Benchmarks®
for Managers™

Center for
Creative
Leadership®

Group Profile

Prepared For:

Sample Group

8 May 2015

This report includes:

123 Participants
1,496 Raters

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

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Purpose and Overview

This Benchmarks for Managers 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.

Problems That Can Stall a Career

Displays All Raters, Boss, and Self average scores of characteristics and behaviors that can lead to career derailment.

Purpose and Overview

Group Profile Legend:

Competency Rating Scale

  1 = To a very little extent
  2 = To a little extent
  3 = To some extent
  4 = To a great extent
  5 = To a very great extent
DK = Don't Know/Not Applicable

Importance for Success

Participants and raters selected the eight (8) competencies most important for success in the participants' organization.

Problems That Can Stall a Career Rating Scale

  1 = Strongly disagree
  2 = Tend to disagree
  3 = Hard to decide
  4 = Tend to agree
  5 = Strongly agree
DK = Don't Know/Not Applicable

Rater Groups

Self = all 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 eight 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=1496	All Raters Importance Rankings n=1496
Respect for differences	4.47	15
Putting people at ease	4.39	13
Taking initiative	4.29	7
Being a quick study	4.28	14
Strategic perspective	4.28	2
Decisiveness	4.22	5
Composure	4.16	4
Compassion and sensitivity	4.16	11
Change management	4.14	8
Building collaborative relationships	4.13	5
Career management	4.11	16
Participative management	4.10	3
Leading employees	4.09	1
Self-awareness	4.06	10
Confronting problem employees	4.03	11
Balance between personal and work life	3.89	9

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=1496	Boss n=129	Superior n=105	Peers n=527	Direct Reports n=492	Others n=243	Self n=123
Strategic perspective	4.28	4.19	4.16	4.23	4.33	4.41	4.27
Being a quick study	4.28	4.29	4.20	4.26	4.28	4.36	4.10
Decisiveness	4.22	4.14	4.10	4.18	4.26	4.34	4.11
Change management	4.14	4.14	4.04	4.08	4.16	4.26	4.13
Leading employees	4.09	4.08	4.00	4.04	4.10	4.24	4.07
Confronting problem employees	4.03	3.94	3.89	4.00	4.07	4.17	3.87
Participative management	4.10	4.16	4.01	4.05	4.10	4.23	4.09
Building collaborative relationships	4.13	4.13	4.04	4.07	4.12	4.30	4.06
Compassion and sensitivity	4.16	4.25	4.10	4.12	4.14	4.26	4.13
Putting people at ease	4.39	4.34	4.32	4.39	4.33	4.59	4.30
Respect for differences	4.47	4.55	4.37	4.42	4.48	4.55	4.53
Taking initiative	4.29	4.17	4.18	4.24	4.32	4.44	4.23
Composure	4.16	4.15	4.11	4.12	4.15	4.30	4.09
Balance between personal and work life	3.89	3.96	3.91	3.93	3.81	3.90	3.57
Self-awareness	4.06	4.06	4.03	4.02	4.01	4.23	4.18
Career management	4.11	4.07	4.02	4.07	4.14	4.23	4.00

Things to consider:

- What competencies are rated the highest (strengths)? Rated the lowest (development needs)?
- What are the benefits and costs associated with the top strengths?
- What are the implications of the development needs?
- What strengths might become weaknesses (e.g., extreme 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 your 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 eight 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. The competencies in this table are shown in the same order as seen in participants' individual feedback reports.

Competencies	All Raters n=1496	Boss n=129	Superior n=105	Peers n=527	Direct Reports n=492	Others n=243	Self n=123
Strategic perspective	72 %	78 %	69 %	72 %	70 %	74 %	76 %
Being a quick study	32 %	33 %	16 %	33 %	36 %	32 %	28 %
Decisiveness	61 %	68 %	73 %	61 %	57 %	60 %	54 %
Change management	55 %	65 %	75 %	60 %	45 %	48 %	54 %
Leading employees	81 %	83 %	86 %	80 %	82 %	80 %	89 %
Confronting problem employees	37 %	42 %	45 %	35 %	36 %	40 %	37 %
Participative management	70 %	76 %	71 %	71 %	68 %	65 %	69 %
Building collaborative relationships	61 %	58 %	61 %	60 %	62 %	63 %	70 %
Compassion and sensitivity	37 %	39 %	34 %	36 %	38 %	40 %	39 %
Putting people at ease	34 %	25 %	30 %	32 %	41 %	33 %	31 %
Respect for differences	30 %	38 %	26 %	28 %	30 %	32 %	21 %
Taking initiative	56 %	64 %	64 %	60 %	50 %	51 %	62 %
Composure	62 %	57 %	63 %	63 %	63 %	58 %	63 %
Balance between personal and work life	45 %	33 %	36 %	48 %	47 %	46 %	43 %
Self-awareness	44 %	33 %	39 %	41 %	47 %	53 %	48 %
Career management	15 %	6 %	11 %	14 %	19 %	13 %	11 %

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 the 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 <u>highest</u> rated items by rater group. The numbers in parentheses identify the specific item number as seen in the participants' individual feedback reports.

All Raters	Average Score
Understands and respects cultural, religious, gender, and racial differences. (68)	4.54
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.53
Treats people of all backgrounds fairly. (69)	4.50
Has a pleasant disposition. (65)	4.46
Conveys compassion toward them when other people disclose a personal loss. (64)	4.45
Boss	Average Score
Understands and respects cultural, religious, gender, and racial differences. (68)	4.71
Treats people of all backgrounds fairly. (69)	4.58
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.56
Conveys compassion toward them when other people disclose a personal loss. (64)	4.51
Has a pleasant disposition. (65)	4.45
Superior	Average Score
Has a pleasant disposition. (65)	4.50
Understands and respects cultural, religious, gender, and racial differences. (68)	4.50
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.38
Treats people of all backgrounds fairly. (69)	4.38
Links his/her responsibilities with the mission of the whole organization. (3)	4.34
Peers	Average Score
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.50
Understands and respects cultural, religious, gender, and racial differences. (68)	4.49
Treats people of all backgrounds fairly. (69)	4.45
Conveys compassion toward them when other people disclose a personal loss. (64)	4.45
Has a pleasant disposition. (65)	4.44

Highest Rated Items by Rater Group

Direct Reports	Average Score
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.57
Understands higher management values, how higher management operates, and how they see things. (5)	4.56
Understands and respects cultural, religious, gender, and racial differences. (68)	4.55
Actively cultivates a good relationship with superior. (91)	4.52
Treats people of all backgrounds fairly. (69)	4.51

Others	Average Score
Has a pleasant disposition. (65)	4.68
Links his/her responsibilities with the mission of the whole organization. (3)	4.63
Has a good sense of humor. (66)	4.61
Treats people of all backgrounds fairly. (69)	4.59
Understands and respects cultural, religious, gender, and racial differences. (68)	4.59

Self	Average Score
Treats people of all backgrounds fairly. (69)	4.63
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.61
Understands and respects cultural, religious, gender, and racial differences. (68)	4.60
Links his/her responsibilities with the mission of the whole organization. (3)	4.47
Understands higher management values, how higher management operates, and how they see things. (5)	4.43

Lowest Rated Items by Rater Group

The next two pages present the five <u>lowest</u> rated items by rater group. The numbers in parentheses identify the specific item number as seen in the participants' individual feedback reports.

All Raters	Average Score
Does not take career so seriously that his/her personal life suffers. (83)	3.60
Is sensitive to signs of overwork in others. (59)	3.90
Does not become hostile or moody when things are not going his/her way. (77)	3.90
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.91
Acts as if there is more to life than just having a career. (81)	3.92

Boss	Average Score
Does not take career so seriously that his/her personal life suffers. (83)	3.75
Uses mentoring relationships effectively. (92)	3.81
Does not become hostile or moody when things are not going his/her way. (77)	3.83
Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally. (38)	3.86
Seeks corrective feedback to improve him/herself. (86)	3.88

Superior	Average Score
Does not take career so seriously that his/her personal life suffers. (83)	3.68
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)	3.80
Adjusts management style to changing situations. (20)	3.82
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.83
Moves quickly in confronting a problem employee. (39)	3.83

Peers	Average Score
Does not take career so seriously that his/her personal life suffers. (83)	3.63
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.81
Takes into account peoples' concerns during change. (18)	3.87
Gains commitment of others before implementing changes. (47)	3.89
Is sensitive to signs of overwork in others. (59)	3.89

Lowest Rated Items by Rater Group

Direct Reports	Average Score
Does not take career so seriously that his/her personal life suffers. (83)	3.51
Is sensitive to signs of overwork in others. (59)	3.75
Acts as if there is more to life than just having a career. (81)	3.77
Does not become hostile or moody when things are not going his/her way. (77)	3.85
Seeks corrective feedback to improve him/herself. (86)	3.86
Others	**Average Score**
Does not take career so seriously that his/her personal life suffers. (83)	3.54
Acts as if there is more to life than just having a career. (81)	3.99
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)	4.03
Responds effectively to constructive criticism from others. (94)	4.04
Seeks corrective feedback to improve him/herself. (86)	4.04
Self	**Average Score**
Does not take career so seriously that his/her personal life suffers. (83)	3.14
Acts as if there is more to life than just having a career. (81)	3.59
Does not become hostile or moody when things are not going his/her way. (77)	3.64
Actively seeks opportunities to develop professional relationships with others. (93)	3.69
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)	3.74

Greatest Differences: Overrated By Self

Listed below are the (up to 15) items with the greatest difference between high Self scores and low All Raters scores.

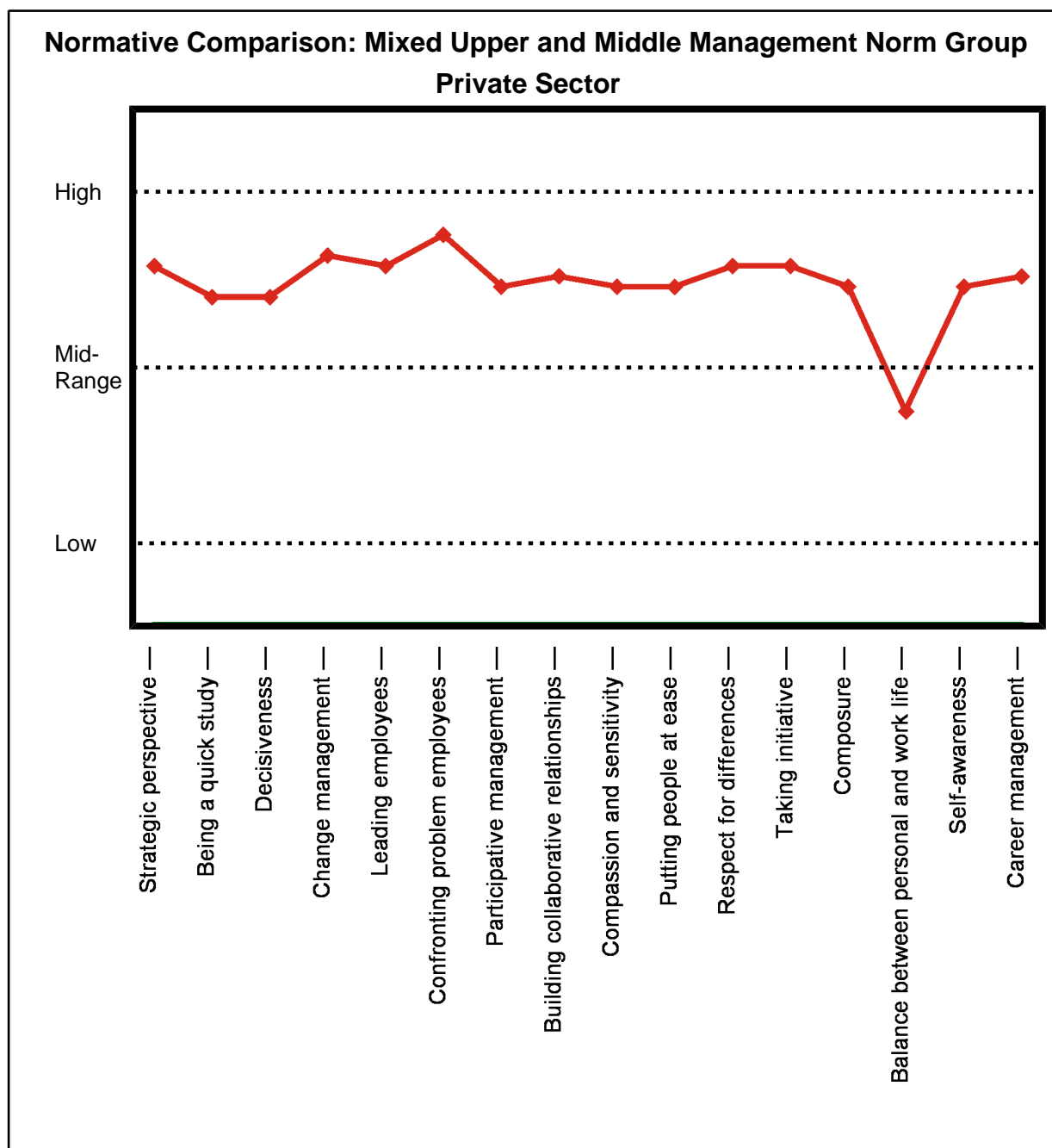| Items	All Raters	Self
Does an honest self-assessment. (85)	4.16	4.40
Admits personal mistakes, learns from them, and moves on to correct the situation. (84)	4.10	4.32
Listens to individuals at all levels in the organization. (48)	4.17	4.37
Leads change by example. (15)	4.13	4.31
Listens to employees both when things are going well and when they are not. (50)	4.17	4.33
Treats people of all backgrounds fairly. (69)	4.50	4.63
Adjusts management style to changing situations. (20)	3.97	4.11
Acts fairly and does not play favorites. (27)	4.25	4.37
Understands the value of a good mentoring relationship. (88)	4.21	4.32
Does not blame others or situations for his/her mistakes. (78)	4.24	4.34
Rewards hard work and dedication to excellence. (34)	4.08	4.17
Interacts with staff in a way that results in the staff feeling motivated. (30)	4.07	4.15
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.53	4.61
Takes charge when trouble comes. (74)	4.30	4.37
Is willing to help an employee with personal problems. (60)	4.25	4.32

Greatest Differences: Underrated By Self

Listed below are the (up to 15) items with the greatest difference between low Self scores and high All Raters scores.

Items	All Raters	Self
Does not take career so seriously that his/her personal life suffers. (83)	3.60	3.14
Actively seeks opportunities to develop professional relationships with others. (93)	4.14	3.69
Acts as if there is more to life than just having a career. (81)	3.92	3.59
Uses mentoring relationships effectively. (92)	4.04	3.77
Does not become hostile or moody when things are not going his/her way. (77)	3.90	3.64
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)	3.99	3.74
Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally. (38)	4.13	3.88
Provides prompt feedback, both positive and negative. (25)	4.15	3.93
Quickly masters new technical knowledge necessary to do the job. (9)	4.27	4.05
Appropriately documents employee performance problems. (42)	4.05	3.83
Does not hesitate when making decisions. (12)	4.10	3.89
Is prepared to seize opportunities when they arise. (72)	4.32	4.13
Quickly masters new vocabulary and operating rules needed to understand how the business works. (10)	4.31	4.13
Has a pleasant disposition. (65)	4.46	4.30
Has activities and interests outside of career. (82)	4.13	3.97

Normative Comparison

This chart compares this group's All Raters competency scores (as standard scores) to a large normative sample. The mid-range line marks the average of the normative group.

Normative Comparison: Mixed Upper and Middle Management Norm Group
Private Sector

High

Mid-Range

Low

- Strategic perspective
- Being a quick study
- Decisiveness
- Change management
- Leading employees
- Confronting problem employees
- Participative management
- Building collaborative relationships
- Compassion and sensitivity
- Putting people at ease
- Respect for differences
- Taking initiative
- Composure
- Balance between personal and work life
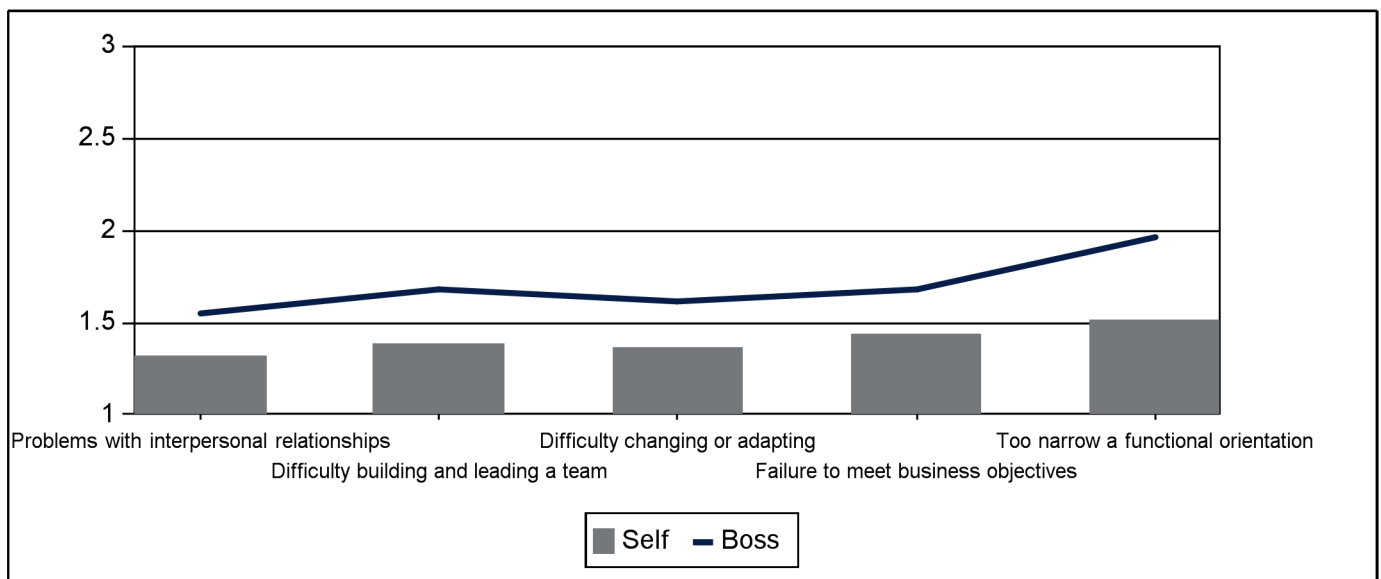- Self-awareness
- Career management

Things to consider:

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

Potential Pitfalls

These charts show the extent to which participants (Self) think they display characteristics and behaviors that can lead to career derailment. Higher scores indicate potential trouble areas. The top chart compares All Raters scores to Self score. The bottom chart shows Bosses' scores compared to Self scores.

Chart legend: Self | All Raters

Categories: Problems with interpersonal relationships | Difficulty building and leading a team | Difficulty changing or adapting | Failure to meet business objectives | Too narrow a functional orientation

Chart legend: Self | Boss

Categories: Problems with interpersonal relationships | Difficulty building and leading a team | Difficulty changing or adapting | Failure to meet business objectives | Too narrow a functional orientation

Things to consider:

- In which derailment area(s) were participants rated the highest?
- What are the implications of this information?
- How does derailment affect productivity, group performance, and morale?
- If these areas were strengths, how might things be different?