

CheckPoint 360

Getting the most from your Report

Congratulations! You have taken the first step toward development by enlisting the support of others in completing the *CheckPoint 360° Competency Feedback System™* survey process. Your CheckPoint Feedback Report will lay an important foundation to your improvement plan. Your report will help you see how you “look” to others and how you see yourself.

Think of your *CheckPoint Feedback Report* as a rare opportunity to see yourself in a special kind of mirror – a mirror that shows you how you appear in terms of a range of competencies important to your success. You will see reflected not only how you see yourself, but also how you are seen by others including peers, direct reports, and your boss. You may learn as much from seeing the differences in the way these people see you as you do from what they see.

Bear in mind the mirror is imperfect. It reflects, after all, the observations and conclusions of people, you and your raters. Some of them may see evidence of the level of one competency very clearly, but others less so. Some may have formed lasting judgments based on incidents that happened over a long period of time while others reflect what they saw yesterday. Also, each rater passes their judgment through personal filters and interpretation. One may see someone as having a dry and witty sense of humor while another sees the same person as condescending and arrogant. The mirror is imperfect but will nonetheless give you a rare glimpse of how you are seen by others. Even more important, it will give you the opportunity to reflect on what changes you would like to make. The reflection in the mirror by the office elevator causes you to take a comb to a wisp of hair or to straighten a tie or scarf. Similarly, your CheckPoint Report may show you something you want to change. This guide can help.

Sometimes you will find yourself most interested in the reflection from a particular perspective as it pertains to a competency. As you review the report, you may be most interested in

seeing how your boss sees you with respect to the “Production” Competency. Or you may be interested in how your direct reports view you in the “Development of Others” Competency. Perhaps you are most interested in your peers’ perspective of the “Relationships” Competency. (These terms will be defined in your report)

This guide will help you to:

1. Work through your CheckPoint Report so that you will successfully understand and analyze the information, and
2. have at least three concrete development areas on which you can focus your efforts for improvement.

Understanding the CheckPoint Report

Have a copy of your report handy as you review this resource. It is important that you understand what is in the report. You will also need to decide what’s most important to you. On the cover of your report, just below your name, is a statement that this is a confidential report. This means that while both you and your boss knew that your individual responses would be evident in this report, your peers and direct reports (and others, if applicable) were aware the confidentiality of their responses would be protected and would be merged with data from others like them (i.e., peers with peers). It’s important as you work with the data that you are consistent with this confidentiality commitment. You should be careful not to pin down anyone as to how they answered individually or, for that matter, if they answered at all.

Just below your name and the confidential statement you will see the number of respondents, by group, that are included in your report.

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The next page will remind you of the rating scale each respondent used when completing the survey. As you can see, each rater chose between six possible choices that would indicate “frequency of observed behavior” or how often the particular survey item/touch point of leadership - is on display. You will notice a possible response – “N” which is for “No opportunity to observe this behavior”. The “N” option does not equal zero and has no impact on your ratings

Next you will be reminded of the eight Universal Competencies with each of the 18 Skill Sets bulleted under the competency. You will also be introduced to the “Favorable Zone”. The favorable zone is a range from 3.5 to 4.25. During the validation studies of the CheckPoint, those managers who were deemed “good” managers by their employers typically scored between 3.5 and 4.25. The favorable zone aids in identifying strengths and areas for improvement. It will be a point of reference throughout your report.

Introduction

The Introduction page explains what lies ahead in the report. Please read it completely to get a flavor of how your feedback will be presented. You might also revisit this page when reviewing your results as a reminder of what is being presented in each section of the report.

Executive Competency Overview

This page is the first that presents data from you (S for Self) and your Observers (A for All Observers). Keep in mind that All Observers equals everyone except you (the self). If you look at the wheel on this page, you will again see the eight Universal Leadership Competencies around the outer edge. The inner core of the wheel has five concentric bands labeled “1” through “5” radiating out from it. These numbers and bands represent the rating scale that was used on the *CheckPoint Survey*.

Since “5” means that you “almost always”

demonstrate this skill” and “1” means that you “almost never” demonstrate this skill,” it’s clear that the higher this number, the better. What you would like to see are scores that fall toward the outer edge of the wheel.

To review, you’ve seen that “higher is better” and that the Favorable Zone is from 3.5 to 4.25. What would be really terrific then, is to find that all of your scores are in or above the Favorable Zone which would indicate a very strong skill. Yes, it would be nice, but let’s not expect it. Many of us will find scores, perhaps several, that may fall below the Favorable Zone. This is not uncommon. It means you have room for improvement!

Within the wheel are plots of two different groups of scores on each of the Competencies. One plot, with lines connecting circles with “S” in them, depicts your Self-rating on the CheckPoint Survey items within each Competency. The second plot is made up of lines connecting circles with an “A” in them. This depicts the average score for each Competency based on “All Observers,” i.e., everyone who completed the CheckPoint Survey other than you. It includes, your Boss, Direct Reports and Peers (and “Others”) if applicable.

For any Competency where there was a difference of 1 point or more between your Observers’ average rating and your Self-rating, arrows will appear that show a “Gap.” Take a minute now to look at the wheel to see if any “gaps” appear for you.

This page shows your overall results at a glance and generally describes how close your self-perceptions are to the perceptions of others, as a group. Perhaps more are areas where your Observers see you as stronger than you see yourself or perhaps the opposite is true. In either case, we will examine these in more detail as you go through the report.

To the right of the wheel is a bar that shows

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your Total CheckPoint Scores. The Self score is the average rating you gave yourself on the five-point scale for all of the 70 CheckPoint Survey questions. The other score shows the average of ratings made by All Observers. Below the bar is a number labeled “Differential”.

Executive Skill Set Summary

This section provides a list of the 18 skill sets beginning with the highest rated skill set on down, according to All Observers (everyone except you). You can easily see where your ratings fall compared to the Favorable Zone.

Critical Skills Alignment Summary

The CheckPoint offers the same survey to each respondent except for the Self and the Bos. As a Self or a Boss, you are asked to select the six skill sets that you feel are critical to the “self’s” role. This section provides the comparison of the six skill sets selected as critical by the Self, to the six critical skill sets selected by the boss (or bosses). You will also see your Critical Skills Alignment summary. The average alignment between self and boss – typically falls between 40% and 60% on initial CheckPoints.

You are encouraged to connect with your boss and gain alignment on the skill sets that are most critical for your role. This section is a great conversation starter. It is also a factor used in determining the three areas of focus which you will see in the Development Summary Overview section of your report.

Executive Summary

Your average ratings for each Competency is displayed in this section of the report. Definitions are provided for each competency on the left, along with your ratings displayed for each respondent group on the right. Read each definition and note the average score for each group of Observers. You will see the Favorable Zone again presented as a shaded area from

3.5 to 4.25. The color-coded bars on the right side show the average scores on the five-point scale broken out by Self, Boss, Direct Reports, Peers, and All Observers (less self). A legend is presented at the top of the page as well. This page will help you see overall differences between group averages and yourself related to the 8 Universal Competencies. Note the differences between respondent groups of 1 point or more will be indicated with the Gap indicator in the right margin. Feel free to take note of areas where you see yourself much differently than one or more of your respondent groups, but don’t dig too deep into this section. Remember, we will continue to break down the feedback all the way to the survey items.

Skill Set Analysis

This section can seem quite busy at first glance. The goal is to share your observers’ ratings for each skill set. There is a legend provided to guide you through the colors and symbols in this section. You will see a description of each skill to the left. We will remind you of the critical skills identified by self and boss by placing the critical skill set symbol under each skill definition. On the right, you will find a self and boss comparison of your ratings, along with ratings from all respondent groups.

Begin by looking at the listing of the Skill Sets on the left. The competency is listed, then the skill set. Read the definition on the left. Note the Self/Boss Comparison on the right. You may see “Talent” indicated or “Focus”. If you or your boss selected a skill as critical and your average ratings (self and boss) are equal to or higher than 3.5, the skill is tagged as a Talent. A “focus” skill would be a skill identified as critical by you or your boss, and your average scores (self and boss) are below 3.5

Look at the right-hand column to identify important gaps between specific reference groups. As you will see, a vertical arrow tells you where reference groups vary by 1.5 points or more. Let’s shortcut by asking you to note the gaps, if any, between your

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Self scores and other reference groups that you believe are important. Pay particular attention to the Skill Sets highlighted by vertical arrows. In other words, note your gaps, and consider: 1. the gap is between which groups?, and 2. is this a critical skill?

Reference Group Comparison

This section does not present any new information, rather a different comparison view of all respondent groups. Some leaders review this page first – as it gives a quick view of respondent group ratings on all skills. It may also be a good place to highlight the 6 critical skill sets you and your boss agree on after meeting to discuss critical skill set alignment. Spend a few minutes studying this chart, especially if you're a "visual person."

CheckPoint Survey Summary

These pages of your report get even more specific, showing you how your raters responded to each of the 70 individual CheckPoint Survey questions.

In this summary, all seventy questions are shown along with the average rating for each group of Observers. Competency name, then skill set are identified on the left followed by the survey items (touch points of leadership) that feed into the skill. In the middle column, you will see the "B" and/or "S" blocks appear next to the skills identified as critical by you or your boss.

The bar chart on the right has three lines or bars for each item. The respondent groups have been condensed in this section and ratings are shown for Self, Boss, and All Observers (everyone except you). You'll see the actual average score according to All Observers reflected on the All Observers bar.

You may also see some flags in the middle column. A flag is shown where item responses lack consensus within a reference group (responses vary by 3 or more points). The flags indicate that there was a

significant variation between two or more individuals in their response to an item. The flags do not relate in any way to the average scores. There potentially four types of flags.

D" Flag, "P" Flag, and "O" Flag

One of these flags ("D" Flag, "P" Flag, or "O" Flag) indicates that there was dispersion (3 points or greater) WITHIN a given group (Direct Reports, Peers, or Others as indicated by the flag). An example would be where on the same question, one Direct Report gave a rating of 2 (seldom), a second Direct Report gave a rating of 4 (usually), and a third Direct Report gave a rating of 5 (always). This would generate a "D" Flag indicating that the raters lacked consensus in their responses (differed by 3 or more points).

"A" Flag.

An "A" Flag indicates that there was dispersion (3 points or greater) between at least two raters who WERE NOT in the same group. An example here would be where on the same question, one Direct Report gave a rating of 2 (seldom), and a Peer gave a rating of 5 (always). This would generate an "A" Flag indicating that raters from different groups lacked consensus in their responses (differed by 3 or more points).

Survey Comments

The CheckPoint 360 includes an optional feature which allows respondents to provide written comments. If this option was turned on for your CheckPoint, you will find the written comments following the CheckPoint Survey Summary section. The comments are reported exactly as they are typed by the respondents, and they are organized by Competency and respondent group.

For example, under the Communication Competency you will see "Boss" and bulleted comments if your boss elected to provide additional written comments for this competency. Same goes for Peers, Direct Reports, and Others (if applicable).

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If your CheckPoint includes written comments, here are things to consider:

1. Who said what is NOT important! Focus on feedback and content that will be most beneficial to you on your quest to improve your leadership style/effectiveness.
2. The comments may add some clarity to some of the flagged items identified in the previous section.
3. Look for common themes in the comments. These themes may identify a blind spot or an area that you are already aware of needing some improvement.

Development Summary Overview

The Development Summary overview is designed to identify your three Areas of Focus. On the page you will see the 18 Skill Sets ranked from highest rated Skill Set on down, according to your All Observer ratings – similar to what we saw early on in your report. However, we also identify on the left, the skills that were selected as critical - along with the All Observer ratings on the right.

The page is divided horizontally so that those skills whose average score falls in (or above) the Favorable Zone are shown at the top under Strengths, and those skills whose averages fall below the Favorable Zone are listed at the bottom under Development Areas.

You will also notice to the left of the bar graph; three skills have been identified as Areas of Focus. The CheckPoint system will automatically select the lowest rated skill as an Area of Focus, then move up (the list of skill sets) and attempt to identify a critical skill set where the Self and Boss align (both selected skill as critical). The Areas of Focus identified will be explored in the next section of your report - your Individual Development Guide.

Individual Development Guide

The *Individual Development Guide* describes your exciting opportunities for personal and professional growth and development. In the introduction, you will learn about the “KSS Method”. This calls out:

1. things that you may want to KEEP doing, as they are working in your favor,
2. things you may want to STOP doing, because they are not getting you the results you want; and
3. things you may want to START doing to make increase your effectiveness as a leader.

You will learn about skills, behaviors, and attitudes to adapt and practice regarding each Area of Focus. Each survey item that feeds into the named skill set is covered here. This is the most valuable and significant section of your report.

It has been said, “The biggest room in the world is the room for self-improvement.” Use your CheckPoint Report as a guide for developing habits and skills that will make you more effective, more valuable, more confident, and more competent.

Study the suggestions in this section and do a “Top Ten” list of the items that will help you the most. Develop methods for reminding yourself of your desire to improve your effectiveness as a leader. Keeping these ideas for your personal and professional development on the “front page” of your mind makes the CheckPoint even more valuable. Just reading and filing the report is losing an opportunity.

Once enough time has progressed (10 to 12 months or so), and you have been able to put into practice some of the things you learned with the CheckPoint, come back and DO IT AGAIN!

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Positive Role Models

Learn from people who perform skills exceptionally well or who possess qualities you want to develop. Select “positive role models” who can teach you by example. In addition to observing them, interact with them.

For example, invite them to lunch and discuss what they do and how they do it. If your organization sends a copy of CheckPoint results to your boss, you will definitely want to get his or her perspective. If your boss did not get a copy, consider sharing information about your results so you get the benefit of your boss’ perspective.

Remember:

- No feedback is “bad” feedback. Use what you learn to make small adjustments that may have big impacts on your effectiveness as a leader.
- There is a saying - If you’re not working to get better at something, you are automatically getting worse. Using the CheckPoint report means you are working to get better!
- Who said what is not important here and will be a distraction to you. Focus on feedback and content in your report that will be most beneficial to you on your quest to improve your leadership style/effectiveness.
- Thank your respondents for participating in your CheckPoint and consider sharing the areas that you plan to work on in the coming months. Give them permission to approach you should they observe a behavior that you are working towards improving.

**BEST WISHES
ON YOUR
DEVELOPMENT
JOURNEY!**