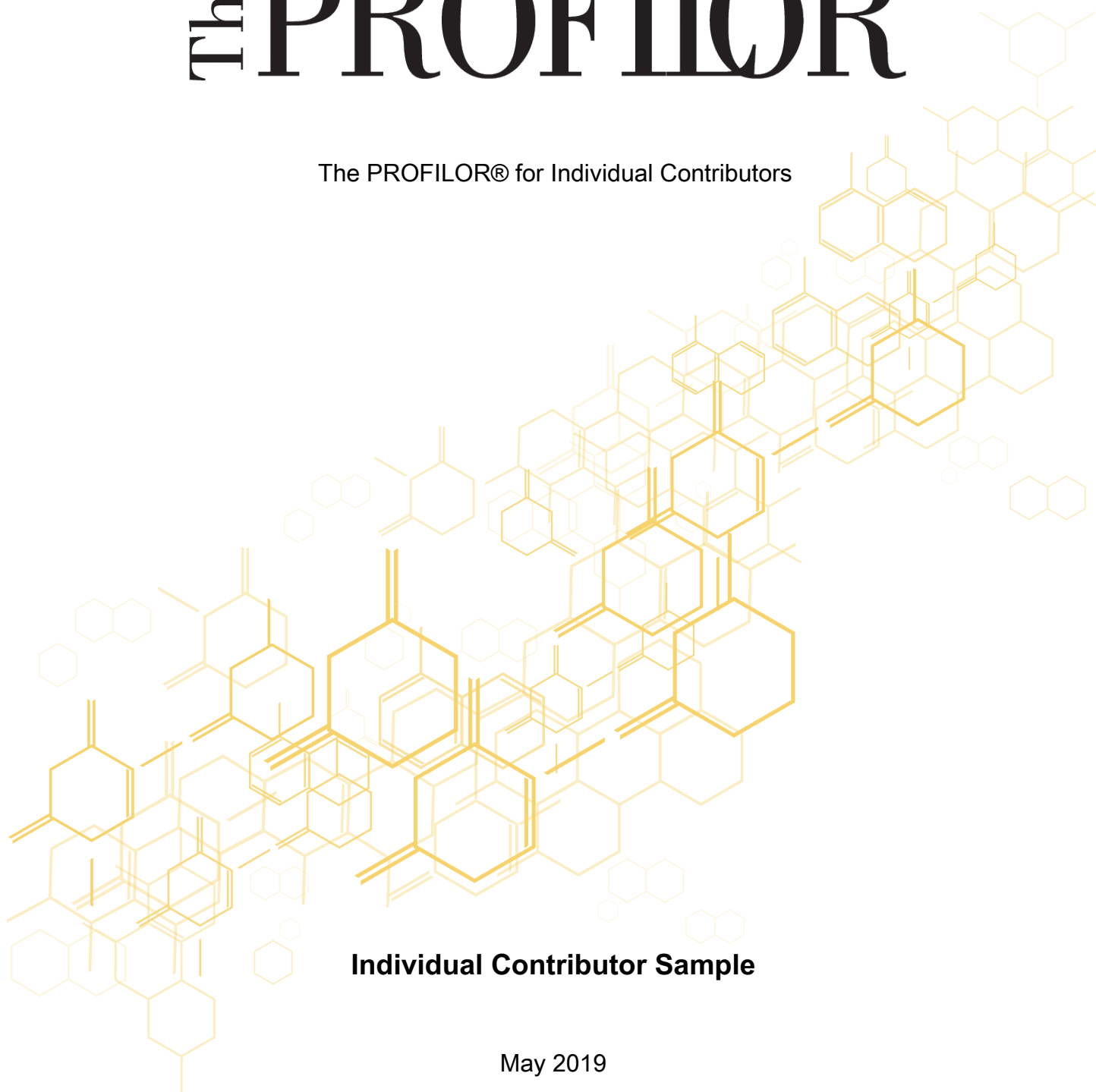


The PROFILOR[®]

The PROFILOR[®] for Individual Contributors

Individual Contributor Sample

May 2019



Introduction

The PROFILOR® Feedback Report provides you with information about how others view you in your current role. Respondents provided feedback on the extent to which you demonstrate core competencies.

The feedback in this report provides valuable insights that are:

- Anonymous (with the exception of Manager ratings), which might encourage a greater degree of honesty and directness.
- Comprehensive, in that it comes from a range of people with whom you work. In this report, "Average" represents all respondents, except self.
- Specific and job-related, providing a clear understanding of strengths and development opportunities in relation to competency expectations in your current role.

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The PROFILOR® is an instrument developed to provide feedback and development focus and recommendations to individuals about their skill strengths and development needs. It should not be used as the sole source of information concerning selection, promotion, salary review and adjustment, de hiring (firing) and/or deselection decisions.

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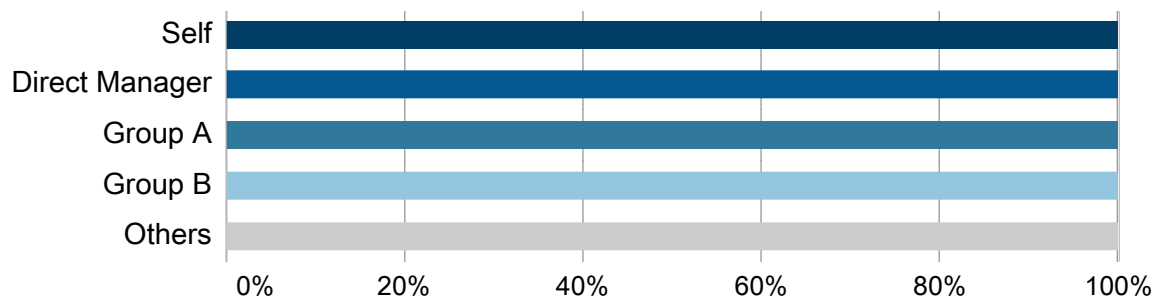
Participation Summary

Your feedback results are based on the survey ratings submitted by those you invited to respond. This page lists the names of those you invited, the number of responses received, and the respondent completion rate.

Respondent Status Table

Perspective	Invitations Sent	Surveys Completed	Invited to Respond
Self	1	1	Individual Contributor Sample
Direct Manager	1	1	James Jorgeson
Group A	2	2	TestPerson Group A1, TestPerson Group A2
Group B	2	2	TestPerson Group B1, TestPerson Group B2
Others	2	2	Ruthie Hardy, Teresa Zimmerman

Respondent Completion Rate



Definitions

This section includes a short definition of each of the competencies measured by The PROFILOR®. The competencies are organized based on leadership factors important for your success.

THINKING

Analyze and Solve Problems

Gathers relevant information systematically; considers a broad range of issues or factors; grasps complexities and perceives relationships among problems or issues; includes others in problem-solving efforts when appropriate

Make Sound Decisions

Makes timely and sound decisions; makes decisions under conditions of uncertainty; evaluates short- and long-term consequences when making decisions

Innovate

Generates and champions new ideas and initiatives; goes beyond the status quo; evaluates new or modified approaches and ideas with an open mind; brings perspectives and approaches together, combining them in creative ways

ADMINISTRATIVE

Establish Plans

Develops plans that are appropriately comprehensive, realistic, and effective in meeting goals; accurately assesses resource needs; develops contingency plans when necessary

Work Efficiently

Allocates own time efficiently; handles multiple demands and competing priorities; eliminates inefficiencies; conducts effective meetings

Manage Execution

Conveys clear goals and expectations when involving others in projects; is accessible and provides support and up-to-date knowledge to relevant others; coordinates work efforts with other groups; monitors progress

LEADERSHIP

Team Leadership

Fosters an understanding of the team's mission and value to organizational objectives; provides appropriate direction and clarifies roles and responsibilities with team members; makes optimal use of others' skills; celebrates team accomplishments

Influence Others

Asserts own ideas and persuades others; gains support and commitment from others; negotiates effectively

Definitions

Coach Others

Capitalizes on opportunities to support the development of others by giving specific and timely feedback, both on positive behaviors and areas for improvement; willingly shares knowledge and experience with others; provides effective training and explanations when necessary

INTERPERSONAL

Build Relationships

Relates to others in an open and accepting manner; initiates and develops relationships with others as a key priority; treats others with respect; addresses prejudice and other intolerant behavior in others; is approachable

Display Organizational Savvy

Develops give-and-take relationships with others; understands the agendas and perspectives of others; uses both formal channels and informal networks to get things done

Manage Disagreements

Brings substantive conflicts and disagreements into the open and attempts to resolve them collaboratively; strives for win/win solutions

Team Membership

Shows commitment to team objectives; values each person's contribution to the team; encourages the participation and involvement of everyone on the team; contributes own fair share of effort to the team's work

COMMUNICATION

Speak Effectively

Speaks clearly and concisely; expresses self well in groups and one-to-one conversations; delivers effective presentations

Listen to Others

Demonstrates attention to and conveys understanding of the comments and concerns of others; listens well in a group

Prepare Written Communication

Conveys information clearly and effectively through both formal and informal documents; adapts writing style to fit the audience

MOTIVATION

Demonstrate Drive and Commitment

Strives to attain results; conveys a sense of urgency and drives issues to closure; persists despite obstacles and opposition; sets high standards of performance; pursues challenging goals and works hard to achieve them

Definitions

SELF-MANAGEMENT

Act with Integrity

Demonstrates sound business and professional ethics; shows consistency with principles, values, and behaviors; builds trust with others through own authenticity and follow-through on commitments

Demonstrate Adaptability

Handles day-to-day work challenges confidently; is willing and able to adjust to multiple demands, shifting priorities, ambiguity, and rapid change; shows resilience in the face of constraints, frustrations, or adversity; demonstrates flexibility

Develop Oneself

Learns from experience; actively pursues learning and skill development; seeks feedback and welcomes unsolicited feedback; modifies behavior in light of feedback

ORG. KNOWLEDGE

Use Technical / Functional Expertise

Possesses up-to-date technical knowledge; is regarded as an expert in the technical/functional area; uses quantitative data to draw conclusions; presents technical information in easily understood terms

Know the Business

Shows understanding of issues relevant to the broad organization and business; keeps that knowledge up-to-date; understands the impact of external events on the organizational plans and objectives

ORG. STRATEGY

Commit to Quality

Emphasizes the need to deliver quality products and/or services; defines standards for quality and evaluates products, processes, and/or services against those standards; builds quality into each step of the process

Focus on Customer Needs

Anticipates and identifies customer needs; takes action to meet customer needs; develops effective working relationships with internal and external customers; continually searches for ways to increase customer satisfaction

Overview

This is a high-level summary of your average rating for each competency. You can also see the competencies you selected as “Critically Important” compared to those selected by your Manager(s). These are indicated with a black star. The 25th and 75th percentiles are depicted with gray circles. The norm group is composed of participants who have previously completed The PROFILOR® survey.

Competency Average Ratings and Importance

By comparing your view with those of your Manager(s), you will be able to see similarities or differences that could be the source of a useful alignment conversation during your development discussion.

The remaining sections of your report will provide details for each of these ratings.

Competency	Average	Not At All	To Some Extent	To A Very Great Extent	Self	Direct Manager
Act with Integrity	3.75				★	★
Listen to Others	3.60				★	★
Establish Plans	3.50				★	★
Coach Others	3.50					★
Team Leadership	3.33				★	★
Team Membership	3.30				★	
Use Technical / Functional Expertise	3.30				★	
Build Relationships	3.18					★
Focus on Customer Needs	3.18					★
Analyze and Solve Problems	3.14				★	★
Manage Execution	3.11				★	
Demonstrate Adaptability	3.07				★	
Display Organizational Savvy	3.00					★
Demonstrate Drive and Commitment	3.00				★	★
Commit to Quality	3.00					★
Innovate	2.80				★	★
Work Efficiently	2.70				★	★
Make Sound Decisions	2.55				★	★
Develop Oneself	2.55				★	
Manage Disagreements	2.50					★
Speak Effectively	2.50				★	
Know the Business	2.50					
Influence Others	2.35				★	★
Prepare Written Communication	2.00				★	★

★ = Very Important

★ = Critically Important

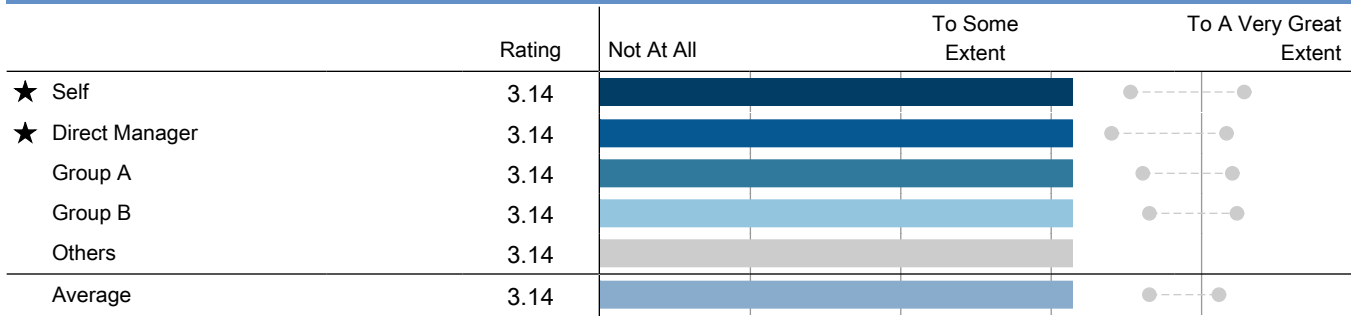
●● = 25th and 75th percentile of norm group: Individual Contributor Global

Perspective Comparison

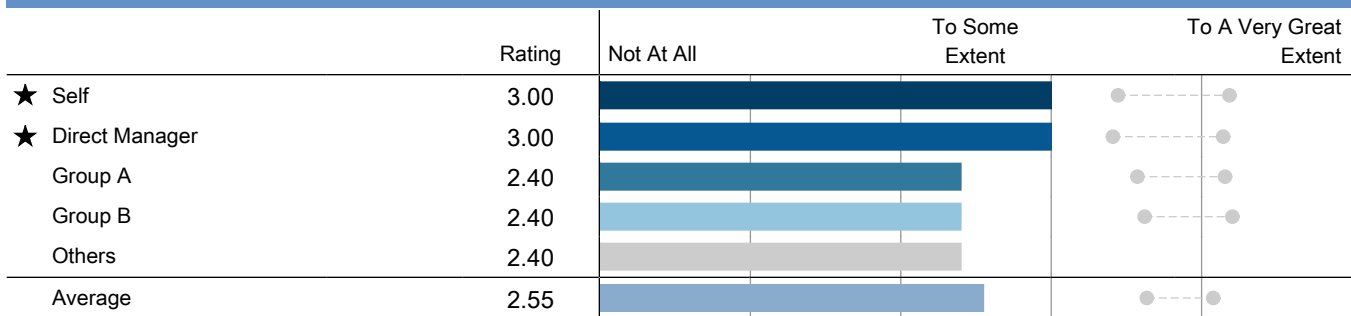
This section displays the average ratings you received from the different groups of respondents. You can also see how your results compare to the norm.

THINKING

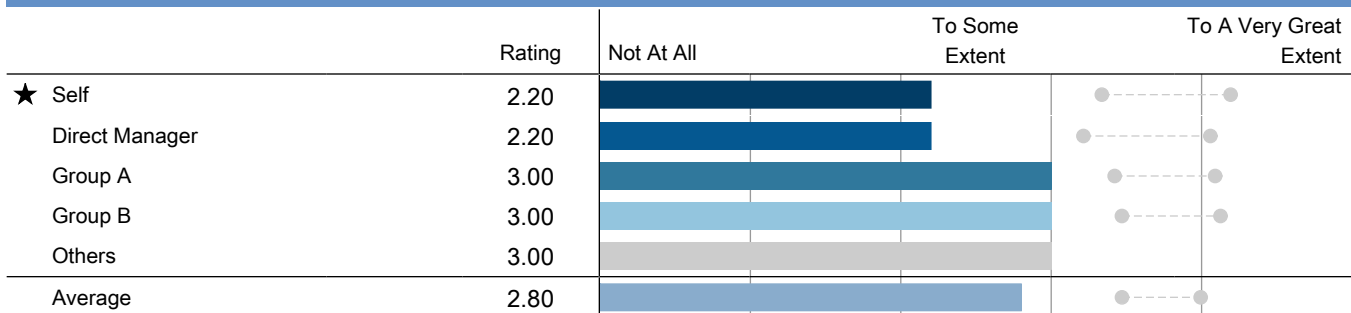
Analyze and Solve Problems



Make Sound Decisions



Innovate



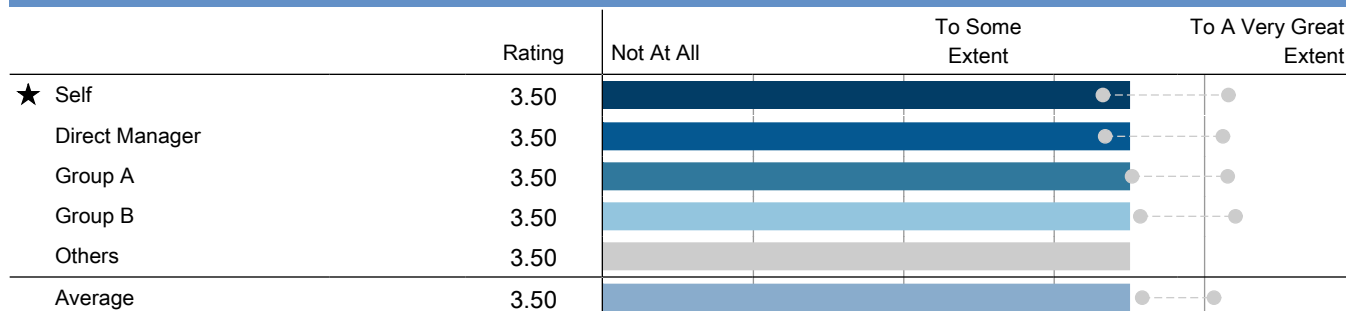
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

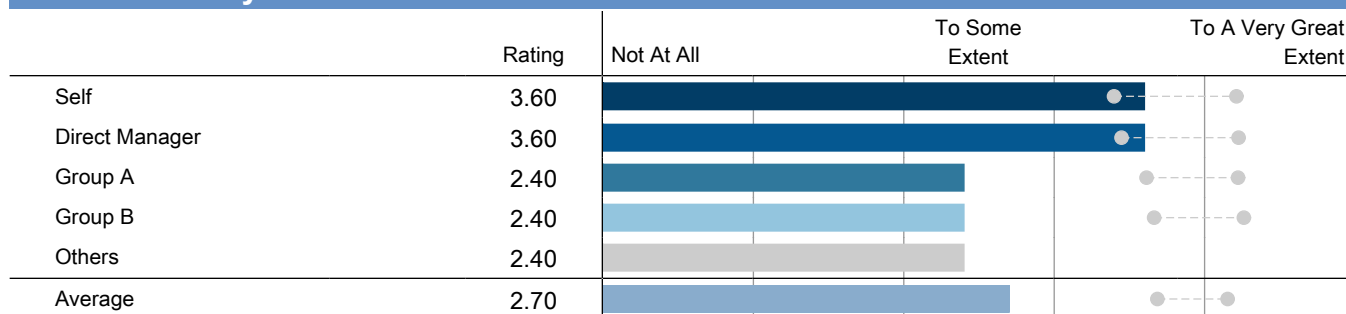
Perspective Comparison

ADMINISTRATIVE

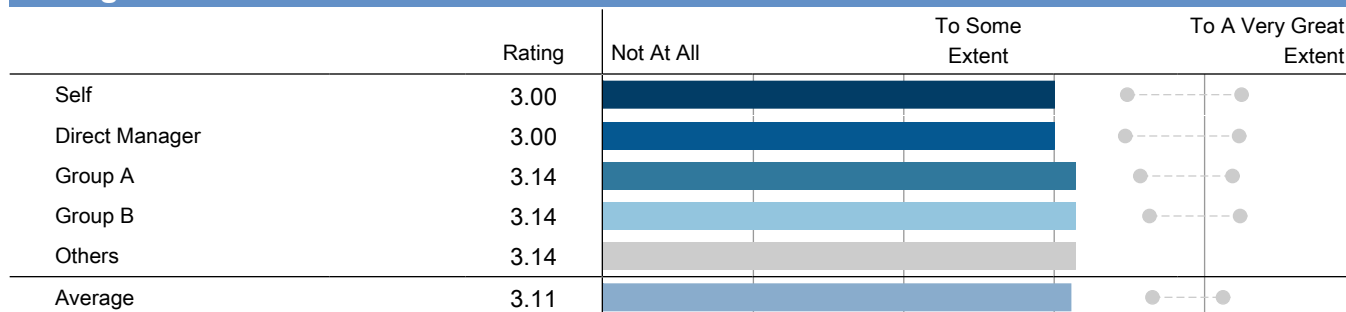
Establish Plans



Work Efficiently



Manage Execution



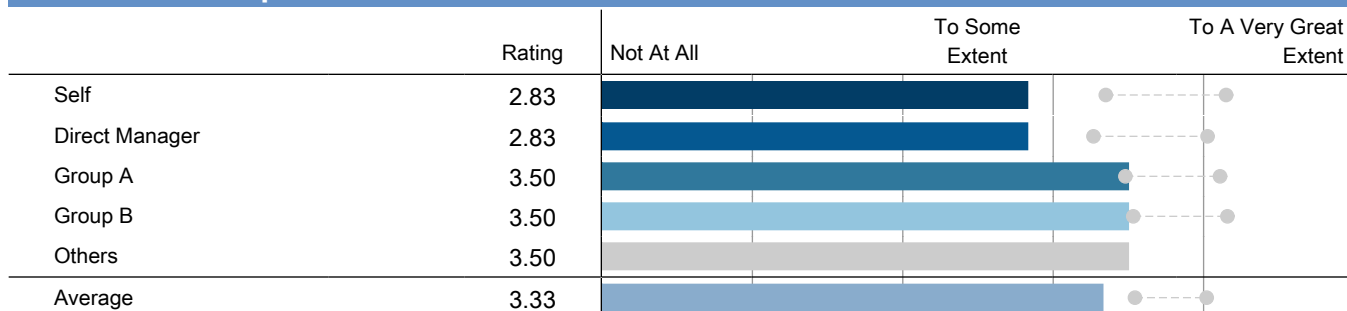
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

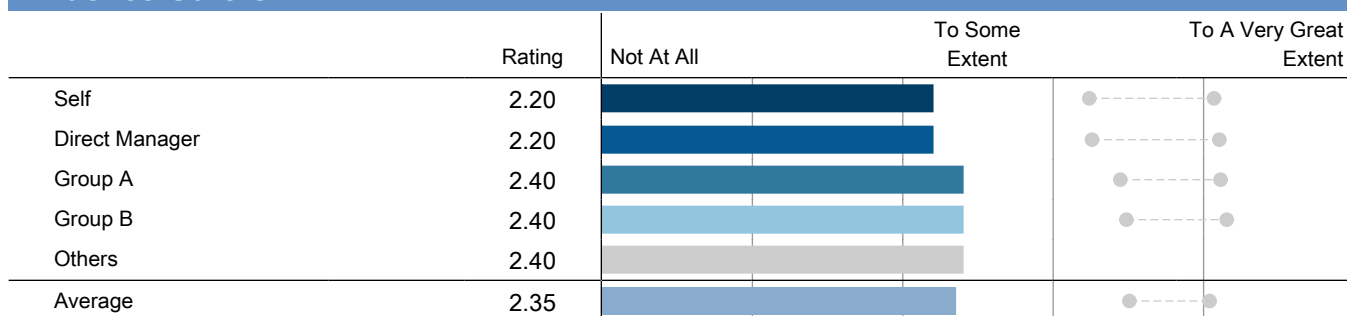
Perspective Comparison

LEADERSHIP

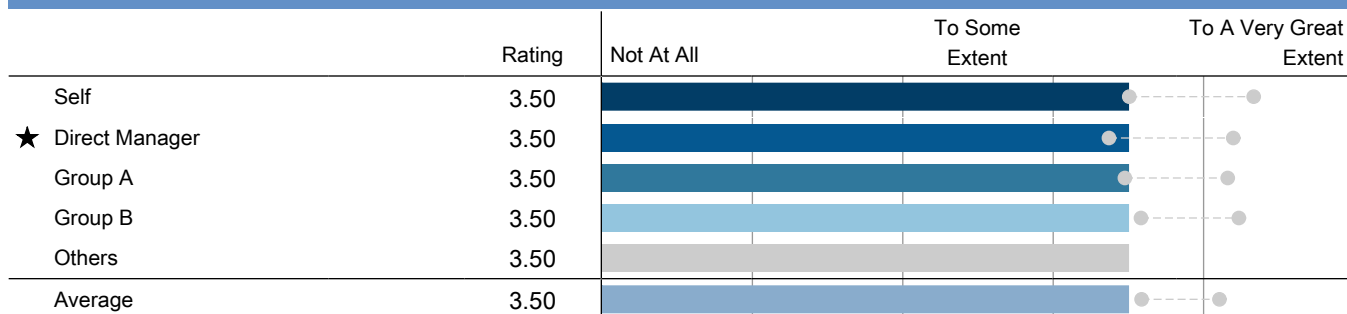
Team Leadership



Influence Others



Coach Others



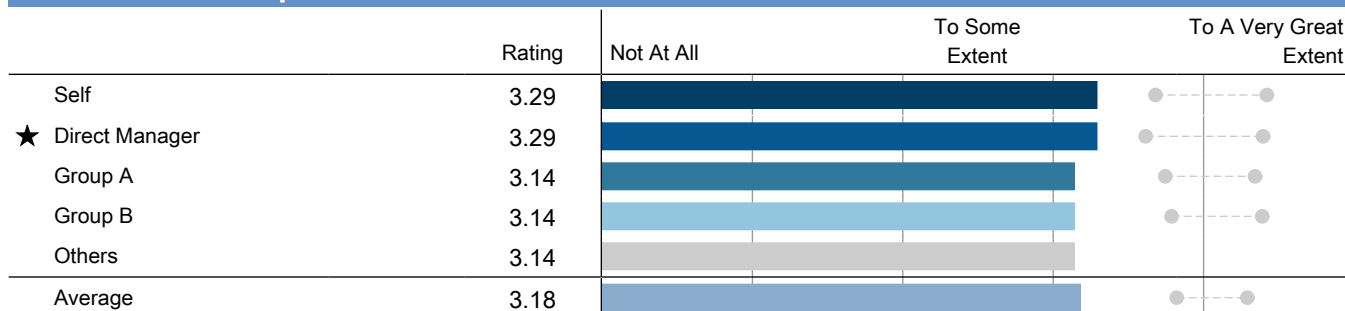
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

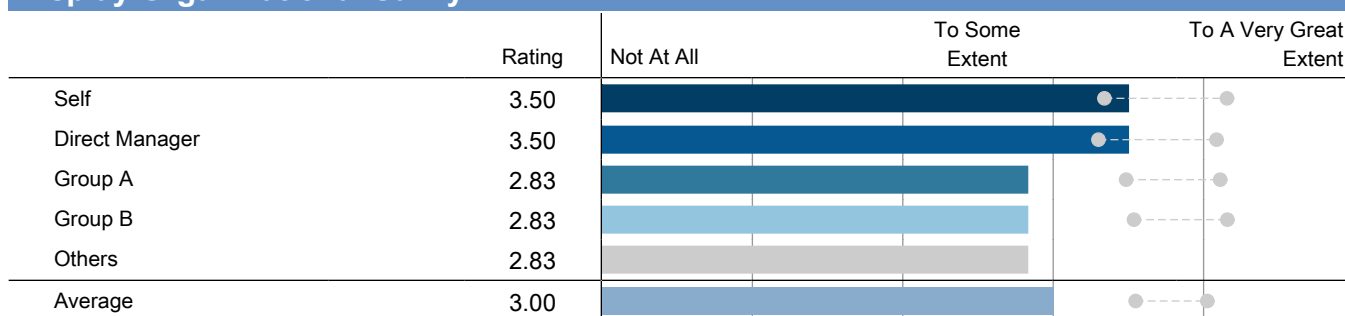
Perspective Comparison

INTERPERSONAL

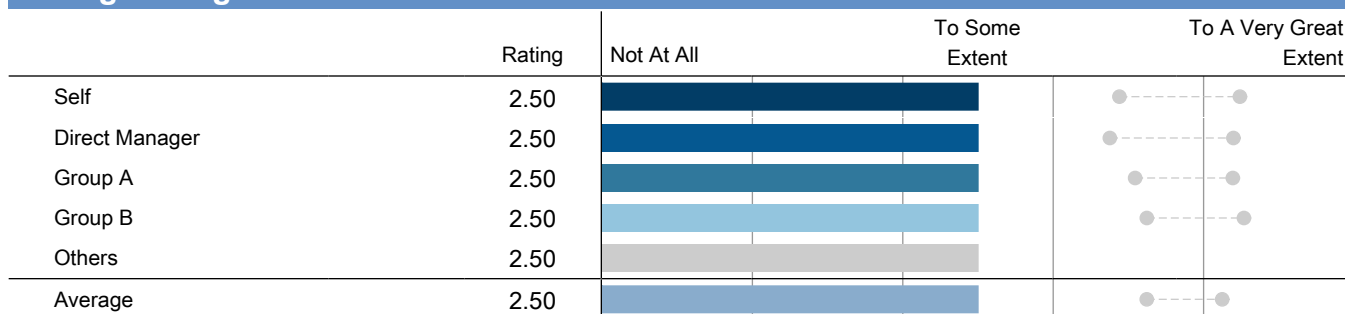
Build Relationships



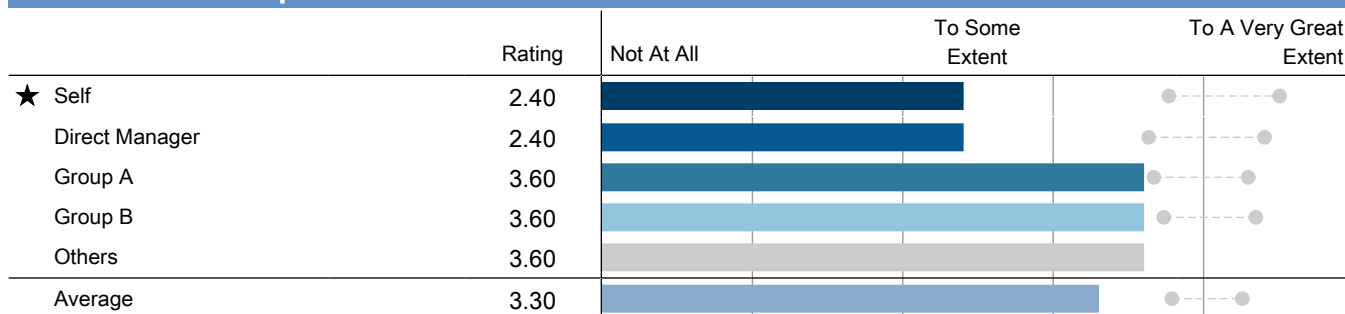
Display Organizational Savvy



Manage Disagreements



Team Membership



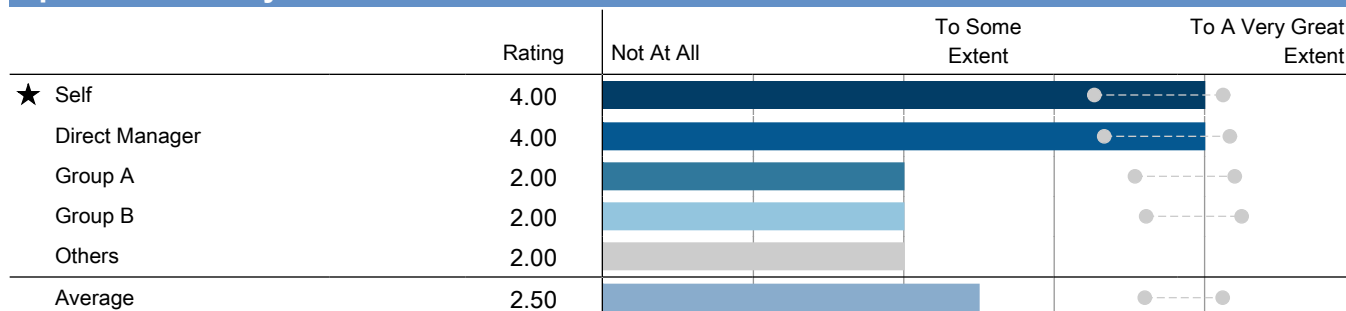
★ = Critically Important

●● = 25th and 75th percentile of norm group: Individual Contributor Global

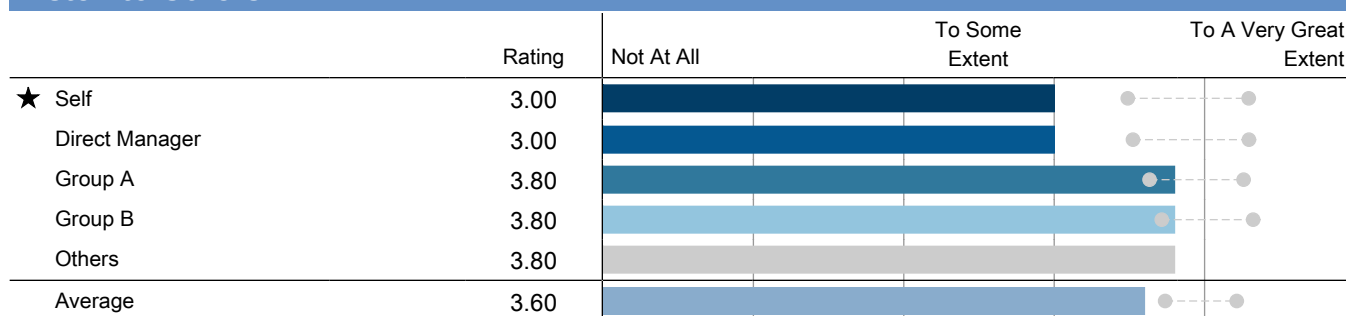
Perspective Comparison

COMMUNICATION

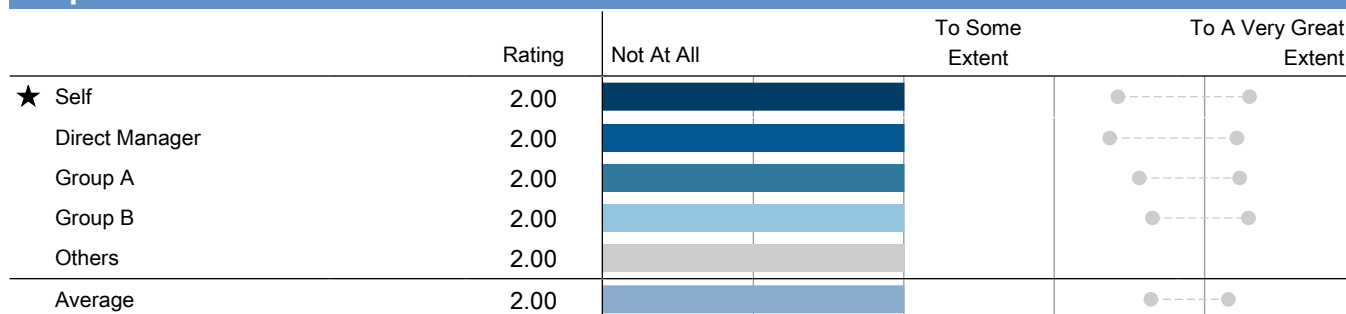
Speak Effectively



Listen to Others



Prepare Written Communication



★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

Perspective Comparison

MOTIVATION

Demonstrate Drive and Commitment

	Rating	Not At All	To Some Extent	To A Very Great Extent
Self	3.00			
★ Direct Manager	3.00			
Group A	3.00			
Group B	3.00			
Others	3.00			
Average	3.00			

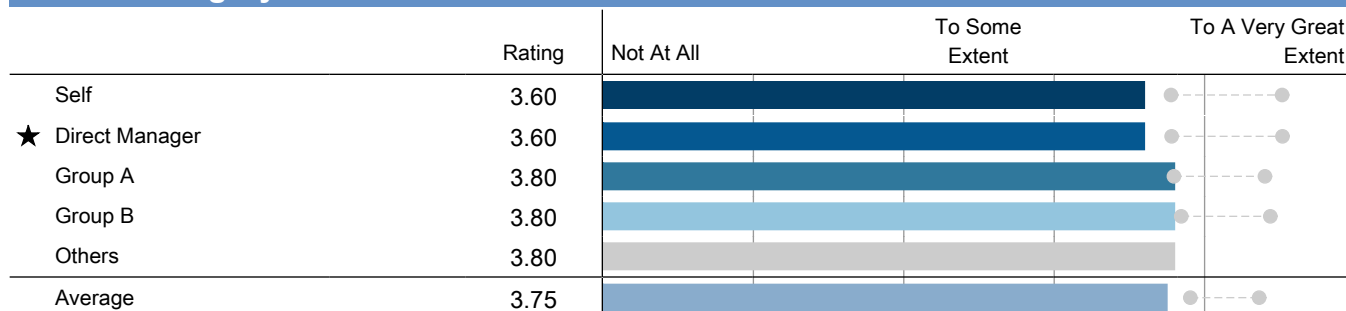
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

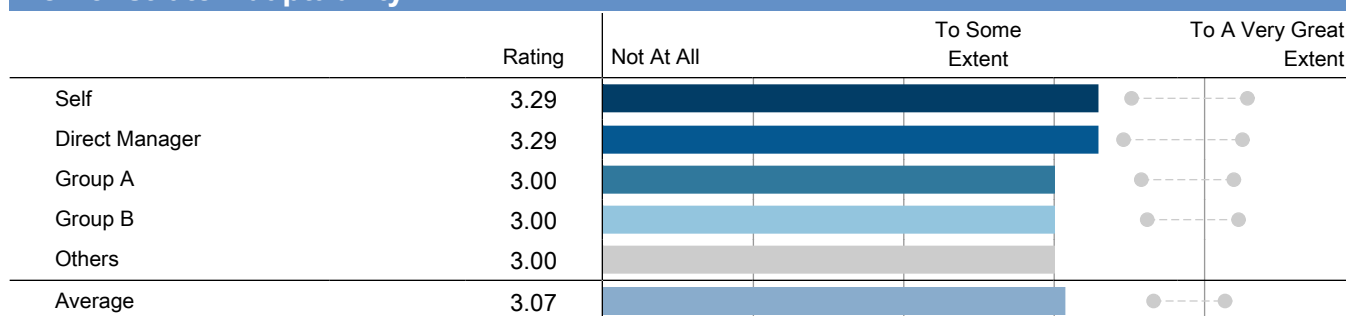
Perspective Comparison

SELF-MANAGEMENT

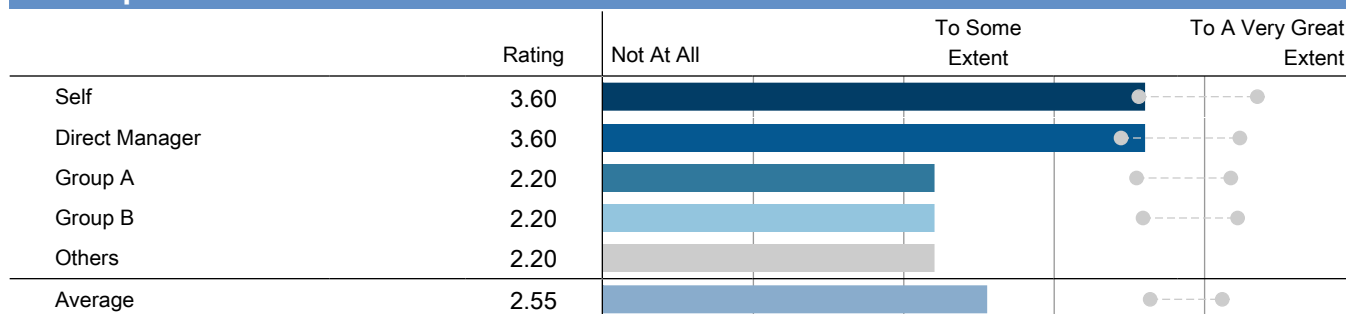
Act with Integrity



Demonstrate Adaptability



Develop Oneself



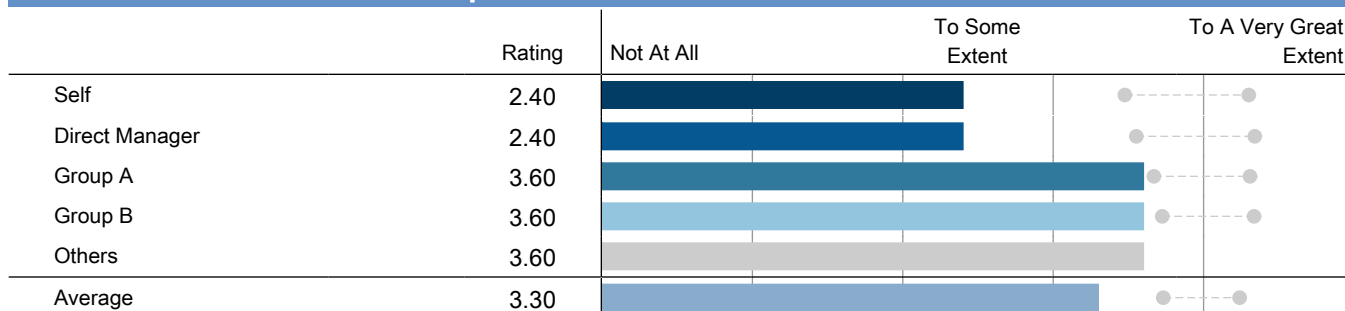
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

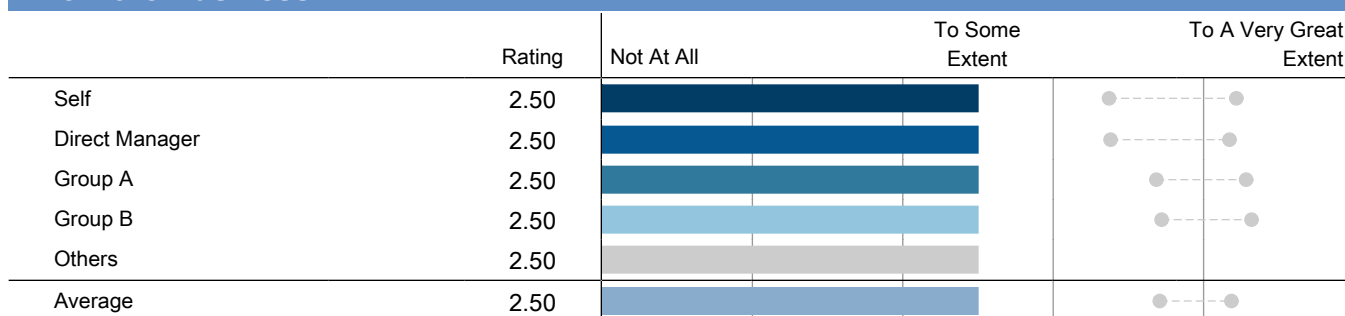
Perspective Comparison

ORG. KNOWLEDGE

Use Technical / Functional Expertise



Know the Business



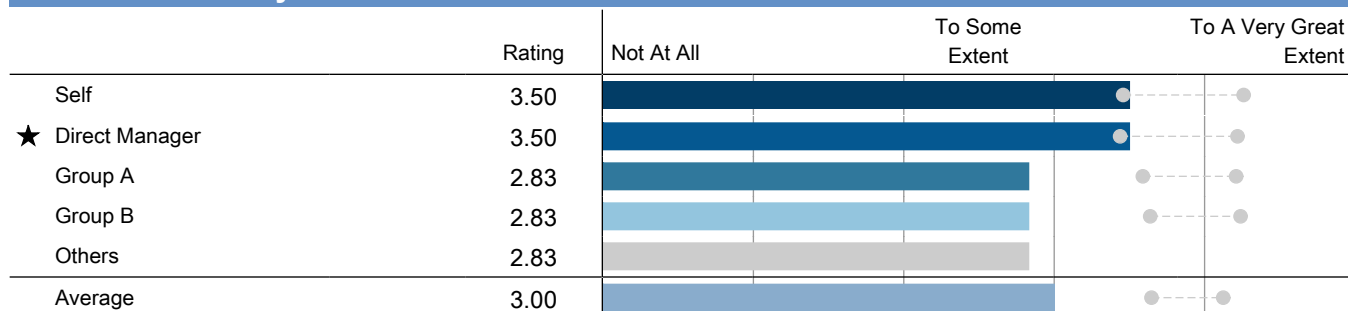
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

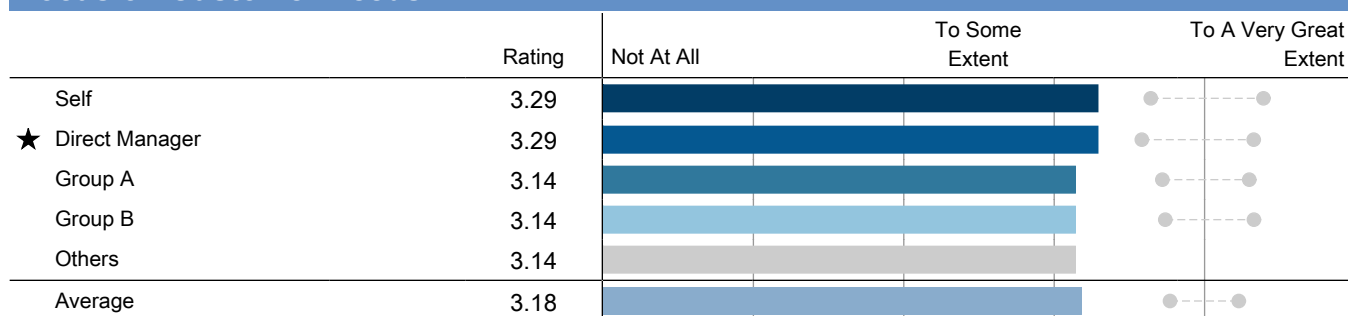
Perspective Comparison

ORG. STRATEGY

Commit to Quality



Focus on Customer Needs



★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

Perspective Comparison

COMPOSITES

Overall Performance

	Rating	Not At All	To Some Extent	To A Very Great Extent
Self	3.60			
Direct Manager	3.60			
Group A	3.60			
Group B	3.60			
Others	3.60			
Average	3.60			

★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

Highest and Lowest Summary

This section displays your highest- and lowest-rated items respectively, averaged across all respondent groups except self. Additionally, the competency name for the item is provided. Consider the highest-rated items as your strengths and the lowest-rated items opportunities; you can focus on both in a development plan.

Highest Items

Item	Average	Competency
5. Looks beyond symptoms to identify causes of problems	5.00	Analyze and Solve Problems
45. Lets others know when they are doing well	5.00	Coach Others
85. Conveys a sense of urgency when appropriate	5.00	Demonstrate Drive and Commitment
133. Produces high quality work	5.00	Overall Performance
53. Develops effective working relationships with management	4.75	Build Relationships

* additional items have tied with last item on the list

Lowest Items

Item	Average	Competency
1. Recognizes strategic implications of problems and issues	1.00	Analyze and Solve Problems
89. Willingly seeks new work challenges beyond own responsibilities	1.00	Demonstrate Drive and Commitment
9. Consistently makes effective decisions	1.25	Make Sound Decisions
41. Negotiates persuasively	1.25	Influence Others
49. Treats people with respect	1.25	Build Relationships

* additional items have tied with last item on the list

Largest Differences

This page displays up to five hidden strengths and potential blind spots. Hidden strengths are items rated highest by others and lowest by Self (“pleasant surprises”), where the gap is 0.5 or more. Blind spots are items rated highest by Self and lowest by others (“opportunities”), where the gap is 0.5 or more.

Hidden Strengths

Item	Self	Average	Difference from Self	Competency
69. Contributes fair share of effort to the team's work	1.00	4.00	3.00	Team Membership
109. Is regarded as an expert	1.00	4.00	3.00	Use Technical / Functional Expertise
21. Identifies and involves appropriate people in projects	2.00	4.25	2.25	Establish Plans
28. Effectively organizes and schedules activities that impact others	1.00	3.25	2.25	Manage Execution
29. Provides others the latitude necessary to accomplish assigned objectives	2.00	4.25	2.25	Manage Execution

* additional items have tied with last item on the list

Blind Spots

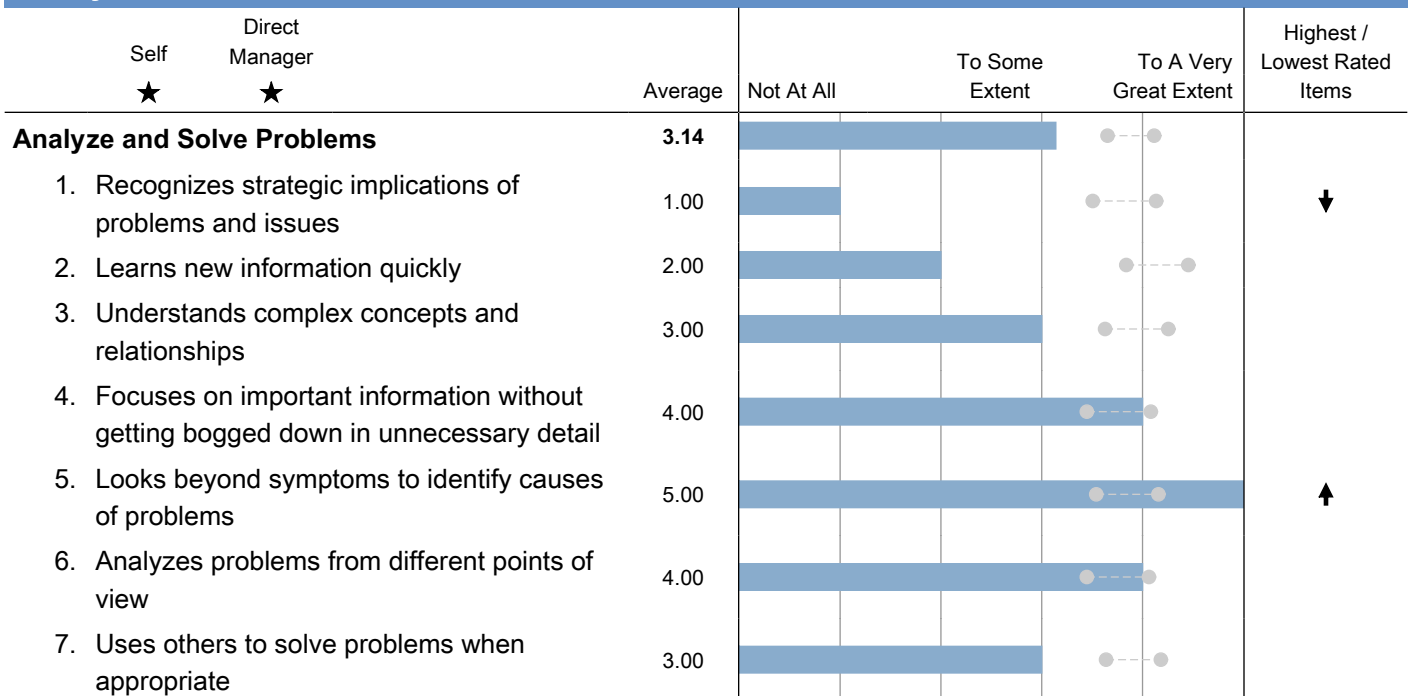
Item	Self	Average	Difference from Self	Competency
25. Eliminates inefficiencies and roadblocks	5.00	2.00	-3.00	Work Efficiently
18. Develops realistic plans, action steps, and timetables for projects and assignments	5.00	2.75	-2.25	Establish Plans
32. Monitors progress of others and redirects efforts when project goals are not being met	5.00	2.75	-2.25	Manage Execution
33. Coordinates work with other groups	4.00	1.75	-2.25	Manage Execution
65. Facilitates the discussion and resolution of different views	4.00	1.75	-2.25	Manage Disagreements

* additional items have tied with last item on the list

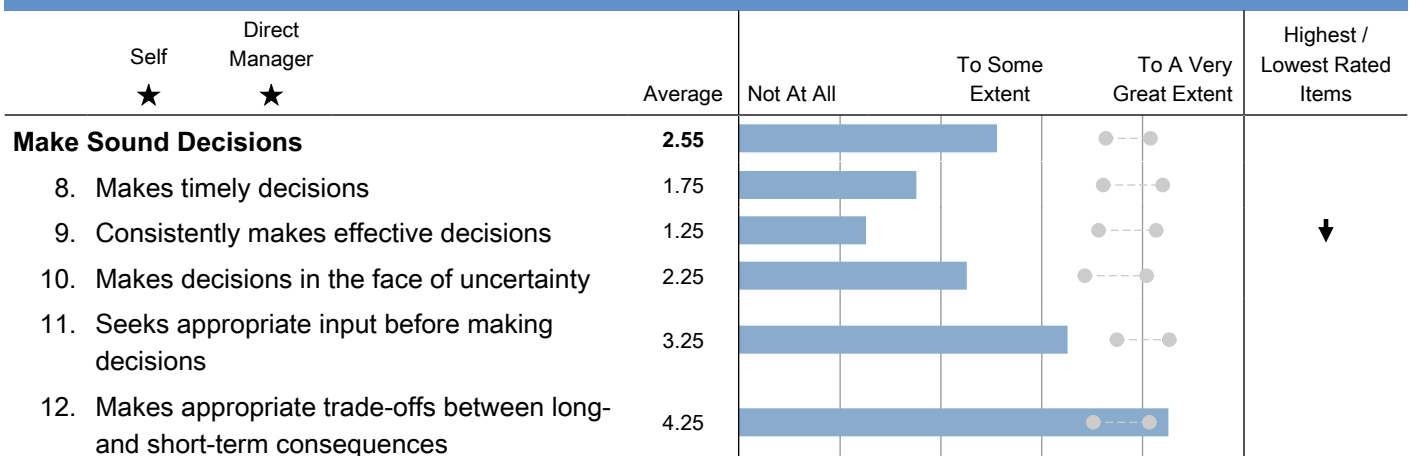
Targeted Development Priorities

Your feedback may have revealed some insights about your strengths and development opportunities. This section identifies the competencies your Direct Manager believes require critical focus, and their related items. Notice if the items in each of these critical competencies are rated high or low to determine whether you can leverage the item as a strength or target it as an area of development.

Analyze and Solve Problems



Make Sound Decisions



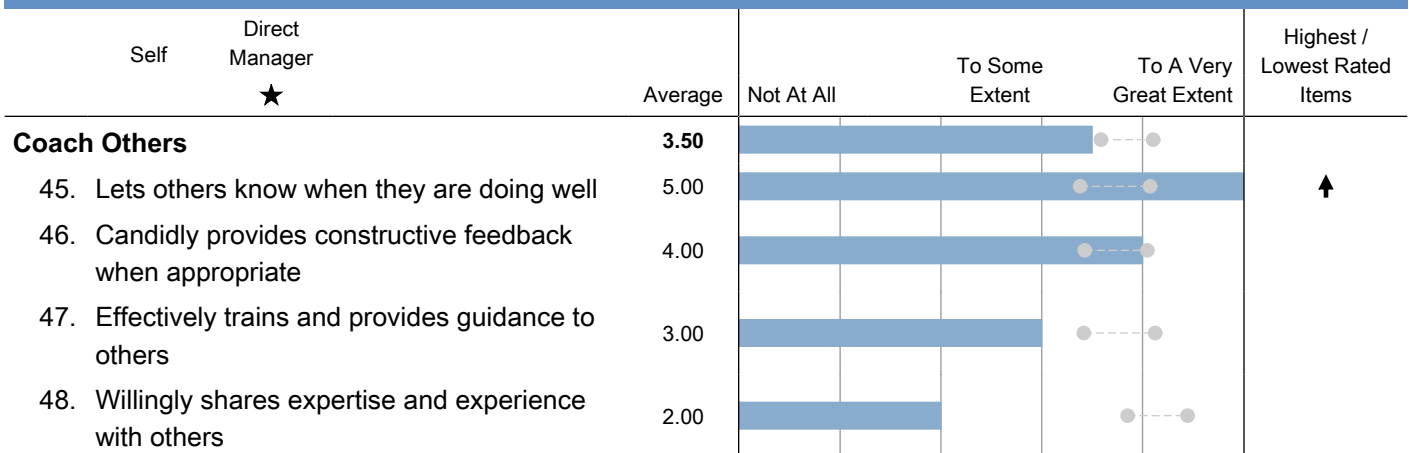
★ = Very Important

★ = Critically Important

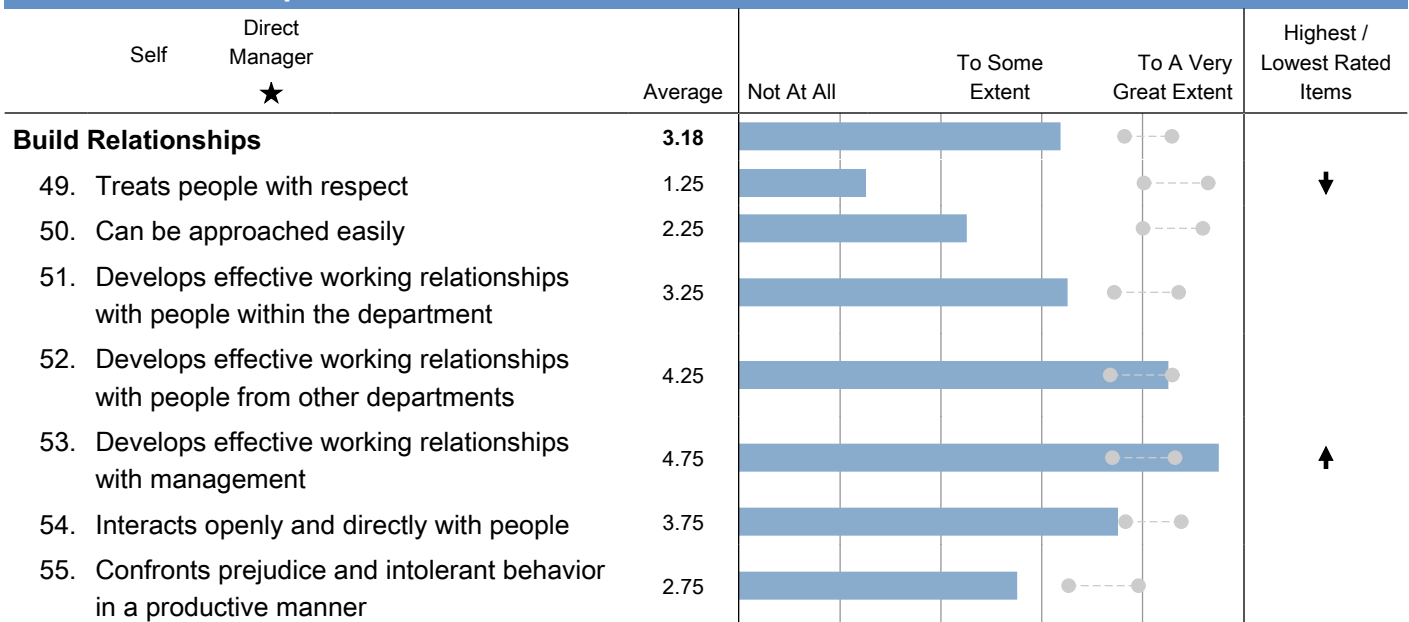
●—● = 25th and 75th percentile of norm group: Individual Contributor Global

Targeted Development Priorities

Coach Others



Build Relationships



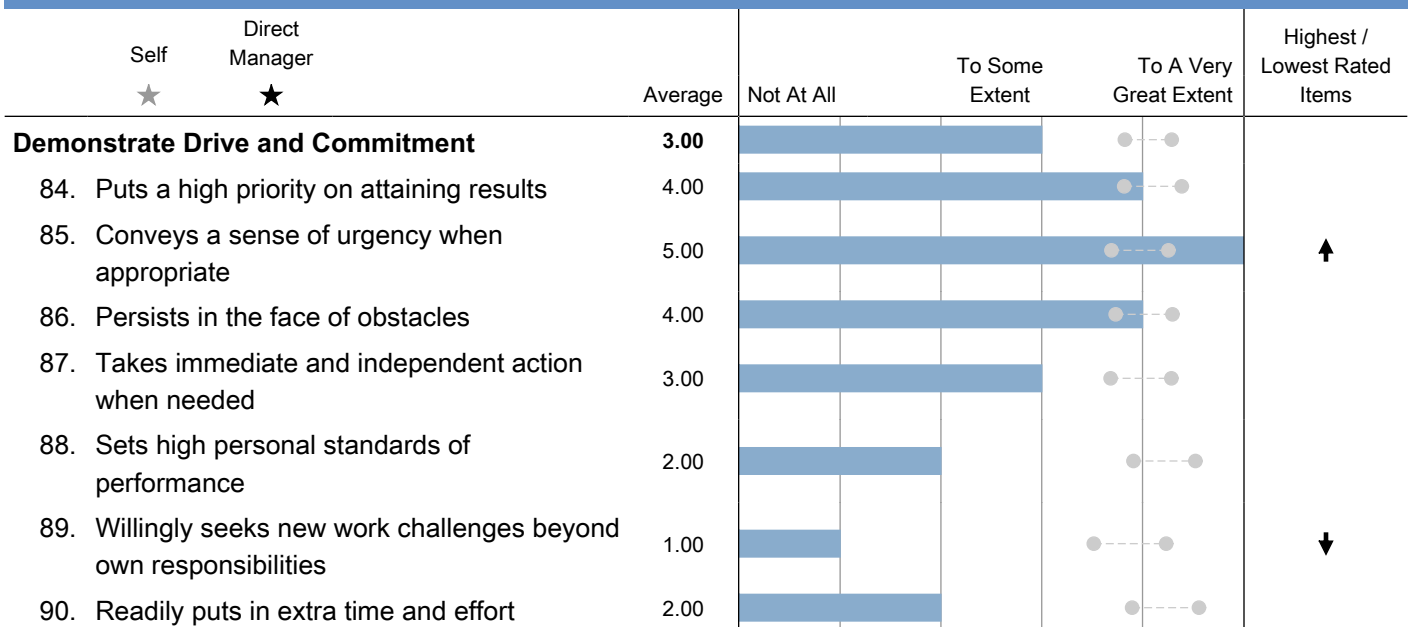
★ = Very Important

★ = Critically Important

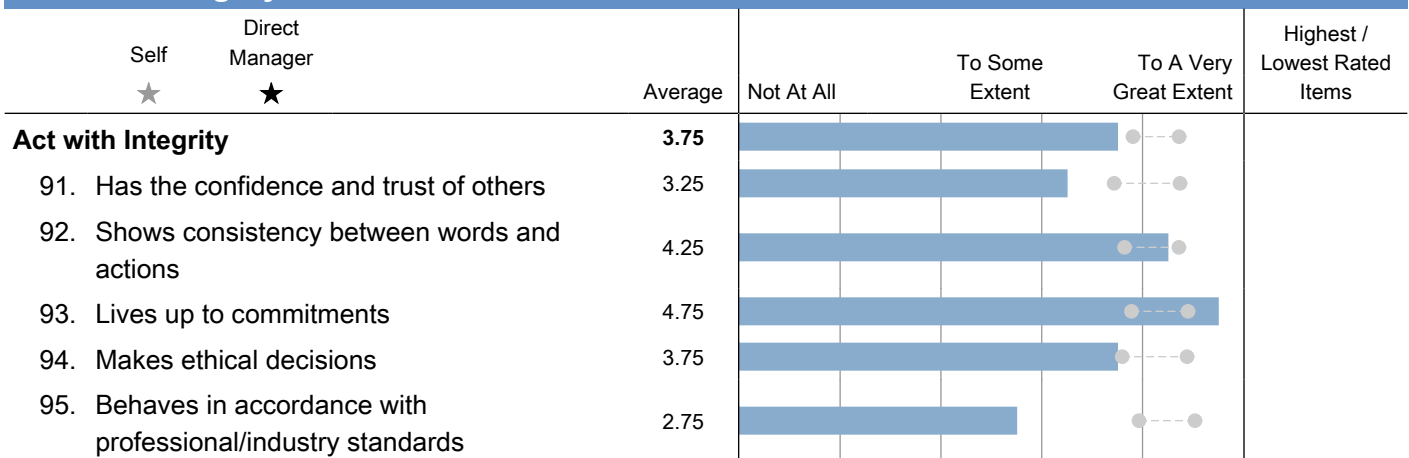
● = 25th and 75th percentile of norm group: Individual Contributor Global

Targeted Development Priorities

Demonstrate Drive and Commitment



Act with Integrity



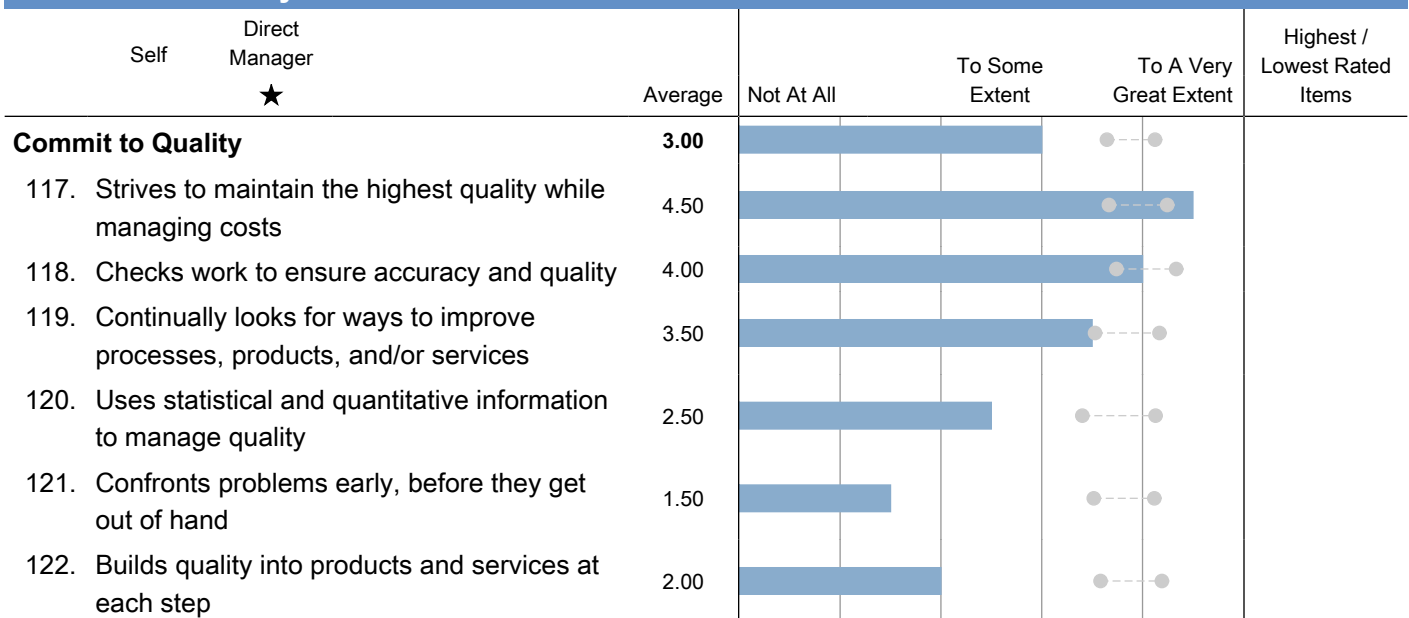
★ = Very Important

★ = Critically Important

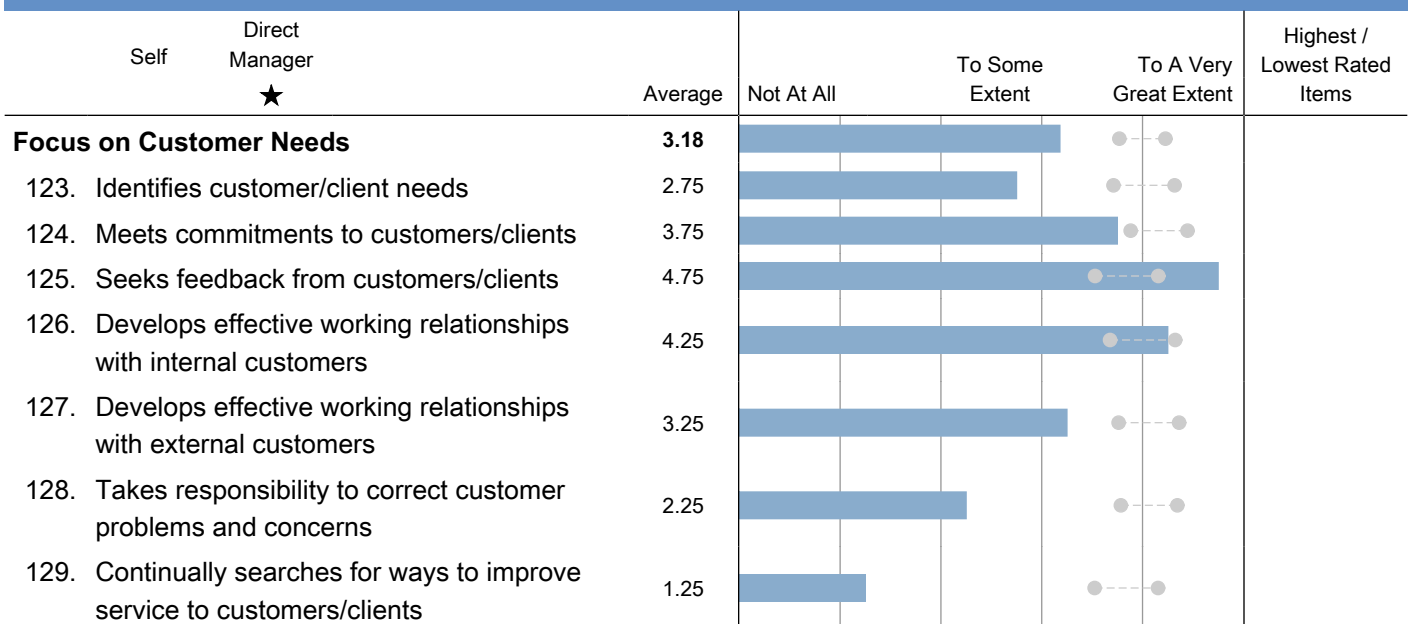
●● = 25th and 75th percentile of norm group: Individual Contributor Global

Targeted Development Priorities

Commit to Quality



Focus on Customer Needs



★ = Very Important

★ = Critically Important

●—● = 25th and 75th percentile of norm group: Individual Contributor Global

Item Detail

This section reports the average ratings you received from each respondent group for each question on the survey. This more detailed feedback can help you understand the impact you may have with different groups and provide behaviorally-specific direction when planning your development.

THINKING

Analyze and Solve Problems (3.14)

1. Recognizes strategic implications of problems and issues

	Rating	Not At All	To Some Extent	To A Very Great Extent
Self	1.00			
Direct Manager	1.00			
Group A	1.00			
Group B	1.00			
Others	1.00			
Average	1.00			

2. Learns new information quickly

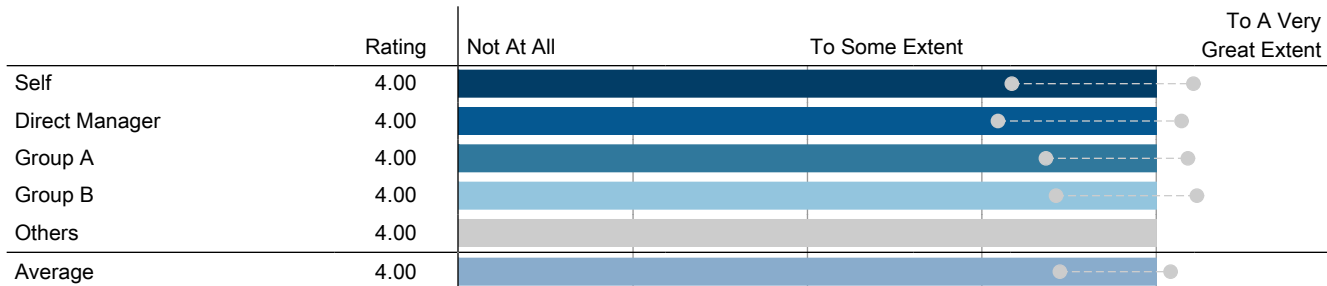
	Rating	Not At All	To Some Extent	To A Very Great Extent
Self	2.00			
Direct Manager	2.00			
Group A	2.00			
Group B	2.00			
Others	2.00			
Average	2.00			

3. Understands complex concepts and relationships

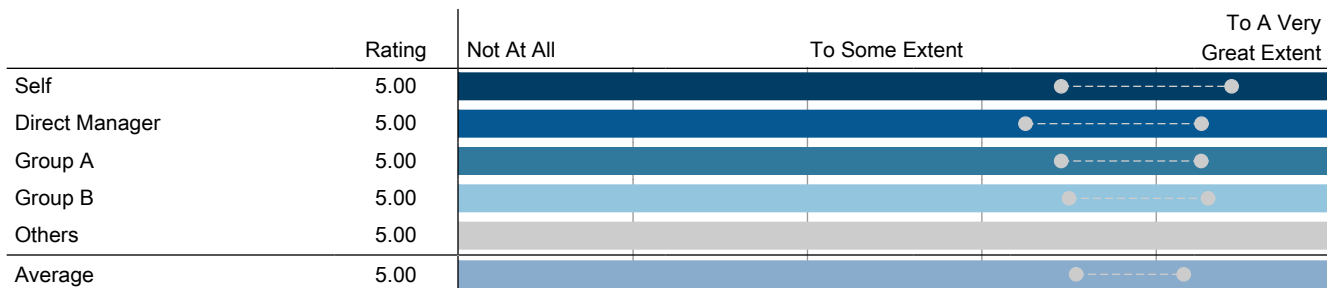
	Rating	Not At All	To Some Extent	To A Very Great Extent
Self	3.00			
Direct Manager	3.00			
Group A	3.00			
Group B	3.00			
Others	3.00			
Average	3.00			

Item Detail

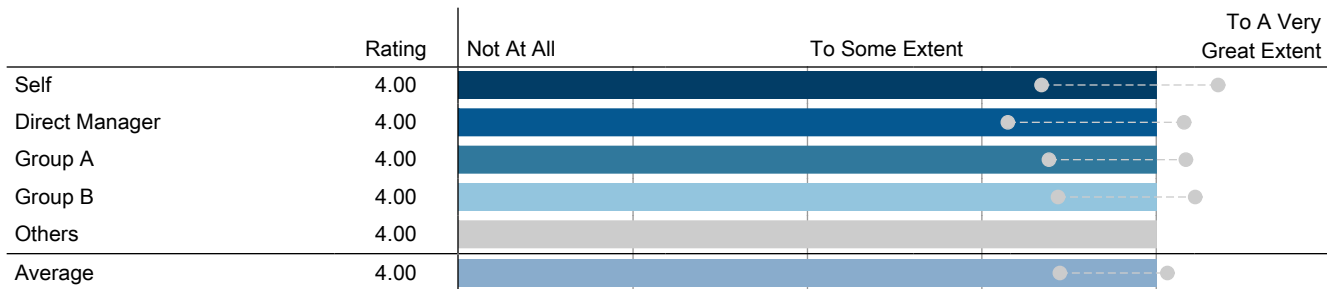
4. Focuses on important information without getting bogged down in unnecessary detail



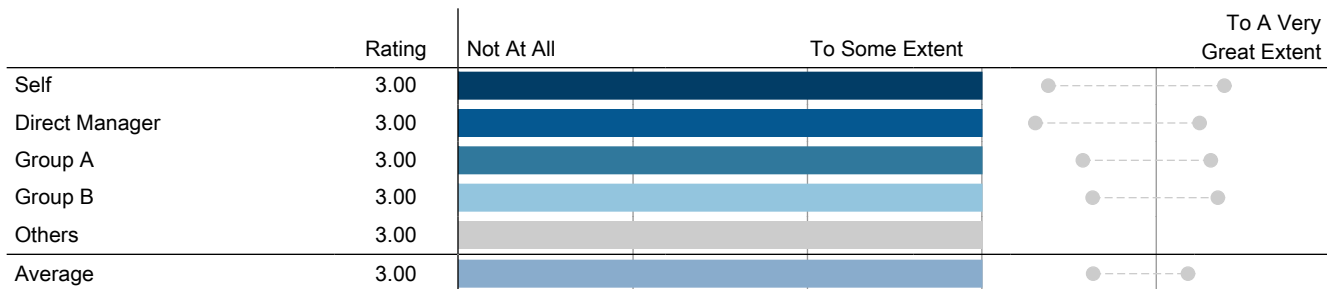
5. Looks beyond symptoms to identify causes of problems



6. Analyzes problems from different points of view



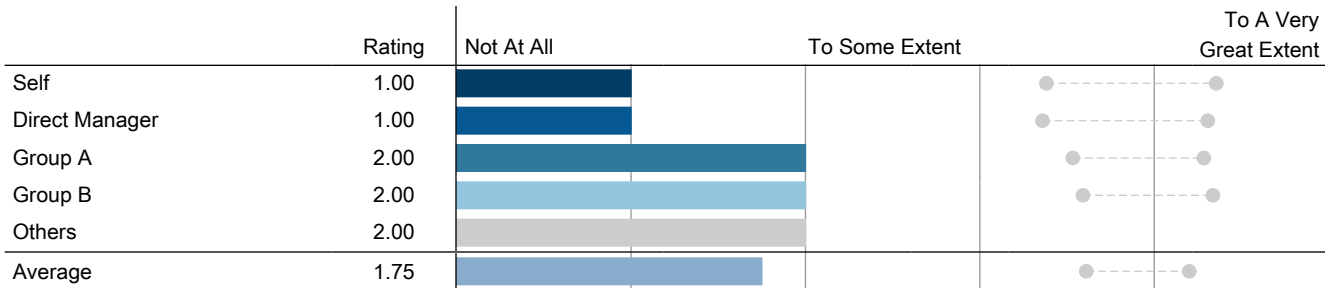
7. Uses others to solve problems when appropriate



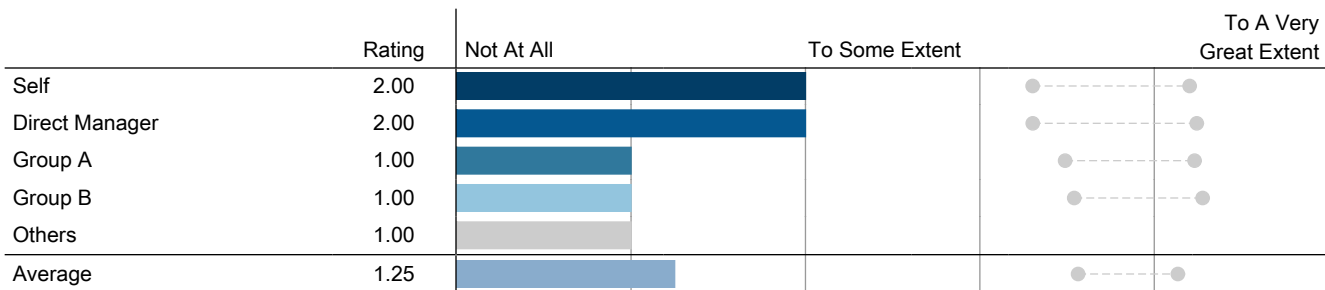
Item Detail

Make Sound Decisions (2.55)

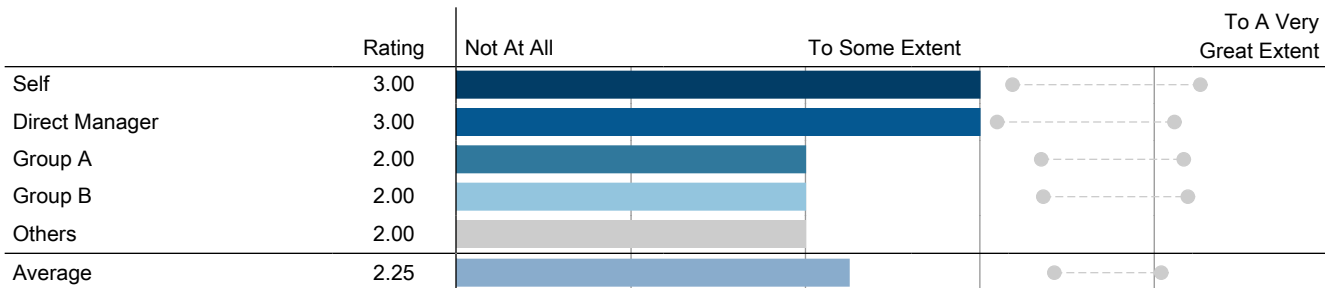
8. Makes timely decisions



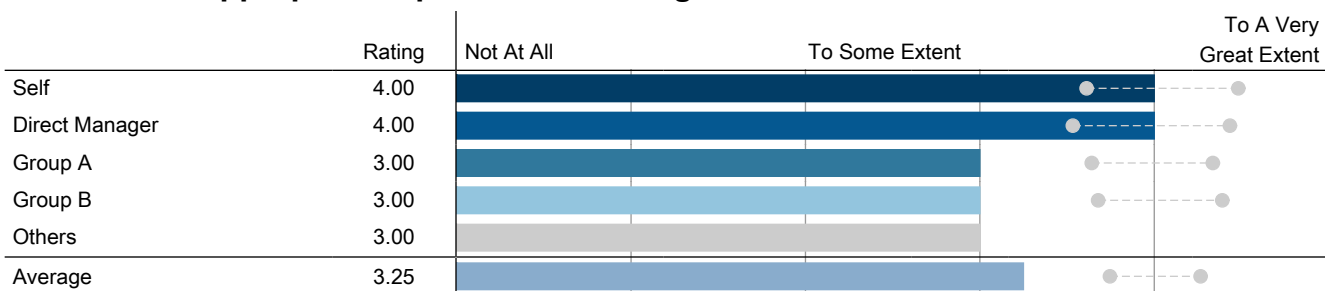
9. Consistently makes effective decisions



10. Makes decisions in the face of uncertainty

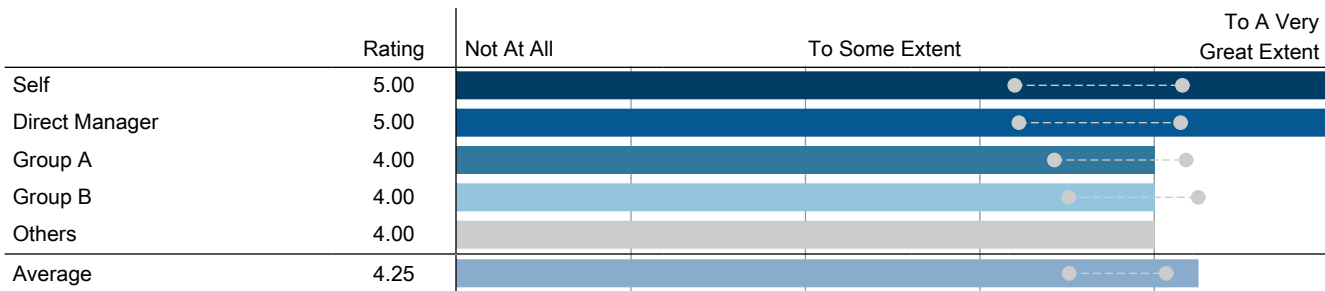


11. Seeks appropriate input before making decisions



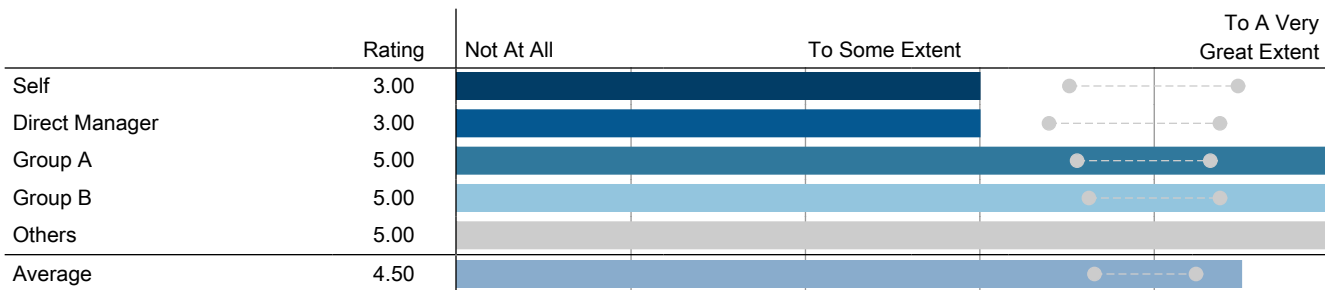
Item Detail

12. Makes appropriate trade-offs between long- and short-term consequences

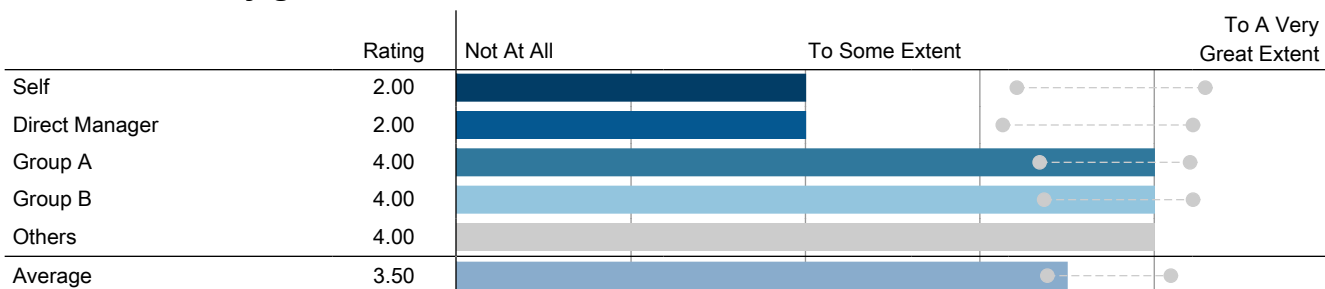


Innovate (2.80)

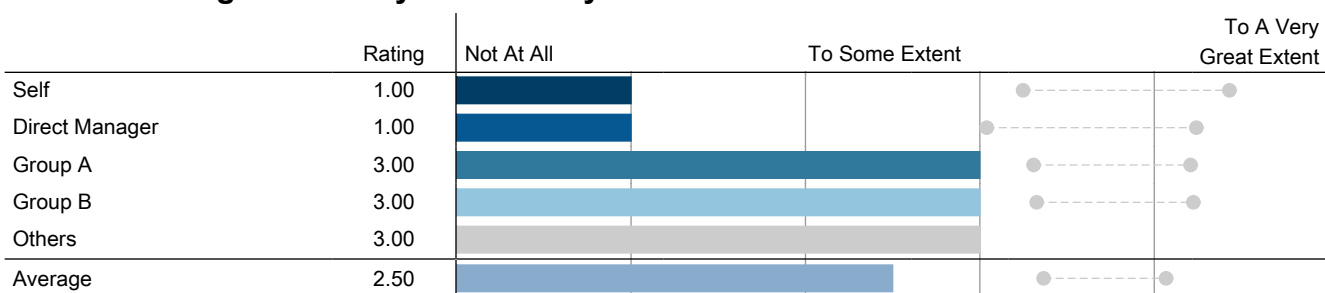
13. Approaches situations and problems with curiosity and open-mindedness



14. Personally generates new ideas and innovative solutions

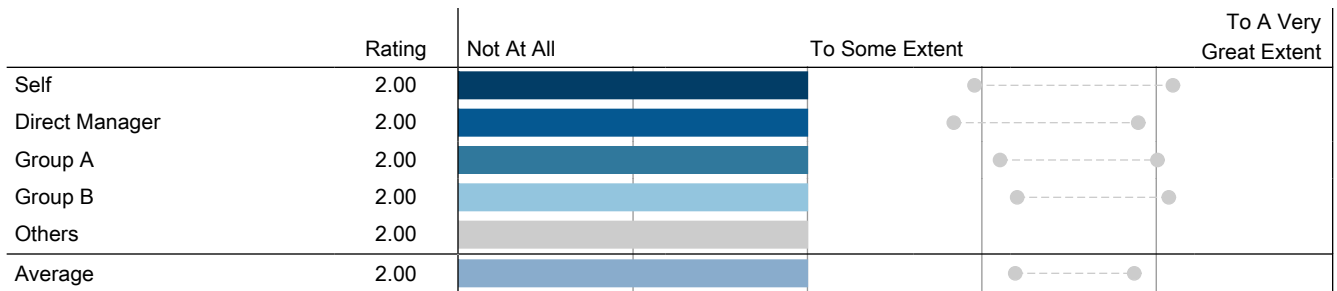


15. Challenges "the way it has always been done"

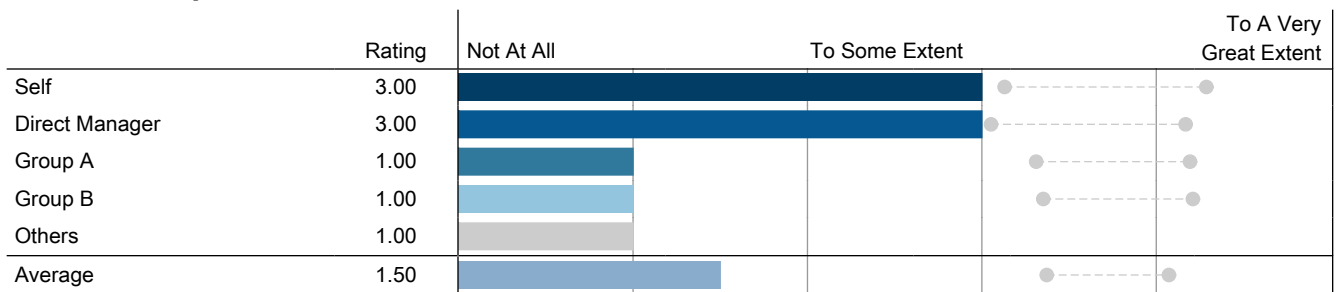


Item Detail

16. Stimulates creative thinking in others



17. Champions new ideas and initiatives

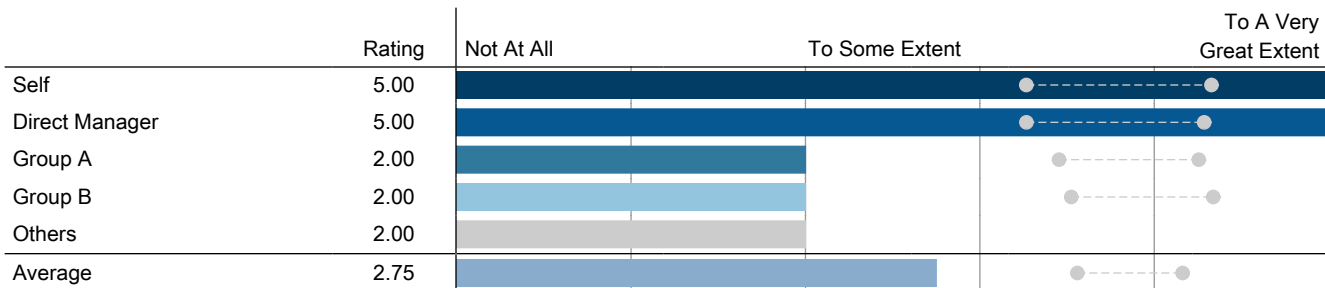


Item Detail

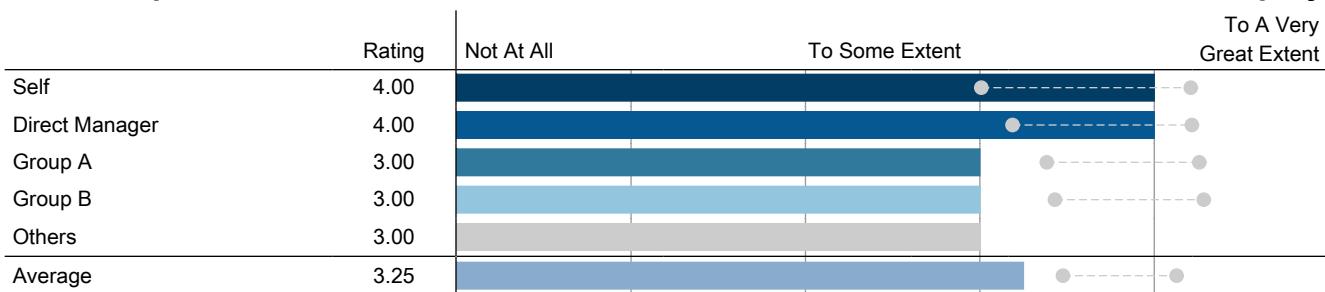
ADMINISTRATIVE

Establish Plans (3.50)

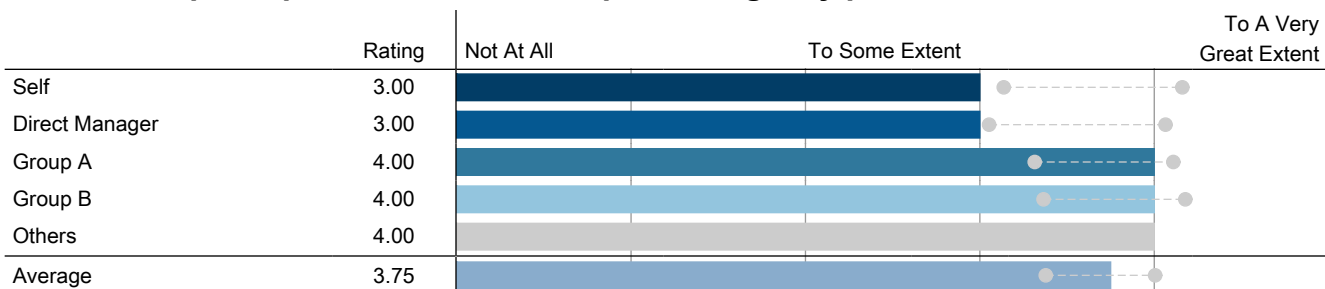
18. Develops realistic plans, action steps, and timetables for projects and assignments



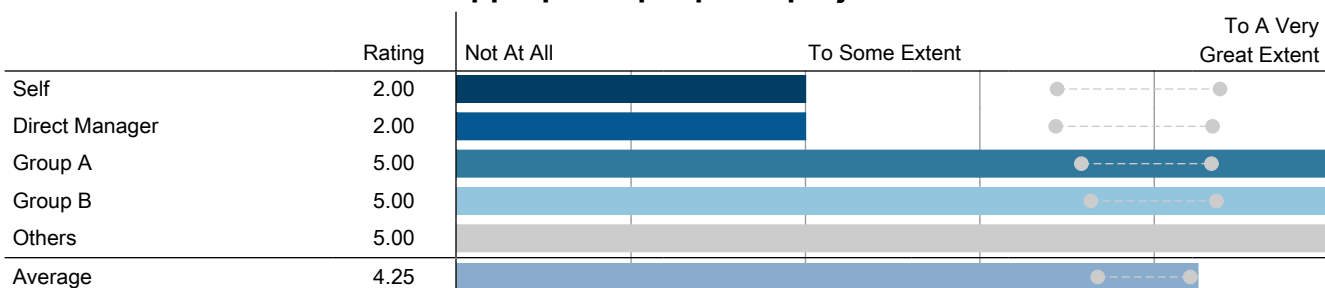
19. Prepares accurate estimates of costs, staff, and other resources needed for projects



20. Anticipates problems and develops contingency plans



21. Identifies and involves appropriate people in projects

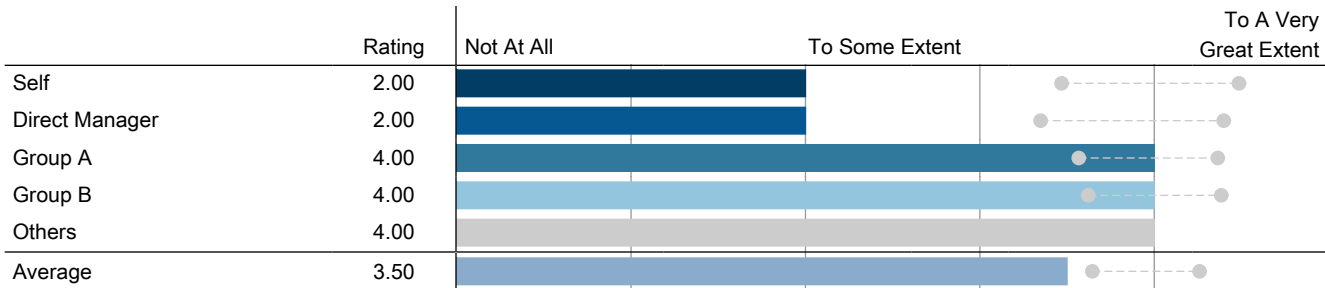


●● = 25th and 75th percentile of norm group: Individual Contributor Global

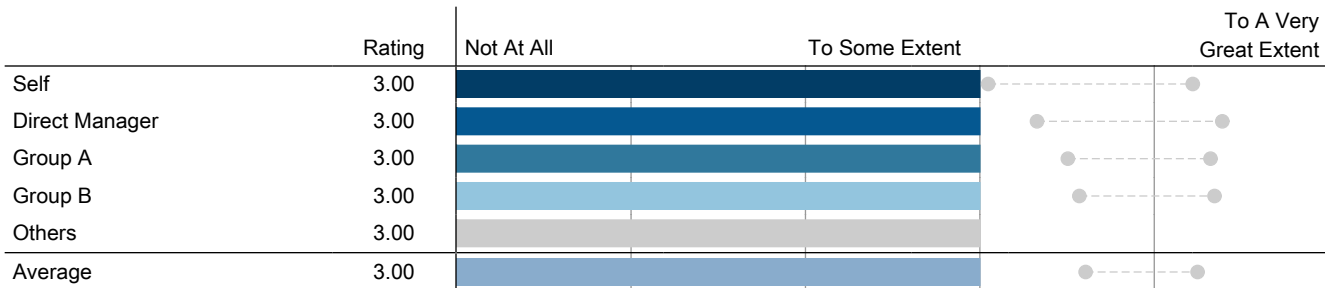
Item Detail

Work Efficiently (2.70)

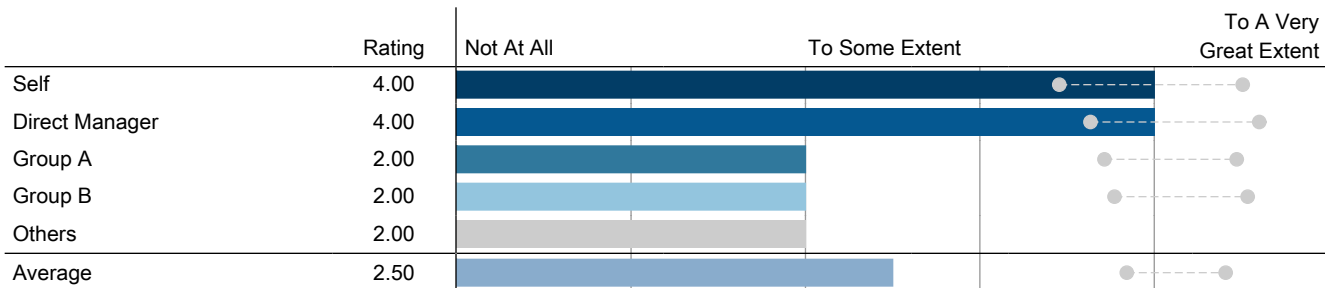
22. Handles multiple demands and competing priorities



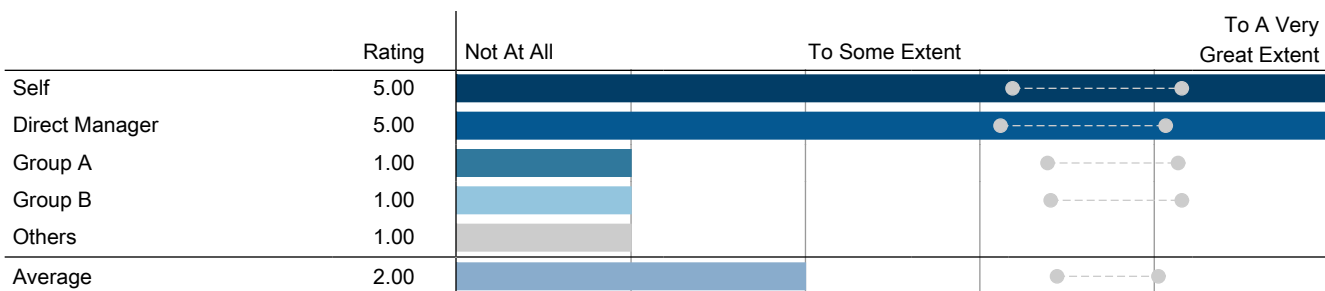
23. Processes paperwork efficiently



24. Promptly responds to phone calls and written requests

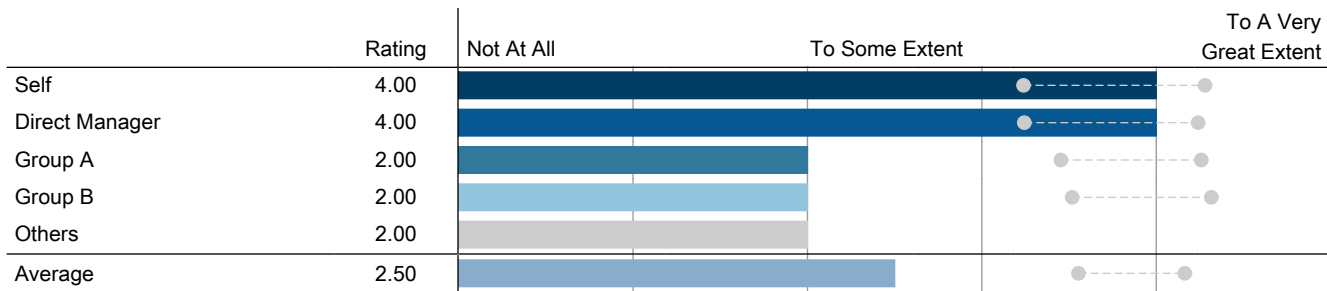


25. Eliminates inefficiencies and roadblocks



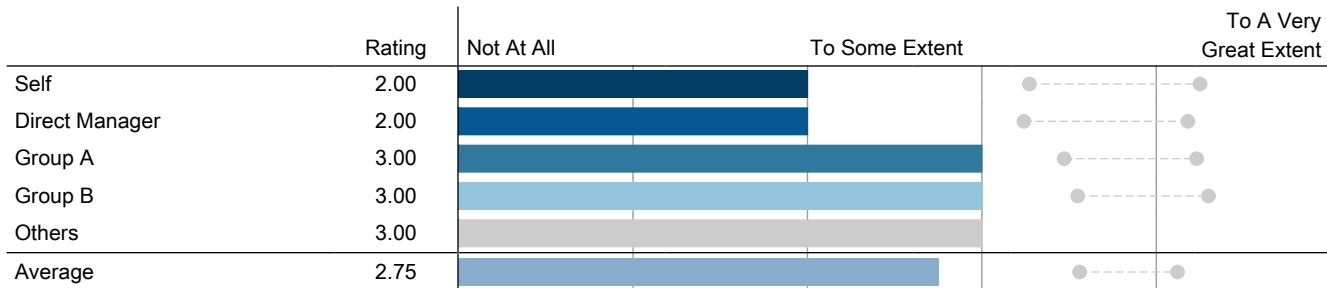
Item Detail

26. Plans and conducts meetings to make effective use of time

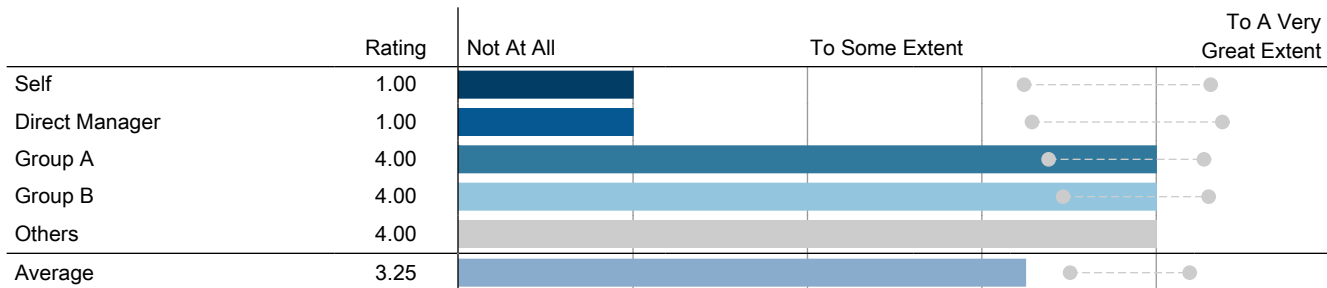


Manage Execution (3.11)

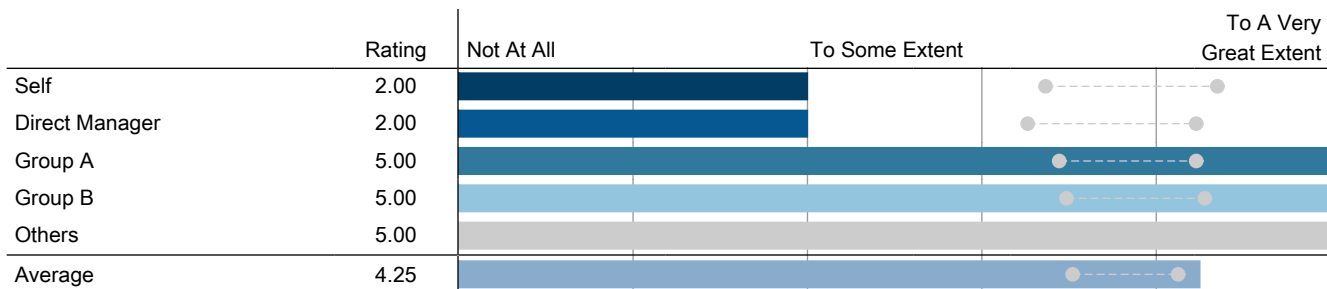
27. Conveys clear expectations when involving others in tasks



28. Effectively organizes and schedules activities that impact others

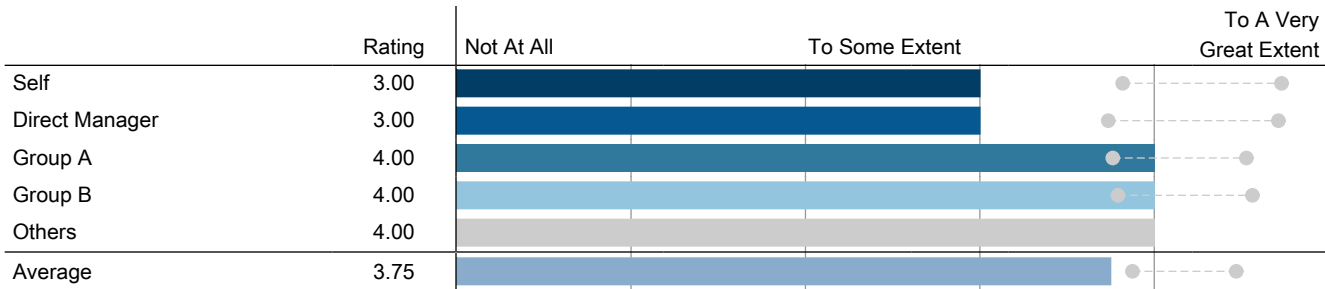


29. Provides others the latitude necessary to accomplish assigned objectives

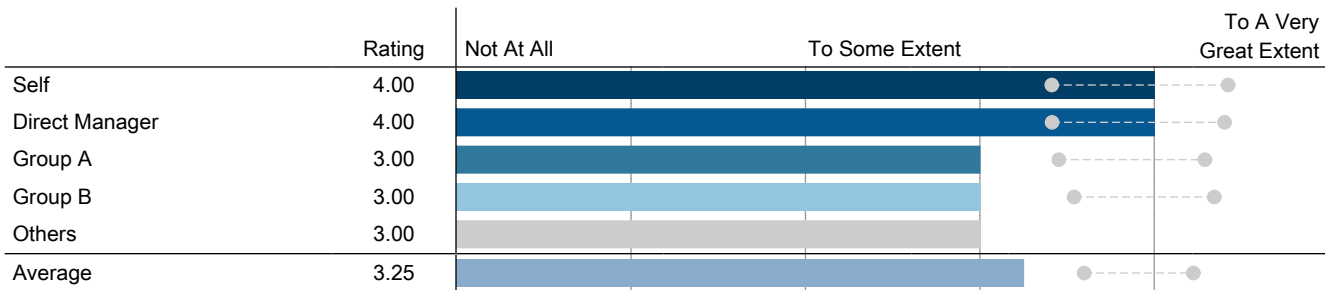


Item Detail

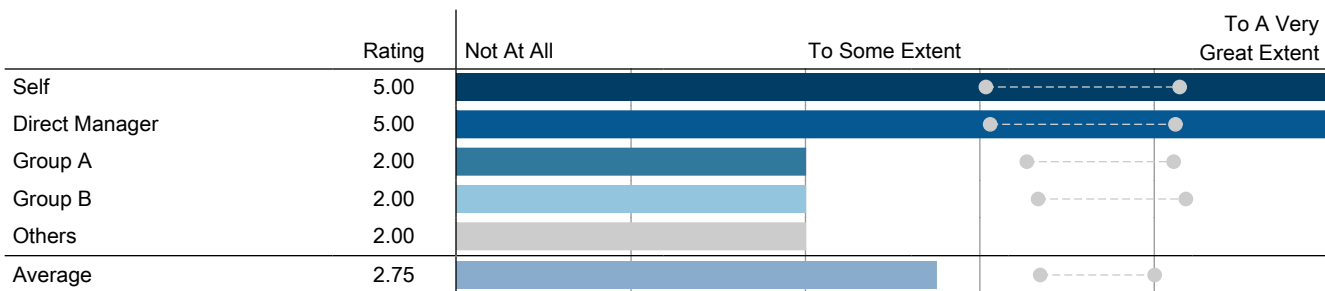
30. Is accessible to provide assistance/ support as necessary



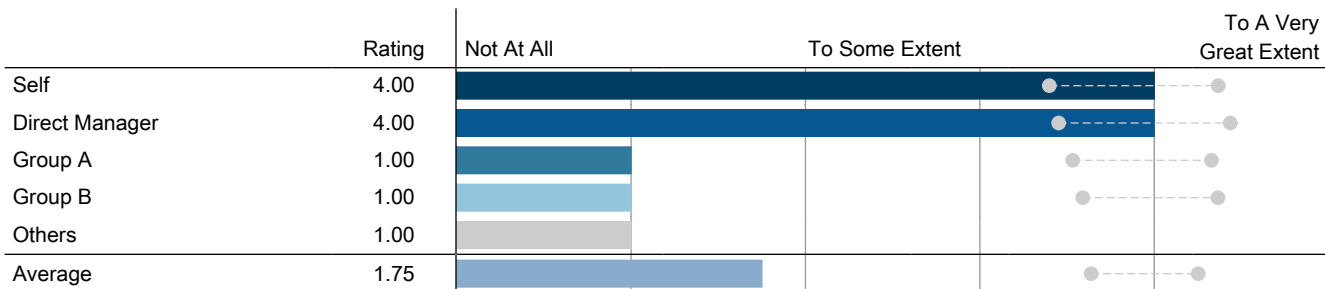
31. Keeps others up to date with information



32. Monitors progress of others and redirects efforts when project goals are not being met



33. Coordinates work with other groups

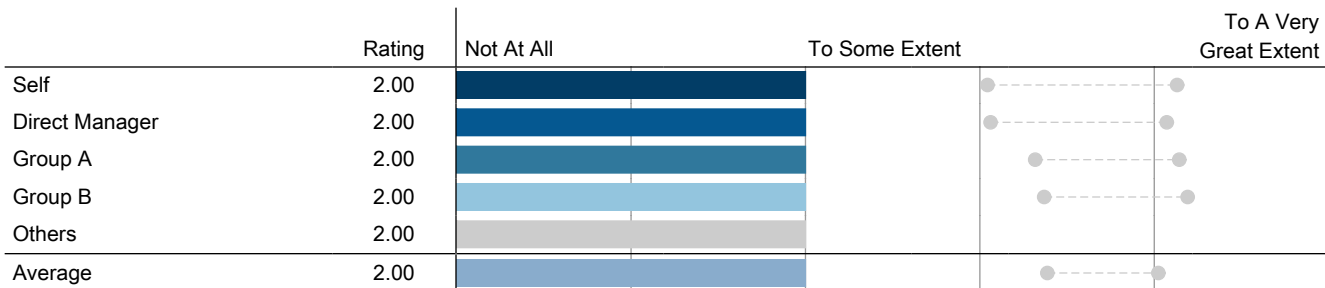


Item Detail

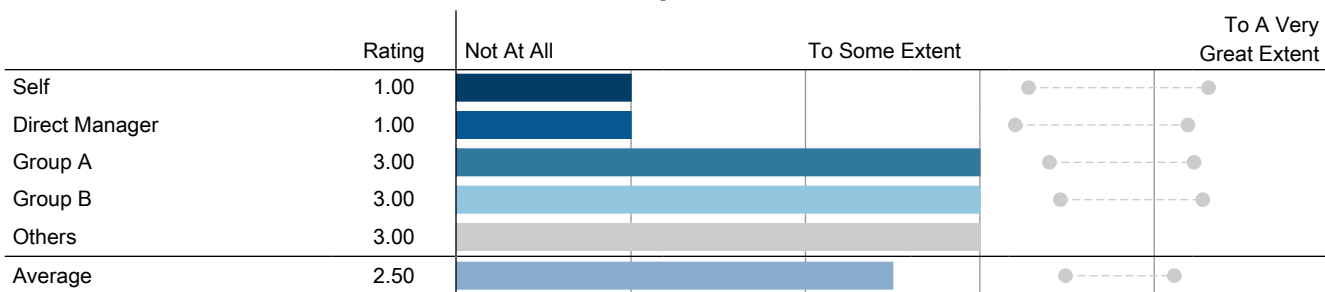
LEADERSHIP

Team Leadership (3.33)

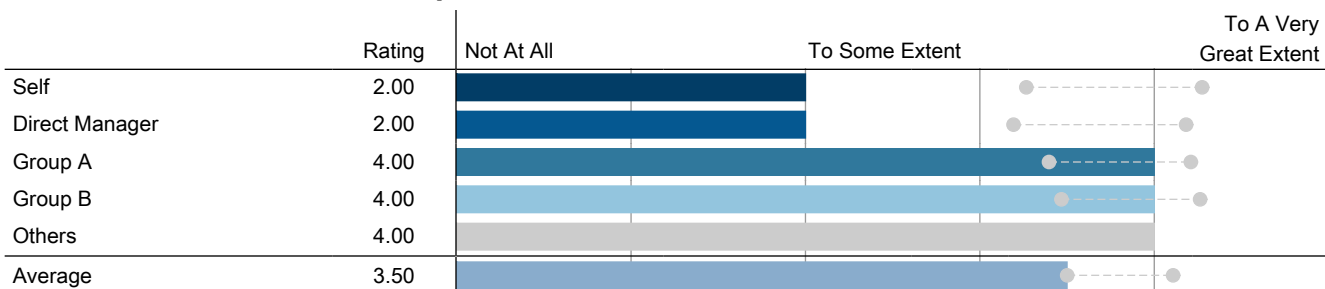
34. Facilitates others' understanding of the team's mission and value to the organization



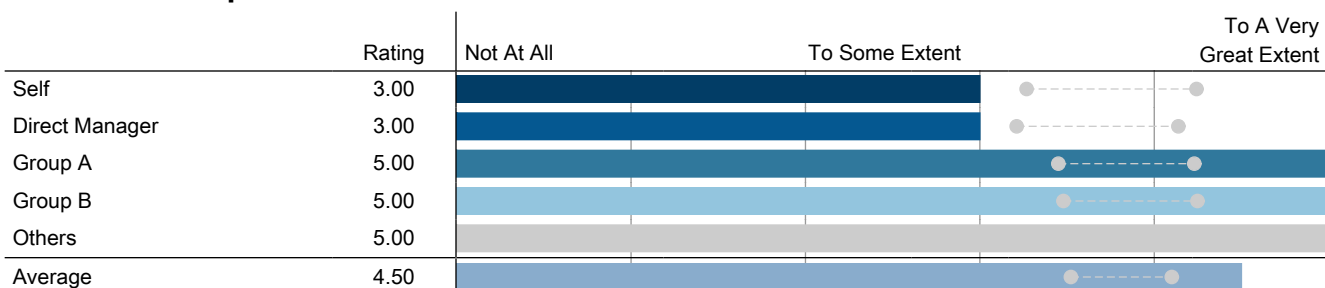
35. Provides clear direction and defines priorities of the team



36. Clarifies roles and responsibilities with team members



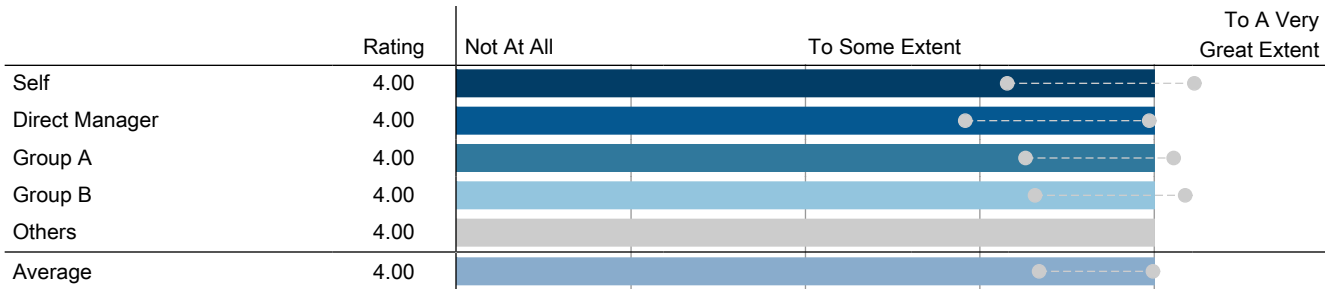
37. Makes optimal use of team members' skills



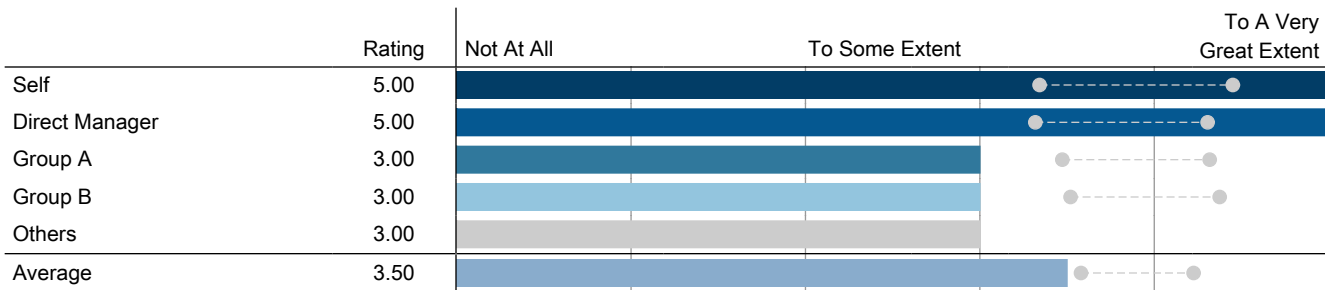
●● = 25th and 75th percentile of norm group: Individual Contributor Global

Item Detail

38. Adapts leadership style to fit the situation

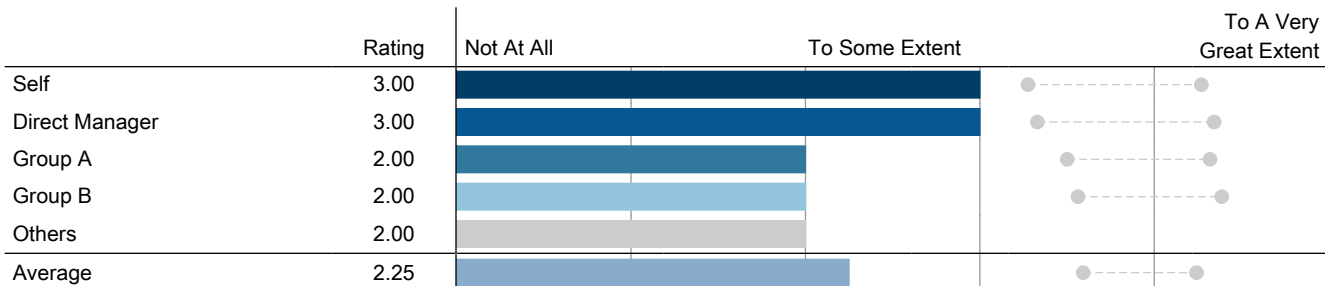


39. Acknowledges and celebrates team accomplishments

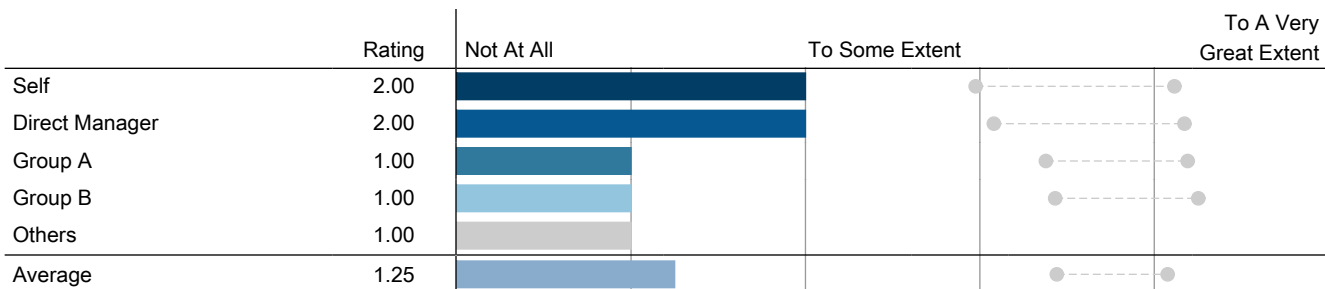


Influence Others (2.35)

40. Readily gains the attention and respect of others

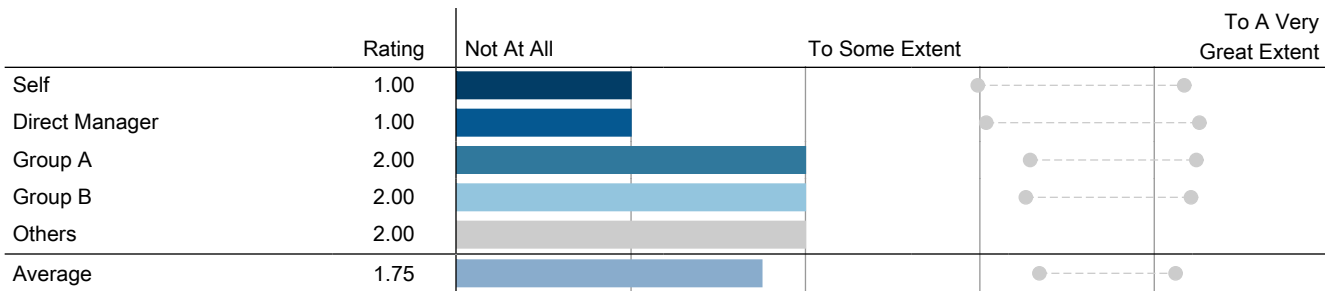


41. Negotiates persuasively

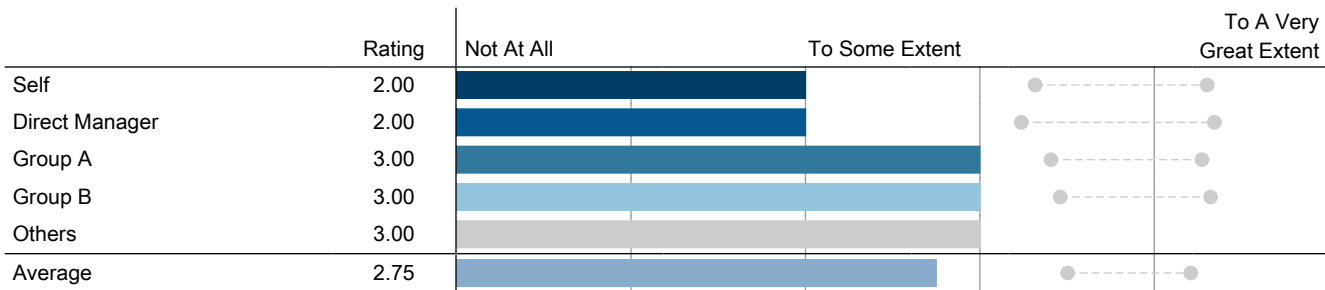


Item Detail

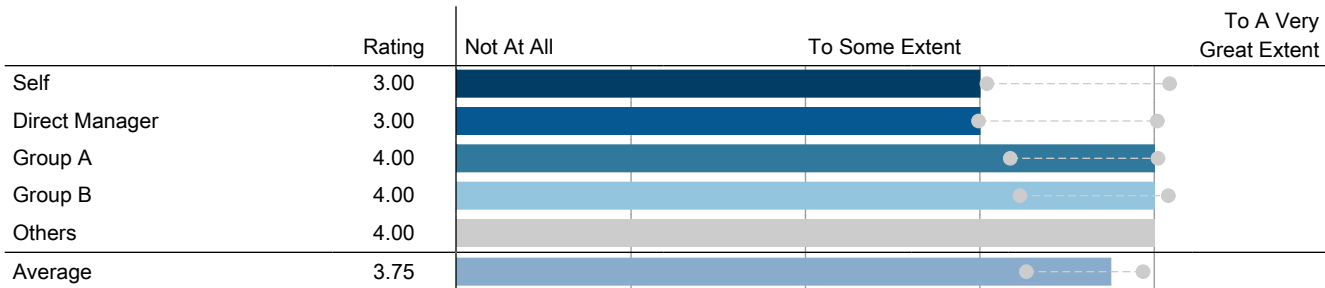
42. Is assertive



43. Wins support from others

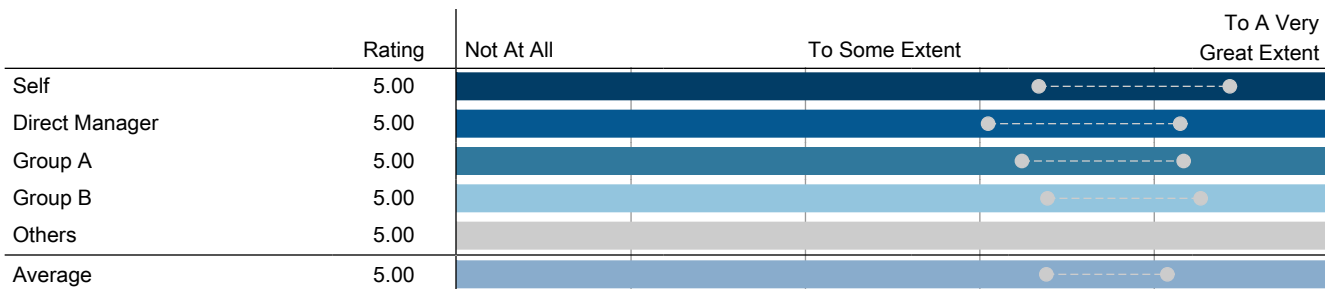


44. Influences and shapes the decisions of others



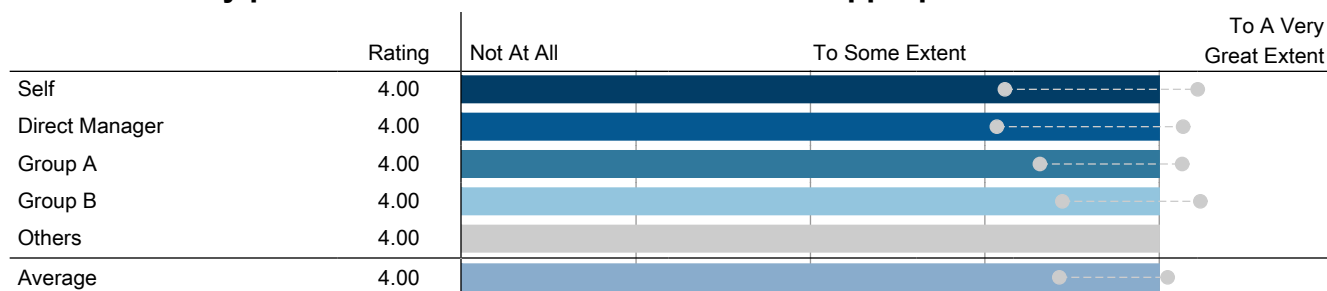
Coach Others (3.50)

45. Lets others know when they are doing well

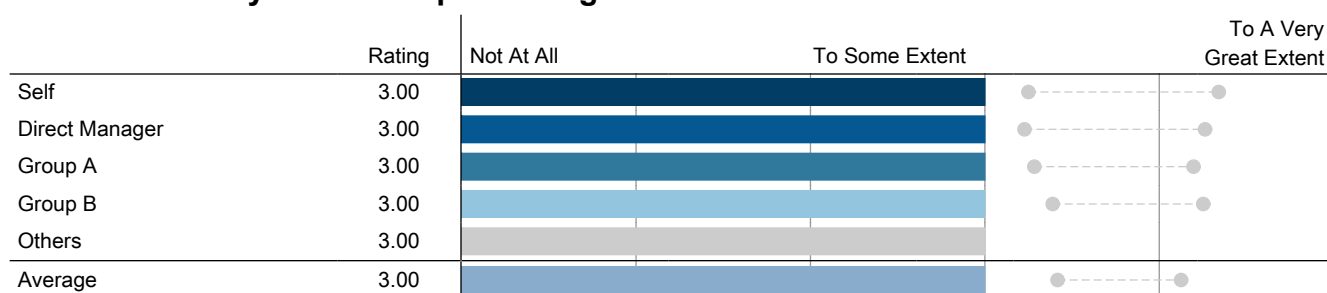


Item Detail

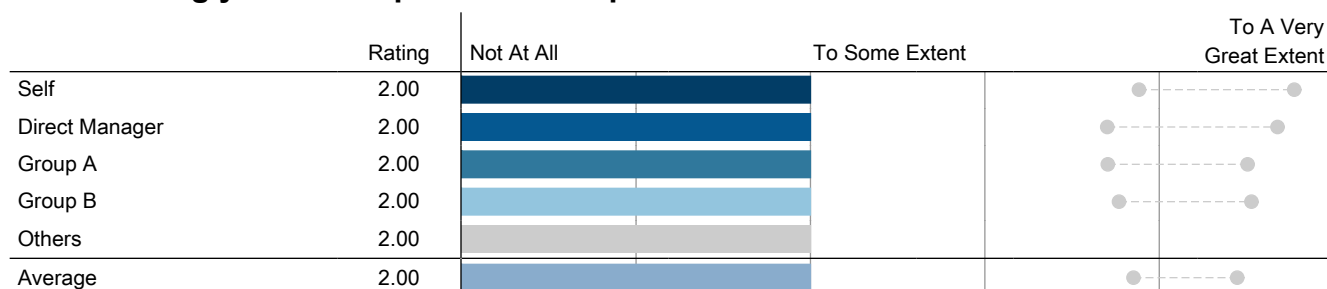
46. Candidly provides constructive feedback when appropriate



47. Effectively trains and provides guidance to others



48. Willingly shares expertise and experience with others

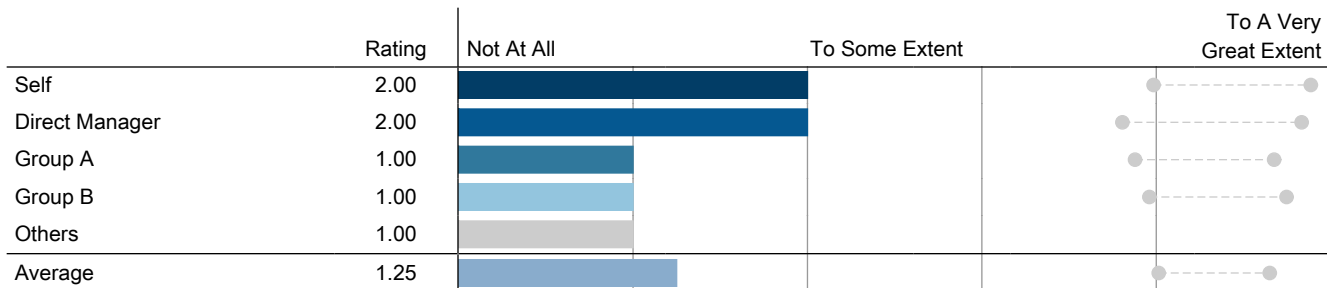


Item Detail

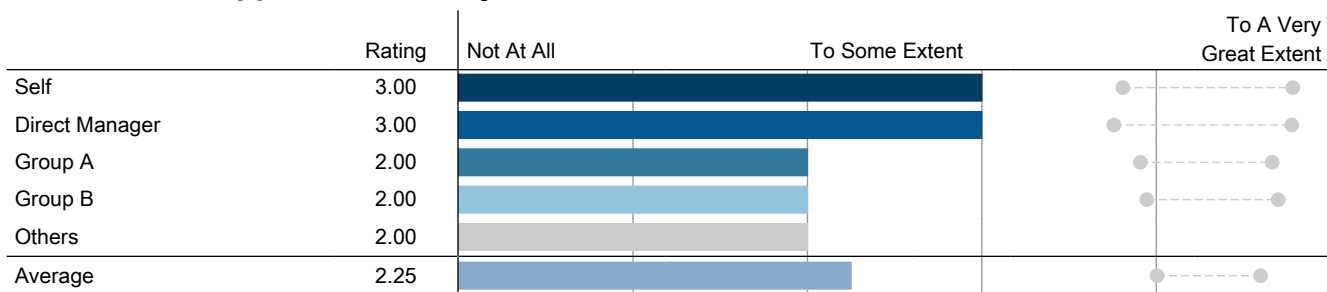
INTERPERSONAL

Build Relationships (3.18)

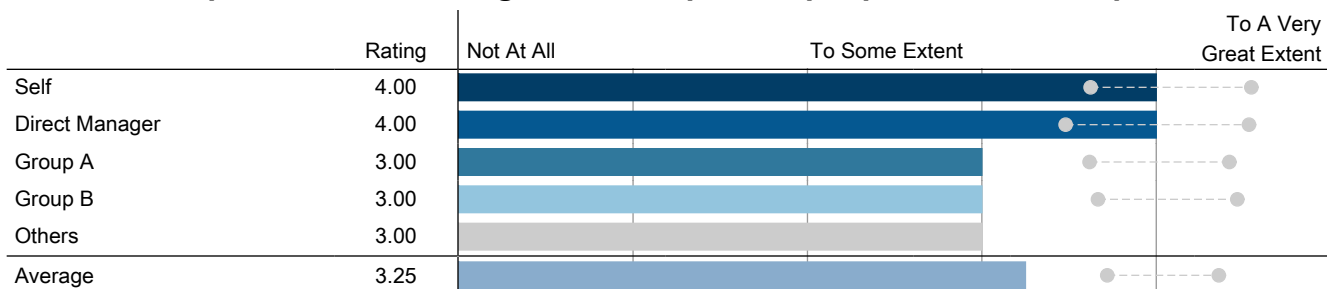
49. Treats people with respect



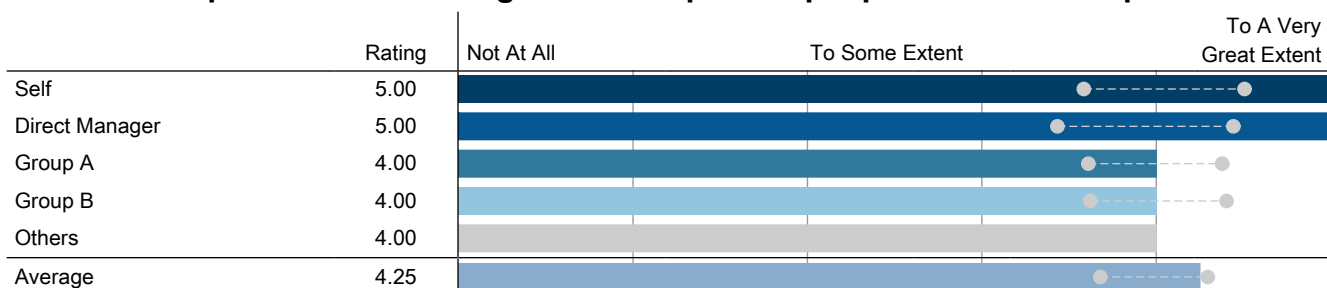
50. Can be approached easily



51. Develops effective working relationships with people within the department



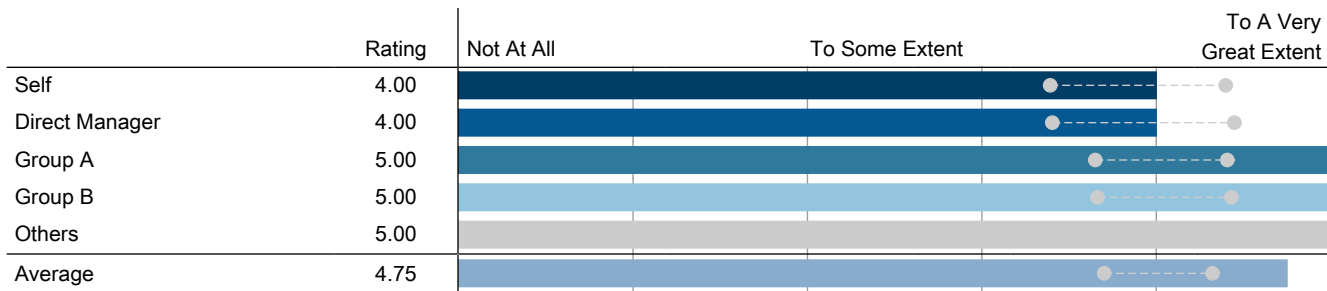
52. Develops effective working relationships with people from other departments



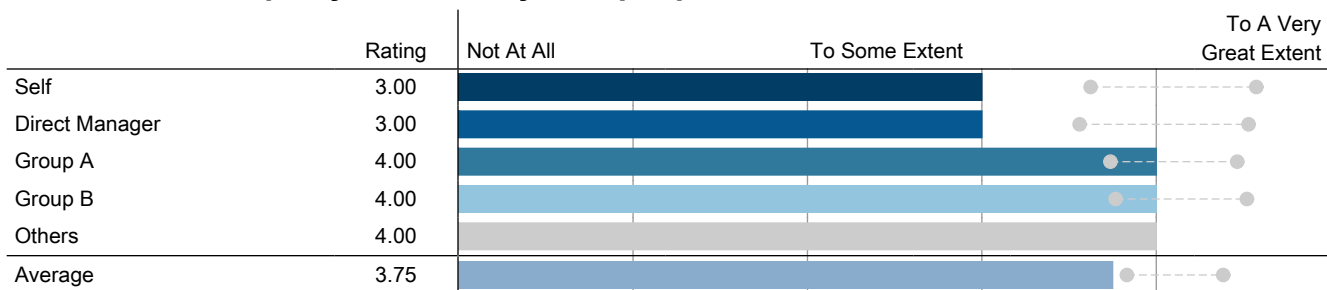
●● = 25th and 75th percentile of norm group: Individual Contributor Global

Item Detail

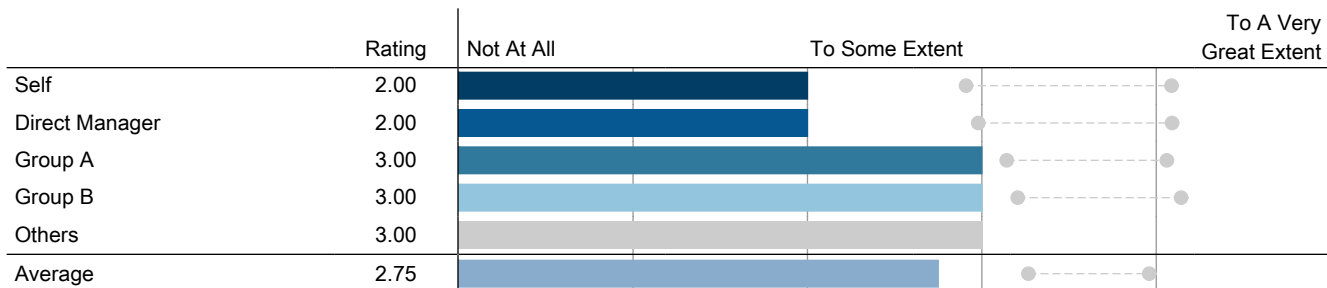
53. Develops effective working relationships with management



54. Interacts openly and directly with people

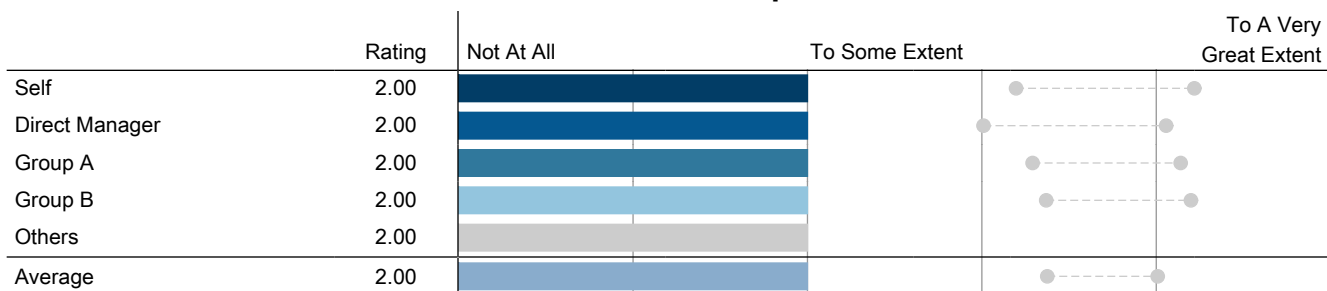


55. Confronts prejudice and intolerant behavior in a productive manner



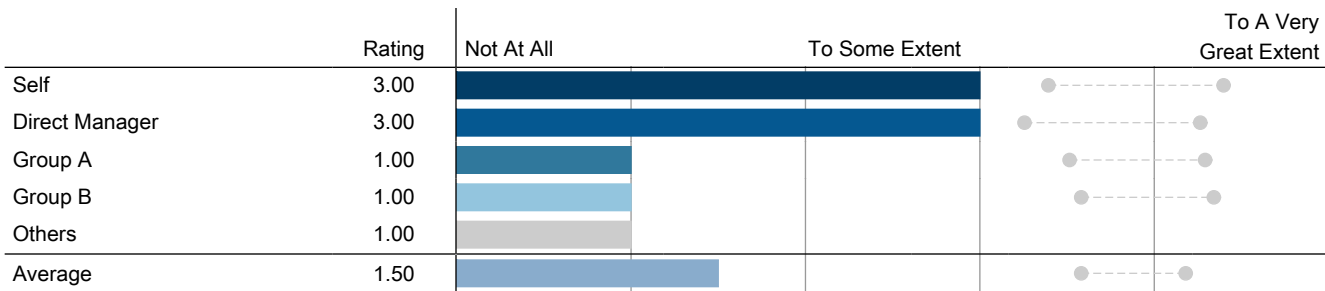
Display Organizational Savvy (3.00)

56. Knows when to stand firm and when to compromise

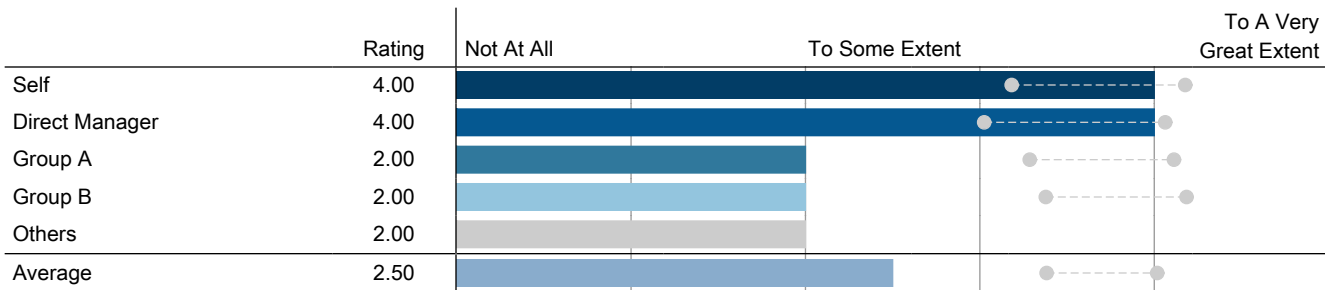


Item Detail

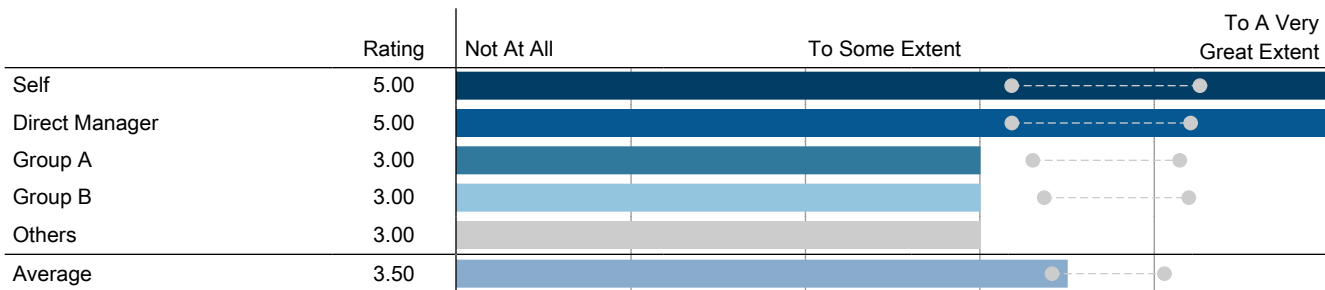
57. Knows whom to involve and when



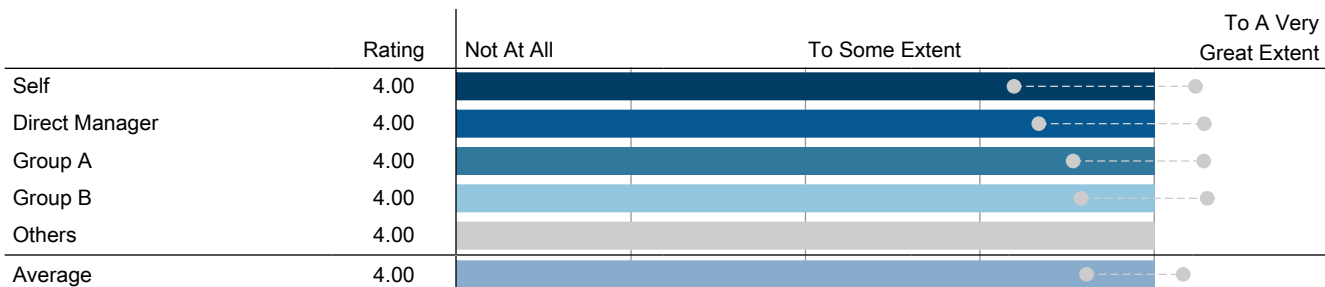
58. Anticipates and responds effectively to the positions and reactions of others



59. Compromises to build give-and-take relationships with others

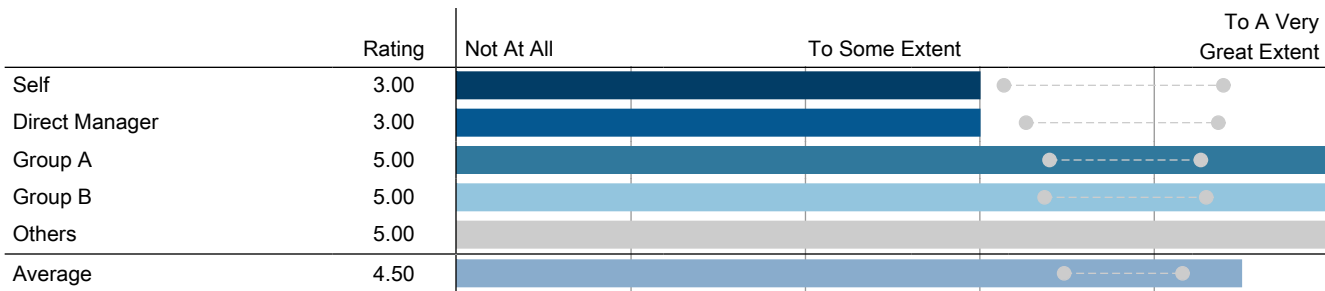


60. Uses formal channels in the organization to get things done



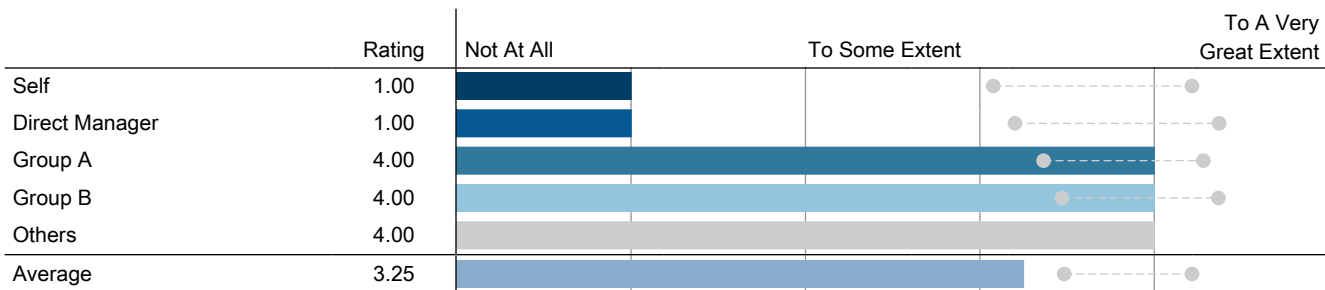
Item Detail

61. Uses informal relationships in the organization to get things done

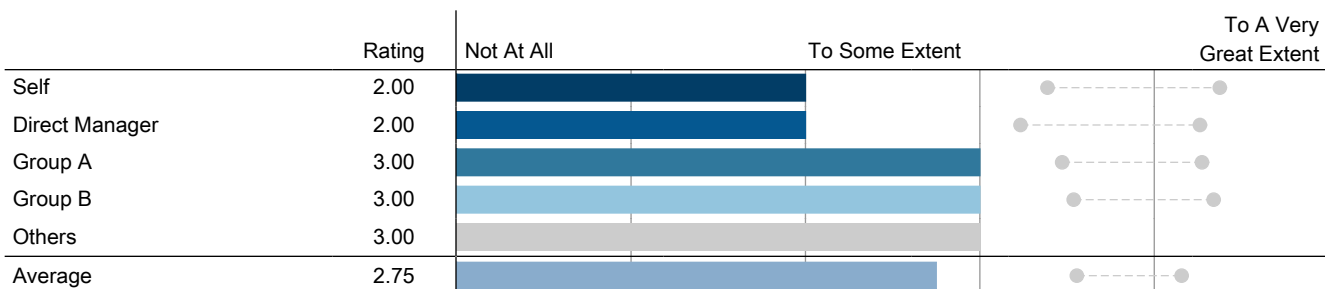


Manage Disagreements (2.50)

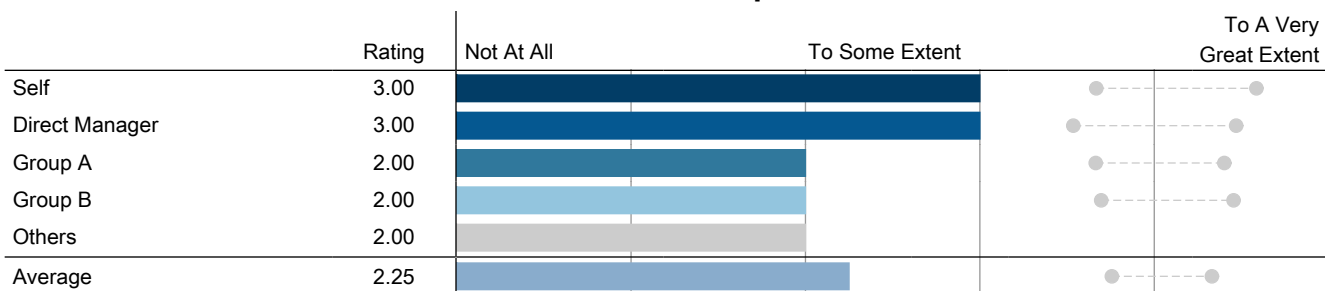
62. Expresses disagreement tactfully and sensitively



63. Addresses and works to resolve conflict

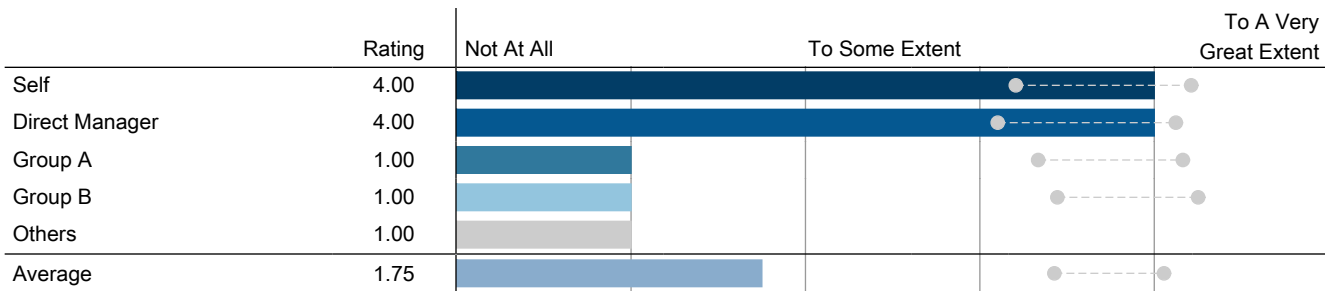


64. Works toward win/win solutions whenever possible



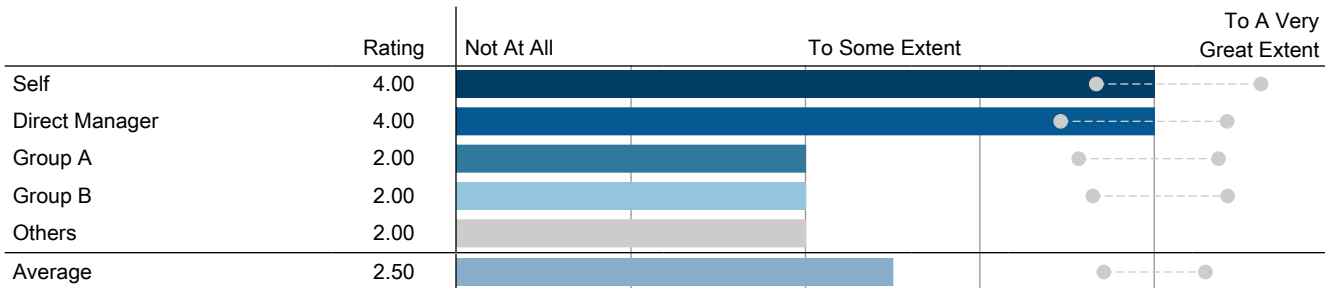
Item Detail

65. Facilitates the discussion and resolution of different views

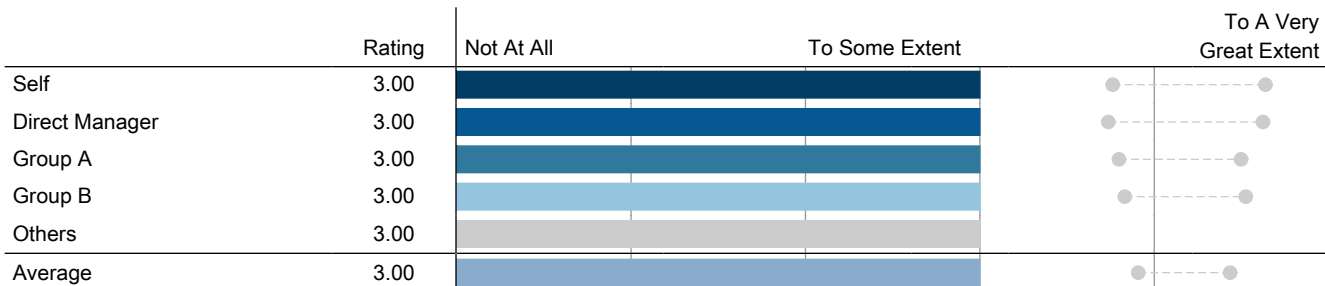


Team Membership (3.30)

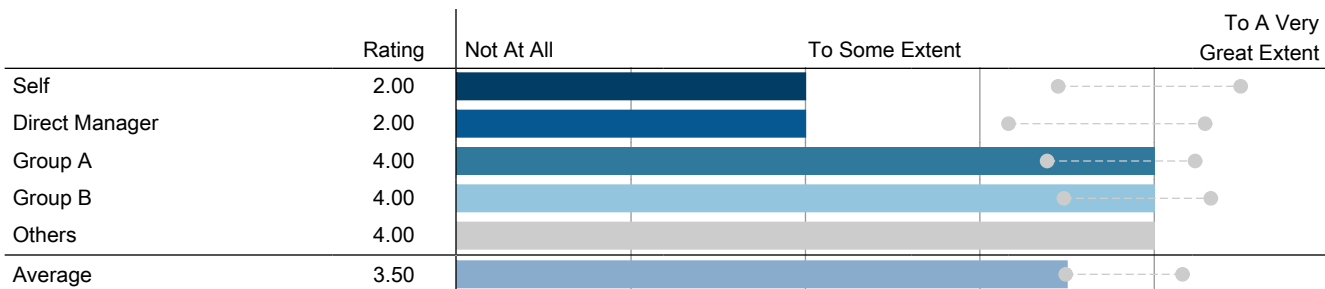
66. Values the contributions of all team members



67. Shows commitment to team objectives

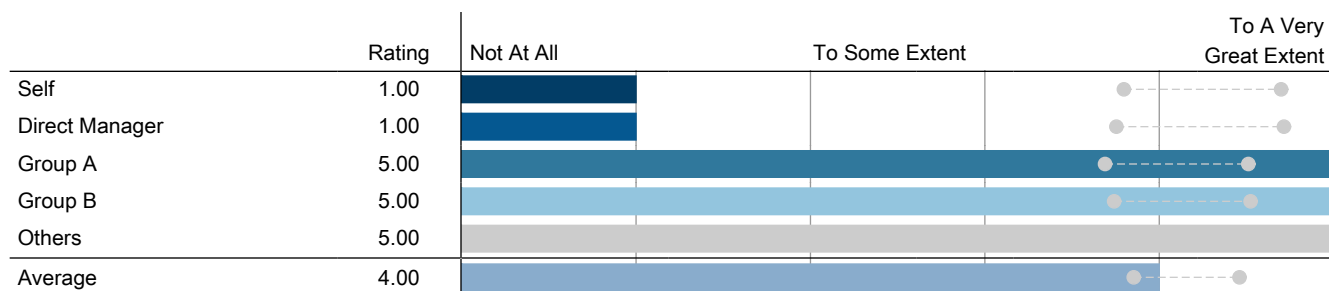


68. Encourages participation and involvement of all team members

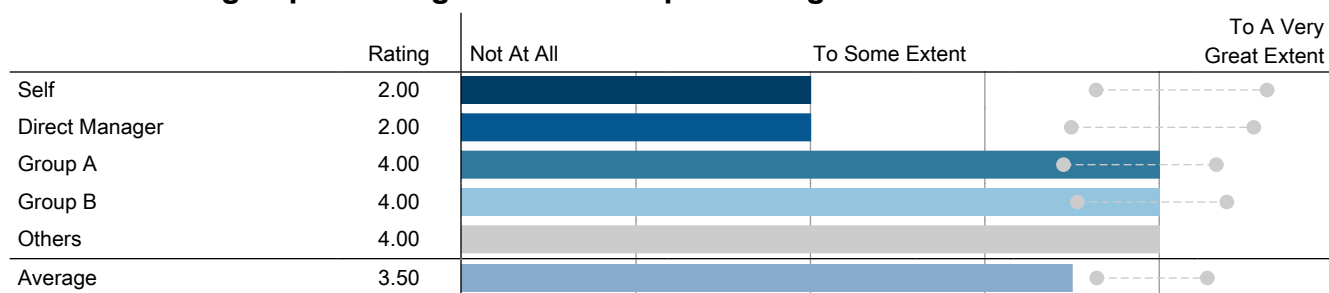


Item Detail

69. Contributes fair share of effort to the team's work



70. Is willing to put team goals ahead of personal goals

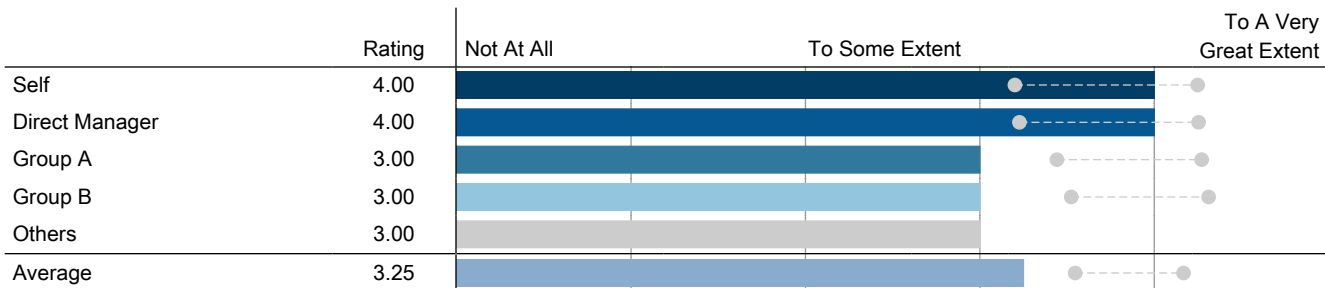


Item Detail

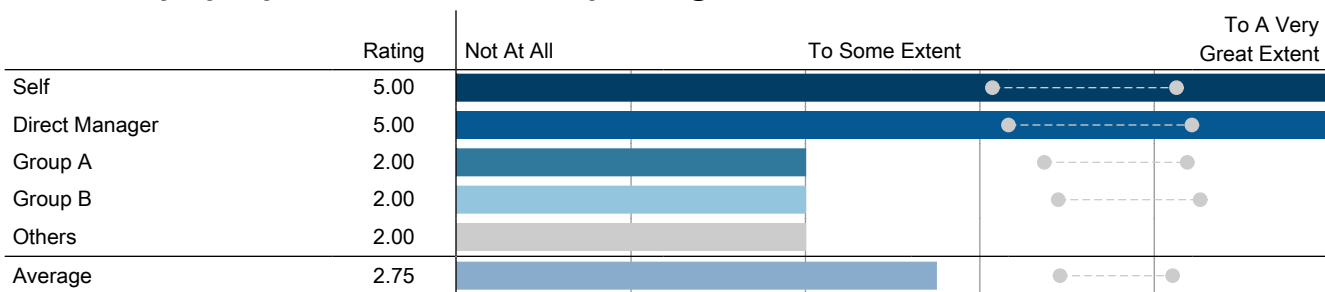
COMMUNICATION

Speak Effectively (2.50)

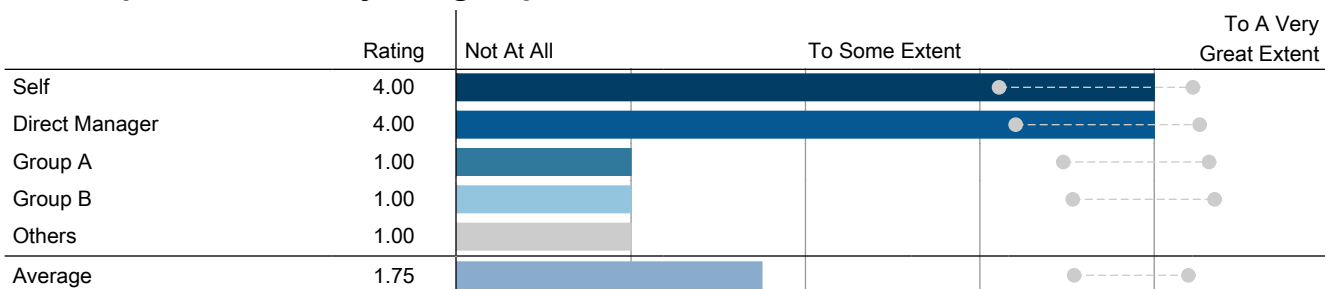
71. Gets the point across clearly and concisely



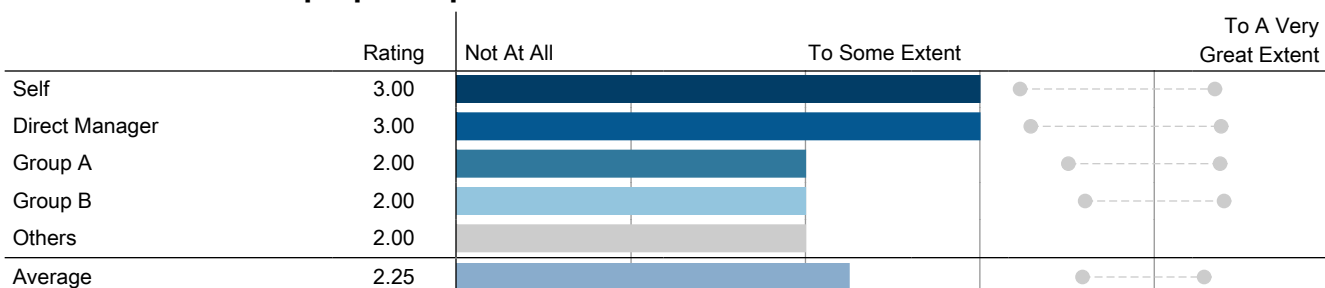
72. Keeps people interested when speaking



73. Speaks effectively in a group



74. Delivers well prepared presentations

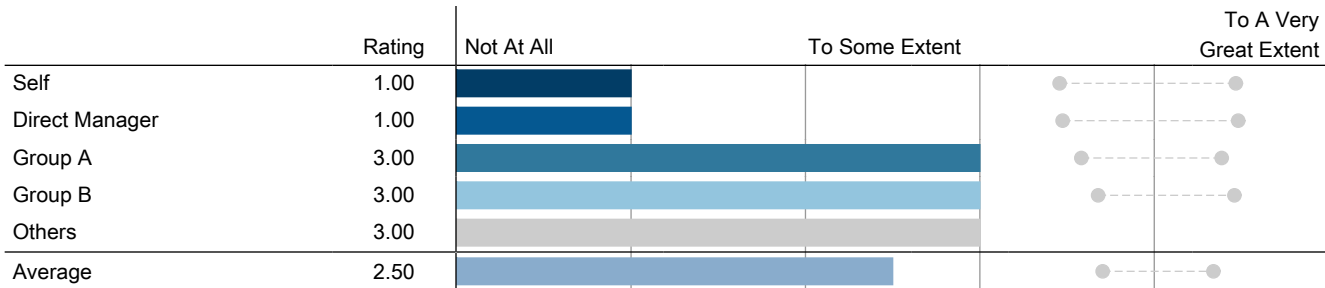


●● = 25th and 75th percentile of norm group: Individual Contributor Global

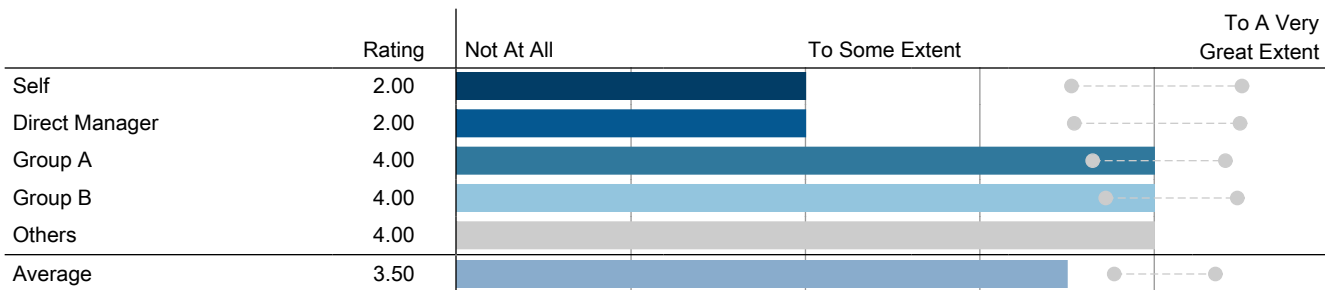
Item Detail

Listen to Others (3.60)

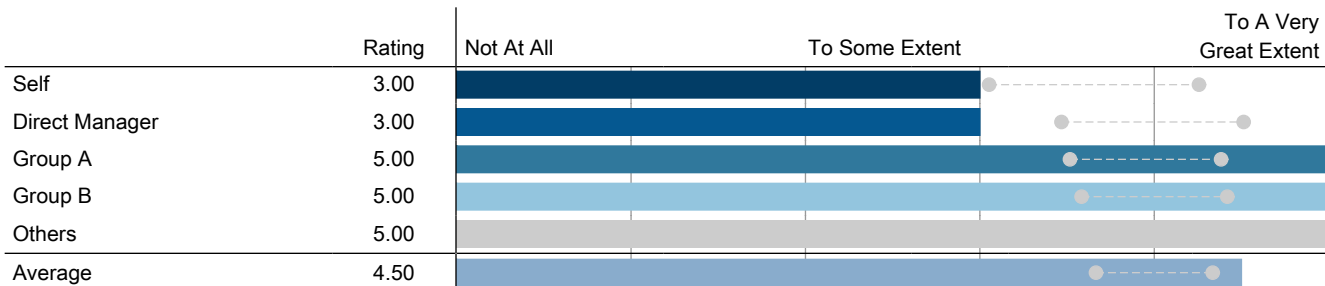
75. Listens carefully to input



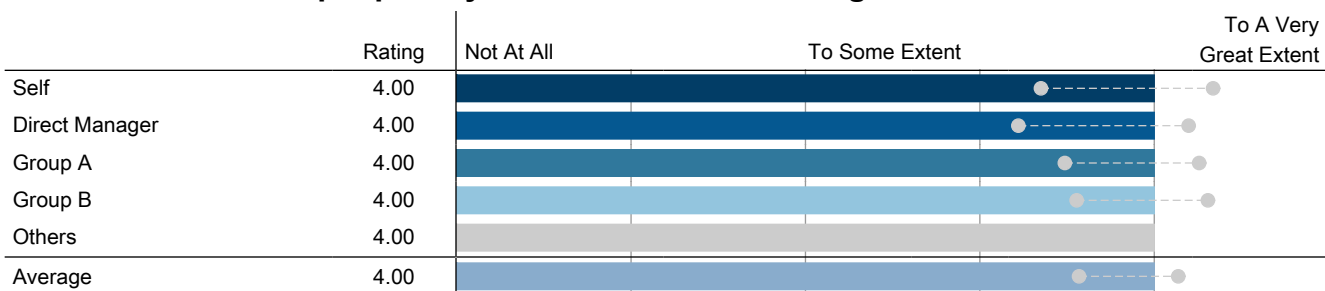
76. Listens well in a group



77. Listens to people without interrupting

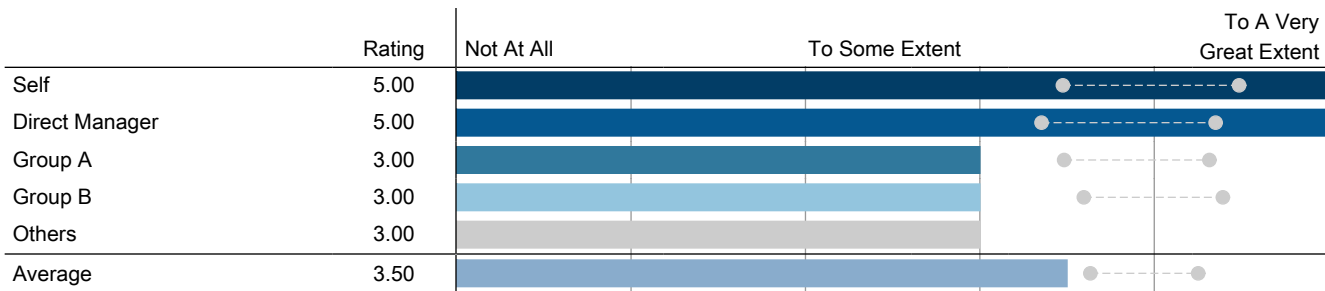


78. Clarifies what people say to ensure understanding



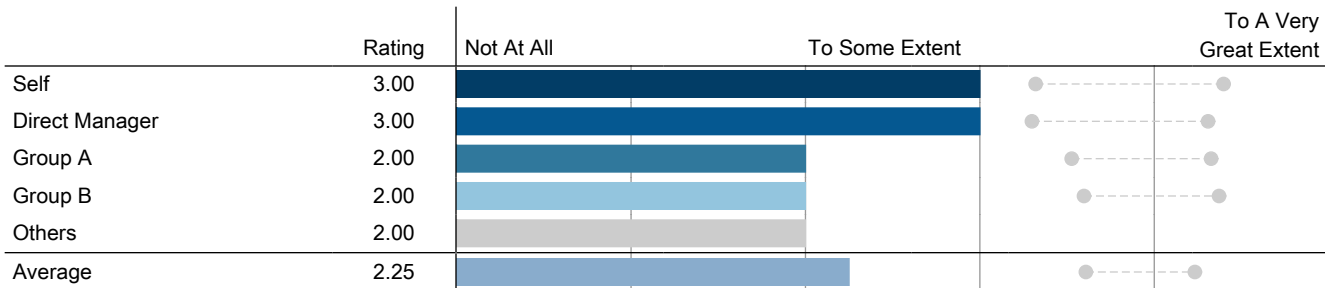
Item Detail

79. Listens attentively and with empathy to concerns expressed by others

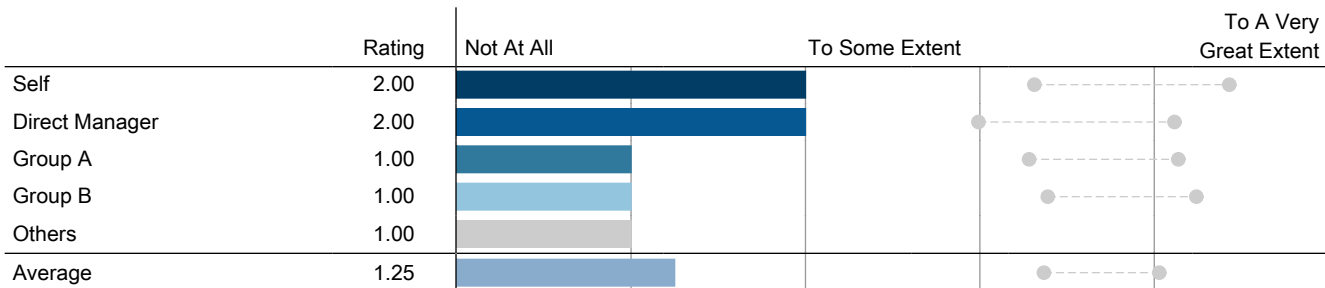


Prepare Written Communication (2.00)

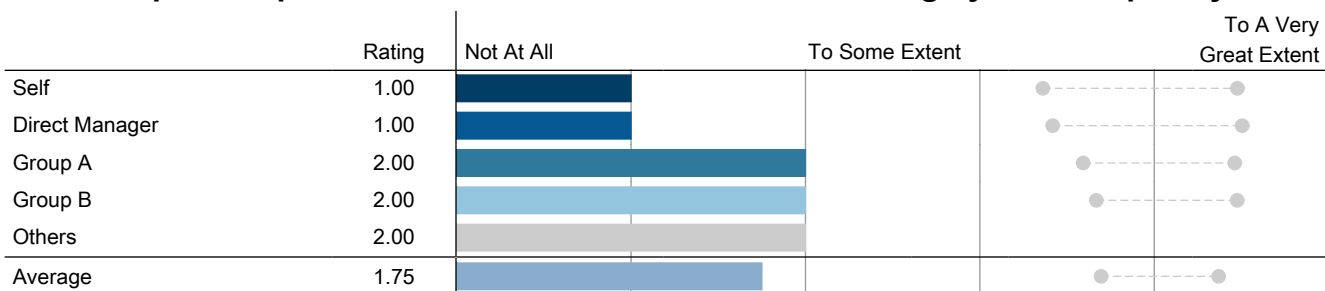
80. Clearly expresses ideas and concepts in writing



81. Adapts writing style and language to fit the audience

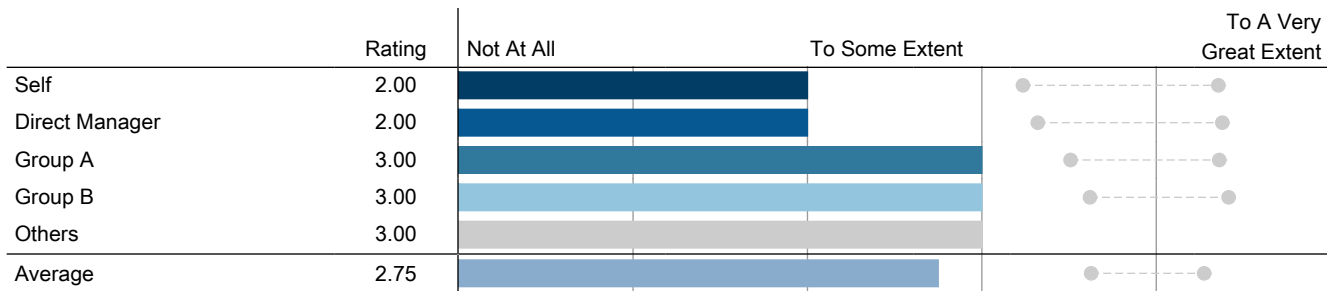


82. Prepares reports and other written information thoroughly and completely



Item Detail

83. Efficiently prepares written materials

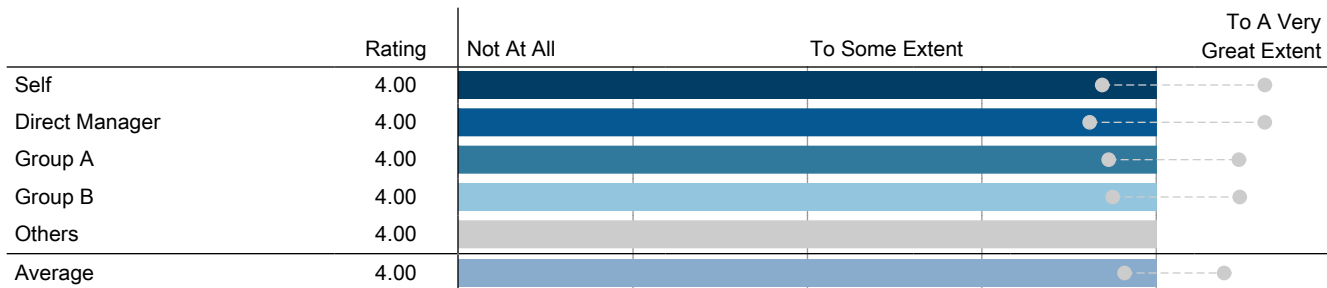


Item Detail

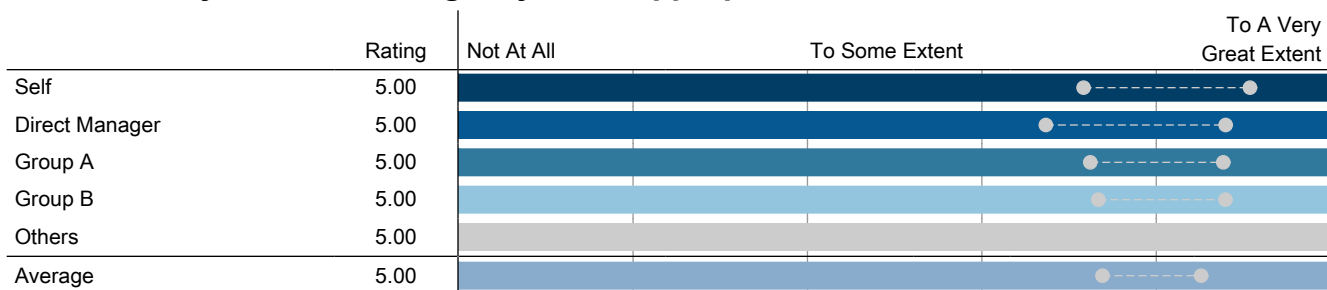
MOTIVATION

Demonstrate Drive and Commitment (3.00)

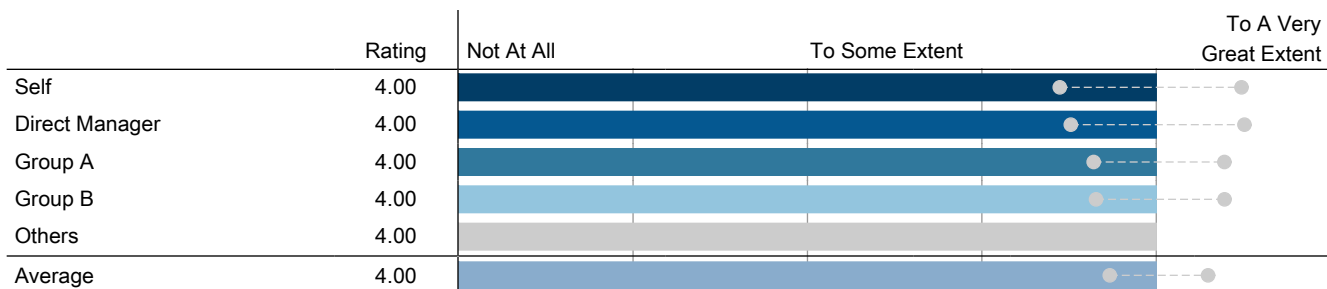
84. Puts a high priority on attaining results



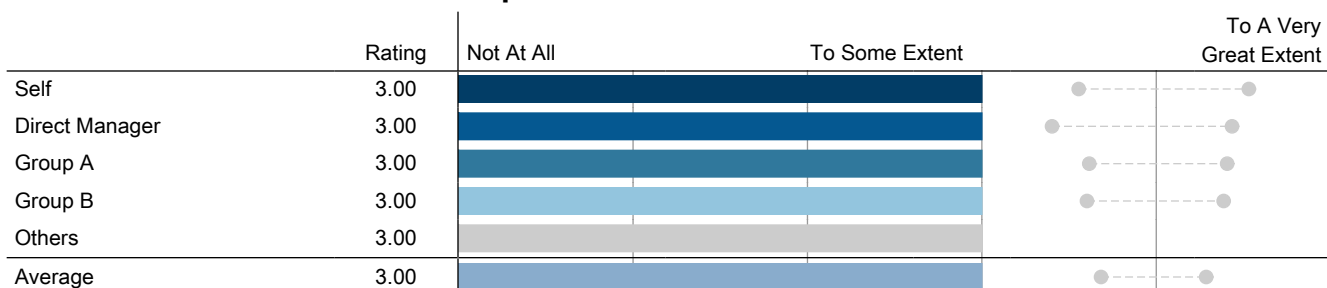
85. Conveys a sense of urgency when appropriate



86. Persists in the face of obstacles



87. Takes immediate and independent action when needed



●● = 25th and 75th percentile of norm group: Individual Contributor Global

Item Detail

88. Sets high personal standards of performance

	Rating	Not At All	To Some Extent	To A Very Great Extent
Self	2.00			
Direct Manager	2.00			
Group A	2.00			
Group B	2.00			
Others	2.00			
Average	2.00			

89. Willingly seeks new work challenges beyond own responsibilities

	Rating	Not At All	To Some Extent	To A Very Great Extent
Self	1.00			
Direct Manager	1.00			
Group A	1.00			
Group B	1.00			
Others	1.00			
Average	1.00			

90. Readily puts in extra time and effort

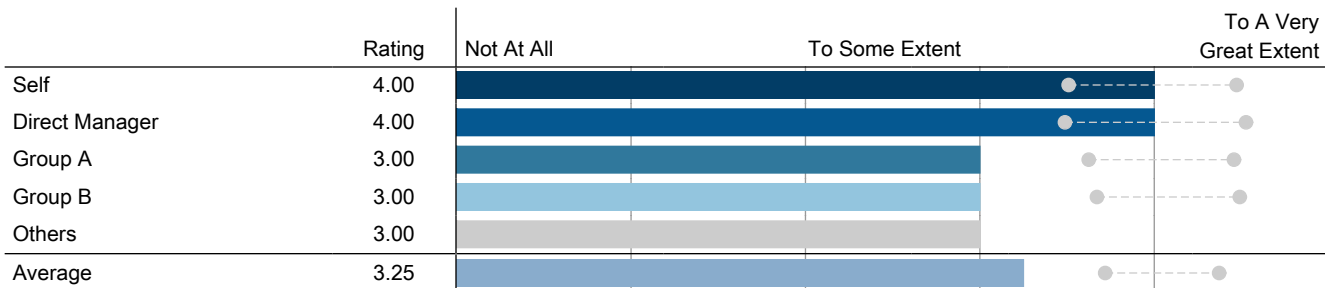
	Rating	Not At All	To Some Extent	To A Very Great Extent
Self	2.00			
Direct Manager	2.00			
Group A	2.00			
Group B	2.00			
Others	2.00			
Average	2.00			

Item Detail

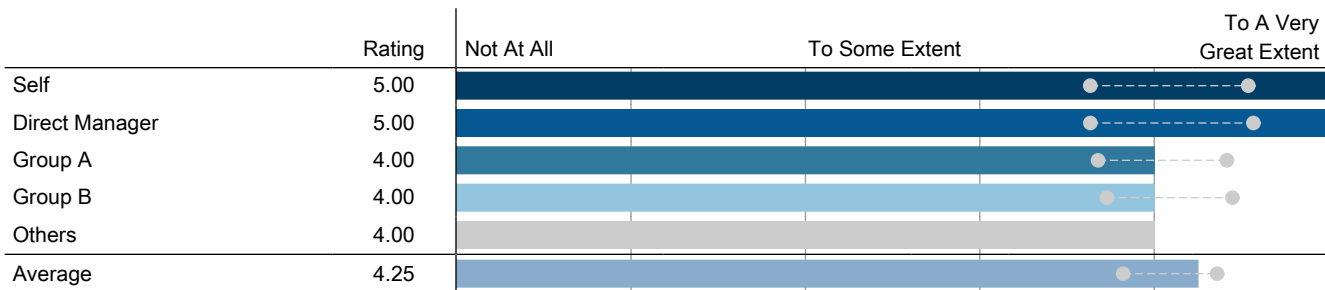
SELF-MANAGEMENT

Act with Integrity (3.75)

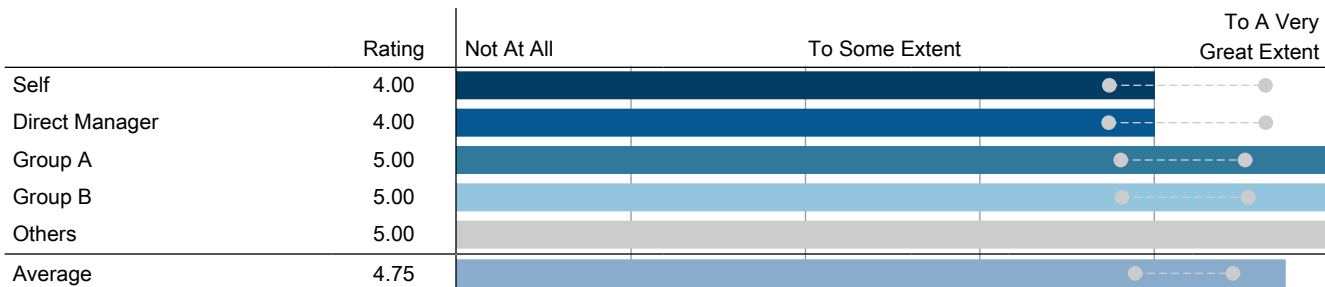
91. Has the confidence and trust of others



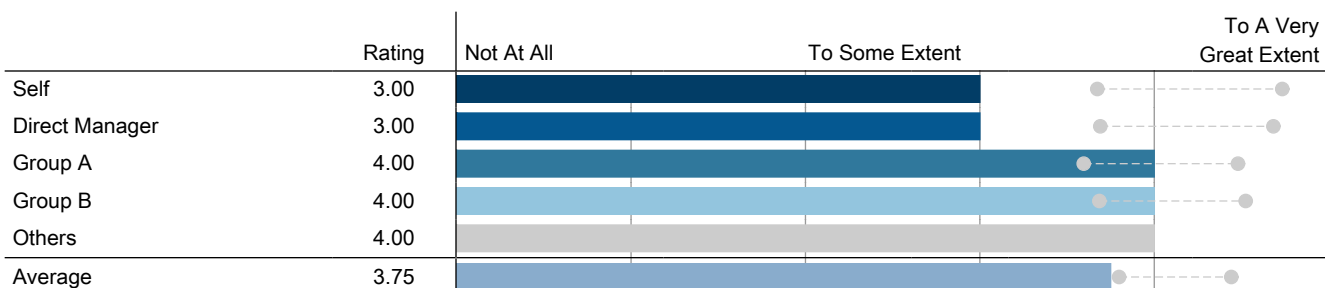
92. Shows consistency between words and actions



93. Lives up to commitments



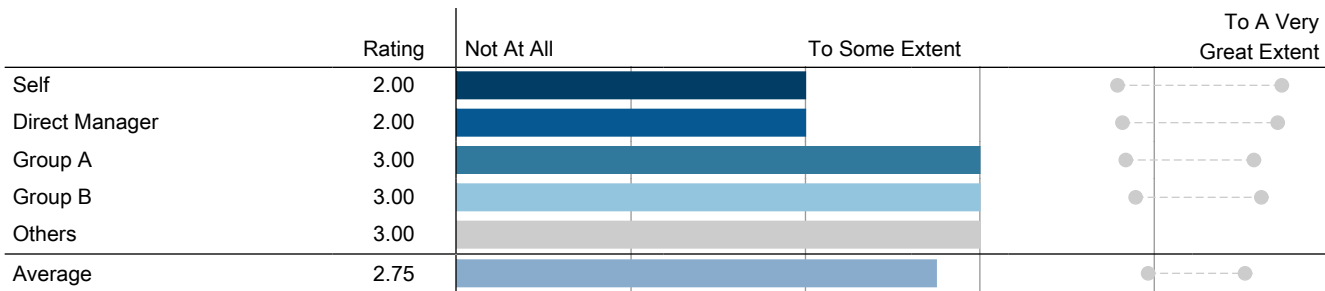
94. Makes ethical decisions



●● = 25th and 75th percentile of norm group: Individual Contributor Global

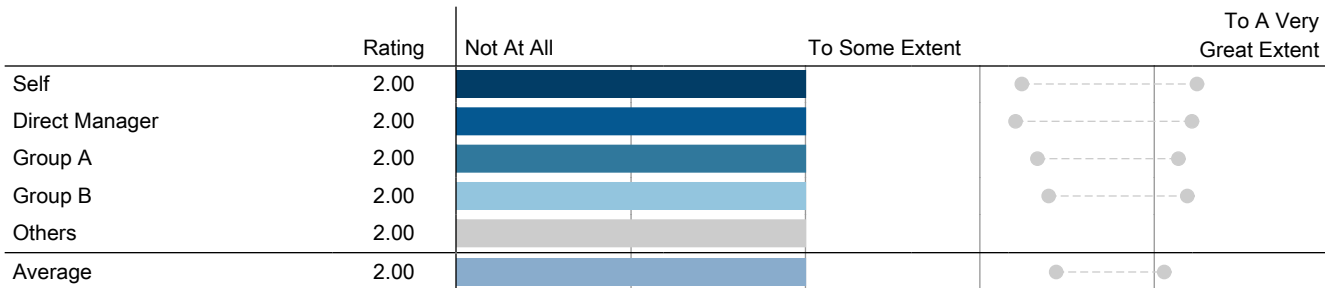
Item Detail

95. Behaves in accordance with professional/industry standards

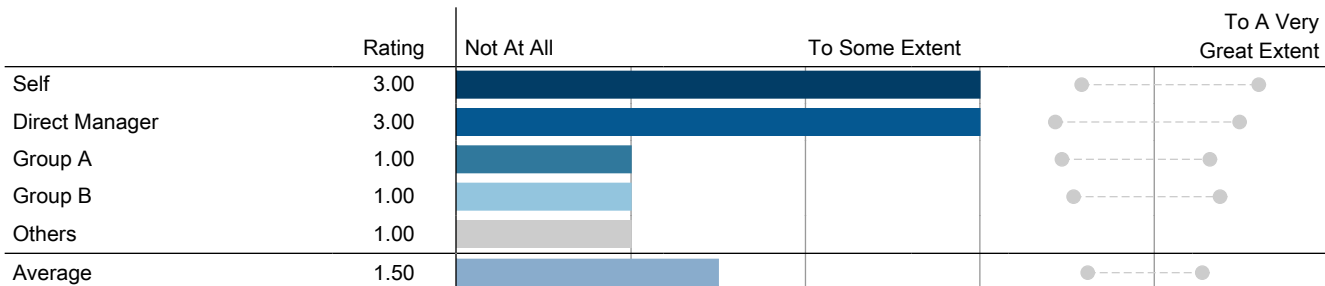


Demonstrate Adaptability (3.07)

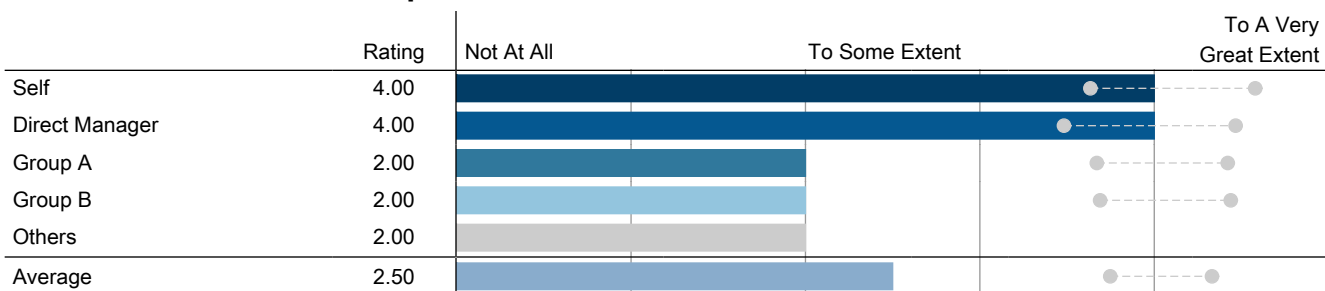
96. Deals constructively with own failures and mistakes



97. Is flexible

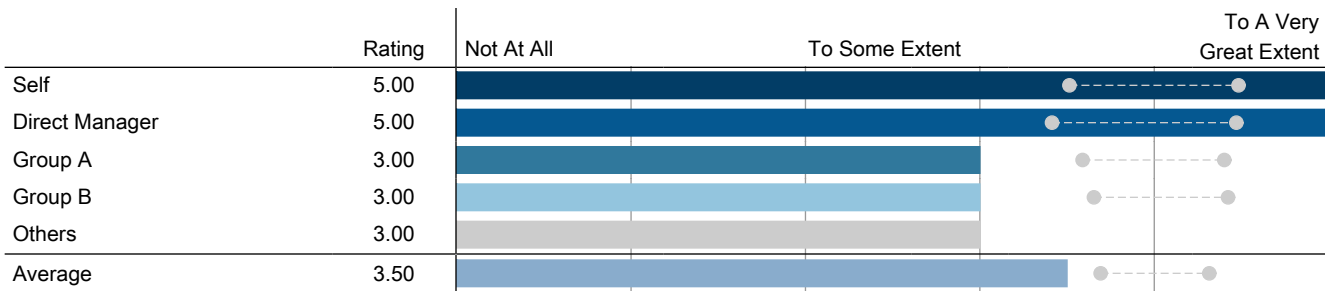


98. Takes a stand on important issues

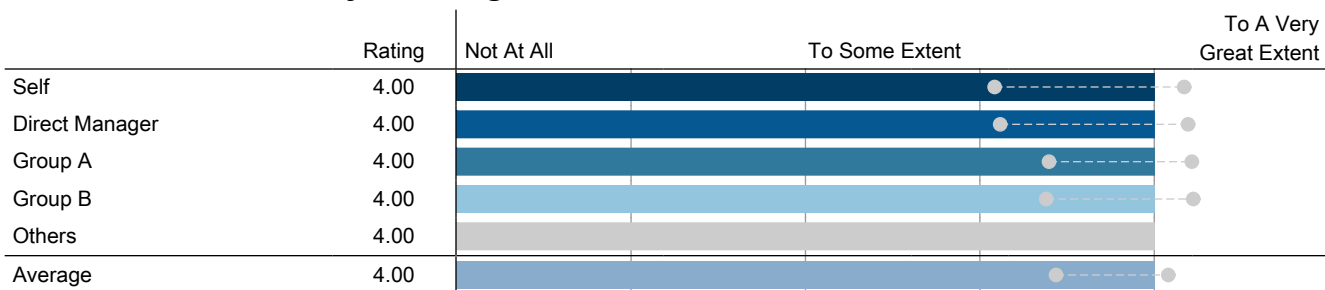


Item Detail

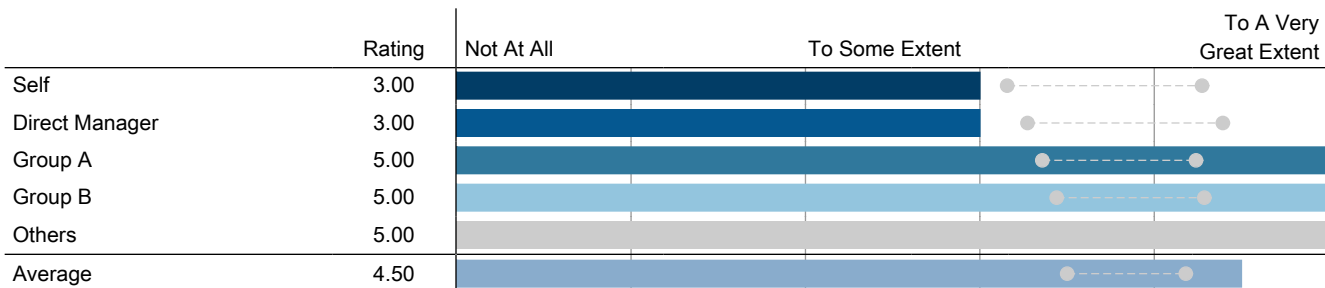
99. Works constructively under stress and pressure



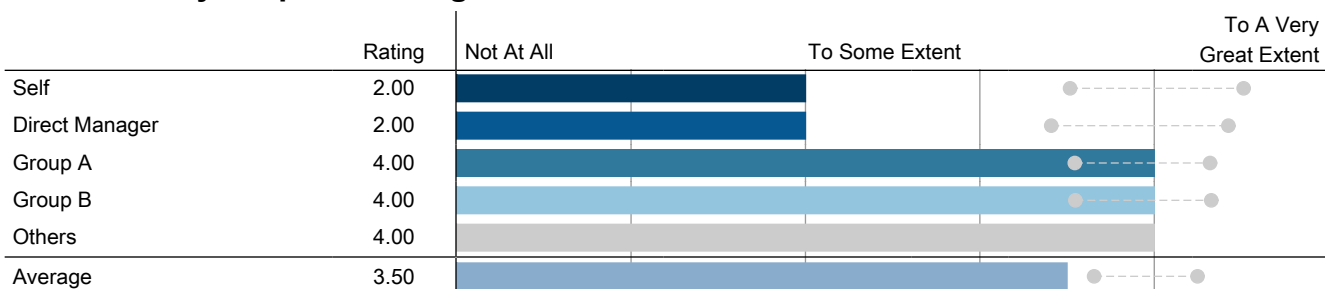
100. Works effectively in ambiguous situations



101. Accepts criticism openly and nondefensively



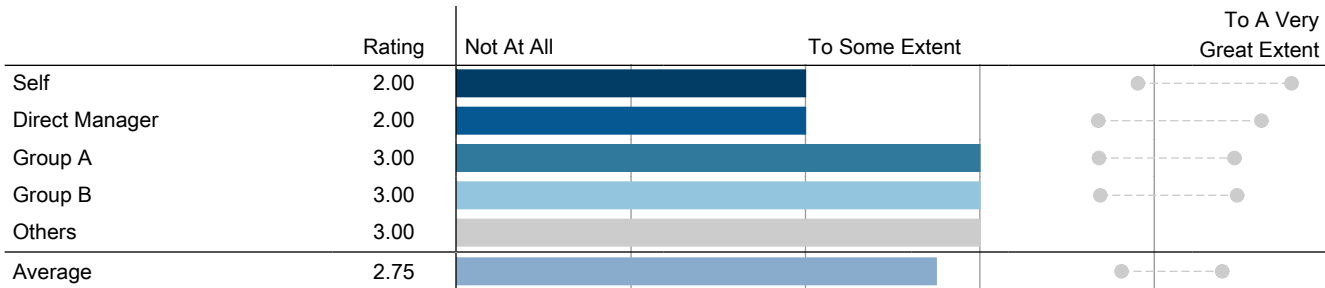
102. Readily adapts to change



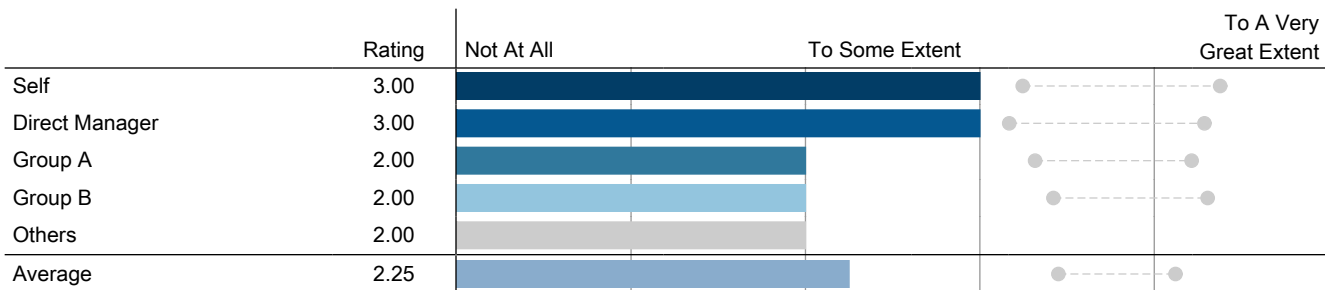
Item Detail

Develop Oneself (2.55)

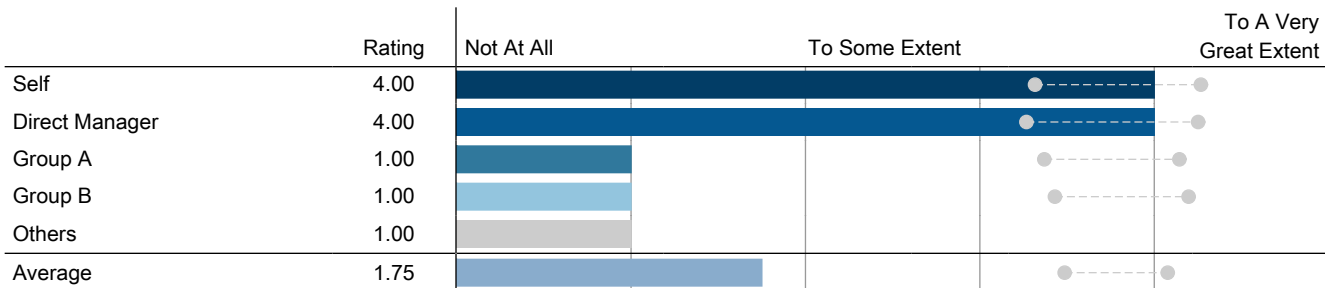
103. Accepts responsibility for own mistakes



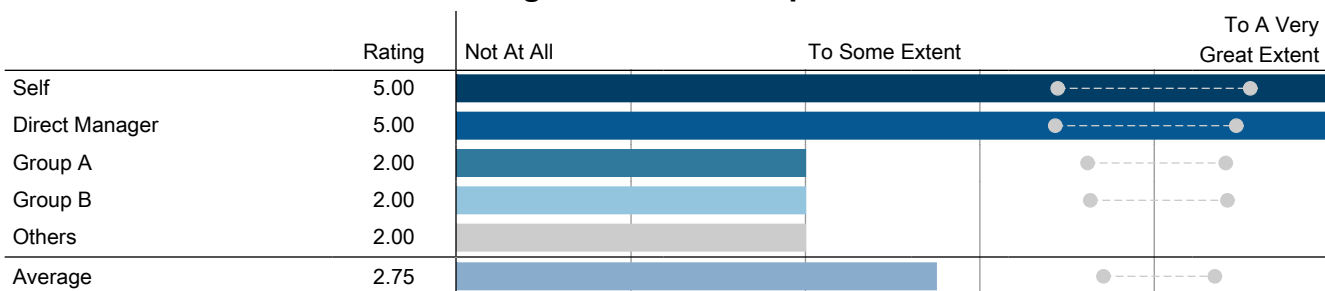
104. Seeks feedback to improve performance



105. Changes behavior in response to feedback and experience



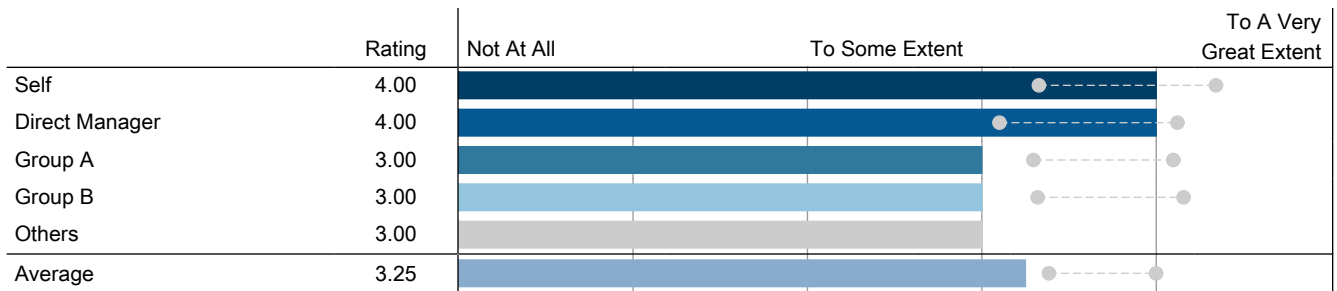
106. Pursues continuous learning and skill development



●● = 25th and 75th percentile of norm group: Individual Contributor Global

Item Detail

107. Demonstrates awareness of own strengths and weaknesses

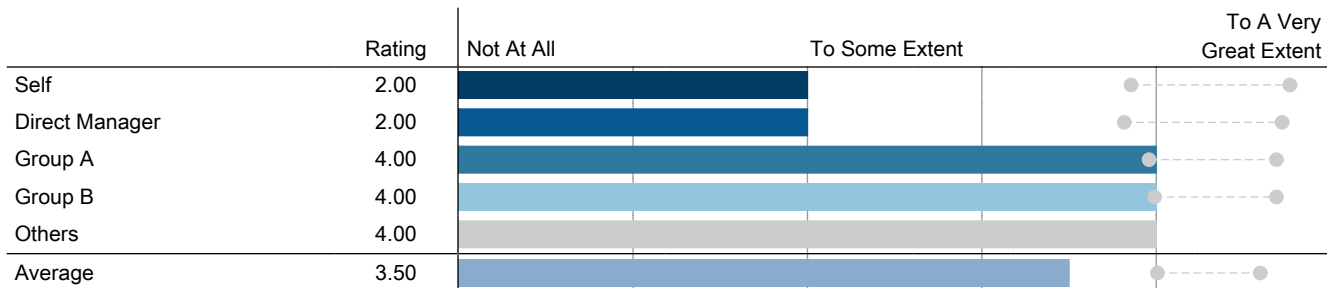


Item Detail

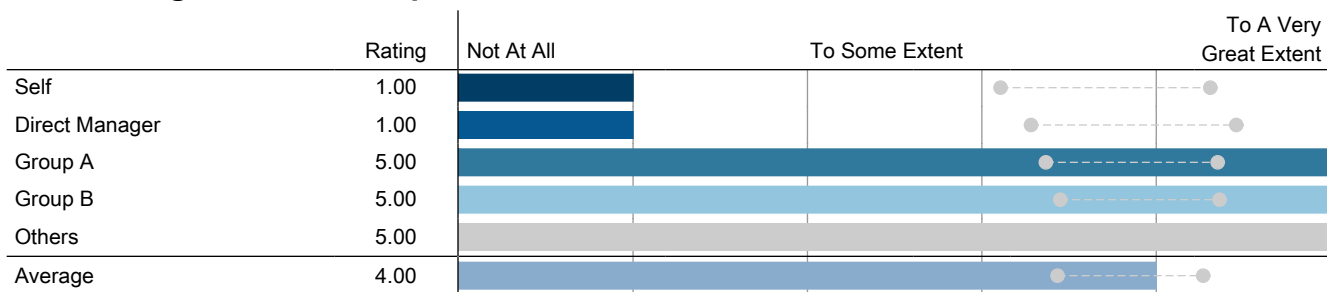
ORG. KNOWLEDGE

Use Technical / Functional Expertise (3.30)

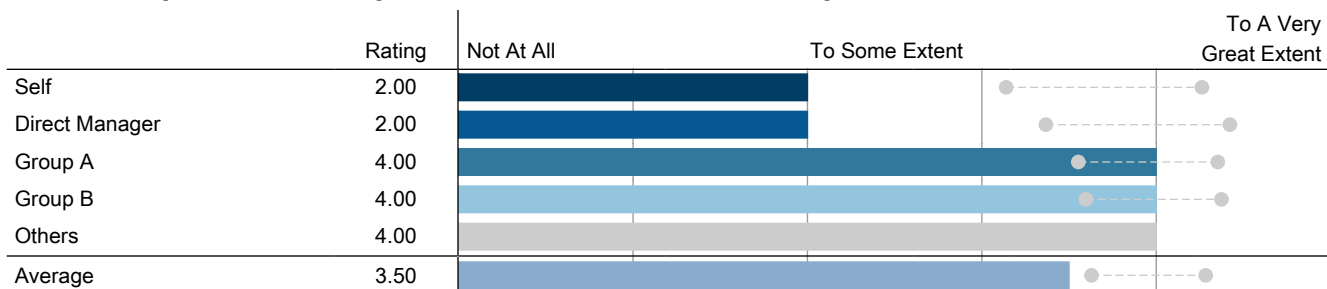
108. Knows the job



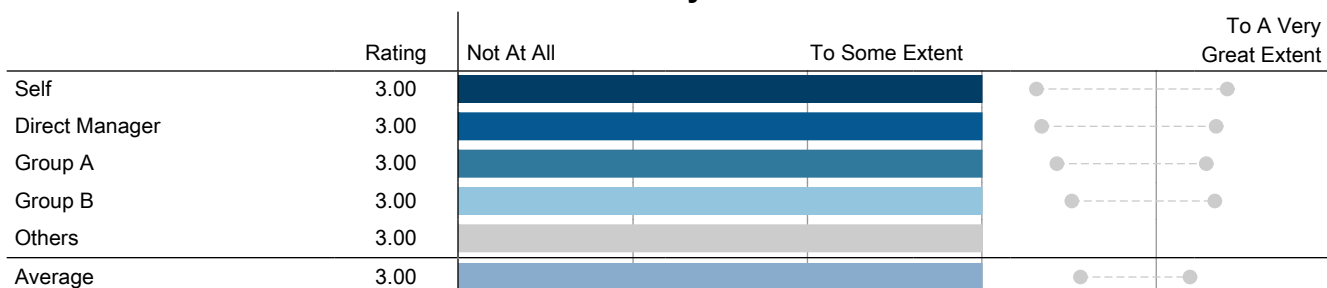
109. Is regarded as an expert



110. Keeps current on professional/technical developments

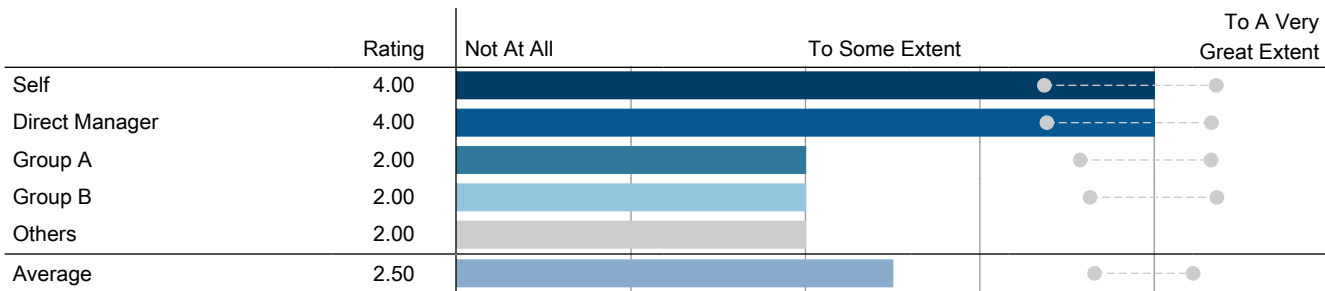


111. Presents technical information in easily understood terms



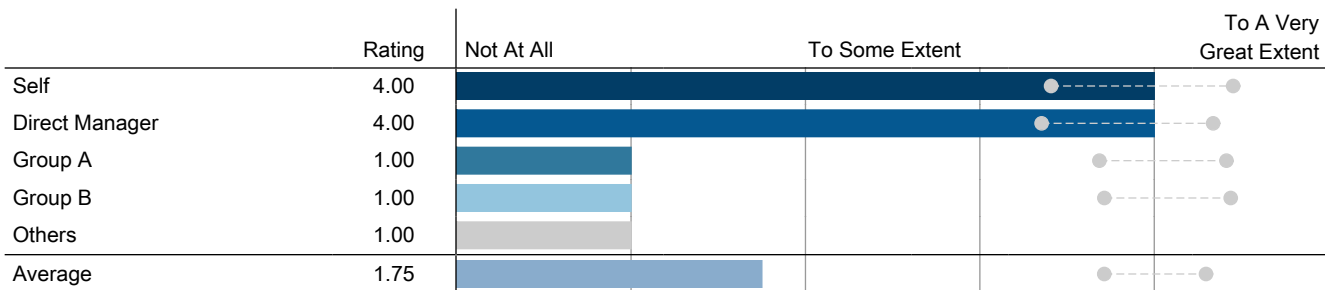
Item Detail

112. Draws accurate conclusions from quantitative information

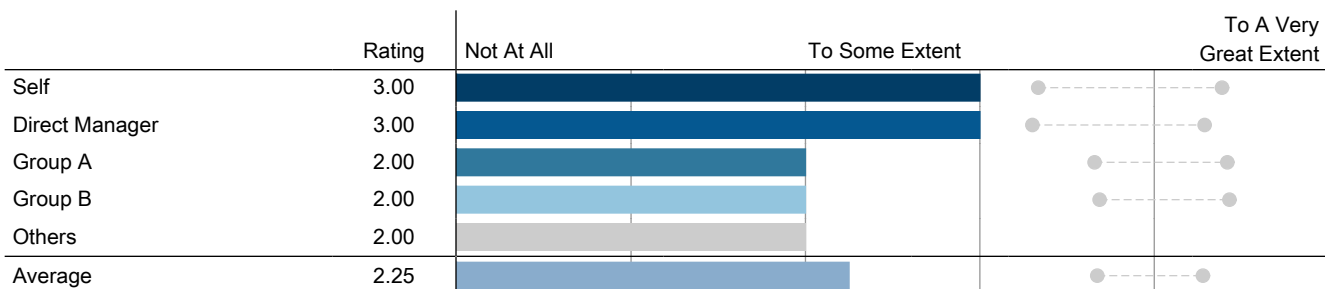


Know the Business (2.50)

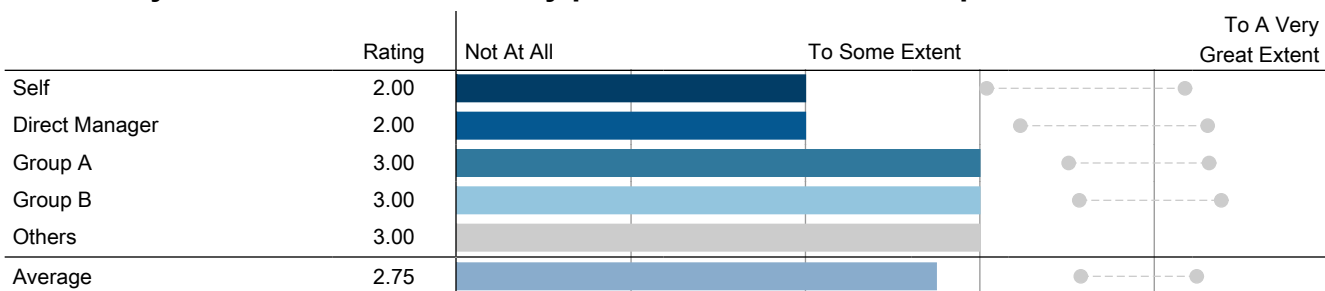
113. Understands the organization's mission, strategies, strengths, and weaknesses



114. Understands how the business is run

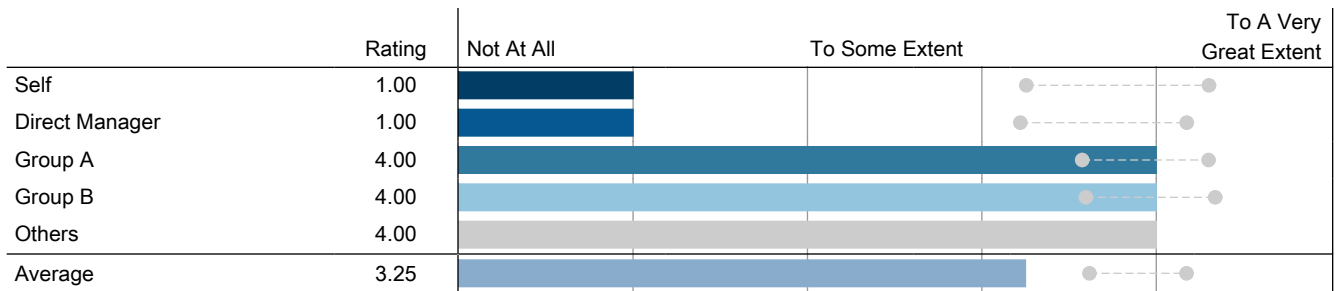


115. Stays informed about industry practices and new developments



Item Detail

116. Understands the impact of external events on the organization's plans

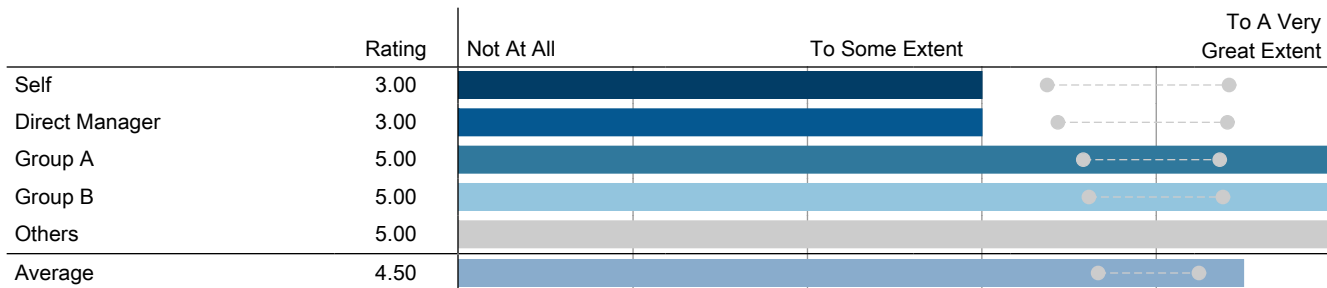


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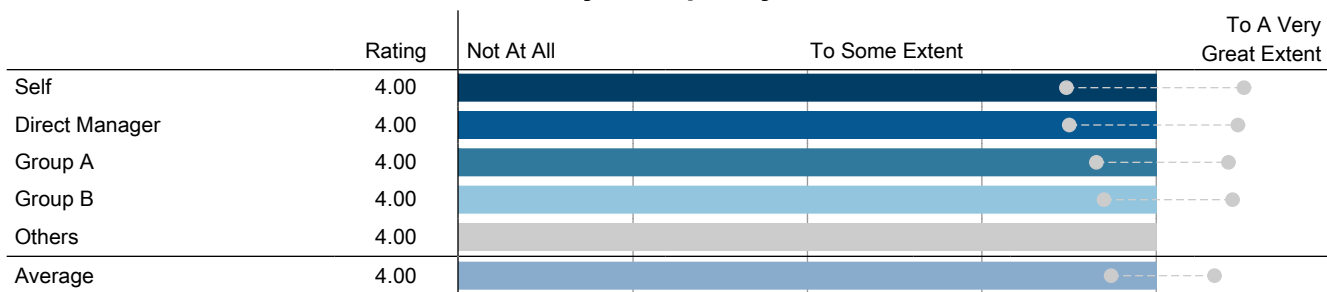
ORG. STRATEGY

Commit to Quality (3.00)

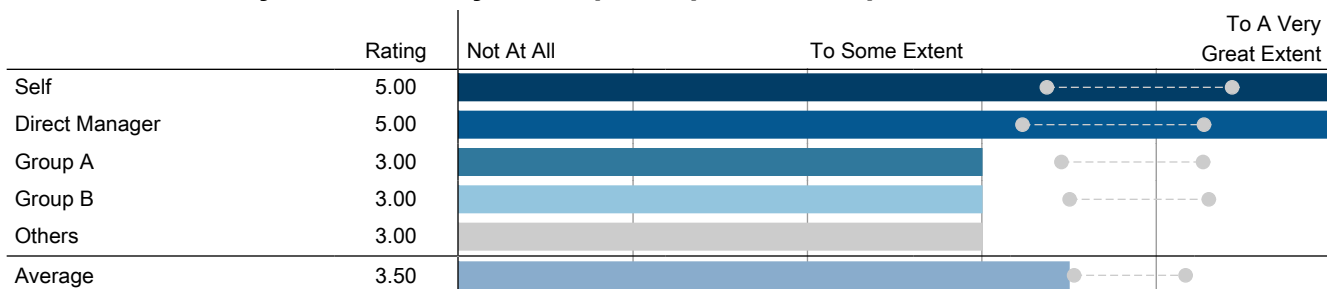
117. Strives to maintain the highest quality while managing costs



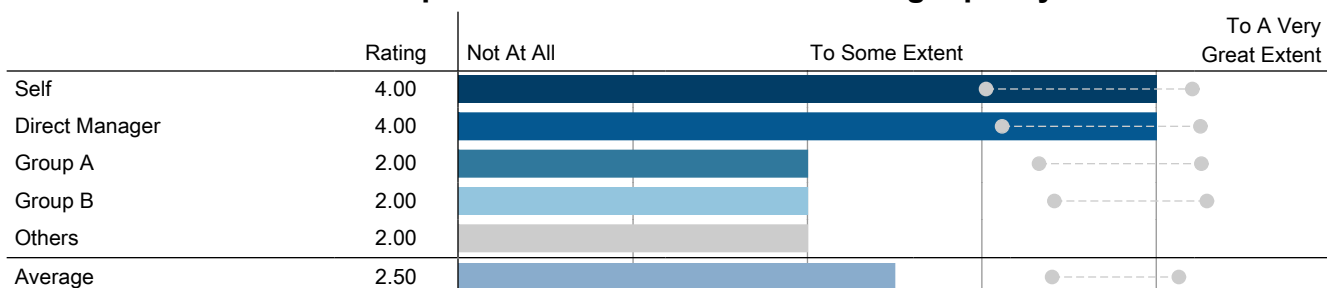
118. Checks work to ensure accuracy and quality



119. Continually looks for ways to improve processes, products, and/or services



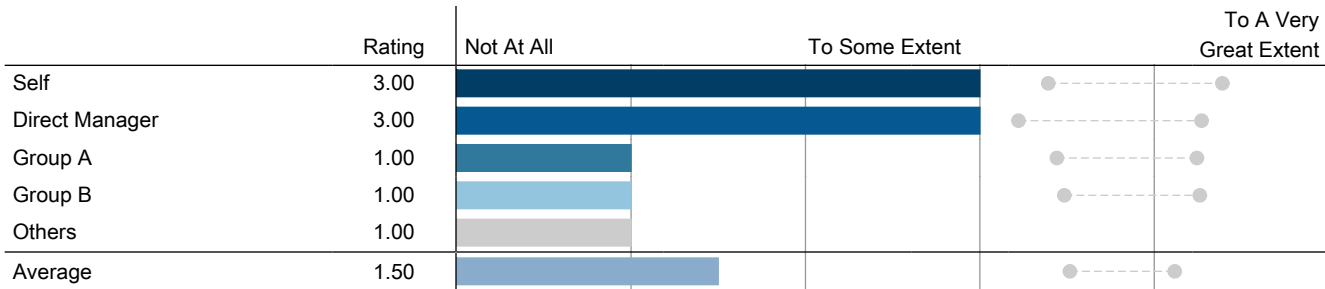
120. Uses statistical and quantitative information to manage quality



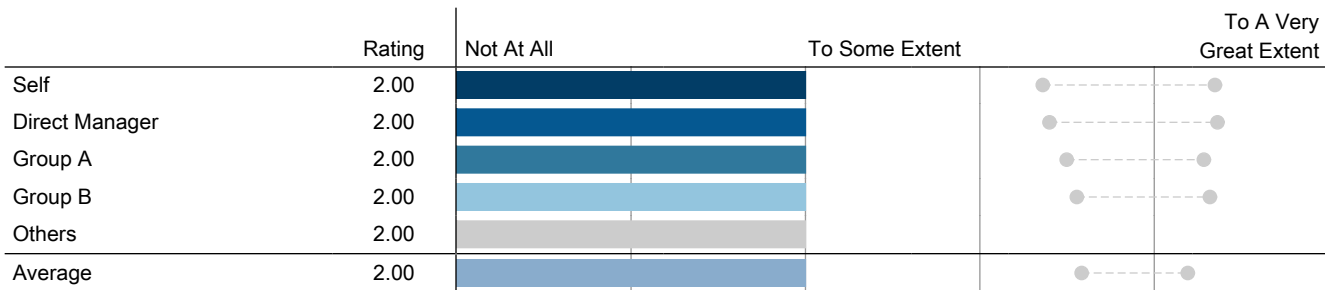
●● = 25th and 75th percentile of norm group: Individual Contributor Global

Item Detail

121. Confronts problems early, before they get out of hand

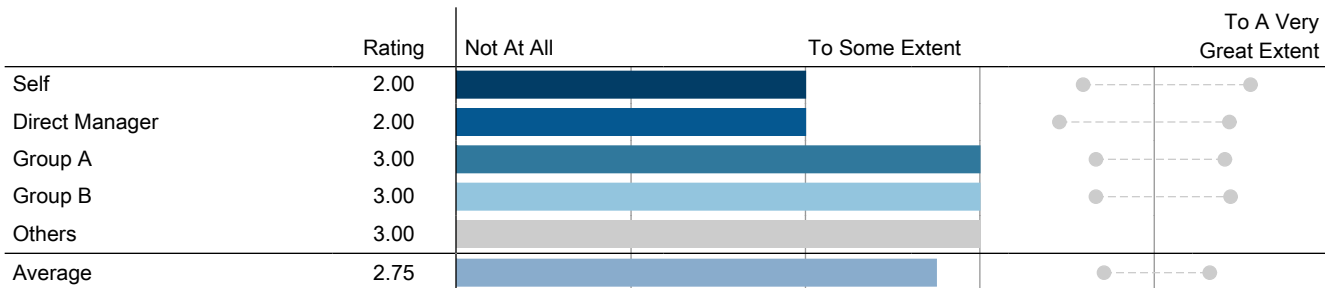


122. Builds quality into products and services at each step

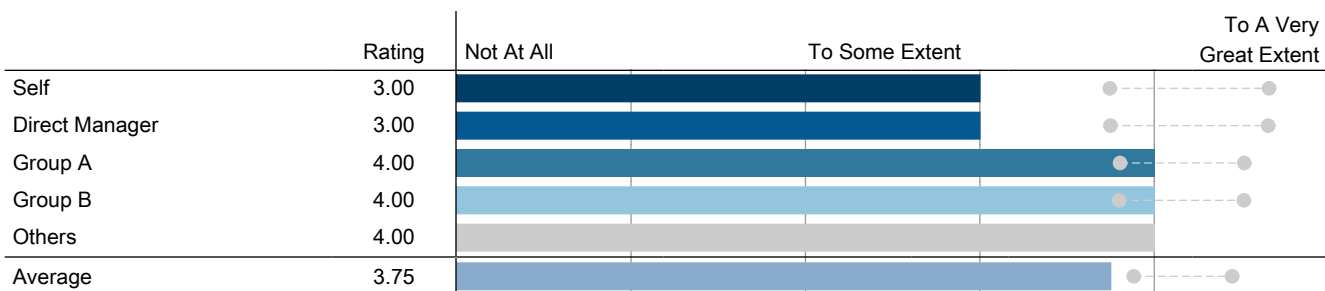


Focus on Customer Needs (3.18)

123. Identifies customer/client needs

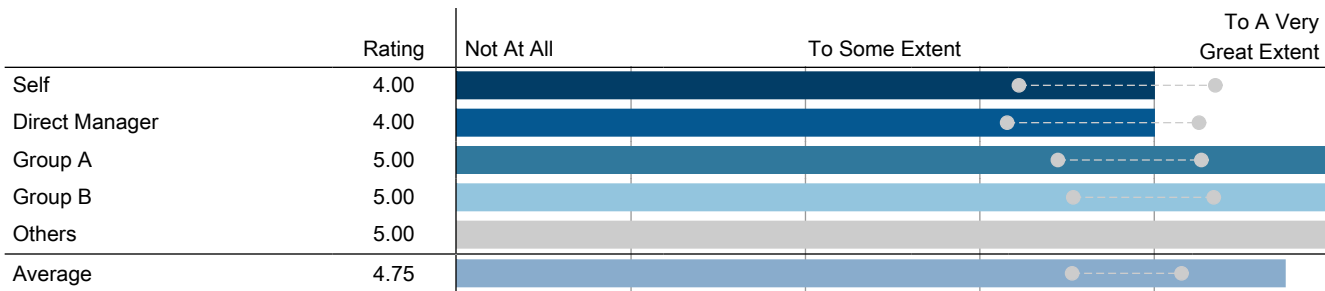


124. Meets commitments to customers/clients

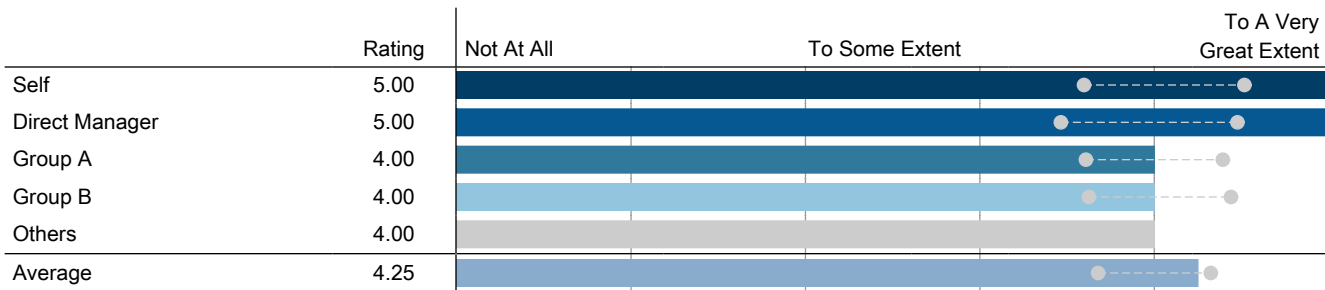


Item Detail

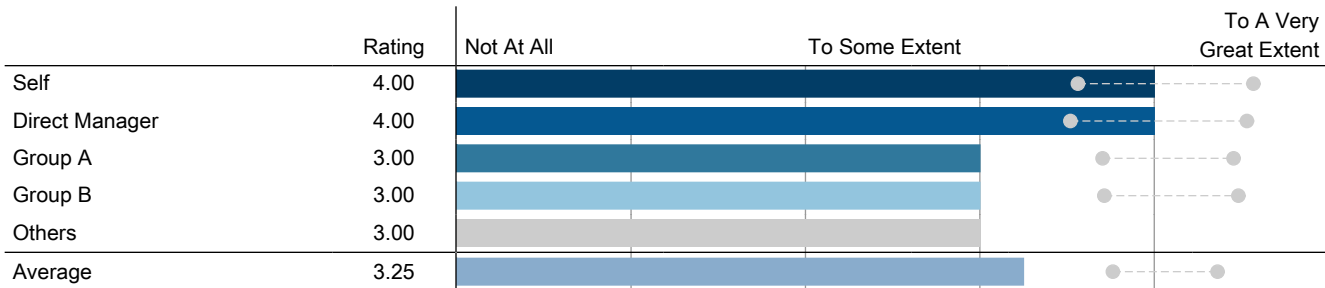
125. Seeks feedback from customers/clients



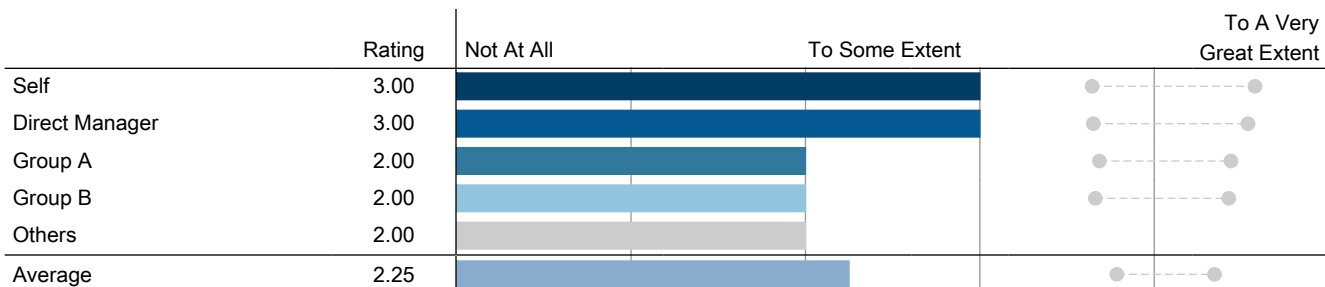
126. Develops effective working relationships with internal customers



127. Develops effective working relationships with external customers

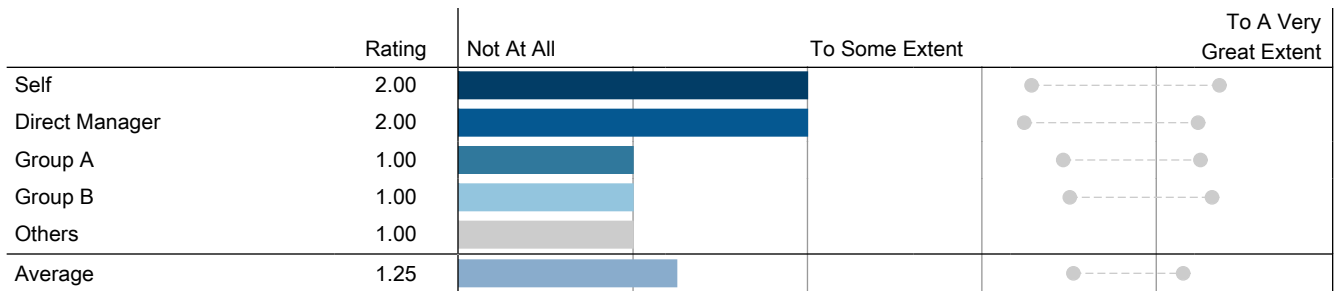


128. Takes responsibility to correct customer problems and concerns



Item Detail

129. Continually searches for ways to improve service to customers/clients

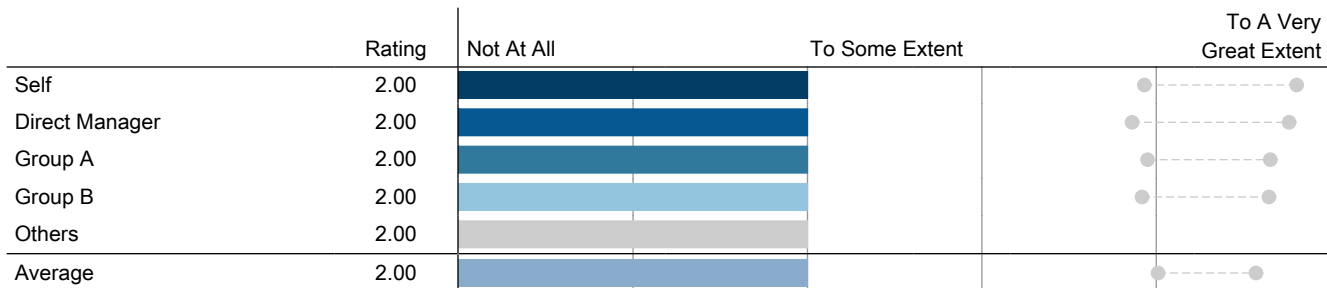


Item Detail

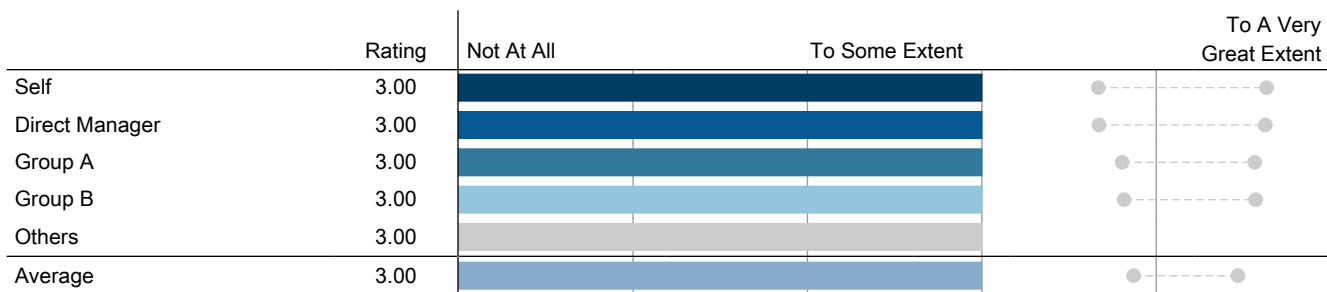
COMPOSITES

Overall Performance (3.60)

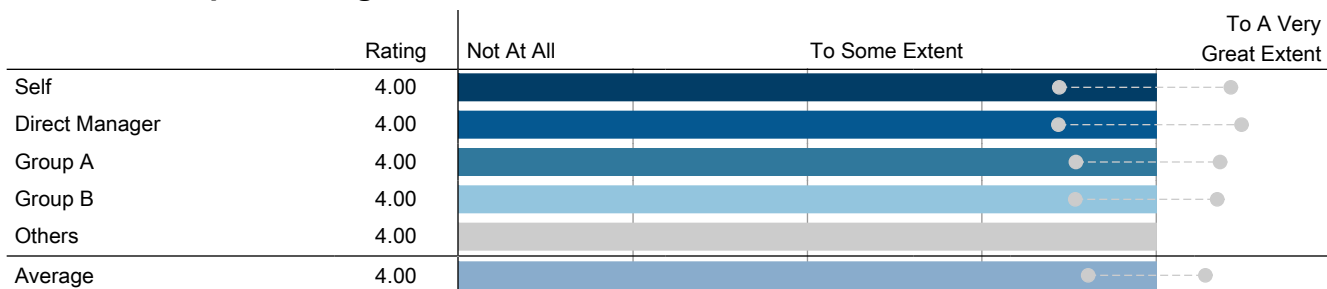
130. Gets the job done



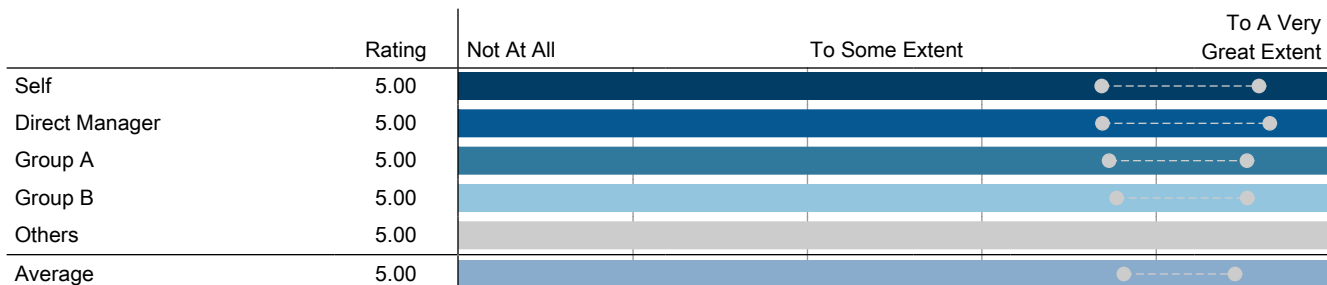
131. Gets work done on time



132. Accomplishes a great deal



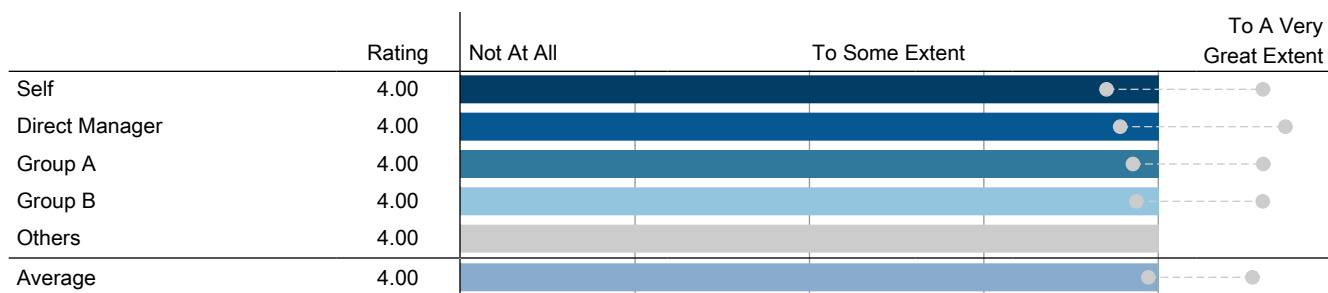
133. Produces high quality work



●● = 25th and 75th percentile of norm group: Individual Contributor Global

Item Detail

134. Is an effective contributor



Development Suggestions

For each of your lowest-rated items, you will see suggestions for on-the-job activities. These suggestions may be helpful as you begin planning the next steps of your development.

1. Recognizes strategic implications of problems and issues

Individuals who think strategically are able to see the big picture. When dealing with problems or issues, they operate from a broad, long-term perspective, rather than taking a narrow view or focusing only on short-term implications.

To gain a broad perspective when issues or problems arise:

1. Identify all the stakeholders potentially involved in the issue or problem. Ask others either on your team or close to the issue to review your list or to identify the stakeholders themselves.
2. In discussing the issue or the problem, probe beneath the surface; gather information from the different stakeholders.
3. Listen carefully to understand the underlying issues. Link the information you receive to help you more fully grasp the issue and understand the connections or interrelationships.
4. Define the problem from the perspective of each stakeholder.
5. To develop a more complete perspective, think of the implications of what you have learned.
6. Identify potential solutions or actions. When considering alternative actions, evaluate how they will affect each stakeholder. Think about whether the action being considered will help achieve your goals or those of the organization. Is it consistent with strategy? How will stakeholders react?
7. Gather input from other stakeholders to determine what will be needed for the solution to work. What are the pitfalls? How can potential problems be anticipated?
8. Communicate the broad plan and rationale to all of those who were involved in the process of identifying the issues.

To increase your strategic-thinking skills:

- Challenge the paradigms (the assumptions and belief systems) you use, and create new paradigms to replace obsolete or restrictive ones. For example, the digital quartz watch challenged the paradigm that a watch had to have hands to tell time and mechanical parts to work. Some watch manufacturers lost the opportunity to capitalize on the new technology by not changing their watch paradigm.
- Challenge the paradigms that relate to your business and to how you approach your work. What else is possible? How do you or your team restrict your options?
- Suggest to your manager that your department or team discuss the critical factors that block or hinder even greater performance, quality, or customer service. What prevents your area from achieving its potential? Which of these factors are considered to be “givens” (things the team believes will always exist)? Be aware that these “givens” are what your competitors will figure out how to change, so begin working on them *now*. Come up with solutions or alternatives.
- Realize that strategic thinking works with relationships, too. In working with others, think through how your

Development Suggestions

1. Recognizes strategic implications of problems and issues

plans will affect your colleagues, customers, and so forth. Decide whether the impact on others matches your intent.

- Engage in “what-if ” thinking. Consider: “If we do this, how will our competitors respond, what will our customers think, what impact will this have on our suppliers and distributors, or what will our next move be?”
- Think through future implications and weigh the benefits and risks associated with your actions.
- Continually look for alternative ways to work with people that will create better results and working relationships. In a particular situation, challenge yourself to identify three or four options and think about how the people involved will receive them.
- Constantly look for new ideas and new approaches.

After you have practiced using strategic thinking, ask for feedback on your skills from your manager or from people who are known to be strong strategic thinkers.

Development Suggestions

89. Willingly seeks new work challenges beyond own responsibilities

The initiative you take in seeking out new work challenges demonstrates your commitment to the organization and increases the variety and scope of your job. The following suggestions can get you started:

- Talk with your manager about your desire to broaden the range of your responsibilities. Indicate your interests and ideas. Make sure that you have mastered all of the duties of your job, not just the fun ones, before you ask for more.
- Identify issues critical to your organization's success in the future, and develop expertise in those areas. Talk about the knowledge and skills you have, and watch for opportunities to demonstrate their usefulness.
- Identify projects or assignments that are of interest to you, but for which you are not currently responsible.
- Consider volunteering for special projects, task forces, or a lateral move in a different functional area of the organization to gain experience and add challenge to your work.
- Be realistic about what you can handle. Consider your strengths and weaknesses, and set your goals accordingly. Don't try to take on too much at one time.

Finally, be patient and tenacious. Instead of waiting for others to give you new duties when you master a current one, take it upon yourself to find additional challenges while ensuring that you perform those duties that tend to be less interesting at a consistently high level of excellence. Performing well in *all* aspects of your job is the best route for increasing the chances that you'll be rewarded with interesting work in the future.

Development Suggestions

9. Consistently makes effective decisions

Sound judgment means maximizing the positive outcomes and minimizing the negative ones. People with sound judgment make effective decisions in spite of time constraints, inadequate information, or the complexity of the issue. An effective decision has the following characteristics:

- It is based on accurate analysis.
- It reflects a solid understanding of the organization and its priorities.
- It incorporates the analysis of hard data and people's concerns.
- It weighs the pros and cons of alternatives.
- It involves the necessary people in the process of formulating a decision.
- It stands the test of time. In retrospect, effective decisions were the ones that worked.

If you often make decisions and later have to backtrack or wish you'd waited until you had more information, you're probably making decisions impulsively. Knowing the reasons for your haste can help you temper this impulsiveness. Does one of the following apply to your situation?

- Do you feel pressured into making decisions that you are not ready to make? If so, learn to "buy time". When possible, tell the person applying the pressure that you need more time and why; then name a date by which you will announce your decision.
- Do you neglect to look at the consequences of not making a decision on time? Sometimes it is not feasible to get enough data within the time frame to feel secure. Yet, the consequences of not making decisions in a timely manner may be worse for the organization and the people involved than making a less than perfect decision.
- Do you make decisions emotionally, for instance, when you're upset or angry? If so, try waiting a few hours or overnight to calm down. You can then judge whether the decision is really the best one or simply the one that seemed right at the time.
- Do you often sense that you are "leaping to a decision" because you have a desire for action? If so, create a plan for making your decisions. Write down who needs to be involved in formulating your decision, the types of information you will need, the criteria you will use to judge decisions, and a time frame for action.

Frequently, a decision that looks good on paper or sounds feasible at first does not work when implemented.

Following are ways of testing the practicality of decisions to increase their probability of success in the work setting:

- When making a decision, consider the specifics of the situation. Put yourself in the shoes of those who will be affected by the recommended decision. Assess the various repercussions and impacts of the chosen decision.
- Ask those who are likely to be affected by your decision for opinions on its practicality. These people can be instrumental in determining the success of your decision and must be involved as soon as possible.

Development Suggestions

41. Negotiates persuasively

Effective negotiation depends on a number of factors: preparation, knowledge of the other person's position and needs, and creativity in coming up with alternative solutions, to name just a few. One key to becoming a persuasive negotiator is to clearly specify how your objectives will benefit the other party or parties involved. The following techniques can help you improve your negotiation skills:

- Before going into a session where you will be presenting your point of view, spend some time thinking about and investigating the other person's position and needs. What is important to them? What are their goals? What can you do for them? The answers to these kinds of questions will give you the information you need to frame your argument during the discussion.
- Talk with others who have dealt with the people with whom you will be negotiating. Find out what has and has not worked in the past.
- Know what you want from three perspectives:
 - What is absolutely necessary
 - What is ideal
 - What you would be willing to give up
- Go in with the perspective that the other side is your ally rather than your enemy. Thinking about dealing with an ally can help you look for solutions that benefit both of you.
- While in the negotiation meeting, listen carefully to what the other person is saying. Try to discern the needs behind the requests they make. If you successfully identify their needs, you can better generate a number of alternatives from which you both can benefit. Once you have identified the needs, generate alternative strategies for meeting the needs of both of you, and select the best one.
- Refrain from getting into a "win-lose" discussion where the only alternatives are for one of you to benefit and one of you to lose out. If the discussion reaches that point, note this fact to the others and communicate your desire for both of you to get something out of the agreement you reach.
- Identify someone in your organization who is skilled at getting others to go along with his or her initiatives. Observe this person and, if possible, meet to discuss how he or she approaches negotiation and what you can do to improve your techniques.
- During the negotiation session:
 - Draw out information from the other person using open-ended questions (questions that call for more than "yes" or "no") to facilitate dialogue.
 - Identify the issue or problem in terms of needs, not solutions.
 - Maintain the perspective that your power, at a minimum, equals that of the other person. This will help you state your needs more confidently. If you begin to feel overpowered, ask yourself why, and do something to regain power.
 - Seek common ground. Finding areas of agreement is often the critical first step in achieving "win-win" outcomes.

Development Suggestions

41. Negotiates persuasively

- Minimize time pressures. Decreasing the importance of a deadline can give you more power to hold out for what you believe you want/need.
- Avoid becoming overly emotional or defensive.
- Prepare for the possibility that no decision will be reached by creating a list of actions you can take if you fail to reach agreement.
- Don't be too committed to reaching an agreement quickly. There may be alternatives which are not readily apparent.

Development Suggestions

49. Treats people with respect

Treating others with respect is a core behavior of the truly successful. Some people may find this easy to do; others may find it much more difficult. Some people are seen to be so focused on tasks that they lose perspective about people, and do not pay attention to the concerns of others. Some really do not listen to or respect other people unless those people meet some specific criterion.

People want respect from others. When they are treated in ways they consider to be disrespectful, they usually become angry and uncooperative. It is important, therefore, to be aware of how others view your interactions with them, and to keep those interactions respectful.

- Try to be objective and nonevaluative in your day-to-day dealings with people.
- Accept people as they are, not as you would like them to be. Try to understand what other people are like on their terms.
- Treat those you are close to with the same courteous attention that you extend to strangers and acquaintances.
- Give people the benefit of the doubt.
- Apologize to people when you have hurt or ignored them.
- Confront issues, not people.
- Minimize sarcasm. Be aware of instances in which you might be perceived as insensitive.
- Allow people to save face.
- Convey an attitude of openness and trust.
- Be honest, yet respectful.

Comments

Respondents were provided an opportunity to answer additional questions related to your strengths and opportunities. Comments appear exactly as entered by each respondent. Take some time to review their specific written comments.

What two or three things does this person do that make him or her most effective?

Direct Manager

- James Jorgeson Comment PROFILOR_CMT_1470

Group A

- TestPerson Group A1 Comment PROFILOR_CMT_1470
- TestPerson Group A2 Comment PROFILOR_CMT_1470

Group B

- TestPerson Group B1 Comment PROFILOR_CMT_1470
- TestPerson Group B2 Comment PROFILOR_CMT_1470

Others

- Teresa Zimmerman Comment PROFILOR_CMT_1470
- Ruthie Hardy Comment PROFILOR_CMT_1470

Comments

What new skills or behaviors would make this person even more effective? (Consider today's needs and future needs.)

Direct Manager

- James Jorgeson Comment PROFILOR_CMT_1468

Group A

- TestPerson Group A1 Comment PROFILOR_CMT_1468
- TestPerson Group A2 Comment PROFILOR_CMT_1468

Group B

- TestPerson Group B1 Comment PROFILOR_CMT_1468
- TestPerson Group B2 Comment PROFILOR_CMT_1468

Others

- Teresa Zimmerman Comment PROFILOR_CMT_1468
- Ruthie Hardy Comment PROFILOR_CMT_1468

Comments

What other comments do you have to aid in this individual's personal insight and development?

Direct Manager

- James Jorgeson Comment PROFILOR_CMT_1469

Group A

- TestPerson Group A1 Comment PROFILOR_CMT_1469
- TestPerson Group A2 Comment PROFILOR_CMT_1469

Group B

- TestPerson Group B1 Comment PROFILOR_CMT_1469
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Others

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Create a Personal Development Plan

A well thought out development plan can help you get started and stay motivated to find the energy and resources to make development happen. Your development plan may consist of two types of objectives.

- Ways to use your strengths to a greater advantage.
- Ways to improve overall performance by working on development needs.

The following steps provide a strategy for creating a realistic, motivating, and actionable plan for your personal development.

FOCUS on priorities. Identify your critical issues and development objectives.

- Choose development targets that will actually make a difference in what you can accomplish and the results that you achieve. Development objectives should give you a tangible payback in helping to achieve your personal goals.
- To help identify potential development objectives, answer the following questions:
 - Where will development add the greatest value to your performance?
 - What are you willing to work on now?
- Your development objective may not necessarily be your lowest rated skill in the feedback report. In choosing your development objective, consider the feedback you received in this report as well as other feedback you have received in the past. A development objective may be a skill you want to improve upon or a strength you want to leverage.
- Don't try to work on everything at once. Set one or two relevant development objectives that are important to you and that you will be motivated to pursue.
- For each development objective, note the skills or behaviors you want to work on as well as the criteria for success. Criteria for success tells you how you will know when you have adequately developed the skill, and should contain a brief description of what the skill looks like when performed well.

Example:

Development Objective: *Become more effective in influencing peers and higher-level managers.*

Criteria for Success: *My peers and higher-level managers seek my advice before making major decisions.*

IMPLEMENT something every day. Stretch your comfort zone daily.

- Translate your development objectives into small, bite-sized action steps. You can probably identify two or three action steps for each development objective.
- Choose on-the-job activities that will help you practice specific skills. Identify actions that will stretch your comfort zone and that you can practice frequently. Note whom you want to involve and target dates for each step.

Example:

Action Step: *Develop strategy for influencing people in meetings*

Whom to involve: *My Manager* Due Date: 5/1

- One easy way to help you focus on your development is to identify "action triggers." Action triggers are situations or events that prompt you to practice new skills. To help you identify common situations in which you can practice the skill and plan what you will do when you encounter those situations, complete the sentences below. Identify two or three action triggers for each development objective.
 - "Every time I see the following situation..." (*What new situations, people or events signal that now is the time to put new behaviors into action?*)
 - "...I will take the following development action." (*What new behavior will you try? Where will you push your comfort zone?*)

Example:

In meetings when I make a suggestion that is ignored, I will speak up and persist with my idea; ask what others think about my suggestions.

- Identify the resources you will need to learn new knowledge or skills.
 - Seek out a coach or mentor.
 - Read books and attend training programs or seminars related to your objective.
- Plan to work on your development a little bit each day. Spending even just five minutes a day working on your development will make a difference.

REFLECT on what happens. Extract maximum learning from your experiences.

- As you complete your learning plan, ask yourself how you will think about:
 - What worked?
 - What didn't work?
 - What do you want to continue doing next time?
 - What do you want to do differently next time?

Example:

Review my development progress first thing each morning when I review my calendar for the day. Note what worked and did not work the prior day and what I will do differently when the next opportunity arises.

- Document how you will plan to reflect, when you will do it, and how you will record your thoughts. If necessary, plan a trigger, such as a weekly meeting with your boss or coach, to help you take time to reflect.

SEEK feedback and support. Learn from people's ideas and perspectives.

- Determine from whom and when you will gather additional feedback about your progress. Specify:
 - Who you will ask for feedback?
 - How often you will ask for feedback?
- Determine how you will get the support and development resources you need. Consider:
 - Which events will give you opportunities for feedback.
 - What kinds of support you need (e.g., time, training, mentoring).

Example:

Talk to my manager after critical meetings where I am trying to be influential.

TRANSFER learning to the next level. Adapt and plan for continued learning.

- Plan how and when you will review and modify your development plan. Schedule times to review your progress and to make changes to your plan.
- Consider how you will take stock of your progress at major milestones and evaluate your progress toward your development goals.
- Plan for when and how you will evaluate what you need to work on next. This may include applying your new skills to other situations, or moving on to new challenges.

Example:

Discuss my progress and current development objectives with my manager at our regular quarterly review meeting.