



# Feedback report

## ESCI

### Emotional and Social Competency Inventory

Name: **Lois Elrich**

Client:

Date of report: **6/25/2019**

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# Introduction

## What Is Emotional and Social Intelligence?

Emotional and Social 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. It describes the behaviors that sustain people in challenging roles, or as their careers become more demanding, and it captures the qualities that help people deal effectively with change.

## The Emotional and Social Competency Inventory

Based on decades of research, across hundreds of roles and organizations, the Emotional and Social Competency Inventory (ESCI) model describes 12 competencies that differentiate outstanding from average performers. Although all of the ESCI competencies are important, you may not need to master all of them, in order to be successful. You may draw on different competencies, depending on your strengths, preferences, and the needs of the people and situations you work with.

### The four clusters

The ESCI clusters highlight four distinct areas of ability:

- Self-Awareness: recognizing and understanding our own emotions
- Social Awareness: recognizing and understanding the emotions of others
- Self-Management: effectively managing our own emotions
- Relationship Management: applying emotional understanding in our dealings with others

Relationship Management is where emotional and social intelligence (or the lack thereof) becomes most visible to others. The competencies in this cluster impact on the motivation and performance of others, but they depend on strengths in the Social Awareness and Self-Management competencies. These clusters provide direction, energy, restraint, and skill to the way we use Relationship Management competencies.

Self-Awareness is at the heart of the model. It describes the ability to understand our emotions, our drives, our strengths and our weaknesses. It enables us to sustain our emotionally and socially intelligent behavior over time, despite setbacks.

# Emotional and Social Competency Inventory

The ESCI model shows where each of the 12 competencies fit within the four clusters. It can help us to understand our preferences and intentions, how we use the competencies and the choices we have in our behavior.



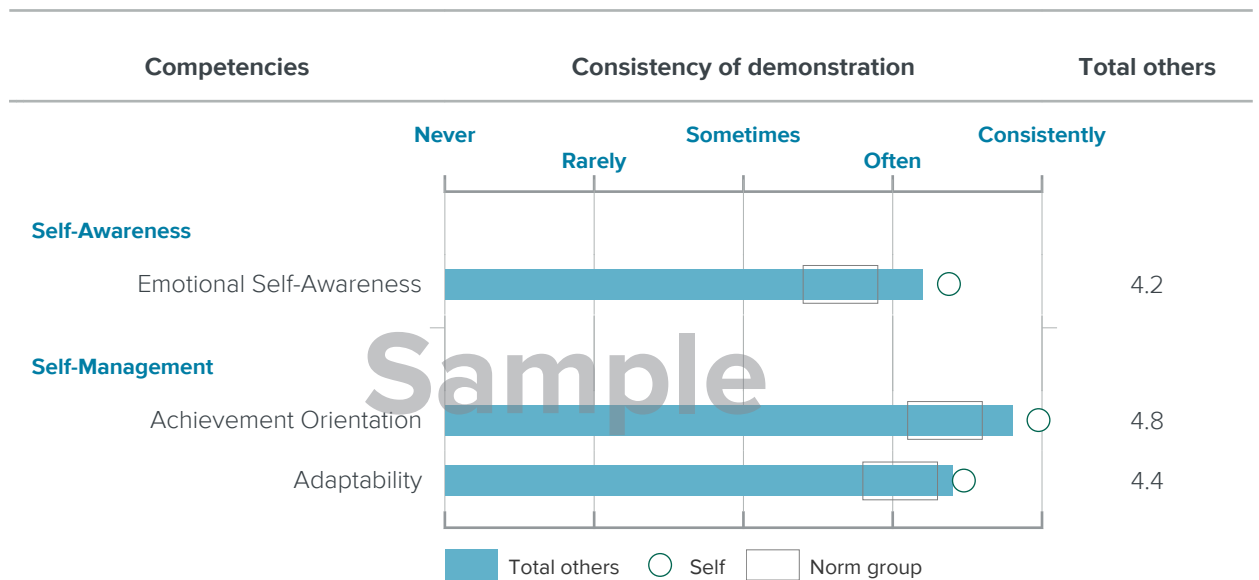
# Interpreting the feedback

## Interpreting the ESCI competency profile

The ESCI competency profile provides an overview of your strengths and areas for improvement. All the competencies measured in this report are listed and organised by cluster.

### Competency scores

To the right of the chart you will see the 'Total others' scores. This is the average score from everyone, excluding yourself, who provided you with feedback.



The bar represents the total others score. The circle represents your rating, or how you saw yourself on that competency.

The transparent box represents the norm group. The left edge of the box shows the competency score for people at the 25th percentile in the norm group. The right edge shows the score for those at the 75th percentile.

- If your Total Others score (represented by the bar) is to the left of this box, it indicates your score is below average for this competency.
- If your Total Others score is to the right of the box, it indicates you are above average on this competency.

### The norm group

<b>Organizations</b>	1,549
<b>Participants</b>	79,739

# Interpreting the feedback

## Interpreting the ESCI competency detail

The ESCI competency detail report provides scores by rater group for each of the emotional and social intelligence competencies measured in this report.

### Competency scales

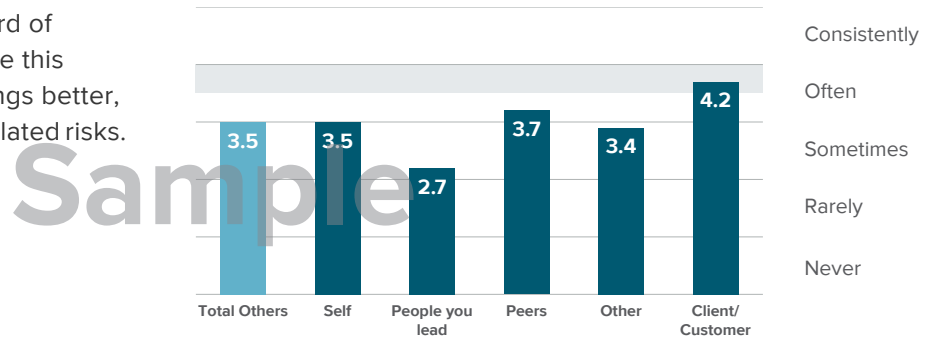
To the right of the graph is the scale the competencies were assessed on. The bar graph represents the average competency score for each rater group.

### Norms

The shaded area represents the norm group or average range of scores (i.e. 25th to 75th percentile) for this competency. When a bar is above the shaded area, your rating is considered above average for this competency. When a bar is below the shaded area, it is considered below average for this competency.

## Achievement Orientation

Striving to meet or exceed a standard of excellence. People who demonstrate this competency look for ways to do things better, set challenging goals, and take calculated risks.



## Data validity

Your Emotional and Social Competency Inventory report is based on the responses of **11** individuals (Self, People you lead, Peers, Other and Client/Customer).

A total of **12** surveys were distributed. **11** surveys were received in time to be included in this feedback report.

The responses were collected between **5/28/2019** and **6/13/2019** and this report was processed on **6/25/2019**.

### Rater list

The names of the individuals from whom you requested feedback are:

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#### People you lead

Lindsay OBryan   Jenny Grizzle   Michael Gelm

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#### Peers

Phillip Stoller   Steve Elrich   Chris Butcher

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#### Other

Ken Elrich   Lee Elrich   Chris Drummer

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#### Client/Customer

Chuck Huggins   Kristen Rhoads

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*Continued*

# Data validity

## The number of raters who responded

	Surveys			Familiarity		Agreement	
	Distb.	Rcvd.	Prcsd.	Low	High	Low	High
Self	1	1	1				
People you lead	3	3	3	38		85	
Peers	3	2	2	31		88	
Other	3	3	3	54		89	
Client/Customer	2	2	2	44		90	

### Rater familiarity

When making their ratings, raters indicated their familiarity with your job performance and their frequency of work-related contact with you.

The higher the familiarity, the more attention you should pay to the ratings. Low familiarity 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 familiarity.

### Rater agreement

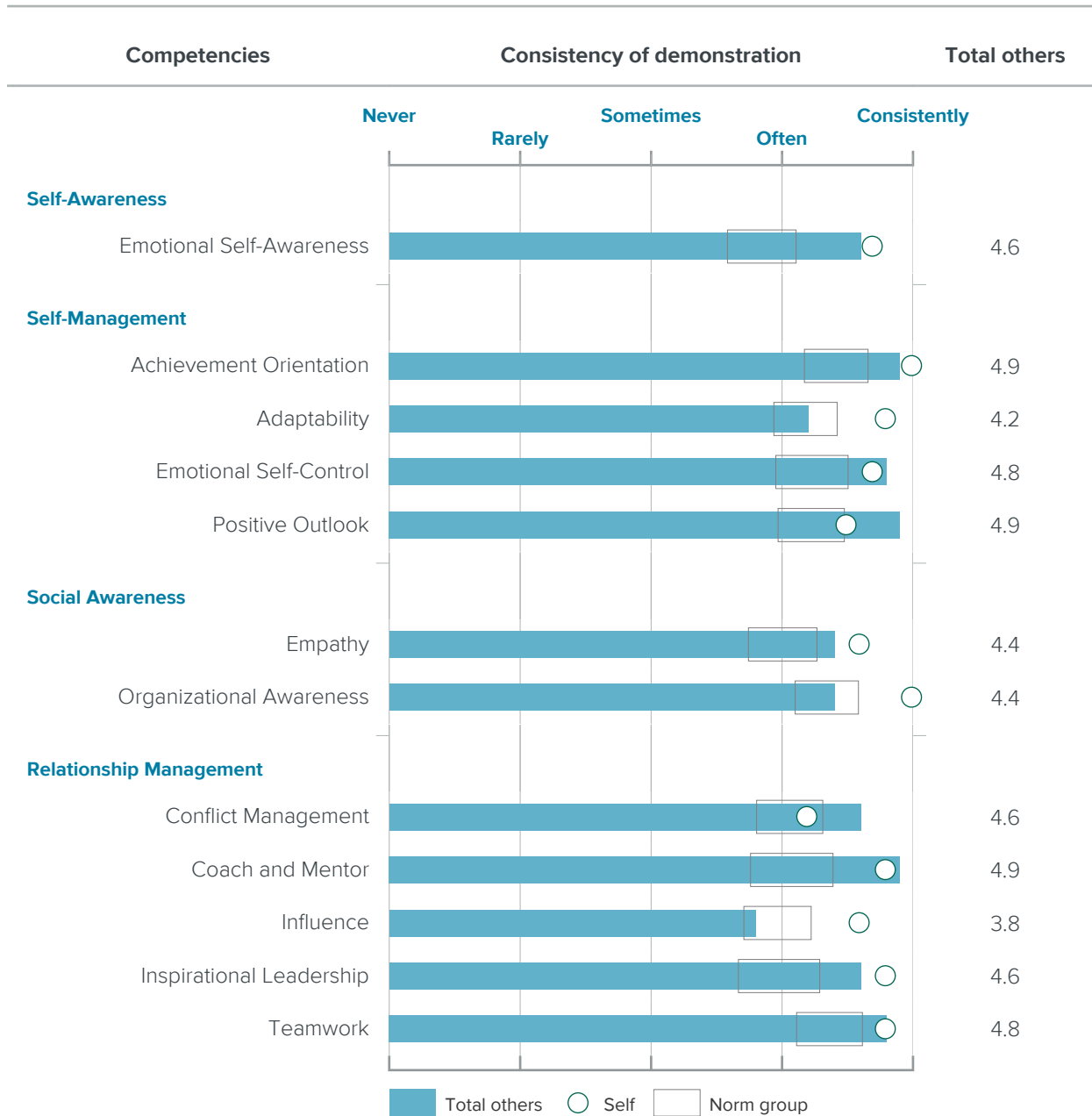
The level of rater agreement for perspectives with two or more raters is reported above. The higher the agreement, the more consistent the ratings within the rater group's perspective.

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.



# ESCI competency profile

The ESCI competency profile shows your perception of how frequently you use each competency. It shows where you feel your strengths and development needs are.



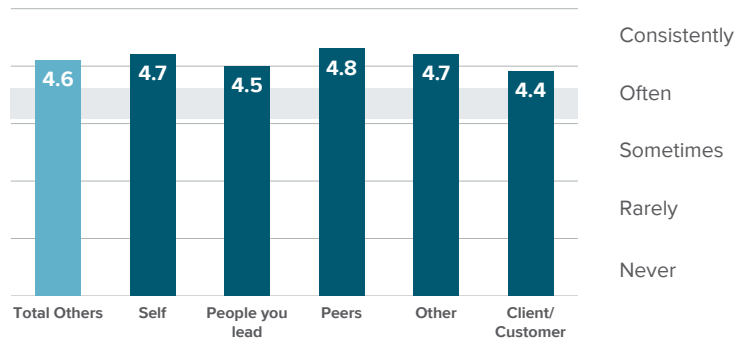
# ESCI competency detail

The ESCI competency detail provides scores by rater group. You can compare the perceptions of each of your rater groups with your self perception and the norm group.

## Self-Awareness

### Emotional Self-Awareness

Recognizing how our emotions affect our performance. People who demonstrate this competency know the signals that tell them what they're feeling, and use them as an ongoing guide to how they are doing.



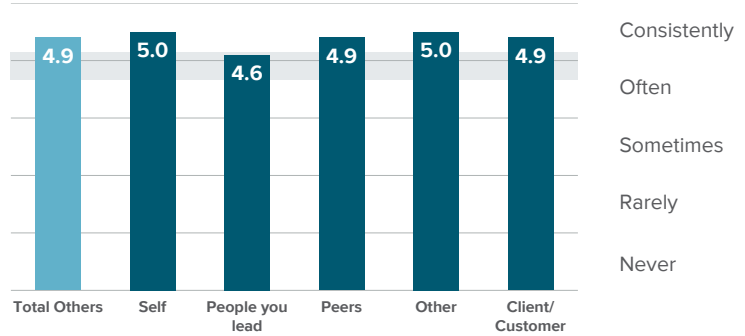
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# ESCI competency detail

## Self-Management

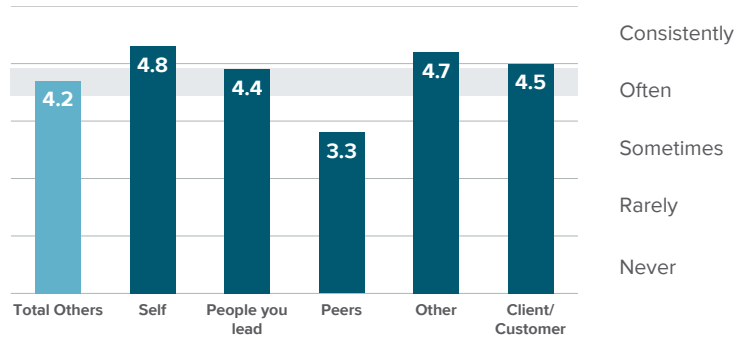
### Achievement Orientation

Striving to meet or exceed a standard of excellence. People who demonstrate this competency look for ways to do things better, set challenging goals, and take calculated risks.



### Adaptability

Flexibility in handling change. People who demonstrate this competency willingly change their own ideas or approaches based on new information or changing needs. They are able to juggle multiple demands.



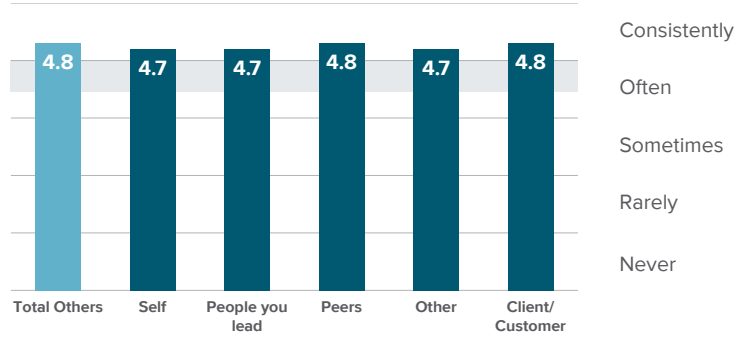
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# ESCI competency detail

## Self-Management

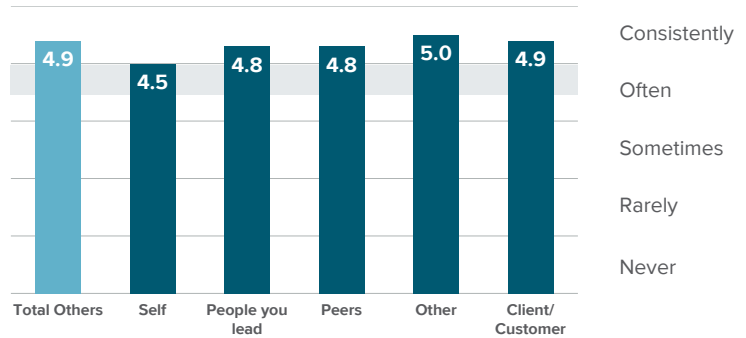
### Emotional Self-Control

Keeping disruptive emotions and impulses in check. People who demonstrate this competency are able to maintain their effectiveness under stressful or hostile conditions.



### Positive Outlook

Persistence in pursuing goals despite obstacles and setbacks. People who demonstrate this competency see the positive in people, situations, and events more often than the negative.



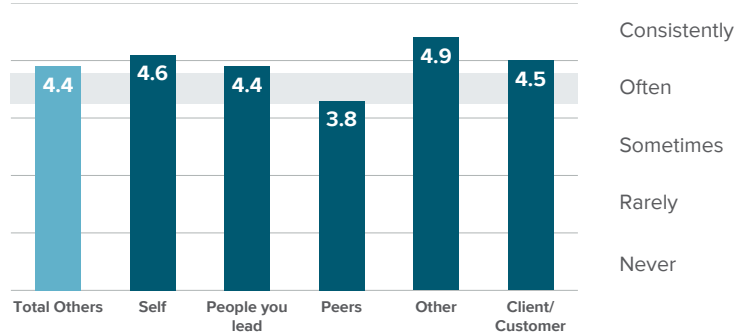
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# ESCI competency detail

## Social Awareness

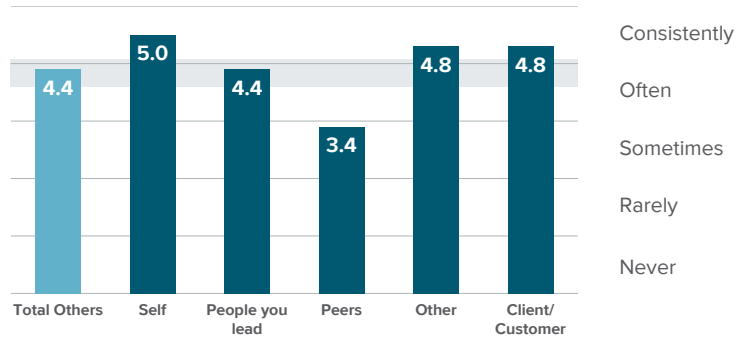
### Empathy

Sensing others' feelings and perspectives, and taking an active interest in their concerns. People who demonstrate this competency are able to pick up cues, understanding what is being felt and thought.



### Organizational Awareness

Reading a group's emotional currents and power relationships. People who demonstrate this competency think about power relationships. They can accurately identify influencers, networks and dynamics.



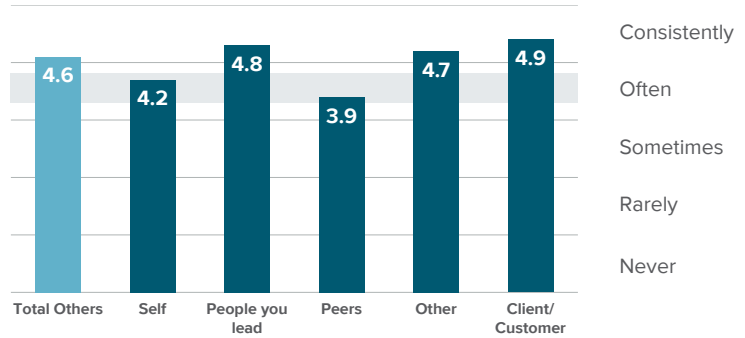
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# ESCI competency detail

## Relationship Management

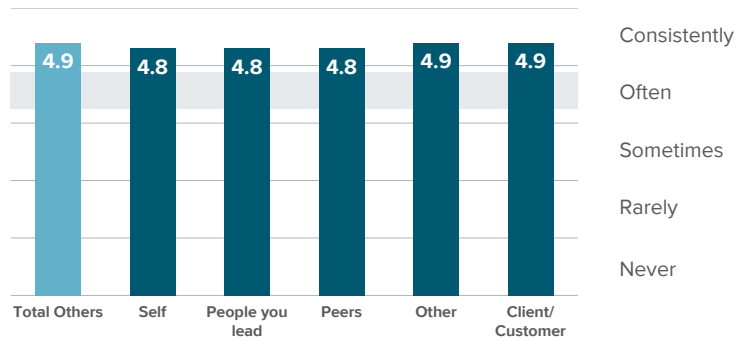
### Conflict Management

Negotiating and resolving conflict. People who demonstrate this competency bring disagreements into the open, effectively communicate the different positions and find solutions all can endorse.



### Coach and Mentor

Taking an active interest in others' development needs and bolstering their abilities. People who demonstrate this competency spend time helping people via feedback, support and assignments.



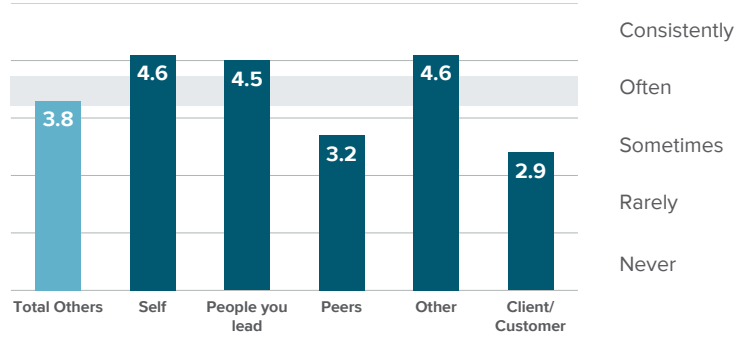
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# ESCI competency detail

## Relationship Management

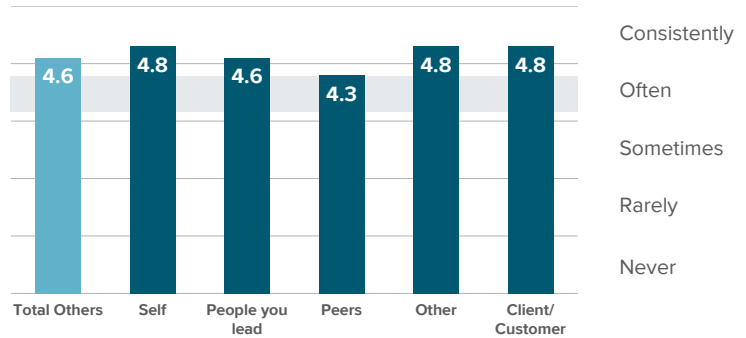
### Influence

Having a positive impact on others. People who demonstrate this competency persuade or convince others to gain support for an agenda.



### Inspirational Leadership

Inspiring and guiding individuals and groups. People who demonstrate this competency work to bring people together to get the job done. They bring out the best in people.



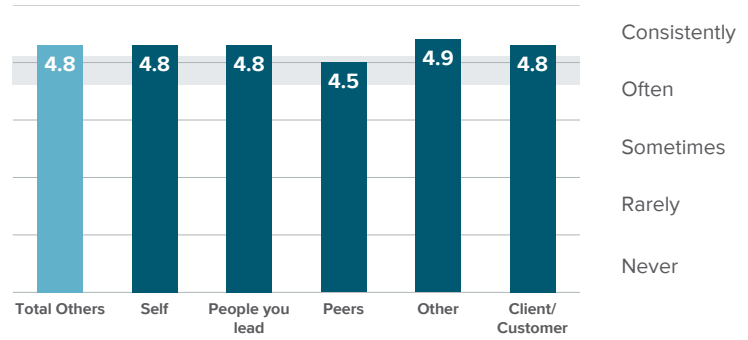
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# ESCI competency detail

## Relationship Management

### Teamwork

Working with others towards a shared goal. Creating group synergy in pursuing collective goals. Teamwork is an orientation to work with others interdependently, not separately or competitively.





## ESCI item detail

The following tables show how your raters responded to each questionnaire item. It indicates, item by item, where raters' perceptions of your behavior agree or differ.

The bars on the 'Average rating' column represent the average item score for each rater group. The distribution of ratings, with a column for each point on the rating scale, are shown to the right of the bars. The number in each column indicates the number of raters who rated you on that point. The left most column labeled with a \* indicates the number of raters who did not answer the question.

### Self-Awareness – Emotional Self-Awareness

#	Item	Rater group	Average rating	*	Never		-	Consistently
					○	○	○	○
34	Able to describe how own feelings affect own actions	Self	5.0					1
		People you lead	4.7				1	2
		Peers	5.0					2
		Other	5.0					3
		Client/Customer	4.5				1	1
39	Describes underlying reasons for own feelings	Self	4.0					1
		People you lead	4.3				2	1
		Peers	4.5				1	1
		Other	4.7				1	2
		Client/Customer	4.5				1	1
41	Aware of the connection between what is happening and own feelings	Self	5.0					1
		People you lead	5.0	1				2
		Peers	5.0					2
		Other	4.7				1	2
		Client/Customer	4.5				1	1
44	Shows awareness of own feelings	Self	5.0					1
		People you lead	4.7				1	2
		Peers	5.0					2
		Other	5.0					3
		Client/Customer	4.5				1	1

■ Reversed item

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

Continued

# ESCI item detail

## Self-Awareness – Emotional Self-Awareness

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
48	Does not describe own feelings	Self	4.0			1	
		People you lead	3.7		2	1	
		Peers	4.0			2	
		Other	4.3	1		2	
		Client/Customer	4.0			2	
63	Acknowledges own strengths and weaknesses	Self	5.0				1
		People you lead	4.7			1	2
		Peers	5.0				2
		Other	4.7			1	2
		Client/Customer	4.5			1	1

■ Reversed item

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

Continued

# ESCI item detail

## Self-Management – Achievement Orientation

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
9	Initiates actions to improve own performance	Self	5.0				1
		People you lead	4.7				1 2
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2
28	Seeks to improve own self by setting measurable and challenging goals	Self	5.0				1
		People you lead	4.5	1			1 1
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2
29	Does not strive to improve own performance	Self	5.0		1		
		People you lead	4.7		2	1	
		Peers	5.0		2		
		Other	5.0		3		
		Client/Customer	5.0		2		
36	Strives to improve own performance	Self	5.0				1
		People you lead	5.0	1			2
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2
40	Does not try to improve	Self	5.0		1		
		People you lead	4.7		2	1	
		Peers	5.0		2		
		Other	5.0		3		
		Client/Customer	5.0		2		

■ Reversed item

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

Continued

# ESCI item detail

## Self-Management – Achievement Orientation

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
57	Seeks ways to do things better	Self	5.0				1
		People you lead	4.3			1	2
		Peers	4.5				1 1
		Other	5.0				3
		Client/Customer	4.5			1	1

■ Reversed item

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

Continued

# ESCI item detail

## Self-Management – Adaptability

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
1	Has difficulty adapting to uncertain and changing conditions	Self	4.0			1	
		People you lead	4.0			3	
		Peers	3.0	1			1
		Other	4.7		2	1	
		Client/Customer	4.0			2	
10	Adapts by smoothly juggling multiple demands	Self	5.0				1
		People you lead	5.0	2			1
		Peers	2.0	1	1		
		Other	4.7				1 2
		Client/Customer	4.5				1 1
19	Adapts by applying standard procedures flexibly	Self	5.0				1
		People you lead	4.3			1	2
		Peers	4.0			1	1
		Other	5.0	2			1
		Client/Customer	5.0				2
35	Adapts overall strategy, goals, or projects to fit the situation	Self	5.0				1
		People you lead	5.0	1			2
		Peers	4.5				1 1
		Other	4.7				1 2
		Client/Customer	4.5				1 1
42	Adapts to shifting priorities and rapid change	Self	5.0				1
		People you lead	4.0	1			2
		Peers	3.0	1		1	
		Other	4.7				1 2
		Client/Customer	4.5				1 1

■ Reversed item

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

Continued

# ESCI item detail

## Self-Management – Adaptability

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
51	Adapts overall strategy, goals, or projects to cope with unexpected events	Self	5.0				1
		People you lead	4.0	1		1	1
		Peers	3.5			1	1
		Other	4.7				1 2
		Client/Customer	4.5				1 1

■ Reversed item

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

Continued

# ESCI item detail

## Self-Management – Emotional Self-Control

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
4	Gets impatient or shows frustration inappropriately	Self	4.0			1	
		People you lead	4.3		1	2	
		Peers	5.0		2		
		Other	4.7		2	1	
		Client/Customer	5.0		2		
16	Acts appropriately even in emotionally charged situations	Self	5.0				1
		People you lead	4.5	1		1	1
		Peers	4.5			1	1
		Other	4.7			1	2
		Client/Customer	5.0				2
18	Remains calm in stressful situations	Self	5.0				1
		People you lead	5.0				3
		Peers	5.0				2
		Other	4.7			1	2
		Client/Customer	5.0	1			1
58	Remains composed, even in trying moments	Self	5.0				1
		People you lead	5.0				3
		Peers	4.5			1	1
		Other	4.7			1	2
		Client/Customer	4.5			1	1
59	Controls impulses appropriately in situations	Self	5.0				1
		People you lead	4.7			1	2
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	4.5			1	1

■ Reversed item

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

Continued

# ESCI item detail

## Self-Management – Emotional Self-Control

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
60	Loses composure when under stress	Self	4.0			1	
		People you lead	4.7	2	1		
		Peers	4.5	1	1		
		Other	4.7	2	1		
		Client/Customer	5.0	1	1		

■ Reversed item

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

Continued



# ESCI item detail

## Self-Management – Positive Outlook

#	Item	Rater group	Average rating	* <input type="radio"/> Never <input type="radio"/> <input type="radio"/> - <input type="radio"/> Consistently
2	Sees the positive in people, situations, and events more often than the negative	Self	5.0	1
		People you lead	5.0	3
		Peers	5.0	2
		Other	5.0	3
		Client/Customer	5.0	2
45	Believes the future will be better than the past	Self	5.0	1
		People you lead	5.0	3
		Peers	5.0	2
		Other	5.0	3
		Client/Customer	4.5	1 1
50	Views the future with hope	Self	2.0	1
		People you lead	5.0	3
		Peers	5.0	2
		Other	5.0	3
		Client/Customer	5.0	2
55	Sees possibilities more than problems	Self	5.0	1
		People you lead	4.7	1 2
		Peers	5.0	2
		Other	5.0	3
		Client/Customer	5.0	2
62	Sees opportunities more than threats	Self	5.0	1
		People you lead	4.7	1 2
		Peers	4.0	1 1
		Other	5.0	3
		Client/Customer	5.0	2

■ Reversed item

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

Continued

# ESCI item detail

## Self-Management – Positive Outlook

#	Item	Rater group	Average rating	*	Never	-	Consistently
					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65	Sees the positive side of a difficult situation	Self	5.0				1
		People you lead	4.7			1	2
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2

■ Reversed item

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

Continued

# ESCI item detail

## Social Awareness – Empathy

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
23	Understands another person's motivation	Self	4.0				1
		People you lead	4.3				2 1
		Peers	4.0				2
		Other	5.0				3
		Client/Customer	4.0	1			1
30	Understands others by listening attentively	Self	5.0				1
		People you lead	5.0				3
		Peers	4.5			1	1
		Other	4.7			1	2
		Client/Customer	5.0				2
31	Does not understand subtle feelings of others	Self	4.0		1		
		People you lead	4.0		3		
		Peers	4.0		2		
		Other	4.7	2	1		
		Client/Customer	5.0	2			
43	Understands others by putting self into others' shoes	Self	5.0				1
		People you lead	4.0			1	1 1
		Peers	3.0			2	
		Other	5.0				3
		Client/Customer	4.0				2
53	Understands others' perspectives when they are different from own perspective	Self	5.0				1
		People you lead	4.7			1	2
		Peers	3.5			1	1
		Other	5.0				3
		Client/Customer	4.5			1	1

■ Reversed item

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

Continued

# ESCI item detail

## Social Awareness – Organizational Awareness

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
6	Understands social networks	Self	5.0				1
		People you lead	5.0	1			2
		Peers	5.0				2
		Other	4.7				1 2
		Client/Customer	5.0	1			1
13	Understands the values and culture of the team or organization	Self	5.0				1
		People you lead	5.0				3
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2
21	Understands the informal structure in the team or organization	Self	5.0				1
		People you lead	4.0			1 1 1	
		Peers	3.0			2	
		Other	5.0				3
		Client/Customer	4.5				1 1
64	Understands the informal processes by which work gets done in the team or organization	Self	5.0				1
		People you lead	3.5	1		1 1	
		Peers	2.0	1	1		
		Other	4.7				1 2
		Client/Customer	4.5				1 1
67	Understands the team's or organization's unspoken rules	Self	5.0				1
		People you lead	4.7				1 2
		Peers	2.0	1	1		
		Other	4.7				1 2
		Client/Customer	5.0				2

■ Reversed item

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

Continued

# ESCI item detail

## Relationship Management – Conflict Management

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
8	Tries to resolve conflict instead of allowing it to fester	Self	4.0				1
		People you lead	5.0				3
		Peers	4.0			1	1
		Other	4.7				1 2
		Client/Customer	5.0				2
14	Resolves conflict by de-escalating the emotions in a situation	Self	4.0				1
		People you lead	4.7			1	2
		Peers	5.0				2
		Other	4.7				1 2
		Client/Customer	5.0	1			1
15	Allows conflict to fester	Self	4.0			1	
		People you lead	4.7		2	1	
		Peers	3.5			1	1
		Other	4.7		2	1	
		Client/Customer	5.0		2		
26	Tries to resolve conflict by openly talking about disagreements with those involved	Self	5.0				1
		People you lead	4.7				1 2
		Peers	3.5			1	1
		Other	5.0				3
		Client/Customer		2			
46	Resolves conflict by bringing it into the open	Self	4.0				1
		People you lead	5.0				3
		Peers	3.5			1	1
		Other	4.7				1 2
		Client/Customer	4.5				1 1

■ Reversed item

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

Continued

# ESCI item detail

## Relationship Management – Coach and Mentor

#	Item	Rater group	Average rating	* Never		-	Consistently
				○	○	○	○ ○
22	Provides on-going mentoring or coaching	Self	5.0				1
		People you lead	5.0				3
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2
32	Provides feedback others find helpful for their development	Self	4.0				1
		People you lead	4.7				1 2
		Peers	4.0			1	1
		Other	5.0				3
		Client/Customer	4.5				1 1
47	Personally invests time and effort in developing others	Self	5.0				1
		People you lead	5.0				3
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2
52	Coaches and mentors others	Self	5.0				1
		People you lead	4.7				1 2
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2
54	Does not spend time developing others	Self	5.0	1			
		People you lead	4.3	1	2		
		Peers	5.0	2			
		Other	4.3	1	2		
		Client/Customer	5.0	2			

■ Reversed item

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

Continued

# ESCI item detail

## Relationship Management – Coach and Mentor

#	Item	Rater group	Average rating	*	Never	-	Consistently
					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66	Cares about others and their development	Self	5.0		<input type="radio"/>	<input type="radio"/>	1
		People you lead	5.0		<input type="radio"/>	<input type="radio"/>	3
		Peers	5.0		<input type="radio"/>	<input type="radio"/>	2
		Other	5.0		<input type="radio"/>	<input type="radio"/>	3
		Client/Customer	5.0		<input type="radio"/>	<input type="radio"/>	2

■ Reversed item

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

Continued

# ESCI item detail

## Relationship Management – Influence

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
3	Convinces others by getting support from key people	Self	5.0				1
		People you lead	4.0	1		1	1
		Peers	3.0	1		1	
		Other	4.5	1			1 1
		Client/Customer	4.0	1			1
17	Convinces others by using multiple approaches	Self	5.0				1
		People you lead	4.0	1		2	
		Peers	4.5			1	1
		Other	5.0				3
		Client/Customer	4.0	1			1
20	Convinces others by appealing to their self-interest	Self	5.0				1
		People you lead	4.0	1		1	1
		Peers	4.0	1			1
		Other	3.0	1	1		1
		Client/Customer	2.0	1		1	
38	Anticipates how others will respond when trying to convince them	Self	3.0				1
		People you lead	5.0	2			1
		Peers	2.5			1	1
		Other	5.0	1			2
		Client/Customer	2.0	1		1	
49	Convinces others by developing behind-the-scenes support	Self		1			
		People you lead	5.0	1			2
		Peers	2.0	1		1	
		Other	5.0	2			1
		Client/Customer	2.0	1		1	

■ Reversed item

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

Continued



# ESCI item detail

## Relationship Management – Influence

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
68	Convinces others through discussion	Self	5.0				1
		People you lead	5.0	1			2
		Peers	3.0			2	
		Other	5.0				3
		Client/Customer	3.5			1	1

■ Reversed item

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

Continued

# ESCI item detail

## Relationship Management – Inspirational Leadership

#	Item	Rater group	Average rating	* Never	-	Consistently
				○	○	○
5	Leads by building pride in the group	Self	5.0			1
		People you lead	5.0			3
		Peers	3.5			1 1
		Other	5.0			3
		Client/Customer	5.0			2
7	Leads by inspiring people	Self	5.0			1
		People you lead	4.7			1 2
		Peers	5.0			2
		Other	5.0			3
		Client/Customer	5.0			2
24	Does not inspire followers	Self	4.0		1	
		People you lead	4.0	1	2	
		Peers	4.0		2	
		Other	4.3	1	2	
		Client/Customer	5.0	2		
27	Leads by bringing out the best in people	Self	5.0			1
		People you lead	4.7			1 2
		Peers	5.0			2
		Other	5.0			3
		Client/Customer	5.0			2
61	Leads by articulating a compelling vision	Self	5.0			1
		People you lead	4.7			1 2
		Peers	4.0		1	1
		Other	4.7			1 2
		Client/Customer	4.0		1	1

■ Reversed item

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

Continued

# ESCI item detail

## Relationship Management – Teamwork

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
11	Does not cooperate with others	Self	4.0			1	
		People you lead	5.0		3		
		Peers	4.5		1	1	
		Other	4.7		2	1	
		Client/Customer	5.0		2		
12	Works well in teams by being supportive	Self	5.0				1
		People you lead	4.7			1	2
		Peers	4.5			1	1
		Other	5.0				3
		Client/Customer	5.0				2
25	Works well in teams by encouraging cooperation	Self	5.0				1
		People you lead	4.5	1		1	1
		Peers	3.5			1	1
		Other	5.0				3
		Client/Customer	5.0				2
33	Works well in teams by soliciting others' input	Self	5.0				1
		People you lead	5.0				3
		Peers	4.5			1	1
		Other	5.0				3
		Client/Customer	4.5			1	1
37	Works well in teams by being respectful of others	Self	5.0				1
		People you lead	4.7			1	2
		Peers	5.0				2
		Other	5.0				3
		Client/Customer	5.0				2

■ Reversed item

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

Continued

# ESCI item detail

## Relationship Management – Teamwork

#	Item	Rater group	Average rating	*	Never	-	Consistently
					○	○	○
56	Works well in teams by encouraging participation of everyone present	Self	5.0				1
		People you lead	4.7			1	2
		Peers	5.0				2
		Other	4.7			1	2
		Client/Customer	4.5			1	1

■ Reversed item

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

## Verbatim comments

### Strengths

#### **Self**

good listener, thoughtful, ask good questions, help people see different perspectives, good at helping solve problems, good at resolving conflict, responsible, trusted, respect confidentiality, good at helping people get to the root of their issues, good at holding people accountable, good at helping create plans, easy to talk to, get along well with many people from different backgrounds, have empathy, easy to relate to others, good at observing behavior and emotions, visionary thinker

#### **People you lead**

I feel that Lois' key strengths include her genuine compassion to help each individual become a better person which affects everyone they come in contact with. She is always a phone call away for support. She puts training on a completely different level by focusing on the complete picture of work and personal life. I believe the way she presents herself and opens up about her personal experience helps individuals in the classroom. Lois is amazing at being a life coach!

1. Lois is very good at asking the right questions at the right times. Thought provoking questions, open-ended question to encourage dialog and get creative juices flowing. Lois is a great listener, someone who truly tries to understand what you are saying and why you are saying it. I leave conversations with her feeling it was always more about me than her and often felt more confident about myself or a task I'm trying to perform.

#### **Peers**

Excellent Listener, Calm and reassuring presence, non judgmental demeanor, continually learning. All these attributes come together to make a powerful coach.

1. Great listener: People know she is 100% focused on them when she is engaged with them in conversation. People know they have a voice. 2. Acknowledges and validates : No matter the situation she acknowledges what you are going through and normalizes the issue. This makes it more likely that people will come to her with issues and they will be open. 3. Is non-judgmental: She approaches most situations with her people without judgement. It's not good or bad; it's all about what needs to be done next. This allows people to get out of the it's ""good or bad" mindset and into the "what is the next best step" mindset. 4. Is eternally optimistic: There is always hope if Lois is involved. 5. She is a continual learner: She is always stretching and growing.

#### **Other**

Listening and asking questions to allow for deeper conversations. This often gives the person she's talking to, the ability to think through obstacles and have aha moments.

Lois Elrich has a passion for helping people. Lois strives daily to have people see all that they are capable of. Lois is very attentive to the people she works with, which is how she can help them achieve their goals beyond what they thought they were capable of.

*Continued*

## Verbatim comments

### Strengths

Lois is a great listener, very caring, very hard working, confident, easy to talk to and super supportive to name a few. She is a strong woman and just all around a great person. She takes a lot of pride in what she does and is very personable, which makes it easy to communicate, work and interact with her.

#### **Client/Customer**

Communication is clear, concise, and direct. Lois models the way for communication that works, and I am learning from her communication style. Listening skills: I believe Lois listens to me and the rest of our team. She asks clarifying questions until she fully understands the situation, even if the situation is unclear and changing. In doing so, she helps everyone else get clear. Passion and energy: Lois brings passion and energy that shines brightly. Her joy in work and in people is contagious. I never feel judged or evaluated by Lois; I only feel that she's excited to be present and work with me. It's a wonderfully energizing gift.

Lois has a great ability to help others see the greatness in themselves. She always shows up with a positive attitude and is always for the good in a person or situation. People seem to gravitate to Lois for coaching and advice. Her demeanor allows her to create a safe and friendly environment very quickly. She will not shy away from making the tough decision when she needs to. Even though it might be a tough decision she will always try to find the positive aspects of the situation. She really cares about people and wants every individual she comes into contact with to succeed.

### Improvement areas

#### **Self**

1 Area for improvement: I still sometimes don't speak up - it is usually with my husband. We work together and I find it easier to speak up at work than in private settings. I feel like this holds me back from offering valuable information. The payoff would be that I would be living wholeheartedly and will experience personal freedom on a much deeper level.  
2nd. Area for improvement: be ok with saying No to people when I really don't want to do something. I catch myself saying yes sometimes when I really want to say no. This will also help me live wholeheartedly.

#### **People you lead**

I do not see areas that need improvement at this time.

I think Lois has a real knack and passion for leading or facilitating a group. Any opportunities she may have to continue to hone this craft I believe would only make her a stronger presenter/public speaker. She's always well versed in the material, perhaps some classes or opportunities to further strengthen this skill-set would give her more confidence in delivering the material in a strong, powerful and confident manner.

*Continued*

## Verbatim comments

### Improvement areas

#### **Peers**

Growth in confidence as a Facilitator (which comes naturally over time). I believe this will bring more energy to the participants.

1. Leading/Having uncomfortable conversations: Would not allow behavior/actions contrary to company culture to go unchallenged.

#### **Other**

At times, she will get in level 4 mode, which can enable that person to move through obstacles,

I'm not sure if Lois needs any improvements. Lois has thrown everything she has to being the best mentor and leader anyone could ask for

Lois is always working to better herself. Whether on a personal or professional level so it is hard to say because she is already doing so much. Lois is an all around great person.

#### **Client/Customer**

From what I've experienced, Lois could provide great direction. Because she asks great questions and seeks to understand, I think she sees a path forward very clearly. My experience is that Lois asks more questions rather than setting direction or suggesting a path forward. Although I love her coaching style, I think her direction and guidance would be more helpful in some situations. She could be more forthcoming with her opinions and experience.

The only area I believe Lois could improve in is her confidence. I believe she is way more competent than she is confident. I think she could stand to exhibit confidence a bit more.







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