

Frequently Asked Questions
Emotional and Social Competency Inventory (ESCI)

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Informing your raters – Draft communication (for managers, if only 1 is nominated)

Q: *What is Emotional Intelligence (EI)?*

A. Emotional Intelligence (EI) refers to an individual's ability to know his/herself in the context of others and the social environment around them.

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Q: *What is a 360-degree assessment?*

A. A 360-degree assessment is an online tool through which individuals respond to a predefined set of questions, usually based on observed behaviors. The participant completes the questions for him/herself and invites other individuals (referred to as raters), including managers, peers and direct reports, to complete the same set of questions from their perspective. This gives the participant feedback from all angles (360 degrees).

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Q: *What is the ESCI assessment?*

A. The ESCI provides feedback, through a self-assessment and rater-solicited feedback, in the four domains of emotional intelligence: self-awareness, self-management, social awareness, and relationship management. It also provides detailed input on 12 competencies informing the four domains.

Kellogg has a long-standing partnership with Korn Ferry/Hay Group and has arranged to leverage its Emotional Social Competency Inventory (ESCI) assessment as part of the Kellogg Leadership Journey.

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Q: *How can I participate?*

A. A few guidelines for participation:

1. The ESCI assessment and workshops are by invitation only and are offered to **students in their second quarter only**.
2. Only students who can nominate raters should participate in this assessment since this is a 360-degree survey.

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Q: *When should I participate?*

A. The ESCI assessment is offered to students as part of the **Kellogg Leadership Journey**. Because

self-awareness of strengths and development opportunities, as well as understanding how others view your leadership capabilities, is a foundation of effective leadership, the **ESCI** assessment is offered to students in their **second quarter** only.

By participating in the ESCI assessment and workshops in your second quarter, you will maximize the potential value of future KLJ events you are invited to attend.

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Q: How many raters should I nominate? And from what parts of my organization?

- A. Since this is a 360-degree assessment, you should nominate raters across the following rater categories*:
1. People you lead: These can be direct reports or others whose work tasks you influence (*nominate a minimum of three raters, no max limit*).**
 2. Peers: From your professional environment (*nominate a minimum of three raters, no max limit*).
 3. Manager: *Only one rater required; more are possible if you have more than one person who directs your work.*
 4. Others: These can be fellow classmates and/or any other internal or external stakeholders whose feedback you would like to receive (*nominate a minimum of three raters, no max limit*).

**Depending on your job role or position, some categories may be more important than others. You do not necessarily need to select raters in all categories. If this is the case, select the “no raters in this category” checkbox (when nominating raters on the Korn Ferry website).*

***If you work in a matrix team and/or do not have sufficient “direct reports,” please instead include in this category people who have worked on a team or project that look to you for guidance or direction (those you have led in recent times).*

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Q: Who should I choose as a rater?

- A. You should strive to **identify individuals** who have **known you for at least a year** and can provide feedback on your observed behaviors from within the past six to 10 months.

The **best feedback** comes from individuals with whom you have had:

- a. Frequent contact (multiple times per month or more)
- b. **Recent contact** (within the past six to 10 months)
- c. A long working relationship (10 months or more and who have known you for at least a year)
- d. Diverse contact (over a variety of work-related settings)

Q: How do I get the best feedback from my raters*?

- A. Please refer to the answers to the following questions within this packet:
- a. **Who should I choose as a rater?**
 - b. **How many raters should I nominate? And from what parts of my organization?**
 - c. More raters equal richer, more representative feedback

Korn Ferry needs at least two raters in each category to submit valid responses (responses that demonstrated familiarity with you) to process feedback for the category. If at least two raters in a specific category do not submit valid responses, no feedback will be processed in that category (this is done to ensure anonymity of rater responses).

*Reminder: Please choose raters who have known you for at least a year and with whom you have worked in the past six to 10 months. If a rater cannot answer 75% or more of the questions on the survey, their survey will not count.

Q: How do I communicate with the individuals I have identified as my raters?

- A. After identifying individuals to provide feedback (raters), we ask that you send a brief message to those individuals to let them know that you are requesting their input. Doing so will both provide clarity about the process and increase the rate of participation from your raters.

If you invite only one rater as a manager, please be sure you inform the individual you invite that his/her responses will NOT be anonymous.

*We have provided some **draft communication** at the end of this document for easy reference (for all raters and manager). We have also provided a [spreadsheet](#) for tracking the individuals you have identified as raters (please see supporting documents).*

Q: When do my raters get access to the assessment?

- A. All raters will get login information from Korn Ferry **as soon as you nominate them in the Korn Ferry system.**

Q: Is the rater feedback anonymous?

- A. As a rater, the feedback will be anonymous. Answers to the survey items will be presented in aggregate within each rater category, so there would be no way to tell what answers belong to an individual rater. For this reason, Korn Ferry will only process the data in a category if at least Two or more raters have submitted valid responses.

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 students.

It is critical that both you and your raters complete the surveys to **analyze your data** as it measures how you see yourself versus how others see you.

Informing your Raters – Draft communication (for all raters except managers):

Dear _____,

I am participating in a leadership development opportunity at Kellogg, an important part of which is the completion of an Emotional Intelligence 360 assessment. This survey was developed by Korn Ferry Hay Group, an industry leader in leadership development and talent management.

I value your feedback and would like to nominate you to complete this survey. Once nominated, you will be contacted directly by Korn Ferry Hay Group via email and provided with online survey links (including instructions and login details). Korn Ferry Hay Group will contact you starting on June 13. All the responses provided will be directly uploaded on Hay Group’s system and will be processed confidentially and anonymously. Results will be presented to me only in aggregate form.

I realize that this will require some time (25 to 30 minutes) on your part and I want to thank you in advance for giving this your attention and for sharing your insights. I value your candid input and support in this process. Please let me know if you agree to provide your feedback as soon as possible.

Regards,

Informing your Raters – Draft communication (for managers, if you are nominating only one person):

Dear _____,

I am participating in a leadership development opportunity at Kellogg, an important part of which is the completion of an Emotional Intelligence 360 assessment. This survey was developed by Korn Ferry Hay Group, an industry leader in leadership development and talent management.

I value your feedback and would like to nominate you to complete this survey. Once nominated, you will be contacted directly by Korn Ferry Hay Group via email and provided with online survey links (including instructions and login details). Korn Ferry Hay Group will contact you starting on June 13. As only 1 manager is required to give feedback, your responses will not be anonymous.

I realize that this will require some time (25 to 30 minutes) on your part and I want to thank you in advance for giving this your attention and for sharing your insights. I value your candid input and support in this process. Please let me know if you agree to provide your feedback as soon as possible.

Regards,