



KNOWLEDGE, SKILLS, AND
ATTRIBUTES OF LEADERS

The KSAL Combined Report

Generated for:
Joe Sample

Report generated on:
March 05, 2022

Report results based on a
sort of 5 categories.

Relative Sort

TALENTTELLIGENT™

The KSAL Combined Report

Report for Joe Sample

Report generated on:
March 05, 2022

Raters by Category	
Managers	1
Self	1
Peers	3
Direct Reports	4
Customers	0
Others	3
TOTAL	12

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

Introduction to the Combined Report

The KSAL Combined Report integrates all of the available reports from the KSAL 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 KSAL framework and model.

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 KSAL 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 raters' 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 12 highs (Green), 12 lows (Pink), and 11 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. This informs you as to the range of Practices measured in this administration of the survey.
- Self-ratings are indicated through highlighted Role (1 to 9) and Practice (1 to 35) numbers on the left with 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 Blue. 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.
- Pinks 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 9 Roles and 35 Practices.

Domains are defined as follows:

DOMAIN A: LEADING MYSELF



Task one. The prime directive. Socrates probably said it the simplest. "First, know thyself." The nine roles are all tough to do. A leader must be able to focus 100% attention on them without noise or distraction. There are three self tasks. The first is to know yourself to the fullest extent possible. Mostly by getting lots of feedback. The good, the bad, and the ugly. Second is to decide whether you need to build up anything you are missing. Third is to deploy your portfolio of (Knowledge, Skills and Attributes) KSAs against the nine roles. Sounds easy but is very hard to do.

DOMAIN B: LEADING PEOPLE



Getting great things done generally involves the leadership of hard assets and people. It could be as small as a team and as large as an entire enterprise. Leading and managing assets tends to be less of a struggle for leaders than leading and managing people. The science of people (including customers and stakeholders) is probably more complex than the science of money and resources. The challenge is that people come in different sizes and shapes and (Knowledge, Skills, and Attributes) KSA portfolios. A leader must be skilled at managing differences to achieve a common and significant outcome. So, the second directive is to know others, one at a time.

DOMAIN C: MANAGING YOUR THINKING



Information is a big competitive advantage. The leader with the most good information wins. But it's more complex than that. The competitive advantage includes accessing the right information, verifying accuracy, attaching differential importance, and processing it agilely. Instead of AI (Artificial Intelligence), this is RI, real intelligence. So, although information is a competitive advantage, processing it agilely is probably more rare. Clearheaded thinking is prime.

DOMAIN D: APPLYING KNOWLEDGE / EXPERIENCE



Applying lessons of education, time and experience sort the good from the great leader. Each leader has a unique set of experiences. Each has a collection of lessons. The trick is converting those lessons into actions that work. Some learn lessons and some don't. So the task is twofold. Have a diversity and variety of experiences that can lead to a diversity and variety of lessons. You can't learn from experiences you do not have. Then apply the lessons of the past to the problems of today and tomorrow. And if you do not have the lessons, find someone who has.

KSAL Role Highlights

[1]. Establishing a Competitive and Compelling Vision

Orchestrates (doesn't have to be the originator) a competitive and compelling mission with an aligned set of values, goals, and a winning strategic path. This vision ensures a forward-looking aspirational framework that guides current and future decisions and choices for an entire enterprise, unit, function, region, or division.

2. Managing an Effective and Agile Plan Execution

Establishes, manages, and monitors the operational tactical annual plan to effectively accomplish the mission, vision, values, and strategy.

3. Creating and Cultivating Culture

Formulates, communicates, and lives the culture and tone of the organization through highlighting mission and strategy aligned citizenship behaviors, standards, and norms.

4. [Optimizing Structure and Staffing]

Attracts and selects staff and structures units, roles, and responsibilities; deploys aligned staff whose capabilities enable the organization to achieve its goals. Approaches decisions on talent utilization with both a tactical and strategic orientation.

[5]. [Marshalling and Optimizing Resources]

Obtains and distributes all the hard and soft resources aligned to priorities, goals, and strategy; deploys the resources that best enable the organization to do their work today and to prepare for tomorrow.

6. [Monitoring and Appraising Results]

Monitors and measures progress against plan; provides real-time supportive and corrective feedback and assistance.

7. Representing and Responding to Stakeholders

Prepares and delivers presentations to and manages productive relationships with critical stakeholders; recognizes and responds to the diverse needs of key inside and outside stakeholders.

8. Intervening In and Managing Conflict

Monitors and referees the normal and inevitable individual, team, and business unit conflicts; offers assistance and direction that moves to productive resolution. Utilizes productive conflict as a source of creativity, enhanced trust, and effective interpersonal problem-solving.

[9]. Investing In and Assuring Future Leadership

Actively supports a vigorous talent management and succession process that provides a continuous flow of senior talent well into the future.

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 KSAL Multi-Rater Highlights

A. Leading Myself

- | | |
|---|----------------------------------|
| 1. <u>Self-Management</u> | 7. <u>Demonstrating Presence</u> |
| [2]. [Achievement Drive] | 8. [Growth Mindset] |
| [3]. Leading Change and Transitions | 9. [Showing Humility] |
| [4]. <u>Uncertainty and Ambiguity Comfort</u> | 10. <u>Using Humor</u> |
| 5. [Resilience and Resourcefulness] | [11]. [Self-Confidence] |
| 6. <u>Personal Brand Management</u> | 12. Transparency |

B. Leading People

- | | |
|--|--|
| 13. <u>Reading and Understanding Individuals</u> | [18]. <u>Engagement Management</u> |
| [14]. <u>Interpersonal Agility</u> | 19. <u>Task and Project Management</u> |
| [15]. <u>Conflict Management and Agility</u> | [20]. Motivating and Influencing |
| 16. <u>Political Savvy and Agility</u> | 21. [Managing Teams] |
| 17. Practicing Delegation | 22. Developing Others |

C. Managing My Thinking

- | | |
|-------------------------------|----------------------------|
| 23. Information Management | 27. Mindfulness Management |
| [24]. Problem Analysis | 28. Planning Skills |
| 25. [Critical Thinking] | 29. Systems Thinking |
| [26]. [Leveraging Innovation] | |

D. Applying Knowledge and Experience

- | | |
|---|---|
| [30]. Vision and Strategy Formulation | [33]. [Enterprise Insight] |
| [31]. [Business and Commerce Savvy] | 34. <u>Marketing Savvy</u> |
| [32]. [Technical and Functional Skills] | 35. <u>Global and Broad Perspective</u> |

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:

5 – High, Highest, or Best

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 first.

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 last.

1 – Low, Lowest, or Worst

Your behavior is the low, lowest, or worst relative to all other skills.

Don't know/Can't rate clearly

KSAL 360 Rating Summary for Joe 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	PBM	Personal Brand Management	1	[4.33]	4.00	<u>3.00</u>	4.40	[4.51]	4.07	4.23
11	SC	Self-Confidence	2	3.95	[4.00]	[4.05]	3.87	<u>3.50</u>	[4.00]	<u>3.75</u>

Report Meanings

- 1 The number of the Role (1 – 9) or Practice (1 - 35). Number order has no independent meaning.
- 2 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.
- 3 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.
- 4 Numerical rank order taking all of your raters and adding them together. You are not included. The rank is 1 (first, highest, greatest score) to 9 (last, lowest) for Roles, and 1 (first) to 35 (last) for Practices. Your report may contain fewer than 35 Practices.
- 5 This is all of your raters without your score combined into one complete group.
- 6 This is the rating of each Role or Practice you gave yourself on the five-point scale.
- 7 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.
- 8 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).
- 9 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).
- 10 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).
- 11 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 best estimated skill. So, read rank first and numerical value second. Both high and low raters make your best 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 Strengths. 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.

KSAL 360 Rating Summary for Joe Sample

Your Summary Report - Roles

Number	Role	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
5	Marshalling and Optimizing Resources	1	[4.27]	[5.00]	<u>3.00</u>	[4.00]	[5.00]	-	4.00
4	Optimizing Structure and Staffing	2.5	[4.00]	<u>3.00</u>	[5.00]	3.67	<u>3.50</u>	-	[4.67]
6	Monitoring and Appraising Results	2.5	[4.00]	<u>2.00</u>	<u>2.00</u>	[4.33]	[4.00]	-	[4.33]
1	Establishing a Competitive and Compelling Vision	4.5	3.91	[5.00]	<u>3.00</u>	[4.00]	[4.25]	-	3.67
3	Creating and Cultivating Culture	4.5	3.91	4.00	[5.00]	<u>3.33</u>	3.75	-	[4.33]
2	Managing an Effective and Agile Plan Execution	6.5	<u>3.55</u>	4.00	<u>3.00</u>	3.67	3.75	-	<u>3.33</u>
9	Investing In and Assuring Future Leadership	6.5	<u>3.55</u>	[5.00]	[5.00]	<u>3.00</u>	<u>3.50</u>	-	3.67
7	Representing and Responding to Stakeholders	8	<u>3.18</u>	<u>1.00</u>	4.00	<u>3.33</u>	<u>3.00</u>	-	<u>3.00</u>
8	Intervening In and Managing Conflict	9	<u>3.00</u>	<u>3.00</u>	4.00	<u>2.67</u>	<u>3.00</u>	-	<u>3.00</u>
AVERAGE:			3.71	3.56	3.78	3.56	3.75	-	3.78

KSAL 360 Rating Summary for Joe Sample

Your Summary Report - Practices

Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
8	GM	Growth Mindset	1	[4.27]	3.00	[5.00]	[4.00]	[4.00]	-	[4.67]
2	AD	Achievement Drive	2	[4.18]	[5.00]	[5.00]	[4.67]	3.25	-	[4.67]
33	EI	Enterprise Insight	3	[4.09]	[4.00]	[4.00]	3.33	[4.00]	-	[5.00]
26	LI	Leveraging Innovation	4	[4.00]	[5.00]	3.00	[4.33]	[4.25]	-	3.67
11	SC	Self-Confidence	5.5	[3.82]	[5.00]	[5.00]	[3.67]	3.25	-	[4.33]
32	TFS	Technical and Functional Skills	5.5	[3.82]	[4.00]	3.00	[4.67]	3.50	-	3.67
5	RR	Resilience and Resourcefulness	8	[3.64]	3.00	[4.00]	3.00	[4.00]	-	3.67
25	CT	Critical Thinking	8	[3.64]	3.00	3.00	[4.33]	3.50	-	3.33
31	BCS	Business and Commerce Savvy	8	[3.64]	[4.00]	[5.00]	[3.67]	[3.75]	-	<u>3.00</u>
9	SH	Showing Humility	10.5	[3.55]	<u>1.00</u>	<u>2.00</u>	3.00	[4.00]	-	[4.00]
21	MT	Managing Teams	10.5	[3.55]	3.00	3.00	[3.67]	3.50	-	3.67
12	TR	Transparency	14	3.45	<u>2.00</u>	3.00	3.33	[4.00]	-	<u>3.00</u>
20	MI	Motivating and Influencing	14	3.45	[4.00]	[5.00]	3.00	3.25	-	3.67
23	IM	Information Management	14	3.45	<u>1.00</u>	3.00	3.33	3.25	-	[4.00]
29	ST	Systems Thinking	14	3.45	3.00	3.00	3.33	3.50	-	3.67
30	VSF	Vision and Strategy Formulation	14	3.45	[4.00]	3.00	3.33	[4.00]	-	<u>3.00</u>
17	PD	Practicing Delegation	17.5	3.36	<u>1.00</u>	<u>2.00</u>	<u>2.67</u>	[3.75]	-	[4.00]
24	PA	Problem Analysis	17.5	3.36	[5.00]	[4.00]	3.00	[3.75]	-	<u>3.00</u>

KSAL 360 Rating Summary for Joe Sample

Your Summary Report - Practices

Number	Alpha Code	Practice	Rank	Overall	Self	Managers	Peers	Direct Reports	Customers	Others
3	LC	Leading Change and Transitions	19.5	3.27	[4.00]	[4.00]	<u>2.67</u>	3.25	-	3.67
28	PS	Planning Skills	19.5	3.27	<u>2.00</u>	<u>2.00</u>	<u>2.67</u>	3.50	-	[4.00]
22	DO	Developing Others	21.5	3.18	<u>2.00</u>	[4.00]	<u>2.67</u>	<u>3.00</u>	-	3.67
27	MM	Mindfulness Management	21.5	3.18	3.00	3.00	3.00	3.50	-	<u>3.00</u>
4	UAC	Uncertainty and Ambiguity Comfort	25	<u>3.09</u>	[4.00]	3.00	3.00	3.50	-	<u>2.67</u>
7	DP	Demonstrating Presence	25	<u>3.09</u>	<u>1.00</u>	[4.00]	<u>2.33</u>	3.25	-	3.33
13	RUI	Reading and Understanding Individuals	25	<u>3.09</u>	3.00	[4.00]	<u>2.67</u>	3.25	-	<u>3.00</u>
18	EM	Engagement Management	25	<u>3.09</u>	[5.00]	3.00	3.33	<u>3.00</u>	-	<u>3.00</u>
34	MS	Marketing Savvy	25	<u>3.09</u>	<u>2.00</u>	3.00	3.00	[3.75]	-	<u>2.33</u>
6	PBM	Personal Brand Management	29	<u>3.00</u>	<u>2.00</u>	<u>2.00</u>	3.00	[3.75]	-	<u>2.33</u>
10	UH	Using Humor	29	<u>3.00</u>	<u>1.00</u>	3.00	<u>2.67</u>	<u>3.00</u>	-	3.33
19	TPM	Task and Project Management	29	<u>3.00</u>	<u>2.00</u>	3.00	[3.67]	<u>2.50</u>	-	<u>3.00</u>
16	PSA	Political Savvy and Agility	31	<u>2.91</u>	<u>2.00</u>	3.00	<u>2.67</u>	<u>3.00</u>	-	<u>3.00</u>
1	SM	Self-Management	33	<u>2.73</u>	<u>1.00</u>	3.00	<u>2.33</u>	<u>3.00</u>	-	<u>2.67</u>
14	IA	Interpersonal Agility	33	<u>2.73</u>	[5.00]	3.00	<u>2.67</u>	<u>3.00</u>	-	<u>2.33</u>
15	CMA	Conflict Management and Agility	33	<u>2.73</u>	[5.00]	3.00	3.00	<u>2.50</u>	-	<u>2.67</u>
35	GBP	Global and Broad Perspective	35	<u>2.55</u>	<u>1.00</u>	<u>2.00</u>	<u>2.33</u>	<u>3.00</u>	-	<u>2.33</u>
AVERAGE:				3.35	3.00	3.34	3.20	3.44	-	3.38

This Report

This report provides comprehensive data on the overall ratings, and the ratings from each rater group for Roles and Practices from the KSAL Leadership 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:

1 SELF-MANAGEMENT										6
No.	Alpha Code	Rank	Overall					Rater Spread		
1	SM	5	1	2	3	4	5	3.90	M	
When this Practice is done well these behaviors are present:										
7 1. Achieves full self-awareness 2. Seeks and addresses relevant feedback 3. Works on aligning present and future development needs 4. Deploys his or her best self against goals and objectives 5. Works on a healthy diet, an exercise routine and a healthy sleep habit 6. Achieves a healthy work / life balance										
Group	8	Scores					Rater Spread			
Overall (not self)	9	1	2	3	4	5	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 – 9 for Roles or 1 – 35 for Practices. **The number order carries no meaning.** In some uses of KSAL360, Roles will not be used. In other uses, less than 35 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 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 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 9 for Roles or 35 for Practices. More on that below.

5 Rating Scale: For this KSAL360, 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. Where would you rank yourself relative to those other people?

The scale was defined for each rater as:

5	High, Highest, or Best	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 first.
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 last.
1	Low, Lowest, or Worst	Your behavior is the low, lowest, or worst 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 (High, Highest, or Best), 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, best ever and another peer awards you a 1, worst 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.

Data will not be displayed for Peers, Direct Reports, Customers, and 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.

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.

9 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.

10 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 best estimated skill. Read rank order first. Both high and low raters make your "best" 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 best 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 best 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 least 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 KSAL360 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.

KSAL 360 Roles and Practices Detail for Joe Sample

Roles

MARSHALLING AND OPTIMIZING RESOURCES							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
5	1	[4.27]					M
When this Role is done well, these behaviors are present:		Obtains and distributes all the hard and soft resources aligned to priorities, goals, and strategy; deploys the resources that best enable the organization to do their work today and to prepare for tomorrow.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[4.27]					M
Self		[5.00]					-
Managers		3.00					-
Peers		[4.00]					M
Direct Reports		[5.00]					L
Others		4.00					M

OPTIMIZING STRUCTURE AND STAFFING							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
4	2.5	[4.00]					H
When this Role is done well, these behaviors are present:		Attracts and selects staff and structures units, roles, and responsibilities; deploys aligned staff whose capabilities enable the organization to achieve its goals. Approaches decisions on talent utilization with both a tactical and strategic orientation.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[4.00]					H
Self		3.00					-
Managers		[5.00]					-
Peers		3.67					M
Direct Reports		3.50					H
Others		[4.67]					L

KSAL 360 Roles and Practices Detail for Joe Sample

Roles

MONITORING AND APPRAISING RESULTS							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
6	2.5	[4.00]					H
When this Role is done well, these behaviors are present:		Monitors and measures progress against plan; provides real-time supportive and corrective feedback and assistance.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		[4.00]					H
Self		2.00					-
Managers		2.00					-
Peers		[4.33]					L
Direct Reports		[4.00]					M
Others		[4.33]					L

ESTABLISHING A COMPETITIVE AND COMPELLING VISION							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
1	4.5	3.91					M
When this Role is done well, these behaviors are present:		Orchestrates (doesn't have to be the originator) a competitive and compelling mission with an aligned set of values, goals, and a winning strategic path. This vision ensures a forward-looking aspirational framework that guides current and future decisions and choices for an entire enterprise, unit, function, region, or division.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.91					M
Self		[5.00]					-
Managers		3.00					-
Peers		[4.00]					M
Direct Reports		[4.25]					M
Others		3.67					M

KSAL 360 Roles and Practices Detail for Joe Sample

Roles

CREATING AND CULTIVATING CULTURE							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
3	4.5	3.91					H
When this Role is done well, these behaviors are present:		Formulates, communicates, and lives the culture and tone of the organization through highlighting mission and strategy aligned citizenship behaviors, standards, and norms.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.91					H
Self		4.00					-
Managers		[5.00]					-
Peers		3.33					H
Direct Reports		3.75					M
Others		[4.33]					L

MANAGING AN EFFECTIVE AND AGILE PLAN EXECUTION							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
2	6.5	3.55					H
When this Role is done well, these behaviors are present:		Establishes, manages, and monitors the operational tactical annual plan to effectively accomplish the mission, vision, values, and strategy.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.55					H
Self		4.00					-
Managers		3.00					-
Peers		3.67					M
Direct Reports		3.75					M
Others		3.33					H

KSAL 360 Roles and Practices Detail for Joe Sample

Roles

INVESTING IN AND ASSURING FUTURE LEADERSHIP							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
9	6.5	3.55					M
When this Role is done well, these behaviors are present:		Actively supports a vigorous talent management and succession process that provides a continuous flow of senior talent well into the future.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.55					M
Self		[5.00]					-
Managers		[5.00]					-
Peers		3.00					L
Direct Reports		3.50					M
Others		3.67					M

REPRESENTING AND RESPONDING TO STAKEHOLDERS								
No.	Rank	Overall	1	2	3	4	5	Rater Spread
7	8	<						

KSAL 360 Roles and Practices Detail for Joe Sample

Roles

INTERVENING IN AND MANAGING CONFLICT							
No.	Rank	Overall					Rater Spread
		1	2	3	4	5	
8	9	3.00					H
When this Role is done well, these behaviors are present:		Monitors and referees the normal and inevitable individual, team, and business unit conflicts; offers assistance and direction that moves to productive resolution. Utilizes productive conflict as a source of creativity, enhanced trust, and effective interpersonal problem-solving.					
Group		Scores					Rater Spread
		1	2	3	4	5	
Overall (not self)		3.00					H
Self		3.00					-
Managers		4.00					-
Peers		2.67					L
Direct Reports		3.00					M
Others		3.00					H

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

GROWTH MINDSET								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
8	GM	1	[4.27]					M
When this Practice is done well, these behaviors are present:			1.Always open 2.Learns broadly 3.Energized by the new, different, and unique 4.Pushes self into never been done before situations 5.Energized to break through barriers 6.Debriefs the good, the bad, and the ugly for learnings					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.27]					M
Self			3.00					-
Managers			[5.00]					-
Peers			[4.00]					M
Direct Reports			[4.00]					M
Others			[4.67]					L

ACHIEVEMENT DRIVE								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
2	AD	2	[4.18]					M
When this Practice is done well, these behaviors are present:			1. Sets ambitious stretch goals 2. Shows initiative 3. Attacks tasks with energy and confidence 4. Motivates others with infectious enthusiasm 5. Deploys self against goals and objectives					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.18]					M
Self			[5.00]					-
Managers			[5.00]					-
Peers			[4.67]					L
Direct Reports			3.25					L
Others			[4.67]					L

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

ENTERPRISE INSIGHT								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
33	EI	3	[4.09]					M
When this Practice is done well, these behaviors are present:			1.Has an enterprise mindset 2.Understands how whole enterprises work 3.Reads the signs, symbols, rituals, and ceremonies of the leader's organization 4.Supports the enterprise 5.Assesses and builds enterprise potential					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.09]					M
Self			[4.00]					-
Managers			[4.00]					-
Peers			3.33					L
Direct Reports			[4.00]					M
Others			[5.00]					L

LEVERAGING INNOVATION								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
26	LI	4	[4.00]					M
When this Practice is done well, these behaviors are present:			1.Anticipates opportunities 2.Generates and collects ideas 3.Synthesizes and combines ideas 4.Translates ideas into products/services 5.Creates an innovative friendly culture 6.Supports all innovation					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[4.00]					M
Self			[5.00]					-
Managers			3.00					-
Peers			[4.33]					M
Direct Reports			[4.25]					M
Others			3.67					L

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

SELF-CONFIDENCE									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
11	SC	5.5							H
When this Practice is done well, these behaviors are present:			1.Is self-critical, accurate and realistic 2.Isn't afraid to try the never done before opportunities 3.Initiates and pushes himself or herself higher 4.Evaluates after more than before 5.Is self-forgiving						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)									H
Self									-
Managers									-
Peers									M
Direct Reports									H
Others									L

TECHNICAL AND FUNCTIONAL SKILLS									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
32	TFS	5.5	[3.82]						H
When this Practice is done well, these behaviors are present:			1.Knows the industry 2.Knows the technical platform 3.Knows the key functions 4.Develops new knowledge/skills as needed 5.Is a life-long learner						
Group			Scores	1	2	3	4	5	Rater Spread
Overall (not self)			[3.82]						H
Self			[4.00]						-
Managers			3.00						-
Peers			[4.67]						L
Direct Reports			3.50						H
Others			3.67						L

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

RESILIENCE AND RESOURCEFULNESS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
5	RR	8	[3.64]					M
When this Practice is done well, these behaviors are present:			1.Anticipates and prepares for adversity 2.Rebounds quickly in reaction to adversity 3.Uses multiple adversity coping strategies 4.Maintains calm and focus under pressure 5.Builds a personal stress support network					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[3.64]					M
Self			3.00					-
Managers			[4.00]					-
Peers			3.00					L
Direct Reports			[4.00]					M
Others			3.67					M

CRITICAL THINKING								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
25	CT	8	[3.64]					H
When this Practice is done well, these behaviors are present:			1.Collects essential and relevant information 2.Assesses value and connectedness 3.Synthesizes information 4.Applies multiple analytical tools 5.Generates conclusions and probable best solutions 6.Runs scenarios					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[3.64]					H
Self			3.00					-
Managers			3.00					-
Peers			[4.33]					L
Direct Reports			3.50					M
Others			3.33					H

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

BUSINESS AND COMMERCE SAVVY								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
31	BCS	8	[3.64]					H
When this Practice is done well, these behaviors are present:			1.Educates self broadly on business practices and trends 2.Reads widely in relevant business literature 3.Travels diversely 4.Networks with diverse colleagues 5.Understands impact of AI (artificial intelligence), digital marketing, and social media 6.Has financial acumen					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[3.64]					H
Self			[4.00]					-
Managers			[5.00]					-
Peers			[3.67]					M
Direct Reports			[3.75]					M
Others			3.00					H

SHOWING HUMILITY								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
9	SH	10.5	[3.55]					H
When this Practice is done well, these behaviors are present:			1. Is self-critical and realistic 2. Freely admits shortcomings 3. Uses self-deprecating humor 4. Exhibits pride sensitively 5. Shares credit widely					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[3.55]					H
Self			1.00					-
Managers			2.00					-
Peers			3.00				L	
Direct Reports			[4.00]					M
Others			[4.00]					M

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

MANAGING TEAMS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
21	MT	10.5	[3.55]					L
When this Practice is done well, these behaviors are present:			1.Assembles aligned talent 2.Communicates clearly 3.Creates team accountability 4.Uses best practice teaming processes 5.Establishes collaborative culture 6.Debriefs team successes and failures					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			[3.55]					L
Self			3.00					-
Managers			3.00					-
Peers			[3.67]					L
Direct Reports			3.50					L
Others			3.67					L

TRANSPARENCY								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
12	TR	14	3.45					M
When this Practice is done well, these behaviors are present:			1.Is as transparent as it is wise to be 2.Is clear about the message 3.Declines more than miscommunicates 4.Does what one promises to do 5.Is value-guided in actions and decisions					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.45					M
Self			2.00					-
Managers			3.00					-
Peers			3.33					L
Direct Reports			[4.00]					M
Others			3.00					L

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

MOTIVATING AND INFLUENCING								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
20	MI	14	3.45					H
When this Practice is done well, these behaviors are present:			1. Understands what moves people to change 2. Deals with people individually and teams one at a time 3. Uses adaptive and adjustive techniques matched to individual needs 4. Develops and uses multiple techniques and approaches 5. Seeks to inspire and motivates by appealing to values, ideals, and needs					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.45					H
Self			[4.00]					-
Managers			[5.00]					-
Peers			3.00					M
Direct Reports			3.25					H
Others			3.67					M

INFORMATION MANAGEMENT									
No.	Alpha Code	Rank	Overall					Rater Spread	
			1	2	3	4	5		
23	IM	14	3.45					H	
When this Practice is done well, these behaviors are present:			1.Searches for information 2.Organizes information 3.Prioritizes information 4.Processes information 5.Communicates information 6.Debriefs communication events for feedback and improvement						
Group		Scores					Rater Spread		
			1	2	3	4	5		
Overall (not self)			3.45					H	
Self			1.00						-
Managers			3.00					-	
Peers			3.33					H	
Direct Reports			3.25					H	
Others			[4.00]					M	

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

SYSTEMS THINKING								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
29	ST	14	3.45					H
When this Practice is done well, these behaviors are present:			1. Sees the bigger picture of how systems operate interdependently 2. Becomes a student of how complex systems work 3. Manages enterprise-wide alignment of organizational systems 4. Utilizes the right system levers for change and organizational stability					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.45					H
Self			3.00					-
Managers			3.00					-
Peers			3.33					H
Direct Reports			3.50					H
Others			3.67					H

VISION AND STRATEGY FORMULATION								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
30	VSF	14	3.45					H
When this Practice is done well, these behaviors are present:			1.Assesses the most likely futures 2.Develops and runs scenarios 3.Creates best strategic path 4.Articulates vision and strategy 5.Tracks and debriefs all outcomes					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.45					H
Self			[4.00]					-
Managers			3.00					-
Peers			3.33					L
Direct Reports			[4.00]					M
Others			3.00					M

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

PRACTICING DELEGATION								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
17	PD	17.5	3.36					H
When this Practice is done well, these behaviors are present:			1.Looks for opportunities to delegate 2.Delegates for increased productivity 3.Delegates for development 4.Delegates for evaluation 5.Delegates for cross-training 6.Delegates for engagement					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.36					H
Self			1.00					-
Managers			2.00					-
Peers			2.67					M
Direct Reports			[3.75]					H
Others			[4.00]					M

PROBLEM ANALYSIS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
24	PA	17.5	3.36					H
When this Practice is done well, these behaviors are present:			1.Anticipates problems 2.Defines problems 3.Prioritizes problems 4.Analyzes problems 5.Generates multiple solutions 6.Tracks and debriefs outcomes					
Group		Scores					Rater Spread	
			1	2	3	4	5	
Overall (not self)			3.36					H
Self			[5.00]					-
Managers			[4.00]					-
Peers			3.00					L
Direct Reports			[3.75]					M
Others			3.00					M

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

LEADING CHANGE AND TRANSITIONS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
3	LC	19.5	3.27					H
When this Practice is done well, these behaviors are present:			1. Anticipates the need for change and times for transitions 2. Develops detailed change plans, ahead of the need 3. Applies best practice change initiatives and techniques 4. Understands the stress and anxiety others feel during change and transitions 5. Helps prepare people and groups individually for major transitions					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.27					H
Self			[4.00]					-
Managers			[4.00]					-
Peers			2.67					L
Direct Reports			3.25					H
Others			3.67					M

PLANNING SKILLS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
28	PS	19.5	3.27					H
When this Practice is done well, these behaviors are present:			1.Identifies opportunities 2.Understands vision and strategy 3.Assesses resources 4.Deploys resources effectively 5.Aligns tasks, people, resources, outcomes					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.27					H
Self			2.00					-
Managers			2.00					-
Peers			2.67					L
Direct Reports			3.50					H
Others			[4.00]					M

KSAL 360 Roles and Practices Detail for Joe Sample

DEVELOPING OTHERS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
22	DO	21.5	3.18					H
When this Practice is done well, these behaviors are present:			1. Understands long term career building 2. Assesses potential for specified futures 3. Creates custom development plans 4. Secures resources for development 5. Tracks progress and adjusts plans 6. Mentors and coaches talent 7. Assesses flight risks and offers flight assistance					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.18					H
Self			2.00					-
Managers			[4.00]					-
Peers			2.67					L
Direct Reports			3.00					H
Others			3.67					M

MINDFULNESS MANAGEMENT								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
27	MM	21.5	3.18					H
When this Practice is done well, these behaviors are present:			1.Knows how his or her brain works 2.Learns and uses brain best practices 3.Improves his or her brain through mindful practices 4.Masters emotional regulation 5.Masters attentional management 6.Helps others become more brain efficient					
Group		Scores					Rater Spread	
			1	2	3	4	5	
Overall (not self)			3.18					H
Self			3.00					-
Managers			3.00					-
Peers			3.00					L
Direct Reports			3.50					M
Others			3.00					M

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

UNCERTAINTY AND AMBIGUITY COMFORT								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
4	UAC	25	3.09					H
When this Practice is done well, these behaviors are present:			1.Assesses degrees of uncertainty and ambiguity related to key challenges 2.Uses probability thinking and language to communicate ambiguity 3.Makes ambiguity and uncertainty easier for others 4.Works to decrease ambiguity and uncertainty for others 5.Helps others with the anxiety of ambiguity					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.09					H
Self			[4.00]					-
Managers			3.00					-
Peers			3.00					M
Direct Reports			3.50					L
Others			2.67					H

DEMONSTRATING PRESENCE								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
7	DP	25	3.09					H
When this Practice is done well, these behaviors are present:			1.Assesses personal presence quotient 2.Uses presence and gravitas productively 3.Works to build up presence profile 4.Tunes to the audience 5.Knows when to step aside					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.09					H
Self			1.00					-
Managers			[4.00]					-
Peers			2.33					M
Direct Reports			3.25					L
Others			3.33					H

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

READING AND UNDERSTANDING INDIVIDUALS								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
13	RUI	25	3.09					M
When this Practice is done well, these behaviors are present:			1.Observes people and groups closely 2.Listens and watches for meaning and signs 3.Has and uses a working people and group model 4.Makes predictions and tracks outcomes in performance and potential 5.Shares impressions generously and gracefully					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.09					M
Self			3.00					-
Managers			[4.00]					-
Peers			2.67					L
Direct Reports			3.25					L
Others			3.00					M

ENGAGEMENT MANAGEMENT								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
18	EM	25	3.09					M
When this Practice is done well, these behaviors are present:			1.Understands what motivates people to excel 2.Builds a culture of engagement everywhere 3.Tracks engagement and adjusts to feedback 4.Reacts to early warning signs of disengagement 5.Runs a collaborative team					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.09					M
Self			[5.00]					-
Managers			3.00					-
Peers			3.33					L
Direct Reports			3.00					M
Others			3.00					L

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

MARKETING SAVVY								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
34	MS	25	3.09					H
When this Practice is done well, these behaviors are present:			1. Is a student of marketing 2. Understands brand management 3. Learns how to sell, influence, and market 4. Debriefs all efforts for feedback and learning 5. Is able to create differential marketing messages					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.09					H
Self			2.00					-
Managers			3.00					-
Peers			3.00					L
Direct Reports			[3.75]					M
Others			2.33					M

PERSONAL BRAND MANAGEMENT								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
6	PBM	29	3.00					H
When this Practice is done well, these behaviors are present:			1.Assesses brand against requirements 2.Develops a more aligned brand 3.Manages and markets brand 4.Gets feedback on brand impact and effectiveness					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			3.00					H
Self			2.00					-
Managers			2.00					-
Peers			3.00					L
Direct Reports			[3.75]					M
Others			2.33					M

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

USING HUMOR								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
10	UH	29						

TASK AND PROJECT MANAGEMENT									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
19	TPM	29				3.00			H
When this Practice is done well, these behaviors are present:			1.Defines goals and outcomes 2.Aligns and deploys people, resources, tasks, and timelines 3.Uses on-going measurement and adjustment process 4.Provides on-time feedback and guidance						
Group			Scores						Rater Spread
			1	2	3	4	5		
Overall (not self)			3.00						H
Self			2.00						-
Managers			3.00						-
Peers			[3.67]						L
Direct Reports			2.50						M
Others			3.00						L

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

POLITICAL SAVVY AND AGILITY								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
16	PSA	31	2.91					H
When this Practice is done well, these behaviors are present:			1.Studies organizational politics 2.Anticipates the political maneuvering of others 3.Discovers the power pathways and circuits 4.Uses politically smart moves to react and achieve 5.Reacts productively to political moves					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.91					H
Self			2.00					-
Managers			3.00					-
Peers			2.67					L
Direct Reports			3.00					H
Others			3.00					L

SELF-MANAGEMENT								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
1	SM	33	2.73					H
When this Practice is done well, these behaviors are present:			1.Achieves full self-awareness 2.Seeks and addresses relevant feedback 3.Works on aligning present and future development needs 4.Deploys best self against goals and objectives 5.Works on a healthy diet, an exercise routine, and a healthy sleep habit 6.Achieves a healthy work/life balance					
Group			Scores					Rater Spread
			1	2	3	4	5	
Overall (not self)			2.73					H
Self			1.00					-
Managers			3.00					-
Peers			2.33					M
Direct Reports			3.00					M
Others			2.67					L

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

INTERPERSONAL AGILITY								
No.	Alpha Code	Rank	Overall					Rater Spread
			1	2	3	4	5	
14	IA	33	2.73					H
When this Practice is done well, these behaviors are present:			1.Develops and uses diverse people approaches 2.Meets people where their needs are 3.Is adaptive in the face of change 4.Recognizes and adjusts interaction style according to peoples' differences 5.Demonstrates empathy and compassion as needed 6.Respects differences and utilizes diversity					
Group		Scores					Rater Spread	
		1	2	3	4	5		
Overall (not self)		2.73					H	
Self		[5.00]					-	
Managers		3.00					-	
Peers		2.67					L	
Direct Reports		3.00					M	
Others		2.33					M	

CONFLICT MANAGEMENT AND AGILITY									
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread
15	CMA	33		2.73					H
When this Practice is done well, these behaviors are present:			1.Anticipates conflict 2.Develops and uses diverse conflict resolution techniques 3.Is adaptive in the face of conflict 4.Follows up to assure resolution 5.Works for a positive contribution from expected and reasonable conflict						
Group			Scores	1	2	3	4	5	Rater Spread
Overall (not self)				2.73					H
Self				[5.00]					-
Managers				3.00					-
Peers				3.00					L
Direct Reports				2.50					M
Others				2.67					H

KSAL 360 Roles and Practices Detail for Joe Sample

Practices

GLOBAL AND BROAD PERSPECTIVE										
No.	Alpha Code	Rank	Overall	1	2	3	4	5	Rater Spread	
35	GBP	35		2.55					M	
When this Practice is done well, these behaviors are present:			1.Has a global mindset 2.Understands issues globally 3.Travels and vacations internationally 4.Seeks diverse colleagues 5.Takes an off-shore assignment 6.Is multi-culturally savvy and sensitive							
Group			Scores	1	2	3	4	5	Rater Spread	
Overall (not self)				2.55					M	
Self				1.00						-
Managers				2.00					-	
Peers				2.33					L	
Direct Reports				3.00					L	
Others				2.33					M	

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.

Overall			
Roles	Self	Rater(s)	Point Gap
6. Monitoring and Appraising Results	2.00	4.00	2
4. Optimizing Structure and Staffing	3.00	4.00	1

Overall			
Practices	Self	Rater(s)	Point Gap
9. Showing Humility	1.00	3.55	2.5455
23. Information Management	1.00	3.45	2.4545
12. Transparency	2.00	3.45	1.4545

Managers			
Roles	Self	Rater(s)	Point Gap
4. Optimizing Structure and Staffing	3.00	5.00	2

Managers			
Practices	Self	Rater(s)	Point Gap
7. Demonstrating Presence	1.00	4.00	3
22. Developing Others	2.00	4.00	2

Peers			
Roles	Self	Rater(s)	Point Gap
6. Monitoring and Appraising Results	2.00	4.33	2.33

KSAL 360 Hidden Strengths and Blind Spots Report for Joe Sample

Peers			
Practices	Self	Rater(s)	Point Gap
23. Information Management	1.00	3.33	2.33
19. Task and Project Management	2.00	3.67	1.67
12. Transparency	2.00	3.33	1.33

Direct Reports			
Roles	Self	Rater(s)	Point Gap
6. Monitoring and Appraising Results	2.00	4.00	2

Direct Reports			
Practices	Self	Rater(s)	Point Gap
9. Showing Humility	1.00	4.00	3
17. Practicing Delegation	1.00	3.75	2.75
12. Transparency	2.00	4.00	2
6. Personal Brand Management	2.00	3.75	1.75
34. Marketing Savvy	2.00	3.75	1.75

Others			
Roles	Self	Rater(s)	Point Gap
6. Monitoring and Appraising Results	2.00	4.33	2.33
4. Optimizing Structure and Staffing	3.00	4.67	1.67

Others			
Practices	Self	Rater(s)	Point Gap
9. Showing Humility	1.00	4.00	3
17. Practicing Delegation	1.00	4.00	3
23. Information Management	1.00	4.00	3
28. Planning Skills	2.00	4.00	2
22. Developing Others	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			
Roles	Self	Rater(s)	Point Gap
9. Investing In and Assuring Future Leadership	5.00	3.55	1.4545

Overall			
Practices	Self	Rater(s)	Point Gap
15. Conflict Management and Agility	5.00	2.73	2.2727
14. Interpersonal Agility	5.00	2.73	2.2727
18. Engagement Management	5.00	3.09	1.9091
4. Uncertainty and Ambiguity Comfort	4.00	3.09	0.9091

Managers			
Roles	Self	Rater(s)	Point Gap
1. Establishing a Competitive and Compelling Vision	5.00	3.00	2
5. Marshalling and Optimizing Resources	5.00	3.00	2

KSAL 360 Hidden Strengths and Blind Spots Report for Joe Sample

Managers			
Practices	Self	Rater(s)	Point Gap
14. Interpersonal Agility	5.00	3.00	2
15. Conflict Management and Agility	5.00	3.00	2
18. Engagement Management	5.00	3.00	2
26. Leveraging Innovation	5.00	3.00	2
4. Uncertainty and Ambiguity Comfort	4.00	3.00	1
30. Vision and Strategy Formulation	4.00	3.00	1
32. Technical and Functional Skills	4.00	3.00	1

Peers			
Roles	Self	Rater(s)	Point Gap
9. Investing In and Assuring Future Leadership	5.00	3.00	2

Peers			
Practices	Self	Rater(s)	Point Gap
14. Interpersonal Agility	5.00	2.67	2.33
15. Conflict Management and Agility	5.00	3.00	2
24. Problem Analysis	5.00	3.00	2
3. Leading Change and Transitions	4.00	2.67	1.33
4. Uncertainty and Ambiguity Comfort	4.00	3.00	1
20. Motivating and Influencing	4.00	3.00	1

Direct Reports			
Roles	Self	Rater(s)	Point Gap
9. Investing In and Assuring Future Leadership	5.00	3.50	1.5

Direct Reports			
Practices	Self	Rater(s)	Point Gap
15. Conflict Management and Agility	5.00	2.50	2.5
14. Interpersonal Agility	5.00	3.00	2
18. Engagement Management	5.00	3.00	2
2. Achievement Drive	5.00	3.25	1.75
11. Self-Confidence	5.00	3.25	1.75
3. Leading Change and Transitions	4.00	3.25	0.75
20. Motivating and Influencing	4.00	3.25	0.75

KSAL 360 Hidden Strengths and Blind Spots Report for Joe Sample

Others			
Practices	Self	Rater(s)	Point Gap
14. Interpersonal Agility	5.00	2.33	2.67
15. Conflict Management and Agility	5.00	2.67	2.33
18. Engagement Management	5.00	3.00	2
24. Problem Analysis	5.00	3.00	2
4. Uncertainty and Ambiguity Comfort	4.00	2.67	1.33
30. Vision and Strategy Formulation	4.00	3.00	1
31. Business and Commerce Savvy	4.00	3.00	1

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 a leader or manager 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 a leader 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) Allow melancholy feelings influence my ability to think innovatively and lead into the future.*

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

- *(Self) Have a voice; whereas, what is said wants and needs to be heard.*

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

- *(Self) Continue to maintain a positive mindset and avoid negative thoughts that will remove focus*

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

- *(Self) Need to work to develop a personal brand. Not a brand that illustrates my ability, but one that creates personal connections. Creating a brand that demonstrates authenticity, aligning both my actions and values.*

What you should do **MORE** of:

- *(Self) Connect outside of the organization. Work toward a network of empowered people that I can continue to learn from and be influenced positively toward my full potential.*

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

- *(Self) Over explain...I tend to over indulge in metaphors to illustrate the vision rather than just getting taking the easy path.*

What do I need to do less of?

- *(Self) Sit at the computer inside my 4 walls. Community and business are not without the influence of people.*

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

- *(Self) Emotion intelligence. This is often substituted with logic and data.*

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

- *(Self) Pay attention to myself and others around me. Focus on the positive, using word that create positive outlooks. Watch my own stress levels and use techniques to mitigate escalation. Therapy or working with a coach helps to foster growth recognition and neuroplasticity to control emotions under pressure.*

What could I delegate to cover for the shortcoming noted in question 8?

- *(Self) This is a soft skill that needs to be worked on and can not be delegated. My ability to stay calm under pressure is not the concern as much as allowing my passion on a topic to be seen as being overly aggressive.*

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

- *(Self) I am currently studying neuroplasticity, cognitive behavior, and how to recognize and control emotions.*

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: Managing an Effective and Agile Plan Execution

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) Need to stop taking control over all situations even as they are not in my control.

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

(Self) Communicate vision using details and data to enhance the why behind the decision.

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

(Self) Increase cross department communication or expectation. Work to document dependencies clearly to ensure all are moving in the same direction.

What you should do **MORE** of:

(Self) Document and communicate expectations.

What you should do **LESS** of:

(Self) Take on more than I can handle at a time. With agility being key, need to ensure there is time to complete tasks.

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

(Self) Take on a lot of task work personally.

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

(Self) Admin work related to the tasks

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