

Organizational Savvy **Multi-Rater Assessment**

Confidential Feedback Report

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For information on leadership workshops, speeches, and executive coaching based upon this Self-Assessment and the companion book, *Survival of the Savvy: High-Integrity Political Tactics for Career and Company Success*, please visit www.brandonpartners.com and www.survivalofthesavvy.com.



TABLE OF CONTENTS

	Page
<u>Part I: Introduction</u>	
Feedback Report Preview	2
Assessment Methodology	3
Theoretical Model: Organizational Savvy Pyramid	4
Defining Skill Sets on the Organizational Savvy Pyramid	5
Your Organizational Savvy Performance Zones	6
<u>Part II: Feedback Summary</u>	
Overall Savvy Scores By Rater Group	7
Summary Narratives by Rater Group	7
Skill Set Average Scores: Self-Ratings and "All Raters"	8
<u>Part III: Skill Set Guide</u>	
Skill Set Average Scores by Rater Group with Recommendations	9
Skill Set Item Analysis by Rater Group	
<u>Part IV: Action Planning to Use Your Results</u>	
Scoring Differences Between Rater Groups	36
Possible Reasons for Significant Scoring Divergences	37
Action Planning	38
Tips for Improvement	39
<u>Part V: Text Comments from Respondents</u>	
Strengths / Areas For Improvement	40



PART I: INTRODUCTION **Feedback Report Preview**

Part I: Introduction

This section's theoretical context, numbers of respondents, Skill Set definitions, Performance Zone descriptions, and previews help you to understand your results.

Part II: Feedback Summary

This section provides general results for a broad overview of your level of Savvy.

- * Overall Savvy Scores by Rater Group - This graph shows each Rater Group's view of your Overall Savvy, by averaging their ratings (1-5). These average scores also indicate one of three Performance Zones (Vulnerable, Capable, or Proficient).
- * Summary Narratives by Rater Group - For each Rater Group (All Raters, Managers, Direct Reports, Colleagues, Clients), you will be given interpretive comments about your Overall Savvy score and level of performance.
- * Skill Set Average Scores: Self-Ratings and All Raters - This graph shows Skill Set averages (1-5) based on Self-Ratings and scores from All Raters combined as one group (minus your Self-Ratings).

[NOTE: Graphs and Narratives will not show results for Rater Groups where only one person has responded (except for Managers, who were notified of this). To preserve anonymity, such scores for isolated individuals will only appear as averages within the "All Raters" group.]

Part III: Skill Set Guide

For each Skill Set, you will see two pages to help you interpret your results:

- * Skill Set Averages - This page defines and explains the Skill Set, and provides a Skill Set average and Performance Zone for your level of Savvy based upon the All Raters group's combined scores for the five items in this cluster. You'll also receive a narrative interpretation with practical recommendations for your level of functioning as perceived by All Raters combined.
- * Item Analysis - This shows each item in the Skill Set, with item-by-item average scores from each Rater Group (Managers, Reports, Colleagues, Clients, All, and Self).

[NOTE: As noted, graphs will not show results for Rater Groups if only one person has scored you (except for Managers), but the person's ratings will count towards the averages reported in the "All Raters" score and graph bars.]

Part IV: Action Planning to Use Your Results

The guidelines in this section will help you to plan your Organizational Savvy improvement. You will identify and analyze the reasons for any significant scoring differences between any Rater Groups or with your own Self-Ratings. Finally, you'll receive tips for setting performance improvement goals.

We wish you well on your journey toward building your capabilities with the cutting-edge competency of Organizational Savvy. Remember -- you can practice *ethical* politics!



PART I: INTRODUCTION

Assessment Methodology

Survey Purpose

The *Organizational Savvy Assessment* measures perceptions of your performance on the competency of *Organizational Savvy* -- a set of strategies, skills, and behaviors for navigating organizational politics with integrity. Based upon 25 years of research, the goals of this Feedback Report and related workshop are increased influence, impact, role credibility, and career growth.

Number of Respondents by Rater Group Level

Your Feedback Report includes results from the following number of people.

Total Number of Surveys Received and Processed is: 12

2 from Managers

(This means direct manager/s, which could be multiple in a matrix organization)

2 from Colleagues

(Peers similar to your level and/or people above you or below you in positions from across the organization, so not your immediate boss or subordinates)

4 from Direct Reports

(This group only has your direct reports, either by formal or informal positions)

3 from Clients/Customers

(This group may include internal and/or external clients)

1 from Self-Rater

(Your own self-assessment)

Survey Procedures

The Organizational Savvy Assessment is comprised of 65 items grouped into 13 Skill Sets. Respondents were asked to rate your perceived performance level on each item:

1- Poor 2- Below Average 3- Average 4- Above Average 5- Excellent

Your ratings on the 65 items were averaged to yield your Organizational Savvy Overall Score and 13 Skill Set Scores, presented in a variety of ways to help you learn-- through a training workshop or individual coaching. Each individual Item Average Score for each Rater Group was calculated by averaging that group's ratings for the item. Each Skill Set Score was reached by averaging each Rater Group's scores for all five items in the Skill Set. The Overall Savvy Score average was computed by averaging responses from all 65 items rather than by averaging 13 different Skill Set Scores.

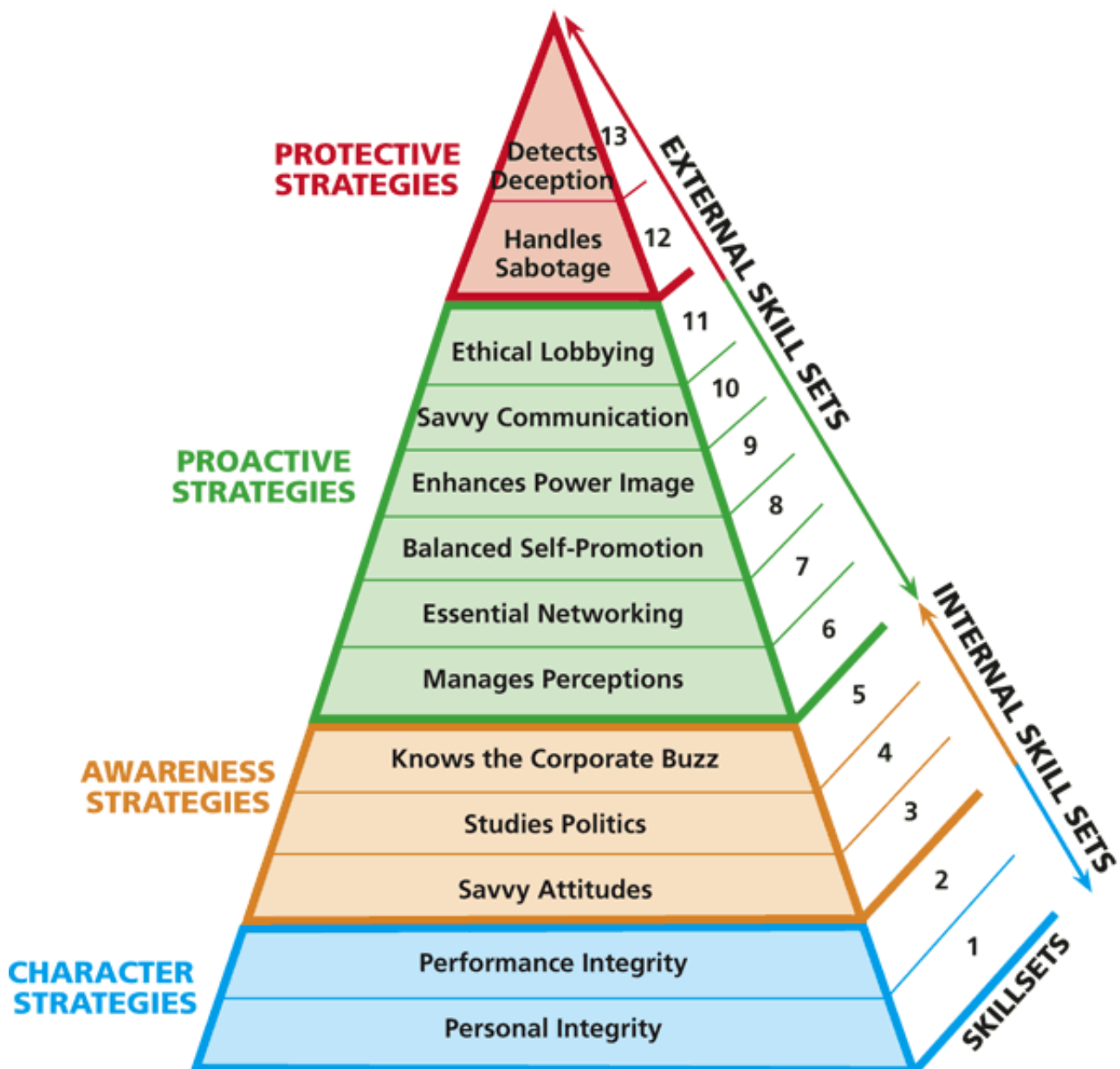
Organizational Savvy is often misunderstood through negative reactions to the word, "politics." Since we seek the positive practice of "ethical organizational politics," upfront favorable definitions of the competency and Skill Set produce more accurate, unbiased ratings. Therefore, to achieve proper context, this survey purposely provided titled Skill Set groupings, along with a brief positive definition of each set of behaviors.



PART I: INTRODUCTION

Theoretical Model: Organizational Savvy Pyramid

Organizational Savvy is a rapidly emerging workplace competency-- a set of skills, strategies, and behaviors to navigate organizational politics with integrity. The following Organizational Savvy Pyramid arranges thirteen (13) Skill Sets across four (4) Strategy Clusters. The foundation of ethical politics is positive CHARACTER that prevents political astuteness from becoming a liability to the individual, team, or enterprise. Next among the Internal Skills of Organizational Savvy is political AWARENESS-- mental traits and knowledge that fuel the External Skills of PROACTIVE and PROTECTIVE "street-smart" actions and behaviors.





PART I: INTRODUCTION

Defining Skill Sets on the *Organizational Savvy* Pyramid

Internal Skills

Character Strategies: The foundation of *Organizational Savvy* is integrity-- considering what is best for the organization and the ethical thing to do in any situation.

- #1: PERSONAL INTEGRITY - Demonstrates high standards for integrity and ethics, earning others' trust.
- #2: PERFORMANCE INTEGRITY - Strives to give the very best in quality and results while placing the welfare of others and the organization over self-interest.

Awareness Strategies: *Organizational Savvy* requires positive attitudes about company politics and knowledge about power and politics in the organization.

- #3: SAVVY ATTITUDES - Keeps a realistic and constructive perspective about organizational politics.
- #4: STUDIES POLITICS - Systematically builds his/her awareness about power trends, politics, and cultural norms in the organization.
- #5: KNOWS THE CORPORATE BUZZ - Gathers information about how he/she is perceived throughout the organization.

External Skills

Proactive Strategies: *Organizational Savvy* involves taking the initiative to cultivate an image of integrity, competence, positive power, influence, and impact.

- #6: MANAGES PERCEPTIONS - Develops and implements a conscious plan to dispel negative or untrue reputation traits, rumors, and perceptions.
- #7: ESSENTIAL NETWORKING - Cultivates relationships that contribute to increased organizational influence and impact.
- #8: BALANCED SELF-PROMOTION - Takes fair and appropriate actions to receive deserved credit for contributions to the organization.
- #9: ENHANCES POWER IMAGE - Presents an image of importance and power in order to be taken seriously in the organization.
- #10: SAVVY COMMUNICATION - Communicates sensitively to handle ego and turf issues when advancing ideas or challenging others.
- #11: ETHICAL LOBBYING - Effectively sells ideas to stakeholders before an official decision is made.

Protective Strategies: The leader with *Organizational Savvy* is a steward for the company's resources and reputation by reacting to unethical individuals.

- #12: HANDLES SABOTAGE - Prevents and professionally defuses personal attacks and challenges to his/her influence or power.
- #13: DETECTS DECEPTION - Knows when to trust others and acts to prevent unethical people from placing self-interest over the organization's welfare.



PART I: INTRODUCTION

Your *Organizational Savvy* Performance Zones

Three Performance Zones

For purposes of understanding your Overall Savvy Scores, your 13 Skill Set Average Scores, and each individual item scores, we use three *Performance Zones* to describe your level of effectiveness. Each Performance Zone label represents a range of score averages based upon the five-point scale used by yourself and your respondents.

PROFICIENT: Averages Above 4.0-5.0

This Performance Zone represents your most *expert* Organizational Savvy capabilities. Your astuteness and agility in these areas position you for maximum influence and impact with integrity.

CAPABLE: Averages Between 3.0-4.0

This Performance Zone represents steady *competence* while avoiding significant political weaknesses. You can count on these strengths to protect you from major political problems or disadvantages.

VULNERABLE (Averages Under 3.0)

This Performance Zone may represent areas of risk or danger to your career, your team, or overall company welfare. Your influence and impact is probably being compromised by "political blind spots" or denial. This Zone signals that either *caution* or *urgent action* is needed to steady your performance, since you may be at risk for career or job *derailment*. All Skill Sets and/or individual items scoring in this **VULNERABLE** range will appear in **bold**, so that they draw your immediate attention.

Performance Zones and Narrative Reports

This *Feedback Report* provides different narrative reports, interpretations, and recommendations depending upon your current Performance Zone, because each level of effectiveness involves a particular readiness, sense of urgency, and required focus of attention.

In Part II's Summary Profile, an *Overall Organizational Savvy Score*, Performance Zone, and separate narrative is given for each of the Rater Groups that responded. However, Part III's Skill Set Guide only provides a narrative explanation with recommendations based upon the score averages from the ALL RATERS group, which includes all Rater Group scores except your own Self-Ratings. Still, you can learn about any individual group's perception of your Savvy performance by examining that group's Skill Set averages and Item Analysis graphs.



PART II: FEEDBACK SUMMARY

Overall Savvy Scores by Rater Group

Each Rater Group's scores on the 65 items of the *Organizational Savvy Assessment* have been averaged to produce that group's perception of your **Organizational Savvy** functioning. Each group's *Overall Savvy Score* is linked to a corresponding Performance Zone (Proficient, Capable, or Vulnerable), and Narrative Summary that describes how that category's views might affect your influence, impact, career growth, and role credibility. The number of respondents used for each Rater Group is listed, as is the number of times they answered an item as "No Response" (NR).

[NOTE: Graphs and Narratives below will not show results for Rater Groups if only one person has scored you (except for Managers), instead averaging these ratings into the "All Raters" score and graph.]

Overall Organizational Savvy Scores

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	18						3.74	CAPABLE
MANAGERS	2	0						3.53	CAPABLE
DIRECT REPORTS	4	0						4.03	PROFICIENT
COLLEAGUES	2	1						2.88	VULNERABLE
CLIENT/CUSTOMERS	3	17						4.09	PROFICIENT
SELF	1	0						3.91	CAPABLE

Summary Narratives by Rater Group

Your *Overall Savvy Scores*, Performance Zones, and related interpretive comments only give a general picture of your "ethical politics" functioning. To derive maximum value from this *Assessment*, examine each Rater Group's perceptions for each Skill Set and our more specific recommendations in *Part III: Skill Set Guide*.

Rater Group: All Raters

Average Overall Score: 3.74

Performance Zone: CAPABLE

This Overall Savvy Score suggests that people as a *composite* group -- up, down, and across the organization -- view you as competent in navigating organizational politics and avoiding political blind spots. In general, you are reasonably skilled in optimizing your reputation and image, influence, power, and role credibility while maintaining your integrity. While you are *Capable*, try to refine your skills with this *Assessment's* recommendations, so that you might reach the *Proficient* level of effectiveness. Pay attention to our suggestions for improving your performance on any of your lower-scoring Skill Sets or individual items. Search this *Feedback Report* for cautions that ring true, as well as gaps in your organizational savvy that leave you occasionally acting in less prudent or even *Under-Political* ways in certain situations. Also, as the next narratives show, it may be helpful to look beyond this "All Raters" multi-level average to examine whether any single group (Managers, Colleagues, Clients, or Reports) rated you considerably lower on various items and/or Skill Sets.



PART II: FEEDBACK SUMMARY

Summary Narratives by Rater Group, Continued

Rater Group: Managers **Average Overall Score:** 3.53
Performance Zone: CAPABLE

Managers across the organization probably have a favorable view of your organizational savvy. They may perceive you as competent and balanced in how you advance your ideas, build power, and manage your career and reputation. Still, managers may not directly witness your actions within the political influence arena. Their opinions may depend more upon your end work results and what they hear about you from others. Therefore, optimize your limited time with them at meetings and networking events. Allow them to see you as a potent, powerful leadership presence balanced with humility, regard for others, and concern for company welfare.

Rater Group: Direct Reports **Average Overall Score:** 4.03
Performance Zone: PROFICIENT

This score suggests that people at lower levels than you have great respect for your organizational savvy and view you as highly effective in achieving influence and impact. But do not become complacent about these perceptions, since negative views can snowball and spread to peers or superiors. Disrespect can fuel work slow-downs, attrition, or even sabotage. Employees could consider you as *Overly Political* if you are too dismissive of them. Also, since you are politically adept, work to accept responsibility for coaching your team on this vital competency. Your direct reports may emulate your skills, but if you don't share your savvy, they may resent your prowess.

Rater Group: Colleagues **Average Overall Score:** 2.88
Performance Zone: VULNERABLE

Colleagues probably view you as unskilled or raw in how you manage politics, so peers may not respect your influence. You may be well liked and admired as ethical, loyal, and competent, but seen as lacking sophistication or presence to compete in more political environments. Since "movers and shakers" raise other people's political stock with superiors, peers might distance themselves from you. The good news is that colleagues are unlikely to view you as a threat, so are less likely to sabotage you. Still, they may see you an easy target-- naive about organizational dynamics. If resources are scarce or job stability is shaky, you may be vulnerable to more political associates who network, promote themselves, and know how to stand out.

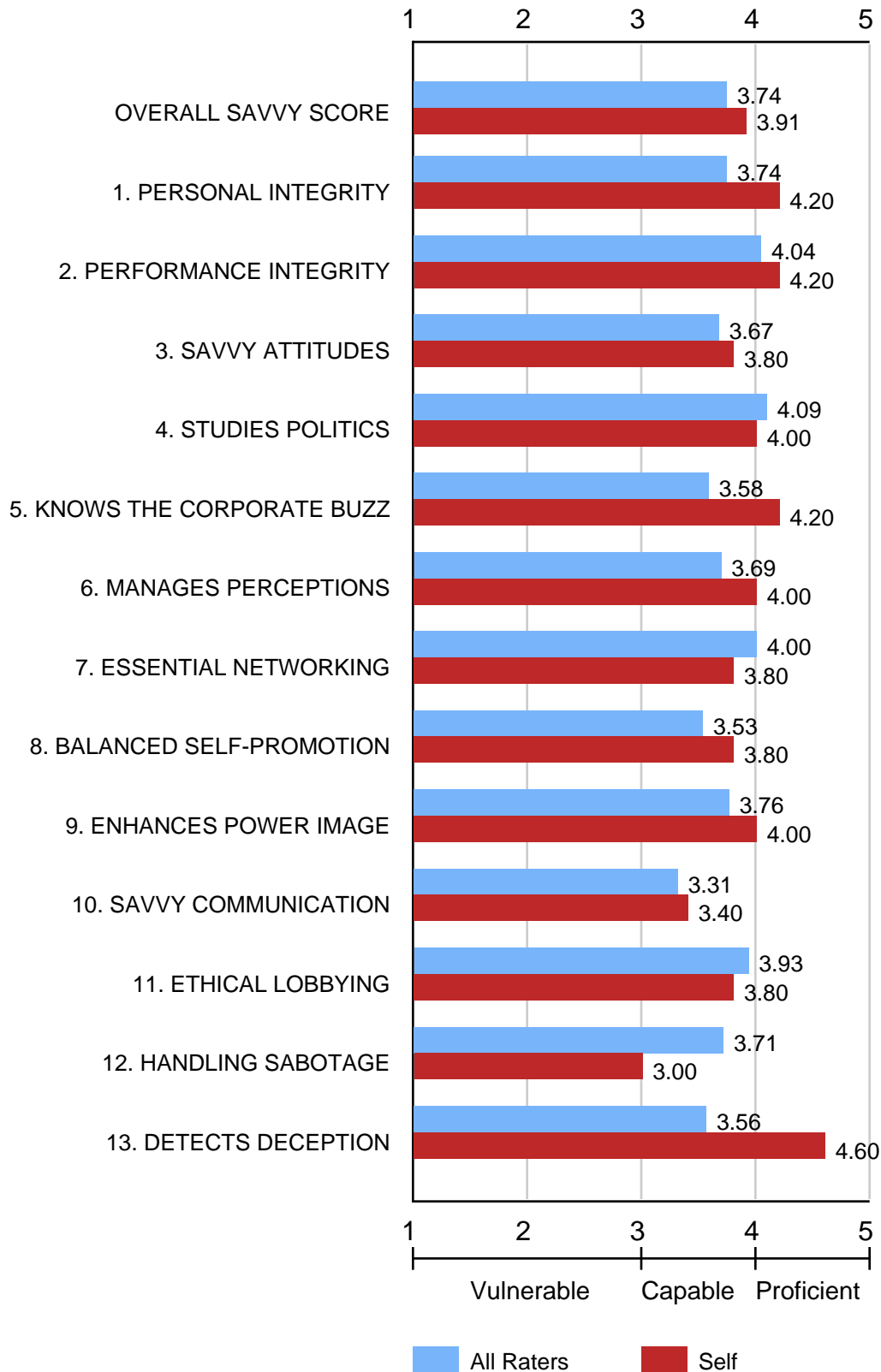
Rater Group: Clients / Customers **Average Overall Score:** 4.09
Performance Zone: PROFICIENT

This score suggests that internal or external clients greatly respect your Overall Savvy, as long as the first two Integrity-oriented categories are rated highly. After all, Personal Integrity involves ethics and Performance Integrity entails task confidence in your expertise. Problems with either snuff out trust in you with their business even if clients admire your skills in Ethical Lobbying (the heart of selling), your ability to "read" power holders, and your skill at sensing the unwritten rules for their organizational culture. Also, when seeking business contracts, even the most savvy can stumble in Detecting Deception. Instead, they may believe what they WANT to hear from a client who, in fact, may really just be stalling them or uninterested.



PART II: FEEDBACK SUMMARY

Skill Set Average Scores: Self-Ratings and All Raters





Part III: Skill Set Guide

Skill Set # 1: PERSONAL INTEGRITY

Demonstrates high standards for integrity and ethics, earning others' trust.

Skill Set Explanation

Because organizational savvy by our definition entails "high-integrity" political skills, retaining a moral compass is the cornerstone component. Savvy individuals use ethical means to achieve what's good for their organizations. They advance their careers and maintain high moral standards. Instead of doing whatever they can get away with, savvy leaders always ask themselves, "Is this the right thing to do?" and "Is the organization getting my best effort?"

The relevant chapters to read in *Survival of the Savvy* are: **3: Political Style Risks, 17: A Leadership Wake-Up Call, and 23: Forge a High-Integrity Politics Culture.**

Your Average Score: **3.74**

Your Performance Zone: **CAPABLE**

Skill Set # 1: PERSONAL INTEGRITY										
Rater Groups	#	NR	1	2	3	4	5	Average	Performance	
ALL RATERS	11	1						3.74	CAPABLE	
MANAGERS	2	0						4.00	CAPABLE	
DIRECT REPORTS	4	0						3.85	CAPABLE	
COLLEAGUES	2	1						2.89	VULNERABLE	
CLIENT/CUSTOMERS	3	0						3.93	CAPABLE	
SELF	1	0						4.20	PROFICIENT	

Interpretation for Your Performance Zone: CAPABLE (All Raters)

You most likely do well at balancing self-interest with the interests of colleagues and the company. People trust your efforts to build influence, impact, and positive power because you rarely take unfair advantage. You share credit with others, avoid temptations involving unfair advantages, and actively ask for input and reactions to keep yourself honest, accurate, and values-driven. You are known for following the rules, going through proper channels, and avoiding manipulative efforts to get ahead. People would generally describe you as open, honest, and trustworthy.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

The fall from ethics can easily snowball, so remain vigilant in this area and ask for feedback. Some people with *Capable* scores on integrity are tempted to take an occasional shortcut on values, rationalizing such action by telling themselves that they usually behave ethically. Of course, you can dance near the foul line without going over it (and many entrepreneurial colleagues may respect this as resourcefulness), but make sure that you don't suddenly wake up to realize that you have fallen down the "slippery slope" of integrity. Remember the quote by Dostoyevsky: "If a man lost his soul overnight, at least he would notice the loss and be desperate to restore. But men lose their souls so gradually that they don't notice it until it is too late."

Skill Set # 1: PERSONAL INTEGRITY: Item Analysis

1. Monitors his/her own actions to maintain high ethical standards in handling organizational politics.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.45	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	0						3.67	CAPABLE
SELF	1	0						4.00	CAPABLE

2. Takes a firm stand on integrity and values issues even when it is unpopular.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.00	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE

3. Gives other people the credit they deserve for their contributions.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.18	PROFICIENT
MANAGERS	2	0						4.50	PROFICIENT
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						5.00	PROFICIENT

4. Avoids purposely undermining or sabotaging others' image, credibility, or power.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.36	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE

5. Consistently refrains from deception, distorting information, or ulterior motives.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.70	CAPABLE
MANAGERS	2	0						4.50	PROFICIENT
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	1							
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 2: PERFORMANCE INTEGRITY

Strives to give the very best in quality and results while placing the welfare of others and the organization over self-interest.

Skill Set Explanation

You can be an ethical person (Personal Integrity) with clear morals and trustworthiness while still falling short in doing a stellar job, giving your organization your best possible effort, and continually striving to improve your performance. Performance Integrity entails taking ongoing feedback to maintain the attitude of a learner, avoiding task short-cuts, demanding quality from yourself, and being careful about time spent on non-task-related, results-driven matters.

The relevant chapters to read in *Survival of the Savvy* are: **3: Political Style Risks**, **17: A Leadership Wake-Up Call**, and **23: Forge a High-Integrity Politics Culture**.

Your Average Score: **4.04**

Your Performance Zone: **PROFICIENT**

Skill Set # 2: PERFORMANCE INTEGRITY									
Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.04	PROFICIENT
MANAGERS	2	0						3.90	CAPABLE
DIRECT REPORTS	4	0						4.30	PROFICIENT
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	0						4.47	PROFICIENT
SELF	1	0						4.20	PROFICIENT

Interpretation for Your Performance Zone: PROFICIENT (All Raters)

You probably have a stellar reputation for blending interpersonal trust with performance oriented, or task level trust. Your knowledge, efforts, competence, and results output earn you unquestioned freedom to engage in the political skills shown in this *Assessment*. You demonstrate such commitment to addressing company and team interests that it's unlikely that anyone will doubt your intentions. Your unwavering performance focus, contribution, and avoidance of overly distracting political maneuvers are valued assets on your company's human resources balance sheet.

Recommendations for Your Performance Zone: PROFICIENT (All Raters)

You so believe in the meritocracy of results being recognized, you most assuredly select and reward people based upon their expertise, credibility, and contributions more than pure relationship-oriented criteria. Stretch yourself beyond modeling this constructive philosophy to coach other leaders to operate similarly. Find ways to cultivate a performance-based organizational culture while still fostering positive reactions to ethical *political influence* tactics like networking, selling ideas, building a power base, and "managing the airwaves" to build a positive image. After all, the mark of a savvy leader is a balance between pursuing "substance power" success and a healthy focus on "position power" success.

Skill Set # 2: PERFORMANCE INTEGRITY: Item Analysis

6. Evaluates ideas by what's best for the organization instead of pure self-interest.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.82	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	0						4.67	PROFICIENT
SELF	1	0						4.00	CAPABLE

7. Genuinely and non-defensively seeks feedback, criticism, and suggestions so that the organization can count on him/her for high quality and optimal results.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.64	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						3.00	CAPABLE

8. Strives to be knowledgeable, competent, and credible in his/her contributions.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.45	PROFICIENT
MANAGERS	2	0						4.50	PROFICIENT
DIRECT REPORTS	4	0						4.75	PROFICIENT
COLLEAGUES	2	0						4.00	CAPABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						5.00	PROFICIENT

9. Seeks ways to continually improve his/her work instead of doing the minimum.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.36	PROFICIENT
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						5.00	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						5.00	PROFICIENT

10. Focuses on doing his/her job rather than distracting politicking or image building.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.91	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.67	PROFICIENT
SELF	1	0						4.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 3: SAVVY ATTITUDES

Keeps a realistic and constructive perspective about organizational politics.

Skill Set Explanation

Organizational Savvy consists of key actions, but the first step to mastery of these skills is to adopt a constructive mind set to see the realities of power, politics and perceptions in your organization. If you have a clear, realistic view about politics and foster an accepting attitude instead of an indignant one, you can acquire the savvy skills you need for successful career and company management.

The relevant chapters to read in *Survival of the Savvy* are: **1: Avoid Political Blind Spots, 5: Finding the Vital Balance, and 6: Deactivate Your Political Buttons.**

Your Average Score: **3.67**

Your Performance Zone: **CAPABLE**

Skill Set # 3: SAVVY ATTITUDES									
Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.67	CAPABLE
MANAGERS	2	0						3.70	CAPABLE
DIRECT REPORTS	4	0						4.15	PROFICIENT
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						3.80	CAPABLE
SELF	1	0						3.80	CAPABLE

Interpretation for Your Performance Zone: CAPABLE (All Raters)

Others cannot see your attitudes, but if you believe the *Capable* label accurately describes your internal reactions to politics, you have reason to celebrate. You have healthy thinking about politics, without much counter-productive "self-talk" about ego-oriented associates, the key role of perceptions in decision-making, and power dynamics. You probably have realistic, mature attitudes about these inevitable elements of organizational life. Also, you are less likely than many to lose your cool about fairness issues, overly political colleagues, or not receiving deserved credit.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

A caution is that when encountering the darker side of politics, even emotionally mature people have "hot buttons"-- that person or situation for which healthy attitudes and emotional self-control ceases. You ARE human! Savvy people don't avoid mental pitfalls at all times. They simply know that such backslides are inevitable, so they build a support network of trusted people they can call when their usually healthy attitudes fail. They have a broad set of mental skills to quickly alter negative reactions. They consciously choose more constructive thoughts, visualize positive results, stay in the present moment, reframe upsetting events to focus on a situation's positive potential, and keep perspective through humor and counting their blessings.

Skill Set # 3: SAVVY ATTITUDES: Item Analysis

11. Realistically accepts corporate politics as a fact of organizational life.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.64	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						3.67	CAPABLE
SELF	1	0						4.00	CAPABLE

12. Recognizes that decisions (promotions, project approval, budget, etc.) are often made based upon perceptions or relationship connections.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.82	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						3.67	CAPABLE
SELF	1	0						4.00	CAPABLE

13. Understands that simply letting the results speak for themselves won't always result in getting deserved credit for his/her contributions.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.91	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						3.00	CAPABLE

14. Realizes that some people's actions are driven more by personal agendas and self-interests than the good of the team or organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.00	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						5.00	PROFICIENT

15. Remains calm, poised, and professional when confronted by power plays, ego-trippers, or turf battles.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.00	CAPABLE
MANAGERS	2	0						2.50	VULNERABLE
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	0						1.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						3.67	CAPABLE
SELF	1	0						3.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 4: STUDIES POLITICS

Systematically builds his/her awareness about power trends, politics, and cultural norms in the organization.

Skill Set Explanation

Savvy individuals study their organization's power and politics. Learning about the culture in which they operate is an ongoing priority. They continually refine their understanding of power dynamics, decision-making, current priorities, and cultural norms. This knowledge gives them an advantage in navigating organizational politics and getting ideas implemented. Politically naive people believe that true power resides in their good ideas or work results, so they keep their heads down and just do their jobs. The problem is that they lack the peripheral vision to see who holds the purse strings, where true power resides, or how to get things done.

The relevant chapter to read in *Survival of the Savvy* is 7: Detect Power Dynamics, Agendas and Unwritten Rules.

Your Average Score: 4.09

Your Performance Zone: PROFICIENT

Skill Set # 4: STUDIES POLITICS									
Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1					4.09	PROFICIENT	
MANAGERS	2	0					3.40	CAPABLE	
DIRECT REPORTS	4	0					4.50	PROFICIENT	
COLLEAGUES	2	0					3.60	CAPABLE	
CLIENT/CUSTOMERS	3	1					4.36	PROFICIENT	
SELF	1	0					4.00	CAPABLE	

Interpretation for Your Performance Zone: PROFICIENT (All Raters)

You seem to be an excellent student of your organization's culture, formal and informal power, unwritten rules, and political trends. Beyond studying the organizational chart to stay abreast of shifting power trends, you know that true savvy includes reading the "white spaces on the organizational chart." You probably avoid tunnel vision by maintaining awareness of power dynamics throughout the company beyond your area.

Recommendations for Your Performance Zone: PROFICIENT (All Raters)

Pay close attention to the ever changing internal *and* external conditions impacting the organization. Rules and priorities can change in a heartbeat if there is a new boss, merger, acquisition, or company priority shift regarding an impending product release deadline. Expertly savvy people know the importance of reading the system and keeping tabs on the shifting organizational norms, but are often so busy that they wonder how to find the needed time to stay current. Make a sensible time investment into this analytical strategy by delegating such organizational research and surveying of the political landscape to team members on a rotating basis. This develops the team's organizational savvy as you invite them to provide input at staff meetings, and builds a common knowledge base about power and image issues.

Skill Set # 4: STUDIES POLITICS: Item Analysis

16. Determines who possesses or has access to official and unofficial power.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						4.20	PROFICIENT
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	1						4.50	PROFICIENT
SELF	1	0						4.00	CAPABLE

17. Learns how decisions are actually made and how to get things done in the organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.64	PROFICIENT
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						5.00	PROFICIENT
COLLEAGUES	2	0						4.00	CAPABLE
CLIENT/CUSTOMERS	3	0						5.00	PROFICIENT
SELF	1	0						4.00	CAPABLE

18. Monitors the changing core values and cultural norms of the organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.73	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE

19. Stays informed about the changing priorities and strategies of senior management.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.09	PROFICIENT
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						4.00	CAPABLE

20. Explores the unwritten rules for success in his/her team and broader organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.82	CAPABLE
MANAGERS	2	0						2.50	VULNERABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 5: KNOWS THE CORPORATE BUZZ

Gathers information about how he/she is perceived throughout the organization.

Skill Set Explanation

Savvy individuals understand the wisdom in the saying, "The difference between perception and reality is that people actually make decisions based on perception." Savvy people do possess accurate self-awareness gained by systematically monitoring how they and their team are perceived (the good, the bad, and the ugly) and by understanding the company "scorecard" and standards by which they are being evaluated.

The relevant chapter to read in *Survival of the Savvy* is 8: Know the Corporate Buzz.

Your Average Score: 3.58

Your Performance Zone: CAPABLE

Skill Set # 5: KNOWS THE CORPORATE BUZZ										
Rater Groups	#	NR	1	2	3	4	5	Average	Performance	
ALL RATERS	11	5							3.58	CAPABLE
MANAGERS	2	0							3.20	CAPABLE
DIRECT REPORTS	4	0							3.95	CAPABLE
COLLEAGUES	2	0							2.80	VULNERABLE
CLIENT/CUSTOMERS	3	5							4.00	CAPABLE
SELF	1	0							4.20	PROFICIENT

Interpretation for Your Performance Zone: CAPABLE (All Raters)

You are apparently taking adequate steps to learn your reputation, and you likely sense the importance of image. You are courageous enough to actively seek information about how you are perceived by others. You probably even find clues about labels that might be attached to you by listening to informal comments about people in similar functional, cultural, or gender groups as you. Guessing about your Buzz based partly upon unfair stereotypes is the mark of true *Organizational Savvy*. Congratulate yourself for having the self-discipline, awareness, and non-defensive posture it takes to keep abreast of how you are perceived.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

Don't get careless. Keep reaching out to gain insights about your image, but ask only those who are tapped into the grapevine enough themselves to be "in the know." Be sure that your people feel safe enough to tell you the truth about how you are perceived. Truly listen to the answer to your question, "What's the buzz on me?" Don't take too lightly any off-handed joking comments you hear muttered, since they may reveal a serious message about a perception of you. Also, observe the way that people treat you since this may suggest certain labels surrounding your name. For instance, if you are handed talking points before every speech, perhaps you are seen as a "loose cannon." There are few accidents.

Skill Set # 5: KNOWS THE CORPORATE BUZZ: Item Analysis

21. Continually assesses how he/she is perceived within the organization, regardless of fairness or accuracy.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.70	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	1						4.50	PROFICIENT
SELF	1	0						4.00	CAPABLE

22. Knows how he/she is viewed on the key success factors for his/her current job.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						4.00	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	1						4.50	PROFICIENT
SELF	1	0						4.00	CAPABLE

23. Understands the qualities that senior management wants in the next position he/she seeks.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.40	CAPABLE
MANAGERS	2	0						2.50	VULNERABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	1						3.50	CAPABLE
SELF	1	0						5.00	PROFICIENT

24. Tracks the positive and negative traits associated with his/her work group.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.50	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	1						3.50	CAPABLE
SELF	1	0						4.00	CAPABLE

25. Tactfully asks the right people about his/her reputation in the organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.30	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	1						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 6: MANAGES PERCEPTIONS

Develops and implements a conscious plan to dispel negative or untrue reputation traits, rumors, and perceptions.

Skill Set Explanation

Building on their understanding of the corporate buzz (their reputation within the organization), savvy individuals act upon their self-knowledge. They develop concrete plans to change inaccurate perceptions. Also, when they discover legitimate skill, trait, or competency gaps, they create targeted development plans to improve themselves and eventually alter perceptions. However, the first key to changing one's negative corporate buzz is a mental one--proactively choosing to manage perceptions instead of being a victim who abandons the corporate airwaves to others.

The relevant chapter to read in *Survival of the Savvy* is 10: Manage the Airwaves.

Your Average Score: 3.69

Your Performance Zone: CAPABLE

Skill Set # 6: MANAGES PERCEPTIONS										
Rater Groups	#	NR	1	2	3	4	5	Average	Performance	
ALL RATERS	11	0						3.69	CAPABLE	
MANAGERS	2	0						3.70	CAPABLE	
DIRECT REPORTS	4	0						4.15	PROFICIENT	
COLLEAGUES	2	0						2.60	VULNERABLE	
CLIENT/CUSTOMERS	3	0						3.80	CAPABLE	
SELF	1	0						4.00	CAPABLE	

Interpretation for Your Performance Zone: CAPABLE (All Raters)

Congratulations for not surrendering the corporate airwaves or playing a victim when stung by rumors, gossip, and "Buzz." You are probably taking proactive steps to manage how you are viewed by deliberately speaking about yourself in self-enhancing ways that shape perceptions. You most likely add and subtract relevant behaviors to alter your problematic traits or qualities. Your *Capable* "impression management" score hopefully includes deciding which people have too little power to worry about their negative perceptions about you or your team.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

Don't forget that negative impressions are inevitable since company structures involve conflicting goals across departments. A sales person may be irked at your "nit-picking" while a risk management or legal unit praises that same trait. Build on your existing efforts to manage perceptions. One more sophisticated strategy is to plant new impressions into your network to counter a negative label attached to your name. Use this less direct approach by purposely weaving into your conversations targeted quotations, phrases, and anecdotes about yourself to convey a new, different image than the one you want to change. Now people may "correct" wrong perceptions about you if they hear gossip that is inconsistent with how you indirectly cast yourself.

Skill Set # 6: MANAGES PERCEPTIONS: Item Analysis

26. Develops a plan to change any perceptions that may harm his/her team or himself/herself.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.73	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						3.33	CAPABLE
SELF	1	0						5.00	PROFICIENT

27. Avoids using self-deprecating labels that reinforce a negative image.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.73	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE

28. Targets behavior changes to reduce negative labels about his/her team or himself/herself.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.82	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	0						3.67	CAPABLE
SELF	1	0						4.00	CAPABLE

29. Reduces negative perceptions by revealing plans to fix his/her flaws or weaknesses.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.64	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE

30. Improves his/her image by suggesting a more favorable interpretation of a negative trait.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.55	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						3.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 7: ESSENTIAL NETWORKING

Cultivates relationships that contribute to increased organizational influence and impact.

Skill Set Explanation

A strong network is essential at many times in a savvy person's career. Unfortunately, when someone suddenly needs a network isn't the time to build one, because it's hard to play catch-up. So we recommend placing a high priority on creating and maintaining a network in an ongoing fashion. A healthy, trusted network informs savvy people about their corporate buzz, provides channels for advocating ideas, gives them a "heads up" about behind-the-scenes attacks, and stands up for them.

The relevant chapter to read in *Survival of the Savvy* is 9: Weave a Safety Network.

Your Average Score: **4.00**

Your Performance Zone: **CAPABLE**

Skill Set # 7: ESSENTIAL NETWORKING										
Rater Groups	#	NR	1	2	3	4	5	Average	Performance	
ALL RATERS	11	1						4.00	CAPABLE	
MANAGERS	2	0						3.90	CAPABLE	
DIRECT REPORTS	4	0						4.35	PROFICIENT	
COLLEAGUES	2	0						3.00	CAPABLE	
CLIENT/CUSTOMERS	3	1						4.29	PROFICIENT	
SELF	1	0						3.80	CAPABLE	

Interpretation for Your Performance Zone: CAPABLE (All Raters)

You are well on your way to developing the kind of network that is crucial for career management, organizational visibility, professional impact, and enhanced influence. You probably use various venues to network, like cross-organizational teams, task forces, staff meetings, and company events. You avoid the misguided goal of collecting as many business cards as you can. You know this only sacrifices quantity for quality and earns you a reputation of being *Overly Political* and "working the room."

Recommendations for Your Performance Zone: CAPABLE (All Raters)

Are you capitalizing on external opportunities like professional associations and non-profit boards? You never know what connections will occur and who might mention your name to someone vital to your career success. Also, since you do have a network, don't squander or waste it. Bounce ideas off your contacts, share best practices, explore the organization's changing norms, and help others as best you can. Keep an ongoing, positive, and active involvement with your network while you expand it. Don't do favors for others just to receive something in return, but there is such a thing as corporate karma. Make sure you follow up on contacts with a thoughtful note, an article that relates to what you and a contact discussed, or at least adding the person to whatever organized system you develop for keeping track of your network.

Skill Set # 7: ESSENTIAL NETWORKING: Item Analysis

31. Builds and maintains positive relationships through an informal network in the organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.09	PROFICIENT
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.67	PROFICIENT
SELF	1	0						4.00	CAPABLE

32. Creates allies and advocates who will support his/her proposals and ideas.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.09	PROFICIENT
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						4.00	CAPABLE

33. Efficiently and graciously mixes with many people at large corporate events.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.00	CAPABLE
MANAGERS	2	0						4.50	PROFICIENT
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						3.00	CAPABLE

34. Stays involved in cross-organizational activities such as task forces, committees, cross-functional teams, and professional affiliations.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.90	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	1						4.50	PROFICIENT
SELF	1	0						4.00	CAPABLE

35. Makes sure his/her network includes the people who are most informed about what is happening in the organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.91	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 8: BALANCED SELF-PROMOTION

Takes fair and appropriate actions to receive deserved credit for contributions to the organization.

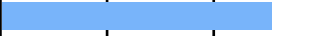





Skill Set Explanation

An essential element of organizational savvy is effective self-promotion. People can hurt their careers by a lack of self-promotion or by excessive self-promotion. Not doing enough leaves you vulnerable to being underestimated or having others take credit for your ideas. Overdoing it can lead to corporate buzz labels such as "arrogant," "self-focused," "braggart," and "not a teamplayer." Savvy individuals avoid these two extremes and find the right level and kind of self-promotion for their organization.

The relevant chapter to read in *Survival of the Savvy* is 11: Promote Yourself with Integrity.

Your Average Score: 3.53

Your Performance Zone: CAPABLE

Skill Set # 8: BALANCED SELF-PROMOTION									
Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.53	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.65	CAPABLE
COLLEAGUES	2	0						2.90	VULNERABLE
CLIENT/CUSTOMERS	3	0						3.80	CAPABLE
SELF	1	0						3.80	CAPABLE

Interpretation for Your Performance Zone: CAPABLE (All Raters)

You probably take the steps you need to receive deserved credit without overdoing it. You wisely put your handprint on your work and document your efforts. You likely know how to share recognition with others while also shining yourself. You may know how to talk about your accomplishments without being crass, for instance, by placing your achievements in the context of "organizational learning" that excites or pleases you.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

While you are capable at *Self-Promotion*, have you pre-scripted an "elevator speech" -- a self-commercial about your role and contribution you can deliver at the drop of a hat? Out of your comfort with self-promotion, you may fall into the trap of "improvising" this key, succinct self-promotion. Instead, memorize prepared sound bites about your value-added contribution to the organization's objectives, strategic vision, or bottom line. Vary your elevator speech for different aspects of your role and adapt slightly for different audiences and management layers. One definition of the word "benefit" is "good fit," so make sure your self-promotion message describes your value in ways that appeal to the unique stakeholder you are addressing.

Skill Set # 8: BALANCED SELF-PROMOTION: Item Analysis

36. Documents his/her accomplishments and ideas to ensure proper recognition and credit.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0	[Bar from 1 to 3.55]					3.55	CAPABLE
MANAGERS	2	0	[Bar from 1 to 3.50]					3.50	CAPABLE
DIRECT REPORTS	4	0	[Bar from 1 to 3.50]					3.50	CAPABLE
COLLEAGUES	2	0	[Bar from 1 to 3.50]					3.50	CAPABLE
CLIENT/CUSTOMERS	3	0	[Bar from 1 to 3.67]					3.67	CAPABLE
SELF	1	0	[Bar from 1 to 4.00]					4.00	CAPABLE

37. Takes advantage of exposure to top management to make appropriate references to his/her ideas, competence, results, and achievements.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0	[Bar from 1 to 4.09]					4.09	PROFICIENT
MANAGERS	2	0	[Bar from 1 to 4.00]					4.00	CAPABLE
DIRECT REPORTS	4	0	[Bar from 1 to 4.50]					4.50	PROFICIENT
COLLEAGUES	2	0	[Bar from 1 to 3.50]					3.50	CAPABLE
CLIENT/CUSTOMERS	3	0	[Bar from 1 to 4.00]					4.00	CAPABLE
SELF	1	0	[Bar from 1 to 4.00]					4.00	CAPABLE

38. Self-promotes his/her capabilities and achievements with a balance of confidence and modesty.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0	[Bar from 1 to 3.36]					3.36	CAPABLE
MANAGERS	2	0	[Bar from 1 to 3.50]					3.50	CAPABLE
DIRECT REPORTS	4	0	[Bar from 1 to 3.50]					3.50	CAPABLE
COLLEAGUES	2	0	[Bar from 1 to 2.50]					2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0	[Bar from 1 to 3.67]					3.67	CAPABLE
SELF	1	0	[Bar from 1 to 4.00]					4.00	CAPABLE

39. Discusses his/her contributions in terms of learning that will help the organization, so that he/she does not come across as bragging.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0	[Bar from 1 to 3.18]					3.18	CAPABLE
MANAGERS	2	0	[Bar from 1 to 3.00]					3.00	CAPABLE
DIRECT REPORTS	4	0	[Bar from 1 to 3.00]					3.00	CAPABLE
COLLEAGUES	2	0	[Bar from 1 to 2.50]					2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0	[Bar from 1 to 4.00]					4.00	CAPABLE
SELF	1	0	[Bar from 1 to 3.00]					3.00	CAPABLE

40. Has prepared ways to describe his/her value-added contributions to the organization in a succinct, benefit oriented way instead of just giving a job title.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0	[Bar from 1 to 3.45]					3.45	CAPABLE
MANAGERS	2	0	[Bar from 1 to 3.50]					3.50	CAPABLE
DIRECT REPORTS	4	0	[Bar from 1 to 3.75]					3.75	CAPABLE
COLLEAGUES	2	0	[Bar from 1 to 2.50]					2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0	[Bar from 1 to 3.67]					3.67	CAPABLE
SELF	1	0	[Bar from 1 to 4.00]					4.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 9: ENHANCES POWER IMAGE

Presents an image of importance and power in order to be taken seriously in the organization.

Skill Set Explanation

The politically naive assume that others will support initiatives that make good business sense, but savvy people know that good ideas are also evaluated against another criterion: "Do powerful people favor this idea?" Savvy leaders work to build their true power base, enhance their personal power image through "looking the part," and strive for a strong impact when they speak and attend meetings. They project this positive power aura without being opportunistic or abusive.

The relevant chapter to read in *Survival of the Savvy* is 12: Pump Up Your Power Image.

Your Average Score: 3.76

Your Performance Zone: CAPABLE

Skill Set # 9: ENHANCES POWER IMAGE											
Rater Groups	#	NR	1	2	3	4	5	Average	Performance		
ALL RATERS	11	1							3.76	CAPABLE	
MANAGERS	2	0							3.90	CAPABLE	
DIRECT REPORTS	4	0							4.00	CAPABLE	
COLLEAGUES	2	0							2.60	VULNERABLE	
CLIENT/CUSTOMERS	3	1							4.14	PROFICIENT	
SELF	1	0							4.00	CAPABLE	

Interpretation for Your Performance Zone: CAPABLE (All Raters)

You probably pay sufficient attention to cultivating your power image. Your body language, actions, and appearance build credibility and professional respect. You most likely carry yourself, speak, and dress to convey an aura of positive power. You seem to appropriately associate yourself and your ideas with power holders so that others take you seriously. You appear to do this in non-abusive ways that earn you trust and collaboration from others rather than being seen as positioning yourself. You rarely squander an opportunity to attend a meeting with seniors and you wisely ensure that they remember you were present by expressing your point of view.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

Allow others to sense your potency, energy and conviction at meetings, but guard against dominating "airtime" so that people don't resent you or view you as *Overly Political*. Continue to leverage your strengths at enhancing your power image by subtly letting others know the stakeholders you know. However, while name-dropping builds credibility, commonality and social endorsement, its constant use becomes a nuisance. Remember not to be a "fair weather friend." If someone's power decreases, don't abandon the friendship. Such bridge burning is morally questionable and comes back to haunt you when the tide turns and the person with declining political stock suddenly re-gains favor.

Skill Set # 9: ENHANCES POWER IMAGE: Item Analysis

41. Tactfully references senior management support when advancing his/her ideas in order to convey a perception of power and important connections.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.50	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	1						3.50	CAPABLE
SELF	1	0						4.00	CAPABLE

42. Projects an aura of confidence through his/her appearance, dress, body language and posture, firm versus weak vocabulary, voice tone, and other noticeable traits.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.00	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						3.00	CAPABLE

43. Optimizes his/her impact at meetings by actively contributing, speaking with conviction, and protecting his/her "airtime."

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.91	CAPABLE
MANAGERS	2	0						4.50	PROFICIENT
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.67	PROFICIENT
SELF	1	0						4.00	CAPABLE

44. Systematically builds relationships that improve his/her access to decision-makers and that create a power base.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.82	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE

45. Ethically works to achieve deserved position and power within the organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.55	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						5.00	PROFICIENT



Part III: Skill Set Guide

Skill Set # 10: SAVVY COMMUNICATION

Communicates sensitively to handle ego and turf issues when advancing ideas, or challenging others.







Skill Set Explanation

People who are focused on "doing things right" and "doing the right thing" too often speak out impulsively. Savvy individuals know that presenting ideas, challenging decisions or data, and confronting issues can be risky when egos, agendas, and power are involved. Astute leaders pursue what they think is best for the organization but also protect themselves by exercising verbal discipline, employing savvy influence vocabulary, factoring in proper timing, and picking their battles.

The relevant chapters to read in *Survival of the Savvy* are 13: Address Hidden Agenda and 14: Respect Ego and Turf with Savvy Influence Vocabulary.

Your Average Score: 3.31

Your Performance Zone: **CAPABLE**

Skill Set # 10: SAVVY COMMUNICATION									
Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.31	CAPABLE
MANAGERS	2	0						2.80	VULNERABLE
DIRECT REPORTS	4	0						3.60	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.13	PROFICIENT
SELF	1	0						3.40	CAPABLE

Interpretation for Your Performance Zone: CAPABLE (All Raters)

You seem to understand the impact that language has on your image and political stock. You avoid alienating important people by making good decisions about *which* battles to fight, when to speak up, *who* tends to be receptive to feedback, and *how* to communicate your views. You blend tact and verbal discipline to influence *firmly* without either extreme of harsh or weak wording. You wisely help powerful people to save face, remove blame, and protect egos when you must raise sensitive issues.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

Don't let the political risk of speaking truth to power tempt you to stay silent if it is critical to "tell it like it is." Note how others react to criticism and factor their reactions and ego sensitivity into how you approach them with ideas. Modulate how you state concerns about a senior's ideas between more ask-oriented *invitational* influence vocabulary ("Do you have any concerns about the risk management impact... Have you considered options to decentralizing...") and more declarative *conviction* influence vocabulary ("I recommend... My advice is... I see these merits to your idea and I also have real concerns..."). If a superior asks for your input, the *conviction* approach is safer, but if a leader is image-conscious and has not elicited your feedback, it may be best to surface reservations about his idea using *invitational* language.

Skill Set # 10: SAVVY COMMUNICATION: Item Analysis

46. Knows when to present his/her ideas more forcefully and when to be more provisional in order to take into account ego and power dynamics.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.36	CAPABLE
MANAGERS	2	0						2.50	VULNERABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						4.00	CAPABLE

47. Demonstrates an understanding of the merits in people's ideas before correcting or challenging them.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.00	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						3.25	CAPABLE
COLLEAGUES	2	0						1.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						3.67	CAPABLE
SELF	1	0						3.00	CAPABLE

48. Avoids inflammatory or "know-it-all" phrasing, tone, or behavior that could trigger defensiveness.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.27	CAPABLE
MANAGERS	2	0						2.50	VULNERABLE
DIRECT REPORTS	4	0						3.25	CAPABLE
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.67	PROFICIENT
SELF	1	0						2.00	VULNERABLE

49. Respects the position power and ego of superiors by keeping them informed and not going around them.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.64	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						2.00	VULNERABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						4.00	CAPABLE

50. Makes prudent decisions about when a battle is not worth fighting.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.27	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	0						3.67	CAPABLE
SELF	1	0						4.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 11: ETHICAL LOBBYING

Effectively sells ideas to stakeholders before an official decision is made.

Skill Set Explanation

Part of organizational politics involves working behind the scenes, but this need not equate to being unscrupulous. Savvy people play aboveboard, directly asking people to support causes that help the company. They are effective at influencing because they understand two principles:







1. Ideas themselves aren't compelling. They must be sold with empathic persuasion.
2. People do things for their reasons, not yours.

These maxims lead politically astute people to understand the priorities of key stakeholders. They then shop their ideas and energetically align allies and advocates. They demonstrate how their ideas, proposals, and recommendations connect to the business needs of their stakeholders.

The relevant chapters to read in *Survival of the Savvy* are 15: Ethical Lobbying and 14: Respect Ego and Turf with Savvy Influence Vocabulary.

Your Average Score: 3.93

Your Performance Zone: CAPABLE

Skill Set # 11: ETHICAL LOBBYING									
Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.93	CAPABLE
MANAGERS	2	0						3.20	CAPABLE
DIRECT REPORTS	4	0						4.30	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	1						4.21	PROFICIENT
SELF	1	0						3.80	CAPABLE

Interpretation for Your Performance Zone: CAPABLE (All Raters)

You probably do more than most people to help your ideas get implemented. You wisely cultivate a network of allies and proactively lobby them for support before a decision is already "all but official." You carefully develop a game plan for approaching different stakeholders, and you pre-think what concerns and goals might motivate them. Like a skilled salesperson, you know how to link your proposals and recommendations with their priorities, strategic goals, and sensitivities. You wisely adapt your ideas instead of refusing to compromise if flexibility buys you support without sacrificing the integrity of your recommendation.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

Use *Ethical Lobbying* not only to persuade, but also to reality test your ideas and gather others' suggestions or concerns. This way you can address others' needs evenly and increase support through a sense of ownership. Remember that *Ethical Lobbying* can occur through formal appointments you request, but also through seemingly "spontaneous" chats or conversations. Capable persuaders like you are not perfect, and you may come across as *too* persuasive. Many people don't like feeling *sold*, so guard against being seen as pushy or crass. Finally, don't leave your closest allies out of the loop when you're lobbying since they will feel taken for granted and may withdraw support.

Skill Set # 11: ETHICAL LOBBYING: Item Analysis

51. Identifies the key stakeholders to approach for support and reactions to his/her ideas and requests.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.36	PROFICIENT
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						4.00	CAPABLE
CLIENT/CUSTOMERS	3	0						4.67	PROFICIENT
SELF	1	0						4.00	CAPABLE

52. Pre-sells his/her ideas and proposals to targeted individuals before a decision-making meeting.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.09	PROFICIENT
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.67	PROFICIENT
SELF	1	0						4.00	CAPABLE

53. When advocating for an idea, devises a tailored strategy to persuade each different stakeholder.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.91	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						4.50	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						3.00	CAPABLE

54. Sells his/her ideas and recommendations by linking them to targeted decision-makers' business goals, styles, and agendas.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.82	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE

55. Flexibly compromises his/her ideas when necessary in order to win support from a resistant stakeholder.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.40	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	1						3.50	CAPABLE
SELF	1	0						4.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 12: HANDLING SABOTAGE

Prevents and professionally defuses personal attacks and challenges to his/her influence or power.







Skill Set Explanation

Internal competition in organizations is often intense. Individuals may compete for physical and human resources, titles, decision-making authority and credit for successes. In many cases, this competition is fair and the most deserving person is rewarded. But there are also times when people in an organization seek to undermine others in the hopes of getting what they want. Savvy individuals are often able to anticipate these efforts and have the skills to respond and protect themselves. They can skillfully avoid unnecessary trouble and nimbly handle themselves in the heat of attempted putdowns, power plays, or even mudslinging.

The relevant chapter to read in *Survival of the Savvy* is 16: Conversational Aikido to Defuse Sabotage.

Your Average Score: 3.71

Your Performance Zone: CAPABLE

Skill Set # 12: HANDLING SABOTAGE									
Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	7						3.71	CAPABLE
MANAGERS	2	0						3.40	CAPABLE
DIRECT REPORTS	4	0						4.05	PROFICIENT
COLLEAGUES	2	0						3.10	CAPABLE
CLIENT/CUSTOMERS	3	7						4.00	CAPABLE
SELF	1	0						3.00	CAPABLE

Interpretation for Your Performance Zone: CAPABLE (All Raters)

You probably prevent surprises by anticipating sabotage that looms on the horizon. You tend to be realistic about the darker side of human nature without becoming cynical. Your network likely protects you when attacks occur and informs you of destructive rumors. You are reasonably facile at de-escalating public challenges and power plays without sparking negative Buzz about how you react. You probably use non-defensive *listening* or *questioning* for specifics to show you can face attackers, with *firm responses* to address such attacks or deflections through appropriate humor.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

Don't become so taken with your ability to sense manipulation or sabotage that you become preoccupied with such maneuvers. People may start wondering if you're the scheming one if you seem too focused on protecting yourself. Also, even skilled sabotage handlers like you may feel disarmed when challenged in a high stakes group situation. So find trusted peers to role-play and practice countering attacks with a full repertoire: side stepping put-downs, using tactful humor, refocusing discussions, or quickly and non-emotionally addressing issues. Experiment with advanced tactics, like asking for reactions from the group if you suspect they will help manage a hostile member. Finally, coach your team to manage such difficult scenarios so that they gain a reputation that it is unwise to try to challenge or hook them.

Skill Set # 12: HANDLING SABOTAGE: Item Analysis

56. Instead of being overly trusting, anticipates and expects sabotage and influence challenges as possible.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	2						3.89	CAPABLE
MANAGERS	2	0						4.00	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	2							
SELF	1	0						3.00	CAPABLE

57. Uses networking relationships to discover and protect against power plays or undermining efforts.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						4.00	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.25	PROFICIENT
COLLEAGUES	2	0						3.50	CAPABLE
CLIENT/CUSTOMERS	3	0						4.33	PROFICIENT
SELF	1	0						3.00	CAPABLE

58. When being badmouthed or attacked behind the scenes, forms a plan to reduce any negative impact.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	2						3.67	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	2							
SELF	1	0						3.00	CAPABLE

59. Responds non-defensively, yet firmly to public put-downs, sarcasm, or insults.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.50	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	1						4.00	CAPABLE
SELF	1	0						3.00	CAPABLE

60. Before counter-attacking a saboteur, makes sure it's necessary, assesses the possible consequences, and rallies powerful supporters.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	2						3.44	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						4.00	CAPABLE
COLLEAGUES	2	0						2.50	VULNERABLE
CLIENT/CUSTOMERS	3	2							
SELF	1	0						3.00	CAPABLE



Part III: Skill Set Guide

Skill Set # 13: DETECTS DECEPTION

Knows when to trust others and acts to prevent unethical people from placing self-interest over the organization's welfare.

Skill Set Explanation

Savvy leaders are realistic about the amount of deception, personal agendas, and potentially destructive political behavior in their organizations. They are able to detect patterns of deception, screen for self-serving information, and identify whom to trust and whom not to trust. The most dangerous situations may occur when an unethical person gains a position of power and uses it for selfish, morally questionable, or illegal actions. Without abilities to weed out such tactics, you may not be able to protect yourself, much less the resources and reputation of your organization.

The relevant chapters to read in *Survival of the Savvy* are: **13: Address Hidden Agendas, 18: Expect Deception, Even (Especially) as a CEO, 19: Detect Deception and Catch Schemers Red-Handed, and all chapters in Part IV. Leadership Savvy Tactics to Build a Savvy Team and Company.**

Your Average Score: **3.56**

Your Performance Zone: **CAPABLE**

Skill Set # 13: DETECTS DECEPTION									
Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.56	CAPABLE
MANAGERS	2	0						3.30	CAPABLE
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	1						4.21	PROFICIENT
SELF	1	0						4.60	PROFICIENT

Interpretation for Your Performance Zone: CAPABLE (All Raters)

Your scores point to well-tuned "antennae" for detecting deceptive, misleading, or self-serving people. You most likely understand that even high-level leaders are susceptible to manipulation, because people are counting on them to be too busy to check the accuracy of their data or claims. Yet, you probably avoid blindly trusting your instincts or intuition, since you know that sometimes your suspicions are unfounded.

Recommendations for Your Performance Zone: CAPABLE (All Raters)

Develop questions to ask yourself when weighing whether to trust someone. Which people always seem to agree with you and who might be falsely accommodating you? Would they gain by deceiving you? Next, expand your deception detection repertoire beyond such prudent information screening. If you worry that your team just tells you what they think you want to hear, take a stand and then purposely change it. Watch who automatically agrees with you and who holds to their convictions. Also, just as you explore vague claims about progress on a high visibility project, probe for specifics if someone makes an inflammatory statement about a peer or fixes blame with general, inferential language. Tell the messenger you want the input but need to understand what he means by "Joe dropped the ball..." or "Mary is not a team player." See if the person backs off or has objective data. But not all sloppy language points to deceit. Finally, if you detect a selfish hidden agenda, don't directly accuse someone of a hidden agenda if smoother options exist while still fixing the problem.

Skill Set # 13: DETECTS DECEPTION: Item Analysis

61. Makes good decisions about whom to trust or not to trust.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.64	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						5.00	PROFICIENT

62. Probes beyond surface claims to detect if people are exaggerating, distorting, or misrepresenting the truth.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	1						3.30	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						3.00	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	1						4.50	PROFICIENT
SELF	1	0						4.00	CAPABLE

63. Encourages honest input and information updates, even if the news is negative.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.82	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.75	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	0						4.67	PROFICIENT
SELF	1	0						5.00	PROFICIENT

64. Encourages people's constructive personal feedback and discourages false flattery.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.55	CAPABLE
MANAGERS	2	0						3.50	CAPABLE
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						4.00	CAPABLE

65. Takes appropriate action when others' self-serving or hidden agendas hurt the organization.

Rater Groups	#	NR	1	2	3	4	5	Average	Performance
ALL RATERS	11	0						3.45	CAPABLE
MANAGERS	2	0						3.00	CAPABLE
DIRECT REPORTS	4	0						3.50	CAPABLE
COLLEAGUES	2	0						3.00	CAPABLE
CLIENT/CUSTOMERS	3	0						4.00	CAPABLE
SELF	1	0						5.00	PROFICIENT

Part IV: Action Planning to Use Your Results

Scoring Differences Between Rater Groups

Use your Summary Profile (Part II) to compare your Overall Savvy Scores based on your Self-Ratings with your Overall Savvy Scores from each rater group (All Raters combined, Managers, Direct Reports, Colleagues, Client/Customers). Use your Skill Guide (Part III) to compare your self-rated Skill Set Averages and Item Averages with those from various rater groups. We consider a scoring divergence of .5 or more between your Self-Ratings and others' or between various rater groups as being significant enough to analyze. On the next page, the list of potential reasons for such a scoring difference will help you ponder the workplace dynamics that may be operating. If your Self-Ratings are .5 higher or lower than a particular Rater Group, it may be worth thinking about why such a divergence may have occurred. If all of your Self-Ratings are within .5 of other Rater Groups' scores, you are likely to have a fairly realistic view of yourself, so the issues outlined on the next page are probably not taking place.

In the space below, feel free to identify scoring differences between you and others or between specific Rater Groups that you would like to explore by listing the Rater Groups involved (e.g., Self versus All Raters, Self versus Managers, Managers versus Peers, etc.), whether the .5 or more differences identified are higher or lower, and which grouping of Savvy actions are involved (e.g., Overall Savvy Scores, a particular Skill Set, a specific item within a Skill Set, etc.). Then move to the next page to consider possible reasons for the scoring variances you have targeted, and decide whether they should be the source of concern and action planning for you to address in Part IV of this Feedback Report.

Note the Two Rater Groups

Note Which is Higher/Lower

Note Possible Reasons from Next Page

Part IV: Action Planning to Use Your Results

Possible Reasons for Significant Scoring Divergences

It is not at all uncommon to find that results differ across Rater Groups on the *Organizational Savvy Assessment*, more so than on other multi-rater feedback instruments. The reason is that the types of behaviors tapped by this tool tend to be perceived in different ways depending upon position power. Therefore, it is more important here to examine the causes of such differences since a key point of *ethical politics* is to build awareness regarding how your reputation and image can be easily tarnished, damaging your influence, impact, and career growth. We invite your careful consideration of the possible dynamics operating if you have significant score discrepancies across your respondent groups, especially if one Rater Group perceives you as performing in the VULNERABLE range.

Reasons for Higher Self-Scores Compared to Other Rater Groups

- * You may have unrecognized weaknesses, "Political Blind Spots" that may derail a career.
- * You may be an *Overly Political Style*, with its frequently inflated ego and self-image.
- * Managers may have higher standards due to possessing greater political savvy.
- * Others may be too busy to notice your strengths or too rushed to complete the survey.
- * Others may have a limited experience of you related to ethical politics (so you may need more *Essential Networking* and *Balanced Self-Promotion* skills).
- * If others are threatened by your expertise, they may rate lower to deflate you.
- * Colleagues may feel competitive with you so they might sabotage you through lower scores.
- * Direct Reports may not understand these savvy skills, so cannot notice it in you (so you might consider actually coaching or teaching your team).
- * Direct Reports may transfer resentment of your role into lower scores of you.
- * Direct Reports may have a different experience of you than others, especially Managers, if you tend to treat direct reports less tactfully than your superiors.
- * Different groups have different types of contact with you; Managers may see your finished work product while others experience your behavior during the process.

Reasons for Lower Self-Scores Compared to Other Rater Groups

- * You may have unrecognized strengths, representing missed opportunities to leverage.
- * You may be an *Under-Political Style*, with a lower profile and power image.
- * You may generally be too self-critical or low in self-esteem.
- * You may have simply been "down on yourself" when you completed the *Survey*.
- * You may be on your "best behavior" with Managers versus Direct Reports/Colleagues.
- * Direct Reports may falsely rate you higher, due to fear of reprisals or to gain your approval.
- * Managers' higher ratings may show a "halo effect" of favorably viewing people they hire.
- * Direct Reports' falsely high ratings may show a "halo effect" of attaching wisdom to authority.
- * Different groups have different amounts and types of contact with you.
- * You may not receive daily recognition of your strengths -- others notice without telling you.

Part IV: Action Planning to Use Your Results,

Organizational Savvy Action Planning

An Opportunity to Improve

If you have been honest with yourself in your Self-Ratings and study of feedback results in this Assessment, you now have an accurate idea about the areas where you may require action plans to increase your level of Organizational Savvy. But changing behavior on a sustained basis requires a focus on two factors -- the "Can Do" and the "Will Do."

Can Do - This refers to developing new skills. Each of the 65 items in this Assessment is an attitude, action, or behavior that you can improve, change and develop. Later in this section you will receive some tips in improving these skills.

Will Do - This refers to your motivation to improve -- thoughts like, "So What? With all the priorities competing for my time why should I develop the skill?" Without strengthening the Will Do factor, people won't make the effort to learn, practice, and sustain a new behavior. If you are clear about the areas that you need to improve, take time now to ensure that you want to improve. Ideally, your reading of this Feedback Report has motivated you to seek even greater success in navigating organizational politics. But take a moment to consider why is this change important:

- * What might my "Vulnerable" Skill Sets and/or items suggest regarding my future, since vulnerable areas can predict career derailment?
- * Are there Rater Group differences that point to trouble?
- * What are the consequences for you, your team, or the organization?
- * Does this behavioral change fit in with any of your personal growth goals?

Pinpoint Problem Areas

Take time to peruse your Skill Set scores and individual item ratings, and target places you might want to improve. This might entail items or Skill Sets where your performance rating was "Vulnerable" (Derailment) or low end of "Capable." But you may also target a "Proficient" skill if the related behaviors are essential in your organization and the Skill Guide recommended ways to polish your effectiveness or cautions to note.

Make a Choice

We respect your time constraints. Changing too much at once will cause you stress and raise eyebrows. Carefully consider whether it's worth your effort to improve a particular savvy skill. First, identify the specific savvy skill. Next, remind yourself of the positive consequences of improving that behavior -- for your team, the organization, and/or your career goals. Consider consequences of not improving. Finally, deliberate and consciously decide if a behavior change in this area fits with your professional and personal growth goals.

Part IV: Action Planning to Use Your Results

Tips for Improvement

Set SMART Goals

Make your plan specific, measurable, achievable, and time-bound. The more precise your goal, the easier it will be to produce noticeable success. Instead of planning to "Stop dominating in staff meetings," plan to, "Bring out the ideas of my team with open-ended questions and give my ideas later in meetings."

Take Small, Meaningful Steps

In your enthusiasm to improve, don't think you must make dramatic changes. If you are damaging yourself or others, this may be true. But it's probably best to begin with small, noticeable steps to improve. If you tackle too great a change, it is hard to achieve, tough to sustain, and may even be viewed suspiciously by others.

Observe Exemplars

Most of what we learn in life is the result of watching others, not studying in a classroom or reading a book. Observation is an excellent way to improve your skill level. Pick a savvy behavior you want to hone and choose someone who excels in that area. Pay attention to what he or she does. Perhaps the person would be willing to be your coach or mentor in improving the skill.

Seek Stretch Assignments

To stay focused on improving an area, take on an assignment that forces you to develop the targeted skills. If you've been in a hierarchical role with lots of position power, you may be underdeveloped in the "Ethical Lobbying" skills needed for influence and persuasion (Skill Set #11). It might be useful to serve on a cross-functional task force where you are not the leader or ranking member.

Mix It Up

Always working on "weaknesses" can be draining or de-motivating. If so, plan ways to compensate for the weakness, or to make the weakness irrelevant by using other savvy strengths to reduce the negative impact of the deficit. For instance, delegate to a person on your team the task of studying the politics of a newly acquired business and reporting the findings to you (Skill Set #4: Studies Politics). Or, if you are uncomfortable mixing with others at large social events, gain visibility through structured business events like briefings or inter-team meetings (Skill Set #7: Essential Networking).

Find Coaching and Training

This 360-degree Assessment is intended for use in association with the *Organizational Savvy* training workshop. Often, it is also desirable to elicit the help of a coach inside or outside of your organization who can give you ongoing feedback and mentor you. Please contact your Brandon Partners representative (415-389-4740 or www.brandonpartners.com) for information about workshops and courses on *Organizational Savvy*.

Part V: Text Comments from Respondents **Strengths / Areas For Improvement**

Strengths:

Direct Reports

Great job at promoting the site; making sure the right people know our strengths

Tom is strong in keeping critical issues visible and advancing them. He builds energy about the future.

Tom demonstrates confidence in his abilities and is willing to make difficult decisions.

Clients / Customers

Strong leader for action and follow up.

Good model for his team

Very action oriented.

Areas For Improvement:

Direct Reports

Avoid knee jerk reactions from an initial observation. Sometimes Tom could step back and absorb more information first.

Tom sometimes acts on impulse or on data from a single person who does not represent the norm.

Colleagues

You often sound like you are bragging on good items or being defensive on negative items. You are doing better at sounding like you made all accomplishments versus you lead your people to the accomplishment. You now say my site or St. Louis has done such and such. Keep it up.

Clients / Customers

Tom still needs to handle differences of opinion on how technical work should be done directly with those that he disagrees with when the differences surface.

Tom should put items between people in the past and not assume that people have not changed.

About Brandon Partners

With 25 years of performance improvement and training experience, BRANDON PARTNERS delivers high-energy workshops and online assessments on provocative, strategic topics like *Organizational Savvy* and *The Motivational Tool Kit*. We have a cadre of powerful trainers, and we can also certify your trainers to deliver programs or provide coaching on our 360 Multi-Rater Assessment.

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- * Sprint
- * Sun Life Financial
- * Texas Instruments
- * TD Bank
- * Tyco Healthcare
- * UBS
- * US Department of Agriculture
- * Wellpoint/Blue Cross
- * Wells Fargo Bank

SURVIVAL OF THE SAVVY:

High-Integrity Political Tactics for Career and Company Success

Many corporate leaders maintain that politics aren't important or don't exist. Yet, every day in their organizations, power-plays, ego-trips, turf-battles and deception hurt both careers and the bottom line. When corrupt people with strong political skills gain power, the results can be devastating, as recent corporate scandals have shown. But by increasing their organizational savvy, leaders can achieve strategic influence, manage their careers, and become stewards for their organization's resources, morale, and reputation. The founder of BRANDON PARTNERS, Dr. Rick Brandon, has co-authored this important, widely endorsed Wall Street Journal Best Seller, published in December 2004 (Free Press). You can order the book at Amazon.com. Bulk order discounts are available through 1-800-CEO-READ. Signed copies are available through BRANDON PARTNERS.