

Korn Ferry 360 Feedback Report

Sam Sample

Training

January 30, 2018



Contents

About this report.....	3
About the survey.....	4
About the competencies.....	5
Competencies.....	6
How your competencies support your role.....	7
Your competency profile.....	8
Business insight.....	9
Customer focus.....	10
Financial acumen.....	11
Tech savvy.....	12
Manages complexity.....	13
Decision quality.....	14
Balances stakeholders.....	15
Global perspective.....	16
Cultivates innovation.....	17
Strategic mindset.....	18
Action oriented.....	19
Resourcefulness.....	20
Directs work.....	21
Plans and aligns.....	22
Optimizes work processes.....	23
Ensures accountability.....	24
Drives results.....	25
Collaborates.....	26
Manages conflict.....	27
Interpersonal savvy.....	28
Builds networks.....	29
Attracts top talent.....	30
Develops talent.....	31
Values differences.....	32
Builds effective teams.....	33
Communicates effectively.....	34
Drives engagement.....	35
Organizational savvy.....	36
Persuades.....	37
Drives vision and purpose.....	38
Courage.....	39
Instills trust.....	40
Demonstrates self-awareness.....	41
Self-development.....	42
Manages ambiguity.....	43
Nimble learning.....	44
Being resilient.....	45
Situational adaptability.....	46
Career stallers and stoppers.....	47
Your career stallers and stoppers profile.....	48
Blocked personal learner.....	49
Lack of ethics and values.....	50
Political missteps.....	51
Poor administrator.....	52
Failure to build a team.....	53
Failure to staff effectively.....	54
Key skill deficiencies.....	55
Non-strategic.....	56
Overdependence on an advocate.....	57
Overdependence on a single skill.....	58
Comments.....	59
Development suggestions.....	65

About this report

This report contains your Korn Ferry 360 survey feedback.

Competencies

Your feedback starts with an overview of your competency strengths and development needs. You can then explore each competency in more detail.

Career stallers and stoppers

Your report includes feedback on career stallers and stoppers. Start with the overview and then explore each staller and stopper in more detail.

Comments

Any comments made by you and your raters are reported here.

Development suggestions

Development suggestions are included here.

How to use this report

Feedback reveals how others experience your behavior. It helps you to confirm your strengths, accept your development needs, learn, and improve. Use your feedback to create your own realistic, achievable development plan. Identify goals that are meaningful to you, your role, and the people you work with.

Which competencies do you want to develop or use more often?

By when?

What will the benefits be for you and others?

Who can you approach for ongoing feedback and support?

Which career stallers and stoppers do you want to avoid or overcome?

By when?

What will the benefits be for you and others?

Who can you approach for ongoing feedback and support?

About the survey

Number of responses reported: **13**

Responses gathered: **November 29, 2017 — January 24, 2018**

Norm: **All levels**

The Korn Ferry 360 survey process

The people you work with will have their own view of your abilities, value them differently, and have their own concerns and needs. Feedback from different rater groups helps you understand these different views.

	Raters selected	Responses received	Responses reported
Self	1	1	1
Manager	1	1	1
People you lead	3	3	3
Peers	3	2	2
Customers	3	2	2
Other raters	3	2	2
Manager's manager	1	1	1
Other manager	1	1	1

This shows the numbers and types of raters and the status of their responses.

Responses from any managers are always reported. The anonymity of other types of raters is protected by combining their responses.

Raters

The following people were asked to complete the survey:

Manager

Jenny Swanson

People you lead

Matthew Martin
Choua Yang
Rachel Craig

Peers

Chloe Haag
Alex Marshall
Julizabeth Sosa

Customers

James Kunz
Carly Milbrath
Derek LaVertu

Other raters

Whitney Jenkins
Extra Other
Kris Christenson

Manager's manager

Sarah Schaar-Pettit

Other manager

Amy Keegan

About the competencies

This shows how you demonstrate your competencies to others. Look for any strengths, opportunities for improvement, and potential development needs.

THOUGHT

Understanding the business

- | Business insight
- ▶ Customer focus
- | Financial acumen
- ▶ Tech savvy

Making complex decisions

- ▶ Manages complexity
- | Decision quality
- | Balances stakeholders

Creating the new and different

- ▶ Global perspective
- ◀ Cultivates innovation
- | Strategic mindset

RESULTS

Taking initiative

- ◀ Action oriented
- | Resourcefulness

Managing execution

- ◀ Directs work
- | Plans and aligns
- | Optimizes work processes

Focusing on performance

- ▶ Ensures accountability
- ◀ Drives results

PEOPLE

Building collaborative relationships

- ▶ Collaborates
- ◀ Manages conflict
- ▶ Interpersonal savvy
- ▶ Builds networks

Optimizing diverse talent

- | Attracts top talent
- ◀ Develops talent
- ▶ Values differences
- | Builds effective teams

Influencing people

- ▶ Communicates effectively
- | Drives engagement
- ▶ Organizational savvy
- | Persuades
- ◀ Drives vision and purpose

SELF

Being authentic

- ◀ Courage
- ▶ Instills trust

Being open

- ◀ Demonstrates self-awareness
- | Self-development

Being flexible and adaptable

- ◀ Manages ambiguity
- | Nimble learning
- ◀ Being resilient
- ◀ Situational adaptability

CAREER STALLERS AND STOPPERS

Trouble with people

- Blocked personal learner
- Lack of ethics and values
- Political missteps

Doesn't inspire or build talent

- Poor administrator
- Failure to build a team
- Failure to staff effectively

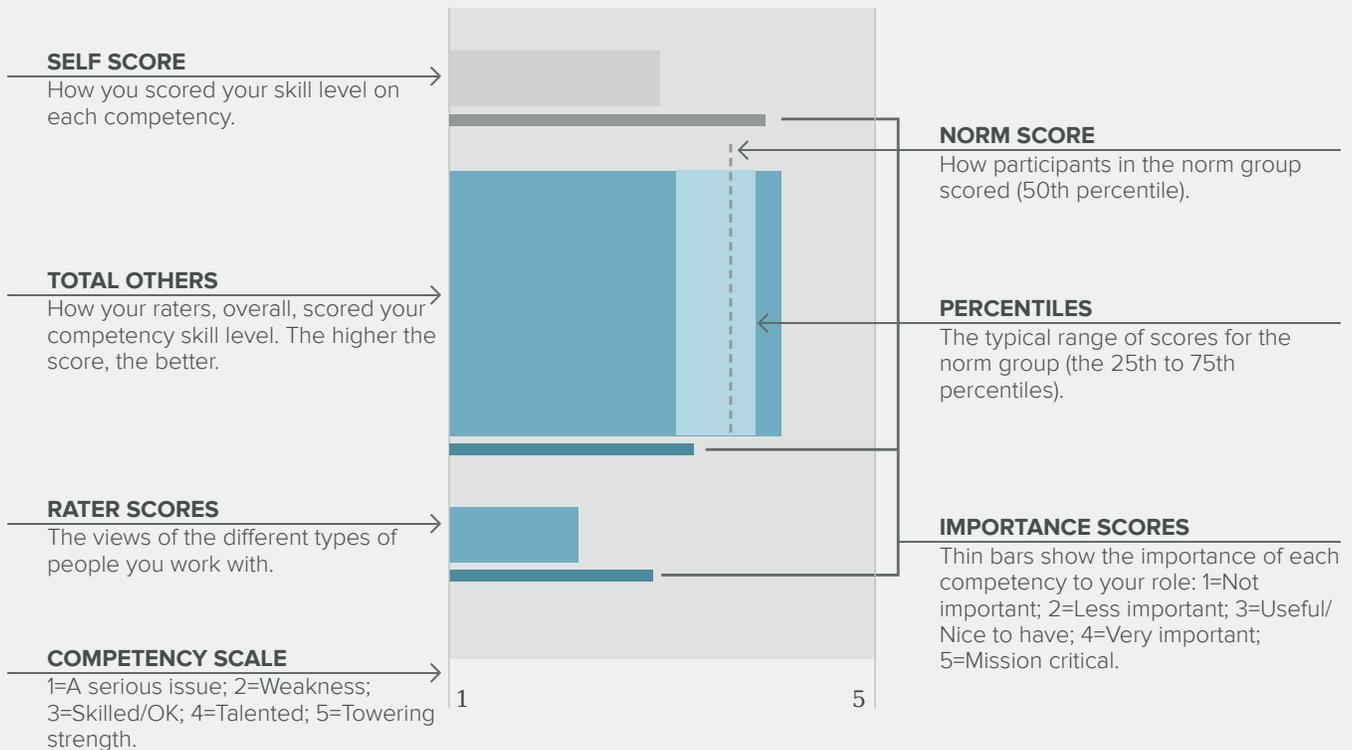
Too narrow

- Key skill deficiencies
- Non-strategic
- Overdependence on an advocate
- Overdependence on a single skill

Competencies

Competencies are skills and behaviors required for success that can be observed. The right competencies drive results and enable you to have a meaningful impact. Feedback helps you compare how you intend to behave with how others experience your behavior.

HOW TO READ THIS SECTION



Agreement

The extent to which your raters agree on your skill levels.



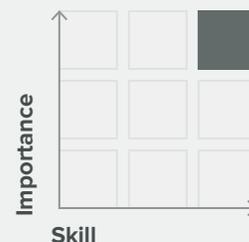
Key insights

Look out for:

- Hidden strength**
A strength that others observe more than you do.
- Blind spot**
A development need that others observe more than you do.
- Potential overuse**
A strength that some raters observe you overusing.

Skill versus importance

Your raters' views on how your competencies support your role.



How your competencies support your role

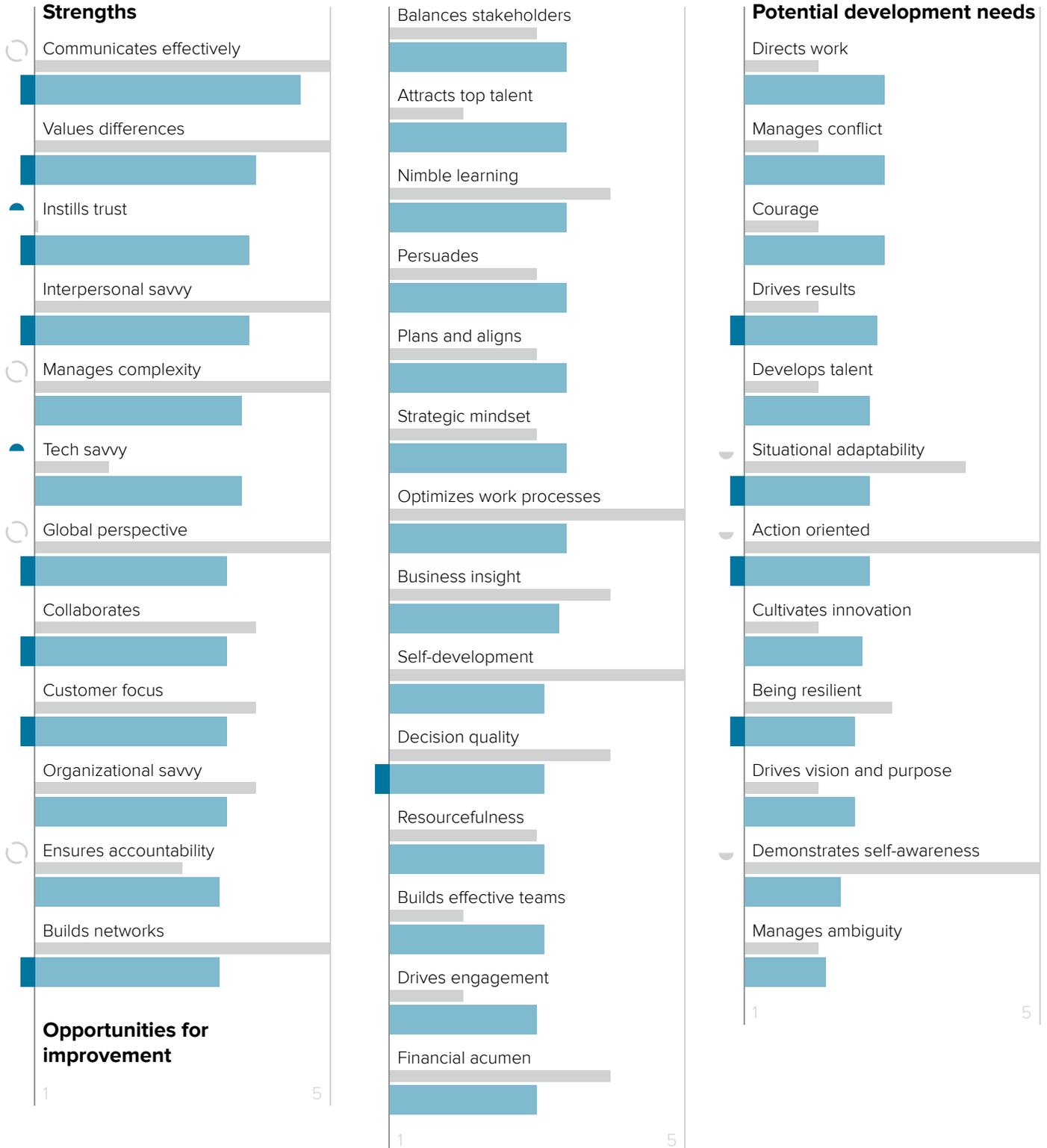
This shows your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows their views on how important your competencies are to your role.

Start at the top, with the competencies that others rate as most important. Do their views differ from your view? Do their views on your lowest, mid-level, or highest competencies offer any insights or surprises? Which competencies do you want to strengthen, use more often, or develop?

	 Lowest skill Focus attention here	Mid-level skill Opportunities here	Highest skill Stay strong here 
Highest importance to your role	Drives results Action oriented Situational adaptability Being resilient	Decision quality	Communicates effectively Global perspective Values differences Interpersonal savvy Customer focus Instills trust Builds networks Collaborates
Middle importance to your role	Courage Manages conflict Demonstrates self-awareness Manages ambiguity	Balances stakeholders Persuades Plans and aligns	Manages complexity Ensures accountability Organizational savvy
Lowest importance to your role	Directs work Develops talent Cultivates innovation Drives vision and purpose	Financial acumen Business insight Attracts top talent Optimizes work processes Nimble learning Strategic mindset Resourcefulness Builds effective teams Self-development Drives engagement	Tech savvy

Your competency profile

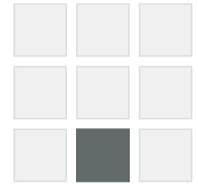
This ranks your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows your view, so that you can identify where it differs from others' experience. You can also see the competencies that others believe are most important to your role.



Self
 Total others
 Blind spot
 Hidden strength
 Potential overuse
 Highest importance

Business insight

Applying knowledge of business and the marketplace to advance the organization's goals.



Key insights

- Lowest importance
- Middle skill level
- High agreement

This competency in action

TALENTED

- Has an in-depth understanding of how businesses work and make money.
- Is the first to spot possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Consistently applies a business driver and marketplace focus when prioritizing actions.

SKILLED

- Knows how businesses work and how organizations make money.
- Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.

LESS SKILLED

- Doesn't understand how businesses work.
- Is not up-to-date on current and future policies, trends, and information affecting the organization.
- Is unaware of how strategies and tactics work in the marketplace.
- Doesn't take business drivers into account when planning and executing own work.

Customer focus

Building strong customer relationships and delivering customer-centric solutions.



Key insights

- Highest importance
- Highest skill level
- Moderate agreement

This competency in action

TALENTED

- Anticipates customer needs and provides services that are beyond customer expectations.
- Uses customer insights to drive and guide the development of new offerings.
- Serves as a strategic partner to build, grow, and maintain profitable and long-lasting relationships with key accounts.

SKILLED

- Gains insight into customer needs.
- Identifies opportunities that benefit the customer.
- Builds and delivers solutions that meet customer expectations.
- Establishes and maintains effective customer relationships.

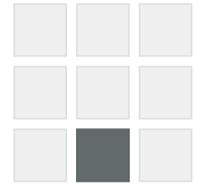
LESS SKILLED

- Is unaware of customer expectations.
- Acts on incomplete or inaccurate understanding of customer needs.
- Conducts work activities from an internal, operational standpoint.
- Fails to build effective relationships with key customers.



Financial acumen

Interpreting and applying understanding of key financial indicators to make better business decisions.



Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

This competency in action

TALENTED

- Transforms financial information into business intelligence through analysis and integration of quantitative and qualitative information.
- Identifies and monitors key financial indicators to gauge performance, identify trends, and suggest strategies that can impact results.

SKILLED

- Understands the meaning and implications of key financial indicators.
- Uses financial analysis to generate, evaluate, and act on strategic options and opportunities.
- Integrates quantitative and qualitative information to draw accurate conclusions.

LESS SKILLED

- Is unfamiliar with financial terms.
- Is unclear about the cause-and-effect relationships among different business functions and overall financial performance.
- Pays little attention to financial impact when drawing conclusions.

Tech savvy

Anticipating and adopting innovations in business-building digital and technology applications.



Key insights

- Lowest importance
- Highest skill level
- Low agreement
- Hidden strength

This competency in action

TALENTED

- Continually scans the environment for technology breakthroughs.
- Experiments with a wide range of existing technologies while applying new and emerging options that can enhance organizational outcomes.
- Encourages others to learn and adopt new technologies.

SKILLED

- Anticipates the impact of emerging technologies and makes adjustments.
- Scans the environment for new technical skills, knowledge, or capabilities that can benefit business or personal performance.
- Rejects low-impact or fad technologies.
- Readily learns and adopts new technologies.

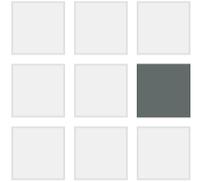
LESS SKILLED

- Is inexperienced with key technology tools or too comfortable with existing applications to willingly adopt new technologies.
- Fails to seek out new or innovative technologies that could add business value.



Manages complexity

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.



Key insights

- Middle importance
- Highest skill level
- Potential overuse
- Moderate agreement

This competency in action

TALENTED

- Readily distinguishes between what's relevant and what's unimportant to make sense of complex situations.
- Looks beyond the obvious and doesn't stop at the first answers.
- Analyzes multiple and diverse sources of information to define problems accurately before moving to solutions.

SKILLED

- Asks the right questions to accurately analyze situations.
- Acquires data from multiple and diverse sources when solving problems.
- Uncovers root causes to difficult problems.
- Evaluates pros and cons, risks and benefits of different solution options.

LESS SKILLED

- Misses the complexity of issues and force fits solutions.
- Doesn't gather sufficient information to assess situations completely.
- Relies solely on intuition, even when contrary information exists.
- Is caught off guard when problems surface without an obvious solution.



Decision quality

Making good and timely decisions that keep the organization moving forward.



Key insights

- Highest importance
- Middle skill level
- Moderate agreement

This competency in action

TALENTED

- Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty.
- Actively seeks input from pertinent sources to make timely and well-informed decisions.
- Skillfully separates opinions from facts.
- Is respected by others for displaying superior judgment.

SKILLED

- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.

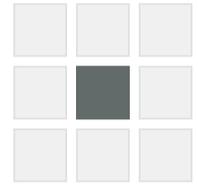
LESS SKILLED

- Approaches decisions haphazardly or delays decision making.
- Makes decisions based on incomplete data or inaccurate assumptions.
- Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.



Balances stakeholders

Anticipating and balancing the needs of multiple stakeholders.



Key insights

- Middle importance
- Middle skill level
- Moderate agreement

This competency in action

TALENTED

- Maintains frequent interactions with a broad stakeholder network.
- Takes a proactive approach to shape and influence stakeholder expectations.
- Serves as a liaison between different stakeholder groups.
- Effectively aligns the interests of multiple, diverse stakeholders.

SKILLED

- Understands internal and external stakeholder requirements, expectations, and needs.
- Balances the interests of multiple stakeholders.
- Considers cultural and ethical factors in the decision-making process.
- Acts fairly despite conflicting demands of stakeholders.

LESS SKILLED

- Focuses on meeting current expectations and needs of a limited number of stakeholders.
- Considers some stakeholders' interests more strongly than others'.
- Allows conflicting stakeholder demands to unfairly influence actions.



Global perspective

Taking a broad view when approaching issues, using a global lens.



Key insights

- Highest importance
- Highest skill level
- Potential overuse
- Moderate agreement

This competency in action

TALENTED

- Considers multiple and varied viewpoints when addressing problems and opportunities.
- Thinks globally; excels at viewing issues on a worldwide basis.
- Develops scenarios to deal with the global uncertainties the organization faces.

SKILLED

- Looks toward the broadest possible view of an issue or challenge.
- Thinks and talks in global terms.
- Understands the position of the organization within a global context.
- Knows the impact of global trends on the organization.

LESS SKILLED

- Is narrow in thinking when solving problems.
- Seldom comes up with multiple options or scenarios when addressing global issues.
- Maintains a home region or local-only perspective.
- Focuses on the here and now; shows little interest in the future or global issues.



Cultivates innovation

Creating new and better ways for the organization to be successful.



Key insights

- Lowest importance
- Lowest skill level
- Moderate agreement

This competency in action

TALENTED

- Moves beyond traditional ways of doing things; pushes past the status quo.
- Continually assesses the market potential of an innovative idea or solution.
- Finds and champions the best creative ideas and actively moves them into implementation.
- Tries multiple, varied approaches to innovative ideas.
- Builds excitement in others to explore creative options.

SKILLED

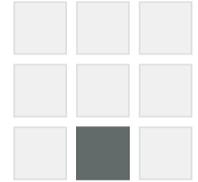
- Comes up with useful ideas that are new, better, or unique.
- Introduces new ways of looking at problems.
- Can take a creative idea and put it into practice.
- Encourages diverse thinking to promote and nurture innovation.

LESS SKILLED

- Stays within comfort zone rather than experimenting with new ways of looking at things.
- Presents ideas that are ordinary, conventional, and from the past.
- Tends to be critical of others' original ideas.
- Has a style that discourages the creative initiatives of others.

Strategic mindset

Seeing ahead to future possibilities and translating them into breakthrough strategies.



Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

This competency in action

TALENTED

- Sees the big picture, constantly imagines future scenarios, and creates strategies to sustain competitive advantage.
- Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods.
- Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals.

SKILLED

- Anticipates future trends and implications accurately.
- Readily poses future scenarios.
- Articulates credible pictures and visions of possibilities that will create sustainable value.
- Creates competitive and breakthrough strategies that show a clear connection between vision and action.

LESS SKILLED

- Is more comfortable in the tactical here and now.
- Spends little time or effort thinking about or working on strategic issues.
- Contributes little to strategic discussions.
- Lacks the disciplined thought processes to pull together varying elements into a coherent view.



Action oriented

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.



Key insights

- Highest importance
- Lowest skill level
- Low agreement
- Blind spot

This competency in action

TALENTED

- Quickly and decisively takes action in fast-changing, unpredictable situations.
- Shows a tremendous amount of initiative in tough situations; is exceptional at spotting and seizing opportunities.

SKILLED

- Readily takes action on challenges, without unnecessary planning.
- Identifies and seizes new opportunities.
- Displays a can-do attitude in good and bad times.
- Steps up to handle tough issues.

LESS SKILLED

- Is slow to act on an opportunity.
- Spends too much time planning and looking for information.
- May be overly methodical, taking too long to act on a problem.
- Is reluctant to step up to challenges; waits for someone else to take action.



Resourcefulness

Securing and deploying resources effectively and efficiently.



Key insights

- Lowest importance
- Middle skill level
- High agreement

This competency in action

TALENTED

- Gets the most out of available resources and secures rare resources others can't get.
- Adapts quickly to changing resource requirements.
- Enjoys multi-tasking; applies knowledge of the organization to advance multiple objectives.

SKILLED

- Marshals resources (people, funding, material, support) to get things done.
- Orchestrates multiple activities simultaneously to accomplish a goal.
- Gets the most out of limited resources.
- Applies knowledge of internal structures, processes, and culture to resourcing efforts.

LESS SKILLED

- Has difficulty figuring out where to get resources.
- Relies on the same resources over and over.
- Gets frustrated and becomes inefficient when things don't go as planned.
- Tries to impose one way of doing things; doesn't adjust swiftly enough.



Directs work

Providing direction, delegating, and removing obstacles to get work done.



Key insights

- Lowest importance
- Lowest skill level
- High agreement

This competency in action

TALENTED

- Masterfully matches people to assignments.
- Conveys clear performance expectations and follows up consistently.
- Sets stretch goals and objectives, pushing individuals or teams to perform at higher levels.
- Delegates work in a way that empowers ownership.
- Tracks how work is progressing without meddling.

SKILLED

- Provides clear direction and accountabilities.
- Delegates and distributes assignments and decisions appropriately.
- Monitors progress by maintaining dialogue on work and results.
- Provides appropriate guidance and direction based on people's capabilities.
- Intervenes as needed to remove obstacles.

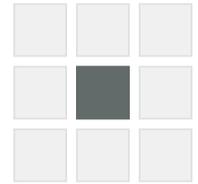
LESS SKILLED

- Provides incomplete, vague, or disorganized instructions.
- Delegates work to people without giving them sufficient guidance.
- Sets goals and objectives so easy to achieve that people are demotivated in the process.
- Saves high-profile tasks for self.



Plans and aligns

Planning and prioritizing work to meet commitments aligned with organizational goals.



Key insights

- Middle importance
- Middle skill level
- Low agreement

This competency in action

TALENTED

- Focuses on highest priorities and sets aside less critical tasks.
- Lays out a thorough schedule and steps for achieving objectives.
- Makes implementation plans that allocate resources precisely.
- Looks for obstacles and develops excellent contingency plans.
- Uses milestones to diligently track and manage the progress of the work.

SKILLED

- Sets objectives to align with broader organizational goals.
- Breaks down objectives into appropriate initiatives and actions.
- Stages activities with relevant milestones and schedules.
- Anticipates and adjusts effective contingency plans.

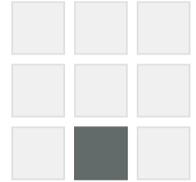
LESS SKILLED

- Gets caught up in immediate needs without attending to larger priorities.
- Spends time and resources without a clear purpose.
- Gets caught off guard by problems due to the lack of contingency plans.
- Haphazardly tracks progress or performance.



Optimizes work processes

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.



Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

This competency in action

TALENTED

- Figures out the processes necessary to get things done.
- Separates and combines tasks into efficient and simple workflow.
- Thinks about the whole system.
- Focuses efforts on continuous improvement; has a knack for identifying and seizing opportunities for synergy and integration.

SKILLED

- Identifies and creates the processes necessary to get work done.
- Separates and combines activities into efficient workflow.
- Designs processes and procedures that allow managing from a distance.
- Seeks ways to improve processes, from small tweaks to complete reengineering.

LESS SKILLED

- Works in a disorganized fashion.
- Has difficulty figuring out effective and efficient processes to get things done.
- Accepts processes as they are; pays little attention to process improvement.
- Doesn't take advantage of opportunities for synergy and efficiency.



Ensures accountability

Holding self and others accountable to meet commitments.



Key insights

- Middle importance
- Highest skill level
- Potential overuse
- Moderate agreement

This competency in action

TALENTED

- Assumes responsibility for the outcomes of others.
- Promotes a sense of urgency and establishes and enforces individual accountability in the team.
- Works with people to establish explicit performance standards.
- Is completely on top of what is going on and knows where things stand.
- Provides balanced feedback at the most critical times.

SKILLED

- Follows through on commitments and makes sure others do the same.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear responsibilities and processes for monitoring work and measuring results.
- Designs feedback loops into work.

LESS SKILLED

- Fails to accept a fair share of personal responsibility.
- Gathers little information about how things are going.
- Provides inadequate feedback; fails to help others adjust course midstream.
- Prefers to be one of many accountable for an assignment.



Drives results

Consistently achieving results, even under tough circumstances.



Key insights

- Highest importance
- Lowest skill level
- Low agreement

This competency in action

TALENTED

- Sets aggressive goals and has high standards.
- Is consistently one of the top performers.
- Pursues everything with energy, drive, and the need to finish.
- Persists in the face of challenges and setbacks.
- Always keeps the end in sight; puts in extra effort to meet deadlines.

SKILLED

- Has a strong bottom-line orientation.
- Persists in accomplishing objectives despite obstacles and setbacks.
- Has a track record of exceeding goals successfully.
- Pushes self and helps others achieve results.

LESS SKILLED

- Is reluctant to push for results.
- Does the least to get by.
- Is an inconsistent performer.
- Gives up easily; doesn't go back with different strategies for the third and fourth try.
- Often misses deadlines.
- Procrastinates around whatever gets in the way.



Collaborates

Building partnerships and working collaboratively with others to meet shared objectives.



Key insights

- Highest importance
- Highest skill level
- Moderate agreement

This competency in action

TALENTED

- Models collaboration across the organization.
- Facilitates an open dialogue with a wide variety of contributors and stakeholders.
- Balances own interests with others'.
- Promotes high visibility of shared contributions to goals.

SKILLED

- Works cooperatively with others across the organization to achieve shared objectives.
- Represents own interests while being fair to others and their areas.
- Partners with others to get work done.
- Credits others for their contributions and accomplishments.
- Gains trust and support of others.

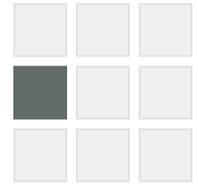
LESS SKILLED

- Overlooks opportunities to work collaboratively with others.
- Values own interests above others'.
- Shuts down lines of communication across groups.
- Prefers to work alone and be accountable for individual contributions.



Manages conflict

Handling conflict situations effectively, with a minimum of noise.



Key insights

- Middle importance
- Lowest skill level
- Low agreement

This competency in action

TALENTED

- Anticipates conflicts before they happen, based on knowledge of interpersonal and group dynamics.
- Asks questions and listens closely to all issues presented by stakeholders.
- Finds common ground and drives to consensus, ensuring that all feel heard.
- Defuses high-tension situations effectively.

SKILLED

- Steps up to conflicts, seeing them as opportunities.
- Works out tough agreements and settles disputes equitably.
- Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives.
- Settles differences in productive ways with minimum noise.

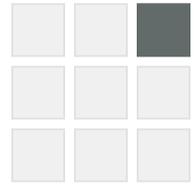
LESS SKILLED

- Avoids conflict.
- Struggles to make progress when working through disagreements.
- Takes sides without digging deeply enough to fully understand the issues.
- Allows conflicts to cause massive disruption in the organization.
- Puts people on the defensive.
- May accommodate, wanting everyone to get along.



Interpersonal savvy

Relating openly and comfortably with diverse groups of people.



Key insights

- Highest importance
- Highest skill level
- High agreement

This competency in action

TALENTED

- Proactively develops relationships with a wide variety of people.
- Builds immediate rapport, even when facing difficult or tense situations.
- Understands interpersonal and group dynamics and reacts in an effective manner.
- Engages input from others constantly and listens with empathy and concern.

SKILLED

- Relates comfortably with people across levels, functions, culture, and geography.
- Acts with diplomacy and tact.
- Builds rapport in an open, friendly, and accepting way.
- Builds constructive relationships with people both similar and different to self.
- Picks up on interpersonal and group dynamics.

LESS SKILLED

- Builds few relationships.
- Engages with people in immediate work area only.
- Is uncomfortable when interacting with people different from self.
- Expresses points of view in a blunt or insensitive manner.
- Shows little interest in others' needs.



Builds networks

Effectively building formal and informal relationship networks inside and outside the organization.



Key insights

- Highest importance
- Highest skill level
- Moderate agreement

This competency in action

TALENTED

- Consults with a wide network of internal and external connections.
- Connects the right people to accomplish goals.
- Works through formal and informal channels to build broad-based relationships and support.

SKILLED

- Builds strong formal and informal networks.
- Maintains relationships across a variety of functions and locations.
- Draws upon multiple relationships to exchange ideas, resources, and know-how.

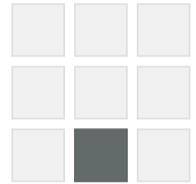
LESS SKILLED

- Builds limited relationships with different groups.
- Has difficulty determining who to contact for resources or knowledge.
- Doesn't tap into networks beyond own immediate area to exchange ideas or get things done.



Attracts top talent

Attracting and selecting the best talent to meet current and future business needs.



Key insights

- Lowest importance
- Middle skill level
- Low agreement

This competency in action

TALENTED

- Actively seeks and secures the best talent available.
- Creates pipelines of talent for the future from both internal and external talent pools.
- Evaluates talent using a thorough and consistent process.

SKILLED

- Attracts and selects diverse and high caliber talent.
- Finds the right talent to meet the group's needs.
- Closes talent gaps with the right balance of internal and external candidates.
- Is a good judge of talent.

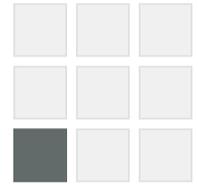
LESS SKILLED

- Haphazardly selects talent into the organization.
- Takes little action to match the talent to the role or organization.
- Is unclear about selection criteria or how to evaluate others' skills.
- Selects people that are very similar to self.



Develops talent

Developing people to meet both their career goals and the organization's goals.



Key insights

- Lowest importance
- Lowest skill level
- Moderate agreement

This competency in action

TALENTED

- Views talent development as an organizational imperative.
- Consistently uses multiple methods to develop others.
- Stays alert for developmental assignments both inside and outside own workgroup.
- Readily articulates the value and benefit of stretch assignments to others.

SKILLED

- Places a high priority on developing others.
- Develops others through coaching, feedback, exposure, and stretch assignments.
- Aligns employee career development goals with organizational objectives.
- Encourages people to accept developmental moves.

LESS SKILLED

- Doesn't take time to work on development of others.
- Is a check-the-box developer; goes with the easiest option to fulfill talent development obligations.
- Doesn't make use of available organization resources and systems to develop others.
- Has difficulty identifying developmental moves or assignments.



Values differences

Recognizing the value that different perspectives and cultures bring to an organization.



Key insights

- Highest importance
- Highest skill level
- Moderate agreement

This competency in action

TALENTED

- Actively seeks out information about a wide variety of cultures and viewpoints.
- Promotes a team environment that values, encourages, and supports differences.
- Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately.
- Senses how differences will play out in terms of needs, values, and motivators.

SKILLED

- Seeks to understand different perspectives and cultures.
- Contributes to a work climate where differences are valued and supported.
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results.
- Is sensitive to cultural norms, expectations, and ways of communicating.

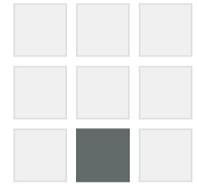
LESS SKILLED

- Lacks awareness of other cultures.
- Treats everybody the same without regard to their differences.
- Expects everyone to adapt to his/her way of thinking and communicating.
- Lacks curiosity and interest in different people's backgrounds and perspectives.



Builds effective teams

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.



Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

This competency in action

TALENTED

- Defines success in terms of the whole team.
- Recognizes that leveraging each team member's unique background and perspective is critical to achieving team goals.
- Rallies others behind common team goals.
- Places team goals ahead of own goals.

SKILLED

- Forms teams with appropriate and diverse mix of styles, perspectives, and experience.
- Establishes common objectives and a shared mindset.
- Creates a feeling of belonging and strong team morale.
- Shares wins and rewards team efforts.
- Fosters open dialogue and collaboration among the team.

LESS SKILLED

- Doesn't create a common mindset or challenge.
- Fails to recognize that morale, recognition, and belongingness are integral ingredients of effective teams.
- Prioritizes and rewards individual efforts rather than team achievements.
- Doesn't shape and distribute assignments in a way that encourages teamwork.



Communicates effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.



Key insights

- Highest importance
- Highest skill level
- Potential overuse
- High agreement

This competency in action

TALENTED

- Delivers messages in a clear, compelling, and concise manner.
- Actively listens and checks for understanding.
- Articulates messages in a way that is broadly understandable.
- Adjusts communication content and style to meet the needs of diverse stakeholders.
- Models and encourages the expression of diverse ideas and opinions.

SKILLED

- Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels.
- Attentively listens to others.
- Adjusts to fit the audience and the message.
- Provides timely and helpful information to others across the organization.
- Encourages the open expression of diverse ideas and opinions.

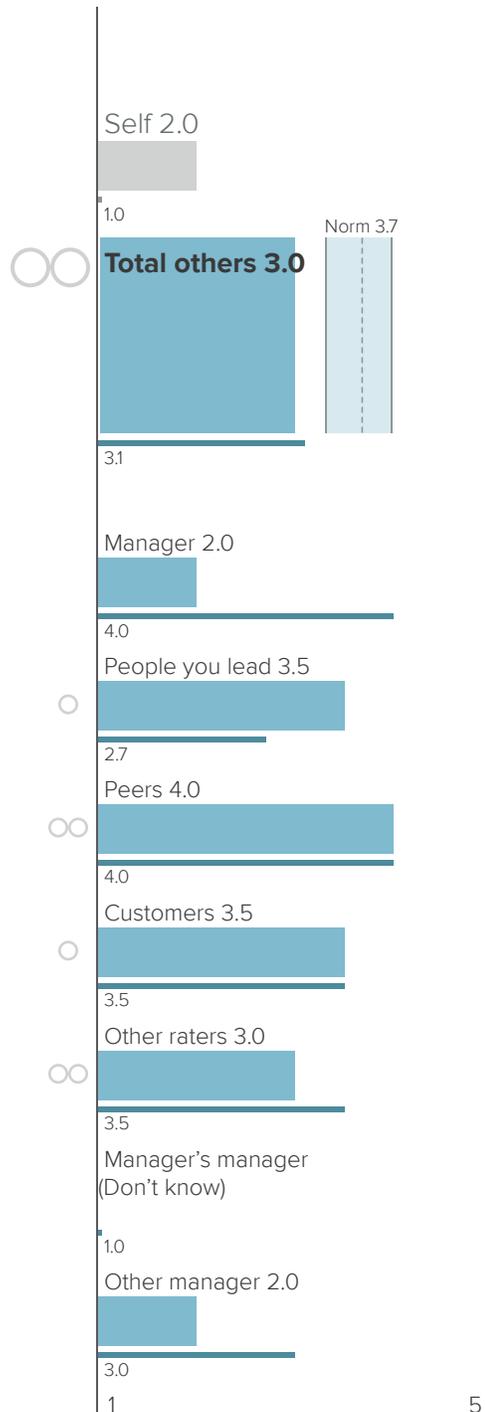
LESS SKILLED

- Has difficulty communicating clear written and verbal messages.
- Tends to always communicate the same way without adjusting to diverse audiences.
- Doesn't take the time to listen or understand others' viewpoints.
- Doesn't consistently share information others need to do their jobs.



Drives engagement

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.



Key insights

- Lowest importance
- Middle skill level
- Low agreement

This competency in action

TALENTED

- Creates a positive and motivating working environment.
- Knows what motivates different people and aligns work accordingly.
- Gives others appropriate latitude to get work done.
- Invites input from others.
- Makes people feel that their contributions are visible and valued.

SKILLED

- Structures the work so it aligns with people's goals and motivators.
- Empowers others.
- Makes each person feel his/her contributions are important.
- Invites input and shares ownership and visibility.
- Shows a clear connection between people's motivators and the organizational goals.

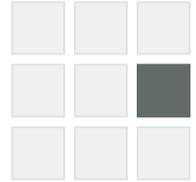
LESS SKILLED

- Has little insight into what motivates others.
- Doesn't give people enough flexibility and autonomy to do their work.
- Does little to create enthusiasm.
- Is unwilling to share ownership and give up control of assignments.



Organizational savvy

Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.



Key insights

- Middle importance
- Highest skill level
- Moderate agreement

This competency in action

TALENTED

- Navigates the political complexities of the organization easily.
- Has a clear understanding of other groups' business priorities.
- Avoids provoking tension between groups.
- Uses knowledge of organizational culture to achieve objectives.

SKILLED

- Is sensitive to how people and organizations function.
- Anticipates land mines and plans approach accordingly.
- Deals comfortably with organizational politics.
- Knows who has power, respect, and influence.
- Steers through the organizational maze to get things done.

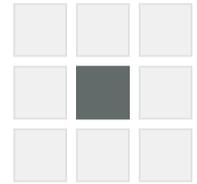
LESS SKILLED

- Overlooks or disregards the political complexities of the organization.
- Pursues own area's goals without considering the impact on other groups.
- Says and does things that strain organizational relationships.
- Tends to be impatient with organizational processes and makes political errors.



Persuades

Using compelling arguments to gain the support and commitment of others.



Key insights

- Middle importance
- Middle skill level
- Moderate agreement

This competency in action

TALENTED

- Shares own ideas in a compelling manner that gains commitment from others.
- Negotiates skillfully and creates minimal noise when working toward an agreed-upon solution.
- Finds common ground and acceptable alternatives that satisfy the needs of multiple stakeholders.

SKILLED

- Positions views and arguments appropriately to win support.
- Convinces others to take action.
- Negotiates skillfully in tough situations.
- Wins concessions without damaging relationships.
- Responds effectively to the reactions and positions of others.

LESS SKILLED

- Pushes own point of view too strongly.
- Fails to win support or buy-in from others.
- Is unable to negotiate solutions that are agreeable to all.
- Responds negatively to the reactions and positions of others.
- Has difficulty articulating a logical argument that supports own position.



Drives vision and purpose

Painting a compelling picture of the vision and strategy that motivates others to action.



Key insights

- Lowest importance
- Lowest skill level
- Moderate agreement

This competency in action

TALENTED

- Articulates a compelling, inspired, and relatable vision.
- Communicates the vision with a sense of purpose about the future.
- Makes the vision sharable by everyone.
- Instills and sustains organization-wide energy for what is possible.

SKILLED

- Talks about future possibilities in a positive way.
- Creates milestones and symbols to rally support behind the vision.
- Articulates the vision in a way everyone can relate to.
- Creates organization-wide energy and optimism for the future.
- Shows personal commitment to the vision.

LESS SKILLED

- Fails to personally connect with the organization's vision.
- Has difficulty describing the vision in a compelling way.
- Can't simplify enough to help people understand complex strategy.
- Struggles to energize and build excitement in others.



Courage

Stepping up to address difficult issues, saying what needs to be said.



Key insights

- Middle importance
- Lowest skill level
- Low agreement

This competency in action

TALENTED

- Tackles difficult issues with optimism and confidence.
- Shares sensitive messages or unpopular points of view in a motivating manner.
- Lets people know where they stand, honestly and sensitively.
- Volunteers to tackle and lead tough assignments.

SKILLED

- Readily tackles tough assignments.
- Faces difficult issues and supports others who do the same.
- Provides direct and actionable feedback.
- Is willing to champion an idea or position despite dissent or political risk.

LESS SKILLED

- Shies away from difficult issues or challenging assignments.
- Expresses point of view in an indirect manner.
- Avoids giving corrective feedback.
- Fails to take a stand on important issues.



Instills trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity.



Key insights

- Highest importance
- Highest skill level
- Moderate agreement
- Hidden strength

This competency in action

TALENTED

- Gains the confidence and trust of others easily.
- Honors commitments and keeps confidences.
- Expresses self in a credible and transparent manner.
- Models high standards of honesty and integrity.

SKILLED

- Follows through on commitments.
- Is seen as direct and truthful.
- Keeps confidences.
- Practices what he/she preaches.
- Shows consistency between words and actions.

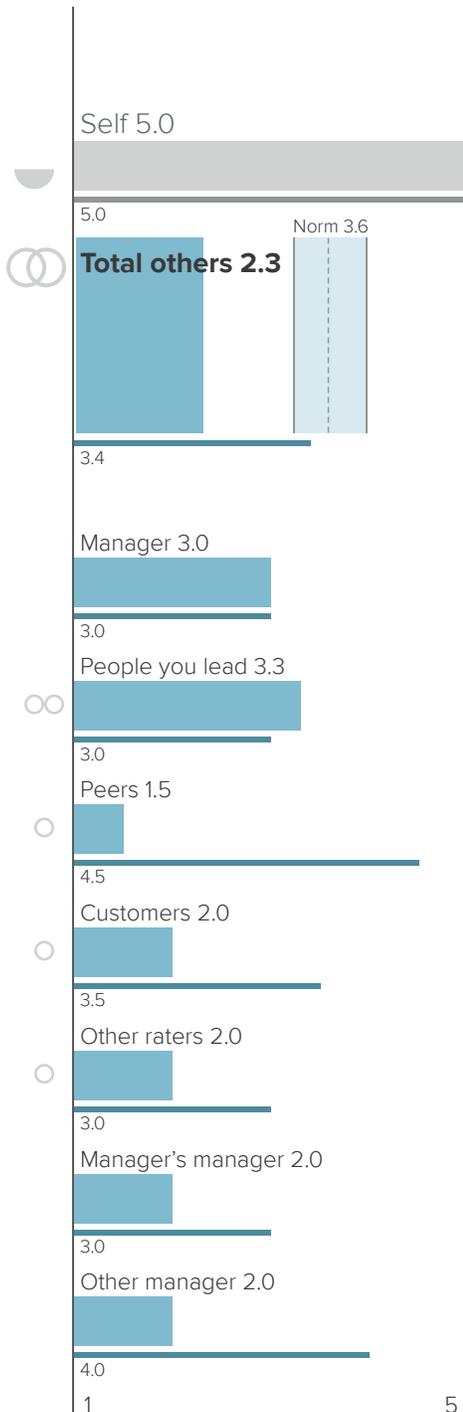
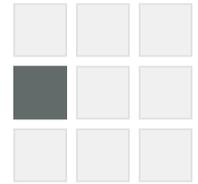
LESS SKILLED

- Lacks consistent follow-through on commitments.
- Betrays confidences and covers up mistakes.
- Misrepresents facts for personal gain.
- Has trouble keeping confidences.
- Makes promises but doesn't always keep them.



Demonstrates self-awareness

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.



Key insights

- Middle importance
- Lowest skill level
- Moderate agreement
- Blind spot

This competency in action

TALENTED

- Seeks and acts on feedback from a wide variety of people.
- Willingly admits and takes responsibility for mistakes and shortcomings.
- Views criticism as helpful.
- Can articulate the causes behind own feelings and moods.

SKILLED

- Reflects on activities and impact on others.
- Proactively seeks feedback without being defensive.
- Is open to criticism and talking about shortcomings.
- Admits mistakes and gains insight from experiences.
- Knows strengths, weaknesses, opportunities, and limits.

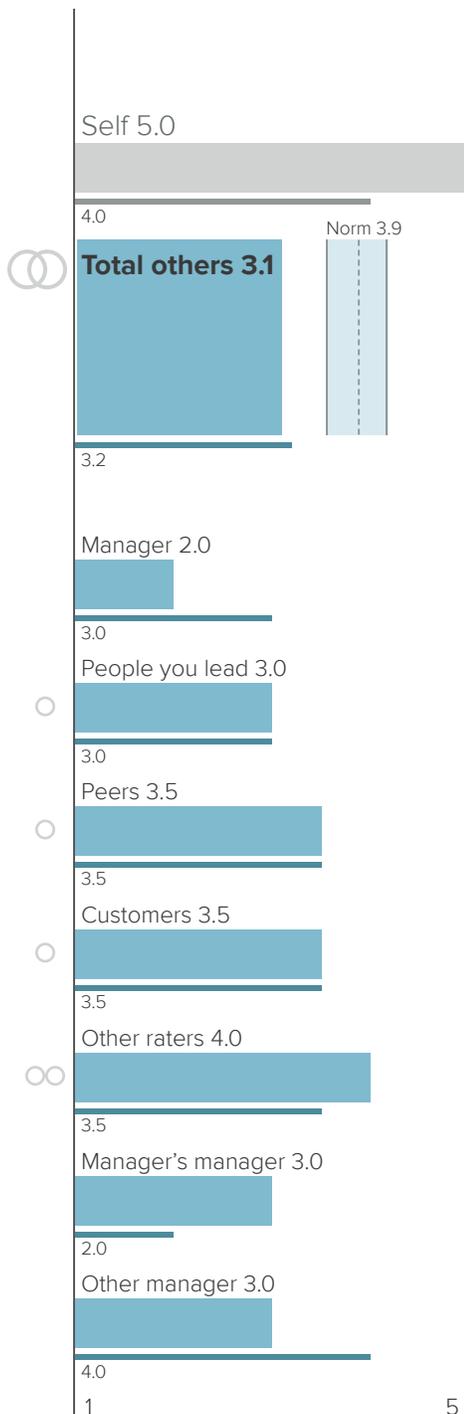
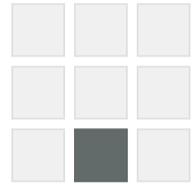
LESS SKILLED

- Doesn't reflect on past mistakes.
- Acts defensively when given feedback.
- Is unaware of own skills and interpersonal impact.
- Makes excuses and blames others.



Self-development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.



Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

This competency in action

TALENTED

- Takes consistent action to develop new skills.
- Finds ways to apply strengths to new issues.
- Is aware of the skills needed to be successful in different situations and levels.
- Seeks assignments that stretch him/her beyond comfort zone.

SKILLED

- Shows personal commitment and takes action to continuously improve.
- Accepts assignments that broaden capabilities.
- Learns from new experiences, from others, and from structured learning.
- Makes the most of available development resources.

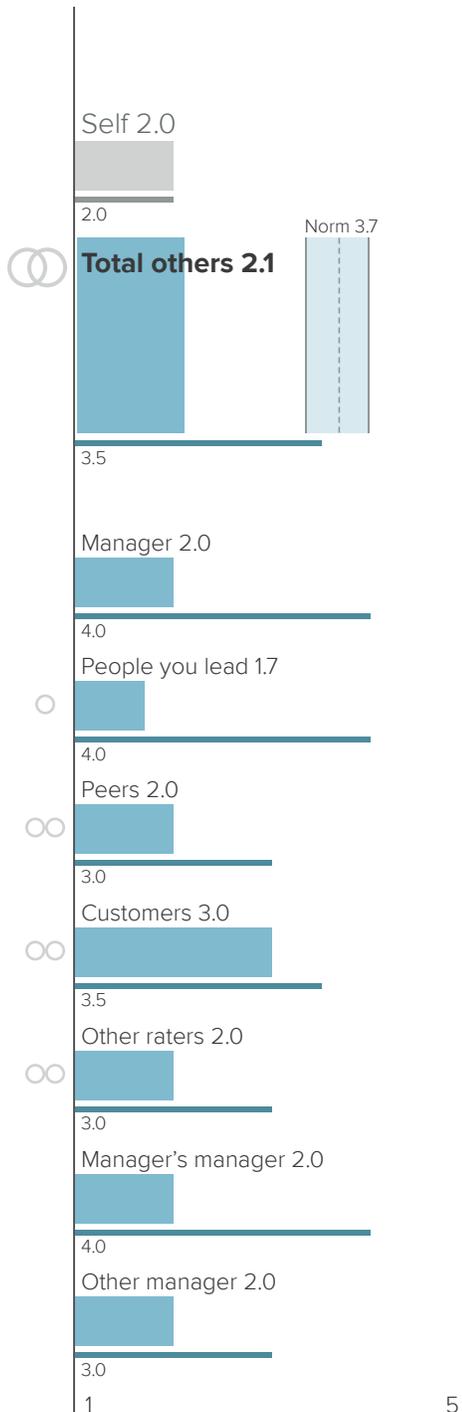
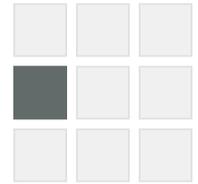
LESS SKILLED

- Doesn't put in the effort to grow and change.
- Is comfortable with current skills.
- Is fearful of making mistakes that accompany development.
- Lacks awareness or interest in using available developmental resources.



Manages ambiguity

Operating effectively, even when things are not certain or the way forward is not clear.



Key insights

- Middle importance
- Lowest skill level
- Moderate agreement

This competency in action

TALENTED

- Is energized when faced with ambiguity and uncertainty.
- Makes significant progress and remains calm and composed, even when things are uncertain.
- Manages the risk that comes with moving forward when the outcome isn't certain.
- Adapts quickly to changing conditions.

SKILLED

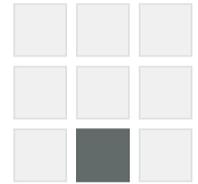
- Deals comfortably with the uncertainty of change.
- Effectively handles risk.
- Can decide and act without the total picture.
- Is calm and productive, even when things are up in the air.
- Deals constructively with problems that do not have clear solutions or outcomes.

LESS SKILLED

- Struggles to make progress when facing ambiguous or uncertain situations.
- Delays moving forward until all the details are known.
- Appears stressed when things are uncertain.
- Operates best when things are structured and predictable.

Nimble learning

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.



Key insights

- Lowest importance
- Middle skill level
- Low agreement

This competency in action

TALENTED

- Tries multiple times using multiple methods to find the right solution.
- Views mistakes as opportunities to learn.
- Enjoys the challenge of unfamiliar tasks.
- Seeks new approaches to solve problems.

SKILLED

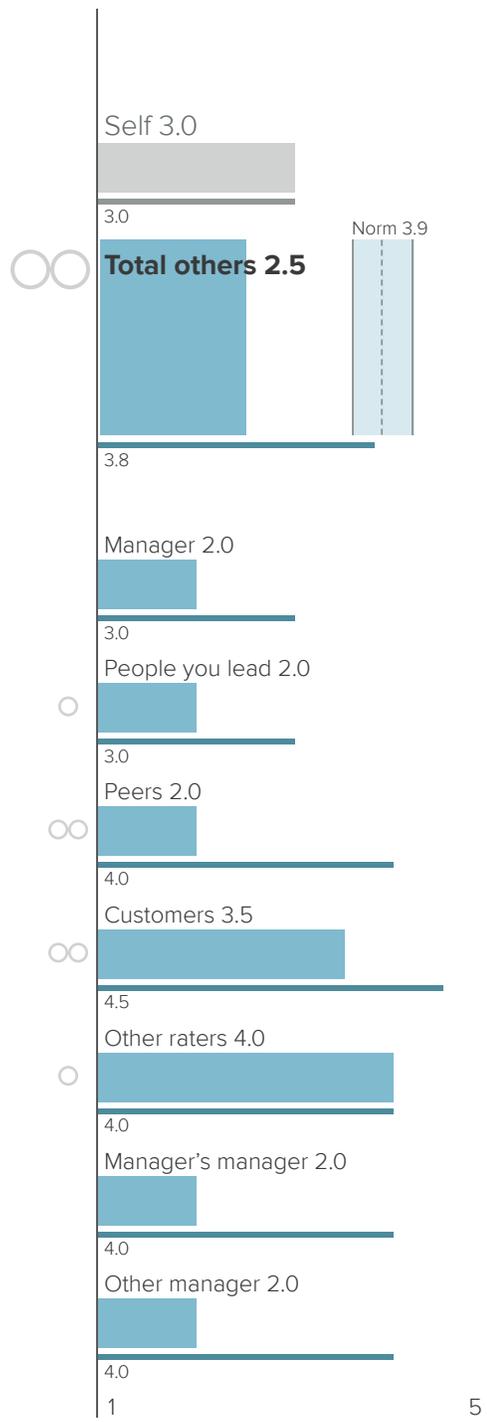
- Learns quickly when facing new situations.
- Experiments to find new solutions.
- Takes on the challenge of unfamiliar tasks.
- Extracts lessons learned from failures and mistakes.

LESS SKILLED

- Struggles to learn in new situations.
- Becomes frustrated or confused by unfamiliar tasks.
- Gives up on new ideas too soon.
- Resists taking a chance on untested solutions.

Being resilient

Rebounding from setbacks and adversity when facing difficult situations.



Key insights

- Highest importance
- Lowest skill level
- Low agreement

This competency in action

TALENTED

- Stays focused and composed in stressful situations.
- Maintains a positive attitude and forward-thinking approach despite troubling circumstances or setbacks.
- Takes constructive action to navigate difficulties or obstacles.
- Is viewed as a source of confidence in high-stress situations.

SKILLED

- Is confident under pressure.
- Handles and manages crises effectively.
- Maintains a positive attitude despite adversity.
- Bounces back from setbacks.
- Grows from hardships and negative experiences.

LESS SKILLED

- Gets easily rattled in high-pressure situations.
- Exhibits low energy and motivation during times of stress and worry.
- Acts defensively when faced with criticism or roadblocks.
- Takes too long to recover from setbacks.



Situational adaptability

Adapting approach and demeanor in real time to match the shifting demands of different situations.



Key insights

- Highest importance
- Lowest skill level
- Moderate agreement
- Blind spot

This competency in action

TALENTED

- Picks up on the need to change personal, interpersonal, and leadership behavior quickly.
- Observes situational and group dynamics and selects best-fit approach.
- Seamlessly adapts style to fit the specific needs of others.

SKILLED

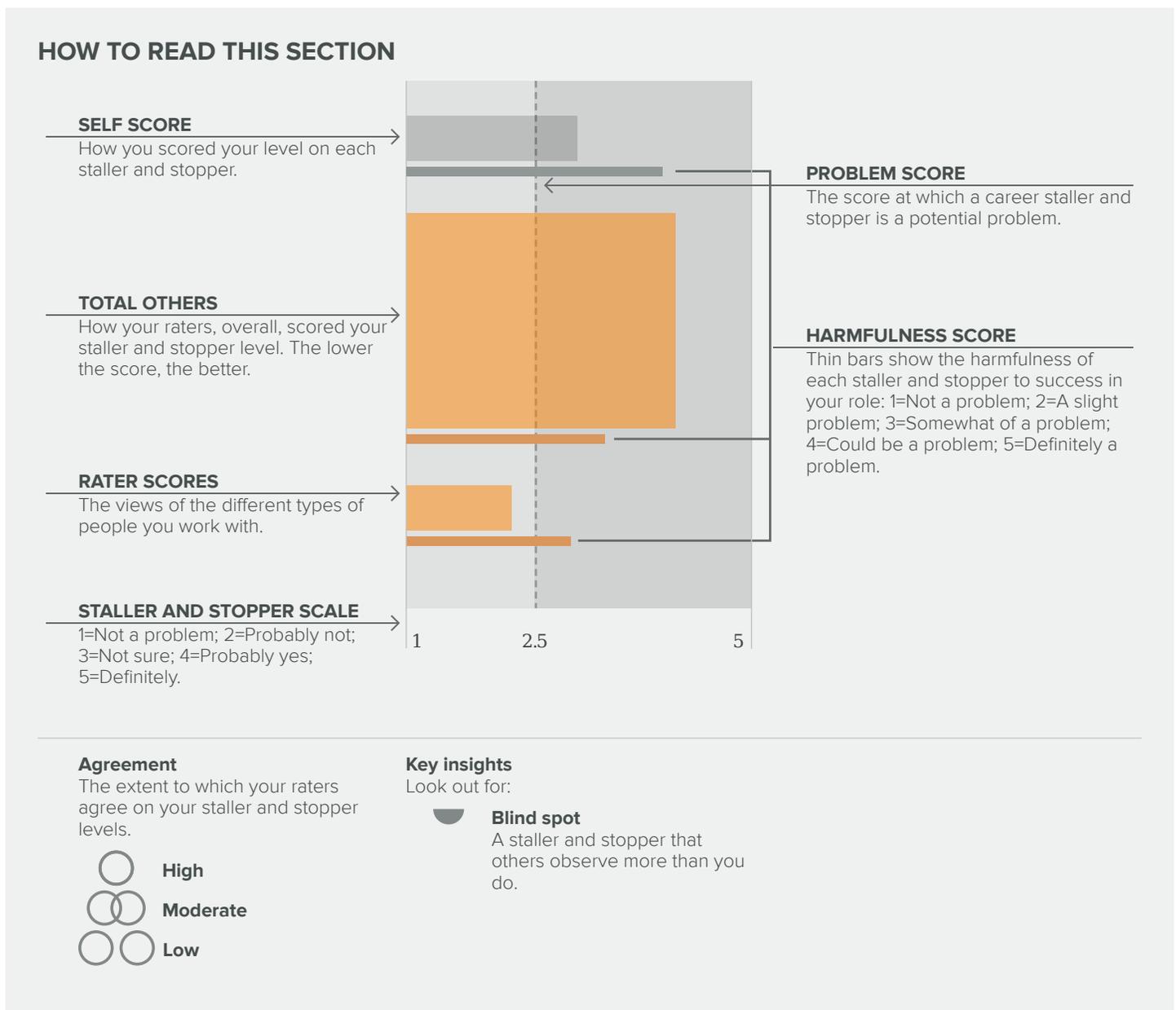
- Picks up on situational cues and adjusts in the moment.
- Readily adapts personal, interpersonal, and leadership behavior.
- Understands that different situations may call for different approaches.
- Can act differently depending on the circumstances.

LESS SKILLED

- Uses same style and approach regardless of the situation.
- Fails to notice changing situational demands.
- Expects others to adjust to his/her preferred style and approach.
- Thinks being true to self is all that matters.
- Doesn't take time to understand interpersonal dynamics.

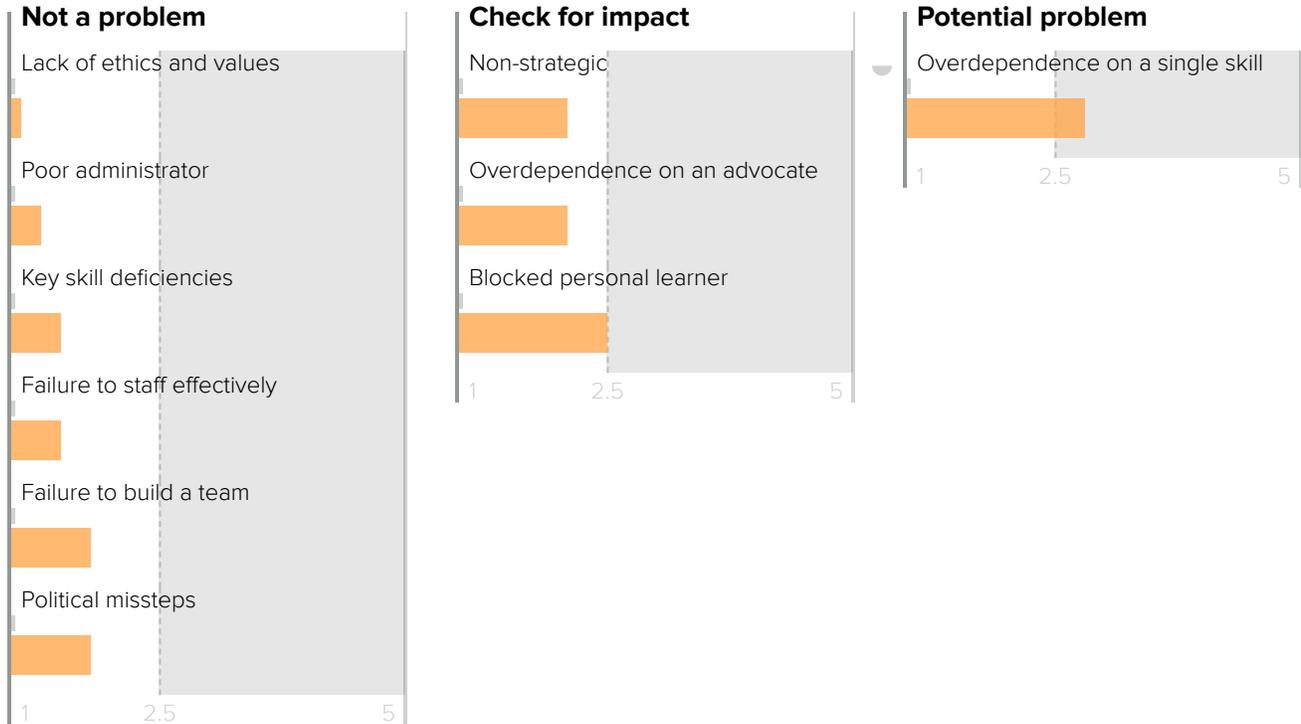
Career stallers and stoppers

Stallers and stoppers are behaviors generally considered problematic or harmful to career success. Feedback helps you compare how you intend to behave with how others experience your behavior.



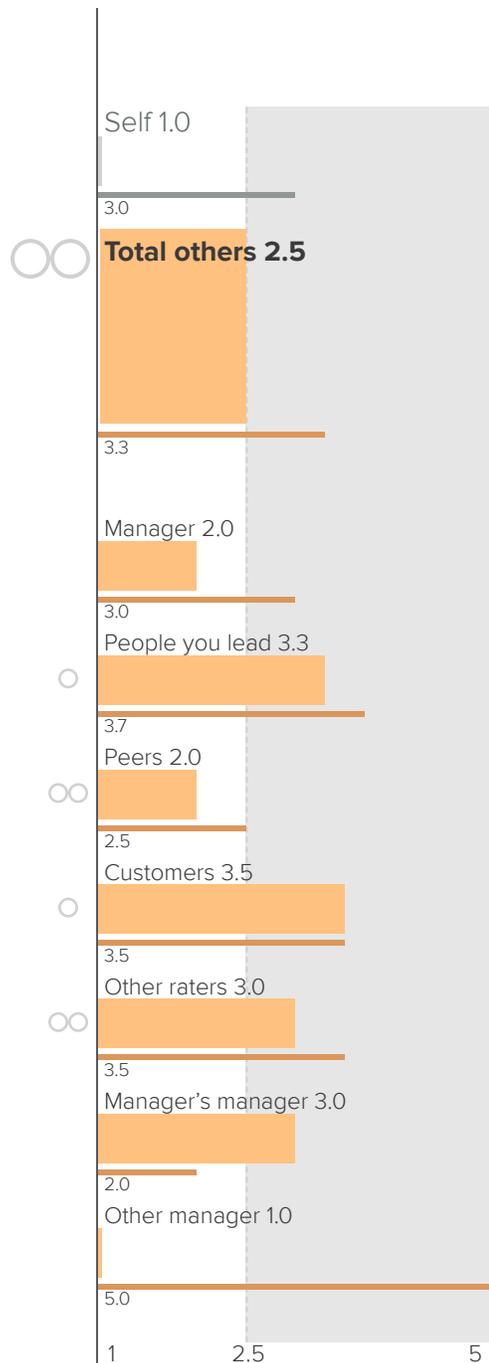
Your career stallers and stoppers profile

This ranks your raters' views of any career stallers and stoppers you demonstrate. It also shows your view, so that you can identify where it differs from others' experience. You can also see any stallers and stoppers that others believe are most harmful to success in your role.



Blocked personal learner

Resisting opportunities to learn new skills, methods, and behaviors.



Key insights

- Low agreement

This career staller and stopper in action

NOT A PROBLEM

- Eager to learn; interested in what's new or better.
- Has broad interests and perspective.
- Seeks and listens to feedback.
- Takes criticism to heart.
- Always looking to improve self.
- Carefully observes others for their reactions and adjusts accordingly.
- Reads people and groups well.
- Picks up on subtle corrective cues from others.
- Is sensitive to different challenges and changes accordingly.

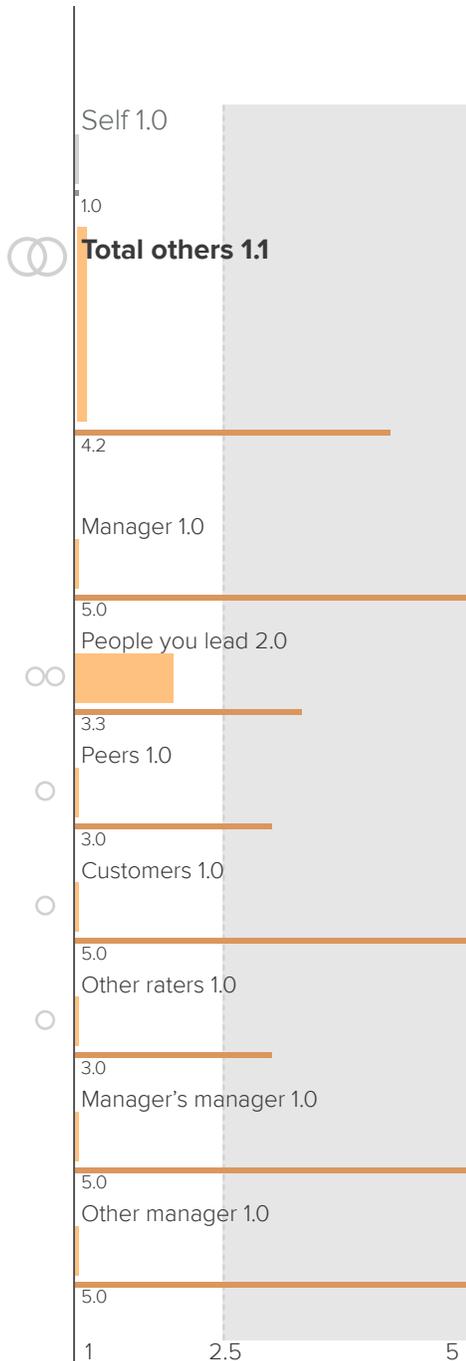
A PROBLEM

- Is closed to learning new personal, interpersonal, managerial, and leadership skills, approaches, and tactics.
- Prefers staying the same, even when faced with new and different challenges.
- Is narrow in interests and scope.
- Uses few learning tactics.
- Doesn't seek input.
- Lacks curiosity.
- Is not insightful about self.



Lack of ethics and values

Breaching the organization’s ethics, values, and norms through inappropriate risk-taking and insensitivity.



Key insights

- Moderate agreement

This career staller and stopper in action

NOT A PROBLEM

- Values and ethics are generally aligned with the organization’s.
- Operates within boundaries most others would agree to.
- Looked to for guidance on standards and norms.
- Stays steady through crises involving close calls on ethics.
- Can articulate own and others’ values.
- Helpful to others in making close calls on values/ethical matters.
- Projects a consistent set of values.

A PROBLEM

- Lacks the necessary sensitivity to the operating ethics and values of the organization.
- Operates too close to the margins.
- Pushes the limits of tolerance.
- Doesn’t operate within the norms.

Political missteps

Lacking the awareness and sensitivity to navigate an organization successfully through relationships and information sharing.



Key insights

- Moderate agreement

This career staller and stopper in action

NOT A PROBLEM

- Is politically smooth and noiseless.
- Reads individuals and groups well; knows how they are affected.
- Modifies approach when resistance is met.
- Keeps confidences.
- Can maneuver through rough water without getting wet.
- Uses multiple ways to get things done.
- Adjusts to the realities of the political situation.
- Counsels others on political approaches.
- Usually knows the right thing to do and say.

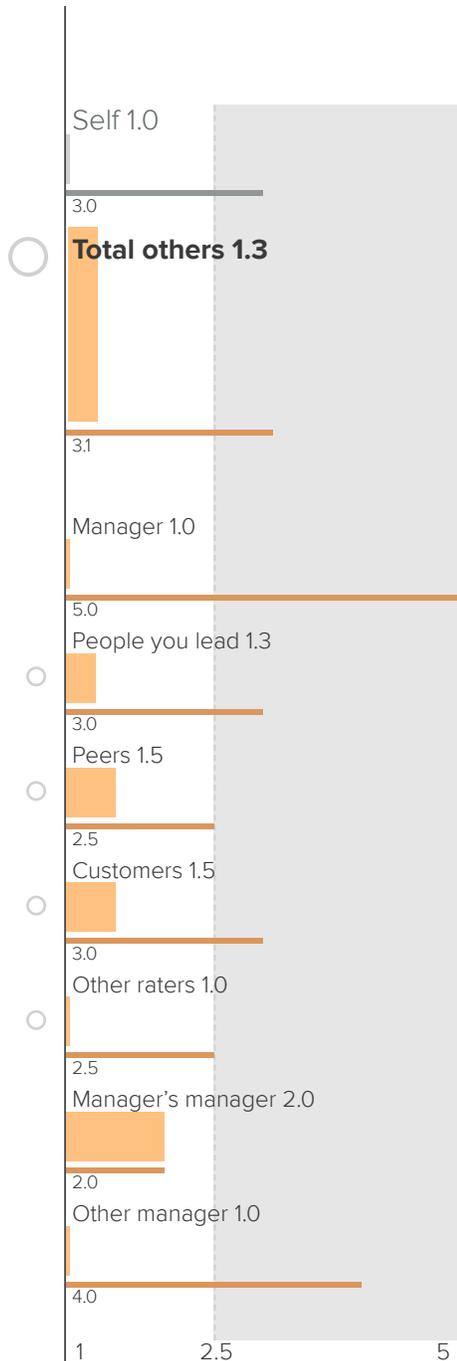
A PROBLEM

- Can't get things done in complex political settings and environments.
- Lacks sensitivity to people and organizational politics.
- Doesn't recognize political due process requirements.
- Says and does the wrong things.
- Shares sensitive information and opinions with the wrong people.



Poor administrator

Operating in a disorganized manner that negatively impacts others.



Key insights

- High agreement

This career staller and stopper in action

NOT A PROBLEM

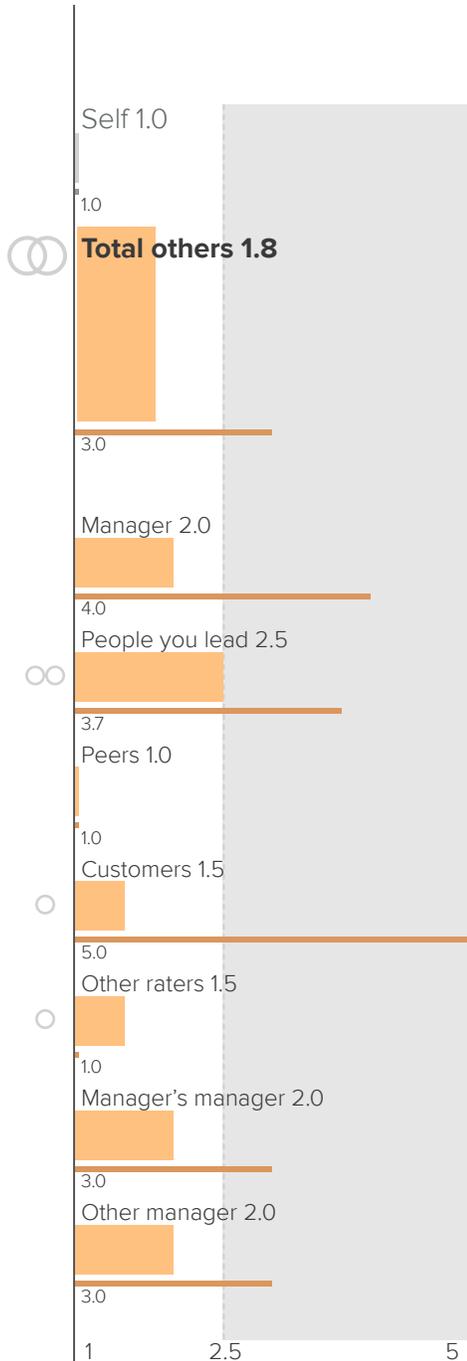
- Well organized and detail skilled.
- Reliable—keeps tabs on work in process; remembers commitments.
- Good administrator; keeps things on track.
- Sets tight priorities.
- Uses time well.
- Says no if they can't get to it.
- Completes most things on time and in time.

A PROBLEM

- Has low detail-orientation.
- Lets things fall through the cracks.
- Overcommits and underdelivers.
- Misses key details.
- Forgets undocumented commitments.
- Has to scramble to pull things together at the last minute.
- Moves on without completing the task.

Failure to build a team

Dealing with individuals, instead of the whole team, when delegating, resolving problems, and rewarding success.



Key insights

- Moderate agreement

This career staller and stopper in action

NOT A PROBLEM

- Usually operates in a team format.
- Talks “we,” “us,” and “the team” versus “I”.
- Gets the whole team motivated and enthused.
- Runs participative meetings and processes.
- Shares credit with the team for successes.
- Adds people to strengthen the team.
- Team performance doesn’t suffer when a key person moves on.
- Trusts the team to perform.

A PROBLEM

- Doesn’t believe much in the value of teams.
- Doesn’t pull the group together to accomplish the task.
- Delegates pieces and parts.
- Doesn’t resolve problems within the team.
- Doesn’t share credit for successes.
- Doesn’t celebrate.
- Doesn’t build team spirit.
- Treats people more as a collection of individuals than as a team.



Failure to staff effectively

Selecting people who are not a fit for the role by applying assumptions, narrow criteria, or poor standards.



Key insights

- High agreement

This career staller and stopper in action

NOT A PROBLEM

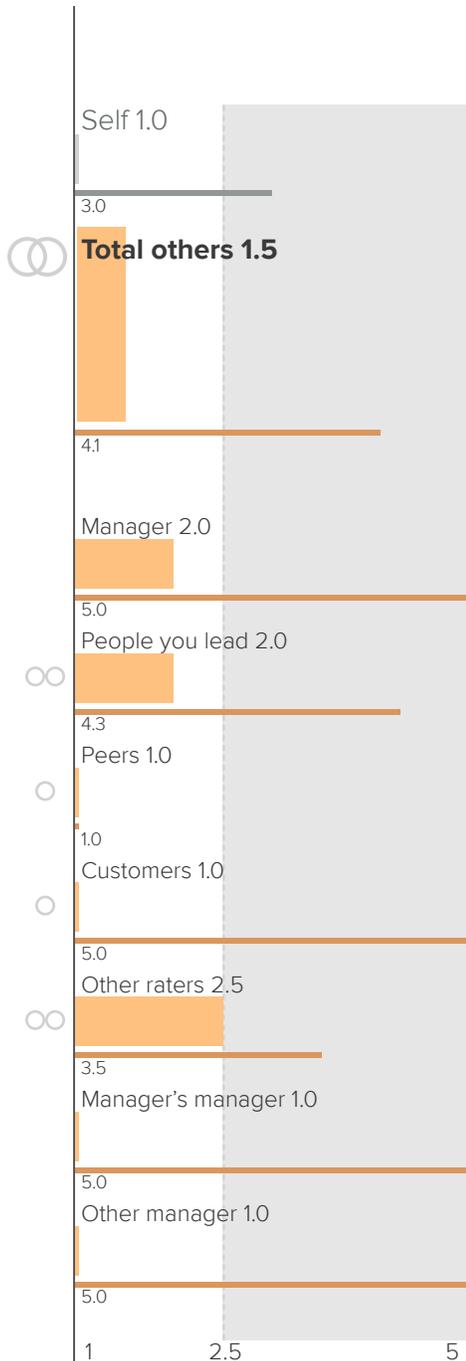
- Good judge of people.
- Hires for diversity and balance of skills.
- Describes people in a textured manner.
- Uses a broad set of criteria in staffing.
- Objective track record better than most on selections.
- Takes their time to find the right person.

A PROBLEM

- Does not assemble skilled staff either from inside or outside the organization.
- Uses inappropriate criteria and standards.
- May select people too much like self.
- Is not a good judge of people.
- Is consistently wrong on estimates of what others may do or become.

Key skill deficiencies

Failing to recognize and develop the skills required to perform effectively.



Key insights

- Moderate agreement

This career staller and stopper in action

NOT A PROBLEM

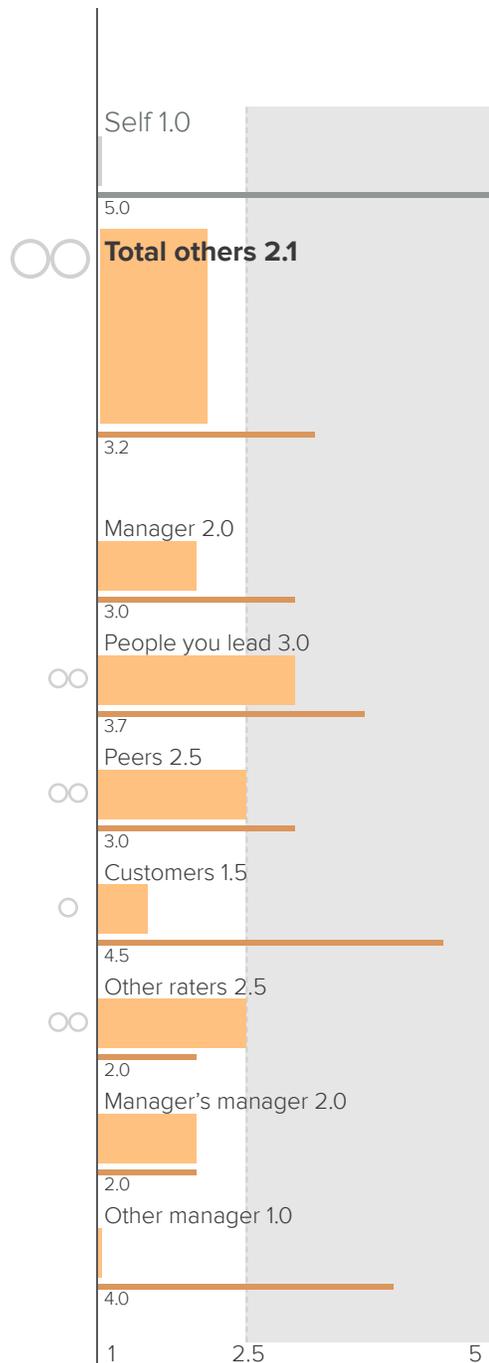
- Skilled in most if not all of the mission-critical areas of the job.
- Scopes out what skills are required to perform.
- Works to improve and expand skill set.
- Open to tutors, courses, any learning mode to improve proficiency.

A PROBLEM

- Lacks one or more key job-required talents or skills needed to perform effectively.

Non-strategic

Focusing exclusively on tactics and details while neglecting broad, complex, and strategic thinking.



Key insights

- Low agreement

This career staller and stopper in action

NOT A PROBLEM

- Can think and talk strategy with the best.
- Intrigued and challenged by the complexity of the future.
- Likes to run multiple "what if" scenarios.
- Very broad perspective.
- Counsels others on strategic issues.
- Can juggle a lot of mental balls.
- Isn't afraid to engage in wild speculation about the future.
- Can bring several unrelated streams of information together to form a compelling vision.
- Good at meaning making.
- Produces distinctive and winning strategies.

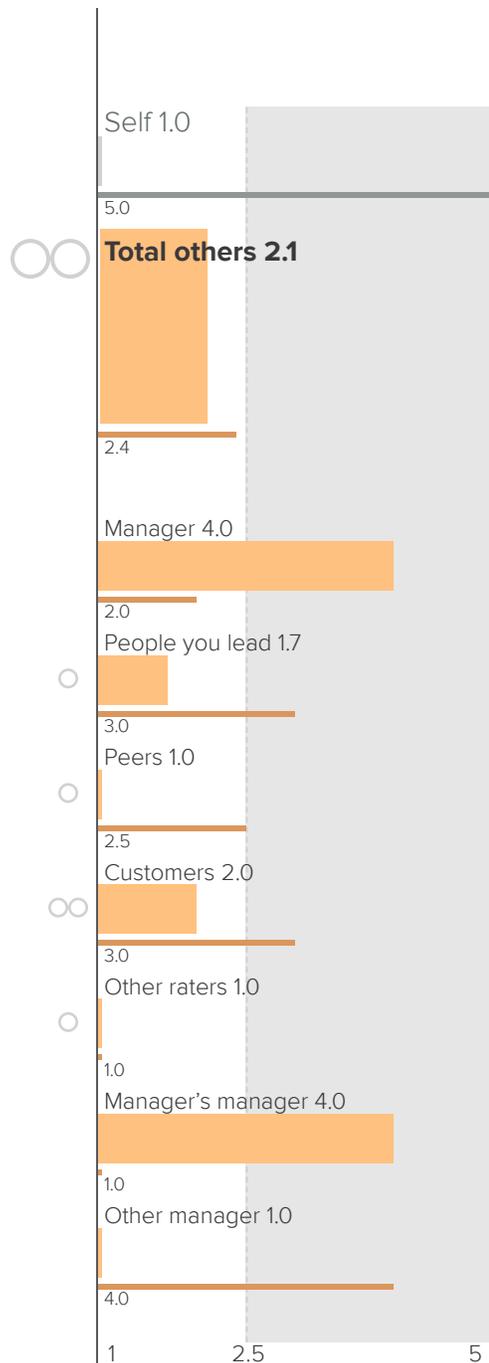
A PROBLEM

- Can't create effective strategies.
- Can't deal effectively with assignments that require strategic thinking.
- Gets mired in tactics and details.
- Prefers the tactical over the strategic, simple versus complex.
- Isn't a visionary.
- Lacks broad perspective.



Overdependence on an advocate

Depending too long on the support of the same boss, champion, mentor, or advocate.



Key insights

- Low agreement

This career staller and stopper in action

NOT A PROBLEM

- Has largely done it on his/her own.
- Has multiple advocates and champions.
- No one questions whether he/she could go it alone.
- Independent, resourceful person.
- Doesn't use a champion's influence to get things done.
- Has moved around a lot; has not been with one boss very long.
- Has survived an advocate or two leaving the organization.

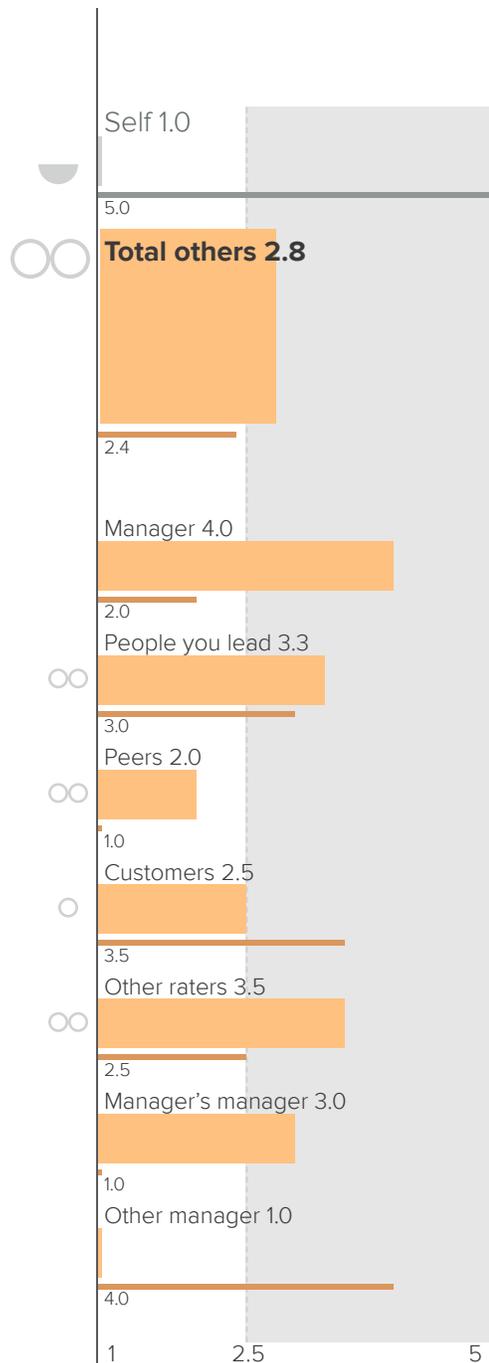
A PROBLEM

- Has been with the same boss, champion, mentor, advocate too long.
- Isn't seen as independent.
- Others question whether he/she could stand up to a tough assignment or situation without help.
- Might not do well in the organization if the advocate lost interest, lost out, or left the organization.



Overdependence on a single skill

Depending too much on a narrow area of knowledge and expertise.



Key insights

- Low agreement
- Blind spot

This career staller and stopper in action

NOT A PROBLEM

- Has a broad and varied background.
- Has moved around a lot.
- Relies on several different skills to get the job done.
- Has multiple functional exposures.
- Has worked in different business units.
- Always looking to learn more.
- Works on adding more skills.

A PROBLEM

- Relies too much on a single strength for performance and career progression.
- Uses the same core talent, function, or technology to leverage self.
- Acts as if they can make it all the way on one strength.

Comments

Comments made by you and your raters are reported here. They are listed in alphabetical order by competency and by career staller and stopper.

Competency comments

Balances stakeholders

MANAGER

- Takes care to always consider other people. A true strength.

ALL OTHER RATERS

- Has a good understanding of internal & external stakeholders.
- Always defers to protocol, favoring the rules over the needs of the team.

Being resilient

MANAGER

- Tends to panic under pressure and see the worst in situations - often will project the 'doomsday scenario' of the worst that can happen instead of finding hope.

OTHER MANAGER

- Seems to easily fluster in these situations.

ALL OTHER RATERS

- Easily flustered, but can come through in a pinch.
- Doesn't handle problems well.. easily trigged.
- He gets very nervous under pressure, which makes it hard for him to make clear decisions.
- Has to work on this, or at least his presentation of this as I believe he's much more resilient then you'd guess if you just listened to his words and ignored his actions.
- Sam does extremely well under pressure and knows how to appropriately manage any crises that comes his way.

Builds effective teams

OTHER MANAGER

- This is handled by others so not as important here.

ALL OTHER RATERS

- More a follower than a leader

Builds networks

SELF

- I have been able to place myself in high positions within many organizations, advising at the highest levels.

MANAGER

- Always excellent at introducing themselves and letting others know their skills and what they can offer, and in doing so can draw on a wide range of friends and colleagues.

ALL OTHER RATERS

- Should be commended for his networking skills, seems to always know the correct person to go to.

Cultivates innovation

ALL OTHER RATERS

- Always comes up with idea.. sometimes unwarranted.
- Has come up with one or two excellent ideas but often spends more time analyzing other's plans.

Demonstrates self-awareness

SELF

- I am perfectly aware of my capabilities and responsibilities.

OTHER MANAGER

- Does not take feedback from the team well when all together. Does better one on one.

ALL OTHER RATERS

- Often becomes either defensive or maudlin in the face of criticism or setbacks.
- Can be too self aware but knows his strengths & weaknesses of others (and at times- others!!)
- Should step back and reflect on how others are reacting to a given situation more often. Definitely needs to temper his responses in general.

Drives engagement

OTHER MANAGER

- struggles with finding ways to develop their team.

ALL OTHER RATERS

- You are always telling me the odds of failure, which is far from empowering.

Drives results

OTHER MANAGER

- Not really integral to their role.

ALL OTHER RATERS

- More concerned with process and protocol than results

Drives vision and purpose

SELF

- My role is to support the vision of the organization, and not to define it or lead others in accomplishing it.

ALL OTHER RATERS

- Prone to pessimism
- Too often slips into trying to figure out the worst possible outcome - you can see the negative effect this has on his team at times.
- Tends to allow others to define objectives

Ensures accountability

SELF

- Ensuring accountability in others is not something for which I am responsible. I do hold myself to a high level of accountability.

ALL OTHER RATERS

- Very dependable & reliable- always!
- Sometimes seems to take too much pleasure pointing out what others should be doing.
- Sam always follows through on the commitments he makes to others on our team - he's very good at ensuring that everything has been taken care of and he owns the projects that he is in charge of.

Instills trust

SELF

- Instilling trust in others is what I most strive to achieve in the line of my duties, but I feel even though I follow through on my commitments, am very direct and truthful and am very consistent in my actions, it seems my advice is ignored far too often. So I believe there must be a disconnect between what I say and do, and what people perceive.

ALL OTHER RATERS

- Though he doesn't always present a reliable demeanor, the participant is honest to a fault.
- Is very loyal and dependable.
- Despite the fact that he can be quite negative he's well liked and has done great work with his team. They seem to really value and trust him but I'm not always sure he comes across as well to strangers or more casual acquaintances.
- The individuals on our team trust Sam immensely, he's very good at following through on the commitment he makes.

Manages ambiguity

SELF

- I rate myself low in this because I do not believe it is in anyone's best interest to "decide and act without the total picture."

OTHER MANAGER

- Seems to like to have all the details and can struggle when some information is not provided.

ALL OTHER RATERS

- Has trouble adapting to change..
- Gets very nervous around change, so he likes to do things the way he always has.
- Has a terrible time with uncertainty, especially as it opens a door for his pessimism. Rarely keeps a cool head when the unexpected occurs.

Manages complexity

SELF

- My calculations are always of perfect accuracy, which is paramount for high-level performance.

MANAGER

- Analyses are highly accurate and timely, and can provide the odds and risks for almost any situation. But often they will get stuck on the results of the analysis and miss the bigger picture, or other opportunities.

OTHER MANAGER

- Good at analyzing data.

ALL OTHER RATERS

- Easily distracted by side issues

Manages conflict

SELF

- I have not developed skills in managing conflict, because conflict is best avoided.

OTHER MANAGER

- Avoids conflict and becomes frustrated when dealing with this head-on.

ALL OTHER RATERS

- Has a tendency to lose composure if there's conflict.. verbal about their discomfort.
- Is willing to push back internally or with clients but only when backed into a corner. In general is highly conflict averse which has been a problem in the past.
- Always the voice of reason.

Optimizes work processes

SELF

- I always act with utmost efficiency.

OTHER MANAGER

- Does a great job establishing processes.

ALL OTHER RATERS

- Could get better in this area.. at times seems one sided.

Values differences

SELF

- Understanding other cultures is a key part of my role, which I have been reported to carry out to satisfaction on many occasions.

MANAGER

- Can always be relied upon to know the right protocol for the situation and is adept at navigating many different cultures.

ALL OTHER RATERS

- Although he might complain sometimes he's actually great at working with diverse groups of people.
- Knows a great deal about other cultures, and assimilates very quickly, but I don't see a lot of applying the diverse experiences of others to get results.

Action oriented

SELF

- I am ready to take on any task I am assigned.

MANAGER

- Not good at staying positive when times are tough or uncertain.

OTHER MANAGER

- Seems content to sit on the sideline and keep doing things the same way.

ALL OTHER RATERS

- Again, prone to dithering.
- Always ready to take action but has a tendency to see the best and worst so it can be a flaw at times.
- He works very hard; often starting a task without thinking through the whole process first.
- Usually recommends the most cautious approach to a given scenario.
- Sam knows how to take action when needed and in the appropriate time and place. This is a crucial part of his current position and he rocks this piece of it.
- Definitely hesitates before acting but ultimately rises to the challenge.

Attracts top talent

ALL OTHER RATERS

- Is excellent at finding the correct person to fill out a team.

Collaborates

SELF

- My main functions are to help elevate others in their roles, which I believe I have done very well.

OTHER MANAGER

- Likes to be the decision maker and feels their way is the best way in that moment.

ALL OTHER RATERS

- Can work with others, but prone to friction if things don't go his way
- Collaborating is a very important piece of Sam's current position and he excels at it immensely in whatever project he is involved in.
- I can always count on them to support my projects with skill and knowledge.

Communicates effectively

SELF

- This is my primary directive, in which I am highly skilled. I am fluent in many languages and forms of communication.

MANAGER

- Excellent at communicating in a wide range of styles as appropriate to the audience, but can frequently overinform when others may not want or need to hear the message, even if it is accurately delivered.

OTHER MANAGER

- Is very good at communicating in large and small groups.

ALL OTHER RATERS

- Can over communicate (due to his knowledge!)
- He is very good at working with and communicating with a wide variety of people.
- Really good at getting people to understand the concepts he's laying out but should work on the level of emotion he displays. Not sure if he realizes how irritated he comes across at times.

Courage

SELF

- Feats of daring-do are for others.

OTHER MANAGER

- Tends to shy away from these type of situations.

ALL OTHER RATERS

- I don't think he readily tackles tough issues and assignments as he can be overwhelmed at first- but throughout the process he does show courage
- Even if uncertain where to start, he is willing to take on more work to accomplish a goal.
- Often appears apprehensive, but ultimately willing to do what it takes to accomplish a mission.

Customer focus

SELF

- This is one of my top priorities in carrying out my duties

ALL OTHER RATERS

- Tends to focus too much on his own reactions/needs then that of the customer but his intent is to be helpful.

Decision quality

ALL OTHER RATERS

- Prone to dithering.
- Not firm enough in how he presents his decisions - is often railroaded by others because they come across as suggestions or even complaints much of the time.
- Always looks for all of the information before making decisions, and ends up sitting in the background during a crisis because of it.

Develops talent

ALL OTHER RATERS

- More concerned with his own expertise and duties
- Not sure if he's had enough opportunities to develop this although I believe this is something he could succeed at.
- Sometimes assumes others already have the same level of skills they have

Directs work

SELF

- My role is to support others, and not to direct them. I am not a leader.

Financial acumen

SELF

- I am skilled in financial analysis, and can advise as needed, but this is not my primary function.

Global perspective

SELF

- I am highly adept at considering all of the variables in a situation and using this to anticipate the outcome, and make adjustments accordingly.

OTHER MANAGER

- Vast knowledge of the world as a whole and how our business fits into that.

ALL OTHER RATERS

- Seems to be overly concerned that someone is "not going to like this."

Interpersonal savvy

ALL OTHER RATERS

- Vast knowledge and skill in this area are sometimes undercut by ego and a tendency to become flustered.
- Is too often confounded when people don't behave as he believes they should.

Nimble learning

ALL OTHER RATERS

- Has a hard time adjusting to changes in processes and accepting new ideas.
- Learns very quickly but less good on applying that knowledge.

Organizational savvy

ALL OTHER RATERS

- Has a thorough understanding of the organization but very often focuses too much of his energy on trying to point out and cover "land mines" during his planning stages.

Persuades

MANAGER

- Will often let disagreements continue and insist on keeping the same opinion instead of finding a middle ground.

ALL OTHER RATERS

- Good with new cultures that are inclined to be receptive, but has problems with hostile audiences.
- Can be too persuasive at times if one doesn't agree
- I believe he's proud of his negotiation skills, but is more successful at preparing others for negotiation rather than leading it.
- I can't decide if the failures I see in this are your responsibility or your co-workers'. I do see you providing thought out reasons when you make recommendations, but are then completely ignored.

Self-development

SELF

- I am always seeking opportunities to enhance my skill set, to better accomplish my role.

ALL OTHER RATERS

- Does not shirk hard assignments.

Career staller and stopper comments

Lack of ethics and values

MANAGER

- Is always concerned to do the right thing.

ALL OTHER RATERS

- As stated earlier, honest to a fault
- Never seems to be tempted to do the wrong thing although his standards can come across as too rigid .

Poor administrator

ALL OTHER RATERS

- not a problem
- Excellent attention to detail - in fact the issue might be that sometimes he gets overly caught up in it.

Blocked personal learner

SELF

- One of my top priorities is gaining new skill sets.

ALL OTHER RATERS

- Gives lots of input.. not sure if he'll take any input.
- He doesn't resist new learning opportunities, but does have a hard time with them.
- Is definitely not insightful about how he comes across at times but it can't be said that he's closed to learning new skills.

Failure to build a team

ALL OTHER RATERS

- Tends to rely overmuch on existing partnerships but doesn't value them enough

Situational adaptability

OTHER MANAGER

- Can sometimes struggle with the interpersonal skills.

ALL OTHER RATERS

- Could be better at adapting to different situations.. seems like there's just one side.
- He always is aware of how things should be done but is easily flustered by unexpected developments.

Strategic mindset

ALL OTHER RATERS

- Prone to worrying and assuming the worst about the future.

Tech savvy

SELF

- I can usually count on my counterpart to help with the more "tech-heavy" tasks. I usually don't know how to use any of these blasted contraptions.

ALL OTHER RATERS

- Fortunately, the learner has highly skilled assistance to turn to in this area.
- His knowledge about current technologies is amazing and a true asset to the organization.

Failure to staff effectively

ALL OTHER RATERS

- Has dramatically improved in this area in recent years

Key skill deficiencies

ALL OTHER RATERS

- Has all the skills (and potential) needed to do his job well.

Non-strategic

SELF

- I manage all the variables of every situation very efficiently and can formulate strategies highly effectively.

ALL OTHER RATERS

- Very prone to myopic focus on specific issues
- Has gotten overly focused up on a single potential problem or detail and derailed meetings and hung up projects in the past. Needs to work on this.

Overdependence on a single skill

MANAGER

- Once outside their field of communications, of which they are rightly proud of their skills, their shortcomings in other areas can be painfully apparent.

Overdependence on an advocate

SELF

- I have served a variety of leaders and organizations, always finding a new role to play.

MANAGER

- Definitely a follower and not a leader, and so without a sponsor at a higher level can easily become lost.

ALL OTHER RATERS

- Has worked with multiple supervisors over the course of his career

Political missteps

MANAGER

- Will often say the wrong thing at the wrong time, thinking it's the right thing. Can be narrow in their thinking and vision which leads to judging situations incorrectly.

Development suggestions

Development suggestions for each competency are included here. They offer thought-provoking statements for you to consider and job assignments that you can select in your current role. Development suggestions to address career stallers and stoppers are also included. They indicate possible causes, and propose job assignments that can help you overcome or avoid career stallers and stoppers.



KORN FERRY

About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our more than 7,000 colleagues deliver services through our Executive Search, Hay Group, and Futurestep divisions. Visit kornferry.com for more information.

© Korn Ferry 2017. All rights reserved. Personal and confidential.

For the sake of linguistic simplicity in this report, where the masculine form is used, the feminine form should also be understood to be included.

This report provides a rich description of assessment results for this person. It is valuable for understanding the person, their relative strengths and weaknesses, and for providing the insights for the person that will prove useful on the job and for their development. The data are not suitable for comparing persons for the sole purpose of selecting one person over another for a role, assignment, or development opportunity.

Survey type: Competency
Survey scale: Likert
Norm: All levels
Model: KFLA (v1) v1.0.3
Role: All 38, all 10