

SKILLSCOPE[®]

Feedback Report

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Prepared for
Pat Sample

November 13, 2001

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

- 5 Direct Reports
- 3 Peers
- 1 Boss

Others described how well
they know you as follows:

- 2 Fairly Well
- 4 Quite Well
- 2 Extremely Well



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SKILLSCOPE

Reading Your Feedback Report

Please read this page before you look at your feedback report to help you understand how to interpret it.

Your SKILLSCOPE scores are presented as frequency count information, using the following symbols:

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

Column One The first column of your feedback report shows how you scored yourself on each SKILLSCOPE item. Black circles indicate a strength and black squares indicate development is needed.

Column Two The second column illustrates your strengths from the perspective of your raters. Black circles reflect strengths as rated by your peers, direct reports and all other raters; open circles represent your immediate boss's responses.

Column Three The last column displays areas where development is needed. All rater responses are illustrated as black squares except for the immediate boss's response, which is an open square.

Numbers In Parentheses

If you have more than eight raters in any column, the number of responses in excess of eight (8) is included as a whole number enclosed in parentheses. The heading above the Strengths/Development Needed columns shows how many raters you have in total.

A legend listing the symbols mentioned above is found at the bottom of page 1 of the feedback report as a reminder.

Importance

The feedback report also shows you which of the fifteen skill areas assessed by SKILLSCOPE were chosen as the five most important to your current job. This information is provided under each major skill heading following the word "IMPORTANCE."

Remember, raters were asked to mark as a strength only those items that are definitely characteristic of you and to mark as a development need only those few items you especially need to work on. The absence of a response is ambiguous and intentionally designed into SKILLSCOPE. It can mean that the rater did not think the item applied to you, or it can mean that the rater could not clearly identify the item as a strength or development need.

Please use the Development Planning Guide enclosed with your feedback report to help you analyze and understand your feedback report.

There is no such thing as a perfect manager. Inevitably, you will be seen as stronger in some areas than in others.

Pat Sample

Self	9 Observers	
	Strength	Development Needed
○●●●●●●● (1)		
○●●●●●	■	■
●●●●●●●		
●○●●●●●● (1)		
●○●●●●●● (1)		
●○●●●●●	■	
●●●●●●	□■	
■	■	■
○●	■	■
●○●	■	■
●	■	■
●●●●●●	□■	
○●●●●●●● (1)		
■○●●●●●● (1)		
○●●●	■	
●●●●●●●		
●●●●	□■	■

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

Getting Information, Making Sense of It; Problem Identification

Importance: Self: 1 Observers: 6 Immediate 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. 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. Logical, data-based, rational.

Communicating Information, Ideas

Importance: Self: 1 Observers: 7 Immediate Boss: 1

8. Adept at disseminating information to others.
9. Crisp, clear, articulate.
10. Good public speaker; skilled at performing, being on stage.
11. Makes his or her point effectively to resistant audience.
12. Strong communicator on paper; good writing skills.

Taking Action, Making Decisions, Following Through

Importance: Self: 0 Observers: 6 Immediate Boss: 0

13. Action-oriented; presses for immediate results.
14. Decisive; doesn't procrastinate on decisions.
15. Troubleshooter; enjoys solving problems.
16. Implements decisions, follows through, follows up well; an expeditor.
17. Carefully weighs consequences of contemplated action.

Pat Sample		
Self	9 Observers	
	Strength	Development Needed
●	○●●●●	■●
	●●●●●	
●	○●●●●●●● (1)	
	●●●●●	■
●	○●●●●●	
	○●●●●●●	
	○●●●●●	
●	○●●●●	■●●●■
	●●●●●●	
	●●●●●●	
●	○●●●●	■
●	○●●●●	■●
●	●●●●	■
■	●●●●●●	
		■●●■
		□■●●■
	●●●●●	■

Risk-Taking, Innovation

Importance: Self: 0 Observers: 0 Immediate Boss: 1

- 18. Has vision; often brings up ideas about potentials and possibilities for the future.
- 19. Entrepreneurial; seizes new opportunities.
- 20. Consistently generates new ideas.
- 21. Creates significant organizational change.
- 22. Introduces needed change even in the face of opposition.

Administrative/Organizational Ability

Importance: Self: 0 Observers: 3 Immediate Boss: 0

- 23. Establishes and conveys a sense of purpose.
- 24. A team builder: brings people together successfully around tasks.
- 25. Structures direct reports' work appropriately.
- 26. 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

Importance: Self: 1 Observers: 5 Immediate Boss: 1

- 32. Effective at managing conflict.
- 33. Confronts others skillfully.
- 34. Negotiates adeptly with individuals and groups over roles and resources.

Pat Sample		
Self	9 Observers	
	Strength	Development Needed
●		■■■
		■■■
○●		■■
●	○●●●●●	
●	○●●●●●●● (1)	
●	○●●●●●	
●	○●●●●●	
●	○●●●	■■
	○●●	■■
●	○	■■■
●	○●●●●	■
	●●●●	□
●	●	■■
	○●	■■■
		■■■■■
	○●●●●	■
●	○●●●●	■

Relationships

Importance: Self: 1 Observers: 0 Immediate Boss: 0

- 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 relationship with superiors.
- 40. Has good relationships with peers.
- 41. Has good relationships with outsiders.
- 42. Skilled at relating to many different types of people.
- 43. Readily available to others.
- 44. Competent at dealing with people's feelings.

Selecting, Developing, Accepting People

Importance: Self: 0 Observers: 0 Immediate Boss: 0

- 45. Sizes up people well; has a nose for talent.
- 46. Attracts talented people.
- 47. Considers personalities when dealing with people.
- 48. Tolerant of the foibles, idiosyncrasies of others.
- 49. 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.

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Self	9 Observers	
	Strength	Development Needed
		■ ■
■	○	■ ■ ■
●	● ● ● ● ●	
	● ●	□ ■ ■ ■ ■
	●	□ ■ ■ ■
	● ● ● ●	
	● ● ● ●	
●	○ ● ● ● ● ●	
●	○ ● ● ● ●	
	○ ● ● ● ● ● ● ● (1)	
●	○ ● ● ● ● ●	
	● ● ● ●	■ ■
	○ ● ● ● ●	■
	● ● ● ● ●	
■	○ ● ● ● ● ●	
■	● ● ● ●	
■	○ ● ● ● ● ●	
	○ ● ● ● ● ● ●	

Influencing, Leadership, Power

Importance: Self: 0 Observers: 1 Immediate Boss: 0

- 52. Inspirational; helps people to see the importance of what they are doing.
- 53. Good at promoting an idea or vision; persuading.
- 54. Possesses extensive network of contacts necessary to do the job.
- 55. Astute sense of "politics" .
- 56. Able to inspire, motivate people; sparks others to take action.
- 57. Comfortable with the power of the managerial role.
- 58. Skilled at selling upward, influencing superiors.
- 59. Delegates effectively.
- 60. Works effectively with other people over whom he or she has no direct authority.

Openness to Influence; Flexibility

Importance: Self: 0 Observers: 2 Immediate Boss: 0

- 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. Participative manager; shares responsibility and influence with direct reports.
- 65. Collaborates well with others.
- 66. 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.

Pat Sample

Self	9 Observers	
	Strength	Development Needed
●●	■	■
●	□	■
■ ●●	□	■
○●	■	■
■ ○●●		
■ ●●●		
● ●●●●		
● ○●●●●●●● (1)		
● ●●●●●		
● ○●●●●	■	
■ ●	□	■
●	□	■
■	■	■
■	□	■

Knowledge of Job, Business

Importance: Self: 0 Observers: 3 Immediate Boss: 0

- 70. Shows mastery of job content; excels at his or her function or professional specialty.
- 71. A good general manager.
- 72. Effective in a job with a big scope.
- 73. In a new assignment, picks up knowledge and expertise easily; a quick study.
- 74. At home with graphs, charts, statistics, budgets.
- 75. Understands cash flows, financial reports, corporate annual reports.

Energy, Drive, Ambition

Importance: Self: 0 Observers: 0 Immediate Boss: 0

- 76. Good initiative; continually reaches for more responsibility.
- 77. High energy level.
- 78. Ambitious; highly motivated to advance his/her career.
- 79. Goal-directed, persistent; driven to achieve objectives.

Time Management

Importance: Self: 1 Observers: 7 Immediate Boss: 1

- 80. Set 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.

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Self	9 Observers	
	Strength	Development Needed
	○●●●●	■
	●●●	■●●●
●	○●●●●●	
	○●●●●●●● (1)	
	○●●●●●●	
●	○●●●●●●	
●	●●●●●	■
■	○●●●●●	■●
●	○●●●●	■
	●●●●●	
●	○	■●●
	○●●●●●	
■	●	□●●●●
	●●●●	
●	○●●	■●●

Coping with Pressure, Adversity; Integrity

Importance: Self: 0 Observers: 0 Immediate Boss: 0

- 84. Capable, cool in high pressure situations.
- 85. Can deal well with setbacks; resilient; bounces back from failure, defeat.
- 86. Willing to admit ignorance.
- 87. 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.

Self-Management, Self-Insight, Self-Development

Importance: Self: 0 Observers: 0 Immediate Boss: 0

- 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. Aware of his/her feelings.