



Hogan 360

Sample Corp

Report for: Maria Sample
Date: 2022-4-8
Benchmark: Global

Raters

Manager (Mgr)	1
Peer (Peer)	5
Report (Report)	7
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

Maria Sample

Score

6.3

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	5.4	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	Global Average Score	Item
1	6.8	5.9	This person has the right industry experience to be very effective
2	6.8	5.9	This person has the passion to make a difference
3	6.8	5.7	This person is assertive and energetic
4	6.7	6.2	This person is hardworking and has a good work ethic
5	6.7	5.8	This person brings a positive attitude to work
6	6.7	5.6	This person holds people accountable to the organisation's values and expectations
7	6.6	5.7	This person is enthusiastic about improving customer service
8	6.6	5.9	This person has the right knowledge and ability to be very effective
9	6.6	5.6	This person's behaviour provides a positive role model for others
10	6.5	5.6	This person has taken initiatives to promote a customer service focus in his/her work area
11	6.5	5.5	This person is very competitive and driven
12	6.5	5.5	This person holds others accountable for completing their work
13	6.5	5.6	This person appropriately shares resources, knowledge and time
14	6.5	5.4	This person helps create a positive working environment that encourages people to work to their full potential
15	6.5	5.4	This person has excellent people skills
16	6.5	5.5	This person encourages those working in different areas to pull together to achieve common goals
17	6.5	5.5	This person uses customer feedback to drive improved performance
18	6.5	5.5	This person thinks long-term about new opportunities
19	6.4	5.9	This person performs to a high standard on challenging assignments
20	6.4	5.2	This person is effective in coaching and developing others
21	6.4	6.0	This person behaves to very high ethical standards
22	6.4	5.8	This person is always open and straightforward and communicates honestly
23	6.4	5.5	This person makes people feel valued
24	6.4	5.4	This person builds very strong relationships with others

Rank	Your Score	Global Average Score	Item
25	6.4	5.3	This person works hard to improve morale
26	6.4	5.5	This person has very effective time management and organisational skills
27	6.4	5.6	This person is very effective in setting and managing his/her work priorities
28	6.3	5.5	This person effectively uses goals and performance indicators to drive improved performance
29	6.3	5.8	This person consistently delivers good results
30	6.3	5.3	This person is very effective in setting long-term stretch goals
31	6.3	5.5	This person sets high expectations for performance and performance improvement
32	6.3	5.6	This person always looks for improvement opportunities and to deliver better results
33	6.3	5.4	This person often suggests new and original ideas
34	6.2	5.8	This person consistently applies our organisation's policies to avoid double standards
35	6.2	5.4	This person has high self-awareness around personal improvement opportunities
36	6.2	5.4	This person has strong influencing and negotiation skills
37	6.2	5.5	This person shares information and keeps people informed
38	6.2	6.0	This person completes work in a professional manner
39	6.2	5.6	This person manages emotions maturely and intelligently in stressful situations
40	6.2	5.9	This person treats people with respect
41	6.2	5.6	This person builds trust and loyalty with others
42	6.2	5.2	This person recognises and challenges poor performance in others
43	6.2	5.3	This person promotes and communicates a long-term vision for our organisation
44	6.1	5.6	This person produces high-quality and error-free work
45	6.1	5.6	This person treats people fairly and without favouritism
46	6.1	5.6	This person has very good communication skills
47	6.0	5.6	This person is always friendly, warm and thoughtful in relationships with others
48	5.9	5.7	This person presents ideas and concepts clearly while speaking
49	5.8	5.7	This person is calm and even tempered, not volatile or moody
50	5.4	5.7	This person is polite and considerate, never rude or abrasive

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.

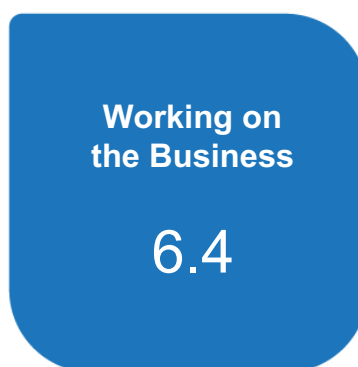
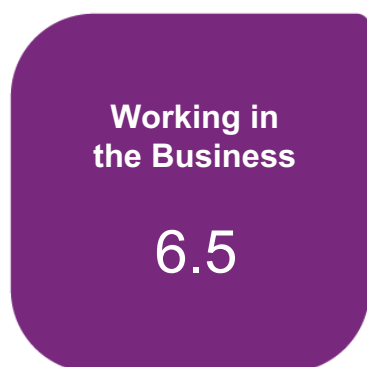
Working on the Business refers to adding extra value through innovation and strategic planning, and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires 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 6.2

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 6.4

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

6.3

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

6.1

Working in
the Business

6.5

Leadership Competencies

6.3

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

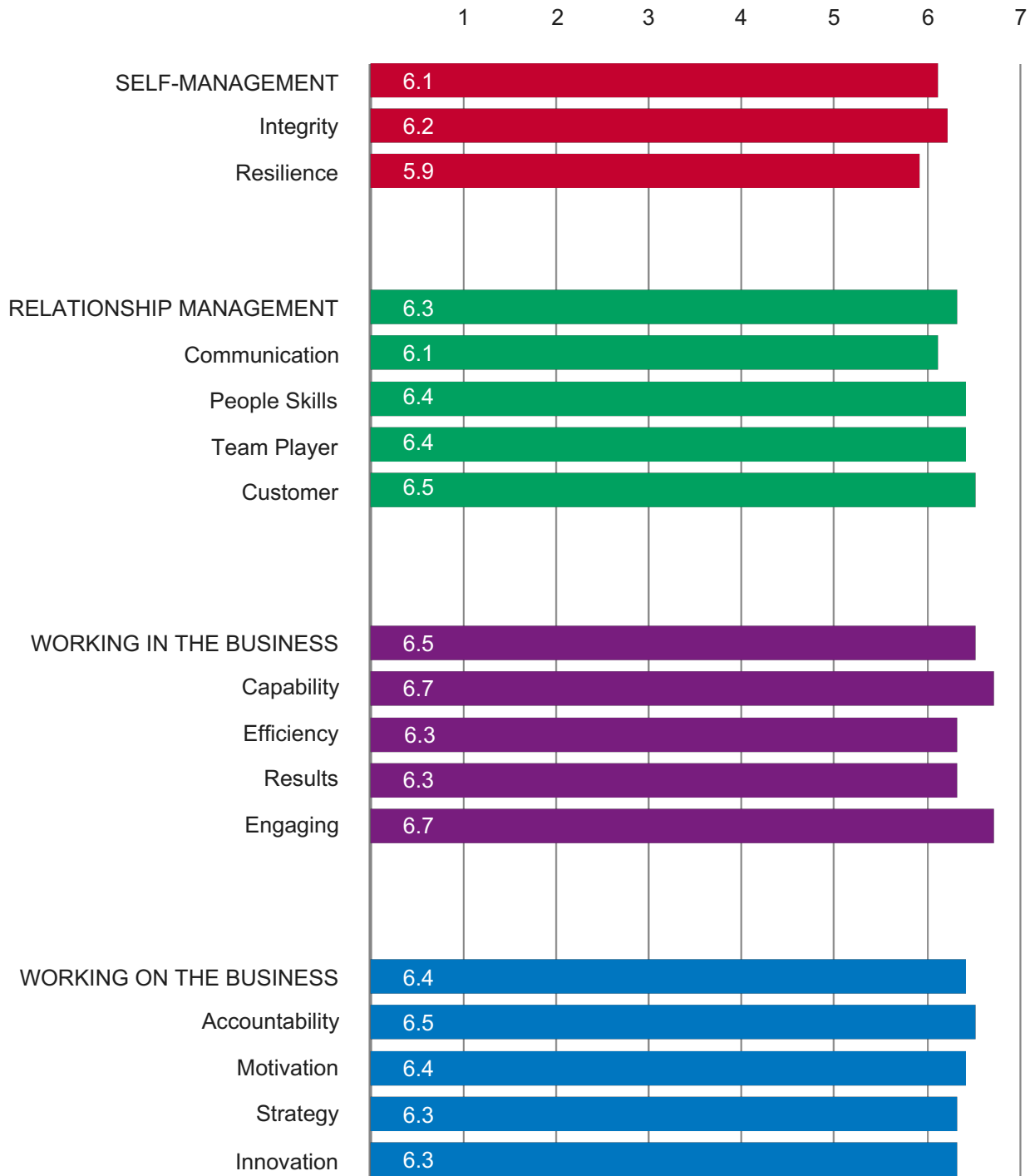
6.3

Working on
the Business

6.4

Leadership Competencies

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



Self-Management

Overall	Mgr	Peer	Report	Self	Themes and Questions
6.1	4.7	5.7	6.6	6.7	SELF-MANAGEMENT
6.2	5.4	6.0	6.6	7.0	Integrity
6.2	5.0	5.6	6.7	7.0	This person treats people with respect
6.4	6.0	6.2	6.6	7.0	This person behaves to very high ethical standards
6.4	5.0	6.2	6.7	7.0	This person is always open and straightforward and communicates honestly
6.1	5.0	5.8	6.4	7.0	This person treats people fairly and without favouritism
6.2	6.0	6.0	6.4	7.0	This person consistently applies our organisation's policies to avoid double standards
5.9	3.8	5.3	6.6	6.3	Resilience
5.4	3.0	4.6	6.3	6.0	This person is polite and considerate, never rude or abrasive
5.8	3.0	5.2	6.7	6.0	This person is calm and even tempered, not volatile or moody
6.2	4.0	5.8	6.9	6.0	This person has high self-awareness around personal improvement opportunities
6.2	5.0	5.8	6.6	7.0	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	Report	Self	Themes and Questions
6.3	5.7	5.9	6.7	6.8	RELATIONSHIP MANAGEMENT
6.1	4.5	5.8	6.6	6.8	Communication
5.9	3.0	5.6	6.6	6.0	This person presents ideas and concepts clearly while speaking
6.1	4.0	6.0	6.4	7.0	This person has very good communication skills
6.2	5.0	5.8	6.7	7.0	This person has strong influencing and negotiation skills
6.2	6.0	5.6	6.7	7.0	This person shares information and keeps people informed
6.4	6.0	6.0	6.7	6.5	People Skills
6.6		6.2	6.9	7.0	This person's behaviour provides a positive role model for others
6.5	6.0	6.4	6.6	6.0	This person has excellent people skills
6.4	7.0	6.0	6.6	6.0	This person makes people feel valued
6.0	5.0	5.2	6.7	7.0	This person is always friendly, warm and thoughtful in relationships with others
6.4	6.5	5.9	6.6	7.0	Team Player
6.2	6.0	5.6	6.6	7.0	This person builds trust and loyalty with others
6.5	6.0	6.3	6.7	7.0	This person appropriately shares resources, knowledge and time
6.5	7.0	6.2	6.6	7.0	This person encourages those working in different areas to pull together to achieve common goals
6.4	7.0	5.8	6.7	7.0	This person builds very strong relationships with others
6.5	6.0	6.2	6.9	7.0	Customer
6.6	6.0	6.4	6.9	7.0	This person is enthusiastic about improving customer service
6.5	6.0	6.2	6.9	7.0	This person has taken initiatives to promote a customer service focus in his/her work area
6.5	6.0	6.0	6.9	7.0	This person uses customer feedback to drive improved performance

Working in the Business

Overall	Mgr	Peer	Report	Self	Themes and Questions
6.5	6.5	6.1	6.7	6.1	WORKING IN THE BUSINESS
6.7	7.0	6.4	6.9	6.3	Capability
6.7	7.0	6.4	6.9	7.0	This person is hardworking and has a good work ethic
6.6	7.0	6.2	6.9	6.0	This person has the right knowledge and ability to be very effective
6.8	7.0	6.6	6.9	6.0	This person has the right industry experience to be very effective
6.3	6.0	5.8	6.7	6.0	Efficiency
6.4	6.0	6.0	6.6	6.0	This person has very effective time management and organisational skills
6.4	6.0	5.7	6.7	6.0	This person is very effective in setting and managing his/her work priorities
6.3	6.0	5.8	6.7	6.0	This person effectively uses goals and performance indicators to drive improved performance
6.3	6.3	5.7	6.6	5.8	Results
6.2	6.0	5.8	6.6	6.0	This person completes work in a professional manner
6.4	7.0	5.5	6.9	6.0	This person performs to a high standard on challenging assignments
6.3	6.0	5.8	6.7	6.0	This person consistently delivers good results
6.1	6.0	5.5	6.4	5.0	This person produces high-quality and error-free work
6.7	6.8	6.6	6.8	6.5	Engaging
6.7	7.0	6.6	6.7	7.0	This person brings a positive attitude to work
6.8	7.0	6.8	6.7	7.0	This person has the passion to make a difference
6.8	7.0	6.6	6.9	6.0	This person is assertive and energetic
6.5	6.0	6.2	6.9	6.0	This person is very competitive and driven

Working on the Business

Overall	Mgr	Peer	Report	Self	Themes and Questions
6.4	6.1	5.9	6.7	6.5	WORKING ON THE BUSINESS
6.5	6.0	6.3	6.7	6.3	Accountability
6.5	6.0	6.4	6.7	6.0	This person holds others accountable for completing their work
6.7	7.0	6.2	7.0	7.0	This person holds people accountable to the organisation's values and expectations
6.2	5.0	6.2	6.3	6.0	This person recognises and challenges poor performance in others
6.4	6.7	6.0	6.7	6.7	Motivation
6.4	6.0	6.2	6.6	7.0	This person works hard to improve morale
6.5	7.0	6.3	6.6	7.0	This person helps create a positive working environment that encourages people to work to their full potential
6.4	7.0	5.5	6.9	6.0	This person is effective in coaching and developing others
6.3	6.0	5.8	6.6	6.3	Strategy
6.3	6.0	6.0	6.6	6.0	This person is very effective in setting long-term stretch goals
6.3	6.0	6.0	6.6	6.0	This person sets high expectations for performance and performance improvement
6.2	6.0	5.4	6.7	7.0	This person promotes and communicates a long-term vision for our organisation
6.3	5.7	5.7	6.8	6.7	Innovation
6.3	6.0	5.8	6.7	7.0	This person always looks for improvement opportunities and to deliver better results
6.3	6.0	5.3	6.9	7.0	This person often suggests new and original ideas
6.5	5.0	6.0	6.9	6.0	This person thinks long-term about new opportunities

Scores by Themes

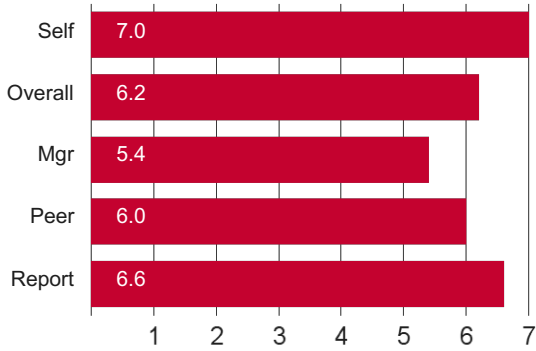
Self	Overall	Global Ave	Mgr	Peer	Report	Themes and Questions
6.7	6.1	5.7	4.7	5.7	6.6	SELF-MANAGEMENT
7.0	6.2	5.8	5.4	6.0	6.6	Integrity
6.3	5.9	5.6	3.8	5.3	6.6	Resilience
6.8	6.3	5.6	5.7	5.9	6.7	RELATIONSHIP MANAGEMENT
6.8	6.1	5.5	4.5	5.8	6.6	Communication
6.5	6.4	5.5	6.0	6.0	6.7	People Skills
7.0	6.4	5.5	6.5	5.9	6.6	Team Player
7.0	6.5	5.6	6.0	6.2	6.9	Customer
6.1	6.5	5.8	6.5	6.1	6.7	WORKING IN THE BUSINESS
6.3	6.7	6.0	7.0	6.4	6.9	Capability
6.0	6.3	5.5	6.0	5.8	6.7	Efficiency
5.8	6.3	5.8	6.3	5.7	6.6	Results
6.5	6.7	5.7	6.8	6.6	6.8	Engaging
6.5	6.4	5.4	6.1	5.9	6.7	WORKING ON THE BUSINESS
6.3	6.5	5.4	6.0	6.3	6.7	Accountability
6.7	6.4	5.3	6.7	6.0	6.7	Motivation
6.3	6.3	5.4	6.0	5.8	6.6	Strategy
6.7	6.3	5.5	5.7	5.7	6.8	Innovation

Themes and Questions Review

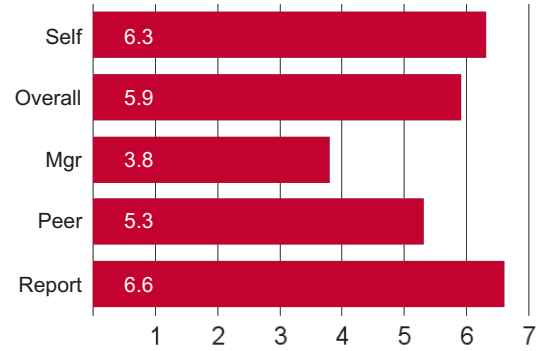
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

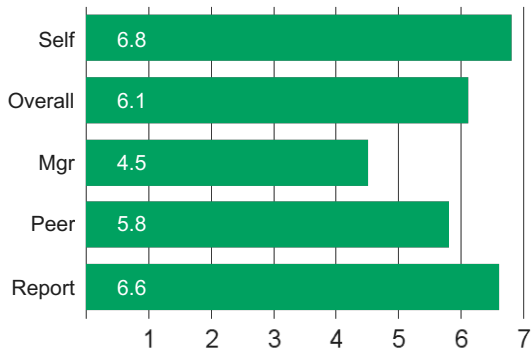


Resilience

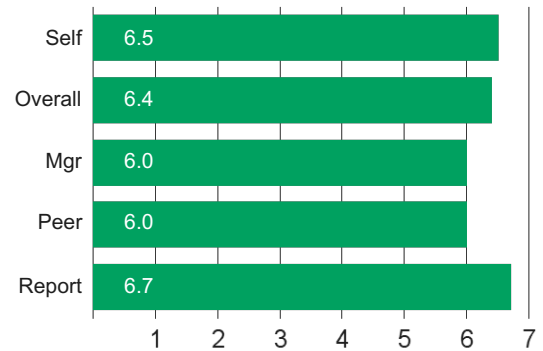


RELATIONSHIP MANAGEMENT

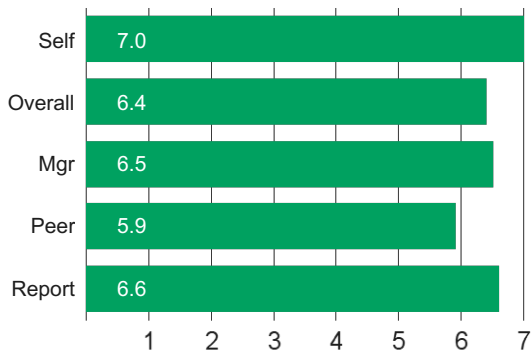
Communication



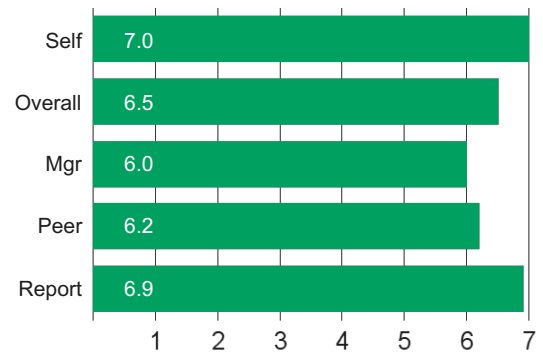
People Skills



Team Player

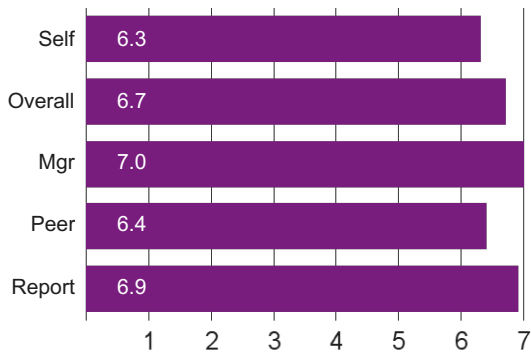


Customer

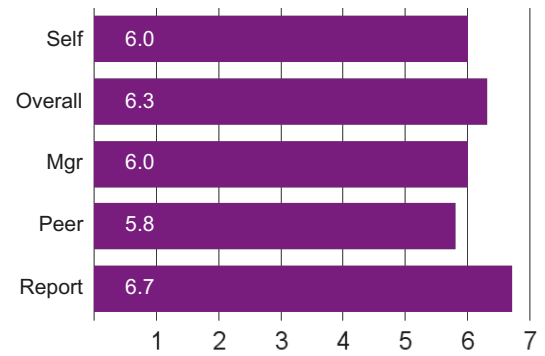


WORKING IN THE BUSINESS

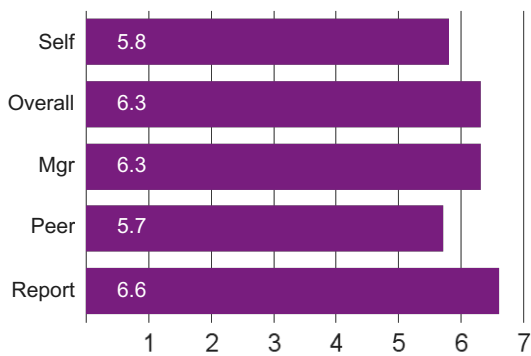
Capability



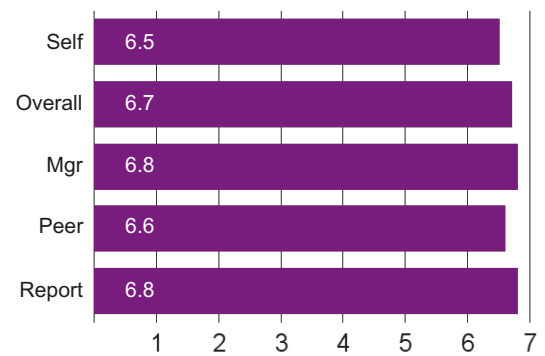
Efficiency



Results

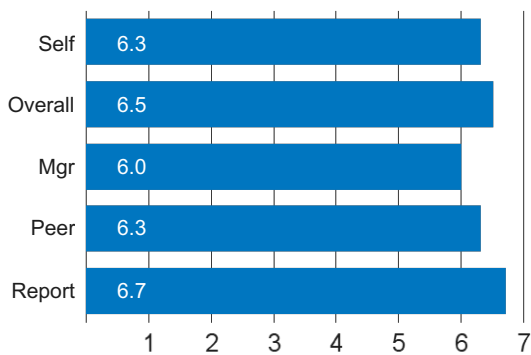


Engaging

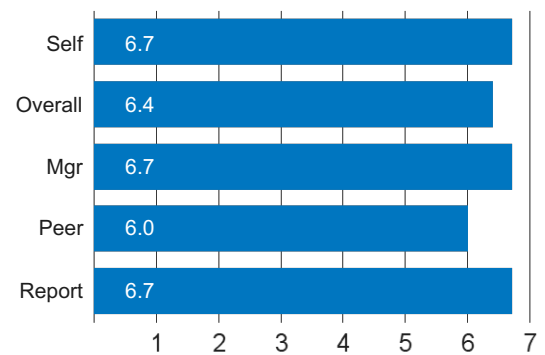


WORKING ON THE BUSINESS

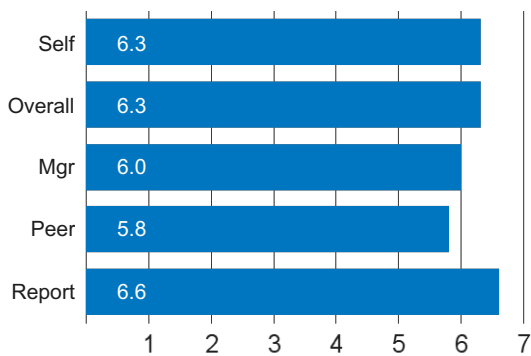
Accountability



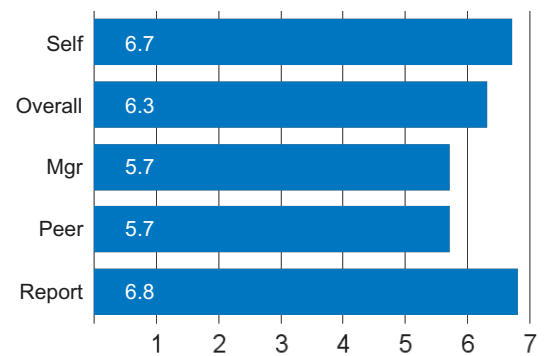
Motivation



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	Your Rank	Strengths	Total Score
10	1	Has strong leadership skills	31
21	2	Is visionary and strategic	24
6	3	Has a positive and enthusiastic attitude	10
16	3	Sets clear goals and drives results	10
12	5	Strong communication skills	9
20	6	Is a positive role model	8
8	7	Has high ethical standards and integrity	6
5	7	Has a professional approach	6
18	9	Good at planning and thinking ahead	5
11	10	Is competitive and determined	4
7	11	Builds effective relationships	3
25	11	Makes the tough decisions	3
22	11	Motivates and inspires others	3
4	14	Is steady and calm under pressure	2
26	14	Challenges poor performance	2
3	14	Is action-oriented and gets things done	2
17	17	Has strong people skills	1
19	17	Suggests new and innovative ideas	1
15	-	Shows empathy and is supportive	
24	-	Good sense of humour	
14	-	Is good at solving problems	
9	-	Is customer focused, and good with clients	
2	-	Works hard with a strong work ethic	
23	-	Shows loyalty	
1	-	Has solid technical ability, experience and knowledge	
13	-	Is well organised	

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	Your Rank	Opportunities to Improve	Total Score
10	1	Listen more and let others have their say	27
1	2	Stop taking on too much and spreading yourself too thin	18
11	3	Give appropriate feedback	9
23	3	Be less aggressive	9
3	3	Delegate more	9
13	6	Look at the big picture – the organisation’s overall goals	6
2	6	Challenge poor performance	6
12	8	Communicate better	5
5	9	Share knowledge and resources	4
16	10	Improve your time management and organisational skills	3
26	10	Treat people fairly and without favouritism	3
6	10	Set clear goals and performance indicators	3
20	10	Show more empathy	3
15	14	Improve your people and interpersonal skills	2
19	14	Be more open to change	2
4	14	Motivate others and improve morale	2
24	17	Be less moody and control your temper	1
14	17	Build more effective relationships	1
9	17	Be more available and visible in the workplace	1
18	-	Acquire better job and/or industry knowledge	
7	-	Show leadership on issues	
21	-	More customer and/or client focus	
17	-	Be more action-oriented and make it happen	
8	-	Be more assertive	
25	-	Be more positive	
22	-	Be more of a team player	

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: Great people person; strong motivator of others; high work ethic; sets clear goals.
- Peer: Leading by example.
- Peer: Motivated and energetic leader with high integrity and sense of purpose; relentless in the pursuit of excellence in all work domains; deeply loyal and supportive advocate; effective communicator with high EQ.
- Peer: Her willingness to lead and at the same time her willingness to learn.
- Peer: A great leader of a team and great implementer of strategy; she is effective in difficult or adverse circumstances and supportive of her team.
- Peer: Generous, kind and passionate.
- Report: Maria is an exceptional, effective and dynamic leader who inspires people to do their best and challenges the status quo to drive improvement, collaboration and communication. Her energy and drive in all she does is infectious and she is admired, not only within the organisation, but in the aged care industry as a whole.
- Report: Strong leader, enthusiastic and driven.
- Report: Exceptional leadership, drive, determination and passion.
- Report: Strategic vision for the company; enthusiasm and passion for aged care, wants to make a difference.
- Report: Strong leadership capability; able to motivate and develop people to step outside their comfort zone; empathic; strong business acumen and innovative thinking.
- Report: After working with Maria for the last 5 months I have found her to be: an inspiration; a fantastic leader who get the best from everyone; transparent - you always know exactly where you stand; open to ideas and trusts judgement, although will challenge your ideas; she has high expectations and work ethic; a pleasure to work with and for.
- Report: She is a dynamic manager who is an excellent leader. She is able to challenge the team and bring out the best in all of us; she is a forward thinker and utilises her networks for the advancement of the organization; if she lacks knowledge in any aspect of the business she will ensure she uses her networks and counterparts to obtain advice. She is a convincing speaker.

Please describe this person's opportunities to improve.

- Mgr: Capacity to improve negotiation skills; speak less, listen more; be less aggressive and more open to criticism; listen to other people's ideas.
- Peer: I don't have any suggestions to make on this.
- Peer: Gain broader commercial business knowledge; gain knowledge of longer term business planning; improve financial analytical skills to support quantitative business cases for decision making equally as well as qualitative factors.
- Peer: Be communicative with peers; listen to their views without already having made predetermined opinions.
- Peer: Be aware of quieter people and look at including them in a discussion and encourage their ideas.
- Report: Could listen more.
- Report: The only opportunity to improve is to allocate a bit of time with managers to find out what is really happening at sites - undercover CEO. She is very busy and needs to consider the workloads of the managers. She is fantastic.
- Report: Be clearer when communicating messages or ideas across.
- Report: Be more patient with others in terms of listening.
- Report: Acknowledging stressors within her team and individuals' challenges to meet required outcomes.
- Report: Greater emphasis on performance feedback as normal operating process.

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: Maria is passionate and sometimes this can be misread as being dominating, if the person talking to her is not familiar with her.
- Peer: Can sometimes be over assertive and appear to be controlling. Single mindedness and determination can sometimes come across as not being open-minded.
- Peer: May be single minded at times.
- Peer: None to my knowledge.
- Peer: Confidence sometimes stops engagement with others.
- Report: Maria has high standards and expectations of not only herself but others and she can be very difficult to keep up with.
- Report: Exuberant personality can be intimidating at times.
- Report: Communicating so effectively and so quickly that others can't keep up is frustrating for Maria.
- Report: No.
- Report: Has the propensity to become arrogant but has increased self-awareness of this behaviour.
- Report: Not that I am aware.
- Report: She does not overuse her strengths.

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

-

-

-

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	6.2	0.8	Mgr					1			
			Peer					2	3		
			Report						2	5	
This person behaves to very high ethical standards	6.4	0.5	Mgr						1		
			Peer						4	1	
			Report						3	4	
This person is always open and straightforward and communicates honestly	6.4	0.7	Mgr					1			
			Peer						4	1	
			Report						2	5	
This person treats people fairly and without favouritism	6.1	0.9	Mgr					1			
			Peer					2	2	1	
			Report					1	2	4	
This person consistently applies our organisation's policies to avoid double standards	6.2	0.7	Mgr						1		
			Peer					1	3	1	
			Report					1	2	4	

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	5.4	1.3	Mgr			1					
			Peer				2	3			
			Report					2	1	4	
This person is calm and even tempered, not volatile or moody	5.8	1.2	Mgr			1					
			Peer					4	1		
			Report						2	5	
This person has high self-awareness around personal improvement opportunities	6.2	1.2	Mgr				1				
			Peer				1	1	1	2	
			Report						1	6	
This person manages emotions maturely and intelligently in stressful situations	6.2	0.9	Mgr					1			
			Peer					2	1	1	1
			Report					1	1	5	

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	6.9	1.3	Mgr			1					
			Peer				3	1	1		
			Report				1	1	5		
This person has very good communication skills	6.1	1.0	Mgr				1				
			Peer				2	1	2		
			Report				1	2	4		
This person has strong influencing and negotiation skills	6.2	0.8	Mgr					1			
			Peer				2	2	1		
			Report					2	5		
This person shares information and keeps people informed	6.2	0.7	Mgr						1		
			Peer				2	3			
			Report					2	5		

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	6.6	0.7	Mgr								1
			Peer					1	2	2	
			Report						1	6	
This person has excellent people skills	6.5	0.7	Mgr						1		
			Peer						3	2	
			Report					1	1	5	
This person makes people feel valued	6.4	0.8	Mgr								1
			Peer					1	3	1	
			Report					1	1	5	
This person is always friendly, warm and thoughtful in relationships with others	6.0	1.0	Mgr					1			
			Peer				1	2	2		
			Report						2	5	

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	0.8	Mgr						1		
			Peer					2	3		
			Report					1	1	5	
This person appropriately shares resources, knowledge and time	6.5	0.5	Mgr						1		
			Peer						3	1	1
			Report						2	5	
This person encourages those working in different areas to pull together to achieve common goals	6.5	0.7	Mgr							1	
			Peer						4	1	
			Report					1	1	5	
This person builds very strong relationships with others	6.4	0.8	Mgr							1	
			Peer					2	2	1	
			Report						2	5	

Customer

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O
This person is enthusiastic about improving customer service	6.6	0.5	Mgr						1		
			Peer						3	2	
			Report						1	6	
This person has taken initiatives to promote a customer service focus in his/her work area	6.5	0.5	Mgr						1		
			Peer						4	1	
			Report						1	6	
This person uses customer feedback to drive improved performance	6.5	0.7	Mgr						1		
			Peer					1	3	1	
			Report						1	6	

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						3	2	
			Report						1	6	
This person has the right knowledge and ability to be very effective	6.6	0.7	Mgr							1	
			Peer					1	2	2	
			Report						1	6	
This person has the right industry experience to be very effective	6.8	0.4	Mgr							1	
			Peer						2	3	
			Report						1	6	

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	6.4	0.8	Mgr						1		
			Peer					1	1	1	2
			Report					1	1	5	
This person is very effective in setting and managing his/her work priorities	6.4	0.7	Mgr						1		
			Peer					1	2		2
			Report						2	5	
This person effectively uses goals and performance indicators to drive improved performance	6.3	0.9	Mgr						1		
			Peer				1	1	1	2	
			Report						2	5	

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	6.2	0.8	Mgr						1		
			Peer					2	2	1	
			Report					1	1	5	
This person performs to a high standard on challenging assignments	6.4	0.8	Mgr							1	
			Peer					2	2		1
			Report						1	6	
This person consistently delivers good results	6.3	0.8	Mgr						1		
			Peer					1	4		
			Report					1		6	
This person produces high-quality and error-free work	6.1	0.7	Mgr						1		
			Peer					2	2		1
			Report						4	3	

Engaging

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O
This person brings a positive attitude to work	6.7	0.5	Mgr							1	
			Peer						2	3	
			Report						2	5	
This person has the passion to make a difference	6.8	0.4	Mgr							1	
			Peer						1	4	
			Report						2	5	
This person is assertive and energetic	6.8	0.4	Mgr							1	
			Peer						2	3	
			Report						1	6	
This person is very competitive and driven	6.5	0.7	Mgr						1		
			Peer					1	2	2	
			Report						1	6	

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	6.5	0.5	Mgr						1		
			Peer						3	2	
			Report							2	5
This person holds people accountable to the organisation's values and expectations	6.7	0.6	Mgr								1
			Peer					1	2	2	
			Report								
This person recognises and challenges poor performance in others	6.2	1.1	Mgr					1			
			Peer					1	2	2	
			Report				1	1			5

Motivation

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/O
This person works hard to improve morale	6.4	0.7	Mgr						1		
			Peer						4	1	
			Report					1	1	5	
This person helps create a positive working environment that encourages people to work to their full potential	6.5	0.7	Mgr								1
			Peer						3	1	1
			Report					1	1	5	
This person is effective in coaching and developing others	6.4	1.0	Mgr								1
			Peer				1	1	1	1	1
			Report							1	6

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	6.3	0.9	Mgr						1		
			Peer				2	1	2		
			Report				1	1	5		
This person sets high expectations for performance and performance improvement	6.3	0.8	Mgr						1		
			Peer				2	1	2		
			Report					3	4		
This person promotes and communicates a long-term vision for our organisation	6.2	0.8	Mgr						1		
			Peer				3	2			
			Report					2	5		

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	6.3	0.9	Mgr						1		
			Peer				1	1	1	2	
			Report						2	5	
This person often suggests new and original ideas	6.3	1.0	Mgr						1		
			Peer				1	1	2		1
			Report						1	6	
This person thinks long-term about new opportunities	6.5	0.8	Mgr					1			
			Peer					1	1	1	2
			Report						1	6	

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
Has strong leadership skills		2	5	3	31
Is visionary and strategic	1		1	5	24
Has a positive and enthusiastic attitude	2	1	2		10
Sets clear goals and drives results	2	2		1	10
Strong communication skills	1			2	9
Is a positive role model	2		2		8
Has high ethical standards and integrity		1		1	6
Has a professional approach		1		1	6
Good at planning and thinking ahead		1	1		5
Is competitive and determined	1		1		4
Builds effective relationships	1	1			3
Makes the tough decisions	1	1			3
Motivates and inspires others			1		3
Is steady and calm under pressure		1			2
Challenges poor performance		1			2
Is action-oriented and gets things done		1			2
Has strong people skills	1				1
Suggests new and innovative ideas	1				1
Shows empathy and is supportive					
Good sense of humour					
Is good at solving problems					
Is customer focused, and good with clients					
Works hard with a strong work ethic					
Shows loyalty					
Has solid technical ability, experience and knowledge					
Is well organised					

Opportunities to Improve	1	2	3	4	Total Score
Listen more and let others have their say		2	1	5	27
Stop taking on too much and spreading yourself too thin	1	1	1	3	18
Give appropriate feedback		1	1	1	9
Be less aggressive		1	1	1	9
Delegate more		1	1	1	9
Look at the big picture – the organisation's overall goals		1		1	6
Challenge poor performance			2		6
Communicate better	1			1	5
Share knowledge and resources	2	1			4
Improve your time management and organisational skills			1		3
Treat people fairly and without favouritism			1		3
Set clear goals and performance indicators			1		3
Show more empathy			1		3
Improve your people and interpersonal skills		1			2
Be more open to change		1			2
Motivate others and improve morale	2				2
Be less moody and control your temper	1				1
Build more effective relationships	1				1
Be more available and visible in the workplace	1				1
Acquire better job and/or industry knowledge					
Show leadership on issues					
More customer and/or client focus					
Be more action-oriented and make it happen					
Be more assertive					
Be more positive					
Be more of a team player					