



Colorado Springs, CO



Greensboro, NC



San Diego, CA



Brussels, Belgium



Russia & CIS



Singapore

# About CCL<sup>®</sup>

- Pioneered the use of 360-degree assessments in leadership development.
- 100,000 individuals complete CCL assessments each year.
- We manage the world's largest business psychological database.

# Important Lessons From 35 Years of Research

- People can learn, grow, and change.
- Self-awareness is the cornerstone of development.
- Creating a plan for your development greatly increases your odds for success.



# Why Should Top-level Execs Participate?

## To increase self-awareness

*“The higher up in an organization, the less feedback one receives.”*

(Kaplan, 1985)

## To continue to develop as a leader

*“...even the most successful leaders can increase their effectiveness by changing specific elements of their behavior”*

(Goldsmith, 2002)

## To set an example

*“Starting a 360...at senior level models openness to feedback and demystifies the process.”*

(Chappelow, 2004)

# When Leaders Fail

Blind spots matter:

- strengths may become weaknesses
- flaws may suddenly matter



# Executive Dimensions



Center for  
Creative  
Leadership

[www.ccl.org](http://www.ccl.org)



# Executive Dimensions

- Designed for very senior-level executives
- Based on CCL<sup>®</sup> research into effectiveness at senior-level executive levels in organizations.
- 1,639 participants; 19,356 raters
- 16 scales
- 92 items



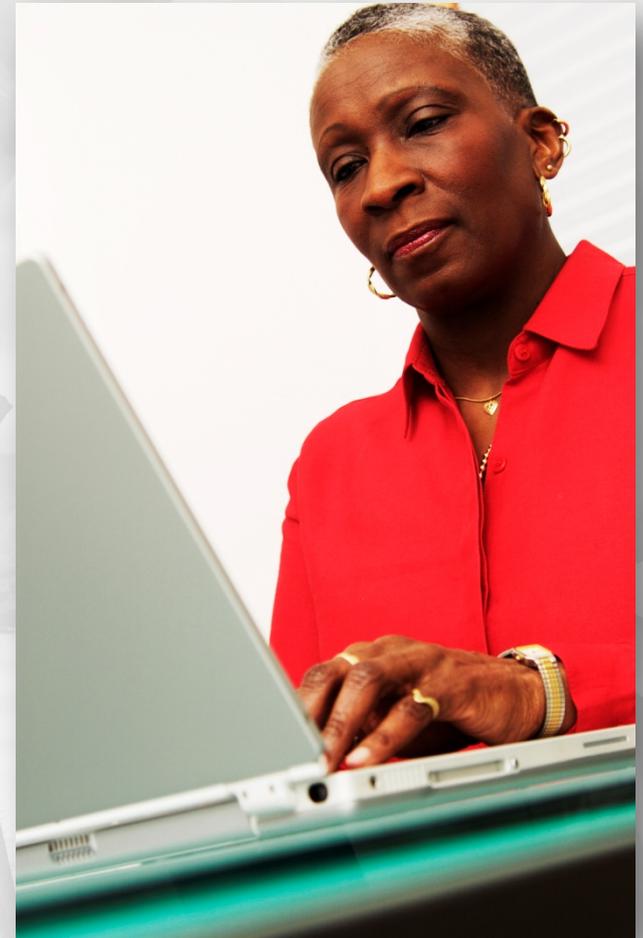
# Three Factors

- Leading the Business
- Leading Others
- Leading by Personal Example



# Factor 1 - Leading the Business

- Sound Judgment
- Strategic Planning
- Leading Change
- Results Orientation
- Global Awareness
- Business Perspective





## Factor 2 - Leading Others

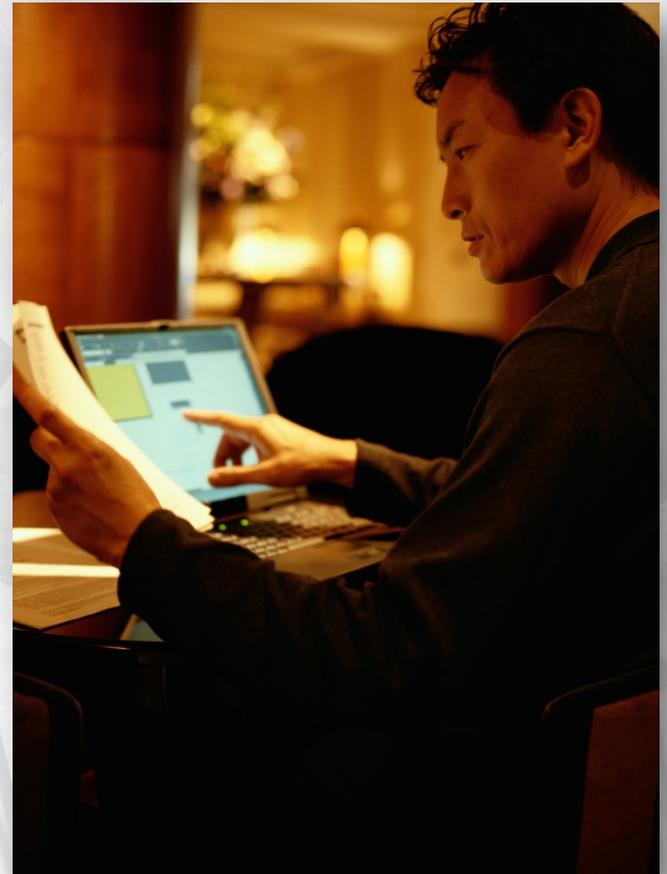
- Inspiring Commitment
- Forging Synergy
- Developing and Empowering
- Leveraging Differences
- Communicating Effectively
- Interpersonal Savvy





## Factor 3 - Leading by Personal Example

- Courage
- Executive Image
- Learning from Experience
- Credibility





# Executive Dimensions

## Section 3: Written Comments

Starting on [page 25](#), your Raters had the option to provide open-ended responses to the following questions:

- “What are this person’s **most significant strengths** as a leader?”
- “What are this person’s **most significant development needs** as a leader?”
- “In what ways could this person **do more to develop other leaders** in the organization?”
- “What is one thing that this person could do to **increase his/her impact as a leader?**”

# Executive Dimensions Terms

- **Participant:** You
- **Rater:** Co-worker who completed surveys for you
- **Rater groups:**
  - Boss
  - Board members
  - Peers
  - Direct reports
  - Others
- **Survey:** the data collection form
- **Feedback report:** the hard copy of your final results



## Feedback Report Prepared for Executive Dimensions Sample A

24 January 2013

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

1	Boss
0	Board Members
6	Peers
4	Direct Reports
5	Others
<hr/>	
16	All Raters

Executive Dimensions Norm Group

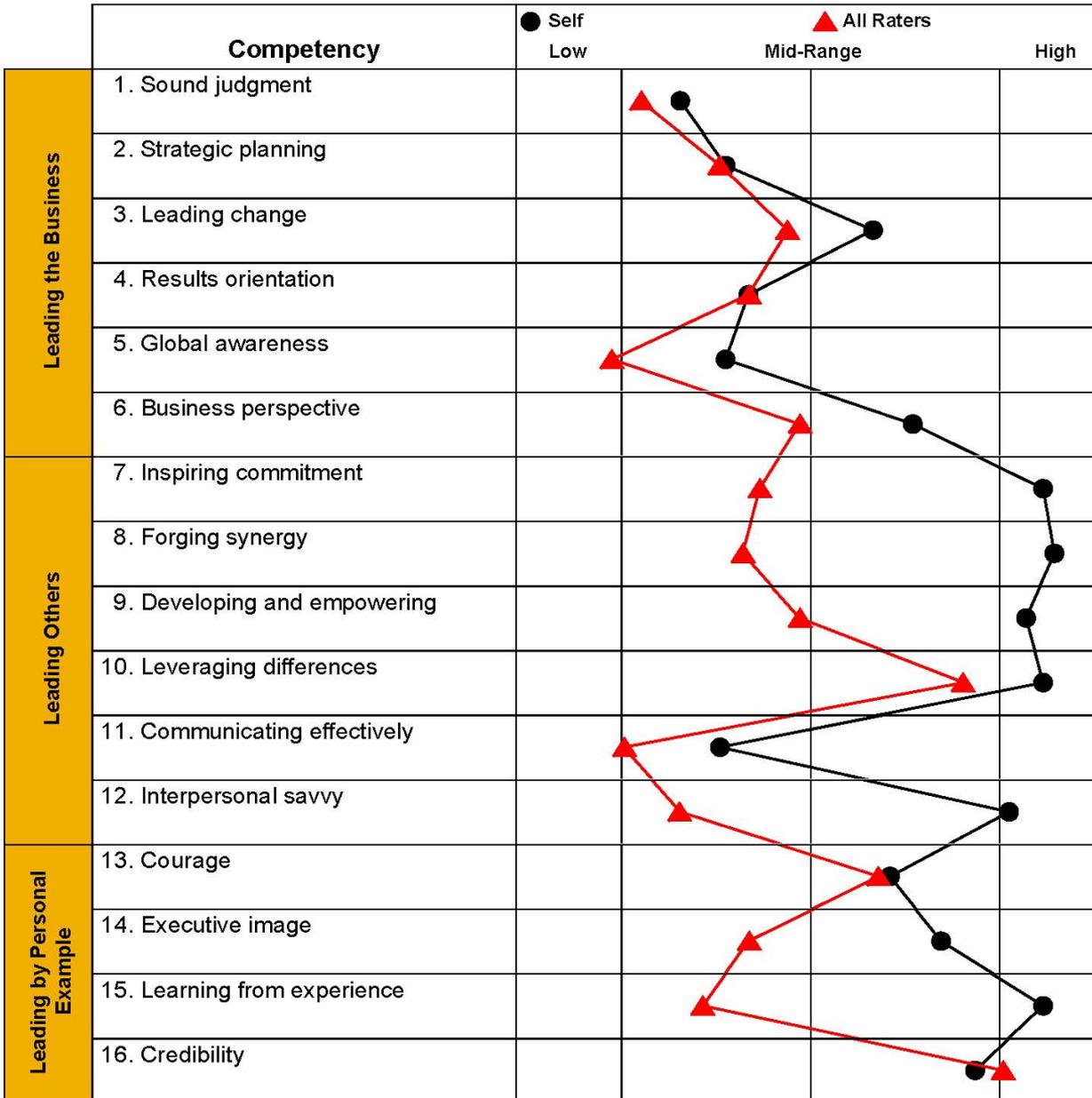
# Section 1: Leadership Competencies - Overview Charts

## Importance for Success and Average Scores

	Competency	Importance for Success			Average Scores	
		All Raters	Boss	Self	All Raters	Self
Leading the Business	1. Sound judgment	11			3.58	3.50
	2. Strategic planning	11		1	3.63	3.43
	3. Leading change	6	1	1	3.78	3.80
	4. Results orientation	8		1	3.83	3.67
	5. Global awareness	4	1		3.40	3.25
	6. Business perspective	6			3.86	3.80
Leading Others	7. Inspiring commitment	3			3.68	4.40
	8. Forging synergy	1			3.60	4.50
	9. Developing and empowering	3			3.77	4.33
	10. Leveraging differences	1			4.25	4.60
	11. Communicating effectively	5			3.53	3.50
	12. Interpersonal savvy	1			3.45	4.14
Leading by Personal Example	13. Courage	5	1	1	4.07	4.00
	14. Executive image	3			3.83	4.00
	15. Learning from experience	2	1		3.60	4.40
	16. Credibility	10	1	1	4.56	4.63

# Section 1: Leadership Competencies - Overview Charts

## Norm Group Comparisons: Self and All Raters



# About the ED Norm Group

Your results are compared against a highly selective normative group of 1,639 participants who:

- are CEOs, presidents, other chief operating officers, VPs, managing directors and directors
- lead organizations of 1000+ employees
- work in private industry, government, military

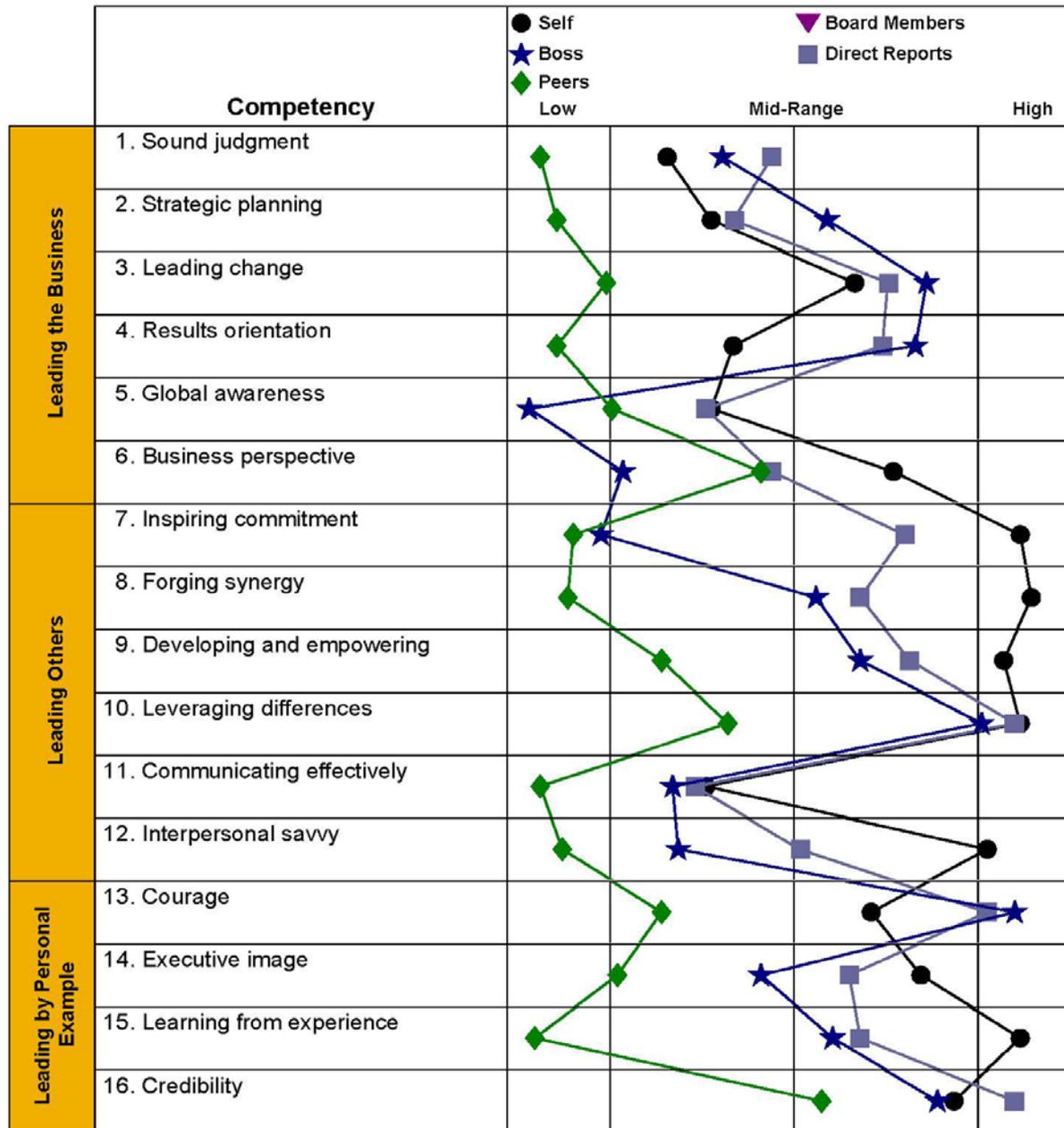


# About the ED Norm Group

- Participants represent wide cross-section of organizations
- 79.3% male, 20.7% female
- Median age 47
- 96% bachelor's degree or higher

# Section 1: Leadership Competencies - Overview Charts

## Norm Group Comparisons: By Rater Group



## Section 2: Leadership Competencies - Comprehensive Data

**16. Credibility** - Acts in accordance with stated values; follows through on promises; uses ethical considerations to guide decisions and actions.

	Importance	Scores	Low	Mid-Range	High
Self	1	4.63			●
All Raters	10	4.56			▲
Boss	1	4.75			★
Board Members		--			
Peers		4.18		◆	
Direct Reports		4.78			■
Others		4.80			

	Self	Boss	Board Members	Peers	Direct Reports	Others
85. Uses ethical considerations to guide decisions.	5.00	[5.00]	--	[4.50]	[5.00]	[4.80]
86. Through words and deeds encourages honesty throughout the organization.	5.00	[5.00]	--	[4.17*]	4.75	[5.00]
87. Speaks candidly about tough issues facing the organization.	3.00	3.00	--	3.67	4.75	[4.80]
88. Tells the truth, not just what important constituents want to hear.	4.00	[5.00]	--	[4.50]	4.50	[4.80]
89. Can be trusted to maintain confidentiality.	5.00	[5.00]	--	4.00	4.75	[5.00]
90. Places ethical behavior above personal gain.	5.00	[5.00]	--	[4.50]	[5.00]	[5.00]
91. Follows through on promises.	5.00	[5.00]	--	[4.17]	4.75	4.20
92. Acts in accordance with his or her stated values.	5.00	[5.00]	--	4.00	4.75	[4.80]

Key:	
[ ]	= 5 highest rated items (plus ties) for each rater group
■	= 5 lowest rated items (plus ties) for each rater group
*	= Gap of at least 3 points between raters from one rater group

## Section 4: Supplementary Data

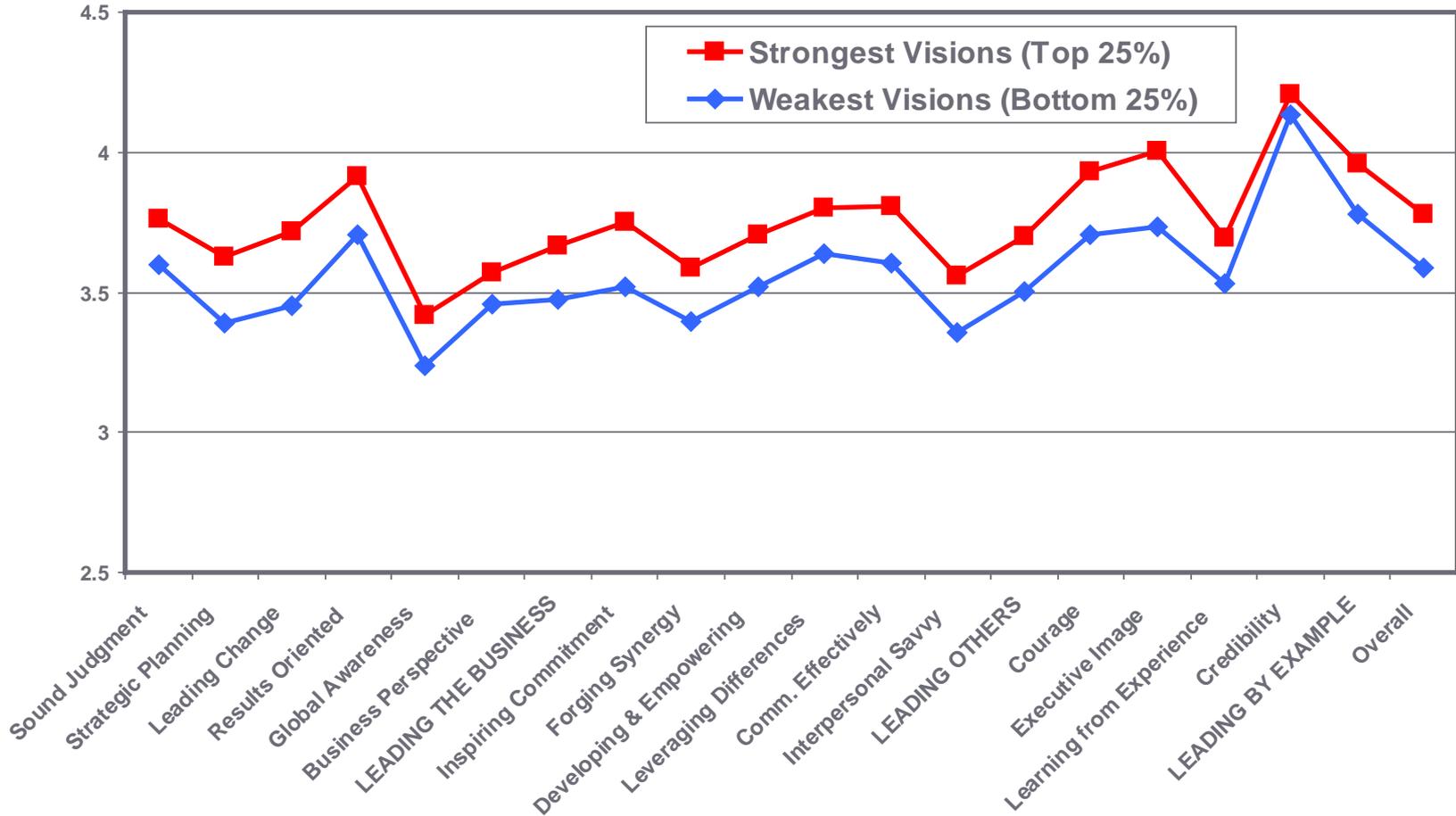
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### Greatest Differences Between All Raters and Self Scores

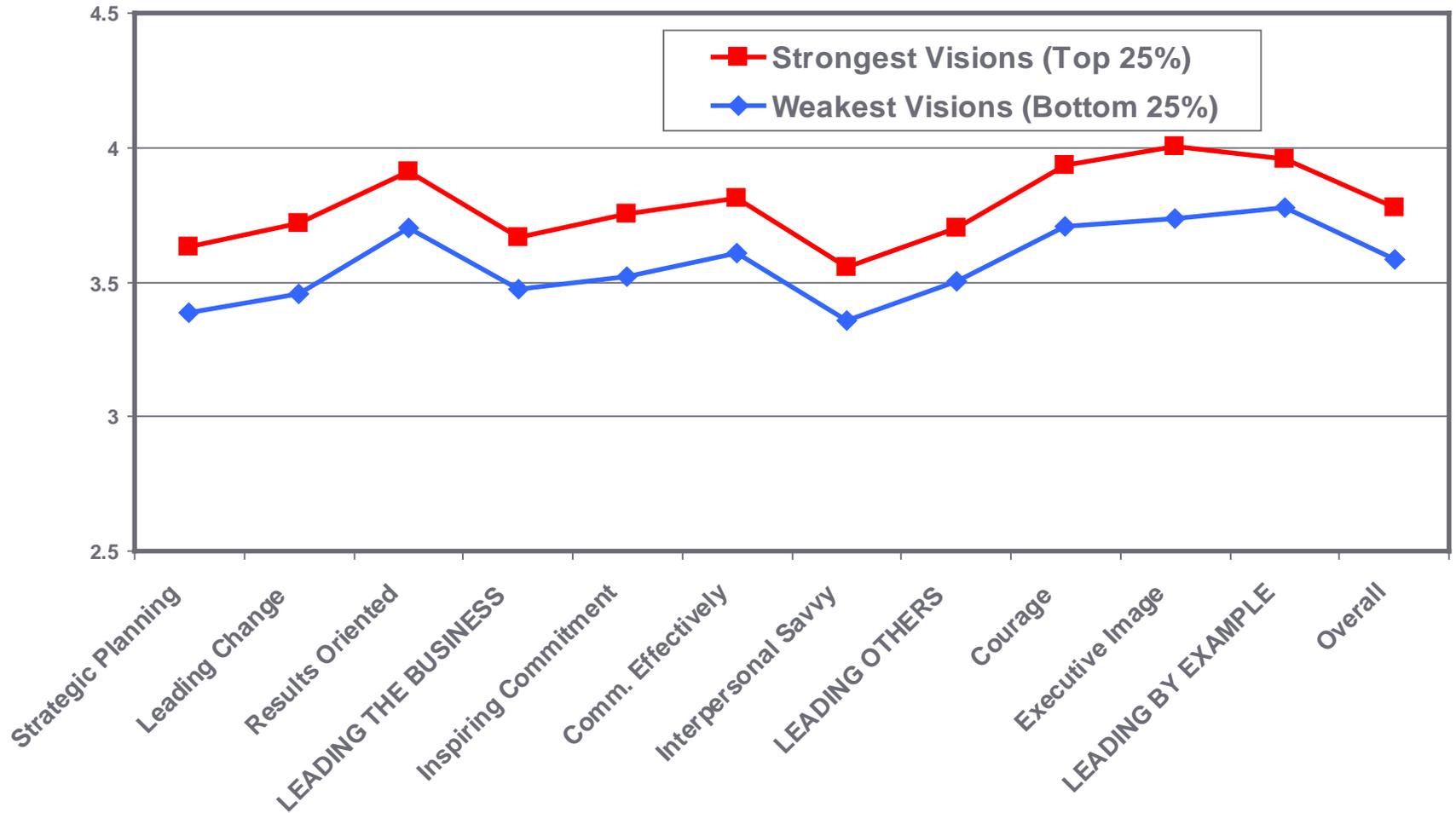
Listed below are the 15 items in Section 2 representing the greatest difference between your Self scores and All Raters scores.

	<b>Item</b>	<b>Competency</b>	<b>All Raters</b>	<b>Self</b>
64.	Understands own impact on situations and people.	Interpersonal savvy	2.73	5.00
82.	Understands own weaknesses and how to compensate for them.	Learning from experience	3.07	5.00
63.	Tailors communication based on other's needs, motivations, and agendas.	Interpersonal savvy	3.19	5.00
38.	Understands what motivates other people to perform at their best.	Inspiring commitment	3.38	5.00
45.	Maintains smooth, effective working relationships.	Forging synergy	3.38	5.00
44.	Identifies and removes barriers to effective teamwork.	Forging synergy	3.50	5.00
67.	Wins concessions from others without harming relationships.	Interpersonal savvy	3.56	5.00
80.	Reflects on and learns from experience.	Learning from experience	3.73	5.00
18.	Fosters a climate of experimentation.	Leading change	3.75	5.00
50.	Develops staff through constructive feedback and encouragement.	Developing and empowering	3.75	5.00
87.	Speaks candidly about tough issues facing the organization.	Credibility	4.25	3.00
75.	Communicates confidence and steadiness during difficult times.	Executive image	4.13	3.00
26.	Monitors global trends that may affect the organization.	Global awareness	3.10	2.00
34.	Regularly seeks data about customer satisfaction.	Business perspective	4.07	3.00
77.	Adapts readily to new situations.	Executive image	3.93	5.00

## Executive Dimensions and Vision Articulation



## Executive Dimensions and Vision Articulation: Largest Differences



# Small Group Discussion

- High Points
- Low Points
- Things to Ponder



# Understanding Feedback

- Feedback is not the complete truth.
- Feedback is a snapshot.
- Feedback is data.
- You are the expert about you — context matters.
- Two common mistakes:  
to agree or disagree too quickly.



# Following Up

If you decide to follow up with your raters:

**Thank You...**

“for taking the time.”

**Summarize...**

“I learned a couple things.”

**Reassure...**

“Your feedback is anonymous.”

**Balance...**

recognize your strengths and  
acknowledge weaknesses.

**Appreciate...**

rather than explain away your feedback.

**Focus...**

on one or two goals

**Listen...**

carefully to additional feedback.