

# Korn Ferry 360 Feedback Report

Pat Sample

ABC Company

October 24, 2017



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## About this report

This report contains your Korn Ferry 360 survey feedback.

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### Competencies

Your feedback starts with an overview of your competency strengths and development needs. You can then explore each competency in more detail.

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### Career stallers and stoppers

Your report includes feedback on career stallers and stoppers. Start with the overview and then explore each staller and stopper in more detail.

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### Comments

Any comments made by you and your raters are reported here.

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### Development suggestions

Development suggestions are included here.

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## How to use this report

Feedback reveals how others experience your behavior. It helps you to confirm your strengths, accept your development needs, learn, and improve. Use your feedback to create your own realistic, achievable development plan. Identify goals that are meaningful to you, your role, and the people you work with.

### Which competencies do you want to develop or use more often?

By when?

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What will the benefits be for you and others?

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Who can you approach for ongoing feedback and support?

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### Which career stallers and stoppers do you want to avoid or overcome?

By when?

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What will the benefits be for you and others?

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Who can you approach for ongoing feedback and support?

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## About the survey

Number of responses reported: **10**

Responses gathered: **October 10, 2017 - October 24, 2017**

Norm: **Senior Executive**

### The Korn Ferry 360 survey process

The people you work with will have their own view of your abilities, value them differently, and have their own concerns and needs. Feedback from different rater groups helps you understand these different views.

	Raters selected	Responses received	Responses reported
<b>Self</b>	1	1	1
<b>Manager</b>	1	1	1
<b>People you lead</b>	3	3	3
<b>Peers</b>	3	3	3
<b>Other raters</b>	2	2	2

This shows the numbers and types of raters and the status of their responses.

Responses from any managers are always reported. The anonymity of other types of raters is protected by combining their responses.

### Raters

The following people were asked to complete the survey:

#### Manager

Maddie Hobart

#### People you lead

Samual Carner  
Rhona Tedesco  
Anjelica Esperanza

#### Peers

Majorie Goucher  
Tamie Seagraves  
Evelyne Bockman

#### Other raters

Eliseo Bonfiglio  
Dexted Ebarb

# About the competencies

This shows how you demonstrate your competencies to others. Look for any strengths, opportunities for improvement, and potential development needs.

## Thought

### Understanding the business

- ▶ Business insight
- ▶ Customer focus
- | Financial acumen
- ▶ Tech savvy

### Making complex decisions

- ▶ Manages complexity
- ▶ Decision quality
- | Balances stakeholders

### Creating the new and different

- | Global perspective
- ▶ Cultivates innovation
- ▶ Strategic mindset

## Results

### Taking initiative

- ▶ Action oriented
- ▶ Resourcefulness

### Managing execution

- ◀ Directs work
- | Plans and aligns
- | Optimizes work processes

### Focusing on performance

- | Ensures accountability
- ▶ Drives results

## People

### Building collaborative relationships

- ◀ Collaborates
- ◀ Manages conflict
- ◀ Interpersonal savvy
- ◀ Builds networks

### Optimizing diverse talent

- | Attracts top talent
- ◀ Develops talent
- ◀ Values differences
- ◀ Builds effective teams

### Influencing people

- | Communicates effectively
- ◀ Drives engagement
- | Organizational savvy
- | Persuades
- | Drives vision and purpose

## Self

### Being authentic

- ◀ Courage
- ▶ Instills trust

### Being open

- ◀ Demonstrates self-awareness
- ◀ Self-development

### Being flexible and adaptable

- ▶ Manages ambiguity
- ▶ Nimble learning
- ▶ Being resilient
- | Situational adaptability

## Career stallers and stoppers

### Trouble with people

- Blocked personal learner
- Lack of ethics and values
- Political missteps

### Doesn't inspire or build talent

- Poor administrator
- Failure to build a team
- Failure to staff effectively

### Too narrow

- Key skill deficiencies
- Non-strategic
- Overdependence on an advocate
- Overdependence on a single skill

## Competency cluster scores



This shows how you and your raters scored your skill level on each cluster of competencies. It also shows how important each cluster of competencies is to your role. Competency cluster scores are calculated by averaging all of the competency scores within that cluster. Clusters are listed below in order of your highest to lowest average skill score from your raters.

CLUSTER	RATER	SCORE	IMPORTANCE
<b>TAKING INITIATIVE</b>	Self	4.5	3.0
	Total others	4.8	4.4
<b>FOCUSING ON PERFORMANCE</b>	Self	4.0	4.0
	Total others	4.2	4.0
<b>CREATING THE NEW AND DIFFERENT</b>	Self	5.0	4.3
	Total others	4.1	3.9
<b>BEING FLEXIBLE AND ADAPTABLE</b>	Self	4.3	4.0
	Total others	4.0	4.1
<b>UNDERSTANDING THE BUSINESS</b>	Self	4.5	3.5
	Total others	3.9	4.1
<b>MAKING COMPLEX DECISIONS</b>	Self	4.3	4.3
	Total others	3.8	4.2
<b>BEING AUTHENTIC</b>	Self	3.0	4.0
	Total others	3.7	3.4
<b>INFLUENCING PEOPLE</b>	Self	3.4	3.6
	Total others	3.5	3.8
<b>MANAGING EXECUTION</b>	Self	3.0	3.7
	Total others	3.2	3.8
<b>BUILDING COLLABORATIVE RELATIONSHIPS</b>	Self	1.8	3.0
	Total others	3.0	3.4
<b>OPTIMIZING DIVERSE TALENT</b>	Self	3.0	3.0
	Total others	3.0	3.1
<b>BEING OPEN</b>	Self	4.0	3.0
	Total others	2.9	2.4

## How your competencies support your role

This shows your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows their views on how important your competencies are to your role.

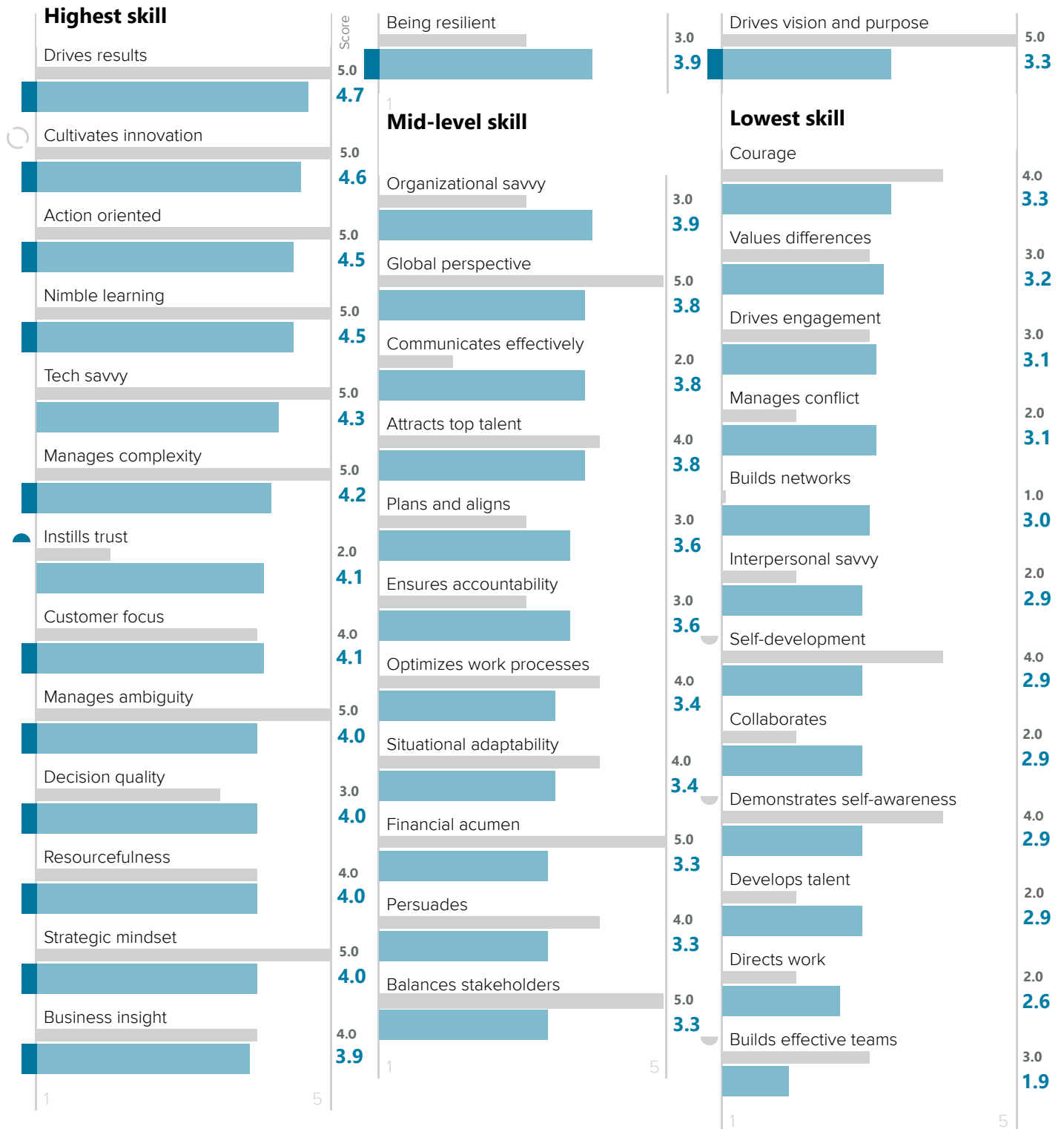
Start at the top, with the competencies that others rate as most important. Do their views differ from your view? Do their views on your lowest, mid-level, or highest competencies offer any insights or surprises? Which competencies do you want to strengthen, use more often, or develop?

	 <b>Lowest skill</b> Focus attention here	<b>Mid-level skill</b> Opportunities here	<b>Highest skill</b> Stay strong here 
<b>Highest importance to your role</b>		Drives vision and purpose	Drives results Cultivates innovation Action oriented Nimble learning Manages complexity Customer focus Manages ambiguity Decision quality Resourcefulness Strategic mindset Business insight Being resilient
<b>Middle importance to your role</b>	Drives engagement Manages conflict Interpersonal savvy Directs work Builds effective teams	Communicates effectively Plans and aligns Optimizes work processes Persuades Balances stakeholders	Tech savvy Instills trust
<b>Lowest importance to your role</b>	Courage Values differences Builds networks Self-development Collaborates Demonstrates self-awareness Develops talent	Organizational savvy Global perspective Attracts top talent Ensures accountability Situational adaptability Financial acumen	



# Your competency profile

This shows your highest, mid-level, and lowest competencies based on "total others" skill scores. (Self ratings are excluded.) It also shows your view, so that you can identify where it differs from others' experience. You can also see the competencies that others believe are most important to your role.

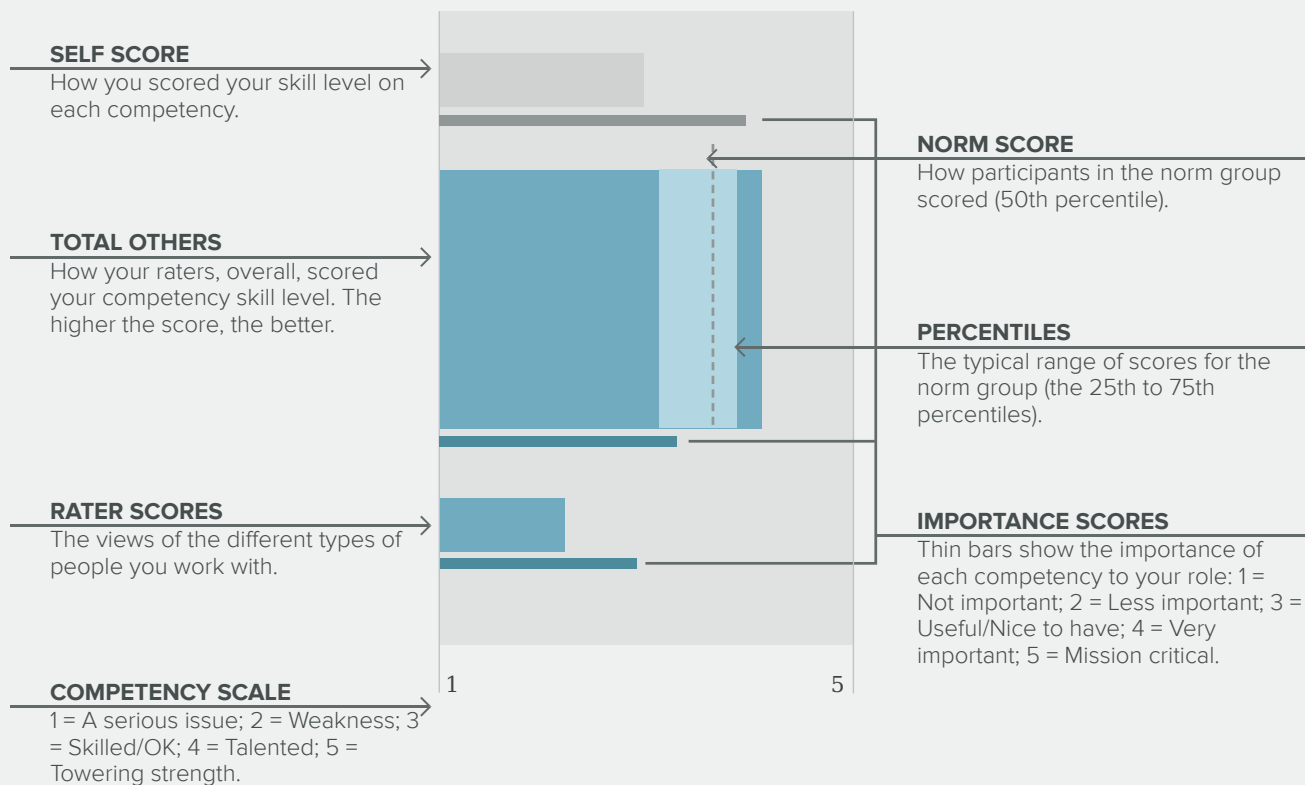




# Competencies

Competencies are skills and behaviors required for success that can be observed. The right competencies drive results and enable you to have a meaningful impact.

## HOW TO READ THIS SECTION



### Agreement

The extent to which your raters agree on your skill levels.



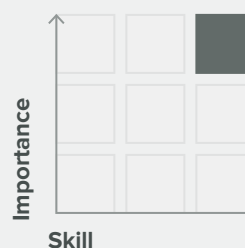
### Key insights

Look out for:

- Hidden strength**  
A strength that others observe more than you do.
- Blind spot**  
A development need that others observe more than you do.
- Potential overuse**  
A strength that some raters observe you overusing.

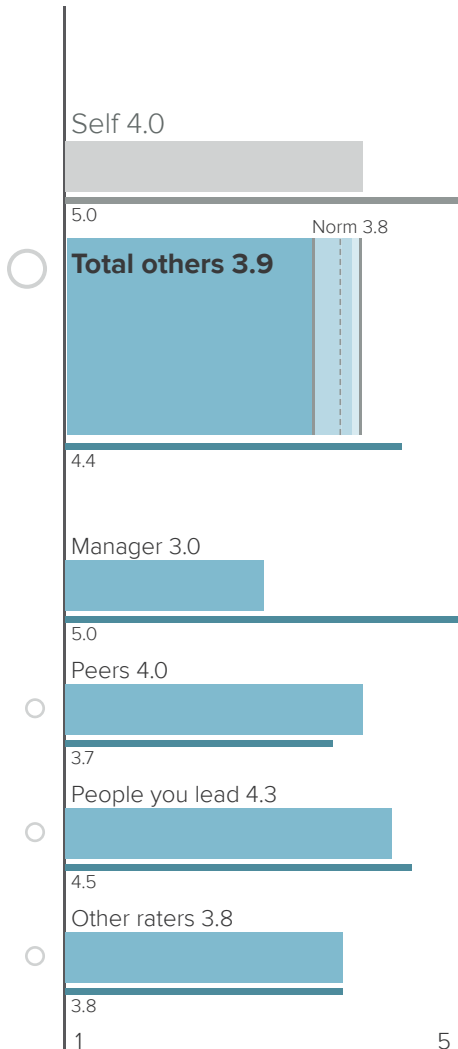
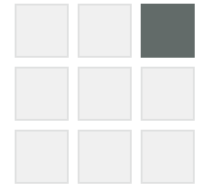
### Skill versus importance

Your raters' views on how your competencies support your role.



# Business insight

Applying knowledge of business and the marketplace to advance the organization's goals.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Has an in-depth understanding of how businesses work and make money.
- Is the first to spot possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Consistently applies a business driver and marketplace focus when prioritizing actions.

### SKILLED

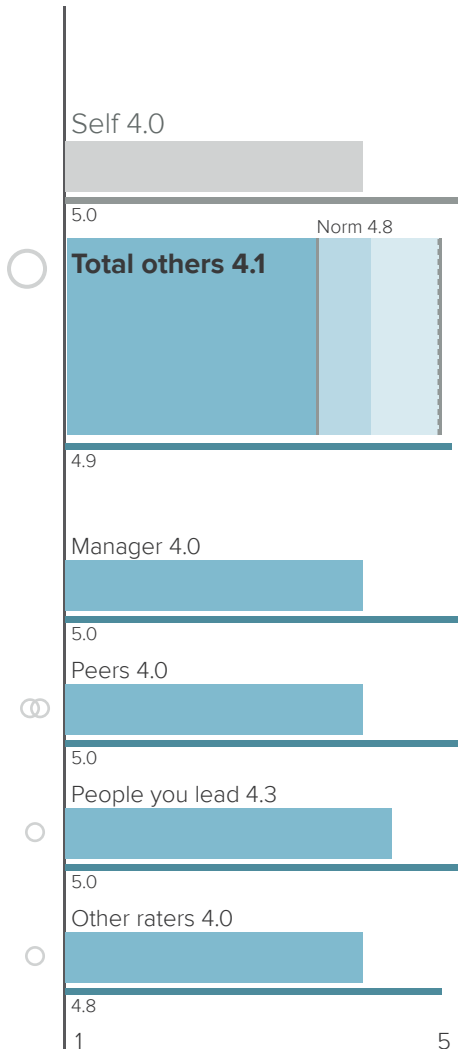
- Knows how businesses work and how organizations make money.
- Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.

### LESS SKILLED

- Doesn't understand how businesses work.
- Is not up-to-date on current and future policies, trends, and information affecting the organization.
- Is unaware of how strategies and tactics work in the marketplace.
- Doesn't take business drivers into account when planning and executing own work.

# Customer focus

Building strong customer relationships and delivering customer-centric solutions.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Anticipates customer needs and provides services that are beyond customer expectations.
- Uses customer insights to drive and guide the development of new offerings.
- Serves as a strategic partner to build, grow, and maintain profitable and long-lasting relationships with key accounts.

### SKILLED

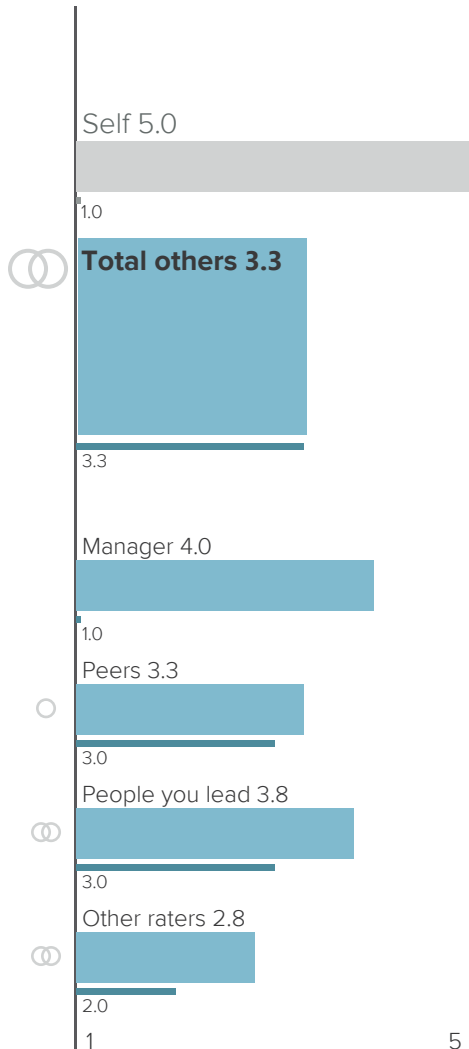
- Gains insight into customer needs.
- Identifies opportunities that benefit the customer.
- Builds and delivers solutions that meet customer expectations.
- Establishes and maintains effective customer relationships.

### LESS SKILLED

- Is unaware of customer expectations.
- Acts on incomplete or inaccurate understanding of customer needs.
- Conducts work activities from an internal, operational standpoint.
- Fails to build effective relationships with key customers.

# Financial acumen

Interpreting and applying understanding of key financial indicators to make better business decisions.



## Key insights

- Lowest importance
- Middle skill level

## This competency in action

### TALENTED

- Transforms financial information into business intelligence through analysis and integration of quantitative and qualitative information.
- Identifies and monitors key financial indicators to gauge performance, identify trends, and suggest strategies that can impact results.

### SKILLED

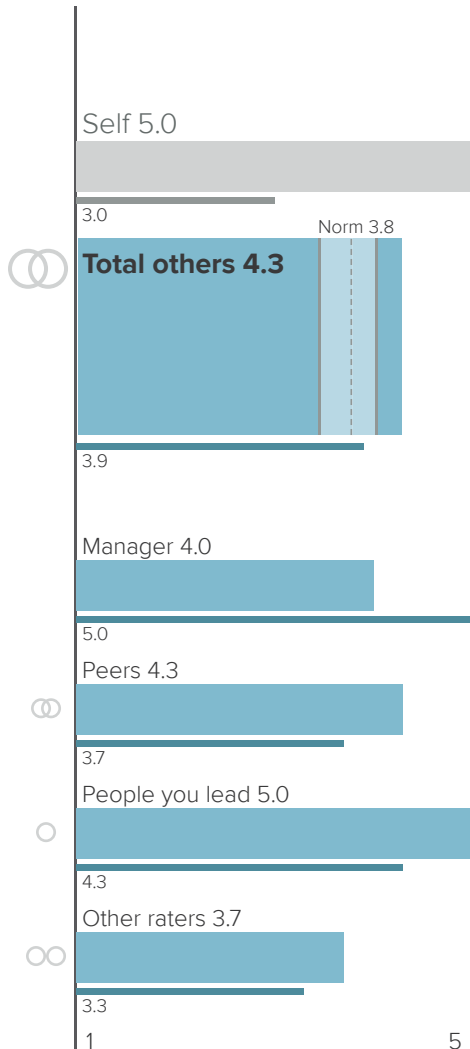
- Understands the meaning and implications of key financial indicators.
- Uses financial analysis to generate, evaluate, and act on strategic options and opportunities.
- Integrates quantitative and qualitative information to draw accurate conclusions.

### LESS SKILLED

- Is unfamiliar with financial terms.
- Is unclear about the cause-and-effect relationships among different business functions and overall financial performance.
- Pays little attention to financial impact when drawing conclusions.

# Tech savvy

Anticipating and adopting innovations in business-building digital and technology applications.



## Key insights

- Middle importance
- Highest skill level

## This competency in action

### TALENTED

- Continually scans the environment for technology breakthroughs.
- Experiments with a wide range of existing technologies while applying new and emerging options that can enhance organizational outcomes.
- Encourages others to learn and adopt new technologies.

### SKILLED

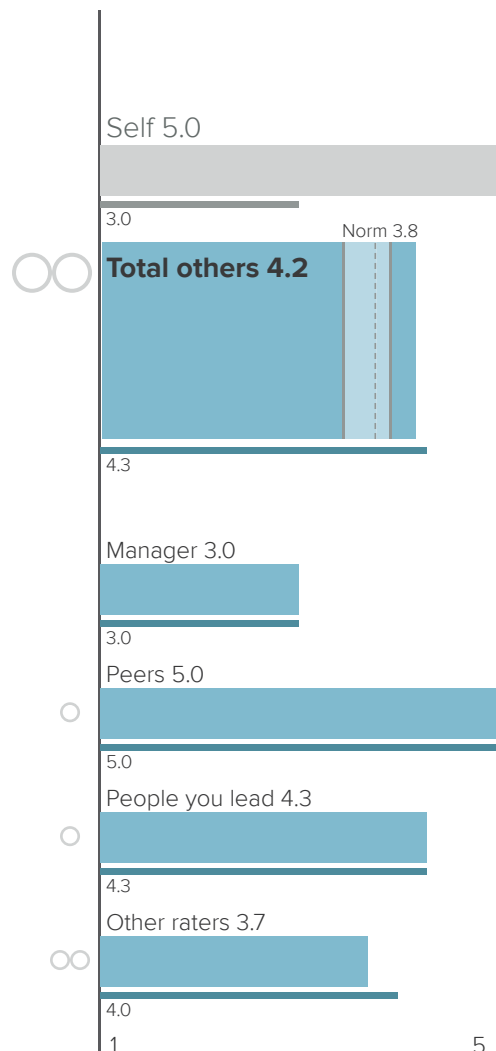
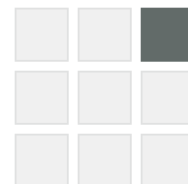
- Anticipates the impact of emerging technologies and makes adjustments.
- Scans the environment for new technical skills, knowledge, or capabilities that can benefit business or personal performance.
- Rejects low-impact or fad technologies.
- Readily learns and adopts new technologies.

### LESS SKILLED

- Is inexperienced with key technology tools or too comfortable with existing applications to willingly adopt new technologies.
- Fails to seek out new or innovative technologies that could add business value.

# Manages complexity

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Readily distinguishes between what's relevant and what's unimportant to make sense of complex situations.
- Looks beyond the obvious and doesn't stop at the first answers.
- Analyzes multiple and diverse sources of information to define problems accurately before moving to solutions.

### SKILLED

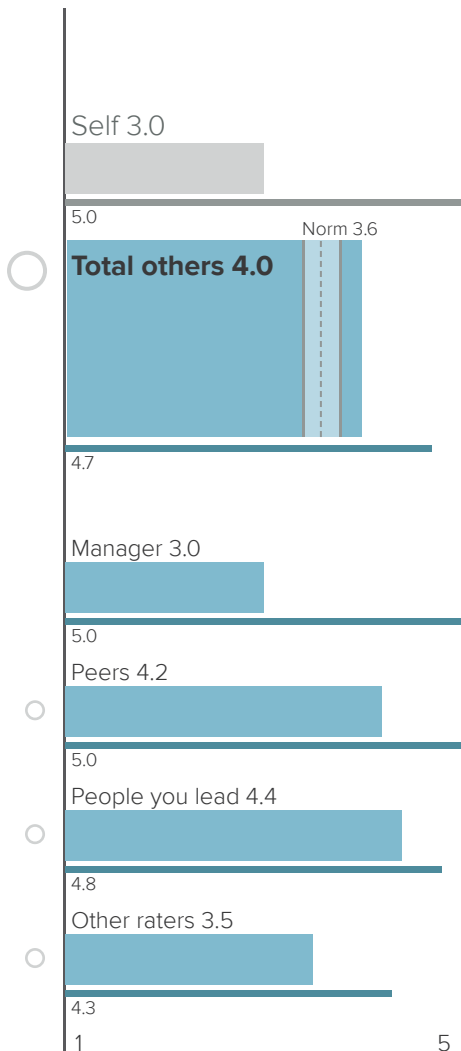
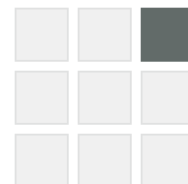
- Asks the right questions to accurately analyze situations.
- Acquires data from multiple and diverse sources when solving problems.
- Uncovers root causes to difficult problems.
- Evaluates pros and cons, risks and benefits of different solution options.

### LESS SKILLED

- Misses the complexity of issues and force fits solutions.
- Doesn't gather sufficient information to assess situations completely.
- Relies solely on intuition, even when contrary information exists.
- Is caught off guard when problems surface without an obvious solution.

# Decision quality

Making good and timely decisions that keep the organization moving forward.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty.
- Actively seeks input from pertinent sources to make timely and well-informed decisions.
- Skillfully separates opinions from facts.
- Is respected by others for displaying superior judgment.

### SKILLED

- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.

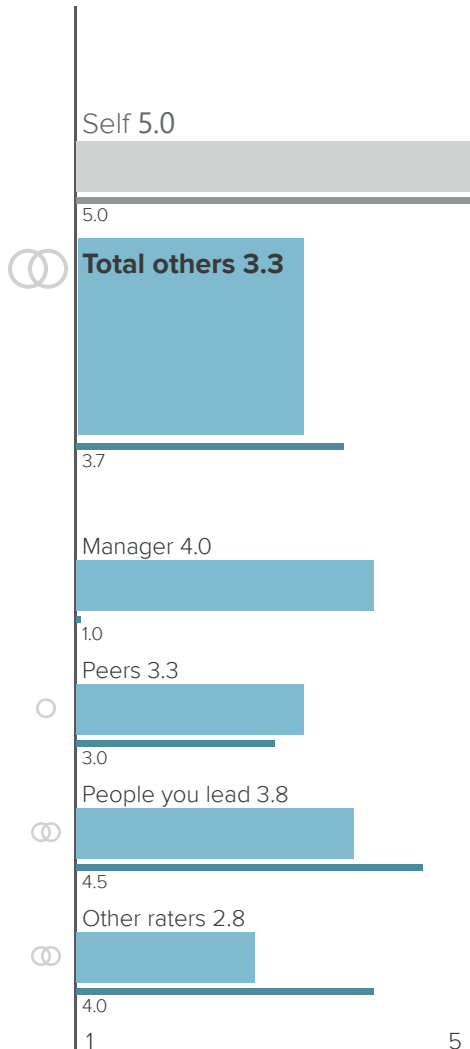
### LESS SKILLED

- Approaches decisions haphazardly or delays decision making.
- Makes decisions based on incomplete data or inaccurate assumptions.
- Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.



# Balances stakeholders

Anticipating and balancing the needs of multiple stakeholders.



## Key insights

- Middle importance
- Middle skill level

## This competency in action

### TALENTED

- Maintains frequent interactions with a broad stakeholder network.
- Takes a proactive approach to shape and influence stakeholder expectations.
- Serves as a liaison between different stakeholder groups.
- Effectively aligns the interests of multiple, diverse stakeholders.

### SKILLED

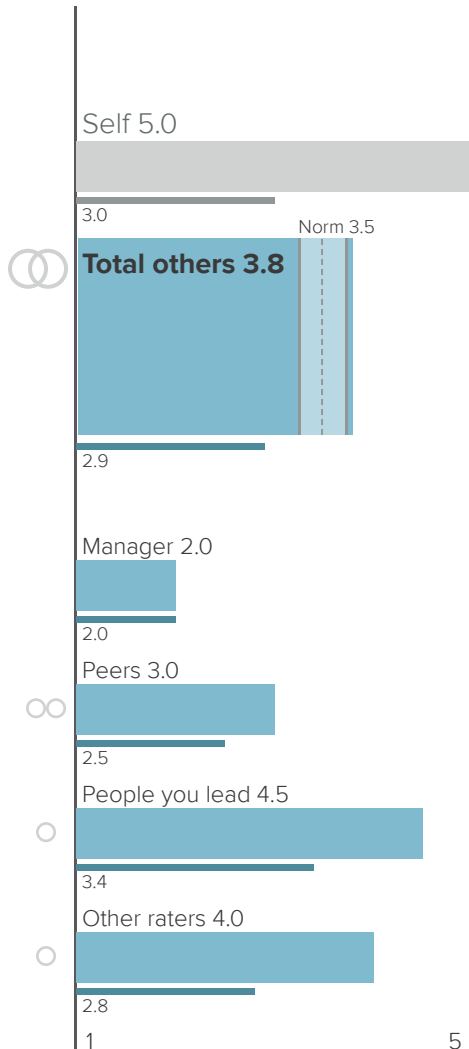
- Understands internal and external stakeholder requirements, expectations, and needs.
- Balances the interests of multiple stakeholders.
- Considers cultural and ethical factors in the decision-making process.
- Acts fairly despite conflicting demands of stakeholders.

### LESS SKILLED

- Focuses on meeting current expectations and needs of a limited number of stakeholders.
- Considers some stakeholders' interests more strongly than others'.
- Allows conflicting stakeholder demands to unfairly influence actions.

# Global perspective

Taking a broad view when approaching issues, using a global lens.



## Key insights

- Lowest importance
- Middle skill level

## This competency in action

### TALENTED

- Considers multiple and varied viewpoints when addressing problems and opportunities.
- Thinks globally; excels at viewing issues on a worldwide basis.
- Develops scenarios to deal with the global uncertainties the organization faces.

### SKILLED

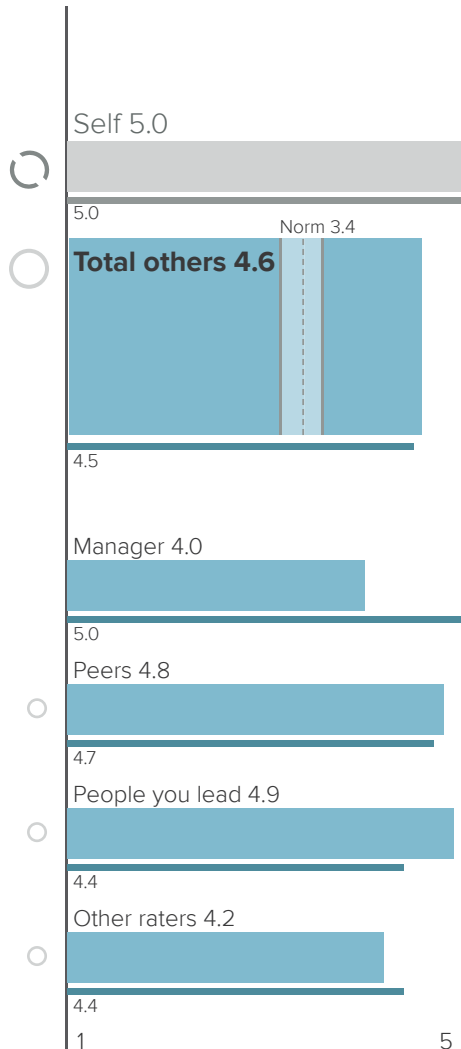
- Looks toward the broadest possible view of an issue or challenge.
- Thinks and talks in global terms.
- Understands the position of the organization within a global context.
- Knows the impact of global trends on the organization.

### LESS SKILLED

- Is narrow in thinking when solving problems.
- Seldom comes up with multiple options or scenarios when addressing global issues.
- Maintains a home region or local-only perspective.
- Focuses on the here and now; shows little interest in the future or global issues.

# Cultivates innovation

Creating new and better ways for the organization to be successful.



## Key insights

- Highest importance
- Highest skill level
- Potential overuse

## This competency in action

### TALENTED

- Moves beyond traditional ways of doing things; pushes past the status quo.
- Continually assesses the market potential of an innovative idea or solution.
- Finds and champions the best creative ideas and actively moves them into implementation.
- Tries multiple, varied approaches to innovative ideas.
- Builds excitement in others to explore creative options.

### SKILLED

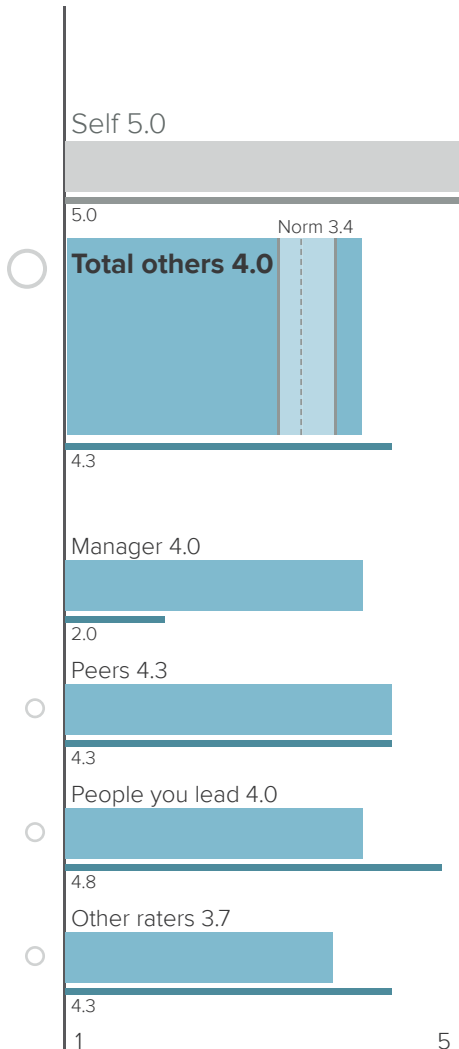
- Comes up with useful ideas that are new, better, or unique.
- Introduces new ways of looking at problems.
- Can take a creative idea and put it into practice.
- Encourages diverse thinking to promote and nurture innovation.

### LESS SKILLED

- Stays within comfort zone rather than experimenting with new ways of looking at things.
- Presents ideas that are ordinary, conventional, and from the past.
- Tends to be critical of others' original ideas.
- Has a style that discourages the creative initiatives of others.

# Strategic mindset

Seeing ahead to future possibilities and translating them into breakthrough strategies.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Sees the big picture, constantly imagines future scenarios, and creates strategies to sustain competitive advantage.
- Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods.
- Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals.

### SKILLED

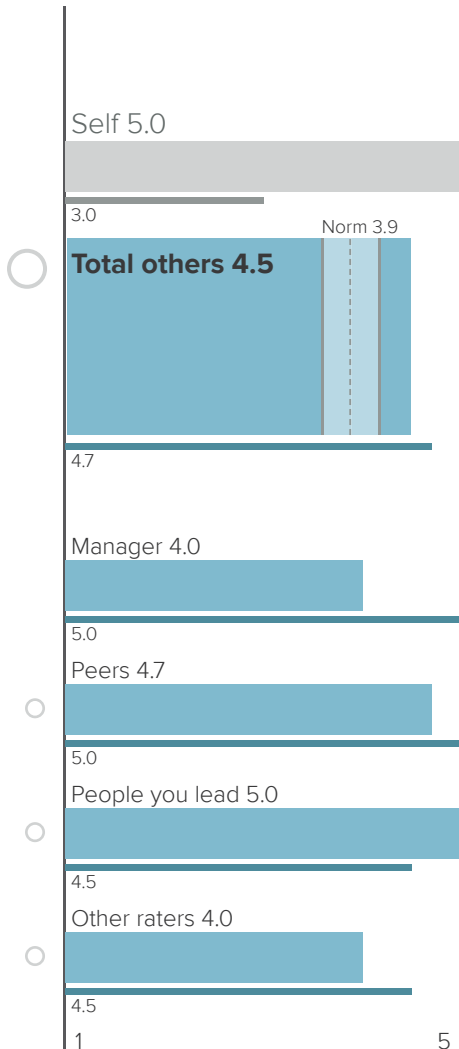
- Anticipates future trends and implications accurately.
- Readily poses future scenarios.
- Articulates credible pictures and visions of possibilities that will create sustainable value.
- Creates competitive and breakthrough strategies that show a clear connection between vision and action.

### LESS SKILLED

- Is more comfortable in the tactical here and now.
- Spends little time or effort thinking about or working on strategic issues.
- Contributes little to strategic discussions.
- Lacks the disciplined thought processes to pull together varying elements into a coherent view.

# Action oriented

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Quickly and decisively takes action in fast-changing, unpredictable situations.
- Shows a tremendous amount of initiative in tough situations; is exceptional at spotting and seizing opportunities.

### SKILLED

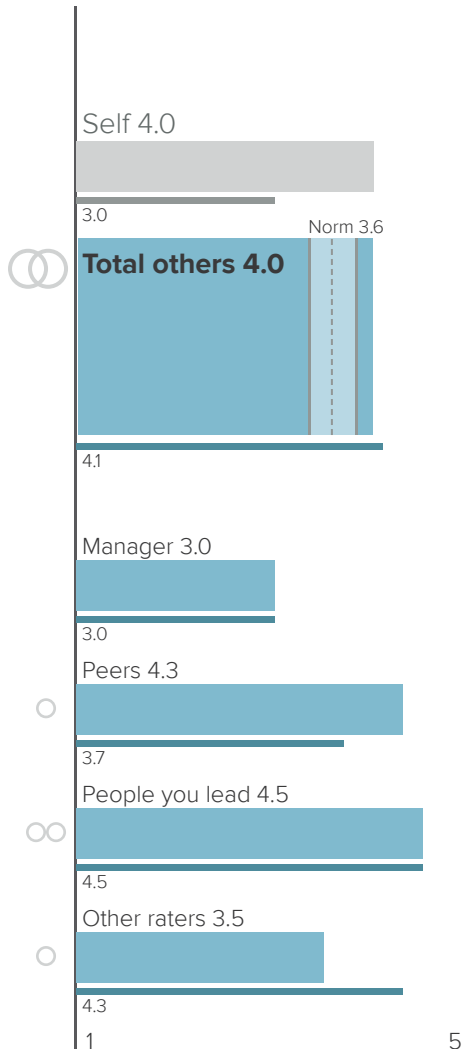
- Readily takes action on challenges, without unnecessary planning.
- Identifies and seizes new opportunities.
- Displays a can-do attitude in good and bad times.
- Steps up to handle tough issues.

### LESS SKILLED

- Is slow to act on an opportunity.
- Spends too much time planning and looking for information.
- May be overly methodical, taking too long to act on a problem.
- Is reluctant to step up to challenges; waits for someone else to take action.

# Resourcefulness

Securing and deploying resources effectively and efficiently.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Gets the most out of available resources and secures rare resources others can't get.
- Adapts quickly to changing resource requirements.
- Enjoys multi-tasking; applies knowledge of the organization to advance multiple objectives.

### SKILLED

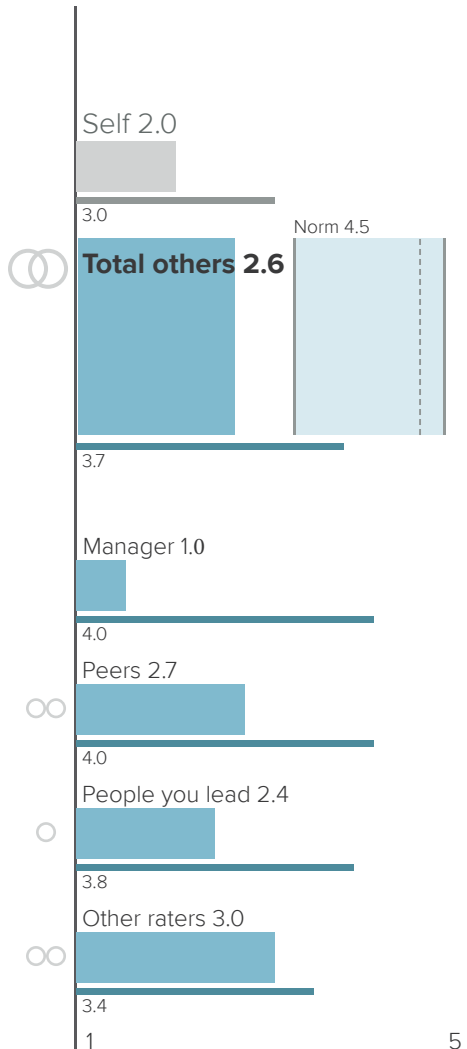
- Marshals resources (people, funding, material, support) to get things done.
- Orchestrates multiple activities simultaneously to accomplish a goal.
- Gets the most out of limited resources.
- Applies knowledge of internal structures, processes, and culture to resourcing efforts.

### LESS SKILLED

- Has difficulty figuring out where to get resources.
- Relies on the same resources over and over.
- Gets frustrated and becomes inefficient when things don't go as planned.
- Tries to impose one way of doing things; doesn't adjust swiftly enough.

# Directs work

Providing direction, delegating, and removing obstacles to get work done.



## Key insights

- Middle importance
- Lowest skill level

## This competency in action

### TALENTED

- Masterfully matches people to assignments.
- Conveys clear performance expectations and follows up consistently.
- Sets stretch goals and objectives, pushing individuals or teams to perform at higher levels.
- Delegates work in a way that empowers ownership.
- Tracks how work is progressing without meddling.

### SKILLED

- Provides clear direction and accountabilities.
- Delegates and distributes assignments and decisions appropriately.
- Monitors progress by maintaining dialogue on work and results.
- Provides appropriate guidance and direction based on people's capabilities.
- Intervenes as needed to remove obstacles.

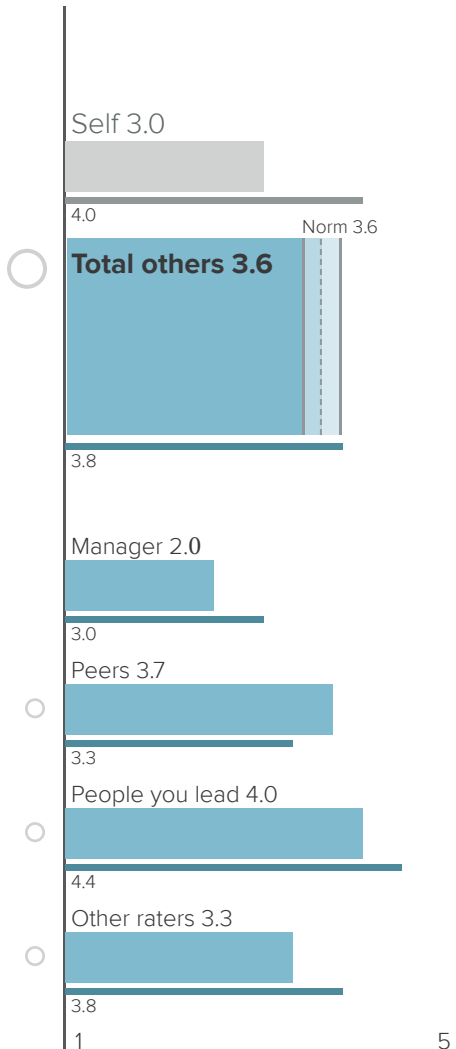
### LESS SKILLED

- Provides incomplete, vague, or disorganized instructions.
- Delegates work to people without giving them sufficient guidance.
- Sets goals and objectives so easy to achieve that people are demotivated in the process.
- Saves high-profile tasks for self.



# Plans and aligns

Planning and prioritizing work to meet commitments aligned with organizational goals.



## Key insights

- Middle importance
- Middle skill level

## This competency in action

### TALENTED

- Focuses on highest priorities and sets aside less critical tasks.
- Lays out a thorough schedule and steps for achieving objectives.
- Makes implementation plans that allocate resources precisely.
- Looks for obstacles and develops excellent contingency plans.
- Uses milestones to diligently track and manage the progress of the work.

### SKILLED

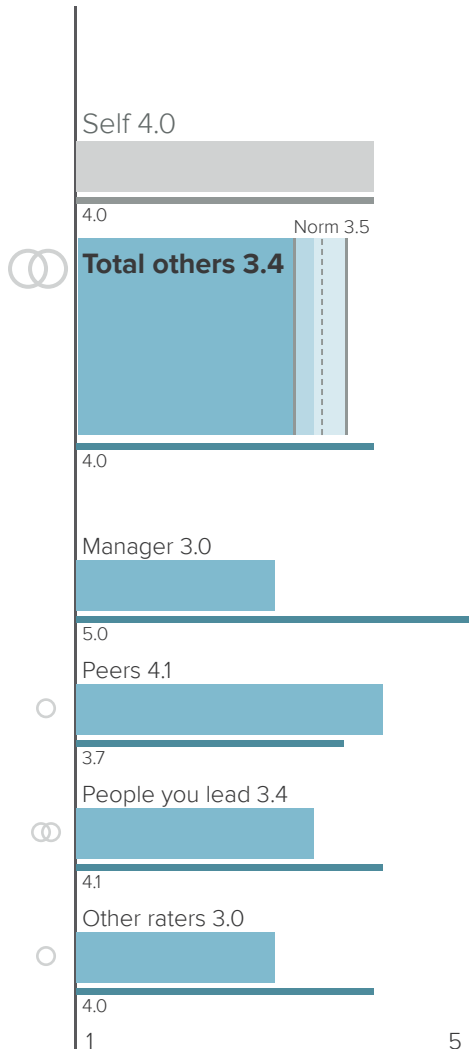
- Sets objectives to align with broader organizational goals.
- Breaks down objectives into appropriate initiatives and actions.
- Stages activities with relevant milestones and schedules.
- Anticipates and adjusts effective contingency plans.

### LESS SKILLED

- Gets caught up in immediate needs without attending to larger priorities.
- Spends time and resources without a clear purpose.
- Gets caught off guard by problems due to the lack of contingency plans.
- Haphazardly tracks progress or performance.

# Optimizes work processes

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.



## Key insights

- Middle importance
- Middle skill level

## This competency in action

### TALENTED

- Figures out the processes necessary to get things done.
- Separates and combines tasks into efficient and simple workflow.
- Thinks about the whole system.
- Focuses efforts on continuous improvement; has a knack for identifying and seizing opportunities for synergy and integration.

### SKILLED

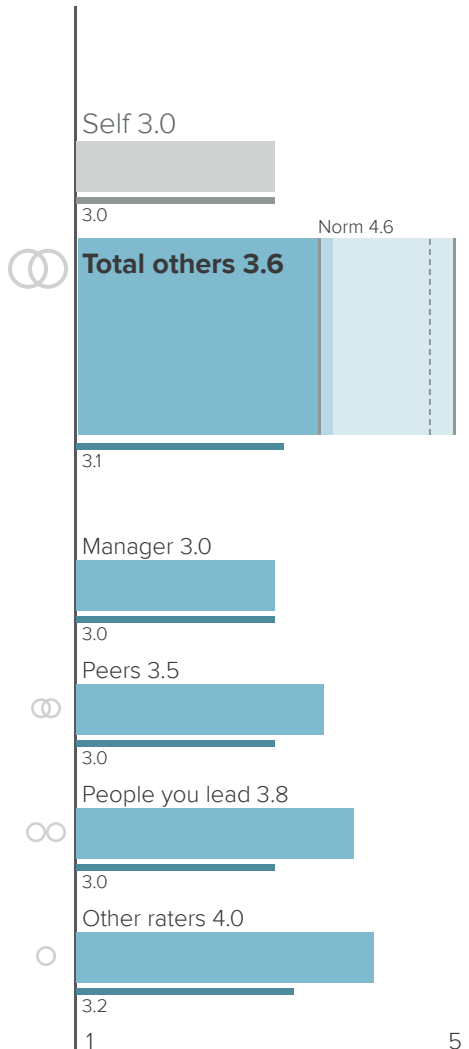
- Identifies and creates the processes necessary to get work done.
- Separates and combines activities into efficient workflow.
- Designs processes and procedures that allow managing from a distance.
- Seeks ways to improve processes, from small tweaks to complete reengineering.

### LESS SKILLED

- Works in a disorganized fashion.
- Has difficulty figuring out effective and efficient processes to get things done.
- Accepts processes as they are; pays little attention to process improvement.
- Doesn't take advantage of opportunities for synergy and efficiency.

# Ensures accountability

Holding self and others accountable to meet commitments.



## Key insights

- Lowest importance
- Middle skill level

## This competency in action

### TALENTED

- Assumes responsibility for the outcomes of others.
- Promotes a sense of urgency and establishes and enforces individual accountability in the team.
- Works with people to establish explicit performance standards.
- Is completely on top of what is going on and knows where things stand.
- Provides balanced feedback at the most critical times.

### SKILLED

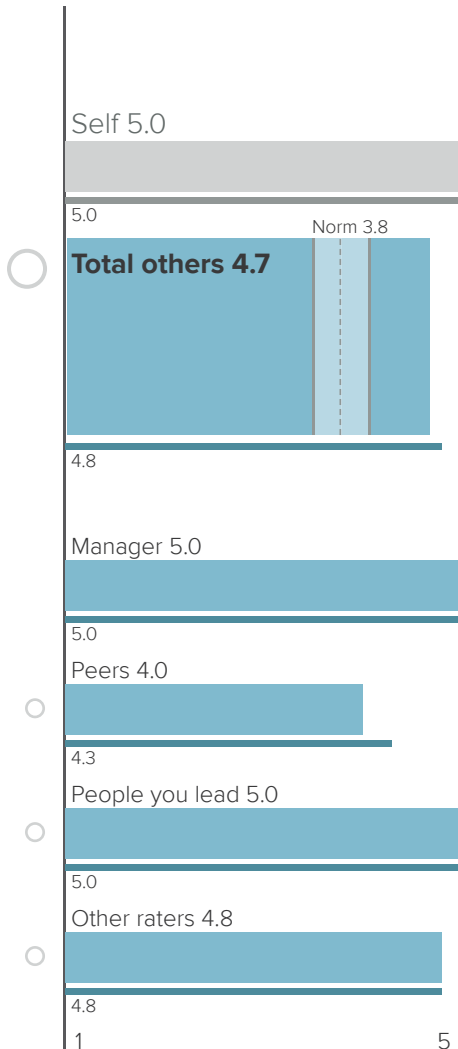
- Follows through on commitments and makes sure others do the same.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear responsibilities and processes for monitoring work and measuring results.
- Designs feedback loops into work.

### LESS SKILLED

- Fails to accept a fair share of personal responsibility.
- Gathers little information about how things are going.
- Provides inadequate feedback; fails to help others adjust course midstream.
- Prefers to be one of many accountable for an assignment.

# Drives results

Consistently achieving results, even under tough circumstances.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Sets aggressive goals and has high standards.
- Is consistently one of the top performers.
- Pursues everything with energy, drive, and the need to finish.
- Persists in the face of challenges and setbacks.
- Always keeps the end in sight; puts in extra effort to meet deadlines.

### SKILLED

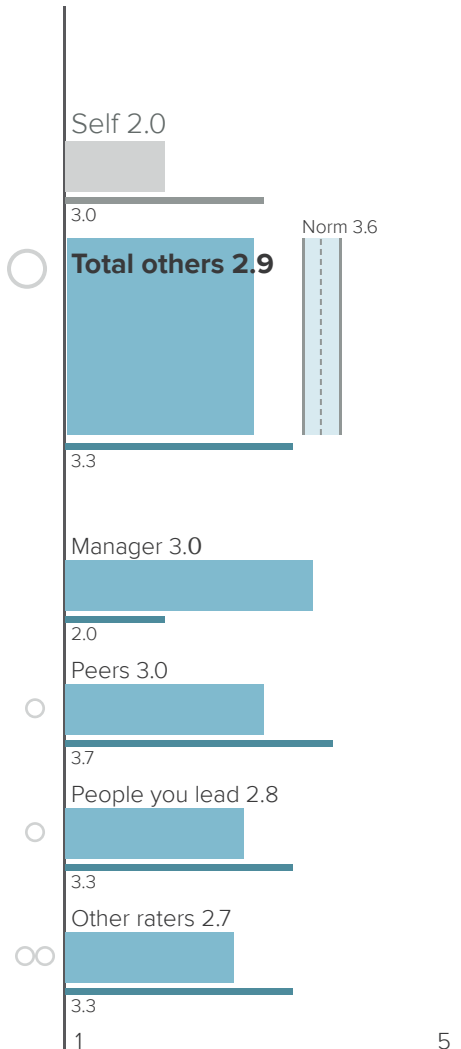
- Has a strong bottom-line orientation.
- Persists in accomplishing objectives despite obstacles and setbacks.
- Has a track record of exceeding goals successfully.
- Pushes self and helps others achieve results.

### LESS SKILLED

- Is reluctant to push for results.
- Does the least to get by.
- Is an inconsistent performer.
- Gives up easily; doesn't go back with different strategies for the third and fourth try.
- Often misses deadlines.
- Procrastinates around whatever gets in the way.

# Collaborates

Building partnerships and working collaboratively with others to meet shared objectives.



## Key insights

- Lowest importance
- Lowest skill level

## This competency in action

### TALENTED

- Models collaboration across the organization.
- Facilitates an open dialogue with a wide variety of contributors and stakeholders.
- Balances own interests with others'.
- Promotes high visibility of shared contributions to goals.

### SKILLED

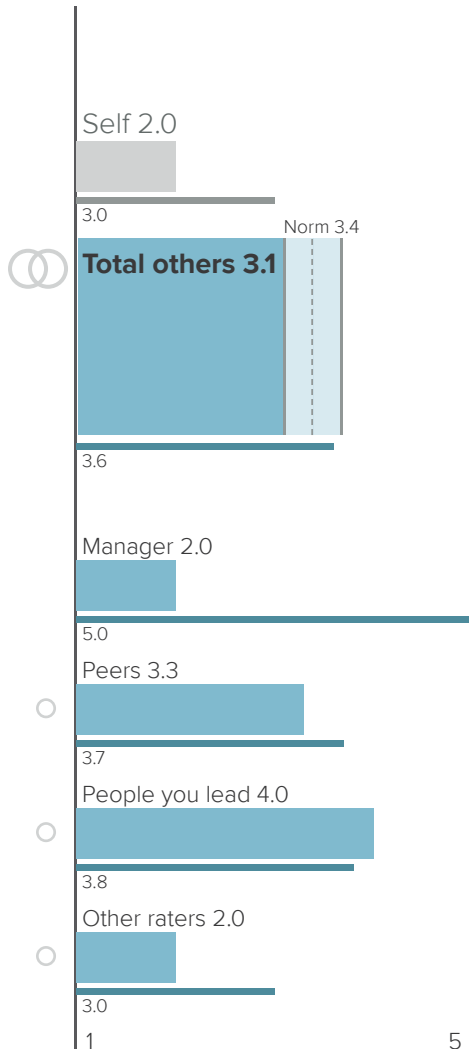
- Works cooperatively with others across the organization to achieve shared objectives.
- Represents own interests while being fair to others and their areas.
- Partners with others to get work done.
- Credits others for their contributions and accomplishments.
- Gains trust and support of others.

### LESS SKILLED

- Overlooks opportunities to work collaboratively with others.
- Values own interests above others'.
- Shuts down lines of communication across groups.
- Prefers to work alone and be accountable for individual contributions.

# Manages conflict

Handling conflict situations effectively, with a minimum of noise.



## Key insights

- Middle importance
- Lowest skill level

## This competency in action

### TALENTED

- Anticipates conflicts before they happen, based on knowledge of interpersonal and group dynamics.
- Asks questions and listens closely to all issues presented by stakeholders.
- Finds common ground and drives to consensus, ensuring that all feel heard.
- Defuses high-tension situations effectively.

### SKILLED

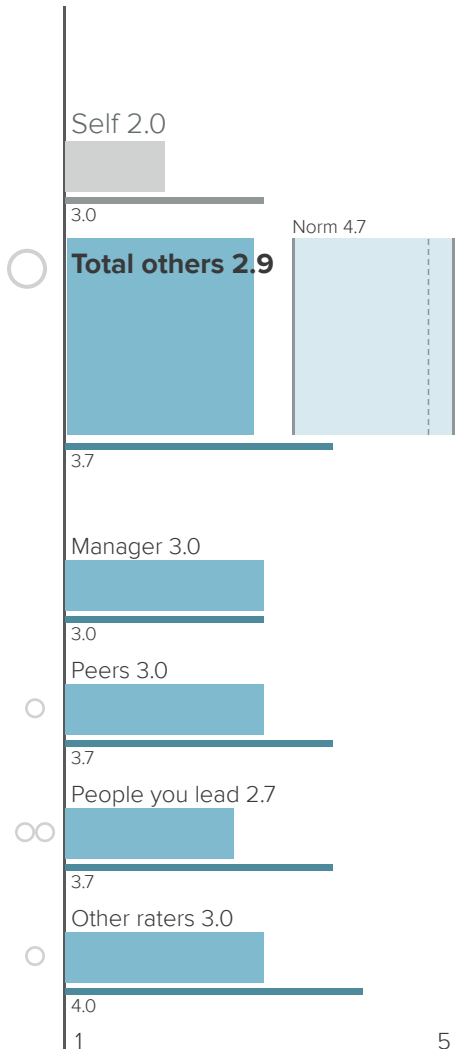
- Steps up to conflicts, seeing them as opportunities.
- Works out tough agreements and settles disputes equitably.
- Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives.
- Settles differences in productive ways with minimum noise.

### LESS SKILLED

- Avoids conflict.
- Struggles to make progress when working through disagreements.
- Takes sides without digging deeply enough to fully understand the issues.
- Allows conflicts to cause massive disruption in the organization.
- Puts people on the defensive.
- May accommodate, wanting everyone to get along.

# Interpersonal savvy

Relating openly and comfortably with diverse groups of people.



## Key insights

- Middle importance
- Lowest skill level

## This competency in action

### TALENTED

- Proactively develops relationships with a wide variety of people.
- Builds immediate rapport, even when facing difficult or tense situations.
- Understands interpersonal and group dynamics and reacts in an effective manner.
- Engages input from others constantly and listens with empathy and concern.

### SKILLED

- Relates comfortably with people across levels, functions, culture, and geography.
- Acts with diplomacy and tact.
- Builds rapport in an open, friendly, and accepting way.
- Builds constructive relationships with people both similar and different to self.
- Picks up on interpersonal and group dynamics.

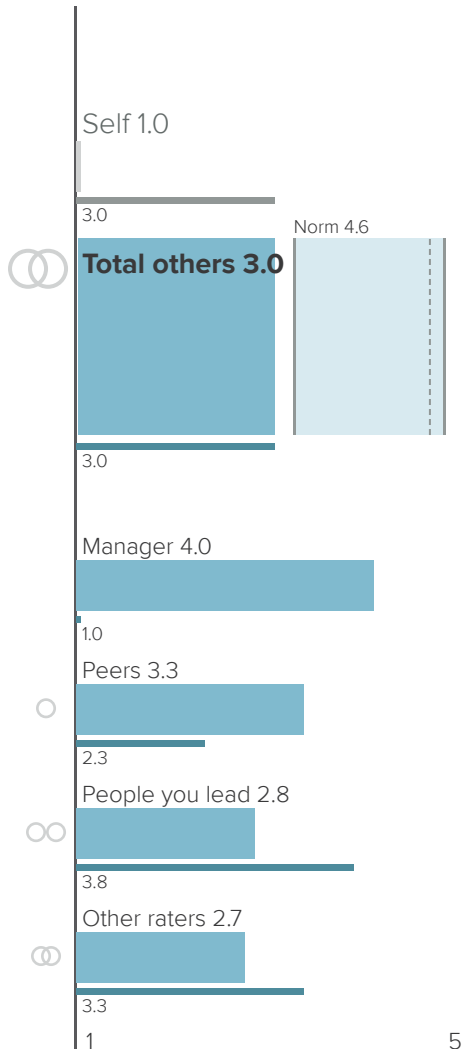
### LESS SKILLED

- Builds few relationships.
- Engages with people in immediate work area only.
- Is uncomfortable when interacting with people different from self.
- Expresses points of view in a blunt or insensitive manner.
- Shows little interest in others' needs.



# Builds networks

Effectively building formal and informal relationship networks inside and outside the organization.



## Key insights

- Lowest importance
- Lowest skill level

## This competency in action

### TALENTED

- Consults with a wide network of internal and external connections.
- Connects the right people to accomplish goals.
- Works through formal and informal channels to build broad-based relationships and support.

### SKILLED

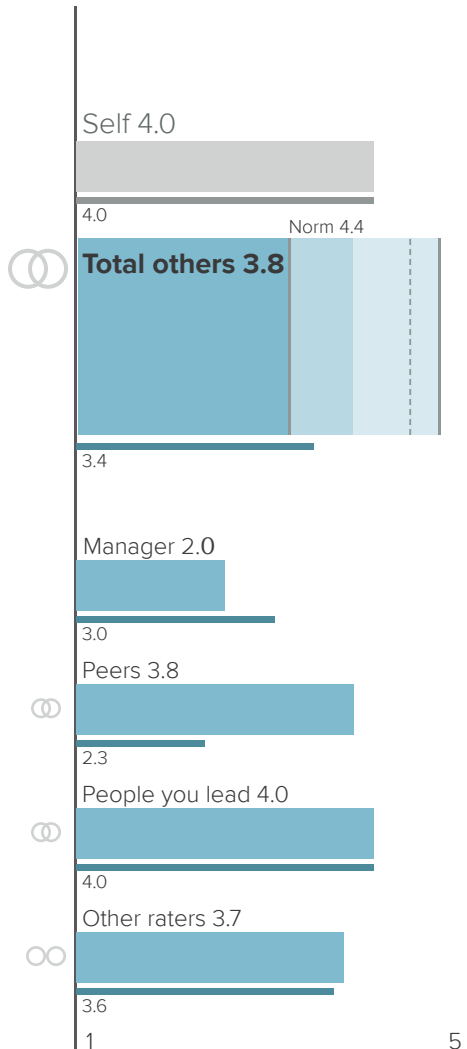
- Builds strong formal and informal networks.
- Maintains relationships across a variety of functions and locations.
- Draws upon multiple relationships to exchange ideas, resources, and know-how.

### LESS SKILLED

- Builds limited relationships with different groups.
- Has difficulty determining who to contact for resources or knowledge.
- Doesn't tap into networks beyond own immediate area to exchange ideas or get things done.

# Attracts top talent

Attracting and selecting the best talent to meet current and future business needs.



## Key insights

- Lowest importance
- Middle skill level

## This competency in action

### TALENTED

- Actively seeks and secures the best talent available.
- Creates pipelines of talent for the future from both internal and external talent pools.
- Evaluates talent using a thorough and consistent process.

### SKILLED

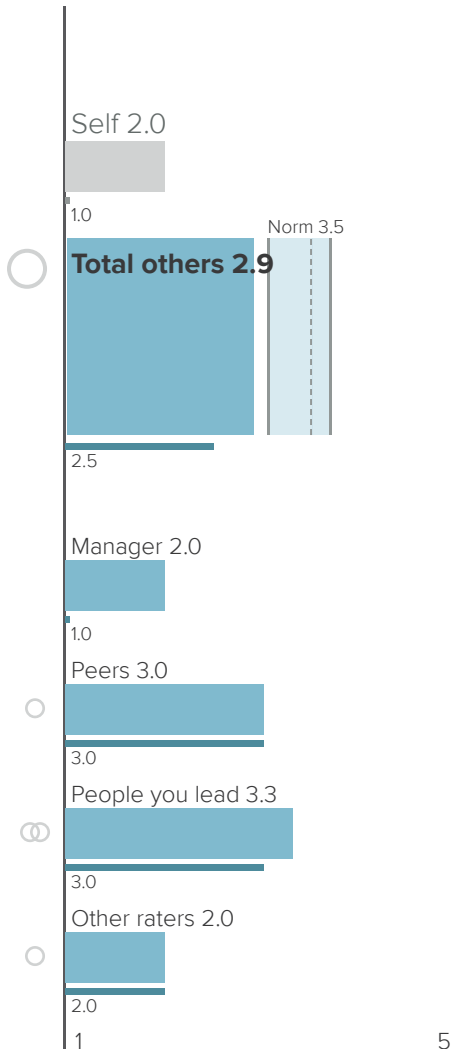
- Attracts and selects diverse and high caliber talent.
- Finds the right talent to meet the group's needs.
- Closes talent gaps with the right balance of internal and external candidates.
- Is a good judge of talent.

### LESS SKILLED

- Haphazardly selects talent into the organization.
- Takes little action to match the talent to the role or organization.
- Is unclear about selection criteria or how to evaluate others' skills.
- Selects people that are very similar to self.

# Develops talent

Developing people to meet both their career goals and the organization's goals.



## Key insights

- Lowest importance
- Lowest skill level

## This competency in action

### TALENTED

- Views talent development as an organizational imperative.
- Consistently uses multiple methods to develop others.
- Stays alert for developmental assignments both inside and outside own workgroup.
- Readily articulates the value and benefit of stretch assignments to others.

### SKILLED

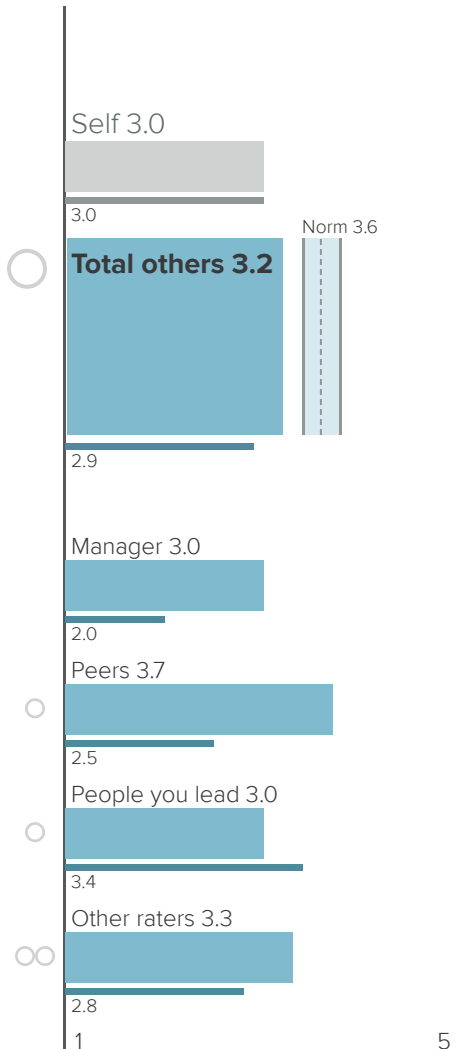
- Places a high priority on developing others.
- Develops others through coaching, feedback, exposure, and stretch assignments.
- Aligns employee career development goals with organizational objectives.
- Encourages people to accept developmental moves.

### LESS SKILLED

- Doesn't take time to work on development of others.
- Is a check-the-box developer; goes with the easiest option to fulfill talent development obligations.
- Doesn't make use of available organization resources and systems to develop others.
- Has difficulty identifying developmental moves or assignments.

# Values differences

Recognizing the value that different perspectives and cultures bring to an organization.



## Key insights

- Lowest importance
- Lowest skill level

## This competency in action

### TALENTED

- Actively seeks out information about a wide variety of cultures and viewpoints.
- Promotes a team environment that values, encourages, and supports differences.
- Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately.
- Senses how differences will play out in terms of needs, values, and motivators.

### SKILLED

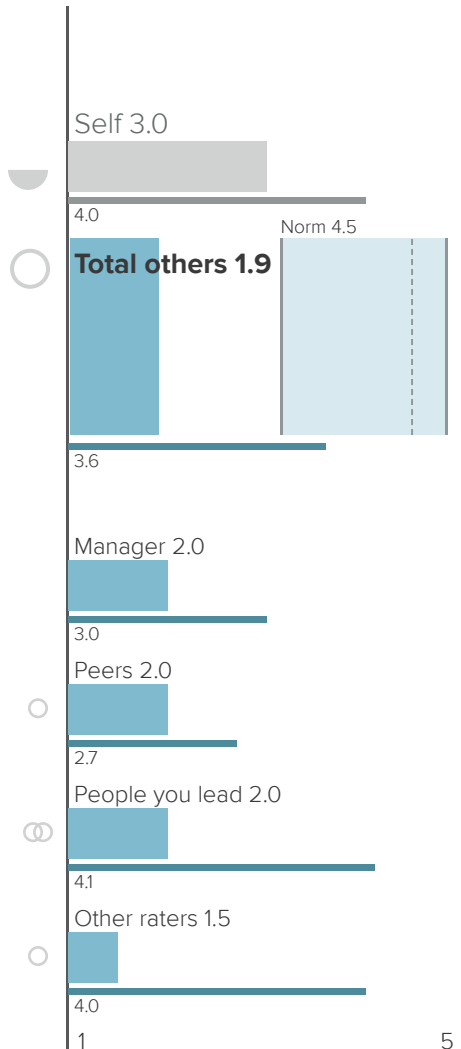
- Seeks to understand different perspectives and cultures.
- Contributes to a work climate where differences are valued and supported.
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results.
- Is sensitive to cultural norms, expectations, and ways of communicating.

### LESS SKILLED

- Lacks awareness of other cultures.
- Treats everybody the same without regard to their differences.
- Expects everyone to adapt to his/her way of thinking and communicating.
- Lacks curiosity and interest in different people's backgrounds and perspectives.

# Builds effective teams

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.



## Key insights

- Middle importance
- Lowest skill level
- Blind spot

## This competency in action

### TALENTED

- Defines success in terms of the whole team.
- Recognizes that leveraging each team member's unique background and perspective is critical to achieving team goals.
- Rallies others behind common team goals.
- Places team goals ahead of own goals.

### SKILLED

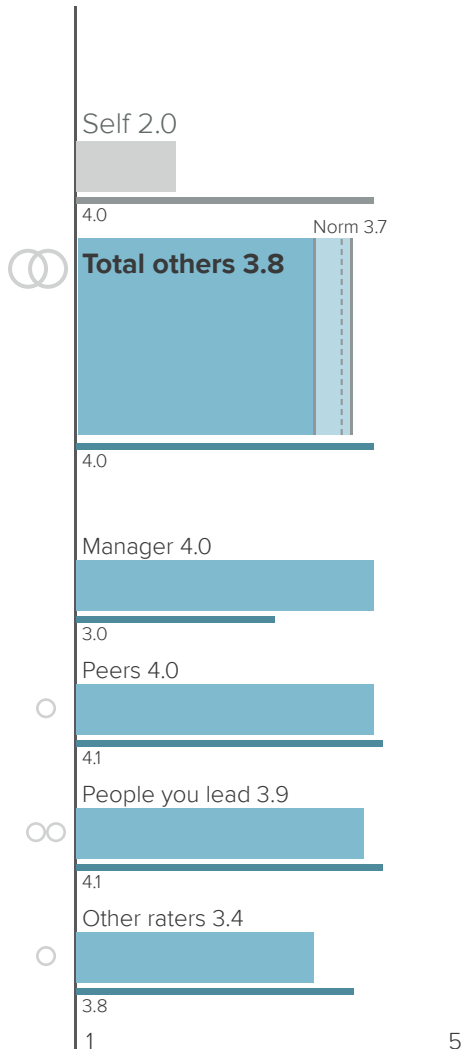
- Forms teams with appropriate and diverse mix of styles, perspectives, and experience.
- Establishes common objectives and a shared mindset.
- Creates a feeling of belonging and strong team morale.
- Shares wins and rewards team efforts.
- Fosters open dialogue and collaboration among the team.

### LESS SKILLED

- Doesn't create a common mindset or challenge.
- Fails to recognize that morale, recognition, and belongingness are integral ingredients of effective teams.
- Prioritizes and rewards individual efforts rather than team achievements.
- Doesn't shape and distribute assignments in a way that encourages teamwork.

# Communicates effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.



## Key insights

- Middle importance
- Middle skill level

## This competency in action

### TALENTED

- Delivers messages in a clear, compelling, and concise manner.
- Actively listens and checks for understanding.
- Articulates messages in a way that is broadly understandable.
- Adjusts communication content and style to meet the needs of diverse stakeholders.
- Models and encourages the expression of diverse ideas and opinions.

### SKILLED

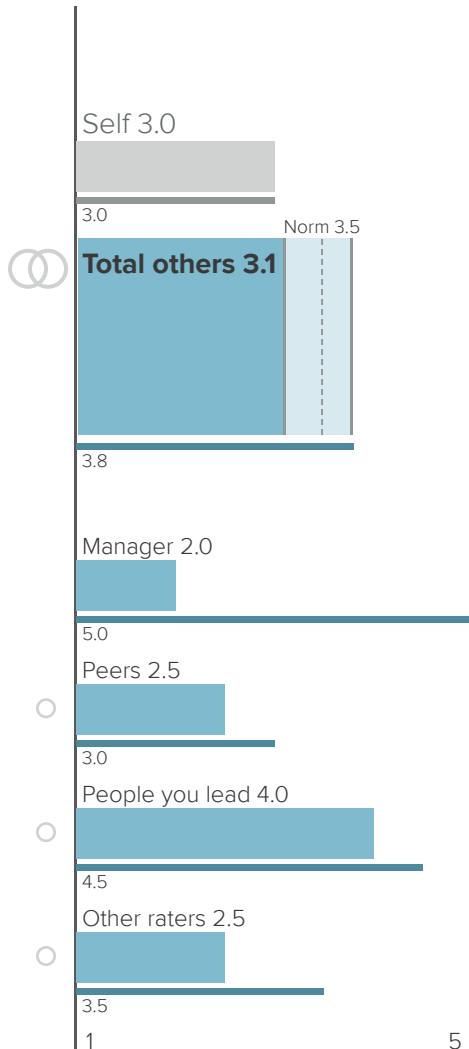
- Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels.
- Attentively listens to others.
- Adjusts to fit the audience and the message.
- Provides timely and helpful information to others across the organization.
- Encourages the open expression of diverse ideas and opinions.

### LESS SKILLED

- Has difficulty communicating clear written and verbal messages.
- Tends to always communicate the same way without adjusting to diverse audiences.
- Doesn't take the time to listen or understand others' viewpoints.
- Doesn't consistently share information others need to do their jobs.

# Drives engagement

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.



## Key insights

- Middle importance
- Lowest skill level

## This competency in action

### TALENTED

- Creates a positive and motivating working environment.
- Knows what motivates different people and aligns work accordingly.
- Gives others appropriate latitude to get work done.
- Invites input from others.
- Makes people feel that their contributions are visible and valued.

### SKILLED

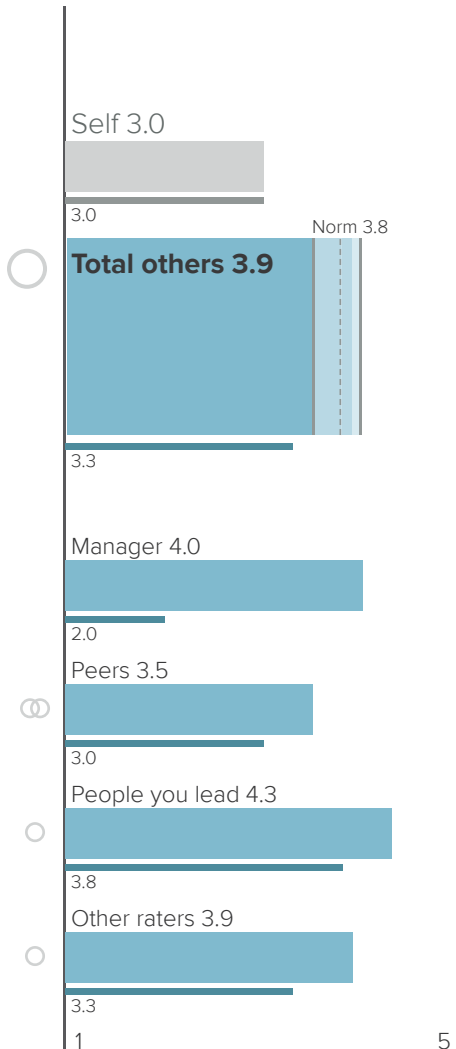
- Structures the work so it aligns with people's goals and motivators.
- Empowers others.
- Makes each person feel his/her contributions are important.
- Invites input and shares ownership and visibility.
- Shows a clear connection between people's motivators and the organizational goals.

### LESS SKILLED

- Has little insight into what motivates others.
- Doesn't give people enough flexibility and autonomy to do their work.
- Does little to create enthusiasm.
- Is unwilling to share ownership and give up control of assignments.

# Organizational savvy

Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.



## Key insights

- Lowest importance
- Middle skill level

## This competency in action

### TALENTED

- Navigates the political complexities of the organization easily.
- Has a clear understanding of other groups' business priorities.
- Avoids provoking tension between groups.
- Uses knowledge of organizational culture to achieve objectives.

### SKILLED

- Is sensitive to how people and organizations function.
- Anticipates land mines and plans approach accordingly.
- Deals comfortably with organizational politics.
- Knows who has power, respect, and influence.
- Steers through the organizational maze to get things done.

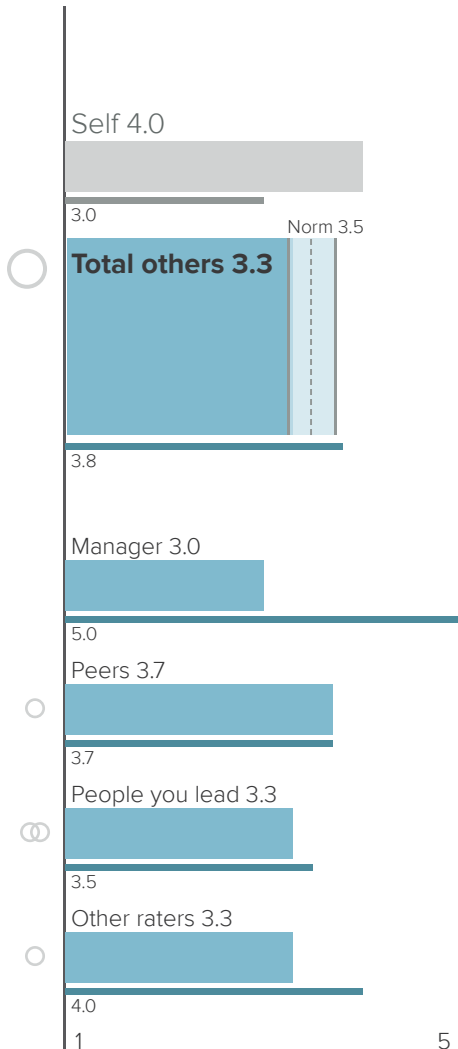
### LESS SKILLED

- Overlooks or disregards the political complexities of the organization.
- Pursues own area's goals without considering the impact on other groups.
- Says and does things that strain organizational relationships.
- Tends to be impatient with organizational processes and makes political errors.



# Persuades

Using compelling arguments to gain the support and commitment of others.



## Key insights

- Middle importance
- Middle skill level

## This competency in action

### TALENTED

- Shares own ideas in a compelling manner that gains commitment from others.
- Negotiates skillfully and creates minimal noise when working toward an agreed-upon solution.
- Finds common ground and acceptable alternatives that satisfy the needs of multiple stakeholders.

### SKILLED

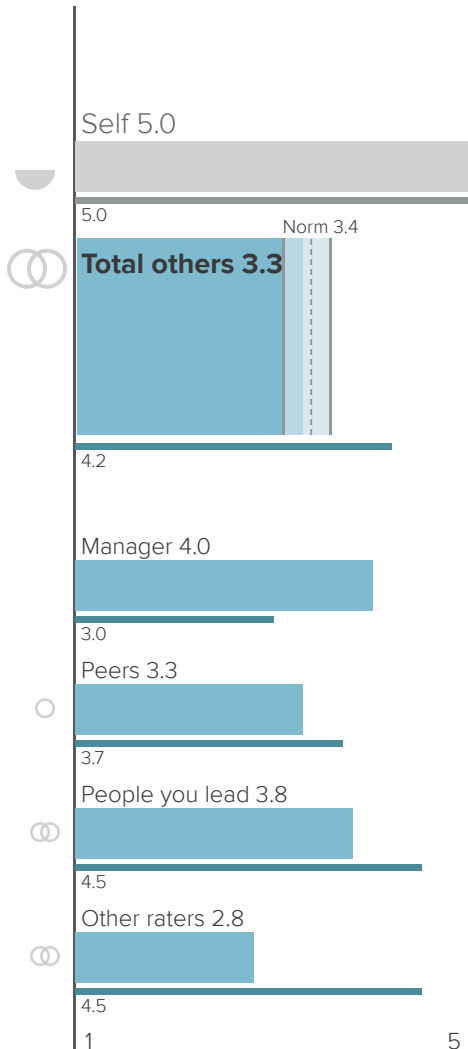
- Positions views and arguments appropriately to win support.
- Convinces others to take action.
- Negotiates skillfully in tough situations.
- Wins concessions without damaging relationships.
- Responds effectively to the reactions and positions of others.

### LESS SKILLED

- Pushes own point of view too strongly.
- Fails to win support or buy-in from others.
- Is unable to negotiate solutions that are agreeable to all.
- Responds negatively to the reactions and positions of others.
- Has difficulty articulating a logical argument that supports own position.

# Drives vision and purpose

Painting a compelling picture of the vision and strategy that motivates others to action.



## Key insights

- Highest importance
- Middle skill level

## This competency in action

### TALENTED

- Articulates a compelling, inspired, and relatable vision.
- Communicates the vision with a sense of purpose about the future.
- Makes the vision sharable by everyone.
- Instills and sustains organization-wide energy for what is possible.

### SKILLED

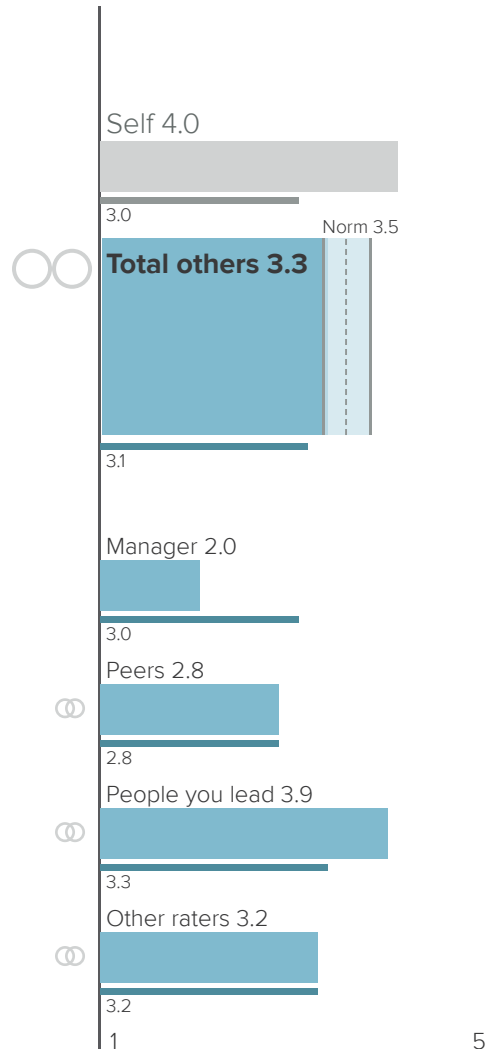
- Talks about future possibilities in a positive way.
- Creates milestones and symbols to rally support behind the vision.
- Articulates the vision in a way everyone can relate to.
- Creates organization-wide energy and optimism for the future.
- Shows personal commitment to the vision.

### LESS SKILLED

- Fails to personally connect with the organization's vision.
- Has difficulty describing the vision in a compelling way.
- Can't simplify enough to help people understand complex strategy.
- Struggles to energize and build excitement in others.

# Courage

Stepping up to address difficult issues, saying what needs to be said.



## Key insights

- Lowest importance
- Lowest skill level

## This competency in action

### TALENTED

- Tackles difficult issues with optimism and confidence.
- Shares sensitive messages or unpopular points of view in a motivating manner.
- Lets people know where they stand, honestly and sensitively.
- Volunteers to tackle and lead tough assignments.

### SKILLED

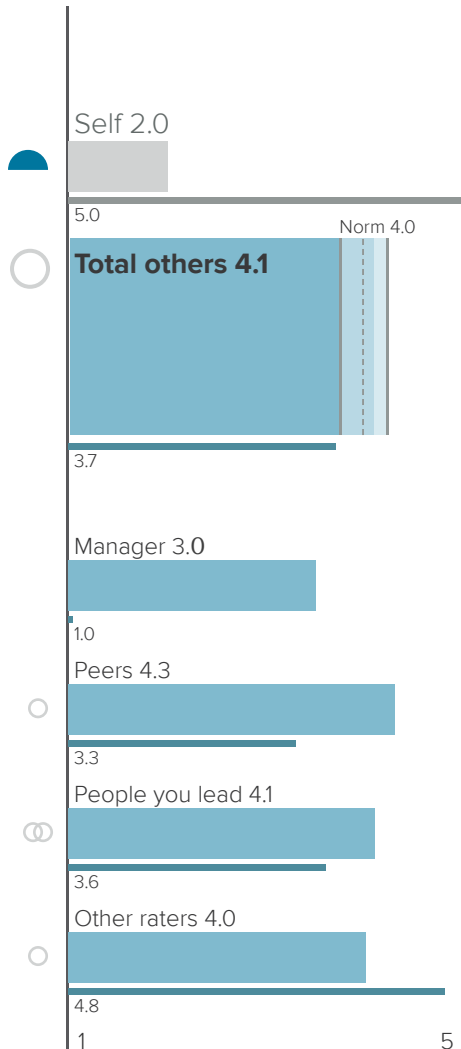
- Readily tackles tough assignments.
- Faces difficult issues and supports others who do the same.
- Provides direct and actionable feedback.
- Is willing to champion an idea or position despite dissent or political risk.

### LESS SKILLED

- Shies away from difficult issues or challenging assignments.
- Expresses point of view in an indirect manner.
- Avoids giving corrective feedback.
- Fails to take a stand on important issues.

# Instills trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity.



## Key insights

- Middle importance
- Highest skill level
- Hidden strength

## This competency in action

### TALENTED

- Gains the confidence and trust of others easily.
- Honors commitments and keeps confidences.
- Expresses self in a credible and transparent manner.
- Models high standards of honesty and integrity.

### SKILLED

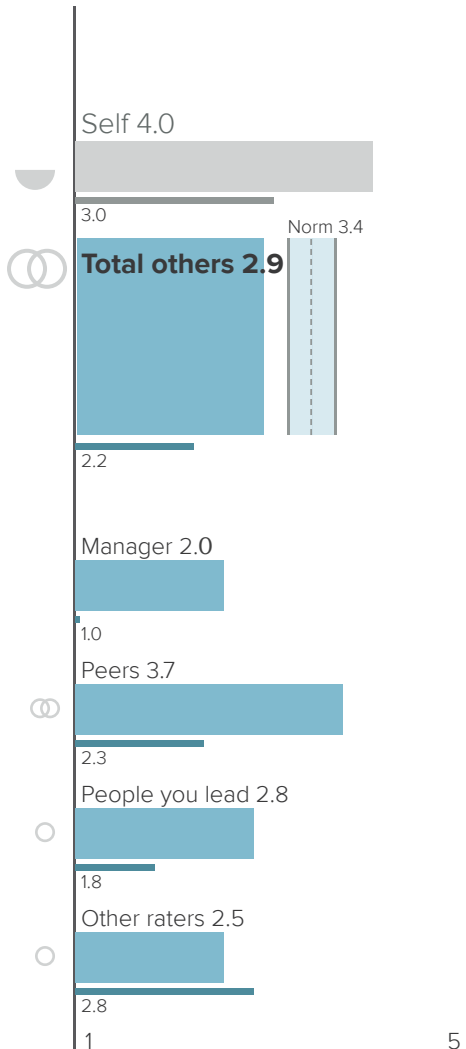
- Follows through on commitments.
- Is seen as direct and truthful.
- Keeps confidences.
- Practices what he/she preaches.
- Shows consistency between words and actions.

### LESS SKILLED

- Lacks consistent follow-through on commitments.
- Betrays confidences and covers up mistakes.
- Misrepresents facts for personal gain.
- Has trouble keeping confidences.
- Makes promises but doesn't always keep them.

# Demonstrates self-awareness

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.



## Key insights

- Lowest importance
- Lowest skill level
- Blind spot

## This competency in action

### TALENTED

- Seeks and acts on feedback from a wide variety of people.
- Willingly admits and takes responsibility for mistakes and shortcomings.
- Views criticism as helpful.
- Can articulate the causes behind own feelings and moods.

### SKILLED

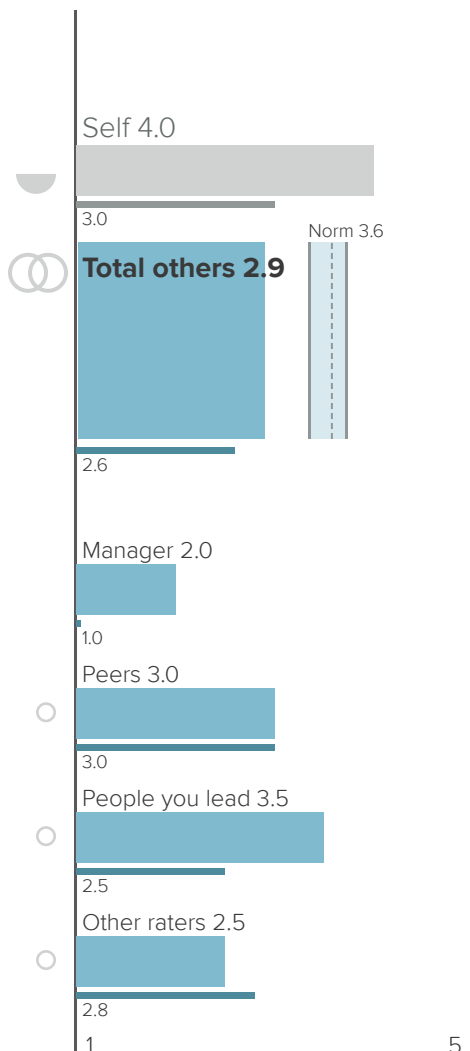
- Reflects on activities and impact on others.
- Proactively seeks feedback without being defensive.
- Is open to criticism and talking about shortcomings.
- Admits mistakes and gains insight from experiences.
- Knows strengths, weaknesses, opportunities, and limits.

### LESS SKILLED

- Doesn't reflect on past mistakes.
- Acts defensively when given feedback.
- Is unaware of own skills and interpersonal impact.
- Makes excuses and blames others.

# Self-development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.



## Key insights

- Lowest importance
- Lowest skill level
- Blind spot

## This competency in action

### TALENTED

- Takes consistent action to develop new skills.
- Finds ways to apply strengths to new issues.
- Is aware of the skills needed to be successful in different situations and levels.
- Seeks assignments that stretch him/her beyond comfort zone.

### SKILLED

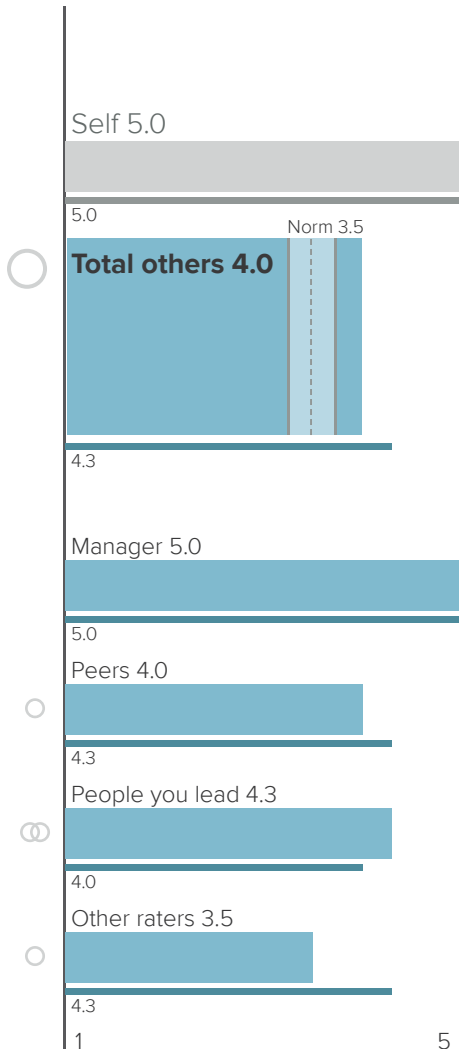
- Shows personal commitment and takes action to continuously improve.
- Accepts assignments that broaden capabilities.
- Learns from new experiences, from others, and from structured learning.
- Makes the most of available development resources.

### LESS SKILLED

- Doesn't put in the effort to grow and change.
- Is comfortable with current skills.
- Is fearful of making mistakes that accompany development.
- Lacks awareness or interest in using available developmental resources.

# Manages ambiguity

Operating effectively, even when things are not certain or the way forward is not clear.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Is energized when faced with ambiguity and uncertainty.
- Makes significant progress and remains calm and composed, even when things are uncertain.
- Manages the risk that comes with moving forward when the outcome isn't certain.
- Adapts quickly to changing conditions.

### SKILLED

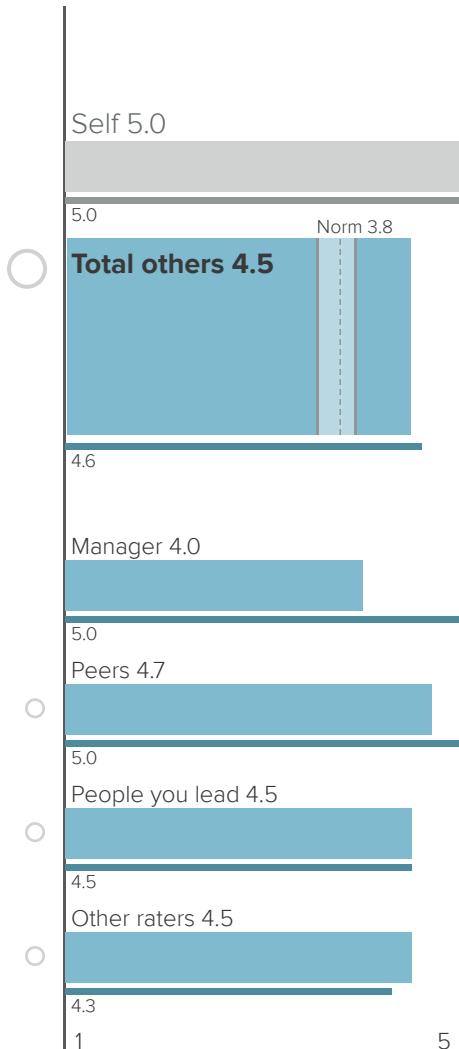
- Deals comfortably with the uncertainty of change.
- Effectively handles risk.
- Can decide and act without the total picture.
- Is calm and productive, even when things are up in the air.
- Deals constructively with problems that do not have clear solutions or outcomes.

### LESS SKILLED

- Struggles to make progress when facing ambiguous or uncertain situations.
- Delays moving forward until all the details are known.
- Appears stressed when things are uncertain.
- Operates best when things are structured and predictable.

# Nimble learning

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Tries multiple times using multiple methods to find the right solution.
- Views mistakes as opportunities to learn.
- Enjoys the challenge of unfamiliar tasks.
- Seeks new approaches to solve problems.

### SKILLED

- Learns quickly when facing new situations.
- Experiments to find new solutions.
- Takes on the challenge of unfamiliar tasks.
- Extracts lessons learned from failures and mistakes.

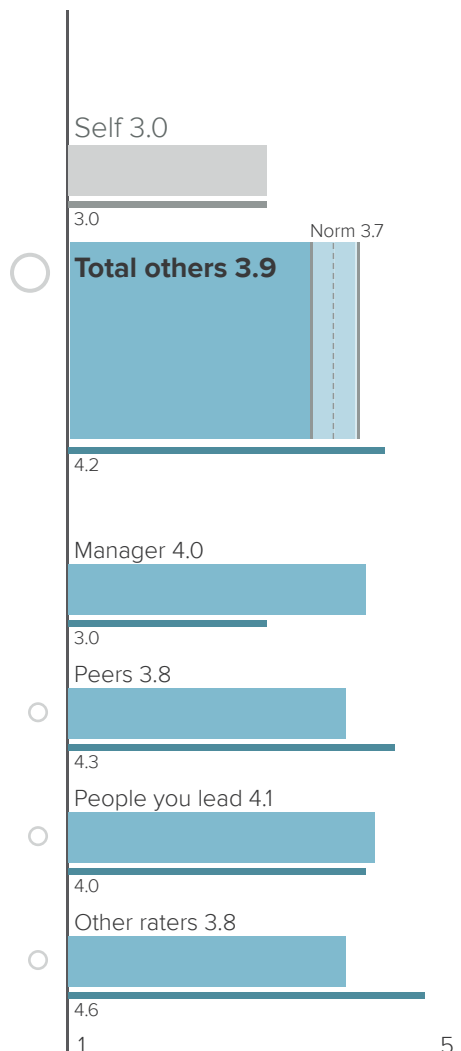
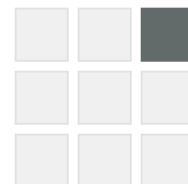
### LESS SKILLED

- Struggles to learn in new situations.
- Becomes frustrated or confused by unfamiliar tasks.
- Gives up on new ideas too soon.
- Resists taking a chance on untested solutions.



# Being resilient

Rebounding from setbacks and adversity when facing difficult situations.



## Key insights

- Highest importance
- Highest skill level

## This competency in action

### TALENTED

- Stays focused and composed in stressful situations.
- Maintains a positive attitude and forward-thinking approach despite troubling circumstances or setbacks.
- Takes constructive action to navigate difficulties or obstacles.
- Is viewed as a source of confidence in high-stress situations.

### SKILLED

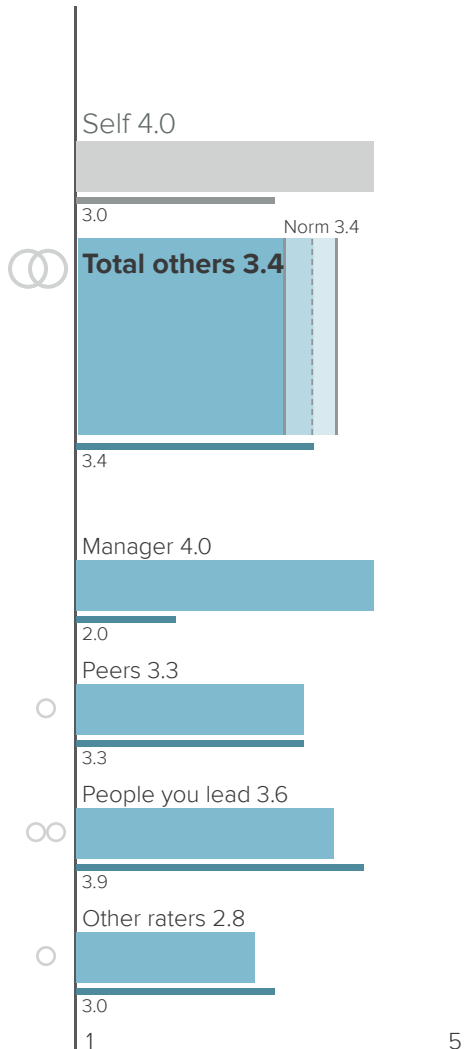
- Is confident under pressure.
- Handles and manages crises effectively.
- Maintains a positive attitude despite adversity.
- Bounces back from setbacks.
- Grows from hardships and negative experiences.

### LESS SKILLED

- Gets easily rattled in high-pressure situations.
- Exhibits low energy and motivation during times of stress and worry.
- Acts defensively when faced with criticism or roadblocks.
- Takes too long to recover from setbacks.

# Situational adaptability

Adapting approach and demeanor in real time to match the shifting demands of different situations.



## Key insights

- Lowest importance
- Middle skill level

## This competency in action

### TALENTED

- Picks up on the need to change personal, interpersonal, and leadership behavior quickly.
- Observes situational and group dynamics and selects best-fit approach.
- Seamlessly adapts style to fit the specific needs of others.

### SKILLED





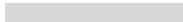







- Picks up on situational cues and adjusts in the moment.
- Readily adapts personal, interpersonal, and leadership behavior.
- Understands that different situations may call for different approaches.
- Can act differently depending on the circumstances.

### LESS SKILLED

- Uses same style and approach regardless of the situation.
- Fails to notice changing situational demands.
- Expects others to adjust to his/her preferred style and approach.
- Thinks being true to self is all that matters.
- Doesn't take time to understand interpersonal dynamics.

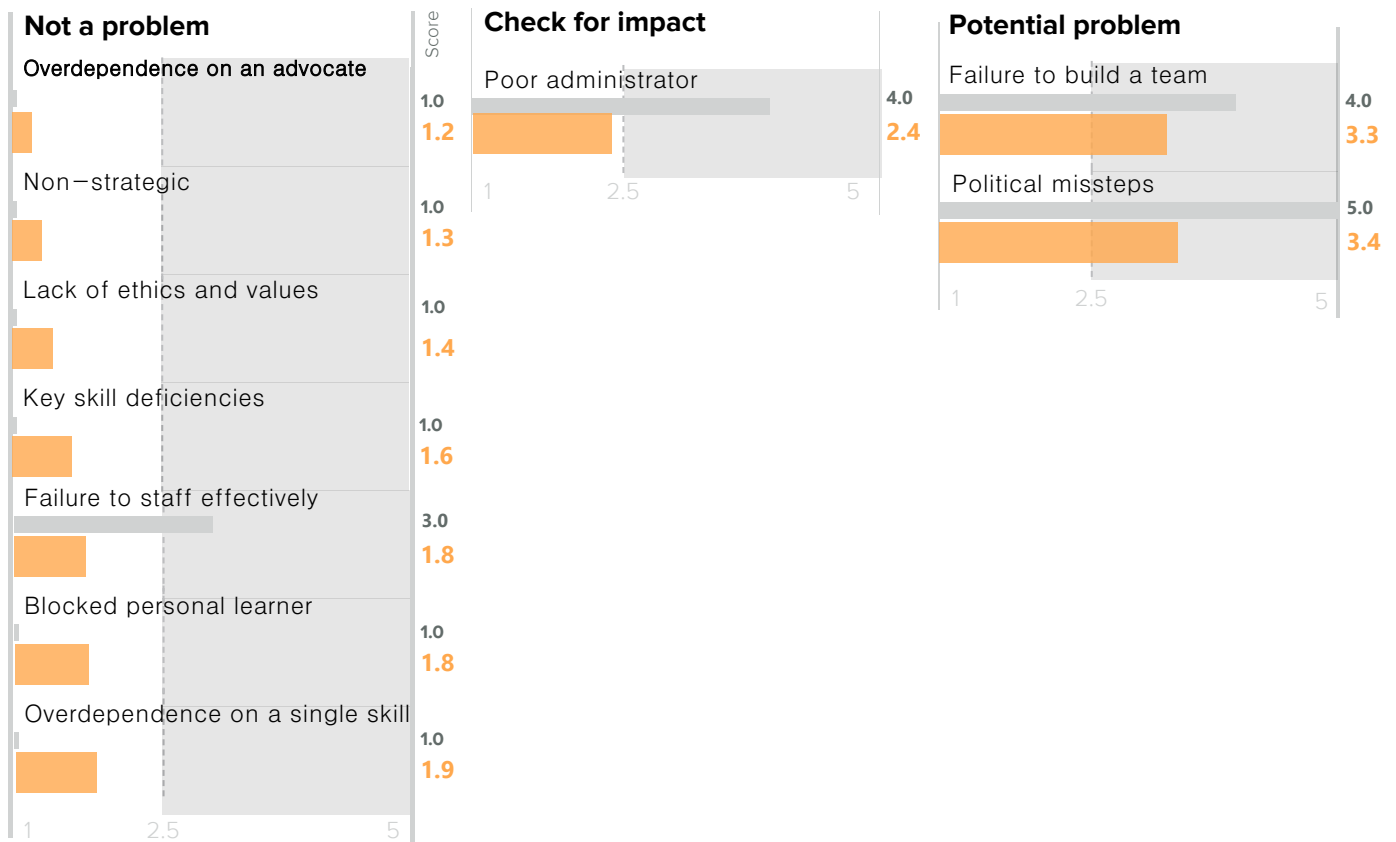
## Career staller and stopper cluster scores

This shows how you and your raters scored you on each cluster of career staller and stoppers. The lower the score, the better. It also shows how harmful each cluster of staller and stoppers would be to success in your role. Staller and stopper cluster scores are calculated by averaging all of the staller and stopper scores within that cluster. Clusters are listed below in order of your lowest to highest average score from your raters.

CLUSTER	RATER	SCORE	HARMFULNESS
<b>DOESN'T INSPIRE OR BUILD TALENT</b>	Self	3.0 	3.0 
	Total others	2.5 	3.2 
<b>TROUBLE WITH PEOPLE</b>	Self	3.0 	3.7 
	Total others	2.2 	2.7 
<b>TOO NARROW</b>	Self	1.0 	3.0 
	Total others	1.5 	2.6 

## Your career stallers and stoppers profile

This ranks your raters' views of any career stallers and stoppers you demonstrate. It also shows your view, so that you can identify where it differs from others' experience.



# Career stallers and stoppers

Stallers and stoppers are behaviors generally considered problematic or harmful to career success. Feedback helps you compare how you intend to behave with how others experience your behavior.

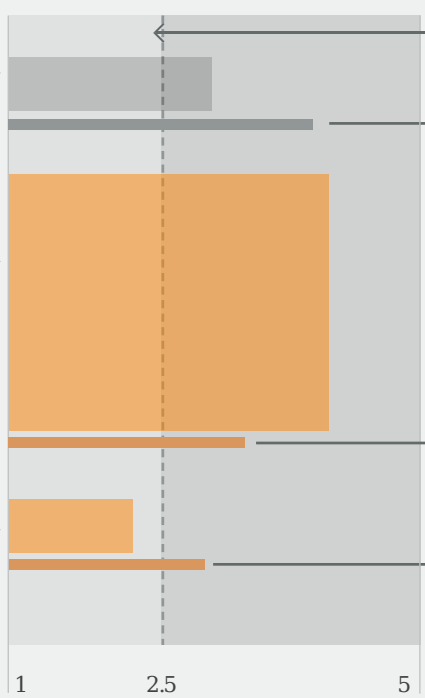
## HOW TO READ THIS SECTION

**SELF SCORE**  
How you scored your level on each staller and stopper.

**TOTAL OTHERS SCORES**  
How your raters, overall, scored your staller and stopper level. The lower the score, the better.

**RATER SCORES**  
The views of the different types of people you work with.

**STALLER AND STOPPER SCALE**  
1 = Not a problem; 2 = Probably not; 3 = Not sure; 4 = Probably yes; 5 = Definitely.



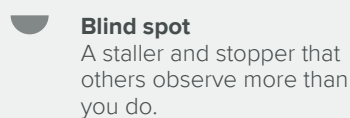
**PROBLEM SCORE**  
The score at which a career staller and stopper is a potential problem.

**HARMFULNESS SCORE**  
Thin bars show the harmfulness of each staller and stopper to success in your role: 1 = Not a problem; 2 = A slight problem; 3 = Somewhat of a problem; 4 = Could be a problem; 5 = Definitely a problem.

**Agreement**  
The extent to which your raters agree on your staller and stopper levels.

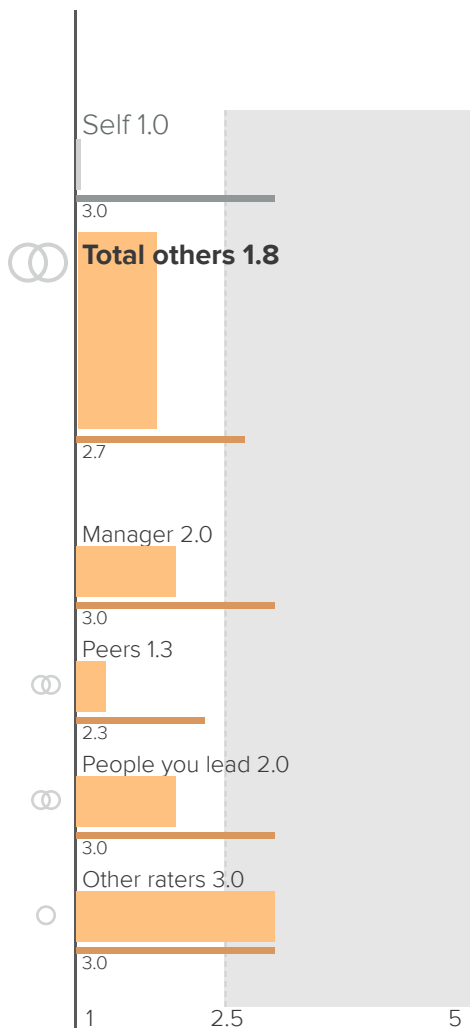


**Key insights**  
Look out for:



# Blocked personal learner

Resisting opportunities to learn new skills, methods, and behaviors.



## Key insights

- Not a problem
- Moderate agreement

## This career staller and stopper in action

### NOT A PROBLEM

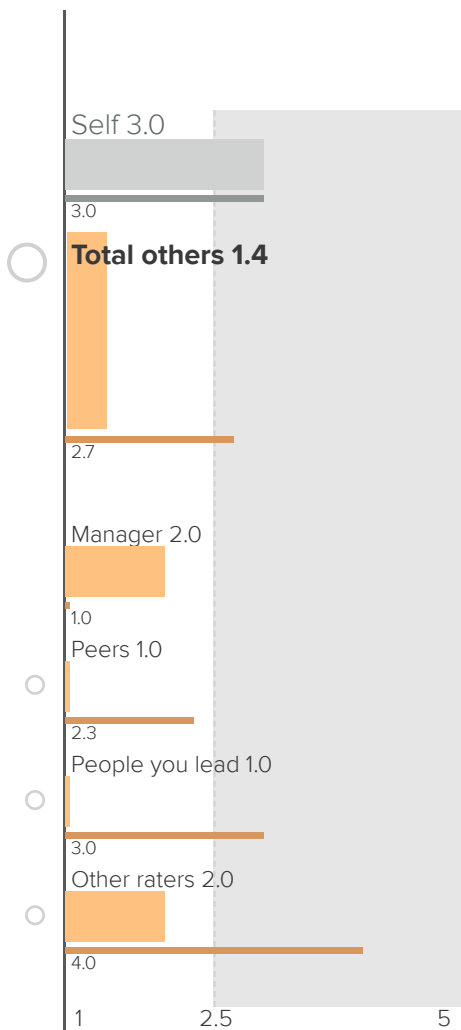
- Eager to learn; interested in what's new or better.
- Has broad interests and perspective.
- Seeks and listens to feedback.
- Takes criticism to heart.
- Always looking to improve self.
- Carefully observes others for their reactions and adjusts accordingly.
- Reads people and groups well.
- Picks up on subtle corrective cues from others.
- Is sensitive to different challenges and changes accordingly.

### A PROBLEM

- Is closed to learning new personal, interpersonal, managerial, and leadership skills, approaches, and tactics.
- Prefers staying the same, even when faced with new and different challenges.
- Is narrow in interests and scope.
- Uses few learning tactics.
- Doesn't seek input.
- Lacks curiosity.
- Is not insightful about self.

# Lack of ethics and values

Breaching the organization's ethics, values, and norms through inappropriate risk-taking and insensitivity.



## Key insights

- Not a problem
- High agreement

## This career staller and stopper in action

### NOT A PROBLEM

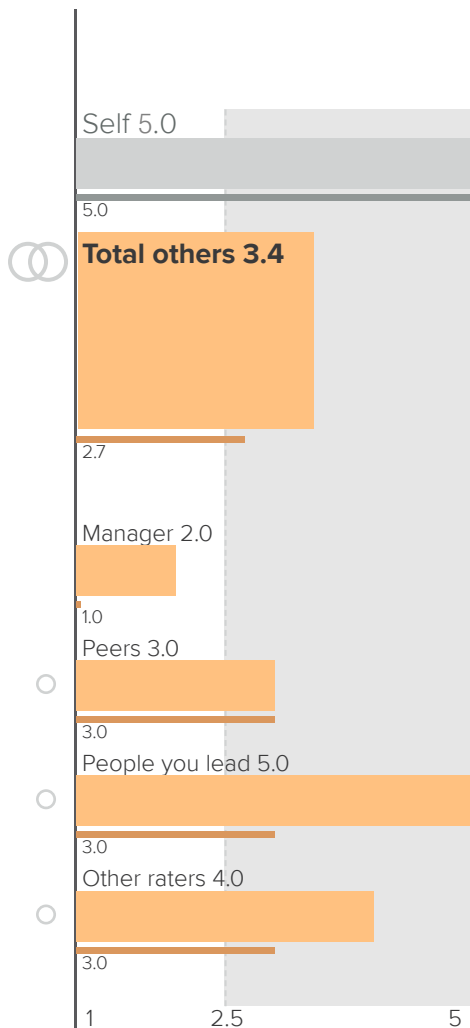
- Values and ethics are generally aligned with the organization's.
- Operates within boundaries most others would agree to.
- Looked to for guidance on standards and norms.
- Stays steady through crises involving close calls on ethics.
- Can articulate own and others' values.
- Helpful to others in making close calls on values/ethical matters.
- Projects a consistent set of values.

### A PROBLEM

- Lacks the necessary sensitivity to the operating ethics and values of the organization.
- Operates too close to the margins.
- Pushes the limits of tolerance.
- Doesn't operate within the norms.

# Political missteps

Lacking the awareness and sensitivity to navigate an organization successfully through relationships and information sharing.



## Key insights

- Potential problem
- Moderate agreement

## This career staller and stopper in action

### NOT A PROBLEM

- Is politically smooth and noiseless.
- Reads individuals and groups well; knows how they are affected.
- Modifies approach when resistance is met.
- Keeps confidences.
- Can maneuver through rough water without getting wet.
- Uses multiple ways to get things done.
- Adjusts to the realities of the political situation.
- Counsels others on political approaches.
- Usually knows the right thing to do and say.

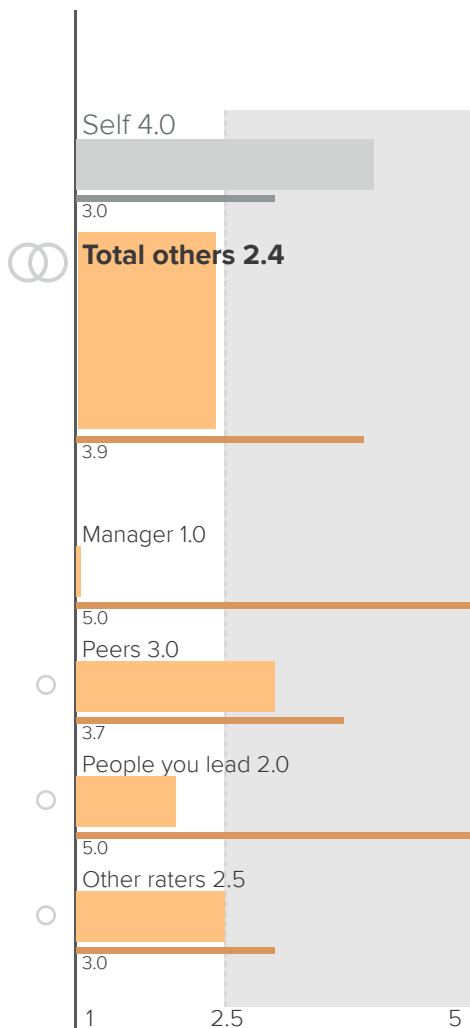
### A PROBLEM

- Can't get things done in complex political settings and environments.
- Lacks sensitivity to people and organizational politics.
- Doesn't recognize political due process requirements.
- Says and does the wrong things.
- Shares sensitive information and opinions with the wrong people.



# Poor administrator

Operating in a disorganized manner that negatively impacts others.



## Key insights

- Check for impact
- Moderate agreement

## This career staller and stopper in action

### NOT A PROBLEM

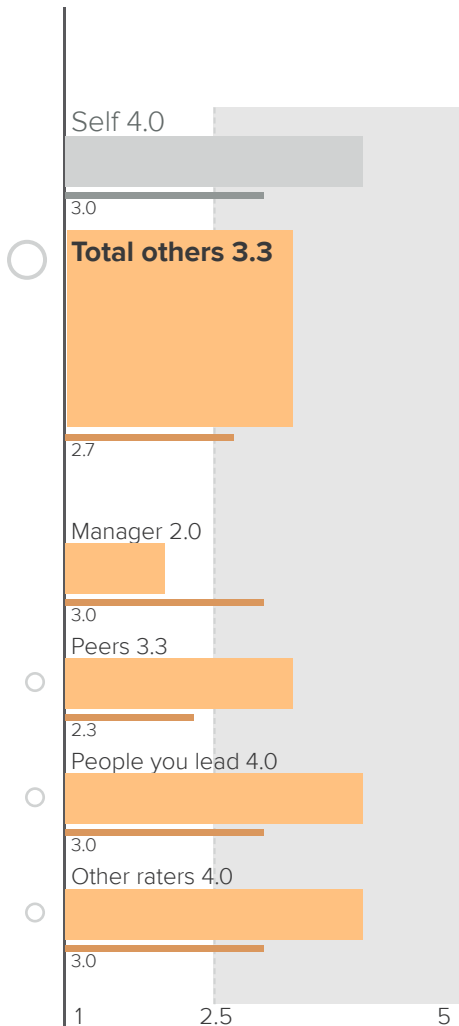
- Well organized and detail skilled.
- Reliable—keeps tabs on work in process; remembers commitments.
- Good administrator; keeps things on track.
- Sets tight priorities.
- Uses time well.
- Says no if they can't get to it.
- Completes most things on time and in time.

### A PROBLEM

- Has low detail-orientation.
- Lets things fall through the cracks.
- Overcommits and underdelivers.
- Misses key details.
- Forgets undocumented commitments.
- Has to scramble to pull things together at the last minute.
- Moves on without completing the task.

# Failure to build a team

Dealing with individuals, instead of the whole team, when delegating, resolving problems, and rewarding success.



## Key insights

- Potential problem
- High agreement

## This career staller and stopper in action

### NOT A PROBLEM

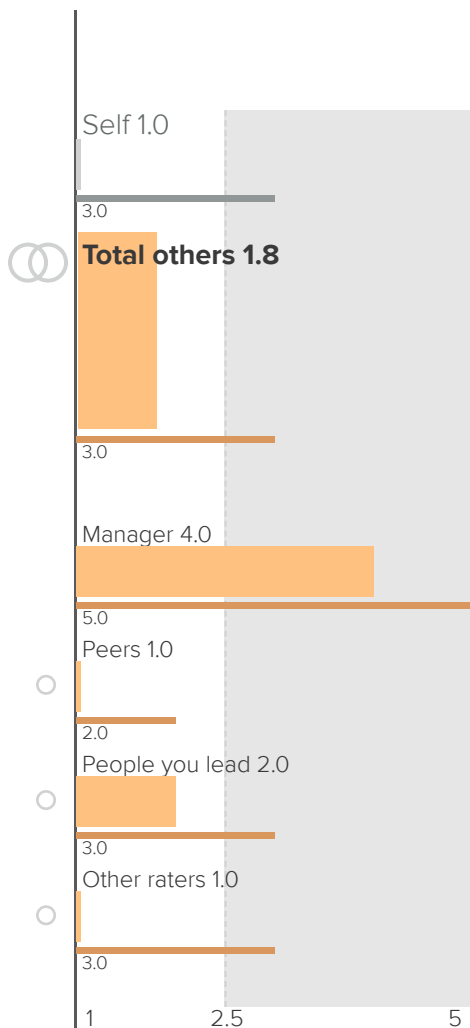
- Usually operates in a team format.
- Talks “we,” “us,” and “the team” versus “I”.
- Gets the whole team motivated and enthused.
- Runs participative meetings and processes.
- Shares credit with the team for successes.
- Adds people to strengthen the team.
- Team performance doesn’t suffer when a key person moves on.
- Trusts the team to perform.

### A PROBLEM

- Doesn’t believe much in the value of teams.
- Doesn’t pull the group together to accomplish the task.
- Delegates pieces and parts.
- Doesn’t resolve problems within the team.
- Doesn’t share credit for successes.
- Doesn’t celebrate.
- Doesn’t build team spirit.
- Treats people more as a collection of individuals than as a team.

# Failure to staff effectively

Selecting people who are not a fit for the role by applying assumptions, narrow criteria, or poor standards.



## Key insights

- Not a problem
- Moderate agreement

## This career staller and stopper in action

### NOT A PROBLEM

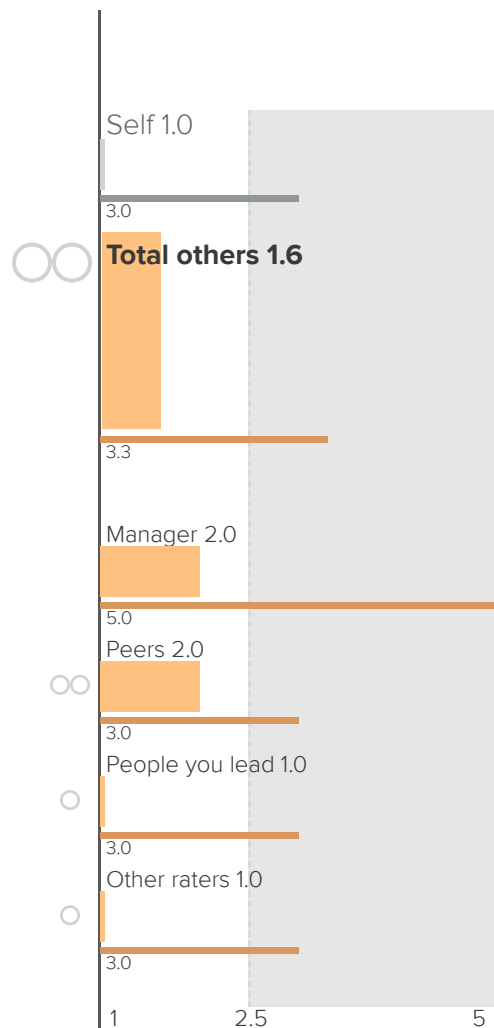
- Good judge of people.
- Hires for diversity and balance of skills.
- Describes people in a textured manner.
- Uses a broad set of criteria in staffing.
- Objective track record better than most on selections.
- Takes their time to find the right person.

### A PROBLEM

- Does not assemble skilled staff either from inside or outside the organization.
- Uses inappropriate criteria and standards.
- May select people too much like self.
- Is not a good judge of people.
- Is consistently wrong on estimates of what others may do or become.

# Key skill deficiencies

Failing to recognize and develop the skills required to perform effectively.



## Key insights

- Not a problem
- Low agreement

## This career staller and stopper in action

### NOT A PROBLEM

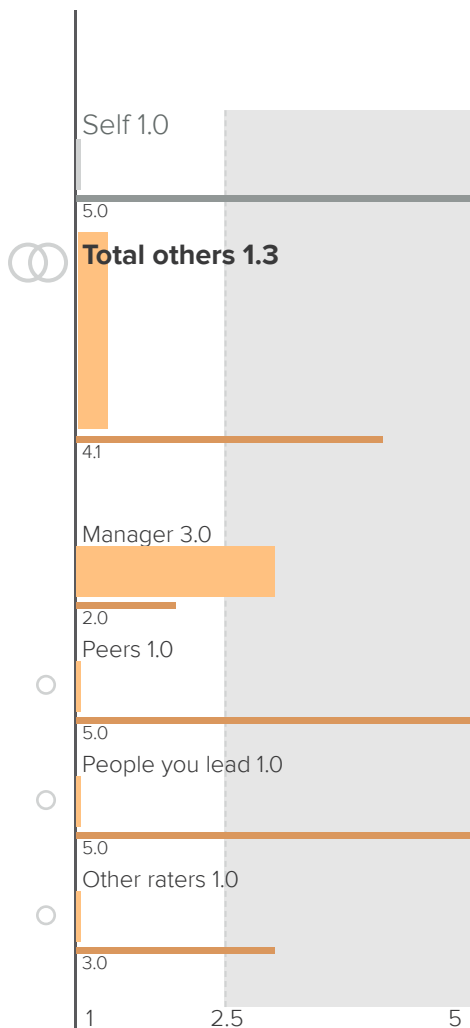
- Skilled in most if not all of the mission-critical areas of the job.
- Scopes out what skills are required to perform.
- Works to improve and expand skill set.
- Open to tutors, courses, any learning mode to improve proficiency.

### A PROBLEM

- Lacks one or more key job-required talents or skills needed to perform effectively.

# Non-strategic

Focusing exclusively on tactics and details while neglecting broad, complex, and strategic thinking.



## Key insights

- Not a problem
- Moderate agreement

## This career staller and stopper in action

### NOT A PROBLEM

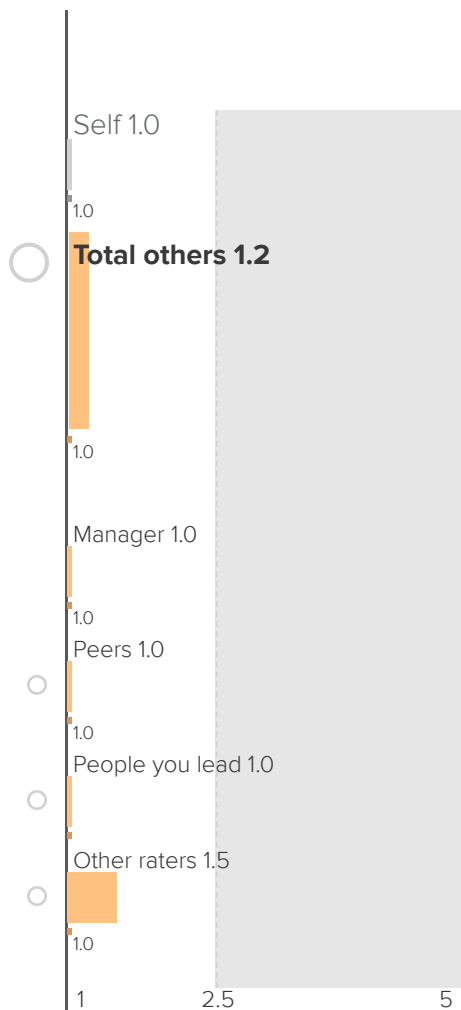
- Can think and talk strategy with the best.
- Intrigued and challenged by the complexity of the future.
- Likes to run multiple “what if” scenarios.
- Very broad perspective.
- Counsels others on strategic issues.
- Can juggle a lot of mental balls.
- Isn’t afraid to engage in wild speculation about the future.
- Can bring several unrelated streams of information together to form a compelling vision.
- Good at meaning making.
- Produces distinctive and winning strategies.

### A PROBLEM

- Can’t create effective strategies.
- Can’t deal effectively with assignments that require strategic thinking.
- Gets mired in tactics and details.
- Prefers the tactical over the strategic, simple versus complex.
- Isn’t a visionary.
- Lacks broad perspective.

# Overdependence on an advocate

Depending too long on the support of the same boss, champion, mentor, or advocate.



## Key insights

- Not a problem
- High agreement

## This career staller and stopper in action

### NOT A PROBLEM

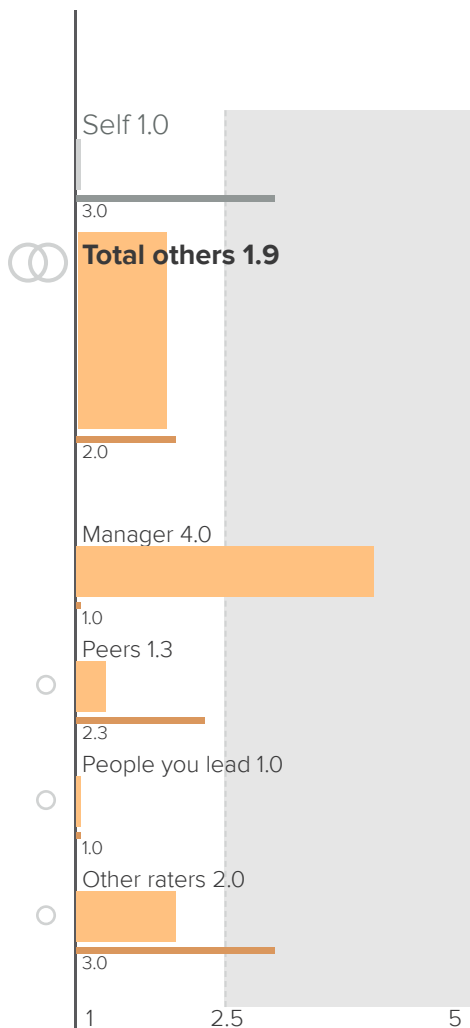
- Has largely done it on his/her own.
- Has multiple advocates and champions.
- No one questions whether he/she could go it alone.
- Independent, resourceful person.
- Doesn't use a champion's influence to get things done.
- Has moved around a lot; has not been with one boss very long.
- Has survived an advocate or two leaving the organization.

### A PROBLEM

- Has been with the same boss, champion, mentor, advocate too long.
- Isn't seen as independent.
- Others question whether he/she could stand up to a tough assignment or situation without help.
- Might not do well in the organization if the advocate lost interest, lost out, or left the organization.

# Overdependence on a single skill

Depending too much on a narrow area of knowledge and expertise.



## Key insights

- Not a problem
- Moderate agreement

## This career staller and stopper in action

### NOT A PROBLEM

- Has a broad and varied background.
- Has moved around a lot.
- Relies on several different skills to get the job done.
- Has multiple functional exposures.
- Has worked in different business units.
- Always looking to learn more.
- Works on adding more skills.

### A PROBLEM

- Relies too much on a single strength for performance and career progression.
- Uses the same core talent, function, or technology to leverage self.
- Acts as if they can make it all the way on one strength.

# Comments

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Comments made by you and your raters are reported here. They are listed in alphabetical order by competency and by career staller and stopper.



## Competency comments

### Attracts Top Talent

#### OTHER RATERS

- For someone like you who has such powerful skills of assessing others, I am amazed at your poor staffing decisions.

### Being Resilient

#### OTHER RATERS

- Cool under pressure, especially when things don't go well. Assigns blame appropriately but doesn't dwell or punish the offenders

### Builds Networks

#### OTHER RATERS

- Overuses the truth - see Interpersonal Savvy

### Collaborates

#### OTHER RATERS

- Only gives out information when asked.
- Good at informing others when face to face and when being the expert, but best things drop through the cracks sometimes when follow-up is needed.

### Communicates Effectively

#### OTHER RATERS

- Spellbinding theater that leaves the audience gasping.
- Listens, but sometimes doesn't want to hear

### Courage

#### OTHER RATERS

- You avoid confronting people, preferring to gently nudge them in the direction you want, when sometimes a good push is needed
- I have never been able to figure this one out. You seem to vary quite a bit when and if you confront people. You generally know how to do it, unless the person trips your incompetence meter.
- Tells it like it is, and straight to your face.

### Cultivates Innovation

#### OTHER RATERS

- Creativity especially around product design and distribution.

## Career staller and stopper comments

### Political missteps

#### OTHER RATERS

- Political missteps could be a problem when working with larger customer or organizational partner. Find your advocate in the organization and rely on them to tell you where the landmines are... ask them for feedback.

### Customer Focus

#### OTHER RATERS

- Mostly sees things from the company view.

### Develops Talent

#### OTHER RATERS

- Too smart too quick for most people.

### Directs Work

#### OTHER RATERS

- Prefers to do things himself.
- Directing others important when dealing with large projects; clarifying assumptions and putting timelines in writing often helpful for others to produce results.

### Drives Results

#### OTHER RATERS

- Pushes other people just as hard.

### Instills Trust

#### OTHER RATERS

- One of the very few people I trust.

### Interpersonal Savvy

#### OTHER RATERS

- You probably act too much the same way around people - candid, helpful, even if they don't want it. You rarely do much to make them feel competent or important. Helpers can be very intimidating

### Manages Conflict

#### OTHER RATERS

- Willing to let conflict between others fester in hopes it will go away
- Personal conflict does not seem to bother, but it simply dismissed if goes on too long. Very quick to decide on little info, rushes to judgement.

### Strategic Mindset

#### OTHER RATERS

- Narrows choice rather than use ability to consider broader perspectives.

## Development suggestions

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Development suggestions for each competency are included here. They offer thought-provoking statements for you to consider and job assignments that you can select in your current role. Development suggestions to address career stallers and stoppers are also included. They indicate possible causes, and propose job assignments that can help you overcome or avoid career stallers and stoppers.















































































































KORN FERRY

## About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our nearly 7,000 colleagues deliver services through Korn Ferry and our Hay Group and Futurestep divisions. Visit [kornferry.com](http://kornferry.com) for more information.

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For the sake of linguistic simplicity in this report, where the masculine form is used, the feminine form should also be understood to be included.

This report provides a rich description of assessment results for this person. It is valuable for understanding the person, their relative strengths and weaknesses, and for providing the insights for the person that will prove useful on the job and for their development. The data are not suitable for comparing persons for the sole purpose of selecting one person over another for a role, assignment, or development opportunity.

Survey type: Competency  
Survey scale: Likert type  
Norm: Senior Executive  
Model: KFLA 1.0  
Role: All 38, all 10