

Expand the value of the 360 process.

Use a Benchmarks Group Profile to:

- Identify group strengths and development needs.
- Review the importance of leadership competencies within the organization.
- Provide a comparison for individual managers to those of the group.
- Provide a comparison to other groups.
- Start discussions about the impact of strengths and development needs on the organization.
- Inform training needs analysis and development planning.



What we hear from our clients:

"We discussed the group profile before conducting individual feedback sessions. It really helped open doors and orient the managers to their own feedback."

"I was surprised how quickly the group started discussing the results and exchanging ideas about how to use it in our work."

"I discovered my scores for Decisiveness were much higher than the group average. I am taking this opportunity to coach others."

Sample Company

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 N=1276	All Observers Importance Rankings 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?

Sample Company

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