



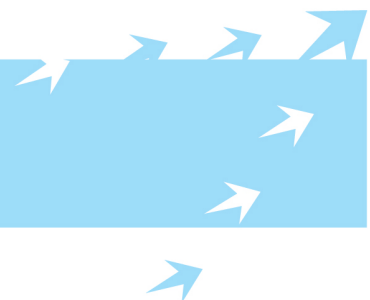
Management Competencies Report Management Team

Prepared for
XYZ Company Ltd.
Joe Sample
7 August 2008

	Number of Observers
Boss	1
Peers	2
Direct Reports	3



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YOUR MANAGEMENT COMPETENCIES REPORT

This report is based on a set of best practice competencies for managers. It therefore shows you exactly how you have scored your own abilities in those competencies. Because it is a 360 report it also gives you a remarkable insight into how other people observe your abilities in the workplace.

PURPOSE

This report is intended to help you reflect on your development needs and create a personal development plan. It will also be combined with reports from other participants to show an overall picture of management effectiveness in the company. This will enable your Learning and Development team to create management development initiatives for you and the company.

CONTENT

Your Management Competencies Report is built around your own and your observers' assessment of the following competencies

ACHIEVING RESULTS

1. Development Self
2. Development Others
3. High Work Standards

BUSINESS THINKING

4. Business Awareness
5. Problem-solving
6. Decision-making
7. Planning and Organising
8. Creativity

WORKING WITH OTHERS

9. Leadership
10. Teamwork
11. Influencing
12. Communication
13. Customer Relations

ABILITY AND IMPORTANCE

When you completed the questionnaire you scored your level of ability for each competency. You also assessed how important that competency is for you – how critical that competency is for success in your position. This will help you prioritise your development needs. The critical areas are the competencies on which you score high in importance and low in ability.

SCORING THE LEVEL OF ABILITY

You and your observers have scored your level of ability using behavioural anchors on a scale of 1 – 6 (or NE if there is no evidence). These are specific, bullet point descriptions for each competency. They are shown in full on the following pages. This report presents your self scores for ability against the scores given by your observers.

SCORING THE LEVEL OF IMPORTANCE

You and your observers have scored the level of importance for each competency on a scale of 1 – 5. The scoring system is the same for every competency:

NK – No knowledge

- 1 – Not important
- 2 – Fairly important
- 3 – Important
- 4 – Very important
- 5 – Essential

This report presents your self scores for importance against the scores given by your observers.

REPORT FORMAT

Your report is laid out in the following sections:

Ability and Importance for Each Competency

Level of Ability - Your Overall Summary

Level of Ability - Self with Boss

Level of Ability - Self with Peers

Level of Ability - Self with Direct Reports

Level of Importance - Your Overall Summary

Individual Scattergram

Group Scattergram - Self versus Boss

Group Scattergram - Self versus Peers

Group Scattergram - Self versus Direct Reports

Level of Ability - Overall Summary of Individual and Group Scores

Level of Importance - Overall Summary of Individual and Group Scores

PERCEPTION

Everyone has a different perception of your ability. So it is normal for different categories of observers to score you differently. This is very valuable data. When you realise that certain people do not rate your abilities highly, you can take action to improve in their direction. Alternatively you can explore other reasons for their different perception. This often creates a valuable dialogue between you and others.

DEVELOPMENT PLAN

As you read your report start by looking at your "importance" scores. Prioritise the competencies which are important for your position. To get an accurate picture of what is important check your observers' scores. Your boss's scores are particularly significant. High scores in importance indicate the competencies in which he / she expects you to do well.

Then look at your "ability" scores. Celebrate the areas in which you are doing well. Then check the competencies where you score low – or where your observers score you low. You can then design your development plan to build new skills in those competencies.

Ability and Importance for Each Competency

Level of Ability and Level of Importance - ACHIEVING RESULTS

DEVELOPING SELF: being committed to continually improving own performance by recognising training and development needs and finding opportunities to fulfill them.

Rating Scale

No evidence

~ Do not have enough evidence to comment

Level 1

~ Do not show the standards of Level 2

Level 2

~ Identify gaps in own knowledge and skills

~ Use time and effort to learn in the job and improve current performance

~ Accept guidance, looking for help if necessary

Level 3

~ Meet the standards of Level 2, but not all of Level 4

Level 4

~ Look for opportunities to learn on the job

~ Take challenging but achievable tasks and goals

~ Seek feedback on own strengths and weaknesses and act on the results

Level 5

~ Meet the standards of Level 4, but not all of Level 6

Level 6

~ Work hard to develop the current job and consider future career goals

~ Make time to learn knowledge and skills that may open up future career opportunities

~ Take responsibility for own long-term development

Ability

6				
5				+
4				
3				
2		□	◇	
1				
NE	○			
	Self	Boss	Peer	DR

Importance

5				
4				
3		□		+
2			◇	
1	○			
NK				
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - ACHIEVING RESULTS

DEVELOPING OTHERS: taking action to develop others and improving overall performance; using a positive and effective coaching style; encourages learning

Rating Scale

No evidence

~ Do not have enough evidence to comment

Level 1

~ Do not show the standards of Level 2

Level 2

- ~ Give clear expected standards of performance
- ~ Provide suggestions for improvement
- ~ Encourage others to work out their own solutions
- ~ Help to identify knowledge and skills required to achieve goals

Level 3

~ Meet the standards of Level 2 but not all those of Level 4

Level 4

- ~ Agree development goals and regularly review progress
- ~ Use a coaching style to provide guidance on improving performance
- ~ Delegate tasks that are stretching but achievable

Level 5

~ Meet the standards of Level 4 but not all those of Level 6

Level 6

- ~ Plan others' development in a systematic way
- ~ Manage development activities in clear stages
- ~ When assigning tasks, ensure that relevant training and development options are considered to support success
- ~ Accept that a manager shares the responsibility for individual and team performance

Ability

6	○			
5		□		+
4			◇	
3				
2				
1				
NE				
	Self	Boss	Peer	DR

Importance

5				
4	○			+
3		□		
2			◇	
1				
NK				
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - ACHIEVING RESULTS

HIGH WORK STANDARDS: setting high but achievable standards of performance for self and others, and measuring performance against them. Showing a concern for excellence.

Rating Scale

No evidence

~ Do not have enough evidence to comment

Level 1

~ Do not show the standards of Level 2

Level 2

- ~ Consistently meet standards and requirements of own role
- ~ Demonstrate effort expected to achieve goals
- ~ Measure performance against targets
- ~ Display an understanding of priorities and plan to achieve results

Level 3

~ Meet the standards of Level 2, but not all those of Level 4

Level 4

- ~ Set clear and challenging objectives for self and team
- ~ Maintain a Consistently high standard of performance for self and team
- ~ Take responsibility for delivery of own targets and those of team
- ~ Persist to overcome obstacles to ensure delivery of results

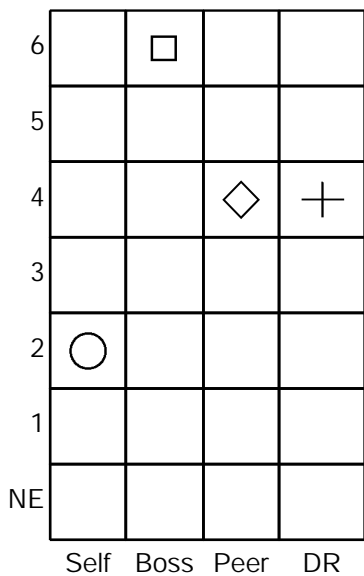
Level 5

~ Meet the standards of Level 4, but not all those of Level 6

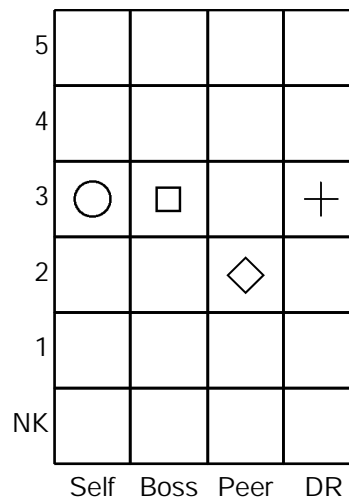
Level 6

- ~ Insist on high standards for quality, cost-effectiveness and timely delivery
- ~ Show courage to make tough decisions which will achieve required goals, even if the decision may be unpopular with others
- ~ Commit time and resources to make improvements
- ~ Actively show high energy and commitment to the delivery of results, even in difficult or controversial situations

Ability



Importance



Level of Ability and Level of Importance - BUSINESS THINKING

BUSINESS AWARENESS: understanding the wider business picture, both externally in terms of the environment in which the organisation operates, and internally, in terms of the effects of actions and decisions

Rating Scale

No evidence

~ Do not have enough evidence to comment

Level 1

~ Do not show the standards of Level 2

Level 2

- ~ Have an understanding of own products or services and their position in the marketplace
- ~ Have an understanding of competitors' strengths and weaknesses
- ~ Manage spending within agreed limits
- ~ Work within the organisations' policies and procedures

Level 3

~ Meet the standards of Level 2, but not all those of Level 4

Level 4

- ~ Make recommendations about own products or services for improvement, in particular greater competitiveness
- ~ Understand business trends and competitor activity and how they will impact own business
- ~ Potential overspending or underspending of budgets is anticipated and recommendations made with regard to the use of the budget
- ~ Recommend changes to policies or procedures and justifies expected improvements by rational explanation

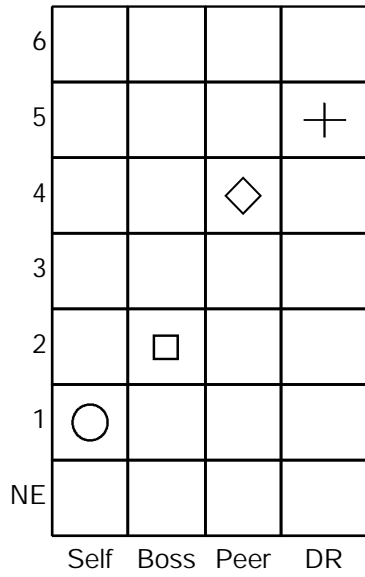
Level 5

~ Meet the standards of Level 4, but not all those of Level 6

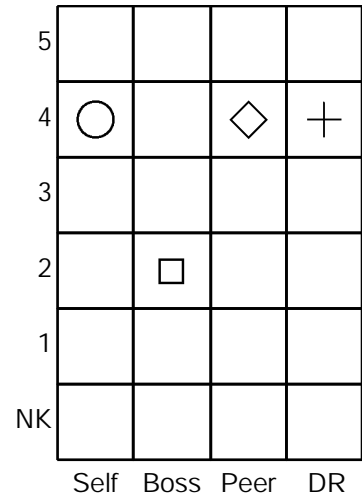
Level 6

- ~ Recommendations for change. Take account of both short and long term impact on the business, with consideration to possible changes in the business environment
- ~ Propose positive responses to business trends and developments and competitor activity
- ~ Proactively maintain good relationships both inside and outside the organisation
- ~ Proactively exploit opportunities in the business environment to introduce improvements and increase competitiveness

Ability



Importance



Level of Ability and Level of Importance - BUSINESS THINKING

PROBLEM-SOLVING: ability to identify problems, break them down into smaller parts; analysing the causes of a problem in a systematic way, and obtaining information to propose appropriate solutions.

Rating Scale

No evidence

~ Do not have enough evidence to comment

Level 1

~ Do not show the standards of Level 2

Level 2

- ~ Break down situations into smaller parts in order to understand them
- ~ Apply logical thinking when analysing problems
- ~ Use a structured approach to problem-solving; create lists of tasks or activities
- ~ Recognise when a problem is occurring and needs to be addressed

Level 3

~ Meet the standards of Level 2, but not all those of Level 4

Level 4

- ~ Recognise relevant information and data
- ~ Seek out information to fill gaps in knowledge
- ~ Recognise relationships between different parts of a problem or situation
- ~ Set priorities for tasks in order of importance
- ~ Anticipate potential problems and take early action for prevention

Level 5

~ Meet the standards of Level 4, but not all those of Level 6

Level 6

- ~ Recognise complex links between several parts of a problem or situation
- ~ Explore complex problems from more than one angle
- ~ Relate the problem to the work environment
- ~ Predict obstacles, looks ahead to make alternative plans and prevent further problems

Ability

6				
5			◇	
4				+
3	○			
2				
1				
NE		□		
	Self	Boss	Peer	DR

Importance

5				
4		□	◇	+
3				
2				
1				
NK	○			
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - BUSINESS THINKING

DECISION-MAKING: ability to use data and experience effectively to make high quality decisions

Rating Scale

No evidence

~ Do not have enough evidence to comment

Level 1

~ Do not show the standards of Level 2

Level 2

- ~ Use readily available sources of information
- ~ Use own and others' experience of previous similar situations
- ~ Contribute effectively to the decision-making process

Level 3

~ Meet the standards of Level 2, but not all those of Level 4

Level 4

- ~ Seek out a range of information which may be relevant
- ~ Consider short-term effects on the business when making decisions
- ~ Am able to make sound decisions within appropriate timeframes
- ~ Am prepared to take a lead in the decision-making process

Level 5

~ Meet the standards of Level 4, but not all those of Level 6

Level 6

- ~ Consider long-term implications to the business when making decisions
- ~ Test plans and decisions to assess their effect
- ~ Am prepared to make decisions which benefit the business, even when unpopular with others
- ~ Am prepared to take responsibility for making decisions

Ability

6				
5				
4	○		◇	+
3				
2				
1		□		
NE				
	Self	Boss	Peer	DR

Importance

5	○			
4				
3			◇	
2		□		+
1				
NK				
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - BUSINESS THINKING

PLANNING AND ORGANISING: ability to develop clear, logical, structured plans for self and others, in order to meet targets efficiently

Rating Scale

No evidence

~ Do not have enough evidence to comment

Level 1

~ Do not meet the standards of Level 2

Level 2

- ~ Have an organised work environment
- ~ Use lists of tasks or activities to structure work
- ~ Communicate and present work in an organised manner

Level 3

~ Meet the standards of Level 2, but not all those of Level 4

Level 4

- ~ Set priorities for tasks in order of importance
- ~ Prepare in advance for meetings
- ~ Think ahead and make plans to ensure delivery of work
- ~ Use time to manage jobs proactively

Level 5

~ Meet the standards of Level 4, but not all those of Level 6

Level 6

- ~ Use time to manage job proactively whilst also able to handle immediate problems as they occur
- ~ Encourage others to work in an organised way
- ~ Always well-prepared for meetings and give organised contributions
- ~ Consider potential obstacles, think and plan ahead and make other arrangements

Ability

6				
5			◇	+
4				
3	○	□		
2				
1				
NE				
	Self	Boss	Peer	DR

Importance

5			◇	
4				+
3		□		
2				
1	○			
NK				
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - BUSINESS THINKING

CREATIVITY: ability to stand back from the detail, recognising trends and relationships; suggesting new ways of using ideas or information in new concepts; generating innovative solutions.

Rating Scale

No evidence

~ Do not have enough evidence to comment

Level 1

~ Do not meet the standards of Level 2

Level 2

- ~ See Patterns, trends and inconsistencies when looking at situations or information
- ~ Step back from the detail and use this broader view to suggest new approaches to situations
- ~ Use creative techniques to generate suggestions and ideas

Level 3

~ Meet the standards of Level 2 but not all those of Level 3

Level 4

- ~ Apply new approaches to old issues to make improvements
- ~ Consider several solutions to a problem, analyse each and choose the best
- ~ Encourage others to approach problems and situations in new ways
- ~ Generate new ideas in a creative way and avoid early judgements

Level 5

~ Meet the standards of Level 4 but not all those of Level 6

Level 6

- ~ Implement new products, services or work processes
- ~ Constantly question how things are done
- ~ Challenge traditional thinking, generates energy and excitement to find new ways of delivering tasks
- ~ Confidently and constructively question the organisational view and the opinions of senior colleagues

Ability

6				
5				
4	○	□		
3				+
2				
1			◇	
NE				
	Self	Boss	Peer	DR

Importance

5				
4				
3	○	□		
2				+
1			◇	
NK				
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - WORKING WITH OTHERS

TEAMWORK: playing an active and co-operative role as a team member whilst involving and encouraging others to contribute to team achievements.

Rating Scale

No evidence

- Do not have enough evidence to comment

Level 1

- Do not meet the standards of Level 2

Level 2

- Am committed to delivery of team's objectives
- Share relevant information with other members of the team
- Play an active and positive role in discussions within the team
- Am clear about own role in team and that of other members

Level 3

- Meet the standards of Level 2 but not all those of Level 4

Level 4

- Encourage and value contributions from other team members
- Challenge others' views in a constructive way
- Accept that others in a team may be more skilled or experienced than self in specific areas

Level 5

- Meet the standards of Level 4 but not all those of Level 6

Level 6

- Identify and use the strengths and expertise of different members of the team to achieve results
- Seek to find common ground within the team and helps to lead the group to a conclusion
- Represent the team positively to others

Ability

6		□		
5				
4				
3				+
2	○		◇	
1				
NE				
	Self	Boss	Peer	DR

Importance

5				
4		□		
3				+
2			◇	
1	○			
NK				
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - WORKING WITH OTHERS

LEADERSHIP: creating and communicating a common vision of what needs to be done; inspiring and encouraging others to meet challenges

Rating Scale

No evidence

- Do not have enough evidence to comment

Level 1

- Do not meet the standards of Level 2

Level 2

- Clearly communicate goals
- Set clear and consistent performance standards
- Measure performance against standards set and give constructive feedback
- Let people affected by decisions know what is happening, and why

Level 3

- Meet the standards of Level 2 but not all those of Level 4

Level 4

- Generate excitement and commitment to common goals
- Encourage others to be involved in decision-making
- Encourage others to contribute ideas and make decisions
- Use constructive feedback to encourage involvement and improvement

Level 5

- Meet the standards of Level 4 but not all those of Level 6

Level 6

- Inspire others by personal example
- Create a culture of consistently achieving high standards
- Successfully communicate a vision of what needs to be done
- Generate excitement and commitment to the vision
- Develop ways to achieve the vision, encouraging and using individual and team contributions

Ability

6				
5		□		
4				+
3	○		◇	
2				
1				
NE				
	Self	Boss	Peer	DR

Importance

5				
4				
3				+
2	○	□	◇	
1				
NK				
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - WORKING WITH OTHERS

INFLUENCING: ability to persuade others through understanding them as individuals; ability to plan strategies which will influence.

Rating Scale

No evidence

- Do not have enough evidence to comment

Level 1

- Do not meet the standards of Level 2

Level 2

- Carefully prepare facts, data or documents to support ideas
- Present information in a clear and concise format to explain the reasons for proposals
- Actively listen to others to get a broad understanding of their position

Level 3

- Meet the standards of Level 2 but not all those of Level 4

Level 3

- Anticipate and prepare for counter arguments
- Notice and understand others' needs and concerns
- Notice unspoken signs or body language
- Vary own style to achieve agreement or gain commitment

Level 5

- Meet the standards of Level 4 but not all those of Level 6

Level 6

- Respond sensitively to different situations and practices
- Identify key influencers in the organisation and proposes ideas to them in an appropriate way
- Identify personal and organisational issues and uses these in a positive way to support own proposals

Ability

6				
5			◇	
4	○			+
3		□		
2				
1				
NE				
	Self	Boss	Peer	DR

Importance

5				
4			◇	
3	○	□		
2				+
1				
NK				
	Self	Boss	Peer	DR

Level of Ability and Level of Importance - WORKING WITH OTHERS

CUSTOMER RELATIONS: maintaining relationships with customers which are beneficial to both the customers and the business; continuously seeking ways to improve the customer interface for the benefit of both.

Rating Scale

No evidence

- Do not have enough evidence to comment

Level 1

- Do not meet the standards of Level 2

Level 2

- Have a good understanding of the customer's business
- Customer contact is made in a manner which is polite and positive
- Customer complaints are dealt with in a calm and positive manner
- Relevant information and data is kept in an organised manner in preparation for customer contact
- Actions arising from customer contact are dealt with promptly and efficiently

Level 3

- Meet the standards of Level 2 but not all those of Level 4

Level 4

- Take time to establish and maintain positive relationships with customers
- Proactively communicate with customers about own products and services
- Customer needs are understood and met within constraints of business
- Customer complaints are followed up with positive suggestions and good relations maintained
- Action is taken with internal managers to resolve repetitive customer service issues

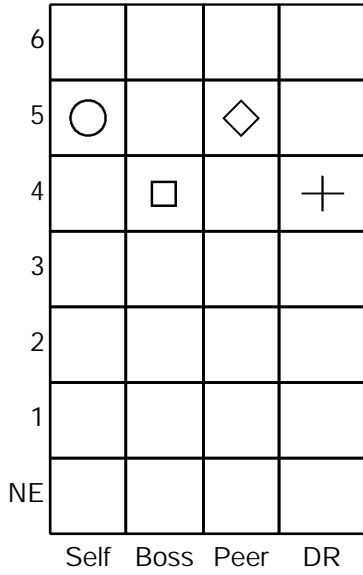
Level 5

- Meet the standards of Level 4 but not all those of Level 6

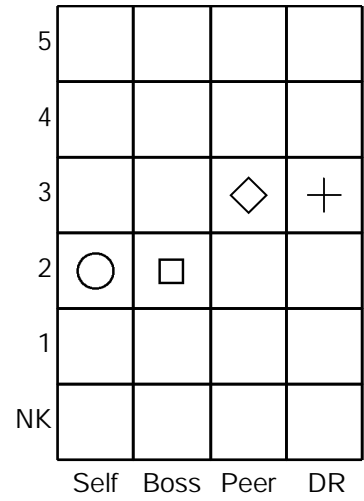
Level 6

- Opportunities for building business with customers is identified and taken advantage of
- Create positive responses to customers in anticipation of trends and developments in the market
- Go beyond customer expectations to set new standards for customer service
- Appropriate action is taken with customers to resolve customer imposed issues
- Conflict with customers is dealt with in a positive and constructive manner and action taken to restore good customer relations

Ability



Importance



Level of Ability and Level of Importance - WORKING WITH OTHERS

COMMUNICATION: ability to present information, both verbal and written, in an appropriate and effective manner

Rating Scale

No evidence

- Do not have enough evidence to comment

Level 1

- Do not meet the standards of Level 2

Level 2

- Communicate confidently with peers and subordinates
- Am clear and concise when communicating
- Use good questioning techniques to gain relevant information
- Understand and can effectively use written information

Level 3

- Meet the standards of Level 2 but not all those of Level 4

Level 4

- Communicate confidently with all levels in own function
- Give time to listening
- Plan communication to ensure effective results
- Use relevant supporting information when required

Level 5

- Meet the standards of Level 4 but not all those of Level 6

Level 6

- Communicate confidently with all levels and functions
- Successfully use a range of communication methods, according to the audience
- Carefully prepare facts and data to support ideas

Ability

6	○			
5				+
4			◇	
3				
2		□		
1				
NE				
	Self	Boss	Peer	DR

Importance

5	○			
4			◇	
3				+
2		□		
1				
NK				
	Self	Boss	Peer	DR

Level of Ability - Your Overall Summary

○ =Self □ = Boss ◇ = Peers + = DR

ACHIEVING RESULTS											
		NE	1	2	3	4	5	6			
1.	DEVELOPING SELF: being committed to con...	○		⊗					+		
2.	DEVELOPING OTHERS: taking action to deve...					◇			+	□	○
3.	HIGH WORK STANDARDS: setting high but ac...			○		⊕					□

BUSINESS THINKING											
		NE	1	2	3	4	5	6			
4.	BUSINESS AWARENESS: understanding the wi...		○	□		◇			+		
5.	PROBLEM-SOLVING: ability to identify pro...	□				○	+			◇	
6.	DECISION-MAKING: ability to use data and...		□			⊕	○				
7.	PLANNING AND ORGANISING: ability to deve...					⊗			+	◇	
8.	CREATIVITY: ability to stand back from t...		◇			+		⊗			

WORKING WITH OTHERS											
		NE	1	2	3	4	5	6			
9.	TEAMWORK: playing an active and co-opera...			⊗		+					□
10.	LEADERSHIP: creating and communicating a...					⊗			+	□	
11.	INFLUENCING: ability to persuade others ...					□	+	○		◇	
12.	CUSTOMER RELATIONS: maintaining relation...						⊕		⊗		
13.	COMMUNICATION: ability to present inform...			□			◇	+			○

Level of Ability - Self with Boss

○ = Self □ = Boss

ACHIEVING RESULTS											
		NE	1	2	3	4	5	6			
1.	DEVELOPING SELF: being committed to con...	○		□							
2.	DEVELOPING OTHERS: taking action to deve...						□			○	
3.	HIGH WORK STANDARDS: setting high but ac...			○							□

BUSINESS THINKING											
		NE	1	2	3	4	5	6			
4.	BUSINESS AWARENESS: understanding the wi...		○	□							
5.	PROBLEM-SOLVING: ability to identify pro...	□			○						
6.	DECISION-MAKING: ability to use data and...		□			○					
7.	PLANNING AND ORGANISING: ability to deve...				○						
8.	CREATIVITY: ability to stand back from t...					○					

WORKING WITH OTHERS											
		NE	1	2	3	4	5	6			
9.	TEAMWORK: playing an active and co-opera...			○							□
10.	LEADERSHIP: creating and communicating a...				○			□			
11.	INFLUENCING: ability to persuade others ...				□	○					
12.	CUSTOMER RELATIONS: maintaining relation...					□	○				
13.	COMMUNICATION: ability to present inform...			□							○

Level of Ability - Self with Peers

○ = Self ◇ = Peers

ACHIEVING RESULTS												
		NE	1	2	3	4	5	6				
1.	DEVELOPING SELF: being committed to con...	○		◇								
2.	DEVELOPING OTHERS: taking action to deve...					◇						○
3.	HIGH WORK STANDARDS: setting high but ac...			○		◇						

BUSINESS THINKING												
		NE	1	2	3	4	5	6				
4.	BUSINESS AWARENESS: understanding the wi...		○			◇						
5.	PROBLEM-SOLVING: ability to identify pro...				○			◇				
6.	DECISION-MAKING: ability to use data and...					◇	○					
7.	PLANNING AND ORGANISING: ability to deve...				○			◇				
8.	CREATIVITY: ability to stand back from t...		◇				○					

WORKING WITH OTHERS												
		NE	1	2	3	4	5	6				
9.	TEAMWORK: playing an active and co-opera...			⊗								
10.	LEADERSHIP: creating and communicating a...				⊗							
11.	INFLUENCING: ability to persuade others ...					○		◇				
12.	CUSTOMER RELATIONS: maintaining relation...							⊗				
13.	COMMUNICATION: ability to present inform...					◇						○

Level of Ability - Self with Direct Reports

○ = Self + = DR

ACHIEVING RESULTS											
		NE	1	2	3	4	5	6			
1.	DEVELOPING SELF: being committed to con...	○					+				
2.	DEVELOPING OTHERS: taking action to deve...						+				○
3.	HIGH WORK STANDARDS: setting high but ac...			○		+					

BUSINESS THINKING											
		NE	1	2	3	4	5	6			
4.	BUSINESS AWARENESS: understanding the wi...		○					+			
5.	PROBLEM-SOLVING: ability to identify pro...				○	+					
6.	DECISION-MAKING: ability to use data and...					+	○				
7.	PLANNING AND ORGANISING: ability to deve...					○		+			
8.	CREATIVITY: ability to stand back from t...					+	○				

WORKING WITH OTHERS											
		NE	1	2	3	4	5	6			
9.	TEAMWORK: playing an active and co-opera...			○	+						
10.	LEADERSHIP: creating and communicating a...				○		+				
11.	INFLUENCING: ability to persuade others ...					+	○				
12.	CUSTOMER RELATIONS: maintaining relation...						+		○		
13.	COMMUNICATION: ability to present inform...							+			○

Level of Importance –Your Overall Summary

○ = Self □ = Boss ◇ = Peers + = DR

ACHIEVING RESULTS											
		NK		1		2		3		4	5
1.	DEVELOPING SELF: being committed to con...			○	◇			⊕			
2.	DEVELOPING OTHERS: taking action to deve...						◇	□	+	○	
3.	HIGH WORK STANDARDS: setting high but ac...					◇	+	⊕			

BUSINESS THINKING											
		NK		1		2		3		4	5
4.	BUSINESS AWARENESS: understanding the wi...					□			◇	⊕	
5.	PROBLEM-SOLVING: ability to identify pro...	○								⊕	
6.	DECISION-MAKING: ability to use data and...					⊕		◇			○
7.	PLANNING AND ORGANISING: ability to deve...			○				□		+	◇
8.	CREATIVITY: ability to stand back from t...			◇		+		⊕			

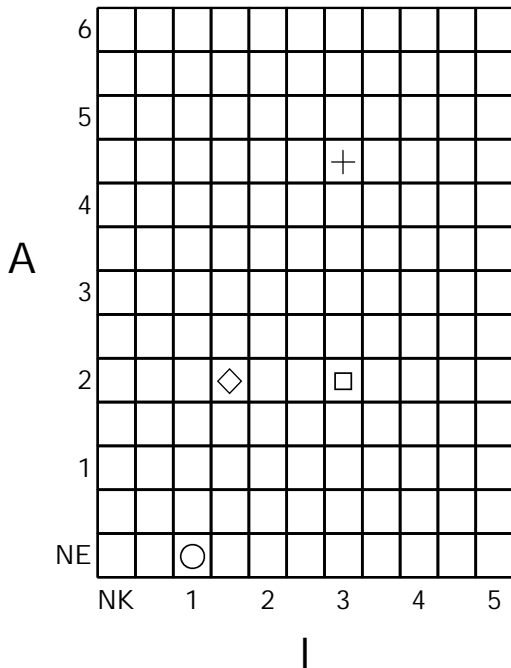
WORKING WITH OTHERS											
		NK		1		2		3		4	5
9.	TEAMWORK: playing an active and co-opera...			○				◇		□	
10.	LEADERSHIP: creating and communicating a...					⊕	◇				
11.	INFLUENCING: ability to persuade others ...					+		⊕	◇		
12.	CUSTOMER RELATIONS: maintaining relation...					⊕		◇			
13.	COMMUNICATION: ability to present inform...					□		+		◇	○

Individual Scattergram

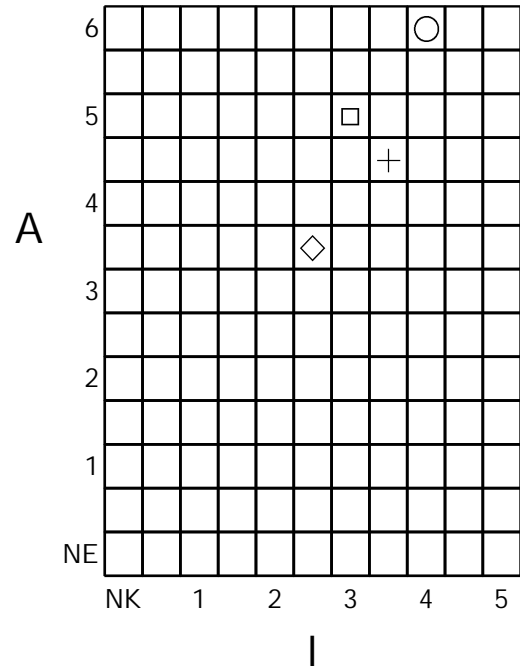
○ = Self □ = Boss ◇ = Peers + = DR

A = Ability I = Importance

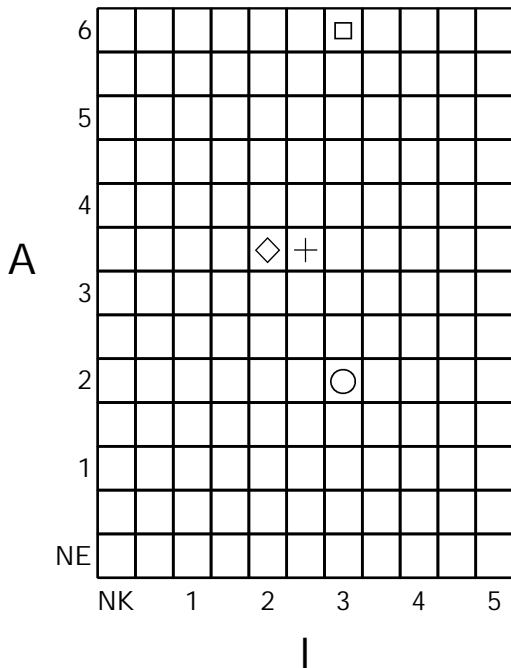
DEVELOPING SELF: being committed to con...



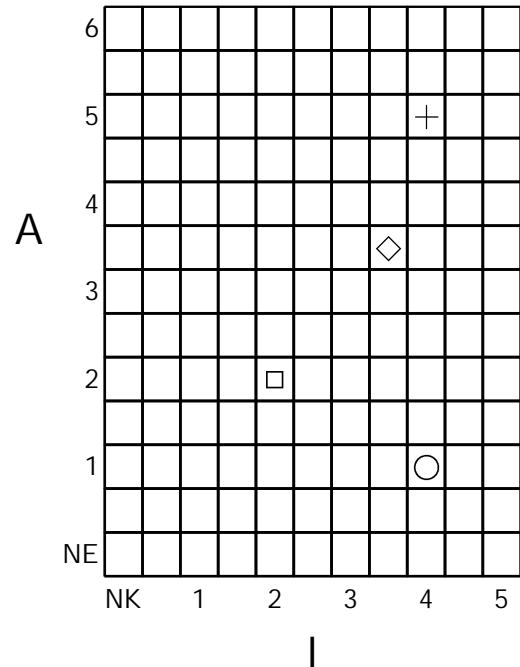
DEVELOPING OTHERS: taking action to deve...



HIGH WORK STANDARDS: setting high but ac...



BUSINESS AWARENESS: understanding the wi...

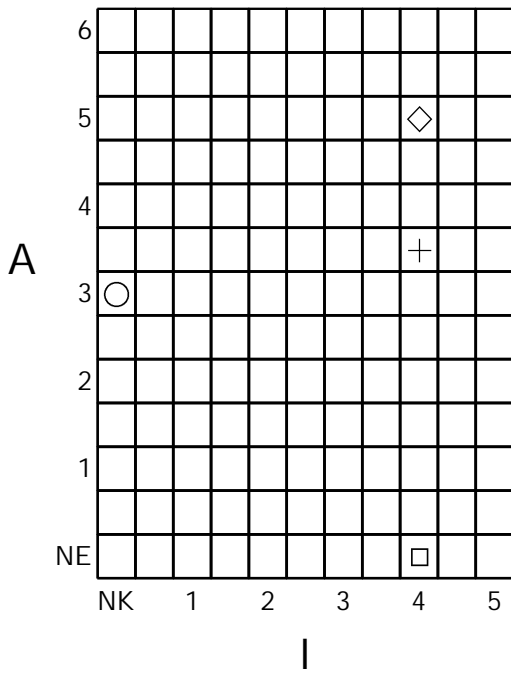


Individual Scattergram

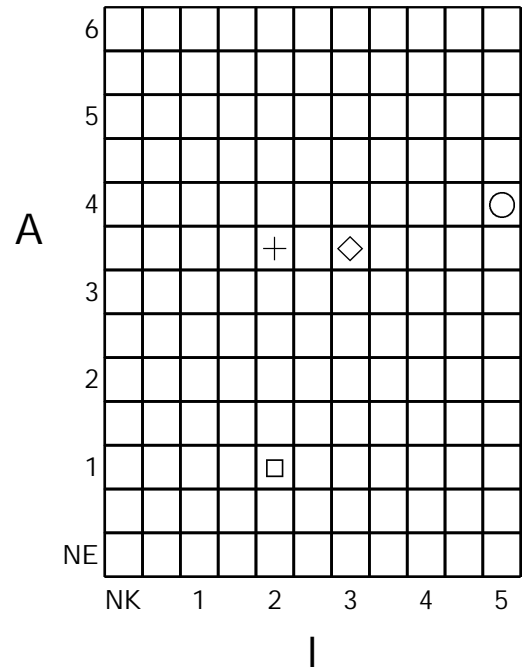
○ = Self □ = Boss ◇ = Peers + = DR

A = Ability I = Importance

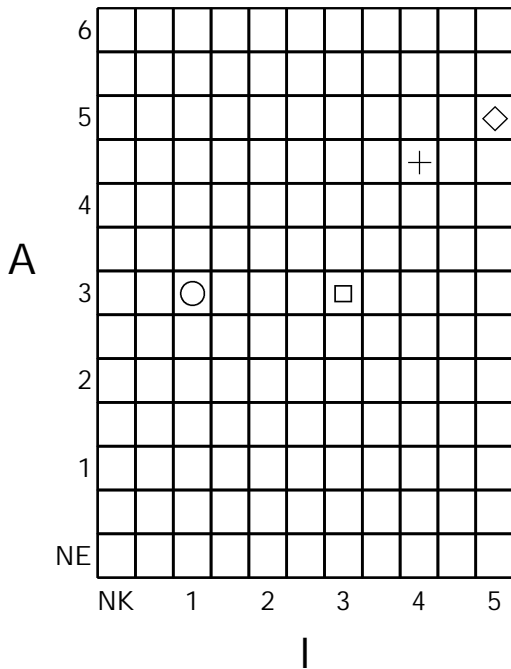
PROBLEM-SOLVING: ability to identify pro...



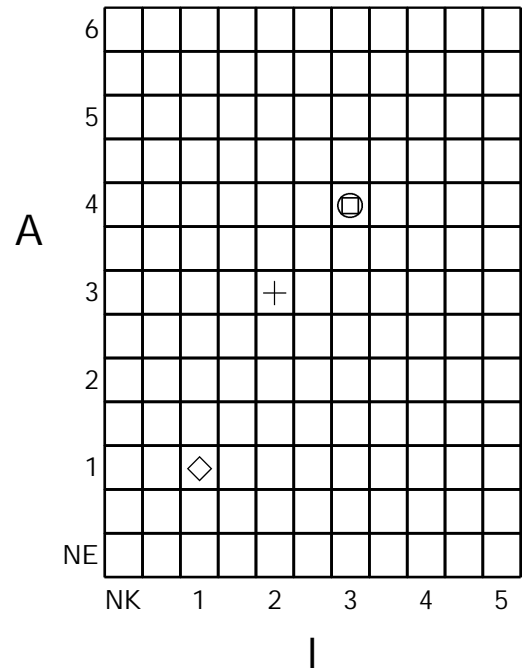
DECISION-MAKING: ability to use data and...



PLANNING AND ORGANISING: ability to deve...



CREATIVITY: ability to stand back from t...

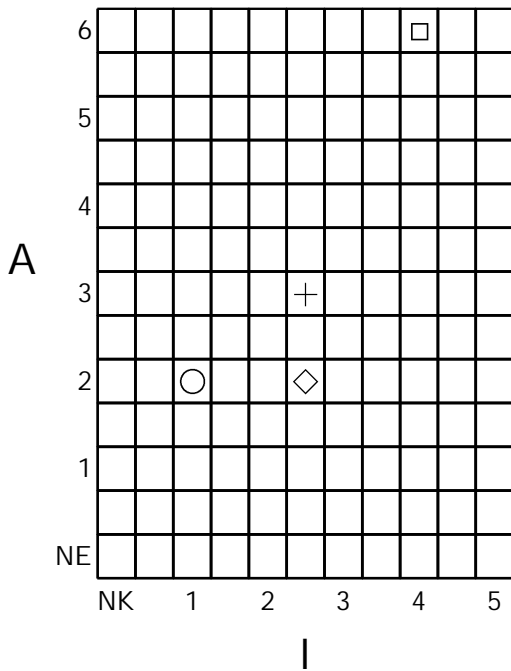


Individual Scattergram

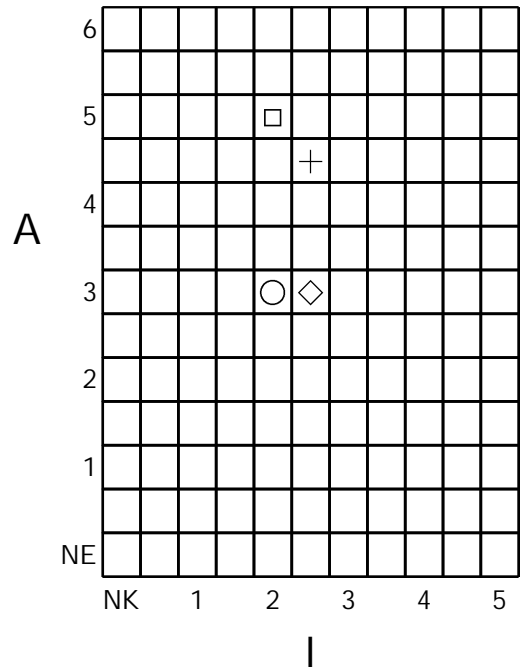
○ = Self □ = Boss ◇ = Peers + = DR

A = Ability I = Importance

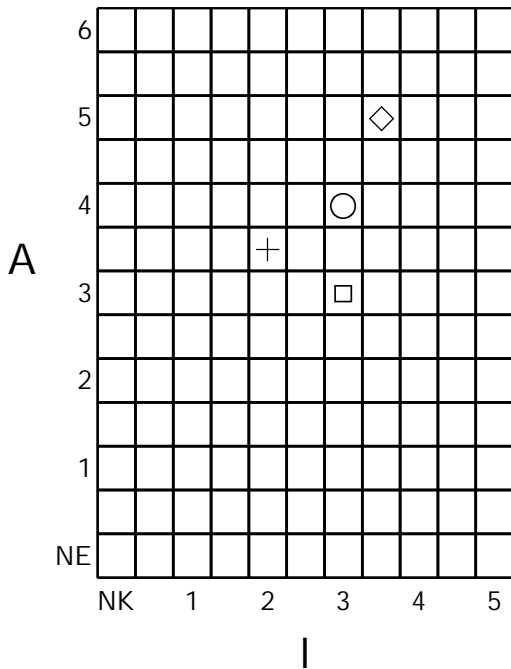
TEAMWORK: playing an active and co-opera...



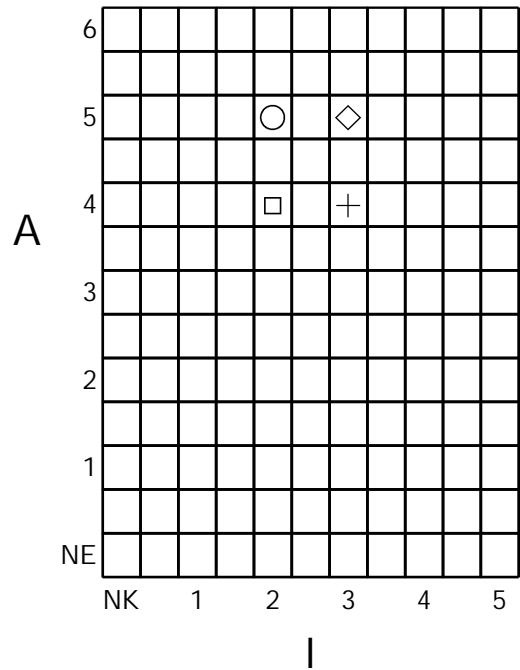
LEADERSHIP: creating and communicating a...



INFLUENCING: ability to persuade others ...



CUSTOMER RELATIONS: maintaining relation...

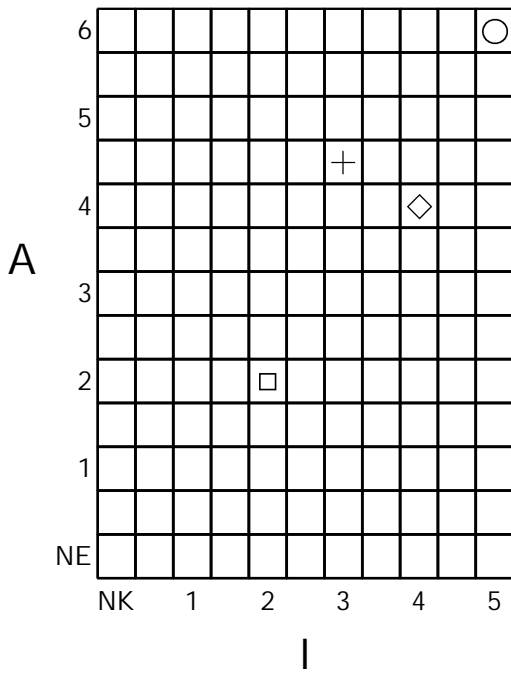


Individual Scattergram

○ = Self □ = Boss ◇ = Peers + = DR

A = Ability I = Importance

COMMUNICATION: ability to present inform...



Group Scattergram

Self vs Boss (All Candidates)

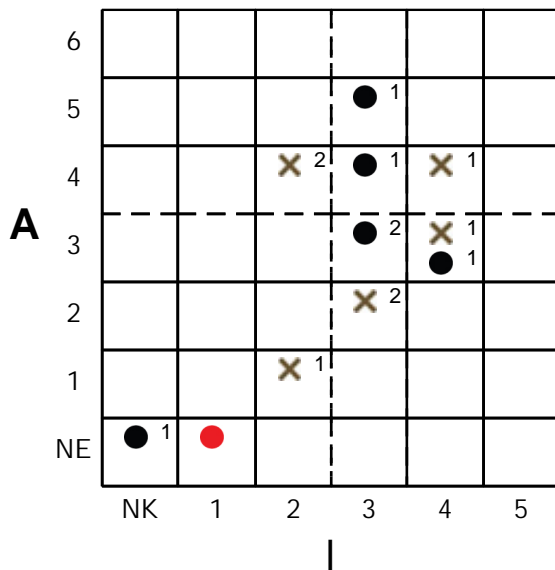
● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

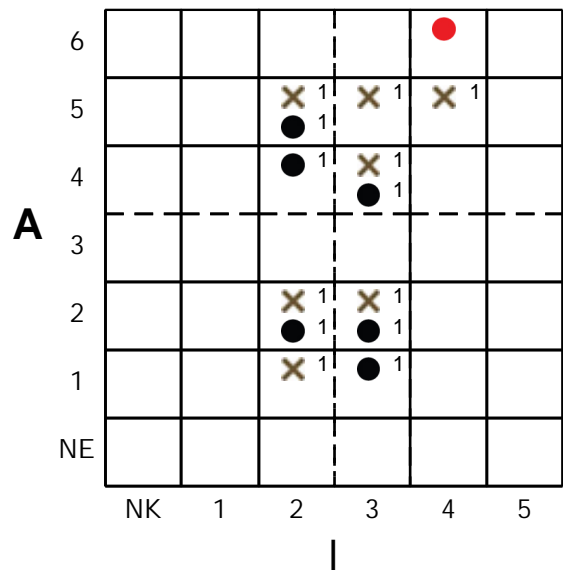
On the tables below your own self score (the red dot) is compared with the self scores from all other participants (the black dots). The number against the black dots indicates how many participants give themselves exactly that score. If there is a red dot inside a black circle with a number 2 it indicates that your own self score and the self scores of 2 other participants are exactly the same.

On the tables below the X shows the Boss scores for all participants. The number against the X indicates how many Bosses give exactly that score.

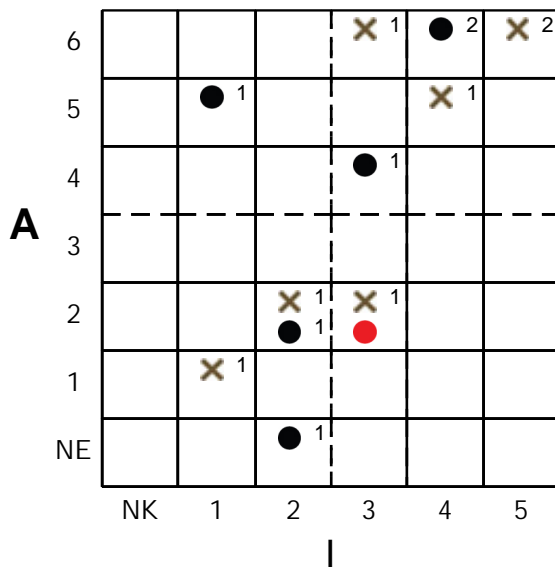
DEVELOPING SELF: being commit...



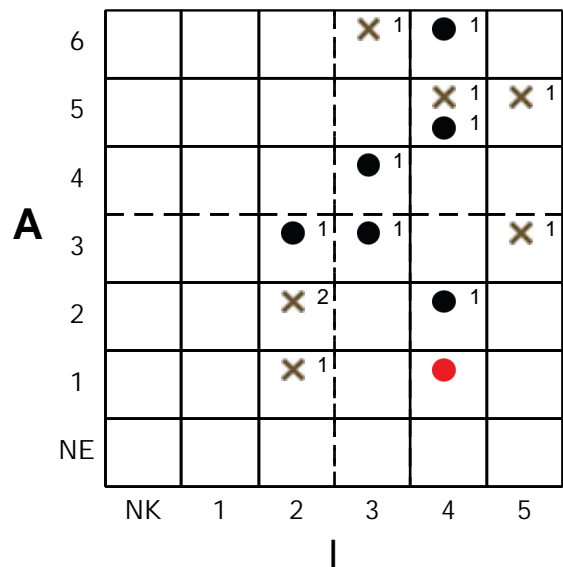
DEVELOPING OTHERS: taking acti...



HIGH WORK STANDARDS: setting h...



BUSINESS AWARENESS: understand...



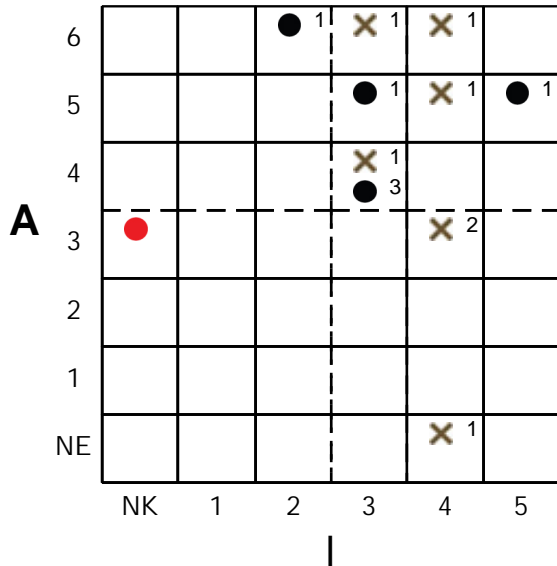
Group Scattergram

Self vs Boss (All Candidates)

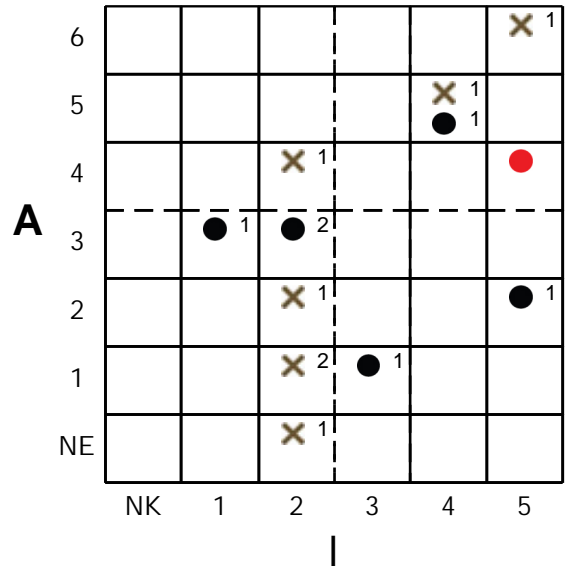
● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

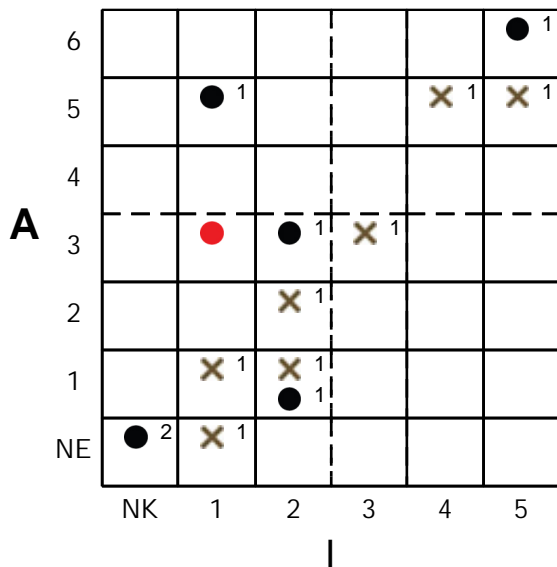
PROBLEM-SOLVING: ability to id...



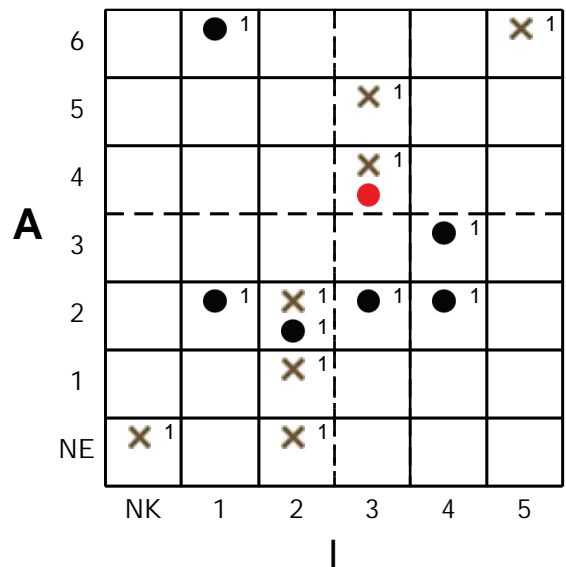
DECISION-MAKING: ability to us...



PLANNING AND ORGANISING: abili...



CREATIVITY: ability to stand b...



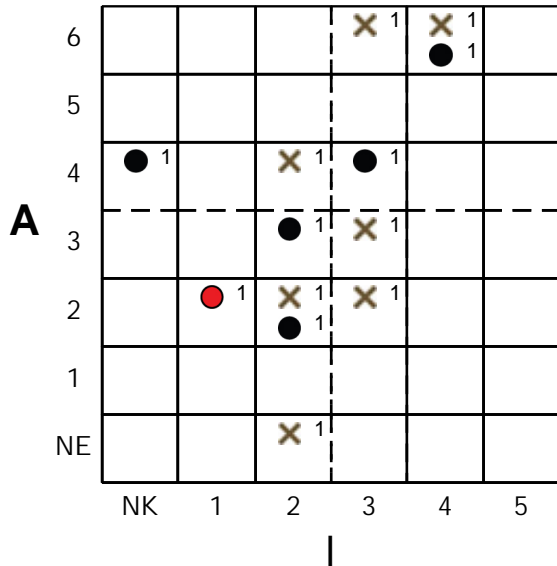
Group Scattergram

Self vs Boss (All Candidates)

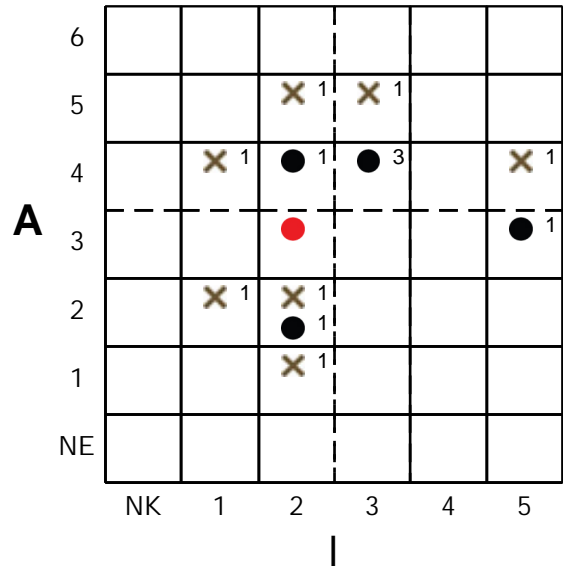
● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

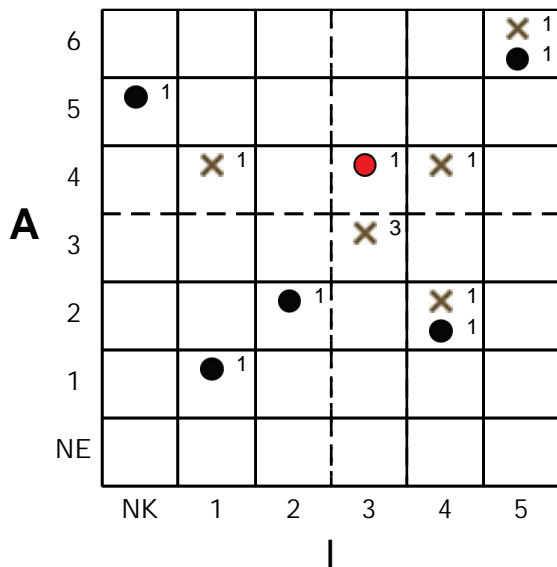
TEAMWORK: playing an active an...



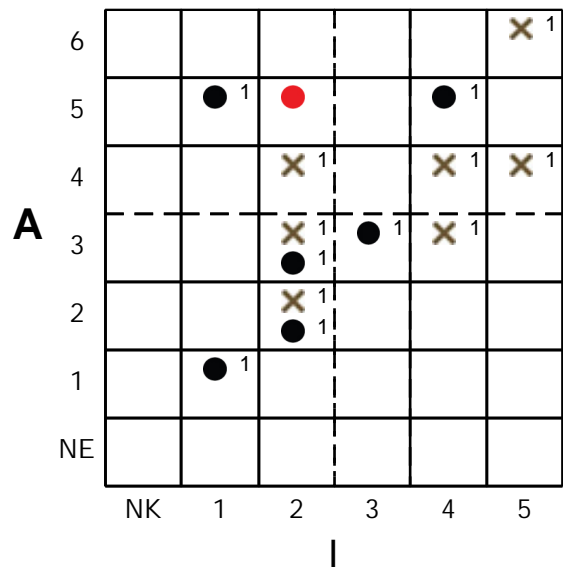
LEADERSHIP: creating and commu...



INFLUENCING: ability to persua...



CUSTOMER RELATIONS: maintainin...



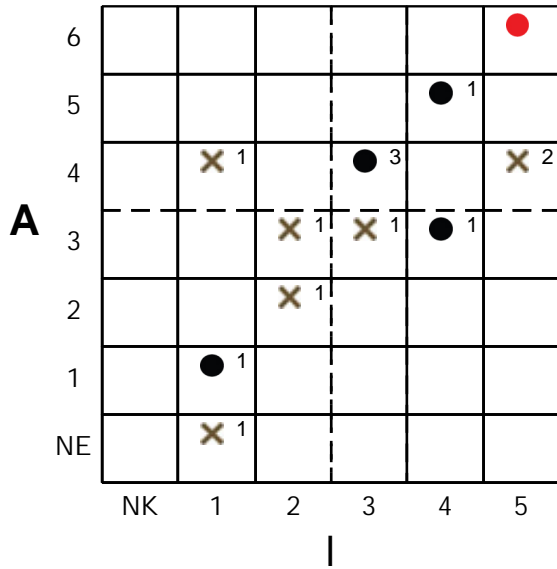
Group Scattergram

Self vs Boss (All Candidates)

● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

COMMUNICATION: ability to pres...



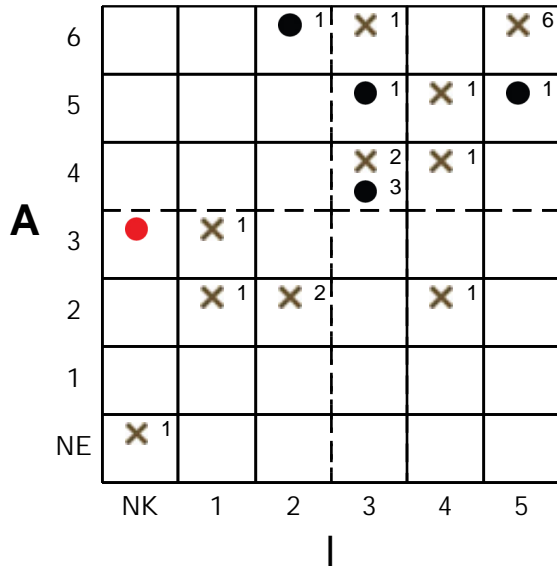
Group Scattergram

Self vs Peers (All Candidates)

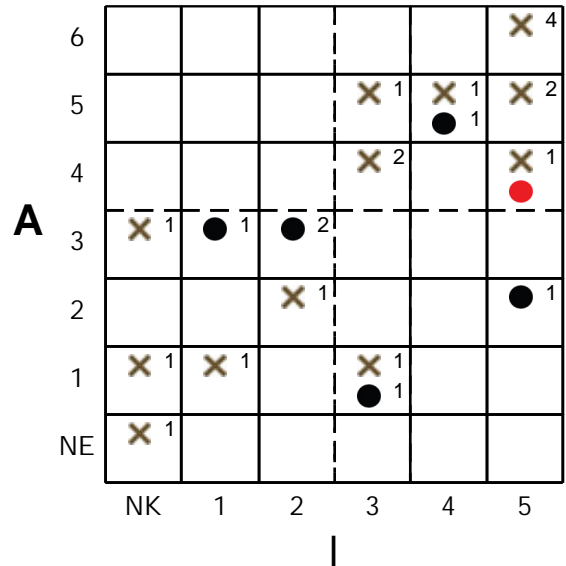
● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

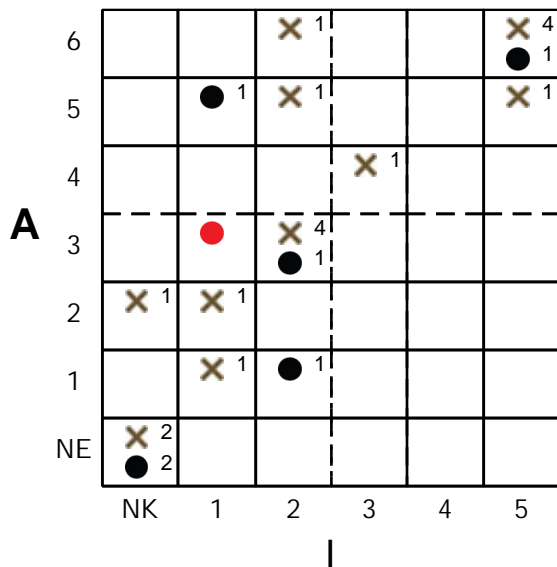
PROBLEM-SOLVING: ability to id...



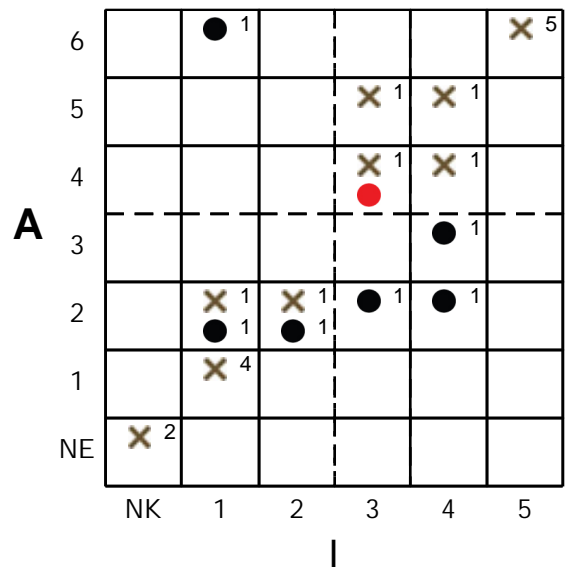
DECISION-MAKING: ability to us...



PLANNING AND ORGANISING: abili...



CREATIVITY: ability to stand b...



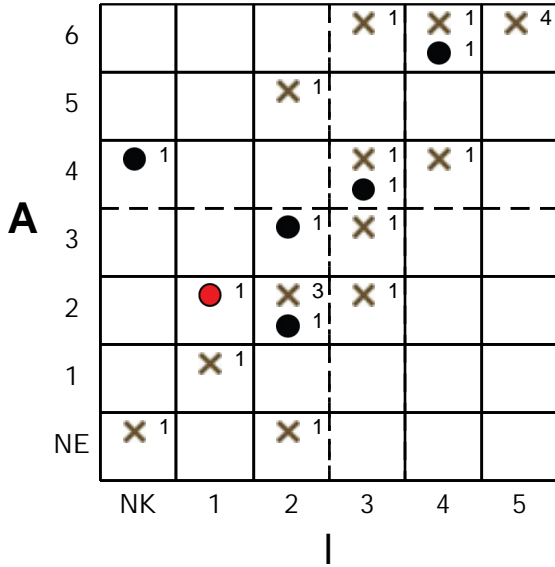
Group Scattergram

Self vs Peers (All Candidates)

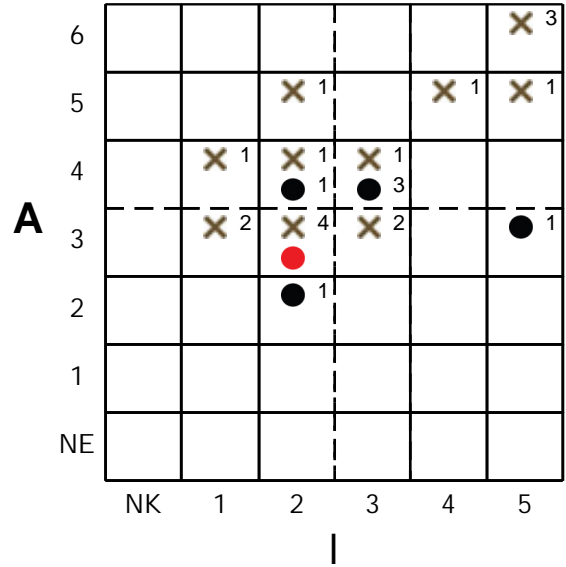
● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

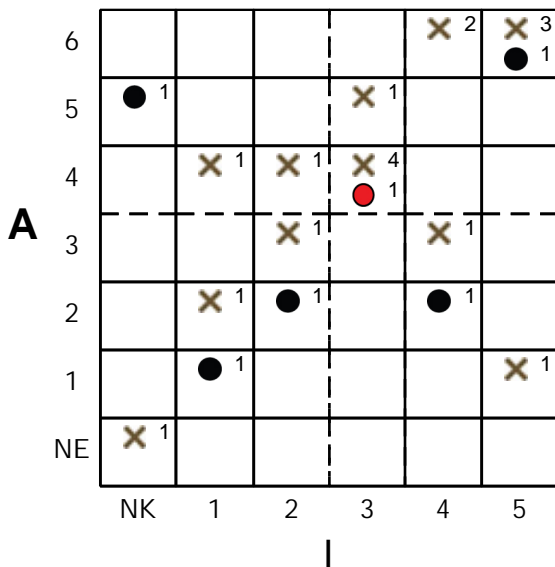
TEAMWORK: playing an active an...



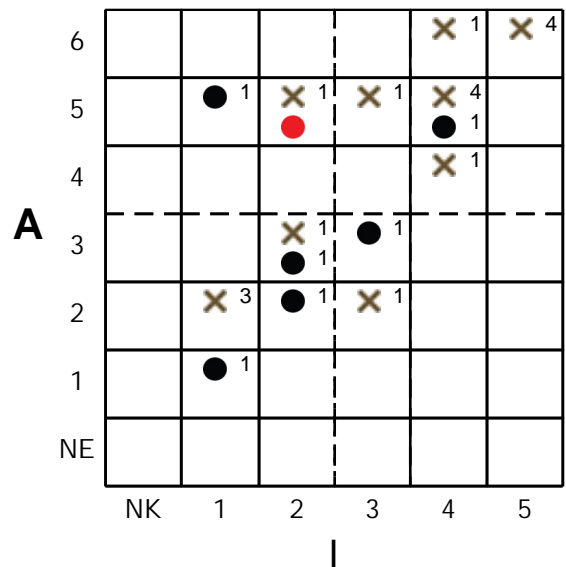
LEADERSHIP: creating and commu...



INFLUENCING: ability to persua...



CUSTOMER RELATIONS: maintainin...



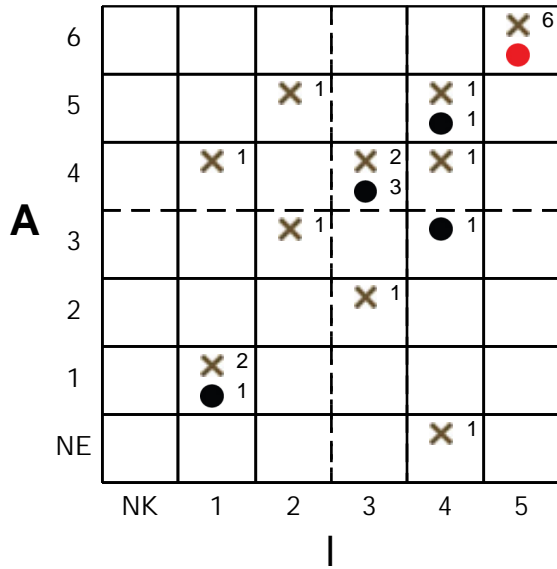
Group Scattergram

Self vs Peers (All Candidates)

● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

COMMUNICATION: ability to pres...



Group Scattergram

Self vs Direct Reports (All Candidates)

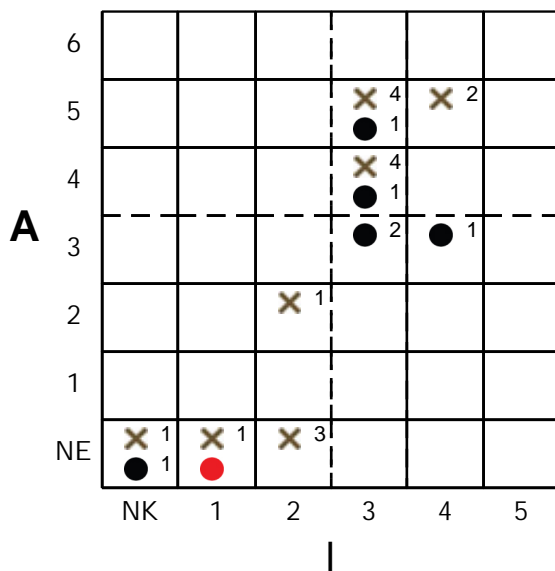
● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

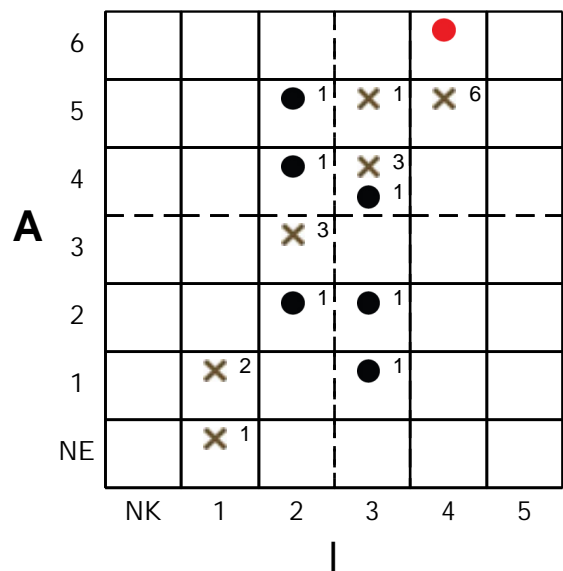
On the tables below your own self score (the red dot) is compared with the self scores from all other participants (the black dots). The number against the black dots indicates how many participants give themselves exactly that score. If there is a red dot inside a black circle with a number 2 it indicates that your own self score and the self scores of 2 other participants are exactly the same.

On the tables below the X shows the Direct Report scores for all participants. All the Xs are black so your own Direct Report score is kept anonymous. The number against the X indicates how many Direct Reports give exactly that score.

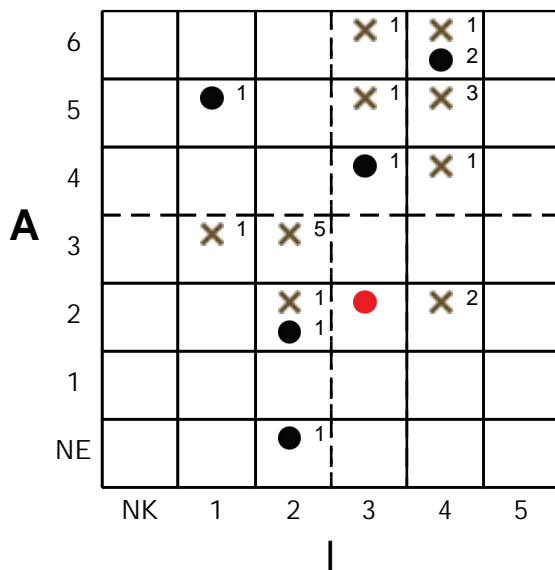
DEVELOPING SELF: being commit...



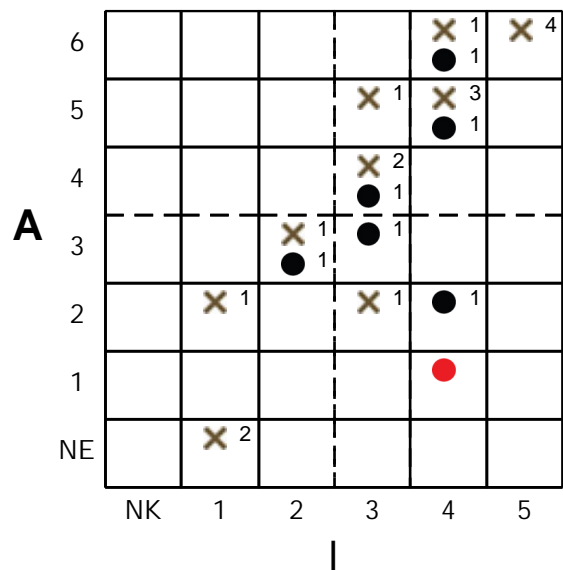
DEVELOPING OTHERS: taking acti...



HIGH WORK STANDARDS: setting h...



BUSINESS AWARENESS: understand...



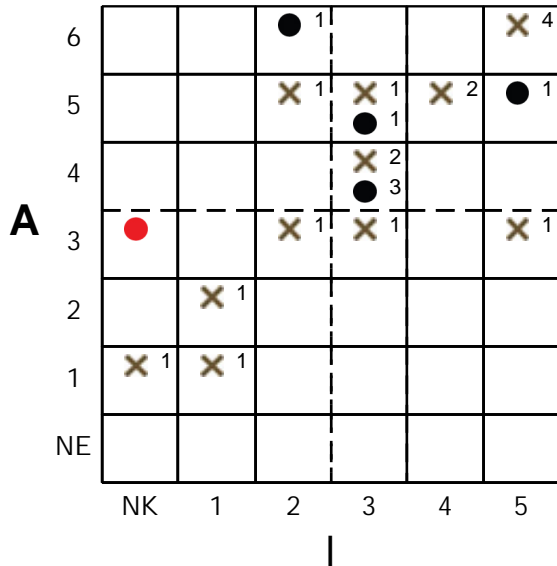
Group Scattergram

Self vs Direct Reports (All Candidates)

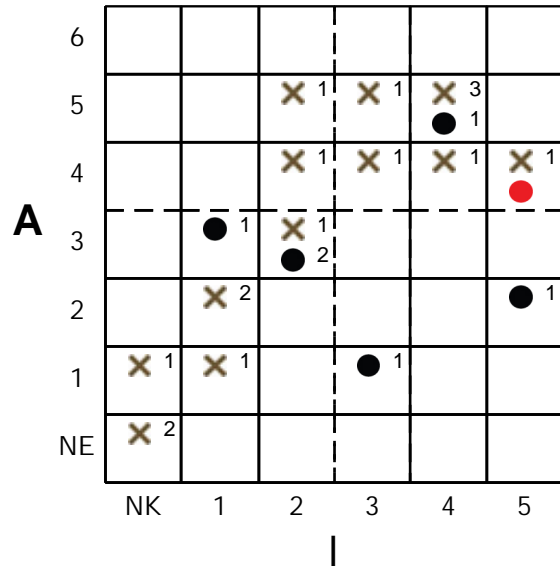
● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

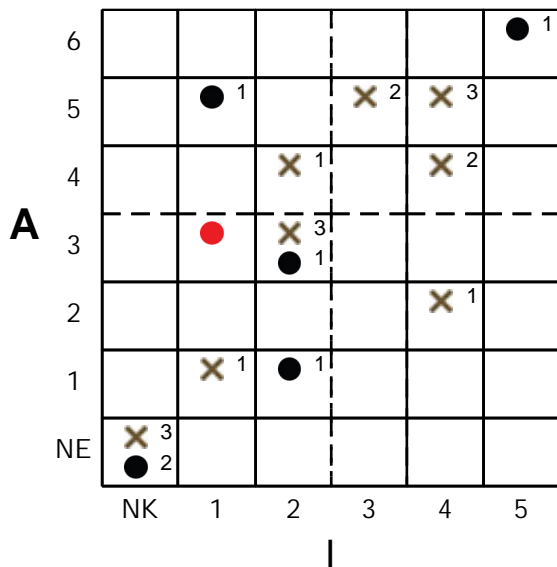
PROBLEM-SOLVING: ability to id...



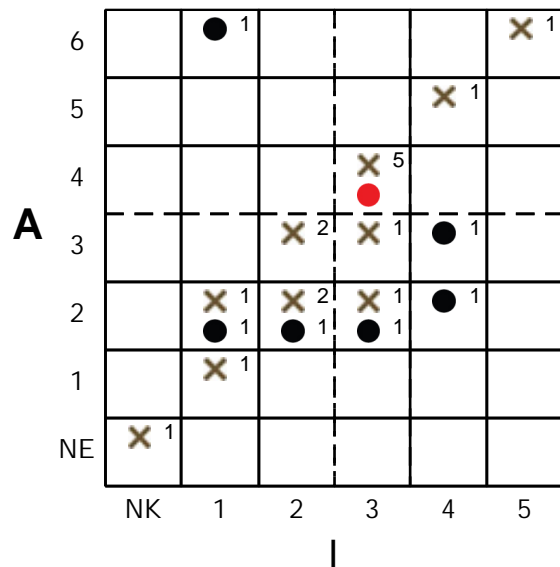
DECISION-MAKING: ability to us...



PLANNING AND ORGANISING: abili...



CREATIVITY: ability to stand b...



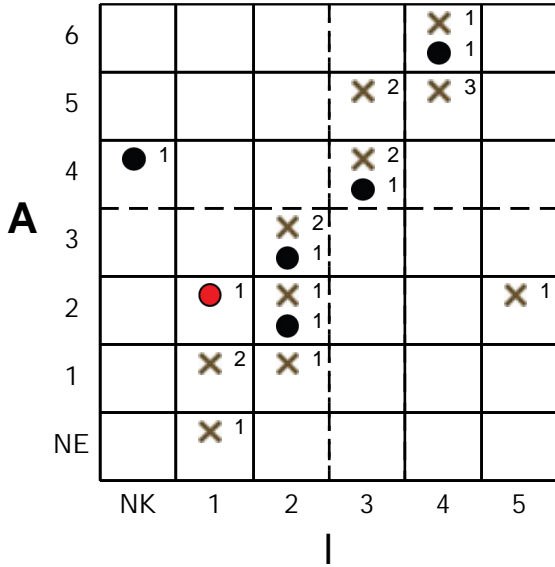
Group Scattergram

Self vs Direct Reports (All Candidates)

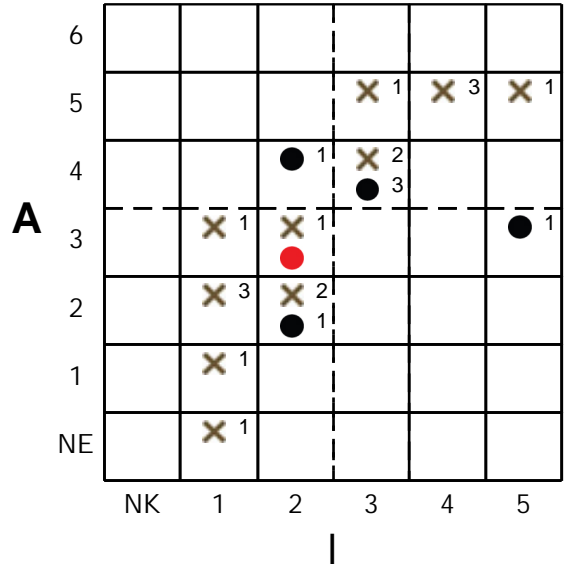
● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

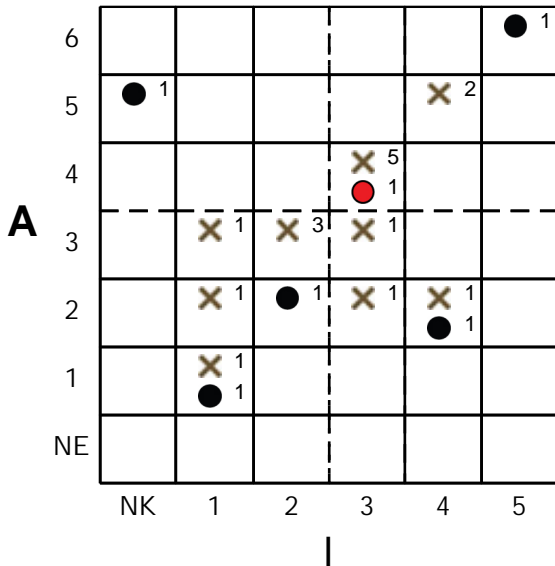
TEAMWORK: playing an active an...



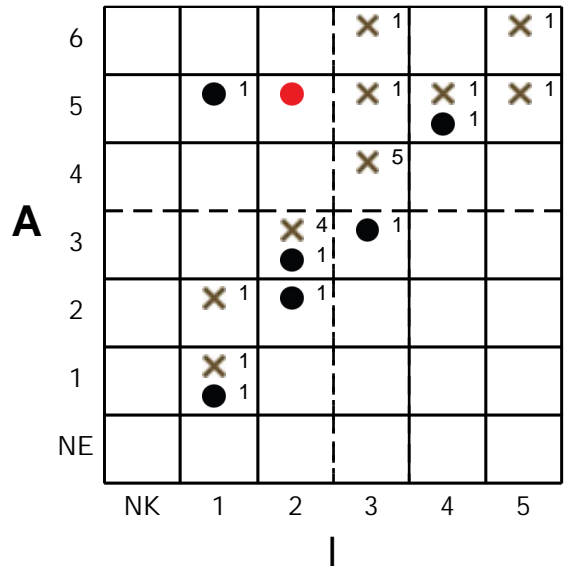
LEADERSHIP: creating and commu...



INFLUENCING: ability to persua...



CUSTOMER RELATIONS: maintainin...



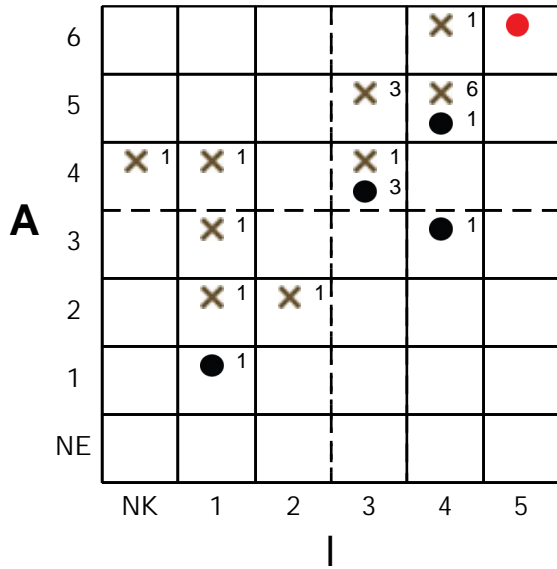
Group Scattergram

Self vs Direct Reports (All Candidates)

● = Self ● = Others' Self ✕ = Observers

A = Ability I = Importance

COMMUNICATION: ability to pres...



Level of Ability - Overall Summary of Individual and Group Scores

		Self	Boss	Peers	DR	Avg Self	Avg Boss	Avg Peers	Avg DR
1.	DEVELOPING SELF: being committed to continua...	NE	2	2	4.7	3.6	2.9	3.6	4.4
2.	DEVELOPING OTHERS: taking action to develop o...	6	5	3.5	4.7	3.4	3.4	3.8	3.9
3.	HIGH WORK STANDARDS: setting high but achieva...	2	6	3.5	3.7	4.2	4	4.6	3.8
4.	BUSINESS AWARENESS: understanding the wider b...	1	2	3.5	5	3.4	3.4	3.8	4.6
5.	PROBLEM-SOLVING: ability to identify problems...	3	NE	5	3.7	4.4	4.5	4.4	4.1
6.	DECISION-MAKING: ability to use data and expe...	4	1	3.5	3.7	3	3.2	4	3.6
7.	PLANNING AND ORGANISING: ability to develop c...	3	3	5	4.7	3.6	2.8	4.1	3.8
8.	CREATIVITY: ability to stand back from the de...	4	4	1	3	3	3.6	3.7	3.3
9.	TEAMWORK: playing an active and co-operative ...	2	6	2	3.3	3.3	3.8	4.1	3.5
10.	LEADERSHIP: creating and communicating a comm...	3	5	3	4.5	3.4	3.3	4.1	3.3
11.	INFLUENCING: ability to persuade others throu...	4	3	5	3.7	3.4	3.6	4.2	3.2
12.	CUSTOMER RELATIONS: maintaining relationships...	5	4	5	4	3.4	3.7	4.4	3.9
13.	COMMUNICATION: ability to present information...	6	2	4	4.7	3.9	3.3	4.3	4.4

Level of Importance - Overall Summary of Individual and Group Scores

		Self	Boss	Peers	DR	Avg Self	Avg Boss	Avg Peers	Avg DR
1.	DEVELOPING SELF: being committed to con...	1	3	1.5	3.3	2.8	2.9	2.6	2.7
2.	DEVELOPING OTHERS: taking action to deve...	4	3	2.5	3.7	2.7	2.7	2.9	2.8
3.	HIGH WORK STANDARDS: setting high but ac...	3	3	2	2.7	2.7	3.3	3.4	2.9
4.	BUSINESS AWARENESS: understanding the wi...	4	2	3.5	4	3.4	3.3	3.1	3.3
5.	PROBLEM-SOLVING: ability to identify pro...	NK	4	4	4	3.2	3.7	3.6	3.4
6.	DECISION-MAKING: ability to use data and...	5	2	3	2.3	3.1	2.7	3.9	2.8
7.	PLANNING AND ORGANISING: ability to deve...	1	3	5	4	2.2	2.6	3	3
8.	CREATIVITY: ability to stand back from t...	3	3	1	2.3	2.6	2.8	3.1	2.7
9.	TEAMWORK: playing an active and co-opera...	1	4	2.5	2.7	2.2	2.7	3.2	2.8
10.	LEADERSHIP: creating and communicating a...	2	2	2.5	2.7	2.9	2.3	2.8	2.4
11.	INFLUENCING: ability to persuade others ...	3	3	3.5	2.3	3	3.3	3.3	2.6
12.	CUSTOMER RELATIONS: maintaining relation...	2	2	3	3.3	2.1	3.4	3.4	2.8
13.	COMMUNICATION: ability to present inform...	5	2	4	3	3.3	2.7	3.4	3

-- End of Report --