

Highest and Lowest-Rated Core Practices

This section shows the highest- and lowest-rated practices (items). They are presented in rank order based on the average rating by all raters (except yourself). The highest-rated practices in each column are shaded in blue (4.25 or more) and the lowest-rated practices (3 or less) are shaded in red. Additional items may be tied with the last item shown.

Highest-Rated Practices (Items)	Overall Average	Self	Mgr 1	Mgr 2	Peers	Dir Rpts
Sets aggressive timelines for achieving objectives. (DRIVE FOR RESULTS)	4.27	5.00	4.00	5.00	4.50	4.00
Uses data to monitor performance and measure results. (BUSINESS ACUMEN)	4.20	5.00	4.00	5.00	4.67	3.80
Influences upward and across the organization effectively. (LEADING COURAGEOUSLY)	4.18	4.00	4.00	5.00	4.50	3.80
Builds a network of relationships across the entire organization. (BUILDING COLLABORATION)	4.18	4.00	4.00	5.00	4.50	3.80
Is direct and assertive with others. (LEADING COURAGEOUSLY)	4.09	4.00	4.00	5.00	4.00	4.00
Focuses people on accomplishing the organization's key priorities. (CREATING ALIGNMENT)	4.09	5.00	5.00	5.00	4.25	3.60
Takes initiative to get things done. (DRIVE FOR RESULTS)	4.09	5.00	5.00	5.00	4.25	3.60
Translates business strategy into action plans. (PLANNING AND ORGANIZING)	4.09	5.00	5.00	5.00	4.00	3.80
Ensures progress is being made toward goals. (MANAGING EXECUTION)	4.09	4.00	3.00	5.00	4.25	4.00
Takes an analytic approach to complex issues. (CRITICAL THINKING AND JUDGMENT)	4.00	5.00	4.00	4.00	4.25	3.80
Lowest-Rated Practices (Items)	Overall Average	Self	Mgr 1	Mgr 2	Peers	Dir Rpts
Delegates effectively to others. (MANAGING EXECUTION)	2.36	4.00	2.00	4.00	2.75	1.80
Conveys genuine consideration for others. (INTERPERSONAL EFFECTIVENESS)	2.45	4.00	2.00	4.00	3.25	1.60
Accepts and acts on feedback from others. (LEARNING ORIENTATION)	2.45	4.00	2.00	3.00	3.25	1.80
Resolves disagreements constructively. (BUILDING COLLABORATION)	2.55	4.00	2.00	4.00	3.50	1.60
Actively considers others' ideas and suggestions. (LEARNING ORIENTATION)	2.55	5.00	4.00	3.00	3.25	1.60
Provides direction without smothering creativity and motivation. (LEADING COURAGEOUSLY)	2.60	4.00	2.00	4.00	3.67	1.80
Takes responsibility for his/her own actions, including mistakes. (INTEGRITY)	2.60	5.00	2.00	5.00	3.67	1.60
Forms productive work teams. (TEAM LEADERSHIP)	2.64	2.00	3.00	4.00	3.50	1.60
Encourages creativity and innovative thinking. (INNOVATION AND RISK-TAKING)	2.64	4.00	3.00	4.00	3.50	1.60
Is approachable and easy to interact with. (INTERPERSONAL EFFECTIVENESS)	2.64	3.00	2.00	4.00	3.50	1.80

Training Sample Only