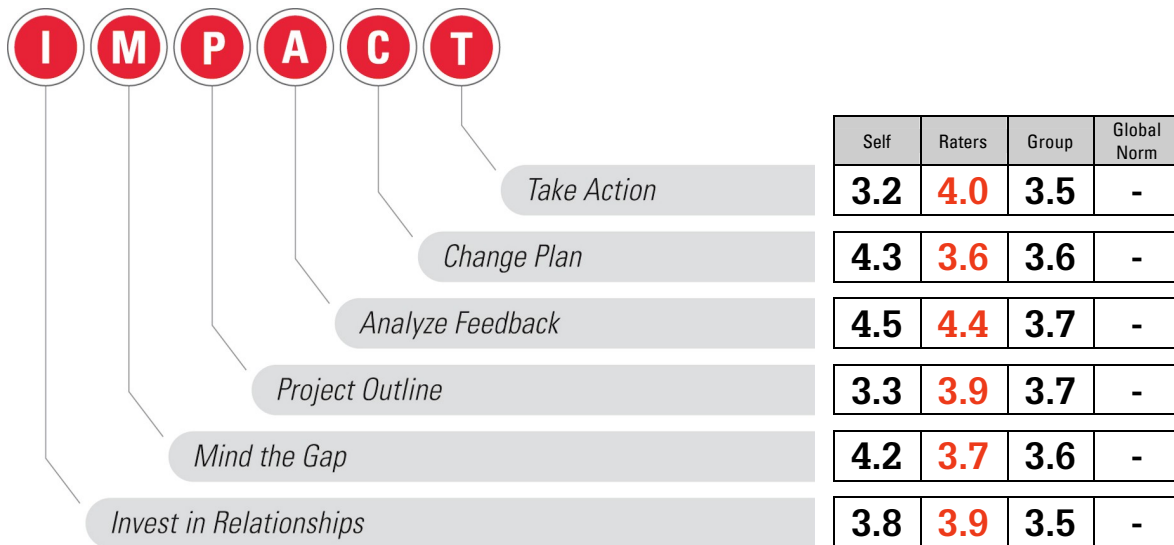




Consulting Skills **for HR Professionals**

Individual Report for **Silvia Sample**



REPORT HIGHLIGHTS



2.2 Your Domain Scores

Find out how you scored on each of the six domains of the IMPACT model.

2.3 Your Behavior Scores

Find out how you scored on the behaviors from each of the six domains of the IMPACT model.

3.1 Your Greatest Strengths

Understand how you positively impact value in your organization.

3.1 Your Opportunities

Identify areas to focus your future development efforts.

1.0 Introduction to the IMPACT Model

- 1.1 IMPACT: Consulting Skills for HR Professionals
- 1.2 The Domains of the IMPACT Model
- 1.3 The Structure of the IMPACT Model

2.0 Summary Results

- 2.1 Understanding Your Report
- 2.2 Your Domain Scores
- 2.3 Your Behavior Scores

3.0 Analysis

- 3.1 Your Strengths and Opportunities
- 3.2 Rater Differences

4.0 Written Comments

- 4.1 General Comments

5.0 Detailed Results

- 5.1 Invest in Relationships
- 5.2 Mind the Gap
- 5.3 Project Outline
- 5.4 Analyze Feedback
- 5.5 Change Plan
- 5.6 Take Action



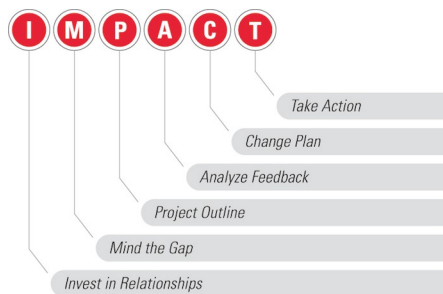
**This report is meant for development purposes only and any other use may not be supported by research.*

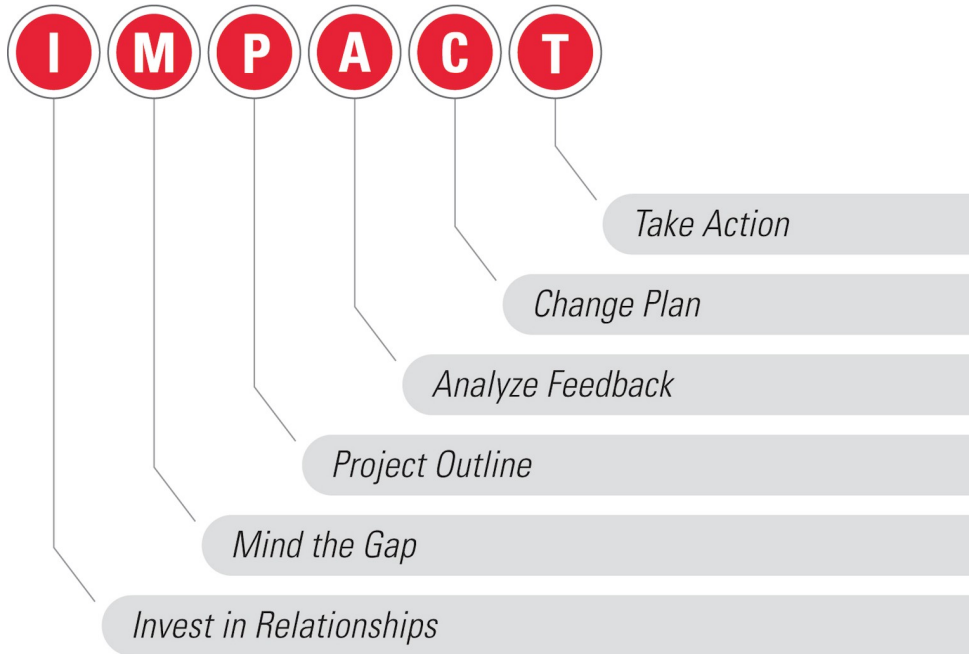
Since 1988, we have been working to track the ever-evolving competencies of HR professionals. HR competencies are the values, knowledge, and abilities of HR professionals. People with the right competencies perform better and create more value than those who do not possess them. They will be better able to engage employees, serve customers, and create intangible shareholder wealth.

If our HR competency research has defined what is expected from those who work in HR, then it is clear that expectations are increasing and evolving. There exists great demand for skilled and effective business partners who are able to build organizational capabilities on a foundation of strong relationships with key partners. Developing the ability to consult and manage change internally are critical skills.

The team at RBL developed the IMPACT model as they worked with a diverse set of large and small companies across the globe. It specifically and uniquely addresses the consulting and change management needs of HR professionals.

The IMPACT model includes six domains: Invest in Relationships, Mind the Gap, Project Outline, Analyze Feedback, Change Plan, and Take Action. Each domain identifies behaviors that are crucial to performing the role of an internal consultant and a manager of change.





Invest in Relationships

Effective relationship building is at the foundation of consulting skill success for internal HR professionals. To deliver impact in the business, HR professionals need to cultivate relationships across the organization and at all levels. By building this network, HR professionals also build their reputation as a business partner.

Mind the Gap

HR professionals must demonstrate effective skills in identifying and assessing organizational problems and opportunities, and accurately describing the gap between current state and the desired future state with their business partners.

Project Outline

HR professionals must effectively and practically translate needs into actionable plans in partnership with key stakeholders and potential project resources. Project planning, influencing, and conflict management skills are critical.

Analyze Feedback

HR professionals must effectively identify and solicit input from key stakeholders in order to gain support, commitment, and identify obstacles to potential change plans.

Change Plan

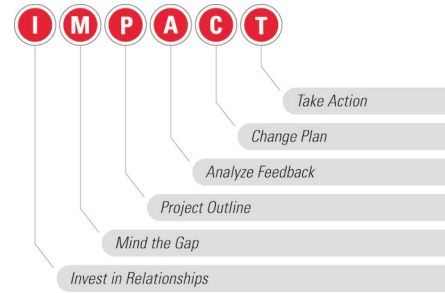
HR professionals must demonstrate comfort and skill around senior management in articulating a compelling case for change.

Take Action

HR professionals who secure commitment to a change strategy must demonstrate an ability to deliver results as promised. Project and resource management, along with strong communication skills are critical.

Domains:

The six overarching stages of effective HR consulting identified in the research. They include Invest in Relationships, Mind the Gap, Project Outline, Analyze Feedback, Change Plan, and Take Action.



Behaviors:

The supporting behaviors associated with each of the IMPACT domains.

(e.g. Invest in Relationships)

1. Is credible and reliable; has a reputation for quality work and meets commitments
2. Has a strong working knowledge of the business
3. Is a good listener
4. Builds strong relationships across the organization
5. Is an effective networker outside as well as inside of the organization

To help you better understand your report, we have provided the following definitions for terms used throughout the report.

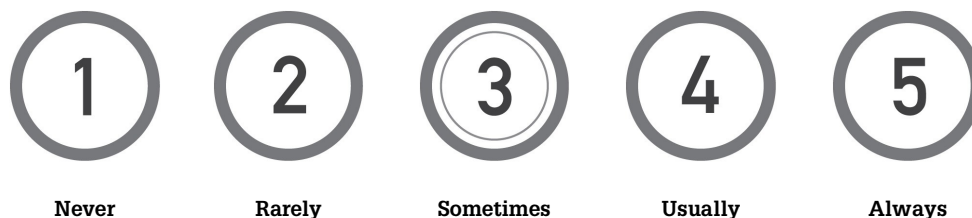
RATER TERMS		# OF RATERS ON YOUR REPORT
Raters	The average of all answers given by all your raters (not including self scores) for a domain or behavior.	5
Self	How you rated yourself for each behavior or the average of all of your scores that pertain to a specific domain.	1
Managers	The average of all answers given by all your manager raters (or the response given by a single manager) for a domain or behavior.	2
Stakeholders	The average of all answers given by all your stakeholder raters for a domain or behavior. In order for scores to be presented, a minimum of 3 raters in this category must have responded.	3

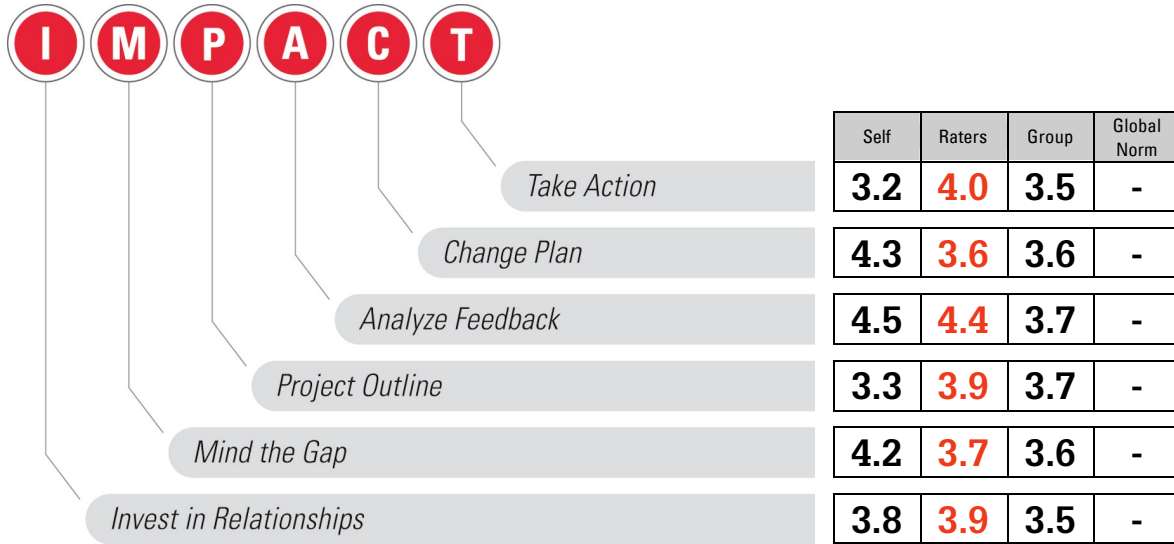
GRAPH TERMS

Global Norm	The average of all raters in our global database for each domain or behavior.
Group	The average of all answers given by all raters (excluding self ratings) from your company or those participating in your group on each domain or behavior.
Gap from Self	The difference between the rating of this respondent group and your rating of yourself. Positive values indicate you rated yourself lower than your respondents; negative values indicate you rated yourself higher than your respondents.
N	The number of respondents. The number of respondents differs across behaviors because some raters might have indicated "Unable to Rate."

Scale

Each respondent was asked to rate their perception of your performance using the following 5-point scale:





STRONGEST DOMAIN

Analyze Feedback

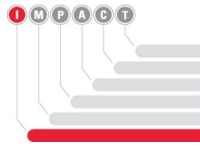
HR professionals must effectively identify and solicit input from key stakeholders in order to gain support, commitment, and identify obstacles to potential change plans.

WEAKEST DOMAIN

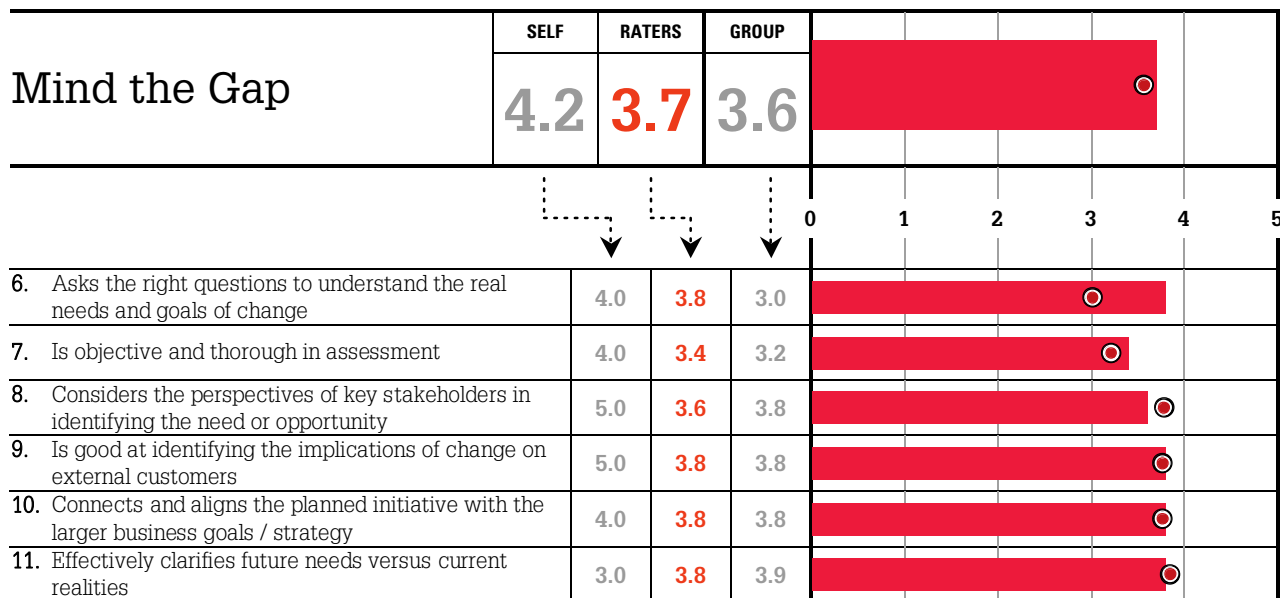
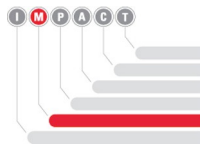
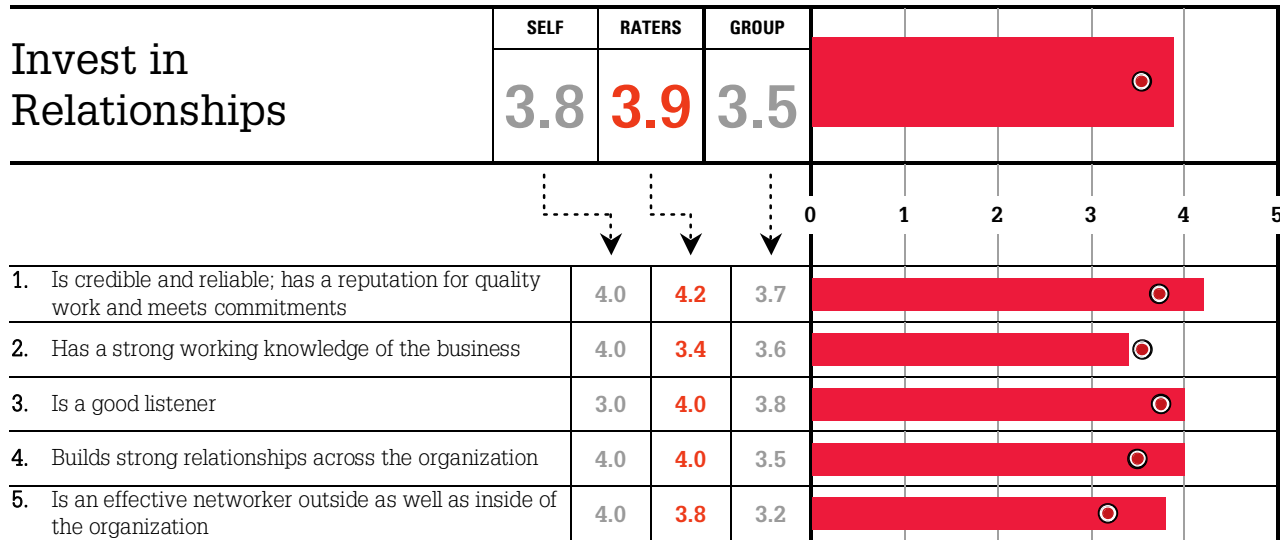
Change Plan

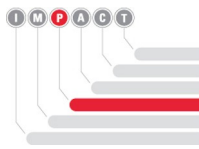
HR professionals must demonstrate comfort and skill around senior management in articulating a compelling case for change.

► The following graphs show how you scored on each domain and behavior. Rater scores are represented by the corresponding red bars on the graph.










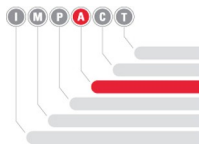
Group Global Norm












Group 
Global Norm 

Project Outline	SELF	RATERS	GROUP	0 1 2 3 4 5					
	3.3	3.9	3.7						
				0	1	2	3	4	5
12. Is good at “contracting”: ensures clear agreement on roles and responsibilities	2.0	3.8	3.4						
13. Asks for the required resources for success	3.0	3.8	3.8						
14. Is flexible and open-minded in looking at alternative plans and approaches	3.0	4.0	3.8						
15. Effectively manages conflict in one-on-one and group settings	4.0	3.8	3.9						
16. Is realistic and practical in what can be accomplished given the resources and time frame	4.0	4.0	3.6						
17. Establishes clear metrics for project success	4.0	4.2	3.7						



Analyze Feedback	SELF	RATERS	GROUP	0 1 2 3 4 5					
	4.5	4.4	3.7						
				0	1	2	3	4	5
18. Shares information in a way that engages stakeholders and builds their commitment	5.0	4.4	3.5						
19. Maintains perspective: Stays focused on the “big picture” as well as the details	4.0	4.0	3.8						
20. Collects the right information to ensure insight and action	4.0	4.4	3.8						
21. Is efficient and effective in data collection and analysis	5.0	4.4	3.7						
22. Understands and effectively represents views of stakeholders	5.0	4.2	3.8						
23. Follows up in a timely manner if new details emerge	4.0	4.8	3.9						



Group
 Global Norm

Change Plan	SELF	RATERS	GROUP	0 1 2 3 4 5					
	4.3	3.6	3.6						
				0	1	2	3	4	5
24. Actively engages key stakeholders in managing the change process	3.0	3.4	3.4						
25. Objectively assesses alternative courses of action so that a proper decision can be made	4.0	3.6	3.7						
26. Is balanced and realistic in identifying potential problems and risk factors	5.0	3.6	3.4						
27. Plans and recommendations are in line with the culture of the organization	5.0	3.8	3.7						
28. Effectively facilitates consensus building on the plan, leading to commitment	5.0	3.6	3.9						
29. Ensures a disciplined change process; people understand their roles and responsibilities	4.0	3.8	3.7						



Take Action	SELF	RATERS	GROUP	0 1 2 3 4 5					
	3.2	4.0	3.5						
				0	1	2	3	4	5
30. Establishes clear milestones to measure and manage progress in achieving the goals	1.0	4.6	3.2						
31. Consistently updates key stakeholders on progress, changes, and results	2.0	4.4	3.6						
32. Anticipates obstacles and develops alternatives	4.0	4.0	3.5						
33. Effectively measures output against agreed upon deliverables	4.0	4.0	3.6						
34. Ensures learning from the initiative is shared and applied broadly (what went right and what needs to be different next time)	4.0	3.8	3.6						
35. Uses follow-up intentionally as an opportunity to reinforce relationships	4.0	3.4	3.6						

► The behaviors listed below were identified as **strengths and opportunities**.

CONSENSUS STRENGTHS (These behaviors were rated *HIGHEST* by your raters and yourself.)

BEHAVIORS	DOMAIN
Shares information in a way that engages stakeholders and builds their commitment (Behavior #18)	Analyze Feedback
Is efficient and effective in data collection and analysis (Behavior #21)	Analyze Feedback
Understands and effectively represents views of stakeholders (Behavior #22)	Analyze Feedback

HIDDEN STRENGTHS (These behaviors had the greatest *POSITIVE* gap between your raters' score and your score.)

BEHAVIORS	DOMAIN
Establishes clear milestones to measure and manage progress in achieving the goals (Behavior #30)	Take Action
Consistently updates key stakeholders on progress, changes, and results (Behavior #31)	Take Action
Is a good listener (Behavior #3)	Invest in Relationships

CONSENSUS OPPORTUNITIES (These behaviors were rated *LOWEST* by your raters and yourself.)

BEHAVIORS	DOMAIN
Is good at “contracting”: ensures clear agreement on roles and responsibilities (Behavior #12)	Project Outline
Actively engages key stakeholders in managing the change process (Behavior #24)	Change Plan
Effectively clarifies future needs versus current realities (Behavior #11)	Mind the Gap

HIDDEN OPPORTUNITIES (These behaviors had the greatest *NEGATIVE* gap between your raters' score and your score.)

BEHAVIORS	DOMAIN
Is balanced and realistic in identifying potential problems and risk factors (Behavior #26)	Change Plan
Effectively facilitates consensus building on the plan, leading to commitment (Behavior #28)	Change Plan
Considers the perspectives of key stakeholders in identifying the need or opportunity (Behavior #8)	Mind the Gap

► The behaviors listed below had the **largest gaps between rater groups**.



Project Outline	Asks for the required resources for success	MANAGERS	STAKEHOLDERS
		2.5	4.7

Invest in Relationships	Is a good listener	MANAGERS	STAKEHOLDERS
		3.0	4.7

Project Outline	Is flexible and open-minded in looking at alternative plans and approaches	MANAGERS	STAKEHOLDERS
		3.0	4.7

Invest in Relationships	Has a strong working knowledge of the business	MANAGERS	STAKEHOLDERS
		2.5	4.0

Analyze Feedback	Collects the right information to ensure insight and action	MANAGERS	STAKEHOLDERS
		3.5	5.0

-  High Score
-  Low Score

Each rater group interacts with you in a different setting. These differences allow for unique perspectives on your consulting effectiveness. A large difference in ratings indicates that your behavior comes across differently to different people. Think about these differences as you put together your individual development plan.

► This section includes raters' responses to the open-ended questions; **they have not been edited in any way.**

QUESTION	
1	What are Silvia Sample's greatest strengths as an HR Professional?

MANAGERS

1. Being aware of the big picture business acumen successful relationship management
2. Strong communication skills, being realistic, and practical problem solving

STAKEHOLDERS

1. She is focused and uses her time very efficiently. She is very positive and willing to do what it takes to complete any task well
2. She is professional, cheerful, and people enjoy working with her. She is quick to learn new things and adapts well to others needs.
3. She is a hard worker. She has a positive effect on others in the work environment

QUESTION	
2	If there were one single thing Silvia Sample could do to become more effective, what would it be? Why this?

MANAGERS

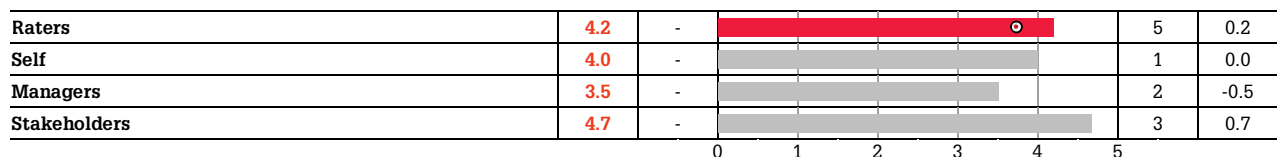
1. Could be more strict and persistent in negotiations
2. Planning, follow-up, and measuring results. Her managerial position requires her to be more organized.

STAKEHOLDERS

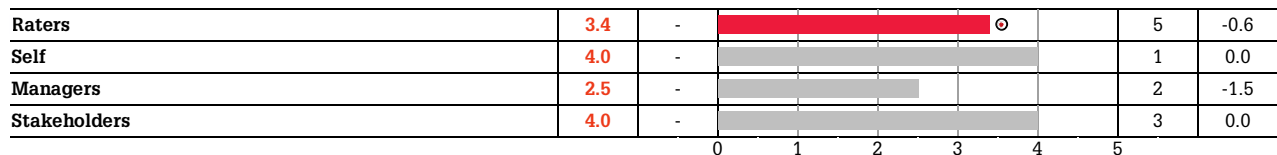
1. Sometimes in the haste of a task, the chain of following outcomes and consequences are not considered thoroughly



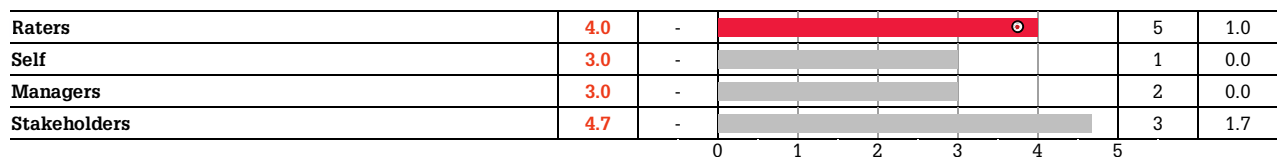
Behavior 1. *Is credible and reliable; has a reputation for quality work and meets commitments*



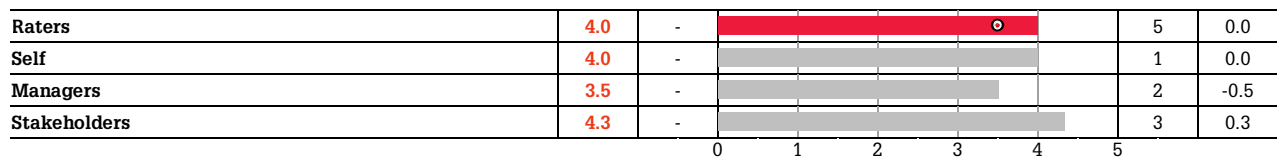
Behavior 2. *Has a strong working knowledge of the business*



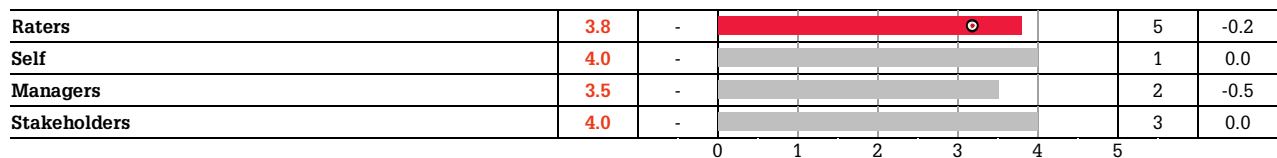
Behavior 3. *Is a good listener*

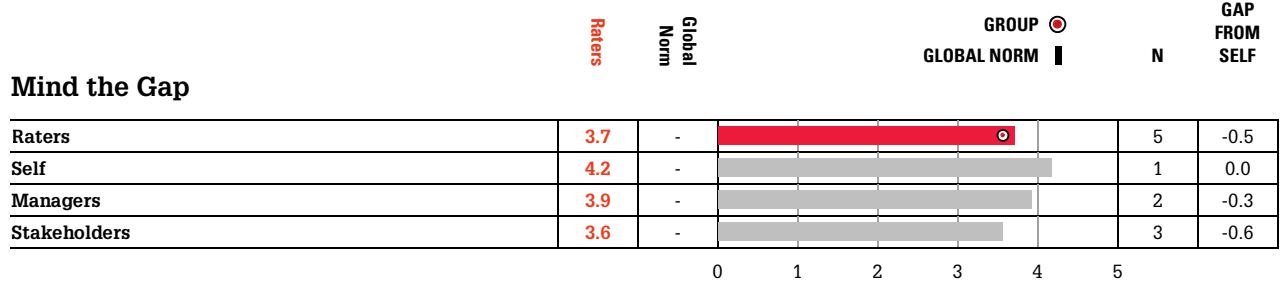


Behavior 4. *Builds strong relationships across the organization*

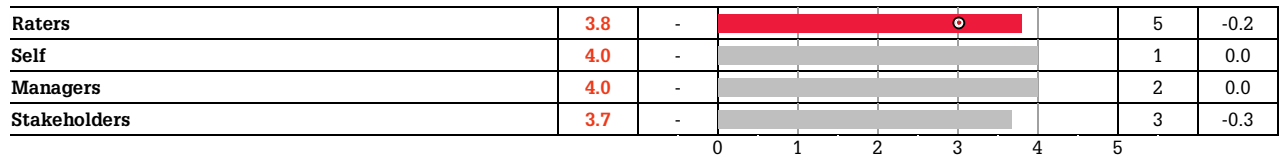


Behavior 5. *Is an effective networker outside as well as inside of the organization*

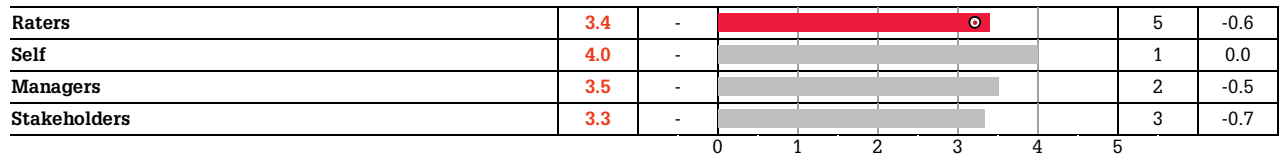




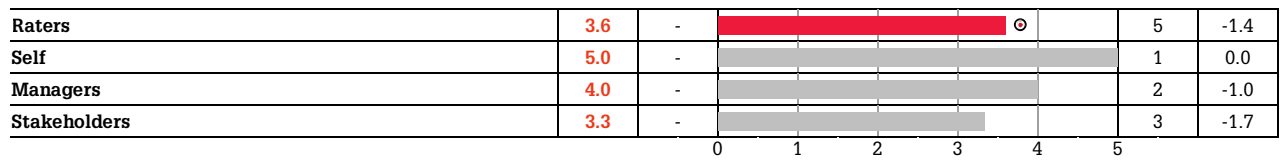
Behavior 6. Asks the right questions to understand the real needs and goals of change



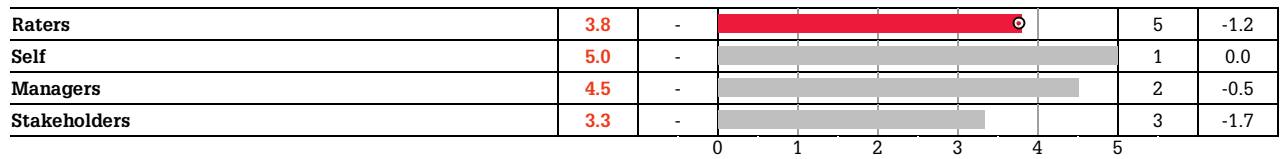
Behavior 7. Is objective and thorough in assessment



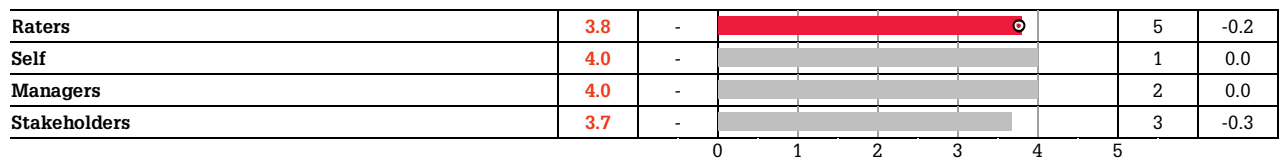
Behavior 8. Considers the perspectives of key stakeholders in identifying the need or opportunity



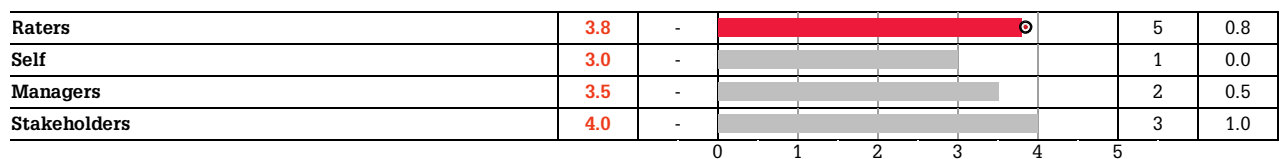
Behavior 9. Is good at identifying the implications of change on external customers



Behavior 10. Connects and aligns the planned initiative with the larger business goals / strategy

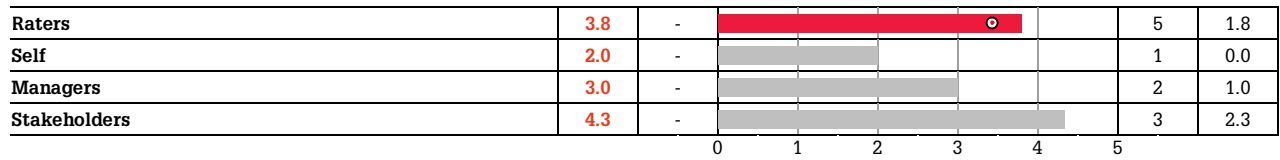


Behavior 11. Effectively clarifies future needs versus current realities

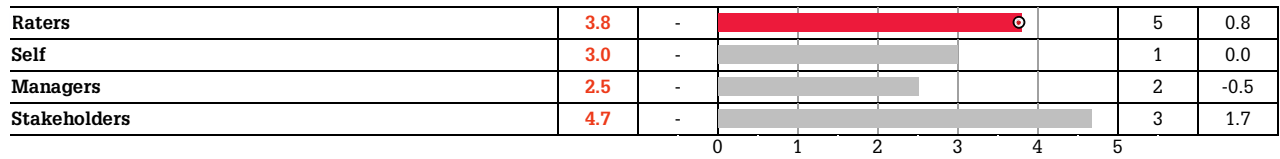




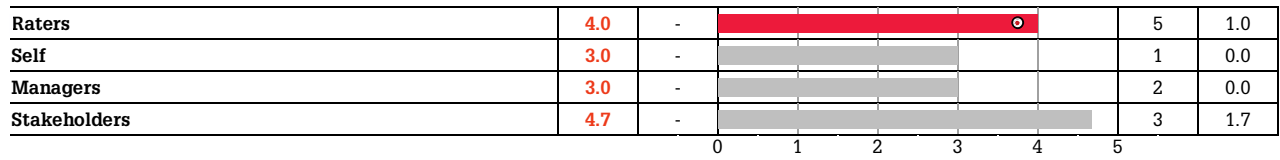
Behavior 12. Is good at “contracting”: ensures clear agreement on roles and responsibilities



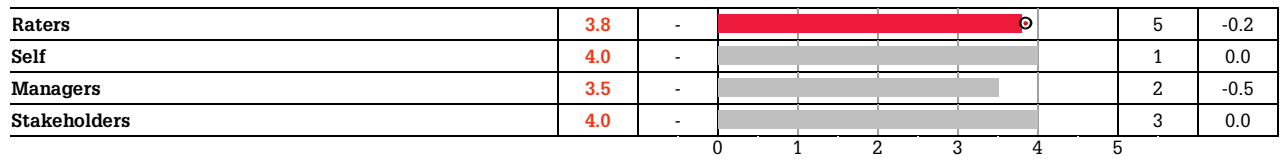
Behavior 13. Asks for the required resources for success



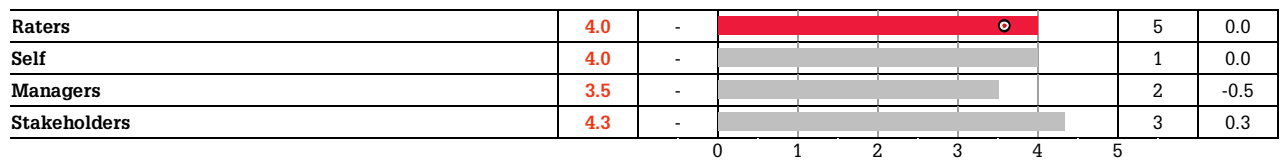
Behavior 14. Is flexible and open-minded in looking at alternative plans and approaches



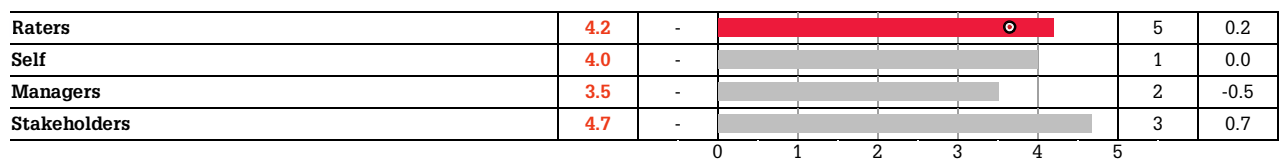
Behavior 15. Effectively manages conflict in one-on-one and group settings

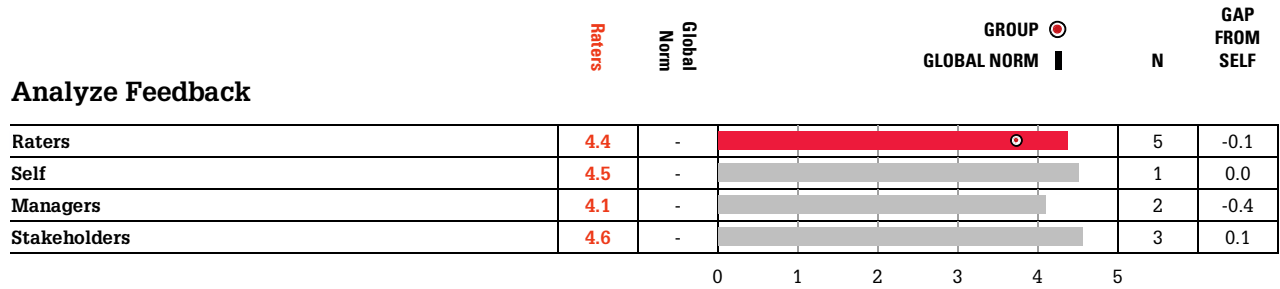


Behavior 16. Is realistic and practical in what can be accomplished given the resources and time frame

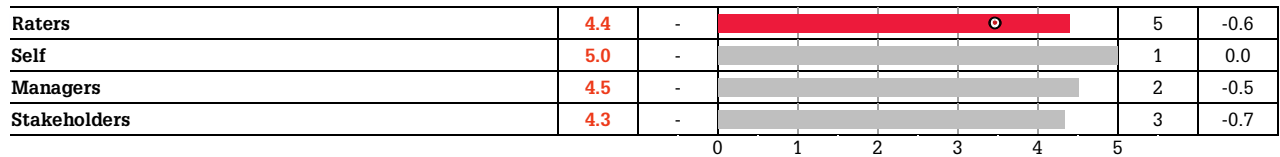


Behavior 17. Establishes clear metrics for project success

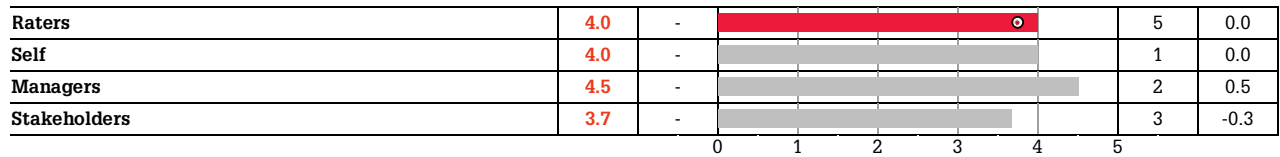




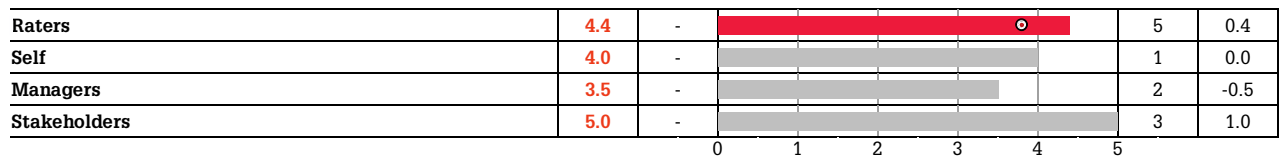
Behavior 18. Shares information in a way that engages stakeholders and builds their commitment



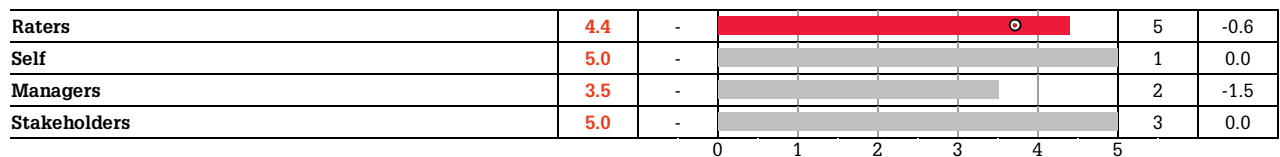
Behavior 19. Maintains perspective: Stays focused on the “big picture” as well as the details



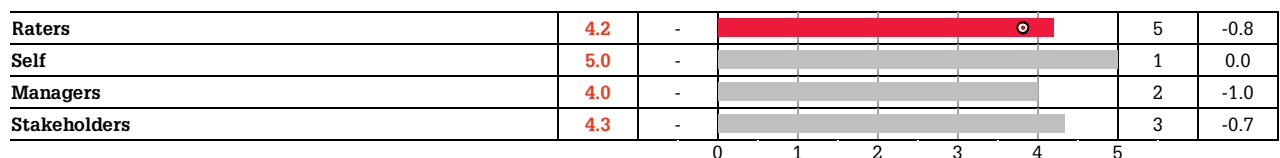
Behavior 20. Collects the right information to ensure insight and action



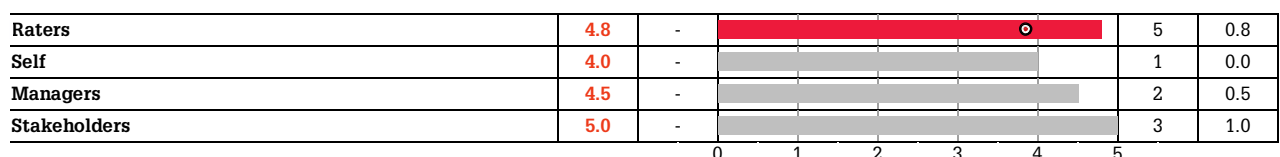
Behavior 21. Is efficient and effective in data collection and analysis



Behavior 22. Understands and effectively represents views of stakeholders

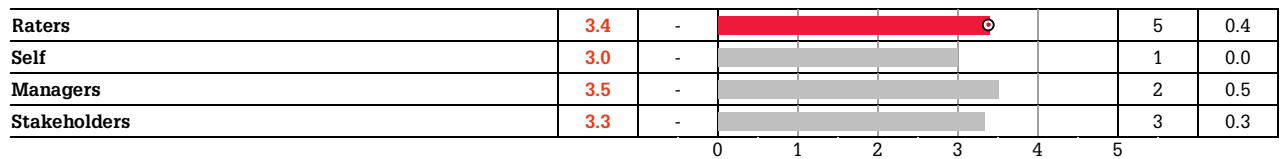


Behavior 23. Follows up in a timely manner if new details emerge

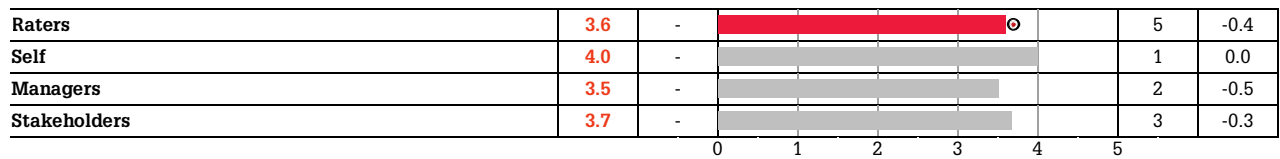




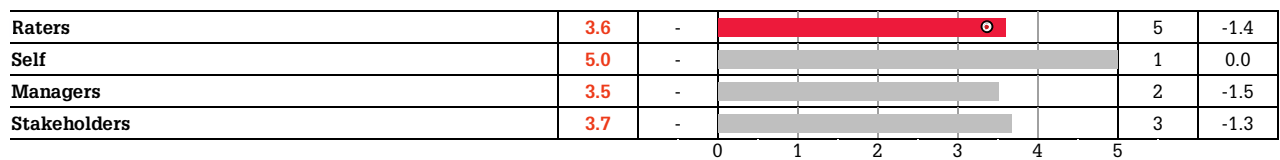
Behavior 24. Actively engages key stakeholders in managing the change process



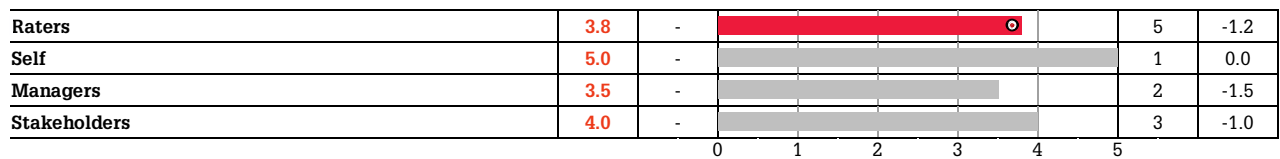
Behavior 25. Objectively assesses alternative courses of action so that a proper decision can be made



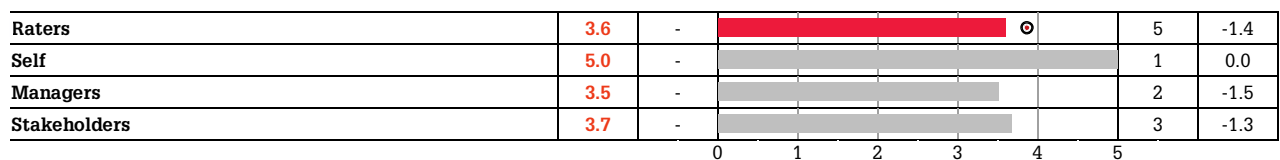
Behavior 26. Is balanced and realistic in identifying potential problems and risk factors



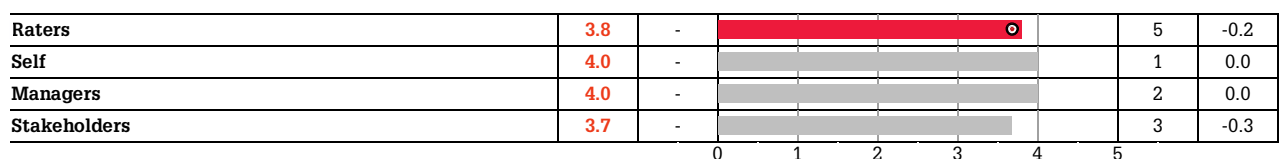
Behavior 27. Plans and recommendations are in line with the culture of the organization

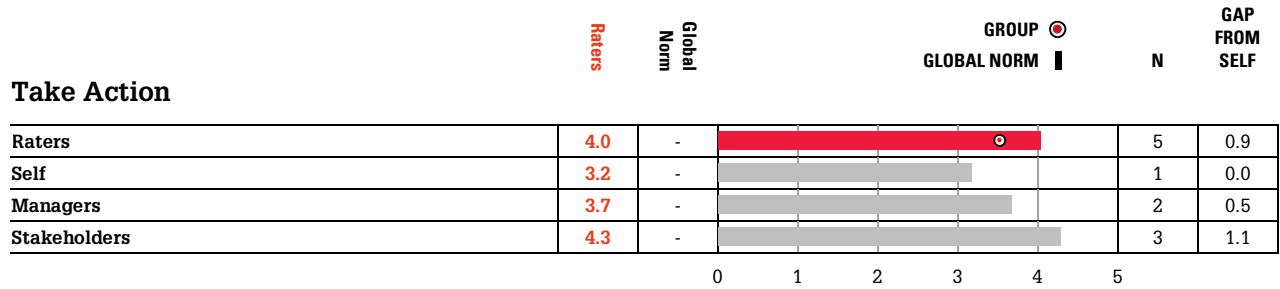


Behavior 28. Effectively facilitates consensus building on the plan, leading to commitment

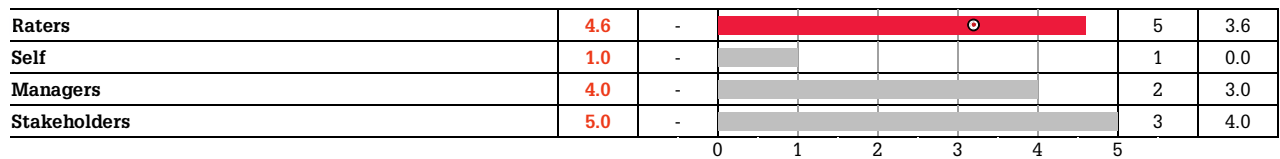


Behavior 29. Ensures a disciplined change process; people understand their roles and responsibilities

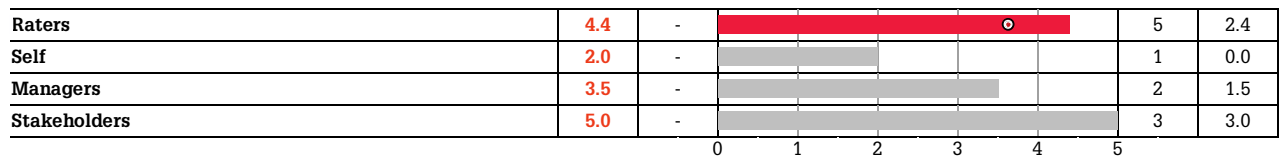




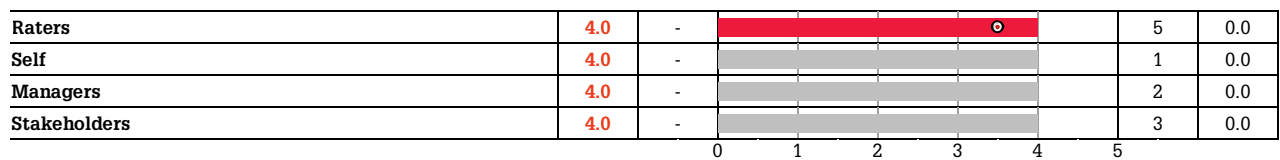
Behavior 30. Establishes clear milestones to measure and manage progress in achieving the goals



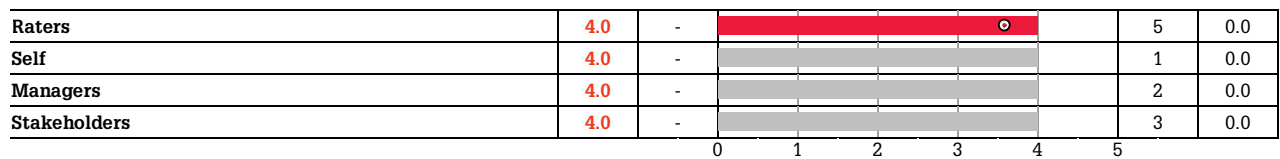
Behavior 31. Consistently updates key stakeholders on progress, changes, and results



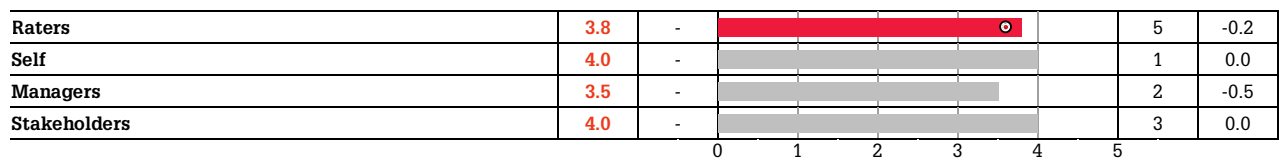
Behavior 32. Anticipates obstacles and develops alternatives



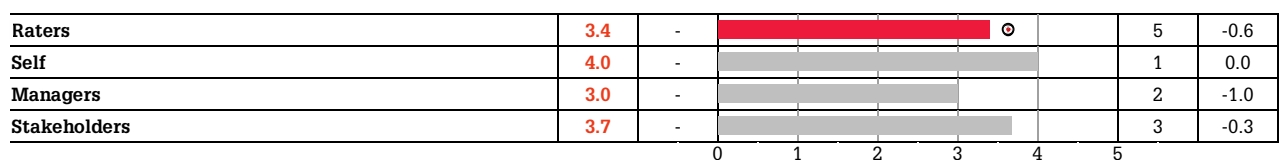
Behavior 33. Effectively measures output against agreed upon deliverables



Behavior 34. Ensures learning from the initiative is shared and applied broadly (what went right and what needs to be different next time)



Behavior 35. Uses follow-up intentionally as an opportunity to reinforce relationships





The RBL Group

WHAT WE BELIEVE

Leaders must start from the "outside" and deliver value to key stakeholders such as customers, investors, community, and employees to understand what they need to develop "inside." We believe that this outside-in perspective, linking customer expectations with employees and leader behaviors, is fundamental to high performance. Our ability to integrate research and practice is critical to effective interventions and a cornerstone of our services and products. We conduct and publish ongoing research in the areas of leadership, strategic HR, and strategic alignment.

Results Oriented

All of our work focuses first on outcomes and then on activities. The outcomes of our work include capabilities the organization requires to succeed, tangible and intangible value perceived by shareholders, and customer and employee experience. We help organizations deliver direct value in the form of profitability, productivity, quality, and customer delight.

Innovative

We shape an important global intellectual agenda for HR and Leadership practice. We have authored over two dozen books, hundreds of articles, and have earned recognition for thought leadership from *BusinessWeek*, *The Wall Street Journal*, *Financial Times*, *Forbes*, *Fortune*, *Fast Company*, *HR Magazine*, and others.

Engaging

We combine the insights and knowledge of your leaders with our expertise and process skills to deliver a unique experience for each client. Whether delivering consulting, education, or products, we collaborate with our clients to make things interesting, fun, and relevant.

THREE PRACTICE AREAS

Leadership

We've talked to senior executives all over the world in a variety of industries and heard four themes about how to develop great leaders: 1) Focus on your core business strategy, 2) Ensure execution at every level, 3) Strengthen your performance culture, and 4) Invest in and engage your workforce

These messages align with our work about what effective leaders must do in any market-focus attention, deliver results, build capabilities for the future, and connect employees to customers to deliver the right experience. When leaders get these things done well, organizations will emerge stronger than competitors. The RBL Group has taken an outside-in, value-oriented business approach for over 10 years about how leaders can deliver the right results the right way.

Strategic HR

In 1989, we asked the question, "How does HR add value to the businesses they support?" After 20 years of research, developing a global database of over 40,000 professionals, and practical implementation with companies from around the globe, we've identified, tried, and tested principles HR leaders should follow to adapt their organizations to deliver value in any economy. Our approach to transforming HR produces the following benefits: 1) Increased HR effectiveness AND decreased costs, 2) Improved HR competence AND contribution, and 3) Delivery of strategic organizational capabilities AND leveraged talent.

Strategic Alignment

We believe that organization does not equal structure. Organization is the unique set of technical and organizational capabilities that allow an organization to deliver its strategic intent.

We can help to get your executives on the same page about your strategy, redesign your business or function, and better align processes. Our approach will help you clarify which technical and organizational capabilities drive your business and what work has the most impact on your customers.

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