

Benchmarks[®]

Prepared for

IRENE EXAMPLE

20 October, 2003

Feedback Report

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

- 1 Boss
- 6 Peers
- 4 Direct Reports

Upper Manager Norm Group
Public Sector

Center for Creative Leadership[®]

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Introduction

Benchmarks® is based on the critical learnings that often lead to success in management and executive roles. It is based on many years of research with managers and executives in numerous organizations.

This feedback report contains a detailed summary of the information you and others provided.

The report is divided into two sections:

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

These 16 success factors are essential to management and executive roles.

SECTION 2: PROBLEMS THAT CAN STALL A CAREER

This Section provides feedback on five problem areas that may lead to derailment.

After carefully reviewing your results, we strongly recommend that you consult the Benchmarks® Developmental Learning Guide for assistance in analyzing your results and in creating a comprehensive plan for development.

SECTION 1:

LEADERSHIP SKILLS AND PERSPECTIVES

The Overview Charts

The three charts on pages 3, 4, and 5 provide you with an overview of your scores on 16 Skills and Perspectives important to management and executive roles.

Page 3: Importance For Success And Average Scores

The center of the table shows you the Importance ratings. Each person completing a Benchmarks® survey for you was asked to indicate which eight of the 16 Skills and Perspectives were "Most Important for Success" in your organization.

The right side of the table provides average scores from All Observers and Self for each of the 16 Skills and Perspectives.

You were rated on a 5-point scale on the extent to which you display various characteristics. The ratings are:

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

Page 4: Norm Group Comparisons: Self And All Observers

This chart shows where your Self and All Observers scores fall relative to the scores of other managers 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 leaders at your level.

Page 5: Norm Group Comparisons: Boss, Superiors, Peers, And Direct Reports

The data on this chart provide more information about the All Observer scores by breaking them into each of the rater groups: Boss, Superiors, Peers, and Direct Reports.

Remember, your scores are being compared to a norm group of other leaders at your level. 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 at your level who have taken Benchmarks® have scored lower. For many of the Benchmarks® categories, mid-range scores often translate into raw scores that are quite good.

Guide For Interpretation:

- Organizations differ in how important various skills and perspectives are for success. When does your view match that of your boss and co-workers and when does it not match?
- In what categories did you receive your highest and lowest ratings from others?
- Were there any wide differences between Self and All Observers scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

Importance For Success And Average Scores						
		Importance For Success			Average Scores	
Scale		All Obsvrs	Boss	Self	All Obsvrs	Self
Meeting Job Challenges	1. Resourcefulness	9	✓	✓	4.05	3.90
	2. Doing Whatever It Takes	6			4.06	3.67
	3. Being A Quick Study	4	✓		4.32	4.00
	4. Decisiveness	7	✓		3.68	3.50
Leading People	5. Leading Employees	8	✓	✓	3.72	3.57
	6. Confronting Problem Employees	4			3.88	3.00
	7. Participative Management	7			3.71	4.10
	8. Change Management	4	✓	✓	3.82	3.78
Respecting Self and Others	9. Building And Mending Relationships	8	✓	✓	3.88	3.91
	10. Compassion And Sensitivity	6			3.94	4.14
	11. Straightforwardness And Composure	8	✓	✓	3.77	3.50
	12. Balance Between Personal Life And Work	9	✓	✓	4.34	5.00
	13. Self-Awareness	3		✓	3.77	3.25
	14. Putting People At Ease				4.09	3.75
	15. Differences Matter	4		✓	3.85	4.50
	16. Career Management	1			3.73	3.67

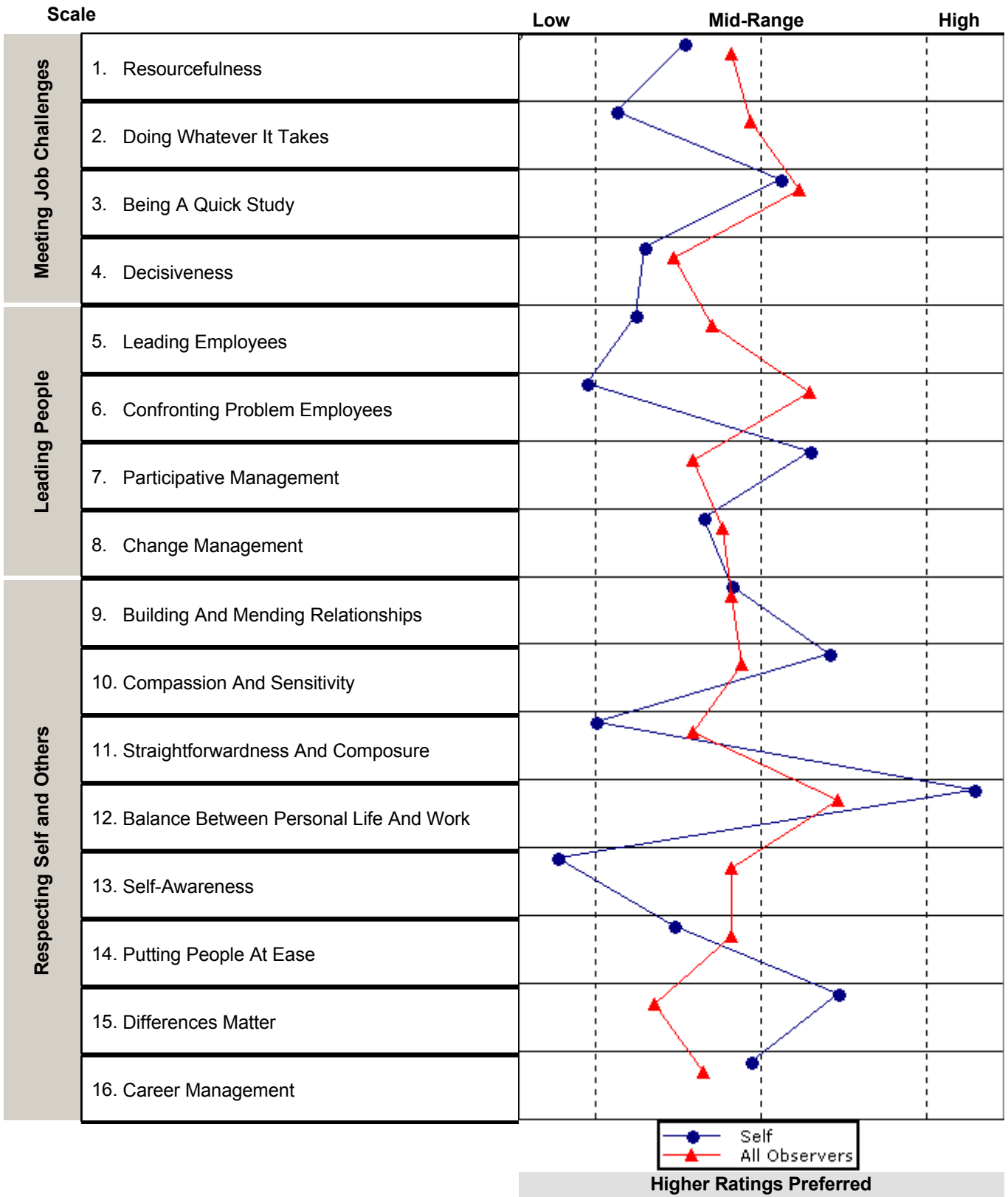
Higher Ratings Preferred

The center columns of the table summarize "Most Important for Success" information: how many All Observers (excluding Self) considered the scale to be one of the eight "Most Important for Success" in your organization, which scales were selected (✓) by your immediate Boss, and which ones were selected (✓) by you (Self).

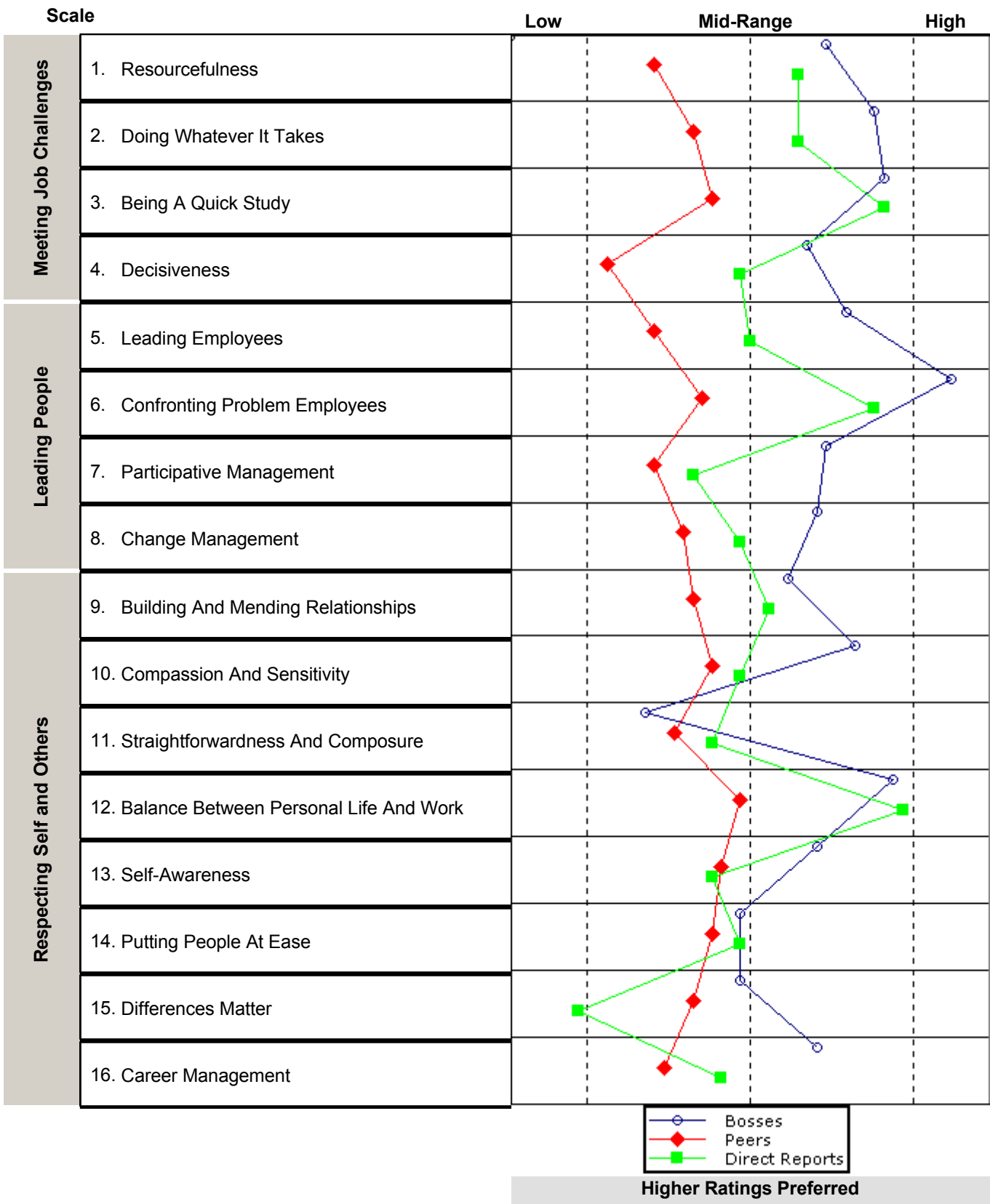
The columns on the right show the average scores for all the questions (items) in the 16 scales. Your All Observer score includes everyone who completed a survey for you except yourself. The detailed item scores for each scale are shown on pages 8 through 32.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

Norm Group Comparisons: Self and All Observers



Norm Group Comparisons: Boss, Superiors, Peers, And Direct Reports



Comprehensive Data

Pages 8-32 show each of the 16 Skills and Perspectives in more detail. Every page has the following features:

- **Description Of The Skills And Perspectives Scale**

- **Breakout Of Scale Scores**

You will again see your actual, or raw, scale scores, based on the 5-point scale used to rate items on the extent to which you display various characteristics. The All Observers score provides average scores from all except the Self score. The ratings are:

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

The normative comparison data are also provided.

For a scale score to be computed in any category, more than half of the items in that scale must be completed by more than half of the observers.

- **Importance For Success**

The next chart shows whether or not the Skills and Perspectives category as a whole is perceived to be among the most important for success in your organization. For your convenience, the Importance scores are reprinted from page 3 of this feedback report.

- **Item-level Feedback**

Scores from all of the questions that you and others responded to when completing the survey are presented under the proper scale, with the following exceptions: to ensure anonymity, a minimum of three observers from each category are needed to receive item-level feedback from Peers and Direct Reports. If your report contains feedback from two Peers and two Direct Reports, a combined Peer and Direct Report score will be given at the item level. Item-level feedback will be reported for one or more Boss, Superiors and Others.

- **Brackets And Underlines: Highest And Lowest Rated Items**

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

- **Observer Disagreement: The Asterisk***

Whether observers agree about an individual depends on their vantage point. An asterisk (*) by an item indicates a gap of three points or more in your ratings from at least two individuals from a particular observer group.

• Greatest Differences

Page 33 is a summary of the 15 largest gaps between Self and All Observer scores on the items of Section 1.

Guide For Interpretation:

- How do your responses compare to those of your observers? How do the scores from the various observer 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?

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

1. Resourcefulness

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

	Your Score	Low	Mid-Range	High
Self	3.90		●	
All Observers	4.05		▲	
Bosses	4.40			○
Superiors				
Peers	3.82		◆	
Direct Reports	4.30			■
Others				

Most Important For Success

All Observers	Boss	Self
9	✓	✓

	Self	Boss	Sup	Peer	DRpt	Other
1. Does his/her homework before making a proposal to top management.	5.00	[5.00]		[4.00]	[4.75]	
2. Works effectively with higher management (e.g., presents to them, persuades them, and stands up to them if necessary).	3.00	[5.00]		3.50*	4.25	
3. Links his/her responsibilities with the mission of the whole organization.	3.00	[5.00]		[4.00]	4.00	

Higher Ratings Preferred

Key:
 [] = 15 highest rated items (plus ties) for each observer group.
 — = 15 lowest rated items (plus ties) for each observer group.
 * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

		Self	Boss	Sup	Peer	DRpt	Other
4.	Once the more glaring problems in an assignment are solved, can see the underlying problems and patterns that were obscured before.	3.00	[5.00]		3.83	3.75*	
5.	Understands higher management values, how higher management operates, and how they see things.	4.00	<u>4.00</u>		[4.00]	[4.50]	
6.	Analyzes a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	4.00	<u>4.00</u>		[4.00]	[4.75]	
7.	Learns from the mistakes of higher management (i.e., does not repeat them him/herself).	4.00	<u>4.00</u>		<u>3.17</u>	4.25	
8.	Has solid working relationships with higher management.	4.00	<u>4.00</u>		[4.00]	4.25	
9.	Is able to present an unpopular decision professionally.	4.00	<u>3.00</u>		3.83	4.25	
10.	Interacts comfortably with executives in non-task contexts.	5.00	[5.00]		3.83	4.25	
Higher Ratings Preferred							

Key:

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- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

2. Doing Whatever It Takes

Has perseverance and focus in 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	3.67	●		
All Observers	4.06		▲	
Bosses	4.56			○
Superiors				
Peers	3.85		◆	
Direct Reports	4.25			■
Others				

Most Important For Success

All Observers	Boss	Self
6		

	Self	Boss	Sup	Peer	DRpt	Other
11. Does whatever it takes to get something done despite resistance from important people outside of the organization.	3.00	4.00		3.33	4.25	
12. Is a visionary able to excite other people to work hard.	3.00	[5.00]		2.50	3.75	
13. Is prepared to seize opportunities when they arise.	4.00	[5.00]		[4.33]	[5.00]	

Higher Ratings Preferred

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

	Self	Boss	Sup	Peer	DRpt	Other
14. Would respond to a boss who provided autonomy by working hard to develop his/her skills.	4.00	[5.00]		3.83	4.25	
15. Controls his/her own career; does not sit and wait for the organization to plan a course to follow.	5.00	[5.00]		[4.50]	[4.75]	
16. Takes charge when trouble comes.	3.00	<u>4.00</u>		[4.00]	4.25	
17. Enjoys working hard at his/her job.	4.00	[5.00]		[4.17]	3.75	
18. Is creative or innovative.	3.00	<u>4.00</u>		3.83	4.00	
19. Can effectively lead an operation from its inception through completion.	4.00	<u>4.00</u>		[4.17]	4.25	
Higher Ratings Preferred						

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

3. Being A Quick Study

Quickly masters new technical and business knowledge.

	Your Score	Low	Mid-Range	High
Self	4.00		●	
All Observers	4.32		▲	
Bosses	4.75			○
Superiors				
Peers	4.00		◆	
Direct Reports	4.69			■
Others				

Most Important For Success		
All Observers	Boss	Self
4	✓	

	Self	Boss	Sup	Peer	DRpt	Other
20. Quickly masters new technical knowledge necessary to do the job.	4.00	[5.00]		[4.17]	[4.75]	
21. Quickly masters new vocabulary and operating rules needed to understand how the business works.	4.00	4.00		[4.00]	[4.50]	
22. Masters new work unit knowledge necessary to understand how the business works.	4.00	[5.00]		[4.00]	[5.00]	
23. Learns a new skill quickly.	4.00	[5.00]		3.83	[4.50]	

Higher Ratings Preferred

Key:
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 _____ = 15 lowest rated items (plus ties) for each observer group.
 * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

4. Decisiveness

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

	Your Score	Low	Mid-Range	High
Self	3.50	●		
All Observers	3.68	▲		
Bosses	4.25		○	
Superiors				
Peers	3.42	◆		
Direct Reports	3.94		■	
Others				

Most Important For Success

All Observers	Boss	Self
7	✓	

	Self	Boss	Sup	Peer	DRpt	Other
24. Does not hesitate when making decisions.	3.00	4.00		3.67	[4.50]	
25. Does not over-think a decision.	3.00	[5.00]		3.67	3.75*	
26. Does not become paralyzed or overwhelmed when facing action.	5.00	4.00		3.00*	3.50*	
27. Is action-oriented.	3.00	4.00		3.33	4.00	

Higher Ratings Preferred

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

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	3.72		▲	
Bosses	4.29			○
Superiors				
Peers	3.52		◆	
Direct Reports	3.88		■	
Others				

Most Important For Success

All Observers	Boss	Self
8	✓	✓

	Self	Boss	Sup	Peer	DRpt	Other
28. Is willing to delegate important tasks, not just things he/she doesn't want to do.	4.00	<u>4.00</u>		3.67	<u>3.50</u>	
29. Provides prompt feedback, both positive and negative.	4.00	<u>4.00</u>		3.67	4.25	
30. Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions.	2.00	<u>4.00</u>		<u>3.33</u>	4.00	

Higher Ratings Preferred

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

	Self	Boss	Sup	Peer	DRpt	Other
31. Acts fairly and does not play favorites.	3.00	<u>4.00</u>		3.83	3.75	
32. Coaches employees in how to meet expectations.	4.00	[5.00]		3.83	4.25	
33. Uses his/her knowledge base to broaden the range of problem-solving options for direct reports to take.	4.00	<u>4.00</u>		3.67	3.75	
34. In implementing a change, explains, answers questions, and patiently listens to concerns.	4.00	<u>4.00</u>		3.67	4.25	
35. Interacts with staff in a way that results in the staff feeling motivated.	3.00	<u>4.00</u>		3.50	<u>3.25*</u>	
36. Actively promotes his/her direct reports to senior management.	4.00	<u>4.00</u>		3.67*	3.75	
SETTING A DEVELOPMENTAL CLIMATE						
37. Develops employees by providing challenge and opportunity.	5.00	[5.00]		3.67	4.25	
38. Sets a challenging climate to encourage individual growth.	4.00	[5.00]		3.50	3.75	
39. Rewards hard work and dedication to excellence.	3.00	[5.00]		3.67	3.75	
HIRING TALENTED STAFF						
40. Surrounds him/herself with the best people.	3.00	<u>4.00</u>		<u>2.67</u>	3.75	
41. Finds and attracts highly talented and productive people.	3.00	<u>4.00</u>		<u>3.00</u>	4.00	
Higher Ratings Preferred						

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- _____ = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

6. Confronting Problem Employees

Acts decisively and with fairness when dealing with problem employees.

	Your Score	Low	Mid-Range	High
Self	3.00	●		
All Observers	3.88		▲	
Bosses	4.83			○
Superiors				
Peers	3.50		◆	
Direct Reports	4.21			■
Others				

Most Important For Success		
All Observers	Boss	Self
4		

	Self	Boss	Sup	Peer	DRpt	Other
42. Can deal effectively with resistant employees.	3.00	[5.00]		3.67	[4.50]	
43. Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally.	3.00	4.00		3.33*	4.00	
44. Moves quickly in confronting a problem employee.	3.00	[5.00]		3.83*	[4.50]	

Higher Ratings Preferred

Key:

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- = 15 lowest rated items (plus ties) for each observer group.
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SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

	Self	Boss	Sup	Peer	DRpt	Other
45. Is able to fire or deal firmly with loyal but incompetent people without procrastinating.	3.00	[5.00]		<u>3.33</u>	[4.50]	
46. Correctly identifies potential performance problems early.	3.00	[5.00]		<u>3.33</u>	4.00	
47. Appropriately documents employee performance problems.	3.00	[5.00]		3.50	3.75*	
Higher Ratings Preferred						

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

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	4.10		●	
All Observers	3.71		▲	
Bosses	4.30		○	
Superiors				
Peers	3.58		◆	
Direct Reports	3.75		■	
Others				

Most Important For Success		
All Observers	Boss	Self
7		

	Self	Boss	Sup	Peer	DRpt	Other
48. Uses effective listening skills to gain clarification from others.	4.00	<u>4.00</u>		[4.00]	3.75	
49. Is open to the input of others.	5.00	<u>4.00</u>		3.33*	4.00	
50. Encourages direct reports to share.	4.00	[5.00]		3.50	<u>3.50</u>	
51. Involves others in the beginning stages of an initiative.	4.00	[5.00]		<u>3.33</u>	<u>3.50</u>	
52. Gains commitment of others before implementing changes.	3.00	<u>4.00</u>		3.50	4.00	

Higher Ratings Preferred

Key:

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- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

	Self	Boss	Sup	Peer	DRpt	Other
53. Listens to individuals at all levels in the organization.	5.00	[5.00]		3.83	3.75	
54. Keeps individuals informed of future changes that may impact them.	3.00	<u>4.00</u>		3.83	<u>3.50</u>	
55. Listens to employees both when things are going well and when they are not.	5.00	<u>4.00</u>		3.67*	4.00	
56. Involves others before developing plan of action.	4.00	[5.00]		3.50	3.75	
57. Recognizes that every decision has conflicting interests and constituencies.	4.00	<u>3.00</u>		<u>3.33</u>	3.75	
Higher Ratings Preferred						

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

8. Change Management

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

	Your Score	Low	Mid-Range	High
Self	3.78		●	
All Observers	3.82		▲	
Bosses	4.22			○
Superiors				
Peers	3.69		◆	
Direct Reports	3.92		■	
Others				

Most Important For Success		
All Observers	Boss	Self
4	✓	✓

	Self	Boss	Sup	Peer	DRpt	Other
58. Leads change by example.	3.00	[5.00]		3.83	4.00	
59. Accepts change as positive.	5.00	4.00		3.50	4.00	
60. Adapts plans as necessary.	4.00	[5.00]		3.83	[4.50]	
61. Takes into account peoples' concerns during change.	4.00	4.00		3.67*	3.25	
62. Effectively involves key people in the design and implementation of change.	4.00	4.00		[4.00]	3.75	
63. Adjusts management style to changing situations.	4.00	4.00		3.50	3.75	

Higher Ratings Preferred

Key:

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- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

	Self	Boss	Sup	Peer	DRpt	Other
64. Effectively manages others' resistance to organizational change.	3.00	<u>3.00</u>		<u>3.33</u>	3.75	
65. Adapts to the changing external pressures facing the organization.	4.00	<u>4.00</u>		3.67	4.00	
66. Is straightforward with individuals about consequences of an expected action or decision.	3.00	[5.00]		3.83*	4.25	
Higher Ratings Preferred						

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- _____ = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

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	3.91		●	
All Observers	3.88		▲	
Bosses	4.18			○
Superiors				
Peers	3.73		◆	
Direct Reports	4.05			■
Others				

Most Important For Success

All Observers	Boss	Self
8	✓	✓

	Self	Boss	Sup	Peer	DRpt	Other
67. Gets things done without creating unnecessary adversarial relationships.	4.00	4.00		[4.00]	3.75	
68. Uses good timing and common sense in negotiating; makes his/her points when the time is ripe and does it diplomatically.	3.00	4.00		3.50*	[4.50]	
69. When working with a group over whom he/she has no control, gets things done by finding common ground.	4.00	4.00		3.67	4.25	

Higher Ratings Preferred

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

	Self	Boss	Sup	Peer	DRpt	Other
70. Can handle an unfair attack from peers with poise.	4.00	<u>4.00</u>		<u>3.17*</u>	<u>3.25</u>	
71. Relates to all kinds of individuals tactfully, from shop floor to top executives.	5.00	<u>4.00</u>		3.83	4.25	
72. When working with peers from other functions or units, gains their cooperation and support.	4.00	[5.00]		[4.00]	4.25	
73. Tries to understand what other people think before making judgments about them.	4.00	<u>3.00</u>		3.67	4.25	
74. Can deal effectively with staff members who are older or more experienced than he/she.	4.00	[5.00]		[4.00]	4.25	
75. Quickly gains trust and respect from his/her customers.	3.00	[5.00]		3.83	4.00	
76. Is widely counted on by peers.	4.00	<u>4.00</u>		3.67*	4.00	
77. Can settle problems with external groups without alienating them.	4.00	<u>4.00</u>		3.67	3.75*	
Higher Ratings Preferred						

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

10. Compassion And Sensitivity

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

	Your Score	Low	Mid-Range	High
Self	4.14		●	
All Observers	3.94		▲	
Bosses	4.43			○
Superiors				
Peers	3.83		◆	
Direct Reports	3.96		■	
Others				

Most Important For Success		
All Observers	Boss	Self
6		

	Self	Boss	Sup	Peer	DRpt	Other
78. Shows interest in the needs, hopes, and dreams of other people.	4.00	[5.00]		3.67*	4.25	
79. Is sensitive to signs of overwork in others.	4.00	4.00		3.33	4.25	
80. Is willing to help an employee with personal problems.	5.00	[5.00]		3.83	4.00	
81. Is calm and patient when other people have to miss work due to sick days.	5.00	4.00		3.83	3.75*	
82. Allows new people in a job sufficient time to learn.	3.00	4.00		[4.33]	4.00	
83. Helps people learn from their mistakes.	4.00	4.00		3.83	3.75*	
84. Conveys compassion toward them when other people disclose a personal loss.	4.00	[5.00]		[4.00]	3.75*	

Higher Ratings Preferred

Key:

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SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

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	3.50	●		
All Observers	3.77		▲	
Bosses	3.75		○	
Superiors				
Peers	3.71		◆	
Direct Reports	3.88		■	
Others				

Most Important For Success

All Observers	Boss	Self
8	✓	✓

	Self	Boss	Sup	Peer	DRpt	Other
85. Does not become hostile or moody when things are not going his/her way.	4.00	<u>4.00</u>		<u>3.33</u>	<u>3.25</u>	
86. Does not blame others or situations for his/her mistakes.	3.00	<u>3.00</u>		[4.00*]	3.75	
87. Contributes more to solving organizational problems than to complaining about them.	3.00	<u>4.00</u>		[4.17]	4.25	
88. Remains calm when crises occur.	4.00	<u>4.00</u>		<u>3.33</u>	4.25	

Higher Ratings Preferred

Key:

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- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

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	5.00			●
All Observers	4.34		▲	
Bosses	4.75			○
Superiors				
Peers	4.04		◆	
Direct Reports	4.69			■
Others				

Most Important For Success		
All Observers	Boss	Self
9	✓	✓

	Self	Boss	Sup	Peer	DRpt	Other
89. Acts as if there is more to life than just having a career.	5.00	[5.00]		[4.00]	[4.75]	
90. Has activities and interests outside of career.	5.00	[5.00]		[4.50]	[4.75]	
91. Does not let job demands cause family problems.	5.00	4.00		3.67	4.33	
92. Does not take career so seriously that his/her personal life suffers.	5.00	[5.00]		[4.00]	[4.75]	

Higher Ratings Preferred

Key:
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 * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

13. Self-Awareness

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

	Your Score	Low	Mid-Range	High
Self	3.25	●		
All Observers	3.77		▲	
Bosses	4.25			○
Superiors				
Peers	3.75		◆	
Direct Reports	3.69		■	
Others				

Most Important For Success		
All Observers	Boss	Self
3		✓

	Self	Boss	Sup	Peer	DRpt	Other
93. Admits personal mistakes, learns from them and moves on to correct the situation.	3.00	<u>4.00</u>		3.83	3.75	
94. Does an honest self-assessment.	4.00	<u>4.00</u>		[4.00]	4.00	
95. Seeks corrective feedback to improve him/herself.	3.00	[5.00]		<u>3.17</u>	<u>3.00</u>	
96. Sorts out his/her strengths and weaknesses fairly accurately (i.e., knows him/herself).	3.00	<u>4.00</u>		[4.00]	4.00	

Higher Ratings Preferred

Key:

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- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

14. Putting People At Ease

Displays warmth and a sense of humor.

	Your Score	Low	Mid-Range	High
Self	3.75		●	
All Observers	4.09		▲	
Bosses	4.25		○	
Superiors				
Peers	4.04		◆	
Direct Reports	4.13		■	
Others				

Most Important For Success		
All Observers	Boss	Self

	Self	Boss	Sup	Peer	DRpt	Other
97. Has a pleasant disposition.	3.00	<u>4.00</u>		[4.17]	[4.50]	
98. Has a warm personality that puts people at ease.	4.00	<u>4.00</u>		3.83*	4.00	
99. Has a good sense of humor.	4.00	[5.00]		[4.33]	4.00	
100. Has personal warmth.	4.00	<u>4.00</u>		3.83	4.00	

Higher Ratings Preferred

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

15. Differences Matter

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

	Your Score	Low	Mid-Range	High
Self	4.50		●	
All Observers	3.85	▲		
Bosses	4.33		○	
Superiors				
Peers	4.03		◆	
Direct Reports	3.46	■		
Others				

Most Important For Success		
All Observers	Boss	Self
4		✓

	Self	Boss	Sup	Peer	DRpt	Other
101. Understands and respects cultural, religious, gender, and racial differences.	5.00	[5.00]		[4.00]	<u>3.25</u>	
102. Treats people of all backgrounds fairly.	5.00	[5.00]		[4.33]	<u>3.50</u>	
103. Values working with a diverse group of people.	5.00	<u>4.00</u>		3.83	<u>3.50</u>	

Higher Ratings Preferred

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

	Self	Boss	Sup	Peer	DRpt	Other
104. Makes personnel decisions which are fair and unbiased.	3.00	<u>4.00</u>		3.83	<u>3.50</u>	
105. Is comfortable managing people from different racial or cultural backgrounds.	5.00	<u>4.00</u>		[4.33]	<u>3.50</u>	
106. Acknowledges and values different backgrounds and perspectives.	4.00	<u>4.00</u>		3.83	<u>3.50</u>	
Higher Ratings Preferred						

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- _____ = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

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	3.67		●	
All Observers	3.73		▲	
Bosses	4.22			○
Superiors				
Peers	3.59		◆	
Direct Reports	3.81		■	
Others				

Most Important For Success		
All Observers	Boss	Self
1		

	Self	Boss	Sup	Peer	DRpt	Other
107. Actively seeks others to provide coaching.	4.00	[5.00]		3.33	3.75	
108. Understands the value of a good mentoring relationship.	5.00	[5.00]		[4.00]	4.25	
109. Effectively builds and maintains feedback channels.	4.00	4.00		3.83	3.75*	
110. Responds to feedback from subordinates.	4.00	4.00		3.33	3.50	

Higher Ratings Preferred

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

	Self	Boss	Sup	Peer	DRpt	Other
111. Actively cultivates a good relationship with superior.	3.00	<u>3.00</u>		3.83	4.00	
112. Uses mentoring relationships effectively.	4.00	[5.00]		<u>3.33</u>	3.75*	
113. Uses networking to manage own career.	3.00	<u>4.00</u>		3.83	4.00	
114. Actively seeks opportunities to develop professional relationships with others.	3.00	<u>4.00</u>		3.83	4.00	
115. Responds effectively to constructive criticism from others.	3.00	<u>4.00</u>		<u>3.00</u>	<u>3.25</u>	
Higher Ratings Preferred						

Key:

- [] = 15 highest rated items (plus ties) for each observer group.
- = 15 lowest rated items (plus ties) for each observer group.
- * = Gap of at least 3 points between observers from one category.

SECTION 1: LEADERSHIP SKILLS AND PERSPECTIVES

Largest Differences Between Self And Observer Scores

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

	All Obsvrs	Self
26. Does not become paralyzed or overwhelmed when facing action.	3.27	5.00
30. Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions.	3.64	2.00
49. Is open to the input of others.	3.64	5.00
59. Accepts change as positive.	3.73	5.00
103. Values working with a diverse group of people.	3.73	5.00
97. Has a pleasant disposition.	4.27	3.00
55. Listens to employees both when things are going well and when they are not.	3.82	5.00
81. Is calm and patient when other people have to miss work due to sick days.	3.82	5.00
101. Understands and respects cultural, religious, gender, and racial differences.	3.82	5.00
44. Moves quickly in confronting a problem employee.	4.18	3.00
82. Allows new people in a job sufficient time to learn.	4.18	3.00
87. Contributes more to solving organizational problems than to complaining about them.	4.18	3.00
91. Does not let job demands cause family problems.	3.90	5.00
3. Links his/her responsibilities with the mission of the whole organization.	4.09	3.00
16. Takes charge when trouble comes. ++	4.09	3.00

A ++ by the last item indicates that additional item(s)
had equivalent self-observer discrepancies as that item.

SECTION 2:

PROBLEMS THAT CAN STALL A CAREER

Benchmarks identifies five problem areas associated with career difficulties. In this section, lower ratings are preferred. Recall that you rated yourself and asked others to rate you on the extent to which you displayed specific characteristics, which can lead to derailment. The rankings are:

- 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.

	Self	All Obsvrs	Boss	Sup	Peer	DRpt	Other
1. Problems With Interpersonal Relationships	1.70	1.82	1.50		1.95	1.70	
2. Difficulty Building And Leading A Team	2.25	1.91	1.75		2.21	1.50	
3. Difficulty Changing Or Adapting	1.30	1.72	1.70		1.97	1.35	
4. Failure To Meet Business Objectives	1.57	1.81	1.57		2.19	1.29	
5. Too Narrow Functional Orientation	1.40	1.75	1.00		2.27	1.15	

Lower Ratings Preferred

Guide For Interpretation:

- How do your responses compare to those of others? What patterns do you see?
- How are the data related to feedback you received in Section 1? How are the data consistent or inconsistent with feedback from other sources?
- Organizations differ in which problems might stall a career. Based on your knowledge of your organization, what might be a potential problem area?

SECTION 2: PROBLEMS THAT CAN STALL A CAREER

1. Problems With Interpersonal Relationships

Difficulties in developing good working relationships with others.

	Self	All Obsvrs	Boss	Sup	Peer	DRpt	Other
Your Score	1.70	1.82	1.50		1.95	1.70	
Lower Ratings Preferred							

	Self	Boss	Sup	Peer	DRpt	Other
116. Is arrogant (e.g., devalues the contribution of others).	2.00	1.00		1.50	1.75*	
117. Tends to resist input from other departments.	2.00	2.00		2.33	1.75	
118. Is dictatorial in his/her approach.	1.00	1.00		2.17*	1.75*	
119. Makes direct reports or peers feel stupid or unintelligent.	1.00	1.00		1.83	1.50	
120. Has left a trail of bruised people.	2.00	1.00		2.00	1.25	
121. Is emotionally volatile and unpredictable.	2.00	2.00		1.67	1.25	
122. Is reluctant to share decision making with others.	3.00	1.00		1.83	2.00*	
123. Adopts a bullying style under stress.	1.00	2.00		1.83	1.75*	
124. Even when asking for input, has already made up his/her mind.	1.00	2.00		2.17*	2.25*	
125. Orders people around rather than working to get them on board.	2.00	2.00		2.17*	1.75*	
Lower Ratings Preferred						

Key:

_____ = Score of 2.5 or greater.

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

SECTION 2: PROBLEMS THAT CAN STALL A CAREER

2. Difficulty Building And Leading A Team

Difficulties in selecting and building a team.

	Self	All Obsvrs	Boss	Sup	Peer	DRpt	Other
Your Score	2.25	1.91	1.75		2.21	1.50	
Lower Ratings Preferred							

	Self	Boss	Sup	Peer	DRpt	Other
126. Does not resolve conflict among direct reports.	2.00	2.00		2.00	1.50	
127. Hires people with good technical skills but poor ability to work with others.	2.00	2.00		2.00	1.50	
128. Does not motivate team members to do the best for the team.	2.00	2.00		2.50	1.50	
129. Chooses an overly narrow employee group.	3.00	2.00		2.00	1.25	
130. Selects people for a team who don't work well together.	2.00	2.00		2.33	1.50	
131. Is not good at building a team.	2.00	1.00		2.33*	1.25	
132. Does not help individuals understand how their work fits into the goals of the organization.	3.00	2.00		2.17	1.75	
133. Fails to encourage and involve team members.	2.00	1.00		2.33*	1.75	
Lower Ratings Preferred						

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

SECTION 2: PROBLEMS THAT CAN STALL A CAREER

3. Difficulty Changing Or Adapting

Resistant to change, learning from mistakes, and developing.

	Self	All Obsvrs	Boss	Sup	Peer	DRpt	Other
Your Score	1.30	1.72	1.70		1.97	1.35	
Lower Ratings Preferred							

	Self	Boss	Sup	Peer	DRpt	Other
134. Cannot adapt to a new boss with a more participative management style.	1.00	2.00		2.33	1.50	
135. Has not adapted to the culture of the organization.	1.00	1.00		1.83	1.00	
136. Is unprofessional about his/her disagreement with upper management.	1.00	3.00		2.33*	1.25	
137. Has an unresolved interpersonal conflict with boss.	1.00	1.00		1.67	1.50	
138. Is not adaptable to many different types of people.	1.00	1.00		1.67	2.00	
139. Resists learning from his/her mistakes.	2.00	2.00		2.00	1.25	
140. Does not use feedback to make necessary changes in his/her behaviors.	2.00	1.00		2.17*	1.75	
141. Does not handle pressure well.	1.00	2.00		2.00*	1.00	
142. Has not adapted to the management culture.	2.00	2.00		1.67	1.25	
143. Can't make the mental transition from technical manager to general manager.	1.00	2.00		2.00	1.00	
Lower Ratings Preferred						

Key:

_____ = Score of 2.5 or greater.

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

SECTION 2: PROBLEMS THAT CAN STALL A CAREER

4. Failure To Meet Business Objectives

Difficulties in following up on promises and completing a job

	Self	All Obsvrs	Boss	Sup	Peer	DRpt	Other
Your Score	1.57	1.81	1.57		2.19	1.29	
Lower Ratings Preferred							

	Self	Boss	Sup	Peer	DRpt	Other
144. Neglects necessary work to concentrate on high-profile work.	2.00	1.00		1.83	2.00	
145. Makes a splash and moves on without really completing a job.	1.00	2.00		1.83*	1.50	
146. Is overwhelmed by complex tasks.	1.00	2.00		2.33*	1.00	
147. May have exceeded his or her current level of competence.	2.00	2.00		2.00*	1.00	
148. Overestimates his/her own abilities.	2.00	2.00		2.17	1.25	
149. Has difficulty meeting the expectations of his/her current position.	2.00	1.00		1.83*	1.00	
150. Is self-promoting without the results to support it.	1.00	1.00		3.33*	1.25	
Lower Ratings Preferred						

Key:

_____ = Score of 2.5 or greater.

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

SECTION 2: PROBLEMS THAT CAN STALL A CAREER

5. Too Narrow Functional Orientation

Lacks depth to manage outside of one's current function.

	Self	All Obsvrs	Boss	Sup	Peer	DRpt	Other
Your Score	1.40	1.75	1.00		2.27	1.15	
Lower Ratings Preferred							

	Self	Boss	Sup	Peer	DRpt	Other
151. A promotion would cause him or her to go beyond their current level of competence.	1.00	1.00		<u>2.83*</u>	1.25	
152. Is not ready for more responsibility.	1.00	1.00		<u>2.67*</u>	1.25	
153. Would not be able to manage in a different department.	1.00	1.00		1.67	1.00	
154. Could not handle management outside of current function.	2.00	1.00		2.17	1.00	
155. Doesn't understand how other departments function in the organization.	2.00	1.00		2.00*	1.25	
Lower Ratings Preferred						

Key:

_____ = Score of 2.5 or greater.

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