

Date: 02/06/2005

## Introduction to the Report

The purpose of this feedback is to provide you with a detailed breakdown of your personal leadership strengths and areas for development. It should be used to help you to review your performance and set your business and personal development objectives for the next year. To maximise the usefulness of this information read your report with an open mind. Feedback is the breakfast of champions. Research demonstrates that people who take on board regular feedback as a part of their personal development consistently outperform those who don't.

### When reading this report:

- First, focus upon the cumulative score for each leadership competence
- Then take some time to analyse the statements within each of the competences
- Finally, use the free form comments as additional evidence that may help you to plan your development activity

### This report is in three sections:

- **Section 1 - [An Overview](#)**
  - Overall summary scores for each competence
  - 10 highest and lowest scoring statements
  - Respondent information
- **Section 2 - [The Detail](#) - Response analysis for each competence showing:**
  - Individual Response Analysis - Detailed graphical score for each statement within each section
  - 'Others' Ratings
- **Section 3 - [Verbatim Comments](#) - Comments grouped by:**
  - Self
  - Line Manager
  - Direct Reports
  - Colleagues

**This report is based upon a questionnaire using the following scale:**

- **N/A** - Not able to rate
- **1** - Rarely/never and actively discourages this behaviour
- **2** - Sometimes exhibits behaviour
- **3** - Usually exhibits behaviour
- **4** - Always exhibits behaviour
- **5** - Consistently exhibits and systematically encourages this behaviour

## **Four steps to effective use of your 360-feedback**

### **1. Identify your strengths**

Your strengths are important, as they are likely to be having the most positive impact on your performance. First concentrate upon the highest scoring competence then look at the statements within it. The competences that score higher overall show your strengths. A true strength is a skill that is used consistently across all respondent groups. Aim to capitalise and build upon your strengths in one of three ways:

- If each statement within the section scores maximum points across all respondent groups, you have a well-developed strength. Identify how you can help to develop the skill in others and use it with impact across the whole business
- Identify competences in which you score highest overall but within which a particular statement or a particular respondent group your scores are slightly lower. Identify development actions that will strengthen this aspect of this strength
- Identify other high scoring statements in the other sections and make a note of these in the same way as above

### **2. Identify your areas for development**

There are three things to take in to account when identifying areas for development. First look for the lowest overall scoring competence, then the lowest overall scoring statements (across the whole questionnaire) and finally, identify the areas in which your own self perception varies most from those of the 'Others overall score'. This final category should be treated with equal importance as the lowest scoring competences and statements. Your areas for development could be impacting your performance in two ways:

- By actively limiting your performance and impacting negatively on your colleagues and the business
- By not actively limiting your performance, but not actively contributing either

Point (1) should be considered the most important as it obviously is having the most negative consequences. This is particularly true if the delivery of your current business objectives requires this area of competence.

### **3. Decide upon development activity**

Finally, you need to decide what you need to do differently to make an impact upon your performance. Be realistic and targeted and make sure that you chose development activity that will help you meet your long and short-term objectives. Your development activity might involve some coaching, training, e-learning or merely working with different people on stretching projects.

### **4. Identify your support framework**

Personal development should be challenging, interesting and enjoyable. You will benefit from identifying people whom you trust to give you ongoing objective feedback as well as people whom you trust to help you to maintain motivation. The more you involve your colleagues, your manager, your friends and your family the more likely you are to stick at your development. Create a supportive framework of people who will support you when you need it, encourage you when they see signs of progress and provoke you when you lose commitment. Try giving a copy of your development

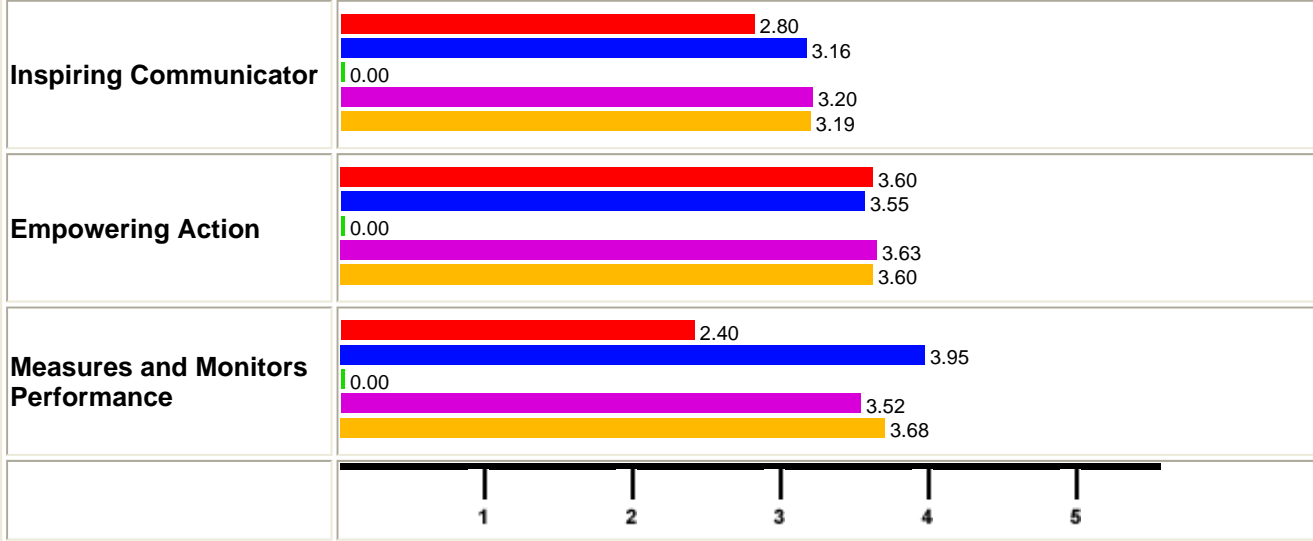
plan to the people who gave you feedback so that they are involved in your development.

# Overall Summary of the 11 Managerial Competency Scores

■ Self(1)  
 ■ Line Manager(5)  
 ■ Direct Reports(0)  
 ■ Colleagues(9)  
 ■ Others(14)

<b>Seeking Information</b>	<p>                     Self: 3.20                      Line Manager: 3.21                      Direct Reports: 0.00                      Colleagues: 3.31                      Others: 3.27                 </p>
<b>Forming Concepts</b>	<p>                     Self: 2.60                      Line Manager: 2.96                      Direct Reports: 0.00                      Colleagues: 3.22                      Others: 3.13                 </p>
<b>Conceptual Agility</b>	<p>                     Self: 3.60                      Line Manager: 3.36                      Direct Reports: 0.00                      Colleagues: 3.47                      Others: 3.43                 </p>
<b>Enabling Openess</b>	<p>                     Self: 3.40                      Line Manager: 3.31                      Direct Reports: 0.00                      Colleagues: 3.25                      Others: 3.27                 </p>
<b>Facilltating Interaction</b>	<p>                     Self: 2.40                      Line Manager: 3.50                      Direct Reports: 0.00                      Colleagues: 2.90                      Others: 3.09                 </p>
<b>Developing Capability</b>	<p>                     Self: 2.60                      Line Manager: 3.25                      Direct Reports: 0.00                      Colleagues: 3.20                      Others: 3.23                 </p>
<b>Influence</b>	<p>                     Self: 1.80                      Line Manager: 2.83                      Direct Reports: 0.00                      Colleagues: 2.86                      Others: 2.84                 </p>
<b>Building Confidence</b>	<p>                     Self: 2.60                      Line Manager: 3.83                      Direct Reports: 0.00                      Colleagues: 3.67                      Others: 3.73                 </p>

**...Continued**



## Respondent Breakdown

The following table shows the breakdown of responses which make up this report, by category.

<b>Self</b>	<b>Line Manager</b>	<b>Direct Reports</b>	<b>Colleagues</b>	<b>Others</b>
<b>1</b>	<b>5</b>	<b>0</b>	<b>9</b>	<b>14</b>
<a href="#">Mark</a>	<a href="#">Liam Goudge</a> <a href="#">Mike Muller</a> <a href="#">Tudor Brown</a> <a href="#">Mike Inglis</a> <a href="#">Graham Budd</a>		<a href="#">Keith Clarke</a> <a href="#">Sara Feulner</a> <a href="#">Brent Dichter</a> <a href="#">Simon Gross</a> <a href="#">Phil Stanbury Jones</a> <a href="#">Mike Staplehurst</a> <a href="#">Kevin Smith</a> <a href="#">Ally Miller</a> <a href="#">Anthony Poole</a>	

## Highest and Lowest Scoring Statements

\* **Remember!** Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa).

### 10 Highest Scoring Statements - Other's Overall Score

Score	Managerial Competency	Qu. No	Statement
4.71	Building Confidence	29	* He/She has a tendency to avoid confronting difficult issues
4.50	Building Confidence	8	* He/She can sometimes create uncertainty because he/she cannot decide where he/she stands on major issues concerning the business
4.43	Facilitating Interaction	6	* He/She does not encourage Board/team members to surface issues in the Board/team meetings
4.30	Seeking Information	7	He/She uses multiple sources of information, internet, journals, newswires, research papers, to stay up to date with the latest thinking in our industry
4.29	Seeking Information	9	* He/She is often caught unaware, or seems uninformed through lack of information
4.29	Empowering Action	43	* He/She sometimes leaves people in doubt about roles, responsibilities and deadlines
4.14	Inspiring Communicator	17	* He/She sometimes uses analogies and language that are inappropriate for their audience
4.00	Measures and Monitors Performance	25	He/She regularly reviews his/her organization against agreed performance measures to ensure that we stay on track
3.83	Developing Capability	27	* He/She does not always give others the developmental support they require when they take on a stretching role
3.79	Conceptual Agility	39	* He/She frequently implements the first good solution without thoroughly exploring options

### 10 Lowest Scoring Statements - Other's Overall Score

Score	Managerial Competency	Qu. No	Statement
2.00	Seeking Information	3	He/She has introduced a wide range of industry experts and knowledge leaders in to the organization to broaden peoples horizons
2.14	Facilitating Interaction	32	When in team meetings he/she does not disrupt interaction
2.36	Forming Concepts	23	* He/She is more successful at developing tactical rather than strategic solutions
2.38	Inspiring Communicator	28	He/She has built a value for image and presentation both inside and outside the business
2.42	Developing Capability	44	He/She has defined the skills and competencies that we need for the future success of our business
2.50	Influence	42	He/She is successful at influencing other key decision makers to see the benefits of a change of direction or adoption of a different approach
2.57	Facilitating Interaction	10	He/She is effective at leading the resolution of conflict between teams, functions or business units
2.62	Inspiring Communicator	51	He/She communicates a compelling view of the future of their business
2.64	Enabling Openess	36	He/She adapts his/her style according to the person he/she is addressing, incorporating his/her knowledge of cultural differences
2.64	Influence	4	He/She is skilled at negotiating solutions that are mutually beneficial to all parties

# Individual Statement Analysis - Seeking Information

(These statements are ordered highest scoring first)

\* **Remember!** Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.



Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 3.20 Line Manager: 3.21 Direct Reports: 0.00 Colleagues: 3.31 Others: 3.27	
7	He/She uses multiple sources of information, internet, journals, newswires, research papers, to stay up to date with the latest thinking in our industry	Self: 5.00 Line Manager: 4.00 Direct Reports: 0.00 Colleagues: 4.43 Others: 4.30	 N/A 1 2 3 4 5
9	* He/She is often caught unaware, or seems uninformed through lack of information	Self: 1.00 Line Manager: 4.20 Direct Reports: 0.00 Colleagues: 4.33 Others: 4.29	 N/A 1 2 3 4 5
1	He/She has developed a culture in which people readily share information and knowledge	Self: 5.00 Line Manager: 3.00 Direct Reports: 0.00 Colleagues: 2.89 Others: 2.93	 N/A 1 2 3 4 5
54	He/She is skilled at asking penetrating questions to find out information from colleagues, clients, competitors and suppliers	Self: 3.00 Line Manager: 2.60 Direct Reports: 0.00 Colleagues: 3.00 Others: 2.86	 N/A 1 2 3 4 5
3	He/She has introduced a wide range of industry experts and knowledge leaders in to the organization to broaden peoples horizons	Self: 2.00 Line Manager: 2.25 Direct Reports: 0.00 Colleagues: 1.88 Others: 2.00	 N/A 1 2 3 4 5

# Individual Statement Analysis - Forming Concepts

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 2.60 Line Manager: 2.96 Direct Reports: 0.00 Colleagues: 3.22 Others: 3.13	
24	He/She seeks input from a wide variety of sources across the organization to ensure that the solutions that we develop are integrated solutions	Self: 2.00 Line Manager: 3.20 Direct Reports: 0.00 Colleagues: 3.78 Others: 3.57	 N/A 1 2 3 4 5
14	He/She encourages others to identify the root causes of problems and not focus on symptoms	Self: 1.00 Line Manager: 3.40 Direct Reports: 0.00 Colleagues: 3.67 Others: 3.57	 N/A 1 2 3 4 5
16	He/She encourages others to propose new ideas and strategies that will strengthen our organisation	Self: 4.00 Line Manager: 3.00 Direct Reports: 0.00 Colleagues: 3.33 Others: 3.21	 N/A 1 2 3 4 5
35	He/She is a great source of new ideas and ways of doing things	Self: 5.00 Line Manager: 2.60 Direct Reports: 0.00 Colleagues: 3.11 Others: 2.93	 N/A 1 2 3 4 5
23	* He/She is more successful at developing tactical rather than strategic solutions	Self: 1.00 Line Manager: 2.60 Direct Reports: 0.00 Colleagues: 2.22 Others: 2.36	 N/A 1 2 3 4 5

# Individual Statement Analysis - Conceptual Agility

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 3.60 Line Manager: 3.36 Direct Reports: 0.00 Colleagues: 3.47 Others: 3.43	
39	* He/She frequently implements the first good solution without thoroughly exploring options	Self: 2.00 Line Manager: 3.60 Direct Reports: 0.00 Colleagues: 3.89 Others: 3.79	
5	He/She evaluates the pros and cons of multiple options prior to taking strategic decisions	Self: 4.00 Line Manager: 3.80 Direct Reports: 0.00 Colleagues: 3.67 Others: 3.71	
53	He/She places emphasis on anticipating and planning for possible future events that may affect the business	Self: 4.00 Line Manager: 3.00 Direct Reports: 0.00 Colleagues: 3.56 Others: 3.36	
34	When faced with a potential issue or barrier he/she responds positively and with an open mind	Self: 4.00 Line Manager: 3.40 Direct Reports: 0.00 Colleagues: 3.11 Others: 3.21	
55	He/She creates a sense of energy and optimism for experimenting and exploring alternative options for the business	Self: 4.00 Line Manager: 3.00 Direct Reports: 0.00 Colleagues: 3.11 Others: 3.07	

# Individual Statement Analysis - Enabling Openess

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 3.40 Line Manager: 3.31 Direct Reports: 0.00 Colleagues: 3.25 Others: 3.27	
33	He/She shows respect and value for people from diverse cultures with different values and cultural norms	Self: 5.00 Line Manager: 3.60 Direct Reports: 0.00 Colleagues: 3.78 Others: 3.71	 N/A 1 2 3 4 5
2	* He/She is aware of issues faced by other people but often fails to get to the bottom of their concerns	Self: 1.00 Line Manager: 3.40 Direct Reports: 0.00 Colleagues: 3.67 Others: 3.57	 N/A 1 2 3 4 5
49	He/She has created an organization in which issues (personal and business) can be openly discussed	Self: 4.00 Line Manager: 3.40 Direct Reports: 0.00 Colleagues: 3.14 Others: 3.25	 N/A 1 2 3 4 5
50	He/She builds a climate in which people are valued for openly speaking their mind and saying what they truly think and feel	Self: 4.00 Line Manager: 3.75 Direct Reports: 0.00 Colleagues: 2.89 Others: 3.15	 N/A 1 2 3 4 5
36	He/She adapts his/her style according to the person he/she is addressing, incorporating his/her knowledge of cultural differences	Self: 3.00 Line Manager: 2.40 Direct Reports: 0.00 Colleagues: 2.78 Others: 2.64	 N/A 1 2 3 4 5

# Individual Statement Analysis - Facilitating Interaction

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 2.40 Line Manager: 3.50 Direct Reports: 0.00 Colleagues: 2.90 Others: 3.09	
6	* He/She does not encourage Board/team members to surface issues in the Board/team meetings	Self: 4.00 Line Manager: 4.40 Direct Reports: 0.00 Colleagues: 4.44 Others: 4.43	 N/A 1 2 3 4 5
11	He/She actively facilitates interaction between different groups, functions and teams for the purposes of identifying shared goals across the business	Self: 4.00 Line Manager: 3.20 Direct Reports: 0.00 Colleagues: 3.67 Others: 3.50	 N/A 1 2 3 4 5
12	He/She is effective at facilitating a team to develop powerful solutions even when the issues are somewhat contentious	Self: 1.00 Line Manager: 3.60 Direct Reports: 0.00 Colleagues: 2.33 Others: 2.79	 N/A 1 2 3 4 5
10	He/She is effective at leading the resolution of conflict between teams, functions or business units	Self: 2.00 Line Manager: 2.80 Direct Reports: 0.00 Colleagues: 2.44 Others: 2.57	 N/A 1 2 3 4 5
32	When in team meetings he/she does not disrupt interaction	Self: 1.00 Line Manager: 3.50 Direct Reports: 0.00 Colleagues: 1.60 Others: 2.14	 N/A 1 2 3 4 5

# Individual Statement Analysis - Developing Capability

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 2.60 Line Manager: 3.25 Direct Reports: 0.00 Colleagues: 3.20 Others: 3.23	
27	* He/She does not always give others the developmental support they require when they take on a stretching role	Self: 2.00 Line Manager: 3.75 Direct Reports: 0.00 Colleagues: 3.88 Others: 3.83	2 2 7 2 1 0 N/A 1 2 3 4 5
30	He/She takes personal responsibility for structuring the development of his/her team	Self: 4.00 Line Manager: 3.67 Direct Reports: 0.00 Colleagues: 3.71 Others: 3.70	4 0 1 4 2 3 N/A 1 2 3 4 5
46	He/She provides others with regular, stretching (positive and negative) feedback for the purposes of personal development	Self: 3.00 Line Manager: 3.25 Direct Reports: 0.00 Colleagues: 3.00 Others: 3.12	6 0 3 1 4 0 N/A 1 2 3 4 5
19	He/She provides resources and support to develop the skills and capabilities we will need for the future of the business	Self: 2.00 Line Manager: 3.20 Direct Reports: 0.00 Colleagues: 3.00 Others: 3.08	2 0 4 3 5 0 N/A 1 2 3 4 5
44	He/She has defined the skills and competencies that we need for the future success of our business	Self: 2.00 Line Manager: 2.40 Direct Reports: 0.00 Colleagues: 2.43 Others: 2.42	2 1 6 4 1 0 N/A 1 2 3 4 5

# Individual Statement Analysis - Influence

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>		
52	* He/She finds it difficult to get support and resources for their ideas from other key decision makers in the business		
40	He/She engineers opportunities for colleagues/clients to link with others with whom they have common interests or needs		
47	He/She has forged strong alliances with key people inside and outside of the business for the purpose of achieving results		
4	He/She is skilled at negotiating solutions that are mutually beneficial to all parties		
42	He/She is successful at influencing other key decision makers to see the benefits of a change of direction or adoption of a different approach		

# Individual Statement Analysis - Inspiring Communicator

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 2.80 Line Manager: 3.16 Direct Reports: 0.00 Colleagues: 3.20 Others: 3.19	
17	* He/She sometimes uses analogies and language that are inappropriate for their audience	Self: 1.00 Line Manager: 4.00 Direct Reports: 0.00 Colleagues: 4.22 Others: 4.14	 N/A 1 2 3 4 5
15	He/She leaves people outside of their organization in no doubt about what we do and the service(s) that we offer	Self: 4.00 Line Manager: 3.40 Direct Reports: 0.00 Colleagues: 3.56 Others: 3.50	 N/A 1 2 3 4 5
45	He/She conveys complex, detailed ideas and information in a way that others can easily understand	Self: 5.00 Line Manager: 3.20 Direct Reports: 0.00 Colleagues: 3.33 Others: 3.29	 N/A 1 2 3 4 5
51	He/She communicates a compelling view of the future of their business	Self: 2.00 Line Manager: 2.60 Direct Reports: 0.00 Colleagues: 2.62 Others: 2.62	 N/A 1 2 3 4 5
28	He/She has built a value for image and presentation both inside and outside the business	Self: 2.00 Line Manager: 2.60 Direct Reports: 0.00 Colleagues: 2.25 Others: 2.38	 N/A 1 2 3 4 5

# Individual Statement Analysis - Building Confidence

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 2.60 Line Manager: 3.83 Direct Reports: 0.00 Colleagues: 3.67 Others: 3.73	
29	* He/She has a tendency to avoid confronting difficult issues	Self: 1.00 Line Manager: 4.80 Direct Reports: 0.00 Colleagues: 4.67 Others: 4.71	 N/A 1 2 3 4 5
8	* He/She can sometimes create uncertainty because he/she cannot decide where he/she stands on major issues concerning the business	Self: 1.00 Line Manager: 4.80 Direct Reports: 0.00 Colleagues: 4.33 Others: 4.50	 N/A 1 2 3 4 5
20	He/She has created a culture that celebrates success and is honest about its learning from failures	Self: 3.00 Line Manager: 3.75 Direct Reports: 0.00 Colleagues: 3.50 Others: 3.58	 N/A 1 2 3 4 5
26	He/She openly confronts behaviour that has the potential to impact others or the business negatively	Self: 4.00 Line Manager: 3.00 Direct Reports: 0.00 Colleagues: 3.00 Others: 3.00	 N/A 1 2 3 4 5
18	He/She inspires others to believe in their own ability	Self: 4.00 Line Manager: 2.80 Direct Reports: 0.00 Colleagues: 2.88 Others: 2.85	 N/A 1 2 3 4 5

# Individual Statement Analysis - Measures and Monitors Performance

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 2.40 Line Manager: 3.95 Direct Reports: 0.00 Colleagues: 3.52 Others: 3.68	
25	He/She regularly reviews his/her organization against agreed performance measures to ensure that we stay on track	Self: 4.00 Line Manager: 4.00 Direct Reports: 0.00 Colleagues: 4.00 Others: 4.00	 N/A 1 2 3 4 5
48	He/She has created a culture in which people use metrics to help them strive for perfection	Self: 3.00 Line Manager: 3.75 Direct Reports: 0.00 Colleagues: 3.78 Others: 3.77	 N/A 1 2 3 4 5
31	He/She systematically reviews achievements and upgrades performance targets against our strategy.	Self: 2.00 Line Manager: 3.60 Direct Reports: 0.00 Colleagues: 3.86 Others: 3.75	 N/A 1 2 3 4 5
22	He/She explicitly agrees performance metrics for his/her organization with his/her clients (internal or external)	Self: 2.00 Line Manager: 4.20 Direct Reports: 0.00 Colleagues: 3.11 Others: 3.50	 N/A 1 2 3 4 5
21	* When he/she discusses performance metrics he/she is often met with resistance and a lack of open discussion	Self: 1.00 Line Manager: 4.20 Direct Reports: 0.00 Colleagues: 2.88 Others: 3.38	 N/A 1 2 3 4 5

# Individual Statement Analysis - Empowering Action

(These statements are ordered highest scoring first)

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Qu.	Statement	Score	'Others' Rating
-	<b>Overall Summary</b>	Self: 3.60 Line Manager: 3.55 Direct Reports: 0.00 Colleagues: 3.63 Others: 3.60	
43	* He/She sometimes leaves people in doubt about roles, responsibilities and deadlines	Self: 3.00 Line Manager: 4.60 Direct Reports: 0.00 Colleagues: 4.11 Others: 4.29	0 7 5 1 1 0 N/A 1 2 3 4 5
38	He/She review actions against the strategic objectives of the business to ensure that we stay on track	Self: 4.00 Line Manager: 3.50 Direct Reports: 0.00 Colleagues: 3.88 Others: 3.75	2 0 0 5 5 2 N/A 1 2 3 4 5
41	He/She encourages people to take initiative and go beyond the limits set by their job description	Self: 5.00 Line Manager: 3.25 Direct Reports: 0.00 Colleagues: 3.71 Others: 3.55	3 0 1 4 5 1 N/A 1 2 3 4 5
37	He/She focuses his/her attention on removing barriers and constraints so that others can get things done	Self: 4.00 Line Manager: 3.60 Direct Reports: 0.00 Colleagues: 3.44 Others: 3.50	0 0 1 5 8 0 N/A 1 2 3 4 5
13	He/She has developed mechanisms that allow others to understand the consequences of their actions on the whole organization	Self: 2.00 Line Manager: 2.80 Direct Reports: 0.00 Colleagues: 3.00 Others: 2.92	2 1 3 4 4 0 N/A 1 2 3 4 5
		1 2 3 4 5	

## Verbatim Comments - made by Self

### **Q56 What do you believe is your primary strength as a leader (provide examples and rationale)**

- Clarity of purpose and focus on objectives. I'm very task focussed and need a defined big objective to shoot for, examples such as set up the Project management dept or go and get \$50M revenue per year. When given this clear mandate I'll do whatever it takes, learn new skills, move to a new country and build a new team.

### **Q57 What development will best enable you to improve your ability as a leader (provide examples of the impact you believe that this will have)**

- How to cope with the political dogfighting. The last year has taught me that I'm just out of my depth in this company's politics. As was explained to me by a senior manager recently - I'm a 'sheep in the company of wolves'.
- 

## Verbatim Comments - made by Line Manager

### **Q56 What do you believe is this persons primary strength as a leader (provide examples and rationale)**

- Ability to pull people together, set an objective and reasonable milestones and then lead the team to deliver. This has been both demonstrated at line manager (project manager) level where he was leading engineers, all the way through to leading non-hierarchical cross-functional teams in high-visibility due-diligence projects.
- drive and determination
- Focus, drive, inspire to achieve results by example
- Organisational capability and operations skills
- Strong motivation and clarity of purpose

### **Q57 What development do you believe will best enable this leader to improve their leadership capability (provide examples of the impact you believe that this will have)**

- - Recognise that sometimes you can't lead Board members in the same way you lead project teams. Other social skills and considerable patience are required. - Temperament management when frustrated. People aren't a perfect science.
  - Be more sensitive to how his messaging is received by others
  - flexibility
  - Further development of influencing techniques
  - Understanding of soft skills required and people motivations
- 

## Verbatim Comments - made by Colleagues

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**Q56 What do you believe is this persons primary strength as a leader (provide examples and rationale)**

- Does not shy away from tackling difficult problems.
- Has high work rate and will always go the extra mile to deliver the results whilst also ensuring that people are on the same page - good attention to thinking through / anticipating problems and trying to prevent / minimise the potential impact
- His follow-through on actions and willingness to mentor/support colleagues. His organisational skills and drive are strengths the company should tap into more.
- He is a very operationally focussed person and has strong skills in this area. Very adept at measuring progress against set targets and drilling into the detail behind action plans and tactical movements needed to hit the targets.
- He is an excellent project manager. He is good at creating a project plan and holding the team to their objectives. He has a good open style of communication and is able to explain concepts and ideas to those at all levels of the company. He is very positive and clearly wants the best things for the Company and he is willing to work hard to make sure the company is successful. In addition, he is a completer-finisher. When given a task, it is sure to get done on schedule and it is sure to be successful. He is energetic, motivated, and believes in himself and in the Company.
- Primary strength: Brings order into chaos. Examples being: \* The establishment of a global projects organisation with well defined metrics, processes and objectives. \* The integration planning and execution around a major acquisition.
- Single minded focus to achieve a goal.
- Tenacity, optimism, clarity of thought and communication, rationality, openness, dependability, inspires trust and confidence,
- Very motivated by delivery. Clear desire to improve the system to make successful delivery more likely.

**Q57 What development do you believe will best enable this leader to improve their leadership capability (provide examples of the impact you believe that this will have)**

- Better peer/team working skills.
- Building cross-functional teams, managing w/o authority (or virtual teams). In any role, these skills will be crucial - as we continue to change as an organisation, our leaders must be able to create unity among the various functions/divisions.
- Business skills/awareness that we give him a broader view of how companies operate so that he can develop better business models that increase the productivity and ROI of the whole organisation
- I am not sure that I can identify anything specific. Fundimentally he has a very broad level of experience operationally and that is now being strengthened on the business/commercial side.
- Interpersonal skills. Negotiation and ability to listen.
- He has the tendency to focus on the theoretical answers to problems rather than the practical. Forcing theory on those who do not understand it or embrace it has caused him to form some poor relationships with other members of the teams on which he works. He also has the tendency to set deadlines and hold others to these without gaining buy in and acceptance from the other members of the team. Many team members see the work assigned as extra unnecessary work. He can be somewhat abrasive in his communication style which is a side effect of his extremely goal-oriented style. In order to be seen as a

leader (rather than a good manager), he needs to focus on building relationships, working as a team, and inspiring rather others to succeed rather than pushing (bullying) success on them through setting goals and forcing them to complete the tasks assigned.

- He's very focussed, operational approach is sometimes at odds with the softer skills required to manage and drive an organisation/department. I have sometimes seen a lack of personal empathy from him towards how his operational focus affects the motivation of those people working within his group. In order to become a more effective leader and someone who can make a significant step up he needs to be focussed on learning some 'softer' skills and understanding how there should be a balance between a strong operational focus and being more aware to different personalities and what makes each individual tick. If he can adjust his instincts beyond just looking at progress versus the target and more towards what barriers (business or personal) are preventing progress I think he can become much stronger and more rounded as a business leader.
  - Needs to develop interpersonnel skills to collectively solve problems.
  - Opportunity to work with/for others that can mentor and inspire leadership development.
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## Development Suggestions - your personal notes

Please record below your Development Actions

**Strengths**

**Areas for Development**