

Feedback report

ESCI

Emotional and Social Competency Inventory

Name: **Participant name**

Client: **XYZ**

Date of report: **29/06/2016**

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Introduction

What is emotional and social intelligence?

Emotional and social intelligence is the capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and in others. It describes the behaviours that sustain people in challenging roles, or as their careers become more demanding, and it captures the qualities that help people deal effectively with change.

The emotional and social competency inventory

Based on decades of research, across hundreds of roles and organisations, the emotional and social competency inventory (ESCI) model describes twelve competencies that differentiate outstanding from average performers. Although all of the ESCI competencies are important, you may not need to master all of them in order to be successful. You may draw on different competencies, depending on your strengths, preferences, and the needs of the people and situations you work with.

The four clusters

The ESCI clusters highlight four distinct areas of ability:

- self-awareness: recognising and understanding our own emotions
- social awareness: recognising and understanding the emotions of others
- self-management: effectively managing our own emotions
- relationship management: applying emotional understanding in our dealings with others.

Relationship management is where emotional and social intelligence (or the lack there of) becomes most visible to others. The competencies in this cluster impact on the motivation and performance of others, but they depend on strengths in the social awareness and self-management competencies. These clusters provide direction, energy, restraint, and skill to the way we use relationship management competencies.

Self-awareness is at the heart of the model. It describes the ability to understand our emotions, our drives, our strengths and our weaknesses. It enables us to sustain our emotionally and socially intelligent behaviour over time, despite setbacks.

Emotional and Social Competency Inventory

The ESCI model shows where each of the 12 competencies fit within the four clusters. It can help us to understand our preferences and intentions, how we use the competencies and the choices we have in our behavior.



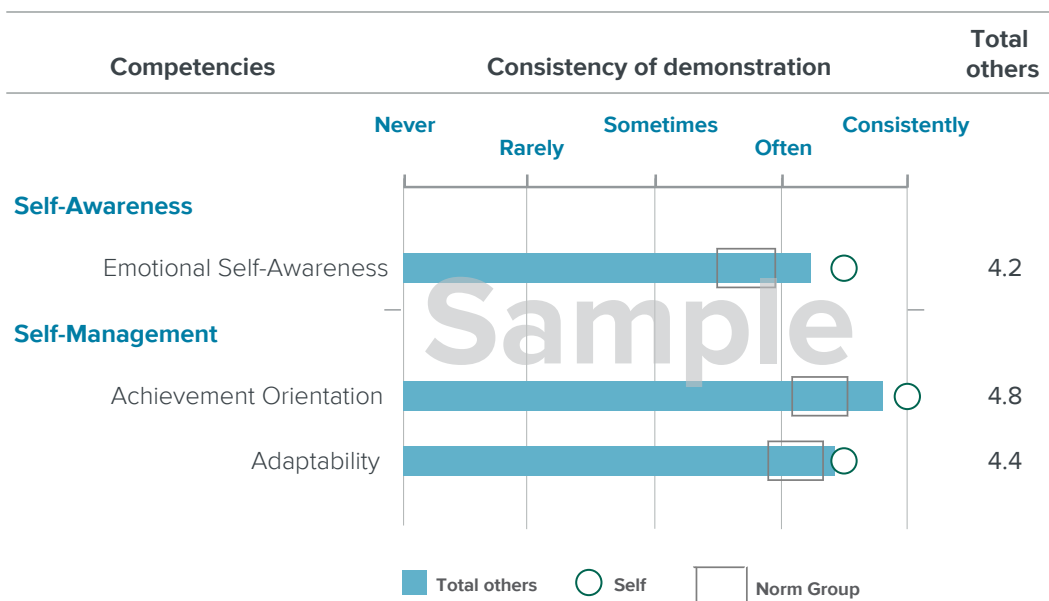
Interpreting the feedback

Interpreting the ESCI competency profile

The ESCI competency profile provides an overview of your strengths and areas for improvement. All the competencies measured in this report are listed and organised by cluster.

Competency scores

To the right of the chart you will see the 'Total others' scores. This is the average score from everyone, excluding yourself, who provided you with feedback.



The bar represents the total others score. The circle represents your rating, or how you saw yourself on that competency.

The transparent box represents the norm group. The left edge of the box shows the competency score for people at the 25th percentile in the norm group. The right edge shows the score for those at the 75th percentile.

- If your total others score (represented by the bar) is to the left of this box, it indicates your score is below average for this competency.
- If your total others score is to the right of the box, it indicates you are above average on this competency.

The norm group

| | |
|----------------------|--------|
| Organizations | 1,549 |
| Participants | 79,739 |

Interpreting the feedback

Interpreting the ESCI competency detail

The ESCI competency detail provides scores by rater group for each of the emotional and social intelligence competencies measured in this report.

Competency scales

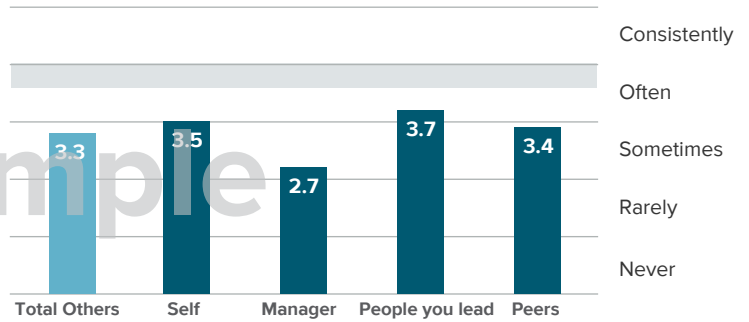
To the right of the graph is the scale upon which the competencies were assessed. The bar graph represents the average competency score for each rater group.

Norms

The shaded area represents the norm group or average range of scores (e.g. 25th to 75th percentile) for this competency. When a bar is above the shaded area, your rating is considered above average for this competency. When a bar is below the shaded area, it is considered below average for this competency.

Achievement orientation

Striving to meet or exceed a standard of excellence. People who demonstrate this competency look for ways to do things better, set challenging goals and take calculated risks.



Data validity

Your Emotional and Social Competency Inventory report is based on the responses **11** individuals.

A total of **11** surveys were distributed. **11** surveys were received in time to be included in this feedback report.

The responses were collected on the **27/03/2016** and this report was processed on **12/07/2016**

Rater list

The names of the individuals from whom you requested feedback are:

| Manager | People you lead | Peers |
|-----------|-------------------|--------|
| Manager 1 | People you lead 1 | Peer 1 |
| | People you lead 2 | Peer 2 |
| | People you lead 3 | Peer 3 |
| | People you lead 4 | |
| | People you lead 5 | |
| | People you lead 6 | |

The number of raters who responded

| | Surveys | | | Familiarity | | Agreement | |
|-----------------|---------|-------|--------|-------------|------|-----------|------|
| | Distb. | Rcvd. | Prcsd. | Low | High | Low | High |
| Self | 1 | 1 | 1 | | | | |
| Manager | 1 | 1 | 1 | 100 | | | |
| People you lead | 6 | 6 | 6 | 94 | | 74 | |
| Peers | 3 | 3 | 3 | 81 | | 83 | |

Rater familiarity

When making their ratings, raters indicated their familiarity with your job performance and their frequency of work-related contact with you.

The higher the familiarity, the more attention you should pay to the ratings. Low familiarity can occur when raters report that they are relatively unfamiliar with your job performance, or have relatively infrequent work-related contact with you (or both). You should place less weight on feedback from perspectives with low to moderate familiarity.

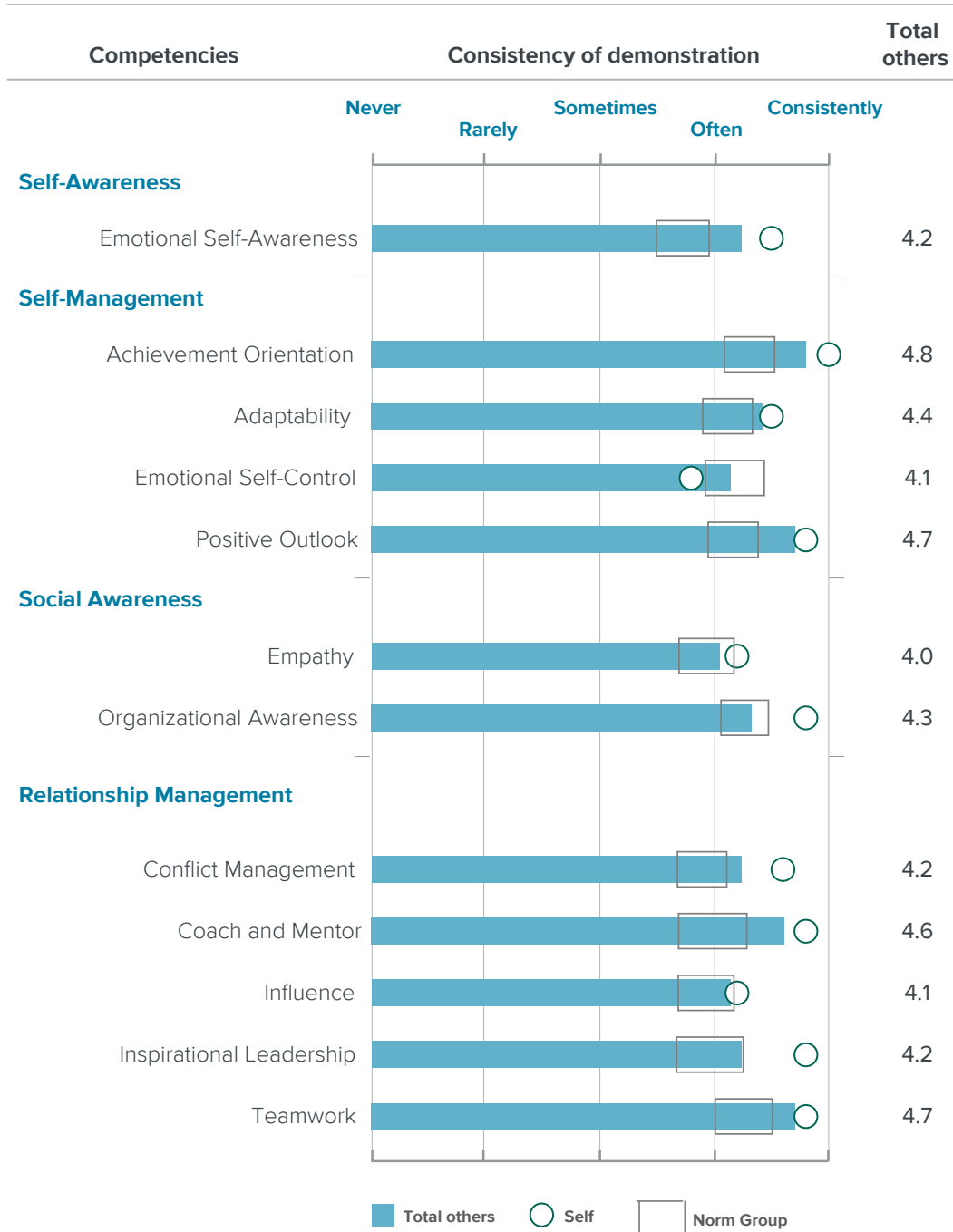
Rater agreement

The level of rater agreement for perspectives with two or more raters is reported above. The higher the agreement, the more consistent the ratings within the rater group's perspective.

Agreement can be low for a number of reasons. Low agreement may indicate that some raters are less familiar with your performance than others. Low agreement may also indicate that the raters interact with you in different situations and see different aspects of your behavior. If the agreement for a perspective is low or moderate you should take time to consider the likely cause of the inconsistency and to adjust your evaluation of the feedback appropriately.

ESCI competency profile

The ESCI competency profile provides a summary of how all your raters observe you using the competencies. You can compare their perception with your self perception.



ESCI competency detail

The ESCI competency detail provides scores by rater group. You can compare the perceptions of each of your rater groups with your self perception and the norm group.

Self-Awareness

Emotional self-awareness

Recognising how our emotions affect our performance. People who demonstrate this competency know the signals that tell them what they're feeling, and use them as an ongoing guide to how they are doing.



ESCI competency detail

Self-Management

Achievement orientation

Striving to meet or exceed a standard of excellence. People who demonstrate this competency look for ways to do things better, set challenging goals and take calculated risks.



Adaptability

Flexibility in handling change. People who demonstrate this competency willingly change their own ideas or approaches based on new information or changing needs. They are able to juggle multiple demands.



Emotional Self-Control

Keeping disruptive emotions and impulses in check. People who demonstrate this competency are able to maintain their effectiveness under stressful or hostile conditions.



ESCI competency detail

Self-Management

Positive outlook

Persistence in pursuing goals despite obstacles and setbacks. People who demonstrate this competency see the positive in people, situations and events more often than the negative.



ESCI competency detail

Social awareness

Empathy

Sensing others' feelings and perspectives, and taking an active interest in their concerns. People who demonstrate this competency are able to pick up cues, understanding what is being felt and thought.



Organisational awareness

Reading a group's emotional currents and power relationships. People who demonstrate this competency think about power relationships. They can accurately identify influencers, networks and dynamics.

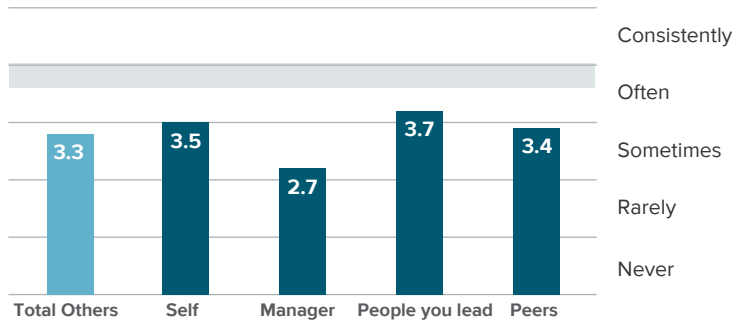


ESCI competency detail

Relationship management

Conflict management

Negotiating and resolving conflict. People who demonstrate this competency bring disagreements into the open, effectively communicate the different positions and find solutions all can endorse.



Coach and mentor

Taking an active interest in the development needs of others and bolstering their abilities. People who demonstrate this competency spend time helping people via feedback, support and assignments.



Influence

Having a positive impact on others. People who demonstrate this competency persuade or convince others to gain support for an agenda.

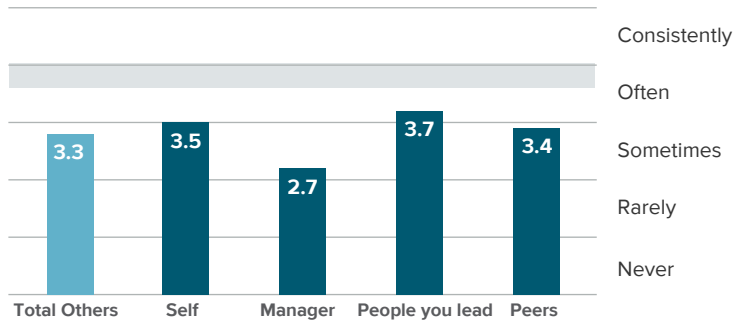


ESCI competency detail

Relationship management

Inspirational leadership

Inspiring and guiding individuals and groups. People who demonstrate this competency work to bring people together to get the job done. They bring out the best in people.



Teamwork

Working with others towards a shared goal. Creating group synergy in pursuing collective goals. Teamwork is an orientation to work with others interdependently, not separately or competitively.



ESCI item detail

The following charts show how your raters responded to each questionnaire item. It indicates, item by item, where raters' perceptions of your behaviour agree or differ.

The bars on the 'Average rating' column represent the average item score for each rater group. The distribution of ratings, with a column for each point on the rating scale, are shown to the right of the bars. The number in each column indicates the number of raters who rated you on that point. The left most column labeled with a * indicates the number of raters who did not answer the question.

Self-awareness cluster: Emotional self-awareness

| # | ITEM | Rater group | Average rating | Rating Scale | | | | |
|----|---|-----------------|----------------|--------------|---|---|---|--------------|
| | | | | * Never | 1 | 2 | 3 | Consistently |
| 34 | Able to describe how own feelings affect own actions. | Self | 4.0 | | | | | 1 |
| | | Manager | 4.0 | | | | | 1 |
| | | People you lead | 4.0 | 1 | | | | 3 |
| | | Peers | 3.8 | | | 1 | | 4 |
| 39 | Describes underlying reasons for own feelings. | Self | 4.0 | | | | | 1 |
| | | Manager | 4.0 | | | | | 1 |
| | | People you lead | 3.3 | 1 | | 2 | | 1 |
| | | Peers | 4.4 | | | 1 | 1 | 3 |
| 41 | Aware of the connection between what is happening and own feelings. | Self | 4.0 | | | | | 1 |
| | | Manager | 2.0 | | 1 | | | |
| | | People you lead | 3.3 | 1 | | 2 | | 1 |
| | | Peers | 4.4 | | | | 3 | 2 |
| 44 | Shows awareness of own feelings. | Self | 4.0 | | | | | 1 |
| | | Manager | 4.0 | | | | | 1 |
| | | People you lead | 4.3 | 1 | | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 | 2 |
| 48 | Does not describe own feelings. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 | |
| | | Peers | 4.0 | | 1 | 3 | 1 | |
| 63 | Acknowledges own strengths and weaknesses. | Self | 4.0 | | | | | 1 |
| | | Manager | 3.0 | | | | 1 | |
| | | People you lead | 3.7 | 1 | | 1 | | 2 |
| | | Peers | 4.2 | | | 2 | | 3 |

Reversed item

* Indicates that some of your raters did not respond to this item.

ESCI item detail

Self-management cluster: Achievement orientation

| # | ITEM | Rater group | Average rating | * | Never | - | Consistently | |
|----|--|-----------------|----------------|---|-------|---|--------------|---|
| | | | | | ○ | ○ | ○ | |
| 9 | Initiates actions to improve own performance. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.0 | 1 | | | 3 | |
| | | Peers | 3.8 | | | 1 | 4 | |
| 28 | Seeks to improve own self by setting measurable and challenging goals. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | 1 | 1 | 3 |
| 29 | Does not strive to improve own performance. | Self | 4.0 | | | | 1 | |
| | | Manager | 2.0 | | | 1 | | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | | 3 | 2 |
| 36 | Strives to improve own performance. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.3 | 1 | | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 | 2 |
| 40 | Does not try to improve. | Self | 4.0 | | | 1 | | |
| | | Manager | 4.0 | | | 1 | | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 | |
| | | Peers | 4.0 | | 1 | 3 | 1 | |
| 57 | Seeks ways to do things better.. | Self | 4.0 | | | | 1 | |
| | | Manager | 3.0 | | | 1 | | |
| | | People you lead | 3.7 | 1 | | 1 | 2 | |
| | | Peers | 4.2 | | | 2 | 3 | |

Reversed item

* Indicates that some of your raters did not respond to this item.

ESCI item detail

Self-management cluster: Adaptability

| # | ITEM | Rater group | Average rating | * | Never | - | Consistently | |
|----|---|-----------------|----------------|---|-------|---|--------------|---|
| | | | | | ○ | ○ | ○ | |
| 1 | Has difficulty adapting to uncertain and changing conditions. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.0 | 1 | | | 3 | |
| | | Peers | 3.8 | | | 1 | 4 | |
| 10 | Adapts by smoothly juggling multiple demands. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | 1 | 1 | 3 |
| 19 | Adapts by applying standard procedures flexibly. | Self | 4.0 | | | | 1 | |
| | | Manager | 2.0 | | 1 | | | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | | 3 | 2 |
| 36 | Adapts overall strategy, goals, or projects to fit the situation. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.3 | 1 | | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 | 2 |
| 42 | Adapts to shifting priorities and rapid change. | Self | 4.0 | | | 1 | | |
| | | Manager | 4.0 | | | 1 | | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 | |
| | | Peers | 4.0 | | 1 | 3 | 1 | |
| 51 | Adapts overall strategy, goals, or projects to cope with unexpected events. | Self | 4.0 | | | | 1 | |
| | | Manager | 3.0 | | | 1 | | |
| | | People you lead | 3.7 | 1 | | 1 | 2 | |
| | | Peers | 4.2 | | | 2 | | 3 |

Reversed item

* Indicates that some of your raters did not respond to this item.

ESCI item detail

Self-management cluster: Emotional self-control

| # | ITEM | Rater group | Average rating | * | Never | - | Consistently |
|----|--|-----------------|----------------|---|-------|---|--------------|
| | | | | | ○ | ○ | ○ |
| 4 | Gets impatient or shows frustration inappropriately. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 4.0 | 1 | | | 3 |
| | | Peers | 3.8 | | | 1 | 4 |
| 16 | Acts appropriately even in emotionally charged situations. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 3.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | 1 | 1 |
| 18 | Remains calm in stressful situations. | Self | 4.0 | | | | 1 |
| | | Manager | 2.0 | | | 1 | |
| | | People you lead | 3.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 |
| 58 | Remains composed, even in trying moments. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 4.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 |
| 59 | Controls impulses appropriately in situations. | Self | 4.0 | | | 1 | |
| | | Manager | 4.0 | | | 1 | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 |
| | | Peers | 4.0 | | 1 | 3 | 1 |
| 60 | Loses composure when under stress. | Self | 4.0 | | | | 1 |
| | | Manager | 3.0 | | | 1 | |
| | | People you lead | 3.7 | 1 | | 1 | 2 |
| | | Peers | 4.2 | | | 2 | 3 |

Reversed item

* Indicates that some of your raters did not respond to this item.

ESCI item detail

Self-management cluster: Positive outlook

| # | ITEM | Rater group | Average rating | * | Never | - | Consistently |
|----|---|-----------------|----------------|---|-------|---|--------------|
| | | | | | ○ | ○ | ○ |
| 2 | Sees the positive in people, situations, and events more often than the negative. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 4.0 | 1 | | | 3 |
| | | Peers | 3.8 | | | 1 | 4 |
| 45 | Believes the future will be better than the past. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 3.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | 1 | 1 |
| 50 | Views the future with hope. | Self | 4.0 | | | | 1 |
| | | Manager | 2.0 | | | 1 | |
| | | People you lead | 3.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 |
| 55 | Sees possibilities more than problems. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 4.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 |
| 62 | Sees opportunities more than threats. | Self | 4.0 | | | 1 | |
| | | Manager | 4.0 | | | 1 | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 |
| | | Peers | 4.0 | | 1 | 3 | 1 |
| 65 | Sees the positive side of a difficult situation | Self | 4.0 | | | | 1 |
| | | Manager | 3.0 | | | 1 | |
| | | People you lead | 3.7 | 1 | | 1 | 2 |
| | | Peers | 4.2 | | | 2 | 3 |

Reversed item

* Indicates that some of your raters did not respond to this item.

ESCI item detail

Social awareness cluster: Empathy

| # | ITEM | Rater group | Average rating | * | Never | - | Consistently | |
|----|--|-----------------|----------------|---|-------|---|--------------|---|
| | | | | | ○ | ○ | ○ | |
| 23 | Understands another person's motivation. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.0 | 1 | | | 3 | |
| | | Peers | 3.8 | | | 1 | 4 | |
| 30 | Understands others by listening attentively. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | 1 | 1 | 3 |
| 31 | Does not understand subtle feelings of others. | Self | 4.0 | | | | 1 | |
| | | Manager | 2.0 | | 1 | | | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | | 3 | 2 |
| 43 | Understands others by putting self into their shoes. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.3 | 1 | | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 | 2 |
| 53 | Understands others' perspectives when they are different from own perspective. | Self | 4.0 | | | 1 | | |
| | | Manager | 4.0 | | | 1 | | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 | |
| | | Peers | 4.0 | | 1 | 3 | 1 | |

 Reversed item

* Indicates that some of your raters did not respond to this item.

ESCI item detail

Social awareness cluster: Organisational awareness

| # | ITEM | Rater group | Average rating | * | Never | - | Consistently | |
|----|---|-----------------|----------------|---|-------|---|--------------|---|
| | | | | | ○ | ○ | ○ | |
| 6 | Understands social networks. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.0 | 1 | | | 3 | |
| | | Peers | 3.8 | | | 1 | 4 | |
| 13 | Understands the values and culture of the team or organisation. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | 1 | 1 | 3 |
| 21 | Understands the informal structure in the team or organisation | Self | 4.0 | | | | 1 | |
| | | Manager | 2.0 | | | 1 | | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | | 3 | 2 |
| 64 | Understands the informal processes by which work gets done in the team or organisation. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.3 | 1 | | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 | 2 |
| 67 | Understands the team's or organisation's unspoken rules. | Self | 4.0 | | | 1 | | |
| | | Manager | 4.0 | | | 1 | | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 | |
| | | Peers | 4.0 | | 1 | 3 | 1 | |

 Reversed item

* Indicates that some of your raters did not respond to this item.

ESCI item detail

Relationship management cluster: Conflict management

| # | ITEM | Rater group | Average rating | * | Never | - | Consistently | |
|----|--|-----------------|----------------|---|-------|---|--------------|---|
| | | | | | ○ | ○ | ○ | |
| 8 | Tries to resolve conflict instead of allowing it to fester | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.0 | 1 | | | 3 | |
| | | Peers | 3.8 | | | 1 | 4 | |
| 14 | Resolves conflict by de-escalating the emotions in a situation. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | 1 | 1 | 3 |
| 15 | Allows conflict to fester. | Self | 4.0 | | | | 1 | |
| | | Manager | 2.0 | | | 1 | | |
| | | People you lead | 3.3 | 1 | | 2 | 1 | |
| | | Peers | 4.4 | | | | 3 | 2 |
| 26 | Tries to resolve conflict by openly talking about disagreements with those involved. | Self | 4.0 | | | | 1 | |
| | | Manager | 4.0 | | | | 1 | |
| | | People you lead | 4.3 | 1 | | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 | 2 |
| 46 | Resolves conflict by bringing it into the open. | Self | 4.0 | | | 1 | | |
| | | Manager | 4.0 | | | 1 | | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 | |
| | | Peers | 4.0 | | 1 | 3 | 1 | |

Reversed item

* Indicates that some of your raters did not respond to this item.

ESCI item detail

Relationship management cluster: Coach and mentor

| # | ITEM | Rater group | Average rating | * | Never | - | Consistently |
|----|--|-----------------|----------------|---|-------|---|--------------|
| | | | | | ○ | ○ | ○ |
| 22 | Provides on-going mentoring or coaching. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 4.0 | 1 | | | 3 |
| | | Peers | 3.8 | | | 1 | 4 |
| 32 | Provides feedback others find helpful for their development. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 3.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | 1 | 1 |
| 47 | Personally invests time and effort in developing others. | Self | 4.0 | | | | 1 |
| | | Manager | 2.0 | | | 1 | |
| | | People you lead | 3.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 |
| 52 | Coaches and mentors others. | Self | 4.0 | | | | 1 |
| | | Manager | 4.0 | | | | 1 |
| | | People you lead | 4.3 | 1 | | 2 | 1 |
| | | Peers | 4.4 | | | | 3 |
| 54 | Does not spend time developing others. | Self | 4.0 | | | 1 | |
| | | Manager | 4.0 | | | 1 | |
| | | People you lead | 4.0 | 1 | 1 | 1 | 1 |
| | | Peers | 4.0 | | 1 | 3 | 1 |
| 66 | Cares about others and their development. | Self | 4.0 | | | | 1 |
| | | Manager | 3.0 | | | 1 | |
| | | People you lead | 3.7 | 1 | | 1 | 2 |
| | | Peers | 4.2 | | | 2 | 3 |

Reversed item

* Indicates that some of your raters did not respond to this item.

Verbatim comments

Strengths

Improvement areas



KORN FERRY™
| HayGroup