



# Prospector<sup>®</sup>

## Group Profile

Prepared For:

### **Test Group Report - Prospector V3**

26 March 2013

This report includes:

5 Participants  
65 Raters

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made the Prospector Group Profile possible:

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## Purpose and Overview

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This Prospector 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.

## Purpose and Overview

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### Group Profile Legend:

#### Competency Response Scale

- 1 = Very Strongly Disagree
- 2 = Strongly Disagree
- 3 = Disagree
- 4 = Neutral
- 5 = Agree
- 6 = Strongly Agree
- 7 = Very Strongly Agree
- 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.

### Rater Groups

- Self = all of 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 five 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 n = 65	All Raters Importance Rankings n = 65
Insightful: sees things from new angles	4.11	1
Brings out the best in people	4.08	4
Seeks and uses feedback	4.03	9
Adapts to cultural differences	3.99	6
Acts with integrity	3.98	10
Learns from mistakes	3.98	11
Has the courage to take risks	3.96	2
Seeks broad business knowledge	3.95	8
Seeks opportunities to learn	3.94	7
Committed to making a difference	3.93	2
Open to criticism	3.91	4

### Things to consider:

- 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=65	Boss n=5	Superior n=8	Peers n=17	Direct Reports n=22	Others n=13	Self n=5
Seeks opportunities to learn	3.94	4.12	4.10	3.49	4.20	3.92	3.84
Seeks and uses feedback	4.03	4.12	4.05	3.71	4.20	4.14	3.92
Learns from mistakes	3.98	4.28	4.00	3.81	4.31	3.52	4.00
Open to criticism	3.91	3.93	4.33	3.18	4.00	4.46	3.80
Committed to making a difference	3.93	4.20	4.00	3.63	4.25	3.63	3.95
Insightful: sees things from new angles	4.11	4.35	4.06	3.87	4.25	4.12	4.00
Has the courage to take risks	3.96	4.25	3.81	3.75	4.25	3.71	4.00
Brings out the best in people	4.08	4.12	4.00	3.81	4.31	4.09	3.84
Acts with integrity	3.98	4.10	4.31	3.63	4.25	3.71	3.85
Seeks broad business knowledge	3.95	4.10	4.00	3.51	4.14	4.12	3.90
Adapts to cultural differences	3.99	4.20	4.05	3.71	4.20	3.91	4.00

### 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 risk taking may lead to excessive pressure on systems and resources)?
- 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=65	Boss n=5	Superior n=8	Peers n=17	Direct Reports n=22	Others n=13	Self n=5
Seeks opportunities to learn	34%	<b>0%</b>	75%	<b>0%</b>	<b>55%</b>	<b>31%</b>	<b>60%</b>
Seeks and uses feedback	28%	<b>0%</b>	<b>100%</b>	<b>0%</b>	45%	0%	<b>40%</b>
Learns from mistakes	12%	<b>0%</b>	<b>100%</b>	<b>0%</b>	0%	0%	0%
Open to criticism	<b>40%</b>	<b>0%</b>	<b>100%</b>	<b>53%</b>	0%	<b>69%</b>	0%
Committed to making a difference	<b>46%</b>	<b>0%</b>	75%	<b>47%</b>	<b>55%</b>	<b>31%</b>	<b>60%</b>
Insightful: sees things from new angles	<b>52%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>	<b>31%</b>	<b>40%</b>
Has the courage to take risks	<b>46%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>	0%	0%
Brings out the best in people	<b>40%</b>	<b>0%</b>	<b>100%</b>	<b>53%</b>	0%	<b>69%</b>	<b>60%</b>
Acts with integrity	25%	<b>0%</b>	75%	<b>0%</b>	45%	0%	0%
Seeks broad business knowledge	31%	<b>0%</b>	<b>100%</b>	<b>47%</b>	0%	<b>31%</b>	<b>40%</b>
Adapts to cultural differences	37%	<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>55%</b>	<b>31%</b>	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 expect 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.

All Raters	Average Score
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	4.71
39. Is not self-promoting or arrogant.	4.71
24. Is admired by others for his/her intelligence.	4.46
3. Treats all situations as an opportunity to learn something.	4.37
34. Is able to achieve consensus even when people disagree on the best course of action.	4.37
Boss	Average Score
5. Seeks experiences that will change his/her perspective.	5.00
24. Is admired by others for his/her intelligence.	5.00
29. Is willing to go against the grain.	5.00
30. Takes personal as well as business risks.	5.00
35. Has a special talent for dealing with people.	5.00
Superior	Average Score
1. Has grown over time.	5.00
31. Is able to pull people together around a common goal.	5.00
36. Can be depended on to tell the truth regardless of the circumstances.	5.00
6. Learns from experience.	4.75
11. Can make mid-course corrections.	4.75
Peers	Average Score
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	5.00
39. Is not self-promoting or arrogant.	5.00
3. Treats all situations as an opportunity to learn something.	4.53
15. Is able to start over after setbacks.	4.53
23. Is good at identifying the most important part of a complex problem or issue.	4.53

## Highest Rated Items by Rater Group

<b>Direct Reports</b>	<b>Average Score</b>
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	5.00
39. Is not self-promoting or arrogant.	5.00
3. Treats all situations as an opportunity to learn something.	4.55
7. Pursues feedback even when others are reluctant to give it.	4.55
11. Can make mid-course corrections.	4.55
<b>Others</b>	<b>Average Score</b>
10. Has changed as a result of feedback.	5.00
18. Takes criticism well.	5.00
48. Enjoys the challenge of working in countries other than his/her own.	5.00
2. Takes advantage of opportunities to do new things.	4.69
8. Is not afraid to ask others about his/her impact on them.	4.69
<b>Self</b>	<b>Average Score</b>
30. Takes personal as well as business risks.	5.00
5. Seeks experiences that will change his/her perspective.	4.60
15. Is able to start over after setbacks.	4.60
20. Tries very hard to have a positive impact on the business.	4.60
35. Has a special talent for dealing with people.	4.60

## Lowest Rated Items by Rater Group

The next two pages present the five lowest rated items by rater group.

All Raters	Average Score
37. Takes responsibility for his/her actions -- Does not blame others.	3.40
5. Seeks experiences that will change his/her perspective.	3.51
13. Is able to change ineffective behavior without being defensive.	3.54
17. Does not appear brittle--as if criticism might cause him/her to break.	3.54
21. Is passionate about seeing the business succeed.	3.58
Boss	Average Score
28. Acts when others hesitate or just talk.	3.00
3. Treats all situations as an opportunity to learn something.	3.40
8. Is not afraid to ask others about his/her impact on them.	3.40
13. Is able to change ineffective behavior without being defensive.	3.40
33. Can turn a group into a high-performing team.	3.40
Superior	Average Score
35. Has a special talent for dealing with people.	3.00
5. Seeks experiences that will change his/her perspective.	3.25
20. Tries very hard to have a positive impact on the business.	3.25
25. Shows impressive mental agility.	3.25
30. Takes personal as well as business risks.	3.25
Peers	Average Score
17. Does not appear brittle--as if criticism might cause him/her to break.	2.00
37. Takes responsibility for his/her actions -- Does not blame others.	2.00
1. Has grown over time.	2.47
21. Is passionate about seeing the business succeed.	2.47
41. Knows how the various parts of the organization fit together.	2.47

## Lowest Rated Items by Rater Group

<b>Direct Reports</b>	<b>Average Score</b>
1. Has grown over time.	4.00
2. Takes advantage of opportunities to do new things.	4.00
5. Seeks experiences that will change his/her perspective.	4.00
6. Learns from experience.	4.00
8. Is not afraid to ask others about his/her impact on them.	4.00
<b>Others</b>	<b>Average Score</b>
5. Seeks experiences that will change his/her perspective.	3.00
6. Learns from experience.	3.00
14. Learns from mistakes.	3.00
4. Has developed significant new skills over time.	3.31
13. Is able to change ineffective behavior without being defensive.	3.31
<b>Self</b>	<b>Average Score</b>
13. Is able to change ineffective behavior without being defensive.	3.00
28. Acts when others hesitate or just talk.	3.00
43. Understands the financial side of the business.	3.00
3. Treats all situations as an opportunity to learn something.	3.40
8. Is not afraid to ask others about his/her impact on them.	3.40

## 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
5. Seeks experiences that will change his/her perspective.	3.51	4.60
30. Takes personal as well as business risks.	3.91	5.00
45. When working with people from other cultures, works hard to understand their perspectives.	3.63	4.60
20. Tries very hard to have a positive impact on the business.	3.82	4.60
12. Deals well with failure.	3.71	4.40
6. Learns from experience.	3.80	4.40
25. Shows impressive mental agility.	3.62	4.20
42. Knows the business.	3.83	4.40

## 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
43. Understands the financial side of the business.	4.25	3.00
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	4.71	3.60
3. Treats all situations as an opportunity to learn something.	4.37	3.40
23. Is good at identifying the most important part of a complex problem or issue.	4.25	3.40
28. Acts when others hesitate or just talk.	3.82	3.00
34. Is able to achieve consensus even when people disagree on the best course of action.	4.37	3.60
8. Is not afraid to ask others about his/her impact on them.	4.12	3.40
31. Is able to pull people together around a common goal.	4.32	3.60
39. Is not self-promoting or arrogant.	4.71	4.00
4. Has developed significant new skills over time.	4.15	3.60
13. Is able to change ineffective behavior without being defensive.	3.54	3.00

## Normative Comparison

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

Competencies	Normative Comparison: Prospector Norm Group			
	▲ All Raters Low	Mid-Range	High	
1. Seeks opportunities to learn	▲			
2. Seeks and uses feedback	▲			
3. Learns from mistakes	▲			
4. Open to criticism	▲			
5. Committed to making a difference	▲			
6. Insightful: sees things from new angles	▲			
7. Has the courage to take risks	▲			
8. Brings out the best in people	▲			
9. Acts with integrity	▲			
10. Seeks broad business knowledge	▲			
11. Adapts to cultural differences	▲			

### Things to consider:

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