SKILLSCOPE ®
Group Profile

Prepared for:

Sample Company 2001

Date Prepared: June 15, 2013

Number of Respondents by Category:

Self:	46
Immediate Boss:	46
Observer:	301

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leadership. learning. life.

1.0.24

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Purpose

The aggregate data summary on the SKILLSCOPE Group Profile can help the members of a group to:

- Identify and understand their collective strengths and development needs

- Begin open discussions about the impact of these strengths and development needs in their industry by giving group members a common language about skill areas

- Rank the importance these skill areas hold within the organization

- Analyze and inform organizational training/learning needs

- Provide a normative base against which individual members can compare their own scores

Overview   Skill Cluster Analysis

Importance to Job   *Page 4*

Each person who completed a SKILLSCOPE survey was asked: *"Of the following 15 skill clusters, please choose 5 that are most important to the success of the participant's current job."* Page 4 shows a bar graph of the responses of all raters comparing the "Self" responses in your group to the responses of the "Observer" and "Immediate Boss" rater groups.

Importance to Job - Top 5   *Page 5*

This is the same data from the bar graph on page 4 displayed numerically. In addition, the top five highest scores as rated by Self, Observer and Immediate Boss, are shaded.

Importance to Job - Rank Order   *Page 6*

This is the same data contained on page 5. The difference is that the skill clusters on page 6 are listed in rank order, from most important to least important, according to the "Observer" rater group.

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What to look for at the Skill Cluster level:

- Is there agreement among the Self, Immediate Boss and Observer groups as to which of the 15 skill clusters are more important to success in the managers' current job? What are the implications of agreement or disagreement?

- Are the top five (5) skills identified as important to success consistent with the values and direction of senior management?

- What are the costs associated with the low value placed on the bottom five (5) most important skills to the manager's job?

- What steps would the organization need to take to change the perception about which skills are important?

Overall Strength and Development Needs

The data presented in the group profile up to this point has been at the skill cluster level. The remainder of the Group Report displays the responses to specific SKILLSCOPE survey items (questions). Page 7 shows the top 10 items with the highest percentage of strength as rated by "Observer". (In other words, "what do our raters think we do well?") Page 8 shows the top 10 items with the highest percentage of development needs. (What do our raters think we need to improve?) Page 9 shows strengths as rated by "Immediate Boss" and page 10 shows development needs as rated by "Immediate Boss".

What to look for at the Item level:

- Do the top 10 lists of strengths and development needs represent an accurate description of the group? Why or why not?

- Which of the items, if any, would the group like to see moved from the development need category to the strength category?

- Is there agreement between the Observer group and the Immediate Boss group? What are the implications? What might this imply?

- How do the patterns of strengths and development needs compare to the skill clusters identified as most important to success?

Good News

The ratings from "Self" and "Observer" are compared on every item. Page 11 shows the top ten **under-rated strengths**. Page 12 shows the top ten **over-rated development needs.**

Potential Blind Spots

The ratings from "Self" and "Observer" are compared on every item. Page 13 shows the top ten **over-rated strengths**. Page 14 shows the top ten **under-rated development needs**.

What to look for in Good News and Potential Blind Spots:

- What is the group's reaction to learning that they are considered better at some skills than they thought and not as good at others?

- What are the implications of the potential blind spots, from the group's perspective?

Raw Data

These pages contain the data from which the skill cluster and item level analysis are drawn. The group profile lists the percentages of strengths and development needs for all 98 items. For example, if there are 20 Self scores in the group profile and 70% appears under the Strength (S) heading and 15% under the Development Need (DN) heading, then 14 of the 20 managers (participants) identified the item as a strength, 3 of the 20 managers identified it as a development need and 3 left it blank.
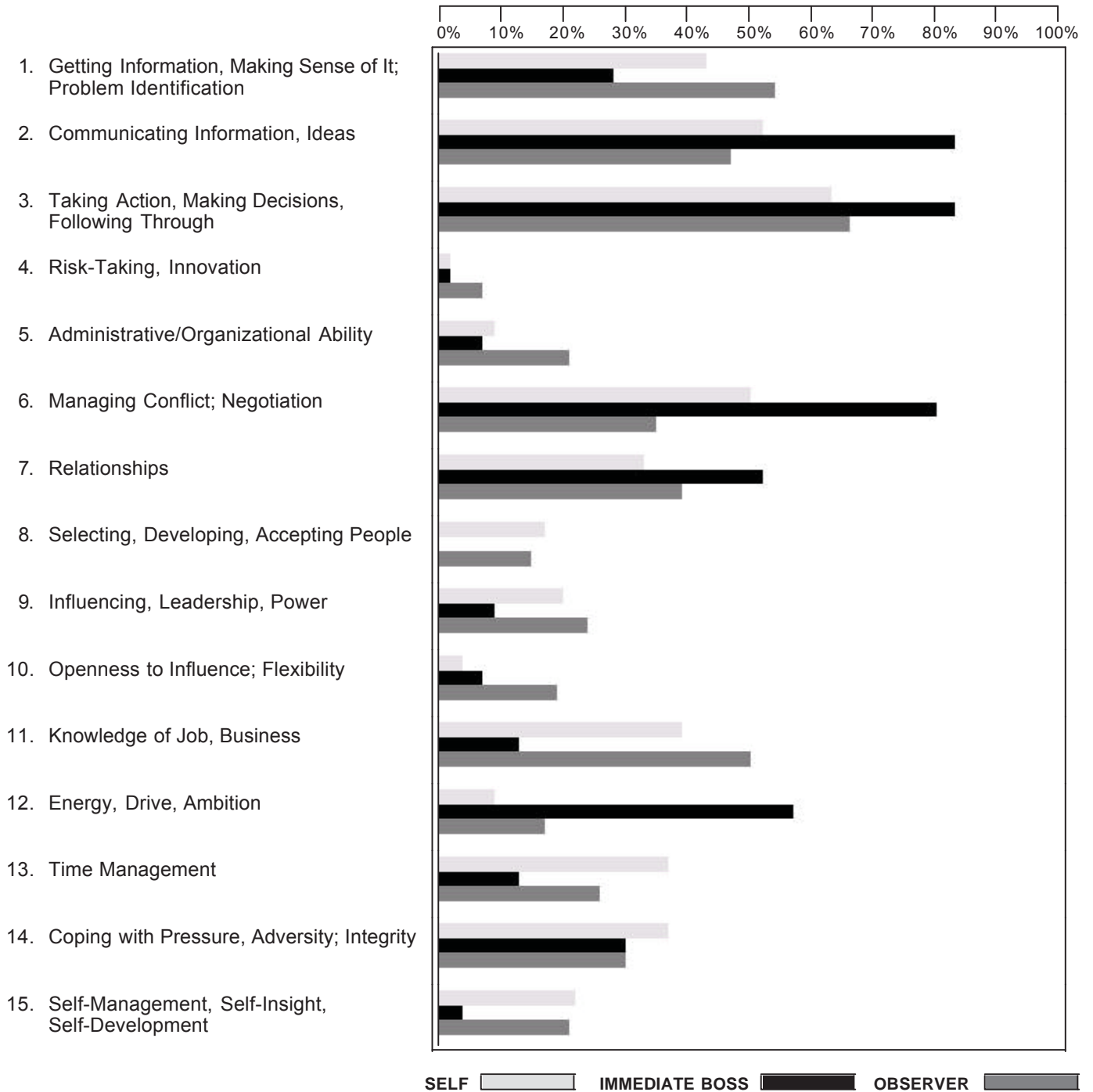
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Importance to Current Job

Respondents were asked to identify the five skills most important to the participants' current job. This graph shows the percentage of Self, Immediate Boss, and Observer for each skill cluster.

1. Getting Information, Making Sense of It; Problem Identification
2. Communicating Information, Ideas
3. Taking Action, Making Decisions, Following Through
4. Risk-Taking, Innovation
5. Administrative/Organizational Ability
6. Managing Conflict; Negotiation
7. Relationships
8. Selecting, Developing, Accepting People
9. Influencing, Leadership, Power
10. Openness to Influence; Flexibility
11. Knowledge of Job, Business
12. Energy, Drive, Ambition
13. Time Management
14. Coping with Pressure, Adversity; Integrity
15. Self-Management, Self-Insight, Self-Development

SELF ☐   IMMEDIATE BOSS ▮   OBSERVER ▮

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Importance to Job - Top 5

Respondents were asked to identify the five skills most important to the participants' current job. The results below reflect the percentage of Self, Immediate Boss and Observer responses for each skill cluster. The top 5 percentages in each rater category are shaded.

	Self	Immediate Boss	Observer
1. Getting Information, Making Sense of It; Problem Identification	43%	28%	54%
2. Communicating Information, Ideas	52%	83%	47%
3. Taking Action, Making Decisions, Following Through	63%	83%	66%
4. Risk-Taking, Innovation	2%	2%	7%
5. Administrative/Organizational Ability	9%	7%	21%
6. Managing Conflict; Negotiation	50%	80%	35%
7. Relationships	33%	52%	39%
8. Selecting, Developing, Accepting People	17%	0%	15%
9. Influencing, Leadership, Power	20%	9%	24%
10. Openness to Influence; Flexibility	4%	7%	19%
11. Knowledge of Job, Business	39%	13%	50%
12. Energy, Drive, Ambition	9%	57%	17%
13. Time Management	37%	13%	26%
14. Coping with Pressure, Adversity; Integrity	37%	30%	30%
15. Self-Management, Self-Insight, Self-Development	22%	4%	21%

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Number of Respondents by Category: Self (46)   Immediate Boss (46)   Observer (301)

Importance to Job - Rank Order

● The results below reflect the percentage of Observer, Self, and Immediate Boss
responses ranked highest to lowest by Observer:

		Observer	Self	Immediate Boss
Top 5	Taking Action, Making Decisions, Following Through	66%	63%	83%
	Getting Information, Making Sense of It; Problem Identification	54%	43%	28%
	Knowledge of Job, Business	50%	39%	13%
	Communicating Information, Ideas	47%	52%	83%
	Relationships	39%	33%	52%
	Managing Conflict; Negotiation	35%	50%	80%
	Coping with Pressure, Adversity; Integrity	30%	37%	30%
	Time Management	26%	37%	13%
	Influencing, Leadership, Power	24%	20%	9%
	Administrative/Organizational Ability	21%	9%	7%
Bottom 5	Self-Management, Self-Insight, Self-Development	21%	22%	4%
	Openness to Influence; Flexibility	19%	4%	7%
	Energy, Drive, Ambition	17%	9%	57%
	Selecting, Developing, Accepting People	15%	17%	0%
	Risk-Taking, Innovation	7%	2%	2%

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Strengths by OBSERVERS

As identified by **Observer**, the top ten items with the highest percentage **Strengths** are:

Item	Strengths
Has good relationship with superiors.	93%
Has good relationships with outsiders.	93%
Has integrity; trustworthy.	93%
Aware of his/her feelings.	93%
Works effectively with other people over whom he or she has no direct authority.	92%
Optimistic; takes the attitude that most problems can be solved.	92%
Strikes a reasonable balance between his/her work life and private life.	92%
Has good relationships with peers.	90%
Listens well.	90%
Can deal well with setbacks; resilient; bounces back from failure, defeat.	90%

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Development Needs by OBSERVERS

As identified by **Observer**, the top ten items with the highest percentage **Development Needs** are:

Item	Development Needs
Creates significant organizational change.	37%
Consistently generates new ideas.	35%
Good public speaker; skilled at performing, being on stage.	33%
Troubleshooter; enjoys solving problems.	29%
Can easily handle situations where there is no pat answer, no prescribed method for proceeding.	29%
Spots problems, opportunities, threats, trends early.	26%
Has vision; often brings up ideas about potentials and possibilities for the future.	26%
Entrepreneurial; seizes new opportunities.	26%
Introduces needed change even in the face of opposition.	26%
Attracts talented people.	26%

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Strengths by Immediate Boss

As identified by **Immediate Boss**, the top ten items with the highest percentage **Strengths** are:

Item	Strengths
Has good relationship with superiors.	96%
Has good relationships with peers.	87%
Has integrity; trustworthy.	83%
Has good relationships with direct reports.	80%
Listens well.	78%
Accepts criticism well; easy to give feedback on his/her performance.	74%
Doesn't let power or status go to his/her head.	74%
Isn't abrasive; doesn't usually antagonize people.	70%
Good coach, counselor, mentor; patient with people as they learn.	70%
Comfortable with the power of the managerial role.	70%

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Development Needs by Immediate Boss

As identified by **Immediate Boss**, the top ten items with the highest percentage **Development Needs** are:

Item	Development Needs
Has vision; often brings up ideas about potentials and possibilities for the future.	39%
Consistently generates new ideas.	33%
Understands cash flows, financial reports, corporate annual reports.	30%
Confronts others skillfully.	28%
Recognizes and rewards people for their work.	26%
Spots problems, opportunities, threats, trends early.	22%
Good public speaker; skilled at performing, being on stage.	22%
Effective at managing conflict.	22%
Makes the most of the time available; extremely productive.	22%
Implements decisions, follows through, follows up well; an expediter.	20%

Good News

The top ten **under-rated Strengths**:

| | | Strength | |
Item	Self	Observer	Gap
Avoids spreading self too thin.	37%	77%	.40
Understands cash flows, financial reports, corporate annual reports.	33%	69%	.36
At home with graphs, charts, statistics, budgets.	33%	68%	.35
Skilled at selling upward, influencing superiors.	41%	74%	.33
Tolerant of the foibles, idiosyncrasies of others.	43%	75%	.32
Creates significant organizational change.	30%	61%	.31
Entrepreneurial; seizes new opportunities.	43%	73%	.30
Crisp, clear, articulate.	57%	82%	.25
Good public speaker; skilled at performing, being on stage.	41%	66%	.25
Consistently generates new ideas.	39%	63%	.24

Good News

The top ten **over-rated Development Needs**:

Development Need

Item	Self	Observer	Gap
Understands cash flows, financial reports, corporate annual reports.	67%	24%	(.43)
At home with graphs, charts, statistics, budgets.	67%	26%	(.41)
Avoids spreading self too thin.	61%	20%	(.41)
Skilled at selling upward, influencing superiors.	59%	24%	(.35)
Entrepreneurial; seizes new opportunities.	57%	26%	(.31)
Tolerant of the foibles, idiosyncrasies of others.	52%	23%	(.29)
Astute sense of "politics" .	54%	26%	(.28)
Crisp, clear, articulate.	43%	17%	(.26)
Creates significant organizational change.	63%	37%	(.26)
Good public speaker; skilled at performing, being on stage.	57%	33%	(.24)

Potential Blind Spots

The top ten **under-rated Development Needs**:

Item	Development Need		
	Self	**Observer**	**Gap**
Troubleshooter; enjoys solving problems.	15%	29%	.14
Builds warm, cooperative relationships.	9%	22%	.13
Makes good use of people; doesn't exploit.	4%	15%	.11
Considers personalities when dealing with people.	7%	18%	.11
Takes ideas different from own seriously, and from time to time changes mind.	11%	22%	.11
Doesn't let power or status go to his/her head.	0%	11%	.11
Manages the process of decision making effectively; knows who to involve on what issue.	9%	18%	.09
Competent at dealing with people's feelings.	13%	21%	.08
Good coach, counselor, mentor; patient with people as they learn.	7%	15%	.08
Seeks information energetically.	7%	14%	.07

Potential Blind Spots

The top ten **over-rated Strengths**:

	Strength		
Item	**Self**	**Observer**	**Gap**
Troubleshooter; enjoys solving problems.	85%	70%	(.15)
Builds warm, cooperative relationships.	91%	77%	(.14)
Considers personalities when dealing with people.	93%	81%	(.12)
Takes ideas different from own seriously, and from time to time changes mind.	89%	77%	(.12)
Makes good use of people; doesn't exploit.	96%	85%	(.11)
Doesn't let power or status go to his/her head.	100%	89%	(.11)
Learns from own experience; not set in his/her ways.	93%	83%	(.10)
Willing to admit ignorance.	87%	78%	(.09)
Doesn't hide mistakes.	96%	87%	(.09)
Competent at dealing with people's feelings.	87%	79%	(.08)

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Group Profile Item Analysis

Self n = 46		Immediate Boss n = 46		Observer n = 301	
S	DN	S	DN	S	DN

Getting Information, Making Sense of It; Problem Identification
Self: 20   Immediate Boss: 13   Observer: 164

S	DN	S	DN	S	DN		
93%	7%	63%	7%	86%	14%	1.	Seeks information energetically.
78%	22%	46%	15%	81%	18%	2.	Probes, digs beneath the surface, tests the validity of information.
72%	28%	48%	11%	79%	19%	3.	Creates order out of large quantities of information.
78%	22%	54%	13%	79%	21%	4.	Keen observer of people, events, things.
78%	22%	57%	11%	80%	18%	5.	Defines problems effectively; gets to the heart of a problem.
74%	26%	50%	22%	73%	26%	6.	Spots problems, opportunities, threats, trends early.
70%	30%	61%	4%	86%	13%	7.	Logical, data-based, rational.

Communicating Information, Ideas
Self: 24   Immediate Boss: 38   Observer: 142

S	DN	S	DN	S	DN		
80%	20%	50%	13%	85%	15%	8.	Adept at disseminating information to others.
57%	43%	48%	13%	82%	17%	9.	Crisp, clear, articulate.
41%	57%	37%	22%	66%	33%	10.	Good public speaker; skilled at performing, being on stage.
67%	33%	59%	13%	81%	17%	11.	Makes his or her point effectively to resistant audience.
61%	37%	59%	7%	81%	17%	12.	Strong communicator on paper; good writing skills.

Taking Action, Making Decisions, Following Through
Self: 29   Immediate Boss: 38   Observer: 199

S	DN	S	DN	S	DN		
80%	20%	61%	13%	79%	20%	13.	Action-oriented; presses for immediate results.
72%	28%	61%	13%	83%	16%	14.	Decisive; doesn't procrastinate on decisions.
85%	15%	57%	7%	70%	29%	15.	Troubleshooter; enjoys solving problems.
61%	37%	61%	20%	76%	23%	16.	Implements decisions, follows through, follows up well; an expediter.
78%	22%	43%	7%	79%	20%	17.	Carefully weighs consequences of contemplated action.

Legend: **S = Strength**   **DN = Development Needed**

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Group Profile Item Analysis

Self n = 46		Immediate Boss n = 46		Observer n = 301		
S	**DN**	**S**	**DN**	**S**	**DN**	

Risk-Taking, Innovation
Self: 1   **Immediate Boss: 1**   **Observer: 20**

Self S	Self DN	Boss S	Boss DN	Obs S	Obs DN	Item
57%	41%	41%	39%	73%	26%	18. Has vision; often brings up ideas about potentials and possibilities for the future.
43%	57%	46%	2%	73%	26%	19. Entrepreneurial; seizes new opportunities.
39%	57%	30%	33%	63%	35%	20. Consistently generates new ideas.
30%	63%	33%	7%	61%	37%	21. Creates significant organizational change.
74%	24%	48%	15%	73%	26%	22. Introduces needed change even in the face of opposition.

Administrative/Organizational Ability
Self: 4   **Immediate Boss: 3**   **Observer: 64**

Self S	Self DN	Boss S	Boss DN	Obs S	Obs DN	Item
87%	11%	48%	11%	89%	10%	23. Establishes and conveys a sense of purpose.
83%	17%	61%	11%	77%	23%	24. A team builder: brings people together successfully around tasks.
78%	22%	48%	13%	89%	10%	25. Structures direct reports' work appropriately.
72%	24%	50%	11%	79%	19%	26. Resourceful; can marshal people, funds, space required for projects.
52%	46%	33%	15%	75%	24%	27. Can organize and manage big, long-term projects; good shepherding skills.
76%	22%	50%	26%	73%	25%	28. Recognizes and rewards people for their work.
89%	9%	57%	4%	82%	18%	29. Manages the process of decision making effectively; knows who to involve on what issue.
61%	37%	46%	17%	70%	29%	30. Can easily handle situations where there is no pat answer, no prescribed method for proceeding.
67%	28%	39%	4%	84%	16%	31. Can translate stategy into action over the long haul.

Legend: **S = Strength**   **DN = Development Needed**

SKILLSCOPE ®
Group Profile Item Analysis

Self n = 46		Immediate Boss n = 46		Observer n = 301	
S	DN	S	DN	S	DN
78%	20%	57%	22%	76%	23%
74%	26%	50%	28%	77%	22%
67%	33%	48%	4%	83%	16%
91%	9%	57%	9%	77%	22%
85%	15%	70%	9%	79%	21%
96%	4%	65%	4%	85%	15%
93%	7%	80%	4%	89%	11%
85%	15%	96%	0%	93%	7%
96%	4%	87%	4%	90%	9%
89%	9%	48%	0%	93%	5%
83%	17%	48%	9%	82%	16%
87%	11%	61%	2%	87%	12%
87%	13%	46%	4%	79%	21%

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Managing Conflict; Negotiation
Self: 23   Immediate Boss: 37   Observer: 105

32. Effective at managing conflict.

33. Confronts others skillfully.

34. Negotiates adeptly with individuals and groups over roles and resources.

Relationships
Self: 15   Immediate Boss: 24   Observer: 116

35. Builds warm, cooperative relationships.

36. Isn't abrasive; doesn't usually antagonize people.

37. Makes good use of people; doesn't exploit.

38. Has good relationships with direct reports.

39. Has good relationship with superiors.

40. Has good relationships with peers.

41. Has good relationships with outsiders.

42. Skilled at relating to many different types of people.

43. Readily available to others.

44. Competent at dealing with people's feelings.

SKILLSCOPE ®
Group Profile Item Analysis

Self n = 46		Immediate Boss n = 46		Observer n = 301	
S	DN	S	DN	S	DN

Selecting, Developing, Accepting People

Self: 8   Immediate Boss: 0   Observer: 46

Self		Immediate Boss		Observer		Item
S	DN	S	DN	S	DN	
80%	20%	48%	0%	80%	18%	45. Sizes up people well; has a nose for talent.
63%	33%	33%	4%	73%	26%	46. Attracts talented people.
93%	7%	41%	13%	81%	18%	47. Considers personalities when dealing with people.
43%	52%	46%	7%	75%	23%	48. Tolerant of the foibles, idiosyncrasies of others.
93%	7%	70%	4%	85%	15%	49. Good coach, counselor, mentor; patient with people as they learn.
76%	24%	41%	9%	73%	26%	50. Brings out the best in people.
70%	30%	48%	17%	81%	18%	51. Gives direct reports appropriately challenging assignments and the opportunity to grow.

Influencing, Leadership, Power

Self: 9   Immediate Boss: 4   Observer: 72

Self		Immediate Boss		Observer		Item
S	DN	S	DN	S	DN	
74%	26%	41%	15%	80%	19%	52. Inspirational; helps people to see the importance of what they are doing.
67%	33%	57%	13%	83%	16%	53. Good at promoting an idea or vision; persuading.
70%	28%	50%	11%	89%	10%	54. Possesses extensive network of contacts necessary to do the job.
46%	54%	46%	9%	70%	26%	55. Astute sense of "politics" .
76%	24%	52%	13%	74%	25%	56. Able to inspire, motivate people; sparks others to take action.
91%	9%	70%	7%	89%	11%	57. Comfortable with the power of the managerial role.
41%	59%	48%	4%	74%	24%	58. Skilled at selling upward, influencing superiors.
87%	13%	65%	11%	84%	15%	59. Delegates effectively.
93%	7%	54%	4%	92%	8%	60. Works effectively with other people over whom he or she has no direct authority.

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Group Profile Item Analysis

Self n = 46		Immediate Boss n = 46		Observer n = 301	
S	DN	S	DN	S	DN

						Openness to Influence; Flexibility
						Self: 2 Immediate Boss: 3 Observer: 57
87%	13%	78%	4%	90%	10%	61. Listens well.
89%	11%	50%	0%	77%	22%	62. Takes ideas different from own seriously, and from time to time changes mind.
67%	33%	74%	11%	74%	26%	63. Accepts criticism well; easy to give feedback on his/her performance.
80%	20%	46%	4%	86%	13%	64. Participative manager; shares responsibility and influence with direct reports.
91%	9%	59%	7%	89%	11%	65. Collaborates well with others.
89%	11%	41%	7%	82%	17%	66. Flexible; good at varying his or her approach with the situation.
87%	11%	43%	4%	81%	17%	67. Thinks in terms of trade-offs; doesn't assume a single best way.
72%	28%	43%	2%	85%	13%	68. Creates good give-and-take with others in conversations, meetings.
100%	0%	74%	2%	89%	11%	69. Doesn't let power or status go to his/her head.
						Knowledge of Job, Business
						Self: 18 Immediate Boss: 6 Observer: 152
59%	39%	46%	13%	77%	21%	70. Shows mastery of job content; excels at his or her function or professional specialty.
80%	17%	70%	2%	87%	11%	71. A good general manager.
70%	26%	39%	9%	84%	14%	72. Effective in a job with a big scope.
87%	13%	57%	2%	87%	12%	73. In a new assignment, picks up knowledge and expertise easily; a quick study.
33%	67%	35%	11%	68%	26%	74. At home with graphs, charts, statistics, budgets.
33%	67%	9%	30%	69%	24%	75. Understands cash flows, financial reports, corporate annual reports.

SKILLSCOPE ®
Group Profile Item Analysis

Self n = 46		Immediate Boss n = 46		Observer n = 301		
S	DN	S	DN	S	DN	
						Energy, Drive, Ambition Self: 4 Immediate Boss: 26 Observer: 52
74%	26%	57%	11%	77%	19%	76. Good initiative; continually reaches for more responsibility.
83%	17%	59%	13%	83%	16%	77. High energy level.
76%	24%	48%	9%	79%	18%	78. Ambitious; highly motivated to advance his/her career.
80%	20%	65%	7%	88%	10%	79. Goal-directed, persistent; driven to achieve objectives.
						Time Management Self: 17 Immediate Boss: 6 Observer: 77
85%	15%	54%	13%	84%	15%	80. Set priorities well; distinguishes clearly between important and unimportant tasks.
70%	30%	39%	22%	79%	19%	81. Makes the most of the time available; extremely productive.
70%	28%	39%	7%	83%	15%	82. Deals with interruptions appropriately; knows when to admit interruptions and when to screen them out.
37%	61%	39%	4%	77%	20%	83. Avoids spreading self too thin.
						Coping with Pressure, Adversity; Integrity Self: 17 Immediate Boss: 14 Observer: 89
76%	22%	63%	9%	85%	14%	84. Capable, cool in high pressure situations.
80%	17%	52%	0%	90%	9%	85. Can deal well with setbacks; resilient; bounces back from failure, defeat.
87%	13%	46%	2%	78%	20%	86. Willing to admit ignorance.
87%	13%	52%	0%	92%	7%	87. Optimistic; takes the attitude that most problems can be solved.
96%	4%	54%	0%	87%	11%	88. Doesn't hide mistakes.
98%	2%	83%	0%	93%	6%	89. Has integrity; trustworthy.
96%	2%	54%	0%	90%	8%	90. Doesn't put own ambitions ahead of the organization's objectives.
91%	9%	48%	4%	92%	6%	91. Strikes a reasonable balance between his/her work life and private life.

Legend: **S = Strength**   **DN = Development Needed**

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Group Profile Item Analysis

Self n = 46		Immediate Boss n = 46		Observer n = 301	
S	DN	S	DN	S	DN
72%	26%	39%	0%	86%	12%
89%	11%	50%	20%	88%	10%
78%	22%	61%	7%	84%	14%
93%	7%	50%	4%	83%	14%
67%	33%	46%	7%	88%	9%
87%	13%	41%	4%	88%	10%
93%	7%	46%	2%	93%	6%

Self-Management, Self-Insight, Self-Development

Self: 10   **Immediate Boss: 2**   **Observer: 64**

92. Compensates for own weaknesses.

93. Capitalizes on own strengths.

94. Responds well to new situations that require him or her to stretch and grow.

95. Learns from own experience; not set in his/her ways.

96. Takes good care of self; uses constructive outlets for tension and frustrations.

97. Makes needed adjustments in own behavior.

98. Aware of his/her feelings.

Legend: **S = Strength**   **DN = Development Needed**