

# ACL Multi-rater

## Success Factors at Work Report

Based on the Adjective Check List

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## Introduction to Your Report

This Success Factors at Work report presents your complete results on 30 distinct scales of the Adjective Check List (ACL) instrument. Each of the scales has been assigned to one of 6 Work Success Factors, that is, collections of characteristics, skills, and competencies which over time have proven to be central and important to success at work. The 6 Work Success Factors presented in this report are:

- Managing Self
- Thinking and Deciding
- Getting Things Done
- Managing Work
- Working with People
- Leading People

When you selected adjectives to describe yourself using the 300 possible adjectives of the ACL, it enabled us to compute percentile scores for each of the 30 ACL scales with regard to your self-perception. Your self-perception percentile scores in this report indicate your ACL scale score compared to those in the ACL normative database. In turn, aggregating your various ACL scale scores within the various Success Factors above, allows us to gauge how you view your own performance with regard to competencies that are valued in the world of work.

In addition to this, you asked a number of individuals with whom you work to similarly choose from among the 300 ACL adjectives to describe the breadth and depth of their interactions with you. Again, we present percentile scores of their perceptions of your performance, aggregated to the same 6 Work Success Factors. Examining this rater data will vastly expand your understanding of your performance. You will now be able to consider and compare your personal evaluations of strengths and style against the perceptions of others. Sometimes, your self-perception will closely match how others see you. At other times, however, your view of how you are performing will be at odds with the opinions of others. It is essential to your personal development and professional growth that you understand and act upon these differences.

## Getting the Most Out of Your Report

As you read through and consider your various results in the pages that follow, remember:

- Read through the report in its entirety, taking the data for what it is: an estimation of the components of your strengths and style, both as how you see yourself, as well as how others experience you.
- Consider the results in the context of your career goals and plans, your organization's goals, and your key current business objectives; use these indices to help you maintain objectivity, and to decide which trends and information in this report are relevant and important, and which may be trivial or misleading.
- Resist the urge to try to fathom 'who said what;' if others' reviews are negative, or if they vary from your perceptions in ways that are unfavorable, consider this as a gift: they are sending you a message that can reduce your career blind-spots. Once understood, critical feedback can fuel improvement.

## Making Sense of Your Results

The Success Factors at Work Report is a detailed and complex document, providing you with your self-report results on 30 separate Adjective Check List (ACL) scales that are tuned to six important Success Factors. In addition, this report provides comparative results about you from several important sources across the organization. In order to track and make sense of this plethora of information, you may wish to consider your results in three separate but related phases.

### Phase I: What Does the Data Say?

This crucial first phase of your process is devoted to data gathering and collecting. Resist the temptation to rush through or gloss over this phase. Try to stay as impartial and objective as you can. Ask yourself the following questions:

- How did you rate yourself on the various ACL scales? (Note that comparative ratings in 0 to 30th percentile are considered "Low;" ratings from 30 to 70 are considered "Average," and ratings higher than 70 are considered "High.")
- How do these results add up with regard to each of the six Success Factors?
- How did others rate you on the scales and factors?
- Were their ratings similar to yours? Were they different? To what extent (i.e., were the differences large or small)?

In this first phase, stick to the data as closely as you can. Look for trends, gaps, summaries, and metrics. Look for a comparison between how you see yourself versus how others perceive you.

### Phase II: What Does the Data Mean?

The second phase of your process is concerned with making sense of your results. This is the interpretive step of the process that requires you to drill down to answer the question: what are the implications of my results, if they are true? It is at this second, interpretive phase, that you should initially consider and evaluate whether your results, and the similarities and differences of your self-scores to the ratings of others, are favorable or possibly unfavorable, important or trivial, accurate or misleading. When considering your results, be aware that the ACL scale interpretations provided for Low, Average, and High scores are multi-faceted descriptions that are true to the complex nature of the scales.

As you read through the interpretive points that are indicated for you, think of them as proposals or possibilities about your style, and that not every element of the interpretation may apply to you. But be sure to highlight those phrases that you think accurately characterize you. Above all else, remember that perception is reality. Keep this in mind as you consider the implications of what your colleagues, direct reports, and perhaps supervisor(s) are telling you. If your perceptions differ from theirs in significant ways, you either have to adjust your behavior or seek to understand how to change the way you are perceived, in order to see useful progress.

## Phase III: What Are My Next Steps?

The third phase of your process, and the point of this assessment exercise, is for you to begin assembling your Individual Development Plan (IDP).

What one or two key things will you focus on in order to be better at what you do? Pick a maximum of two pivotal ideas that will have optimal payback in terms of time and effort expended. An optimistic laundry list of seven things to develop is neither realistic nor practical.

Usually, the one or two points in your IDP will reflect some aspect or combination of STOP, START, CONTINUE; that is, according to the analysis of your results and the perceptions of others, what are some things you could STOP doing (perhaps because you over-rely on/overdo them at present); or perhaps, what are some things I should START to do (because I rarely, if ever, show them at work)? At other times, your IDP will answer what are some things I should CONTINUE to emphasize? Is it possible that these are hidden strengths that could be brought forward more often and leveraged for further benefit?

## Including Others in Your Individual Developmental Plan

Be sure to include some metrics, as well as some thank you's, in your next steps. In working out your IDP, make sure you clearly state specific steps you intend to take in order to see consistent, lasting improvement. Include a metric that is a clear and obvious way to measure whether you are making progress. For example, if your results suggest you could be more effective at the Working with People Factor in general and at Acceptance in particular, your IDP item might say, "Resist the urge to dive immediately and exclusively into work issues: verbally express general interest in and stop to listen to at least one associate per day; get to know and remember three non-work-related facts about each person."

Finally, it is highly recommended that you approach those you work with and those who contributed to your ratings in this exercise. You should deliver these four key messages:

1. Thank you for your valuable input.
2. This is what I heard... (reveal some strengths and perhaps a developmental opportunity or two).
3. These are my plans to address these issues...
4. Can I count on your occasional help? I want to work to be better at what I do.

You may wish to include an extra couple of questions for your boss/supervisor as a possible question 3a in the list above: Do you agree? Would my attending to these Personal Developmental Plans be the best way for me to help our overall endeavor?

Review the observations about your results, assembled on the next pages. Use the Planning and Goal Setting pages to outline what you will do. Above all else, remember that change is the point! Good luck!

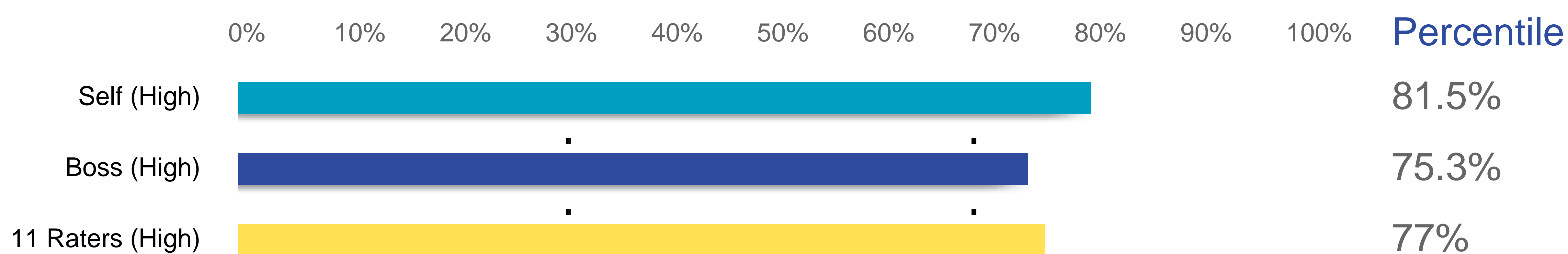
# Success Factors at Work Report

## I: Work Success Factor: Managing Self

In order to effectively monitor, direct, and supervise work projects, as well as the efforts of others, successful managers and executives first demonstrate the ability to self-manage and to self-regulate. They gauge and acknowledge their own genuine strengths and limitations, keeping self-confidence and self-assurance in check with equal measures of maturity and humility. They maintain perspective, accurately appraising challenges and resources, while conveying the optimism that with effort, extraordinary results are within reach.

Five separate ACL scales can be linked conceptually to aspects of Managing Self. Your results on each of these 5 Managing Self scales are shown on the following pages.

### I: Work Success Factor: Managing Self; Scale: Self-control



Low	Average	High
Operates at a fast pace, and is daring, outspoken, and willing to test/break rules; takes conflict head-on, and can be blustery, headstrong and excitable; views rules, structure, and convention merely as guidelines; critical of more controlled others, thinking of them as uptight; is inconsistent in managing self or showing self-control.	Moderates the characteristic, balancing restraint, duty, and caution, with energy, enthusiasm, and a desire to keep moving; is agreeable and undemanding of others, yet makes sure that important values are not abandoned in the pursuit of immediate results. Generally self-regulates, but when overly busy, needs to guard against appearing intense.	Works to show self as diligent, dutiful, and dependable, though this can be achieved at the expense of spontaneity, spark, rapid-pace, and playfulness; if self-regulation is taken to extremes, can appear to be bland, and to be moralistic; at such times, avoids confrontation and inhibits self from getting involved.

**Note:** The leftmost description, "Low," applies to scores below the 30th percentile of scores for people in the norm group for this scale. The middle description, "Average," is proposed for scorers between the 30th and 70th percentiles. The rightmost description, "High," refers to people who scored above the 70th percentile. Match your scores for the scale to the appropriate description.

**Additional scales are shown in the actual report**

## Summary for Managing Self

In order to summarize your results on Managing Self, each of the 5 component ACL scales has been assigned a value ranging from 0-2, depending upon whether your score on that scale was in the lowest 30%, the middle 40%, or the top 30% relative to the basic ACL normative group. Your overall results for Managing Self can thus be assigned a value ranging from 0 to 10, and be provided for Your Raters and Self. Lower scores (0-2) suggest that this Work Factor is a clear area of potential development. Look to the individual scales to uncover areas for possible development. Average scores (3-7) suggest mixed results; some aspects of the Work Factor come easily and naturally, while others may be inconsistent, and/or need work. Higher scores (8-10) suggest that this Work Factor is generally an area of strength and contribution. That said, look to the end of this report for things to watch out for, if any particular characteristic strength is used excessively or without mediation.

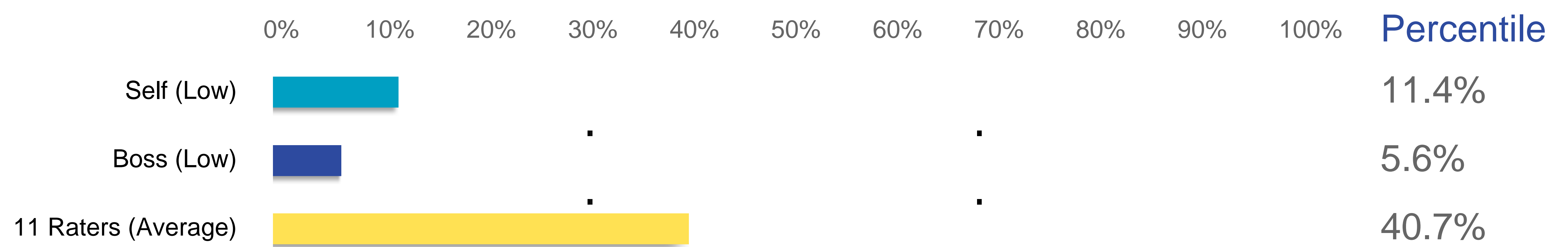


## II: Work Success Factor: Thinking and Deciding

Making decisions and solving problems is a fundamental job requirement of managers and executives. Effective contributors understand this, and put time and effort into keeping their skills and abilities keen and current. They show initiative and tenacity, but know when to ask for help; they process rapidly and consider risk, but sense when to slow down and drill deeper; they balance logic and fact-based pragmatism, with creativity, intuition, and the long-term, strategic view.

Five separate ACL scales can be linked conceptually to aspects of Thinking and Deciding. Your results on each of these 5 Thinking and Deciding scales are shown on the following pages.

### II: Work Success Factor: Thinking and Deciding; Scale: Independence

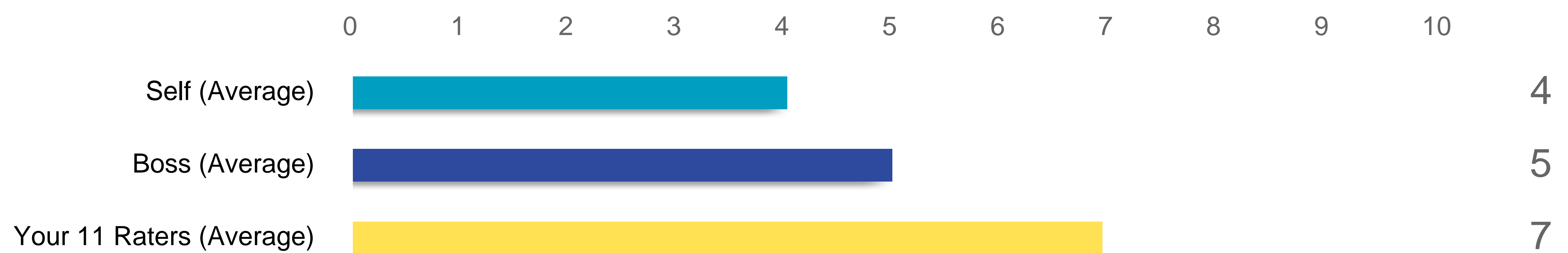


Low	Average	High
<p>Is most comfortable making decisions and taking action in concert with others; seeks input and opinion, especially when in unfamiliar territory; is cautious and moderate; needs reassurance and support from colleagues and superiors; does not like to decide in isolation, or to have to 'go it alone.'</p>	<p>Moderates desire for independence and self-reliance; prefers to collaborate, inviting others to join-in to the decision-making process, while articulating own values and ideas; willing to share the limelight, and to interact effectively with others, knowing that, when focused, 'two minds are better than one.'</p>	<p>Comfortable standing apart, and making own decisions; likes to keep social distance in order to preserve personal freedom and impartiality; formulates own views, and can be opinionated and head-strong in articulating them to others; can ignore sentiment in the service of results.</p>

*Additional scales are shown in the actual report*

## Summary for Thinking and Deciding

In order to summarize your results on Thinking and Deciding, each of the 5 component ACL scales has been assigned a value ranging from 0-2, depending upon whether your score on that scale was in the lowest 30%, the middle 40%, or the top 30% relative to the basic ACL normative group. Your overall results for Thinking and Deciding can thus be assigned a value ranging from 0 to 10, and be provided for Your Raters and Self. Lower scores (0-2) suggest that this Work Factor is a clear area of potential development. Look to the individual scales to uncover areas for possible development. Average scores (3-7) suggest mixed results; some aspects of the Work Factor come easily and naturally, while others may be inconsistent, and/or need work. Higher scores (8-10) suggest that this Work Factor is generally an area of strength and contribution. That said, look to the end of this report for things to watch out for, if any particular characteristic strength is used excessively or without mediation.



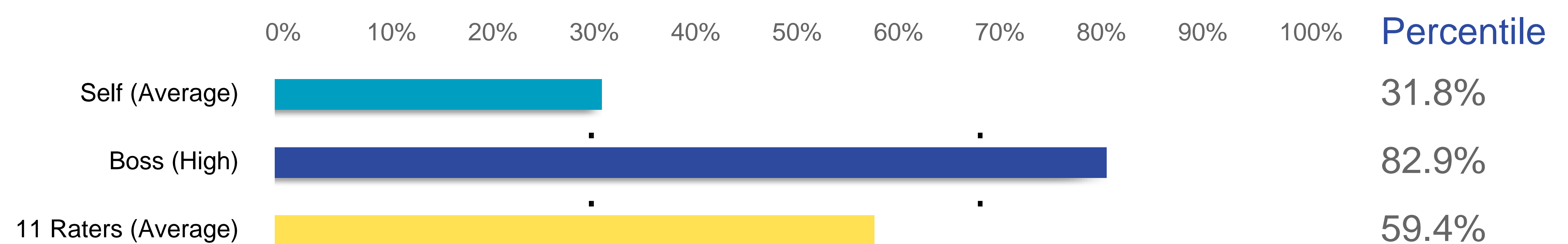


### III: Executive Success Factor: Getting Things Done

Primarily, managers and executives take on their supervisory roles and responsibilities to ensure that progress is made, and that objectives get met. In order to do this, they quickly take the initiative, put plans in-place, and work diligently. They convey dedication and urgency to the cause, anticipating obstacles, and mobilizing all resources at hand, to overcome blockages. Their fundamental purpose is to orchestrate the group to achieve its goals.

Five separate ACL scales can be linked conceptually to aspects of Getting Things Done. Your results on each of these 5 Getting Things Done scales are shown on the following pages.

#### III: Executive Success Factor: Getting Things Done; Scale: Achievement Drive

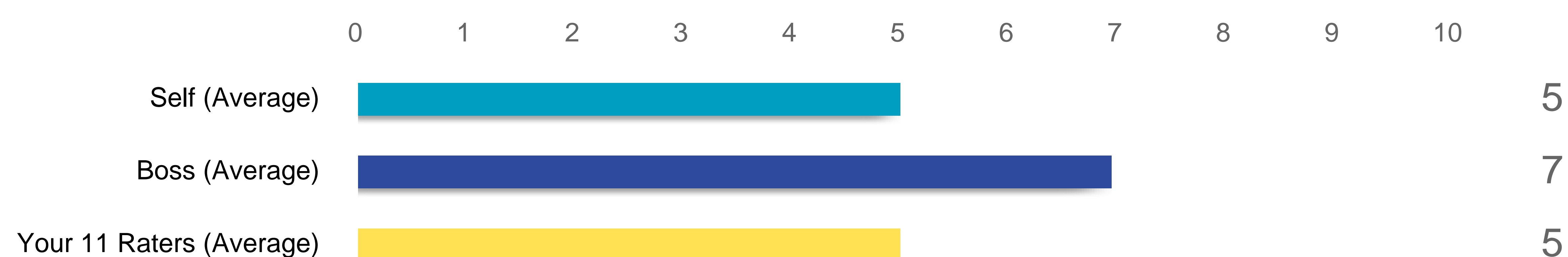


Low	Average	High
Is less willing to confront or push; takes time to get started, and will show modest drive and determination; curtails action when things get tedious; at the same time, impresses others with ability to cooperate and to get along, emphasizing congeniality over task-focus and delivery of results.	Generally tries to balance achievement drive, confidence, and determination with grace, consideration, and a low-key style; wants others on-board and in agreement before deciding or acting; needs to guard against procrastination, especially in tasks that are unappreciated or unpopular.	Sets sights on goals and tasks, and energetically moves into action; has high standards, and will work hard to deliver; pushes self and others to succeed; at times can appear self-possessed and ambitious, and can be impatient for results, and uncompromising with those who don't sign-on or perform.

*Additional scales are shown in the actual report*

## Summary for Getting Things Done

In order to summarize your results on Getting Things Done, each of the 5 component ACL scales has been assigned a value ranging from 0-2, depending upon whether your score on that scale was in the lowest 30%, the middle 40%, or the top 30% relative to the basic ACL normative group. Your overall results for Getting Things Done can thus be assigned a value ranging from 0 to 10, and be provided for Your Raters and Self. Lower scores (0-2) suggest that this Work Factor is a clear area of potential development. Look to the individual scales to uncover areas for possible development. Average scores (3-7) suggest mixed results; some aspects of the Work Factor come easily and naturally, while others may be inconsistent, and/or need work. Higher scores (8-10) suggest that this Work Factor is generally an area of strength and contribution. That said, look to the end of this report for things to watch out for, if any particular characteristic strength is used excessively or without mediation.

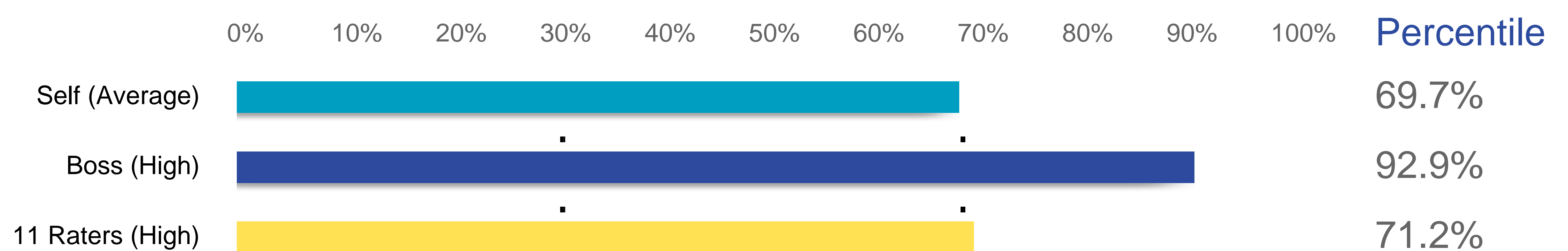


## IV: Executive Success Factor: Managing Work

Effective managers and executives have developed and systematically apply means and methods for staying orderly and well-organized. They supply goals, structure activities, set priorities, and create systems and procedures for themselves and for others; they ensure that work is efficient and that it stays productive. They can demonstrate how to create project plans that articulate schedules, costs, and alternative methods that link day-to-day tactics with long-term strategic business objectives.

Five separate ACL scales can be linked conceptually to aspects of Managing Work. Your results on each of these 5 Managing Work scales are shown on the following pages.

### IV: Executive Success Factor: Managing Work; Scale: Order



Low	Average	High
Is less inhibited and more expressive with others; while ready to take quick action, s/he is easily distracted and less likely to persevere toward his/her distant goals; s/he wants to see immediate results, and focuses on the here and now, at the expense of neatness, and careful preparation and planning.	Attempts to moderate a strict focus on planning and step-by-step execution of duties; seeks to establish systems, and then to assign staff to track details and monitor progress; may need to remember that time freed-up should be used to think strategically, and to balance tactics with the big-picture view.	Is self-disciplined, detailed, and diligent; likes neatness, and to 'plan the work, and then work the plan;' is unswerving and perseverant in executing mandated goals; shows tenacity and focus, but at the expense of adaptability; needs to guard against micro-management of staff, when this is not warranted.

*Additional scales are shown in the actual report*

## Summary for Managing Work

In order to summarize your results on Managing Work, each of the 5 component ACL scales has been assigned a value ranging from 0-2, depending upon whether your score on that scale was in the lowest 30%, the middle 40%, or the top 30% relative to the basic ACL normative group. Your overall results for Managing Work can thus be assigned a value ranging from 0 to 10, and be provided for Your Raters and Self. Lower scores (0-2) suggest that this Work Factor is a clear area of potential development. Look to the individual scales to uncover areas for possible development. Average scores (3-7) suggest mixed results; some aspects of the Work Factor come easily and naturally, while others may be inconsistent, and/or need work. Higher scores (8-10) suggest that this Work Factor is generally an area of strength and contribution. That said, look to the end of this report for things to watch out for, if any particular characteristic strength is used excessively or without mediation.

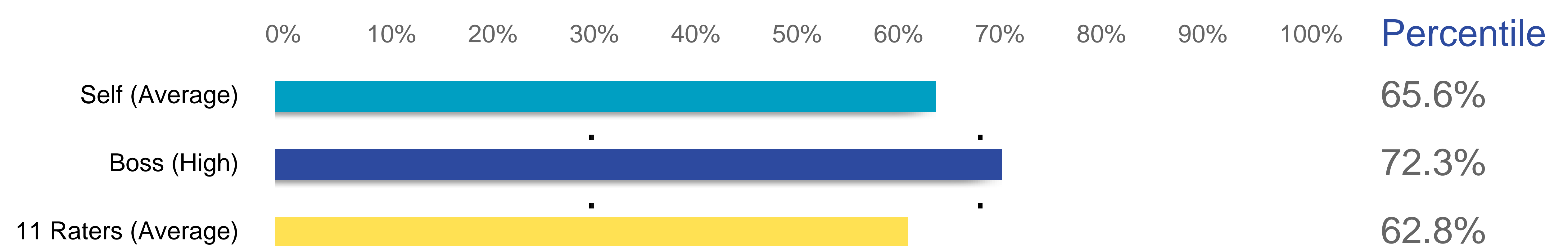


## V: Executive Success Factor: Working with People

Successful managers and executives enhance their effectiveness by adding “people skills” to their ability to get things done. They communicate and connect readily with associates and colleagues, and they respond to them, adjusting their style in order to fit in. They handle conflict proactively, negotiating compromise and helping to settle disputes, when this is necessary. They establish and maintain team-spirit, as well as a positive work environment, based on mutual trust, and a sense of inter-dependence.

Five separate ACL scales can be linked conceptually to aspects of Working with People. Your results on each of these 5 Working with People scales are shown on the following pages.

### V: Executive Success Factor: Working with People; Scale: Involvement

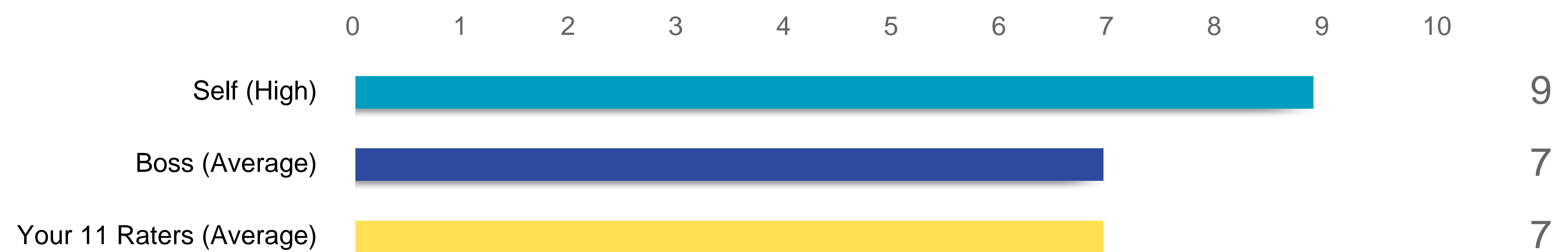


Low	Average	High
Does not get involved, and can miss/misread interpersonal cues; finds connecting with others in order to persuade or convince to be stressful and taxing; in groups, tends to emphasize task involvement, and/or subject-matter-expertise more than involvement or understanding.	Can connect with others and seeks to cooperate; is generally an accurate judge of character; gets along with people, especially in smaller groups, or in familiar territory, and with those s/he knows well; will occasionally need time alone in order to regroup.	Seeks and maintains numerous relationships at all levels in the organization; shows adaptability and responsiveness; welcomes involvement, participation, and recognition; may occasionally take people at face value, and miss subtle, non-verbal cues that would have enhanced understanding.

*Additional scales are shown in the actual report*

## Summary for Working with People

In order to summarize your results on Working with People, each of the 5 component ACL scales has been assigned a value ranging from 0-2, depending upon whether your score on that scale was in the lowest 30%, the middle 40%, or the top 30% relative to the basic ACL normative group. Your overall results for Working with People can thus be assigned a value ranging from 0 to 10, and be provided for Your Raters and Self. Lower scores (0-2) suggest that this Work Factor is a clear area of potential development. Look to the individual scales to uncover areas for possible development. Average scores (3-7) suggest mixed results; some aspects of the Work Factor come easily and naturally, while others may be inconsistent, and/or need work. Higher scores (8-10) suggest that this Work Factor is generally an area of strength and contribution. That said, look to the end of this report for things to watch out for, if any particular characteristic strength is used excessively or without mediation.

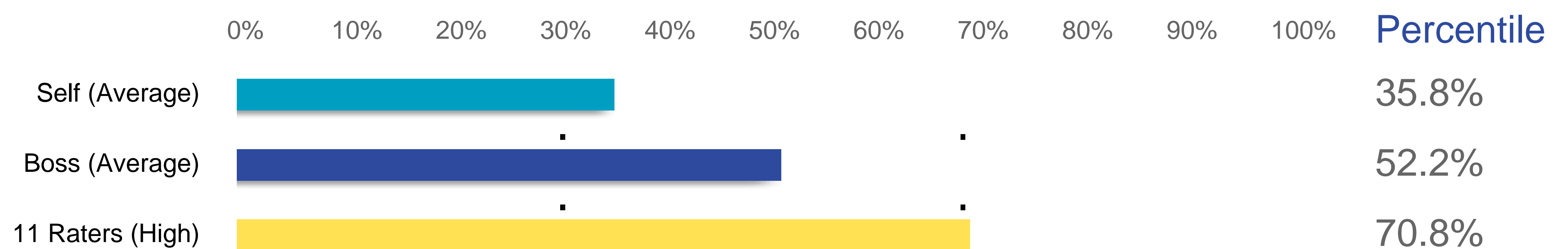


## VI: Executive Success Factor: Leading People

High performing leaders use their influence and impact to get others on-board and behind their initiatives. They are appropriately competitive, setting high standards, and ensuring that all understand the goals, as well as their individual part in achieving them. They want to have impact, and to make a difference, yet they share credit and decision-making responsibility with their teams. Above all else, they galvanize and coach their teams to overcome obstacles, and to deliver quality and innovation.

Five separate ACL scales can be linked conceptually to aspects of Leading People. Your results on each of these 5 Leading People scales are shown on the following pages.

### VI: Executive Success Factor: Leading People ; Scale: Influence

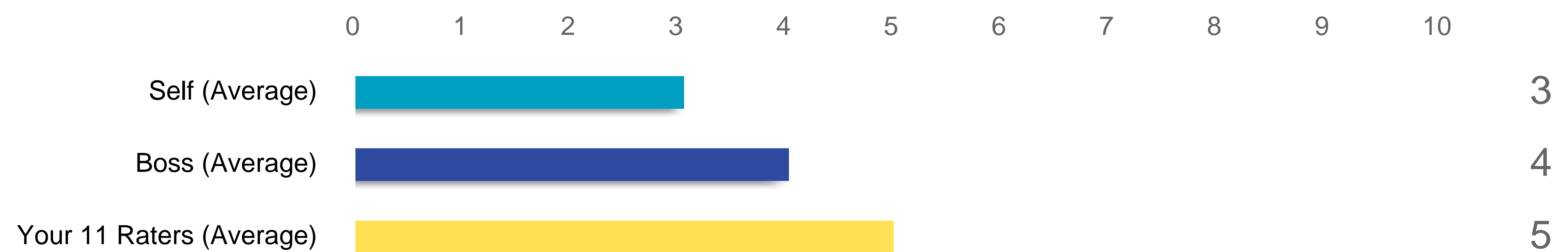


Low	Average	High
Holds back, and is more comfortable out of the lime-light; does not show competitive spirit; is uncomfortable taking charge or giving direction; lacks confidence, and shies away from asserting ideas or defending opinions; more likely to be influenced than to influence; gives up in the face of opposition.	Is willing to give advice, and to take charge, when asked or required; balances cooperation and assertiveness in order to collaborate; is responsive, and shares leadership responsibility and ownership with staff; willing to participate and take direction if this will help achieve success.	Strong-willed, ambitious, and determined; is assertive, forceful, and willing to take charge; is uninhibited, speaks his/her mind; articulates opinions and is willing to defend them, if challenged; connects well with others, in order to steer, influence, and direct; wants impact, and to get goals met.

*Additional scales are shown in the actual report*

## Summary for Leading People

In order to summarize your results on Leading People, each of the 5 component ACL scales has been assigned a value ranging from 0-2, depending upon whether your score on that scale was in the lowest 30%, the middle 40%, or the top 30% relative to the basic ACL normative group. Your overall results for Leading People can thus be assigned a value ranging from 0 to 10, and be provided for Your Raters and Self. Lower scores (0-2) suggest that this Work Factor is a clear area of potential development. Look to the individual scales to uncover areas for possible development. Average scores (3-7) suggest mixed results; some aspects of the Work Factor come easily and naturally, while others may be inconsistent, and/or need work. Higher scores (8-10) suggest that this Work Factor is generally an area of strength and contribution. That said, look to the end of this report for things to watch out for, if any particular characteristic strength is used excessively or without mediation.





In order to maximize the utility of the feedback information conveyed to you by your raters, we included a series of optional, write-in questions in the rating form. Specific responses to these extra questions from your boss and raters is presented below. Please note that these responses are provided unedited, and that they do not represent any order of relative importance.

**What I admire most about [ ] leadership is:**

**Boss Level:**

Strong desire to learn and perform

**Rater Level:**

is not a micro manager

ability to remain calm in a storm.

looks at the entire picture before directing.      wants all      employees to do well.

seems to have good people/communication skills.

is never afraid to take on a problem. When      doesn't know the answer      always asks the individuals that do and learns.

goes by the book and follows policy

knowledge of      specialty

ability to work with people on various levels, but everytime being professional, courteous and nice.

Good natured and genuine.

willing to adapt to new role or profession

## Two or three things that would help be more effective are:

### Boss Level:

Gain more technical expertise within field, engage leadership more, find efficiencies where possible.

### Rater Level:

Present clear and achievable goals Give feedback on how feels goals are progressing

to be more confident in knowledge of department and to give up tendency to micromanage employees.

Recognize that responsibilities and activities include both compliance with Regulations, Codes and Standards and reducing reportable work injuries.

think outside the box and be creative

Expand knowledge of , crosstraining in other fields of responsibility, taking the lead in projects with peers.

(1) not being spread as thin as currently is. Currently supporting at least a half dozen facilities. (2) Although brings great skills to the table, maybe focusing on on an area within that has little to no experience with. A by background, there are probably many areas within that can additionally explore and thereby increase effectiveness.

None

1. More network involvement to cross train into other job functions (easy to say, but has no time!!!!!!). 2. More outside of envolment (audits, training, etc....(

## One thing that gets in the way of effectiveness is:

### Boss Level:

lack of broad understanding of \_\_\_\_\_ as a whole.

### Rater Level:

Little follow up on some goals

\_\_\_\_\_ tendency to talk down to employees. Sometimes, during the course of conversation, \_\_\_\_\_ doesn't appear to be sharing information with a peer or even a reporting employee- \_\_\_\_\_ tone comes across as condensing.

\_\_\_\_\_ has good people skills, but needs to improve knowledge in the regarding the depth and breadth of compliance activities within \_\_\_\_\_

\_\_\_\_\_ not aware of any areas \_\_\_\_\_ is not effective.

\_\_\_\_\_ teamwork sometimes prevents \_\_\_\_\_ individual success.

\_\_\_\_\_ being spread so thin across \_\_\_\_\_ has probably limited \_\_\_\_\_ effectiveness somewhat.

None

Lack of resources (staff) in order to get day to day activities completed. Working in a reactive mode rather than proactive due to time restrains!

**An issue that I would like [redacted] to attend to,  
but that was not covered in the rating form is...**

**Boss Level:**

Nothing

**Rater Level:**

Expanding technical abilities of reports so work load can be distributed

nothing.

There are several aspects to being a Manager, ... one is people/personal skills, another is knowledge of the requirements, and a final is ensuring that their team is provided the means to be successful.

Follow up and follow through

no issues to address

none; awesome just the way is.

show me how to stay even-keeled even when dealing with difficult people. is nice in dealings with people, but can also be firm...but never flies off the handle.

None

None that I could think of at this moment!

**If I had one wish for  it would be...**

**Boss Level:**

felt less stress.

**Rater Level:**

Gained more knowledge to be a good leader

continued success as  moves up the management ladder at

I think  can be successful by recognizing and utilizing, and occasionally showing appreciation for the skills of persons with expertise in technical subject matter.

To be a successful manager and supervisor.

great success!

balance  work & homelife in which both are important to

that  succeeds in all  endeavors.  is a hard worker and an extremely nice person and deserves nothing but the best life has to offer.

Continue being



## Observations About Your Results

The following eight tables provide summaries of your results. Before you consider this information, you may wish to reread the introductory pages in this report. In particular, pay attention to the points made in the "Getting the Most Out of Your Report," and "Making Sense of Your Results" sections. The tips and suggestions provided there will help you to tease out what is important in your results, with an eye to developing your own personal Individual Development Plan. The template on the final page of this report, the "IDP and Goal Setting Worksheet" has been provided to help guide you with this all-important activity.

Above all else, as you consider your results, remember that change and personal growth is the point. Good Luck!

### I: Top Adjectives Most Selected by Your Raters

The numbers in parenthesis represent how many of your 11 raters described you with this adjective. The adjectives below are the 10 most frequently selected adjectives. There may be more than 10 adjectives below when there is a tie in how many raters selected the adjective.

- 
1. tactful (9)
  2. good-natured (8)
  3. friendly (8)
  4. appreciative (8)
  5. responsible (7)
  6. practical (7)
  7. intelligent (7)
  8. humorous (7)
  9. helpful (7)
  10. easygoing (7)
  11. clear-thinking (7)
  12. cheerful (7)
  13. calm (7)

*Additional adjectives are shown in the actual report*

## Success Factors

### II: Success Factors Ranked by Your Raters from Highest to Lowest

Success Factor	Category	Score
Managing Work	High	9
Managing Self	High	9
Working with People	Average	7
Thinking and Deciding	Average	7
Leading People	Average	5
Getting Things Done	Average	5

### III: Success Factors for Which You Rated Yourself Lower than Did Your Raters (Hidden Strengths?)

Success Factor	Self Rating and Score	Other Rating and Score
Thinking and Deciding	Average: 4	Average: 7
Managing Work	Average: 7	High: 9
Managing Self	Average: 7	High: 9
Leading People	Average: 3	Average: 5

### IV: Success Factors for Which You Rated Yourself Higher than Did Your Raters (Blind-spots)

Success Factor	Self Rating and Score	Other Rating and Score
Working with People	High: 9	Average: 7

## ACL Scales

### V: Your Top 3 ACL Scale Results According to Your Raters

ACL Scale	Success Factor	Rating & Percentile	Interpretive Comment
Self-determination	Managing Work	High: 97	Is autonomous and effective in getting results, but at the expense of recognizing and calculating the sentiments of others; is seen as highly assertive, determined, and productive; when busy, appears to others as overly strong-willed and task-focused, and slow to show consideration or appreciation.
Industriousness	Managing Work	High: 92	Likes to play the role of stabilizer, and to be a model for traditional values such as dependability, pragmatism, responsibility and hard work; sticks to procedure and policy, and stays within bounds; is helpful, and likes to be busy; follows through consistently on obligations and duties.
Task Focus	Getting Things Done	High: 89	Concerns self exclusively with being productive, work-centered, and ambitious; pursues goals diligently, but at times, at the expense of fun, lightheartedness, or displays of concern, emotion, tenderness for others; can appear to be brusque, and insensitive, and inconsistent in letting empathy show through.

### VI: Your Lowest 3 ACL Scale Results According to Your Raters

ACL Scale	Success Factor	Rating & Percentile	Interpretive Comment
Originality	Getting Things Done	Low: 8	Is practical and predictable, but also mundane and moderate; does not stray far from conventional ways of thinking and acting; most comfortable in familiar terrain and in predictable territory; unlikely to criticize others for mistakes made; seeks to maintain the status-quo.
Competitiveness	Leading People	Low: 24	Conscientious but unassuming and patient; prefers anonymity, or a behind-the-scenes role; defers to others and lets them take the lead; dislikes direct competition, and does not look for obvious ways to show what s/he can do.
Innovation	Leading People	Low: 28	Prefers stability and continuity; works to maintain the status-quo; uncomfortable outside of his/her boundaries; risk-avoidant; adheres to his/her own point-of-view; lacks imagination; does not experiment from concern with being wrong; operates at an even-keel pace; uneasy with surprise or change.



## VII: ACL Scales for Which You Rated Yourself Lower than Did Your Raters (Possible Hidden Strengths)

ACL Scale	Success Factor	Self Rating & Percentile	Other Rating & Percentile
Self-sufficiency	Managing Self	Average: 33	High: 83
Self-confidence	Getting Things Done	Low: 19	Average: 65
Efficacy	Managing Work	Average: 42	High: 77
Influence	Leading People	Average: 36	High: 71
Self-determination	Managing Work	Average: 65	High: 97
Analytic Mode	Thinking and Deciding	Average: 47	High: 79
Independence	Thinking and Deciding	Low: 11	Average: 41
Achievement Drive	Getting Things Done	Average: 32	Average: 59
Self-esteem	Managing Self	Average: 44	Average: 67
Visibility	Leading People	Low: 24	Average: 45
Intuitive Mode	Thinking and Deciding	Average: 31	Average: 51
Risk Tolerance	Thinking and Deciding	Average: 32	Average: 48
Persistence	Thinking and Deciding	Average: 68	High: 78
Innovation	Leading People	Low: 18	Low: 28
Communality	Managing Self	Average: 64	High: 72
Task Focus	Getting Things Done	High: 84	High: 89
Patience	Working with People	High: 78	High: 83
Positive Attitude	Managing Self	High: 76	High: 81
Order	Managing Work	Average: 70	High: 71

## VIII: ACL Scales for Which You Rated Yourself Higher than Did Your Raters (Possible Blind Spots)

ACL Scale	Success Factor	Self Rating & Percentile	Other Rating & Percentile
Trust	Working with People	High: 80	Average: 51
Dutifulness	Managing Work	High: 79	Average: 50
Originality	Getting Things Done	Average: 33	Low: 8
Acceptance	Working with People	High: 91	High: 70
Nurturance	Working with People	High: 83	Average: 62
Social Insight	Leading People	High: 88	High: 75
Self-control	Managing Self	High: 81	High: 77
Involvement	Working with People	Average: 66	Average: 63
Initiative	Getting Things Done	Average: 56	Average: 53
Competitiveness	Leading People	Low: 27	Low: 24
Industriousness	Managing Work	High: 93	High: 92

## IDP and Goal Setting Work Sheet

In reviewing information from my Success Factors at Work Report:  
My key strengths and major positive contributions are:

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My key areas for potential development are:

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Things I will do to enhance my performance:

Action	Outcome	Schedule
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How will I measure/monitor progress?

People and resources required to accomplish this:

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