



Hogan 360 Summary Report

| Name | Global Average | Adrian Lea | Aggie Kost | Andrew Lawlor | Angela Hoare-Lippmann | Anika Hewett | Ashley Van Krieken | Bronwyn Glover |
|--|----------------|------------|-------------|----------------|-----------------------|---------------|--------------------|----------------|
| Overall Score | 5.6 | 6.0 | 6.1 | 6.5 | 5.9 | 5.4 | 6.1 | 5.9 |
| Overall Item Ratings (Score, by Theme) | Global Average | JAY WONG | Sarah Grain | Stacey Hambley | Robert Murray | Angela Mihala | Supratik Debbarma | Matt Strika |
| Self-Management | 5.7 | 5.2 | 6.1 | 5.6 | 5.8 | 5.6 | 6.3 | 5.9 |
| Integrity | 5.8 | 5.4 | 6.3 | 5.6 | 5.7 | 5.8 | 6.4 | 6.0 |
| This person treats people with respect | 5.8 | 4.7 | 6.6 | 5.7 | 6.2 | 6.0 | 6.8 | 6.1 |
| This person behaves to very high ethical standards | 5.9 | 5.5 | 6.7 | 5.8 | 5.8 | 5.6 | 6.5 | 5.9 |
| This person is always open and straightforward and communicates honestly | 5.7 | 5.3 | 6.1 | 5.7 | 5.3 | 5.2 | 6.1 | 6.1 |
| This person treats people fairly and without favoritism | 5.6 | 5.7 | 5.8 | 5.5 | 5.3 | 6.0 | 6.4 | 5.9 |
| This person consistently applies our organization's policies to avoid double standards | 5.8 | 5.8 | 6.2 | 5.5 | 5.8 | 6.2 | 6.3 | 5.9 |
| Resilience | 5.6 | 4.9 | 5.9 | 5.6 | 5.8 | 5.3 | 6.3 | 5.7 |
| This person is polite and considerate, never rude or abrasive | 5.7 | 4.2 | 6.4 | 5.7 | 6.5 | 5.2 | 6.9 | 6.1 |
| This person is calm and even tempered, not volatile or moody | 5.6 | 5.3 | 5.9 | 5.7 | 6.2 | 5.0 | 6.5 | 6.0 |
| This person has high self-awareness around personal improvement opportunities | 5.4 | 5.0 | 5.9 | 5.5 | 4.8 | 5.6 | 5.8 | 5.0 |
| This person manages emotions maturely and intelligently in stressful situations | 5.6 | 5.2 | 5.5 | 5.7 | 5.8 | 5.4 | 6.0 | 5.6 |
| Relationship Management | 5.5 | 5.0 | 5.7 | 5.4 | 4.7 | 5.7 | 6.0 | 5.1 |
| Communication | 5.5 | 4.8 | 5.7 | 5.5 | 4.3 | 5.8 | 5.6 | 5.0 |
| This person presents ideas and concepts clearly while speaking | 5.7 | 4.8 | 6.0 | 6.0 | 4.2 | 6.0 | 5.4 | 5.3 |
| This person has very good communication skills | 5.5 | 4.7 | 5.9 | 5.8 | 4.5 | 6.0 | 5.5 | 4.8 |
| This person has strong influencing and negotiation skills | 5.4 | 4.8 | 5.0 | 5.2 | 3.7 | 5.4 | 5.3 | 4.3 |
| This person shares information and keeps people informed | 5.4 | 4.8 | 6.0 | 5.0 | 4.7 | 5.8 | 6.0 | 5.6 |
| People skills | 5.5 | 5.1 | 5.7 | 5.4 | 4.6 | 5.5 | 6.2 | 5.4 |
| This person's behavior provides a positive role model for others | 5.5 | 4.8 | 6.1 | 5.7 | 4.2 | 5.4 | 6.0 | 5.8 |
| This person has excellent people skills | 5.4 | 5.7 | 5.3 | 5.3 | 4.2 | 5.6 | 5.9 | 5.4 |
| This person makes people feel valued | 5.4 | 4.8 | 5.5 | 5.2 | 4.8 | 5.2 | 6.3 | 5.4 |
| This person is always friendly, warm, and thoughtful in relationships with others | 5.6 | 5.0 | 5.8 | 5.3 | 5.3 | 5.6 | 6.6 | 5.3 |
| Team player | 5.5 | 4.7 | 5.8 | 5.4 | 4.8 | 5.5 | 6.3 | 5.1 |
| This person builds trust and loyalty with others | 5.6 | 4.7 | 6.0 | 5.2 | 4.8 | 6.0 | 6.5 | 5.3 |
| This person appropriately shares resources, knowledge and time | 5.5 | 4.7 | 5.7 | 5.3 | 4.8 | 5.8 | 6.5 | 5.4 |
| This person encourages those working in different areas to pull together to achieve common goals | 5.5 | 4.8 | 6.1 | 5.7 | 4.8 | 5.2 | 6.4 | 5.0 |
| This person builds very strong relationships with others | 5.4 | 4.6 | 5.3 | 5.3 | 4.8 | 5.0 | 5.9 | 4.9 |
| Customer | 5.6 | 5.4 | 5.4 | 5.2 | 5.3 | 6.2 | 6.1 | 5.0 |
| This person is enthusiastic about improving customer service | 5.7 | 4.5 | 4.8 | 5.3 | 5.7 | 5.8 | 6.3 | 5.0 |
| This person has taken initiatives to promote a customer service focus in his/her work area | 5.6 | 6.2 | 5.3 | 5.2 | 5.2 | 6.8 | 6.0 | 4.7 |
| This person uses customer feedback to drive improved performance | 5.5 | 5.2 | 5.8 | 5.0 | 5.2 | 6.3 | 5.9 | 5.3 |
| Working in the Business | 5.7 | 5.6 | 5.7 | 5.5 | 4.7 | 5.7 | 5.9 | 5.2 |
| Capability | 6.0 | 5.5 | 5.7 | 5.8 | 5.1 | 5.6 | 6.3 | 5.4 |
| This person is hardworking and has a good work ethic | 6.1 | 4.8 | 6.4 | 6.2 | 5.5 | 6.0 | 6.8 | 5.3 |
| This person has the right knowledge and ability to be very effective | 5.9 | 5.8 | 5.3 | 5.5 | 5.0 | 5.2 | 6.0 | 5.5 |
| This person has the right industry experience to be very effective | 5.9 | 5.8 | 5.3 | 5.8 | 4.8 | 5.6 | 6.0 | 5.5 |
| Efficiency | 5.5 | 5.3 | 5.7 | 5.5 | 4.3 | 5.8 | 5.5 | 5.4 |
| This person has very effective time management and organizational skills | 5.5 | 4.0 | 6.0 | 5.8 | 4.2 | 6.0 | 5.4 | 5.6 |
| This person is very effective in setting and managing his/her work priorities | 5.6 | 5.8 | 5.3 | 5.7 | 4.5 | 5.8 | 5.4 | 5.6 |
| This person effectively uses goals and performance indicators to drive improved performance | 5.5 | 5.7 | 5.7 | 5.0 | 4.3 | 5.8 | 5.9 | 5.0 |
| Results | 5.8 | 5.8 | 5.9 | 5.6 | 4.6 | 5.8 | 6.2 | 5.5 |

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|--|------------|------------|------------|------------|------------|------------|------------|------------|
| This person completes work in a professional manner | 5.9 | 5.5 | 6.1 | 5.7 | 5.2 | 6.0 | 6.6 | 5.6 |
| This person performs to a high standard on challenging assignments | 5.8 | 5.3 | 5.8 | 5.6 | 4.2 | 5.8 | 6.4 | 5.4 |
| This person consistently delivers good results | 5.7 | 6.2 | 6.0 | 5.7 | 4.3 | 5.8 | 6.1 | 5.6 |
| This person produces high-quality and error-free work | 5.6 | 6.0 | 5.6 | 5.5 | 4.7 | 5.6 | 5.6 | 5.5 |
| Engaging | 5.7 | 5.8 | 5.6 | 5.2 | 4.8 | 5.6 | 5.8 | 4.7 |
| This person brings a positive attitude to work | 5.8 | 6.5 | 6.3 | 5.3 | 5.7 | 5.6 | 6.3 | 5.6 |
| This person has the passion to make a difference | 5.8 | 6.0 | 6.3 | 5.2 | 4.8 | 5.6 | 6.6 | 4.6 |
| This person is assertive and energetic | 5.7 | 5.7 | 5.0 | 5.5 | 4.8 | 5.6 | 5.4 | 4.5 |
| This person is very competitive and driven | 5.5 | 5.0 | 4.2 | 4.8 | 4.0 | 5.6 | 4.8 | 3.9 |

| Working on the Business | 5.4 | 4.5 | 5.6 | 5.0 | 4.8 | 5.7 | 6.0 | 4.9 |
|--|------------|------------|------------|------------|------------|------------|------------|------------|
| Accountability | 5.4 | 4.1 | 5.6 | 5.4 | 4.8 | 5.8 | 5.5 | 4.3 |
| This person holds others accountable for completing their work | 5.5 | 4.0 | 5.5 | 5.8 | 4.8 | 6.0 | 5.2 | 4.3 |
| This person holds people accountable to the organization's values and expectations | 5.5 | 3.8 | 6.0 | 5.5 | 5.2 | 6.0 | 6.1 | 4.6 |
| This person recognizes and challenges poor performance in others | 5.2 | 4.3 | 5.2 | 5.0 | 4.5 | 5.5 | 4.7 | 4.1 |
| Motivation | 5.3 | 4.3 | 5.6 | 4.7 | 4.6 | 5.9 | 5.8 | 5.1 |
| This person works hard to improve morale | 5.3 | 3.7 | 5.7 | 4.5 | 4.7 | 6.0 | 5.3 | 4.7 |
| This person helps create a positive working environment that encourages people to work to their full potential | 5.4 | 4.3 | 5.9 | 5.0 | 5.0 | 5.8 | 6.0 | 5.2 |
| This person is effective in coaching and developing others | 5.2 | 5.0 | 5.2 | 4.6 | 4.2 | 5.8 | 6.2 | 5.4 |
| Strategy | 5.3 | 4.9 | 5.7 | 4.8 | 4.7 | 5.3 | 6.1 | 4.8 |
| This person is very effective in setting long-term stretch goals | 5.2 | 5.5 | 5.3 | 4.4 | 4.5 | 5.2 | 5.8 | 4.7 |
| This person sets high expectations for performance and performance improvement | 5.5 | 4.7 | 6.3 | 5.0 | 5.3 | 5.4 | 6.3 | 4.9 |
| This person promotes and communicates a long-term vision for our organization | 5.3 | 4.6 | 5.5 | 4.8 | 4.2 | 5.4 | 6.2 | 4.9 |
| Innovation | 5.5 | 5.0 | 5.5 | 5.2 | 4.9 | 5.6 | 6.3 | 5.3 |
| This person always looks for improvement opportunities and to deliver better results | 5.6 | 5.0 | 6.1 | 5.5 | 5.2 | 5.6 | 6.4 | 5.4 |
| This person often suggests new and original ideas | 5.4 | 5.1 | 5.0 | 4.8 | 5.8 | 6.3 | 5.3 | 5.8 |
| This person thinks long-term about new opportunities | 5.5 | 5.3 | 5.2 | 4.7 | 5.6 | 6.3 | 5.1 | 5.9 |

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

| Top Opportunities to Improve | Global Average | JAY WONG | Sarah Grain | Stacey Hambley | Robert Murray | Angela Mihala | Supratik Debbarma | Matt Strika |
|---|-----------------------|-----------------|--------------------|-----------------------|----------------------|----------------------|--------------------------|--------------------|
| Set clear goals and performance indicators | 7 | 18 | 22 | 5 | 16 | 6 | 20 | 20 |
| Acquire better job and/or industry knowledge | 18 | 7 | 17 | 13 | 11 | 10 | 15 | 14 |
| Show more empathy | 20 | 20 | 23 | 21 | 18 | 19 | 21 | 21 |
| Challenge poor performance | 2 | 13 | 19 | 16 | 3 | 15 | 8 | 8 |
| Be more positive | 25 | 3 | 6 | 8 | 2 | 3 | 1 | 2 |
| Be more available and visible in the workplace | 8 | 8 | 12 | 23 | 7 | 23 | 23 | 23 |
| Be more action-oriented and make it happen | 17 | 10 | 18 | 15 | 12 | 2 | 16 | 16 |
| Delegate more | 3 | 25 | 25 | 26 | 25 | 9 | 14 | 26 |
| Build more effective relationships | 13 | 5 | 24 | 25 | 24 | 25 | 25 | 25 |
| Stop taking on too much and spreading yourself too thin | 1 | 26 | 26 | 4 | 26 | 26 | 26 | 7 |

| | | | | | | | | |
|--|----|----|----|----|----|----|----|----|
| Share knowledge and resources | 6 | 12 | 2 | 3 | 8 | 14 | 10 | 3 |
| Be less moody and control your temper | 24 | 1 | 14 | 12 | 4 | 7 | 2 | 12 |
| Improve your time management and organisational skills | 16 | 16 | 8 | 17 | 14 | 17 | 4 | 13 |
| Motivate others and improve morale | 4 | 19 | 4 | 20 | 17 | 8 | 5 | 4 |
| Treat people fairly and without favouritism | 26 | 14 | 7 | 10 | 10 | 16 | 17 | 17 |
| Show leadership on issues | 5 | 9 | 5 | 14 | 5 | 13 | 3 | 15 |
| More customer and/or client focus | 21 | 15 | 20 | 9 | 13 | 1 | 18 | 18 |
| Be less aggressive | 23 | 4 | 9 | 19 | 6 | 11 | 12 | 9 |
| Give appropriate feedback | 9 | 6 | 13 | 22 | 19 | 21 | 22 | 6 |
| Be more assertive | 10 | 22 | 11 | 1 | 21 | 22 | 6 | 10 |
| Communicate better | 11 | 21 | 15 | 2 | 9 | 20 | 9 | 5 |
| Improve your people and interpersonal skills | 15 | 24 | 3 | 6 | 23 | 4 | 13 | 11 |
| Be more of a team player | 22 | 11 | 1 | 7 | 1 | 5 | 7 | 1 |
| Be more open to change | 19 | 23 | 16 | 24 | 22 | 24 | 24 | 24 |
| Listen more and let others have their say | 12 | 2 | 10 | 11 | 20 | 12 | 11 | 22 |
| Look at the big picture the organisation's overall goals | 14 | 17 | 21 | 18 | 15 | 18 | 19 | 19 |