

STAR EQ Executive

Eleanor Example

5/10/19



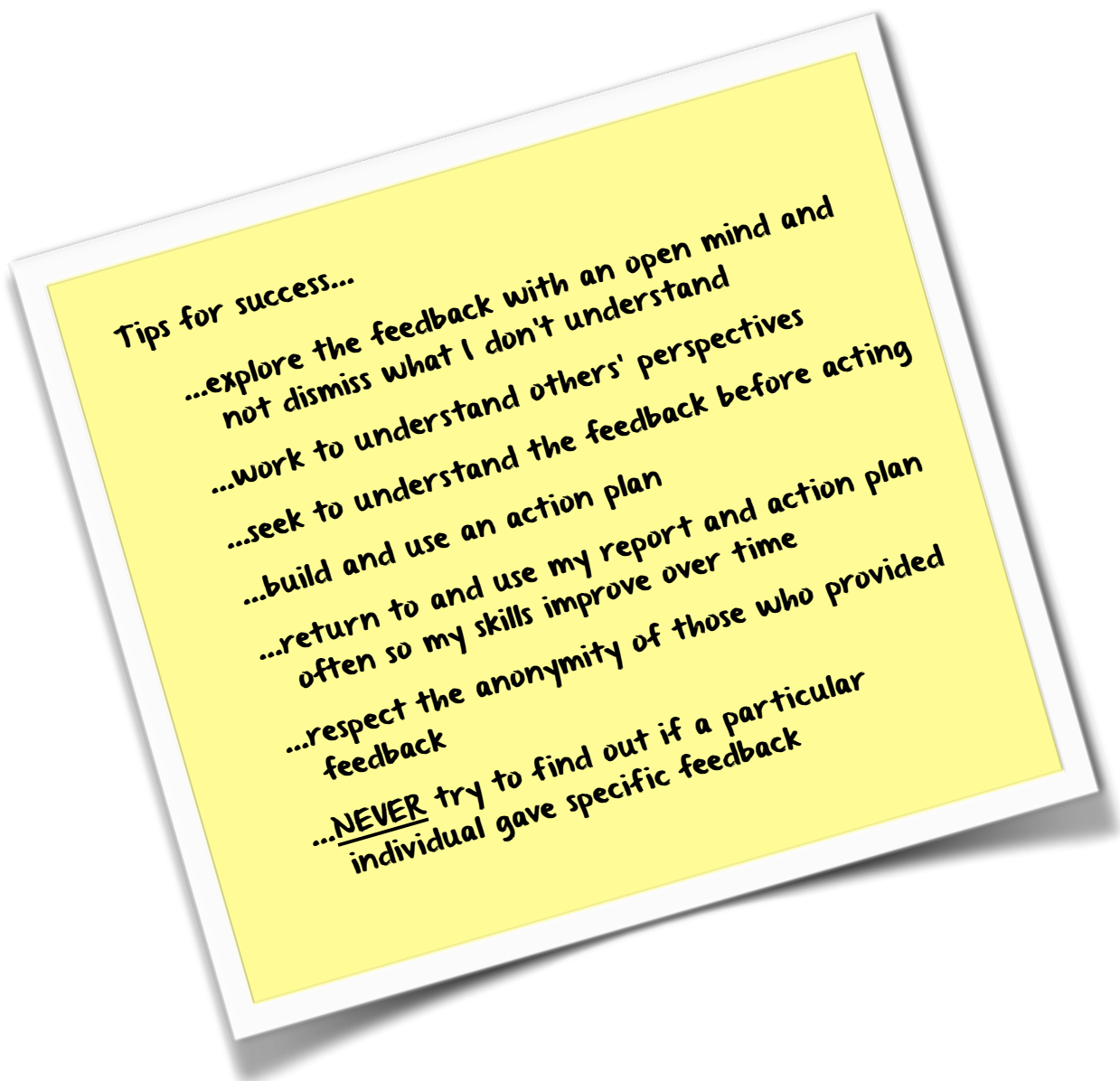
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This report contains feedback to help you improve your leadership skills. The fact that your raters have taken their time to share their opinions for your benefit is a sign of their commitment to your success and the success of your organization.

Individual feedback is averaged with feedback from others in the same rater category to identify trends AND to protect the anonymity of each person providing feedback. If that anonymity is compromised, it may damage your ability to use the feedback for improvement and inhibit the willingness of people to provide feedback in the future. Your self scores and your manager's scores are the only scores that are not anonymous.

This report will help you identify trends and teach you how to hold conversations to better understand the feedback without compromising the anonymity of those who provided feedback. If you follow the process outlined, this report will be a powerful leadership development tool for you.

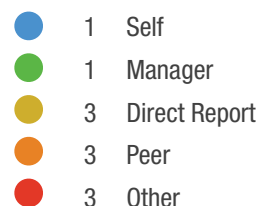
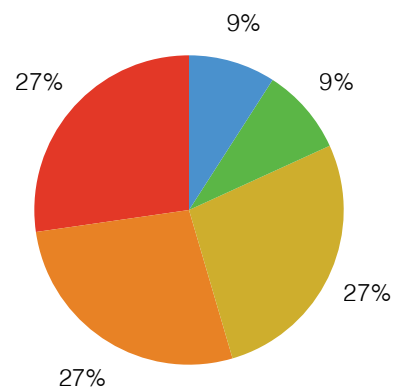
Before turning to the next page and exploring your results, please commit to the following:



What's In This Report

	<u>Page</u>
SECTION I. IDENTIFY	
What You Are Being Asked To Do	2
How To Understand The Results	3
What To Improve WORKSHEET	4
SECTION II. CLARIFY	
Specific Next Steps (who to talk to and why)	5
What To Say	6
Who To Talk To WORKSHEET	7
Notes WORKSHEET	8
Readiness Check WORKSHEET	9
SECTION III. Improve	
Improvement Plan WORKSHEET	10
SECTION IV. IMPROVE & REPEAT	
Duplicate Worksheet	11
SECTION V. FEEDBACK DETAILS	
Section Description	12
Competency Comparisons	13
Overall Score Comparisons	14
Overall / Self Gap Comparison	16
Skill Text and Scores	18
COMMENTS	

Survey Respondents



10 Overall

DEFINITIONS

SKILL: the item raters were asked to evaluate

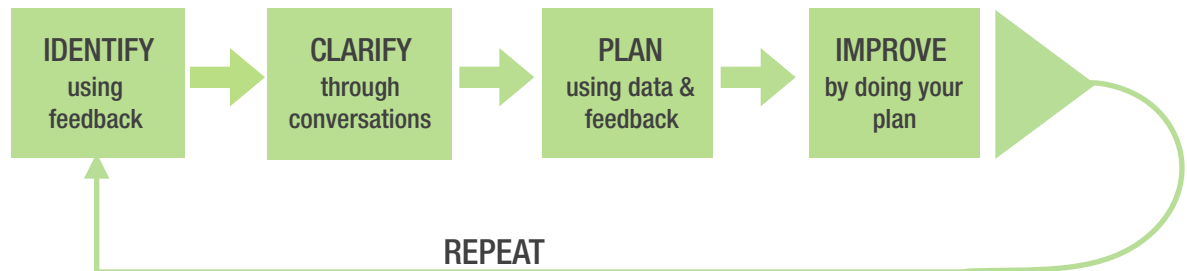
SCORE: the average of all answers given by a rater group

OVERALL SCORE: the average of all answers given by all raters except self

GAP: the difference between a rater group score and the self score

What You Are Being Asked To Do

Success drives success. You are being asked to improve, one skill at a time:



Identify

Your report will help you use the survey feedback to identify *one* skill to improve. (Working on many skills at once may cause you to lose focus or become discouraged.)

Clarify

The people you work with are your best source for clarifying exactly what you need to do to improve. Your report guides you through how to hold conversations to get that information.

Plan

The Improvement Plan worksheet helps you create a simple, actionable improvement plan.

Improve

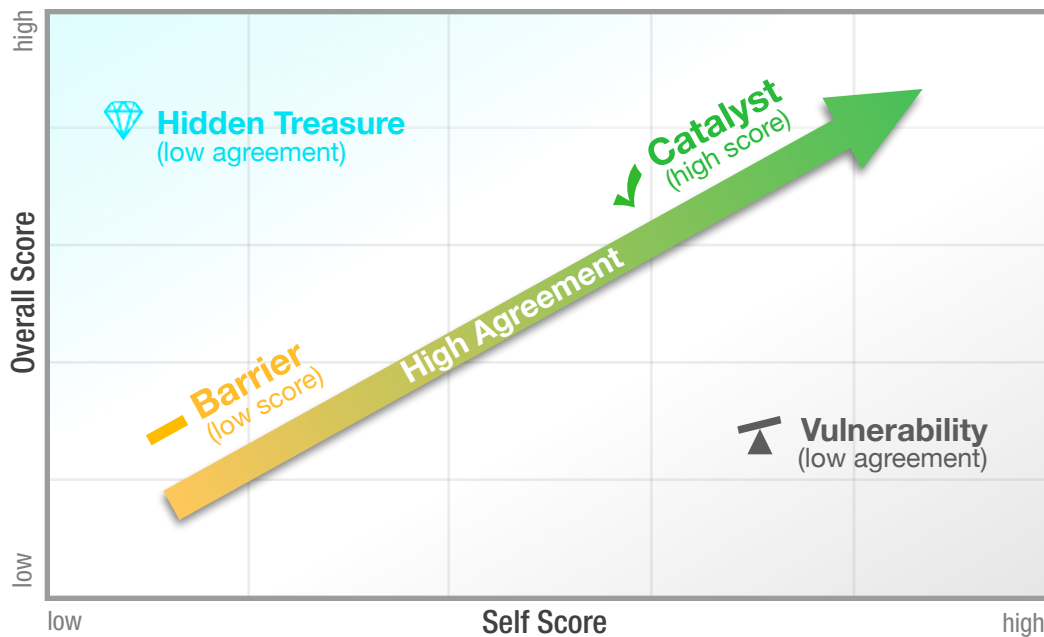
Turning a new behavior into a habit requires that you do what you plan to do.

Repeat

Through your focused efforts, once your new behavior has become a habit, return to the report, select the next skill to improve, and repeat the process.

I. IDENTIFY - How To Understand The Results

Based on the scores and agreement between scores, each skill falls somewhere on the chart below. Agreement is a measure of self-awareness. Focus your improvement efforts on items with the most significant results in each category below. The 5 most significant results for each category are listed on the next page.





High Agreement - between you and other raters about your skill indicates high self-awareness. The agreement enables you to focus on how to develop the skill. It is indicated by the **OVERALL SCORE**.


Areas of high agreement provide the opportunity for you to work on identifying specific actions to improve or build upon a skill.


Low Agreement - between you and other raters about your skill indicates potential low self-awareness, suggesting that you focus on understanding the difference in perception before working on developing the skill. It is indicated by the **GAP**.

Areas of low agreement necessitate that the you get more information before identifying actions to take.

 **Career Catalyst** - behaviors where there is agreement that your skill level is strong. These behaviors can accelerate your success.


 **Hidden Treasure** - skills with untapped potential. Others rated you much higher than you did, indicating you may have strengths you may not understand/be aware of.

 **Career Barrier** - behaviors where there is agreement that your skill level is low. These behaviors can block your success.

 **Vulnerability** - weak skills that may indicate a blind spot. Others rated you significantly lower than you did. You may be unaware that the skill may be blocking your success.

I. IDENTIFY - What To Improve WORKSHEET


Below are the top 5 items in each category, based on your actual survey results. Review the results in each category and answer the questions at the bottom of the page.



Career Catalyst

Overall Score:


13. Responsible	4.3
10. Results-oriented	4.2
27. Proactive	4.0
8. Problem Solver	4.0
11. Reliable / Dependable	3.9



Hidden Treasure

Gap:


8. Problem Solver	1.0
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Career Barrier

Overall Score:

17. Open	3.0
6. Manages Conflict	3.0
3. Listening	3.1
30. Recognition	3.1
36. Relationship Management	3.2



Vulnerability

Gap:

6. Manages Conflict	-2.0
3. Listening	-1.9
30. Recognition	-1.9
5. Self Control	-1.8
28. Decision-making	-1.8

(Catalysts = 5 highest Overall scores. Barriers = 5 lowest Overall scores.)

(Gaps must be greater than .5 to appear in list.)

Using the above list of top 5 Career Catalysts, select a Career Catalyst that you can leverage to help you to improve other skills:



Select the survey item that represents the first skill you would like to improve:

Skill #: _____

Skill Text:

What type of skill have you selected:    

You can make your selection from the top 5 above or study the feedback detail in Section V.

II. CLARIFY - Specific Next Steps (who to talk to and why)

Your manager, peers and direct reports can be the best sources to help you understand exactly how to improve. Initiating conversations and asking questions is the best way to get information. This section of the report will give you the essential talking points.

Your goal is to listen and understand others' perspectives. After you understand, you can choose whether or not to include their suggestions in your personal improvement plan. Here are recommendations of who to talk to and why:

High Agreement: Identify Next Steps



**Talk To
People You
Interact With
Frequently**

Your manager, peers and direct reports have the best insights on why the skill is a strength AND where you can use the skill more effectively.

Goal:

Identify how to build upon your strength and **maximize** this skill



**Talk To
People Who Know
of Resources For
Improvement**

Your manager, leaders, trainers, or others who do the skill well can help you find books, classes, strategies and other resources you need to overcome the barrier.

Goal:

Identify how your skill is a barrier to your career and how to **remove** it

Low Agreement: Get More Information



**Talk To People You
Trust and Will
Coach You**

People you work with who are genuinely interested in your success can give you honest feedback and coaching and help you understand and maximize the skill.

Goal:

Understand your ability in this skill and how to **utilize** it more often



**Talk To
People You Trust &
Who Influence
Your Career**

Career decision makers and people who influence their decisions can describe the impact of your skill on your career and how to overcome the vulnerability.

Goal:



Understand why this is a vulnerability and how to **overcome** it

These conversations will help you understand others' perspectives, so you are better equipped to develop an action plan.

- Listen respectfully - there are no right or wrong answers.
- There is no need to defend or argue - you are only trying to understand perspectives.
- Thank people for sharing - they have taken time to help you in your career.

II. CLARIFY - What To Say

Knowing what to ask and how to ask it can be difficult. Here's specific wording to help you get started.

What To Ask			
	Introduction	Ask For An Example	Follow Up
	I am trying to understand my 360 results, would you mind...	Would you mind describing...	Ask a follow up question based on the example.
High Agreement: Identify Next Steps	 ...sharing your perspective of what I do well in the area of (goal) and how I can best maximize that skill?	...where or when I could have used the skill from my goal but did not?	What other opportunities are there for me to utilize this skill?
	 ...helping me learn how to improve in the area of (goal)?	...what you think I need to do to improve in that area?	What would you recommend to someone trying to improve this skill?
Low Agreement: Get More Information	 ...sharing your perspective of what I do well in the area of (goal) and how others respond to that skill?	...specifically what I do well in that area?	What can I do to enhance and maximize this skill?
	 ...helping me understand the impact (goal) has on my success?	...how my performance in (goal) has impacted my success?	What do you think I need to do to better address this skill area?

Now you know what to ask, enjoy the conversations. Your understanding of how others perceive your skills will help you develop an action plan that will help you succeed.

The worksheet on the next two pages will help you plan and initiate conversations.

II. CLARIFY - Who To Talk To WORKSHEET

Select people you want to talk to about the skill you are going to improve. The best source for information varies according to skill category. Use the following guide to help you select the appropriate people.

Select People...



You Interact With
Frequently



Who Can Identify
Resources



You Trust & Will
Coach You



You Trust & Influence
Your Career

Identify three or more people you will talk with, then make appointments.

Person

Appointment

1 _____ Date: _____ Time: _____

2 _____ Date: _____ Time: _____

3 _____ Date: _____ Time: _____

4 _____ Date: _____ Time: _____

5 _____ Date: _____ Time: _____

II. CLARIFY - Notes WORKSHEET

Now you've clarified who to talk to, what you want to learn and what questions to ask, initiate the conversations and answer the following questions.

How does my behavior/skill impact others?

How can I adjust my behavior/skill to use the skill more effectively?

What resources are available to help me improve this skill?

II. CLARIFY - Readiness Check WORKSHEET

Your conversations with others may have given you insight into what to change, how to change and why it's important. Before you make a plan to change, take a moment and make sure you have everything to succeed by reviewing this change-readiness checklist.

Depending on the type of skill you have chosen to change, your plans should:



MAXIMIZE
this skill



REMOVE
this barrier



UTILIZE
this skill



OVERCOME this
vulnerability

Before you proceed creating your plan, do a quick check and make sure you are prepared to plan:

___ I understand how others perceive the behavior I need to improve/change

___ I understand what to do to change/improve the behavior

___ I have discussed my selection and ideas for change with my manager

___ I have identified the resources I need to be successful

___ I have a way to track my progress

___ On a scale of 1 - 5, with 1 being "None" and 5 being "Excited to do this",
my motivation to change is a 3 or above

___ I have someone who will encourage me as I work to change/improve

If you cannot check all of the boxes, discuss the issue with your manager and gather more data before preparing your plan. If you can check all the boxes, proceed to the next page and prepare your plan.

III. IMPROVE - Improvement Plan WORKSHEET

The skill I am going to improve is:

Which is a:    

To improve this skill, I am going to do the following on a regular basis:

Tasks:	Deadline:
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

I will know I have made progress when:

I will discuss my progress with my manager on: _____

As you implement your plan and get feedback from others, you may adjust your plan. Please note the adjustments below:

Signed (participant)

Signed (manager)

IV. IMPROVE & REPEAT

Once you have accomplished your development goal, return to the report, select a new skill and repeat the process. This is an additional Plan Worksheet for you to copy and use each time.

The skill I am going to improve is:

Which is a:    

To improve this skill, I am going to do the following on a regular basis:

Tasks:	Deadline:
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

I know I will have made progress when:

I will discuss my progress with my manager on: _____

As you implement your plan and get feedback from others, you may adjust your plan. Please note the adjustments below:

Signed (participant)

Signed (manager)

V. FEEDBACK DETAILS

The following sections of the report display the details of your feedback. Some people like tables, others like charts. We've provided both.

Do not feel like you have to look at all the pages. Find the charts and tables that are most useful for you and don't worry about the rest. Here's what's in each section:

Competency Comparisons: A competency is a collection of related skills. These competency sections display the average scores for each rater group, for all skills in each competency.

Overall Score Comparisons: This page displays the scores for each skill, organized high to low. Your greatest strengths are at the top of the graph. Your most significant weaknesses are at the bottom of the graph. The table to the right displays the Self and Manager score.

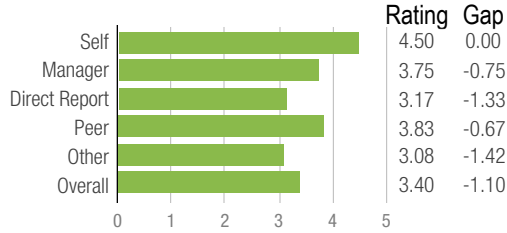
Overall / Self Gap Comparison: This page displays the gap between the overall score and your score for each skill. The skills are organized with the highest positive gap at the top - these are potential Hidden Treasures - and the greatest negative gaps at the bottom - these are potential Vulnerabilities.

Skill Text and Graphs for Each Skill: These pages display each skill and related scores in numerical order. It includes the complete skill text and the short summary text. The skill results are displayed in a graphical format.

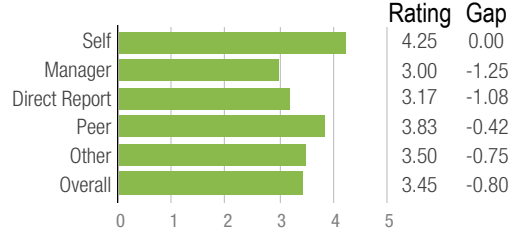
V. FEEDBACK - Competency Comparisons

This section displays the average rater group score for each competency.

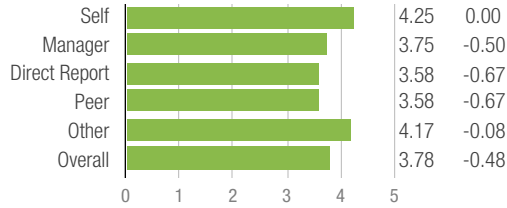
1 Communication



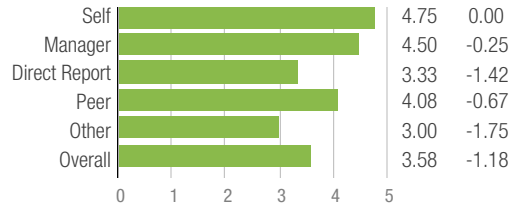
2 Conflict Resolution



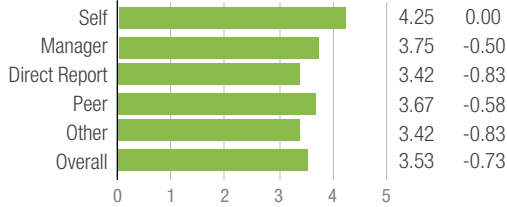
3 Professionalism



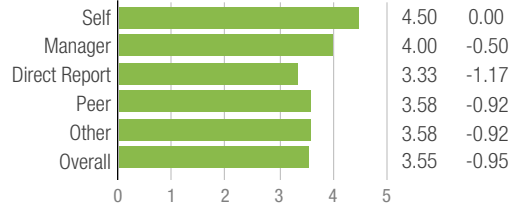
4 Integrity



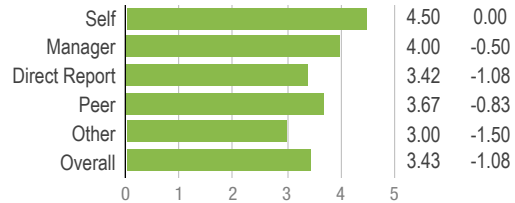
5 Flexibility



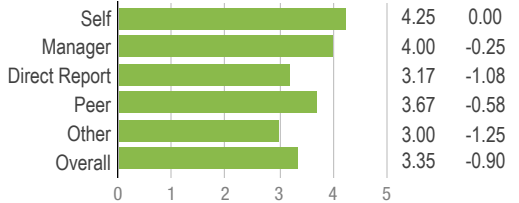
6 Influence



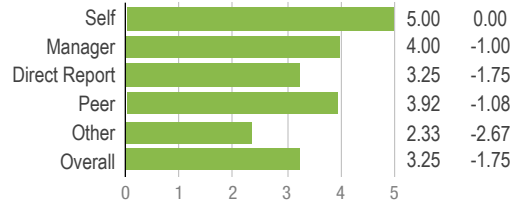
7 Team Orientation



8 Interpersonal



9 EQ



1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Overall Score Comparisons

The questions below are listed by Overall score. The highest Overall score is at the top of the list and the lowest Overall score is at the bottom. The Overall score is the average of all responses except Self.

Competency	Question	Overall Score	Self Score	Manager Score
Integrity	13. Responsible	4.30	5.00	5.00
Professionalism	10. Results-oriented	4.20	4.00	5.00
Team Orientation	27. Proactive	4.00	4.00	4.00
Conflict Resolution	8. Problem Solver	4.00	3.00	3.00
Professionalism	11. Reliable / Dependable	3.90	5.00	4.00
Professionalism	9. Time Management	3.80	4.00	3.00
Influence	24. Learner	3.80	5.00	4.00
Communication	1. Verbal communication	3.80	4.00	3.00
Flexibility	19. Resourceful	3.80	5.00	4.00
Flexibility	18. Innovative	3.80	4.00	3.00
Interpersonal	32. Initiative	3.80	4.00	4.00
Influence	22. Critical Thinker	3.70	4.00	4.00
Conflict Resolution	7. Resolution Focused	3.60	4.00	3.00
Communication	2. Non-verbal communication	3.50	5.00	5.00
Flexibility	20. Adaptable	3.50	4.00	5.00
Integrity	14. Fair	3.40	4.00	4.00
Influence	23. Persuasive	3.40	5.00	5.00
EQ	34. Social Awareness	3.30	5.00	4.00
Integrity	15. Transparent	3.30	5.00	5.00
Influence	21. Strategic Perspective	3.30	4.00	3.00
Interpersonal	31. Encouraging	3.30	4.00	4.00
EQ	35. Self Management	3.30	5.00	4.00
Team Orientation	26. Collaborates	3.30	5.00	4.00
Integrity	16. Trustworthy	3.30	5.00	4.00
Professionalism	12. Accountable	3.20	4.00	3.00

V. FEEDBACK - Overall Score Comparisons

The questions below are listed by Overall score. The highest Overall score is at the top of the list and the lowest Overall score is at the bottom. The Overall score is the average of all responses except Self.

Competency	Question	Overall Score	Self Score	Manager Score
Team Orientation	28. Decision-making	3.20	5.00	5.00
EQ	33. Self Awareness	3.20	5.00	4.00
Conflict Resolution	5. Self Control	3.20	5.00	3.00
Team Orientation	25. Morale	3.20	4.00	3.00
Interpersonal	29. Empathy	3.20	4.00	4.00
Communication	4. Seeks Input	3.20	4.00	4.00
EQ	36. Relationship Management	3.20	5.00	4.00
Interpersonal	30. Recognition	3.10	5.00	4.00
Communication	3. Listening	3.10	5.00	3.00
Conflict Resolution	6. Manages Conflict	3.00	5.00	3.00
Flexibility	17. Open	3.00	4.00	3.00

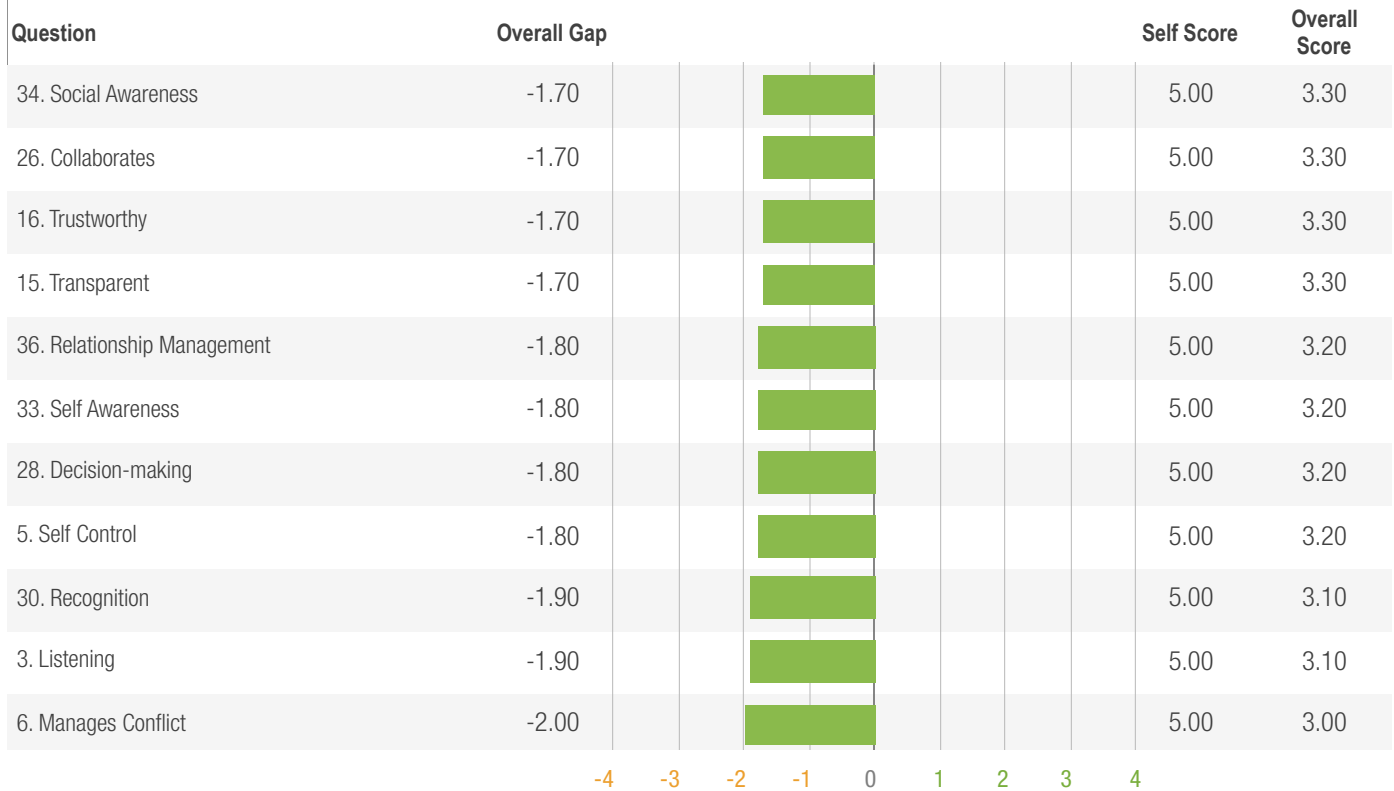
V. FEEDBACK - Overall / Self Gap Comparison

This graph displays the gap score showing the difference between the Overall score and the Self score for each question. Bars to the right of (0) are potential Hidden Treasures. Bars to the left of (0) are potential Vulnerabilities.



V. FEEDBACK - Overall / Self Gap Comparison

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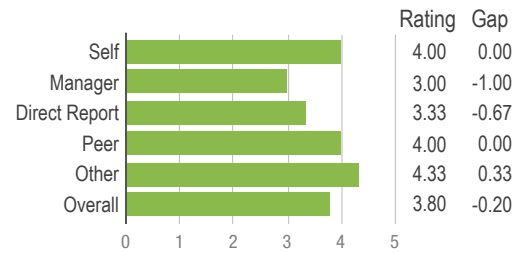


V. FEEDBACK - Skill Text and Scores

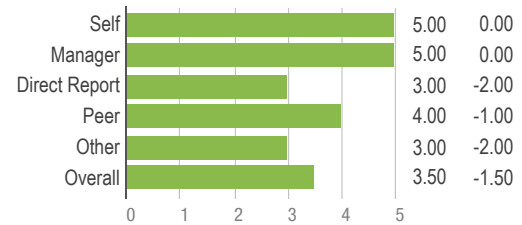
Communication

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

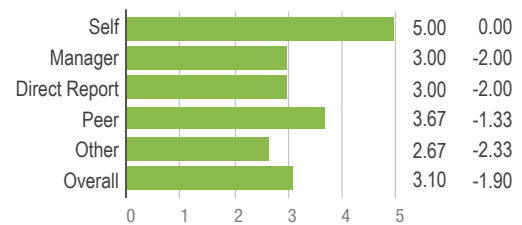
1. Verbal communication Communicates with the clarity needed for employees to understand complex issues and concepts



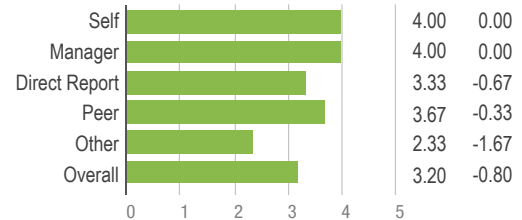
2. Non-verbal communication Uses body language and gestures that inspires confidence and respect



3. Listening Listens and observes attentively, ensuring accurate understanding



4. Seeks Input Solicits information from a broad range of sources to identify the best course of action



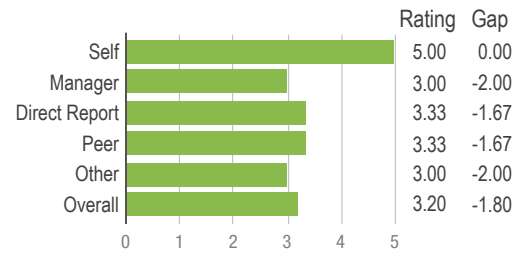
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Skill Text and Scores

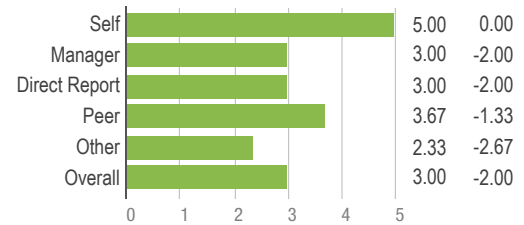
Conflict Resolution

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

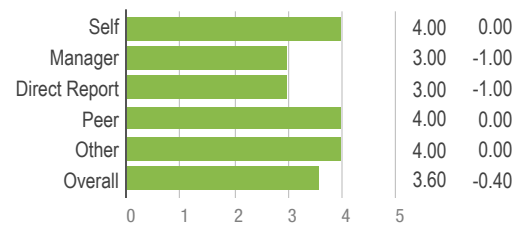
5. Self Control Maintains a composed, open demeanor in stressful situations



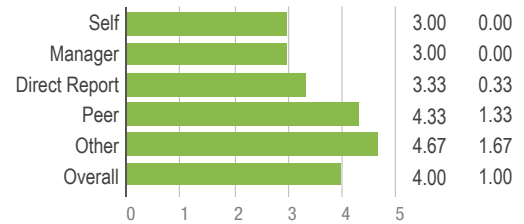
6. Manages Conflict Resolves emotionally-charged situations safely and productively



7. Resolution Focused Focuses on facts, not personalities to achieve positive resolutions



8. Problem Solver Meets challenges head on, modeling timely, long-term problem resolution



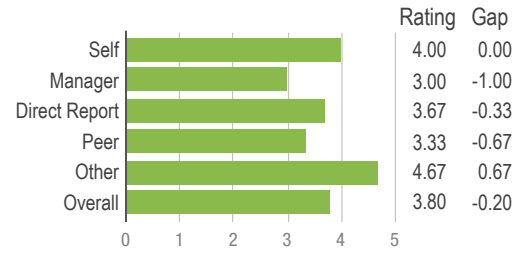
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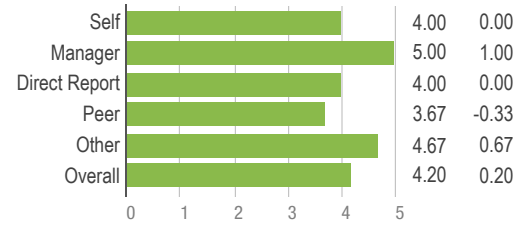
Professionalism

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

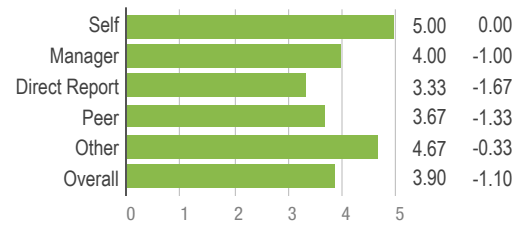
9. Time Management Sets and adjusts priorities to orchestrate a winning overall strategy



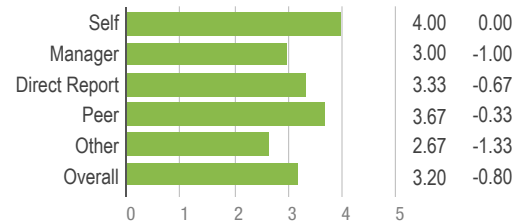
10. Results-oriented Sets clear priorities standards for performance



11. Reliable / Dependable Can be trusted to follow through on commitments



12. Accountable Willingly owns the consequences of decisions made within their organization(s).



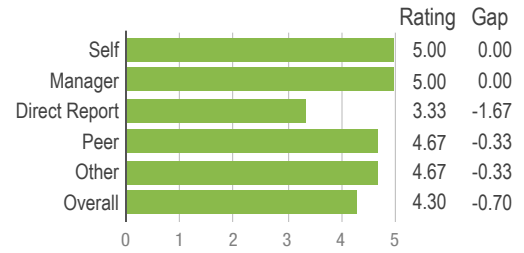
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V. FEEDBACK - Skill Text and Scores

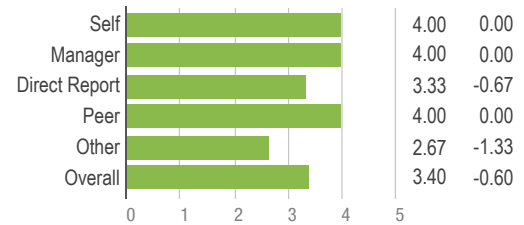
Integrity

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

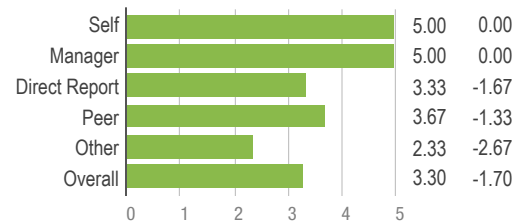
13. Responsible Provides the leadership and resources to achieve organizational objectives



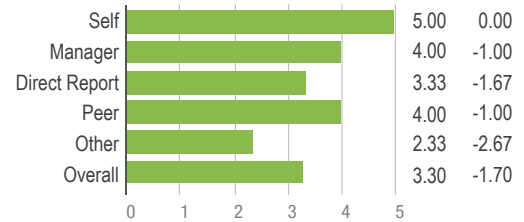
14. Fair Treats everyone fairly, welcoming diverse perspectives, skills, cultures and backgrounds



15. Transparent Acts without hidden agendas



16. Trustworthy Consistently behaves in a way which engenders trust



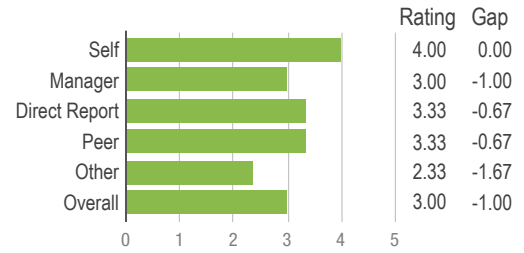
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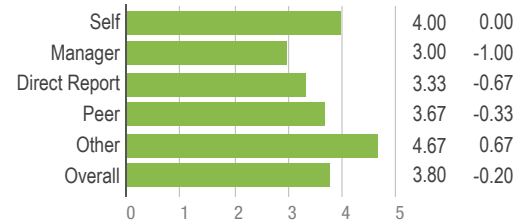
Flexibility

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

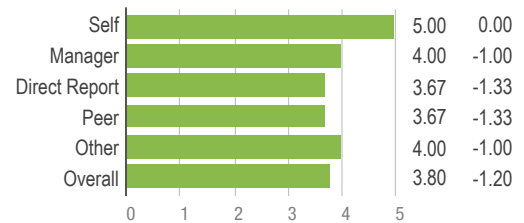
17. Open Is open to new ideas, regardless of the source



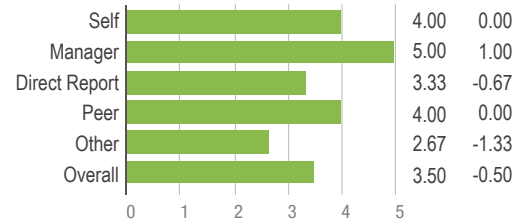
18. Innovative Encourages new ideas and alternative perspectives to enrich opportunities and solutions



19. Resourceful Ensures leaders have the resources needed for their teams to succeed



20. Adaptable Quickly adapts organizational strategies and resources to accommodate changes



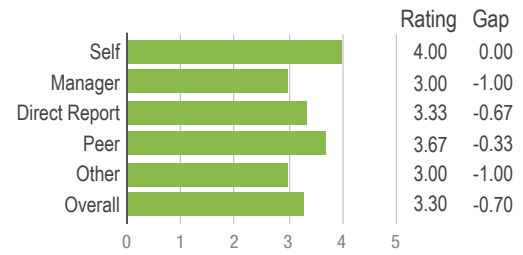
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Skill Text and Scores

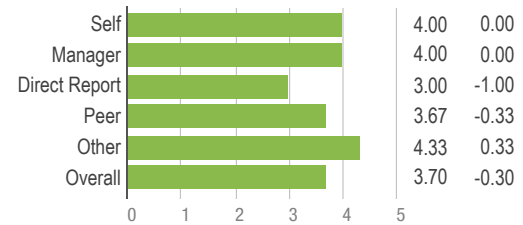
Influence

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

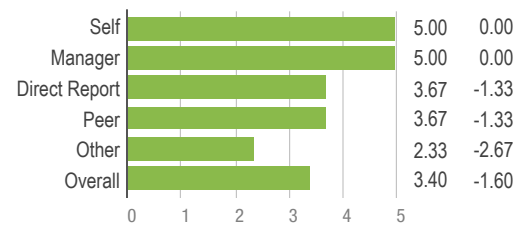
21. Strategic Perspective Clearly articulates how each team's work impacts the organization's success



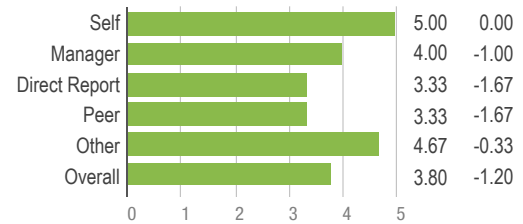
22. Critical Thinker Insists on a data-driven analysis to evaluate issues and determine optimal solutions



23. Persuasive Presents information in a way that persuades others



24. Learner Transforms the organization's collective learning into agile strategies for the future



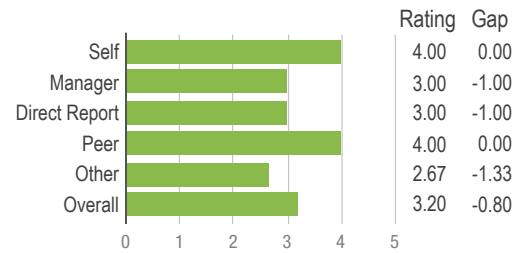
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V. FEEDBACK - Skill Text and Scores

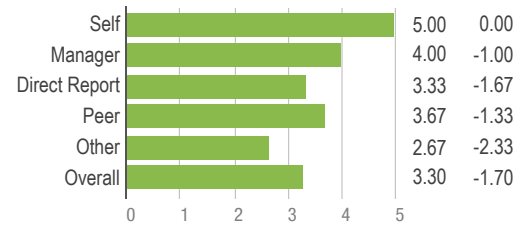
Team Orientation

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

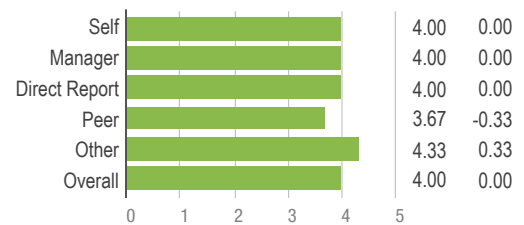
25. Morale Acknowledges all contributions in a way that builds morale



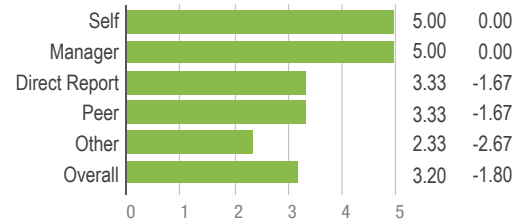
26. Collaborates Builds internal and external relationships that maximize results



27. Proactive Takes the necessary action to achieve desired organizational results



28. Decision-making Consistently makes decisions that balance positive relationships with excellent business results



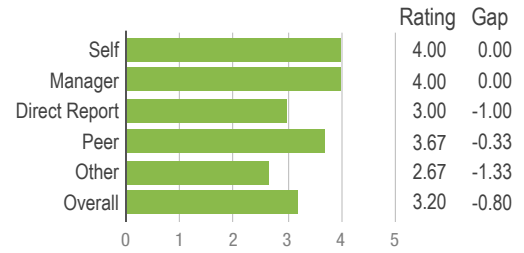
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V. FEEDBACK - Skill Text and Scores

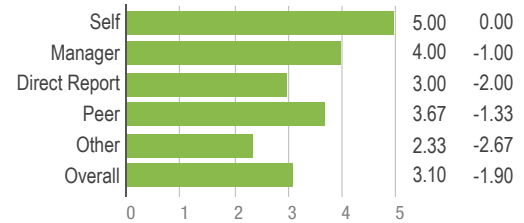
Interpersonal

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

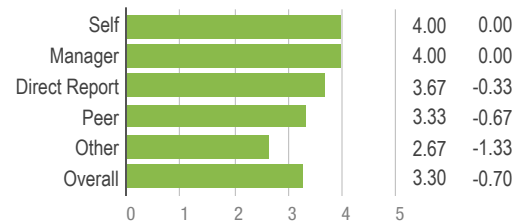
29. Empathy Reads the emotions of others and responds appropriately



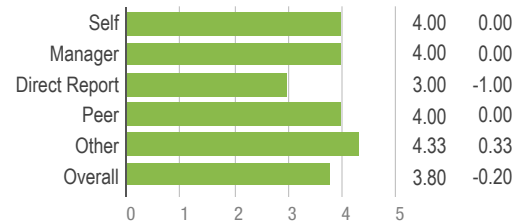
30. Recognition Highlights individual, team and organizational accomplishments, giving credit where credit is due



31. Encouraging Displays a friendly and encouraging way with all employees



32. Initiative Seizes every opportunity to resolve issues and develop new opportunities



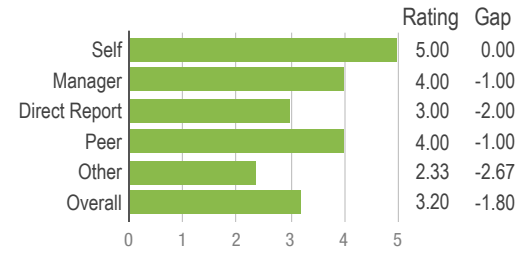
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V. FEEDBACK - Skill Text and Scores

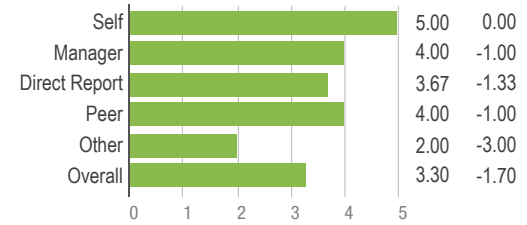
EQ

This section lists skills in the sequence they appeared on the survey. The graphs represent the average rater group score for each skill.

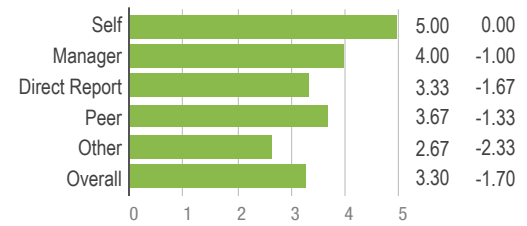
33. Self Awareness Demonstrates awareness of how his/her behaviors impact organizational culture



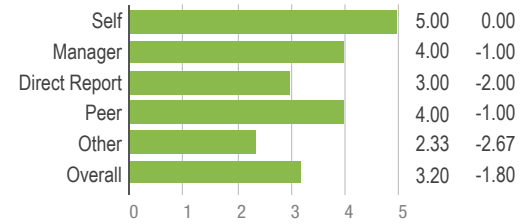
34. Social Awareness Reads inter-group dynamics and gets groups to work together and produce results



35. Self Management Exchanges feedback in a positive way to enhance overall performance and productivity



36. Relationship Management Manages relationships based on respect and mutual trust



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COMMENTS

What should I START doing to increase my interpersonal effectiveness?

Self

- I think I do a great job of forming relationships with my colleagues, but I need to emphasize crediting others for their accomplishments in public and private.

Manager

- Start forming relationships with all of the team members and not just the ones who agree with your opinions.

Direct Report

- I feel like you are selective in your relationships within the company. It would be nice to see you interact more often with people that have diverging opinions.
- You are such a go-getter! I would love to see you take on bigger projects because I really appreciate your work ethic.
- I wish you had a better Open-Door policy for project questions. I feel like your schedule is a bit limiting.

Peer

- Start forming relationships outside of the ones you've already established Increase diversity of opinions in our brainstorming meetings.
- na
- I'd love to see you start providing quick weekly updates through email on a day we don't have weekly meeting just to keep everyone on the same page.

Other

- I think you should start an open-door policy so more people can talk to you about ideas they have for our projects.
- Show more empathy in stressful situations.
- Keep up the good work!

What should I CONTINUE doing to increase my interpersonal effectiveness?

Self

- I think our weekly project meetings help my team to get on the same page. I will continue to make these meetings a priority.

Manager

- Use your outgoing personality to network and form positive relationships with your team and cross-functional team members.

Direct Report

- I really enjoy your energy in meetings. You keep things moving when we start to get off track.
- I would love to see you continue to participate in weekly meetings since you always keep the meetings light and informative.

Peer

- Continue keeping the weekly meetings short.
- Continue the awesome work!
- Please continue providing agendas at the weekly meetings. It keeps the meeting on track and on time.

Other

- Please continue circulating agendas for weekly meetings. They are really helpful.
- Continue being task-oriented with project responsibilities.
- Continue keeping track of how the team members are performing on weekly deadlines. Breaking up bigger projects into smaller tasks is super helpful.

What should I STOP doing to increase my interpersonal effectiveness?

Self

- I need to STOP procrastinating opportunities to find new solutions to consistent business challenges.

Manager

- Stop leaving key people out of the information sharing / decision making process and forging ahead without their support. Include and inform.

Direct Report

- na
- I feel like sometimes the same people get big roles in our projects. Please stop leaving people out of the bigger project management roles.
- I wish you would stop underestimating project deadlines. Your tendency to procrastinate can really slow down project progress.

Peer

- Nothing.
- I don't know what you could stop doing because you are doing a wonderful job at managing the projects we are working on right now!
- na

Other

- Please stop leaving certain people out of decision making conversations. Everyone's opinion matters.
- I think you're doing a great job! I really enjoy your leadership style. It produces great results.