



Core Competency Index

Self Report

DEMO USE ONLY

Personalized Report For:
Sample Report
Completed: 8/13/2019

Table of Contents

Introduction	3
Category Breakdown	4
Ability to Empower	5
Temperament & Disposition	6
Communication Skills	7
Counseling, Coaching & Training	8
Creative Thinking	9
Resolving Conflict	10
Decision Making	11
Delegation Skills	12
Drive and Persistence	13
Exceeding Customer Expectations	14
Giving and Receiving Feedback	15
Identifying and Solving Problems	16
Involving Others	17
Managing and Prioritizing Time	18
Managing Change	19
Managing Interruptions	20
Negotiating Skills	21
Organizational Skills	22
Planning and Scheduling Work	23
Proactive Thinking	24
Setting Goals and Standards	25
Stress Management	26
Thinking Clearly and Analytically	27
Tolerance, Empathy and Understanding	28
Visualizing the Future	29

Introduction

Are you a key contributor to the success of your organization? If your goal is to be a high value team member, the go-to person in your company, simply "putting in the time" isn't going to cut it. You've got to go the extra mile and add value to your position. Bringing value can happen in a variety of ways, but it often means stepping outside your "job description" and using the innate skills that have nothing to do with the technical aspects of your job, but everything to do with who you are.

This Core Competency Index (CCI) report was developed specifically to lead you through an honest assessment of your current competencies, ultimately providing you with a plan for developing your skills that are below the bar, and continuing toward mastery in areas where you are strong. If you possess the required technical skills for your position, using the roadmap provided by this report has the potential to make you a "rock star".

Based on your responses to the CCI questionnaire, your report indicates your level of development of 25 personal skills. These 25 personal skills contribute to superior performance in many jobs. Your development of these personal skills is categorized into three levels:

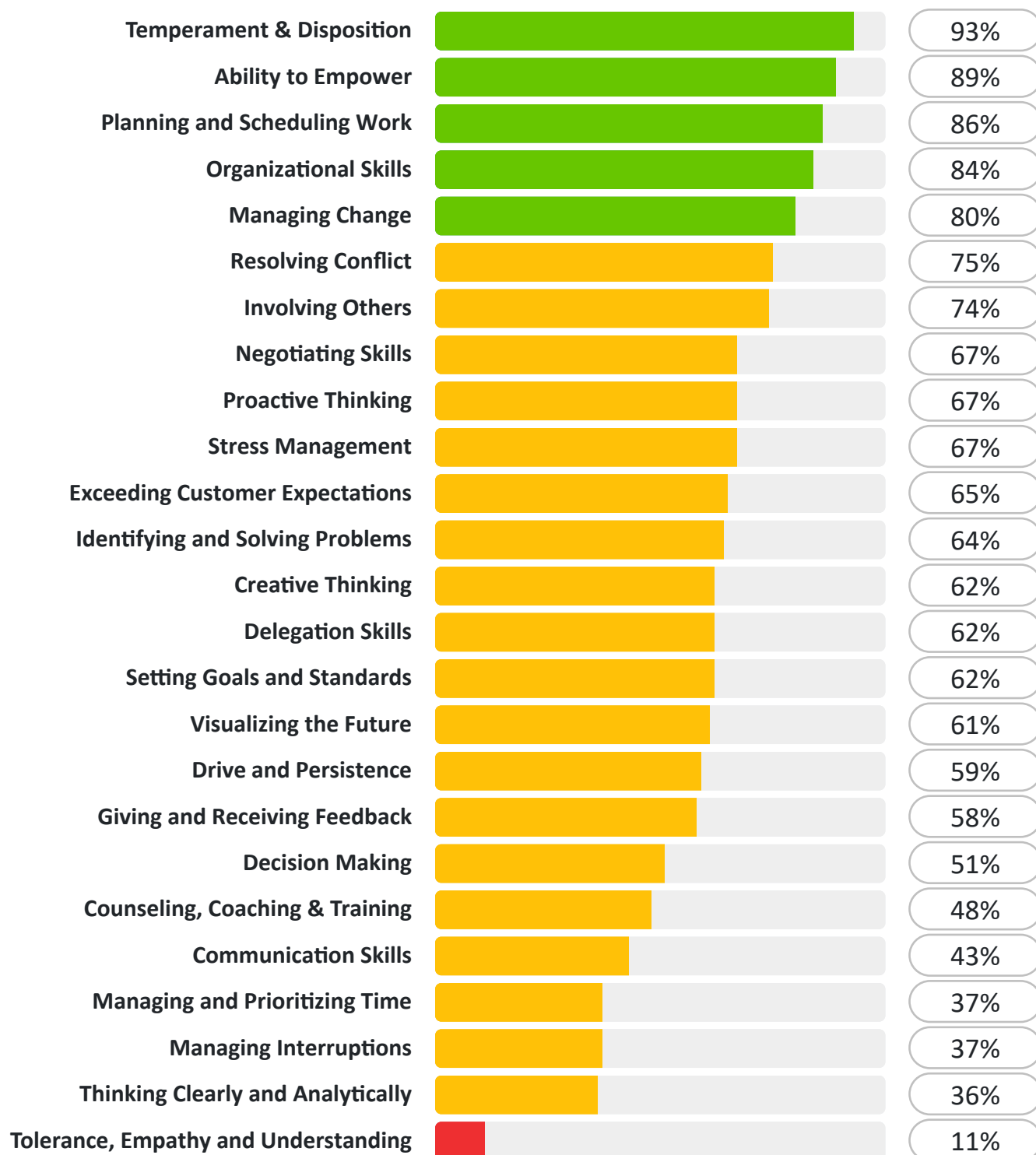
1. Well Developed (**Green** - top 20%)
2. Moderately Developed (**Yellow** - middle 60%)
3. Needs Development (**Red** - bottom 20%)

Some advice as you review your report:

- Read the report with an open mind. If you didn't think you had areas to improve, you likely wouldn't be completing this assessment. Some of your low competencies may surprise you, but you should accept them as an opportunity for growth.
- It isn't necessary for you to strengthen every competency. Consider the competencies that are most beneficial to your current career track for focused development.
- Discuss your results with someone who will give you honest feedback.
- When deciding on the competencies that require your focus, consider sharing the report with your manager. Management typically views employees with a desire to improve their skillset positively, and may be able to contribute valuable ideas and direction to your journey of personal and professional growth.
- Each competency is a percentile score that indicates the total percentage of other respondents who scored the same or lower than you. The individual questions are scored against a norm, the average score of all respondents on each question, and yield a variance that's either positive (you scored higher than the norm) or negative (you scored lower than the norm).

Category Breakdown

The following 25 competencies are key contributors to superior performance professionally as well as personally. Your responses to the CCI questionnaire indicate your current level of development in each of these 25 areas. Categories with red or yellow bars indicate competencies that require some level of improvement, while the green bars reveal strong development areas that should be enhanced with your continued personal and professional growth.



Ability to Empower

This competency looks at the extent to which you help people face their personal responsibilities and/or problems in order to deal with them successfully. It asks the question: "How successfully do you work with people to perform an honest appraisal of their shortfalls and encourage new thinking and strategies to overcome them?"

4.20

Above
Average

89.04%

Question Breakdown

1. I gently guide people without imposing my views.

Self	4.00	Norm	3.41	Variance	0.59
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2. I do not feel threatened when I give my delegated authority to others.

Self	4.00	Norm	3.91	Variance	0.09
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3. I avoid jumping in too quickly to help others, even when people make mistakes.

Self	5.00	Norm	2.90	Variance	2.10
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4. I offer broad direction on a task and let people design their own approach.

Self	4.00	Norm	3.55	Variance	0.45
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5. I ask people to make suggestions in order to generate ideas of their own.

Self	4.00	Norm	4.16	Variance	-0.16
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Recommendations for Overall Improvement

Low scorers need to become more comfortable providing direct and candid feedback to others about performance and encourage them to "stretch" to overcome poor or average performance. To do this, they should practice asking probing questions, and challenge themselves and others to think deeply and creatively about new or different approaches they can take as alternatives to the current situation.

Ways to Strengthen or Improve Ability to Empower

- Develop a set of useful questions that you can ask individuals to help them assess whether or not their current approach and actions represent the best they can achieve.
- Challenge people to focus on their true development needs and on what they plan to do to address them.
- Identify specific tasks or projects that can challenge and stretch people's skills and get them thinking in new directions.
- Create specific opportunities to empower individuals. Give them full responsibility for tasks and projects that you would normally handle yourself, depending on their skills or interest. This will stretch them.
- Engage in frequent "walk the talk" and one-to-one coaching with your team, and listen to what they are saying.
- Engage colleagues in debate about your own responsibilities, skills, and preferences, and look for opportunities to work together more collaboratively to get a better overall result for your organization.
- Carefully note where potential problems or bottlenecks can occur (that might have an impact on the performance of your team, and need to be managed).
- Refrain from feeling threatened when giving delegated authority to others.
- Encourage individuals you coach to look at the deeper root causes of their problems and challenges.
- Offer broad direction on tasks to allow people to design their own approach.

Temperament & Disposition

This competency refers to your internal desire to derive value and enjoyment from your relationships with other people. This competency area is all about developing an open, give-and-take attitude toward people in general.

4.80

Above
Average

93.49%

Question Breakdown

1. I believe that giving is better than receiving.					
Self	4.00	Norm	4.19	Variance	-0.19
2. I am generally a cheerful person.					
Self	5.00	Norm	4.16	Variance	0.84
3. I try to be reliable and sincere in order to build trust.					
Self	5.00	Norm	4.68	Variance	0.32
4. I am good at empathizing with people.					
Self	5.00	Norm	4.38	Variance	0.62
5. I introduce myself confidently when I meet a new person.					
Self	5.00	Norm	4.15	Variance	0.85

Recommendations for Overall Improvement

Low scorers need to find ways to feel more comfortable simply talking to people and need to be more accepting of personal feedback, support, and help. It is not easy to change quickly, but low scorers will find it helpful to try to see things from the other person's point of view, and should do things that will increase their empathy for others.

Ways to Strengthen or Improve Temperament & Disposition

- Make an effort to notice how others are feeling.
- Learn how to be more effective at making "small talk".
- Create effective relationships by giving and sharing.
- Design more personal time to relax, reflect, think, and pursue gentle recreation.
- Stop working when you know that you are tired and are clearly achieving less than your best.
- Try not to fill up your day with as much activity, targets, and priorities.
- Clearly separate your work from your leisure time, and keep the two apart as much as possible.
- Begin delegating responsibility and trust those that you delegate to.
- Give yourself permission to slow down.
- Begin the day with a guided meditation.

Communication Skills

Communication Skills looks at the extent to which you listen, respond, and provide genuine feedback to your contacts in order to strengthen all your relationships. It asks the question: "How effective are you at maintaining open and honest dialogue with people in your network in order to establish efficient communication channels?"

3.80

Average

42.81%

Question Breakdown

1. I read the speaker's body language, as well as listen to their words, to better interpret what they are telling me.

Self	5.00	Norm	4.37	Variance	0.63
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2. I try to understand what other people are feeling as well as what they are saying.

Self	4.00	Norm	4.40	Variance	-0.40
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3. I summarize the main points that have been covered at the end of the conversation.

Self	2.00	Norm	3.76	Variance	-1.76
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4. I deliver my message using a pace and style that is comfortable for others.

Self	4.00	Norm	3.68	Variance	0.32
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5. I avoid interrupting while the other person is speaking.

Self	4.00	Norm	3.54	Variance	0.46
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Recommendations for Overall Improvement

Low scorers should spend as much time as they can collecting useful data, information, and news and then carefully assess to whom it might be useful or interesting. Such information should be offered regularly and graciously to sales contacts as a way of opening up general communication channels and building relationships. It can also be used when initiating relationships with new contacts and relative strangers.

Ways to Strengthen or Improve Communication Skills

- Give people time to finish speaking before forming your own reply in your conversations. Listen, maintain your focus and concentrate as much as possible.
- Experiment with different communication methods so you can appeal to a wider range of people.
- Recognize that your actions are likely to speak most loudly when you are communicating to others.
- Practice varying your personal communication approaches to suit the situations that you encounter.
- Avoid complex, jargon-based, or overly technical words or phrasing that will make it difficult for your audience to understand or to act upon your message.
- Watch for small or subtle changes in the mood of the speaker or the way in which things are said in words or behavior.
- Concentrate as much as possible on what the other person is saying, and not on thinking about your next response.
- Summarize what you think you heard from time to time to be sure that you have heard them properly and reassure them that you did.
- Make a conscious decision to talk substantially less and listen more.
- Deliver your message using a pace and style that is comfortable for others.

Counseling, Coaching & Training

Counseling, Coaching, and Training refers to your ability to select the right people and develop them; reach agreement on plans for action; keep a balance between input and output; transfer responsibility to others; provide feedback effectively; and appropriately reward good performance.

3.80

Average

47.95%

Question Breakdown

1. I help people to identify their personal learning styles and preferences.

Self	3.00	Norm	3.62	Variance	-0.62
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2. I carefully assess what training or coaching may be needed by myself and others.

Self	3.00	Norm	3.94	Variance	-0.94
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3. I encourage people to regard every personal criticism as an opportunity to improve.

Self	4.00	Norm	4.05	Variance	-0.05
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4. I work with people to discover why performance "gaps" exist and what can be done to close them.

Self	4.00	Norm	3.75	Variance	0.25
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5. I help and encourage people to take on tasks and goals that will challenge them.

Self	5.00	Norm	4.18	Variance	0.82
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Recommendations for Overall Improvement

Low scorers must develop the ability to analyze human behavior, as well as use positive and negative reinforcement to influence others. These skills are critical to success in this competency. Low scorers also need to become less structured and more trusting that others can achieve results that meet their standards. They should offer only broad directional guidance when delegating (or assigning a task), and should avoid intervening unless it is absolutely critical or the individual asks for help.

Ways to Strengthen or Improve Counseling, Coaching, and Training

- Describe possible courses of action, but leave enough room for people to decide their own approaches and goals.
- Develop a set of general questions that you can ask to help individuals assess whether or not their current approach or actions represent the best they can achieve.
- Encourage individuals you coach to look at the deeper root causes of their challenges. Identify specific tasks or projects that can get them thinking in new directions.
- Recognize outstanding performance, and do it publicly to encourage others to do something similar.
- Be consistent in evaluating performance and in providing feedback; apply the same standards to everyone.
- If you provide negative feedback, provide it promptly and factually. Explain or describe the defect, the desired level of performance, and suggested solutions to the performance problem.
- In giving negative feedback, separate the person from the performance. Do say things like "You are lazy". Rather, discuss behaviors that are wrong ("This is the third time you are late with a report").
- Work with employees to help them prepare an individual development plan for the next year that lists activities and goals for their personal growth and development.
- Always set a date for a follow-up session to review progress.
- Speak often about the benefits of continual learning and broadening the mind.

Creative Thinking

This competency looks at how well you creatively draw together disparate information to arrive at robust and clear decisions or courses of action. It asks the question: "How challenging and/or innovative is your approach to processing new or conflicting data in order to make sense of it and act upon it wisely?"

4.20

Average

62.33%

Question Breakdown

1. I bring creative approaches to decision-making.

Self	5.00	Norm	4.15	Variance	0.85
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2. I am good at seeing connections between diverse ideas and concepts.

Self	4.00	Norm	4.14	Variance	-0.14
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3. I highly value diversity of perspectives and opinions.

Self	4.00	Norm	4.27	Variance	-0.27
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4. I see a conflict or a problem as an opportunity to find a new solution.

Self	3.00	Norm	3.99	Variance	-0.99
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5. I like to test out new ideas and see if I can come up with an innovative solution.

Self	5.00	Norm	4.07	Variance	0.93
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Recommendations for Overall Improvement

Low scorers should stop making rapid judgments about what they perceive or experience and make sure that they consider other possible courses of action before committing to a decision. This can be done in 3 ways:

1. Practice challenging assumptions.
2. Arrange and participate in brainstorming sessions to prepare for times when challenges or decisions arise.

Ways to Strengthen or Improve Creative Thinking

- Practice looking at issues, events, and problems from as many different points of view as possible.
- Ask yourself how you would react if something were to change dramatically. What would happen if a specific event occurred at a future time, when things were different? Could you reverse or invert some of the factors or parts of the situation? What could you introduce by way of new information or ideas to change or alter the situation?
- Design quiet time into every day to calmly reflect and synthesize data, evidence, and facts into information that can be used to make decisions regarding action.
- Look for unusual or different connections between seemingly disparate or conflicting ideas and concepts.
- Challenge your thinking and that of others so you all identify the most innovative and creative solutions possible before taking action.
- Bring creative approaches to decision-making.
- Look for connections between diverse ideas and concepts.
- Place a high value on diversity of perspectives and opinions.
- View a conflict or a problem as an opportunity to find a new solution.
- Test out new ideas to try to come up with innovative solutions.

Resolving Conflict

This competency refers to how well you deal with others' irritations and any resultant conflict or concern surrounding those issues. This competency area is all about adopting a positive, constructive, and solution-focused approach whenever conflict arises.

4.20

Above
Average

75.34%

Question Breakdown

1. I try to keep discussions issue-oriented and blame-free when conflict arises.

Self	4.00	Norm	4.14	Variance	-0.14
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2. I try to resolve conflict so that there are no losers.

Self	5.00	Norm	3.99	Variance	1.01
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3. I try to separate causes from effects when conflict arises.

Self	3.00	Norm	3.56	Variance	-0.56
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4. I find common ground to help people resolve differences.

Self	5.00	Norm	4.03	Variance	0.97
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5. I try to calm things down when discussions get a little heated.

Self	4.00	Norm	4.02	Variance	-0.02
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Recommendations for Overall Improvement

Low scorers need to think carefully about their own conflict-handling style and learn to separate themselves (personally and emotionally) from the facts and issues that have caused the conflict (typically failures in systems). Low scorers should also practice how to calm upset customers and find ways to get the customer to focus on the facts and the action steps that can sensibly resolve the problem that causes them concern.

Ways to Strengthen or Improve Resolving Conflict

- Try to quickly demonstrate your genuine and sincere concern that there is a dispute or conflict, and offer to work with the other person to find an acceptable solution.
- Use body language and words to help keep things calm and the discussion on an even keel.
- Spend more time carefully listening to the real or underlying issues in any given conflict situation.
- Look carefully for any situational or contextual factors that might be affecting the conflict that you can deal with directly.
- Before you respond, put yourself in the customer's shoes and try to see the situation the way it looks to them.
- See a conflict or a problem as an opportunity to find a new solution.
- Use analogies and metaphors to describe the situation to increase understanding.
- Avoid using destructive language.
- Keep your emotions under control and maintain a positive, respectful attitude.
- Believe that facing conflict directly is the healthy solution for both sides.

Decision Making

Decision Making refers to your ability to systematically weigh risks and examine options; identify limits, outcomes, and risks to be considered; assign weights to each possible alternative; and then select the option that best meets the desired goals and standards.

4.00

Average

50.68%

Question Breakdown

1. I like to see how something fits into the wider or bigger picture.

Self	4.00	Norm	4.37	Variance	-0.37
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2. I like to consult widely with people external to the organization.

Self	3.00	Norm	3.67	Variance	-0.67
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3. I consider how my decisions will affect others.

Self	5.00	Norm	4.14	Variance	0.86
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4. I review the accuracy of information before I make decisions.

Self	4.00	Norm	4.10	Variance	-0.10
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5. I think about the likelihood and consequences of my decisions, where appropriate.

Self	4.00	Norm	4.17	Variance	-0.17
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Recommendations for Overall Improvement

Low scorers need to understand that all strategies carry at least some degree of risk. They should take more time trying to measure or calculate risk in practical terms. Where the risk is not obvious, low scorers should question the likely impact of decisions and what contingency plans have been put in place should something go wrong

Ways to Strengthen or Improve Decision Making

- Design the criteria by which you are going to evaluate different options. Then write down all the alternative ideas or possible courses of action on paper, side-by-side.
- Listen carefully and patiently until all the information being presented is complete. Then decide.
- To avoid "group think," require members of your work unit to research and argue the alternative viewpoint and play devil's advocate. It will bring about more understanding of the broader consequences.
- Work out who is responsible for what, how, where, and when in the team, and look to minimize gaps and overlaps.
- Consider how your decisions will affect others.
- Review the accuracy of information before making decisions.
- Envision how the decision fits into the wider or bigger picture.
- Learn to use techniques such as a decision matrix, how to assign weights to these factors, and how to score each option (alternative) on each factor. This will help you greatly improve your performance.
- Before reaching a decision, evaluate the factual data and argue in your own mind the pros and cons of multiple courses of action. That will help you confidently reach a decision, present or propose it, and stick with it.
- Think about the subject of risk from two perspectives: The likelihood that there will be a problem (and how frequently it might occur), and possible consequences and their severity. First think in terms of high, medium, or low risk, but develop this into a more discerning calculation system in due course.

Delegation Skills

This competency looks at how well you assess the tasks that should be performed by you and your ability to empower others to fulfill tasks that are better completed by them. It asks the question: "How effectively do you spread out your tasks or workload in order to stay personally in control or on top of things?"

4.00

Average

62.33%

Question Breakdown

1. I don't have to do all the to-do items on my list myself.

Self	5.00	Norm	3.52	Variance	1.48
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2. I quickly assess when a target or deadline will be missed.

Self	2.00	Norm	3.78	Variance	-1.78
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3. I give clear and easy-to-understand instructions to those whom I ask to help me.

Self	4.00	Norm	3.96	Variance	0.04
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4. Some people are much more able than I am at getting something done skillfully.

Self	4.00	Norm	3.92	Variance	0.08
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5. I believe that people need to be given new and different challenges in order to grow and learn.

Self	5.00	Norm	4.52	Variance	0.48
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Recommendations for Overall Improvement

Low scorers in this area need to invest more time and energy in sharing their skills with others and in accepting the fact that some people can tackle a number of tasks as well, if not better, than they can. Start with delegating only small tasks or trading work you enjoy (or are good at) with work that colleagues might do better. The more you use this cooperative approach, the more natural delegation will be.

Ways to Strengthen or Improve Delegation Skills

- Consider your colleagues and review their skills and abilities relative to your own.
- Reflect upon the balance of workload that prevails in a given day or week (including the peaks and troughs).
- Review your own skills and abilities and develop a list of tasks and activities that could become the basis of discussion for delegating to others.
- Consider the tasks or projects that could help individuals to grow or learn new skills.
- Don't personally complete all the to-do items on a list.
- Quickly assess when a target or deadline will be missed.
- Give clear and easy-to-understand instructions to those who have been delegated tasks.
- Recognize that others are fully able to complete a task skillfully.
- Understand that people need to be given new and different challenges in order to grow and learn.
- Avoid jumping in too quickly, even when people make mistakes.

Drive and Persistence

This competency looks at the extent to which you tenaciously stay on track and maintain a persistent focus on your goals. It asks the question: "How relentlessly do I pursue my targets, even in the face of challenge and/or adversity?"

4.40

Average

59.25%

Question Breakdown

1. I believe that people can move mountains if they try.

Self

5.00

Norm

4.46

Variance

0.54

2. I constantly work to improve myself.

Self

4.00

Norm

4.52

Variance

-0.52

3. I don't give up easily, even when the going is hard.

Self

4.00

Norm

4.36

Variance

-0.36

4. It is okay to fail, as long as you have given your best.

Self

5.00

Norm

4.16

Variance

0.84

5. I have the courage of my convictions.

Self

4.00

Norm

4.12

Variance

-0.12

Recommendations for Overall Improvement

Low scorers need to set only those goals or targets that can realistically be achieved that they have the time and commitment to assiduously work toward . Low scorers also need to develop their assertiveness skills to more firmly deal with distractions and competing priorities, and more readily defend their own priorities from attack.

Ways to Strengthen Drive and Persistence

- Carefully record every commitment that you make and prioritize all that are important to you. Post it where you will see it every morning.
- Plan how you will maintain your focus and energy to achieve success.
- Practice being more assertive about your own needs. Tell people about your important goals, and inform them firmly that these cannot be compromised or put ahead of things that are less significant for you personally.
- Always maintain the courage of your convictions and demonstrate as much calm, assured leadership as you can even when you are inwardly uncertain.
- Constantly work to improve yourself.
- Don't give up easily, even when the going is hard.
- Recognize that it is okay to fail, as long as you have given your best.
- Have the courage of your convictions.
- Even in the face of obstacles, remain committed by sticking to your plans.
- Celebrate your successes, rather than worry about your failures.

Exceeding Customer Expectations

This competency looks at the extent to which you have your "environmental radar" tuned to the economy, competitors, markets, and customers to guide your day-to-day actions. It asks the question: "How well do you listen to external sources of information and work across functions, departments, and teams in order to provide service excellence to your customers?"

4.20

Average

65.41%

Question Breakdown

1. I have a high commitment to quality and professionalism in all my customer dealings.

Self	4.00	Norm	4.52	Variance	-0.52
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2. I understand and keep up-to-date with competitor activity.

Self	4.00	Norm	3.48	Variance	0.52
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3. I look for ways to improve processes by carefully listening to my customers.

Self	5.00	Norm	4.16	Variance	0.84
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4. I actively seek customer feedback internally and externally, formally and informally.

Self	4.00	Norm	3.97	Variance	0.03
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5. I demonstrate customer service excellence every day: I "walk the talk".

Self	4.00	Norm	4.15	Variance	-0.15
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Recommendations for Overall Improvement

Low scorers need to spend more time talking about the industry in general with colleagues from other functions and departments and use this experience to start nurturing useful contacts inside and outside the business. This might include similar or competitive service organizations, suppliers, and other intermediary businesses. Learn to steer these conversations toward what people think about the direction of the economy, trends in competitor activity, and shifts in consumer attitudes or expectations so you can better inform and serve your customers.

Ways to Strengthen or Improve Exceeding Customer Expectations

- Read widely and regularly to keep up to date about market trends and what is considered enterprise level best practices and innovations in your industry and sector.
- Take a greater interest in customer feedback, and actively communicate with customers so you know the strengths and weaknesses of what competitors are offering and how your offer can be improved.
- Identify one key process in your work area that could be improved by technology and develop a plan to describe how this might be brought about.
- Engage in external process benchmarking to test whether or not a targeted performance area is at a sufficiently competitive level for customer needs.
- Commit to quality and professionalism in all your customer dealings.
- Understand and keep up-to-date with competitor activity.
- Look for ways to improve processes by carefully listening to customers.
- Actively seek customer feedback internally and externally, formally and informally.
- Demonstrate customer service excellence every day: "walk the talk".
- Know your product offerings inside and out.

Giving and Receiving Feedback

This competency looks at the extent to which you process what you see and hear in order to engage fully in a conversation and respond intelligently, according to the circumstances. This competency asks the question: "How well do you reflect and process information while someone is speaking, in order to both understand the key aspects being communicated and determine how you might respond?"

4.00

Average

58.22%

Question Breakdown

1. I provide concrete and specific examples in order to help people understand.

Self	4.00	Norm	4.16	Variance	-0.16
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2. I follow up with people to see how well they are progressing.

Self	4.00	Norm	3.93	Variance	0.07
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3. I encourage and guide people to seek feedback from a wide variety of different sources.

Self	4.00	Norm	3.85	Variance	0.15
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4. I avoid giving destructive feedback or comments.

Self	4.00	Norm	3.88	Variance	0.12
------	------	------	------	----------	------

5. I openly demonstrate that I appreciate feedback from other people.

Self	4.00	Norm	4.11	Variance	-0.11
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Recommendations for Overall Improvement

Low scorers need to practice asking genuine and sincere questions when their understanding in a discussion is less than it should be. They should also practice asking different kinds of questions, and offer simple summaries of key points at appropriate conversational intervals.

Ways to Strengthen or Improve Giving and Receiving Feedback

- Avoid pre-judging people's messages or intentions.
- Use more paraphrasing, examples, and analogies when you are clarifying what you hear, or ask the other person directly to explain what they are saying in a different way.
- Use questions to confirm your understanding before responding.
- Always offer constructive feedback comments not negative or destructive remarks.
- Find suitable times and places to offer feedback genuinely, without unduly "softening" it.
- Use analogies, metaphors, and examples to illustrate what you mean, but be clear about your expectations.
- Openly demonstrate that you appreciate feedback from others
- Practice asking questions in a variety of ways so you will be able to get people to say more or to elaborate fully on what they mean.
- Summarize points frequently and make sure that you have understood each statement that has been made as a discussion unfolds.
- Look for key themes or core points in conversations.

Identifying and Solving Problems

This competency refers to your ability to identify barriers that interfere with the achievement of goals, and to apply a systematic set of procedures to eliminate or reduce the causes. This competency examines your ability to distinguish between symptoms and problems, collect and weigh evidence relating to causes, and implement the most appropriate course(s) of action.

4.00

Average

63.7%

Question Breakdown

1. I seek all the relevant information, not just what is presented to me.

Self	3.00	Norm	4.16	Variance	-1.16
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2. I carefully look for gaps in the information that has been collected.

Self	4.00	Norm	3.85	Variance	0.15
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3. I continually demonstrate how to use a range of problem-solving methods and tools.

Self	5.00	Norm	3.81	Variance	1.19
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4. I help people to identify several possible answers or options, rather than just one.

Self	4.00	Norm	4.08	Variance	-0.08
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5. I am able to put aside my personal agenda in most situations and think objectively about my options.

Self	4.00	Norm	3.92	Variance	0.08
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Recommendations for Overall Improvement

Low scorers need to first think about how they will gather and process data before actually doing so. They should ensure that the information they use is complete, reliable, and clearly organized. Facts should be separated from opinions, and hard evidence from supposition.

Ways to Strengthen or Improve Identifying and Solving Problems

- Seek all the relevant information, not just what is presented.
- Carefully look for gaps in the information that has been collected.
- Continually demonstrate how to use a range of problem-solving methods and tools.
- Help people to identify several possible answers or options, rather than just one.
- Put aside your personal agenda and think objectively about the options.
- Evaluate the reasoning processes that have been used to reach particular conclusions, and ask whether they have been sound, reasonable, and comprehensive.
- Avoid making hasty assessments or arriving at the easiest or most convenient conclusions.
- Develop step-by-step processes for gathering and organizing data logically and in an ordered fashion.
- Generate or standardize a set of questions that will help you to collect all the information you need without any obvious gaps.
- Openly admit when there are gaps in the information you need, and ask questions whenever you are unsure.

Involving Others

This competency concerns the success of your efforts to talk and consult with others to both gain and impart useful information. It asks the question: "How well do you network with people to understand or learn about their feelings, and to give and solicit ideas about handling change?"

4.20

Average

73.63%

Question Breakdown

1. I like to encourage people to come up with their own conclusions.

Self	4.00	Norm	4.00	Variance	0.00
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2. I believe that networking and relationship-building are key to getting things done.

Self	5.00	Norm	4.21	Variance	0.79
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3. I seek input from many people when change is likely to occur.

Self	4.00	Norm	3.91	Variance	0.09
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4. I solicit input from quiet and reserved people on their reactions and views.

Self	3.00	Norm	3.63	Variance	-0.63
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5. I demonstrate that I value the opinions of others.

Self	5.00	Norm	4.14	Variance	0.86
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Recommendations for Overall Improvement

The low scorer should value the potential contribution and input of others around them to offer new insights on handling change, as well as offer to share their own input more widely. To do this, low scorers should seek people out at the earliest possible opportunity when change occurs, and adopt an open, two-way feedback approach that helps to build trust and cooperation.

Ways to Strengthen or Improve Involving others

- Build relationships with people who are open and generous with their time.
- Ask people about their ideas and suggestions.
- Seek to regularize an informal exchange process as part of your daily schedule.
- Support people when they make minor or understandable mistakes, and encourage them to assess what they can do differently.
- Reward hard work, innovation, and efforts to stretch personal boundaries.
- Avoid interrupting the other party when he or she is speaking.
- When you have a turn to speak, tell the speaker about several points he or she made that you thought were especially good.
- Encourage people to reach their own conclusions.
- Understand that networking and relationship-building are key to getting things done.
- Make a point of soliciting input from quiet and reserved people on their reactions and views.

Managing and Prioritizing Time

This competency refers to your ability to manage time, negotiate priorities, and exercise self-discipline. It also looks at your capacity to control interruptions by shaping the behavior of others whose priorities are different, as well as your ability to become time-effective, rather than time-efficient.

3.20

Average

36.64%

Question Breakdown

1. I accomplish most of my priorities even when interrupted a lot.

Self	4.00	Norm	3.67	Variance	0.33
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2. I tend to start and finish my scheduled activities or events of the day on time.

Self	3.00	Norm	3.32	Variance	-0.32
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3. I like to set aside time each day to re-schedule or re-prioritize.

Self	2.00	Norm	3.21	Variance	-1.21
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4. I pace myself so that targets or deadlines can be met.

Self	3.00	Norm	3.69	Variance	-0.69
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5. I understand my own limitations and the limitations of others around me.

Self	4.00	Norm	3.83	Variance	0.17
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Recommendations for Overall Improvement

Low scorers need to organize people, resources, goals, deadlines, and available time in order to achieve the right results, rather than float through each day adrift on a sea of changing priorities. Low scorers need to take charge of their personal priorities and learn that there is always an optimal sequence for tackling a series of future tasks or projects.

Ways to Strengthen or Improve Managing and Prioritizing Time

- Make sure that all your planned and unplanned activities of the day and week are always scheduled and rescheduled as necessary.
- Set up a system to make sure that you can find things you need regularly, and think carefully about targets and deadlines for tasks or projects.
- Do not make commitments until you have looked at your overall workload and worked out what is possible and how much reorganization will be necessary.
- Realistically recognize your own limitations and the limitations of others around you, (upon whom you will need to depend to meet your targets and deadlines).
- Design "spare" time into your daily or weekly schedule to allow for some interruptions (but be clear about how you will manage them when they occur).
- Commit to managing casual interruptions by clearly telling people who drop in that you have important priorities that must be attended to first.
- Start and finish scheduled activities or events of the day on time.
- Set aside time each day to re-schedule or re-prioritize.
- Pace yourself so that targets or deadlines can be met.
- Understand your limitations and the limitations of others.

Managing Change

This competency looks at how well you anticipate and plan for future change and how you manage yourself and others to handle it well. It asks the question: "How effectively do you manage personal and widespread change in order to actively steer the process to positive and beneficial ends?"

4.20

Above
Average

80.14%



Question Breakdown

1. I act as a role model for new and different ways of doing things.

Self	5.00	Norm	3.83	Variance	1.17
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2. I make sure that effective contingency plans are designed and available.

Self	4.00	Norm	3.46	Variance	0.54
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3. I listen carefully when team members voice their concerns and fears about change.

Self	4.00	Norm	4.17	Variance	-0.17
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4. I break down any project dealing with change into manageable parts or tasks.

Self	4.00	Norm	3.88	Variance	0.12
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5. I take responsibility for coordinating actions and/or groups of people in change projects.

Self	4.00	Norm	3.80	Variance	0.20
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Recommendations for Overall Improvement

Low scorers should try to become less "consumed" by daily activities and priorities and spend much more time anticipating what might be around the corner. Low scorers should seek out and talk to effective agents or managers of personal and organizational change in order to learn coping strategies for different situations and circumstances.

Ways to Strengthen or Improve Managing Change

- Design regular time into your day or week to think about the medium- or long-term future (not just your day-to-day or most pressing issues or problems).
- Imagine a range of possible outcomes or results that could come about as a result of specific personal or organizational changes that might affect you in the future.
- Actively look for opportunities to introduce "step-change" initiatives, rather than small incremental improvements, whenever the benefits are clear.
- Develop a written plan to include contingencies, milestones, and measures for each of your more significant projects.
- Carefully assess the risks that you foresee before each significant change event or project takes place.
- Spend quality time looking ahead so you are prepared for change or (as unsurprised as possible) when it occurs.
- Firmly but fairly lead people to talk about new changes, rather than ignore them or criticize them.
- Act as a role model for new and different ways of doing things.
- Listen carefully when team members voice their concerns and fears about change.
- Break down any change project into manageable parts or tasks.

Managing Interruptions

This competency looks at how well you stay on track when people or unexpected events interfere with your plans. It asks the question: "How flexible are you in your work when unexpected events or interruptions occur?"

3.20

Average

37.33%

Question Breakdown

1. I am comfortable asking informal visitors to come back later if I'm busy.

Self	2.00	Norm	3.43	Variance	-1.43
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2. I am not easily distracted by lots of activity or noise around me.

Self	2.00	Norm	2.90	Variance	-0.90
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3. I maintain good humor even when there are a lot of unexpected demands on my time.

Self	5.00	Norm	3.72	Variance	1.28
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4. I operate on an "open door" basis as much as possible.

Self	5.00	Norm	3.92	Variance	1.08
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5. I switch my calls to voice mail or turn off my cell phone when I don't want to be interrupted.

Self	2.00	Norm	3.31	Variance	-1.31
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Recommendations for Overall Improvement

Low scorers need to clarify when interruptions are generally not acceptable (close the door of a room, transfer calls to voice mail, etc.). In addition, low scorers should recognize that not every interruption requires their full attention and immediate action. Instead, such interruptions should be speedily assessed and allocated appropriate time on the prioritized to-do list.

Ways to Strengthen or Improve Managing interruptions

- List the main interruptions that you are likely to encounter (phone calls, mail, drop-in visitors, etc.) and how you plan to deal with them.
- Design time into your day or your week to allow for some interruptions (but be clear about how you will manage them when they occur).
- Assess how much time you will allow before you need to prioritize your workload and get back on track, when interruptions occur.
- Be firm in managing casual interruptions from people by clearly telling them that you have important priorities that you must do first.
- Become comfortable asking informal visitors to come back later if you are busy.
- Learn to "tune out" activity and noise around you.
- Maintain good humor even when there are a lot of unexpected demands on your time.
- Control or eliminate self-distractions such as email and phone notifications.
- Block time for tasks that require a high degree of focus.

Negotiating Skills

This competency refers to the skills you use to work collaboratively with others on requests, queries, and feedback in order to best satisfy all parties. This competency area is about applying appropriate and effective negotiation and influencing strategies in order to create mutually beneficial outcomes.

4.00

Average

66.78%

Question Breakdown

1. Silence is a very useful tool in negotiations.

Self	4.00	Norm	3.85	Variance	0.15
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2. It is useful in negotiations to start with what is already agreed upon, rather than what is up for debate.

Self	4.00	Norm	4.06	Variance	-0.06
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3. Focusing on the facts gets the best result in most negotiations.

Self	4.00	Norm	3.80	Variance	0.20
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4. It is always important to stay objective.

Self	4.00	Norm	3.98	Variance	0.02
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5. Movement on both sides is the essence of good negotiating.

Self	4.00	Norm	4.09	Variance	-0.09
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Recommendations for Overall Improvement

Low scorers need to understand their existing negotiating style and the styles adopted by customers. They will need to learn to "flex" styles when appropriate. Low scorers should also become familiar with an array of negotiating methods and tactics (e.g., different questioning techniques, shifting conversation focus, lateral thinking, and the careful use of if-then statements).

Ways to Strengthen or Improve Negotiating Skills

- Keep the tone of your voice low and calm.
- Summarize what has been said every few minutes to be sure you are understanding one another.
- Look carefully for areas of agreement (rather than disagreement), and try to build on them when suggesting alternative courses of action.
- Share ideas and make proposals positively and enthusiastically.
- Always try to look for opportunities to find solutions that represent a "win" for both parties.
- Remember that silence is a very useful tool in negotiations.
- Start with what is already agreed upon, rather than what is up for debate.
- Focus on the facts to get the best result in most negotiations.
- Remain objective.
- Aim for movement on both sides in a successful negotiation.

Organizational Skills

Organizational Skills looks at how well you organize and prioritize projects (one-time programs) and processes (ongoing workflow) to efficiently and successfully complete your tasks and priorities. It asks the question: "How effectively do you organize yourself and the information you gather about tasks and priorities in order to maximize your chances of success?"

4.40

Above
Average

84.25%



Question Breakdown

1. I can generally find all the things that I am looking for.

Self	4.00	Norm	3.83	Variance	0.17
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2. I follow through on any promises and commitments made.

Self	5.00	Norm	4.16	Variance	0.84
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3. I like to briefly read my correspondence and prioritize it.

Self	4.00	Norm	3.81	Variance	0.19
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4. I like to establish sound systems and processes that can be easily followed.

Self	4.00	Norm	3.95	Variance	0.05
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5. I easily recognize the priority of important tasks, even when they are not urgent.

Self	5.00	Norm	4.09	Variance	0.91
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Recommendations for Overall Improvement

Low scorers need to establish a contact management system (either manual or digital) and force themselves to log information from sales-oriented meetings and conversations as soon as they occur. In addition, they should regularly transfer key data into the system including information from discussions with prospects and customers, leaflets, brochures, and business cards. They need to sort, categorize, and label the data so that it is easy to find when needed.

Ways to Strengthen or Improve Organizational Skills

- Purchase, design, or adapt a sales/contact management system that is easy to use and easy to maintain. Use it to store, manage, and access all of your sales contact details.
- Develop the habit of making regular notes after all of your sales visits or meetings, and transferring the most relevant data to your contact management system.
- Write down your work-related goals and your personal goals for the week or month ahead, and how much time appears to be needed to work on each.
- Seek out all the regular wasted time and effort in your weekly schedule and develop a comprehensive plan to eliminate it.
- Establish systems and processes that can be easily followed for regular tasks such as checking email.
- Make sure that your expected results are built into your planning, scheduling, and organizational process.
- Create schedules and deadlines and commit to meeting them.
- Declutter your work area regularly.
- Ensure you have backups of all-important data.
- Delegate tasks when possible.

Planning and Scheduling Work

This competency looks at your ability to analyze complex tasks and break them into manageable units, select and manage resources appropriate to the tasks, use systems and techniques to plan and schedule work, and set checkpoints and controls for monitoring progress.

4.40

Above
Average

86.3%



Question Breakdown

1. I carefully assess the resources that are available to achieve a particular outcome.

Self	5.00	Norm	3.98	Variance	1.02
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2. I set aside time on a regular basis to work on my objectives.

Self	4.00	Norm	3.67	Variance	0.33
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3. I calculate how much time and effort will be necessary to achieve particular goals.

Self	4.00	Norm	3.59	Variance	0.41
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4. I assess any shortfalls in my ability to meet targets or deadlines.

Self	4.00	Norm	3.74	Variance	0.26
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5. I prioritize my objectives from most to least important.

Self	5.00	Norm	3.86	Variance	1.14
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Recommendations for Overall Improvement

Low scorers need to take more time to plan and organize before they begin working on their objectives. They must look for balance and coordination among objectives and be absolutely sure that they can meet deadlines or targets. If not, they must change the plan or the goal.

Ways to Strengthen or Improve Planning and Scheduling Work

- Talk to people about their priorities and commitments before estimating how much time, effort, and resources will be necessary to achieve particular goals.
- Use your experience to build appropriate lead-times into your goals, and line up people to help where this is necessary and appropriate.
- Prioritize objectives from most to least important.
- Make a list and prioritize it into MUST DO, SHOULD DO, and NICE TO DO IF THERE IS TIME categories.
- Force yourself to spend at least a few minutes each day writing out what is important to achieve in the day or the week ahead.
- Look to delegate to colleagues more frequently to better understand people's real capabilities.
- Force yourself to spend at least a few minutes each day with a pen and paper, and reflect upon what is important to achieve in the day or the week ahead.
- Stick to your daily plan as much as you can, once it has been thought through.
- Ensure that breaks, quiet time, and catch-up gaps are planned into each day.
- Carefully estimate the time and resources required to achieve a goal before committing to any deadlines upon which others might depend.

Proactive Thinking

Proactive thinking is your ability to maintain a conscious awareness of events and situations around you, and to be ready to take action when you see change on the horizon. It asks the question: "To what extent do you regularly reflect upon what might happen in the future and make small adjustments now to be as well prepared as possible?"

4.00

Average

67.12%

Question Breakdown

1. I spend a lot of time anticipating what the future might hold.

Self	4.00	Norm	3.51	Variance	0.49
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2. I think through the future implications of all my major actions and decisions.

Self	4.00	Norm	3.94	Variance	0.06
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3. I develop contingency plans.

Self	4.00	Norm	3.52	Variance	0.48
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4. I often think, "How could this be done differently?"

Self	4.00	Norm	4.02	Variance	-0.02
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5. I believe that past lessons can help to understand what could happen in the future.

Self	4.00	Norm	4.38	Variance	-0.38
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Recommendations for Overall Improvement

Low scorers need to build relationships with people in the organization who are known for their proactivity, and learn to emulate their behavior in thinking ahead, initiating small-scale change, and finding ways to keep their knowledge and skills up-to-date and growing.

Ways to Strengthen or Improve Proactive thinking

- Build in some quality time to think about the future and changes that might occur.
- Generate a range of possible scenarios and write down what might need to change now to avoid a problem or capitalize on an opportunity.
- Plan how you might respond positively to new or unusual experiences.
- Network with a wide range of people to actively keep up-to-date and ahead of the game.
- Actively engage several teammates in discussion about the future, and overall direction in general.
- Write down your goals according to your thoughts and share these with the team to ensure consistency and alignment.
- Organize special team "get togethers" away from the workplace, to allow people time to reflect.
- Invite team members to informally submit ideas about future direction in many different ways.
- Give some thought to, "How could this be done differently?"
- Be aware that past lessons can help to understand what could happen in the future.

Setting Goals and Standards

This competency refers to your ability to manage activities and projects using measurable goals and standards, and working with others to set goals and standards to develop understanding and build commitment. It looks at your ability to evaluate and prioritize goals, intentions, and action standards; eliminate barriers to the goal-setting process; evaluate goals against criteria and standards; and use goals to motivate.

3.80

Average

61.64%

Question Breakdown

1. I have a clear set of targets and priorities.

Self	4.00	Norm	3.81	Variance	0.19
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2. I find that people need to know where they are going, as well as why and how to get there.

Self	5.00	Norm	4.25	Variance	0.75
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3. I use task milestones to check overall goal achievement and adjust if necessary.

Self	3.00	Norm	3.51	Variance	-0.51
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4. I set standards and targets that are specific, action oriented, and realistic.

Self	4.00	Norm	3.76	Variance	0.24
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5. I stay focused and do not let people get sidetracked or distracted.

Self	3.00	Norm	3.33	Variance	-0.33
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Recommendations for Overall Improvement

Low scorers need to weigh alternative courses of action to achieve a particular result more effectively, as well as decide on the general direction and communicate it clearly. They will need to define appropriate standards to achieve the desired result. Low scorers should try to get one or two other people to help them stay on track and consistently remind everyone of the goals and targets they are working toward.

Ways to Strengthen or Improve Setting Goals and Standards

- Set clear goals for yourself, and use the experience to set broader targets that are concise and action-oriented.
- Keep reviewing your written goals to ensure that they remain realistic and that you stay on track.
- Hold regular progress review meetings so that everyone working on large-scale goals will develop better overall team spirit.
- Get every individual in the team to learn how to add value to their own growth and development, and to the growth of the organization.
- Make sure that at least one person is accountable for recording all the useful lessons learned at every formal or informal meeting.
- Have a clear set of targets and priorities.
- Know that people need to know where they are going, as well as why and how to get there.
- Use task milestones to check overall goal achievement and adjust if necessary.
- Set standards and targets that are specific, action oriented, and realistic.
- Stay focused and do not let people get sidetracked or distracted.

Stress Management

This competency looks at your ability to remain calm and stay focused when the pressure is on or a crisis occurs. It asks the question: "When the people around you are all losing their heads, can you keep yours?"

3.60

Average

67.47%

Question Breakdown

1. I avoid working late into the evening or on weekends.

Self	1.00	Norm	2.64	Variance	-1.64
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2. If I have to wait for a late bus, plane, or appointment, I calmly re-prioritize.

Self	4.00	Norm	3.55	Variance	0.45
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3. I do a lot of my best work under pressure.

Self	4.00	Norm	3.61	Variance	0.39
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4. I take things one step at a time, even when the pressure is on.

Self	4.00	Norm	3.71	Variance	0.29
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5. People turn to me in a storm because I think clearly and remain calm.

Self	5.00	Norm	3.85	Variance	1.15
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Recommendations for Overall Improvement

Low scorers need to accept pressure as something to be managed as flexibly as possible. Strong efforts should be made to protect planning time, thinking time, breaktime, and relaxation time when pressure is at its greatest. Ultimately, pressure should be viewed as something to be creatively managed and reduced-not endured as a long-term "norm."

Ways to Strengthen or Improve Stress Management

- Do some quiet reflective thinking or contemplation on the sort of pressure or crises that arise on a regular basis (or of a similar type when it occurs).
- Develop a range of flexible coping strategies that can be deployed during stressful times.
- Include more planning, stronger prioritization, delegation, more short breaks, or other coping tactics into your schedule.
- Take your time and calmly rethink your most important priorities when the pressure is on or crises occur.
- Avoid working late into the evening or on weekends.
- When waiting for a late bus, plane, or appointment, use the time to calmly re-prioritize.
- Take things one step at a time, even when the pressure is on.
- Engage in some type of physical activity.
- Learn to say "no" when saying "yes" is going to increase your stress.
- Learn and practice physical relaxation techniques such as yoga, meditation, and tai-chi.

Thinking Clearly and Analytically

This competency refers to your ability to apply logic and think analytically in order to effectively interpret situations and information before deciding on a course of action. It examines your ability to identify valid premises and draw logical conclusions from them; separate fact from inference and assumption; use inductive and deductive logic effectively; and recognize fallacies, false premises, and generalizations that are based on insufficient evidence.

3.80

Average

36.3%

Question Breakdown

1. I suspend judgment until I have fully collected and organized my thoughts.

Self	4.00	Norm	3.72	Variance	0.28
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2. I try to eliminate bias and prejudice.

Self	4.00	Norm	4.16	Variance	-0.16
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3. I take reflection time to adjust my thinking and increase my understanding.

Self	3.00	Norm	4.12	Variance	-1.12
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4. I am openly willing to hear divergent views that are very different from my own.

Self	4.00	Norm	4.20	Variance	-0.20
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5. I anticipate the consequences of my thoughts and decisions.

Self	4.00	Norm	4.02	Variance	-0.02
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Recommendations for Overall Improvement

Analytical thinking is a skill not usually taught in school, but it can be improved through training and development. Low scorers need to ask the question "Why?" much more frequently rather than accept information at face value. Low scorers should also seek out views that are different from their own, look for the significance of these ideas, and see if these diverse perspectives provide a more useful explanation or complete picture of what is happening.

Ways to Strengthen or Improve Thinking Clearly and Analytically

- Practice mentally challenging what you see and hear, and try generating more than one interpretation or alternative to explain your experiences.
- Try to be less dogmatic in your views, and become more comfortable with ambiguity.
- Develop your curiosity by asking "how" and "why" as often as you sensibly can.
- Check your own thinking for any undue prejudice and bias when you are evaluating ideas or suggestions.
- Always consider the consequences of your ideas, opinions, judgments, and decisions, and then take time to reflect. This will improve the overall quality of your thinking.
- Listen carefully and patiently until all the information being presented is complete, before coming to a decision.
- Read widely and look for broad trends and patterns in events, situations, news reports, opinion and analysis and so on.
- Build a network of contacts outside your organization that can help you to keep up-to-date and in touch with the latest thinking.
- When you don't understand or want to know more, ask questions including the question "why?".
- Be openly willing to hear divergent views that are very different from your own.

Tolerance, Empathy and Understanding

This competency refers to the extent to which you create a positive climate when communicating with people, and your ability to demonstrate an understanding of the other person's viewpoint and feelings. This competency area is all about building a spirit of trust and sincerity in order for others to feel that you identify with them and care about their concerns.

3.60

**Below
Average**

11.3%

Question Breakdown

1. I show warmth, sincerity, and friendliness to everyone, whatever their race, color, creed, or belief.

Self	4.00	Norm	4.62	Variance	-0.62
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2. Diverse opinions should always be gathered before a major decision is made.

Self	4.00	Norm	4.15	Variance	-0.15
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3. Knowledge about different cultures helps build stronger teams.

Self	3.00	Norm	4.45	Variance	-1.45
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4. I believe in creatively finding new ways to bring different people together.

Self	4.00	Norm	4.19	Variance	-0.19
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5. Our diverse cultural mix provides a rich tapestry of talent that can move mountains.

Self	3.00	Norm	4.35	Variance	-1.35
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Recommendations for Overall Improvement

Low scorers need to develop their attentive listening skills and try not to assume that what people say is all of what they mean. Although it is extremely difficult to do in the short term, low scorers need to think more deeply about how customers are feeling as well as what they are saying, and need to reflect on what might be causing these feelings before they comment or respond.

Ways to Strengthen or Improve Tolerance, Empathy and Understanding

- Commit to being positive, sincere, and open in all your conversations with others (on the telephone, via e-mail, face-to-face, etc.).
- Be sensitive to a person's feelings and emotions as well as their words.
- Try to develop a climate of trust with others by being as genuine and honest with them as you can.
- Think deeply about your own personal values, and share them with your colleagues.
- Gather the opinions or views of people around you (your supervisor, peers, and team members). Reflect on how you are perceived, and how you personally feel about the feedback.
- Use the feedback from peers to plan how you might modify your behavior (building on the positives and lessening or eliminating the negatives).
- Make a strong effort to put yourself in the other person's position and to imagine what they might be feeling or where they might be coming from in sending their message.
- Let people express their thoughts and feelings fully without interrupting.
- Openly share your interests with other people, and encourage them to share their interests with you.
- Develop mutual trust in your coaching relationships by being genuine and honest.

Visualizing the Future

This competency is the extent to which you spend time thinking about the medium and long-term future in order to identify a positive and compelling vision of what could be. It asks the question: "How well do you anticipate and find ways to describe to others creatively or inspirationally what may happen in the long term?"

4.00

Average

61.3%

Question Breakdown

1. I try to describe the future for others in many different ways.

Self	3.00	Norm	3.68	Variance	-0.68
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2. I believe that my choices today can shape what happens tomorrow.

Self	5.00	Norm	4.58	Variance	0.42
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3. I generate several possible future scenarios and invite people's comments.

Self	4.00	Norm	3.73	Variance	0.27
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4. People that know me would say that I turn visions into reality.

Self	4.00	Norm	3.77	Variance	0.23
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5. I like to think about the best possible future outcomes, and then work backwards to see what we have to do now to try to reach those outcomes.

Self	4.00	Norm	3.90	Variance	0.10
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Recommendations for Overall Improvement

Low scorers need to shift the balance of their focus from the present to spending more time envisioning the future. Until it becomes comfortable or "natural," this can be done by engaging in structured discussions or brainstorming sessions about change and the future in general. Individually, low scorers can also reflect more often on what could be, as opposed to what they believe will inevitably come about.

Ways to Strengthen or Improve Visualizing the Future

- Be enthusiastic about the future, and highlight the opportunities to do things in new, better, and more interesting ways.
- Sketch or draw your vision of the future on regular occasions and find time to close your eyes and think about what tomorrow could be like.
- Work backwards to list all the things that would have to be initiated now or in the short-term to make your vision of the future become a reality.
- Develop a list of future steps, in sequence, that would need to be taken to achieve your ultimate goals.
- Use analogies and metaphors to describe what you think the future could look like to capture people's imagination in different and interesting ways.
- Take a longer-term perspective on the future than you have taken in the past. Weigh all the different alternatives that you identify in order to determine the best direction to take.
- Regularly engage people on your team in conversations about what they think the future might hold, and build these ideas and perspectives into your long-range planning and goals.
- Develop four or five medium- to long-term goals and list them on a single piece of paper clearly describing a future vision and how it takes the organization positively forward.
- Believe that your choices today can shape what happens tomorrow.
- Generate several possible future scenarios and invite people's comments.