2/19/2014

Mary Crandall

VOICES® Report

University of Virginia Health System

Medical Center

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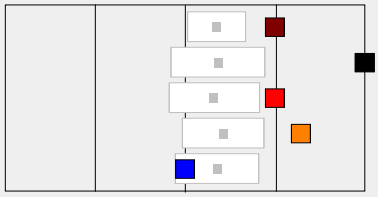
Group Summary on Skill Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5

36.0 Developing Direct Reports and Others (19)

Unskilled(From): Not a people developer or builder; very results driven and tactical; no time for long-term development; doesn't see long-term development as his/her job; plays it safe—can't bring him/herself to assign really stretching (risky) work; thinks development is going to a course—doesn't know how development really happens; may not know the aspirations of people, may not hold career discussions or provide coaching, may not push people to take their development seriously; may prefer to select for talent rather than develop it; doesn't support or cooperate with the developmental system in the organization.

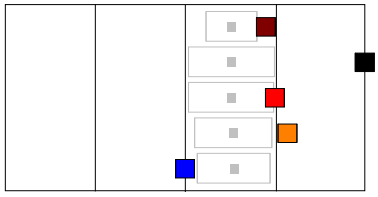
All Others	Low	4.00 ▼
Self		5.00
Boss		4.00
Direct Reports	Typical	4.29 ▼
Customers	High	3.00 ▼



37.0 Informing (27)

Unskilled(From): Not a consistent communicator; tells too little or too much; tells too late; timing is off; may be unclear, may inform some better than others; may not think through who needs to know by when; doesn't seek or listen to the data needs of others; may inform but lack follow-through; may either hoard information or not see informing as important; may only have one mode—written or oral or e-mail.

All Others	Typical	3.90 ▼
Self		5.00
Boss		4.00
Direct Reports	Typical	4.14 ▼
Customers	Low	3.00 ▼



Key

Agreement: High ≥ 85% Typical = 67 - 84% Low ≤ 66%

▲ Highest 1/3 ▼ Lowest 1/3 Normative

Average Percentile: 25% 50% 75%

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Group Summary on Importance Ratings

What does this "Group Summary on Importance Ratings" report show me?

This report shows the importance ratings by constituency groups that are large enough to report. Two raters or more are required per constituency group other than you and your boss. The importance ratings are listed in rank order of how all raters viewed importance of the skills from highest to lowest.

A How do I interpret my data?

- Check for consistency across groups. Look at the highs and lows more than the numerical averages. Are your top third and bottom thirds the same, similar, or dissimilar across groups? Especially note those where there is an opposite opinion (one group has it as a high, and another as a low).
- Look for matched strengths, those high in importance and skill for you.
- Look for mismatches, those high in importance but a low skill for you.
- The best way to determine matches and mismatches is to look at the Skill-Importance Matrix.
- There may be other sources of information about importance. You could compare your ratings to existing competency, values or job models in your organization. You can also compare with your performance objectives and discuss with your boss (and/or other raters) to determine potential gaps.
- How much difference equals a disagreement? Generally, one point is a significant difference between groups. However, not all differences are the same. A group that rated importance as 5 is not really different from one that rated importance as 4. Both are high scores. Differences between 4 and 3 or 3 and 2, however, should be considered as meaningful differences.

B Things to note:

- It is common for different groups to view importance differently. They see you through different lenses.
- Generally speaking, you should focus on the highest importance items as indicated by your boss. You'll want to address any key differences to ensure you are aligned accordingly for your performance goals.

C What if you don't agree with the report findings?

- If you don't agree with your raters on importance, go to three people you trust and find out if the skills raters picked are really important for your success.
- Ask others to tell you about people who have been successful due to these skills, or about those who have floundered because they were weak in these.

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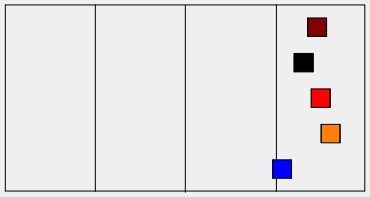
Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5

Mary Crandall's Group Summary Average

The averages and the graph on the right represent your average ratings across all of the items in this report by each rating group. The average and square box on the first line represent the average from all raters other than you. The average and square box on the next line represent the average of your self ratings. The averages and square boxes on the remaining lines represent the averages from specific groups who rated you. This may include bosses, peers, direct reports, customers, and others.

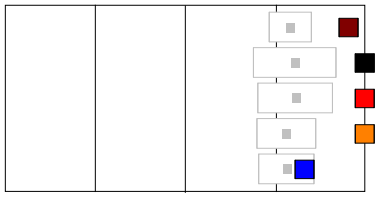
All Others	4.47
Self	4.32
Boss	4.51
Direct Reports	4.62
Customers	4.08



1.0 Customer Focus (15)

Skilled(To): Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

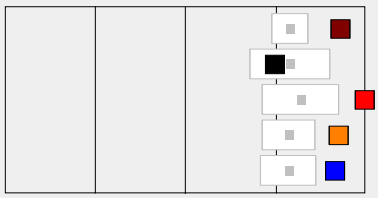
All Others	High	4.82 ▲
Self		5.00
Boss		5.00
Direct Reports	High	5.00 ▲
Customers	High	4.33 ▲



3.0 Integrity and Trust (29)

Skilled(To): Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.

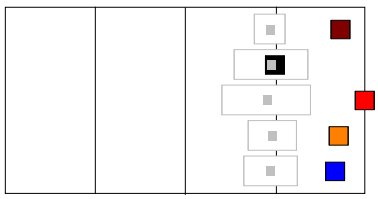
All Others	High	4.73 ▲
Self		4.00
Boss		5.00
Direct Reports	High	4.71
Customers	High	4.67 ▲



3.0 Organizing (39)

Skilled(To): Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.

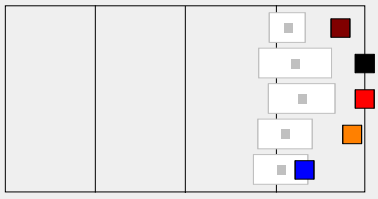
All Others	High	4.73 ▲
Self		4.00
Boss		5.00
Direct Reports	High	4.71
Customers	High	4.67 ▲



3.0 Drive for Results (53)

Skilled(To): Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

All Others	High	4.73 ▲
Self		5.00
Boss		5.00
Direct Reports	High	4.86 ▲
Customers	High	4.33 ▲



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Average Percentile: 25% 50% 75%

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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
7.0	**Composure** (11) Skilled(To): Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.							
	All Others	High	4.64 ▲					
	Self		5.00					
	Boss		5.00					
	Direct Reports	High	4.86 ▲					
	Customers	High	4.00					
7.0	**Ethics and Values** (22) Skilled(To): Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.							
	All Others	High	4.64 ▲					
	Self		5.00					
	Boss		5.00					
	Direct Reports	High	4.86 ▲					
	Customers	High	4.00					
7.0	**Functional/Technical Skills** (24) Skilled(To): Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.							
	All Others	High	4.64 ▲					
	Self		3.00 ▼					
	Boss		4.00					
	Direct Reports	High	4.71					
	Customers	High	4.67 ▲					
7.0	**Listening** (33) Skilled(To): Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.							
	All Others	High	4.64 ▲					
	Self		4.00					
	Boss		5.00					
	Direct Reports	High	4.86 ▲					
	Customers	High	4.00					
7.0	**Building Effective Teams** (60) Skilled(To): Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.							
	All Others	High	4.64 ▲					
	Self		3.00 ▼					
	Boss		5.00					
	Direct Reports	High	4.71					
	Customers	High	4.33 ▲					

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10.0	Problem Solving (51) Skilled(To): Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.							
	All Others	High	4.60 ▲					
	Self		4.00					
	Boss		5.00					
	Direct Reports	High	4.71					
	Customers	High	4.00					
14.0	Managing Diversity (21) Skilled(To): Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.							
	All Others	High	4.55					
	Self		4.00					
	Boss		4.00					
	Direct Reports	High	4.86 ▲					
	Customers	High	4.00					
14.0	Innovation Management (28) Skilled(To): Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.							
	All Others	High	4.55					
	Self		4.00					
	Boss		5.00					
	Direct Reports	High	4.71					
	Customers	High	4.00					
14.0	Interpersonal Savvy (31) Skilled(To): Relates well to all kinds of people—up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.							
	All Others	High	4.55					
	Self		5.00					
	Boss		5.00					
	Direct Reports	High	4.71					
	Customers	High	4.00					
14.0	Motivating Others (36) Skilled(To): Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.							
	All Others	High	4.55					
	Self		5.00					
	Boss		5.00					
	Direct Reports	High	4.71					
	Customers	High	4.00					

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14.0	**Planning** (47) Skilled(To): Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.							
	All Others	High	4.55					
	Self		5.00					
	Boss		5.00					
	Direct Reports	High	4.57					
	Customers	High	4.33 ▲					
14.0	**Business Acumen** (5) Skilled(To): Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.							
	All Others	High	4.55					
	Self		4.00					
	Boss		4.00					
	Direct Reports	High	4.71					
	Customers	High	4.33 ▲					
14.0	**Strategic Agility** (58) Skilled(To): Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.							
	All Others	High	4.55					
	Self		5.00					
	Boss		5.00					
	Direct Reports	Typical	4.57					
	Customers	High	4.33 ▲					
18.0	**Informing** (27) Skilled(To): Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.							
	All Others	High	4.50					
	Self		4.00					
	Boss		4.00					
	Direct Reports	Typical	4.57					
	Customers	High	4.50 ▲					

Mary Crandall's Group Summary Average

The averages and the graph on the right represent your average ratings across all of the items in this report by each rating group. The average and square box on the first line represent the average from all raters other than you. The average and square box on the next line represent the average of your self ratings. The averages and square boxes on the remaining lines represent the averages from specific groups who rated you. This may include bosses, peers, direct reports, customers, and others.

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Self	4.32
Boss	4.51
Direct Reports	4.62
Customers	4.08

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Group Summary on Importance Ratings

RANK	RATED ITEM	AGREEMENT	AVG.	1 2 3 4 5
21.5	**Conflict Management** (12) Skilled(To): Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.			
		All Others	High	4.45
		Self		5.00
		Boss		5.00
		Direct Reports	Typical	4.57
		Customers	High	4.00
21.5	**Confronting Direct Reports** (13) Skilled(To): Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.			
		All Others	High	4.45
		Self		5.00
		Boss		4.00
		Direct Reports	High	4.57
		Customers	High	4.33 ▲
21.5	**Delegation** (18) Skilled(To): Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports and others finish their own work.			
		All Others	High	4.45
		Self		5.00
		Boss		5.00
		Direct Reports	High	4.57
		Customers	High	4.00
21.5	**Dealing with Ambiguity** (2) Skilled(To): Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.			
		All Others	High	4.45
		Self		5.00
		Boss		4.00
		Direct Reports	High	4.71
		Customers	High	4.00
21.5	**Approachability** (3) Skilled(To): Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.			
		All Others	High	4.45
		Self		4.00
		Boss		5.00
		Direct Reports	High	4.57
		Customers	High	4.00

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21.5	**Time Management** (62) Skilled(To): Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.							
	All Others	High	4.45					
	Self		4.00					
	Boss		4.00					
	Direct Reports	Typical	4.57					
	Customers	High	4.33 ▲					
25.0	**Priority Setting** (50) Skilled(To): Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.							
	All Others	High	4.40					
	Self		5.00					
	Boss		5.00					
	Direct Reports	High	4.43 ▼					
	Customers	High	4.00					
28.5	**Timely Decision Making** (16) Skilled(To): Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.							
	All Others	High	4.36 ▼					
	Self		5.00					
	Boss		4.00					
	Direct Reports	High	4.57					
	Customers	High	4.00					
28.5	**Developing Direct Reports and Others** (19) Skilled(To): Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder.							
	All Others	High	4.36 ▼					
	Self		4.00					
	Boss		4.00					
	Direct Reports	High	4.57					
	Customers	High	4.00					
28.5	**Patience** (41) Skilled(To): Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; follows established process.							
	All Others	High	4.36 ▼					
	Self		5.00					
	Boss		4.00					
	Direct Reports	High	4.57					
	Customers	High	4.00					

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RANK	RATED ITEM	AGREEMENT	AVG.	1	2	3	4	5
28.5	**Peer Relationships** (42) Skilled(To): Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.							
	All Others	High	4.36 ▼					
	Self		4.00					
	Boss		4.00					
	Direct Reports	Typical	4.57					
	Customers	High	4.00					
28.5	**Political Savvy** (48) Skilled(To): Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.							
	All Others	High	4.36 ▼					
	Self		3.00 ▼					
	Boss		4.00					
	Direct Reports	High	4.71					
	Customers	High	3.67 ▼					
28.5	**Understanding Others** (64) Skilled(To): Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.							
	All Others	High	4.36 ▼					
	Self		5.00					
	Boss		4.00					
	Direct Reports	High	4.57					
	Customers	High	4.00					
32.5	**Dealing with Paradox** (40) Skilled(To): Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.							
	All Others	High	4.27 ▼					
	Self		4.00					
	Boss		4.00					
	Direct Reports	Typical	4.43 ▼					
	Customers	High	4.00					
32.5	**Self-Knowledge** (55) Skilled(To): Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (+'s and –'s) performance reviews and career discussions.							
	All Others	High	4.27 ▼					
	Self		5.00					
	Boss		4.00					
	Direct Reports	Typical	4.43 ▼					
	Customers	High	4.00					

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35.0	**Action Oriented** (1) Skilled(To): Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.							
	All Others	Low	4.09 ▼					
	Self		4.00					
	Boss		5.00					
	Direct Reports	Low	4.29 ▼					
	Customers	High	3.33 ▼					
35.0	**Work/Life Balance** (66) Skilled(To): Maintains a conscious balance between work and personal life so that one doesn't dominate the other; is not one-dimensional; knows how to attend to both; gets what he/she wants from both.							
	All Others	Typical	4.09 ▼					
	Self		4.00					
	Boss		4.00					
	Direct Reports	Low	4.14 ▼					
	Customers	High	4.00					
35.0	**Comfort Around Higher Management** (8) Skilled(To): Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.							
	All Others	Typical	4.09 ▼					
	Self		3.00 ▼					
	Boss		4.00					
	Direct Reports	Low	4.29 ▼					
	Customers	High	3.67 ▼					
37.0	**Humor** (26) Skilled(To): Has a positive and constructive sense of humor; can laugh at him/herself and with others; is appropriately funny and can use humor to ease tension.							
	All Others	Typical	4.00 ▼					
	Self		3.00 ▼					
	Boss		4.00					
	Direct Reports	High	4.29 ▼					
	Customers	High	3.33 ▼					

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EQ Report

What does this "EQ Report" show me?

This report contains a special subset of the competencies most related to EQ (Emotional Quotient). The concept of EQ focuses on how well you manage yourself in relation to others and how effectively you interact with others.

A Things to note:

- The report shows the average skill rating from all raters (excluding self) on all competencies rated as a reference point, then splits the results into EQ and non-EQ competencies. The non-EQ scale is made up of the 17 competencies that are least or not related to EQ. Examples would be Planning and Managing and Measuring Work.
- Each EQ competency is listed from highest to lowest in rank order.
- This particular report may have used fewer than the full set of competencies, so some of the EQ-related competencies may not be included.
- Low EQ results could mean trouble relating constructively with others.

B Some background:

According to the research of Dan Goleman and others, these competencies can play a significant role in the quality with which you interact with, work through, manage and just basically relate to others.

C The EQ factors as seen by Goleman are:

- "Self-awareness" - the ability to recognize and understand your moods, emotions and drives, as well as their effect on others - measured by self confidence, realistic self-assessment and a self-deprecating sense of humor.
- "Self-regulation" - the ability to control or redirect disruptive impulses and moods; the propensity to suspend judgment, to think before acting - measured by trustworthiness and integrity, comfort with ambiguity and openness to change.
- "Motivation" - a passion to work for reasons that go beyond money or status; a propensity to pursue goals with energy and persistence - measured by a strong drive to achieve, optimism, even in the face of failure, and organizational commitment.
- "Empathy" - the ability to understand the emotional makeup of other people; skill in treating people according to their emotional reactions - measured by expertise in building and retaining talent, cross-cultural sensitivity and service to clients and customers.
- "Social Skill" - proficiency in managing relationships and building networks; an ability to find common ground and build rapport - measured by effectiveness in leading change, persuasiveness and expertise in building and leading teams.

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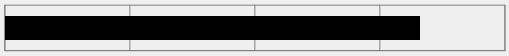
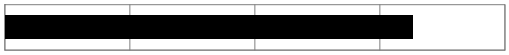
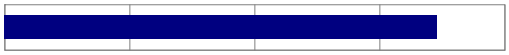
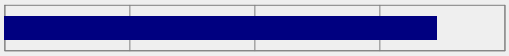
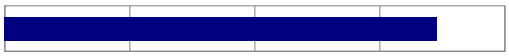
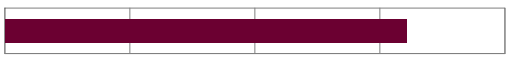
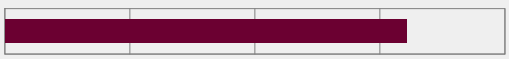
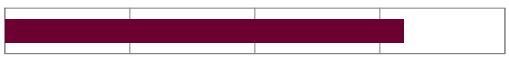
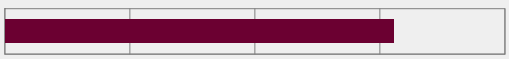
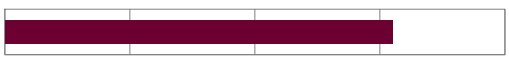
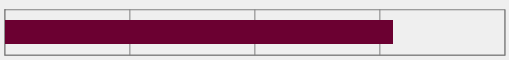
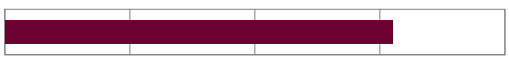
EQ Report

RANK	RATED ITEM	ALL OTHERS RATING	1 2 3 4 5
	Mary Crandall's Skill Average	4.31	
	Mary Crandall's EQ Average	4.25	
	Mary Crandall's NON-EQ Average	4.44	
9.0	Customer Focus (15)	4.45 ▲	
9.0	Peer Relationships (42)	4.45 ▲	
9.0	Comfort Around Higher Management (8)	4.45 ▲	
13.5	Dealing with Paradox (40)	4.40	
16.0	Dealing with Ambiguity (2)	4.36	
19.0	Composure (11)	4.30	
19.0	Self-Knowledge (55)	4.30	
22.0	Integrity and Trust (29)	4.27	
22.0	Building Effective Teams (60)	4.27	
24.5	Conflict Management (12)	4.22	
27.0	Managing Diversity (21)	4.20 ▼	
27.0	Motivating Others (36)	4.20 ▼	
29.0	Interpersonal Savvy (31)	4.18 ▼	
30.0	Patience (41)	4.10 ▼	
33.0	Humor (26)	4.09 ▼	
33.0	Approachability (3)	4.09 ▼	
33.0	Listening (33)	4.09 ▼	

▲ Highest 1/3 | Middle 1/3 | ▼ Lowest 1/3 | Average

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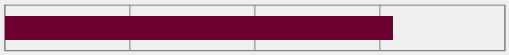
EQ Report

RANK	RATED ITEM	ALL OTHERS RATING	1 2 3 4 5
33.0	Understanding Others (64)	4.09 ▼	

▲ Highest 1/3 Middle 1/3 ▼ Lowest 1/3 Average

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The Skill - Importance Matrix

What does this "Skill-Importance Matrix" report show me?

This report shows the comparison of your skill versus importance ratings as rated by all others.

Your skill and importance ratings were divided into thirds (highest third, middle third, lowest third). Skills are divided down the left-hand side of the matrix from lowest on the top and highest on the bottom. Importance is divided from left to right across the bottom of the matrix.

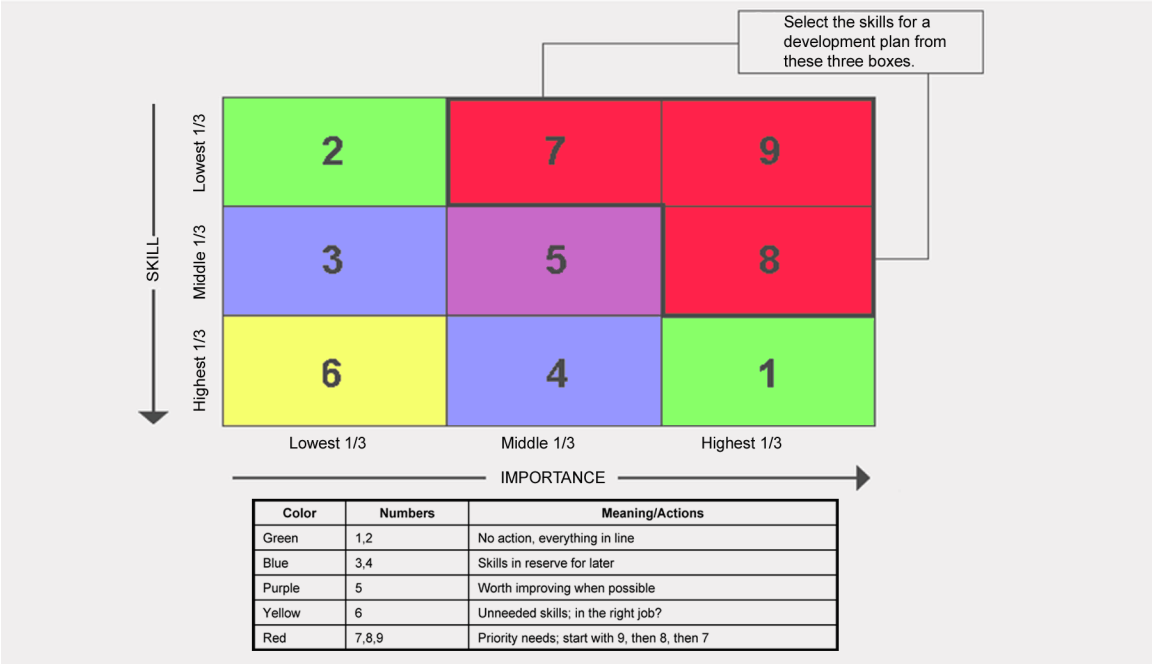
A Things to note:

In an ideal world, all of your skills would be in three of the nine boxes - the green and purple boxes - meaning your actual skills are equally distributed in the same priority as they are important for success. Since none of us live in an ideal world, you will have skills listed in most if not all of the nine boxes.

B Your Report Map:

The numbers 1 - 9 appear in the nine boxes below. These indicate how likely it is that a listed skill is a need for you.

Graph Example:



Color	Numbers	Meaning/Actions
Green	1,2	No action, everything in line
Blue	3,4	Skills in reserve for later
Purple	5	Worth improving when possible
Yellow	6	Unneeded skills; in the right job?
Red	7,8,9	Priority needs; start with 9, then 8, then 7

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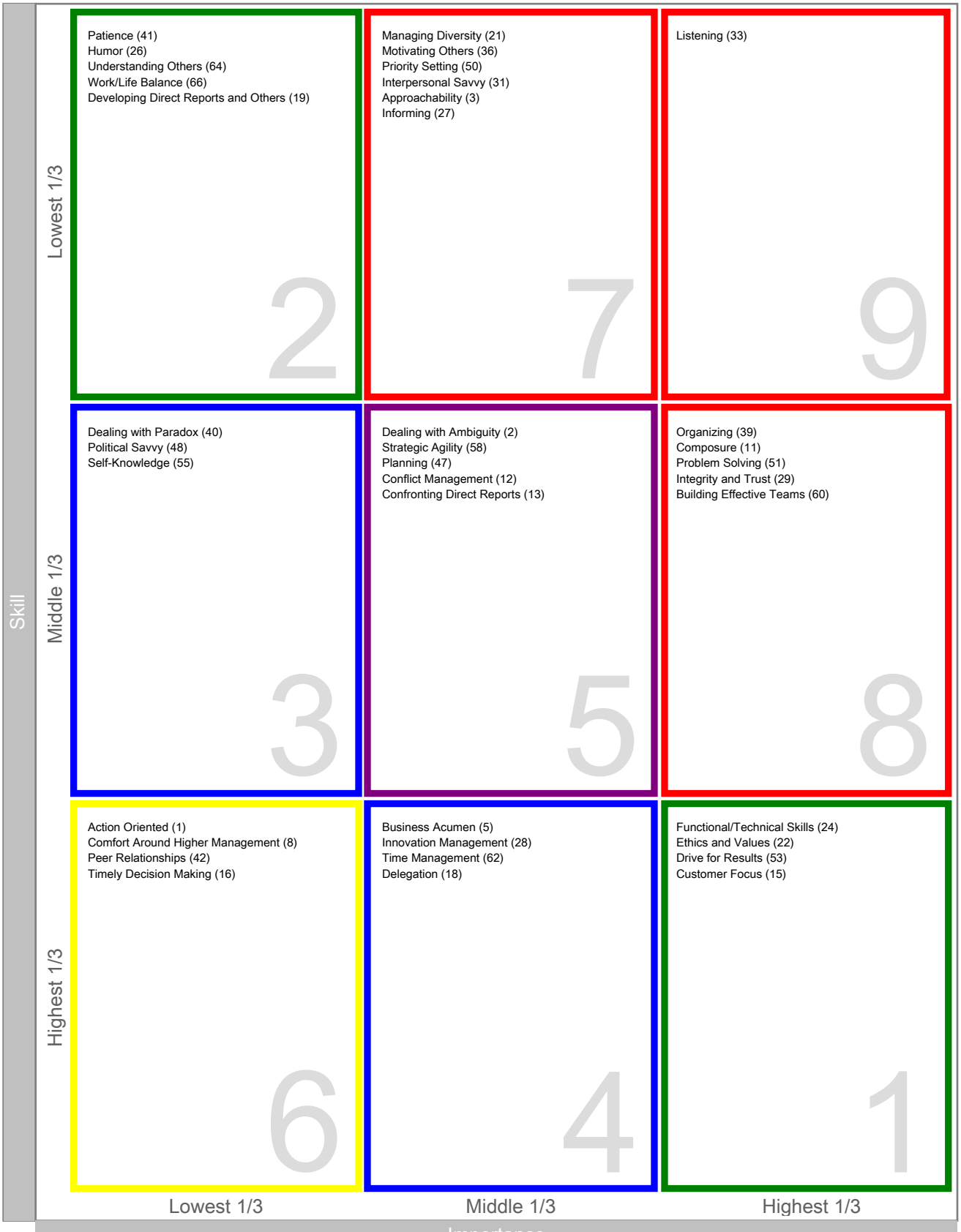
The Skill - Importance Matrix



The Skill - Importance Matrix

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Best Developmental Opportunities

What does this "Best Developmental Opportunities" report show me?

This report will help you select one or more skills to work on or develop. The needs are listed in order of the number of your groups (boss or bosses, peers, direct reports and customers), which have identified a significant gap between importance of the skill and your actual skill level.

Potential needs that all groups indicated as gaps are listed first, in order of the size of the overall gap between importance and skill ratings. Then skills identified by fewer than all of your groups are listed next in order of the size of the skill gap.

A What would cause these items to show on this report?

- The software has reviewed your results and looked for cases where the skill/SKL was rated as highly important/IMP for your success, but your personal skill/SKL rating was low.
- The percentile gap between importance and your current skill indicates possible gaps.

B Things to note:

- Best Developmental Opportunities are computed by looking at gaps between how important a competency is and how skilled the person is according to rater groups. Gaps are figured by percentile differences between importance and skill. The three to five largest gaps are listed in the order of how many groups identified these gaps. At least one need is always listed from the boss, as the boss is generally the most accurate rater in research.
- This report uses percentile differences among groups. A percentile can best be thought of as where a score falls on a 100-point scale. The numbers indicate where a score falls against the distribution of scores by that person's raters. The 50th percentile is average - about half the scores fall above and below this point. The 75th percentile is generally accepted as the breakpoint for a high score (and the 25th a low score). The 85th and the 15th percentiles are generally considered the threshold for very high and low scores, and the 95th and 5th the extremes of the two. For example, when you read that Planning is at the 90th percentile of importance, this means that it is considered highly important, and only 10% of the scores are above it.
- This report also displays both the unskilled (the "before" picture of you) and the skilled (what you need to work toward) text for each skill. (Unskilled and skilled definitions appear for competencies; custom items may not include both).

C What if you don't agree with the report findings?

- This software doesn't know your situation.
- Not all of the unskilled or skilled text will be relevant for you.
- If some or all of those needs don't make any sense to you, feel free to go back into the report and select the ones that do.
- Use this report as a starting point to target needs for your development plan. Check with sources close to you to confirm if these are your most pressing needs.

See example graph on next page.

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Best Developmental Opportunities

(Continued)

Graph Example:

RATED ITEM PERCENTILE 0 20 40 60 80 100

Priority Setting (50)

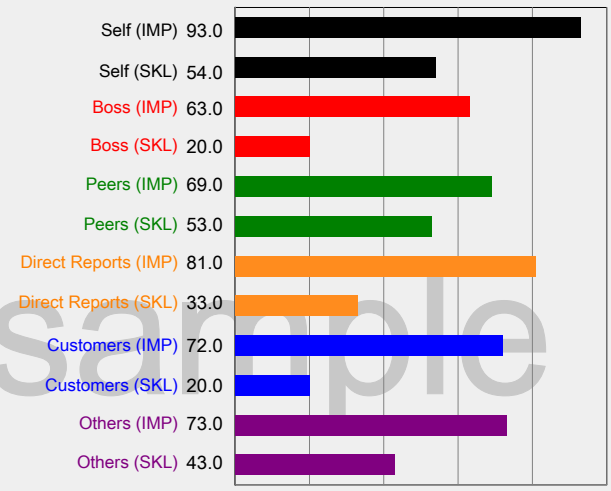
Boss (Boss), Peers, Direct Reports, Customers, Others

Unskilled(From):

Has little sense of what's mission-critical and what's just nice to do; doesn't identify the critical few well for self or others; may believe that everything's equally important, may overwhelm others with unfocused activities; may be addicted to action, do a little bit of everything quickly; may be a poor time manager; may not say no; wants to do everything; not good at figuring out how to eliminate a roadblock.

Skilled(To):

Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.



sample

IMP = Importance SKL = Skill

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Best Developmental Opportunities

RATED ITEM

PERCENTILE 0 20 40 60 80 100

Informing (27)

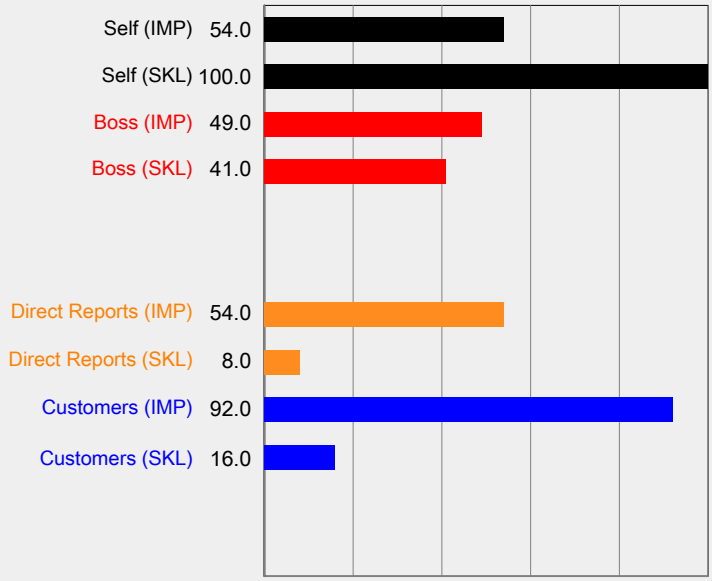
Boss (Boss), Direct Reports, Customers

Unskilled(From):

Not a consistent communicator; tells too little or too much; tells too late; timing is off; may be unclear, may inform some better than others; may not think through who needs to know by when; doesn't seek or listen to the data needs of others; may inform but lack follow-through; may either hoard information or not see informing as important; may only have one mode—written or oral or e-mail.

Skilled(To):

Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.



Approachability (3)

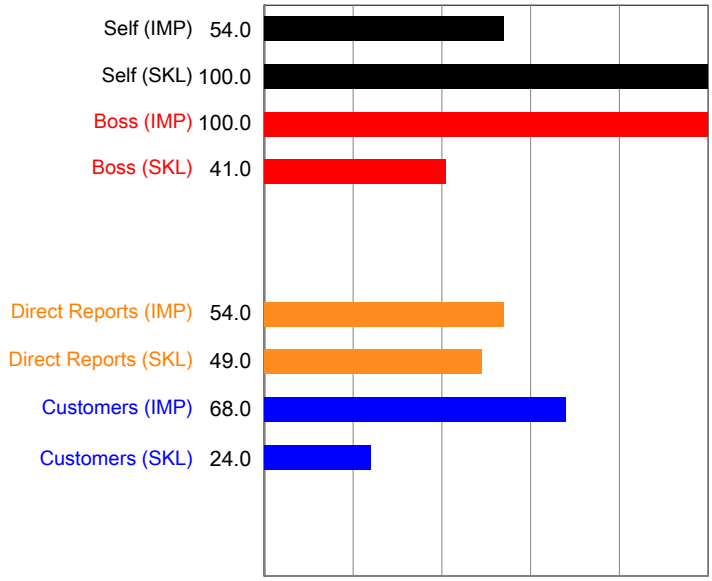
Boss (Boss), Direct Reports, Customers

Unskilled(From):

Distant, not easy to be around; not comfortable with first contacts; may be shy, cool or a person of few words; doesn't reveal much, hard to know what he/she is really like; doesn't build rapport, may be a "let's get on with it" type; may be a poor listener or appear uninterested; may not pick up on social cues that others would recognize; may be tense; transactions don't go smoothly.

Skilled(To):

Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.



IMP = Importance SKL = Skill

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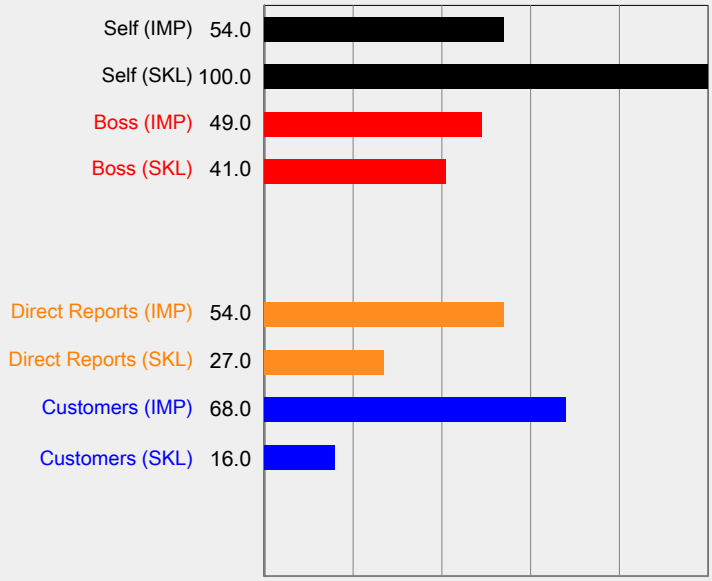
Best Developmental Opportunities

RATED ITEM

PERCENTILE 0 20 40 60 80 100

Developing Direct Reports and Others (19)

Boss (Boss), Direct Reports, Customers



Unskilled(From):

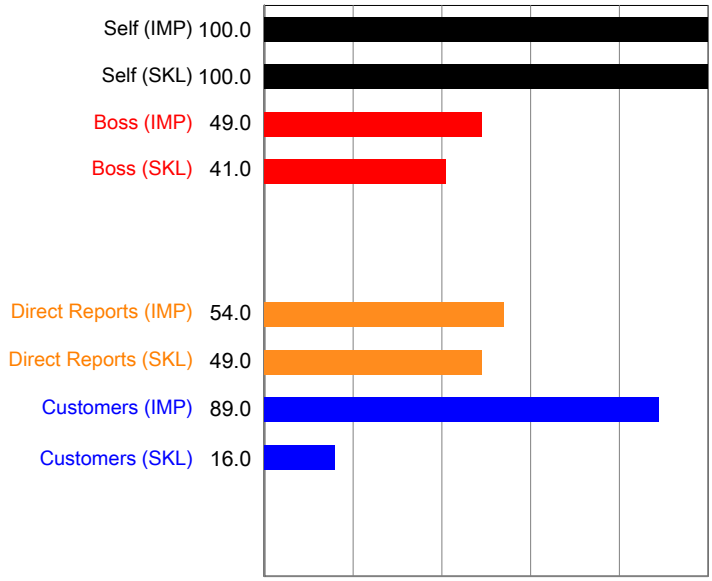
Not a people developer or builder; very results driven and tactical; no time for long-term development; doesn't see long-term development as his/her job; plays it safe—can't bring him/herself to assign really stretching (risky) work; thinks development is going to a course—doesn't know how development really happens; may not know the aspirations of people, may not hold career discussions or provide coaching, may not push people to take their development seriously; may prefer to select for talent rather than develop it; doesn't support or cooperate with the developmental system in the organization.

Skilled(To):

Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder.

Confronting Direct Reports (13)

Boss (Boss), Direct Reports, Customers



Unskilled(From):

Not comfortable delivering negative messages to direct reports; procrastinates and avoids problems until forced to act; may not communicate clear standards or provide much feedback; lets problems fester hoping they will go away; may give in too soon to excuses; may give people too many chances; can't pull the trigger even when all else has failed; has low standards or plays favorites.

Skilled(To):

Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.

IMP = Importance SKL = Skill

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Best Developmental Opportunities

RATED ITEM

PERCENTILE 0 20 40 60 80 100

Organizing (39)

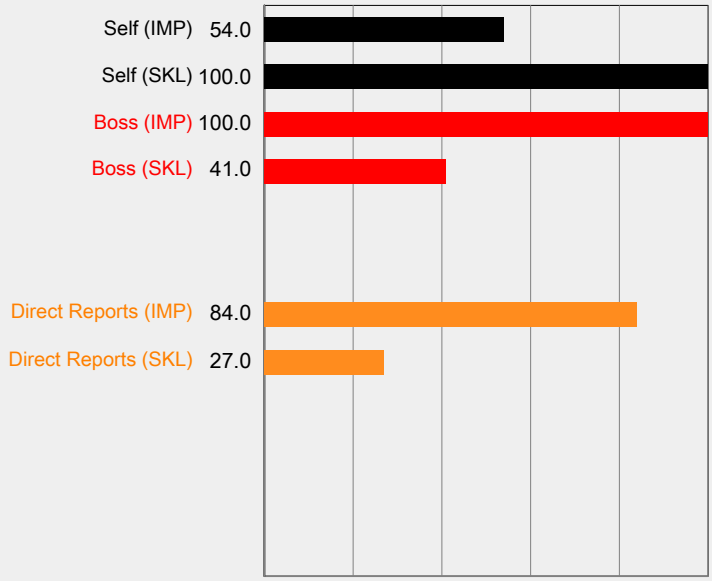
Boss (Boss), Direct Reports

Unskilled(From):

Doesn't pull resources together effectively; may not know how to find and arrange people, materials, budget, etc.; may be a poor delegator and planner and not very motivating to work with; performance decreases as the number of simultaneous activities increase; may rely too much on self; may scramble at the last minute and have to work long hours to finish; may not anticipate or be able to see how multiple activities come together.

Skilled(To):

Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.



Managing Diversity (21)

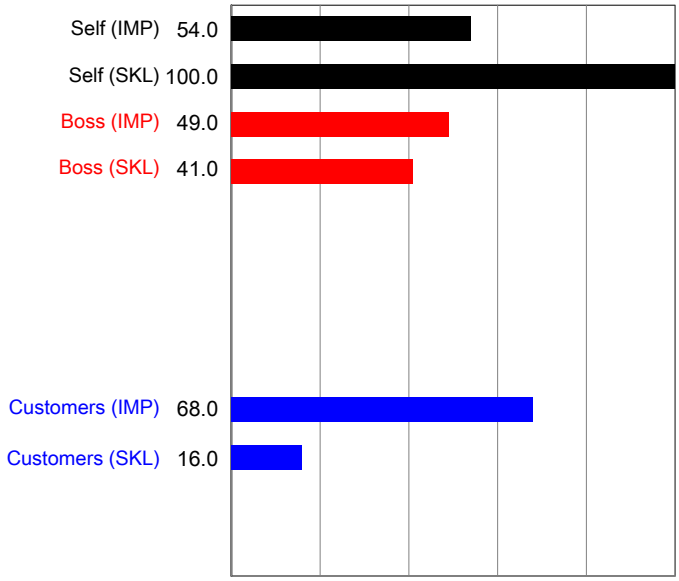
Boss (Boss), Customers

Unskilled(From):

Not effective with groups much different from him/her; may be uncomfortable with those not like him/her; may act inappropriately with those different from him/her; defends turf from outsiders; avoids conflict and the noise of differing views and agendas; doesn't see the business value of diversity; treats everybody the same without regard to their differences; very narrow and ethnocentric; believes his/her group to be superior; may carry around negative and demeaning stereotypes he/she has trouble getting rid of.

Skilled(To):

Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.



IMP = Importance SKL = Skill

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Scoring Distribution Summary

What do these "Scoring Distribution Summary" reports show me?

There are two graphs for each question - if you have both the skill and importance questions, you will have four graphs to review.

The Skill Rating Distribution graph and Importance Rating Distribution graph show the percentage of responses given by you and all other raters for each possible response. It is intended to give you a general idea of the distribution of ratings you and others used.

The Skill Rating Distribution by Group and Importance Rating Distribution by Group show the same information broken down by each constituency group that rated you. Remember that different constituencies sometimes use the five-point scale differently. A group using higher or lower ratings/scores within the scale points may or may not be meaningful. It may or may not reflect their general appraisal of your skills.

Note: The normative response percentage breakdowns are available at the beginning of this report.

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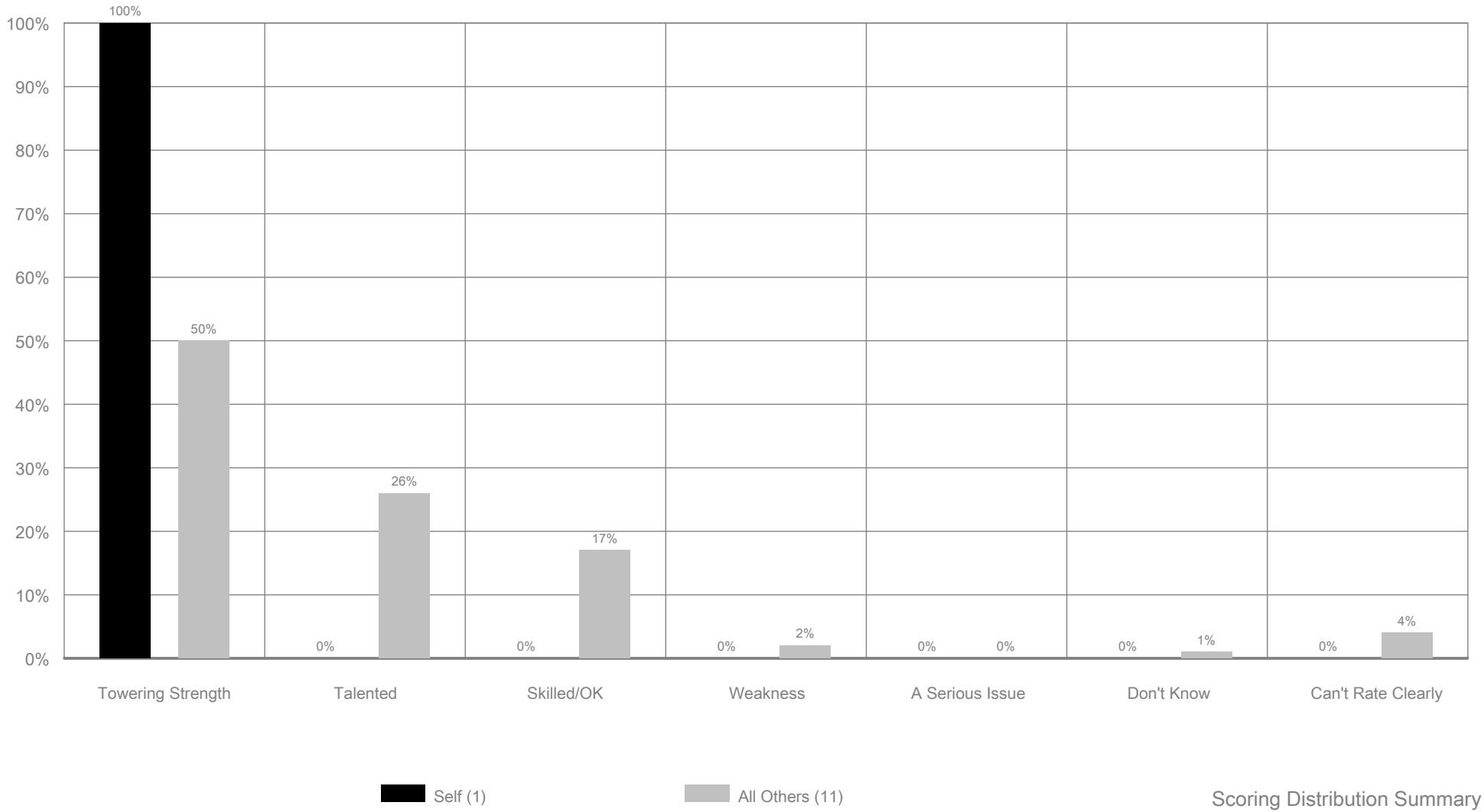
Scoring Distribution Summary - Skill Rating



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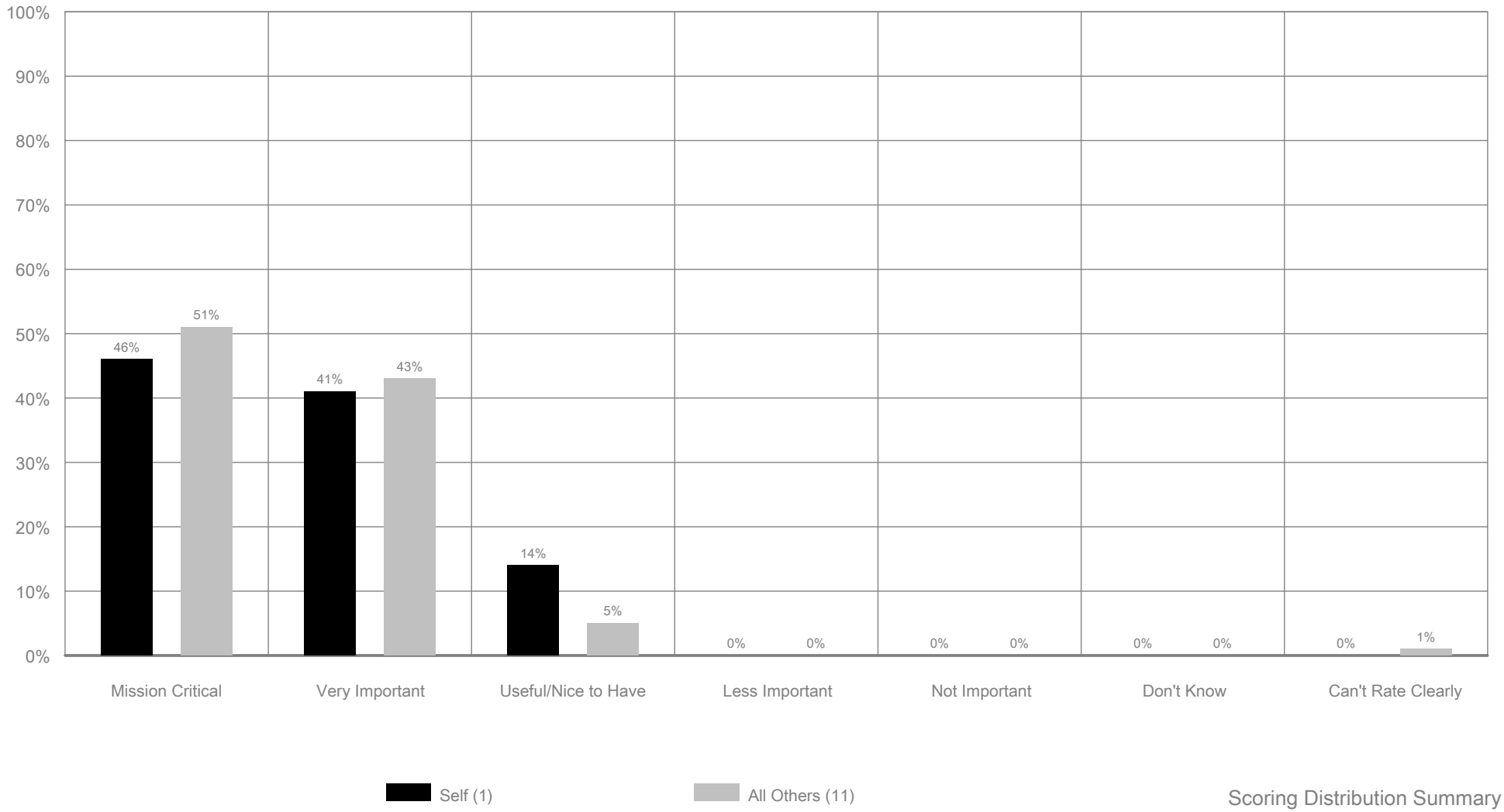
Scoring Distribution Summary - Importance Rating



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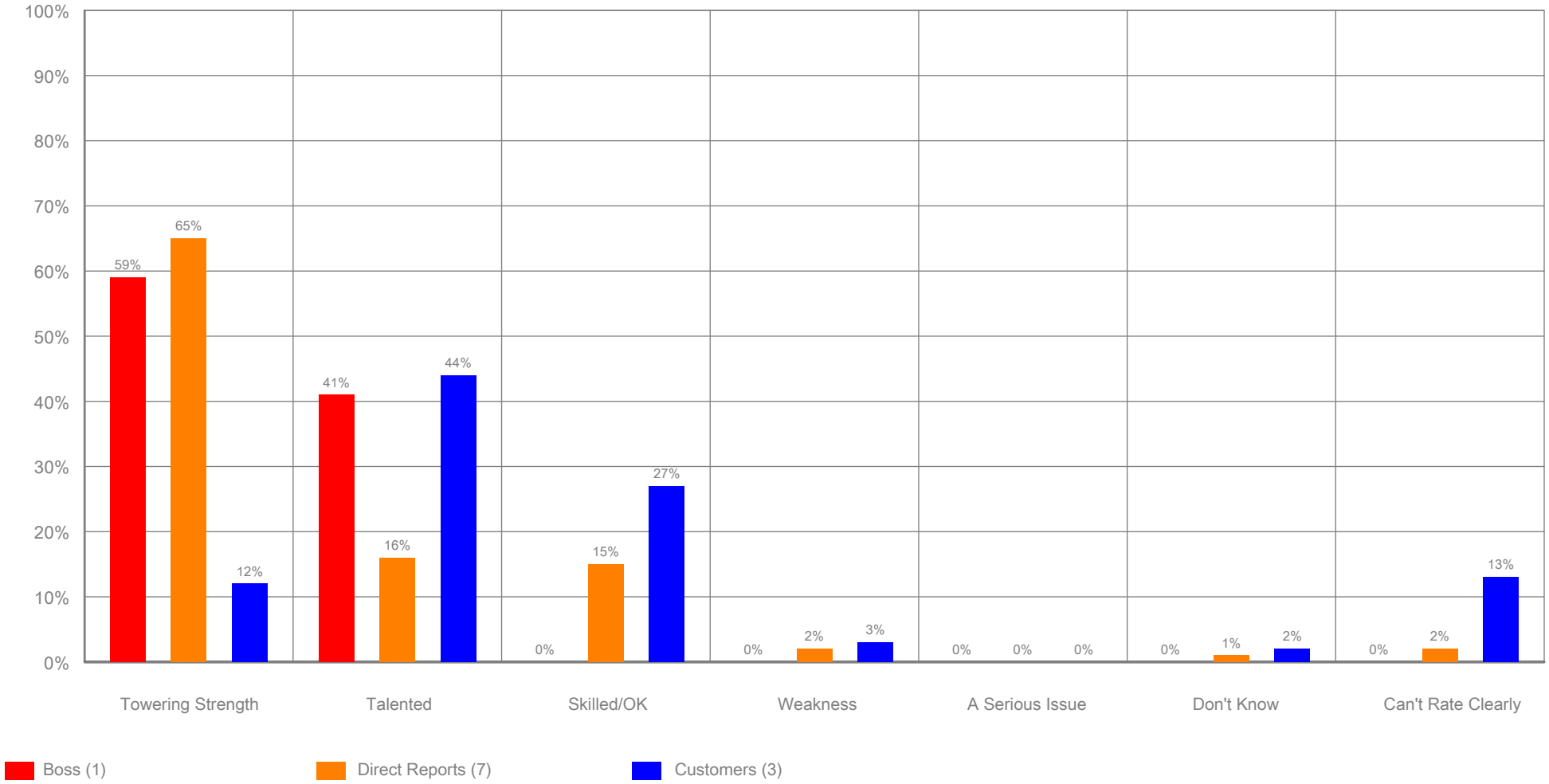
Scoring Distribution Summary - Group Skill Rating



Scoring Distribution Summary

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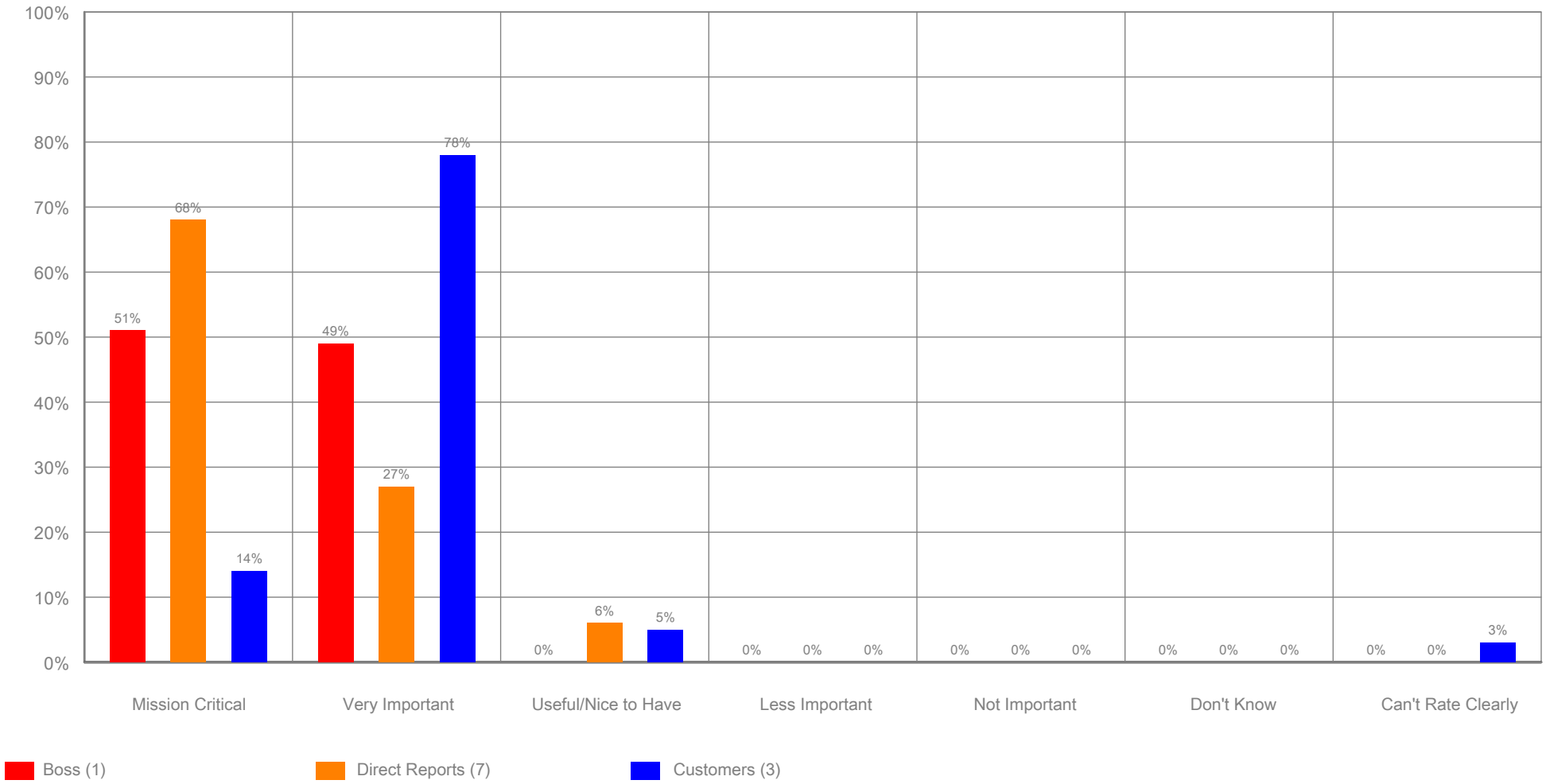
Scoring Distribution Summary - Group Importance Rating



Scoring Distribution Summary

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Comments by Raters - Competencies

What does this "Comments by Raters" - Competencies report show me?

This report lists the comments offered by you and your raters. The notes are listed by competency. General notes - those not tied to a specific competency - are listed last.

A What would cause these items to show on this report?

Some raters will take the time to try to help you understand your report by typing in their thoughts about you, your strengths and weaknesses, and what they think you ought to do to improve. If an item is not here it was either not included in your survey or no one offered a comment on it.

B Things to note:

- Look for themes and similar statements ("He/she doesn't listen to others in meetings"). Similar or repeated statements have a higher probability of being true.
- Be careful of "against the weight of opinion" notes. It's always possible that six raters think you have interpersonal problems and the seventh, who you get along with really well, may write, "Best interpersonal skills I've ever seen." If you look at it from that rater's perspective, that statement would appear to be true even though the other six raters disagree.
- You behave differently with different people.
- Don't let one positive note talk you out of accepting responsibility for one of your needs.
- Your raters are taking a risk when they include notes. Many wonder how you will "take" them. Will you see the note in the constructive light in which it was intended or will you be defensive or blame-finding - trying to figure out who wrote each negative note?

C What if you don't agree with the report findings?

- Compare the notes to your narrative report (if included). The positive notes should look like your effective behaviors, and the negative notes like your ineffective behaviors.
- It's best to look at the notes as a general message.
- Try some of the suggestions offered by your raters to determine if a new tactic might make you more effective.

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Comments by Raters - Competencies

Dealing with Ambiguity (2)

Mary is very good at withholding action until she has gathered information from all involved parties

Customer Focus (15)

Mary is savvy enough to recognize when patients have inappropriate expectations of our agency. She is able to discern when expectations are realistic and we should meet them, and when the client or family is being unreasonable and needs to understand what we can and cannot do. I also appreciate how she supports her staff in her customer communications

Delegation (18)

I would prefer more frequent direction re:my participation in current projects. Mary has so many ideas and concurrent initiatives that some seem to "fall by the wayside" because of competing priorities. Mary knows instantly the status of all of her projects, but sometimes changed priorities and status of each project's importance doesn't trickle down to me as fast as I would like.

Developing Direct Reports and Others (19)

Mary tries hard to bring the best out of her people, willing to give many chances for people to succeed, but able to reach her limit and cut her losses when it becomes apparent an employee is not able to perform.

Functional/Technical Skills (24)

Mary is helping us all become more Data driven!

Interpersonal Savvy (31)

Mary is very authentic. She is a modest, yet effective leader who treats fellow employees as equals, unless the situation demands something else.

Listening (33)

Mary is incredibly approachable and alway open to hearing what I have to say. I never feel "shortchanged" in our communications

Motivating Others (36)

Mary is very good at helping the entire organization know what "success" looks like and help us concentrate on the positive and minimize the negative. Everyone knows what our goals are.

Peer Relationships (42)

I really appreciate how authentic and candid Mary is. We are a very mature leadership group and Mary has fostered a high level of trust. I feel confident in "where I stand" with Mary at all times.

Political Savvy (48)

Not necessarily deliberately misrepresenting, but fluid situations cause there to be conflicting versions of each situation. Mary is NOT perceived to be manipulative or scheming, only astute and flexible as situations require.

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Comments by Raters - Competencies

Building Effective Teams (60)

Sometimes Mary gives credit to the whole team when in fact one or two team members are responsible for the great outcome. I hope she is giving those individuals private praise and letting them know that she knows how much work they've done to acheive the great outcome

Time Management (62)

I don't know how she does it!

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Report Log

The following report(s) did not have data or did not meet the report requirements and were therefore not printed:

- Hidden Strengths

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