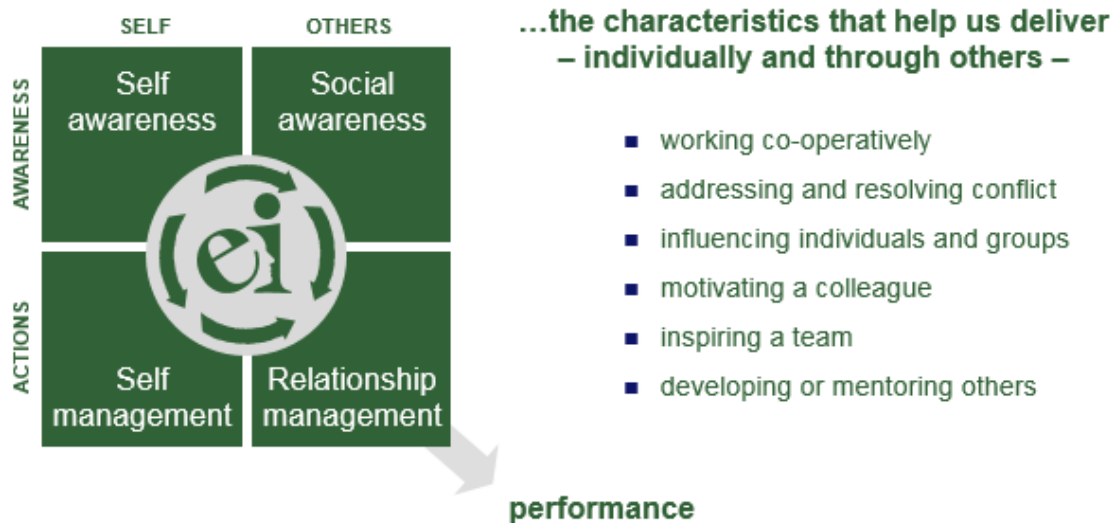


Emotional and Social Competency Inventory FAQs

What is the ESCI?

The Emotional and Social Competency Inventory (ESCI) is a 360 coaching and development instrument developed by Hay Group, Daniel Goleman and Richard Boyatzis. The survey assesses the participant's demonstration of 12 key competencies associated with emotional and social intelligence, which have been shown through research to contribute to effective performance at work.



The ESCI consists of a self-assessment component and feedback from several sources (e.g., manager/s, direct reports, peers, others, and clients/customers).

What is the purpose of the ESCI assessment?

The feedback received through the ESCI assessment represents the perception your raters have of how frequently you demonstrate the 12 ESCI competencies, and contrasts this to your self-rating on how frequently you demonstrate these same behaviors. The feedback also provides verbatim comments from your raters on areas they perceive to be your strengths, as well as possible development opportunities. This feedback allows you to focus your development efforts accordingly.

Who will see my data?

This assessment is for development purposes only. Only you and the ESCI-accredited coach who will be guiding your feedback session, will see the data. Once you review the results, you fully own the data, although we encourage you to share high level themes with your direct manager for purposes of your development.

How will this affect me?



These assessments are used for development purposes only. The feedback you receive from your raters will give you insights into key strengths you can leverage and areas that might require developmental attention. The ESCI is not used for administrative applications (selection, promotion, performance appraisal, or compensation decisions).

What does the process look like?

1. You will receive an instructional email from Korn Ferry Hay Group with log-in details to access the survey site online, and how to register raters within the system for feedback.
2. Prior to the registering your raters online, we suggest for you to reach out to inform them that you are participating in this assessment, and that you value their feedback as part of this development process. Raters who are not informed personally by the participant regarding this process may be less inclined to participate in the process, or may be less candid in their responses. A **template** for this email can be seen in the appendix below.
3. The log in screen is shown below. You may choose the language of your choice for the instructions on the website, from the list of languages available.



English

Welcome

Please sign in.

Username

Password

Log In

[Forgot password?](#)

4. You will automatically be logged in once you click on the link in your invite email.
5. Registering raters:
 - You will see a number of different rater categories available (manager, peers, direct reports, others, clients/customers). You do not have to use all of the categories. You should use those that pertain to you. If you do not have clients or customers for example, simply click on the box on the right corner of that rater category for, “No raters in this category”.
 - The Manager category is the only category where you can list just one individual.



- Any other rater category you choose to use, requires a minimum of 2 raters to protect rater confidentiality, however we recommend where possible, to register 3 or more. If you have direct reports, you should register all of your direct reports. If you have peers, and others you would like feedback from, please consider the guidelines below for selecting appropriate raters in those categories.



[Click here for additional guidelines on selecting your raters.](#)

Manager No raters in this category
(Minimum number required to receive data is 1)

First Name	Last Name	E-mail Address
<input type="text"/>	<input type="text"/>	<input type="text"/>

[Add rater](#)

Direct Reports No raters in this category
(Minimum number required to receive data is 2)

First Name	Last Name	E-mail Address
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

Who should I select for raters?

The best feedback comes from raters with whom you have had:

- Frequent contact (multiple times per month or more)
- Recent contact (within the past 6 months)
- A long working relationship (at least 4 months, but one year is ideal)

How many raters should I register?

A good rule of thumb is to select a minimum of 7 raters in addition to you and your manager. Use only the rater categories that are applicable for you. If you do not have clients/customers for example, you do not have to use that rater category. We recommend using at least the manager, direct reports, and peers categories.

6. Once you enter the names and email addresses of your raters, click on “Save and send rater invitations” link at the bottom of the page.



[Save and send rater invitations](#)



7. Upon clicking 'save', each rater will automatically receive an email from the Hay Group system with an invitation and log-in instructions to complete the ESCI feedback survey online. A deadline date will be included in this automated email.
8. Next, you will complete your surveys. Click the "Begin" button under each survey tile:

Welcome, Sample Person

You have been asked to complete the following surveys. Take your time - think about each question independently and respond as precisely as possible.

The screenshot shows a user interface for survey management. At the top, there are three tabs: 'My tasks', 'Raters', and 'Survey status'. Below the tabs, there is a dropdown menu set to 'View: Current tasks' and a 'DEADLINE 30 March 2018' indicator. Two survey tiles are displayed side-by-side. The left tile is for 'Emotional & Social Competency Inventory' and the right tile is for 'Verbatim Comments'. Both tiles show a 'NOT STARTED' status and a 'My survey' label. A blue 'Begin' button is located at the bottom of each tile. The 'Begin' button for the 'Emotional & Social Competency Inventory' survey is circled in red.

9. The Verbatim Comments portion of the survey is primarily intended for raters to leave open ended feedback, however you may choose to take the opportunity to self-reflect and jot notes down on your perceptions of your strengths and areas for development.
10. Automated reminder emails will be sent periodically from the Korn Ferry Hay Group survey system, going only to raters who still need to complete their survey online.
11. Once the survey collection period has ended, Korn Ferry Hay Group will send the feedback report to the ESCI accredited coach who will then schedule a one-on-one session to review your assessment with you in context with your development goals.

Time expectation

The ESCI survey consists of 68 items and 2 open-ended questions for written comments. Completing the questionnaire usually takes 25-30 minutes, for both you and your raters. Time taken to complete the written comments varies depending on the length of comments written.

How can I view my survey status?

From the survey site page, click on the "survey status" link located on the top of the page, then click on the name of the survey to view the current status of rater responses.



Survey status

View the completion status for your surveys. You may click on an Instrument name to get a more detailed view.

My tasks Raters **Survey status**

DEADLINE 30 March 2018

Status	Instrument
+	Demographics
X	Rater Demographics
○	Emotional & Social Competency Inventory

Status Key

X	No surveys assigned	○	No surveys completed	◐	Some rater groups have insufficient data
●	Sufficient data for all rater groups	+	All surveys completed	*	More raters needed

Why are some of my rater responses not valid?

As you see in the example below, the manager completed the survey, but it is not listed in the “surveys with valid data column”.

Rater Group	Surveys Distributed	Surveys Completed	Surveys with Valid Data
Self	1	1	1
Manager	1	1	0°
Direct Reports	3	3	3
Peers	5	3	3
Client/Customer	4	4	4

Our system will suppress a survey if any combination of answers left blank OR answered "don't know" exceeds 25% of the questions, because we have found that this demonstrates a level of unfamiliarity with the participant. Our research has shown that valuable feedback comes from raters who can answer at least 75% of questions. By allowing any and all feedback to process, with no imposed restriction, it can dilute the effectiveness of the instrument. There is intentionally no explicit warning that a survey will be rejected if a certain number of questions aren't answered because we want to avoid any pressure on raters to feel like they must answer questions they are unsure about, and therefore encourage guessing, which would also contribute to less effective results.

If a survey is suppressed, any verbatim comments WILL still process in the report, if there are at least 2 raters in that category who have submitted feedback. This is true if there at least two raters in that category who submitted surveys that were *accepted*. If they were both rejected, then nothing (questionnaire responses and verbatim comments) will be processed.



Can raters be removed from list?

Typically raters cannot be removed if they ask to be removed from the rater list. The reasoning for this is because removing them from the participant's rater list essentially removes their anonymity in their choice not to participate. Participants can tell if their rater list becomes smaller, and may even re-add them if they notice that person is gone and maybe thinks they forgot to add them in the first place. We let raters know that the best way to protect their anonymity is to simply ignore any future reminders. In removing them, there was always a chance the participant could notice and/or re-add them if they were not made aware of the change.

Who do the emails appear to come from?

As a participant, the emails will appear to come from the administrator (client contact).

As a rater, the emails will appear to come from diagnostics@kornferry.com

Anonymity and confidentiality

As a rater, your feedback will be anonymous. Your answers to the survey items will be presented in aggregate within your rater group, so there would be no way to tell what answers are yours. The only exception is the manager rater category, in which the data is not presented as an aggregate. Please note that verbatim comments are not edited and are presented "as-is" in the report that is given to the participant.

Participants and Raters aren't receiving emails.

Have the internal IT department our email servers to their white list. Please refer to the "*Minimum System Requirements: For Hay Group Talent and Effectiveness products*" paper.

Template rater advisement email letter

Dear Colleague,

As part of a leadership development initiative, I will be participating in a 360° feedback process. In thinking about the individuals from whom I would most value feedback, I have identified you and several others who I believe have worked with me across a wide spectrum of situations and who I hope will provide valuable input.

All survey input will be kept COMPLETELY CONFIDENTIAL, no names are associated with responses, and I will not be able to identify the input of any one respondent. Therefore, please provide any candid feedback that you believe would be most helpful.

Within the next few days, you will receive a secure e-mail from Korn Ferry Hay Group, an external survey partner, with instructions to complete the Emotional and Social Competency Inventory assessment survey for me. While I know how busy your schedule is, I would



greatly appreciate it if you could ensure that your data is received by the listed submission date.

If you have any questions, please feel free to contact me directly. Alternatively, (**contact name**) can answer any questions regarding the process. (**contact name**) can be reached at (**phone**) or via email at (**contact email address**)

Thank you in advance for your valuable input.