

Feedback Report

フィードバック

피드백

HayGroup

ESCI - University Edition

משוב

Rétroaction

Interpreting Your Feedback

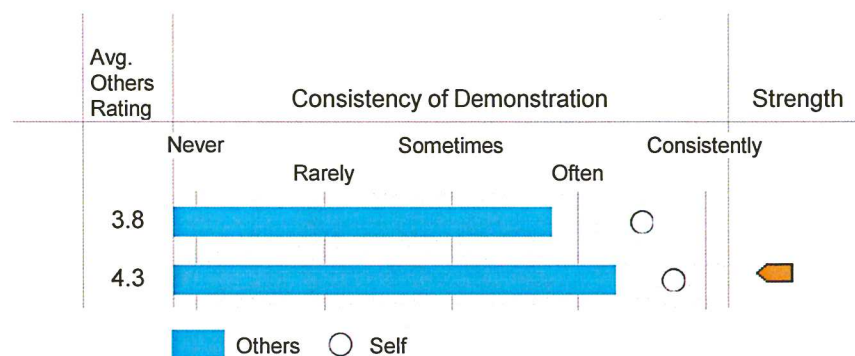
A guide to what you'll see in your ESCI-U feedback report

Interpreting the Summary Report

The Summary report provides an overview of your strengths and areas for improvement. All the competencies measured in this report are listed and organized by cluster.

Competency Scores

To the right of each competency, you will see Avg. Others Rating. This is the mean score from everyone, excluding yourself, who provided you with feedback.



The bar represents your Others score.

The circle represents your rating, or how you saw yourself on that competency.

When the Others score matches or exceeds 85% of the scale, the competency is considered a strength. In this case, an arrow will appear for that competency under the strength column.

Interpreting the Competency Behavior Report

The Competency Behavior report displays each of the individual behaviors you were rated on, organized by cluster and competency. To the right of each behavior is your own rating and the average Others' rating. The ratings represent how consistently you demonstrated the behavior on a scale of 1 to 5; where 1 = never and 5 = consistently. This report can provide you with more insight for which specific behaviors you may need to focus on to develop a competency.

Data Validity

Summarizes the source and quality of the feedback data

This report is based on the responses of 8 individuals as shown below.

8 questionnaires were returned in time to be included in this feedback.

The responses were collected between Date and Date

	Questionnaires			Familiarity		Agreement	
	Distb.	Rcvd.	Prbsd.	Low	High	Low	High
Self	1	1	1				
Others	9	7	7				

Rater Familiarity

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

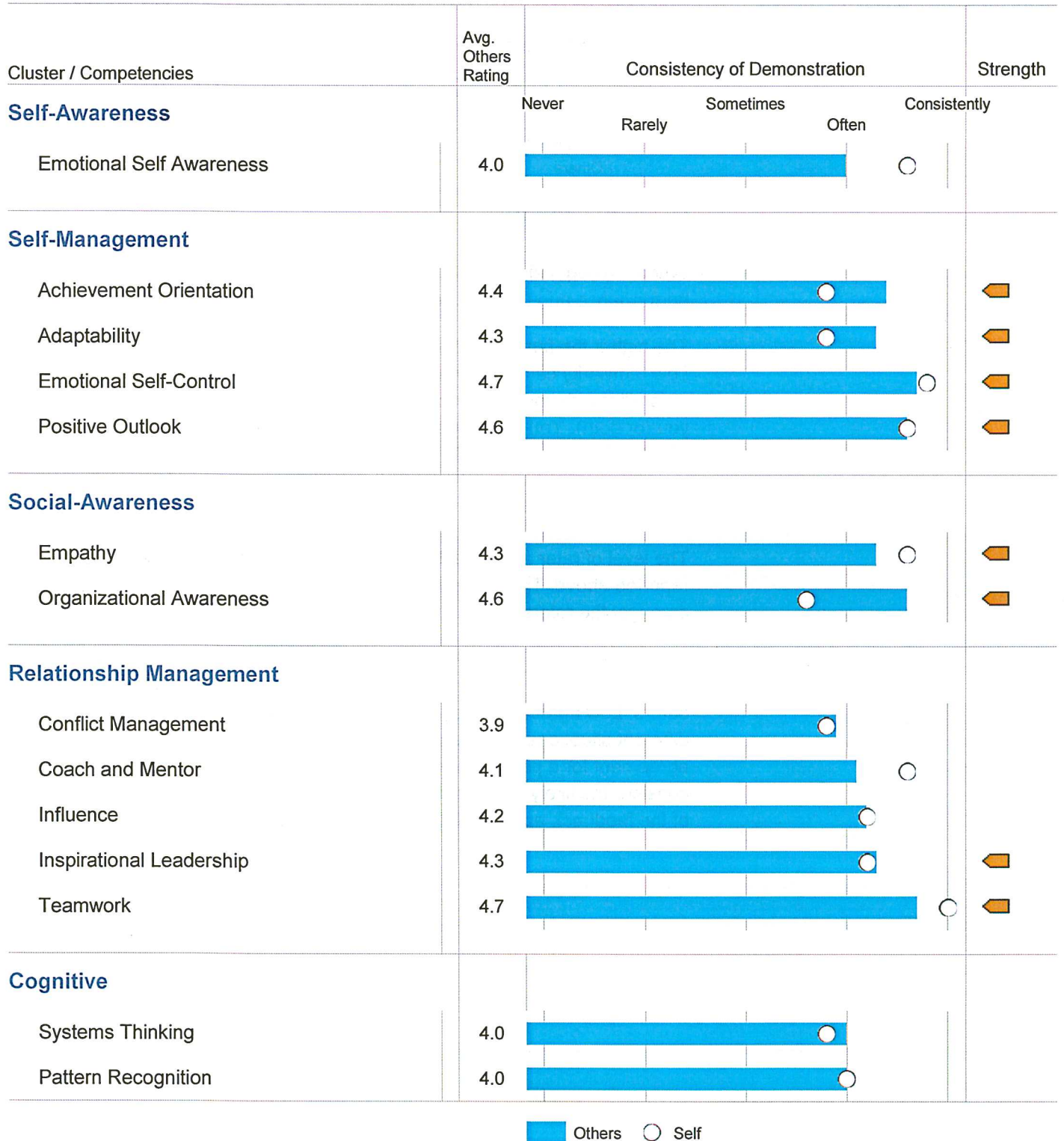
The higher the familiarity, the more attention you should pay to the ratings. Low familiarity can occur when raters report that they are relatively unfamiliar with your performance, or have relatively infrequent contact with you (or both). You should place less weight on feedback from perspectives with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

Rater Agreement

The level of rater agreement for perspectives with two or more raters is reported above. The higher the agreement, the more consistent the ratings amongst the raters.

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

ESCI-U Summary



Self-Awareness

Item #		Self	Others
	Emotional Self Awareness		
2	Describes underlying reasons for own feelings	4.0	3.7
25	Shows awareness of own feelings	5.0	4.0
26	Acknowledges own strengths and weaknesses	4.0	4.3
35	Able to describe how own feelings affect own actions	5.0	4.1
62	Understands the connection between what is happening and own feelings	5.0	4.0

1=Never, 3=Sometimes, 5=Consistently

Continued

Self-Management

Item #		Self	Others	
	Achievement Orientation			
22	Seeks to improve by setting measurable and challenging goals	3.0	4.4	
27	Strives to improve own performance	4.0	4.6	
36	Initiates actions to improve	4.0	4.9	
48	Seeks ways to do things better	5.0	4.9	
56	Seeks to improve by taking calculated risks to reach a goal	3.0	3.2	
	Adaptability			
5	Adapts overall strategy, goals, or projects to cope with unexpected events	4.0	4.2	
14	Adapts by applying standard procedures flexibly	4.0	4.1	
34	Adapts by smoothly juggling multiple demands	4.0	4.9	
50	Adapts to shifting priorities and rapid change	4.0	4.3	
70	Adapts overall strategy, goals, or projects to fit the situation	3.0	4.3	
	Emotional Self-Control			
39	Acts appropriately even in emotionally charged situations	5.0	4.6	
45	Controls impulses for the good of others	4.0	4.7	
46	Remains composed, even in trying moments	5.0	4.8	
52	Controls impulses appropriately in situations	5.0	4.7	
63	Remains calm in stressful situations	5.0	4.7	

1=Never, 3=Sometimes, 5=Consistently

Continued

Self-Management

Item #		Self	Others
	Positive Outlook		
11	Sees possibilities rather than problems	4.0	4.3
23	Sees the positive in people, situations, and events more often than negative	5.0	4.6
47	Sees opportunities rather than threats	4.0	4.6
53	Views the future with hope	5.0	4.9
55	Believes the future will be better than the past	5.0	4.6

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Continued

Social-Awareness

Item #		Self	Others	
	Empathy			
28	Understands others by listening attentively	5.0	4.4	
58	Understands others from different backgrounds	4.0	4.6	
59	Understands others by putting self into others' shoes	5.0	4.3	
64	Understands reasons for others' actions	4.0	4.1	
65	Understands others' perspectives when they are different from their own perspective	5.0	4.3	
	Organizational Awareness			
21	Understands social networks	4.0	4.9	
24	Understands the team's or organization's unspoken rules	4.0	4.3	
33	Understands the values and culture of the team or organization	4.0	4.7	
41	Understands the informal processes by which work gets done in the team or organization	3.0	4.4	
66	Understands the informal structure in the team or organization	3.0	4.6	

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Continued

Relationship Management

Item #		Self	Others
Conflict Management			
1	Tries to resolve conflicts by finding a solution that addresses everyone's interests	5.0	4.3
8	Tries to resolve conflict by openly talking about disagreements with those involved	3.0	3.3
30	Resolves conflict by bringing it into the open	2.0	3.2
51	Tries to resolve conflict by finding a position everyone involved can endorse	4.0	4.2
67	When resolving conflict, de-escalates the emotions in the situation	5.0	4.5
Coach and Mentor			
16	Provides feedback others find helpful for their development	4.0	3.9
17	Coaches and mentors others	5.0	4.0
42	Cares about others' and their development	5.0	4.9
57	Personally invests time and effort in developing others	4.0	4.4
68	Provides on-going mentoring or coaching	5.0	3.4
Influence			
6	Convinces others by developing behind the scenes support	4.0	4.4
12	Convinces others by appealing to their self-interest	5.0	3.6
29	Convinces others by getting support from key people	4.0	4.4
31	Convinces others by engaging them in discussion	4.0	4.7
40	Anticipates how others will respond when trying to convince them	4.0	3.8

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Continued

Relationship Management

Item #		Self	Others	
	Inspirational Leadership			
3	Leads by building pride in the group	4.0	4.3	
19	Leads by bringing out the best in people	5.0	4.4	
43	Leads by articulating a compelling vision	3.0	4.0	
44	Leads by inspiring people	4.0	4.0	
61	Leads others by creating a positive emotional tone	5.0	4.7	
	Teamwork			
4	Works well in teams by being supportive	5.0	4.9	
10	Works well in teams by being respectful of others	5.0	4.9	
18	Works well in teams by encouraging participation of everyone present	5.0	4.3	
37	Works well in teams by soliciting others' input	5.0	4.9	
49	Works well in teams by encouraging cooperation	5.0	4.6	

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Continued

Cognitive

Item #		Self	Others	
	Systems Thinking			
7	Sees a situation as multiple cause and effect interactions	5.0	4.3	
9	Explains how certain things affect others resulting in a particular outcome	4.0	4.3	
15	Explains complex events through a system or flow diagram	2.0	3.3	
20	Explains an event in terms of how multiple factors involved affect each other	4.0	4.2	
69	Sees an event as a set of cause and effect relationships	4.0	3.7	
	Pattern Recognition			
13	Perceives similarities among different types of situations	4.0	4.3	
32	Identifies patterns or trends in seemingly random information	4.0	4.0	
38	Perceives themes or patterns in events	4.0	4.1	
54	Uses metaphors or analogies to describe themes or patterns	4.0	4.1	
60	Interprets a new situation by using an analogy relating it to a different type of situation	4.0	3.5	

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