

360° Appraisal Report

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October 2010

1. Purpose of this report

This report is based on the answers to the questionnaire you completed plus the answers of others who were asked to contribute their own perceptions about you. The report is designed to:

- give you some feedback concerning the way your skills, abilities and style are seen by others
- allow you to compare the perceptions of others with your own perceptions
- provide a basis for discussion with others - your boss, your own team members, your peers or a member of the central HR department - so that you may gain a full interpretation of the results, something which will then enable you to develop your skills and abilities to meet both your career needs and requirements of your employer.
- help you prepare a positive and worthwhile Personal Development Plan

2. The data on which this report is based

There were 11 people who answered a questionnaire in order to give you their view of your skills/abilities. Their responses were analysed to give information on 6 areas which were identified as important in leadership roles in your company. The people in the sample can be described as shown below:

• <i>Self</i>	1	• <i>Manager</i>	1
• <i>Direct Reports</i>	2	• <i>Peers</i>	5
• <i>Internal Customers</i>	1	• <i>External Customers</i>	1
• <i>Family Members</i>	1		

3. The competency model

The report is based on a hierarchical model of competency. At the lowest level of the hierarchy are the basic underlying competencies. These are fairly specific areas of skill, ability or style. Above this level are 'clusters' of competencies. Clusters are simply groupings of the lower level competencies. These clusters are then grouped into competency 'areas'. Areas are at the highest level of the competency model and represent very broadly defined areas of skill, ability or style.

While this 3-level competency model is used in most reports, some reports use only a 2-level model consisting of just competencies and competency clusters. In some cases, just a single level consisting only of competencies is used.

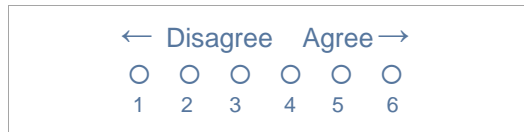
4. Important points to keep in mind

It must be remembered when reading this report that it is based on the results of questionnaires administered to a group of several people, each of whom have offered their perceptions and judgements about the skills, attributes and style of the person being appraised. The results are not intended to be an objective assessment of the person. Rather, they reflect the perceptions of the people involved and this should therefore be seen only as a starting point to examine the real strengths the person demonstrates and those areas which others consider to be in need of development. When reading this report, you should try to bear the following points in mind:

1. The accuracy of the report is limited by the accuracy of the judgements of the people asked to complete the original
2. All judgements are prone to error and part of the reason for this is that not everyone will have had the opportunity to see the person in question demonstrating all their skills.
3. This report may well reflect issues of a fairly wide nature, possibly including personal issues to do with the person's relationships and more general issues to do with the current organisational climate.

5. Understanding the scores

The results presented in this report are based on the 1 to 6 rating scale which was used in the appraisal questionnaire. The scale is shown below:



You will recall that the questionnaire asked you and your appraisers to indicate your level of agreement with each of the statements in the appraisal questionnaire. The charts and tables in this report present the average ratings from each appraiser group (e.g. your self, your manager, your peers, your direct reports and so on) for each of the competency areas.

Average ratings of 1, 2 and 3 represent different levels of disagreement with a statement and average ratings of 4, 5 and 6 represent different levels of agreement. Average ratings of 4 and above show that respondents, by and large, agree that you demonstrate the characteristic being measured.

In the charts, wherever there was significant differences of opinion amongst respondents, this is indicated by showing a band around the average score. The wider this band, the greater was the disagreement between the respondents. When studying the charts, it can be useful to see where there is disagreement amongst your raters and ask yourself what might be the reasons for this.

The grading system used for the ratings as shown on the right-hand side of the page. This system is used to place the average ratings you received into categories from A to E where A indicates that your appraisers see you as demonstrating the competency in question to a considerable degree and E indicates that your appraisers see you as having significant need to develop in that area.

Grading system

- A. This is for scores above 5 which indicate very strong agreement to the statement and the characteristics being described. The text of the report will indicate that you are seen as demonstrating these characteristics to a very high standard.
- B. This is for scores between 4.5 and 5 which indicate broad agreement to the statements and the characteristics being described. The text of the report will indicate you are seen by others as having a clear strength in the area in question.
- C. This is for scores between 3.9 and 4.5 which indicates broad agreement to the statements and the characteristics being described. The text of the report will indicate that you are seen as generally meeting people's expectations in the area in question.
- D. This is for scores between 3.0 and 3.9 which indicates broad disagreement to the statements and the characteristics being described. The text of the report will indicate that people may expect more of you in this area.
- E. This is for scores lower than 3.0 which indicates strong disagreement to the statements and the characteristics being described. The text of the report will indicate that you are not seen as demonstrating the characteristic in question to any significant extent.

These grades are shown in the report for all of the underlying competencies at the bottom of each competency description page. You will find that some of the grades have an asterisk (*) next to them. This indicates that more than 10% of the statements were marked "Limited Exposure". Your appraisers were asked to mark a statement in this way if they felt they did not have sufficient exposure to you in the area in question to make a judgement.

6. Action

It is recommended that in reading the whole report, you should take the opportunity to discuss its contents with an appropriate coach or mentor. Try to note the statements for all of the six areas. This will give you a complete picture of your strengths as well as your development needs.

Following this, you can then try to identify the most appropriate learning solutions to suite your own style and complete the Personal Action Plan at the back of this report. This should be in preparation of the discussion with your manager or other appropriate person. This will enable you to receive support in your development such that the action plan to decide upon will become a reality.

7. Results

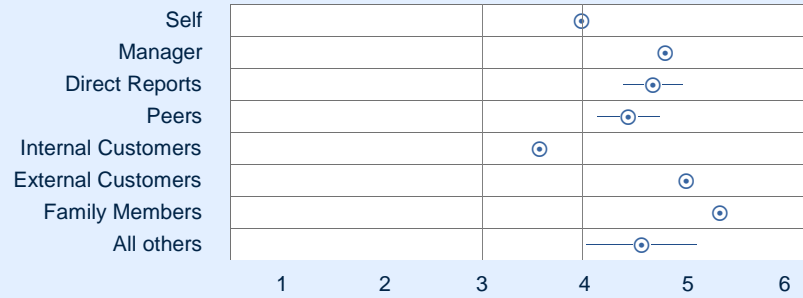
The detailed results of your appraisal are presented in the following pages.

In the first section of the results, each area is presented in two facing pages. The page on the left presents a group of charts which show the average scores you received from each appraiser group (e.g. self, manager, peers, etc) for each competency. This page organises the charts in terms of the hierarchial model described earlier. Thus, the blue chart for the 'area' averages the ratings across each cluster of competencies. And the green chart for each cluster averages the ratings for each of the competencies which contribute to that cluster.

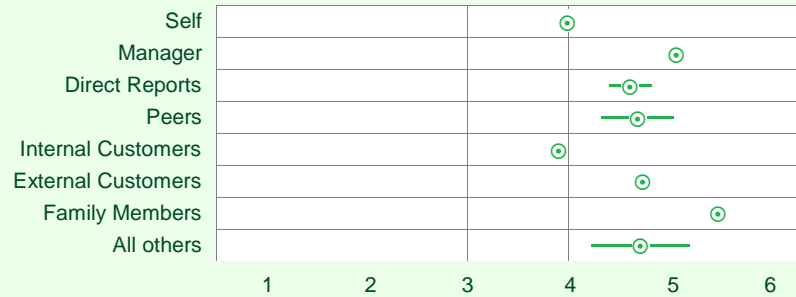
On the page facing the charts, you will see descriptions of each area, cluster and competency and an indication of how you scores in each competency element should be interpreted.

Following the main results section, there are further tables and charts which you might wish to explore in order to find out more specific information about how each appraiser group rated you.

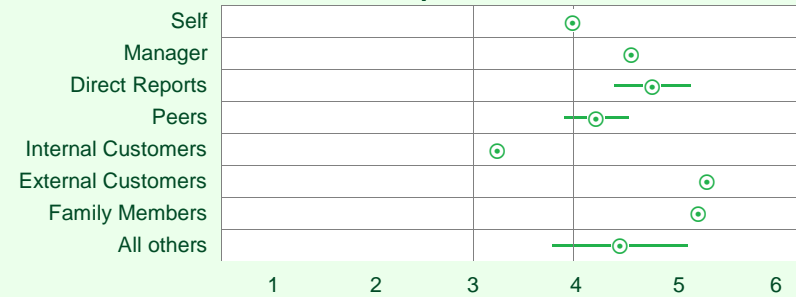
Social Motivation



Leads for Results



Inspires Commitment



Fosters team spirit



Communicates



Leads the Vision



Leads the Change



Social Motivation

People who are emotionally intelligent show an ability to motivate people around a vision of the future. They are excited by change and create a sense of excitement in the people around them. They have a strong sense of participation and work to involve the people who are concerned or affected by the change and they do so in a highly engaging style which gains commitment and enthusiasm.

Overall, this areas was ranked 3rd.

Leads for Results

People with this characteristic are stimulated by change and the future. They work hard to create a shared vision and to communicate it with enthusiasm so that people become committed to the change process. They do not “sell their vision” but instead they work to create one which is shared through involvement of those concerned.

Your manager and your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by your direct reports, your peers and your external customers. You yourself and your internal customers see you as generally meeting their expectations.

This is seen as a clear strength. People see you as being focussed on the future and wanting to make a difference. You are seen as a visionary – whether this is because you create and articulate your own vision or because you help them to develop a shared vision is unclear – but the fact remains that they see you as communicating that vision with energy and eloquence. Where there is a lack of purpose and direction you are seen to help sow the seeds of change, to encourage new ideas and to act as a catalyst for development. You would be described as someone who involves others in the change process, creating energy, enthusiasm and direction.

Inspires Commitment

People with this characteristic have a highly engaging style. Their interpersonal skills and their focus on people creates a climate of participation and enthusiasm. They demonstrate an ability to articulate messages and to communicate in a fluent, interesting and engaging way.

Your external customers and your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by your manager and your direct reports. You yourself and your peers see you as generally meeting their expectations. In contrast, your internal customers are sometimes divided on this issue and expect more of this from you

This indicates that you are generally seen as someone whose style is engaging and fun. You are seen to create a team spirit where there is generally a high level of commitment and participation. Your communication style is seen to be concise and coherent and yet it would also be rated as fluent and on occasions may be seen as inspiring. People would describe you as someone who can generate significant levels of enthusiasm and commitment.

Leads the Vision

Is focussed on what the future will look like. Works with others to create and articulate a compelling vision in which others feel involved, committed and motivated.

Leads the Change

Stimulated by change. Sows the seeds, generates ideas and explains the benefits such that people become energised and willing to participate and contribute to the change

Fosters team spirit

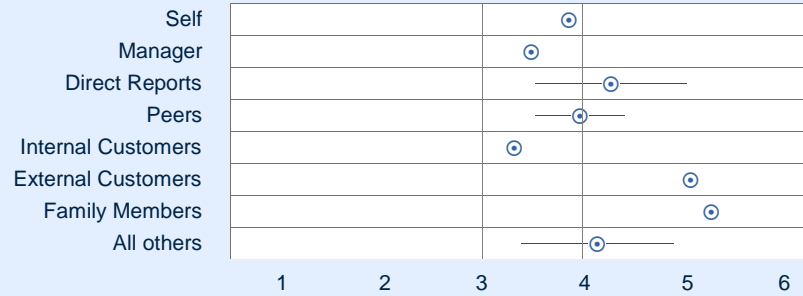
Creates a climate of participation through interaction, co-operation, enthusiasm and encouragement.

Communicates

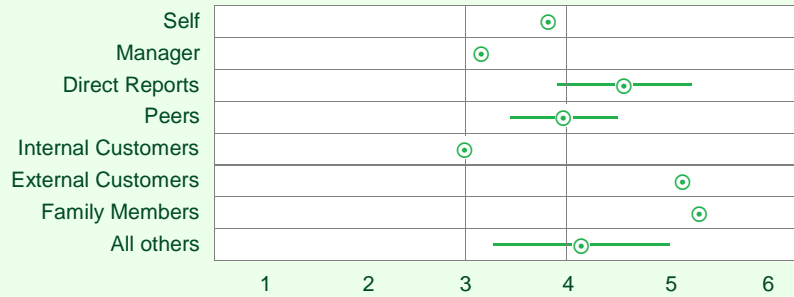
Fluent, interesting and engaging. Convinces by being coherent and achieving clarity and impact.

Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam
D	A	B	B	D*	B*	A	C	B*	B	B	C	B*	A	D	D	C	D	E	A*	A	C	A	A	B	D	A	A

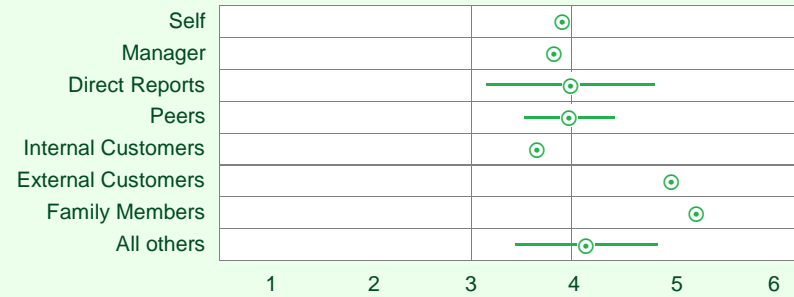
Social Management



Exerts Influence



Builds Relationships



Constructive Discontent



Develops Collaboration



Influence



Develops People



Social Management

People who are emotionally intelligent are socially skilled and able to build relationships which feel positive and collaborative. Unafraid to deal with conflict and difficulties, they work to turn these situations around and they encourage a positive and supportive environment. They generally have considerable ability to influence others and to gain positive commitment.

Overall, this areas was ranked 5th.

Exerts Influence

People with this characteristic are not afraid to get involved in situations which may be interpersonally demanding. They do not avoid conflict and use their considerable skill to get a reasonable resolution. They have the ability to influence others in a way which is both positive and gains commitment.

Your external customers and your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by your direct reports. Your peers see you as generally meeting their expectations. On the other hand, you yourself and your manager are sometimes divided on this issue and expect more of this from you Your internal customers do not see you demonstrating this characteristic to any significant extent.

This indicates that, in most circumstances, people see you as resourceful, flexible and persuasive. However, this may not be a universal view. However, you may not do this consistently since there are some people who believe this as an area you need to work on. Perhaps they feel that, when you try to influence, you do not always gain the necessary commitment. Perhaps they see you avoiding difficult situations or failing to address issues directly. You may like to consider how you feel when confronted with difficult interpersonal issues. Do you fail to challenge people or their performance? How do you manage conflict? Since the majority view is that you are largely successful at influencing, challenging and persuading you may like to consider the importance of these minority views.

Builds Relationships

People with this characteristic are socially skilled and interested in building relationships with a wide range of people. They maintain useful networks of contacts and bring people together in a spirit of collaboration. They are encouraging and supportive in a way which makes people want to learn, grow and collaborate.

Your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by your external customers. You yourself, your direct reports and your peers see you as generally meeting their expectations. However, your manager and your internal customers are sometimes divided on this issue and expect more of this from you

This indicates that, in most circumstances, people see you as being interested in people and skilled in building collaborative relationships. However, you may not do this consistently since there are some people who believe this as an area you need to work on. Perhaps they see you as someone who shows insufficient interest in their development or they feel that you do not do enough to provide them with opportunities to learn and grow. Whilst you may make efforts to give time in order to coach and support people, there are a few who feel you do not do this evenly. Whilst you are generally seen as good at maintaining and building your network of useful contacts perhaps this is another area where a minority feel you do not use your time effectively. However, the majority would describe you as socially skilled, interested in people and reasonably good at creating a climate of collaboration and growth.

Influence

Demonstrates skill and flexibility in persuading others, using a variety of methods and styles. Shows sensitivity and understanding of the individuals concerned which helps win hearts

Constructive Discontent

Is willing to confront issues and to manage conflict in a direct and timely manner. Is seen to be firm but fair and generally able to find a way to make the best of difficult situations.

Develops People

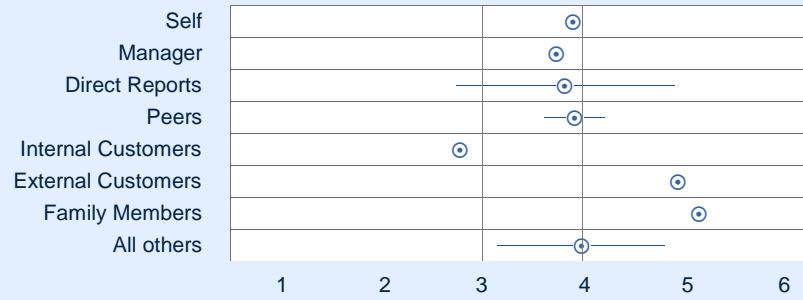
Encourages others to learn and grow. Makes appropriate use of delegation, coaching and encouragement to create an environment in which people want to learn and feel safe to

Develops Collaboration

Builds long term relationships and maintains useful networks of contacts. Makes good use of their social skill for making new contacts, bringing people from diverse areas together

Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam
D	C	B	D	E	A*	A	C*	E	C	C	D*	A*	A	C	B*	C	C*	D*	B*	A	D	E*	C*	D	D*	A*	A

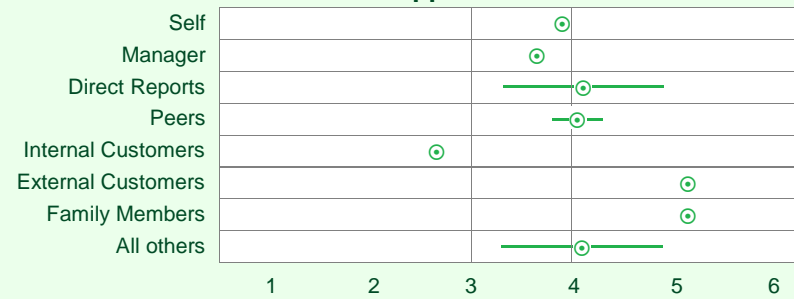
Social Awareness



Understands Others



Appreciates Others



Positive Regard



Trust Radius



Emotional Literacy



People Judgement



Social Awareness

People who are emotionally intelligent show great understanding of and genuine respect for others. They listen and understand their issues and needs, being slow to judge and quick to forgive. They are unimpressed by status or background and help people to feel valued. Their ability to recognise strengths and limitations enables them to support when needed and to challenge when appropriate.

Overall, this areas was ranked 6th.

Understands Others

People with this characteristic show an ability to read people with uncanny accuracy, recognising their strengths and limitations and understanding their issues and concerns. They can explain what is important to others and show an ability to see matters from other people's point of view.

Your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by your external customers. You see yourself as generally meeting their expectations. However, your manager, your direct reports and your peers are sometimes divided on this issue and expect more of this from you Your internal customers do not see you demonstrating this characteristic to any significant extent.

This indicates that there are a significant number of people who do not see you as a good judge of character. When you make judgements concerning people's strengths and weaknesses you may sometimes allow your personal relationship to cloud your judgement. Perhaps you are a little too quick to judge. Perhaps there are times when you could take more time to understand what is relevant and important. You may like to reflect on times when you later discovered that you had not properly understood another's skills, abilities or point of view? It seems that people expect you to develop this skill further, perhaps spending more time trying to understand a person before you judge their character and motivation.

Appreciates Others

People with this characteristic help others to feel valued by listening, understanding and being slow to judge and quick to forgive. They show genuine care and concern for others regardless of status or background.

Your external customers and your family members see you as demonstrating these characteristics to a very high standard. You yourself, your direct reports and your peers see you as generally meeting their expectations. In contrast, your manager has mixed feelings on this issue and sometimes expects more of this from you Your internal customers do not see you demonstrating this characteristic to any significant extent.

This indicates that most people see you as someone who tends to show genuine empathy and respect. You usually demonstrate interest in and concern for others, helping them to feel valued. However, you may not do this consistently since there are some people who believe this as an area you need to work on. Perhaps you sometimes pre-judge them unnecessarily? Perhaps you show only a superficial interest in them? Perhaps you simply fail to listen and understand them? Whatever the reasons, you may like to consider whether you sometimes make early judgements and fail to show genuine positive regard and respect for some people's views, ideas and emotions and whether you want to be develop a greater trust in a wider group of people. If this is desired you may need to explore further your attitudes and feelings towards yourself and others.

People Judgement

Is perceptive and a good judge of character. Is interested in people and can describe their strengths, limitations and motivations after only a short period of acquaintance.

Emotional Literacy

Shows great awareness of the needs, feelings and concerns of others. Can describe what is important in the lives of people around them and has an intuitive understanding of the

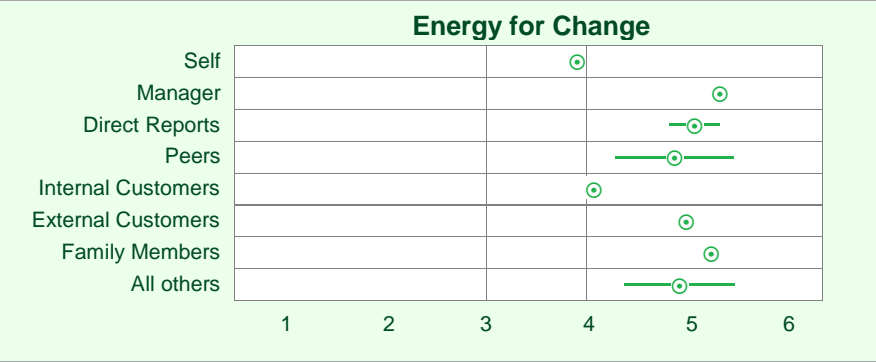
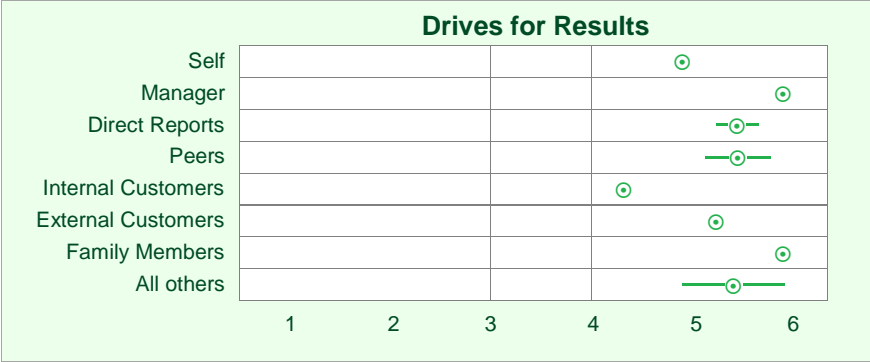
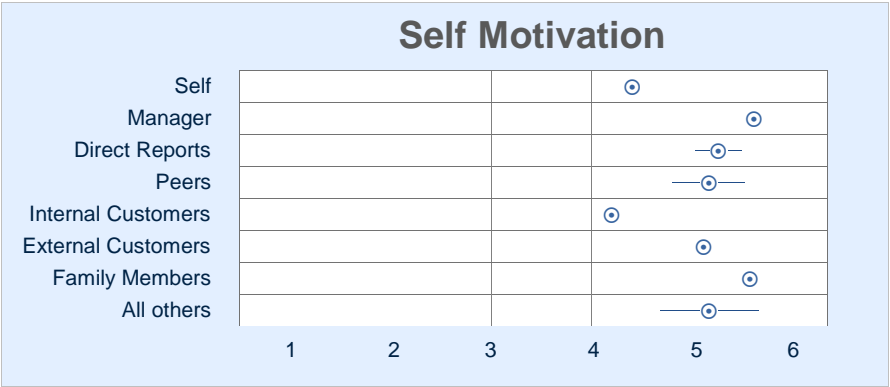
Positive Regard

Takes an active interest in the lives of others and demonstrates respect for them and their point of view. Aware of their feelings and needs, they are seen as empathic and help

Trust Radius

Widens the circle of openness and trust by being slow to judge and quick to forgive.

Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam
D	D*	E	D	E*	B*	B	C	D*	C	D	E*	B*	A	C	E	C	C*	E	A*	A	D	C*	C	C	E	B	A



Self Motivation

People with this characteristic show energy to get going, to keep going and to change and grow. They are creative and change oriented, continually exploring and stimulating new thinking and they remain positive and optimistic in the face of adversity. If there are obstacles in the way they find ways around them so that they do not get stuck or dejected and they continually find ways of developing and improving themselves.

Overall, this areas was ranked 1st.

Drives for Results

People with this characteristic show energy and determination in the pursuit of their goals. They willingly take the initiative in order to achieve their targets but they also set themselves personal challenges such that they develop and grow in the process.

Your manager, your direct reports, your peers, your external customers and your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by you yourself. Your internal customers see you as generally meeting their expectations.

This appears to be an outstanding strength. All those answering the questionnaire see you as being someone with a high level of energy, determination and the will to succeed. You set yourself high standards and strive to meet them. If something gets in the way you show ingenuity and determination in overcoming it. People see you as someone who will not sit on your laurels but who will drive for improvements and results. This is reflected in the way you not only strive to improve your environment and your achievements, but you also continue to develop and improve your own capabilities. Overall people would describe you as someone who sets high standards and who has an exceptional level of energy to see them realised.

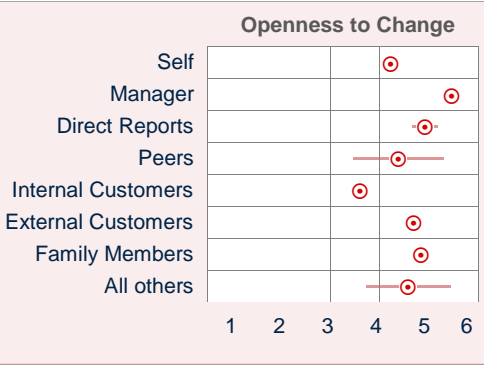
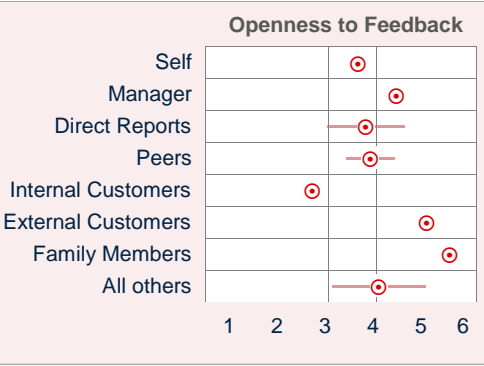
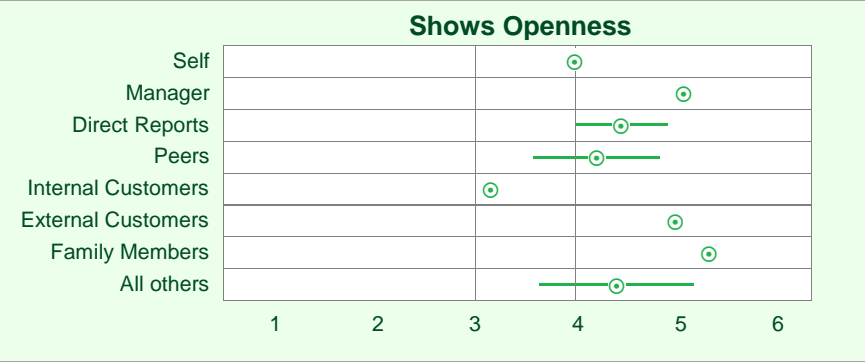
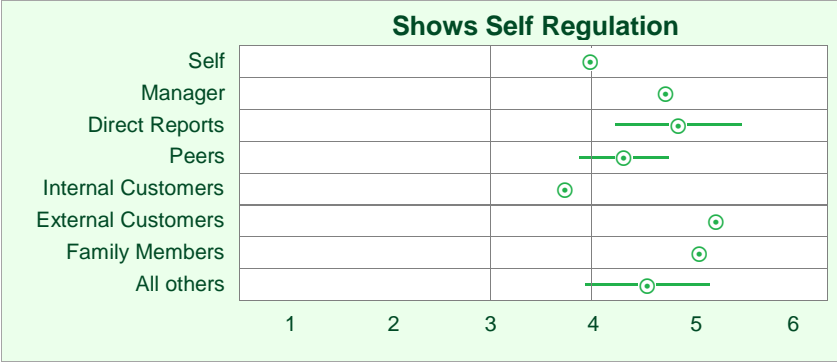
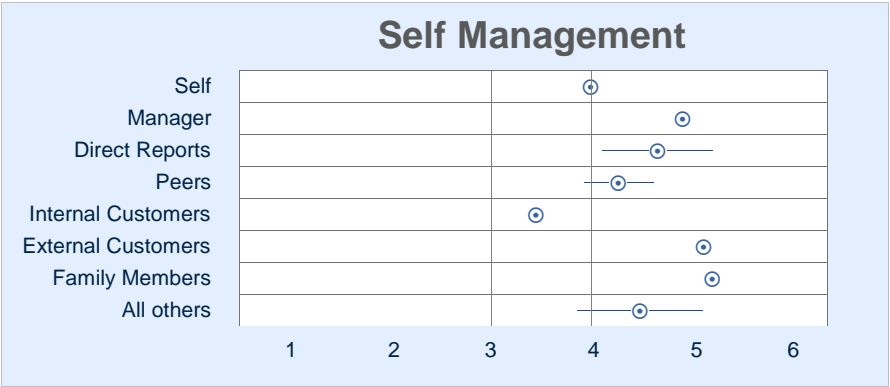
Energy for Change

People with this characteristic show energy and imagination as they continually stimulate new ideas and opportunities. They remain positive and optimistic even when things look bad and they encourage others to accept the need to adapt and change.

Your manager, your direct reports and your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by your peers and your external customers. You yourself and your internal customers see you as generally meeting their expectations.

This is seen as a clear strength. People see you as being someone with ideas, imagination and a drive for change. You rarely let things get on top of you. You remain optimistic, encouraging and supportive in the face of difficulties and adversity. This resilience generates hope and optimism in those around you and your ability to look at things afresh, with new ideas and options, helps to create a mood and belief that things will change for the better.

Initiative							Achievement Orientation							Optimism							Creativity						
Shows ingenuity, determination and a willingness to take the initiative. Regularly challenges the status quo and gets round red tape such that results are achieved in spite of							Demonstrates energy and determination to meet an internal standard of excellence. Sets stretching personal challenges which means that their capabilities are continually improving.							Looks on the bright side of life and maintains a positive attitude in spite of adversity. Has a deep seated belief that things will work out and that some good will come from any situation no							Stimulated by change and innovation; show creativity and courage in bringing new ideas to situations. They see beyond the present and are driven to create a better future.						
Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam
B	A	A	A	C	A	A	A	A	A	A	C*	A	A	D	B	B	B	C*	B*	A	C	A	A	B	C	B	A



Self Management

People who are emotionally intelligent have an exceptional ability to manage themselves. They actively listen and learn, they admit mistakes and they encourage openness and honesty. This helps them to remain flexible such that they rarely become rigid or stuck in outdated ideas and perceptions. They do not let their emotions get out of control and this enables them to remain focussed under great pressure. Hence they are known to deliver on promises and commitments and the best act as role models who encourage others to be open, non-defensive and adaptable.

Overall, this areas was ranked 4th.

Shows Self Regulation

People with this characteristic are able to express their innermost thoughts and feelings under pressure with honesty but without losing control. Their ability to regulate their emotions appropriately enables them to make clearer judgements and they can be relied on to deliver on promises made.

Your external customers and your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by your manager and your direct reports. You yourself and your peers see you as generally meeting their expectations. In contrast, your internal customers are sometimes divided on this issue and expect more of this from you

This is seen as a clear strength. Most see you as being appropriately composed and non-defensive. Their perception is that you react to difficult situations with an appropriate balance between action and restraint. Circumstances rarely seem to get on top of you and they see you as someone who is able to maintain your focus on what needs to be done. You are trusted to overcome short-term obstacles and pressures, to exercise your responsibilities with care and to accept personal responsibility for seeing things through. You would be described as someone who is emotionally stable, willing to accept high levels of responsibility and capable of remaining effective under pressure.

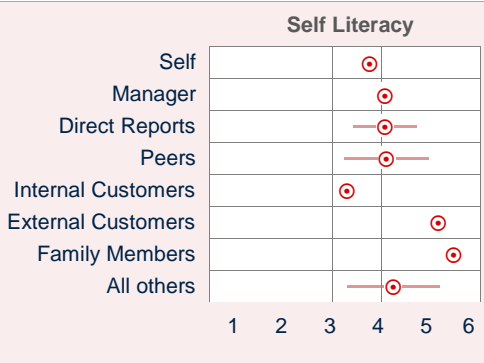
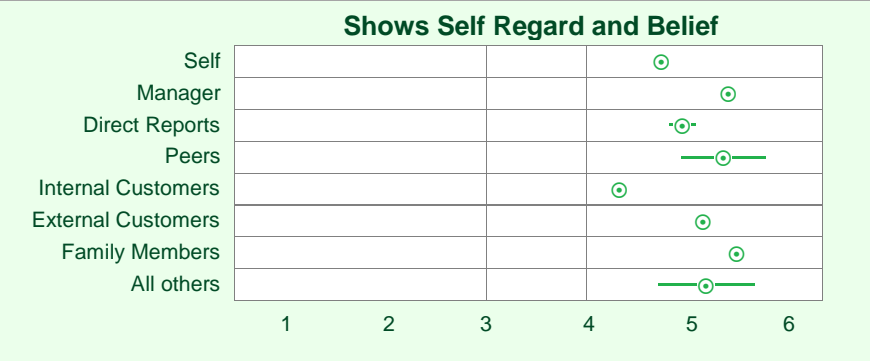
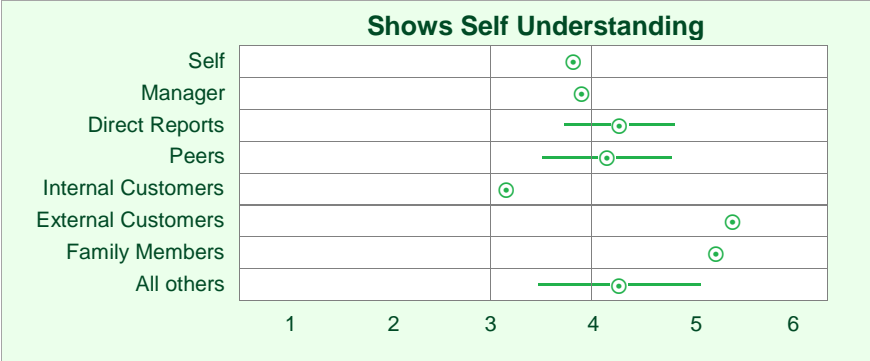
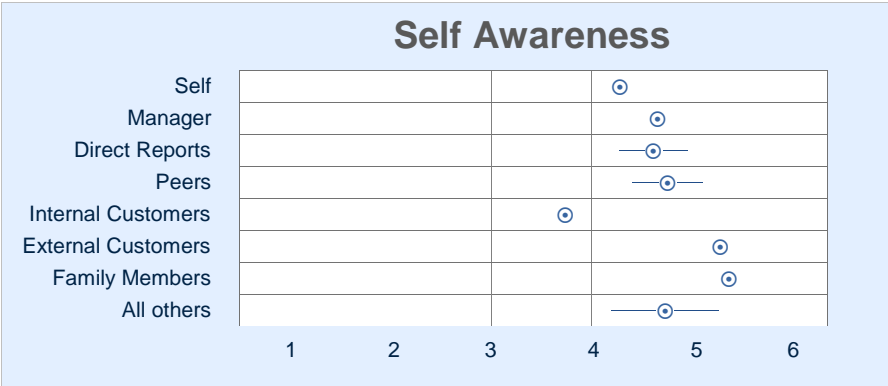
Shows Openness

People with this characteristic are continually listening and learning. They do not get stuck into habits and outdated processes but continually seek new, relevant information which they use to update their view of themselves and their approach to situations. They also encourage others to do likewise and, with careful, non-defensive listening they are extremely adaptable to situations and changing demands.

Your manager and your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by your external customers. You yourself, your direct reports and your peers see you as generally meeting their expectations. On the other hand, your internal customers are sometimes divided on this issue and expect more of this from you

This indicates that, in most circumstances, people see you as someone who actively encourages dialogue and who is willing to listen, learn and understand. They see you as generally open to receiving feedback even if it does not always show you in a positive light. They also believe that you will give them open and honest feedback most of the time. This results in you being described as more adaptable than many and your receptivity to new information is seen to as a willingness to be flexible and to challenge and change old perceptions and habits. This helps you to manage evolving situations better than most.

Self Control							Responsibility							Openness to Change							Openness to Feedback						
Manages internal states, impulses and resources in a mature and effective way such that negative emotions are controlled without dishonesty or repression and positive emotions							Can be relied on to take decisions and, when a commitment has been made, shows great conscientiousness in terms of fulfilling responsibilities and following through on							Shows great flexibility in the face of changing circumstances, being willing to change path, adapt processes and re-prioritise activities in the light of new information.							Acts as a role model in encouraging open dialogue. Actively gives and seeks feedback, demonstrates a willingness to listen and learn and is comfortable disclosing personal						
Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam
D	C	B	D	D	A	B	B*	A	A	A	C	A	A	C	A	A	C	D*	B*	B	D	C*	D*	C	E*	A*	A



Self Awareness

People who are seen as emotionally intelligent demonstrate high levels of self-confidence without being arrogant. They have an underlying self-belief, which gives them a sense of authority and integrity and demonstrates itself by their willingness to take principled positions. They are open and realistic about their limitations as well as their talents and create a sense of authority, authenticity and trust.

Overall, this areas was ranked 2nd.

Shows Self Understanding

People with this characteristic show a great depth of self-understanding. They have developed an accurate assessment of their own skills and abilities, feel comfortable describing their strengths and limitations and are non-defensive about them. They understand the complexity of their own emotions and can describe their reactions and the impact this has on others.

Your external customers and your family members see you as demonstrating these characteristics to a very high standard. Your manager, your direct reports and your peers see you as generally meeting their expectations. However, you yourself and your internal customers are sometimes divided on this issue and expect more of this from you

This indicates that you show awareness of your own strengths and weaknesses with a willingness to acknowledge when you do not possess all the skills or knowledge needed or expected in particular situations. Your style is generally seen as open, constructive and mature. You are able to recognise your own moods, reactions and emotions and you seem more comfortable than most when dealing with the emotional side of life. You are generally aware of your effect on other people and show a clear willingness to manage any issues arising in an open and non-defensive way.

Shows Self Regard and Belief

People with this characteristic show a high level of self-confidence and integrity without being arrogant. They are clearly “their own person.” They approach challenges with a good understanding of what they want, and how it relates to their values which means that they are not subject to the usual pressures to be popular or conform. They take firm and principled positions and will take personal risks rather than compromise on important topics. They are seen to live their values and come across as trustworthy, honest and authentic.

Your manager, your peers, your external customers and your family members see you as demonstrating these characteristics to a very high standard. This is seen as a clear strength by you yourself and your direct reports. Your internal customers see you as generally meeting their expectations.

This appears to be an outstanding strength. All those answering the questionnaire see you as being someone they can trust. You come across as an exceptionally sincere person who will take principled stands and follow through on promises. They admire your confidence and sense of purpose, which you can express without becoming arrogant and over-demanding. They express confidence in your ability not to be swayed by short-term pressure and to stand by what you believe in. Overall the perception is that you are a person of integrity whose words match your deeds and who speaks with authority and authenticity.

Self-Assessment							Self Literacy							Self Confidence							Authenticity						
Judge own strengths, limitations and inner resources realistically and discusses them openly and non-defensively.							Recognises and can describe the complexity of own feelings, moods and reactions; shows awareness of how these can impact on others.							Has a strong sense of self-worth and self-belief; demonstrates confidence in own opinions without appearing arrogant; takes strong principled stands in the face of pressure.							Comes across as honest and genuine; shows a strong sense of integrity and can be relied on to deliver on promises; creates a strong sense of being trustworthy and authentic.						
Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam	Self	Man	Rep	Peer	IntC	ExtC	Fam
D	D	C*	C*	E	A*	B	D	C*	C	C	D	A*	A	B	A	A	A	A	B	A	B	B*	B*	A	D	A	A

8. Responses to specific questions

1. Think about Simon. Write down the first words that come to mind to describe him.

- Highly intelligent. Dynamic. Curious. Analytical. Top-notch.
- Strong-willed. Assertive. Smart. Dynamic. Inflexible. Highly opinionated. Entrenched. Committed. Principled.
- Intelligent, driven, energetic, youthful
- Single minded Uncompromising Confident Inflexible Dry & Witty
- highly ethical and principled, works hard, good sense of humor, smart
- capable, righteous, stubborn, determined, just, a leader
- self-confident, clear, honest, intelligent, straightforward, problem-solver
- Forward thinking.
- Intelligent. Strong-minded. Aggressive (in a good way).
- smart. engaged. difficult/frustrating. hardworking. complicated. confident.
- Trustworthy. Honest. Fair. Stable.

2. Write down the key strengths that he brings to the current job - and any that you think are being under-utilised.

- Simon is the best manager I have ever worked for, by far. He makes serious work fun. He strikes the right balance of making you feel that the work is important, but that it is not brain surgery. His work ethic is unbelievably high, and yet manages to be as energetic and bright as he is without it seeming like a reproach to everyone around him.
- Driving sense of mission. Excellent knowledge base. Likes to get his hands dirty. Loves HE engineering and his enthusiasm is apparent and infectious. Very smart. Extremely industrious. Engineering junkie.
- Intelligence, creative ideas, adherence to high standards
- Confidence Experience Drive Determination
- knows the business, has a vision, looks for creative solutions
- Simon's a hard worker and has a great mind.
- knowledge, easy to deal with
- Simon is very forward thinking; knows the HE business; in tune with market trends and happenings in HE industry; he is inovative always looking at how to improve and do things better.
- Intelligence. Drive.

- intelligence. drive. experience and market knowledge. can be excellent at making appointments. good communicator.
- He is a motivator who is good at encouraging people to succeed.

3. What do you think he needs to develop to perform even better in his current roles?

- Hiring people more quickly would probably help free him up to do more of what he can only do--though to his credit he rises to the challenges of being understaffed in amazing ways. Ideally, though, being fully staffed up in marketing would help Simon focus on larger matters. He does hire well, from what I can see, due I am sure in part to the rigor with which he attacks it.
- Simon needs to know when to let go and to fight another day. He's one of the most dogged people I've ever met in professional life and, when an issue drives him crazy, he worries it and worries it, ad infinitum. When he doesn't like something, he approaches it in a "don't fuck with me" manner that seems overly personal. Sometimes, it's just business. There's a slight "you're either with me or against me" quality to Simon sometimes that seems unnecessarily black and white. As a closing note, I like Simon very much and genuinely want to see him and his program thrive. He deserves it.
- Collaborative skills, feedback/support skills, time management skills
- Cooperation Flexibility
- Ability to work with people who do not share his vision
- I think he could be brought deeper into the concerns of other parts of the program, so that he better understood what the greater needs are.
- team-building
- Simon is very good at what he does and the only thing I would say that would help his current role would be to think outside his division. We don't really encourage this with our structure but it is to ARCAM's benefit for Division heads to think and consider Arcam as a whole and not always just their division.
- Simon could develop his communication: he needs to better convey his plan/vision (and do so more than just orally). I think doing this would help him to empower/enable his employees to follow that vision and make decisions without requiring his input.
- From the feedback given in this 360 it should be clear that I think Simon has both great strengths but also significant areas of weakness. I think that he needs to work much harder at being a good colleague, and should look to support everyone else in their performing their roles, even if Simon thinks that they are not as good at their roles as they should be, or that what they are doing is not right. Simon is so smart that he is often able to think faster than others but he is also convinced too often that he is right and others are not. He needs to be more collaborative, more supportive and encouraging. Simon is complex. I have felt uncomfortable about nearly every question in this questionnaire because it is hard to reduce Simon to a simple ticked box. I have a very high opinion of Simon's abilities and am pleased he is in the business and I think he is making a real difference. I have however been very critical at times in giving this feedback. This is continuing a process which I have already begun with Simon and he seemed very open to feedback and engagement, even if it was tough. I hope Simon will see this feedback as constructive - it is certainly intended to be so. I think that if Simon can find ways of responding to it he will end up enjoying his role more. If he can find a way of inserting himself into the senior management team, of working with a wide range of others outside the HE department, then I think he will end up enjoying his job even more. It would also make him even more effective at what he does. I think highly of Simon and I hope he will find this feedback useful.

- Delegating a bit more of the daily tasks - not taking on so much personally.
-

4. What other roles do you think he could aspire to?

- I am pretty persuaded that he could do about anything he wanted to do in engineering.
 - I find this an odd question and don't really know how to answer it. I think Simon's a very good engineer and I think he should aspire to being an even better one. Beyond that, hard to say. (He'd probably be an excellent volleyball player.)
 - Any managerial role on up to President.
 - Business Leader VP of an org
 - Simon would be great at starting his own engineering consultancy.
 - I could easily see Simon as President of Arcam Engineering. He has the engineering background; he is very good with people and surrounding himself with the right people to get the job done.
 - Simon could very easily run his own company. I'm not sure that could include something like ARCAM, Inc.
 - In order to develop his role into a larger general manager position I think Simon needs to improve his softer skills - around influencing, collaborating, etc.
 - He could aspire to running a company because he is good at seeing the big picture and managing people towards a clear path to success.
-

5. What would he need to develop in order to grow into such roles?

- A better vertical jump.
 - More managerial experience along with the items mentioned above (collaborative skills, feedback/support skills, time management skills).
 - Diplomacy Getting people on side
 - A softening of his quick judgements; the ability to foster visionaries
 - Simon would need to focus some on the operations side and more in tune with Group Accounting/legal policies.
 - His willingness to take into consideration the needs of other parties.
 - Other than delegating a bit more tasks - I am not sure of any areas he'd need to grow in order to handle the responsibility.
-

9. Additional Comments written whilst answering this questionnaire

- I have never worked for anyone who is more spirited in his work than Simon. His dynamism and thorough interest in every aspect of engineering is very inspiring.
- One of the best problem solvers I have ever encountered--he has routinely broken down issues that have stymied me and helped me work through them in a way that does not make me feel inadequate--no mean feat.
- This is tricky. Simon is a problem-solver, working for a company that has its share of problems and is somewhat short-staffed. He is also extremely effective, and sometimes MAY get involved at a level that is
- Simon's communication style can take some getting used to: he is direct and Socratic in his method. Some people may take this to be challenging or
- I absolutely count on Simon to say what he means, and his hit rate on doing what he says he will do is impressively high considering his travel.
- not quite sure about what a
- Again, his ability to attack problems with energy and skill, and his lack of neurosis in his work are extremely appealing. He has an ego, of course, but he is not egotistical. An important distinction, and crucial in a leader.
- Simon is encouraging when people's ideas are half-formed, but VERY encouraging about making sure those ideas become more fully formed. Which seems right to me. I'm not sure what is meant by being
- Simon is a straight-shooter, and seems to be quite unscripted. I have never felt that there was a hidden agenda in any interaction I have had with him. That is a refreshing change.
- I am not sure how detrimental to longer term issues Simon's focus on daily urgencies is. I suspect that if we had more people with Simon's ability handling
- Simon has an very high energy level and sense of investment which is almost always in evidence.
- Simon's opinions are strong and strongly held.
- Simon has a strong moral code, one he clearly considers regularly and takes very seriously.
- Simon is rarely visibly down or depressed. One of Simon's strengths is not his ability to put himself in someone else's position, especially if he disagrees with that person.

- Simon rarely fails to Simon works primarily to his own agenda. I would not say that Simon Simon argues to win, he doesn't concede. Or, rather, he concedes only when explicitly forced to do so. I don't think Simon is especially self-aware, but I wonder whether he spends much time thinking about this. He's the exact opposite of Simon always says what he means. You always know where he stands, and he's entirely uncomplicated and straight-forward in this way. Simon doesn't appear to be much affected by pressure, which is an admirable trait.
- Simon's vehemence on certain topics (Google, say) does cause him to overreact at times. He can become indignant and quickly outraged, which doesn't really get him, or us, anywhere.
- Simon takes responsibility for his business, which I've always liked.
- I've never known Simon not to be open with information. He seems quite democratic in this respect. Simon is open to feedback only up to a point: if something conflicts with a previously held belief, especially on certain flashpoint topics, the curtain quickly drops.
- Simon can sometimes enter a conversation late in the process and appear imperious by holding forth in a manner that projects that only he, not others, have considered this or that. I have no doubt that Simon delivers to the best of his ability. He works extremely hard and takes his job very seriously. Simon has great integrity.
- I think Simon is likely a great boss if you're with the program and doing well, but that things get uncomfortable quickly if you cross him or underperform.
- I think Simon understand his range of emotions but is largely unwilling to consider how these might be better harnessed or reoriented. Simon's approach to persuasion sometimes feels like it's more a matter of his impressing the depth and passion of his beliefs on you than it is one of trying to show you why he believes what he does. In other words, he sometimes tells you what he thinks and why he thinks you should think the same, rather than showing you what the basis for his beliefs are.
- Simon is a particularly interesting person to 360 because he doesn't fit into easy categories, as is evidenced by the fact that he's probably the most (only?) alpha male Canadian I've ever met.
- I think Simon's comfortable with conflict but not particularly skilled at mediating it or at Simon does better surging ahead by himself than doing so through a team effort. Simon seems at times to pride himself on feisty conflict.
- Simon's communication style is
- Simon's pretty consistent, I wouldn't say he's ever Simon never gives up, which is good. The flip side is that he almost never lets go of something. Simon has huge energy and vision. Talking engineering with him is great fun.
- I don't think Simon takes himself too seriously. Calgary sucks.
- Simon doesn't crack in difficult times but I wouldn't describe him as particularly patient. Simon's sense of righteousness is a powerful thing, and largely to his credit; at times, however, he can be unbending and rigid.

- An admirable desire to support the underdog occasionally seems to interfere in judgments of character, skill, and motivation
- Simon exudes a great level of inner authority. And this can be a very steadying presence that leads the team well. But this authority can sometimes lead to a lack of openness when listening to others.
- Simon is not collaborative by nature. And often confrontational when diplomacy would be a far more effective offering. And he loves a good fight, especially when he can imbue it with a sense that he's fighting on the side of moral integrity. Basically, he has a thing for feeling righteous. But one of Simon's strengths is that always considers the ethical implications of his decisions, and he has an impeccable integrity that I admire, even if it is somewhat unbending and pig headed.
- Simon is extremely inspiring. He brings a sense of commitment to his work that I find contagious.
- I see Simon's agenda quite clearly. He communicates it well. What I don't see is how much this is the agenda that gets pushed up from his group and how much is pushed down from him. I would guess, just from knowing his style, that Simon dictates down too much, but I may be wrong here.
- It's clear that Simon likes to win. And he can be dismissive of others once he forms an initial opinion of them. But if he agrees he can represent his team extremely well, better than most I have seen.
- Simon seems to respond very well to pressure. He's decisive and clear, which is extremely valuable.
- I wouldn't say Simon has an interactive style, but it does inspire me.
- I think Simon is very focused on what his program needs and not as much on what the press needs. But his group is set off a bit more, so this is natural.
- I don't think Simon particularly likes or embraces radical change, but seems to do quite well with incremental change. He's not a radical thinker, or a dreamer, but rather something that creates great efficiencies within a system and makes it work well when it's strained.
- Simon faces problems. He doesn't shy away from them. It's one of his great strengths as a person.
- It's telling that Simon and Evan Schnittman got off to a bumpy start because they share many of the same characteristics. They are both very aggressive and bull-headed at times. But also have thick skins and take critical feedback well (and it does sink in with both.) Neither are very collaborative either. But I guess the similarities stop there, for they are exact opposites when it comes to vision v implementation and integrity v manipulation.
- I'm not sure how self aware Simon is, because he could be very self aware and simply finds his professional shortcomings acceptable (or knows people have a problem with them but disagrees.) He has clear strengths and clear weaknesses, which professionally make him refreshingly uncomplicated to deal with.
- Very effective under pressure and shows good initiative for getting things done.
- Simon sets a very high standard of excellence for me and for everyone around him. I think of how he would react to a situation regularly and it proves very helpful.

- Simon is incredibly pragmatic, and able to understand the difference between short term, medium term, and long term approaches.--Simon might understand other people's points of view; it's just not always clear the extent to which he VALUES those points of view as much as his own (not an altogether bad thing, but it can create prickly relationships).
- Simon does have a tendency to drive forward with a solution without stopping to make sure that that solution meets anyone's needs but his own. This drive certainly gets him results, but in an environment where he MUST coordinate with other engineering groups, and with service divisions designed to meet his needs, it seldom the best long-term approach.
- Regarding saying what he means: Simon has full conviction in one he says, but there is a complication. Simon is remarkably smart (one of the great things he brings to the table). What he might work on is his tendency to rely on those smarts to create off-the-cuff decisions. This means a) that his plans are often kept nowhere but his head (the lack of communication hobbles the team he is on), and b) that sometimes he'll say something he is entirely convinced of, but a week later say the opposite, because the supporting data is entirely in his head.
- Like many of the management team of Arcam (and perhaps like managers everywhere), you may have to be a strong, intelligent personality to hold your own against Simon.
- Re: difficult feedback. Simon is receptive and responsive to the feedback, but his capital-S Strong personality might dissuade some wilting flowers from offering it in the first place.
- Simon has a tendency to make a bit of a bottleneck of himself. For instance, the fact that he went so long without a director of marketing kept him unable to delegate certain decisions & work, forcing team members to beg and plead for Simon's time. Simon should work to a) hire staff that he trusts, b) convey to them his vision in clear language (currently this vision seems more in his head than conveyed on paper), and c) let them do their job, with regular, appropriate check-ins with him.
- Have I mentioned how infernally smart Simon is? His intelligence and (wry) humor make Simon a great, inspiring person to work with.
- He's tenacious.
- in relation to the question about 'creates a sense of fun and commitment when in a group or team', I have seen Simon do this very well at times, and I think he probably does it best when it is his team he is interacting with. But I have also seen Simon interact in groups in a way that creates tension rather than fun.in relation to the question about spotting people who need support and encouragement I suspect that Simon is again much better at this within his own group rather than outside his group. I do not often see Simon being supportive and encouraging of others because I rarely see him operate outside his group, and I have seen him doing this in group. Simon has said to me himself that he works well with those he rates and finds it harder to work well with those he doesn't respect. He is not encouraging of those he doesn't respect/rate.
- in relation to the question about how his behaviour affect others, I think that Simon is not aware of how much his behaviour can impact others. It can do so significantly, and more than I think he imagines.

- in relation to the question about being approached by others when they want to generate new ideas, I think Simon has the intelligence and experience to be a good colleague in this respect. But I don't think people approach him because they do not expect him to be an encouraging and supportive colleague. In relation to the questions about judging and describing the skills of others, Simon can be extremely good at this and has made very good appointments. But he also has strong negative opinions about people who do not deserve such a judgement, and he can be too positive about staff who are weaker. Simon seems to have strong intuitive likes and dislikes of people and this can lead him to misjudge some people while also getting others spot on. In relation to the question about cooperation, I have said that I strongly agree that Simon goes alone too often. Simon needs to work more collaboratively with colleagues and realise that it is often by working alongside and with colleagues that common aims and objectives can be more easily identified and taken forward.
- in relation to the question about being unrealistic about his own abilities and weaknesses, I have agreed (slightly) with this comment not because Simon has too high an opinion of his abilities but because he is I think too unaware of some of his weaknesses. In relation to the question of challenging people firmly and fairly, I have only slightly agreed with this because while I have seen him do this well I have also seen him challenging people too aggressively and being a bit dismissive, in ways that are not conducive to getting a situation solved.
- in relation to the question about showing great understanding of other people's points of view, I have again seen him do this in a very intelligent and nuanced way, but I have also seen him ride a little roughshod over others' opinions, if he doesn't rate the opinion or person. In relation to the question about appreciating/explaining how other people feel, I can only assume he is less good at this because I have not heard him do this too much.
- in relation to the question about creating a climate of openness and trust, I think Simon does this well within his group, which seems to me to function well. But I do not see him doing it outside his group, where Simon is less good at this, I think.
- in terms of the question about an environment where others can develop their skills and abilities, I again suspect that there is a difference between Simon in the Metals Division, and Simon outside it. In relation to the question about showing resourcefulness, understanding, and flexibility when persuading others, I would agree strongly about resourcefulness but less so about flexibility and understanding. He is very smart but can be somewhat intolerant of other points of view.
- in relation to the question about coaching and supporting, I suspect that Simon does this a good deal within the HE Department, but I haven't had a lot of exposure.
- on the question about inspiring others towards a common purpose and vision I think - again - that Simon does this within the Metals group but not outside it.

- I think that Simon is comfortable about dealing with confrontation and conflict but that he could be more skilled at it. I think that Simon has a reputation for being firm but not always fair. I don't think people think he is being deliberately unfair but that he can appear to be unfair because he has such strong opinions about issues and people which can overwhelm others. In terms of igniting enthusiasm I suspect that Simon will receive stronger feedback from reports than from peers. In terms of developing a wide network of people Simon is extremely good at this in terms of external networks and contacts. He does this less within the business. Simon has not always managed conflict promptly and skilfully
- in terms of making it easy for people to give Simon critical feedback, I would say he is less good at this. This is strange since he is very open to feedback and takes it seriously (which I one of the reasons I have tried so hard to give lots of feedback here, even though there is a lot of criticism). I think a lot of people are scared of Simon, and of how he might react to criticism.
- in terms of helping people to work and cooperate together I think Simon is building a well organised and fully functional department, but he is not good at getting the best out of people who do not report to him, and not good at engendering cooperation right across the business.
- on the question of enthusiasm for the contributions of others I think it depends upon Simon's view of whose contribution is being considered - Simon rates certain people and is enthusiastic about them, and he doesn't rate others, and isn't enthusiastic about them. Simon tends to make these judgements quickly and it is then hard to shift his mind.

10. Suggestions for development

Social Motivation

Leads for Results

People with this characteristic are stimulated by change and the future. They work hard to create a shared vision and to communicate it with enthusiasm so that people become committed to the change process. They do not “sell their vision” but instead they work to create one which is shared through involvement of those concerned.

There were some aspects of this competency area on which you tended to rate yourself less highly than your appraisers did. It could be that your appraisers are recognising something in you that you yourself take for granted and do not really see as a strength or consider to be particularly important. Try considering what follows, and see where it takes you:

PARACHUTE YOURSELF FORWARDS. What does the future look like and how are you going to get there?

GET EVERYONE ON BOARD. Look for the common ground and build on it. Work towards developing a shared purpose in which everyone has a stake.

BE ONE OF THE GANG. Direction comes from within and those with vision have a greater impact if they appear to be like the people they are trying to influence.

BUILD A REPUTATION FOR CHANGE. Be the person that others know to be open to new ideas, change and flexible thinking.

Inspires Commitment

People with this characteristic have a highly engaging style. Their interpersonal skills and their focus on people creates a climate of participation and enthusiasm. They demonstrate an ability to articulate messages and to communicate in a fluent, interesting and engaging way.

You tended to rate yourself less highly on 'Inspires Commitment' than your appraisers did. It is possible therefore that you might be underestimating yourself in this area. Alternatively, maybe your appraisers value something particular about how you function in this area and to which you would not normally attach much importance. It may help to consider the following points:

CREATE A PRODUCTIVE CLIMATE. Teams are more than just groups of individuals. Make sure that you give people time to get to know each other and a special place to meet.

MAKE IT FUN. People often under-estimate the power that fun has to make tasks both more enjoyable and participants more productive.

IT'S THE TAKING PART THAT'S IMPORTANT. If you are a naturally competitive character rein back on your desire to make the biggest impact and work at being more collaborative.

BE PASSIONATE. Convey your enthusiasm and use it to energise other people. If you are not a demonstrative person think of ways of showing that something has emotional meaning.

Social Management

Exerts Influence

People with this characteristic are not afraid to get involved in situations which may be interpersonally demanding. They do not avoid conflict and use their considerable skill to get a reasonable resolution. They have the ability to influence others in a way which is both positive and gains commitment.

There were some aspects of this competency area on which you tended to rate yourself less highly than your appraisers did. It could be that your appraisers are recognising something in you that you yourself take for granted and do not really see as a strength or consider to be particularly important. Try considering what follows, and see where it takes you:

DIFFERENT STROKES FOR DIFFERENT FOLKS. People respond to different styles of influence. Match your style (directive, supportive, coaching, delegative etc) to each individual separately.

FIND THE RIGHT CHANNEL. Are you talking numbers to numerical people, using words with verbal people etc, and all at an understandable level?

WHAT'S THE SOURCE OF YOUR POWER? Make sure that others are responding to you as an individual and not to your position.

KNOW WHAT YOU WANT. Be aware of what it is you wish to do and the benefits that will accrue from your actions.

BE FAIR AND CONSISTENT. Treat everyone in the same way and ensure that all recognise a particular course of action as being measured and fair.

Builds Relationships

People with this characteristic are socially skilled and interested in building relationships with a wide range of people. They maintain useful networks of contacts and bring people together in a spirit of collaboration. They are encouraging and supportive in a way which makes people want to learn, grow and collaborate.

There were some aspects of 'Builds Relationships' which you rated more highly than your appraisers. This could mean either that there are things about you of which your appraisers are not aware or that you might possibly be overestimating some of your competencies. On the other hand, there were aspects of 'Builds Relationships' which your appraisers rated more highly than you did yourself. Perhaps your appraisers see something in you which you personally take for granted or which you would not usually see as especially important. Take a look at the following suggestions which might help you resolve these discrepancies:

TUNE YOUR EVALUATION SKILLS. Work on your ability to decide if people have the competence and confidence to take on bigger roles.

NETWORK, NETWORK, NETWORK. Even if it does not come naturally to you, treat networking as a work task and set goals for attendance at social events.

STAY IN TOUCH. Productive relationships require regular maintenance and long term collaboration requires long term contact!

INVITE EVERYONE INTO YOUR TENT. Work to get different sorts of people to collaborate and consider that sometimes we learn the most from those that irritate us.

Social Awareness

Understands Others

People with this characteristic show an ability to read people with uncanny accuracy, recognising their strengths and limitations and understanding their issues and concerns. They can explain what is important to others and show an ability to see matters from other people's point of view.

Both you and your appraisers see 'Understands Others' as an area for potential development. And so this may be an opportunity to explore a competency that you have not really thought about developing. Have a look at the following and see what it triggers:

BECOME A PEOPLE WATCHER. Take some time to sit and observe people. Speculate about what they may be thinking or feeling, and consider what the clues/evidence might be that you are using.

DON'T RUSH TO JUDGEMENT. Reflect on times when you have misjudged people. What did you miss? Were you stereotyping? What could you have spotted earlier?

TAKE AN INTEREST IN PEOPLE. Spend time getting to know what is important in a person's life. This is often the key to understanding what motivates them.

MEET THE NEEDS OF OTHERS. Ask yourself what others would like from you and what would make them give their best.

LISTEN! Do you actually pay attention to other people, or are you turning off, thinking ahead, jumping into the conversation etc?

Appreciates Others

People with this characteristic help others to feel valued by listening, understanding and being slow to judge and quick to forgive. They show genuine care and concern for others regardless of status or background.

You tended to rate yourself less highly on 'Appreciates Others' than your appraisers did. It is possible therefore that you might be underestimating yourself in this area. Alternatively, maybe your appraisers value something particular about how you function in this area and to which you would not normally attach much importance. It may help to consider the following points:

HAND OUT REWARDS. Find something genuinely positive to say to each person you see during the day. Notice how it affects their mood and willingness to cooperate.

DEVELOP YOUR EMPATHY. Put yourself in other people's shoes and consider how they might be affected by the way you interact with them.

LOOK FOR GOOD. Make a point of finding the positive in people you know and people you meet.

TALK ABOUT TRUST. Be honest with someone if you do not trust them and allow them the chance to explain themselves and change their behaviour, if necessary.

GIVE PEOPLE A CHANCE. Give everyone the opportunity to show you their best side. If they are always on the defensive they will not be so ready to cooperate with you.

Self Motivation

Drives for Results

People with this characteristic show energy and determination in the pursuit of their goals. They willingly take the initiative in order to achieve their targets but they also set themselves personal challenges such that they develop and grow in the process.

Your results, and those from your appraisers, for 'Drives for Results' are in the higher range. This implies that this is a strength. So in this case no particular development activities are suggested for this competency.

Energy for Change

People with this characteristic show energy and imagination as they continually stimulate new ideas and opportunities. They remain positive and optimistic even when things look bad and they encourage others to accept the need to adapt and change.

You tended to rate yourself less highly on 'Energy for Change' than your appraisers did. It is possible therefore that you might be underestimating yourself in this area. Alternatively, maybe your appraisers value something particular about how you function in this area and to which you would not normally attach much importance. It may help to consider the following points:

GET THINGS IN PROPORTION. Break tasks down into digestible chunks and deal with problems one at a time. You will become more optimistic about the outcome.

STOP NEGATIVE SELF-TALK. Challenge your negative self-talk or attitude of self-blame. Guard against pessimism turning into self-pity.

CHECK YOUR EEYORE FACTOR! What do you like about having negative thoughts? In the past have you enjoyed being sad, has it made you feel more self-righteous or gained you sympathy?

LOOK TO THE FUTURE. Endeavour to look beyond the here and now and consider what you can do to create a better future.

Self Management

Shows Self Regulation

People with this characteristic are able to express their innermost thoughts and feelings under pressure with honesty but without losing control. Their ability to regulate their emotions appropriately enables them to make clearer judgements and they can be relied on to deliver on promises made.

There were some aspects of this competency area on which you tended to rate yourself less highly than your appraisers did. It could be that your appraisers are recognising something in you that you yourself take for granted and do not really see as a strength or consider to be particularly important. Try considering what follows, and see where it takes you:

TAKE FIVE. When you feel yourself about to give into an impulse, stop for a few seconds and take a deep breath.

LEARN FROM THE PAST. Take time to reflect on past situations where your emotional reactions have had negative consequences.

MONITOR YOUR EMOTIONS. Think of the other reactions you can choose from when you feel yourself becoming angry, irritable or overly emotional.

Shows Openness

People with this characteristic are continually listening and learning. They do not get stuck into habits and outdated processes but continually seek new, relevant information which they use to update their view of themselves and their approach to situations. They also encourage others to do likewise and, with careful, non-defensive listening they are extremely adaptable to situations and changing demands.

You tended to rate yourself less highly on 'Shows Openness' than your appraisers did. It is possible therefore that you might be underestimating yourself in this area. Alternatively, maybe your appraisers value something particular about how you function in this area and to which you would not normally attach much importance. It may help to consider the following points:

SEE CHANGE AS OPPORTUNITY. Think about some form of change that you resisted, but which actually turned out to be a good idea.

GIVE SOMETHING OF YOURSELF. If you are uncomfortable talking about yourself, ask yourself why. Perhaps you find it difficult because you are not in the habit of sharing your thoughts with others.

EMBRACE YOUR MISTAKES. Everyone learns from their mistakes, and everyone makes mistakes. Acknowledge that the best learning often occurs when things do not go to plan.

HELP OTHERS TO TALK OPENLY. Encourage more open communication by using language such as 'Sometimes I find it difficult to...'

Self Awareness

Shows Self Understanding

People with this characteristic show a great depth of self-understanding. They have developed an accurate assessment of their own skills and abilities, feel comfortable describing their strengths and limitations and are non-defensive about them. They understand the complexity of their own emotions and can describe their reactions and the impact this has on others.

There were some aspects of this competency area on which you tended to rate yourself less highly than your appraisers did. It could be that your appraisers are recognising something in you that you yourself take for granted and do not really see as a strength or consider to be particularly important. Try considering what follows, and see where it takes you:

CHECK YOUR FEELINGS. Rate yourself on an imaginary 10-point 'ready for anything - ready for nothing' scale every morning and reflect on the reasons for your rating.

KNOW YOUR STRENGTHS. Imagine that you are going to an interview and will be asked about your five key strengths. What are they? How will you 'sell' them to the interviewer?

LEARN FROM CRITICISM. Think about a time when someone has rightly criticised your work. After the initial shock, what did you realise about yourself?

TEST YOUR COMFORT LEVEL. Now and then vary your pace of work and activities and assess what feels good and what less uncomfortable. Ask yourself why.

RECOGNISE YOUR DEFAULT MODE. Routinely ask yourself how you are feeling: anxious or relaxed, tired or energetic, bored or excited etc. Do you have a dominant emotion? Why?

IS YOUR MOOD FIT FOR PURPOSE? Get into the habit of asking yourself how you appear to other people. Are your moods and reactions helping or hindering what you do?

Shows Self Regard and Belief

People with this characteristic show a high level of self-confidence and integrity without being arrogant. They are clearly "their own person." They approach challenges with a good understanding of what they want, and how it relates to their values which means that they are not subject to the usual pressures to be popular or conform. They take firm and principled positions and will take personal risks rather than compromise on important topics. They are seen to live their values and come across as trustworthy, honest and authentic.

In both your view and also that of your appraisers, 'Shows Self Regard and Belief' is an area in which you already have a number of strengths. For this reason, no particular development activities have been suggested for this competency.

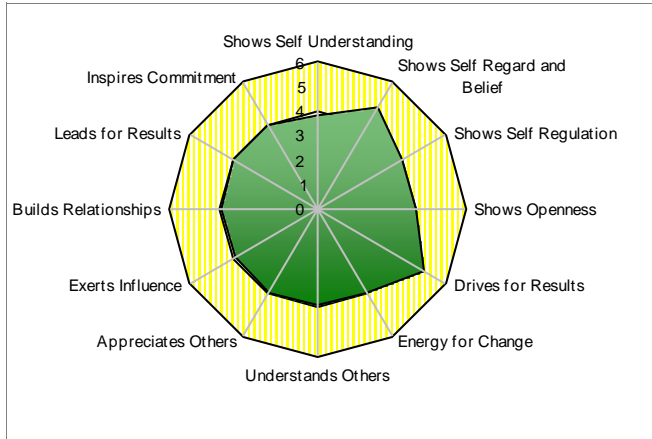
11. Additional Graphs and Tables

Additional Graphs and Tables Overleaf

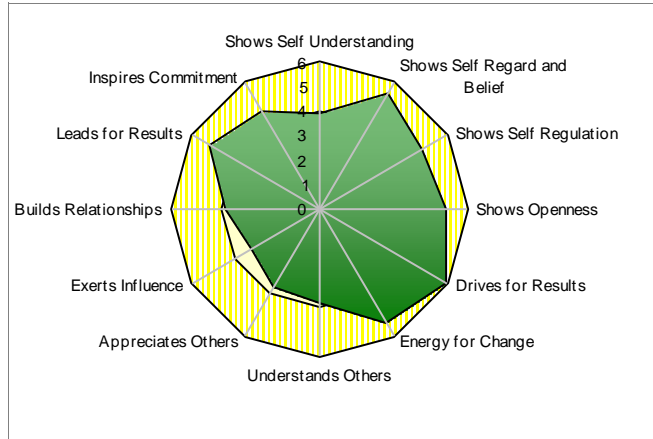
- *Star Plots*
- *Rank Order Graphs*
- *Gap Analysis*
- *Tables*
- *Item Analysis for 3 competencies*

Cluster Star Plots

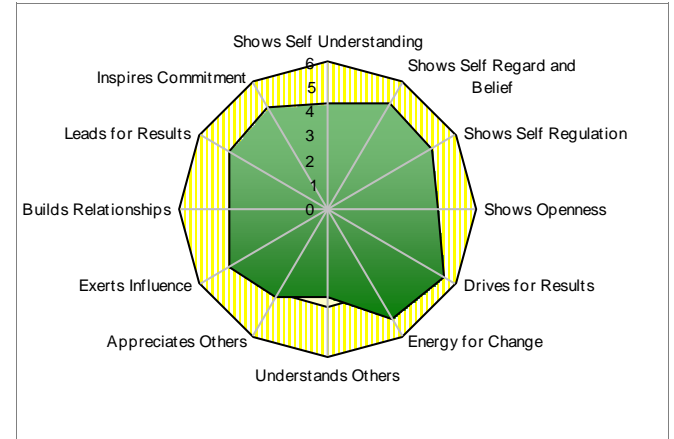
Mean Scores by Cluster for Self



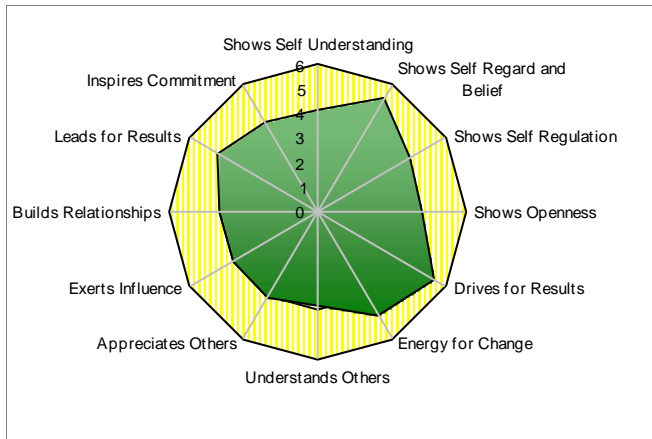
Mean Scores by Cluster for Manager



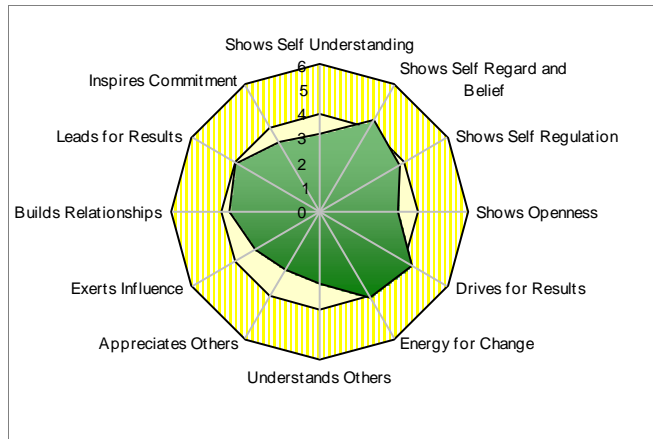
Mean Scores by Cluster for Direct Reports



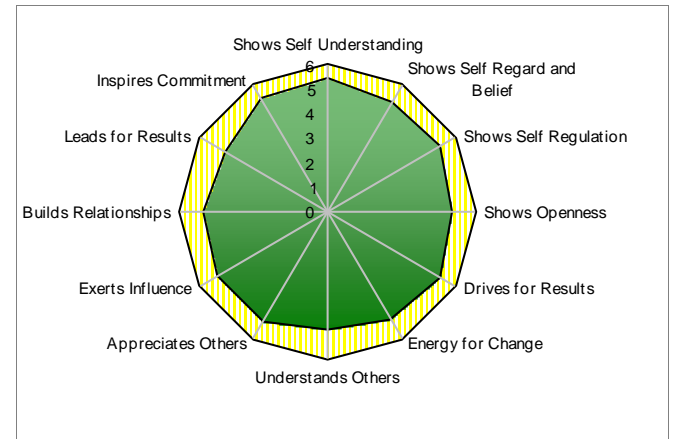
Mean Scores by Cluster for Peers



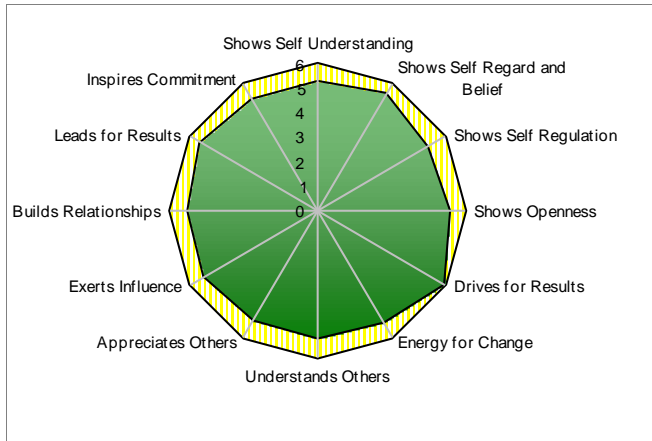
Mean Scores by Cluster for Internal Customers



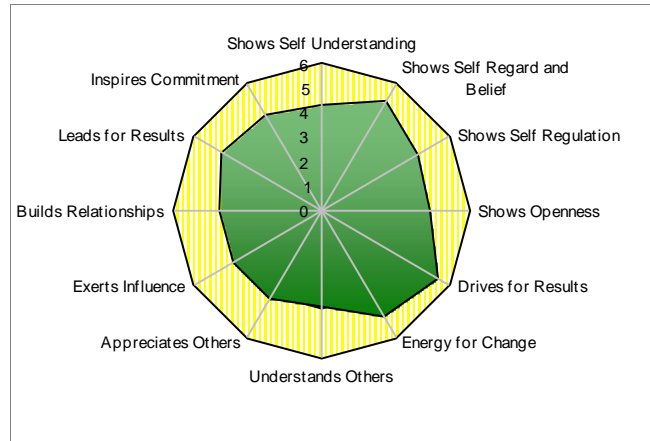
Mean Scores by Cluster for External Customers



Mean Scores by Cluster for Family Members

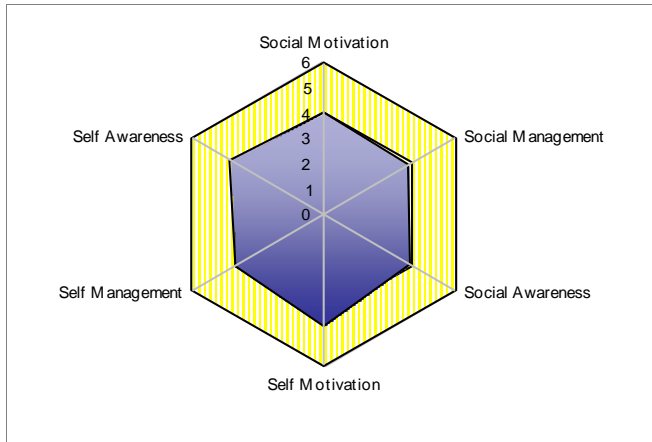


Mean Scores by Cluster for All others

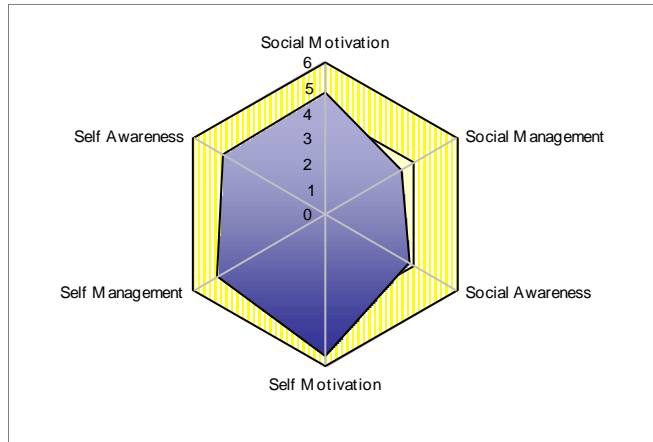


Major Area Star Plots

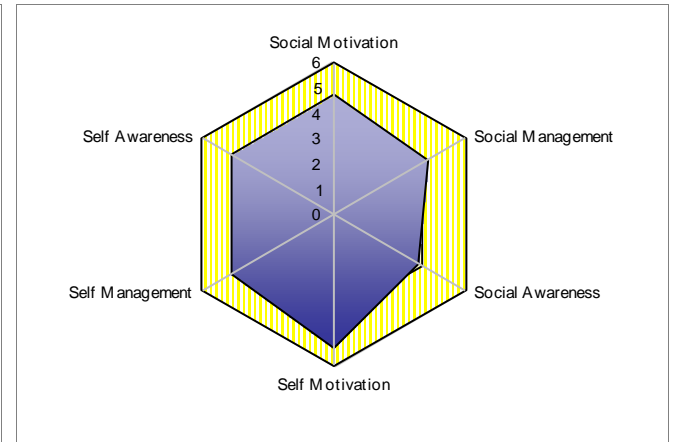
Mean Scores by Major Area for Self



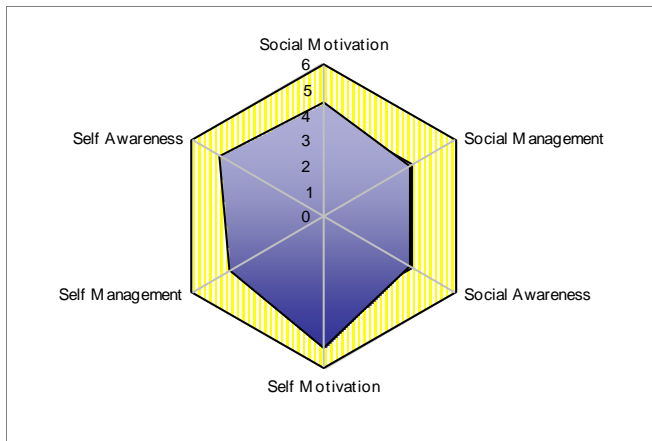
Mean Scores by Major Area for Manager



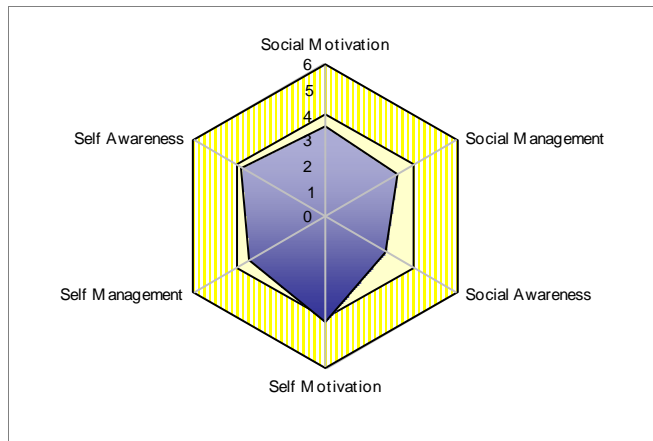
Mean Scores by Major Area for Direct Reports



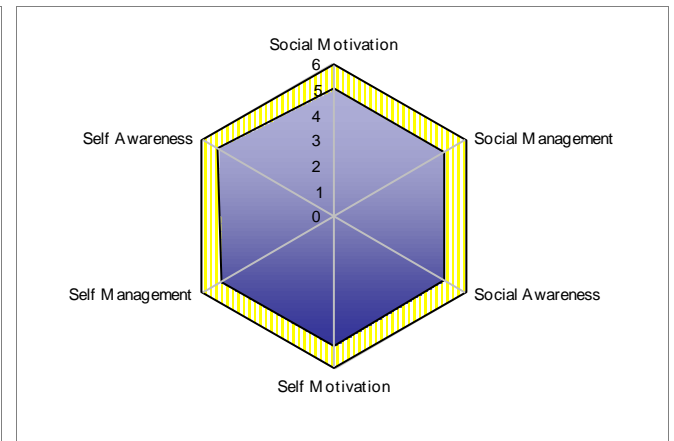
Mean Scores by Major Area for Peers



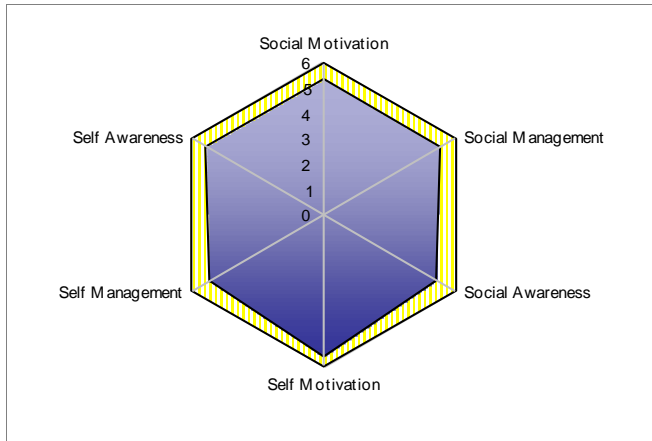
Mean Scores by Major Area for Internal Customers



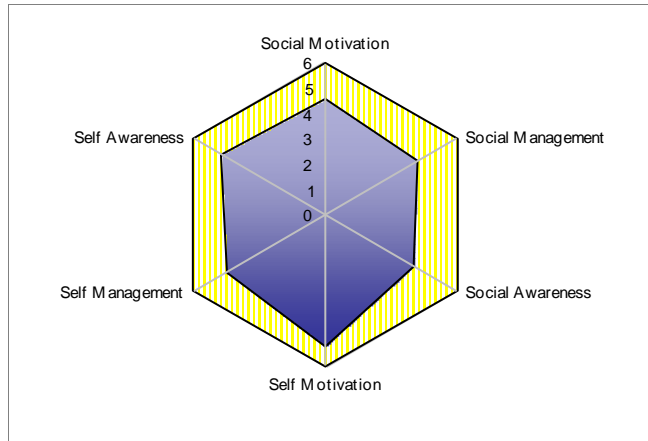
Mean Scores by Major Area for External Customers



Mean Scores by Major Area for Family Members



Mean Scores by Major Area for All others



Competency Rank Order Graphs

Mean Competency Scores for Self

Achievement Orientation	5.17	
Self Confidence	4.83	
Authenticity	4.67	
Responsibility	4.67	
Initiative	4.67	
Develops People	4.50	
Communicates	4.33	
Positive Regard	4.33	
Openness to Change	4.33	
Creativity	4.33	
Leads the Change	4.17	
Emotional Literacy	4.00	
Constructive Discontent	4.00	
People Judgement	3.83	
Leads the Vision	3.83	
Self-Assessment	3.83	
Self Literacy	3.83	
Influence	3.67	
Fosters team spirit	3.67	
Openness to Feedback	3.67	
Optimism	3.50	
Trust Radius	3.50	
Self Control	3.33	
Develops Collaboration	3.33	

Mean Competency Scores for Manager

Self Confidence	6.00	
Initiative	6.00	
Achievement Orientation	5.83	
Communicates	5.83	
Openness to Change	5.67	
Creativity	5.67	
Responsibility	5.33	
Leads the Vision	5.17	
Optimism	5.00	
Leads the Change	5.00	
Authenticity	4.83	
Develops People	4.67	
Openness to Feedback	4.50	
Trust Radius	4.33	
Self Control	4.17	
Self Literacy	4.17	
Influence	4.00	
People Judgement	3.83	
Emotional Literacy	3.83	
Self-Assessment	3.67	
Fosters team spirit	3.33	
Positive Regard	3.00	
Develops Collaboration	3.00	
Constructive Discontent	2.33	

Mean Competency Scores for Direct Reports

Achievement Orientation	5.50	
Communicates	5.42	
Initiative	5.42	
Self Confidence	5.33	
Creativity	5.25	
Responsibility	5.17	
Openness to Change	5.08	
Optimism	4.92	
Influence	4.75	
Leads the Change	4.67	
Self Control	4.58	
Leads the Vision	4.58	
Authenticity	4.58	
Self-Assessment	4.42	
Constructive Discontent	4.42	
Trust Radius	4.25	
Fosters team spirit	4.17	
Self Literacy	4.17	
Emotional Literacy	4.08	
Positive Regard	4.00	
Develops People	4.00	
Develops Collaboration	4.00	
Openness to Feedback	3.83	
People Judgement	3.00	

Mean Competency Scores for Peers

Self Confidence	5.67	<div style="width: 90%;"></div>
Achievement Orientation	5.57	<div style="width: 88%;"></div>
Initiative	5.37	<div style="width: 85%;"></div>
Responsibility	5.10	<div style="width: 80%;"></div>
Authenticity	5.07	<div style="width: 79%;"></div>
Creativity	4.90	<div style="width: 75%;"></div>
Optimism	4.87	<div style="width: 74%;"></div>
Leads the Vision	4.80	<div style="width: 72%;"></div>
Communicates	4.73	<div style="width: 70%;"></div>
Leads the Change	4.60	<div style="width: 66%;"></div>
Openness to Change	4.50	<div style="width: 63%;"></div>
Self Literacy	4.20	<div style="width: 55%;"></div>
Develops People	4.13	<div style="width: 53%;"></div>
Self-Assessment	4.13	<div style="width: 53%;"></div>
Constructive Discontent	4.10	<div style="width: 52%;"></div>
Positive Regard	4.07	<div style="width: 51%;"></div>
Trust Radius	4.07	<div style="width: 51%;"></div>
Openness to Feedback	3.93	<div style="width: 48%;"></div>
People Judgement	3.90	<div style="width: 47%;"></div>
Influence	3.87	<div style="width: 46%;"></div>
Develops Collaboration	3.83	<div style="width: 45%;"></div>
Fosters team spirit	3.73	<div style="width: 43%;"></div>
Emotional Literacy	3.70	<div style="width: 42%;"></div>
Self Control	3.57	<div style="width: 39%;"></div>

Mean Competency Scores for Internal Customers

Self Confidence	5.17	<div style="width: 85%;"></div>
Achievement Orientation	4.50	<div style="width: 72%;"></div>
Responsibility	4.33	<div style="width: 68%;"></div>
Optimism	4.17	<div style="width: 65%;"></div>
Initiative	4.17	<div style="width: 65%;"></div>
Leads the Change	4.00	<div style="width: 61%;"></div>
Creativity	4.00	<div style="width: 61%;"></div>
Leads the Vision	3.83	<div style="width: 57%;"></div>
Develops People	3.83	<div style="width: 57%;"></div>
Communicates	3.67	<div style="width: 53%;"></div>
Openness to Change	3.67	<div style="width: 53%;"></div>
Authenticity	3.50	<div style="width: 49%;"></div>
Develops Collaboration	3.50	<div style="width: 49%;"></div>
Self Literacy	3.33	<div style="width: 45%;"></div>
Constructive Discontent	3.33	<div style="width: 45%;"></div>
Self Control	3.17	<div style="width: 41%;"></div>
People Judgement	3.00	<div style="width: 37%;"></div>
Self-Assessment	3.00	<div style="width: 37%;"></div>
Emotional Literacy	2.83	<div style="width: 33%;"></div>
Fosters team spirit	2.83	<div style="width: 33%;"></div>
Trust Radius	2.83	<div style="width: 33%;"></div>
Influence	2.67	<div style="width: 29%;"></div>
Openness to Feedback	2.67	<div style="width: 29%;"></div>
Positive Regard	2.50	<div style="width: 25%;"></div>

Mean Competency Scores for External Customers

Self-Assessment	5.50	<div style="width: 88%;"></div>
Authenticity	5.50	<div style="width: 88%;"></div>
Positive Regard	5.50	<div style="width: 88%;"></div>
Achievement Orientation	5.33	<div style="width: 85%;"></div>
Self Literacy	5.33	<div style="width: 85%;"></div>
Self Control	5.33	<div style="width: 85%;"></div>
Fosters team spirit	5.33	<div style="width: 85%;"></div>
Communicates	5.33	<div style="width: 85%;"></div>
Constructive Discontent	5.17	<div style="width: 81%;"></div>
Develops Collaboration	5.17	<div style="width: 81%;"></div>
Responsibility	5.17	<div style="width: 81%;"></div>
Openness to Feedback	5.17	<div style="width: 81%;"></div>
Initiative	5.17	<div style="width: 81%;"></div>
Influence	5.17	<div style="width: 81%;"></div>
Creativity	5.00	<div style="width: 77%;"></div>
Optimism	5.00	<div style="width: 77%;"></div>
Emotional Literacy	4.83	<div style="width: 73%;"></div>
Self Confidence	4.83	<div style="width: 73%;"></div>
Develops People	4.83	<div style="width: 73%;"></div>
Leads the Change	4.83	<div style="width: 73%;"></div>
Trust Radius	4.83	<div style="width: 73%;"></div>
Openness to Change	4.83	<div style="width: 73%;"></div>
People Judgement	4.67	<div style="width: 69%;"></div>
Leads the Vision	4.67	<div style="width: 69%;"></div>

Mean Competency Scores for Family Members

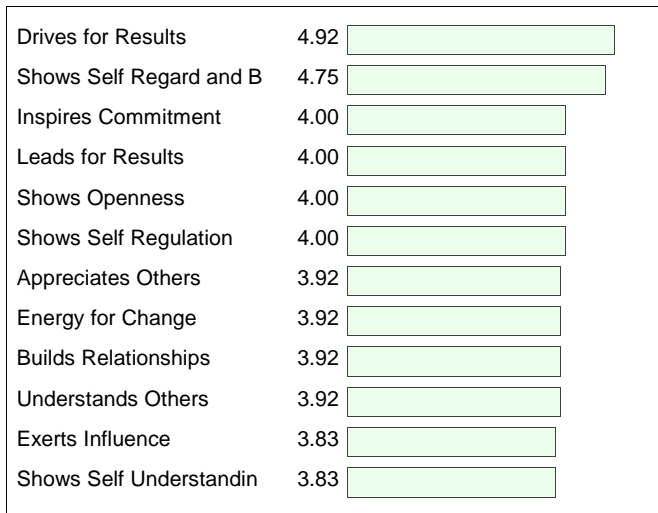
Achievement Orientation	6.00	
Initiative	5.83	
Openness to Feedback	5.67	
Self Literacy	5.67	
Constructive Discontent	5.50	
Self Confidence	5.50	
Authenticity	5.50	
Responsibility	5.50	
Leads the Change	5.50	
Emotional Literacy	5.50	
Leads the Vision	5.50	
Creativity	5.33	
Develops People	5.33	
Communicates	5.33	
Optimism	5.17	
Influence	5.17	
Fosters team spirit	5.17	
Develops Collaboration	5.17	
Trust Radius	5.17	
Positive Regard	5.17	
Openness to Change	5.00	
People Judgement	4.83	
Self-Assessment	4.83	
Self Control	4.67	

Mean Competency Scores for All others

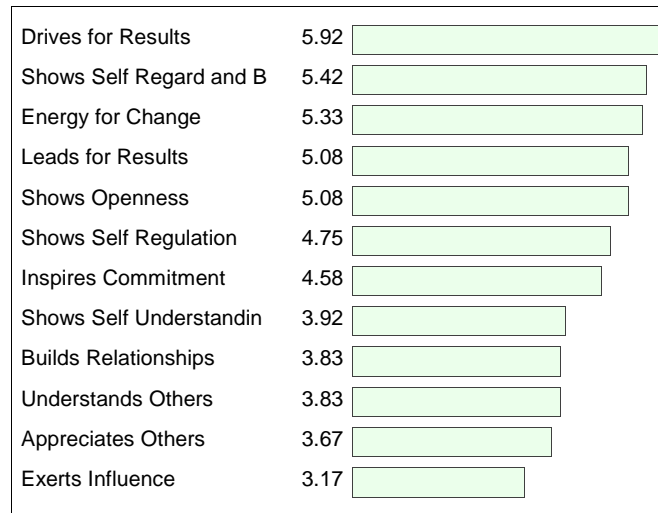
Achievement Orientation	5.50	
Self Confidence	5.50	
Initiative	5.35	
Responsibility	5.11	
Creativity	5.00	
Communicates	4.97	
Authenticity	4.89	
Optimism	4.86	
Leads the Vision	4.76	
Openness to Change	4.71	
Leads the Change	4.70	
Self Literacy	4.35	
Develops People	4.30	
Self-Assessment	4.23	
Trust Radius	4.18	
Influence	4.17	
Constructive Discontent	4.15	
Openness to Feedback	4.12	
Positive Regard	4.05	
Self Control	4.03	
Develops Collaboration	4.00	
Emotional Literacy	3.97	
Fosters team spirit	3.97	
People Judgement	3.80	

Cluster Rank Order Graphs

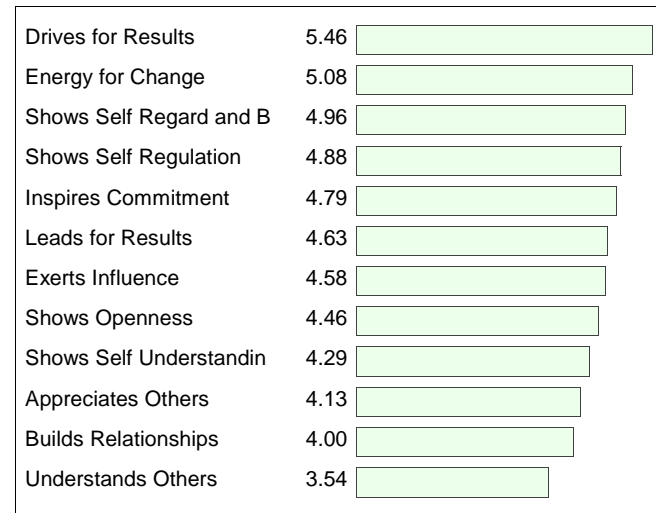
Mean Cluster Scores for Self



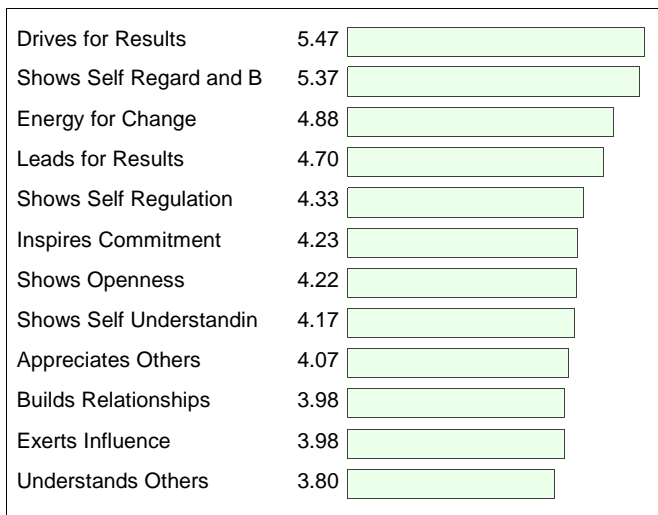
Mean Cluster Scores for Manager



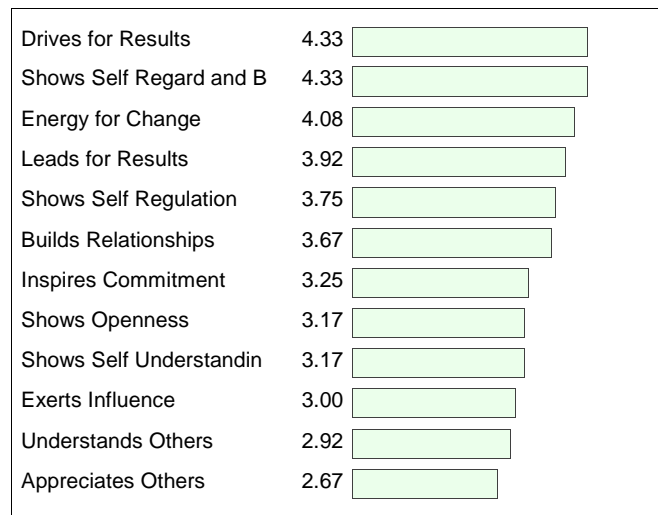
Mean Cluster Scores for Direct Reports



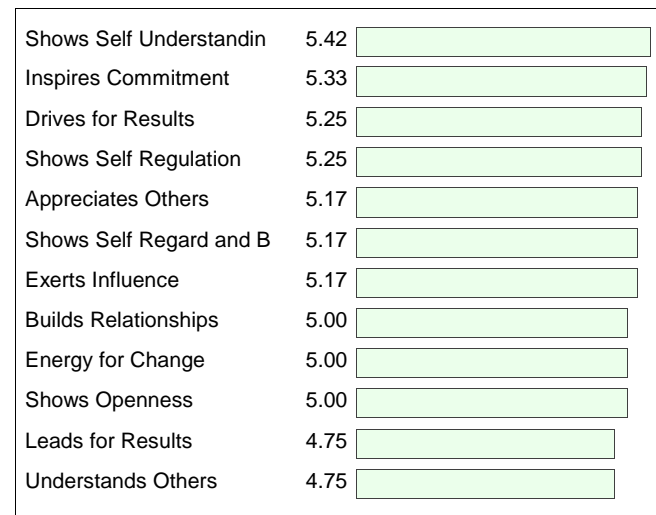
Mean Cluster Scores for Peers



Mean Cluster Scores for Internal Customers



Mean Cluster Scores for External Customers



Mean Cluster Scores for Family Members

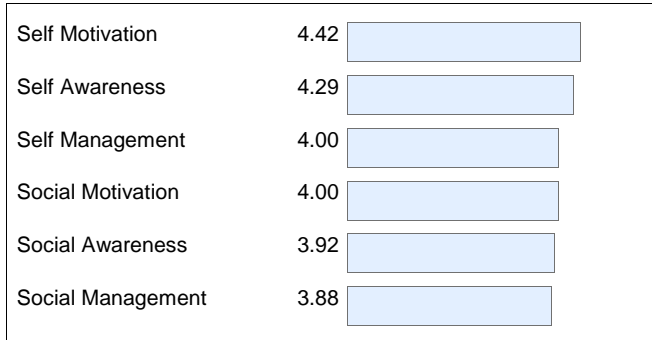
Drives for Results	5.92	
Leads for Results	5.50	
Shows Self Regard and B	5.50	
Exerts Influence	5.33	
Shows Openness	5.33	
Inspires Commitment	5.25	
Builds Relationships	5.25	
Energy for Change	5.25	
Shows Self Understandin	5.25	
Understands Others	5.17	
Appreciates Others	5.17	
Shows Self Regulation	5.08	

Mean Cluster Scores for All others

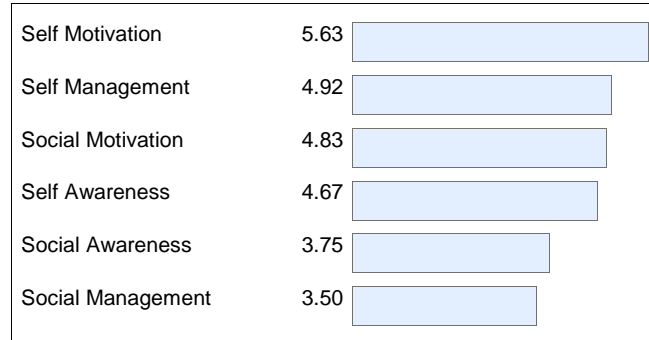
Drives for Results	5.42	
Shows Self Regard and B	5.20	
Energy for Change	4.93	
Leads for Results	4.73	
Shows Self Regulation	4.57	
Inspires Commitment	4.47	
Shows Openness	4.42	
Shows Self Understandin	4.29	
Exerts Influence	4.16	
Builds Relationships	4.15	
Appreciates Others	4.11	
Understands Others	3.89	

Major Area Rank Order Graphs

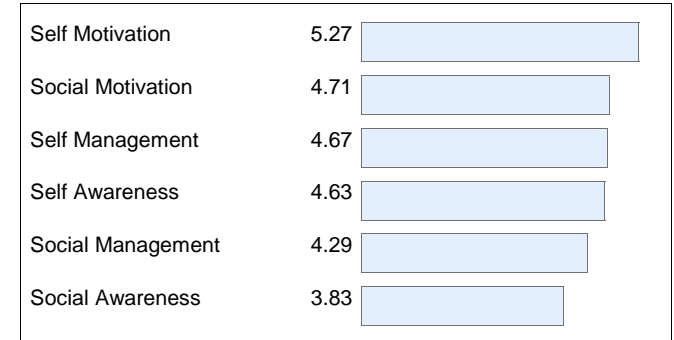
Mean Area Scores for Self



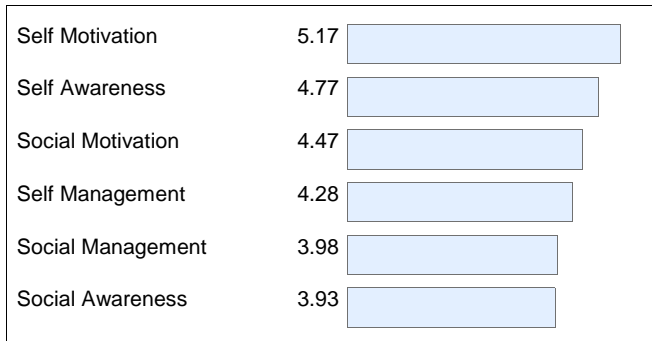
Mean Area Scores for Manager



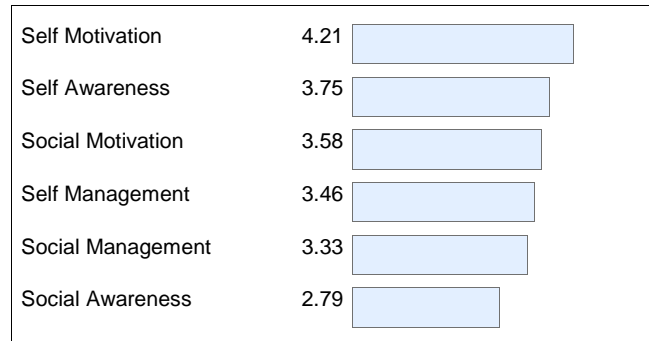
Mean Area Scores for Direct Reports



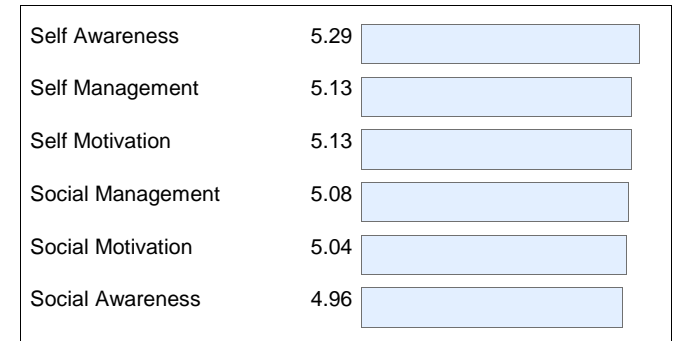
Mean Area Scores for Peers



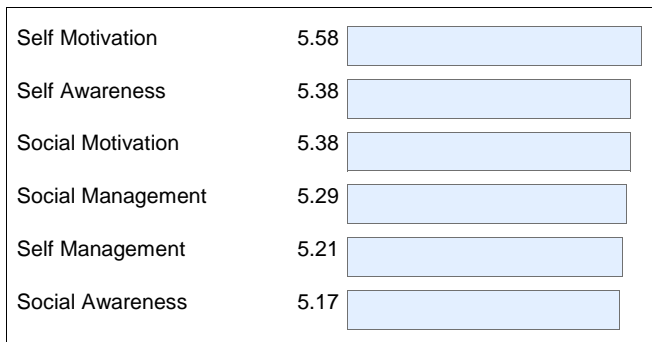
Mean Area Scores for Internal Customers



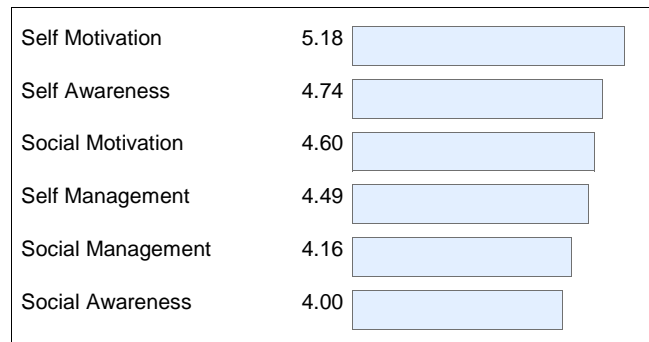
Mean Area Scores for External Customers



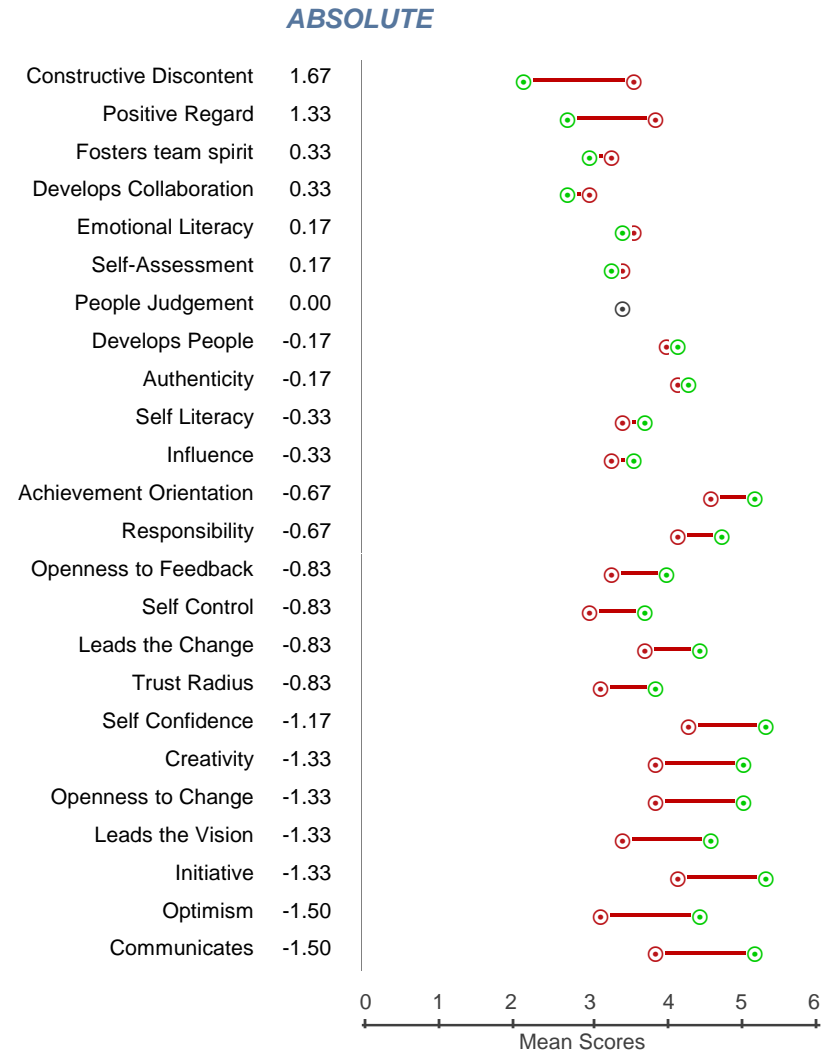
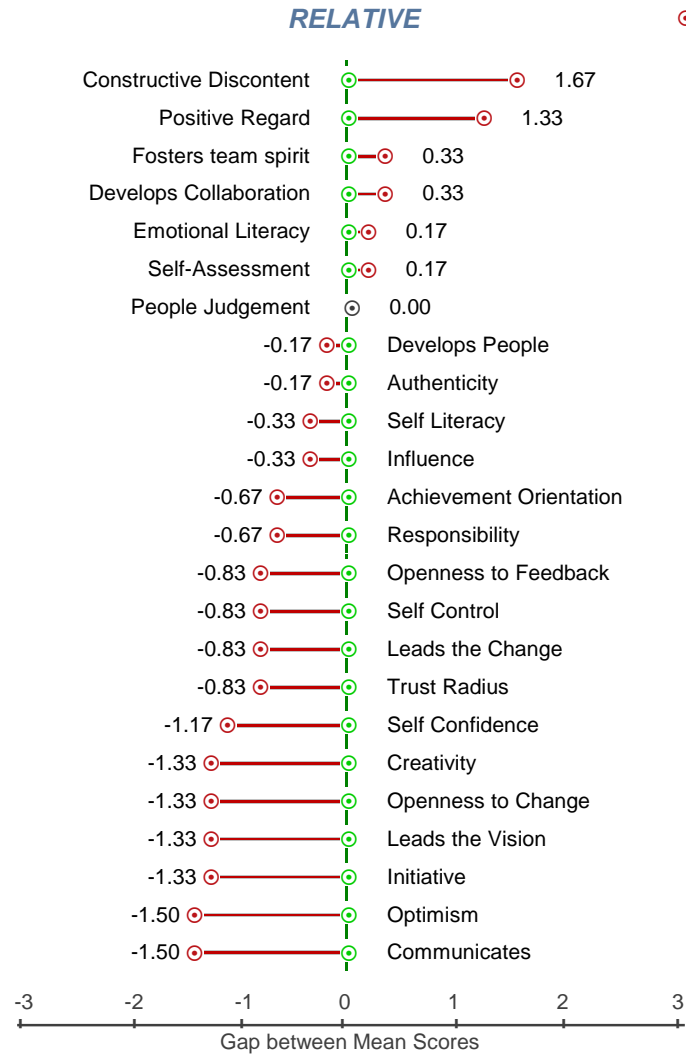
Mean Area Scores for Family Members



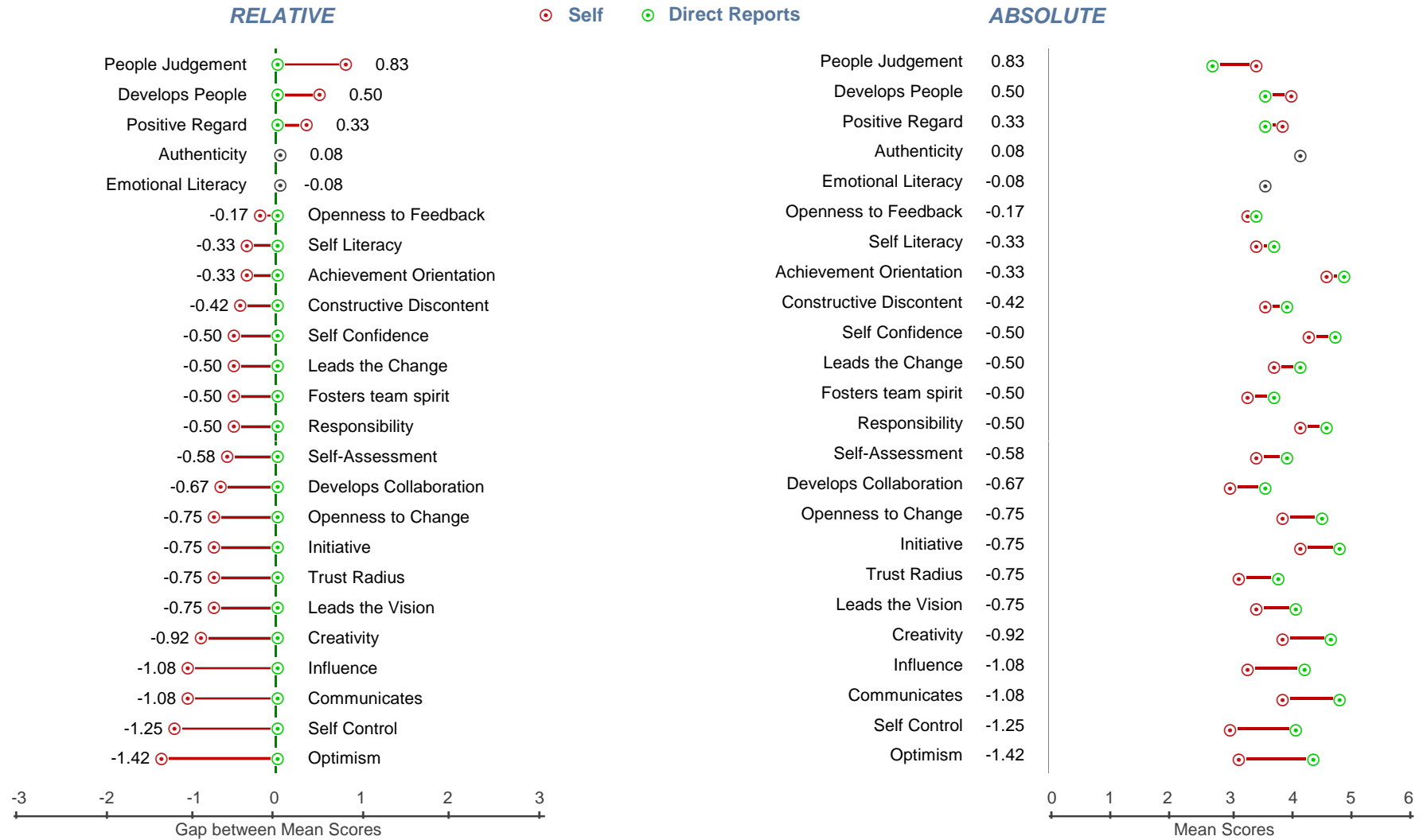
Mean Area Scores for All others



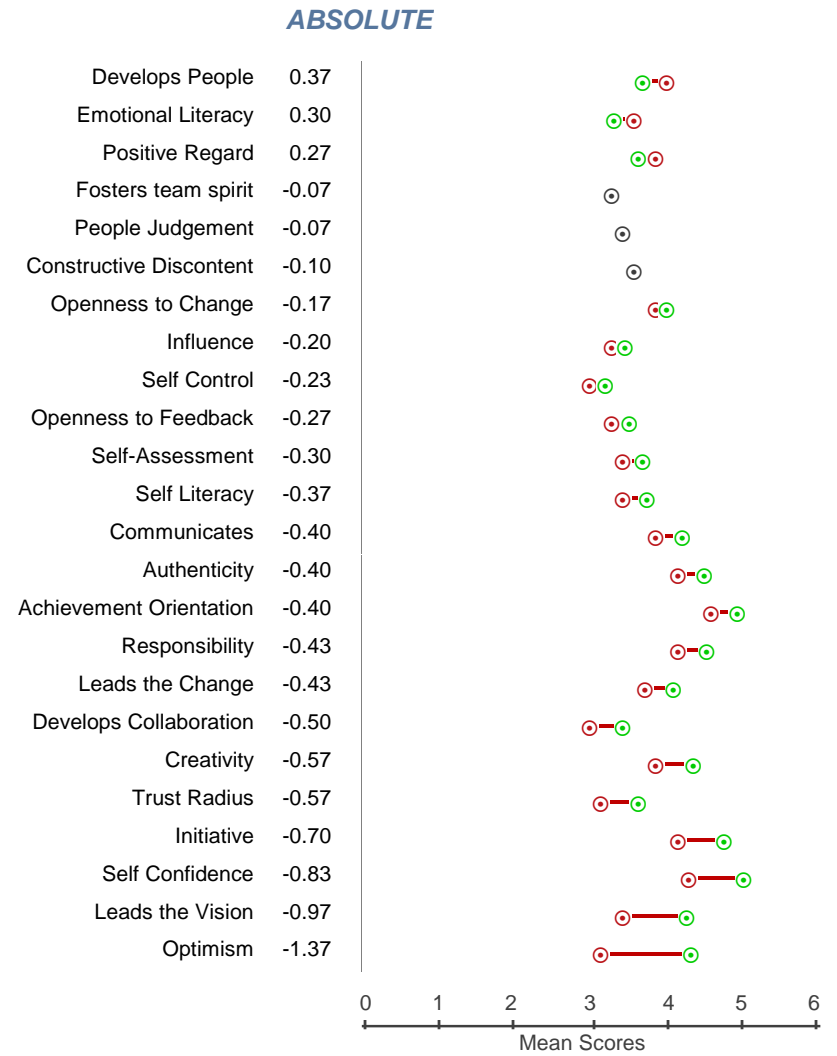
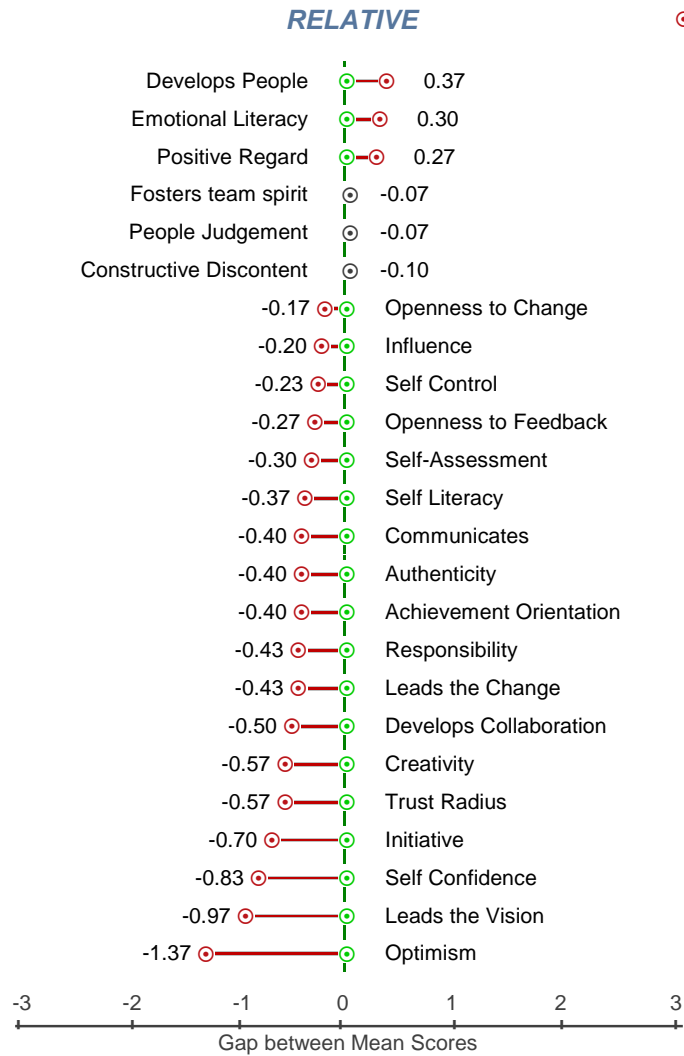
Gap Analysis



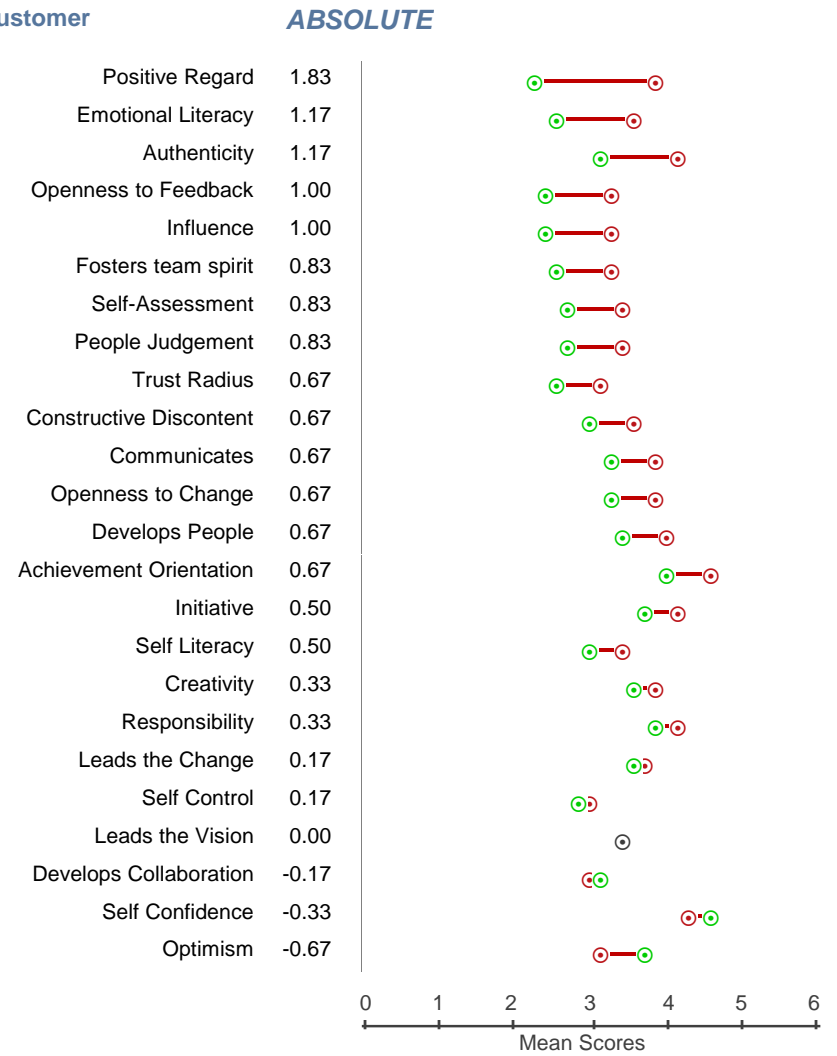
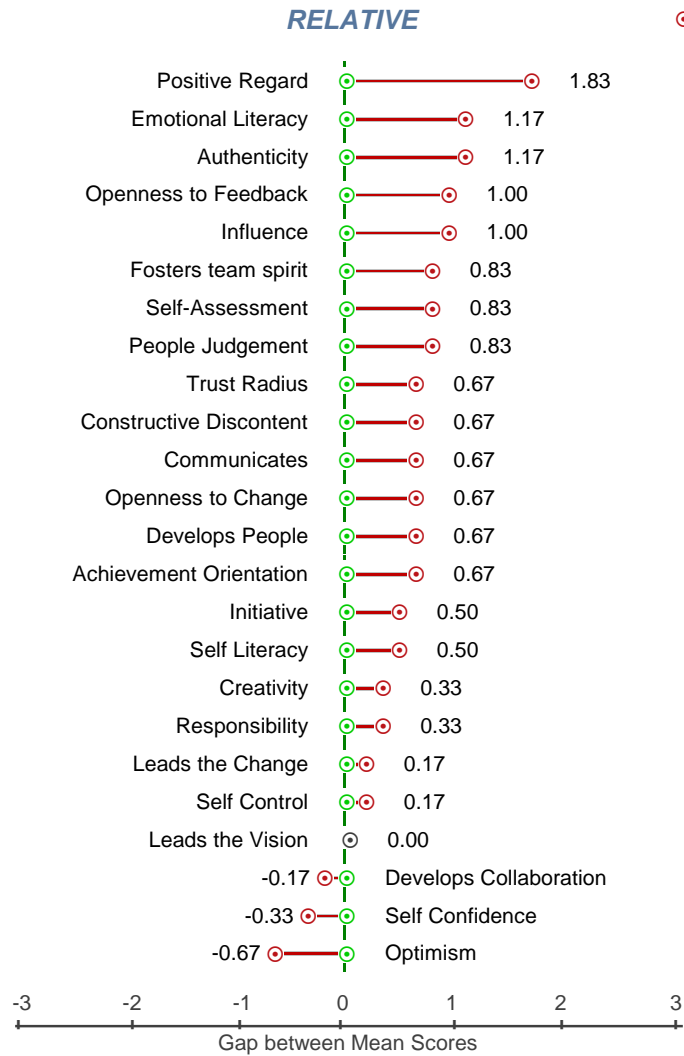
Gap Analysis



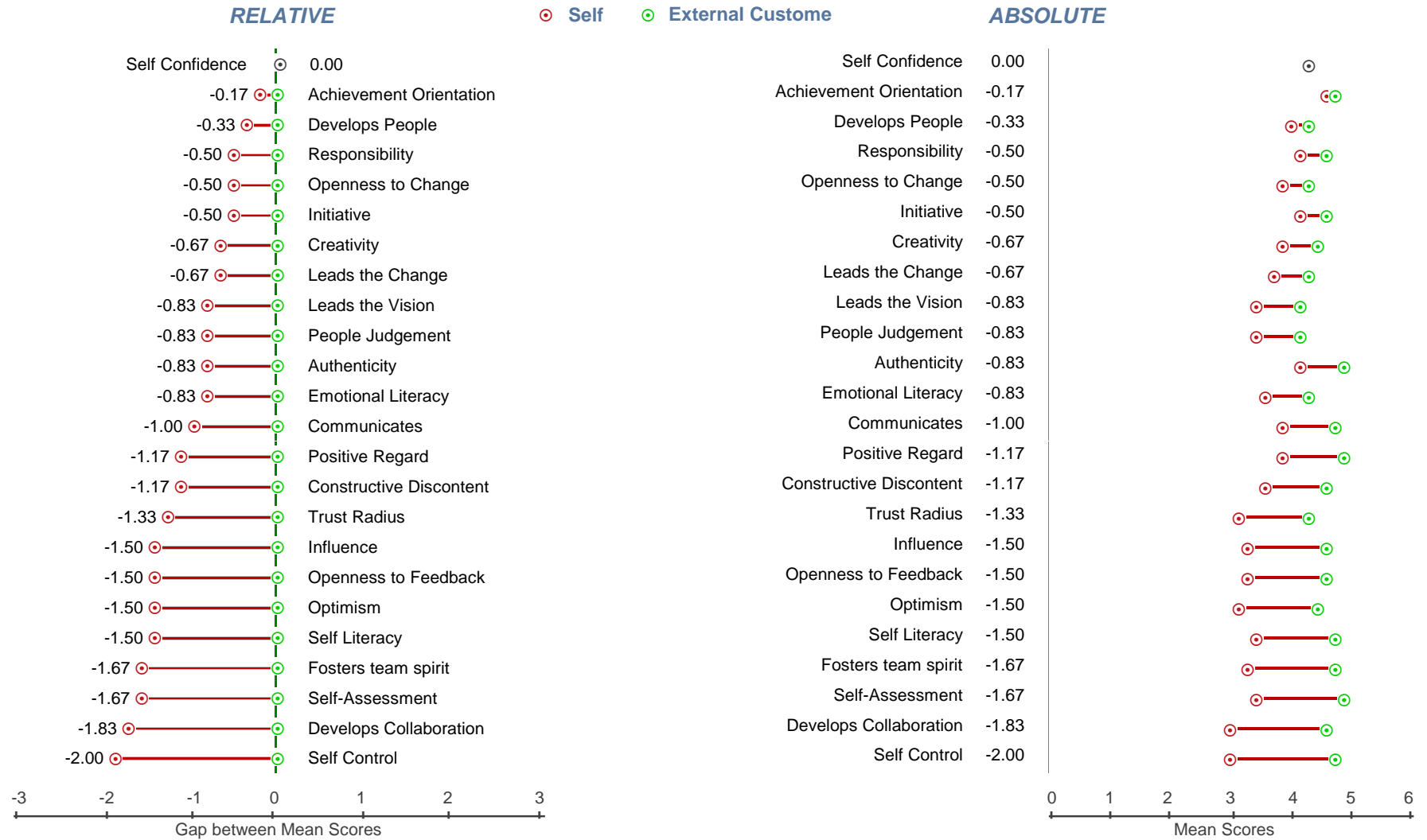
Gap Analysis



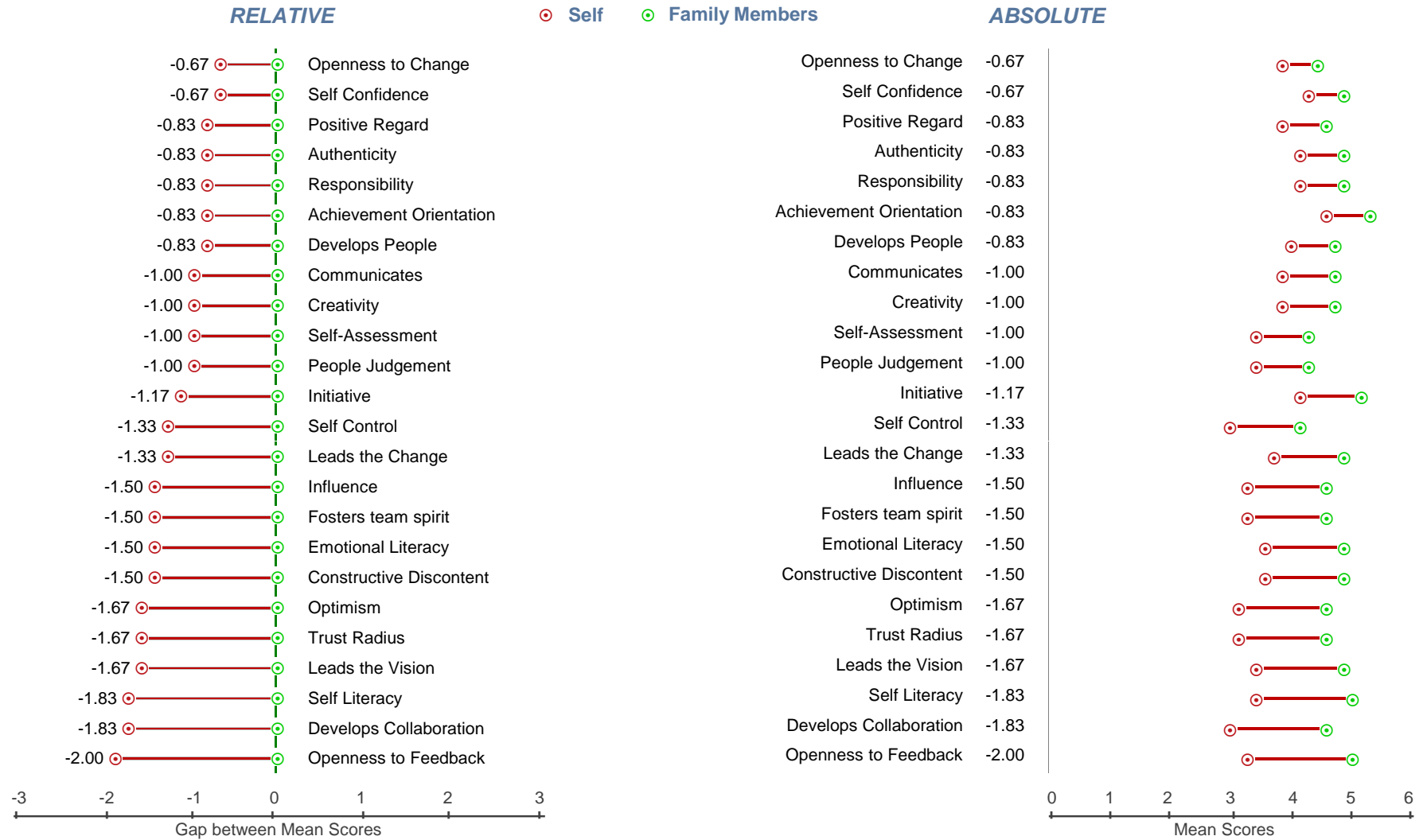
Gap Analysis



Gap Analysis



Gap Analysis



All Competencies in Order

	Self	Manager	Direct Reports	Peers	Internal Custome	External Custome	Family Members	All others
Positive Regard	4.33	3.00	4.00	4.07	2.50	5.50	5.17	4.05
Trust Radius	3.50	4.33	4.25	4.07	2.83	4.83	5.17	4.18
Constructive Discontent	4.00	2.33	4.42	4.10	3.33	5.17	5.50	4.15
Develops Collaboration	3.33	3.00	4.00	3.83	3.50	5.17	5.17	4.00
Fosters team spirit	3.67	3.33	4.17	3.73	2.83	5.33	5.17	3.97
Communicates	4.33	5.83	5.42	4.73	3.67	5.33	5.33	4.97
Self Confidence	4.83	6.00	5.33	5.67	5.17	4.83	5.50	5.50
Self-Assessment	3.83	3.67	4.42	4.13	3.00	5.50	4.83	4.23
Authenticity	4.67	4.83	4.58	5.07	3.50	5.50	5.50	4.89
Responsibility	4.67	5.33	5.17	5.10	4.33	5.17	5.50	5.11
Openness to Feedback	3.67	4.50	3.83	3.93	2.67	5.17	5.67	4.12
Openness to Change	4.33	5.67	5.08	4.50	3.67	4.83	5.00	4.71
Achievement Orientation	5.17	5.83	5.50	5.57	4.50	5.33	6.00	5.50
Initiative	4.67	6.00	5.42	5.37	4.17	5.17	5.83	5.35
Creativity	4.33	5.67	5.25	4.90	4.00	5.00	5.33	5.00
Optimism	3.50	5.00	4.92	4.87	4.17	5.00	5.17	4.86
Emotional Literacy	4.00	3.83	4.08	3.70	2.83	4.83	5.50	3.97
Influence	3.67	4.00	4.75	3.87	2.67	5.17	5.17	4.17
Develops People	4.50	4.67	4.00	4.13	3.83	4.83	5.33	4.30
Leads the Vision	3.83	5.17	4.58	4.80	3.83	4.67	5.50	4.76
Leads the Change	4.17	5.00	4.67	4.60	4.00	4.83	5.50	4.70
Self Control	3.33	4.17	4.58	3.57	3.17	5.33	4.67	4.03
Self Literacy	3.83	4.17	4.17	4.20	3.33	5.33	5.67	4.35
People Judgement	3.83	3.83	3.00	3.90	3.00	4.67	4.83	3.80

All Clusters in Order

	Self	Manager	Direct Reports	Peers	Internal Custome	External Custome	Family Members	All others
Shows Self Understanding	3.83	3.92	4.29	4.17	3.17	5.42	5.25	4.29
Shows Self Regard and Belief	4.75	5.42	4.96	5.37	4.33	5.17	5.50	5.20
Shows Self Regulation	4.00	4.75	4.88	4.33	3.75	5.25	5.08	4.57
Shows Openness	4.00	5.08	4.46	4.22	3.17	5.00	5.33	4.42
Drives for Results	4.92	5.92	5.46	5.47	4.33	5.25	5.92	5.42
Energy for Change	3.92	5.33	5.08	4.88	4.08	5.00	5.25	4.93
Understands Others	3.92	3.83	3.54	3.80	2.92	4.75	5.17	3.89
Appreciates Others	3.92	3.67	4.13	4.07	2.67	5.17	5.17	4.11
Exerts Influence	3.83	3.17	4.58	3.98	3.00	5.17	5.33	4.16
Builds Relationships	3.92	3.83	4.00	3.98	3.67	5.00	5.25	4.15
Leads for Results	4.00	5.08	4.63	4.70	3.92	4.75	5.50	4.73
Inspires Commitment	4.00	4.58	4.79	4.23	3.25	5.33	5.25	4.47

All Major Areas in Order

	Self	Manager	Direct Reports	Peers	Internal Custome	External Custome	Family Members	All others
Social Motivation	4.00	4.83	4.71	4.47	3.58	5.04	5.38	4.60
Social Management	3.88	3.50	4.29	3.98	3.33	5.08	5.29	4.16
Social Awareness	3.92	3.75	3.83	3.93	2.79	4.96	5.17	4.00
Self Motivation	4.42	5.63	5.27	5.17	4.21	5.13	5.58	5.18
Self Management	4.00	4.92	4.67	4.28	3.46	5.13	5.21	4.49
Self Awareness	4.29	4.67	4.63	4.77	3.75	5.29	5.38	4.74

Item Scores for 3 Highest Competencies

	Self	Manager	Direct Reports	Peers	Internal Custome	External Custome	Family Members	All others
Can sometimes give up too easily, failing to achieve standards and objectives	3.00	1.00	1.50	1.60	2.00	2.00	1.00	1.55
Can show uncertainty and hesitancy when faced with a challenging situation	3.00	1.00	2.00	1.20	2.00	2.00	2.00	1.55
Known to stand by and promote his/her own convictions even when others have opposite views	6.00	6.00	4.50	5.80	5.00	1.00	5.00	5.00
Is always learning and improving his/her skills and performance	4.00	5.00	4.50	5.20	4.00	5.00	6.00	5.00
Shows great confidence in managing the stresses and strains of everyday life	4.00	6.00	5.00	5.20	4.00	5.00	5.00	5.09
Demonstrates resourcefulness and can surprise people with his/her ability to get around obstacles	4.00	6.00	5.50	5.00	3.00	5.00	6.00	5.09
Focuses on what needs to be done, always seeking ways round obstacles and red tape	5.00	6.00	5.50	5.00	4.00	5.00	6.00	5.18
Shows great ingenuity and initiative for getting round difficulties	4.00	6.00	5.00	5.40	4.00	5.00	6.00	5.27
Continually seeks to improve what he/she is doing	6.00	6.00	5.00	5.40	4.00	5.00	6.00	5.27
Does not let problems and obstacles get in the way of achieving results	5.00	6.00	5.00	5.40	5.00	5.00	6.00	5.36
Lives by the motto 'there must be a way'	5.00	6.00	6.00	5.60	4.00	5.00	5.00	5.45
Shows great energy and initiative for getting things done	5.00	6.00	5.50	5.80	5.00	6.00	6.00	5.73
Is driven to achieve to a very high standard and sets challenging personal targets	6.00	6.00	6.00	5.80	5.00	5.00	6.00	5.73
Has lots of energy and determination even when things are difficult	5.00	6.00	6.00	5.60	5.00	6.00	6.00	5.73
Conducts him/herself with deep level of self-assurance and inner authority	5.00	6.00	6.00	5.60	6.00	6.00	6.00	5.82
Sets high standards and shows energy and determination to achieve	6.00	6.00	6.00	6.00	4.00	6.00	6.00	5.82
His/her behaviour suggests a strong underlying belief and self-confidence	5.00	6.00	6.00	5.80	5.00	6.00	6.00	5.82
His/her words and actions demonstrate deep seated beliefs, a clear purpose and inner confidence	5.00	6.00	5.50	5.80	6.00	6.00	6.00	5.82

Item Scores for 3 Lowest Competencies

	Self	Manager	Direct Reports	Peers	Internal Custome	External Custome	Family Members	All others
Sometimes listens to the wrong people when seeking advice	3.00	2.00	3.50	3.00	3.00	2.00	2.00	2.82
Finds it hard to appreciate and explain how other people feel	3.00	4.00	3.00	4.00	4.00	2.00	2.00	3.45
Jumps to conclusions about people too early	4.00	4.00	4.00	3.20	6.00	2.00	2.00	3.45
Shows great understanding of other people's points of view	4.00	4.00	4.00	2.80	3.00	4.00	6.00	3.55
Has an interactive style which encourages others to participate	4.00	4.00	3.50	3.60	3.00	5.00	6.00	3.91
Sometimes misjudges others by over or under estimating their skills and contributions	5.00	6.00	5.00	3.60	5.00	2.00	2.00	3.91
Demonstrates great intuition about a wide range of people	4.00	4.00	4.00	3.80	3.00	5.00	5.00	4.00
Sometimes expects people to be more competent than they turn out to be	6.00	3.00	5.00	4.40	3.00	2.00	4.00	4.00
Shows great perceptiveness in describing the strengths and weaknesses of others	5.00	4.00	3.50	4.40	3.00	4.00	5.00	4.09
Shows a great ability when judging the character, skill and motivation of others	5.00	5.00	3.50	4.40	2.00	4.00	5.00	4.09
Has a style which sometimes discourages others from participating fully	3.00	5.00	4.50	4.60	5.00	1.00	3.00	4.18
Can sometimes work too much on his/her own agenda rather than other people's	5.00	5.00	4.50	4.60	5.00	1.00	4.00	4.27
Does not allow personal relationships to cloud his/her judgement of people's skills	6.00	4.00	3.50	4.60	3.00	5.00	6.00	4.36
Can give very full descriptions of people's motivations and needs	5.00	4.00	4.50	4.40	3.00	5.00	6.00	4.45
Listens attentively and can summarise the verbal and emotional messages accurately	4.00	5.00	5.00	4.40	4.00	5.00	6.00	4.73
Creates a sense of fun and commitment when in a group or team	4.00	4.00	6.00	4.60	2.00	5.00	6.00	4.73
Creates an environment that encourages others to develop their skills and abilities	4.00	4.00	5.00	4.60	4.00	5.00	6.00	4.73
Shows enthusiasm for the ideas, contributions and achievements of others	4.00	4.00	5.50	4.80	4.00	5.00	6.00	4.91