

Profiles CheckPoint 360° Competency Feedback System Definition of Terms

Executive Summary

I. **Eight Universal Management Core Competencies**

The structure of the instrument defines the eight universal management core competencies that represent the most critical leadership performance areas. These core competencies are:

A. **Communication**

1. *Measures* - The skills of listening to others, processing information, and communicating effectively.
2. *Definition* - the exchange of information between individuals, for example, by means of speaking, writing, or using a common system of signs or behavior*

B. **Leadership**

1. *Measures* - The abilities of instilling trust, providing direction, and delegating responsibility.
2. *Definition* - ability to lead: the ability to guide, direct, or influence people*

C. **Adaptability**

1. *Measures* - The skills of adjusting to circumstances and thinking creatively.
2. *Definition* - ability to adjust easily to changes and new conditions; ability to adjust: capability of being modified to suit different purposes or conditions*

D. **Relationships**

1. *Measures* - The ability to build relationships and facilitate team success.
2. *Definition* - behaviors or feelings toward somebody else: the connection between two or more people or groups and their involvement with each other, especially as regards how they behave and feel toward each other and communicate or cooperate*

E. Task Management

1. *Measures* – The level of aptitude for working efficiently and competently.
2. *Definitions*
 - a. task - job or a particular piece of work that is assigned, especially one that is unpleasant or difficult*
 - b. management – the act of handling or controlling something successfully*

F. Production

1. *Measures* – The ability to initiate action and achieve results.
2. *Definition* - the making or creation of something*

G. Development of Others

1. *Measures* – The cultivating of individual talents and motivating others successfully.
2. *Definition* (development) – the process of being developed, for example, by growth, change, or elaboration*

H. Personal Development

1. *Measures* – The behaviors of displaying commitment and seeking improvement.
2. *Definition* (personal) - believed by or originating from an individual person*

II. Introduction

A. 5-Point Scale Ratings

1. **0 – Not Applicable** (not averaged into scores)
2. **1 – Never** demonstrates this skill
3. **2 – Seldom** demonstrates this skill
4. **3 – Sometimes** demonstrates this skill
5. **4 – Usually** demonstrates this skill
6. **5 – Always** demonstrates this skill

B. Individual Report Feedback Elements

1. **Executive Overview** – Results for the 8 Universal Management Competencies, comparing the average Self score with the average score of All Observers (includes Boss, Direct Reports, and Peers) and showing whether scores fall within, above or below the Favorable Zone (3.5 to 4.25). Also, Total CheckPoint Scores, including the score differential between Self and All Observers.

2. **Favorable Zone** – represents the range (3.5 to 4.25). The zone represents an expected result for a CheckPoint 360° completed for a “good-performing manager.” The zone was derived as part of the Research and Development of the CheckPoint. It is not meant to be a standard for individual companies, or a “must-achieve” target. It is a guideline and is used primarily to delineate strengths and development areas.
3. **Executive Summary** – Results for the 8 Universal Management Competencies, comparing the average scores of all reference groups (includes Self, Boss, Direct Reports, Peers and All Observers), providing Total CheckPoint Scores for each group, and pointing out group score averages that vary by one point or more. This information is displayed on a five-point scale as color-coded bars on the right hand side of the page.
4. **Skill Set Analysis** – Results for the 18 Skill Sets, comparing the average scores of all reference groups (includes Self, Boss, Direct Reports, Peers, and All Observers), and pointing out group score averages that vary by 1.5 points or more, as well as analyzing Critical Skill Sets to establish Talents, areas needing Focus, and areas where a significant GAP exists between Self and Boss scores.
5. **Reference Group Comparison** – Results for the 18 Skill Sets and Total CheckPoint Scores, analyzing the average scores of each reference group (includes Self, Boss, Direct Reports, and Peers).
6. **Survey Summary** – Results for all 70 survey items, displaying the average scores for Self, Boss, and All Observers (includes Boss, Direct Reports, and Peers) and highlighting the items that fall in a Critical Skill Set, as well as flagging items where responses lack consensus (varying by three or more points) within a reference group.
7. **Development Summary** – Describes your strengths and development needs for the 18 Skill Sets and provides guidelines and suggestions for your individual development plan.

III. Executive Overview

- A. Overview of Self vs. All Observers
 1. **S** – represents the rating given by Self/participating manager
 2. **A** – represents the average rating given by All Observers (combined scores of Boss, Direct Reports and Peers), excluding Self
 3. **◀Gap▶** – displayed when self-perception varies from All Observers by 1 point or more

IV. Executive Summary

A. Overview of All Reference Groups

1. **↑ Gap** – Any difference between reference groups where averages vary by one point or more
2. **S** – represents Self/participating manager
3. **B** – represents ratings given by Boss
4. **D** – represents ratings given by all Direct Reports
5. **P** – represents ratings given by Peers
6. **A** – represents ratings given by All Observers

V. Skill Set Analysis

A. **Critical Skills Sets** - In the rating process, there are 18 CheckPoint Skill Sets. Boss and Self are asked to select **6** of the 18 that are considered by Self and Boss as *critically important* to the particular requirements of the job the Self holds. (Selection is done independently – without consulting one another.) If either Self or Boss select one of the skill sets, the set will be displayed in **bold** lettering.

1. **Talent**

- a. *A Critical Skill Set* - according to Self or Boss, and both Self and Boss score averages are equal to or exceed 3.5 (the base of the favorable zone), the skill group will be highlighted as a **talent**.
- b. *Definition* – the natural ability to do something well*

2. **Focus**

- a. *A Critical Skill Set* - according to Self or Boss, and both Self and Boss score averages are below 3.5 (the base of the favorable zone), the skill group will be highlighted as a focus. This indicates since it is considered critical and the rating is below the favorable zone, Self may want to **focus** on this area for improvement.
- b. *Definition* - main emphasis: concentrated effort or attention on a particular thing

3. **Gap**

- a. **◆** A Critical Skill Set, according to Self or Boss, and Self and Boss score *averages difference* by 1.5 points or more.
- b. Any difference between reference groups where *averages vary* by 1.5 points or more.

4. **S** or **B** – represents Critical Skill Sets chosen by Self or Boss

5. **SB** – represents Critical Skills Sets chosen by both Self and Boss

VI. Survey Summary of the 70 Items

- A. N – Boss or Self did not rate item (not applicable)
- B. **Bold Lettering** – Items that fall in a Critical Skill Set, as designated by Self, Boss, or Both
- C. **Flags** – Responses lack consensus within reference group (responses vary by three or more points)
- D. **A** – represents All Observers (combined scores of Boss, Direct Reports, and Peers)

VII. Development Summary

A. Strengths

1. *Skill Set* - A consensus of your reference group ratings shows these competencies are clear strengths, as they fall in or above the Favorable Zone.
2. *Definition* - asset or quality: an extremely valuable or useful ability, asset, or quality*

B. Development Areas

1. *Skill Set* - A consensus of your reference group ratings shows these competencies (which fall below the Favorable Zone) as in need of improvement and should be considered a top priority for your career development.
2. *Definition* - being developed: a state in which the developing of something is not yet completed*

VIII. Executive Summary

A. Overview of All Reference Groups

1. + (Comparison Report Only) Indicates a .5 or greater increase in average rating since the previous rating period.
2. - (Comparison Report Only) Indicates a .5 or greater decrease in average rating since the previous rating period.

IX. Skill Set Analysis

A. Includes Critical Skill Sets Chosen by Self and Boss

1. **Critical Skill Sets** – Self and Boss chose 6 Critical Skill Sets, out of 18. They considered these *critically important* to the particular requirements of this job and are indicated with bold lettering.
2. **Gap**
 - a. ↔ – A Critical Skill Set, according to Self or Boss, and Self and Boss score averages different by **1.5** points or more
 - b. ↓ – Any difference between reference groups where averages vary by **1.5** points or more

X. Survey Comments

All respondents are given the opportunity to provide comments about you and your leadership skills. These comments are separated by each respondent group, provided in free form and are displayed exactly as they were entered.

Organizational Management Analysis

**Participant* – the individual identified as “Self” in each CheckPoint report. They were the focus for their particular CheckPoint 360°. In this report they are referred to as Managers.

This Organization Management Analysis is presented in three sections. Each is briefly described below.

I. Executive Summary

A. Critical Skill Set Summary

Identifies what the Manager and their Boss(es) considered the most critical Skill Sets for each Manager’s job performance.

B. Critical Skill Set Alignment

Indicates where Boss(es) and Managers were in alignment with their Critical. Skill Set selections.

C. Organizational Development Summary – All Raters

This graph shows what percentage of the rates (excluding Self) indicated their Manager as being below, within, or above the Favorable Zone.

D. Organization Development Summary – Direct Reports

This graph shows what percentage of the Direct Reports identified their Manager as being below, within, or above the Favorable Zone.

E. Skill Set Comparative Analysis

This section summarized the information provided in each of the Manager’s CheckPoint reports. This displays the percentage of the 18 Skill Sets rated below, within, or above the Favorable Zone.

II. Organizational Development Priorities

This section identifies those Managers whose skills were rated as needing improvement.

III. Organizational Training Needs Analysis

This section targets areas for training appropriate for each of the Managers.