

## Group Profile

Prepared For:

### **Benchmarks for Executives Group Test**

13 March 2015

This report includes:

6 Participants  
72 Raters

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

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## Purpose and Overview

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This Benchmarks for Executives 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 = Deficient
- 2 = Marginally Effective
- 3 = Effective
- 4 = Highly Effective
- 5 = Exceptional
- 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, board members, peers, direct reports, and others)
- Boss = all of the bosses in this group
- Board Members = all of the board members 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 = 72	All Raters Importance Rankings n = 72
Results orientation	3.96	16
Courage	3.94	4
Learning from experience	3.94	12
Developing and empowering	3.91	9
Inspiring commitment	3.90	3
Leveraging differences	3.90	12
Executive image	3.89	6
Forging synergy	3.88	4
Business perspective	3.87	2
Strategic planning	3.86	1
Interpersonal savvy	3.85	6
Credibility	3.85	6
Leading change	3.84	15
Sound judgment	3.82	9
Communicating effectively	3.79	11
Global awareness	3.79	14

### 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=72	Boss n=6	Board Members n=12	Peers n=20	Direct Reports n=24	Others n=10	Self n=6
Sound judgment	3.82	3.94	4.11	3.65	3.67	4.13	4.28
Strategic planning	3.86	4.05	4.05	3.76	3.71	4.06	4.33
Leading change	3.84	4.07	4.17	3.80	3.70	3.72	4.40
Results orientation	3.96	4.22	4.22	3.90	3.74	4.17	4.33
Global awareness	3.79	3.93	4.10	3.64	3.68	3.88	4.33
Business perspective	3.87	4.00	4.10	3.80	3.70	4.04	4.27
Inspiring commitment	3.90	4.20	4.23	3.88	3.60	4.08	4.40
Forging synergy	3.88	4.11	4.22	3.70	3.74	4.00	4.33
Developing and empowering	3.91	4.06	4.14	3.85	3.82	3.90	4.33
Leveraging differences	3.90	4.20	4.20	3.80	3.67	4.12	4.33
Communicating effectively	3.79	3.94	4.11	3.65	3.67	3.90	4.28
Interpersonal savvy	3.85	4.10	4.12	3.80	3.67	3.94	4.38
Courage	3.94	4.07	4.17	3.80	3.77	4.28	4.33
Executive image	3.89	4.13	4.17	3.88	3.83	3.60	4.33
Learning from experience	3.94	4.07	4.20	3.80	3.65	4.52	4.33
Credibility	3.85	4.08	4.15	3.75	3.71	3.90	4.33

### 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 decisiveness may lead to arrogance)?
- Compare agreement across raters. What are the implications of agreement or disagreement?
- How do these strengths align with or support the organization's values and strategic direction?
- What is the greatest potential liability this profile presents for 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=72	Boss n=6	Board Members n=12	Peers n=20	Direct Reports n=24	Others n=10	Self n=6
Sound judgment	36%	0%	0%	<b>70%</b>	33%	40%	0%
Strategic planning	<b>58%</b>	<b>33%</b>	<b>83%</b>	<b>70%</b>	<b>42%</b>	<b>60%</b>	<b>33%</b>
Leading change	14%	<b>33%</b>	17%	30%	0%	0%	<b>33%</b>
Results orientation	11%	<b>33%</b>	0%	0%	25%	0%	<b>33%</b>
Global awareness	17%	0%	0%	0%	33%	40%	<b>67%</b>
Business perspective	<b>56%</b>	<b>33%</b>	<b>33%</b>	30%	<b>75%</b>	<b>100%</b>	0%
Inspiring commitment	<b>53%</b>	0%	<b>50%</b>	<b>70%</b>	<b>75%</b>	0%	<b>33%</b>
Forging synergy	<b>44%</b>	<b>67%</b>	17%	<b>70%</b>	25%	<b>60%</b>	<b>33%</b>
Developing and empowering	36%	<b>33%</b>	0%	40%	<b>67%</b>	0%	0%
Leveraging differences	19%	0%	<b>33%</b>	30%	0%	40%	<b>67%</b>
Communicating effectively	25%	0%	0%	30%	33%	40%	0%
Interpersonal savvy	42%	<b>67%</b>	<b>50%</b>	30%	33%	<b>60%</b>	<b>33%</b>
Courage	<b>44%</b>	0%	17%	30%	<b>100%</b>	0%	0%
Executive image	42%	<b>33%</b>	<b>33%</b>	40%	<b>42%</b>	<b>60%</b>	<b>67%</b>
Learning from experience	19%	<b>33%</b>	0%	40%	0%	40%	0%
Credibility	42%	<b>33%</b>	0%	<b>70%</b>	<b>42%</b>	40%	<b>67%</b>

### 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 hope these rankings could change in the next 5 years?

## Highest Rated Items by Rater Group

The next two pages present the five highest rated items by rater group. The numbers in parentheses identify the specific item number as seen on the individual feedback reports.

All Raters	Average Score
Hires people with a diversity of skills and backgrounds. (55)	4.36
Rallies support throughout the organization to get things done. (35)	4.33
Places ethical behavior above personal gain. (90)	4.31
Understands the perspectives of different functional areas in the organization. (30)	4.25
Leverages the unique talents and viewpoints of others. (54)	4.25
Boss	Average Score
Acts with a sense of urgency. (24)	5.00
Accurately differentiates between important and unimportant issues. (5)	4.67
Supports activities that position the business for the future. (15)	4.67
Adapts behavior to fit different cultural norms. (29)	4.67
Rallies support throughout the organization to get things done. (35)	4.67
Board Members	Average Score
Rallies support throughout the organization to get things done. (35)	5.00
Changes behavior in response to feedback. (84)	5.00
Places ethical behavior above personal gain. (90)	5.00
Acts with a sense of urgency. (24)	4.83
Understands the perspectives of different functional areas in the organization. (30)	4.83
Peers	Average Score
Readily grasps the crux of an issue despite having ambiguous information. (3)	4.40
Supports activities that position the business for the future. (15)	4.40
Assigns clear accountability for important objectives. (19)	4.40
Aligns organizational resources to accomplish key objectives. (23)	4.40
Rallies support throughout the organization to get things done. (35)	4.40



## Highest Rated Items by Rater Group

Direct Reports	Average Score
Sees underlying concepts and patterns in complex situations. (1)	4.00
Develops solutions that effectively address underlying problems. (6)	4.00
Regularly updates plans to reflect changing circumstances. (7)	4.00
Pushes the organization to adopt new initiatives. (16)	4.00
Assigns clear accountability for important objectives. (19)	4.00
Others	Average Score
Understands own weaknesses and how to compensate for them. (82)	5.00
Articulates wise, long-term objectives and strategies. (10)	4.80
Develops plans that contain contingencies for future changes. (12)	4.80
Leverages the unique talents and viewpoints of others. (54)	4.80
Perseveres in the face of problems and difficulties. (72)	4.80
Self	Average Score
Fosters a climate of experimentation. (18)	5.00
Clearly conveys objectives, deadlines, and expectations. (21)	5.00
Seeks common ground in an effort to resolve conflicts. (42)	5.00
Translates his or her vision into realistic business strategies. (8)	4.67
Supports activities that position the business for the future. (15)	4.67

## Lowest Rated Items by Rater Group

The next two pages present the five lowest rated items by rater group. The numbers in parentheses identify the specific item number as seen on the individual feedback reports.

All Raters	Average Score
Stays informed about the strategic moves of major competitors. (33)	3.47
Accepts responsibility for his or her problems. (81)	3.47
Works well with people who differ in race, gender, culture, or age. (53)	3.50
Expresses ideas fluently and eloquently. (57)	3.53
Conveys ideas through lively examples and images. (61)	3.53
Boss	Average Score
Prevents unpleasant surprises by communicating important information. (58)	3.00
Holds self accountable for meeting commitments. (22)	3.33
Seeks opportunities to learn about different cultures and customs. (28)	3.33
Stays informed about the strategic moves of major competitors. (33)	3.33
Understands what motivates other people to perform at their best. (38)	3.33
Board Members	Average Score
Prevents unpleasant surprises by communicating important information. (58)	3.17
Tells the truth, not just what important constituents want to hear. (88)	3.17
Translates his or her vision into realistic business strategies. (8)	3.33
Seeks opportunities to learn about different cultures and customs. (28)	3.33
Stays informed about the strategic moves of major competitors. (33)	3.33
Peers	Average Score
Sees underlying concepts and patterns in complex situations. (1)	2.90
Offers novel ideas and perspectives. (17)	2.90
Clearly conveys objectives, deadlines, and expectations. (21)	2.90
Infuses the organization with a sense of purpose. (37)	2.90
Helps direct reports resolve their conflicts constructively. (41)	2.90

## Lowest Rated Items by Rater Group

Direct Reports	Average Score
Maintains smooth, effective working relationships. (45)	3.00
Readily grasps the crux of an issue despite having ambiguous information. (3)	3.25
Has a firm grasp of external conditions affecting the organization. (32)	3.25
Understands what motivates other people to perform at their best. (38)	3.25
Provides tangible rewards for significant organizational achievements. (39)	3.25
Others	Average Score
Regularly updates plans to reflect changing circumstances. (7)	3.00
Through words and deeds encourages honesty throughout the organization. (86)	3.00
Develops solutions that effectively address underlying problems. (6)	3.20
Adjusts leadership style according to the demands of the situation. (68)	3.20
Commands attention and respect. (78)	3.20
Self	Average Score
Offers novel ideas and perspectives. (17)	3.67
Helps direct reports resolve their conflicts constructively. (41)	3.67
Influences others without using formal authority. (65)	3.67
Confronts conflicts promptly so they do not escalate. (73)	3.67
Can be trusted to maintain confidentiality. (89)	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
Clearly conveys objectives, deadlines, and expectations. (21)	3.58	5.00
Fosters a climate of experimentation. (18)	3.78	5.00
Works well with people who differ in race, gender, culture, or age. (53)	3.50	4.67
Maintains smooth, effective working relationships. (45)	3.61	4.67
Tells the truth, not just what important constituents want to hear. (88)	3.61	4.67
Seeks common ground in an effort to resolve conflicts. (42)	3.97	5.00
Adapts readily to new situations. (77)	3.64	4.67
Translates his or her vision into realistic business strategies. (8)	3.69	4.67
Has a firm grasp of external conditions affecting the organization. (32)	3.69	4.67
Accurately senses when to give and take when negotiating. (69)	3.69	4.67
Uses ethical considerations to guide decisions. (85)	3.75	4.67
Respects employees regardless of their position or background. (56)	3.81	4.67
Commands attention and respect. (78)	3.81	4.67
Accepts responsibility for his or her problems. (81)	3.47	4.33
Adapts behavior to fit different cultural norms. (29)	3.83	4.67

## Greatest Differences: Underrated By Self

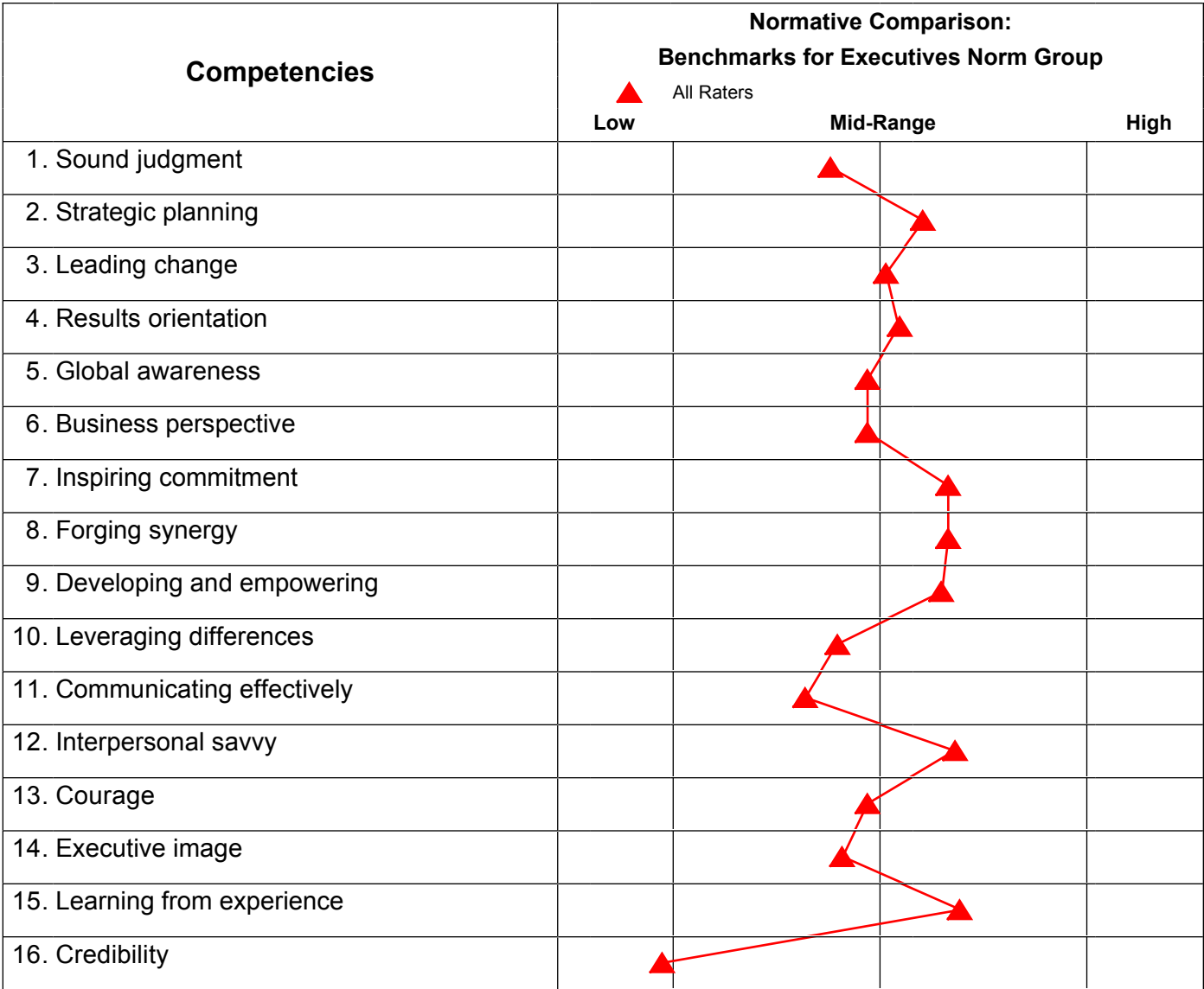
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Listed below are (up to 15) items with a .5 or greater difference between low Self scores and high All Raters scores.

Items	All Raters	Self
No questions met criteria		

# Normative Comparison

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



**Things to consider:**

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