

KORN FERRY

EMOTIONAL AND SOCIAL COMPETENCY INVENTORY

FEEDBACK REPORT

Lee

ORGANIZATION Sample Client
CREATED May 13, 2023

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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:

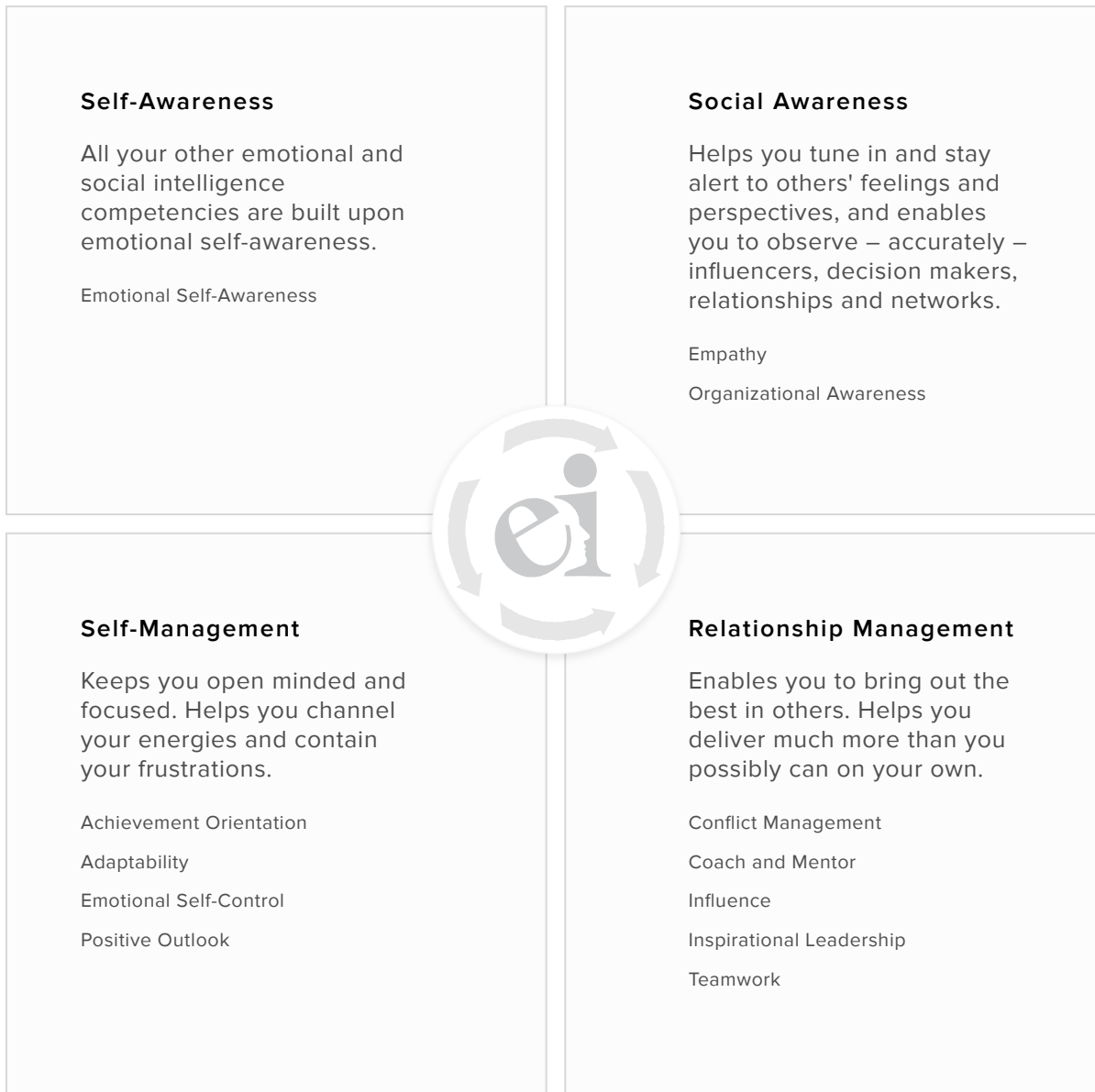
- Self-Awareness: recognizing and understanding our own emotions
- Social Awareness: recognizing and understanding the emotions of others
- Self-Management: effectively managing our own emotions
- Relationship Management: applying emotional understanding in our dealings with others

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.



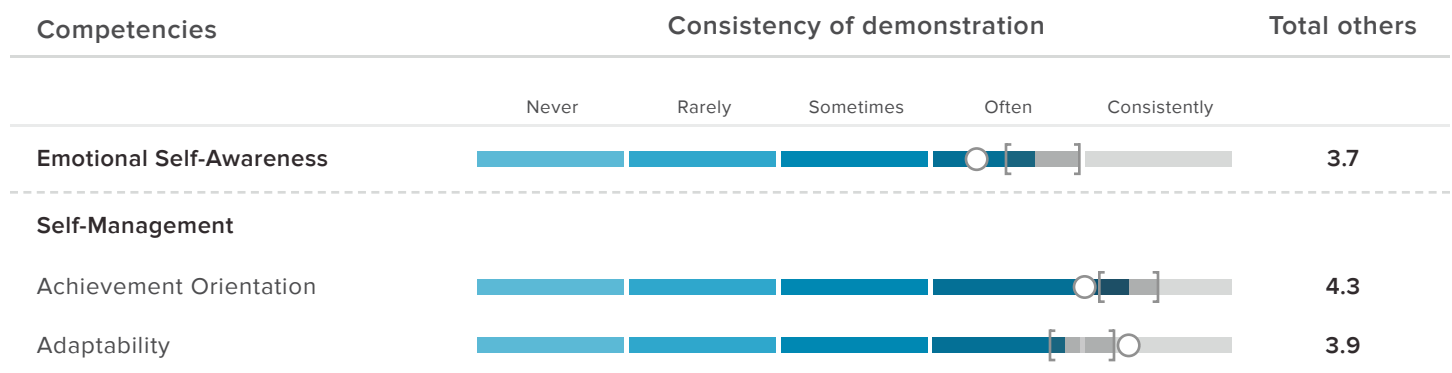
INTERPRETING THE FEEDBACK

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.



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

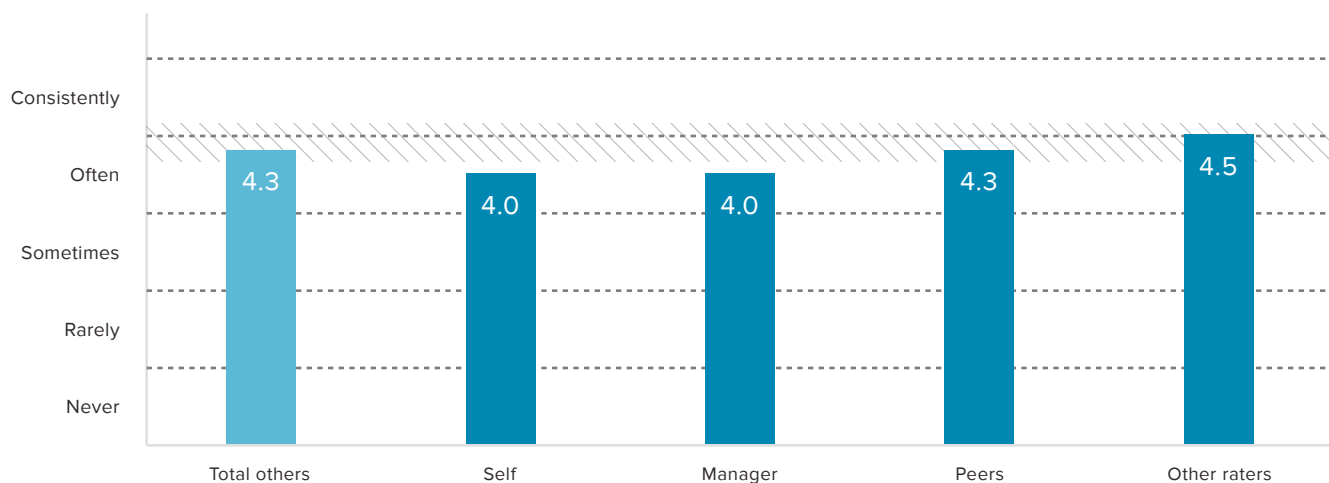
To the left of the graph is the scale the competencies were assessed on. The bar graph represents the average competency score for each rater group.

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.



DATA VALIDITY

Your Emotional and Social Competency Inventory report is based on the responses of **13** individuals.

A total of **15** surveys were distributed (Self, Manager, People you lead, Peers and Customers). **13** surveys were received in time to be included in this feedback report.

The responses were collected between **January 31, 2019** and **February 14, 2019** and this report was processed on **May 13, 2023**.

Rater list

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

MANAGER

Karen Freud

PEOPLE YOU LEAD

Reginia Becerril

Rossie Hoying

Hassan Morganti

Nicolette Giddings

Rosemarie Mai

Jackelyn Rumfelt

PEERS

Gordon Cheney

Suresh Kumar

Trump Gordon

Carmen Youreds

CUSTOMERS

Rodger Brandie

Ned Harvie

Kristine Tye

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		75		
People you lead	6	4	4		72		82
Peers	4	4	4		53		75
Customers	3	3	3				65

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.

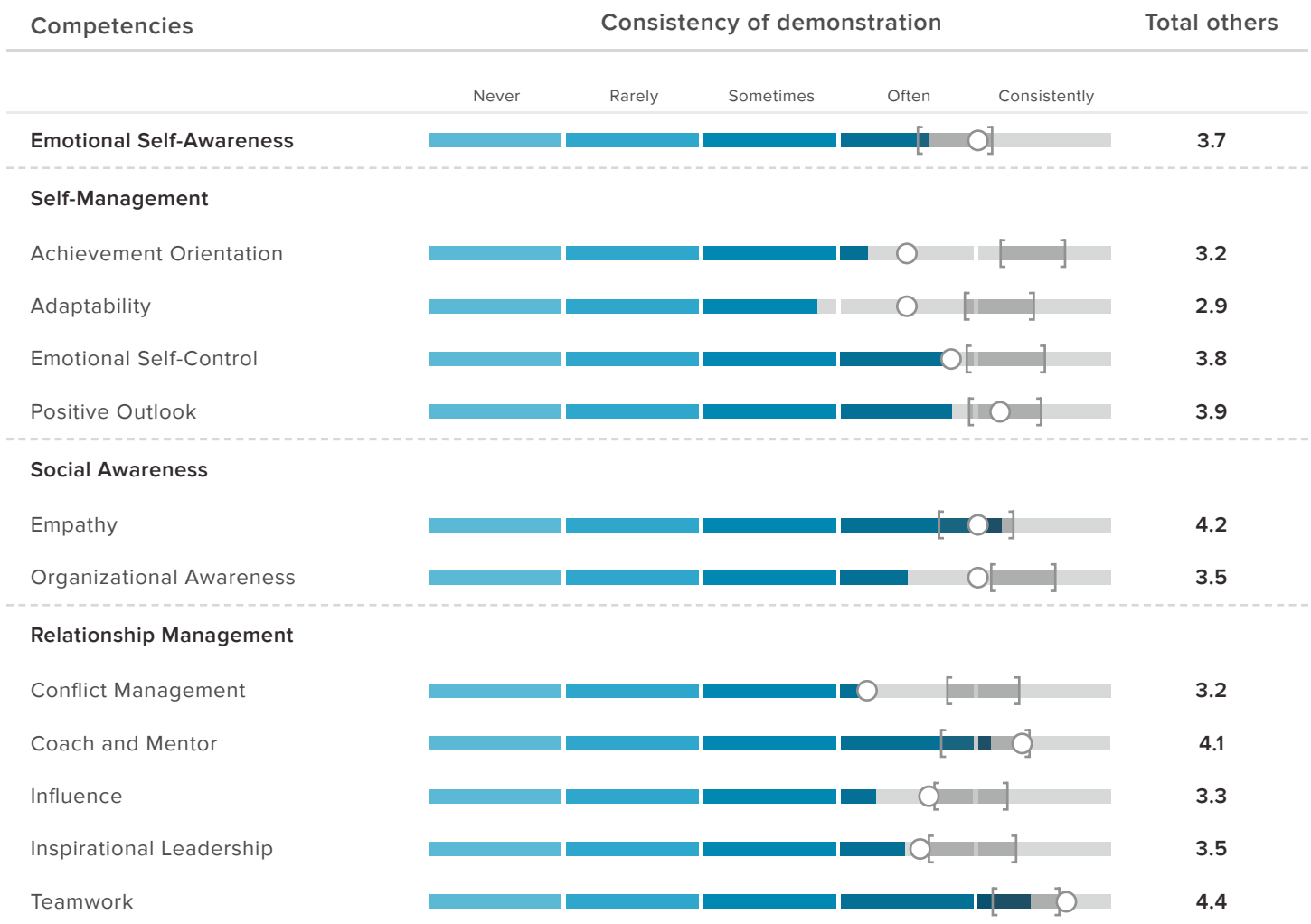
Rater agreement

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.



LEGEND

Total others Self Norm group

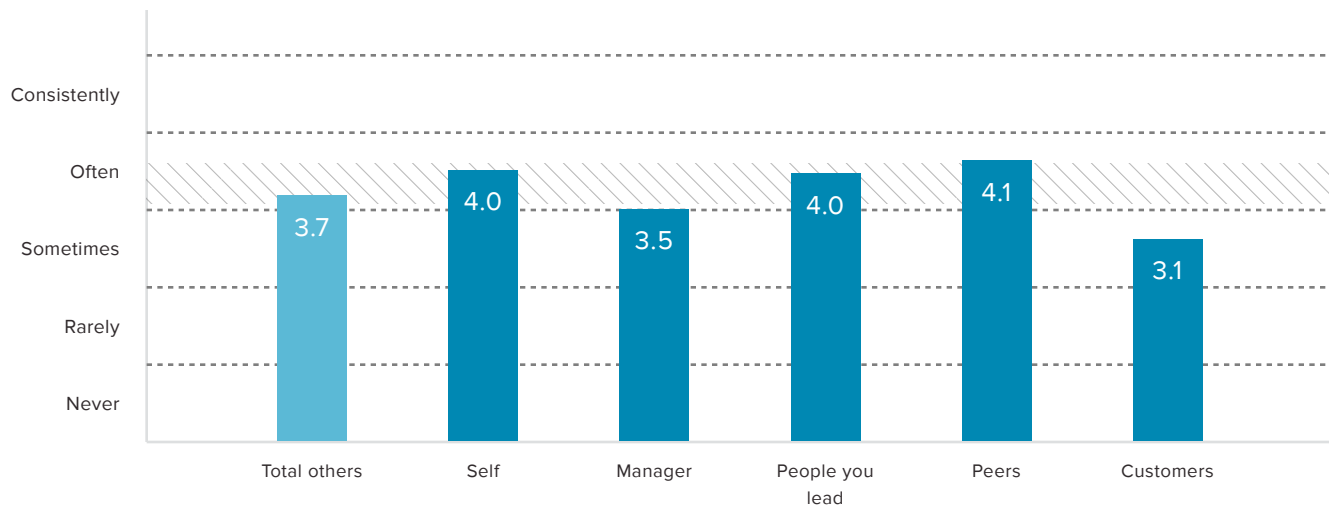
ESCI COMPETENCY DETAIL

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.



ESCI COMPETENCY DETAIL

SELF-MANAGEMENT

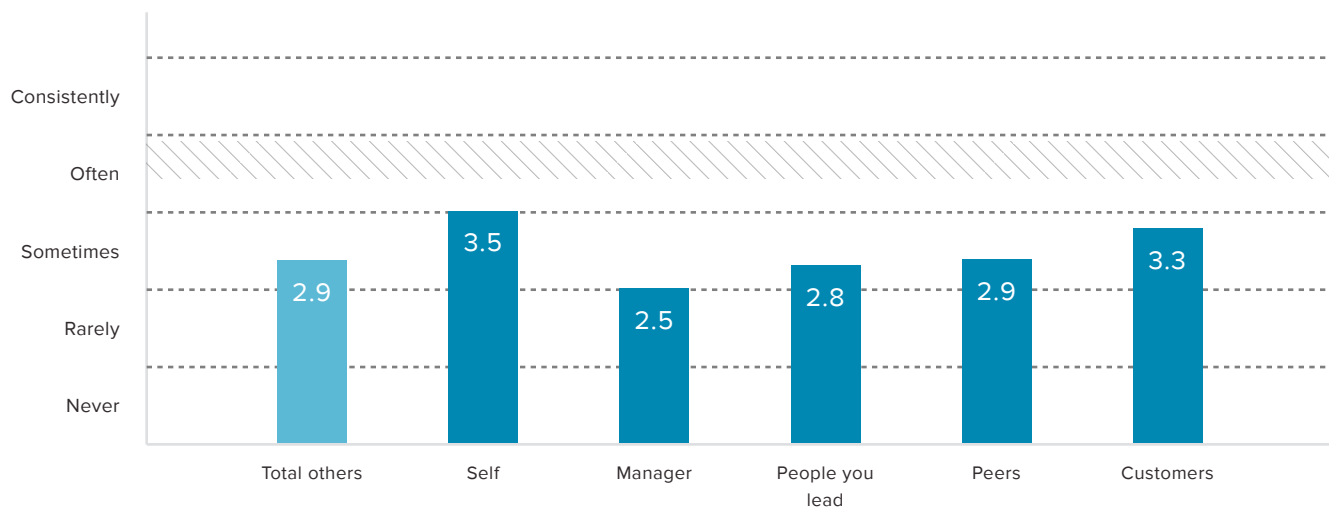
ACHIEVEMENT ORIENTATION

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.



ADAPTABILITY

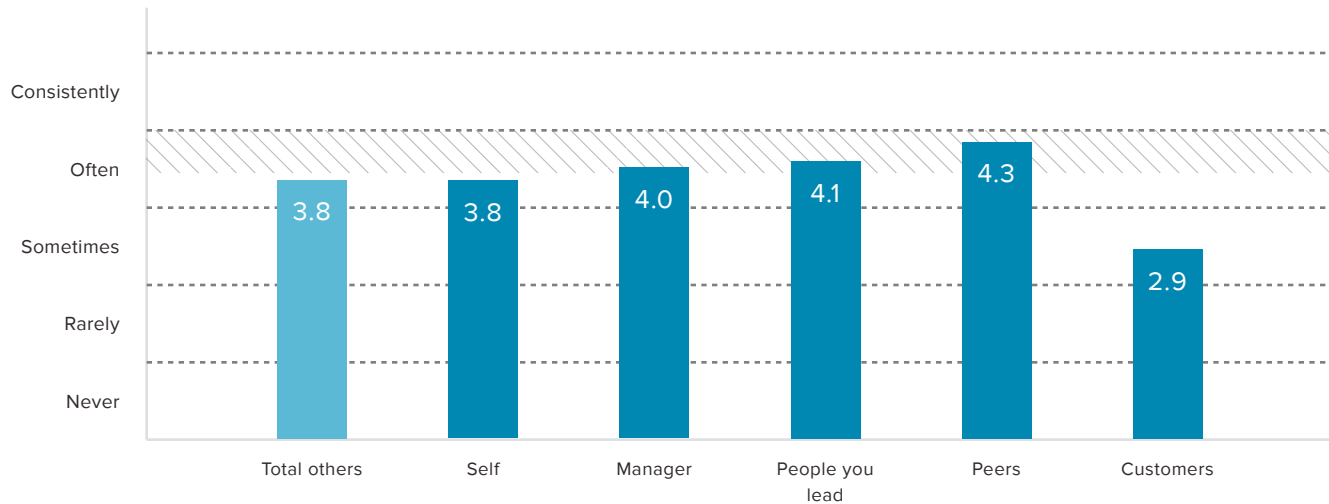
Flexibility in handling change. People who demonstrate this competency willingly change their own ideas or approaches based on new information or changing needs. They are able to juggle multiple demands.



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.



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.

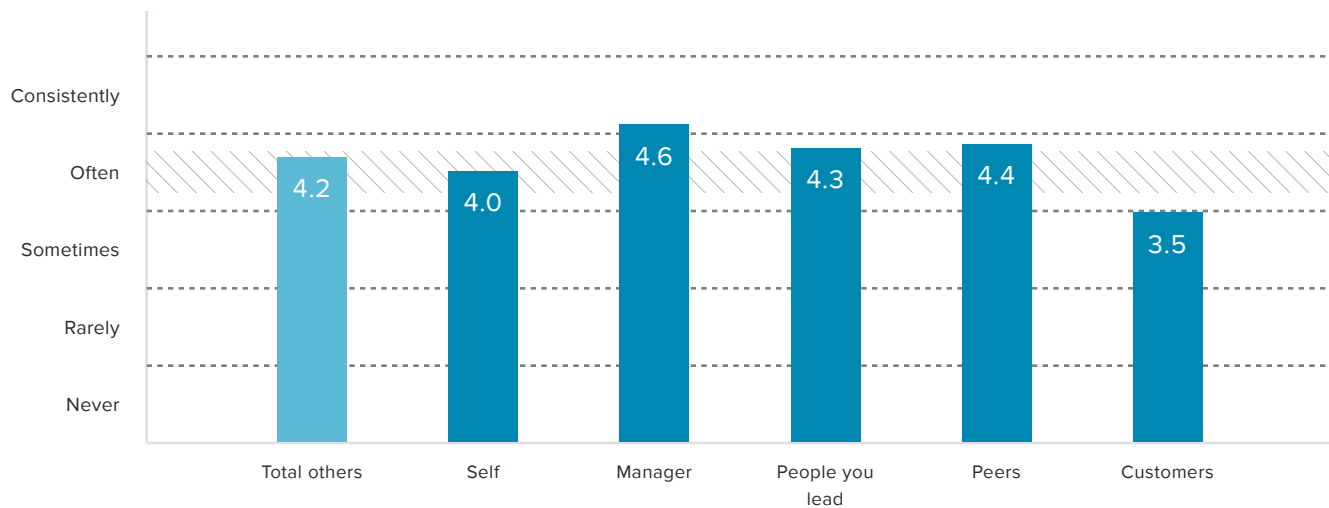


ESCI COMPETENCY DETAIL

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

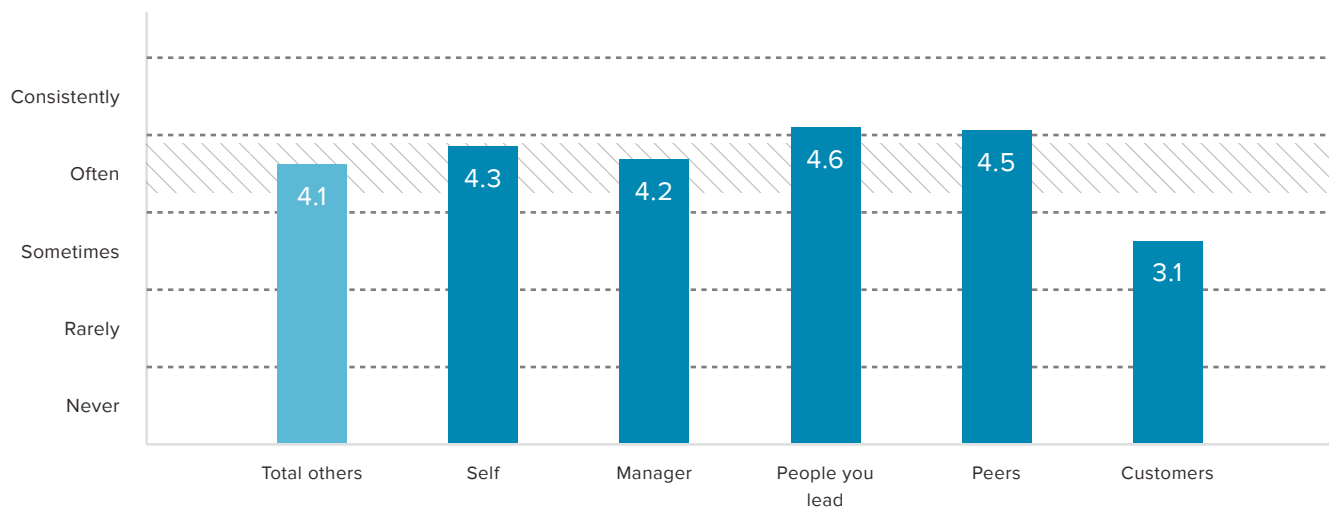
CONFLICT MANAGEMENT

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

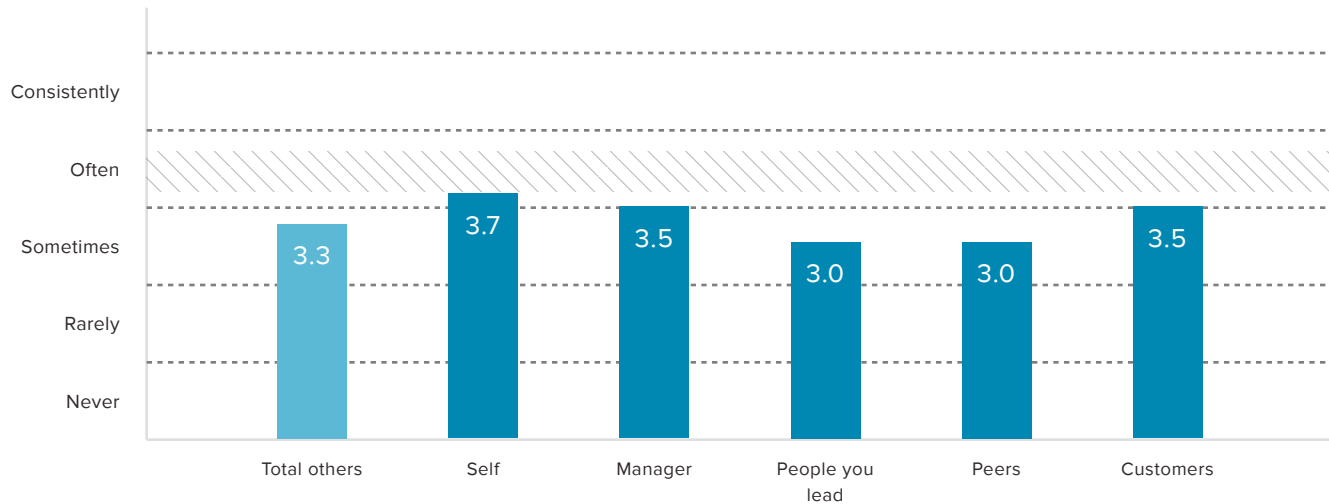
Taking an active interest in others' development needs and bolstering their abilities. People who demonstrate this competency spend time helping people via feedback, support and assignments.



ESCI COMPETENCY DETAIL

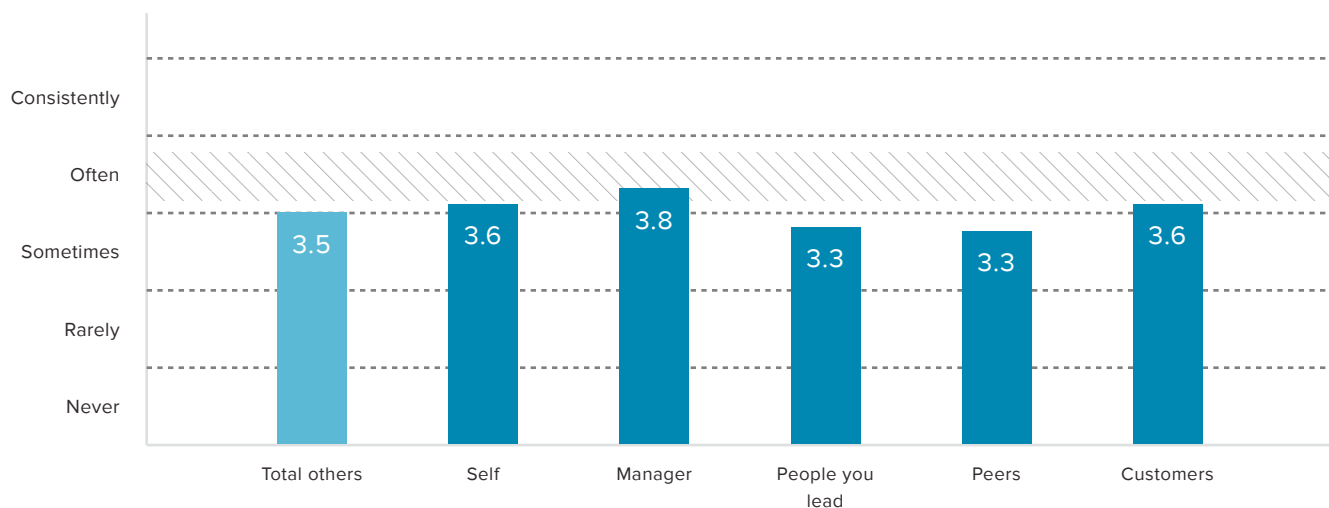
INFLUENCE

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



INSPIRATIONAL LEADERSHIP

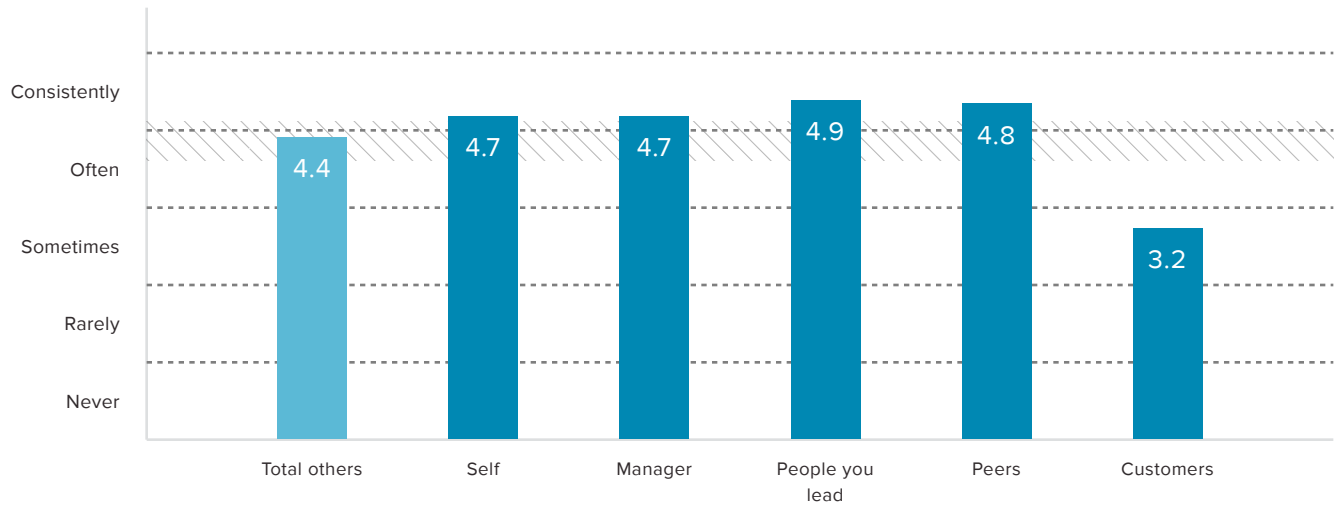
Inspiring and guiding individuals and groups. People who demonstrate this competency work to bring people together to get the job done. They bring out the best in people.



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						1		
		Manager					1			
		People you lead						4		
		Peers					1	3		
		Customers				1	1			1
39	Describes underlying reasons for own feelings	Self						1		
		Manager					1			
		People you lead					2	1	1	
		Peers					1	1	2	
		Customers				1		1	1	
41	Aware of the connection between what is happening and own feelings	Self						1		
		Manager			1					
		People you lead					2	1	1	
		Peers						3	1	
		Customers					1	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
44	Shows awareness of own feelings	Self	4.0					1	
		Manager	4.0					1	
		People you lead	4.5					2	2
		Peers	4.3					3	1
		Customers	3.0				3		
48	Does not describe own feelings	Self	4.0			1			
		Manager	4.0			1			
		People you lead	3.8		1	1	2		
		Peers	4.3		1	3			
		Customers	2.7			1		2	
63	Acknowledges own strengths and weaknesses	Self	4.0					1	
		Manager	3.0				1		
		People you lead	4.0				1	2	1
		Peers	4.0				2		2
		Customers	2.0			3			

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	4.0					1	
		Manager	3.0				1		
		People you lead	3.5				2	2	
		Peers	3.3			2		1	1
		Customers	3.3			1	1		1
28	Seeks to improve own self by setting measurable and challenging goals	Self	3.0				1		
		Manager	3.0				1		
		People you lead	3.5				2	2	
		Peers	3.8			1	1		2
		Customers	4.0				1	1	1
29	Does not strive to improve own performance	Self	3.0				1		
		Manager	3.0				1		
		People you lead	4.3		1	3			
		Peers	3.0			2		2	
		Customers	2.0				1	1	1
36	Strives to improve own performance	Self	3.0				1		
		Manager	2.0			1			
		People you lead	4.0					4	
		Peers	3.8			1	1		2
		Customers	3.3			1	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
40	Does not try to improve	Self	4.0		1				
		Manager	3.0				1		
		People you lead	4.0		4				
		Peers	3.3		2	1	1		
		Customers	2.3				2		1
57	Seeks ways to do things better	Self	4.0					1	
		Manager	2.0		1				
		People you lead	3.0				4		
		Peers	2.8		1	3			
		Customers	4.0		1				2

LEGEND

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

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	4.0		1				
		Manager	2.0					1	
		People you lead	2.8		1	1	2		
		Peers	2.5			2	2		
		Customers	3.0		1	1	1		
10	Adapts by smoothly juggling multiple demands	Self	4.0					1	
		Manager	4.0				1		
		People you lead	2.8		1	3			
		Peers	3.8		1	1		2	
		Customers	3.7			2		1	
19	Adapts by applying standard procedures flexibly	Self	4.0					1	
		Manager	3.0			1			
		People you lead	3.0		2		2		
		Peers	3.5			2	2		
		Customers	3.3		1	1			1
35	Adapts overall strategy, goals, or projects to fit the situation	Self	3.0				1		
		Manager	2.0		1				
		People you lead	3.0			4			
		Peers	2.5		2			2	
		Customers	3.7			1	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
42	Adapts to shifting priorities and rapid change	Self	3.0				1		
		Manager	2.0			1			
		People you lead	3.0				4		
		Peers	2.8		1	1		2	
		Customers	2.7			2		1	
<hr style="border-top: 1px dashed #ccc;"/>									
51	Adapts overall strategy, goals, or projects to cope with unexpected events	Self	3.0				1		
		Manager	2.0			1			
		People you lead	2.3		1	1	2		
		Peers	2.3		1	1	2		
		Customers	3.3			1		2	

LEGEND

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

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	4.0			1			
		Manager	4.0			1			
		People you lead	4.0			4			
		Peers	4.8	3	1				
		Customers	2.7		1	1		1	
16	Acts appropriately even in emotionally charged situations	Self	4.0					1	
		Manager	4.0					1	
		People you lead	4.5					2	2
		Peers	4.3				1	1	2
		Customers	2.7		2			1	
18	Remains calm in stressful situations	Self	4.0					1	
		Manager	4.0					1	
		People you lead	4.5					2	2
		Peers	4.3					3	1
		Customers	3.3				2	1	
58	Remains composed, even in trying moments	Self	4.0					1	
		Manager	4.0					1	
		People you lead	4.5					2	2
		Peers	4.3				1	1	2
		Customers	2.7		1	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
59	Controls impulses appropriately in situations	Self	4.0					1	
		Manager	4.0					1	
		People you lead	3.8				1	3	
		Peers	4.8					1	3
		Customers	4.3					2	1
60	Loses composure when under stress	Self	3.0				1		
		Manager	4.0			1			
		People you lead	3.3			1	3		
		Peers	3.8		1	1	2		
		Customers	2.0				1	1	1

LEGEND

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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	5.0						1
		Manager	5.0						1
		People you lead	4.3					3	1
		Peers	4.8					1	3
		Customers	2.7		1	2			
45	Believes the future will be better than the past	Self	4.0					1	
		Manager	4.0				1		
		People you lead	4.0				1	2	1
		Peers	4.3				1	1	2
		Customers	3.7		1		1	1	
50	Views the future with hope	Self	4.0					1	
		Manager	4.0				1		
		People you lead	4.3					3	1
		Peers	4.3				1	1	2
		Customers	4.3				1		2
55	Sees possibilities more than problems	Self	4.0					1	
		Manager	3.0				1		
		People you lead	3.8				1	3	
		Peers	3.3				3	1	
		Customers	3.7		1		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
62	Sees opportunities more than threats	Self	4.0					1	
		Manager	3.0				1		
		People you lead	3.8				2	1	1
		Peers	3.3		1				3
		Customers	3.7				1	2	
65	Sees the positive side of a difficult situation	Self	4.0					1	
		Manager	4.0					1	
		People you lead	3.8				1	3	
		Peers	3.8				1	3	
		Customers	4.0				1	1	1

LEGEND

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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	4.5					2	2
		Peers	4.5					2	2
		Customers	4.3				1		2
30	Understands others by listening attentively	Self	4.0					1	
		Manager	5.0						1
		People you lead	4.3					3	1
		Peers	4.5					2	2
		Customers	2.7			2		1	
31	Does not understand subtle feelings of others	Self	4.0			1			
		Manager	4.0			1			
		People you lead	4.0		1	2	1		
		Peers	4.3		1	3			
		Customers	2.0			1			2
43	Understands others by putting self into others' shoes	Self	4.0					1	
		Manager	4.0					1	
		People you lead	4.5					2	2
		Peers	4.5					2	2
		Customers	4.3					2	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
53	Understands others' perspectives when they are different from own perspective	Self	4.0					1	
		Manager	5.0						1
		People you lead	4.3					3	1
		Peers	4.0					4	
		Customers	4.0				1	1	1

LEGEND

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

ESCI ITEM DETAIL

SOCIAL AWARENESS – ORGANIZATIONAL AWARENESS

#	Item	Rater group	Average rating	*	Never	Rarely	Sometimes	Often	Consistently
6	Understands social networks	Self	4.0					1	
		Manager	4.0					1	
		People you lead	3.5				2	2	
		Peers	4.8					1	3
		Customers	4.7					1	2
13	Understands the values and culture of the team or organization	Self	4.0					1	
		Manager	4.0					1	
		People you lead	3.5				2	2	
		Peers	3.8				1	3	
		Customers	4.0				1	1	1
21	Understands the informal structure in the team or organization	Self	4.0					1	
		Manager	3.0				1		
		People you lead	2.5			2	2		
		Peers	4.3				1	1	2
		Customers	3.0			1	1	1	
64	Understands the informal processes by which work gets done in the team or organization	Self	4.0					1	
		Manager	3.0				1		
		People you lead	2.5		1		3		
		Peers	3.8				2	1	1
		Customers	3.3			1	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
67	Understands the team's or organization's unspoken rules	Self	4.0					1	
		Manager	3.0				1		
		People you lead	2.3		1	1	2		
		Peers	3.8				2	1	1
		Customers	3.7			1		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	4.0					1	
		People you lead	3.0				4		
		Peers	3.3				3	1	
		Customers	3.0			1	1	1	
14	Resolves conflict by de-escalating the emotions in a situation	Self	3.0				1		
		Manager	4.0					1	
		People you lead	2.8			2	1	1	
		Peers	3.3				3	1	
		Customers	4.3					2	1
15	Allows conflict to fester	Self	3.0				1		
		Manager	4.0			1			
		People you lead	3.3			1	3		
		Peers	2.8				3	1	
		Customers	2.7			1	1		1
26	Tries to resolve conflict by openly talking about disagreements with those involved	Self	3.0				1		
		Manager	5.0						1
		People you lead	2.3			3	1		
		Peers	2.8			1	3		
		Customers	2.3			2	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
46	Resolves conflict by bringing it into the open	Self	3.0				1		
		Manager	3.0				1		
		People you lead	2.3		1	1	2		
		Peers	2.8			1	3		
		Customers	3.7			1		1	1

LEGEND

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

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	4.0					1	
		Manager	4.0					1	
		People you lead	4.5					2	2
		Peers	4.5					2	2
		Customers	2.3		2	1			
32	Provides feedback others find helpful for their development	Self	4.0					1	
		Manager	2.0		1				
		People you lead	4.0				1	2	1
		Peers	4.0				1	2	1
		Customers	3.3		1			2	
47	Personally invests time and effort in developing others	Self	4.0					1	
		Manager	5.0						1
		People you lead	5.0						4
		Peers	4.8					1	3
		Customers	4.7					1	2
52	Coaches and mentors others	Self	5.0						1
		Manager	5.0						1
		People you lead	4.8					1	3
		Peers	4.8					1	3
		Customers	2.7		1	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
54	Does not spend time developing others	Self	4.0		1				
		Manager	4.0		1				
		People you lead	4.8		3	1			
		Peers	4.8		3	1			
		Customers	2.7			1	1		1
66	Cares about others and their development	Self	5.0						1
		Manager	5.0						1
		People you lead	4.5					2	2
		Peers	4.5				1		3
		Customers	3.0				3		

LEGEND

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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	3.0				1		
		People you lead	2.8		1	3			
		Peers	2.8		1	3			
		Customers	4.3					2	1
17	Convinces others by using multiple approaches	Self	3.0				1		
		Manager	4.0					1	
		People you lead	2.5		2	2			
		Peers	3.0		1	2	1		
		Customers	2.7		1	2			
20	Convinces others by appealing to their self-interest	Self	4.0					1	
		Manager	3.0				1		
		People you lead	3.3				3	1	
		Peers	3.3				3	1	
		Customers	3.7				1	2	
38	Anticipates how others will respond when trying to convince them	Self	4.0					1	
		Manager	5.0						1
		People you lead	3.5				2	2	
		Peers	3.3				3	1	
		Customers	2.7		1	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
49	Convinces others by developing behind-the-scenes support	Self	3.0				1		
		Manager	3.0				1		
		People you lead	2.8		1	3			
		Peers	2.8		1	3			
		Customers	4.3					2	1
68	Convinces others through discussion	Self	4.0					1	
		Manager	3.0			1			
		People you lead	3.5				2	2	
		Peers	3.3				3	1	
		Customers	3.3		1			2	

LEGEND

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

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	3.3				3	1	
		Peers	3.5				2	2	
		Customers	3.0			1	1	1	
7	Leads by inspiring people	Self	3.0				1		
		Manager	5.0					1	
		People you lead	3.0				4		
		Peers	2.3			3	1		
		Customers	4.7					1	2
24	Does not inspire followers	Self	4.0			1			
		Manager	4.0			1			
		People you lead	4.5		2	2			
		Peers	4.5		2	2			
		Customers	3.7			2	1		
27	Leads by bringing out the best in people	Self	4.0					1	
		Manager	3.0				1		
		People you lead	3.3				3	1	
		Peers	3.5				2	2	
		Customers	3.0			1	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
61	Leads by articulating a compelling vision	Self	3.0					1	
		Manager	3.0					1	
		People you lead	2.5			2	2		
		Peers	2.5			2	2		
		Customers	3.7					1	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	4.0			1			
		Manager	5.0		1				
		People you lead	5.0		4				
		Peers	4.8		3	1			
		Customers	3.0			2			1
12	Works well in teams by being supportive	Self	4.0					1	
		Manager	4.0				1		
		People you lead	5.0						4
		Peers	5.0						4
		Customers	3.0			1	1	1	
25	Works well in teams by encouraging cooperation	Self	5.0						1
		Manager	5.0						1
		People you lead	5.0						4
		Peers	5.0						4
		Customers	3.3				2	1	
33	Works well in teams by soliciting others' input	Self	5.0						1
		Manager	4.0					1	
		People you lead	4.5					2	2
		Peers	4.8					1	3
		Customers	2.7			2		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
37	Works well in teams by being respectful of others	Self	5.0						1
		Manager	5.0						1
		People you lead	4.8					1	3
		Peers	4.8					1	3
		Customers	3.0		1	1	1		
56	Works well in teams by encouraging participation of everyone present	Self	5.0						1
		Manager	5.0						1
		People you lead	5.0						4
		Peers	4.8					1	3
		Customers	4.3				1		2

LEGEND

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

VERBATIM COMMENTS

PLEASE LIST THIS PERSON'S KEY STRENGTHS.

Self

I take the time to understand and address employee concerns. I also look for opportunities to celebrate events and accomplishments. I am sincerely interested in the development of my people. I am always willing to help them in any way I can. Morale is really good in my department and turnover very low.

Manager

Lee is a real people person, has created a pleasant work environment and gets on well with the team. Lee treats colleagues with respect, and always maintains self control - even in difficult situations. Team members feel comfortable approaching Lee with problems, and team issues are dealt with quickly. Lee is good at developing the team, and guiding them through any issues they have. Lee works well in difficult situations, and is very quick to spot potential issues in the team. Lee is effective at day to day management, and manages well with a large number of reports.

People you lead

Great mentor & coach a very understanding/compassionate leader.

Peers

Lee is a very caring and understanding manager with a great capacity to get on with people. Lee goes to great lengths to keep everyone in the team happy and will often put others first. 10 years ago our department had no regard for the needs of others in the business - it just ran it's processes as prescribed and any specific needs were viewed as an inconvenience. Lee has worked hard to create a climate in which team members automatically think of other departments as their customers. They ask us what we need, they listen to our ideas, they're prepared to try something different. Lee has created a sense of stability within the team, and a positive team spirit that we all benefit from.

Customers

No comments provided

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

I sometimes get caught up in the people side of things, and miss out on opportunities to articulate/communicate/enforce standards. I need to be better about that.

Manager

Lee needs to focus more time on delivery. Lee allows personal relationships to get in the way of productivity. One or two team members seem to take advantage of their good relationship with Lee, and do not deliver as they should. Lee needs to work on dealing with poor performance. Also Lee doesn't always think "outside the box" when reviewing processes, to see if there is a more efficient way to do things. Lee would also benefit from developing relationships across the business with key people, not just in the team. Lee's profile is not high enough across the company.

People you lead

Would be nice to be provided with more clarity and structure.

Peers

Lee sometimes lets team members get away with things such as lateness and poor performance for fear of confronting them and losing popularity. This is frustrating for the rest of the team and in the end does not benefit anyone. If Lee were to get tough, I think people would be more respectful and in turn more productive. The business has reached that point where we need something more from Lee and the team. What has changed is the growth rate of our business - we need more good people, faster. And we can't afford to hire people who aren't right for us. So we need Lee to step up from being "in" the business and starting working "on" the business, to take a helicopter view of the department and its operations, to find out about - and try - new approaches, to set higher standards for the team. Lee has worked so hard to build a good team. It's time now for Lee to trust - and expect - team members to deliver more.

Customers

No comments provided

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