



UNIVERSITY OF
GEORGIA

Carl Vinson
Institute of Government

GOV360[®]

Understanding Your Results

P R O M O T I N G E X C E L L E N C E I N G O V E R N M E N T

Section One

- This section contains definitions of each of the 23 competencies



Definitions of Key Competencies

1. Appreciation of Workforce Diversity

Appreciates and utilizes diversity of thought and values. Works effectively with others from different backgrounds. Interacts in a way that is fair and consistent across individuals of different backgrounds.

2. Flexibility

Adapts behavior in the face of unexpected obstacles and when it is clear that former assumptions are no longer valid. Able to modify plans when confronted with new information.

3. Interpersonal Sensitivity

Recognizes and responds appropriately to the feelings of others. Develops constructive and cooperative working relationships. Appropriately considers the viewpoints of others when making decisions.

4. Systems Thinking

Considers implications of decisions or actions on systems, processes, individuals, and objectives of the organization as a whole. Works across organizational boundaries (i.e., works across departments) to achieve organizational goals.

5. Appropriate Use of Policies and Procedures

Has a comprehensive understanding of relevant policies and procedures. Follows policies and procedures even when they are difficult or inconvenient. Emphasizes the importance of following state and local regulations to others.



Definitions of Key Competencies

6. Customer Service

Emphasizes the importance of meeting customer needs. Promptly and professionally follows up on customer inquiries or complaints, keeping the customer informed of progress. Actively seeks ways to help customers.

7. Initiative

Takes corrective action before a problem arises rather than reacting after a problem has already occurred. Takes action without being directed. Goes above and beyond the call of duty to resolve problems.

8. Integrity

Follows through on commitments. Admits to mistakes and remains honest even when it is difficult or may result in personally unpleasant consequences. Follows relevant ethical guidelines and emphasizes the importance of behaving in an ethical fashion to others.

9. Risk Assessment

Determines the likelihood of a risk occurring and the costs and benefits associated with that risk and makes a well-thought-out decision before taking a risk. Willing to take calculated risks but does not make reckless decisions.

10. Coaching

Openly discusses areas of employee performance that need improvement. Provides specific feedback to help others improve their performance, suggests specific methods to help improve performance.



Definitions of Key Competencies

11. Delegation

Provides employees with challenging assignments in order to increase their professional development. When delegating, gives clear task instructions and time lines for completion and follows up to ensure that tasks are completed effectively.

12. Managing Conflict

Addresses sensitive and difficult topics, appropriately disagrees with others, and defends perspective when challenged. Maintains composure during conflict and facilitates organizational resolution. Does not base disagreements or criticisms on personal issues.

13. Change Management

Keeps others informed of upcoming changes and clearly explains how changes will affect various processes and systems. Makes adjustments to plans to ensure the unit is equipped to deal with changes.

14. Leading Groups

Sets goals for the group and ensures that they are met by monitoring progress toward those goals. Creates a motivating atmosphere and encourages commitment to group goals. Controls the directions of the group by clearly articulating objectives and soliciting others' input.

15. Measuring Unit Performance

Sets clear objectives to define successful unit performance, identifies data to determine whether those objectives are met, and monitors progress toward unit goals.



Definitions of Key Competencies

16. Oral Communication

Clearly communicates ideas in ways that are easy to follow. Communicates with correct grammar and appropriate word usage. Uses appropriate tone, volume, and inflection when communicating.

17. Formal Authority

Establishes legitimate authority when making a request by referencing organizational policies, his or her place in the organizational hierarchy, or prior precedent.

18. Inspirational Appeals

Appeals to individuals' values and goals in order to gain commitment for a request or proposal.

19. Rational Persuasion

Uses explanations, logical arguments, and factual evidence to influence the thoughts and behaviors of others.

20. Creativity

Identifies novel approaches to more effectively achieve organizational objectives and improve processes. Monitors the innovative solutions until the end to ensure effective implementation.



Definitions of Key Competencies

21. Financial Controls

Controls spending within area of responsibility and keeps others informed of budgetary issues. Considers financial implications of decisions, works effectively under budgetary constraints, and effectively makes use of limited resources.

22. Organizing and Planning

Manages time effectively, prioritizes tasks based on importance, and approaches work in an organized fashion to ensure that projects are completed in a timely fashion. Plans for future events rather than focusing only on day-to-day activities.

23. Problem Solving

Attempts to secure relevant information before making a decision, recognizes key issues at the root of a problem, and makes appropriate decisions based on available information.



The “Super Six” Constructs



Relationship Building

Establishes effective working relationships with others and gets along with others in one-on-one group interactions. Effectively interacting with employees from other units and people with different background may connote embeddedness in the organizational culture.

Appreciation
of Workforce
Diversity

Flexibility

Interpersonal
Sensitivity

Systems
Thinking



Governmental Citizenship Behaviors

Hard working and goes above and beyond to look out for the organization's best interests. Examples of these behaviors include following the rules, taking initiative, taking care of customers, and behaving with integrity. These competencies or those that are generally considered important to government managers, regardless of their level or occupation.

Appropriate
Use of
Policies and
Procedures

Customer
Service

Initiative

Integrity

Risk
Assessment



Manages Follower Performance

Manages followers by supplying necessary information when delegating work duties, managing disagreement among group members, and providing specific guidance and coaching. Considerate of follower well-being and works closely with individual followers to ensure task completion.

Coaching

Delegation

Managing Conflict



Manages Business Unit Performance

Provides structure for group activities, results-oriented, effectively communicates with group members, and manages organizational changes. Manages performance by setting goals and holding the group accountable for achieving those goals. Stays abreast of organizational changes and is cognizant of the impact of change on group effectiveness.

Change
Management

Leading
Groups

Measuring Unit
Performance

Public
Speaking



Influence

These three subscales describe the tactics the manager uses to influence others and why others comply with this person's requests and recommendations. Specifically, these scales pertain to use of formal organizational systems and hierarchies, the use of sound logic and rationale, and the use of future-oriented / values-based vision and building collective enthusiasm when influencing others.

Formal Authority

Inspirational
Appeals

Rational
Persuasion



Conceptual and Administrative Performance

These competencies provide a reflection of the level of proficiency on tasks associated with managerial and administrative work. Engages in short-term and long term planning in order to solve problems using sound reasoning and creative solutions. Consistently gathers information and makes appropriate use of information to solve problems and approaches work in an organized fashion while being cognizant of financial constraints.

Creativity

Financial
Controls

Organizing and
Planning

Problem
Solving



Section Two

Aggregate Data Report

- You and your raters assessed the importance of the various factors to the job AND the extent to which you display the characteristics.
- The aggregate data report reflects the average responses in importance and demonstrated performance in each of the 6 constructs and 23 competencies.



5

• To a Very Great Extent

4

• To a Great Extent

3

• To Some Extent

2

• To a Little Extent

1

• Not at all

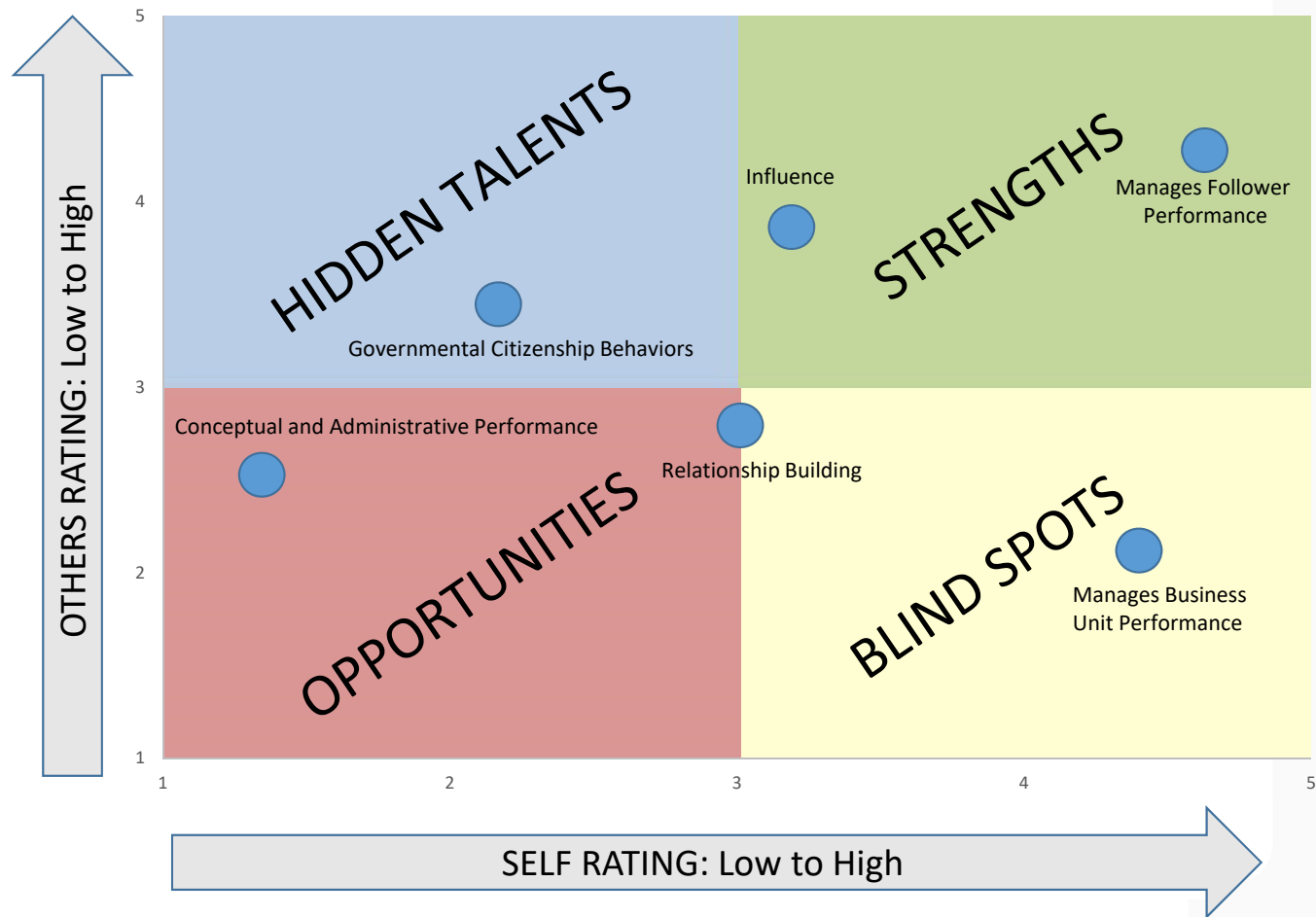


Section 2: Importance for Success in Your Job and Average Scores

GOV360® assessment for: John Doe

	Average Importance Score		Average Performance Score	
	Self	Others	Self	Others
Relationship Building	4.25	4.31	4.46	3.68
Appreciation of Workforce Diversity	4.00	4.42	4.67	3.81
Flexibility	4.00	4.42	4.00	3.70
Interpersonal Sensitivity	4.00	4.08	4.75	3.56
Systems Thinking	5.00	4.33	4.33	3.69
Governmental Citizenship Behaviors	4.80	4.55	4.19	3.82
Appropriate Use of Policies and Procedures	4.00	4.67	4.25	3.97
Customer Service	5.00	4.42	4.33	3.70
Initiative	5.00	4.42	3.67	3.74
Integrity	5.00	4.58	4.67	3.89
Risk Assessment	5.00	4.67	4.00	3.76
Manages Follower Performance	4.67	4.56	3.70	3.56
Coaching	5.00	4.58	4.00	3.32
Delegation	4.00	4.42	3.75	3.60
Managing Conflict	5.00	4.67	3.33	3.76
Manages Business Unit Performance	4.75	4.50	4.00	3.62
Change Management	5.00	4.33	3.67	3.58
Leading Groups	5.00	4.67	4.50	3.97
Measuring Unit Performance	5.00	4.33	4.67	3.77
Oral Communication	4.00	4.67	3.25	3.16
Influence	4.00	4.36	4.00	3.55
Formal Authority	3.00	4.50	4.33	3.80
Inspirational Appeals	4.00	4.17	3.33	3.20
Rational Persuasion	5.00	4.42	4.33	3.67
Conceptual and Administrative Performance	4.75	4.23	4.00	3.71
Creativity	4.00	3.92	4.00	3.36
Financial Controls	5.00	3.83	3.67	3.88
Organizing and Planning	5.00	4.67	4.33	3.88
Problem Solving	5.00	4.50	4.00	3.69





Section Three

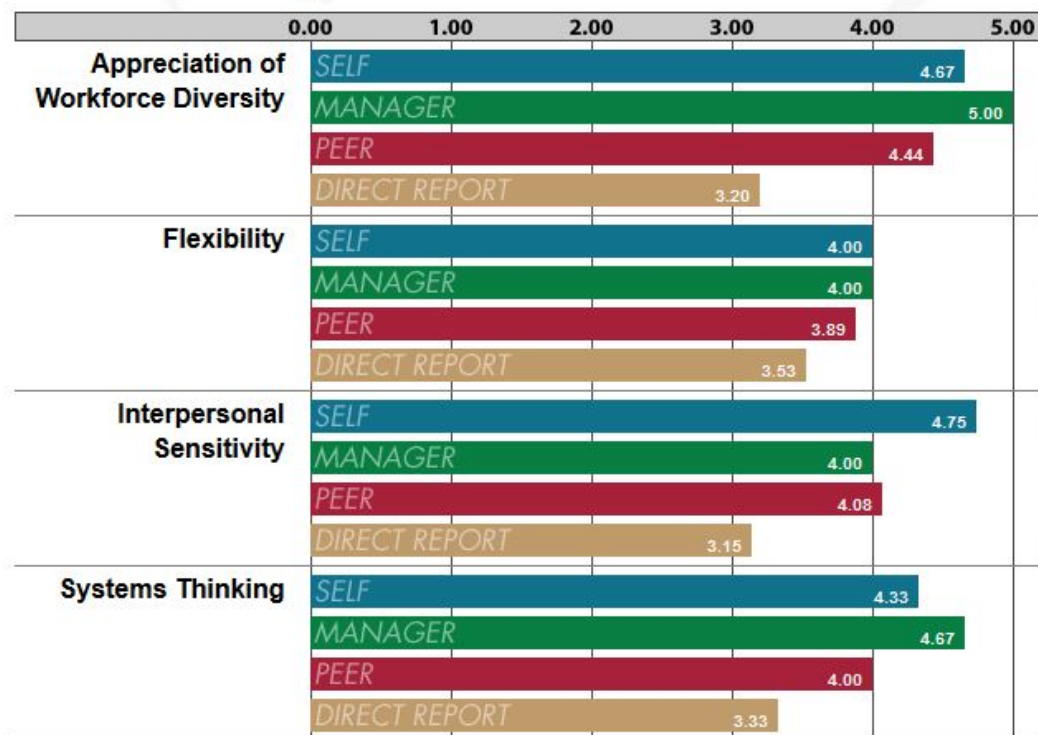
- **Comparative Graphs of Self and Rater Feedback**
 - Self
 - Supervisors
 - Peers
 - Direct Reports
- Remember that data may have been merged to protect rater anonymity.



Section 3: Self, Manager, Peers, and Direct Reports Comparison

Data are based on the feedback of the subject, 1 supervisor, 3 peers, and 5 direct reports.

Relationship Building



One Chart for Each of the Super Six Constructs with the Underlying Competencies



Section Four

- **Responses to the open ended questions:**
 - **Demonstrated Strengths**
 - **Development Opportunities**
 - **Communicated Vision**
 - **Other**
- **Anonymous**
- **Personal Assessment of Feedback**



Questions?

Dan Lasseter
201 North Milledge Avenue
Athens, GA 30602
(706) 542-6653
DanL@uga.edu

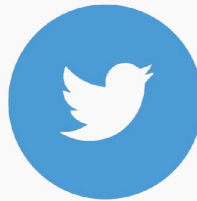


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