



# Skills Assessment Report (Post-course)

## Executive Leadership Programme

Prepared for  
XYZ Company Ltd.  
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	Number of Observers
Boss	1
Peers	2
Direct Reports	3
Clients	-



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## Your Skills Assessment Report

The report is based on a set of skills selected for your development programme. It shows you exactly how you have scored your own skills level. Because it is a 360 report it also gives you a remarkable insight into how other people observe your skills in the workplace. This often helps you discover “blind spots” – and encourages you to find ways to improve your skills.

### Scores

This report shows the scores which you (self) and your observers (boss, peers, direct reports (DR) and clients) have given in response to the items in the questionnaire. These scores reflect how you and others experience and observe your skills in the workplace.

### Perception

Everyone has a different perception of your skills. 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 skills highly, you can take action to improve your skills in their direction. Alternatively you can explore other reasons for their difference in perception. This often creates a valuable dialogue between you and others.

### Report Format

The report is laid out in the following sections:

- Self with Boss
- Self with Peers
- Self with Direct Reports
- Self with Clients
- Individual Summary
- Group Analysis – Self with Boss
- Group Analysis – Self with Peers
- Group Analysis – Self with Direct Report
- Group Analysis – Self with Clients
- Overall Summary

### Scoring Scale

You and your observers have used the following scoring scale:

Low

- |    |              |                  |
|----|--------------|------------------|
| 1. | rarely       | (poor)           |
| 2. | occasionally | (unsatisfactory) |
| 3. | sometimes    | (average)        |
| 4. | often        | (good)           |
| 5. | very often   | (very good)      |
| 6. | usually      | (excellent)      |

High

### Development Plan

As you read your report start by celebrating areas in which you do well. Focus on the high scores and consider how you can deploy these strengths to even greater effect. Then move on to areas where you score low. Think about which of these areas to focus on for your development. Prioritise areas which will add greatest value to your overall performance in your job. Finally create a realistic skills development plan to focus on these areas.

## Self with Boss

The following table shows your own scores (self) compared with the scores which your boss gave you (boss). If you, or your boss had no evidence on which to make an assessment then NE is shown.

		0	1	2	3	4	5	6
1. I include others in planning discussions and create clear and workable plans	Self							
	Boss							
2. I organise effectively and explain clearly what is expected of team members	Self							
	Boss							
3. I take charge of projects or tasks in a decisive way	Self							
	Boss							
4. I monitor and control projects and tasks carefully to keep them on track	Self							
	Boss	NE						
5. I give feedback to team members so they know how they are getting on	Self							
	Boss							
6. I generate team spirit and enthusiasm in my team	Self							
	Boss							
7. I challenge the established way of doing things	Self							
	Boss							
8. I work for long range advantages, not just short term gains	Self							
	Boss							
9. I accept feedback from others on my leadership behaviour	Self	NE						
	Boss							

Self with Boss

Understanding Self and Others

		0	1	2	3	4	5	6
10. Indicate in words and actions an acceptance of own strengths and weaknesses	Self							
	Boss							
11. Work to bridge differences with others and create synergy	Self							
	Boss							
12. Build a climate of trust and mutual support with colleagues	Self							
	Boss							
13. Motivate different team members by working with their individual characteristics	Self							
	Boss							
14. Build a team culture which looks for strength in diversity	Self							
	Boss							
15. Display empathy when handling difficult clients or colleagues	Self							
	Boss							
16. Display high levels of self-confidence and self-control	Self							
	Boss							

Self with Boss

## Building a Leadership Style

		0	1	2	3	4	5	6
17. I build up clear structure and organisation in the workplace	Self	NE						
	Boss							
18. I show a consistent leadership style – consistent in mood and behaviour	Self							
	Boss							
19. I am a role model of loyalty and commitment to the company's values and traditions	Self							
	Boss							
20. I take charge well in a crisis and inspire confidence in others	Self							
	Boss							
21. I show flexibility and skill when managing conflicting parties in complex settings	Self							
	Boss							
22. I lead with charisma – engaging the hearts and minds of my followers	Self							
	Boss							
23. I communicate with fluency and clarity – building commitment to shared goals	Self							
	Boss							
24. I build up team members by recognising their potential and coaching them	Self							
	Boss							
25. I set high performance expectations for self and others	Self							
	Boss							
26. I display a vision which energises others to go beyond their comfort zones	Self							
	Boss							
27. I display a careful consideration of options and logical decision making	Self	NE						
	Boss							

Self with Boss

## Strategic Thinking

		0	1	2	3	4	5	6	
28. Display a creative approach in discussions and action	Self								
	Boss								
29. Solve problems in a lively and innovative way	Self	NE							
	Boss								
30. Show good industry knowledge when discussing business issues	Self								
	Boss								
31. Display strategic skills when planning for the future	Self								
	Boss								
32. Show flexibility in own behaviour when working with others of a different culture	Self								
	Boss								

Self with Boss

## Leading Change

		0	1	2	3	4	5	6
33. I encourage ideas for change and look for fresh ways of doing things	Self							
	Boss							
34. I persuade others by my conviction and charm	Self							
	Boss							
35. I show resourcefulness and resilience during periods of change	Self							
	Boss							
36. I display a positive attitude and remain optimistic when things are tough	Self	NE						
	Boss							
37. I help others to move forward with change by teaching or supporting them	Self							
	Boss							
38. I communicate very effectively during change – keeping everyone informed	Self							
	Boss							
39. I collaborate closely with other managers to create a change leadership team	Self							
	Boss							
40. I avoid micromanaging – often give empowerment to others	Self							
	Boss							

## Self with Peers

The following table shows your own scores (self) compared with the scores which your peers gave you (peers). Their scores have been averaged out. If you, or all of your peers had no evidence on which to make an assessment then NE is shown.

		0	1	2	3	4	5	6	
1.	I include others in planning discussions and create clear and workable plans	Self							
2.	I organise effectively and explain clearly what is expected of team members	Self							
3.	I take charge of projects or tasks in a decisive way	Self							
4.	I monitor and control projects and tasks carefully to keep them on track	Self							
5.	I give feedback to team members so they know how they are getting on	Self							
6.	I generate team spirit and enthusiasm in my team	Self							
7.	I challenge the established way of doing things	Self							
8.	I work for long range advantages, not just short term gains	Self							
9.	I accept feedback from others on my leadership behaviour	Self		NE					
		Peers							

Self with Peers

Understanding Self and Others

		0	1	2	3	4	5	6
10. Indicate in words and actions an acceptance of own strengths and weaknesses	Self							
	Peers							
11. Work to bridge differences with others and create synergy	Self							
	Peers							
12. Build a climate of trust and mutual support with colleagues	Self							
	Peers							
13. Motivate different team members by working with their individual characteristics	Self							
	Peers							
14. Build a team culture which looks for strength in diversity	Self							
	Peers							
15. Display empathy when handling difficult clients or colleagues	Self							
	Peers							
16. Display high levels of self-confidence and self-control	Self							
	Peers							

Self with Peers

**Building a Leadership Style**

		0	1	2	3	4	5	6	
17. I build up clear structure and organisation in the workplace	Self	NE							
	Peers								
18. I show a consistent leadership style – consistent in mood and behaviour	Self								
	Peers								
19. I am a role model of loyalty and commitment to the company's values and traditions	Self								
	Peers								
20. I take charge well in a crisis and inspire confidence in others	Self								
	Peers								
21. I show flexibility and skill when managing conflicting parties in complex settings	Self								
	Peers								
22. I lead with charisma – engaging the hearts and minds of my followers	Self								
	Peers								
23. I communicate with fluency and clarity – building commitment to shared goals	Self								
	Peers								
24. I build up team members by recognising their potential and coaching them	Self								
	Peers								
25. I set high performance expectations for self and others	Self								
	Peers								
26. I display a vision which energises others to go beyond their comfort zones	Self								
	Peers								
27. I display a careful consideration of options and logical decision making	Self	NE							
	Peers								

Self with Peers

Strategic Thinking

		0	1	2	3	4	5	6	
28. Display a creative approach in discussions and action	Self								
	Peers								
29. Solve problems in a lively and innovative way	Self	NE							
	Peers								
30. Show good industry knowledge when discussing business issues	Self								
	Peers								
31. Display strategic skills when planning for the future	Self								
	Peers								
32. Show flexibility in own behaviour when working with others of a different culture	Self								
	Peers								

Self with Peers

Leading Change

		0	1	2	3	4	5	6
33. I encourage ideas for change and look for fresh ways of doing things	Self							
	Peers							
34. I persuade others by my conviction and charm	Self							
	Peers							
35. I show resourcefulness and resilience during periods of change	Self							
	Peers							
36. I display a positive attitude and remain optimistic when things are tough	Self	NE						
	Peers							
37. I help others to move forward with change by teaching or supporting them	Self							
	Peers							
38. I communicate very effectively during change – keeping everyone informed	Self							
	Peers							
39. I collaborate closely with other managers to create a change leadership team	Self							
	Peers							
40. I avoid micromanaging – often give empowerment to others	Self							
	Peers							

## Self with Direct Reports

The following table shows your own scores (self) compared with the scores which your direct reports gave you (DR). Their scores have been averaged out. If you, or all of your direct reports had no evidence on which to make an assessment then NE is shown.

		0	1	2	3	4	5	6	
1.	I include others in planning discussions and create clear and workable plans	Self							
2.	I organise effectively and explain clearly what is expected of team members	Self							
3.	I take charge of projects or tasks in a decisive way	Self							
4.	I monitor and control projects and tasks carefully to keep them on track	Self							
5.	I give feedback to team members so they know how they are getting on	Self							
6.	I generate team spirit and enthusiasm in my team	Self							
7.	I challenge the established way of doing things	Self							
8.	I work for long range advantages, not just short term gains	Self							
9.	I accept feedback from others on my leadership behaviour	Self	NE						
		DR							

Self with Direct Reports

Understanding Self and Others

		0	1	2	3	4	5	6
10. Indicate in words and actions an acceptance of own strengths and weaknesses	Self							
	DR							
11. Work to bridge differences with others and create synergy	Self							
	DR							
12. Build a climate of trust and mutual support with colleagues	Self							
	DR							
13. Motivate different team members by working with their individual characteristics	Self							
	DR							
14. Build a team culture which looks for strength in diversity	Self							
	DR							
15. Display empathy when handling difficult clients or colleagues	Self							
	DR							
16. Display high levels of self-confidence and self-control	Self							
	DR							

Self with Direct Reports

**Building a Leadership Style**

		0	1	2	3	4	5	6
17. I build up clear structure and organisation in the workplace	Self	NE						
	DR							
18. I show a consistent leadership style – consistent in mood and behaviour	Self							
	DR							
19. I am a role model of loyalty and commitment to the company's values and traditions	Self							
	DR							
20. I take charge well in a crisis and inspire confidence in others	Self							
	DR							
21. I show flexibility and skill when managing conflicting parties in complex settings	Self							
	DR							
22. I lead with charisma – engaging the hearts and minds of my followers	Self							
	DR							
23. I communicate with fluency and clarity – building commitment to shared goals	Self							
	DR							
24. I build up team members by recognising their potential and coaching them	Self							
	DR							
25. I set high performance expectations for self and others	Self							
	DR							
26. I display a vision which energises others to go beyond their comfort zones	Self							
	DR							
27. I display a careful consideration of options and logical decision making	Self	NE						
	DR							

Self with Direct Reports

## Strategic Thinking

		0	1	2	3	4	5	6	
28. Display a creative approach in discussions and action	Self								
	DR								
29. Solve problems in a lively and innovative way	Self	NE							
	DR								
30. Show good industry knowledge when discussing business issues	Self								
	DR								
31. Display strategic skills when planning for the future	Self								
	DR								
32. Show flexibility in own behaviour when working with others of a different culture	Self								
	DR								

Self with Direct Reports

Leading Change

		0	1	2	3	4	5	6
33. I encourage ideas for change and look for fresh ways of doing things	Self							
	DR							
34. I persuade others by my conviction and charm	Self							
	DR							
35. I show resourcefulness and resilience during periods of change	Self							
	DR							
36. I display a positive attitude and remain optimistic when things are tough	Self	NE						
	DR							
37. I help others to move forward with change by teaching or supporting them	Self							
	DR							
38. I communicate very effectively during change – keeping everyone informed	Self							
	DR							
39. I collaborate closely with other managers to create a change leadership team	Self							
	DR							
40. I avoid micromanaging – often give empowerment to others	Self							
	DR							

## Self with Clients

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## Individual Summary

○ = Self   □ = Boss   ◇ = Peers   + = DR   × = Clients

The following table shows the scores given by you (self) and your different observers (self, boss, peers, direct reports [DR] and clients).

	NE	1	2	3	4	5	6
1. I include others in planning discussions...		○		+		⊗	
2. I organise effectively and explain clear...			○	□	+	◇	
3. I take charge of projects or tasks in a ...		□		⊕		◇	
4. I monitor and control projects and tasks...	□			+	○		◇
5. I give feedback to team members so they ...					□	⊕	
6. I generate team spirit and enthusiasm in...					+	□	◇
7. I challenge the established way of doing...			○	+	⊗		
8. I work for long range advantages, not ju...			○			+	◇
9. I accept feedback from others on my lead...	○			+	◇	□	
10. Indicate in words and actions an accepta...		+		○	□	◇	
11. Work to bridge differences with others a...				⊕	⊗		
12. Build a climate of trust and mutual supp...				○		◇	+
13. Motivate different team members by worki...						⊕	◇
14. Build a team culture which looks for str...		○		□	+		◇
15. Display empathy when handling difficult ...		□		+	○	◇	
16. Display high levels of self-confidence a...			□	+			⊗
17. I build up clear structure and organisat...	○			+	□		◇
18. I show a consistent leadership style – c...			○	+	□		◇
19. I am a role model of loyalty and commitm...			+	○	◇	□	
20. I take charge well in a crisis and inspi...				□	⊕		◇
21. I show flexibility and skill when managi...				⊕	□		◇
22. I lead with charisma – engaging the hear...				+	◇	□	○
23. I communicate with fluency and clarity –...				□		◇	○
24. I build up team members by recognising t...		○	□		+	◇	
25. I set high performance expectations for ...			⊕				◇
26. I display a vision which energises other...				○	◇	+	□
27. I display a careful consideration of opt...	○				+		□

	NE	1	2	3	4	5	6
28. Display a creative approach in discussio...					⊕	◇	○
29. Solve problems in a lively and innovativ...	○			□	⊕		
30. Show good industry knowledge when discus...			○		⊕		◇
31. Display strategic skills when planning f...				⊕	◇		
32. Show flexibility in own behaviour when w...			⊕	+			◇
33. I encourage ideas for change and look fo...					○	⊕	◇
34. I persuade others by my conviction and c...					⊕	◇	○
35. I show resourcefulness and resilience du...					+	⊕	□
36. I display a positive attitude and remain...	○		□	+		◇	
37. I help others to move forward with chang...		○		□	+		◇
38. I communicate very effectively during ch...			□		+	◇	○
39. I collaborate closely with other manager...					⊕	◇	□
40. I avoid micromanaging – often give empow...				+		□	○

## Group Analysis - Self with Boss

The following table shows your own scores (self) compared with the scores which your boss gave you (boss). If you, or your boss had no evidence on which to make an assessment then NE is shown.

The stars show average self scores and average boss scores for all the participants in your class.

■ = Your Self Score    
 ■ = Your Observer Score    
 ☆ = Average Group Score

		0 1 2 3 4 5 6						
1.	I include others in planning discussions and create clear and workable plans	Self	■		☆			
		Boss	■				☆	
2.	I organise effectively and explain clearly what is expected of team members	Self	■			☆		
		Boss	■		☆			
3.	I take charge of projects or tasks in a decisive way	Self	■			☆		
		Boss	■			☆		
4.	I monitor and control projects and tasks carefully to keep them on track	Self	■				☆	
		Boss	NE			☆		
5.	I give feedback to team members so they know how they are getting on	Self	■					☆
		Boss	■				☆	
6.	I generate team spirit and enthusiasm in my team	Self	■					
		Boss	■					☆
7.	I challenge the established way of doing things	Self	■			☆		
		Boss	■				☆	
8.	I work for long range advantages, not just short term gains	Self	■			☆		
		Boss	■					☆
9.	I accept feedback from others on my leadership behaviour	Self	NE			☆		
		Boss	■				☆	
10.	Indicate in words and actions an acceptance of own strengths and weaknesses	Self	■			☆		
		Boss	■			☆		
11.	Work to bridge differences with others and create synergy	Self	■					☆
		Boss	■			☆		
12.	Build a climate of trust and mutual support with colleagues	Self	■				☆	
		Boss	■				☆	
13.	Motivate different team members by working with their individual characteristics	Self	■					☆
		Boss	■				☆	
14.	Build a team culture which looks for strength in diversity	Self	■			☆		
		Boss	■		☆			

■ = Your Self Score    
 ■ = Your Observer Score    
 ★ = Average Group Score

		0 1 2 3 4 5 6						
15.	Display empathy when handling difficult clients or colleagues	Self						
		Boss						
16.	Display high levels of self-confidence and self-control	Self						
		Boss						
17.	I build up clear structure and organisation in the workplace	Self	NE ★					
		Boss						
18.	I show a consistent leadership style – consistent in mood and behaviour	Self						
		Boss						
19.	I am a role model of loyalty and commitment to the company's values and traditions	Self						
		Boss						
20.	I take charge well in a crisis and inspire confidence in others	Self						
		Boss						
21.	I show flexibility and skill when managing conflicting parties in complex settings	Self						
		Boss						
22.	I lead with charisma – engaging the hearts and minds of my followers	Self						
		Boss						
23.	I communicate with fluency and clarity – building commitment to shared goals	Self						
		Boss						
24.	I build up team members by recognising their potential and coaching them	Self						
		Boss						
25.	I set high performance expectations for self and others	Self						
		Boss						
26.	I display a vision which energises others to go beyond their comfort zones	Self						
		Boss						
27.	I display a careful consideration of options and logical decision making	Self	NE ★					
		Boss						
28.	Display a creative approach in discussions and action	Self						
		Boss						
29.	Solve problems in a lively and innovative way	Self	NE ★					
		Boss						
30.	Show good industry knowledge when discussing business issues	Self						
		Boss						

■ = Your Self Score    
 ■ = Your Observer Score    
 ★ = Average Group Score

		0 1 2 3 4 5 6							
31.	Display strategic skills when planning for the future	Self	■			★			
		Boss	■			★			
32.	Show flexibility in own behaviour when working with others of a different culture	Self	■		★				
		Boss	■		★				
33.	I encourage ideas for change and look for fresh ways of doing things	Self	■				★		
		Boss	■				★		
34.	I persuade others by my conviction and charm	Self	■			★			
		Boss	■		★				
35.	I show resourcefulness and resilience during periods of change	Self	■				★		
		Boss	■				★		
36.	I display a positive attitude and remain optimistic when things are tough	Self	NE		★				
		Boss	■		★				
37.	I help others to move forward with change by teaching or supporting them	Self	■	★					
		Boss	■			★			
38.	I communicate very effectively during change – keeping everyone informed	Self	■					★	
		Boss	■		★				
39.	I collaborate closely with other managers to create a change leadership team	Self	■			★			
		Boss	■				★		
40.	I avoid micromanaging – often give empowerment to others	Self	■				★		
		Boss	■				★		

## Group Analysis - Self with Peers

The following table shows your own scores (self) compared with the scores which your peers gave you (peers). Their scores have been averaged out. If you, or all of your peers had no evidence on which to make an assessment then NE is shown.

The stars show average self scores and average peer scores for all the participants in your class.

■ = Your Self Score   
 ■ = Your Observer Score   
 ★ = Average Group Score

		0 1 2 3 4 5 6							
1.	I include others in planning discussions and create clear and workable plans	Self	■			★			
		Peers	■			★			
2.	I organise effectively and explain clearly what is expected of team members	Self	■			★			
		Peers	■			★			
3.	I take charge of projects or tasks in a decisive way	Self	■			★			
		Peers	■			★			
4.	I monitor and control projects and tasks carefully to keep them on track	Self	■				★		
		Peers	■			★			
5.	I give feedback to team members so they know how they are getting on	Self	■			★			
		Peers	■			★			
6.	I generate team spirit and enthusiasm in my team	Self	■					★	
		Peers	■			★			
7.	I challenge the established way of doing things	Self	■			★			
		Peers	■			★			
8.	I work for long range advantages, not just short term gains	Self	■			★			
		Peers	■			★			
9.	I accept feedback from others on my leadership behaviour	Self	NE			★			
		Peers	■			★			
10.	Indicate in words and actions an acceptance of own strengths and weaknesses	Self	■			★			
		Peers	■			★			
11.	Work to bridge differences with others and create synergy	Self	■				★		
		Peers	■			★			
12.	Build a climate of trust and mutual support with colleagues	Self	■			★			
		Peers	■			★			
13.	Motivate different team members by working with their individual characteristics	Self	■				★		
		Peers	■			★			

■ = Your Self Score    
 ■ = Your Observer Score    
 ★ = Average Group Score

		0 1 2 3 4 5 6						
14.	Build a team culture which looks for strength in diversity	Self						
		Peers						
15.	Display empathy when handling difficult clients or colleagues	Self						
		Peers						
16.	Display high levels of self-confidence and self-control	Self						
		Peers						
17.	I build up clear structure and organisation in the workplace	Self	NE ★					
		Peers						
18.	I show a consistent leadership style – consistent in mood and behaviour	Self						
		Peers						
19.	I am a role model of loyalty and commitment to the company's values and traditions	Self						
		Peers						
20.	I take charge well in a crisis and inspire confidence in others	Self						
		Peers						
21.	I show flexibility and skill when managing conflicting parties in complex settings	Self						
		Peers						
22.	I lead with charisma – engaging the hearts and minds of my followers	Self						
		Peers						
23.	I communicate with fluency and clarity – building commitment to shared goals	Self						
		Peers						
24.	I build up team members by recognising their potential and coaching them	Self						
		Peers						
25.	I set high performance expectations for self and others	Self						
		Peers						
26.	I display a vision which energises others to go beyond their comfort zones	Self						
		Peers						
27.	I display a careful consideration of options and logical decision making	Self	NE ★					
		Peers						
28.	Display a creative approach in discussions and action	Self						
		Peers						
29.	Solve problems in a lively and innovative way	Self	NE ★					
		Peers						

■ = Your Self Score    
 ■ = Your Observer Score    
 ☆ = Average Group Score

		0 1 2 3 4 5 6							
30.	Show good industry knowledge when discussing business issues	Self	■				☆		
		Peers	■				☆		
31.	Display strategic skills when planning for the future	Self	■				☆		
		Peers		☆					
32.	Show flexibility in own behaviour when working with others of a different culture	Self	■				☆		
		Peers	■				☆		
33.	I encourage ideas for change and look for fresh ways of doing things	Self	■				☆		
		Peers	■				☆		
34.	I persuade others by my conviction and charm	Self	■				☆		
		Peers		☆					
35.	I show resourcefulness and resilience during periods of change	Self	■				☆		
		Peers	■				☆		
36.	I display a positive attitude and remain optimistic when things are tough	Self	NE				☆		
		Peers	■				☆		
37.	I help others to move forward with change by teaching or supporting them	Self	■				☆		
		Peers	■				☆		
38.	I communicate very effectively during change – keeping everyone informed	Self	■					☆	
		Peers	■				☆		
39.	I collaborate closely with other managers to create a change leadership team	Self	■				☆		
		Peers	■				☆		
40.	I avoid micromanaging – often give empowerment to others	Self	■				☆		
		Peers	■				☆		

## Group Analysis - Self with Direct Reports

The following table shows your own scores (self) compared with the scores which your direct reports gave you (DR). Their scores have been averaged out. If you, or all of your direct reports had no evidence on which to make an assessment then NE is shown.

The stars show average self scores and average direct report scores for all the participants in your class.

■ = Your Self Score    
 ■ = Your Observer Score    
 ☆ = Average Group Score

			0	1	2	3	4	5	6	
1.	I include others in planning discussions and create clear and workable plans	Self	<span style="color: orange;">■</span>				☆			
		DR	<span style="color: blue;">■</span>				☆			
2.	I organise effectively and explain clearly what is expected of team members	Self	<span style="color: orange;">■</span>				☆			
		DR	<span style="color: blue;">■</span>					☆		
3.	I take charge of projects or tasks in a decisive way	Self	<span style="color: orange;">■</span>				☆			
		DR	<span style="color: blue;">■</span>					☆		
4.	I monitor and control projects and tasks carefully to keep them on track	Self	<span style="color: orange;">■</span>					☆		
		DR	<span style="color: blue;">■</span>				☆			
5.	I give feedback to team members so they know how they are getting on	Self	<span style="color: orange;">■</span>					☆		
		DR	<span style="color: blue;">■</span>					☆		
6.	I generate team spirit and enthusiasm in my team	Self	<span style="color: orange;">■</span>						☆	
		DR	<span style="color: blue;">■</span>				☆			
7.	I challenge the established way of doing things	Self	<span style="color: orange;">■</span>				☆			
		DR	<span style="color: blue;">■</span>					☆		
8.	I work for long range advantages, not just short term gains	Self	<span style="color: orange;">■</span>				☆			
		DR	<span style="color: blue;">■</span>					☆		
9.	I accept feedback from others on my leadership behaviour	Self	NE						☆	
		DR	<span style="color: blue;">■</span>					☆		
10.	Indicate in words and actions an acceptance of own strengths and weaknesses	Self	<span style="color: orange;">■</span>				☆			
		DR	<span style="color: blue;">■</span>				☆			
11.	Work to bridge differences with others and create synergy	Self	<span style="color: orange;">■</span>					☆		
		DR	<span style="color: blue;">■</span>					☆		
12.	Build a climate of trust and mutual support with colleagues	Self	<span style="color: orange;">■</span>				☆			
		DR	<span style="color: blue;">■</span>					☆		
13.	Motivate different team members by working with their individual characteristics	Self	<span style="color: orange;">■</span>					☆		
		DR	<span style="color: blue;">■</span>					☆		

■ = Your Self Score    
 ■ = Your Observer Score    
 ☆ = Average Group Score

			0	1	2	3	4	5	6
14.	Build a team culture which looks for strength in diversity	Self					☆		
		DR						☆	
15.	Display empathy when handling difficult clients or colleagues	Self					☆		
		DR				☆			
16.	Display high levels of self-confidence and self-control	Self						☆	
		DR					☆		
17.	I build up clear structure and organisation in the workplace	Self	NE				☆		
		DR				☆			
18.	I show a consistent leadership style – consistent in mood and behaviour	Self						☆	
		DR				☆			
19.	I am a role model of loyalty and commitment to the company's values and traditions	Self					☆		
		DR				☆			
20.	I take charge well in a crisis and inspire confidence in others	Self						☆	
		DR					☆		
21.	I show flexibility and skill when managing conflicting parties in complex settings	Self						☆	
		DR					☆		
22.	I lead with charisma – engaging the hearts and minds of my followers	Self						☆	
		DR					☆		
23.	I communicate with fluency and clarity – building commitment to shared goals	Self						☆	
		DR						☆	
24.	I build up team members by recognising their potential and coaching them	Self						☆	
		DR						☆	
25.	I set high performance expectations for self and others	Self						☆	
		DR						☆	
26.	I display a vision which energises others to go beyond their comfort zones	Self							☆
		DR						☆	
27.	I display a careful consideration of options and logical decision making	Self	NE					☆	
		DR						☆	
28.	Display a creative approach in discussions and action	Self						☆	
		DR						☆	
29.	Solve problems in a lively and innovative way	Self	NE						☆
		DR							☆

■ = Your Self Score    
 ■ = Your Observer Score    
 ☆ = Average Group Score

		0 1 2 3 4 5 6							
30.	Show good industry knowledge when discussing business issues	Self	■				☆		
		DR	■				☆		
31.	Display strategic skills when planning for the future	Self	■				☆		
		DR	■			☆			
32.	Show flexibility in own behaviour when working with others of a different culture	Self	■			☆			
		DR	■				☆		
33.	I encourage ideas for change and look for fresh ways of doing things	Self	■					☆	
		DR	■					☆	
34.	I persuade others by my conviction and charm	Self	■						☆
		DR	■				☆		
35.	I show resourcefulness and resilience during periods of change	Self	■					☆	
		DR	■				☆		
36.	I display a positive attitude and remain optimistic when things are tough	Self	NE				☆		
		DR	■				☆		
37.	I help others to move forward with change by teaching or supporting them	Self	■				☆		
		DR	■				☆		
38.	I communicate very effectively during change – keeping everyone informed	Self	■						☆
		DR	■				☆		
39.	I collaborate closely with other managers to create a change leadership team	Self	■				☆		
		DR	■				☆		
40.	I avoid micromanaging – often give empowerment to others	Self	■						☆
		DR	■				☆		

## Group Analysis - Self with Clients

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## Overall Summary

The following table presents your individual scores given by self, boss, peers, direct reports (DR) and clients. It also shows the average scores from self and all observers for all the participants in your class. If self, or all of the observers in one category had no evidence on which to make an assessment then NE is shown.

		Self	Boss	Peers	DR	Clients	Avg Self	Avg Boss	Avg Peers	Avg DR	Avg Clients
1.	I include others in planning discus...	1	5	5	2.7	-	3.3	4.8	4.1	3.4	-
2.	I organise effectively and explain ...	2	3	5	3.7	-	4.1	3	4.1	4.5	-
3.	I take charge of projects or tasks ...	3	1	5	3	-	3.4	4.2	4.4	4.1	-
4.	I monitor and control projects and ...	4	NE	6	3.3	-	4.4	3.5	4.1	3.6	-
5.	I give feedback to team members so ...	5	4	4.5	5.3	-	3.7	4	3.5	4.1	-
6.	I generate team spirit and enthusia...	6	5	5.5	3.5	-	4.4	4.3	3.8	3.6	-
7.	I challenge the established way of ...	2	4	4	3.3	-	3.7	4.4	3.8	3.9	-
8.	I work for long range advantages, n...	2	6	5	4.7	-	3.3	3.8	3.2	3.9	-
9.	I accept feedback from others on my...	NE	4	3.5	2.7	-	3	3.4	3.4	3.7	-
10.	Indicate in words and actions an ac...	3	4	5	1	-	3.2	2.8	3.6	3.4	-
11.	Work to bridge differences with oth...	4	3	4	3	-	4.3	2.9	3.3	3.9	-
12.	Build a climate of trust and mutual...	3	5	4.5	5.7	-	3.6	3	4.3	4.1	-
13.	Motivate different team members by ...	5	5	5.5	5	-	3.6	3.8	4.4	3.8	-
14.	Build a team culture which looks fo...	1	3	6	4	-	3.3	2.3	3.9	4.4	-
15.	Display empathy when handling diffi...	3	1	4	2.7	-	3.6	3.1	3.8	3.3	-
16.	Display high levels of self-confide...	6	2	6	3.3	-	3.9	2.5	4.1	3.7	-
17.	I build up clear structure and orga...	NE	4	5.5	3.3	-	2	4	3.8	2.9	-
18.	I show a consistent leadership styl...	2	3	5	2.7	-	3.8	3.9	3.9	3.1	-
19.	I am a role model of loyalty and co...	3	5	4	1.7	-	3.3	3	4.3	3.2	-
20.	I take charge well in a crisis and ...	4	3	6	4	-	4	3	4	3.9	-
21.	I show flexibility and skill when m...	3	4	5.5	3.3	-	4.3	3.4	3.6	3.9	-
22.	I lead with charisma – engaging the...	5	4	3.5	3	-	4.4	3.7	3.7	3.7	-
23.	I communicate with fluency and clar...	6	3	5	5	-	4	4.1	4.2	4.3	-
24.	I build up team members by recognis...	1	2	4.5	3.7	-	3.9	3.7	3.6	3.9	-
25.	I set high performance expectations...	2	2	5.5	2	-	3.7	3.1	4.1	3.6	-
26.	I display a vision which energises ...	3	5	3.5	4	-	4.4	3.3	3.9	3.6	-
27.	I display a careful consideration o...	NE	5	5.5	3.7	-	3.6	4.8	4	3.9	-
28.	Display a creative approach in disc...	6	4	4.5	4.3	-	4.1	3.4	3.9	4.2	-
29.	Solve problems in a lively and inno...	NE	3	4	4	-	4.3	3.3	4	4.2	-
30.	Show good industry knowledge when d...	2	4	5.5	4	-	4.1	3.7	4.5	4.2	-
31.	Display strategic skills when plann...	3	3	3.5	3	-	4.1	3.3	3.2	3.8	-

		Self	Boss	Peers	DR	Clients	Avg Self	Avg Boss	Avg Peers	Avg DR	Avg Clients
32.	Show flexibility in own behaviour w...	2	2	6	3.3	-	3.3	3.1	4.3	3.8	-
33.	I encourage ideas for change and lo...	4	5	5.5	5	-	4.2	4.2	4	4.4	-
34.	I persuade others by my conviction ...	5	3	4.5	3.3	-	3.3	2.6	3.6	3.6	-
35.	I show resourcefulness and resilien...	4	5	4	3.3	-	3.9	3.4	4.4	3.7	-
36.	I display a positive attitude and r...	NE	2	5	3	-	3.7	3.1	4.2	3.5	-
37.	I help others to move forward with ...	1	3	5.5	3.7	-	3.4	3.9	4.1	3.6	-
38.	I communicate very effectively duri...	6	2	4.5	3.7	-	5	3.4	3.8	3.4	-
39.	I collaborate closely with other ma...	3	4	3.5	3.3	-	3	4	3.5	3.6	-
40.	I avoid micromanaging – often give ...	5	4	6	2.7	-	3.7	3.6	3.2	3.4	-

-- End of Report --