Chally Assessment ™

Profile Interpretation Manual

Individual Contributor Benchmark

Chally

Benchmark Profile Description

The Individual Contributor role is a professional staff member who serves as a team leader but does not manage others. They prefer to stay within their discipline to increase the depth of their expertise in managing processes or projects rather than people. Key responsibilities include consistently producing anticipated results, taking initiative, developing competence, prioritizing tasks, and solving problems.

Predictive Competencies

- Focuses on Measurable Outputs
- Champions Initiatives and Leads Change
- Demonstrates Learning Orientation
- Prioritizes Tasks
- Analyzes and Resolves Customer Problems
- Motivated by Attention to Detail

Predictive Competencies

Focuses on Measurable Outputs

Uses available time to produce tangible results; judges effectiveness by the quantity of what has been accomplished in a given time frame; derives personal satisfaction from accomplishing measurable outputs

LOW SCORES	HIGH SCORES
▪ Can too easily lose interest in results-oriented activities in favor of more satisfying opportunities offered in the arenas of personal relationships or influence and power ▪ May judge effectiveness in task achievement using standards of quality, creativity, or efficiency rather than measure accomplishment by the sheer quantity or volume produced ▪ Tends to be rather casual or informal about tracking progress in results achievement and is comfortable with variable output levels	▪ Focuses on the quantitative measure of results produced, whether engaged in a repetitious, singular activity or frequently changing and diverse tasks ▪ Gains personal satisfaction from producing tangible results ▪ Judges effectiveness by how much is accomplished in a given time frame ▪ Establishes concrete dimensions and steps that can become quantifiable measures of their progress

Lower scores may indicate:

- A personal sense of accomplishment based more on the quality or novelty of the results than the sheer quantity produced
- Stronger sources of satisfaction from influencing others or enjoying relationships than from accomplishing tasks

Champions Initiatives and Leads Change

Demonstrates a willingness to take action on problems or opportunities without prompting; possesses the intrinsic desire and willingness to push toward achieving a desired goal or end-state without suggestion from others; prepares alternatives so the outcome is not jeopardized by unexpected barriers; exhibits the desire to blaze new trails as a means to an end

LOW SCORES	HIGH SCORES
▪ Uncomfortable developing a solution to a problem or trying a different approach without positive directives from a higher authority ▪ Hesitates to push own ideas or drive new goals ▪ May be too willing to leave well enough alone and conforms to established rules and principles ▪ Uncomfortable pushing beyond easy or traditional responses to creative or original thinking ▪ Tends to wait patiently for situations to settle over time or to correct themselves in a more natural fashion	▪ Champions new initiatives and identifies opportunities or issues requiring change without prompting ▪ When barriers to goal accomplishment are encountered, is willing to introduce and implement a solution throughout own sphere of influence ▪ Willing to take the lead, even if others don't initially understand or approve ▪ Focuses effort and resources on initiatives or solutions that will positively contribute to the desired result; does not simply try to 'build a better mousetrap' ▪ Changes the present status in order to improve the position of the group or organization in meeting its objectives ▪ Installs targeted, selective changes that provide real added value to the organization ▪ More than simply overcoming a negative or preventing a loss, the solutions or changes initiated leave the job (task, project) with something gained

Lower scores may indicate:

▪ A cautious approach because of being more concerned about protecting against downside negatives than taking a chance on building an improvement that may not be useful

▪ Being more patient in allowing things time to settle or to correct themselves in a more natural fashion

▪ A willingness to develop a solution once the problem is articulated and they are asked to champion the design and implementation

Demonstrates Learning Orientation

Seeks to stay abreast of new developments in core competencies and to learn enough about related fields to apply knowledge effectively in the business; enjoys learning and is intellectually curious; has a strong desire to continuously improve knowledge, skills, and abilities; sees learning and knowledge as the keys to building the skills and abilities essential to job and career success

LOW SCORES	HIGH SCORES
▪ Tends to rely on others' expertise in areas where there isn't a strong understanding of core principles	▪ Stays abreast of developments in the field in order to effectively apply knowledge
▪ Applies existing knowledge to objectives and problems without taking the steps to expand and update understanding	▪ Reviews professional online publications and up-to-date information and developments in all fields related to core competencies
▪ Any interest in exploring new developments may be cursory and driven by business demands rather than by personal curiosity	▪ Routinely collects and reviews key data and information to track progress on all important functions
▪ May spend insufficient time tracking all key business information sources	▪ Incorporates professional expertise into projects and new initiatives

Lower scores may indicate:

▪ A desire to apply the acquired body of knowledge without a strong need to continually expand and update it

▪ A tendency to rely on others' expertise and to learn only what is necessary to determine what questions to ask

▪ A reluctance to build in and regularly monitor the ongoing tracking systems for key areas of the business

Prioritizes Tasks

Prioritizes and utilizes time to maximize the greatest overall return on effort spent; probes for sufficient information to determine the significance and urgency of a specific task; analyzes workload demands in the light of key objectives, even if no formal guidelines are in place; uses logic versus emotion to determine priority levels; devotes the appropriate amount of time to any given task based upon its relative impact on the successful completion of key job objectives

LOW SCORES	HIGH SCORES
▪ Priorities may be set with superficial information or a limited understanding of critical success factors ▪ Sets priorities by what they find enjoyable or personally satisfying, and not by key job objectives ▪ Gives priority to perceived emergencies in the tradition of 'the squeaky wheel gets the grease'	▪ Gathers necessary information to appropriately integrate new demands or requirements into their priorities ▪ Prioritizes and assesses situations or tasks with the intent of committing time to the most critical or key objectives ▪ Defers time urgent but less critical issues and will not prioritize on the basis of attention grabbing emergencies

Lower scores may indicate:

- A tendency to be superficial or dated in their understanding of job priorities and processes
- A tendency to let the squeaky wheel determine the timing and effort devoted to job tasks
- An inclination to focus on the tasks that are enjoyable or that provide a social outlet

Analyzes and Resolves Customer Problems

Objectively analyzes a problem situation and takes steps to provide a solution; identifies the root of the problem before pressing for a resolution; remains engaged until a solution is reached; tries to see all sides of the problem and thus understand others' assessment of the issue or response; takes personal responsibility for identifying a resolution

LOW SCORES	HIGH SCORES
• Can be biased and make judgmental or inappropriate assumptions without analyzing the situation objectively	• Objectively isolates and defines problem areas clearly
• May press toward resolution without identifying the root of the problem	• Determines the true nature of the problem rather than deal with its symptoms
• Becomes wrapped up in own views and loses sight of how others may see the problem or response	• Willing to 'think outside the box' to find a solution
• Becomes frustrated with solving the same or similar problems over and over again	• Displays sensitivity and genuine interest in understanding others' perspectives and will not ignore their concerns
• Tends to take complaints and problems personally and feel oppressed by them	• Regards any problem as a challenge to be met with eagerness and enthusiasm
• Sees problem resolution as an inconvenience and a distraction	• Remains engaged until a problem has been resolved
• May oversimplify a problem and its solution and disengage efforts before identifying a satisfactory solution	• Takes personal accountability for the result
• Resists taking ownership of the solution	

Lower scores may indicate:

- A frustration with seemingly solving the same problem over and over again
- A press toward resolution before the root of the problem has been identified
- A tendency to take complaints and problems personally and feel oppressed by them
- A tendency to rigidly follow procedures or pass the problem on to another to close the loop with the customer

Motivated by Attention to Detail

Committed to exactness and precision in task completion; identifies, pays attention to, and works to understand details; thorough and consistent in following up at the detail level; seeks to become expert in the disciplines related to the adopted career path to ensure quality and precision in one's work; takes pride in one's knowledge base and level of expertise

LOW SCORES	HIGH SCORES
▪ Attentive to relevant details for which they're held accountable but prefer to keep an overview and deal with planning and execution at a more conceptual level ▪ More likely to develop themselves as generalists than specialists and tend to adopt a broadbrush approach to their tasks in terms of qualitative standards ▪ Reliable and accurate in the tasks they complete when directed to do so ▪ Selective in their attention to detail, disregarding or delegating what they do not consider crucial to accomplishing their goals	▪ Focuses on quality and precision in their work because it is important to be accurate for its own sake ▪ Takes pride in the depth of expertise they have acquired for their job ▪ Remains consistent in their detail orientation and will not permit sloppy or careless effort regardless of how a task is ranked in importance ▪ Will not sacrifice quality for the sake of being more efficient, productive, or creative

Lower scores may indicate:

▪ A preference to focus on the big picture and deal with others at the conceptual level when planning and executing tactics

▪ A tendency to monitor and correct only on those details that the individual deems to be key to the success of the project at hand

▪ A need to clarify the critical success factors for a joint effort so the individual will focus on the really important issues