

Hogan 360° Report



Maria Sample of Sample Corp

July 2016



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Raters

Manager (Mgr)	1
Peer (Peer)	5
Report (Rpt)	7
Self	1
Total	14

Sample Corp

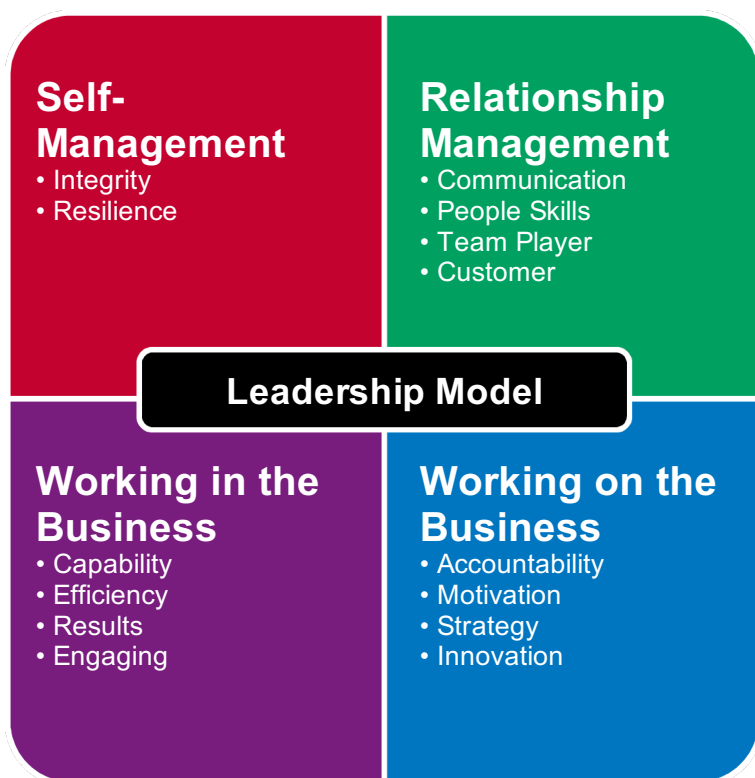
Reading and Interpreting Your Report

The feedback in this report provides a valuable opportunity to receive feedback from your colleagues and celebrate your strengths. Receiving a 360° feedback report can be a personally rewarding experience.

To get the maximum benefit, you must track the themes and trends that are repeated as you read through the report. These frequently occurring items will represent your strengths and your opportunities to improve.

Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviors.

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



Name

Maria Sample

Score

6.3

No. of Raters

13

Benchmarking your score

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

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.8	5.2	5.5	5.8	6.0

Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. The rating scale is anchored by the following examples:

- 1 Does not describe this person at all
 - 2 Does not describe this person much
 - 3 Does not describe this person very well
 - 4 Describes this person somewhat
 - 5 Describes this person well
 - 6 Describes this person very well
 - 7 Describes this person exactly
- N/A Not applicable / Not observed

Overall Item Ratings

The rating form includes 50 items rated on a scale of 1 to 7 (see the rating scale on previous page). The table below contains the items in descending order. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include your self ratings.

Rank	Your Score	Global Average Score	Item
1	6.8	5.9	This person has the right industry experience to be very effective
2	6.8	5.7	This person has the passion to make a difference
3	6.8	5.6	This person is assertive and energetic
4	6.7	6.0	This person is hardworking and has a good work ethic
5	6.7	5.7	This person brings a positive attitude to work
6	6.7	5.2	This person holds people accountable to the organization's values and expectations
7	6.6	5.4	This person's behavior provides a positive role model for others
8	6.6	5.6	This person is enthusiastic about improving customer service
9	6.6	5.9	This person has the right knowledge and ability to be very effective
10	6.5	5.3	This person has excellent people skills
11	6.5	5.4	This person appropriately shares resources, knowledge, and time
12	6.5	5.4	This person encourages those working in different areas to pull together to achieve common goals
13	6.5	5.5	This person has taken initiatives to promote a customer service focus in his/her work area
14	6.5	5.4	This person uses customer feedback to drive improved performance
15	6.5	5.5	This person is very competitive and driven
16	6.5	5.4	This person holds others accountable for completing their work
17	6.5	5.2	This person helps create a positive working environment that encourages people to work to their full potential
18	6.4	5.9	This person behaves to very high ethical standards
19	6.4	5.6	This person is always open and straightforward and communicates honestly
20	6.4	5.3	This person makes people feel valued
21	6.4	5.2	This person builds very strong relationships with others
22	6.4	5.4	This person has very effective time management and organizational skills
23	6.4	5.4	This person is very effective in setting and managing his/her work priorities
24	6.4	5.7	This person performs to a high standard on challenging assignments

Rank	Your Score	Global Average Score	Item
25	6.4	5.2	This person works hard to improve morale
26	6.4	5.2	This person is effective in coaching and developing others
27	6.3	5.3	This person effectively uses goals and performance indicators to drive improved performance
28	6.3	5.6	This person consistently delivers good results
29	6.3	5.2	This person is very effective in setting long-term stretch goals
30	6.3	5.4	This person sets high expectations for performance and performance improvement
31	6.3	5.3	This person always looks for improvement opportunities and to deliver better results
32	6.3	5.4	This person often suggests new and original ideas
33	6.3	5.4	This person thinks long-term about new opportunities
34	6.2	5.8	This person treats people with respect
35	6.2	5.7	This person consistently applies our organization's policies to avoid double standards
36	6.2	5.3	This person has high self-awareness around personal improvement opportunities
37	6.2	5.5	This person manages emotions maturely and intelligently in stressful situations
38	6.2	5.4	This person has strong influencing and negotiation skills
39	6.2	5.3	This person shares information and keeps people informed
40	6.2	5.5	This person builds trust and loyalty with others
41	6.2	5.8	This person completes work in a professional manner
42	6.2	5.1	This person recognizes and challenges poor performance in others
43	6.2	5.4	This person promotes and communicates a long-term vision for our organization
44	6.1	5.5	This person treats people fairly and without favoritism
45	6.1	5.5	This person has very good communication skills
46	6.1	5.5	This person produces high-quality and error-free work
47	6.0	5.5	This person is always friendly, warm, and thoughtful in relationships with others
48	5.9	5.6	This person presents ideas and concepts clearly while speaking
49	5.8	5.5	This person is calm and even tempered, not volatile or moody
50	5.4	5.6	This person is polite and considerate, never rude or abrasive

Leadership Competencies

Each of the questions in the previous section is linked to one of the four leadership quadrants.



Self-Management refers to personal awareness, self-regulation, stress management, resilience, transparency and authenticity. It describes the process of managing one's emotions maturely to achieve the best outcomes. It may require positive self-talk and recovery periods to fuel peak performance in turbulent times and avoiding burn out. Successful self-management requires management of yourself and taking care of your brand and reputation.

Relationship Management refers to the ability to achieve better results through better relationships. It is about getting along with others in order to get ahead. It can involve the ability to build trusting, loyal relationships with stakeholders to support retention and performance. Successful relationship management requires recognition that your own level of performance relies on the performance of your team, which in turn relies on their engagement.

Working in the Business refers to having the experience, capability and efficiency to consistently deliver great results. It requires having the energy, passion and competitive drive to stay in the performance zone. Success in this area can involve smarter prioritization of work, more delegation, better time management and more effective goal setting. It is about achieving service and operational excellence in a timely, efficient manner.

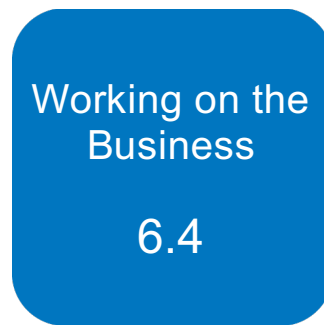
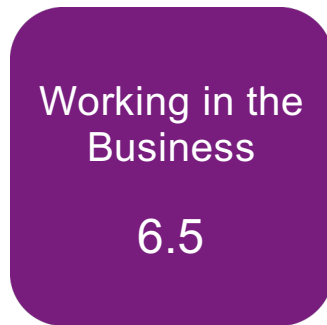
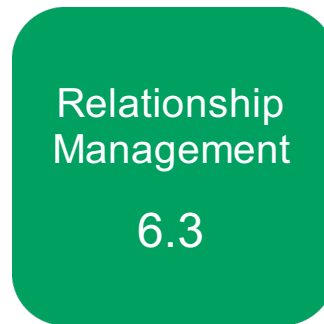
Working on the Business refers to adding extra value through innovation and strategic planning, and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires spending more time on the business, having a planning cycle, conducting regular planning reviews, and challenging poor performers.

Competency Combinations

Your combined scores for Self-Management and Relationship Management form a Behavioral Competencies score. Similarly, the combined scores for Working in the Business and Working on the Business form the Business Competencies score.

Behavioral Competencies 6.2

The Behavioral Competencies combination describes the use of emotional intelligence (EQ) to professionally manage oneself and relate appropriately to others to get the best outcomes from teams and stakeholders. High scorers typically demonstrate emotional resilience and strong interpersonal skills to improve results through better relationships. It requires stable, sustainable relationships to stay in the performance zone and avoid derailment.



Business Competencies 6.4

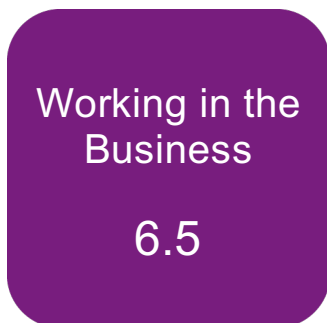
The Business Competencies combination describes the use of cognitive capability (IQ) to get the right balance between working in (operational) and on (strategic) the business to optimize day-to-day and longer-term results. High scorers typically demonstrate both the technical ability to deliver service and operational excellence as well as strategic insight to drive the bigger picture. It requires a strategic focus to deliver great results through high-performing cultures.

Competency Combinations

Your combined scores for Self-Management and Working in the Business form a Management Competencies score. Similarly, the combined scores for Relationship Management and Working on the Business form a Leadership Competencies Score.

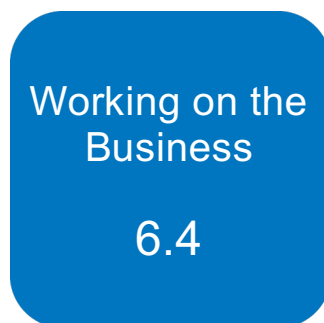
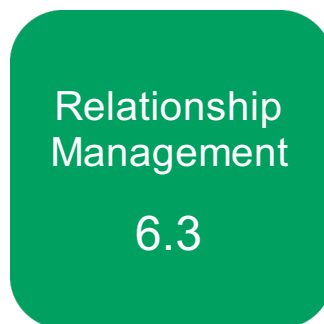
Management Competencies 6.3

The Management Competencies combination describes the world of the day-to-day manager where integrity and resilience are required to maximise capability, efficiency and positivity to deliver sound results. High scorers typically achieve service and operational excellence in a timely and efficient manner and are held accountable for performance by measurement.



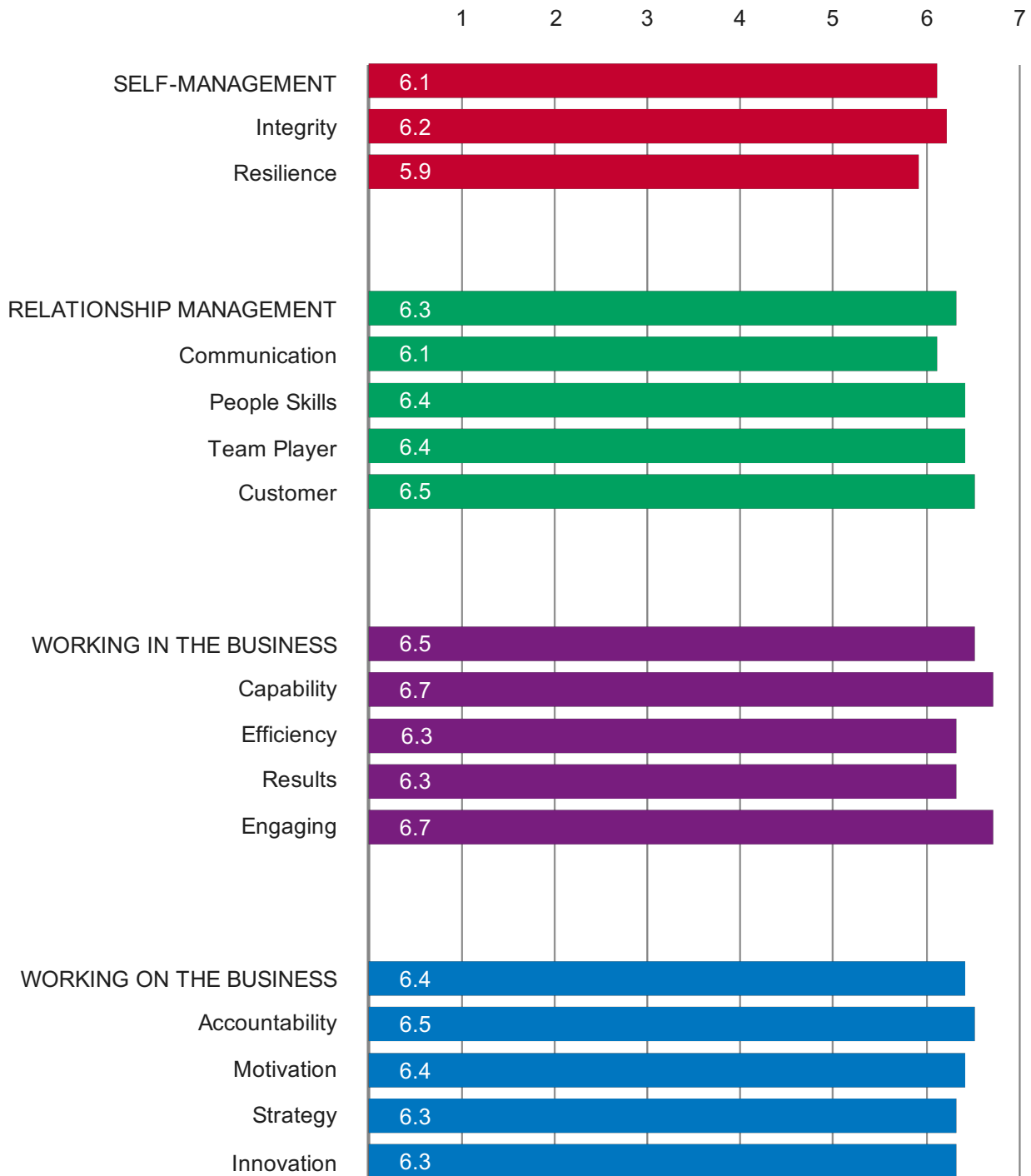
Leadership Competencies 6.3

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



Leadership Competencies

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



Self-Management

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
6.1	4.7	5.7	6.6	6.7	SELF-MANAGEMENT
6.2	5.4	6.0	6.6	7.0	Integrity
6.2	5.0	5.6	6.7	7.0	This person treats people with respect
6.4	6.0	6.2	6.6	7.0	This person behaves to very high ethical standards
6.4	5.0	6.2	6.7	7.0	This person is always open and straightforward and communicates honestly
6.1	5.0	5.8	6.4	7.0	This person treats people fairly and without favoritism
6.2	6.0	6.0	6.4	7.0	This person consistently applies our organization's policies to avoid double standards
5.9	3.8	5.3	6.6	6.3	Resilience
5.4	3.0	4.6	6.3	6.0	This person is polite and considerate, never rude or abrasive
5.8	3.0	5.2	6.7	6.0	This person is calm and even tempered, not volatile or moody
6.2	4.0	5.8	6.9	6.0	This person has high self-awareness around personal improvement opportunities
6.2	5.0	5.8	6.6	7.0	This person manages emotions maturely and intelligently in stressful situations

Scores from Self Ratings and Manager Ratings, where applicable, are always shown if a response was given. However, to protect anonymity, scores from other rater groups are only shown when there were two or more responses. If there were less than two responses, N/A is shown.

Should blank cells appear in the report, it means that no raters entered a score for this item.

Relationship Management

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
6.3	5.7	5.9	6.7	6.8	RELATIONSHIP MANAGEMENT
6.1	4.5	5.8	6.6	6.8	Communication
5.9	3.0	5.6	6.6	6.0	This person presents ideas and concepts clearly while speaking
6.1	4.0	6.0	6.4	7.0	This person has very good communication skills
6.2	5.0	5.8	6.7	7.0	This person has strong influencing and negotiation skills
6.2	6.0	5.6	6.7	7.0	This person shares information and keeps people informed
6.4	6.0	6.0	6.7	6.5	People Skills
6.6		6.2	6.9	7.0	This person's behavior provides a positive role model for others
6.5	6.0	6.4	6.6	6.0	This person has excellent people skills
6.4	7.0	6.0	6.6	6.0	This person makes people feel valued
6.0	5.0	5.2	6.7	7.0	This person is always friendly, warm, and thoughtful in relationships with others
6.4	6.5	5.9	6.6	7.0	Team Player
6.2	6.0	5.6	6.6	7.0	This person builds trust and loyalty with others
6.5	6.0	6.3	6.7	7.0	This person appropriately shares resources, knowledge, and time
6.5	7.0	6.2	6.6	7.0	This person encourages those working in different areas to pull together to achieve common goals
6.4	7.0	5.8	6.7	7.0	This person builds very strong relationships with others
6.5	6.0	6.2	6.9	7.0	Customer
6.6	6.0	6.4	6.9	7.0	This person is enthusiastic about improving customer service
6.5	6.0	6.2	6.9	7.0	This person has taken initiatives to promote a customer service focus in his/her work area
6.5	6.0	6.0	6.9	7.0	This person uses customer feedback to drive improved performance

Working in the Business

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
6.5	6.5	6.1	6.7	6.1	WORKING IN THE BUSINESS
6.7	7.0	6.4	6.9	6.3	Capability
6.7	7.0	6.4	6.9	7.0	This person is hardworking and has a good work ethic
6.6	7.0	6.2	6.9	6.0	This person has the right knowledge and ability to be very effective
6.8	7.0	6.6	6.9	6.0	This person has the right industry experience to be very effective
6.3	6.0	5.8	6.7	6.0	Efficiency
6.4	6.0	6.0	6.6	6.0	This person has very effective time management and organizational skills
6.4	6.0	5.7	6.7	6.0	This person is very effective in setting and managing his/her work priorities
6.3	6.0	5.8	6.7	6.0	This person effectively uses goals and performance indicators to drive improved performance
6.3	6.3	5.7	6.6	5.8	Results
6.2	6.0	5.8	6.6	6.0	This person completes work in a professional manner
6.4	7.0	5.5	6.9	6.0	This person performs to a high standard on challenging assignments
6.3	6.0	5.8	6.7	6.0	This person consistently delivers good results
6.1	6.0	5.5	6.4	5.0	This person produces high-quality and error-free work
6.7	6.8	6.6	6.8	6.5	Engaging
6.7	7.0	6.6	6.7	7.0	This person brings a positive attitude to work
6.8	7.0	6.8	6.7	7.0	This person has the passion to make a difference
6.8	7.0	6.6	6.9	6.0	This person is assertive and energetic
6.5	6.0	6.2	6.9	6.0	This person is very competitive and driven

Working on the Business

Overall	Mgr	Peer	Rpt	Self	Themes and Questions
6.4	6.1	5.9	6.7	6.5	WORKING ON THE BUSINESS
6.5	6.0	6.3	6.7	6.3	Accountability
6.5	6.0	6.4	6.7	6.0	This person holds others accountable for completing their work
6.7	7.0	6.2	7.0	7.0	This person holds people accountable to the organization's values and expectations
6.2	5.0	6.2	6.3	6.0	This person recognizes and challenges poor performance in others
6.4	6.7	6.0	6.7	6.7	Motivation
6.4	6.0	6.2	6.6	7.0	This person works hard to improve morale
6.5	7.0	6.3	6.6	7.0	This person helps create a positive working environment that encourages people to work to their full potential
6.4	7.0	5.5	6.9	6.0	This person is effective in coaching and developing others
6.3	6.0	5.8	6.6	6.3	Strategy
6.3	6.0	6.0	6.6	6.0	This person is very effective in setting long-term stretch goals
6.3	6.0	6.0	6.6	6.0	This person sets high expectations for performance and performance improvement
6.2	6.0	5.4	6.7	7.0	This person promotes and communicates a long-term vision for our organization
6.3	5.7	5.6	6.8	6.7	Innovation
6.3	6.0	5.8	6.7	7.0	This person always looks for improvement opportunities and to deliver better results
6.3	6.0	5.3	6.9	7.0	This person often suggests new and original ideas
6.3	5.0	5.8	6.9	6.0	This person thinks long-term about new opportunities

Scores by Themes

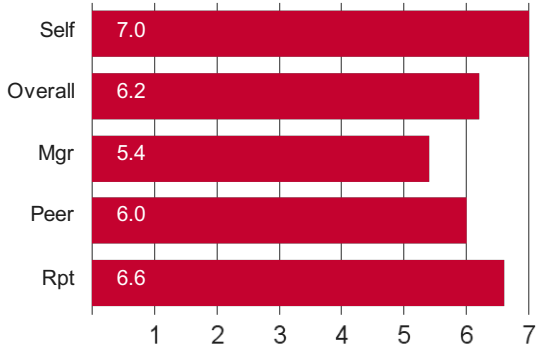
Self	Overall	Global Ave	Mgr	Peer	Rpt	Themes and Questions
6.7	6.1	5.6	4.7	5.7	6.6	SELF-MANAGEMENT
7.0	6.2	5.7	5.4	6.0	6.6	Integrity
6.3	5.9	5.5	3.8	5.3	6.6	Resilience
6.8	6.3	5.4	5.7	5.9	6.7	RELATIONSHIP MANAGEMENT
6.8	6.1	5.4	4.5	5.8	6.6	Communication
6.5	6.4	5.4	6.0	6.0	6.7	People Skills
7.0	6.4	5.3	6.5	5.9	6.6	Team Player
7.0	6.5	5.5	6.0	6.2	6.9	Customer
6.1	6.5	5.6	6.5	6.1	6.7	WORKING IN THE BUSINESS
6.3	6.7	5.9	7.0	6.4	6.9	Capability
6.0	6.3	5.4	6.0	5.8	6.7	Efficiency
5.8	6.3	5.7	6.3	5.7	6.6	Results
6.5	6.7	5.6	6.8	6.6	6.8	Engaging
6.5	6.4	5.3	6.1	5.9	6.7	WORKING ON THE BUSINESS
6.3	6.5	5.2	6.0	6.3	6.7	Accountability
6.7	6.4	5.2	6.7	6.0	6.7	Motivation
6.3	6.3	5.3	6.0	5.8	6.6	Strategy
6.7	6.3	5.4	5.7	5.6	6.8	Innovation

Themes and Questions Review

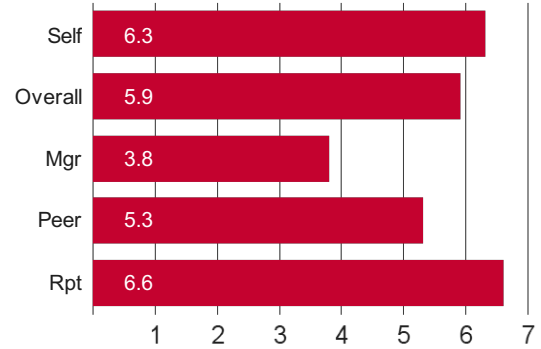
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

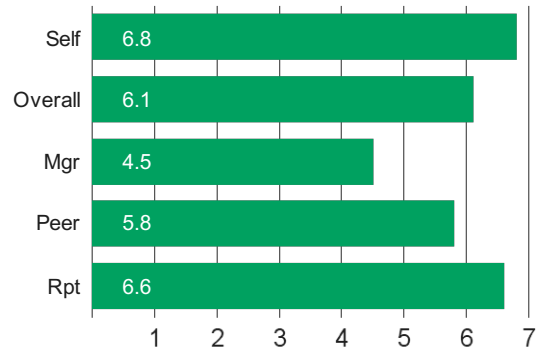


Resilience

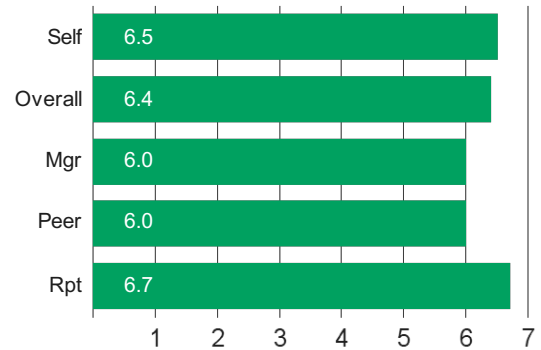


RELATIONSHIP MANAGEMENT

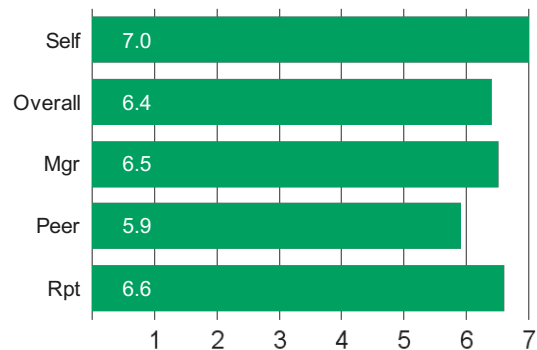
Communication



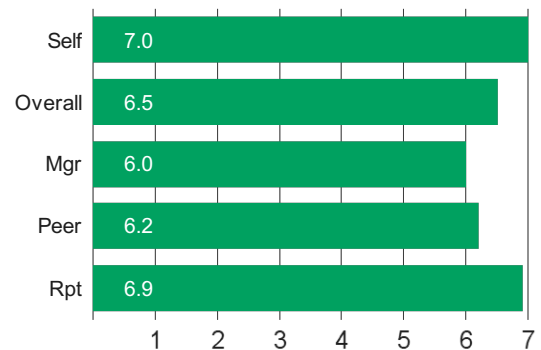
People Skills



Team Player

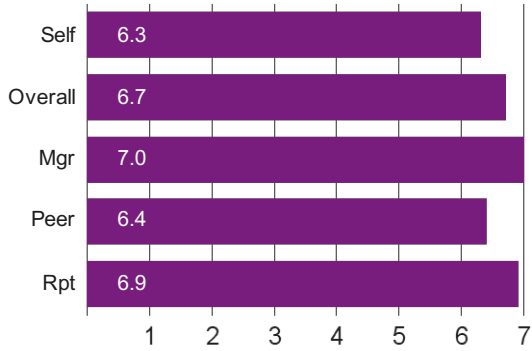


Customer

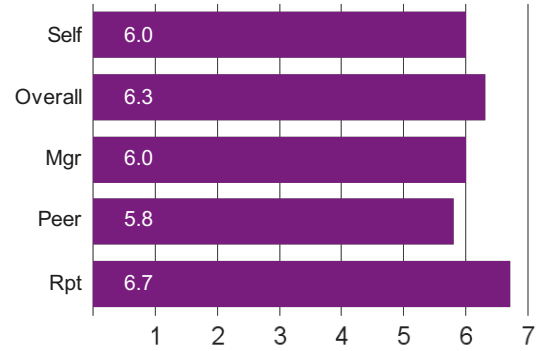


WORKING IN THE BUSINESS

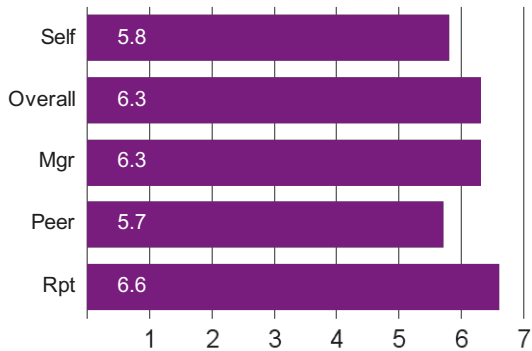
Capability



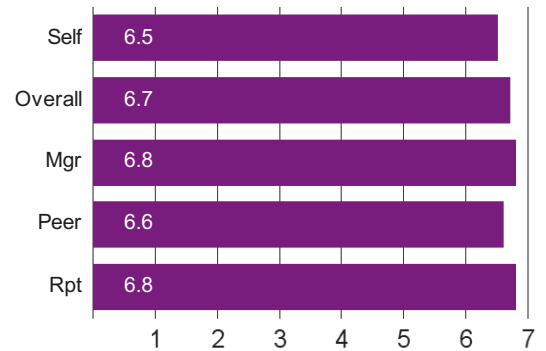
Efficiency



Results

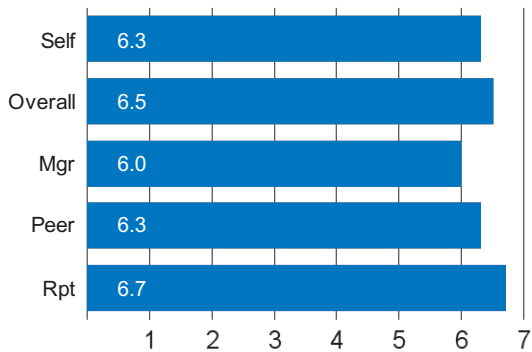


Engaging

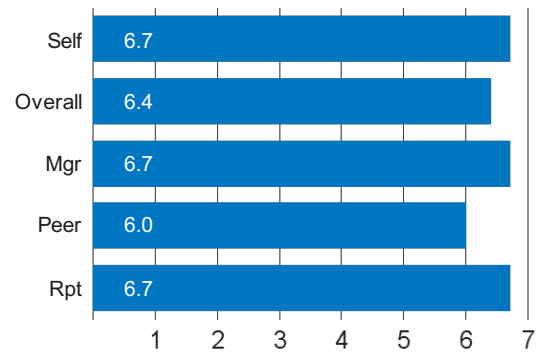


WORKING ON THE BUSINESS

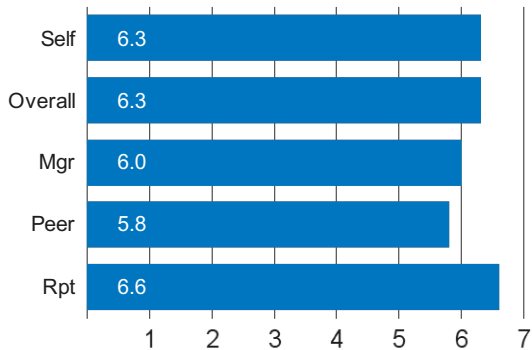
Accountability



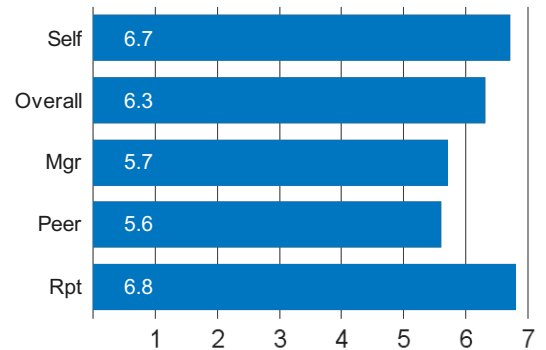
Motivation



Strategy



Innovation



Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2, and the fourth of 1. The score in the right-hand column is the sum of the scores. You should note that the top listed items indicate that there is agreement about your strengths. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Global Ave	Your Rank	Strengths	Total Score
13	1	Has strong leadership skills	31
15	2	Is visionary and strategic	24
3	3	Has a positive and enthusiastic attitude	10
23	4	Sets clear goals and drives results	10
12	5	Strong communication skills	9
19	6	Is a positive role model	8
8	7	Has high ethical standards and integrity	6
4	8	Has a professional approach	6
21	9	Good at planning and thinking ahead	5
14	10	Is competitive and determined	4
26	11	Motivates and inspires others	3
24	12	Makes the tough decisions	3
16	13	Builds effective relationships	3
9	14	Is steady and calm under pressure	2
25	15	Challenges poor performance	2
5	16	Is action-oriented and gets things done	2
7	17	Has strong people skills	1
20	18	Suggests new and innovative ideas	1
2	19	Works hard with a strong work ethic	
1	20	Has solid technical ability, experience, and knowledge	
11	21	Is well organized	
17	22	Is empathetic and supportive	
10	23	Is good at solving problems	
6	24	Is customer focused, and good with clients	
18	25	Shows loyalty	
22	26	Good sense of humor	

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
9	1	Listen more and let others have their say	27
1	2	Stop taking on too much and spreading yourself too thin	18
24	3	Be less aggressive	9
3	4	Delegate more	9
7	5	Give appropriate feedback	9
2	6	Challenge poor performance	6
11	7	Look at the big picture – the organization’s overall goals	6
8	8	Communicate better	5
6	9	Share knowledge and resources	4
12	10	Improve your time management and organizational skills	3
22	11	Treat people fairly and without favouritism	3
10	12	Set clear goals and performance indicators	3
20	13	Be more empathetic	3
16	14	Improve your people and interpersonal skills	2
4	15	Motivate others and improve morale	2
17	16	Be more open to change	2
25	17	Be less moody and control your temper	1
14	18	Be more available and visible in the workplace	1
15	19	Build more effective relationships	1
21	20	Be more of a team player	
5	21	Show leadership on issues	
18	22	Be more action-oriented and make it happen	
13	23	Be more assertive	
19	24	Acquire better job and/or industry knowledge	
23	25	More customer and/or client focus	
26	26	Be more positive	

Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

Please describe this person's strengths.

- Mgr: Great people person; strong motivator of others; high work ethic; sets clear goals.
- Peer: A great leader of a team and great implementer of strategy; she is effective in difficult or adverse circumstances and supportive of her team.
- Peer: Her willingness to lead and at the same time her willingness to learn.
- Peer: Motivated and energetic leader with high integrity and sense of purpose; relentless in the pursuit of excellence in all work domains; deeply loyal and supportive advocate; effective communicator with high EQ.
- Peer: Generous, kind and passionate.
- Peer: Leading by example.
- Rpt: Strong leadership capability; able to motivate and develop people to step outside their comfort zone; empathic; strong business acumen and innovative thinking.
- Rpt: Strong leader, enthusiastic and driven.
- Rpt: After working with Maria for the last 5 months I have found her to be: an inspiration; a fantastic leader who get the best from everyone; transparent - you always know exactly where you stand; open to ideas and trusts judgement, although will challenge your ideas; she has high expectations and work ethic; a pleasure to work with and for.
- Rpt: Maria is an exceptional, effective and dynamic leader who inspires people to do their best and challenges the status quo to drive improvement, collaboration and communication. Her energy and drive in all she does is infectious and she is admired, not only within the organisation, but in the aged care industry as a whole.
- Rpt: She is a dynamic manager who is an excellent leader. She is able to challenge the team and bring out the best in all of us; she is a forward thinker and utilises her networks for the advancement of the organization; if she lacks knowledge in any aspect of the business she will ensure she uses her networks and counterparts to obtain advice. She is a convincing speaker.
- Rpt: Exceptional leadership, drive, determination and passion.
- Rpt: Strategic vision for the company; enthusiasm and passion for aged care, wants to make a difference.

Please describe this person's opportunities to improve.

- Mgr: Capacity to improve negotiation skills; speak less, listen more; be less aggressive and more open to criticism; listen to other people's ideas.
- Peer: Be communicative with peers; listen to their views without already having made predetermined opinions.
- Peer: Be aware of quieter people and look at including them in a discussion and encourage their ideas.
- Peer: I don't have any suggestions to make on this.
- Peer: Gain broader commercial business knowledge; gain knowledge of longer term business planning; improve financial analytical skills to support quantitative business cases for decision making equally as well as qualitative factors.
- Rpt: Greater emphasis on performance feedback as normal operating process.
- Rpt: Be clearer when communicating messages or ideas across.
- Rpt: Acknowledging stressors within her team and individuals' challenges to meet required outcomes.
- Rpt: The only opportunity to improve is to allocate a bit of time with managers to find out what is really happening at sites - undercover CEO. She is very busy and needs to consider the workloads of the managers. She is fantastic.
- Rpt: Be more patient with others in terms of listening.
- Rpt: Could listen more.

Sometimes managers can overuse their strengths. For example, a confident person can become arrogant, a passionate person can become temperamental, or a diligent person can micromanage others. Are there any strengths being overused by this person?

- Mgr: Maria is passionate and sometimes this can be misread as being dominating, if the person talking to her is not familiar with her.
- Peer: None to my knowledge.
- Peer: Confidence sometimes stops engagement with others.
- Peer: Can sometimes be over assertive and appear to be controlling. Single mindedness and determination can sometimes come across as not being open-minded.
- Peer: May be single minded at times.
- Rpt: Has the propensity to become arrogant but has increased self-awareness of this behaviour.
- Rpt: Exuberant personality can be intimidating at times.
- Rpt: Not that I am aware.
- Rpt: Maria has high standards and expectations of not only herself but others and she can be very difficult to keep up with.
- Rpt: She does not overuse her strengths.
- Rpt: Communicating so effectively and so quickly that others can't keep up is frustrating for Maria.
- Rpt: No.

Development Plan

This section provides a place for you to create a personal development plan. This plan should include behaviours that you want to keep doing, start doing and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to check your progress.

Keep

-

-

-

Start

-

-

-

Stop

-

-

-

Appendix I

Rater Frequency Per Item

The table below contains the standard deviations and frequency distributions by rater group for each of the 50 items. A standard deviation indicates that, given a normal distribution of ratings, 68% of raters gave a rating in the range bounded by the SD value above and below the mean for that item. For example, with Mean 5.9 and SD 1.1, 68% of raters in a normal distribution scored between 4.8 and 7.0. The columns below the numbers 1 to 7 and N/A contain the number of times the indicated rating scale number was selected by each rater group, per item.

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person treats people with respect	6.2	0.8	Mgr					1			
			Peer				2	3			
			Rpt						2	5	
This person behaves to very high ethical standards	6.4	0.5	Mgr						1		
			Peer						4	1	
			Rpt						3	4	
This person is always open and straightforward and communicates honestly	6.4	0.7	Mgr					1			
			Peer						4	1	
			Rpt						2	5	
This person treats people fairly and without favoritism	6.1	0.9	Mgr					1			
			Peer					2	2	1	
			Rpt					1	2	4	
This person consistently applies our organization's policies to avoid double standards	6.2	0.7	Mgr						1		
			Peer					1	3	1	
			Rpt					1	2	4	
This person is polite and considerate, never rude or abrasive	5.4	1.3	Mgr			1					
			Peer				2	3			
			Rpt					2	1	4	
This person is calm and even tempered, not volatile or moody	5.8	1.2	Mgr			1					
			Peer					4	1		
			Rpt						2	5	
This person has high self-awareness around personal improvement opportunities	6.2	1.2	Mgr				1				
			Peer				1	1	1	2	
			Rpt							1	6
This person manages emotions maturely and intelligently in stressful situations	6.2	0.9	Mgr					1			
			Peer					2	1	1	1
			Rpt					1	1	5	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person presents ideas and concepts clearly while speaking	6.9	1.3	Mgr			1					
			Peer				3	1	1		
			Rpt					1	1	5	
This person has very good communication skills	6.1	1.0	Mgr				1				
			Peer					2	1	2	
			Rpt					1	2	4	
This person has strong influencing and negotiation skills	6.2	0.8	Mgr					1			
			Peer					2	2	1	
			Rpt						2	5	
This person shares information and keeps people informed	6.2	0.7	Mgr						1		
			Peer					2	3		
			Rpt						2	5	
This person's behavior provides a positive role model for others	6.6	0.7	Mgr								1
			Peer					1	2	2	
			Rpt						1	6	
This person has excellent people skills	6.5	0.7	Mgr						1		
			Peer						3	2	
			Rpt					1	1	5	
This person makes people feel valued	6.4	0.8	Mgr							1	
			Peer					1	3	1	
			Rpt					1	1	5	
This person is always friendly, warm, and thoughtful in relationships with others	6.0	1.0	Mgr					1			
			Peer				1	2	2		
			Rpt						2	5	
This person builds trust and loyalty with others	6.2	0.8	Mgr						1		
			Peer					2	3		
			Rpt					1	1	5	
This person appropriately shares resources, knowledge, and time	6.5	0.5	Mgr						1		
			Peer						3	1	1
			Rpt						2	5	
This person encourages those working in different areas to pull together to achieve common goals	6.5	0.7	Mgr							1	
			Peer						4	1	
			Rpt					1	1	5	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person builds very strong relationships with others	6.4	0.8	Mgr							1	
			Peer				2	2	1		
			Rpt						2	5	
This person is enthusiastic about improving customer service	6.6	0.5	Mgr						1		
			Peer					3	2		
			Rpt						1	6	
This person has taken initiatives to promote a customer service focus in his/her work area	6.5	0.5	Mgr						1		
			Peer					4	1		
			Rpt						1	6	
This person uses customer feedback to drive improved performance	6.5	0.7	Mgr						1		
			Peer				1	3	1		
			Rpt						1	6	
This person is hardworking and has a good work ethic	6.7	0.5	Mgr							1	
			Peer					3	2		
			Rpt						1	6	
This person has the right knowledge and ability to be very effective	6.6	0.7	Mgr							1	
			Peer				1	2	2		
			Rpt						1	6	
This person has the right industry experience to be very effective	6.8	0.4	Mgr							1	
			Peer					2	3		
			Rpt						1	6	
This person has very effective time management and organizational skills	6.4	0.8	Mgr						1		
			Peer				1	1	1	2	
			Rpt					1	1	5	
This person is very effective in setting and managing his/her work priorities	6.4	0.7	Mgr						1		
			Peer				1	2		2	
			Rpt						2	5	
This person effectively uses goals and performance indicators to drive improved performance	6.3	0.9	Mgr						1		
			Peer				1	1	1	2	
			Rpt						2	5	
This person completes work in a professional manner	6.2	0.8	Mgr						1		
			Peer					2	2	1	
			Rpt					1	1	5	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person performs to a high standard on challenging assignments	6.4	0.8	Mgr							1	
			Peer				2	2			1
			Rpt						1	6	
This person consistently delivers good results	6.3	0.8	Mgr						1		
			Peer				1	4			
			Rpt				1			6	
This person produces high-quality and error-free work	6.1	0.7	Mgr						1		
			Peer				2	2			1
			Rpt						4	3	
This person brings a positive attitude to work	6.7	0.5	Mgr							1	
			Peer						2	3	
			Rpt						2	5	
This person has the passion to make a difference	6.8	0.4	Mgr							1	
			Peer						1	4	
			Rpt						2	5	
This person is assertive and energetic	6.8	0.4	Mgr							1	
			Peer						2	3	
			Rpt						1	6	
This person is very competitive and driven	6.5	0.7	Mgr						1		
			Peer					1	2	2	
			Rpt						1	6	
This person holds others accountable for completing their work	6.5	0.5	Mgr						1		
			Peer						3	2	
			Rpt						2	5	
This person holds people accountable to the organization's values and expectations	6.7	0.6	Mgr							1	
			Peer					1	2	2	
			Rpt								7
This person recognizes and challenges poor performance in others	6.2	1.1	Mgr					1			
			Peer					1	2	2	
			Rpt				1	1			5
This person works hard to improve morale	6.4	0.7	Mgr						1		
			Peer						4	1	
			Rpt					1	1		5

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person helps create a positive working environment that encourages people to work to their full potential	6.5	0.7	Mgr							1	
			Peer					3	1	1	
			Rpt					1	1	5	
This person is effective in coaching and developing others	6.4	1.0	Mgr							1	
			Peer				1	1	1	1	1
			Rpt						1	6	
This person is very effective in setting long-term stretch goals	6.3	0.9	Mgr						1		
			Peer					2	1	2	
			Rpt					1	1	5	
This person sets high expectations for performance and performance improvement	6.3	0.8	Mgr						1		
			Peer					2	1	2	
			Rpt						3	4	
This person promotes and communicates a long-term vision for our organization	6.2	0.8	Mgr						1		
			Peer					3	2		
			Rpt						2	5	
This person always looks for improvement opportunities and to deliver better results	6.3	0.9	Mgr						1		
			Peer				1	1	1	2	
			Rpt						2	5	
This person often suggests new and original ideas	6.3	1.0	Mgr						1		
			Peer				1	1	2		1
			Rpt						1	6	
This person thinks long-term about new opportunities	6.3	0.9	Mgr					1			
			Peer					2	1	1	1
			Rpt						1	6	

Appendix II

Rater Frequency by Strengths and Opportunities

Raters were asked to choose the top four strengths and opportunities from the lists below. The top selection per rater was given a weight of 4, the second a weight of 3, the third a weight of 2 and the fourth of 1. The total score in the right column is the sum of the scores. The totals in the columns labelled 1- 4 count the number of times each item was given that weight.

Strengths	1	2	3	4	Total Score
Has strong leadership skills		2	5	3	31
Is visionary and strategic	1		1	5	24
Has a positive and enthusiastic attitude	2	1	2		10
Sets clear goals and drives results	2	2		1	10
Strong communication skills	1			2	9
Is a positive role model	2		2		8
Has a professional approach		1		1	6
Has high ethical standards and integrity		1		1	6
Good at planning and thinking ahead		1	1		5
Is competitive and determined	1		1		4
Builds effective relationships	1	1			3
Makes the tough decisions	1	1			3
Motivates and inspires others			1		3
Challenges poor performance		1			2
Is action-oriented and gets things done		1			2
Is steady and calm under pressure		1			2
Suggests new and innovative ideas	1				1
Has strong people skills	1				1
Shows loyalty					
Has solid technical ability, experience, and knowledge					
Is empathetic and supportive					
Is well organized					
Is good at solving problems					
Good sense of humor					
Is customer focused, and good with clients					
Works hard with a strong work ethic					

Opportunities to Improve	1	2	3	4	Total Score
Listen more and let others have their say		2	1	5	27
Stop taking on too much and spreading yourself too thin	1	1	1	3	18
Delegate more		1	1	1	9
Be less aggressive		1	1	1	9
Give appropriate feedback		1	1	1	9
Look at the big picture – the organization's overall goals		1		1	6
Challenge poor performance			2		6
Communicate better	1			1	5
Share knowledge and resources	2	1			4
Treat people fairly and without favouritism			1		3
Set clear goals and performance indicators			1		3
Improve your time management and organizational skills			1		3
Be more empathetic			1		3
Be more open to change		1			2
Motivate others and improve morale	2				2
Improve your people and interpersonal skills		1			2
Be less moody and control your temper	1				1
Be more available and visible in the workplace	1				1
Build more effective relationships	1				1
Show leadership on issues					
Acquire better job and/or industry knowledge					
Be more of a team player					
More customer and/or client focus					
Be more assertive					
Be more positive					
Be more action-oriented and make it happen					