



Hogan 360

Sample Corp

Report for: Jack Sample
Date: 2022-1-18
Benchmark: Global

Raters

Manager (Mgr)	1
Peer (Peer)	6
Direct Report (D Rep)	4
Indirect Report (I Rep)	2
Self	1
Total	14

Sample Corp

Reading and Interpreting Your Report

The feedback in this report provides a valuable opportunity to receive feedback from your colleagues and celebrate your strengths. Receiving a 360 feedback report can be a personally rewarding experience.

To get the maximum benefit, you must track the themes and trends that are repeated as you read through the report. These frequently occurring items will represent your strengths and your opportunities to improve.

Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviours.

Use the development plan in this report to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.



Name

Jack Sample

Score

6.0

Previous Hogan 360 Score

5.9

No. of Raters

13

Benchmarking your score

By researching the results of thousands of managers, the benchmarking cutoffs are as follows:

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
5.0	5.3	5.7	5.9	6.2

Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. The rating scale is anchored by the following examples:

- 1 Does not describe this person at all
- 2 Does not describe this person much
- 3 Does not describe this person very well
- 4 Describes this person somewhat
- 5 Describes this person well
- 6 Describes this person very well
- 7 Describes this person exactly

N/O Not applicable / Not observed

Overall Item Ratings

The rating form includes 50 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below contains the items in descending order. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include your self ratings.

Rank	Your Score	Prev. Score	Global Average Score	Item
1	6.7	6.5	5.9	This person treats people with respect
2	6.7	6.9	6.1	This person is hardworking and has a good work ethic
3	6.5	6.2	5.8	This person is always open and straightforward and communicates honestly
4	6.5	6.1	5.8	This person has the passion to make a difference
5	6.4	6.3	5.6	This person manages emotions maturely and intelligently in stressful situations
6	6.4	6.0	5.7	This person is assertive and energetic
7	6.3	6.2	6.0	This person behaves to very high ethical standards
8	6.3	5.9	5.9	This person completes work in a professional manner
9	6.3	6.3	5.8	This person brings a positive attitude to work
10	6.2	6.1	5.8	This person consistently applies our organisation's policies to avoid double standards
11	6.2	6.5	5.7	This person is polite and considerate, never rude or abrasive
12	6.2	6.5	5.6	This person builds trust and loyalty with others
13	6.2	6.1	5.9	This person has the right knowledge and ability to be very effective
14	6.2	6.2	5.6	This person treats people fairly and without favouritism
15	6.2	6.3	5.6	This person is calm and even tempered, not volatile or moody
16	6.2	6.1	5.4	This person has high self-awareness around personal improvement opportunities
17	6.2	6.2	5.6	This person is always friendly, warm and thoughtful in relationships with others
18	6.2	5.8	5.9	This person has the right industry experience to be very effective
19	6.1	5.9	5.7	This person presents ideas and concepts clearly while speaking
20	6.1	5.9	5.5	This person encourages those working in different areas to pull together to achieve common goals
21	6.1	6.1	5.8	This person performs to a high standard on challenging assignments
22	6.1	5.8	5.7	This person consistently delivers good results
23	6.1	5.9	5.6	This person always looks for improvement opportunities and to deliver better results
24	6.0	5.9	5.5	This person's behaviour provides a positive role model for others

Rank	Your Score	Prev. Score	Global Average Score	Item
25	6.0	6.2	5.5	This person makes people feel valued
26	6.0	5.7	5.5	This person appropriately shares resources, knowledge and time
27	6.0	5.7	5.5	This person thinks long-term about new opportunities
28	5.9	6.1	5.6	This person has very good communication skills
29	5.9	6.1	5.4	This person has excellent people skills
30	5.9	5.8	5.6	This person holds people accountable to the organisation's values and expectations
31	5.8	5.9	5.4	This person has strong influencing and negotiation skills
32	5.8	5.9	5.5	This person shares information and keeps people informed
33	5.8	6.1	5.4	This person builds very strong relationships with others
34	5.8	5.7	5.7	This person is enthusiastic about improving customer service
35	5.8	5.7	5.3	This person works hard to improve morale
36	5.8	6.1	5.4	This person helps create a positive working environment that encourages people to work to their full potential
37	5.8	6.1	5.4	This person often suggests new and original ideas
38	5.8	5.4	5.6	This person has taken initiatives to promote a customer service focus in his/her work area
39	5.8	5.4	5.6	This person produces high-quality and error-free work
40	5.8	5.7	5.5	This person sets high expectations for performance and performance improvement
41	5.8	5.4	5.5	This person uses customer feedback to drive improved performance
42	5.8	5.4	5.6	This person is very effective in setting and managing his/her work priorities
43	5.8	5.6	5.5	This person is very competitive and driven
44	5.7	5.7	5.2	This person is very effective in setting long-term stretch goals
45	5.7	5.4	5.5	This person holds others accountable for completing their work
46	5.7	5.5	5.2	This person is effective in coaching and developing others
47	5.7	5.6	5.3	This person promotes and communicates a long-term vision for our organisation
48	5.5	5.5	5.5	This person effectively uses goals and performance indicators to drive improved performance
49	5.5	5.1	5.5	This person has very effective time management and organisational skills
50	5.2	5.2	5.2	This person recognises and challenges poor performance in others

Leadership Competencies

Each of the questions in the previous section is linked to one of the four leadership quadrants.



Self-Management refers to personal awareness, self-regulation, stress management, resilience, transparency and authenticity. It describes the process of managing one's emotions maturely to achieve the best outcomes. It may require positive self-talk and recovery periods to fuel peak performance in turbulent times and avoiding burn out. Successful self-management requires management of yourself and taking care of your brand and reputation.

Relationship Management refers to the ability to achieve better results through better relationships. It is about getting along with others in order to get ahead. It can involve the ability to build trusting, loyal relationships with stakeholders to support retention and performance. Successful relationship management requires recognition that your own level of performance relies on the performance of your team, which in turn relies on their engagement.

Working in the Business refers to having the experience, capability and efficiency to consistently deliver great results. It requires having the energy, passion and competitive drive to stay in the performance zone. Success in this area can involve smarter prioritisation of work, more delegation, better time management and more effective goal setting. It is about achieving service and operational excellence in a timely, efficient manner.

Working on the Business refers to adding extra value through innovation and strategic planning, and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires spending more time on the business, having a planning cycle, conducting regular planning reviews, and challenging poor performers.

Competency Combinations

Your combined scores for Self-Management and Relationship Management form a Behavioural Competencies score. Similarly, the combined scores for Working in the Business and Working on the Business form the Business Competencies score.

Behavioural Competencies 6.1

The Behavioural Competencies combination describes the use of emotional intelligence (EQ) to professionally manage oneself and relate appropriately to others to get the best outcomes from teams and stakeholders. High scorers typically demonstrate emotional resilience and strong interpersonal skills to improve results through better relationships. It requires stable, sustainable relationships to stay in the performance zone and avoid derailment.



Business Competencies 6.0

The Business Competencies combination describes the use of cognitive capability (IQ) to get the right balance between working in (operational) and on (strategic) the business to optimize day-to-day and longer-term results. High scorers typically demonstrate both the technical ability to deliver service and operational excellence as well as strategic insight to drive the bigger picture. It requires a strategic focus to deliver great results through high-performing cultures.

Competency Combinations

Your combined scores for Self-Management and Working in the Business form a Management Competencies score. Similarly, the combined scores for Relationship Management and Working on the Business form a Leadership Competencies Score.

Management Competencies

6.2

The Management Competencies combination describes the world of the day-to-day manager where integrity and resilience are required to maximise capability, efficiency and positivity to deliver sound results. High scorers typically achieve service and operational excellence in a timely and efficient manner and are held accountable for performance by measurement.

Self-
Management

6.3

Working in
the Business

6.1

Leadership Competencies

5.9

The Leadership Competencies combination describes the bigger-picture world of the leader who makes time to create stakeholder engagement around strategic goals. High scorers typically build trusting, loyal relationships and motivate others to achieve the strategic agenda. It is about partnerships delivering innovation and peak performance.

Relationship
Management

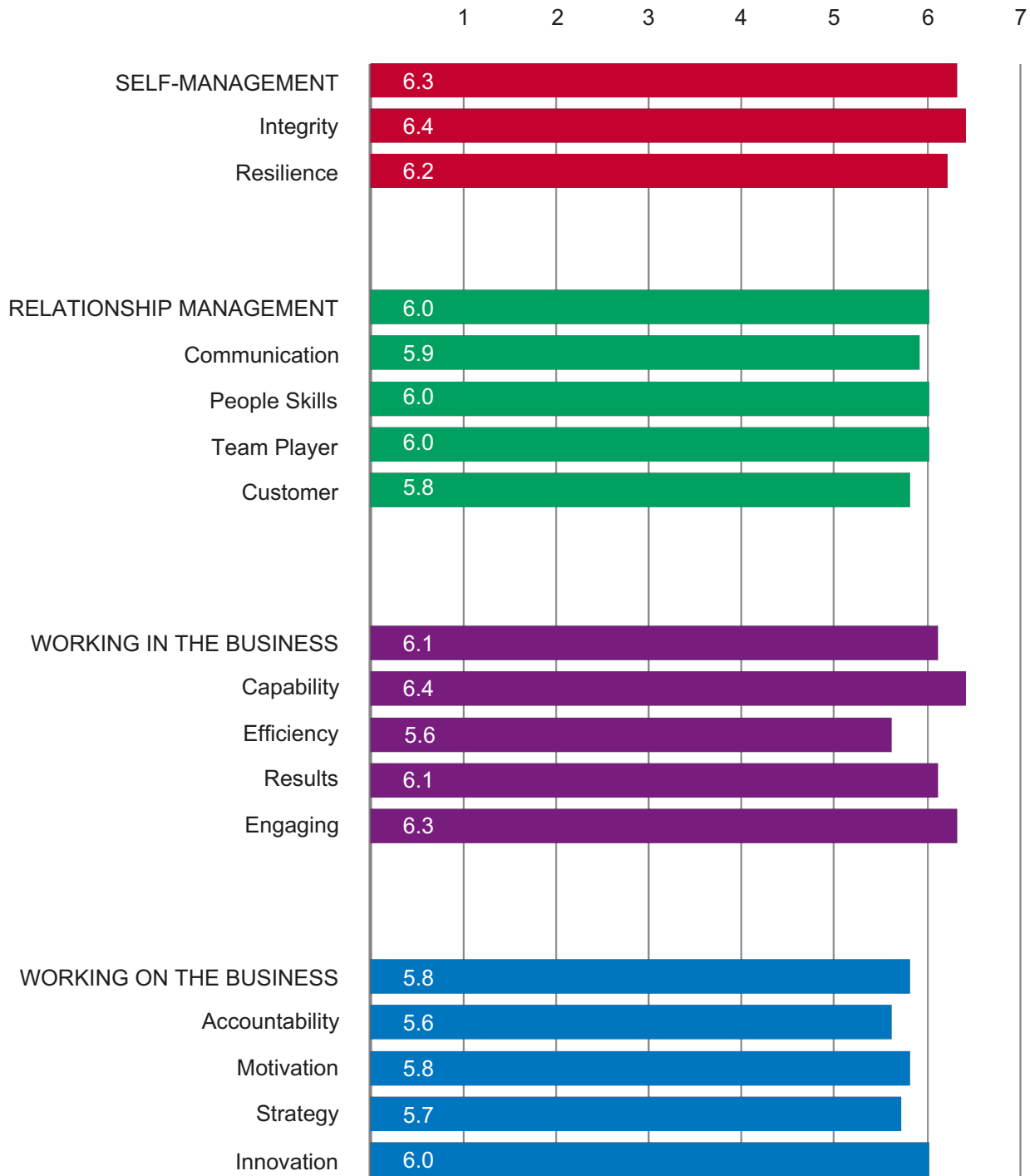
6.0

Working on
the Business

5.8

Leadership Competencies

The graph below displays your score on the four leadership competencies and their respective subthemes.



Self-Management

Overall	Mgr	Peer	D Rep	I Rep	Self	Themes and Questions
6.3	6.3	6.0	6.6	6.7	6.2	SELF-MANAGEMENT
6.4	6.2	6.2	6.6	6.6	5.8	Integrity
6.7	6.0	6.5	7.0	7.0	7.0	This person treats people with respect
6.3	6.0	6.3	6.5	6.0	5.0	This person behaves to very high ethical standards
6.5	7.0	6.2	6.8	7.0	5.0	This person is always open and straightforward and communicates honestly
6.2	5.0	6.0	6.5	6.5	6.0	This person treats people fairly and without favouritism
6.2	7.0	6.0	6.3	6.5	6.0	This person consistently applies our organisation's policies to avoid double standards
6.2	6.5	5.8	6.5	6.8	6.8	Resilience
6.2	7.0	5.7	6.5	7.0	7.0	This person is polite and considerate, never rude or abrasive
6.2	6.0	6.0	6.0	7.0	7.0	This person is calm and even tempered, not volatile or moody
6.2	6.0	5.7	6.8	6.5	7.0	This person has high self-awareness around personal improvement opportunities
6.4	7.0	6.0	6.8	6.5	6.0	This person manages emotions maturely and intelligently in stressful situations

Scores from Self Ratings and Manager Ratings, where applicable, are always shown if a response was given. However, to protect anonymity, scores from other rater groups are only shown when there were two or more responses. If there were less than two responses, N/R is shown.

Should blank cells appear in the report, it means that no raters entered a score for this item.

Relationship Management

Overall	Mgr	Peer	D Rep	I Rep	Self	Themes and Questions
6.0	5.7	5.8	6.2	6.3	6.5	RELATIONSHIP MANAGEMENT
5.9	5.8	5.8	6.1	6.1	6.5	Communication
6.1	6.0	5.8	6.5	6.0	7.0	This person presents ideas and concepts clearly while speaking
5.9	6.0	5.8	6.0	6.0	7.0	This person has very good communication skills
5.8	5.0	5.7	6.3	6.0	6.0	This person has strong influencing and negotiation skills
5.8	6.0	5.7	5.8	6.5	6.0	This person shares information and keeps people informed
6.0	5.8	5.7	6.3	6.5	7.0	People Skills
6.0	6.0	5.8	6.3	6.0	7.0	This person's behaviour provides a positive role model for others
5.9	6.0	5.3	6.5	6.5	7.0	This person has excellent people skills
6.0	5.0	5.7	6.3	7.0	7.0	This person makes people feel valued
6.2	6.0	6.0	6.3	6.5	7.0	This person is always friendly, warm and thoughtful in relationships with others
6.0	6.0	5.7	6.3	6.5	7.0	Team Player
6.2	7.0	5.8	6.5	6.5	7.0	This person builds trust and loyalty with others
6.0	6.0	5.5	6.3	7.0	7.0	This person appropriately shares resources, knowledge and time
6.1	5.0	5.8	6.5	6.5	7.0	This person encourages those working in different areas to pull together to achieve common goals
5.8	6.0	5.7	6.0	6.0	7.0	This person builds very strong relationships with others
5.8	5.3	5.9	5.8	5.8	5.0	Customer
5.8	6.0	5.8	6.0	5.5	5.0	This person is enthusiastic about improving customer service
5.8	5.0	6.0	5.7	6.0	5.0	This person has taken initiatives to promote a customer service focus in his/her work area
5.8	5.0	5.8	5.7	6.0	5.0	This person uses customer feedback to drive improved performance

Working in the Business

Overall	Mgr	Peer	D Rep	I Rep	Self	Themes and Questions
6.1	6.0	5.8	6.3	6.4	6.0	WORKING IN THE BUSINESS
6.4	6.3	6.1	6.5	7.0	6.7	Capability
6.7	7.0	6.3	7.0	7.0	7.0	This person is hardworking and has a good work ethic
6.2	6.0	5.8	6.5	7.0	6.0	This person has the right knowledge and ability to be very effective
6.2	6.0	6.0	6.0	7.0	7.0	This person has the right industry experience to be very effective
5.6	5.3	5.6	5.8	5.4	4.0	Efficiency
5.5	5.0	5.3	6.0	5.5	4.0	This person has very effective time management and organisational skills
5.8	6.0	5.7	6.0	5.5	4.0	This person is very effective in setting and managing his/her work priorities
5.5	5.0	5.8	5.5	5.0	4.0	This person effectively uses goals and performance indicators to drive improved performance
6.1	6.0	5.8	6.3	6.5	6.0	Results
6.3	6.0	6.0	6.8	6.5	6.0	This person completes work in a professional manner
6.1	6.0	5.8	6.0	7.0	7.0	This person performs to a high standard on challenging assignments
6.1	6.0	5.8	6.3	6.5	6.0	This person consistently delivers good results
5.8	6.0	5.5	6.3	6.0	5.0	This person produces high-quality and error-free work
6.3	6.3	5.9	6.6	6.6	7.0	Engaging
6.3	7.0	6.0	6.3	7.0	7.0	This person brings a positive attitude to work
6.5	7.0	6.2	6.8	7.0	7.0	This person has the passion to make a difference
6.4	6.0	6.2	6.8	6.5	7.0	This person is assertive and energetic
5.8	5.0	5.3	6.7	6.0	7.0	This person is very competitive and driven

Working on the Business

Overall	Mgr	Peer	D Rep	I Rep	Self	Themes and Questions
5.8	4.9	5.6	6.1	6.3	5.8	WORKING ON THE BUSINESS
5.6	4.7	5.4	6.1	6.0	5.0	Accountability
5.7	5.0	5.3	6.3	6.0	5.0	This person holds others accountable for completing their work
5.9	5.0	5.8	6.3	6.0	5.0	This person holds people accountable to the organisation's values and expectations
5.2	4.0	5.2	5.7		5.0	This person recognises and challenges poor performance in others
5.8	5.0	5.6	6.1	6.3	7.0	Motivation
5.8	5.0	5.7	6.3	6.0	7.0	This person works hard to improve morale
5.8	5.0	5.5	6.3	6.5	7.0	This person helps create a positive working environment that encourages people to work to their full potential
5.7	5.0	5.5	5.8	6.5	7.0	This person is effective in coaching and developing others
5.7	4.7	5.5	6.2	6.2	5.7	Strategy
5.7	5.0	5.4	6.3	6.0	5.0	This person is very effective in setting long-term stretch goals
5.8	5.0	5.5	6.3	6.5	7.0	This person sets high expectations for performance and performance improvement
5.7	4.0	5.6	6.0	6.0	5.0	This person promotes and communicates a long-term vision for our organisation
6.0	5.3	5.9	6.0	6.5	5.3	Innovation
6.1	6.0	6.0	6.3	6.0	6.0	This person always looks for improvement opportunities and to deliver better results
5.8	5.0	5.8	5.8	6.5	6.0	This person often suggests new and original ideas
6.0	5.0	5.8	6.0	7.0	4.0	This person thinks long-term about new opportunities

Scores by Themes

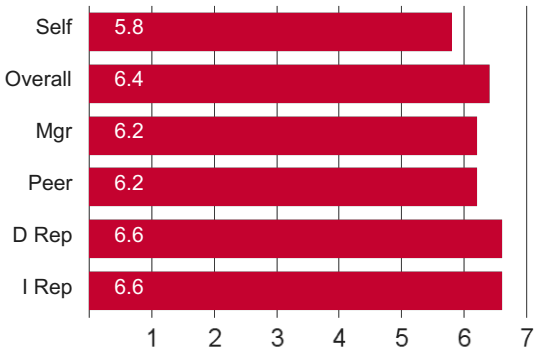
Self	Overall	Prev. Score	Global Ave	Mgr	Peer	D Rep	I Rep	Themes and Questions
6.2	6.3	6.3	5.7	6.3	6.0	6.6	6.7	SELF-MANAGEMENT
5.8	6.4	6.2	5.8	6.2	6.2	6.6	6.6	Integrity
6.8	6.2	6.3	5.6	6.5	5.8	6.5	6.8	Resilience
6.5	6.0	5.9	5.5	5.7	5.8	6.2	6.3	RELATIONSHIP MANAGEMENT
6.5	5.9	5.9	5.5	5.8	5.8	6.1	6.1	Communication
7.0	6.0	6.1	5.5	5.8	5.7	6.3	6.5	People Skills
7.0	6.0	6.0	5.5	6.0	5.7	6.3	6.5	Team Player
5.0	5.8	5.5	5.6	5.3	5.9	5.8	5.8	Customer
6.0	6.1	5.9	5.8	6.0	5.8	6.3	6.4	WORKING IN THE BUSINESS
6.7	6.4	6.3	6.0	6.3	6.1	6.5	7.0	Capability
4.0	5.6	5.3	5.5	5.3	5.6	5.8	5.4	Efficiency
6.0	6.1	5.8	5.8	6.0	5.8	6.3	6.5	Results
7.0	6.3	6.0	5.7	6.3	5.9	6.6	6.6	Engaging
5.8	5.8	5.7	5.4	4.9	5.6	6.1	6.3	WORKING ON THE BUSINESS
5.0	5.6	5.5	5.4	4.7	5.4	6.1	6.0	Accountability
7.0	5.8	5.8	5.3	5.0	5.6	6.1	6.3	Motivation
5.7	5.7	5.7	5.4	4.7	5.5	6.2	6.2	Strategy
5.3	6.0	5.9	5.5	5.3	5.9	6.0	6.5	Innovation

Themes and Questions Review

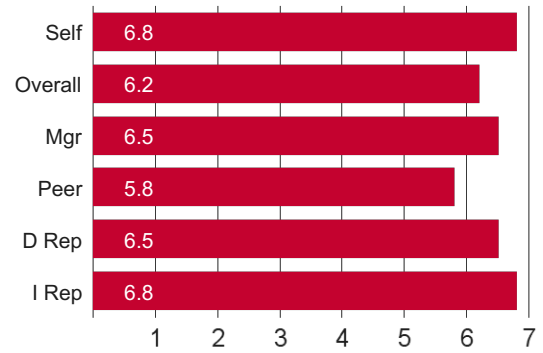
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

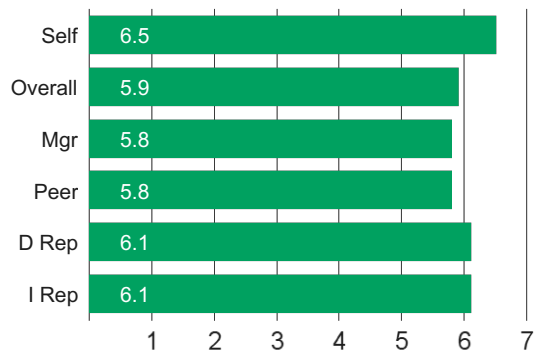


Resilience

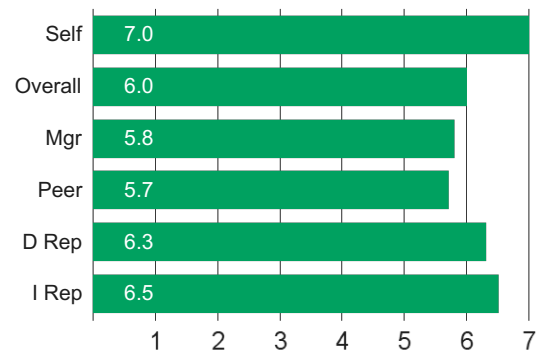


RELATIONSHIP MANAGEMENT

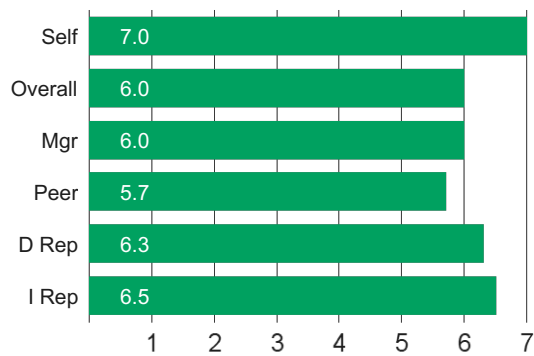
Communication



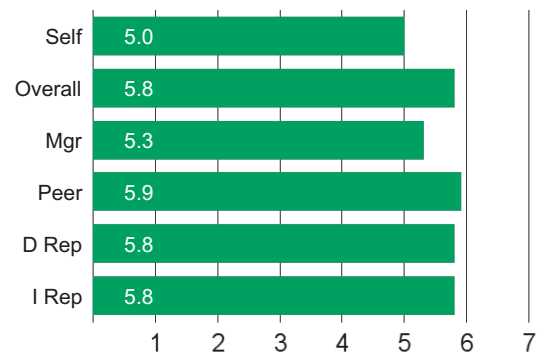
People Skills



Team Player

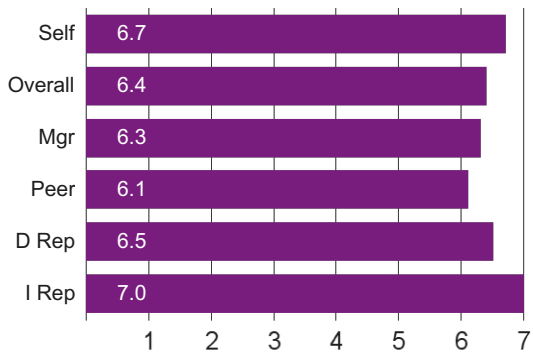


Customer

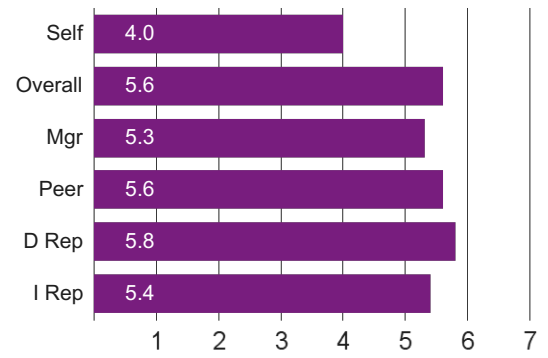


WORKING IN THE BUSINESS

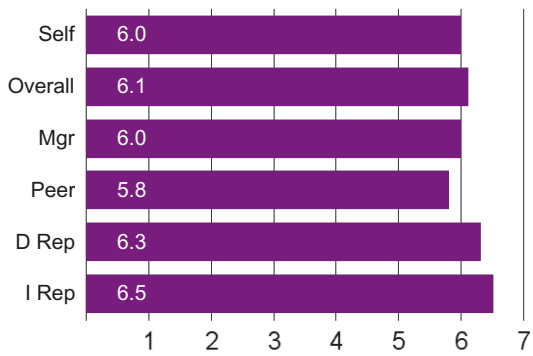
Capability



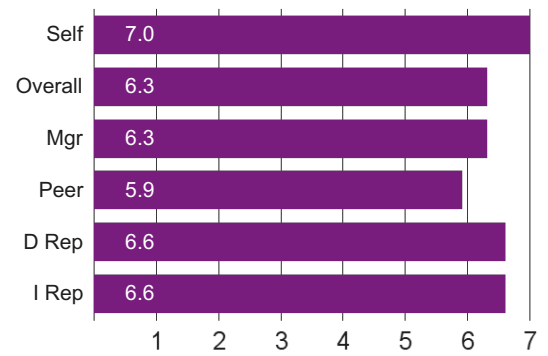
Efficiency



Results

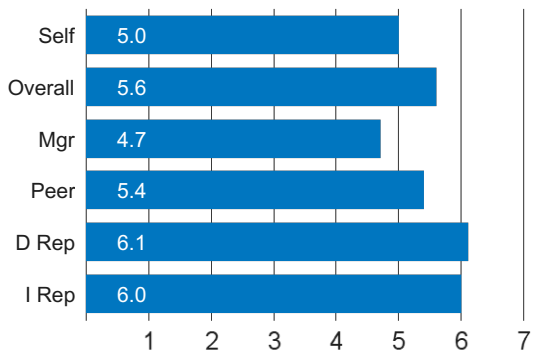


Engaging

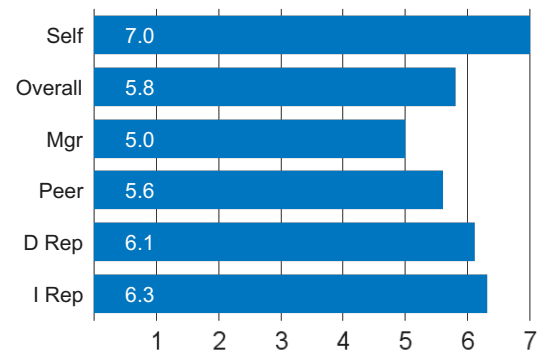


WORKING ON THE BUSINESS

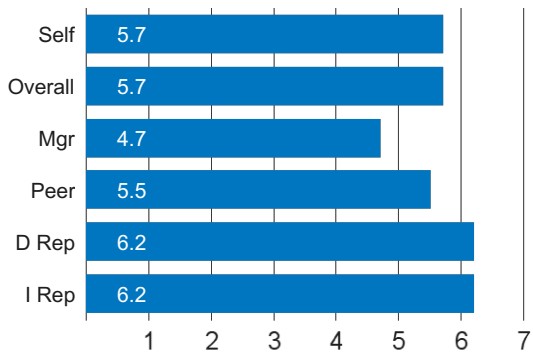
Accountability



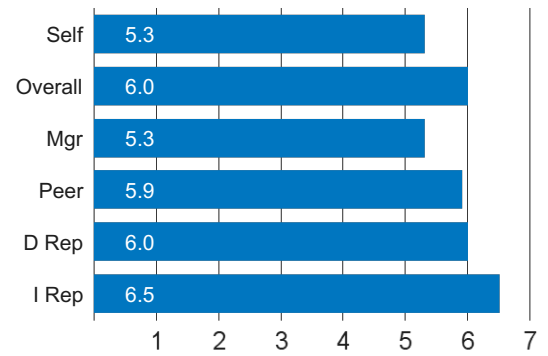
Motivation



Strategy



Innovation



Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth of 1. The score in the right-hand column is the sum of the scores. You should note that the top listed items indicate that there is agreement about your strengths. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Ave	Previous Rank	Your Rank	Strengths	Total Score
2	1	1	Works hard with a strong work ethic	29
21	1	2	Is a positive role model	14
13	6	3	Is good at solving problems	12
1	4	3	Has solid technical ability, experience and knowledge	12
5	14	3	Is steady and calm under pressure	12
3	3	6	Is action-oriented and gets things done	10
18	-	7	Good at planning and thinking ahead	9
6	4	8	Has a positive and enthusiastic attitude	8
23	9	9	Motivates and inspires others	6
9	-	9	Builds effective relationships	6
25	11	11	Makes the tough decisions	3
15	11	12	Has strong people skills	2
12	9	12	Strong communication skills	2
20	17	12	Is visionary and strategic	2
22	11	15	Shows loyalty	1
10	20	15	Is competitive and determined	1
24	-	15	Good sense of humour	1
11	7	-	Has strong leadership skills	
7	15	-	Has high ethical standards and integrity	
14	-	-	Is well organised	
26	-	-	Challenges poor performance	
4	7	-	Has a professional approach	
8	-	-	Is customer focused, and good with clients	
19	15	-	Suggests new and innovative ideas	
16	17	-	Shows empathy and is supportive	
17	19	-	Sets clear goals and drives results	

Top Opportunities to Improve

Raters were asked to choose the top four opportunities to improve from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth of 1. The score in the right column is the sum of the scores. You should pay attention to the top few items as there is agreement among raters that these items represent your personal opportunities for improvement. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Ave	Previous Rank	Your Rank	Opportunities to Improve	Total Score
1	1	1	Stop taking on too much and spreading yourself too thin	20
3	2	2	Delegate more	18
7	3	3	Set clear goals and performance indicators	16
16	5	4	Improve your time management and organisational skills	7
5	7	4	Share knowledge and resources	7
8	7	4	Be more available and visible in the workplace	7
9	9	7	Be more assertive	6
14	10	8	Look at the big picture – the organisation’s overall goals	4
15	-	9	Improve your people and interpersonal skills	3
6	14	9	Show leadership on issues	3
10	-	11	Give appropriate feedback	2
12	12	11	Communicate better	2
13	-	-	Build more effective relationships	
11	10	-	Listen more and let others have their say	
19	14	-	Be more open to change	
22	-	-	Be more of a team player	
20	-	-	Show more empathy	
23	-	-	Be less aggressive	
17	16	-	Be more action-oriented and make it happen	
21	16	-	More customer and/or client focus	
26	-	-	Treat people fairly and without favouritism	
18	5	-	Acquire better job and/or industry knowledge	
2	4	-	Challenge poor performance	
24	-	-	Be less moody and control your temper	
25	12	-	Be more positive	
4	-	-	Motivate others and improve morale	

Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

Please describe this person's strengths.

- Mgr: Hard working trust worthy person who continuously goes above and beyond
- Peer: Hard working. Straightforward. Committed to the Company. Personable
- Peer: Hard worker and a real team player.
- Peer: CIO of the year! Amazing colleague and friend and overall a great guy! Jack is exceptionally talented, intelligent and so kind. He will do anything for anybody and last year he had to delegate more and start saying No and he did exactly that. He has a bigger team now with a good talent pool around him and a huge task in getting our IT operations more efficient for our customers and internal processes and I cannot think of anyone better to get the job done exceptionally well!
- Peer: Breadth of business knowledge, incredibly dedicated, always available
- Peer: Action-oriented
- Peer: Has a very calm demeanour, despite constantly being under the pump. Always has a sense of humour. Good team player, engaging and collaborative.
- D Rep: - Knowledge of the companies requirements & needs. - Understanding his teams strengths & friendly composure - His ability to work under pressure
- D Rep: Good team player, motivational, problem solving skills, commitment to excellence and good organization skills.
- D Rep: commitment to role
- D Rep: Jack works exceptionally hard and leads by example. He is efficient at solving problems and taking action. He has great communication skills which allow him to leverage strong relationships throughout the organisation and promotes shared goals and direction. His ability to cover a wide range of initiatives simultaneously across the business coupled with his broad knowledge of King's operations makes him extremely effective at coordinating efforts in the most logical and efficient manner. As a leader, Jack shows pride in the efforts and achievements of his team and offers support and guidance to promote continual improvement.
- I Rep: Great communicator. Great motivator. Very knowledgeable. Very encouraging. Couldn't ask for a better manager
- I Rep: Constantly works hard but can always make time for someone that needs his assistance. Is very assertive and confidently makes decisions. Implements many systems and supports the company in a massive way.

Please describe this person's opportunities to improve.

- Mgr: Continue to develop your team so that they can take on more allowing you to be more strategic.
- Peer: Delegation, delegation, delegation
- Peer: Delegate & move from a doer to a manager.
- Peer: Keep saying No so you can get more done.
- Peer: 'Polish' communication at Board Level for future roles
- Peer: Some visibility of active projects and priorities would be good as often verbal updates don't sink in.
- D Rep: Time Management Offload some of his tasks to free him up for work & private
- D Rep: dont work so much
- D Rep: Jack has made good progress with setting his team up with better tools such as Jira to be able to measure performance. There is certainly opportunity moving forward to set clear, measureable KPI's for him and his team by improving the utilisation of those tools.
- I Rep: This is a difficult question to answer as he is one of the best managers I have ever had. He is stretched very thin and I don't believe he ever really experiences a 'break' as such. Perhaps this is an area he could improve on and start by turning his phone off whilst on holiday!
- I Rep: Although he does always make himself available for whenever his assistance is required, he is constantly in and out of meetings all day (although this comes with the job so is understandable) making it a little harder to catch him for a quick call or chat.

Sometimes managers can overuse their strengths. For example, a confident person can become arrogant, a passionate person can become temperamental, or a diligent person can micromanage others. Are there any strengths being overused by this person?

Mgr: Not applicable

Peer: Personal technical competence and hard work compensate lack of delegation

Peer: Takes on too much due to his technical skills. Needs to get everyone working at his level.

Peer: As always too kind, but getting better at using this as your core strength and not being overused or taken advantage of.

Peer: no

Peer: I'm sure you need more sleep

Peer: NA

D Rep: No

I Rep: I was going to say that he likes to be involved in everything, however in saying that, he certainly doesn't micromanage. His involvement is warranted as he 'knows' so much and has a wealth of knowledge of the entire business.

I Rep: Not that I can think of.

Development Plan

This section provides a place for you to create a personal development plan. This plan should include behaviours that you want to keep doing, start doing and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to check your progress.

Keep

-

-

-

Start

-

-

-

Stop

-

-

-

Appendix I: Rater Frequency Per Item

Self-Management

The table below contains the frequency distributions by rater group for each of the items. The columns below the numbers 1 to 7 and N/O contain the number of times the indicated rating scale number was selected by each rater group, per item. Note the variation between rater groups. Any significant variation by rater group may indicate you need to have a more adaptive approach. Please also note, that from our research, outliers tend not to be the same person.

Integrity

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person treats people with respect	6.7	0.5	Mgr						1			
			Peer						3	3		
			D Rep								4	
			I Rep								2	
This person behaves to very high ethical standards	6.3	0.8	Mgr						1			
			Peer					1	2	3		
			D Rep						2	2		
			I Rep					1		1		
This person is always open and straightforward and communicates honestly	6.5	0.7	Mgr								1	
			Peer					1	3	2		
			D Rep						1	3		
			I Rep							2		
This person treats people fairly and without favouritism	6.2	0.7	Mgr					1				
			Peer					1	4	1		
			D Rep						2	2		
			I Rep						1	1		
This person consistently applies our organisation's policies to avoid double standards	6.2	0.8	Mgr								1	
			Peer					2	2	2		
			D Rep					1	1	2		
			I Rep						1	1		

Self-Management

Resilience

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O
This person is polite and considerate, never rude or abrasive	6.2	1.1	Mgr							1	
			Peer			1			4	1	
			D Rep						2	2	
			I Rep							2	
This person is calm and even tempered, not volatile or moody	6.2	0.7	Mgr						1		
			Peer					1	4	1	
			D Rep					1	2	1	
			I Rep							2	
This person has high self-awareness around personal improvement opportunities	6.2	0.9	Mgr						1		
			Peer				1	1	3	1	
			D Rep						1	3	
			I Rep						1	1	
This person manages emotions maturely and intelligently in stressful situations	6.4	0.7	Mgr							1	
			Peer					1	4	1	
			D Rep						1	3	
			I Rep						1	1	

Relationship Management

Communication

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person presents ideas and concepts clearly while speaking	6.1	0.6	Mgr						1			
			Peer					2	3	1		
			D Rep							2	2	
			I Rep							2		
This person has very good communication skills	5.9	0.8	Mgr						1			
			Peer				1		4	1		
			D Rep					1	2	1		
			I Rep						2			
This person has strong influencing and negotiation skills	5.8	0.8	Mgr					1				
			Peer				1	1	3	1		
			D Rep						3	1		
			I Rep						2			
This person shares information and keeps people informed	5.8	0.8	Mgr						1			
			Peer				1	1	3	1		
			D Rep					1	3			
			I Rep						1	1		

People Skills

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person's behaviour provides a positive role model for others	6.0	0.6	Mgr						1			
			Peer					2	3	1		
			D Rep							3	1	
			I Rep							2		
This person has excellent people skills	5.9	0.9	Mgr						1			
			Peer					5		1		
			D Rep						2	2		
			I Rep						1	1		
This person makes people feel valued	6.0	0.9	Mgr					1				
			Peer					3	2	1		
			D Rep					1	1	2		
			I Rep							2		
This person is always friendly, warm and thoughtful in relationships with others	6.2	0.7	Mgr						1			
			Peer					1	4	1		
			D Rep					1	1	2		
			I Rep						1	1		

Relationship Management

Team Player

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person builds trust and loyalty with others	6.2	0.7	Mgr							1		
			Peer					2	3	1		
			D Rep							2	2	
			I Rep							1	1	
This person appropriately shares resources, knowledge and time	6.0	1.1	Mgr						1			
			Peer				2		3	1		
			D Rep					1	1	2		
			I Rep								2	
This person encourages those working in different areas to pull together to achieve common goals	6.1	0.9	Mgr					1				
			Peer				1		4	1		
			D Rep							2	2	
			I Rep							1	1	
This person builds very strong relationships with others	5.8	0.8	Mgr						1			
			Peer				1	1	3	1		
			D Rep					1	2	1		
			I Rep							2		

Customer

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person is enthusiastic about improving customer service	5.8	0.8	Mgr						1			
			Peer					2	3	1		
			D Rep						2		2	
			I Rep						1	1		
This person has taken initiatives to promote a customer service focus in his/her work area	5.8	0.7	Mgr					1				
			Peer					1	4	1		
			D Rep						2		1	1
			I Rep							2		
This person uses customer feedback to drive improved performance	5.8	0.9	Mgr					1				
			Peer					2	3	1		
			D Rep						2		1	1
			I Rep						1		1	

Working in the Business

Capability

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O
This person is hardworking and has a good work ethic	6.7	0.5	Mgr							1	
			Peer						4	2	
			D Rep							4	
			I Rep							2	
This person has the right knowledge and ability to be very effective	6.2	0.8	Mgr						1		
			Peer				1		4	1	
			D Rep						2	2	
			I Rep							2	
This person has the right industry experience to be very effective	6.2	0.9	Mgr						1		
			Peer					1	4	1	
			D Rep				1		1	2	
			I Rep							2	

Efficiency

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O
This person has very effective time management and organisational skills	5.5	0.9	Mgr					1			
			Peer				1	3	1	1	
			D Rep					1	2	1	
			I Rep					1	1		
This person is very effective in setting and managing his/her work priorities	5.8	0.8	Mgr						1		
			Peer					3	2	1	
			D Rep					1	1	1	1
			I Rep					1	1		
This person effectively uses goals and performance indicators to drive improved performance	5.5	1.0	Mgr					1			
			Peer				1		3	1	1
			D Rep				1	1	1	1	
			I Rep					1			1

Working in the Business

Results

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person completes work in a professional manner	6.3	0.6	Mgr						1			
			Peer					1	4	1		
			D Rep							1	3	
			I Rep							1	1	
This person performs to a high standard on challenging assignments	6.1	0.8	Mgr						1			
			Peer					2	3	1		
			D Rep					1	2	1		
			I Rep								2	
This person consistently delivers good results	6.1	0.8	Mgr						1			
			Peer					2	3	1		
			D Rep					1	1	2		
			I Rep							1	1	
This person produces high-quality and error-free work	5.8	0.9	Mgr						1			
			Peer				1	2	2	1		
			D Rep						2	1	1	
			I Rep					1		1		

Engaging

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O
This person brings a positive attitude to work	6.3	0.8	Mgr								1
			Peer					1	4	1	
			D Rep					1	1	2	
			I Rep								2
This person has the passion to make a difference	6.5	0.5	Mgr								1
			Peer						5	1	
			D Rep						1	3	
			I Rep								2
This person is assertive and energetic	6.4	0.5	Mgr						1		
			Peer						5	1	
			D Rep						1	3	
			I Rep							1	1
This person is very competitive and driven	5.8	1.0	Mgr					1			
			Peer				1	2	3		
			D Rep						1	2	1
			I Rep					1		1	

Working on the Business

Accountability

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person holds others accountable for completing their work	5.7	0.9	Mgr					1				
			Peer				1	3	1	1		
			D Rep							3	1	
			I Rep						1		1	
This person holds people accountable to the organisation's values and expectations	5.9	0.8	Mgr					1				
			Peer					2	2	1	1	
			D Rep							3	1	
			I Rep						1		1	
This person recognises and challenges poor performance in others	5.2	1.2	Mgr				1					
			Peer				2	1	1	1	1	
			D Rep					2			1	1
			I Rep									2

Motivation

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person works hard to improve morale	5.8	0.9	Mgr					1				
			Peer					3	2	1		
			D Rep					1	1	2		
			I Rep					1		1		
This person helps create a positive working environment that encourages people to work to their full potential	5.8	0.8	Mgr					1				
			Peer					4	1	1		
			D Rep							3	1	
			I Rep							1	1	
This person is effective in coaching and developing others	5.7	0.8	Mgr					1				
			Peer					4	1	1		
			D Rep					1	3			
			I Rep							1	1	

Working on the Business

Strategy

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person is very effective in setting long-term stretch goals	5.7	0.9	Mgr					1				
			Peer				4		1	1		
			D Rep					1	1	2		
			I Rep						1		1	
This person sets high expectations for performance and performance improvement	5.8	0.9	Mgr					1				
			Peer					4	1	1		
			D Rep					1		2	1	
			I Rep						1	1		
This person promotes and communicates a long-term vision for our organisation	5.7	1.0	Mgr				1					
			Peer					3	1	1	1	
			D Rep						1	2	1	
			I Rep						1		1	

Innovation

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O	
This person always looks for improvement opportunities and to deliver better results	6.1	0.6	Mgr						1			
			Peer					1	4	1		
			D Rep							3	1	
			I Rep						1		1	
This person often suggests new and original ideas	5.8	0.7	Mgr					1				
			Peer					2	3	1		
			D Rep					1	3			
			I Rep							1	1	
This person thinks long-term about new opportunities	6.0	0.9	Mgr					1				
			Peer				1		3	1	1	
			D Rep							4		
			I Rep								2	

Appendix II

Rater Frequency by Strengths and Opportunities

Raters were asked to choose the top four strengths and opportunities from the lists below. The top selection per rater was given a weight of 4, the second a weight of 3, the third a weight of 2 and the fourth of 1. The total score in the right column is the sum of the scores. The totals in the columns labelled 1- 4 count the number of times each item was given that weight.

Strengths	1	2	3	4	Total Score
Works hard with a strong work ethic	3		2	5	29
Is a positive role model	2	1	2	1	14
Is good at solving problems	2	1		2	12
Has solid technical ability, experience and knowledge	2	3		1	12
Is steady and calm under pressure			4		12
Is action-oriented and gets things done		1		2	10
Good at planning and thinking ahead		1	1	1	9
Has a positive and enthusiastic attitude	1	2	1		8
Motivates and inspires others			2		6
Builds effective relationships		1		1	6
Makes the tough decisions			1		3
Has strong people skills		1			2
Strong communication skills		1			2
Is visionary and strategic		1			2
Shows loyalty	1				1
Is competitive and determined	1				1
Good sense of humour	1				1
Has strong leadership skills					
Has high ethical standards and integrity					
Is well organised					
Challenges poor performance					
Has a professional approach					
Is customer focused, and good with clients					
Suggests new and innovative ideas					
Shows empathy and is supportive					
Sets clear goals and drives results					

Opportunities to Improve	1	2	3	4	Total Score
Stop taking on too much and spreading yourself too thin	1		1	4	20
Delegate more		2	2	2	18
Set clear goals and performance indicators				4	16
Improve your time management and organisational skills		2	1		7
Share knowledge and resources	3			1	7
Be more available and visible in the workplace			1	1	7
Be more assertive		1		1	6
Look at the big picture – the organisation's overall goals	1		1		4
Improve your people and interpersonal skills			1		3
Show leadership on issues			1		3
Give appropriate feedback		1			2
Communicate better		1			2
Build more effective relationships					
Listen more and let others have their say					
Be more open to change					
Be more of a team player					
Show more empathy					
Be less aggressive					
Be more action-oriented and make it happen					
More customer and/or client focus					
Treat people fairly and without favouritism					
Acquire better job and/or industry knowledge					
Challenge poor performance					
Be less moody and control your temper					
Be more positive					
Motivate others and improve morale					