

**The 2006 North American VOICES[®] Norms:
How They Have Changed Since 2002**

Technical Report



February 2007

**Guangrong Dai
Kenneth P. De Meuse**

Table of Content

| Section | Page |
|---|-------------|
| Executive Summary | 3 |
| Sample Description | 5 |
| Part I: Skill Rankings and Ratings | |
| A. Descriptive statistics | 6 |
| B. Stability of normative skill rankings and ratings | 19 |
| Part II: Importance Rankings and Ratings | |
| A. Descriptive statistics | 25 |
| B. Stability of normative skill rankings and ratings | 38 |

Executive Summary

This report presents the results of the 2006 VOICES® Norm Study for North America. The data were collected from approximately 2100 employees in 11 different organizations. The report has two major sections. The first part provides the normative data of the “skill” ratings. The second part presents the normative data of the “importance” ratings. At the end of each part, the 2006 norms are compared with the 2002 norms.

North American “skill” rankings and ratings for 2006 are provided in Part I. The top 10 competencies in rank order are as follows:

- | | |
|--------------------------------|-----------------------|
| 1. Intellectual Horsepower | 6. Action Oriented |
| 2. Ethics and Values | 7. Managing Diversity |
| 3. Integrity and Trust | 8. Perseverance |
| 4. Functional/Technical Skills | 9. Standing Alone |
| 5. Customer Focus | 10. Approachability |

The bottom 10 competencies include:

- | | |
|------------------------------|--------------------------------|
| 58. Directing Others | 63. Managing Vision & Purpose |
| 59. Motivating Others | 64. Confronting Direct Reports |
| 60. Managing Through Systems | 65. Understanding Others |
| 61. Dealing with Paradox | 66. Personal Learning |
| 62. Conflict Management | 67. Developing DRs & Others |

These rankings are based on the ratings obtained from the “All Others” category. However, it was found that skill rankings obtained from the four rater sources (boss, peers, direct reports, and self) were quite highly inter-related (mean correlation coefficient of 0.77).

The 2006 skill competency rating norms are very similar to the 2002 norms in most instances. When using the “all others” rank order, 21 of the 22 top competencies remained in the top one-third. Twenty of 23 competencies remained in the middle third, and 19 of the 22 competencies from the bottom one-third persisted. Consequently, there is much stability in the rank order of skill ratings of the leadership competencies throughout the distribution. The only competency to significantly shift across time was “Total Work Systems.” It changed 31 places, declining from 21st place in 2002 to 52nd place in 2006.

One of the most interesting findings observed was the fact that 66 of the 67 skill competency mean *ratings* increased over time – the average was 0.14. Either raters have inflated their scores during the past four years, learners have

uniformly improved, or some combination of both. The lone competency to decrease between 2002 and 2006 was “Total Work Systems.”

Part II presents “importance” rankings and ratings for 2006, and then contrasts them with the 2002 norms. In general, there also was much stability in importance rankings and ratings over time. For example, 18 of the 22 top competencies remained in the top, 18 of the middle 23 competencies remained in the middle, and fully 21 of the 22 bottom ranked competencies remained in the bottom one-third. As we observed with competency skill ratings, perceptions of competency importance tended to go upward (albeit an average of only 0.06). Specifically, 48 of the competencies increased in importance, four remained the same, and 15 decreased. Again, one of the largest changes in *both* rank order and mean rating was demonstrated in “Total Work Systems.” This competency had a $M = 3.94$ in 2002 and a $M = 3.72$ in 2006, dropping it from 24th to 53rd – a decline of 29 places. The next closed rank-order drop in importance for a competency was 13 places (“Business Acumen” and “Time Management”).

Based on the findings of this study, we make four conclusions about the 2006 North American norms:

- Overall, North American norms pertaining to “skill” rankings and ratings were relatively stable during the past four years.
- Overall, North American norms pertaining to “importance” rankings and ratings likewise were relatively stable during this time.
- Mean competency ratings for *both* “skill” and “importance” generally have increased between 2002 and 2006. This finding is particularly prevalent for “skill” ratings.
- Some significant changes have occurred for the “Total Work Systems” competency. With regard to perceptions of “skill,” it was the sole competency to decrease in mean rating and dropped a dramatic 31 places in rank order. With regard to perceptions of “importance,” it registered one of the largest declines in mean rating and rank order. It may be appropriate to consider recalibrating the relative and absolute position “Total Work Systems” has in Lominger’s 67 competencies.

Sample Description

Sample size in 2006

Approximately 2100 employees from 11 different organizations are included in the 2006 normative study. The precise sample size for a specific competency may be less than this figure due to two primary reasons: (a) some respondents were *not* assessed on all 67 of the Lominger competencies, and (b) some participants responded by indicating “don’t know/can’t rate clearly” or “not applicable.” Responses to these two options are coded as missing values in the analyses. Data were obtained from organizations in the following six industry sectors: (a) Financial Service, (b) Utility, (c) Health Care, (d) Media, (e) Manufacture, and (f) Education. No gender or job level analyses are performed in the report.

Part I: Skill Rankings and Ratings

In Part I of this report, we present the 2006 normative data on competency skill rankings (pp. 5 – 7) and skill ratings (pp. 8 – 17). The initial table below presents the competency *rankings* for each of the rater sources (self, boss, peers, and direct reports). The competencies are ranked from highest (#1) to lowest (#67) based on the “All Others” category. The “All Others” ranking is calculated by computing the average of the mean rating of each rater source, excluding self-rating. Consequently, the boss rating is weighted more than any single peer or direct report, because individuals typically are rated by a single boss and multiple peers and direct reports.

Additional tables present the mean skill *ratings* for each of the rater groups. The sample size, minimum and maximum rating, mean and standard deviation for each competency is provided for each of the 67 competencies. Again, competencies are depicted from high to low mean rating.

The final section of this part of the report examines the stability of the North American norms. Specifically, the extent to which skill rankings/ratings changed from 2002 to 2006 is analyzed.

A. Descriptive Statistics

Presented in this section are the 2006 North American skill rating norms by rater source.

Skill Rating Rank Order by Rater Source.

| Competency | All Others | Self | Boss | Peers | DRs |
|--------------------------------|------------|------|------|-------|-----|
| Intellectual Horsepower 30 | 1 | 16 | 4 | 3 | 1 |
| Ethics and Values 22 | 2 | 2 | 1 | 1 | 10 |
| Integrity and Trust 29 | 3 | 1 | 2 | 4 | 5 |
| Functional/Technical Skills 24 | 4 | 10 | 3 | 2 | 4 |
| Customer Focus 15 | 5 | 3 | 5 | 5 | 7 |
| Action Oriented 1 | 6 | 4 | 6 | 6 | 3 |
| Managing Diversity 21 | 7 | 5 | 10 | 8 | 9 |
| Perseverance 43 | 8 | 14 | 7 | 9 | 8 |
| Standing Alone 57 | 9 | 6 | 8 | 7 | 6 |
| Approachability 3 | 10 | 12 | 16 | 11 | 15 |
| Comfort Around Higher Mgmt 8 | 11 | 38 | 29 | 10 | 2 |

| Competency | All Others | Self | Boss | Peers | DRs |
|-------------------------------|-------------------|-------------|-------------|--------------|------------|
| Drive for Results 53 | 12 | 8 | 9 | 13 | 13 |
| Compassion 10 | 13 | 11 | 13 | 16 | 18 |
| Technical Learning 61 | 14 | 29 | 11 | 12 | 24 |
| Boss Relationships 4 | 15 | 9 | 12 | 15 | 19 |
| Humor 26 | 16 | 13 | 21 | 14 | 16 |
| Organizational Agility 38 | 17 | 31 | 39 | 18 | 11 |
| Decision Quality 17 | 18 | 15 | 15 | 20 | 17 |
| Fairness to Direct Reports 23 | 19 | 7 | 14 | 21 | 26 |
| Problem Solving 51 | 20 | 18 | 18 | 17 | 20 |
| Business Acumen 5 | 21 | 51 | 33 | 19 | 12 |
| Learning on the Fly 32 | 22 | 20 | 19 | 22 | 21 |
| Written Communications 67 | 23 | 22 | 38 | 23 | 22 |
| Organizing 39 | 24 | 30 | 20 | 24 | 29 |
| Caring About Direct Reports 7 | 25 | 19 | 17 | 26 | 37 |
| Peer Relationships 42 | 26 | 21 | 23 | 27 | 36 |
| Composure 11 | 27 | 43 | 28 | 29 | 35 |
| Presentation Skills 49 | 28 | 42 | 48 | 30 | 23 |
| Work / Life Balance 66 | 29 | 65 | 22 | 25 | 42 |
| Listening 33 | 30 | 44 | 26 | 33 | 43 |
| Self-Development 54 | 31 | 41 | 27 | 32 | 40 |
| Career Ambition 6 | 32 | 64 | 53 | 35 | 14 |
| Interpersonal Savvy 31 | 33 | 17 | 41 | 38 | 30 |
| Process Management 52 | 34 | 34 | 25 | 28 | 45 |
| Priority Setting 50 | 35 | 36 | 30 | 34 | 41 |
| Timely Decision Making 16 | 36 | 26 | 32 | 37 | 39 |
| Time Management 62 | 37 | 56 | 34 | 36 | 48 |
| Command Skills 9 | 38 | 33 | 43 | 42 | 27 |
| Perspective 46 | 39 | 39 | 57 | 41 | 28 |
| Negotiating 37 | 40 | 50 | 47 | 45 | 32 |
| Self Knowledge 55 | 41 | 27 | 31 | 43 | 46 |
| Informing 27 | 42 | 40 | 24 | 40 | 59 |
| Planning 47 | 43 | 57 | 35 | 31 | 58 |
| Delegation 18 | 44 | 54 | 61 | 52 | 31 |
| Managerial Courage 34 | 45 | 55 | 37 | 39 | 51 |
| Strategic Agility 58 | 46 | 46 | 58 | 44 | 33 |
| Sizing Up People 56 | 47 | 23 | 44 | 48 | 44 |
| Dealing with Ambiguity 2 | 48 | 28 | 49 | 50 | 34 |
| Hiring and Staffing 25 | 49 | 25 | 42 | 54 | 38 |
| Creativity 14 | 50 | 37 | 40 | 46 | 50 |
| Political Savvy 48 | 51 | 66 | 67 | 49 | 25 |
| Total Work Systems 63 | 52 | 59 | 52 | 51 | 47 |
| Innovation Management 28 | 53 | 47 | 51 | 53 | 49 |
| Building Effective Teams 60 | 54 | 24 | 36 | 55 | 54 |

| Competency | All Others | Self | Boss | Peers | DRs |
|-------------------------------------|-------------------|-------------|-------------|--------------|------------|
| Managing & Measuring Work 35 | 55 | 67 | 46 | 47 | 62 |
| Patience 41 | 56 | 61 | 55 | 58 | 61 |
| Personal Disclosure 44 | 57 | 35 | 50 | 56 | 56 |
| Directing Others 20 | 58 | 45 | 45 | 57 | 64 |
| Motivating Others 36 | 59 | 32 | 56 | 65 | 53 |
| Managing Through Systems 59 | 60 | 58 | 65 | 59 | 52 |
| Dealing with Paradox 40 | 61 | 49 | 66 | 63 | 55 |
| Conflict Management 12 | 62 | 62 | 62 | 66 | 57 |
| Managing Vision and Purpose 65 | 63 | 52 | 64 | 60 | 60 |
| Confronting Direct Reports 13 | 64 | 63 | 54 | 61 | 65 |
| Understanding Others 64 | 65 | 48 | 59 | 62 | 63 |
| Personal Learning 45 | 66 | 53 | 63 | 64 | 66 |
| Developing Dir. Reports & Others 19 | 67 | 60 | 60 | 67 | 67 |

Note. The Spearman rank-order correlations between each pair of rating sources were calculated (e.g., self vs. direct reports, self vs. peers, peers vs. direct reports). The average of the Spearman rank-order correlation coefficients was 0.77 ($p < .001$), indicating high inter-rater agreement.

“All Others” Skill Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|--------------------------------|------|---------|---------|------|------|------|
| Intellectual Horsepower 30 | 1471 | 2.75 | 5.00 | 4.11 | 0.42 | 1 |
| Ethics and Values 22 | 1956 | 2.57 | 5.00 | 4.11 | 0.41 | 2 |
| Integrity and Trust 29 | 2032 | 2.17 | 5.00 | 4.10 | 0.48 | 3 |
| Functional/Technical Skills 24 | 1782 | 2.50 | 5.00 | 4.06 | 0.42 | 4 |
| Customer Focus 15 | 1803 | 2.43 | 5.00 | 4.00 | 0.41 | 5 |
| Action Oriented 1 | 1816 | 2.00 | 5.00 | 3.98 | 0.45 | 6 |
| Managing Diversity 21 | 1910 | 2.00 | 5.00 | 3.97 | 0.41 | 7 |
| Perseverance 43 | 1460 | 2.43 | 5.00 | 3.96 | 0.43 | 8 |
| Standing Alone 57 | 1790 | 2.38 | 5.00 | 3.96 | 0.43 | 9 |
| Approachability 3 | 1651 | 1.50 | 5.00 | 3.94 | 0.55 | 10 |
| Comfort Around Higher Mgmt 8 | 1468 | 2.29 | 5.00 | 3.90 | 0.44 | 11 |
| Drive for Results 53 | 1911 | 1.80 | 5.00 | 3.89 | 0.48 | 12 |
| Compassion 10 | 1610 | 1.50 | 5.00 | 3.87 | 0.53 | 13 |
| Technical Learning 61 | 1429 | 1.00 | 5.00 | 3.86 | 0.48 | 14 |
| Boss Relationships 4 | 1616 | 1.33 | 5.00 | 3.86 | 0.43 | 15 |
| Humor 26 | 1443 | 2.50 | 5.00 | 3.84 | 0.45 | 16 |
| Organizational Agility 38 | 1789 | 1.71 | 4.88 | 3.83 | 0.40 | 17 |
| Decision Quality 17 | 1857 | 2.25 | 5.00 | 3.83 | 0.39 | 18 |
| Fairness to Direct Reports 23 | 1589 | 2.00 | 5.00 | 3.82 | 0.48 | 19 |
| Problem Solving 51 | 1818 | 2.17 | 5.00 | 3.82 | 0.40 | 20 |
| Business Acumen 5 | 1788 | 2.25 | 5.00 | 3.81 | 0.42 | 21 |
| Learning on the Fly 32 | 1829 | 1.60 | 5.00 | 3.79 | 0.38 | 22 |
| Written Communications 67 | 1446 | 1.83 | 5.00 | 3.77 | 0.43 | 23 |
| Organizing 39 | 1467 | 2.20 | 5.00 | 3.75 | 0.42 | 24 |
| Caring About Direct Reports 7 | 1575 | 1.75 | 5.00 | 3.75 | 0.52 | 25 |
| Peer Relationships 42 | 1977 | 2.00 | 5.00 | 3.74 | 0.46 | 26 |
| Composure 11 | 1812 | 1.89 | 5.00 | 3.74 | 0.52 | 27 |
| Presentation Skills 49 | 1783 | 2.17 | 5.00 | 3.72 | 0.48 | 28 |
| Work / Life Balance 66 | 1739 | 1.25 | 5.00 | 3.72 | 0.51 | 29 |
| Listening 33 | 2027 | 2.00 | 5.00 | 3.72 | 0.45 | 30 |
| Self-Development 54 | 1460 | 2.17 | 5.00 | 3.72 | 0.41 | 31 |
| Career Ambition 6 | 1422 | 2.00 | 5.00 | 3.71 | 0.49 | 32 |
| Interpersonal Savvy 31 | 2023 | 2.00 | 5.00 | 3.71 | 0.52 | 33 |
| Process Management 52 | 1475 | 2.00 | 5.00 | 3.70 | 0.42 | 34 |
| Priority Setting 50 | 1864 | 2.00 | 5.00 | 3.69 | 0.40 | 35 |
| Timely Decision Making 16 | 1481 | 2.00 | 5.00 | 3.68 | 0.42 | 36 |
| Time Management 62 | 1463 | 1.83 | 5.00 | 3.67 | 0.48 | 37 |
| Command Skills 9 | 1837 | 1.89 | 5.00 | 3.66 | 0.48 | 38 |
| Perspective 46 | 1748 | 2.00 | 4.86 | 3.66 | 0.39 | 39 |
| Negotiating 37 | 1889 | 2.17 | 5.00 | 3.66 | 0.44 | 40 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Self Knowledge 55 | 1770 | 2.00 | 5.00 | 3.66 | 0.40 | 41 |
| Informing 27 | 1820 | 1.83 | 5.00 | 3.64 | 0.42 | 42 |
| Planning 47 | 1844 | 1.50 | 4.86 | 3.64 | 0.45 | 43 |
| Delegation 18 | 1946 | 2.00 | 5.00 | 3.63 | 0.44 | 44 |
| Managerial Courage 34 | 1946 | 1.83 | 5.00 | 3.63 | 0.47 | 45 |
| Strategic Agility 58 | 1843 | 2.00 | 5.00 | 3.63 | 0.42 | 46 |
| Sizing Up People 56 | 1969 | 2.00 | 4.86 | 3.63 | 0.37 | 47 |
| Dealing with Ambiguity 2 | 1891 | 2.25 | 5.00 | 3.63 | 0.38 | 48 |
| Hiring and Staffing 25 | 1792 | 1.00 | 5.00 | 3.62 | 0.46 | 49 |
| Creativity 14 | 1844 | 2.00 | 5.00 | 3.62 | 0.43 | 50 |
| Political Savvy 48 | 1776 | 1.50 | 5.00 | 3.61 | 0.46 | 51 |
| Total Work Systems 63 | 1412 | 1.75 | 5.00 | 3.60 | 0.45 | 52 |
| Innovation Management 28 | 1861 | 2.00 | 5.00 | 3.60 | 0.39 | 53 |
| Building Effective Teams 60 | 2078 | 1.89 | 5.00 | 3.58 | 0.48 | 54 |
| Managing & Measuring Work 35 | 1862 | 2.17 | 5.00 | 3.58 | 0.42 | 55 |
| Patience 41 | 1637 | 1.56 | 5.00 | 3.58 | 0.50 | 56 |
| Personal Disclosure 44 | 1440 | 2.00 | 4.86 | 3.58 | 0.44 | 57 |
| Directing Others 20 | 2023 | 1.75 | 5.00 | 3.55 | 0.45 | 58 |
| Motivating Others 36 | 2060 | 1.67 | 5.00 | 3.53 | 0.50 | 59 |
| Managing Through Systems 59 | 1413 | 2.00 | 5.00 | 3.53 | 0.43 | 60 |
| Dealing with Paradox 40 | 1723 | 2.20 | 4.67 | 3.51 | 0.38 | 61 |
| Conflict Management 12 | 1920 | 1.87 | 4.75 | 3.50 | 0.42 | 62 |
| Managing Vision and Purpose 65 | 1857 | 1.67 | 5.00 | 3.50 | 0.46 | 63 |
| Confronting Direct Reports 13 | 1963 | 1.50 | 5.00 | 3.49 | 0.51 | 64 |
| Understanding Others 64 | 1612 | 2.00 | 5.00 | 3.49 | 0.39 | 65 |
| Personal Learning 45 | 1446 | 1.67 | 4.63 | 3.46 | 0.41 | 66 |
| Developing Dir. Reports & Others 19 | 2000 | 1.00 | 5.00 | 3.43 | 0.51 | 67 |

Self Skill Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|--------------------------------|------|---------|---------|------|------|------|
| Integrity and Trust 29 | 2001 | 1.00 | 5.00 | 4.22 | 0.69 | 1 |
| Ethics and Values 22 | 1933 | 2.00 | 5.00 | 4.14 | 0.70 | 2 |
| Customer Focus 15 | 1760 | 1.00 | 5.00 | 3.99 | 0.71 | 3 |
| Action Oriented 1 | 1794 | 1.00 | 5.00 | 3.98 | 0.76 | 4 |
| Managing Diversity 21 | 1832 | 1.00 | 5.00 | 3.96 | 0.72 | 5 |
| Standing Alone 57 | 1762 | 1.00 | 5.00 | 3.93 | 0.77 | 6 |
| Fairness to Direct Reports 23 | 1496 | 1.00 | 5.00 | 3.91 | 0.70 | 7 |
| Drive for Results 53 | 1881 | 1.00 | 5.00 | 3.91 | 0.76 | 8 |
| Boss Relationships 4 | 1595 | 1.00 | 5.00 | 3.91 | 0.70 | 9 |
| Functional/Technical Skills 24 | 1757 | 1.00 | 5.00 | 3.89 | 0.77 | 10 |
| Compassion 10 | 1590 | 1.00 | 5.00 | 3.89 | 0.84 | 11 |
| Approachability 3 | 1631 | 1.00 | 5.00 | 3.86 | 0.87 | 12 |
| Humor 26 | 1424 | 2.00 | 5.00 | 3.85 | 0.81 | 13 |
| Perseverance 43 | 1441 | 1.00 | 5.00 | 3.84 | 0.80 | 14 |
| Decision Quality 17 | 1830 | 1.00 | 5.00 | 3.84 | 0.65 | 15 |
| Intellectual Horsepower 30 | 1446 | 2.00 | 5.00 | 3.80 | 0.70 | 16 |
| Interpersonal Savvy 31 | 1999 | 1.00 | 5.00 | 3.79 | 0.82 | 17 |
| Problem Solving 51 | 1792 | 2.00 | 5.00 | 3.77 | 0.76 | 18 |
| Caring About Direct Reports 7 | 1492 | 1.00 | 5.00 | 3.76 | 0.82 | 19 |
| Learning on the Fly 32 | 1806 | 1.00 | 5.00 | 3.75 | 0.75 | 20 |
| Peer Relationships 42 | 1951 | 1.00 | 5.00 | 3.75 | 0.74 | 21 |
| Written Communications 67 | 1428 | 1.00 | 5.00 | 3.72 | 0.83 | 22 |
| Sizing Up People 56 | 1937 | 1.00 | 5.00 | 3.69 | 0.75 | 23 |
| Building Effective Teams 60 | 1987 | 1.00 | 5.00 | 3.66 | 0.75 | 24 |
| Hiring and Staffing 25 | 1622 | 1.00 | 5.00 | 3.65 | 0.74 | 25 |
| Timely Decision Making 16 | 1460 | 1.00 | 5.00 | 3.64 | 0.77 | 26 |
| Self Knowledge 55 | 1750 | 1.00 | 5.00 | 3.63 | 0.76 | 27 |
| Dealing with Ambiguity 2 | 1867 | 1.00 | 5.00 | 3.62 | 0.80 | 28 |
| Technical Learning 61 | 1408 | 1.00 | 5.00 | 3.61 | 0.86 | 29 |
| Organizing 39 | 1445 | 1.00 | 5.00 | 3.61 | 0.82 | 30 |
| Organizational Agility 38 | 1762 | 1.00 | 5.00 | 3.61 | 0.78 | 31 |
| Motivating Others 36 | 2007 | 1.00 | 5.00 | 3.59 | 0.76 | 32 |
| Command Skills 9 | 1804 | 1.00 | 5.00 | 3.58 | 0.81 | 33 |
| Process Management 52 | 1444 | 1.00 | 5.00 | 3.58 | 0.79 | 34 |
| Personal Disclosure 44 | 1420 | 1.00 | 5.00 | 3.57 | 0.81 | 35 |
| Priority Setting 50 | 1843 | 1.00 | 5.00 | 3.56 | 0.78 | 36 |
| Creativity 14 | 1816 | 1.00 | 5.00 | 3.56 | 0.86 | 37 |
| Comfort Around Higher Mgmt 8 | 1447 | 1.00 | 5.00 | 3.55 | 0.85 | 38 |
| Perspective 46 | 1721 | 1.00 | 5.00 | 3.54 | 0.77 | 39 |
| Informing 27 | 1788 | 1.00 | 5.00 | 3.54 | 0.75 | 40 |
| Self-Development 54 | 1440 | 1.00 | 5.00 | 3.54 | 0.78 | 41 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Presentation Skills 49 | 1749 | 1.00 | 5.00 | 3.52 | 0.88 | 42 |
| Composure 11 | 1788 | 1.00 | 5.00 | 3.51 | 0.87 | 43 |
| Listening 33 | 2004 | 1.00 | 5.00 | 3.50 | 0.84 | 44 |
| Directing Others 20 | 1977 | 2.00 | 5.00 | 3.49 | 0.72 | 45 |
| Strategic Agility 58 | 1806 | 1.00 | 5.00 | 3.48 | 0.80 | 46 |
| Innovation Management 28 | 1804 | 1.00 | 5.00 | 3.47 | 0.77 | 47 |
| Understanding Others 64 | 1573 | 1.00 | 5.00 | 3.47 | 0.72 | 48 |
| Dealing with Paradox 40 | 1671 | 1.00 | 5.00 | 3.46 | 0.72 | 49 |
| Negotiating 37 | 1851 | 1.00 | 5.00 | 3.46 | 0.78 | 50 |
| Business Acumen 5 | 1752 | 1.00 | 5.00 | 3.45 | 0.81 | 51 |
| Managing Vision and Purpose 65 | 1796 | 1.00 | 5.00 | 3.43 | 0.82 | 52 |
| Personal Learning 45 | 1421 | 1.00 | 5.00 | 3.43 | 0.74 | 53 |
| Delegation 18 | 1892 | 1.00 | 5.00 | 3.42 | 0.86 | 54 |
| Managerial Courage 34 | 1915 | 1.00 | 5.00 | 3.41 | 0.88 | 55 |
| Time Management 62 | 1441 | 1.00 | 5.00 | 3.39 | 0.91 | 56 |
| Planning 47 | 1811 | 1.00 | 5.00 | 3.39 | 0.84 | 57 |
| Managing Through Systems 59 | 1343 | 1.00 | 5.00 | 3.38 | 0.79 | 58 |
| Total Work Systems 63 | 1283 | 1.00 | 5.00 | 3.36 | 0.78 | 59 |
| Developing Dir. Reports & Others 19 | 1867 | 1.00 | 5.00 | 3.36 | 0.81 | 60 |
| Patience 41 | 1619 | 1.00 | 5.00 | 3.35 | 0.90 | 61 |
| Conflict Management 12 | 1885 | 1.00 | 5.00 | 3.34 | 0.78 | 62 |
| Confronting Direct Reports 13 | 1848 | 1.00 | 5.00 | 3.32 | 0.82 | 63 |
| Career Ambition 6 | 1397 | 1.00 | 5.00 | 3.32 | 0.91 | 64 |
| Work / Life Balance 66 | 1713 | 1.00 | 5.00 | 3.29 | 1.00 | 65 |
| Political Savvy 48 | 1741 | 1.00 | 5.00 | 3.29 | 0.86 | 66 |
| Managing & Measuring Work 35 | 1807 | 1.00 | 5.00 | 3.28 | 0.76 | 67 |

Boss Skill Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|------------------------------------|------|---------|---------|------|------|------|
| Ethics and Values 22 | 1876 | 1.00 | 5.00 | 4.30 | 0.68 | 1 |
| Integrity and Trust 29 | 1954 | 1.00 | 5.00 | 4.26 | 0.77 | 2 |
| Functional/Technical Skills 24 | 1720 | 1.00 | 5.00 | 4.09 | 0.72 | 3 |
| Intellectual Horsepower 30 | 1416 | 2.00 | 5.00 | 4.08 | 0.68 | 4 |
| Customer Focus 15 | 1717 | 1.00 | 5.00 | 4.05 | 0.73 | 5 |
| Action Oriented 1 | 1755 | 1.00 | 5.00 | 4.02 | 0.78 | 6 |
| Perseverance 43 | 1394 | 1.00 | 5.00 | 4.00 | 0.75 | 7 |
| Standing Alone 57 | 1698 | 1.00 | 5.00 | 3.95 | 0.76 | 8 |
| Drive for Results 53 | 1830 | 1.00 | 5.00 | 3.94 | 0.82 | 9 |
| Managing Diversity 21 | 1713 | 2.00 | 5.00 | 3.93 | 0.72 | 10 |
| Technical Learning 61 | 1331 | 1.00 | 5.00 | 3.92 | 0.76 | 11 |
| Boss Relationships 4 | 1553 | 1.00 | 5.00 | 3.92 | 0.73 | 12 |
| Compassion 10 | 1527 | 1.00 | 5.00 | 3.89 | 0.81 | 13 |
| Fairness to Direct Reports 23 | 1362 | 1.00 | 5.00 | 3.86 | 0.73 | 14 |
| Decision Quality 17 | 1782 | 1.00 | 5.00 | 3.83 | 0.66 | 15 |
| Approachability 3 | 1590 | 1.00 | 5.00 | 3.83 | 0.85 | 16 |
| Caring About Direct Reports 7 | 1351 | 1.00 | 5.00 | 3.78 | 0.78 | 17 |
| Problem Solving 51 | 1737 | 1.00 | 5.00 | 3.78 | 0.73 | 18 |
| Learning on the Fly 32 | 1749 | 1.00 | 5.00 | 3.75 | 0.72 | 19 |
| Organizing 39 | 1392 | 1.00 | 5.00 | 3.74 | 0.76 | 20 |
| Humor 26 | 1385 | 1.00 | 5.00 | 3.72 | 0.71 | 21 |
| Work / Life Balance 66 | 1630 | 1.00 | 5.00 | 3.70 | 0.77 | 22 |
| Peer Relationships 42 | 1894 | 1.00 | 5.00 | 3.70 | 0.79 | 23 |
| Informing 27 | 1724 | 1.00 | 5.00 | 3.68 | 0.73 | 24 |
| Process Management 52 | 1387 | 2.00 | 5.00 | 3.67 | 0.76 | 25 |
| Listening 33 | 1963 | 1.00 | 5.00 | 3.67 | 0.79 | 26 |
| Self-Development 54 | 1376 | 1.00 | 5.00 | 3.67 | 0.74 | 27 |
| Composure 11 | 1743 | 1.00 | 5.00 | 3.67 | 0.88 | 28 |
| Comfort Around Higher Management 8 | 1392 | 1.00 | 5.00 | 3.66 | 0.79 | 29 |
| Priority Setting 50 | 1787 | 1.00 | 5.00 | 3.64 | 0.73 | 30 |
| Self Knowledge 55 | 1681 | 1.00 | 5.00 | 3.64 | 0.76 | 31 |
| Timely Decision Making 16 | 1407 | 1.00 | 5.00 | 3.63 | 0.71 | 32 |
| Business Acumen 5 | 1689 | 1.00 | 5.00 | 3.62 | 0.76 | 33 |
| Time Management 62 | 1388 | 1.00 | 5.00 | 3.62 | 0.81 | 34 |
| Planning 47 | 1751 | 1.00 | 5.00 | 3.61 | 0.79 | 35 |
| Building Effective Teams 60 | 1895 | 1.00 | 5.00 | 3.60 | 0.79 | 36 |
| Managerial Courage 34 | 1802 | 1.00 | 5.00 | 3.60 | 0.82 | 37 |
| Written Communications 67 | 1360 | 1.00 | 5.00 | 3.60 | 0.76 | 38 |
| Organizational Agility 38 | 1717 | 1.00 | 5.00 | 3.60 | 0.73 | 39 |
| Creativity 14 | 1754 | 1.00 | 5.00 | 3.60 | 0.74 | 40 |
| Interpersonal Savvy 31 | 1948 | 1.00 | 5.00 | 3.59 | 0.85 | 41 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|---------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Hiring and Staffing 25 | 1408 | 1.00 | 5.00 | 3.57 | 0.71 | 42 |
| Command Skills 9 | 1729 | 1.00 | 5.00 | 3.56 | 0.79 | 43 |
| Sizing Up People 56 | 1804 | 2.00 | 5.00 | 3.55 | 0.66 | 44 |
| Directing Others 20 | 1865 | 1.00 | 5.00 | 3.55 | 0.75 | 45 |
| Managing & Measuring Work 35 | 1702 | 1.00 | 5.00 | 3.55 | 0.77 | 46 |
| Negotiating 37 | 1780 | 1.00 | 5.00 | 3.54 | 0.75 | 47 |
| Presentation Skills 49 | 1682 | 1.00 | 5.00 | 3.53 | 0.82 | 48 |
| Dealing with Ambiguity 2 | 1810 | 1.00 | 5.00 | 3.53 | 0.76 | 49 |
| Personal Disclosure 44 | 1355 | 1.00 | 5.00 | 3.53 | 0.76 | 50 |
| Innovation Management 28 | 1706 | 1.00 | 5.00 | 3.51 | 0.72 | 51 |
| Total Work Systems 63 | 1180 | 1.00 | 5.00 | 3.50 | 0.78 | 52 |
| Career Ambition 6 | 1325 | 1.00 | 5.00 | 3.50 | 0.76 | 53 |
| Confronting Direct Reports 13 | 1640 | 1.00 | 5.00 | 3.50 | 0.84 | 54 |
| Patience 41 | 1571 | 1.00 | 5.00 | 3.49 | 0.82 | 55 |
| Motivating Others 36 | 1882 | 1.00 | 5.00 | 3.48 | 0.76 | 56 |
| Perspective 46 | 1655 | 1.00 | 5.00 | 3.48 | 0.75 | 57 |
| Strategic Agility 58 | 1738 | 1.00 | 5.00 | 3.43 | 0.75 | 58 |
| Understanding Others 64 | 1493 | 1.00 | 5.00 | 3.41 | 0.68 | 59 |
| Developing Direct Reports & Others 19 | 1644 | 1.00 | 5.00 | 3.41 | 0.79 | 60 |
| Delegation 18 | 1744 | 1.00 | 5.00 | 3.40 | 0.76 | 61 |
| Conflict Management 12 | 1807 | 1.00 | 5.00 | 3.40 | 0.76 | 62 |
| Personal Learning 45 | 1358 | 1.00 | 5.00 | 3.40 | 0.73 | 63 |
| Managing Vision and Purpose 65 | 1705 | 1.00 | 5.00 | 3.38 | 0.76 | 64 |
| Managing Through Systems 59 | 1252 | 1.00 | 5.00 | 3.38 | 0.75 | 65 |
| Dealing with Paradox 40 | 1580 | 1.00 | 5.00 | 3.37 | 0.69 | 66 |
| Political Savvy 48 | 1682 | 1.00 | 5.00 | 3.33 | 0.79 | 67 |

Peers Skill Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|--------------------------------|------|---------|---------|------|------|------|
| Ethics and Values 22 | 1835 | 2.00 | 5.00 | 4.06 | 0.57 | 1 |
| Functional/Technical Skills 24 | 1658 | 2.00 | 5.00 | 4.03 | 0.54 | 2 |
| Intellectual Horsepower 30 | 1352 | 1.00 | 5.00 | 4.03 | 0.56 | 3 |
| Integrity and Trust 29 | 1906 | 1.00 | 5.00 | 4.03 | 0.66 | 4 |
| Customer Focus 15 | 1673 | 1.00 | 5.00 | 3.95 | 0.57 | 5 |
| Action Oriented 1 | 1695 | 2.00 | 5.00 | 3.91 | 0.58 | 6 |
| Standing Alone 57 | 1663 | 1.00 | 5.00 | 3.90 | 0.59 | 7 |
| Managing Diversity 21 | 1764 | 1.00 | 5.00 | 3.90 | 0.60 | 8 |
| Perseverance 43 | 1343 | 2.00 | 5.00 | 3.88 | 0.58 | 9 |
| Comfort Around Higher Mgmt 8 | 1344 | 1.00 | 5.00 | 3.87 | 0.58 | 10 |
| Approachability 3 | 1532 | 1.00 | 5.00 | 3.86 | 0.72 | 11 |
| Technical Learning 61 | 1292 | 1.75 | 5.00 | 3.83 | 0.62 | 12 |
| Drive for Results 53 | 1778 | 1.50 | 5.00 | 3.79 | 0.62 | 13 |
| Humor 26 | 1326 | 1.00 | 5.00 | 3.79 | 0.59 | 14 |
| Boss Relationships 4 | 1460 | 1.50 | 5.00 | 3.78 | 0.60 | 15 |
| Compassion 10 | 1484 | 1.00 | 5.00 | 3.78 | 0.69 | 16 |
| Problem Solving 51 | 1692 | 1.50 | 5.00 | 3.77 | 0.54 | 17 |
| Organizational Agility 38 | 1662 | 1.00 | 5.00 | 3.76 | 0.55 | 18 |
| Business Acumen 5 | 1660 | 2.00 | 5.00 | 3.75 | 0.57 | 19 |
| Decision Quality 17 | 1731 | 1.00 | 5.00 | 3.75 | 0.55 | 20 |
| Fairness to Direct Reports 23 | 1356 | 1.00 | 5.00 | 3.73 | 0.71 | 21 |
| Learning on the Fly 32 | 1706 | 1.00 | 5.00 | 3.73 | 0.54 | 22 |
| Written Communications 67 | 1321 | 1.50 | 5.00 | 3.73 | 0.59 | 23 |
| Organizing 39 | 1349 | 2.00 | 5.00 | 3.71 | 0.58 | 24 |
| Work / Life Balance 66 | 1593 | 1.00 | 5.00 | 3.69 | 0.66 | 25 |
| Caring About Direct Reports 7 | 1354 | 1.00 | 5.00 | 3.68 | 0.70 | 26 |
| Peer Relationships 42 | 1854 | 1.00 | 5.00 | 3.67 | 0.63 | 27 |
| Process Management 52 | 1348 | 1.00 | 5.00 | 3.67 | 0.60 | 28 |
| Composure 11 | 1692 | 1.00 | 5.00 | 3.67 | 0.67 | 29 |
| Presentation Skills 49 | 1651 | 1.50 | 5.00 | 3.66 | 0.60 | 30 |
| Planning 47 | 1709 | 1.00 | 5.00 | 3.66 | 0.60 | 31 |
| Self-Development 54 | 1329 | 1.50 | 5.00 | 3.66 | 0.57 | 32 |
| Listening 33 | 1903 | 1.33 | 5.00 | 3.65 | 0.60 | 33 |
| Priority Setting 50 | 1732 | 1.00 | 5.00 | 3.65 | 0.56 | 34 |
| Career Ambition 6 | 1260 | 2.00 | 5.00 | 3.65 | 0.65 | 35 |
| Time Management 62 | 1314 | 2.00 | 5.00 | 3.65 | 0.62 | 36 |
| Timely Decision Making 16 | 1355 | 2.00 | 5.00 | 3.64 | 0.56 | 37 |
| Interpersonal Savvy 31 | 1900 | 1.00 | 5.00 | 3.61 | 0.68 | 38 |
| Managerial Courage 34 | 1811 | 1.00 | 5.00 | 3.59 | 0.66 | 39 |
| Informing 27 | 1687 | 1.00 | 5.00 | 3.59 | 0.58 | 40 |
| Perspective 46 | 1620 | 1.00 | 5.00 | 3.59 | 0.56 | 41 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Command Skills 9 | 1709 | 1.00 | 5.00 | 3.58 | 0.62 | 42 |
| Self Knowledge 55 | 1630 | 1.00 | 5.00 | 3.58 | 0.61 | 43 |
| Strategic Agility 58 | 1714 | 1.00 | 5.00 | 3.57 | 0.56 | 44 |
| Negotiating 37 | 1755 | 1.00 | 5.00 | 3.57 | 0.59 | 45 |
| Creativity 14 | 1713 | 2.00 | 5.00 | 3.57 | 0.58 | 46 |
| Managing & Measuring Work 35 | 1684 | 1.00 | 5.00 | 3.57 | 0.60 | 47 |
| Sizing Up People 56 | 1821 | 1.00 | 5.00 | 3.55 | 0.52 | 48 |
| Political Savvy 48 | 1653 | 1.00 | 5.00 | 3.54 | 0.61 | 49 |
| Dealing with Ambiguity 2 | 1763 | 1.00 | 5.00 | 3.54 | 0.55 | 50 |
| Total Work Systems 63 | 1246 | 1.00 | 5.00 | 3.53 | 0.63 | 51 |
| Delegation 18 | 1779 | 1.00 | 5.00 | 3.53 | 0.61 | 52 |
| Innovation Management 28 | 1716 | 1.00 | 5.00 | 3.53 | 0.58 | 53 |
| Hiring and Staffing 25 | 1468 | 1.00 | 5.00 | 3.52 | 0.62 | 54 |
| Building Effective Teams 60 | 1906 | 1.00 | 5.00 | 3.51 | 0.66 | 55 |
| Personal Disclosure 44 | 1316 | 1.50 | 5.00 | 3.50 | 0.62 | 56 |
| Directing Others 20 | 1863 | 1.00 | 5.00 | 3.50 | 0.60 | 57 |
| Patience 41 | 1519 | 1.00 | 5.00 | 3.49 | 0.65 | 58 |
| Managing Through Systems 59 | 1261 | 1.00 | 5.00 | 3.45 | 0.60 | 59 |
| Managing Vision and Purpose 65 | 1723 | 1.00 | 5.00 | 3.45 | 0.62 | 60 |
| Confronting Direct Reports 13 | 1643 | 1.00 | 5.00 | 3.44 | 0.72 | 61 |
| Understanding Others 64 | 1481 | 1.00 | 5.00 | 3.43 | 0.57 | 62 |
| Dealing with Paradox 40 | 1592 | 1.00 | 5.00 | 3.42 | 0.55 | 63 |
| Personal Learning 45 | 1310 | 1.00 | 5.00 | 3.42 | 0.60 | 64 |
| Motivating Others 36 | 1899 | 1.00 | 5.00 | 3.41 | 0.66 | 65 |
| Conflict Management 12 | 1786 | 1.00 | 5.00 | 3.41 | 0.59 | 66 |
| Developing Dir. Reports & Others 19 | 1628 | 1.00 | 5.00 | 3.38 | 0.68 | 67 |

Direct Reports Skill Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|--------------------------------|------|---------|---------|------|------|------|
| Intellectual Horsepower 30 | 1232 | 1.50 | 5.00 | 4.21 | 0.55 | 1 |
| Comfort Around Higher Mgmt 8 | 1216 | 2.00 | 5.00 | 4.09 | 0.60 | 2 |
| Action Oriented 1 | 1541 | 1.75 | 5.00 | 4.06 | 0.60 | 3 |
| Functional/Technical Skills 24 | 1522 | 1.00 | 5.00 | 4.05 | 0.60 | 4 |
| Integrity and Trust 29 | 1765 | 1.50 | 5.00 | 4.05 | 0.67 | 5 |
| Standing Alone 57 | 1510 | 1.50 | 5.00 | 4.05 | 0.63 | 6 |
| Customer Focus 15 | 1532 | 2.00 | 5.00 | 4.05 | 0.56 | 7 |
| Perseverance 43 | 1217 | 1.50 | 5.00 | 4.04 | 0.60 | 8 |
| Managing Diversity 21 | 1639 | 1.00 | 5.00 | 4.04 | 0.57 | 9 |
| Ethics and Values 22 | 1691 | 1.00 | 5.00 | 4.03 | 0.58 | 10 |
| Organizational Agility 38 | 1519 | 1.00 | 5.00 | 4.02 | 0.55 | 11 |
| Business Acumen 5 | 1520 | 2.00 | 5.00 | 3.99 | 0.57 | 12 |
| Drive for Results 53 | 1623 | 2.00 | 5.00 | 3.98 | 0.61 | 13 |
| Career Ambition 6 | 1154 | 1.00 | 5.00 | 3.96 | 0.64 | 14 |
| Approachability 3 | 1402 | 1.25 | 5.00 | 3.95 | 0.74 | 15 |
| Humor 26 | 1209 | 2.00 | 5.00 | 3.93 | 0.62 | 16 |
| Decision Quality 17 | 1582 | 1.50 | 5.00 | 3.92 | 0.58 | 17 |
| Compassion 10 | 1375 | 1.00 | 5.00 | 3.92 | 0.72 | 18 |
| Boss Relationships 4 | 1300 | 1.00 | 5.00 | 3.91 | 0.61 | 19 |
| Problem Solving 51 | 1545 | 1.00 | 5.00 | 3.91 | 0.58 | 20 |
| Learning on the Fly 32 | 1547 | 1.00 | 5.00 | 3.90 | 0.57 | 21 |
| Written Communications 67 | 1207 | 1.00 | 5.00 | 3.90 | 0.59 | 22 |
| Presentation Skills 49 | 1502 | 1.00 | 5.00 | 3.88 | 0.64 | 23 |
| Technical Learning 61 | 1183 | 1.00 | 5.00 | 3.86 | 0.66 | 24 |
| Political Savvy 48 | 1495 | 1.00 | 5.00 | 3.84 | 0.62 | 25 |
| Fairness to Direct Reports 23 | 1359 | 1.50 | 5.00 | 3.84 | 0.67 | 26 |
| Command Skills 9 | 1554 | 1.60 | 5.00 | 3.83 | 0.65 | 27 |
| Perspective 46 | 1472 | 1.00 | 5.00 | 3.82 | 0.55 | 28 |
| Organizing 39 | 1218 | 1.00 | 5.00 | 3.81 | 0.60 | 29 |
| Interpersonal Savvy 31 | 1743 | 1.33 | 5.00 | 3.81 | 0.69 | 30 |
| Delegation 18 | 1681 | 1.00 | 5.00 | 3.80 | 0.64 | 31 |
| Negotiating 37 | 1601 | 1.50 | 5.00 | 3.80 | 0.64 | 32 |
| Strategic Agility 58 | 1560 | 1.50 | 5.00 | 3.79 | 0.59 | 33 |
| Dealing with Ambiguity 2 | 1607 | 1.00 | 5.00 | 3.79 | 0.56 | 34 |
| Composure 11 | 1536 | 1.00 | 5.00 | 3.79 | 0.72 | 35 |
| Peer Relationships 42 | 1694 | 1.33 | 5.00 | 3.79 | 0.64 | 36 |
| Caring About Direct Reports 7 | 1344 | 1.50 | 5.00 | 3.79 | 0.70 | 37 |
| Hiring and Staffing 25 | 1496 | 1.00 | 5.00 | 3.77 | 0.62 | 38 |
| Timely Decision Making 16 | 1239 | 1.50 | 5.00 | 3.77 | 0.61 | 39 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Self-Development 54 | 1212 | 1.00 | 5.00 | 3.77 | 0.59 | 40 |
| Priority Setting 50 | 1593 | 1.00 | 5.00 | 3.75 | 0.61 | 41 |
| Work / Life Balance 66 | 1474 | 1.00 | 5.00 | 3.75 | 0.74 | 42 |
| Listening 33 | 1751 | 1.00 | 5.00 | 3.74 | 0.65 | 43 |
| Sizing Up People 56 | 1684 | 1.00 | 5.00 | 3.73 | 0.55 | 44 |
| Process Management 52 | 1229 | 1.50 | 5.00 | 3.72 | 0.62 | 45 |
| Self Knowledge 55 | 1495 | 1.00 | 5.00 | 3.72 | 0.63 | 46 |
| Total Work Systems 63 | 1157 | 1.00 | 5.00 | 3.71 | 0.64 | 47 |
| Time Management 62 | 1220 | 1.00 | 5.00 | 3.71 | 0.69 | 48 |
| Innovation Management 28 | 1574 | 1.50 | 5.00 | 3.70 | 0.59 | 49 |
| Creativity 14 | 1561 | 2.00 | 5.00 | 3.69 | 0.61 | 50 |
| Managerial Courage 34 | 1680 | 1.00 | 5.00 | 3.67 | 0.67 | 51 |
| Managing Through Systems 59 | 1182 | 1.00 | 5.00 | 3.66 | 0.64 | 52 |
| Motivating Others 36 | 1780 | 1.00 | 5.00 | 3.65 | 0.72 | 53 |
| Building Effective Teams 60 | 1781 | 1.00 | 5.00 | 3.64 | 0.70 | 54 |
| Dealing with Paradox 40 | 1456 | 1.75 | 5.00 | 3.64 | 0.59 | 55 |
| Personal Disclosure 44 | 1206 | 1.50 | 5.00 | 3.64 | 0.66 | 56 |
| Conflict Management 12 | 1630 | 1.00 | 5.00 | 3.62 | 0.64 | 57 |
| Planning 47 | 1560 | 1.00 | 5.00 | 3.61 | 0.64 | 58 |
| Informing 27 | 1555 | 1.50 | 5.00 | 3.61 | 0.65 | 59 |
| Managing Vision and Purpose 65 | 1575 | 1.00 | 5.00 | 3.60 | 0.67 | 60 |
| Patience 41 | 1390 | 1.00 | 5.00 | 3.59 | 0.69 | 61 |
| Managing & Measuring Work 35 | 1591 | 1.33 | 5.00 | 3.57 | 0.61 | 62 |
| Understanding Others 64 | 1362 | 1.00 | 5.00 | 3.56 | 0.58 | 63 |
| Directing Others 20 | 1753 | 1.00 | 5.00 | 3.55 | 0.65 | 64 |
| Confronting Direct Reports 13 | 1692 | 1.00 | 5.00 | 3.50 | 0.68 | 65 |
| Personal Learning 45 | 1194 | 2.00 | 5.00 | 3.48 | 0.61 | 66 |
| Developing Dir. Reports & Others 19 | 1733 | 1.00 | 5.00 | 3.46 | 0.71 | 67 |

B. Stability of Normative Skill Rankings and Ratings

Comparing Rank Order Over Time

The table below examines the relationship between the Lominger competency rankings obtained in 2002 with the rankings obtained in 2006. As can be observed, the correlation coefficients were uniformly high. Overall the 67 competencies, more than 90% of the variance was common. This finding clearly demonstrates that the norms are extremely stable over time. In general, what was considered to be a strength (or weakness) in 2002 is viewed as a strength (or weakness) today.

Skill Ranking Correlation Coefficients Between 2002 and 2006
By Rater Source.

| Rater Source | Spearman Rank-Order Correlation | Commonality |
|--------------|---------------------------------|-------------|
| All Others | .96 | 92% |
| Self | .95 | 90% |
| Boss | .95 | 90% |
| Peers | .97 | 94% |
| DRs | .96 | 92% |

When one focuses on the 2006 “All Others” rank order of competencies, 21 of the 22 top competencies (95%) remained in the top one-third from 2002. Twenty of 23 competencies (87%) remained in the middle third, and 19 of the 22 competencies (86%) from the bottom one-third continued. Thus, one finds much stability in the rank order of competencies throughout the distribution.

Only five competencies changed rather substantially over time. Each of the following competencies experienced double digit movement (highlighted in bold in the following table):

- Compassion was ranked 23rd in 2002 and 13th in 2006.
- Caring about Direct Reports was 37th in 2002 and 25th in 2006.
- Self-Development was ranked 42nd in 2002 and 31st in 2006.
- Self-Knowledge was ranked 54th in 2002 and 41st in 2006.
- Total Work Systems was ranked 21st in 2002 and 52nd in 2006.

Thus, the most significant movement was for the competency entitled, “Total Work Systems.” It changed 31 places, and *it was the only competency of those five that decreased in rank order*. It moved from the top one-third to the bottom one-third. The following table presents the competency rank for 2006 and 2002, as well as the change in rank order. It should be noted that a positive change in rank order (d Rank) indicates that the competency *declined* over time; whereas, a negative change reveals the competency *gained* in rank between 2002 and 2006.

| Competency | 2006 Rank | 2002 Rank | d Rank |
|-------------------------------------|------------------|------------------|---------------|
| Action Oriented 1 | 6 | 5 | 1 |
| Dealing with Ambiguity 2 | 48 | 47 | 1 |
| Approachability 3 | 10 | 14 | -4 |
| Boss Relationships 4 | 15 | 12 | 3 |
| Business Acumen 5 | 21 | 15 | 6 |
| Career Ambition 6 | 32 | 26 | 6 |
| Caring About Direct Reports 7 | 25 | 37 | -12 |
| Comfort Around Higher Mgmt 8 | 11 | 13 | -2 |
| Command Skills 9 | 38 | 34 | 4 |
| Compassion 10 | 13 | 23 | -10 |
| Composure 11 | 27 | 33 | -6 |
| Conflict Management 12 | 62 | 58 | 4 |
| Confronting Direct Reports 13 | 64 | 63 | 1 |
| Creativity 14 | 50 | 49 | 1 |
| Customer Focus 15 | 5 | 7 | -2 |
| Timely Decision Making 16 | 36 | 29 | 7 |
| Decision Quality 17 | 18 | 17 | 1 |
| Delegation 18 | 44 | 36 | 8 |
| Developing Dir. Reports & Others 19 | 67 | 67 | 0 |
| Directing Others 20 | 58 | 57 | 1 |
| Managing Diversity 21 | 7 | 11 | -4 |
| Ethics and Values 22 | 2 | 4 | -2 |
| Fairness to Direct Reports 23 | 19 | 20 | -1 |
| Functional/Technical Skills 24 | 4 | 2 | 2 |
| Hiring and Staffing 25 | 49 | 48 | 1 |
| Humor 26 | 16 | 19 | -3 |
| Informing 27 | 42 | 50 | -8 |
| Innovation Management 28 | 53 | 52 | 1 |
| Integrity and Trust 29 | 3 | 3 | 0 |
| Intellectual Horsepower 30 | 1 | 1 | 0 |
| Interpersonal Savvy 31 | 33 | 35 | -2 |
| Learning on the Fly 32 | 22 | 18 | 4 |
| Listening 33 | 30 | 32 | -2 |

| Competency | 2006 Rank | 2002 Rank | d Rank |
|--------------------------------|------------------|------------------|---------------|
| Managerial Courage 34 | 45 | 39 | 6 |
| Managing & Measuring Work 35 | 55 | 55 | 0 |
| Motivating Others 36 | 59 | 56 | 3 |
| Negotiating 37 | 40 | 45 | -5 |
| Organizational Agility 38 | 17 | 16 | 1 |
| Organizing 39 | 24 | 24 | 0 |
| Dealing with Paradox 40 | 61 | 64 | -3 |
| Patience 41 | 56 | 59 | -3 |
| Peer Relationships 42 | 26 | 27 | -1 |
| Perseverance 43 | 8 | 6 | 2 |
| Personal Disclosure 44 | 57 | 61 | -4 |
| Personal Learning 45 | 66 | 66 | 0 |
| Perspective 46 | 39 | 44 | -5 |
| Planning 47 | 43 | 51 | -8 |
| Political Savvy 48 | 51 | 46 | 5 |
| Presentation Skills 49 | 28 | 28 | 0 |
| Priority Setting 50 | 35 | 31 | 4 |
| Problem Solving 51 | 20 | 22 | -2 |
| Process Management 52 | 34 | 38 | -4 |
| Drive for Results 53 | 12 | 9 | 3 |
| Self-Development 54 | 31 | 42 | -11 |
| Self Knowledge 55 | 41 | 54 | -13 |
| Sizing Up People 56 | 47 | 43 | 4 |
| Standing Alone 57 | 9 | 8 | 1 |
| Strategic Agility 58 | 46 | 41 | 5 |
| Managing Through Systems 59 | 60 | 60 | 0 |
| Building Effective Teams 60 | 54 | 53 | 1 |
| Technical Learning 61 | 14 | 10 | 4 |
| Time Management 62 | 37 | 40 | -3 |
| Total Work Systems 63 | 52 | 21 | 31 |
| Understanding Others 64 | 65 | 65 | 0 |
| Managing Vision and Purpose 65 | 63 | 62 | 1 |
| Work / Life Balance 66 | 29 | 30 | -1 |
| Written Communications 67 | 23 | 25 | -2 |

Note. "d Rank" is calculated by subtracting the 2002 rank order from the 2006 rank order.

Comparing Mean Skill Ratings Over Time

As one would expect, the 2006 mean skill ratings across the 67 competencies likewise remained fairly stable over the past four years. The correlation

coefficients for the five rater source categories all were in the mid to high 0.90s (see table on next page). Perhaps, the most interesting finding is that, except for one competency, all skill ratings increased. And the competency that decreased over time (albeit only slightly) was “Total Work Systems.” This competency was rated 3.66 in 2002 and 3.60 in 2006. What makes this result more meaningful is that it is the same competency that experienced the most significant drop in ranking as well, decreasing 31 places.

Skill Rating Correlation Coefficients Between 2002 and 2006
By Rater Source.

| Rater Source | Pearson Correlation | Commonality |
|--------------|---------------------|-------------|
| All Others | .97 | 94% |
| Self | .96 | 92% |
| Boss | .98 | 96% |
| Peers | .97 | 94% |
| DRs | .96 | 92% |

The following table presents the mean competency skill ratings for 2006 and 2002, as well as the mean change. The mean change (d Mean) was computed by subtracting the 2002 mean rating from the 2006 mean rating. Consequently, a positive number denotes an *increase* in competency rating over time, while a negative number indicates a *decrease* in rating over time. As can be seen by observing the last line entry in the table, the mean skill rating was 3.73 in 2006. In contrast, the mean skill rating was 3.59 in 2002, an *increase of 0.14*. Either the raters as a group were more lenient and increased their scores over time, or the learners (“ratees”) as a group enhanced their skills. Some combination of these two possibilities also would explain these results.

| Competency | 2006 Mean | 2002 Mean | d Mean |
|-------------------------------|-----------|-----------|--------|
| Action Oriented 1 | 3.98 | 3.87 | 0.11 |
| Dealing with Ambiguity 2 | 3.63 | 3.52 | 0.11 |
| Approachability 3 | 3.94 | 3.73 | 0.21 |
| Boss Relationships 4 | 3.86 | 3.74 | 0.12 |
| Business Acumen 5 | 3.81 | 3.72 | 0.09 |
| Career Ambition 6 | 3.71 | 3.62 | 0.09 |
| Caring About Direct Reports 7 | 3.75 | 3.55 | 0.20 |
| Comfort Around Higher Mgmt 8 | 3.90 | 3.74 | 0.16 |
| Command Skills 9 | 3.66 | 3.56 | 0.10 |
| Compassion 10 | 3.87 | 3.65 | 0.22 |

| Competency | 2006 Mean | 2002 Mean | d Mean |
|-------------------------------------|------------------|------------------|---------------|
| Composure 11 | 3.74 | 3.56 | 0.18 |
| Conflict Management 12 | 3.50 | 3.4 | 0.10 |
| Confronting Direct Reports 13 | 3.49 | 3.38 | 0.11 |
| Creativity 14 | 3.62 | 3.5 | 0.12 |
| Customer Focus 15 | 4.00 | 3.83 | 0.17 |
| Timely Decision Making 16 | 3.68 | 3.58 | 0.10 |
| Decision Quality 17 | 3.83 | 3.69 | 0.14 |
| Delegation 18 | 3.63 | 3.55 | 0.08 |
| Developing Dir. Reports & Others 19 | 3.43 | 3.27 | 0.16 |
| Directing Others 20 | 3.55 | 3.41 | 0.14 |
| Managing Diversity 21 | 3.97 | 3.77 | 0.20 |
| Ethics and Values 22 | 4.11 | 3.93 | 0.18 |
| Fairness to Direct Reports 23 | 3.82 | 3.66 | 0.16 |
| Functional/Technical Skills 24 | 4.06 | 3.94 | 0.12 |
| Hiring and Staffing 25 | 3.62 | 3.51 | 0.11 |
| Humor 26 | 3.84 | 3.67 | 0.17 |
| Informing 27 | 3.64 | 3.49 | 0.15 |
| Innovation Management 28 | 3.60 | 3.47 | 0.13 |
| Integrity and Trust 29 | 4.10 | 3.94 | 0.16 |
| Intellectual Horsepower 30 | 4.11 | 3.98 | 0.13 |
| Interpersonal Savvy 31 | 3.71 | 3.55 | 0.16 |
| Learning on the Fly 32 | 3.79 | 3.68 | 0.11 |
| Listening 33 | 3.72 | 3.56 | 0.16 |
| Managerial Courage 34 | 3.63 | 3.55 | 0.08 |
| Managing & Measuring Work 35 | 3.58 | 3.42 | 0.16 |
| Motivating Others 36 | 3.53 | 3.42 | 0.11 |
| Negotiating 37 | 3.66 | 3.52 | 0.14 |
| Organizational Agility 38 | 3.83 | 3.7 | 0.13 |
| Organizing 39 | 3.75 | 3.63 | 0.12 |
| Dealing with Paradox 40 | 3.51 | 3.37 | 0.14 |
| Patience 41 | 3.58 | 3.4 | 0.18 |
| Peer Relationships 42 | 3.74 | 3.59 | 0.15 |
| Perseverance 43 | 3.96 | 3.83 | 0.13 |
| Personal Disclosure 44 | 3.58 | 3.38 | 0.20 |
| Personal Learning 45 | 3.46 | 3.33 | 0.13 |
| Perspective 46 | 3.66 | 3.52 | 0.14 |
| Planning 47 | 3.64 | 3.49 | 0.15 |
| Political Savvy 48 | 3.61 | 3.52 | 0.09 |
| Presentation Skills 49 | 3.72 | 3.58 | 0.14 |
| Priority Setting 50 | 3.69 | 3.56 | 0.13 |
| Problem Solving 51 | 3.82 | 3.65 | 0.17 |
| Process Management 52 | 3.70 | 3.55 | 0.15 |
| Drive for Results 53 | 3.89 | 3.78 | 0.11 |

| Competency | 2006 Mean | 2002 Mean | d Mean |
|--------------------------------|------------------|------------------|---------------|
| Self-Development 54 | 3.72 | 3.53 | 0.19 |
| Self Knowledge 55 | 3.66 | 3.45 | 0.21 |
| Sizing Up People 56 | 3.63 | 3.53 | 0.10 |
| Standing Alone 57 | 3.96 | 3.8 | 0.16 |
| Strategic Agility 58 | 3.63 | 3.54 | 0.09 |
| Managing Through Systems 59 | 3.53 | 3.39 | 0.14 |
| Building Effective Teams 60 | 3.58 | 3.46 | 0.12 |
| Technical Learning 61 | 3.86 | 3.78 | 0.08 |
| Time Management 62 | 3.67 | 3.54 | 0.13 |
| Total Work Systems 63 | 3.60 | 3.66 | -0.06 |
| Understanding Others 64 | 3.49 | 3.36 | 0.13 |
| Managing Vision and Purpose 65 | 3.50 | 3.38 | 0.12 |
| Work / Life Balance 66 | 3.72 | 3.57 | 0.15 |
| Written Communications 67 | 3.77 | 3.62 | 0.15 |
| <i>Average</i> | <i>3.73</i> | <i>3.59</i> | <i>0.14</i> |

Note. “d Mean” is calculated by subtracting the 2002 mean rating from the 2006 mean rating.

Part II: Importance Rankings and Ratings

Part II presents the 2006 normative data on the competency importance rankings (pp. 24 – 26) and importance ratings (pp. 27 – 36). The table below provides the importance rankings for each of the rater sources. Competence importance is presented from most important (#1) to least important (#67) based on the “All Others” rank order. The additional tables present the mean importance ratings for each of the rater groups. As with Part I when we highlighted the skill ratings, the sample size, minimum and maximum rating, mean and standard deviation for each competency are provided.

In the last section of this part of the report, we investigate the stability of the competency importance norms.

A. Descriptive Statistics

Presented below are the 2006 North American importance rating norms by rater source.

Importance Rating Rank Order by Rater Source.

| Competency | All Others | Self | Boss | Peers | DRs |
|--------------------------------|------------|------|------|-------|-----|
| Integrity and Trust 29 | 1 | 2 | 1 | 1 | 1 |
| Customer Focus 15 | 2 | 1 | 2 | 2 | 2 |
| Ethics and Values 22 | 3 | 3 | 3 | 3 | 4 |
| Decision Quality 17 | 4 | 5 | 5 | 4 | 3 |
| Functional/Technical Skills 24 | 5 | 7 | 6 | 5 | 6 |
| Drive for Results 53 | 6 | 4 | 4 | 6 | 5 |
| Problem Solving 51 | 7 | 9 | 8 | 8 | 13 |
| Priority Setting 50 | 8 | 6 | 7 | 7 | 11 |
| Intellectual Horsepower 30 | 9 | 29 | 17 | 12 | 12 |
| Directing Others 20 | 10 | 11 | 11 | 11 | 8 |
| Listening 33 | 11 | 14 | 16 | 13 | 25 |
| Motivating Others 36 | 12 | 8 | 12 | 15 | 7 |
| Informing 27 | 13 | 12 | 23 | 17 | 14 |
| Composure 11 | 14 | 17 | 19 | 18 | 10 |
| Peer Relationships 42 | 15 | 20 | 15 | 10 | 26 |
| Planning 47 | 16 | 24 | 13 | 9 | 37 |

| Competency | All Others | Self | Boss | Peers | DRs |
|---------------------------------------|-------------------|-------------|-------------|--------------|------------|
| Timely Decision Making 16 | 17 | 15 | 21 | 19 | 18 |
| Perseverance 43 | 18 | 16 | 14 | 16 | 30 |
| Organizing 39 | 19 | 19 | 18 | 14 | 28 |
| Building Effective Teams 60 | 20 | 13 | 10 | 22 | 21 |
| Negotiating 37 | 21 | 32 | 29 | 21 | 16 |
| Interpersonal Savvy 31 | 22 | 22 | 20 | 23 | 29 |
| Comfort Around Higher Management 8 | 23 | 21 | 45 | 20 | 9 |
| Time Management 62 | 24 | 10 | 22 | 26 | 32 |
| Organizational Agility 38 | 25 | 33 | 38 | 28 | 17 |
| Strategic Agility 58 | 26 | 27 | 33 | 24 | 20 |
| Managing Diversity 21 | 27 | 23 | 26 | 25 | 27 |
| Action Oriented 1 | 28 | 30 | 9 | 29 | 44 |
| Process Management 52 | 29 | 35 | 25 | 27 | 39 |
| Conflict Management 12 | 30 | 34 | 31 | 31 | 31 |
| Business Acumen 5 | 31 | 42 | 42 | 34 | 22 |
| Managing & Measuring Work 35 | 32 | 31 | 24 | 30 | 34 |
| Managerial Courage 34 | 33 | 40 | 28 | 33 | 33 |
| Fairness to Direct Reports 23 | 34 | 26 | 27 | 35 | 19 |
| Written Communications 67 | 35 | 25 | 43 | 32 | 35 |
| Approachability 3 | 36 | 41 | 32 | 37 | 36 |
| Command Skills 9 | 37 | 38 | 37 | 38 | 23 |
| Delegation 18 | 38 | 28 | 35 | 41 | 24 |
| Dealing with Ambiguity 2 | 39 | 39 | 34 | 36 | 45 |
| Standing Alone 57 | 40 | 50 | 44 | 45 | 42 |
| Confronting Direct Reports 13 | 41 | 37 | 30 | 40 | 38 |
| Hiring and Staffing 25 | 42 | 18 | 39 | 42 | 15 |
| Presentation Skills 49 | 43 | 44 | 46 | 44 | 40 |
| Managing Vision and Purpose 65 | 44 | 36 | 41 | 39 | 43 |
| Learning on the Fly 32 | 45 | 46 | 40 | 43 | 46 |
| Political Savvy 48 | 46 | 47 | 54 | 46 | 41 |
| Perspective 46 | 47 | 49 | 48 | 47 | 47 |
| Developing Direct Reports & Others 19 | 48 | 43 | 36 | 48 | 48 |
| Patience 41 | 49 | 53 | 52 | 50 | 50 |
| Boss Relationships 4 | 50 | 45 | 47 | 49 | 52 |
| Innovation Management 28 | 51 | 59 | 57 | 51 | 53 |
| Self-Development 54 | 52 | 48 | 49 | 54 | 55 |
| Total Work Systems 63 | 53 | 63 | 61 | 56 | 51 |
| Sizing Up People 56 | 54 | 52 | 51 | 53 | 54 |
| Managing Through Systems 59 | 55 | 56 | 58 | 57 | 49 |
| Self Knowledge 55 | 56 | 51 | 50 | 55 | 56 |
| Creativity 14 | 57 | 54 | 53 | 52 | 58 |
| Dealing with Paradox 40 | 58 | 61 | 63 | 59 | 57 |
| Understanding Others 64 | 59 | 60 | 59 | 58 | 60 |

| Competency | All Others | Self | Boss | Peers | DRs |
|-------------------------------|-------------------|-------------|-------------|--------------|------------|
| Technical Learning 61 | 60 | 64 | 56 | 40 | 64 |
| Personal Learning 45 | 61 | 58 | 55 | 62 | 62 |
| Work / Life Balance 66 | 62 | 55 | 64 | 61 | 59 |
| Compassion 10 | 63 | 62 | 60 | 63 | 63 |
| Caring About Direct Reports 7 | 64 | 57 | 62 | 64 | 61 |
| Humor 26 | 65 | 65 | 66 | 65 | 65 |
| Career Ambition 6 | 66 | 66 | 67 | 67 | 66 |
| Personal Disclosure 44 | 67 | 67 | 65 | 66 | 67 |

Note. The Spearman rank-order correlations between each pair of rating sources were calculated (e.g., self vs. direct reports, self vs. peers, and peers vs. direct reports). The average of the Spearman rank-order correlation coefficients was 0.91 ($p < .001$), indicating very high inter-rater agreement on importance rankings.

"All" Others Importance Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|--------------------------------|------|---------|---------|------|------|------|
| Integrity and Trust 29 | 1870 | 3.38 | 5.00 | 4.29 | 0.27 | 1 |
| Customer Focus 15 | 1699 | 1.75 | 5.00 | 4.26 | 0.37 | 2 |
| Ethics and Values 22 | 1860 | 2.88 | 5.00 | 4.19 | 0.32 | 3 |
| Decision Quality 17 | 1704 | 3.20 | 5.00 | 4.18 | 0.24 | 4 |
| Functional/Technical Skills 24 | 1696 | 2.86 | 5.00 | 4.15 | 0.31 | 5 |
| Drive for Results 53 | 1727 | 2.67 | 5.00 | 4.13 | 0.31 | 6 |
| Problem Solving 51 | 1717 | 3.00 | 4.88 | 4.07 | 0.26 | 7 |
| Priority Setting 50 | 1702 | 3.00 | 5.00 | 4.06 | 0.24 | 8 |
| Intellectual Horsepower 30 | 1391 | 3.11 | 5.00 | 4.04 | 0.30 | 9 |
| Directing Others 20 | 1860 | 2.00 | 5.00 | 4.04 | 0.31 | 10 |
| Listening 33 | 1877 | 3.11 | 5.00 | 4.03 | 0.25 | 11 |
| Motivating Others 36 | 1882 | 2.25 | 5.00 | 4.02 | 0.33 | 12 |
| Informing 27 | 1697 | 2.75 | 5.00 | 4.02 | 0.24 | 13 |
| Composure 11 | 1724 | 3.14 | 4.88 | 4.02 | 0.26 | 14 |
| Peer Relationships 42 | 1891 | 2.82 | 4.83 | 4.02 | 0.24 | 15 |
| Planning 47 | 1724 | 2.25 | 4.91 | 4.00 | 0.29 | 16 |
| Timely Decision Making 16 | 1386 | 3.00 | 5.00 | 4.00 | 0.28 | 17 |
| Perseverance 43 | 1379 | 3.00 | 5.00 | 4.00 | 0.27 | 18 |
| Organizing 39 | 1375 | 2.50 | 5.00 | 4.00 | 0.29 | 19 |
| Building Effective Teams 60 | 1885 | 2.00 | 5.00 | 3.99 | 0.34 | 20 |
| Negotiating 37 | 1718 | 2.50 | 5.00 | 3.99 | 0.33 | 21 |
| Interpersonal Savvy 31 | 1884 | 2.88 | 5.00 | 3.99 | 0.27 | 22 |
| Comfort Around Higher Mgmt 8 | 1402 | 2.75 | 5.00 | 3.98 | 0.33 | 23 |
| Time Management 62 | 1376 | 2.89 | 4.75 | 3.97 | 0.26 | 24 |
| Organizational Agility 38 | 1721 | 3.00 | 4.75 | 3.97 | 0.29 | 25 |
| Strategic Agility 58 | 1724 | 1.25 | 5.00 | 3.96 | 0.35 | 26 |
| Managing Diversity 21 | 1841 | 2.20 | 5.00 | 3.96 | 0.37 | 27 |
| Action Oriented 1 | 1719 | 3.08 | 5.00 | 3.95 | 0.28 | 28 |
| Process Management 52 | 1393 | 2.50 | 5.00 | 3.95 | 0.30 | 29 |
| Conflict Management 12 | 1737 | 2.57 | 5.00 | 3.95 | 0.28 | 30 |
| Business Acumen 5 | 1690 | 2.14 | 5.00 | 3.94 | 0.40 | 31 |
| Managing & Measuring Work 35 | 1708 | 2.00 | 5.00 | 3.94 | 0.31 | 32 |
| Managerial Courage 34 | 1869 | 2.33 | 5.00 | 3.94 | 0.30 | 33 |
| Fairness to Direct Reports 23 | 1546 | 1.00 | 5.00 | 3.94 | 0.44 | 34 |
| Written Communications 67 | 1372 | 2.86 | 5.00 | 3.93 | 0.32 | 35 |
| Approachability 3 | 1570 | 3.00 | 4.88 | 3.93 | 0.30 | 36 |
| Command Skills 9 | 1711 | 2.40 | 5.00 | 3.92 | 0.32 | 37 |
| Delegation 18 | 1860 | 1.33 | 4.60 | 3.90 | 0.34 | 38 |
| Dealing with Ambiguity 2 | 1718 | 2.67 | 5.00 | 3.89 | 0.27 | 39 |
| Standing Alone 57 | 1720 | 2.25 | 5.00 | 3.89 | 0.28 | 40 |
| Confronting Direct Reports 13 | 1835 | 1.00 | 5.00 | 3.88 | 0.45 | 41 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Hiring and Staffing 25 | 1820 | 1.00 | 5.00 | 3.87 | 0.67 | 42 |
| Presentation Skills 49 | 1706 | 2.00 | 5.00 | 3.87 | 0.34 | 43 |
| Managing Vision and Purpose 65 | 1724 | 1.50 | 5.00 | 3.86 | 0.39 | 44 |
| Learning on the Fly 32 | 1697 | 2.75 | 4.80 | 3.86 | 0.27 | 45 |
| Political Savvy 48 | 1703 | 2.00 | 5.00 | 3.84 | 0.37 | 46 |
| Perspective 46 | 1694 | 2.33 | 4.83 | 3.83 | 0.31 | 47 |
| Developing Dir. Reports & Others 19 | 1869 | 1.00 | 5.00 | 3.79 | 0.49 | 48 |
| Patience 41 | 1562 | 2.67 | 4.88 | 3.79 | 0.28 | 49 |
| Boss Relationships 4 | 1553 | 1.00 | 5.00 | 3.78 | 0.33 | 50 |
| Innovation Management 28 | 1719 | 2.20 | 4.86 | 3.73 | 0.35 | 51 |
| Self-Development 54 | 1373 | 2.50 | 4.83 | 3.73 | 0.30 | 52 |
| Total Work Systems 63 | 1360 | 1.00 | 5.00 | 3.72 | 0.44 | 53 |
| Sizing Up People 56 | 1855 | 2.00 | 5.00 | 3.72 | 0.34 | 54 |
| Managing Through Systems 59 | 1362 | 2.00 | 4.67 | 3.72 | 0.37 | 55 |
| Self Knowledge 55 | 1706 | 2.45 | 4.75 | 3.72 | 0.27 | 56 |
| Creativity 14 | 1711 | 2.40 | 5.00 | 3.71 | 0.36 | 57 |
| Dealing with Paradox 40 | 1673 | 2.17 | 4.80 | 3.68 | 0.30 | 58 |
| Understanding Others 64 | 1542 | 2.67 | 4.78 | 3.68 | 0.30 | 59 |
| Technical Learning 61 | 1363 | 2.00 | 5.00 | 3.65 | 0.40 | 60 |
| Personal Learning 45 | 1386 | 2.50 | 4.50 | 3.65 | 0.28 | 61 |
| Work / Life Balance 66 | 1691 | 1.60 | 5.00 | 3.65 | 0.33 | 62 |
| Compassion 10 | 1545 | 2.00 | 4.89 | 3.61 | 0.37 | 63 |
| Caring About Direct Reports 7 | 1527 | 1.00 | 5.00 | 3.58 | 0.44 | 64 |
| Humor 26 | 1394 | 2.13 | 4.50 | 3.34 | 0.32 | 65 |
| Career Ambition 6 | 1362 | 1.90 | 4.71 | 3.29 | 0.42 | 66 |
| Personal Disclosure 44 | 1384 | 2.00 | 4.50 | 3.28 | 0.34 | 67 |

Self Importance Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|--------------------------------|------|---------|---------|------|------|------|
| Customer Focus 15 | 1659 | 1.00 | 5.00 | 4.35 | 0.67 | 1 |
| Integrity and Trust 29 | 1845 | 1.00 | 5.00 | 4.27 | 0.66 | 2 |
| Ethics and Values 22 | 1837 | 2.00 | 5.00 | 4.21 | 0.68 | 3 |
| Drive for Results 53 | 1700 | 1.00 | 5.00 | 4.19 | 0.64 | 4 |
| Decision Quality 17 | 1679 | 2.00 | 5.00 | 4.17 | 0.59 | 5 |
| Priority Setting 50 | 1680 | 2.00 | 5.00 | 4.09 | 0.59 | 6 |
| Functional/Technical Skills 24 | 1672 | 1.00 | 5.00 | 4.06 | 0.70 | 7 |
| Motivating Others 36 | 1844 | 1.00 | 5.00 | 4.06 | 0.66 | 8 |
| Problem Solving 51 | 1693 | 1.00 | 5.00 | 4.03 | 0.63 | 9 |
| Time Management 62 | 1355 | 1.00 | 5.00 | 4.02 | 0.60 | 10 |
| Directing Others 20 | 1818 | 1.00 | 5.00 | 4.01 | 0.65 | 11 |
| Informing 27 | 1668 | 1.00 | 5.00 | 4.01 | 0.62 | 12 |
| Building Effective Teams 60 | 1826 | 1.00 | 5.00 | 4.00 | 0.71 | 13 |
| Listening 33 | 1855 | 2.00 | 5.00 | 4.00 | 0.59 | 14 |
| Timely Decision Making 16 | 1366 | 1.00 | 5.00 | 3.98 | 0.67 | 15 |
| Perseverance 43 | 1360 | 1.00 | 5.00 | 3.98 | 0.66 | 16 |
| Composure 11 | 1699 | 1.00 | 5.00 | 3.98 | 0.62 | 17 |
| Hiring and Staffing 25 | 1638 | 1.00 | 5.00 | 3.97 | 0.93 | 18 |
| Organizing 39 | 1355 | 1.00 | 5.00 | 3.97 | 0.66 | 19 |
| Peer Relationships 42 | 1868 | 1.00 | 5.00 | 3.97 | 0.61 | 20 |
| Comfort Around Higher Mgmt 8 | 1380 | 2.00 | 5.00 | 3.97 | 0.67 | 21 |
| Interpersonal Savvy 31 | 1862 | 1.00 | 5.00 | 3.97 | 0.64 | 22 |
| Managing Diversity 21 | 1781 | 1.00 | 5.00 | 3.96 | 0.79 | 23 |
| Planning 47 | 1697 | 1.00 | 5.00 | 3.95 | 0.66 | 24 |
| Written Communications 67 | 1353 | 1.00 | 5.00 | 3.95 | 0.67 | 25 |
| Fairness to Direct Reports 23 | 1461 | 1.00 | 5.00 | 3.95 | 0.80 | 26 |
| Strategic Agility 58 | 1693 | 1.00 | 5.00 | 3.94 | 0.72 | 27 |
| Delegation 18 | 1813 | 1.00 | 5.00 | 3.92 | 0.66 | 28 |
| Intellectual Horsepower 30 | 1368 | 1.00 | 5.00 | 3.92 | 0.64 | 29 |
| Action Oriented 1 | 1696 | 1.00 | 5.00 | 3.91 | 0.67 | 30 |
| Managing & Measuring Work 35 | 1658 | 1.00 | 5.00 | 3.91 | 0.65 | 31 |
| Negotiating 37 | 1691 | 1.00 | 5.00 | 3.91 | 0.71 | 32 |
| Organizational Agility 38 | 1697 | 1.00 | 5.00 | 3.91 | 0.71 | 33 |
| Conflict Management 12 | 1710 | 1.00 | 5.00 | 3.90 | 0.63 | 34 |
| Process Management 52 | 1365 | 1.00 | 5.00 | 3.89 | 0.70 | 35 |
| Managing Vision and Purpose 65 | 1680 | 1.00 | 5.00 | 3.89 | 0.79 | 36 |
| Confronting Direct Reports 13 | 1735 | 1.00 | 5.00 | 3.88 | 0.77 | 37 |
| Command Skills 9 | 1683 | 1.00 | 5.00 | 3.87 | 0.69 | 38 |
| Dealing with Ambiguity 2 | 1692 | 1.00 | 5.00 | 3.87 | 0.69 | 39 |
| Managerial Courage 34 | 1840 | 1.00 | 5.00 | 3.86 | 0.66 | 40 |
| Approachability 3 | 1548 | 1.00 | 5.00 | 3.85 | 0.69 | 41 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Business Acumen 5 | 1657 | 1.00 | 5.00 | 3.84 | 0.76 | 42 |
| Developing Dir. Reports & Others 19 | 1747 | 1.00 | 5.00 | 3.84 | 0.82 | 43 |
| Presentation Skills 49 | 1675 | 1.00 | 5.00 | 3.84 | 0.69 | 44 |
| Boss Relationships 4 | 1527 | 1.00 | 5.00 | 3.84 | 0.70 | 45 |
| Learning on the Fly 32 | 1673 | 1.00 | 5.00 | 3.83 | 0.70 | 46 |
| Political Savvy 48 | 1672 | 1.00 | 5.00 | 3.80 | 0.76 | 47 |
| Self-Development 54 | 1352 | 1.00 | 5.00 | 3.78 | 0.68 | 48 |
| Perspective 46 | 1666 | 1.00 | 5.00 | 3.76 | 0.72 | 49 |
| Standing Alone 57 | 1694 | 1.00 | 5.00 | 3.76 | 0.72 | 50 |
| Self Knowledge 55 | 1683 | 1.00 | 5.00 | 3.74 | 0.68 | 51 |
| Sizing Up People 56 | 1827 | 1.00 | 5.00 | 3.71 | 0.72 | 52 |
| Patience 41 | 1542 | 1.00 | 5.00 | 3.70 | 0.66 | 53 |
| Creativity 14 | 1685 | 1.00 | 5.00 | 3.68 | 0.72 | 54 |
| Work / Life Balance 66 | 1661 | 1.00 | 5.00 | 3.68 | 0.81 | 55 |
| Managing Through Systems 59 | 1311 | 1.00 | 5.00 | 3.67 | 0.80 | 56 |
| Caring About Direct Reports 7 | 1455 | 1.00 | 5.00 | 3.67 | 0.80 | 57 |
| Personal Learning 45 | 1362 | 1.00 | 5.00 | 3.66 | 0.70 | 58 |
| Innovation Management 28 | 1675 | 1.00 | 5.00 | 3.65 | 0.78 | 59 |
| Understanding Others 64 | 1510 | 1.00 | 5.00 | 3.64 | 0.73 | 60 |
| Dealing with Paradox 40 | 1623 | 1.00 | 5.00 | 3.63 | 0.71 | 61 |
| Compassion 10 | 1524 | 1.00 | 5.00 | 3.59 | 0.76 | 62 |
| Total Work Systems 63 | 1247 | 1.00 | 5.00 | 3.58 | 0.93 | 63 |
| Technical Learning 61 | 1340 | 1.00 | 5.00 | 3.48 | 0.80 | 64 |
| Humor 26 | 1374 | 1.00 | 5.00 | 3.27 | 0.72 | 65 |
| Career Ambition 6 | 1334 | 1.00 | 5.00 | 3.25 | 0.92 | 66 |
| Personal Disclosure 44 | 1363 | 1.00 | 5.00 | 3.23 | 0.78 | 67 |

Boss Importance Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|------|---------|---------|------|------|------|
| Integrity and Trust 29 | 1810 | 1.00 | 5.00 | 4.38 | 0.57 | 1 |
| Customer Focus 15 | 1629 | 1.00 | 5.00 | 4.35 | 0.62 | 2 |
| Ethics and Values 22 | 1796 | 1.00 | 5.00 | 4.33 | 0.59 | 3 |
| Drive for Results 53 | 1664 | 2.00 | 5.00 | 4.27 | 0.56 | 4 |
| Decision Quality 17 | 1644 | 2.00 | 5.00 | 4.22 | 0.52 | 5 |
| Functional/Technical Skills 24 | 1637 | 1.00 | 5.00 | 4.19 | 0.60 | 6 |
| Priority Setting 50 | 1645 | 2.00 | 5.00 | 4.09 | 0.50 | 7 |
| Problem Solving 51 | 1655 | 2.00 | 5.00 | 4.09 | 0.56 | 8 |
| Action Oriented 1 | 1661 | 2.00 | 5.00 | 4.08 | 0.55 | 9 |
| Building Effective Teams 60 | 1794 | 1.00 | 5.00 | 4.07 | 0.64 | 10 |
| Directing Others 20 | 1770 | 1.00 | 5.00 | 4.06 | 0.63 | 11 |
| Motivating Others 36 | 1797 | 1.00 | 5.00 | 4.05 | 0.61 | 12 |
| Planning 47 | 1658 | 2.00 | 5.00 | 4.04 | 0.56 | 13 |
| Perseverance 43 | 1328 | 2.00 | 5.00 | 4.04 | 0.54 | 14 |
| Peer Relationships 42 | 1831 | 1.00 | 5.00 | 4.04 | 0.54 | 15 |
| Listening 33 | 1820 | 2.00 | 5.00 | 4.04 | 0.51 | 16 |
| Intellectual Horsepower 30 | 1338 | 2.00 | 5.00 | 4.03 | 0.55 | 17 |
| Organizing 39 | 1320 | 1.00 | 5.00 | 4.03 | 0.57 | 18 |
| Composure 11 | 1666 | 1.00 | 5.00 | 4.00 | 0.56 | 19 |
| Interpersonal Savvy 31 | 1827 | 1.00 | 5.00 | 4.00 | 0.55 | 20 |
| Timely Decision Making 16 | 1332 | 1.00 | 5.00 | 3.99 | 0.56 | 21 |
| Time Management 62 | 1323 | 2.00 | 5.00 | 3.98 | 0.53 | 22 |
| Informing 27 | 1630 | 1.00 | 5.00 | 3.98 | 0.55 | 23 |
| Managing & Measuring Work 35 | 1628 | 1.00 | 5.00 | 3.97 | 0.62 | 24 |
| Process Management 52 | 1331 | 2.00 | 5.00 | 3.94 | 0.61 | 25 |
| Managing Diversity 21 | 1734 | 1.00 | 5.00 | 3.94 | 0.70 | 26 |
| Fairness to Direct Reports 23 | 1423 | 1.00 | 5.00 | 3.94 | 0.77 | 27 |
| Managerial Courage 34 | 1788 | 1.00 | 5.00 | 3.93 | 0.59 | 28 |
| Negotiating 37 | 1654 | 1.00 | 5.00 | 3.92 | 0.64 | 29 |
| Confronting Direct Reports 13 | 1675 | 1.00 | 5.00 | 3.92 | 0.74 | 30 |
| Conflict Management 12 | 1668 | 2.00 | 5.00 | 3.92 | 0.55 | 31 |
| Approachability 3 | 1516 | 2.00 | 5.00 | 3.91 | 0.62 | 32 |
| Strategic Agility 58 | 1661 | 1.00 | 5.00 | 3.90 | 0.70 | 33 |
| Dealing with Ambiguity 2 | 1657 | 1.00 | 5.00 | 3.89 | 0.61 | 34 |
| Delegation 18 | 1756 | 1.00 | 5.00 | 3.88 | 0.65 | 35 |
| Developing Dir. Reports & Others 19 | 1687 | 1.00 | 5.00 | 3.88 | 0.83 | 36 |
| Command Skills 9 | 1644 | 1.00 | 5.00 | 3.88 | 0.63 | 37 |
| Organizational Agility 38 | 1662 | 1.00 | 5.00 | 3.88 | 0.61 | 38 |
| Hiring and Staffing 25 | 1624 | 1.00 | 5.00 | 3.87 | 0.97 | 39 |
| Learning on the Fly 32 | 1633 | 1.00 | 5.00 | 3.87 | 0.58 | 40 |
| Managing Vision and Purpose 65 | 1639 | 1.00 | 5.00 | 3.87 | 0.71 | 41 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Business Acumen 5 | 1621 | 1.00 | 5.00 | 3.86 | 0.71 | 42 |
| Written Communications 67 | 1314 | 2.00 | 5.00 | 3.86 | 0.60 | 43 |
| Standing Alone 57 | 1656 | 1.00 | 5.00 | 3.85 | 0.63 | 44 |
| Comfort Around Higher Mgmt 8 | 1342 | 1.00 | 5.00 | 3.85 | 0.67 | 45 |
| Presentation Skills 49 | 1638 | 1.00 | 5.00 | 3.82 | 0.63 | 46 |
| Boss Relationships 4 | 1497 | 1.00 | 5.00 | 3.83 | 0.62 | 47 |
| Perspective 46 | 1626 | 1.00 | 5.00 | 3.77 | 0.67 | 48 |
| Self-Development 54 | 1317 | 1.00 | 5.00 | 3.77 | 0.59 | 49 |
| Self Knowledge 55 | 1644 | 1.00 | 5.00 | 3.76 | 0.55 | 50 |
| Sizing Up People 56 | 1770 | 1.00 | 5.00 | 3.74 | 0.67 | 51 |
| Patience 41 | 1506 | 1.00 | 5.00 | 3.74 | 0.60 | 52 |
| Creativity 14 | 1644 | 1.50 | 5.00 | 3.73 | 0.65 | 53 |
| Political Savvy 48 | 1639 | 1.00 | 5.00 | 3.73 | 0.70 | 54 |
| Personal Learning 45 | 1326 | 1.00 | 5.00 | 3.69 | 0.59 | 55 |
| Technical Learning 61 | 1298 | 1.00 | 5.00 | 3.68 | 0.72 | 56 |
| Innovation Management 28 | 1640 | 1.00 | 5.00 | 3.67 | 0.70 | 57 |
| Managing Through Systems 59 | 1267 | 1.00 | 5.00 | 3.67 | 0.73 | 58 |
| Understanding Others 64 | 1475 | 1.00 | 5.00 | 3.66 | 0.64 | 59 |
| Compassion 10 | 1489 | 1.00 | 5.00 | 3.64 | 0.68 | 60 |
| Total Work Systems 63 | 1225 | 1.00 | 5.00 | 3.62 | 0.85 | 61 |
| Caring About Direct Reports 7 | 1412 | 1.00 | 5.00 | 3.61 | 0.80 | 62 |
| Dealing with Paradox 40 | 1583 | 1.00 | 5.00 | 3.59 | 0.63 | 63 |
| Work / Life Balance 66 | 1613 | 1.00 | 5.00 | 3.59 | 0.64 | 64 |
| Personal Disclosure 44 | 1323 | 1.00 | 5.00 | 3.33 | 0.68 | 65 |
| Humor 26 | 1343 | 1.00 | 5.00 | 3.27 | 0.66 | 66 |
| Career Ambition 6 | 1295 | 1.00 | 5.00 | 3.24 | 0.72 | 67 |

Peers Importance Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|--------------------------------|------|---------|---------|------|------|------|
| Integrity and Trust 29 | 1752 | 2.50 | 5.00 | 4.26 | 0.41 | 1 |
| Customer Focus 15 | 1575 | 1.00 | 5.00 | 4.25 | 0.50 | 2 |
| Ethics and Values 22 | 1741 | 2.00 | 5.00 | 4.19 | 0.46 | 3 |
| Decision Quality 17 | 1586 | 3.00 | 5.00 | 4.15 | 0.37 | 4 |
| Functional/Technical Skills 24 | 1576 | 1.50 | 5.00 | 4.14 | 0.45 | 5 |
| Drive for Results 53 | 1607 | 2.00 | 5.00 | 4.11 | 0.44 | 6 |
| Priority Setting 50 | 1583 | 2.00 | 5.00 | 4.04 | 0.38 | 7 |
| Problem Solving 51 | 1597 | 1.50 | 5.00 | 4.04 | 0.42 | 8 |
| Planning 47 | 1603 | 2.00 | 5.00 | 4.00 | 0.43 | 9 |
| Peer Relationships 42 | 1771 | 2.00 | 5.00 | 4.00 | 0.38 | 10 |
| Directing Others 20 | 1734 | 1.00 | 5.00 | 3.99 | 0.45 | 11 |
| Intellectual Horsepower 30 | 1274 | 2.00 | 5.00 | 3.99 | 0.45 | 12 |
| Listening 33 | 1758 | 1.67 | 5.00 | 3.99 | 0.40 | 13 |
| Organizing 39 | 1261 | 2.00 | 5.00 | 3.98 | 0.44 | 14 |
| Motivating Others 36 | 1759 | 1.00 | 5.00 | 3.98 | 0.46 | 15 |
| Perseverance 43 | 1265 | 2.33 | 5.00 | 3.98 | 0.42 | 16 |
| Informing 27 | 1579 | 2.00 | 5.00 | 3.98 | 0.40 | 17 |
| Composure 11 | 1606 | 2.00 | 5.00 | 3.98 | 0.40 | 18 |
| Timely Decision Making 16 | 1271 | 2.00 | 5.00 | 3.97 | 0.42 | 19 |
| Comfort Around Higher Mgmt 8 | 1284 | 2.00 | 5.00 | 3.96 | 0.49 | 20 |
| Negotiating 37 | 1598 | 2.00 | 5.00 | 3.96 | 0.46 | 21 |
| Building Effective Teams 60 | 1753 | 1.00 | 5.00 | 3.95 | 0.48 | 22 |
| Interpersonal Savvy 31 | 1767 | 2.00 | 5.00 | 3.95 | 0.42 | 23 |
| Strategic Agility 58 | 1603 | 1.50 | 5.00 | 3.94 | 0.49 | 24 |
| Managing Diversity 21 | 1723 | 1.00 | 5.00 | 3.94 | 0.54 | 25 |
| Time Management 62 | 1256 | 1.67 | 5.00 | 3.93 | 0.43 | 26 |
| Process Management 52 | 1275 | 1.67 | 5.00 | 3.93 | 0.46 | 27 |
| Organizational Agility 38 | 1602 | 1.67 | 5.00 | 3.93 | 0.44 | 28 |
| Action Oriented 1 | 1600 | 2.00 | 5.00 | 3.92 | 0.43 | 29 |
| Managing & Measuring Work 35 | 1578 | 1.00 | 5.00 | 3.92 | 0.46 | 30 |
| Conflict Management 12 | 1613 | 1.67 | 5.00 | 3.92 | 0.41 | 31 |
| Written Communications 67 | 1256 | 1.50 | 5.00 | 3.92 | 0.47 | 32 |
| Managerial Courage 34 | 1750 | 1.00 | 5.00 | 3.91 | 0.45 | 33 |
| Business Acumen 5 | 1574 | 1.00 | 5.00 | 3.90 | 0.54 | 34 |
| Fairness to Direct Reports 23 | 1400 | 1.00 | 5.00 | 3.90 | 0.59 | 35 |
| Dealing with Ambiguity 2 | 1600 | 2.00 | 5.00 | 3.89 | 0.43 | 36 |
| Approachability 3 | 1453 | 2.00 | 5.00 | 3.89 | 0.44 | 37 |
| Command Skills 9 | 1593 | 2.00 | 5.00 | 3.88 | 0.45 | 38 |
| Managing Vision and Purpose 65 | 1602 | 1.50 | 5.00 | 3.86 | 0.54 | 39 |
| Confronting Direct Reports 13 | 1673 | 1.00 | 5.00 | 3.86 | 0.62 | 40 |
| Technical Learning 61 | 1247 | 1.50 | 5.00 | 3.64 | 0.57 | 40 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Delegation 18 | 1731 | 1.00 | 5.00 | 3.85 | 0.49 | 41 |
| Hiring and Staffing 25 | 1622 | 1.00 | 5.00 | 3.84 | 0.79 | 42 |
| Learning on the Fly 32 | 1581 | 1.00 | 5.00 | 3.84 | 0.44 | 43 |
| Presentation Skills 49 | 1588 | 2.00 | 5.00 | 3.84 | 0.48 | 44 |
| Standing Alone 57 | 1601 | 2.00 | 5.00 | 3.84 | 0.45 | 45 |
| Political Savvy 48 | 1584 | 1.00 | 5.00 | 3.82 | 0.52 | 46 |
| Perspective 46 | 1575 | 1.50 | 5.00 | 3.80 | 0.48 | 47 |
| Developing Dir. Reports & Others 19 | 1695 | 1.00 | 5.00 | 3.79 | 0.67 | 48 |
| Boss Relationships 4 | 1428 | 1.00 | 5.00 | 3.76 | 0.50 | 49 |
| Patience 41 | 1446 | 1.67 | 5.00 | 3.75 | 0.44 | 50 |
| Innovation Management 28 | 1596 | 1.50 | 5.00 | 3.71 | 0.52 | 51 |
| Creativity 14 | 1590 | 1.50 | 5.00 | 3.70 | 0.51 | 52 |
| Sizing Up People 56 | 1735 | 1.00 | 5.00 | 3.69 | 0.48 | 53 |
| Self-Development 54 | 1256 | 2.00 | 5.00 | 3.69 | 0.47 | 54 |
| Self Knowledge 55 | 1588 | 2.00 | 5.00 | 3.69 | 0.43 | 55 |
| Total Work Systems 63 | 1222 | 1.00 | 5.00 | 3.67 | 0.65 | 56 |
| Managing Through Systems 59 | 1242 | 1.00 | 5.00 | 3.66 | 0.54 | 57 |
| Understanding Others 64 | 1426 | 2.00 | 5.00 | 3.66 | 0.47 | 58 |
| Dealing with Paradox 40 | 1552 | 1.00 | 5.00 | 3.65 | 0.47 | 59 |
| Work / Life Balance 66 | 1568 | 1.50 | 5.00 | 3.64 | 0.52 | 61 |
| Personal Learning 45 | 1267 | 2.00 | 5.00 | 3.62 | 0.46 | 62 |
| Compassion 10 | 1425 | 1.50 | 5.00 | 3.57 | 0.55 | 63 |
| Caring About Direct Reports 7 | 1382 | 1.00 | 5.00 | 3.57 | 0.64 | 64 |
| Humor 26 | 1279 | 1.50 | 5.00 | 3.31 | 0.50 | 65 |
| Personal Disclosure 44 | 1265 | 1.00 | 5.00 | 3.24 | 0.53 | 66 |
| Career Ambition 6 | 1242 | 1.00 | 5.00 | 3.23 | 0.66 | 67 |

Direct Reports Importance Rating.

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|--------------------------------|------|---------|---------|------|------|------|
| Integrity and Trust 29 | 1617 | 3.00 | 5.00 | 4.27 | 0.41 | 1 |
| Customer Focus 15 | 1437 | 1.00 | 5.00 | 4.25 | 0.52 | 2 |
| Decision Quality 17 | 1442 | 3.00 | 5.00 | 4.21 | 0.38 | 3 |
| Ethics and Values 22 | 1607 | 2.00 | 5.00 | 4.14 | 0.46 | 4 |
| Drive for Results 53 | 1457 | 2.00 | 5.00 | 4.13 | 0.47 | 5 |
| Functional/Technical Skills 24 | 1444 | 2.00 | 5.00 | 4.13 | 0.49 | 6 |
| Motivating Others 36 | 1615 | 2.00 | 5.00 | 4.12 | 0.43 | 7 |
| Directing Others 20 | 1605 | 2.67 | 5.00 | 4.12 | 0.36 | 8 |
| Comfort Around Higher Mgmt 8 | 1164 | 1.00 | 5.00 | 4.12 | 0.49 | 9 |
| Composure 11 | 1457 | 2.00 | 5.00 | 4.11 | 0.41 | 10 |
| Priority Setting 50 | 1440 | 2.00 | 5.00 | 4.10 | 0.38 | 11 |
| Intellectual Horsepower 30 | 1160 | 1.00 | 5.00 | 4.10 | 0.45 | 12 |
| Problem Solving 51 | 1457 | 1.00 | 5.00 | 4.10 | 0.42 | 13 |
| Informing 27 | 1446 | 2.50 | 5.00 | 4.10 | 0.38 | 14 |
| Hiring and Staffing 25 | 1525 | 1.00 | 5.00 | 4.09 | 0.61 | 15 |
| Negotiating 37 | 1448 | 2.00 | 5.00 | 4.09 | 0.44 | 16 |
| Organizational Agility 38 | 1454 | 2.00 | 5.00 | 4.09 | 0.45 | 17 |
| Timely Decision Making 16 | 1148 | 2.00 | 5.00 | 4.07 | 0.41 | 18 |
| Fairness to Direct Reports 23 | 1310 | 1.00 | 5.00 | 4.07 | 0.44 | 19 |
| Strategic Agility 58 | 1455 | 2.00 | 5.00 | 4.06 | 0.48 | 20 |
| Building Effective Teams 60 | 1611 | 2.00 | 5.00 | 4.06 | 0.44 | 21 |
| Business Acumen 5 | 1433 | 1.00 | 5.00 | 4.05 | 0.54 | 22 |
| Command Skills 9 | 1437 | 2.00 | 5.00 | 4.05 | 0.43 | 23 |
| Delegation 18 | 1601 | 1.00 | 5.00 | 4.04 | 0.38 | 24 |
| Listening 33 | 1613 | 2.50 | 5.00 | 4.04 | 0.38 | 25 |
| Peer Relationships 42 | 1620 | 2.00 | 5.00 | 4.04 | 0.40 | 26 |
| Managing Diversity 21 | 1580 | 1.50 | 5.00 | 4.04 | 0.49 | 27 |
| Organizing 39 | 1139 | 2.00 | 5.00 | 4.03 | 0.44 | 28 |
| Interpersonal Savvy 31 | 1618 | 2.50 | 5.00 | 4.03 | 0.41 | 29 |
| Perseverance 43 | 1145 | 2.00 | 5.00 | 4.02 | 0.43 | 30 |
| Conflict Management 12 | 1467 | 2.50 | 5.00 | 4.02 | 0.41 | 31 |
| Time Management 62 | 1143 | 1.00 | 5.00 | 4.01 | 0.41 | 32 |
| Managerial Courage 34 | 1612 | 2.00 | 5.00 | 4.01 | 0.42 | 33 |
| Managing & Measuring Work 35 | 1447 | 2.50 | 5.00 | 4.00 | 0.40 | 34 |
| Written Communications 67 | 1140 | 2.00 | 5.00 | 4.00 | 0.46 | 35 |
| Approachability 3 | 1330 | 2.50 | 5.00 | 3.99 | 0.44 | 36 |
| Planning 47 | 1456 | 2.00 | 5.00 | 3.98 | 0.46 | 37 |
| Confronting Direct Reports 13 | 1570 | 1.00 | 5.00 | 3.98 | 0.45 | 38 |
| Process Management 52 | 1156 | 2.00 | 5.00 | 3.97 | 0.46 | 39 |
| Presentation Skills 49 | 1437 | 2.00 | 5.00 | 3.97 | 0.47 | 40 |
| Political Savvy 48 | 1434 | 1.50 | 5.00 | 3.96 | 0.52 | 41 |

| Competency | N | Minimum | Maximum | Mean | Std. | Rank |
|-------------------------------------|----------|----------------|----------------|-------------|-------------|-------------|
| Standing Alone 57 | 1452 | 2.33 | 5.00 | 3.96 | 0.45 | 42 |
| Managing Vision and Purpose 65 | 1457 | 1.00 | 5.00 | 3.95 | 0.54 | 43 |
| Action Oriented 1 | 1452 | 2.00 | 5.00 | 3.94 | 0.44 | 44 |
| Dealing with Ambiguity 2 | 1450 | 2.00 | 5.00 | 3.93 | 0.46 | 45 |
| Learning on the Fly 32 | 1432 | 2.00 | 5.00 | 3.92 | 0.45 | 46 |
| Perspective 46 | 1426 | 1.00 | 5.00 | 3.91 | 0.47 | 47 |
| Developing Dir. Reports & Others 19 | 1596 | 1.00 | 5.00 | 3.88 | 0.47 | 48 |
| Managing Through Systems 59 | 1137 | 1.00 | 5.00 | 3.85 | 0.48 | 49 |
| Patience 41 | 1324 | 2.33 | 5.00 | 3.85 | 0.43 | 50 |
| Total Work Systems 63 | 1122 | 1.00 | 5.00 | 3.83 | 0.65 | 51 |
| Boss Relationships 4 | 1291 | 1.00 | 5.00 | 3.82 | 0.52 | 52 |
| Innovation Management 28 | 1448 | 2.00 | 5.00 | 3.80 | 0.51 | 53 |
| Sizing Up People 56 | 1586 | 1.00 | 5.00 | 3.80 | 0.47 | 54 |
| Self-Development 54 | 1140 | 2.00 | 5.00 | 3.78 | 0.46 | 55 |
| Self Knowledge 55 | 1444 | 1.67 | 5.00 | 3.77 | 0.46 | 56 |
| Dealing with Paradox 40 | 1413 | 1.00 | 5.00 | 3.76 | 0.48 | 57 |
| Creativity 14 | 1447 | 2.00 | 5.00 | 3.73 | 0.51 | 58 |
| Work / Life Balance 66 | 1437 | 1.50 | 5.00 | 3.73 | 0.53 | 59 |
| Understanding Others 64 | 1302 | 1.00 | 5.00 | 3.70 | 0.48 | 60 |
| Caring About Direct Reports 7 | 1296 | 2.00 | 5.00 | 3.69 | 0.49 | 61 |
| Personal Learning 45 | 1143 | 2.00 | 5.00 | 3.68 | 0.45 | 62 |
| Compassion 10 | 1319 | 2.00 | 5.00 | 3.68 | 0.50 | 63 |
| Technical Learning 61 | 1136 | 1.50 | 5.00 | 3.65 | 0.58 | 64 |
| Humor 26 | 1163 | 1.00 | 5.00 | 3.44 | 0.51 | 65 |
| Career Ambition 6 | 1126 | 1.00 | 5.00 | 3.39 | 0.68 | 66 |
| Personal Disclosure 44 | 1155 | 1.00 | 5.00 | 3.34 | 0.55 | 67 |

B. Stability of Normative Importance Rankings and Ratings

Comparing Rank Order Over Time

The table below depicts the relationship between the perceived importance of Lominger competencies in 2002 and in 2006. The rank-order correlation coefficients ranged from 0.89 to 0.93, which accounts for 80% or more of the common variance over time. As we found with the competency “skill” rankings, competency “importance” rankings likewise are very stable over time. What was viewed as important in 2002 continues to be considered important in 2006.

Importance Ranking Correlation Coefficients Between 2002 and 2006
By Rater Source.

| Rater Source | Spearman Rank-Order Correlation | Commonality |
|--------------|---------------------------------|-------------|
| All Others | .93 | 86% |
| Self | .89 | 80% |
| Boss | .90 | 81% |
| Peers | .93 | 86% |
| DRs | .93 | 86% |

If one examines the 2006 “All Others” rank order of competencies, 18 of the 22 top competencies (82%) remained in the top one-third from 2002. Another 18 of 23 competencies (78%) remained in the middle third. And 21 of 22 competencies (95%) remained in the bottom one-third. Hence, there is general stability of importance throughout the 67-competency distribution.

Specifically, 12 competencies experienced double-digit differences between the two time periods (highlighted in bold in the following table). The seven competencies which *improved* in rank are as follows:

- Listening – going from 22nd to 11th.
- Peer Relationships – going from 26th to 15th.
- Organizational Agility – going from 42nd to 25th.
- Managing Diversity – going from 41st to 27th.
- Conflict Management – going from 40th to 30th.
- Fairness to Direct Reports – going from 44th to 34th.
- Approachability – going from 52nd to 36th.

The five competencies which *worsened* in rank include:

- Time Management – from 11th to 24th.
- Strategic Agility – from 16th to 26th.
- Business Acumen – from 18th to 31st.
- Total Work Systems – from 24th to 53rd.
- Technical Learning – from 50th to 60th.

The largest movement by far was for the competency, “Total Work Systems,” which dropped 29 places in rank (24th in 2002 to 53rd in 2006).

The table below presents the competency importance rank for 2006 and 2002, as well as the change in rank order. Again, the reader is reminded that a positive change in rank order (d Rank) reveals a *decline* in rank over time; whereas, a negative change in rank order denotes a *gain* in rank between 2002 and 2006.

| Competency | 2006 Rank | 2002 Rank | d Rank |
|-------------------------------------|-----------|-----------|------------|
| Action Oriented 1 | 28 | 20 | 8 |
| Dealing with Ambiguity 2 | 39 | 33 | 6 |
| Approachability 3 | 36 | 52 | -16 |
| Boss Relationships 4 | 50 | 55 | -5 |
| Business Acumen 5 | 31 | 18 | 13 |
| Career Ambition 6 | 66 | 65 | 1 |
| Caring About Direct Reports 7 | 64 | 64 | 0 |
| Comfort Around Higher Mgmt 8 | 23 | 27 | -4 |
| Command Skills 9 | 37 | 34 | 3 |
| Compassion 10 | 63 | 63 | 0 |
| Composure 11 | 14 | 23 | -9 |
| Conflict Management 12 | 30 | 40 | -10 |
| Confronting Direct Reports 13 | 41 | 45 | -4 |
| Creativity 14 | 57 | 53 | 4 |
| Customer Focus 15 | 2 | 1 | 1 |
| Timely Decision Making 16 | 17 | 9 | 8 |
| Decision Quality 17 | 4 | 5 | -1 |
| Delegation 18 | 38 | 32 | 6 |
| Developing Dir. Reports & Others 19 | 48 | 48 | 0 |
| Directing Others 20 | 10 | 13 | -3 |
| Managing Diversity 21 | 27 | 41 | -14 |
| Ethics and Values 22 | 3 | 7 | -4 |
| Fairness to Direct Reports 23 | 34 | 44 | -10 |
| Functional/Technical Skills 24 | 5 | 4 | 1 |
| Hiring and Staffing 25 | 42 | 37 | 5 |
| Humor 26 | 65 | 66 | -1 |
| Informing 27 | 13 | 19 | -6 |

| Competency | 2006 Rank | 2002 Rank | d Rank |
|--------------------------------|------------------|------------------|---------------|
| Innovation Management 28 | 51 | 47 | 4 |
| Integrity and Trust 29 | 1 | 2 | -1 |
| Intellectual Horsepower 30 | 9 | 12 | -3 |
| Interpersonal Savvy 31 | 22 | 30 | -8 |
| Learning on the Fly 32 | 45 | 36 | 9 |
| Listening 33 | 11 | 22 | -11 |
| Managerial Courage 34 | 33 | 31 | 2 |
| Managing & Measuring Work 35 | 32 | 29 | 3 |
| Motivating Others 36 | 12 | 10 | 2 |
| Negotiating 37 | 21 | 21 | 0 |
| Organizational Agility 38 | 25 | 42 | -17 |
| Organizing 39 | 19 | 25 | -6 |
| Dealing with Paradox 40 | 58 | 58 | 0 |
| Patience 41 | 49 | 57 | -8 |
| Peer Relationships 42 | 15 | 26 | -11 |
| Perseverance 43 | 18 | 17 | 1 |
| Personal Disclosure 44 | 67 | 67 | 0 |
| Personal Learning 45 | 61 | 60 | 1 |
| Perspective 46 | 47 | 46 | 1 |
| Planning 47 | 16 | 8 | 8 |
| Political Savvy 48 | 46 | 51 | -5 |
| Presentation Skills 49 | 43 | 39 | 4 |
| Priority Setting 50 | 8 | 6 | 2 |
| Problem Solving 51 | 7 | 15 | -8 |
| Process Management 52 | 29 | 28 | 1 |
| Drive for Results 53 | 6 | 3 | 3 |
| Self-Development 54 | 52 | 56 | -4 |
| Self Knowledge 55 | 56 | 59 | -3 |
| Sizing Up People 56 | 54 | 49 | 5 |
| Standing Alone 57 | 40 | 43 | -3 |
| Strategic Agility 58 | 26 | 16 | 10 |
| Managing Through Systems 59 | 55 | 54 | 1 |
| Building Effective Teams 60 | 20 | 14 | 6 |
| Technical Learning 61 | 60 | 50 | 10 |
| Time Management 62 | 24 | 11 | 13 |
| Total Work Systems 63 | 53 | 24 | 29 |
| Understanding Others 64 | 59 | 61 | -2 |
| Managing Vision and Purpose 65 | 44 | 35 | 9 |
| Work / Life Balance 66 | 62 | 62 | 0 |
| Written Communications 67 | 35 | 38 | -3 |

Note. "d Rank" is calculated by subtracting the 2002 rank order from the 2006 rank order.

Comparing Mean Importance Ratings Over Time

As can be seen in the following table, the 2006 mean importance ratings across the 67 competencies are highly related to the 2002 mean importance ratings. The high correlation coefficients suggest that competencies perceived important in 2002 are likely to be perceived important in 2006.

Importance Rating Correlation Coefficients Between 2002 and 2006
By Rater Source.

| Rater Source | Pearson Correlation | Commonality |
|--------------|---------------------|-------------|
| All Others | .95 | 90% |
| Self | .92 | 85% |
| Boss | .93 | 86% |
| Peers | .95 | 90% |
| DRs | .96 | 92% |

The table below presents the 2006 and 2002 mean “All Others” importance ratings. The change in mean importance rating (*d Mean*) was calculated by subtracting the 2002 rating from the 2006 one. As before, a positive number indicates that the competency’s mean rating *increased* over time. A negative number denotes a *decrease* over time.

Overall, the mean ratings of importance generally increased over this period. Specifically, 48 of the competencies increased, four remained the same, and 15 decreased. However, as can be gleaned from the table, most changes were trivial (less than 0.10 on a 5-point scale). The overall average change was 0.06. Again, “Total Work Systems” experienced one of the largest changes, *decreasing* from $M = 3.94$ in 2002 to a $M = 3.72$ in 2006 – a change of 0.22. “Compassion” was the only other competency to experience a similar change in magnitude, *increasing* from $M = 3.37$ in 2002 to a $M = 3.61$ in 2006 – a change of 0.24.

| Competency | 2006 Mean | 2002 Mean | d Mean |
|--------------------------|-----------|-----------|--------|
| Action Oriented 1 | 3.95 | 3.96 | -0.01 |
| Dealing with Ambiguity 2 | 3.89 | 3.89 | 0.00 |
| Approachability 3 | 3.93 | 3.73 | 0.20 |
| Boss Relationships 4 | 3.78 | 3.64 | 0.14 |
| Business Acumen 5 | 3.94 | 3.97 | -0.03 |
| Career Ambition 6 | 3.29 | 3.21 | 0.08 |

| Competency | 2006 Mean | 2002 Mean | d Mean |
|-------------------------------------|------------------|------------------|---------------|
| Caring About Direct Reports 7 | 3.58 | 3.32 | 0.26 |
| Comfort Around Higher Mgmt 8 | 3.98 | 3.92 | 0.06 |
| Command Skills 9 | 3.92 | 3.87 | 0.05 |
| Compassion 10 | 3.61 | 3.37 | 0.24 |
| Composure 11 | 4.02 | 3.94 | 0.08 |
| Conflict Management 12 | 3.95 | 3.82 | 0.13 |
| Confronting Direct Reports 13 | 3.88 | 3.77 | 0.11 |
| Creativity 14 | 3.71 | 3.7 | 0.01 |
| Customer Focus 15 | 4.26 | 4.26 | 0.00 |
| Timely Decision Making 16 | 4.00 | 4.03 | -0.03 |
| Decision Quality 17 | 4.18 | 4.13 | 0.05 |
| Delegation 18 | 3.90 | 3.89 | 0.01 |
| Developing Dir. Reports & Others 19 | 3.79 | 3.75 | 0.04 |
| Directing Others 20 | 4.04 | 3.99 | 0.05 |
| Managing Diversity 21 | 3.96 | 3.82 | 0.14 |
| Ethics and Values 22 | 4.19 | 4.07 | 0.12 |
| Fairness to Direct Reports 23 | 3.94 | 3.78 | 0.16 |
| Functional/Technical Skills 24 | 4.15 | 4.17 | -0.02 |
| Hiring and Staffing 25 | 3.87 | 3.86 | 0.01 |
| Humor 26 | 3.34 | 3.19 | 0.15 |
| Informing 27 | 4.02 | 3.96 | 0.06 |
| Innovation Management 28 | 3.73 | 3.75 | -0.02 |
| Integrity and Trust 29 | 4.29 | 4.24 | 0.05 |
| Intellectual Horsepower 30 | 4.04 | 3.99 | 0.05 |
| Interpersonal Savvy 31 | 3.99 | 3.91 | 0.08 |
| Learning on the Fly 32 | 3.86 | 3.87 | -0.01 |
| Listening 33 | 4.03 | 3.95 | 0.08 |
| Managerial Courage 34 | 3.94 | 3.9 | 0.04 |
| Managing & Measuring Work 35 | 3.94 | 3.92 | 0.02 |
| Motivating Others 36 | 4.02 | 4.02 | 0.00 |
| Negotiating 37 | 3.99 | 3.95 | 0.04 |
| Organizational Agility 38 | 3.97 | 3.8 | 0.17 |
| Organizing 39 | 4.00 | 3.94 | 0.06 |
| Dealing with Paradox 40 | 3.68 | 3.6 | 0.08 |
| Patience 41 | 3.79 | 3.61 | 0.18 |
| Peer Relationships 42 | 4.02 | 3.93 | 0.09 |
| Perseverance 43 | 4.00 | 3.97 | 0.03 |
| Personal Disclosure 44 | 3.28 | 3.11 | 0.17 |
| Personal Learning 45 | 3.65 | 3.56 | 0.09 |
| Perspective 46 | 3.83 | 3.76 | 0.07 |
| Planning 47 | 4.00 | 4.03 | -0.03 |
| Political Savvy 48 | 3.84 | 3.73 | 0.11 |
| Presentation Skills 49 | 3.87 | 3.85 | 0.02 |

| Competency | 2006 Mean | 2002 Mean | d Mean |
|--------------------------------|------------------|------------------|---------------|
| Priority Setting 50 | 4.06 | 4.07 | -0.01 |
| Problem Solving 51 | 4.07 | 3.99 | 0.08 |
| Process Management 52 | 3.95 | 3.92 | 0.03 |
| Drive for Results 53 | 4.13 | 4.19 | -0.06 |
| Self-Development 54 | 3.73 | 3.62 | 0.11 |
| Self Knowledge 55 | 3.72 | 3.59 | 0.13 |
| Sizing Up People 56 | 3.72 | 3.74 | -0.02 |
| Standing Alone 57 | 3.89 | 3.79 | 0.10 |
| Strategic Agility 58 | 3.96 | 3.98 | -0.02 |
| Managing Through Systems 59 | 3.72 | 3.7 | 0.02 |
| Building Effective Teams 60 | 3.99 | 3.99 | 0.00 |
| Technical Learning 61 | 3.65 | 3.73 | -0.08 |
| Time Management 62 | 3.97 | 4 | -0.03 |
| Total Work Systems 63 | 3.72 | 3.94 | -0.22 |
| Understanding Others 64 | 3.68 | 3.54 | 0.14 |
| Managing Vision and Purpose 65 | 3.86 | 3.87 | -0.01 |
| Work / Life Balance 66 | 3.65 | 3.46 | 0.19 |
| Written Communications 67 | 3.93 | 3.86 | 0.07 |
| <i>Average</i> | <i>3.89</i> | <i>3.83</i> | <i>0.06</i> |

Note. “d Mean” is calculated by subtracting the 2002 mean rating from the 2006 mean rating.