

Graduate Talent Assessment

Grad Sample of Sample Corp

November 2017



This report is confidential and should not be distributed without permission.

Raters

Manager (Mgr)	1
Peer (Peer)	2
Stakeholder (Stkhldr)	2
Other (Oth)	2
Other 2 (Oth2)	2
Total	9

Sample Corp

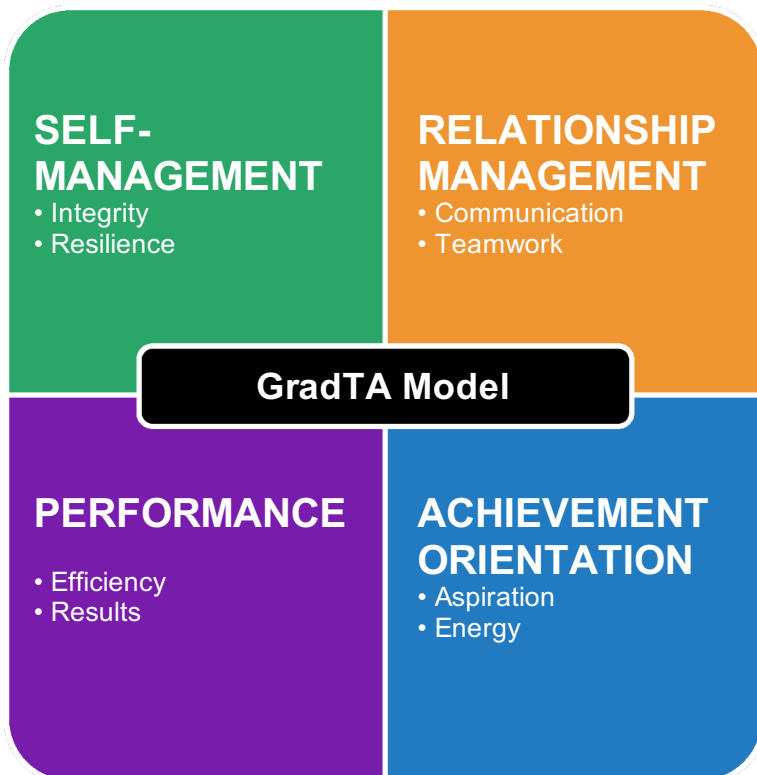
Reading and Interpreting Your Report

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

Grad Sample

Score

6.0

No. of Raters

9

Benchmarking your score

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

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
5.2	5.7	6.2	6.5	6.7

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

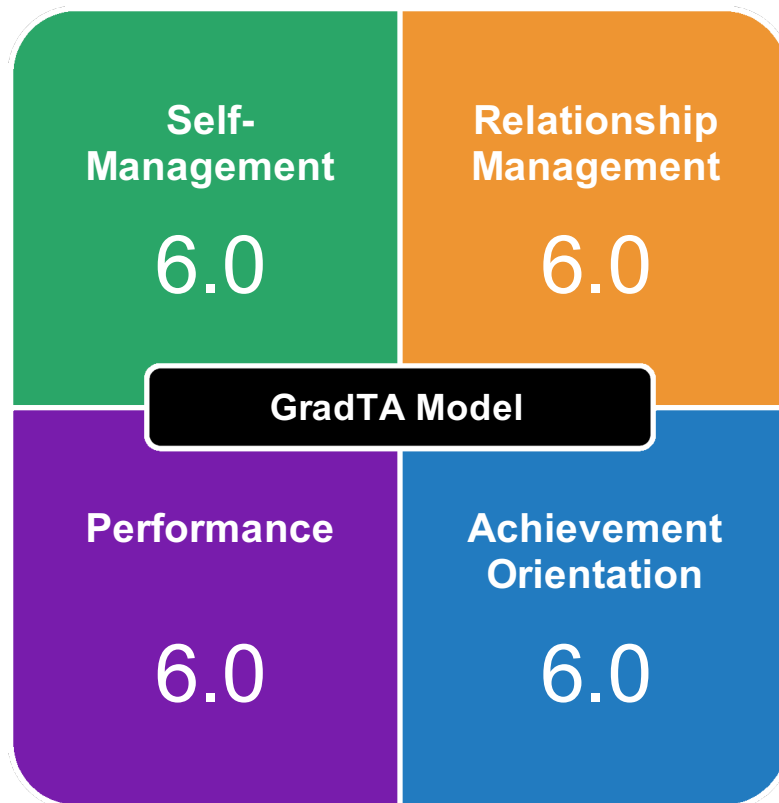
The rating form includes 47 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below lists the items in descending order from your highest scoring item to your lowest scoring item. Read through them to identify any common themes among the highest and lowest rated items.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

Rank	Your Score	Global Average Score	Item
1	6.0	5.9	This person is held in high regard by others
2	6.0	6.4	This person is polite and considerate
3	6.0	6.3	This person is open, straightforward and honest
4	6.0	6.3	This person is respectful of diversity
5	6.0	6.1	This person behaves to high professional standards
6	6.0	6.0	This person is able to adapt to changing work demands
7	6.0	5.9	This person maintains a high level of performance even under pressure
8	6.0	5.8	This person manages their emotions effectively in stressful situations
9	6.0	5.7	This person has a high level of self-awareness
10	6.0	5.7	This person presents ideas and concepts clearly while speaking
11	6.0	6.0	This person is able to engage in active listening when required
12	6.0	5.6	This person can adapt their verbal communication style depending on the audience
13	6.0	5.8	This person communicates comfortably with more senior staff
14	6.0	6.0	This person can communicate effectively in writing (grammar, spelling, etc)
15	6.0	5.9	This person keeps people informed as necessary
16	6.0	6.4	This person is a good team player
17	6.0	6.0	This person builds trust and loyalty with others
18	6.0	5.9	This person is sensitive to the concerns and feelings of others
19	6.0	6.2	This person makes an effort to get along well with others
20	6.0	6.4	This person is always willing to help others out
21	6.0	5.6	This person encourages others to pull together to achieve common goals
22	6.0	6.2	This person is able to follow instructions
23	6.0	6.1	This person is able to work well independently
24	6.0	6.0	This person provides timely responses when required

Rank	Your Score	Global Average Score	Item
25	6.0	6.3	This person is hardworking and conscientious
26	6.0	5.9	This person has effective time management and organisational skills
27	6.0	6.0	This person always meets deadlines (within their control)
28	6.0	5.8	This person looks for ways to improve efficiencies
29	6.0	5.8	This person produces high-quality and error-free work
30	6.0	6.1	This person completes work in a professional manner
31	6.0	6.0	This person consistently completes work to a high standard
32	6.0	5.9	This person has effective problem solving skills
33	6.0	5.8	This person displays sound judgement when making decisions
34	6.0	5.9	This person has the right knowledge, skills and abilities to be effective at work
35	6.0	6.1	This person maintains an active interest in his/her chosen field
36	6.0	5.9	This person works above and beyond to get the job done
37	6.0	5.4	This person displays leadership potential
38	6.0	5.7	This person understands the organisation's overall goals and objectives
39	6.0	5.8	This person has effective people skills
40	6.0	5.6	This person builds networks effectively
41	6.0	5.6	This person is competitive and driven
42	6.0	5.9	This person is socially self-confident
43	6.0	6.0	This person has the passion to succeed
44	6.0	6.2	This person displays a positive and enthusiastic attitude
45	6.0	6.0	This person is passionate about their area of work
46	6.0	6.0	This person is energetic and motivated
47	6.0	6.4	This person demonstrates a willingness to learn

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.

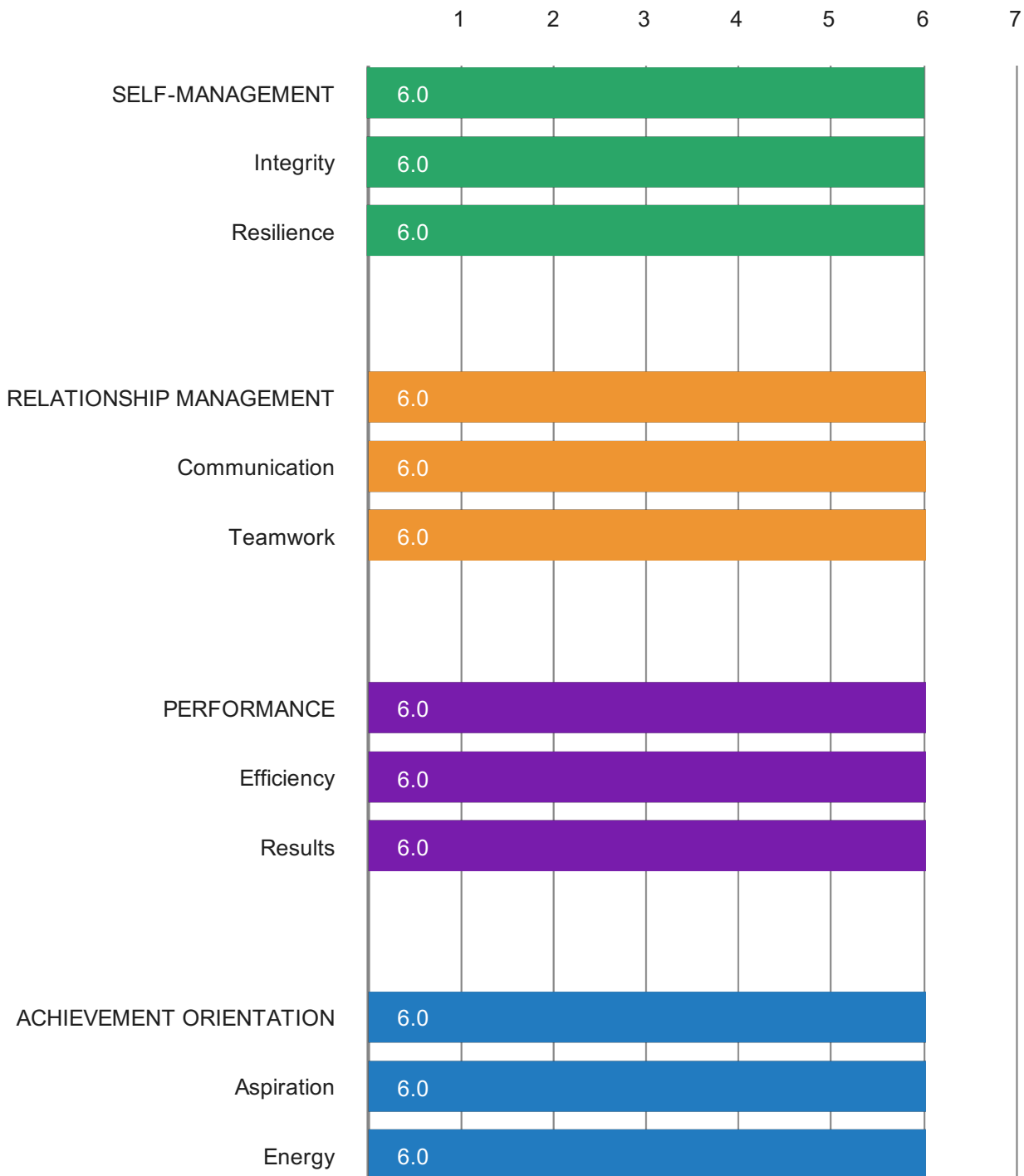
Relationship Management refers to the ability to achieve better results through better relationships and communications. It can involve the ability to communicate effectively and build trusting, loyal relationships with colleagues to support performance. Successful relationship management requires recognition 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	Peer	Stkhldr	Oth	Oth2	Self	Items by Competency
6.0	6.0	6.0	6.0	6.0	6.0	6.0	SELF-MANAGEMENT
6.0	6.0	6.0	6.0	6.0	6.0	6.0	Integrity
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is held in high regard by others
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is polite and considerate
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is open, straightforward and honest
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is respectful of diversity
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person behaves to high professional standards
6.0	6.0	6.0	6.0	6.0	6.0	6.0	Resilience
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is able to adapt to changing work demands
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person maintains a high level of performance even under pressure
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person manages their emotions effectively in stressful situations
6.0	6.0	6.0	6.0	6.0	6.0	6.0	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	Peer	Stkhldr	Oth	Oth2	Self	Items by Competency
6.0	6.0	6.0	6.0	6.0	6.0	6.0	RELATIONSHIP MANAGEMENT
6.0	6.0	6.0	6.0	6.0	6.0	6.0	Communication
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person presents ideas and concepts clearly while speaking
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is able to engage in active listening when required
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person can adapt their verbal communication style depending on the audience
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person communicates comfortably with more senior staff
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person can communicate effectively in writing (grammar, spelling, etc)
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person keeps people informed as necessary
6.0	6.0	6.0	6.0	6.0	6.0	6.0	Teamwork
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is a good team player
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person builds trust and loyalty with others
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is sensitive to the concerns and feelings of others
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person makes an effort to get along well with others
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is always willing to help others out
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person encourages others to pull together to achieve common goals

Performance

Overall	Mgr	Peer	Stkhldr	Oth	Oth2	Self	Items by Competency
6.0	6.0	6.0	6.0	6.0	6.0	6.0	PERFORMANCE
6.0	6.0	6.0	6.0	6.0	6.0	6.0	Efficiency
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is able to follow instructions
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is able to work well independently
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person provides timely responses when required
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is hardworking and conscientious
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person has effective time management and organisational skills
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person always meets deadlines (within their control)
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person looks for ways to improve efficiencies
6.0	6.0	6.0	6.0	6.0	6.0	6.0	Results
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person produces high-quality and error-free work
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person completes work in a professional manner
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person consistently completes work to a high standard
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person has effective problem solving skills
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person displays sound judgement when making decisions
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person has the right knowledge, skills and abilities to be effective at work
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person maintains an active interest in his/her chosen field
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person works above and beyond to get the job done

Achievement Orientation

Overall	Mgr	Peer	Stkhldr	Oth	Oth2	Self	Items by Competency
6.0	6.0	6.0	6.0	6.0	6.0	6.0	ACHIEVEMENT ORIENTATION
6.0	6.0	6.0	6.0	6.0	6.0	6.0	Aspiration
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person displays leadership potential
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person understands the organisation's overall goals and objectives
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person has effective people skills
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person builds networks effectively
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is competitive and driven
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is socially self-confident
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person has the passion to succeed
6.0	6.0	6.0	6.0	6.0	6.0	6.0	Energy
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person displays a positive and enthusiastic attitude
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is passionate about their area of work
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person is energetic and motivated
6.0	6.0	6.0	6.0	6.0	6.0	6.0	This person demonstrates a willingness to learn

Scores by Competency

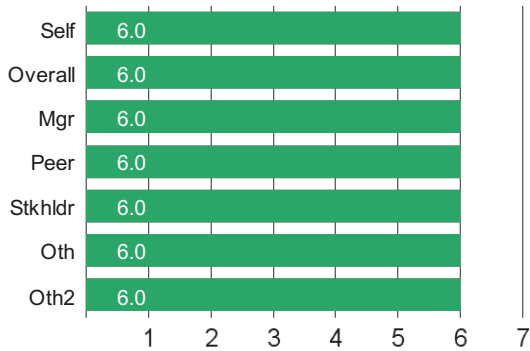
Self	Overall	Global Ave	Mgr	Peer	Stkhldr	Oth	Oth2	
6.0	6.0	6.1	6.0	6.0	6.0	6.0	6.0	SELF-MANAGEMENT
6.0	6.0	6.2	6.0	6.0	6.0	6.0	6.0	Integrity
6.0	6.0	5.9	6.0	6.0	6.0	6.0	6.0	Resilience
6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	RELATIONSHIP MANAGEMENT
6.0	6.0	5.8	6.0	6.0	6.0	6.0	6.0	Communication
6.0	6.0	6.1	6.0	6.0	6.0	6.0	6.0	Teamwork
6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	PERFORMANCE
6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	Efficiency
6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	Results
6.0	6.0	5.9	6.0	6.0	6.0	6.0	6.0	ACHIEVEMENT ORIENTATION
6.0	6.0	5.7	6.0	6.0	6.0	6.0	6.0	Aspiration
6.0	6.0	6.2	6.0	6.0	6.0	6.0	6.0	Energy

Competency and Rater Review

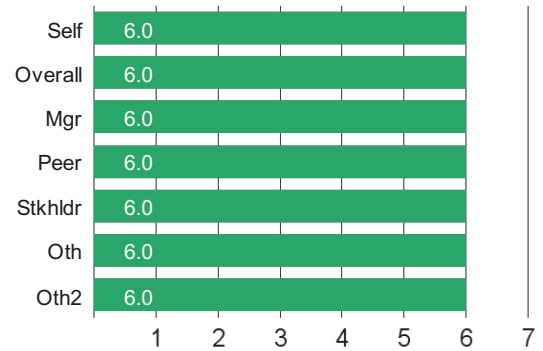
The charts below display your results by competency and rater type.

SELF-MANAGEMENT

Integrity

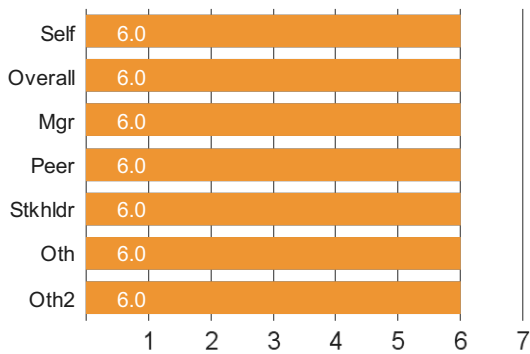


Resilience

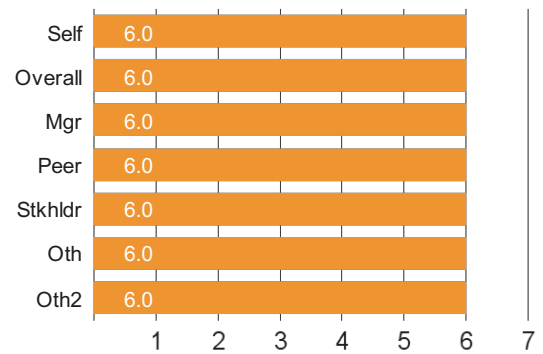


RELATIONSHIP MANAGEMENT

Communication

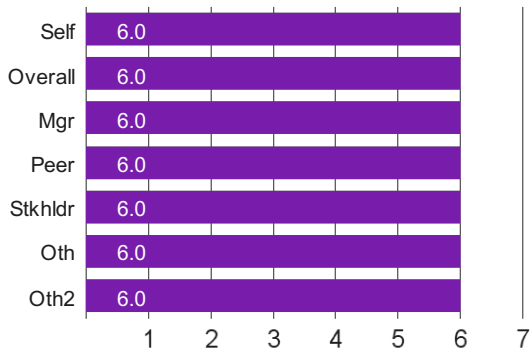


Teamwork

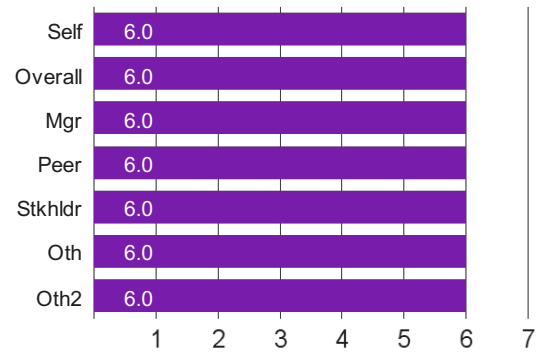


PERFORMANCE MANAGEMENT

Efficiency

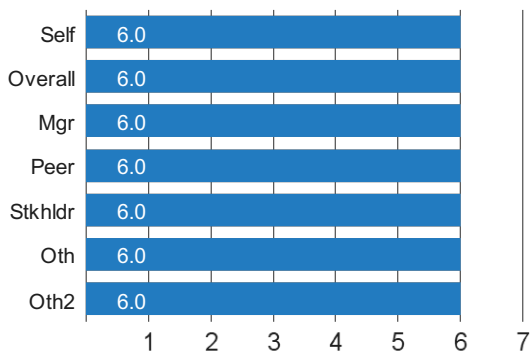


Results

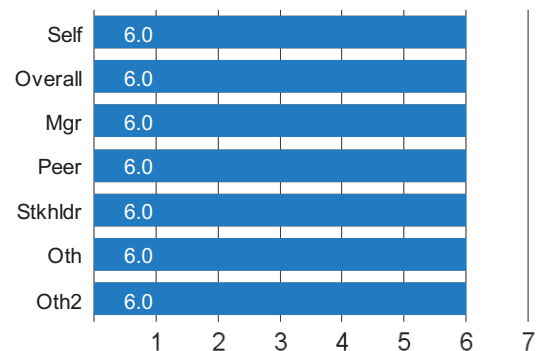


ACHIEVEMENT ORIENTATION

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

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

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: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Peer: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Peer: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Stkhldr: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Stkhldr: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Oth: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Oth: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Oth2: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Oth2: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.

Please describe this person's opportunities to improve.

- Mgr: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
- Peer: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur.
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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?

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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

-

-

-

Start

-

-

-

Stop

-

-

-

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	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is polite and considerate	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is open, straightforward and honest	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is respectful of diversity	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person behaves to high professional standards	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is able to adapt to changing work demands	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person maintains a high level of performance even under pressure	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person manages their emotions effectively in stressful situations	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person has a high level of self-awareness	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A	
This person presents ideas and concepts clearly while speaking	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is able to engage in active listening when required	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person can adapt their verbal communication style depending on the audience	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person communicates comfortably with more senior staff	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person can communicate effectively in writing (grammar, spelling, etc)	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person keeps people informed as necessary	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is a good team player	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person builds trust and loyalty with others	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is sensitive to the concerns and feelings of others	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person makes an effort to get along well with others	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is always willing to help others out	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		

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	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person is able to follow instructions	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person is able to work well independently	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person provides timely responses when required	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person is hardworking and conscientious	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person has effective time management and organisational skills	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person always meets deadlines (within their control)	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person looks for ways to improve efficiencies	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person produces high-quality and error-free work	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person completes work in a professional manner	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	
This person consistently completes work to a high standard	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr							2	
			Oth							2	
			Oth2							2	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A	
This person has effective problem solving skills	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person displays sound judgement when making decisions	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person has the right knowledge, skills and abilities to be effective at work	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person maintains an active interest in his/her chosen field	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person works above and beyond to get the job done	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person displays leadership potential	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person understands the organisation's overall goals and objectives	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person has effective people skills	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person builds networks effectively	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is competitive and driven	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		
This person is socially self-confident	6.0	0.0	Mgr						1			
			Peer						2			
			Stkhldr							2		
			Oth							2		
			Oth2							2		

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person has the passion to succeed	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr						2		
			Oth						2		
			Oth2						2		
This person displays a positive and enthusiastic attitude	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr						2		
			Oth						2		
			Oth2						2		
This person is passionate about their area of work	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr						2		
			Oth						2		
			Oth2						2		
This person is energetic and motivated	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr						2		
			Oth						2		
			Oth2						2		
This person demonstrates a willingness to learn	6.0	0.0	Mgr						1		
			Peer						2		
			Stkhldr						2		
			Oth						2		
			Oth2						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
Is customer focused and good with clients	1		1	2	12
Has strong people skills		2		1	8
Shows empathy and is supportive	1		1	1	8
Has good written communication skills				2	8
Has a positive and enthusiastic attitude	1	1	1		6
Has a professional approach		1		1	6
Is achievement oriented			2		6
Is reliable and dependable		1	1		5
Has good verbal presentation skills				1	4
Adapts well to changing work demands	1		1		4
Works hard with a strong work ethic		2			4
Has high ethical standards and integrity				1	4
Is action-oriented and gets things done			1		3
Has solid technical ability, experience and knowledge			1		3
Is a positive role model		1			2
Effective in making decisions		1			2
Is well organised	1				1
Good at planning and thinking ahead	1				1
Is competitive and determined	1				1
Is steady and calm under pressure	1				1
Has strong leadership skills	1				1
Suggests new and innovative ideas					
Is good at solving problems					
Builds effective relationships					

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