

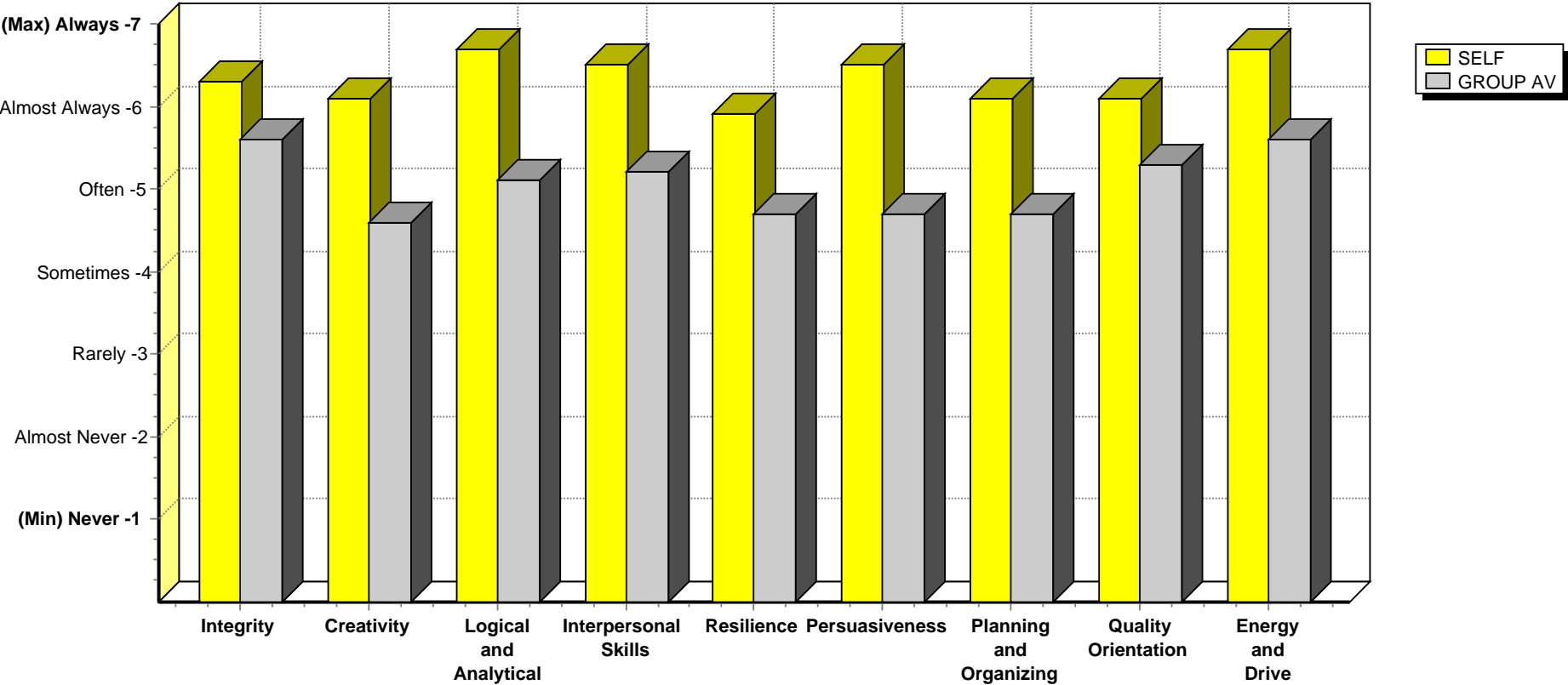
360 Degree Developmental Report



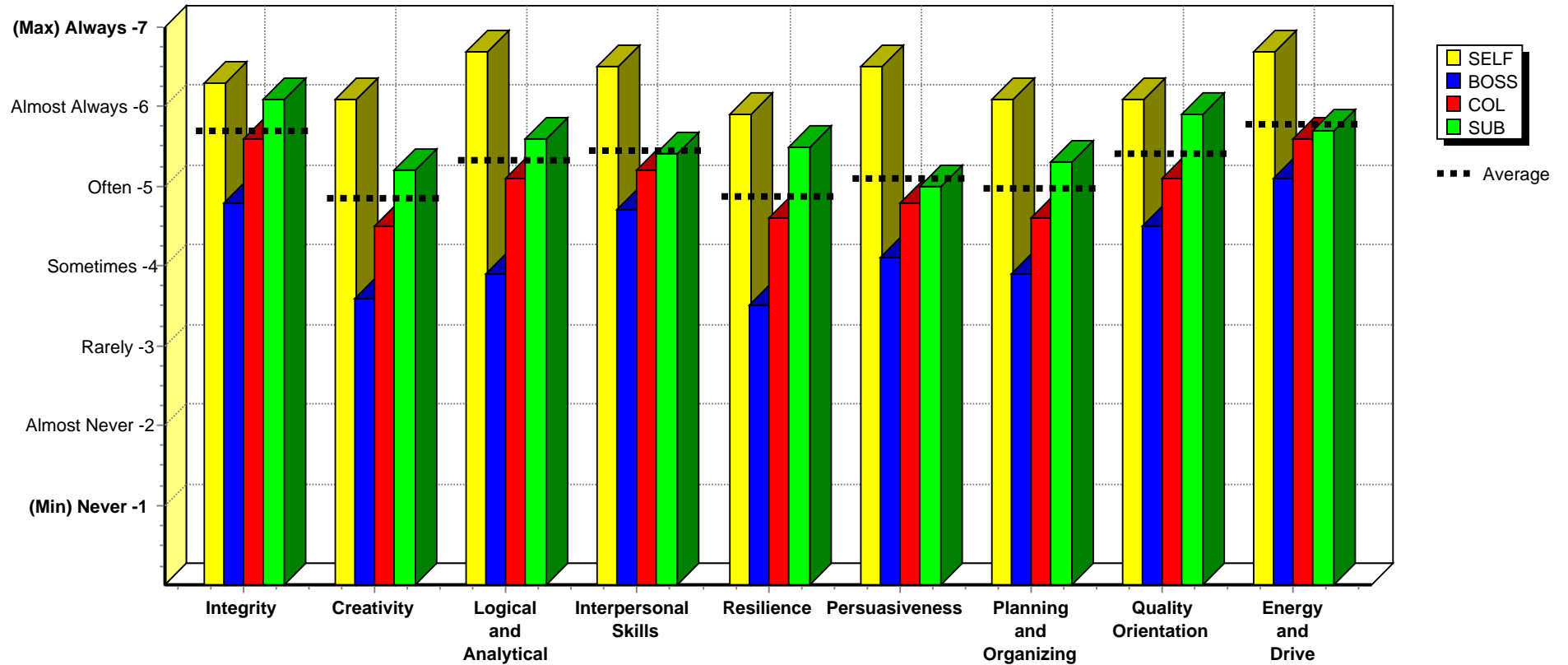
Session: Sample Session -2005

Session Raters	
SELF	Peter Atkins
BOSS1	Calina Chaplin
COL1	Amanda Able
COL2	Harry Hall
COL6	Liz Howard
SUB1	Sue Nesbit
SUB2	Ricky Rorke

Overall Summary Chart With Group Average



Overall Summary Chart For Each Role



Summary: Integrity

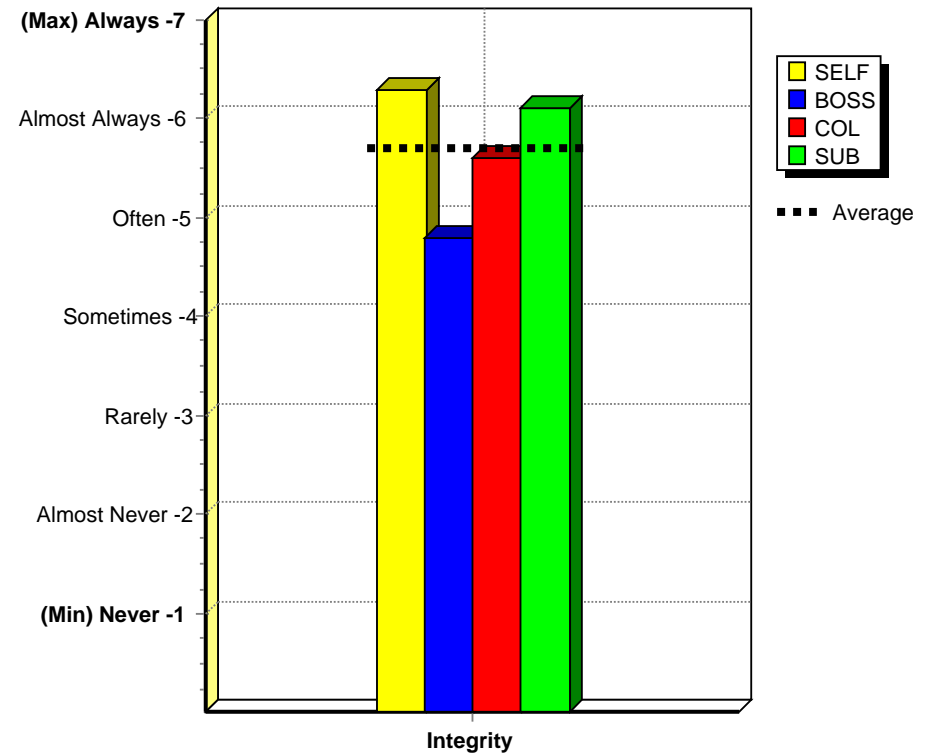
Is trustworthy, reliable and honest - someone who has a strong ability in this area can be relied upon to work independently, with only minimal supervision. They avoid taking inappropriate risks, are responsible and can be relied upon to act with due diligence.

Strengths

- has a high level of integrity
- has high ethical standards
- accepts responsibility for their own mistakes

Potential Development Needs

- may need to avoid taking decisions that others consider to be a gamble
- may need to be more risk averse
- may need to be more cautious and avoid risk



Summary: Creativity

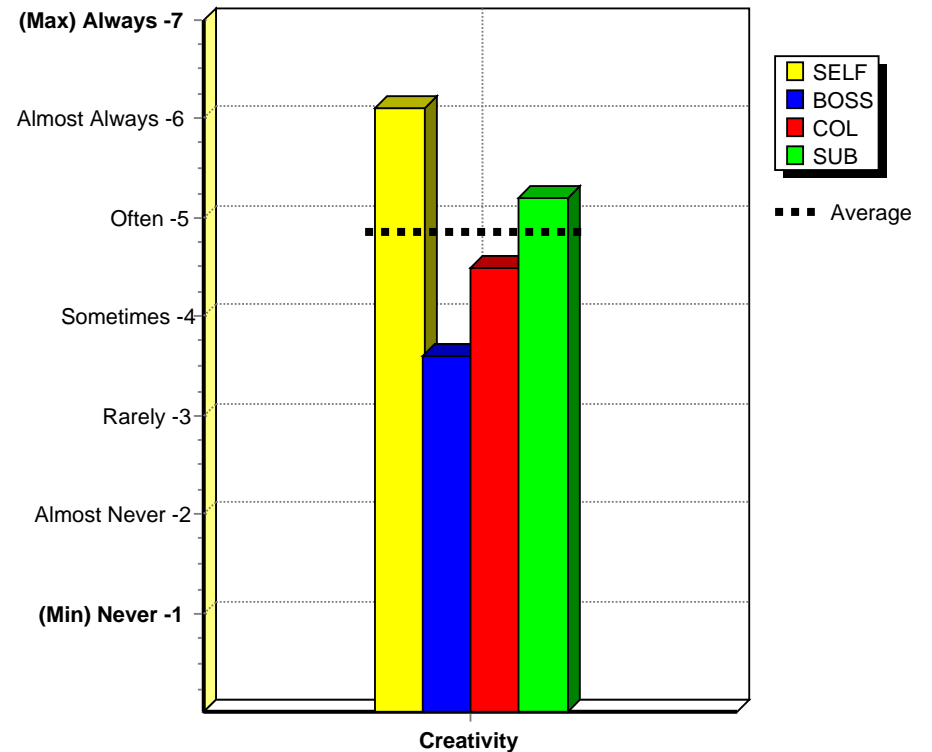
The ability to think and act in a creative and innovative manner - Someone who has a strong ability in this area is good at generating novel, innovative ideas. They are often described as having the ability to 'think outside of the box', in strategic ways. They often come up with original, creative solutions to problems.

Strengths

- appreciates how current actions and events influence future outcomes
- good at understanding patterns and relationships in the big picture
- is flexible and receptive to new ideas

Potential Development Needs

- may need to pay more attention to the bigger picture than the details
- may need to be more open to novel, inventive solutions to problems
- may need to be more prolific at generating new ideas



Summary: Logical and Analytical

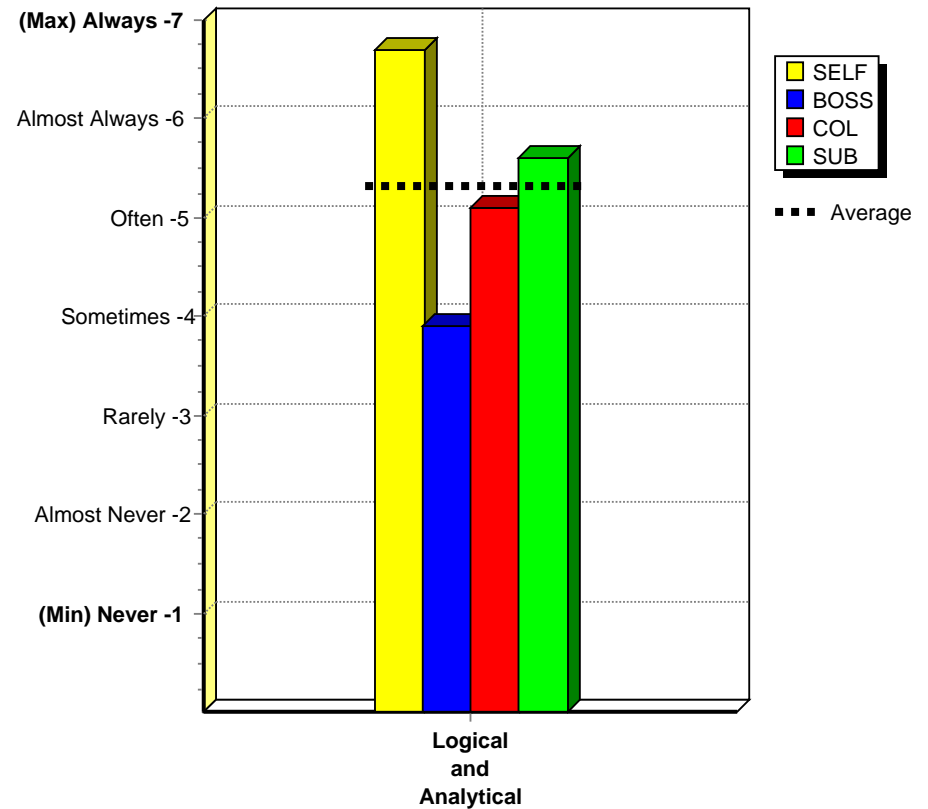
The ability to think in a logical and analytical manner - Someone who has a strong ability in this area is very rational. They base their decisions on a logical analysis of all the relevant information. They have a well tuned critical faculty and an ability for understanding mathematical/numerical problems.

Strengths

- has a good grasp of financial/numerical data
- understands mathematical ideas/concepts
- is good at analysing trends in numerical/statistical data

Potential Development Needs

- may need to scrutinise new ideas/information in a more critical manner
- may need to appraise new information and ideas in a more critical manner
- may need to focus on identifying relevant information and arguments



Summary: Interpersonal Skills

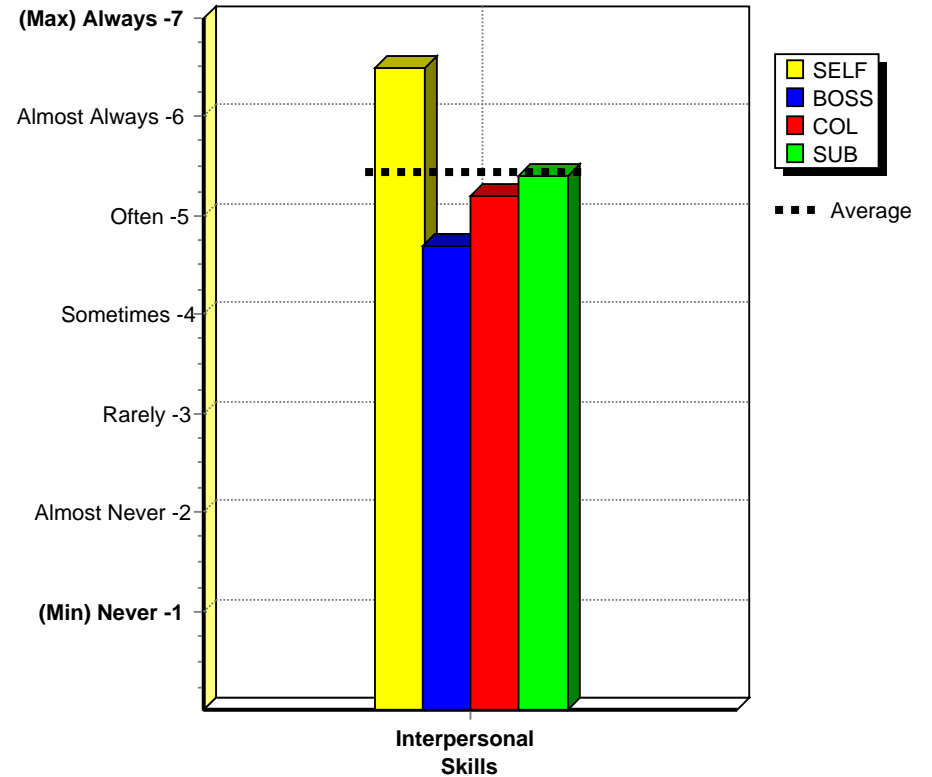
The ability to easily build rapport with other people in a positive manner – Someone who has a strong ability in this area has a high level of interpersonal sensitivity and empathy. They are good at building and maintaining harmonious relationships, at resolving interpersonal conflicts and supporting colleagues.

Strengths

- shows genuine concerned about colleagues' welfare
- fosters good working relationships with colleagues
- is concerned and considerate of colleagues

Potential Development Needs

- may need to develop the ability to anticipate others' reactions to events/situations
- may need to work at developing insight into others' thoughts/feelings
- may need to pay more attention to the nuances in social settings



Summary: Resilience

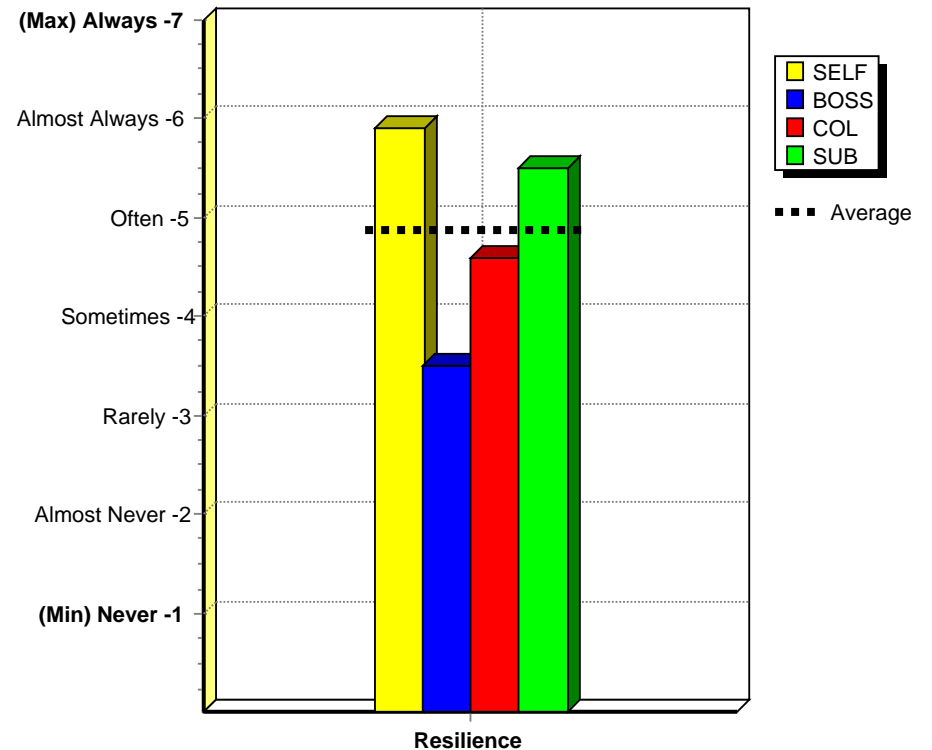
The ability to remain objective and keep control of emotions in the face in criticism - Someone who has a strong ability in this area copes well with pressure and is generally calm and controlled. They have the ability to cope with emotionally charged situations and are unlikely to get flustered, or lose their temper, in such situations.

Strengths

- is restrained and measured, avoiding rash, impetuous action
- is accepting and trusting of colleagues
- accepts instructions in a positive manner

Potential Development Needs

- may need to work on developing greater temper control
- may need to be more open to constructive criticism
- may need to be more measured and less impulsive when responding to situations



Summary: Persuasiveness

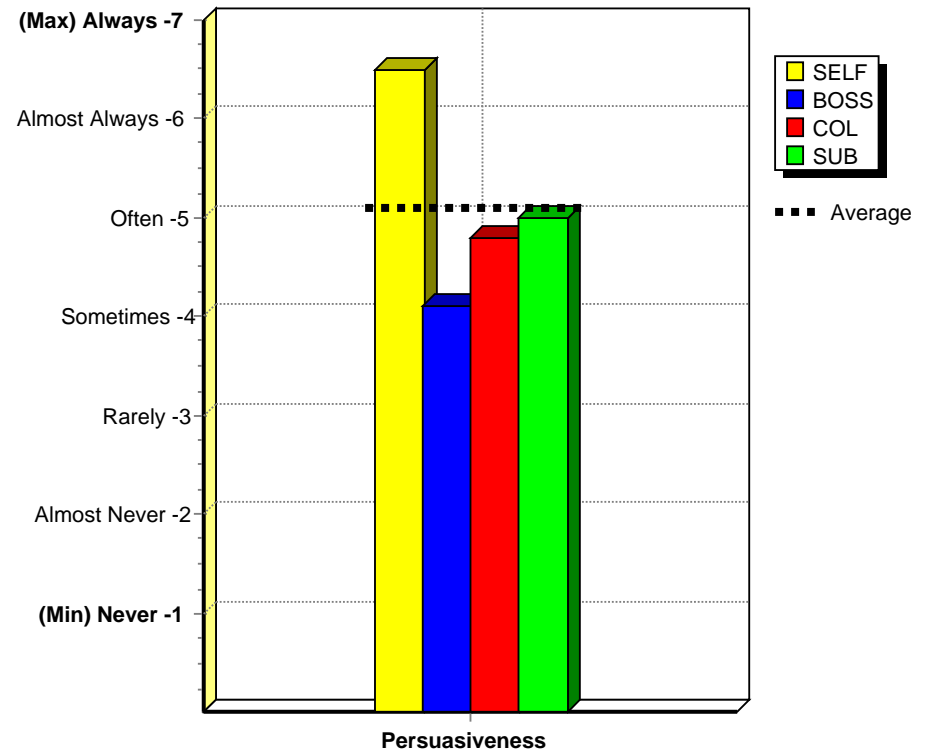
The ability to convince others of an opinion both verbally and in writing - Someone who has a strong ability in this area is an effective speaker. They are often charismatic and have a strong social presence. They are good at breaking down communication barriers and bringing people round to their point of view. They communicate clearly and effectively, both face-to-face and in writing.

Strengths

- is good at helping others learn/develop new skills
- is a convincing speaker
- writes in a clear, intelligible way

Potential Development Needs

- may need to produce written text which is easier to understand
- may need to explain things in a clearer, more coherent manner
- may need to give more consideration to others' expressed opinions



Summary: Planning and Organizing

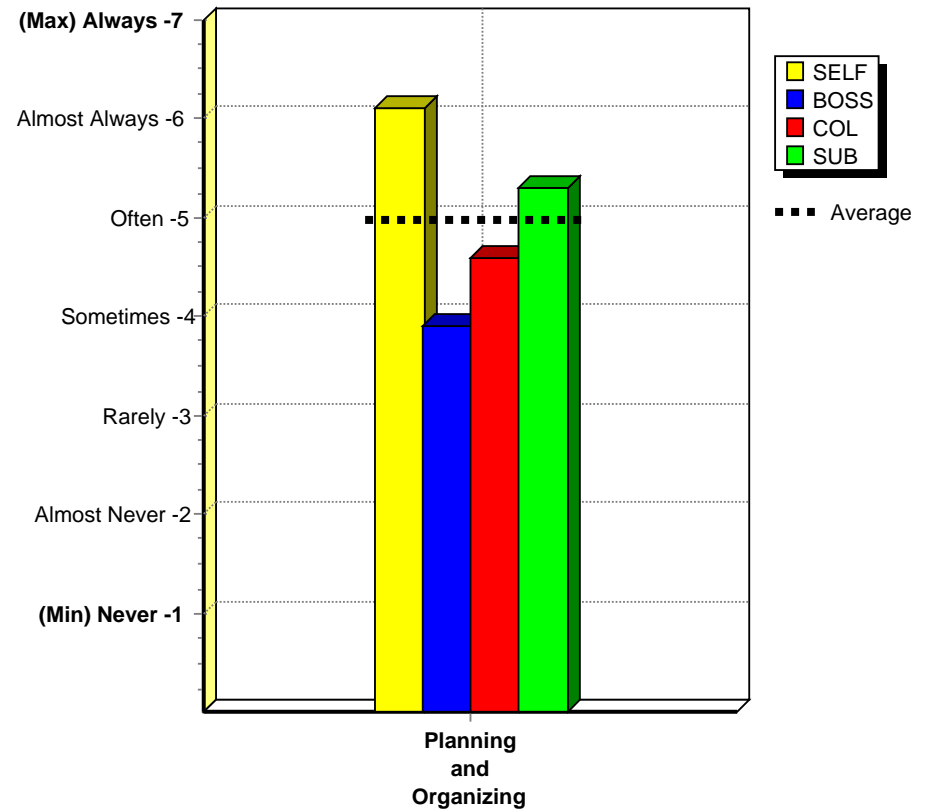
The ability to effectively organise own and others' work and to plan for all contingences to ensure optimal outcome - Someone who has a strong ability in this area works within timeframes and delegates work appropriately. They plan work loads and break work down into realistic, achievable sub-goals.

Strengths

- meets deadlines
- plans flexibly for foreseeable contingencies
- attends to work demands in order of priority

Potential Development Needs

- may need to plan ahead to avoid potential difficulties
- may need to develop time management skills
- may need to prioritise work more effectively



Summary: Quality Orientation

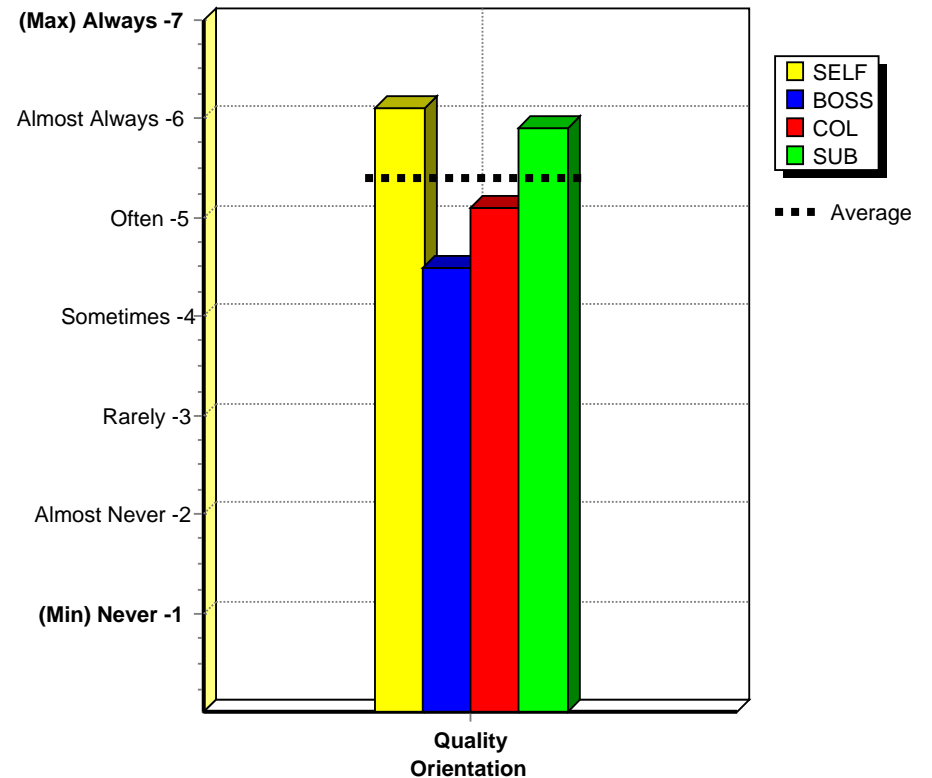
The ability to attend to detail, produce work that is accurate and of a high standard - Someone with this ability has high standards. They attend to detail and are systematic and orderly in their work. They see tasks through to the attend and stay focused on one task at a time.

Strengths

- set high standards for themselves and others
- follows rules and procedures diligently
- is motivated to produce work of a high standard

Potential Development Needs

- may need to avoid going off at tangents
- may need to work on maintaining task-focus
- may need to pay more attention to the task at hand



Summary: Energy and Drive

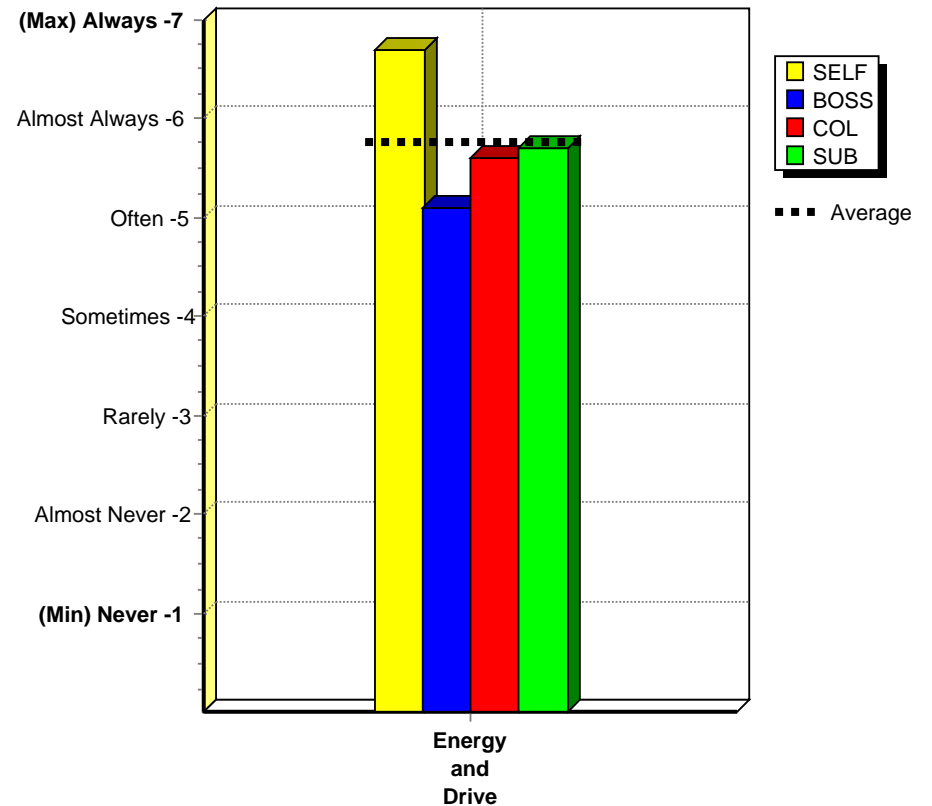
The ability to maintain high levels of drive, energy and enthusiasm - Someone with this ability has high levels of energy and drive and does not tire easily. They are enthusiastic about their work, self-motivated and committed. They take the initiative and display passion and pride in their work.

Strengths

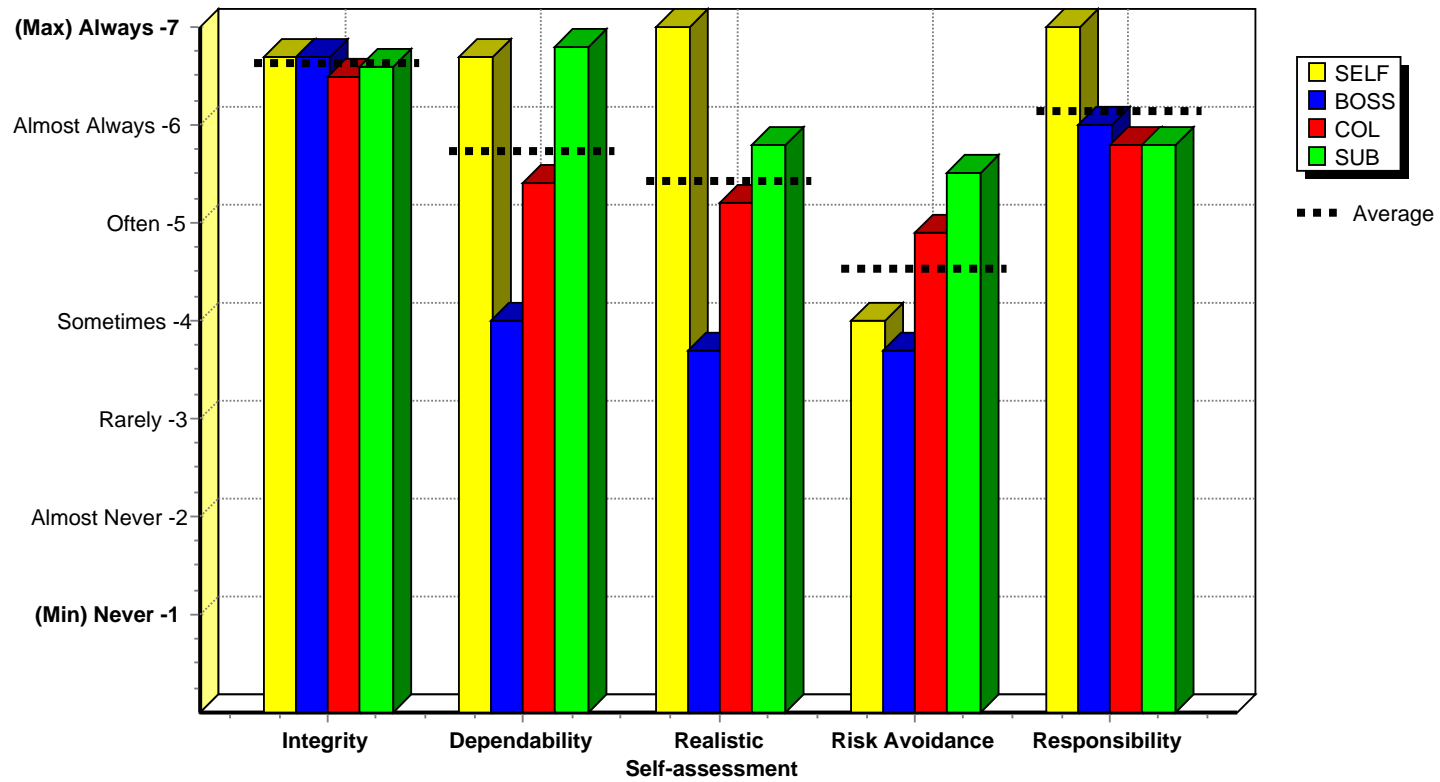
- has sufficient stamina to meet work demands
- is driven to succeed
- is a self-starter who is driven to succeed

Potential Development Needs

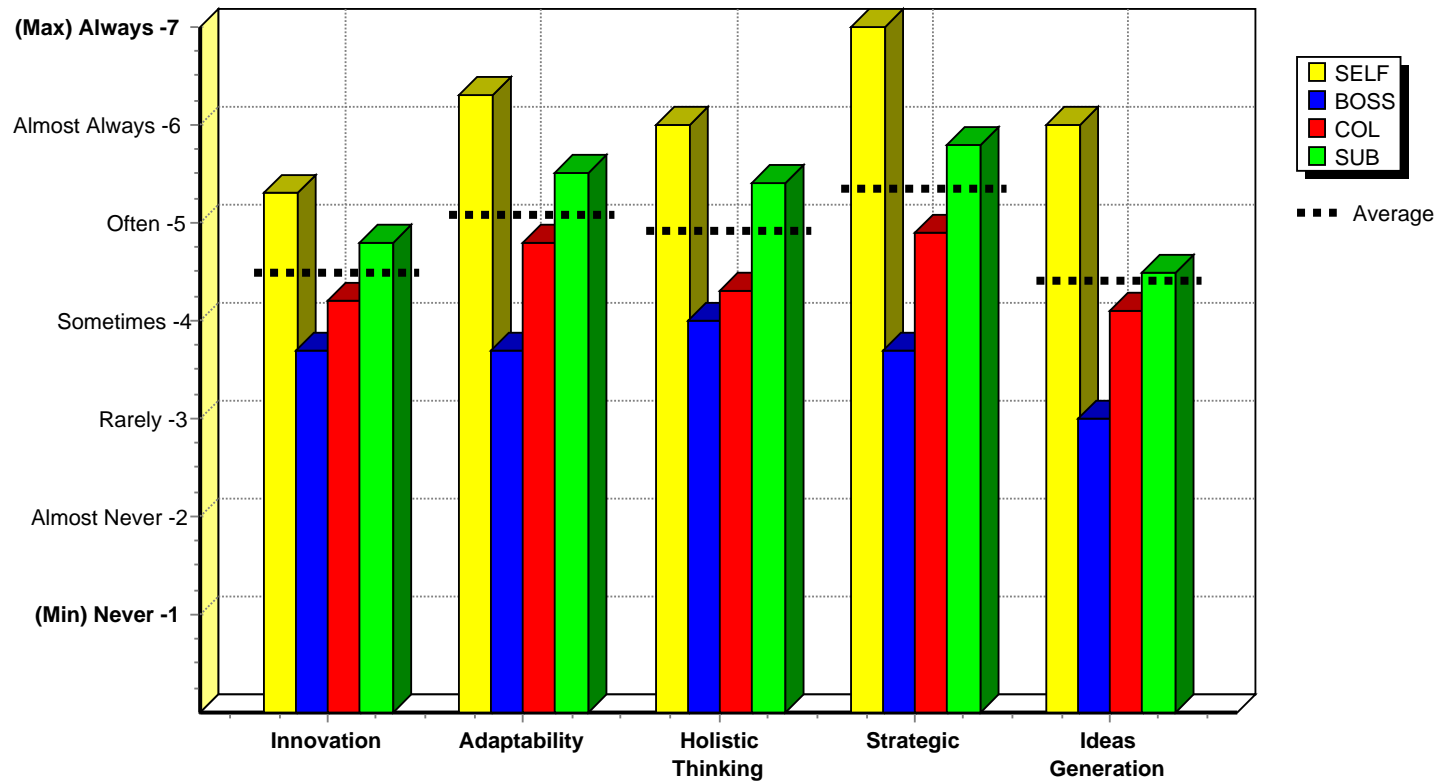
- may need to increase energy levels
- may need to work at getting the best out of people
- may need to come forward and take the initiative more often



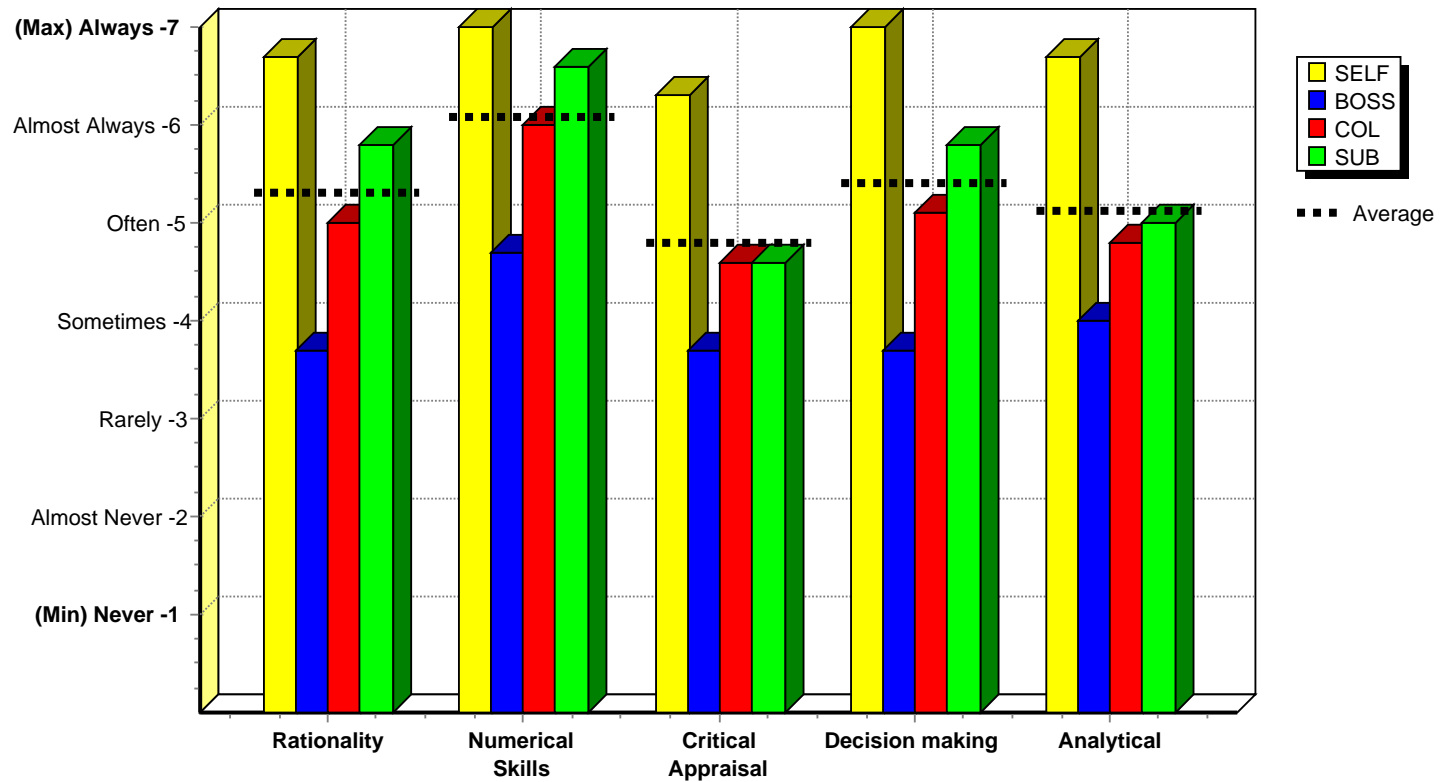
Summary Chart: Integrity



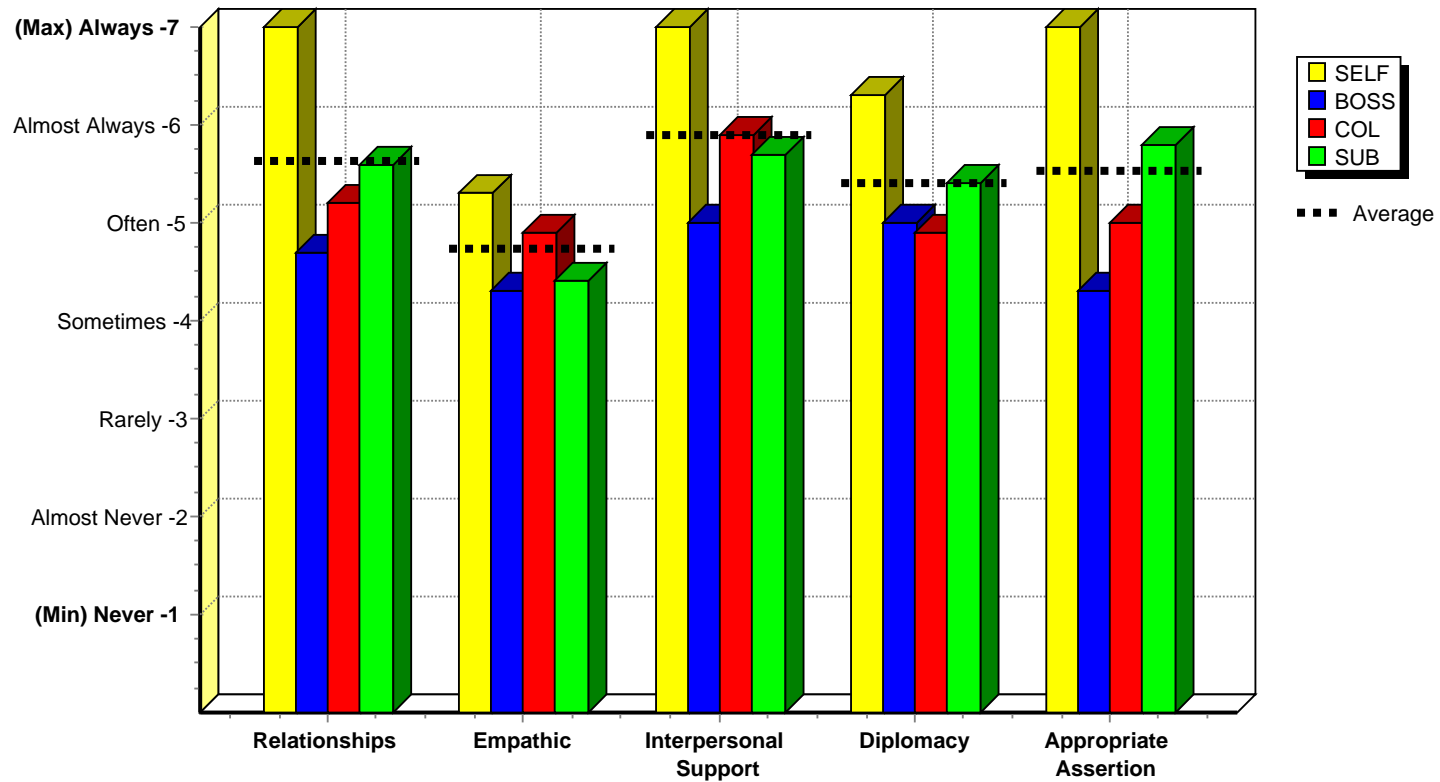
Summary Chart: Creativity



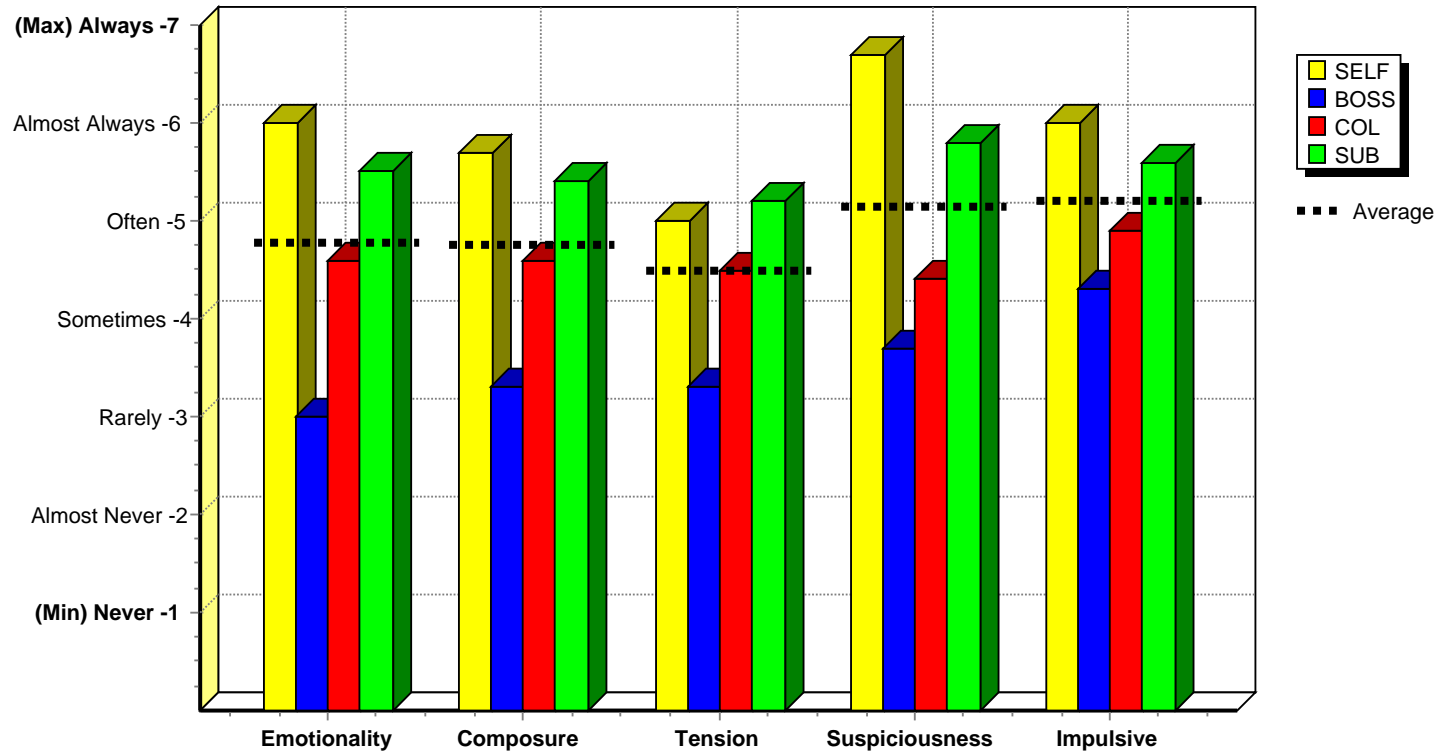
Summary Chart: Logical and Analytical



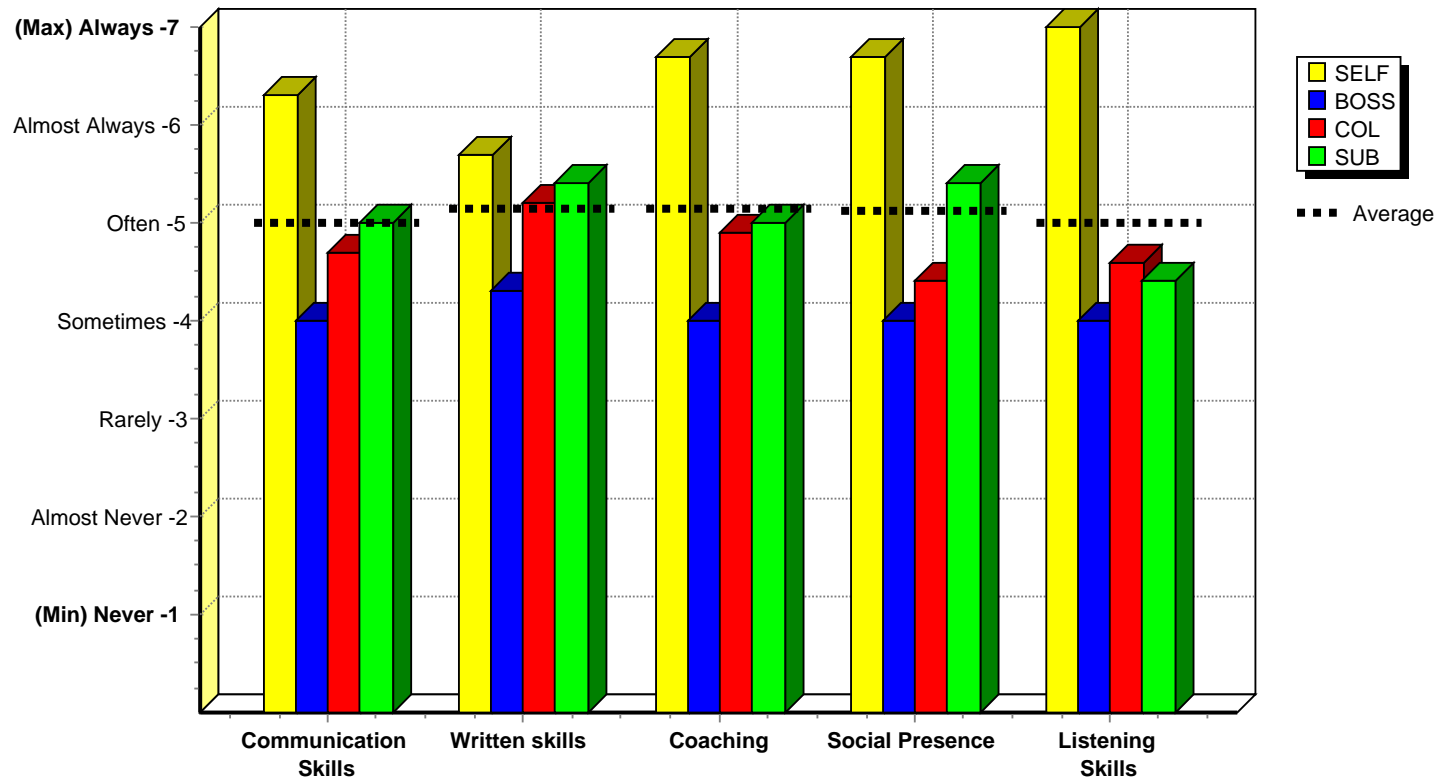
Summary Chart: Interpersonal Skills



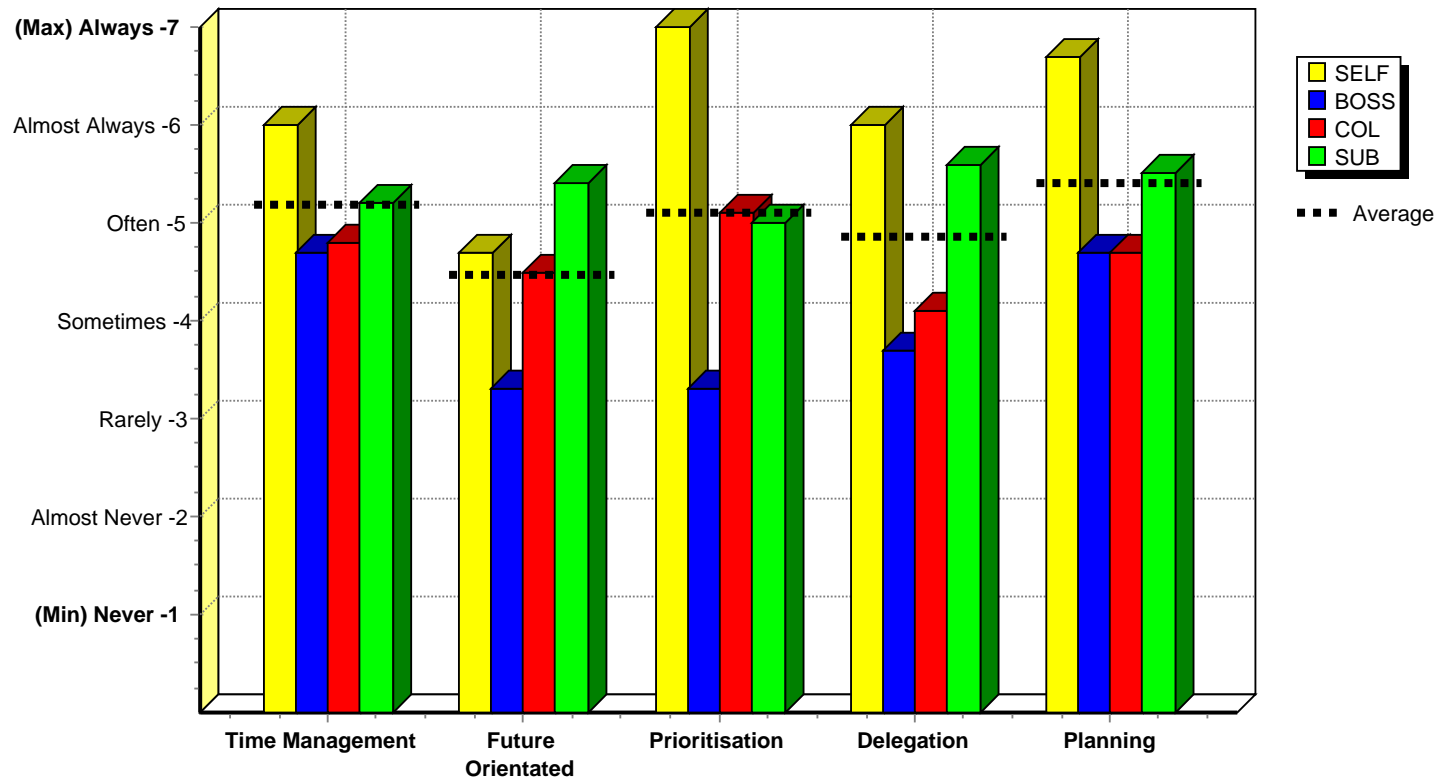
Summary Chart: Resilience



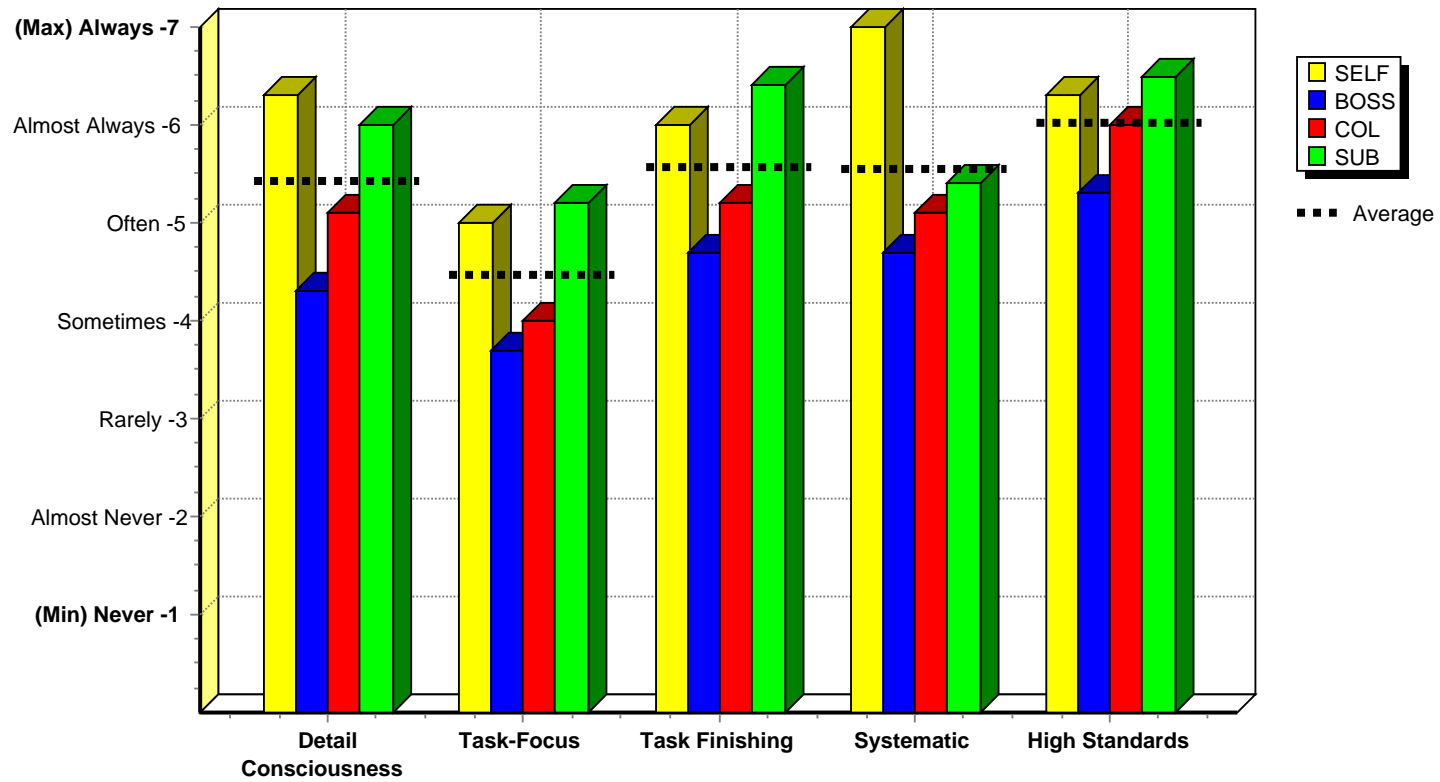
Summary Chart: Persuasiveness



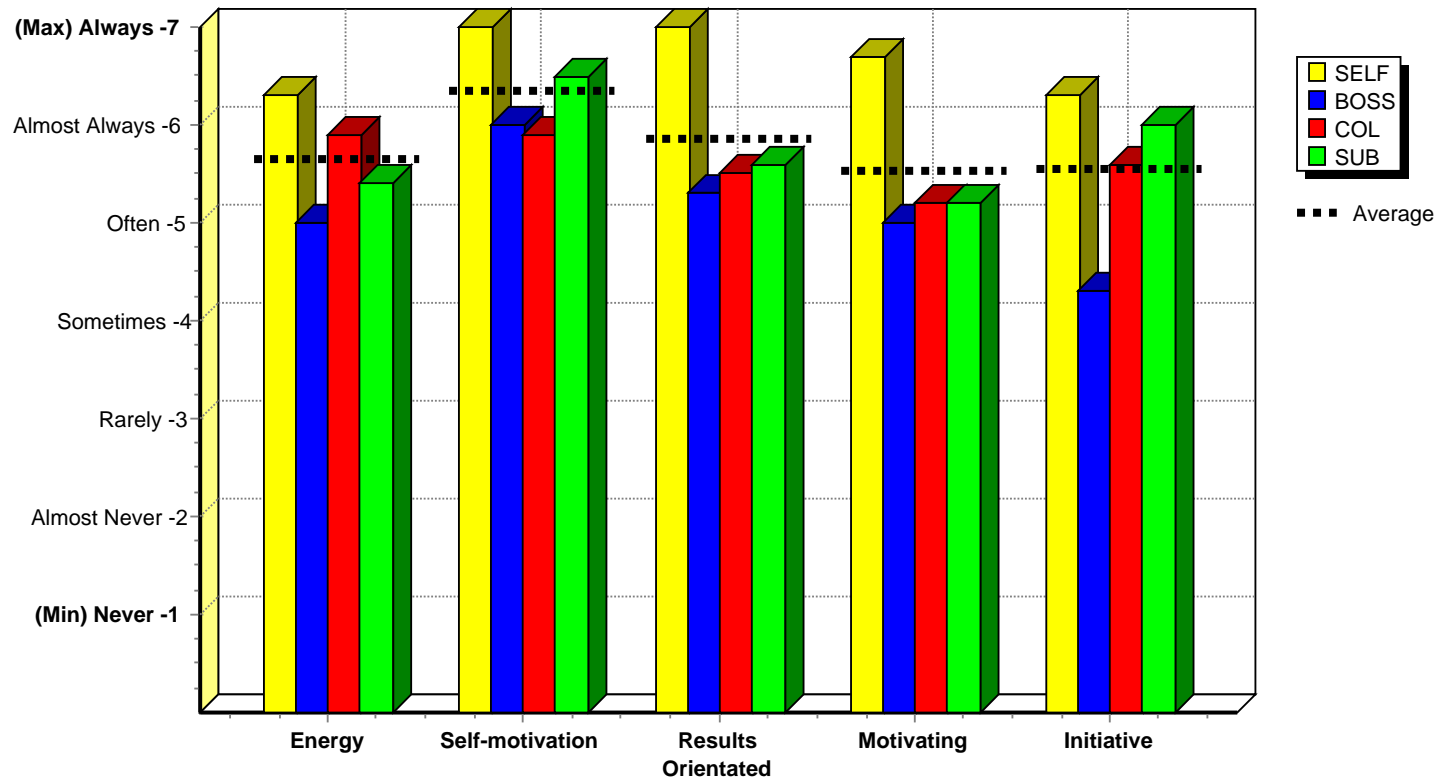
Summary Chart: Planning and Organizing



Summary Chart: Quality Orientation



Summary Chart: Energy and Drive



Integrity	SELF	BOSS	COL	SUB	ALL
Integrity					
has high ethical standards	6	7	7	7	6.8
has a high level of integrity	7	7	6.6	6.5	6.8
is honest in dealing with others	7	6	5.6	6.5	6.3
Dependability					
is able to work without the need for close supervision	6	3	5	6.5	5.1
can be relied upon to work independently	7	5	6	7	6.2
does not need to be closely monitored by superiors	7	4	5.3	7	5.8
Realistic Self-assessment					
accurately appraises personal strengths and weaknesses	7	3	5.3	6	5.3
accurately appraises limitations in their area(s) of expertise	7	3	5	6	5.2
accurately appraises their ability and limitations	7	5	5.3	5.5	5.7
Risk Avoidance					
does not take unnecessary risks	4	3	4.6	6.5	4.5
is sensitive to issues of risk	4	4	4.6	5	4.4
is cautious and avoids unnecessary risk	4	4	5.3	5	4.6
Responsibility					
accepts responsibility for their own mistakes	7	7	6.6	6	6.7
does not blame other people for mistakes/errors they have not made	7	7	5	6	6.2
is open to discussing work problems/difficulties	7	4	5.6	5.5	5.5
Overall Rating	6.3	4.8	5.6	6.1	5.7

Creativity	SELF	BOSS	COL	SUB	ALL
Innovation					
finds novel, inventive solutions to problems	5	3	4	5	4.2
brings a creative and innovative approach to problem-solving	6	4	4.6	4.5	4.8
generates new solutions to problems	5	4	4	5	4.5
Adaptability					
is open to new ideas and concepts	5	3	4	5.5	4.4
has an adaptable and flexible thinking style	7	4	5.3	5	5.3
is flexible and receptive to new ideas	7	4	5	6	5.5
Holistic Thinking					
focuses on the bigger picture rather than on details	5	3	3.7	5	4.2
good at understanding patterns and relationships in the big picture	7	5	5	6	5.8
takes a holistic perspective, focusing on the "big picture"	6	4	4.3	5	4.8
Strategic					
plans for long-term benefit	7	3	4.6	6	5.2
appreciates how current actions and events influence future outcomes	7	5	5.3	6	5.8
has a strategic approach to problems	7	3	4.6	5.5	5
Ideas Generation					
is a prolific ideas generator	5	3	4.3	5	4.3
is good at generating new ideas	6	3	4.3	4.5	4.5
has many new, radical ideas	7	3	3.7	4	4.4
Overall Rating	6.1	3.6	4.5	5.2	4.8

Logical and Analytical	SELF	BOSS	COL	SUB	ALL
Rationality					
approaches problems in a logical, well reasoned way	6	4	4.6	5.5	5
bases decisions on a rational analysis of the facts	7	3	5.6	5.5	5.3
is clear thinking, logical and analytical	7	4	4.6	6.5	5.5
Numerical Skills					
is good at analysing trends in numerical/statistical data	7	4	5.6	6.5	5.8
has a good grasp of financial/numerical data	7	5	6.3	7	6.3
understands mathematical ideas/concepts	7	5	6	6.5	6.1
Critical Appraisal					
critically appraises new information and ideas	6	5	4.3	4	4.8
critically scrutinises new ideas/information	6	2	5	5	4.5
critically evaluates new information and ideas	7	4	4.6	5	5.2
Decision making					
bases decisions on all the available information	7	3	5	5.5	5.1
makes decisions in a considered and well thought-out manner	7	4	5	6	5.5
decision-making is based on sound reasoning and judgement	7	4	5.3	6	5.6
Analytical					
effectively identifies key issues and arguments	7	4	4.6	5.5	5.3
is quick to identify relevant information and arguments	6	4	4.6	5	4.9
quickly understands the implications of information and arguments	7	4	5	4.5	5.1
Overall Rating	6.7	3.9	5.1	5.6	5.3

Interpersonal Skills	SELF	BOSS	COL	SUB	ALL
Relationships					
relates well to colleagues	7	5	5.6	5.5	5.8
has good relationships with colleagues	7	4	4.6	5.5	5.3
fosters good working relationships with colleagues	7	5	5.3	6	5.8
Empathic					
accurately anticipates others' reactions to events/situations	5	4	4.6	4.5	4.5
effectively interprets the nuances in social situations	5	5	5	5	5
is insightful with regard to others' thoughts/feelings	6	4	5	3.5	4.6
Interpersonal Support					
is supportive of colleagues	7	5	6	5	5.8
shows genuine concern about colleagues' welfare	7	5	6	6.5	6.1
is concerned and considerate of colleagues	7	5	5.6	5.5	5.8
Diplomacy					
is mindful of others' sensibilities	7	5	5.6	5	5.7
exercises diplomacy and discretion	5	5	4.6	6	5.2
is tactful and avoids upsetting others	7	5	4.3	5	5.3
Appropriate Assertion					
has clear expectations of colleagues/staff	7	4	5	6.5	5.6
is assertive in an appropriate and constructive manner	7	5	5.3	5.5	5.7
is assertive in a direct, non-aggressive manner	7	4	4.6	5.5	5.3
Overall Rating	6.5	4.7	5.2	5.4	5.4

Resilience	SELF	BOSS	COL	SUB	ALL
Emotionality					
is emotionally stable and not temperamental	7	3	5	5	5
is phlegmatic, predictable and even-tempered	7	3	4	5.5	4.9
is emotionally composed and not easily upset	4	3	4.6	6	4.4
Composure					
cope well with stress	7	2	4.3	5	4.6
cope effectively with pressure	5	4	4.6	4.5	4.5
does not panic in a crisis	5	4	4.6	6.5	5
Tension					
is calm, patient and not pushy	5	3	5.6	6	4.9
is patient and non-confrontational in dealings with others	6	3	4.3	5	4.6
does easily lose their temper	4	4	3.7	4.5	4.1
Suspiciousness					
takes criticism in a constructive manner	6	2	4	5	4.2
accepts instructions in a positive manner	7	5	4.3	6	5.6
is accepting and trusting of colleagues	7	4	5	6.5	5.6
Impulsive					
responds to situations in a measured way, avoiding impulsive action	5	4	3.7	4.5	4.3
responds to situations in a well considered manner	6	4	5	6	5.2
is restrained and measured, avoiding rash, impetuous action	7	5	6	6.5	6.1
Overall Rating	5.9	3.5	4.6	5.5	4.9

Persuasiveness	SELF	BOSS	COL	SUB	ALL
Communication Skills					
is a clear, effective speaker	6	4	5	5	5
is a good communicator	7	4	4.6	5	5.2
effective at communicating their point of view	6	4	4.3	5	4.8
Written skills					
produces written text which is easy to understand	5	4	4.6	4.5	4.5
has good written skills	6	4	5.6	6	5.4
writes in a clear, intelligible way	6	5	5.3	5.5	5.5
Coaching					
is a good teacher/mentor	7	4	5	5.5	5.4
explains things in a clear and coherent manner	6	3	4.6	4.5	4.5
is good at helping others learn/develop new skills	7	5	5	5	5.5
Social Presence					
is a persuasive speaker	7	3	4.3	5	4.8
is a convincing speaker	7	4	5	6	5.5
is successful at bringing people round to thier point of view	6	5	4	5	5
Listening Skills					
gives due consideration to others? expressed opinions	7	3	4.6	4.5	4.8
is an attentive listener	7	4	4.3	4.5	5
attends to what others are saying	7	5	4.6	4	5.2
Overall Rating	6.5	4.1	4.8	5	5.1

Planning and Organizing	SELF	BOSS	COL	SUB	ALL
Time Management					
manages time effectively	6	4	4.3	4.5	4.7
meets deadlines	7	5	5.6	6	5.9
ensures that work is not left to the last minute	5	5	4.3	5	4.8
Future Orientated					
thinks ahead	7	3	5	5.5	5.1
effectively anticipates problems	6	4	4.6	5.5	5
plans ahead to avoid potential difficulties	1	3	3.7	5	3.2
Prioritisation					
prioritises work effectively	7	3	5	4	4.8
accurately appraises the priority of tasks	7	3	5.3	5	5.1
attends to work demands in order of priority	7	4	5	6	5.5
Delegation					
delegates work appropriately	6	3	5	5.5	4.9
delegates appropriate levels of work to colleagues/subordinates	5	5	4	5.5	4.9
happy to delegate work to others	7	3	3.2	6	4.8
Planning					
creates detailed plans and schedules	7	4	5	5.5	5.4
effectively breaks work down into achievable sub-goals	6	5	4.3	5	5.1
plans flexibly for foreseeable contingencies	7	5	4.6	6	5.7
Overall Rating	6.1	3.9	4.6	5.3	5

Quality Orientation	SELF	BOSS	COL	SUB	ALL
Detail Consciousness					
attends to the detailed requirements of tasks	6	5	5.6	6	5.7
does not make careless mistakes	6	4	5.3	6	5.3
attends to the small details of tasks	7	4	4.3	6	5.3
Task-Focus					
focuses on one task at a time	5	5	4	5	4.8
maintains task-focus	5	3	4	5.5	4.4
stays focussed on the task at hand	5	3	4	5	4.2
Task Finishing					
is a good completer/finisher	6	4	5.3	6	5.3
ensures tasks are completed	5	5	5	6.5	5.4
sees tasks through to the end	7	5	5.3	6.5	6
Systematic					
follows rules and procedures diligently	7	6	6	6.5	6.4
is systematic and organised	7	4	4.6	5	5.2
has an orderly and methodical approach to work	7	4	4.6	4.5	5
High Standards					
set high standards for themselves and others	7	7	6.3	6.5	6.7
is motivated to produce work of a high standard	7	5	6.3	6.5	6.2
consistently produces work that meets agreed quality standards	5	4	5.3	6.5	5.2
Overall Rating	6.1	4.5	5.1	5.9	5.4

Energy and Drive	SELF	BOSS	COL	SUB	ALL
Energy					
has sufficient energy to meet demanding work schedules	5	3	5.3	5.5	4.7
has high levels of energy and activity	7	6	5.6	3.5	5.5
has sufficient stamina to meet work demands	7	6	6.6	7	6.7
Self-motivation					
is motivated and enthusiastic about work	7	6	6	5.5	6.1
is a self-starter who is driven to succeed	7	6	5.6	7	6.4
is driven to succeed	7	6	6	7	6.5
Results Orientated					
is results orientated	7	5	5	5.5	5.6
achieves results	7	6	6	6	6.2
is goal orientated	7	5	5.3	5.5	5.7
Motivating					
motivates others	7	5	5.6	5	5.7
is effective in encouraging and enthusing others	7	5	5	5.5	5.6
has the ability to get the best out of people	6	5	5	5	5.2
Initiative					
takes the initiative	7	4	5	6	5.5
is motivated to come forward and take the initiative	5	5	5.6	5.5	5.3
is driven to take the initiative	7	4	6	6.5	5.9
Overall Rating	6.7	5.1	5.6	5.7	5.8

Highest Ranked Items Across All Categories

	Item	Category
1	has a high level of integrity	Integrity
2	has high ethical standards	Integrity
3	set high standards for themselves and others	Quality Orientation
4	accepts responsibility for their own mistakes	Integrity
5	has sufficient stamina to meet work demands	Energy and Drive
6	is driven to succeed	Energy and Drive
7	is a self-starter who is driven to succeed	Energy and Drive
8	follows rules and procedures diligently	Quality Orientation
9	has a good grasp of financial/numerical data	Logical and Analytical
10	is honest in dealing with others	Integrity

Lowest Ranked Items Across All Categories

	Item	Category
1	plans ahead to avoid potential difficulties	Planning and Organizing
2	does easily lose their temper	Resilience
3	focuses on the bigger picture rather than on details	Creativity
4	finds novel, inventive solutions to problems	Creativity
5	takes criticism in a constructive manner	Resilience
6	stays focussed on the task at hand	Quality Orientation
7	responds to situations in a measured way, avoiding impulsive	Resilience
8	is a prolific ideas generator	Creativity
9	is open to new ideas and concepts	Creativity
10	maintains task-focus	Quality Orientation

Items Showing Significant Divergence From SELF Score

Item	Difference	Role	Category
is emotionally stable and not temperamental	-4	BOSS	Resilience
is able to work without the need for close supervision	-3	BOSS	Integrity
is good at analysing trends in numerical/statistical data	-3	BOSS	Logical and Analytical
cope well with stress	-5	BOSS	Resilience
thinks ahead	-4	BOSS	Planning and Organizing
accurately appraises personal strengths and weaknesses	-4	BOSS	Integrity
is a good teacher/mentor	-3	BOSS	Persuasiveness
prioritises work effectively	-4	BOSS	Planning and Organizing
prioritises work effectively	-3	SUB	Planning and Organizing
plans for long-term benefit	-4	BOSS	Creativity
bases decisions on all the available information	-4	BOSS	Logical and Analytical
takes criticism in a constructive manner	-4	BOSS	Resilience
is a persuasive speaker	-4	BOSS	Persuasiveness
delegates work appropriately	-3	BOSS	Planning and Organizing
effectively identifies key issues and arguments	-3	BOSS	Logical and Analytical
has clear expectations of colleagues/staff	-3	BOSS	Interpersonal Skills
gives due consideration to others? expressed opinions	-4	BOSS	Persuasiveness
creates detailed plans and schedules	-3	BOSS	Planning and Organizing
takes the initiative	-3	BOSS	Energy and Drive

bases decisions on a rational analysis of the facts	-4	BOSS	Logical and Analytical
has good relationships with colleagues	-3	BOSS	Interpersonal Skills
is phlegmatic, predictable and even-tempered	-4	BOSS	Resilience
is phlegmatic, predictable and even-tempered	-3	COL	Resilience
is a good communicator	-3	BOSS	Persuasiveness
has high levels of energy and activity	-3.5	SUB	Energy and Drive
has an adaptable and flexible thinking style	-3	BOSS	Creativity
accurately appraises limitations in their area(s) of expertise	-4	BOSS	Integrity
critically scrutinises new ideas/information	-4	BOSS	Logical and Analytical
is patient and non-confrontational in dealings with others	-3	BOSS	Resilience
explains things in a clear and coherent manner	-3	BOSS	Persuasiveness
accurately appraises the priority of tasks	-4	BOSS	Planning and Organizing
makes decisions in a considered and well thought-out manner	-3	BOSS	Logical and Analytical
is a convincing speaker	-3	BOSS	Persuasiveness
is systematic and organised	-3	BOSS	Quality Orientation
is good at generating new ideas	-3	BOSS	Creativity
is an attentive listener	-3	BOSS	Persuasiveness
is clear thinking, logical and analytical	-3	BOSS	Logical and Analytical
attends to the small details of tasks	-3	BOSS	Quality Orientation
does not need to be closely monitored by superiors	-3	BOSS	Integrity
is flexible and receptive to new ideas	-3	BOSS	Creativity
plans ahead to avoid potential difficulties	+4	SUB	Planning and Organizing

critically evaluates new information and ideas	-3	BOSS	Logical and Analytical
attends to work demands in order of priority	-3	BOSS	Planning and Organizing
has a strategic approach to problems	-4	BOSS	Creativity
decision-making is based on sound reasoning and judgement	-3	BOSS	Logical and Analytical
is accepting and trusting of colleagues	-3	BOSS	Resilience
happy to delegate work to others	-4	BOSS	Planning and Organizing
happy to delegate work to others	-3.7	COL	Planning and Organizing
has an orderly and methodical approach to work	-3	BOSS	Quality Orientation
is open to discussing work problems/difficulties	-3	BOSS	Integrity
has many new, radical ideas	-4	BOSS	Creativity
has many new, radical ideas	-3.3	COL	Creativity
has many new, radical ideas	-3	SUB	Creativity
quickly understands the implications of information and arguments	-3	BOSS	Logical and Analytical
is assertive in a direct, non-aggressive manner	-3	BOSS	Interpersonal Skills
attends to what others are saying	-3	SUB	Persuasiveness
is driven to take the initiative	-3	BOSS	Energy and Drive