# **John Smith**

## Senior Management Team

360 Degree Feedback

## Feedback Report For John Smith

## Making Sense Of Your Feedback

This report has been generated from the responses that you and others (the respondents) gave about certain aspects of your performance across 80 statements/questions.

This report is based upon data returned from the following:

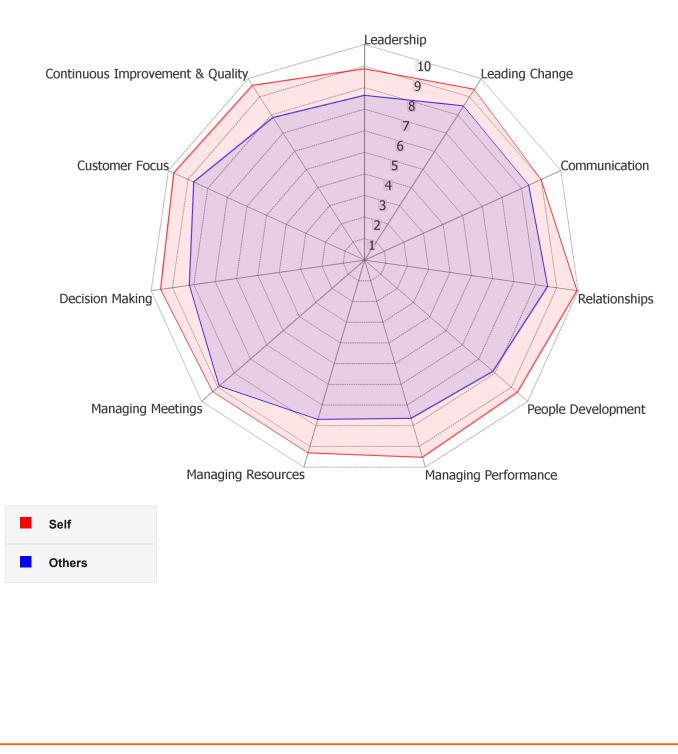
Role	Responses
Self Assessment	1
Manager	1
Colleague	1
Staff	1

The following shows the competency areas used and the number of questions/statements in each:

Competency	Questions/Statements
Leadership	8
Leading Change	7
Communication	9
Relationships	6
People Development	8
Managing Performance	12
Managing Resources	5
Managing Meetings	5
Decision Making	7
Customer Focus	5
Continuous Improvement & Quality	8

## **Overall Competency Overview**

This diagram summarises your own scores and compares them to all of the other responses and feedback that you received from 8 people.



# **Summary Of Competencies**

Les develope			
Leadership	Self Assessment:	8.75	
	Respondents:	7.54	
Leading Change	Self Assessment:	9.29	
	Respondents:	8.38	
Communication	Self Assessment:	8.89	
	Respondents:	8.26	
Polotionahira			
Relationships	Self Assessment:	9.83	
	Respondents:	8.47	
People Development			
People Development	Self Assessment:	9.25	
	Respondents:	7.78	
Managing Performance	Self Assessment:		
inanaging ronomanoo	Sell Assessment:	9.42	
	Respondents:	7.56	
Managing Resources	Self Assessment:	9.2	
	Respondents:	7.6	
Managing Meetings	Self Assessment:	9.2	
	Respondents:	8.8	
Decision Making	Self Assessment:	9.43	
	Respondents:	8.1	
	respondents.	8.1	

Feedback Report For John Smith		
Summary Of Competer	ncies	
Customer Focus	Self Assessment: Respondents:	9.6
Continuous Improvement & Quality	Self Assessment:	9.5
	Respondents:	7.75
		Page

Competency	Self Score	Average of all respondents	Difference (Respondents-Self)
Leadership	88%	75%	-13%
Leading Change	93%	84%	-9%
Communication	89%	83%	-6%
Relationships	98%	85%	-13%
People Development	93%	78%	-15%
Managing Performance	94%	76%	-18%
Managing Resources	92%	76%	-16%
Managing Meetings	92%	88%	-4%
Decision Making	94%	81%	-13%
Customer Focus	96%	86%	-10%
Continuous Improvement & Quality	95%	78%	-17%

The purpose of this report is to illustrate the differences between how you scored yourself and the average results from all of the respondents as a whole.

The table above highlights the competencies where the respondents scored you LESS than your own self assessment and also those competency areas where they marked you HIGHER than your own self assessment. Key:

Positive Difference represents where your respondents have marked you higher than your own score.

Negative Difference represents where you have marked yourself higher than the respondents score.

All scores have been rounded to the nearest whole number.

## Feedback Report For John Smith

# Percentage Scores By Competency

This section illustrates an overview of the results for each competency.

#### Leadership

				Casta
Self				Score
				88%
Manager				73%
Colleague				65%
Staff				89%
Leading Change				
				Score
Self				93%
Manager				80%
Colleague				73%
Staff				99%
Communication				
		1	 	Score
Self				89%
Manager				82%
Colleague				72%
Staff				93%
Relationships				
	 			Score
Self				98%
Manager				83%
Colleague				74%
Staff				95%
People Development				
				Score
Self				93%
Manager			_	85%
Colleague				60%
Staff				90%

### Managing Performance

	Score
Self	94%
Manager	
Colleague	75%
Staff	<u>59%</u>
	96%
Managing Resources	
	Score
Self	92%
Manager	64%
Colleague	70%
Staff	94%
Managing Meetings	
	Score
Self	92%
Manager	86%
Colleague	78%
Staff	100%
Decision Making	
_ • • • • • • • • • • • • • • • • • • •	
	Score
Self	94%
Manager	74%
Colleague	74%
Staff	97%
Customer Focus	
	Score
Self	96%
Manager	86%
Colleague	80%
Staff	92%

### Continuous Improvement & Quality

			Score
Self			95%
Manager			70%
Colleague			64%
Staff			99%

	0% 50% 100% ency: I	Leade	rship	- Never - Some - Alway	times /s		mp	etei	ncy	N S A	Score	Ν							
<b>Compete</b> 1.1 Is seen Self Manager Colleague Staff	50% 100% ency: I		rship	- Some - Alway	times /s	nger"				S	Score	Ν							
<b>Compete</b> 1.1 Is seen Self Manager Colleague Staff	50% 100% ency: I		rship	- Some - Alway	times /s	nger"				S	Score	N							
<b>Compete</b> <b>1.1 Is seen</b> Self Manager Colleague Staff	50% 100% ency: I		rship	- Some - Alway	times /s	nger"					Score	N							
Compete 1.1 Is seen Self Manager Colleague Staff	ency: l		rship	)		nger"				A	Score	N	1 1						
<b>1.1 Is seen</b> Self Manager Colleague Staff	-		-		"mana	iger"					Score	N	1 1						
<b>1.1 Is seen</b> Self Manager Colleague Staff	-		-		"mana	ger"			I		Score	N							
<b>1.1 Is seen</b> Self Manager Colleague Staff	-		-		"mana	nger"			1		Score	N							
Self Aanager Colleague Staff	n as a "le	eader"	rather	than a	"mana	nger"			I		Score	N	1 1						
Self Aanager Colleague Staff	n as a "le	eader"	rather	than a	"mana	nger"			1		Score	N	1 1						
lanager Colleague Staff											Score	N							
lanager colleague taff											Score		1		s				A
Colleague									1		80%			-		+		1	
colleague staff											70%					•	_		-
taff								-			40%			1		+			-
.2 Acts as											70%			•		-	1		
.2 Acts as			•				_												
	s a role	model	for the	e desire	ed level	l of per	formai	nce											
											Score	N			s				A
elf											90%							1	
lanager											70%						1		
Colleague											70%						1		
staff											100%								1
.3 Provide	les clear	leader	rshin ti	o their :	team														_
	co orcur	leader	omp a	o unen	leann														
											Score	Ν			s				A
Self											80%							1	
lanager											70%								
olleague											70%					ſ			
staff											90%							1	
.4 Takes	persona	al acco	untabi	lity for	making	g thing	s happ	en											
-				-									 						
											Score	Ν			s				A
Self											90%							1	
lanager											60%					1			
Colleague											60%					1			
Staff											90%							1	

Feedbac	k Rep	oort F	or Jo	ohn S	mith															
Perce	nta	ge S	Sco	res	Ву	Со	mp	eter	ιсу											
Compete	mpetency: LeadershipContd Motivates people to do the best they can																			
1.5 Motiva																				
											Score	N				S				A
Self											80%							1		
Manager											80%							1		
Colleague											50%					1				
Staff											80%							1		
.6 Empov	vers oth	ners to	take ad	ction a	nd reso	olve iss	ues													
											Score	N				S				A
Self											100%		-							1
<i>l</i> lanager											90%								1	
Colleague											60%						1			
Staff											100%									1
1.7 Confro	nts pot	ential p	eople	proble	ms ear	ly	-													
											Score	N				S				A
Self											90%								1	
Manager											60%						1			
Colleague											80%							1		
Staff											80%							1		
1.8 Works	with te	am mei	nbers	to reso	lve col	nflict														
											0				_					
Self											Score 90%	N	_			S			4	A
lanager											80%		_				-	1	1	
											80% 90%		-		+				1	-
											100%		-		-				1	1
Colleague											100/0	I I								· •

## Competency: Leading Change

#### 2.1 Is positive towards change

									 Score	Ν			S					А
elf									100%									1
lanager									90%								1	
Colleague									100%									1
Staff									100%									1
2.2 Comm	unicate	s the re	asons	behin	d chan	ne												
	inouto		Jucono		u onun	90												
									Score	Ν			S					А
Self									100%									1
Manager									70%						1			
Colleague									80%							1		
Staff									100%									1
2.3 Prepar	es neor	ole to c	one wi	th con	tinuous	chanc	165		 									
	es peop		ope wi		muous	, chang	63											
									Score	Ν			S					А
Self									90%								1	
												-				1		
Manager									80%							·		
									80% 70%		-				1	'		
Manager Colleague Staff															1	-	1	
Colleague Staff		rs thro			of char				70%						1	-	1	
Colleague Staff	rts othe	rs thro	ugh pe	eriods (	of char	ge			70%						1		1	
Colleague Staff	rts othe	rs thro	ugh pe	eriods (	of char	ge			70%	N			S		1			A
Colleague Staff <b>2.4 Suppol</b>	rts othe	rs thro	ugh pe	eriods (	of char	nge			<mark>70%</mark> 90%	N			S		1			A
Colleague Staff <b>2.4 Suppor</b> Self	rts othe	rs thro	ugh pe	eriods o	of char	oge			70% 90% Score	N			S		1			A
Colleague Staff <b>2.4 Suppor</b> Self Manager	rts othe	rs thro	ugh pe	eriods (	of char	ge			70% 90% Score 90%	N			S	1	1		1	A
Colleague	rts othe	rs thro	ugh pe	eriods (	of char	nge			70% 90% Score 90% 90%	N			S	1	1		1	A 1

## Competency: Leading Change ..Contd

#### 2.5 Identifies and removes barriers to effective change

								Score	Ν			s				A	n
Self								90%								1	
Manager								70%						1			
Colleague								60%					1				
Staff								100%								1	
2.6 Enables	chang	je															
									_	_	_	_				_	
							 	 Score	Ν			S				A	n
Self								100%								1	
Manager								80%							1		
Colleague								70%						1			
Staff								100%								1	
2.7 Follows	throug	gh on c	hange	initiati	ves												
												_				_	
								 Score	Ν			S				A	n
Self								80%							1		
Manager								80%							1		
Colleague								70%						1			
Staff								100%								1	

Perce	nta	ge S	Sco	res	Ву	Со	mp	eter	ncy										
Compete	ncy: (	Comn	nunica	ation															
3.1 Tailors	comm	unicatio	on in te	erms of	f both i	messa	ge and	deliver	y to th	e audie	nce								
											Score	Ν				s			
Self											100%								
Manager											90%								1
Colleague											70%						1		
Staff											100%								
3.2 Has op	en lines	s of co	mmuni	cation	throug	hout tl	heir tea	m									 		
					0												 		
										·	Score	Ν				s			
Self											90%								1
Manager											80%							1	
Colleague											80%							1	
Staff											100%								
3.3 Has pro	cesses	s in pla	ce to i	dentify	their s	taff's r	needs												
Self											Score	N			_	S			4
Manager											90%					_		1	1
Colleague											80%			_			4	1	
Staff											70%			_	_	_	1	1	
											80%							1	
3.4 Actually	y provi	des the	eir staf	f with t	he info	rmatio	n that i	they ne	ed										
											Score	N				S			
Self											90%					-			1
Manager											80%							1	
Colleague											70%						1		
Staff											90%								1

Feedback Report For John Smith

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	-																				
Perce	nta	ge S	Sco	res	Ву	Со	mp	eter	ncy												
Compete	ency:	Comn	nunica	ation .	Con	td									 		 				
3.5 Makes	comple	ex thing	ıs sim	ole for a	the ber	nefit of	others														
											Score	N				S				A	n
Self											90%								1		
Manager											80%							1			
Colleague											70%						1				
Staff											90%								1		
3.6 Keeps	people	up to c	late wi	th infoi	rmatio	י ז									 		 				
		1									Score	N				S				A	n
											90%			_					1		
																		1 1			
Manager									-		80%			_				1			
Manager Colleague									-	-	70%						1	1	1		
Manager Colleague																	1	1	1		
Self Manager Colleague Staff <b>3.7 Shows</b>	sensiti	ivity to	their te	eam's n	needs a	and inte	erests	and ma	nages	them e	70% 90%	y					1		1		
Manager Colleague Staff	sensiti	ivity to	their te	eam's r	needs a	and inte	erests	and ma	nages	them e	70% 90%					S	1			A	n
Manager Colleague Staff <b>3.7 Shows</b>	sensiti	ivity to	their te	eam's n	needs a	and inte	erests	and ma	anages	them e	70% 90% ffectivel	y N				S	1	1		A	n
Manager Colleague Staff <b>3.7 Shows</b> Self	sensiti	ivity to	their te	eam's n	needs a	and inte	erests	and ma	nages	them e	70% 90%					S	1			A	n
Manager Colleague Staff <b>3.7 Shows</b> Self Manager	sensiti	ivity to	their te	eam's n	needs a	and inte	erests a	and ma	nages	them e	70% 90% ffectivel Score 80%					S	1	1		A	n
Manager Colleague Staff <b>3.7 Shows</b> Self Manager Colleague	sensiti	ivity to	their te	eam's n	needs a	and inte	erests	and ma	nages	them e	70% 90% ffectivel Score 80% 80%					S	1	1		A 1	n
Manager Colleague Staff <b>3.7 Shows</b> Self Manager Colleague Staff									-		70%           90%           ffectivel           Score           80%           80%           100%	N		ina		S		1			n
Manager Colleague Staff									-		70%           90%           ffectivel           Score           80%           80%           100%	N	and	ing		S		1			n
Manager Colleague Staff <b>3.7 Shows</b> Self Manager Colleague Staff <b>3.8 Presen</b>									-		70%           90%           ffectivel           Score           80%           100%           ote unde           Score	N		ing		S		1			
Manager Colleague Staff <b>3.7 Shows</b> Self Manager Colleague Staff <b>3.8 Presen</b> Self									-		70%           90%           ffectivel           Score           80%           100%           ote unde           Score           90%	N rsta	and	ing				1		1	
Manager Colleague Staff <b>3.7 Shows</b> Self Manager Colleague Staff <b>3.8 Presen</b> Self Manager									-		70%         90%         ffectivel         Score         80%         80%         100%         ote unde         Score         90%         80%	N rsta		ing				1		1	
Manager Colleague Staff <b>3.7 Shows</b> Self Manager Colleague Staff <b>3.8 Presen</b> Self									-		70%           90%           ffectivel           Score           80%           100%           ote unde           Score           90%	N rsta		ing				1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1	

### Competency: Communication ..Contd

3.9 Show empathy with others' needs, feelings and motivations and takes an active interest in their concerns

						Score	Ν		s				A	n
Self						80%					1			
Manager						90%						1		
Colleague						70%				1				
Staff						90%						1		

## Competency: Relationships

#### 4.1 Establishes effective internal networks

																			_
										Score	Ν				S			A	4
elf										100%								1	1
lanager										80%							1		
olleague										80%							1		
taff										100%								1	1
.2 Develo	ps prod	luctive	workir	ng rela	tionshi	ps with	other	s											
										Score	N				S				4
elf										100%			-		0	_		_	` 1
anager										80%			-			_	1		_
olleague										80%			-			_	1		_
aff										100%		-	+			_	-	1	1
										100 /0									
							I	1		Score	Ν				S			_	Ą
											Ν				S			_	١
elf										90%			-					1	
										70%				1		1			
													-	-					
olleague										0%									_
olleague																		1	
olleague aff	shes ne	etworks	s outsi	de the	organis	sation				0%								1	
illeague aff	shes ne	etworks	s outsid	de the	organis	sation				0%	N				S				4
olleague aff <b>4 Establi</b>	shes ne	etworks	s outsie	de the	organis	sation				<mark>0%</mark> 90%	N				S			A	4
olleague aff <b>4 Establi</b>	shes ne	etworks	s outsid	de the	organis	sation				0% 90% Score	N				S			A	
olleague aff <b>4 Establi</b> elf anager	shes ne	etworks	s outsi	de the	organi	sation				0% 90% Score 100%	N				S	1		A	
anager olleague aff <b>4 Establi</b> elf anager olleague aff	shes ne	etworks	s outsid	de the	organis	sation				0% 90% Score 100% 90%	N				S	1		A 1 1	_

## Competency: Relationships ..Contd

#### 4.5 Values the diverse inputs of others

						Score	Ν		s			Α	n
Self						100%						1	
Manager						90%					1		
Colleague						70%				1			
Staff						90%					1		

#### 4.6 Uses relationships effectively to get things done

						Score	Ν		s			A	n
Self						100%						1	
Manager						90%					1		
Colleague						70%				1			
Staff						90%					1		

## Competency: People Development

#### 5.1 Believes in developing their staff

											Score	Ν		s					A
Self											100%								1
/lanager											90%							1	
Colleague											90%							1	
Staff											90%							1	
5.2 Contin	ually lea	arns fro	om exp	erienc	e														
	<b>,</b>				•														
											Score	Ν		S					А
Self											100%								1
Manager											80%						1		
Colleague											70%					1			
Staff											100%								1
5.3 Creates	s a wor	kina on	vironn	ont th	at once	Jurado	s conti	nuque	loarnir	a									
.5 Creates	s a won	king en	VIIOIIII	ient un	atenco	Julaye	SCOIL	nuous	learnin	g									
											Score	Ν		S					A
											90%							1	
Self																			
											90%							1	
Self Manager Colleague															1			1	
Manager											90%				1			1	
Manager Colleague Staff			- 4- 54								90% 60%				1				
Manager Colleague Staff	with the	eir tean	n to ide	entify t	heir de	velopn	nent ne	eds			90% 60%				1				
Manager Colleague Staff	with the	eir tean	n to ide	entify t	heir de	velopn	nent ne	eeds			90% 60%			S	1			1	A
Manager Colleague Staff 5.4 Works	with the	eir tean	n to ide	entify t	heir de	velopn	nent ne	eeds			90% 60% 90%	N		S	1			1	A
Manager Colleague Staff <b>5.4 Works</b> Self	with the	eir tean	n to ide	entify t	heir de	velopn	nent ne	eds			90% 60% 90% Score	N		S	1		1	1	A
Manager Colleague Staff <b>5.4 Works</b> Self Manager	with the	eir tean	n to ide	entify t	heir de	velopn	nent ne	eeds			90% 60% 90% Score 90%	N		S 1	1		1	1	A
Manager Colleague	with the	eir tean	n to ide	entify t	heir de	velopn	nent ne	eeds			90% 60% 90% Score 90% 80%						1	1	A 1

## Competency: People Development .. Contd

#### 5.5 Supports the development of others

														_	 	 _	—	_		_
											Score	Ν			S				А	n
Self											90%							1		
Manager											90%							1		
Colleague											70%					1				
Staff											100%								1	
5.6 Has a d	levelop	ment p	olan in	place f	or all o	f their	staff			•										
											Score	Ν			S				А	r
Self											90%							1		
Manager										1	80%						1			
Colleague											40%				1					
Staff					1						0%									1
5.7 Suppor	rts othe	rs to ta	ako ros	nonsih	, vility fo	r thoir	own de	velon	nent				<u> </u>		_					
S. Y Suppor	13 01110	13 10 10	ine res	ponsic	ning io	i uren	own ac	velopi	nent											
											Score	Ν			S				Α	r
Self											90%							1		
Manager											90%							1		
Colleague											50%				1					
Staff											80%						1			
5 0 Davida										ļ										
5.8 Develo	ps the t	eam as	s a who	bie																
											Score	Ν			S				А	r
Self											90%							1		
Manager											80%						1			_
Colleague											50%				1					_
Staff											70%					1				

### Competency: Managing Performance

#### 6.1 Develops team delivery plans that are aligned to the organisation's strategy

												_	_	-					_	_
									Score	Ν				S						n
Self									100%										1	
Manager									80%								1			
Colleague									40%				1							
Staff									100%										1	
6.2 Effectiv	velv pla	ns wor	k sche	dules																
	<b>,</b> p																			
									Score	Ν				s					A	n
Self									100%										1	
Manager									70%							1				
Colleague									50%					1						
Staff									100%										1	
6.3 Ensure	a that w	vork io	foirly		daara	aa tha	toom													_
0.5 Elisure	s liidl v	VUIKIS	iality a	mocale	u acro	55 <i>lii</i> e	leann													
									Score	N				s					A	n
Self									100%										1	
Manager									80%								1	1		
Colleague									70%							1				
Staff									0%											1
0.4.14		<u> </u>																		
6.4 Monito	rs the p	orogres	s and o	quality	of the	work														
									Score	N				s					A	n
Self									90%									1		
Manager									60%						1					
Colleague									50%					1					+	
Staff									0%		-	-							+	1
									0,0											<u> </u>

	ency:	Manag	ging F	Perfor	manc	eCo	ontd													
6.5 Review	vs and	updates	s work	plans i	in the li	ight of	develo	pment	S											
										Score	Ν				S					A
elf										100%										1
anager								-		70%							1			
olleague										50%					1					
aff										80%								1		
6 Provid	les peo <sub>l</sub>	ole with	an ap	propria	ite leve	l of su	pport													
										Score	N				S					A
elf										90%									1	_
CII													-							_
										10%	I I			1			11			
anager										70%		+				1	1			
anager olleague taff	ively de	livers re	esults	throug	h other	rs		-		90%						1	1		1	
lanager olleague taff . <b>7 Effecti</b> r	ively de	livers r	esults	throug	h other	rs				60% 90% Score	N				S	1	1			A
lanager colleague taff . <b>7 Effecti</b> elf	ively de	livers r	esults	throug	h other	rs				60% 90% Score 90%	N				S	1		1	1	A
lanager olleague taff . <b>7 Effecti</b> elf lanager	ively de		esults i	throug	h other	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~				60% 90% Score 90% 80%	N				S			1		A
lanager olleague taff . <b>7 Effecti</b> elf lanager olleague	vely de		esults	throug	h other	rs				60% 90% Score 90%	N				S		1	1		A 1
anager olleague taff . <b>7 Effecti</b> elf anager olleague taff							berforn			60% 90% Score 90% 80% 70%	N				S			1		
anager olleague taff . <b>7 Effecti</b> elf anager olleague taff							perform	hance		60% 90% Score 90% 80% 70% 100%					S			1		1
anager olleague taff <b>7 Effecti</b> elf anager olleague taff <b>8 Identifi</b>							perform	hance		60% 90% Score 90% 80% 70% 100%										1
anager olleague taff .7 Effecti elf lanager olleague taff .8 Identifi							berform	bance		60% 90% Score 90% 80% 70% 100%									1	1
lanager colleague taff <b>.7 Effecti</b> r							perform			60% 90% Score 90% 100% Score 90%									1	

## Competency: Managing Performance .. Contd

#### 6.9 Effectively deals with performance issues

									Score									
Self										N	_	S	_				A	n
									90%		+		_	_		1	_	
Manager									70%		_			1				
Colleague									60%				1					
Staff									100%								1	
6.10 Suppo	orts oth	ers to i	resolve	perfo	rmance	issue	s											
											_					_	_	_
0.11									Score	N	+	S				_	_	n
Self									100%		_						1	
Manager									80%						1			
Colleague									80%						1			
Staff									100%								1	
6.11 Coach	es thei	r team	to bett	er perf	orman	ce												
									 Score	Ν		S					A	n
Self									90%							1		
Manager									80%						1			
Colleague									60%				1					
Staff									90%							1		
6.12 Provid	les con	structi	ve nerf	orman	ce feer	lhack				<u> </u>	 _!							
0.12110010		50 000	ve pen	orman		Duch												
									Score	Ν		s					A	n
Self									90%							1		
Manager									80%						1			
Colleague									60%				1					
Staff									100%								1	

## Competency: Managing Resources

#### 7.1 Accurately identifies the resources needed to do the job

Calf										Score	N		S					1 A
Self										100%								1
Manager										60%				1				
Colleague										70%					1			
Staff										80%						1		
7.2 Manage	es their	resour	ces we	ell														
											_	 						
										Score	Ν		S				ļ	۱ A
Self										90%							1	
Manager										70%					1			
Colleague										60%				1				
Staff										100%							•	1
7.3 Effectiv	velv cal	ls upor	n resou	irces o	utside	of thei	r own a	area										
						••••••												
										Score	Ν		s				A	۱ <i>A</i>
Self										100%							·	1
Manager										70%					1			
Colleague										70%					1			
Staff										90%							1	
7 / Monog			io o tivo l	L			<u> </u>	<u></u>							—			
7.4 Manage	es proje	cis en	ectivei	У														
										Score	Ν		S				I	A I
Self										Score	N		S			1	1	A 1
										80%	N		S	1		1	<i>,</i>	A I
Manager										<mark>80%</mark> 60%	N		S			1		۱ A
Self Manager Colleague Staff										80%	N		S					А г 

Feedback Report For John Smith
Percentage Scores By Competency

## Competency: Managing Resources .. Contd

#### 7.5 Creates a resource plan of the what, who and when

						Score	Ν		s				A	n
Self						90%						1		
Manager						60%				1				
Colleague						70%					1			
Staff						100%							1	

## Competency: Managing Meetings

#### 8.1 Prepares well for meetings

									Score	N			s				A	n
Self									100%			+	-			_	1	
Manager									80%		-	+			1			
Colleague									70%					1				
Staff									100%								1	
8.2 Leads		o moot	ingo															
0.2 Leaus	enecuv	e meeu	ings															
									Score	N			S				A	n
Self									100%								1	
Manager									90%							1		
Colleague									80%						1			
Staff									100%								1	
8.3 Ensure	s time i	in meet	tings is	well s	pent													
			-	,								 						_
									Score	Ν			s				A	n
Self									90%							1		
Manager									90%							1		
Colleague									80%						1			
Staff									100%								1	
8.4 Makes	a valua	ble cor	ntributi	on to n	neetind	is						-				•		
						,-												
									Score	Ν			S				A	n
Self									80%						1			
Manager									80%						1			
Colleague									80%						1			
Staff									100%								1	

### Competency: Managing Meetings ..Contd

#### 8.5 Builds on the contributions of others

						Score	Ν		s			A	n
Self						90%					1		
Manager						90%					1		
Colleague						80%				1			
Staff						100%						1	

## Competency: Decision Making

#### 9.1 Is not scared to make a decision

										Score	Ν		S				A	A n
Self										100%							ŀ	1
Manager										80%						1		
Colleague										70%					1			
Staff										100%							•	1
9.2 Is some	one to	ao to v	when a	decisi	ion nee	eds to l	ne mad	e										
		90 to 1						•										
										Score	Ν		S				/	A n
Self										90%							1	
Manager										80%						1		
Colleague										70%					1			
Staff										100%								1
9.3 Takes t		acision	ns in al	hsonco	ofcor	nnloto	data											
3.5 Takes l	ougnu	ecisioi	15 111 al	JSence		iipiete	uala											
										Score	Ν		S				1	A n
Self										100%							•	1
Manager										60%				1				
Colleague										70%					1			
Staff								-		0%								1
9.4 Makes		ular dag	niciona	whon	nocosi	sonu												
3.4 Mares	μπρορι		,1510115	wiieli	neces	sary												
										Score	Ν		S				1	A n
Self										90%							1	
Manager										60%				1				
Colleague										70%					1			
Staff										100%							•	1
						1												

### Competency: Decision Making ..Contd

#### 9.5 Makes sound decisions

											_	 	 _	 				
										Score	Ν		s				A	n
Self										90%						1		
Manager										80%					1			
Colleague										80%					1			
Staff										90%						1		
9.6 Commi	inicates	s the re	easons	why b	ehind d	decisio	ns			·								
				-														
										Score	Ν		S				A	n
Self										90%						1		
Manager										70%				1				
Colleague										80%					1			
Staff										90%						1		
9.7 Weighs	up the	pros a	nd cor	ns befo	re mak	king a d	lecisio	n										
<b>j</b>		1				<b>J</b> • •												
										Score	Ν		S				A	n
Self										100%							1	
Manager										90%						1		
Colleague										80%					1			
Staff										100%							1	

ompet	ency:	Custo	mer F	ocus															
-	-																		
.1 Know	vs their	externa	al opera	ating e	nviron	ment/m	arketp	lace											
											Score	N		S				А	r
f											100%							1	
nager											90%						1		
league											90%						1		
ff											100%							1	
2 Ensu	res bus	iness p	orocess	ses del	iver a <u>q</u>	ainst c	ustome	er need	ls										
											Score	Ν		S				A	1
											90%						1		
											0070		_	_					-
nager											80%					1			
nager league											80% 70%				1	1			
nager lleague											80%				1	1	1		
nager lleague aff	erstands	the ne	ed and	expec	tations	of the	ir custe	omers			80% 70%				1	1	1		
nager lleague aff	erstands	the ne	ed and	expec	tations	of the	ir custe	omers			80% 70% 90%				1	1	1		
nager Ileague .ff . <b>3 Unde</b>	erstands	the ne	ed and	expec	tations	s of the	ir custo	omers			80% 70% 90% Score	N		S	1	1	1	A	r
nager lleague uff . <b>3 Unde</b>	erstands	the ne	ed and	expec	tations	s of the	ir custo	omers			80% 70% 90% Score 100%	N		S				A 1	r
nager lleague . <b>ff</b> . <b>3 Unde</b> If nager	erstands	the ne	ed and	expec	tations	s of the	ir custe	omers			80% 70% 90% Score 100% 90%	N		S S			1		1
nager lleague ff <b>3 Unde</b> f nager lleague	erstands	the ne	ed and	expec	tations	s of the	ir custo	omers			80% 70% 90% Score 100% 90%	N		S S				1	
nager Ileague aff . <b>3 Unde</b> If nager Ileague	erstands	the ne	ed and	expect	tations	s of the	ir custo	omers			80% 70% 90% Score 100% 90%	N		S S			1		
If Inager Ileague aff <b>.3 Unde</b> If Inager Ileague aff <b>.4 Puts</b>									activiti	es	80% 70% 90% Score 100% 90%	N		S S S			1	1	
inager Ileague aff . <b>.3 Unde</b> If Inager Ileague aff									activiti	es	80% 70% 90% Score 100% 90% 100%						1	1	
nager lleague iff .3 Unde If nager lleague iff .4 Puts									activiti	es	80% 70% 90% Score 100% 90% 100% Score			S           Image: S           Image: S           Image: S			1	1 1 1	
nager Ileague Iff .3 Unde If nager Ileague Iff .4 Puts									activiti	es	80% 70% 90% Score 100% 90% 100%						1	1	
nager Ileague aff .3 Unde If nager Ileague aff .4 Puts									activiti	es	80% 70% 90% Score 100% 90% 100% Score 100% 80%						1	1 1 1	
inager Ileague aff . <b>.3 Unde</b> If Inager Ileague aff									activiti	es	80% 70% 90% Score 100% 90% 100%						1	1 1 1	

Feedback Report For John Smith

### Competency: Customer Focus ..Contd

10.5 Is a role model for delivering excellent service to customers

						Score	Ν		s			A r	۱
Self						90%					1		
Manager						90%					1		
Colleague						70%				1			
Staff						90%					1		

Feedbac	k Rep	oort F	or Jo	ohn S	mith															
Perce	nta	ge S	Sco	res	Ву	Со	mp	eter	тсу											
Compete	ency:	Contii	nuous	: Impr	ovem	ent &	Qual	ity												
11.1 Prome	otes a c	lrive fo	r quali	ty with	in their	area														
										Score	N			S					A	n
Self										100%		+	-					+	1	
Manager										60%					1				-	
Colleague										50%		+		1	•			-	-	
Staff										100%		+						+	1	
11.2 Encou	irages	creativ	e tnink	ing an	a innov	ation t	nrougi	n their	team											
										Score	Ν			S					A	n
Self										100%									1	
Manager										70%						1				
Colleague										50%				1						
Staff										100%									1	
11.3 Welco		w idoa			vorking					1										
11.5 Weico	ines ne	ew rueu	13 G Wa	ys or v	VOI KIIIg	1														
										Score	Ν			S					А	n
Self										100%									1	
Manager										80%							1			
Colleague										90%								1		
Staff										100%									1	
11.4 Create	es a cu	lture of	contin	iuous i	mprov	ement						 	-							
										Score	Ν			s					Α	n
Self										90%								1		
Manager										60%					1					
Colleague										50%				1						
Staff										100%									1	

	k Rep	oort F	or Jo	hn S	mith														
Perce	nta	ge S	Sco	res	Ву	Co	mpo	eter	ιсу										
Compete	ency: (	Contin	nuous	Impr	ovem	ent &	Qual	ityC	ontd					 					
11.5 Has a	commi	tment t	o qual	ity with	nin thei	ir team													
										Score	N			S					A n
Self										100%									1
Manager										80%							1		
Colleague										70%						1			
Staff										100%									1
11.6 Conti	nually l	ooks to	impro	ve the	proces	sses of	their t	eam											
												_						_	_
Calf				· · · · · · · · · · · · · · · · · · ·						Score	N			S					A n
Self										90%			_					1	
Manager Colleague										50%				1		1		_	
Staff										70% 90%			_			1		1	_
										3070								'	
11.7 Is con	nmitted	to qua	lity in a	all that	they d	o pers	onally												
										Score	N			S					A n
Self										100%									1
Manager										80%							1		
Colleague										70%						1			
Staff										100%									1
	through	ı ideas	and m	akes th	nem be	come a	a reality	v		 				 -			<u> </u>		-
11.8 Sees	0						-							 					
11.8 Sees										Score	Ν			S				4	A n
																	1		
Self										80%									
Self Manager										80%							1		
Self															1				1

## **Open Ended Question Responses**

Your respondents had the opportunity to write some comments about what you do well and should continue to do as well as what they'd like you to do differently. (Please note that spelling and grammar is not checked and is provided as it was typed into the system by the respondents)

What you should start doing ...

#### Self

- More development / succession planning of Managers & Team Managers

#### Manager

- Push things forward on own initiative Identify opportunities for improvement

Colleague

Staff

- N/A

## Feedback Report For John Smith

## **Open Ended Question Responses**

Your respondents had the opportunity to write some comments about what you do well and should continue to do as well as what they'd like you to do differently. (Please note that spelling and grammar is not checked and is provided as it was typed into the system by the respondents)

### What you should stop doing...

#### Self

- Would appreciate others feedback on this?????

#### Manager

- Failing to push things forward

### Colleague

### Staff

- N/A

## Feedback Report For John Smith

## **Open Ended Question Responses**

Your respondents had the opportunity to write some comments about what you do well and should continue to do as well as what they'd like you to do differently. (Please note that spelling and grammar is not checked and is provided as it was typed into the system by the respondents)

### What you should continue doing...

#### Self

- Spending time with team members at all levels

#### Manager

- Making considered technical decisions Networking in the wider business outside of MAUK Being receptive to new ideas

Colleague

Staff

- What he currently does and achieves

## High & Low

## 5 High

Below are the 5 areas with the highest average score from your respondents.

	Score
Is positive towards change Part of : Leading Change	Average - 9.75 Own Answer - 10 Manager - 9 Colleague - 10 Staff - 10
	Score
Knows their external operating environment/marketplace Part of : Customer Focus	<b>Average - 9.5</b> Own Answer - 10 Manager - 9 Colleague - 9 Staff - 10
	Score
Understands the need and expectations of their customers Part of : Customer Focus	<b>Average - 9.5</b> Own Answer - 10 Manager - 9 Colleague - 9 Staff - 10
	Score
Welcomes new ideas & ways of working Part of : Continuous Improvement & Quality	Average - 9.25 Own Answer - 10 Manager - 8 Colleague - 9 Staff - 10
	Score
Weighs up the pros and cons before making a decision Part of : Decision Making	Average - 9.25 Own Answer - 10 Manager - 9 Colleague - 8 Staff - 10

## High & Low

### 5 Low

Below are the 5 areas with the lowest average score from your respondents.

	Score
Monitors the progress and quality of the work Part of : Managing Performance	<b>Average - 5</b> Own Answer - 9 Manager - 6 Colleague - 5 Staff - 0
	Score
Has a development plan in place for all of their staff Part of : People Development	<b>Average - 5.25</b> Own Answer - 9 Manager - 8 Colleague - 4 Staff - 0
	Score
Takes tough decisions in absence of complete data Part of : Decision Making	<b>Average - 5.75</b> Own Answer - 10 Manager - 6 Colleague - 7 Staff - 0
	Score
Balances conflicting agendas Part of : Relationships	<b>Average - 6.25</b> Own Answer - 9 Manager - 7 Colleague - 0 Staff - 9
	Score
Ensures that work is fairly allocated across the team Part of : Managing Performance	<b>Average - 6.25</b> Own Answer - 10 Manager - 8 Colleague - 7 Staff - 0