EMOTIONAL AND SOCIAL COMPETENCY INVENTORY

FEEDBACK REPORT
Jean

ORGANIZATION Sample Client

CREATED May 13, 2023

CONTENTS

INTRODUCTION

What Is Emotional and Social Intelligence?

Emotional and Social Intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and in others. It describes the behaviors that sustain people in challenging roles, or as their careers become more demanding, and it captures the qualities that help people deal effectively with change.

The Emotional and Social Competency Inventory

Based on decades of research, across hundreds of roles and organizations, the Emotional and Social Competency Inventory (ESCI) model describes 12 competencies that differentiate outstanding from average performers. Although all of the ESCI competencies are important, you may not need to master all of them, in order to be successful. You may draw on different competencies, depending on your strengths, preferences, and the needs of the people and situations you work with.

The four clusters

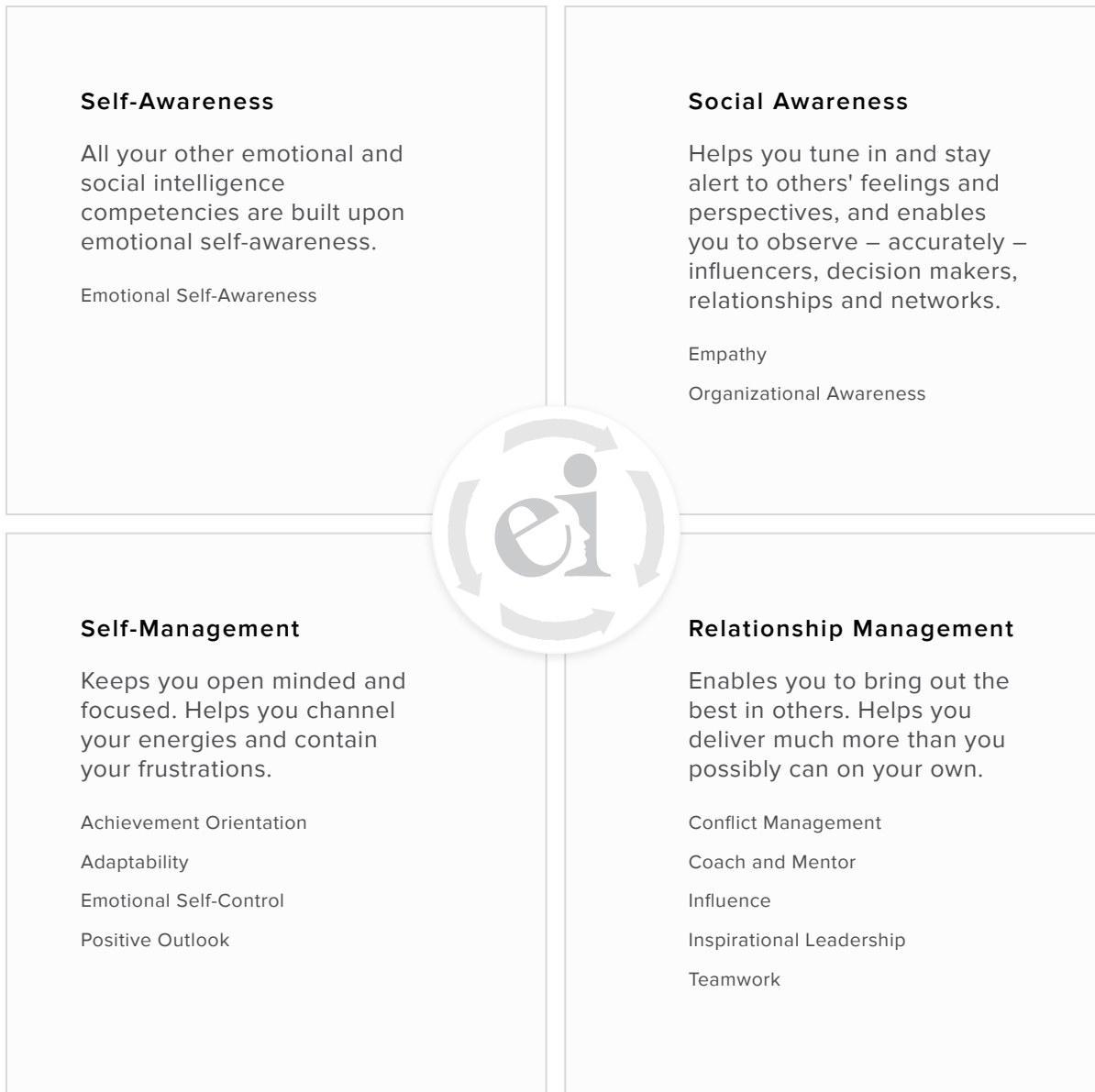The ESCI clusters highlight four distinct areas of ability:

- Self-Awareness: recognizing and understanding our own emotions

- Social Awareness: recognizing and understanding the emotions of others

- Self-Management: effectively managing our own emotions

- Relationship Management: applying emotional understanding in our dealings with others

Relationship Management is where emotional and social intelligence (or the lack thereof) becomes most visible to others. The competencies in this cluster impact on the motivation and performance of others, but they depend on strengths in the Social Awareness and Self-Management competencies. These clusters provide direction, energy, restraint, and skill to the way we use Relationship Management competencies.

Self-Awareness is at the heart of the model. It describes the ability to understand our emotions, our drives, our strengths and our weaknesses. It enables us to sustain our emotionally and socially intelligent behavior over time, despite setbacks.

EMOTIONAL AND SOCIAL COMPETENCY INVENTORY

The ESCI model shows where each of the 12 competencies fit within the four clusters. It can help us to understand our preferences and intentions, how we use the competencies and the choices we have in our behavior.
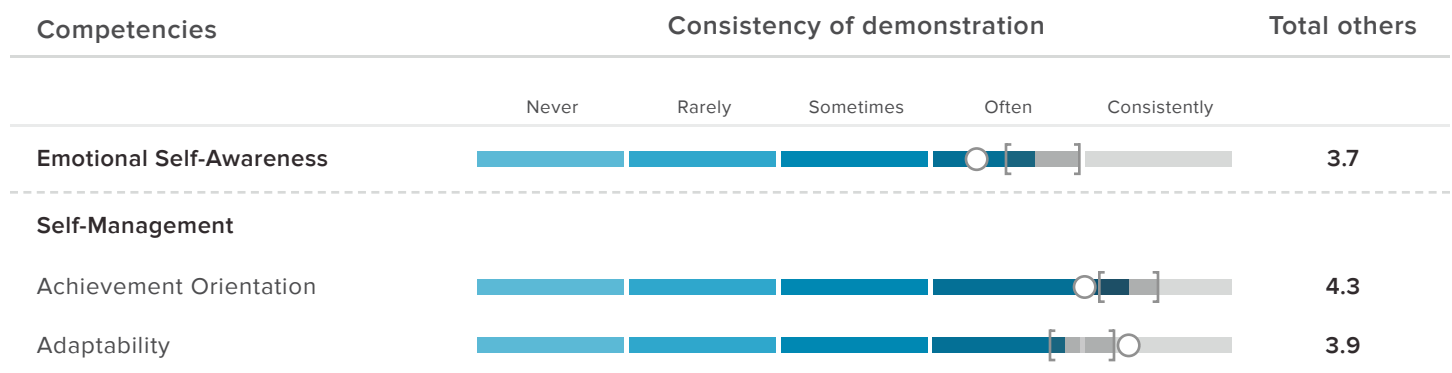
Self-Awareness

All your other emotional and social intelligence competencies are built upon emotional self-awareness.

Emotional Self-Awareness

Social Awareness

Helps you tune in and stay alert to others' feelings and perspectives, and enables you to observe – accurately – influencers, decision makers, relationships and networks.

Empathy

Organizational Awareness

Self-Management

Keeps you open minded and focused. Helps you channel your energies and contain your frustrations.

Achievement Orientation

Adaptability

Emotional Self-Control

Positive Outlook

Relationship Management

Enables you to bring out the best in others. Helps you deliver much more than you possibly can on your own.

Conflict Management

Coach and Mentor

Influence

Inspirational Leadership

Teamwork

INTERPRETING THE FEEDBACK

Interpreting the ESCI competency profile

The ESCI competency profile 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 the chart you will see your "total others" score. This is the average score from everyone, excluding yourself, who provided you with feedback.

Competencies	Consistency of demonstration					Total others
	Never	Rarely	Sometimes	Often	Consistently	
Emotional Self-Awareness						3.7
Self-Management						
Achievement Orientation						4.3
Adaptability						3.9

The bar represents your "total others" score. The circle represents your rating, or how you saw yourself on that competency.

The transparent box represents the norm group. The left edge of the box shows the competency score for people at the 25th percentile in the norm group. The right edge shows the score for those at the 75th percentile.

- If your "total others" score (represented by the bar) is to the left of this box, it indicates your score is below average for this competency.

- If your "total others" score is to the right of the box, it indicates that you are above average on this competency.

THE NORM GROUP

ORGANIZATIONS	1549
PARTICIPANTS	79739

LEGEND

▮▮▮▮▮ Total others   ◯ Self   [▬] Norm group

INTERPRETING THE FEEDBACK

Interpreting the ESCI competency detail

The ESCI competency detail report provides scores by rater group for each of the emotional and social intelligence competencies measured in this report.
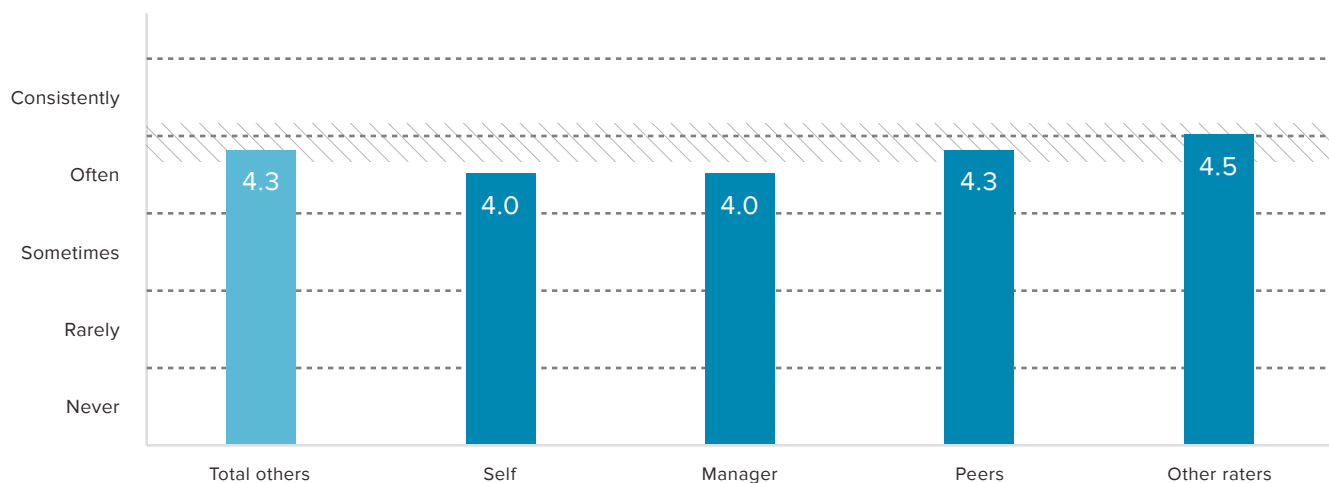
Competency scales

To the left of the graph is the scale the competencies were assessed on. The bar graph represents the average competency score for each rater group.

Norms

The shaded area represents the norm group or average range of scores (i.e. 25th to 75th percentile) for this competency. When a bar is above the shaded area, your rating is considered above average for this competency. When a bar is below the shaded area, it is considered below average for this competency.

ACHIEVEMENT ORIENTATION

Striving to meet or exceed a standard of excellence. People who demonstrate this competency look for ways to do things better, set challenging goals, and take calculated risks.

	Total others	Self	Manager	Peers	Other raters
Consistently					
Often	4.3	4.0	4.0	4.3	4.5
Sometimes					
Rarely					
Never					

DATA VALIDITY

Your Emotional and Social Competency Inventory report is based on the responses of **6** individuals.

A total of **14** surveys were distributed (Self, Manager, People you lead and Peers). **6** surveys were received in time to be included in this feedback report.

The responses were collected between **September 15, 2016** and **October 18, 2016** and this report was processed on **May 13, 2023**.

Rater list

The names of the individuals from whom feedback was requested are:

MANAGER

William Hooperman

PEOPLE YOU LEAD

Mahalia Bermudez	Sunny Leftwich	Bell Roof
Coy Heider	Latonia Meller	Marlyn Twigg

PEERS

Saeed Anwar	Enzo Crescimento	Ernesto Pires
Beth Bentinck	Alberto Fujimori	Betty Watts

DATA VALIDITY

THE NUMBER OF RATERS WHO RESPONDED

Surveys				Familiarity		Agreement	
	Distributed	Received	Processed	Low	High	Low	High
Self	1	1	1				
Manager	1	1	1		88		
People you lead	6	2	2		88		89
Peers	6	2	2		75		83

Rater familiarity

When making their ratings, raters indicated their familiarity with your job performance and their frequency of work-related 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 job performance, or have relatively infrequent work-related contact with you (or both). You should place less weight on feedback from perspectives with low to moderate familiarity.
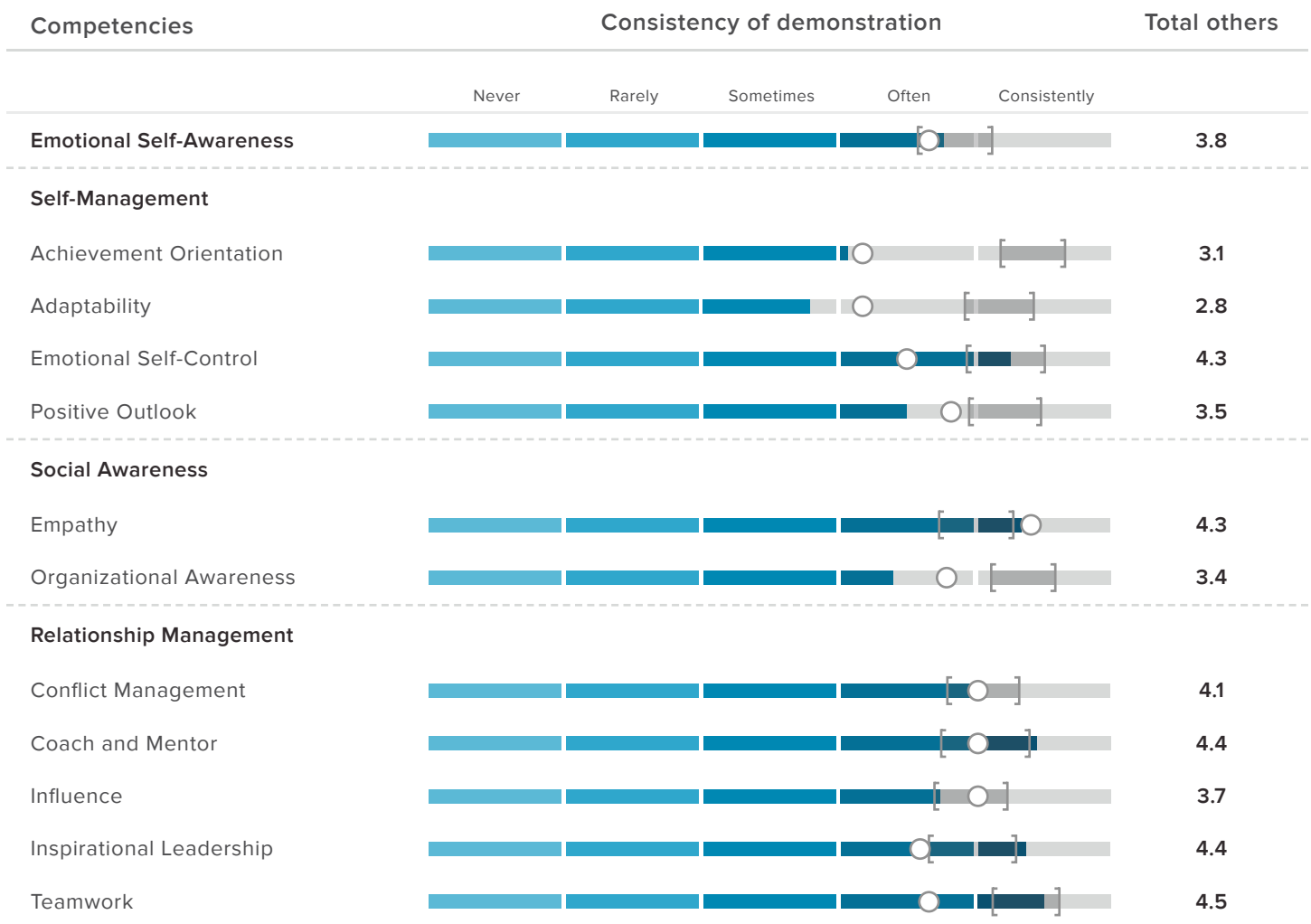
Rater agreement

The level of rater agreement for perspectives with two or more raters is reported above. The higher the agreement, the more consistent the ratings within the rater group's perspective.

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 COMPETENCY PROFILE

The ESCI competency profile provides a summary of how all your raters observe you using the competencies. You can compare their perception with your self-perception.

Competencies	Consistency of demonstration	Total others
	Never Rarely Sometimes Often Consistently	
Emotional Self-Awareness		3.8
Self-Management		
Achievement Orientation		3.1
Adaptability		2.8
Emotional Self-Control		4.3
Positive Outlook		3.5
Social Awareness		
Empathy		4.3
Organizational Awareness		3.4
Relationship Management		
Conflict Management		4.1
Coach and Mentor		4.4
Influence		3.7
Inspirational Leadership		4.4
Teamwork		4.5

LEGEND

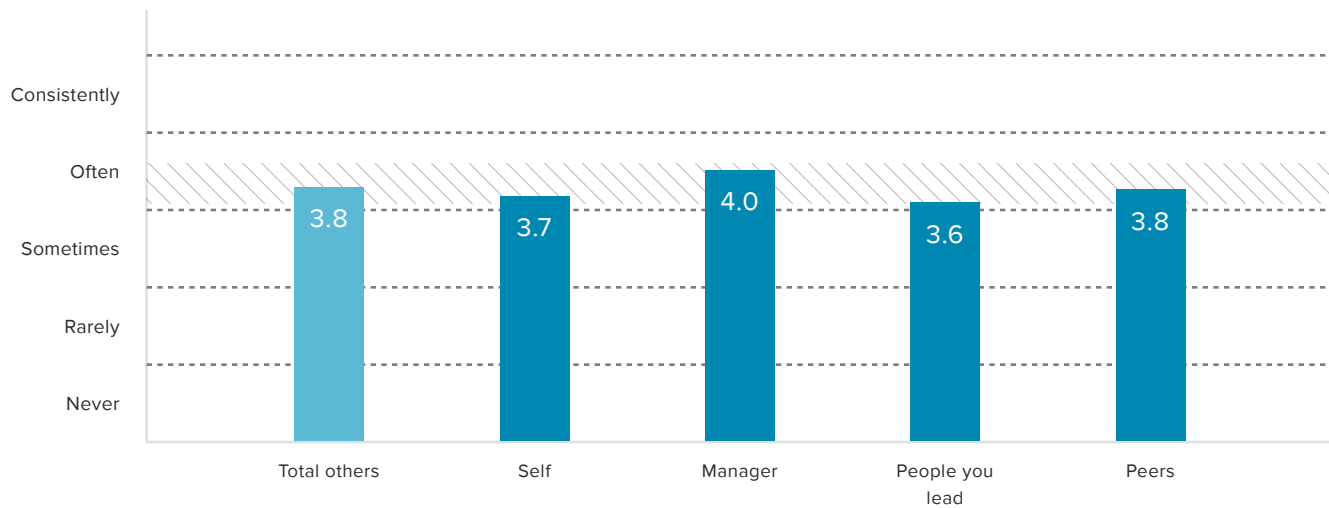▮▮▮▮▮ Total others   ◯ Self   [⊣] Norm group

ESCI COMPETENCY DETAIL

The ESCI competency detail provides scores by rater group. You can compare the perceptions of each of your rater groups with your self-perception and the norm group.

SELF-AWARENESS

EMOTIONAL SELF-AWARENESS

Recognizing how our emotions affect our performance. People who demonstrate this competency know the signals that tell them what they're feeling, and use them as an on-going guide to how they are doing.


Chart showing scores by rater group with vertical axis labeled (top to bottom): Consistently, Often, Sometimes, Rarely, Never.

Total others	Self	Manager	People you lead	Peers
3.8	3.7	4.0	3.6	3.8

ESCI COMPETENCY DETAIL

SELF-MANAGEMENT

ACHIEVEMENT ORIENTATION

Striving to meet or exceed a standard of excellence. People who demonstrate this competency look for ways to do things better, set challenging goals, and take calculated risks.

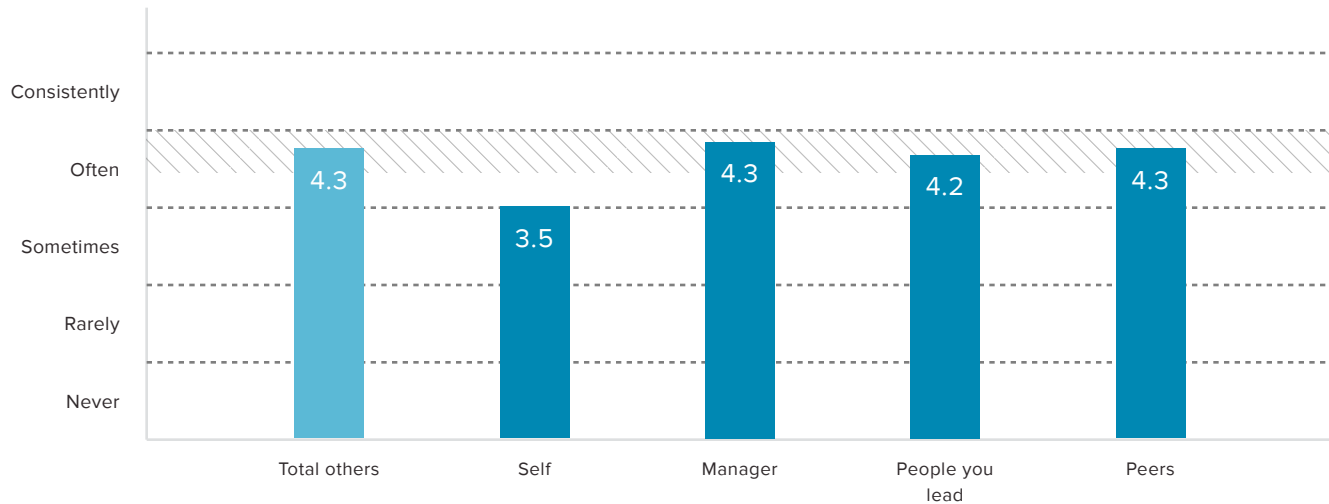|	Total others	Self	Manager	People you lead	Peers
Score	3.1	3.2	2.7	3.0	3.5
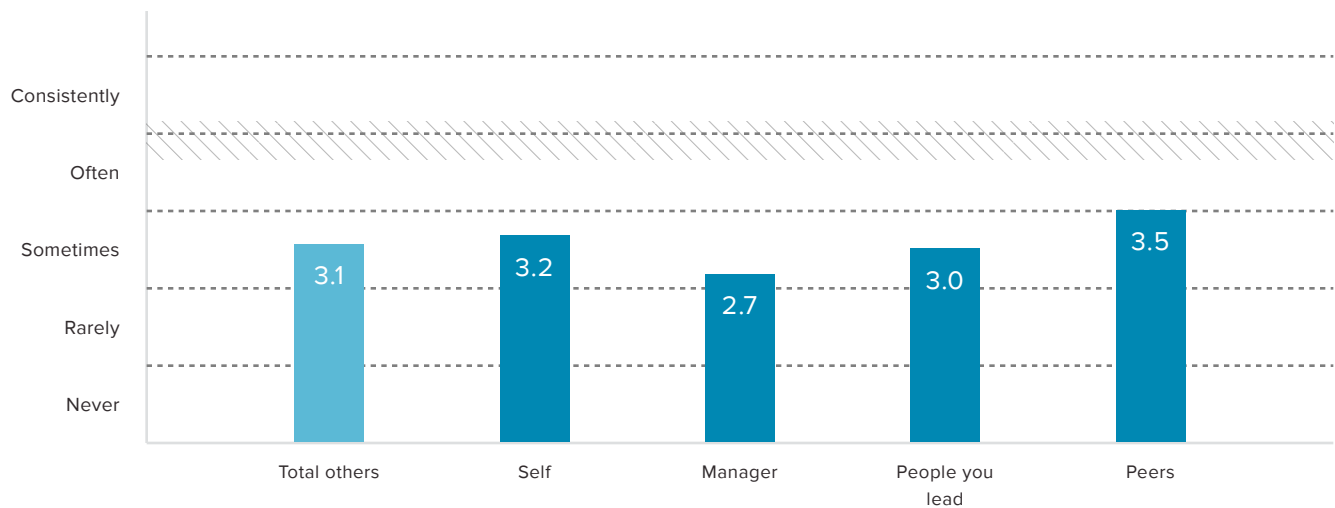
ADAPTABILITY

Flexibility in handling change. People who demonstrate this competency willingly change their own ideas or approaches based on new information or changing needs. They are able to juggle multiple demands.

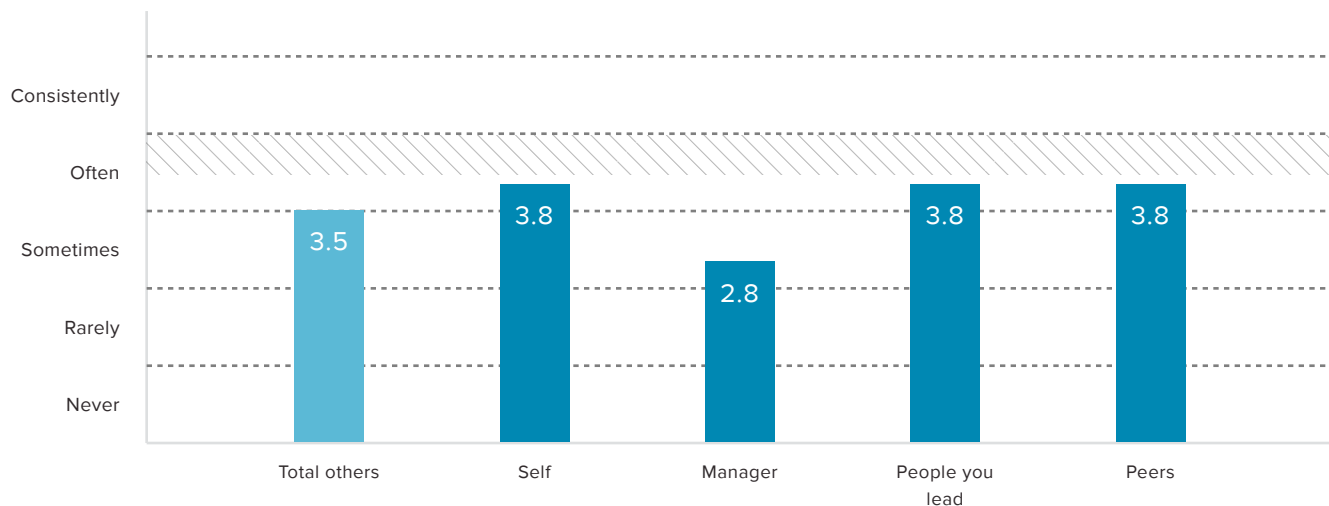|	Total others	Self	Manager	People you lead	Peers
Score	2.8	3.2	2.5	2.8	3.1
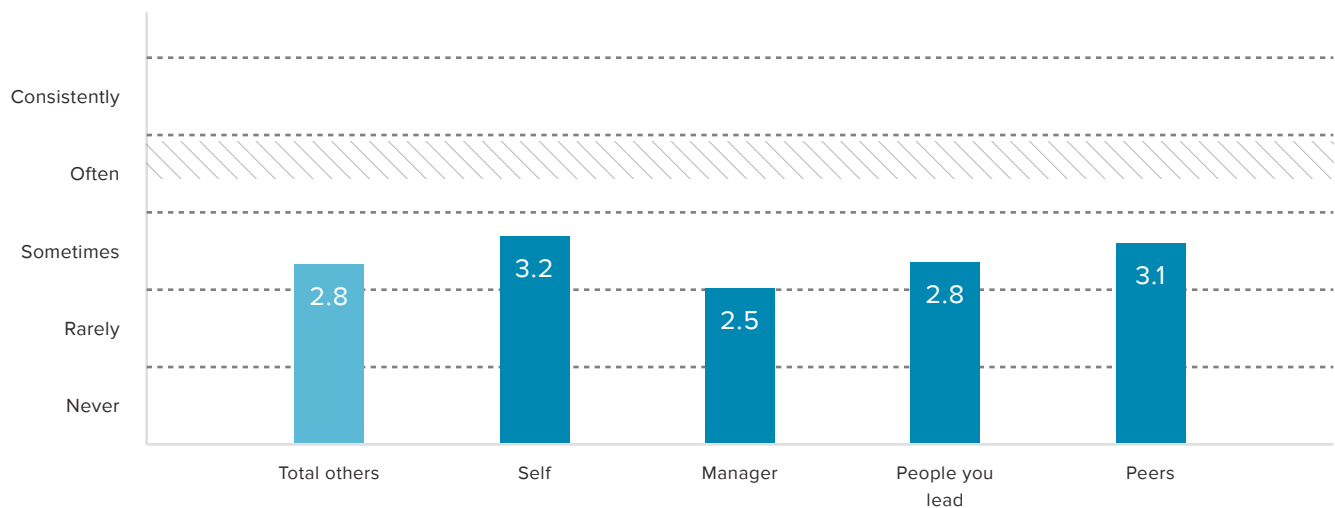
ESCI COMPETENCY DETAIL

EMOTIONAL SELF-CONTROL

Keeping disruptive emotions and impulses in check. People who demonstrate this competency are able to maintain their effectiveness under stressful or hostile conditions.

Chart — Emotional Self-Control (scale: Never, Rarely, Sometimes, Often, Consistently)

Total others	Self	Manager	People you lead	Peers
4.3	3.5	4.3	4.2	4.3

POSITIVE OUTLOOK

Persistence in pursuing goals despite obstacles and setbacks. People who demonstrate this competency see the positive in people, situations, and events more often than the negative.

Chart — Positive Outlook (scale: Never, Rarely, Sometimes, Often, Consistently)

Total others	Self	Manager	People you lead	Peers
3.5	3.8	2.8	3.8	3.8

ESCI COMPETENCY DETAIL

SOCIAL AWARENESS

EMPATHY

Sensing others' feelings and perspectives, and taking an active interest in their concerns. People who demonstrate this competency are able to pick up cues, understanding what is being felt and thought.
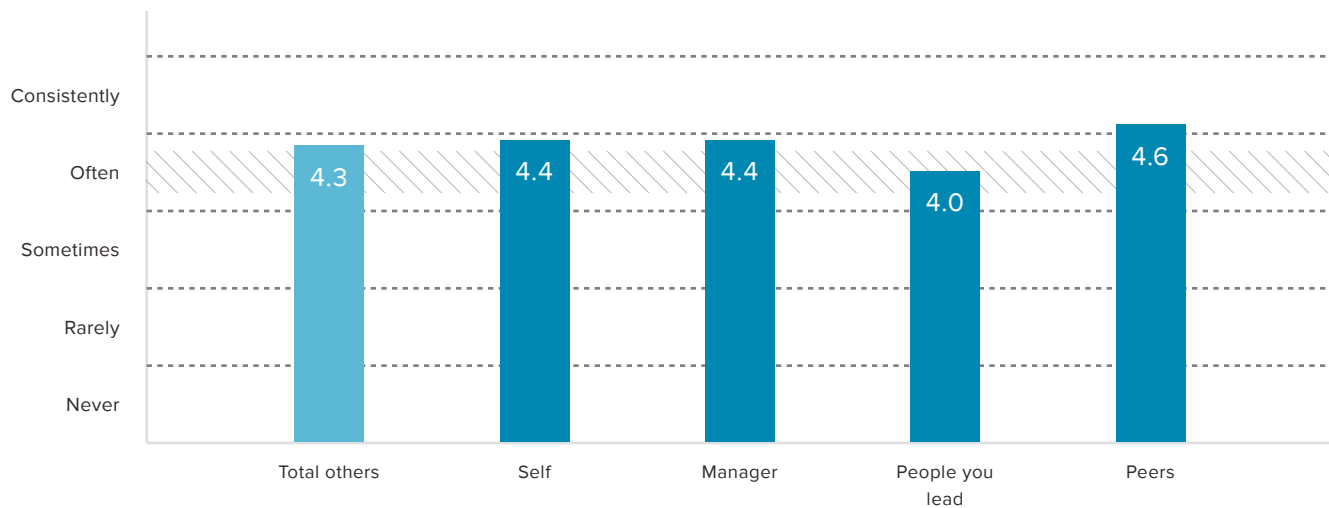
ORGANIZATIONAL AWARENESS

Reading a group's emotional currents and power relationships. People who demonstrate this competency think about power relationships. They can accurately identify influencers, networks and dynamics.
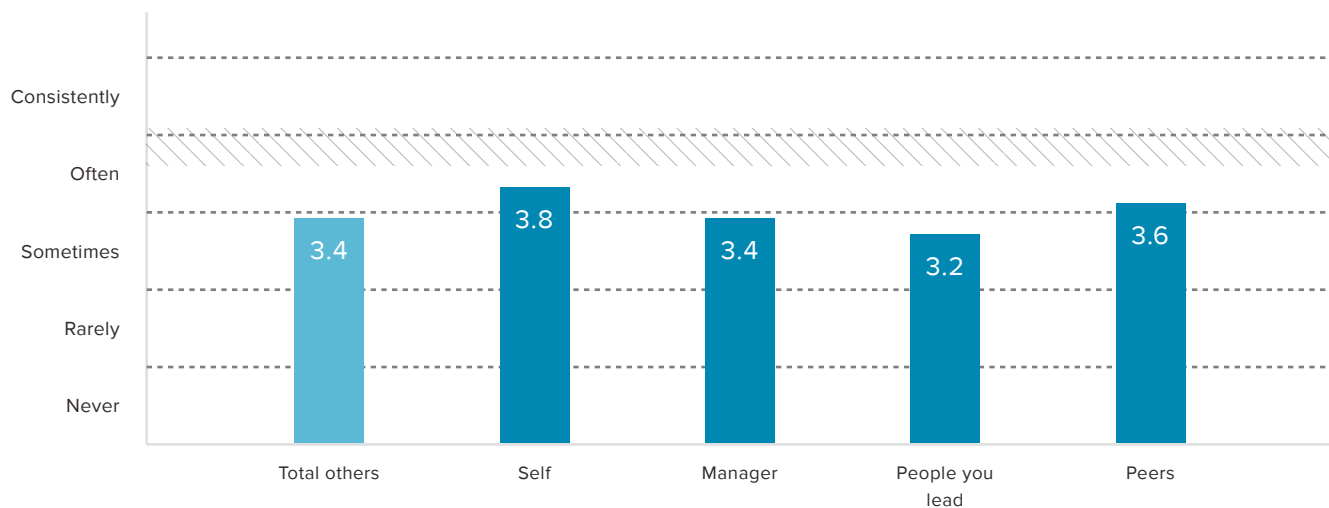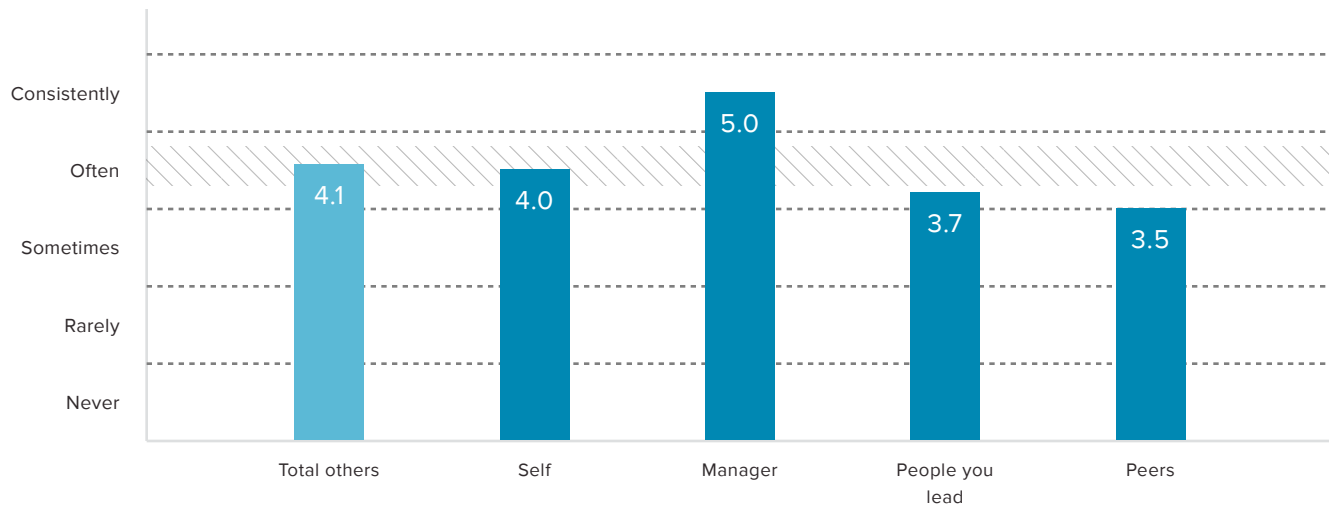
ESCI COMPETENCY DETAIL

RELATIONSHIP MANAGEMENT

CONFLICT MANAGEMENT

Negotiating and resolving conflict. People who demonstrate this competency bring disagreements into the open, effectively communicate the different positions and find solutions all can endorse.

COACH AND MENTOR

Taking an active interest in others' development needs and bolstering their abilities. People who demonstrate this competency spend time helping people via feedback, support and assignments.
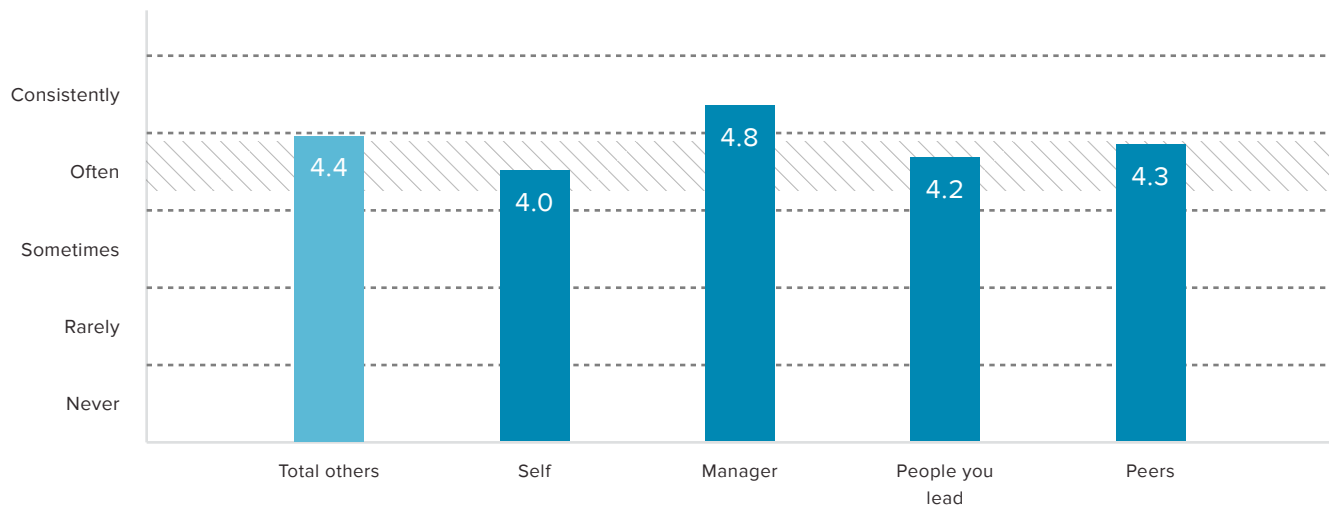
ESCI COMPETENCY DETAIL

INFLUENCE

Having a positive impact on others. People who demonstrate this competency persuade or convince others to gain support for an agenda.
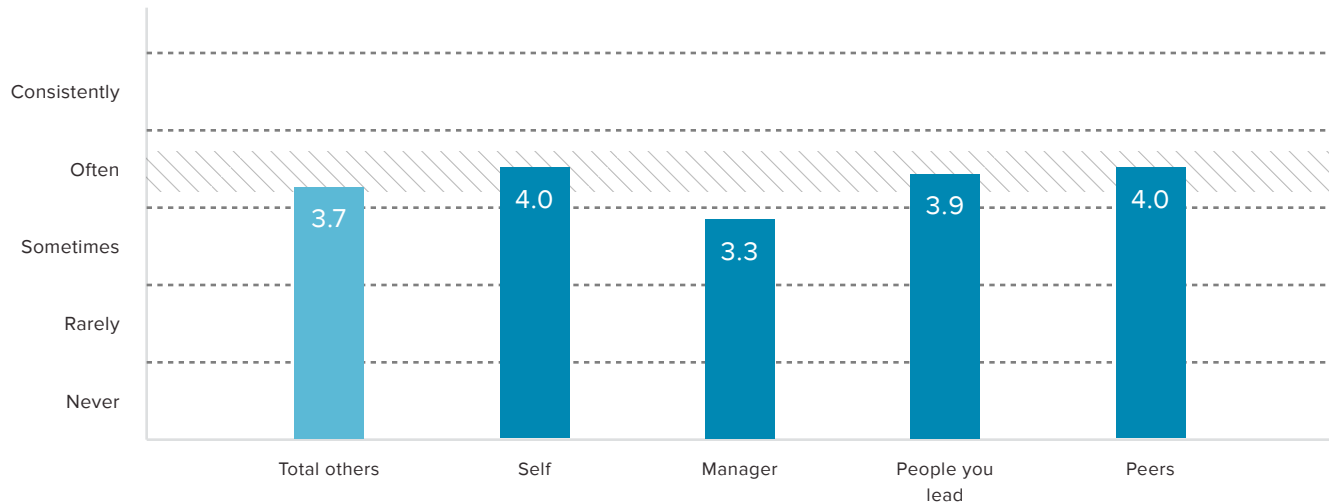
INSPIRATIONAL LEADERSHIP

Inspiring and guiding individuals and groups. People who demonstrate this competency work to bring people together to get the job done. They bring out the best in people.
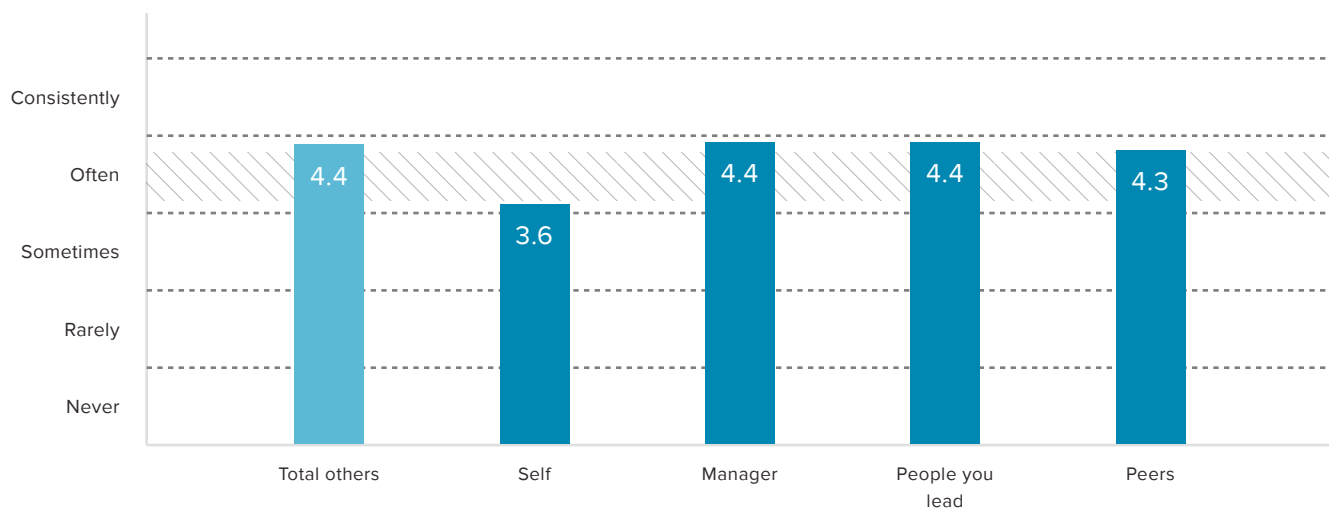
ESCI COMPETENCY DETAIL

TEAMWORK

Working with others towards a shared goal. Creating group synergy in pursuing collective goals. Teamwork is an orientation to work with others interdependently, not separately or competitively.

ESCI ITEM DETAIL

The following tables show how your raters responded to each survey item. It indicates, item by item, where raters' perceptions of your behavior agree or differ.

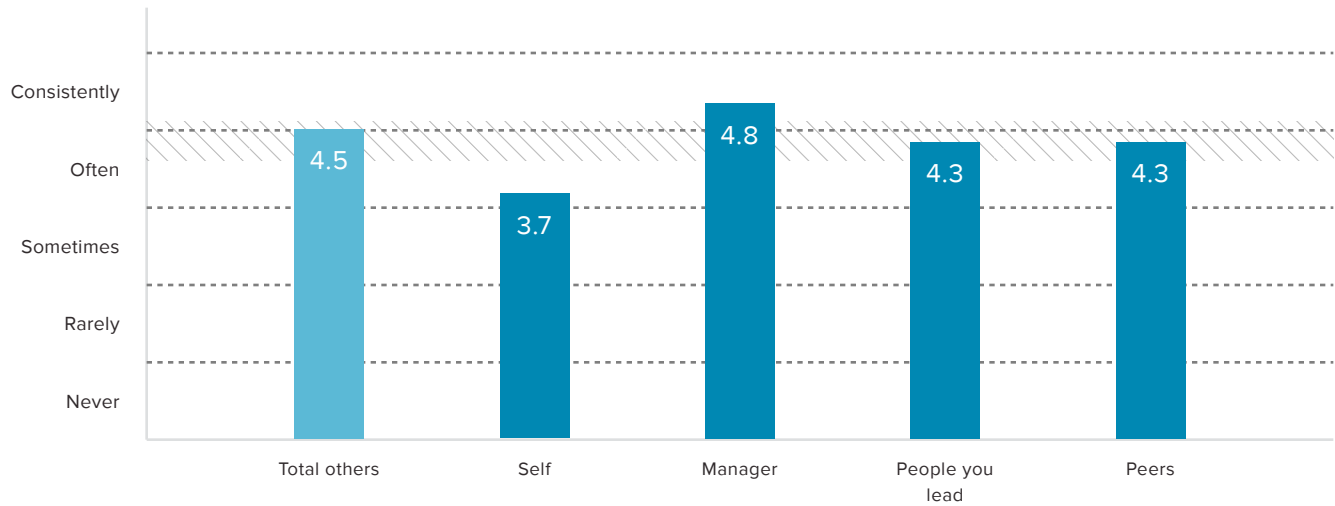The bars on the 'Average rating' column represent the average item score for each rater group. The distribution of ratings, with a column for each point on the rating scale, are shown to the right of the bars. The number in each column indicates the number of raters who rated you on that point. The left most column labeled with a * indicates the number of raters who did not answer the question.

SELF-AWARENESS — EMOTIONAL SELF-AWARENESS

#	Item	Rater group	Average rating		*	Never	Rarely	Sometimes	Often	Consistently
34	Able to describe how own feelings affect own actions	Self		4.0					1	
		Manager		4.0					1	
		People you lead		4.0					2	
		Peers		4.0					2	
39	Describes underlying reasons for own feelings	Self		3.0				1		
		Manager		3.0				1		
		People you lead		3.0				2		
		Peers		3.5				1	1	
41	Aware of the connection between what is happening and own feelings	Self		4.0					1	
		Manager		5.0						1
		People you lead		4.0					2	
		Peers		4.0					2	

ESCI ITEM DETAIL

#	Item	Rater group	Average rating		*	Never	Rarely	Sometimes	Often	Consistently
44	Shows awareness of own feelings	Self		4.0					1	
		Manager		4.0					1	
		People you lead		4.0					2	
		Peers		4.0					2	
48	Does not describe own feelings	Self		3.0				1		
		Manager		4.0			1			
		People you lead		3.0				2		
		Peers		3.5			1	1		
63	Acknowledges own strengths and weaknesses	Self		4.0					1	
		Manager		4.0					1	
		People you lead		3.5				1	1	
		Peers		3.5				1	1	

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

SELF-MANAGEMENT — ACHIEVEMENT ORIENTATION

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
9	Initiates actions to improve own performance	Self	2.0		1				
		Manager	2.0		1				
		People you lead	2.5		1	1			
		Peers	3.0			2			
28	Seeks to improve own self by setting measurable and challenging goals	Self	3.0			1			
		Manager	2.0		1				
		People you lead	3.0			2			
		Peers	3.5			1	1		
29	Does not strive to improve own performance	Self	4.0		1				
		Manager	3.0			1			
		People you lead	3.5		1	1			
		Peers	3.5		1	1			
36	Strives to improve own performance	Self	3.0			1			
		Manager	3.0			1			
		People you lead	3.0			2			
		Peers	3.5			1	1		
40	Does not try to improve	Self	3.0			1			
		Manager	3.0			1			
		People you lead	3.0			2			
		Peers	3.5		1	1			

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
57	Seeks ways to do things better	Self		4.0					1	
		Manager		3.0				1		
		People you lead		3.0				2		
		Peers		4.0					2	

ESCI ITEM DETAIL

SELF-MANAGEMENT — ADAPTABILITY

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
1	Has difficulty adapting to uncertain and changing conditions	Self	3.0				1		
		Manager	1.0						1
		People you lead	3.0				2		
		Peers	3.5			1	1		
10	Adapts by smoothly juggling multiple demands	Self	3.0				1		
		Manager	3.0				1		
		People you lead	3.0				2		
		Peers	3.0				2		
19	Adapts by applying standard procedures flexibly	Self	3.0				1		
		Manager	3.0				1		
		People you lead	2.5			1	1		
		Peers	3.0				2		
35	Adapts overall strategy, goals, or projects to fit the situation	Self	4.0					1	
		Manager	2.0			1			
		People you lead	3.0				2		
		Peers	3.0				2		
42	Adapts to shifting priorities and rapid change	Self	3.0				1		
		Manager	3.0				1		
		People you lead	2.5			1	1		
		Peers	3.0				2		

LEGEND

Reversed item   * Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

#	Item	Rater group	Average rating		*	Never	Rarely	Sometimes	Often	Consistently
51	Adapts overall strategy, goals, or projects to cope with unexpected events	Self		3.0				1		
		Manager		3.0				1		
		People you lead		3.0				2		
		Peers		3.0				2		

ESCI ITEM DETAIL

SELF-MANAGEMENT — EMOTIONAL SELF-CONTROL

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
4	Gets impatient or shows frustration inappropriately	Self	2.0					1	
		Manager	5.0		1				
		People you lead	4.5		1	1			
		Peers	4.5		1	1			
16	Acts appropriately even in emotionally charged situations	Self	5.0						1
		Manager	4.0					1	
		People you lead	4.0					2	
		Peers	4.5					1	1
18	Remains calm in stressful situations	Self	3.0				1		
		Manager	4.0					1	
		People you lead	4.5					1	1
		Peers	4.5					1	1
58	Remains composed, even in trying moments	Self	3.0				1		
		Manager	5.0						1
		People you lead	4.0					2	
		Peers	4.0				1		1
59	Controls impulses appropriately in situations	Self	4.0					1	
		Manager	4.0					1	
		People you lead	4.0					2	
		Peers	4.5					1	1

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
60	Loses composure when under stress	Self	4.0			1			
		Manager	4.0			1			
		People you lead	4.0			2			
		Peers	3.5		1			1	

ESCI ITEM DETAIL

SELF-MANAGEMENT — POSITIVE OUTLOOK

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
2	Sees the positive in people, situations, and events more often than the negative	Self	4.0					1	
		Manager	3.0				1		
		People you lead	4.0					2	
		Peers	4.5					1	1
45	Believes the future will be better than the past	Self	4.0					1	
		Manager	2.0			1			
		People you lead	3.5				1	1	
		Peers	3.0				2		
50	Views the future with hope	Self	3.0				1		
		Manager	3.0				1		
		People you lead	3.5				1	1	
		Peers	3.5				1	1	
55	Sees possibilities more than problems	Self	4.0					1	
		Manager	3.0				1		
		People you lead	4.0					2	
		Peers	4.0					2	
62	Sees opportunities more than threats	Self	4.0					1	
		Manager	3.0				1		
		People you lead	3.5				1	1	
		Peers	4.0					2	

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
65	Sees the positive side of a difficult situation	Self	4.0					1	
		Manager	3.0				1		
		People you lead	4.5					1	1
		Peers	4.0					2	

ESCI ITEM DETAIL

SOCIAL AWARENESS — EMPATHY

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
23	Understands another person's motivation	Self	4.0					1	
		Manager	5.0						1
		People you lead	4.0					2	
		Peers	5.0						2
30	Understands others by listening attentively	Self	5.0						1
		Manager	5.0						1
		People you lead	4.0					2	
		Peers	5.0						2
31	Does not understand subtle feelings of others	Self	4.0			1			
		Manager	4.0			1			
		People you lead	4.0			2			
		Peers	4.0			2			
43	Understands others by putting self into others' shoes	Self	5.0						1
		Manager	5.0						1
		People you lead	4.0					2	
		Peers	4.5					1	1
53	Understands others' perspectives when they are different from own perspective	Self	4.0					1	
		Manager	3.0				1		
		People you lead	4.0					2	
		Peers	4.5					1	1

ESCI ITEM DETAIL

SOCIAL AWARENESS — ORGANIZATIONAL AWARENESS

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
6	Understands social networks	Self	5.0						1
		Manager	3.0				1		
		People you lead	3.0				2		
		Peers	3.5				1	1	
13	Understands the values and culture of the team or organization	Self	3.0				1		
		Manager	3.0				1		
		People you lead	3.5				1	1	
		Peers	4.0					2	
21	Understands the informal structure in the team or organization	Self	4.0					1	
		Manager	3.0				1		
		People you lead	3.5				1	1	
		Peers	3.5				1	1	
64	Understands the informal processes by which work gets done in the team or organization	Self	4.0					1	
		Manager	4.0					1	
		People you lead	3.0				2		
		Peers	3.5				1	1	
67	Understands the team's or organization's unspoken rules	Self	3.0				1		
		Manager	4.0					1	
		People you lead	3.0				2		
		Peers	3.5				1	1	

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

RELATIONSHIP MANAGEMENT — CONFLICT MANAGEMENT

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
8	Tries to resolve conflict instead of allowing it to fester	Self	4.0					1	
		Manager		1					
		People you lead	3.5				1	1	
		Peers	3.5				1	1	
14	Resolves conflict by de-escalating the emotions in a situation	Self	4.0					1	
		Manager	5.0						1
		People you lead	3.5				1	1	
		Peers	3.0				2		
15	Allows conflict to fester	Self	4.0			1			
		Manager	5.0		1				
		People you lead	3.0				2		
		Peers	4.0			2			
26	Tries to resolve conflict by openly talking about disagreements with those involved	Self	4.0					1	
		Manager	5.0						1
		People you lead	3.5				1	1	
		Peers	4.0				1		1
46	Resolves conflict by bringing it into the open	Self	4.0					1	
		Manager	5.0						1
		People you lead	5.0						2
		Peers	3.0				2		

ESCI ITEM DETAIL

RELATIONSHIP MANAGEMENT — COACH AND MENTOR

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
22	Provides on-going mentoring or coaching	Self	5.0						1
		Manager	5.0						1
		People you lead	3.5				1	1	
		Peers	4.0				1		1
32	Provides feedback others find helpful for their development	Self	4.0					1	
		Manager	5.0						1
		People you lead	4.5					1	1
		Peers	4.5					1	1
47	Personally invests time and effort in developing others	Self	5.0						1
		Manager	5.0						1
		People you lead	4.0					2	
		Peers	4.5					1	1
52	Coaches and mentors others	Self	3.0				1		
		Manager	5.0						1
		People you lead	5.0						2
		Peers	4.0				1		1
54	Does not spend time developing others	Self	4.0			1			
		Manager	4.0			1			
		People you lead	4.5		1	1			
		Peers	4.5		1	1			

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
66	Cares about others and their development	Self	3.0				1		
		Manager	5.0						1
		People you lead	3.5				1	1	
		Peers	4.5					1	1

ESCI ITEM DETAIL

RELATIONSHIP MANAGEMENT — INFLUENCE

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
3	Convinces others by getting support from key people	Self	4.0					1	
		Manager	2.0			1			
		People you lead	4.0					2	
		Peers	4.5					1	1
17	Convinces others by using multiple approaches	Self	5.0						1
		Manager	3.0				1		
		People you lead	3.5				1	1	
		Peers	3.5				1	1	
20	Convinces others by appealing to their self-interest	Self	3.0				1		
		Manager	3.0				1		
		People you lead	4.0					2	
		Peers	4.0					2	
38	Anticipates how others will respond when trying to convince them	Self	4.0					1	
		Manager	4.0					1	
		People you lead	4.0					2	
		Peers	4.0					2	
49	Convinces others by developing behind-the-scenes support	Self	4.0					1	
		Manager	4.0					1	
		People you lead	3.5				1	1	
		Peers	4.0					2	

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

#	Item	Rater group	Average rating		*	Never	Rarely	Sometimes	Often	Consistently
68	Convinces others through discussion	Self		4.0					1	
		Manager		4.0					1	
		People you lead		4.5					1	1
		Peers		4.0					2	

ESCI ITEM DETAIL

RELATIONSHIP MANAGEMENT — INSPIRATIONAL LEADERSHIP

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
5	Leads by building pride in the group	Self	4.0					1	
		Manager	4.0					1	
		People you lead	4.5					1	1
		Peers	4.0					2	
7	Leads by inspiring people	Self	4.0					1	
		Manager	4.0					1	
		People you lead	5.0						2
		Peers	4.5					1	1
24	Does not inspire followers	Self	4.0			1			
		Manager	4.0			1			
		People you lead	4.0			2			
		Peers	4.5		1	1			
27	Leads by bringing out the best in people	Self	3.0				1		
		Manager	5.0						1
		People you lead	4.0					2	
		Peers	4.5					1	1
61	Leads by articulating a compelling vision	Self	3.0				1		
		Manager	5.0						1
		People you lead	4.5					1	1
		Peers	4.0					2	

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

RELATIONSHIP MANAGEMENT — TEAMWORK

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
11	Does not cooperate with others	Self	3.0				1		
		Manager	4.0			1			
		People you lead	4.0			2			
		Peers	4.5		1	1			
12	Works well in teams by being supportive	Self	4.0					1	
		Manager	5.0						1
		People you lead	4.5					1	1
		Peers	4.5					1	1
25	Works well in teams by encouraging cooperation	Self	5.0						1
		Manager	5.0						1
		People you lead	4.5					1	1
		Peers	4.5					1	1
33	Works well in teams by soliciting others' input	Self	4.0					1	
		Manager	5.0						1
		People you lead	4.0					2	
		Peers	4.0					2	
37	Works well in teams by being respectful of others	Self	3.0				1		
		Manager	5.0						1
		People you lead	4.5					1	1
		Peers	4.5					1	1

LEGEND

Reversed item   *   Indicates that some of your raters did not respond to this item

ESCI ITEM DETAIL

#	Item	Rater group	Average rating		*	Never	Rarely	Sometimes	Often	Consistently
56	Works well in teams by encouraging participation of everyone present	Self		3.0				1		
		Manager		5.0						1
		People you lead		4.5					1	1
		Peers		4.0					2	

VERBATIM COMMENTS

PLEASE LIST THIS PERSON'S KEY STRENGTHS.

Self

I take time to develop my people. I learn about their - their strengths, weaknesses, aspirations, etc. I work with them to develop in those areas that will most effectively help them to reach their goals. I sincerely care about these individuals but also see this as ultimately good for the organisation as well.

Manager

Jean is a good mentor for the team and is always there to offer advice and experience. Jean listens to the team and helps them with their development needs.

People you lead

Maintains high standards of performance. Very Respectful. Easy to talk to. Good Mentor.
Jean inspires confidence in the team, is approachable and always has sound advice.

Peers

Jean is a great manager who always has time for the team and puts a great emphasis on development and coaching. I feel valued and supported as a colleague and have a lot of respect for the way Jean manages and gets things done. I have learnt a great deal from Jean which I know will be extremely useful in my future career.
I owe a great deal to Jean. Jean helped me make the transition from team supervisor to manager, and has always been generous with time, experience and help. Whenever I faced a problem in my team Jean would talk through it with me, offer suggestions and build my confidence. Over the years many of us have benefited from Jean''s knowledge of our business and our organisation. Jean''s willingness to invest time and energy into other development is key to the success of the organisation.

VERBATIM COMMENTS

PLEASE LIST SPECIFIC AREAS WHERE THIS PERSON NEEDS TO IMPROVE, AND WHAT WOULD BE THE PAYOFFS IF THIS PERSON MADE THESE IMPROVEMENTS?

Self

The younger managers seem to need advice/support less and less from me. I actually go to them for help in regards to some of the new systems. I need to brush up in that regard.

Manager

Jean is finding it challenging to keep up with the changes going on right now. It is important to keep up with these developments so that the team can still go to Jean for advice.

People you lead

Jean could be a bit more receptive to the new systems that are being introduced - it will only make the job a little easier!

Peers

In many ways, with all the turmoil of the acquisition, we need Jean more than ever! There''s a lot of ''jostling'' going on at the moment - people wanting to be seen to do the right thing - and it just creates confusion. I can see the impact - Jean must be wondering how best to contribute as our business changes. What we need from Jean is the same as ever - calm wisdom, the ability to see through the confusion, clarity about the core values that underpin what we do and a ready ability to help individuals and the organization to develop.
Jean has recently lost some of his motivation around developing others which is a shame - Jean a great mentor and has so much to offer. If Jean was to continue to coach younger members of the team the payoff would be higher efficiency and productivity in the future.

ABOUT KORN FERRY

Korn Ferry is a global organizational consulting firm. We work with organizations to design their organizational structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward, develop, and motivate their workforce. And, we help professionals navigate and advance their careers.

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