



Group Profile

Prepared For:

Prospector 2015 TEST - LA Group

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This report includes:

6 Participants

74 Raters

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

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Purpose and Overview

This Benchmarks for Learning Agility 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

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 = 74	All Raters Importance Rankings n = 74
Open to criticism	4.14	4
Seeks opportunities to learn	3.99	6
Seeks and uses feedback	3.98	11
Acts with integrity	3.96	7
Adapts to cultural differences	3.95	2
Insightful: sees things from new angles	3.95	7
Committed to making a difference	3.93	10
Seeks broad business knowledge	3.91	7
Has the courage to take risks	3.90	3
Brings out the best in people	3.83	4
Learns from mistakes	3.81	1

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=74	Boss n=8	Superior n=10	Peers n=22	Direct Reports n=26	Others n=8	Self n=6
Seeks opportunities to learn	3.99	3.85	4.24	4.11	3.85	3.95	3.93
Seeks and uses feedback	3.98	4.20	4.04	4.09	3.82	3.95	4.13
Learns from mistakes	3.81	3.95	4.00	3.91	3.54	4.05	4.20
Open to criticism	4.14	3.75	3.93	4.42	4.26	3.67	3.89
Committed to making a difference	3.93	4.31	4.15	3.93	3.63	4.19	4.42
Insightful: sees things from new angles	3.95	3.94	4.00	4.20	3.87	3.50	3.92
Has the courage to take risks	3.90	4.25	4.00	3.86	3.63	4.38	4.25
Brings out the best in people	3.83	4.00	4.08	4.02	3.58	3.65	4.13
Acts with integrity	3.96	3.94	4.10	4.07	3.75	4.19	4.00
Seeks broad business knowledge	3.91	3.94	3.90	4.07	3.81	3.75	4.17
Adapts to cultural differences	3.95	4.00	3.96	4.11	3.80	3.95	4.27

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=74	Boss n=8	Superior n=10	Peers n=22	Direct Reports n=26	Others n=8	Self n=6
Seeks opportunities to learn	30%	100%	0%	27%	23%	25%	0%
Seeks and uses feedback	3%	0%	0%	0%	0%	25%	67%
Learns from mistakes	43%	0%	80%	27%	54%	50%	0%
Open to criticism	32%	0%	80%	45%	23%	0%	100%
Committed to making a difference	22%	100%	0%	0%	23%	25%	0%
Insightful: sees things from new angles	24%	100%	20%	0%	0%	100%	33%
Has the courage to take risks	38%	0%	20%	27%	77%	0%	67%
Brings out the best in people	32%	0%	0%	73%	23%	25%	0%
Acts with integrity	24%	0%	80%	27%	0%	50%	67%
Seeks broad business knowledge	24%	100%	80%	0%	0%	25%	0%
Adapts to cultural differences	41%	100%	0%	0%	77%	25%	33%

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
26. Is good at asking insightful questions.	4.59
38. Is seen by others as an honest person.	4.57
10. Has changed as a result of feedback.	4.49
2. Takes advantage of opportunities to do new things.	4.41
46. Likes to experience different cultures.	4.38
Boss	Average Score
20. Tries very hard to have a positive impact on the business.	5.00
9. Responds effectively when given feedback.	4.75
10. Has changed as a result of feedback.	4.75
30. Takes personal as well as business risks.	4.75
35. Has a special talent for dealing with people.	4.75
Superior	Average Score
2. Takes advantage of opportunities to do new things.	4.80
20. Tries very hard to have a positive impact on the business.	4.80
26. Is good at asking insightful questions.	4.80
38. Is seen by others as an honest person.	4.80
14. Learns from mistakes.	4.60
Peers	Average Score
26. Is good at asking insightful questions.	5.00
38. Is seen by others as an honest person.	5.00
10. Has changed as a result of feedback.	4.73
18. Takes criticism well.	4.73
46. Likes to experience different cultures.	4.73

Highest Rated Items by Rater Group

Direct Reports	Average Score
18. Takes criticism well.	4.77
26. Is good at asking insightful questions.	4.77
38. Is seen by others as an honest person.	4.77
2. Takes advantage of opportunities to do new things.	4.54
10. Has changed as a result of feedback.	4.54
Others	Average Score
36. Can be depended on to tell the truth regardless of the circumstances.	5.00
1. Has grown over time.	4.75
21. Is passionate about seeing the business succeed.	4.75
22. Is willing to make substantial personal sacrifices for the sake of the business.	4.75
28. Acts when others hesitate or just talk.	4.75
Self	Average Score
8. Is not afraid to ask others about his/her impact on them.	4.67
22. Is willing to make substantial personal sacrifices for the sake of the business.	4.67
30. Takes personal as well as business risks.	4.67
32. Is able to draw out the best in people.	4.67
40. Has a solid understanding of our products and services.	4.67

Lowest Rated Items by Rater Group

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

All Raters	Average Score
39. Is not self-promoting or arrogant.	3.30
27. Will persevere in the face of obstacles or criticism when he/she believes what he/she is doing is right.	3.35
15. Is able to start over after setbacks.	3.38
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	3.41
43. Understands the financial side of the business.	3.41
Boss	Average Score
8. Is not afraid to ask others about his/her impact on them.	3.00
33. Can turn a group into a high-performing team.	3.00
43. Understands the financial side of the business.	3.00
3. Treats all situations as an opportunity to learn something.	3.25
18. Takes criticism well.	3.25
Superior	Average Score
24. Is admired by others for his/her intelligence.	3.20
48. Enjoys the challenge of working in countries other than his/her own.	3.20
6. Learns from experience.	3.40
30. Takes personal as well as business risks.	3.40
12. Deals well with failure.	3.60
Peers	Average Score
15. Is able to start over after setbacks.	3.27
27. Will persevere in the face of obstacles or criticism when he/she believes what he/she is doing is right.	3.27
39. Is not self-promoting or arrogant.	3.27
29. Is willing to go against the grain.	3.45
7. Pursues feedback even when others are reluctant to give it.	3.55

Lowest Rated Items by Rater Group

Direct Reports	Average Score
27. Will persevere in the face of obstacles or criticism when he/she believes what he/she is doing is right.	2.46
39. Is not self-promoting or arrogant.	2.46
15. Is able to start over after setbacks.	2.69
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	2.69
7. Pursues feedback even when others are reluctant to give it.	2.92
Others	Average Score
24. Is admired by others for his/her intelligence.	3.25
31. Is able to pull people together around a common goal.	3.25
32. Is able to draw out the best in people.	3.25
40. Has a solid understanding of our products and services.	3.25
4. Has developed significant new skills over time.	3.50
Self	Average Score
26. Is good at asking insightful questions.	3.33
1. Has grown over time.	3.67
4. Has developed significant new skills over time.	3.67
9. Responds effectively when given feedback.	3.67
18. Takes criticism well.	3.67

Greatest Differences: Overrated by Self

Listed below are (up to 15) items with a .5 or greater difference between high Self scores and low All Raters scores.

Items	All Raters	Self
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	3.41	4.33
11. Can make mid-course corrections.	3.51	4.33
7. Pursues feedback even when others are reluctant to give it.	3.54	4.33
47. Is quick to change his/her behavior to fit with a new environment; for example, when he/she is assigned to a foreign country.	3.59	4.33
32. Is able to draw out the best in people.	3.95	4.67
35. Has a special talent for dealing with people.	3.62	4.33
39. Is not self-promoting or arrogant.	3.30	4.00
8. Is not afraid to ask others about his/her impact on them.	3.97	4.67
24. Is admired by others for his/her intelligence.	3.68	4.33
27. Will persevere in the face of obstacles or criticism when he/she believes what he/she is doing is right.	3.35	4.00
29. Is willing to go against the grain.	3.70	4.33
15. Is able to start over after setbacks.	3.38	4.00
43. Understands the financial side of the business.	3.41	4.00
45. When working with people from other cultures, works hard to understand their perspectives.	4.11	4.67
40. Has a solid understanding of our products and services.	4.14	4.67

Greatest Differences: Underrated by Self

Listed below are (up to 15) items with a .5 or greater difference between low Self scores and high All Raters scores.

Items	All Raters	Self
26. Is good at asking insightful questions.	4.59	3.33
38. Is seen by others as an honest person.	4.57	3.67
18. Takes criticism well.	4.32	3.67

Normative Comparison

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

Competencies	Normative Comparison: Benchmarks for Learning Agility 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?