

First Level Management 360

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Sample Inc

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Introduction

This report has been compiled from the responses your raters supplied on your performance against the First Level Management 360 Questionnaire.

The First Level Management 360 Questionnaire is the first in a series of three questionnaires that form the HRworkbench Management Competency Framework. The Model describes management at three levels: First, Middle and Executive.

The Framework has been developed by HRworkbench based on over 20 years experience in delivering Management Development Programs for organisations in Europe, the United Kingdom, Australia, Asia and the USA.

What is Measured?

The First Level Management Framework covers four major units of competence and fourteen elements of competence. They map as follows:

Personal Leadership	Integrity Change Adaptation Personal Development Managing Pressure
Building Effective Relationships	Interpersonal Communication Conflict Resolution
Inspiring High Performance	Team Leadership Motivation Recognition & Feedback Coaching Delegation
Delivering High Performance	Achievement Orientation Planning & Organising Continuous Improvement

Participants are also given an opportunity to provide qualitative feedback on Strengths and Development Needs.

How to Read the Report

This report contains four sections:

1. Results Overview showing a broad snapshot of your performance over each of the four Units and 14 Elements
2. Your Strengths as seen by each rater group
3. Where your Development Focus should be as seen by each rater group
4. Results by Behaviour - a detailed analysis of the questions linked to each Element and Unit, including comments

The following report contains the results of your 360-degree profile against the First Level Management Framework.

The most important thing you can do with this information is to determine what you need to do to improve your performance. Do not dwell on low scores with a negative frame of mind, trying to justify why you received that score. Look at low scores as an opportunity to improve. Identify behaviours that you may exhibit that could cause others to rate you at this level. Then look at what you need to do to change these behaviours. The lower you are scored, the greater the opportunity you have to improve.

Be prepared to ask people about what you need to do to improve. Do not ask questions such as, "Why did you score me like that?". You will get defensive answers that are of no help to you.

Ask the question, "What can I do differently to improve my performance in this area?". These types of questions will elicit constructive comment.

Set yourself goals, and seek verbal feedback from those around you to help you to make the needed changes.

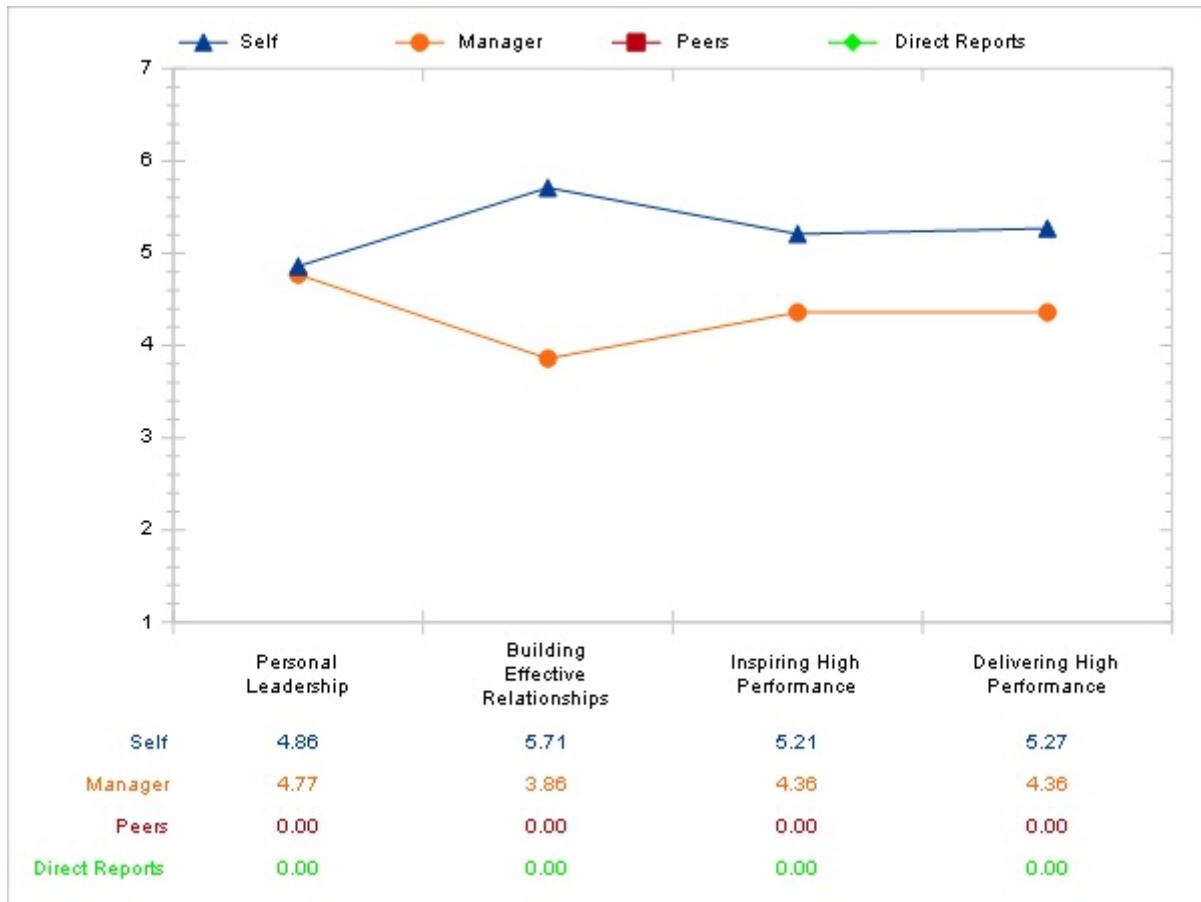
Use the First Level Management Framework reports as a valuable input to your personal development process. Work through your strengths, and use these as leverage to help you improve the lower rated skill areas.

Now read the report carefully and whilst you are doing that, think about what you do day-to-day to get good insight into where your improvement needs to be.

Part 1: Results Overview

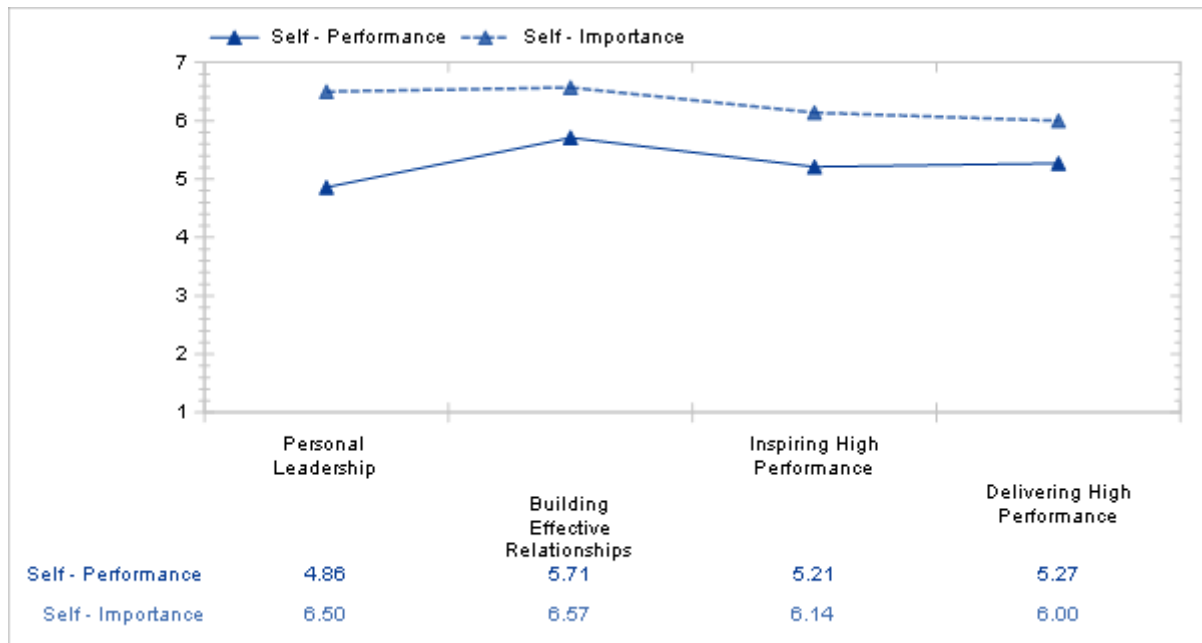
A snapshot of each Unit and of Competence and how it is scored by you and all your raters.

A. Performance - All Views

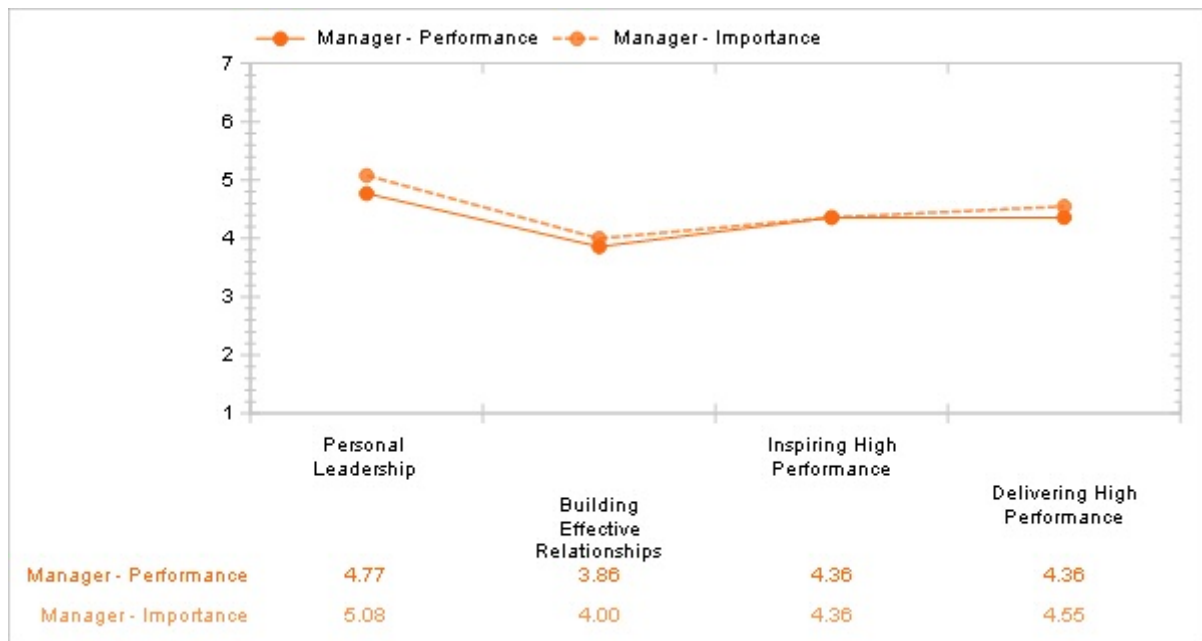


B. Performance + Importance by View

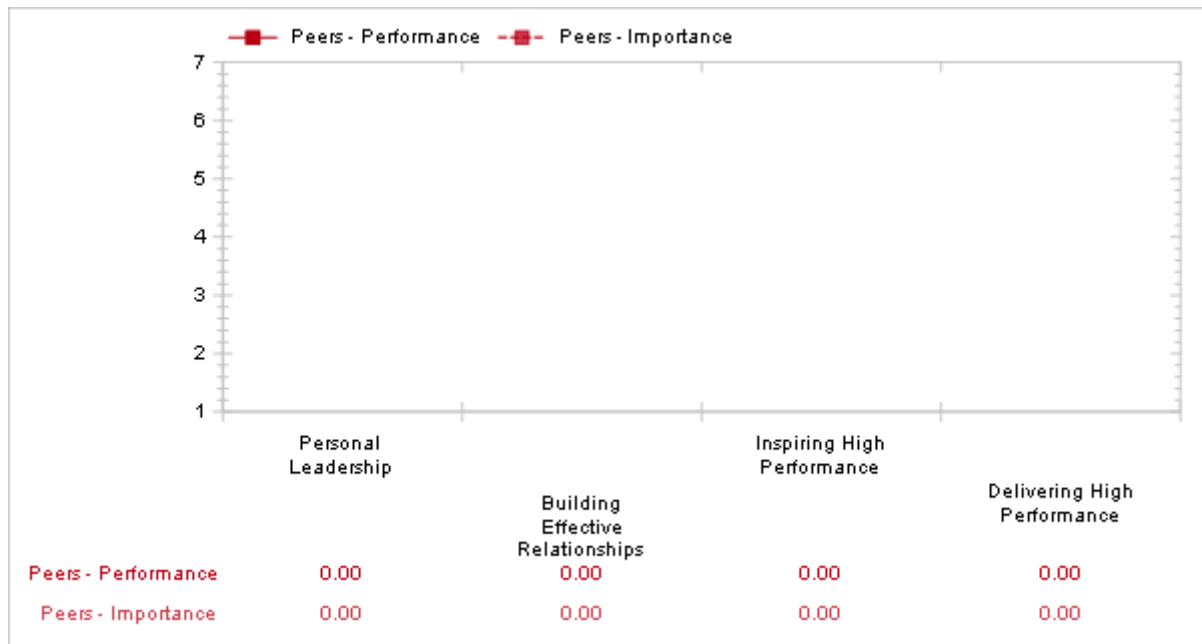
1. Self



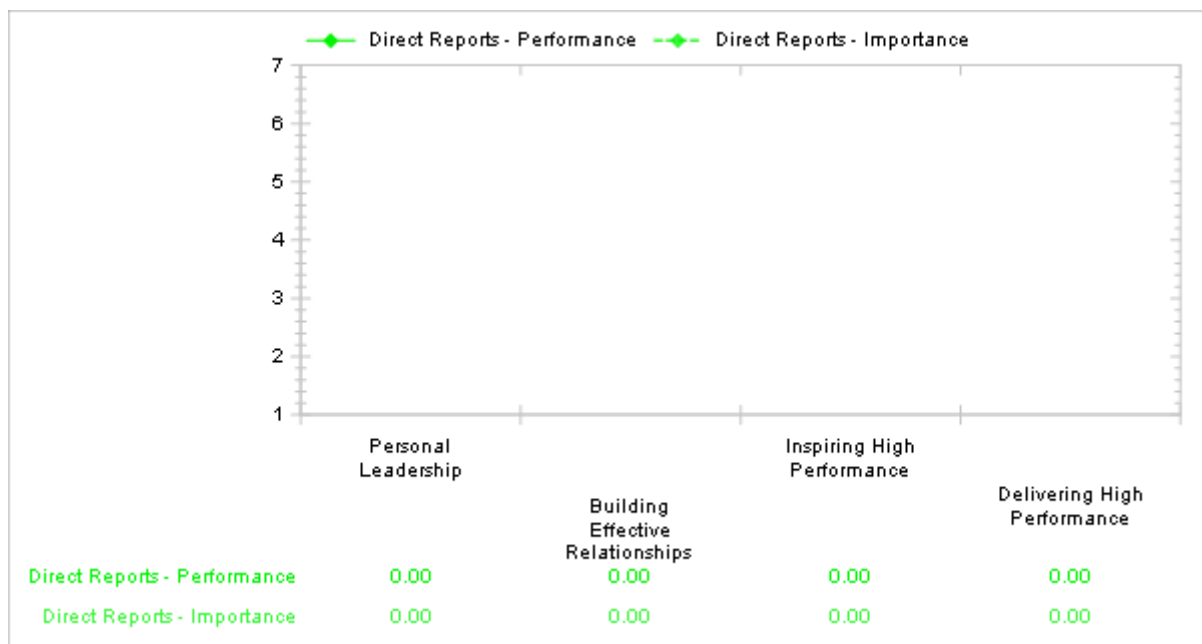
2. Manager



3. Peers



4. Direct Reports



Part 2: Strengths

Detailed below are your highest scoring (Strengths) behaviours as reported by your raters. Next to each behaviour is listed the Unit and Element of Competence to which it belongs and the rater group (s) that identified the Strength. Your strengths - should be the focus of continual improvement and development.

Item	Unit/Element	Average
Encourages and supports others to produce excellent results	Inspiring High Performance, Motivation	7.00
Remains composed and focused when under pressure	Personal Leadership, Managing Pressure	7.00
Develops a high degree of mutual trust with others	Personal Leadership, Integrity	7.00
Achieves results on time	Delivering High Performance, Achievement Orientation	6.00
Gives constructive feedback to others	Inspiring High Performance, Recognition & Feedback	6.00

My Notes

Part 3: Development Focus

Detailed below are your lowest scoring (Development Focus) behaviours as reported by your raters. Next to each behaviour is listed the Unit and Element of Competence to which it belongs and the rater group(s) that identified the development need. Your poorer scoring behaviours should be your immediate development focus. However, in seeking to improve poorer performing behaviours do not do so at the expense of your strengths.

Item	Unit/Element	Average
Makes day-to-day decisions without escalating issues unnecessarily	Personal Leadership, Managing Pressure	0.00
Recognises and provides positive feedback for good performance	Inspiring High Performance, Recognition & Feedback	1.00
Works to resolve conflict and finds mutually agreeable solutions	Building Effective Relationships, Conflict Resolution	1.00
Helps staff overcome resistance to change	Personal Leadership, Change Adaptation	2.00
Positively promotes reasons for change and the expected benefits	Personal Leadership, Change Adaptation	2.00

My Notes

Part 4: Behaviours

A detailed reporting of the results for each question.

Results are graphed for your own self view, your manager, peer, and subordinates.

The distribution of scores across the scoring anchors allows you to further analyse how varied or congruent your results may be: do your raters agree, or is there some degree of polarisation?

Some of your raters may have chosen to provide comments on their ratings. These comments are presented by question, by view. This qualitative data provides context for the ratings given to you, and oftentimes gives you valuable clues as to how you can improve performance. Comments provided by your raters are presented unedited. They are sorted by View Type and are randomly sorted within View Type so as to safeguard rater confidentiality.

UNIT 1: PERSONAL LEADERSHIP



Integrity

1. Develops a high degree of mutual trust with others

		Rating							Gap					
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-		-1.00
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00			+0
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			+0
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			+0
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	0	1	0	0	7.00			+0
	Imp	0	0	0	0	0	0	1	0	0	7.00			

2. Acts with integrity and honesty

		Rating							Gap					
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-		-2.00
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00			-1.00
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			+0
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			+0
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	0	6.00			-1.00
	Imp	0	0	0	0	0	0	1	0	0	7.00			

3. Listens without pre-judging others' points of view

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	0	6.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0	5.00			

4. Confronts prejudice and intolerance

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	6.00			

5. Accepts personal responsibility for their behaviours and actions

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	7.00			

Change Adaptation

6. Involves staff in the change process

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	1	0	0	0	0	0	4.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	6.00			

7. Positively promotes reasons for change and the expected benefits

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	1	0	0	0	0	0	0	0	n=1, 2.00			
	Imp	0	1	0	0	0	0	0	0	0	n=1, 2.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	1	0	0	0	0	0	0	0	2.00			
	Imp	0	1	0	0	0	0	0	0	0	2.00			

8. Helps staff overcome resistance to change

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	1	0	0	0	0	0	0	0	n=1, 2.00			
	Imp	0	1	0	0	0	0	0	0	0	n=1, 2.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	1	0	0	0	0	0	0	0	2.00			
	Imp	0	1	0	0	0	0	0	0	0	2.00			

Personal Development

9. Keeps up-to-date with industry knowledge that is appropriate to their role and level within the organisation

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00			
	Imp	0	0	0	1	0	0	0	0	0	n=1, 4.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	1	0	0	0	0	0	4.00			
	Imp	0	0	0	1	0	0	0	0	0	4.00			

10. Seeks feedback on their own performance

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00			
	Imp	0	0	0	1	0	0	0	0	0	n=1, 4.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	1	0	0	0	0	0	4.00			
	Imp	0	0	0	1	0	0	0	0	0	4.00			

11. Seeks out opportunities for learning and personal development

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00			
	Imp	0	0	1	0	0	0	0	0	0	n=1, 3.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	1	0	0	0	0	0	4.00			
	Imp	0	0	1	0	0	0	0	0	0	3.00			

Managing Pressure

12. Makes timely decisions in difficult situations

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	1	0	0	0	0	0	0	0	n=1, 2.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00			
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	0	6.00			
	Imp	0	0	0	0	0	1	0	0	0	6.00			

13. Remains composed and focused when under pressure

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00			
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	0	1	0	0	7.00			
	Imp	0	0	0	0	0	0	1	0	0	7.00			

14. Makes day-to-day decisions without escalating issues unnecessarily

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	0	0	0	0	1	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	1	0	n=0, 0.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per										N/A			
	Imp										N/A			

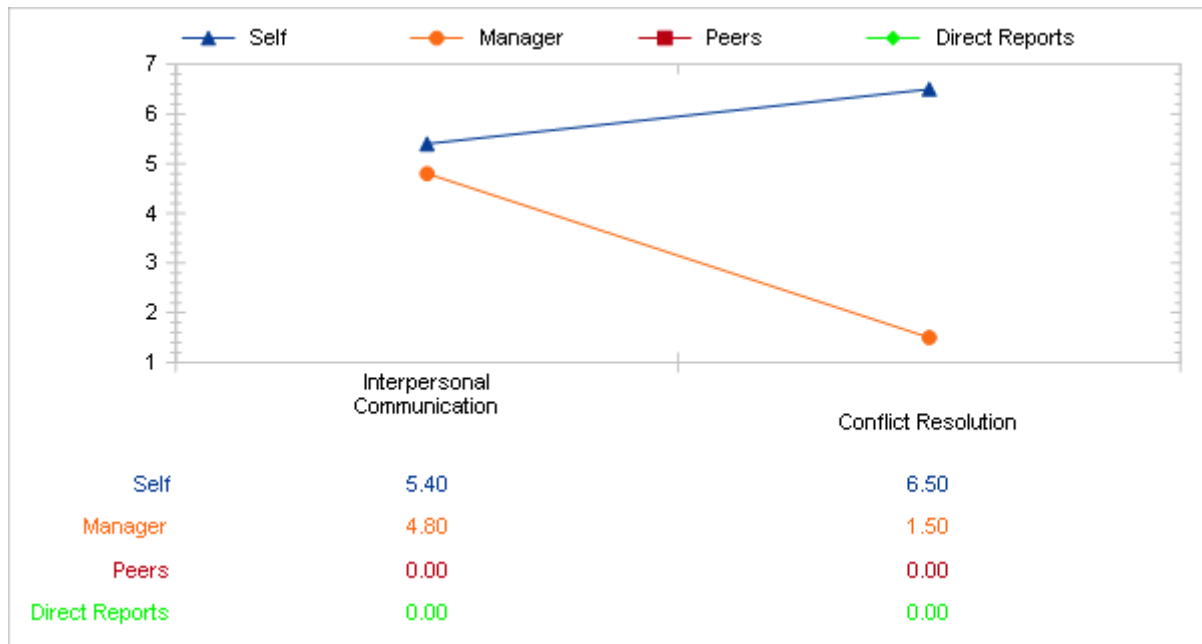
PERSONAL LEADERSHIP COMMENTS

Q12 Makes timely decisions in difficult situations

Self

This is an area where I could definately improve

UNIT 2: BUILDING EFFECTIVE RELATIONSHIPS



Interpersonal Communication

15. Conveys ideas and information in a way that aids understanding

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0				
Manager	Per	0	0	0	0	0	1	0	0	n=1, 6.00	-2	0	2	
	Imp	0	0	0	0	1	0	0	n=1, 5.00					+1.00
Peers	Per	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2	
	Imp	0	0	0	0	0	0	0	0					n=0, 0.00
Direct Reports	Per	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2	
	Imp	0	0	0	0	0	0	0	0					n=0, 0.00
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	6.00	-2	0	2	
	Imp	0	0	0	0	1	0	0	5.00					+1.00

16. Establishes the most appropriate means of communication in any situation

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0				
Manager	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0				
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0				
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0				
Non-Self Rater Avg	Per	0	0	0	1	0	0	0	0	0	4.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0				

21. Works to resolve conflict and finds mutually agreeable solutions

		Rating										Gap			
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2	
Self	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00				
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00				+0
Manager	Per	1	0	0	0	0	0	0	0	0	n=1, 1.00				
	Imp	1	0	0	0	0	0	0	0	0	n=1, 1.00				+0
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00				
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00				+0
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00				
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00				+0
Non-Self Rater Avg	Per	1	0	0	0	0	0	0	0	0	1.00				
	Imp	1	0	0	0	0	0	0	0	0	1.00				+0

BUILDING EFFECTIVE RELATIONSHIPS COMMENTS

Q17 Avoids blaming others and unnecessary justification when delivering difficult information

Self

I am getting better at taking a step back and reviewing the situation before delivering difficult information.

Q19 Addresses difficult issues in a positive manner

Self

I can let difficult situations get the best of me.

UNIT 3: INSPIRING HIGH PERFORMANCE



Team Leadership

22. Ensures that their staff understand the key objectives of the department/team

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k	-2	0	2	
Self	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00	-2	0	2
	Imp	0	0	0	0	0	0	0	1	0				
Manager	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00	-2	0	2
	Imp	0	0	1	0	0	0	0	0	0				
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0				
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0				
Non-Self Rater Avg	Per	0	0	1	0	0	0	0	0	0	3.00	-2	0	2
	Imp	0	0	1	0	0	0	0	0	0				

23. Keeps the team informed about issues relating to them

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k	-2	0	2	
Self	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0				
Manager	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	1	0	0	0	0	0				
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0				
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00	-2	0	2
	Imp	0	0	0	0	0	0	0	0	0				
Non-Self Rater Avg	Per	0	0	0	1	0	0	0	0	0	4.00	-2	0	2
	Imp	0	0	0	1	0	0	0	0	0				

24. Keeps the team focused on delivering to agreed targets

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00			
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00			
	Imp	0	0	0	0	1	0	0	0	0	5.00			

25. Encourages others to discuss and express their opinions freely

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Manager	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00			
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	0	6.00			
	Imp	0	0	0	0	0	1	0	0	0	6.00			

Motivation

26. Involves people in decisions which affect their work

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00			
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00			
	Imp	0	0	0	0	1	0	0	0	0	5.00			

27. Encourages and supports others to produce excellent results

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00			
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	0	1	0	0	7.00			
	Imp	0	0	0	0	0	0	1	0	0	7.00			

Recognition & Feedback

28. Gives constructive feedback to others

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00			
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	0	6.00			
	Imp	0	0	0	0	0	1	0	0	0	6.00			

29. Holds others accountable and confronts poor performance when required

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	1	0	0	0	0	0	0	0	n=1, 2.00			
	Imp	0	1	0	0	0	0	0	0	0	n=1, 2.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	1	0	0	0	0	0	0	0	2.00			
	Imp	0	1	0	0	0	0	0	0	0	2.00			

30. Recognises and provides positive feedback for good performance

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	1	0	0	0	0	0	0	0	0	n=1, 1.00			
	Imp	1	0	0	0	0	0	0	0	0	n=1, 1.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	1	0	0	0	0	0	0	0	0	1.00			
	Imp	1	0	0	0	0	0	0	0	0	1.00			

Coaching

31. Adapts coaching style to the person and the situation

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00			
	Imp	0	0	1	0	0	0	0	0	0	n=1, 3.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	1	0	0	0	0	0	0	3.00			
	Imp	0	0	1	0	0	0	0	0	0	3.00			

32. Shares knowledge and experience

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00			
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00			
	Imp	0	0	0	0	1	0	0	0	0	5.00			

Delegation

33. Considers the skills, availability and development needs of team members when assigning responsibilities

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00			
	Imp	0	0	1	0	0	0	0	0	0	n=1, 3.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	1	0	0	0	0	0	0	3.00			
	Imp	0	0	1	0	0	0	0	0	0	3.00			

34. Delegates tasks effectively by providing guidance and support

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00			
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	0	6.00			
	Imp	0	0	0	0	0	1	0	0	0	6.00			

35. Delegates responsibility and allows individuals to get on with tasks

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00			
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00			
	Imp	0	0	0	0	1	0	0	0	0	5.00			

INSPIRING HIGH PERFORMANCE COMMENTS

Q23 Keeps the team informed about issues relating to them

Self

I tend to forget that others need to be kept up to date with current issues

UNIT 4: DELIVERING HIGH PERFORMANCE



Achievement Orientation

36. Works in an organised manner

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	0	1	0	0	n=1, 7.00 n=1, 7.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0				
Manager	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00 n=1, 4.00			
	Imp	0	0	0	1	0	0	0	0	0				
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00 n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0				
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00 n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0				
Non-Self Rater Avg	Per	0	0	0	1	0	0	0	0	0	4.00 4.00			
	Imp	0	0	0	1	0	0	0	0	0				

37. Achieves results on time

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00 n=1, 7.00	-2	0	2
	Imp	0	0	0	0	0	1	1	0	0				
Manager	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00 n=1, 6.00			
	Imp	0	0	0	0	0	1	0	0	0				
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00 n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0				
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00 n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0				
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	0	6.00 6.00			
	Imp	0	0	0	0	0	1	0	0	0				

38. Monitors progress to achieving goals

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00			
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00			
	Imp	0	0	0	0	1	0	0	0	0	5.00			

39. Produces accurate work

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00			
	Imp	0	0	1	0	0	0	0	0	0	n=1, 3.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	1	0	0	0	0	0	0	3.00			
	Imp	0	0	1	0	0	0	0	0	0	3.00			

40. Takes responsibility for delivering against agreed targets, goals and commitments

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Manager	Per	0	1	0	0	0	0	0	0	0	n=1, 2.00			
	Imp	0	1	0	0	0	0	0	0	0	n=1, 2.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	1	0	0	0	0	0	0	0	2.00			
	Imp	0	1	0	0	0	0	0	0	0	2.00			

Planning & Organising

41. Thinks ahead and plans activities accordingly

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k		-2	0	2
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00			
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00			
	Imp	0	0	0	0	1	0	0	0	0	5.00			

42. Pursues tasks that bring about a business benefit

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Manager	Per	0	0	0	1	0	0	0	0	0	n=1, 4.00			
	Imp	0	0	0	1	0	0	0	0	0	n=1, 4.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	1	0	0	0	0	0	4.00			
	Imp	0	0	0	1	0	0	0	0	0	4.00			

43. Makes schedules and plans with milestones, realistic time scales and effective use of resources

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	1	0	0	0	n=1, 6.00			
Manager	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00			
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	0	1	0	0	0	6.00			
	Imp	0	0	0	0	1	0	0	0	0	5.00			

Continuous Improvement

44. Ensures that feedback from customers is used to improve performance

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00			
	Imp	0	0	0	0	0	1	0	0	0	n=1, 7.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00			
	Imp	0	0	0	0	0	1	0	0	0	7.00			

45. Focuses staff on efficiency

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00	-2	0	2
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Manager	Per	0	0	1	0	0	0	0	0	0	n=1, 3.00			
	Imp	0	0	0	1	0	0	0	0	0	n=1, 4.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	1	0	0	0	0	0	0	3.00			
	Imp	0	0	0	1	0	0	0	0	0	4.00			

46. Encourages staff to innovate to do things better

		Rating										Gap		
		1	2	3	4	5	6	7	n/a	d/k				
Self	Per	0	0	0	0	0	1	0	0	0	n=1, 6.00	-2	0	2
	Imp	0	0	0	0	0	0	1	0	0	n=1, 7.00			
Manager	Per	0	0	0	0	1	0	0	0	0	n=1, 5.00			
	Imp	0	0	0	0	1	0	0	0	0	n=1, 5.00			
Peers	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Direct Reports	Per	0	0	0	0	0	0	0	0	0	n=0, 0.00			
	Imp	0	0	0	0	0	0	0	0	0	n=0, 0.00			
Non-Self Rater Avg	Per	0	0	0	0	1	0	0	0	0	5.00			
	Imp	0	0	0	0	1	0	0	0	0	5.00			

Part 5. Open Questions

In addition to question-specific comments, your raters were asked to provide some overall comments about your performance. These comments are presented by question, by view. Comments provided by your raters are presented unedited. They are sorted by View Type and are randomly sorted within View Type so as to safeguard rater confidentiality.

Q47 What strengths does this person bring to their role as a manager of others?

Self

I feel I am able to communicate well with other staff members and am approachable. Staff are always welcome to discuss issues with me.

Q48 What can this person do to improve their ability to manage others?

Self

I still need to control my temper and approach to difficult situations.