management			-----B-----		
	8. Change Management			-----B-----		
Respecting Self and Others	9. Building And Mending Relationships			-----B-----		
	10. Compassion And Sensitivity			-----B-----		
	11. Straightforwardness And Composure			-----B-----		
	12. Balance Between Personal Life And Work			-----B-----		
	13. Self-Awareness			-----B-----		
	14. Putting People At Ease			-----B-----		
	15. Differences Matter			-----B-----		
	16. Career Management			-----B-----		

(B) n=6

(+) n=7,390

Your Group's Superior (S) Mean Scores

(S) n=0		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness *					
	2. Doing Whatever It Takes *					
	3. Being A Quick Study *					
	4. Decisiveness *					
Leading People	5. Leading Employees *					
	6. Confronting Problem Employees *					
	7. Participative Management *					
	8. Change Management *					
Respecting Self and Others	9. Building And Mending Relationships *					
	10. Compassion And Sensitivity *					
	11. Straightforwardness And Composure *					
	12. Balance Between Personal Life And Work *					
	13. Self-Awareness *					
	14. Putting People At Ease *					
	15. Differences Matter *					
	16. Career Management *					

* A Confidence Interval could not be calculated because there was not enough data available.

Your Group's Superior (S) Mean Scores Compared to the Benchmarks Superior Norm (+)

(S) n=0 (+) n=3,915		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness *					
	2. Doing Whatever It Takes *					
	3. Being A Quick Study *					
	4. Decisiveness *					
Leading People	5. Leading Employees *					
	6. Confronting Problem Employees *					
	7. Participative Management *					
	8. Change Management *					
Respecting Self and Others	9. Building And Mending Relationships *					
	10. Compassion And Sensitivity *					
	11. Straightforwardness And Composure *					
	12. Balance Between Personal Life And Work *					
	13. Self-Awareness *					
	14. Putting People At Ease *					
	15. Differences Matter *					
	16. Career Management *					

* A Confidence Interval could not be calculated because there was not enough data available.

Your Group's Peer (P) Mean Scores

(P) n=19		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness			-----P-----		
	2. Doing Whatever It Takes			-----P-----		
	3. Being A Quick Study			-----P-----		
	4. Decisiveness			-----P-----		
Leading People	5. Leading Employees			-----P-----		
	6. Confronting Problem Employees			-----P-----		
	7. Participative Management			-----P-----		
	8. Change Management			-----P-----		
Respecting Self and Others	9. Building And Mending Relationships			-----P-----		
	10. Compassion And Sensitivity			-----P-----		
	11. Straightforwardness And Composure			-----P-----		
	12. Balance Between Personal Life And Work			-----P-----		
	13. Self-Awareness			-----P-----		
	14. Putting People At Ease			-----P-----		
	15. Differences Matter			-----P-----		
	16. Career Management			-----P-----		

Your Group's Peer (P) Mean Scores Compared to the Benchmarks Peer Norm (+)

		(P) n=19	(+) n=28,141	Score				
				1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness							
	2. Doing Whatever It Takes							
	3. Being A Quick Study							
	4. Decisiveness							
Leading People	5. Leading Employees							
	6. Confronting Problem Employees							
	7. Participative Management							
	8. Change Management							
Respecting Self and Others	9. Building And Mending Relationships							
	10. Compassion And Sensitivity							
	11. Straightforwardness And Composure							
	12. Balance Between Personal Life And Work							
	13. Self-Awareness							
	14. Putting People At Ease							
	15. Differences Matter							
	16. Career Management							

Your Group's Direct Report (R) Mean Scores

(R) n=33		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness				—R—	
	2. Doing Whatever It Takes				—R—	
	3. Being A Quick Study				—R—	
	4. Decisiveness				—R—	
Leading People	5. Leading Employees				—R—	
	6. Confronting Problem Employees				—R—	
	7. Participative Management				—R—	
	8. Change Management				—R—	
Respecting Self and Others	9. Building And Mending Relationships				—R—	
	10. Compassion And Sensitivity				—R—	
	11. Straightforwardness And Composure				—R—	
	12. Balance Between Personal Life And Work				—R—	
	13. Self-Awareness				—R—	
	14. Putting People At Ease				—R—	
	15. Differences Matter				—R—	
	16. Career Management				—R—	

Your Group's Direct Report (R) Mean Scores Compared to the Benchmarks Direct Report Norm (+)

		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness				R	
	2. Doing Whatever It Takes				R	
	3. Being A Quick Study				R	
	4. Decisiveness				R	
Leading People	5. Leading Employees				R	
	6. Confronting Problem Employees				R	
	7. Participative Management				R	
	8. Change Management				R	
Respecting Self and Others	9. Building And Mending Relationships				R	
	10. Compassion And Sensitivity				R	
	11. Straightforwardness And Composure				R	
	12. Balance Between Personal Life And Work				R	
	13. Self-Awareness				R	
	14. Putting People At Ease				R	
	15. Differences Matter				R	
	16. Career Management				R	

Your Group's Other (X) Mean Scores

(X) n=1		Score				
		1	2	3	4	5
Meeting Job Challenges	1. Resourcefulness *				X	
	2. Doing Whatever It Takes *					X
	3. Being A Quick Study *				X	
	4. Decisiveness *					X
Leading People	5. Leading Employees *					X
	6. Confronting Problem Employees *				X	
	7. Participative Management *				X	
	8. Change Management *					X
Respecting Self and Others	9. Building And Mending Relationships *				X	
	10. Compassion And Sensitivity *				X	
	11. Straightforwardness And Composure *					X
	12. Balance Between Personal Life And Work *					X
	13. Self-Awareness *				X	
	14. Putting People At Ease *					X
	15. Differences Matter *					X
	16. Career Management *					X

* A Confidence Interval could not be calculated because there was not enough data available.

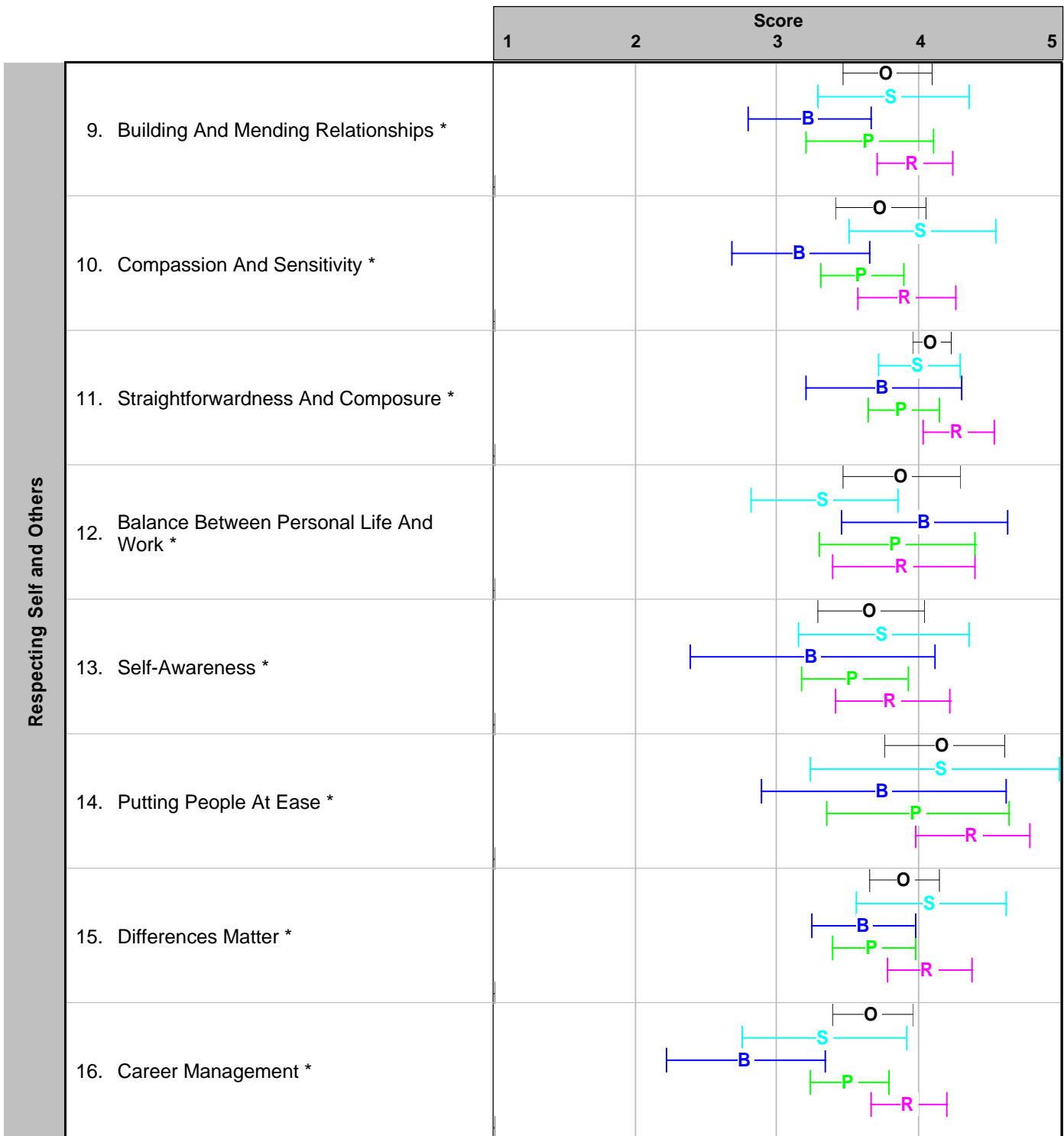
Comparison of Your Group's Mean Scores By Rater Category

		1	2	Score 3	4	5
Meeting Job Challenges	1. Resourcefulness *					
	2. Doing Whatever It Takes *					
	3. Being A Quick Study *					
	4. Decisiveness *					
Leading People	5. Leading Employees *					
	6. Confronting Problem Employees *					
	7. Participative Management *					
	8. Change Management *					

Key: O=All Observers; S=Self; B=Boss; S=Superior; P=Peer; R=Direct Report

* A Confidence Interval could not be calculated because there was not enough data available.

Comparison of Your Group's Mean Scores By Rater Category



Key: O=All Observers; S=Self; B=Boss; S=Superior; P=Peer; R=Direct Report

* A Confidence Interval could not be calculated because there was not enough data available.