

STAR EQ Individual Contributor

Scott Sample

5/10/19



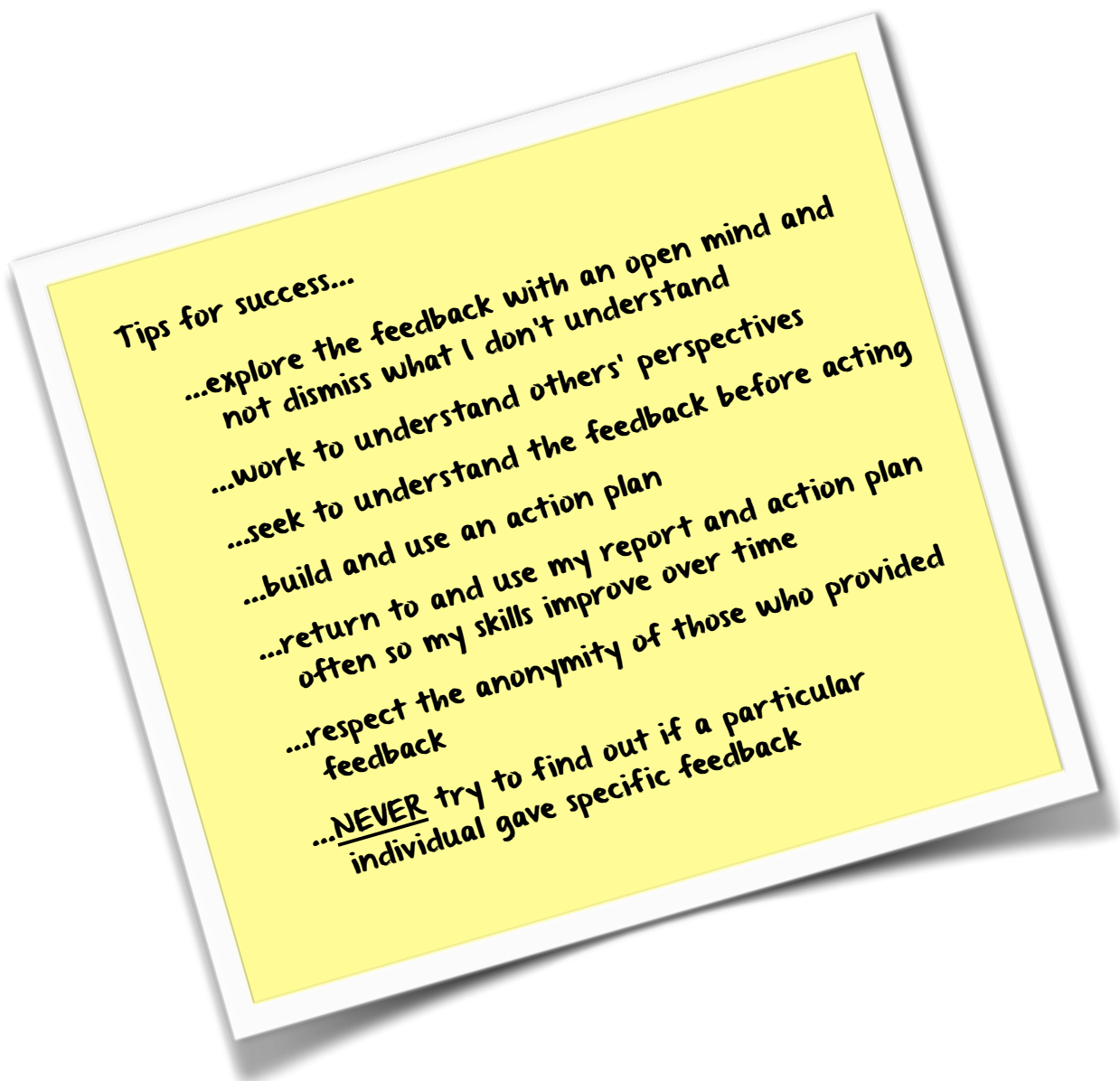
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This report contains feedback to help you improve your leadership skills. The fact that your raters have taken their time to share their opinions for your benefit is a sign of their commitment to your success and the success of your organization.

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.

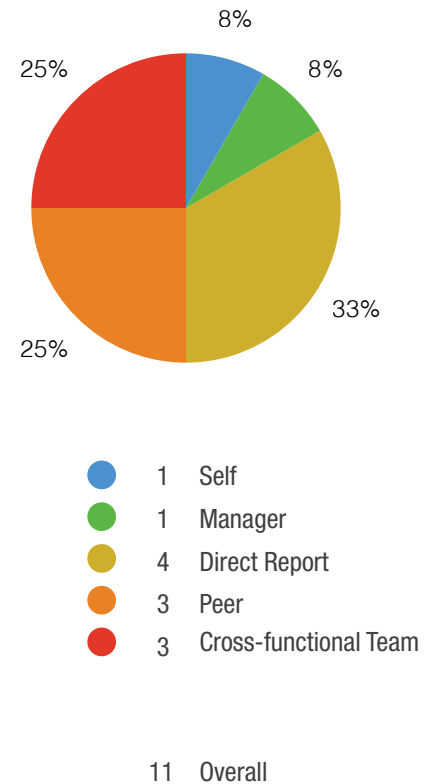
Before turning to the next page and exploring your results, please commit to the following:



What's In This Report

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Survey Respondents



DEFINITIONS

SKILL: the item raters were asked to evaluate

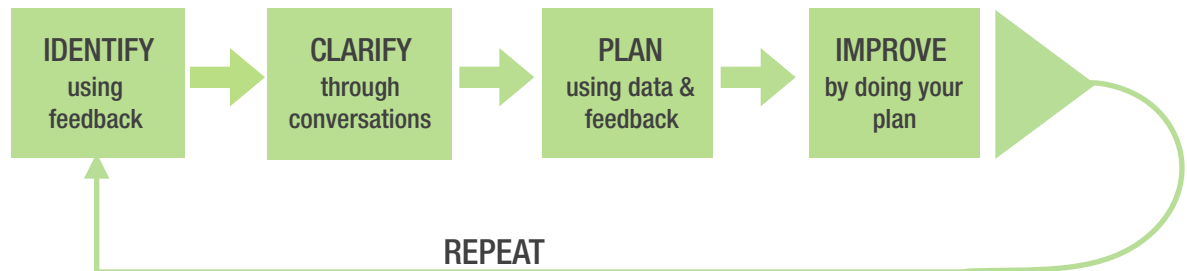
SCORE: the average of all answers given by a rater group

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

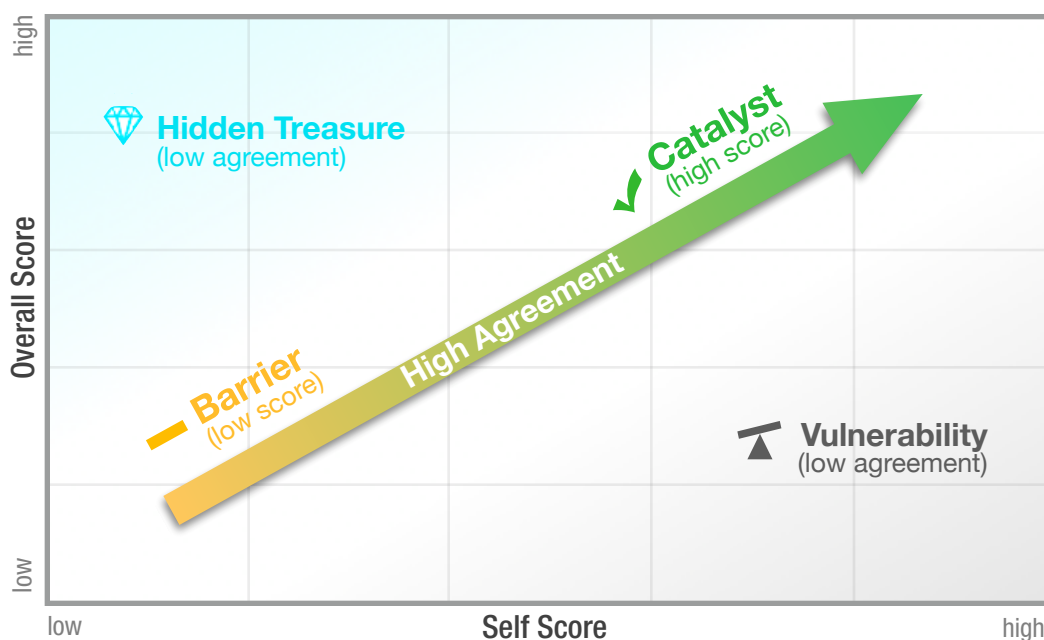
Turning a new behavior into a habit requires that you do what you plan to do.

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	4.5
11. Reliable / Dependable	4.5
15. Transparent	4.3
25. Morale	4.3
21. Strategic Perspective	4.3



Hidden Treasure

Gap:

5. Self Control	0.9
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Career Barrier

Overall Score:

29. Empathy	3.4
33. Self Awareness	3.4
23. Persuasive	3.4
4. Seeks Input	3.4
34. Social Awareness	3.5



Vulnerability

Gap:

4. Seeks Input	-1.6
2. Non-verbal communication	-1.5
18. Innovative	-1.3
26. Collaborates	-1.2
16. Trustworthy	-1.1

(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
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.

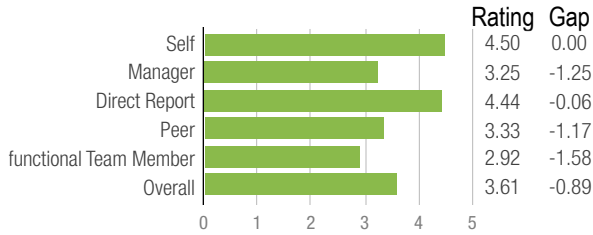
Overall / Self Gap Comparison: This page displays the gap between the overall score and your score for each skill. The skills are organized with the highest positive gap at the top - these are potential Hidden Treasures - and the greatest negative gaps at the bottom - these are potential Vulnerabilities.

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.

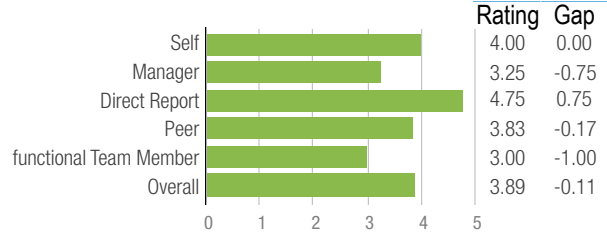
V. FEEDBACK - Competency Comparisons

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

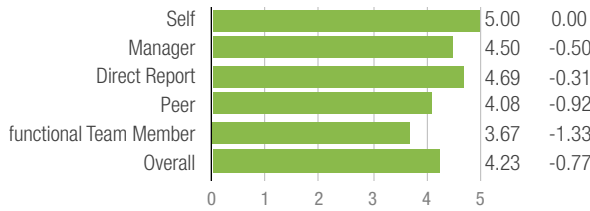
1 Communication



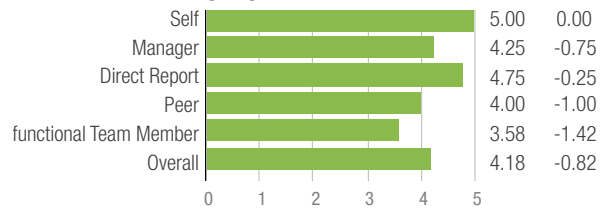
2 Conflict Resolution



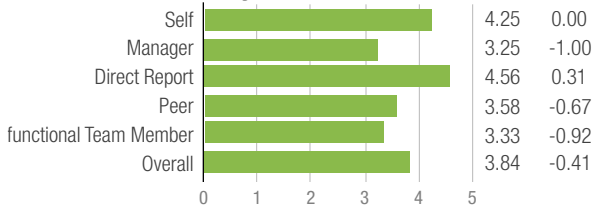
3 Professionalism



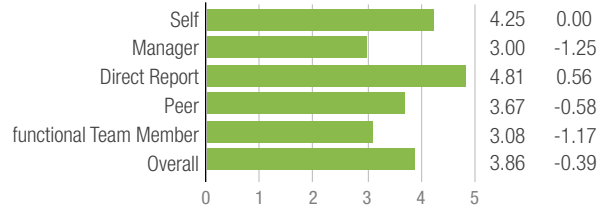
4 Integrity



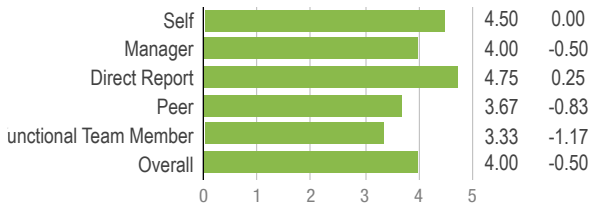
5 Flexibility



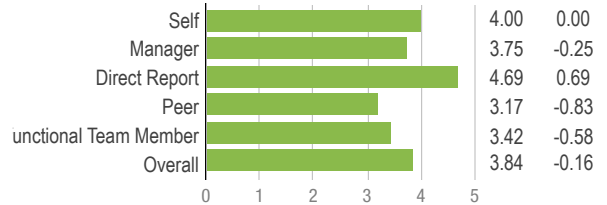
6 Influence



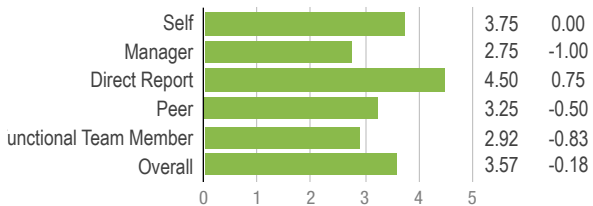
7 Team Orientation



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	4.55	5.00	5.00
Professionalism	11. Reliable / Dependable	4.45	5.00	5.00
Integrity	15. Transparent	4.27	5.00	4.00
Team Orientation	25. Morale	4.27	5.00	4.00
Influence	21. Strategic Perspective	4.27	4.00	3.00
Interpersonal	30. Recognition	4.18	5.00	4.00
Professionalism	10. Results-oriented	4.18	5.00	5.00
Professionalism	12. Accountable	4.18	5.00	4.00
Conflict Resolution	8. Problem Solver	4.18	5.00	3.00
Team Orientation	27. Proactive	4.18	4.00	4.00
Interpersonal	32. Initiative	4.09	4.00	4.00
Professionalism	9. Time Management	4.09	5.00	4.00
Communication	1. Verbal communication	4.00	4.00	4.00
Integrity	14. Fair	4.00	5.00	4.00
Flexibility	19. Resourceful	4.00	4.00	3.00
Influence	24. Learner	4.00	5.00	3.00
Integrity	16. Trustworthy	3.91	5.00	4.00
Conflict Resolution	5. Self Control	3.91	3.00	4.00
Flexibility	20. Adaptable	3.82	4.00	3.00
Flexibility	17. Open	3.82	4.00	4.00
Team Orientation	26. Collaborates	3.82	5.00	4.00
Conflict Resolution	6. Manages Conflict	3.82	4.00	3.00
Influence	22. Critical Thinker	3.82	4.00	3.00
Team Orientation	28. Decision-making	3.73	4.00	4.00
EQ	36. Relationship Management	3.73	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
Interpersonal	31. Encouraging	3.73		4.00	4.00
Flexibility	18. Innovative	3.73		5.00	3.00
Conflict Resolution	7. Resolution Focused	3.64		4.00	3.00
EQ	35. Self Management	3.64		4.00	3.00
Communication	2. Non-verbal communication	3.55		5.00	3.00
Communication	3. Listening	3.55		4.00	3.00
EQ	34. Social Awareness	3.55		4.00	3.00
Communication	4. Seeks Input	3.36		5.00	3.00
Influence	23. Persuasive	3.36		4.00	3.00
EQ	33. Self Awareness	3.36		3.00	2.00
Interpersonal	29. Empathy	3.36		3.00	3.00

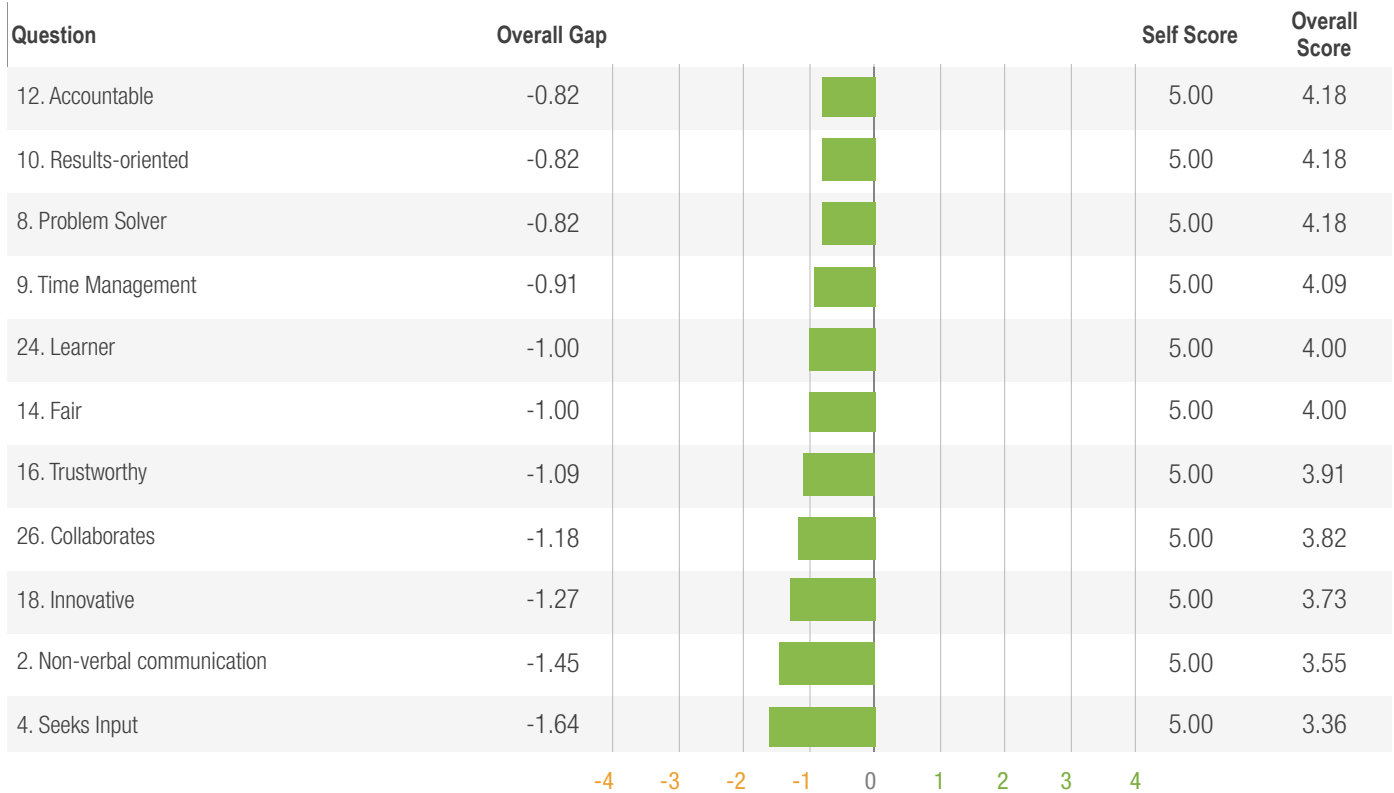
V. FEEDBACK - Overall / Self Gap Comparison

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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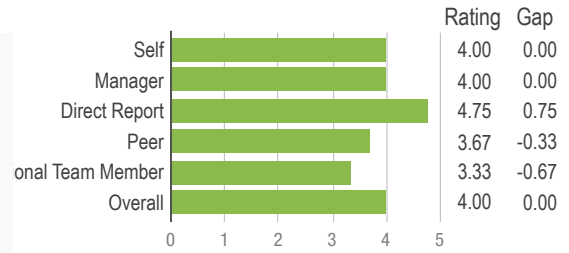


V. FEEDBACK - Skill Text and Scores

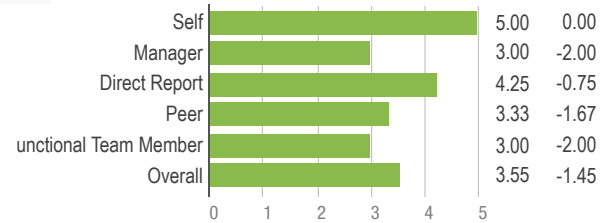
Communication

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

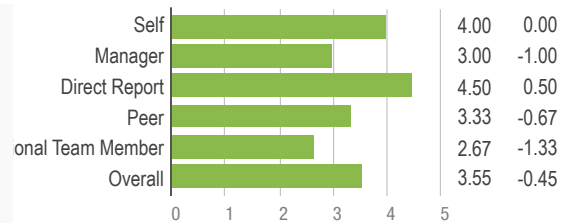
1. Verbal communication Communicates with clarity that promotes understanding



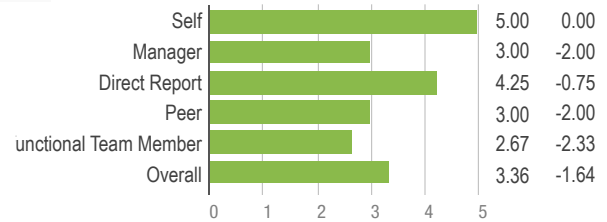
2. Non-verbal communication Uses body language and gestures that show interest and respect



3. Listening Listens in a way that I feel I am understood



4. Seeks Input Actively solicits the input of others and incorporates their ideas



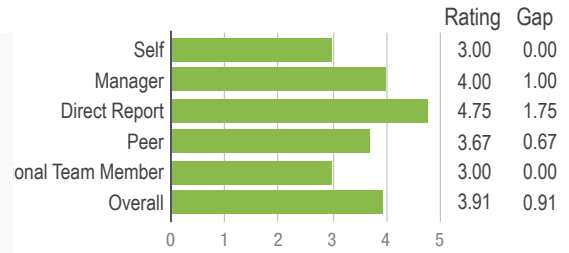
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Skill Text and Scores

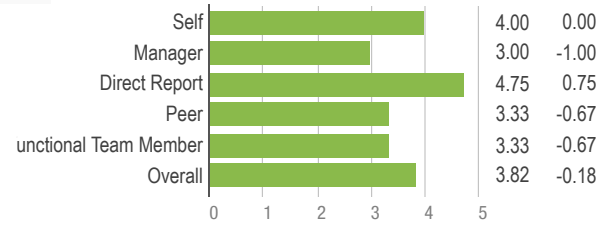
Conflict Resolution

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

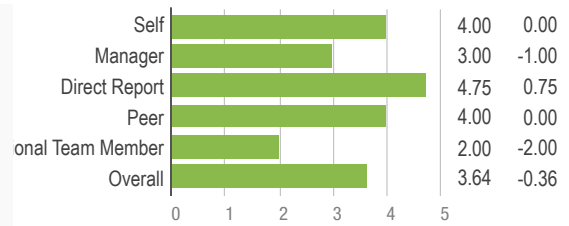
5. Self Control Stays composed and open in stressful situations



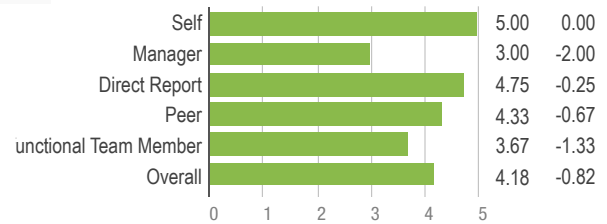
6. Manages Conflict Maintains own composure in emotionally-charged situations



7. Resolution Focused Focuses on issues and facts, not people and personalities



8. Problem Solver Solves problems effectively



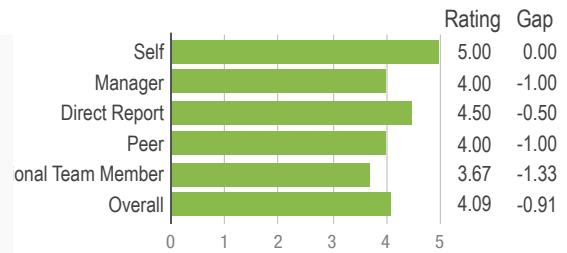
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V. FEEDBACK - Skill Text and Scores

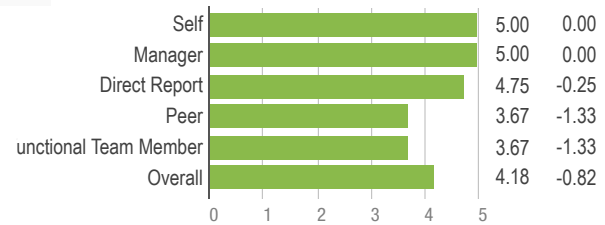
Professionalism

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

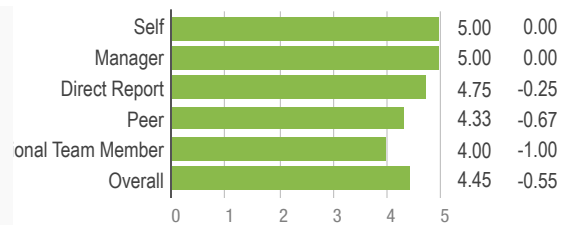
9. Time Management Prioritizes assigned tasks to achieve optimal outcomes



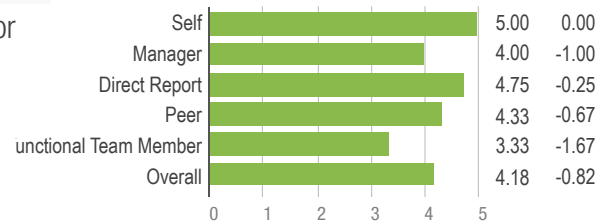
10. Results-oriented Drives personal performance to achieve expected results



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



12. Accountable Willingly owns the consequences for outcomes resulting from his/her actions.



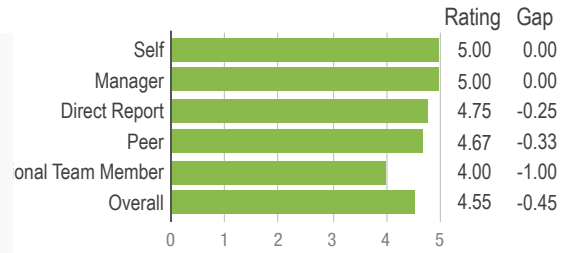
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V. FEEDBACK - Skill Text and Scores

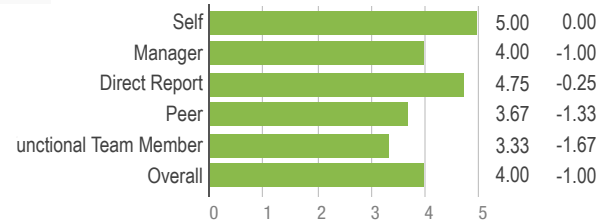
Integrity

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

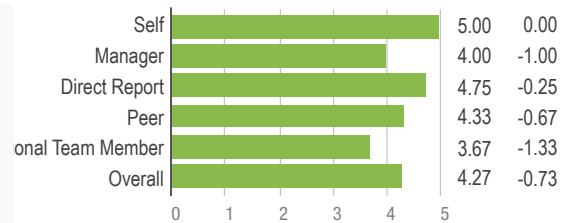
13. Responsible Consistently follows through with assignments



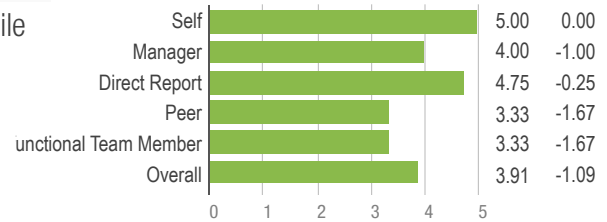
14. Fair Treats everyone fairly



15. Transparent Acts without hidden agendas



16. Trustworthy Preserves positive relationships while achieving excellent results



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V. FEEDBACK - Skill Text and Scores

Flexibility

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



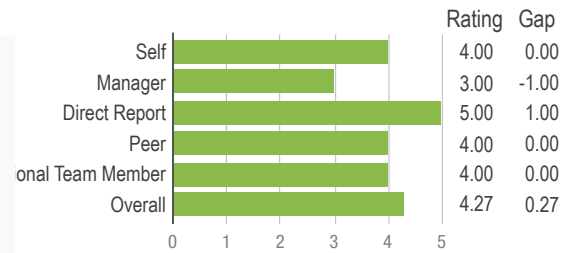
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V. FEEDBACK - Skill Text and Scores

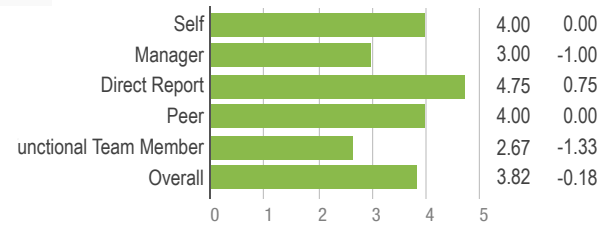
Influence

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

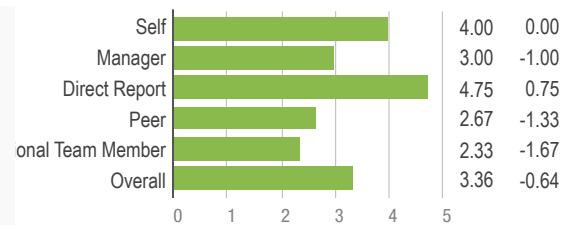
21. Strategic Perspective Clearly articulates how individual work impacts the team's success



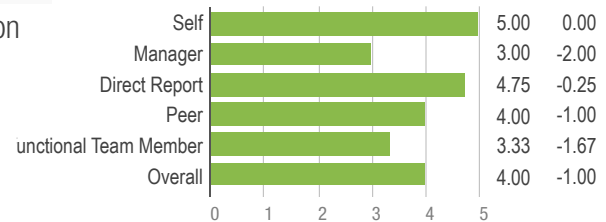
22. Critical Thinker Uses facts to evaluate and recommend viable solutions.



23. Persuasive Presents information in a persuasive way that influences others



24. Learner Transfers learning from one situation to another to improve future performance



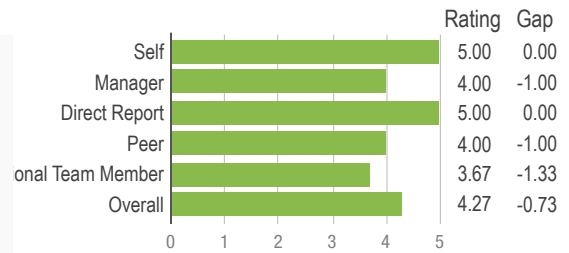
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Skill Text and Scores

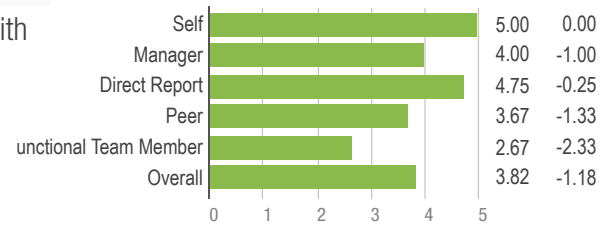
Team Orientation

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

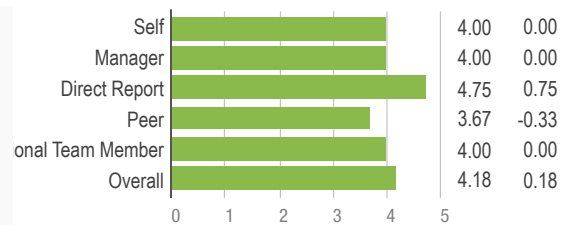
25. Morale	Expresses appreciation for the contributions of others
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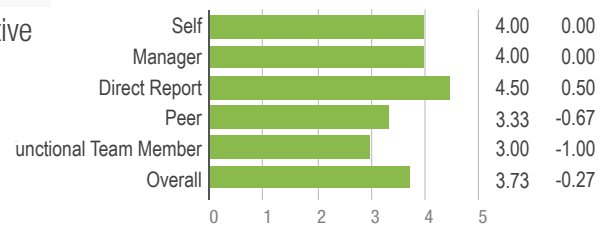
26. Collaborates	Builds collaborative relationships with others to maximize results
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27. Proactive	Seeks help from others as needed to produce exceptional results
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28. Decision-making	Makes decisions that balance positive relationships with excellent results
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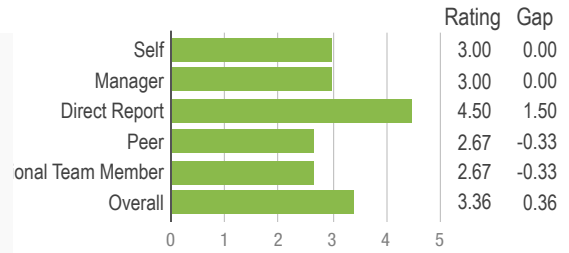
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

V. FEEDBACK - Skill Text and Scores

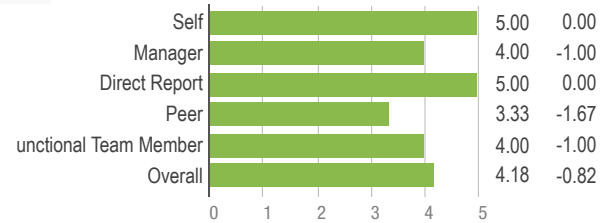
Interpersonal

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

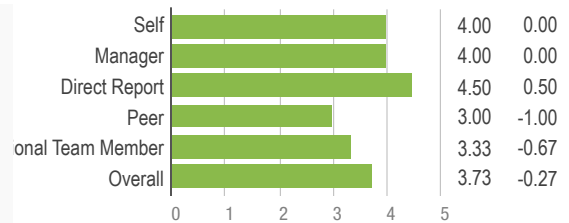
29. Empathy Reads the emotions of others and responds appropriately



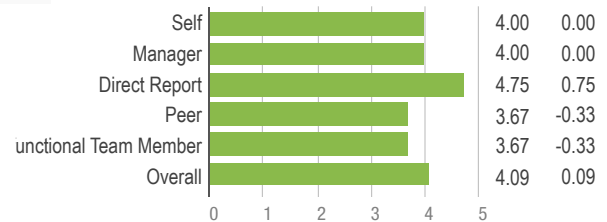
30. Recognition Gives credit where credit is due



31. Encouraging Displays a friendly and encouraging way with people



32. Initiative Quickly addresses concerns from others

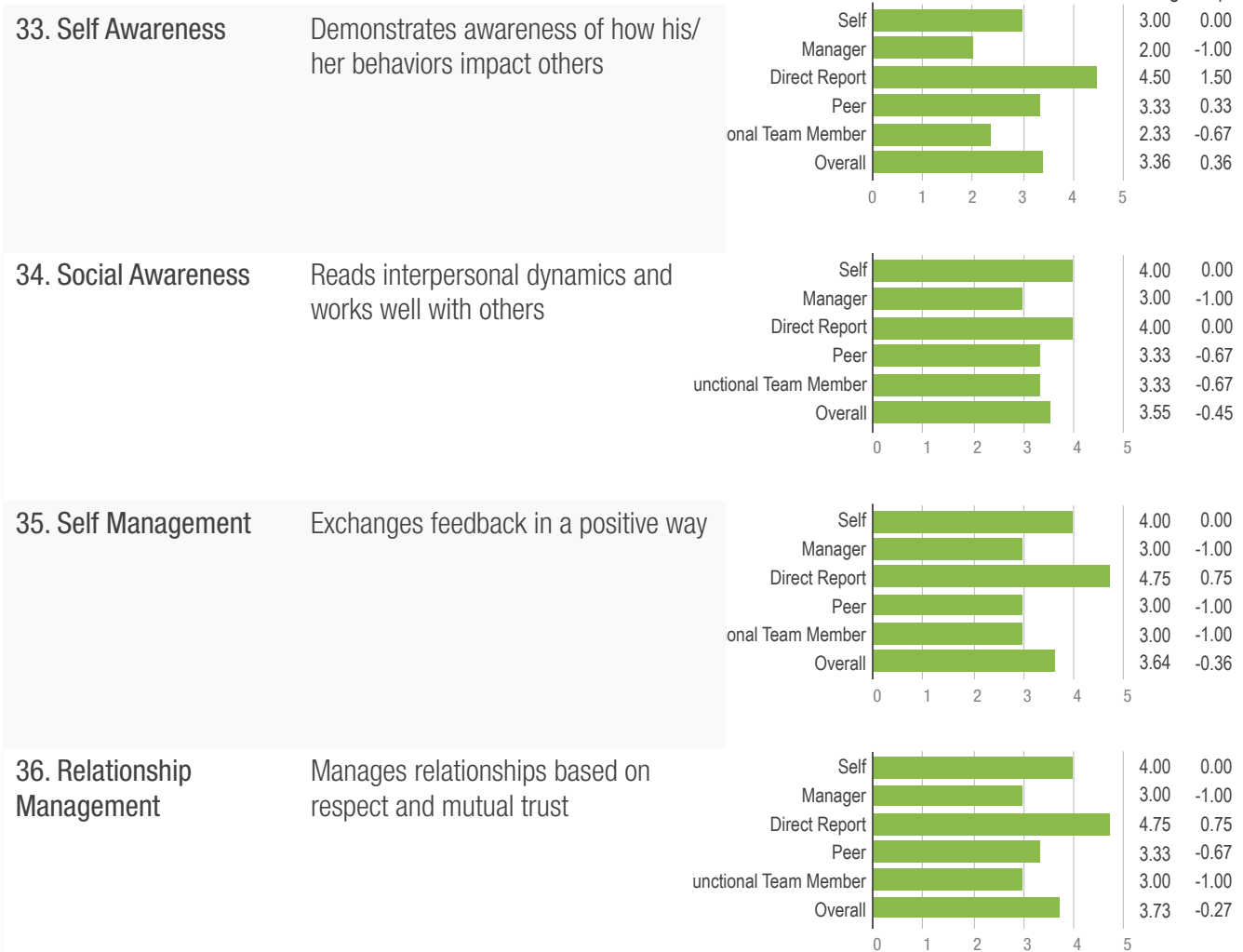


1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Always

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.



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

COMMENTS

What should I START doing to increase my interpersonal effectiveness?

Self

- Being better aware of how my team reacts to what I am trying to convey to them.

Manager

- Look at larger picture and don't get caught up with one offs as the norm.

Direct Report

- not sure
- Write out and post upcoming training in advance through out warehouse as reminder
- Nothing...overall a fairly good man

Peer

- I think Scott is on the right path to success. I can tell his working on changing the attitude around all of us in a positive way. He's no longer focusing on the negative and he's being more open to other peoples ideas.
- Start every conversation with the positive and end on a positive note.
- Listen to others and respond with empathy.

Cross-functional Team Member

- Recognize your audience and be mindful of their demeanor during the conversation. Take a minute to understand different perspectives and know that just because it may not be your perspective, everyone has a right to their opinion and feelings. Look at the big picture. Don't get lost in the weeds.
- Listen to what his coworkers and employees needs are. Respond professionally. Do not react. everyone is different and he is getting better at seeing that and understanding it.
- - Be open and aware of the audience you are with or around. Pause and ask yourself "is what I am going to share beneficial for the betterment of the whole group?" And am I sharing in a manner in which will be received as supportive despite a possible objection to the view of what is presented?

What should I CONTINUE doing to increase my interpersonal effectiveness?

Self

- Listening to my team in an objective way and showing them that I care about their feedback.

Manager

- Think of it this way - don't always want to 'win' the conversation, rather, want to understand to make the best informed decisions.

Direct Report

- not sure
- Stop increasing workload after driver has thoroughly completed his her assigned route
- Nothing

Peer

- Listen to someone's complete issue or problem first before making a statement..
- Look at it as no problems only situations that can be resolved in a positive manner to achieve positive results.
- giving orders without asking questions

Cross-functional Team Member

- Stop attempting to prove others wrong. Often, the moral of their story is getting lost in your translation. This can be perceived by others as challenging them and can cause a debate more than a conversation.

- try to not allow emotions to dictate the message and use the facts.

What should I STOP doing to increase my interpersonal effectiveness?

Self

- Pushing the 10 percent issues when the 90 percent is what may be the most important at that time.

Manager

- Continue to develop personal 'soft' skills so that you can have great working relationships with others.

Direct Report

- Keep being a team leader
- Communicating is key when you have a small team. Listening to the concerns of all staff and try to balance them through an effective approach that gives to the needs to everyone on the team. Scott is excellent when it comes to team moral.
- Continue doing what he's doing now

Peer

- Keep up the positive energy because everyone can see the willingness to try a new way..
- Continue addressing situations positively.
- staying on goals and meeting goals

Cross-functional Team Member

• Continue to be open and receptive to criticism.
Continue to build a solid rapport with your team inclusive of your peers and other supporting roles.
Keep up your drive for results.

- Keep working to get better daily.
- seek periodic feedback from peers to gauge growth
bounce ideas off peers to garner feedback on his presentation and accept it and make changes to his ideology.