

# Feedback Report

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피드백

HayGroup

## Emotional Competency Inventory

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## Introduction

This report will provide you with the results of the Emotional Competency Inventory that you and the people whom you asked for feedback recently completed.

### What Is Emotional Intelligence?

Emotional Intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and in others. An emotional competence is a learned capability based on emotional intelligence that contributes to effective performance at work.

### Emotional Competencies

The Emotional Competency Inventory (ECI) measures 18 competencies organized into four clusters: Self-Awareness, Self-Management, Social Awareness and Relationship Management. Although each of the ECI competencies are important, you may not have to master every one to be successful. Depending on your situation, there is a combination of competencies you can use to be effective. In this report you will see suggestions of competency combinations that have been shown to lead to success.

### How This Report Is Organized

This report is organized into the following sections:

- Interpreting Your Feedback—a guide to what you'll see in your competency portfolio report
- Competency Model Reference—a list of the competencies measured in this survey, organized by cluster
- Data Validity—a summary of the source and quality of the feedback data, as well as the agreement within rater groups
- ECI Summary—a summary of your strengths and areas for improvement across the four clusters of emotional competencies
- Competency Detail—definitions, levels, and scores by rater group for each emotional competency
- Item Frequency Report—a distribution of ratings by rater group for each item in the ECI
- Verbatim Comments—written comments about your behavior and performance from those who provided you with feedback

# Interpreting Your Feedback

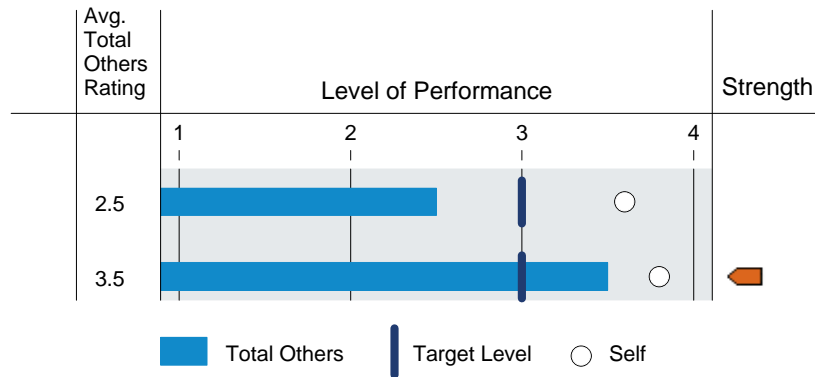
*A guide to what you'll see in your ECI*

## Interpreting the ECI Summary

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

### Competency Scores

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



The bars represent your Total Others score. The circle represents your rating, or how you saw yourself on that competency. The vertical line represents the target level for the competency.

When the Total Others bar matches or is to the right of the Target Level line, the competency is considered a strength. In this case, an arrow will appear for that competency under the strength column.

### Clusters and Algorithms

In the Introduction section it was noted that you do not need to master every emotional competency to be effective. In fact, research has shown that there is an algorithm or a certain combination of competencies that distinguishes outstanding performers.

The algorithm is represented by the numbers to the left of each competency or group of competencies. These numbers represent the number of competencies needed to have strength in this cluster. If an individual competency has a "1" to the left, it is considered mandatory. That is, in order to have strength in the cluster, you must demonstrate this competency at or above the target level. If a group of competencies has a "1" to the left, you will need to demonstrate mastery (at or above the target level) in at least 1 of the competencies in this group.

To the left of each cluster, you will see a diamond.

*Continued*

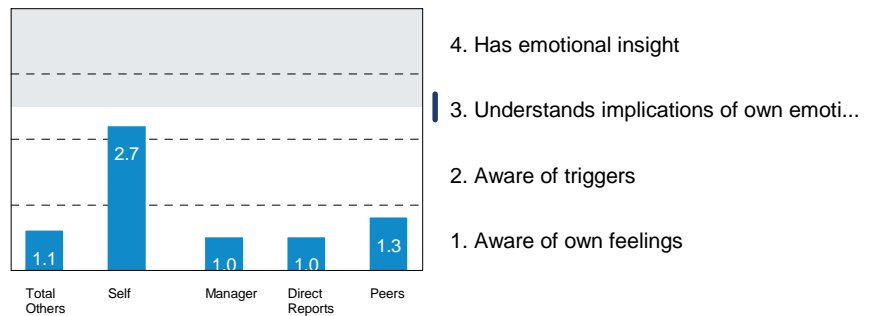
The shading of the diamond indicates your overall strength for this cluster of competencies, determined by the algorithm.

- ◆ Indicates a solid cluster strength (algorithm has been met)
- ◊ Indicates you are close to a strength, but need to develop at least one more competency to meet the algorithm criteria
- ◇ Indicates an area for development

### Interpreting the ECI Detail Report

The ECI competency detail report provides scores by rater group for each of the emotional competencies measured in this report.

*Competency Scales:* To the right of the graph, the specific behaviors for each competency are arranged in a scale of increasing intensity, sophistication, complexity, or completeness. These scales also reflect the manner in which people tend to develop the competency, with the easier behaviors at the bottom of the scale and the hardest at the top. For each group of people who provided feedback you receive a single-scale score which reflects their overall opinion, with the items from the "higher" part of the scale weighted more heavily. This score is shown as a bar on a graph for each competency.



*Target Levels:* For each competency, a desirable level has been selected to represent the level at which use of the competency is likely to be most effective. This level is indicated by the shaded area of the graph.

## Emotional Competency Inventory



### Self-Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence

### Self-Management

- Emotional Self-Control
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism

### Social Awareness

- Empathy
- Organizational Awareness
- Service Orientation

### Relationship Management

- Developing Others
- Inspirational Leadership
- Change Catalyst
- Influence
- Conflict Management
- Teamwork and Collaboration

# Introduction to your Survey Results

*Summarizes the source and quality of the feedback data*

This report is based on the responses of 7 individuals as shown below.

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

**The responses were collected between 05/28/2002 and 06/03/2002.**

	Questionnaires			Familiarity		Agreement	
	Distb.	Rcvd.	Prcsd.	Low	High	Low	High
Self	1	1	1				
Manager	1	1	1				
Direct Reports	3	3	3				
Peers	2	2	2				

## Rater Familiarity

When making their ratings, raters indicated their familiarity with your job performance and their frequency of work-related contact with you. Responses to these questions were used to determine the credibility of the ratings. The credibility of the ratings for each perspective is reported above.

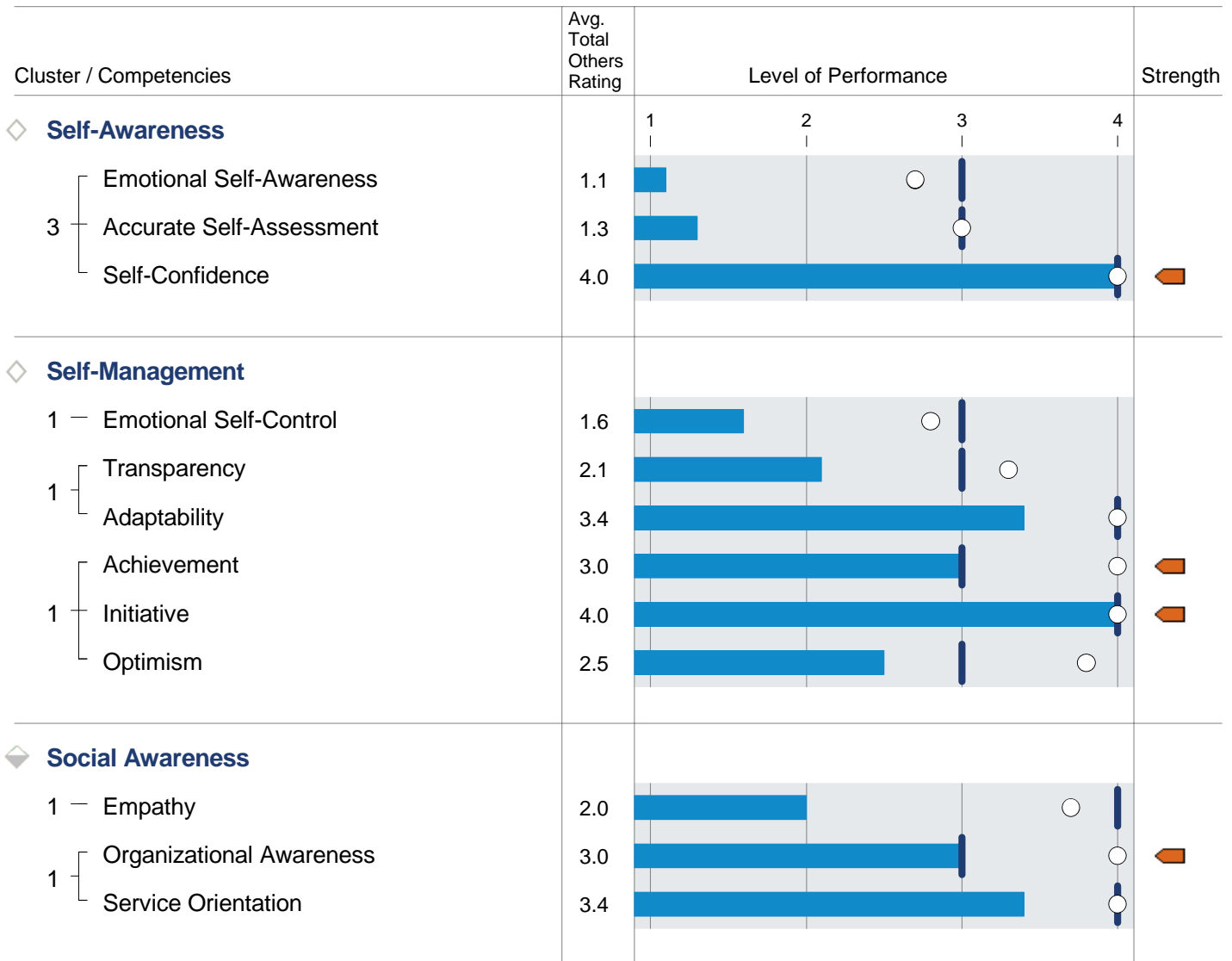
The higher the credibility, the more attention you should pay to the ratings. Low credibility can occur when raters report that they are relatively unfamiliar with your job performance, or have relatively infrequent work-related contact with you (or both). You should place less weight on feedback from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

## Rater Agreement

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

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

# ECI Summary



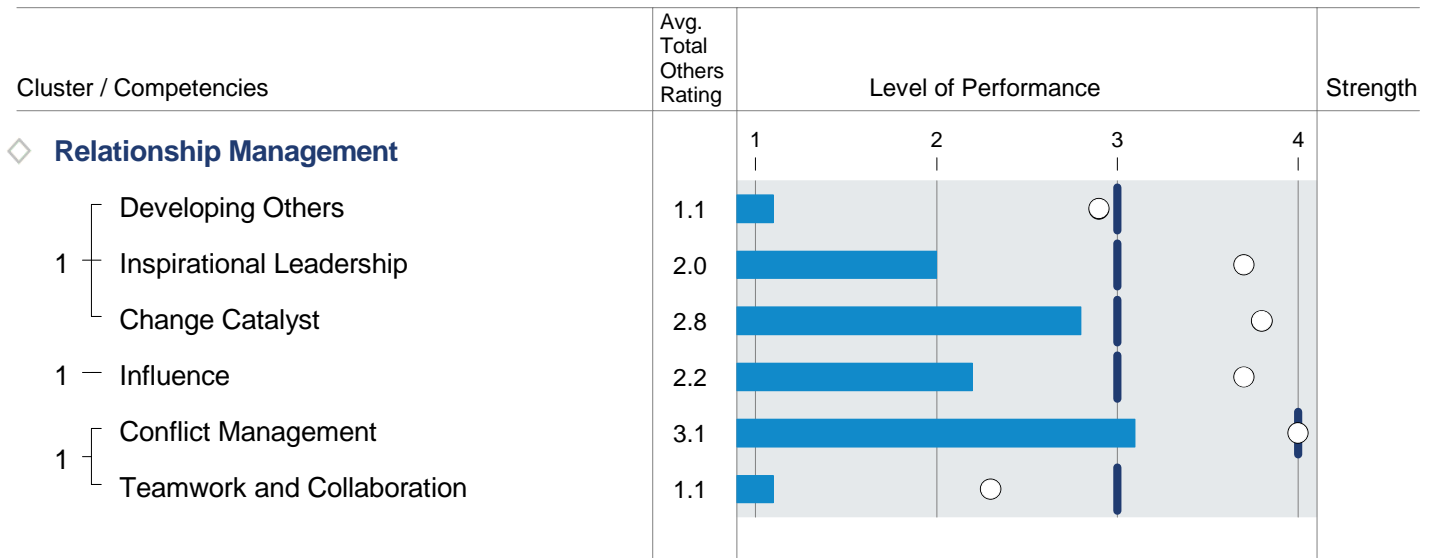
◆ Cluster Strength

◆ Close to Cluster Strength

◆ Cluster to Develop



# ECI Summary



◆ Cluster Strength

◇ Close to Cluster Strength

◇ Cluster to Develop

■ Total Others

▬ Target Level

○ Self

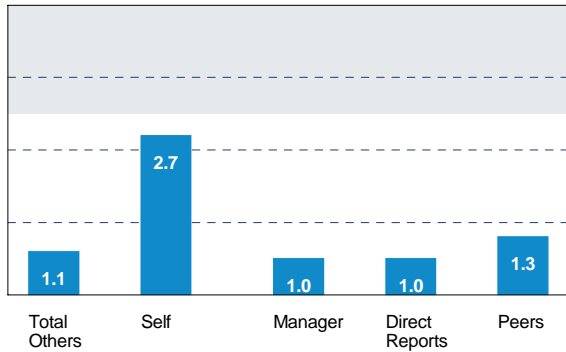


# Self-Awareness

Target Level |  
Strength

## Emotional Self-Awareness

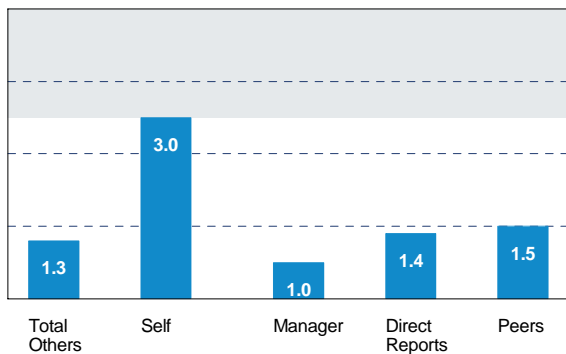
Recognizing how our emotions affect our performance.



- 4. Has emotional insight
- 3. Understands implications of own emotions
- 2. Aware of triggers
- 1. Aware of own feelings

## Accurate Self-Assessment

Knowing one's own inner resources, abilities and limits.



- 4. Solicits honest critiques
- 3. Has sense of humor about oneself
- 2. Open to feedback
- 1. Aware of own strengths and limits

## Self-Confidence

A strong sense of one's self-worth and capabilities.



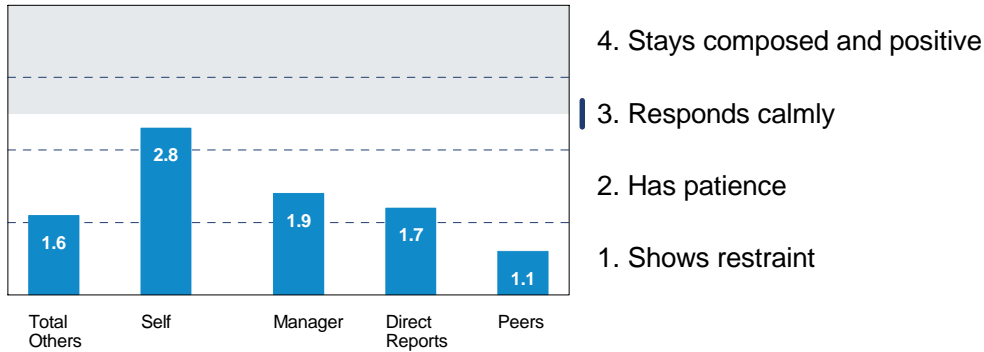
- 4. Has presence
- 3. Is self assured
- 2. Believes in oneself
- 1. Is confident in job capability

# Self-Management

Target Level |  
Strength →

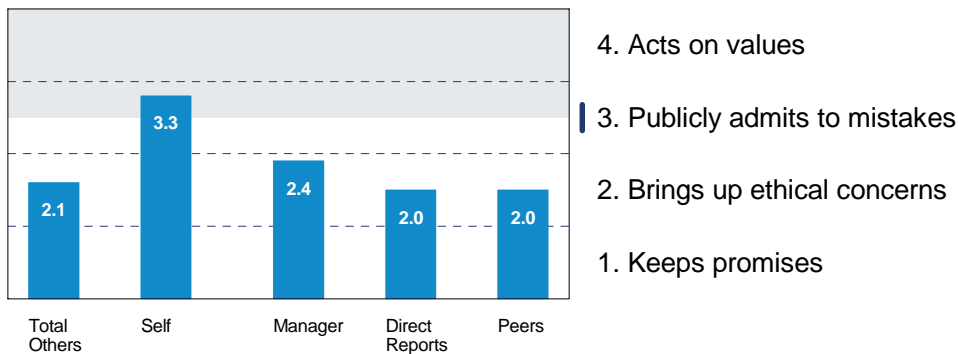
## Emotional Self-Control

Keeping disruptive emotions and impulses in check.



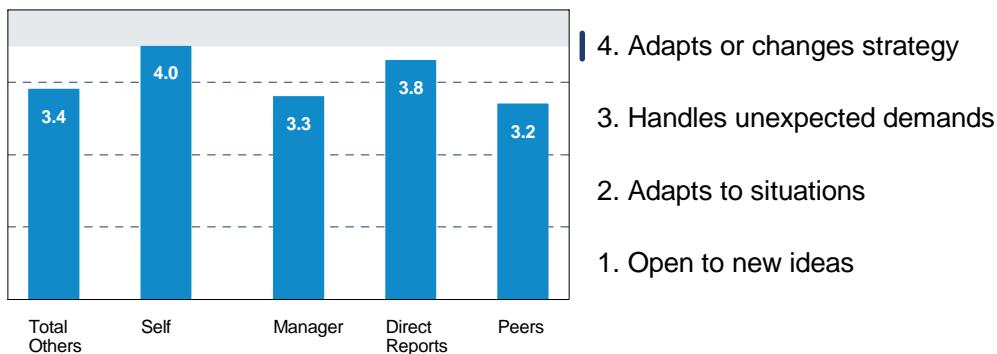
## Transparency

Maintaining integrity, acting congruently with one's values.



## Adaptability

Flexibility in handling change.



# Self-Management

Target Level |  
Strength >

## Achievement

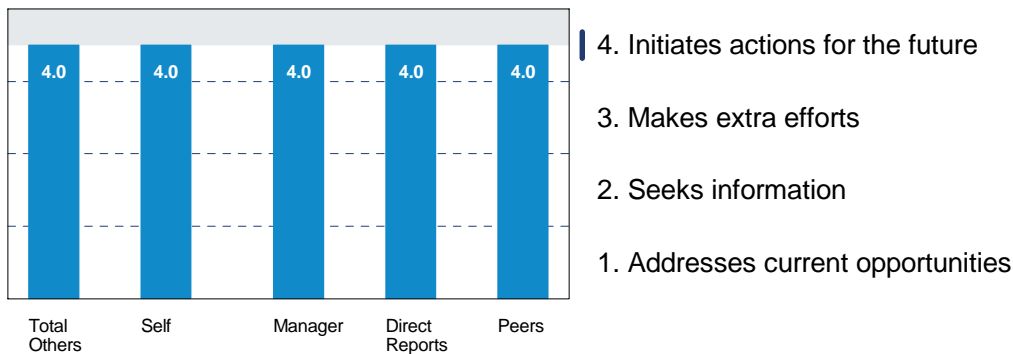
Striving to improve or meeting a standard of excellence.



4. Takes calculated risks
3. Anticipates obstacles
2. Sets challenging goals
1. Improves performance

## Initiative

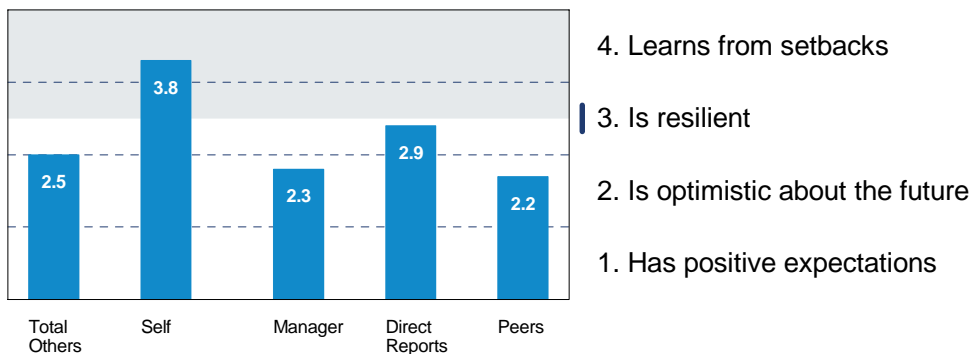
Readiness to act on opportunities.



4. Initiates actions for the future
3. Makes extra efforts
2. Seeks information
1. Addresses current opportunities

## Optimism

Persistence in pursuing goals despite obstacles and setbacks.



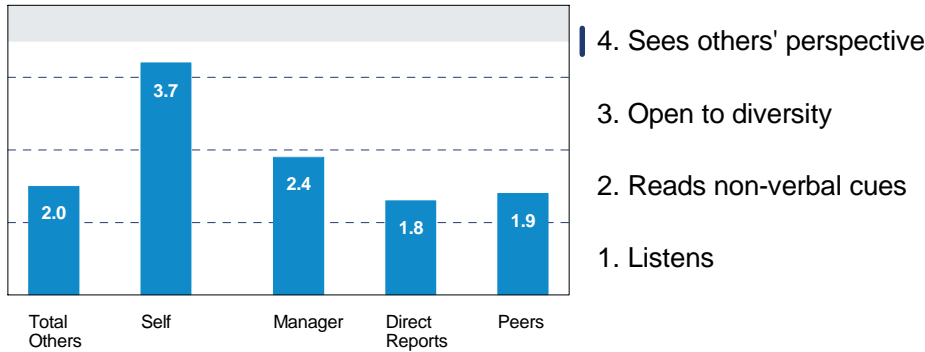
4. Learns from setbacks
3. Is resilient
2. Is optimistic about the future
1. Has positive expectations

# Social Awareness

Target Level |  
Strength ▶

## Empathy

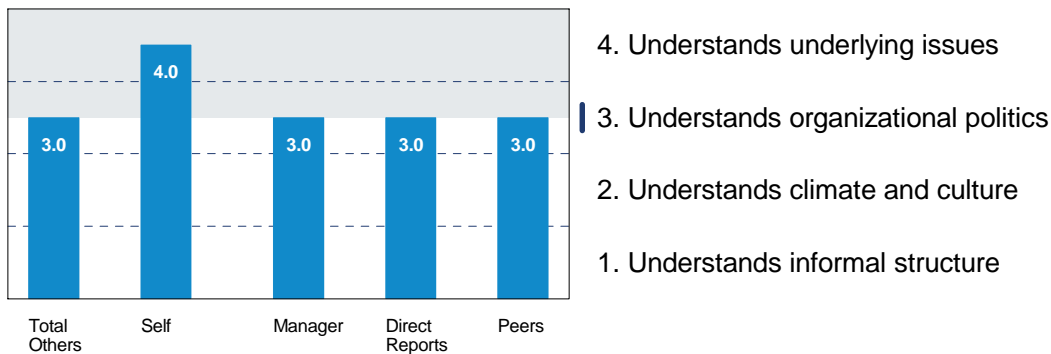
Sensing others' feelings and perspectives, and taking an active interest in their concerns.



- 4. Sees others' perspective
- 3. Open to diversity
- 2. Reads non-verbal cues
- 1. Listens

## Organizational Awareness

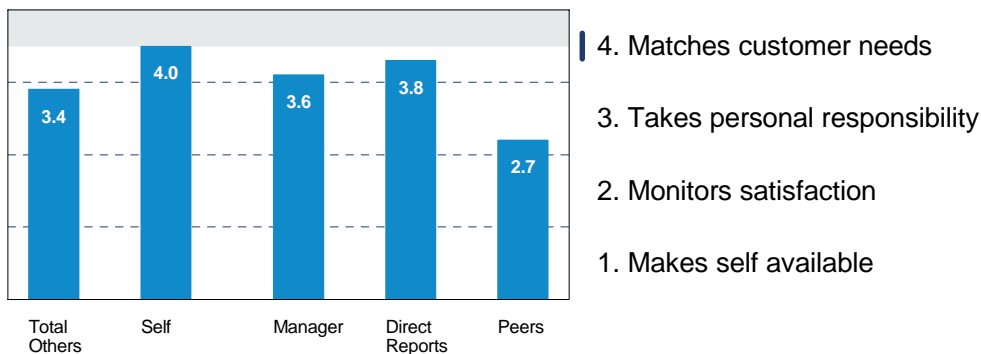
Reading a group's emotional currents and power relationships.



- 4. Understands underlying issues
- 3. Understands organizational politics
- 2. Understands climate and culture
- 1. Understands informal structure


## Service Orientation

Anticipating, recognizing, and meeting customers' or clients' needs.



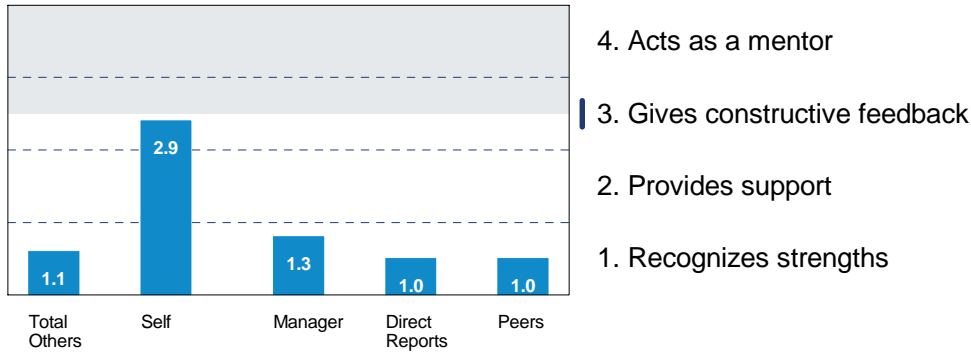
- 4. Matches customer needs
- 3. Takes personal responsibility
- 2. Monitors satisfaction
- 1. Makes self available

# Relationship Management

Target Level |  
Strength 

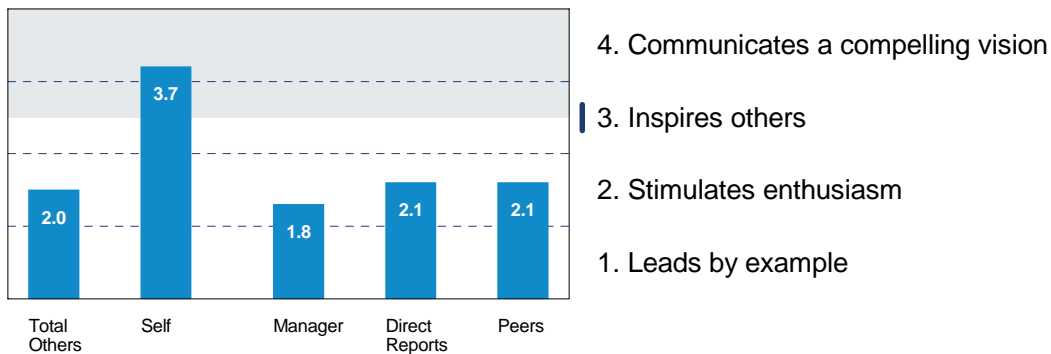
## Developing Others

Sensing others' development needs and bolstering their abilities.



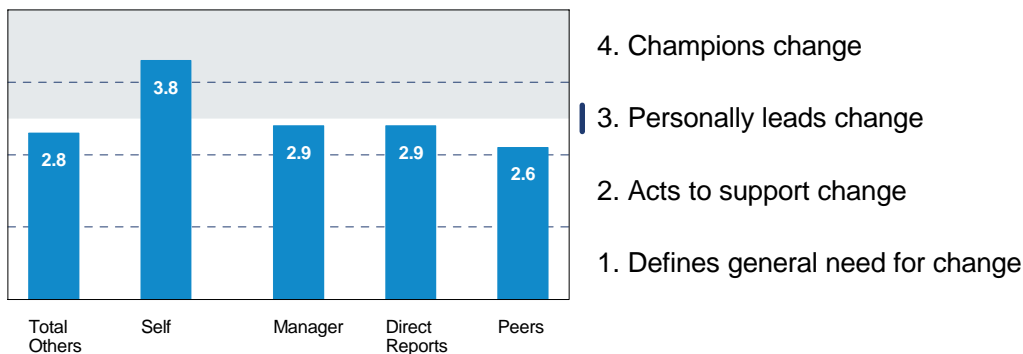
## Inspirational Leadership

Inspiring and guiding individuals and groups.




## Change Catalyst

Initiating or managing change.

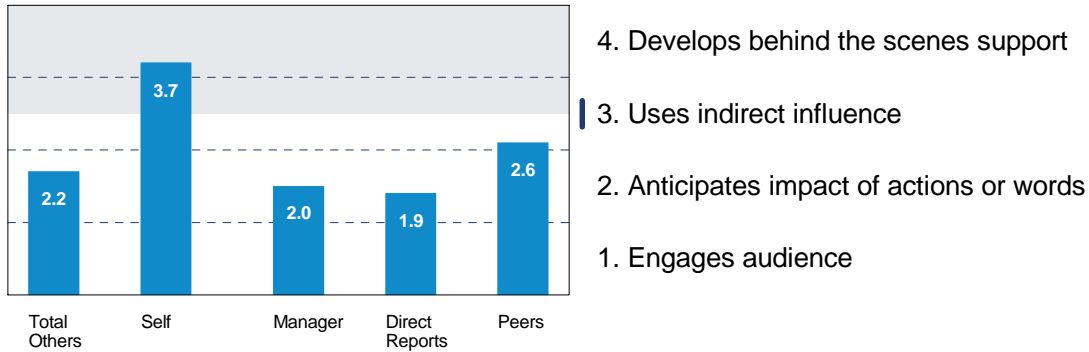


# Relationship Management

Target Level |  
Strength 

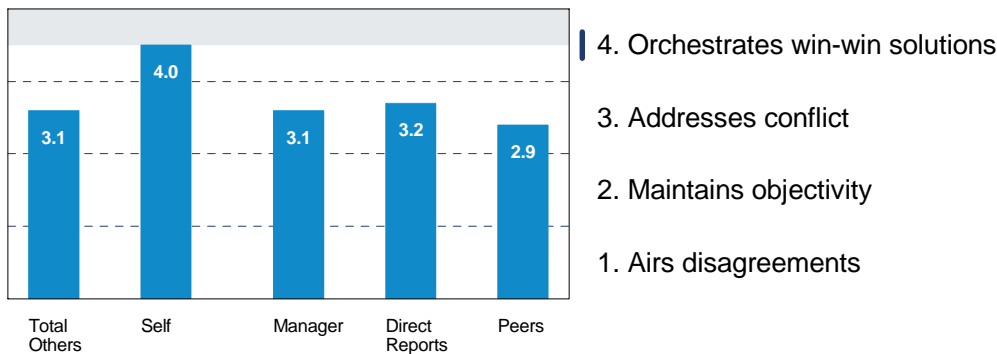
## Influence

Having impact on others.



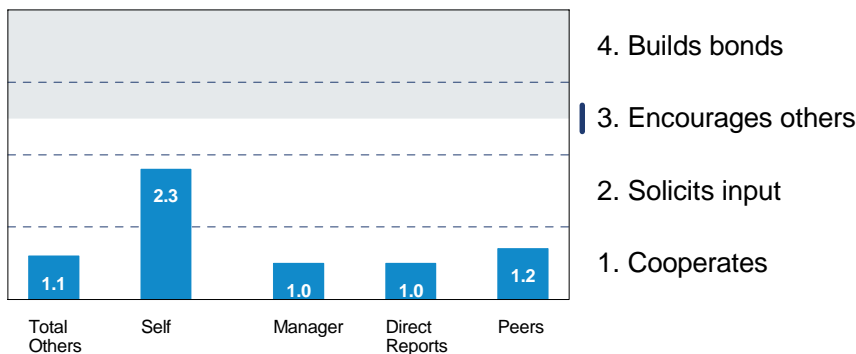
## Conflict Management

Negotiating and resolving conflict.



## Teamwork and Collaboration

Working with others towards a shared goal. Creating group synergy in pursuing collective goals.



### Item Frequency Report Self-Awareness Cluster

Level	Item #	Emotional Self-Awareness	Self		Manager		Direct Reports		Peers			
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently		
1	68	Is aware of own feelings	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	2	1	○ ○ ○ ○ ○	1	1
2	1	Recognizes the situations that arouse strong emotions in him/her		1		1		3			1	1
3	27	Knows how his/her feelings affect his/her actions		1		1		2	1		1	1
4	16	Reflects on underlying reasons for feelings		1		1		1	2		1	1

Level	Item #	Accurate Self-Assessment	Self		Manager		Direct Reports		Peers			
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently		
1	53	Acknowledges own strengths and weaknesses	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	2	1	○ ○ ○ ○ ○	1	1
2	21	Is defensive when receiving feedback	1			1		2	1			2
3	6	Has a sense of humor about oneself		1		1		1	1	1	1	1
4	15	Looks for feedback, even if hard to hear		1		1		3			1	1

\* Indicates that some of your assessors did not respond to this item

| Target Level

## Item Frequency Report Self-Awareness Cluster

Level	Item #	Self-Confidence	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	55	Believes oneself to be capable for a job	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	3	○ ○ ○ ○ ○	2
2	62	Doubts his/her own ability	1		1		2 1		2	
3	48	Presents self in an assured manner		1		1	1 2			2
4	31	Has "presence"		1		1	1 2			2

\* Indicates that some of your assessors did not respond to this item

| Target Level



### Item Frequency Report Self-Management Cluster

Level	Item #	Emotional Self-Control	Self		Manager		Direct Reports			Peers		
			Never	Consistently	Never	Consistently	Never	Consistently		Never	Consistently	
1	60	Acts impulsively	1		1			3		2		
2	37	Gets impatient or shows frustration		1		1		1	1	1	2	
3	40	Behaves calmly in stressful situations		1		1		1	1	1	2	
4	24	Stays composed and positive, even in trying moments		1		1		1	1	1	2	

Level	Item #	Transparency	Self		Manager		Direct Reports			Peers		
			Never	Consistently	Never	Consistently	Never	Consistently		Never	Consistently	
1	44	Keeps his/her promises		1		1		1	2		1	1
2	22	Brings up ethical concerns		1		1		1	1	1	1	1
3	47	Acknowledges mistakes		1		1		2	1		1	1
4	26	Acts on own values even when there is a personal cost		1		1		2	1		1	1

\* Indicates that some of your assessors did not respond to this item

| Target Level

### Item Frequency Report Self-Management Cluster

Level	Item #	Adaptability	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	9	Adapts ideas based on new information	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1 2	○ ○ ○ ○ ○	2
2	30	Applies standard procedures flexibly		1	1		1 2		1 1	1
3	49	Handles unexpected demands well		1	1		1 1 1		1 1	1
4	69	Changes overall strategy, goals, or projects to fit the situation		1	1		3		1 1	1

Level	Item #	Achievement	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	52	Seeks ways to improve performance	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	3	○ ○ ○ ○ ○	2
2	10	Sets measurable and challenging goals		1	1		1 2		2	2
3	4	Anticipates obstacles to a goal		1	1		1 1 1		2	2
4	12	Takes calculated risks to reach a goal		1	1		1 1 1		2	2

\* Indicates that some of your assessors did not respond to this item

| Target Level

### Item Frequency Report Self-Management Cluster

Level	Item #	Initiative	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	66	Hesitates to act on opportunities	1		1		1 2		1 1	
2	70	Seeks information in unusual ways		1		1	1 2		1 1	
3	56	Cuts through red tape or bends rules when necessary		1		1	2 1			2
4	3	Initiates actions to create possibilities		1		1	1 2			2

Level	Item #	Optimism	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	2	Has mainly positive expectations		1		1	2 1		1 1	
2	13	Believes the future will be better than the past		1		1	1 2			2
3	57	Stays positive despite setbacks		1		1	3		1 1	
4	72	Learns from setbacks		1		1	2 1		1 1	

\* Indicates that some of your assessors did not respond to this item

| Target Level

### Item Frequency Report Social Awareness Cluster

Level	Item #	Empathy	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	23	Listens attentively	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2
2	71	Is attentive to peoples' moods or nonverbal cues	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 2	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2
3	19	Relates well to people of diverse backgrounds	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1
4	54	Can see things from someone else's perspective	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 2	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2

Level	Item #	Organizational Awareness	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	39	Understands informal structure in the organization	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 2	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1
2	43	Understands the organization's unspoken rules	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2
3	51	Is not politically savvy at work	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1
4	45	Understands historical reasons for organizational issues	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○ *	○ ○ ○ ○ ○ 2	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1

Level	Item #	Service Orientation	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	17	Makes self available to customers or clients	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 2	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1
2	32	Monitors customer or client satisfaction	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 3	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1
3	46	Takes personal responsibility for meeting customer needs	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1
4	64	Matches customer or client needs to services or products	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 2 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○ 1 1

\* Indicates that some of your assessors did not respond to this item

| Target Level

## Item Frequency Report

### Relationship Management Cluster

Level	Item #	Developing Others	Self		Manager		Direct Reports		Peers			
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently		
1	38	Recognizes specific strengths of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		1 1 1		1 1		
2	14	Gives directions or demonstrations to develop someone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		3		1 1		
3	8	Gives constructive feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		1 1 1		2		
4	67	Provides ongoing mentoring or coaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		2 1		1 1		

Level	Item #	Inspirational Leadership	Self		Manager		Direct Reports		Peers			
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently		
1	25	Leads by example	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		1 1 1		1 1		
2	20	Makes work exciting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		1 1 1		2		
3	29	Inspires people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		1 1 1		1 1		
4	50	Articulates a compelling vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		2 1		2		

Level	Item #	Change Catalyst	Self		Manager		Direct Reports		Peers			
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently		
1	35	States need for change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		1 2		2		
2	5	Is reluctant to change or make changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		2 1		2		
3	41	Personally leads change initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		2 1		1 1		
4	36	Advocates change despite opposition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
				1		1		3		1 1		

\* Indicates that some of your assessors did not respond to this item

| Target Level

### Item Frequency Report Relationship Management Cluster

Level	Item #	Influence	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	34	Engages an audience when presenting	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	3	○ ○ ○ ○ ○	1 1
2	59	Persuades by appealing to peoples' self interest	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	2 1	○ ○ ○ ○ ○	1 1
3	42	Gets support from key people	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1 1 1	○ ○ ○ ○ ○	1 1
4	58	Develops behind-the-scenes support	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	2 1	○ ○ ○ ○ ○	2

Level	Item #	Conflict Management	Self		Manager		Direct Reports		Peers	
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently
1	28	Airs disagreements or conflicts	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	2 1	○ ○ ○ ○ ○	1 1
2	18	Publicly states everyone's position to those involved in a conflict	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	2 1	○ ○ ○ ○ ○	1 1
3	63	Avoids conflicts	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1 2	○ ○ ○ ○ ○	2
4	33	In a conflict, finds a position everyone can endorse	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	3	○ ○ ○ ○ ○	1 1

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| Target Level

## Item Frequency Report

### Relationship Management Cluster

Level	Item #	Teamwork and Collaboration	Self		Manager		Direct Reports		Peers						
			Never	Consistently	Never	Consistently	Never	Consistently	Never	Consistently					
1	61	Does not cooperate with others	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	○ ○ ○ ○ ○	1 2	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1		
2	11	Solicits others' input	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	○ ○ ○ ○ ○	3	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	2		
3	7	In a group, encourages others' participation	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	○ ○ ○ ○ ○	2 1	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	2		
4	65	Establishes and maintains close relationships at work	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	○ ○ ○ ○ ○	1 2	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○	1	○ ○ ○ ○ ○	1

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| Target Level