

# PROSPECTOR<sup>®</sup>

## Feedback Report

Prepared for  
**Chris Sample Prospector**  
19 November 2010

In addition to your self-ratings, this report  
includes your ratings from:

- 1 Boss
- 1 Superior
- 6 Peers
- 6 Direct Reports
- 2 Others



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## INTRODUCTION

PROSPECTOR® provides feedback on two types of behaviors: the skills most often found in successful executives, and the learning behaviors needed to acquire these skills. After reviewing your feedback report, we recommend you use the PROSPECTOR® Development Planning Guide to analyze the results and create your plan for development.

### Leadership Dimensions

#### The Overview Charts

#### Importance for Success and Average Scores

You were asked to select the five (5) dimensions most important for success in your organization. The results listed on page 3 indicate how many dimensions were selected by all observers, your boss and yourself. The data listed under "Average Scores" is the average (raw score) of all the items.

PROSPECTOR® uses a 7-point response scale.

- 1 = Very Strongly Disagree
- 2 = Strongly Disagree
- 3 = Disagree
- 4 = Neutral
- 5 = Agree
- 6 = Strongly Agree
- 7 = Very Strongly Agree

#### Norm Group Comparisons: Self and All Observers

This table shows your Self and All Observers scores relative to the scores of other individuals in your norm or reference group. From this graph you can see if your scores are low, in the mid-range, or high as compared to the norm.

#### Norm Group Comparisons: By Rater Category

The data on this table divide the All Observers score into Boss, Superior, Peers and Direct Reports categories, and compares them to the norm or reference group.

Remember, your scores are being compared to a norm group. Scores in the middle of the graph do not mean that you are an "average" leader. For many of the PROSPECTOR® dimensions, mid-range scores often translate into raw scores that are high.

#### Guide for Interpretation:

- Organizations differ in how important various dimensions are for success. On which competencies do your views match those of your Boss and others and where do they not match?
- In which dimensions did you receive your highest and lowest ratings from others?
- Were there any wide differences between your Self and All Observers scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low. These are potential blind spots.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

## LEADERSHIP DIMENSIONS

**Importance for Success and Average Scores**

	Dimension	Importance for Success			Average Scores	
		All Observers	Boss	Self	All Observers	Self
Learning to Learn	Seeks Opportunities to Learn	4	✓		5.09	5.80
	Seeks and Uses Feedback	7	✓	✓	4.95	5.20
	Learns from Mistakes	6			5.08	5.60
	Open to Criticism	6			5.13	5.00
Learning to Lead	Committed to Making a Difference	12	✓		[5.64]	5.75
	Insightful: Sees Things from New Angles	5		✓	[5.34]	4.75
	Has the Courage to Take Risks	7		✓	4.94	4.75
	Brings Out the Best in People	16	✓	✓	4.90	5.00
	Acts with Integrity	14		✓	[5.67]	6.50
	Seeks Broad Business Knowledge	4	✓		[5.70]	5.50
	Adapts to Cultural Differences	0			4.74	5.60

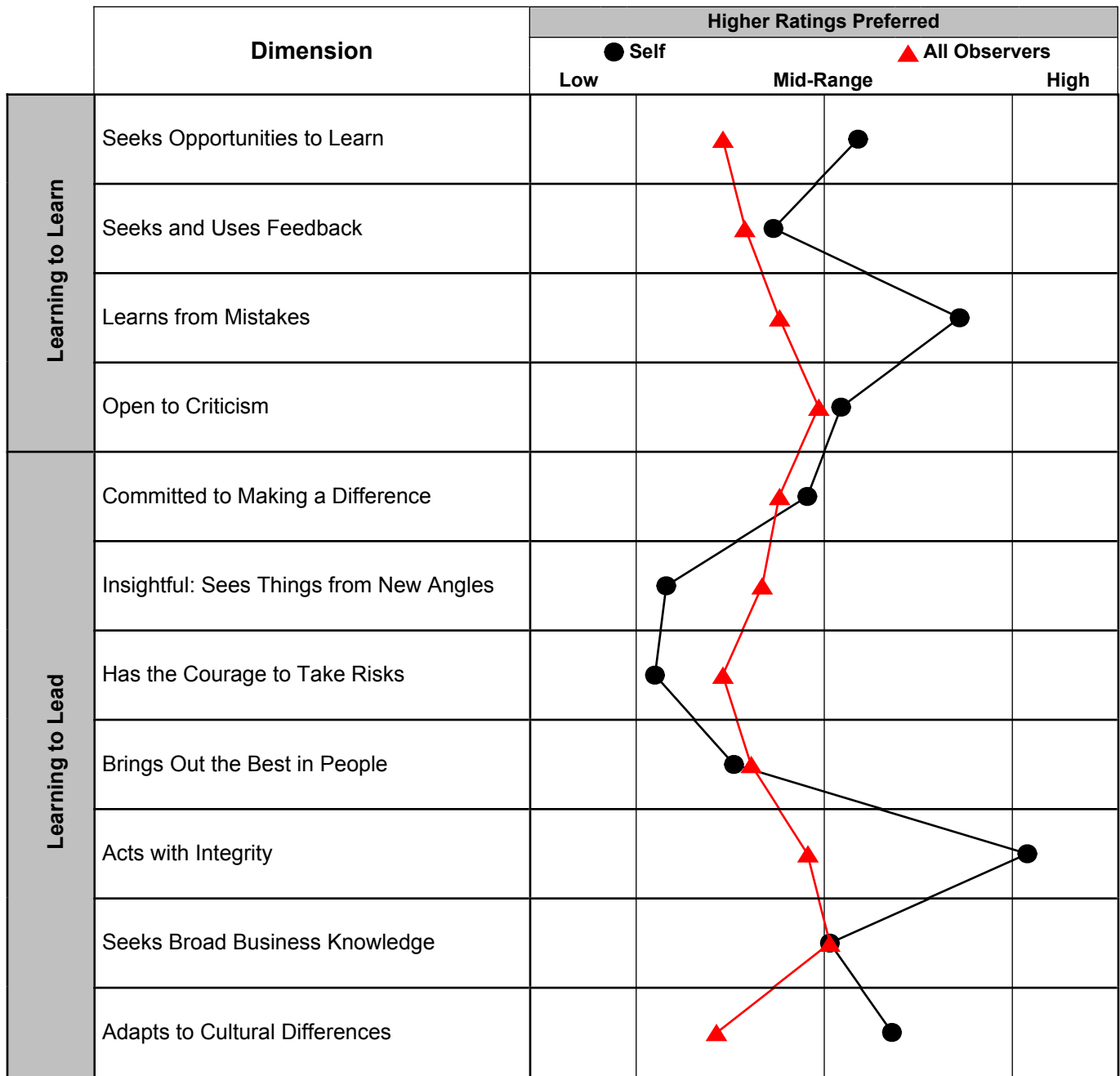
The center columns of the table summarize "Most Important for Success" information. It indicates how many Observers (excluding Self) considered the dimension to be one of the "Most Important for Success" in your organization, which dimensions were selected by your immediate Boss, and which ones were selected by you.

The columns on the right show the "Average Scores" for all the questions (items) in the dimensions. Higher ratings are preferred here. Your All Observers score includes everyone who completed a survey for you except yourself. The detailed item scores for each dimension are shown in the Comprehensive Data section.

Key: [5.64] = highest rated dimensions by All Observers  
4.95 = lowest rated dimensions by All Observers

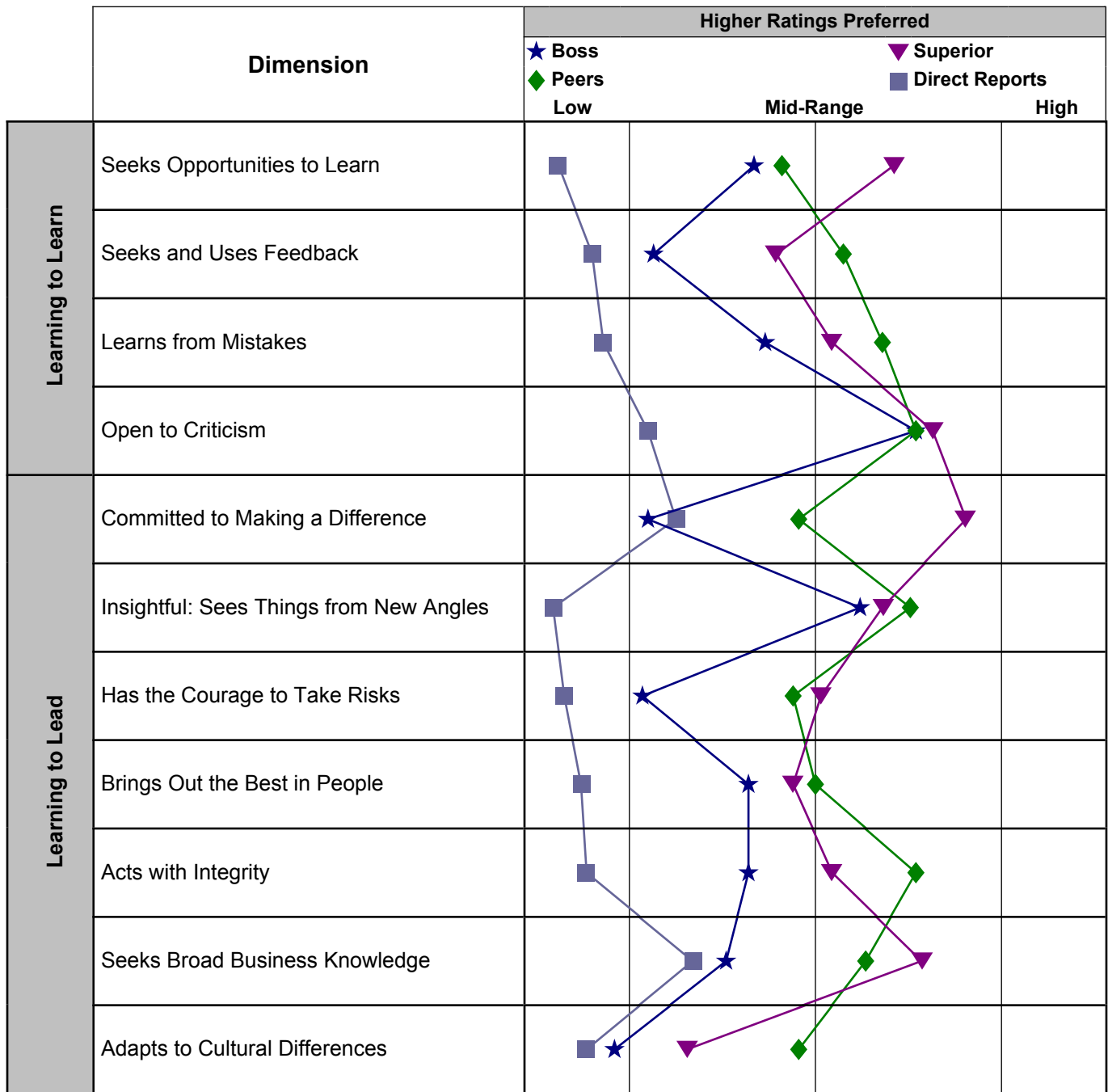
LEADERSHIP DIMENSIONS

**Norm Group Comparisons: Self and All Observers**



LEADERSHIP DIMENSIONS

**Norm Group Comparisons: By Rater Category**



## LEADERSHIP DIMENSIONS

**Comprehensive Data**

The following pages show dimension and item level detail including:

**Definition of the Dimension**

The description appears below the dimension name at the top of the page.

**Breakout of Dimension Scores**

PROSPECTOR® uses a 7-point response scale; higher ratings are preferred.

- 1 = Very Strongly Disagree
- 2 = Strongly Disagree
- 3 = Disagree
- 4 = Neutral
- 5 = Agree
- 6 = Strongly Agree
- 7 = Very Strongly Agree

Scores are plotted relative to scores of individuals in the PROSPECTOR® norm group. The All Observers scored does not include your self score.

**Importance for Success**

This table shows whether or not the dimension is perceived to be among the most important for success in your organization.

**Item-level Feedback**

Scores from all of the questions (items) are presented under the corresponding dimension, with the following exception: to ensure anonymity, a minimum of three raters from the Peers and Direct Reports categories are needed to receive item-level feedback.

**Brackets and Underlines: Highest and Lowest Rated Items**

Within each rater group, the 2 highest items (including ties) are indicated by a [bracket] and the 2 lowest items (including ties) are underlined.

**Rater Disagreement: The Asterisk\***

An asterisk (\*) by an item indicates a gap of at least four points or more between two or more individuals in the same rater group.

**Greatest Differences**

This page summarizes the 15 items with the largest differences between Self and All Observers.

**Guide for Interpretation:**

- How do your responses compare to those of your observers? How do the scores from the different rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of your norm group?

## LEADERSHIP DIMENSIONS

**Seeks Opportunities to Learn**

Seeks out experiences that may change perspective or provide an opportunity to learn new things.

	Your Score	Low	Mid-Range	High
Self	5.80		●	
All Observers	5.09		▲	
Boss	5.40		★	
Superior	5.60		▼	
Peers	5.27		◆	
Direct Reports	4.63	■		
Others	5.50			

## Most Important For Success

All Observers	Boss	Self
4	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
1. Has grown over time.	6.00	6.00	6.00	5.50	4.67	6.00
2. Takes advantage of opportunities to do new things.	6.00	6.00	6.00	5.00	4.83	5.50
3. Treats all situations as an opportunity to learn something.	6.00	5.00	6.00	5.33	4.67	5.50
4. Has developed significant new skills over time.	6.00	5.00	6.00	5.50	4.67	5.00
5. Seeks experiences that will change his/her perspective.	5.00	5.00	4.00	5.00	4.33	5.50

Key:   = 2 Highest rated items (plus ties) for each rater group.  
  = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Seeks and Uses Feedback**

Pursues, responds to and uses feedback.

	Your Score	Low	Mid-Range	High
Self	5.20		●	
All Observers	4.95		▲	
Boss	4.80		★	
Superior	5.00		▼	
Peers	5.27		◆	
Direct Reports	4.60	■		
Others	5.10			

## Most Important For Success

All Observers	Boss	Self
7	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
6. Learns from experience.	6.00	5.00	6.00	5.67	5.17	6.00
7. Pursues feedback even when others are reluctant to give it.	5.00	5.00	5.00	5.17	4.50	5.00
8. Is not afraid to ask others about his/her impact on them.	5.00	4.00	4.00	5.17	4.50	5.00
9. Responds effectively when given feedback.	5.00	5.00	5.00	5.50	4.50	5.00
10. Has changed as a result of feedback.	5.00	5.00	5.00	4.83	4.33	4.50

Key:  = 2 Highest rated items (plus ties) for each rater group.  
 = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Learns from Mistakes**

Able to learn from mistakes; changes direction when the current path is not working.

	Your Score	Low	Mid-Range	High
Self	5.60			●
All Observers	5.08		▲	
Boss	5.20		★	
Superior	5.20		▼	
Peers	5.43		◆	
Direct Reports	4.60	■		
Others	5.30			

## Most Important For Success

All Observers	Boss	Self
6		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
11. Can make mid-course corrections.	6.00	5.00	5.00	5.50	4.67	6.00
12. Deals well with failure.	6.00	5.00	5.00	5.33	4.17	5.00
13. Is able to change ineffective behavior without being defensive.	5.00	6.00	5.00	5.00	4.67	5.00
14. Learns from mistakes.	6.00	5.00	5.00	5.67	4.67	5.00
15. Is able to start over after setbacks.	5.00	5.00	6.00	5.67	4.83	5.50

Key:  = 2 Highest rated items (plus ties) for each rater group.  
 = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Open to Criticism**

Handles criticism effectively; does not act threatened or get overly defensive when others (especially superiors) are critical.

	Your Score	Low	Mid-Range	High
Self	5.00		●	
All Observers	5.13		▲	
Boss	5.67		★	
Superior	5.67		▼	
Peers	5.61		◆	
Direct Reports	4.39	■		
Others	5.33			

## Most Important For Success

All Observers	Boss	Self
6		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
16. Is not threatened by criticism.	5.00	5.00	6.00	5.50	4.17	5.50
17. Does not appear brittle--as if criticism might cause him/her to break.	5.00	[7.00]	6.00	5.83	4.67	6.00
18. Takes criticism well.	5.00	5.00	5.00	5.50	4.33	4.50

Key:   = 2 Highest rated items (plus ties) for each rater group.  
  = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Committed to Making a Difference**

Demonstrates a strong commitment to the success of the organization and is willing to make personal sacrifices to contribute to that success.

	Your Score	Low	Mid-Range	High
Self	5.75		●	
All Observers	5.64		▲	
Boss	5.25	★		
Superior	6.25			▼
Peers	5.88		◆	
Direct Reports	5.46	■		
Others	5.38			

## Most Important For Success

All Observers	Boss	Self
12	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	6.00	6.00	[7.00]	6.17	[5.67]	5.50
20. Tries very hard to have a positive impact on the business.	6.00	6.00	[7.00]	6.17	[5.67]	5.50
21. Is passionate about seeing the business succeed.	6.00	5.00	6.00	5.67	[5.83]	5.50
22. Is willing to make substantial personal sacrifices for the sake of the business.	5.00	4.00	5.00	5.50	4.67	5.00

Key: [7.00] = 2 Highest rated items (plus ties) for each rater group.  
[4.00] = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Insightful: Sees Things from New Angles**

Other people admire this person's intelligence, particularly his/her ability to ask insightful questions.

	Your Score	Low	Mid-Range	High
Self	4.75		●	
All Observers	5.34		▲	
Boss	5.75		★	
Superior	5.75		▼	
Peers	6.00		◆	
Direct Reports	4.54	■		
Others	5.38			

## Most Important For Success

All Observers	Boss	Self
5		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
23. Is good at identifying the most important part of a complex problem or issue.	5.00	5.00	6.00	6.17	4.50	6.00
24. Is admired by others for his/her intelligence.	5.00	6.00	6.00	6.00	4.50	5.50
25. Shows impressive mental agility.	4.00	6.00	6.00	5.83	4.50	4.50
26. Is good at asking insightful questions.	5.00	6.00	5.00	6.00	4.67	5.50

Key:  = 2 Highest rated items (plus ties) for each rater group.  
 = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Has the Courage to Take Risks**

Will take a stand when others disagree, go against the status quo, persevere in the face of opposition.

	Your Score	Low	Mid-Range	High
Self	4.75		●	
All Observers	4.94		▲	
Boss	4.75		★	
Superior	5.25		▼	
Peers	5.21		◆	
Direct Reports	4.38	■		
Others	5.75			

## Most Important For Success

All Observers	Boss	Self
7		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
27. Will persevere in the face of obstacles or criticism when he/she believes what he/she is doing is right.	5.00	6.00	6.00	5.83	4.83	6.00
28. Acts when others hesitate or just talk.	5.00	5.00	6.00	5.17	4.50	6.00
29. Is willing to go against the grain.	4.00	4.00	5.00	5.00	4.17*	5.50
30. Takes personal as well as business risks.	5.00	4.00	4.00	4.83	4.00	5.50

Key:  = 2 Highest rated items (plus ties) for each rater group.  
 = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Brings Out the Best in People**

Has a special talent with people that is evident in his/her ability to pull people together into highly effective teams.

	Your Score	Low	Mid-Range	High
Self	5.00		●	
All Observers	4.90		▲	
Boss	5.00		★	
Superior	5.00		▼	
Peers	5.27		◆	
Direct Reports	4.43	■		
Others	5.10			

## Most Important For Success

All Observers	Boss	Self
16	✓	✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
31. Is able to pull people together around a common goal.	6.00	5.00	6.00	5.50	4.50	6.00
32. Is able to draw out the best in people.	5.00	5.00	5.00	5.17	4.50	5.00
33. Can turn a group into a high-performing team.	5.00	5.00	5.00	5.33	4.50	5.50
34. Is able to achieve consensus even when people disagree on the best course of action.	5.00	5.00	5.00	5.33	4.67	5.00
35. Has a special talent for dealing with people.	4.00	5.00	4.00	5.00	4.00	4.00

Key:  = 2 Highest rated items (plus ties) for each rater group.  
 = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Acts with Integrity**

Tells the truth and is described by others as honest; consistently takes responsibility for his/her actions.

	Your Score	Low	Mid-Range	High
Self	6.50			●
All Observers	5.67		▲	
Boss	5.75		★	
Superior	5.75		▼	
Peers	6.08		◆	
Direct Reports	4.96	■		
Others	6.50			

## Most Important For Success

All Observers	Boss	Self
14		✓

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
36. Can be depended on to tell the truth regardless of the circumstances.	6.00	[7.00]	6.00	[6.33]	4.83	[7.00]
37. Takes responsibility for his/her actions -- Does not blame others.	7.00	5.00	6.00	5.67	4.83	6.00
38. Is seen by others as an honest person.	7.00	6.00	5.00	[6.33]	5.33*	[7.00]
39. Is not self-promoting or arrogant.	6.00	5.00	6.00	6.00	4.83*	6.00

Key: [ ] = 2 Highest rated items (plus ties) for each rater group.  
 [ ] = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Seeks Broad Business Knowledge**

Has an understanding of the business that goes beyond his/her own limited area; seeks to understand both the products/services and the financial aspects of the business.

	Your Score	Low	Mid-Range	High
Self	5.50		●	
All Observers	5.70		▲	
Boss	5.25		★	
Superior	6.00			▼
Peers	6.13		◆	
Direct Reports	5.29		■	
Others	5.75			

## Most Important For Success

All Observers	Boss	Self
4	✓	

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
40. Has a solid understanding of our products and services.	6.00	6.00	6.00	[6.33]	5.33	[7.00]
41. Knows how the various parts of the organization fit together.	6.00	5.00	6.00	[6.50]	5.33	5.00
42. Knows the business.	5.00	5.00	6.00	[6.33]	5.50	6.00
43. Understands the financial side of the business.	5.00	5.00	6.00	5.33	5.00	5.00

Key:   = 2 Highest rated items (plus ties) for each rater group.  
  = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Adapts to Cultural Differences**

Enjoys the challenge of working in and experiencing cultures different from his/her own; is sensitive to cultural differences.

	Your Score	Low	Mid-Range	High
Self	5.60			●
All Observers	4.74		▲	
Boss	4.40	★		
Superior	4.60		▼	
Peers	5.00		◆	
Direct Reports	4.53	■		
Others	4.80			

## Most Important For Success

All Observers	Boss	Self
0		

	Higher Ratings Preferred					
	Self	Boss	Superior	Peers	Direct Reports	Others
44. Is sensitive to differences between cultures.	6.00	5.00	5.00	5.67	5.00	5.00
45. When working with people from other cultures, works hard to understand their perspectives.	6.00	5.00	5.00	5.50	4.83	5.00
46. Likes to experience different cultures.	6.00	4.00	5.00	5.00	4.67	5.00
47. Is quick to change his/her behavior to fit with a new environment; for example, when he/she is assigned to a foreign country.	5.00	4.00	5.00	4.67	4.17	4.50
48. Enjoys the challenge of working in countries other than his/her own.	5.00	4.00	3.00	4.17	4.00	4.50

Key:  = 2 Highest rated items (plus ties) for each rater group.  
 = 2 Lowest rated items (plus ties) for each rater group.  
 \* = Gap of at least 4 points between raters from one category

## LEADERSHIP DIMENSIONS

**Greatest Differences Between Self and All Observers Scores**

Listed below are the 15 items with the greatest difference between Self and All Observers scores.

	<b>All Observers</b>	<b>Self</b>
37. Takes responsibility for his/her actions -- Does not blame others.	5.38	7.00
12. Deals well with failure.	4.81	6.00
25. Shows impressive mental agility.	5.19	4.00
46. Likes to experience different cultures.	4.81	6.00
38. Is seen by others as an honest person.	5.94	7.00
48. Enjoys the challenge of working in countries other than his/her own.	4.06	5.00
2. Takes advantage of opportunities to do new things.	5.13	6.00
3. Treats all situations as an opportunity to learn something.	5.13	6.00
4. Has developed significant new skills over time.	5.13	6.00
14. Learns from mistakes.	5.13	6.00
42. Knows the business.	5.88	5.00
45. When working with people from other cultures, works hard to understand their perspectives.	5.13	6.00
11. Can make mid-course corrections.	5.19	6.00
31. Is able to pull people together around a common goal.	5.19	6.00
44. Is sensitive to differences between cultures.	5.25	6.00

## WRITTEN COMMENTS

**Raters were asked to provide verbatim comments that relate to the participant's willingness to seek out and engage in growth opportunities (challenges) and his/her openness to learning.**

### **Self**

- I am open to learning new skills and recently began mentoring a new employee.

### **Boss**

- Chris learns new business knowledge quickly. I want to see him volunteer for more short-term projects in our emerging markets.

### **All Other Raters**

- Very focused on getting the work done and doesn't hesitate to take on a challenge.
- Strong technical expertise; he understands our systems.
- Enjoys solving problems.
- He would benefit from learning more about our business in other parts of the world.
- Chris is great to work with and I have learned a lot from him, although it takes time to get to know him.

#### **Guide for Interpretation:**

- How do your comments compare to those of others? What patterns do you see?
- If you received feedback on leadership dimensions, how are the written comments related to feedback you received in that section of leadership dimensions? How are the comments consistent or inconsistent with comments from other sources?