



# CI International

## Group Summary Report Sample

### Your Leadership Journey

September 25, 2019



powered by:



# Welcome to Your 360 Group Summary Report

## The Balance of Leadership

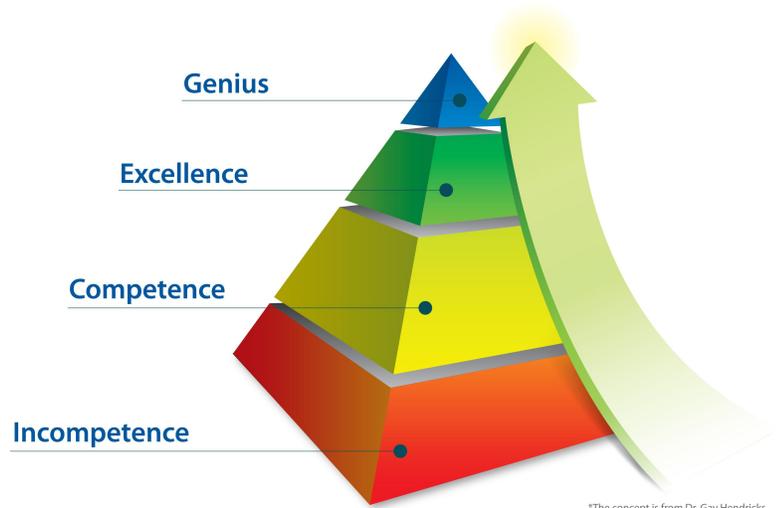
Effective leaders balance achieving results and valuing employees. An over focus on results can lead to a team of employees that burn out or turnover. Leaders that put an over emphasis on valuing people fail to accomplish the goals of the business. The ideal leader brings out the best in others to drive results, foster innovation, and achieve the organization’s mission.

One key outcome of receiving performance feedback is becoming more mindful of how well you balance both people and results to optimize your results.

## Play to Your Genius

We all have areas of “genius.” These are the things we are best at, where we thrive, and often where we have the most fun at work. Unfortunately, we often spend much of our time operating in our zone of competence or incompetence. This leads to frustration, both for you and others. Being aware of your genius and structuring your role to leverage it are keys to successful leadership. Use your survey results to help you understand your genius and where you may be spending too much time in areas of competence or incompetence. (Genius Model created by Dr. Gay Hendricks)

Move People to Their Genius\*



## Leadership Competencies Assessed

In over 25 years working with organizations and developing leaders, we’ve found a handful of key competencies to be foundational to success. This assessment rates your leadership capabilities against these competencies, which are grouped into five broad categories, as shown:

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions
Creativity and Innovation	Conflict Management	Accountability	Business Acumen	Oral Communications
Flexibility and Resilience	Leveraging Diversity	Decision-Making and Problem-Solving		Influencing
Vision and Strategic Thinking	Developing Others			
	Team Building			

## Group Summary Report Sample

# How to Read Your Report

The feedback in this report starts at a high level and then gets more specific. As you read through the group results consider the questions below.

- 1) Does the group have a balance between results focus and valuing people?
- 2) Where are there gaps between the groups self-assessment and the ratings of others?
- 3) What competencies are most needed for the group's success?

## Understanding your competency ratings

Items were rated using the following scale:

- 5 = Is a Role Model for Others: Exemplifies excellent performance
- 4 = Very Well: Very strong performance; better than most
- 3 = Satisfactory: Performance meets the needs of the role
- 2 = Needs Some Improvement: There are some areas in which performance could be improved
- 1 = Significant Opportunity for Improvement: Performance is below expectations
- Unable to Answer: Does not apply or have not had the opportunity to observe

## All But Self

The "All But Self" rating category includes all of the scores from all of the rater categories except for the Self-ratings.

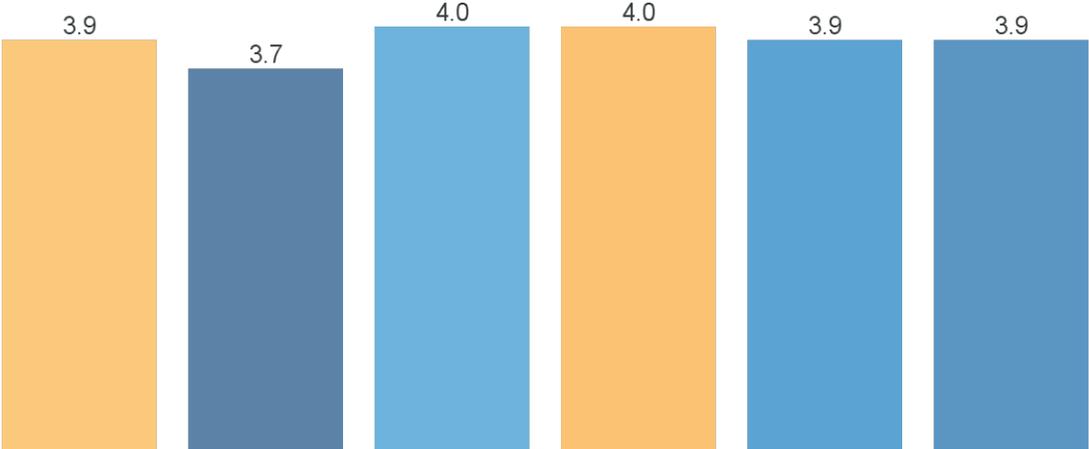
# Group Summary Report Sample

## Overall Ratings

The scores below represent the average rating of all of the competencies by rater category.

### Overall Average

Legend: All but Self (Orange), Self (Dark Blue), Manager (Light Blue), Peers (Orange), Direct Reports (Blue), Other (Dark Blue)



### Results by Leadership Core Qualifications

The results below summarize your feedback by each of the 5 Executive Core Qualifications as provided by you, your manager, and all raters but your self. Use this view to understand high level trends.

Legend: Leading Change (Orange), Leading People (Dark Blue), Results Driven (Light Blue), Business Acumen (Orange), Building Coalitions (Blue)

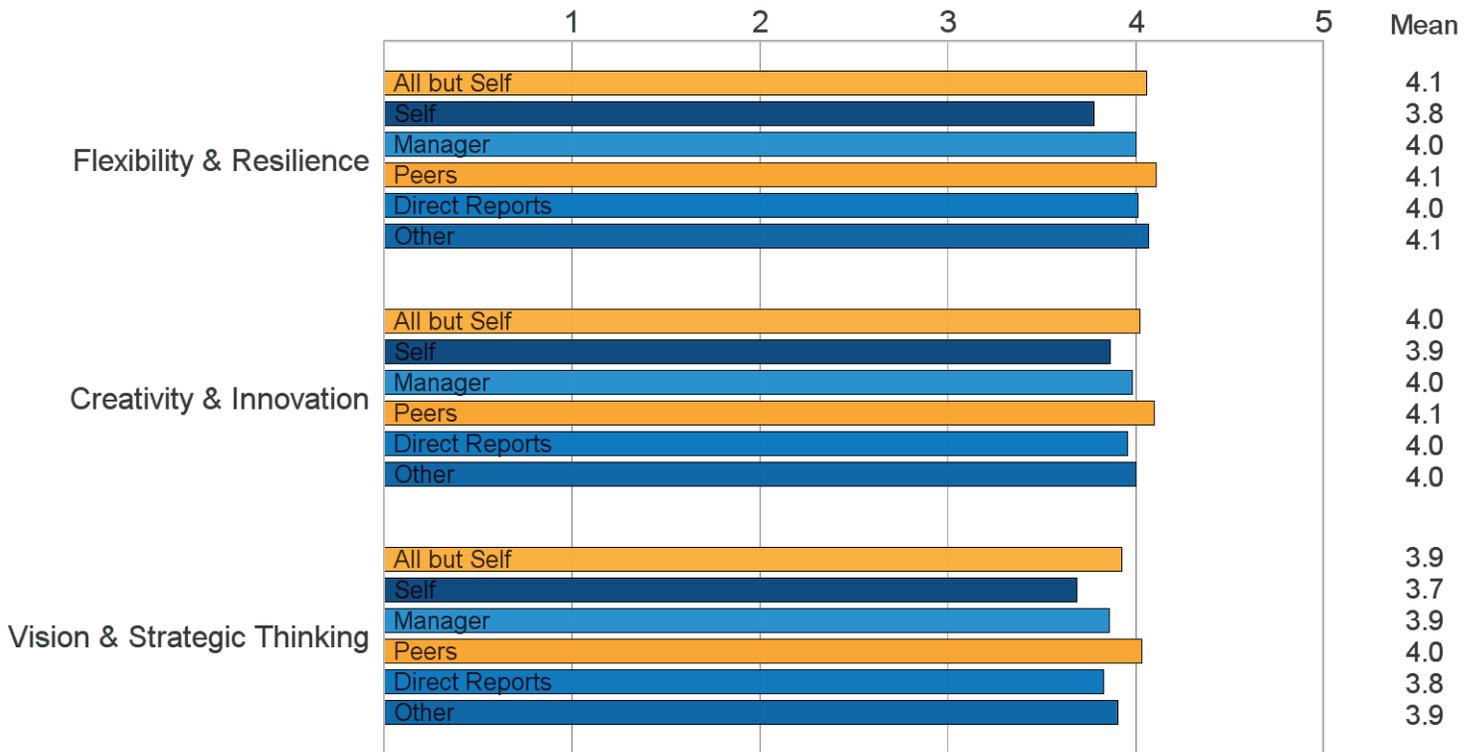


# Group Summary Report Sample

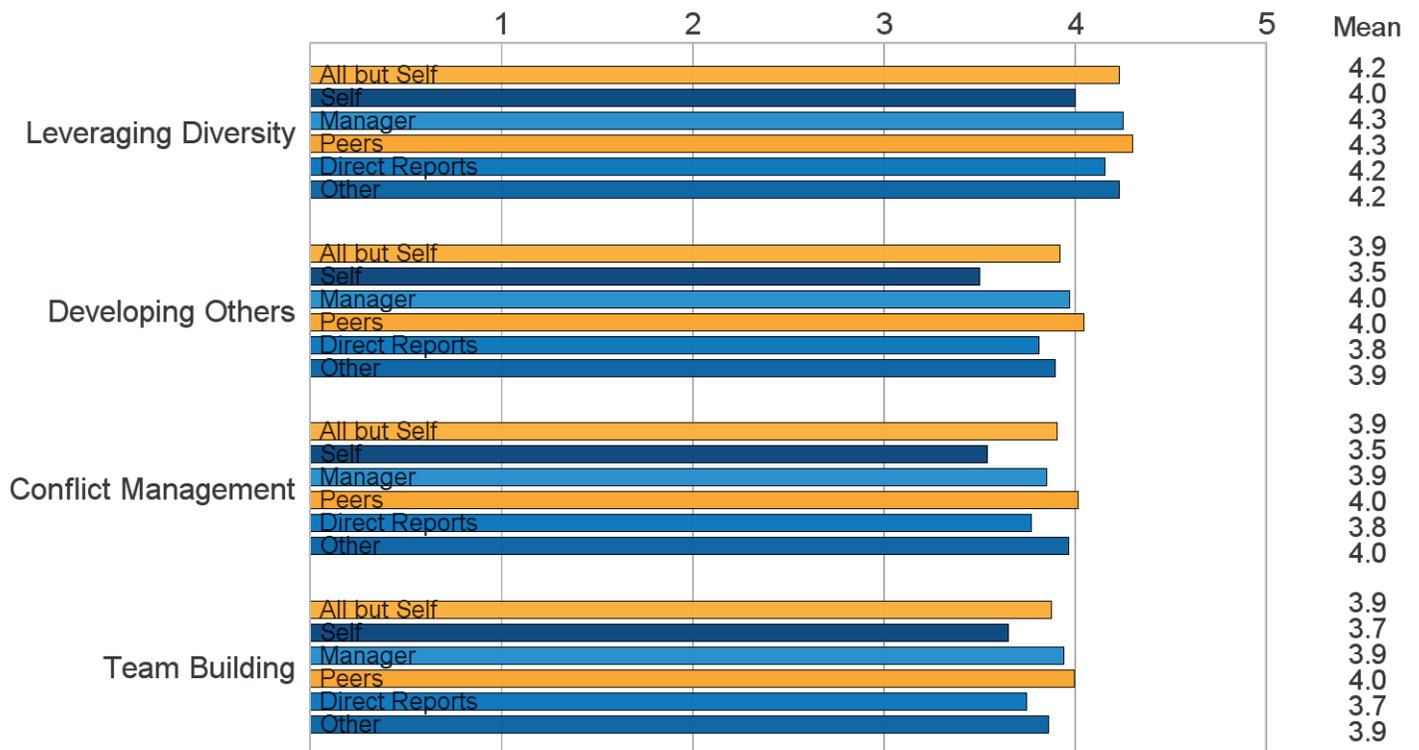
## Competency Ratings: Scores in Order of All but Self Rating

Use this chart to help gauge group degree of self-awareness. Gaps of .3 are considered significant.

### Leading Change



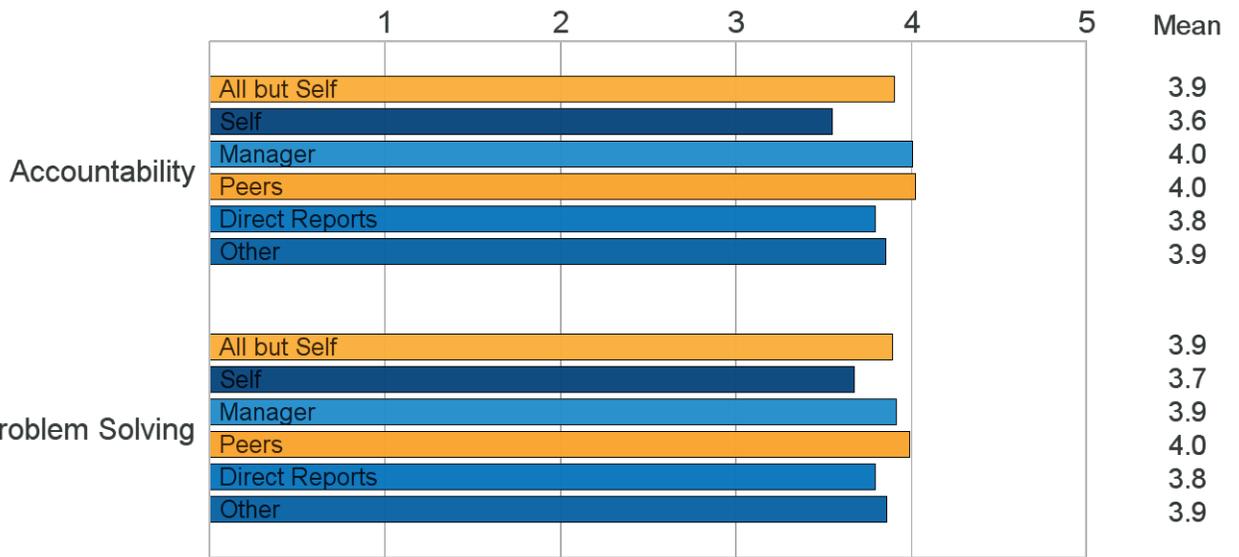
### Leading People



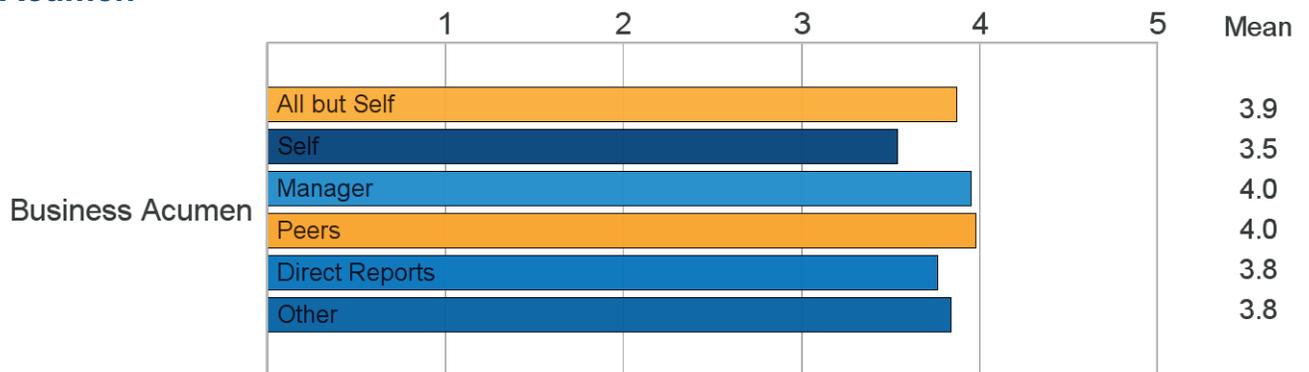
# Group Summary Report Sample

## Competency Ratings: Scores in Order of All but Self Rating: Contd.

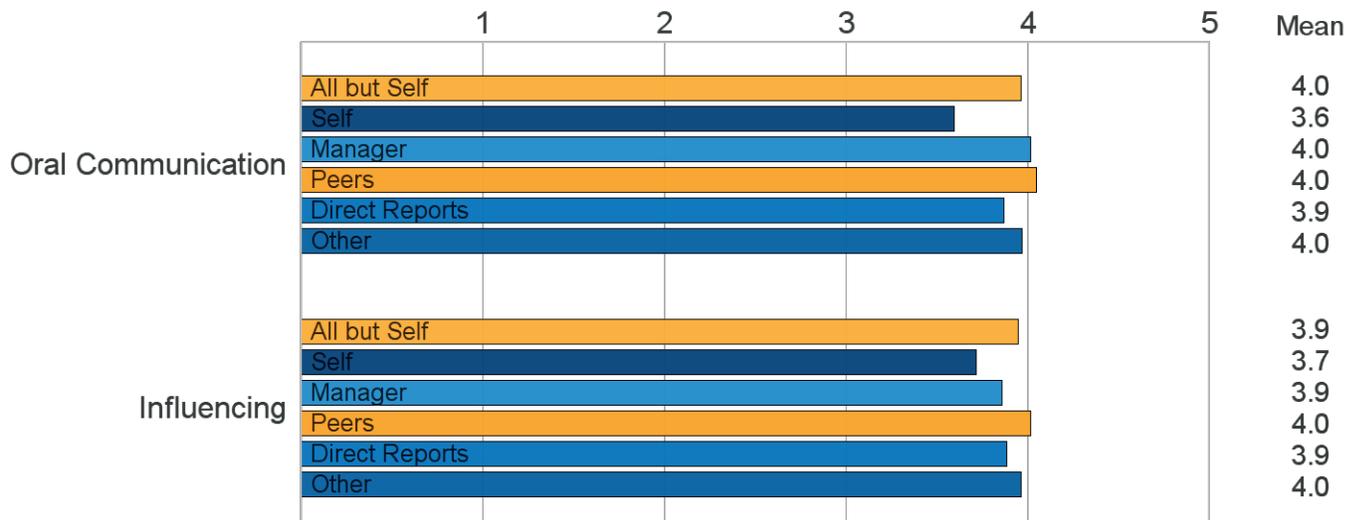
### Results Driven



### Business Acumen

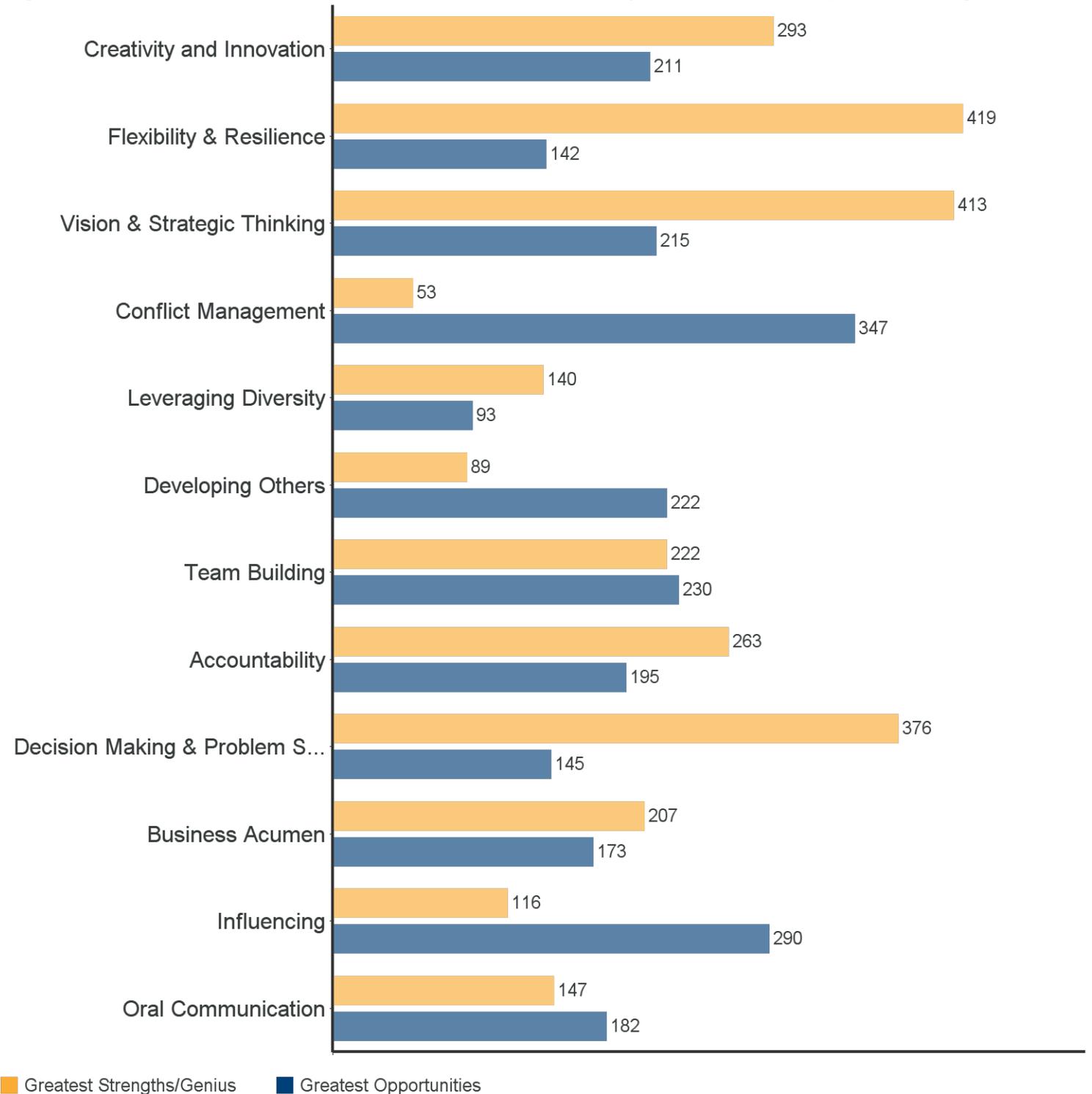


### Building Coalitions



## Group Summary Report Sample Relative Strengths and Opportunities

Raters were asked to think about all the leadership competencies and then identify 1) two greatest areas of strength/genius, and 2) two greatest areas of opportunity. The graph below shows the results for All but Self. The highest counts for the **orange bar** show perceptions about group top strengths, and the highest counts for the **blue bar** indicate where others think you have the most potential for growth.



### Group-Reflection

Considering others' perceptions and the results provided in this report, what would you identify as the group's two greatest strengths and opportunities for improvement?:

## Group Summary Report Sample

### Gap Analysis: Positive Gaps

The table below shows performance perceptions of All but Self compared to Self. Gaps of .3 or higher are considered significant.

Positive Gaps: All But Self rated you higher than you rated yourself					
Rank	Competency	Item	All but Self	Self	Gap
1	Developing Others	Provides timely, useful and constructive feedback.	3.8	3.3	0.6
2	Conflict Management	Initiates difficult conversations proactively with others rather than avoiding them.	3.9	3.4	0.5
3	Developing Others	Provides meaningful recognition for the accomplishments of others.	3.9	3.4	0.5
4	Conflict Management	Resolves conflict effectively.	3.7	3.2	0.5
5	Business Acumen	Demonstrates proper technical knowledge and skills to effectively manage.	4.0	3.6	0.4
6	Decision Making & Problem Solving	Is skilled at using data and metrics to make decisions.	3.9	3.5	0.4
7	Oral Communication	Clearly and effectively communicates the information I need to do my job.	3.9	3.5	0.4
8	Business Acumen	Effectively manages the financial aspects of his/her area.	4.0	3.6	0.4
9	Accountability	Delegates appropriately.	3.7	3.3	0.4
10	Developing Others	Helps others understand the meaning and importance of their work.	3.9	3.5	0.4

# Group Summary Report Sample

## Gap Analysis: Negative Gaps

The table below shows performance perceptions of All but Self compared to Self. Gaps of .3 or higher are considered significant.

**Negative Gaps: You rated yourself higher than All But Self**

Rank	Competency	Item	All but Self	Self	Gap
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No Data Available

## Group Summary Report Sample

### Highest to Lowest Rated Items (Manager vs. All But Self)

Highest Items as Rated by Manager		
Competency	Item	Mean
Leveraging Diversity	Demonstrates care and concern for others.	4.3
Accountability	Upholds established policies and procedures.	4.3
Vision & Strategic Thinking	Demonstrates a high level of commitment to the organization's vision/mission and is willing to sacrifice in difficult circumstances.	4.2
Leveraging Diversity	Treats others with a high level of respect.	4.2
Developing Others	Supports me/others in development opportunities.	4.2
Lowest Items as Rated by Manager		
Competency	Item	Mean
Conflict Management	Resolves conflict effectively.	3.6
Vision & Strategic Thinking	Communicates a motivating and inspiring vision for the future.	3.6
Accountability	Delegates appropriately.	3.6
Influencing	Effectively persuades others in order to build commitment for ideas.	3.7
Influencing	Communicates in a compelling, impactful manner.	3.7

Highest Items as Rated by All But Self		
Competency	Item	Mean
Leveraging Diversity	Demonstrates care and concern for others.	4.3
Leveraging Diversity	Treats others with a high level of respect.	4.3
Vision & Strategic Thinking	Demonstrates a high level of commitment to the organization's vision/mission and is willing to sacrifice in difficult circumstances.	4.2
Leveraging Diversity	Values the experience and contributions of people from different backgrounds.	4.2
Influencing	Has strong positive relationships with other partnering organizations.	4.1
Lowest Items as Rated by All But Self		
Competency	Item	Mean
Business Acumen	Effectively addresses poor performers (does not let poor performance go unaddressed).	3.6
Conflict Management	Resolves conflict effectively.	3.7
Vision & Strategic Thinking	Communicates a motivating and inspiring vision for the future.	3.7
Accountability	Delegates appropriately.	3.7
Team Building	Is highly talented at getting people to work together.	3.8

## Group Summary Report Sample



# CI International

## CI International Applied Leadership Model

At CI International we fundamentally believe that exercising good leadership is dependent on three primary areas of application: Clear Goals; Strong Relationships; and Effective Communications. The competencies addressed in this assessment have a direct connection to these three over-arching focus areas.

Every leader at every level leads through their interaction with their people. These interactions are most successful, resulting in tangible outcomes for the organization, when leaders correctly blend the skills and attributes of these three areas. All three are fully symbiotic. When they're in place, an organization's ability to achieve necessary results is vastly improved. Consistent with Leo Tolstoy's quote "all happy families are alike; all unhappy families are unhappy in a unique way", these three elements define effective teams. Over the long run, all effective teams are alike in that they embody these three elements.

The heart of successful leadership is focusing the organization's efforts on a clearly stated and framed set of goals. This focus can result from formal planning efforts or emerging reactions to current situations. Either way, a leader needs to focus their team's efforts on achieving the goals that have been set.

Hearing, adapting and responding to clear goals implies a level of internal relationships. Building these relationships is an investment that increases productivity and employee engagement. Leaders depend on their teams to interpret and act, independently, on the goals. Their confidence in this is a direct function of their strong relationship.

Effective communications is the unseen energy that drives an organization. It's the "flux" that delivers leaders the benefits of the other two application areas. Effective communication is necessary to build the strong relationships and to share, and manage clear goals.



# Group Summary Report Sample

## CI International Applied Leadership Model: Clear Goals



Highest Items as Rated by All But Self	
Item	Mean
Demonstrates a high level of commitment to the organization's vision/mission and is willing to sacrifice in difficult circumstances.	4.2
Upholds established policies and procedures.	4.1
Is proactive about identifying new opportunities that leverage the strengths of the organization.	4.0
Takes personal responsibility for proposing change that leads to higher levels of organizational integrity and competitive advantage.	4.0
Makes decisions based on what is right versus what is easy or less risky.	4.0
Lowest Items as Rated by All But Self	
Item	Mean
Communicates a motivating and inspiring vision for the future.	3.7
Delegates appropriately.	3.7
Effectively implements change.	3.8
Anticipates problems before they occur and ensures resolution.	3.8
Makes sound and timely decisions.	3.8

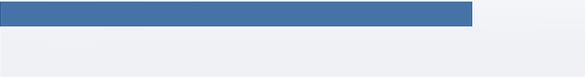
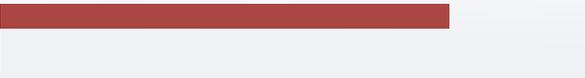
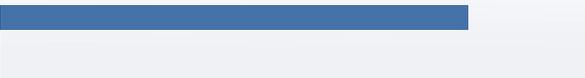
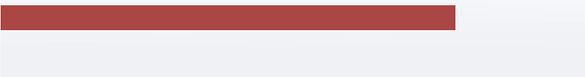
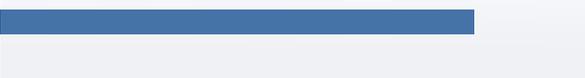
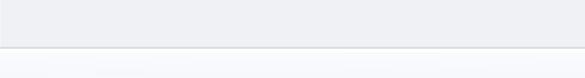
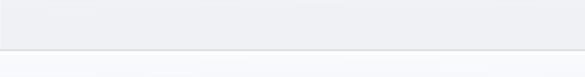
# Group Summary Report Sample

## CI International Applied Leadership Model: Strong Relationships



Highest Items as Rated by All But Self	
Item	Mean
Demonstrates care and concern for others.	4.3
Treats others with a high level of respect.	4.3
Values the experience and contributions of people from different backgrounds.	4.2
Has strong positive relationships with other partnering organizations.	4.1
Demonstrates a desire to learn and grow as a leader.	4.1
Lowest Items as Rated by All But Self	
Item	Mean
Is highly talented at getting people to work together.	3.8
Creates an appropriate sense of urgency and motivation to do more than is expected.	3.8
Excels at creating a work environment where people feel valued.	3.8
Attracts and hires talented employees.	3.9
Involves others in the decision making process.	3.9

# Group Summary Report Sample

Item	Data Source	Respondents						Mean	Range Of Scores	Gap From All but Self
			1	2	3	4	5			
Encourages others to come up with new and better ways of doing things.	All but Self	1372						4.0	1.00-5.00	0.0
	Self	85						3.8	2.00-5.00	-0.2
Proactively challenges the status quo in the spirit of continuous improvement.	All but Self	1376						4.0	1.00-5.00	0.0
	Self	85						3.9	3.00-5.00	-0.1
Takes personal responsibility for proposing change that leads to higher levels of organizational integrity and competitive advantage.	All but Self	1362						4.0	1.00-5.00	0.0
	Self	85						3.9	3.00-5.00	-0.1
Is proactive about identifying new opportunities that leverage the strengths of the organization.	All but Self	1364						4.0	1.00-5.00	0.0
	Self	85						3.8	2.00-5.00	-0.2

# Group Summary Report Sample

## CI International Applied Leadership Model: Effective Communication



Highest Items as Rated by All But Self	
Item	Mean
Supports me/others in development opportunities.	4.1
Clearly asserts her/his opinions to others.	4.0
Actively listens with interest and hears what is said.	4.0
Creates a welcoming and supportive environment in which people are encouraged to express their true viewpoints.	4.0
Provides meaningful recognition for the accomplishments of others.	3.9
Lowest Items as Rated by All But Self	
Item	Mean
Effectively addresses poor performers (does not let poor performance go unaddressed).	3.6
Resolves conflict effectively.	3.7
Effectively persuades others in order to build commitment for ideas.	3.8
Provides timely, useful and constructive feedback.	3.8
Motivates and inspires others to do their best work.	3.9