



Hogan 360

Sample Corp

Report for: Maria Sample

Date: 21 Mar 2024

Benchmark: Global

Raters

Self-assessment	Done
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Respondent statistics

Group	Completed responses	% complete
Mgr	1/1	100%
Peer*	5/5	100%
Report*	7/7	100%

Compare the number of people who finished your assessment with the number of people invited to participate.

* Is used to indicate a non-manager relationship. This table shows the evaluation completion status for all relationships with a minimum of 1 completed response.

Please note throughout this report:

Your Overall Score refers to the average score that you received for the item based on the scores provided by your raters (excluding self ratings).

Global Ave refers to the global average score for the item based on the global benchmark comparison sample.

If a Group Ave is displayed, this refers to the average score that was obtained for the item for your group (e.g., group within your organisation or program who completed the Hogan 360).

Where two or more items have the same score, they are provided with the same rank in this report. A gap is provided for subsequent rankings to account for multiple items having the same rank.

Sample Corp

Reading and Interpreting Your Report

The feedback in this report provides an invaluable opportunity to receive feedback from your colleagues and celebrate your strengths. Receiving a 360 feedback report should be a personally rewarding experience.

Your 360 report is a snapshot of your behaviour and performance at a point in time. It is about your reputation. A development plan supported by deliberate practice is the key to improving your reputation, which will improve your career success.

To get the maximum benefit, you must track the themes and trends that are repeated as you read through the report. These frequently occurring items will represent your strengths and your opportunities to improve.

Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviours.

Use the development plan in this report to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.

Leadership Model



Self-Management

Integrity
Resilience



Relationship Management

Communication
People Skills
Team Player
Engaging



Working in the Business

Capability
Efficiency
Results
Customer



Working on the Business

Accountability
Motivation
Strategy
Innovation

Name

Maria Sample

Score

6.4

No. of Raters

13

Benchmarking your score

By researching the results of thousands of managers, the benchmarking cutoffs are as follows:

Percentile	10th	25th	50th	75th	90th
Score	5.0	5.4	5.7	5.9	6.2

Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable.

The rating scale is anchored by the following examples:

- 1 - Does not describe this person at all
- 2 - Does not describe this person much
- 3 - Does not describe this person very well
- 4 - Describes this person somewhat
- 5 - Describes this person well
- 6 - Describes this person very well
- 7 - Describes this person exactly

N/O - Not applicable / Not observed

Overall Item Ratings

The rating form includes 50 items on a scale of 1 to 7 (see the rating scale on the previous page). The table below contains the items in descending order based on Your Score, which is the average score you received for the item based on all who provided feedback (excluding self-ratings).

Read through the items to identify any common themes among the highest and lowest rated items.

Item Rankings

Rank	Item	Your score	Global Ave
1	This person pursues goals and strategies despite obstacles	6.8	5.5
1	This person effectively motivates others to achieve organisational goals	6.8	5.2
1	This person is hardworking and has a good work ethic	6.8	6.2
1	This person has the passion to make a difference	6.8	5.9
5	This person builds very strong relationships with others	6.7	5.4
5	This person helps create a positive working environment that encourages people to work to their full potential	6.7	5.4
5	This person's behaviour provides a positive role model for others	6.7	5.5
8	This person regularly provides guidance and feedback to maximise the performance of people	6.6	5.5
8	This person has the right industry experience to be very effective	6.6	5.9
8	This person has the right knowledge and ability to be very effective	6.6	5.9
8	This person is assertive and energetic	6.6	5.7
12	This person holds people accountable to the organisation's values and expectations	6.5	5.5
12	This person has taken initiatives to promote a customer service focus in their work area	6.5	5.5
12	This person is enthusiastic about improving customer service	6.5	5.7
12	This person brings a positive attitude to work	6.5	5.7
12	This person often suggests new and original ideas	6.5	5.4
12	This person recognises and challenges poor performance in others	6.5	5.2
12	This person uses customer feedback to drive improved performance	6.5	5.5
12	This person demonstrates general leadership ability and effectiveness	6.5	5.5
20	This person produces high-quality and error-free work	6.4	5.7
20	This person performs to a high standard on challenging assignments	6.4	5.9
20	This person holds others accountable for completing their work	6.4	5.5
20	This person actively collaborates with others to achieve goals	6.4	5.5
20	This person makes people feel valued	6.4	5.5
20	This person behaves to very high ethical standards	6.4	6.0
20	This person has very effective time management and organisational skills	6.4	5.5
27	This person thinks long-term about new opportunities	6.3	5.5
27	This person is effective in coaching, supporting and developing others	6.3	5.2

27	This person manages emotions maturely and intelligently in stressful situations	6.3	5.5
27	This person is very effective in setting long-term stretch goals	6.3	5.2
27	This person is very competitive and driven around results	6.3	5.5
27	This person is very effective in setting and managing their work priorities	6.3	5.5
33	This person always looks for improvement opportunities and to deliver better results	6.2	5.5
33	This person sets high expectations for performance and performance improvement	6.2	5.5
33	This person works hard to improve morale	6.2	5.2
33	This person consistently delivers good results	6.2	5.7
33	This person completes work in a professional manner	6.2	6.0
33	This person efficiently coordinates and directs activities to help achieve business objectives	6.2	6.0
33	This person builds trust and loyalty with others	6.2	5.5
33	This person has excellent people skills	6.2	5.4
33	This person has strong influencing and negotiation skills	6.2	5.4
33	This person promotes and communicates a long-term vision for our organisation	6.2	5.2
33	This person has high self-awareness around personal improvement opportunities	6.2	5.4
33	This person treats people with respect	6.2	5.9
45	This person effectively uses goals and performance indicators to drive improved performance	6.1	5.5
45	This person is always friendly, warm, and thoughtful in relationships with others	6.1	5.5
45	This person treats people fairly and without favouritism	6.1	5.5
48	This person has very good communication skills	6.0	5.5
49	This person always manages pressure without getting upset, moody or anxious	5.9	5.4
50	This person is polite and considerate, never rude or abrasive	5.7	5.7

Leadership Competencies

Each of the questions in the previous section is linked to one of the **four leadership quadrants**.



Self-Management

6.2



**Relationship
Management**

6.4



**Working in the
Business**

6.4



**Working on the
Business**

6.4

Self-Management refers to personal awareness, self-regulation, stress management, resilience, transparency and authenticity. It describes the process of managing one's emotions maturely to achieve the best outcomes. It may require positive self-talk and recovery periods to fuel peak performance in turbulent times and avoiding burn out. Successful self-management requires management of yourself and taking care of your brand and reputation.

Working in the Business refers to having the experience, capability and efficiency to consistently deliver great results. It requires having the energy, passion and competitive drive to stay in the performance zone. Success in this area can involve smarter prioritisation of work, more delegation, better time management and more effective goal setting. It is about achieving service and operational excellence in a timely, efficient manner.

Relationship Management refers to the ability to achieve better results through better relationships. It is about getting along with others in order to get ahead. It can involve the ability to build trusting, loyal relationships with stakeholders to support retention and performance. Successful relationship management requires recognition that your own level of performance relies on the performance of your team, which in turn relies on their engagement.

Working on the Business refers to adding extra value through innovation and strategic planning, and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires spending more time on the business, having a planning cycle, conducting regular planning reviews, and challenging poor performers.

Competency Combinations

Your combined scores for Self-Management and Relationship Management form a Behavioural Competencies score. Similarly, the combined scores for Working in the Business and Working on the Business form the Business Competencies score.

Behavioural Competencies

6.3

The Behavioural Competencies combination describes the use of emotional intelligence (EQ) to professionally manage oneself and relate appropriately to others to get the best outcomes from teams and stakeholders. High scorers typically demonstrate emotional resilience and strong interpersonal skills to improve results through better relationships. It requires stable, sustainable relationships to stay in the performance zone and avoid derailment.



Self Management

6.2



Relationship Management

6.4



Working in the Business

6.4



Working on the Business

6.4

Business Competencies

6.4

The Business Competencies combination describes the use of cognitive capability (IQ) to get the right balance between working in (operational) and on (strategic) the business to optimise day-to-day and longer-term results. High scorers typically demonstrate both the technical ability to deliver service and operational excellence as well as strategic insight to drive the bigger picture. It requires a strategic focus to deliver great results through high-performing cultures.

Competency Combinations

Your combined scores for Self-Management and Working in the Business form a Management Competencies score. Similarly, the combined scores for Relationship Management and Working on the Business form a Leadership Competencies Score.

Management Competencies

6.3

The Management Competencies combination describes the world of the day-to-day manager where integrity and resilience are required to maximise capability, efficiency and positivity to deliver sound results. High scorers typically achieve service and operational excellence in a timely and efficient manner and are held accountable for performance by measurement.



Self-Management

6.2



Working in the
Business

6.4

Leadership Competencies

6.4

The Leadership Competencies combination describes the bigger-picture world of the leader who makes time to create stakeholder engagement around strategic goals. High scorers typically build trusting, loyal relationships and motivate others to achieve the strategic agenda. It is about partnerships delivering innovation and peak performance.



Relationship
Management

6.4

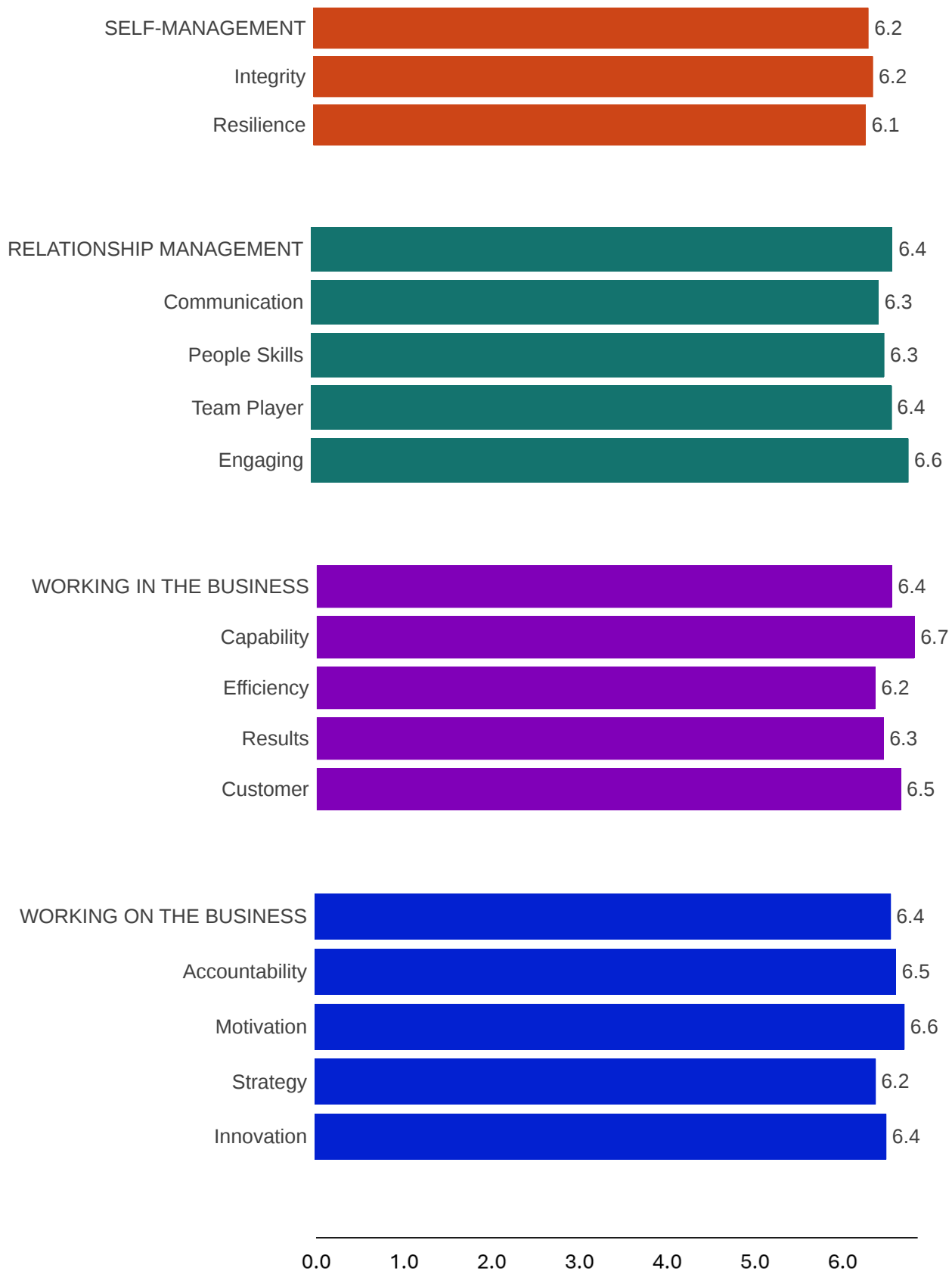


Working on the
Business

6.4

Leadership Competencies

The graph below displays your score on the four leadership competencies and their respective sub-themes.



Leadership Competencies



SELF-MANAGEMENT

Themes and Questions	Overall	Self	Mgr	Peer	Report
SELF-MANAGEMENT	6.2	6.6	5.5	5.6	6.6
Integrity	6.2	7.0	5.3	5.9	6.6
• This person treats people with respect	6.2	7.0	5.0	5.6	6.7
• This person behaves to very high ethical standards	6.4	7.0	6.0	6.2	6.6
• This person treats people fairly and without favouritism	6.1	7.0	5.0	5.8	6.4
Resilience	6.1	6.4	5.6	5.5	6.7
• This person is polite and considerate, never rude or abrasive	5.7	7.0	6.0	4.6	6.4
• This person always manages pressure without getting upset, moody or anxious	5.9	6.0	6.0	5.2	6.4
• This person brings a positive attitude to work	6.5	6.0	7.0	6.0	6.9
• This person has high self-awareness around personal improvement opportunities	6.2	7.0	4.0	5.8	6.7
• This person manages emotions maturely and intelligently in stressful situations	6.3	6.0	5.0	5.8	6.9

Scores from Self Ratings and Manager Ratings, where applicable, are always shown if a response was given. However, to protect anonymity, scores from other rater groups are only shown when there were two or more responses.

If there were less than two responses, N/R is shown. Should blank cells appear in the report, it means that no raters entered a score for this item.

Leadership Competencies



RELATIONSHIP MANAGEMENT

Themes and Questions	Overall	Self	Mgr	Peer	Report
RELATIONSHIP MANAGEMENT	6.4	6.6	6.2	6.1	6.7
Communication	6.3	7.0	4.5	6.1	6.6
• This person has very good communication skills	6.0	7.0	4.0	6.0	6.3
• This person has strong influencing and negotiation skills	6.2	7.0	5.0	5.8	6.7
• This person regularly provides guidance and feedback to maximise the performance of people	6.6	7.0	-	6.5	6.7
People Skills	6.3	6.5	6.0	6.0	6.6
• This person's behaviour provides a positive role model for others	6.7	7.0	-	6.4	6.9
• This person has excellent people skills	6.2	6.0	6.0	6.0	6.4
• This person makes people feel valued	6.4	6.0	7.0	5.8	6.7
• This person is always friendly, warm, and thoughtful in relationships with others	6.1	7.0	5.0	5.6	6.6
Team Player	6.4	6.8	6.8	5.9	6.7
• This person builds trust and loyalty with others	6.2	7.0	6.0	5.6	6.7
• This person actively collaborates with others to achieve goals	6.4	7.0	7.0	6.0	6.6
• This person is effective in coaching, supporting and developing others	6.3	6.0	7.0	5.3	6.9
• This person builds very strong relationships with others	6.7	7.0	7.0	6.6	6.7
Engaging	6.6	6.4	6.6	6.5	6.7
• This person has the passion to make a difference	6.8	7.0	7.0	6.8	6.7
• This person is assertive and energetic	6.6	6.0	7.0	6.2	6.9
• This person is very competitive and driven around results	6.3	6.0	6.0	6.2	6.4
• This person demonstrates general leadership ability and effectiveness	6.5	6.0	6.0	6.4	6.6
• This person pursues goals and strategies despite obstacles	6.8	7.0	7.0	6.8	6.9

Leadership Competencies



WORKING IN THE BUSINESS

Themes and Questions	Overall	Self	Mgr	Peer	Report
WORKING IN THE BUSINESS	6.4	6.2	6.3	6.0	6.7
Capability	6.7	6.3	7.0	6.4	6.8
• This person is hardworking and has a good work ethic	6.8	7.0	7.0	6.6	6.9
• This person has the right knowledge and ability to be very effective	6.6	6.0	7.0	6.2	6.9
• This person has the right industry experience to be very effective	6.6	6.0	7.0	6.4	6.7
Efficiency	6.2	6.0	6.0	5.9	6.5
• This person has very effective time management and organisational skills	6.4	6.0	6.0	5.7	6.7
• This person is very effective in setting and managing their work priorities	6.3	6.0	6.0	5.3	6.7
• This person effectively uses goals and performance indicators to drive improved performance	6.1	6.0	6.0	6.0	6.1
• This person efficiently coordinates and directs activities to help achieve business objectives	6.2	6.0	6.0	6.2	6.3
Results	6.3	5.8	6.3	5.7	6.8
• This person completes work in a professional manner	6.2	6.0	6.0	5.4	6.9
• This person performs to a high standard on challenging assignments	6.4	6.0	7.0	5.5	6.9
• This person consistently delivers good results	6.2	6.0	6.0	5.8	6.6
• This person produces high-quality and error-free work	6.4	5.0	6.0	6.0	6.7
Customer	6.5	7.0	6.0	6.2	6.8
• This person is enthusiastic about improving customer service	6.5	7.0	6.0	6.2	6.9
• This person has taken initiatives to promote a customer service focus in their work area	6.5	7.0	6.0	6.0	7.0
• This person uses customer feedback to drive improved performance	6.5	7.0	6.0	6.4	6.6

Leadership Competencies



WORKING ON THE BUSINESS

Themes and Questions	Overall	Self	Mgr	Peer	Report
WORKING ON THE BUSINESS	6.4	6.6	6.1	6.1	6.7
Accountability	6.5	6.3	6.0	6.3	6.7
• This person holds others accountable for completing their work	6.4	6.0	6.0	6.2	6.6
• This person holds people accountable to the organisation's values and expectations	6.5	7.0	7.0	6.2	6.7
• This person recognises and challenges poor performance in others	6.5	6.0	5.0	6.4	6.7
Motivation	6.6	7.0	6.7	6.4	6.6
• This person works hard to improve morale	6.2	7.0	6.0	6.2	6.3
• This person helps create a positive working environment that encourages people to work to their full potential	6.7	7.0	7.0	6.5	6.7
• This person effectively motivates others to achieve organisational goals	6.8	7.0	7.0	6.6	6.9
Strategy	6.2	6.3	6.0	5.7	6.6
• This person is very effective in setting long-term stretch goals	6.3	6.0	6.0	6.0	6.6
• This person sets high expectations for performance and performance improvement	6.2	6.0	6.0	5.8	6.6
• This person promotes and communicates a long-term vision for our organisation	6.2	7.0	6.0	5.4	6.7
Innovation	6.4	6.7	5.7	5.8	6.8
• This person always looks for improvement opportunities and to deliver better results	6.2	7.0	6.0	5.6	6.7
• This person often suggests new and original ideas	6.5	7.0	6.0	6.0	6.9
• This person thinks long-term about new opportunities	6.3	6.0	5.0	5.8	6.9

Leadership Competencies

Themes	Global Ave	Overall	Self	Mgr	Peer	Report
SELF-MANAGEMENT	5.6	6.2	6.6	5.5	5.6	6.6
Integrity	5.8	6.2	7.0	5.3	5.9	6.6
Resilience	5.5	6.1	6.4	5.6	5.5	6.7

Themes	Global Ave	Overall	Self	Mgr	Peer	Report
RELATIONSHIP MANAGEMENT	5.5	6.4	6.6	6.2	6.1	6.7
Communication	5.5	6.3	7.0	4.5	6.1	6.6
People Skills	5.5	6.3	6.5	6.0	6.0	6.6
Team Player	5.4	6.4	6.8	6.8	5.9	6.7
Engaging	5.6	6.6	6.4	6.6	6.5	6.7

Themes	Global Ave	Overall	Self	Mgr	Peer	Report
WORKING IN THE BUSINESS	5.8	6.4	6.2	6.3	6.0	6.7
Capability	6.0	6.7	6.3	7.0	6.4	6.8
Efficiency	5.6	6.2	6.0	6.0	5.9	6.5
Results	5.8	6.3	5.8	6.3	5.7	6.8
Customer	5.6	6.5	7.0	6.0	6.2	6.8

Themes	Global Ave	Overall	Self	Mgr	Peer	Report
WORKING ON THE BUSINESS	5.4	6.4	6.6	6.1	6.1	6.7
Accountability	5.4	6.5	6.3	6.0	6.3	6.7
Motivation	5.3	6.6	7.0	6.7	6.4	6.6
Strategy	5.3	6.2	6.3	6.0	5.7	6.6
Innovation	5.5	6.4	6.7	5.7	5.8	6.8

Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth has a weight of 1. Total Score refers to the sum of points when adding up the weighted scores based on how your raters selected the items. A '0' Total Score indicates that no raters picked those items from the list. There are no self-scores in the calculation. Rank refers to the rank of the item based on your score with the highest ranked item at the top. You should note that the top listed items indicate that there is agreement about your strengths. Global Rank refers to the average rank in the global comparison sample and can be compared to your rank in the Rank column. A '0' in Global rank indicates that no benchmark is available for that item.

Item Rankings

Your Rank	Global Rank	Questions	Total Score
1	17	Has strong leadership skills	32
2	6	Is strategic and visionary	24
3	21	Has a positive and enthusiastic attitude	10
3	11	Sets clear goals and objectives	10
5	15	Strong communication skills	9
6	7	Is a positive role model	8
7	19	Has high ethical standards and integrity	6
7	22	Has a professional approach	6
9	9	Good at planning and thinking ahead	5
10	16	Is driven, competitive and determined around results	4
11	5	Shows passion; motivates and inspires others	3
11	2	Makes the tough decisions	3
11	20	Builds effective relationships	3
14	1	Challenges poor performance	2
14	23	Is calm under pressure	2
14	24	Is action-oriented and gets things done	2
17	8	Suggests new and innovative ideas	1
18	26	Has solid technical ability, experience and knowledge	0
18	3	Good sense of humour	0
18	25	Works hard with a strong work ethic	0
18	4	Shows loyalty	0
18	14	Is well organised	0
18	12	Is understanding, friendly and empathetic	0
18	13	Is good at solving problems and fixing issues	0
18	18	Is customer focused and good with clients	0
18	27	Is approachable and available	0
18	27	Is a strong team player	0
18	27	Is a high performer; achieves results	0
18	27	Has very good listening skills	0
18	10	Has strong people skills	0

Top Opportunities to Improve

Raters were asked to choose the top four opportunities from the list below. The top opportunity has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth has a weight of 1. Total Score refers to the sum of points when adding up the weighted scores based on how your raters selected the items. A '0' Total Score indicates that no raters picked those items from the list. There are no self-scores in the calculation. Rank refers to the rank of the item based on your score with the highest ranked item at the top. You should note that the top listed items indicate that there is agreement about your opportunities for improvement. Global Rank refers to the average rank in the global comparison sample and can be compared to your rank in the Rank column. A '0' Global Rank indicates that no benchmark is available for that item.

Item Rankings

Your Rank	Global Rank	Questions	Total Score
1	16	Listen more and let others have their say	27
2	25	Stop taking on too much and spreading yourself too thin	18
3	15	Provide more feedback and development opportunities	9
3	4	Be less aggressive	9
3	23	Delegate more	9
6	24	Challenge poor performance	6
6	26	Be more strategic and visionary	6
8	14	Communicate better	5
9	21	Share knowledge and resources	4
10	1	Treat people fairly and without favouritism	3
10	20	Set clear goals and expectations	3
10	11	Improve your time management and organisational skills	3
10	7	Be more understanding, supportive and empathetic	3
14	8	Be more open to change	2
14	22	Motivate others and improve morale	2
14	12	Improve your people and interpersonal skills	2
17	17	Be more available and visible in the workplace	1
17	3	Be less emotional and frustrated	1
17	13	Build stronger relationships	1
20	5	Be more of a team player	0
20	26	Be more focused	0
20	18	Be more assertive and confident	0
20	10	Be more action-oriented and make it happen	0
20	19	Show leadership on issues	0
20	26	More effective decision making	0
20	6	More customer and/or client focus	0
20	26	Improve performance and delivery	0
20	26	Better listening skills	0
20	2	Be more positive	0
20	9	Acquire better job and/or industry knowledge/skills	0

Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

** Is used to indicate a non-manager relationship. These will be aggregated into "All others" when only one response has been submitted for any of these relationships. This is to protect data privacy.

Please describe this person's strengths.

Self

I care deeply about my clients and staff

Mgr

Great people person; strong motivator of others; high work ethic; sets clear goals.

Peer**

Generous, kind and passionate.

Leading by example.

Her willingness to lead and at the same time her willingness to learn.

A great leader of a team and great implementer of strategy; she is effective in difficult or adverse circumstances and supportive of her team.

Motivated and energetic leader with high integrity and sense of purpose; relentless in the pursuit of excellence in all work domains; deeply loyal and supportive advocate; effective communicator with high EQ.

Report**

Exceptional leadership, drive, determination and passion.

Maria is an exceptional, effective and dynamic leader who inspires people to do their best and challenges the status quo to drive improvement, collaboration and communication. Her energy and drive in all she does is infectious and she is admired, not only within the organisation, but in the aged care industry as a whole.

She is a dynamic manager who is an excellent leader. She is able to challenge the team and bring out the best in all of us; she is a forward thinker and utilises her networks for the advancement of the organization; if she lacks knowledge in any aspect of the business she will ensure she uses her networks and counterparts to obtain advice. She is a convincing speaker.

Strong leadership capability; able to motivate and develop people to step outside their comfort zone; empathic; strong business acumen and innovative thinking.

Strong leader, enthusiastic and driven.

Strategic vision for the company; enthusiasm and passion for aged care, wants to make a difference.

After working with Maria for the last 5 months I have found her to be: an inspiration; a fantastic leader who gets the best from everyone; transparent - you always know exactly where you stand; open to ideas and trusts judgement, although will challenge your ideas; she has high expectations and work ethic; a pleasure to work with and for.

Please describe this person's opportunities to improve.

Self

I don't always give people opportunities to speak up or have a say

Mgr

Capacity to improve negotiation skills; speak less, listen more; be less aggressive and more open to criticism; listen to other people's ideas.

Peer**

I don't have any suggestions to make on this.

Be communicative with peers; listen to their views without already having made predetermined opinions.

Be aware of quieter people and look at including them in a discussion and encourage their ideas.

Gain broader commercial business knowledge; gain knowledge of longer term business planning; improve financial analytical skills to support quantitative business cases for decision making equally as well as qualitative factors.

Report**

Be clearer when communicating messages or ideas across.

Could listen more.

Greater emphasis on performance feedback as normal operating process.

The only opportunity to improve is to allocate a bit of time with managers to find out what is really happening at sites - undercover CEO. She is very busy and needs to consider the workloads of the managers. She is fantastic.

Be more patient with others in terms of listening.

Acknowledging stressors within her team and individuals' challenges to meet required outcomes.

Sometimes managers can overuse their strengths. For example, a confident person can become arrogant, a passionate person can become temperamental, or a diligent person can micromanage others. Are there any strengths being overused by this person?

Self

My workload sometimes prevents me from giving some areas I am responsible for the attention it deserves.

Mgr

Maria is passionate and sometimes this can be misread as being dominating, if the person talking to her is not familiar with her.

Peer**

Can sometimes be over assertive and appear to be controlling. Single mindedness and determination can sometimes come across as not being open-minded.

None to my knowledge.

Confidence sometimes stops engagement with others.

May be single minded at times.

Report**

Communicating so effectively and so quickly that others can't keep up is frustrating for Maria.

Maria has high standards and expectations of not only herself but others and she can be very difficult to keep up with.

She does not overuse her strengths.

Has the propensity to become arrogant but has increased self-awareness of this behaviour.

Exuberant personality can be intimidating at times.

No.

Not that I am aware.

Development Plan

This section provides a place for you to create a personal development plan. This plan should include behaviours that you want to keep doing, start doing and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to check your progress.

Keep

- -
 -
-

Start

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 -
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Stop

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 -
-

Appendix I: Rater Frequency Per Item

The table below contains the frequency distributions by rater group for each of the items. The columns below the numbers 1 to 7 contain the number of times the indicated rating scale number was selected by each rater group, per item. Note the variation between rater groups. Any significant variation by rater group may indicate you need to have a more adaptive approach. Please also note, that from our research, outliers tend not to be the same person.

Self-Management

This person treats people with respect

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.2	0.8
Mgr	0	0	0	0	1	0	0			
Peer**	0	0	0	0	2	3	0			
Report**	0	0	0	0	0	2	5			

This person behaves to very high ethical standards

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.4	0.5
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	0	4	1			
Report**	0	0	0	0	0	3	4			

This person treats people fairly and without favouritism

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.1	0.8
Mgr	0	0	0	0	1	0	0			
Peer**	0	0	0	0	2	2	1			
Report**	0	0	0	0	1	2	4			

This person is polite and considerate, never rude or abrasive

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		5.7	1.1
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	2	3	0	0			
Report**	0	0	0	0	1	2	4			

This person always manages pressure without getting upset, moody or anxious

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		5.9	0.8
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	4	1	0			
Report**	0	0	0	0	1	2	4			

This person brings a positive attitude to work

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.5	1.1
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	1	0	0	1	3			
Report**	0	0	0	0	0	1	6			

This person has high self-awareness around personal improvement opportunities

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.2	1.1
Mgr	0	0	0	1	0	0	0			
Peer**	0	0	0	1	1	1	2			
Report**	0	0	0	0	0	2	5			

This person manages emotions maturely and intelligently in stressful situations

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.3	0.8
Mgr	0	0	0	0	1	0	0			
Peer**	0	0	0	0	2	1	1			
Report**	0	0	0	0	0	1	6			

Relationship Management

This person has very good communication skills

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.0	1.0
Mgr	0	0	0	1	0	0	0			
Peer**	0	0	0	0	2	1	2			
Report**	0	0	0	0	2	1	4			

This person has strong influencing and negotiation skills

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.2	0.8
Mgr	0	0	0	0	1	0	0			
Peer**	0	0	0	0	2	2	1			
Report**	0	0	0	0	0	2	5			

This person regularly provides guidance and feedback to maximise the performance of people

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.6	0.6
Mgr	0	0	0	0	0	0	0			
Peer**	0	0	0	0	1	0	3			
Report**	0	0	0	0	0	2	5			

This person's behaviour provides a positive role model for others

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.7	0.5
Mgr	0	0	0	0	0	0	0			
Peer**	0	0	0	0	0	3	2			
Report**	0	0	0	0	0	1	6			

This person has excellent people skills

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.2	0.8
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	1	3	1			
Report**	0	0	0	0	2	0	5			

This person makes people feel valued

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.4	0.8
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	1	0	3	1			
Report**	0	0	0	0	0	2	5			

This person is always friendly, warm, and thoughtful in relationships with others

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.1	0.8
Mgr	0	0	0	0	1	0	0			
Peer**	0	0	0	0	2	3	0			
Report**	0	0	0	0	1	1	5			

This person builds trust and loyalty with others

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.2	0.7
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	2	3	0			
Report**	0	0	0	0	0	2	5			

This person actively collaborates with others to achieve goals

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.4	0.9
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	1	0	2	2			
Report**	0	0	0	0	1	1	5			

This person is effective in coaching, supporting and developing others

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.3	0.8
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	3	1	0			
Report**	0	0	0	0	0	1	6			

This person builds very strong relationships with others

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.7	0.5
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	0	2	3			
Report**	0	0	0	0	0	2	5			

This person has the passion to make a difference

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.8	0.4
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	0	1	4			
Report**	0	0	0	0	0	2	5			

This person is assertive and energetic

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.6	0.6
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	1	2	2			
Report**	0	0	0	0	0	1	6			

This person is very competitive and driven around results

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.3	0.5
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	0	4	1			
Report**	0	0	0	0	0	4	3			

This person demonstrates general leadership ability and effectiveness

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.5	0.5
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	0	3	2			
Report**	0	0	0	0	0	3	4			

This person pursues goals and strategies despite obstacles

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.8	0.4
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	0	1	4			
Report**	0	0	0	0	0	1	6			

Working in the Business

This person is hardworking and has a good work ethic

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.8	0.4
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	0	2	3			
Report**	0	0	0	0	0	1	6			

This person has the right knowledge and ability to be very effective

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.6	0.6
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	1	2	2			
Report**	0	0	0	0	0	1	6			

This person has the right industry experience to be very effective

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.6	0.6
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	0	3	2			
Report**	0	0	0	0	1	0	6			

This person has very effective time management and organisational skills

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.4	0.6
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	1	2	0			
Report**	0	0	0	0	0	2	5			

This person is very effective in setting and managing their work priorities

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.3	1.0
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	1	1	0	1			
Report**	0	0	0	0	0	2	5			

This person effectively uses goals and performance indicators to drive improved performance

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.1	0.5
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	1	3	1			
Report**	0	0	0	0	0	6	1			

This person efficiently coordinates and directs activities to help achieve business objectives

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.2	0.6
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	0	4	1			
Report**	0	0	0	0	1	3	3			

This person completes work in a professional manner

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.2	0.8
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	3	2	0			
Report**	0	0	0	0	0	1	6			

This person performs to a high standard on challenging assignments

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.4	0.8
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	2	2	0			
Report**	0	0	0	0	0	1	6			

This person consistently delivers good results

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.2	0.6
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	1	4	0			
Report**	0	0	0	0	0	3	4			

This person produces high-quality and error-free work

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	1	0	0		6.4	0.6
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	1	2	1			
Report**	0	0	0	0	0	2	5			

This person is enthusiastic about improving customer service

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.5	0.5
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	0	4	1			
Report**	0	0	0	0	0	1	6			

This person has taken initiatives to promote a customer service focus in their work area

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.5	0.6
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	1	3	1			
Report**	0	0	0	0	0	0	7			

This person uses customer feedback to drive improved performance

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.5	0.8
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	0	3	2			
Report**	0	0	0	1	0	0	6			

Working on the Business

This person holds others accountable for completing their work

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.4	0.7
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	1	2	2			
Report**	0	0	0	0	1	1	5			

This person holds people accountable to the organisation's values and expectations

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.5	0.7
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	1	2	2			
Report**	0	0	0	0	1	0	6			

This person recognises and challenges poor performance in others

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.5	0.7
Mgr	0	0	0	0	1	0	0			
Peer**	0	0	0	0	0	3	2			
Report**	0	0	0	0	1	0	6			

This person works hard to improve morale

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.2	1.0
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	0	4	1			
Report**	0	0	1	0	0	1	5			

This person helps create a positive working environment that encourages people to work to their full potential

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.7	0.5
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	0	2	2			
Report**	0	0	0	0	0	2	5			

This person effectively motivates others to achieve organisational goals

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.8	0.6
Mgr	0	0	0	0	0	0	1			
Peer**	0	0	0	0	1	0	4			
Report**	0	0	0	0	0	1	6			

This person is very effective in setting long-term stretch goals

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.3	0.8
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	2	1	2			
Report**	0	0	0	0	1	1	5			

This person sets high expectations for performance and performance improvement

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.2	0.7
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	2	2	1			
Report**	0	0	0	0	0	3	4			

This person promotes and communicates a long-term vision for our organisation

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.2	0.9
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	1	2	1	1			
Report**	0	0	0	0	0	2	5			

This person always looks for improvement opportunities and to deliver better results

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.2	0.9
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	1	1	2	1			
Report**	0	0	0	0	0	2	5			

This person often suggests new and original ideas

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	0	1		6.5	0.6
Mgr	0	0	0	0	0	1	0			
Peer**	0	0	0	0	1	2	1			
Report**	0	0	0	0	0	1	6			

This person thinks long-term about new opportunities

Rater Group	1	2	3	4	5	6	7		Mean	SD
Self	0	0	0	0	0	1	0		6.3	0.7
Mgr	0	0	0	0	1	0	0			
Peer**	0	0	0	0	1	3	0			
Report**	0	0	0	0	0	1	6			

Appendix II: Rater Frequency by Strengths

Raters were asked to choose the top four strengths and opportunities from the lists below. The top selection per rater was given a weight of 4, the second a weight of 3, the third a weight of 2 and the fourth of 1. The total score in the right column is the sum of the scores. The totals in the columns labelled 1- 4 count the number of times each item was given that weight.

Strength	1	2	3	4	Sum
Builds effective relationships	1	1	0	1	7.0
Challenges poor performance	0	1	0	0	2.0
Good at planning and thinking ahead	0	1	1	0	5.0
Good sense of humour	0	0	0	0	0.0
Has a positive and enthusiastic attitude	2	1	2	0	10.0
Has a professional approach	0	1	0	1	6.0
Has high ethical standards and integrity	0	1	0	1	6.0
Has solid technical ability, experience and knowledge	0	0	0	0	0.0
Has strong leadership skills	1	2	5	3	32.0
Has strong people skills	0	0	0	0	0.0
Has very good listening skills	0	0	0	0	0.0
Is a high performer; achieves results	0	0	0	0	0.0
Is a positive role model	2	0	2	0	8.0
Is a strong team player	0	0	1	0	3.0
Is action-oriented and gets things done	0	1	0	0	2.0
Is approachable and available	0	0	0	0	0.0
Is calm under pressure	0	1	0	0	2.0
Is customer focused and good with clients	0	0	0	0	0.0
Is driven, competitive and determined around results	1	0	1	0	4.0
Is good at solving problems and fixing issues	0	0	0	0	0.0
Is strategic and visionary	1	0	1	5	24.0
Is understanding, friendly and empathetic	0	0	0	0	0.0
Is well organised	0	0	0	0	0.0
Makes the tough decisions	1	1	0	0	3.0
Sets clear goals and objectives	2	3	0	1	12.0
Shows loyalty	0	0	0	0	0.0
Shows passion; motivates and inspires others	0	0	1	0	3.0
Strong communication skills	2	0	0	2	10.0
Suggests new and innovative ideas	1	0	0	0	1.0
Works hard with a strong work ethic	0	0	0	0	0.0

Appendix II: Rater Frequency by Opportunities to Improve

Raters were asked to choose the top four strengths and opportunities from the lists below. The top selection per rater was given a weight of 4, the second a weight of 3, the third a weight of 2 and the fourth of 1. The total score in the right column is the sum of the scores. The totals in the columns labelled 1- 4 count the number of times each item was given that weight.

Opportunities to improve	1	2	3	4		Sum
Acquire better job and/or industry knowledge/skills	0	0	0	0		0.0
Be less aggressive	0	1	1	1		9.0
Be less emotional and frustrated	1	0	0	0		1.0
Be more action-oriented and make it happen	0	0	0	0		0.0
Be more assertive and confident	0	0	0	0		0.0
Be more available and visible in the workplace	1	0	0	0		1.0
Be more focused	0	0	0	0		0.0
Be more of a team player	0	0	0	0		0.0
Be more open to change	0	1	0	0		2.0
Be more positive	0	0	0	0		0.0
Be more strategic and visionary	0	1	0	2		10.0
Be more understanding, supportive and empathetic	0	0	1	0		3.0
Better listening skills	0	0	0	0		0.0
Build stronger relationships	1	0	0	0		1.0
Challenge poor performance	0	0	2	0		6.0
Communicate better	1	0	0	1		5.0
Delegate more	0	1	1	1		9.0
Improve performance and delivery	0	0	0	0		0.0
Improve your people and interpersonal skills	0	1	0	0		2.0
Improve your time management and organisational skills	0	0	1	0		3.0
Listen more and let others have their say	0	2	1	5		27.0
More customer and/or client focus	0	0	0	0		0.0
More effective decision making	0	0	0	0		0.0
Motivate others and improve morale	2	0	1	0		5.0
Provide more feedback and development opportunities	0	1	1	1		9.0
Set clear goals and expectations	0	1	1	0		5.0
Share knowledge and resources	2	1	0	0		4.0
Show leadership on issues	0	0	0	0		0.0
Stop taking on too much and spreading yourself too thin	2	1	1	3		19.0
Treat people fairly and without favouritism	0	0	1	0		3.0