

Benchmarks®

www.ccl.org/benchmarks

Assessing the Lessons of Experience

How do your executives develop on the job? Do certain critical experiences matter in an executive's development? Research conducted by the Center for Creative Leadership (CCL®) has shown an undeniable link between the experiences successful, high-level executives encounter and the evolution of leadership skills. Help your executives develop to their fullest potential by introducing them to Benchmarks.



CCL ASSESSMENT SUITE
 Executive Dimensions®
 Benchmarks®
 Prospector®
 360 By Design®

The CCL Assessment Suite brings together four research-based 360-degree instruments that address the leadership needs of all levels of personnel within an organization. Each assessment in the suite offers a consistent reporting format, helping to create a common leadership language and uniform feedback process. To learn more, visit www.ccl.org/assessments.

What is Benchmarks?

Benchmarks is a 360-degree assessment tool that offers experienced managers an in-depth look at development by assessing skills honed from a multitude of on-the-job leadership experiences. Benchmarks also helps executives identify what lessons may still need to be learned, establishes what specific work experiences need to be sought out in order to develop critical skills for success, and identifies possible problems that may stall their career.

The Benefits of Using Benchmarks

In-depth Feedback. Unlike other assessment tools, Benchmarks does not emphasize administrative or basic communication skills – innate characteristics that usually change little through the course of a lifetime. Instead, Benchmarks goes deeper to assess skills learned by engaging in critical experiences and certain qualities that are expressed in leadership behavior. Additionally, Benchmarks assesses problems that may stall a career, helping an executive work on specific issues before his/her career is derailed.

In-depth Development. Development is not a one-time event but rather a long-term, continuous process. Because of this, each Benchmarks Feedback Report is accompanied by a Development Planning Guide. This guide helps your participating leader develop an effective strategy for change.

Easy to Understand. Benchmarks feedback is presented graphically as well as numerically – making it easy for your leader to assess areas of strength and areas in need of development.

Valid and Reliable. Benchmarks is based on years of Center research with thousands of top executives located throughout the world. Our researchers continually assess Benchmarks to ensure that it is reliable and valid in our ever-changing world.

Flexible. Benchmarks is available in both on-line and paper formats and it can be used in a variety of situations:

- › For individual assessment, coaching and planning

- › To compliment an existing leadership development program
- › To enhance on-the-job development
- › To establish a profile of a specific group's strengths and areas in need of development

Effective for the Global Workplace. In addition to U.S. English, Benchmarks is available in the following languages:

- | | |
|-------------------|----------------------|
| › British English | › German |
| › Dutch | › Simplified Chinese |
| › French | › Spanish |

In North America, Benchmarks sales and technical support is only available in English.

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Center for
 Creative
 Leadership

NORTH AMERICA EUROPE ASIA

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What Benchmarks Measures

Meeting Job Challenges

- › Resourcefulness
- › Doing Whatever It Takes
- › Being a Quick Study
- › Decisiveness

Leading People

- › Leading Employees
- › Confronting Problem Employees
- › Participative Management
- › Change Management

Respecting Self and Others

- › Building and Mending Relationships
- › Compassion and Sensitivity
- › Straightforwardness and Composure
- › Balance Between Personal Life and Work
- › Self-awareness
- › Putting People at Ease
- › Differences Matter
- › Career Management

Problems That Can Stall a Career

- › Problems with Interpersonal Relationships
- › Difficulty Building and Leading a Team
- › Difficulty Changing or Adapting
- › Failure to Meet Business Objectives
- › Too Narrow Functional Orientation

Facilitator Certification

Because Benchmarks is a sophisticated assessment tool and because effective facilitation is critical to its successful use, CCL requires that it be administered only by certified professionals. The fee to attend CCL's two-day Assessment Certification Workshop is \$1,800. To learn more about this workshop or how CCL can customize it for your organization, please visit www.ccl.org/acw or call us at **+1 336 545 2810**.

Customized Services

To support and strengthen the impact of your Benchmarks initiative, we offer a range of services, including:

- › Project Planning and Design
- › Orientation Briefing
- › Competency Mapping
- › Facilitator Certification Training
- › Feedback Facilitation Workshop
- › Development Planning Workshop
- › Group Profile Analysis
- › Impact Evaluation

To purchase Benchmarks outside North America

For information on using Benchmarks outside North America, please contact a CCL Client Services representative or one of our international distributors:

- › In Europe: OPP
Phone: +44 1865 404500
www.opp.co.uk
- › In Asia: APP
Phone: +61 3 9342 1300
www.asianicpsych.com.au
- › In Australia: APP
Phone: +61 3 9342 1300
www.austpsychpress.com.au

Components of a Survey Set

Each Benchmarks set includes the following:

- › All surveys
- › Scoring of assessment
- › Printed feedback report (two copies)
- › Development Planning Guide
- › Facilitator's Guide

Price \$295 per set

- › Group profiles available (beginning at \$300 each)
- › Quantity discounts available

|| **To order, e-mail info@leaders.ccl.org or call CCL- North America at +1 336 545 2810.**