

# Linkage

Unleash your full potential.

## COMPLEAT CONSULTANT Feedback Results

Sample, Joe

December 2010



© Copyright 1997-2010 Assessment Plus, Inc.

## Introduction

In 1653 Izaak Walton published *The Compleat Angler, or The Contemplative Man's Recreation*. Through this charming book about the art of fishing, the word “compleat”—though now rarely used — was coined to mean “that which can be characterized as having wide-ranging skill or proficiency.”

So it is that the *Compleat Consultant* is presented. This model describes the variety of consulting roles performed by Human Resource and Organizational Development professionals, from the hard-nosed focus of the “Business Driver” to the reflective emphasis of the “Insightful Observer.” It also describes the “wide-ranging skills and proficiencies” that the “compleat consultant” brings to each of these roles.

### **This report is divided into four sections:**

- **Part I, *The Compleat Consultant™ Model***, explains how the Compleat Consultant is designed.
- **Part II, the *Interpretive Guide***, explains what you should be considering when examining your report results.
- **Part III, *Your Results***, with respect to the consulting roles and competencies.
- **Part IV, the *Individual Development*** section, assists you in analyzing your scores and forming an Individual Development Plan.

Please read through each section carefully so as to allow you to gain the maximum development possible.

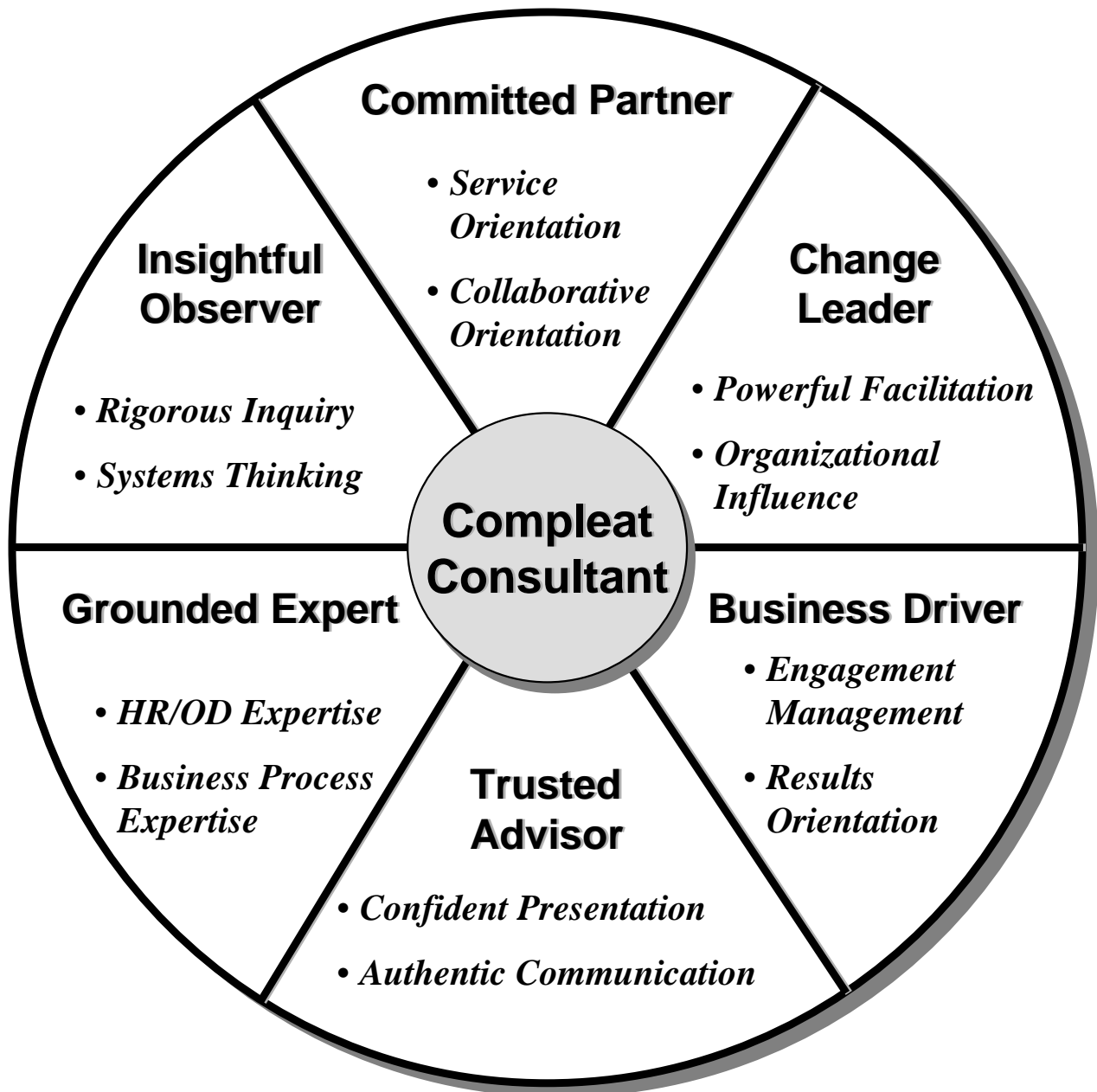
# PART I

## The Compleat Consultant Model™

**Linkage**  
Unleash your full potential.

## The Compleat Consultant Model™

Using meaningful language, the *Compleat Consultant* enables Corporate Development professionals to shape and direct their behavior to better drive organizational goals. Based on the practical experiences of the authors, observations of other consultants' practice, and research undertaken by Linkage, Inc., the *Compleat Consultant* helps individuals clarify their consulting roles and target their development efforts.

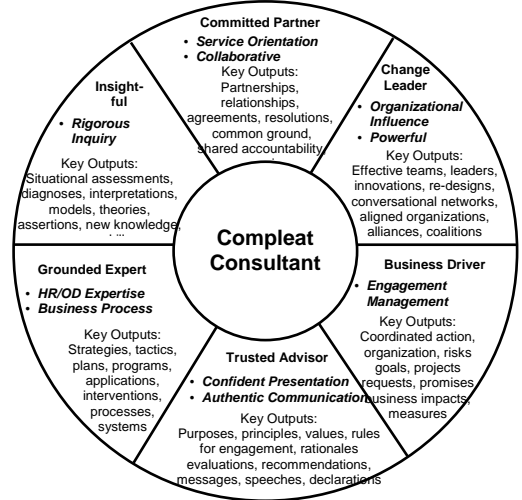


# Model Design

## The Roles of the Compleat Consultant

The Compleat Consultant model focuses on the six primary roles people play when they work as consultants. Each role characterizes and describes a focused set of activities and work outputs produced by consultants. (Work outputs include tangible products such as reports, manuals, and graphic displays. Other outputs may be less tangible, such as relationships, processes, or vision statements.)

The model is grounded in the belief that consulting is not one role. Different roles are important in different circumstances, depending on factors such as the client, the nature of the project, and the consultant's own style. The more able a consultant is in each of the roles — the more “compleat” — the more likely he or she is to succeed over time.

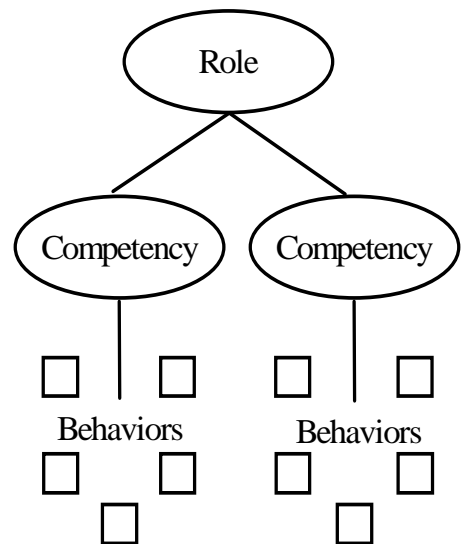


## The Competencies and Behaviors of the Compleat Consultant

Each role is characterized by two *competencies*, clusters of knowledge, skills, and/or values critical to success in that role. In turn, each competency includes five *behaviors* that demonstrate the competency in action.

Roles, by nature, are inclusive of many different behaviors. Although the roles detailed in the *Compleat Consultant* are each characterized by two competencies, these competencies are by no means the only methods of defining the role. Instead, the competencies allocated to each role are the best determinants of effective behaviors within that role.

Please turn the page for a breakdown of the Compleat Consultant, followed by a description of its roles and competencies.



## Roles and Competencies

Each of the roles utilized by the Compleat Consultant is comprised of two primary competencies as follows:



## Roles and Competencies – Definitions

**Insightful Observer:** The Insightful Observer shows great skill in perceiving, organizing, and communicating an understanding of the recurring patterns and problems found within the client's organization. The outputs of this role include situational assessments, diagnoses of problems and causes, interpretations of events and processes, models, theories, hypotheses, and new knowledge for the client.

- **Rigorous Inquiry:** Creates mutual learning and understanding by promoting rigorous use of language, surfacing assumptions, thinking creatively, and continually searching for valid information in order to produce meaningful conclusions and useful results.
- **Systems Thinking:** Rigorously and systematically connects information, processes, and events by organizing divergent information and searching for common themes, patterns, and causal connections.

**Committed Partner:** The Committed Partner communicates clearly, helps others express themselves, and challenges the client in order to serve and promote the client's best interests. The outputs of this role include partnerships, relationships, agreements, resolved conflicts, communication, shared accountabilities, and active emotional expression.

- **Service Orientation:** A consistent focus on serving the needs, concerns, objectives, and aspirations of others that shows in a strong positive regard toward clients.
- **Collaborative Orientation:** A consistent focus on building effective partnerships with clients and others by creating trust and mutual respect, and helping people to meet their needs and interests through mutually beneficial relationships.

**Change Leader:** The Change Leader is willing to challenge the status quo, influences others to take action towards a new future, and gives the client a sense of clarity in the chaotic circumstances that often surround change. The outputs of this role include effective teams and leaders, innovations, breakthroughs, redesigned processes and systems, new networks across the organization, momentum for change, and new alignments of interests in the form of coalitions or other groupings.

- **Powerful Facilitation:** Enables effective working relationships and efficient interactions by coaching individuals, work groups, teams, and larger organizational groups to coordinate collective tasks, enhance collective relationships, create collective results, and generate self-directed and self-managed learning and change.
- **Organizational Influence:** Builds momentum for, and influences the direction of, changes in the client system by directly guiding, counseling, and persuading individuals and by building networks of support for client goals and objectives.



## PART II

# Interpretative Guide

**Linkage**  
Unleash your full potential.

## Reading and Interpreting Your Results

Your *Compleat Consultant* report has been carefully designed to detail your results in a simple, easy-to-read fashion that offers an analysis of your consulting roles and competencies across several levels. Whether examining scores on a very specific or very general level, you should find that the results generalize to a variety of situations.

When examining your results, remember that your performance scores are represented (in both graphic and numerical fashion) with respect to each competency and each role. The scale for each is 1 (lowest) to 4 (highest). More specifically, the scale, as indicated on the *Compleat Consultant*, is as follows:

- 4 = **Very** Descriptive
- 3 = **Largely** Descriptive
- 2 = **Partially** Descriptive
- 1 = **Not at all** Descriptive

Similarly, the importance ratings also are on a scale of 1 (lowest) to 4 (highest). More specifically, the importance ratings are:

- 4 = **Critical/Constant**
- 3 = **Important/Frequent**
- 2 = **Somewhat Important/  
Occasional**
- 1 = **Unimportant/Infrequent**

Most of the results pages will detail both the overall group rating as well as your own self-rating. The overall group rating averages the scores from your manager, peers, and direct reports, but does not include your self-rating. This comparison between self and group scores will enable you to evaluate your overall performance while highlighting gaps between the various groups' perceptions of your consulting behaviors.

## Report Sections

### A Role Summary

This section averages all item ratings within a role by the self and all rater responses. The N signifies the total number of responses received for all items in each respective competency.

### B Role Summary by Rater Group

This section averages all item ratings within a role for each rater group. The N signifies the total number of responses received for all items in each respective competency.

### C Competency Summary

This section averages all item ratings within a competency for each rater group. The N signifies the total number of responses received for all items in each respective competency.

### D Item Results

Graphical and numerical data regarding ratings for each specific item are depicted by rater group.

### E Importance Item Results

Graphical and numerical data regarding ratings for each specific importance item are depicted by rater group.

### F Comments

Comments from your raters are categorized by rater group. Comments will not appear on aggregate reports.

### G Self Gaps

Items in which the ratings between the **Self** rating and the average ratings of other groups are greater than 30% are listed here. The gaps are provided for each rater group.

### H Highest and Lowest Rated Items

The items with the highest and lowest ratings from all raters are provided in this section. The number of items listed is determined as a percentage of the total number of items in the assessment instrument. If the average is within the highest 20% of the scale, the item will not be displayed as a low rating. If the average is within the lowest 20%, the item will not be displayed as a high rating.

## Rater Response

The numbers below represent the number of completed surveys submitted by each rater group prior to the deadline. Please note that these numbers do not necessarily reflect the number of responses you received on each item as some individuals may not have given you feedback on every item. These figures only represent completed, submitted assessments.

	<b>Report N</b>	<b>Nominated N</b>	<b>Response Rate</b>
<b>Self (Sample)</b>	1	1	100.00%
<b>Manager</b>	1	1	100.00%
<b>Direct Reports</b>	4	4	100.00%
<b>Peers</b>	3	3	100.00%
<b>Customers</b>	3	3	100.00%
<b>TOTAL</b>	12	12	100.00%

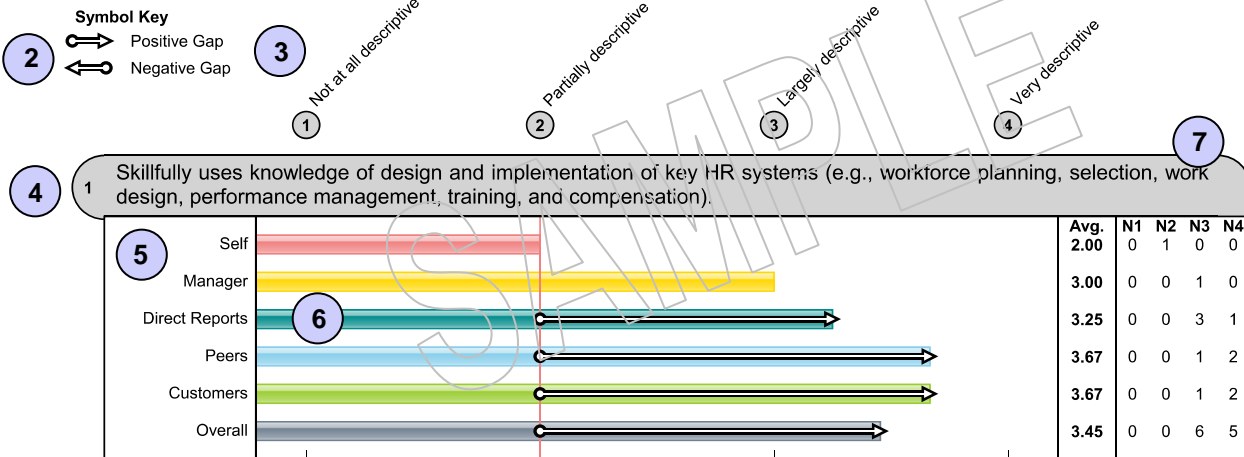
For non-anonymous rater groups such as **Self, Manager**, ratings will be shown if at least one assessment has been submitted.

To preserve anonymity, our processing program will not display responses from anonymous rater groups (e.g., **Direct Reports, Peers, Customers**) with fewer than three submitted surveys. If fewer than three surveys have been received from a rater group, their ratings will be combined with those of another rater group. Your report will indicate which groups have been combined.

For any single item with fewer than three responses in a rater group, "Insufficient Responses" will appear for that item in lieu of data.

# How to Read Your Report

## 1 GROUNDED EXPERT



- 1 Role Heading** – This is the role into which the items are grouped. In this example, “Grounded Expert” is shown.
- 2 Symbol Key** – This key will be useful in determining the meaning of different symbols used throughout the report. The horizontal arrows indicate significant gaps, either positive or negative, between the **Self** rating and the average rating from any other rater group.
- 3 Scale** – In the above example, the rating scale used is a 4-point scale ranging from “Not at all descriptive” to “Very descriptive.”
- 4 Item Results** – This graph shows the results by rater group for a specific item. This and other similar items create a category.
- 5 Rater Groups** – These titles depict the different rater groups that provided feedback. In this example, responses from the participant’s **Manager**, **Direct Reports**, **Peers**, **Customers**, and the participant (labeled as **Self**) are shown.
- 6 Mean Bar** – The bars graphically depict the average of the ratings for each rater group. In this example, the average of the ratings from **Direct Reports** is 3.25 for the item. The vertical line indicates the **Self** rating. This line is included so that participants can easily see the differences between their **Self** rating and the ratings of others.
- 7 Distribution** – The numbers above each mean bar show the number of ratings provided for each point on the rating scale for that particular rater group. In this example, four **Direct Reports** responded to the item. Of those, three provided a rating of “Largely descriptive” and one a rating of “Very descriptive.”

# PART III



## Your Results

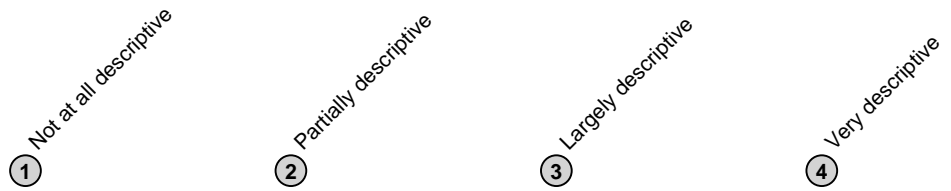
Compleat Consultant  
Competencies and Roles

**Linkage**  
Unleash your full potential.

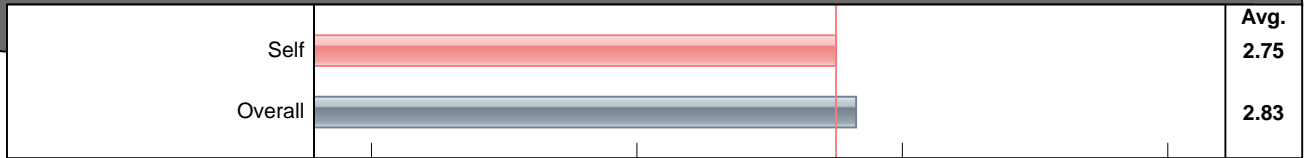
## Role Summary

**Symbol Key**

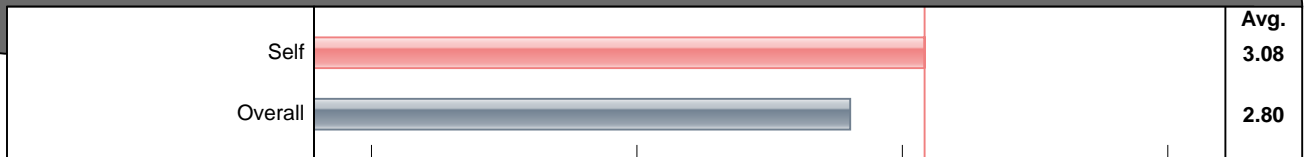
-  Positive Gap
-  Negative Gap



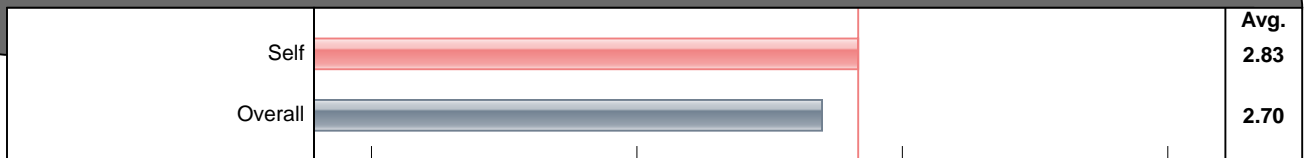
### GROUNDLED EXPERT



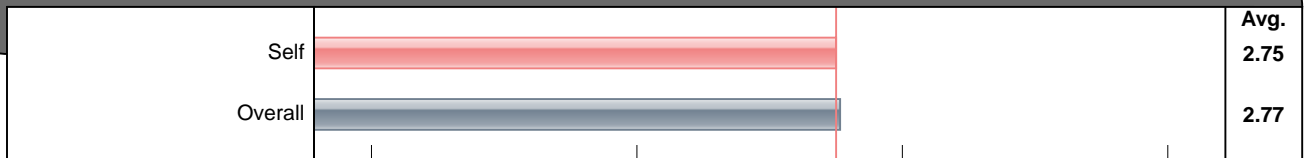
### BUSINESS DRIVER



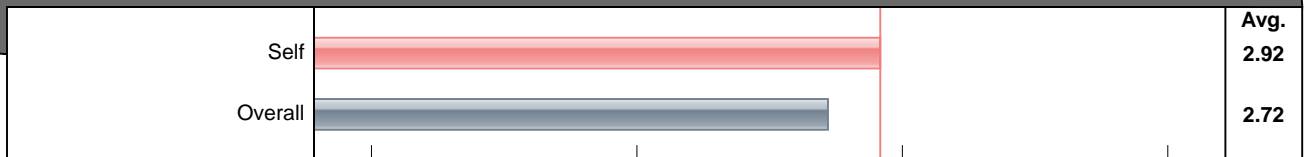
### INSIGHTFUL OBSERVER



### COMMITTED PARTNER





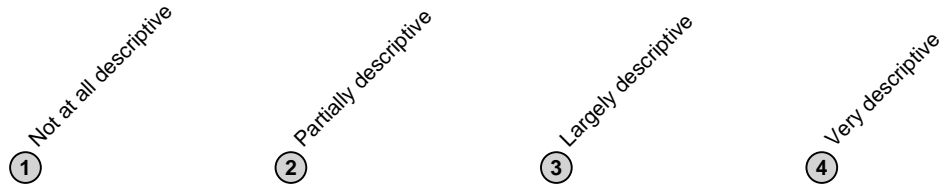
### CHANGE LEADER



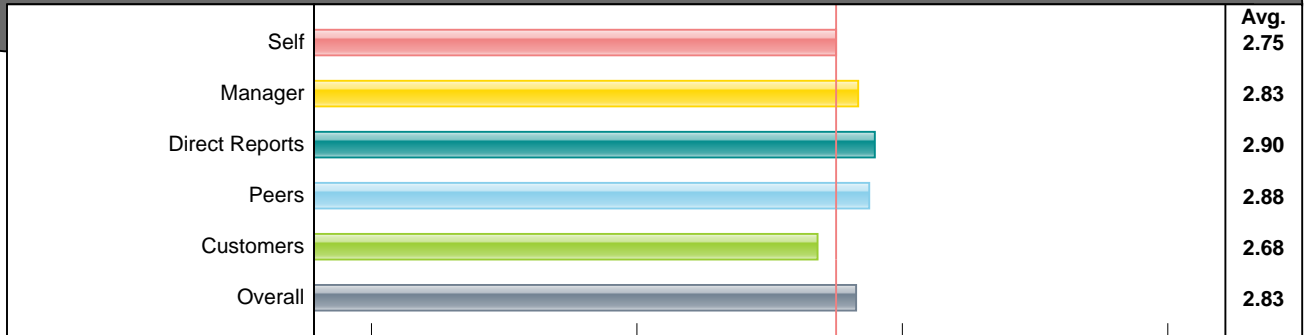
## Role Summary by Rater Group

**Symbol Key**

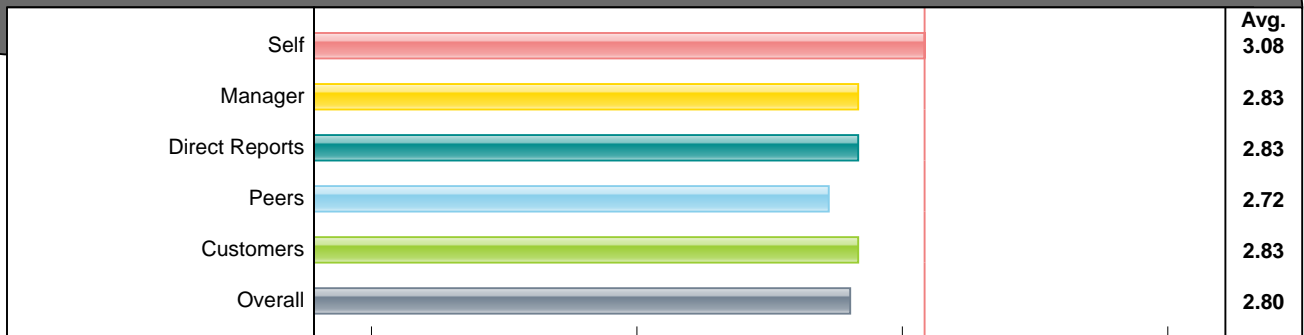
-  Positive Gap
-  Negative Gap



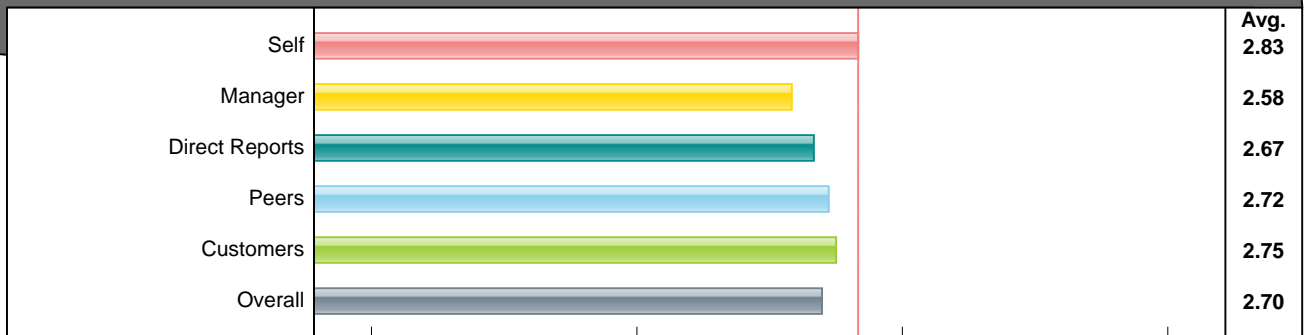
### GROUNDING EXPERT



### BUSINESS DRIVER





### INSIGHTFUL OBSERVER



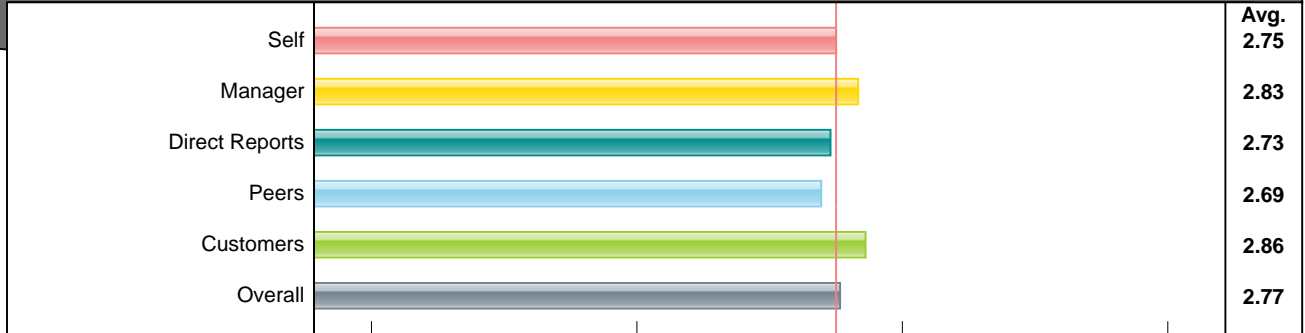
## Role Summary by Rater Group

**Symbol Key**

-  Positive Gap
-  Negative Gap

- ① Not at all descriptive
- ② Partially descriptive
- ③ Largely descriptive
- ④ Very descriptive

### COMMITTED PARTNER





### CHANGE LEADER



## Competency Summary

**Symbol Key**

-  Positive Gap
-  Negative Gap

① Not at all descriptive

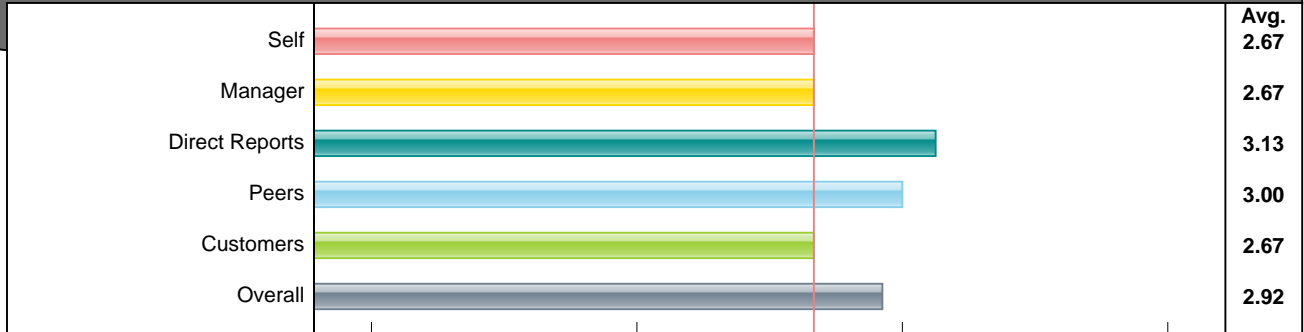
② Partially descriptive

③ Largely descriptive

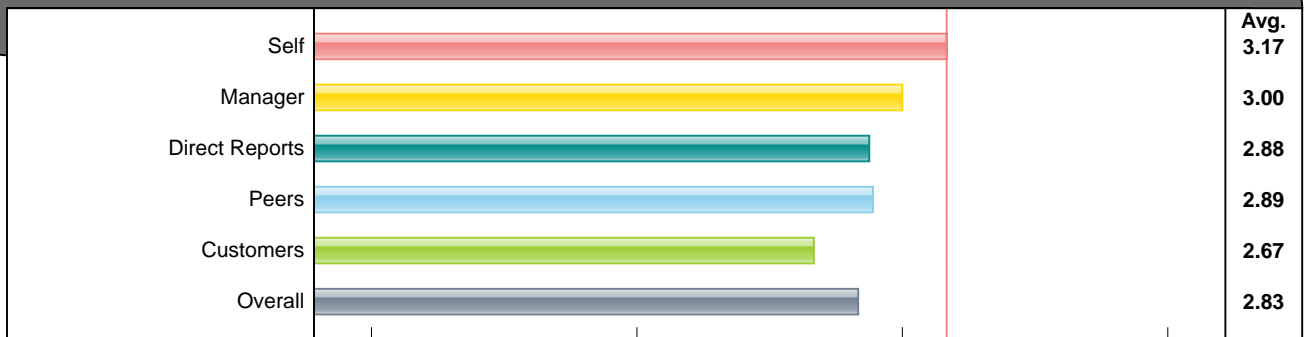
④ Very descriptive

### GROUNDING EXPERT

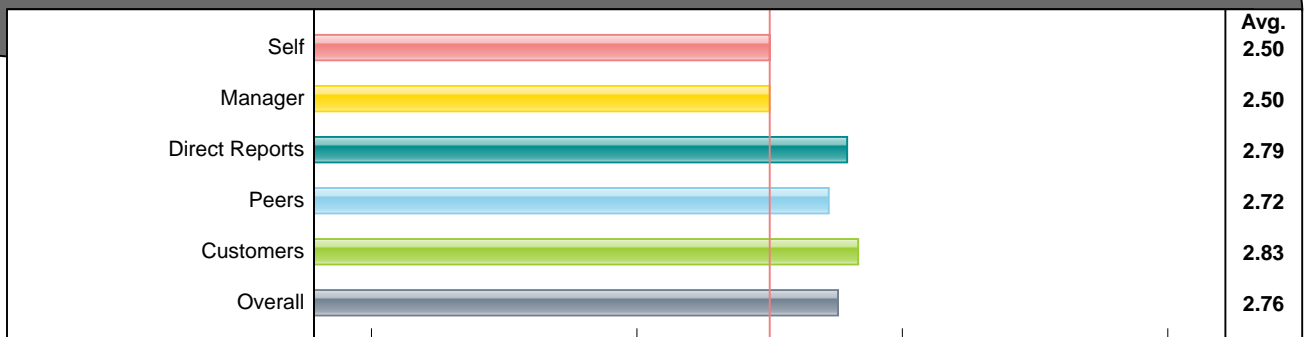
#### HR/OD Expertise



#### Business Process Expertise





#### Confident Presentation



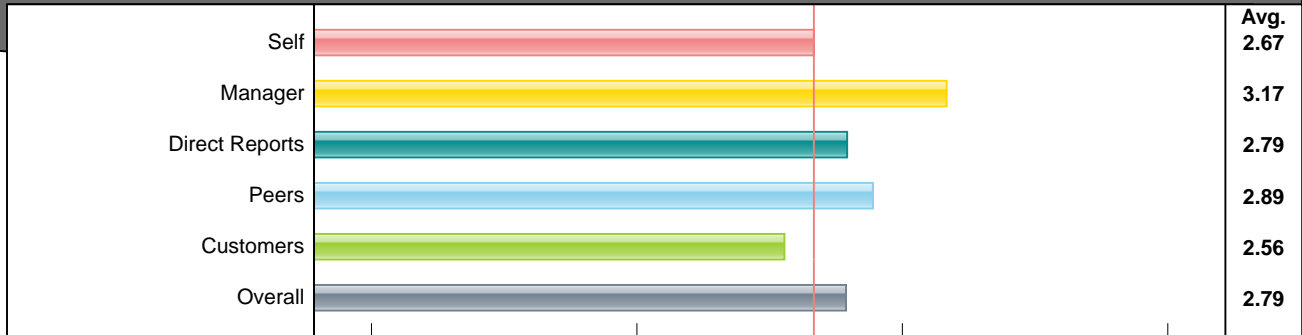
## Competency Summary

### Symbol Key

-  Positive Gap
-  Negative Gap

- ① Not at all descriptive
- ② Partially descriptive
- ③ Largely descriptive
- ④ Very descriptive

### Authentic Communication

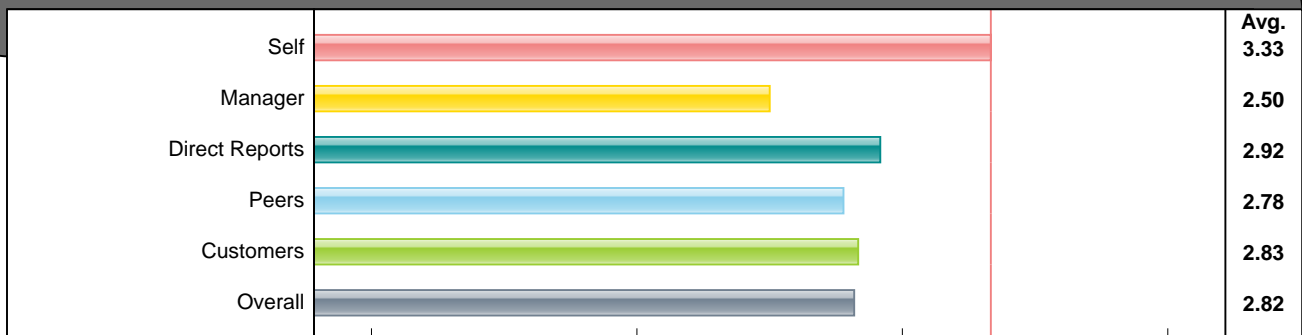


### BUSINESS DRIVER

### Engagement Management





### Results Orientation



## Competency Summary

### Symbol Key

-  Positive Gap
-  Negative Gap

① Not at all descriptive

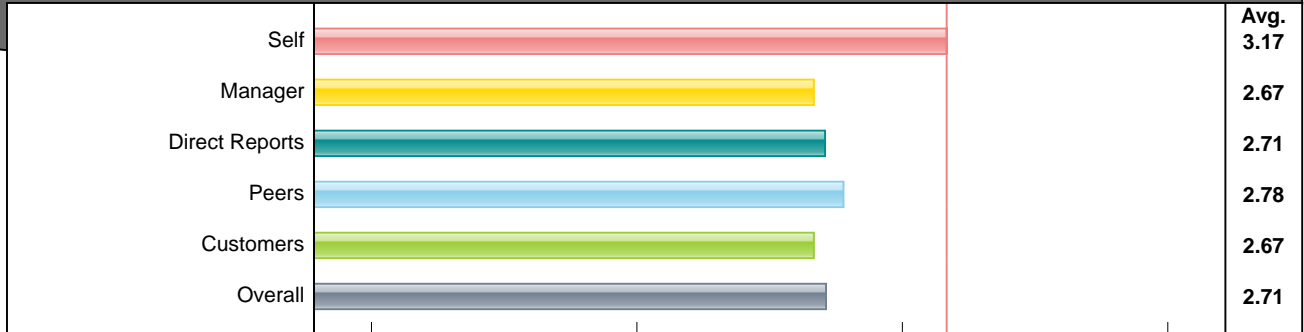
② Partially descriptive

③ Largely descriptive

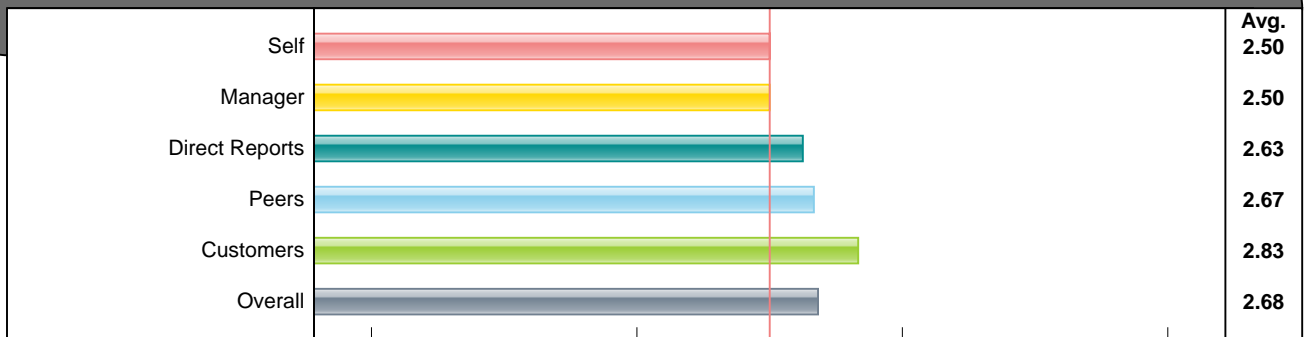
④ Very descriptive

### INSIGHTFUL OBSERVER

#### Rigorous Inquiry

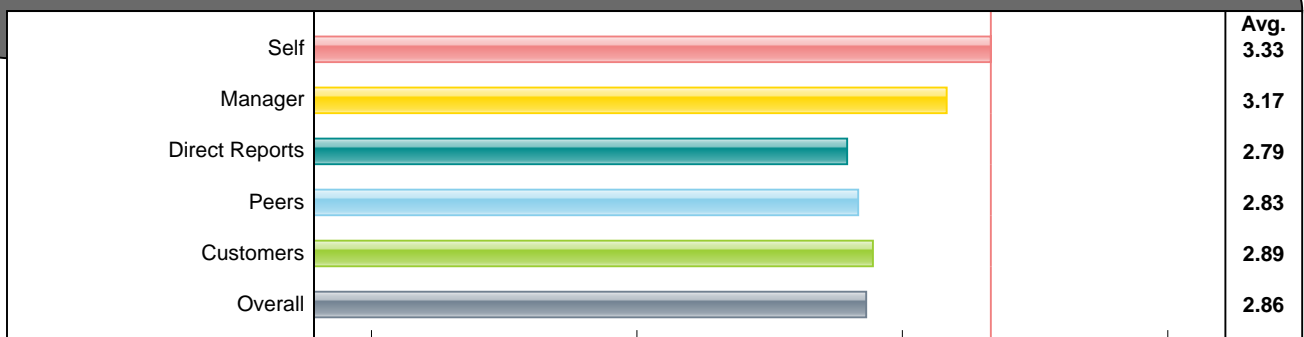


#### Systems Thinking



### COMMITTED PARTNER

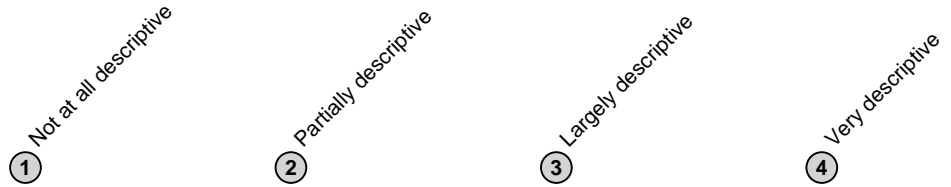
#### Service Orientation



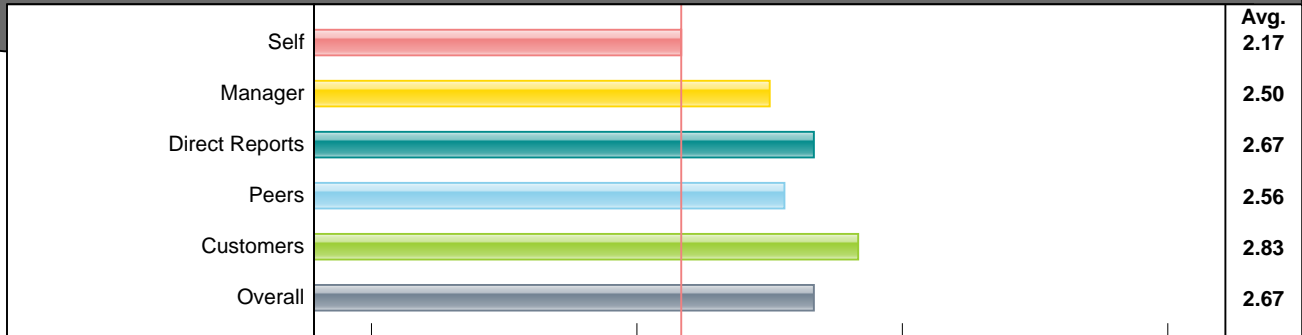
## Competency Summary

### Symbol Key

- ➔ Positive Gap
- ➞ Negative Gap

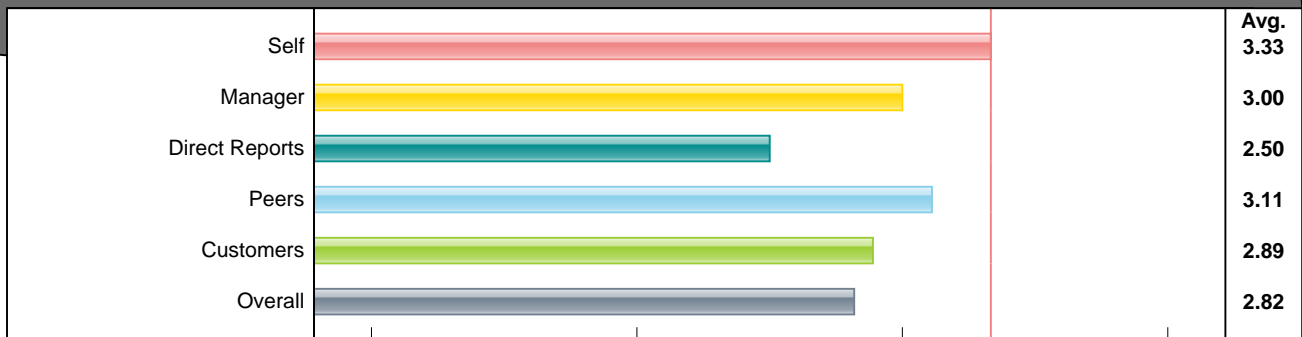


### Collaborative Orientation

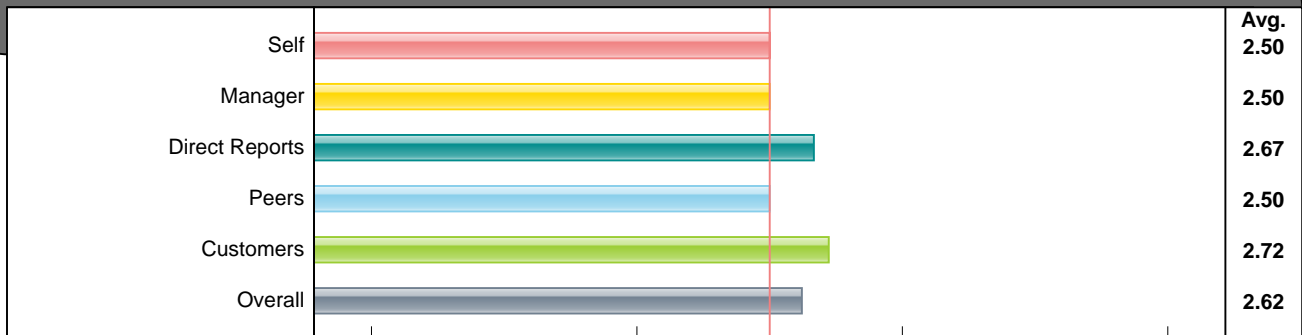


### CHANGE LEADER

#### Powerful Facilitation





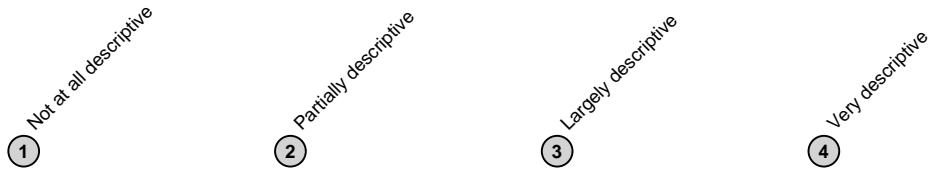
#### Organizational Influence



## GROUNDING EXPERT

**Symbol Key**

-  Positive Gap
-  Negative Gap



### Competency: HR/OD Expertise

	Avg.	N1	N2	N3	N4
Self	2.67	0	3	2	1
Manager	2.67	0	2	4	0
Direct Reports	3.13	0	6	9	9
Peers	3.00	0	5	8	5
Customers	2.67	0	8	8	2
Overall	2.92	0	21	29	16

1

Skillfully uses knowledge of design and implementation of key HR systems (e.g., workforce planning, selection, work design, performance management, training, and compensation).

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	3.00	0	0	1	0
Direct Reports	3.25	0	0	3	1
Peers	3.67	0	0	1	2
Customers	3.67	0	0	1	2
Overall	3.45	0	0	6	5

13

Displays useful knowledge of design and implementation of methods for measuring individual, team and organizational performance.

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	3.00	0	0	1	0
Direct Reports	2.25	0	3	1	0
Peers	3.00	0	0	3	0
Customers	2.67	0	1	2	0
Overall	2.64	0	4	7	0

25

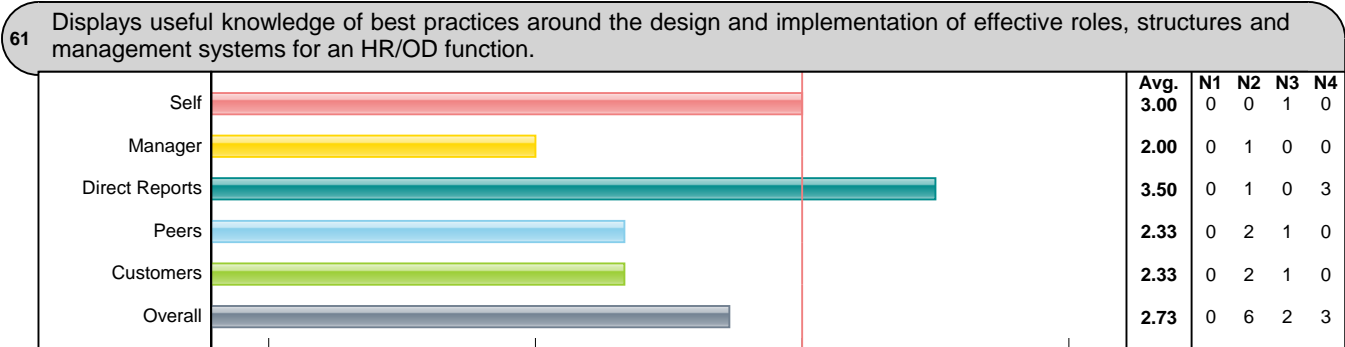
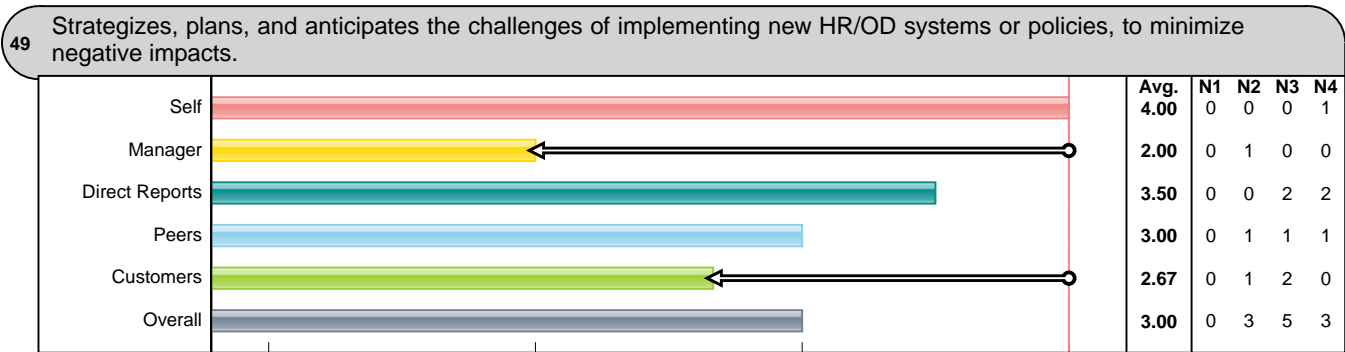
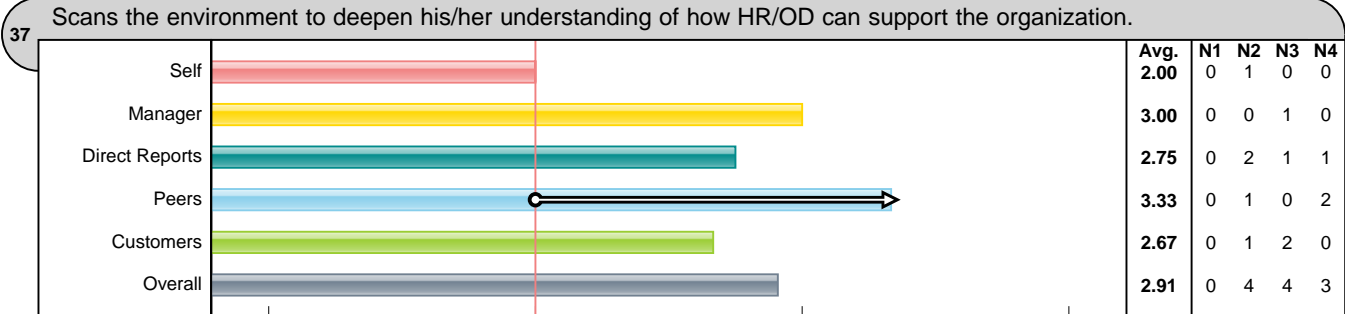
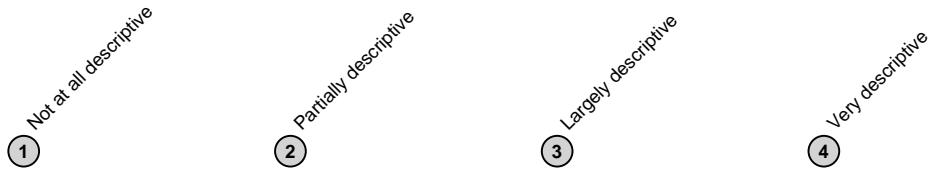
Uses knowledge of design and implementation of HRD and OD interventions to improve individual and organizational effectiveness.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	3.00	0	0	1	0
Direct Reports	3.50	0	0	2	2
Peers	2.67	0	1	2	0
Customers	2.00	0	3	0	0
Overall	2.82	0	4	5	2

## GROUNDING EXPERT

**Symbol Key**

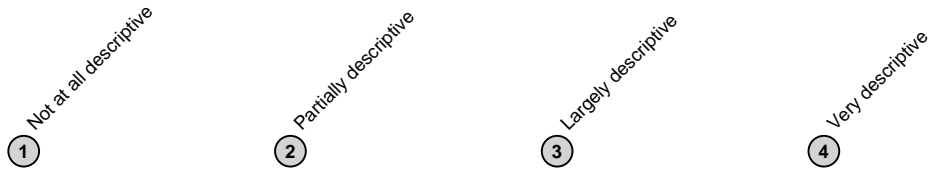
- Positive Gap
- Negative Gap



## GROUNDING EXPERT

**Symbol Key**

- Positive Gap
- Negative Gap



### Competency: Business Process Expertise

	Avg.	N1	N2	N3	N4
Self	3.17	0	1	3	2
Manager	3.00	0	1	4	1
Direct Reports	2.88	0	8	11	5
Peers	2.89	0	8	4	6
Customers	2.67	0	9	6	3
Overall	2.83	0	26	25	15

2

Displays a credible understanding of the organizational environment and industry context (i.e., industry issues and trends, competitors, suppliers, customers, regulators, etc.).

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	3.00	0	0	1	0
Direct Reports	2.25	0	3	1	0
Peers	2.00	0	3	0	0
Customers	2.67	0	1	2	0
Overall	2.36	0	7	4	0

14

Displays a thorough understanding of the business or functional mission, strategic positioning, and current initiatives.

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	3.00	0	0	1	0
Direct Reports	3.00	0	1	2	1
Peers	3.67	0	0	1	2
Customers	2.00	0	3	0	0
Overall	2.91	0	4	4	3



26

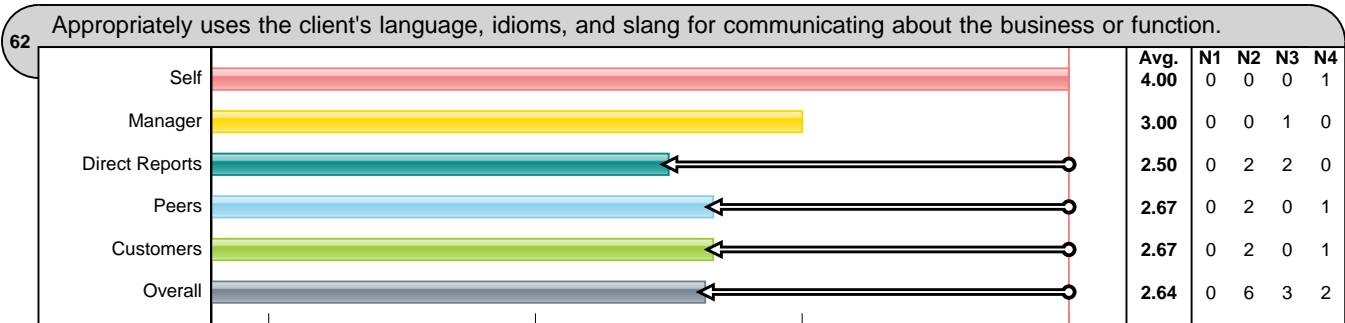
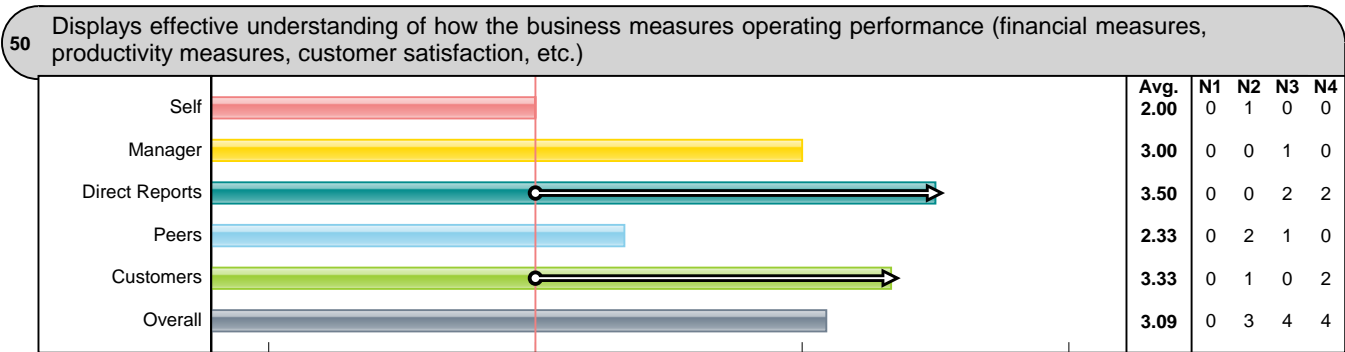
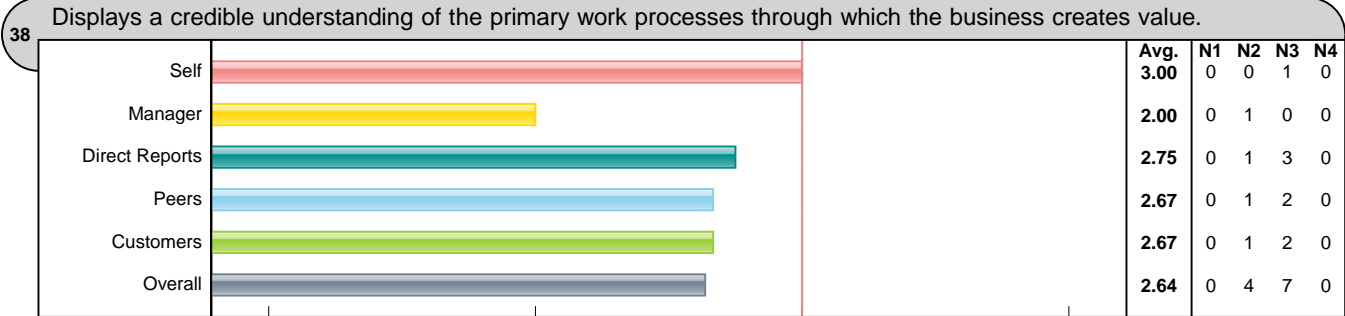
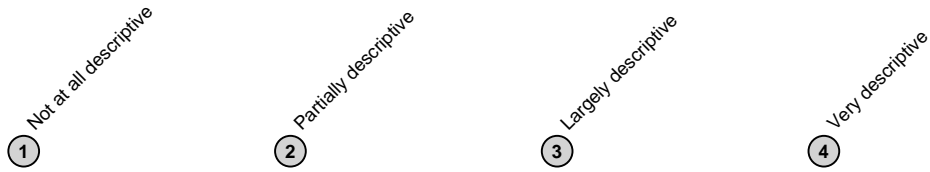
Carefully considers the business operating context (i.e., structures, systems, cultural patterns, etc.) when diagnosing issues and planning interventions.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	4.00	0	0	0	1
Direct Reports	3.25	0	1	1	2
Peers	4.00	0	0	0	3
Customers	2.67	0	1	2	0
Overall	3.36	0	2	3	6

## GROUNDING EXPERT



**Symbol Key**

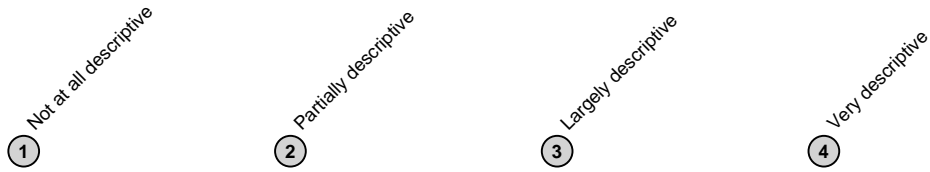
-  Positive Gap
-  Negative Gap



## GROUNDLED EXPERT

**Symbol Key**

-  Positive Gap
-  Negative Gap



### Competency: Confident Presentation

	Avg.	N1	N2	N3	N4
Self	2.50	0	4	1	1
Manager	2.50	0	4	1	1
Direct Reports	2.79	0	9	11	4
Peers	2.72	0	7	9	2
Customers	2.83	0	6	9	3
Overall	2.76	0	26	30	10

### 3 Speaks with conviction, self-assurance and clarity when communicating with client.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	3.00	0	0	1	0
Direct Reports	2.75	0	1	3	0
Peers	3.00	0	1	1	1
Customers	3.00	0	0	3	0
Overall	2.91	0	2	8	1

### 15 Projects a calm, reassuring manner that puts others at ease and builds credibility.



	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	4.00	0	0	0	1
Direct Reports	3.00	0	2	0	2
Peers	2.67	0	1	2	0
Customers	3.33	0	1	0	2
Overall	3.09	0	4	2	5

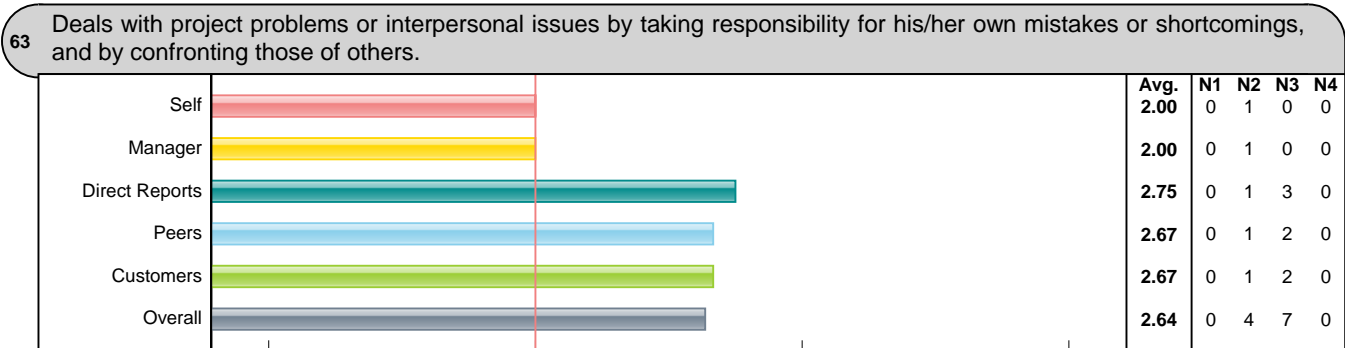
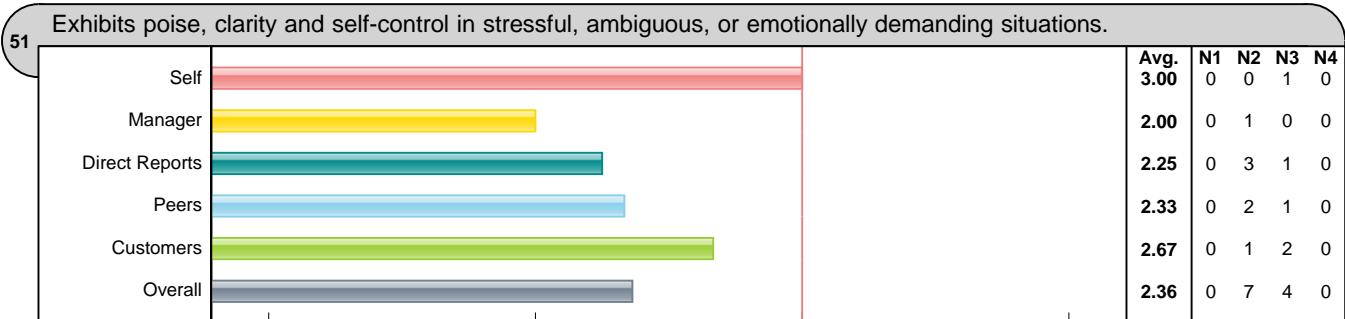
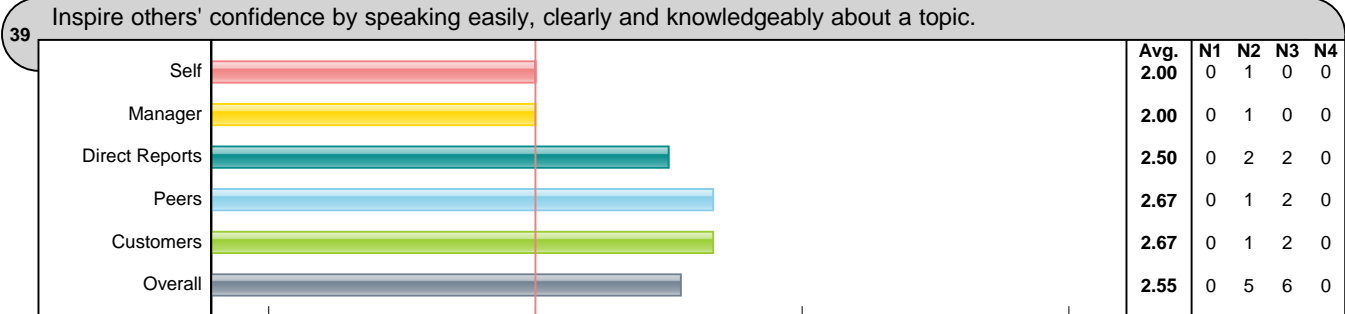
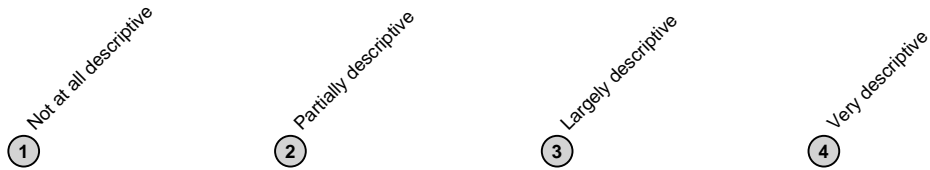
### 27 Displays comfort and confidence in interacting with people at all levels of the organization.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	2.00	0	1	0	0
Direct Reports	3.50	0	0	2	2
Peers	3.00	0	1	1	1
Customers	2.67	0	2	0	1
Overall	3.00	0	4	3	4

## GROUNDING EXPERT

**Symbol Key**

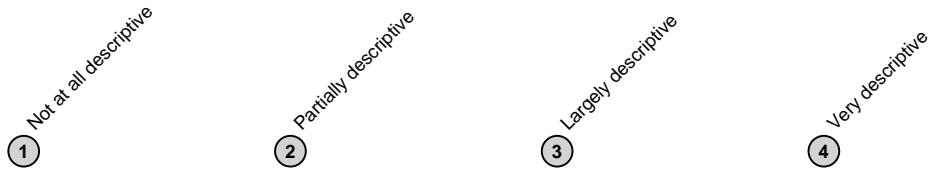
-  Positive Gap
-  Negative Gap



## GROUNDING EXPERT

**Symbol Key**

- Positive Gap
- Negative Gap



### Competency: Authentic Communication

	Avg.	N1	N2	N3	N4
Self	2.67	0	3	2	1
Manager	3.17	0	1	3	2
Direct Reports	2.79	0	8	13	3
Peers	2.89	0	5	10	3
Customers	2.56	0	11	4	3
Overall	2.79	0	25	30	11

**4** Conveys personal beliefs and values having to do with openness, directness and trust in order to encourage meaningful dialogue.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	2.00	0	1	0	0
Direct Reports	3.00	0	0	4	0
Peers	3.67	0	0	1	2
Customers	2.67	0	2	0	1
Overall	3.00	0	3	5	3

**16** Expresses a coherent set of principles which guide difficult choices about when to compromise and when to take a stand.



	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	3.00	0	0	1	0
Direct Reports	2.50	0	2	2	0
Peers	3.33	0	0	2	1
Customers	2.33	0	2	1	0
Overall	2.73	0	4	6	1

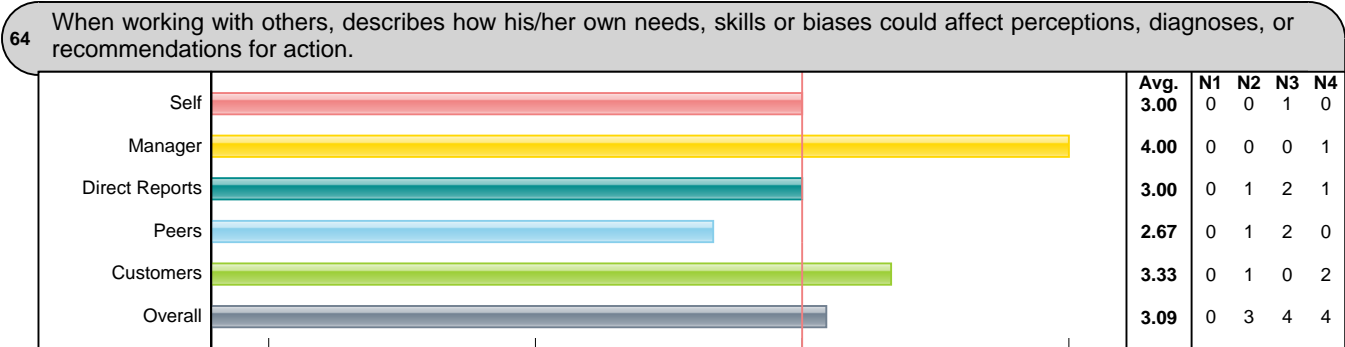
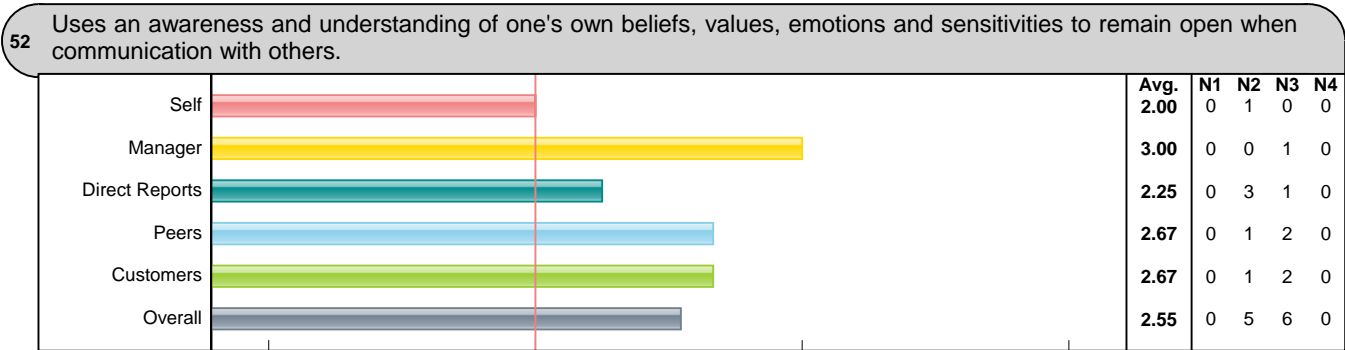
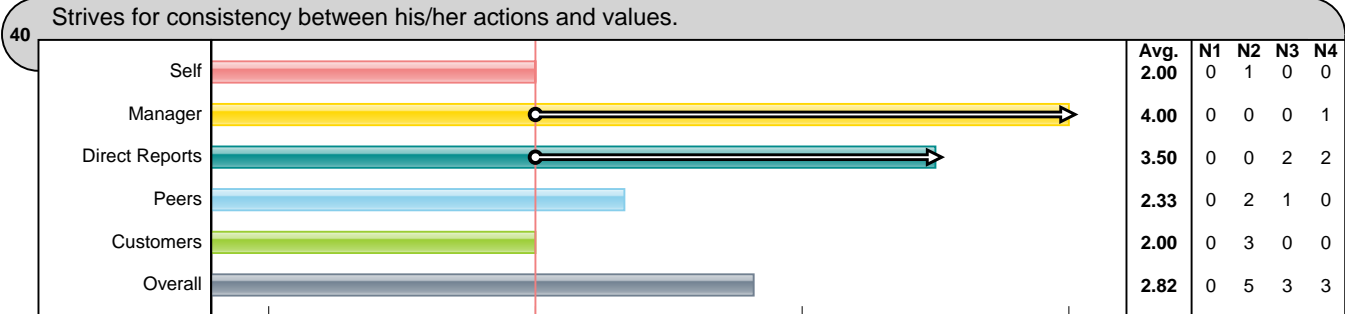
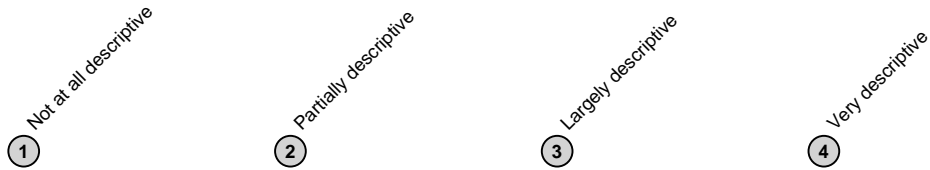
**28** Strives for integrity and authenticity by promising only what can be delivered.

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	3.00	0	0	1	0
Direct Reports	2.50	0	2	2	0
Peers	2.67	0	1	2	0
Customers	2.33	0	2	1	0
Overall	2.55	0	5	6	0

## GROUNDING EXPERT

**Symbol Key**

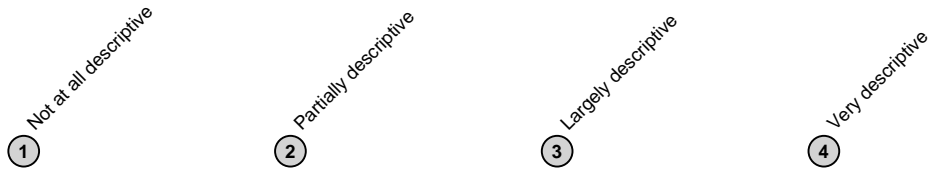
-  Positive Gap
-  Negative Gap



## BUSINESS DRIVER

**Symbol Key**

- Positive Gap
- Negative Gap



### Competency: Engagement Management

	Avg.	N1	N2	N3	N4
Self	2.83	0	3	1	2
Manager	3.17	0	1	3	2
Direct Reports	2.75	0	11	8	5
Peers	2.67	0	9	6	3
Customers	2.83	0	8	5	5
Overall	2.79	0	29	22	15

### 5 Seeks to establish specific quality requirements for the outputs of a consulting engagement.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	2.00	0	1	0	0
Direct Reports	3.50	0	0	2	2
Peers	3.00	0	1	1	1
Customers	3.67	0	0	1	2
Overall	3.27	0	2	4	5

### 17 Evaluates the outcomes of consulting engagements against the specific quality requirements defined with the client at the outset.



	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	3.00	0	0	1	0
Direct Reports	2.25	0	3	1	0
Peers	2.00	0	3	0	0
Customers	2.33	0	2	1	0
Overall	2.27	0	8	3	0

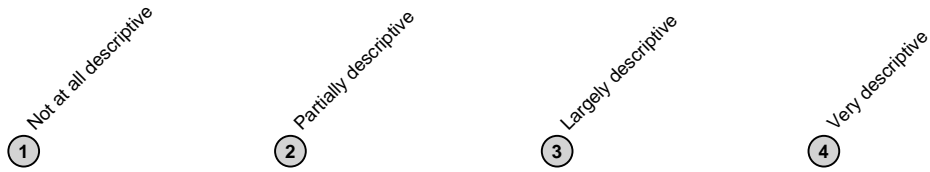
### 29 Reaches clear agreements about the respective responsibilities of consultant and client.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	3.00	0	0	1	0
Direct Reports	3.25	0	1	1	2
Peers	2.67	0	1	2	0
Customers	2.67	0	2	0	1
Overall	2.91	0	4	4	3







## BUSINESS DRIVER

**Symbol Key**







-  Positive Gap
-  Negative Gap









**41** Holds self and others accountable for doing whatever is needed to meet the commitments made around project outcomes.

		Avg.	N1	N2	N3	N4
Self		4.00	0	0	0	1
Manager		4.00	0	0	0	1
Direct Reports		2.75	0	2	1	1
Peers		3.33	0	0	2	1
Customers		3.00	0	1	1	1
Overall		3.09	0	3	4	4

**53** Periodically assesses progress against project commitments, time lines, and quality requirements.



		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		3.00	0	0	1	0
Direct Reports		2.00	0	4	0	0
Peers		2.00	0	3	0	0
Customers		2.67	0	1	2	0
Overall		2.27	0	8	3	0

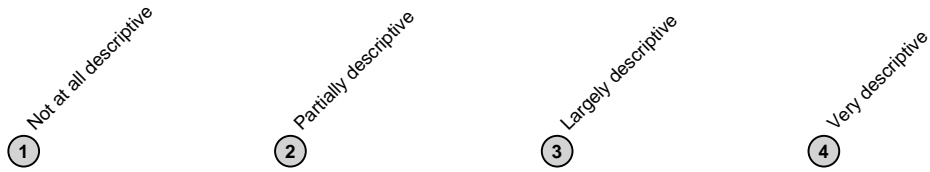
**65** When commitments are not kept, moves quickly to assess what's missing and what actions are needed.

		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		4.00	0	0	0	1
Direct Reports		2.75	0	1	3	0
Peers		3.00	0	1	1	1
Customers		2.67	0	2	0	1
Overall		2.91	0	4	4	3

## BUSINESS DRIVER

**Symbol Key**

-  Positive Gap
-  Negative Gap



### Competency: Results Orientation

	Avg.	N1	N2	N3	N4
Self	3.33	0	0	4	2
Manager	2.50	0	4	1	1
Direct Reports	2.92	0	7	12	5
Peers	2.78	0	9	4	5
Customers	2.83	0	8	5	5
Overall	2.82	0	28	22	16

### 6 Seeks to design and execute projects that result in measurable business value.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	2.00	0	1	0	0
Direct Reports	2.75	0	1	3	0
Peers	2.33	0	2	1	0
Customers	3.00	0	0	3	0
Overall	2.64	0	4	7	0

### 18 Anticipates personal and environmental obstacles to reaching business objectives and plans accordingly.



	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	2.00	0	1	0	0
Direct Reports	2.25	0	3	1	0
Peers	2.67	0	1	2	0
Customers	2.00	0	3	0	0
Overall	2.27	0	8	3	0

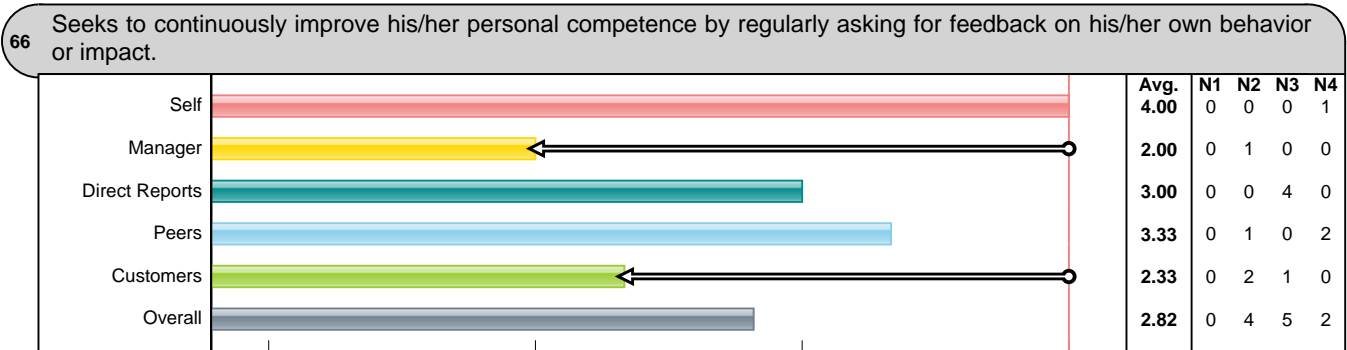
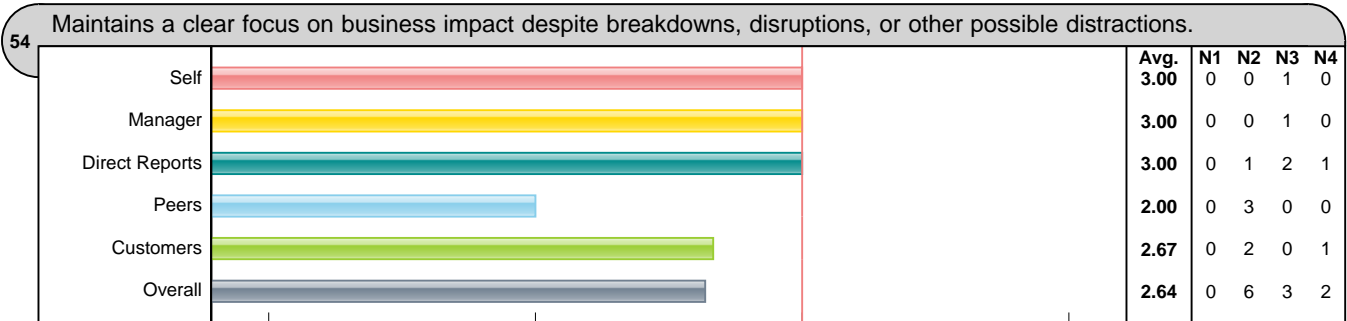
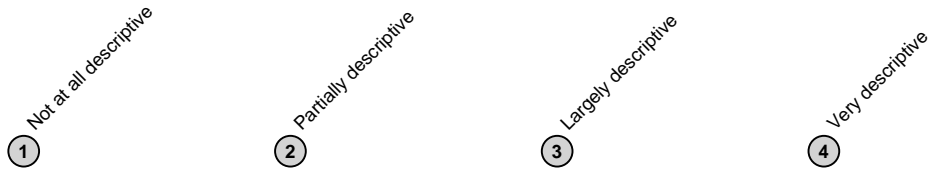
### 30 Takes reasonable and calculated risks to accomplish the objectives.

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	2.00	0	1	0	0
Direct Reports	2.75	0	2	1	1
Peers	3.33	0	1	0	2
Customers	4.00	0	0	0	3
Overall	3.18	0	4	1	6

## BUSINESS DRIVER



**Symbol Key**

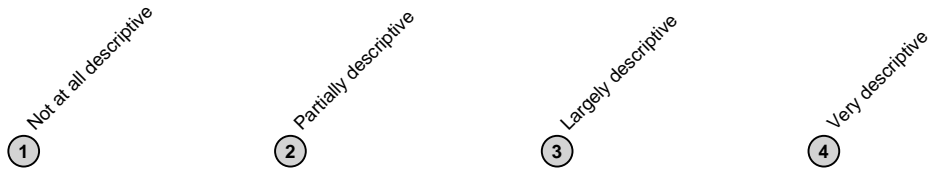
-  Positive Gap
-  Negative Gap



# INSIGHTFUL OBSERVER

**Symbol Key**

-  Positive Gap
-  Negative Gap



## Competency: Rigorous Inquiry

	Avg.	N1	N2	N3	N4
Self	3.17	0	2	1	3
Manager	2.67	0	3	2	1
Direct Reports	2.71	0	12	7	5
Peers	2.78	0	7	8	3
Customers	2.67	0	8	8	2
Overall	2.71	0	30	25	11

7 Asks questions based upon various mental models, theories and points of view in order to thoroughly understand a given situation.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	3.00	0	0	1	0
Direct Reports	2.50	0	2	2	0
Peers	3.00	0	0	3	0
Customers	2.67	0	1	2	0
Overall	2.73	0	3	8	0

19 Seeks out data to test out ideas, assumptions, and hypotheses, and changes his/her views when appropriate.



	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	3.00	0	0	1	0
Direct Reports	3.50	0	1	0	3
Peers	2.33	0	2	1	0
Customers	3.00	0	0	3	0
Overall	3.00	0	3	5	3

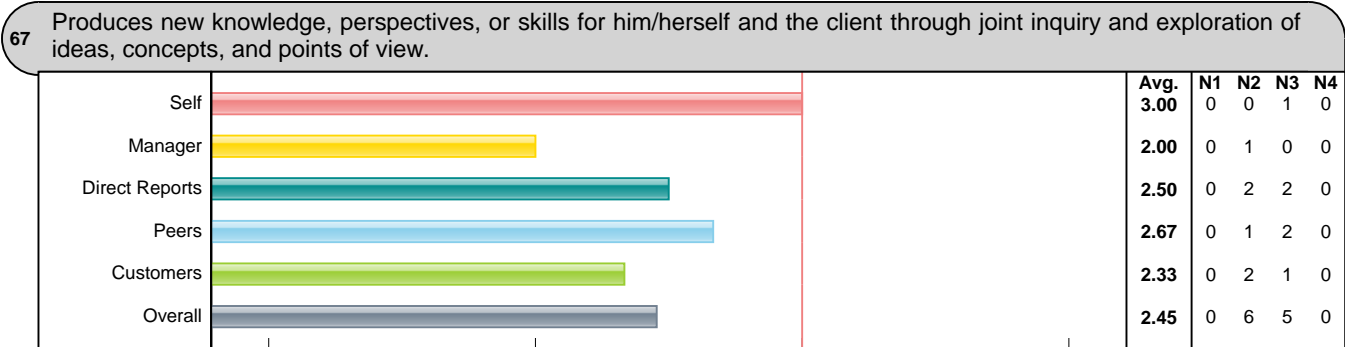
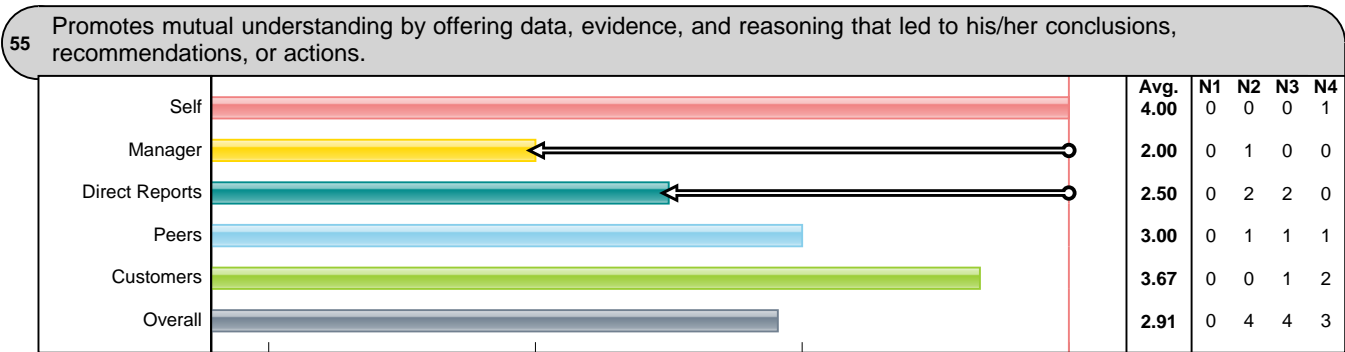
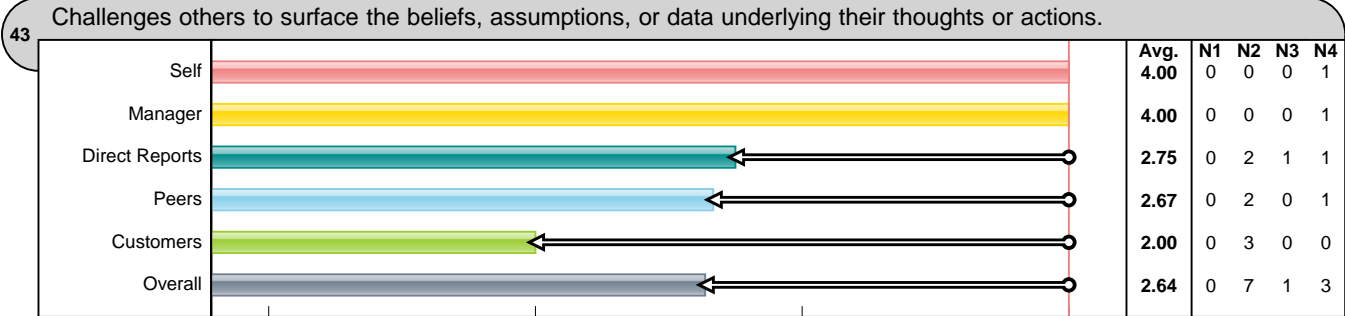
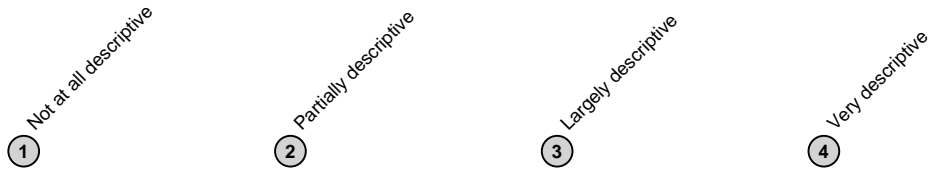
31 Uses a creative combination of intuition, imagination, logic and critical analysis to promote understanding and learning.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	2.00	0	1	0	0
Direct Reports	2.50	0	3	0	1
Peers	3.00	0	1	1	1
Customers	2.33	0	2	1	0
Overall	2.55	0	7	2	2

## INSIGHTFUL OBSERVER



**Symbol Key**

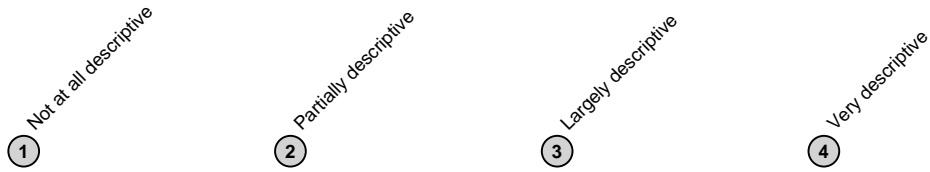
-  Positive Gap
-  Negative Gap



# INSIGHTFUL OBSERVER

**Symbol Key**

-  Positive Gap
-  Negative Gap



## Competency: Systems Thinking

	Avg.	N1	N2	N3	N4
Self	2.50	0	3	3	0
Manager	2.50	0	3	3	0
Direct Reports	2.63	0	11	11	2
Peers	2.67	0	8	8	2
Customers	2.83	0	6	9	3
Overall	2.68	0	28	31	7

### 8 Describes situations as the product of interrelated processes, structures, systems, and individual behavior.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	3.00	0	0	1	0
Direct Reports	2.50	0	2	2	0
Peers	2.33	0	2	1	0
Customers	2.67	0	1	2	0
Overall	2.55	0	5	6	0

### 20 Forms coherent interpretations of the dynamics of a situation based upon multiple sources of information.



	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	3.00	0	0	1	0
Direct Reports	2.75	0	1	3	0
Peers	2.00	0	3	0	0
Customers	2.67	0	1	2	0
Overall	2.55	0	5	6	0

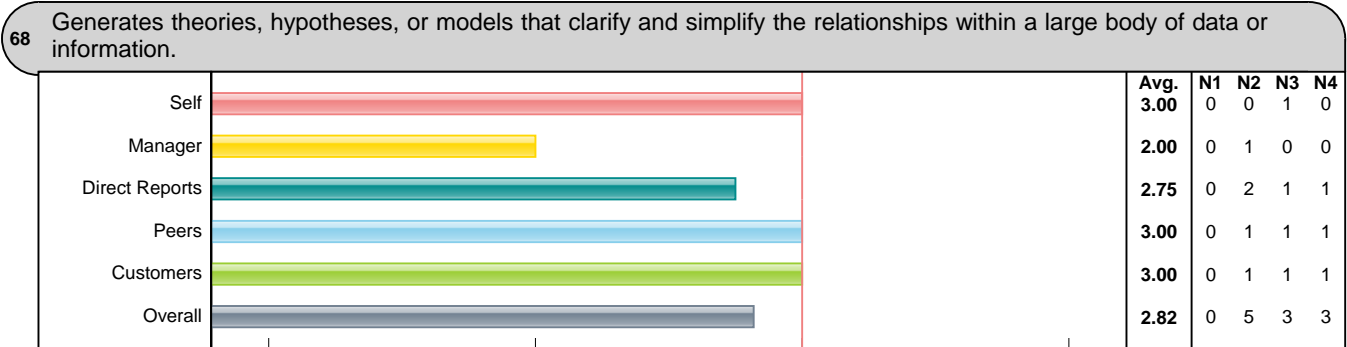
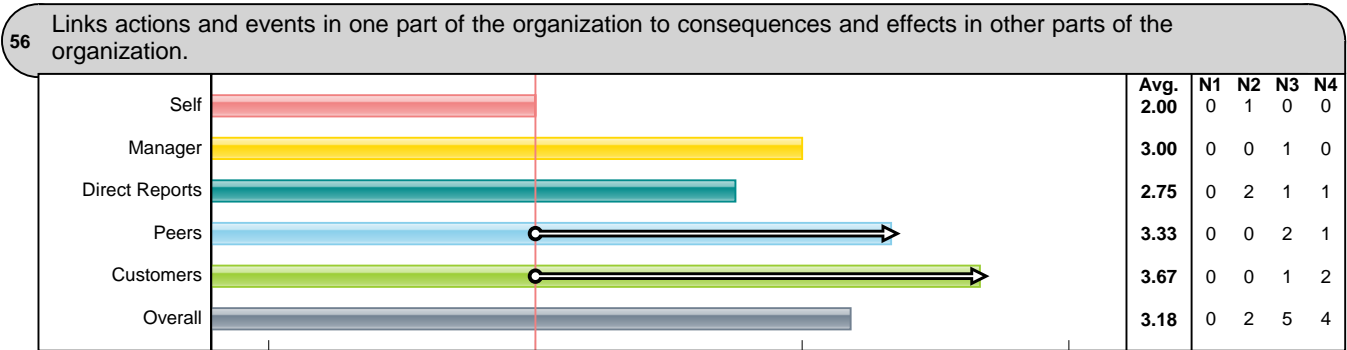
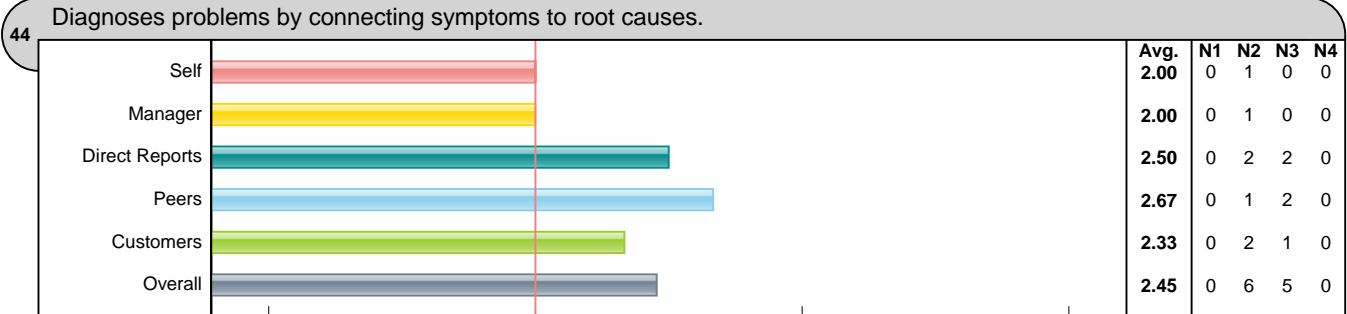
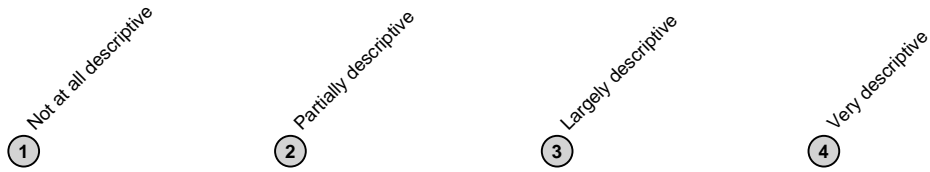
### 32 Identifies patterns and causal connections underlying seemingly unrelated and distinct events.

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	2.00	0	1	0	0
Direct Reports	2.50	0	2	2	0
Peers	2.67	0	1	2	0
Customers	2.67	0	1	2	0
Overall	2.55	0	5	6	0

## INSIGHTFUL OBSERVER

**Symbol Key**

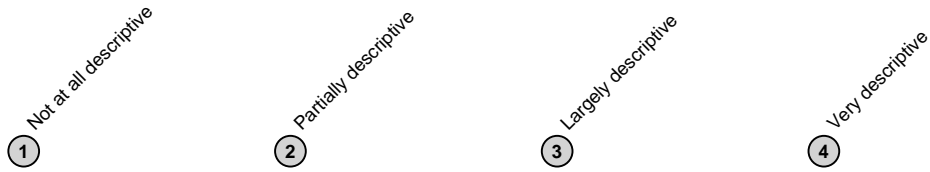
-  Positive Gap
-  Negative Gap



## COMMITTED PARTNER

**Symbol Key**

- Positive Gap
- Negative Gap



### Competency: Service Orientation

	Avg.	N1	N2	N3	N4
Self	3.33	0	1	2	3
Manager	3.17	0	1	3	2
Direct Reports	2.79	0	10	9	5
Peers	2.83	0	6	9	3
Customers	2.89	0	6	8	4
Overall	2.86	0	23	29	14

9 Demonstrates a strong commitment to serving clients and others by finding opportunities to meet, and exceed, their stated and implied needs.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	4.00	0	0	0	1
Direct Reports	2.75	0	2	1	1
Peers	3.00	0	1	1	1
Customers	3.33	0	1	0	2
Overall	3.09	0	4	2	5

21 Seeks to serve the client's organization through behavior and actions that are respected in the client's culture.



	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	3.00	0	0	1	0
Direct Reports	2.50	0	3	0	1
Peers	3.33	0	1	0	2
Customers	3.00	0	0	3	0
Overall	2.91	0	4	4	3

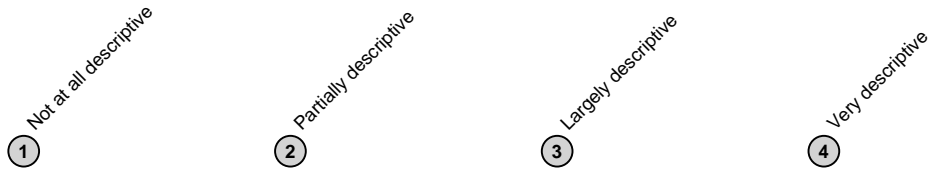
33 Shows genuine positive regard and respect for the thoughts, feelings and aspirations of the client.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	4.00	0	0	0	1
Direct Reports	2.50	0	2	2	0
Peers	2.33	0	2	1	0
Customers	2.33	0	2	1	0
Overall	2.55	0	6	4	1




## COMMITTED PARTNER

**Symbol Key**






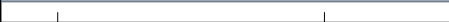
-  Positive Gap
-  Negative Gap








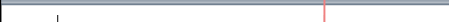
**45** Conveys a commitment to the well-being of clients by actively listening to their personal and professional concerns and offering unconditional support.

		Avg.	N1	N2	N3	N4
Self		3.00	0	0	1	0
Manager		3.00	0	0	1	0
Direct Reports		3.75	0	0	1	3
Peers		2.67	0	1	2	0
Customers		2.33	0	2	1	0
Overall		3.00	0	3	5	3

**57** Follows engagements through to completion in accordance with his/her understanding of the client's needs.

		Avg.	N1	N2	N3	N4
Self		4.00	0	0	0	1
Manager		2.00	0	1	0	0
Direct Reports		2.25	0	3	1	0
Peers		3.00	0	0	3	0
Customers		3.67	0	0	1	2
Overall		2.82	0	4	5	2

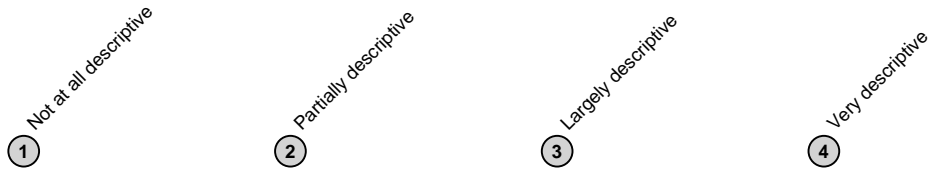
**69** Helps clients to discover and express their true needs by challenging their initial definition of the problem and by surfacing deep concerns.

		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		3.00	0	0	1	0
Direct Reports		3.00	0	0	4	0
Peers		2.67	0	1	2	0
Customers		2.67	0	1	2	0
Overall		2.82	0	2	9	0

## COMMITTED PARTNER

**Symbol Key**

- Positive Gap
- Negative Gap



### Competency: Collaborative Orientation

	Avg.	N1	N2	N3	N4
Self	2.17	0	5	1	0
Manager	2.50	0	4	1	1
Direct Reports	2.67	0	12	8	4
Peers	2.56	0	10	6	2
Customers	2.83	0	9	3	6
Overall	2.67	0	35	18	13

10

Positions consulting engagements as a partnership between the client and the consultant, in which each party contributes to achieving a shared goal.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	2.00	0	1	0	0
Direct Reports	2.75	0	1	3	0
Peers	3.00	0	0	3	0
Customers	2.00	0	3	0	0
Overall	2.55	0	5	6	0

22

Identifies and articulates the values, concerns, beliefs and aspirations shared with the client.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	2.00	0	1	0	0
Direct Reports	2.75	0	2	1	1
Peers	3.00	0	1	1	1
Customers	3.00	0	1	1	1
Overall	2.82	0	5	3	3



34

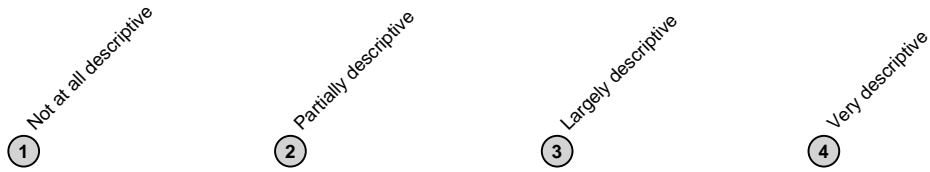
Builds collaboration by encouraging trust, mutual respect, and a shared purpose among all participants in an engagement.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	4.00	0	0	0	1
Direct Reports	3.00	0	2	0	2
Peers	2.00	0	3	0	0
Customers	2.67	0	2	0	1
Overall	2.73	0	7	0	4

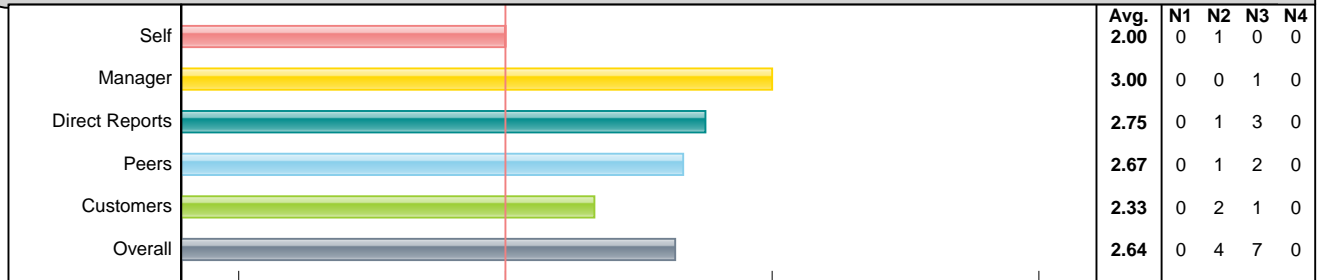
## COMMITTED PARTNER

**Symbol Key**

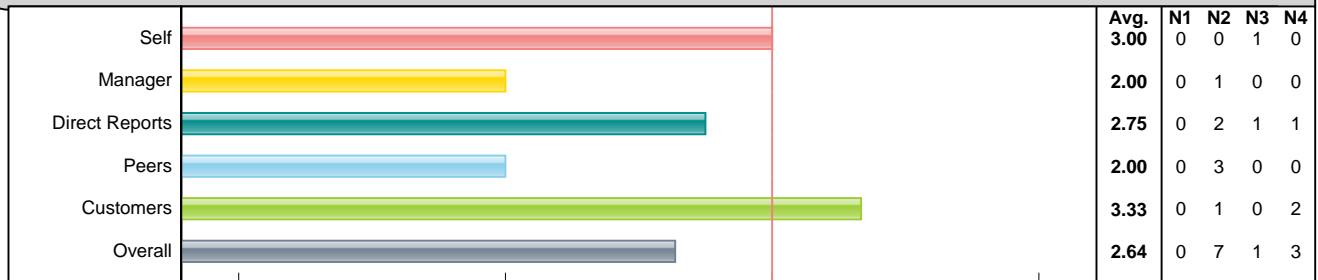
-  Positive Gap
-  Negative Gap



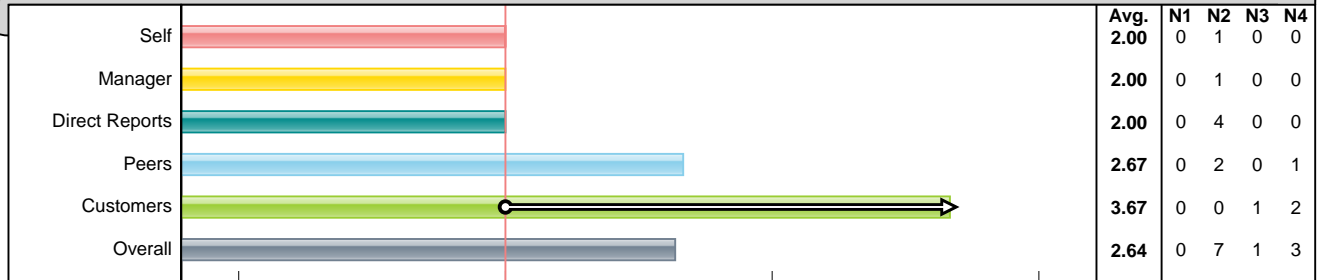
**46** In conflict situations, enables the parties involved to develop "win-win" solutions that include the interests, needs, and concerns of everyone.



**58** Talks explicitly about the mutual benefits of a partnership, and the need for collaboration in producing a quality product.





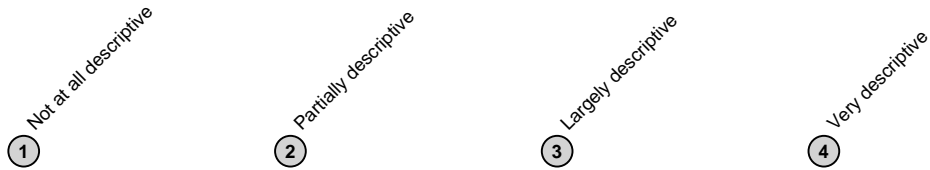
**70** Emphasizes how people complement each other's strengths and weaknesses.



# CHANGE LEADER

**Symbol Key**

-  Positive Gap
-  Negative Gap



## Competency: Powerful Facilitation

	Avg.	N1	N2	N3	N4
Self	3.33	0	1	2	3
Manager	3.00	0	2	2	2
Direct Reports	2.50	0	14	8	2
Peers	3.11	0	6	4	8
Customers	2.89	0	6	8	4
Overall	2.82	0	28	22	16

11

Influences individuals and groups to create the conditions that support effective working relationships across the organization.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	3.00	0	0	1	0
Direct Reports	2.75	0	2	1	1
Peers	3.00	0	1	1	1
Customers	3.67	0	0	1	2
Overall	3.09	0	3	4	4

23

Helps individuals and teams to articulate the goals, key roles, integrated work process, and individual competencies required for success.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	4.00	0	0	0	1
Direct Reports	2.25	0	3	1	0
Peers	3.33	0	1	0	2
Customers	3.00	0	1	1	1
Overall	2.91	0	5	2	4

35

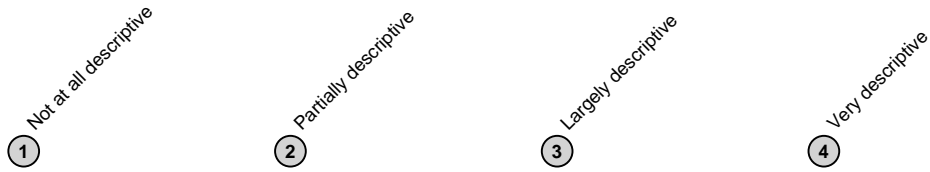
Skillfully facilitates meetings and work sessions with work groups and teams so that they can solve problems more efficiently and effectively.

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	4.00	0	0	0	1
Direct Reports	2.75	0	2	1	1
Peers	4.00	0	0	0	3
Customers	3.00	0	1	1	1
Overall	3.27	0	3	2	6

## CHANGE LEADER

**Symbol Key**

- Positive Gap
- Negative Gap



**47** Coaches individuals, work groups, and teams to develop competencies, tools, and conversations needed to promote self-directed change and development.

		Avg.	N1	N2	N3	N4
Self		4.00	0	0	0	1
Manager		2.00	0	1	0	0
Direct Reports		2.75	0	1	3	0
Peers		3.33	0	1	0	2
Customers		2.33	0	2	1	0
Overall		2.73	0	5	4	2

**59** Works comfortably with groups crossing various organizational boundaries.

		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		3.00	0	0	1	0
Direct Reports		2.50	0	2	2	0
Peers		2.00	0	3	0	0
Customers		2.67	0	1	2	0
Overall		2.45	0	6	5	0

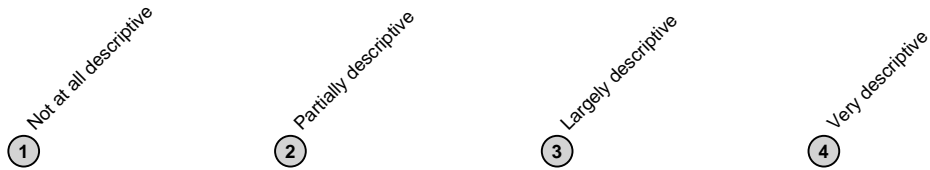
**71** Skillfully leads meetings and sessions with very large groups (50 individuals or more).

		Avg.	N1	N2	N3	N4
Self		3.00	0	0	1	0
Manager		2.00	0	1	0	0
Direct Reports		2.00	0	4	0	0
Peers		3.00	0	0	3	0
Customers		2.67	0	1	2	0
Overall		2.45	0	6	5	0

## CHANGE LEADER

**Symbol Key**

- Positive Gap
- Negative Gap



### Competency: Organizational Influence

	Avg.	N1	N2	N3	N4
Self	2.50	0	3	3	0
Manager	2.50	0	3	3	0
Direct Reports	2.67	0	11	10	3
Peers	2.50	0	10	7	1
Customers	2.72	0	7	9	2
Overall	2.62	0	31	29	6

12

Influences key organizational players by educating them about how to manage the positive and negative impacts of change.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	2.00	0	1	0	0
Direct Reports	3.25	0	1	1	2
Peers	3.00	0	1	1	1
Customers	3.33	0	0	2	1
Overall	3.09	0	3	4	4

24

Regularly offers counsel to people at all levels across the client organization, about how to effect change.

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	3.00	0	0	1	0
Direct Reports	2.75	0	2	1	1
Peers	2.33	0	2	1	0
Customers	3.00	0	1	1	1
Overall	2.73	0	5	4	2

36

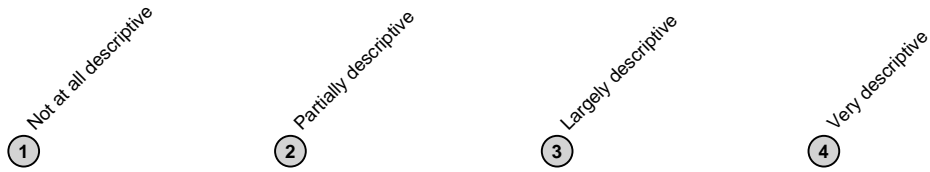
Uses an understanding of "how the organization really works" to generate momentum for the "change agenda".

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	3.00	0	0	1	0
Direct Reports	2.75	0	1	3	0
Peers	2.33	0	2	1	0
Customers	2.33	0	2	1	0
Overall	2.55	0	5	6	0

## CHANGE LEADER

**Symbol Key**

- Positive Gap
- Negative Gap



**48** Stays in touch with key organizational "players" to cultivate the relationship, gather information, and identify opportunities.

		Avg.	N1	N2	N3	N4
Self		3.00	0	0	1	0
Manager		3.00	0	0	1	0
Direct Reports		2.75	0	1	3	0
Peers		2.33	0	2	1	0
Customers		2.67	0	1	2	0
Overall		2.64	0	4	7	0

**60** Proactively seeks out project sponsors and stakeholders to persuade them to support initiatives for change.



		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		2.00	0	1	0	0
Direct Reports		2.25	0	3	1	0
Peers		2.67	0	1	2	0
Customers		2.33	0	2	1	0
Overall		2.36	0	7	4	0

**72** Builds a network of relationships, coalitions and alliances across the client system.

		Avg.	N1	N2	N3	N4
Self		3.00	0	0	1	0
Manager		2.00	0	1	0	0
Direct Reports		2.25	0	3	1	0
Peers		2.33	0	2	1	0
Customers		2.67	0	1	2	0
Overall		2.36	0	7	4	0

## Importance

**Symbol Key**

-  Positive Gap
-  Negative Gap

1 Unimportant / must infrequently do this

2 Somewhat important / must occasionally do this

3 Important / must frequently do this

4 Critical / must constantly do this

### Competency: Importance

	Avg.	N1	N2	N3	N4
Self	3.00	0	5	2	5
Manager	2.75	0	6	3	3
Direct Reports	2.83	0	21	14	13
Peers	2.94	0	13	12	11
Customers	2.83	0	15	12	9
Overall	2.86	0	55	41	36

I1

Offers relevant knowledge regarding the design and implementation of Human Resource/Organizational development systems, applications, tools, and consulting interventions.

	Avg.	N1	N2	N3	N4
Self	3.00	0	0	1	0
Manager	2.00	0	1	0	0
Direct Reports	3.25	0	1	1	2
Peers	3.33	0	0	2	1
Customers	3.33	0	0	2	1
Overall	3.18	0	2	5	4

I2

Offers relevant knowledge regarding standards business practices, creating customer value, and how results are measured in financial or business terms.

	Avg.	N1	N2	N3	N4
Self	4.00	0	0	0	1
Manager	3.00	0	0	1	0
Direct Reports	2.75	0	2	1	1
Peers	2.67	0	2	0	1
Customers	2.00	0	3	0	0
Overall	2.55	0	7	2	2

I3

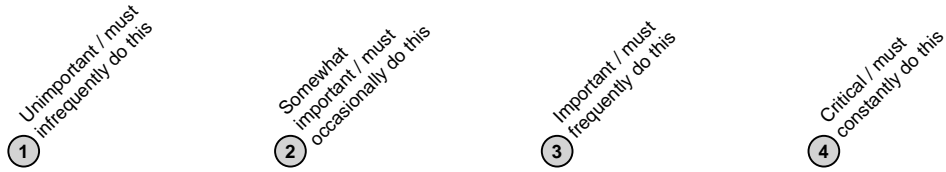
Promotes comfort, security, and trust among clients by exuding self-assurance and poise.

	Avg.	N1	N2	N3	N4
Self	2.00	0	1	0	0
Manager	4.00	0	0	0	1
Direct Reports	2.75	0	2	1	1
Peers	3.67	0	0	1	2
Customers	2.67	0	2	0	1
Overall	3.09	0	4	2	5

## Importance

**Symbol Key**

- Positive Gap
- Negative Gap



**14** Communicates a clear set of personal principles and values to reinforce trust among clients, to promote quality interactions, and to generate commitments to actions.

		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		3.00	0	0	1	0
Direct Reports		3.25	0	0	3	1
Peers		3.33	0	1	0	2
Customers		2.67	0	1	2	0
Overall		3.09	0	2	6	3

**15** Defines commitments, accurate performance specifications, and clear statements of accountability in order to manage quality outputs.

		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		2.00	0	1	0	0
Direct Reports		2.50	0	2	2	0
Peers		2.67	0	2	0	1
Customers		3.33	0	1	0	2
Overall		2.73	0	6	2	3

**16** Maintains a consistent focus on high-impact results by setting challenging objectives and continuously improving methods and practices.



		Avg.	N1	N2	N3	N4
Self		4.00	0	0	0	1
Manager		2.00	0	1	0	0
Direct Reports		2.50	0	2	2	0
Peers		2.67	0	2	0	1
Customers		3.33	0	0	2	1
Overall		2.73	0	5	4	2

**17** Fosters mutual learning between him- or herself and the client via rigorous conversation, sharing multiple perspectives, and questioning underlying beliefs and assumptions.

		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		2.00	0	1	0	0
Direct Reports		3.25	0	1	1	2
Peers		2.67	0	2	0	1
Customers		2.33	0	2	1	0
Overall		2.73	0	6	2	3

## Importance

**Symbol Key**

-  Positive Gap
-  Negative Gap

① Unimportant / must infrequently do this

② Somewhat important / must occasionally do this

③ Important / must frequently do this

④ Critical / must constantly do this

**18** Rigorously organizes and evaluates data, and produces information based upon common themes, patterns, and/or causal connections.

		Avg.	N1	N2	N3	N4
Self		4.00	0	0	0	1
Manager		4.00	0	0	0	1
Direct Reports		2.50	0	3	0	1
Peers		3.00	0	0	3	0
Customers		2.67	0	2	0	1
Overall		2.82	0	5	3	3

**19** Maintains a consistent focus on serving the needs and aspirations of clients through the belief that client service is a primary consulting goal.

		Avg.	N1	N2	N3	N4
Self		2.00	0	1	0	0
Manager		2.00	0	1	0	0
Direct Reports		2.25	0	3	1	0
Peers		2.67	0	1	2	0
Customers		2.33	0	2	1	0
Overall		2.36	0	7	4	0

**110** Builds effective partnerships with clients by creating trust and mutual respect, and by fulfilling commitments.



		Avg.	N1	N2	N3	N4
Self		3.00	0	0	1	0
Manager		3.00	0	0	1	0
Direct Reports		3.00	0	2	0	2
Peers		2.67	0	2	0	1
Customers		3.00	0	1	1	1
Overall		2.91	0	5	2	4

**111** Enables effective work processes and relationships by coaching others to acquire new mastery in coordinating collective tasks, relationships, and results.

		Avg.	N1	N2	N3	N4
Self		4.00	0	0	0	1
Manager		4.00	0	0	0	1
Direct Reports		3.00	0	2	0	2
Peers		3.00	0	0	3	0
Customers		3.67	0	0	1	2
Overall		3.27	0	2	4	5

## Importance

**Symbol Key**

-  Positive Gap
-  Negative Gap









① Unimportant / must infrequently do this

② Somewhat important / must occasionally do this

③ Important / must frequently do this

④ Critical / must constantly do this

112 Builds momentum for changes in the client system by directly guiding, counseling, and persuading all relevant parties (i.e., individuals, employee networks, and key stakeholders).

			Avg.	N1	N2	N3	N4
Self			4.00	0	0	0	1
Manager			2.00	0	1	0	0
Direct Reports			3.00	0	1	2	1
Peers			3.00	0	1	1	1
Customers			2.67	0	1	2	0
Overall			2.82	0	4	5	2

## Comments

**C1** If you could give this person one piece of advice – one that would help him/her if followed – what would that advice be?

**Self**

- No comments submitted.

**Manager**

- No comments submitted.

**Direct Reports**

- No comments submitted.

**Peers**

- No comments submitted.

**Customers**

- No comments submitted.

**C2** Are there any other comments you would like to share, such as things that you really appreciate about this person?

**Self**

- No comments submitted.

**Manager**

- No comments submitted.

**Direct Reports**

- No comments submitted.

**Peers**

- No comments submitted.

## Comments

**C2** Are there any other comments you would like to share, such as things that you really appreciate about this person?

### Customers

- No comments submitted.

**Positive Self Gaps: Manager**

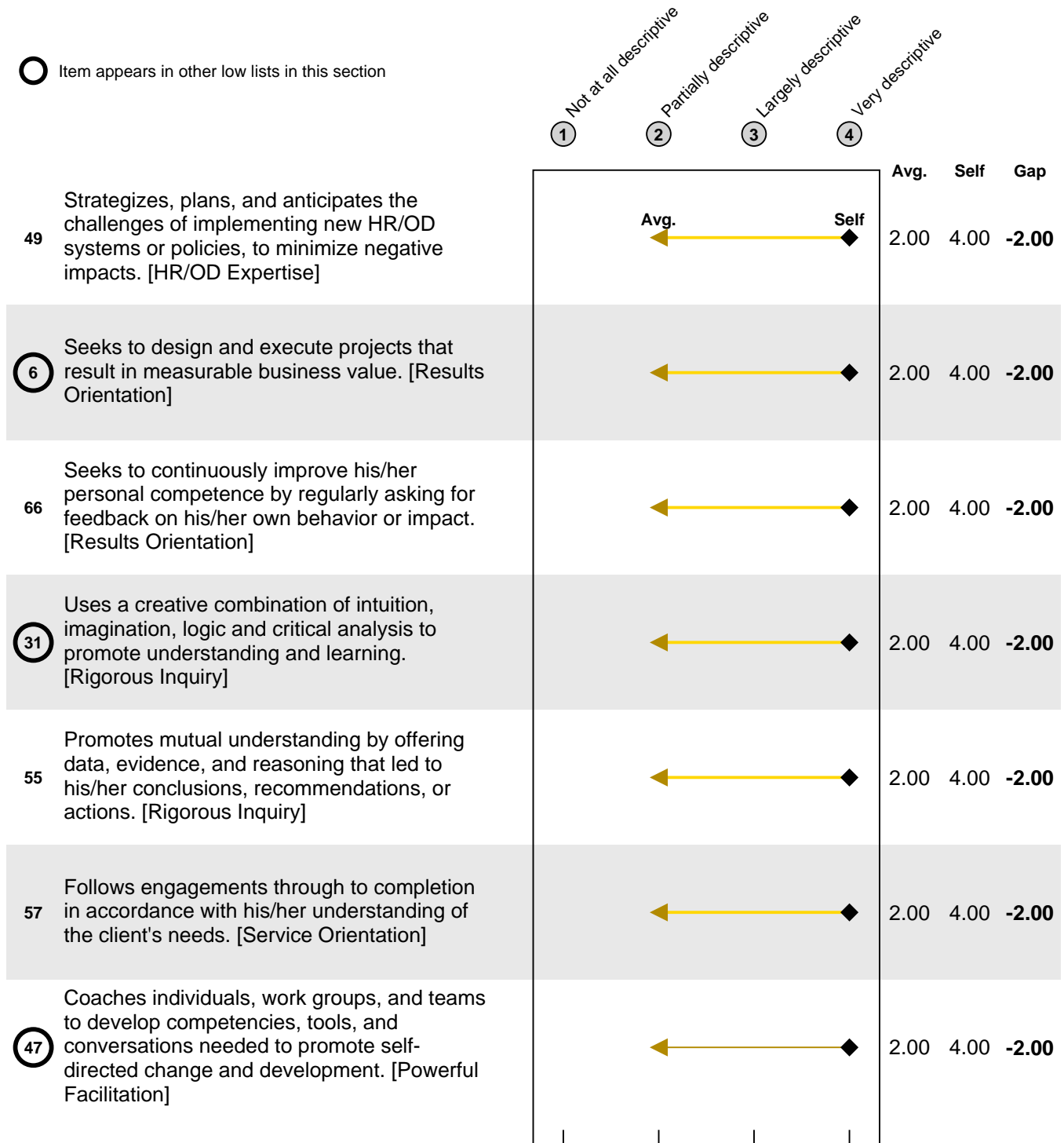
○ Item appears in other high lists in this section

① Not at all descriptive  
② Partially descriptive  
③ Largely descriptive  
④ Very descriptive

		Avg.	Self	Gap
40	Strives for consistency between his/her actions and values. [Authentic Communication]	4.00	2.00	2.00
65	When commitments are not kept, moves quickly to assess what's missing and what actions are needed. [Engagement Management]	4.00	2.00	2.00
34	Builds collaboration by encouraging trust, mutual respect, and a shared purpose among all participants in an engagement. [Collaborative Orientation]	4.00	2.00	2.00

## Negative Self Gaps: Manager

○ Item appears in other low lists in this section



**Positive Self Gaps: Direct Reports**

○ Item appears in other high lists in this section

① Not at all descriptive  
② Partially descriptive  
③ Largely descriptive  
④ Very descriptive

			Avg.	Self	Gap
25	Uses knowledge of design and implementation of HRD and OD interventions to improve individual and organizational effectiveness. [HR/OD Expertise]		3.50	2.00	1.50
50	Displays effective understanding of how the business measures operating performance (financial measures, productivity measures, customer satisfaction, etc.) [Business Process Expertise]		3.50	2.00	1.50
27	Displays comfort and confidence in interacting with people at all levels of the organization. [Confident Presentation]		3.50	2.00	1.50
40	Strives for consistency between his/her actions and values. [Authentic Communication]		3.50	2.00	1.50
5	Seeks to establish specific quality requirements for the outputs of a consulting engagement. [Engagement Management]		3.50	2.00	1.50
19	Seeks out data to test out ideas, assumptions, and hypotheses, and changes his/her views when appropriate. [Rigorous Inquiry]		3.50	2.00	1.50
1	Skillfully uses knowledge of design and implementation of key HR systems (e.g., workforce planning, selection, work design, performance management, training, and compensation). [HR/OD Expertise]		3.25	2.00	1.25
12	Influences key organizational players by educating them about how to manage the positive and negative impacts of change. [Organizational Influence]		3.25	2.00	1.25

## Negative Self Gaps: Direct Reports

○ Item appears in other low lists in this section

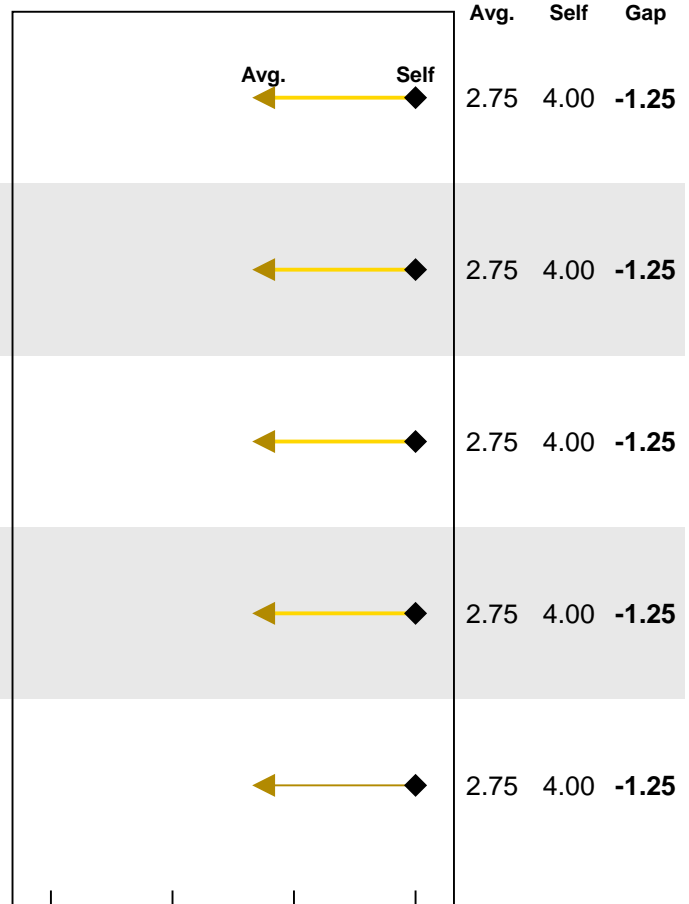
		① Not at all descriptive	② Partially descriptive	③ Largely descriptive	④ Very descriptive	Avg.	Self	Gap
57	Follows engagements through to completion in accordance with his/her understanding of the client's needs. [Service Orientation]					2.25	4.00	-1.75
23	Helps individuals and teams to articulate the goals, key roles, integrated work process, and individual competencies required for success. [Powerful Facilitation]					2.25	4.00	-1.75
62	Appropriately uses the client's language, idioms, and slang for communicating about the business or function. [Business Process Expertise]					2.50	4.00	-1.50
16	Expresses a coherent set of principles which guide difficult choices about when to compromise and when to take a stand. [Authentic Communication]					2.50	4.00	-1.50
31	Uses a creative combination of intuition, imagination, logic and critical analysis to promote understanding and learning. [Rigorous Inquiry]					2.50	4.00	-1.50
55	Promotes mutual understanding by offering data, evidence, and reasoning that led to his/her conclusions, recommendations, or actions. [Rigorous Inquiry]					2.50	4.00	-1.50
33	Shows genuine positive regard and respect for the thoughts, feelings and aspirations of the client. [Service Orientation]					2.50	4.00	-1.50
41	Holds self and others accountable for doing whatever is needed to meet the commitments made around project outcomes. [Engagement Management]					2.75	4.00	-1.25

## Negative Self Gaps: Direct Reports

○ Item appears in other low lists in this section

① Not at all descriptive  
② Partially descriptive  
③ Largely descriptive  
④ Very descriptive

6 Seeks to design and execute projects that result in measurable business value. [Results Orientation]



**Positive Self Gaps: Peers**

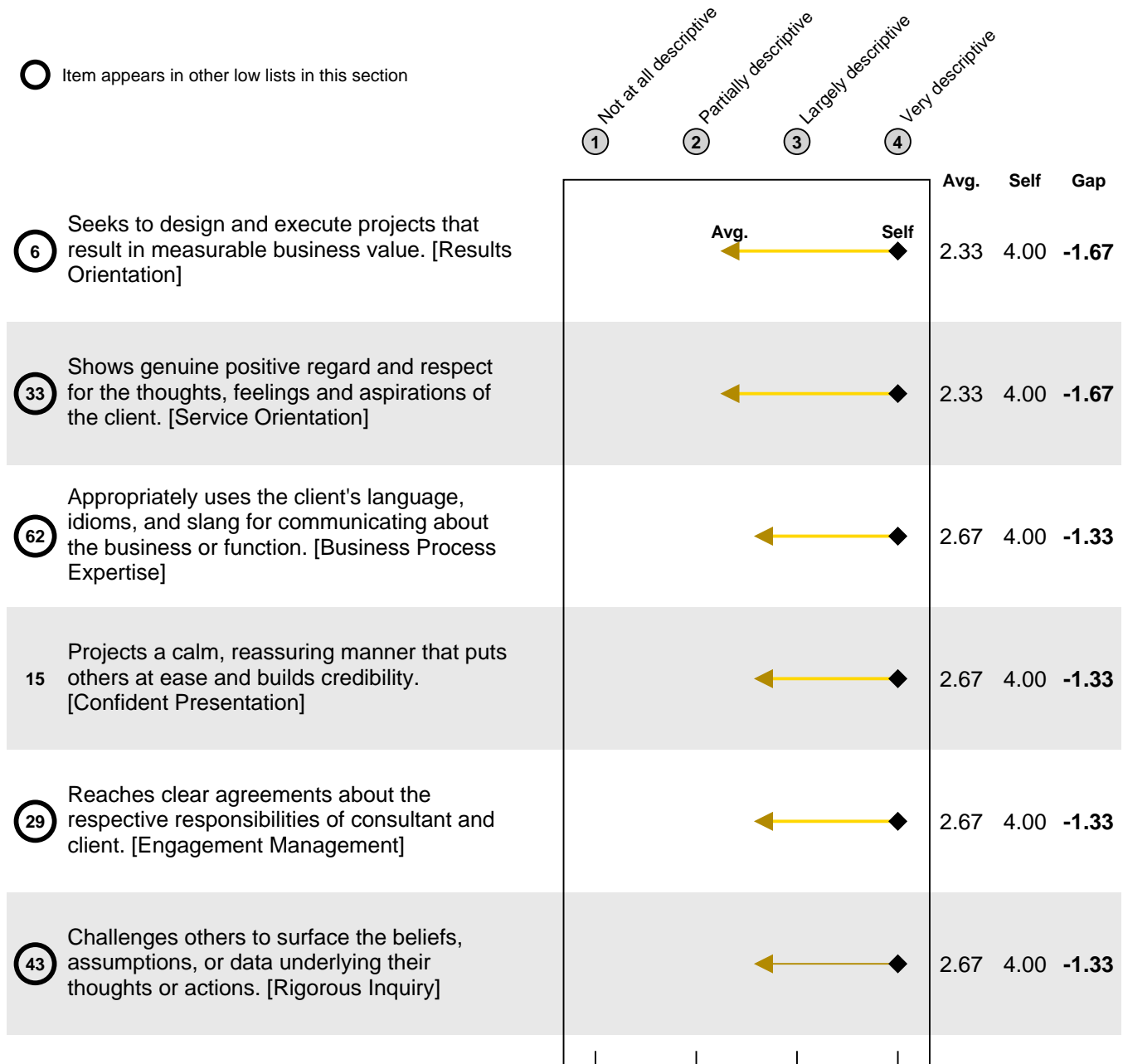
○ Item appears in other high lists in this section

① Not at all descriptive  
② Partially descriptive  
③ Largely descriptive  
④ Very descriptive

		Avg.	Self	Gap
①	Skillfully uses knowledge of design and implementation of key HR systems (e.g., workforce planning, selection, work design, performance management, training, and compensation). [HR/OD Expertise]	3.67	2.00	1.67
4	Conveys personal beliefs and values having to do with openness, directness and trust in order to encourage meaningful dialogue. [Authentic Communication]	3.67	2.00	1.67
37	Scans the environment to deepen his/her understanding of how HR/OD can support the organization. [HR/OD Expertise]	3.33	2.00	1.33
⑤⑥	Links actions and events in one part of the organization to consequences and effects in other parts of the organization. [Systems Thinking]	3.33	2.00	1.33

## Negative Self Gaps: Peers

○ Item appears in other low lists in this section



**Positive Self Gaps: Customers**

○ Item appears in other high lists in this section

① Not at all descriptive  
② Partially descriptive  
③ Largely descriptive  
④ Very descriptive

	①	②	③	④	Avg.	Self	Gap
① Skillfully uses knowledge of design and implementation of key HR systems (e.g., workforce planning, selection, work design, performance management, training, and compensation). [HR/OD Expertise]					3.67	2.00	1.67
⑤ Seeks to establish specific quality requirements for the outputs of a consulting engagement. [Engagement Management]					3.67	2.00	1.67
⑤⑥ Links actions and events in one part of the organization to consequences and effects in other parts of the organization. [Systems Thinking]					3.67	2.00	1.67
70 Emphasizes how people complement each other's strengths and weaknesses. [Collaborative Orientation]					3.67	2.00	1.67
⑤⑩ Displays effective understanding of how the business measures operating performance (financial measures, productivity measures, customer satisfaction, etc.) [Business Process Expertise]					3.33	2.00	1.33
⑫ Influences key organizational players by educating them about how to manage the positive and negative impacts of change. [Organizational Influence]					3.33	2.00	1.33

## Negative Self Gaps: Customers

○ Item appears in other low lists in this section

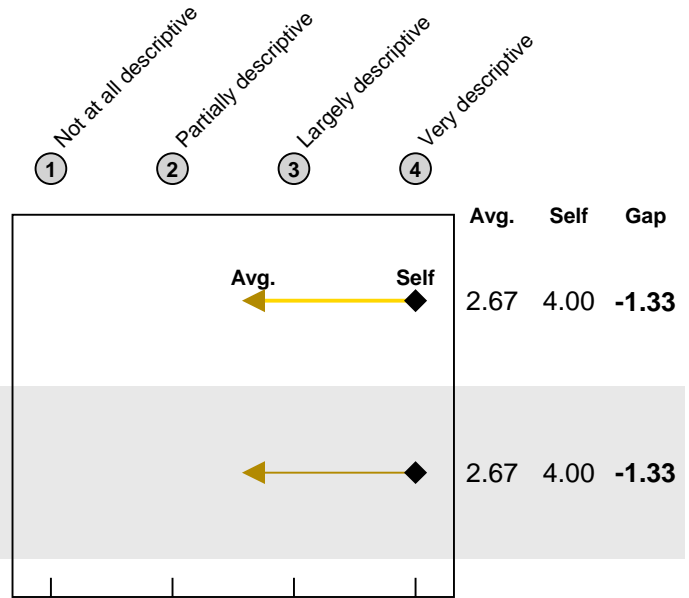
	① Not at all descriptive	② Partially descriptive	③ Largely descriptive	④ Very descriptive	Avg.	Self	Gap
④③ Challenges others to surface the beliefs, assumptions, or data underlying their thoughts or actions. [Rigorous Inquiry]					2.00	4.00	-2.00
①⑥ Expresses a coherent set of principles which guide difficult choices about when to compromise and when to take a stand. [Authentic Communication]					2.33	4.00	-1.67
66 Seeks to continuously improve his/her personal competence by regularly asking for feedback on his/her own behavior or impact. [Results Orientation]					2.33	4.00	-1.67
③① Uses a creative combination of intuition, imagination, logic and critical analysis to promote understanding and learning. [Rigorous Inquiry]					2.33	4.00	-1.67
③③ Shows genuine positive regard and respect for the thoughts, feelings and aspirations of the client. [Service Orientation]					2.33	4.00	-1.67
④⑦ Coaches individuals, work groups, and teams to develop competencies, tools, and conversations needed to promote self-directed change and development. [Powerful Facilitation]					2.33	4.00	-1.67
49 Strategizes, plans, and anticipates the challenges of implementing new HR/OD systems or policies, to minimize negative impacts. [HR/OD Expertise]					2.67	4.00	-1.33
26 Carefully considers the business operating context (i.e., structures, systems, cultural patterns, etc.) when diagnosing issues and planning interventions. [Business Process Expertise]					2.67	4.00	-1.33

## Negative Self Gaps: Customers

○ Item appears in other low lists in this section

62 Appropriately uses the client's language, idioms, and slang for communicating about the business or function. [Business Process Expertise]

29 Reaches clear agreements about the respective responsibilities of consultant and client. [Engagement Management]



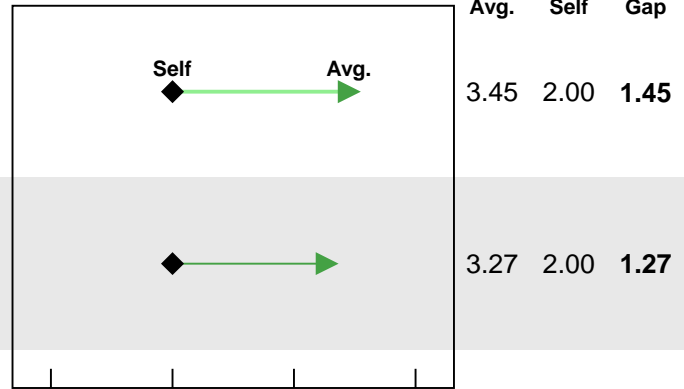
**Positive Self Gaps: Overall**

○ Item appears in other high lists in this section

① Not at all descriptive  
 ② Partially descriptive  
 ③ Largely descriptive  
 ④ Very descriptive

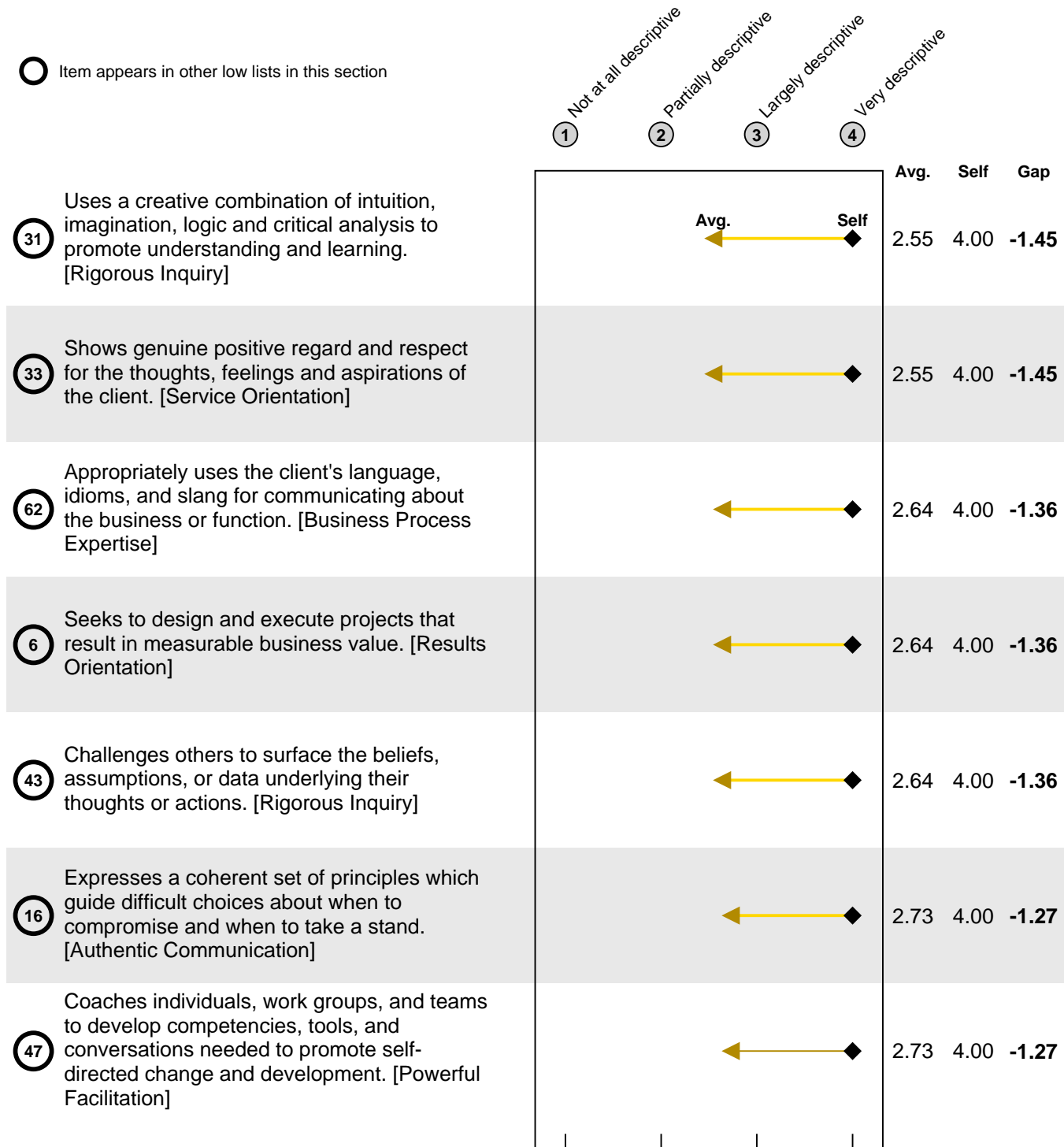
① Skillfully uses knowledge of design and implementation of key HR systems (e.g., workforce planning, selection, work design, performance management, training, and compensation). [HR/OD Expertise]

⑤ Seeks to establish specific quality requirements for the outputs of a consulting engagement. [Engagement Management]



## Negative Self Gaps: Overall

○ Item appears in other low lists in this section



## Highest Items: Overall

	Question	Role	Avg.	Self
1	Skillfully uses knowledge of design and implementation of key HR systems (e.g., workforce planning, selection, work design, performance management, training, and compensation).	<i>GROUND ED EXPERT</i>	<b>3.45</b>	2.00
26	Carefully considers the business operating context (i.e., structures, systems, cultural patterns, etc.) when diagnosing issues and planning interventions.	<i>GROUND ED EXPERT</i>	<b>3.36</b>	4.00
42	Consciously balances the need for rigor, thoroughness, and continuous learning with the need for timely action.	<i>BUSINESS DRIVER</i>	<b>3.36</b>	3.00
5	Seeks to establish specific quality requirements for the outputs of a consulting engagement.	<i>BUSINESS DRIVER</i>	<b>3.27</b>	2.00
35	Skillfully facilitates meetings and work sessions with work groups and teams so that they can solve problems more efficiently and effectively.	<i>CHANGE LEADER</i>	<b>3.27</b>	3.00
30	Takes reasonable and calculated risks to accomplish the objectives.	<i>BUSINESS DRIVER</i>	<b>3.18</b>	3.00
56	Links actions and events in one part of the organization to consequences and effects in other parts of the organization.	<i>INSIGHTFUL OBSERVER</i>	<b>3.18</b>	2.00

**Lowest Items: Overall**

	Question	Role	Avg.	Self
17	Evaluates the outcomes of consulting engagements against the specific quality requirements defined with the client at the outset.	<i>BUSINESS DRIVER</i>	<b>2.27</b>	3.00
53	Periodically assesses progress against project commitments, time lines, and quality requirements.	<i>BUSINESS DRIVER</i>	<b>2.27</b>	2.00
18	Anticipates personal and environmental obstacles to reaching business objectives and plans accordingly.	<i>BUSINESS DRIVER</i>	<b>2.27</b>	3.00
2	Displays a credible understanding of the organizational environment and industry context (i.e., industry issues and trends, competitors, suppliers, customers, regulators, etc.).	<i>GROUND ED EXPERT</i>	<b>2.36</b>	3.00
51	Exhibits poise, clarity and self-control in stressful, ambiguous, or emotionally demanding situations.	<i>GROUND ED EXPERT</i>	<b>2.36</b>	3.00
60	Proactively seeks out project sponsors and stakeholders to persuade them to support initiatives for change.	<i>CHANGE LEADER</i>	<b>2.36</b>	2.00
72	Builds a network of relationships, coalitions and alliances across the client system.	<i>CHANGE LEADER</i>	<b>2.36</b>	3.00



# PART IV

## Development Plan

**Linkage**  
Unleash your full potential.

## Development Planning

Development planning will ensure that your current insights will actually help you to further develop as an HR/OD professional. This final step will allow you to use what you've learned to plan to address your development needs and leverage your strengths.

Follow the directions below to complete the "Addressing Development Needs" and "Leveraging Strengths" sections on the last two pages of this report.

### Directions:

1. Write your goals in the first column. These should be based on the your high and low scores, differences between rater groups, and differences between your self evaluation and others' evaluation of your performance and role importance scores.
  - Target no more than three goals for addressing development needs and three goals for leveraging strengths. More goals than that will hinder your ability to focus on all of them.
  - Be as specific as possible in writing your goals. For example, "Improve my ability to deal with tension between team members from different functions" is much more useful than "Improve my facilitation skills."
2. In the second column, explain why each goal is important to you. Having a clear sense of why your goals are important should help you maintain your focus on achieving them.
3. In the third column, explain the actions you will take to achieve each goal.
  - What you'll do/change now: The specific things you can do or start *immediately* to begin achieving your development goals. They may involve, for example, further self-awareness exercises or resolutions to immediately change specific behaviors.
  - Other developmental activities: These are the longer-term activities and changes that you plan to make. They may, for example, involve books to read, courses to take, projects to attempt, or coaching you would like to receive.

You may have received or purchased the *Compleat Consultant Development Guide* along with this self-managed assessment. If so, use it as a reference for development planning. It suggests daily practices, activities, and self-study resources for developing each of the *Compleat Consultant* competencies and roles.

4. In the fourth column, explain what support you need from others in terms of time and/or resources. What, specifically, will you ask for?

*Note:* Having a coach you trust and respect may be the single most important factor in achieving your development goals. A coach can support you with regular check-in meetings or periodic feedback on an as-needed basis. He or she may also be able to provide resources such as time off for training, access to experts, and so on. The coach may be your manager or someone else with whom you have a good relationship and who can help you reach your development goals.

5. Finally, think about the obstacles you will encounter in reaching your goals and what you can do to avoid or overcome them. Two of the most common are:
  - Lack of time. If time is a problem, you might try to identify certain time-efficient “practices” you can use on an everyday basis. You might also try setting aside a regular block of daily, weekly, or monthly time that you will spend working toward the goals you have set.
  - Lack of support. The best remedies in this case are to identify a coach, as discussed above, and/or colleagues who have similar goals and want to work together to achieve them.

## Sample Plan for Addressing Development Needs

Development Goals	Why the Goals Are Important	Actions I Will Take to Achieve Them	Support Needed
<p><i>Improve my ability to facilitate teams, especially my ability to deal with tension and conflict among members from different functions.</i></p>	<p><i>The redesign team for the performance management system kicks off in three weeks, and there will probably be problems between the line people and those from staff. Unfortunately, I scored relatively low on powerful facilitation.</i></p>	<p>What I'll do/change now: <i>Ask Jack to start coaching me immediately on how he manages teams.</i></p> <p>Other activities and completion dates: <i>Read Getting to Yes by end of month. Attend the next available conflict resolution training from Conflict Resolution Consulting.</i></p>	<p><i>Approval of time and funding for attending training.</i></p>
<p><i>Improve my understanding of the manufacturing side of the business.</i></p>	<p><i>I'd like to take on a generalist assignment in Manufacturing within the next 12 months.</i></p>	<p>What I'll do/change now: <i>Start reading the Wall Street Journal regularly.</i></p> <p>Other activities and completion dates: <i>Look into the possibility of spending a day or so a month on the line. Consider taking some targeted business courses locally. Get coaching from Ellen about what courses to take and where.</i></p>	<p><i>Tuition reimbursement for courses?</i></p>

Obstacles to Reaching Goals	Steps to Overcome Them
<p><i>Lack of time!</i></p>	<p><i>Discuss with Ellen the possibility of temporarily reducing to 32 hours/week and/or offloading the assessment project.</i></p>

## Sample Plan for Leveraging Strengths

Goals for Leveraging Strengths	Why the Goals Are Important	Actions I Will Take to Achieve Them	Support Needed
<p><i>Coach others about techniques for assessing the impact of training and development of technical professionals.</i></p>	<p><i>We're hiring lots of IS people right now, especially in tech support. Because of the shortage of IS people in the market, we're forced to lower our selection standards. But our internal technical training group is inexperienced and may not be able to keep up with the demand.</i></p>	<p><i>What I'll do/change now: Speak with Jack in Technical Training about coaching some of his people.</i></p> <p><i>Other activities and completion dates: By the end of May, I will conduct a full audit of formal training and development programs and make suggestions for improvements.</i></p>	<p><i>Jack's willingness to bring me in as a coach.</i></p> <p><i>Approval of time and funding for sitting in on the training sessions.</i></p>
<p><i>Act as a mediator between departments that are being merged (managers are competing for resources).</i></p>	<p><i>The organization is going through a lot of change right now. As departments merge, there is competition for time, people, space, and supplies. To make sure these mergers go smoothly, we need someone to help facilitate the process.</i></p>	<p><i>What I'll do/change now: Have informal conversations with the managers of the departments being merged to discover their needs and concerns.</i></p> <p><i>Other activities and completion dates: Create a formal schedule that walks managers through the entire merger process and details what actions they need to take. Work through the schedule together to help facilitate the merger.</i></p>	<p><i>Cooperation of the affected managers.</i></p>

Obstacles to Reaching Goals	Steps to Overcome Them
<p><i>Lack of desire to change existing relationships/processes.</i></p>	<p><i>Candid discussions with primary stakeholders to win their support.</i></p>

**Development Plan: Addressing Development Needs**

<b>Development Goals</b>	<b>Why the Goals Are Important</b>	<b>Actions I Will Take to Achieve Them</b>	<b>Support Needed</b>

<b>Obstacles to Reaching Goals</b>	<b>Steps to Overcome Them</b>

## Development Plan: Leveraging Strengths

Goals for Leveraging Strengths	Why the Goals Are Important	Actions I Will Take to Achieve Them	Support Needed

Obstacles to Reaching Goals	Steps to Overcome Them

