



Hogan 360 + Safety Report

Sample Corp

Report for: John Sample

Date: 2019-10-21

Benchmark: Global

Raters

Manager (Mgr)	4
Peer (Peer)	6
Report (Rpt)	1
Self	1
Total	12

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. Receiving a 360 feedback report can be a personally rewarding experience.

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 on the final page of this booklet to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.



Name

John Sample

Hogan 360 Score

5.5

Safety Leadership Score

6.7

No. of Raters

11

Benchmarking your score

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

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.9	5.3	5.6	5.9	6.1

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/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 Score	Global Average Score	Item
1	6.4	5.9	This person has the right industry experience to be very effective
2	6.2	5.9	This person has the right knowledge and ability to be very effective
3	6.1	5.7	This person consistently applies our organisation's policies to avoid double standards
4	6.1	6.1	This person is hardworking and has a good work ethic
5	6.1	5.8	This person has the passion to make a difference
6	6.0	5.9	This person behaves to very high ethical standards
7	5.9	5.7	This person is always open and straightforward and communicates honestly
8	5.9	5.6	This person treats people fairly and without favoritism
9	5.8	5.5	This person's behaviour provides a positive role model for others
10	5.8	5.7	This person is enthusiastic about improving customer service
11	5.8	5.5	This person effectively uses goals and performance indicators to drive improved performance
12	5.8	5.8	This person performs to a high standard on challenging assignments
13	5.7	5.5	This person holds people accountable to the organisation's values and expectations
14	5.6	5.9	This person completes work in a professional manner
15	5.6	5.7	This person consistently delivers good results
16	5.6	5.5	This person sets high expectations for performance and performance improvement
17	5.6	5.4	This person often suggests new and original ideas
18	5.5	5.8	This person treats people with respect
19	5.5	5.5	This person manages emotions maturely and intelligently in stressful situations
20	5.5	5.5	This person is always friendly, warm and thoughtful in relationships with others
21	5.5	5.5	This person builds trust and loyalty with others
22	5.5	5.5	This person encourages those working in different areas to pull together to achieve common goals
23	5.5	5.6	This person has taken initiatives to promote a customer service focus in his/her work area
24	5.5	5.5	This person has very effective time management and organisational skills

Rank	Your Score	Global Average Score	Item
25	5.5	5.6	This person produces high-quality and error-free work
26	5.5	5.7	This person is assertive and energetic
27	5.5	5.5	This person holds others accountable for completing their work
28	5.4	5.6	This person is calm and even tempered, not volatile or moody
29	5.4	5.4	This person shares information and keeps people informed
30	5.4	5.5	This person appropriately shares resources, knowledge and time
31	5.4	5.4	This person builds very strong relationships with others
32	5.4	5.8	This person brings a positive attitude to work
33	5.4	5.6	This person always looks for improvement opportunities and to deliver better results
34	5.3	5.5	This person uses customer feedback to drive improved performance
35	5.3	5.2	This person recognises and challenges poor performance in others
36	5.3	5.3	This person helps create a positive working environment that encourages people to work to their full potential
37	5.2	5.6	This person is polite and considerate, never rude or abrasive
38	5.2	5.6	This person is very effective in setting and managing his/her work priorities
39	5.2	5.2	This person is very effective in setting long-term stretch goals
40	5.1	5.4	This person makes people feel valued
41	5.1	5.2	This person works hard to improve morale
42	5.1	5.5	This person thinks long-term about new opportunities
43	5.0	5.5	This person is very competitive and driven
44	4.9	5.4	This person has high self-awareness around personal improvement opportunities
45	4.9	5.6	This person presents ideas and concepts clearly while speaking
46	4.9	5.4	This person has strong influencing and negotiation skills
47	4.9	5.1	This person is effective in coaching and developing others
48	4.9	5.3	This person promotes and communicates a long-term vision for our organisation
49	4.8	5.5	This person has very good communication skills
50	4.8	5.3	This person has excellent people skills

Safety Leadership Item Ratings

Rank	Your Score	Global Average Score	Item
1	6.9	6.2	This person fully supports safety audits and/or incident investigations
2	6.9	6.0	This person intervenes when people are not wearing appropriate protective equipment
1	6.8	6.2	This person is open to discussing safety issues anytime
4	6.8	6.0	This person puts safety concerns ahead of productivity concerns
5	6.8	6.0	This person ensures that safety is a key part of our culture
6	6.6	6.0	This person ensures that everyone has all necessary safety equipment
7	6.5	5.8	This person enforces and regularly improves safety policies
8	6.5	5.8	This person ensures that everyone is aware of all safety procedures
9	6.4	5.8	This person is a role model for safety leadership
10	6.4	5.9	This person makes sure that ours is a healthy workplace

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 5.4

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 5.5

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 optimize 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

5.7

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

5.6

Working in
the Business

5.7

Leadership Competencies

5.3

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

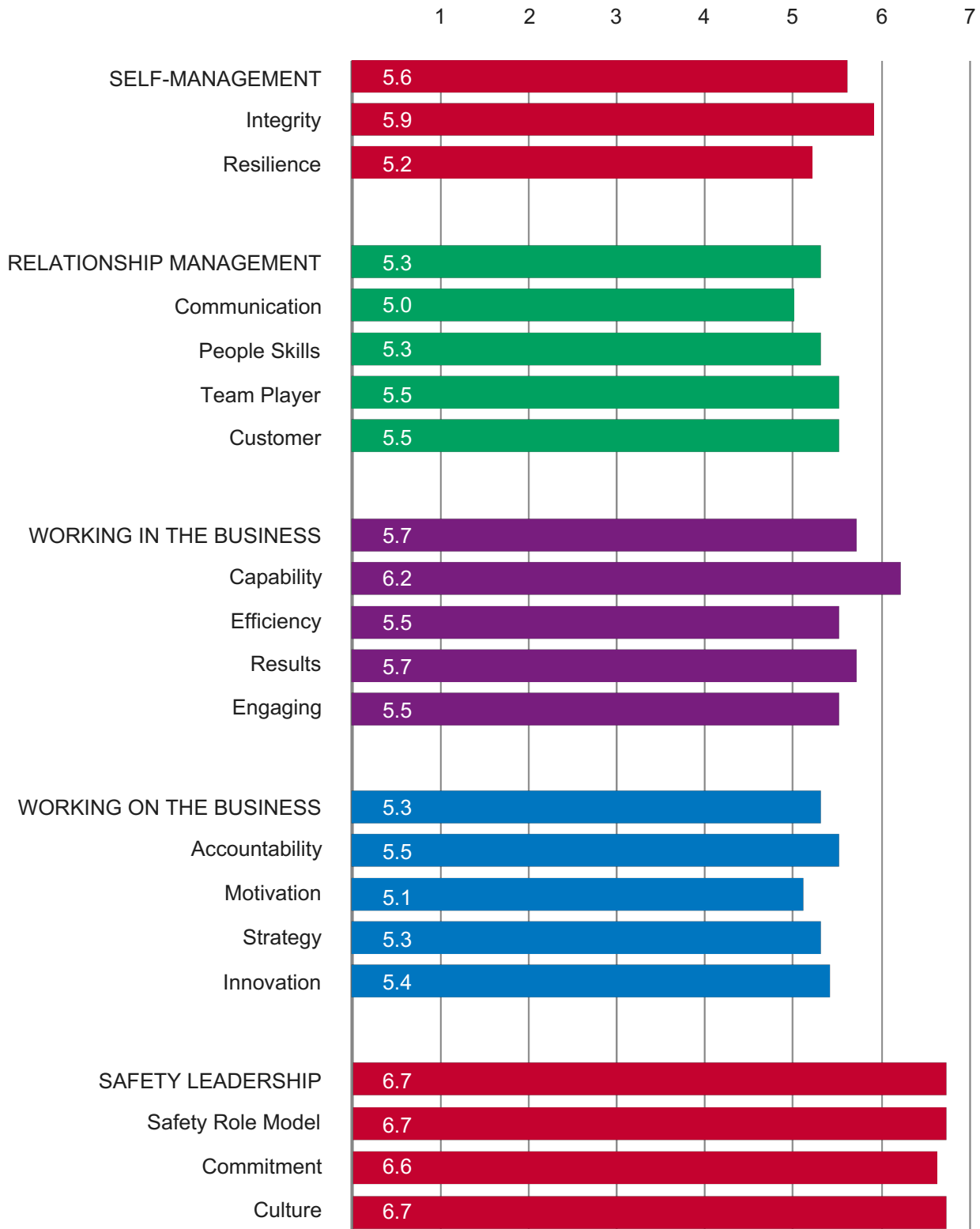
5.3

Working on
the Business

5.3

Leadership Competencies

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



Self-Management

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
5.6	5.4	5.8	N/A	5.4	SELF-MANAGEMENT
5.9	6.0	6.0	N/A	6.0	Integrity
5.5	5.8	5.7	N/A	5.0	This person treats people with respect
6.0	6.0	6.0	N/A	7.0	This person behaves to very high ethical standards
5.9	6.3	6.0	N/A	5.0	This person is always open and straightforward and communicates honestly
5.9	6.0	6.0	N/A	6.0	This person treats people fairly and without favoritism
6.1	5.8	6.3	N/A	7.0	This person consistently applies our organisation's policies to avoid double standards
5.2	4.8	5.6	N/A	4.8	Resilience
5.2	5.0	5.5	N/A	5.0	This person is polite and considerate, never rude or abrasive
5.4	5.3	5.5	N/A	5.0	This person is calm and even tempered, not volatile or moody
4.9	4.3	5.3	N/A	5.0	This person has high self-awareness around personal improvement opportunities
5.5	4.8	6.0	N/A	4.0	This person 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	Rpt	Self	Themes and Questions
5.3	5.1	5.6	N/A	4.9	RELATIONSHIP MANAGEMENT
5.0	4.5	5.6	N/A	5.0	Communication
4.9	4.3	5.5	N/A	5.0	This person presents ideas and concepts clearly while speaking
4.8	4.3	5.5	N/A	6.0	This person has very good communication skills
4.9	4.0	5.5	N/A	5.0	This person has strong influencing and negotiation skills
5.4	5.5	5.8	N/A	4.0	This person shares information and keeps people informed
5.3	5.2	5.6	N/A	5.3	People Skills
5.8	5.5	6.2	N/A	5.0	This person's behaviour provides a positive role model for others
4.8	4.5	5.2	N/A	5.0	This person has excellent people skills
5.1	5.0	5.5	N/A	5.0	This person makes people feel valued
5.5	5.8	5.7	N/A	6.0	This person is always friendly, warm and thoughtful in relationships with others
5.5	5.5	5.6	N/A	4.8	Team Player
5.5	5.8	5.7	N/A	4.0	This person builds trust and loyalty with others
5.4	5.3	5.8	N/A	5.0	This person appropriately shares resources, knowledge and time
5.5	5.8	5.5	N/A	5.0	This person encourages those working in different areas to pull together to achieve common goals
5.4	5.3	5.5	N/A	5.0	This person builds very strong relationships with others
5.5	5.4	5.8	N/A	4.3	Customer
5.8	5.8	5.8	N/A	5.0	This person is enthusiastic about improving customer service
5.5	5.8	5.6	N/A	4.0	This person has taken initiatives to promote a customer service focus in his/her work area
5.3	4.3	5.8	N/A	4.0	This person uses customer feedback to drive improved performance

Working in the Business

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
5.7	5.5	5.9	N/A	5.4	WORKING IN THE BUSINESS
6.2	6.1	6.3	N/A	6.3	Capability
6.1	6.0	6.2	N/A	7.0	This person is hardworking and has a good work ethic
6.2	5.8	6.5	N/A	6.0	This person has the right knowledge and ability to be very effective
6.4	6.5	6.3	N/A	6.0	This person has the right industry experience to be very effective
5.5	5.1	5.7	N/A	4.3	Efficiency
5.5	5.0	5.8	N/A	4.0	This person has very effective time management and organisational skills
5.2	4.7	5.5	N/A	4.0	This person is very effective in setting and managing his/her work priorities
5.8	5.7	5.8	N/A	5.0	This person effectively uses goals and performance indicators to drive improved performance
5.7	5.4	5.8	N/A	5.8	Results
5.6	5.5	5.8	N/A	6.0	This person completes work in a professional manner
5.8	5.5	6.0	N/A	6.0	This person performs to a high standard on challenging assignments
5.6	5.5	5.7	N/A	6.0	This person consistently delivers good results
5.5	5.3	5.8	N/A	5.0	This person produces high-quality and error-free work
5.5	5.4	5.7	N/A	5.0	Engaging
5.4	5.5	5.7	N/A	4.0	This person brings a positive attitude to work
6.1	6.3	6.0	N/A	6.0	This person has the passion to make a difference
5.5	5.3	5.8	N/A	5.0	This person is assertive and energetic
5.0	4.8	5.2	N/A	5.0	This person is very competitive and driven

Working on the Business

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
5.3	5.1	5.6	N/A	5.3	WORKING ON THE BUSINESS
5.5	5.3	5.8	N/A	6.0	Accountability
5.5	5.3	5.7	N/A	6.0	This person holds others accountable for completing their work
5.7	5.5	6.2	N/A	6.0	This person holds people accountable to the organisation's values and expectations
5.3	5.0	5.5	N/A	6.0	This person recognises and challenges poor performance in others
5.1	5.2	5.6	N/A	4.3	Motivation
5.1	5.5	5.3	N/A	4.0	This person works hard to improve morale
5.3	5.5	5.7	N/A	4.0	This person helps create a positive working environment that encourages people to work to their full potential
4.9	4.5	5.7	N/A	5.0	This person is effective in coaching and developing others
5.3	4.9	5.6	N/A	6.0	Strategy
5.2	4.7	5.5	N/A	6.0	This person is very effective in setting long-term stretch goals
5.6	5.5	5.8	N/A	7.0	This person sets high expectations for performance and performance improvement
4.9	4.3	5.3	N/A	5.0	This person promotes and communicates a long-term vision for our organisation
5.4	4.9	5.7	N/A	5.0	Innovation
5.4	4.8	5.7	N/A	5.0	This person always looks for improvement opportunities and to deliver better results
5.6	5.5	5.8	N/A	5.0	This person often suggests new and original ideas
5.1	4.5	5.6	N/A	5.0	This person thinks long-term about new opportunities

Safety Leadership

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
6.7	6.7	6.7	N/A	6.7	SAFETY LEADERSHIP
6.7	6.8	6.6	N/A	7.0	Safety Role Model
6.8	7.0	6.7	N/A	7.0	This person is open to discussing safety issues anytime
6.9	7.0	6.8	N/A	7.0	This person fully supports safety audits and/or incident investigations
6.4	6.5	6.3	N/A	7.0	This person is a role model for safety leadership
6.6	6.6	6.8	N/A	6.8	Commitment
6.6	6.8	6.7	N/A	7.0	This person ensures that everyone has all necessary safety equipment
6.9	7.0	6.8	N/A	7.0	This person intervenes when people are not wearing appropriate protective equipment
6.5	6.3	6.8	N/A	7.0	This person enforces and regularly improves safety policies
6.4	6.3	6.7	N/A	6.0	This person makes sure that ours is a healthy workplace
6.7	6.8	6.7	N/A	6.3	Culture
6.5	6.8	6.7	N/A	5.0	This person ensures that everyone is aware of all safety procedures
6.8	6.8	6.8	N/A	7.0	This person puts safety concerns ahead of productivity concerns
6.8	7.0	6.7	N/A	7.0	This person ensures that safety is a key part of our culture

Scores by Themes

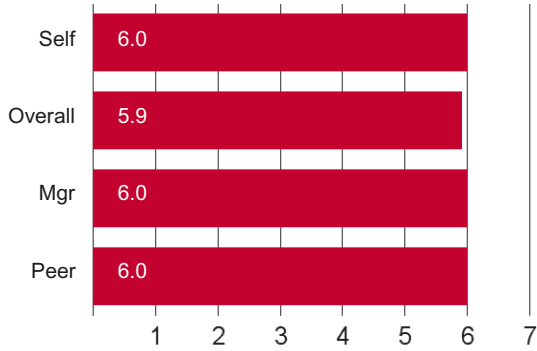
Self	Overall	Global Ave	Mgr	Peer	Rpt	Themes and Questions
5.4	5.6	5.7	5.4	5.8	N/A	SELF-MANAGEMENT
6.0	5.9	5.8	6.0	6.0	N/A	Integrity
4.8	5.2	5.6	4.8	5.6	N/A	Resilience
4.9	5.3	5.5	5.1	5.6	N/A	RELATIONSHIP MANAGEMENT
5.0	5.0	5.5	4.5	5.6	N/A	Communication
5.3	5.3	5.5	5.2	5.6	N/A	People Skills
4.8	5.5	5.5	5.5	5.6	N/A	Team Player
4.3	5.5	5.6	5.4	5.8	N/A	Customer
5.4	5.7	5.7	5.5	5.9	N/A	WORKING IN THE BUSINESS
6.3	6.2	6.0	6.1	6.3	N/A	Capability
4.3	5.5	5.5	5.1	5.7	N/A	Efficiency
5.8	5.7	5.8	5.4	5.8	N/A	Results
5.0	5.5	5.7	5.4	5.7	N/A	Engaging
5.3	5.3	5.4	5.1	5.6	N/A	WORKING ON THE BUSINESS
6.0	5.5	5.4	5.3	5.8	N/A	Accountability
4.3	5.1	5.2	5.2	5.6	N/A	Motivation
6.0	5.3	5.3	4.9	5.6	N/A	Strategy
5.0	5.4	5.5	4.9	5.7	N/A	Innovation
6.7	6.7	6.0	6.7	6.7	N/A	SAFETY LEADERSHIP
7.0	6.7	6.1	6.8	6.6	N/A	Safety Role Model
6.8	6.6	5.9	6.6	6.8	N/A	Commitment
6.3	6.7	6.0	6.8	6.7	N/A	Culture

Themes and Questions Review

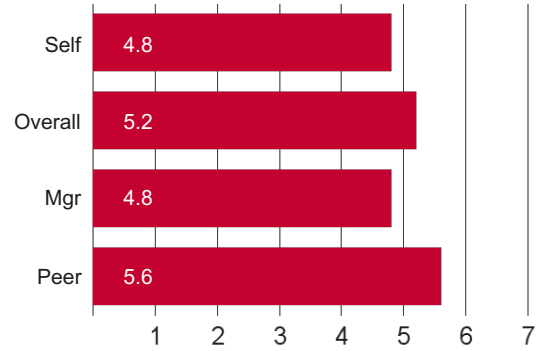
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

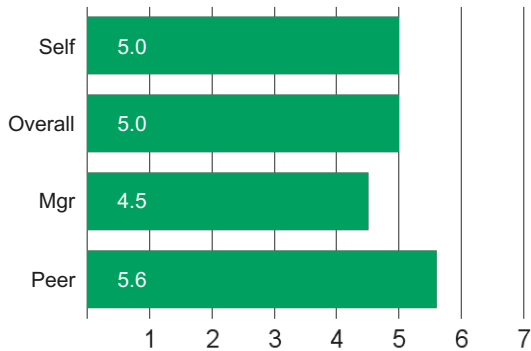


Resilience

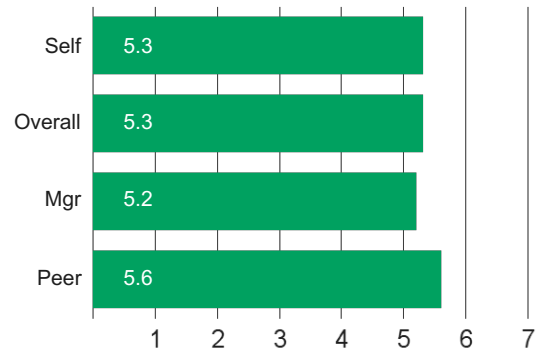


RELATIONSHIP MANAGEMENT

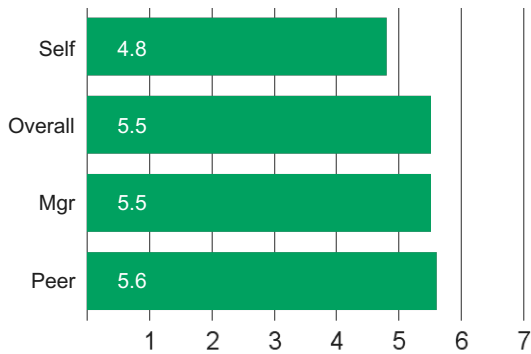
Communication



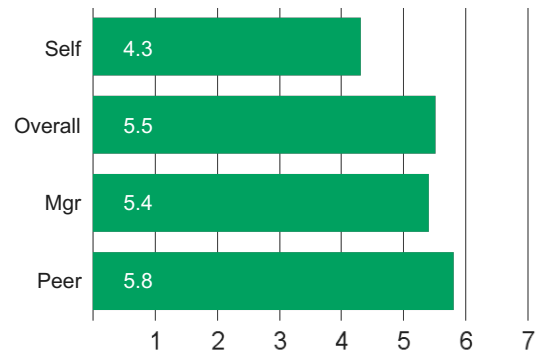
People Skills



Team Player

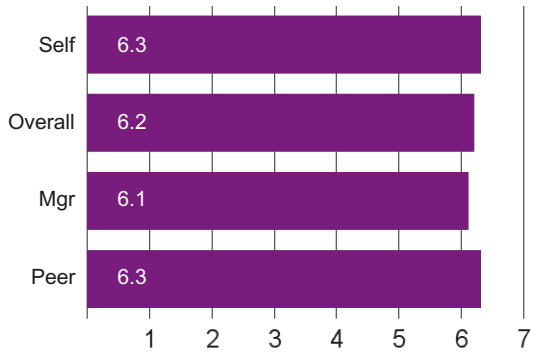


Customer

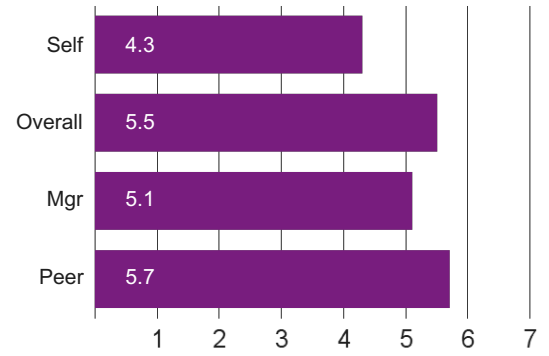


WORKING IN THE BUSINESS

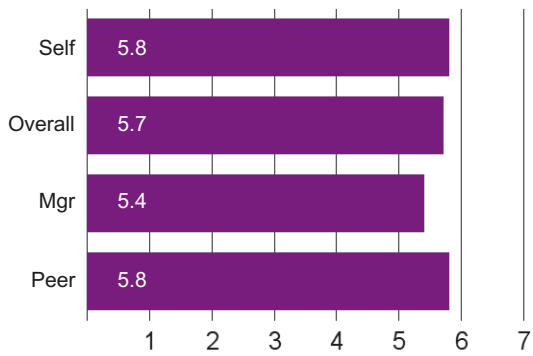
Capability



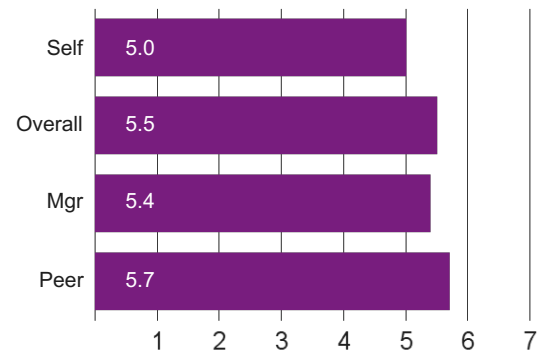
Efficiency



Results

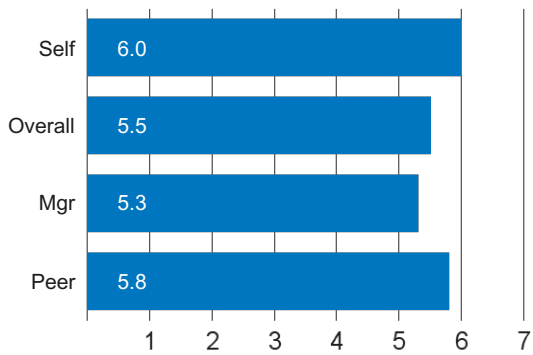


Engaging

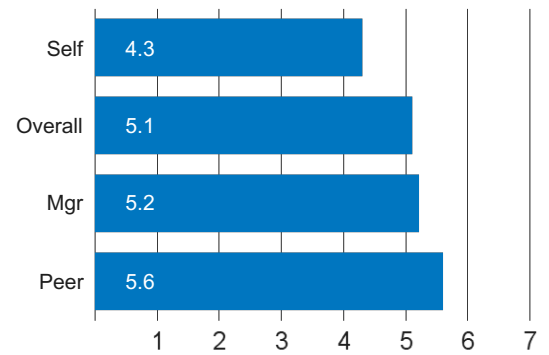


WORKING ON THE BUSINESS

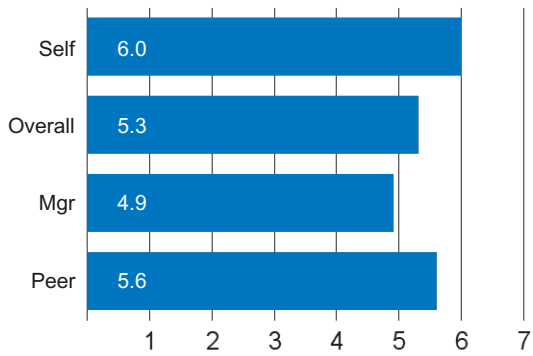
Accountability



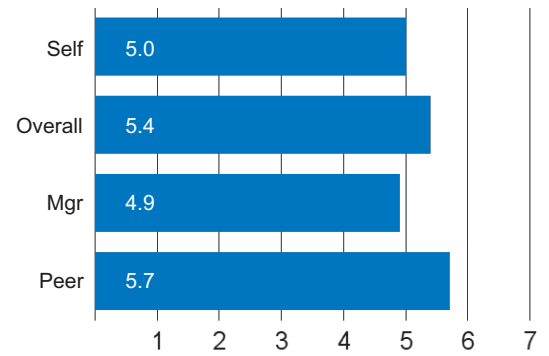
Motivation



Strategy

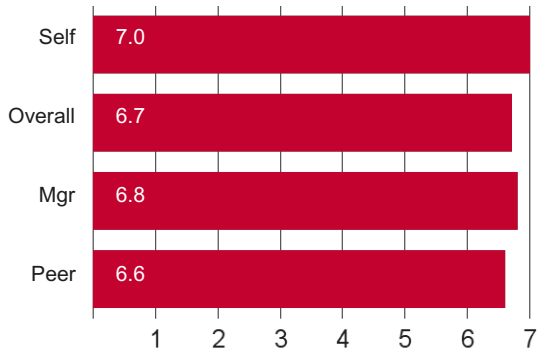


Innovation

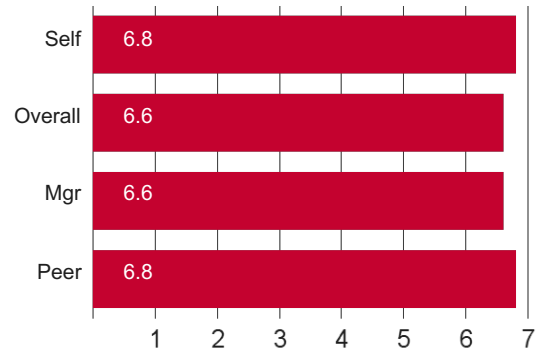


SAFETY LEADERSHIP

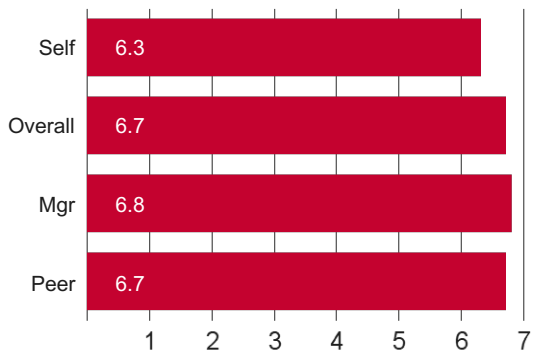
Safety Role Model



Commitment



Culture



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

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

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.

Please describe this person's strengths.

- All Others: John is a very experienced and knowledgeable safety professional that is comfortable consulting with colleagues to find solutions to issues.
- All Others: Knowledge of OHS standards, maintaining high standards.
- All Others: Door is always open.
- All Others: Committed to safety leadership, asks good questions, frames things differently.
- All Others: Commitment to the business and safety, honest in feedback, takes in discussions and willing to listen to other ideas and points of view, good sounding board, takes time out even when busy to listen. Can be a bit too critical at times however this is more than likely due to frustrations with the business systems and lack of conformity in safety rules over the whole business.
- All Others: Possesses abundant technical knowledge and experience. Applies same consistently in the workplace. Always approachable. Considerate - at times. Is dedicated and committed. Thinks 'conceptually' / out-of-the-box to achieve targets or improve outcomes.
- All Others: Great leader in safety onsite, very passionate and takes his role seriously.
- Mgr: John is a hard worker and maintains the highest level of ethics and standards. He works well independently or as part of a team. He has strong technical knowledge and brings to the team environment a great level of positivity and a can do attitude.
- Mgr: Extensive industry knowledge and experience. Very good written communication skills. Supportive of work colleagues. Builds relationships easily. Resolves issues quickly when prompted. Actively seeks out improvement opportunities for personal and business performance. Has courage to raise issues that others may not raise. Good at initiating processes/practices. Good questioning and clarifying skills.
- Mgr: John is an approachable person and highly motivated in improving safety in the organisation.
- Mgr: John is an extremely hardworking and dedicated person who always provides support to the team. He is open and honest with his feedback and isn't afraid to challenge others to better safety performance. A good role model for our business.

Please describe this person's opportunities to improve.

- All Others: I am grasping at straws trying to find an improvement opportunity for John. He is a well rounded safety professional. John could be perceived as a safety policemen in his efforts to obtain systems compliance from people who don't have the same expectation. Maybe he could take a more empathetic, mentoring approach to building the safety capacity of his people.
- All Others: Communicating with peers and getting them to come along on the change journey. See what John sees as the correct standards.
- All Others: Make timely decisive decisions.
- All Others: Build many relationships not just a few great ones.
- All Others: Rather than John's direct improvement opportunities I would say that John can assist change in the business so that safety rules and ideals are consistent across the whole business. Can be one of our great assets in safety improvement for the future if he can not become frustrated with how we sometimes treat safety and use this as the opportunity to improve.
- All Others: Communication: provide sufficient quantity, with sufficient timing and rationale. Consistency: usually as a result of a lack of communication. Personal interaction - lack of recognition / acknowledgment for accomplishments or for extra efforts given.
- All Others: Time management challenges.
- Mgr: John should consider the audience more when he presents and work to develop stronger relationships in the wider business.
- Mgr: John's biggest opportunity for improvement is in the area of communications either in terms of presenting his ideas during meetings or when presenting. Getting to the point quickly can be a challenge for John when story telling takes over. This can often lead to the audience switching off or his point being lost. Another area for improvement is setting priorities to ensure key goals and actions are met but also ensure that time is reserved for initiatives that are outside the mainstream action plan. Sticking to the plan is important but doing things that are outside the box and showing initiative is what gets you noticed.
- Mgr: Using feedback as an improvement opportunity - reflect and translate into action. Shifting from negative outlook to positive outlook. Building relationships that are effective in gaining respect and achieving outcomes. Time management and task prioritisation. Verbal communication and persuasion skills/tone/language/body language. Delegation of tasks to direct report.

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?

All Others: Can become arrogant sometimes and closes his mind to suggestions by others.

All Others: Possibly - the expectation that other people would have the same high standard of knowledge & experience, and therefore expect / assume the same level of dedication and commitment. This at times can result in frustration and in impatience with others. Overall, doing a very good job in a very challenging role.

All Others: Not to my knowledge.

All Others: Not that I am aware of.

All Others: John sometimes shows frustration however this is in response to the business systems and the overall consistency of the safety message from other managers especially higher up in the organisation. On a site level we are required to show our commitment to safety however the same commitment is not obviously seen from higher levels of management which I think makes John a bit frustrated.

Mgr: Confidence can translate into arrogance.

Mgr: John is confident and passionate and sometimes these strengths work against him. His confidence sometimes can come across as arrogant which distances people. If he worked on being humble a little more and connecting with people on an even level, he might engage people more. Similarly, his passion can often play out negatively when he pushes certain ideas or passions when others may not have interest. Unfortunately, this can often be interpreted negatively rather than as passion.

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

-

-

-

Stop

-

-

-

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 person treats people with respect	5.5	0.8	Mgr					1	3		
			All Others				1	3	2	1	
This person behaves to very high ethical standards	6.0	0.9	Mgr				1		1	2	
			All Others					1	5	1	
This person is always open and straightforward and communicates honestly	5.9	0.8	Mgr						3	1	
			All Others				1	1	4	1	
This person treats people fairly and without favoritism	5.9	0.7	Mgr					1	2	1	
			All Others					2	4	1	
This person consistently applies our organisation's policies to avoid double standards	6.1	0.8	Mgr				1		2	1	
			All Others						5	2	

Self-Management

Resilience

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person is polite and considerate, never rude or abrasive	5.2	0.9	Mgr				1	2	1		
			All Others				1	4	1	1	
This person is calm and even tempered, not volatile or moody	5.4	0.8	Mgr				1	1	2		
			All Others					5	1	1	
This person has high self-awareness around personal improvement opportunities	4.9	1.3	Mgr			2		1	1		
			All Others				1	3	1	1	1
This person manages emotions maturely and intelligently in stressful situations	5.5	1.1	Mgr			1	1		2		
			All Others					2	4	1	

Relationship Management

Communication

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person presents ideas and concepts clearly while speaking	4.9	1.2	Mgr		1			3			
			All Others				2	1	4		
This person has very good communication skills	4.8	1.3	Mgr			1	1	2			
			All Others			1	1	2	2	1	
This person has strong influencing and negotiation skills	4.9	1.2	Mgr		1		1	2			
			All Others					5	1	1	
This person shares information and keeps people informed	5.4	1.7	Mgr			1			2	1	
			All Others		1		1	1	2	2	

People Skills

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person's behaviour provides a positive role model for others	5.8	0.9	Mgr				1		3		
			All Others					2	3	2	
This person has excellent people skills	4.8	1.0	Mgr				2	2			
			All Others				3	2	1	1	
This person makes people feel valued	5.1	1.1	Mgr				1	1	1		1
			All Others			1		4	1	1	
This person is always friendly, warm and thoughtful in relationships with others	5.5	0.9	Mgr					2	1	1	
			All Others				1	3	2	1	

Relationship Management

Team Player

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person builds trust and loyalty with others	5.5	1.0	Mgr				1		2	1	
			All Others				1	3	2	1	
This person appropriately shares resources, knowledge and time	5.4	1.4	Mgr			1		1	1	1	
			All Others			1		3	1	2	
This person encourages those working in different areas to pull together to achieve common goals	5.5	1.2	Mgr				1		2	1	
			All Others				2	2	1	2	
This person builds very strong relationships with others	5.4	0.8	Mgr					3	1		
			All Others				1	3	2	1	

Customer

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person is enthusiastic about improving customer service	5.8	0.8	Mgr					1	3		
			All Others				1		4	1	1
This person has taken initiatives to promote a customer service focus in his/her work area	5.5	1.0	Mgr					1	3		
			All Others				2	1	2	1	1
This person uses customer feedback to drive improved performance	5.3	1.2	Mgr			1		2			1
			All Others					2	2	1	2

Working in the Business

Capability

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person is hardworking and has a good work ethic	6.1	0.9	Mgr				1		1	2	
			All Others					1	4	2	
This person has the right knowledge and ability to be very effective	6.2	0.6	Mgr					1	3		
			All Others						4	3	
This person has the right industry experience to be very effective	6.4	0.7	Mgr						2	2	
			All Others					1	3	3	

Efficiency

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person has very effective time management and organisational skills	5.5	0.9	Mgr			1		1	2		
			All Others					2	5		
This person is very effective in setting and managing his/her work priorities	5.2	1.0	Mgr			1		1	1		1
			All Others					3	3		1
This person effectively uses goals and performance indicators to drive improved performance	5.8	0.6	Mgr					1	2		1
			All Others					2	4	1	

Working in the Business

Results

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person completes work in a professional manner	5.6	0.8	Mgr				1		3		
			All Others					3	3	1	
This person performs to a high standard on challenging assignments	5.8	0.9	Mgr				1		3		
			All Others					2	3	2	
This person consistently delivers good results	5.6	0.9	Mgr				1		3		
			All Others				1	1	4	1	
This person produces high-quality and error-free work	5.5	0.8	Mgr				1	1	2		
			All Others					3	3	1	

Engaging

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person brings a positive attitude to work	5.4	1.4	Mgr			1			2	1	
			All Others			1		3	2	1	
This person has the passion to make a difference	6.1	0.8	Mgr					1	1	2	
			All Others					2	3	2	
This person is assertive and energetic	5.5	0.9	Mgr				1	1	2		
			All Others				1	2	3	1	
This person is very competitive and driven	5.0	1.2	Mgr				2	1	1		
			All Others			1	1	2	2	1	

Working on the Business

Accountability

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person holds others accountable for completing their work	5.5	0.9	Mgr				1	1	2		
			All Others				1	1	4	1	
This person holds people accountable to the organisation's values and expectations	5.7	1.1	Mgr				1	1	1	1	
			All Others				1	1	3	2	
This person recognises and challenges poor performance in others	5.3	0.9	Mgr				1	2	1		
			All Others				1	3	2	1	

Motivation

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person works hard to improve morale	5.1	1.4	Mgr				1		3		
			All Others		1		1	3	1	1	
This person helps create a positive working environment that encourages people to work to their full potential	5.3	1.5	Mgr				1		3		
			All Others		1		1	2	1	2	
This person is effective in coaching and developing others	4.9	1.5	Mgr			1	1	1	1		
			All Others		1		1	1	3	1	

Working on the Business

Strategy

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person is very effective in setting long-term stretch goals	5.2	1.1	Mgr				2		1		1
			All Others				1	2	2	1	1
This person sets high expectations for performance and performance improvement	5.6	0.9	Mgr				1		3		
			All Others					4	1	2	
This person promotes and communicates a long-term vision for our organisation	4.9	1.0	Mgr				2	1			1
			All Others				2	3	1	1	

Innovation

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person always looks for improvement opportunities and to deliver better results	5.4	1.1	Mgr				1	3			
			All Others				2		3	2	
This person often suggests new and original ideas	5.6	0.9	Mgr					2	2		
			All Others				1	2	2	2	
This person thinks long-term about new opportunities	5.1	1.1	Mgr				2	2			
			All Others				1	1	2	1	2

Safety Leadership

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person is open to discussing safety issues anytime	6.8	0.6	Mgr							4	
			All Others				1		6		
This person fully supports safety audits and/or incident investigations	6.9	0.3	Mgr							4	
			All Others					1	6		
This person is a role model for safety leadership	6.4	0.7	Mgr						2	2	
			All Others				1	3	3		
This person ensures that everyone has all necessary safety equipment	6.6	0.5	Mgr						1	3	
			All Others					3	4		
This person intervenes when people are not wearing appropriate protective equipment	6.9	0.3	Mgr							4	
			All Others					1	6		
This person enforces and regularly improves safety policies	6.5	0.5	Mgr						3	1	
			All Others					2	5		
This person makes sure that ours is a healthy workplace	6.4	0.8	Mgr					1	1	2	
			All Others				1	2	4		
This person ensures that everyone is aware of all safety procedures	6.5	0.7	Mgr						1	3	
			All Others				1	2	4		
This person puts safety concerns ahead of productivity concerns	6.8	0.4	Mgr						1	3	
			All Others					1	6		
This person ensures that safety is a key part of our culture	6.8	0.4	Mgr							4	
			All Others					2	5		

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 solid technical ability, experience and knowledge	2	1	2	4	26
Has high ethical standards and integrity		1	2	2	16
Challenges poor performance	2	2	2		12
Has a professional approach		1		2	10
Works hard with a strong work ethic		1		2	10
Shows empathy and is supportive		1	2		8
Is a positive role model	1			1	5
Is steady and calm under pressure	1		1		4
Good at planning and thinking ahead			1		3
Shows loyalty	1	1			3
Is good at solving problems	1	1			3
Is customer focused, and good with clients			1		3
Is competitive and determined		1			2
Has a positive and enthusiastic attitude		1			2
Has strong people skills	1				1
Suggests new and innovative ideas	1				1
Good sense of humour	1				1
Has strong leadership skills					
Motivates and inspires others					
Is visionary and strategic					
Makes the tough decisions					
Sets clear goals and drives results					
Strong communication skills					
Builds effective relationships					
Is well organised					
Is action-oriented and gets things done					

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