



360 By Design[®]

Group Profile

Prepared For:

Sample Company

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This report includes:

5 Participants

77 Raters

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made 360 By Design possible:

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Purpose and Overview

This 360 By Design® group profile is an aggregated summary of the data from a group of individual feedback reports. In this group profile, Self represents all the participants in this group and All Raters includes everyone who submitted a survey except Self.

The group profile can be used to:

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

Group Profile Contents:

Overall Group Performance and Importance Rankings

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

Strengths and Development Needs

Displays the average scores of the competencies by rater group.

Importance for Success

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

Highest and Lowest Rated Items by Rater Group

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

Greatest Differences Between All Raters and Self Scores

Two tables that show the 15 items with greatest discrepancy between Self and All Raters scores.

Normative Comparison

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

Problems That Can Stall a Career

Displays All Raters, Boss and Self average scores of behaviors that can lead to career derailment.

Purpose and Overview

Group Profile Legend:

Competency Response Scale

- 1 = To a very little extent
- 2 = To a little extent
- 3 = To some extent
- 4 = To a great extent
- 5 = To a very great extent
- DK = Don't Know/Not Applicable

Importance for Success

Participants and raters selected the five (5) competencies most important for success in the participants' organization.

Problems That Can Stall a Career Response Scale

- 1 = Strongly disagree
- 2 = Tend to disagree
- 3 = Hard to decide
- 4 = Tend to agree
- 5 = Strongly agree
- DK = Don't Know/Not Applicable

Rater Groups

Self = all of the participants in this group

All Raters = all respondents combined (boss, superior, peers, direct reports, and others)

Note: Names of rater groups, such as boss, superiors, peers, direct reports and others may have been customized by your organization.

Overall Group Performance and Importance Rankings

This table contrasts the group's performance by competency with importance rankings. Group performance is sorted by average competency scores for All Raters. The importance column ranks each competency based on how often it was selected as one of the five most important competencies for success in the participants' organization (e.g. the competency ranked "1" was selected most often). "n=" identifies the number of raters who responded.

Competencies	All Raters Competency Scores n = 77	All Raters Importance Rankings n = 77
Listens	3.99	2
Adapts	3.98	1
Business perspective	3.97	6
Communicates	3.96	5
Communicating effectively	3.89	7
Seeks broad business knowledge	3.89	9
Interpersonal savvy	3.88	8
Embraces flexibility	3.86	4
Communicating information, ideas	3.77	10
Shows business knowledge	3.74	3

Things to consider:

- What are this group's strengths?
- What does this group need to improve upon?
- How well does this group's competency scores align with the importance rankings?

Strengths and Development Needs

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

Competencies	All Raters n=77	Boss n=5	Superior n=13	Peers n=19	Direct Reports n=27	Others n=13	Self n=5
Communicates	3.96	4.00	4.38	3.49	4.13	3.85	4.24
Communicating effectively	3.89	4.00	4.15	3.58	4.13	3.51	4.33
Communicating information, ideas	3.77	4.00	4.02	3.33	4.16	3.29	4.24
Listens	3.99	4.00	4.25	3.79	4.25	3.48	4.45
Business perspective	3.97	4.04	4.17	3.66	4.13	3.85	4.36
Seeks broad business knowledge	3.89	3.75	4.04	3.58	4.22	3.54	4.10
Shows business knowledge	3.74	4.05	4.21	3.16	3.97	3.52	4.50
Adapts	3.98	3.92	4.20	3.83	4.16	3.66	4.24
Embraces flexibility	3.86	4.03	4.00	3.58	4.28	3.21	4.33
Interpersonal savvy	3.88	4.11	4.15	3.40	4.11	3.75	4.29

Things to consider:

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

Importance for Success

This table shows responses to the question: "Which five competencies do you consider to be the most important for success in this person's organization?" The percentages are based on the number of participants and raters who selected that competency. **Highlighted** percentages indicate the competency was one of the 5 highest rated competencies for that rater group. The competencies in this table are shown in the same order as seen in participants' individual feedback reports.

Competencies	All Raters n=77	Boss n=5	Superior n=13	Peers n=19	Direct Reports n=27	Others n=13	Self n=5
Communicates	38%	20%	92%	84%	0%	0%	80%
Communicating effectively	12%	80%	8%	16%	0%	8%	0%
Communicating information, ideas	1%	20%	0%	0%	0%	0%	20%
Listens	61%	80%	0%	16%	100%	100%	0%
Business perspective	27%	100%	0%	84%	0%	0%	80%
Seeks broad business knowledge	3%	20%	0%	0%	0%	8%	0%
Shows business knowledge	44%	100%	92%	84%	0%	8%	20%
Adapts	88%	0%	100%	84%	100%	92%	80%
Embraces flexibility	39%	100%	0%	0%	89%	8%	0%
Interpersonal savvy	10%	80%	8%	16%	0%	0%	0%

Things to consider:

- What is the level of agreement across rater groups? What is the level of agreement within each rater group (column)? What are the implications of agreement or disagreement?
- Are the top rated competencies identified by All Raters consistent with the organization's values and strategic direction?
- Does this organization currently select or promote based upon these competencies?
- Examine the competencies ranked least important. How would you hope these rankings could change in the next 5 years?

Highest Rated Items by Rater Group

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

All Raters	Average Score
Understands the financial side of the business. (29)	4.79
Listens carefully to others' ideas and suggestions. (17)	4.53
Commands the attention of others when speaking. (5)	4.44
Tries new approaches. (41)	4.40
Adapts to changing conditions. (34)	4.35
Boss	Average Score
Regularly seeks data about customer satisfaction. (25)	5.00
Departs from accepted group norms of thinking and behaving when necessary. (40)	5.00
Commands the attention of others when speaking. (5)	4.80
Conveys ideas through lively examples and images. (10)	4.80
Makes his or her point effectively to resistant audience. (15)	4.80
Superior	Average Score
Understands the financial side of the business. (29)	5.00
Sees the value in others' unique differences. (38)	5.00
Lets people know the direction of the organization. (1)	4.92
Is clear about his/her expectations. (3)	4.92
Encourages direct and open discussions about important issues. (8)	4.92
Peers	Average Score
Commands the attention of others when speaking. (5)	4.84
Clearly articulates even the most complex concepts. (11)	4.84
Listens carefully to others' ideas and suggestions. (17)	4.84
Has a firm grasp of external conditions affecting the organization. (23)	4.84
Understands the financial side of the business. (29)	4.84

Highest Rated Items by Rater Group

Direct Reports	Average Score
Adapts to changing conditions. (34)	5.00
Inspires enthusiasm when speaking. (4)	4.89
Is a good public speaker; skilled at performing, being on stage. (14)	4.89
Shows a willingness to listen and be open to input. (19)	4.89
Stays informed about the strategic moves of major competitors. (24)	4.89
Others	Average Score
Commands the attention of others when speaking. (5)	5.00
Regularly seeks data about customer satisfaction. (25)	5.00
Understands this organization's products/services. (33)	5.00
Wins concessions from others without harming relationships. (49)	5.00
Lets people know the direction of the organization. (1)	4.92
Self	Average Score
Understands the strengths and weaknesses of major competitors. (22)	5.00
Has a good understanding of the industry. (30)	5.00
Makes specific organization goals and plans clear. (2)	4.80
Prevents unpleasant surprises by communicating important information. (7)	4.80
Conveys ideas through lively examples and images. (10)	4.80

Lowest Rated Items by Rater Group

The next two pages present the five lowest rated items by rater group. The numbers in parentheses identify the specific item number as seen on the individual feedback reports.

All Raters	Average Score
Accurately senses when to give and take when negotiating. (51)	3.38
Prevents unpleasant surprises by communicating important information. (7)	3.48
Knows how the various parts of the organization fit together. (27)	3.48
Knows the business. (28)	3.48
Has the technical skills necessary for this industry. (32)	3.49
Boss	Average Score
Is clear about his/her expectations. (3)	3.00
Sees the value in others' unique differences. (38)	3.00
Is eager to learn and grow. (43)	3.00
Is crisp, clear, articulate. (13)	3.20
Makes people feel they are truly heard. (18)	3.20
Superior	Average Score
Is a good public speaker; skilled at performing, being on stage. (14)	3.08
Understands the perspectives of different functional areas in the organization. (21)	3.08
Knows the business. (28)	3.08
Anticipates problems and takes preventive action. (35)	3.08
Adjusts to changes in circumstances easily. (42)	3.08
Peers	Average Score
Is clear about his/her expectations. (3)	2.32
Writes clearly and concisely. (9)	2.32
Makes his or her point effectively to resistant audience. (15)	2.32
Understands the perspectives of different functional areas in the organization. (21)	2.32
Knows how the various parts of the organization fit together. (27)	2.32

Lowest Rated Items by Rater Group

Direct Reports	Average Score
Lets people know the direction of the organization. (1)	3.89
Makes specific organization goals and plans clear. (2)	3.89
Encourages direct and open discussions about important issues. (8)	3.89
Makes his or her point effectively to resistant audience. (15)	3.89
Is a strong communicator on paper; good writing skills. (16)	3.89
Others	Average Score
Encourages direct and open discussions about important issues. (8)	2.08
Is open to constructive feedback. (20)	2.08
Departs from accepted group norms of thinking and behaving when necessary. (40)	2.08
Inspires enthusiasm when speaking. (4)	2.15
Is adept at disseminating information to others. (12)	2.15
Self	Average Score
Inspires enthusiasm when speaking. (4)	3.80
Is a strong communicator on paper; good writing skills. (16)	3.80
Has a solid understanding of our products and services. (26)	3.80
Sees the value in others' unique differences. (38)	3.80
Knows when and with whom to build alliances. (48)	3.80

Greatest Differences: Overrated By Self

Listed below are (up to 15) items with the greatest difference between high Self scores and low All Raters scores.

Items	All Raters	Self
Prevents unpleasant surprises by communicating important information. (7)	3.48	4.80
Has the technical skills necessary for this industry. (32)	3.49	4.80
Is open to constructive feedback. (20)	3.56	4.80
Knows how the various parts of the organization fit together. (27)	3.48	4.60
Is adept at disseminating information to others. (12)	3.69	4.80
Makes specific organization goals and plans clear. (2)	3.75	4.80
Departs from accepted group norms of thinking and behaving when necessary. (40)	3.75	4.80
Has a good understanding of the industry. (30)	3.99	5.00
Makes his or her point effectively to resistant audience. (15)	3.60	4.60
Adjusts to changes in circumstances easily. (42)	3.83	4.80
Understands the strengths and weaknesses of major competitors. (22)	4.10	5.00
Anticipates problems and takes preventive action. (35)	3.94	4.80
Tailors communication based on other's needs, motivations, and agendas. (45)	3.95	4.80
Adjusts leadership style according to the demands of the situation. (50)	3.96	4.80
Regularly seeks data about customer satisfaction. (25)	4.03	4.80

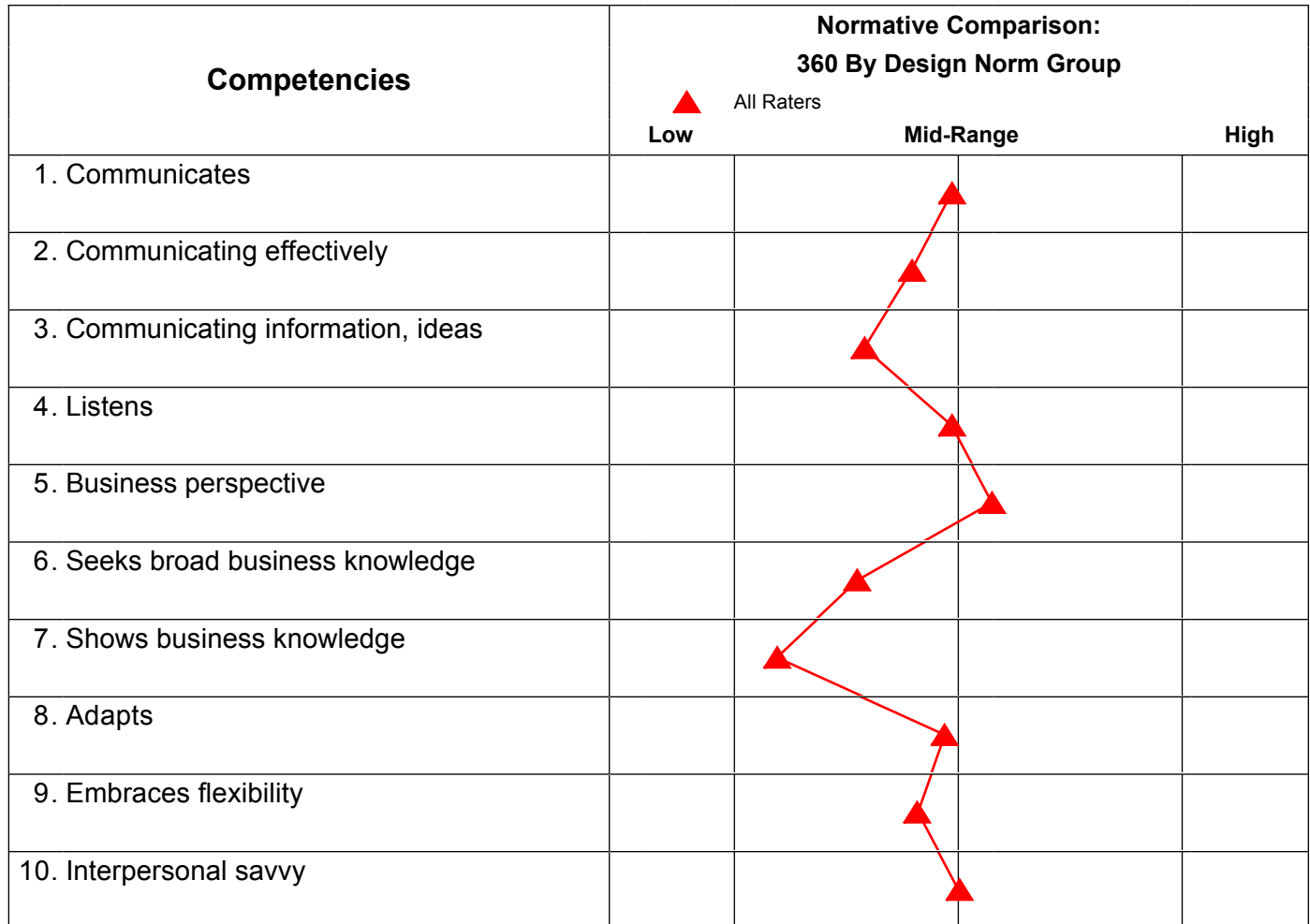
Greatest Differences: Underrated By Self

Listed below are (up to 15) items with the greatest difference between low Self scores and high All Raters scores.

Items	All Raters	Self
Understands the financial side of the business. (29)	4.79	4.00

Normative Comparison

This chart compares this group's All Raters competency scores (as standard scores) to a very large normative sample.




Things to consider:

- What competencies are notably high?
- What competencies are notably low?
- What might account for these differences?

Problems That Can Stall a Career

This table shows the extent to which participants (Self) think they display behaviors that can lead to career derailment. Higher scores indicate potential trouble areas. This table compares Boss and All Raters scores to Self score.

Derailment Area				Average Score		
	1	2	3	All Raters	Boss	Self
Difficulty building and leading a team				1.97	2.11	1.14
Difficulty changing or adapting				2.02	2.14	1.18
Failure to meet business objectives				1.97	2.30	1.13
Problems with interpersonal relationships				2.05	2.18	1.13
Too narrow a functional orientation				1.98	2.36	1.20

Things to consider:

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