



Benchmarks[®]

Group Profile

Prepared For:

Sample Company

17 April 2013

This report includes:

24 Participants

274 Raters

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made the Benchmarks group profile possible:

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Purpose and Overview

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

Potential Pitfalls

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

Purpose and Overview

Group Profile Legend:

Competency Rating 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 eight (8) competencies most important for success in the participants' organization.

Problems That Can Stall a Career Rating Scale

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

Rater Groups

- Self = all the participants in this group
- All Raters = all respondents combined (boss, superior, peers, direct reports, and others)
- Boss = all of the bosses in this group
- Superior = all of the superiors in this group
- Peers = all of the peers in this group
- Direct Reports = all of the direct reports in this group
- Others = all of the others in this group

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 eight most important competencies for success in the participants' organization (e.g. the competency ranked "1" was selected most often). Note that "n=" identifies the number of raters who responded.

Competencies	All Raters Competency Scores	All Raters Importance Rankings
	n=274	n=274
Composure	4.46	7
Taking initiative	4.30	8
Being a quick study	4.26	11
Balance between personal and work life	4.22	14
Strategic perspective	4.20	4
Decisiveness	4.19	6
Respect for differences	4.13	15
Building collaborative relationships	4.10	3
Compassion and sensitivity	4.08	10
Participative management	4.08	2
Change management	4.07	5
Self-awareness	4.06	9
Leading employees	4.04	1
Putting people at ease	4.04	12
Career management	4.03	16
Confronting problem employees	3.93	13

Guide for Interpretation

- What are this group's strengths?
- What does this group need to improve upon?
- How well do 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=274	Boss n=26	Superior n=13	Peers n=97	Direct Reports n=94	Others n=44	Self n=24
Strategic perspective	4.20	4.19	3.91	4.11	4.26	4.37	4.15
Being a quick study	4.26	4.29	4.10	4.20	4.28	4.41	4.08
Decisiveness	4.19	4.18	4.15	4.15	4.27	4.14	3.97
Change management	4.07	4.00	3.89	4.06	4.09	4.13	3.99
Leading employees	4.04	4.05	3.84	4.01	4.05	4.16	4.00
Confronting problem employees	3.93	3.90	3.76	3.93	3.90	4.09	3.77
Participative management	4.08	4.20	4.01	4.01	4.09	4.15	3.87
Building collaborative relationships	4.10	4.05	4.02	4.07	4.09	4.25	3.99
Compassion and sensitivity	4.08	4.12	3.85	4.05	4.09	4.21	4.05
Putting people at ease	4.04	4.05	4.02	3.96	4.05	4.19	4.07
Respect for differences	4.13	4.17	4.01	4.13	4.13	4.15	4.12
Taking initiative	4.30	4.29	4.28	4.24	4.30	4.42	4.19
Composure	4.46	4.58	4.52	4.41	4.44	4.56	4.39
Balance between personal and work life	4.22	4.24	4.01	4.14	4.29	4.33	4.03
Self-awareness	4.06	4.11	4.04	3.94	4.14	4.17	3.95
Career management	4.03	4.13	3.91	3.98	4.04	4.13	4.19

Guide for Interpretation

- 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 your 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 eight 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. The competencies in this table are shown in the same order as seen in participants' individual feedback reports.

Competencies	All	Boss	Superior	Peers	Direct	Others	Self
	Raters n=274	n=26	n=13	n=97	Reports n=94	n=44	n=24
Strategic perspective	67 %	77 %	69 %	62 %	70 %	66 %	83 %
Being a quick study	38 %	35 %	54 %	39 %	36 %	36 %	46 %
Decisiveness	61 %	73 %	62 %	60 %	53 %	70 %	54 %
Change management	62 %	81 %	85 %	72 %	49 %	52 %	75 %
Leading employees	80 %	69 %	92 %	81 %	78 %	86 %	92 %
Confronting problem employees	32 %	27 %	15 %	31 %	35 %	39 %	25 %
Participative management	72 %	77 %	69 %	70 %	71 %	75 %	75 %
Building collaborative relationships	69 %	85 %	62 %	74 %	64 %	59 %	83 %
Compassion and sensitivity	39 %	42 %	54 %	39 %	41 %	30 %	25 %
Putting people at ease	37 %	31 %	23 %	38 %	40 %	36 %	17 %
Respect for differences	25 %	15 %	15 %	27 %	24 %	32 %	21 %
Taking initiative	57 %	69 %	77 %	61 %	52 %	45 %	71 %
Composure	58 %	54 %	62 %	53 %	66 %	52 %	38 %
Balance between personal and work life	31 %	12 %	31 %	23 %	43 %	34 %	46 %
Self-awareness	46 %	42 %	23 %	48 %	44 %	55 %	46 %
Career management	24 %	12 %	8 %	22 %	28 %	32 %	4 %

Guide for Interpretation

- 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 the 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 in the participants' individual feedback reports.

All Raters		Average Score
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.52
Treats people of all backgrounds fairly. (69)		4.50
Understands and respects cultural, religious, gender, and racial differences. (68)		4.47
Conveys compassion toward them when other people disclose a personal loss. (64)		4.42
Has a good sense of humor. (66)		4.40
Boss		Average Score
Treats people of all backgrounds fairly. (69)		4.62
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.61
Understands and respects cultural, religious, gender, and racial differences. (68)		4.58
Conveys compassion toward them when other people disclose a personal loss. (64)		4.46
Values working with a diverse group of people. (70)		4.45
Superior		Average Score
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.70
Treats people of all backgrounds fairly. (69)		4.50
Quickly gains trust and respect from his/her customers. (57)		4.42
Appropriately documents employee performance problems. (42)		4.40
Has a good sense of humor. (66)		4.38
Peers		Average Score
Treats people of all backgrounds fairly. (69)		4.45
Understands and respects cultural, religious, gender, and racial differences. (68)		4.44
Conveys compassion toward them when other people disclose a personal loss. (64)		4.43
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.43
Actively cultivates a good relationship with superior. (91)		4.34

Highest Rated Items by Rater Group

Direct Reports		Average Score
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.52
Does his/her homework before making a proposal to top management. (1)		4.49
Takes charge when trouble comes. (74)		4.46
Treats people of all backgrounds fairly. (69)		4.45
Has a good sense of humor. (66)		4.44
Others		Average Score
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.65
Treats people of all backgrounds fairly. (69)		4.64
Understands and respects cultural, religious, gender, and racial differences. (68)		4.63
Has a good sense of humor. (66)		4.53
Actively cultivates a good relationship with superior. (91)		4.53
Self		Average Score
Treats people of all backgrounds fairly. (69)		4.57
Acts fairly and does not play favorites. (27)		4.50
Conveys compassion toward them when other people disclose a personal loss. (64)		4.50
Admits personal mistakes, learns from them, and moves on to correct the situation. (84)		4.50
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.48

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 in the participants' individual feedback reports.

All Raters	Average Score
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.81
Adjusts management style to changing situations. (20)	3.84
Is sensitive to signs of overwork in others. (59)	3.85
Does not become hostile or moody when things are not going his/her way. (77)	3.85
Correctly identifies potential performance problems early. (41)	3.86
Boss	Average Score
Effectively manages others' resistance to organizational change. (21)	3.68
Adjusts management style to changing situations. (20)	3.73
Finds and attracts highly talented and productive people. (36)	3.76
Appropriately documents employee performance problems. (42)	3.76
Surrounds him/herself with the best people. (35)	3.78
Superior	Average Score
Adjusts management style to changing situations. (20)	3.50
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.55
Takes into account peoples' concerns during change. (18)	3.58
In implementing a change, explains, answers questions, and patiently listens to concerns. (29)	3.58
Is sensitive to signs of overwork in others. (59)	3.60
Peers	Average Score
Does not become hostile or moody when things are not going his/her way. (77)	3.70
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.78
Can settle problems with external groups without alienating them. (58)	3.80
Is creative or innovative. (75)	3.84
Correctly identifies potential performance problems early. (41)	3.85

Lowest Rated Items by Rater Group

Direct Reports		Average Score
Moves quickly in confronting a problem employee. (39)		3.77
Is sensitive to signs of overwork in others. (59)		3.78
Tries to understand what other people think before making judgments about them. (56)		3.82
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)		3.83
Adjusts management style to changing situations. (20)		3.84
Others		Average Score
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)		3.81
Does not become hostile or moody when things are not going his/her way. (77)		3.88
Is sensitive to signs of overwork in others. (59)		3.91
Allows new people in a job sufficient time to learn. (62)		3.93
Correctly identifies potential performance problems early. (41)		3.94
Self		Average Score
Does not become hostile or moody when things are not going his/her way. (77)		3.39
Does not take career so seriously that his/her personal life suffers. (83)		3.39
Appropriately documents employee performance problems. (42)		3.52
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)		3.55
Is creative or innovative. (75)		3.63

Greatest Differences: Overrated By Self

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

Items	All Raters	Self
Admits personal mistakes, learns from them, and moves on to correct the situation. (84)	4.11	4.50
Acts fairly and does not play favorites. (27)	4.13	4.50
Gets things done without creating unnecessary adversarial relationships. (52)	4.01	4.25
Tries to understand what other people think before making judgments about them. (56)	3.92	4.13
Does not blame others or situations for his/her mistakes. (78)	4.18	4.38
Adjusts management style to changing situations. (20)	3.84	4.04
Is open to the input of others. (44)	4.15	4.33
Understands the value of a good mentoring relationship. (88)	4.20	4.33
Listens to individuals at all levels in the organization. (48)	4.17	4.29
Can deal effectively with resistant employees. (37)	3.92	4.04
Links his/her responsibilities with the mission of the whole organization. (3)	4.27	4.38
When working with peers from other functions or units, gains their cooperation and support. (55)	4.24	4.33
In implementing a change, explains, answers questions, and patiently listens to concerns. (29)	4.00	4.08
Conveys compassion toward them when other people disclose a personal loss. (64)	4.42	4.50
Sorts out his/her strengths and weaknesses fairly accurately (i.e., knows him/herself). (87)	4.05	4.13

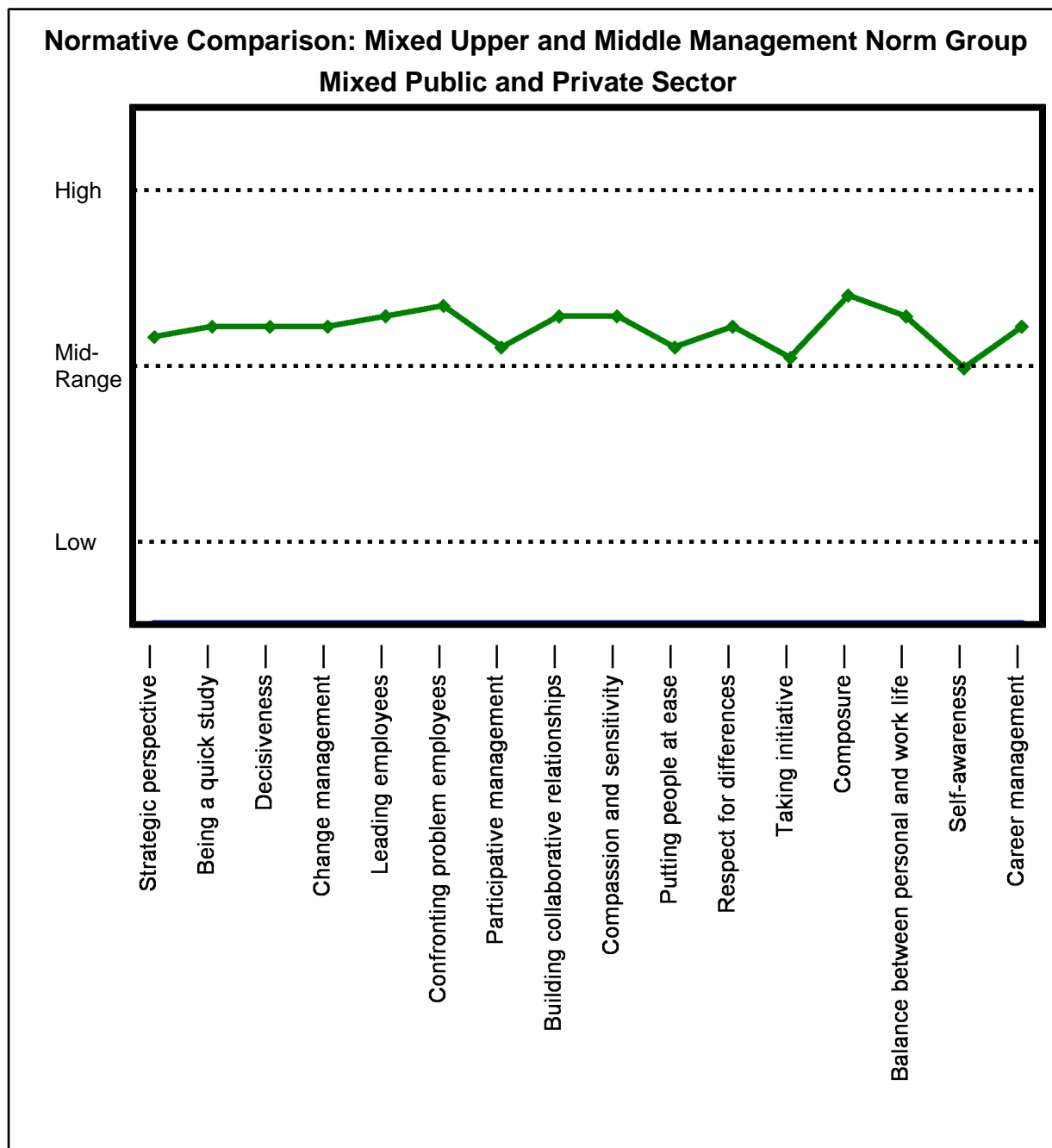
Greatest Differences: Underrated By Self

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

Items	All Raters	Self
Does not take career so seriously that his/her personal life suffers. (83)	3.99	3.39
Appropriately documents employee performance problems. (42)	4.08	3.52
Actively seeks opportunities to develop professional relationships with others. (93)	4.14	3.63
Does not become hostile or moody when things are not going his/her way. (77)	3.85	3.39
Uses mentoring relationships effectively. (92)	4.03	3.67
Is creative or innovative. (75)	3.97	3.63
Develops employees by providing challenge and opportunity. (32)	4.02	3.70
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)	3.86	3.55
Quickly masters new vocabulary and operating rules needed to understand how the business works. (10)	4.29	4.00
Takes charge when trouble comes. (74)	4.32	4.04
Gains commitment of others before implementing changes. (47)	3.93	3.67
Does not hesitate when making decisions. (12)	4.05	3.79
Remains calm when crises occur. (80)	4.09	3.83
Values working with a diverse group of people. (70)	4.33	4.08
Analyzes a complex situation carefully, then reduces it to its simplest terms in searching for a solution. (6)	4.08	3.83

Normative Comparison

This chart compares this group's All Raters competency scores (as standard scores) to a large normative sample. The mid-range line marks the average of the normative group.

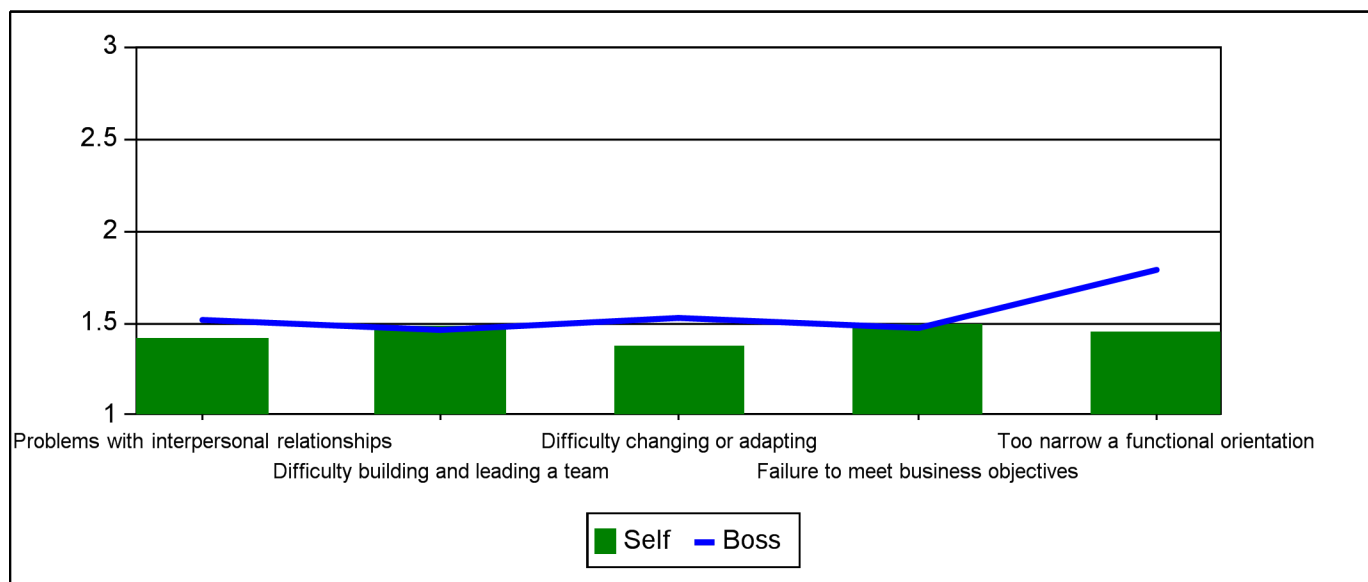


Guide for Interpretation

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

Potential Pitfalls

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



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?