



Executive Dimensions®

Group Profile

Prepared For:

Sample Company

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This report includes:

15 Participants
190 Raters

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made Executive Dimensions possible:

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Purpose and Overview

This Executive Dimensions group profile is an aggregated summary of the data from a group of individual feedback reports. In this group profile, Self represents all the participants in this group and All Raters includes everyone who submitted a survey except Self.

The group profile can be used to:

- Identify group strengths and development needs,
- Begin discussions about the impact of these strengths and development needs on the organization,
- Rank the importance of leadership competencies within the organization,
- Inform training and development plans,
- Provide a normative comparison to other groups, and
- Help individual participants compare their scores to those of the group.

Group Profile Contents:

Overall Group Performance and Importance Rankings

Provides the broadest view of the group's feedback using All Raters data. Contrasts average competency scores with importance for success rankings.

Strengths and Development Needs

Displays the average scores of the competencies by rater group.

Importance for Success

Shows how often each competency was rated as most important for success by rater group.

Highest and Lowest Rated Items by Rater Group

Lists the five highest and five lowest rated items by rater group.

Greatest Differences Between All Raters and Self Scores

Two tables that show the 15 items with greatest discrepancy between Self and All Raters scores.

Normative Comparison

Contrasts the group's competency scores with a similar group.

Purpose and Overview

Group Profile Legend:

Competency Response Scale

- 1 = Deficient
- 2 = Marginally Effective
- 3 = Effective
- 4 = Highly Effective
- 5 = Exceptional
- DK = Don't Know/Not Applicable

Importance for Success

Participants and raters selected the five (5) competencies most important for success in the participants' organization.

Rater Groups

- Self = all of the participants in this group
- All Raters = all respondents combined (boss, board members, peers, direct reports, and others)
- Boss = all of the bosses in this group
- Board Members = all of the board members in this group
- Peers = all of the peers in this group
- Direct Reports = all of the direct reports in this group
- Others = all of the others in this group

Overall Group Performance and Importance Rankings

This table contrasts the group's performance by competency with importance rankings. Group performance is sorted by average competency scores for All Raters. The importance column ranks each competency based on how often it was selected as one of the five most important competencies for success in the participants' organization (e.g. the competency ranked "1" was selected most often). Note that "n=" identifies the number of raters who responded.

Competencies	All Raters Competency Scores n = 190	All Raters Importance Rankings n = 190
Learning from experience	3.93	11
Inspiring commitment	3.92	6
Global awareness	3.82	8
Leveraging differences	3.81	14
Developing and empowering	3.78	9
Strategic planning	3.77	3
Sound judgment	3.77	11
Courage	3.77	1
Interpersonal savvy	3.74	4
Results orientation	3.72	6
Credibility	3.71	15
Communicating effectively	3.68	15
Leading change	3.64	11
Executive image	3.63	4
Forging synergy	3.61	2
Business perspective	3.59	9

Things to consider:

- What are this group's strengths?
- What does this group need to improve upon?
- How well do this group's competency scores align with the importance rankings?

Strengths and Development Needs

This detailed table presents the group's average competency scores, by rater group. The competencies in this table are shown in the same order as seen in participants' individual feedback reports.

Competencies	All Raters n=190	Boss n=15	Board Members n=40	Peers n=55	Direct Reports n=60	Others n=20	Self n=15
Sound judgment	3.77	3.61	3.73	3.73	3.83	3.88	4.22
Strategic planning	3.77	3.71	3.98	3.49	3.83	3.93	4.19
Leading change	3.64	3.40	3.90	3.76	3.43	3.60	4.40
Results orientation	3.72	3.72	4.10	3.48	3.69	3.71	4.22
Global awareness	3.82	3.67	3.78	3.78	3.90	3.90	4.13
Business perspective	3.59	3.73	3.85	3.07	3.87	3.60	4.47
Inspiring commitment	3.92	3.60	4.10	4.11	3.63	4.10	4.27
Forging synergy	3.61	3.61	3.92	3.33	3.64	3.63	4.22
Developing and empowering	3.78	3.72	3.98	3.73	3.69	3.79	4.22
Leveraging differences	3.81	3.67	4.13	3.35	4.03	3.85	4.33
Communicating effectively	3.68	3.67	3.73	3.53	3.78	3.71	4.22
Interpersonal savvy	3.74	3.71	3.98	3.55	3.74	3.82	4.33
Courage	3.77	3.40	3.90	3.85	3.63	3.95	4.20
Executive image	3.63	3.80	4.05	3.36	3.57	3.60	4.13
Learning from experience	3.93	3.53	4.13	3.75	4.03	4.00	4.53
Credibility	3.71	3.79	3.89	3.58	3.69	3.72	4.13

Things to consider:

- What competencies are rated the highest (strengths)? Rated the lowest (development needs)?
- What are the benefits and costs associated with the top strengths?
- What are the implications of the development needs?
- What strengths might become weaknesses (e.g. extreme decisiveness may lead to arrogance)?
- Compare agreement across raters. What are the implications of agreement or disagreement?
- How do these strengths align with or support the organization's values and strategic direction?
- What is the greatest potential liability this profile presents for the organization?
- Question for each participant to consider: How do your individual competency scores compare to the group's scores?

Importance for Success

This table shows responses to the question: "Which five competencies do you consider to be the most important for success in this person's organization?" The percentages are based on the number of participants and raters who selected that competency. **Highlighted** percentages indicate the competency was one of the 5 highest rated competencies for that rater group. The competencies in this table are shown in the same order as seen in participants' individual feedback reports.

Competencies	All Raters n=190	Boss n=15	Board Members n=40	Peers n=55	Direct Reports n=60	Others n=20	Self n=15
Sound judgment	24%	67%	0%	36%	25%	0%	33%
Strategic planning	42%	33%	0%	64%	33%	100%	0%
Leading change	24%	33%	100%	0%	0%	0%	67%
Results orientation	37%	0%	0%	64%	42%	50%	33%
Global awareness	32%	67%	38%	36%	25%	0%	33%
Business perspective	26%	67%	0%	0%	33%	100%	0%
Inspiring commitment	37%	67%	0%	64%	25%	50%	33%
Forging synergy	50%	0%	100%	36%	42%	50%	33%
Developing and empowering	26%	33%	0%	27%	33%	50%	0%
Leveraging differences	21%	33%	38%	36%	0%	0%	67%
Communicating effectively	18%	67%	0%	0%	25%	50%	0%
Interpersonal savvy	39%	67%	0%	100%	0%	50%	67%
Courage	61%	33%	100%	0%	100%	50%	0%
Executive image	39%	0%	0%	100%	0%	100%	0%
Learning from experience	24%	67%	38%	36%	0%	0%	33%
Credibility	18%	33%	0%	0%	33%	50%	67%

Things to consider:

- What is the level of agreement across rater groups? What is the level of agreement within each rater group (column)? What are the implications of agreement or disagreement?
- Are the top rated competencies identified by All Raters consistent with the organization's values and strategic direction?
- Does this organization currently select or promote based upon these competencies?
- Examine the competencies ranked least important. How would you hope these rankings could change in the next 5 years?

Highest Rated Items by Rater Group

The next two pages present the five highest rated items by rater group. The numbers in parentheses identify the specific item number as seen on the individual feedback reports.

All Raters	Average Score
Understands how world events might affect the organization's plans. (27)	4.32
Hires people with a diversity of skills and backgrounds. (55)	4.26
Places ethical behavior above personal gain. (90)	4.24
Supports the decisions and actions of direct reports. (48)	4.21
Seeks candid feedback on his or her performance. (83)	4.21
Boss	Average Score
Can be trusted to maintain confidentiality. (89)	4.67
Assigns clear accountability for important objectives. (19)	4.33
Pushes the organization to address the concerns of key stakeholders. (20)	4.33
Wins concessions from others without harming relationships. (67)	4.33
Accurately senses when to give and take when negotiating. (69)	4.33
Board Members	Average Score
Rallies support throughout the organization to get things done. (35)	5.00
Supports the decisions and actions of direct reports. (48)	5.00
Seeks candid feedback on his or her performance. (83)	5.00
Changes behavior in response to feedback. (84)	5.00
Regularly updates plans to reflect changing circumstances. (7)	4.75
Peers	Average Score
Acts decisively to tackle difficult problems. (71)	4.73
Publicly praises others for their performance. (36)	4.64
Acts in accordance with his or her stated values. (92)	4.64
Sees underlying concepts and patterns in complex situations. (1)	4.36
Expresses ideas fluently and eloquently. (57)	4.36

Highest Rated Items by Rater Group

Direct Reports	Average Score
Hires people with a diversity of skills and backgrounds. (55)	5.00
Successfully integrates strategic and tactical planning. (13)	4.67
Pushes the organization to address the concerns of key stakeholders. (20)	4.67
Understands how world events might affect the organization's plans. (27)	4.67
Regularly seeks data about customer satisfaction. (34)	4.67
Others	Average Score
Sees underlying concepts and patterns in complex situations. (1)	4.75
Fosters a climate of experimentation. (18)	4.75
Understands the perspectives of different functional areas in the organization. (30)	4.75
Infuses the organization with a sense of purpose. (37)	4.75
Leverages the unique talents and viewpoints of others. (54)	4.75
Self	Average Score
Readily grasps the crux of an issue despite having ambiguous information. (3)	5.00
Develops plans that contain contingencies for future changes. (12)	5.00
Fosters a climate of experimentation. (18)	5.00
Clearly conveys objectives, deadlines, and expectations. (21)	5.00
Acts with a sense of urgency. (24)	5.00

Lowest Rated Items by Rater Group

The next two pages present the five lowest rated items by rater group. The numbers in parentheses identify the specific item number as seen on the individual feedback reports.

All Raters	Average Score
Through words and deeds encourages honesty throughout the organization. (86)	3.32
Stays informed about the strategic moves of major competitors. (33)	3.37
Works harmoniously with key stakeholders. (43)	3.39
Correctly judges which creative ideas will pay off. (14)	3.42
Has a firm grasp of external conditions affecting the organization. (32)	3.42
Boss	Average Score
Holds self accountable for meeting commitments. (22)	3.00
Seeks opportunities to learn about different cultures and customs. (28)	3.00
Understands what motivates other people to perform at their best. (38)	3.00
Identifies and removes barriers to effective teamwork. (44)	3.00
Perseveres in the face of problems and difficulties. (72)	3.00
Board Members	Average Score
Sees underlying concepts and patterns in complex situations. (1)	2.88
Stays informed about the strategic moves of major competitors. (33)	2.88
Expresses ideas fluently and eloquently. (57)	2.88
Conveys ideas through lively examples and images. (61)	2.88
Uses ethical considerations to guide decisions. (85)	2.88
Peers	Average Score
Projects confidence and poise. (76)	2.27
Has a firm grasp of external conditions affecting the organization. (32)	2.64
Helps direct reports resolve their conflicts constructively. (41)	2.64
Speaks candidly about tough issues facing the organization. (87)	2.64
Regularly seeks data about customer satisfaction. (34)	2.73

Lowest Rated Items by Rater Group

Direct Reports	Average Score
Correctly judges which creative ideas will pay off. (14)	2.83
Seeks common ground in an effort to resolve conflicts. (42)	2.83
Adapts readily to new situations. (77)	2.83
Supports activities that position the business for the future. (15)	3.00
Aligns organizational resources to accomplish key objectives. (23)	3.00
Others	Average Score
Pushes the organization to adopt new initiatives. (16)	2.75
Has a firm grasp of external conditions affecting the organization. (32)	2.75
Promotes policies that are sensitive to the needs of a diverse workforce. (52)	2.75
Adjusts leadership style according to the demands of the situation. (68)	2.75
Tells the truth, not just what important constituents want to hear. (88)	2.75
Self	Average Score
Sees underlying concepts and patterns in complex situations. (1)	3.00
Adapts behavior to fit different cultural norms. (29)	3.00
Works harmoniously with key stakeholders. (43)	3.00
Acts decisively to tackle difficult problems. (71)	3.00
Uses ethical considerations to guide decisions. (85)	3.00

Greatest Differences: Overrated By Self

Listed below are (up to 15) items with the greatest difference between high Self scores and low All Raters scores.

Items	All Raters	Self
Stays informed about the strategic moves of major competitors. (33)	3.37	5.00
Seeks common ground in an effort to resolve conflicts. (42)	3.42	5.00
Speaks candidly about tough issues facing the organization. (87)	3.45	5.00
Clearly conveys objectives, deadlines, and expectations. (21)	3.47	5.00
Acts with a sense of urgency. (24)	3.71	5.00
Leverages the unique talents and viewpoints of others. (54)	3.71	5.00
Correctly judges which creative ideas will pay off. (14)	3.42	4.67
Has a firm grasp of external conditions affecting the organization. (32)	3.42	4.67
Encourages individual initiative in determining how to achieve broad goals. (51)	3.42	4.67
Takes the lead on unpopular though necessary actions. (70)	3.45	4.67
Communicates confidence and steadiness during difficult times. (75)	3.79	5.00
Changes behavior in response to feedback. (84)	3.79	5.00
Promotes policies that are sensitive to the needs of a diverse workforce. (52)	3.47	4.67
Tailors communication based on other's needs, motivations, and agendas. (63)	3.82	5.00
Fosters a climate of experimentation. (18)	3.87	5.00

Additional items had Self - All Raters differences that are tied with the last question listed.

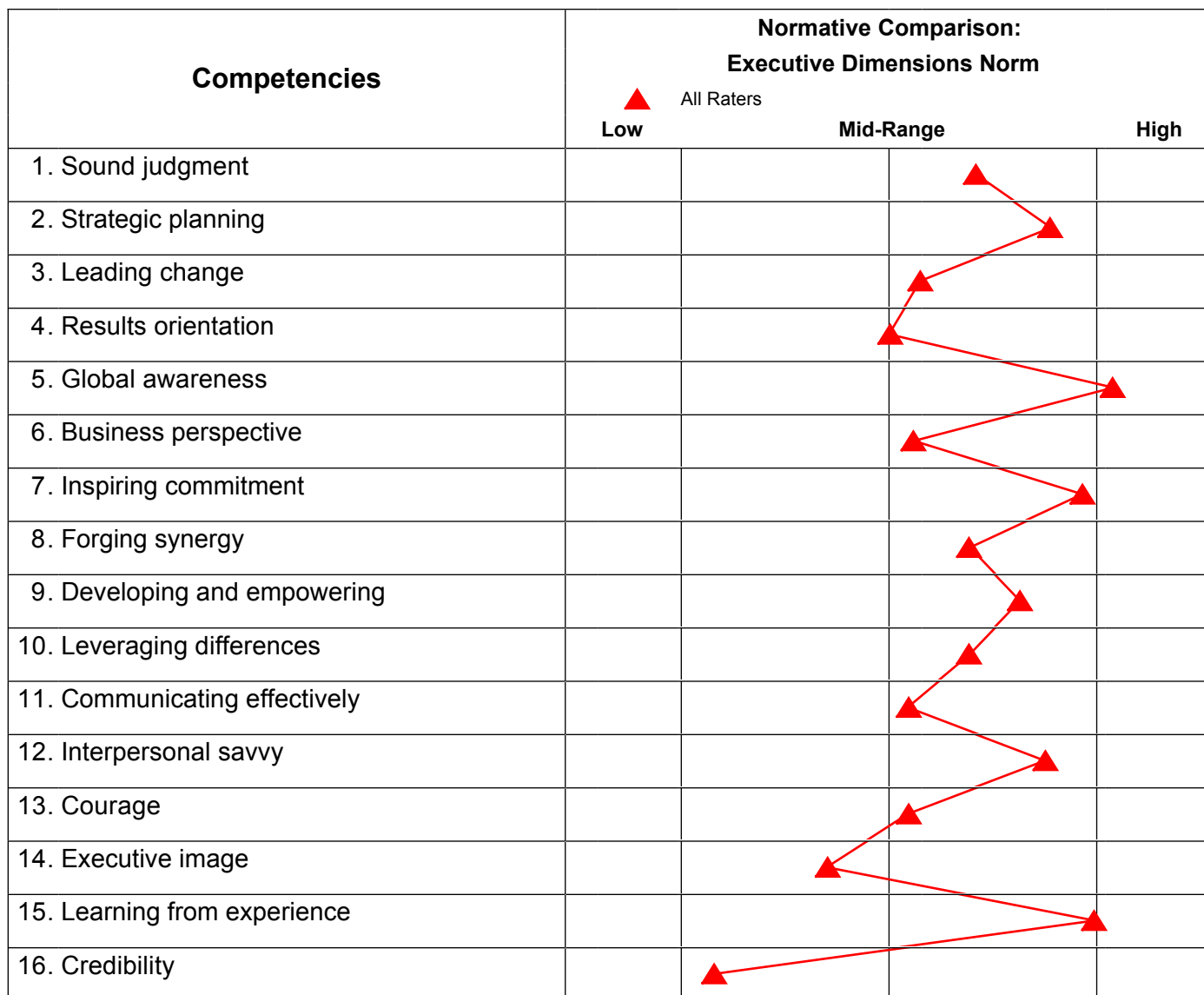
Greatest Differences: Underrated By Self

Listed below are (up to 15) items with the greatest difference between low Self scores and high All Raters scores.

Items	All Raters	Self
Acts decisively to tackle difficult problems. (71)	3.97	3.00
Hires people with a diversity of skills and backgrounds. (55)	4.26	3.33
Seeks candid feedback on his or her performance. (83)	4.21	3.33
Sees underlying concepts and patterns in complex situations. (1)	3.84	3.00
Adapts behavior to fit different cultural norms. (29)	3.68	3.00
Successfully integrates strategic and tactical planning. (13)	3.84	3.33

Normative Comparison

This chart compares this group's All Raters competency scores (as standard scores) to a large normative sample.



Things to consider:

- What competencies are notably high?
- What competencies are notably low?
- What might account for these differences?