



## Feedback Report Prepared for Chris Sample Benchmarks for Learning Agility

17 June 2015

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

1 Boss  
1 Superior  
6 Peers  
6 Direct Reports  
2 Others

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16 All Raters

Benchmarks for Learning Agility Norm Group

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made Benchmarks for Learning Agility possible:

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# Introduction

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## What is Benchmarks for Learning Agility?

Benchmarks for Learning Agility provides you feedback on two types of behaviors: the skills found most often in successful leaders, and the learning behaviors needed to acquire these skills.

After reviewing your results, we recommend you use the Benchmarks for Learning Agility Development Planning Guide to analyze your results and create your plan for development.

## How was Benchmarks for Learning Agility Developed?

Benchmarks for Learning Agility was developed primarily under a grant from the International Consortium for Executive Development Research (ICEDR), an international consortium of human resource executives and executive development researchers. The research underlying Benchmarks for Learning Agility aimed to identify the potential for success in senior-level positions and the ability to learn from experience. The competencies assessed in Benchmarks for Learning Agility were identified through a comprehensive review of literature on executive development and data gathered through interviews conducted with executives. These executives interviewed were actively involved in the early identification of executive potential--primarily U.S. managers who had an expatriate assignment, had chosen executives for foreign assignments, or currently headed up international operations.

The data from the interviews suggested that the ability to learn from experience is manifested in three sets of behaviors: (1) some individuals seek out more experiences that provide learning opportunities; (2) once in those opportunities, some individuals create an environment and act on the environment in ways that produce more useful information and feedback; and (3) some individuals are more receptive to information on their performance and incorporate more of that information into future behavior. These three sets of behaviors provided the framework used to create items and competencies.

CCL compiles Benchmarks for Learning Agility data from hundreds of managers and thousands of their raters every year. These data are used to create the normative sample used in this report for comparison to your scores.

## Section 1: Leadership Competencies - Overview Charts

The next three charts provide you with an overview of your scores. Detailed information describing the charts is located at the bottom of each page.

At the beginning of each feedback report section is a Guide for Interpretation. Here you will find a series of questions to help you broadly think about the meaning of your results.

### Guide for Interpretation

- Do you and your boss agree on which competencies are most important for success?
- What competencies were rated highest and lowest by others?
- Were there any differences between Self and All Raters scores? Pay particular attention to areas in which you rated yourself high and your observers rated you low.
- Where are the scores from the various rater groups similar and where do they diverge? What might be the reasons for this?

## Section 1: Leadership Competencies - Overview Charts

### Importance for Success and Average Scores

	Competency	Importance for Success			Average Scores	
		All Raters	Boss	Self	All Raters	Self
Learning to Learn	1. Seeks opportunities to learn	4	1		5.09	5.80
	2. Seeks and uses feedback	7	1	1	4.95	5.20
	3. Learns from mistakes	6			5.08	5.60
	4. Open to criticism	6			5.13	5.00
Learning to Lead	5. Committed to making a difference	12	1		5.64	5.75
	6. Insightful: sees things from new angles	5		1	5.34	4.75
	7. Has the courage to take risks	7		1	4.94	4.75
	8. Brings out the best in people	16	1	1	4.90	5.00
	9. Acts with integrity	13		1	5.67	6.50
	10. Seeks broad business knowledge	4	1		5.70	5.50
	11. Adapts to cultural differences				4.74	5.60

The left column of this chart lists the competencies. The center gray column shows the Importance ratings. You and your raters were asked to choose 5 competencies *Most Important for Success* in your organization. The right column of the chart provides the average scores from All Raters and Self for each of the competencies. All Raters includes Boss, but not Self.

You and your raters used the following response scale to indicate the extent you agree or disagree that you display specific behaviors:

- 1 = Very strongly disagree
- 2 = Strongly disagree
- 3 = Disagree
- 4 = Neutral

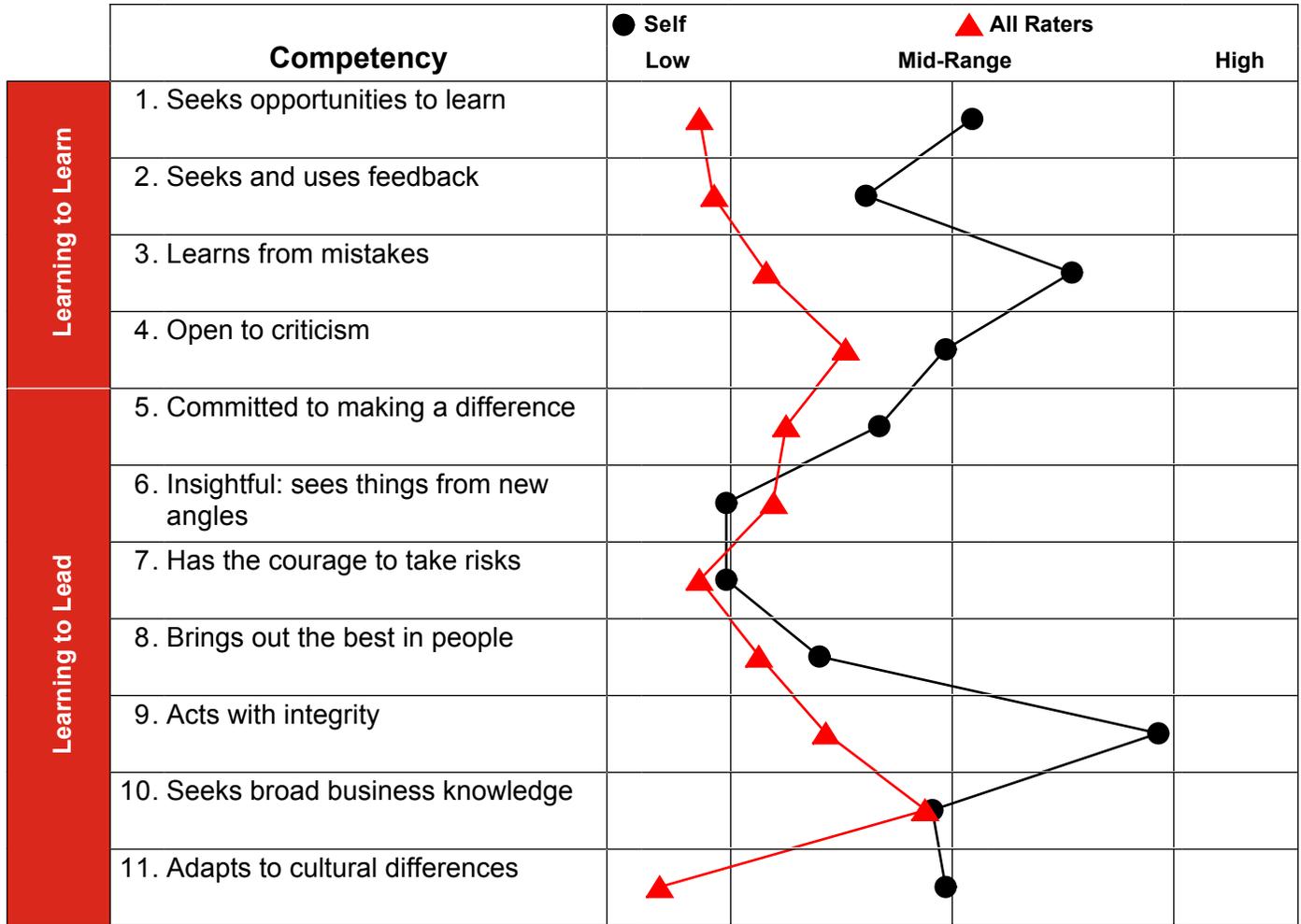
- 5 = Agree
- 6 = Strongly agree
- 7 = Very strongly agree
- DK = Don't Know/Not Applicable

Key:   4 highest rated competencies by All Raters

  4 lowest rated competencies by All Raters

## Section 1: Leadership Competencies - Overview Charts

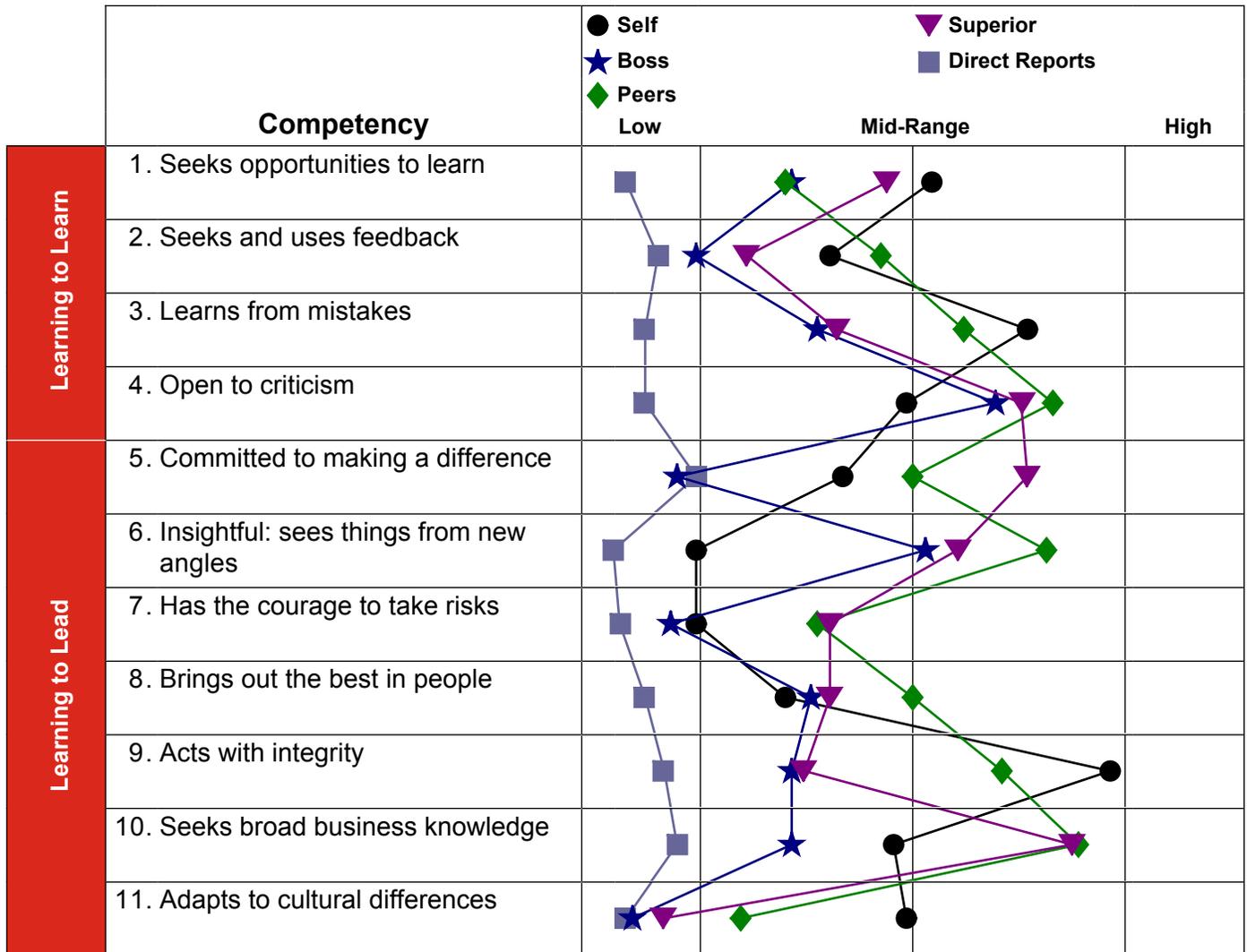
### Norm Group Comparisons: Self and All Raters



This chart displays your Self and All Rater scores relative to the scores of other people who have used Benchmarks for Learning Agility. On this chart you can see if your scores are low, mid-range, or high compared to the normative database CCL maintains for Benchmarks for Learning Agility.

## Section 1: Leadership Competencies - Overview Charts

### Norm Group Comparisons: By Rater Group



This chart provides more detailed information by breaking the All Rater scores into the component rater groups: Boss, Superior, Peers and Direct Reports. Self scores are also plotted on this chart.

## Section 2: Leadership Competencies - Comprehensive Data

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The comprehensive data section shows each of the competencies in more detail and includes:

### Competency Name and Description

The name and description appear at the top of the page.

### Competency Summary with Breakout by Rater Group

The Importance column shows how many respondents chose the competency as one of the five *Most Important for Success* in your organization.

The Scores column shows your actual, or raw, competency score. You and your raters used the following response scale to indicate the extent you agree or disagree that you display specific behaviors:

1 = Very strongly disagree	5 = Agree
2 = Strongly disagree	6 = Strongly agree
3 = Disagree	7 = Very strongly agree
4 = Neutral	DK = Don't Know/Not Applicable

Your norm group comparisons by rater group are reprinted in this chart. Your scores by rater group are plotted relative to scores of individuals in your norm or reference group.

In order to receive a competency-level score in any rater group:

- Each rater must complete at least 50% of the items in the competency, and
- A minimum number of raters in the group must submit a survey:

Boss - at least 1	Direct Reports - at least 2
Superior - at least 1	Others - at least 1
Peers - at least 2	All Raters - at least 4

### Item-level Feedback

This part of your feedback report shows the greatest level of detail and indicates how your raters responded to the individual items (questions) in the survey. The questions were listed in random order in the survey and are organized by competency in this report.

In order to receive an item-level score, the following number of raters must respond:

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

Peers and Direct Reports are protected rater groups. If your report contains feedback from exactly two Peers and two Direct Reports, a combined score will be reported and labeled "Peers/Direct Reports".

### Highest and Lowest Rated Items

The 2 highest rated items (including tied scores) for **each** rater group are bracketed and shaded in green. The 2 lowest rated items (including tied scores) are underlined and shaded in red.

## Section 2: Leadership Competencies - Comprehensive Data

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### Rater Disagreement

An asterisk (\*) by an item indicates a gap of four points or more in your ratings from at least two individuals in **that** rater group on **that** item.

### Guide for Interpretation

- How do your responses compare to those of your raters?
- How do the scores from the various rater groups compare to each other?
- Are there areas where you consistently rate yourself lower or higher than others rate you?
- How do your scores compare to those of the norm group?

## Section 2: Leadership Competencies - Comprehensive Data

**1. Seeks opportunities to learn** - Seeks out experiences that may change perspective or provide an opportunity to learn new things.

	Importance	Scores	Low	Mid-Range	High
Self		5.80		●	
All Raters	4	5.09	▲		
Boss	1	5.40		★	
Superior		5.60		▼	
Peers		5.27		◆	
Direct Reports		4.63	■		
Others		5.50			

	Self	Boss	Superior	Peers	Direct Reports	Others
1. Has grown over time.	6.00	6.00	6.00	5.50	4.67	6.00
2. Takes advantage of opportunities to do new things.	6.00	6.00	6.00	5.00	4.83	5.50
3. Treats all situations as an opportunity to learn something.	6.00	5.00	6.00	5.33	4.67	5.50
4. Has developed significant new skills over time.	6.00	5.00	6.00	5.50	4.67	5.00
5. Seeks experiences that will change his/her perspective.	5.00	5.00	4.00	5.00	4.33	5.50

### Key:

- = 2 highest rated items (plus ties) for each rater group
- = 2 lowest rated items (plus ties) for each rater group
- \* = Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

### 2. Seeks and uses feedback - Pursues, responds to and uses feedback.

	Importance	Scores	Low	Mid-Range	High
Self	1	5.20		●	
All Raters	7	4.95	▲		
Boss	1	4.80	★		
Superior		5.00		▼	
Peers		5.27		◆	
Direct Reports		4.60	■		
Others		5.10			

	Self	Boss	Superior	Peers	Direct Reports	Others
6. Learns from experience.	6.00	5.00	6.00	5.67	5.17	6.00
7. Pursues feedback even when others are reluctant to give it.	5.00	5.00	5.00	5.17	4.50	5.00
8. Is not afraid to ask others about his/her impact on them.	5.00	4.00	4.00	5.17	4.50	5.00
9. Responds effectively when given feedback.	5.00	5.00	5.00	5.50	4.50	5.00
10. Has changed as a result of feedback.	5.00	5.00	5.00	4.83	4.33	4.50

Key:	
	= 2 highest rated items (plus ties) for each rater group
	= 2 lowest rated items (plus ties) for each rater group
*	= Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**3. Learns from mistakes** - Able to learn from mistakes; changes direction when the current path is not working.

	Importance	Scores	Low	Mid-Range	High
Self		5.60			●
All Raters	6	5.08		▲	
Boss		5.20		★	
Superior		5.20		▼	
Peers		5.43		◆	
Direct Reports		4.60	■		
Others		5.30			

	Self	Boss	Superior	Peers	Direct Reports	Others
11. Can make mid-course corrections.	6.00	5.00	5.00	5.50	4.67	6.00
12. Deals well with failure.	6.00	5.00	5.00	5.33	4.17	5.00
13. Is able to change ineffective behavior without being defensive.	5.00	6.00	5.00	5.00	4.67	5.00
14. Learns from mistakes.	6.00	5.00	5.00	5.67	4.67	5.00
15. Is able to start over after setbacks.	5.00	5.00	6.00	5.67	4.83	5.50

### Key:

-  = 2 highest rated items (plus ties) for each rater group
-  = 2 lowest rated items (plus ties) for each rater group
- \* = Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**4. Open to criticism** - Handles criticism effectively; does not act threatened or get overly defensive when others (especially superiors) are critical.

	Importance	Scores	Low	Mid-Range	High
Self		5.00		●	
All Raters	6	5.13		▲	
Boss		5.67		★	
Superior		5.67		▼	
Peers		5.61		◆	
Direct Reports		4.39	■		
Others		5.33			

	Self	Boss	Superior	Peers	Direct Reports	Others
16. Is not threatened by criticism.	5.00	5.00	6.00	5.50	4.17	5.50
17. Does not appear brittle--as if criticism might cause him/her to break.	5.00	[7.00]	6.00	5.83	4.67	6.00
18. Takes criticism well.	5.00	5.00	5.00	5.50	4.33	4.50

### Key:

- = 2 highest rated items (plus ties) for each rater group
- = 2 lowest rated items (plus ties) for each rater group
- \* = Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**5. Committed to making a difference** - Demonstrates a strong commitment to the success of the organization and is willing to make personal sacrifices to contribute to that success.

	Importance	Scores	Low	Mid-Range	High
Self		5.75		●	
All Raters	12	5.64		▲	
Boss	1	5.25	★		
Superior		6.25			▼
Peers		5.88		◆	
Direct Reports		5.46	■		
Others		5.38			

	Self	Boss	Superior	Peers	Direct Reports	Others
19. Clearly demonstrates his/her commitment to seeing the organization succeed.	6.00	6.00	[7.00]	6.17	[5.67]	5.50
20. Tries very hard to have a positive impact on the business.	6.00	6.00	[7.00]	6.17	[5.67]	5.50
21. Is passionate about seeing the business succeed.	6.00	5.00	6.00	5.67	[5.83]	5.50
22. Is willing to make substantial personal sacrifices for the sake of the business.	5.00	4.00	5.00	5.50	4.67	5.00

Key:	
<span style="background-color: #c6e0b4; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	= 2 highest rated items (plus ties) for each rater group
<span style="background-color: #e06666; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	= 2 lowest rated items (plus ties) for each rater group
*	= Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**6. Insightful: sees things from new angles** - Other people admire this person's intelligence, particularly his/her ability to ask insightful questions.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.75			
All Raters	5	5.34			
Boss		5.75			
Superior		5.75			
Peers		6.00			
Direct Reports		4.54			
Others		5.38			

	Self	Boss	Superior	Peers	Direct Reports	Others
23. Is good at identifying the most important part of a complex problem or issue.	5.00	5.00	6.00	6.17	4.50	6.00
24. Is admired by others for his/her intelligence.	5.00	6.00	6.00	6.00	4.50	5.50
25. Shows impressive mental agility.	4.00	6.00	6.00	5.83	4.50	4.50
26. Is good at asking insightful questions.	5.00	6.00	5.00	6.00	4.67	5.50

Key:	
	= 2 highest rated items (plus ties) for each rater group
	= 2 lowest rated items (plus ties) for each rater group
*	= Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**7. Has the courage to take risks** - Will take a stand when others disagree, go against the status quo, persevere in the face of opposition.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.75	●		
All Raters	7	4.94	▲		
Boss		4.75	★		
Superior		5.25		▼	
Peers		5.21		◆	
Direct Reports		4.38	■		
Others		5.75			

	Self	Boss	Superior	Peers	Direct Reports	Others
27. Will persevere in the face of obstacles or criticism when he/she believes what he/she is doing is right.	5.00	6.00	6.00	5.83	4.83	6.00
28. Acts when others hesitate or just talk.	5.00	5.00	6.00	5.17	4.50	6.00
29. Is willing to go against the grain.	4.00	4.00	5.00	5.00	4.17*	5.50
30. Takes personal as well as business risks.	5.00	4.00	4.00	4.83	4.00	5.50

### Key:

- = 2 highest rated items (plus ties) for each rater group
- = 2 lowest rated items (plus ties) for each rater group
- \* = Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**8. Brings out the best in people** - Has a special talent with people that is evident in his/her ability to pull people together into highly effective teams.

	Importance	Scores	Low	Mid-Range	High
Self	1	5.00		●	
All Raters	16	4.90		▲	
Boss	1	5.00		★	
Superior		5.00		▼	
Peers		5.27		◆	
Direct Reports		4.43	■		
Others		5.10			

	Self	Boss	Superior	Peers	Direct Reports	Others
31. Is able to pull people together around a common goal.	6.00	5.00	6.00	5.50	4.50	6.00
32. Is able to draw out the best in people.	5.00	5.00	5.00	5.17	4.50	5.00
33. Can turn a group into a high-performing team.	5.00	5.00	5.00	5.33	4.50	5.50
34. Is able to achieve consensus even when people disagree on the best course of action.	5.00	5.00	5.00	5.33	4.67	5.00
35. Has a special talent for dealing with people.	4.00	5.00	4.00	5.00	4.00	4.00

### Key:

- = 2 highest rated items (plus ties) for each rater group
- = 2 lowest rated items (plus ties) for each rater group
- \* = Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**9. Acts with integrity** - Tells the truth and is described by others as honest; consistently takes responsibility for his/her actions.

	Importance	Scores	Low	Mid-Range	High
Self	1	6.50			●
All Raters	13	5.67		▲	
Boss		5.75		★	
Superior		5.75		▼	
Peers		6.08		◆	
Direct Reports		4.96	■		
Others		6.50			

	Self	Boss	Superior	Peers	Direct Reports	Others
36. Can be depended on to tell the truth regardless of the circumstances.	6.00	[7.00]	6.00	[6.33]	4.83	[7.00]
37. Takes responsibility for his/her actions -- Does not blame others.	7.00	5.00	6.00	5.67	4.83	6.00
38. Is seen by others as an honest person.	7.00	6.00	5.00	[6.33]	5.33*	[7.00]
39. Is not self-promoting or arrogant.	6.00	5.00	6.00	6.00	4.83*	6.00

Key:	
<span style="background-color: #c8e6c9; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	= 2 highest rated items (plus ties) for each rater group
<span style="background-color: #ffcdd2; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	= 2 lowest rated items (plus ties) for each rater group
*	= Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**10. Seeks broad business knowledge** - Has an understanding of the business that goes beyond his/her own limited area; seeks to understand both the products/services and the financial aspects of the business.

	Importance	Scores	Low	Mid-Range	High
Self		5.50		●	
All Raters	4	5.70		▲	
Boss	1	5.25		★	
Superior		6.00			▼
Peers		6.13			◆
Direct Reports		5.29	■		
Others		5.75			

	Self	Boss	Superior	Peers	Direct Reports	Others
40. Has a solid understanding of our products and services.	6.00	6.00	6.00	[6.33]	5.33	[7.00]
41. Knows how the various parts of the organization fit together.	6.00	5.00	6.00	[6.50]	5.33	5.00
42. Knows the business.	5.00	5.00	6.00	[6.33]	5.50	6.00
43. Understands the financial side of the business.	5.00	5.00	6.00	5.33	5.00	5.00

Key:	
	= 2 highest rated items (plus ties) for each rater group
	= 2 lowest rated items (plus ties) for each rater group
*	= Gap of at least 4 points between raters from one rater group

## Section 2: Leadership Competencies - Comprehensive Data

**11. Adapts to cultural differences** - Enjoys the challenge of working in and experiencing cultures different from his/her own; is sensitive to cultural differences.

	Importance	Scores	Low	Mid-Range	High
Self		5.60		●	
All Raters		4.74	▲		
Boss		4.40	★		
Superior		4.60	▼		
Peers		5.00	◆		
Direct Reports		4.53	■		
Others		4.80			

	Self	Boss	Superior	Peers	Direct Reports	Others
44. Is sensitive to differences between cultures.	6.00	5.00	5.00	5.67	5.00	5.00
45. When working with people from other cultures, works hard to understand their perspectives.	6.00	5.00	5.00	5.50	4.83	5.00
46. Likes to experience different cultures.	6.00	4.00	5.00	5.00	4.67	5.00
47. Is quick to change his/her behavior to fit with a new environment; for example, when he/she is assigned to a foreign country.	5.00	4.00	5.00	4.67	4.17	4.50
48. Enjoys the challenge of working in countries other than his/her own.	5.00	4.00	3.00	4.17	4.00	4.50

### Key:

- = 2 highest rated items (plus ties) for each rater group
- = 2 lowest rated items (plus ties) for each rater group
- \* = Gap of at least 4 points between raters from one rater group

## Section 3: Written Comments

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

**What are some of the ways in which this person has displayed a willingness to learn by seeking out and engaging in growth opportunities?**

### Self

- I am open to learning new skills and recently began mentoring a new employee.

### Boss

- Chris learns new business knowledge quickly. I want to see him volunteer for more short-term projects in our emerging markets.

### Superior

- No comments were provided

### Peers / Direct Reports

- Very focused on getting the work done and doesn't hesitate to take on a challenge.
- Enjoys solving problems.
- Chris is great to work with and I have learned a lot from him, although it takes time to get to know him.

### Others

- No comments were provided

### Guide for Interpretation

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

## Section 4: Supplementary Data

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### Greatest Differences Between All Raters and Self Scores

Listed below are the 15 items in Section 2 representing the greatest difference between your Self scores and All Raters scores.

Item	Competency	All Raters	Self
37. Takes responsibility for his/her actions -- Does not blame others.	Acts with integrity	5.38	7.00
12. Deals well with failure.	Learns from mistakes	4.81	6.00
25. Shows impressive mental agility.	Insightful: sees things from new angles	5.19	4.00
46. Likes to experience different cultures.	Adapts to cultural differences	4.81	6.00
38. Is seen by others as an honest person.	Acts with integrity	5.94	7.00
48. Enjoys the challenge of working in countries other than his/her own.	Adapts to cultural differences	4.06	5.00
2. Takes advantage of opportunities to do new things.	Seeks opportunities to learn	5.13	6.00
3. Treats all situations as an opportunity to learn something.	Seeks opportunities to learn	5.13	6.00
4. Has developed significant new skills over time.	Seeks opportunities to learn	5.13	6.00
14. Learns from mistakes.	Learns from mistakes	5.13	6.00
42. Knows the business.	Seeks broad business knowledge	5.88	5.00
45. When working with people from other cultures, works hard to understand their perspectives.	Adapts to cultural differences	5.13	6.00
11. Can make mid-course corrections.	Learns from mistakes	5.19	6.00
31. Is able to pull people together around a common goal.	Brings out the best in people	5.19	6.00
44. Is sensitive to differences between cultures.	Adapts to cultural differences	5.25	6.00

## Section 4: Supplementary Data

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### Highest Rated Items in Leadership Competencies

Listed below are the 10 **highest** rated items in Section 2 from All Raters.

	<b>Item</b>	<b>Competency</b>	<b>All Raters</b>	<b>Self</b>
40.	Has a solid understanding of our products and services.	Seeks broad business knowledge	6.00	6.00
19.	Clearly demonstrates his/her commitment to seeing the organization succeed.	Committed to making a difference	5.94	6.00
20.	Tries very hard to have a positive impact on the business.	Committed to making a difference	5.94	6.00
38.	Is seen by others as an honest person.	Acts with integrity	5.94	7.00
36.	Can be depended on to tell the truth regardless of the circumstances.	Acts with integrity	5.88	6.00
42.	Knows the business.	Seeks broad business knowledge	5.88	5.00
41.	Knows how the various parts of the organization fit together.	Seeks broad business knowledge	5.75	6.00
21.	Is passionate about seeing the business succeed.	Committed to making a difference	5.69	6.00
6.	Learns from experience.	Seeks and uses feedback	5.50	6.00
17.	Does not appear brittle--as if criticism might cause him/her to break.	Open to criticism	5.50	5.00

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

## Section 4: Supplementary Data

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### Lowest Rated Items in Leadership Competencies

Listed below are the 10 **lowest** rated items in Section 2 from All Raters.

Item	Competency	All Raters	Self
48. Enjoys the challenge of working in countries other than his/her own.	Adapts to cultural differences	4.06	5.00
35. Has a special talent for dealing with people.	Brings out the best in people	4.44	4.00
47. Is quick to change his/her behavior to fit with a new environment; for example, when he/she is assigned to a foreign country.	Adapts to cultural differences	4.44	5.00
30. Takes personal as well as business risks.	Has the courage to take risks	4.50	5.00
10. Has changed as a result of feedback.	Seeks and uses feedback	4.63	5.00
29. Is willing to go against the grain.	Has the courage to take risks	4.69	4.00
5. Seeks experiences that will change his/her perspective.	Seeks opportunities to learn	4.75	5.00
8. Is not afraid to ask others about his/her impact on them.	Seeks and uses feedback	4.75	5.00
12. Deals well with failure.	Learns from mistakes	4.81	6.00
46. Likes to experience different cultures.	Adapts to cultural differences	4.81	6.00