



KNOWLEDGE, SKILLS, AND ATTRIBUTES OF INDIVIDUAL CONTRIBUTORS

The KSAI Combined Report

Generated for:
Isaac Sample

Report generated on:
May 31, 2023

Report results based on a
sort of 5 categories.

Relative Sort

TALENTTELLIGENT™

The KSAI Combined Report

Report for Isaac Sample

Report generated on:
May 31, 2023

Raters by Category	
Managers	2
Self	1
Peers	6
Direct Reports	0
Customers	3
Others	0
TOTAL	12

Report generated using a 5 category sort - relative (even distribution of Roles/Practices in each category)

Introduction to the Combined Report

The KSAI Combined Report integrates all of the available reports from the KSAI survey. With this report you have the following elements:

Placemat Highlight Report

Based on the overall averages (without your self ratings), the top 3rd and bottom 3rd Practices have been highlighted in the overall KSAI framework and library.

Summary Rating Report

Based on the overall averages (with your self ratings in a separate category), the Roles and Practices are listed from the highest to the lowest.

Role and Practices Detail Report

Listed in order of highest to lowest, all of the Roles and Practices are presented with the average ratings from each group who completed the survey. This is the most complete data review of all ratings provided with the survey.

Hidden Strengths and Blind Spots Report

Listed in order of largest to smallest gap between your scores and rater group scores, the Hidden Strengths and Blind Spots Report provides an important look at how you see yourself as compared to others' perceptions.

Comments Report

Written comments by raters are presented in randomized order and without reference to source or group. Comments are not edited or corrected in any way. Raters could provide general comments on behaviors to adjust to specific guidance on selected Practices.

Each report has tips and guidance for understanding and using the information in that report. It is important to follow the tips for interpreting your data and soliciting guidance from appropriately trained resources.

This Report

Using the placemat of the KSAI Role and Practice Library, this report highlights the top 3rd (highlighted in Green) and bottom 3rd (highlighted in Pink) Roles and Practices using the OVERALL averages of the raters for each Role and Practice. Self-ratings are not included in the calculations. If less than the full set of Practices is used, the missing Practices will be greyed out. All Roles are included in the survey and in results.

The color highlighting is done using the overall average score across all raters other than you. Although the scores are listed in this and other reports with two decimal points, ties are decided using the third or fourth decimal. Normally, for Practices there would be 9 highs (Green), 9 lows (Pink), and 9 in the middle. Because of ties at the high and low end, your results might be slightly different.

Make the Most of Your Report

- Look at the patterns of Green (high scores) and Pink (low scores) highlights which show your overall results. Does most of the Green or Pink occur in one leadership behavior domain? Many times, the Green will be concentrated in one or maybe two Domains and the Pink in the others. Practices within Domain are more related to one another than they are related to Practices in other Domains. Therefore, if you are high in one Practice in one Domain, there is a higher chance you will be high or middle in the rest.
- There are a few people who have highs and lows in all four Domains. Generally, they have a very diverse background and have done a lot of different kinds of jobs. There is no good or bad picture. Concentration in a couple of Domains might work as well as the high/low spread across Domains.
- Notice how the highlights are distributed in the library of Roles and Practices, including the Greyed Practices which are not rated at this time. This informs you as to the range of Roles and Practices measured in this administration of the survey.
- Self-ratings are indicated through highlighted Role (1 to 10) and Practice (1 to 27) numbers on the left Green, Black, or Pink (highs, middles, and lows). You can compare you self-rating against the rest of your raters. You might see some blind spots where your rating is Green and all other raters are Pink. You think you are pretty good at the Role or Practice but others don't agree. You might also find that you have hidden strengths. That's where your rating is Pink and everyone else's ratings are Green. You are better at that Role or Practice than you think. You should use it more.
- Each of the Practices is embedded within a Domain, or an important point of view, about how each Practice operates. Review the definitions provided below.
- Pink indicates your lowest rated skills. But that doesn't mean you need to work on them because they are low. What determines what you should be working on will be the importance of each of the Roles or Practices to the job you are doing now and maybe the next most likely job. It might even be that you need to work on a middle Role or Practice because it is one of the 5 most critical Roles or Practices. So lowest doesn't always mean trouble. No one is good at all 10 Roles and 27 Practices.

Domains are defined as follows:

A. Managing Self



Showing up at work as a valuable Individual Contributor means bringing your best self to the work you are doing. Being confident, showing persistence in the face of challenges, taking initiative, organizing your work around priorities aligned with the business plan, demonstrating a willingness to work hard in good humor and optimism, and managing your self are cornerstone aspects of Being present with the work. Individual Contributors who are focused on doing things well and efficiently find their work is more satisfying and the opportunities for growth increasing. Paying attention to what, where, when, and how you do your work is the essence of Being an Individual Contributor.

B. Doing the Work



Applying skills, capabilities, and expertise for which you were hired is the essence of doing the work expected of you. Gaining clarity about the goals and tasks, and the priorities of those tasks, is the responsibility of the Individual Contributor. Knowing how to manage your time and available resources to produce quality deliverables is part of your work. All Individual Contributor positions need to be firmly focused on the demands of the job today and open to innovative changes in both the job requirements and ways things get done. Solving problems in a timely manner often means testing creative possibilities, which are well beyond the standard operating procedures that are part of any position. There is compliant effort and discretionary effort which reveals whether you are working for a paycheck or working to build a career and make an important contribution to the mission of the enterprise.

C. Relating to Others



All positions in organizations rely on working with others. And working with others means informing and influencing others, showing support and collaborating to help get great things accomplished. As always when working with others, being interpersonally adaptive and responsive, and knowing how to effectively address conflict when it arises makes the difference having productive relationships. Often Individual Contributors discover that understanding the customer's experience as well as the overall nature of the organization seeking to meet a customer's needs enables them to provide appropriate responses where needed. Working with those above you as an Individual Contributor means being open to the guidance and advice of supervisors and bosses.

D. Building a Career



Building your work portfolio includes seeking learning opportunities through experiences and feedback. Communicating high aspirations for what you can accomplish needs to be matched with a growth mindset approach to the challenges that come your way. Through applying all of one's skill set - the tried and proven skills and the emerging and the still-being-tested skills - allows an Individual Contributor to add value to the company and to products delivered to customers. Building requires a commitment to personal growth which is evident in seeking and acting on feedback. As an Individual Contributor you are Building on your knowledge, skills, and attributes if you take a long view of the importance of your work and the positions that open up to you in the future.

KSAI Role Highlights

1. Getting Things Done

Having a feel for getting to the bottom line; understanding the goals and tasks assigned; taking advice and counsel, producing results by fulfilling and sometimes exceeding expectations.

[2]. [Working Smoothly with Others]

Building and maintaining productive relationships with necessary co-workers; uses collaborative approaches.

3. Using Resources Effectively and Efficiently

Getting things done on time and on budget using just the resources assigned for the tasks.

4. Communicating in a Timely and Accurate Manner

Seeking, receiving, and sharing information with all stakeholders on a timely basis with no filters.

5. Tackling Difficulties

Showing eagerness to solve complex problems, address potential issues, and take on new challenges.

[6]. Offering Value Adding Input

Having the confidence to pass along to anyone critical information and ideas that add value, regardless of the possible negative short-term consequences.

7. [Supporting and Executing Change Initiatives]

Cooperating with and supporting change initiatives with a forward tilted attitude.

8. Demonstrating and Enhancing Technical and Functional Expertise

Mastering immediate work skills and seeking new experiences and educational opportunities to increase knowledge and competence for tomorrow.

9. Showing and Working on Personal Growth and Development

Asking for additional assignments, looking for opportunities to enrich experience and knowledge, demonstrating an interest in feedback for increasing future effectiveness.

10. [Demonstrating Organization Citizenship Behaviors]

Being a good citizen of the enterprise means supporting its goals and mission; fitting in and acting acceptably with enterprise values and unspoken 'rules of the road.' It is being above and beyond doing your job well. Engage and participate fully, stay informed, and work to make it an exciting place to work.

A Role is the work that must be fulfilled no matter the organization type or size and against which you hire, promote, pay, and separate employees. If you reviewed 1,000 job descriptions for individuals at each level, you would find these Roles are essential for success. All Roles must be demonstrated to some degree, depending on the organizational culture and performance objectives.

Rater Scores are the highlighted titles.
Self-Scores are the numbers beside each title.

Green - [brackets] - High Score - Top 3rd
Not Highlighted - Middle Score - Middle 3rd
Pink - underline - Low Score - Bottom 3rd

Your KSAI Multi-Rater Highlights

A. Managing Self

- | | |
|---|--|
| 1. [Cultivating an Effective Self] | <u>5</u> . Persevering |
| [2]. [Developing Resilience and Resourcefulness] | <u>6</u> . Becoming Self-Confident |
| 3. [Using Humor] | [7]. [Taking Initiative and Measured Risks] |
| <u>4</u> . [Being Organized, Conscientious, and Focused] | |

B. Doing the Work

- | | |
|---|---|
| <u>8</u> . [Understanding Goals, Tasks, and Plans] | [12]. [Supporting Innovation and Creativity] |
| <u>9</u> . [Setting Work Priorities] | [13]. [Working Hard and Adding Value] |
| <u>10</u> . [Using Time and Resources Efficiently] | <u>14</u> . [Delivering Consistent High-Quality Results] |
| <u>11</u> . [Solving Problems and Making Timely Decisions] | |

C. Relating to Others

- | | |
|--|--|
| [15]. [Being Coachable and Managing Feedback] | [20]. [Understanding and Relating to Customers] |
| [16]. [Informing Peers and Bosses] | 21. <u>Influencing Others</u> |
| [17]. [Providing Support Where Needed] | [22]. [Engaging Interpersonally and Being Responsive] |
| [18]. [Collaborating] | |
| <u>19</u> . [Managing Conflict] | 23. Understanding the Larger Organization |

D. Building a Career

- | | |
|---|---|
| [24]. [Building Uncertainty and Ambiguity Management Skills] | <u>26</u> . [Leveraging High Aspirations for Life-Long Skill Building and Personal Growth] |
| 25. [Building and Applying A Personal and Enterprise Growth Mindset] | <u>27</u> . [Building and Applying Foundational Technical and Functional Skills] |

Rater Scores are the highlighted titles.
Self-Scores are the numbers beside each title.
Grey titles are those not included in this survey.

[Green] - [brackets] - High Score - Top 3rd
Not Highlighted - Middle Score - Middle 3rd
Pink - Underline - Low Score - Bottom 3rd

Introduction

The Rating Summary Report provides a listing of Roles and Practices from the highest to lowest overall ratings. Keep in mind that you and the raters were asked to rate using the following directions:

1 – Lowest

Your behavior is the lowest relative to all other skills.

2 – Lower

You show this behavior at a level which would be considered less (lower) than most others, other than bottom performers. Among comparable people (in experience, level and preparation), you do this in the lowest 3 of 10 but not the lowest.

3 – Among the Middle or Moderate

Your behavior is about in the middle, neither really good at it nor bad at it compared to others.

4 – Higher

You demonstrate these behaviors at a level which would be considered better than most, just below top performers. Among comparable people (in experience, level and preparation), you do this in the top 3 of 10 but would not be the highest.

5 – Highest

You demonstrate these behaviors at a level which would be considered by others the standard or role model.

Don't know/can't rate clearly

KSAI 360 Rating Summary for Isaac Sample

Sample Summary Report (Practices)

1	2	3	4	5	6	7	8	9	10	11
Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
6	BSC	Becoming Self-Confident	1	4.33	4.00	<u>3.00</u>	[4.40]	[4.51]	4.07	4.23
9	SWP	Setting Work Priorities	2	3.95	[4.00]	[4.05]	3.87	3.50	[4.00]	<u>3.75</u>

Report Meanings

- The number of the Role (1 – 10) or Practice (1 - 27). Number order has no independent meaning.
- Each Practice has a unique alpha code (generally the first letter of the title words) used for randomizing the order. The alpha code has no independent meaning.
- The title of the Role or Practice. Note that green means scores in the top one-third and pink means scores in the bottom one-third. Brackets = green. Underline = Pink.
- Numerical rank order taking all of your raters and adding them together. You are not included. The rank is 1 (highest score) to 10 (lowest score) for Roles, and 1 (first) to 27 (last) for Practices. Your report may contain fewer than 27 Practices.
- This is all of your raters without your score combined into one complete group.
- This is the rating of each Role or Practice you gave yourself on the five-point scale.
- Although it is labeled managers, in most cases there is one manager. In some more matrixed organizations, there might be multiple managers. Sometimes a past manager is added. So, you will either have whole numbers, 1 through 5, or averages if there is more than one manager.
- These are your peers and colleagues, usually at your level in the organization. It takes three or more peer raters to have this column displayed. If you only have two or one peer, the rating or ratings will be moved to Other (11). Other would only be displayed if there are three or more. Even if they are not displayed in Peers and Others, they are included in the Overall (column 5).
- This column is your direct reports. It takes three or more direct report raters to have this column displayed. If you only have one or two direct reports, the rating or ratings will be moved to Other (11). Other will only be displayed if there are three or more. Even if they are not displayed in Direct Reports and Others, they are included in the Overall (5).
- This column displays your customers, inside or outside. It takes three or more customer raters to have this column displayed. If you only have one or two customers, the rating or ratings will be moved to Other (11). Other will only be displayed if there are three or more. Even if they are not displayed in Customers and Others, they are included in the Overall (5).
- This column displays results from raters who do not fit any of the categories above plus any less than three raters from peers, direct reports, and customers. It takes three or more Other raters to have this column displayed. If you only have one or two others, the rating or ratings will not be displayed. Other will only be displayed if there were three or more. Even if they are not displayed in Others, they are included in the Overall (5).

Get the most of your report by considering the following elements:

- Rank order is sometimes more important than the numerical rating number. People use a five-point scale differently. Whether it's a 4.05 or a 3.05, if they are both your highest score, that is your highest estimated skill. So, read rank first and numerical value second. Both high and low raters make your highest the highest number they use and your lowest the lowest number they use. So rank is a truer indicator.
- Since self-awareness is so important to overall success, the first thing you might want to look at is how your ratings compare with the ratings of everyone else. Compare columns 5 and 6. Since you will only have whole numbers and because we all use a 5-point scale differently, look for your highest 1/3 ratings. It may be just your 5s. Or maybe your 5s and 4s. How many of your top third is the same as their top third? Your bottom third and their bottom third? This is a very rough indicator of how well you know yourself. Technically it is how the rank order of your ratings compares with the rank order of their ratings.
- Blind spots. Still using columns 5 and 6, are there any Roles or Practices that were in your top third and your raters bottom third? You think you are pretty good at it and they do not agree. This finding is called a potential blind spot and deserves a lot of thought and additional information. A blind spot is generally more dangerous than a weakness. A detailed report is available
- Hidden Strength. Still using columns 5 and 6, this is the opposite of a blind spot. Are there Roles or Practices that you had in you bottom third that your raters had in their top third? You may have a hidden strength. You may be underestimating your effectiveness in this area. You may be holding this back because you are not confident about it, but the information says you should use it more. A detailed report is available
- Consider how aligned your ratings are with the Manager or Managers. Look at columns 6 and 7. If there is much variance, this difference could be important to discuss with your manager. What are the blind spots and hidden strengths between you and your manager?
- Look across rater groups. Do you see agreement or differences? Different rater groups sometimes see things differently. Direct reports are looking up and managers are looking down. Managers may have higher standards than Direct Reports. Managers and Peers have observed more people at your level than your Direct Reports. Customers may only observe a small sample of all of your behavior. You may actually act differently depending upon which group you are with. Where you see differences, try to think through why.
- Compare all of these results with other feedback you have received over your recent career. Try to form a whole picture of who you are.
- Low doesn't always mean it's a weakness you should be working on. There are some in your lowest third that are nice to have but aren't really needed in your current or next role. There might actually be some in your middle group that might need development because they are critical. So, don't assume you need to work on everything in you lowest ratings. First think about what's important.

KSAI 360 Rating Summary for Isaac Sample

Your Summary Report - Roles

Number	Role	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
2	Working Smoothly with Others	1	[4.91]	[5.00]	[5.00]	[4.83]	-	[5.00]	-
7	Supporting and Executing Change Initiatives	2	[3.82]	4.00	[4.50]	[3.67]	-	[3.67]	-
10	Demonstrating Organization Citizenship Behaviors	3	[3.64]	3.00	[4.50]	[3.50]	-	3.33	-
9	Showing and Working on Personal Growth and Development	4	3.27	4.00	3.50	3.00	-	[3.67]	-
6	Offering Value Adding Input	5	2.64	[5.00]	<u>1.50</u>	2.83	-	3.00	-
1	Getting Things Done	7	<u>2.55</u>	<u>1.00</u>	2.50	<u>2.50</u>	-	2.67	-
4	Communicating in a Timely and Accurate Manner	7	<u>2.55</u>	3.00	2.50	2.83	-	<u>2.00</u>	-
8	Demonstrating and Enhancing Technical and Functional Expertise	7	<u>2.55</u>	<u>1.00</u>	2.50	<u>2.67</u>	-	<u>2.33</u>	-
5	Tackling Difficulties	9	<u>2.18</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	-	2.67	-
3	Using Resources Effectively and Efficiently	10	<u>1.91</u>	<u>2.00</u>	<u>1.50</u>	<u>2.17</u>	-	<u>1.67</u>	-
AVERAGE:			3.00	3.00	3.00	3.00	-	3.00	-

KSAI 360 Rating Summary for Isaac Sample

Your Summary Report - Practices

Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
3	UH	Using Humor	1	[4.18]	3.00	[5.00]	[3.67]	-	[4.67]	-
13	WHV	Working Hard and Adding Value	2.5	[4.09]	[4.00]	[4.50]	[3.83]	-	[4.33]	-
17	PSN	Providing Support Where Needed	2.5	[4.09]	[5.00]	[5.00]	[3.67]	-	[4.33]	-
1	CES	Cultivating an Effective Self	4.5	[3.82]	3.00	3.50	[3.67]	-	[4.33]	-
18	C	Collaborating	4.5	[3.82]	[4.00]	[5.00]	3.33	-	[4.00]	-
2	DRR	Developing Resilience and Resourcefulness	6.5	[3.73]	[5.00]	[4.00]	[4.00]	-	3.00	-
22	EIB	Engaging Interpersonally and Being Responsive	6.5	[3.73]	[5.00]	[4.50]	3.00	-	[4.67]	-
25	BGM	Building and Applying A Personal and Enterprise Growth Mindset	8	[3.64]	3.00	3.00	[4.17]	-	3.00	-
15	BCF	Being Coachable and Managing Feedback	9.5	3.55	[4.00]	3.50	3.33	-	[4.00]	-
20	URC	Understanding and Relating to Customers	9.5	3.55	[5.00]	[4.50]	[3.50]	-	3.00	-
23	ULO	Understanding the Larger Organization	11.5	3.36	3.00	3.50	[3.83]	-	<u>2.33</u>	-
26	LAL	Leveraging High Aspirations for Life-Long Skill Building and Personal Growth	11.5	3.36	<u>2.00</u>	2.50	3.17	-	[4.33]	-
12	SIC	Supporting Innovation and Creativity	13	3.27	[4.00]	3.50	3.33	-	3.00	-
16	IPB	Informing Peers and Bosses	14	3.18	[5.00]	<u>2.00</u>	[3.50]	-	3.33	-

KSAI 360 Rating Summary for Isaac Sample

Your Summary Report - Practices

Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
6	BSC	Becoming Self-Confident	15	3.09	<u>2.00</u>	3.00	2.83	-	[3.67]	-
5	P	Persevering	16.5	2.91	<u>2.00</u>	2.50	2.83	-	3.33	-
19	MC	Managing Conflict	16.5	2.91	<u>1.00</u>	3.50	<u>2.50</u>	-	3.33	-
24	UAM	Building Uncertainty and Ambiguity Management Skills	18	2.64	[5.00]	<u>2.00</u>	<u>2.50</u>	-	3.33	-
27	BTF	Building and Applying Foundational Technical and Functional Skills	19	<u>2.55</u>	<u>2.00</u>	<u>2.00</u>	2.83	-	<u>2.33</u>	-
8	UGT	Understanding Goals, Tasks, and Plans	20.5	<u>2.36</u>	<u>2.00</u>	<u>2.00</u>	2.67	-	<u>2.00</u>	-
14	DCH	Delivering Consistent High-Quality Results	20.5	<u>2.36</u>	<u>2.00</u>	<u>2.00</u>	<u>2.17</u>	-	3.00	-
21	IO	Influencing Others	22	<u>2.27</u>	3.00	<u>2.00</u>	<u>2.50</u>	-	<u>2.00</u>	-
10	UTE	Using Time and Resources Efficiently	23	<u>2.09</u>	<u>1.00</u>	<u>2.00</u>	<u>2.50</u>	-	<u>1.33</u>	-
4	BOC	Being Organized, Conscientious, and Focused	24	<u>2.00</u>	<u>1.00</u>	2.50	<u>2.33</u>	-	<u>1.00</u>	-
7	TIM	Taking Initiative and Measured Risks	25.5	<u>1.91</u>	[4.00]	<u>1.50</u>	<u>2.33</u>	-	<u>1.33</u>	-
11	SPM	Solving Problems and Making Timely Decisions	25.5	<u>1.91</u>	<u>1.00</u>	<u>1.50</u>	<u>2.17</u>	-	<u>1.67</u>	-
9	SWP	Setting Work Priorities	27	<u>1.55</u>	<u>1.00</u>	<u>1.50</u>	<u>1.67</u>	-	<u>1.33</u>	-
AVERAGE:				3.03	3.04	3.04	3.03	-	3.04	-

This Report

This report provides comprehensive data on the overall ratings, and the ratings from each rater group for Roles and Practices from the KSAI Individual Contributor Performance Library. This report does not include the written comments from raters.

The following information outlines the elements of the report, and how to read the report. You are encouraged to thoroughly review this information before looking at your data.

The following is a sample of the data in this report:

2	3	4	5	1	6
CULTIVATING AS EFFECTIVE SELF					
No.	Alpha Code	Rank	Overall	Rater Spread	
1	CES	5	3.90	M	
When this Practice is done well these behaviors are present: 7 8 1. Pursues both formal and informal opportunities to become more self-aware 2. Seeks and addresses credible and relevant feedback 3. Works to align capabilities to present and future needs 4. Works on healthy diet, exercise, and sleep 5. Achieves an acceptable work/life balance					
Group	Scores				Rater Spread
	1	2	3	4	5
Overall (not self)	9	3.90	10	M	
Self		4.00		-	
Managers		3.00		M	
Peers		2.00		L	
Direct Reports		[4.50]		H	
Customers		3.50		H	
Others		[4.30]		M	

Green - [brackets] - High Score - Top 3rd
 Grey - Middle Score - Middle 3rd
 Pink - underline - Low Score - Bottom 3rd

Report Legend:

1 Role or Practice

2 Number: Each Role or Practice has a number either 1 – 10 for Roles or 1 – 27 for Practices. **The number order carries no interpretative meaning.** In some uses of KSAI 360, Roles will not be used. In other uses, less than 27 Practices will be used, so there will be missing numbers. The numbers are used for easy access to other resources, like DIY (Develop It Yourself). The report order, how you will see the items listed, will be by rank order, highest to lowest, so the Role and Practice numbering will never be in order.

3 Alpha Code: Each Role or Practice has an alpha code. The alpha code is usually the first letters of the title of the Role or Practice. The Alpha Codes are used to order the Roles and Practices for other purposes. **The Alpha Codes carry no interpretative meaning.**

4 Rank Order: The report is ordered by the rank order of your results based upon the Overall (all raters but you, see number 7) score listed from your highest to your lowest. You and your raters used a 5-point rating scale with 5 being high and 1 being low (See number 5). So, all of the responses to each item are a number result between 1 and 5, and are then averaged to assign a score (to two decimal places) for every Role or Practice used in the survey. Although the Role or Practice will be listed in the order of the Overall results, each group (see number 7) will have a rank number which may or may not match the rank number for the Role or practice that you are looking at. Although unlikely, for example, Overall (all raters but yourself) might have a Rank of 1, but your peers may have rated it your lowest, either 10 for Roles or 27 for Practices. More on that below.

5 Rating Scale: For this KSAI 360, you and your raters used a 5-point scale.

Consider (or remember) up to 10 people who are at about the same career point as the person you are rating in terms of level, experience, and education that you currently or have known in the past. Where would you rank yourself relative to those other people?

The scale was defined for each rater as:

5	Highest	You demonstrate these behaviors at a level which would be considered by others the standard or role model.
4	Higher	You demonstrate these behaviors at a level which would be considered better than most, just below top performers. Among comparable people (in experience, level and preparation), you do this in the top 3 of 10 but would not be the highest.
3	Among the Middle or Moderate	Your behavior is about in the middle, neither really good at it nor bad at it compared to others.
2	Lower	You show this behavior at a level which would be considered less (lower) than most others, other than bottom performers. Among comparable people (in experience, level and preparation), you do this in the lowest 3 of 10 but not the lowest.
1	Lowest	Your behavior is the lowest relative to all other skills.
	Don't know/can't rate clearly	

Note that for each Role or Practice, the number reported is an average of all raters in that category. For example, if one rater selected a 3 (among the Middle or Moderate) and two other raters selected a 5 (Highest), the result would be 4.3.

This scale is not typical for most surveys and questionnaires about people. It is a calibrated or comparison scale. Rather than just asking people to rate people on a 5-point scale from good to bad, this scale asks each rater to compare you to others at about the same place as you in your career. The objective is to produce more accurate and useful results for each person evaluated. Since self-awareness is highly correlated to life and career success, we want to get you the most accurate and realistic picture any rating event can produce. Equipped with an accurate and realistic picture, you then can respond by planning your next development steps on your way to your career goals and aspirations.

- 6 Rater Spread:** Within each rating group (see number 6), there may or may not be a “spread” of ratings. Unlikely, but for example, would be if all peer raters will assign the same numbers for each Role or Practice. All peer raters use the same number on the 5-point scale for every Role or Practice. In this case, you would have NO SPREAD. All peers agree on every one of their Role and Practice ratings. Also unlikely, another example would be the case that on every Role and Practice, one peer awards you a rating of 5, highest ever and another peer awards you a 1, lowest ever. In that case, you would have MAXIMUM SPREAD. Your peers do not view you the same. There are several reasons for that, which will be discussed below.

The spread is color coded. Green (L) means little or no spread, raters see you the same. Red (H) means significant spread. Raters do not view you the same. This would be a marker for further exploration on your part. Yellow (M) means moderate spread. Notable but not significant.

- 7 Descriptions:** Descriptions of each Role or Practice
- 8 Rater Groups:** Depending upon who was asked to complete your survey and how many actually completed it, you may have a number of different rater groups. There is a rule to protect raters from having their ratings shown directly to you. In the note that went out with the survey, it guaranteed that the ratings would only be shown directly if the rater was a manager. All other raters were guaranteed some amount of anonymity. You have 7 possible rater groupings:

Overall (not self) - This is all raters who completed the survey NOT INCLUDING YOU.
Self – This is your own ratings of yourself.
Managers – This is the rating from one or more managers. In matrixed organizations, you might have more than one manager. It could also be a present and a past manager, or it could be your direct manager and his or her manager.
Peers – These are the ratings from your peers and colleagues who are roughly equivalent to you in level and rank.
Direct Reports – These are the people who report to you directly either on a permanent team or as part of a project team or teams
Customers – These are the ratings from inside or outside customers
Other – These are any other raters that do not fit in the above categories AND two or less raters from Peers, Direct Reports and Customers.

Protection Rules Self and single Manager ratings will be shown as they are. If you have one manager, you will see his or her ratings directly. You will know exactly what ratings he or she gave you on each Role and/or Practice. In that sense, your manager has made him or herself a bit vulnerable by being totally transparent. You would be advised to respect that move.

/*

For Peers, Direct Reports, Customers and Others, the data will not be displayed unless there are 3 (three) or more in the group. They WILL be included in the Overall Results but will not be displayed with their group. Their ratings will also be moved to the Other group, but unless there are more than three (3) in the Other group, it will not be displayed.

*/

- 9 Data will not be displayed for Peers, Direct Reports, Customers, or Others if there are less than 3 raters in those rating group types (Peers, Direct Reports, Customers, or Others). Ratings from rater types with less than three people will be included in the Overall Results. In the event of 2 raters in any combination of rater types the results will be reported in the Others listing.
- 10 If you have one direct report, one peer and one customer, those results WILL be added to the Overall results and WILL be moved to the Other group and WILL show because there are three.

The Results Bar Graph: This box displays the rating results from every group on every Role and Practice. The bar represents either a whole number, from 1 to 5 if it is the manager bar or the self bar. It represents an arithmetic average if it is the peers, direct reports, customers, or others bar. Note that green means scores in the top one-third and pink means scores in the bottom one-third.

Arithmetic Score: The arithmetic average, shown with two decimal points is also displayed in box

Getting the most out of your report or how to best read your results:

- First, get an overall picture of your results by looking at the rank order of your Roles and/or Practices. What's at the top? What's at the bottom?
- Rank order is sometimes more important than the numerical rating number. People use a five-point scale differently. Even entire organizations use scales differently. Countries actually use 5 point scales differently. So, whether it's a 4.05 or a 3.05, if they are both your highest score, that is your highest estimated skill. Read rank order first. Both high and low raters make your "highest" the highest number they use and your "lowest" the lowest number they use. In almost all regards, rank is a truer indicator of skill rating.
- Since self-awareness is so important to overall life and work success, the first thing you might want to look at is how your ratings compare with the ratings of everyone else. Compare Overall rank order with the numbers you selected to describe yourself. Since you will only have whole numbers and because we all use a 5-point scale differently, look for your highest 1/3 ratings. It may be just your 5s. Or maybe your 5s and 4s. How many of your top third is the same as their top third? How many of your 5s and 4s are in the top 10 of the overall rankings. Your bottom third (your 1s and 2s) and their bottom third? This is a very rough indicator of how well you know yourself. Technically it is how the rank order of your ratings compares with the rank order of their ratings. What will never happen is your 5s will be their top 7, 4s, the next 7, your 3s, the next 7, your 2s the next seven and your 1s the lowest 7. What you want to check more closely is your 5s and 4s in the rater's bottom 10 or your 1s and 2s in their top 10.
- **Blind spots.** Are there any Roles or Practices that were in your top third (4s and 5s) and your raters bottom third? You think you are pretty good at it and your raters do not agree. This finding is called a *potential blind spot* and deserves a lot of thought and additional information. A blind spot is generally more dangerous for you than a weakness. Ask one or more confidants about that finding to get more detail. A career development goal is to have no blind spots. A detailed report is available.
- **Hidden Strengths.** This is the opposite of a blind spot. Are there Roles or Practices that you have in your bottom third that your raters had in their top third? You may have a hidden strength. You may be underestimating your effectiveness in this Role or Practice. You may be holding this back because you are not confident about it but the information says you should use it more. A detailed report is available.

- Consider how aligned your ratings are with your Manager or Managers. If you have one manager rating you, it's a whole number against whole number. Look for 1 to 5 results and 2 to 4 results. If there is much variance, these differences should or could be important to discuss with your manager. What are the blind spots and hidden strengths between you and your manager? Can you explain the differences or is this new information for you? Some managers are very transparent with you about what they think of you and others are not. This may be new data to you.
- Look across your rater groups. Do you see agreement or differences? Different rater groups sometimes see things differently. Direct reports are looking up and managers are looking down. Managers may have higher standards than Direct Reports. Managers and Peers have observed more people at your level than your Direct Reports. Customers may only observe a small sample of all of your behavior. You may actually act differently depending upon which group you are with. Where you see differences, try to think through why.

Today, there are more people working remotely. That means, that raters are using a smaller sample of you to do their ratings. They see less of the whole you. Some raters may only see you in one setting. They only see you in the weekly planning meeting and therefore have never seen you manage anyone. In an international role, countries may view the same observable behavior differently. Ranking variance might mean you act differently with different rater groups. Or different rater groups see different samples of you. Or raters in one group are too new to know, even though they completed the survey. Or you are not consistent in how you act resulting in each rater having a unique and therefore different view of you.

- **The Numbers. What do the scores really mean?**

As suggested above, scores may mean very little because people use scales differently. We don't really know! Every situation is different. Even tough raters who only use 3s, 2s and 1s will assign their 3s to your highest skills and 1s to your lowest.

The rank order will be accurate. **So, what if the scores are accurate?** Higher means better. How much better? With this comparative or comparison scale, a 4.75 or better probably means that the raters collectively think you are the highest at this Role or Practice they have ever seen.

- **The Numbers. What do the scores really mean? (continued)**

A 4.00 to 4.50 score or average probably means that your collective raters think you are in the top three of people like you on this Role and/or Practice. A 3.00 to 3.99 probably means your collective raters think you are in the middle of the pack, about as good at this Role or Practice as anyone else.

A 2 to 2.99 score or average probably means your collective raters believe you are in the bottom three (but not the lowest) of comparable people (people at your same level and career point). And anything lower than 2.00 probably or maybe means that compared to people roughly at your level, they think you are the lowest skilled at this Role or Practice.

Why might the real score matter? For most people, they are competing with others for promotions and career opportunities. If high scores mean better, the person with the highest overall score, MIGHT be the best candidate. The real score would also be useful to someone with aspirations for higher level career roles. The lower the overall score, the more serious the development effort should be.

- Compare all of these results with other feedback you have received over your recent career. Compare it to other 360s and other assessments you have been through. Try to form a whole picture of who you are.
- **What should I work on?** Low (in rank and/or score) doesn't always mean it's a weakness you should be working on. There are some in your lowest third that are nice to have but aren't really needed in your current or next role. There might actually be some in your middle group that might deserve development because they are critical. So, don't assume you need to work on everything in your lowest ratings. First think about what's important. It could even be that something in your highest third that is on the border to your middle third might be the best candidate to work on. If it's mission critical now or for the next position, and it's not in your top 5, you might want to strengthen what is already a strength for you.
- **Also check the Domains.** Look at the KSAI 360 Highlighted Results report. That report looks at your ranked highs and lows within the four Domains. It's always easier to work on Practices in Domains where you have some highs already.

KSAI 360 Roles and Practices Detail for Isaac Sample

Roles

WORKING SMOOTHLY WITH OTHERS							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
2	1	[4.91]					L
When this Role is done well, these behaviors are present:		Building and maintaining productive relationships with necessary co-workers; uses collaborative approaches.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[4.91]					L
Self		[5.00]					-
Managers		[5.00]					L
Peers		[4.83]					L
Customers		[5.00]					L

SUPPORTING AND EXECUTING CHANGE INITIATIVES							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
7	2	[3.82]					M
When this Role is done well, these behaviors are present:		Cooperating with and supporting change initiatives with a forward tilted attitude.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[3.82]					M
Self		4.00					-
Managers		[4.50]					L
Peers		[3.67]					M
Customers		[3.67]					L

KSAI 360 Roles and Practices Detail for Isaac Sample

Roles

DEMONSTRATING ORGANIZATION CITIZENSHIP BEHAVIORS							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
10	3	[3.64]					H
When this Role is done well, these behaviors are present:		Being a good citizen of the enterprise means supporting its goals and mission; fitting in and acting acceptably with enterprise values and unspoken 'rules of the road.' It is being above and beyond doing your job well. Engage and participate fully, stay informed, and work to make it an exciting place to work.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[3.64]					H
Self		3.00					-
Managers		[4.50]					L
Peers		[3.50]					H
Customers		3.33					H

SHOWING AND WORKING ON PERSONAL GROWTH AND DEVELOPMENT							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
9	4	3.27					H
When this Role is done well, these behaviors are present:		Asking for additional assignments, looking for opportunities to enrich experience and knowledge, demonstrating an interest in feedback for increasing future effectiveness.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.27					H
Self		4.00					-
Managers		3.50					L
Peers		3.00					H
Customers		[3.67]					H

KSAI 360 Roles and Practices Detail for Isaac Sample

Roles

OFFERING VALUE ADDING INPUT							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
6	5	2.64					H
When this Role is done well, these behaviors are present:		Having the confidence to pass along to anyone critical information and ideas that add value, regardless of the possible negative short-term consequences.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		2.64					H
Self		[5.00]					-
Managers		1.50					L
Peers		2.83					H
Customers		3.00					M

GETTING THINGS DONE							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
1	7	2.55					H
When this Role is done well, these behaviors are present:		Having a feel for getting to the bottom line; understanding the goals and tasks assigned; taking advice and counsel, producing results by fulfilling and sometimes exceeding expectations.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		2.55					H
Self		1.00					-
Managers		2.50					L
Peers		2.50					H
Customers		2.67					H

KSAI 360 Roles and Practices Detail for Isaac Sample

Roles

COMMUNICATING IN A TIMELY AND ACCURATE MANNER					
No.	Rank	Overall		Rater Spread	
4	7	2.55		H	
When this Role is done well, these behaviors are present:		Seeking, receiving, and sharing information with all stakeholders on a timely basis with no filters.			
Group	Scores			Rater Spread	
	1	2	3	4	5
Overall (not self)	2.55			H	
Self	3.00			-	
Managers	2.50			H	
Peers	2.83			H	
Customers	2.00			M	

DEMONSTRATING AND ENHANCING TECHNICAL AND FUNCTIONAL EXPERTISE						
No.	Rank	Overall			Rater Spread	
		1	2	3	4	5
8	7	2.55				H
When this Role is done well, these behaviors are present:		Mastering immediate work skills and seeking new experiences and educational opportunities to increase knowledge and competence for tomorrow.				
Group		Scores				Rater Spread
		1	2	3	4	5
Overall (not self)		2.55				H
Self		1.00				-
Managers		2.50				L
Peers		2.67				H
Customers		2.33				L

KSAI 360 Roles and Practices Detail for Isaac Sample

Roles

TACKLING DIFFICULTIES								
No.	Rank	Overall					Rater Spread	
		1	2	3	4	5		
5	9	2.18					H	
When this Role is done well, these behaviors are present:		Showing eagerness to solve complex problems, address potential issues, and take on new challenges.						
Group		Scores					Rater Spread	
		1	2	3	4	5		
Overall (not self)		2.18					H	
Self		2.00					-	
Managers		2.00					M	
Peers		2.00					M	
Customers		2.67					H	

USING RESOURCES EFFECTIVELY AND EFFICIENTLY								
No.	Rank	Overall					Rater Spread	
		1	2	3	4	5		
3	10	1.91					H	
When this Role is done well, these behaviors are present:		Getting things done on time and on budget using just the resources assigned for the tasks.						
Group		Scores					Rater Spread	
		1	2	3	4	5		
Overall (not self)		1.91					H	
Self		2.00					-	
Managers		1.50					L	
Peers		2.17					H	
Customers		1.67					L	

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

USING HUMOR									
No.	Alpha Code	Rank	Overall					Rater Spread	
3	UH	1	1	2	3	4	5	[4.18]	H
When this Practice is done well, these behaviors are present:			1.Uses humor productively 2.Is clear about what’s not funny 3.Matches humor to the setting and people 4.Appreciates the humor of others 5.Is open to humor directed at you						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			[4.18]					H	
Self			3.00					-	
Managers			[5.00]					L	
Peers			[3.67]					H	
Customers			[4.67]					L	

WORKING HARD AND ADDING VALUE									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
13	WHV	2.5		[4.09]					H
When this Practice is done well, these behaviors are present:			1.Consistently puts in a hard day's work 2.Takes part in more than work activities 3.Helps others out when needed or asked 4.Looks for opportunities to improve the team, work product or services 5.Looks for opportunities to contribute to and improve the entire enterprise 6.Displays an optimistic "can do" attitude, especially in high pressure moments						
Group			Scores	1	2	3	4	5	Rater Spread
Overall (not self)				[4.09]					H
Self				[4.00]					-
Managers				[4.50]					L
Peers				[3.83]					H
Customers				[4.33]					L

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

PROVIDING SUPPORT WHERE NEEDED									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
17	PSN	2.5		[4.09]					H
When this Practice is done well, these behaviors are present:			1.Is sensitive for the need or call for help and support from others 2.Provides what is reasonable and possible 3.Is free with any surplus resources 4.Asks for help and support from others conservatively; thank liberally 5.Builds up a strong support bank account						
Group			Scores	1	2	3	4	5	Rater Spread
Overall (not self)				[4.09]					H
Self				[5.00]					-
Managers				[5.00]					L
Peers				[3.67]					H
Customers				[4.33]					L

CULTIVATING AN EFFECTIVE SELF									
No.	Alpha Code	Rank	Overall					Rater Spread	
1	CES	4.5	1	2	3	4	5		H
When this Practice is done well, these behaviors are present:			1.Pursues both formal and informal opportunities to become more self-aware 2.Seeks and addresses credible and relevant feedback 3.Works to align capabilities to present and future needs 4.Works on healthy diet, exercise, and sleep 5.Achieves an acceptable work/life balance						
Group			Scores					Rater Spread	
Overall (not self)			1	2	3	4	5		H
Self			3.00						-
Managers			3.50						L
Peers			[3.67]						H
Customers			[4.33]						M

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

COLLABORATING									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
18	C	4.5	[3.82]					H	
When this Practice is done well, these behaviors are present:			1.Looks for opportunities to collaborate 2.Starts to build networks and relationships before they are needed 3.Understands the equitable exchange nature of successful collaboration 4.Monitors and checks in frequently to assure open channels 5.Builds future channels before they are needed						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			[3.82]					H	
Self			[4.00]					-	
Managers			[5.00]					L	
Peers			3.33					H	
Customers			[4.00]					H	

DEVELOPING RESILIENCE AND RESOURCEFULNESS									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
2	DRR	6.5	[3.73]					H	
When this Practice is done well, these behaviors are present:			1.Understands the world is full of surprises and obstacles 2.Anticipates and prepares for predictable challenges and adversity 3.Uses multiple adversity coping strategies 4.Maintains calm and focus under stress and pressure 5.Rebounds quickly after adversity 6.Builds a personal stress support network and engages in stress reducing activities						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			[3.73]					H	
Self			[5.00]					-	
Managers			[4.00]					M	
Peers			[4.00]					H	
Customers			3.00					H	

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

ENGAGING INTERPERSONALLY AND BEING RESPONSIVE								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
22	EIB	6.5	[3.73]					H
When this Practice is done well, these behaviors are present:			1.Understands the need for productive relationships; networks and exchanges with others to get things done 2.Engages quickly and effectively and transfers and exchanges information and resources 3.Is seen as trustful, authentic, and transparent 4.Can be flexible, adjustive, and responsive to diverse others 5.Builds the networks needed to get the job done 6.Is accessed a lot by others					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[3.73]					H
Self			[5.00]					-
Managers			[4.50]					L
Peers			3.00					M
Customers			[4.67]					L

BUILDING AND APPLYING A PERSONAL AND ENTERPRISE GROWTH MINDSET								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
25	BGM	8	[3.64]					H
When this Practice is done well, these behaviors are present:			1.Sets personal, and expects enterprise stretch goals; supports aiming high 2.Is positive, optimistic, and confident about personal, team and enterprise capabilities to tackle challenges and goals 3.Approaches barriers and obstacles as opportunities to learn and grow for self, team, and others 4.Believes that personal, team and enterprise development efforts are a good investment 5.Shows that hard work, learning through failure, and being open, curious, and playful enhances individual and collective success					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[3.64]					H
Self			3.00					-
Managers			3.00					M
Peers			[4.17]					M
Customers			3.00					H

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

BEING COACHABLE AND MANAGING FEEDBACK								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
15	BCF	9.5	3.55					H
When this Practice is done well, these behaviors are present:			1.Is experienced as, and acts in a coachable way 2.Asks for feedback when none or not enough is offered 3.Listens to understand and asks questions for clarification and details 4.Remains calm and appreciative, especially with critical and corrective feedback, and makes people feel good for making the effort 5.Separates the true from the untrue, trivial from the critical, relevant from the irritant, accurately and without bias 6.Selectively acts on the feedback and coaching and circles back and confirms the effort and success to the provider					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.55					H
Self			[4.00]					-
Managers			3.50					L
Peers			3.33					H
Customers			[4.00]					H

UNDERSTANDING AND RELATING TO CUSTOMERS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
20	URC	9.5	3.55					H
When this Practice is done well, these behaviors are present:			1.Knows who all of the customers are 2.Builds contacts and relationships to determine what customers are expecting 3.Keeps customers informed 4.Delivers on time, at or above standards 5.Solicits feedback on the quality of the delivery and adjusts 6.Tries to add value by delivering more than the customers was expecting					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.55					H
Self			[5.00]					-
Managers			[4.50]					L
Peers			[3.50]					H
Customers			3.00					L

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

UNDERSTANDING THE LARGER ORGANIZATION									
No.	Alpha Code	Rank	Overall					Rater Spread	
23	ULO	11.5	1	2	3	4	5	3.36	H
When this Practice is done well, these behaviors are present:			1.Understands how the work of the team fits in the strategy and tactics 2.Sees the bigger picture about how the entire enterprise operates 3.Understands how the team puzzle is built and how it works together to form the complete picture 4.Understands how teams are aligned and coordinated 5.Understands how the enterprise works 6.Understands how other enterprises work						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			3.36					H	
Self			3.00					-	
Managers			3.50					L	
Peers			[3.83]					M	
Customers			2.33					H	

LEVERAGING HIGH ASPIRATIONS FOR LIFE-LONG SKILL BUILDING AND PERSONAL GROWTH									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
26	LAL	11.5	3.36					H	
When this Practice is done well, these behaviors are present:			1.Aims to grow as high as possible with the greatest responsibilities 2.Demonstrates the mindset of career-long continuous learning, improvement and growth 3.Sets stretch developmental goals and looks for challenging tough assignments in anticipation of future roles and responsibilities 4.Seeks out career guides, orienteers and mentors along the way 5.Tracks work trends, aligns lessons of experience to predicted needs, and finds the skill gaps to target for growth 6.Takes advantage of all the opportunities to learn and grow to be a better performer now and in larger roles in the future						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			3.36					H	
Self			2.00					-	
Managers			2.50					L	
Peers			3.17					H	
Customers			[4.33]					L	

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

SUPPORTING INNOVATION AND CREATIVITY									
No.	Alpha Code	Rank	Overall					Rater Spread	
12	SIC	13	1	2	3	4	5	3.27	H
When this Practice is done well, these behaviors are present:			1.Learns and uses tools and tactics to boost personal creativity and learns about managing innovation 2.Shows an eagerness to identify what is new and different in the work and how the work can be done better 3.Scans for and is open to anything that would benefit from an adjustment or change 4.Supports creative or innovative initiatives from others, wherever they come from 5.Shows a willingness to test and pilot new ideas 6.Fosters and contributes to an innovative culture as a team member						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			3.27					H	
Self			[4.00]					-	
Managers			3.50					L	
Peers			3.33					H	
Customers			3.00					M	

INFORMING PEERS AND BOSSES									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
16	IPB	14	3.18					H	
When this Practice is done well, these behaviors are present:			1.Seeks information others may need to know and listens to understand 2.Understands and takes to heart the need to keep people informed 3.Is planful, organized, and adjustive when messaging 4.Is able to separate nice to know from must know 5.Takes as much time as is needed to get messages across effectively 6.Checks to see if the message was understood 7.Solicits feedback on communication effectiveness						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			3.18					H	
Self			[5.00]					-	
Managers			2.00					M	
Peers			[3.50]					H	
Customers			3.33					L	

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

BECOMING SELF-CONFIDENT									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
6	BSC	15				3.09			H
When this Practice is done well, these behaviors are present:			1. Identifies a portfolio of skills and experiences; the good, the bad, and the ugly without hesitation or fear 2. Shows an eagerness to take on new tasks and take risks 3. Looks for ways to grow and develop for the next role 4. Debriefs both successes and failures to find useful lessons for the future 5. Is not afraid to jump in and try something they have never done before 6. Has the confidence to deploy their skills against tough assignments						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			3.09						H
Self			2.00						-
Managers			3.00						H
Peers			2.83						H
Customers			[3.67]						L

PERSEVERING									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
5	P	16.5	2.91					H	
When this Practice is done well, these behaviors are present:			1.Sticks to tasks in spite of interruptions and distractions 2.Persists in reaching benchmarks regardless of headwinds 3.Seeks support and guidance when dealing with possible challenges to primary tasks which derail focus and energy 4.Shows single-minded resolve in completing tasks on time 5.Demonstrates confidence that tasks will be completed and deliverables will be provided in the midst of competing demands and pressure filled situations						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			2.91					H	
Self			2.00					-	
Managers			2.50					H	
Peers			2.83					H	
Customers			3.33					H	

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

MANAGING CONFLICT									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
19	MC	16.5	2.91					H	
When this Practice is done well, these behaviors are present:			1.Anticipates and expects all kinds of conflict, trivial to serious 2.Listens and questions to find the real sources of the conflict; sometimes there is really nothing there 3.Develop and use a variety of conflict management and resolution techniques 4.When possible, try to solve the conflict collaboratively, as a group 5.Be comfortable with productive conflict that gets the creative juices flowing 6.Works more on a permanent fix than a temporary one 7.Checks in with the source to confirm addressing the conflict						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			2.91					H	
Self			1.00					-	
Managers			3.50					H	
Peers			2.50					H	
Customers			3.33					H	

BUILDING UNCERTAINTY AND AMBIGUITY MANAGEMENT SKILLS									
No.	Alpha Code	Rank	Overall					Rater Spread	
24	UAM	18	1	2	3	4	5	2.64	H
When this Practice is done well, these behaviors are present:			1.Expects and anticipates VUCA events.Deals with uncertainty, and ambiguity as natural part of modern work dynamics 2.Maintains focus and performance under stress and pressure 3.Is flexible, adaptive, and adjustive in the face of change and obstacles 4.Is a resourceful and resilient problem-solver in response to change 5.Helps others be more comfortable with change and uncertainty						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			2.64					H	
Self			[5.00]					-	
Managers			2.00					M	
Peers			2.50					H	
Customers			3.33					L	

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

BUILDING AND APPLYING FOUNDATIONAL TECHNICAL AND FUNCTIONAL SKILLS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
27	BTF	19	2.55					H
When this Practice is done well, these behaviors are present:			1.Has a basic understanding of the content and process of the functional area 2.Can apply functional knowledge and skills to tasks and problems 3.Shows an interest in learning more advanced aspects of the functional skills 4.Understands and can apply the technical support aspects of the function 5.Finds appropriate mentoring to leverage deep experience and lessons learned to accelerate better job performance					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.55					H
Self			2.00					-
Managers			2.00					L
Peers			2.83					H
Customers			2.33					L

UNDERSTANDING GOALS, TASKS, AND PLANS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
8	UGT	20.5	2.36					H
When this Practice is done well, these behaviors are present:			1.Takes the initiative to be clear about what’s expected 2.Gathers all relevant information on available resources, benchmarks, key tasks to be completed on a given timeline, within a budget 3.Clarifies the detail of goals, tasks, and plans 4.Confirms how his or her expertise is needed to complete the plan 5.Establishes feedback loops to communicate progress of plan execution 6.Understands the link between the work, the plan, and overall goals of the enterprise 7.Communicates any deviation in progress or needed corrections on a regular basis					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.36					H
Self			2.00					-
Managers			2.00					M
Peers			2.67					H
Customers			2.00					M

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

DELIVERING CONSISTENT HIGH-QUALITY RESULTS									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
14	DCH	20.5			2.36				H
When this Practice is done well, these behaviors are present:			1.Shows commitment to high quality results through effective use of time, resources, and work effort 2.Actively aligns and confirms with others the key tasks essential to deliver and surpass customer expectations 3.Collaborates with others and works across departmental boundaries to ensure high-quality results 4.Monitors and measures progress toward getting high quality results 5.Pushes self and others to be thorough and action oriented in getting to high quality results						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			2.36						H
Self			2.00						-
Managers			2.00						M
Peers			2.17						H
Customers			3.00						H

INFLUENCING OTHERS									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
21	IO	22			2.27				H
When this Practice is done well, these behaviors are present:			1.Gets the facts and information needed to create the Value Proposition 2.Creates a clear and persuasive Value Proposition 3.Understands the right person or group or audience for the influence attempt 4.Does what is needed to get heard 5.Delivers a convincing Value Proposition including agilely handling tough Q&A						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)					2.27				H
Self						3.00			-
Managers					2.00				L
Peers						2.50			H
Customers					2.00				M

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

USING TIME AND RESOURCES EFFICIENTLY									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
10	UTE	23	<u>2.09</u>					H	
When this Practice is done well, these behaviors are present:			1.Organizes by thinking through the best sequence of steps necessary to make the most efficient use of time and resources 2.Prioritizes and aligns resources with tasks, benchmarks, timelines, and deliverables 3.Keeps distractions to a minimum 4.Seeks assistance when needed to optimize efficient use of resources 5.Monitors and evaluates resource use and makes adjustments when needed						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			<u>2.09</u>					H	
Self			<u>1.00</u>					-	
Managers			2.00					L	
Peers			<u>2.50</u>					H	
Customers			<u>1.33</u>					L	

BEING ORGANIZED, CONSCIENTIOUS, AND FOCUSED									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
4	BOC	24		2.00					H
When this Practice is done well, these behaviors are present:			1.Identifies, confirms, and acts on priorities 2.Diligently sticks to plans and associated tasks 3.Documents progress and conscientiously informs appropriate others 4.Maintains focus by avoiding distractions and monitoring progress 5.Demonstrates energy for what needs to be done and for overcoming challenges to make sure the right things happen in the right way						
Group			Scores	1	2	3	4	5	Rater Spread
Overall (not self)				2.00					H
Self				1.00					-
Managers				2.50					H
Peers				2.33					H
Customers				1.00					L

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

TAKING INITIATIVE AND MEASURED RISKS									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
7	TIM	25.5	1.91						H
When this Practice is done well, these behaviors are present:			1.Seeks assignments with uncertain outcomes 2.Volunteers to be the first to explore, take on challenge, and critique steps forward 3.Positions himself or herself to take the lead on initiatives 4.Shows a willingness to take on challenges to increase capabilities and make a larger contribution 5.Uses risk discomfort as a stretch and learning opportunity 6.Can calculate and communicate risk probabilities						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			1.91						H
Self			[4.00]						-
Managers			1.50						L
Peers			2.33						H
Customers			1.33						L

SOLVING PROBLEMS AND MAKING TIMELY DECISIONS									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
11	SPM	25.5	1.91					M	
When this Practice is done well, these behaviors are present:			1.Anticipates and allows for problems to emerge. 2.Defines, prioritizes, and analyzes problems for action 3.Collects essential and relevant information on presenting problems 4.Generates and selects best course of action in solving a problem 5.Assesses and implements appropriate decision strategy 6.Evaluates and reports on solutions 7.Debriefs solutions and decision strategies for reasons of accountability and learning for future action 8.Knows when to ask for assistance						
Group			Scores					Rater Spread	
			1	2	3	4	5		
Overall (not self)			1.91					M	
Self			1.00					-	
Managers			1.50					L	
Peers			2.17					M	
Customers			1.67					L	

KSAI 360 Roles and Practices Detail for Isaac Sample

Practices

SETTING WORK PRIORITIES									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
9	SWP	27	1.55						M
When this Practice is done well, these behaviors are present:			1.Gathers all relevant information on tasks and expectations (work product specifications, timelines and budgets) from all relevant sources 2.Assigns relative importance of tasks compared to deadlines and performance measures 3.Confirms that the sorting of tasks into As,Bs, or Cs (A=Mission Critical, B=Important, and C=Useful, not urgent) align with overall boss expectations 4.Establishes appropriate reporting processes to give progress feedback to key stakeholders 5.Understands the link between the tasks and the work and overall goals of the enterprise 6.Adjusts priorities as conditions change without losing steam						
Group			Scores	1	2	3	4	5	Rater Spread
Overall (not self)			1.55						M
Self			1.00						-
Managers			1.50						L
Peers			1.67						M
Customers			1.33						L

Hidden Strengths and Blind Spots Report

Listed in order of largest to smallest gap between your scores and rater group scores, the Hidden Strengths and Blind Spots Report provides an important look at how you see yourself as compared to others' perceptions.

For each rater group, Hidden Strengths are those Roles and Practices where you rated yourself in the bottom 3rd and the raters scores were in the top 3rd for each given rater group.

For each rater group, the Blind Spots are calculated looking at those Roles and Practices you rated in your top 3rd and raters had in your bottom 3rd rating for each given rater group.

Introduction

Everyone's skills and practices portfolio is made up of:

Some Strengths

Some Weaknesses (which are opportunities for development Only IF the low skills and practices are needed for the current or near future jobs and roles)

Possible Over-done behaviors – too much of a good thing, use it too often, use it too loudly, not along with complimentary skills and practices

Some Middles – not high or low

Possible Hidden Strengths – Other raters see it significantly higher than self

Possible Untested behaviors – have not been required to use and demonstrate this practice – for example, "Building Great Teams?" – but you have never built a team from scratch

Rationale for Analysis

For many years researchers have examined the best method for identifying Hidden Strengths and Blind Spots. We have tested multiple models and have determined that within a given set of ratings and given context, the most reliable and accurate identification of Hidden Strengths and Blind Spots is to look at what is in the top and bottom third of your ratings and rater group ratings.

The method used to generate this report accounts for the uniqueness in a specific enterprise or cultural setting, variations in calibrations among the different rater groups, and patterns that clearly indicate differences in perception.

To highlight magnitude of the Hidden Strengths and Blind Spots, the Roles and Practices with the highest gap between you and the rater groups are listed first for each rater group.

Hidden Strengths (Self-rating lower than others) Report

Hidden Strength means that all others combined and/or a specific rating groups experiences you as having this role or practice in their top third and you have it in the bottom third. Others report they think you are significantly good at this and you think you are not. You may be underestimating effectiveness in this area. Worse, you may be holding this back because you are not confident about it, but the information says you should use it more. Additionally, it may mean that you need to stop worrying about this role, skill or practice and move on to work on something else that is low for everyone.

Just because it is in the report still doesn't make it true. Consider it possible and collect more data from trusted sources.

Managers			
Practices	Self	Rater(s)	Point Gap
19. Managing Conflict	1.00	3.50	2.5

Customers			
Practices	Self	Rater(s)	Point Gap
26. Leveraging High Aspirations for Life-Long Skill Building and Personal Growth	2.00	4.33	2.33
6. Becoming Self-Confident	2.00	3.67	1.67

Blind Spots (Self-rating higher than others) Report

Possible **Blind Spots** (Unsupported high score) – Others experience you as significantly less skilled at this practice. Blind Spots are more career disturbers than known and admitted weaknesses. For example, skiing down the dangerous and posted black diamond run because you believe you are an expert skier when 7 ski instructors who have watched you ski disagree is a career (and health) threatening action.

Reading **Blind Spots** - Blind Spots are cases where your rating is in the top third of the results and the ratings of all others is in their lowest third. You think you are rather good at it and others do not agree. This finding is called a potential Blind Spot and deserves a lot of thought and additional information. A Blind Spot is generally more dangerous than a known weakness. When a task requires that Blind Spot practice, you will go into that situation with false self-confidence. You will probably not do well and may be confused about why it didn't work. Evidence says it didn't work because you do not do it well and even worse, do not know that is true.

Just because it is in the report still doesn't make it true. Consider it possible and collect more data from trusted sources.

There can be Blind Spots that are between all other raters combined and your rating and also rating-group-specific Blind Spots. Depending upon what practice or role is seen by a specific rating group (boss(es), peers, direct reports, customers or others), consider the likelihood that rating group has a foundation for calibrating and rating that item. Are they the best and most accurate group on that item?

Overall			
Practices	Self	Rater(s)	Point Gap
7. Taking Initiative and Measured Risks	4.00	1.91	2.0909

Managers			
Roles	Self	Rater(s)	Point Gap
6. Offering Value Adding Input	5.00	1.50	3.5

Managers			
Practices	Self	Rater(s)	Point Gap
24. Building Uncertainty and Ambiguity Management Skills	5.00	2.00	3
16. Informing Peers and Bosses	5.00	2.00	3
7. Taking Initiative and Measured Risks	4.00	1.50	2.5

KSAI 360 Hidden Strengths and Blind Spots Report for Isaac Sample

Peers			
Practices	Self	Rater(s)	Point Gap
24. Building Uncertainty and Ambiguity Management Skills	5.00	2.50	2.5
7. Taking Initiative and Measured Risks	4.00	2.33	1.67

Customers			
Practices	Self	Rater(s)	Point Gap
7. Taking Initiative and Measured Risks	4.00	1.33	2.67

Introduction to the Rater Comments Report

The KSA Suite of Multi-rater tools involves the gathering of perceptions by observers on the demonstration and importance of very specific behaviors. Raters from different levels of an organization are invited to offer general comments about behaviors to stop, start, continue, and to offer specific comments on selected Practices. These written comments create a “word picture” of how Roles and Practices are being experienced by those whom an Individual Contributor needs to influence, motivate, and inspire. Gaining a clear sense of this picture is vital to understanding what to continue doing, modify doing, stop doing, or develop for the future.

This report is focused on providing specific, directed comments from raters on dimensions of behaviors to start, stop, adjust, work around, and compensate for. Often those individuals who are observing behavior have excellent narrative suggestions that add depth to the kinds of things an Individual Contributor needs to address to increase effectiveness.

Reviewing Your Comments Report

As you read your written comments:

- Don't try to figure out who wrote the comment. Remember, that if someone had the courage or took the time to write a comment, others might think the same and would have also written the same comment but didn't this time. Consider each comment to be a sample of the group. Do NOT go back and talk to raters to find out who said what.
- Look for unusual comments as these may suggest nuances in behavior that may need some additional exploration. For example, if one individual out of twelve noted that “you should start asking more members of the team for their suggestions and stop relying on a few people,” then getting additional feedback about this behavior can be very useful.
- It is common to get opposing comments. Supporters will write a comment slanted one way and a detractor will write the opposite comment.
- It is typical for some raters to write lots of useful comments and other raters to write none. So, your comments might be coming from just a few of your raters.
- What you should look for are patterns. Are people commenting on the same issues? If yes, compare those issues to the rest of your reports to find the specific behaviors they are addressing.
- Assume everyone writing a comment is interested in helping you be better. From time to time, there will be a detractor who decides to dump a lot of attitude toward you. Try to find the positive within the negative. Why would one of your raters say these things?

The rest of the KSA reports are more structured and scientific and should be considered the official record on you and your behavior. Comments add flavor and tone. Don't get obsessed with one or two comments and forget what the rest of the reports said.

The following comments were rendered generally and not targeted on a specific role, practice or behavior.

General Comments: What would help you be effective?

All rater's comments are reported as written without correction or editing. Italicized comments are Self responses.

What you should **STOP** doing to be more effective:

- *(Self) I have a few practices and habits I need to stop. The primary one is not doing what's best for me. My learning style is unique and instead learning executing tasks my way I often times try to adjust to what I think is the company norm or done by the general group. Secondly, I need to stop NOT committing to a certain career. Not committing myself to a certain career track/skill set has stymied my professional progression. Essentially, I don't know what I want to do career-wise and it's starting to show. Lastly, I need to stop responding on impulse or after very little thought. I have a bad habit to just go and move very fast which often times makes me appear to be unintelligent, careless or under thought. If I stop responding or doing things so quickly, I'll pick up on details I often miss as well as communicate, deliver and produce responses, deliverables, comments and questions that accurately reflect my aptitude and capabilities.*
- Isaac can stop sidelining himself into the position of coordinator. He does tasks well that he is told to do. He doesn't often look forward to anticipate needs and act accordingly.
- I am unsure about this one.
- Doubting himself. Isaac has come a long way in the short time he has been with the project and he has a knack for approaching things from new/unique perspectives, which is a huge value to our office.
- Isaac needs to stop promising something will be done by "X" and then not meeting the deadline. If he cannot meet a deadline or understand what needs to be done, he needs to be honest about it.

KSAI 360 Written Comments for Isaac Sample

- Saying yes to tasks/timelines he is unable to achieve
- Stop lacking confidence.
- Isaac needs to stop doubting himself. He is most effective when he is confident.

What you should **KEEP** doing that's working well:

- *(Self) I need to keep developing and building my ability to forge relationships. My relationship building skills has made me a connector and a resource for obtaining new connections/resources for myself, family, friends, and colleagues. I also need to keep reading and learning. Part of the reason, I'm unfocused and uncommitted is because I have an insatiable curiosity to learn and find out 'why?'. Reading and learning about various topics and issues has helped me articulate my ideas better, especially via writing.*
- Isaac is a great at building relationships. He makes people feel like they matter.
- Building network and focus on 1-3 projects to do well. This is not his fault, as the Department is spread thin.
- Isaac is excellent at building relationships and trust, and communicating effectively. He comes across as passionate and dependable.
- Isaac is masterful at bringing people into the conversation and making sure that they feel heard and valued.
- Continue to carry the confidence to bring new ideas to the table, especially when it comes to education and engagement.
- Isaac does a great job building and maintaining relationships. He always has a smile and hello.
- Engaging others with a warm and open attitude.
- Keep providing his opinion and informing the team.

KSAI 360 Written Comments for Isaac Sample

- Caring about people.
- Isaac is great at interpersonal interactions. He is able to easily and meaningfully engage with diverse individuals.
- His spirit of calm and genuine care of the people he works with and for. Isaac is always inclusive and conscientious.

What you should **KEEP** doing but with some **ADJUSTMENTS**:

- *(Self) I should keep developing and leveraging my ability to forge and create relationships. As I keep doing this, I should also adjust my lack of focus or commitment to a certain skill or focus area. Committing myself to a specific field will help me become an expert in something that will allow my networks to say more about me and not just "he's just a nice guy."*
- He could explore his role as a technical expert adding value to the work being completed. Isaac states he has more to learn which we all do. But at some point, he can acknowledge that he knows more about something than many others do, which would make him an expert.
- Continue professional development in areas of focus/need/interests.
- When bringing new and fresh perspectives and ideas, try to make sure you are always tying those back to the goals and mission of the project and the organization. This will help you focus his ideas and will boost his ability to show how these ideas provide value.
- learn to effectively multi-task.
- Isaac has the desire to get things completed well and on time, but sometimes lacks the critical thinking about what exactly he is doing. Just wants to get it done. Needs more examination of the why and the details.

What you should **START** doing to be more effective:

KSAI 360 Written Comments for Isaac Sample

- *(Self) I need to start finding and exploring career interests that I can commit myself to. Right now, I don't have any intentional way of career exploration and find that I'm wandering without structure. If I can wander or explore with structure, I can track progress on what I find professionally stimulating and avoid careers that are a draining.*
- He need to develop a detail-oriented skill set particularly for tasks that are not particularly interesting. Isaac tends to delay working on these items and doesn't always give the time needed to ensure timely delivery of great quality work.
- More leadership, speaking and confidence-building training. He does a fabulous job and should continue to grow and advance his skills.
- If there are opportunities to take project management training courses it will benefit him throughout his career.
- Communicating earlier that he is not going to complete a task or meet a milestone he has committed to.
- I am unaware with Isaac's work strategy but one strategy that works for me during high work loads is documenting what I am going to work on in 0.5 or 1 hour increments and then following up on what I did throughout the day, making adjustments based on priorities.
- Listen for understanding and comprehension.
- Gaining confidence and taking initiative. Isaac is smart and talented but often too differential. Rather than waiting for direction to execute, it'd be good to see him start taking the initiative to identify what needs to happen and be able to do so with confidence.
- Planning ahead enough time to really comprehend what he is doing and not just getting it done.

What you should do **MORE** of:

KSAI 360 Written Comments for Isaac Sample

- *(Self) I need to find more opportunities and places to exercise my love for brainstorming and forming ideas. Building off precedent ideas or developing an original idea of some sort puts me in a state of flow--where I'm locked in all the way (not distracted) and simultaneously gaining energy. In the past, many of my ideas have been widely accepted and appreciated. My ideas for marketing campaigns, community events, movie ideas for a friend in film school, school projects and etc have often been accepted and chosen to be developed or implemented. The few opportunities I've had in my career to generate ideas has been personally fulfilling and beneficial to the agency or group.*
- He needs to speak up more to advocate for increasing difficulty of work. This would require greater ability to complete things in a timely fashion without being prompted. Then, he can pick up higher level work to advance his career.
- sharing his successes - Though, I know I am just as guilty of not tooting my own horn too.
- Lean into being a topic expert/thought leader. Post on LinkedIn, advertise success to former colleagues/mentors.
- Lead! Isaac's skills and personality set him up to be a great leader in the organization and I'd love to see him take on more leadership roles at the organization.
- Develop ways to track work tasks and project action items.
- Isaac needs to work on time management skills. He needs understand that there are times when it's OK to say no to more projects or note when he may not make a deadline.
- Remember and adhere to details.
- Ask for clarification on tasks and expectations early on if he's unsure.
- He needs to trust himself.

What do I overdo (use too often, rely on too much, do too loudly) that I need to do less of?

KSAI 360 Written Comments for Isaac Sample

- *(Self) I often rely on using kindness or being nice to get me in the door and keep me in the room. This means I avoid confrontation or not expressing myself in a genuine way. As I get older and want to advance I need to stop over relying on being the nice guy and start being the nice guy who has skills to advance the organization.*
- He comes across as restless. People make comments about him routinely being away from his desk. This is not a great perspective to communicate in work environments. There are ways to mask and contain this restlessness so it isn't as apparent to others.
- Not sure on this one...maybe helping coordinate the outreach activities and actually be part of the outreach activity. I may be off base on this one though
- n/a
- Promises. As noted previously, it's OK to say no at times. It is not expected that he can do everything.
- Self deprecation
- na
- While his laid back attitude is calming, sometimes the perception by others is he is lackadaisical or lacks a sense of urgency.

What do I need to do less of?

- *(Self) For certain moments and in certain spaces in my life, I could really benefit from less listening and question asking. Too much listening and asking questions often times makes me seem immature or doesn't reveal the extent of knowledge I have on a certain topic or issue. If I made more comments or shared more ideas I'd have more respect professionally and not be seen as a novice when I'm actually an intermediate or expert.*
- He steps away from tasks he isn't interested in doing. These tasks are largely reflective of the position he holds at the organization. The tendency of not wanting to complete them could hold him back from advancing into positions where these menial tasks are no longer the norm.

- N/A
- Reacting too soon. It is okay to slow down and take a second to make sure the response is appropriate and really what you want. It's also okay to say "I don't know but I'll find the answer and get back to you".
- na
- Less recording and more listening.

Specify a shortcoming, and describe what I could use as a substitute.

- *(Self) I struggle with short term memory recall, meaning i quickly (sometimes instantly) forget things after hearing or reading it. I can ameliorate the impacts of this shortcoming, by what was said in my phone right away. Having tasks or instructions documented will help me get things done.*
- He views himself as a lifelong learner. Though a great skill to have, there needs to be time for action. If we wait to act until there is nothing left to learn, nothing would get done. Rather than "learner" he could view himself as "curious" or "open minded."
- N/A
- When there is a lot on your plate, it can be easy for some things to fall by the wayside. At the end of the week, update your task list and make sure you have touched on everything there.
- Doesn't always provide a convincing "pitch" when asking for something from a partner or stakeholder.
- Needs to pay attention more to details.
- Working on time management and task prioritization are the biggest areas of improvement for Isaac, making sure he is delivering quality products on schedule.
- Sometimes waits until the last minute to get something done and then rushes and misses details.

What can I use to compensate for the shortcoming noted in question 8?

- *(Self) My ability to ask follow up questions or just tell people straight up, 'I have a horrible memory' will somewhat put the onus on them to help me out. If I fully disclose my struggle some may find a way to either communicate their requests to me via written or digital communication, so that I have their inquiry or request captured somewhere other than my head.*
- Isaac could start phrasing questions as statement to help him develop his professional voice. This would build his capacity to hold space and quit deferring to others. Speaking in statements doesn't have to negate the curiosity Isaac holds.
- N/A
- A system to organize work tasks and subtasks. Designate priority tasks, set deadlines, remain accountable.
- When asking something (a favor or concession) of a stakeholder or other organization offices, think about it from their perspective. What needs to be said or done to make them say yes?
- Listen and soak things in for comprehension.
- Clear expectation setting, time management tools/practices, prioritization tools/practices.
- Set deadline one day prior to when it is actually due. Then after completed, take the extra day to go over and make sure nothing missed. Details.

With whom can I collaborate or get assistance from to use this Practice?

- *(Self) I can collaborate with mentors or finding a colleague with a struggle that I can in exchange help them grapple with.*
- Isaac can sit with staff to talk about projects and programs and practice talking about the work with statements and not questions.

KSAI 360 Written Comments for Isaac Sample

- Isaac needs to surround himself with positive mentors that will help him learn, grow and advance his career
- Isaac's boss is awesome at understanding who he is talking to/working with, both internally and externally, and providing value propositions that are truly win-win and make it easy for said stakeholder/partner to say "yes".
- Mentor that he admires.
- His supervisor, peer learning
- Someone that he looks up to that is good at getting things done, but also getting them done well.

What subject matter or content will be useful to study and learn?

- *(Self) I'd find it useful to learn about human behavior. I'm often intrigued by news articles or books that talk about human behavior. I'd also really benefit from books or subjects that explain why and how people can obtain focus.*
- He should continue doing work around emotional intelligence (like this) to build self awareness. Practically, he could look for more public speaking opportunities to build experience as the person sharing information instead of always being the student. Exploring project management techniques could help with workflow issues such as time management, quality assurance, etc.
- Being more observant of non-verbal cues and ability to read an audience
- Any partnering or negotiation training may be helpful.
- na

The following comment listings are from raters who selected a specific role, practice or behavior (listening skills) to address:

Specific and targeted comments – What would help you be effective at: Being Organized, Conscientious, and Focused

All rater's comments are represented and are transferred as is as written without correction or editing. Italicized comments are Self responses.

What you should **STOP** doing to be more effective:

(Self) I need to stop tracking and writing my notes and to do list in multiple mediums and places. Right now, I have notes and pieces of my to do list in two or more places. This becomes very difficult when retrieving and recalling materials from past meetings or interactions.

What you should **KEEP** doing that's working well:

(Self) Even though I am not consistent, I do take time every few months to reorganize my computer desktop, work cubicle and home. These time intensive organizing moments do help for a brief moment.

What you should **KEEP** doing but with some **ADJUSTMENTS**:

(Self) Understanding and knowing why is vital for me when completing certain tasks. If I tweaked my to do list by adding the purpose or goal next to certain tasks I think it will help me prioritize the order in which I complete the tasks.

What you should **START** doing to be more effective:

(Self) I need to consistently organize my notes, files and documents. I also need to find ways to accurately take notes. My note taking skills are horrendous so I often take way too much notes or way too little, which causes issues. More importantly I need to learn more about the organization's priorities so as I am setting my schedule and organizing my day to day tasks I can put more time (or less time) in tasks that are not aligned to the business priorities.

What you should do **MORE** of:

(Self) I need to do more prototyping of other people's ideas or prototyping ideas I come up with for organizing myself. I also have to do more backwards planning by starting with the end goal in mind and jumping to an under thought fist task. If I start with the end goal in mind I'll devise a plan to get the project done in a timely manner.

What you should do **LESS** of:

(Self) I need to do less executing of impromptu requests. Despite the small amount of time it takes to execute many of the impromptu requests/tasks I receive, I often get enough of them to derail my progress. If I say no or let others know I don't have time at the moment to take care of their small task(s) i'd have a better track record of completing bigger tasks.

What you **OVERDO** or do **TOO MUCH** of:

(Self) I over think too much. Many of the tasks and projects I'm given don't require the level of analysis or tools I often approach them with. If I keep things simple, I'll increase my capacity to take on more projects and tasks. Overthinking and making things harder has a domino effect that leads to me having anxiety which leads me to procrastinate.

What should you be **DELEGATING** to others:

(Self) Delegating more time to understanding the goal of the task/ project especially, how it aligns with larger organization goals will help me get over this shortcoming. In the past, having a solid understanding of the goal has led to some of my best work. I also start to think more creatively which makes more conscientious to various aspects of the project and end user experience.

The following comment listings are from raters who selected a specific role, practice or behavior (listening skills) to address:

Specific and targeted comments – What would help you be effective at: Being Organized, Conscientious, and Focused

All rater's comments are represented and are transferred as is as written without correction or editing. Italicized comments are Self responses.

What you should **STOP** doing to be more effective:

N/A

What you should **KEEP** doing that's working well:

He is great at sharing business tips & tools that work for him to stay organized and focused. Continue maximizing those tools!

What you should **KEEP** doing but with some ADJUSTMENTS:

He is very conscientious, caring, respectful, easy to talk with and so approachable

What you should **START** doing to be more effective:

Due to the nature of his work, maybe consider having certain days & times dedicated to be in the office to provide support to his team mates. Just an idea as I may be off base on this one.

What you should do **MORE** of:

Share key messaging of the weekly accomplishments, which can demonstrate his strengths in organization, conscientious and focus

What you should do **LESS** of:

N/A

KSAI 360 Written Comments for Isaac Sample

What you **OVERDO** or do **TOO MUCH** of:

N/A

What should you be **DELEGATING** to others:

N/A Isaac, keep being the wholesome great YOU many of us admire!

The following comment listings are from raters who selected a specific role, practice or behavior (listening skills) to address:

Specific and targeted comments – What would help you be effective at: Being Organized, Conscientious, and Focused

*All rater's comments are represented and are transferred as is as written without correction or editing.
Italicized comments are Self responses.*

What you should **START** doing to be more effective:

Figure out how to grasp all work tasks, not let anything fall through the cracks. A work journal, task list, etc. could be helpful.

What should you be **DELEGATING** to others:

See if there is an organizational app or system that resonates. Maybe you already have one.

The following comment listings are from raters who selected a specific role, practice or behavior (listening skills) to address:

Specific and targeted comments – What would help you be effective at: Influencing Others

All rater's comments are represented and are transferred as is as written without correction or editing. Italicized comments are Self responses.

What you should **STOP** doing to be more effective:

Reacting too quickly without taking time to be as strategic as you would like about your approach.

What you should **KEEP** doing that's working well:

Keep being an incredibly open and optimistic person. Ask relevant questions, make them feel heard. People feel comfortable around you and that's half the battle.

What you should **START** doing to be more effective:

Start actively seeing things from the other side of the table. What would it take for you to come to your way of thinking or accept your proposal if you were sitting in their shoes? How can your idea or proposal provide value to them?

What you should do **MORE** of:

Background research - can be done prior to meeting with whoever it is you're meeting with, and/or can be done by asking the right questions directly to the person(s) to figure out exactly what they value. This sets the base for how you strategize and shape your proposition as one that adds value for both parties.

What should you be **DELEGATING** to others:

Similar to above, bring in people that are known pro's at influencing others and developing great value propositions (Brad).

You have reached the end of the comments provided in this report.