

eCHOICES™ Online Survey Results

Choices Research Sample

09/10/2003

Introduction

This eCHOICES ARCHITECT® report contains displays of different types of information:

1. **Scoring Report.** This report shows the scoring results summary of the total survey, including anonymous individual rater scores and grouped categories of raters.
2. **Factor Summary.** There are four Factors that make up Learning Agility. They are Mental Agility, People Agility, Change Agility and Results Agility. Each Factor is supported by a different number of Dimensions.
3. **Dimension Summary.** There are 27 Dimensions of Learning Agility. Each Dimension is made up of three (3) individual Items. The Dimension scores add up the results from the three Items within that Dimension to arrive at an overall average score for that Dimension.
4. **Item Summary.** There are 81 Items or behaviors of Learning Agility.
5. **Items Grouped under Factors and Dimensions by Rater Categories.** There are up to eight rating groups that may have been used in this application. Results by rating groups are displayed for the four Factors, for the 27 Dimensions and for the 81 Items.

There are eight possible groupings of raters. Not every application will contain results from all of these groups.

1. **Self** - this is the self rating of the target person. Some applications of this tool will not include a self rating.
2. **All Others** - these are all other raters, other than the self above, who completed the survey.
3. **Direct Manager** - this is the boss, supervisor, manager and/or leader who directly manages the target person being evaluated. The "self" (person being rated) reports to this person. In most cases, this will be one person. In the case of matrixed organizations, this group might contain more than one person.
4. **HR** - this group is made up of the one or more Human Resource Professionals who are in the best position to accurately rate the target person.
5. **Other Managers** - this group contains the one or more bosses or colleagues of the manager, supervisor, manager or boss of the person being evaluated. This group will contain one or more equal and higher level bosses. In many applications of this tool, several "bosses", past and current, complete the survey to insure its accuracy.
6. **Peers** - these are people who are at the same level as the target person either within the same unit or from outside the unit.
7. **Direct Reports** - these are people who report to the target person. The target "self's" are the bosses of these raters.
8. **Others** - in some applications, the administrator may specify an additional group of raters (like customers).

Types of Data Displayed in the Report

There are ten kinds of data used to present the findings:

- 1. Item, Dimension, and Factor Averages and Bars.** The survey uses a five-point scale. 1 is low and 5 is high. The averages are calculated by taking all of the ratings for an Item by all of the people rating that Item and averaging them together. While the average is a useful indicator of performance, people generally overrate other people. They use rating categories that are higher than their real feelings about that person's performance on an Item. Second, the norms presented are national norms. Your organization may rate quite differently and the norms may not truly apply. For that reason, relative rankings or ratings are probably more useful (see number 2 below). Each organization will use this five-point scale differently, but in general a 3.63 or higher (top third of scores) means raters think the person is strong in this Item and a 3.18 or lower (bottom third of scores) means the raters think the person needs to improve in these areas.
- 2. Item and Dimension Ranks (ordered ratings).** There are 27 Dimensions. Those Dimensions will be listed from highest—ranked first, to lowest—ranked last (27th). Aside from the average score, the ranked data indicates the few Dimensions the person is doing the best at and the few that the person is the least effective on. Even though the average score of the lowest Dimensions might be a high number on the five-point scale, the lowest Dimensions are in fact the lowest for this person, compared with him/herself. We generally advise working on the lowest Dimensions, regardless of the absolute value of scores. The same applies to the 81 Items. The highest ranked Items are relative strengths and the lowest are possible areas for improvement, regardless of the score averages for those Items.

3. **Item Ranges.** Range data is presented for Item results only. The range is the lowest and highest rating category (from 1 to 5) that raters used. This range number indicates the agreement or the lack of agreement among raters for the Item. A zero or a one-point difference would indicate close agreement and a three- or four-point difference would indicate disagreement among the raters.
4. **High/Low Indicator.** As an aid for rapid interpretation, the 1/3 highest Dimension and Item scores are noted by an "H" for highest. An "L" for lowest notes the 1/3 lowest. Regardless of the averages the person received on the five-point scale, these are the highest and lowest scores for the person compared with him/herself.
5. **Gap Indicator.** This number is the difference between the person's (self) ratings and the ratings for other rating groups. A negative number means the person rated this Item higher, and a positive number means the person rated it lower than did others. Better Learning Agile individuals generally score at or below other groups of raters (positive numbers). As a rule, a gap difference between self and others of one scale point or 80 points on the total score is meaningful in either direction. Another kind of gap you will see is the rating difference between groups. Ordinarily, if one group rates more than one scale point or 80 points on the total score different from another, this is also a meaningful difference.

However, if one group rates a person very high or very low, these rules of thumb won't work. In this case, compare the group's highest one-third ratings and lowest one-third ratings against other groups to see any differences.

6. **Survey Score.** The survey results are converted into a "score" on Learning Agility. This score can be used to roughly compare one person to another or one person to the norms. In general, the higher the score, the more Learning Agile the person might be. The average score is 276. We define high as the 67th percentile (294) and low as the 33rd percentile (258).
7. **Percent Using Scale Categories.** The percent of raters using each scale point (from low –1 to 5 – high) is on the “Items Grouped Under Factors and Dimensions by Rater Categories” report. This indicates the spread of scores and is used to see if the ratings follow a normal trend or split between very high and very low ratings for example.
8. **Norm Percentile.** This is where the person’s overall or Factor score falls on a percentile distribution. To understand percentiles, think of a line 100 people long. The person first in the line has the lowest score – the 1st percentile; the person with the middle score is at the 50th percentile; the person with the highest score would be at the 100th percentile. We define a low score as the 33rd percentile (the bottom third of scores) and a high score as the 67th percentile (the top third of scores).
9. **Norm Average.** This is the average score for a Factor or Dimension from Lominger research. It is included as a reference point only.

10. **Unrated Items.** These are responses returned as Don't Know/Can't Rate Clearly. A common standard is to discard raters with more than 15% unrated items because the ratings may be unreliable or inaccurate. Typically, raters don't know the person well enough to rate him or her fully. Any rater with more than 15% unrated has been excluded from this report.

Although each application will be different, the general goal is to confirm strengths and identify and act on key improvable weaknesses or needs. The needs will most often be the lowest Dimensions and Items, regardless of the level of the average scores. In some cases, the person may decide that a better plan would be to work on a Dimension or Item from the middle of the results and move it to the top.

Frequently Asked Questions about the CHOICES ARCHITECT®

Check to see which scale was used, which is on the page immediately before the Scoring Report. If the 5 point of the scale is *The Clearest Example of This*, the results were compared with the Comparative norms. If the 5 point of the scale is *Towering Strength*, the results used the VOICES scale. These norms will be indicated with a V beside the norm.

1. Does a score of 294 (307V) or above indicate a high potential?

- a. *In our research, these scores are in the top-third. This is where we recommend you start looking for high potentials. But CHOICES is intended as a piece of information, not a cutoff score. In your organization, you should have evidence of how people have performed in first-time or different situations, and how eagerly they embrace personal improvement. All these factors help determine the potential to do something different.*
- b. *Once a questionnaire is out of the research phase, the scores and therefore the norms go up. This is because looking at a range of potential and seeing which behaviors are related to high potential validates questionnaires. Once out of the research stage, questionnaires are typically used with a select population (those who may have high potential), therefore the scores go up. This is why our norms or any norms are only a reference point. To make best use of Choices your organization should have its own norms.*

2. We have two candidates who average 50 points apart. Is this significant?

This depends where the scores fall. If both scores are high (both above 300, for example), it may only signal the difference between good and very good. Both might be superb candidates if other information about them is equal. However, if the scores cross a meaning line, then fewer than 40 points may be meaningful (44V). For example, one candidate averages 295 and another 258 (263 and 307V). The first candidate is in the top third of our norms, and the second is in the bottom third.

3. We have high individual rater disagreement (more than 80 points). What does this mean?

- a. *Either the raters are untrained and possibly inaccurate, or the wrong level of raters has been used. It's very rare for a single direct report or a peer to be an accurate rater for succession purposes, for example. CHOICES® ratings are not terribly reliable when either the wrong level of rater is used or when raters don't know the person being rated very well.*

Typically, people should have worked closely with the person for more than a year.

- b. It could be normal disagreement that should simply trigger a discussion. 80 points of disagreement is one scale point of difference. For example, one rater thinks the candidate is above average and another says average.*

4. We have high rater group disagreement (more than 80 points). What does this mean?

80 points of disagreement is one scale point of difference. It may well be that the two groups see the person as significantly different and this should trigger a discussion. It's also possible that this is a result of problems similar to those in 3a.above.

NOTE: A group is two or more raters from the same group (three raters from two levels higher, for example).

5. What is a significant difference between factor scores?

The best way to determine this is to look at the percentiles. We consider anything a difference that exceeds 33 percentile points.

6. Which groups are the most accurate and reliable raters?

Boss has shown to be the best rater, followed by boss's boss, previous boss (within the past one to two years), and human resources.

7. Some of the questions are hard to answer. One has to know the person quite well. How many unrated items are too many?

These are responses returned as Don't Know/Can't Rate Clearly. A common standard is to discard raters with more than 15% unrated items because the ratings may be unreliable or inaccurate. Typically, raters don't know the person well enough to rate him or her fully. Any rater with more than 15% unrated items has been excluded from this report.

8. Our scores seem to run much higher or lower than the Lominger norms. What does this mean?

You may have a tough or a lenient rating culture. Our norms cannot be totally accurate for you and you should consider having your own organizational norms. We can provide this for you at our cost, which is typically a few hundred dollars. Simply notify the Lominger business office and we will provide you with organizational norms.

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Rating Scale Definitions for The eCHOICES™

- 5** The clearest example of this.
- 4** Better/more often than most.
- 3** About like most people.
- 2** Less often than most.
- 1** Not at all like this.
- 0** Don't know/can't rate clearly.

Scoring Report

This report presents the scored results of this survey for this individual. The scores are calculated and displayed by each individual rater (anonymously) and then grouped into categories of raters. A grand average is present which is the result of the average of all raters. The averages show the average of the answers given by each rater on a scale from 1 (lowest) to 5 (highest). The scores are determined by multiplying the average by 81, the total number of items. If there are any unrated items, the score is a best estimate. The range of possible scores is 81 (lowest) to 405 (highest). A range number is provided for individual raters and for categories of raters. The larger the range, the less agreement there is among different raters. The smaller the range, the closer the agreement. A norm percentile is presented which compares the scores of this individual to a general national sample. The higher the norm score or percentile, the better this individual will be at displaying Learning Agility.

	Average Rating	Total Score	Unrated Items	Norms Percentile
Self	3.90	316	0%	85
Rater 1	3.77	305	0%	79
Rater 2	3.37	273	4%	49
Rater 3	3.46	280	2%	54
Rater 4	2.94	238	0%	19
Rater 5	*****	*****	46%	*****
Rater 6	3.88	314	1%	84
Rater 7	3.03	245	2%	22
Range of Scores		76		19-84
<hr/>				
Direct Manager	3.88	314	1%	84
HR	N/A	N/A	N/A	N/A
Other Managers	N/A	N/A	N/A	N/A
Peers	3.53	286	2%	60
Direct Reports	3.03	245	2%	22
Others	2.94	238	0%	19
Range of Scores		76		19-84
<hr/>				
Grand Average	3.41	276	2%	50
Range (Norms Percentile)				19-84
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Excluded Raters

Others	*****	*****	46%	*****
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***** Too many unrated items -- If there are more than 15% unrated items per rater for this person, the results may be inaccurate and are not included in the total score. Generally speaking, the person's total score is accurate within a few points and this may not be the case here.

Factor Summary Guide


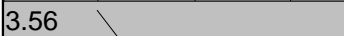
Rating Scale

This is the five point rating scale used in the survey (definition of the scale included in the introduction section).

Unrated Items: If there is more than 15% missing data for a Factor, the results may be unreliable.

Factor Summary

This report provides a rank order presentation of this individual's current proficiency on the 4 Factors of Learning Agility. Results are listed from highest or strongest or best strength to lowest or weakest or most serious development need based upon the average score from all raters completing the survey. Each Factor is in turn composed of several Dimensions and Items.

Factors	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Unrated Items	Norm Percentile	Lominger Norm Average
	1	2	3	4	5			
Factor #4 - Results Agility	3.86 					0%	70-75	3.5
Factor #3 - Change Agility	3.56 					0%	63-67	3.33

Factors





These are the 4 Factors of personal Learning Agility. The number after the Factor is its number from the model.

Gray Bar with Number

The number and the length of the bar represent the person's average rating by all raters. It is the overall average for the Factor from all raters who completed the survey.

Factor Summary

This report provides a rank order presentation of this individual's current proficiency on the 4 Factors of Learning Agility. Results are listed from highest or strongest or best strength to lowest or weakest or most serious development need based upon the average score from all raters completing the survey. Each Factor is in turn composed of several Dimensions and Items.

Factors	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Unrated Items	Norm Percentile	Lominger Norm Average
	1	2	3	4	5			
Factor #4 - Results Agility	3.86 					0%	70-75	3.5
Factor #3 - Change Agility	3.56 					0%	63-67	3.33
Factor #1 - Mental Agility	3.44 					2%	59-62	3.33
Factor #2 - People Agility	3.16 					2%	33-34	3.36

Dimension Summary Guide

Rating Scale





This is the five point rating scale used in the survey (definition of the scale included in the introduction section).

High/Low Indicator

As an aid to more rapid sight reading of the results, the highest third of the Dimensions are noted with an "H" and the lowest third by an "L" for each group of raters.

Dimension Summary

This report provides a rank order presentation of this individual's current proficiency on the 27 Dimensions of Learning Agility. Results are listed from highest or strongest or best strength to lowest or weakest or most serious development need based upon the average score from all of the respondents completing the survey. Each of the 27 Dimensions is made up of the average of three (3) Items. The report also displays an "H" for the 1/3 highest (9 plus ties) Dimensions and an "L" for the 1/3 lowest (9 plus ties) Dimensions.

Dimensions	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Highest/Lowest Designation	Lominger Norm Average	Unrated Items
	1	2	3	4	5			
Drive (26)	4.17 					H	3.73	0%
Delivers Results (25)	3.89 					H	3.67	0%
Inspires Others (24)	3.78 					H	3.29	0%
Connector (3)	3.61 					H	3.36	0%

Dimensions

These are the 27 Dimensions of personal Learning Agility. The number after the Dimension is its number from the model.

Gray Bar with Number

The number and the length of the bar represent the person's average rating by all raters. It is the overall average for the Dimension from all raters who completed the survey. Each Dimension consists of multiple Items.

Unrated Items: If there is more than 15% missing data for a Dimension, the results may be unreliable.

Dimension Summary

This report provides a rank order presentation of this individual's current proficiency on the 27 Dimensions of Learning Agility. Results are listed from highest or strongest or best strength to lowest or weakest or most serious development need based upon the average score from all of the respondents completing the survey. Each of the 27 Dimensions is made up of the average of three (3) Items. The report also displays an "H" for the 1/3 highest (9 plus ties) Dimensions and an "L" for the 1/3 lowest (9 plus ties) Dimensions.

Dimensions	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Highest/Lowest Designation	Lominger Norm Average	Unrated Items
	1	2	3	4	5			
Drive (26)	4.17					H	3.73	0%
Delivers Results (25)	3.89					H	3.67	0%
Inspires Others (24)	3.78					H	3.29	0%
Connector (3)	3.61					H	3.36	0%
Solution Finder (8)	3.61					H	3.41	0%
Taking the Heat (22)	3.61					H	3.35	0%
Presence (27)	3.61					H	3.34	0%
Broad Scanner (1)	3.60					H	3.28	14%
Innovation Manager (21)	3.56					H	3.46	0%
Visioning (23)	3.56					H	3.31	0%
Essence (6)	3.50						3.36	0%
Experimenter (20)	3.50						3.29	0%
Personal Learner (16)	3.43						3.37	19%
Self Aware (19)	3.39						3.3	0%
Complexity (2)	3.33					L	3.56	0%
Critical Thinker (4)	3.33					L	3.3	0%
Inquisitive (7)	3.33					L	3.39	0%
Responds to Feedback (17)	3.33					L	3.33	0%
Role Flexibility (18)	3.33					L	3.36	0%
Helps Others Succeed (12)	3.28					L	3.38	0%

Dimension Summary

This report provides a rank order presentation of this individual's current proficiency on the 27 Dimensions of Learning Agility. Results are listed from highest or strongest or best strength to lowest or weakest or most serious development need based upon the average score from all of the respondents completing the survey. Each of the 27 Dimensions is made up of the average of three (3) Items. The report also displays an "H" for the 1/3 highest (9 plus ties) Dimensions and an "L" for the 1/3 lowest (9 plus ties) Dimensions.

Dimensions	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Highest/Lowest Designation	Lominger Norm Average	Unrated Items
	1	2	3	4	5			
Open Minded (14)	3.28					L	3.32	0%
Easy Shifter (5)	3.22					L	3.21	0%
People Smart (15)	3.18					L	3.33	5%
Agile Communicator (9)	3.06					L	3.34	0%
Conflict Manager (10)	2.94					L	3.24	0%
Light Touch (13)	2.89					L	3.37	0%
Cool Transactor (11)	2.67					L	3.25	0%

Item Summary Guide

Rating Scale

This is the five point rating scale used in the survey (definition of the scale included in the introduction section).

Gap – Self vs. Others



This is the difference between the rating the person gave him/herself and the ratings by other groups. A negative number means the person rated this Item higher and a positive number means the person rated it lower. Many times there will be no self rating and this column will be blank.

Range of Scores

This represents the range of scores (from low to high) that were used by a single rater from each group.

Item Summary

This report provides a rank ordered presentation of this individual's current proficiency on the 81 Items or behaviors of Learning Agility. Results are listed from highest or strongest or best strength to lowest or weakest or most serious development need based upon the average score from all of the respondents (but NOT including the self-rating by this individual) completing the survey. The report also displays an "H" for the 1/3 highest (27 plus ties) Items and an "L" for the 1/3 lowest (27 plus ties) Items. The report also lists the range which is the lowest and highest score from any single rater and the gap between the self-rating (in many applications there will be no self-rating) and the ratings of others.

Items	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
	1	2	3	4	5			
Is willing to work hard and make personal sacrifices to get ahead. (53)	4.50 					0.50	3 - 5	H
Uses multiple sources to get data and answers. (30)	4.17 					0.17	3 - 5	H

Item Definition

This is the Item definition or behavior or statement rated in the survey. The number after the Item is its number from the survey.

Gray Bar with Number





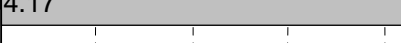
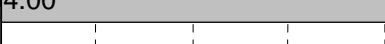
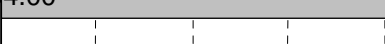
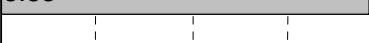
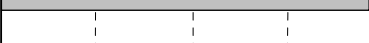
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High/Low Indicator

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Items	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
	1	2	3	4	5			
Is willing to work hard and make personal sacrifices to get ahead. (53)	4.50 					0.50	3 - 5	H
Uses multiple sources to get data and answers. (30)	4.17 					0.17	3 - 5	H
Has often pulled off things with limited resources. (52)	4.17 					0.17	3 - 5	H
Performs well in tough situations; can be counted on. (79)	4.17 					-0.83	3 - 5	H
Has high internal standards of excellence in addition to being tuned to outside standards. (80)	4.17 					0.17	3 - 5	H
Introduces a different slant into almost any discussion. (50)	4.00 					1.00	3 - 5	H
Can state his/her case or viewpoint with energizing passion. (51)	4.00 					0.00	3 - 5	H
Prefers to get to the root causes of things. (6)	3.83 					-1.17	3 - 5	H
Can work on many things at once; is a multi-track person. (26)	3.83 					-0.17	3 - 5	H





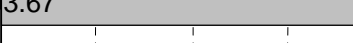
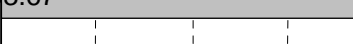
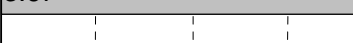
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Items	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
	1	2	3	4	5			
Comes up with what's missing and can fill in the missing pieces as a method of getting information and solving problems. (35)	3.83 					0.83	3 - 5	H
Doesn't let others' reactions to his/her mistakes and failures be a deterrent to going ahead if he/she thinks something will eventually work. (49)	3.83 					-0.17	3 - 4	H
After stating a position and being presented with reasonable counter evidence, can change his/her mind. (72)	3.83 					-1.17	3 - 5	H
Has a significant, noticeable presence. (81)	3.83 					-0.17	3 - 5	H
Can empathize (put him/herself in the shoes of others). (15)	3.67 					-1.33	3 - 5	H
Understands his/her limits; compensates for what he/she isn't good at. (19)	3.67 					-0.33	3 - 4	H
Is an inveterate tinkerer; can't leave things alone for long without seeking a new way. (20)	3.67 					-0.33	3 - 5	H
Can manage a team from idea to implementation. (21)	3.67 					-0.33	2 - 5	H
Can inspire a team to work hard. (24)	3.67 					-1.33	3 - 4	H

Item Summary

This report provides a rank ordered presentation of this individual's current proficiency on the 81 Items or behaviors of Learning Agility. Results are listed from highest or strongest or best strength to lowest or weakest or most serious development need based upon the average score from all of the respondents (but NOT including the self-rating by this individual) completing the survey. The report also displays an "H" for the 1/3 highest (27 plus ties) Items and an "L" for the 1/3 lowest (27 plus ties) Items. The report also lists the range which is the lowest and highest score from any single rater and the gap between the self-rating (in many applications there will be no self-rating) and the ratings of others.

Items	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
	1	2	3	4	5			
Is comfortable managing diversity in others. (41)	3.67 					-0.33	3 - 5	H
Exudes self-confidence. (54)	3.67 					0.67	3 - 4	H
Knows a lot about many work and non-work topics. (55)	3.67 					0.67	3 - 5	H
Is comfortable with complexity. (56)	3.67 					-0.33	2 - 5	H
Floats trial balloons, tries products and services not quite ready, serves up preliminary thinking, all in the service of a better final product. (74)	3.67 					-0.33	3 - 4	H
Knows how to get things done outside of formal channels as well as within them; is savvy about who to go to, and when. (75)	3.67 					-0.33	3 - 4	H
Lives with negative consequences of being ahead of others on change. (76)	3.67 					-0.33	3 - 5	H
Can build and manage a high-performing team. (78)	3.67 					-1.33	3 - 5	H
Reads broadly. (1)	3.60 					-0.40	3 - 4	H

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Items	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
	1	2	3	4	5			
Easily shifts gears from one action/solution to another. (5)	3.50 					-0.50	3 - 5	
Is on the hunt for something new; seems to need fresh challenges. (7)	3.50 					-0.50	2 - 5	
Can combine the best parts of more than one idea or solution from multiple people and sources into a net better idea or solution. (8)	3.50 					-1.50	3 - 4	
Seeks and looks forward to opportunities for new learning experiences in business or personal areas. (16)	3.50 					-1.50	3 - 4	
Asks "Why can't it be done?" (23)	3.50 					-1.50	3 - 4	
Uses history and biography to find common truths, rules, and how things work. (28)	3.50 					-0.50	3 - 4	
Usually takes time to critically examine conventional wisdom and givens before moving on. (31)	3.50 					-0.50	3 - 5	
Likes finding the essence of why things work and don't work. (33)	3.50 					-0.50	3 - 5	
Finds new things to learn and get good at. (43)	3.50 					-0.50	3 - 4	


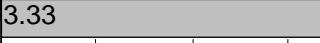







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	1	2	3	4	5			
Can play or fiddle with ideas to solve problems. (62)	3.50 					-0.50	3 - 4	
Generally likes others to succeed regardless of his/her personal evaluation or opinion of them. (66)	3.50 					-0.50	3 - 4	
Knows him/herself. (73)	3.50 					-0.50	3 - 4	
Can point out and find parallels, perspectives, contrasts, contexts, connections or combinations. (3)	3.33 					-0.67	2 - 4	
Seeks feedback. (17)	3.33 					-0.67	2 - 4	
Knows that change is unsettling; can take a lot of heat, even when it gets personal. (22)	3.33 					0.33	3 - 4	
Performs well under first-time conditions; isn't thrown by changing circumstances. (25)	3.33 					-0.67	1 - 4	
People feel more confident when this person is in charge. (27)	3.33 					-0.67	3 - 4	
Can articulately explain complex ideas and concepts to others. (36)	3.33 					0.33	3 - 5	


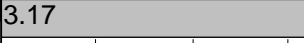







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	1	2	3	4	5			
Is more a credit giver and sharer than a taker. (39)	3.33 					-0.67	3 - 4	
Is insightful about personal mistakes and failures; learns from them and moves on. (44)	3.33 					-0.67	3 - 4	
Has a good balance between following due processes (respecting the rights and needs of others) and just acting to get things done. (45)	3.33 					-0.67	3 - 4	
Can personally take an innovative idea and move it all the way to practice. (48)	3.33 					-0.67	2 - 4	
Is able to connect things others don't see as related. (57)	3.33 					-0.67	2 - 4	
Is a good questioner of self and others. (58)	3.33 					-0.67	2 - 4	
Is a curious person; is intellectually adventuresome. (61)	3.33 					-0.67	2 - 4	
Have seen this person substantially change based upon critical feedback, making a mistake, or learning something new. (71)	3.33 					-0.67	3 - 4	
Is intellectually quick; picks up on things in a hurry. (2)	3.17 					-0.83	2 - 4	L


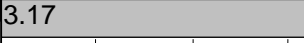




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	1	2	3	4	5			
Faces paradox; can look at ideas or solutions that violate common sense and yet might still be true. (4)	3.17 					-0.83	2 - 4	L
Even though he/she may not agree, understands and can explain the arguments and positions of others. (10)	3.17 					0.17	1 - 4	L
Is tolerant of diversity in thought, actions, beliefs, and behaviors. (14)	3.17 					-0.83	1 - 4	L
Can project consequences and how things are connected. (29)	3.17 					-0.83	1 - 4	L
Is more fascinated, amused, or intrigued with tough problems and challenges than stressed, troubled, or strained. (34)	3.17 					0.17	2 - 4	L
Seems to get something out of interacting with others; works to gain from interactions. (42)	3.17 					-0.83	1 - 4	L
Is creative and innovative. (47)	3.17 					-0.83	2 - 4	L
Is comfortable when things are ambiguous, uncertain, or up in the air. (59)	3.17 					0.17	2 - 4	L
Looks for the why and how of events and experiences more than the what; searches for meaning. (60)	3.17 					-0.83	2 - 4	L


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Items	Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
	1	2	3	4	5			
Is politically adept; knows how to work with key decision makers and stakeholders. (65)	3.17 					0.17	2 - 4	L
Has fun at almost everything he/she does. (67)	3.17 					0.17	2 - 4	L
Good at envisioning and playing "what if" games and exercises; good at generating multiple scenarios. (77)	3.17 					-0.83	1 - 4	L
Brings out the best in others; lets others shine and finds something they can contribute. (12)	3.00 					-1.00	2 - 4	L
Functions as effectively under conditions of ambiguity as when things are more certain. (32)	3.00 					0.00	2 - 4	L
Candid to a fault about self, issues, and information (though not always with others who may be harmed). (46)	3.00 					-1.00	2 - 4	L
Is able to state opposing opinions and arguments clearly and without bias. (63)	3.00 					0.00	2 - 4	L
Monitors others closely to gauge his/her impact and adjusts accordingly. (64)	3.00 					-1.00	2 - 4	L
Free from past solutions or the way things have usually been done; approaches current problems with an open mind. (68)	3.00 					-1.00	2 - 4	L

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	1	2	3	4	5			
Actively seeks out role models, living or dead, real or fictional, that can be helpful in learning or problem solving. (70)	3.00 					0.00	3 - 3	L
Can present ideas and concepts in the language of the target audience. (9)	2.83 					-1.17	2 - 4	L
Is able to play different roles and act differently depending upon the demands of the situation; behaves situationally rather than how he/she feels or would like to act. (18)	2.83 					-1.17	2 - 3	L
Can laugh at self. (40)	2.83 					-1.17	1 - 4	L
Uses humor as a tool to get things done. (13)	2.67 					-0.33	1 - 4	L
Can deal constructively with people he/she disagrees with, doesn't like, or is in conflict with on other issues. (37)	2.67 					-0.33	1 - 4	L
Makes quick and mostly accurate judgements about people. (69)	2.60 					-1.40	1 - 4	L
Is good at delivering even negative feedback to others; can get others to listen. (38)	2.50 					-1.50	1 - 4	L
Uses objective and adjective free language even when he/she feels strongly about things so as to not chill interactions. (11)	2.33 					-0.67	1 - 3	L

Items Grouped Under Factors and Dimensions by Rater Categories Guide

Factors

These are the 4 Factors of personal Learning Agility. The number after the Factor is its number from the model.

Rating Scale

This is the five point rating scale used in the survey (definition of the scale included in the introduction section).

Gap – Self vs. Others

This is the difference between the rating the person gave him/herself and the ratings by other groups. A negative number means the person rated this Item higher and a positive number means the person rated it lower. Many times there will be no self rating and this column will be blank.

Range of Scores

This represents the range of scores (from low to high) that were used by a single rater from each group.

Items Grouped Under Factors and Dimensions by Rater Categories

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor #4 - Results Agility	1 Self	4.17						3 - 5	H
	6 All Others (Not Self)	3.86					-0.31	1 - 5	H
	1 Direct Manager	4.08					-0.09	4 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.92					-0.25	3 - 5	H
	1 Direct Reports	4.33					0.16	1 - 5	H
	1 Others	3.00					-1.17	3 - 3	H
% Using		1%	0%	26%	52%	20%			
Dimension - Inspires Others (24)	1 Self	4.67						4 - 5	H
	6 All Others (Not Self)	3.78					-0.89	3 - 5	H
	1 Direct Manager	4.00					-0.67	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.78					-0.89	3 - 4	H
	1 Direct Reports	4.33					-0.34	3 - 5	H
	1 Others	3.00					-1.67	3 - 3	H
% Using		0%	0%	29%	52%	19%			
Can inspire a team to work hard. (24)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.67					-1.33	3 - 4	H
	1 Direct Manager	4.00					-1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					-1.00	4 - 4	H
	1 Direct Reports	3.00					-2.00	3 - 3	H
	1 Others	3.00					-2.00	3 - 3	H
% Using		0%	0%	29%	57%	14%			

Item Definition

This is the Item definition or behavior or statement rated in the survey. The number after the Item is its number from the model.

% Using the 5 Point Scale

This line shows the percent breakdown of how many raters used each point of the rating scale (i.e., % of people who used a 1, the % of people who used a 2, etc.).

Gray Bar with Number

The number and the length of the bar represent the individual's average rating by all raters in each group.

High/Low Indicator

As an aid to more rapid sight reading of the results, the highest third of the Items and Dimensions are noted with an "H" and the lowest third by an "L" for each group of raters.

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		1	2	3	4	5			
Factor #4 - Results Agility	1 Self	4.17						3 - 5	H
	6 All Others (Not Self)	3.86					-0.31	1 - 5	H
	1 Direct Manager	4.08					-0.09	4 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.92					-0.25	3 - 5	H
	1 Direct Reports	4.33					0.16	1 - 5	H
	1 Others	3.00					-1.17	3 - 3	H
% Using		1%	0%	26%	52%	20%			
Dimension - Inspires Others (24)	1 Self	4.67						4 - 5	H
	6 All Others (Not Self)	3.78					-0.89	3 - 5	H
	1 Direct Manager	4.00					-0.67	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.78					-0.89	3 - 4	H
	1 Direct Reports	4.33					-0.34	3 - 5	H
	1 Others	3.00					-1.67	3 - 3	H
% Using		0%	0%	29%	52%	19%			
Can inspire a team to work hard. (24)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.67					-1.33	3 - 4	H
	1 Direct Manager	4.00					-1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					-1.00	4 - 4	H
	1 Direct Reports	3.00					-2.00	3 - 3	
	1 Others	3.00					-2.00	3 - 3	H
% Using		0%	0%	29%	57%	14%			
Can state his/her case or viewpoint with energizing passion. (51)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	4.00					0.00	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					0.00	4 - 4	H
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	14%	71%	14%			
Can build and manage a high-performing team. (78)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.67					-1.33	3 - 5	H
	1 Direct Manager	4.00					-1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-1.67	3 - 4	L
	1 Direct Reports	5.00					0.00	5 - 5	H
	1 Others	3.00					-2.00	3 - 3	H
% Using		0%	0%	43%	29%	29%			

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		1	2	3	4	5			
Factor #4 - Results Agility	1 Self	4.17						3 - 5	H
	6 All Others (Not Self)	3.86					-0.31	1 - 5	H
	1 Direct Manager	4.08					-0.09	4 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.92					-0.25	3 - 5	H
	1 Direct Reports	4.33					0.16	1 - 5	H
	1 Others	3.00					-1.17	3 - 3	H
% Using		1%	0%	26%	52%	20%			
Dimension - Delivers Results (25)	1 Self	4.33						4 - 5	H
	6 All Others (Not Self)	3.89					-0.44	1 - 5	H
	1 Direct Manager	4.00					-0.33	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.22					-0.11	4 - 5	H
	1 Direct Reports	3.67					-0.66	1 - 5	H
	1 Others	3.00					-1.33	3 - 3	H
% Using		5%	0%	14%	57%	24%			
Performs well under first-time conditions; isn't thrown by changing circumstances. (25)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	1 - 4	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					0.00	4 - 4	H
	1 Direct Reports	1.00					-3.00	1 - 1	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		14%	0%	14%	71%	0%			
Has often pulled off things with limited resources. (52)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	4.17					0.17	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.33					0.33	4 - 5	H
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	14%	57%	29%			
Performs well in tough situations; can be counted on. (79)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	4.17					-0.83	3 - 5	H
	1 Direct Manager	4.00					-1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.33					-0.67	4 - 5	H
	1 Direct Reports	5.00					0.00	5 - 5	H
	1 Others	3.00					-2.00	3 - 3	H
% Using		0%	0%	14%	43%	43%			

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	Other Managers						N/A	N/A	N/A
	3 Peers	3.92					-0.25	3 - 5	H
	1 Direct Reports	4.33					0.16	1 - 5	H
	1 Others	3.00					-1.17	3 - 3	H
	% Using	1%	0%	26%	52%	20%			
Dimension - Drive (26)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	4.17					0.17	3 - 5	H
	1 Direct Manager	4.33					0.33	4 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.22					0.22	3 - 5	H
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	19%	48%	33%			
Can work on many things at once; is a multi-track person. (26)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.83					-0.17	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	29%	57%	14%			
Is willing to work hard and make personal sacrifices to get ahead. (53)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	4.50					0.50	3 - 5	H
	1 Direct Manager	5.00					1.00	5 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.67					0.67	4 - 5	H
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	14%	29%	57%			
Has high internal standards of excellence in addition to being tuned to outside standards. (80)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	4.17					0.17	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.33					0.33	4 - 5	H
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	14%	57%	29%			

Items Grouped Under Factors and Dimensions by Rater Categories

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor #4 - Results Agility	1 Self	4.17						3 - 5	H
	6 All Others (Not Self)	3.86					-0.31	1 - 5	H
	1 Direct Manager	4.08					-0.09	4 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.92					-0.25	3 - 5	H
	1 Direct Reports	4.33					0.16	1 - 5	H
	1 Others	3.00					-1.17	3 - 3	H
% Using		1%	0%	26%	52%	20%			
Dimension - Presence (27)	1 Self	3.67						3 - 4	L
	6 All Others (Not Self)	3.61					-0.06	3 - 5	H
	1 Direct Manager	4.00					0.33	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.44					-0.23	3 - 4	
	1 Direct Reports	4.33					0.66	4 - 5	H
	1 Others	3.00					-0.67	3 - 3	H
% Using		0%	0%	43%	52%	5%			
People feel more confident when this person is in charge. (27)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.00					-1.00	3 - 3	L
	1 Direct Reports	4.00					0.00	4 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	57%	43%	0%			
Exudes self-confidence. (54)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.67					0.67	3 - 4	H
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					0.67	3 - 4	H
	1 Direct Reports	4.00					1.00	4 - 4	H
	1 Others	3.00					0.00	3 - 3	H
% Using		0%	0%	43%	57%	0%			
Has a significant, noticeable presence. (81)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.83					-0.17	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	29%	57%	14%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor #3 - Change Agility	1 Self	3.92						3 - 5	
	6 All Others (Not Self)	3.56					-0.36	1 - 5	
	1 Direct Manager	4.00					0.08	4 - 4	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.25	3 - 5	
	1 Direct Reports	3.33					-0.59	1 - 5	
	1 Others	3.00					-0.92	2 - 4	H
% Using		1%	4%	35%	55%	6%			
Dimension - Experimenter (20)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	2 - 5	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.44					-0.56	3 - 4	
	1 Direct Reports	3.67					-0.33	2 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	5%	38%	52%	5%			
Is an inveterate tinkerer; can't leave things alone for long without seeking a new way. (20)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.67					-0.33	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	43%	43%	14%			
Is creative and innovative. (47)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.17					-0.83	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	14%	43%	43%	0%			
Floats trial balloons, tries products and services not quite ready, serves up preliminary thinking, all in the service of a better final product. (74)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.67					-0.33	3 - 4	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	4.00					0.00	4 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	29%	71%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor #3 - Change Agility	1 Self	3.92						3 - 5	
	6 All Others (Not Self)	3.56					-0.36	1 - 5	
	1 Direct Manager	4.00					0.08	4 - 4	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.25	3 - 5	
	1 Direct Reports	3.33					-0.59	1 - 5	
	1 Others	3.00					-0.92	2 - 4	H
% Using		1%	4%	35%	55%	6%			
Dimension - Innovation Manager (21)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.56					-0.44	2 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					0.00	3 - 5	H
	1 Direct Reports	2.67					-1.33	2 - 3	L
	1 Others	2.67					-1.33	2 - 3	L
% Using		0%	10%	24%	62%	5%			
Can manage a team from idea to implementation. (21)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.67					-0.33	2 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.33					0.33	4 - 5	H
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	14%	14%	57%	14%			
Can personally take an innovative idea and move it all the way to practice. (48)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	2 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	2.00					-2.00	2 - 2	L
% Using		0%	14%	29%	57%	0%			
Knows how to get things done outside of formal channels as well as within them; is savvy about who to go to, and when. (75)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.67					-0.33	3 - 4	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					0.00	4 - 4	H
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	29%	71%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor #3 - Change Agility	1 Self	3.92						3 - 5	
	6 All Others (Not Self)	3.56					-0.36	1 - 5	
	1 Direct Manager	4.00					0.08	4 - 4	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.25	3 - 5	
	1 Direct Reports	3.33					-0.59	1 - 5	
	1 Others	3.00					-0.92	2 - 4	H
% Using		1%	4%	35%	55%	6%			
Dimension - Taking the Heat (22)	1 Self	3.67						3 - 4	L
	6 All Others (Not Self)	3.61					-0.06	3 - 5	H
	1 Direct Manager	4.00					0.33	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					0.00	3 - 5	H
	1 Direct Reports	3.67					0.00	3 - 4	H
	1 Others	3.00					-0.67	3 - 3	H
% Using		0%	0%	43%	52%	5%			
Knows that change is unsettling; can take a lot of heat, even when it gets personal. (22)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.33					0.33	3 - 4	H
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					0.33	3 - 4	L
	1 Direct Reports	3.00					0.00	3 - 3	H
	1 Others	3.00					0.00	3 - 3	H
% Using		0%	0%	71%	29%	0%			
Doesn't let others' reactions to his/her mistakes and failures be a deterrent to going ahead if he/she thinks something will eventually work. (49)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.83					-0.17	3 - 4	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					0.00	4 - 4	H
	1 Direct Reports	4.00					0.00	4 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	14%	86%	0%			
Lives with negative consequences of being ahead of others on change. (76)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.67					-0.33	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 5	H
	1 Direct Reports	4.00					0.00	4 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	43%	43%	14%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor #3 - Change Agility	1 Self	3.92						3 - 5	
	6 All Others (Not Self)	3.56					-0.36	1 - 5	
	1 Direct Manager	4.00					0.08	4 - 4	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.25	3 - 5	
	1 Direct Reports	3.33					-0.59	1 - 5	
	1 Others	3.00					-0.92	2 - 4	H
% Using		1%	4%	35%	55%	6%			
Dimension - Visioning (23)	1 Self	4.00						3 - 5	H
	6 All Others (Not Self)	3.56					-0.44	1 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.56					-0.44	3 - 4	
	1 Direct Reports	3.33					-0.67	1 - 5	
	1 Others	3.33					-0.67	3 - 4	H
% Using		5%	0%	33%	52%	10%			
Asks "Why can't it be done?" (23)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.50					-1.50	3 - 4	
	1 Direct Manager	4.00					-1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-1.67	3 - 4	L
	1 Direct Reports	4.00					-1.00	4 - 4	H
	1 Others	3.00					-2.00	3 - 3	H
% Using		0%	0%	43%	43%	14%			
Introduces a different slant into almost any discussion. (50)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	4.00					1.00	3 - 5	H
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					0.67	3 - 4	H
	1 Direct Reports	5.00					2.00	5 - 5	H
	1 Others	4.00					1.00	4 - 4	H
% Using		0%	0%	29%	57%	14%			
Good at envisioning and playing "what if" games and exercises; good at generating multiple scenarios. (77)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.17					-0.83	1 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	1.00					-3.00	1 - 1	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		14%	0%	29%	57%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #1 - Mental Agility	1 Self	3.88						3 - 5	
	6 All Others (Not Self)	3.44					-0.44	1 - 5	
	1 Direct Manager	3.79					-0.09	3 - 5	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.61					-0.27	2 - 5	
	1 Direct Reports	3.04					-0.84	1 - 5	
	1 Others	2.96					-0.92	2 - 3	
	% Using	1%	8%	40%	44%	8%			
Dimension - Broad Scanner (1)	1 Self	3.67						3 - 4	L
	6 All Others (Not Self)	3.60					-0.07	3 - 5	H
	1 Direct Manager	4.00					0.33	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.86					0.19	3 - 5	H
	1 Direct Reports	3.00					-0.67	3 - 3	
	1 Others	3.00					-0.67	3 - 3	H
	% Using	0%	0%	44%	50%	6%			
Reads broadly. (1)	1 Self	4.00						4 - 4	H
	5 All Others (Not Self)	3.60					-0.40	3 - 4	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	2 Peers	4.00					0.00	4 - 4	H
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	33%	67%	0%			
Uses history and biography to find common truths, rules, and how things work. (28)	1 Self	4.00						4 - 4	H
	4 All Others (Not Self)	3.50					-0.50	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	2 Peers	3.50					-0.50	3 - 4	
	Direct Reports						N/A	N/A	N/A
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	40%	60%	0%			
Knows a lot about many work and non-work topics. (55)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.67					0.67	3 - 5	H
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					1.00	3 - 5	H
	1 Direct Reports	3.00					0.00	3 - 3	
	1 Others	3.00					0.00	3 - 3	H
	% Using	0%	0%	57%	29%	14%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #1 - Mental Agility	1 Self	3.88						3 - 5	
	6 All Others (Not Self)	3.44					-0.44	1 - 5	
	1 Direct Manager	3.79					-0.09	3 - 5	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.61					-0.27	2 - 5	
	1 Direct Reports	3.04					-0.84	1 - 5	
	1 Others	2.96					-0.92	2 - 3	
% Using	1%	8%	40%	44%	8%				
Dimension - Complexity (2)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	1 - 5	L
	1 Direct Manager	3.67					-0.33	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.89					-0.11	3 - 5	H
	1 Direct Reports	1.67					-2.33	1 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using	5%	10%	29%	52%	5%				
Is intellectually quick; picks up on things in a hurry. (2)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.17					-0.83	2 - 4	L
	1 Direct Manager	3.00					-1.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using	0%	14%	43%	43%	0%				
Can project consequences and how things are connected. (29)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.17					-0.83	1 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	1.00					-3.00	1 - 1	L
	1 Others	3.00					-1.00	3 - 3	H
% Using	14%	0%	29%	57%	0%				
Is comfortable with complexity. (56)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.67					-0.33	2 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.33					0.33	4 - 5	H
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using	0%	14%	14%	57%	14%				

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #1 - Mental Agility	1 Self	3.88						3 - 5	
	6 All Others (Not Self)	3.44					-0.44	1 - 5	
	1 Direct Manager	3.79					-0.09	3 - 5	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.61					-0.27	2 - 5	
	1 Direct Reports	3.04					-0.84	1 - 5	
	1 Others	2.96					-0.92	2 - 3	
% Using		1%	8%	40%	44%	8%			
Dimension - Connector (3)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.61					-0.39	2 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.89					-0.11	3 - 5	H
	1 Direct Reports	3.00					-1.00	2 - 5	
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	10%	24%	57%	10%			
Can point out and find parallels, perspectives, contrasts, contexts, connections or combinations. (3)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	2 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	14%	29%	57%	0%			
Uses multiple sources to get data and answers. (30)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	4.17					0.17	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.33					0.33	4 - 5	H
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	14%	57%	29%			
Is able to connect things others don't see as related. (57)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	2 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	14%	29%	57%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #1 - Mental Agility	1 Self	3.88						3 - 5	
	6 All Others (Not Self)	3.44					-0.44	1 - 5	
	1 Direct Manager	3.79					-0.09	3 - 5	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.61					-0.27	2 - 5	
	1 Direct Reports	3.04					-0.84	1 - 5	
	1 Others	2.96					-0.92	2 - 3	
% Using		1%	8%	40%	44%	8%			
Dimension - Critical Thinker (4)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	2 - 5	L
	1 Direct Manager	4.33					0.33	4 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.44					-0.56	3 - 4	
	1 Direct Reports	2.33					-1.67	2 - 3	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	10%	43%	43%	5%			
Faces paradox; can look at ideas or solutions that violate common sense and yet might still be true. (4)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.17					-0.83	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	14%	43%	43%	0%			
Usually takes time to critically examine conventional wisdom and gives before moving on. (31)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	3 - 5	
	1 Direct Manager	5.00					1.00	5 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	57%	29%	14%			
Is a good questioner of self and others. (58)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	2 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	14%	29%	57%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #1 - Mental Agility	1 Self	3.88						3 - 5	
	6 All Others (Not Self)	3.44					-0.44	1 - 5	
	1 Direct Manager	3.79					-0.09	3 - 5	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.61					-0.27	2 - 5	
	1 Direct Reports	3.04					-0.84	1 - 5	
	1 Others	2.96					-0.92	2 - 3	
	% Using	1%	8%	40%	44%	8%			
Dimension - Easy Shifter (5)	1 Self	3.33						3 - 4	L
	6 All Others (Not Self)	3.22					-0.11	2 - 5	L
	1 Direct Manager	3.33					0.00	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					0.00	2 - 4	L
	1 Direct Reports	3.00					-0.33	2 - 5	
	1 Others	3.00					-0.33	3 - 3	H
	% Using	0%	14%	52%	29%	5%			
Easily shifts gears from one action/solution to another. (5)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	3 - 5	
	1 Direct Manager	3.00					-1.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	57%	29%	14%			
Functions as effectively under conditions of ambiguity as when things are more certain. (32)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.00					0.00	2 - 4	L
	1 Direct Manager	3.00					0.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					0.33	3 - 4	L
	1 Direct Reports	2.00					-1.00	2 - 2	L
	1 Others	3.00					0.00	3 - 3	H
	% Using	0%	14%	71%	14%	0%			
Is comfortable when things are ambiguous, uncertain, or up in the air. (59)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.17					0.17	2 - 4	L
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					0.33	2 - 4	L
	1 Direct Reports	2.00					-1.00	2 - 2	L
	1 Others	3.00					0.00	3 - 3	H
	% Using	0%	29%	29%	43%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #1 - Mental Agility	1 Self	3.88						3 - 5	
	6 All Others (Not Self)	3.44					-0.44	1 - 5	
	1 Direct Manager	3.79					-0.09	3 - 5	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.61					-0.27	2 - 5	
	1 Direct Reports	3.04					-0.84	1 - 5	
	1 Others	2.96					-0.92	2 - 3	
% Using		1%	8%	40%	44%	8%			
Dimension - Essence (6)	1 Self	4.33						4 - 5	H
	6 All Others (Not Self)	3.50					-0.83	2 - 5	
	1 Direct Manager	3.33					-1.00	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.56					-0.77	3 - 5	
	1 Direct Reports	4.00					-0.33	2 - 5	H
	1 Others	3.00					-1.33	3 - 3	H
% Using		0%	5%	48%	29%	19%			
Prefers to get to the root causes of things. (6)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.83					-1.17	3 - 5	H
	1 Direct Manager	3.00					-2.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					-1.00	3 - 5	H
	1 Direct Reports	5.00					0.00	5 - 5	H
	1 Others	3.00					-2.00	3 - 3	H
% Using		0%	0%	43%	14%	43%			
Likes finding the essence of why things work and don't work. (33)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	3 - 5	
	1 Direct Manager	3.00					-1.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	57%	29%	14%			
Looks for the why and how of events and experiences more than the what; searches for meaning. (60)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.17					-0.83	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	14%	43%	43%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #1 - Mental Agility	1 Self	3.88						3 - 5	
	6 All Others (Not Self)	3.44					-0.44	1 - 5	
	1 Direct Manager	3.79					-0.09	3 - 5	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.61					-0.27	2 - 5	
	1 Direct Reports	3.04					-0.84	1 - 5	
	1 Others	2.96					-0.92	2 - 3	
	% Using	1%	8%	40%	44%	8%			
	<hr/>								
Dimension - Inquisitive (7)	1 Self	3.67						3 - 4	L
	6 All Others (Not Self)	3.33					-0.34	2 - 5	L
	1 Direct Manager	3.67					0.00	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.44					-0.23	2 - 4	
	1 Direct Reports	3.33					-0.34	2 - 5	
	1 Others	2.67					-1.00	2 - 3	L
	% Using	0%	14%	38%	43%	5%			
	<hr/>								
Is on the hunt for something new; seems to need fresh challenges. (7)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	2 - 5	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	5.00					1.00	5 - 5	H
	1 Others	2.00					-2.00	2 - 2	L
	% Using	0%	14%	29%	43%	14%			
	<hr/>								
Is more fascinated, amused, or intrigued with tough problems and challenges than stressed, troubled, or strained. (34)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.17					0.17	2 - 4	L
	1 Direct Manager	3.00					0.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					0.33	2 - 4	L
	1 Direct Reports	3.00					0.00	3 - 3	
	1 Others	3.00					0.00	3 - 3	H
	% Using	0%	14%	57%	29%	0%			
	<hr/>								
Is a curious person; is intellectually adventuresome. (61)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	2 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	14%	29%	57%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #1 - Mental Agility	1 Self	3.88						3 - 5	
	6 All Others (Not Self)	3.44					-0.44	1 - 5	
	1 Direct Manager	3.79					-0.09	3 - 5	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.61					-0.27	2 - 5	
	1 Direct Reports	3.04					-0.84	1 - 5	
	1 Others	2.96					-0.92	2 - 3	
% Using		1%	8%	40%	44%	8%			
Dimension - Solution Finder (8)	1 Self	4.00						3 - 5	H
	6 All Others (Not Self)	3.61					-0.39	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.56					-0.44	3 - 4	
	1 Direct Reports	4.00					0.00	3 - 5	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	43%	48%	10%			
Can combine the best parts of more than one idea or solution from multiple people and sources into a net better idea or solution. (8)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.50					-1.50	3 - 4	
	1 Direct Manager	4.00					-1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-1.33	3 - 4	H
	1 Direct Reports	3.00					-2.00	3 - 3	
	1 Others	3.00					-2.00	3 - 3	H
% Using		0%	0%	43%	43%	14%			
Comes up with what's missing and can fill in the missing pieces as a method of getting information and solving problems. (35)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.83					0.83	3 - 5	H
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					0.67	3 - 4	H
	1 Direct Reports	5.00					2.00	5 - 5	H
	1 Others	3.00					0.00	3 - 3	H
% Using		0%	0%	43%	43%	14%			
Can play or fiddle with ideas to solve problems. (62)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	4.00					0.00	4 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	43%	57%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using		4%	10%	46%	37%	3%			
Dimension - Agile Communicator (9)	1 Self	3.33						3 - 4	L
	6 All Others (Not Self)	3.06					-0.27	2 - 5	L
	1 Direct Manager	3.33					0.00	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.11					-0.22	2 - 4	L
	1 Direct Reports	3.00					-0.33	2 - 5	
	1 Others	2.67					-0.66	2 - 3	L
% Using		0%	19%	57%	19%	5%			
Can present ideas and concepts in the language of the target audience. (9)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	2.83					-1.17	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.00					-1.00	2 - 4	L
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	2.00					-2.00	2 - 2	L
% Using		0%	43%	14%	43%	0%			
Can articulately explain complex ideas and concepts to others. (36)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.33					0.33	3 - 5	
	1 Direct Manager	3.00					0.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.00					0.00	3 - 3	L
	1 Direct Reports	5.00					2.00	5 - 5	H
	1 Others	3.00					0.00	3 - 3	H
% Using		0%	0%	86%	0%	14%			
Is able to state opposing opinions and arguments clearly and without bias. (63)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.00					0.00	2 - 4	L
	1 Direct Manager	3.00					0.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					0.33	3 - 4	L
	1 Direct Reports	2.00					-1.00	2 - 2	L
	1 Others	3.00					0.00	3 - 3	H
% Using		0%	14%	71%	14%	0%			

Items Grouped Under Factors and Dimensions by Rater Categories

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
	% Using	4%	10%	46%	37%	3%			
	<hr/>								
Dimension - Conflict Manager (10)	1 Self	3.33						3 - 4	L
	6 All Others (Not Self)	2.94					-0.39	1 - 4	L
	1 Direct Manager	3.67					0.34	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.11					-0.22	2 - 4	L
	1 Direct Reports	1.67					-1.66	1 - 3	L
	1 Others	3.00					-0.33	3 - 3	H
	% Using	10%	10%	52%	29%	0%			
	<hr/>								
Even though he/she may not agree, understands and can explain the arguments and positions of others. (10)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.17					0.17	1 - 4	L
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					0.67	3 - 4	H
	1 Direct Reports	1.00					-2.00	1 - 1	L
	1 Others	3.00					0.00	3 - 3	H
	% Using	14%	0%	43%	43%	0%			
	<hr/>								
Can deal constructively with people he/she disagrees with, doesn't like, or is in conflict with on other issues. (37)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	2.67					-0.33	1 - 4	L
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	2.67					-0.33	2 - 3	L
	1 Direct Reports	1.00					-2.00	1 - 1	L
	1 Others	3.00					0.00	3 - 3	H
	% Using	14%	14%	57%	14%	0%			
	<hr/>								
Monitors others closely to gauge his/her impact and adjusts accordingly. (64)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.00					-1.00	2 - 4	L
	1 Direct Manager	3.00					-1.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.00					-1.00	2 - 4	L
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	14%	57%	29%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using		4%	10%	46%	37%	3%			
Dimension - Cool Transactor (11)	1 Self	3.33						3 - 4	L
	6 All Others (Not Self)	2.67					-0.66	1 - 4	L
	1 Direct Manager	3.33					0.00	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	2.78					-0.55	2 - 4	L
	1 Direct Reports	1.33					-2.00	1 - 2	L
	1 Others	3.00					-0.33	3 - 3	H
% Using		10%	24%	48%	19%	0%			
Uses objective and adjective free language even when he/she feels strongly about things so as to not chill interactions. (11)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	2.33					-0.67	1 - 3	L
	1 Direct Manager	3.00					0.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	2.33					-0.67	2 - 3	L
	1 Direct Reports	1.00					-2.00	1 - 1	L
	1 Others	3.00					0.00	3 - 3	H
% Using		14%	29%	57%	0%	0%			
Is good at delivering even negative feedback to others; can get others to listen. (38)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	2.50					-1.50	1 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	2.33					-1.67	2 - 3	L
	1 Direct Reports	1.00					-3.00	1 - 1	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		14%	29%	29%	29%	0%			
Is politically adept; knows how to work with key decision makers and stakeholders. (65)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.17					0.17	2 - 4	L
	1 Direct Manager	3.00					0.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					0.67	3 - 4	H
	1 Direct Reports	2.00					-1.00	2 - 2	L
	1 Others	3.00					0.00	3 - 3	H
% Using		0%	14%	57%	29%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using		4%	10%	46%	37%	3%			
Dimension - Helps Others Succeed (12)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.28					-0.72	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.22					-0.78	3 - 4	L
	1 Direct Reports	3.00					-1.00	2 - 4	
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	5%	52%	43%	0%			
Brings out the best in others; lets others shine and finds something they can contribute. (12)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.00					-1.00	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.00					-1.00	3 - 3	L
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	14%	57%	29%	0%			
Is more a credit giver and sharer than a taker. (39)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	57%	43%	0%			
Generally likes others to succeed regardless of his/her personal evaluation or opinion of them. (66)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	4.00					0.00	4 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	43%	57%	0%			

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using	4%	10%	46%	37%	3%				
Dimension - Light Touch (13)	1 Self	3.33						3 - 4	L
	6 All Others (Not Self)	2.89					-0.44	1 - 4	L
	1 Direct Manager	4.00					0.67	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.11					-0.22	2 - 4	L
	1 Direct Reports	1.67					-1.66	1 - 3	L
	1 Others	2.33					-1.00	2 - 3	L
% Using	10%	14%	48%	29%	0%				
Uses humor as a tool to get things done. (13)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	2.67					-0.33	1 - 4	L
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.00					0.00	3 - 3	L
	1 Direct Reports	1.00					-2.00	1 - 1	L
	1 Others	2.00					-1.00	2 - 2	L
% Using	14%	14%	57%	14%	0%				
Can laugh at self. (40)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	2.83					-1.17	1 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.00					-1.00	2 - 4	L
	1 Direct Reports	1.00					-3.00	1 - 1	L
	1 Others	3.00					-1.00	3 - 3	H
% Using	14%	14%	29%	43%	0%				
Has fun at almost everything he/she does. (67)	1 Self	3.00						3 - 3	L
	6 All Others (Not Self)	3.17					0.17	2 - 4	L
	1 Direct Manager	4.00					1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					0.33	3 - 4	L
	1 Direct Reports	3.00					0.00	3 - 3	
	1 Others	2.00					-1.00	2 - 2	L
% Using	0%	14%	57%	29%	0%				

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using	4%	10%	46%	37%	3%				
Dimension - Open Minded (14)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.28					-0.72	1 - 5	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 5	H
	1 Direct Reports	2.00					-2.00	1 - 3	L
	1 Others	2.67					-1.33	2 - 3	L
% Using	5%	10%	33%	48%	5%				
Is tolerant of diversity in thought, actions, beliefs, and behaviors. (14)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.17					-0.83	1 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	1.00					-3.00	1 - 1	L
	1 Others	3.00					-1.00	3 - 3	H
% Using	14%	0%	29%	57%	0%				
Is comfortable managing diversity in others. (41)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.67					-0.33	3 - 5	H
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					0.00	3 - 5	H
	1 Direct Reports	3.00					-1.00	3 - 3	H
	1 Others	3.00					-1.00	3 - 3	H
% Using	0%	0%	43%	43%	14%				
Free from past solutions or the way things have usually been done; approaches current problems with an open mind. (68)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.00					-1.00	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	2.00					-2.00	2 - 2	L
% Using	0%	29%	29%	43%	0%				

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using	4%	10%	46%	37%	3%				
Dimension - People Smart (15)	1 Self	4.33						4 - 5	H
	6 All Others (Not Self)	3.18					-1.15	1 - 5	L
	1 Direct Manager	4.33					0.00	4 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.38					-0.95	2 - 4	L
	1 Direct Reports	1.67					-2.66	1 - 3	L
	1 Others	3.00					-1.33	3 - 3	H
% Using	10%	5%	35%	40%	10%				
Can empathize (put him/herself in the shoes of others). (15)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.67					-1.33	3 - 5	H
	1 Direct Manager	5.00					0.00	5 - 5	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-1.33	3 - 4	H
	1 Direct Reports	3.00					-2.00	3 - 3	
	1 Others	3.00					-2.00	3 - 3	H
% Using	0%	0%	43%	29%	29%				
Seems to get something out of interacting with others; works to gain from interactions. (42)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.17					-0.83	1 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	1.00					-3.00	1 - 1	L
	1 Others	3.00					-1.00	3 - 3	H
% Using	14%	0%	29%	57%	0%				
Makes quick and mostly accurate judgements about people. (69)	1 Self	4.00						4 - 4	H
	5 All Others (Not Self)	2.60					-1.40	1 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	2 Peers	2.50					-1.50	2 - 3	L
	1 Direct Reports	1.00					-3.00	1 - 1	L
	1 Others	3.00					-1.00	3 - 3	H
% Using	17%	17%	33%	33%	0%				

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using	4%	10%	46%	37%	3%				
Dimension - Personal Learner (16)	1 Self	4.00						3 - 5	H
	6 All Others (Not Self)	3.43					-0.57	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.43					-0.57	3 - 4	
	1 Direct Reports	3.50					-0.50	3 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using	0%	0%	53%	41%	6%				
Seeks and looks forward to opportunities for new learning experiences in business or personal areas. (16)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.50					-1.50	3 - 4	
	1 Direct Manager	4.00					-1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-1.33	3 - 4	H
	1 Direct Reports	3.00					-2.00	3 - 3	
	1 Others	3.00					-2.00	3 - 3	H
% Using	0%	0%	43%	43%	14%				
Finds new things to learn and get good at. (43)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	4.00					0.00	4 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using	0%	0%	43%	57%	0%				
Actively seeks out role models, living or dead, real or fictional, that can be helpful in learning or problem solving. (70)	1 Self	3.00						3 - 3	L
	2 All Others (Not Self)	3.00					0.00	3 - 3	L
	Direct Manager						N/A	N/A	N/A
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	1 Peers	3.00					0.00	3 - 3	L
	Direct Reports						N/A	N/A	N/A
	1 Others	3.00					0.00	3 - 3	H
% Using	0%	0%	100%	0%	0%				

Items Grouped Under Factors and Dimensions by Rater Categories

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
	% Using	4%	10%	46%	37%	3%			
	<hr/>								
Dimension - Responds to Feedback (17)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	2.67					-1.33	2 - 3	L
	1 Others	3.33					-0.67	3 - 4	H
	% Using	0%	5%	48%	48%	0%			
	<hr/>								
Seeks feedback. (17)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	2 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	4.00					0.00	4 - 4	H
	% Using	0%	14%	29%	57%	0%			
	<hr/>								
Is insightful about personal mistakes and failures; learns from them and moves on. (44)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	57%	43%	0%			
	<hr/>								
Have seen this person substantially change based upon critical feedback, making a mistake, or learning something new. (71)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
	% Using	0%	0%	57%	43%	0%			

Items Grouped Under Factors and Dimensions by Rater Categories

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using	4%	10%	46%	37%	3%				
Dimension - Role Flexibility (18)	1 Self	4.33						4 - 5	H
	6 All Others (Not Self)	3.33					-1.00	2 - 5	L
	1 Direct Manager	3.67					-0.66	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-1.00	2 - 5	L
	1 Direct Reports	3.33					-1.00	3 - 4	
	1 Others	3.00					-1.33	3 - 3	H
% Using	0%	5%	52%	33%	10%				
Is able to play different roles and act differently depending upon the demands of the situation; behaves situationally rather than how he/she feels or would like to act. (18)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	2.83					-1.17	2 - 3	L
	1 Direct Manager	3.00					-1.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	2.67					-1.33	2 - 3	L
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
% Using	0%	14%	71%	14%	0%				
Has a good balance between following due processes (respecting the rights and needs of others) and just acting to get things done. (45)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.33					-0.67	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
% Using	0%	0%	57%	43%	0%				
After stating a position and being presented with reasonable counter evidence, can change his/her mind. (72)	1 Self	5.00						5 - 5	H
	6 All Others (Not Self)	3.83					-1.17	3 - 5	H
	1 Direct Manager	4.00					-1.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					-1.00	3 - 5	H
	1 Direct Reports	4.00					-1.00	4 - 4	H
	1 Others	3.00					-2.00	3 - 3	H
% Using	0%	0%	29%	43%	29%				

Items Grouped Under Factors and Dimensions by Rater Categories

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		Not At All Like This	Less Often Than Most	About Like Most People	Better / More Often Than Most	The Clearest Example of This	Gap From Self	Range of Scores	Highest/Lowest Designation
		1	2	3	4	5			
Factor - Factor #2 - People Agility	1 Self	3.82						3 - 5	L
	6 All Others (Not Self)	3.16					-0.66	1 - 5	L
	1 Direct Manager	3.81					-0.01	3 - 5	
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.28					-0.54	2 - 5	L
	1 Direct Reports	2.41					-1.41	1 - 5	L
	1 Others	2.88					-0.94	2 - 4	L
% Using		4%	10%	46%	37%	3%			
Dimension - Self Aware (19)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.39					-0.61	2 - 4	
	1 Direct Manager	3.67					-0.33	3 - 4	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	3.00					-1.00	2 - 4	
	1 Others	2.67					-1.33	2 - 3	L
% Using		0%	10%	33%	57%	0%			
Understands his/her limits; compensates for what he/she isn't good at. (19)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.67					-0.33	3 - 4	H
	1 Direct Manager	3.00					-1.00	3 - 3	L
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	4.00					0.00	4 - 4	H
	1 Direct Reports	4.00					0.00	4 - 4	H
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	29%	71%	0%			
Candid to a fault about self, issues, and information (though not always with others who may be harmed). (46)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.00					-1.00	2 - 4	L
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.33					-0.67	3 - 4	L
	1 Direct Reports	2.00					-2.00	2 - 2	L
	1 Others	2.00					-2.00	2 - 2	L
% Using		0%	29%	29%	43%	0%			
Knows him/herself. (73)	1 Self	4.00						4 - 4	H
	6 All Others (Not Self)	3.50					-0.50	3 - 4	
	1 Direct Manager	4.00					0.00	4 - 4	H
	HR						N/A	N/A	N/A
	Other Managers						N/A	N/A	N/A
	3 Peers	3.67					-0.33	3 - 4	H
	1 Direct Reports	3.00					-1.00	3 - 3	
	1 Others	3.00					-1.00	3 - 3	H
% Using		0%	0%	43%	57%	0%			

