

# Appendix A

## Benchmarks<sup>®</sup> for Managers<sup>™</sup>

### Orientation Template

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This template is designed for you to use as a starting point to create your presentation. The purpose is to introduce **Benchmarks for Managers** to your participants and, as needed, other stakeholders. Before using this presentation, you should edit it for your specific initiative.

1. Delete or add slides for your initiative.
2. Edit content in **bold type** for your initiative.
3. Delete the instruction slide.

# Benchmarks® for Managers™

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## Client/Organization Name

### Benchmarks for Managers Orientation and Kickoff

**Date**



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# Agenda

- Introduce **client initiative name**
  - Why are we undertaking 360-degree feedback?
  - Why are we doing it with this group?
  - Why are we doing it now?
- Confidentiality
- How it works
- Timeline
- Q&A

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## About the Center for Creative Leadership

- A global, nonprofit, research-based educational institution
- A world leader in publication and application of leadership assessments
- A pioneer in the use of 360-degree-feedback assessments in confidential, development-focused feedback for leaders

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# Important Lessons from 40 Years of Research

- People can learn, grow, and change.
- Self-awareness is a critical factor in effectiveness.
- A 360-degree view from people who know you well is a valuable snapshot.
- Creating a plan for development greatly increases the odds for success.

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## What Is Benchmarks for Managers?

- ✓ A confidential way of systematically collecting your boss's and your coworkers' opinions about your leadership behaviors
- ✓ A way to compare your feedback data with other successful leaders
- ✓ A way to gauge your risk for managerial derailment
- ✓ It is not a performance appraisal

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# What Does Benchmarks for Managers Measure?

## Leading the Organization

- Strategic perspective
- Ready grasp
- Decisiveness
- Change management

## Leading Others

- Leading employees
- Confronting problem employees
- Using participative management
- Building collaborative relationships
- Having compassion and sensitivity
- Putting people at ease
- Having a respect for differences

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# What Does Benchmarks for Managers Measure?

## Leading Yourself

- Initiative taking
- Composure
- Balance between personal and work life
- Self-awareness
- Career management

## Problems That Can Stall a Career

- Problems with interpersonal relationships
- Difficulty building and leading a team
- Difficulty changing or adapting
- Failure to meet business objectives
- Having too narrow of a functional orientation

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# How Does It Work?

## You select a group of raters

- Boss
- Superior
- Peers \*
- Direct Reports \*
- Others

*\*A minimum of three is required for item-level feedback.*

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## Tips For Selecting Raters

### The best raters for 360-degree feedback are usually people:

- ✓ Who interact with you frequently
- ✓ Who see you use the behaviors being rated
- ✓ Whose opinions you value and trust

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# Timeline and Next Steps

**Date**

- CCL sends you an invitation email to access your Benchmarks for Managers

**Date**

- Submit your rater list online
- Complete your “self” survey online
- Monitor your rater status online

**Date**

- Raters’ deadline for completing surveys

**Date**

- Attend Benchmarks for Managers feedback workshop
- Have confidential debriefing of your feedback report with certified facilitator
- Draft your development plan

**Date**

- Meet with your coach to review development plan
- Monitor your goal progress regularly

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## Questions?

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# Appendix B

## Benchmarks<sup>®</sup> for Managers<sup>™</sup>

### Feedback Workshop Template

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This template is designed for you to use as a starting point to create your presentation. The purpose is to introduce the **Benchmarks for Managers Feedback Report** to your participants who are preparing to receive their personal copy of their report. Before using this presentation, you should edit it for your specific initiative.

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# Benchmarks® for Managers™ Feedback Workshop Template

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## Client/Organization Name

Benchmarks for Managers  
Feedback Workshop

**Date**



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# Workshop Agenda

## I. Group Session

- Review of **client initiative name**
- Introduction to the Benchmarks for Managers 360-Degree Feedback
- Receipt and review of your feedback report
- Q&A

## II. Individual Sessions

- Purpose
- Schedule

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## Client Initiative Name

- Why are we doing the Benchmarks for Managers 360-Degree Feedback?
- Why are we doing it with this group?
- Why are we doing it now?

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# Workshop Purpose and Goals

- To understand how to read and interpret your Benchmarks for Managers feedback report
- To discuss your results in a confidential session with a facilitator
- To begin the process of linking your feedback to a personal development plan

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Benchmarks<sup>®</sup>  
for Managers<sup>™</sup>



**Feedback Report Prepared for  
Pat Sample**

June 30, 2015

In addition to your self-ratings, this report  
includes your ratings from:

1 Boss  
1 Superior  
4 Peers  
3 Direct Reports  
1 Others

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10 All Raters

Upper Manager Norm Group

Private Sector

Sample Report

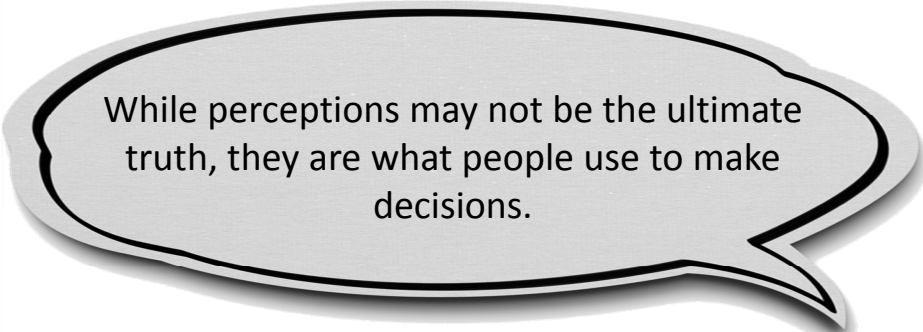
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## Remember That:

- 360-degree feedback
  - is not the complete truth
  - is a snapshot in time
  - is data
- You are the expert about you.
- Context matters.
- There are two common mistakes:  
to agree or disagree too quickly.

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## Understanding Feedback



While perceptions may not be the ultimate truth, they are what people use to make decisions.

Morrison, White, & Van Velsor,  
*Breaking the Glass Ceiling, Updated ed.* (1992)

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# As You Review Your Report

- Make one complete pass through your report.
- Look for patterns and themes.
- Refrain from making notes or highlighting (for now).
- Save your questions for the Q&A.

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## Individual Sessions

- These sessions are confidential.
- These sessions follow your agenda.
- These sessions are approximately **time** in length.

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# How to Prepare

- ✓ Make a second pass to review your report in detail.
- ✓ Think about how you want to use this data for your development.
- ✓ Write down any questions to bring to your session.
- ✓ Try using the questions at the bottom of select pages in your Feedback Report.
- ✓ Consider doing the exercises in Section I of the Development Planning Guide.

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# Questions?

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