

Perspectives on management competencies

SELECTED REPORT

Ms. Sample Report

September 14, 2005



This Report contains confidential information which should not be imparted to unauthorized persons.

It has been generated from responses provided by:

- 1 Self
- 1 Manager(s)
- 1 Direct report(s)
- 1 Other(s)



MANAGEMENT COMPETENCIES

Listed below are the 36 competencies on which you have been assessed.

LEADERSHIP

- ◆ Providing Direction
- ◆ Empowering
- ◆ Motivating Others
- ◆ Developing Others
- ◆ Attracting and Developing Talent

INTERPERSONAL

- ◆ Interpersonal Sensitivity
- ◆ Teamwork
- ◆ Building and Maintaining Relationships
- ◆ Integrity
- ◆ Flexibility
- ◆ Stress Tolerance
- ◆ Tenacity
- ◆ Cross Cultural Awareness

ANALYTICAL

- ◆ Judgment
- ◆ Information Gathering
- ◆ Problem Analysis
- ◆ Objective Setting
- ◆ Management Control
- ◆ Written Communication Skills
- ◆ Technical Skills and Competence

BUSINESS AWARENESS

- ◆ Organizational Awareness
- ◆ Strategic Perspective
- ◆ Commercial Orientation
- ◆ Cross Functional Awareness
- ◆ Innovation
- ◆ Career and Self Development

DYNAMISM

- ◆ Self Confidence
- ◆ Impact
- ◆ Decisiveness
- ◆ Drive
- ◆ Initiative
- ◆ Persuasiveness
- ◆ Oral Communication Skills

OPERATIONAL

- ◆ Concern for Excellence
- ◆ Customer Service Orientation
- ◆ Execution



INTRODUCTION

Constructive feedback is increasingly recognized as a key to enhancing managerial effectiveness.

This report provides you with detailed feedback on your skills, abilities, personal attributes and other job relevant characteristics, as seen from a number of different perspectives: specifically your own, your manager's, your direct reports' and 'others' (e.g. peers, clients - as selected by you). It is based on analysis of responses to the Perspectives on Management Competencies questionnaire which you and these other people completed recently.

In using this report it is important to remember that the information it contains is a reflection of different peoples' **perceptions** of you at a particular point in time. It does **not** represent some absolute, unchanging, all consuming truth. Nevertheless, the detailed analysis it permits can enable you to achieve new insights into your own strengths, and also alert you to aspects of your behavior which could be proving a hindrance to your success in both the short and longer term. Such increased self awareness can, in turn, help you to maximize your effectiveness and develop your full potential.

It is recommended that you read through your report with a trained facilitator. The report is divided into sections, as follows:

Competency Summary

The first section shows how you have been rated by your various (groups of) raters on each of the 36 competencies. These are the average of the ratings on the four individual questions which make up a given competency. This section will enable you to see at a glance how your self perception compares with how others see you. It can be used as a basis for identifying which competencies it would be most useful to explore in greater detail.

Detailed Results

The detailed results are provided from page 11 where your ratings are shown from each group of assessors on each of the 4 questions making up that particular competency. Detailed results are provided for those competencies rated as important (3, 4 or 5) by you or your manager. Your average ratings are compared to those of a comparative group of managers. The importance attached to that competency by yourself and your manager is also shown on the bar chart. It is likely that you will want to give priority to those areas which are critical to success in your job, and on which you have received less favorable, or very diverse, ratings.

Please note: Where 'No Evidence' has been indicated by a rater, the average rating for any question is based on the ratings given by the remaining assessors in that group. An asterisk () alongside the rating indicates that at least one rater, rated No Evidence. N/E indicates that all raters in that group rated 'No Evidence' for that item.*

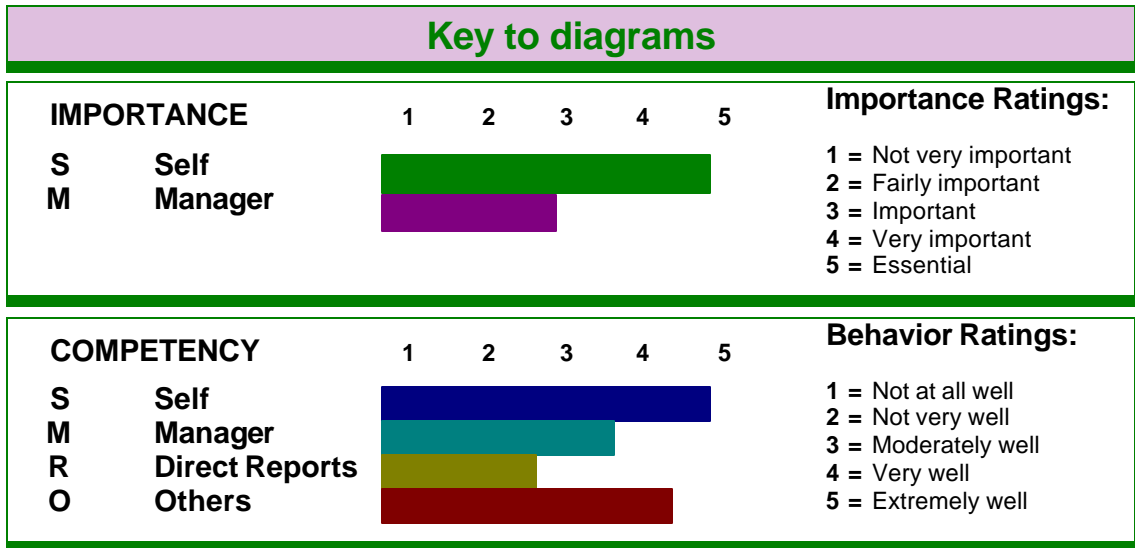


Highest and Lowest Ratings

This section lists the 20 items on which you received your highest scores (based on the average of all assessors' ratings) and the 20 items on which you received your lowest scores (again based on the average of your assessors' ratings).

Summary Overview

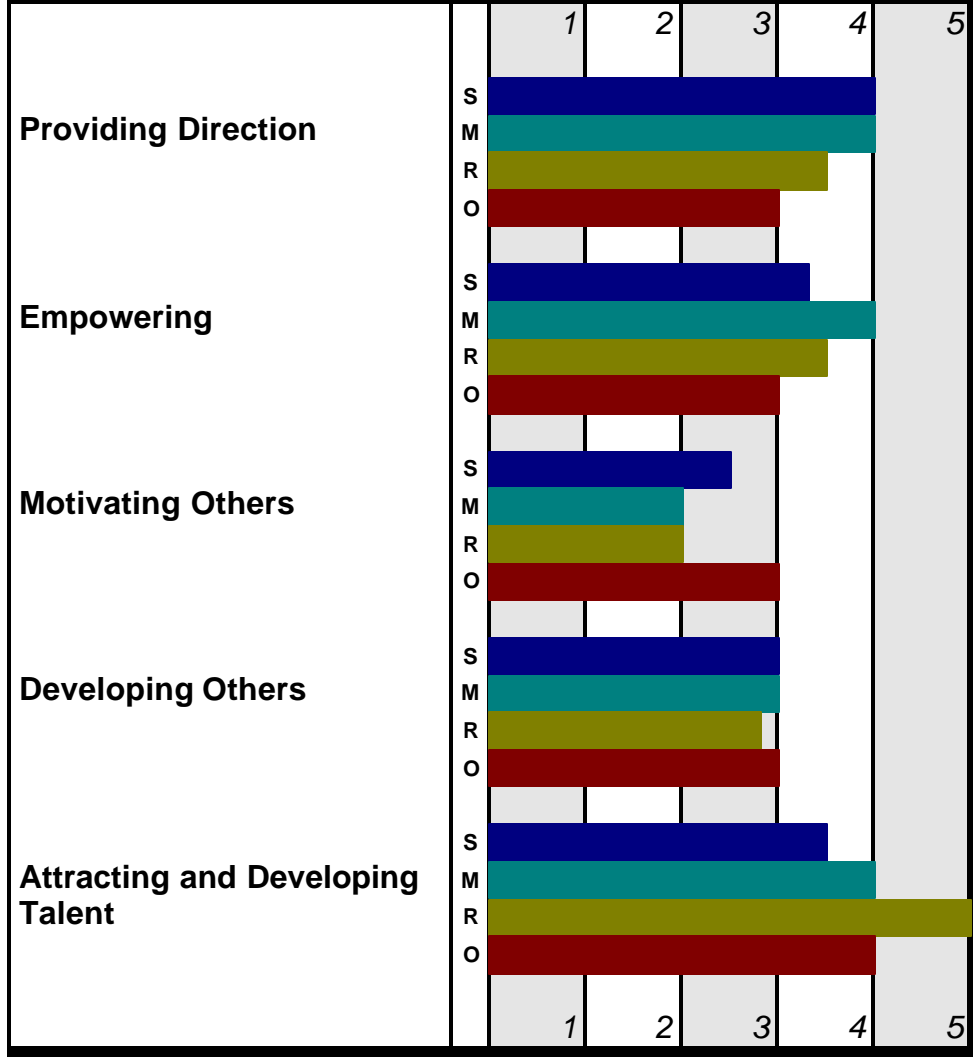
Based on your average ratings (across all assessors) on each of the 36 competencies, and your manager's ratings of the importance of each one to success in your job, this section identifies for you your areas of strength as well as development needs.





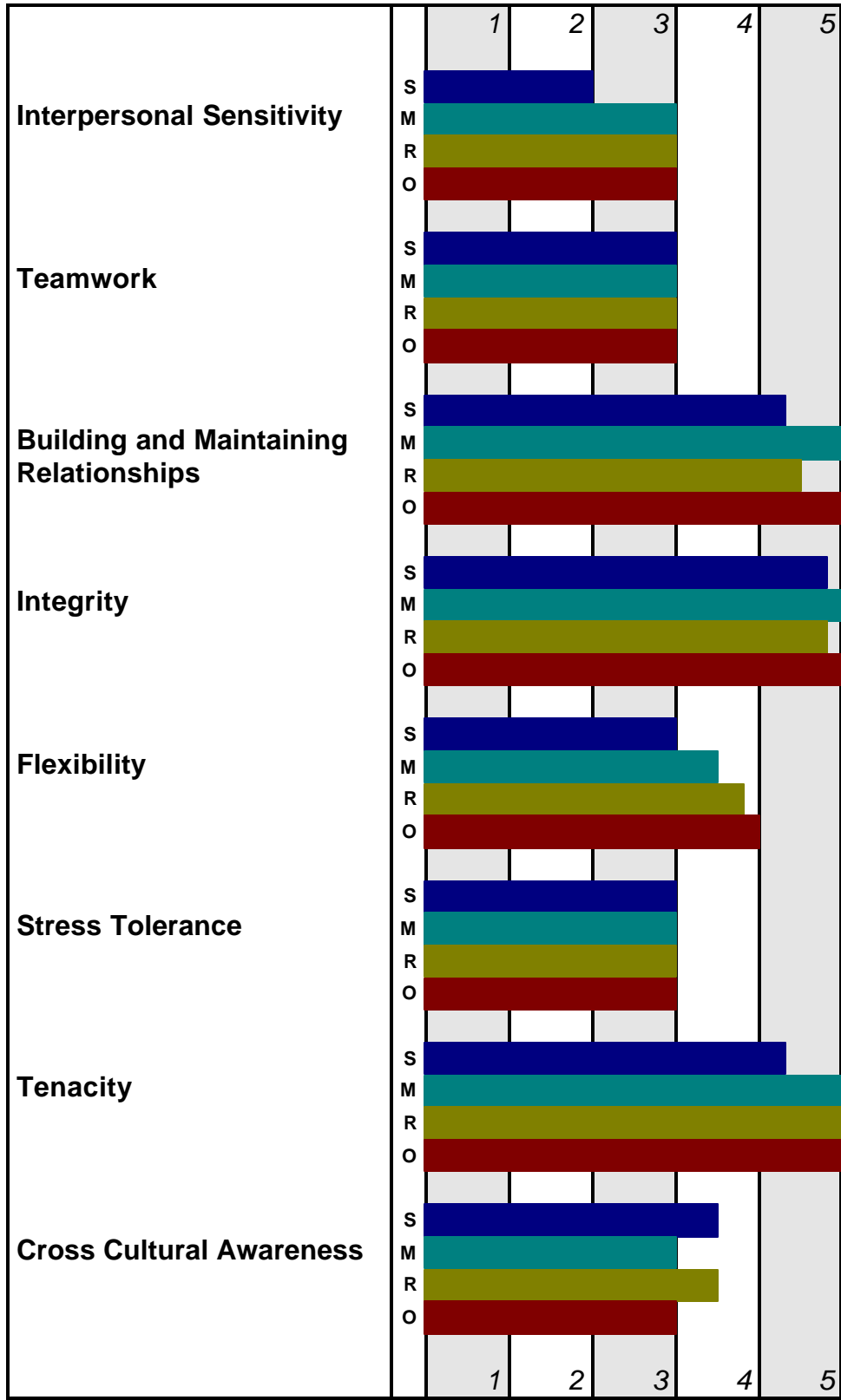
COMPETENCY SUMMARY

LEADERSHIP



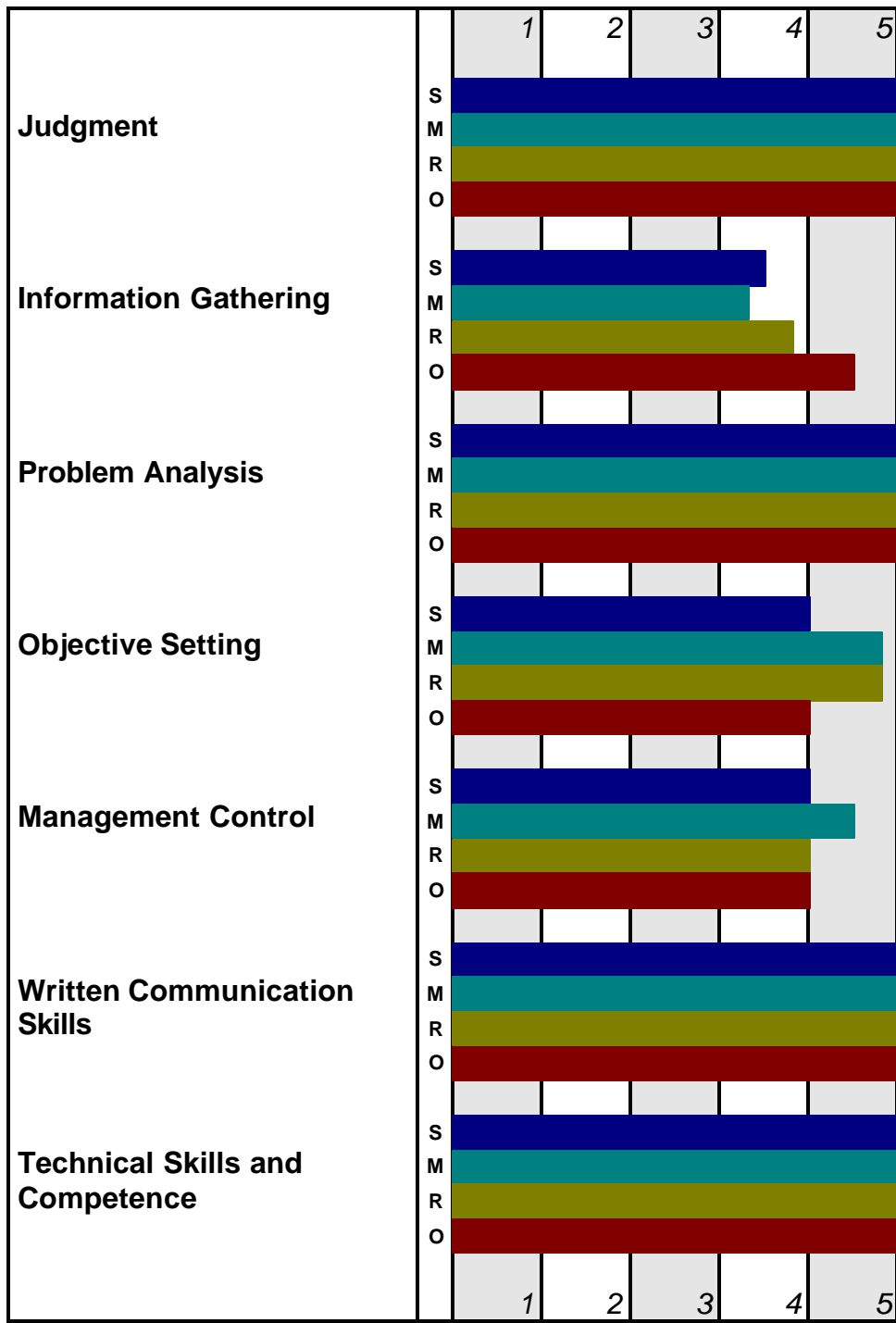


INTERPERSONAL



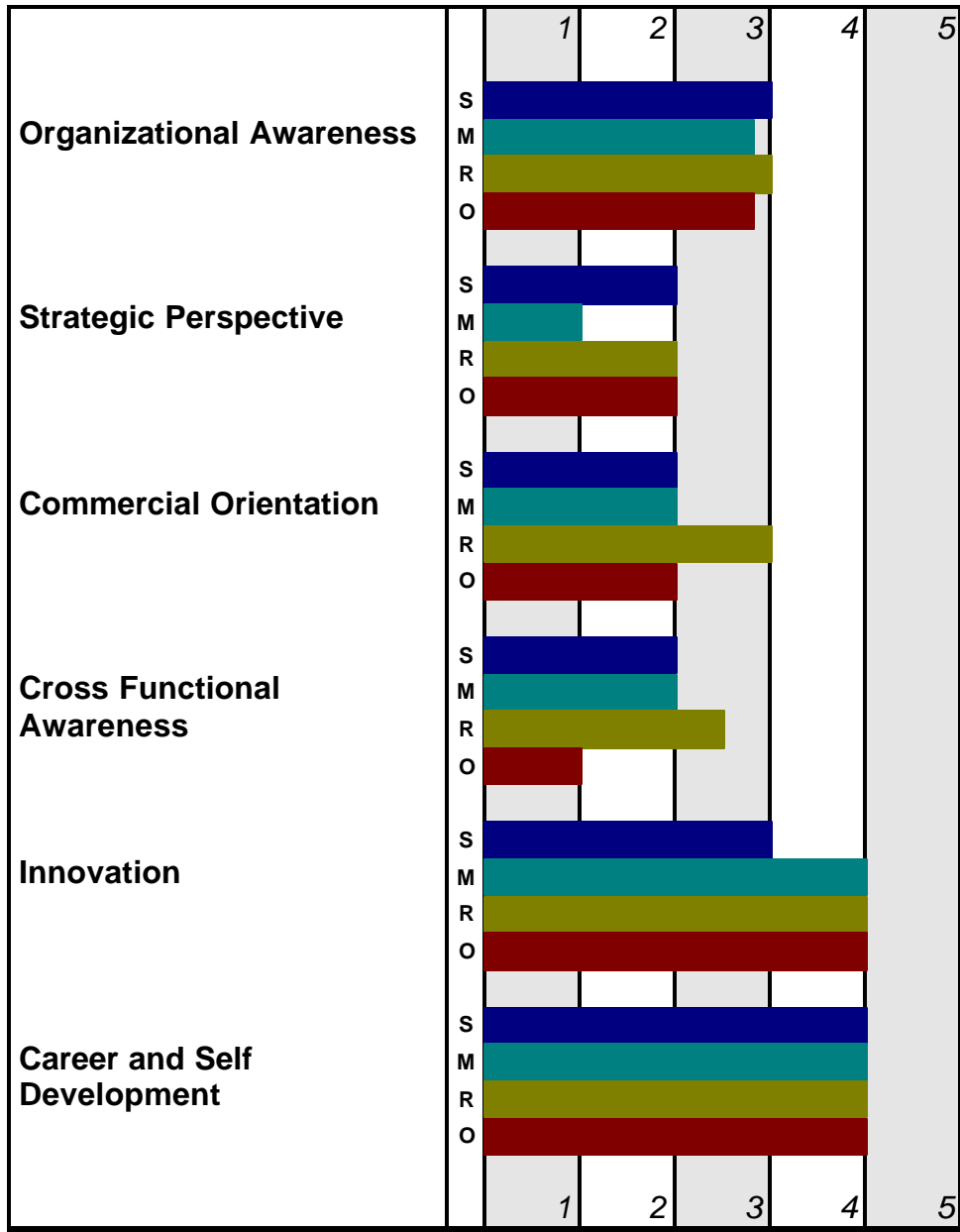


ANALYTICAL



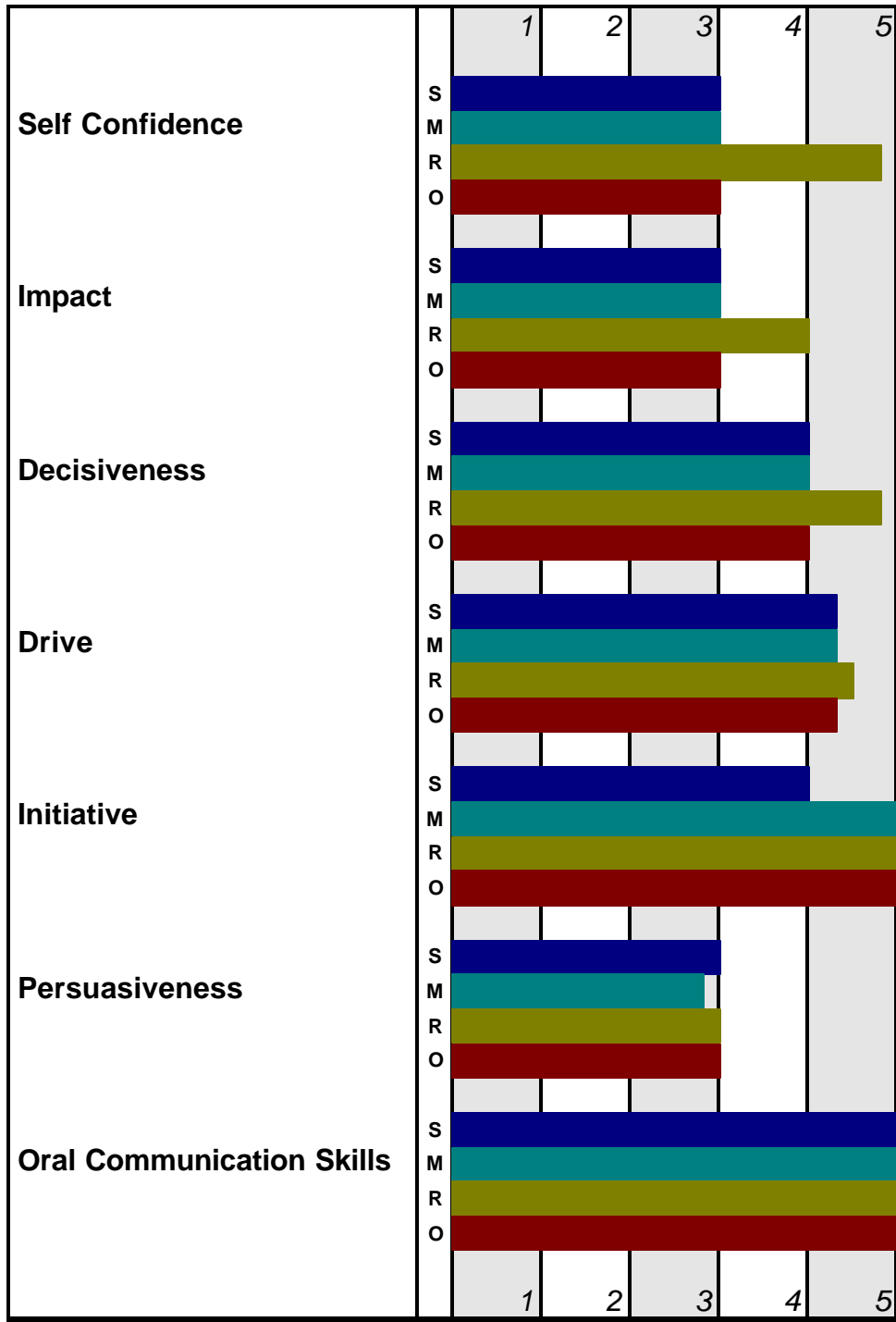


BUSINESS AWARENESS



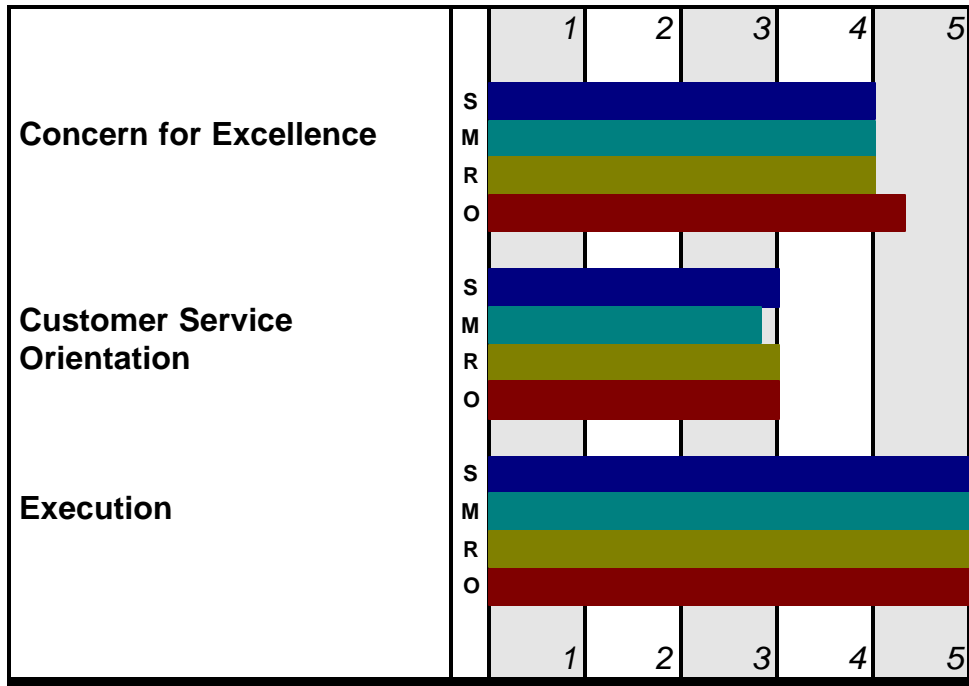


DYNAMISM





OPERATIONAL





DETAILED RESULTS

PROVIDING DIRECTION

Provides team with a clear sense of direction; takes charge, organizes resources and steers others towards successful task accomplishment.



The Questions:	Self	Manager	Reports	Others
Keeps the team focused on tasks	4.0	4.0	4.0	3.0
Provides team with a clear sense of direction	4.0	4.0	3.0	3.0
Takes charge and organizes resources effectively	4.0	4.0	3.0	3.0
Defines team goals	4.0	4.0	4.0	3.0
<i>Your Average</i>	4.0	4.0	3.5	3.0
<i>Comparative Group Average</i>	3.8	3.8	3.8	3.7

EMPOWERING

Delegates responsibilities to appropriate subordinates; gives others latitude to exercise their own initiative and invests them with the power and authority to accomplish tasks effectively.



The Questions:	Self	Manager	Reports	Others
Delegates appropriately	4.0	4.0	3.0	3.0
Allocates responsibilities to appropriate individuals	3.0	4.0	4.0	3.0
Encourages subordinates to exercise own initiative	3.0	4.0	4.0	3.0
Invests others with the power and authority to accomplish tasks effectively	3.0	4.0	3.0	3.0
<i>Your Average</i>	3.3	4.0	3.5	3.0
<i>Comparative Group Average</i>	3.7	3.7	3.8	3.6



MOTIVATING OTHERS

Enthuses others and facilitates successful goal accomplishment by promoting a clear sense of purpose, inspiring a positive attitude to work, and arousing a strong desire to succeed among team members.



The Questions:	Self	Manager	Reports	Others
Motivates others to reach team goals	3.0	2.0	2.0	3.0
Encourages others' desire to succeed	3.0	2.0	2.0	3.0
Inspires a positive attitude among subordinates	2.0	2.0	2.0	3.0
Promotes a clear sense of purpose among team members	2.0	2.0	2.0	3.0
<i>Your Average</i>	2.5	2.0	2.0	3.0
<i>Comparative Group Average</i>	3.9	3.7	3.8	3.7

DEVELOPING OTHERS

Actively seeks to improve others' skills and talents by providing constructive feedback, coaching, training opportunities, and assignments which challenge their abilities and encourage development.



The Questions:	Self	Manager	Reports	Others
Encourages others to make best use of their talents	3.0	3.0	3.0	3.0
Gives helpful and constructive feedback	3.0	3.0	3.0	3.0
Creates learning opportunities for subordinates	3.0	3.0	3.0	3.0
Coaches subordinates effectively	3.0	3.0	2.0	3.0
<i>Your Average</i>	3.0	3.0	2.8	3.0
<i>Comparative Group Average</i>	3.8	3.7	3.8	3.6



ATTRACTING AND DEVELOPING TALENT

Attracts and recruits high caliber people; puts time and effort into developing high potential individuals.



The Questions:	Self	Manager	Reports	Others
Attracts talented staff	4.0	4.0	5.0	4.0
Recruits high caliber individuals	4.0	4.0	5.0	4.0
Recognizes and develops talent	3.0	4.0	5.0	4.0
Puts time into developing high potentials	3.0	4.0	5.0	4.0
<i>Your Average</i>	3.5	4.0	5.0	4.0
<i>Comparative Group Average</i>	3.7	3.5	3.8	3.5

INTERPERSONAL SENSITIVITY

Shows consideration, concern and respect for other people's feelings; demonstrates interest in others' opinions; is tolerant of differing needs and viewpoints.



The Questions:	Self	Manager	Reports	Others
Shows consideration and concern for others	2.0	3.0	2.0	3.0
Demonstrates interest in the attitudes and views of others	2.0	3.0	3.0	3.0
Shows respect for others	2.0	3.0	4.0	3.0
Shows tolerance of others	2.0	3.0	3.0	3.0
<i>Your Average</i>	2.0	3.0	3.0	3.0
<i>Comparative Group Average</i>	4.0	3.9	3.9	3.9



TEAMWORK

Cooperates and works well with others in the pursuit of team goals; shares information; supports others.



The Questions:	Self	Manager	Reports	Others
Supports others	3.0	3.0	3.0	3.0
Fits in with the team	3.0	3.0	3.0	3.0
Shares information with others	3.0	3.0	3.0	3.0
Works well with others	3.0	3.0	3.0	3.0
<i>Your Average</i>	3.0	3.0	3.0	3.0
<i>Comparative Group Average</i>	4.0	3.9	3.9	3.9

BUILDING AND MAINTAINING RELATIONSHIPS

Able to establish and maintain relationships with people at all levels; puts others at ease; promotes harmony and consensus through diplomatic handling of disagreements and potential conflict.



The Questions:	Self	Manager	Reports	Others
Relates to people at all levels	5.0	5.0	4.0	5.0
Puts other people at ease	4.0	5.0	4.0	5.0
Facilitates the resolution of conflicts between others	4.0	5.0	5.0	5.0
Manages disagreements with tact and diplomacy	4.0	5.0	5.0	5.0
<i>Your Average</i>	4.3	5.0	4.5	5.0
<i>Comparative Group Average</i>	3.8	3.7	3.7	3.7



INTEGRITY

Maintains high ethical standards both personally and professionally; shows integrity and fairness in dealings with others; is reliable and trustworthy.



The Questions:	Self	Manager	Reports	Others
Inspires the trust of others	4.0	5.0	5.0	5.0
Shows integrity in dealings with others	5.0	5.0	5.0	5.0
Treats others fairly	5.0	5.0	4.0	5.0
Maintains high ethical standards	5.0	5.0	5.0	5.0
<i>Your Average</i>	4.8	5.0	4.8	5.0
<i>Comparative Group Average</i>	4.3	4.2	4.0	4.0

FLEXIBILITY

Adaptable; receptive to new ideas; willing and able to adjust to changing demands and circumstances.



The Questions:	Self	Manager	Reports	Others
Adjusts easily to changing circumstances	3.0	3.0	4.0	4.0
Reacts positively to change	3.0	4.0	4.0	4.0
Open to different methods and ways of doing things	3.0	4.0	3.0	4.0
Modifies approach to accommodate to changing demands	3.0	3.0	4.0	4.0
<i>Your Average</i>	3.0	3.5	3.8	4.0
<i>Comparative Group Average</i>	3.8	3.7	3.9	3.7



STRESS TOLERANCE

Remains calm, objective and in control in stressful situations; maintains a stable performance under pressure; accepts criticism without becoming over-defensive.



The Questions:	Self	Manager	Reports	Others
Stays calm under pressure	3.0	3.0	3.0	3.0
Keeps control in stressful situations	3.0	3.0	3.0	3.0
Maintains a stable performance under pressure	3.0	3.0	3.0	3.0
Accepts criticism without becoming defensive	3.0	3.0	3.0	3.0
<i>Your Average</i>	3.0	3.0	3.0	3.0
<i>Comparative Group Average</i>	3.8	3.8	3.8	3.7

TENACITY

Resilient and persevering; continues to strive for a goal (as long as it is realistically attainable) even in the face of adversity; copes with disappointments and setbacks.



The Questions:	Self	Manager	Reports	Others
Copes with disappointments	4.0	5.0	5.0	5.0
Persists with a course of action despite setbacks	5.0	5.0	5.0	5.0
Comes to terms with past failures	4.0	5.0	5.0	5.0
Bounces back from setbacks	4.0	5.0	5.0	5.0
<i>Your Average</i>	4.3	5.0	5.0	5.0
<i>Comparative Group Average</i>	3.7	3.8	3.8	3.7



JUDGMENT

Makes rational, realistic and sound decisions based on consideration of all the facts and alternatives available.



The Questions:	Self	Manager	Reports	Others
Makes sound decisions based on a variety of alternatives	5.0	5.0	5.0	5.0
Takes all available information into account in making decisions	5.0	5.0	5.0	5.0
Weighs up the options before making decisions	5.0	5.0	5.0	5.0
Makes sound decisions based on logic and fact	5.0	5.0	5.0	5.0
<i>Your Average</i>	5.0	5.0	5.0	5.0
<i>Comparative Group Average</i>	4.0	3.9	3.9	3.8

INFORMATION GATHERING

Seeks all possible relevant information for problem solving and decision making; consults widely, probes the facts, analyses issues from different perspectives.



The Questions:	Self	Manager	Reports	Others
Seeks all relevant information for decision making	3.0	4.0	4.0	5.0
Consults widely with others when analyzing issues	3.0	3.0	3.0	3.0
Seeks information from diverse sources	4.0	3.0	4.0	5.0
Asks probing questions to establish the facts about the situation or problem	4.0	3.0	4.0	5.0
<i>Your Average</i>	3.5	3.3	3.8	4.5
<i>Comparative Group Average</i>	3.8	3.8	3.9	3.8



PROBLEM ANALYSIS

Breaks problem into constituent parts and differentiates key elements from the irrelevant or trivial; makes accurate use of logic; draws sound inferences from information available.



The Questions:	Self	Manager	Reports	Others
Can identify the core of a problem	5.0	5.0	5.0	5.0
Distinguishes between cause and effect	5.0	5.0	5.0	5.0
Draws accurate inferences from information available	5.0	5.0	5.0	5.0
Perceives relationships between elements in situations	5.0	5.0	5.0	5.0
<i>Your Average</i>	5.0	5.0	5.0	5.0
<i>Comparative Group Average</i>	3.8	3.8	3.9	3.8

OBJECTIVE SETTING

Produces detailed project plans in which objectives are clearly defined and action steps for achieving them are clearly specified.



The Questions:	Self	Manager	Reports	Others
Produces comprehensive project plans	4.0	4.0	4.0	4.0
Sets clearly defined objectives	4.0	5.0	5.0	4.0
Breaks down strategy into manageable tasks	4.0	5.0	5.0	4.0
Clarifies action steps for achieving objectives	4.0	5.0	5.0	4.0
<i>Your Average</i>	4.0	4.8	4.8	4.0
<i>Comparative Group Average</i>	3.6	3.7	3.7	3.7



MANAGEMENT CONTROL

Establishes clear priorities; schedules activities to ensure optimum use of time and resources; monitors performance against objectives.



The Questions:	Self	Manager	Reports	Others
Establishes clear priorities	4.0	4.0	4.0	4.0
Builds in checkpoints, milestones and controls	4.0	4.0	4.0	4.0
Keeps track of activities	3.0	5.0	4.0	4.0
Organizes own and others' time efficiently	5.0	5.0	4.0	4.0
<i>Your Average</i>	4.0	4.5	4.0	4.0
<i>Comparative Group Average</i>	3.6	3.7	3.7	3.7

WRITTEN COMMUNICATION SKILLS

Produces written communications which are clear, fluent, concise and readily understood by intended recipient(s).



The Questions:	Self	Manager	Reports	Others
Writes in a fluent manner	5.0	5.0	5.0	5.0
Produces memos which are easy to follow	5.0	5.0	5.0	5.0
Produces correspondence which addresses needs of its recipient	5.0	5.0	5.0	5.0
Writes clearly and succinctly	5.0	5.0	5.0	5.0
<i>Your Average</i>	5.0	5.0	5.0	5.0
<i>Comparative Group Average</i>	3.7	3.7	3.9	3.7



TECHNICAL SKILLS AND COMPETENCE

Demonstrates detailed knowledge and expertise in relation to the job; readily absorbs new technical information and keeps up to date in specialist areas.



The Questions:	Self	Manager	Reports	Others
Demonstrates specialized knowledge	5.0	5.0	5.0	5.0
Shows detailed job knowledge	5.0	5.0	5.0	5.0
Quickly assimilates new technical information	5.0	5.0	5.0	5.0
Knows the technical requirements of the job	5.0	5.0	5.0	5.0
<i>Your Average</i>	5.0	5.0	5.0	5.0
<i>Comparative Group Average</i>	3.9	4.1	4.1	4.1

ORGANIZATIONAL AWARENESS

Attuned in to internal 'politics' and alert to changing dynamics within the organization; forges links with other departments and establishes useful supportive networks.



The Questions:	Self	Manager	Reports	Others
Alert to changes within the organization	3.0	3.0	3.0	3.0
Pays attention to internal politics	3.0	2.0	3.0	3.0
Establishes supportive networks within the organization	3.0	3.0	3.0	2.0
Forges and maintains links with other departments	3.0	3.0	3.0	3.0
<i>Your Average</i>	3.0	2.8	3.0	2.8
<i>Comparative Group Average</i>	3.5	3.7	3.9	3.8



STRATEGIC PERSPECTIVE

Takes a long term view, thinks on a broad canvas, and entertains wide ranging possibilities in developing a vision for the future of the organization.



The Questions:	Self	Manager	Reports	Others
Provides a strategic perspective	2.0	1.0	2.0	2.0
Takes account of global trends in developing strategy and plans	1.0	1.0	1.0	1.0
Takes a broad perspective, envisions possibilities	3.0	1.0	3.0	3.0
Able to stand back from immediate problems to focus on more far reaching issues	2.0	1.0	2.0	2.0
<i>Your Average</i>	2.0	1.0	2.0	2.0
<i>Comparative Group Average</i>	3.6	3.5	3.9	3.6

COMMERCIAL ORIENTATION

Knowledgeable about financial and commercial matters; focuses on costs, profits, markets, new business opportunities and activities which will bring the largest return.



The Questions:	Self	Manager	Reports	Others
Is profit conscious	3.0	3.0	3.0	3.0
Aware of competitor activity	1.0	1.0	3.0	2.0
Has strong business instincts	2.0	2.0	3.0	2.0
Constantly strives for new business	2.0	2.0	3.0	1.0
<i>Your Average</i>	2.0	2.0	3.0	2.0
<i>Comparative Group Average</i>	3.6	3.7	4.0	3.7



INNOVATION

Comes up with new and imaginative ideas; identifies fresh approaches; breaks away from tradition.



The Questions:	Self	Manager	Reports	Others
Is innovative	4.0	4.0	4.0	4.0
Produces creative ideas	3.0	4.0	4.0	4.0
Identifies fresh approaches	2.0	4.0	4.0	4.0
Generates imaginative alternatives	3.0	4.0	4.0	4.0
<i>Your Average</i>	3.0	4.0	4.0	4.0
<i>Comparative Group Average</i>	3.7	3.6	3.8	3.6

CAREER AND SELF DEVELOPMENT

Takes responsibility for own development; actively pursues learning and career development opportunities; seeks out and acts upon feedback on own performance.



The Questions:	Self	Manager	Reports	Others
Seeks career progression	4.0	4.0	4.0	4.0
Identifies own development needs	3.0	3.0	3.0	3.0
Continually seeks new challenges	5.0	5.0	5.0	5.0
Seeks feedback on own performance and modifies behavior accordingly	4.0	4.0	4.0	4.0
<i>Your Average</i>	4.0	4.0	4.0	4.0
<i>Comparative Group Average</i>	3.5	3.6	3.7	3.6



SELF CONFIDENCE

Independent and self reliant; conveys a realistic confidence in own ability to select appropriate courses of action and in likely success of own initiatives; able to stand ground in face of opposition.



The Questions:	Self	Manager	Reports	Others
Believes in own ability to select appropriate courses of action	3.0	3.0	4.0	3.0
Able to stand ground in the face of opposition	3.0	3.0	5.0	3.0
Expresses confidence in the likely success of own initiatives	3.0	3.0	5.0	3.0
Conveys a realistic sense of own worth	3.0	3.0	5.0	3.0
<i>Your Average</i>	3.0	3.0	4.8	3.0
<i>Comparative Group Average</i>	3.9	3.9	4.0	3.9

IMPACT

Makes an immediate positive impression on others; has presence; comes across with force and credibility.



The Questions:	Self	Manager	Reports	Others
Makes a positive first impression	4.0	3.0	4.0	3.0
Makes an impact	3.0	3.0	4.0	3.0
Makes presence felt	2.0	3.0	4.0	4.0
Speaks with authority	3.0	3.0	4.0	2.0
<i>Your Average</i>	3.0	3.0	4.0	3.0
<i>Comparative Group Average</i>	3.8	3.8	4.0	3.9



DECISIVENESS

Willing to make firm and speedy decisions and commit to definite courses of action, on the basis of limited information if necessary.



The Questions:	Self	Manager	Reports	Others
Is decisive	4.0	4.0	5.0	5.0
Willing to commit to definite courses of action	4.0	4.0	5.0	3.0
Makes decisions without delay	4.0	4.0	5.0	4.0
Willing to make decisions on the basis of limited information when necessary	4.0	4.0	4.0	4.0
<i>Your Average</i>	4.0	4.0	4.8	4.0
<i>Comparative Group Average</i>	3.9	3.7	3.8	3.8

DRIVE

Enthusiastic and committed; demonstrates capacity for sustained effort and hard work over long periods of time.

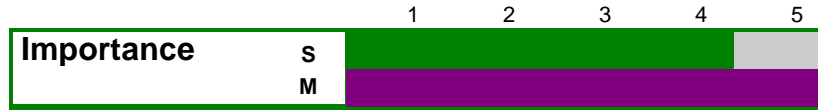


The Questions:	Self	Manager	Reports	Others
Takes an energetic approach to work	4.0	4.0	4.0	4.0
Shows drive and determination	5.0	5.0	5.0	5.0
Enthusiastic and committed	4.0	4.0	5.0	4.0
Sustains work output over long periods	4.0	4.0	4.0	4.0
<i>Your Average</i>	4.3	4.3	4.5	4.3
<i>Comparative Group Average</i>	4.2	4.1	4.2	4.1



INITIATIVE

Proactive, self starting; seizes opportunities and acts upon them; originates action and actively influences events.



The Questions:	Self	Manager	Reports	Others
Prepared to take the initiative	4.0	5.0	5.0	5.0
Seizes opportunities and acts upon them	5.0	5.0	5.0	5.0
Initiates action	4.0	5.0	5.0	5.0
Proactive in developing new systems and procedures	3.0	5.0	5.0	5.0
<i>Your Average</i>	4.0	5.0	5.0	5.0
<i>Comparative Group Average</i>	3.8	3.7	4.0	3.8

ORAL COMMUNICATION SKILLS

Communicates orally in a manner which is clear, fluent, and to the point, and which holds the audience's attention, both in group and one-to-one situations.



The Questions:	Self	Manager	Reports	Others
Articulates the key points of an argument	5.0	5.0	5.0	5.0
Responsive to the needs of others when speaking	5.0	5.0	5.0	5.0
Fluent and unhesitant in speech	5.0	5.0	5.0	5.0
Keeps the attention of an audience when speaking	5.0	5.0	5.0	5.0
<i>Your Average</i>	5.0	5.0	5.0	5.0
<i>Comparative Group Average</i>	3.7	3.8	3.9	3.8



CONCERN FOR EXCELLENCE

Committed to the achievement and maintenance of quality; sets high standards of performance for self and others.



<u>The Questions:</u>	Self	Manager	Reports	Others
Pays attention to quality issues	3.0	3.0	3.0	3.0
Sets high standards of performance for self and others	4.0	4.0	4.0	5.0
Effective in maintaining standards	5.0	5.0	5.0	5.0
Can be trusted not to compromise on standards	4.0	4.0	4.0	4.0
<i>Your Average</i>	4.0	4.0	4.0	4.3
<i>Comparative Group Average</i>	4.1	4.1	4.1	4.0

CUSTOMER SERVICE ORIENTATION

Concerned to provide a prompt, efficient and personalized service to customers; goes out of way to ensure that individual customer needs are met.



<u>The Questions:</u>	Self	Manager	Reports	Others
Takes customer complaints seriously	3.0	2.0	3.0	2.0
Seeks to identify individual client needs accurately	3.0	3.0	3.0	3.0
Looks for ways of improving service to customers	3.0	3.0	3.0	4.0
Follows up on clients to ensure that their needs have been met	3.0	3.0	3.0	3.0
<i>Your Average</i>	3.0	2.8	3.0	3.0
<i>Comparative Group Average</i>	4.0	3.9	4.0	3.9



EXECUTION

Drives projects along, gets results, ensures that key objectives are met.



The Questions:	Self	Manager	Reports	Others
Ensures that key objectives are met	5.0	5.0	5.0	5.0
Makes things happen	5.0	5.0	5.0	5.0
Drives projects along	5.0	5.0	5.0	5.0
Sees things through	5.0	5.0	5.0	5.0
<i>Your Average</i>	5.0	5.0	5.0	5.0
<i>Comparative Group Average</i>	4.0	3.9	4.0	3.9



HIGHEST AND LOWEST RATINGS

Highest Ratings

Rank	Question	Average Rating	Competency
1	Can identify the core of a problem	5.0	Problem Analysis
2	Demonstrates specialized knowledge	5.0	Technical Skills and Competence
3	Ensures that key objectives are met	5.0	Execution
4	Makes sound decisions based on a variety of alternatives	5.0	Judgment
5	Articulates the key points of an argument	5.0	Oral Communication Skills
6	Writes in a fluent manner	5.0	Written Communication Skills
7	Distinguishes between cause and effect	5.0	Problem Analysis
8	Shows drive and determination	5.0	Drive
9	Shows detailed job knowledge	5.0	Technical Skills and Competence
10	Seizes opportunities and acts upon them	5.0	Initiative
11	Persists with a course of action despite setbacks	5.0	Tenacity
12	Takes all available information into account in making decisions	5.0	Judgment
13	Makes things happen	5.0	Execution
14	Responsive to the needs of others when speaking	5.0	Oral Communication Skills
15	Shows integrity in dealings with others	5.0	Integrity
16	Produces memos which are easy to follow	5.0	Written Communication Skills
17	Draws accurate inferences from information available	5.0	Problem Analysis
18	Quickly assimilates new technical information	5.0	Technical Skills and Competence
19	Drives projects along	5.0	Execution
20	Weighs up the options before making decisions	5.0	Judgment



Lowest Ratings

Rank	Question	Average Rating	Competency
144	Takes account of global trends in developing strategy and plans	1.0	Strategic Perspective
143	Takes account of all organizational functions in developing plans and strategies	1.0	Cross Functional Awareness
142	Provides a strategic perspective	1.8	Strategic Perspective
141	Aware of competitor activity	1.8	Commercial Orientation
140	Able to stand back from immediate problems to focus on more far reaching issues	1.8	Strategic Perspective
139	Understands the role of different functions and the interplay between them	2.0	Cross Functional Awareness
138	Constantly strives for new business	2.0	Commercial Orientation
137	Has a good working knowledge of a range of functions within the organization	2.0	Cross Functional Awareness
136	Inspires a positive attitude among subordinates	2.3	Motivating Others
135	Has strong business instincts	2.3	Commercial Orientation
134	Promotes a clear sense of purpose among team members	2.3	Motivating Others
133	Motivates others to reach team goals	2.5	Motivating Others
132	Shows consideration and concern for others	2.5	Interpersonal Sensitivity
131	Encourages others' desire to succeed	2.5	Motivating Others
130	Takes customer complaints seriously	2.5	Customer Service Orientation
129	Has experience across a wide range of functions	2.5	Cross Functional Awareness
128	Takes a broad perspective, envisions possibilities	2.5	Strategic Perspective
127	Demonstrates interest in the attitudes and views of others	2.8	Interpersonal Sensitivity
126	Pays attention to internal politics	2.8	Organizational Awareness
125	Establishes supportive networks within the organization	2.8	Organizational Awareness



SUMMARY OVERVIEW

This is a **key section** of your report which brings together the most crucial elements of the information contained in the previous sections.

Based on the average of the ratings given by your manager, your staff and “others” on each of the 36 competencies, and the importance ratings given by your manager, relevant competencies are presented in three different groups:

- A)** Your **areas of strength** in the context of your present job
- B)** Your **development needs** in the context of your present job
- C)** Areas of as yet **unused potential**

This analysis should serve as the basis for your Personal Development Plan. The grid below provides its underlying structure.

Summary Grid

		Manager’s Importance Ratings	
		High	Low
Competency Ratings	High	ZONE A Areas of Strength	ZONE C Unused Potential
	Low	ZONE B Development Needs	(Undeveloped and Unimportant Areas)

Please note: In the context of this grid ‘High’ competency ratings are defined as ones, which received the highest ratings from your feedback sources. ‘Low’ competency ratings are ones, which received the lowest ratings from your feedback sources.



Zone A - AREAS OF STRENGTH

The competencies listed below were rated higher than your average rating across all competencies. These are also the competencies that your manager rated as highly important to the success in your job. They should be further developed and considered as key assets.

Compared to a representative group of managers from a broad range of industry sectors and organizational functions you were rated above average on competencies that are shown in **bold** print.

- ◆ **Building and Maintaining Relationships**
- ◆ **Integrity**
- ◆ **Tenacity**
- ◆ **Judgment**
- ◆ **Problem Analysis**
- ◆ **Technical Skill and Competence**
- ◆ **Initiative**
- ◆ **Oral Communication Skills**
- ◆ **Execution**

Zone B - TARGETS FOR DEVELOPMENT

The competencies listed below were rated lower than your average rating across all competencies. These are also the competencies that your manager rated as highly important to success in your job. As such they could constitute personal liabilities, hampering your current effectiveness and hindering future progress. They therefore need to be addressed.

Compared to a representative group of managers from a broad range of industry sectors and organizational functions you were rated above average on competencies that are shown in **bold** print.

- ◆ Developing Others

Zone C - UNUSED POTENTIAL

The competencies listed here represent areas of perceived strength which are not, however, considered particularly relevant in the context of your present job. This is not to say that they may not be important to success in some other context. They should be maintained as potential areas of strength. They may prove to be more valuable, should your role change.

Compared to a representative group of managers from a broad range of industry sectors and organizational functions you were rated above average on competencies that are shown in **bold** print.

- ◆ **Written Communication Skills**



DEVELOPING AN ACTION PLAN

In order to capitalize on the insights gleaned from the information in this report, you should develop a Personal Development Plan.

This development plan should clearly state:

- The areas where you intend to change
- The action you intend to take to achieve these changes
- The intended means of monitoring and reviewing your progress

Any development plan should be shared with others - especially your manager - in order to receive support and effectively take advantage of opportunities in your present organization.



REPORT COMMENTARY

This report was generated using the SHL Human Resource Management System. It includes information from the Perspectives on Management Competencies (PMC) questionnaire. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group plc. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

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