



# Graduate Talent Assessment

## Sample Corp

**Report for:** Khai Sample

**Date:** September 2018

**Benchmark:** Global

# Raters

Manager (Mgr)	1
Consultants (Conslt)	4
Directors (Dirctr)	3
Others (Othr)	2
Total	10



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# Sample Corp

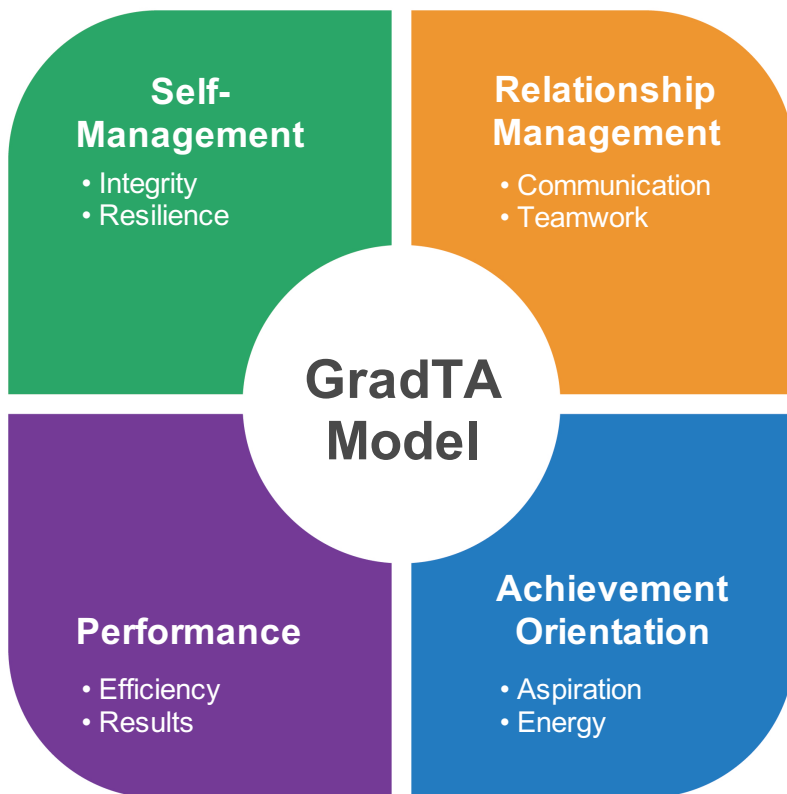
## Reading and Interpreting Your Report

The feedback in this report provides a valuable opportunity to receive feedback from your colleagues and celebrate your strengths in relation to the graduate competencies of the GradTA Model below. Receiving feedback can be a personally rewarding experience.

To get the maximum benefit, you should 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 on the final page of this report to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.



## Name

**Khai Sample**

## Score

**5.8**

## No. of Raters

**10**

## Benchmarking your score

By researching the results of the database of participants, the benchmarking cutoffs are as follows:

10 <sup>th</sup> percentile	25 <sup>th</sup> percentile	50 <sup>th</sup> percentile	75 <sup>th</sup> percentile	90 <sup>th</sup> percentile
5.0	5.6	6.2	6.6	6.9

## Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. Raters were asked about the extent to which they agreed with the statement. The rating scale is anchored as follows:

1	Disagree Strongly
2	Disagree Moderately
3	Disagree Slightly
4	Neither Agree nor Disagree
5	Agree Slightly
6	Agree Moderately
7	Agree Strongly
N/A	Not applicable / Not observed

# Overall Item Ratings

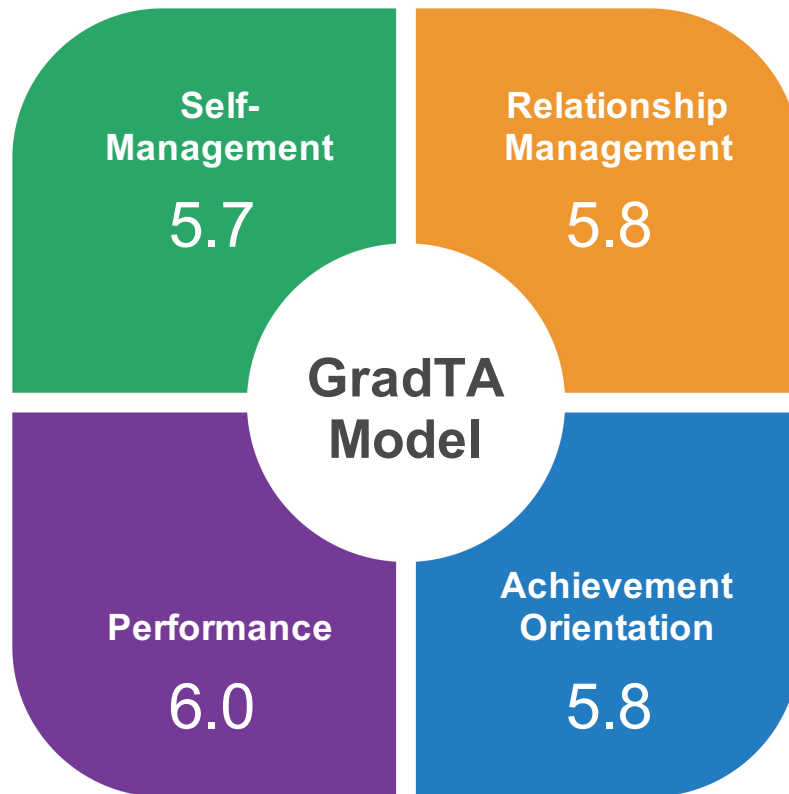
The rating form includes 47 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below lists the items in descending order from your highest scoring item to your lowest scoring item. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include your self ratings.

Rank	Your Score	Global Average Score	Item
1	6.7	6.3	This person is hardworking and conscientious
2	6.6	6.3	This person makes an effort to get along well with others
3	6.6	6.1	This person is able to work well independently
4	6.6	6.5	This person demonstrates a willingness to learn
5	6.4	5.9	This person is socially self-confident
6	6.4	6.0	This person has the passion to succeed
7	6.3	6.3	This person is able to follow instructions
8	6.3	6.1	This person provides timely responses when required
9	6.3	6.0	This person always meets deadlines (within their control)
10	6.3	6.3	This person displays a positive and enthusiastic attitude
11	6.2	6.3	This person is open, straightforward and honest
12	6.2	6.4	This person is always willing to help others out
13	6.2	6.2	This person completes work in a professional manner
14	6.2	6.2	This person maintains an active interest in his/her chosen field
15	6.1	6.5	This person is polite and considerate
16	6.1	5.9	This person communicates comfortably with more senior staff
17	6.0	5.9	This person manages their emotions effectively in stressful situations
18	6.0	6.3	This person is a good team player
19	6.0	6.1	This person builds trust and loyalty with others
20	6.0	6.0	This person consistently completes work to a high standard
21	5.9	6.0	This person is able to adapt to changing work demands
22	5.9	6.1	This person is able to engage in active listening when required
23	5.9	6.1	This person can communicate effectively in writing (grammar, spelling, etc)
24	5.9	6.0	This person is passionate about their area of work

Rank	Your Score	Global Average Score	Item
25	5.9	6.1	This person is energetic and motivated
26	5.8	5.5	This person is competitive and driven
27	5.7	5.9	This person has effective time management and organisational skills
28	5.7	5.9	This person has the right knowledge, skills and abilities to be effective at work
29	5.7	5.9	This person works above and beyond to get the job done
30	5.6	5.9	This person is held in high regard by others
31	5.6	6.2	This person behaves to high professional standards
32	5.6	5.8	This person presents ideas and concepts clearly while speaking
33	5.6	5.8	This person produces high-quality and error-free work
34	5.6	5.9	This person has effective problem solving skills
35	5.6	5.6	This person understands the organisation's overall goals and objectives
36	5.5	6.4	This person is respectful of diversity
37	5.5	5.9	This person maintains a high level of performance even under pressure
38	5.4	5.8	This person displays sound judgement when making decisions
39	5.4	5.7	This person builds networks effectively
40	5.3	5.9	This person keeps people informed as necessary
41	5.1	5.8	This person has effective people skills
42	5.0	5.5	This person can adapt their verbal communication style depending on the audience
43	5.0	5.6	This person encourages others to pull together to achieve common goals
44	4.8	5.8	This person has a high level of self-awareness
45	4.6	6.0	This person is sensitive to the concerns and feelings of others
46	4.5	5.3	This person displays leadership potential
47	4.4	5.8	This person looks for ways to improve efficiencies

# Graduate Competencies

Each of the items in the previous section is linked to one of the four graduate talent quadrants.



**Self-Management** refers to personal awareness, self-regulation, stress management, resilience, adaptability and professionalism. It describes the process of managing one's emotions maturely to achieve the best outcomes. Successful self-management requires management of yourself and taking care of your brand and reputation.

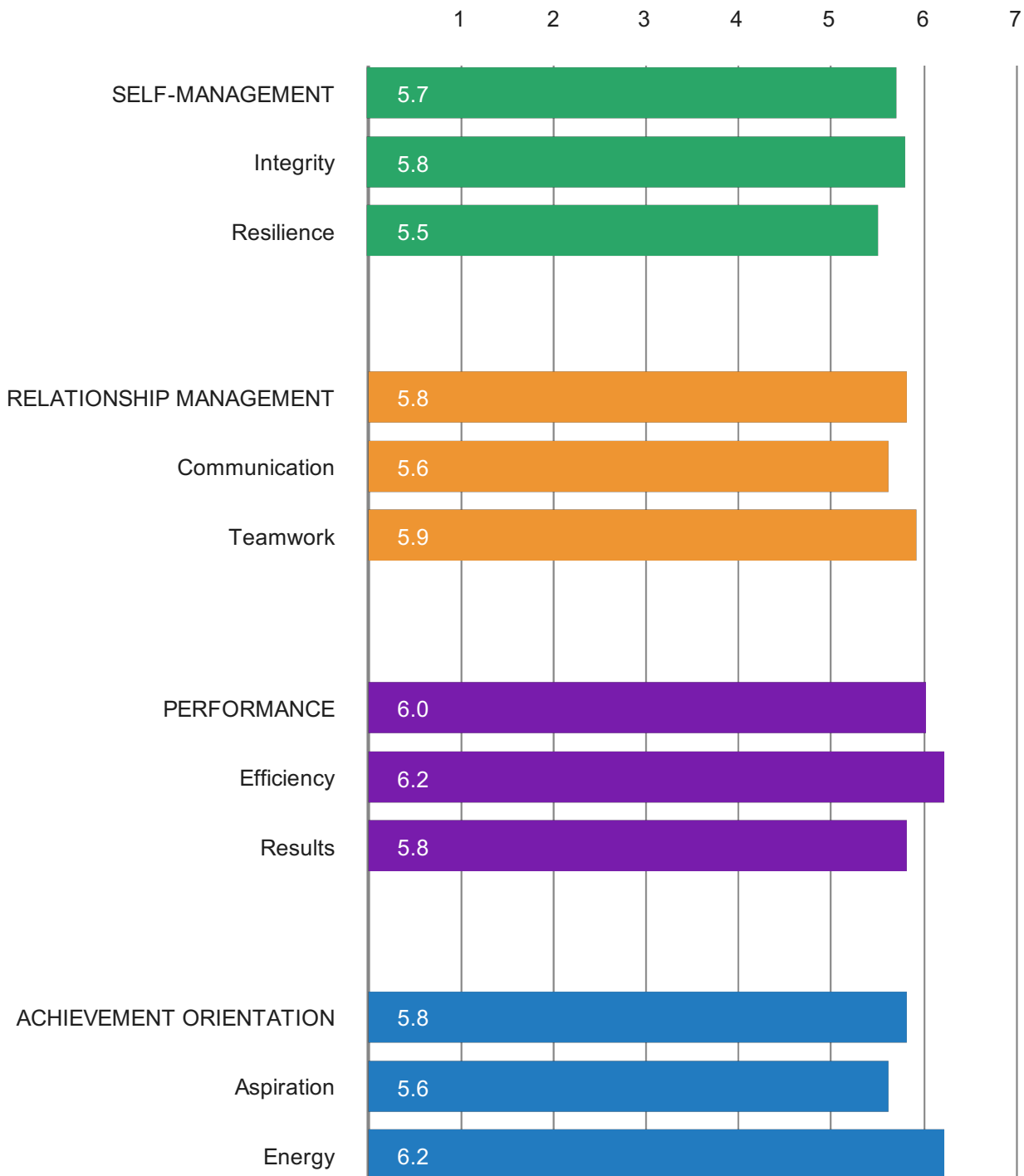
**Relationship Management** refers to the ability to achieve better results through better relationships and communications. It can involve the ability to communicate effectively and build trusting, loyal relationships with colleagues to support performance. Successful relationship management requires recognition that you need to get along with others in order to get ahead.

**Performance** refers to having the knowledge, capability and efficiency to consistently deliver great results and to achieve all targets that are set. It is about operating in an efficient manner as well as producing high quality work. Success in this area can involve prioritisation of work, time management and more effective goal setting.

**Achievement Orientation** refers to having the drive, passion and confidence to be a high-potential employee or leader in the future. It characterises an individual who is motivated, focuses on achieving success and who approaches work with a positive attitude. Success in this area requires demonstrating energy and enthusiasm.

# Graduate Competencies

The graph below displays your score on the four graduate talent quadrants and their respective competencies. The quadrant score is the average of the scores obtained for the two competencies within that quadrant. Any small variations are due to the rounding of scores.



# Self-Management

Overall	Mgr	Conslt	Dirctr	Othr	Self	Items by Competency
<b>5.7</b>	<b>6.2</b>	<b>5.3</b>	<b>6.5</b>	<b>5.4</b>	<b>7.0</b>	<b>SELF-MANAGEMENT</b>
5.8	6.4	5.3	6.6	5.5	7.0	Integrity
5.6	6.0	5.0	6.3	5.5	7.0	This person is held in high regard by others
6.1	7.0	5.3	7.0	6.0	7.0	This person is polite and considerate
6.2	6.0	6.0	6.7	6.0	7.0	This person is open, straightforward and honest
5.5	7.0	5.0	7.0	5.0	7.0	This person is respectful of diversity
5.6	6.0	5.3	6.3	5.0	7.0	This person behaves to high professional standards
<b>5.5</b>	<b>6.0</b>	<b>5.3</b>	<b>6.3</b>	<b>5.1</b>	<b>7.0</b>	<b>Resilience</b>
5.9	6.0	5.8	6.5	5.5	7.0	This person is able to adapt to changing work demands
5.5	6.0	5.3	6.0	5.0	7.0	This person maintains a high level of performance even under pressure
6.0	6.0	5.7	6.5	6.0	7.0	This person manages their emotions effectively in stressful situations
4.8	6.0	4.5	6.0	4.0	7.0	This person has a high level of self-awareness

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.

**Overall** rating here represent the aggregated view of all raters, but exclude self ratings.

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



# Relationship Management

Overall	Mgr	Conslt	Dirctr	Othr	Self	Items by Competency
<b>5.8</b>	<b>5.5</b>	<b>5.7</b>	<b>6.4</b>	<b>5.3</b>	<b>6.8</b>	<b>RELATIONSHIP MANAGEMENT</b>
5.6	5.2	5.6	6.3	5.1	7.0	Communication
5.6	5.0	6.0	6.3	4.0	7.0	This person presents ideas and concepts clearly while speaking
5.9	6.0	5.8	6.3	5.0	7.0	This person is able to engage in active listening when required
5.0	6.0	4.5	6.0	5.0	7.0	This person can adapt their verbal communication style depending on the audience
6.1	4.0	6.5	6.3	6.0	7.0	This person communicates comfortably with more senior staff
5.9	5.0	6.0	6.0	6.0	7.0	This person can communicate effectively in writing (grammar, spelling, etc)
5.3	5.0	5.0	7.0	5.0	7.0	This person keeps people informed as necessary
<b>5.9</b>	<b>5.8</b>	<b>5.7</b>	<b>6.6</b>	<b>5.4</b>	<b>6.7</b>	<b>Teamwork</b>
6.0	6.0	6.0	6.5	5.5	7.0	This person is a good team player
6.0	6.0	6.0	6.5	5.5	6.0	This person builds trust and loyalty with others
4.6	5.0	4.0	7.0	4.0	7.0	This person is sensitive to the concerns and feelings of others
6.6	6.0	6.8	6.7	6.5	7.0	This person makes an effort to get along well with others
6.2	6.0	6.0	6.7	6.0	7.0	This person is always willing to help others out
5.0		4.5	6.0	5.0	6.0	This person encourages others to pull together to achieve common goals

# Performance

Overall	Mgr	Conslt	Dirctr	Othr	Self	Items by Competency
<b>6.0</b>	<b>5.9</b>	<b>5.8</b>	<b>6.5</b>	<b>6.0</b>	<b>6.9</b>	<b>PERFORMANCE</b>
6.2	5.9	6.1	6.5	6.2	7.0	Efficiency
6.3	6.0	6.3	6.3	6.5	7.0	This person is able to follow instructions
6.6	7.0	6.8	6.3	6.5	7.0	This person is able to work well independently
6.3	5.0	6.3	7.0	6.0	7.0	This person provides timely responses when required
6.7	7.0	6.8	6.7	6.5	7.0	This person is hardworking and conscientious
5.7	5.0	5.5	6.0	6.0	7.0	This person has effective time management and organisational skills
6.3	6.0	6.3	7.0	6.0	7.0	This person always meets deadlines (within their control)
4.4	5.0	3.0	6.0	5.0	7.0	This person looks for ways to improve efficiencies
<b>5.8</b>	<b>5.9</b>	<b>5.5</b>	<b>6.5</b>	<b>5.8</b>	<b>6.8</b>	<b>Results</b>
5.6	5.0	5.3	6.0	6.0	6.0	This person produces high-quality and error-free work
6.2	6.0	5.8	6.7	6.5	7.0	This person completes work in a professional manner
6.0	5.0	6.0	7.0	6.0	7.0	This person consistently completes work to a high standard
5.6	6.0	5.5	6.0	5.0	7.0	This person has effective problem solving skills
5.4	6.0	5.5	6.0	4.0	7.0	This person displays sound judgement when making decisions
5.7	6.0	5.3	6.0	6.0	7.0	This person has the right knowledge, skills and abilities to be effective at work
6.2	6.0	6.0	7.0	6.0	6.0	This person maintains an active interest in his/her chosen field
5.7	7.0	5.3	7.0	5.0	7.0	This person works above and beyond to get the job done

# Achievement Orientation

Overall	Mgr	Conslt	Dirctr	Othr	Self	Items by Competency
<b>5.8</b>	<b>5.7</b>	<b>5.7</b>	<b>6.3</b>	<b>5.5</b>	<b>7.0</b>	<b>ACHIEVEMENT ORIENTATION</b>
5.6	5.3	5.6	6.1	5.3	7.0	Aspiration
4.5	5.0	4.0	5.0	4.5	7.0	This person displays leadership potential
5.6	6.0	5.0	6.0	6.0	7.0	This person understands the organisation's overall goals and objectives
5.1	5.0	4.8	6.3	4.0	7.0	This person has effective people skills
5.4	5.0	5.5	5.7	5.0	7.0	This person builds networks effectively
5.8	5.0	6.0	6.0	5.5	7.0	This person is competitive and driven
6.4	5.0	6.8	6.3	6.5	7.0	This person is socially self-confident
6.4	6.0	6.5	6.7	6.0	7.0	This person has the passion to succeed
<b>6.2</b>	<b>6.5</b>	<b>5.9</b>	<b>6.8</b>	<b>5.7</b>	<b>7.0</b>	<b>Energy</b>
6.3	7.0	6.0	7.0	5.5	7.0	This person displays a positive and enthusiastic attitude
5.9	6.0	5.5	6.7	5.0	7.0	This person is passionate about their area of work
5.9	6.0	5.8	6.3	5.5	7.0	This person is energetic and motivated
6.6	7.0	6.3	7.0	6.5	7.0	This person demonstrates a willingness to learn

# Scores by Competency

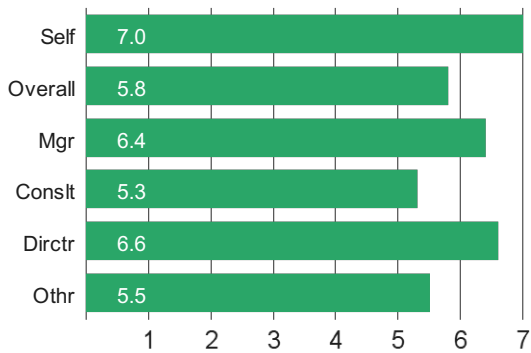
Self	Overall	Global Ave	Mgr	Conslt	Dirctr	Othr	
<b>7.0</b>	<b>5.7</b>	<b>6.1</b>	<b>6.2</b>	<b>5.3</b>	<b>6.5</b>	<b>5.4</b>	<b>SELF-MANAGEMENT</b>
7.0	5.8	6.3	6.4	5.3	6.6	5.5	Integrity
7.0	5.5	5.9	6.0	5.3	6.3	5.1	Resilience
<b>6.8</b>	<b>5.8</b>	<b>6.0</b>	<b>5.5</b>	<b>5.7</b>	<b>6.4</b>	<b>5.3</b>	<b>RELATIONSHIP MANAGEMENT</b>
7.0	5.6	5.9	5.2	5.6	6.3	5.1	Communication
6.7	5.9	6.1	5.8	5.7	6.6	5.4	Teamwork
<b>6.9</b>	<b>6.0</b>	<b>6.0</b>	<b>5.9</b>	<b>5.8</b>	<b>6.5</b>	<b>6.0</b>	<b>PERFORMANCE</b>
7.0	6.2	6.1	5.9	6.1	6.5	6.2	Efficiency
6.8	5.8	6.0	5.9	5.5	6.5	5.8	Results
<b>7.0</b>	<b>5.8</b>	<b>5.9</b>	<b>5.7</b>	<b>5.7</b>	<b>6.3</b>	<b>5.5</b>	<b>ACHIEVEMENT ORIENTATION</b>
7.0	5.6	5.7	5.3	5.6	6.1	5.3	Aspiration
7.0	6.2	6.2	6.5	5.9	6.8	5.7	Energy

# Competency and Rater Review

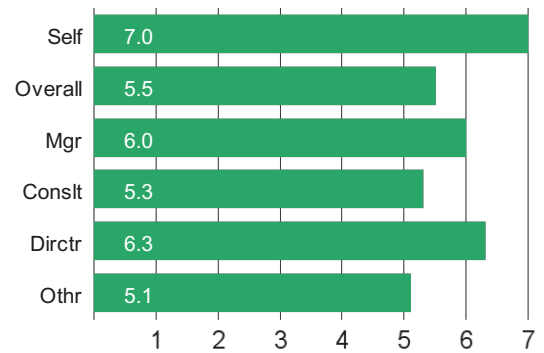
The charts below display your results by competency and rater type.

## SELF-MANAGEMENT

### Integrity

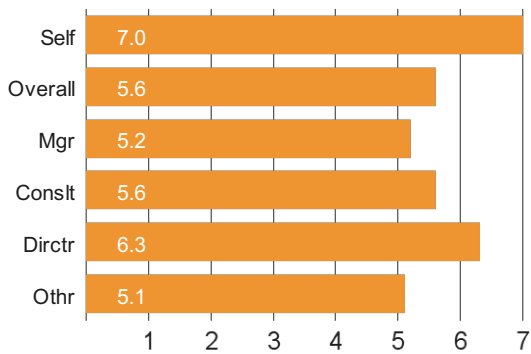


### Resilience

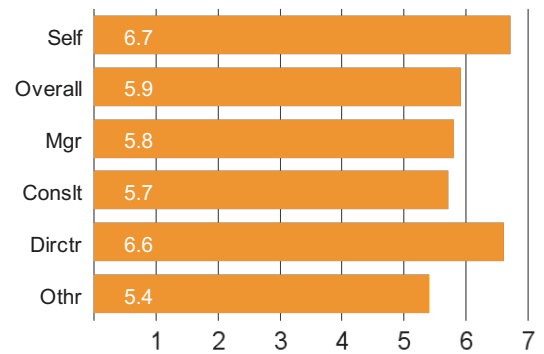


## RELATIONSHIP MANAGEMENT

### Communication

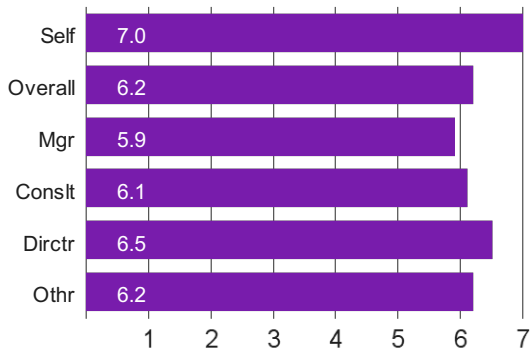


### Teamwork

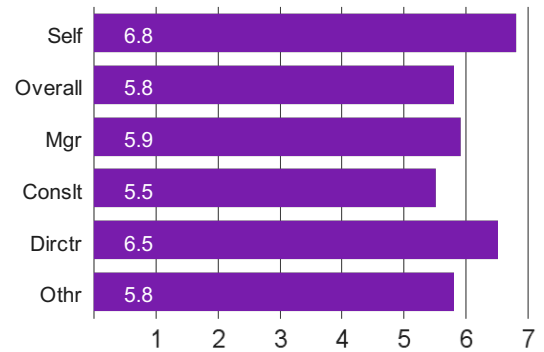


## PERFORMANCE MANAGEMENT

### Efficiency

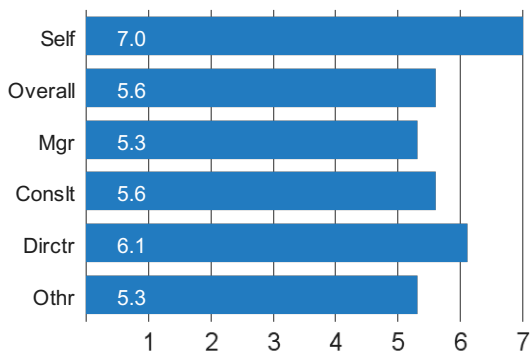


### Results

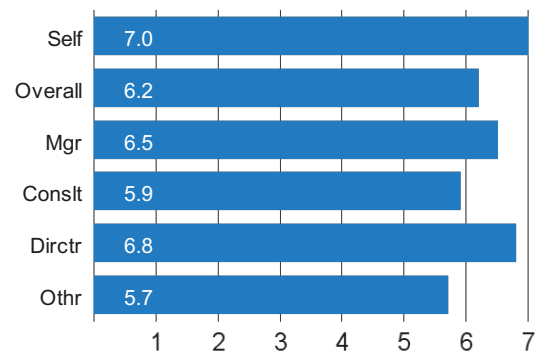


## ACHIEVEMENT ORIENTATION

### Aspiration



### Energy



# 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 strengths. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Ave	Your Rank	Strengths	Total Score
4	1	Has a positive and enthusiastic attitude	20
20	2	Is achievement oriented	14
2	3	Works hard with a strong work ethic	10
6	4	Has a professional approach	9
10	5	Adapts well to changing work demands	8
3	6	Is reliable and dependable	7
9	7	Builds effective relationships	5
18	8	Has good written communication skills	4
5	9	Is steady and calm under pressure	4
24	10	Has good verbal presentation skills	3
7	11	Is action-oriented and gets things done	3
22	12	Is competitive and determined	3
19	13	Is customer focused and good with clients	2
14	14	Suggests new and innovative ideas	1
23	15	Shows empathy and is supportive	1
1	16	Has strong people skills	
16	17	Is well organised	
21	18	Good at planning and thinking ahead	
11	19	Is a positive role model	
12	20	Has high ethical standards and integrity	
8	21	Has solid technical ability, experience and knowledge	
15	22	Is good at solving problems	
17	23	Effective in making decisions	
13	24	Has strong leadership skills	

# 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 personal 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 Ave	Your Rank	Opportunities to Improve	Total Score
2	1	Acquire better job and/or industry knowledge	20
7	2	Build more effective relationships	9
17	3	Improve verbal presentation	8
4	4	Listen more and let others have their say	7
19	5	Improve your people and interpersonal skills	6
3	6	Be more assertive	4
1	7	Share knowledge and resources	3
10	8	Give appropriate feedback	3
20	9	Improve your time management and organisational skills	3
12	10	Be more action-oriented and make it happen	2
24	11	Be less aggressive	2
5	12	Improve problem solving skills	1
11	13	Be more of a team player	1
23	14	Be more adaptable	1
16	15	Show more empathy	
8	16	More effective decision making skills	
6	17	Show leadership on issues	
22	18	Be more open to change	
9	19	Improve written communication	
15	20	More customer and/or client focus	
13	21	Be more reliable	
18	22	Be less moody and control your temper	
14	23	Stop taking on too much and spreading yourself too thin	
21	24	Be more positive	

# 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 sections of the report.

## Please describe this person's strengths.

- Mgr: Khai is an enthusiastic and professional contributor to Sample Corp. From day one, he has shown his interest and motivation to do a good job, and was always focused on doing what he set out to do from the beginning: ensure that people valued his contribution and that he could make an impact. Khai has demonstrated his commitment to take on multiple projects at the same time, gone above and beyond to invest his time and energy to fulfill these commitments, and offered new ideas and suggestions for the organisation (e.g., technology for running statistics, suggestion for how to send proposals for the BD team).
- Conslt: Khai was able to effectively integrate himself within the consulting team at Sample Corp and showed the ability to effectively complete the various work that was assigned to him. He was active in initiating interactions with staff and also displayed an interest in self-improvement.
- Conslt: From the minimal contact I have had with Khai in terms of his day to day work, I would say that he is a very self-motivated person, with both confidence and authenticity. He is keen to learn and proactive in this way.
- Conslt: Khai is always very efficient and quick in his work, always going beyond expectation in terms of quantity of work completed. He is also always keen to take on new tasks and happy to give things a go.
- Conslt: Khai has demonstrated himself to be self-motivated with a strong work ethic, positive attitude and willingness to learn. He is open to feedback and is enthusiastic about his work. He has shown the ability to build rapport with others, and is proactive in establishing relationships with a range of different people.
- Dirctr: Khai has been an excellent contributor and has integrated well into the Sample Corp team.
- Dirctr: Khai presents as polite, professional, hard working and with a sense of humour. He appears conscientious and demonstrates a level of maturity.
- Othr: This individual is willing to always get on with the job at hand. They require very little guidance to effectively complete the tasks they have been set. The tasks that are set are always completed to a high standard and in a timely manner. The individual also fit very well into the team in a short time.



**Please describe this person's opportunities to improve.**

- Mgr: Khai's biggest opportunities to improve stem from his own humility and desire to work on as many things as possible to extend his impact. He would benefit from being more direct and assertive with his own aspirations, as often he needs encouragement to do so. In terms of committing to work, remaining organised and working to clarify the needs of key stakeholders is still an area he could work to improve on, as I suspect this stems from a desire to appear as competent as possible. Understanding that seeking clarity and setting yourself up for success are key requisites for success would support his continued development.
- Conslt: Firstly, it is important to note that while the following opportunity to improve was not something that occurred frequently, it is something that Khai may benefit from being aware of due to the impact that it could potentially have on his reputation and relationships with others at work. Specifically, Khai may need to be mindful of the tone that he uses during his interaction with others at times as there were occasions when his tone could be perceived as disrespectful or somewhat aggressive (e.g. when others ask a question or provide input in relation to a particular work-related task).
- Conslt: I have had minimal experience working with Khai directly, so my Top Opportunity for Development was difficult to select and should be interpreted in context.
- Conslt: Khai would benefit from being more mindful of how he addresses people in a workplace setting, as he has a tendency to use quite informal terms when referring to colleagues who he has only worked with for a short period of time. He could also be mindful of the way he initiates conversations (i.e., by not interrupting existing conversations, not only addressing one person when there are multiple people present and not asking questions that may be interpreted as inappropriate).
- Conslt: At times, Khai could do more to clarify his understanding of the requirements of the tasks he is working on to ensure he is on the right path. He has a great attitude towards work and upskilling and greater exposure to consulting work is likely to aid in his technical capabilities. Getting feedback earlier rather than later will help in ensuring he is investing his time and energy appropriately.
- Dirctr: Experience he is early career with a lot of potential.
- Dirctr: As Khai's confidence grows he will benefit from engaging more widely with different people within organisations, beyond his immediate work group.
- Othr: Khai needs to learn a little more about the office environment and what behaviour is appropriate. Sometimes he can be a little too casual in his interactions with some people.

**Sometimes a person can overuse their strengths. For example, a confident person can become arrogant, a passionate person can become temperamental, or an extraverted person can become attention-seeking. Are there any strengths being overused by this person?**

- Conslt: At times, Khai may need to ensure that his confidence in knowing the certain information and/or frustration when others may not respond in a manner he is wanting does not result in him displaying a tone that others may find disrespectful or somewhat aggressive.
- Conslt: No comment.
- Conslt: Khai is very personable and casual in his approach to others. At times, he may need to be mindful of his audience, or the stakeholders he is interacting with, and adjust his interpersonal style appropriately.
- Dirctr: Non observers.

# 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 regularly to check your progress.

## Keep

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## Start

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## Stop

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## Appendix I

# Rater Frequency Per Item

The table below contains the standard deviations and frequency distributions by rater group for each of the 47 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.

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A	
This person is held in high regard by others	5.6	1.0	Mgr						1			
			Conslt				2		2			
			Dirctr							2	1	
			Othr						1	1		
This person is polite and considerate	6.1	1.2	Mgr							1		
			Conslt				2		1	1		
			Dirctr								3	
			Othr							2		
This person is open, straightforward and honest	6.2	0.9	Mgr						1			
			Conslt					2		2		
			Dirctr							1	2	
			Othr						1		1	
This person is respectful of diversity	5.5	1.5	Mgr							1		
			Conslt			1	1		1	1		
			Dirctr								1	2
			Othr						2			
This person behaves to high professional standards	5.6	1.0	Mgr						1			
			Conslt				1	1	2			
			Dirctr							2	1	
			Othr				1			1		
This person is able to adapt to changing work demands	5.9	0.6	Mgr						1			
			Conslt					1	3			
			Dirctr							1	1	1
			Othr						1	1		
This person maintains a high level of performance even under pressure	5.5	0.8	Mgr						1			
			Conslt				1		2		1	
			Dirctr							1		2
			Othr						1			1
This person manages their emotions effectively in stressful situations	6.0	0.5	Mgr						1			
			Conslt					1	2		1	
			Dirctr							1	1	1
			Othr							2		
This person has a high level of self-awareness	4.8	1.2	Mgr						1			
			Conslt			1		3				
			Dirctr							1		2
			Othr			1		1				

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A	
This person presents ideas and concepts clearly while speaking	5.6	1.1	Mgr					1				
			Conslt						4			
			Dirctr							2	1	
			Othr			1			1			
This person is able to engage in active listening when required	5.9	0.8	Mgr						1			
			Conslt					2	1	1		
			Dirctr						2	1		
			Othr					1			1	
This person can adapt their verbal communication style depending on the audience	5.0	1.1	Mgr						1			
			Conslt			1		3				
			Dirctr						1		2	
			Othr				1		1			
This person communicates comfortably with more senior staff	6.1	1.0	Mgr				1					
			Conslt						2	2		
			Dirctr						2	1		
			Othr					1		1		
This person can communicate effectively in writing (grammar, spelling, etc)	5.9	0.4	Mgr					1				
			Conslt						3		1	
			Dirctr						2		1	
			Othr						1		1	
This person keeps people informed as necessary	5.3	1.1	Mgr					1				
			Conslt				1	1	1		1	
			Dirctr							1	2	
			Othr				1		1			
This person is a good team player	6.0	1.0	Mgr						1			
			Conslt					1	2	1		
			Dirctr						1	1	1	
			Othr				1			1		
This person builds trust and loyalty with others	6.0	0.7	Mgr						1			
			Conslt					1	2	1		
			Dirctr						1	1	1	
			Othr					1	1			
This person is sensitive to the concerns and feelings of others	4.6	1.4	Mgr					1				
			Conslt			1	1	1			1	
			Dirctr							1	2	
			Othr			1		1				
This person makes an effort to get along well with others	6.6	0.5	Mgr						1			
			Conslt						1	3		
			Dirctr						1	2		
			Othr						1	1		
This person is always willing to help others out	6.2	0.8	Mgr						1			
			Conslt					1	2	1		
			Dirctr						1	2		
			Othr					1		1		

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A	
This person encourages others to pull together to achieve common goals	5.0	1.0	Mgr								1	
			Const				1	1			2	
			Dirctr							1		2
			Othr				1			1		
This person is able to follow instructions	6.3	0.5	Mgr						1			
			Const						3	1		
			Dirctr						2	1		
			Othr						1	1		
This person is able to work well independently	6.6	0.5	Mgr							1		
			Const						1	3		
			Dirctr						2	1		
			Othr						1	1		
This person provides timely responses when required	6.3	0.9	Mgr					1				
			Const					1		2	1	
			Dirctr							2	1	
			Othr							2		
This person is hardworking and conscientious	6.7	0.5	Mgr							1		
			Const						1	3		
			Dirctr						1	2		
			Othr						1	1		
This person has effective time management and organisational skills	5.7	1.0	Mgr					1				
			Const				1			1	2	
			Dirctr						1		2	
			Othr							2		
This person always meets deadlines (within their control)	6.3	0.8	Mgr						1			
			Const					1		2	1	
			Dirctr							1	2	
			Othr							1	1	
This person looks for ways to improve efficiencies	4.4	1.5	Mgr					1				
			Const		1		1				2	
			Dirctr						1		2	
			Othr					1			1	
This person produces high-quality and error-free work	5.6	0.8	Mgr					1				
			Const				1		2		1	
			Dirctr						1		2	
			Othr							2		
This person completes work in a professional manner	6.2	0.8	Mgr						1			
			Const					2	1	1		
			Dirctr						1	2		
			Othr						1	1		
This person consistently completes work to a high standard	6.0	0.9	Mgr					1				
			Const					1	1	1	1	
			Dirctr							1	2	
			Othr							1	1	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A	
This person has effective problem solving skills	5.6	0.5	Mgr						1			
			Const					1	1		2	
			Dirctr							1		2
			Othr					1				1
This person displays sound judgement when making decisions	5.4	0.9	Mgr						1			
			Const					1	1		2	
			Dirctr							1		2
			Othr				1					1
This person has the right knowledge, skills and abilities to be effective at work	5.7	0.9	Mgr						1			
			Const				1	2		1		
			Dirctr							2		1
			Othr							2		
This person maintains an active interest in his/her chosen field	6.2	0.8	Mgr						1			
			Const					1		1	2	
			Dirctr								1	2
			Othr							2		
This person works above and beyond to get the job done	5.7	1.0	Mgr							1		
			Const					3	1			
			Dirctr								1	2
			Othr					1				1
This person displays leadership potential	4.5	0.8	Mgr					1				
			Const				3				1	
			Dirctr				1			1		1
			Othr				1	1				
This person understands the organisation's overall goals and objectives	5.6	0.9	Mgr						1			
			Const				1	1	1		1	
			Dirctr							2		1
			Othr					1			1	
This person has effective people skills	5.1	1.2	Mgr					1				
			Const				2	1	1			
			Dirctr							2	1	
			Othr			1		1				
This person builds networks effectively	5.4	0.7	Mgr					1				
			Const					3		1		
			Dirctr					1	2			
			Othr					2				
This person is competitive and driven	5.8	0.7	Mgr					1				
			Const					1	2	1		
			Dirctr							2		1
			Othr					1	1			
This person is socially self-confident	6.4	0.7	Mgr					1				
			Const						1	3		
			Dirctr							2	1	
			Othr							1	1	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A	
This person has the passion to succeed	6.4	0.5	Mgr						1			
			Const						2	2		
			Dirctr							1	2	
			Othr							1		1
This person displays a positive and enthusiastic attitude	6.3	1.1	Mgr								1	
			Const					1	2	1		
			Dirctr								3	
			Othr				1				1	
This person is passionate about their area of work	5.9	1.1	Mgr						1			
			Const				1	1	1	1		
			Dirctr						1	2		
			Othr					1				1
This person is energetic and motivated	5.9	0.7	Mgr						1			
			Const					2	1	1		
			Dirctr						2	1		
			Othr					1	1			
This person demonstrates a willingness to learn	6.6	0.7	Mgr								1	
			Const					1	1	2		
			Dirctr								3	
			Othr						1	1		



## 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
Has a positive and enthusiastic attitude				5	20
Is achievement oriented	1		3	1	14
Works hard with a strong work ethic		3		1	10
Has a professional approach			3		9
Adapts well to changing work demands		2		1	8
Is reliable and dependable	2	1	1		7
Builds effective relationships	2		1		5
Has good written communication skills				1	4
Is steady and calm under pressure				1	4
Has good verbal presentation skills	1	1			3
Is action-oriented and gets things done	1	1			3
Is competitive and determined			1		3
Is customer focused and good with clients		1			2
Suggests new and innovative ideas	1				1
Shows empathy and is supportive	1				1
Has strong people skills					
Is well organised					
Good at planning and thinking ahead					
Is a positive role model					
Has high ethical standards and integrity					
Has solid technical ability, experience and knowledge					
Is good at solving problems					
Effective in making decisions					
Has strong leadership skills					

Opportunities to Improve	1	2	3	4	Total Score
Acquire better job and/or industry knowledge				5	20
Build more effective relationships	1	2		1	9
Improve verbal presentation				2	8
Listen more and let others have their say			1	1	7
Improve your people and interpersonal skills			2		6
Be more assertive				1	4
Share knowledge and resources			1		3
Give appropriate feedback	1	1			3
Improve your time management and organisational skills			1		3
Be more action-oriented and make it happen		1			2
Be less aggressive		1			2
Improve problem solving skills	1				1
Be more of a team player	1				1
Be more adaptable	1				1
Show more empathy					
More effective decision making skills					
Show leadership on issues					
Be more open to change					
Improve written communication					
More customer and/or client focus					
Be more reliable					
Be less moody and control your temper					
Stop taking on too much and spreading yourself too thin					
Be more positive					