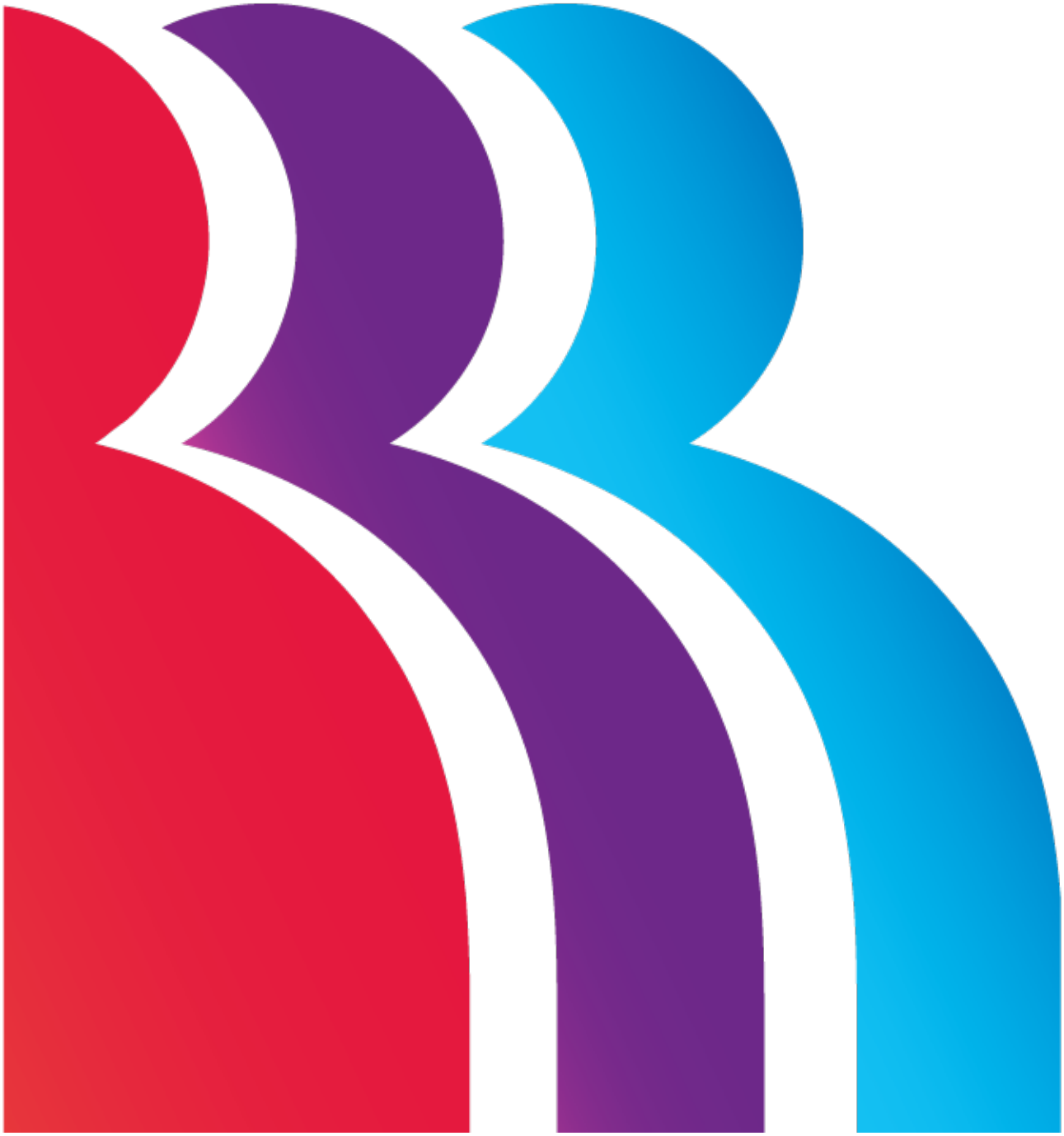
Hogan 360º Group Report

Cohort Report for Sample Corp April 2018



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Raters

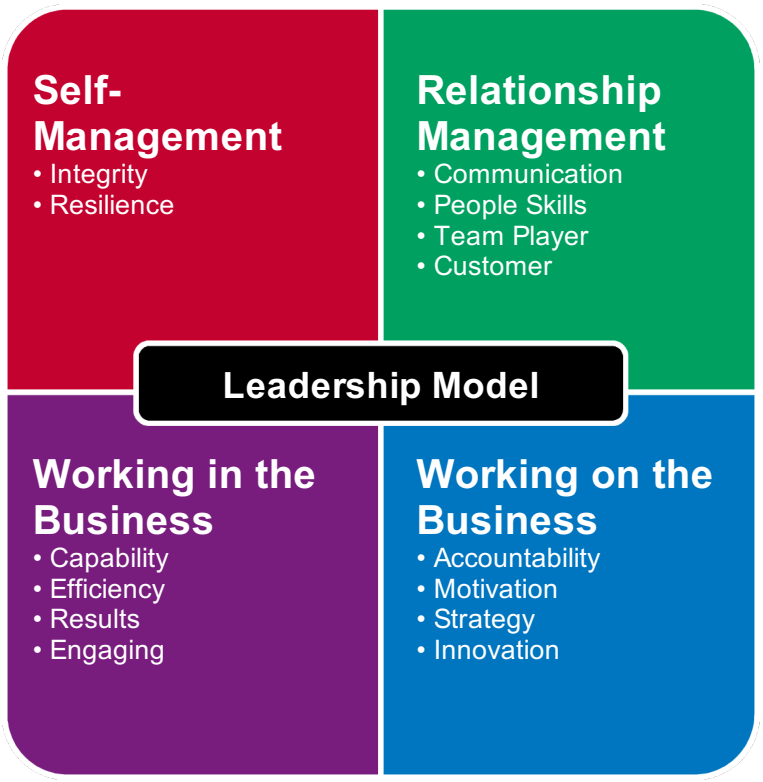
Manager (Mgr)	14
Peer (Peer)	58
Report (Report)	21
Other (Other)	81
Self	14
Total	188

Sample Corp

Reading and Interpreting Your Report

The feedback in this report reflects the aggregated results for the group members who participated in the 360 process. It provides an invaluable opportunity for the group to celebrate its collective strengths and to create action plans to address their development opportunities.

This report also provides a series of benchmarks which can be used to make meaningful comparisons. The group can reflect on the global group averages and item rankings contained within the report to see how they compare to group from a variety of industries and sectors. Individuals may also use their individual Hogan 360 report to compare their own results to their group's results.



Group Name

Overall

Group Score

5.9

No. of Raters

174

Benchmarking your score

By researching the results of over one hundred groups, the benchmarking cut-offs are as follows:

10th percentile	25th percentile	50th percentile	75th percentile	90th percentile
5.2	5.4	5.6	5.8	5.9

Rating Scale

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 group at all
2	Does not describe this group much
3	Does not describe this group very well
4	Describes this group somewhat
5	Describes this group well
6	Describes this group very well
7	Describes this group exactly
N/A	Not applicable / Not observed

Overall Item Ratings

The rating form includes 50 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below contains the items in descending order. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include your self ratings.

Rank	**Your Group Average**	Global Group Average	Item
1	**6.3**	6.1	This group is hardworking and has a good work ethic
2	**6.3**	5.8	This group has the passion to make a difference
3	**6.2**	6.0	This group has the right industry experience to be very effective
4	**6.1**	5.8	This group treats people with respect
5	**6.1**	5.9	This group behaves to very high ethical standards
6	**6.1**	5.7	This group is always open and straightforward and communicates honestly
7	**6.1**	5.7	This group consistently applies our organisation's policies to avoid double standards
8	**6.1**	5.6	This group builds trust and loyalty with others
9	**6.1**	6.0	This group has the right knowledge and ability to be very effective
10	**6.1**	5.9	This group completes work in a professional manner
11	**6.1**	5.8	This group brings a positive attitude to work
12	**6.0**	5.5	This group makes people feel valued
13	**6.0**	5.6	This group is always friendly, warm and thoughtful in relationships with others
14	**6.0**	5.4	This group builds very strong relationships with others
15	**6.0**	5.7	This group is enthusiastic about improving customer service
16	**6.0**	5.9	This group performs to a high standard on challenging assignments
17	**6.0**	5.7	This group consistently delivers good results
18	**6.0**	5.7	This group is assertive and energetic
19	**6.0**	5.6	This group always looks for improvement opportunities and to deliver better results
20	**5.9**	5.6	This group treats people fairly and without favouritism
21	**5.9**	5.7	This group is polite and considerate, never rude or abrasive
22	**5.9**	5.6	This group manages emotions maturely and intelligently in stressful situations
23	**5.9**	5.4	This group has excellent people skills
24	**5.9**	5.5	This group encourages those working in different areas to pull together to achieve common goals

Rank	**Your Group Average**	Global Group Average	Item
25	**5.9**	5.6	This group has taken initiatives to promote a customer service focus in his/her work area
26	**5.9**	5.6	This group is very effective in setting and managing his/her work priorities
27	**5.9**	5.4	This group helps create a positive working environment that encourages people to work to their full potential
28	**5.9**	5.4	This group often suggests new and original ideas
29	**5.8**	5.4	This group has high self-awareness around personal improvement opportunities
30	**5.8**	5.6	This group has very good communication skills
31	**5.8**	5.4	This group shares information and keeps people informed
32	**5.8**	5.5	This group's behaviour provides a positive role model for others
33	**5.8**	5.5	This group appropriately shares resources, knowledge and time
34	**5.8**	5.5	This group uses customer feedback to drive improved performance
35	**5.8**	5.5	This group has very effective time management and organisational skills
36	**5.8**	5.5	This group effectively uses goals and performance indicators to drive improved performance
37	**5.8**	5.5	This group is very competitive and driven
38	**5.8**	5.5	This group holds others accountable for completing their work
39	**5.8**	5.6	This group holds people accountable to the organisation's values and expectations
40	**5.8**	5.3	This group works hard to improve morale
41	**5.8**	5.5	This group sets high expectations for performance and performance improvement
42	**5.7**	5.6	This group is calm and even tempered, not volatile or moody
43	**5.7**	5.7	This group presents ideas and concepts clearly while speaking
44	**5.7**	5.6	This group produces high-quality and error-free work
45	**5.7**	5.5	This group thinks long-term about new opportunities
46	**5.6**	5.5	This group has strong influencing and negotiation skills
47	**5.6**	5.2	This group is effective in coaching and developing others
48	**5.6**	5.3	This group is very effective in setting long-term stretch goals
49	**5.6**	5.4	This group promotes and communicates a long-term vision for our organisation
50	**5.3**	5.2	This group recognises and challenges poor performance in others

Leadership Competencies

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

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.

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 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.

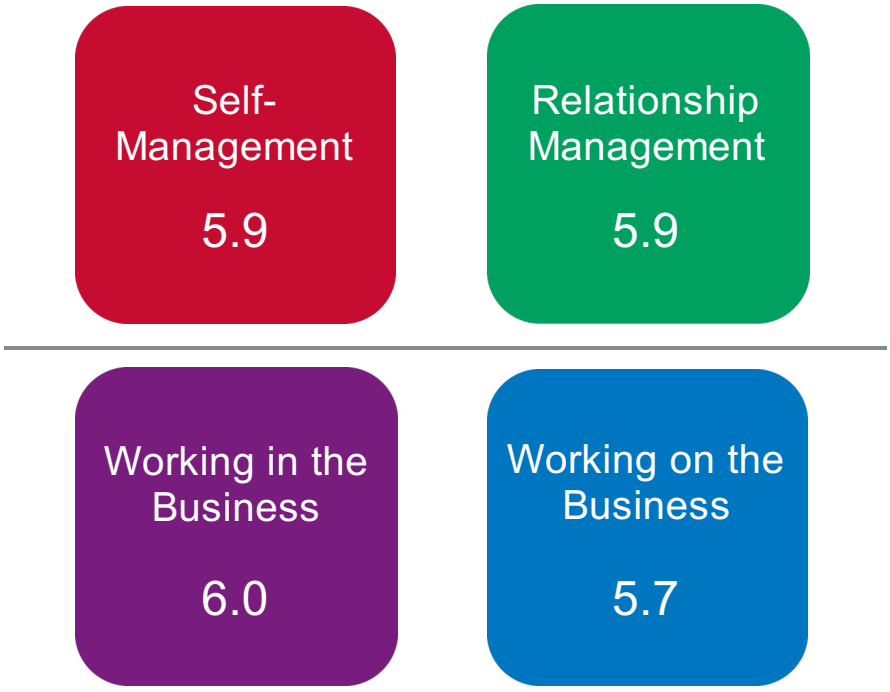
Working on the Business refers to adding extra value through innovation and strategic planning and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires 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 5.9

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.



Business Competencies 5.9

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

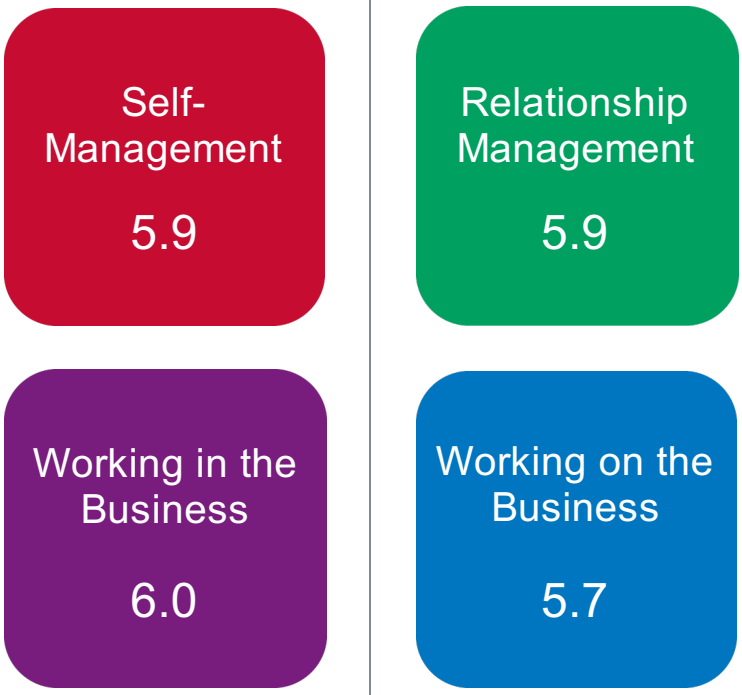
Your combined scores for Self-Management and Working in the Business form a Management Competencies score. Similarly, the combined scores for Relationship Management and Working on the Business form a Leadership Competencies Score.

Management Competencies 6.0

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.

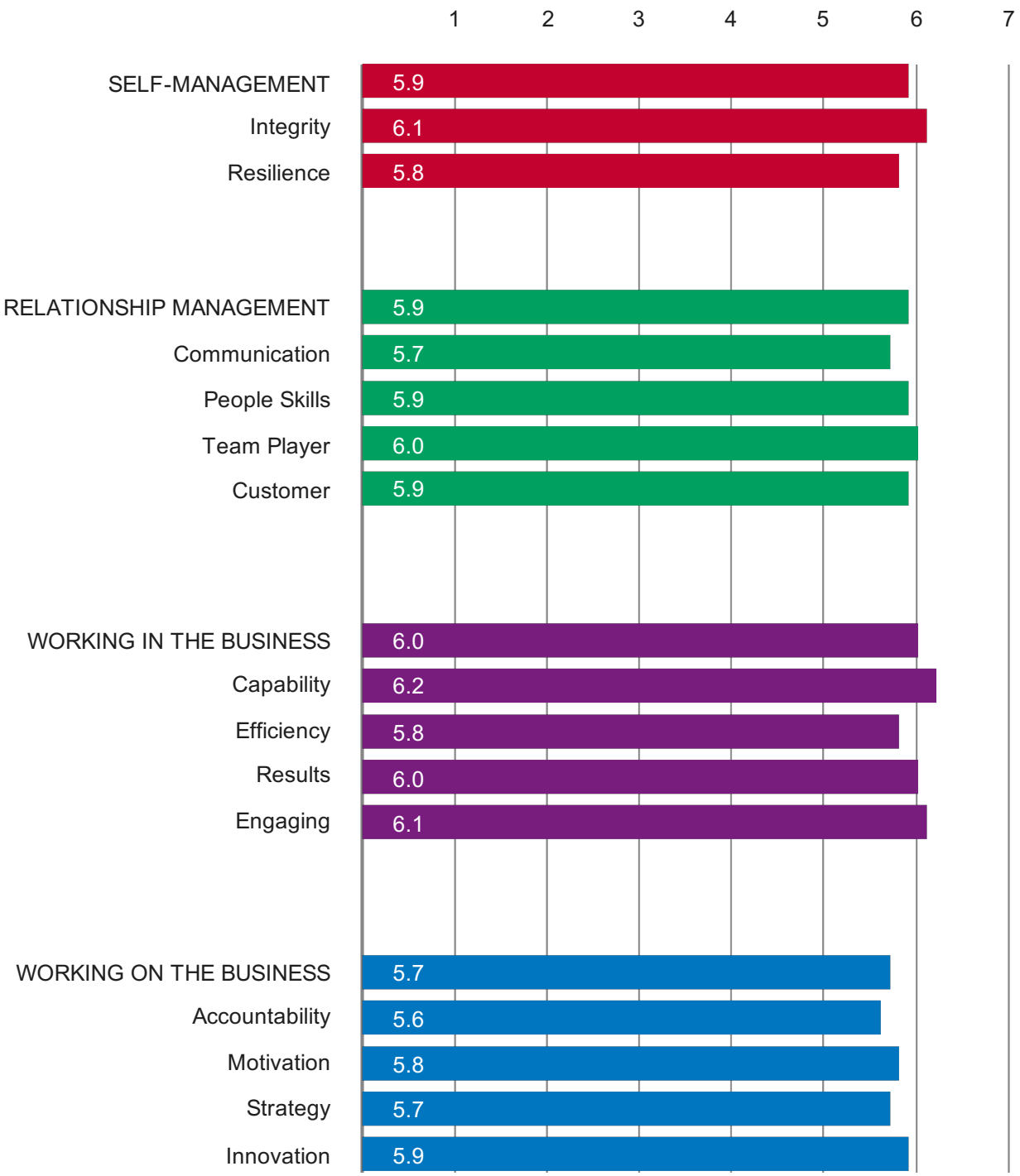
Leadership Competencies 5.8

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.



Leadership Competencies

The graph below displays your group score on the four leadership competencies and their respective subthemes.



Self-Management

Overall	Mgr	Peer	Report	Other	Self	Themes and Questions
5.9	**5.8**	**5.9**	**5.9**	**6.0**	**5.7**	**SELF-MANAGEMENT**
6.1	6.0	6.0	6.0	6.1	5.9	Integrity
6.1	5.9	6.0	6.2	6.1	6.1	This group treats people with respect
6.1	6.0	6.1	6.0	6.2	6.0	This group behaves to very high ethical standards
6.1	6.1	5.9	6.1	6.2	5.9	This group is always open and straightforward and communicates honestly
5.9	6.1	5.8	5.9	6.0	5.6	This group treats people fairly and without favouritism
6.1	6.1	6.0	6.0	6.1	5.9	This group consistently applies our organisation's policies to avoid double standards
5.8	5.6	5.7	5.7	5.9	5.4	Resilience
5.9	5.6	5.8	5.8	6.0	5.3	This group is polite and considerate, never rude or abrasive
5.7	5.4	5.8	5.4	5.9	5.4	This group is calm and even tempered, not volatile or moody
5.8	5.6	5.6	5.9	5.9	5.5	This group has high self-awareness around personal improvement opportunities
5.9	5.8	5.8	5.9	5.9	5.3	This group manages emotions maturely and intelligently in stressful situations

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/A is shown.

Should blank cells appear in the report, it means that no raters entered a score for this item.

Relationship Management

Overall	Mgr	Peer	Report	Other	Self	Themes and Questions
5.9	**5.9**	**5.7**	**5.9**	**6.0**	**5.6**	**RELATIONSHIP MANAGEMENT**
5.7	5.8	5.5	5.8	5.9	5.4	Communication
5.7	5.9	5.5	5.8	5.9	5.5	This group presents ideas and concepts clearly while speaking
5.8	5.6	5.7	5.6	6.0	5.6	This group has very good communication skills
5.6	5.4	5.5	6.0	5.7	5.1	This group has strong influencing and negotiation skills
5.8	6.4	5.4	5.9	6.0	5.6	This group shares information and keeps people informed
5.9	6.0	5.8	5.9	6.0	5.6	People Skills
5.8	6.2	5.7	5.6	5.9	5.5	This group's behaviour provides a positive role model for others
5.9	5.9	5.7	6.0	5.9	5.4	This group has excellent people skills
6.0	6.0	5.9	6.0	6.0	5.7	This group makes people feel valued
6.0	5.9	5.8	6.0	6.1	5.6	This group is always friendly, warm and thoughtful in relationships with others
6.0	6.0	5.8	6.0	6.1	5.8	Team Player
6.1	6.0	5.9	6.1	6.2	5.9	This group builds trust and loyalty with others
5.8	6.1	5.5	5.8	6.0	5.8	This group appropriately shares resources, knowledge and time
5.9	5.9	5.7	6.3	6.0	5.9	This group encourages those working in different areas to pull together to achieve common goals
6.0	6.1	5.8	6.0	6.1	5.7	This group builds very strong relationships with others
5.9	5.9	5.9	5.9	5.9	5.7	Customer
6.0	6.0	6.0	6.1	6.0	5.9	This group is enthusiastic about improving customer service
5.9	5.8	5.8	6.0	5.9	5.6	This group has taken initiatives to promote a customer service focus in his/her work area
5.8	5.8	5.8	5.7	5.9	5.5	This group uses customer feedback to drive improved performance

Working in the Business

Overall	Mgr	Peer	Report	Other	Self	Themes and Questions
6.0	**6.0**	**5.9**	**6.1**	**6.1**	**5.6**	**WORKING IN THE BUSINESS**
6.2	6.1	6.0	6.4	6.3	5.8	Capability
6.3	6.4	6.1	6.5	6.5	6.2	This group is hardworking and has a good work ethic
6.1	6.1	5.9	6.2	6.3	5.6	This group has the right knowledge and ability to be very effective
6.2	5.9	6.0	6.4	6.3	5.6	This group has the right industry experience to be very effective
5.8	5.7	5.7	5.7	6.0	5.3	Efficiency
5.8	5.8	5.6	5.5	6.0	5.6	This group has very effective time management and organisational skills
5.9	5.9	5.7	5.7	6.1	5.5	This group is very effective in setting and managing his/her work priorities
5.8	5.4	5.8	5.8	5.9	4.9	This group effectively uses goals and performance indicators to drive improved performance
6.0	6.0	5.9	5.9	6.0	5.4	Results
6.1	6.0	6.0	6.2	6.2	5.8	This group completes work in a professional manner
6.0	5.9	5.9	6.1	6.1	5.6	This group performs to a high standard on challenging assignments
6.0	6.1	5.9	5.9	6.1	5.4	This group consistently delivers good results
5.7	5.9	5.7	5.5	5.8	4.9	This group produces high-quality and error-free work
6.1	6.0	6.0	6.3	6.1	5.8	Engaging
6.1	6.0	6.1	6.0	6.1	6.0	This group brings a positive attitude to work
6.3	6.5	6.3	6.5	6.3	6.1	This group has the passion to make a difference
6.0	6.0	6.0	6.3	6.0	5.8	This group is assertive and energetic
5.8	5.4	5.6	6.4	5.9	5.2	This group is very competitive and driven

Working on the Business

Overall	Mgr	Peer	Report	Other	Self	Themes and Questions
5.7	**5.7**	**5.7**	**5.8**	**5.8**	**5.3**	**WORKING ON THE BUSINESS**
5.6	5.5	5.6	5.8	5.6	5.3	Accountability
5.8	5.6	5.7	5.9	5.8	5.4	This group holds others accountable for completing their work
5.8	5.8	5.8	6.0	5.7	5.4	This group holds people accountable to the organisation's values and expectations
5.3	5.2	5.3	5.5	5.3	5.1	This group recognises and challenges poor performance in others
5.8	5.8	5.7	5.9	5.7	5.5	Motivation
5.8	5.8	5.8	6.1	5.7	5.7	This group works hard to improve morale
5.9	5.9	5.8	6.2	5.8	5.7	This group helps create a positive working environment that encourages people to work to their full potential
5.6	5.6	5.5	5.5	5.8	5.0	This group is effective in coaching and developing others
5.7	5.4	5.6	5.6	5.8	5.1	Strategy
5.6	5.3	5.5	5.7	5.6	4.8	This group is very effective in setting long-term stretch goals
5.8	5.6	5.7	5.7	5.9	5.4	This group sets high expectations for performance and performance improvement
5.6	5.4	5.6	5.5	5.8	5.2	This group promotes and communicates a long-term vision for our organisation
5.9	6.0	5.8	5.8	5.9	5.5	Innovation
6.0	6.2	5.9	6.0	6.1	5.7	This group always looks for improvement opportunities and to deliver better results
5.9	6.0	5.7	5.9	5.9	5.4	This group often suggests new and original ideas
5.7	5.7	5.7	5.6	5.8	5.3	This group thinks long-term about new opportunities

Scores by Themes

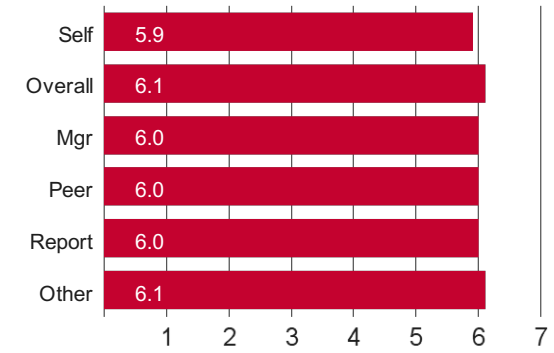
Self	Overall	Global Group Ave	Mgr	Peer	Report	Other	Themes and Questions
5.7	**5.9**	**5.7**	**5.8**	**5.9**	**5.9**	**6.0**	**SELF-MANAGEMENT**
5.9	6.1	5.8	6.0	6.0	6.0	6.1	Integrity
5.4	5.8	5.6	5.6	5.7	5.7	5.9	Resilience
5.6	**5.9**	**5.5**	**5.9**	**5.7**	**5.9**	**6.0**	**RELATIONSHIP MANAGEMENT**
5.4	5.7	5.6	5.8	5.5	5.8	5.9	Communication
5.6	5.9	5.5	6.0	5.8	5.9	6.0	People Skills
5.8	6.0	5.5	6.0	5.8	6.0	6.1	Team Player
5.7	5.9	5.6	5.9	5.9	5.9	5.9	Customer
5.6	**6.0**	**5.8**	**6.0**	**5.9**	**6.1**	**6.1**	**WORKING IN THE BUSINESS**
5.8	6.2	6.0	6.1	6.0	6.4	6.3	Capability
5.3	5.8	5.5	5.7	5.7	5.7	6.0	Efficiency
5.4	6.0	5.8	6.0	5.9	5.9	6.0	Results
5.8	6.1	5.7	6.0	6.0	6.3	6.1	Engaging
5.3	**5.7**	**5.4**	**5.7**	**5.7**	**5.8**	**5.8**	**WORKING ON THE BUSINESS**
5.3	5.6	5.4	5.5	5.6	5.8	5.6	Accountability
5.5	5.8	5.3	5.8	5.7	5.9	5.7	Motivation
5.1	5.7	5.4	5.4	5.6	5.6	5.8	Strategy
5.5	5.9	5.5	6.0	5.8	5.8	5.9	Innovation

Themes and Questions Review

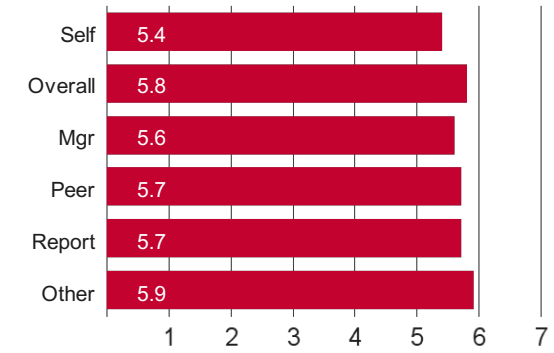
The charts below display your group's results by theme and rater type.

SELF-MANAGEMENT

Integrity

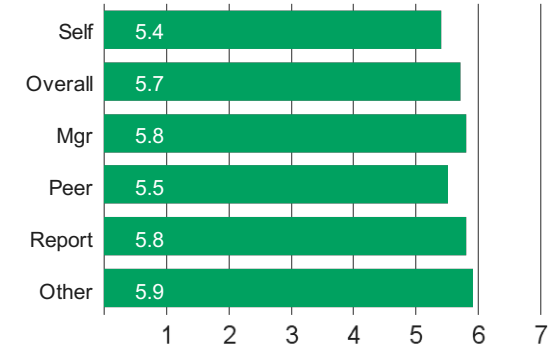


Resilience

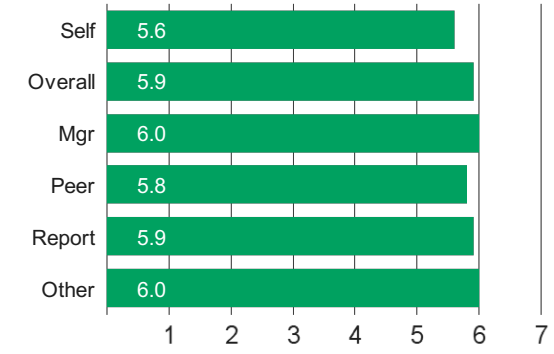


RELATIONSHIP MANAGEMENT

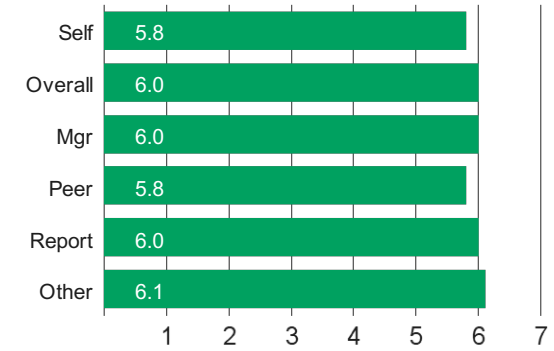
Communication



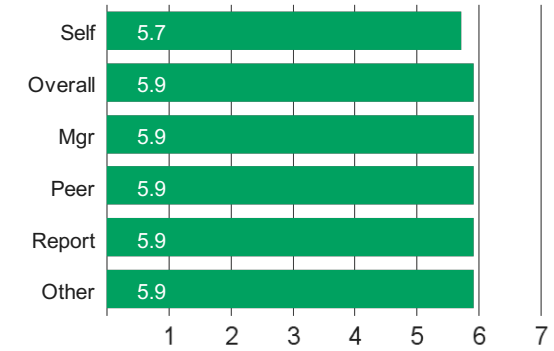
People Skills



Team Player

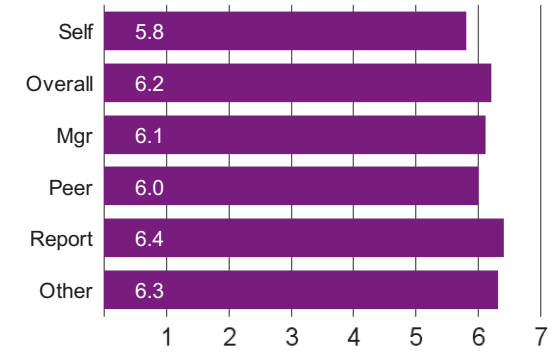


Customer

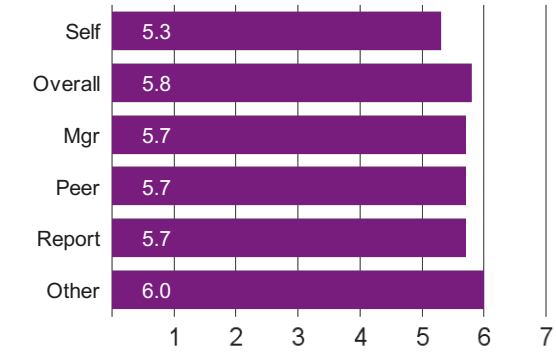


WORKING IN THE BUSINESS

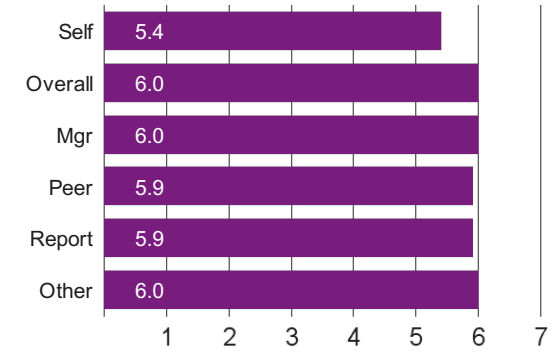
Capability



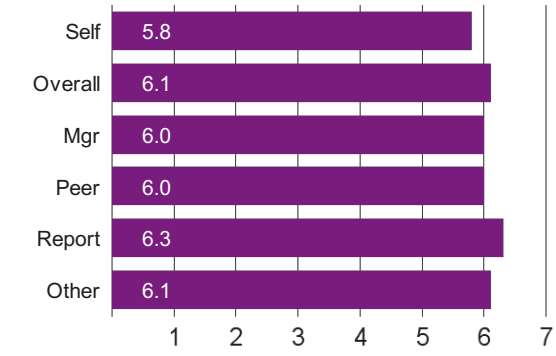
Efficiency



Results

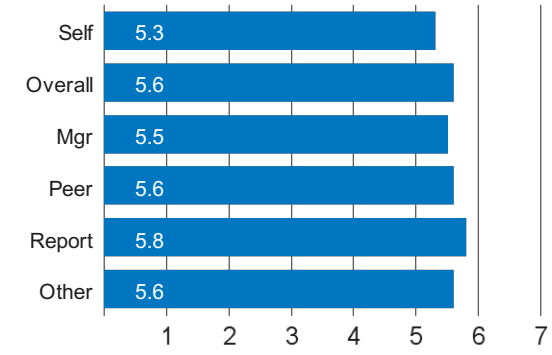


Engaging

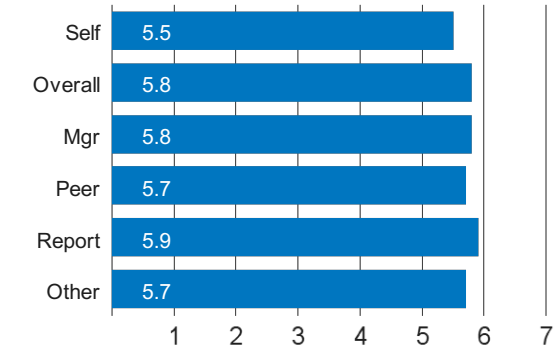


WORKING ON THE BUSINESS

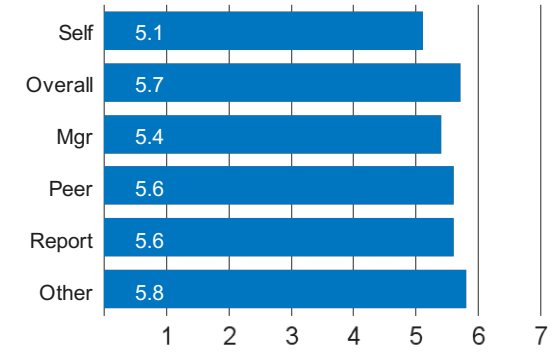
Accountability



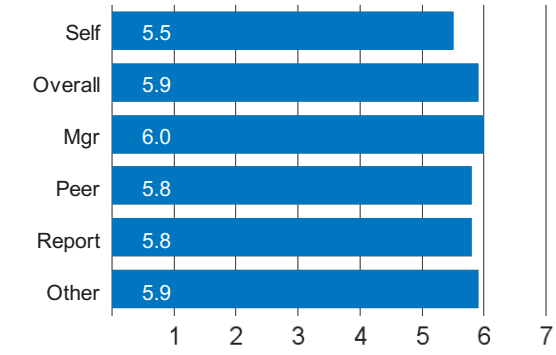
Motivation



Strategy



Innovation



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 of 1. The score in the right-hand column is the sum of the scores. You should note that the top listed items indicate that there is agreement about your group's strengths. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Group Ave	Your Group Rank	Strengths	Total Score
2	1	Works hard with a strong work ethic	188
12	2	Is action-oriented and gets things done	149
1	3	Has solid technical ability, experience and knowledge	134
4	4	Has a positive and enthusiastic attitude	115
18	5	Builds effective relationships	114
20	6	Good at planning and thinking ahead	96
6	7	Has strong people skills	88
5	8	Strong communication skills	83
13	9	Is customer focused and good with clients	78
11	10	Has a professional approach	73
9	11	Is well organised	70
14	12	Is steady and calm under pressure	63
21	13	Sets clear goals and drives results	61
3	14	Has high ethical standards and integrity	58
17	15	Has strong leadership skills	47
19	16	Is competitive and determined	47
7	17	Suggests new and innovative ideas	43
24	18	Is good at solving problems	43
25	19	Good sense of humour	40
8	20	Shows empathy and is supportive	35
10	21	Motivates and inspires others	29
16	22	Shows loyalty	25
26	23	Challenges poor performance	20
15	24	Is a positive role model	18
22	25	Is visionary and strategic	16
23	26	Makes the tough decisions	4

Top Opportunities to Improve

Raters were asked to choose the top four opportunities to improve from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right column is the sum of the scores. You should pay attention to the top few items as there is agreement among raters that these items represent your group's opportunities for improvement. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Group Ave	Your Group Rank	Opportunities to Improve	Total Score
1	1	Stop taking on too much and spreading yourself too thin	193
4	2	Delegate more	133
11	3	Share knowledge and resources	131
9	4	Challenge poor performance	124
21	5	Give appropriate feedback	120
18	6	Look at the big picture – the organisation’s overall goals	86
3	7	Show leadership on issues	83
6	8	Be more assertive	76
14	9	Set clear goals and performance indicators	62
10	10	Be more available and visible in the workplace	60
16	11	Improve your time management and organisational skills	58
2	12	Motivate others and improve morale	55
17	13	Communicate better	51
8	14	Acquire better job and/or industry knowledge	48
23	15	Be more open to change	37
13	16	Build more effective relationships	35
5	17	Be more action-oriented and make it happen	33
24	18	Show more empathy	27
20	19	Improve your people and interpersonal skills	25
7	20	Listen more and let others have their say	22
19	21	Be less aggressive	16
22	22	Be less moody and control your temper	12
15	23	Be more positive	11
12	24	More customer and/or client focus	9
25	25	Treat people fairly and without favouritism	7
26	26	Be more of a team player	1

Appendix I: Rater Frequency Per Item

Self-Management

The table below contains the standard deviations and frequency distributions by rater group for each of the 50 items. A standard deviation indicates that, given a normal distribution of ratings, 68% of raters gave a rating in the range bounded by the SD value above and below the mean for that item. For example, with Mean 5.9 and SD 1.1, 68% of raters in a normal distribution scored between 4.8 and 7.0. The columns below the numbers 1 to 7 and N/A contain the number of times the indicated rating scale number was selected by each rater group, per item.

Integrity

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group treats people with respect	**6.1**	0.9	Mgr					3	9	2	
			Peer			1	3	12	19	23	
			Report					3	11	7	
			Other			1	3	12	34	31	
This group behaves to very high ethical standards	**6.1**	0.8	Mgr					2	10	2	
			Peer			1	2	11	22	22	
			Report				1	3	12	5	
			Other				3	14	31	33	
This group is always open and straightforward and communicates honestly	**6.1**	0.9	Mgr					2	9	3	
			Peer			2	1	13	24	18	
			Report				1	4	8	8	
			Other				4	12	30	35	
This group treats people fairly and without favouritism	**5.9**	0.9	Mgr					1	11	2	
			Peer			1	6	12	24	15	
			Report				2	5	7	7	
			Other				5	15	33	27	1
This group consistently applies our organisation's policies to avoid double standards	**6.1**	0.8	Mgr						12	2	
			Peer				2	14	21	20	1
			Report				2	2	10	7	
			Other			1	1	12	35	28	4

Self-Management

Resilience

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group is polite and considerate, never rude or abrasive	**5.9**	1.1	Mgr				1	6	5	2	
			Peer			4	6	8	20	20	
			Report				2	7	6	6	
			Other			1	8	12	28	32	
This group is calm and even tempered, not volatile or moody	**5.7**	1.2	Mgr				2	6	4	2	
			Peer			1	7	14	19	17	
			Report		1		2	8	7	3	
			Other	1		3	5	17	23	32	
This group has high self-awareness around personal improvement opportunities	**5.8**	1.0	Mgr					7	5	2	
			Peer			2	6	15	22	10	3
			Report				2	6	6	7	
			Other		1		4	19	29	21	7
This group manages emotions maturely and intelligently in stressful situations	**5.9**	0.9	Mgr					5	7	2	
			Peer				6	14	24	14	
			Report					6	11	4	
			Other	1		1	2	19	31	24	3

Relationship Management

Communication

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group presents ideas and concepts clearly while speaking	**5.7**	1.0	Mgr					4	8	2	
			Peer			3	7	16	19	12	1
			Report		1		2	2	11	5	
			Other			1	3	21	36	20	
This group has very good communication skills	**5.8**	0.9	Mgr					6	7	1	
			Peer			1	5	20	17	15	
			Report			1	3	4	8	5	
			Other				2	22	33	24	
This group has strong influencing and negotiation skills	**5.6**	1.0	Mgr				3	5	4	2	
			Peer		1	1	9	16	20	10	1
			Report				2	2	11	6	
			Other			1	9	19	34	15	3
This group shares information and keeps people informed	**5.8**	1.0	Mgr					2	5	7	
			Peer			3	11	16	14	14	
			Report				1	7	7	6	
			Other				4	18	34	25	

People Skills

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group's behaviour provides a positive role model for others	**5.8**	1.1	Mgr					2	7	5	
			Peer			3	3	16	21	15	
			Report			1	1	8	7	4	
			Other		2		6	14	29	29	1
This group has excellent people skills	**5.9**	1.0	Mgr					5	5	4	
			Peer		1		8	10	27	12	
			Report				2	3	9	7	
			Other			2	4	21	25	29	
This group makes people feel valued	**6.0**	1.0	Mgr					5	4	5	
			Peer			2	3	12	21	20	
			Report				2	2	11	6	
			Other		1		5	14	30	30	1
This group is always friendly, warm and thoughtful in relationships with others	**6.0**	1.1	Mgr					6	3	5	
			Peer		1	2	4	13	18	20	
			Report				2	6	4	9	
			Other			1	5	12	29	33	1

Relationship Management

Team Player

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group builds trust and loyalty with others	**6.1**	0.8	Mgr					4	6	4	
			Peer				4	12	25	17	
			Report					6	7	8	
			Other			1	1	11	36	32	
This group appropriately shares resources, knowledge and time	**5.8**	1.0	Mgr					3	6	5	
			Peer			2	9	18	15	14	
			Report				2	5	9	5	
			Other		1		3	19	31	27	
This group encourages those working in different areas to pull together to achieve common goals	**5.9**	1.0	Mgr					6	4	4	
			Peer			1	7	16	15	18	1
			Report					3	9	9	
			Other				4	23	25	28	1
This group builds very strong relationships with others	**6.0**	0.9	Mgr					2	8	4	
			Peer			2	3	13	25	15	
			Report				1	5	8	7	
			Other		1		3	15	30	31	1

Customer

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group is enthusiastic about improving customer service	**6.0**	0.9	Mgr				1	2	7	4	
			Peer				4	9	24	18	3
			Report				2	2	9	8	
			Other				3	16	35	21	6
This group has taken initiatives to promote a customer service focus in his/her work area	**5.9**	0.9	Mgr				1	4	6	3	
			Peer			1	4	12	24	13	4
			Report				1	4	9	7	
			Other				5	15	32	18	11
This group uses customer feedback to drive improved performance	**5.8**	0.9	Mgr					5	7	2	
			Peer				8	10	23	13	4
			Report				3	7	5	6	
			Other				3	17	31	14	16

Working in the Business

Capability

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group is hardworking and has a good work ethic	**6.3**	0.8	Mgr					1	6	7	
			Peer			1	1	13	18	25	
			Report					2	7	12	
			Other				1	8	25	47	
This group has the right knowledge and ability to be very effective	**6.1**	0.9	Mgr				2		7	5	
			Peer			2	3	11	22	20	
			Report					5	6	10	
			Other				2	9	35	35	
This group has the right industry experience to be very effective	**6.2**	0.9	Mgr				2	2	5	5	
			Peer			1	3	11	20	22	1
			Report					4	4	13	
			Other				2	9	36	34	

Efficiency

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group has very effective time management and organisational skills	**5.8**	1.1	Mgr				1	3	8	2	
			Peer			4	3	16	23	10	2
			Report		1		2	7	6	5	
			Other	1			3	17	28	28	4
This group is very effective in setting and managing his/her work priorities	**5.9**	1.1	Mgr				1	2	8	3	
			Peer			4	3	11	28	11	1
			Report			1	2	6	5	6	1
			Other	1		1	1	14	31	28	5
This group effectively uses goals and performance indicators to drive improved performance	**5.8**	0.9	Mgr				1	7	6		
			Peer		1		2	13	28	11	3
			Report				2	4	8	5	2
			Other		1		3	13	35	17	12

Working in the Business

Results

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group completes work in a professional manner	**6.1**	0.8	Mgr					4	6	4	
			Peer				4	12	24	18	
			Report					5	6	10	
			Other				2	12	33	32	2
This group performs to a high standard on challenging assignments	**6.0**	0.9	Mgr					5	5	4	
			Peer				4	14	23	16	1
			Report					7	4	9	1
			Other				3	13	35	25	5
This group consistently delivers good results	**6.0**	0.8	Mgr					3	6	5	
			Peer				3	16	23	15	1
			Report				1	4	12	4	
			Other				4	13	37	25	2
This group produces high-quality and error-free work	**5.7**	0.9	Mgr				1	2	8	3	
			Peer			1	6	14	23	13	1
			Report			1	2	7	8	3	
			Other			1	5	22	33	17	3

Engaging

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group brings a positive attitude to work	**6.1**	1.0	Mgr				1	4	3	6	
			Peer				3	12	18	25	
			Report				1	6	5	9	
			Other			2	5	10	31	33	
This group has the passion to make a difference	**6.3**	0.9	Mgr					2	3	9	
			Peer				2	7	19	30	
			Report					2	7	12	
			Other			1	6	7	20	45	2
This group is assertive and energetic	**6.0**	1.0	Mgr				2	3	2	7	
			Peer			1	2	12	25	18	
			Report					4	7	10	
			Other		1	1	7	12	28	32	
This group is very competitive and driven	**5.8**	1.1	Mgr			1	2	4	4	3	
			Peer			3	6	12	23	13	1
			Report					4	5	12	
			Other			1	7	17	28	23	5

Working on the Business

Accountability

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group holds others accountable for completing their work	**5.8**	1.0	Mgr				1	5	6	2	
			Peer			2	3	16	19	12	6
			Report			1		5	10	5	
			Other			3	4	14	35	16	9
This group holds people accountable to the organisation's values and expectations	**5.8**	1.0	Mgr				1	3	8	2	
			Peer				4	18	19	15	2
			Report				2	3	10	6	
			Other			5	3	16	33	17	7
This group recognises and challenges poor performance in others	**5.3**	1.0	Mgr				4	4	5	1	
			Peer			1	12	12	18	4	11
			Report			1	1	8	8	3	
			Other			4	6	21	20	6	24

Motivation

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group works hard to improve morale	**5.8**	1.0	Mgr				1	5	4	4	
			Peer			1	3	14	25	14	1
			Report				2	2	9	8	
			Other		2	2	6	15	32	16	8
This group helps create a positive working environment that encourages people to work to their full potential	**5.9**	1.0	Mgr				1	5	3	5	
			Peer			1	5	13	23	15	1
			Report				1	3	8	9	
			Other		1	4	3	15	33	21	4
This group is effective in coaching and developing others	**5.6**	1.0	Mgr					8	3	3	
			Peer			3	6	17	19	11	2
			Report				2	9	7	3	
			Other			4	3	15	27	19	13

Working on the Business

Strategy

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group is very effective in setting long-term stretch goals	**5.6**	1.0	Mgr				2	6	6		
			Peer		1	1	6	13	22	8	7
			Report			1	1	4	8	4	3
			Other			2	6	18	28	10	17
This group sets high expectations for performance and performance improvement	**5.8**	0.9	Mgr					7	5	2	
			Peer				7	15	22	11	3
			Report				4	4	8	5	
			Other			2	3	13	35	20	8
This group promotes and communicates a long-term vision for our organisation	**5.6**	1.1	Mgr			1		7	5	1	
			Peer		1	3	4	15	18	14	3
			Report			2	4	4	4	7	
			Other			2	7	16	30	18	8

Innovation

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group always looks for improvement opportunities and to deliver better results	**6.0**	0.9	Mgr					3	5	6	
			Peer				3	13	26	15	1
			Report				1	7	5	8	
			Other				5	14	31	29	2
This group often suggests new and original ideas	**5.9**	1.0	Mgr					5	4	5	
			Peer				6	16	21	13	2
			Report				1	7	7	6	
			Other		1	1	6	15	30	27	1
This group thinks long-term about new opportunities	**5.7**	1.1	Mgr			1		4	6	3	
			Peer			1	6	15	20	15	1
			Report			1	4	4	6	6	
			Other		1		8	20	21	23	8

Appendix II

Rater Frequency by Strengths and Opportunities

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.

Strengths	1	2	3	4	Total Score
Works hard with a strong work ethic	5	16	17	25	188
Is action-oriented and gets things done	14	17	15	14	149
Has solid technical ability, experience and knowledge	3	7	15	18	134
Has a positive and enthusiastic attitude	17	17	8	10	115
Builds effective relationships	14	15	10	10	114
Good at planning and thinking ahead	8	13	10	8	96
Has strong people skills	10	10	6	10	88
Strong communication skills	7	2	12	9	83
Is customer focused and good with clients	9	9	9	6	78
Has a professional approach	8	10	7	6	73
Is well organised	9	5	9	6	70
Is steady and calm under pressure	4	9	3	8	63
Sets clear goals and drives results	3	3	8	7	61
Has high ethical standards and integrity	7	1	7	7	58
Has strong leadership skills	1	5	4	6	47
Is competitive and determined	4	3	7	4	47
Suggests new and innovative ideas	6	7	5	2	43
Is good at solving problems	6	8	3	3	43
Good sense of humour	8	2	4	4	40
Shows empathy and is supportive	6	3	5	2	35
Motivates and inspires others	4	3	5	1	29
Shows loyalty	7	1		4	25
Challenges poor performance	1	1	3	2	20
Is a positive role model	3	4	1	1	18
Is visionary and strategic	6	3		1	16
Makes the tough decisions	1		1		4

Opportunities to Improve	1	2	3	4	Total Score
Stop taking on too much and spreading yourself too thin	7	8	10	35	193
Delegate more	9	10	12	17	133
Share knowledge and resources	11	11	14	14	131
Challenge poor performance	7	11	17	11	124
Give appropriate feedback	9	11	15	11	120
Look at the big picture – the organisation's overall goals	9	5	9	10	86
Show leadership on issues	3	8	12	7	83
Be more assertive	6	7	4	11	76
Set clear goals and performance indicators	6	8	4	7	62
Be more available and visible in the workplace	5	5	7	6	60
Improve your time management and organisational skills	2	4	8	6	58
Motivate others and improve morale	4	5	7	5	55
Communicate better	8	6	5	4	51
Acquire better job and/or industry knowledge		1	6	7	48
Be more open to change	5	8	4	1	37
Build more effective relationships	4	3	3	4	35
Be more action-oriented and make it happen	1	5	2	4	33
Show more empathy	2	2	3	3	27
Improve your people and interpersonal skills	1	5	2	2	25
Listen more and let others have their say	6	2		3	22
Be less aggressive	2		2	2	16
Be less moody and control your temper		2		2	12
Be more positive	4		1	1	11
More customer and/or client focus	1	2		1	9
Treat people fairly and without favouritism	3	2			7
Be more of a team player	1				1