

Benchmarks®

Group Profile

Prepared For:
Sample Company
5-Oct-2010

Group Size = 136



Purpose and Overview

This Benchmarks 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 Observers represents all the raters who completed Benchmarks on the participants.

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:

I. Overall Group Performance and Importance Rankings

Provides the broadest view of the group's feedback using All Observers' data. Contrasts average competency scores with importance for success rankings.

II. Strengths and Development Needs

Displays the average scores of the competencies by rater group.

III. Important for Success

Shows how often each competency was rated as most important for success by rater group.

IV. Rater Group Summary

Lists the five highest and five lowest rated questions by rater group.

V. Greatest Differences Between All Observer and Self Scores

Two tables that show the 15 behaviors with greatest discrepancy between Self and All Observers' scores.

VI. Normative Comparison

Contrasts the group's competency scores with a similar group.

VII. Potential Pitfalls

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

Purpose and Overview Continued

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

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

Rater Groups

- Self = all the participants in this group
- All Observers = all raters combined (boss, superior, peers, direct reports, and others)
- Boss = this group's bosses
- Superior = this group's superiors
- Peers = this group's peers
- Direct Reports = this group's direct reports

Overall Group Performance and Importance Rankings

This table contrasts the group's performance by competency with importance scores. Group performance is sorted by average competency scores for All Observers. The importance column ranks each competency based on how often it was selected as one of the eight most important competencies for success in your organization (e.g. the competency ranked "1" was selected most often). The "n=" caption in the column headers identifies how many raters responded.

Competencies	All Observers Competency Scores	All Observers Importance Rankings
	N=1276	N=1276
Composure	4.28	5
Taking Initiative	4.23	6
Decisiveness	4.21	2
Being a Quick Study	4.20	9
Balance Between Personal and Work Life	4.17	10
Strategic Perspective	4.16	3
Change Management	4.00	4
Self-Awareness	3.99	11
Putting People at Ease	3.97	14
Compassion and Sensitivity	3.96	15
Building Collaborative Relationships	3.94	8
Respect for Differences	3.92	13
Career Management	3.92	16
Leading Employees	3.92	1
Participative Management	3.85	6
Confronting Problem Employees	3.84	12

Things to consider:

- As a group, what do we do well?
- What do we need to improve?
- How well do our 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	Boss	Superior	Peers	Direct	Self
	Obs. N=1276	N=117	N=76	N=462	Reports N=464	N=136
Strategic Perspective	4.16	4.06	4.06	4.09	4.25	4.04
Being a Quick Study	4.20	4.19	4.26	4.15	4.21	3.97
Decisiveness	4.21	4.17	4.12	4.14	4.28	4.16
Change Management	4.00	3.96	3.92	3.93	4.07	3.95
Leading Employees	3.92	3.89	3.83	3.86	3.97	3.89
Confronting Problem Employees	3.84	3.81	3.66	3.80	3.88	3.74
Participative Management	3.85	3.99	3.89	3.91	3.75	3.73
Building Collaborative Relationships	3.94	3.88	3.88	3.91	3.97	3.70
Compassion and Sensitivity	3.96	3.97	3.94	3.90	4.00	3.93
Putting People at Ease	3.97	3.96	4.01	3.90	4.01	3.91
Respect for Differences	3.92	4.01	3.87	3.87	3.96	3.91
Taking Initiative	4.23	4.19	4.32	4.20	4.20	3.90
Composure	4.28	4.32	4.25	4.22	4.30	4.36
Balance Between Personal and Work Life	4.17	4.09	4.07	4.11	4.23	4.07
Self-Awareness	3.99	4.00	4.05	3.92	4.05	3.90
Career Management	3.92	3.93	3.96	3.87	3.94	3.98

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 top development needs?
- What strengths do we have that 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 your 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 contribute to the group's scores?

Important 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	Boss	Superior	Peers	Direct	Self
	Obs. N=1276	N=117	N=76	N=462	Reports N=464	N=136
Strategic Perspective	77 %	79 %	82 %	75 %	78 %	76 %
Being a Quick Study	52 %	53 %	55 %	57 %	48 %	46 %
Decisiveness	79 %	88 %	87 %	81 %	75 %	83 %
Change Management	74 %	78 %	86 %	79 %	68 %	78 %
Leading Employees	89 %	93 %	93 %	88 %	89 %	91 %
Confronting Problem Employees	26 %	31 %	30 %	27 %	22 %	21 %
Participative Management	64 %	68 %	71 %	63 %	65 %	67 %
Building Collaborative Relationships	61 %	59 %	46 %	65 %	60 %	63 %
Compassion and Sensitivity	18 %	9 %	9 %	16 %	23 %	14 %
Putting People at Ease	19 %	21 %	11 %	15 %	24 %	17 %
Respect for Differences	21 %	21 %	28 %	19 %	21 %	25 %
Taking Initiative	64 %	75 %	76 %	66 %	57 %	68 %
Composure	66 %	66 %	76 %	63 %	68 %	66 %
Balance Between Personal and Work Life	34 %	17 %	17 %	31 %	41 %	40 %
Self-Awareness	33 %	31 %	21 %	28 %	36 %	32 %
Career Management	15 %	7 %	7 %	16 %	20 %	7 %

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 Observers consistent with the organization's values and strategic direction?
- Do we currently select or promote based upon these competencies?
- Examine the competencies rated least important. How would you hope these rankings would change in the next 5 years, if at all?

Rater Group Summary

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

All Observers		Average Score
Is action-oriented. (14)		4.40
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.38
Understands and respects cultural, religious, gender, and racial differences. (68)		4.35
Has a pleasant disposition. (65)		4.34
Links his/her responsibilities with the mission of the whole organization. (3)		4.31
Boss		Average Score
Understands and respects cultural, religious, gender, and racial differences. (68)		4.42
Is action-oriented. (14)		4.40
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.40
Treats people of all backgrounds fairly. (69)		4.38
Would respond to a boss who provided autonomy by working hard to develop his/her skills. (73)		4.38
Superiors		Average Score
Has a pleasant disposition. (65)		4.55
Is action-oriented. (14)		4.43
Treats people of all backgrounds fairly. (69)		4.34
Is comfortable managing people from different racial or cultural backgrounds. (71)		4.34
Quickly masters new technical knowledge necessary to do the job. (9)		4.33

Rater Group Summary Continued

Peers	Average Score
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.33
Is action-oriented. (14)	4.31
Has a pleasant disposition. (65)	4.29
Understands and respects cultural, religious, gender, and racial differences. (68)	4.29
Has a good sense of humor. (66)	4.27
Direct Reports	Average Score
Is action-oriented. (14)	4.47
Understands higher management values, how higher management operates, and how they see things. (5)	4.43
Links his/her responsibilities with the mission of the whole organization. (3)	4.42
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.41
Does his/her homework before making a proposal to top management. (1)	4.39
Self	Average Score
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.48
Treats people of all backgrounds fairly. (69)	4.40
Is action-oriented. (14)	4.38
Understands and respects cultural, religious, gender, and racial differences. (68)	4.38
Would respond to a boss who provided autonomy by working hard to develop his/her skills. (73)	4.30

Rater Group Summary Continued

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

All Observers	Average Score
Is sensitive to signs of overwork in others. (59)	3.62
Does not become hostile or moody when things are not going his/her way. (77)	3.69
Does not take career so seriously that his/her personal life suffers. (83)	3.69
Appropriately documents employee performance problems. (42)	3.73
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.74
Boss	Average Score
Surrounds him/herself with the best people. (35)	3.57
Does not become hostile or moody when things are not going his/her way. (77)	3.64
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.65
Uses mentoring relationships effectively. (92)	3.66
Adjusts management style to changing situations. (20)	3.69
Superiors	Average Score
Moves quickly in confronting a problem employee. (39)	3.54
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)	3.57
Surrounds him/herself with the best people. (35)	3.58
Is sensitive to signs of overwork in others. (59)	3.58
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.59

Rater Group Summary Continued

Peers	Average Score
Is sensitive to signs of overwork in others. (59)	3.63
Does not become hostile or moody when things are not going his/her way. (77)	3.67
Adjusts management style to changing situations. (20)	3.69
Pushes decision making to the lowest appropriate level and develops employees' confidence in their ability to make those decisions. (26)	3.69
Is able to fire or deal firmly with loyal but incompetent people without procrastinating. (40)	3.69
Direct Reports	Average Score
Does not take career so seriously that his/her personal life suffers. (83)	3.58
Is sensitive to signs of overwork in others. (59)	3.58
Seeks corrective feedback to improve him/herself. (86)	3.69
Does not become hostile or moody when things are not going his/her way. (77)	3.71
Appropriately documents employee performance problems. (42)	3.71
Self	Average Score
Uses mentoring relationships effectively. (92)	3.28
Does not take career so seriously that his/her personal life suffers. (83)	3.47
Actively seeks opportunities to develop professional relationships with others. (93)	3.47
Appropriately documents employee performance problems. (42)	3.50
Is sensitive to signs of overwork in others. (59)	3.52

Greatest Differences Between All Observer and Self Scores

Listed below are the 15 Benchmarks behaviors with the greatest difference between high Self scores and low All Observer scores.

Questions	All Observers	Self
Responds to feedback from direct reports. (90)	3.88	4.07
Encourages direct reports to share. (45)	3.99	4.15
Does an honest self-assessment. (85)	4.05	4.19
Listens to individuals at all levels in the organization. (48)	4.03	4.18
Listens to employees both when things are going well and when they are not. (50)	4.01	4.13
Treats people of all backgrounds fairly. (69)	4.29	4.40
Is comfortable managing people from different racial or cultural backgrounds. (71)	4.38	4.48
Admits personal mistakes, learns from them, and moves on to correct the situation. (84)	3.97	4.07
Actively promotes his/her direct reports to senior management. (31)	3.89	3.98
Acts decisively when faced with a tough decision such as laying off workers, even though it hurts him/her personally. (38)	4.01	4.09
Is willing to help an employee with personal problems. (60)	3.97	4.04
Helps people learn from their mistakes. (63)	3.86	3.93
Values working with a diverse group of people. (70)	4.10	4.17
Develops employees by providing challenge and opportunity. (32)	3.89	3.96
Surrounds him/herself with the best people. (35)	3.84	3.90

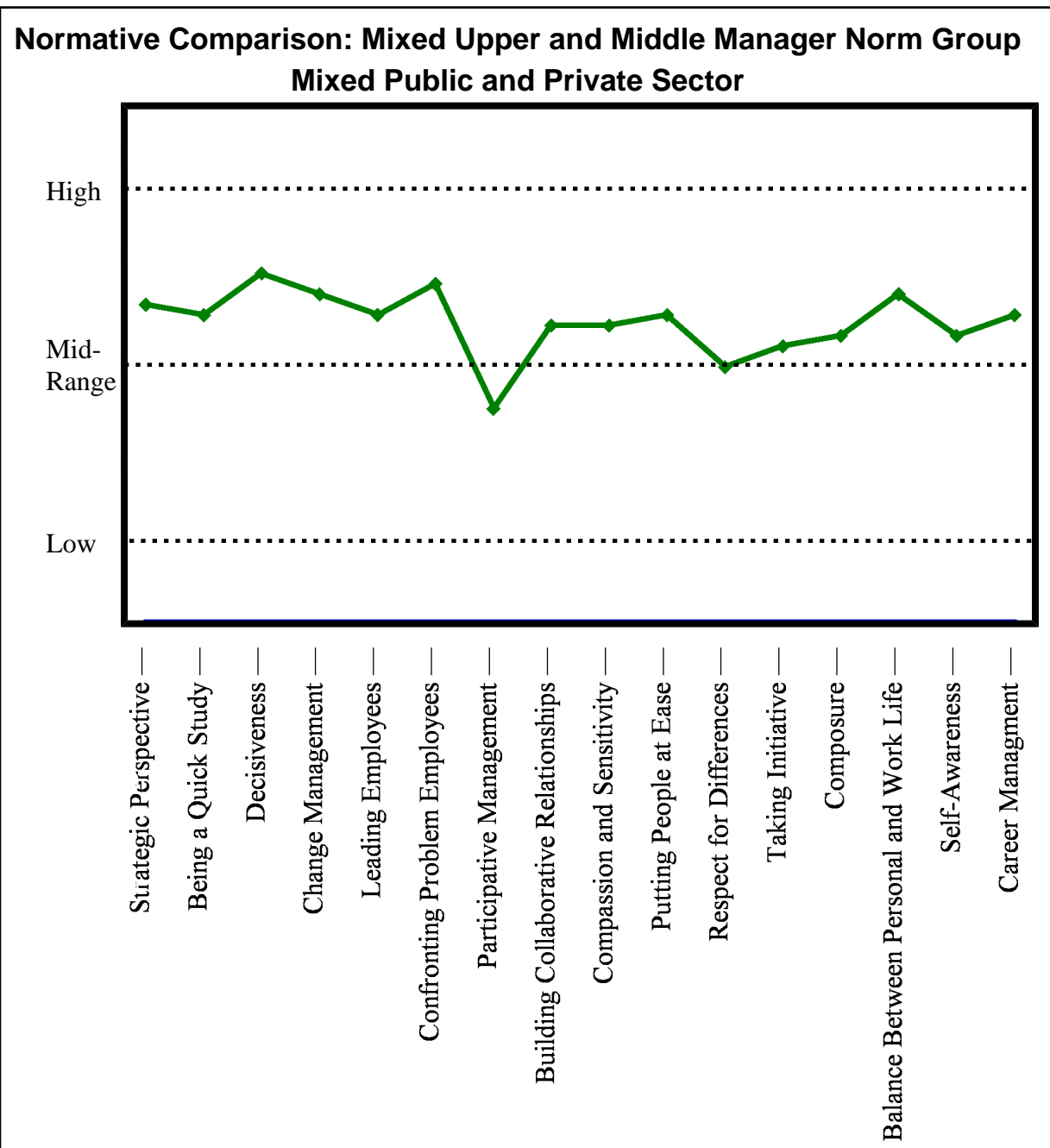
Greatest Differences Between All Observer and Self Scores

Listed below are the 15 Benchmarks behaviors with the greatest difference between low Self scores and high All Observer scores.

Questions	All Observers	Self
Uses mentoring relationships effectively. (92)	3.83	3.28
Actively seeks opportunities to develop professional relationships with others. (93)	3.94	3.47
Has a pleasant disposition. (65)	4.34	3.98
Has personal warmth. (67)	4.05	3.71
Actively cultivates a good relationship with superior. (91)	4.25	3.97
Quickly masters new technical knowledge necessary to do the job. (9)	4.17	3.90
Is prepared to seize opportunities when they arise. (72)	4.23	3.96
Has a good sense of humor. (66)	4.29	4.03
Is creative or innovative. (75)	4.00	3.76
Has solid working relationships with higher management. (8)	4.23	4.00
Quickly masters new vocabulary and operating rules needed to understand how the business works. (10)	4.23	4.01
Appropriately documents employee performance problems. (42)	3.73	3.50
Effectively builds and maintains feedback channels. (89)	3.80	3.58
Does not take career so seriously that his/her personal life suffers. (83)	3.69	3.47
Learns a new skill quickly. (11)	4.20	3.99

Normative Comparison

This graph compares All Observers' competency scores (as standard scores) to a normative group. The mid-range line marks the average of the normative group.

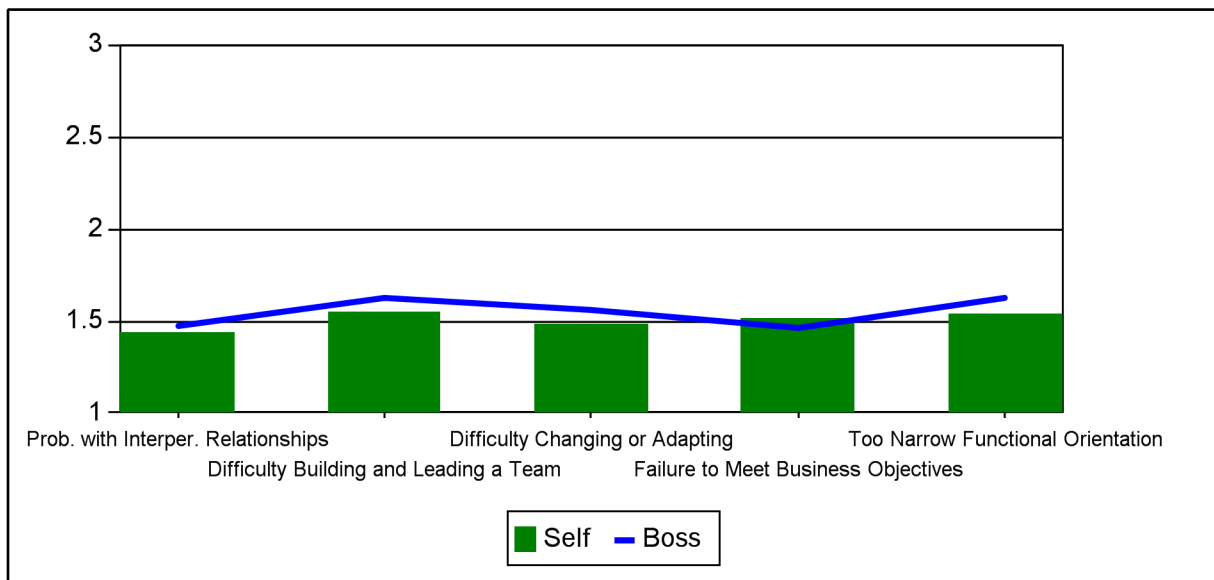
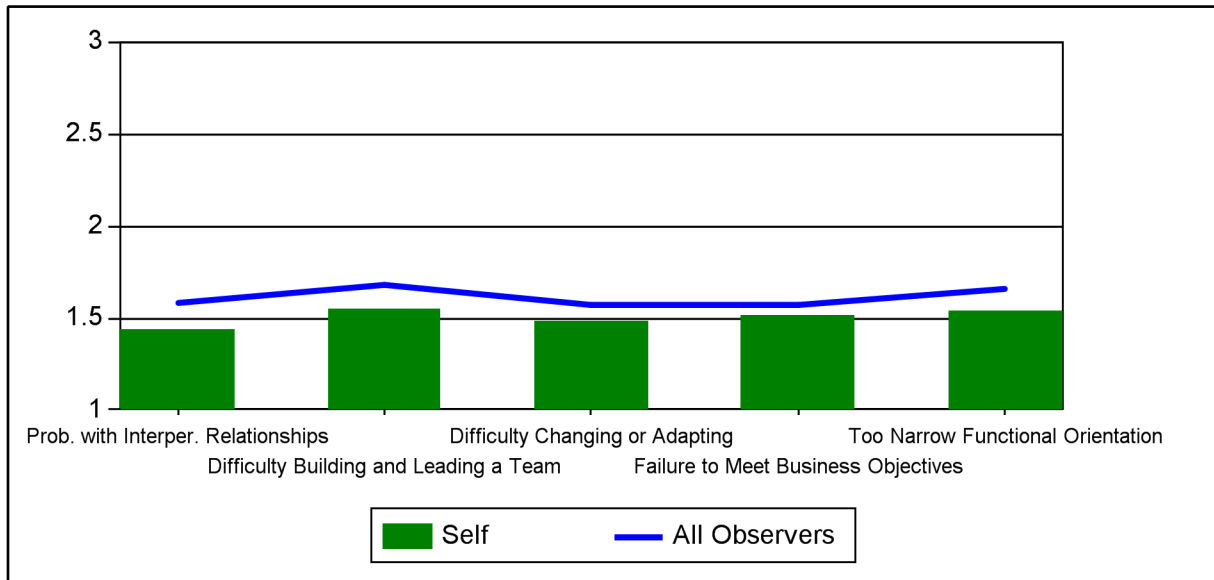


Things to consider:

- What competencies are higher than the mid-range?
- What competencies are lower than the mid-range?
- What might account for these differences?
- What is the greatest potential benefit this profile presents?
- What is the greatest potential liability this profile presents?

POTENTIAL PITFALLS

These graphs 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 graph compares All Observers scores to Self score. The bottom graph shows Bosses' scores compared to Self scores.



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?