

SKILLSCOPE® 360

Feedback Report

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Prepared For

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

- 1 Boss
- 3 Direct Reports
- 4 Peers
- 1 Others

Others described how well they know you as follows:

- 2 Hardly at all
- 2 Fairly well
- 2 Quite well
- 1 Extremely well



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INTRODUCTION

Please read this page before reviewing your feedback report to better understand how to interpret the data.

Survey Instructions

When completing SKILLSCOPE, your raters responded to 98 items and a response was required for each.

S = Clear strength

D = Clear development needed

N = Neither a strength nor a development need

NA = Don't know or it does not apply

SKILLSCOPE feedback is presented as frequency count information, using the following symbols:

- = Strength
- = Development Needed
- or □ = Your Immediate Boss's Response
- Blank Space = Neither a strength nor a development need; don't know or it does not apply.

Numbers in Parentheses ()

If you have more than five raters in any category, the total number of responses is shown as symbols plus a whole number enclosed in parentheses. For example, a total of seven strengths would be represented as:

●●●●●(3)

Importance Ratings

The feedback report lists the 15 competencies assessed in SKILLSCOPE along with importance ratings. All raters were asked to select 5 of the 15 competencies that are the most important to success in your current job.

Frequency Scores

To the right of the competency and item listing are the responses by rater category.

- | | |
|---------------------|---|
| Column One | Self - displays how you rated yourself. Black circles indicate strength and black squares indicate development needed. |
| Column Two | Boss - displays how your immediate boss rated you. Open circles indicate strength and open squares indicate development needed. |
| Column Three | Strength - the third column displays strengths (black circles) by rater category. |
| Column Four | Development Needed - the last column displays development needed (black squares) by rater category. |

Highest and Lowest Rated Items

The ten items with the highest total number of strengths and the ten items with the highest total number of development needed are ranked along with the respective competency and your self score.

Open Ended Questions

Responses to the two open-ended questions are shown exactly as they were typed by each rater.

COMPETENCIES

Getting Information, Making Sense of It; Problem Identification	Strength					Development Needed		
	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
Importance: Self: 1 All Observers: 3 Boss: 1								
1. Seeks information energetically.	●	○	●●	●●		■		
2. Probes, digs beneath the surface, tests the validity of information.		○		●		■		
3. Creates order out of large quantities of information.	■	○	●	●		■	■	
4. Is a keen observer of people, events, things.		□	●	●		■		
5. Defines problems effectively, gets to the heart of a problem.	■			●		■	■	■
6. Spots problems, opportunities, threats, trends early.		□	●			■	■	
7. Is logical, data-based, rational.	●		●●	●		■		

Communicating Information, Ideas	Strength					Development Needed		
	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
Importance: Self: 1 All Observers: 4 Boss: 1								
8. Is adept at disseminating information to others.	●	○	●●	●			■	
9. Is crisp, clear, articulate.			●	●●		■	■	
10. Is a good public speaker; skilled at performing, being on stage.	■	□	●			■	■	
11. Makes his or her point effectively to resistant audience.						■	■	■
12. Is a strong communicator on paper; good writing skills.	■	○	●●	●		■	■	

●	=	Strength
■	=	Development Needed
○ or □	=	Your Immediate Boss's Response
()	=	Number of Additional Responses

COMPETENCIES

Taking Action, Making Decisions, Following Through	Strength					Development Needed				
	Importance:									
	Self: 1	All Observers: 3	Boss: 1	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports
13. Is action-oriented; presses for immediate results.				●	○	●●	●		■	
14. Is decisive; doesn't procrastinate on decisions.						●●				
15. Is a troubleshooter; enjoys solving problems.				■	□	●●			■	■
16. Implements decisions, follows through, follows up well; an expediter.						●	●		■	
17. Carefully weighs consequences of contemplated action.				■	□	●●				

Risk-taking, Innovation	Strength					Development Needed				
	Importance:									
	Self: 1	All Observers: 5	Boss: 1	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports
18. Has vision; often brings up ideas about potentials and possibilities for the future.					○	●●	●●		■	
19. Is entrepreneurial; seizes new opportunities.				●			●●		■	
20. Consistently generates new ideas.					□	●●	●●		■	
21. Creates significant organizational change.				■		●	●		■	
22. Introduces needed change even in the face of opposition.						●	●		■■	

= Strength
 = Development Needed
 or = Your Immediate Boss's Response
 = Number of Additional Responses

COMPETENCIES

Administrative/Organizational Ability	Strength					Development Needed		
Importance: Self: 1 All Observers: 2 Boss: 1	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
23. Establishes and conveys a sense of purpose.	●	○	●●●●	●●				
24. Is a team builder; brings people together successfully around tasks.			●●					
25. Structures direct reports' work appropriately.	■	□	●			■■■■	■■■■	■
26. Is resourceful; can marshal people, funds, space required for projects.			●	●●		■		
27. Can organize and manage big, long-term projects; good shepherding skills.		□	●	●			■	
28. Recognizes and rewards people for their work.			●			■		
29. Manages the process of decision making effectively; knows who to involve on what issue.	●	○				■■■■■	■■	
30. Can easily handle situations where there is no pat answer, no prescribed method for proceeding.								
31. Can translate strategy into action over the long haul.			●				■	

Managing Conflict; Negotiation	Strength					Development Needed		
Importance: Self: 0 All Observers: 2 Boss: 0	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
32. Is effective at managing conflict.	■	□		●		■■■■■	■■	■
33. Confronts others skillfully.	■	□		●		■■■■■	■■	■
34. Negotiates adeptly with individuals and groups over roles and resources.		○	●●●●					

●	= Strength
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○ or □	= Your Immediate Boss's Response
()	= Number of Additional Responses

COMPETENCIES

Relationships	Strength					Development Needed			
	Importance: Self: 0 All Observers: 2 Boss: 0								
	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others	
35. Builds warm, cooperative relationships.	●		●●			■	■■	■	
36. Isn't abrasive; doesn't usually antagonize people.				●		■■	■■	■	
37. Makes good use of people; doesn't exploit.						■			
38. Has good relationships with direct reports.	●	□	●			■			
39. Has good relationships with superiors.	●		●●●●	●●	●				
40. Has good relationships with peers.	●	□	●●●●	●●	●				
41. Has good relationships with outsiders.	●	□	●●●●	●●●●	●				
42. Is skilled at relating to many different types of people.		□	●	●		■			
43. Is readily available to others.	■					■■	■■■		
44. Is competent at dealing with people's feelings.	■					■■■	■■■	■	

= Strength
 = Development Needed
 or = Your Immediate Boss's Response
 = Number of Additional Responses

COMPETENCIES

Selecting, Developing, Accepting People	Strength						Development Needed		
	Importance: Self: 0 All Observers: 2 Boss: 0								
	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others	
45. Sizes up people well; has a nose for talent.	●		●						
46. Attracts talented people.	●		●●				■		
47. Considers personalities when dealing with people.	●	□	●	●					
48. Is tolerant of the foibles, idiosyncrasies of others.			●	●●		■■			
49. Is a good coach, counselor, mentor; patient with people as they learn.		○	●●	●					
50. Brings out the best in people.		○	●●●			■	■		
51. Gives direct reports appropriately challenging assignments and the opportunity to grow.	■					■	■■■	■	

= Strength
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COMPETENCIES

Influencing, Leadership, Power	Strength					Development Needed		
	Importance:							
Self: 0 All Observers: 3 Boss: 0	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
52. Is inspirational; helps people to see the importance of what they are doing.	■	○	●●	●		■	■	
53. Is good at promoting an idea or vision; persuading.	■		●	●●		■	■	
54. Possesses extensive network of contacts necessary to do the job.	■		●	●●●		■		
55. Has an astute sense of "politics."						■■	■	
56. Is able to inspire, motivate people; sparks others to take action.						■		
57. Is comfortable with the power of the managerial role.			●			■■		
58. Is skilled at selling upward, influencing superiors.		○	●●●●	●	●			
59. Delegates effectively.		□	●			■	■■■	■
60. Works effectively with other people over whom he or she has no direct authority.	■	□	●	●●		■■■	■	

●		= Strength	
■		= Development Needed	
○	or	□	= Your Immediate Boss's Response
()		= Number of Additional Responses	

COMPETENCIES

Openness to Influence; Flexibility	Strength					Development Needed		
	Importance: Self: 0 All Observers: 3 Boss: 0							
	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
61. Listens well.	●	□	●●	●				
62. Takes ideas different from own seriously, and from time to time changes mind.	●		●●	●●	●			
63. Accepts criticism well; easy to give feedback on his/her performance.	●	□	●●	●●	●	■		
64. Is a participative manager; shares responsibility and influence with direct reports.		□	●			■■	■■■	
65. Collaborates well with others.	●	□	●	●			■■	
66. Is flexible; good at varying his or her approach with the situation.	●	□	●				■■	
67. Thinks in terms of trade-offs; doesn't assume a single best way.			●	●			■	
68. Creates good give-and-take with others in conversations, meetings.	●	□	●●●	●●●				
69. Doesn't let power or status go to his/her head.			●●●●	●●	●			

Knowledge of Job, Business	Strength					Development Needed		
	Importance: Self: 0 All Observers: 2 Boss: 0							
	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
70. Is a good general manager.			●●				■■	
71. Is effective in a job with a big scope.		□	●			■		
72. In a new assignment, picks up knowledge and expertise easily, a quick study.	■	□		●●		■		
73. Is at home with graphs, charts, statistics, budgets.		○	●●			■	■	
74. Understands cash flows, financial reports, corporate annual reports.	■	○		●●	●			
75. Shows mastery of job content; excels at his or her function or professional specialty.	■		●●●					

● = Strength
 ■ = Development Needed
 ○ or □ = Your Immediate Boss's Response
 () = Number of Additional Responses

COMPETENCIES

Energy, Drive, Ambition	Strength					Development Needed		
Importance: Self: 0 All Observers: 3 Boss: 0	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
76. Good initiative; continually reaches for more responsibility.	●		●●	●●				
77. High energy level.	●	○	●●●●	●●●	●			
78. Is ambitious; highly motivated to advance his/her career.	●		●●●	●	●			
79. Is goal-directed, persistent; driven to achieve objectives.	●	○	●●	●●	●	■		

Time Management	Strength					Development Needed		
Importance: Self: 0 All Observers: 1 Boss: 0	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others
80. Sets priorities well; distinguishes clearly between important and unimportant tasks.	■	○	●●●			■	■■■	
81. Makes the most of the time available; extremely productive.	●	□				■■■■	■■	■
82. Deals with interruptions appropriately; knows when to admit interruptions and when to screen them out.	■				●	■	■■	
83. Avoids spreading self too thin.	■	□				■■■■	■■■	■

●		= Strength	
■		= Development Needed	
○	or	□	= Your Immediate Boss's Response
()		= Number of Additional Responses	

COMPETENCIES

Coping with Pressure and Adversity; Integrity	Strength					Development Needed			
	Importance: Self: 0 All Observers: 2 Boss: 0								
	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others	
84. Is capable, cool in high pressure situations.	●	○	●	●●					
85. Can deal well with setbacks; resilient; bounces back from failure, defeat.	●			●					
86. Is willing to admit ignorance.	●			●●		■			
87. Is optimistic; takes the attitude that most problems can be solved.	●		●●	●					
88. Doesn't hide mistakes.	●		●●●	●●		■			
89. Has integrity; trustworthy.	●	○	●●●	●●●	●	■			
90. Doesn't put own ambitions ahead of the organization's objectives.	●	○	●●	●●●		■			
91. Strikes a reasonable balance between his/her work life and private life.	■		●●●			■	■	■	

= Strength
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COMPETENCIES

Self-Management, Self-Insight, Self-Development	Strength					Development Needed			
	Importance: Self: 0 All Observers: 2 Boss: 0								
	Self	Boss	Peers	Direct Reports	Others	Peers	Direct Reports	Others	
92. Compensates for own weaknesses.	■	□		●●		■	■	■	
93. Capitalizes on own strengths.		○	●●	●●●	●				
94. Responds well to new situations that require him or her to stretch and grow.	■	□	●			■	■	■	
95. Learns from own experience; not set in his/her ways.	■								
96. Takes good care of self; uses constructive outlets for tension and frustrations.	■					■	■	■	
97. Makes needed adjustments in own behavior.	■								
98. Is aware of his/her feelings.		□				■	■	■	

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TOP 10 STRENGTHS

		All Observers	Self
77.	High energy level.	Energy, Drive, Ambition	○●●●● (5) ●
89.	Has integrity; trustworthy.	Coping with Pressure and Adversity; Integrity	○●●●● (4) ●
39.	Has good relationships with superiors.	Relationships	●●●●● (3) ●
41.	Has good relationships with outsiders.	Relationships	●●●●● (3) ●
58.	Is skilled at selling upward, influencing superiors.	Influencing, Leadership, Power	○●●●● (3)
69.	Doesn't let power or status go to his/her head.	Openness to Influence; Flexibility	●●●●● (3)
93.	Capitalizes on own strengths.	Self-Management, Self-Insight, Self-Development	○●●●● (3)
23.	Establishes and conveys a sense of purpose.	Administrative/Organizational Ability	○●●●● (2) ●
40.	Has good relationships with peers.	Relationships	●●●●● (2) ●
68.	Creates good give-and-take with others in conversations, meetings.	Openness to Influence; Flexibility	●●●●● (2) ●

+ Additional items have equivalent All Observer scores.

●	=	Strength
■	=	Development Needed
○ or □	=	Your Immediate Boss's Response
()	=	Number of Additional Responses

TOP 10 DEVELOPMENT NEEDS

Items	Competencies	All Observers	Self
83. Avoids spreading self too thin.	Time Management	□ ■ ■ ■ (5)	■
25. Structures direct reports' work appropriately.	Administrative/Organizational Ability	□ ■ ■ ■ (4)	■
32. Is effective at managing conflict.	Managing Conflict; Negotiation	□ ■ ■ ■ (4)	■
33. Confronts others skillfully.	Managing Conflict; Negotiation	□ ■ ■ ■ (4)	■
81. Makes the most of the time available; extremely productive.	Time Management	□ ■ ■ ■ (4)	●
44. Is competent at dealing with people's feelings.	Relationships	■ ■ ■ ■ (3)	■
29. Manages the process of decision making effectively; knows who to involve on what issue.	Administrative/Organizational Ability	■ ■ ■ ■ (2)	●
59. Delegates effectively.	Influencing, Leadership, Power	□ ■ ■ ■ (2)	
64. Is a participative manager; shares responsibility and influence with direct reports.	Openness to Influence; Flexibility	□ ■ ■ ■ (2)	
96. Takes good care of self; uses constructive outlets for tension and frustrations.	Self-Management, Self-Insight, Self-Development	■ ■ ■ ■ (2)	■

+ Additional items have equivalent All Observer scores.

●	=	Strength
■	=	Development Needed
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()	=	Number of Additional Responses

WRITTEN COMMENTS

What are this person's most significant strengths and why?

Self

- No comments were offered.

Boss

- No comments were offered.

All Observers

- No comments were offered.

Guide for Interpretation:

How do your comments compare to those of others? What patterns do you see?

How are the written comments related to feedback you received on the leadership competencies? How are the comments consistent or inconsistent with comments from other sources?

WRITTEN COMMENTS

What are this person's most significant areas for development and why?

Self

- No comments were offered.

Boss

- No comments were offered.

All Observers

- No comments were offered.

Guide for Interpretation:

How do your comments compare to those of others? What patterns do you see?

How are the written comments related to feedback you received on the leadership competencies? How are the comments consistent or inconsistent with comments from other sources?