

Hogan 360° Group Report



Overall Report for Sample Corp

October 2016



This report is confidential and should not be distributed without permission.

Raters

| | |
|---------------|----|
| Manager (Mgr) | 11 |
| Peer (Peer) | 30 |
| Report (Rpt) | 32 |
| Other (Oth) | 3 |
| Self | 7 |
| | |
| Total | 83 |

Overall

Reading and Interpreting Your Report

The feedback in this group report is the aggregated results for the participants in the 360° feedback process.

It provides an invaluable opportunity for a team to celebrate its collective strengths and to develop action plans to address the opportunities.

These opportunities can be canvassed by the group.

It also provides a series of benchmarks against which individuals can compare themselves.



Name

Sample Corp

Score

5.3

No. of Raters

76

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 group at all |
| 2 | Does not describe this group much |
| 3 | Does not describe this group very well |
| 4 | Describes this group somewhat |
| 5 | Describes this group well |
| 6 | Describes this group very well |
| 7 | Describes this group 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 | 6.3 | 6.0 | This group is hardworking and has a good work ethic |
| 2 | 6.0 | 5.9 | This group has the right industry experience to be very effective |
| 3 | 5.9 | 5.9 | This group behaves to very high ethical standards |
| 4 | 5.9 | 5.9 | This group has the right knowledge and ability to be very effective |
| 5 | 5.8 | 5.7 | This group consistently applies our organization's policies to avoid double standards |
| 6 | 5.8 | 5.7 | This group has the passion to make a difference |
| 7 | 5.8 | 5.5 | This group is very competitive and driven |
| 8 | 5.7 | 5.6 | This group is assertive and energetic |
| 9 | 5.7 | 5.4 | This group holds others accountable for completing their work |
| 10 | 5.6 | 5.8 | This group completes work in a professional manner |
| 11 | 5.6 | 5.7 | This group performs to a high standard on challenging assignments |
| 12 | 5.6 | 5.6 | This group consistently delivers good results |
| 13 | 5.6 | 5.7 | This group brings a positive attitude to work |
| 14 | 5.6 | 5.2 | This group holds people accountable to the organization's values and expectations |
| 15 | 5.6 | 5.3 | This group always looks for improvement opportunities and to deliver better results |
| 16 | 5.5 | 5.5 | This group produces high-quality and error-free work |
| 17 | 5.5 | 5.4 | This group sets high expectations for performance and performance improvement |
| 18 | 5.5 | 5.4 | This group thinks long-term about new opportunities |
| 19 | 5.4 | 5.8 | This group treats people with respect |
| 20 | 5.4 | 5.5 | This group treats people fairly and without favoritism |
| 21 | 5.4 | 5.6 | This group presents ideas and concepts clearly while speaking |
| 22 | 5.4 | 5.4 | This group has very effective time management and organizational skills |
| 23 | 5.4 | 5.4 | This group is very effective in setting and managing his/her work priorities |
| 24 | 5.3 | 5.4 | This group encourages those working in different areas to pull together to achieve common goals |

| Rank | Your Score | Global Average Score | Item |
|------|------------|----------------------|---|
| 25 | 5.3 | 5.6 | This group is enthusiastic about improving customer service |
| 26 | 5.3 | 5.3 | This group effectively uses goals and performance indicators to drive improved performance |
| 27 | 5.3 | 5.1 | This group recognizes and challenges poor performance in others |
| 28 | 5.2 | 5.6 | This group is always open and straightforward and communicates honestly |
| 29 | 5.2 | 5.5 | This group manages emotions maturely and intelligently in stressful situations |
| 30 | 5.2 | 5.5 | This group has very good communication skills |
| 31 | 5.2 | 5.4 | This group has strong influencing and negotiation skills |
| 32 | 5.2 | 5.5 | This group has taken initiatives to promote a customer service focus in his/her work area |
| 33 | 5.1 | 5.3 | This group makes people feel valued |
| 34 | 5.1 | 5.4 | This group appropriately shares resources, knowledge, and time |
| 35 | 5.1 | 5.4 | This group often suggests new and original ideas |
| 36 | 5.0 | 5.3 | This group has excellent people skills |
| 37 | 5.0 | 5.5 | This group builds trust and loyalty with others |
| 38 | 5.0 | 5.2 | This group builds very strong relationships with others |
| 39 | 5.0 | 5.2 | This group is very effective in setting long-term stretch goals |
| 40 | 5.0 | 5.4 | This group promotes and communicates a long-term vision for our organization |
| 41 | 4.9 | 5.6 | This group is polite and considerate, never rude or abrasive |
| 42 | 4.9 | 5.5 | This group is calm and even tempered, not volatile or moody |
| 43 | 4.9 | 5.3 | This group shares information and keeps people informed |
| 44 | 4.9 | 5.4 | This group's behavior provides a positive role model for others |
| 45 | 4.9 | 5.5 | This group is always friendly, warm, and thoughtful in relationships with others |
| 46 | 4.9 | 5.4 | This group uses customer feedback to drive improved performance |
| 47 | 4.9 | 5.2 | This group works hard to improve morale |
| 48 | 4.9 | 5.2 | This group helps create a positive working environment that encourages people to work to their full potential |
| 49 | 4.8 | 5.3 | This group has high self-awareness around personal improvement opportunities |
| 50 | 4.8 | 5.2 | This group is effective in coaching and developing others |

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.

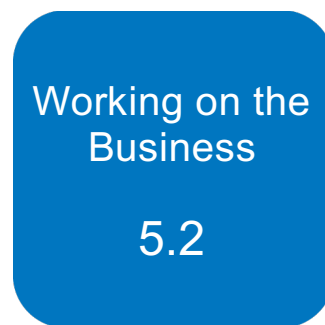
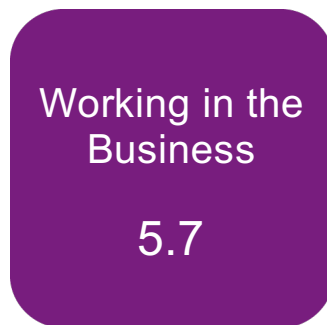
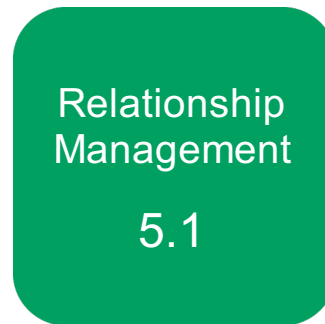
Working on the Business refers to adding extra value through innovation and strategic planning, and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires 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 5.2

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 5.5

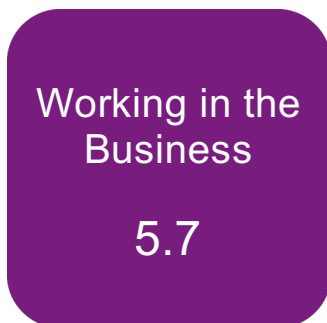
The Business Competencies combination describes the use of cognitive capability (IQ) to get the right balance between working in (operational) and on (strategic) the business to optimize day-to-day and longer-term results. High scorers typically demonstrate both the technical ability to deliver service 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.

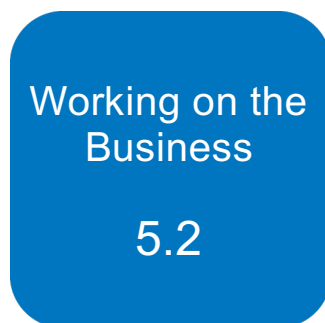
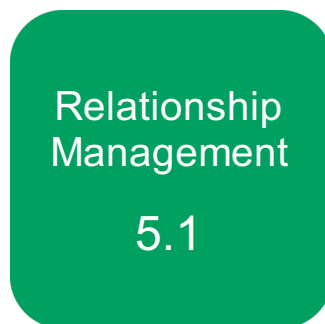
Management Competencies 5.5

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.



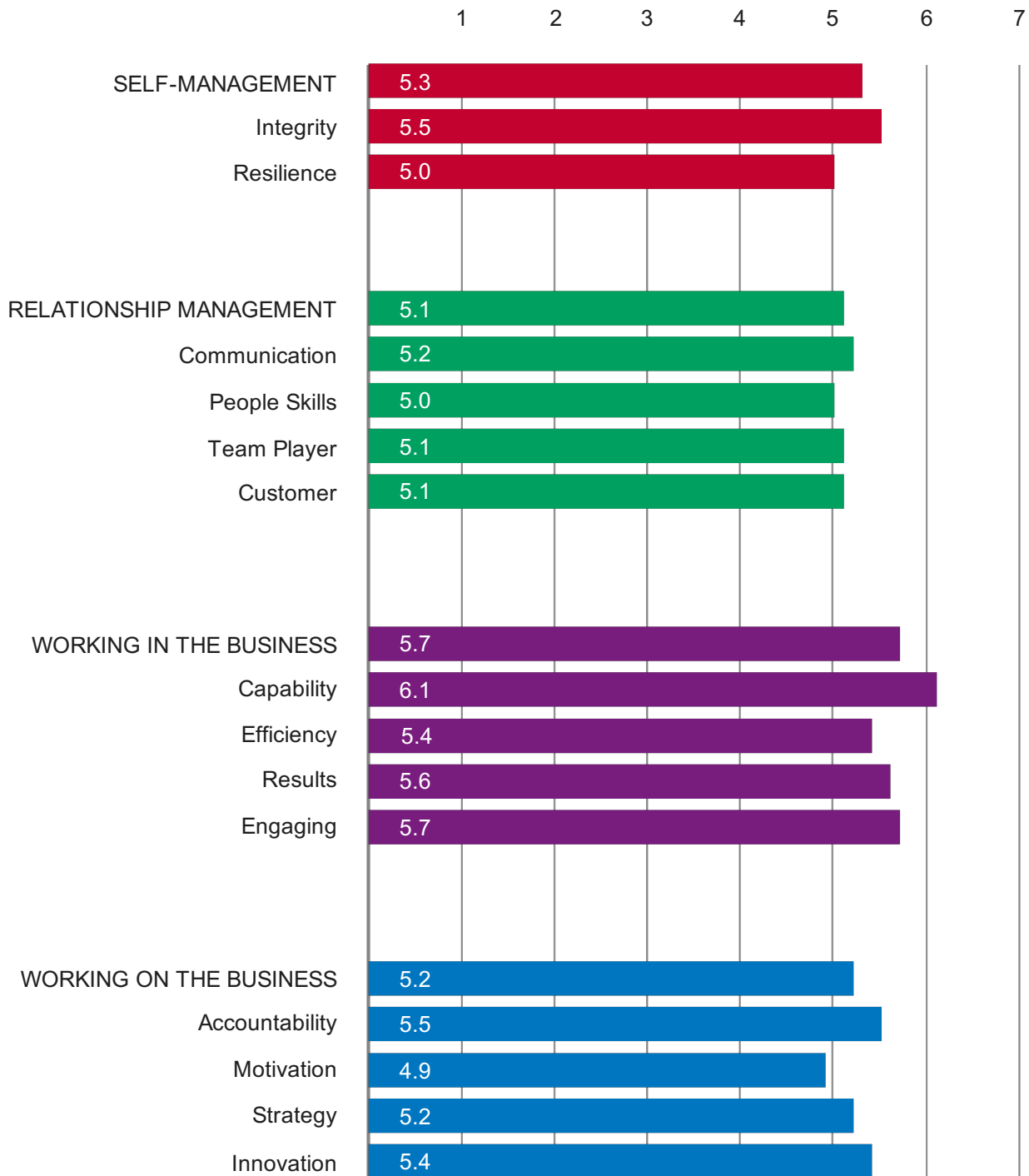
Leadership Competencies 5.2

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 | Oth | Self | Themes and Questions |
|------------|------------|------------|------------|------------|------------|---|
| 5.3 | 5.4 | 4.9 | 5.6 | 5.6 | 5.0 | SELF-MANAGEMENT |
| 5.5 | 5.7 | 5.3 | 5.7 | 5.8 | 5.3 | Integrity |
| 5.4 | 5.5 | 5.0 | 5.7 | 6.0 | 5.1 | This group treats people with respect |
| 5.9 | 6.0 | 5.8 | 5.9 | 6.0 | 5.7 | This group behaves to very high ethical standards |
| 5.2 | 5.7 | 5.0 | 5.3 | 5.0 | 5.3 | This group is always open and straightforward and communicates honestly |
| 5.4 | 5.3 | 5.1 | 5.8 | 5.5 | 5.1 | This group treats people fairly and without favoritism |
| 5.8 | 5.9 | 5.6 | 5.9 | 6.3 | 5.4 | This group consistently applies our organization's policies to avoid double standards |
| 5.0 | 5.1 | 4.5 | 5.4 | 5.4 | 4.6 | Resilience |
| 4.9 | 4.9 | 4.6 | 5.3 | 5.0 | 4.3 | This group is polite and considerate, never rude or abrasive |
| 4.9 | 5.4 | 4.4 | 5.3 | 5.3 | 4.4 | This group is calm and even tempered, not volatile or moody |
| 4.8 | 4.7 | 4.3 | 5.3 | 5.3 | 4.7 | This group has high self-awareness around personal improvement opportunities |
| 5.2 | 5.3 | 4.6 | 5.6 | 6.0 | 4.9 | This group 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 | Oth | Self | Themes and Questions |
|------------|------------|------------|------------|------------|------------|---|
| 5.1 | 5.1 | 4.8 | 5.4 | 5.7 | 4.9 | RELATIONSHIP MANAGEMENT |
| 5.2 | 5.3 | 4.8 | 5.5 | 5.9 | 5.0 | Communication |
| 5.4 | 5.5 | 4.9 | 5.8 | 6.3 | 5.0 | This group presents ideas and concepts clearly while speaking |
| 5.2 | 5.3 | 4.8 | 5.4 | 6.3 | 4.9 | This group has very good communication skills |
| 5.2 | 5.1 | 4.6 | 5.8 | 6.0 | 4.9 | This group has strong influencing and negotiation skills |
| 4.9 | 5.2 | 4.8 | 5.0 | 5.0 | 5.1 | This group shares information and keeps people informed |
| 5.0 | 4.9 | 4.7 | 5.2 | 5.3 | 4.8 | People Skills |
| 4.9 | 4.9 | 4.4 | 5.4 | 5.3 | 4.6 | This group's behavior provides a positive role model for others |
| 5.0 | 5.0 | 4.7 | 5.2 | 5.0 | 4.7 | This group has excellent people skills |
| 5.1 | 4.9 | 4.9 | 5.2 | 5.7 | 5.3 | This group makes people feel valued |
| 4.9 | 4.8 | 4.8 | 5.0 | 5.3 | 4.4 | This group is always friendly, warm, and thoughtful in relationships with others |
| 5.1 | 5.2 | 4.8 | 5.4 | 5.5 | 5.1 | Team Player |
| 5.0 | 5.2 | 4.7 | 5.3 | 5.0 | 5.1 | This group builds trust and loyalty with others |
| 5.1 | 5.3 | 5.0 | 5.2 | 5.3 | 5.1 | This group appropriately shares resources, knowledge, and time |
| 5.3 | 5.4 | 4.7 | 5.8 | 6.0 | 5.1 | This group encourages those working in different areas to pull together to achieve common goals |
| 5.0 | 4.9 | 4.7 | 5.2 | 5.7 | 5.1 | This group builds very strong relationships with others |
| 5.1 | 5.0 | 4.9 | 5.3 | 6.1 | 4.7 | Customer |
| 5.3 | 5.1 | 4.9 | 5.6 | 6.3 | 4.4 | This group is enthusiastic about improving customer service |
| 5.2 | 5.0 | 5.0 | 5.3 | 6.0 | 5.0 | This group has taken initiatives to promote a customer service focus in his/her work area |
| 4.9 | 4.9 | 4.8 | 5.1 | 6.0 | 4.6 | This group uses customer feedback to drive improved performance |

Working in the Business

| Overall | Mgr | Peer | Rpt | Oth | Self | Themes and Questions |
|------------|------------|------------|------------|------------|------------|--|
| 5.7 | 5.8 | 5.4 | 5.9 | 6.0 | 5.2 | WORKING IN THE BUSINESS |
| 6.1 | 6.2 | 5.8 | 6.2 | 6.3 | 5.6 | Capability |
| 6.3 | 6.4 | 6.1 | 6.3 | 7.0 | 5.6 | This group is hardworking and has a good work ethic |
| 5.9 | 6.1 | 5.5 | 6.2 | 6.0 | 5.7 | This group has the right knowledge and ability to be very effective |
| 6.0 | 6.2 | 5.7 | 6.1 | 6.0 | 5.4 | This group has the right industry experience to be very effective |
| 5.4 | 5.5 | 5.0 | 5.7 | 6.5 | 4.5 | Efficiency |
| 5.4 | 5.5 | 5.0 | 5.7 | 6.7 | 4.3 | This group has very effective time management and organizational skills |
| 5.4 | 5.4 | 5.1 | 5.6 | 6.7 | 4.6 | This group is very effective in setting and managing his/her work priorities |
| 5.3 | 5.5 | 4.9 | 5.6 | 6.0 | 4.7 | This group effectively uses goals and performance indicators to drive improved performance |
| 5.6 | 5.6 | 5.3 | 5.8 | 6.0 | 5.3 | Results |
| 5.6 | 5.7 | 5.4 | 5.8 | 6.0 | 5.3 | This group completes work in a professional manner |
| 5.6 | 5.7 | 5.3 | 5.8 | 6.0 | 5.3 | This group performs to a high standard on challenging assignments |
| 5.6 | 5.5 | 5.3 | 5.9 | 6.0 | 5.4 | This group consistently delivers good results |
| 5.5 | 5.5 | 5.1 | 5.9 | 6.0 | 5.1 | This group produces high-quality and error-free work |
| 5.7 | 5.7 | 5.4 | 6.0 | 5.5 | 5.4 | Engaging |
| 5.6 | 5.9 | 5.2 | 5.8 | 5.3 | 5.3 | This group brings a positive attitude to work |
| 5.8 | 5.8 | 5.7 | 5.8 | 5.7 | 5.4 | This group has the passion to make a difference |
| 5.7 | 5.6 | 5.5 | 6.0 | 5.3 | 5.1 | This group is assertive and energetic |
| 5.8 | 5.5 | 5.4 | 6.4 | 5.7 | 5.7 | This group is very competitive and driven |

Working on the Business

| Overall | Mgr | Peer | Rpt | Oth | Self | Themes and Questions |
|------------|------------|------------|------------|------------|------------|---|
| 5.2 | 5.4 | 4.9 | 5.5 | 5.5 | 4.9 | WORKING ON THE BUSINESS |
| 5.5 | 5.5 | 5.3 | 5.7 | 5.4 | 5.1 | Accountability |
| 5.7 | 5.7 | 5.5 | 5.9 | 5.7 | 5.1 | This group holds others accountable for completing their work |
| 5.6 | 5.5 | 5.3 | 5.8 | 5.7 | 5.3 | This group holds people accountable to the organization's values and expectations |
| 5.3 | 5.3 | 5.1 | 5.5 | 4.0 | 5.0 | This group recognizes and challenges poor performance in others |
| 4.9 | 5.0 | 4.7 | 5.0 | 4.9 | 4.8 | Motivation |
| 4.9 | 5.1 | 4.7 | 4.9 | 5.0 | 4.6 | This group works hard to improve morale |
| 4.9 | 5.0 | 4.5 | 5.2 | 5.0 | 4.7 | This group helps create a positive working environment that encourages people to work to their full potential |
| 4.8 | 4.9 | 4.7 | 5.0 | 4.7 | 5.0 | This group is effective in coaching and developing others |
| 5.2 | 5.4 | 4.7 | 5.5 | 6.0 | 4.7 | Strategy |
| 5.0 | 5.3 | 4.6 | 5.4 | 5.5 | 4.4 | This group is very effective in setting long-term stretch goals |
| 5.5 | 5.5 | 5.1 | 5.7 | 6.0 | 5.3 | This group sets high expectations for performance and performance improvement |
| 5.0 | 5.5 | 4.3 | 5.5 | 6.3 | 4.3 | This group promotes and communicates a long-term vision for our organization |
| 5.4 | 5.5 | 4.9 | 5.8 | 5.4 | 4.9 | Innovation |
| 5.6 | 5.6 | 5.2 | 5.9 | 5.3 | 5.0 | This group always looks for improvement opportunities and to deliver better results |
| 5.1 | 5.3 | 4.6 | 5.6 | 4.7 | 4.7 | This group often suggests new and original ideas |
| 5.5 | 5.7 | 4.9 | 6.0 | 6.3 | 4.9 | This group thinks long-term about new opportunities |

Scores by Themes

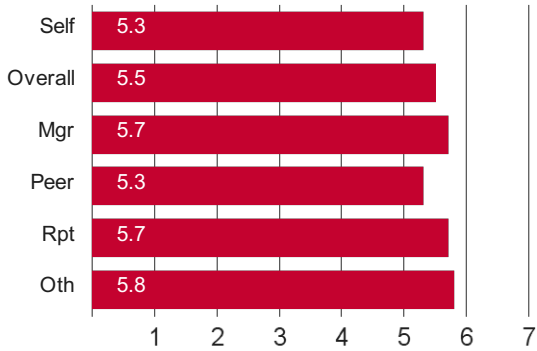
| Self | Overall | Global Ave | Mgr | Peer | Rpt | Oth | Themes and Questions |
|------------|------------|------------|------------|------------|------------|------------|--------------------------------|
| 5.0 | 5.3 | 5.6 | 5.4 | 4.9 | 5.6 | 5.6 | SELF-MANAGEMENT |
| 5.3 | 5.5 | 5.7 | 5.7 | 5.3 | 5.7 | 5.8 | Integrity |
| 4.6 | 5.0 | 5.5 | 5.1 | 4.5 | 5.4 | 5.4 | Resilience |
| 4.9 | 5.1 | 5.4 | 5.1 | 4.8 | 5.4 | 5.7 | RELATIONSHIP MANAGEMENT |
| 5.0 | 5.2 | 5.4 | 5.3 | 4.8 | 5.5 | 5.9 | Communication |
| 4.8 | 5.0 | 5.4 | 4.9 | 4.7 | 5.2 | 5.3 | People Skills |
| 5.1 | 5.1 | 5.3 | 5.2 | 4.8 | 5.4 | 5.5 | Team Player |
| 4.7 | 5.1 | 5.5 | 5.0 | 4.9 | 5.3 | 6.1 | Customer |
| 5.2 | 5.7 | 5.6 | 5.8 | 5.4 | 5.9 | 6.0 | WORKING IN THE BUSINESS |
| 5.6 | 6.1 | 5.9 | 6.2 | 5.8 | 6.2 | 6.3 | Capability |
| 4.5 | 5.4 | 5.4 | 5.5 | 5.0 | 5.7 | 6.5 | Efficiency |
| 5.3 | 5.6 | 5.7 | 5.6 | 5.3 | 5.8 | 6.0 | Results |
| 5.4 | 5.7 | 5.6 | 5.7 | 5.4 | 6.0 | 5.5 | Engaging |
| 4.9 | 5.2 | 5.3 | 5.4 | 4.9 | 5.5 | 5.5 | WORKING ON THE BUSINESS |
| 5.1 | 5.5 | 5.2 | 5.5 | 5.3 | 5.7 | 5.4 | Accountability |
| 4.8 | 4.9 | 5.2 | 5.0 | 4.7 | 5.0 | 4.9 | Motivation |
| 4.7 | 5.2 | 5.3 | 5.4 | 4.7 | 5.5 | 6.0 | Strategy |
| 4.9 | 5.4 | 5.4 | 5.5 | 4.9 | 5.8 | 5.4 | Innovation |

Themes and Questions Review

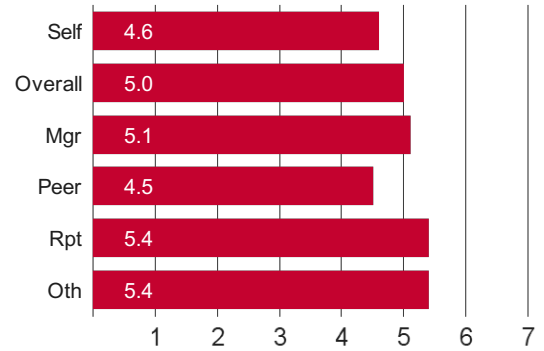
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

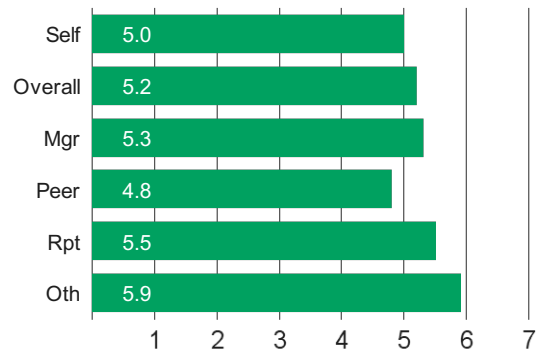


Resilience

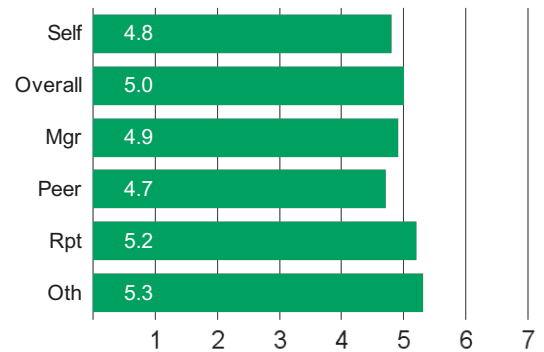


RELATIONSHIP MANAGEMENT

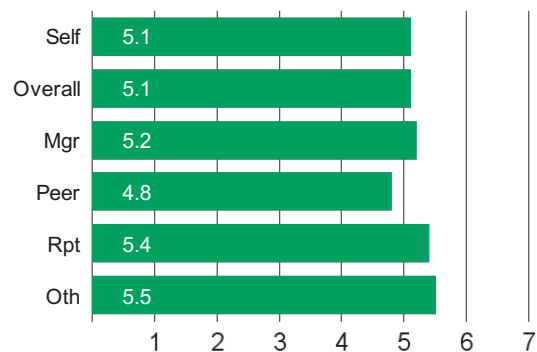
Communication



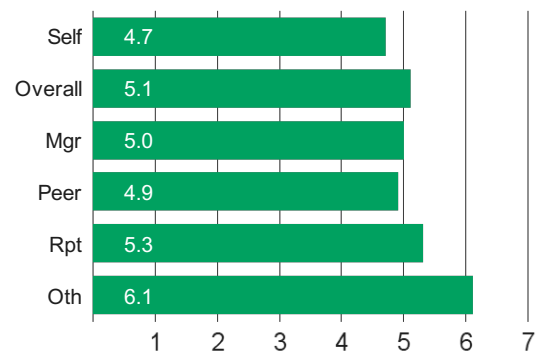
People Skills



Team Player

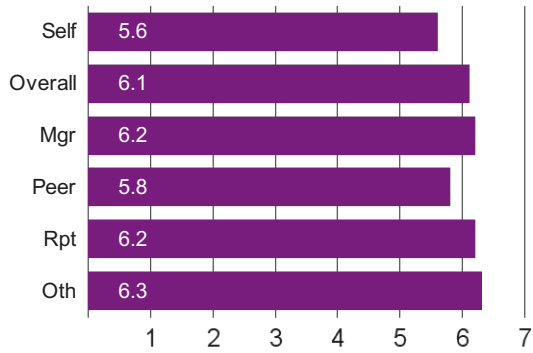


Customer

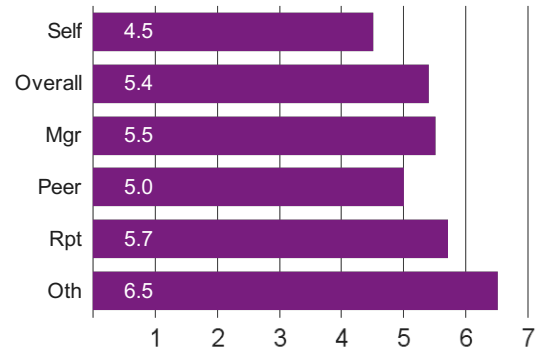


WORKING IN THE BUSINESS

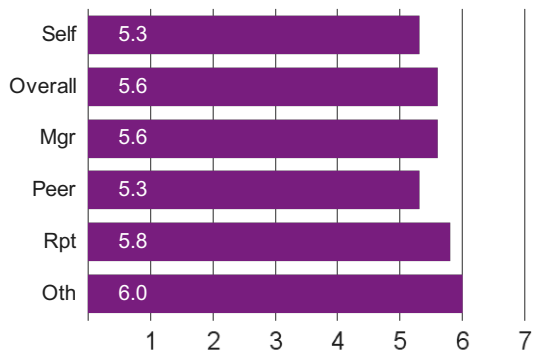
Capability



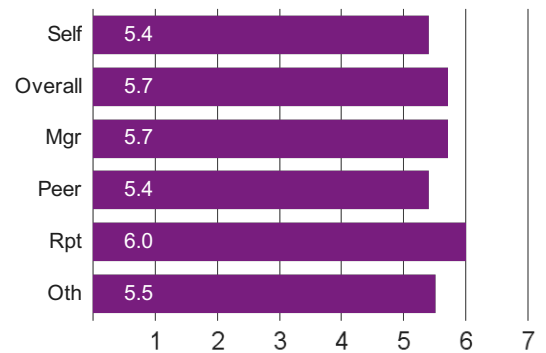
Efficiency



Results

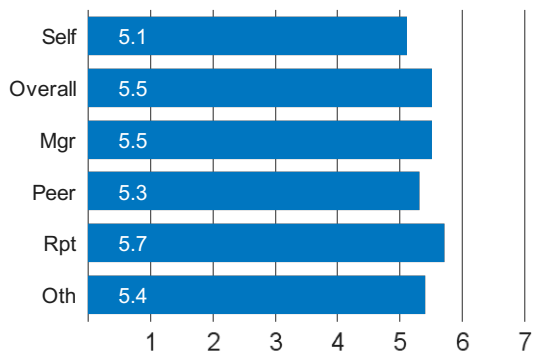


Engaging

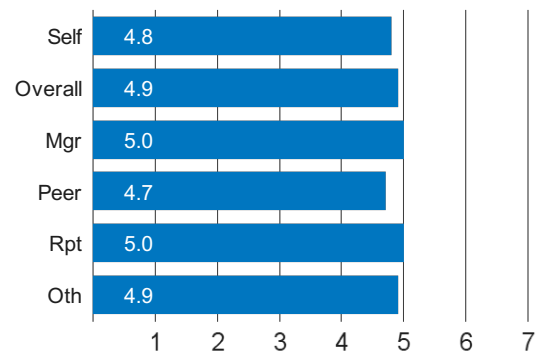


WORKING ON THE BUSINESS

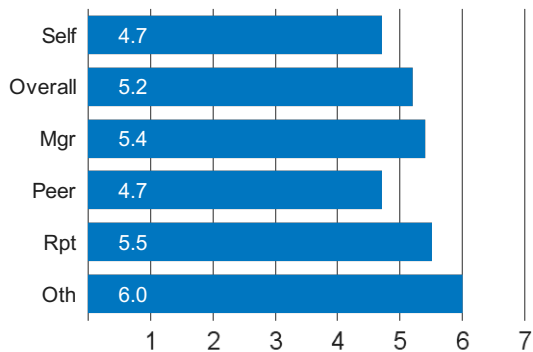
Accountability



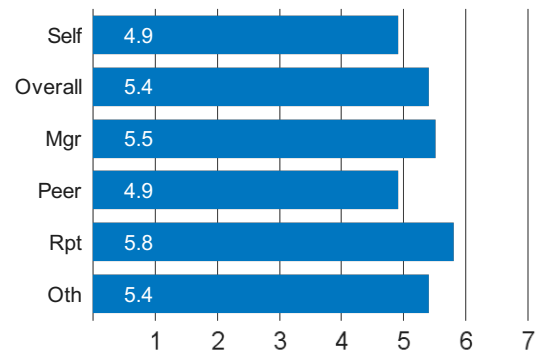
Motivation



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 |
|------------|-----------|--|-------------|
| 1 | 1 | Has solid technical ability, experience, and knowledge | 87 |
| 2 | 2 | Works hard with a strong work ethic | 80 |
| 14 | 3 | Is competitive and determined | 63 |
| 5 | 4 | Is action-oriented and gets things done | 60 |
| 8 | 5 | Has high ethical standards and integrity | 50 |
| 4 | 6 | Has a professional approach | 40 |
| 9 | 7 | Is steady and calm under pressure | 38 |
| 15 | 8 | Is visionary and strategic | 33 |
| 3 | 9 | Has a positive and enthusiastic attitude | 26 |
| 11 | 10 | Is well organized | 26 |
| 13 | 11 | Has strong leadership skills | 26 |
| 7 | 12 | Has strong people skills | 23 |
| 17 | 13 | Is empathetic and supportive | 23 |
| 16 | 14 | Builds effective relationships | 21 |
| 12 | 15 | Strong communication skills | 20 |
| 24 | 16 | Makes the tough decisions | 19 |
| 23 | 17 | Sets clear goals and drives results | 18 |
| 21 | 18 | Good at planning and thinking ahead | 17 |
| 18 | 19 | Shows loyalty | 15 |
| 6 | 20 | Is customer focused, and good with clients | 14 |
| 19 | 21 | Is a positive role model | 13 |
| 10 | 22 | Is good at solving problems | 12 |
| 25 | 23 | Challenges poor performance | 11 |
| 20 | 24 | Suggests new and innovative ideas | 10 |
| 26 | 25 | Motivates and inspires others | 8 |
| 22 | 26 | Good sense of humor | 7 |

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 |
|------------|-----------|--|-------------|
| 4 | 1 | Motivate others and improve morale | 59 |
| 7 | 2 | Give appropriate feedback | 51 |
| 6 | 3 | Share knowledge and resources | 43 |
| 1 | 4 | Stop taking on too much and spreading yourself too thin | 42 |
| 9 | 5 | Listen more and let others have their say | 40 |
| 8 | 6 | Communicate better | 38 |
| 15 | 7 | Build more effective relationships | 38 |
| 3 | 8 | Delegate more | 36 |
| 10 | 9 | Set clear goals and performance indicators | 36 |
| 14 | 10 | Be more available and visible in the workplace | 33 |
| 24 | 11 | Be less aggressive | 32 |
| 2 | 12 | Challenge poor performance | 32 |
| 16 | 13 | Improve your people and interpersonal skills | 31 |
| 25 | 14 | Be less moody and control your temper | 28 |
| 12 | 15 | Improve your time management and organizational skills | 26 |
| 21 | 16 | Be more of a team player | 23 |
| 13 | 17 | Be more assertive | 23 |
| 17 | 18 | Be more open to change | 22 |
| 5 | 19 | Show leadership on issues | 21 |
| 20 | 20 | Be more empathetic | 19 |
| 11 | 21 | Look at the big picture – the organization’s overall goals | 16 |
| 23 | 22 | More customer and/or client focus | 16 |
| 18 | 23 | Be more action-oriented and make it happen | 12 |
| 26 | 24 | Be more positive | 12 |
| 22 | 25 | Treat people fairly and without favouritism | 8 |
| 19 | 26 | Acquire better job and/or industry knowledge | 6 |

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 group treats people with respect | 5.4 | 1.2 | Mgr | | | 1 | 1 | 3 | 3 | 3 | |
| | | | Peer | | 2 | 3 | 3 | 9 | 12 | 1 | |
| | | | Rpt | | | 1 | 3 | 10 | 8 | 10 | |
| | | | Oth | | | | | | 3 | | |
| This group behaves to very high ethical standards | 5.9 | 0.8 | Mgr | | | | | 3 | 4 | 3 | 1 |
| | | | Peer | | | | 2 | 10 | 11 | 7 | |
| | | | Rpt | | | | 1 | 9 | 14 | 8 | |
| | | | Oth | | | | | | 2 | | 1 |
| This group is always open and straightforward and communicates honestly | 5.2 | 0.9 | Mgr | | | | 1 | 2 | 7 | 1 | |
| | | | Peer | | | 2 | 6 | 14 | 7 | 1 | |
| | | | Rpt | | | | 6 | 12 | 11 | 3 | |
| | | | Oth | | | | | 3 | | | |
| This group treats people fairly and without favoritism | 5.4 | 1.0 | Mgr | | | 1 | 1 | 4 | 4 | 1 | |
| | | | Peer | | | 1 | 5 | 16 | 7 | 1 | |
| | | | Rpt | | | 1 | 2 | 5 | 16 | 6 | 2 |
| | | | Oth | | | | | 1 | 1 | | 1 |
| This group consistently applies our organization's policies to avoid double standards | 5.8 | 0.8 | Mgr | | | | | 3 | 5 | 2 | 1 |
| | | | Peer | | | | 5 | 5 | 18 | 2 | |
| | | | Rpt | | | | | 7 | 17 | 5 | 3 |
| | | | Oth | | | | | | 2 | 1 | |
| This group is polite and considerate, never rude or abrasive | 4.9 | 1.5 | Mgr | 1 | | | 4 | 1 | 3 | 2 | |
| | | | Peer | 2 | 3 | 2 | 4 | 9 | 8 | 2 | |
| | | | Rpt | | 1 | 3 | 4 | 6 | 14 | 4 | |
| | | | Oth | | | | 1 | 1 | 1 | | |
| This group is calm and even tempered, not volatile or moody | 4.9 | 1.3 | Mgr | | | 1 | 2 | 2 | 4 | 2 | |
| | | | Peer | | 2 | 4 | 9 | 10 | 5 | | |
| | | | Rpt | | 1 | 1 | 6 | 8 | 12 | 4 | |
| | | | Oth | | | | 1 | 1 | | 1 | |
| This group has high self-awareness around personal improvement opportunities | 4.8 | 1.3 | Mgr | | 1 | 1 | 3 | 2 | 3 | 1 | |
| | | | Peer | | 2 | 6 | 12 | 3 | 6 | 1 | |
| | | | Rpt | | | 1 | 6 | 8 | 11 | 3 | 3 |
| | | | Oth | | | | 1 | 1 | | 1 | |
| This group manages emotions maturely and intelligently in stressful situations | 5.2 | 1.2 | Mgr | | | 1 | 2 | 2 | 5 | 1 | |
| | | | Peer | 1 | 1 | 3 | 7 | 10 | 7 | 1 | |
| | | | Rpt | | | 1 | 4 | 6 | 16 | 5 | |
| | | | Oth | | | | | | 3 | | |

| Item | Mean | SD | Rater Group | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N/A |
|---|------|-----|-------------|---|---|---|----|----|----|---|-----|
| This group presents ideas and concepts clearly while speaking | 5.4 | 1.0 | Mgr | | | | 1 | 4 | 5 | 1 | |
| | | | Peer | | | 1 | 13 | 6 | 9 | 1 | |
| | | | Rpt | | | | 3 | 6 | 15 | 7 | 1 |
| | | | Oth | | | | | 1 | | 2 | |
| This group has very good communication skills | 5.2 | 0.8 | Mgr | | | | 2 | 4 | 5 | | |
| | | | Peer | | | | 8 | 19 | 3 | | |
| | | | Rpt | | | | 7 | 7 | 15 | 2 | 1 |
| | | | Oth | | | | | | 2 | 1 | |
| This group has strong influencing and negotiation skills | 5.2 | 1.1 | Mgr | | | | 2 | 5 | 3 | | 1 |
| | | | Peer | | | 2 | 13 | 10 | 4 | 1 | |
| | | | Rpt | | | | 2 | 9 | 9 | 8 | 4 |
| | | | Oth | | | | | 1 | 1 | 1 | |
| This group shares information and keeps people informed | 4.9 | 1.0 | Mgr | | | | 2 | 5 | 4 | | |
| | | | Peer | | 1 | 2 | 7 | 14 | 5 | 1 | |
| | | | Rpt | | | 1 | 11 | 8 | 7 | 3 | 2 |
| | | | Oth | | | | | 3 | | | |
| This group's behavior provides a positive role model for others | 4.9 | 1.3 | Mgr | | 1 | 1 | 1 | 4 | 3 | 1 | |
| | | | Peer | 1 | 2 | 3 | 8 | 11 | 4 | 1 | |
| | | | Rpt | | | 1 | 5 | 13 | 5 | 7 | 1 |
| | | | Oth | | | | | 2 | 1 | | |
| This group has excellent people skills | 5.0 | 1.2 | Mgr | | | | 5 | 2 | 3 | 1 | |
| | | | Peer | | 1 | 3 | 6 | 13 | 5 | 1 | 1 |
| | | | Rpt | | | 3 | 9 | 5 | 7 | 7 | 1 |
| | | | Oth | | | | | 3 | | | |
| This group makes people feel valued | 5.1 | 1.1 | Mgr | | | 1 | 2 | 4 | 1 | 1 | 2 |
| | | | Peer | | 1 | 2 | 6 | 11 | 7 | 2 | 1 |
| | | | Rpt | | | 1 | 11 | 3 | 12 | 4 | 1 |
| | | | Oth | | | | | 1 | 2 | | |
| This group is always friendly, warm, and thoughtful in relationships with others | 4.9 | 1.2 | Mgr | | | | 6 | 1 | | 2 | 2 |
| | | | Peer | | 2 | 4 | 5 | 9 | 8 | 2 | |
| | | | Rpt | | | 3 | 9 | 4 | 14 | 1 | 1 |
| | | | Oth | | | | 1 | | 2 | | |
| This group builds trust and loyalty with others | 5.0 | 1.0 | Mgr | | | | 1 | 5 | 3 | | 2 |
| | | | Peer | | | 3 | 9 | 13 | 3 | 2 | |
| | | | Rpt | | | 1 | 7 | 6 | 14 | 2 | 2 |
| | | | Oth | | | | | 3 | | | |
| This group appropriately shares resources, knowledge, and time | 5.1 | 0.8 | Mgr | | | | 2 | 2 | 4 | | 3 |
| | | | Peer | | | | 4 | 22 | 4 | | |
| | | | Rpt | | | | 8 | 9 | 11 | 2 | 2 |
| | | | Oth | | | | | 2 | 1 | | |
| This group encourages those working in different areas to pull together to achieve common goals | 5.3 | 0.9 | Mgr | | | | | 6 | 4 | | 1 |
| | | | Peer | | 1 | 2 | 5 | 18 | 4 | | |
| | | | Rpt | | | | 2 | 6 | 19 | 3 | 2 |
| | | | Oth | | | | | | 2 | | 1 |

| Item | Mean | SD | Rater Group | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N/A |
|--|------|-----|-------------|---|---|---|---|----|----|----|-----|
| This group builds very strong relationships with others | 5.0 | 0.9 | Mgr | | | 1 | 1 | 6 | 2 | | 1 |
| | | | Peer | | 1 | 1 | 8 | 16 | 3 | 1 | |
| | | | Rpt | | | 1 | 5 | 16 | 8 | 2 | |
| | | | Oth | | | | | 2 | | 1 | |
| This group is enthusiastic about improving customer service | 5.3 | 1.1 | Mgr | | | | 2 | 3 | 3 | | 3 |
| | | | Peer | | 2 | 1 | 1 | 13 | 7 | | 6 |
| | | | Rpt | | | 1 | 3 | 5 | 13 | 3 | 7 |
| | | | Oth | | | | | | 2 | 1 | |
| This group has taken initiatives to promote a customer service focus in his/her work area | 5.2 | 1.0 | Mgr | | | | 3 | 2 | 3 | | 3 |
| | | | Peer | | 2 | | 2 | 12 | 8 | | 6 |
| | | | Rpt | | | 1 | 1 | 11 | 5 | 2 | 12 |
| | | | Oth | | | | | | 3 | | |
| This group uses customer feedback to drive improved performance | 4.9 | 1.1 | Mgr | | | | 4 | 1 | 3 | | 3 |
| | | | Peer | | 3 | 1 | 2 | 11 | 7 | | 6 |
| | | | Rpt | | | 1 | 4 | 6 | 7 | | 14 |
| | | | Oth | | | | | | 3 | | |
| This group is hardworking and has a good work ethic | 6.3 | 0.7 | Mgr | | | | | | 7 | 4 | |
| | | | Peer | | | | | 9 | 8 | 13 | |
| | | | Rpt | | | | | 4 | 13 | 15 | |
| | | | Oth | | | | | | | 3 | |
| This group has the right knowledge and ability to be very effective | 5.9 | 0.9 | Mgr | | | | 1 | 1 | 5 | 4 | |
| | | | Peer | | | | 7 | 6 | 11 | 6 | |
| | | | Rpt | | | | | 3 | 18 | 10 | 1 |
| | | | Oth | | | | | 1 | 1 | 1 | |
| This group has the right industry experience to be very effective | 6.0 | 1.1 | Mgr | | | | 1 | 1 | 4 | 5 | |
| | | | Peer | | | 1 | 6 | 3 | 10 | 10 | |
| | | | Rpt | | | | 2 | 6 | 10 | 13 | 1 |
| | | | Oth | | | | | 1 | 1 | 1 | |
| This group has very effective time management and organizational skills | 5.4 | 1.0 | Mgr | | | 1 | 1 | 1 | 6 | 1 | 1 |
| | | | Peer | | 1 | 2 | 4 | 13 | 10 | | |
| | | | Rpt | | | | 1 | 8 | 20 | 1 | 2 |
| | | | Oth | | | | | | 1 | 2 | |
| This group is very effective in setting and managing his/her work priorities | 5.4 | 1.0 | Mgr | | 1 | | | 3 | 5 | 1 | 1 |
| | | | Peer | | 1 | 1 | 6 | 6 | 15 | | 1 |
| | | | Rpt | | | | 3 | 6 | 18 | 1 | 4 |
| | | | Oth | | | | | | 1 | 2 | |
| This group effectively uses goals and performance indicators to drive improved performance | 5.3 | 1.1 | Mgr | | | | 1 | 4 | 5 | 1 | |
| | | | Peer | | 2 | 1 | 6 | 12 | 7 | 2 | |
| | | | Rpt | | | 1 | 2 | 6 | 16 | 3 | 4 |
| | | | Oth | | | | | | 2 | | 1 |
| This group completes work in a professional manner | 5.6 | 0.7 | Mgr | | | | 1 | 2 | 7 | 1 | |
| | | | Peer | | | | 1 | 16 | 13 | | |
| | | | Rpt | | | | 3 | 4 | 18 | 5 | 2 |
| | | | Oth | | | | | | 3 | | |

| Item | Mean | SD | Rater Group | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N/A |
|---|------|-----|-------------|---|---|---|---|----|----|----|-----|
| This group performs to a high standard on challenging assignments | 5.6 | 0.8 | Mgr | | | | 1 | 2 | 7 | 1 | |
| | | | Peer | | | | 3 | 16 | 11 | | |
| | | | Rpt | | | | 2 | 5 | 17 | 4 | 4 |
| | | | Oth | | | | | 1 | 1 | 1 | |
| This group consistently delivers good results | 5.6 | 0.7 | Mgr | | | | 2 | 2 | 5 | 1 | 1 |
| | | | Peer | | | | 4 | 13 | 13 | | |
| | | | Rpt | | | | | 6 | 18 | 3 | 5 |
| | | | Oth | | | | | | 2 | | 1 |
| This group produces high-quality and error-free work | 5.5 | 0.8 | Mgr | | | | 1 | 3 | 6 | | 1 |
| | | | Peer | | | | 7 | 14 | 8 | 1 | |
| | | | Rpt | | | 1 | | 5 | 17 | 4 | 5 |
| | | | Oth | | | | | | 3 | | |
| This group brings a positive attitude to work | 5.6 | 0.9 | Mgr | | | | 1 | 2 | 5 | 3 | |
| | | | Peer | | | | 7 | 10 | 12 | 1 | |
| | | | Rpt | | | | 4 | 5 | 17 | 6 | |
| | | | Oth | | | | | 2 | 1 | | |
| This group has the passion to make a difference | 5.8 | 0.8 | Mgr | | | | | 2 | 9 | | |
| | | | Peer | | | | 2 | 11 | 11 | 6 | |
| | | | Rpt | | | 1 | 1 | 6 | 17 | 5 | 2 |
| | | | Oth | | | | | 1 | 2 | | |
| This group is assertive and energetic | 5.7 | 1.0 | Mgr | | | | 1 | 3 | 6 | 1 | |
| | | | Peer | | | | 2 | 3 | 9 | 11 | 5 |
| | | | Rpt | | | | 1 | 7 | 15 | 9 | |
| | | | Oth | | | | 1 | | 2 | | |
| This group is very competitive and driven | 5.8 | 1.1 | Mgr | | | | 1 | 1 | 2 | 5 | 2 |
| | | | Peer | | | | 1 | 10 | 4 | 7 | 8 |
| | | | Rpt | | | | | 1 | 16 | 13 | 2 |
| | | | Oth | | | | 1 | | 1 | 1 | |
| This group holds others accountable for completing their work | 5.7 | 0.9 | Mgr | | | | 1 | 2 | 7 | 1 | |
| | | | Peer | | | | 1 | 5 | 6 | 14 | 4 |
| | | | Rpt | | | | 1 | 7 | 16 | 6 | 2 |
| | | | Oth | | | | | 1 | 2 | | |
| This group holds people accountable to the organization's values and expectations | 5.6 | 0.7 | Mgr | | | | | 5 | 5 | | 1 |
| | | | Peer | | | | 4 | 13 | 12 | 1 | |
| | | | Rpt | | | | | 11 | 13 | 5 | 3 |
| | | | Oth | | | | | 1 | 2 | | |
| This group recognizes and challenges poor performance in others | 5.3 | 0.9 | Mgr | | | | 1 | 1 | 4 | 4 | 1 |
| | | | Peer | | | | 2 | 6 | 10 | 11 | 1 |
| | | | Rpt | | | | 3 | 10 | 13 | 2 | 4 |
| | | | Oth | | | | 1 | | | | 2 |
| This group works hard to improve morale | 4.9 | 1.2 | Mgr | | | | 4 | 3 | 3 | 1 | |
| | | | Peer | | 2 | 3 | 5 | 11 | 9 | | |
| | | | Rpt | | 1 | 2 | 9 | 10 | 5 | 4 | 1 |
| | | | Oth | | | | | 2 | | | 1 |

| Item | Mean | SD | Rater Group | 1 | 2 | 3 | 4 | 5 | 6 | 7 | N/A |
|---|------|-----|-------------|---|---|---|---|----|----|---|-----|
| This group helps create a positive working environment that encourages people to work to their full potential | 4.9 | 1.0 | Mgr | | | 1 | 2 | 3 | 4 | | 1 |
| | | | Peer | | 1 | 4 | 9 | 11 | 4 | 1 | |
| | | | Rpt | | | | 8 | 10 | 12 | 1 | 1 |
| | | | Oth | | | | | 2 | | | 1 |
| This group is effective in coaching and developing others | 4.8 | 1.0 | Mgr | | | | 3 | 4 | 2 | | 2 |
| | | | Peer | | | 4 | 8 | 10 | 8 | | |
| | | | Rpt | | | 2 | 9 | 12 | 4 | 4 | 1 |
| | | | Oth | | | | 2 | | 1 | | |
| This group is very effective in setting long-term stretch goals | 5.0 | 1.1 | Mgr | | | 1 | | 6 | 3 | 1 | |
| | | | Peer | | 1 | 4 | 8 | 11 | 6 | | |
| | | | Rpt | | | 1 | 3 | 11 | 9 | 3 | 5 |
| | | | Oth | | | | | 1 | 1 | | 1 |
| This group sets high expectations for performance and performance improvement | 5.5 | 0.8 | Mgr | | | | 1 | 3 | 7 | | |
| | | | Peer | | | 1 | 5 | 14 | 9 | 1 | |
| | | | Rpt | | | | 2 | 9 | 15 | 4 | 2 |
| | | | Oth | | | | | | 3 | | |
| This group promotes and communicates a long-term vision for our organization | 5.0 | 1.1 | Mgr | | | | | 7 | 3 | 1 | |
| | | | Peer | | 2 | 4 | 7 | 16 | 1 | | |
| | | | Rpt | | | 2 | 2 | 9 | 12 | 4 | 3 |
| | | | Oth | | | | | | 2 | 1 | |
| This group always looks for improvement opportunities and to deliver better results | 5.6 | 0.8 | Mgr | | | | | 4 | 7 | | |
| | | | Peer | | | | 5 | 15 | 9 | 1 | |
| | | | Rpt | | | 1 | 1 | 4 | 18 | 6 | 2 |
| | | | Oth | | | | | 2 | 1 | | |
| This group often suggests new and original ideas | 5.1 | 1.1 | Mgr | | | | 4 | 2 | 3 | 2 | |
| | | | Peer | | 1 | 2 | 9 | 14 | 3 | 1 | |
| | | | Rpt | | | | 4 | 8 | 14 | 3 | 3 |
| | | | Oth | | | | 2 | | 1 | | |
| This group thinks long-term about new opportunities | 5.5 | 1.1 | Mgr | | | | | 4 | 6 | 1 | |
| | | | Peer | | 1 | 4 | 3 | 13 | 8 | 1 | |
| | | | Rpt | | | | 2 | 4 | 17 | 7 | 2 |
| | | | Oth | | | | | 1 | | 2 | |

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 solid technical ability, experience, and knowledge | 5 | 2 | 14 | 9 | 87 |
| Works hard with a strong work ethic | 8 | 5 | 6 | 11 | 80 |
| Is competitive and determined | 5 | 10 | 6 | 5 | 63 |
| Is action-oriented and gets things done | 2 | 10 | 6 | 5 | 60 |
| Has high ethical standards and integrity | 6 | 1 | 6 | 6 | 50 |
| Has a professional approach | 3 | 5 | 5 | 3 | 40 |
| Is steady and calm under pressure | 3 | 6 | 5 | 2 | 38 |
| Is visionary and strategic | | 3 | 1 | 6 | 33 |
| Has a positive and enthusiastic attitude | 4 | 2 | 2 | 3 | 26 |
| Is well organized | 3 | 2 | 5 | 1 | 26 |
| Has strong leadership skills | 1 | 1 | 1 | 5 | 26 |
| Has strong people skills | | 4 | 1 | 3 | 23 |
| Is empathetic and supportive | 5 | 2 | 2 | 2 | 23 |
| Builds effective relationships | 3 | 4 | 2 | 1 | 21 |
| Strong communication skills | 1 | 1 | 3 | 2 | 20 |
| Makes the tough decisions | 5 | 2 | 2 | 1 | 19 |
| Sets clear goals and drives results | 3 | 2 | 1 | 2 | 18 |
| Good at planning and thinking ahead | 3 | 3 | | 2 | 17 |
| Shows loyalty | 1 | 3 | | 2 | 15 |
| Is customer focused, and good with clients | | 3 | | 2 | 14 |
| Is a positive role model | 1 | 1 | 2 | 1 | 13 |
| Is good at solving problems | 5 | | 1 | 1 | 12 |
| Challenges poor performance | 3 | 1 | 2 | | 11 |
| Suggests new and innovative ideas | 1 | 1 | 1 | 1 | 10 |
| Motivates and inspires others | | 1 | 2 | | 8 |
| Good sense of humor | 5 | 1 | | | 7 |

| Opportunities to Improve | 1 | 2 | 3 | 4 | Total Score |
|--|---|---|---|---|-------------|
| Motivate others and improve morale | 4 | 8 | 5 | 6 | 59 |
| Give appropriate feedback | 1 | 6 | 6 | 5 | 51 |
| Share knowledge and resources | 6 | 4 | 3 | 5 | 43 |
| Stop taking on too much and spreading yourself too thin | 1 | 4 | 3 | 6 | 42 |
| Listen more and let others have their say | 1 | 6 | 5 | 3 | 40 |
| Communicate better | 2 | 3 | 2 | 6 | 38 |
| Build more effective relationships | 6 | 2 | 4 | 4 | 38 |
| Delegate more | 1 | 2 | 5 | 4 | 36 |
| Set clear goals and performance indicators | 1 | 4 | 5 | 3 | 36 |
| Be more available and visible in the workplace | 2 | 2 | 5 | 3 | 33 |
| Be less aggressive | 1 | 3 | 3 | 4 | 32 |
| Challenge poor performance | 5 | 4 | 1 | 4 | 32 |
| Improve your people and interpersonal skills | 4 | 1 | 3 | 4 | 31 |
| Be less moody and control your temper | 4 | 5 | 2 | 2 | 28 |
| Improve your time management and organizational skills | 1 | 2 | 3 | 3 | 26 |
| Be more of a team player | 3 | 2 | 4 | 1 | 23 |
| Be more assertive | 4 | 2 | 1 | 3 | 23 |
| Be more open to change | 3 | 3 | 3 | 1 | 22 |
| Show leadership on issues | 2 | 3 | 3 | 1 | 21 |
| Be more empathetic | 3 | 1 | 2 | 2 | 19 |
| Look at the big picture – the organization's overall goals | 5 | | 1 | 2 | 16 |
| More customer and/or client focus | | 3 | 2 | 1 | 16 |
| Be more action-oriented and make it happen | 4 | 1 | 2 | | 12 |
| Be more positive | 3 | 1 | 1 | 1 | 12 |
| Treat people fairly and without favouritism | 1 | | 1 | 1 | 8 |
| Acquire better job and/or industry knowledge | 2 | | | 1 | 6 |