

Leading Strategically

The Banff Centre 360° Assessment Tool©

Prepared for: Sample Leader

Assessment Number: 10391

05/11/2004

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THE BANFF CENTRE

In Association with...

CORPORATE COMPASS
assessment solutions

Interpretation

Welcome to your report from The Banff Centre 360° Assessment Tool©. This process has been developed specifically for participants in the Leading Strategically program. The feedback you receive will help you focus your development and identify high priority areas for action.

The following people responded to your feedback request...

Self	1
Other	3

The assessment tool asks respondents to indicate to what extent they agree with statements related to each of the competencies assessed. A 6 point scale was used to capture responses to all questions. This scale has been translated into ratings out of 100 to facilitate interpretation. The table on the right shows how each response was treated for presentation in this report.

Completely Agree	100
Mostly Agree	80
Somewhat Agree	60
Somewhat Disagree	40
Mostly Disagree	20
Completely Disagree	0

Here is how we handle specific situations you may wonder about related to the data in this report...

<u>Too Few Respondents</u>	To protect the anonymity of your respondents, we will not include data for a group where there are fewer than 2 respondents.
<u>Null Responses</u>	Sometimes respondents do not answer a question or indicate that they have not had an opportunity to observe your behaviour with respect to a question. These null responses are not tallied when calculating your average response - they have no negative impact on your ratings.
<u>Missing Data</u>	If you see a blank in the report, it means that we did not receive any responses that could be reported for that question.

The information gathered and presented here is intended for personal development. We do not recommend using it for any other purpose, nor will we accept responsibility if it is used for other purposes.

The assessment tool and this report were developed by The Banff Centre and Corporate Compass. The content and concepts included are the property of The Banff Centre and Corporate Compass. Please do not copy, transmit or store this information in any other form, or use it for any purpose other than that originally intended without our express written permission.

If you have questions or concerns regarding this report, please feel free to contact...

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E-mail: robert@keyinc.com

You can visit Corporate Compass on the web at www.corporatecompass.ca.

Overall Assessment Summary - Dimensions

Notes

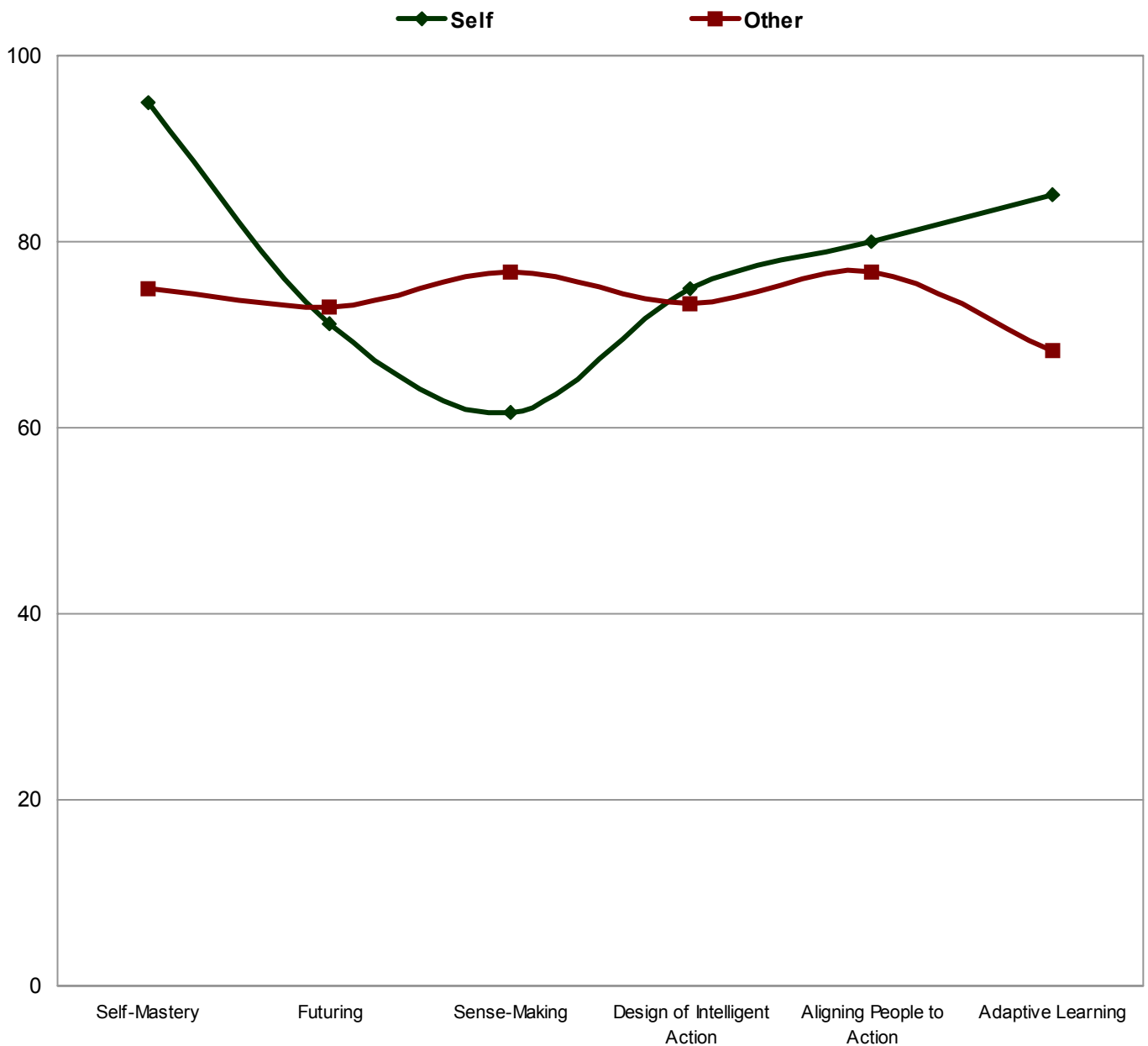
"Other" = Average of all responses from your Other respondents.

"Gap" = Difference between your Self and Other rating. A significant difference (more than 10) is highlighted.

Overall Average for all Responses to the Assessment

Self	Gap	Other		0	20	40	60	80	100
74.2	-0.6	73.6	Self	74.2					
Your Other assessors see less competency than you do.			Other	73.6					

Overview of Dimensions by Source



Overall Assessment Summary - Competencies

Notes

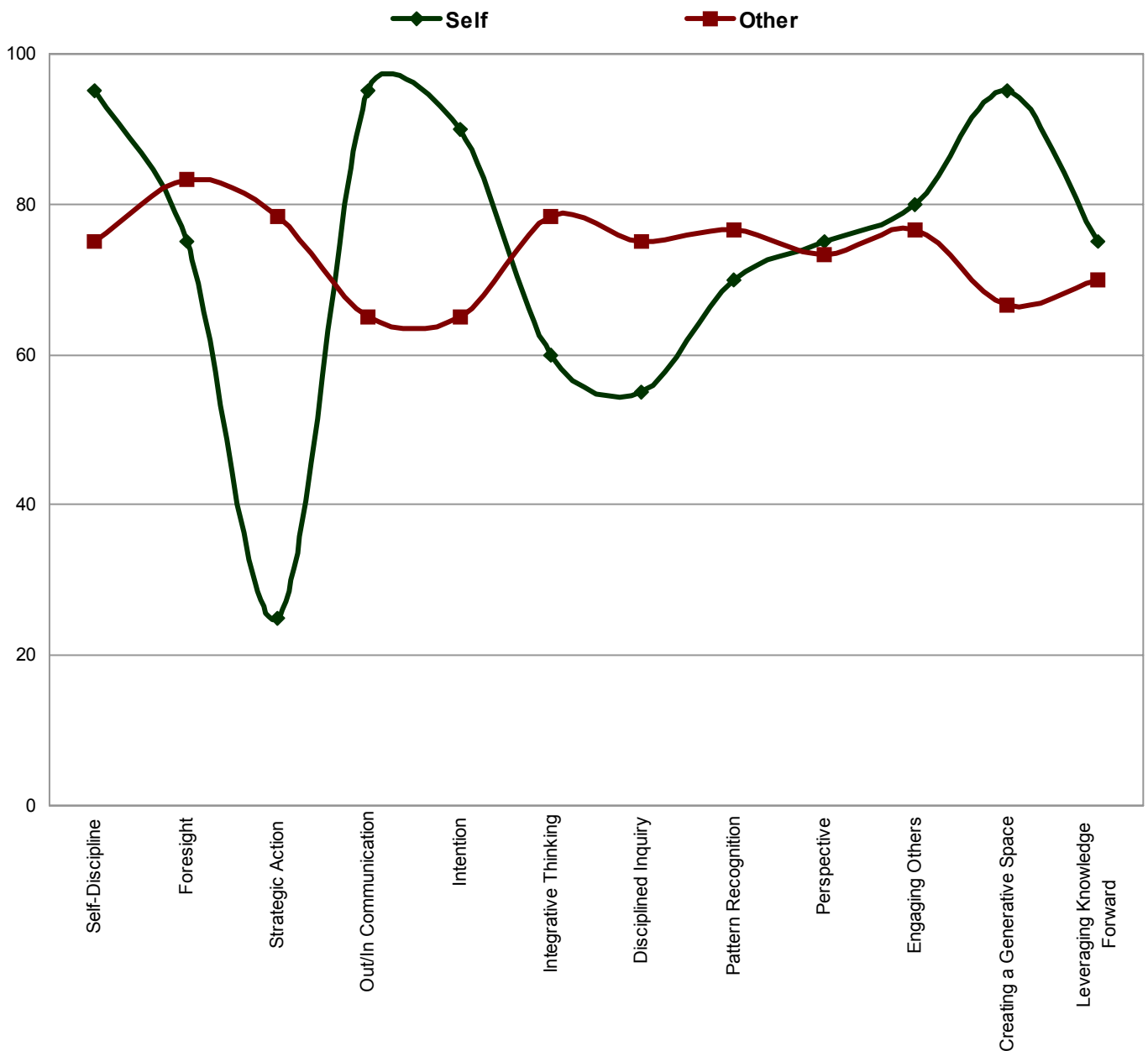
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Overview of Competencies by Source



Dimension Breakdown

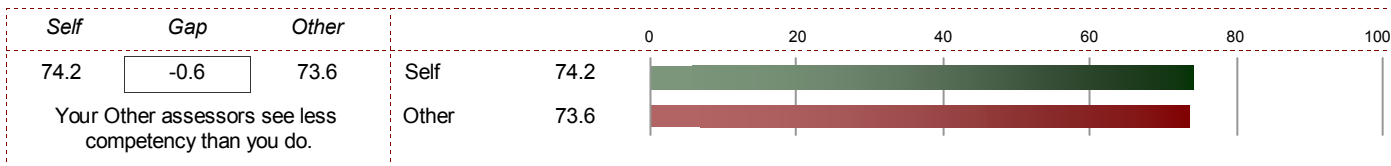
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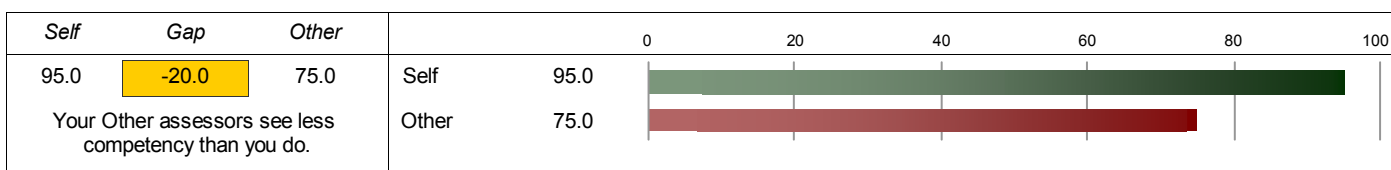
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Overall Assessment Average



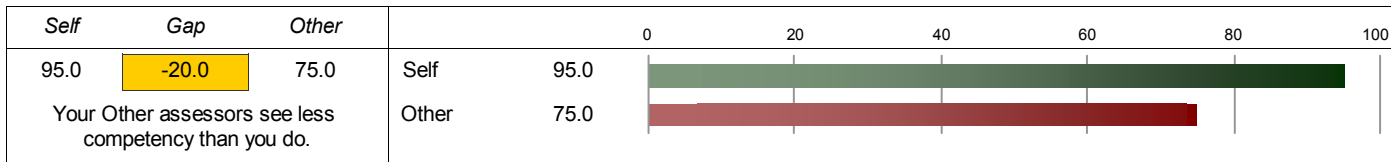
Overall Average for Self-Mastery

To develop Self-Mastery means to continuously develop and grow the personal capacities, and to act with integrity and compassion. Self-Mastery refers to self-integration in the sense that a variety of components of the self are recognized, connected, and function to inform individual action.



Overview of Self-Mastery Competencies

Self-Discipline



Dimension Breakdown

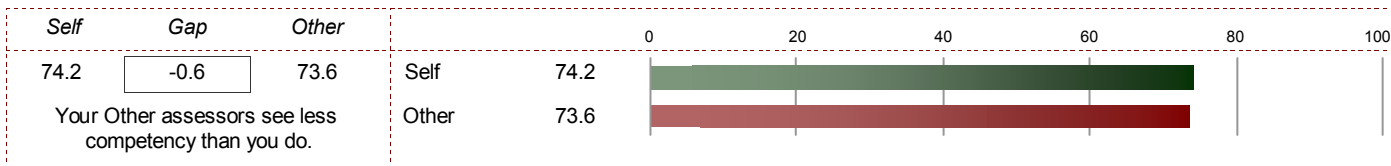
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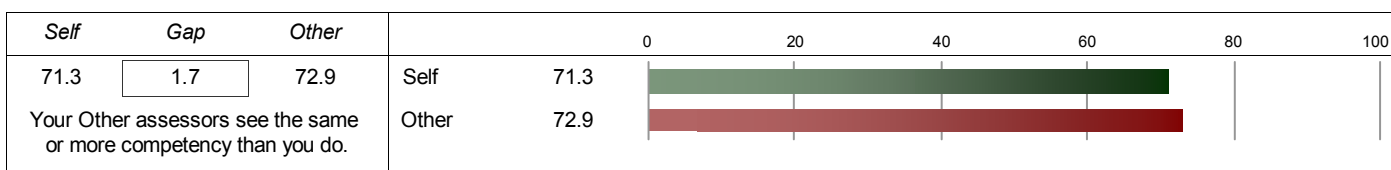
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Overall Assessment Average



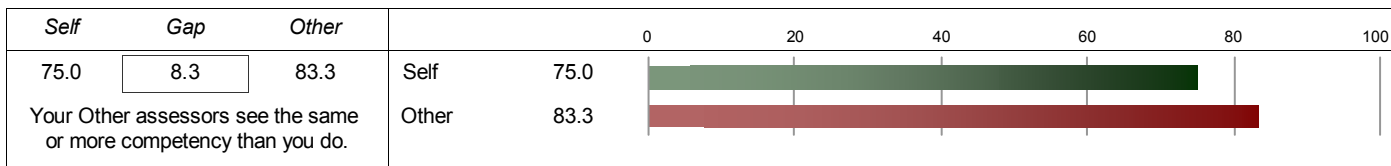
Overall Average for Futuring

Compared to Sense-Making, which focuses on the past and present, this dimension focuses on the future. The focus here is not on predicting the future from current trends but on the creation or envisioning of possible futures that incorporate past learning. Although there are many specific means of addressing the issue of the future, this dimension covers the core competencies.

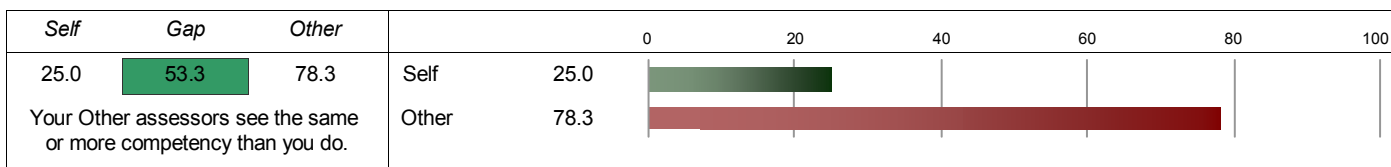


Overview of Futuring Competencies

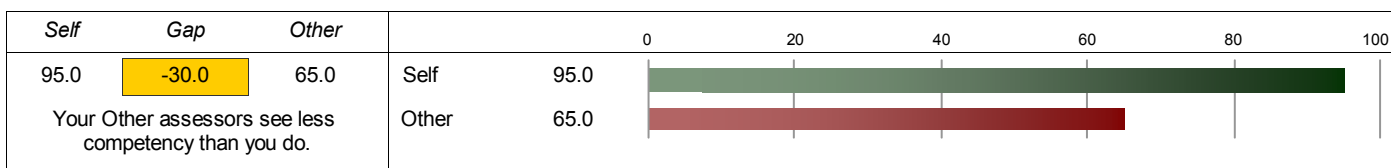
Foresight



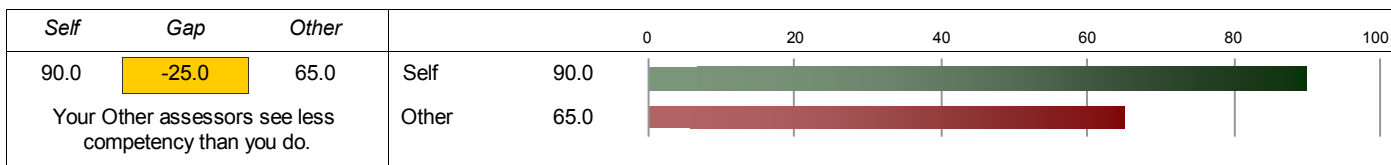
Strategic Action



Out/In Communication



Intention

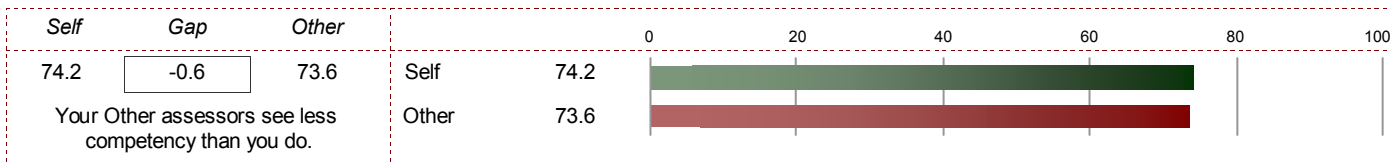


Dimension Breakdown

Notes

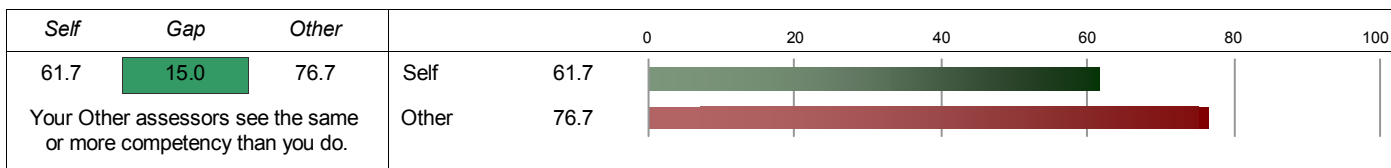
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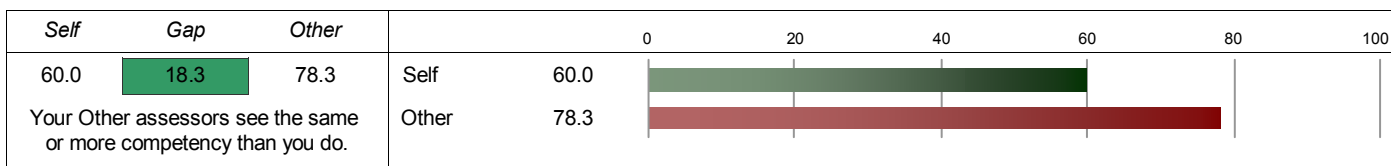
Overall Average for Sense-Making

This dimension focuses on both past events and present context. The complexity of the modern world creates conditions of ambiguity that lead to confusion and uncertainty. Past events and circumstances often need constant reinterpretation in light of new knowledge and events. Current circumstances emerge out of a myriad of forces, powers and diverse intents. Creating meaning within these conditions provides a number of benefits for operating effectively in the world.

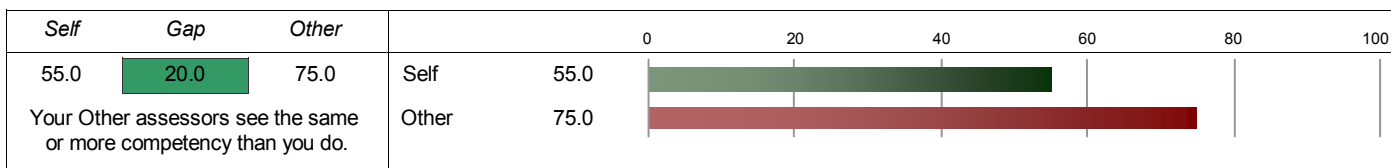


Overview of Sense-Making Competencies

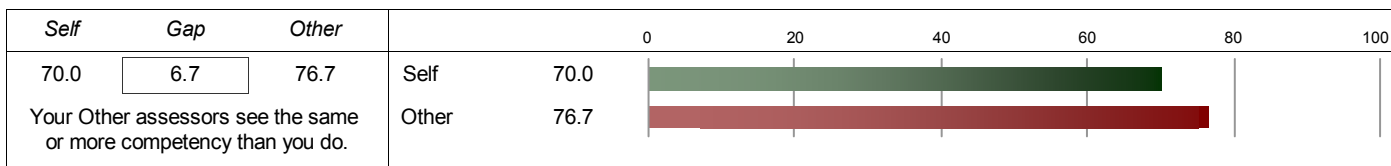
Integrative Thinking



Disciplined Inquiry



Pattern Recognition

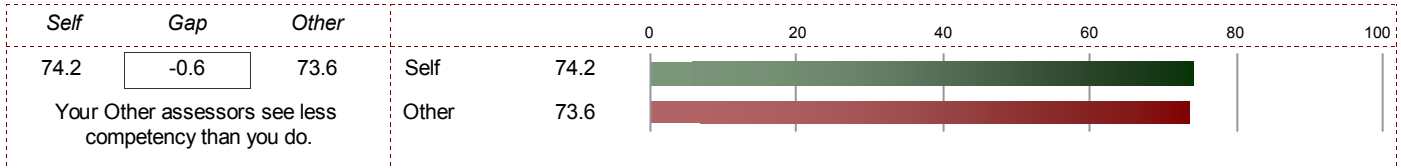


Dimension Breakdown

Notes

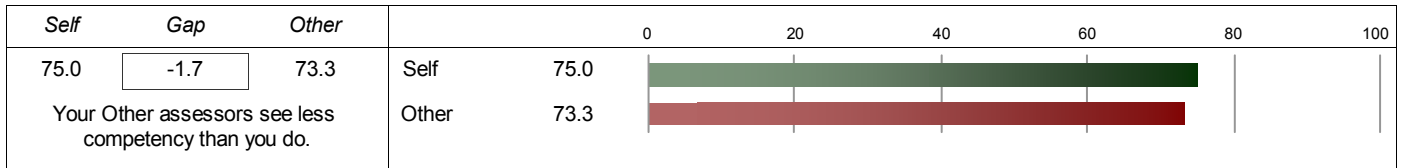
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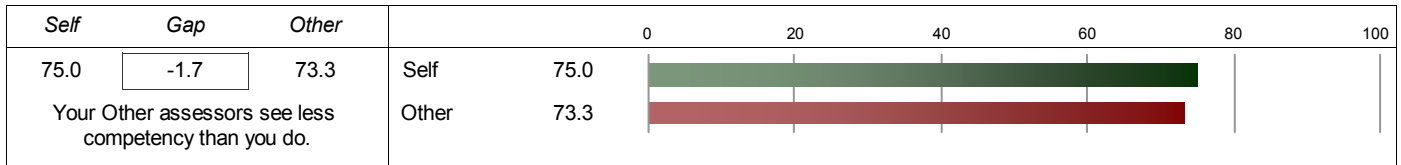
Overall Average for Design of Intelligent Action

This dimension focuses on the need to deliberately design the means of movement from one state to another. The focus is on culture creation through executable strategies. The notion of deliberate design means that leaders consciously create the strategies into which others are brought and around which actions for change are created. Strategies may stabilize present conditions or they may disrupt them. In any event, strategies are created for a purpose and are based on informed action.



Overview of Design of Intelligent Action Competencies

Perspective



Dimension Breakdown

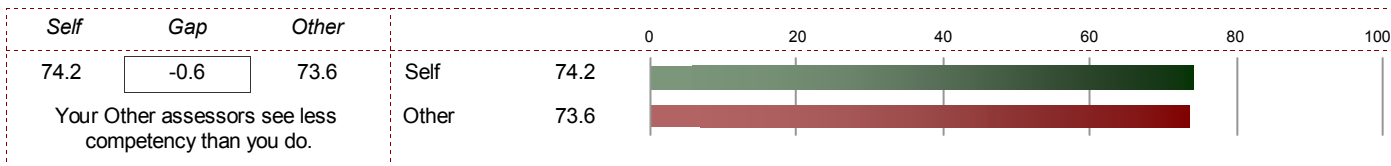
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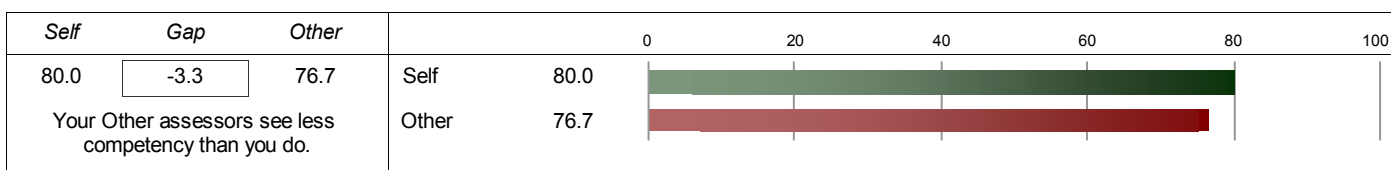
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Overall Assessment Average



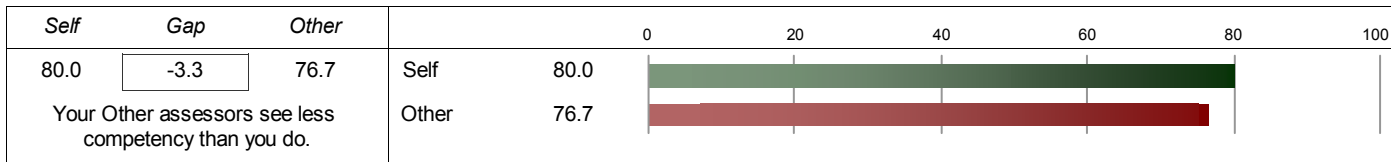
Overall Average for Aligning People to Action

This dimension refers to marshalling human effort, intention, ability and interest to create an outcome through aligned action. Leaders do not operate alone but must work through others to solve problems, to reach goals, and to create futures. This dimension covers the ability to create a sense of purpose and to gain commitment.



Overview of Aligning People to Action Competencies

Engaging Others



Dimension Breakdown

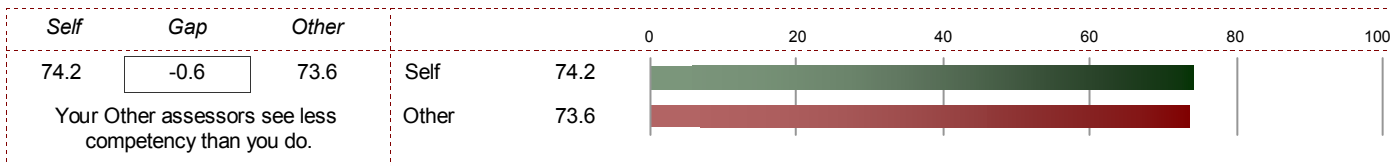
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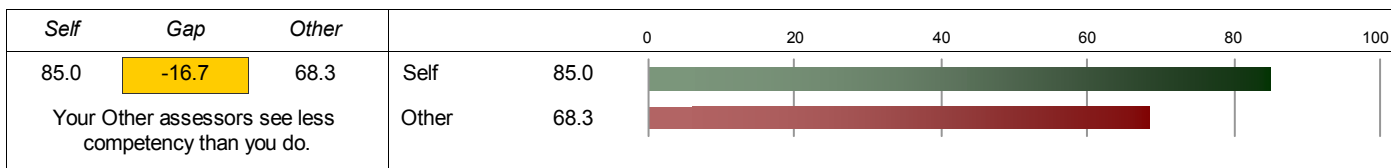
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Overall Assessment Average



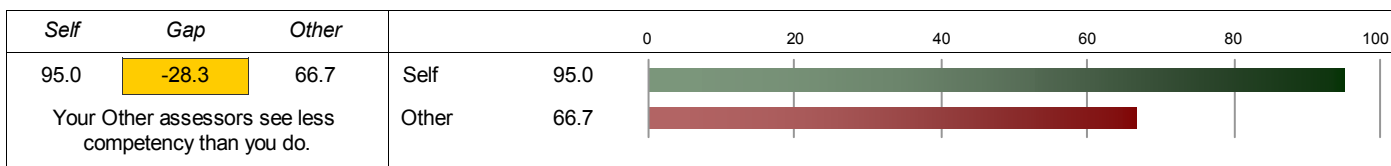
Overall Average for Adaptive Learning

This dimension focuses on the continuous need to learn. Adaptive learning refers to the ability to approach undefined situations from a considered and disciplined perspective. The increasing complexity of the world is forcing continuous, multiple change; new, undefined situations are constantly arising with which few people, if any, have experience. These situations call for a type of learning that depends on emergence and the ability of people to preemptively learn.

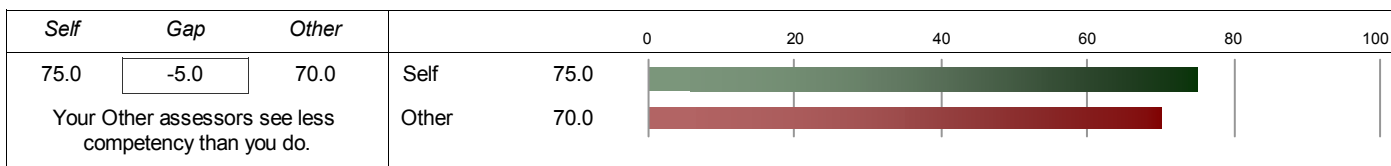


Overview of Adaptive Learning Competencies

Creating a Generative Space



Leveraging Knowledge Forward



Breakdown for Self-Discipline (Self-Mastery)

Notes

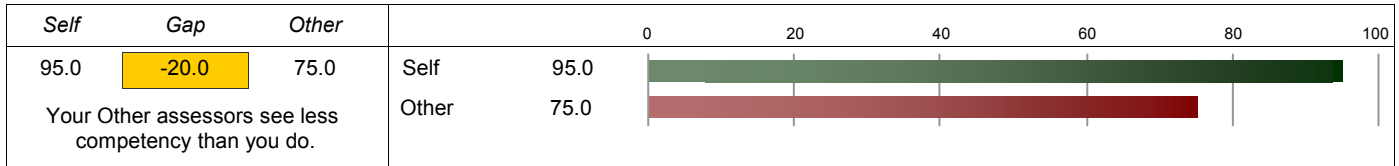
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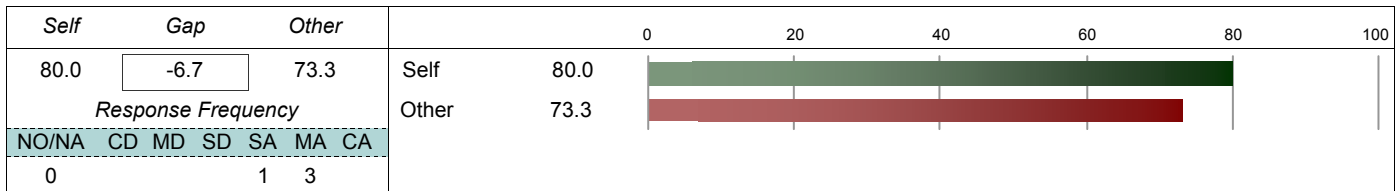
Overall: Self-Discipline

.....a personal quality that reflects a conscious and consistent commitment to effort.

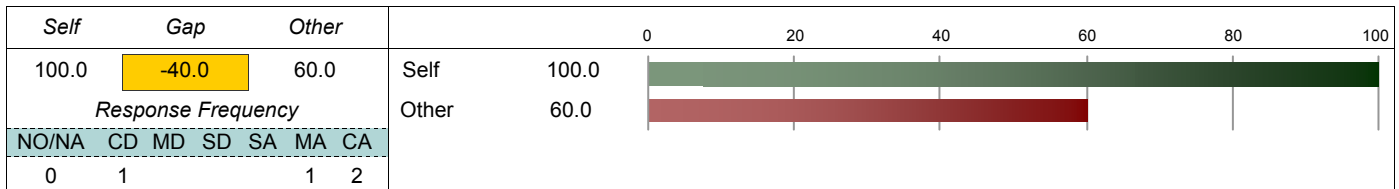


Question Breakdown

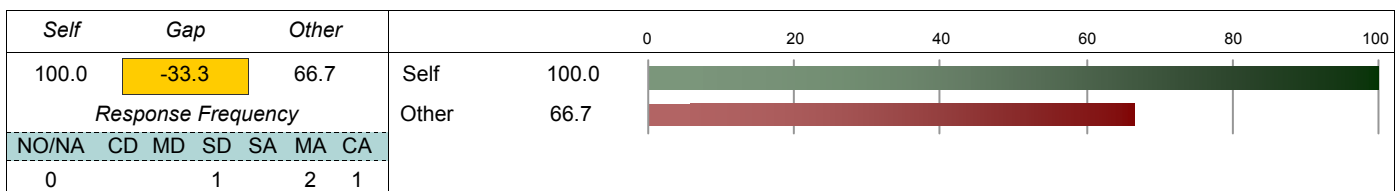
1. Maintains focus by concentrating on the issue at hand, avoiding distractions.



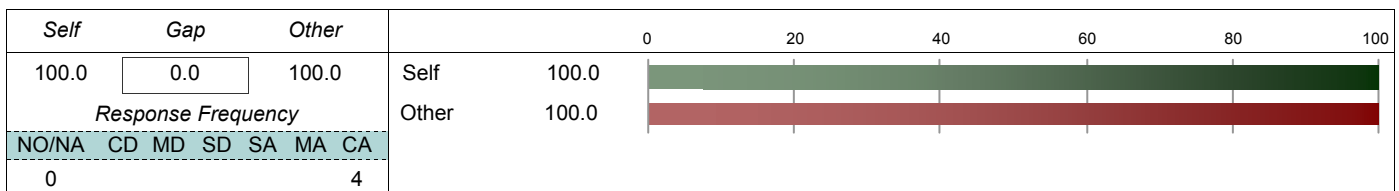
2. Uses their time effectively and efficiently.



3. Consistently follows through personally on plans and commitments that they make.



4. Persists in important tasks even when strong pressures to do urgent but less important things exist.



Breakdown for Foresight (Futuring)

Notes

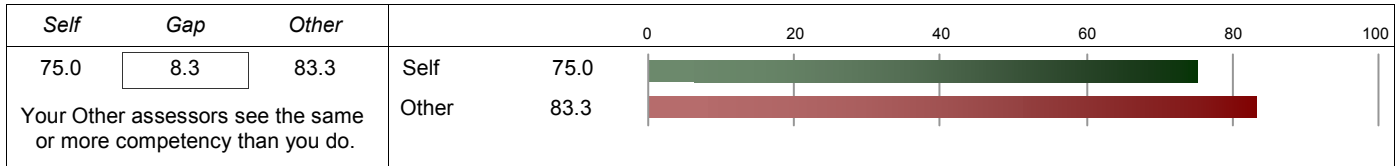
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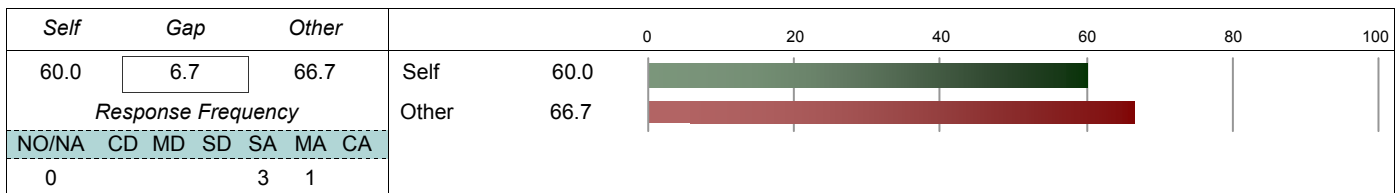
Overall: Foresight

.....an ability to consider and work with a range of possible futures.

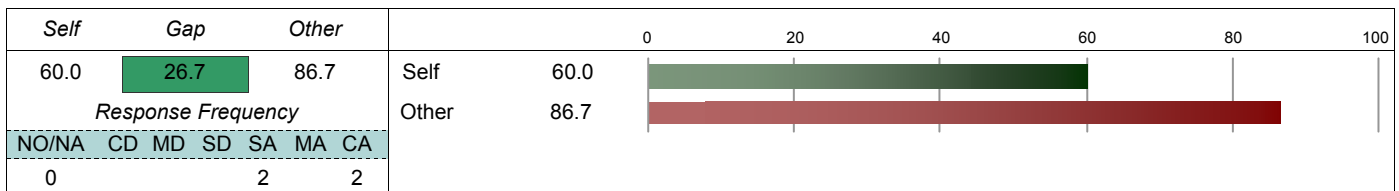


Question Breakdown

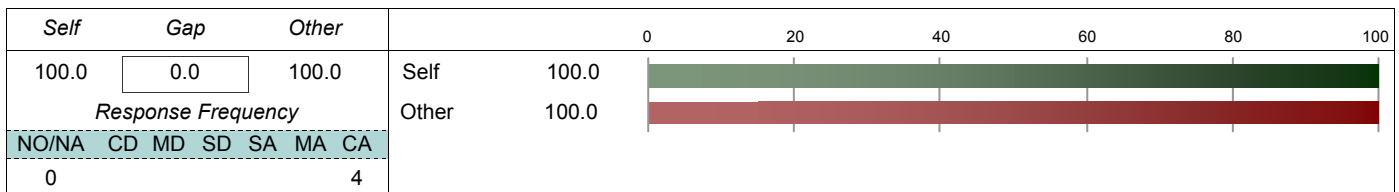
5. Communicates plausible future possibilities from an analysis of current trends/conditions/forces.



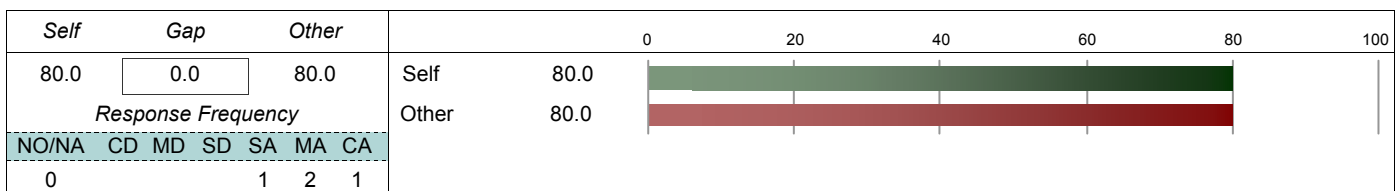
6. Is capable of considering a number of future possibilities simultaneously.



7. Can communicate a compelling vision of a desired future to others while involving them in the creation of the vision.



8. Applies intuition, intellect and analytical skills to identify and understand future trends and complex situations.



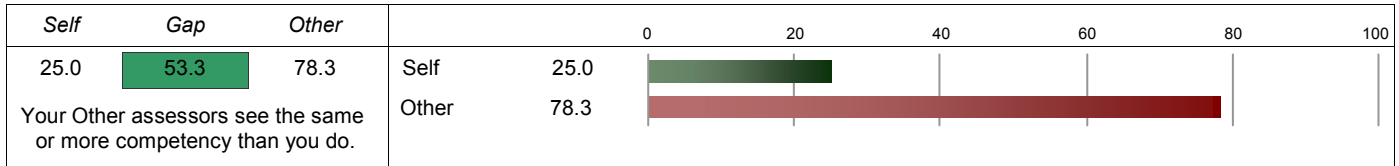
Breakdown for Strategic Action (Futuring)

Notes

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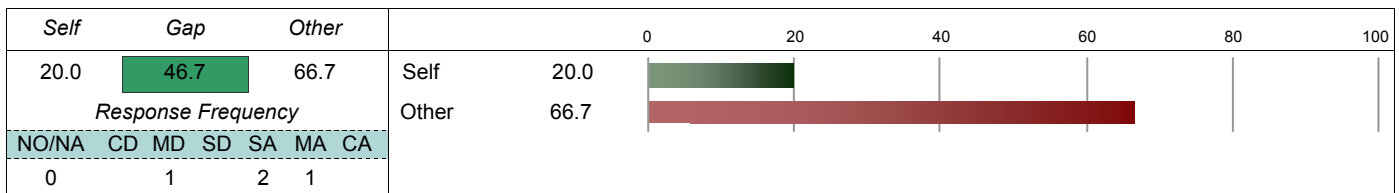
Overall: Strategic Action

.....an ability to take calculated action towards an ideal.

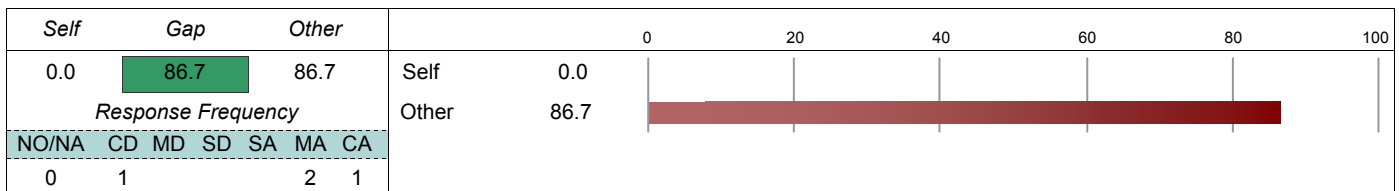


Question Breakdown

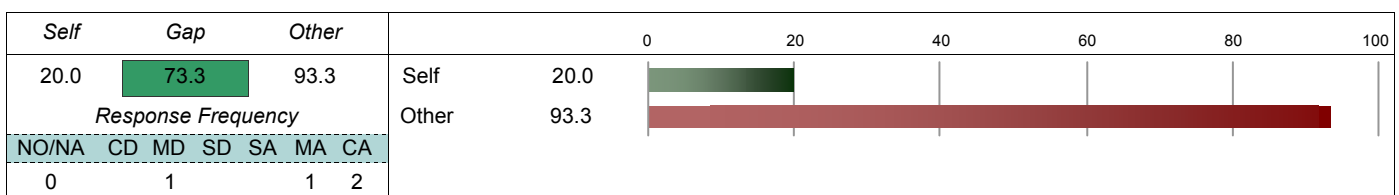
9. Discusses longer-term, strategic-level actions that are opportunity-focused.



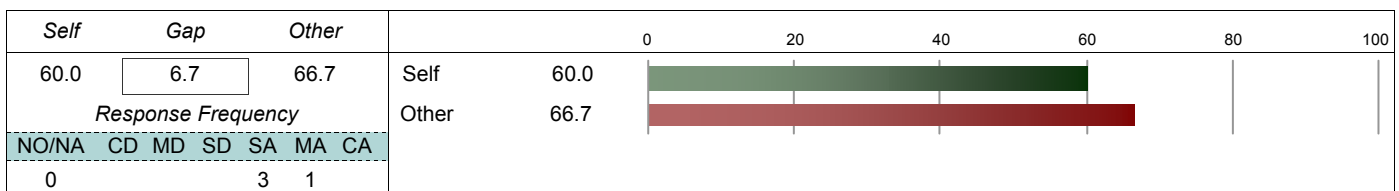
10. Actively evaluates a variety of strategies to identify the optimal route to success.



11. Leads others in actively turning alternatives and possibilities into well thought out strategies.



12. Develops and uses key performance indicators to measure progress to support achievement of chosen strategies.



Breakdown for Out/In Communication (Futuring)

Notes

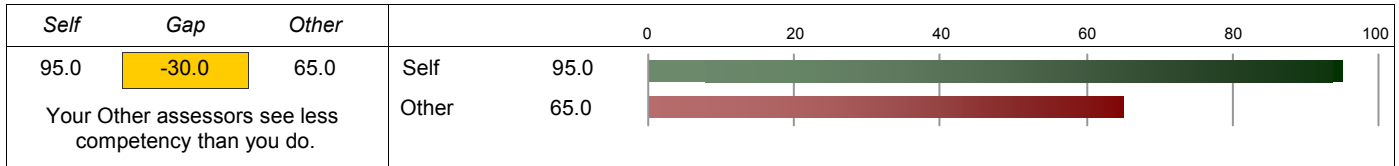
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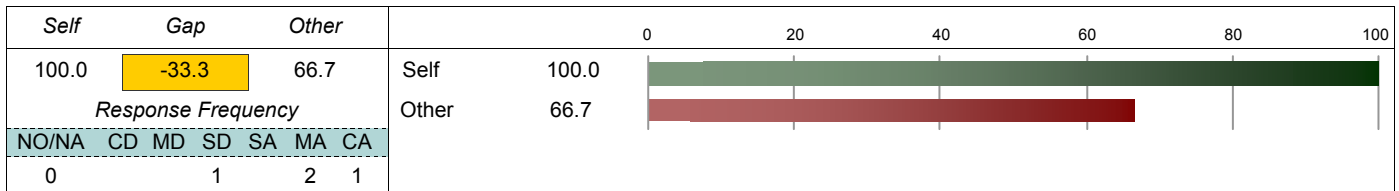
Overall: Out/In Communication

.....an ability to create meaning about the future.

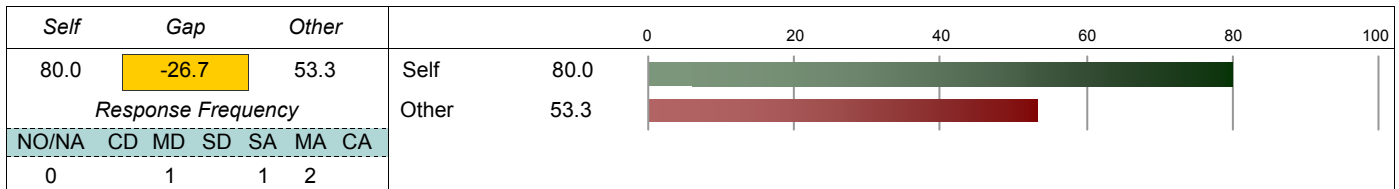


Question Breakdown

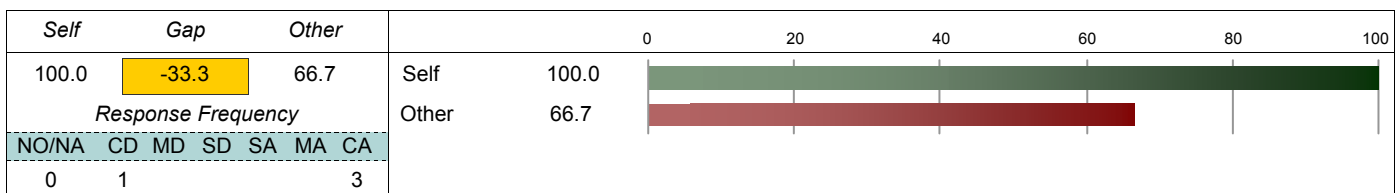
13. In speech and writing, clearly communicates vision and purpose.



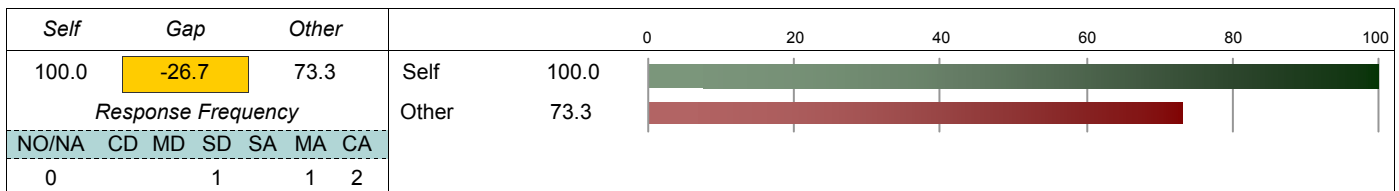
14. Displays a personal passion for the vision and purpose of the organization.



15. Communicates how team plans and goals are clearly related to, and supporting of the vision and purpose.



16. Takes appropriate action within their zone of control to ensure that vision and purpose are regularly examined and updated.



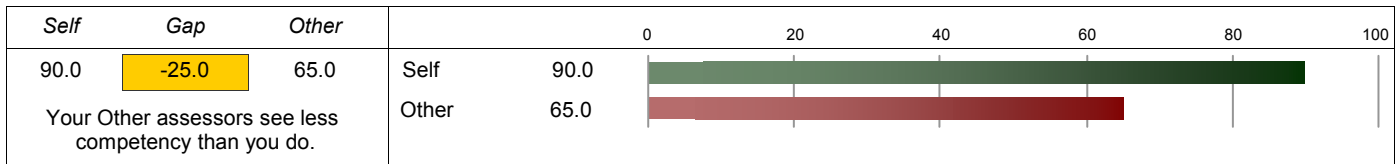
Breakdown for Intention (Futuring)

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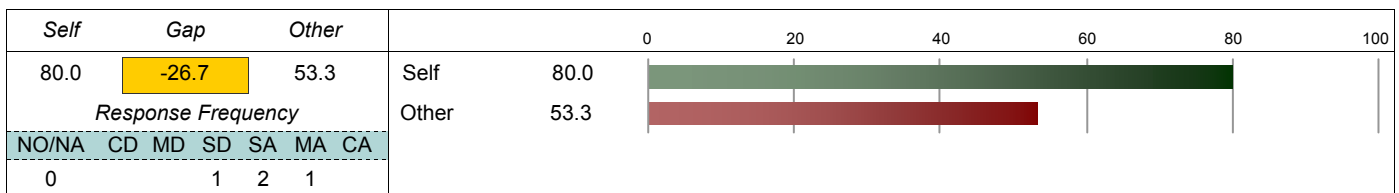
Overall: Intention

.....an ability to direct and engage energy and commitment and align your personal action towards the desired future state.

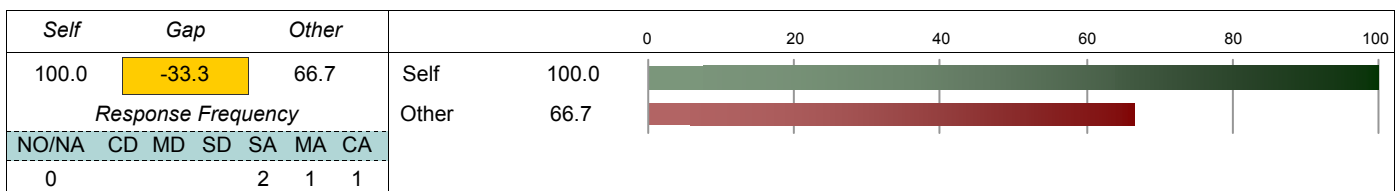


Question Breakdown

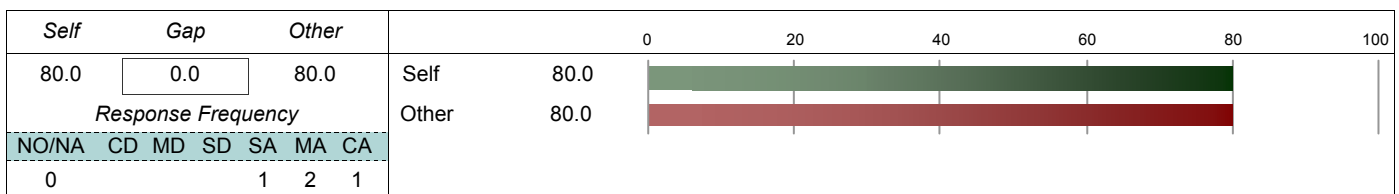
17. Demonstrates commitment to departmental/organizational objectives through their daily actions.



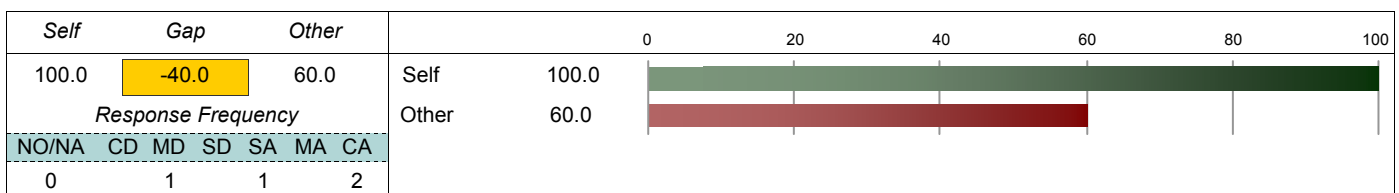
18. Acts to make visible to stakeholders the purpose for taking selected actions.



19. Reviews short term actions regularly to ensure their alignment with departmental/organizational objectives.



20. Ensures that measurement methods are set and used to track the effectiveness of their own daily actions.



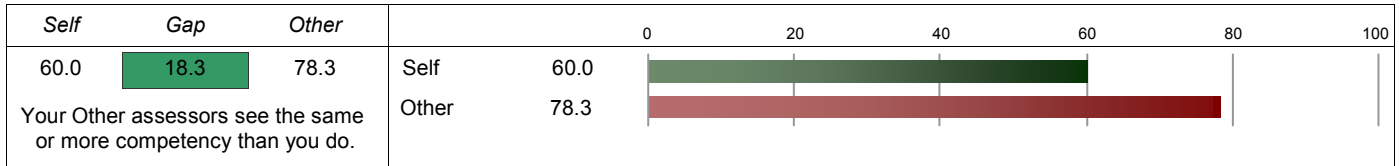
Breakdown for Integrative Thinking (Sense-Making)

Notes

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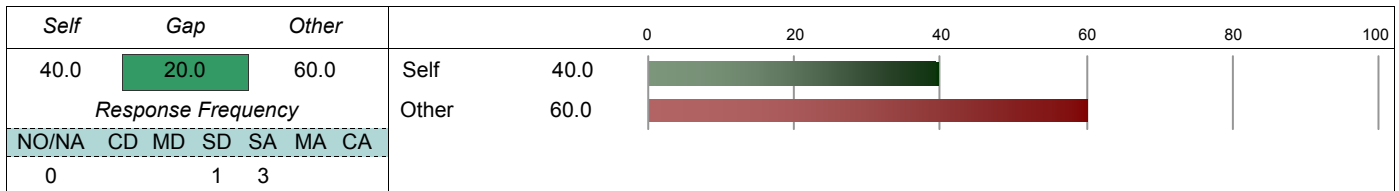
Overall: Integrative Thinking

.....an ability to construct meaning from a variety of perspectives.

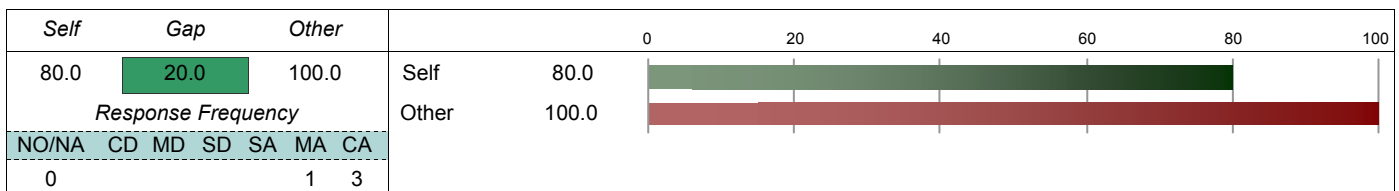


Question Breakdown

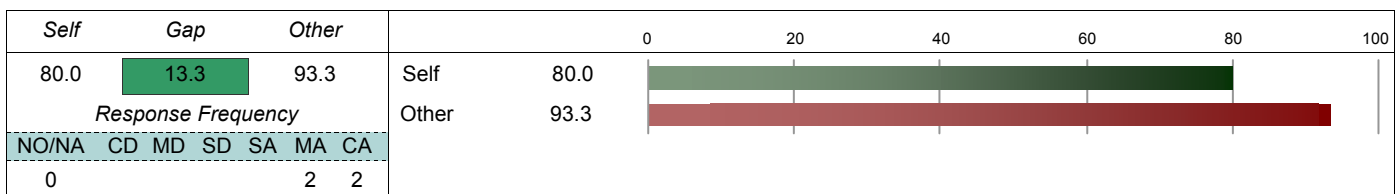
21. Actively uses metaphors in discussion to demonstrate understanding.



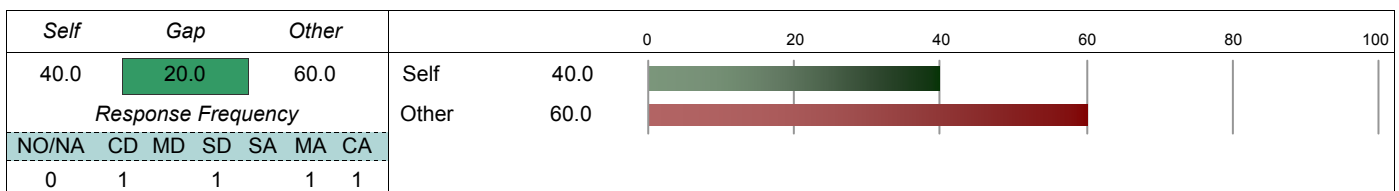
22. Through their comments, demonstrates an ability to take multiple perspectives (e.g. financial, performance, strategic, operational) into account in analysis of the situation.



23. Constantly seeks to understand the interconnections and larger implications of issues at hand.



24. Identifies and analyzes other situations that may hold answers or clues to deal with the issue at hand.



Breakdown for Disciplined Inquiry (Sense-Making)

Notes

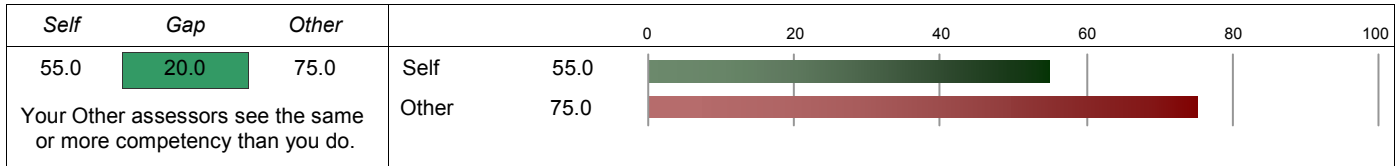
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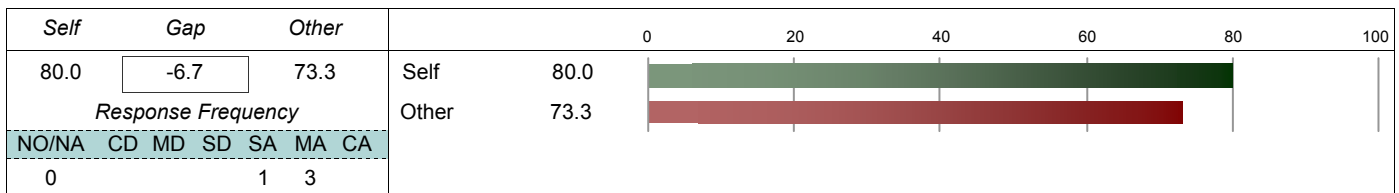
Overall: Disciplined Inquiry

.....an ability to inquire into an issue and to reflect on its effectiveness.

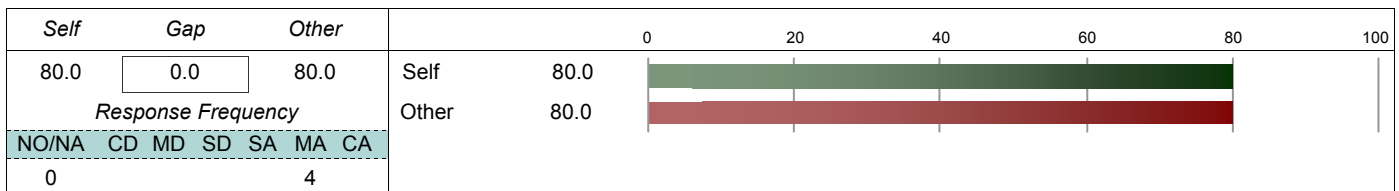


Question Breakdown

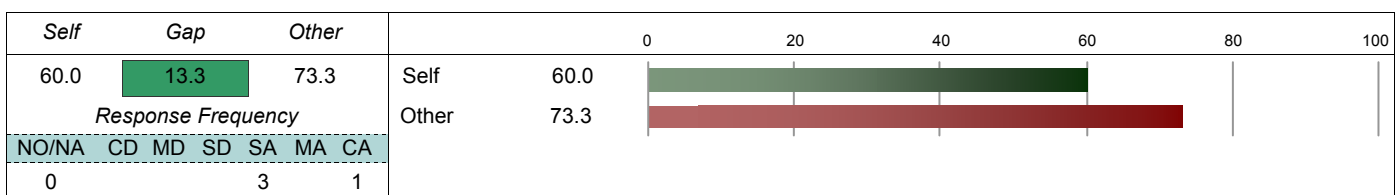
25. Demonstrates a disciplined thinking process to define issues and problems.



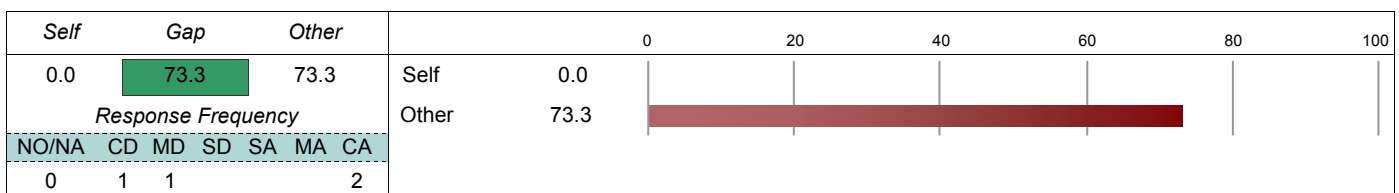
26. Probes and strives to generate a deeper understanding of non-obvious issues.



27. Facilitates others in analyzing situations and alternatives in order to gain insight.



28. Seeks to understand the central issues of a situation rather than reacting solely to obvious information.



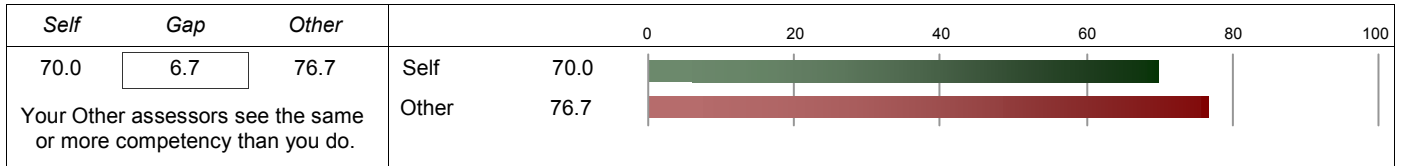
Breakdown for Pattern Recognition (Sense-Making)

Notes

"Other" = Average of all responses from your Other respondents.
 "Gap" = Difference between your Self and Other rating. A significant difference (more than 10) is highlighted.
 "Response Frequency" = Number of times each response was selected by all assessors, including Self.

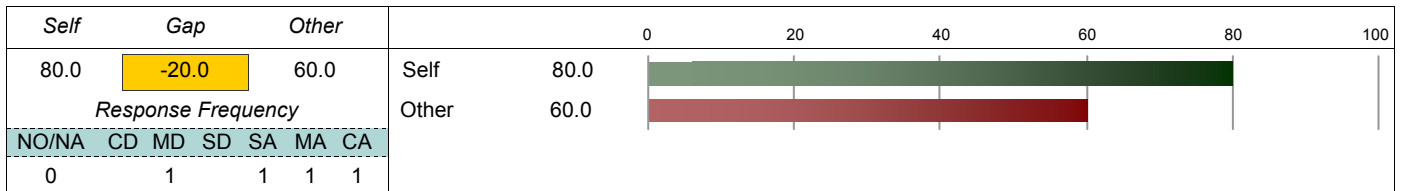
Overall: Pattern Recognition

.....an ability to recognize or identify patterns in a variety of situations and circumstances

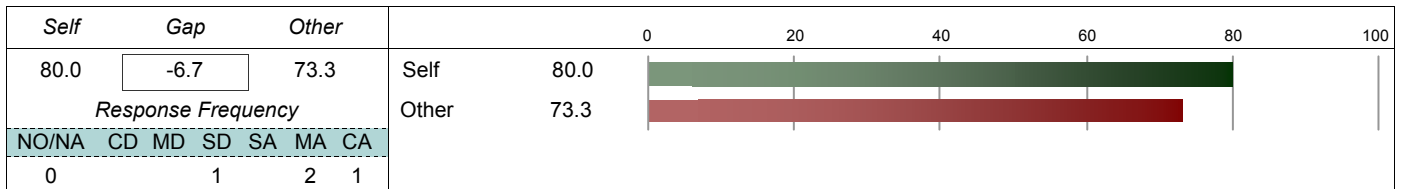


Question Breakdown

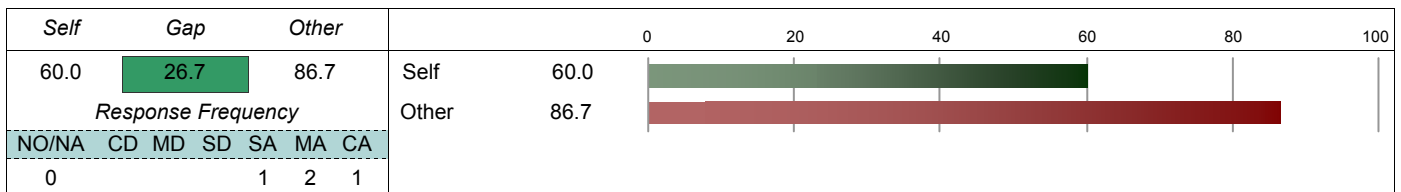
29. Proposes possible relationships among seemingly unrelated events or circumstances.



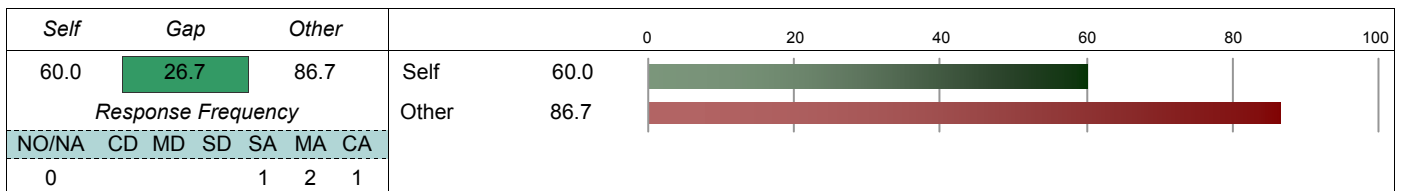
30. Identifies historical trends with regularity and consistency.



31. Can identify and articulate behavior trends in a group even though it may be dealing with unrelated situations over a period of time.



32. Can articulate how future plans will influence other plans before they are fully implemented.



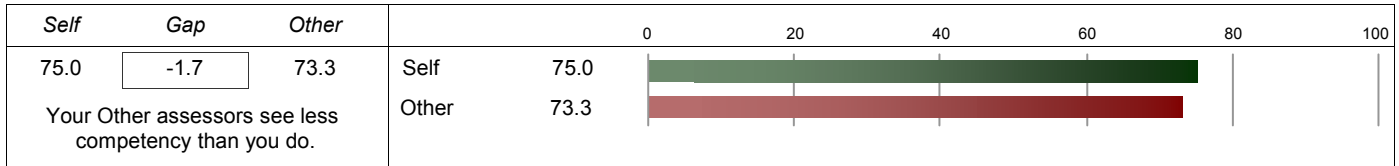
Breakdown for Perspective (Design of Intelligent Action)

Notes

"Other" = Average of all responses from your Other respondents.
 "Gap" = Difference between your Self and Other rating. A significant difference (more than 10) is highlighted.
 "Response Frequency" = Number of times each response was selected by all assessors, including Self.

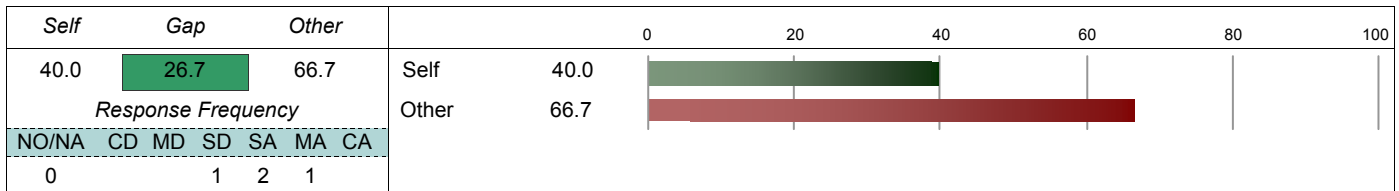
Overall: Perspective

.....a personal quality that reflects a flexibility of mind and curiosity.

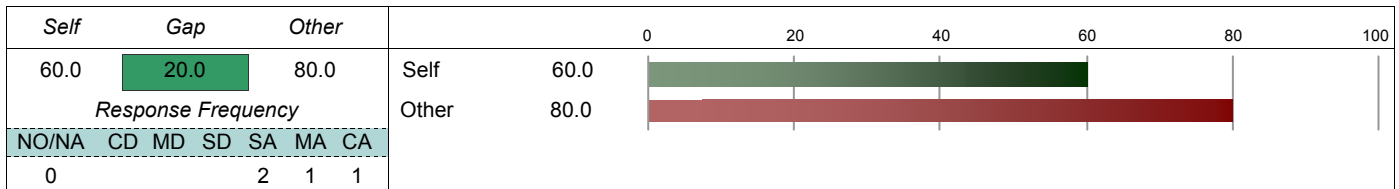


Question Breakdown

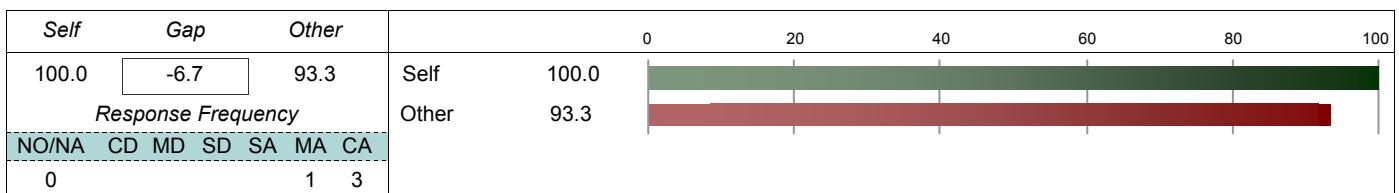
33. Actively views situations from multiple perspectives.



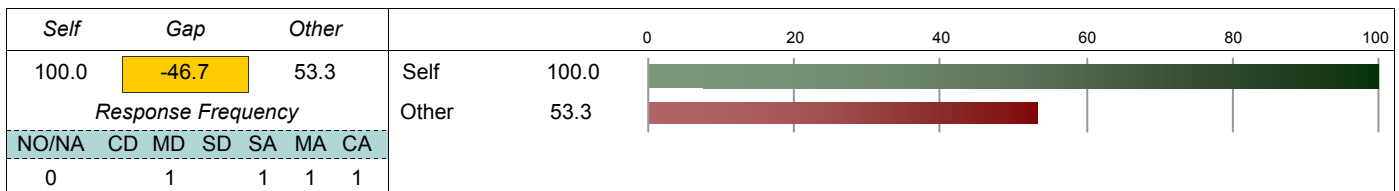
34. Probes for a deeper understanding of the situation.



35. Demonstrates curiosity about all facets of a situation and seeks to stimulate that curiosity in others.



36. Works to analyze how the situation or actions will be viewed at a later date rather than only examining it from the current perspective.



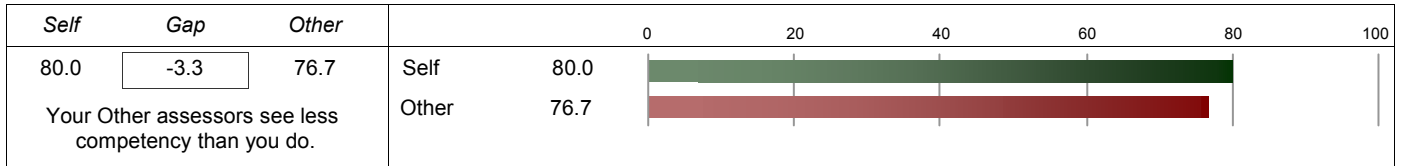
Breakdown for Engaging Others (Aligning People to Action)

Notes

"Other" = Average of all responses from your Other respondents.
 "Gap" = Difference between your Self and Other rating. A significant difference (more than 10) is highlighted.
 "Response Frequency" = Number of times each response was selected by all assessors, including Self.

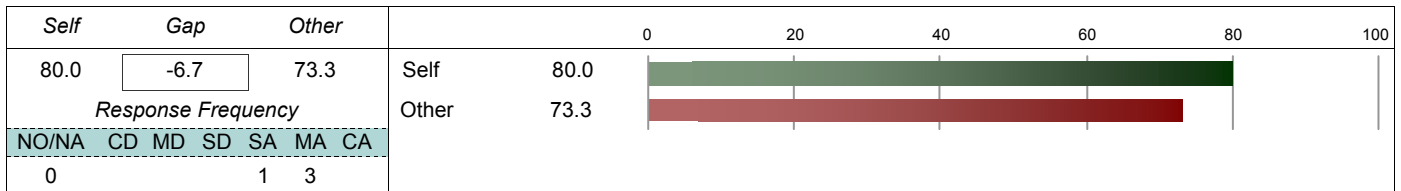
Overall: Engaging Others

.....an ability to align people together around a common vision, goal, task or desired outcome.

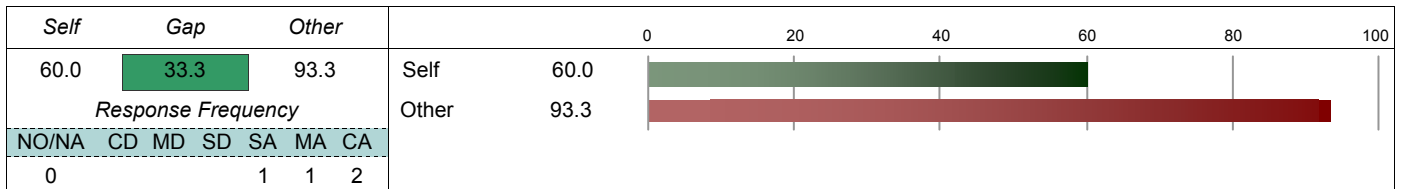


Question Breakdown

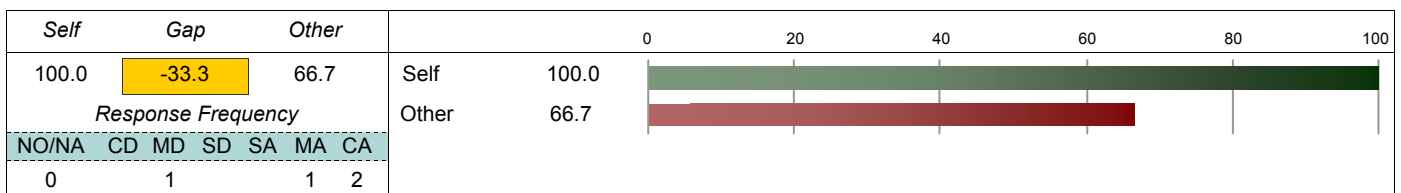
37. Demonstrates the capacity to engage a diverse group of people with differing styles in pursuit of a common goal.



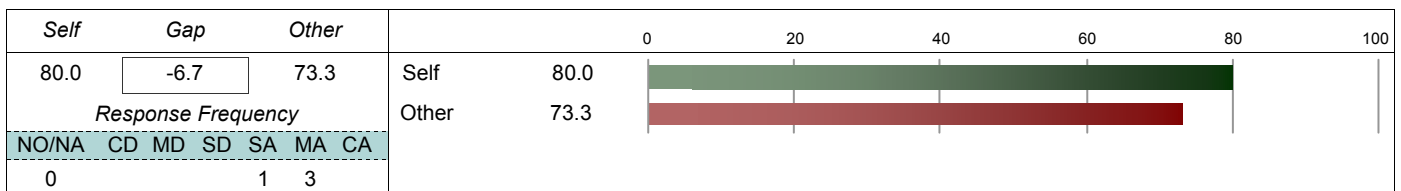
38. Creates an environment that encourages individual ownership of outcomes.



39. Communicates vision or desired outcomes in ways that stimulate people to add their perspectives and thoughts.



40. Frequently encourages others to contribute ideas/observations.



Breakdown for Creating a Generative Space (Adaptive Learning)

Notes

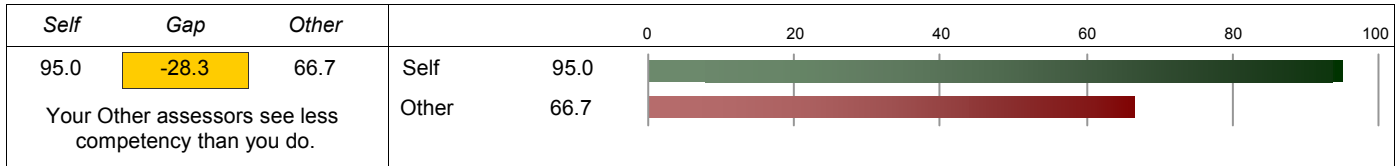
"Other" = Average of all responses from your Other respondents.

"Gap" = Difference between your Self and Other rating. A significant difference (more than 10) is highlighted.

"Response Frequency" = Number of times each response was selected by all assessors, including Self.

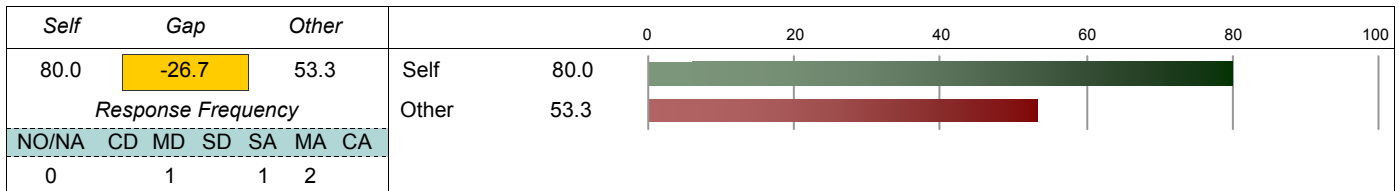
Overall: Creating a Generative Space

.....an ability to create an environment that produces new perspectives and new solutions.

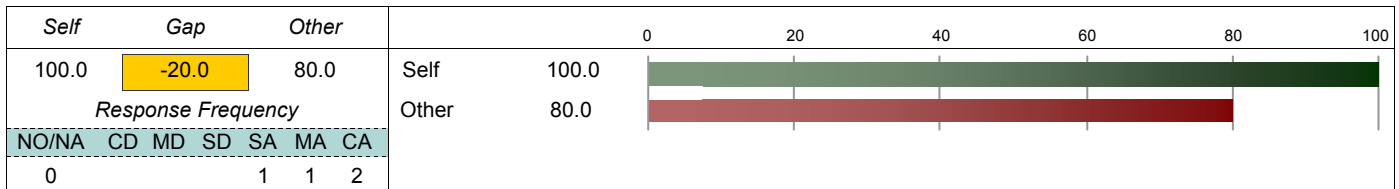


Question Breakdown

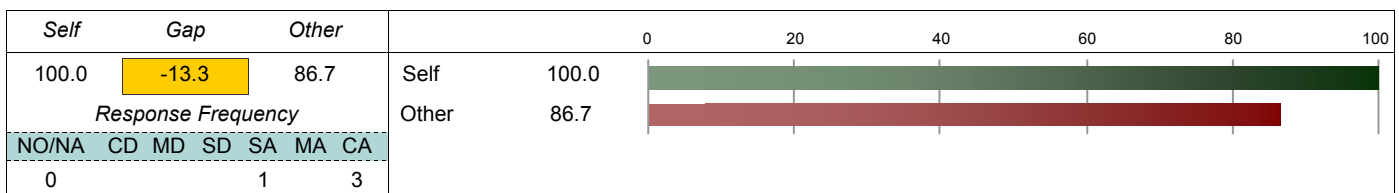
41. Creates a challenging climate of fun and excitement.



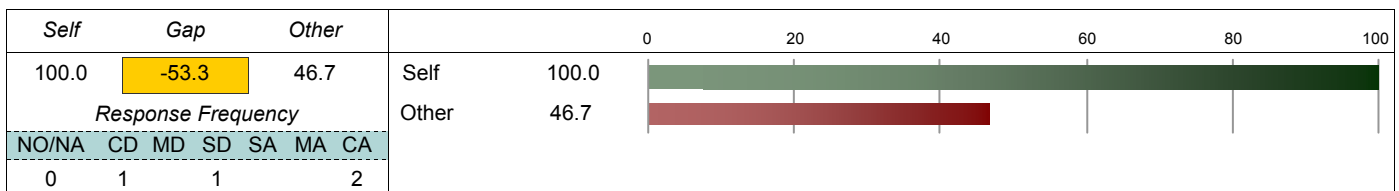
42. Creates an environment where people are easily able to generate multiple ideas.



43. Encourages innovation in planning and executing work.



44. Uses failures as opportunities to generate alternative actions instead of focusing on blame of self or others.



Breakdown for Leveraging Knowledge Forward (Adaptive Learning)

Notes

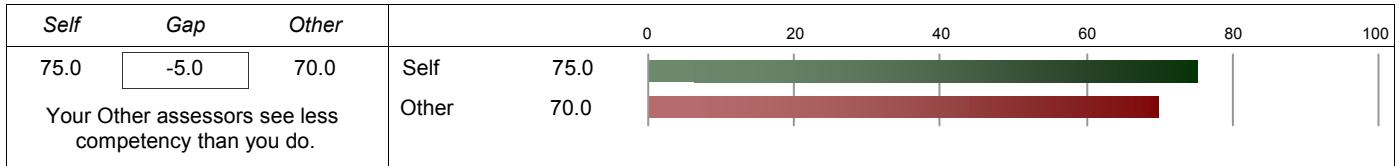
"Other" = Average of all responses from your Other respondents.

"Gap" = Difference between your Self and Other rating. A significant difference (more than 10) is highlighted.

"Response Frequency" = Number of times each response was selected by all assessors, including Self.

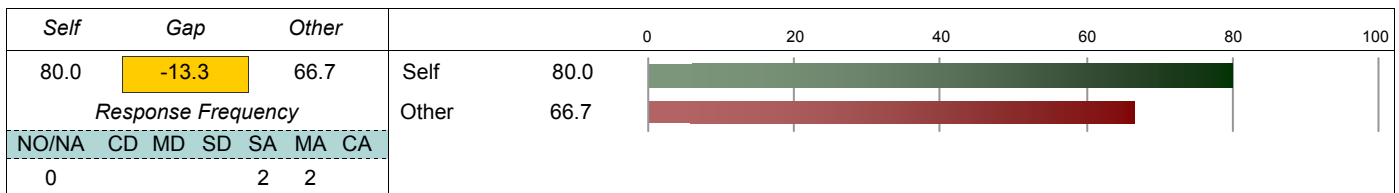
Overall: Leveraging Knowledge Forward

.....an ability to learn and grow from experience by integrating lessons learned.

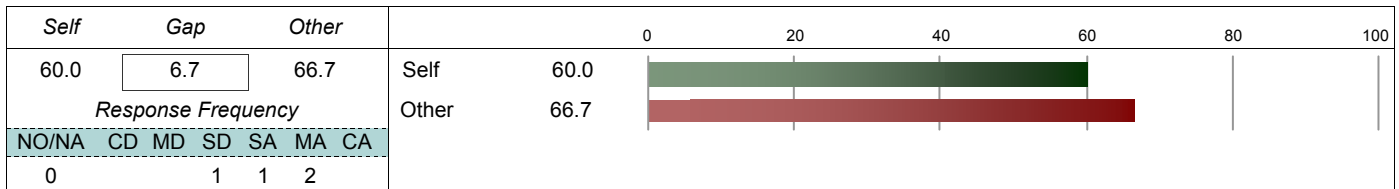


Question Breakdown

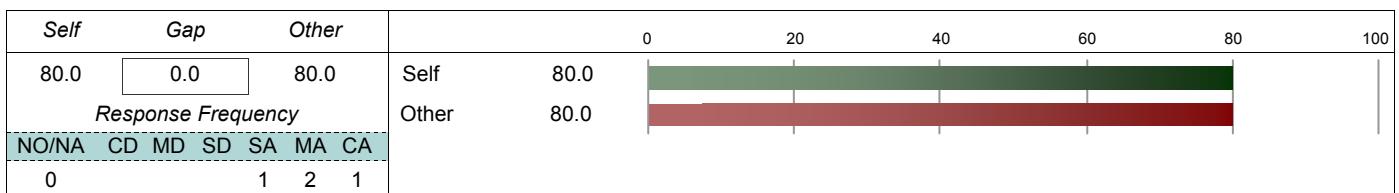
45. Summarizes what has been learned over a series of projects/actions.



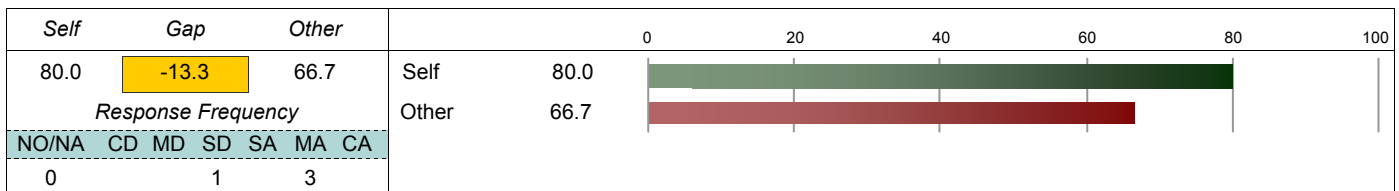
46. Draws past learning into discussions of future projects/actions.



47. Can identify and articulate how seemingly unconnected past events have implications for the situation at hand.



48. Encourages others to examine their own past experiences and to integrate them into their attempts to deal with current or future situations.



Competency Listing

Notes

"Overall Assessment by Source" = Average for all questions by respondent type.
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Overall Assessment by Source: 74.2 73.6

Self-Mastery

To develop Self-Mastery means to continuously develop and grow the personal capacities, and to act with integrity and compassion. Self-Mastery refers to self-integration in the sense that a variety of components of the self are recognized, connected, and function to inform individual action.

<i>Self-Discipline: ...a personal quality that reflects a conscious and consistent commitment to effort.</i>	Self	Other
1. Maintains focus by concentrating on the issue at hand, avoiding distractions.	80.0	73.3
2. Uses their time effectively and efficiently.	100.0	60.0
3. Consistently follows through personally on plans and commitments that they make.	100.0	66.7
4. Persists in important tasks even when strong pressures to do urgent but less important things exist.	100.0	100.0

Futuring

Compared to Sense-Making, which focuses on the past and present, this dimension focuses on the future. The focus here is not on predicting the future from current trends but on the creation or envisioning of possible futures that incorporate past learning. Although there are many specific means of addressing the issue of the future, this dimension covers the core competencies.

<i>Foresight: ...an ability to consider and work with a range of possible futures.</i>	Self	Other
5. Communicates plausible future possibilities from an analysis of current trends/conditions/forces.	60.0	66.7
6. Is capable of considering a number of future possibilities simultaneously.	60.0	86.7
7. Can communicate a compelling vision of a desired future to others while involving them in the creation of the vision.	100.0	100.0
8. Applies intuition, intellect and analytical skills to identify and understand future trends and complex situations.	80.0	80.0

<i>Strategic Action: ...an ability to take calculated action towards an ideal.</i>	Self	Other
9. Discusses longer-term, strategic-level actions that are opportunity-focused.	20.0	66.7
10. Actively evaluates a variety of strategies to identify the optimal route to success.	0.0	86.7
11. Leads others in actively turning alternatives and possibilities into well thought out strategies.	20.0	93.3
12. Develops and uses key performance indicators to measure progress to support achievement of chosen strategies.	60.0	66.7

<i>Out/In Communication: ...an ability to create meaning about the future.</i>	Self	Other
13. In speech and writing, clearly communicates vision and purpose.	100.0	66.7
14. Displays a personal passion for the vision and purpose of the organization.	80.0	53.3
15. Communicates how team plans and goals are clearly related to, and supporting of the vision and purpose.	100.0	66.7
16. Takes appropriate action within their zone of control to ensure that vision and purpose are regularly examined and updated.	100.0	73.3

<i>Intention: ...an ability to direct and engage energy and commitment and align your personal action towards the desired future state.</i>	Self	Other
17. Demonstrates commitment to departmental/organizational objectives through their daily actions.	80.0	53.3
18. Acts to make visible to stakeholders the purpose for taking selected actions.	100.0	66.7
19. Reviews short term actions regularly to ensure their alignment with departmental/organizational objectives.	80.0	80.0
20. Ensures that measurement methods are set and used to track the effectiveness of their own daily actions.	100.0	60.0

Competency Listing

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Overall Assessment by Source: 74.2 73.6

Sense-Making

This dimension focuses on both past events and present context. The complexity of the modern world creates conditions of ambiguity that lead to confusion and uncertainty. Past events and circumstances often need constant reinterpretation in light of new knowledge and events. Current circumstances emerge out of a myriad of forces, powers and diverse intents. Creating meaning within these conditions provides a number of benefits for operating effectively in the world.

<i>Integrative Thinking: ...an ability to construct meaning from a variety of perspectives.</i>	Self	Other
21. Actively uses metaphors in discussion to demonstrate understanding.	40.0	60.0
22. Through their comments, demonstrates an ability to take multiple perspectives (e.g. financial, performance, strategic, operational) into account in analysis of the situation.	80.0	100.0
23. Constantly seeks to understand the interconnections and larger implications of issues at hand.	80.0	93.3
24. Identifies and analyzes other situations that may hold answers or clues to deal with the issue at hand.	40.0	60.0
<i>Disciplined Inquiry: ...an ability to inquire into an issue and to reflect on its effectiveness.</i>	Self	Other
25. Demonstrates a disciplined thinking process to define issues and problems.	80.0	73.3
26. Probes and strives to generate a deeper understanding of non-obvious issues.	80.0	80.0
27. Facilitates others in analyzing situations and alternatives in order to gain insight.	60.0	73.3
28. Seeks to understand the central issues of a situation rather than reacting solely to obvious information.	0.0	73.3
<i>Pattern Recognition: ...an ability to recognize or identify patterns in a variety of situations and circumstances</i>	Self	Other
29. Proposes possible relationships among seemingly unrelated events or circumstances.	80.0	60.0
30. Identifies historical trends with regularity and consistency.	80.0	73.3
31. Can identify and articulate behavior trends in a group even though it may be dealing with unrelated situations over a period of time.	60.0	86.7
32. Can articulate how future plans will influence other plans before they are fully implemented.	60.0	86.7

Design of Intelligent Action

This dimension focuses on the need to deliberately design the means of movement from one state to another. The focus is on culture creation through executable strategies. The notion of deliberate design means that leaders consciously create the strategies into which others are brought and around which actions for change are created. Strategies may stabilize present conditions or they may disrupt them. In any event, strategies are created for a purpose and are based on informed action.

<i>Perspective: ...a personal quality that reflects a flexibility of mind and curiosity.</i>	Self	Other
33. Actively views situations from multiple perspectives.	40.0	66.7
34. Probes for a deeper understanding of the situation.	60.0	80.0
35. Demonstrates curiosity about all facets of a situation and seeks to stimulate that curiosity in others.	100.0	93.3
36. Works to analyze how the situation or actions will be viewed at a later date rather than only examining it from the current perspective.	100.0	53.3

Aligning People to Action

This dimension refers to marshalling human effort, intention, ability and interest to create an outcome through aligned action. Leaders do not operate alone but must work through others to solve problems, to reach goals, and to create futures. This dimension covers the ability to create a sense of purpose and to gain commitment.

<i>Engaging Others: ...an ability to align people together around a common vision, goal, task or desired outcome.</i>	Self	Other
37. Demonstrates the capacity to engage a diverse group of people with differing styles in pursuit of a common goal.	80.0	73.3
38. Creates an environment that encourages individual ownership of outcomes.	60.0	93.3
39. Communicates vision or desired outcomes in ways that stimulate people to add their perspectives and thoughts.	100.0	66.7
40. Frequently encourages others to contribute ideas/observations.	80.0	73.3

Competency Listing

Notes

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Overall Assessment by Source: 74.2 73.6

Adaptive Learning

This dimension focuses on the continuous need to learn. Adaptive learning refers to the ability to approach undefined situations from a considered and disciplined perspective. The increasing complexity of the world is forcing continuous, multiple change; new, undefined situations are constantly arising with which few people, if any, have experience. These situations call for a type of learning that depends on emergence and the ability of people to preemptively learn.

<i>Creating a Generative Space: ...an ability to create an environment that produces new perspectives and new solutions.</i>	Self	Other
41. Creates a challenging climate of fun and excitement.	80.0	53.3
42. Creates an environment where people are easily able to generate multiple ideas.	100.0	80.0
43. Encourages innovation in planning and executing work.	100.0	86.7
44. Uses failures as opportunities to generate alternative actions instead of focusing on blame of self or others.	100.0	46.7
<i>Leveraging Knowledge Forward: ...an ability to learn and grow from experience by integrating lessons learned.</i>	Self	Other
45. Summarizes what has been learned over a series of projects/actions.	80.0	66.7
46. Draws past learning into discussions of future projects/actions.	60.0	66.7
47. Can identify and articulate how seemingly unconnected past events have implications for the situation at hand.	80.0	80.0
48. Encourages others to examine their own past experiences and to integrate them into their attempts to deal with current or future situations.	80.0	66.7

Question Ranking

Notes

"Overall Assessment by Source" = Average for all questions by respondent type.
 Question have been ranked according to the Other rating.
 The top 5 questions are highlighted in green; the bottom 5 in red.

Overall Assessment by Source: 74.2 73.6

Competency	Question	Self	Other
<i>Foresight</i>	7. Can communicate a compelling vision of a desired future to others while involving them in the creation of the vision.	100.0	100.0
<i>Self-Discipline</i>	4. Persists in important tasks even when strong pressures to do urgent but less important things exist.	100.0	100.0
<i>Integrative Thinking</i>	22. Through their comments, demonstrates an ability to take multiple perspectives (e.g. financial, performance, strategic, operational) into account in analysis of the situation.	80.0	100.0
<i>Perspective</i>	35. Demonstrates curiosity about all facets of a situation and seeks to stimulate that curiosity in others.	100.0	93.3
<i>Integrative Thinking</i>	23. Constantly seeks to understand the interconnections and larger implications of issues at hand.	80.0	93.3
<i>Engaging Others</i>	38. Creates an environment that encourages individual ownership of outcomes.	60.0	93.3
<i>Strategic Action</i>	11. Leads others in actively turning alternatives and possibilities into well thought out strategies.	20.0	93.3
<i>Strategic Action</i>	10. Actively evaluates a variety of strategies to identify the optimal route to success.	0.0	86.7
<i>Creating a Generative Space</i>	43. Encourages innovation in planning and executing work.	100.0	86.7
<i>Pattern Recognition</i>	31. Can identify and articulate behavior trends in a group even though it may be dealing with unrelated situations over a period of time.	60.0	86.7
<i>Pattern Recognition</i>	32. Can articulate how future plans will influence other plans before they are fully implemented.	60.0	86.7
<i>Foresight</i>	6. Is capable of considering a number of future possibilities simultaneously.	60.0	86.7
<i>Foresight</i>	8. Applies intuition, intellect and analytical skills to identify and understand future trends and complex situations.	80.0	80.0
<i>Disciplined Inquiry</i>	26. Probes and strives to generate a deeper understanding of non-obvious issues.	80.0	80.0
<i>Leveraging Knowledge Forward</i>	47. Can identify and articulate how seemingly unconnected past events have implications for the situation at hand.	80.0	80.0
<i>Intention</i>	19. Reviews short term actions regularly to ensure their alignment with departmental/organizational objectives.	80.0	80.0
<i>Perspective</i>	34. Probes for a deeper understanding of the situation.	60.0	80.0
<i>Creating a Generative Space</i>	42. Creates an environment where people are easily able to generate multiple ideas.	100.0	80.0
<i>Self-Discipline</i>	1. Maintains focus by concentrating on the issue at hand, avoiding distractions.	80.0	73.3
<i>Pattern Recognition</i>	30. Identifies historical trends with regularity and consistency.	80.0	73.3
<i>Disciplined Inquiry</i>	28. Seeks to understand the central issues of a situation rather than reacting solely to obvious information.	0.0	73.3
<i>Disciplined Inquiry</i>	27. Facilitates others in analyzing situations and alternatives in order to gain insight.	60.0	73.3
<i>Engaging Others</i>	40. Frequently encourages others to contribute ideas/observations.	80.0	73.3
<i>Engaging Others</i>	37. Demonstrates the capacity to engage a diverse group of people with differing styles in pursuit of a common goal.	80.0	73.3
<i>Out/In Communication</i>	16. Takes appropriate action within their zone of control to ensure that vision and purpose are regularly examined and updated.	100.0	73.3
<i>Disciplined Inquiry</i>	25. Demonstrates a disciplined thinking process to define issues and problems.	80.0	73.3
<i>Out/In Communication</i>	13. In speech and writing, clearly communicates vision and purpose.	100.0	66.7
<i>Out/In Communication</i>	15. Communicates how team plans and goals are clearly related to, and supporting of the vision and purpose.	100.0	66.7
<i>Intention</i>	18. Acts to make visible to stakeholders the purpose for taking selected actions.	100.0	66.7
<i>Strategic Action</i>	12. Develops and uses key performance indicators to measure progress to support achievement of chosen strategies.	60.0	66.7

Question Ranking

Notes

"Overall Assessment by Source" = Average for all questions by respondent type.
 Question have been ranked according to the Other rating.
 The top 5 questions are highlighted in green; the bottom 5 in red.

Overall Assessment by Source: 74.2 73.6

Competency	Question	Self	Other
<i>Leveraging Knowledge Forward</i>	48. Encourages others to examine their own past experiences and to integrate them into their attempts to deal with current or future situations.	80.0	66.7
<i>Leveraging Knowledge Forward</i>	46. Draws past learning into discussions of future projects/actions.	60.0	66.7
<i>Self-Discipline</i>	3. Consistently follows through personally on plans and commitments that they make.	100.0	66.7
<i>Leveraging Knowledge Forward</i>	45. Summarizes what has been learned over a series of projects/actions.	80.0	66.7
<i>Strategic Action</i>	9. Discusses longer-term, strategic-level actions that are opportunity-focused.	20.0	66.7
<i>Foresight</i>	5. Communicates plausible future possibilities from an analysis of current trends/conditions/forces.	60.0	66.7
<i>Engaging Others</i>	39. Communicates vision or desired outcomes in ways that stimulate people to add their perspectives and thoughts.	100.0	66.7
<i>Perspective</i>	33. Actively views situations from multiple perspectives.	40.0	66.7
<i>Integrative Thinking</i>	21. Actively uses metaphors in discussion to demonstrate understanding.	40.0	60.0
<i>Integrative Thinking</i>	24. Identifies and analyzes other situations that may hold answers or clues to deal with the issue at hand.	40.0	60.0
<i>Intention</i>	20. Ensures that measurement methods are set and used to track the effectiveness of their own daily actions.	100.0	60.0
<i>Self-Discipline</i>	2. Uses their time effectively and efficiently.	100.0	60.0
<i>Pattern Recognition</i>	29. Proposes possible relationships among seemingly unrelated events or circumstances.	80.0	60.0
<i>Perspective</i>	36. Works to analyze how the situation or actions will be viewed at a later date rather than only examining it from the current perspective.	100.0	53.3
<i>Intention</i>	17. Demonstrates commitment to departmental/organizational objectives through their daily actions.	80.0	53.3
<i>Out/In Communication</i>	14. Displays a personal passion for the vision and purpose of the organization.	80.0	53.3
<i>Creating a Generative Space</i>	41. Creates a challenging climate of fun and excitement.	80.0	53.3
<i>Creating a Generative Space</i>	44. Uses failures as opportunities to generate alternative actions instead of focusing on blame of self or others.	100.0	46.7