



LIW³
Building a legacy
of leadership

LIW 360° C³alibrator[®]

John Brown Corporation

Sally Smith

360° Feedback Report

February 2010

This survey was set up in order to assess the perceived effectiveness of the three conditions needed for your successful leadership within your organisation:

Clarity, Climate and Competence.

The submitted responses were electronically collated and these results are shown in graphical format. These results will be used as input into your organisation's leadership development initiative.

The mechanics of each graph are described in detail in order that you fully understand, interpret and analyse your results, long after you have had your LIW 360° C³alibrator[®] debrief. These descriptions and a definition of terms are conveniently located within the final pages of this report.

We have encouraged respondents to explain why they answered in a particular way by filling in the comments sections. This is an excellent way of highlighting your specific leadership strengths and development needs as it provides you with direct, anonymous feedback from your people.

Should you have any questions regarding your LIW 360° C³alibrator[®], please contact us at survey@liw3.com. We would only be too happy to help you.

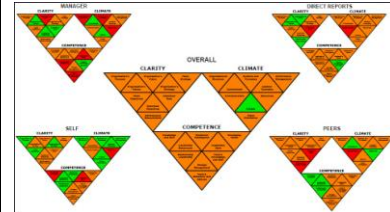
Kind regards

The LIW C³alibrator[®] Team

Explanation of 360° C³alibrator[®] Reports

PYRAMID COMPARISON

The Pyramid Comparison report provides you with a snapshot overview of the responses received for one particular subject. The colours immediately alert you to perceived strengths and development needs of the subject and allow you to compare similarities and differences in responses.



PYRAMID - Page One:

The Pyramid Page One report offers you an immediate snapshot of your overall strengths and development needs. The colour of each mini triangle is governed by three rules. These rules are based on how many respondents have answered the survey in a certain way. Our technology searches for the red rule first and if the respondents meet this rule, then the triangle will be red.

RED rule: If on average respondents answered 'strongly disagree', 'disagree', or 'slightly disagree', this means that 'Urgent action' is required with regards to the content of this particular triangle.

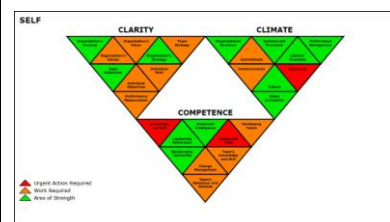
If the red rule is not met, our technology searches for the orange rule. If the orange rule is met, the triangle will naturally turn orange.

ORANGE rule: If on average respondents answered 'slightly agree.' This means that work is required at some stage with regards to the content of this particular triangle.

If the orange rule is not met, then the triangle will turn green.

GREEN rule: If on average respondents answered 'strongly agree', 'agree', this means that the content of this particular triangle is an area of strength.

Keep in mind that whenever the red and orange rules are not true, the green rule will always be true.



PYRAMID – Page Two:

The **Pyramid Page Two report** offers the ability to give you an average overall score to work towards improving next time you complete a C³alibrator[®] 360° survey.

The coloured triangles to the left of the descriptors (e.g. Org’s purpose) are the same as the colours in the page one report. The numbers under the coloured triangles represent the number of questions that met that particular rule. For example, if next to Organisational Structure, you see a 2 under a red triangle, this means that the respondents for 2 questions met the red rule. If there is a number 3 under an orange triangle, this means that the respondents for 3 questions met the orange rule. If there is a number 1 under the green triangle, this means that the respondents for 1 question met the green rule. Add these up (3+2+1=6) and this indicates that there were 6 questions sitting underneath this particular sub section.

The average percentage (Avg %) represents the average scores for the triangle. All scores are calculated by percentage. (these are represented in the box below) To evaluate the average percentage we add up all individual scores for each response to the individual questions, and divide by the total number of scores.

The average percentage in the yellow circle at the bottom right of the page represents your overall average. This can be used as a benchmark you can measure yourself against the next time you partake in a 360° C³alibrator[®].

Values	%	Rating
Strongly Agree	100	6
Agree	83.34	5
Slightly Agree	66.67	4
Slightly Disagree	50	3
Disagree	33.34	2
Strongly Disagree	16.67	1



360° ANALYSIS with comments

The 360° Analysis report provides you with a detailed analysis of the responses from both yourself and each of your third parties. For example, if your self assessment is 6 and your third party assessment is 5.91 the difference will be 0.09.

The aggregate score based on the 6 scale is interpreted as follows:

Colour	Rating	Low	High
Red	0 - 20%	0	1.2
Orange	21 - 40%	1.26	2.4
Yellow	41 - 60%	2.46	2.4
Light Green	61 - 80%	3.66	4.8
Dark Green	81 - 100%	4.86	6.0

CLARITY: Team Objectives			
	Self-Assessment	Third Party Assessment	Difference
1 explain how the team objectives contribute to the attainment of the organisation's goals	5.00	3.86	-1.14
2 ensure the team objectives are used to plan and prioritise work	5.00	4.14	-0.86

GAP ANALYSIS

The Gap Analysis report provides you with a ranking of your strengths and development needs by showing the highest and lowest ranked questions. The ranking score is to the left of the page and you will find the actual question in the middle.

To the right is the 'gap' which indicates:

Strengths: the gap between your self assessment and the highest third party score

Development Needs: the gap between your self assessment and the lowest third party score

The second part of the Gap Analysis report shows a line graph indicating the exact responses from all parties. If the lines are the same length, for self and peers for example, this indicates that the responses were the same. In order to fully understand this report, we would need to look at the biggest gaps between the subject's answers and those of the third parties and try to understand why there is such a difference.

Ranking of Strengths		
Rank	Competency	Gap
1	I ensure my team are always ethical	0.90
2	I endorse equal opportunity regardless of background, age, race and gender	1.00
2	I demonstrate a genuine interest in the well-being of people	1.00
4	I treat people fairly and with respect	1.10
4	I support and encourage knowledge sharing within the team	1.10

Ranking of Development Needs		
Rank	Competency	Gap
1	I create structures that encourage positive behaviours	3.13
2	I encourage open and honest feedback	3.00
3	I clearly explain individuals' roles to them	2.75
3	I believe that I am consistent in my communication	2.75
3	I set clear expectations with each team member	2.75



LIW 360° C³alibrator[®] Dictionary of Terms

For clarity we have defined some of the terms for you below:

Purpose: The organisation's fundamental reason for existence beyond making money; a perpetual guiding star on the horizon to inspire employees. Sometimes called 'the mission'.

Values: The guiding principles which the Organisation and the individuals within it use to determine their behaviours, actions and decisions. Although intangible values are easily demonstrated by the way people 'walk the walk' and 'talk the talk.' Core values are non negotiable.

Vision: A stretching goal or long term aim (years away) which is bold, daring and a captivating statement of aspiration; an audacious goal that is achievable and not an impossible dream. It must be applicable to the whole organisation.

Strategy: A systematic set of actions to achieve the vision and the purpose. Actions are often documented in a strategic plan which is concurrent with operational plans

Objectives: Specific measurable goals, for both operational and strategic plans

Leader: A person **responsible** for achieving organisational objectives through the work of others, by **creating the conditions** in which they can be successful and for **building and maintaining the team** that he or she is a member of.

My Manager: Please take this to mean the person to whom you report.

Leadership: The **capacity and will** to rally people to a common purpose willingly, together with the **character** that inspires confidence and trust.

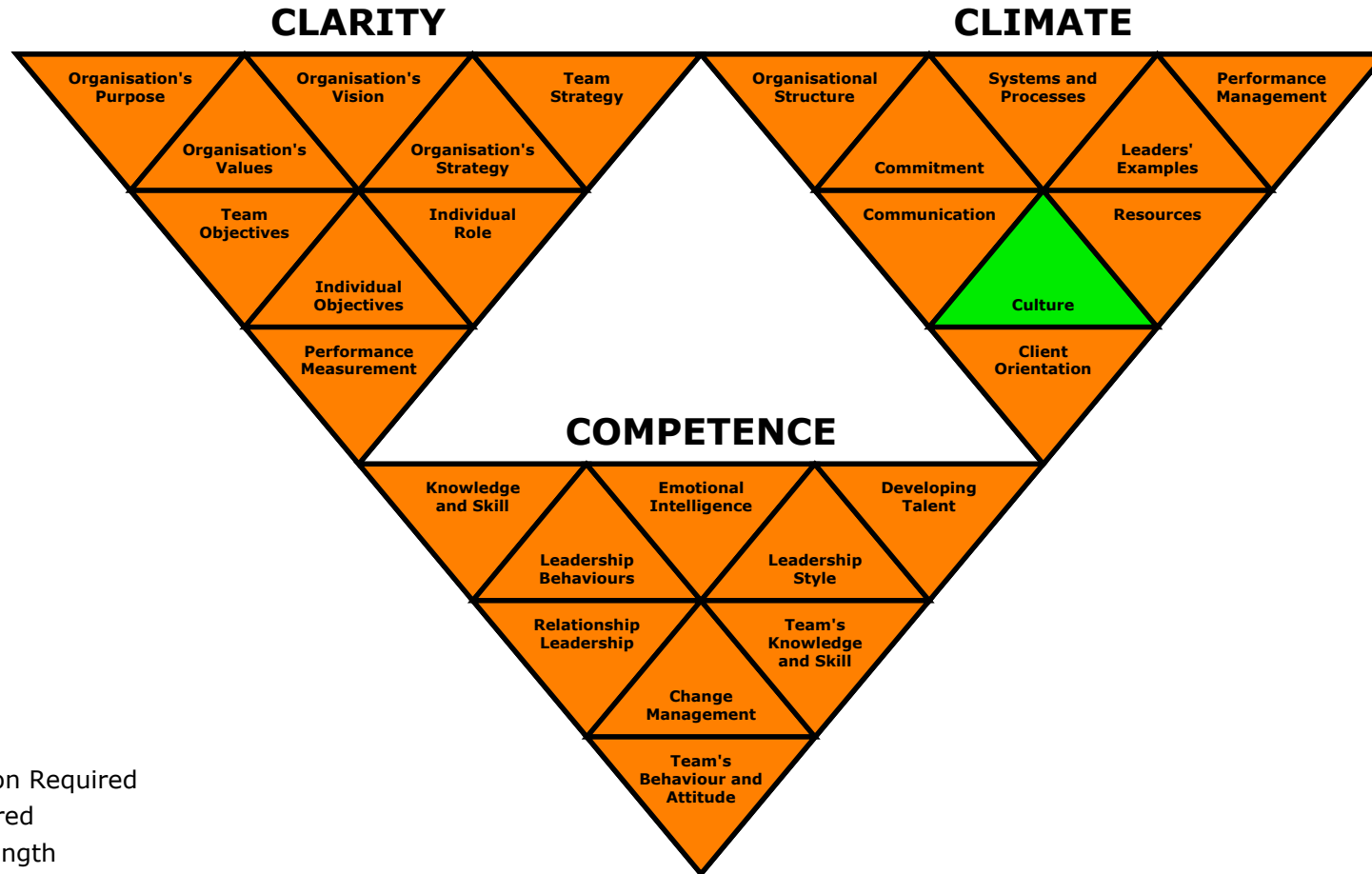
Functional Knowledge and Skill: Relating to a particular function in the organisation e.g. sales, manufacturing, distribution, finance, legal/compliance, HR, administration, client/customer service.

Business Knowledge and Skill: Relating to managing a particular area or region of the organisation with revenue, cost and profitability responsibilities.

Others: May refer to you when you are a member of an operational or leadership team with this person or refer to others who you observe being lead by this person.



Pyramid Report for : Sally Smith



- Urgent Action Required
- Work Required
- Area of Strength

The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

CLARITY

Avg

▲ Organisation's Purpose	65.63
▲ Organisation's Values	68.75
▲ Organisation's Vision	66.67
▲ Organisation's Strategy	60.42
▲ Team Strategy	64.58
▲ Team Objectives	68.75
▲ Individual Objectives	65.63
▲ Individual Role	54.17
▲ Performance Measurement	64.58
Avg	64.35%

CLIMATE

▲ Organisational Structure	59.58
▲ Commitment	69.27
▲ Systems and Processes	69.44
▲ Leaders' Examples	65.10
▲ Performance Management	67.92
▲ Communication	54.17
▲ Culture	76.16
▲ Resources	61.46

The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

Pyramid Report for : Sally Smith

Avg

▲ Client Orientation	59.58
Avg	64.74%

COMPETENCE

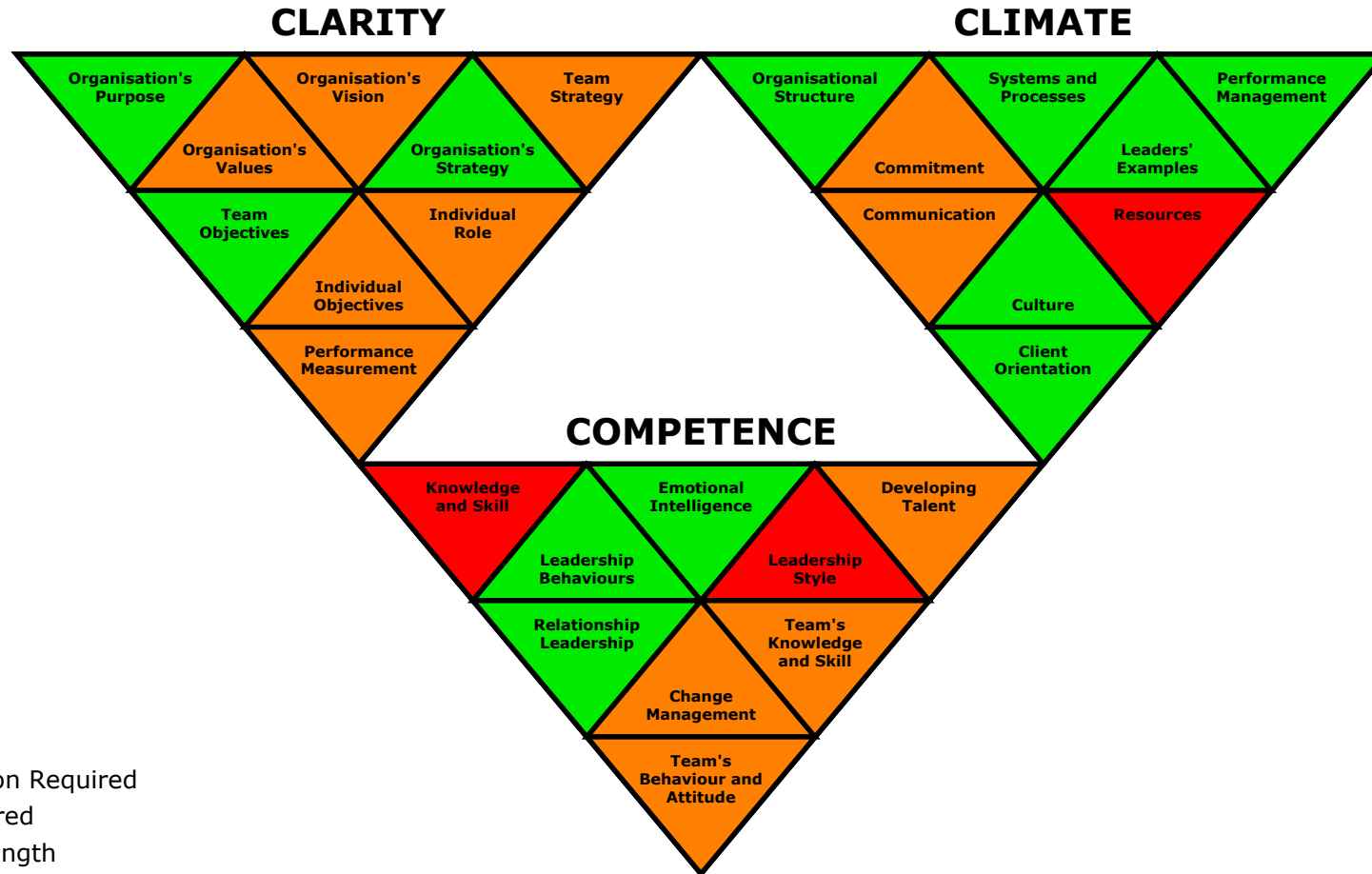
▲ Knowledge and Skill	64.58
▲ Leadership Behaviours	70.05
▲ Emotional Intelligence	65.00
▲ Leadership Style	60.42
▲ Developing Talent	61.98
▲ Relationship Leadership	73.96
▲ Change Management	69.79
▲ Team's Knowledge and Skill	74.31
▲ Team's Behaviour and Attitude	65.28
Avg	67.26%

65.45%



SELF










Pyramid Report for : Sally Smith











The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

CLARITY

Avg

 Organisation's Purpose	83.33
 Organisation's Values	66.67
 Organisation's Vision	75.00
 Organisation's Strategy	91.67
 Team Strategy	66.67
 Team Objectives	83.33
 Individual Objectives	75.00
 Individual Role	75.00
 Performance Measurement	<u>75.00</u>
	76.85%


CLIMATE

 Organisational Structure	76.67
 Commitment	62.50
 Systems and Processes	83.33
 Leaders' Examples	83.33
 Performance Management	83.33
 Communication	75.00
 Culture	87.04
 Resources	33.33

The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

Pyramid Report for : Sally Smith

Avg

 Client Orientation	<u>83.33</u>
	74.21%

COMPETENCE

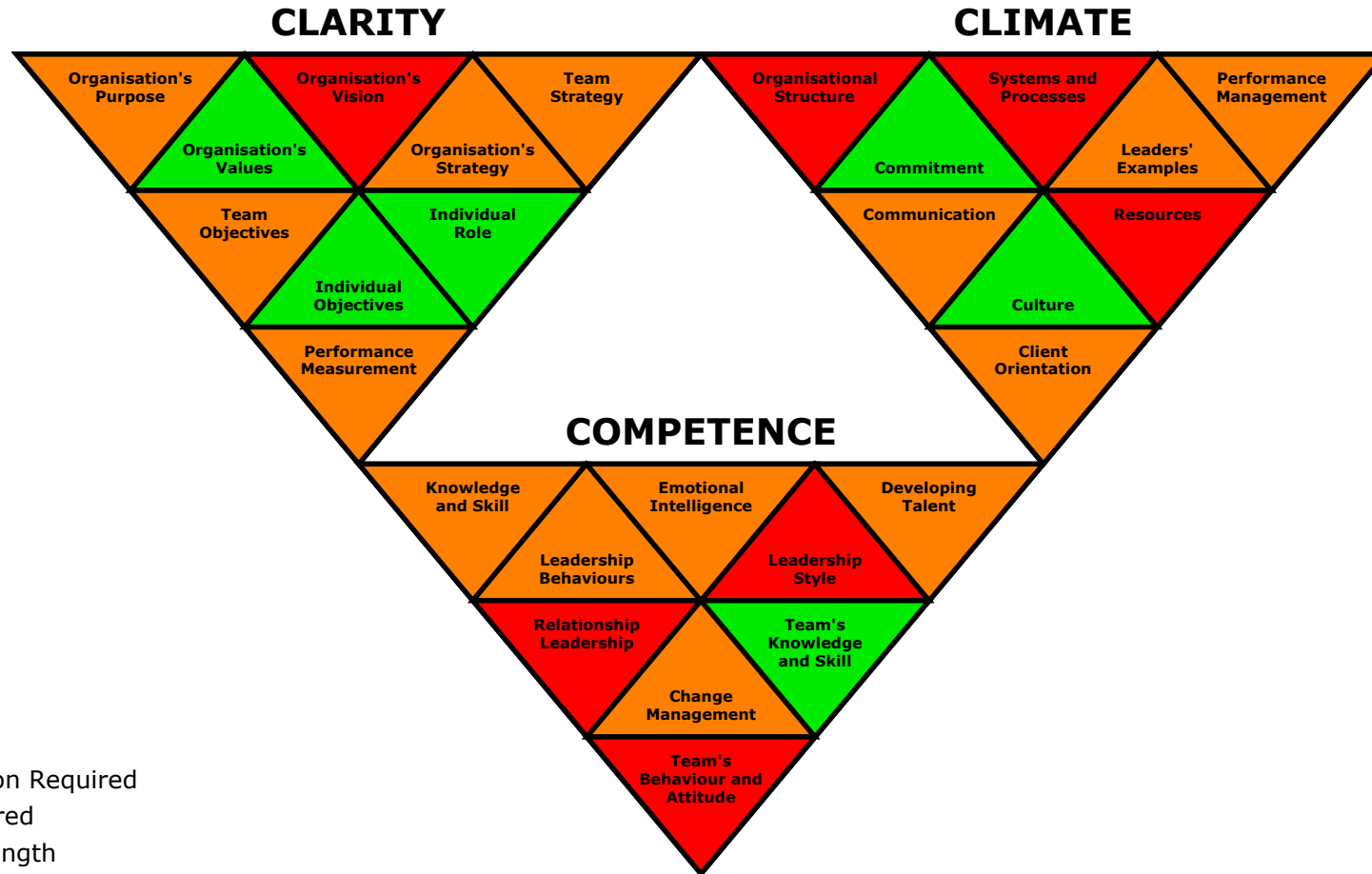
 Knowledge and Skill	50.00
 Leadership Behaviours	81.25
 Emotional Intelligence	83.33
 Leadership Style	41.67
 Developing Talent	66.67
 Relationship Leadership	100.00
 Change Management	75.00
 Team's Knowledge and Skill	61.11
 Team's Behaviour and Attitude	<u>55.56</u>
	68.29%

73.12%



MANAGER










Pyramid Report for : Sally Smith











The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

CLARITY

Avg

 Organisation's Purpose	75.00
 Organisation's Values	91.67
 Organisation's Vision	41.67
 Organisation's Strategy	58.33
 Team Strategy	75.00
 Team Objectives	66.67
 Individual Objectives	83.33
 Individual Role	83.33
 Performance Measurement	<u>58.33</u>
70.37%	


CLIMATE

 Organisational Structure	40.00
 Commitment	79.17
 Systems and Processes	33.33
 Leaders' Examples	66.67
 Performance Management	60.00
 Communication	66.67
 Culture	79.63
 Resources	50.00

The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

Pyramid Report for : Sally Smith

Avg

 Client Orientation	<u>60.00</u>
59.50%	

COMPETENCE

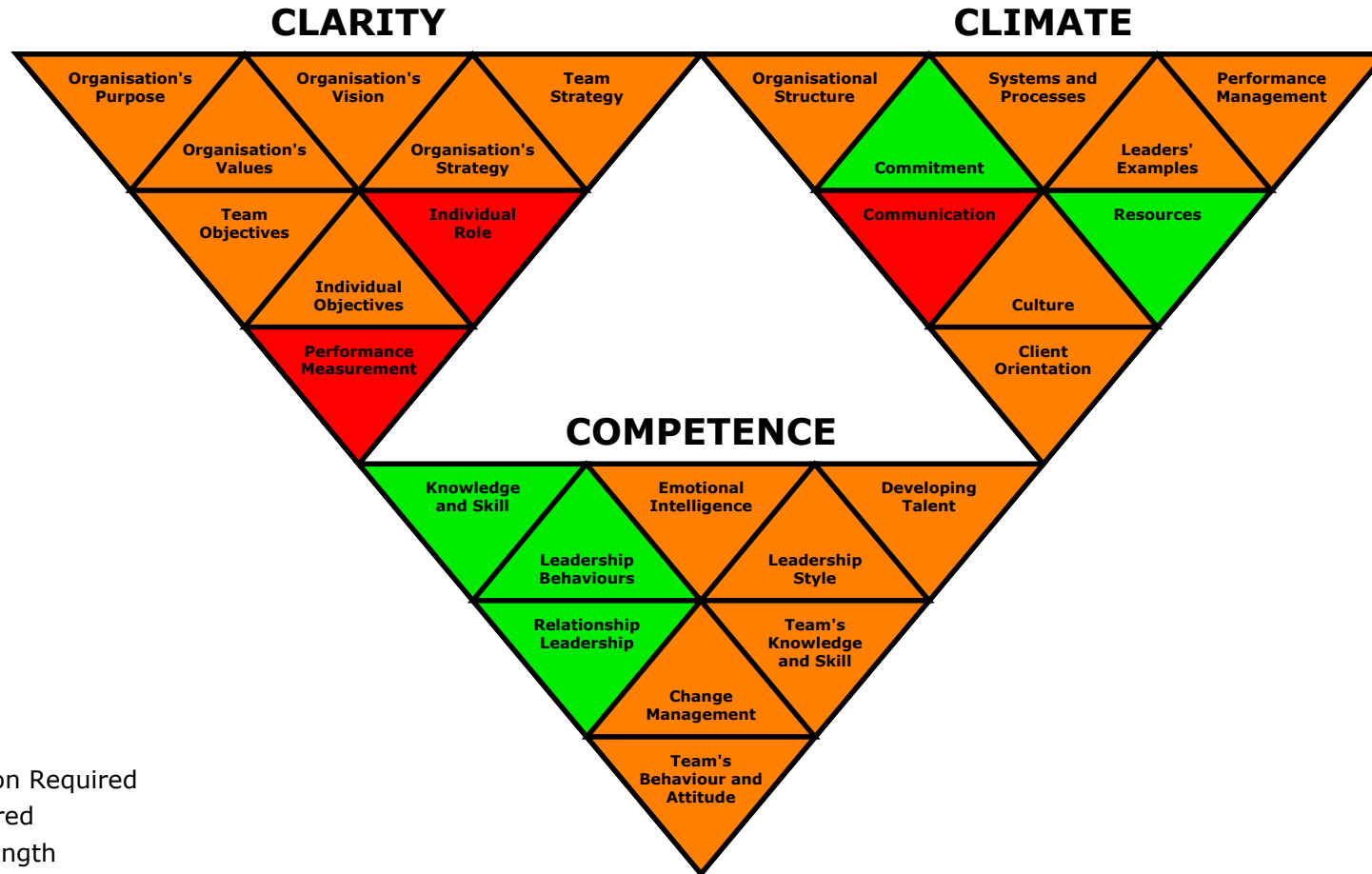
 Knowledge and Skill	66.67
 Leadership Behaviours	68.75
 Emotional Intelligence	56.67
 Leadership Style	41.67
 Developing Talent	62.50
 Relationship Leadership	50.00
 Change Management	62.50
 Team's Knowledge and Skill	83.33
 Team's Behaviour and Attitu	<u>50.00</u>
60.23%	

63.37%



PEERS

Pyramid Report for : Sally Smith












- Urgent Action Required
- Work Required
- Area of Strength









The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

CLARITY

Avg

 Organisation's Purpose	55.56
 Organisation's Values	52.78
 Organisation's Vision	61.11
 Organisation's Strategy	58.33
 Team Strategy	61.11
 Team Objectives	61.11
 Individual Objectives	61.11
 Individual Role	41.67
 Performance Measurement	<u>50.00</u>
	55.86%


CLIMATE

 Organisational Structure	65.56
 Commitment	77.78
 Systems and Processes	74.07
 Leaders' Examples	66.67
 Performance Management	64.44
 Communication	50.00
 Culture	74.69
 Resources	77.78

The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

Pyramid Report for : Sally Smith

Avg

 Client Orientation	<u>52.22</u>
	67.02%

COMPETENCE

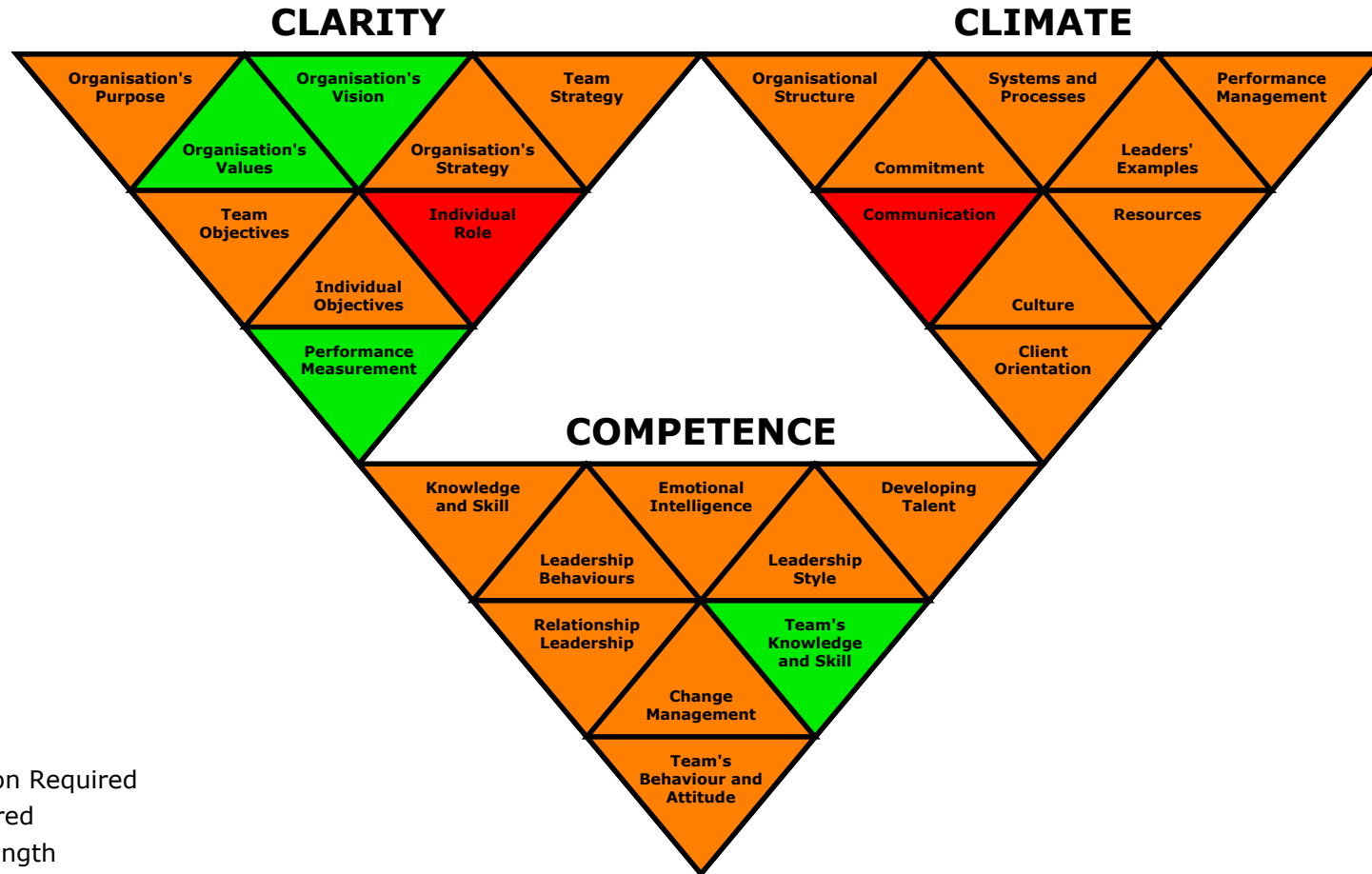
 Knowledge and Skill	76.98
 Leadership Behaviours	75.69
 Emotional Intelligence	64.44
 Leadership Style	66.67
 Developing Talent	63.89
 Relationship Leadership	77.78
 Change Management	73.61
 Team's Knowledge and Skill	74.07
 Team's Behaviour and Attitu	<u>74.07</u>
	71.91%




64.93%



DIRECT REPORTS

Pyramid Report for : **Sally Smith**












-  Urgent Action Required
-  Work Required
-  Area of Strength









The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

CLARITY

Avg

 Organisation's Purpose	66.67
 Organisation's Values	77.78
 Organisation's Vision	77.78
 Organisation's Strategy	52.78
 Team Strategy	63.89
 Team Objectives	72.22
 Individual Objectives	61.11
 Individual Role	50.00
 Performance Measurement	<u>77.78</u>
	66.67%


CLIMATE

 Organisational Structure	54.44
 Commitment	59.72
 Systems and Processes	72.22
 Leaders' Examples	56.94
 Performance Management	68.89
 Communication	47.22
 Culture	72.84
 Resources	58.33

The colour 'rules' for these triangles are as follows:
 If on average respondents Strongly Disagree, Disagree, Slightly Disagree a triangle will go red
 If on average respondents Slightly Agree a triangle will go amber
 If on average respondents Strongly Agree or Agree a triangle will go green.

Pyramid Report for : Sally Smith

Avg

 Client Orientation	58.89
	61.06%

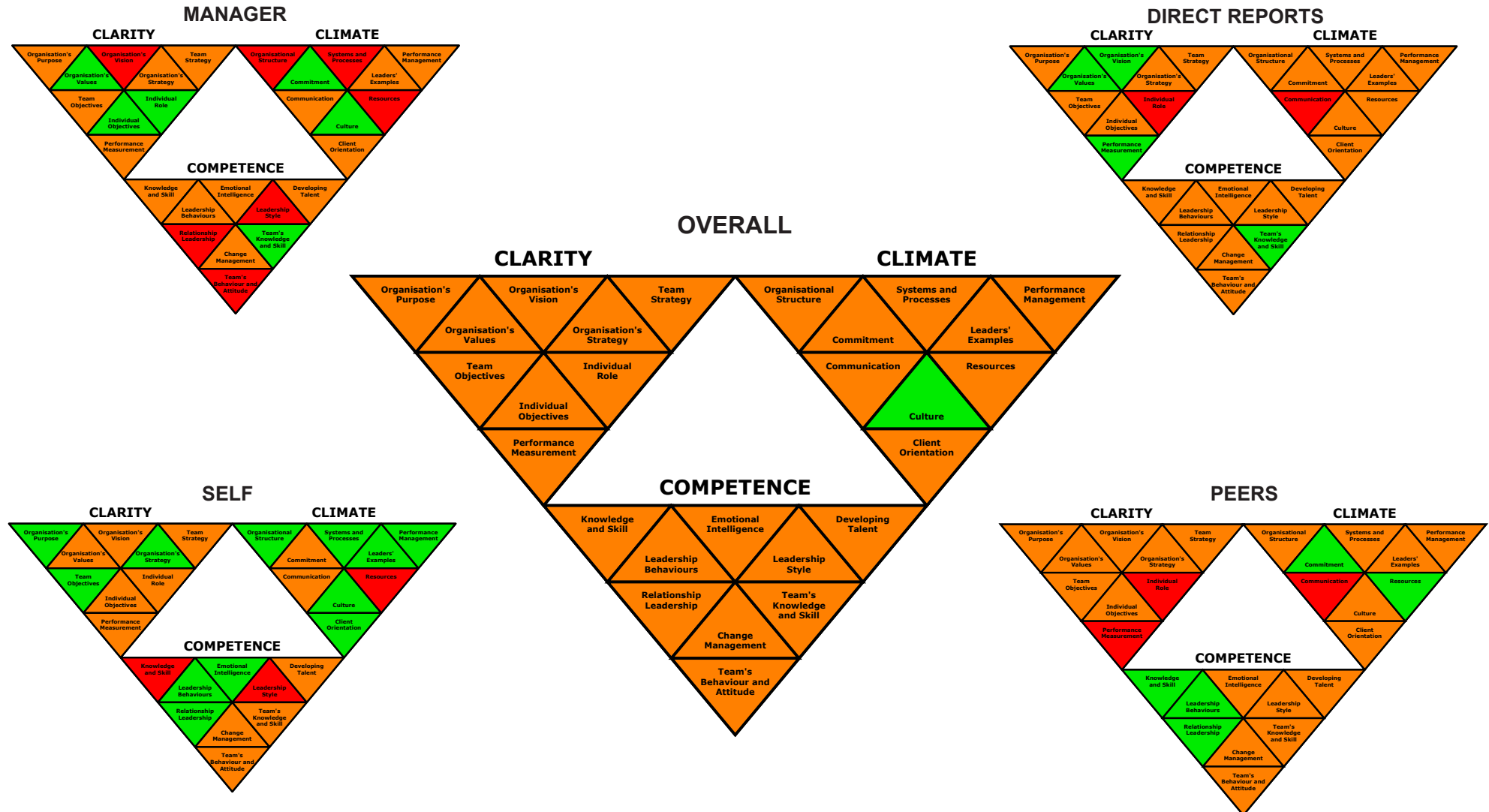
COMPETENCE

 Knowledge and Skill	56.35
 Leadership Behaviours	61.11
 Emotional Intelligence	62.22
 Leadership Style	66.67
 Developing Talent	58.33
 Relationship Leadership	69.44
 Change Management	66.67
 Team's Knowledge and Skill	75.93
 Team's Behaviour and Attitu	<u>64.81</u>
	64.61%

64.11%









Pyramid Report for : Sally Smith





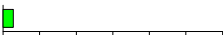


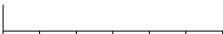
360 Degree Analysis Report for: Sally Smith

This report shows an analysis of the performance of this subject. A comparison is made between the subject's own ratings and the ratings of their colleagues, and the difference is shown.




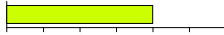

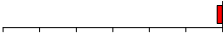
CLARITY: The Organisation's Purpose

	Self-Assessment	Third Party Assessment	Difference
I clearly explain the organisation's reason for existence	5.00 	3.86 	-1.14 
I motivate others by helping them understand what the organisation stands for	5.00 	3.71 	-1.29 



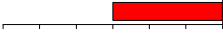



CLARITY: The Organisation's Values

	Self-Assessment	Third Party Assessment	Difference
I ensure that the organisation's values are understood	4.00 	4.29 	0.29 
I explain how the organisation's values provide a clear direction for employees to adhere to in their daily interactions	4.00 	4.00 	0.00 







CLARITY: The Organisation's Vision

	Self-Assessment	Third Party Assessment	Difference
I clearly explain the organisation's long term goals	5.00 	4.00 	-1.00 
I ensure that our organisation's long term goals provide meaningful direction and motivation	4.00 	3.86 	-0.14 

CLARITY: The Organisation's Strategy






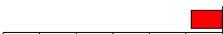
	Self-Assessment	Third Party Assessment	Difference
I understand the organisation's plan to achieve the organisation's goals	6.00 	3.00 	-3.00 
I work to put plans in place in order to pro-actively respond to change	5.00 	3.71 	-1.29 

CLARITY: Team Strategy



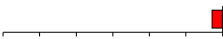



	Self-Assessment	Third Party Assessment	Difference
I facilitate a team plan which is aligned with the organisation's plan	4.00 	4.00 	0.00 
I ensure my team's plan is executed in accordance with the organisation's plan	4.00 	3.71 	-0.29 

360 Degree Analysis Report for: Sally Smith






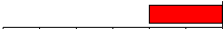
CLARITY: Team Objectives

	Self-Assessment	Third Party Assessment	Difference
I explain how the team objectives contribute to the attainment of the organisation's goals	5.00 	3.86 	-1.14 
I ensure the team objectives are used to plan and prioritise work	5.00 	4.14 	-0.86 







CLARITY: Individual Objectives

	Self-Assessment	Third Party Assessment	Difference
I work with individuals to establish clear objectives and standards of performance	4.00 	3.71 	-0.29 
I explain how individual objectives contribute to the attainment of the organisation's objectives	5.00 	4.00 	-1.00 

CLARITY: Individual Role

	Self-Assessment	Third Party Assessment	Difference
I clearly explain individuals' roles to them	4.00 	3.14 	-0.86 
I set clear expectations with each team member	5.00 	3.00 	-2.00 

CLARITY: Performance Measurement

	Self-Assessment	Third Party Assessment	Difference
I use clearly defined performance measures to monitor progress	5.00 	3.86 	-1.14 
I ensure that each individual understands how their individual performance will be measured	4.00 	3.71 	-0.29 

360 Degree Analysis Report for: Sally Smith

CLARITY: Comments on the Clarity Section

Please make full use of this box by adding any comments that will further enhance your responses in the Clarity section of this survey

I always strive to promote the company's objectives and communicate these clearly to my people. The company has undergone much change in the past 12 months so keeping the team focused and communicating effectively about the changes has been challenging.


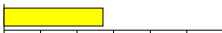
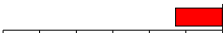










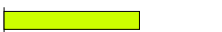

Sally is a great team player...she coaches her people well in all aspects of company policy, direction and expectations.

Sally is a valued colleague with a positive outlook and is enjoyable to work with.













Sally has an excellent communication style and is happy to share her knowledge with others.

I think that Sally has a very clear understanding of the purpose, vision and goals of the organisation and she is focused in leading the other members of the team in that direction.

CLIMATE: Organisational Structure





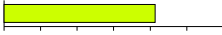
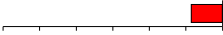



	Self-Assessment	Third Party Assessment	Difference
I create structures that encourage positive behaviours	4.00 	2.71 	-1.29 
I create the conditions required for people to effectively operate in my absence	4.00 	3.57 	-0.43 
I create structures that support high performance with minimum overlap or gaps	5.00 	3.57 	-1.43 
I create structures that encourage cross-functional collaboration	5.00 	3.57 	-1.43 
I create structures that facilitate effective decision-making	5.00 	3.71 	-1.29 

CLIMATE: Commitment






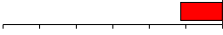






	Self-Assessment	Third Party Assessment	Difference
I am prepared to put in the extra effort when needed	4.00 	4.00 	0.00 
The level of morale in my team is high	3.00 	4.29 	1.29 
My team responds positively in changing times	4.00 	4.29 	0.29 
I feel positive about working for the organisation	4.00 	4.29 	0.29 

360 Degree Analysis Report for: Sally Smith












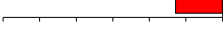



CLIMATE: Systems and Processes

	Self-Assessment	Third Party Assessment	Difference
I ensure that our organisation's policies, systems and processes are utilised to achieve our objectives	5.00 	3.86 	-1.14 
I encourage my team to find ways to enhance systems and processes	5.00 	4.14 	-0.86 
I hire the right people based on their skills, experience and culture fit	5.00 	4.14 	-0.86 

CLIMATE: Leaders' Example





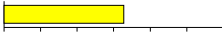






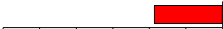
	Self-Assessment	Third Party Assessment	Difference
I consistently demonstrate the core values through what I say and do	5.00 	3.86 	-1.14 
I consistently demonstrate commitment to the organisation's goals	5.00 	3.86 	-1.14 
I am prepared to make tough decisions	5.00 	3.57 	-1.43 
The decisions and actions I take are always ethical	5.00 	3.71 	-1.29 

CLIMATE: Performance Management


















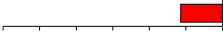





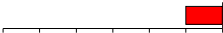



	Self-Assessment	Third Party Assessment	Difference
I tie recognition and reward to performance	5.00 	4.43 	-0.57 
I ensure people receive adequate recognition (beyond compensation) for the contribution they make	6.00 	3.71 	-2.29 
I ensure that individuals are appropriately compensated for their performance	5.00 	3.57 	-1.43 
I ensure that performance reviews/discussions provide timely effective feedback and direction	5.00 	3.71 	-1.29 
I collaborate with individuals to set their objectives	4.00 	4.29 	0.29 

360 Degree Analysis Report for: Sally Smith

CLIMATE: Communication

	Self-Assessment	Third Party Assessment	Difference
I believe that I am consistent in my communication	4.00 	3.14 	-0.86 
I involve people when making decisions that affect them	4.00 	3.29 	-0.71 
I encourage open and honest feedback	5.00 	2.71 	-2.29 
I effectively communicate significant issues facing the organisation in a timely manner	5.00 	3.14 	-1.86 

CLIMATE: Culture


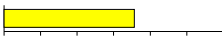
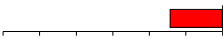







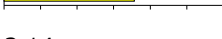
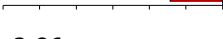



	Self-Assessment	Third Party Assessment	Difference
I keep unnecessary rules and procedures to a minimum	4.00 	3.57 	-0.43 
I support and encourage innovative behaviour	5.00 	4.14 	-0.86 
I set a priority on high standards of health and safety	5.00 	4.29 	-0.71 
I encourage an appropriate balance between work and personal commitments	5.00 	4.14 	-0.86 
I endorse equal opportunity regardless of background, age, race and gender	5.00 	5.00 	0.00 
I demonstrate a genuine interest in the well-being of people	6.00 	4.86 	-1.14 
I treat people fairly and with respect	6.00 	4.71 	-1.29 
I ensure my team are always ethical	6.00 	5.00 	-1.00 
When mistakes are made, I see them as learning opportunities	5.00 	4.57 	-0.43 

360 Degree Analysis Report for: Sally Smith

CLIMATE: Resources

	Self-Assessment	Third Party Assessment	Difference
I create an environment with the right resources that enables people to effectively perform their jobs	2.00 	4.14 	2.14 
I provide the necessary training and development to enable people to effectively perform their jobs	2.00 	3.71 	1.71 

CLIMATE: Client Orientation

	Self-Assessment	Third Party Assessment	Difference
I support my team to actively seek to understand our clients' requirements	5.00 	3.57 	-1.43 
I support my team to provide the right solutions and services that meet our clients' needs	5.00 	3.29 	-1.71 
I ensure that every interaction is a positive experience	4.00 	3.29 	-0.71 
I ensure that people consistently deliver high quality and value-added services	5.00 	3.57 	-1.43 
I ensure the needs of all key stakeholders are addressed	6.00 	3.14 	-2.86 

CLIMATE: Comments on the Climate Section

Please make full use of this box by adding any comments that will further enhance your responses in the Climate section of this survey

I feel I always encourage a team environment and work hard to build open and honest communication with my team. I feel there's always a struggle to secure extra resources to make me more effective as a manager.

Sally is always fair with her colleagues. She works hard to support her people.

Sally's interaction with her colleagues has always been positive.






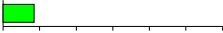















Sally always ensure that her team's contributions are recognised and rewarded.

Sally values others' opinions and respects other viewpoints. She's a supportive team member.






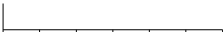


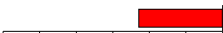














Sally is a consistent positive influence.

360 Degree Analysis Report for: Sally Smith

COMPETENCE: Knowledge and Skill

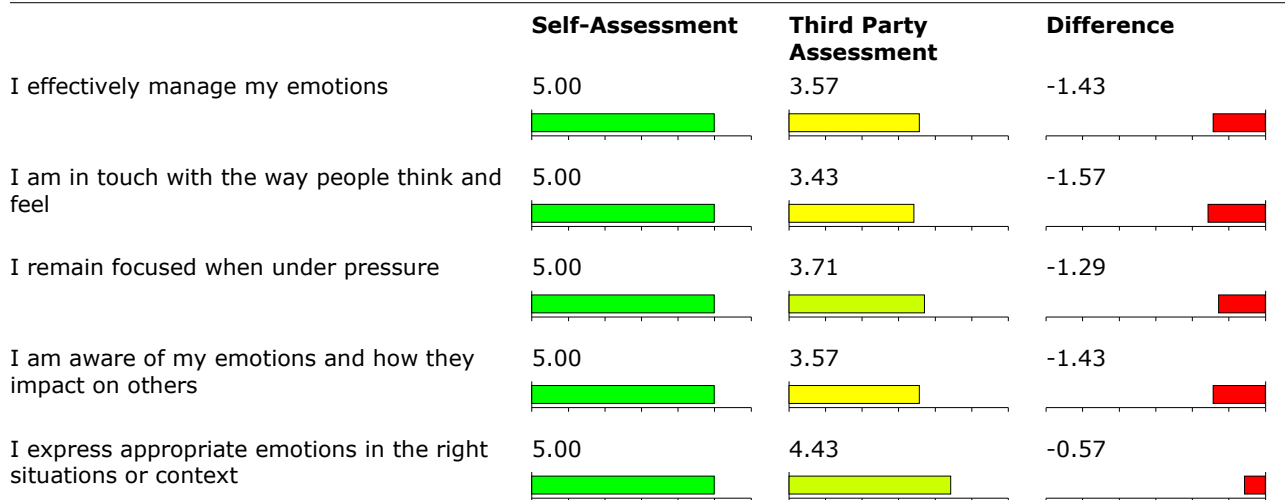
	Self-Assessment	Third Party Assessment	Difference
I am skilled in managing complexity and ambiguity	3.00 	3.71 	0.71 
I am well equipped with the necessary 'people skills' to perform my role	3.00 	3.86 	0.86 
I am effective in making decisions using both logic and intuition	4.00 	4.29 	0.29 
I ensure effective plans are in place so that decisions can be executed	2.00 	4.14 	2.14 
I communicate decisions and plans in a clear and succinct way	3.00 	3.86 	0.86 
I take calculated risks when dealing with potential opportunities or threats	3.00 	4.00 	1.00 
I have the necessary business knowledge and skills to execute my current role	3.00 	4.14 	1.14 

COMPETENCE: Leadership Behaviours

	Self-Assessment	Third Party Assessment	Difference
I set high standards appropriately	4.00 	4.57 	0.57 
I appropriately balance individual interests with those of the organisation	4.00 	4.00 	0.00 
I am fair, objective and consistent	6.00 	3.71 	-2.29 
I am persistent in helping people to overcome obstacles in achieving work results	6.00 	4.00 	-2.00 
I listen well to what is said and observe body language in order to take appropriate action	6.00 	3.57 	-2.43 
I consistently meet my commitments	4.00 	4.14 	0.14 
I inspire my team to go the extra mile	4.00 	4.71 	0.71 
I address issues and conflicts in a timely manner in an appropriate way	5.00 	4.14 	-0.86 

360 Degree Analysis Report for: Sally Smith

COMPETENCE: Emotional Intelligence



COMPETENCE: Leadership Style






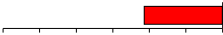





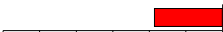


COMPETENCE: Developing Talent









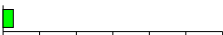


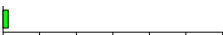


360 Degree Analysis Report for: Sally Smith

COMPETENCE: Relationship Leadership

	Self-Assessment	Third Party Assessment	Difference
I adjust my approach to meet the needs of the various people with whom I interact	6.00 	4.14 	-1.86 
I develop and maintain networks with others who can assist in reaching goals	6.00 	3.86 	-2.14 
I am assertive rather than passive or aggressive	6.00 	4.29 	-1.71 
I pro-actively setup relationships for success	6.00 	4.14 	-1.86 

COMPETENCE: Change Management

	Self-Assessment	Third Party Assessment	Difference
I exhibit a positive attitude to change	5.00 	4.00 	-1.00 
I demonstrate a willingness to embrace and integrate multiple points of view	5.00 	4.14 	-0.86 
I manage change processes to promote active support	4.00 	4.29 	0.29 
I ensure all relevant parties are fully briefed about plans to enable successful implementation	4.00 	4.14 	0.14 

COMPETENCE: Team's Knowledge and Skill

	Self-Assessment	Third Party Assessment	Difference
I ensure that my team has the necessary functional knowledge and skill to perform the job	3.00 	4.43 	1.43 
I facilitate our team keeping up-to-date with new trends, ideas and developments affecting our organisation	4.00 	4.29 	0.29 
I support and encourage knowledge sharing within the team	4.00 	5.00 	1.00 

360 Degree Analysis Report for: Sally Smith

COMPETENCE: Team's Behaviour and Attitude

	Self-Assessment	Third Party Assessment	Difference
I ensure that there are co-operative and collaborative behaviours across different teams in this organisation	3.00 	4.14 	1.14 
I advocate people in my team leveraging off each other's strengths to achieve the organisation's goals	3.00 	3.86 	0.86 
I emphasise the need for self-leadership in others	4.00 	4.00 	0.00 

COMPETENCE: Comments on the Competence Section

Please make full use of this box by adding any comments that will further enhance your responses in the Competence section of this survey

I believe my leadership and management skills still needing development in some areas. I always acknowledge the input and commitment of my team and their achievements.

Sally is extremely capable in her position. She's a delight to work with.

Sally has a strong command of the requirements of her position and the systems and processes of the Company. She constantly strives to achieve the Company goals and is instrumental in their achievement.

Sally always leads by example. She encourages all of us to achieve a strong balance between work and personal commitments.

Sally needs to give more feedback on performance to her direct reports. Regular one-on-one time would be helpful.

Sally is competent and self-assured. She has the ability to lift morale and motivate. She leads by example and trusts the judgement of her team.

Gap Analysis Report: for Sally Smith

Ranking of Strengths

Rank	Competency	Gap
1	I ensure my team are always ethical	0.90
2	I endorse equal opportunity regardless of background, age, race and gender	1.00
2	I demonstrate a genuine interest in the well-being of people	1.00
4	I treat people fairly and with respect	1.10
4	I support and encourage knowledge sharing within the team	1.10

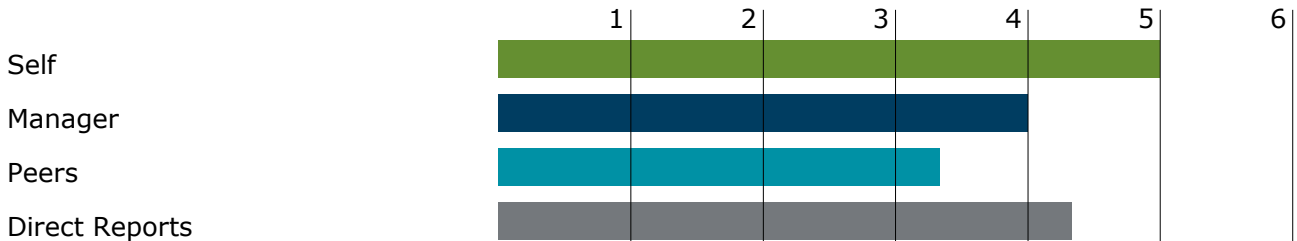
Ranking of Development Needs

Rank	Competency	Gap
1	I create structures that encourage positive behaviours	3.13
2	I encourage open and honest feedback	3.00
3	I clearly explain individuals' roles to them	2.75
3	I believe that I am consistent in my communication	2.75
3	I set clear expectations with each team member	2.75

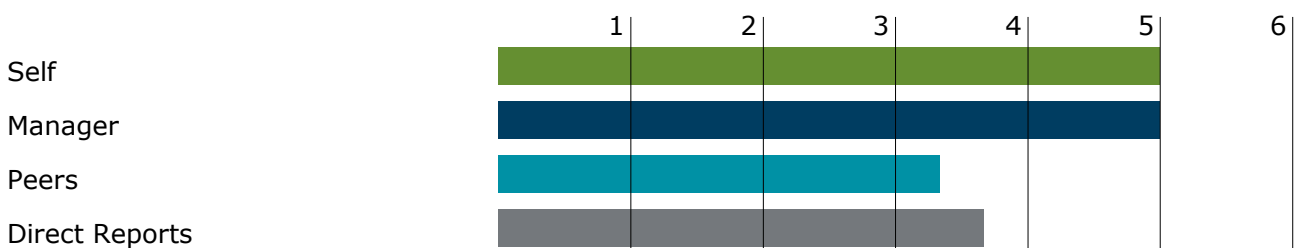
Gap Analysis Report: for Sally Smith

CLARITY

The Organisation's Purpose: I clearly explain the organisation's reason for existence.



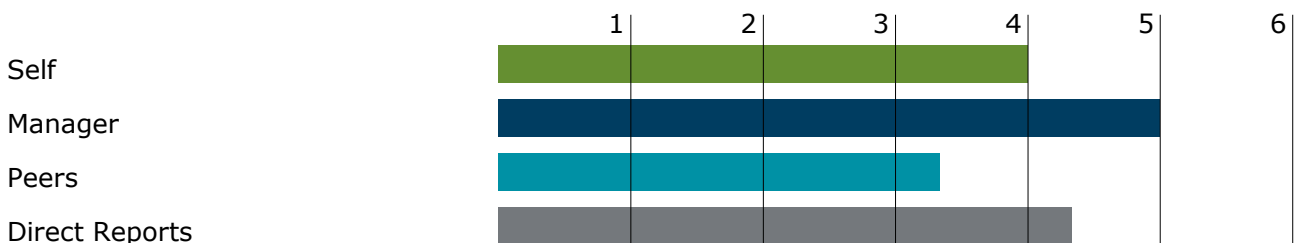
The Organisation's Purpose: I motivate others by helping them understand what the organisation stands for



The Organisation's Values: I ensure that the organisation's values are understood

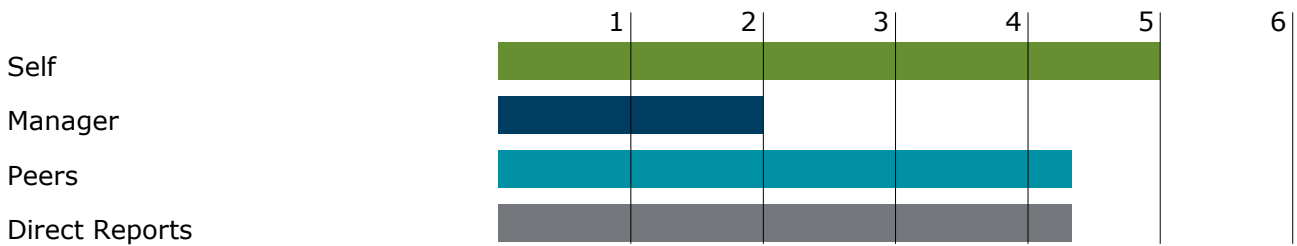


The Organisation's Values: I explain how the organisation's values provide a clear direction for employees to adhere to in their daily interactions

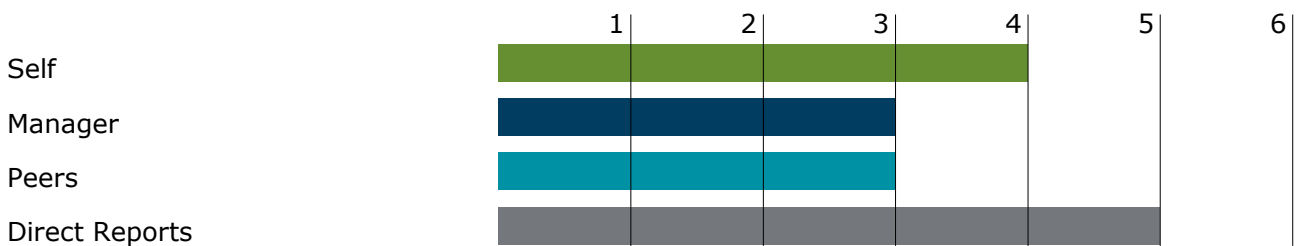


Gap Analysis Report: for Sally Smith

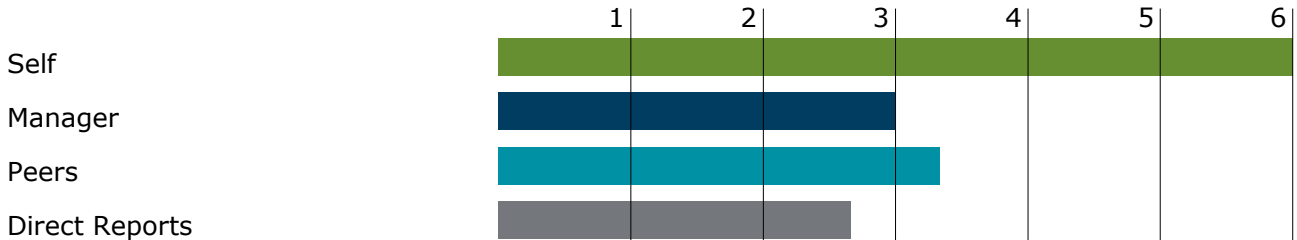
The Organisation's Vision: I clearly explain the organisation's long term goals



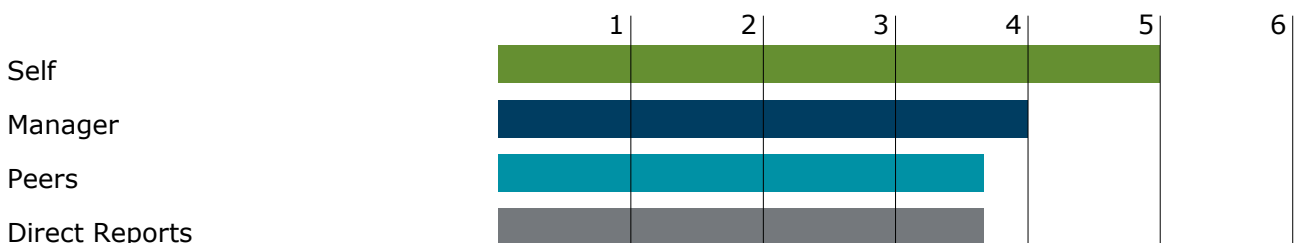
The Organisation's Vision: I ensure that our organisation's long term goals provide meaningful direction and motivation



The Organisation's Strategy: I understand the organisation's plan to achieve the organisation's goals

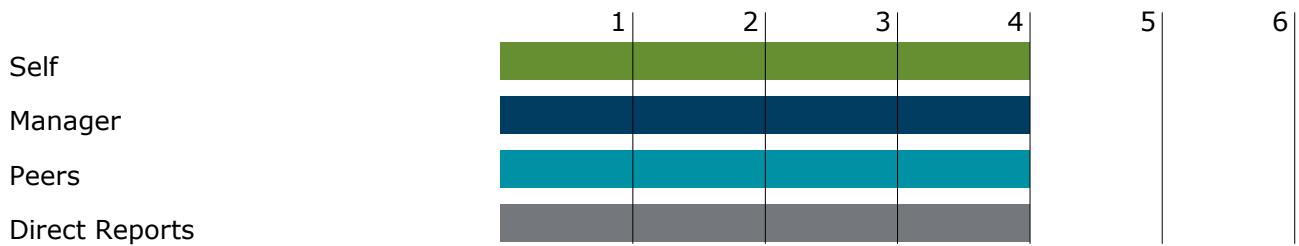


The Organisation's Strategy: I work to put plans in place in order to pro-actively respond to change

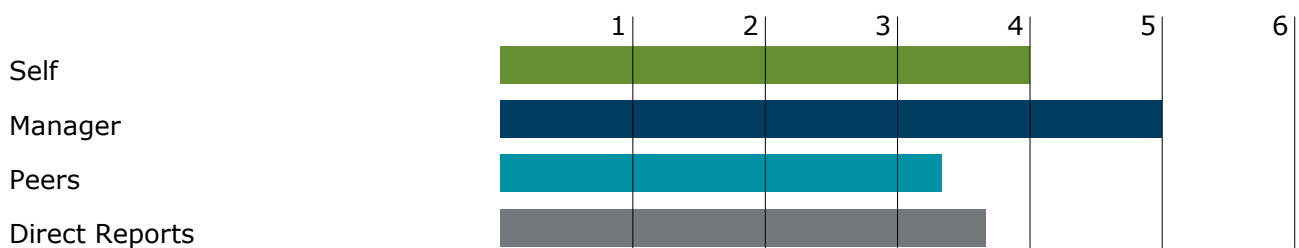


Gap Analysis Report: for Sally Smith

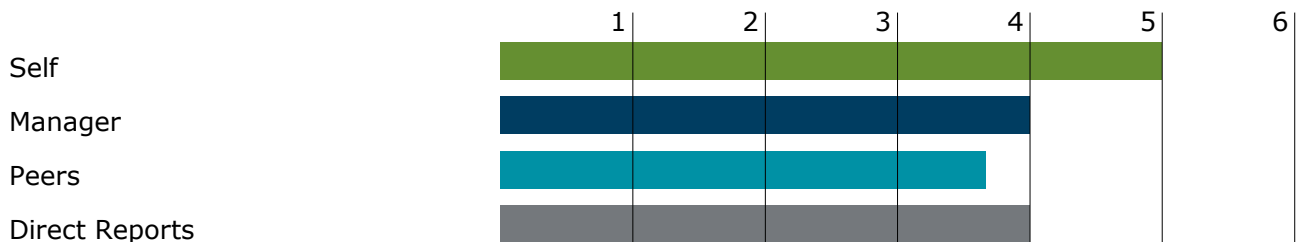
Team Strategy: I facilitate a team plan which is aligned with the organisation's plan



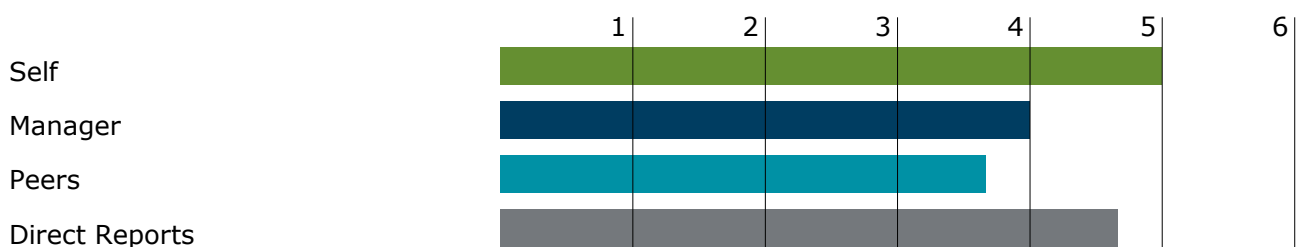
Team Strategy: I ensure my team's plan is executed in accordance with the organisation's plan



Team Objectives: I explain how the team objectives contribute to the attainment of the organisation's goals

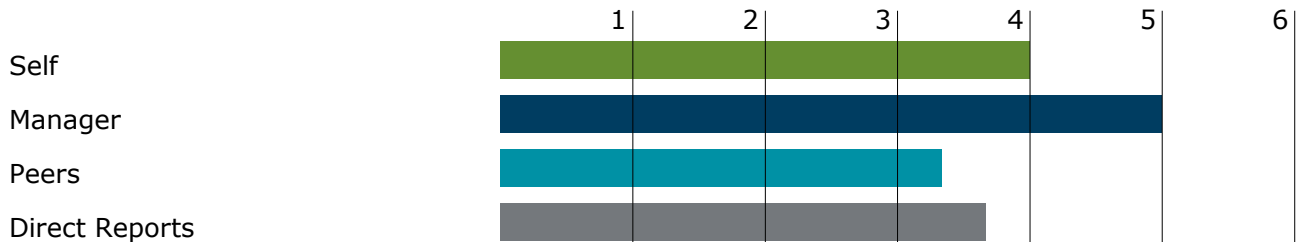


Team Objectives: I ensure the team objectives are used to plan and prioritise work

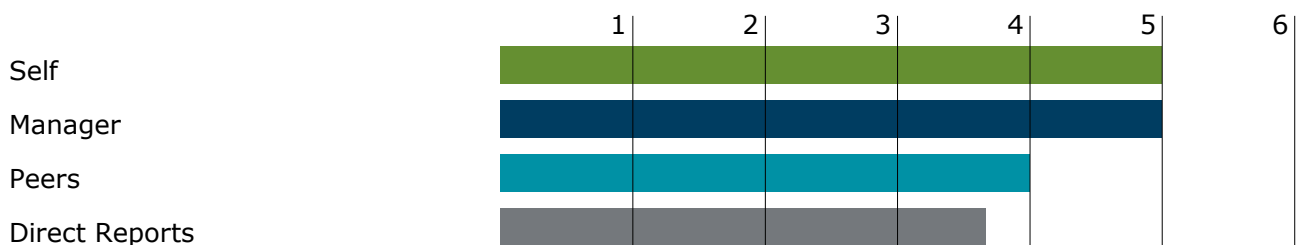


Gap Analysis Report: for Sally Smith

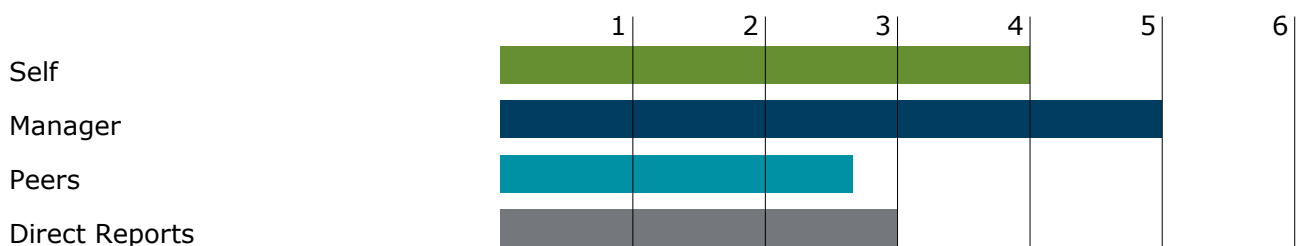
Individual Objectives: I work with individuals to establish clear objectives and standards of performance



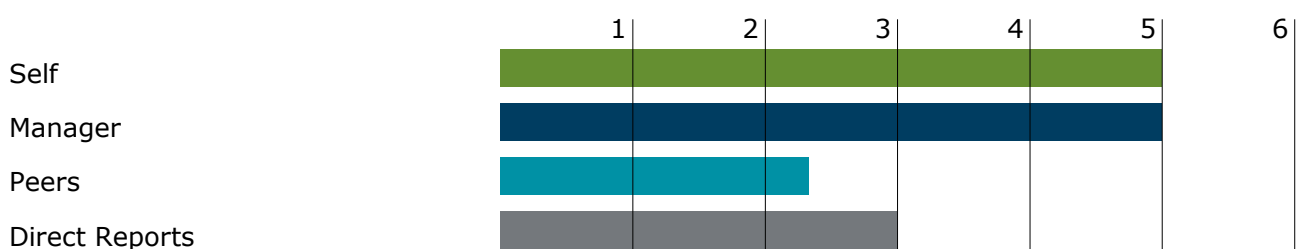
Individual Objectives: I explain how individual objectives contribute to the attainment of the organisation's objectives



Individual Role: I clearly explain individuals' roles to them

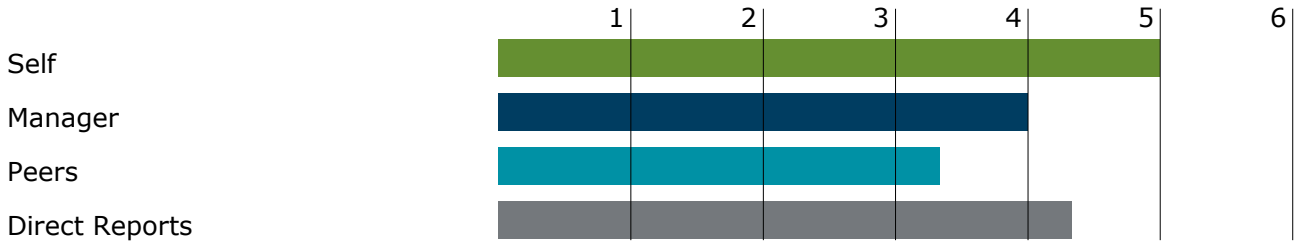


Individual Role: I set clear expectations with each team member

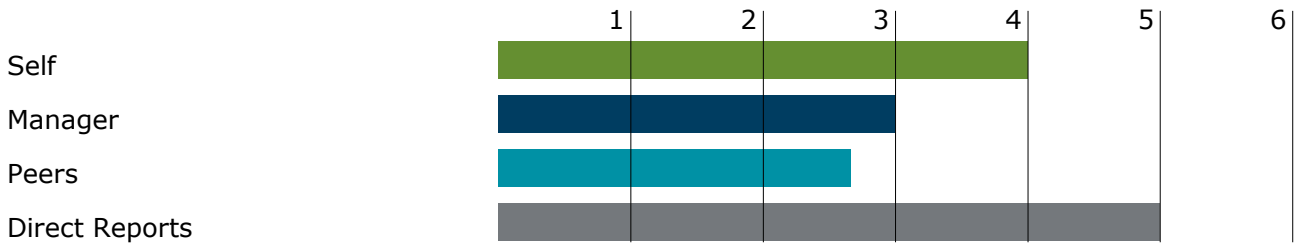


Gap Analysis Report: for Sally Smith

Performance Measurement: I use clearly defined performance measures to monitor progress



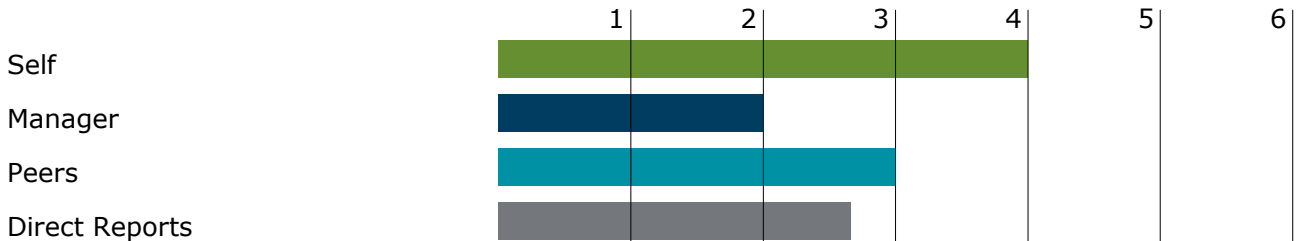
Performance Measurement: I ensure that each individual understands how their individual performance will be measured



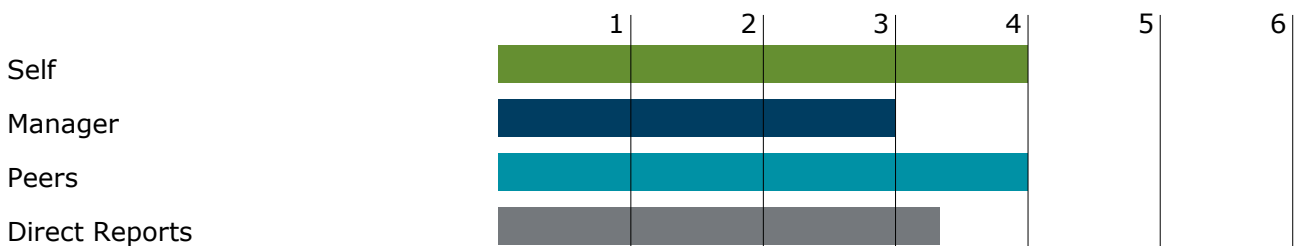
Gap Analysis Report: for Sally Smith

CLIMATE

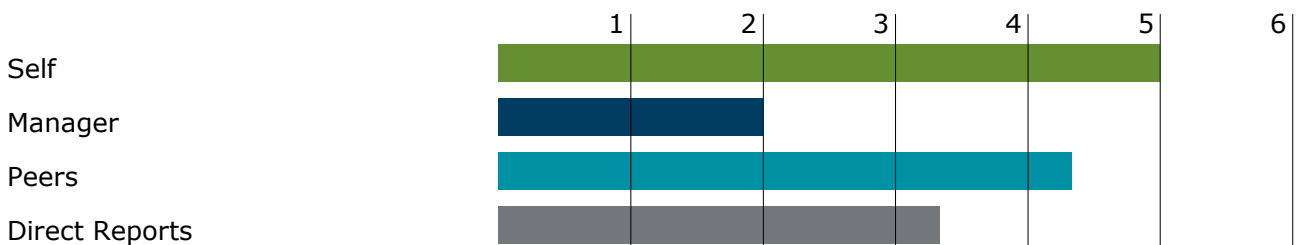
Organisational Structure: I create structures that encourage positive behaviours



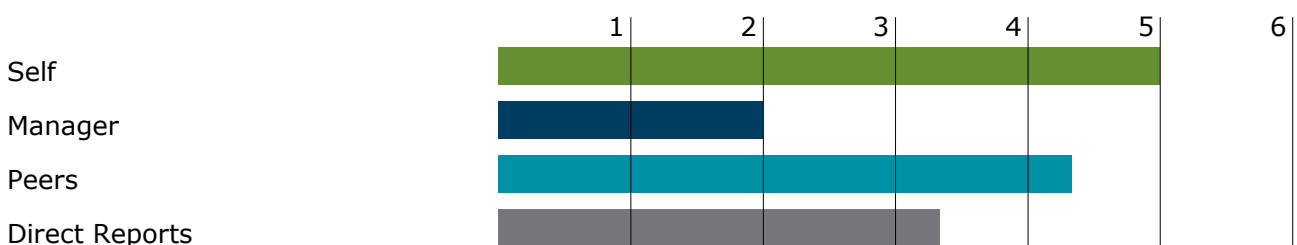
Organisational Structure: I create the conditions required for people to effectively operate in my absence



Organisational Structure: I create structures that support high performance with minimum overlap or gaps

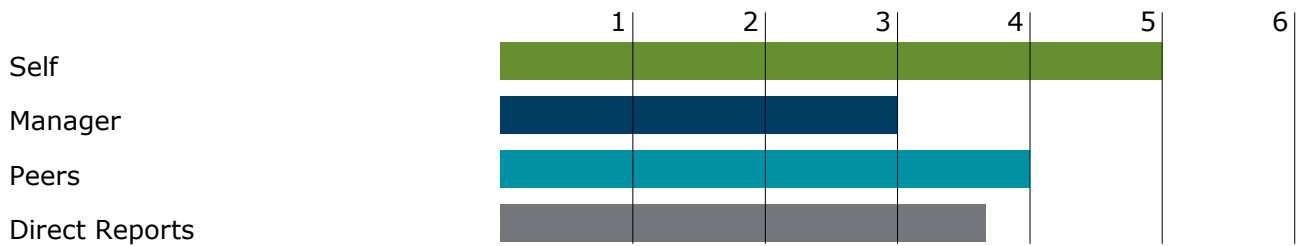


Organisational Structure: I create structures that encourage cross-functional collaboration

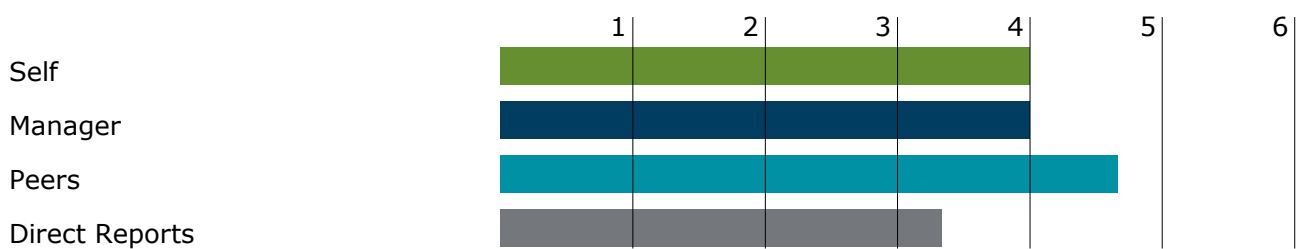


Gap Analysis Report: for Sally Smith

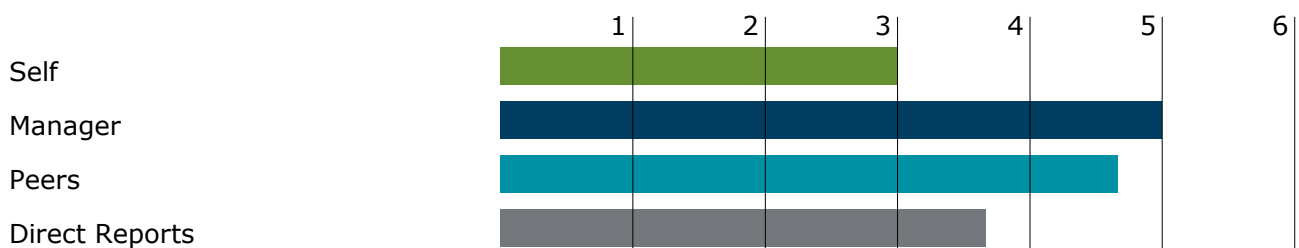
Organisational Structure: I create structures that facilitate effective decision-making



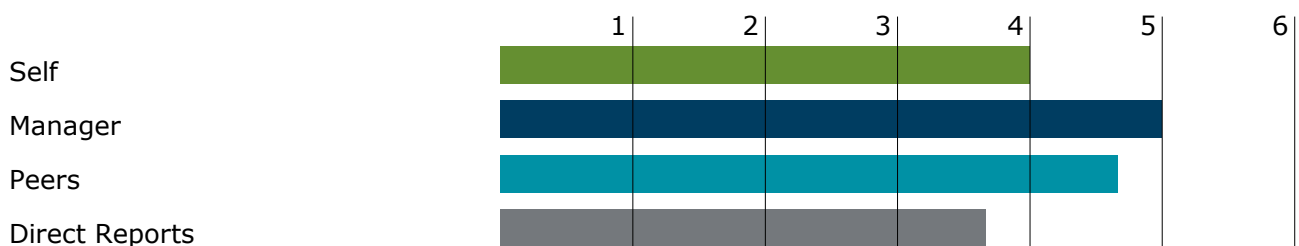
Commitment: I am prepared to put in the extra effort when needed



Commitment: The level of morale in my team is high

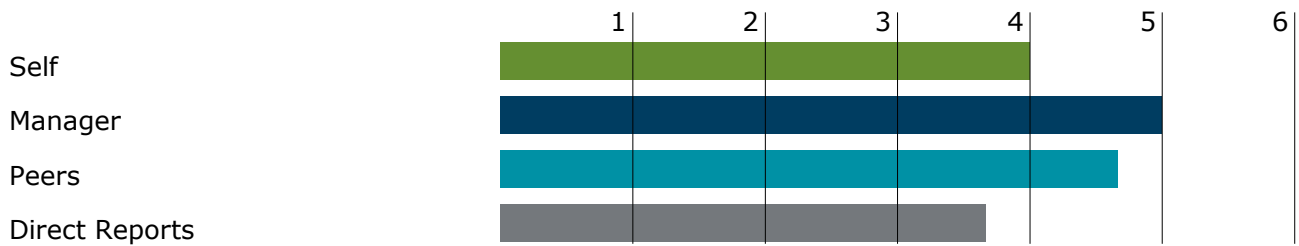


Commitment: My team responds positively in changing times

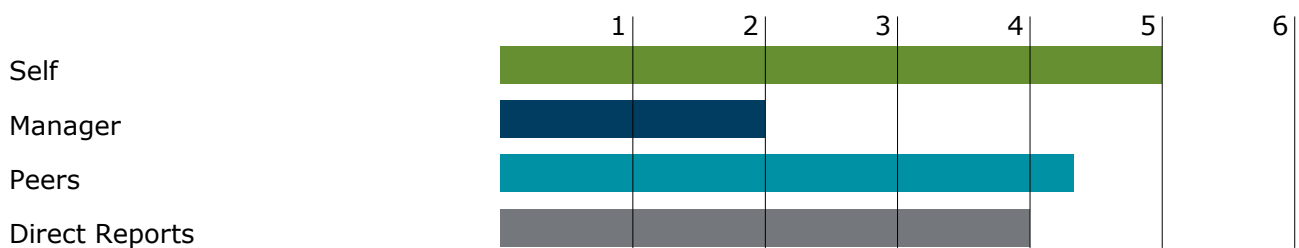


Gap Analysis Report: for Sally Smith

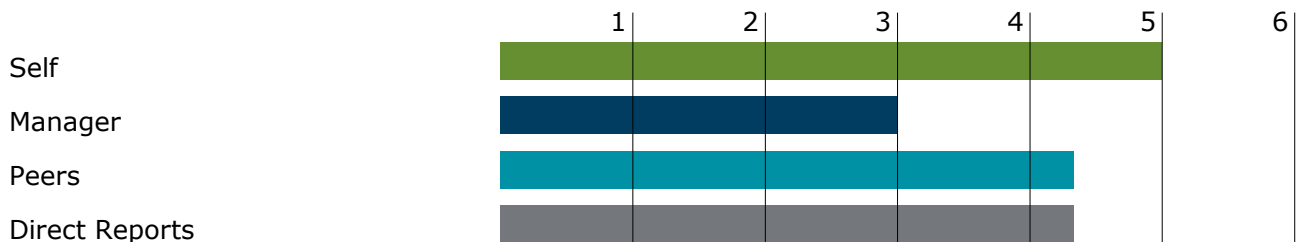
Commitment: I feel positive about working for the organisation



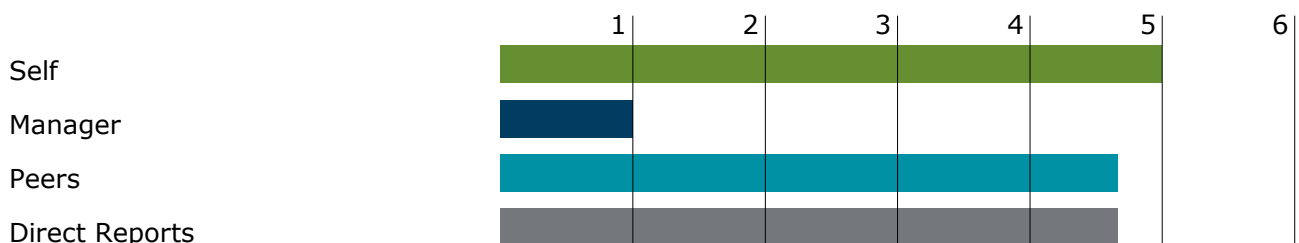
Systems and Processes: I ensure that our organisation's policies, systems and processes are utilised to achieve our objectives



Systems and Processes: I encourage my team to find ways to enhance systems and processes

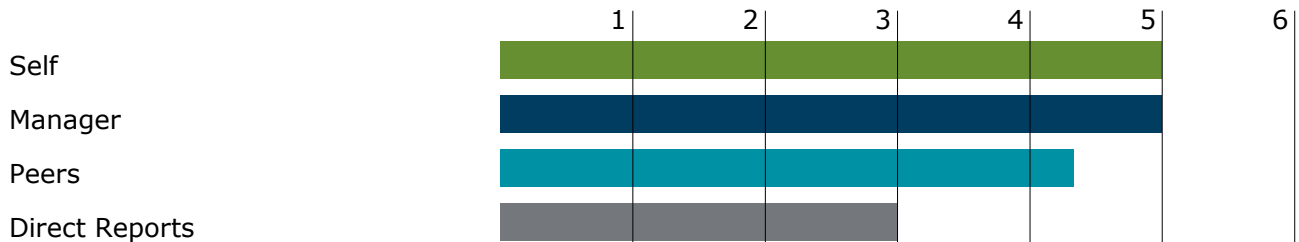


Systems and Processes: I hire the right people based on their skills, experience and culture fit

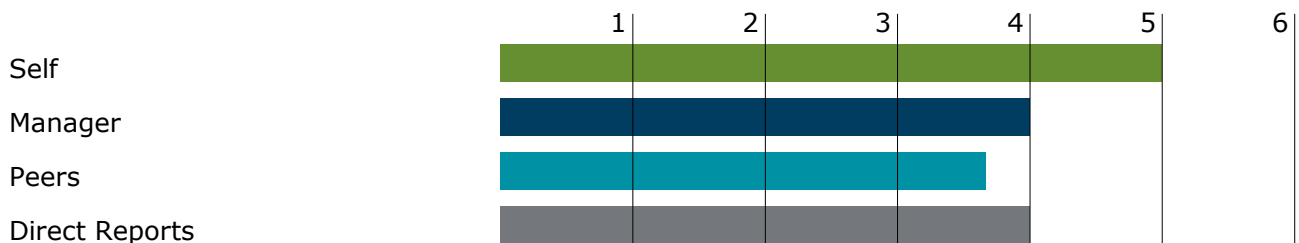


Gap Analysis Report: for Sally Smith

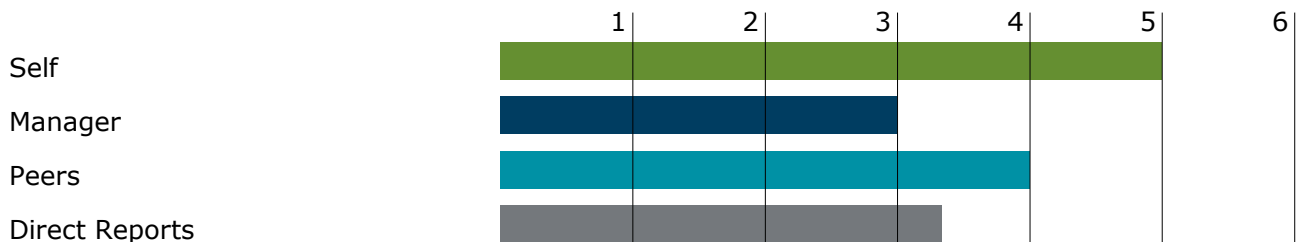
Leaders' Example: I consistently demonstrate the core values through what I say and do



Leaders' Examples: I consistently demonstrate commitment to the organisation's goals



Leaders' Examples: I am prepared to make tough decisions

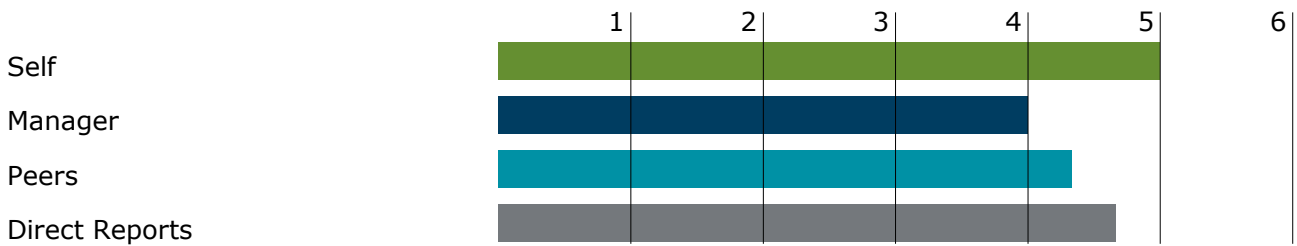


Leaders' Examples: The decisions and actions I take are always ethical

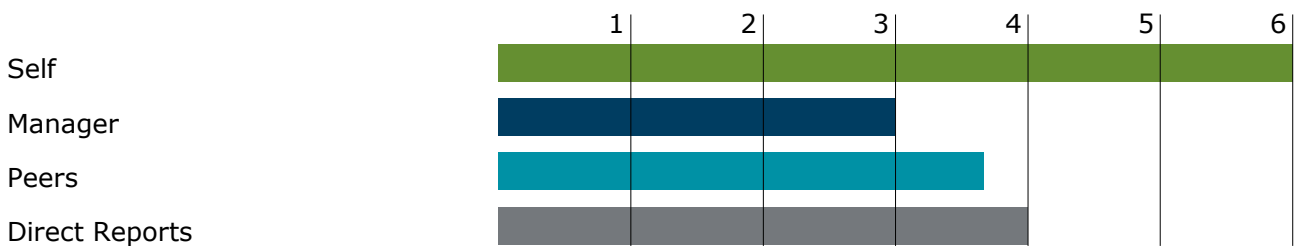


Gap Analysis Report: for Sally Smith

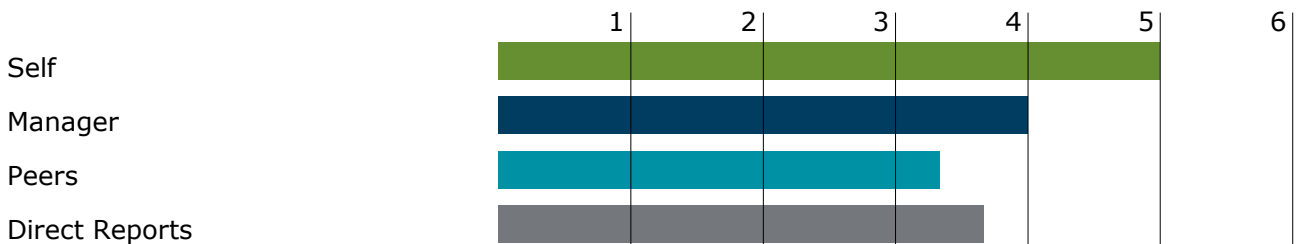
Performance Management: I tie recognition and reward to performance



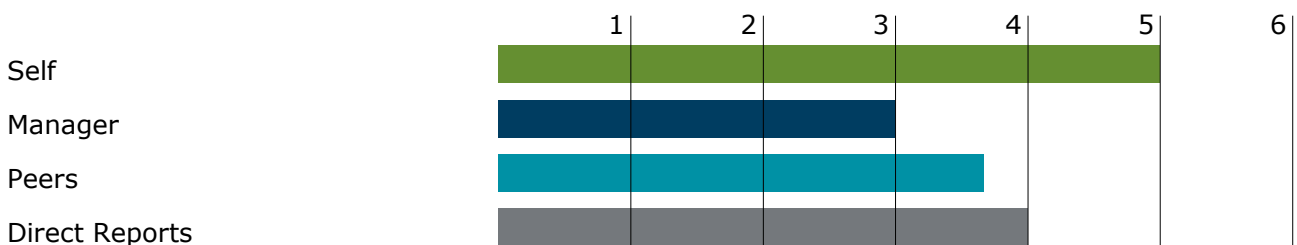
Performance Management: I ensure people receive adequate recognition (beyond compensation) for the contribution they make



Performance Management: I ensure that individuals are appropriately compensated for their performance

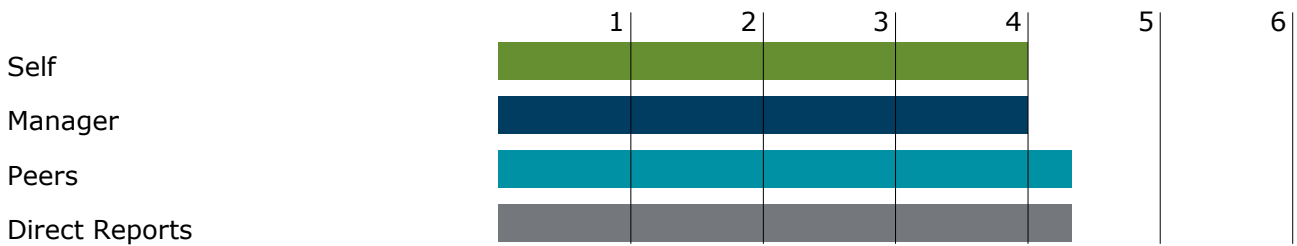


Performance Management: I ensure that performance reviews/discussions provide timely effective feedback and direction

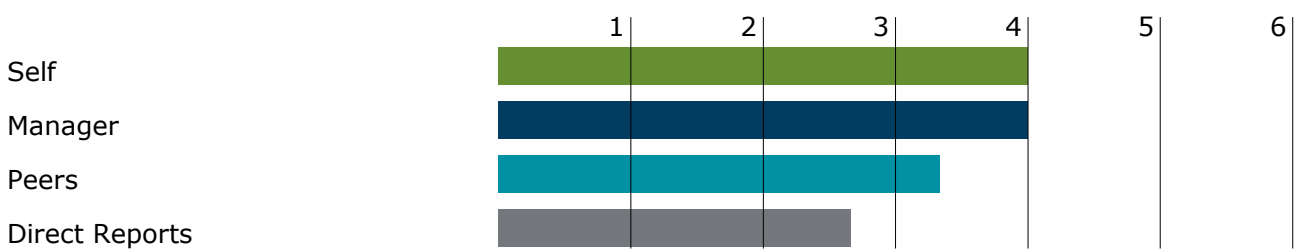


Gap Analysis Report: for Sally Smith

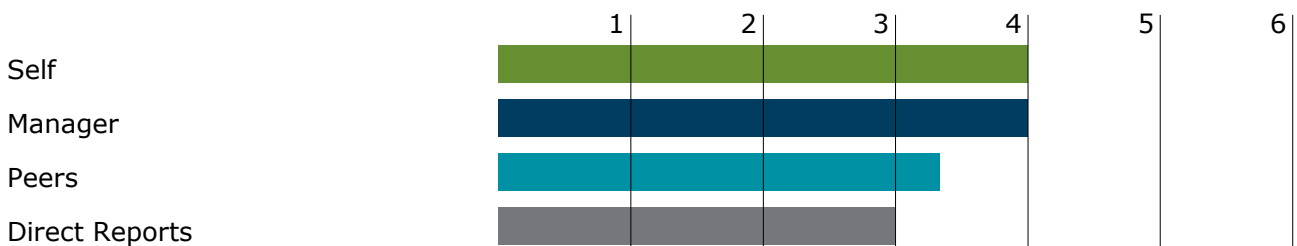
Performance Management: I collaborate with individuals to set their objectives



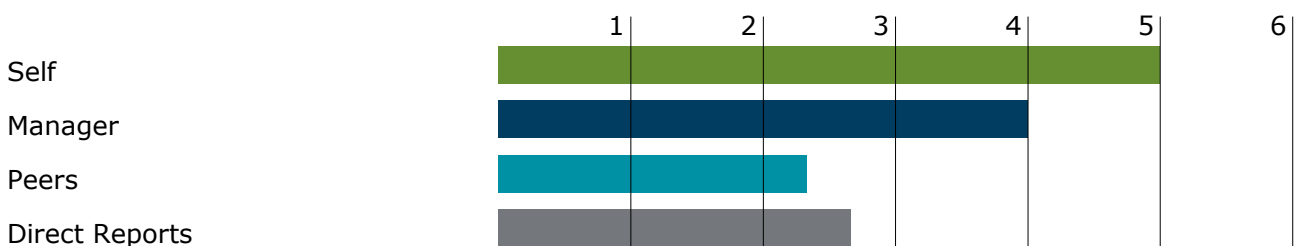
Communication: I believe that I am consistent in my communication



Communication: I involve people when making decisions that affect them

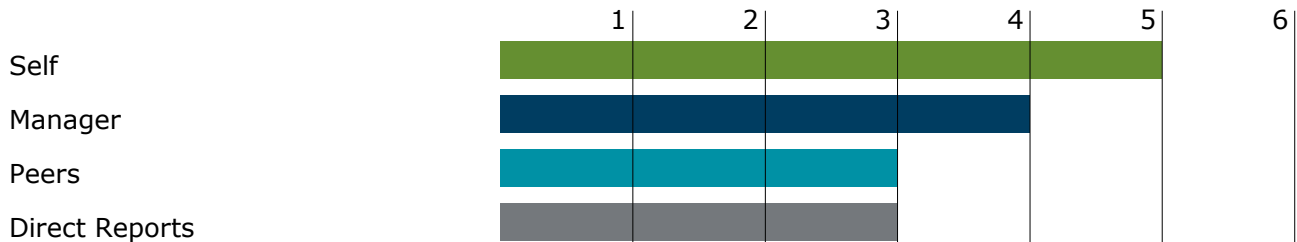


Communication: I encourage open and honest feedback

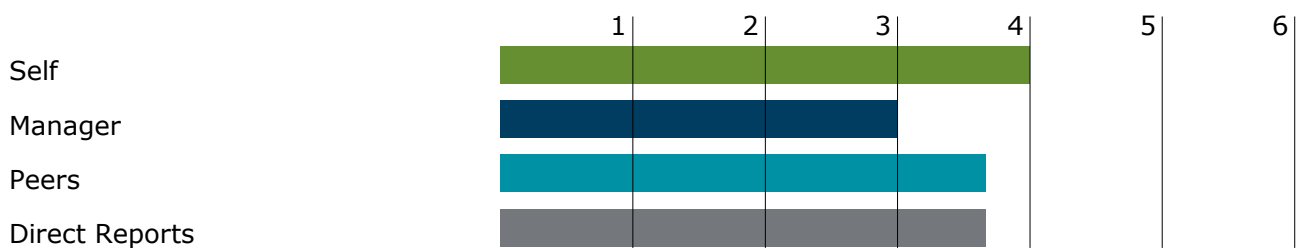


Gap Analysis Report: for Sally Smith

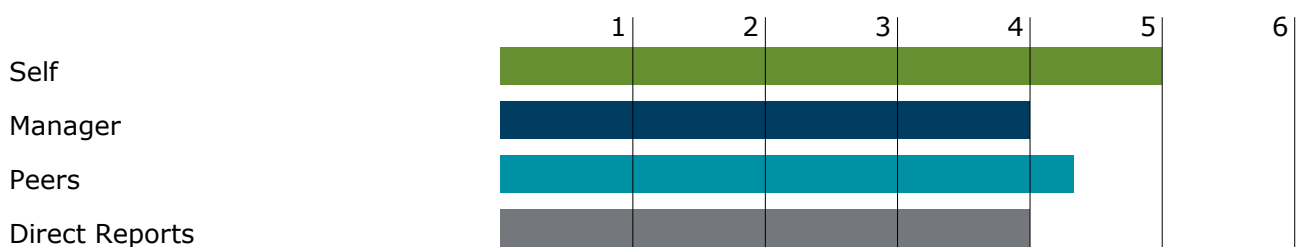
Communication: I effectively communicate significant issues facing the organisation in a timely manner



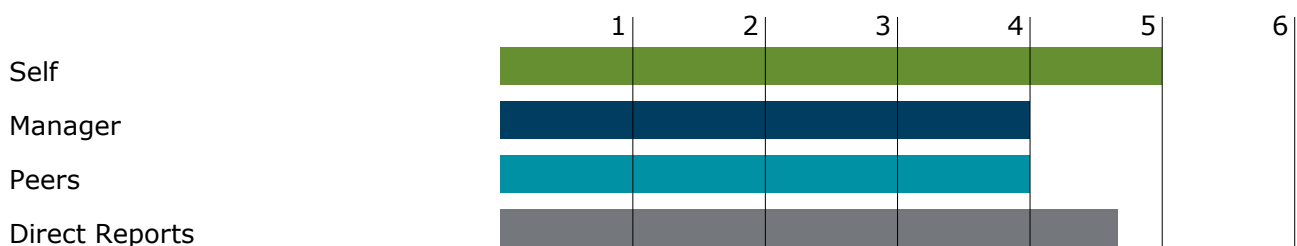
Culture: I keep unnecessary rules and procedures to a minimum



Culture: I support and encourage innovative behaviour

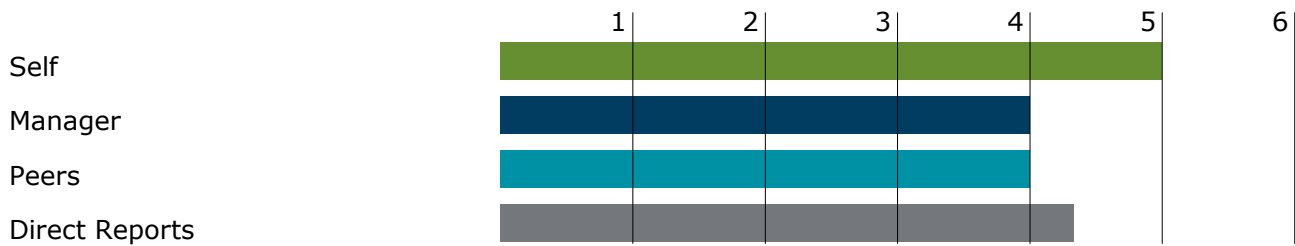


Culture: I set a priority on high standards of health and safety

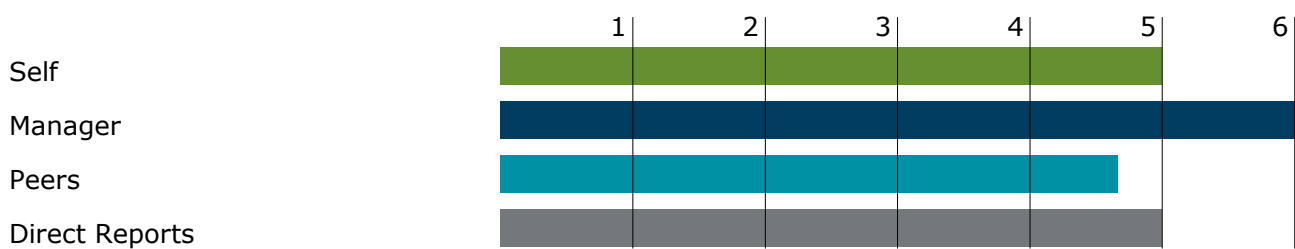


Gap Analysis Report: for Sally Smith

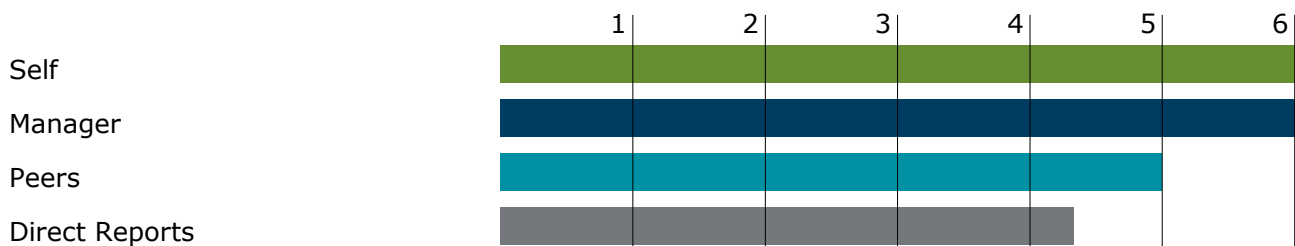
Culture: I encourage an appropriate balance between work and personal commitments



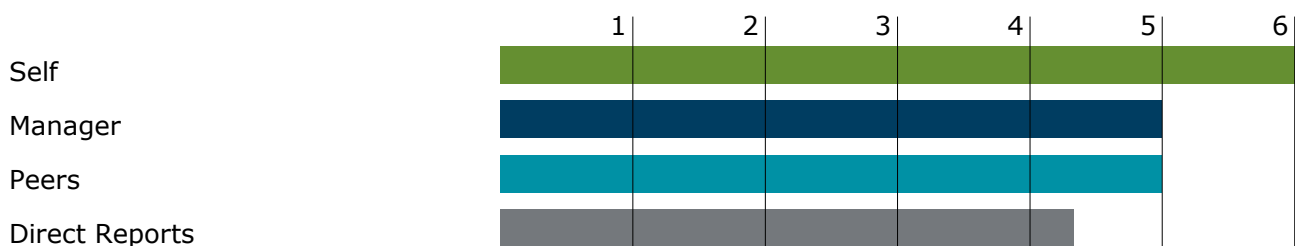
Culture: I endorse equal opportunity regardless of background, age, race and gender



Culture: I demonstrate a genuine interest in the well-being of people

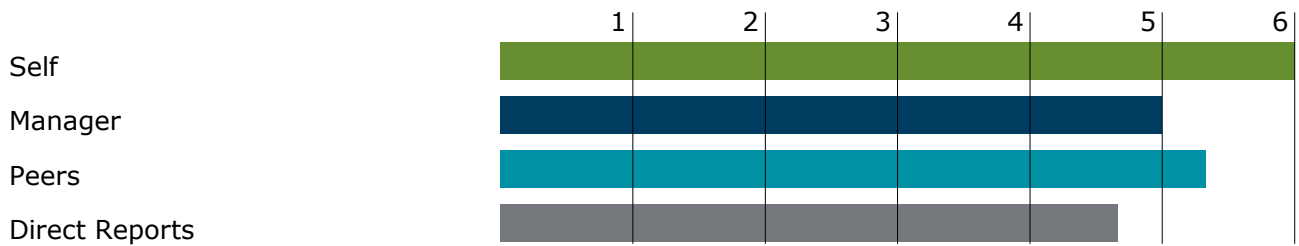


Culture: I treat people fairly and with respect

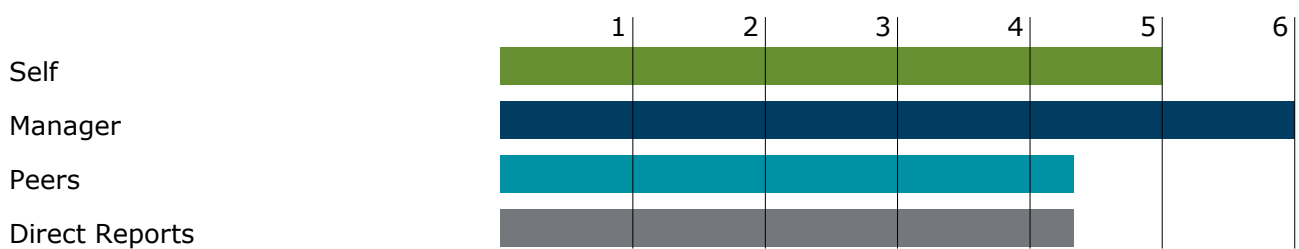


Gap Analysis Report: for Sally Smith

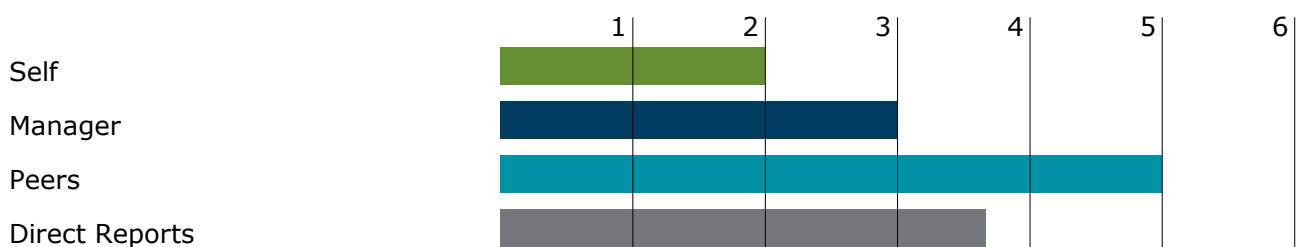
Culture: I ensure my team are always ethical



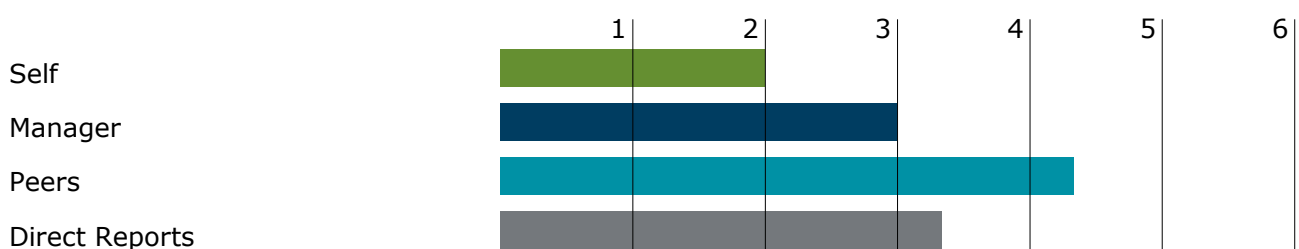
Culture: When mistakes are made, I see them as learning opportunities



Resources: I create an environment with the right resources that enables people to effectively perform their jobs

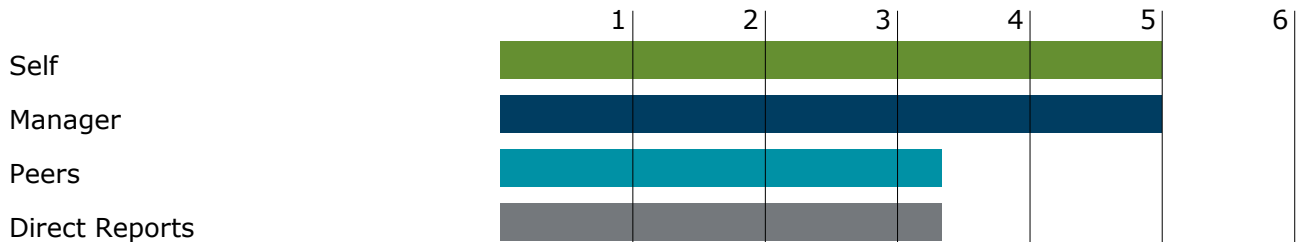


Resources: I provide the necessary training and development to enable people to effectively perform their jobs



Gap Analysis Report: for Sally Smith

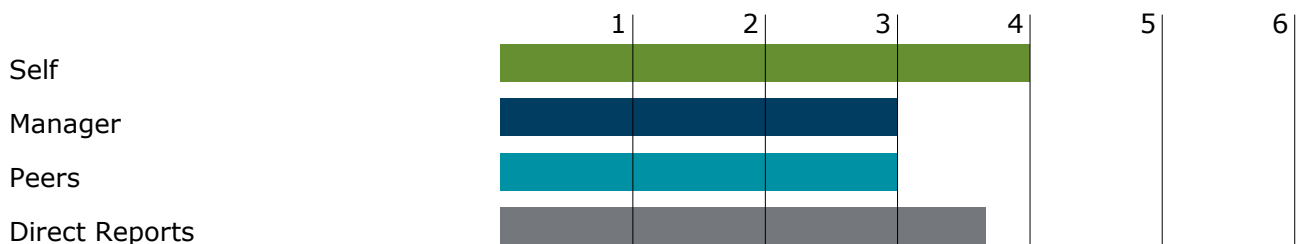
Client Orientation: I support my team to actively seek to understand our clients' requirements



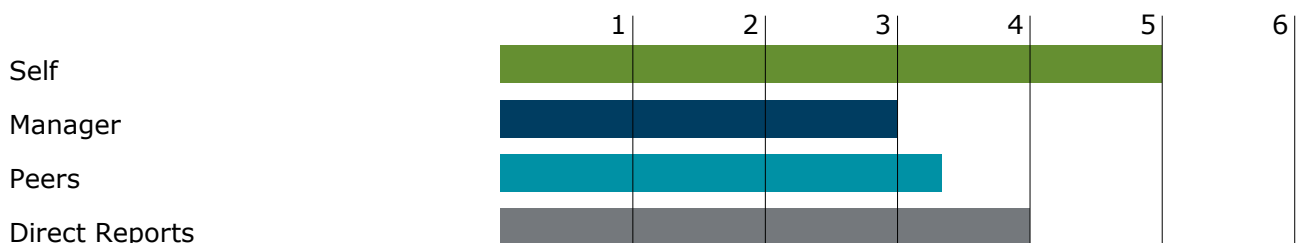
Client Orientation: I support my team to provide the right solutions and services that meet our clients' needs



Client Orientation: I ensure that every interaction is a positive experience

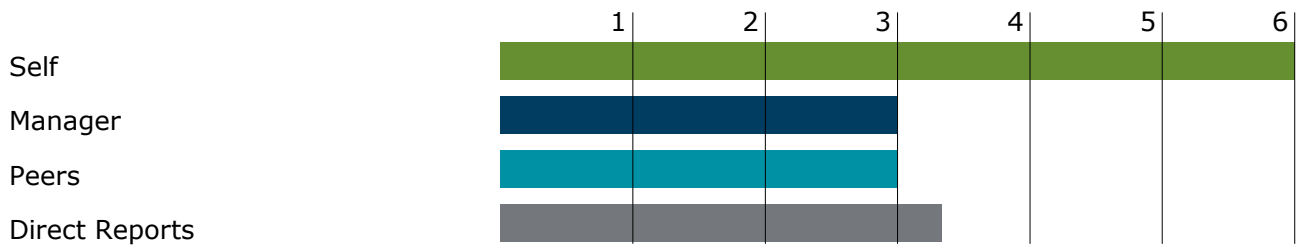


Client Orientation: I ensure that people consistently deliver high quality and value-added services



Gap Analysis Report: for Sally Smith

Client Orientation: I ensure the needs of all key stakeholders are addressed



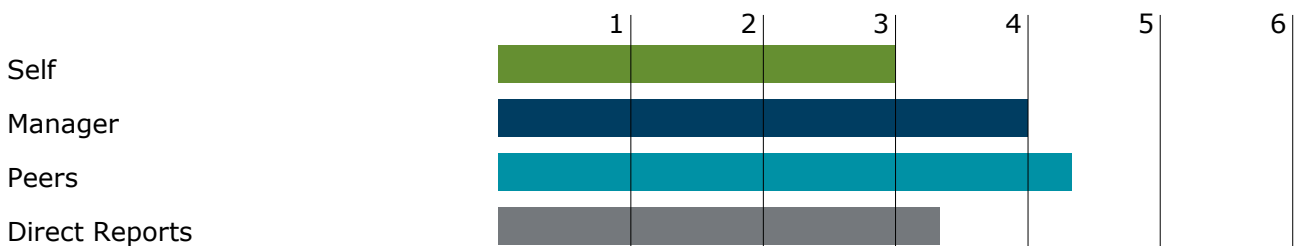
Gap Analysis Report: for Sally Smith

COMPETENCE

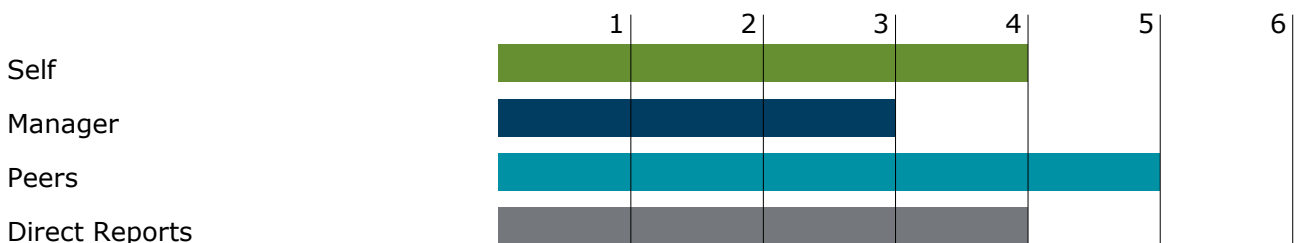
Knowledge and Skill: I am skilled in managing complexity and ambiguity



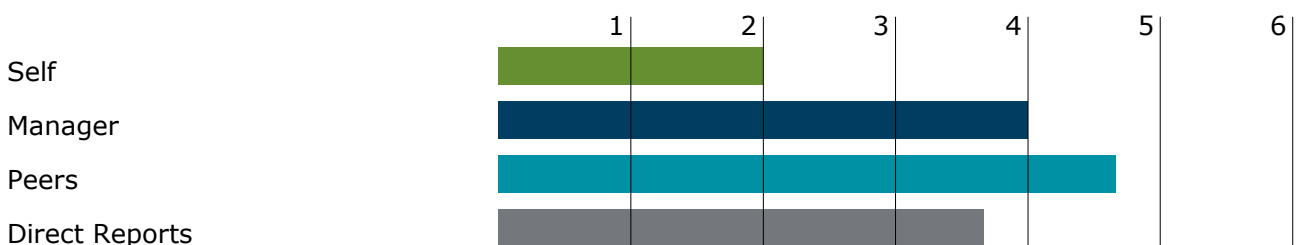
Knowledge and Skill: I am well equipped with the necessary 'people skills' to perform my role



Knowledge and Skill: I am effective in making decisions using both logic and intuition

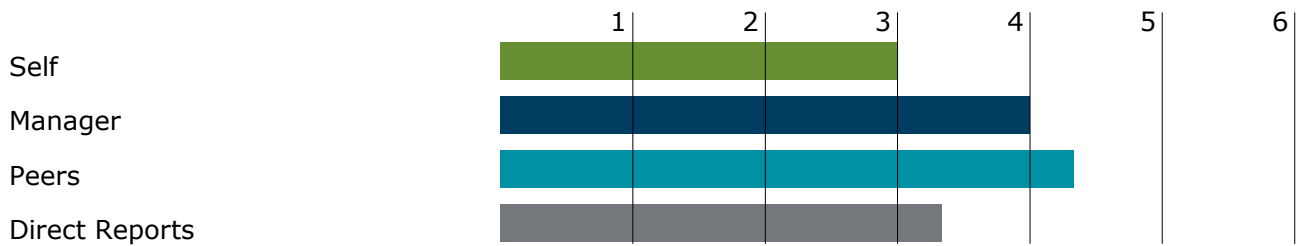


Knowledge and Skill: I ensure effective plans are in place so that decisions can be executed

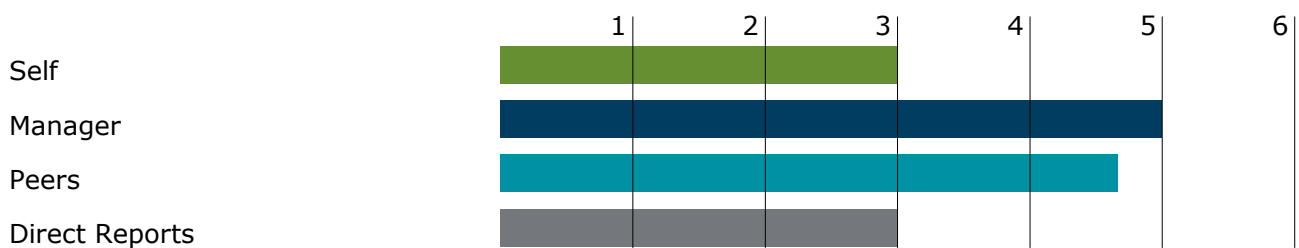


Gap Analysis Report: for Sally Smith

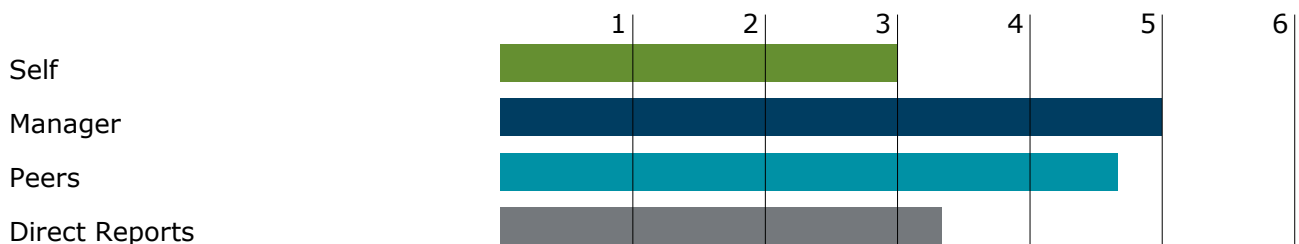
Knowledge and Skill: I communicate decisions and plans in a clear and succinct way



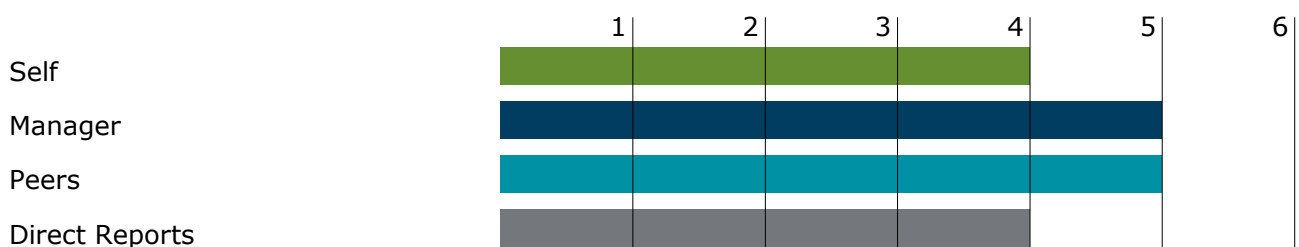
Knowledge and Skill: I take calculated risks when dealing with potential opportunities or threats



Knowledge and Skill: I have the necessary business knowledge and skills to execute my current role

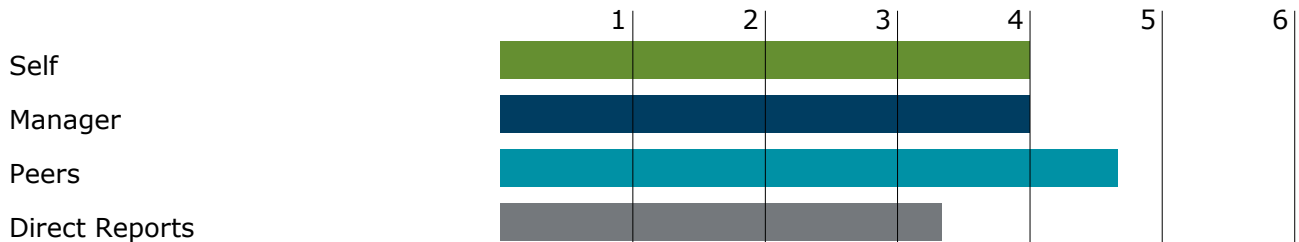


Leadership Behaviours: I set high standards appropriately

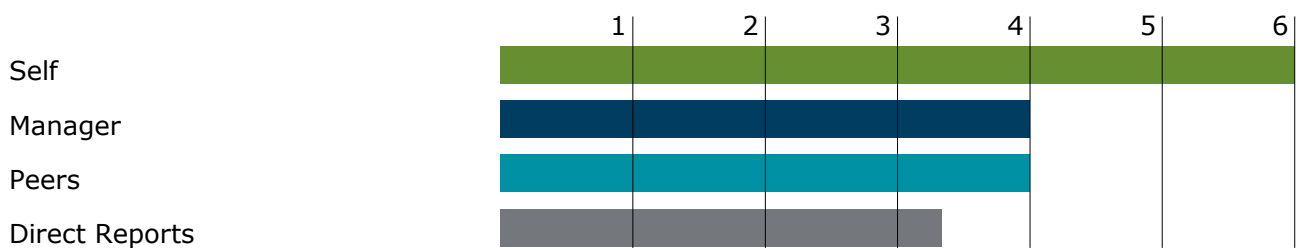


Gap Analysis Report: for Sally Smith

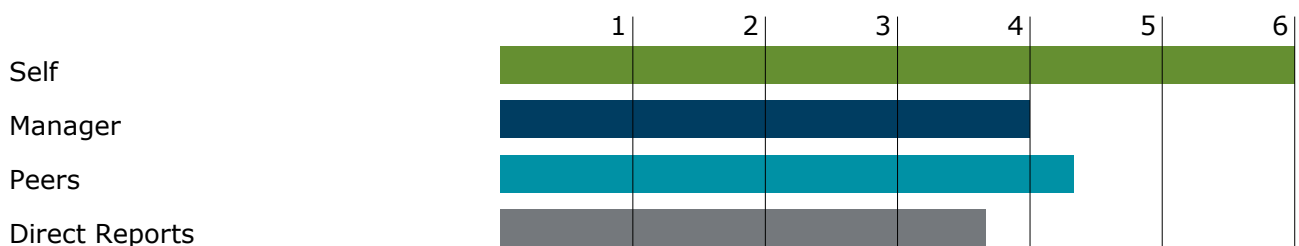
Leadership Behaviours: I appropriately balance individual interests with those of the organisation



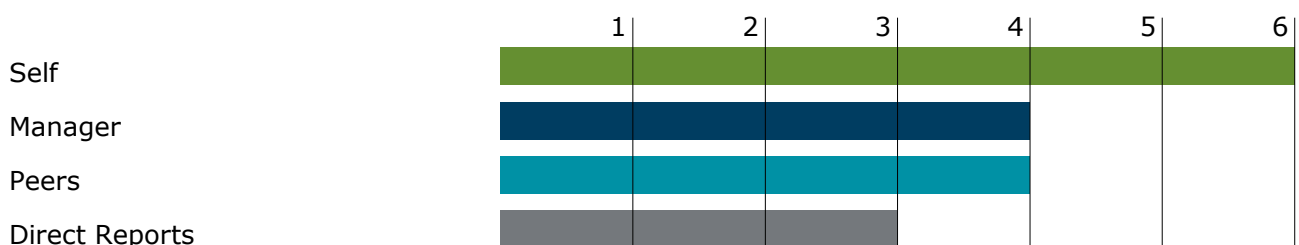
Leadership Behaviours: I am fair, objective and consistent



Leadership Behaviours: I am persistent in helping people to overcome obstacles in achieving work results

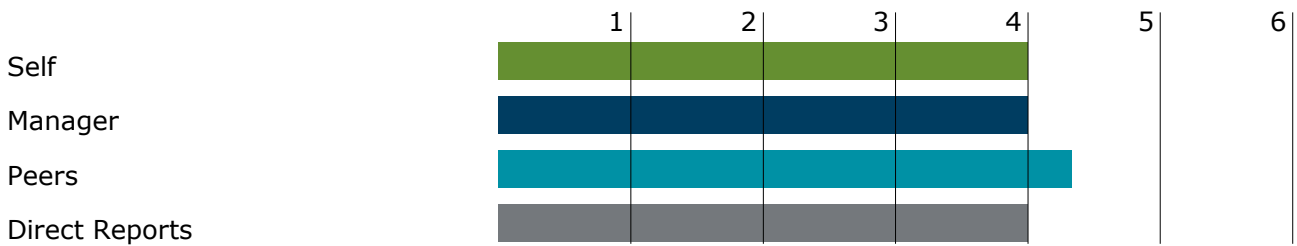


Leadership Behaviours: I listen well to what is said and observe body language in order to take appropriate action

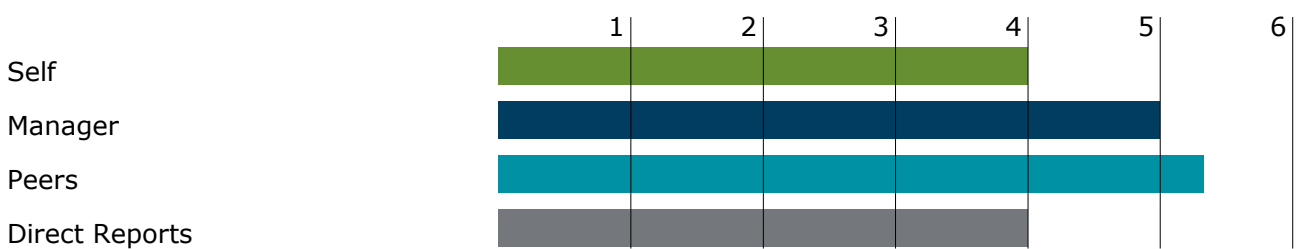


Gap Analysis Report: for Sally Smith

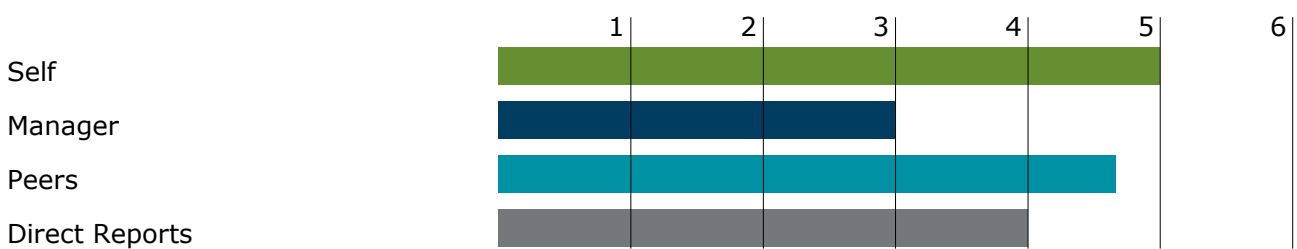
Leadership Behaviours: I consistently meet my commitments



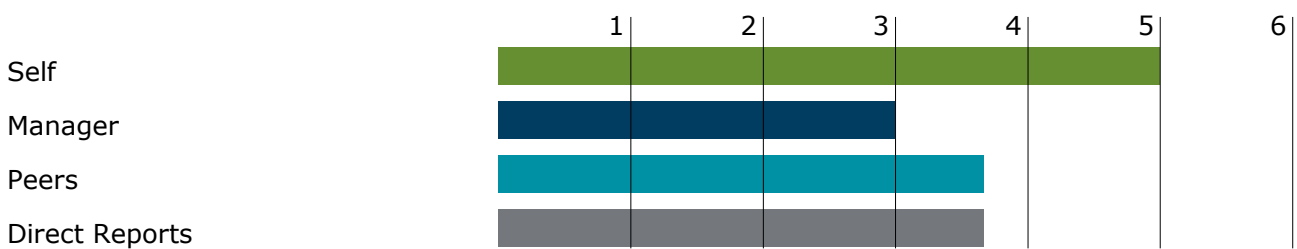
Leadership Behaviours: I inspire my team to go the extra mile



Leadership Behaviours: I address issues and conflicts in a timely manner in an appropriate way

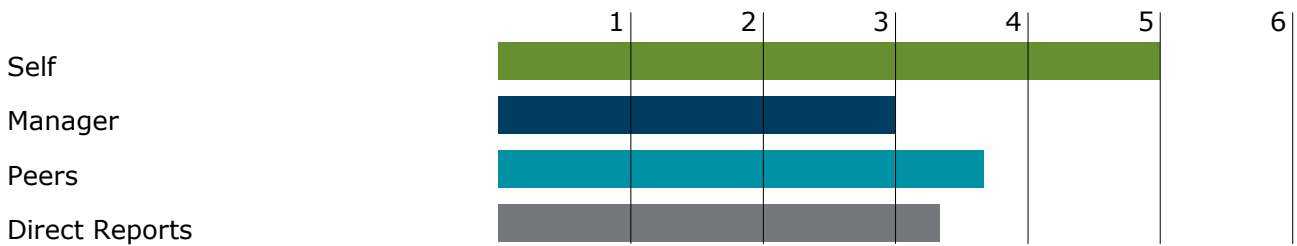


Emotional Intelligence: I effectively manage my emotions

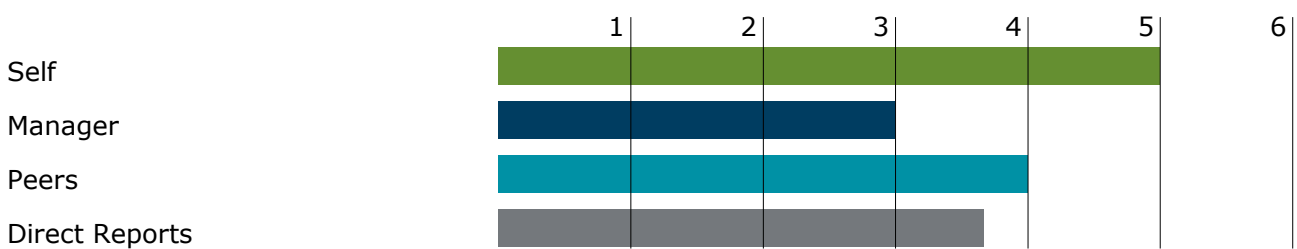


Gap Analysis Report: for Sally Smith

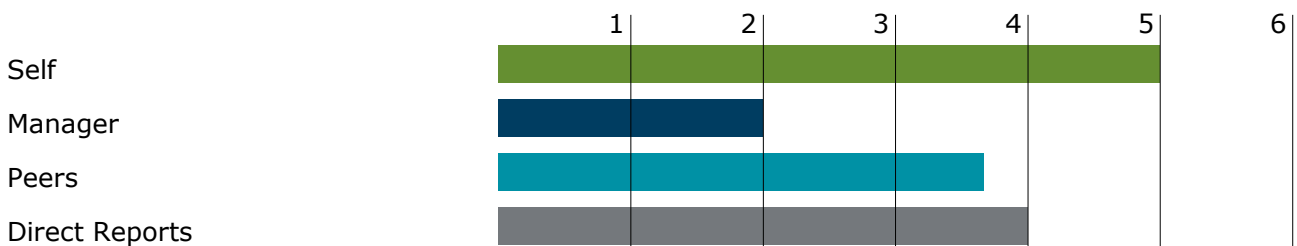
Emotional Intelligence: I am in touch with the way people think and feel



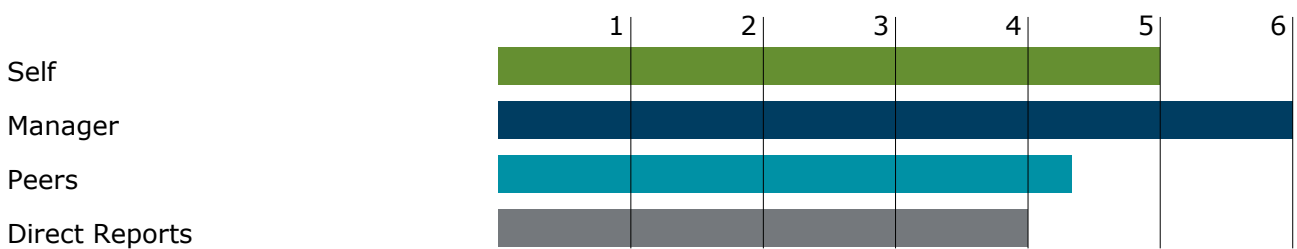
Emotional Intelligence: I remain focused when under pressure



Emotional Intelligence: I am aware of my emotions and how they impact on others

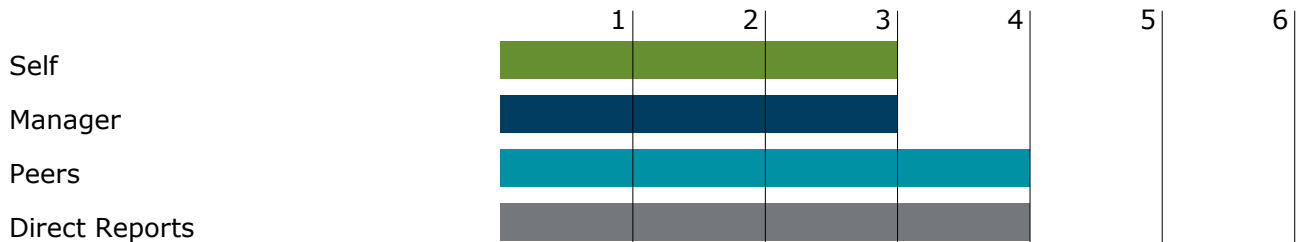


Emotional Intelligence: I express appropriate emotions in the right situations or context



Gap Analysis Report: for Sally Smith

Leadership Style: I recognise the need for different leadership styles appropriate to the situation



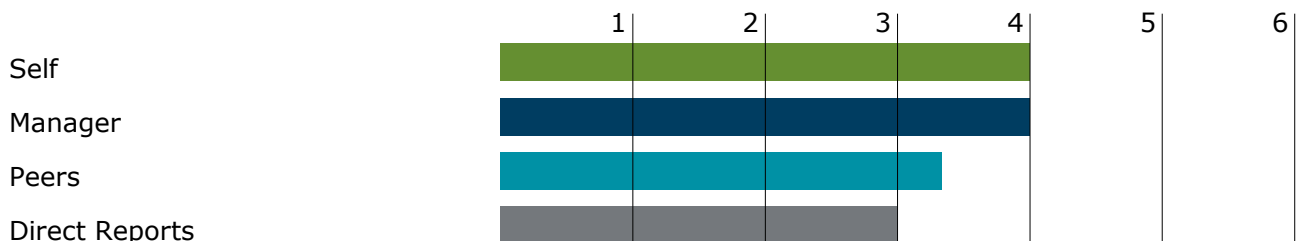
Leadership Style: I demonstrate an effective leadership style appropriate to the situation



Developing Talent: I provide opportunities for people to develop, taking into account their personal aspirations

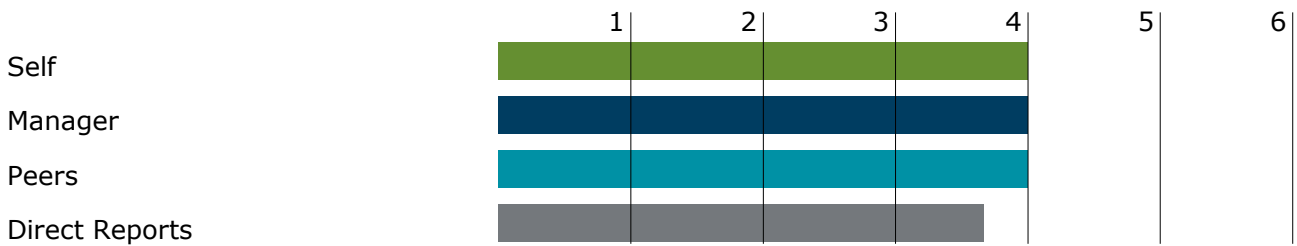


Developing Talent: I effectively coach people to ensure they fulfil their potential

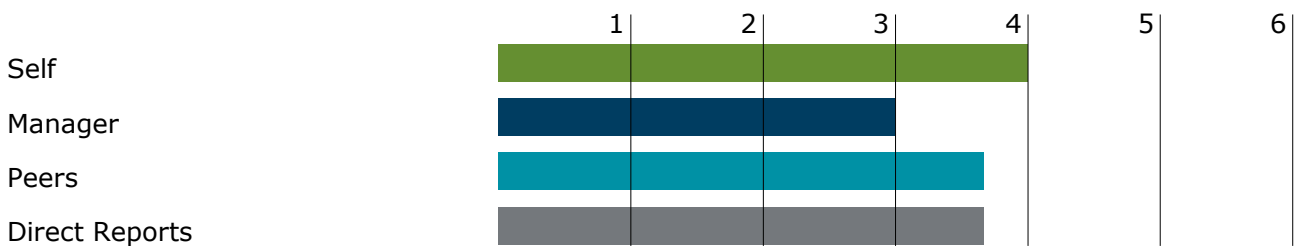


Gap Analysis Report: for Sally Smith

Developing Talent: I encourage others to strive to improve their performance



Developing Talent: I ensure people understand what is necessary to develop their career in the organisation



Relationship Leadership: I adjust my approach to meet the needs of the various people with whom I interact

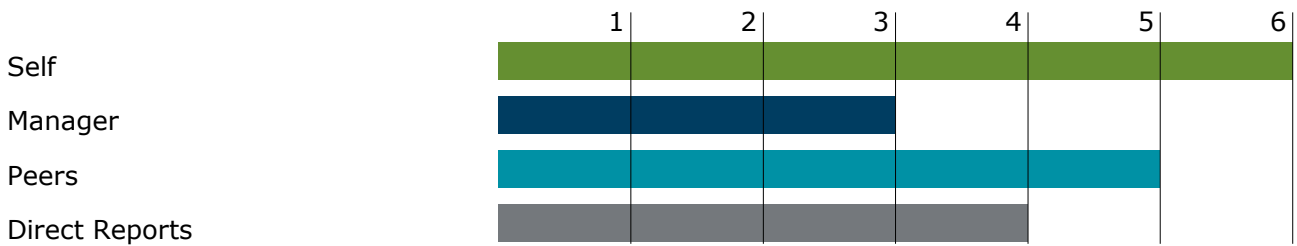


Relationship Leadership: I develop and maintain networks with others who can assist in reaching goals

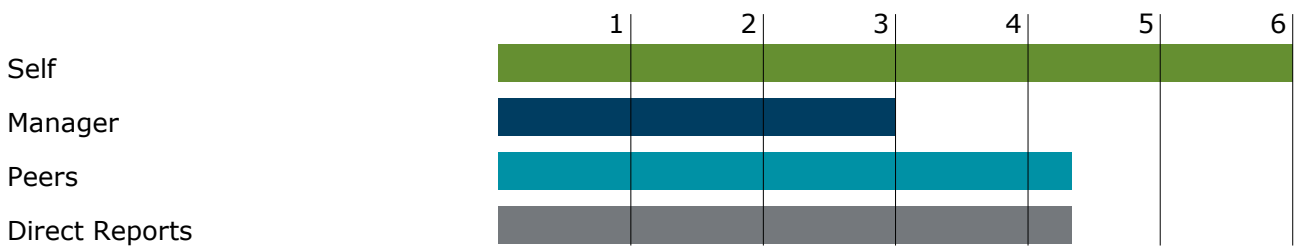


Gap Analysis Report: for Sally Smith

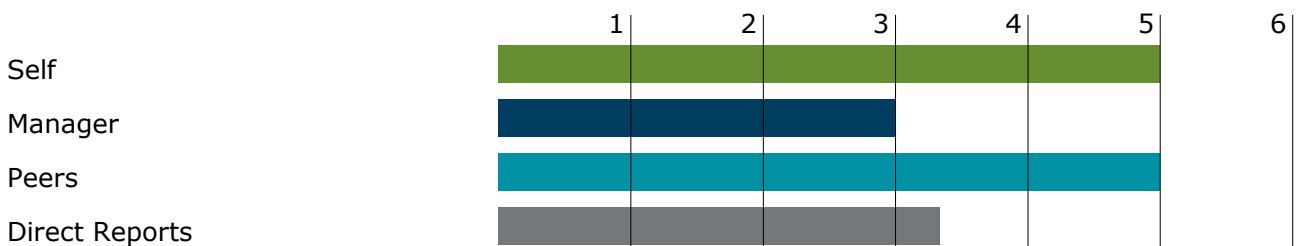
Relationship Leadership: I am assertive rather than passive or aggressive



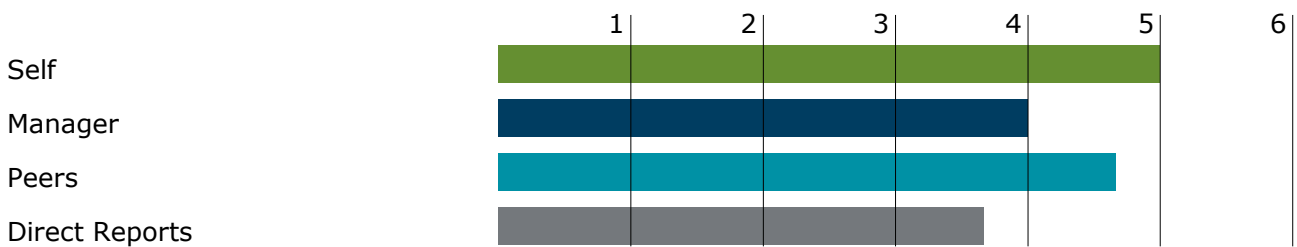
Relationship Leadership: I pro-actively setup relationships for success



Change Management: I exhibit a positive attitude to change

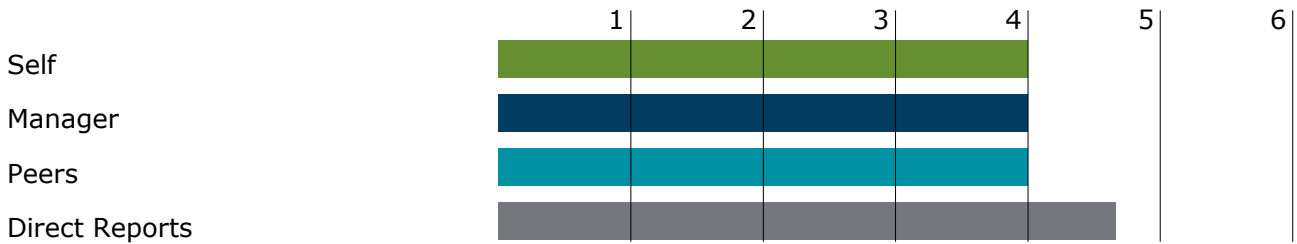


Change Management: I demonstrate a willingness to embrace and integrate multiple points of view

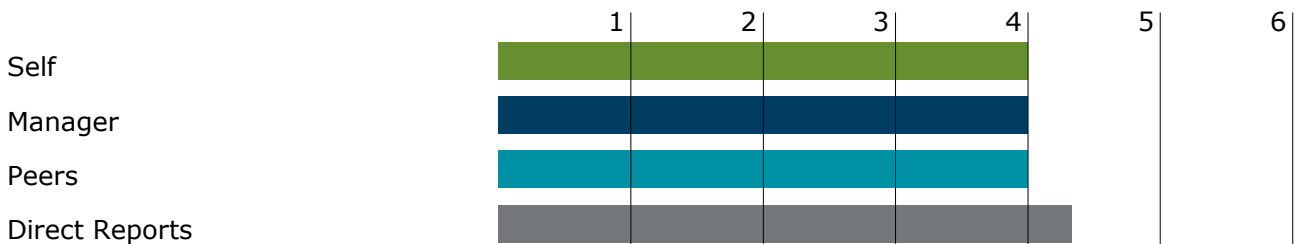


Gap Analysis Report: for Sally Smith

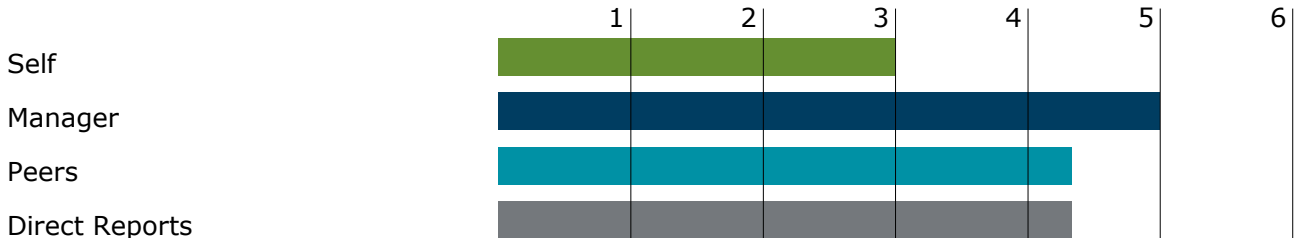
Change Management: I manage change processes to promote active support



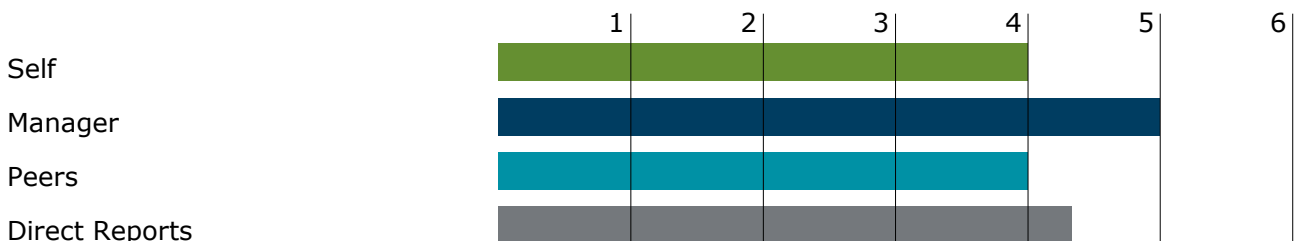
Change Management: I ensure all relevant parties are fully briefed about plans to enable successful implementation



Team's Knowledge and Skill: I ensure that my team has the necessary functional knowledge and skill to perform the job

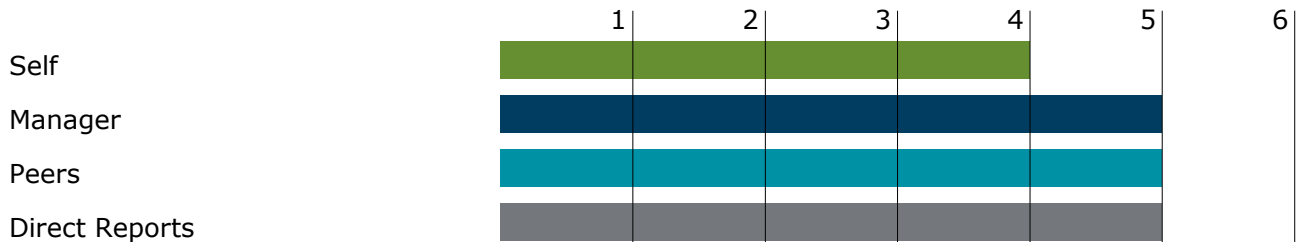


Team's Knowledge and Skill: I facilitate our team keeping up-to-date with new trends, ideas and developments affecting our organisation

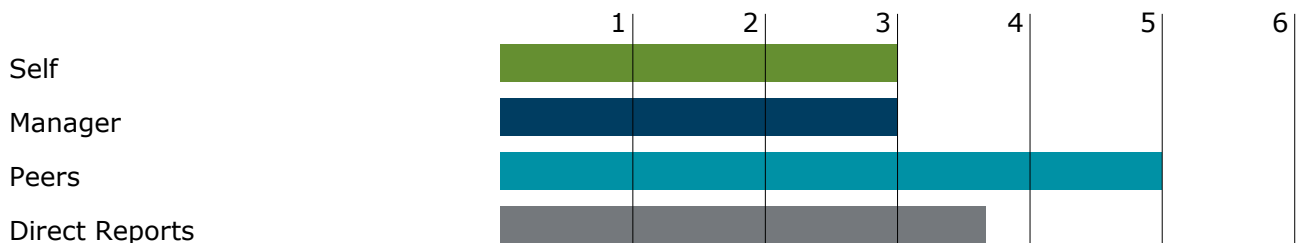


Gap Analysis Report: for Sally Smith

Team's Knowledge and Skill: I support and encourage knowledge sharing within the team



Team's Behaviour and Attitude: I ensure that there are co-operative and collaborative behaviours across different teams in this organisation



Team's Behaviour and Attitude: I advocate people in my team leveraging off each other's strengths to achieve the organisation's goals



Team's Behaviour and Attitude: I emphasise the need for self-leadership in others

