

# Hogan 360° Group Report



Overall Report for Sample Corp

June 2016



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# Raters

Manager (Mgr)	16
Peer (Peer)	29
Direct Report (Rpt)	20
Self	8
Total	73

# Sample Corp

## Reading and Interpreting Your Report

The feedback in this group report is the aggregated results for the participants in the 360° feedback process.

It provides an invaluable opportunity for a team to celebrate its collective strengths and to develop action plans to address the opportunities.

These opportunities can be canvassed by the group.

It also provides a series of benchmarks against which individuals can compare themselves.



## Name

### Overall

## Score

5.6

## No. of Raters

65

## Benchmarking your score

By researching the results of thousands of managers, 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
4.8	5.2	5.5	5.8	6.0

## 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 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 Score	Global Average Score	Item
1	6.3	5.9	This group has the right knowledge and ability to be very effective
2	6.2	5.9	This group has the right industry experience to be very effective
3	6.2	5.8	This group completes work in a professional manner
4	6.1	5.6	This group is always open and straightforward and communicates honestly
5	6.1	5.6	This group presents ideas and concepts clearly while speaking
6	6.0	5.8	This group treats people with respect
7	6.0	5.9	This group behaves to very high ethical standards
8	6.0	5.5	This group treats people fairly and without favouritism
9	6.0	5.5	This group builds trust and loyalty with others
10	6.0	6.0	This group is hardworking and has a good work ethic
11	6.0	5.7	This group performs to a high standard on challenging assignments
12	5.9	5.5	This group manages emotions maturely and intelligently in stressful situations
13	5.9	5.5	This group is always friendly, warm and thoughtful in relationships with others
14	5.9	5.4	This group has very effective time management and organisational skills
15	5.9	5.4	This group is very effective in setting and managing his/her work priorities
16	5.9	5.6	This group consistently delivers good results
17	5.9	5.5	This group produces high-quality and error-free work
18	5.9	5.7	This group brings a positive attitude to work
19	5.8	5.7	This group consistently applies our organisation's policies to avoid double standards
20	5.8	5.6	This group is polite and considerate, never rude or abrasive
21	5.8	5.5	This group is calm and even tempered, not volatile or moody
22	5.8	5.5	This group has very good communication skills
23	5.8	5.3	This group shares information and keeps people informed
24	5.8	5.4	This group's behaviour provides a positive role model for others

Rank	Your Score	Global Average Score	Item
25	5.7	5.4	This group appropriately shares resources, knowledge and time
26	5.7	5.7	This group has the passion to make a difference
27	5.6	5.3	This group has high self-awareness around personal improvement opportunities
28	5.6	5.4	This group has strong influencing and negotiation skills
29	5.6	5.3	This group has excellent people skills
30	5.6	5.2	This group builds very strong relationships with others
31	5.6	5.2	This group is effective in coaching and developing others
32	5.5	5.3	This group makes people feel valued
33	5.5	5.4	This group encourages those working in different areas to pull together to achieve common goals
34	5.5	5.6	This group is assertive and energetic
35	5.5	5.4	This group often suggests new and original ideas
36	5.4	5.3	This group effectively uses goals and performance indicators to drive improved performance
37	5.4	5.2	This group helps create a positive working environment that encourages people to work to their full potential
38	5.3	5.6	This group is enthusiastic about improving customer service
39	5.3	5.5	This group has taken initiatives to promote a customer service focus in his/her work area
40	5.3	5.4	This group sets high expectations for performance and performance improvement
41	5.3	5.3	This group always looks for improvement opportunities and to deliver better results
42	5.3	5.4	This group thinks long-term about new opportunities
43	5.2	5.4	This group uses customer feedback to drive improved performance
44	5.2	5.5	This group is very competitive and driven
45	5.2	5.2	This group works hard to improve morale
46	5.2	5.2	This group is very effective in setting long-term stretch goals
47	5.0	5.1	This group recognises and challenges poor performance in others
48	4.9	5.4	This group holds others accountable for completing their work
49	4.9	5.2	This group holds people accountable to the organisation's values and expectations
50	4.8	5.4	This group promotes and communicates a long-term vision for our organisation

# 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.

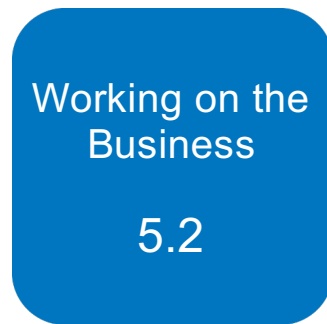
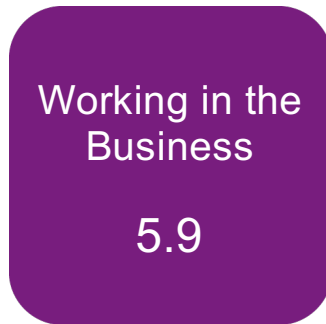
**Working on the Business** refers to adding extra value through innovation and strategic planning and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires 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 5.7

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 5.6

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.

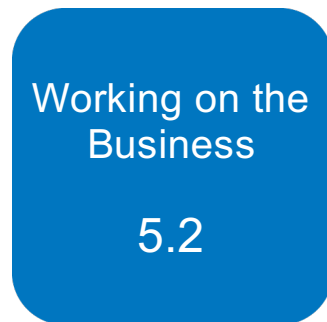
## Management Competencies 5.9

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 5.4

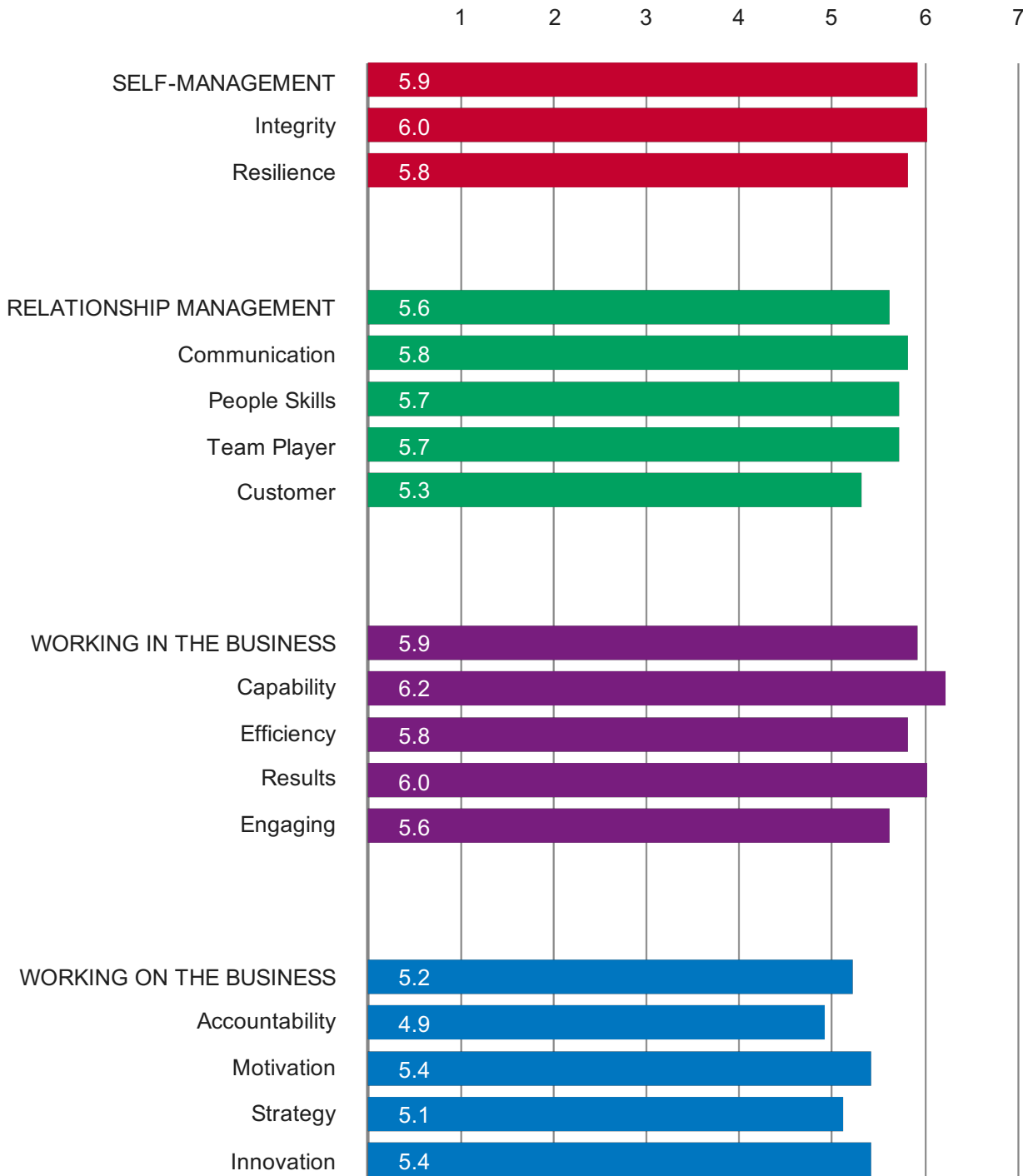
The Leadership Competencies combination describes the bigger-picture world of the leader who makes time to create stakeholder engagement around strategic goals. High scorers typically build trusting, loyal relationships and motivate others to achieve the strategic agenda. It is about partnerships delivering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





# 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
<b>5.9</b>	<b>5.4</b>	<b>6.1</b>	<b>6.0</b>	<b>5.3</b>	<b>SELF-MANAGEMENT</b>
6.0	5.4	6.1	6.1	5.5	Integrity
6.0	5.4	6.1	6.3	5.9	This group treats people with respect
6.0	5.6	6.1	6.1	5.4	This group behaves to very high ethical standards
6.1	5.5	6.3	6.2	5.6	This group is always open and straightforward and communicates honestly
6.0	5.4	6.1	6.2	5.1	This group treats people fairly and without favouritism
5.8	5.2	6.0	5.9	5.4	This group consistently applies our organisation's policies to avoid double standards
<b>5.8</b>	<b>5.4</b>	<b>6.0</b>	<b>5.8</b>	<b>5.2</b>	<b>Resilience</b>
5.8	5.6	6.1	5.6	5.0	This group is polite and considerate, never rude or abrasive
5.8	5.6	5.9	6.0	5.3	This group is calm and even tempered, not volatile or moody
5.6	5.0	5.8	5.8	5.3	This group has high self-awareness around personal improvement opportunities
5.9	5.3	6.1	6.1	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	Rpt	Self	Themes and Questions
<b>5.6</b>	<b>5.1</b>	<b>5.9</b>	<b>5.7</b>	<b>5.0</b>	<b>RELATIONSHIP MANAGEMENT</b>
5.8	5.0	6.1	6.1	5.0	Communication
6.1	5.4	6.2	6.4	4.9	This group presents ideas and concepts clearly while speaking
5.8	5.2	6.2	5.9	5.1	This group has very good communication skills
5.6	4.5	5.8	6.0	4.5	This group has strong influencing and negotiation skills
5.8	5.0	6.0	6.0	5.4	This group shares information and keeps people informed
<b>5.7</b>	<b>5.3</b>	<b>5.9</b>	<b>5.7</b>	<b>5.1</b>	<b>People Skills</b>
5.8	5.3	6.0	5.7	5.5	This group's behaviour provides a positive role model for others
5.6	5.2	5.9	5.6	5.0	This group has excellent people skills
5.5	5.1	5.7	5.6	5.0	This group makes people feel valued
5.9	5.6	6.1	5.8	5.0	This group is always friendly, warm and thoughtful in relationships with others
<b>5.7</b>	<b>5.0</b>	<b>6.0</b>	<b>5.8</b>	<b>5.1</b>	<b>Team Player</b>
6.0	5.6	6.1	6.1	5.4	This group builds trust and loyalty with others
5.7	5.1	5.9	5.9	5.1	This group appropriately shares resources, knowledge and time
5.5	4.5	5.9	5.5	4.8	This group encourages those working in different areas to pull together to achieve common goals
5.6	4.9	5.9	5.8	5.0	This group builds very strong relationships with others
<b>5.3</b>	<b>4.8</b>	<b>5.5</b>	<b>5.3</b>	<b>4.8</b>	<b>Customer</b>
5.3	4.8	5.6	5.4	5.0	This group is enthusiastic about improving customer service
5.3	4.8	5.5	5.5	4.8	This group has taken initiatives to promote a customer service focus in his/her work area
5.2	4.8	5.5	4.9	4.8	This group uses customer feedback to drive improved performance

# Working in the Business

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
<b>5.9</b>	<b>5.3</b>	<b>6.1</b>	<b>6.1</b>	<b>5.0</b>	<b>WORKING IN THE BUSINESS</b>
6.2	5.5	6.3	6.6	5.4	Capability
6.0	5.3	6.3	6.2	5.6	This group is hardworking and has a good work ethic
6.3	5.7	6.3	6.7	5.4	This group has the right knowledge and ability to be very effective
6.2	5.6	6.2	6.8	5.3	This group has the right industry experience to be very effective
<b>5.8</b>	<b>5.3</b>	<b>5.9</b>	<b>5.8</b>	<b>4.9</b>	<b>Efficiency</b>
5.9	5.4	6.0	6.2	5.0	This group has very effective time management and organisational skills
5.9	5.5	6.0	6.1	5.3	This group is very effective in setting and managing his/her work priorities
5.4	5.0	5.8	5.1	4.4	This group effectively uses goals and performance indicators to drive improved performance
<b>6.0</b>	<b>5.3</b>	<b>6.2</b>	<b>6.3</b>	<b>5.1</b>	<b>Results</b>
6.2	5.6	6.3	6.5	5.5	This group completes work in a professional manner
6.0	5.2	6.2	6.2	5.3	This group performs to a high standard on challenging assignments
5.9	5.2	6.2	6.2	5.1	This group consistently delivers good results
5.9	5.2	6.1	6.3	4.5	This group produces high-quality and error-free work
<b>5.6</b>	<b>5.0</b>	<b>5.9</b>	<b>5.6</b>	<b>4.8</b>	<b>Engaging</b>
5.9	5.5	6.2	5.8	5.3	This group brings a positive attitude to work
5.7	5.1	6.0	5.6	4.9	This group has the passion to make a difference
5.5	5.0	5.8	5.6	4.6	This group is assertive and energetic
5.2	4.5	5.5	5.4	4.6	This group is very competitive and driven

# Working on the Business

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
<b>5.2</b>	<b>4.4</b>	<b>5.6</b>	<b>5.2</b>	<b>4.8</b>	<b>WORKING ON THE BUSINESS</b>
4.9	4.1	5.4	4.9	4.7	Accountability
4.9	4.2	5.4	4.7	4.8	This group holds others accountable for completing their work
4.9	3.9	5.4	4.9	4.9	This group holds people accountable to the organisation's values and expectations
5.0	4.1	5.4	5.2	4.4	This group recognises and challenges poor performance in others
<b>5.4</b>	<b>4.6</b>	<b>5.8</b>	<b>5.4</b>	<b>5.1</b>	<b>Motivation</b>
5.2	4.3	5.8	5.0	5.0	This group works hard to improve morale
5.4	4.5	5.9	5.4	5.3	This group helps create a positive working environment that encourages people to work to their full potential
5.6	4.9	5.7	5.9	5.1	This group is effective in coaching and developing others
<b>5.1</b>	<b>4.3</b>	<b>5.4</b>	<b>5.1</b>	<b>4.5</b>	<b>Strategy</b>
5.2	4.3	5.5	5.1	4.1	This group is very effective in setting long-term stretch goals
5.3	4.5	5.5	5.5	4.8	This group sets high expectations for performance and performance improvement
4.8	4.1	5.3	4.7	4.8	This group promotes and communicates a long-term vision for our organisation
<b>5.4</b>	<b>4.6</b>	<b>5.7</b>	<b>5.5</b>	<b>4.9</b>	<b>Innovation</b>
5.3	4.5	5.7	5.3	5.1	This group always looks for improvement opportunities and to deliver better results
5.5	4.7	5.8	5.7	5.1	This group often suggests new and original ideas
5.3	4.6	5.7	5.4	4.4	This group thinks long-term about new opportunities

# Scores by Themes

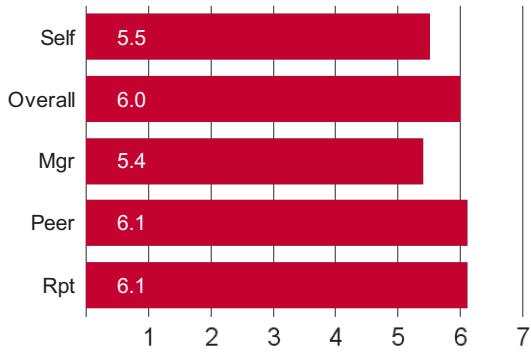
Self	Overall	Global Ave	Mgr	Peer	Rpt	Themes and Questions
<b>5.3</b>	<b>5.9</b>	<b>5.6</b>	<b>5.4</b>	<b>6.1</b>	<b>6.0</b>	<b>SELF-MANAGEMENT</b>
5.5	6.0	5.7	5.4	6.1	6.1	Integrity
5.2	5.8	5.5	5.4	6.0	5.8	Resilience
<b>5.0</b>	<b>5.6</b>	<b>5.4</b>	<b>5.1</b>	<b>5.9</b>	<b>5.7</b>	<b>RELATIONSHIP MANAGEMENT</b>
5.0	5.8	5.4	5.0	6.1	6.1	Communication
5.1	5.7	5.4	5.3	5.9	5.7	People Skills
5.1	5.7	5.3	5.0	6.0	5.8	Team Player
4.8	5.3	5.5	4.8	5.5	5.3	Customer
<b>5.0</b>	<b>5.9</b>	<b>5.6</b>	<b>5.3</b>	<b>6.1</b>	<b>6.1</b>	<b>WORKING IN THE BUSINESS</b>
5.4	6.2	5.9	5.5	6.3	6.6	Capability
4.9	5.8	5.4	5.3	5.9	5.8	Efficiency
5.1	6.0	5.7	5.3	6.2	6.3	Results
4.8	5.6	5.6	5.0	5.9	5.6	Engaging
<b>4.8</b>	<b>5.2</b>	<b>5.3</b>	<b>4.4</b>	<b>5.6</b>	<b>5.2</b>	<b>WORKING ON THE BUSINESS</b>
4.7	4.9	5.2	4.1	5.4	4.9	Accountability
5.1	5.4	5.2	4.6	5.8	5.4	Motivation
4.5	5.1	5.3	4.3	5.4	5.1	Strategy
4.9	5.4	5.4	4.6	5.7	5.5	Innovation

# Themes and Questions Review

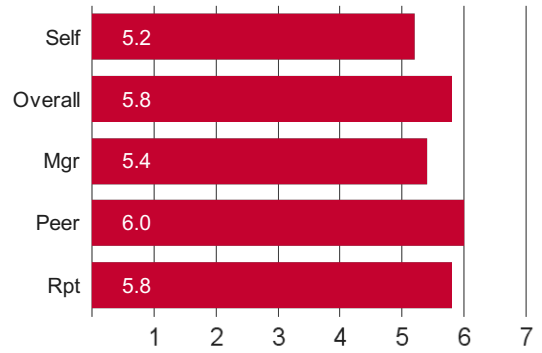
The charts below display your results by theme and rater type.

## SELF-MANAGEMENT

### Integrity

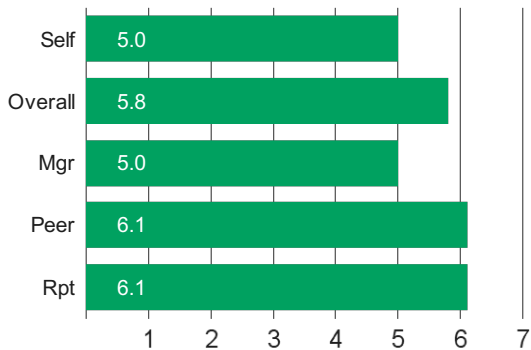


### Resilience

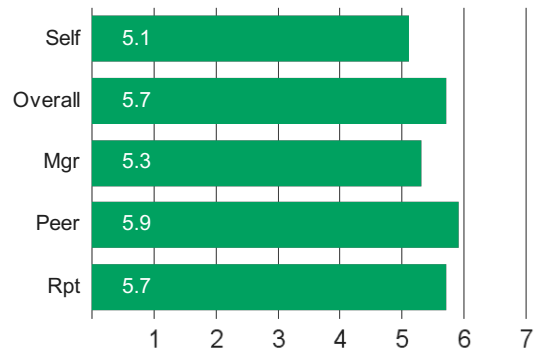


## RELATIONSHIP MANAGEMENT

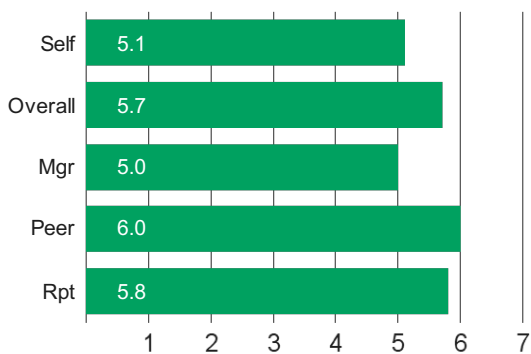
### Communication



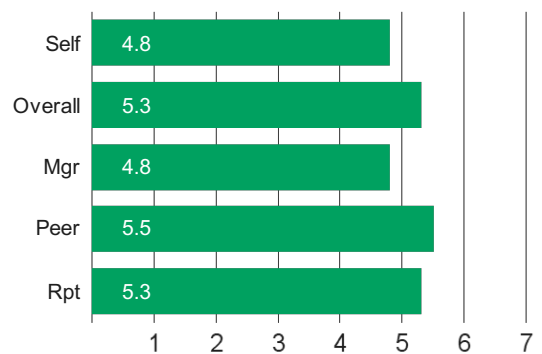
### People Skills



### Team Player

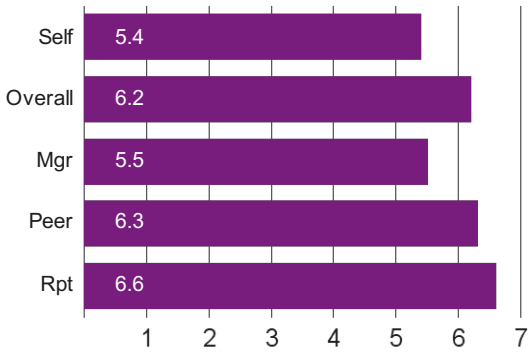


### Customer

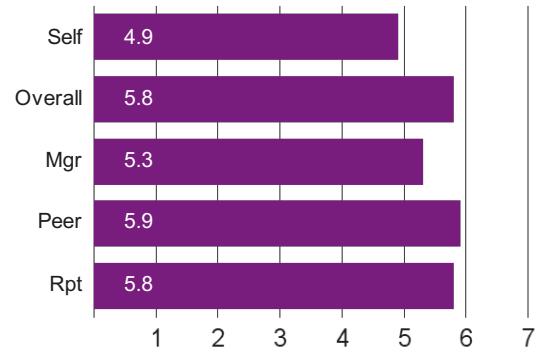


## WORKING IN THE BUSINESS

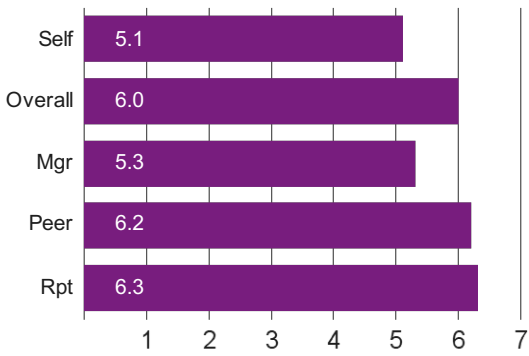
### Capability



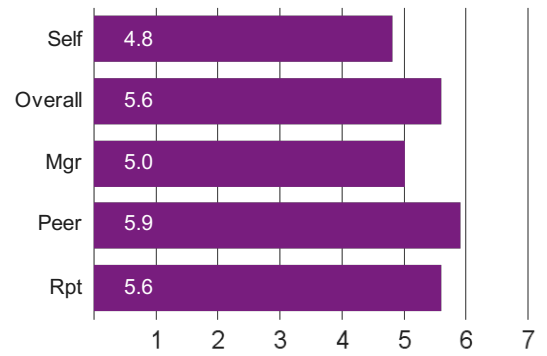
### Efficiency



### Results

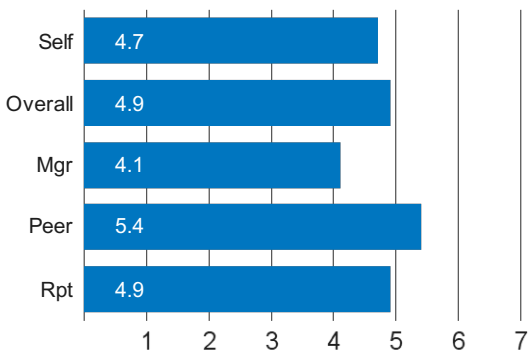


### Engaging

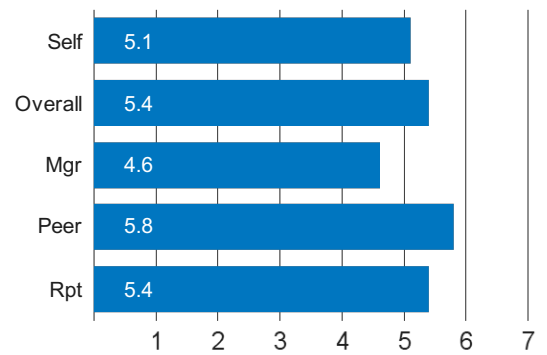


## WORKING ON THE BUSINESS

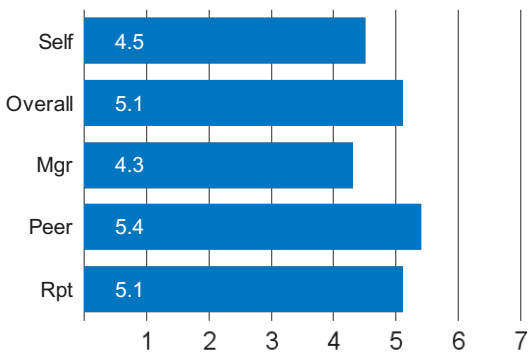
### Accountability



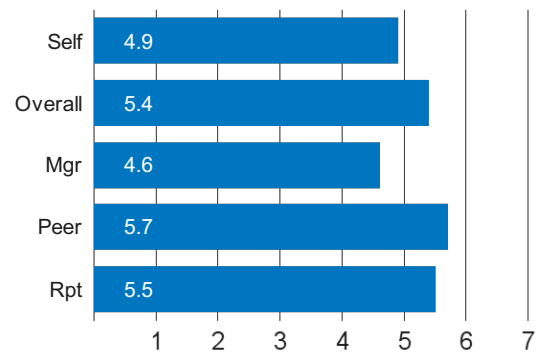
### Motivation



### Strategy



### Innovation





# 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	59
4	2	Has a professional approach	55
2	3	Works hard with a strong work ethic	54
9	4	Is steady and calm under pressure	52
8	5	Has high ethical standards and integrity	46
3	6	Has a positive and enthusiastic attitude	41
22	7	Good sense of humour	39
19	8	Is a positive role model	35
18	9	Shows loyalty	31
11	10	Is well organised	27
16	11	Builds effective relationships	23
13	12	Has strong leadership skills	22
20	13	Suggests new and innovative ideas	21
7	14	Has strong people skills	18
5	15	Is action-oriented and gets things done	18
25	16	Challenges poor performance	15
21	17	Good at planning and thinking ahead	13
12	18	Strong communication skills	12
26	19	Motivates and inspires others	12
17	20	Shows empathy and is supportive	12
10	21	Is good at solving problems	8
23	22	Sets clear goals and drives results	7
6	23	Is customer focused and good with clients	6
14	24	Is competitive and determined	6
24	25	Makes the tough decisions	4
15	26	Is visionary and strategic	2

# 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	Challenge poor performance	87
4	2	Motivate others and improve morale	56
5	3	Show leadership on issues	51
13	4	Be more assertive	45
11	5	Look at the big picture – the organisation’s overall goals	36
14	6	Be more available and visible in the workplace	36
3	7	Delegate more	23
7	8	Give appropriate feedback	23
15	9	Build more effective relationships	23
18	10	Be more action-oriented and make it happen	22
23	11	More customer and/or client focus	22
17	12	Be more open to change	22
16	13	Improve your people and interpersonal skills	21
1	14	Stop taking on too much and spreading yourself too thin	20
26	15	Be more positive	19
25	16	Be less moody and control your temper	16
10	17	Set clear goals and performance indicators	16
6	18	Share knowledge and resources	16
8	19	Communicate better	13
12	20	Improve your time management and organisational skills	13
19	21	Acquire better job and/or industry knowledge	13
20	22	Show more empathy	9
22	23	Treat people fairly and without favouritism	7
9	24	Listen more and let others have their say	6
24	25	Be less aggressive	5
21	26	Be more of a team player	5

## Appendix I

# Rater Frequency Per Item

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.

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group treats people with respect	6.0	0.9	Mgr				3	4	8	1	
			Peer				1	6	11	11	
			Rpt				1	3	6	10	
This group behaves to very high ethical standards	6.0	0.9	Mgr				1	7	6	2	
			Peer				1	6	10	12	
			Rpt				1	3	9	7	
This group is always open and straightforward and communicates honestly	6.1	0.9	Mgr				1	7	7	1	
			Peer				1	3	11	14	
			Rpt			1	1	2	6	10	
This group treats people fairly and without favouritism	6.0	0.9	Mgr				2	6	7	1	
			Peer				1	7	9	12	
			Rpt				1	3	8	8	
This group consistently applies our organisation's policies to avoid double standards	5.8	1.1	Mgr				3	7	4	1	1
			Peer			1		8	8	11	1
			Rpt			1	1	4	6	7	1
This group is polite and considerate, never rude or abrasive	5.8	1.2	Mgr				3	3	7	3	
			Peer			1	2	3	10	13	
			Rpt			2	3	3	6	6	
This group is calm and even tempered, not volatile or moody	5.8	1.1	Mgr			1	2	4	5	4	
			Peer				5	2	12	10	
			Rpt			1	2	2	7	8	
This group has high self-awareness around personal improvement opportunities	5.6	1.2	Mgr			2	3	4	3	2	2
			Peer			1	4	5	8	11	
			Rpt				3	4	8	5	
This group manages emotions maturely and intelligently in stressful situations	5.9	1.0	Mgr				5	4	5	2	
			Peer			1	1	4	11	12	
			Rpt				1	4	7	8	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group presents ideas and concepts clearly while speaking	6.1	1.0	Mgr			1	1	6	4	2	2
			Peer				2	3	11	13	
			Rpt					3	7	10	
This group has very good communication skills	5.8	1.0	Mgr			1	3	5	6	1	
			Peer				2	4	10	13	
			Rpt					6	10	4	
This group has strong influencing and negotiation skills	5.6	1.2	Mgr			1	8	6		1	
			Peer				2	11	6	10	
			Rpt			1	1	3	7	8	
This group shares information and keeps people informed	5.8	1.2	Mgr			1	2	10	2	1	
			Peer				4	4	8	13	
			Rpt		1		2	1	8	8	
This group's behaviour provides a positive role model for others	5.8	1.0	Mgr				3	7	4	2	
			Peer				3	6	7	13	
			Rpt				4	2	10	4	
This group has excellent people skills	5.6	1.2	Mgr				6	4	1	4	1
			Peer				5	4	8	11	1
			Rpt			1	3	2	11	3	
This group makes people feel valued	5.5	1.1	Mgr				4	7	4	1	
			Peer			1	3	7	10	8	
			Rpt			1	2	7	5	5	
This group is always friendly, warm and thoughtful in relationships with others	5.9	1.0	Mgr				3	4	6	3	
			Peer				1	6	10	12	
			Rpt				3	4	5	7	1
This group builds trust and loyalty with others	6.0	1.0	Mgr				3	3	8	2	
			Peer				1	6	10	12	
			Rpt			1	2	2	4	11	
This group appropriately shares resources knowledge and time	5.7	1.0	Mgr				4	7	3	1	1
			Peer				4	5	10	10	
			Rpt				2	4	8	6	
This group encourages those working in different areas to pull together to achieve common goals	5.5	1.4	Mgr			1	8	4	1	1	1
			Peer			1	3	3	12	10	
			Rpt			4	2	3	3	8	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group builds very strong relationships with others	5.6	1.1	Mgr			1	4	7	3	1	
			Peer				1	9	11	8	
			Rpt			1	2	4	7	6	
This group is enthusiastic about improving customer service	5.3	1.2	Mgr			2	4	5	3	1	1
			Peer			2	4	5	10	7	1
			Rpt			2	3	3	9	3	
This group has taken initiatives to promote a customer service focus in his/her work area	5.3	1.2	Mgr			2	4	5	3	1	1
			Peer			2	4	6	10	6	1
			Rpt		1	1	2	3	10	3	
This group uses customer feedback to drive improved performance	5.2	1.3	Mgr			1	4	3	4		4
			Peer			2	5	5	8	7	2
			Rpt	1		1	5	5	5	2	1
This group is hardworking and has a good work ethic	6.0	0.9	Mgr				3	7	5	1	
			Peer				1	2	14	12	
			Rpt				1	4	5	10	
This group has the right knowledge and ability to be very effective	6.3	0.8	Mgr				2	4	7	3	
			Peer					5	9	15	
			Rpt					1	4	15	
This group has the right industry experience to be very effective	6.2	0.9	Mgr				3	3	7	3	
			Peer				1	6	9	13	
			Rpt					1	3	16	
This group has very effective time management and organisational skills	5.9	1.0	Mgr				3	7	3	3	
			Peer				1	6	13	9	
			Rpt				1	4	5	10	
This group is very effective in setting and managing his/her work priorities	5.9	0.9	Mgr				2	8	1	4	1
			Peer				1	7	13	8	
			Rpt				1	5	5	9	
This group effectively uses goals and performance indicators to drive improved performance	5.4	1.3	Mgr			1	4	3	4	1	3
			Peer			1	2	7	8	9	2
			Rpt	1		1	3	5	4	3	3
This group completes work in a professional manner	6.2	0.9	Mgr				1	8	3	4	
			Peer				1	5	8	15	
			Rpt					1	9	10	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group performs to a high standard on challenging assignments	6.0	1.0	Mgr			1	2	7	5	1	
			Peer				1	6	7	14	1
			Rpt				1	2	8	8	1
This group consistently delivers good results	5.9	0.9	Mgr				4	6	5	1	
			Peer					8	8	13	
			Rpt					3	10	7	
This group produces high-quality and error-free work	5.9	0.9	Mgr				3	8	4	1	
			Peer				1	7	10	11	
			Rpt					4	5	10	1
This group brings a positive attitude to work	5.9	1.0	Mgr				3	4	7	2	
			Peer				2	2	13	12	
			Rpt			1	1	5	7	6	
This group has the passion to make a difference	5.7	1.1	Mgr				4	6	4	1	1
			Peer				3	6	9	11	
			Rpt			1	2	6	6	5	
This group is assertive and energetic	5.5	1.2	Mgr			1	3	9	1	2	
			Peer			2	1	7	11	8	
			Rpt		1		3	4	6	6	
This group is very competitive and driven	5.2	1.3	Mgr			2	5	7	1		1
			Peer			1	8	2	12	6	
			Rpt		1	2	1	5	6	5	
This group holds others accountable for completing their work	4.9	1.5	Mgr			2	10	1	2		1
			Peer		1		6	8	7	7	
			Rpt	2		4	2	5	2	5	
This group holds people accountable to the organisation's values and expectations	4.9	1.5	Mgr		1	3	7	2	1		2
			Peer			1	7	5	10	6	
			Rpt	2		2	4	4	2	6	
This group recognises and challenges poor performance in others	5.0	1.3	Mgr		1	1	10	3	1		
			Peer			1	7	8	5	7	1
			Rpt	1		1	1	9	5	3	
This group works hard to improve morale	5.2	1.2	Mgr			4	4	5	2		1
			Peer				2	11	7	9	
			Rpt		1	2	1	11	3	2	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This group helps create a positive working environment that encourages people to work to their full potential	5.4	1.2	Mgr			3	5	6	1	1	
			Peer				2	9	8	10	
			Rpt			1	4	5	7	3	
This group is effective in coaching and developing others	5.6	1.1	Mgr		1		5	5	2	2	1
			Peer				3	10	9	7	
			Rpt				2	4	8	6	
This group is very effective in setting long-term stretch goals	5.2	1.4	Mgr		1	2	1	3		1	8
			Peer			2	3	9	6	8	1
			Rpt		1	1	3	4	6	2	3
This group sets high expectations for performance and performance improvement	5.3	1.2	Mgr			3	4	5	3		1
			Peer			1	3	11	5	7	2
			Rpt			1	2	5	8	3	1
This group promotes and communicates a long-term vision for our organisation	4.8	1.5	Mgr		1	3	4	4	1		3
			Peer		2	1	4	8	6	7	1
			Rpt		4	1	1	5	5	2	2
This group always looks for improvement opportunities and to deliver better results	5.3	1.3	Mgr			2	6	6	2		
			Peer				3	10	9	7	
			Rpt		2	1	2	3	6	5	1
This group often suggests new and original ideas	5.5	1.2	Mgr			2	5	5	4		
			Peer				3	7	12	6	1
			Rpt		1	1		5	6	6	1
This group thinks long-term about new opportunities	5.3	1.4	Mgr			4	3	6	2	1	
			Peer			2	4	3	12	8	
			Rpt		2	1		6	3	6	2

## 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	5	5	4	8	59
Has a professional approach	1	5	8	5	55
Works hard with a strong work ethic	6	4	8	4	54
Is steady and calm under pressure	5	2	5	7	52
Has high ethical standards and integrity	4	7	4	4	46
Has a positive and enthusiastic attitude	3	5	4	4	41
Good sense of humour	9	2	2	5	39
Is a positive role model	1	1	4	5	35
Shows loyalty	2	2	3	4	31
Is well organised	5	3	4	1	27
Builds effective relationships	3	5	2	1	23
Has strong leadership skills	3	4	1	2	22
Suggests new and innovative ideas	3		2	3	21
Is action-oriented and gets things done	1	2	3	1	18
Has strong people skills		1		4	18
Challenges poor performance	1	2	2	1	15
Good at planning and thinking ahead	1	1	2	1	13
Shows empathy and is supportive	1	2	1	1	12
Strong communication skills		3	2		12
Motivates and inspires others	1	2	1	1	12
Is good at solving problems	2	1		1	8
Sets clear goals and drives results	2	1	1		7
Is competitive and determined	2			1	6
Is customer focused and good with clients	1	1	1		6
Makes the tough decisions				1	4
Is visionary and strategic		1			2

Opportunities to Improve	1	2	3	4	Total Score
Challenge poor performance	5	9	8	10	87
Motivate others and improve morale	2	6	10	3	56
Show leadership on issues	4	5	3	7	51
Be more assertive	5	5	2	6	45
Be more available and visible in the workplace			4	6	36
Look at the big picture – the organisation's overall goals	4	2	4	4	36
Build more effective relationships	4	3	3	1	23
Give appropriate feedback	6	4	3		23
Delegate more	2	1	1	4	23
More customer and/or client focus	3	4	1	2	22
Be more action-oriented and make it happen	1	3	1	3	22
Be more open to change	3	1	3	2	22
Improve your people and interpersonal skills		3	1	3	21
Stop taking on too much and spreading yourself too thin	2	1	4	1	20
Be more positive	4	4	1	1	19
Set clear goals and performance indicators	4	1	2	1	16
Share knowledge and resources	1	2	1	2	16
Be less moody and control your temper	3	1	1	2	16
Communicate better		1	1	2	13
Improve your time management and organisational skills	1	1	2	1	13
Acquire better job and/or industry knowledge	1	2		2	13
Show more empathy	2		1	1	9
Treat people fairly and without favouritism			1	1	7
Listen more and let others have their say	3		1		6
Be more of a team player	2		1		5
Be less aggressive		1	1		5