



Organizational Management Analysis

Executive Summary (Sample)



CheckPoint

360° Competency Feedback System

A confidential report prepared November 26, 2003, by:
Profiles International, Inc.

ABC Company

Management Team

Organizational Management Analysis

*Includes 15 Participants **

24 Bosses, 81 Direct Reports and 64 Peers

Introduction to your Organizational Management Analysis

The Organizational Management Analysis (OMA) is designed to summarize the information from all of the CheckPoint 360 individual feedback reports generated on the group selected. The individual feedback reports identified the Managers strengths and areas needing improvement.

CheckPoint 360 is a professional development tool which measures skills that positively impact a Manager's growth. It measures a manager's competencies, which are verified from a variety of perspectives, and pinpoints ways to enhance skills. CheckPoint is an ongoing process that can be utilized at key intervals to monitor performance. It assesses professional development by measuring 70 factors in eight performance areas crucial to effective job performance.

The leadership skills of Managers are typically appraised by three different rating groups: their Boss(es), their Direct Reports, and their Peers. The OMA contains a summary of the information presented to those Managers. In addition, it provides an overview of the strengths and development areas of the Managers and direction for the necessary skills training needed to improve their performance.

The 8 Universal Management Competencies and supporting 18 Skill Sets studied were:

Communication

- Listens to Others
- Processes Information
- Communicates Effectively

Leadership

- Instills Trust
- Provides Direction
- Delegates Responsibility

Adaptability

- Adjusts to Circumstances
- Thinks Creatively

Relationships

- Builds Personal Relationships
- Facilitates Team Success

Task Management

- Works Efficiently
- Works Competently

Production

- Takes Action
- Achieves Results

Development of Others

- Cultivates Individual Talents
- Motivates Successfully

Personal Development

- Displays Commitment
- Seeks Improvement

* A *Participant* is the individual identified as “Self” in each CheckPoint report. They were the focus for their particular CheckPoint 360. In this report they are referred to as Managers.

Introduction to your Organizational Management Analysis (Cont.)

There are a number of benefits that can be gained from the OMA. From an executive perspective, the information contained in this report should be viewed in verifying alignment with corporate vision, mission, and strategic goals with regards to the development of your human capital.

This Organizational Management Analysis is presented in three sections. Each is briefly described below.

I. Executive Summary

Critical Skill Set Summary

Identifies what the Manager and their Boss(es) considered the most critical Skill Sets for each Manager's job performance.

Critical Skill Set Alignment

Indicates where Boss(es) and Managers were in alignment with their Critical Skill Set selections.

Organizational Development Summary - All Raters

This graph shows what percentage of the raters (excluding Self) identified their Manager as being below, within, or above the Favorable Zone. *

Organizational Development Summary - Direct Reports

This graph shows what percentage of the Direct Reports identified their Manager as being below, within, or above the Favorable Zone.

Skill Set Comparative Analysis

This section summarizes the information provided in each of the Manager's CheckPoint reports. This displays the percentage of the 18 Skill Sets rated below, within, or above the Favorable Zone.

II. Organizational Development Priorities

This section identifies those Managers whose skills were rated as needing improvement.



III. Organizational Training Needs Analysis

This section targets areas for training appropriate for each of the Managers.

* The *Favorable Zone* represents a range where a group of effective managers and leaders were typically rated by others on the CheckPoint 360. These leaders were from a wide range of industries and organizations, and had all been identified as good performers by their respective companies.

Section I - Executive Summary

Critical Skill Set Summary

Color Key:  Percentage of Bosses considering Skill Set as critical.
 Percentage of Managers considering Skill Set as critical.

The 15 Managers and their Boss(es) were presented with the 18 Skill Sets and asked to identify the six that they considered to be the most critical for success. The chart below lists the Skill Sets in descending order and displays what percentage of the Managers and Bosses perceived that Skill Set to be critical.

Facilitates Team Success	89%	48%	41%
Communicates Effectively	76%	45%	31%
Achieves Results	75%	41%	34%
Motivates Successfully	66%	38%	28%
Provides Direction	55%	31%	24%
Thinks Creatively	38%	14%	24%
Instills Trust	34%	3%	31%
Works Efficiently	24%	17%	7%
Delegates Responsibility	21%	14%	7%
Listens To Others	21%		21%
Works Competently	17%	10%	7%
Takes Action	17%	7%	10%
Displays Commitment	14%	7%	7%
Seeks Improvement	14%	7%	7%
Cultivates Individual Talents	13%	3%	10%
Builds Personal Relationships	10%	3%	7%
Adjusts to Circumstances	10%		10%
Processes Information	3%	3%	

Critical Skill Set Alignment

Color Key: ■ Percentage of Manager alignment with Boss 1. ■ Percentage of Manager alignment with Boss 2.

One of the most important, yet frequently ignored, aspects of a business relationship is the degree of alignment between Managers and their Bosses regarding the critical skills essential for success. From the critical Skill Sets selected by the Managers and their Boss(es), the following graph displays where the Boss(es) and the Managers were in alignment with their selections.

The average critical skill alignment is 53%

Managers	(*)	Critical Skills Alignment with Boss(es)
Fitzgerald, Daisy	4 of 6	67%
	5 of 6	83%
Brando, Stella	4 of 6	67%
	3 of 6	50%
Break, Anita	3 of 6	50%
	4 of 6	67%
Report, Cindy	4 of 6	67%
	4 of 6	67%
Service, Darlene	3 of 6	50%
	4 of 6	67%
Example, Dan	3 of 6	50%
Name, Alicia	3 of 6	50%
	3 of 6	50%
Sample, Sally	3 of 6	50%
	3 of 6	50%
Test, Michael	3 of 6	50%
	3 of 6	50%
Training, Jill	3 of 6	50%
	3 of 6	50%
Walker, Darcy	3 of 6	50%
Salmon, Kilgore	2 of 6	33%
Snell, Sue	2 of 6	33%
	2 of 6	33%
Trial, Cynthia	2 of 6	33%
Manager, Waldo	Survey did not include a Boss response.	

(*) Number of skills where the Manager was in alignment with their Boss.

Organizational Development Summary - All Raters

Color Key: ■ Percentage of Raters below the Favorable Zone.
■ Percentage of Raters within the Favorable Zone.
■ Percentage of Raters above the Favorable Zone.

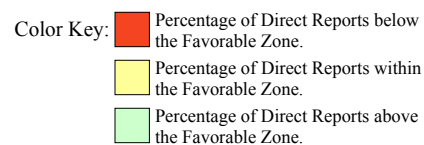
As accumulated from the CheckPoint reports, this report includes a total of 169 CheckPoint surveys completed by the various raters, Boss(es), Peers and Direct Reports. This graph shows the perceived management strengths and areas for development and compares this information to the critical skills required for success as chosen by your management team. All of these Organizational Development areas are explored in greater detail in a later section of this report.

You can see what percentage of raters identified their Managers as below, within, or above the Favorable Zone.

Skill Sets	(*)	Percentage of Raters		
Delegates Responsibility		29%	38%	33%
Seeks Improvement		29%	34%	37%
Listens To Others		28%	38%	34%
Thinks Creatively	6	27%	40%	33%
Cultivates Individual Talents		27%	39%	34%
Processes Information		26%	36%	38%
Facilitates Team Success	1	25%	31%	44%
Provides Direction	5	24%	40%	36%
Communicates Effectively	2	24%	40%	36%
Motivates Successfully	4	23%	30%	47%
Builds Personal Relationships		22%	38%	40%
Achieves Results	3	20%	29%	51%
Adjusts to Circumstances		19%	44%	37%
Takes Action		18%	39%	43%
Works Competently		17%	24%	59%
Instills Trust		15%	27%	58%
Works Efficiently		14%	46%	40%
Displays Commitment		10%	30%	60%

(*) The number represents the top 6 Skill Sets that were identified to be the most critical as noted on page 3.

Organizational Development Summary - Direct Reports



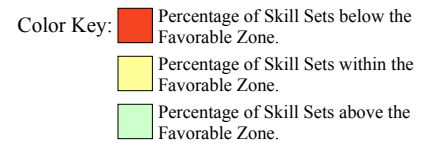
This section of the report includes only the 81 CheckPoint surveys completed by the Direct Reports. This graph shows the perceived management strengths and areas for development as seen by the direct reports of your Managers. This information is also compared to the critical skills required for success as chosen by your management team.

You can see what percentage of raters identified their Managers as below, within, or above the Favorable Zone.

Skill Sets	(*)	Percentage of Direct Reports		
Seeks Improvement		41%	28%	31%
Cultivates Individual Talents		37%	35%	28%
Facilitates Team Success	1	37%	26%	37%
Delegates Responsibility		37%	25%	38%
Provides Direction	5	35%	38%	27%
Thinks Creatively	6	35%	36%	29%
Communicates Effectively	2	35%	36%	29%
Processes Information		34%	31%	35%
Listens To Others		33%	36%	31%
Motivates Successfully	4	31%	30%	39%
Takes Action		28%	37%	35%
Adjusts to Circumstances		28%	35%	37%
Achieves Results	3	28%	25%	47%
Builds Personal Relationships		26%	41%	33%
Works Competently		25%	29%	46%
Works Efficiently		23%	41%	36%
Instills Trust		21%	31%	48%
Displays Commitment		15%	32%	53%

(*) The number represents the top 6 Skill Sets that were identified to be the most critical as noted on page 3.

Skill Set Comparative Analysis



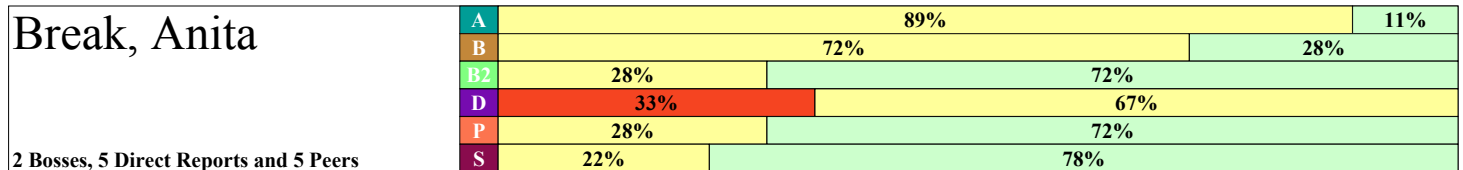
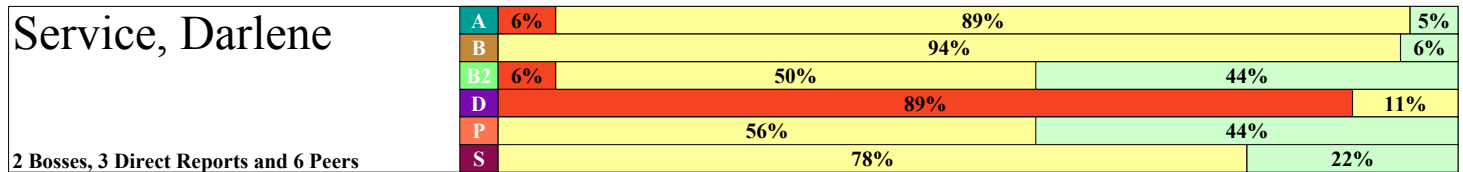
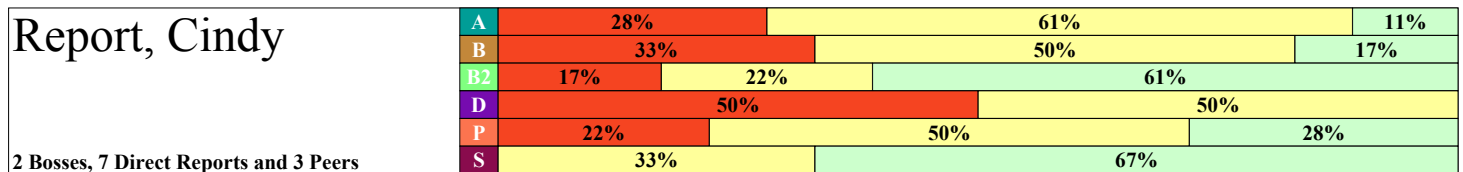
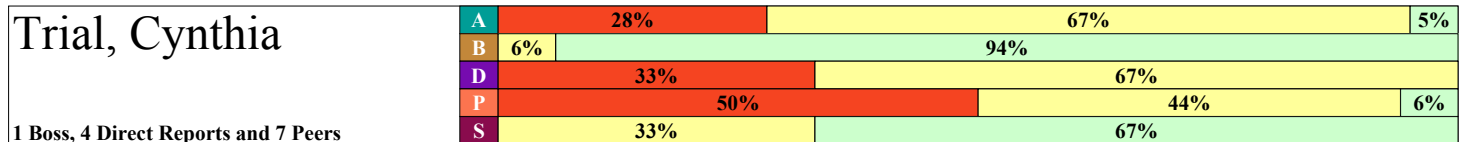
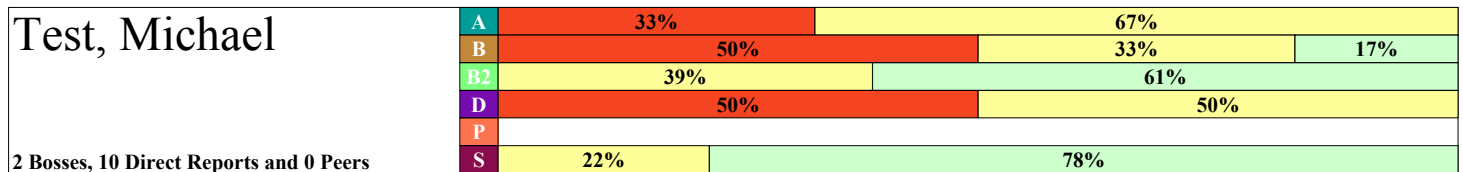
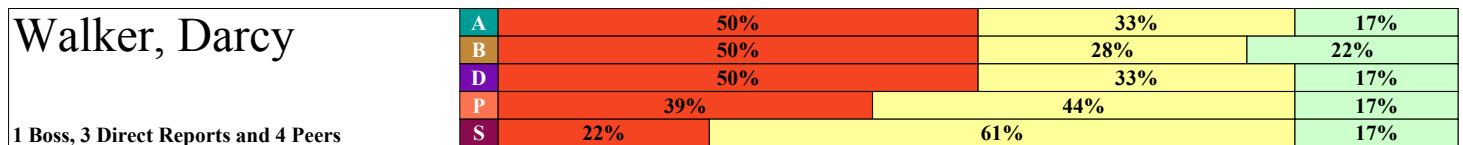
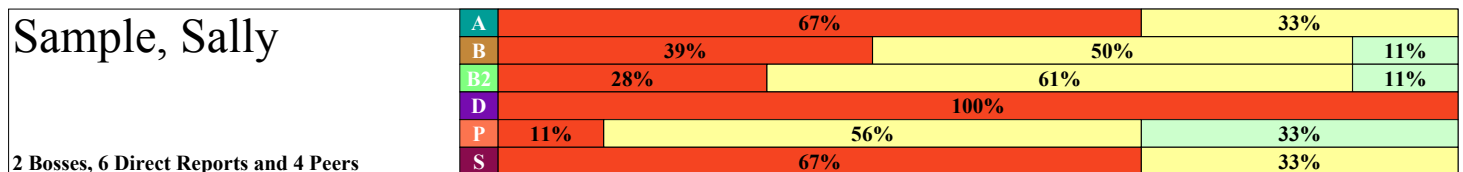
This section summarizes the information provided in each of the Manager's CheckPoint reports. This displays the percentage of the 18 Skill Sets rated below, within or above the Favorable Zone for Managers by rater groups.

The obvious goal for any organization would be that each Manager would be rated within or above the Favorable Zone in all 18 Skill Sets by all raters. Unfortunately, this does not always occur. By reviewing the information below, you can compare the rater groups to each other with regard to the 18 Skill Sets.

The information below visually displays the rater group analysis by Manager. A further breakdown of this analysis is located in Section II, titled Organizational Development Priorities.

Managers

Percentage of the 18 Skill Sets



Skill Set Comparative Analysis, Cont.

Color Key: ■ Percentage of Skill Sets below the Favorable Zone.
■ Percentage of Skill Sets within the Favorable Zone.
■ Percentage of Skill Sets above the Favorable Zone.

Managers

Percentage of the 18 Skill Sets

