

# BENCHMARKS®

Prepared For  
**Benchmarks\_ENGB\_A4**  
26 January 2006

## Feedback Report

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

- 1 Boss
- 0 Superior
- 3 Peers
- 2 Direct Reports
- 0 Others

Upper Manager Norm Group

Public Sector

**Center for Creative Leadership®**

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## INTRODUCTION

Benchmarks gives you feedback on competencies of leadership effectiveness. Your report is organised to display your results first in summary and then in detail.

After reviewing your results, we recommend you use the Benchmarks Development Planning Guide to analyse your results and create your plan for development.

## LEADERSHIP COMPETENCIES

### The Overview Charts

#### Importance for Success and Average Scores

You and each of your raters were asked to choose the eight (8) most important leadership competencies for success in your organisation. The data listed under “Importance for Success” indicates how important each competency is for success, by All Observers, by your Boss and by yourself. The data listed under “Average Scores” indicates the extent to which you perform each competency, as viewed by All Observers and by yourself.

You and your raters used a 5-point response scale to indicate the extent to which you display various behaviours.

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

#### Norm Group Comparisons: Self and All Observers

This table shows your Self and All Observers scores relative to the scores of other individuals in your norm or reference group. From this graph you can see if your scores are low, in the mid-range, or high as compared to those of other individuals.

#### Norm Group Comparisons: By Rater Category

The data in this table provide more information about the All Observer scores by breaking them into each of the rater categories.

Remember, your scores are being compared to a norm group of other individuals in your norm group. Scores in the middle of the graph do not mean that you are an “average” manager; rather it means that about half of the managers in your norm group who have taken Benchmarks have scored lower. For many of the Benchmarks competencies, mid-range scores often translate into raw scores that are quite good.

#### Guide for Interpretation:

- Organisations differ in how important various competencies are for success. On which competencies do your views match those of your Boss and others and where do they not match?
- In which competencies did you receive your highest and lowest ratings from others?
- Were there any wide differences between your Self and All Observers scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low. These are potential blind spots.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

LEADERSHIP COMPETENCIES

**Importance For Success And Average Scores**

	Competency	Importance for Success			Average Scores	
		All Observers	Boss	Self	All Observers	Self
Meeting Job Challenges	1. Resourcefulness	3		✓	3.79	4.10
	<b>2. Doing Whatever it Takes</b>	6	✓		3.80	3.83
	<b>3. Being a Quick Learner</b>	6	✓		[4.00]	3.25
	<b>4. Decisiveness</b>	5		✓	[4.08]	3.67
Leading People	<b>5. Leading Employees</b>	5	✓	✓	3.77	3.57
	6. Confronting Problem Employees	1		✓	[4.06]	3.50
	7. Participative Management	3	✓		3.79	3.50
	<b>8. Change Management</b>	4	✓		3.91	3.44
Respecting Self and Others	9. Building and Mending Relationships	1			3.91	3.45
	10. Compassion and Sensitivity	2		✓	[4.12]	3.29
	<b>11. Straightforwardness and Composure</b>	5	✓	✓	3.46	4.00
	12. Balance Between Personal Life and Work	1			3.74	4.25
	13. Self-Awareness	2			3.90	4.50
	14. Putting People at Ease	1			[4.08]	3.33
	15. Respecting Individual Differences	2	✓	✓	[4.00]	3.83
	16. Career Management	1	✓		3.71	3.50

The centre columns of the table summarise “Most Important for Success” information. It indicates how many Observers (excluding Self) considered the competency to be one of the “Most Important for Success” in your organisation, which competencies were selected by your immediate Boss, and which ones were selected by you.

The columns on the right show the “Average Scores” for all the questions (items) in the competencies. Higher ratings are preferred here. Your All Observers score includes everyone who completed a survey for you except yourself. The detailed item scores for each competency are shown in the Comprehensive Data section.

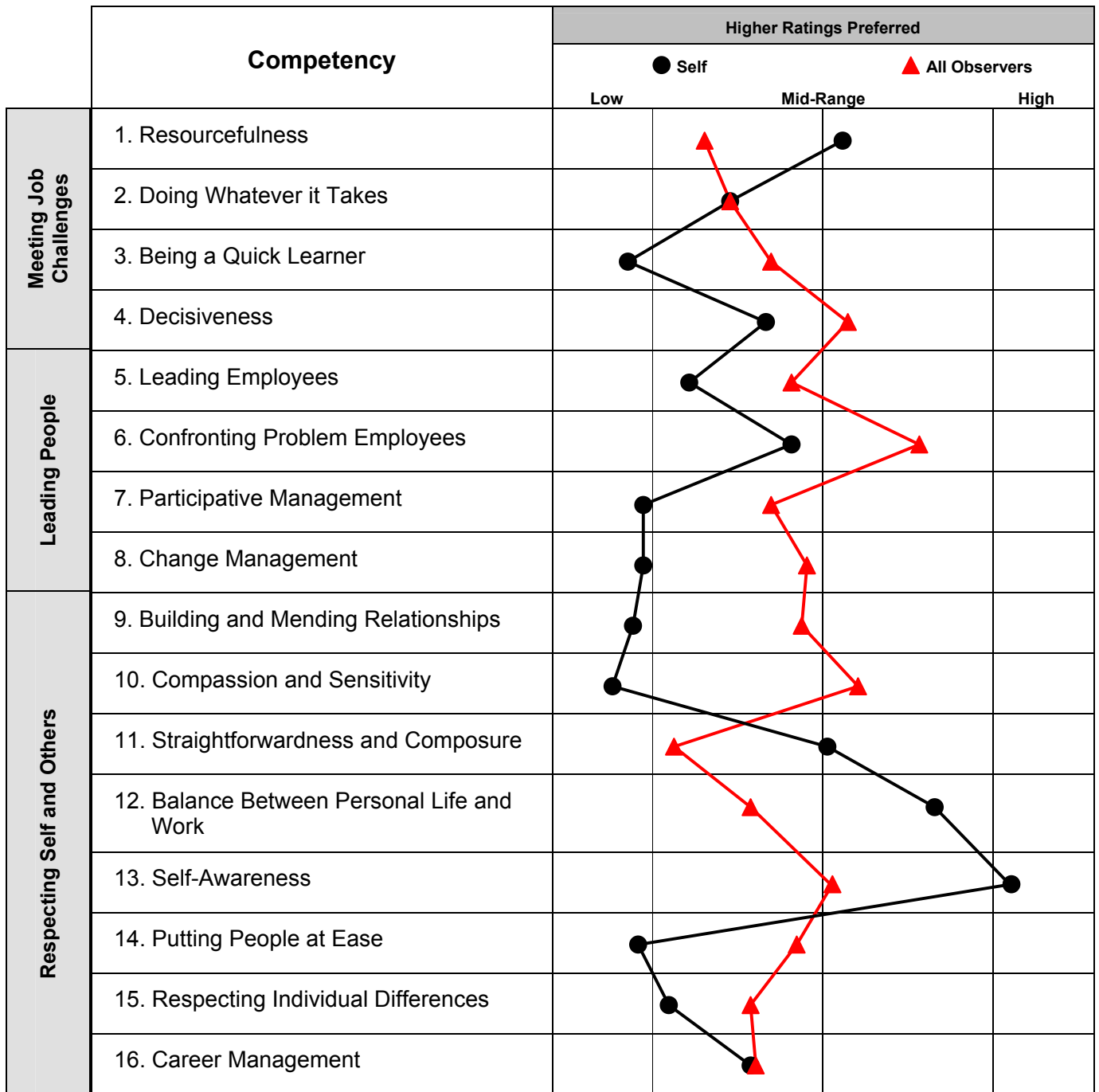
Key:

[ ] = 6 highest rated competencies by All Observers

— = 6 lowest rated competencies by All Observers

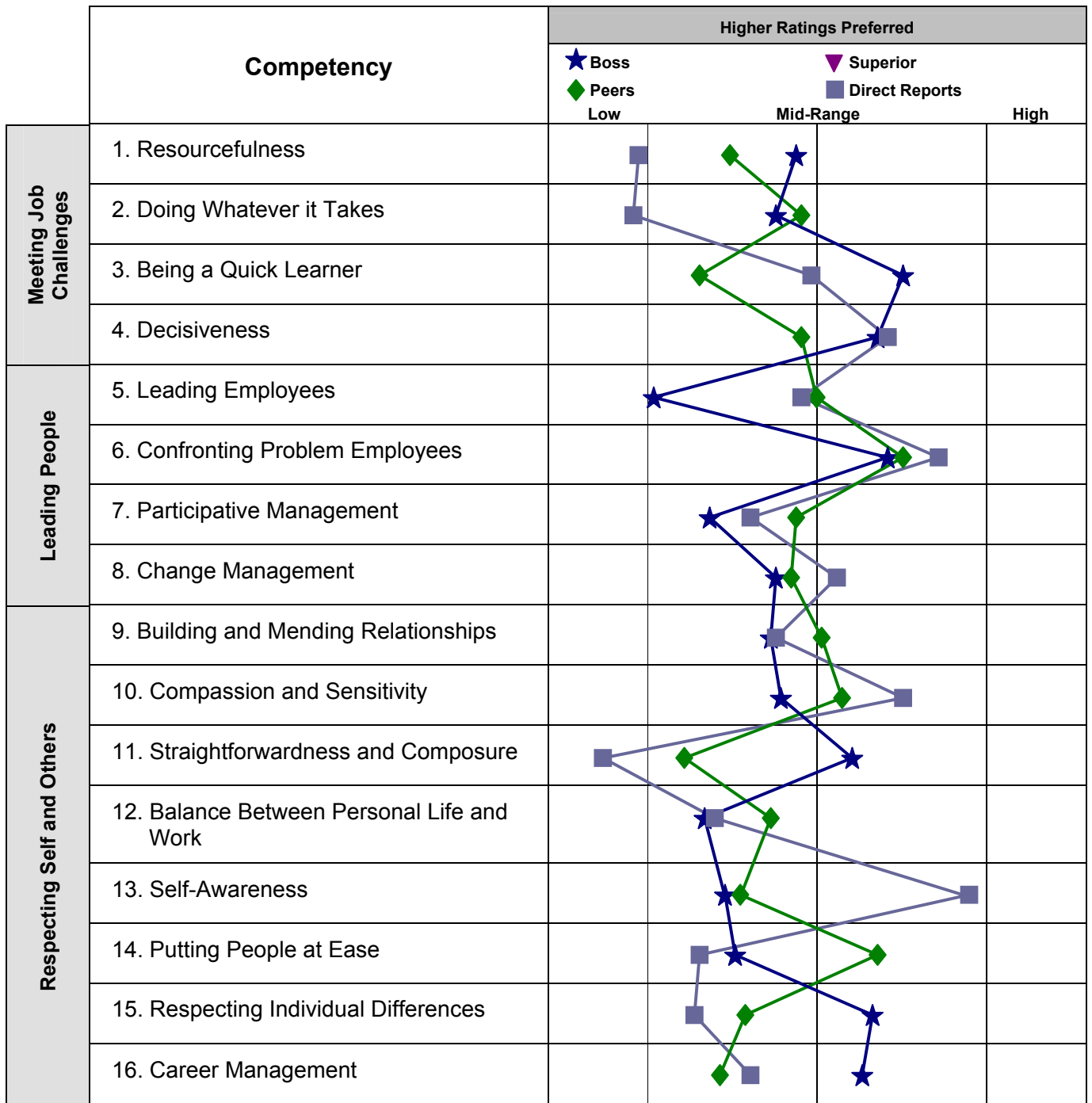
LEADERSHIP COMPETENCIES

**Norm Group Comparisons: Self and All Observers**



LEADERSHIP COMPETENCIES

**Norm Group Comparisons: By Rater Category**



## LEADERSHIP COMPETENCIES

**Comprehensive Data**

The following pages show each of the competencies in more detail and include:

**Description of the Competency**

The description appears below the competency name at the top of the page.

**Breakout of Competency Scores**

You and your raters used a 5-point response scale to indicate the extent to which you display various behaviours. The All Observers score displays average scores from all raters except yourself. The response scale used:

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

Your scores by rater group are plotted relative to scores of individuals in your norm or reference group.

Two rules must be met to report a competency score in any rater category:

- Each rater must complete at least 50% of the items in the competency, and
- The following minimum numbers of raters in the category must submit a survey:
  - Boss = 1
  - Superior = 1
  - Peers = 2
  - Direct Reports = 2
  - Others = 1

**Importance for Success**

This table shows whether or not the competency is perceived to be among the most important for success in your organisation. For your convenience, the Importance scores are reprinted from the previous section of this report.

**Item-level Feedback**

Scores from all of the questions that you and others responded to when completing the survey are presented under the corresponding competency, with the following exception: to ensure anonymity, a minimum of three observers from each category are needed to receive item-level feedback from Peers and Direct Reports. Item-level feedback will be reported for one or more Boss, Superior and Others.

**Brackets and Underlines: Highest and Lowest Rated Items**

The highest 15 items and all tied scores are indicated in your report for each rater group by a bracket. The lowest 15 items and all tied scores are underlined.

**Rater Disagreement: The Asterisk\***

An asterisk (\*) by an item indicates a gap of three points or more in your ratings from at least two individuals from a particular rater group.

**Greatest Differences**

At the end of this section is a summary of the 15 largest gaps between Self and All Observers scores on the items in Leadership Competencies.

**Guide for Interpretation:**

- How do your responses compare to those of your observers? How do the scores from the different rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of your norm group?

LEADERSHIP COMPETENCIES

**1. Resourcefulness**

Can both think strategically and make good decisions under pressure; can set up complex work systems and engage in flexible problem-solving behaviour; can work effectively with higher management in dealing with the complexities of the management job.

	Your Score	Low	Mid-Range	High
Self	4.10		●	
All Observers	3.79		▲	
Boss	4.10		★	
Superior	--			
Peers	3.85		◆	
Direct Reports	3.55	■		
Others	--			

Most Important For Success

All Observers	Boss	Self
3		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
1. Does his/her homework before making a proposal to top management.	5.00	4.00		3.67	--	
2. Works effectively with higher management (e.g., presents to them, persuades them, and stands up to them if necessary).	4.00	4.00		3.33*	--	
3. Links his/her responsibilities with the mission of the whole organisation.	5.00	[5.00]		--	--	
4. Once the more glaring problems in an assignment are solved, he/she can see the underlying problems and patterns that were obscured before.	3.00	4.00		4.00	--	

**Key:**  
 [ ] = Highest 15 rated items (plus ties) for each rater group.  
 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**1. Resourcefulness**

	Higher Ratings Preferred				
	Self	Boss	Superior	Peers	Direct Reports Others
5. Understands higher management values, how higher management operates, and how they see things.	4.00	4.00		3.67	--
6. Analyses a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	5.00	<u>3.00</u>		4.00	--
7. Learns from the mistakes of higher management (i.e., does not repeat them him/herself).	3.00	[5.00]		[4.33]	--
8. Has solid working relationships with higher management.	4.00	<u>3.00</u>		3.67	--
9. Is able to present an unpopular decision professionally.	4.00	[5.00]		[4.33]	--
10. Interacts comfortably with executives in non-task contexts.	4.00	4.00		<u>3.33</u>	--

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 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**2. Doing Whatever it Takes**

Has perseverance and focus in the face of obstacles; takes charge and is capable of standing alone, yet is open to learning from others when necessary.

	Your Score	Low	Mid-Range	High
Self	3.83		●	
All Observers	3.80		▲	
Boss	4.00		★	
Superior	--			
Peers	4.00		◆	
Direct Reports	3.39	■		
Others	--			

Most Important For Success

All Observers	Boss	Self
6	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
11. Does whatever it takes to get something done despite resistance from important people outside of the organisation.	--	3.00		[4.67]	--	
12. Is a visionary able to excite other people to work hard.	4.00	4.00		3.33	--	
13. Is prepared to seize opportunities when they arise.	--	4.00		[4.33]	--	
14. Would respond to a boss who provided autonomy by working hard to develop his/her skills.	4.00	3.00		3.33	--	
15. Controls his/her own career; does not sit and wait for the organisation to plan a course to follow.	3.00	4.00		3.67*	--	

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 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**2. Doing Whatever it Takes**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
16. Takes charge when trouble comes.	4.00	[5.00]		4.00	--	
17. Enjoys working hard at his/her job.	4.00	4.00		[4.33]	--	
18. Is creative or innovative.	4.00	[5.00]		--	--	
19. Can effectively lead an operation from its inception through to completion.	--	4.00		4.00	--	

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 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**3. Being a Quick Learner**

Quickly masters new technical and business knowledge.

	Your Score	Low	Mid-Range	High
Self	3.25	●		
All Observers	4.00		▲	
Boss	4.50			★
Superior	--			
Peers	3.75		◆	
Direct Reports	4.13		■	
Others	--			

Most Important For Success

All Observers	Boss	Self
6	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
20. Quickly masters new technical knowledge necessary to do the job.	3.00	4.00		3.67*	--	
21. Quickly masters new vocabulary and operating rules needed to understand how the business works.	4.00	[5.00]		3.33	--	
22. Masters new work unit knowledge necessary to understand how the business works.	3.00	[5.00]		4.00	--	
23. Learns a new skill quickly.	3.00	4.00		4.00	--	

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 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**4. Decisiveness**

Prefers quick and approximate actions to slow and precise ones in many management situations.

	Your Score	Low	Mid-Range	High
Self	3.67		●	
All Observers	4.08			▲
Boss	4.25			★
Superior	--			
Peers	3.92		◆	
Direct Reports	4.25			■
Others	--			

Most Important For Success

All Observers	Boss	Self
5		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
24. Does not hesitate when taking decisions.	4.00	4.00		[4.33]	--	
25. Does not over-think a decision.	4.00	[5.00]		[4.33]	--	
26. Does not become paralysed or overwhelmed when facing action.	--	[5.00]		3.33	--	
27. Is action-orientated.	3.00	3.00		3.67*	--	

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LEADERSHIP COMPETENCIES

**5. Leading Employees**

Delegates to employees effectively, broadens employee opportunities, acts with fairness toward direct reports, and hires talented people for his/her team.

	Your Score	Low	Mid-Range	High
Self	3.57		●	
All Observers	3.77		▲	
Boss	3.43	★		
Superior	--			
Peers	3.86		◆	
Direct Reports	3.82		■	
Others	--			

Most Important For Success

All Observers	Boss	Self
5	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
28. Is willing to delegate important tasks, not just things he/she doesn't want to do.	3.00	[5.00]		[4.33]	--	
29. Provides prompt feedback, both positive and negative.	5.00	3.00		--	--	
30. Pushes decision taking to the lowest appropriate level and develops employees' confidence in their ability to take those decisions.	3.00	4.00		[4.33]	--	
31. Acts fairly and does not play favourites.	3.00	2.00		3.33	--	
32. Coaches employees in how to meet expectations.	4.00	4.00		3.67	--	

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LEADERSHIP COMPETENCIES

**5. Leading Employees**

	Higher Ratings Preferred				
	Self	Boss	Superior	Peers	Direct Reports Others
33. Uses his/her knowledge base to broaden the range of problem-solving options for subordinates to take.	3.00	<u>3.00</u>		<u>3.33*</u>	--
34. In implementing a change, explains, answers questions, and patiently listens to concerns.	2.00	<u>3.00</u>		[4.33]	--
35. Interacts with staff in a way that results in the staff feeling motivated.	3.00	<u>2.00</u>		<u>3.33</u>	--
36. Actively promotes his/her subordinates to senior management.	5.00	<u>3.00</u>		<u>3.33</u>	--
37. Develops employees by providing challenge and opportunity.	3.00	[5.00]		3.67	--
38. Sets a challenging climate to encourage individual growth.	5.00	4.00		4.00	--
39. Rewards hard work and dedication to excellence.	5.00	<u>2.00</u>		3.67	--
40. Surrounds him/herself with the best people.	3.00	4.00		[4.67]	--
41. Finds and attracts highly talented and productive people.	3.00	4.00		4.00	--

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 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**6. Confronting Problem Employees**

Acts decisively and with fairness when dealing with problem employees.

	Your Score	Low	Mid-Range	High
Self	3.50		●	
All Observers	4.06			▲
Boss	4.00			★
Superior	--			
Peers	4.00			◆
Direct Reports	4.17			■
Others	--			

Most Important For Success

All Observers	Boss	Self
1		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
42. Can deal effectively with resistant employees.	4.00	4.00		3.67	--	
43. Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally.	5.00	<u>3.00</u>		3.67	--	
44. Moves quickly in confronting a problem employee.	4.00	<u>3.00</u>		4.00	--	
45. Is able to sack or deal firmly with loyal but incompetent people without procrastinating.	3.00	[5.00]		4.00	--	
46. Correctly identifies potential performance problems early.	2.00	[5.00]		[4.67]	--	
47. Appropriately documents employee performance problems.	3.00	4.00		4.00	--	

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 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**7. Participative Management**

Uses effective listening skills and communication to involve others, build consensus, and influence others in decision making.

	Your Score	Low	Mid-Range	High
Self	3.50	●		
All Observers	3.79		▲	
Boss	3.70		★	
Superior	--			
Peers	3.87		◆	
Direct Reports	3.70		■	
Others	--			

Most Important For Success

All Observers	Boss	Self
3	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
48. Uses effective listening skills to gain clarification from others.	3.00	4.00		4.00	--	
49. Is open to input of others.	4.00	<u>3.00</u>		[4.67]	--	
50. Encourages subordinates to share.	3.00	[5.00]		--	--	
51. Involves others in the beginning stages of an initiative.	3.00	[5.00]		4.00	--	
52. Gains commitment of others before implementing changes.	3.00	<u>3.00</u>		4.00	--	
53. Listens to individuals at all levels in the organisation.	3.00	<u>3.00</u>		<u>3.33*</u>	--	
54. Keeps individuals informed of future changes that may impact them.	3.00	<u>3.00</u>		[4.33]	--	

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 \_ = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**7. Participative Management**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
55. Listens to employees both when things are going well and when they are not.	5.00	4.00		<u>2.67*</u>	--	
56. Involves others before developing plan of action.	4.00	<u>3.00</u>		4.00	--	
57. Recognises that every decision has conflicting interests and constituencies.	4.00	4.00		4.00	--	

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 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**8. Change Management**

Uses effective strategies to facilitate organisational change initiatives and overcome resistance to change.

	Your Score	Low	Mid-Range	High
Self	3.44	●		
All Observers	3.91		▲	
Boss	3.89		★	
Superior	--			
Peers	3.85		◆	
Direct Reports	4.00			■
Others	--			

Most Important For Success

All Observers	Boss	Self
4	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
58. Leads change by example.	4.00	[5.00]		[4.67]	--	
59. Accepts change as positive.	4.00	4.00		3.33	--	
60. Adapts plans as necessary.	4.00	[5.00]		4.00	--	
61. Takes into account peoples' concerns during change.	3.00	3.00		[4.67]	--	
62. Effectively involves key people in the design and implementation of change.	4.00	4.00		3.00*	--	
63. Adjusts management style to changing situations.	4.00	3.00		4.00*	--	
64. Effectively manages others' resistance to organisational change.	3.00	3.00		3.67	--	

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 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**8. Change Management**

	Higher Ratings Preferred				
	Self	Boss	Superior	Peers	Direct Reports Others
65. Adapts to the changing external pressures facing the organisation.	2.00	4.00		3.67*	--
66. Is straightforward with individuals about consequences of an expected action or decision.	3.00	4.00		3.67	--

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 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**9. Building and Mending Relationships**

Knows how to build and maintain working relationships with co-workers and external parties; can negotiate and handle work problems without alienating people; understands others and is able to get their cooperation in non-authority relationships.

	Your Score	Low	Mid-Range	High
Self	3.45	●		
All Observers	3.91		▲	
Boss	3.90		★	
Superior	--			
Peers	3.97		◆	
Direct Reports	3.82		■	
Others	--			

Most Important For Success

All Observers	Boss	Self
1		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
67. Gets things done without creating unnecessary adversarial relationships.	4.00	[5.00]		4.00	--	
68. Uses good timing and common sense in negotiating; makes his/her points when the time is ripe and does it diplomatically.	4.00	<u>2.00</u>		3.67	--	
69. When working with a group over whom he/she has no control, gets things done by finding common ground.	3.00	[5.00]		<u>3.33</u>	--	
70. Can handle an unfair attack from peers with poise.	5.00	<u>3.00</u>		[4.67]	--	

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 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**9. Building and Mending Relationships**

	Higher Ratings Preferred				
	Self	Boss	Superior	Peers	Direct Reports Others
71. Relates to all kinds of individuals tactfully, from shop floor to top executives.	3.00	<u>3.00</u>		[4.33]	--
72. When working with peers from other functions or units, gains their co-operation and support.	2.00	[5.00]		3.67	--
73. Tries to understand what other people think before making judgements about them.	3.00	4.00		4.00	--
74. Can deal effectively with staff members who are older or more experienced than he/she is.	2.00	4.00		4.00	--
75. Quickly gains trust and respect from his/her customers.	3.00	<u>3.00</u>		[4.33]	--
76. Is widely counted on by peers.	5.00	[5.00]		<u>3.33</u>	--
77. Can settle problems with external groups without alienating them.	4.00	--		[4.33]	--

**Key:**  
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 \_ = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**10. Compassion and Sensitivity**

Shows genuine interest in others and sensitivity to employees' needs.

	Your Score	Low	Mid-Range	High
Self	3.29	●		
All Observers	4.12			▲
Boss	4.00		★	
Superior	--			
Peers	4.05			◆
Direct Reports	4.29			■
Others	--			

Most Important For Success

All Observers	Boss	Self
2		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
78. Shows interest in the needs, hopes, and dreams of other people.	3.00	4.00		3.00	--	
79. Is sensitive to signs of overwork in others.	3.00	4.00		3.67	--	
80. Is willing to help an employee with personal problems.	3.00	[5.00]		4.00	--	
81. Is calm and patient when other people have to miss work due to sick days.	2.00	4.00		[5.00]	--	
82. Allows new people in a job sufficient time to learn.	3.00	4.00		3.67	--	
83. Helps people learn from their mistakes.	5.00	4.00		[4.33]	--	

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 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**10. Compassion and Sensitivity**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
84. Conveys compassion toward them when other people disclose a personal loss.	4.00	<u>3.00</u>		[4.67]	--	

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LEADERSHIP COMPETENCIES

**11. Straightforwardness and Composure**

Is steadfast, relies on fact-based positions, doesn't blame others for mistakes, and is able to recover from troubled situations.

	Your Score	Low	Mid-Range	High
Self	4.00		●	
All Observers	3.46	▲		
Boss	4.25		★	
Superior	--			
Peers	3.50	◆		
Direct Reports	3.00	■		
Others	--			

Most Important For Success

All Observers	Boss	Self
5	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
85. Does not become hostile or moody when things are not going his/her way.	3.00	3.00		3.67	--	
86. Does not blame others or situations for his/her mistakes.	5.00	[5.00]		3.33*	--	
87. Contributes more to solving organisational problems than to complaining about them.	5.00	4.00		3.33	--	
88. Remains calm when crises occur.	3.00	[5.00]		3.67	--	

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LEADERSHIP COMPETENCIES

**12. Balance Between Personal Life and Work**

Balances work priorities with personal life so that neither is neglected.

	Your Score	Low	Mid-Range	High
Self	4.25			●
All Observers	3.74		▲	
Boss	3.75		★	
Superior	--			
Peers	3.89		◆	
Direct Reports	3.50		■	
Others	--			

Most Important For Success

All Observers	Boss	Self
1		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
89. Acts as if there is more to life than just having a career.	4.00	[5.00]		4.00	--	
90. Has activities and interests outside of career.	4.00	<u>3.00</u>		--	--	
91. Does not let job demands cause family problems.	5.00	4.00		<u>3.00</u>	--	
92. Does not take career so seriously that his/her personal life suffers.	4.00	<u>3.00</u>		[4.33]	--	

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 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**13. Self-Awareness**

Has an accurate picture of strengths and weaknesses and is willing to improve.

	Your Score	Low	Mid-Range	High
Self	4.50			●
All Observers	3.90		▲	
Boss	3.67		★	
Superior	--			
Peers	3.58		◆	
Direct Reports	4.50			■
Others	--			

Most Important For Success

All Observers	Boss	Self
2		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
93. Admits personal mistakes, learns from them, and moves on to correct the situation.	5.00	<u>3.00</u>		<u>2.67</u>	--	
94. Does an honest self-assessment.	4.00	[5.00]		[4.33]	--	
95. Seeks corrective feedback to improve him/herself.	--	--		<u>3.33*</u>	--	
96. Sorts out his/her strengths and weaknesses fairly accurately (i.e., knows him/herself).	--	<u>3.00</u>		4.00	--	

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LEADERSHIP COMPETENCIES

**14. Putting People at Ease**

Displays warmth and a sense of humour.

	Your Score	Low	Mid-Range	High
Self	3.33	●		
All Observers	4.08		▲	
Boss	4.00		★	
Superior	--			
Peers	4.42		◆	
Direct Reports	3.63		■	
Others	--			

Most Important For Success

All Observers	Boss	Self
1		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
97. Has a pleasant disposition.	--	4.00		4.00	--	
98. Has a warm personality that puts people at ease.	3.00	4.00		[4.67]	--	
99. Has a good sense of humour.	2.00	4.00		[4.67]	--	
100. Has personal warmth.	5.00	4.00		[4.33]	--	

**Key:**  
 [ ] = Highest 15 rated items (plus ties) for each rater group.  
 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**15. Respecting Individual Differences**

Demonstrates a respect for varying backgrounds and perspectives; values cultural differences.

	Your Score	Low	Mid-Range	High
Self	3.83	●		
All Observers	4.00		▲	
Boss	4.50			★
Superior	--			
Peers	4.00		◆	
Direct Reports	3.75		■	
Others	--			

Most Important For Success

All Observers	Boss	Self
2	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
101. Understands and respects cultural, religious, gender, and racial differences.	4.00	[5.00]		[5.00]	--	
102. Treats people of all backgrounds fairly.	4.00	4.00		3.67	--	
103. Values working with a diverse group of people.	5.00	[5.00]		[4.33]	--	
104. Takes personnel decisions which are fair and unbiased.	2.00	[5.00]		3.33	--	
105. Is comfortable managing people from different racial or cultural backgrounds.	3.00	3.00		3.67	--	
106. Acknowledges and values different backgrounds and perspectives.	5.00	[5.00]		4.00	--	

**Key:**  
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 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**16. Career Management**

Develops, maintains, and uses professional relationships, including mentoring, coaching, and feedback to manage own career.

	Your Score	Low	Mid-Range	High
Self	3.50		●	
All Observers	3.71		▲	
Boss	4.13			★
Superior	--			
Peers	3.59		◆	
Direct Reports	3.67		■	
Others	--			

Most Important For Success

All Observers	Boss	Self
1	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
107. Actively seeks others to provide coaching.	3.00	4.00		3.33	--	
108. Understands the value of a good mentoring relationship.	4.00	--		4.00	--	
109. Effectively builds and maintains feedback channels.	3.00	[5.00]		3.67	--	
110. Responds to feedback from subordinates.	3.00	4.00		3.33	--	
111. Actively cultivates a good relationship with superior.	--	4.00		3.33	--	
112. Uses mentoring relationships effectively.	5.00	4.00		4.00	--	

**Key:**  
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 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

LEADERSHIP COMPETENCIES

**16. Career Management**

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
113. Uses networking to manage own career.	2.00	4.00		3.67*	--	
114. Actively seeks opportunities to develop professional relationships with others.	5.00	<u>3.00</u>		<u>3.33</u>	--	
115. Responds effectively to constructive criticism from others.	3.00	[5.00]		3.67*	--	

**Key:**  
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 — = Lowest 15 rated items (plus ties) for each rater group.  
 \* = Gap of at least 3 points between raters from one category.

## LEADERSHIP COMPETENCIES

**Greatest Differences Between Self and All Observers Scores**

Listed below are the 15 items on which your Self scores and All Observers scores were most discrepant.

	All Observers	Self
46. Correctly identifies potential performance problems early.	4.83	2.00
81. Is calm and patient when other people have to miss work due to sick days.	4.83	2.00
99. Has a good sense of humour.	4.17	2.00
34. In implementing a change, explains, answers questions, and patiently listens to concerns.	4.00	2.00
65. Adapts to the changing external pressures facing the organisation.	4.00	2.00
72. When working with peers from other functions or units, gains their co-operation and support.	3.83	2.00
74. Can deal effectively with staff members who are older or more experienced than he/she is.	3.83	2.00
1. Does his/her homework before making a proposal to top management.	3.33	5.00
55. Listens to employees both when things are going well and when they are not.	3.33	5.00
76. Is widely counted on by peers.	3.33	5.00
87. Contributes more to solving organisational problems than to complaining about them.	3.33	5.00
91. Does not let job demands cause family problems.	3.33	5.00
113. Uses networking to manage own career.	3.67	2.00
6. Analyses a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	3.50	5.00
43. Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally.	3.50	5.00
+ Additional item(s) had equivalent self-observer discrepancies as the last item.		

## PROBLEMS THAT CAN STALL A CAREER

This section of Benchmarks® identifies problem areas which can stall a career. In this section, lower ratings are preferred. You and your raters used the following response scale:

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

### Underlined scores

Scores of 2.5 or greater have been underlined. We recommend that you pay attention to these potential problem areas.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
1. Problems With Interpersonal Relationships	2.60	2.26	2.44		2.17	2.30	
2. Difficulty Building And Leading A Team	2.00	2.02	2.25		1.92	2.06	
3. Difficulty Changing or Adapting	2.30	2.15	<u>2.60</u>		2.11	2.00	
4. Failure To Meet Business Objectives	2.29	1.87	1.50		2.00	1.86	
5. Too Narrow Functional Orientation	2.20	1.53	1.60		1.60	1.40	

### Guide for Interpretation:

- How do your responses compare to those of others? What patterns do you see?
- If you received feedback on leadership competencies, how are the data related to feedback you received in that section of leadership competencies? How are the data consistent or inconsistent with feedback from other sources?
- Organisations differ in which problems might stall a career. Based on your knowledge of your organisation, what might be a potential problem area?

PROBLEMS THAT CAN STALL A CAREER

**1. Problems With Interpersonal Relationships**

Difficulties in developing good working relationships with others.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	2.60	2.26	2.44		2.17	2.30	

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
116. Is arrogant (e.g., devalues the contribution of others).	2.00	<u>3.00</u>		2.00	--	
117. Tends to resist input from other departments.	3.00	2.00		<u>2.67*</u>	--	
118. Is dictatorial in his/her approach.	2.00	<u>5.00</u>		2.00	--	
119. Makes direct reports or peers feel stupid or unintelligent.	3.00	--		<u>2.67</u>	--	
120. Has left a trail of bruised people.	2.00	2.00		1.67	--	
121. Is emotionally volatile and unpredictable.	2.00	2.00		1.67	--	
122. Is reluctant to share decision taking with others.	4.00	2.00		2.33	--	
123. Adopts a bullying style under stress.	4.00	<u>3.00</u>		1.67	--	
124. Even when asking for input, has already made up his/her mind.	3.00	1.00		<u>2.67*</u>	--	
125. Orders people around rather than working to get them on board.	1.00	2.00		2.33*	--	

**Key:**  
       = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category.

PROBLEMS THAT CAN STALL A CAREER

**2. Difficulty Building And Leading A Team**

Difficulties in selecting and building a team.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	2.00	2.02	2.25		1.92	2.06	

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
126. Does not resolve conflict among subordinates.	3.00	1.00		1.33	--	
127. Hires people with good technical skills but poor ability to work with others.	1.00	<u>4.00</u>		1.67	--	
128. Does not motivate team members to do the best for the team.	3.00	2.00		1.33	--	
129. Chooses an overly narrow employee group.	1.00	<u>3.00</u>		1.33	--	
130. Selects people for a team who don't work well together.	2.00	1.00		2.00	--	
131. Is not good at building a team.	1.00	1.00		<u>3.00</u>	--	
132. Does not help individuals understand how their work fits into the goals of the organisation.	3.00	2.00		<u>2.67</u>	--	
133. Fails to encourage and involve team members.	2.00	<u>4.00</u>		2.00*	--	

**Key:**  
 — = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category.

PROBLEMS THAT CAN STALL A CAREER

**3. Difficulty Changing or Adapting**

Resistant to change, learning from mistakes, and developing.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	2.30	2.15	<u>2.60</u>		2.11	2.00	

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
134. Cannot adapt to a new boss with a more participative management style.	1.00	<u>3.00</u>		2.33	--	
135. Has not adapted to the culture of the organisation.	3.00	<u>3.00</u>		2.33*	--	
136. Is unprofessional about his/her disagreement with upper management.	4.00	<u>4.00</u>		<u>3.00</u>	--	
137. Has an unresolved interpersonal conflict with boss.	3.00	2.00		1.67	--	
138. Is not adaptable to many different types of people.	2.00	2.00		2.00	--	
139. Resists learning from his/her mistakes.	2.00	1.00		1.67	--	
140. Does not use feedback to make necessary changes in his/her behaviours.	3.00	<u>3.00</u>		--	--	
141. Does not handle pressure well.	2.00	<u>4.00</u>		2.00*	--	
142. Has not adapted to the management culture.	1.00	<u>3.00</u>		1.67	--	
143. Can't make the mental transition from technical manager to general manager.	2.00	1.00		2.33	--	

**Key:**  
       = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category.

PROBLEMS THAT CAN STALL A CAREER

**4. Failure To Meet Business Objectives**

Difficulties in following up on promises and completing a job.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	2.29	1.87	1.50		2.00	1.86	

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
144. Neglects necessary work to concentrate on high-profile work.	2.00	1.00		1.33	--	
145. Makes a splash and moves on without really completing a job.	3.00	1.00		1.67	--	
146. Is overwhelmed by complex tasks.	1.00	--		2.00	--	
147. May have exceeded his/her current level of competence.	2.00	1.00		2.00*	--	
148. Overestimates his/her own abilities.	2.00	2.00		2.00	--	
149. Has difficulty meeting the expectations of his/her current position.	4.00	<u>3.00</u>		2.33*	--	
150. Is self-promoting without the results to support it.	2.00	1.00		<u>2.67</u>	--	

**Key:**  
 — = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category.

PROBLEMS THAT CAN STALL A CAREER

**5. Too Narrow Functional Orientation**

Lacks depth to manage outside one's current function.

Lower Ratings Preferred							
	Self	All Observers	Boss	Superior	Peers	Direct Reports	Others
Your Score	2.20	1.53	1.60		1.60	1.40	

Lower Ratings Preferred						
	Self	Boss	Superior	Peers	Direct Reports	Others
151. A promotion would cause him or her to go beyond their current level of competence.	2.00	1.00		2.00	--	
152. Is not ready for more responsibility.	3.00	2.00		1.67	--	
153. Would not be able to manage in a different department.	2.00	1.00		1.67	--	
154. Could not handle management outside of current function.	1.00	2.00		1.00	--	
155. Doesn't understand how other departments function in the organisation.	3.00	2.00		1.67	--	

**Key:**  
 — = Score of 2.5 or greater  
 \* = Gap of at least 3 points between observers from one category.

