

REPORT

Confidential report for Sample Report

Report generated 28 May 2009

This report is based on results from **8** respondents, excluding yourself. The report will also indicate responses from the subgroup of **5** respondents who selected their relation to you as “I work at the same level as this person” (Colleagues).

CONFIDENTIAL

INTRODUCTION

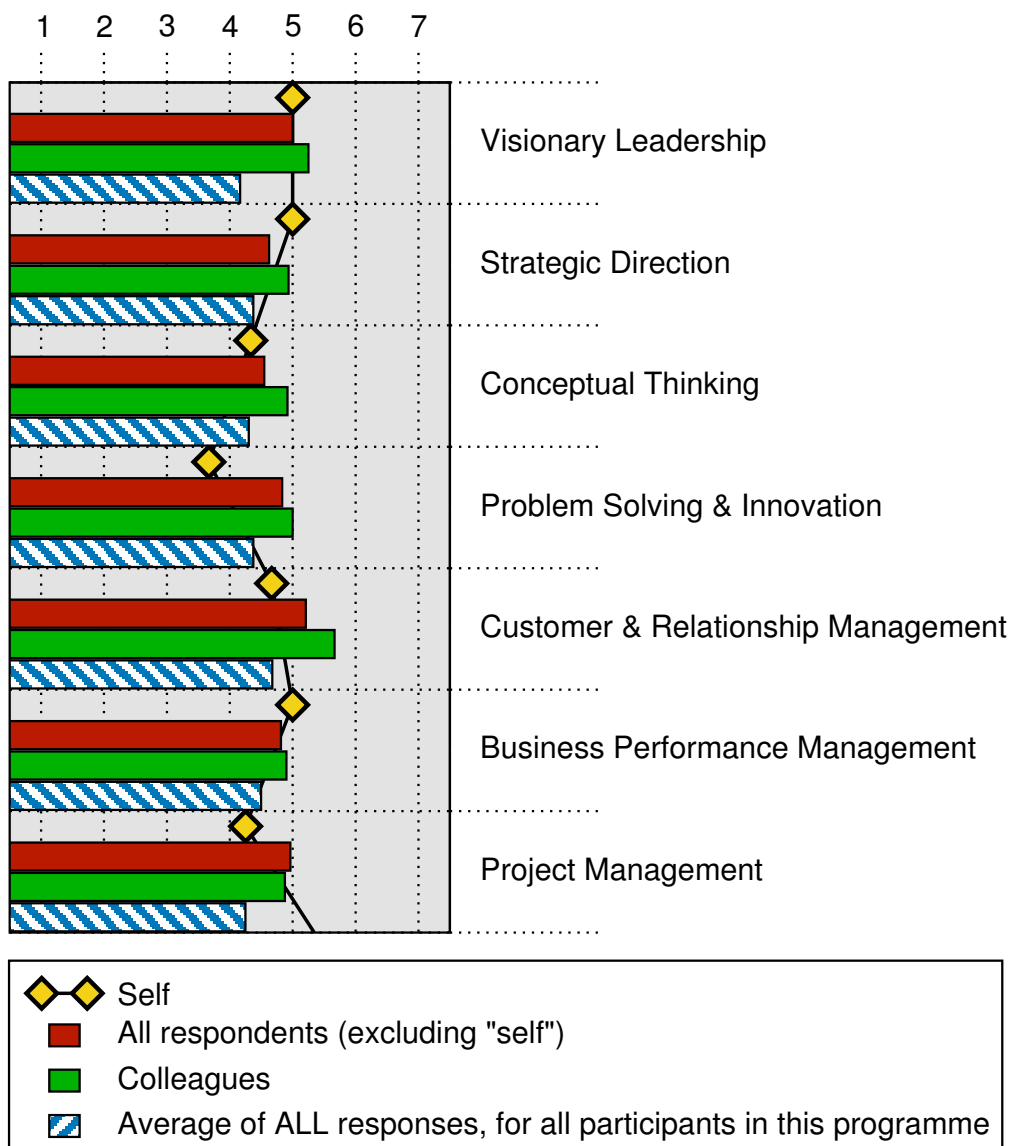
The following suggestions should help in deriving optimal benefit from the report:

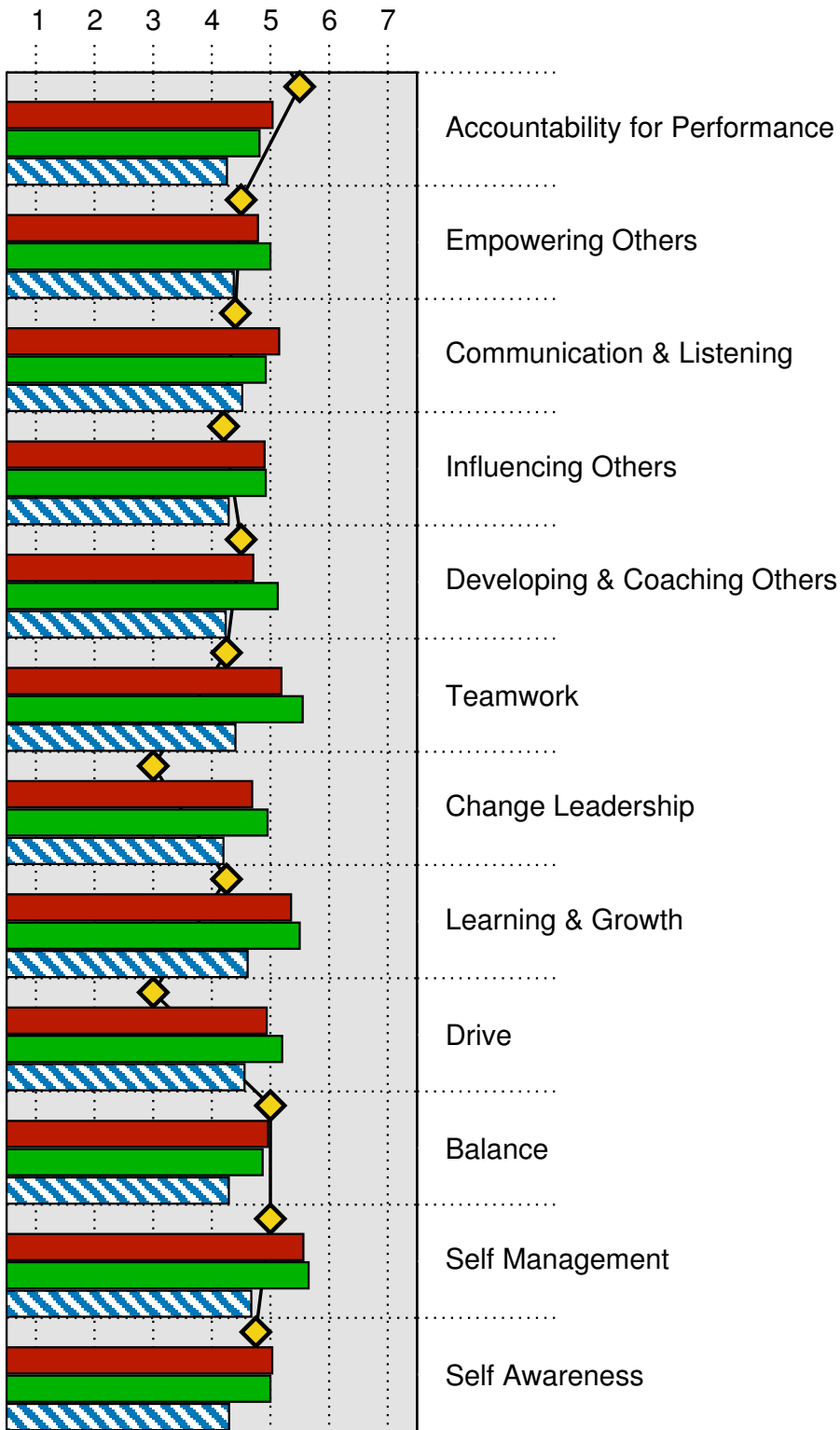
1. Focus first on your strengths. The items in the graphs and tables are ranked in order from those rated most highly by all your respondents at the top of the page, so that you can see easily which are the resources that you can draw on to be most effective. The table “Relative Strengths and Development Areas” lists all the items for your convenience.
2. Then look at any items that are rated as development areas. Think about how you can use your strengths to improve your effectiveness in them.
3. Ratings are subject to error of all kinds, including hurried answering by your observers, so do not read significance into small differences.
4. Of particular interest are those items where your self-rating differs substantially from that of your respondents. These are listed in the table “Self versus Others Ratings”. The question here is not, “Who is right?” but “What am I doing to create an impression so different to what I thought?”
5. You will probably note a number of items in which there is a wide range between the highest and lowest rating. Think about what leads to particular groups or individuals experiencing you differently.
6. Finally, the open-ended comments written in by your respondents provide insight into what lies behind the ratings. Remember that each comment comes from an individual and may not represent the views of others.

If at all possible, use this report as the basis of a conversation with someone you trust. Ratings deal with perceptions rather than reality, so treat it as an indication of your leadership impact, rather than a snapshot of who you really are.

SUMMARY OF COMPETENCIES

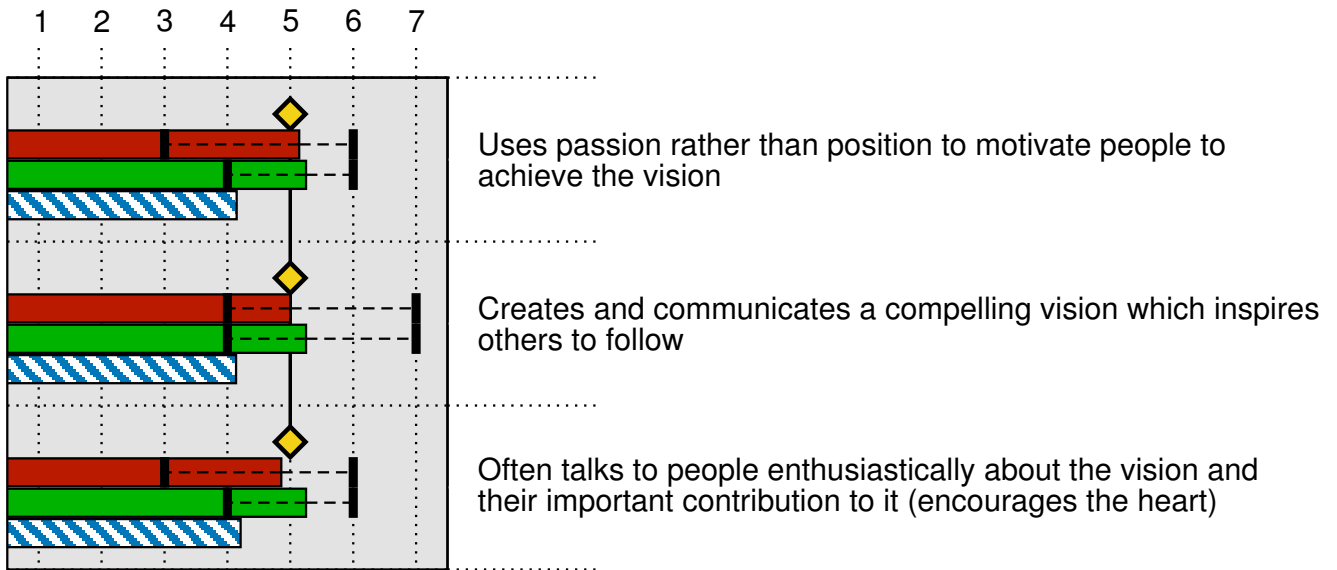
This graph summarises the ratings over the 16 competencies giving your average ratings over the items in each dimension. Use this table to obtain a brief overview of the feedback, and then go on to the following pages to understand in more detail what the dimensions mean. The line represents your own self-rating. The first bar next to each item represents the average rating of all your observers combined. If there are enough raters in particular categories (subordinate, colleague, manager) to ensure confidentiality, each category will be scored separately, and their average ratings will appear in the other bar(s) as indicated in the key. The final bar is the average rating of everyone taking part in this questionnaire administration with you. NB: This is not a rating of you, but the average rating of those taking part with you, which you can use for comparison.





Visionary Leadership

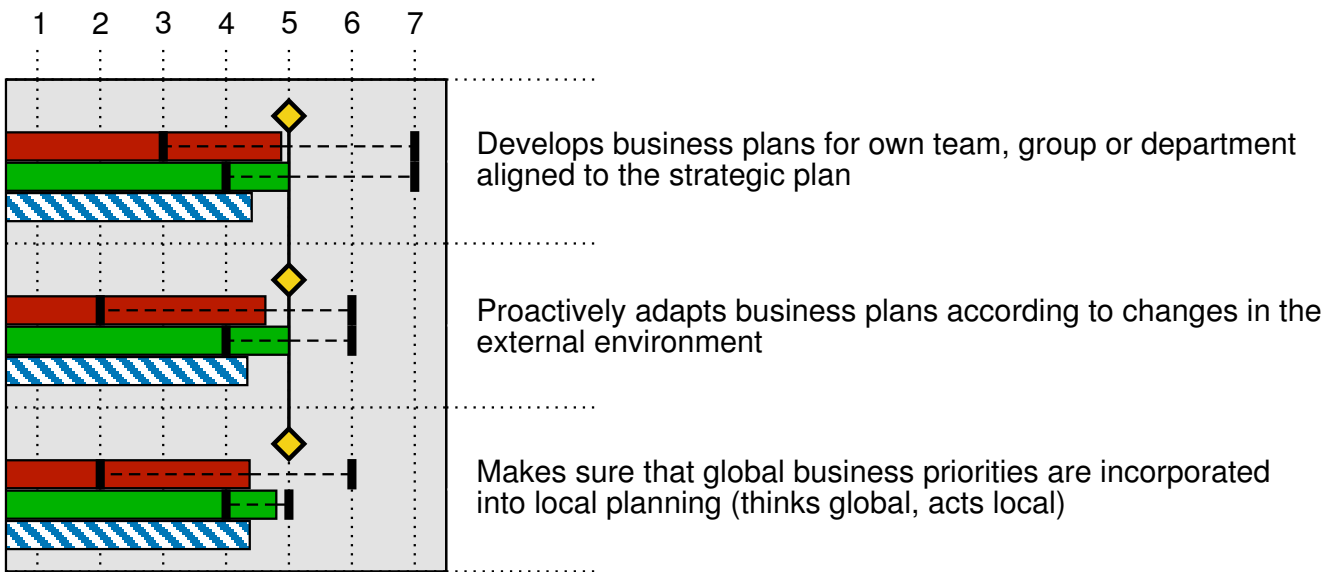
This graph shows the items in the section on “Vision and strategic direction”, in descending order, beginning with the highest overall rating by your respondents. The first bar indicates this average rating, with the two short lines between the dotted line to the left and right of the average representing the range between the highest and lowest individual rating on that item. A large range on an item could indicate that you come across differently in different contexts, that people are undecided about how to rate you, or that different people have interpreted the item differently.



Comments

Sample text comment.

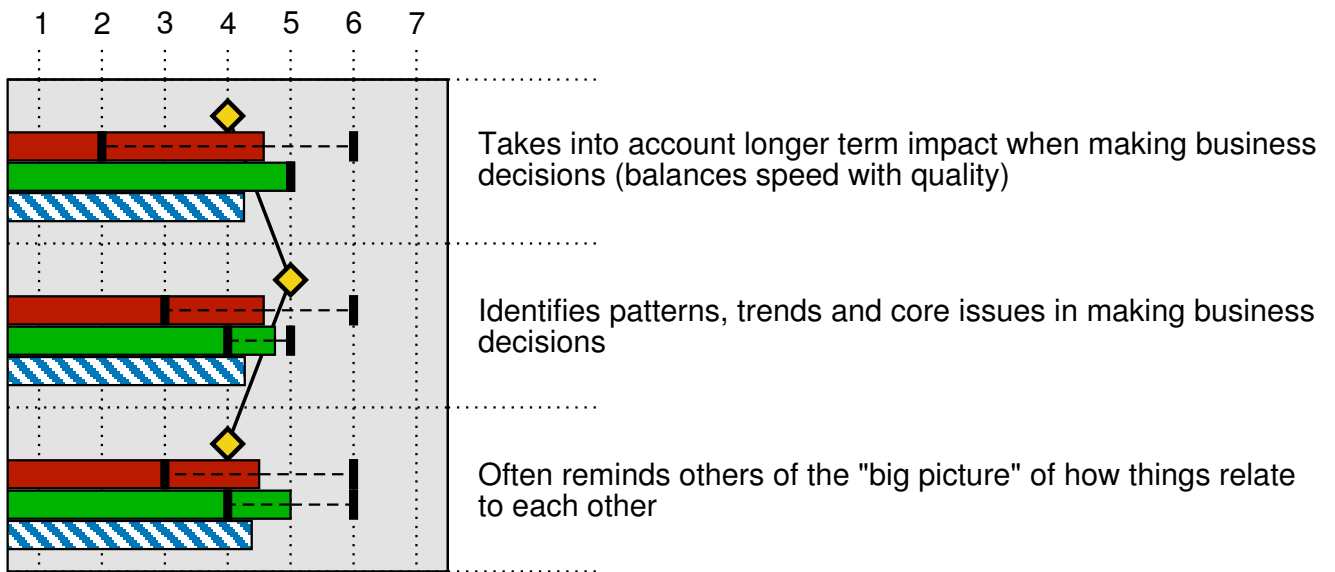
Strategic Direction



Comments

Sample text comment.

Conceptual Thinking

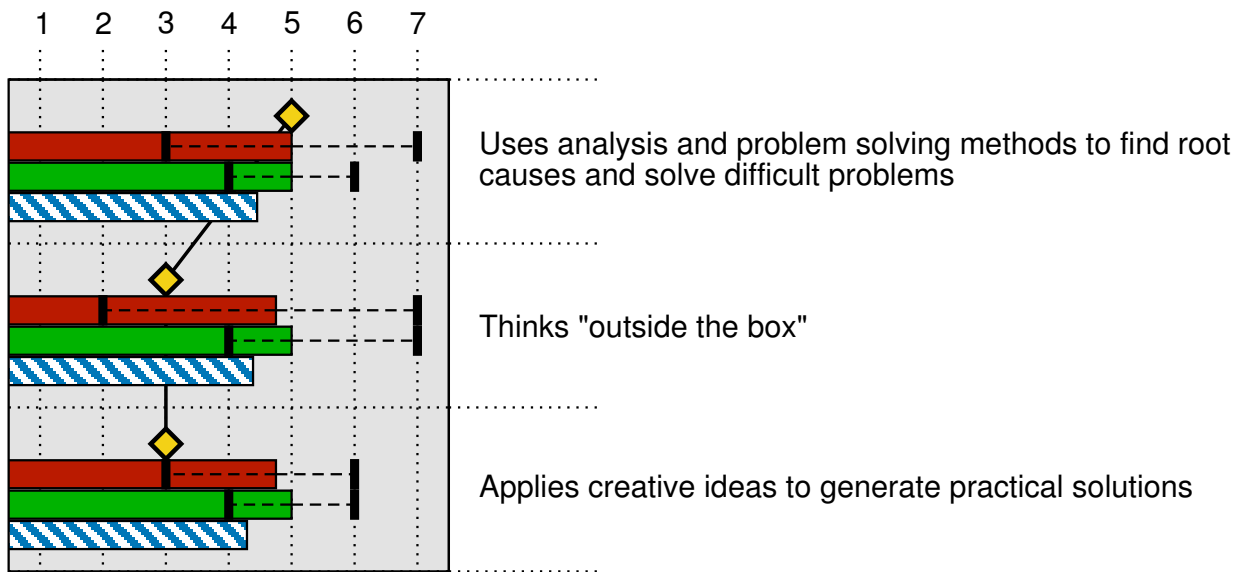


Comments

Sample text comment.

Sample text comment.

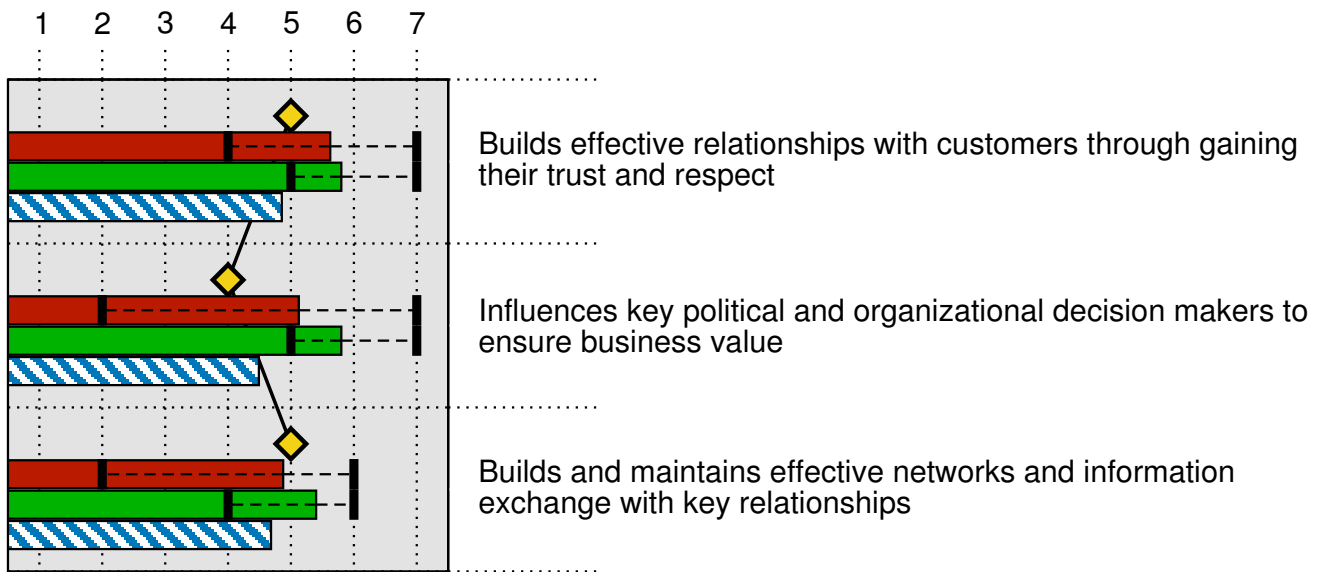
Problem Solving & Innovation



Comments

No comments present.

Customer and Relationship Management

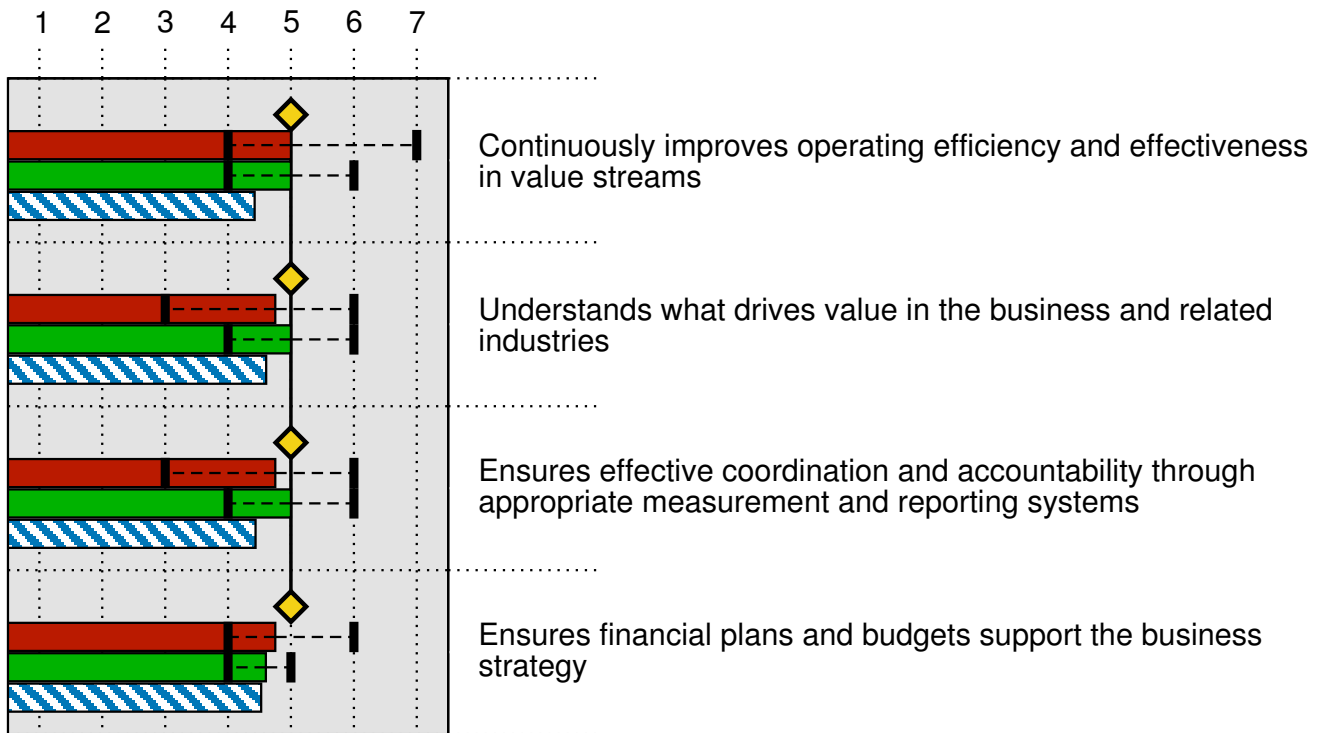


Comments

Sample text comment.

Sample text comment.

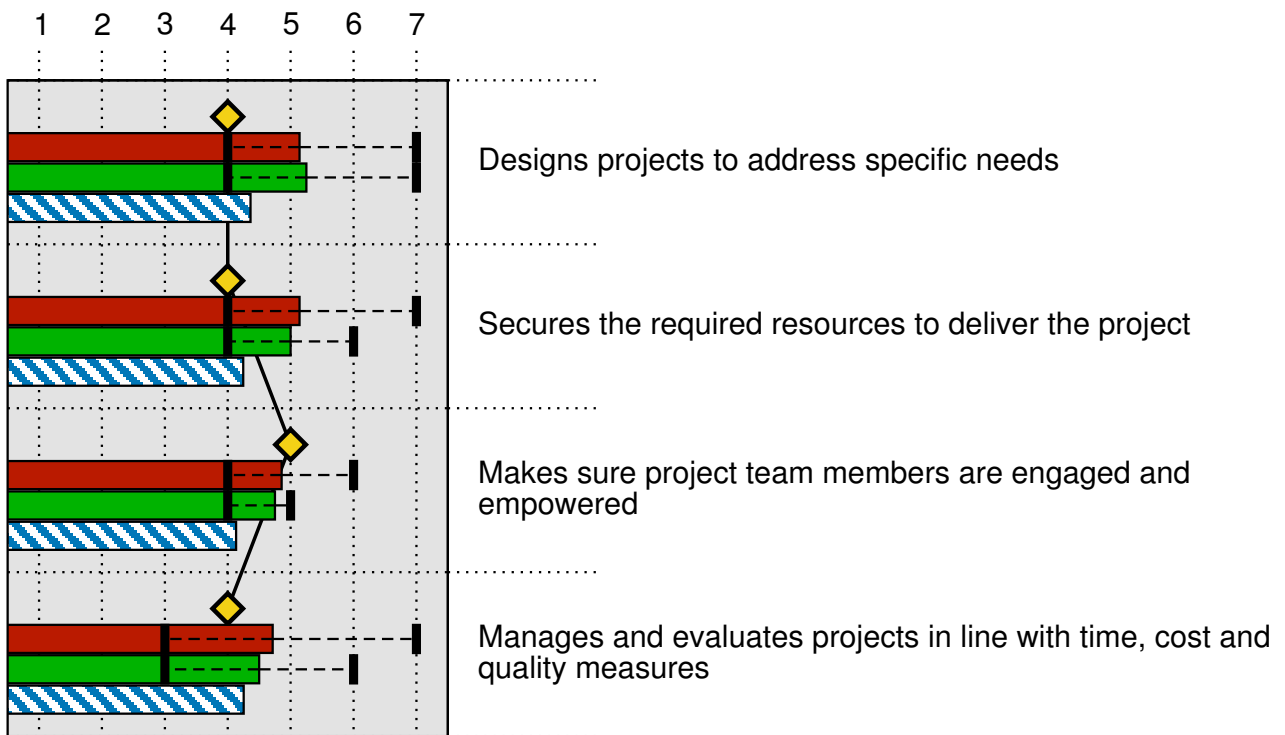
Business Performance Management



Comments

Sample text comment.

Project Management

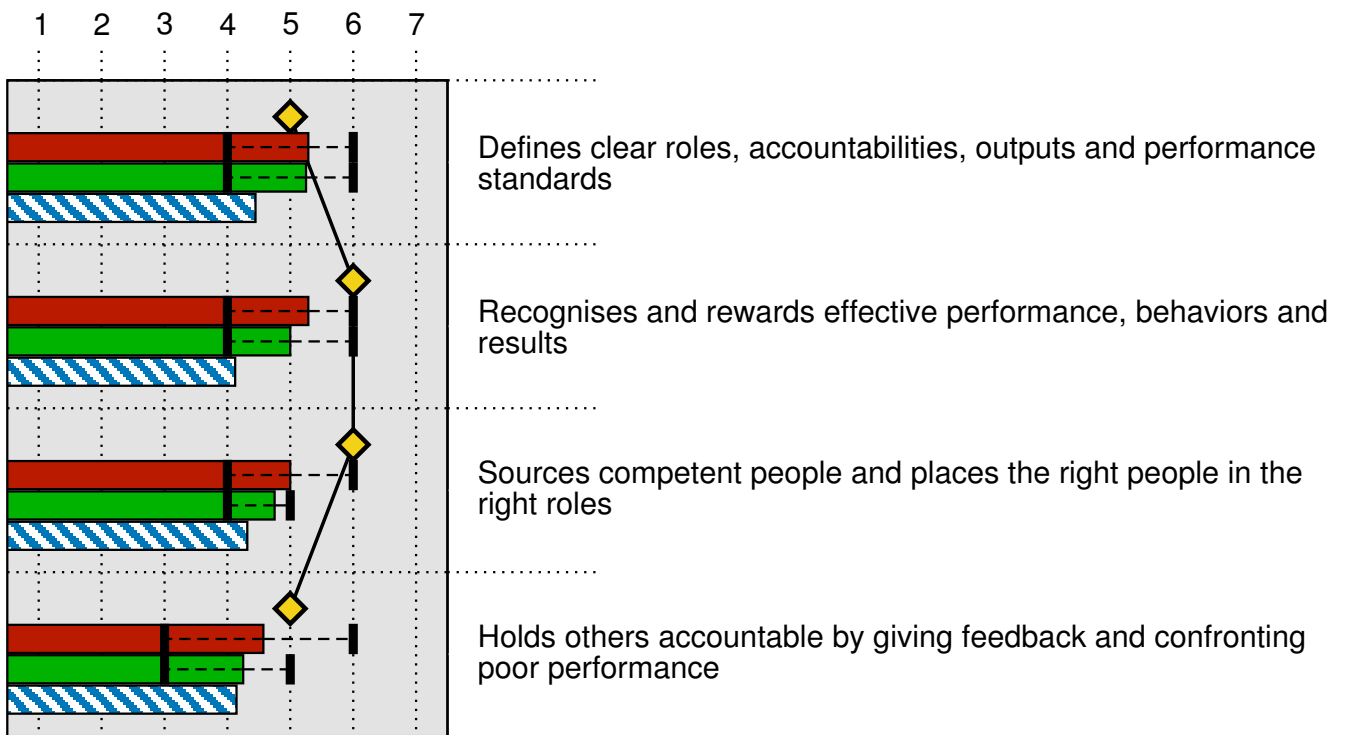


Comments

Sample text comment.

Sample text comment.

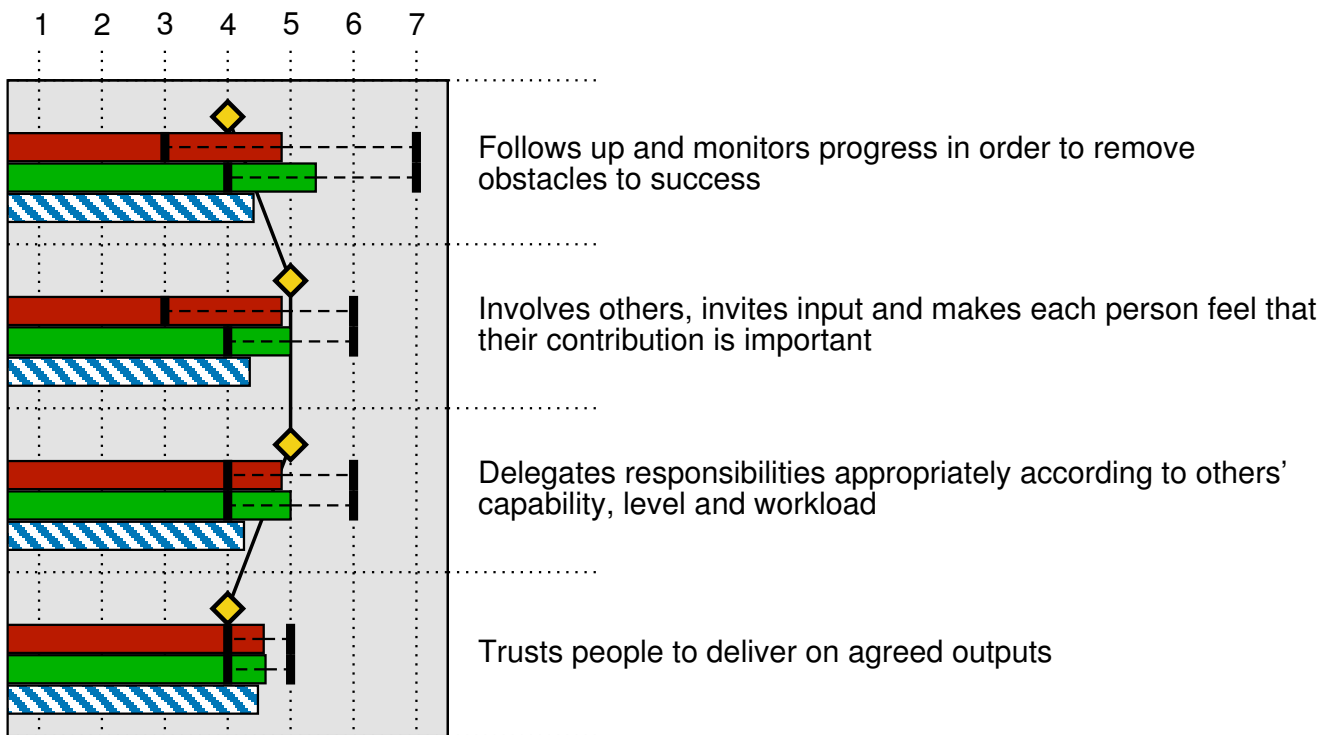
Accountability for Performance



Comments

Sample text comment.

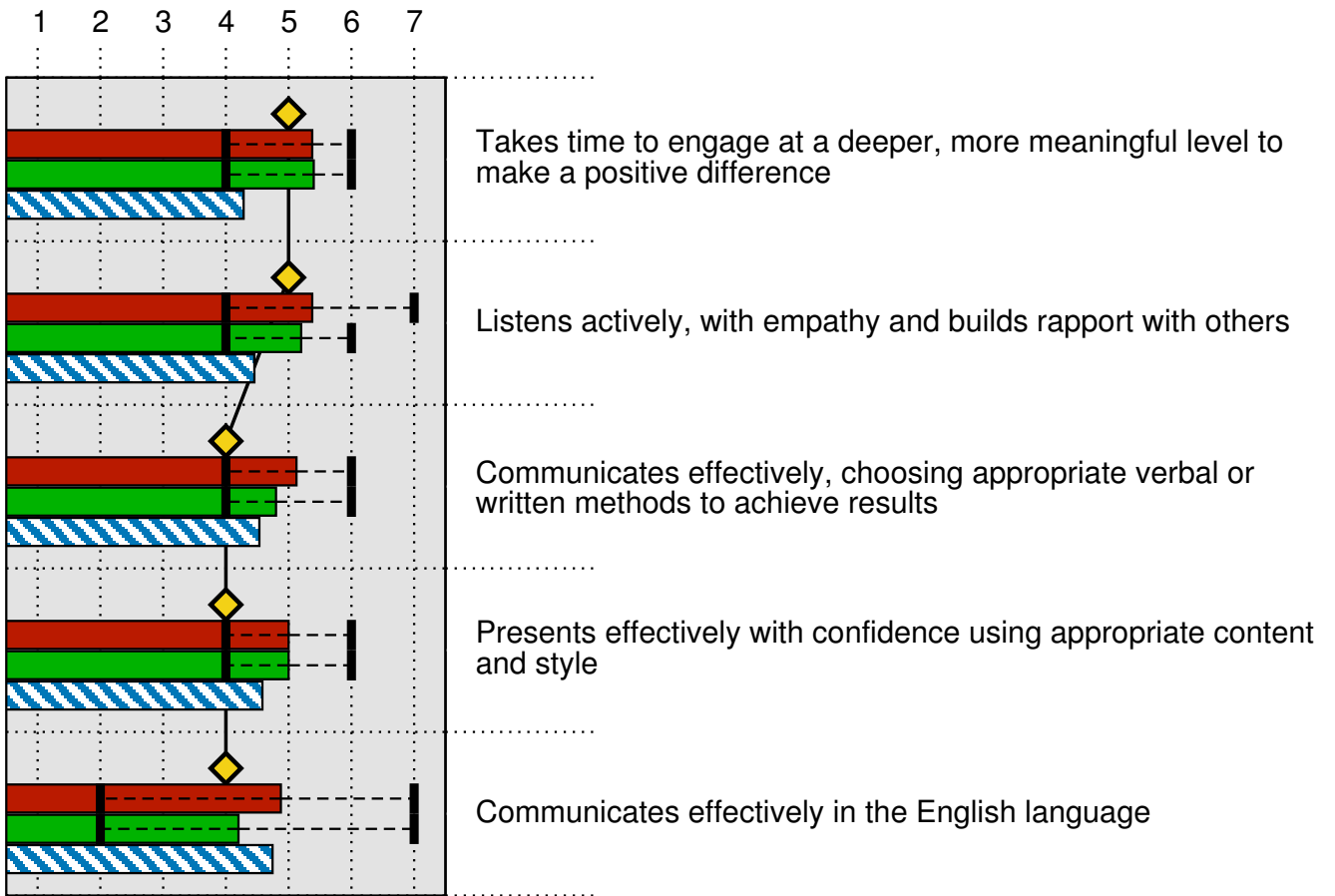
Empowering Others



Comments

Sample text comment.

Communication and Listening

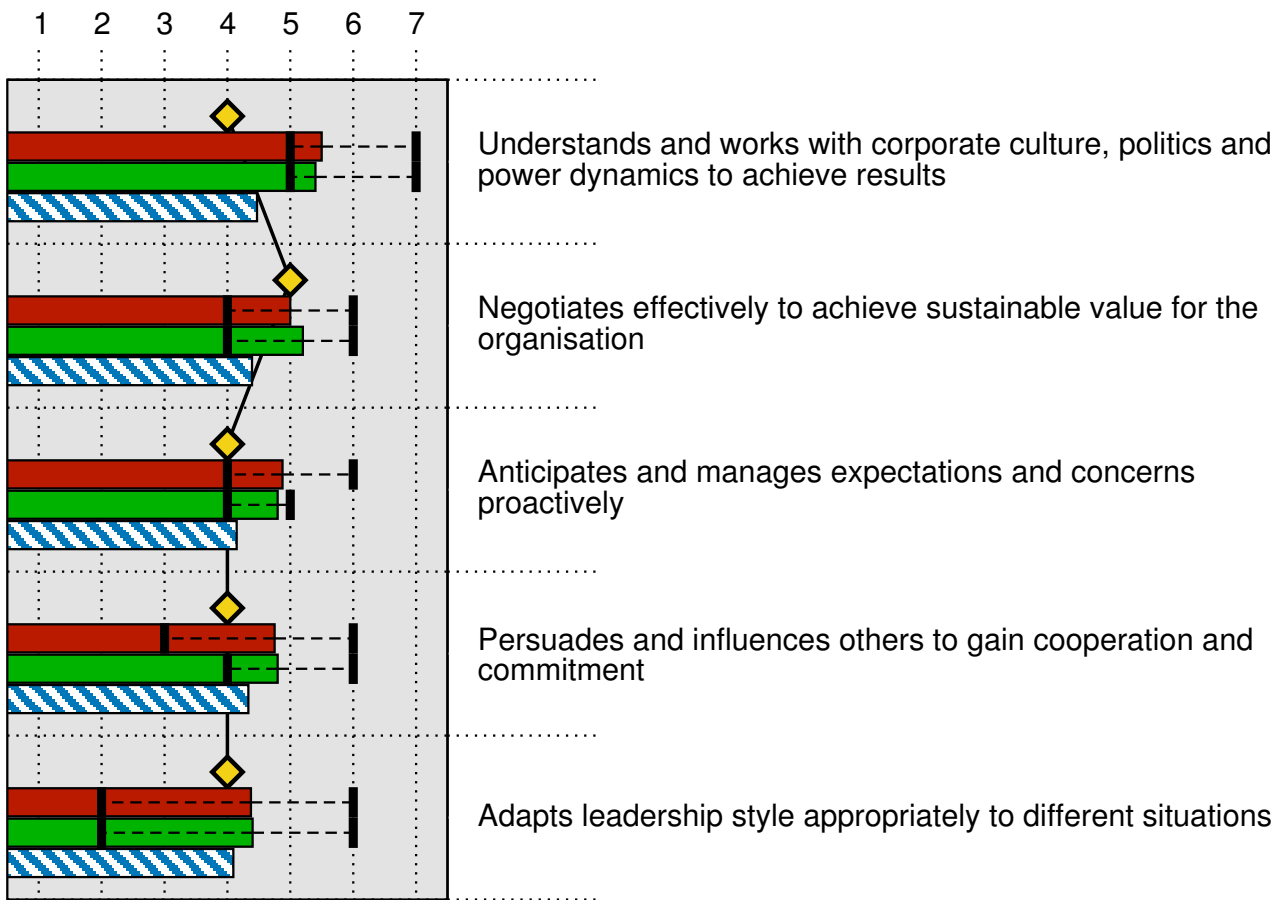


Comments

Sample text comment.

Sample text comment.

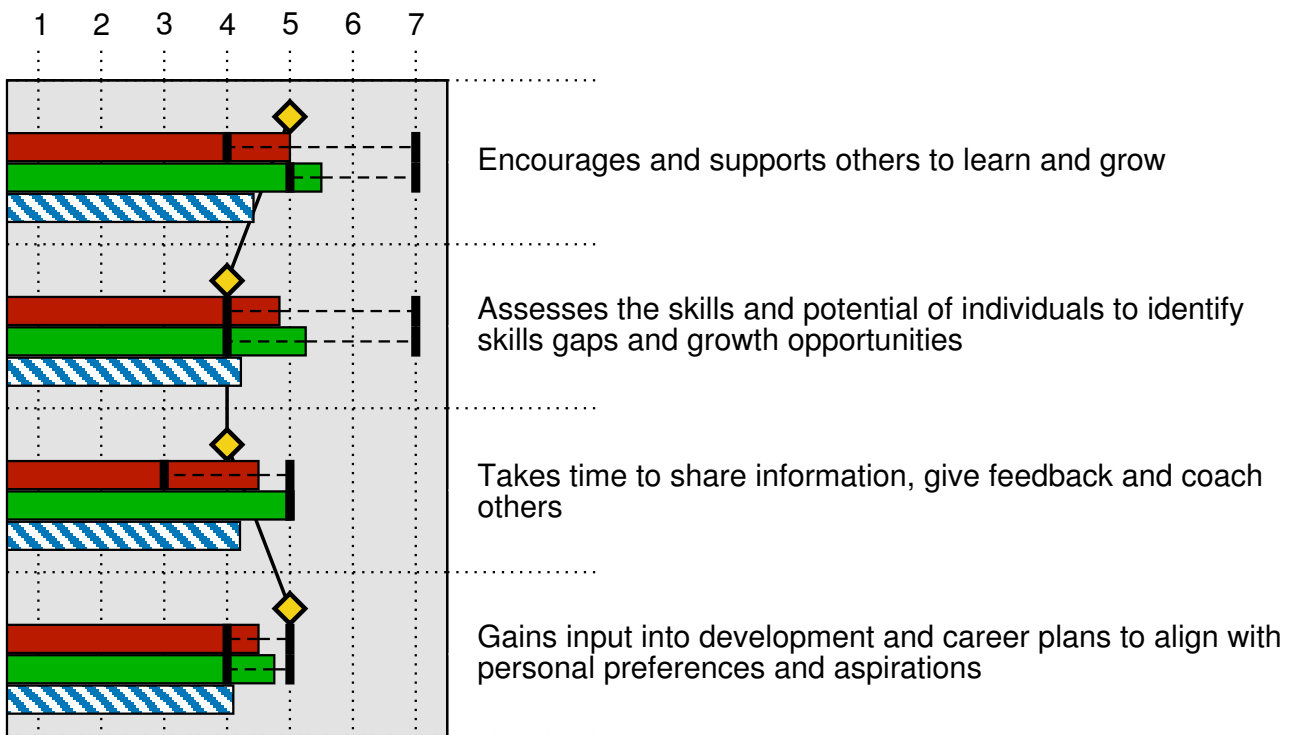
Influencing Others



Comments

No comments present.

Develops and Coaches Others

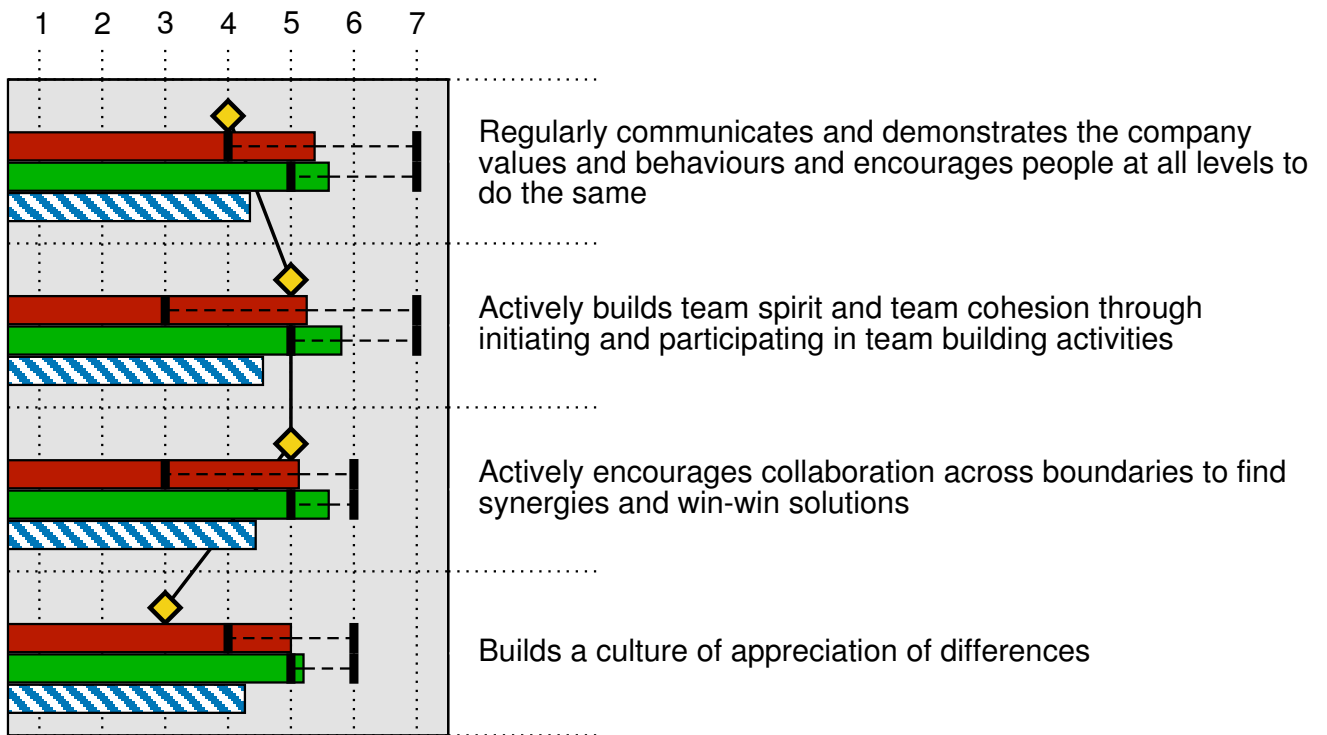


Comments

Sample text comment.

Sample text comment.

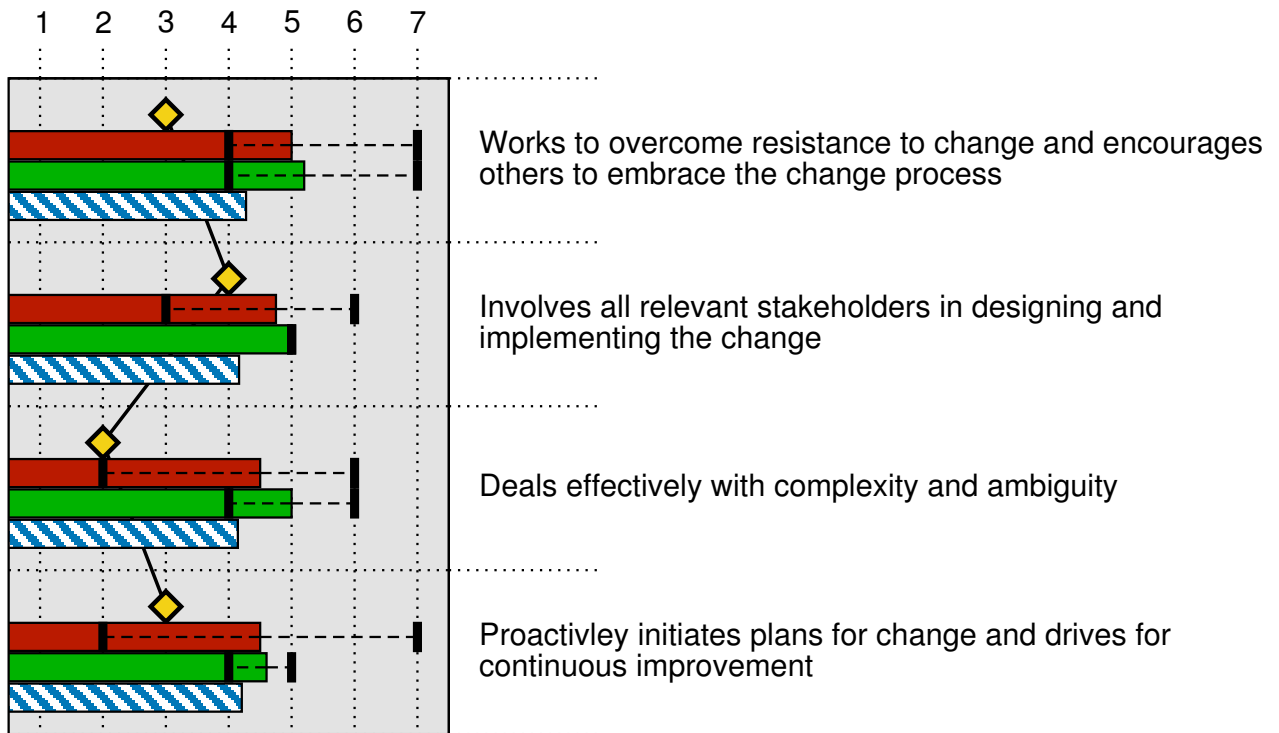
Teamwork



Comments

Sample text comment.

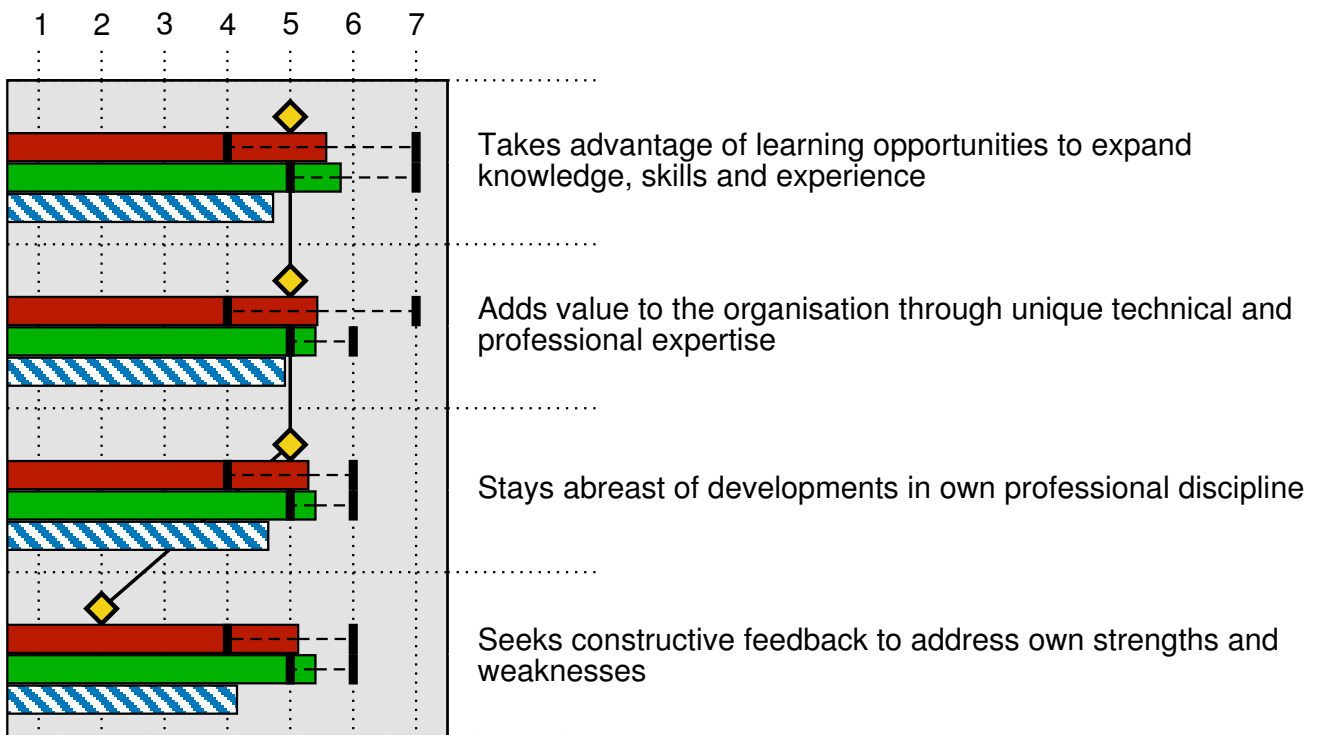
Change Leadership



Comments

Sample text comment.

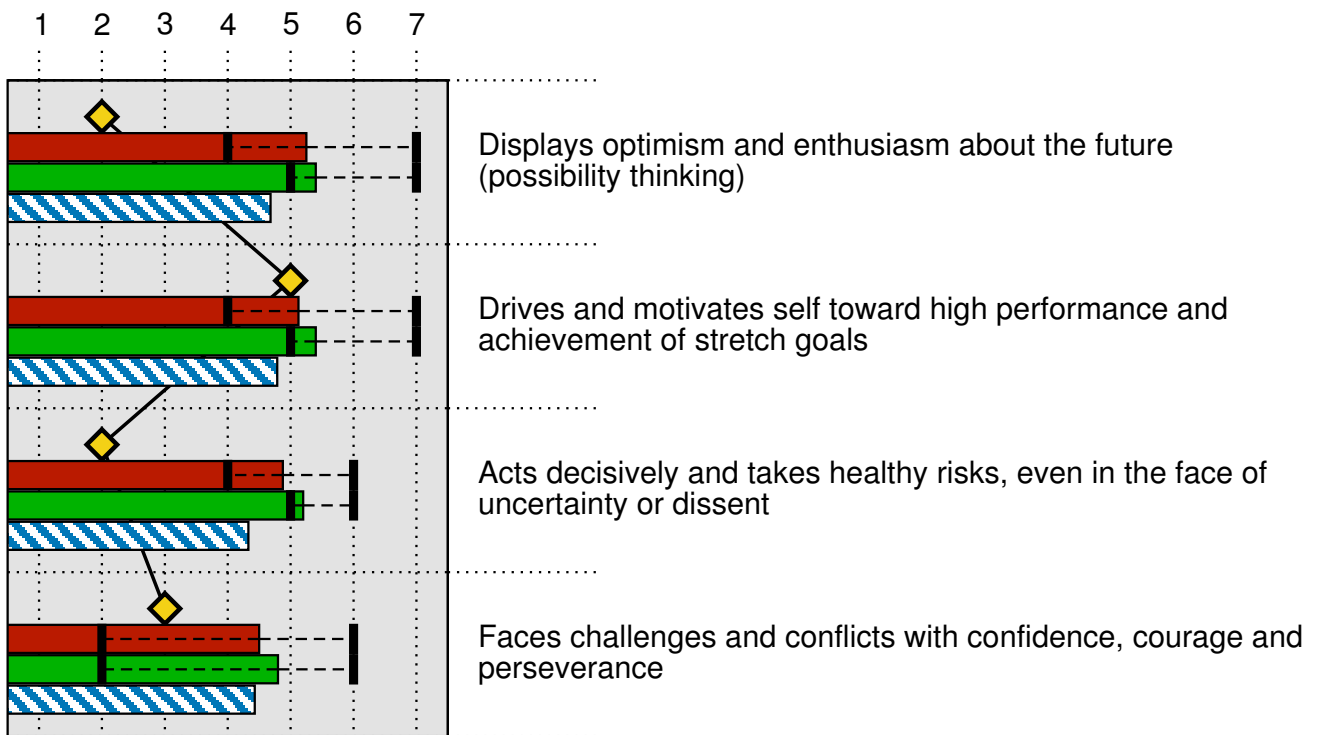
Learning & Growth



Comments

Sample text comment.

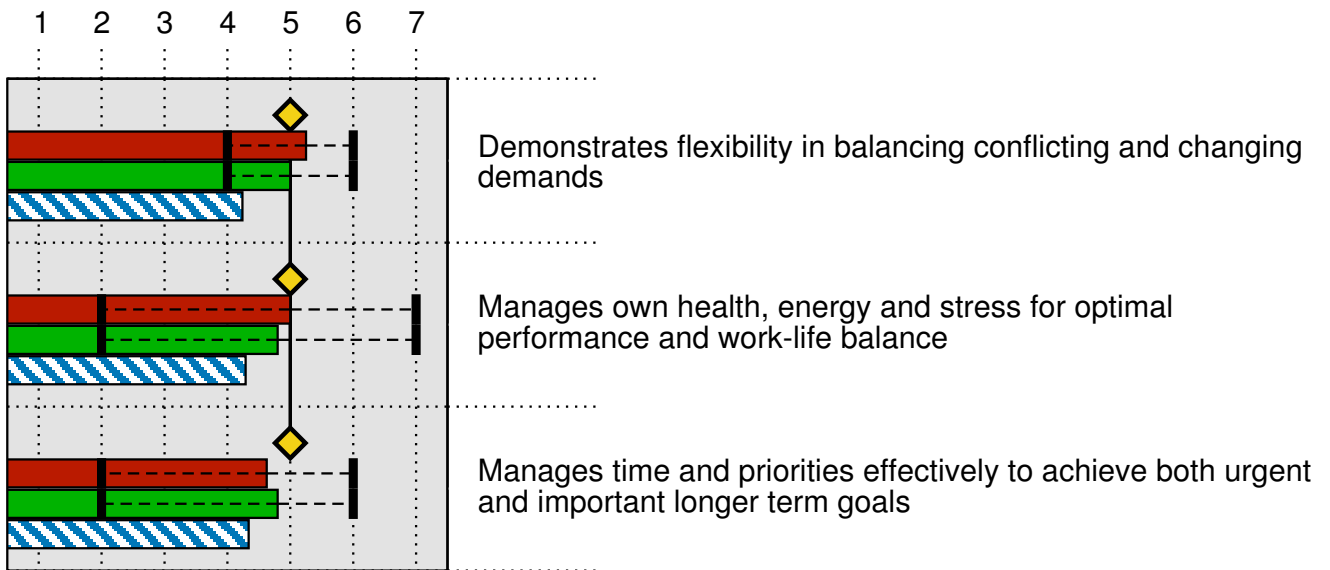
Drive



Comments

No comments present.

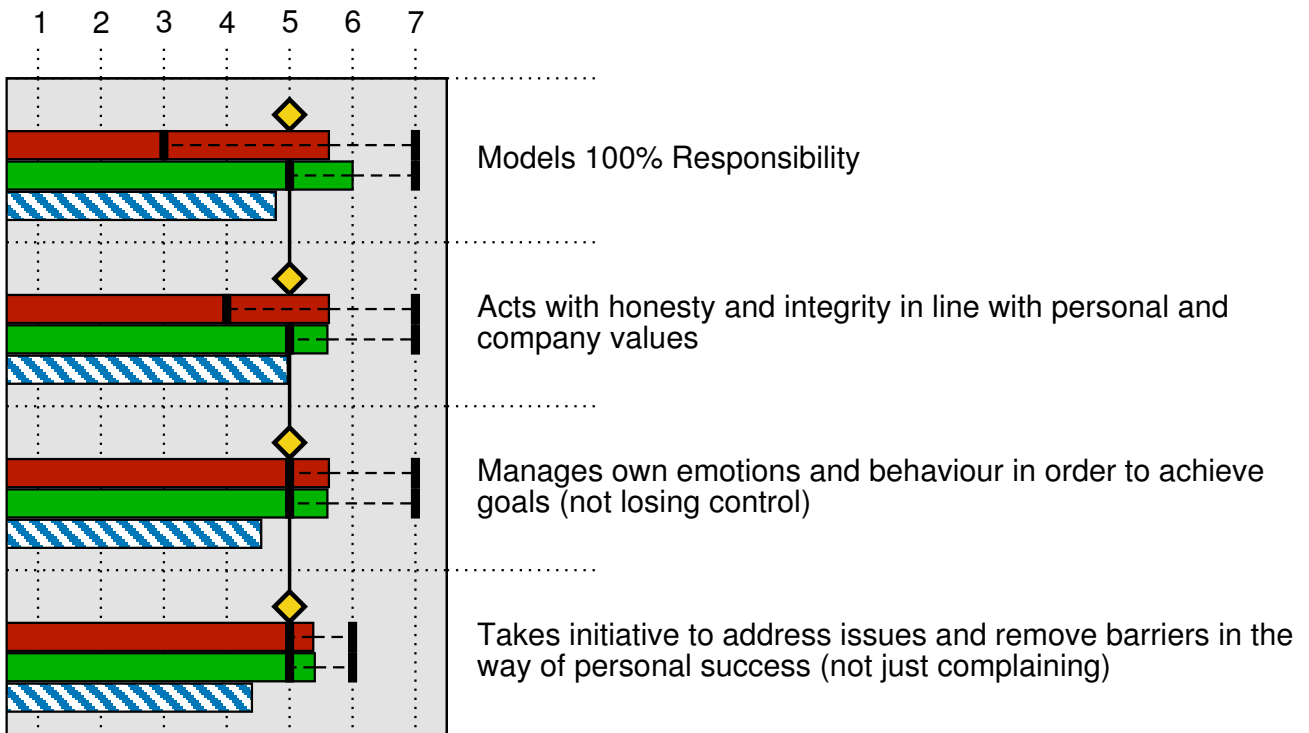
Balance



Comments

Sample text comment.

Self Management

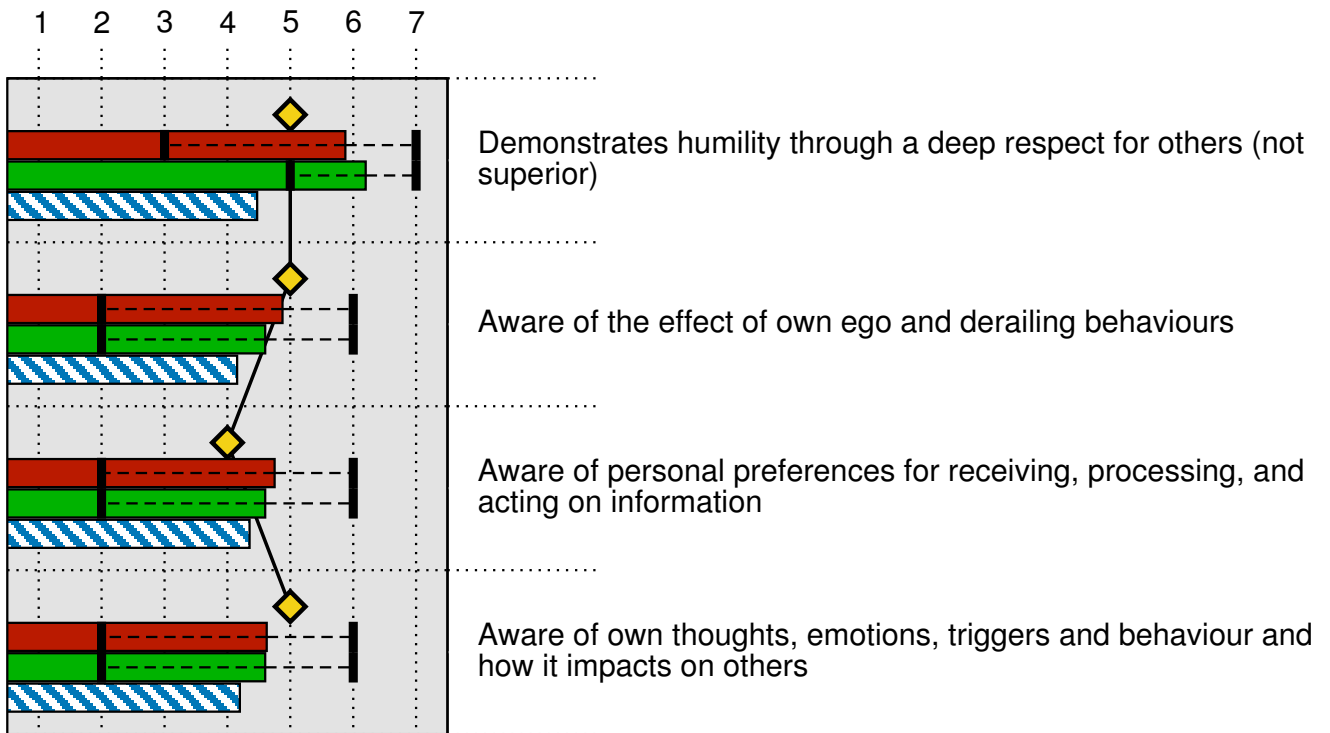


Comments

Sample text comment.

Sample text comment.

Self Awareness



Comments

Sample text comment.

RELATIVE STRENGTHS AND DEVELOPMENT AREAS

This table shows the eight items which have the highest average rating of all of your respondents, from highest to lowest rating. These items are your relative strengths.

Question text	Self	Your raters
Demonstrates humility through a deep respect for others (not superior)	5	5.88
Acts with honesty and integrity in line with personal and company values	5	5.63
Builds effective relationships with customers through gaining their trust and respect	5	5.63
Manages own emotions and behaviour in order to achieve goals (not losing control)	5	5.63
Models 100% Responsibility	5	5.63
Takes advantage of learning opportunities to expand knowledge, skills and experience	5	5.57
Understands and works with corporate culture, politics and power dynamics to achieve results	4	5.5
Adds value to the organisation through unique technical and professional expertise	5	5.43

This table shows the eight items which have the lowest average rating of all of your respondents, from highest to lowest rating. These items are relative development areas, and may indicate areas for personal growth.

Question text	Self	Your raters
Gains input into development and career plans to align with personal preferences and aspirations	5	4.5
Often reminds others of the “big picture” of how things relate to each other	4	4.5
Takes time to share information, give feedback and coach others	4	4.5
Faces challenges and conflicts with confidence, courage and perseverance	3	4.5
Proactively initiates plans for change and drives for continuous improvement	3	4.5
Deals effectively with complexity and ambiguity	2	4.5
Makes sure that global business priorities are incorporated into local planning (thinks global, acts local)	5	4.38
Adapts leadership style appropriately to different situations	4	4.38

SELF VERSUS OTHERS RATINGS

This table shows up to six items (plus possible ties) with the greatest difference between your and your respondents' ratings, with your rating the larger. These may be items which you think are strengths, but where others do not agree.

Question text	Self	Your raters
Sources competent people and places the right people in the right roles	6	5
Recognises and rewards effective performance, behaviors and results	6	5.29
Makes sure that global business priorities are incorporated into local planning (thinks global, acts local)	5	4.38
Gains input into development and career plans to align with personal preferences and aspirations	5	4.5
Holds others accountable by giving feedback and confronting poor performance	5	4.57
Identifies patterns, trends and core issues in making business decisions	5	4.57

This table shows up to six items (plus possible ties) with the greatest difference between your and your respondents' ratings, with your rating the smaller. These may be items which are strengths you have not recognised.

Question text	Self	Your raters
Displays optimism and enthusiasm about the future (possibility thinking)	2	5.25
Seeks constructive feedback to address own strengths and weaknesses	2	5.13
Acts decisively and takes healthy risks, even in the face of uncertainty or dissent	2	4.88
Deals effectively with complexity and ambiguity	2	4.5
Builds a culture of appreciation of differences	3	5
Works to overcome resistance to change and encourages others to embrace the change process	3	5

YOUR RATINGS VERSUS THE OVERALL NORM

This table shows up to six items (plus possible ties) with the greatest difference between your respondents' ratings, and the average of all ratings for the group, with your respondents' rating the larger. These may be items which are particular strengths relative to the rest of the group.

Question text	Self	Your raters	Pro-gramme average
Demonstrates humility through a deep respect for others (not superior)	5	5.88	4.47
Recognises and rewards effective performance, behaviors and results	6	5.29	4.12
Takes time to engage at a deeper, more meaningful level to make a positive difference	5	5.38	4.28
Manages own emotions and behaviour in order to achieve goals (not losing control)	5	5.63	4.55
Understands and works with corporate culture, politics and power dynamics to achieve results	4	5.5	4.47
Regularly communicates and demonstrates the company values and behaviours and encourages people at all levels to do the same	4	5.38	4.35

This table shows up to six items (plus possible ties) with the greatest difference between your respondents' ratings, and the average of all ratings for the group, with the group average the larger. These may be items which are development areas, relative to the rest of the group.

Question text	Self	Your raters	Pro-gramme average
Makes sure that global business priorities are incorporated into local planning (thinks global, acts local)	5	4.38	4.38