

Prepared for
Pat Sample
2 March 2020

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

1 Boss
5 Peers
5 Direct Reports
4 Others

15 All Raters

The Center for Creative Leadership (CCL®) gratefully acknowledges the contribution of the following individuals whose work and dedication made Skillscope® possible:

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Introduction

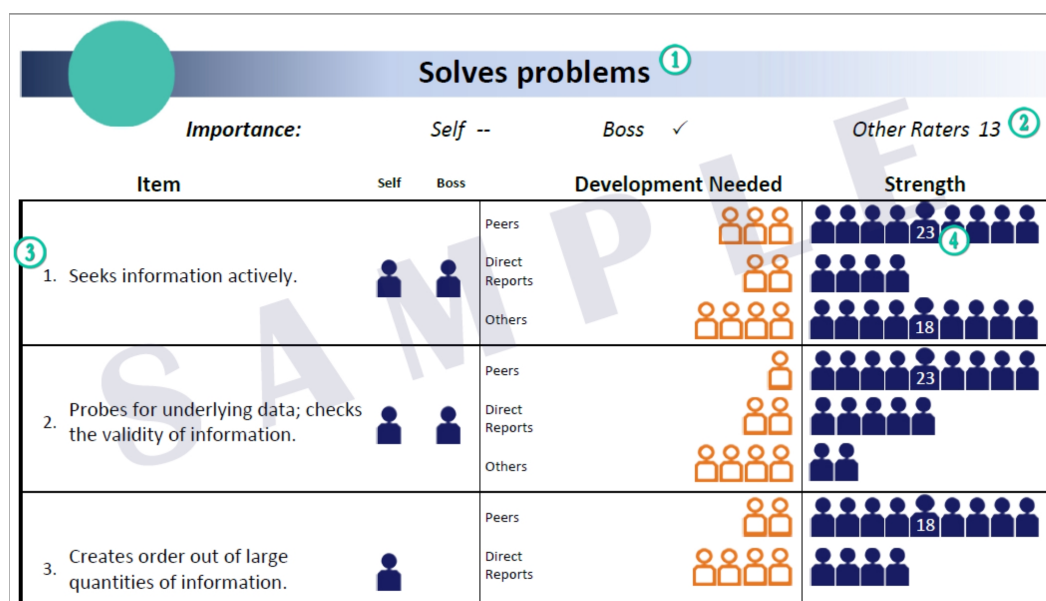
What is Skillscope®?

Skillscope® is a research-based, multi-rater assessment that is designed to provide you with straightforward, practical feedback on job related skills and behaviors necessary for effectiveness in your role.

How do I interpret my report?

Comprehensive Data

The following pages show each of the 15 Skillscope® competencies in more detail and include:



- ① Competency Name
- ② Importance for Success - You and your raters were asked to identify the five competencies that are most important to your current job. A ✓ next to *Self* or *Boss* indicates this competency was chosen as one of the five most important for success in your current job. A number next to *Other Raters* indicates how many raters selected this competency as one of the five most important competencies.
- ③ Item Feedback - Your Skillscope scores are presented as frequency counts, using the following symbols:

 = Development needed
 = Strength
- ④ If you have more than 9 raters in any column, the total number of responses is included in the middle icon (e.g., )



How Well Your Raters Know You

The most accurate feedback data usually comes from raters that know you well. The table below indicates how well your raters said they know you.

How well your raters said they know you	Number of Raters
Hardly at all	1
Fairly well	11
Quite well	2
Extremely well	1

Your feedback report indicates how your raters responded to the individual items (questions) in the survey. In order to receive an item-level score, the following number of raters must respond:

- Boss - at least 1
- Peers - at least 3, to ensure anonymity
- Direct Reports - at least 3, to ensure anonymity
- Others - at least 1
- All Raters - at least 4, to ensure anonymity

Solves problems

Importance:*Self* ✓*Boss* ✓*Other Raters* 14

Item	Self	Boss	Development Needed	Strength
1. Seeks information actively.			Peers Direct Reports Others	  
2. Probes for underlying data; checks the validity of information.			Peers Direct Reports Others	   
3. Creates order out of large quantities of information.			Peers Direct Reports Others	   
4. Is a keen observer of people, events, and things.			Peers Direct Reports Others	    
5. Defines problems effectively.			Peers Direct Reports Others	    
6. Identifies problems, opportunities, trends, and threats early.			Peers Direct Reports Others	    
7. Is logical, data-based, and rational.			Peers Direct Reports Others	   

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Communicates information

Importance:*Self* ✓*Boss* ✓*Other Raters* 12

Item	Self	Boss	Development Needed	Strength
8. Is adept at disseminating information to others.			Peers Direct Reports Others	  
9. Is crisp, clear, and articulate.			Peers Direct Reports Others	  
10. Is good at speaking in front of an audience.			Peers Direct Reports Others	  
11. Makes their point effectively to a resistant audience.			Peers Direct Reports Others	  
12. Has strong writing skills.			Peers Direct Reports Others	  

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Takes action

Importance:*Self* ✓*Boss* ✓*Other Raters* 10

Item	Self	Boss	Development Needed	Strength
13. Is action-oriented; presses for immediate results.			Peers Direct Reports Others	           
14. Is decisive; does not procrastinate on decisions.			Peers Direct Reports Others	     
15. Enjoys solving problems.			Peers Direct Reports Others	        
16. Implements decisions; follows through.			Peers Direct Reports Others	        
17. Considers possible consequences when making decisions.			Peers Direct Reports Others	   

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Takes risks, innovates

Importance:

Self --

Boss --

Other Raters 0

Item	Self	Boss	Development Needed			Strength
18. Has vision; often brings up ideas about possibilities for the future.			Peers	 		
			Direct Reports			
			Others			
19. Is entrepreneurial; takes advantage of new opportunities.			Peers			
			Direct Reports			
			Others			
20. Consistently generates new ideas.			Peers	  		
			Direct Reports			
			Others	 		
21. Creates significant organizational change.			Peers	  		
			Direct Reports			
			Others			
22. Introduces needed change even in the face of opposition.			Peers	  		
			Direct Reports		 	
			Others			

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Manages conflict

Importance:*Self* --*Boss* --*Other Raters* 4

Item	Self	Boss	Development Needed		Strength
23. Manages conflict effectively.			Peers		
			Direct Reports		
			Others		
24. Confronts others skillfully.			Peers		
			Direct Reports		
			Others		
25. Negotiates adeptly with others.			Peers		
			Direct Reports		
			Others		

Key

= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Manages teams

Importance:

Self ✓

Boss --

Other Raters 5

Item	Self	Boss	Development Needed	Strength
26. Conveys a sense of purpose.			Peers Direct Reports Others 	      
27. Is a team builder; brings people together successfully around tasks.			Peers Direct Reports Others 	   
28. Structures others' work appropriately.			Peers Direct Reports Others 	
29. Is resourceful; can effectively secure project resources.			Peers Direct Reports Others 	   
30. Successfully manages large, long-term projects.			Peers  Direct Reports Others 	   
31. Recognizes and rewards people for their work.			Peers  Direct Reports Others 	   
32. Manages decision-making processes effectively; knows who to involve on what issues.			Peers  Direct Reports Others	   

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Manages teams *(continued)*

Importance:

Self ✓

Boss --

Other Raters 5

Item	Self	Boss	Development Needed		Strength
33. Can easily handle situations where there is no clear answer or method for proceeding.			Peers Direct Reports Others	  	  
34. Can translate strategy into action over time.			Peers Direct Reports Others	  	  

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Develops relationships

Importance:*Self* --*Boss* --*Other Raters* 4

Item	Self	Boss	Development Needed	Strength
35. Builds warm, cooperative relationships.			Peers Direct Reports Others 	  
36. Is not abrasive or antagonistic.			Peers  Direct Reports Others 	  
37. Interacts with others in a fair, open manner; does not exploit.			Peers  Direct Reports  Others 	  
38. Has good relationships with direct reports or support staff.			Peers Direct Reports Others	
39. Has good relationships with senior staff.			Peers  Direct Reports Others 	  
40. Has good relationships with peers.			Peers  Direct Reports Others	  
41. Has good relationships with people outside of the organization.			Peers  Direct Reports Others	  

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Develops relationships *(continued)*

Importance:*Self* --*Boss* --*Other Raters* 4

Item	Self	Boss	Development Needed	Strength
42. Relates well to many different types of people.			Peers  Direct Reports Others	  
43. Is readily available to others.			Peers Direct Reports Others	  
44. Is competent at dealing with people's feelings.			Peers Direct Reports Others	  

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Influences others

Importance:*Self* --*Boss* --*Other Raters 1*

Item	Self	Boss	Development Needed		Strength
45. Inspires people, helps them see the importance of their work.			Peers		  
			Direct Reports		
			Others	 	
46. Effectively promotes ideas and visions.			Peers	 	  
			Direct Reports		 
			Others		
47. Maintains extensive business relationships inside and outside the organization.			Peers		   
			Direct Reports		   
			Others		   
48. Knows how to be tactful and discreet.			Peers		 
			Direct Reports		
			Others	 	
49. Motivates and inspires people to take action.			Peers	  	 
			Direct Reports		
			Others		
50. Is comfortable with the power of a managerial role.			Peers	 	 
			Direct Reports		
			Others	 	
51. Is skilled at influencing superiors.			Peers	 	
			Direct Reports		
			Others		

Key

= Development needed



= Strength

 = Total number of Raters (see explanation in the Introduction)

Influences others *(continued)*

Importance:

Self --

Boss --

Other Raters 1

Item	Self	Boss	Development Needed	Strength
52. Delegates effectively.			Peers Direct Reports   Others   	 
53. Works effectively with others over whom they have no direct authority.			Peers Direct Reports Others 	      

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Open to influence

Importance:

Self --

Boss --

Other Raters 0

Item	Self	Boss	Development Needed	Strength
54. Listens well.			Peers Direct Reports Others	                
55. Takes ideas different from own seriously.			Peers Direct Reports Others	        
56. Accepts criticism well.			Peers Direct Reports Others	             
57. Is participative; shares responsibility and influence with others.			Peers Direct Reports Others	      
58. Collaborates well with others.	 		Peers Direct Reports Others	           
59. Is flexible; varies their approach with the situation.			Peers Direct Reports Others	           
60. Acts as if there are multiple ways to approach a problem.			Peers Direct Reports Others	          

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Open to influence *(continued)*

Importance:

Self --

Boss --

Other Raters 0

Item	Self	Boss	Development Needed	Strength
61. Encourages others to share their thoughts and opinions in conversations and meetings.			Peers Direct Reports Others	  
62. Is comfortable with power and status.			Peers Direct Reports Others	  

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Develops people

Importance:

Self --

Boss --

Other Raters 0

Item	Self	Boss	Development Needed		Strength
63. Recognizes the talents of others.			Peers		
			Direct Reports		
			Others		
64. Attracts talented people.			Peers		
			Direct Reports		
			Others		
65. Considers personalities when dealing with people.			Peers		
			Direct Reports		
			Others		
66. Is tolerant of others' idiosyncrasies.			Peers		
			Direct Reports		
			Others		
67. Is a good coach, counselor, mentor.			Peers		
			Direct Reports		
			Others		
68. Inspires others to do their best.			Peers		
			Direct Reports		
			Others		
69. Gives others appropriately challenging assignments with the opportunity to grow.			Peers		
			Direct Reports		
			Others		

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Knows the job, business

Importance:

Self --

Boss ✓

Other Raters 4

Item	Self	Boss	Development Needed	Strength
70. Shows mastery of job content; excels at their function or professional specialty.			Peers Direct Reports Others	      
71. Is a good general manager.			Peers Direct Reports Others	 
72. Is effective in a job with a big scope.			Peers Direct Reports Others	     
73. In a new assignment, develops knowledge and expertise easily; is a quick study.			Peers Direct Reports Others	      
74. Is comfortable working with numerical and technical information (e.g., graphs, charts, statistics, budgets).			Peers Direct Reports Others	       
75. Understands cash flows and financial reports.			Peers Direct Reports Others	    

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Drives for results

Importance:*Self* ✓*Boss* --*Other Raters* 1

Item	Self	Boss	Development Needed	Strength
76. Shows initiative; continually reaches for more responsibility.			Peers Direct Reports Others	  
77. Demonstrates a high energy level.			Peers Direct Reports Others	  
78. Shows high motivation to advance their career.			Peers Direct Reports Others	  
79. Is goal-directed, persistent; is driven to achieve objectives.			Peers Direct Reports Others	  

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Manages time

Importance:*Self* --*Boss* --*Other Raters* 2

Item	Self	Boss	Development Needed	Strength
80. Distinguishes between important and unimportant tasks.			Peers Direct Reports Others 	     
81. Makes the most of the time available; is extremely productive. 			Peers  Direct Reports  Others	      
82. Deals with interruptions appropriately.			Peers  Direct Reports Others	    
83. Avoids overcommitting self.			Peers    Direct Reports  Others 	

Key

= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Copes with pressure; demonstrates integrity

Importance:

Self --

Boss ✓

Other Raters 12

Item	Self	Boss	Development Needed	Strength
84. Remains calm in high pressure situations.			Peers  Direct Reports Others	  
85. Shows resilience; deals well with setbacks.			Peers Direct Reports Others	  
86. Is willing to admit a lack of knowledge when necessary.			Peers Direct Reports Others	  
87. Is optimistic; displays behaviors that suggest that most problems can be solved.			Peers Direct Reports Others	  
88. Admits mistakes.			Peers  Direct Reports Others	  
89. Shows integrity; is trustworthy.			Peers Direct Reports Others	  
90. Puts the organization's objectives ahead of their own ambitions.			Peers  Direct Reports Others 	  

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Copes with pressure; demonstrates integrity (continued)

Importance: Self -- Boss ✓ Other Raters 12

Item	Self	Boss	Development Needed		Strength
91. Maintains equilibrium between their work and home life.			Peers		
			Direct Reports		
			Others		

Key

 = Development needed

 = Strength

 = Total number of Raters (see explanation in the Introduction)

Manages and develops self

Importance:*Self* --*Boss* --*Other Raters 1*

Item	Self	Boss	Development Needed	Strength
92. Compensates for own weaknesses.			Peers Direct Reports Others	  
93. Capitalizes on own strengths.			Peers Direct Reports Others	  
94. Responds well to new situations that require them to stretch and grow.			Peers Direct Reports Others	  
95. Learns from own experience.			Peers Direct Reports Others	  
96. Uses constructive outlets to address tension and frustrations.			Peers Direct Reports Others	  
97. Makes needed adjustments in own behavior.			Peers Direct Reports Others	   
98. Is aware of their feelings.			Peers Direct Reports Others	  

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)



Written Comments

Responses to the open-ended question are listed here exactly as they were typed by each respondent.

Describe specific actions Pat can take in order to be more effective as a leader in the future.

Self

- No comments were provided.

Boss

- No comments were provided.

All Other Raters

- No comments were provided.

Guide for Interpretation

- How do your comments compare to those of others? What patterns do you see?
- How are the written comments related to other feedback you received in this report?
- How are the comments consistent or inconsistent with feedback from other sources?

Top 10 Strengths and Top 10 Development Needs

These pages list the 10 items from the previous section most often identified as strengths or development needs by your raters.

Top 10 Strengths			
The ten items listed below are the items most often identified as <u>strengths</u> by your raters. They are listed in rank order. The "All Raters" column shows the number of raters who identified this item as a strength. The "Self" column shows how you rated yourself on that item.			
Item	Competency	① All Raters	Self
35. Builds warm, cooperative relationships.	Develops relationships	25 ②	③
39. Has good relationships with senior staff.	Develops relationships	25	
40. Has good relationships with peers.	Develops relationships	25	
43. Is readily available to others.	Develops relationships		

- ① All Raters includes: Boss, Peers, Direct Reports and Other responses.
- ② The number of raters who selected this item as a strength (or development need).
- ③ Your rating for the item.

Top 10 Strengths

The ten items listed below are the items most often identified as strengths by your raters. They are listed in rank order. The “All Raters” column shows the number of raters who identified this item as a strength. The “Self” column shows how you rated yourself on that item.

Item	Competency	All Raters	Self
1. Seeks information actively.	Solves problems	 13	
47. Maintains extensive business relationships inside and outside the organization.	Influences others	 13	
3. Creates order out of large quantities of information.	Solves problems	 12	
13. Is action-oriented; presses for immediate results.	Takes action	 12	
84. Remains calm in high pressure situations.	Copes with pressure; demonstrates integrity	 12	
87. Is optimistic; displays behaviors that suggest that most problems can be solved.	Copes with pressure; demonstrates integrity	 12	
26. Conveys a sense of purpose.	Manages teams	 11	
36. Is not abrasive or antagonistic.	Develops relationships	 11	
40. Has good relationships with peers.	Develops relationships	 11	
43. Is readily available to others.	Develops relationships	 11	

Additional item(s) had All Raters scores that were tied with the score of the last item listed.

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)

Top 10 Development Needs

The ten items listed below are the items most often identified as development needs by your raters. They are listed in rank order. The “All Raters” column shows the number of raters who identified this item as a development need. The “Self” column shows how you rated yourself on that item.

Item	Competency	All Raters	Self
20. Consistently generates new ideas.	Takes risks, innovates		
52. Delegates effectively.	Influences others		
83. Avoids overcommitting self.	Manages time		
24. Confronts others skillfully.	Manages conflict		
31. Recognizes and rewards people for their work.	Manages teams		
33. Can easily handle situations where there is no clear answer or method for proceeding.	Manages teams		
37. Interacts with others in a fair, open manner; does not exploit.	Develops relationships		
49. Motivates and inspires people to take action.	Influences others		
50. Is comfortable with the power of a managerial role.	Influences others		
62. Is comfortable with power and status.	Open to influence		

Key



= Development needed



= Strength



= Total number of Raters (see explanation in the Introduction)



Rater Summary

This section lists the raters you invited and the number of people from each category who completed surveys.

Raters Assigned	Surveys Submitted
Self	1
Pat Sample	
Boss	1
Charlotte Baan	
Peer	5
Liam Daniels	
Nora Farrell	
Noah Granger	
Emma Ingold	
Audrey Kingsley	
Direct Report	5
Cora Hagar	
Gavin Jackson	
Harper Landry	
Elijah MacGuire	
Levi Nelson	
Other	4
Avery Adams	
Mason Cahill	
Emily Eastwell	
Wyatt Gaines	