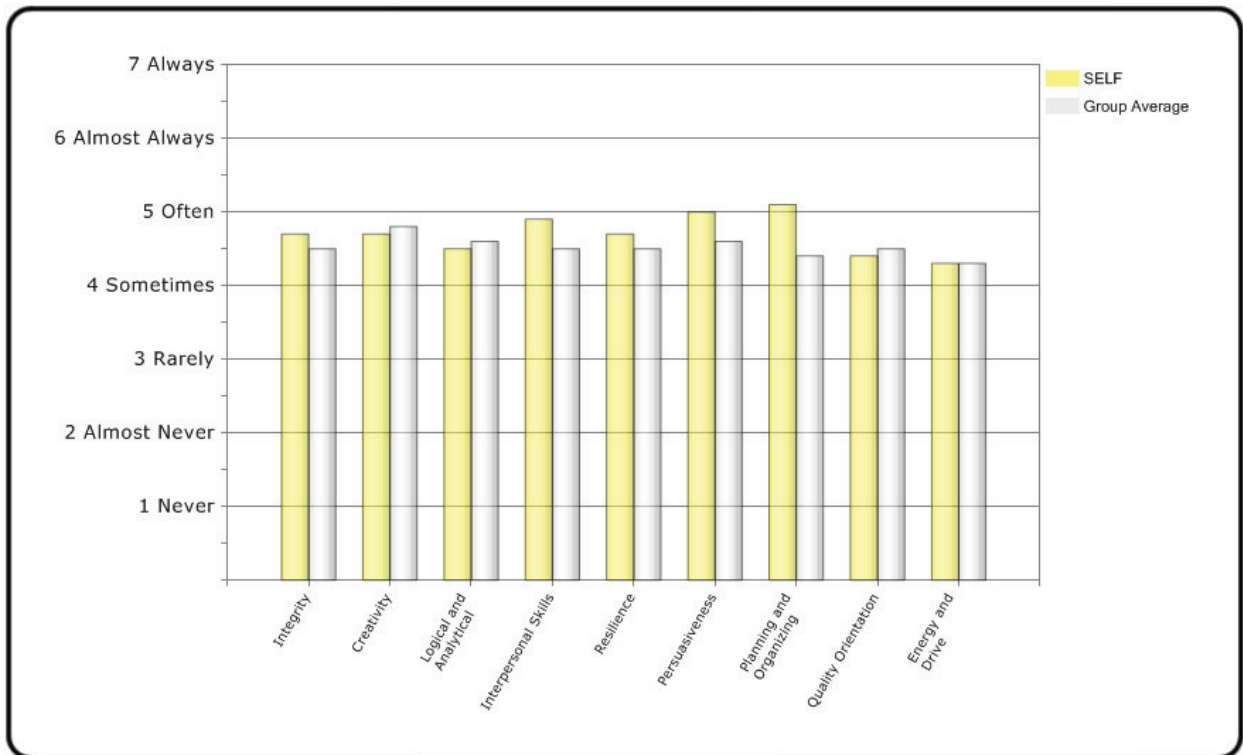


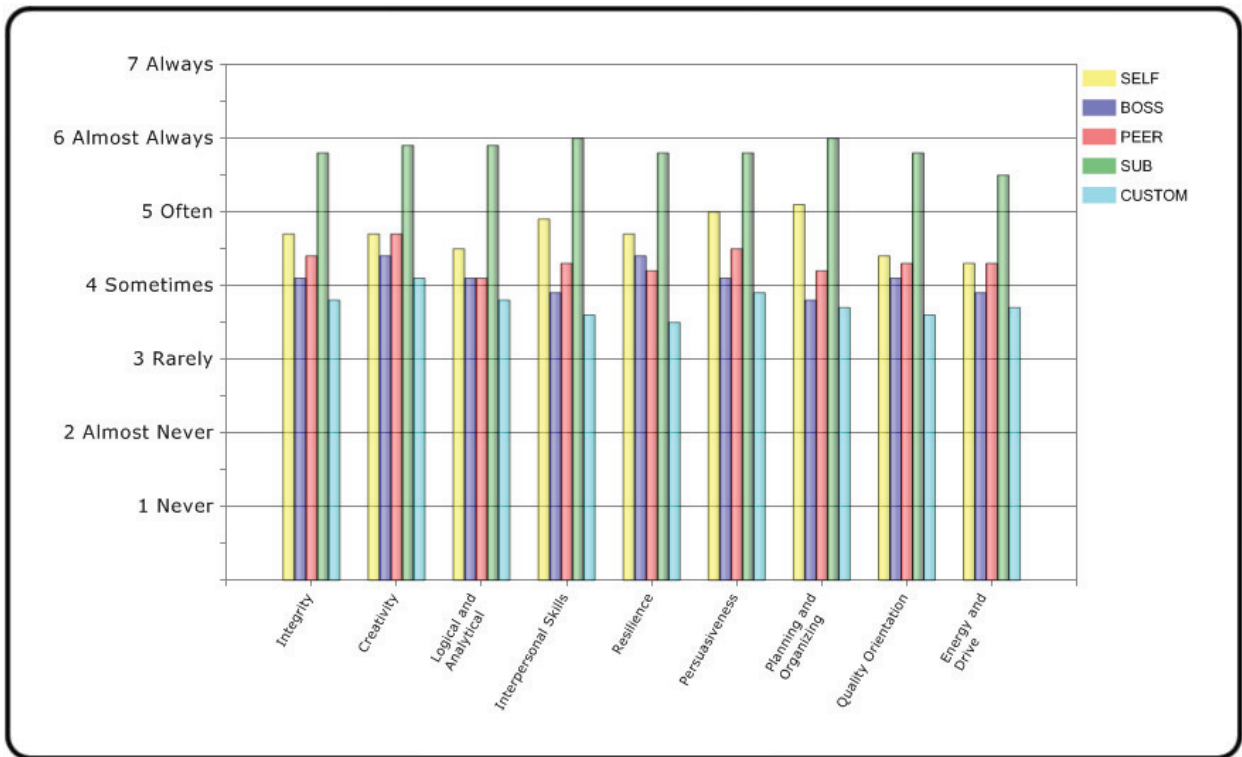


Raters	
SELF	Sally Sample
BOSS 1	Peter Atkins
BOSS 2	Calina Chaplin
PEER 1	Amanda Able
SUB 1	Harry Hall
SUB 2	Liz Howard
CUSTOM 1	Sue Nesbit
CUSTOM 2	Ricky Rorke

### Overall Summary Chart With Group Average



### Overall Summary Chart For Each Role



## Summary: Integrity

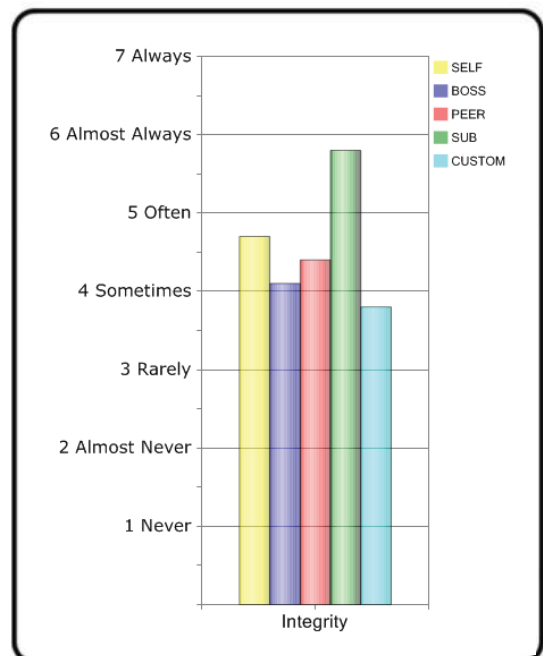
The tendency to be trustworthy, reliable and honest - someone who has a strong competency in this area can be relied upon to work independently, with only minimal supervision. They avoid taking inappropriate risks, are responsible and can be relied upon to act with due diligence.

### Highest Scoring Items

is able to work without the need for close supervision  
is sensitive to issues of risk  
has a high level of integrity

### Lowest Scoring Items

is honest in dealing with others  
can be relied upon to work independently  
does not need to be closely monitored by superiors



## Summary: Creativity

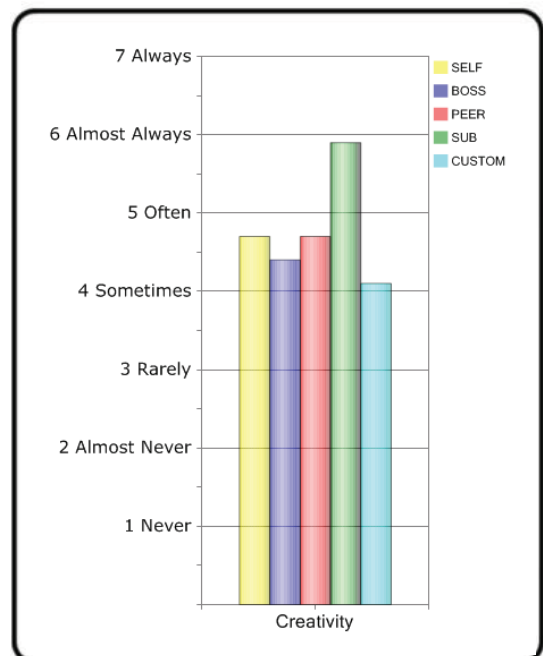
The capacity to think and act in a creative and innovative manner - someone who has a strong competence in this area is good at generating novel, innovative ideas. They are often described as having the ability to 'think outside of the box', in strategic ways. They often come up with original, creative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

### Highest Scoring Items

is a prolific ideas generator  
focuses on the bigger picture rather than on details  
good at understanding patterns and relationships in the big picture

### Lowest Scoring Items

is flexible and receptive to new ideas  
has a strategic approach to problems  
brings a creative and innovative approach to problem-solving



## Summary: Logical and Analytical

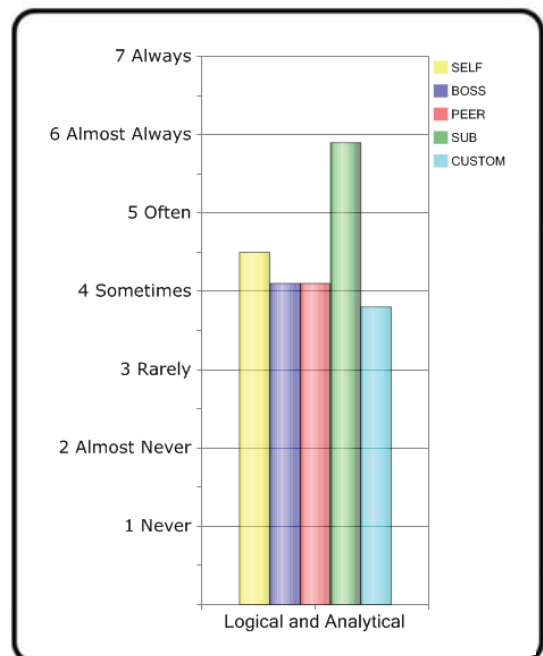
The capability to think in a logical and analytical manner - Someone who has a strong ability in this area is very rational. They base their decisions on a logical analysis of all the relevant information. They have a well tuned critical faculty and an ability for understanding mathematical/numerical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

### Highest Scoring Items

is good at analysing trends in numerical/statistical data  
bases decisions on all the available information  
critically appraises new information and ideas

### Lowest Scoring Items

critically evaluates new information and ideas  
is quick to identify relevant information and arguments  
makes decisions in a considered and well thought-out manner



## Summary: Interpersonal Skills

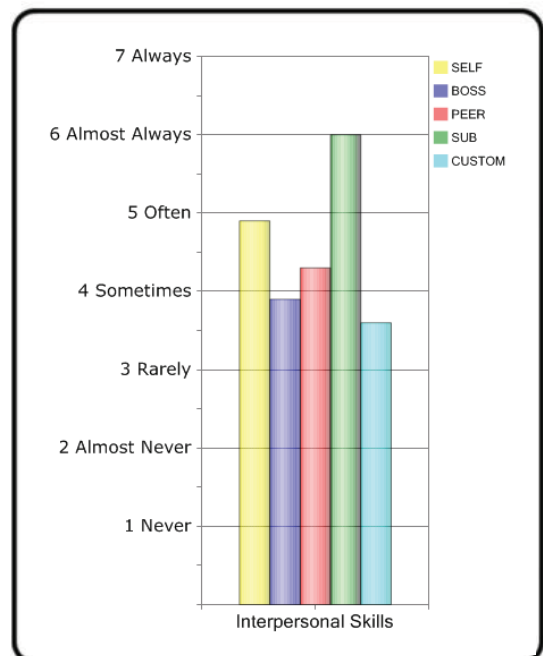
The capacity to build rapport with other people in a positive manner. Someone who has a strong competence in this area has a high level of interpersonal sensitivity and empathy. They are good at building and maintaining harmonious relationships, at resolving interpersonal conflicts and supporting colleagues.

### Highest Scoring Items

is supportive of colleagues  
effectively interprets the nuances in social situations  
is mindful of others' sensibilities

### Lowest Scoring Items

is concerned and considerate of colleagues  
relates well to colleagues  
has good relationships with colleagues



## Summary:Resilience

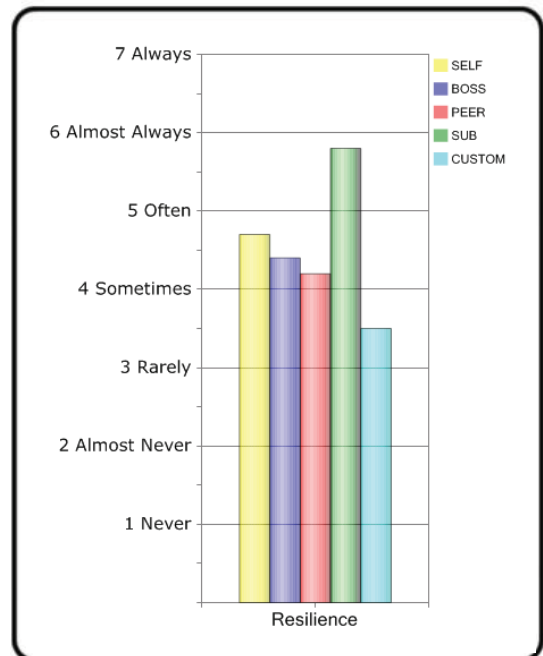
The tendency to remain objective and keep control of emotions in the face in criticism - Someone who has a strong competence in this area copes well with pressure and is generally calm and controlled. They have the ability to cope with emotionally charged situations and are unlikely to get flustered,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

### Highest Scoring Items

copes well with stress  
 copes effectively with pressure  
 is calm, patient and not pushy

### Lowest Scoring Items

is accepting and trusting of colleagues  
 is emotionally composed and not easily upset  
 does not easily lose his/her temper





## Summary: Persuasiveness

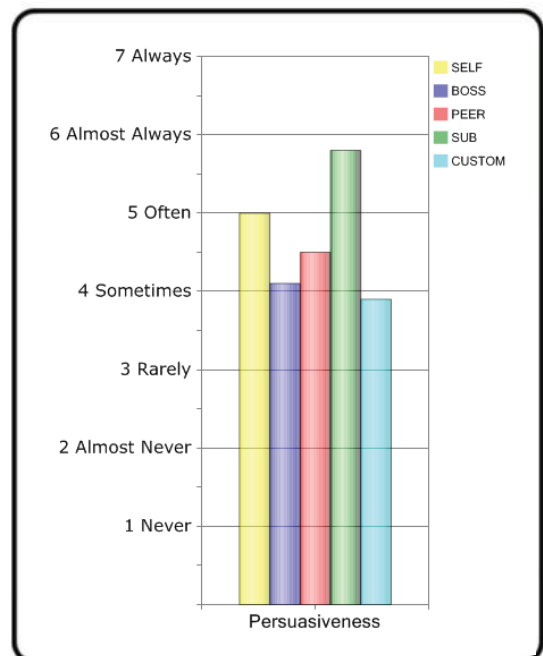
The capacity to convince others of an opinion both verbally and in writing - Someone who has a strong competence in this area is an effective speaker. They are often charismatic and have a strong social presence. They are good at breaking down communication barriers and bringing people round to their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

### Highest Scoring Items

produces written text which is easy to understand  
is an attentive listener  
is a good teacher/mentor

### Lowest Scoring Items

attends to what others are saying  
explains things in a clear and coherent manner  
writes in a clear, intelligible way



## Summary: Planning and Organizing

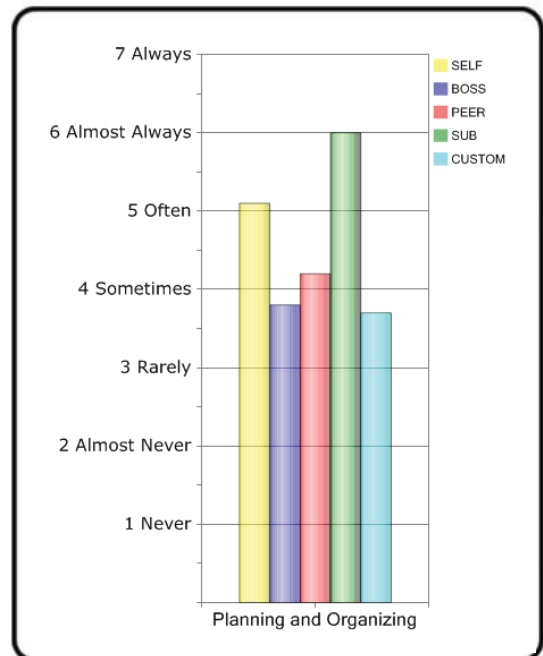
The capacity to effectively organise own and others work and to plan for all contingencies to ensure optimal outcome - Someone who has a strong competence in this area works within timeframes and delegates work appropriately. They plan work loads and break work down into realistic, achievable sub-goals.

### Highest Scoring Items

prioritises work effectively  
 accurately appraises the priority of tasks  
 creates detailed plans and schedules

### Lowest Scoring Items

plans flexibly for foreseeable contingencies  
 delegates appropriate levels of work to colleagues/subordinates  
 ensures that work is not left to the last minute



## Summary:Quality Orientation

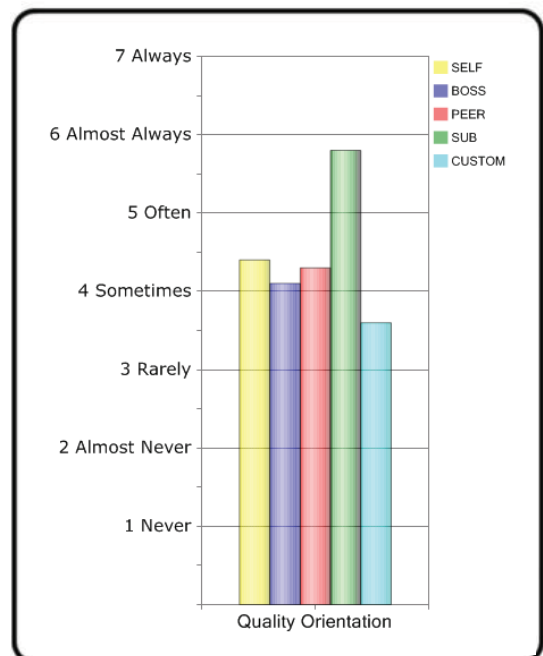
The capacity to attend to detail, produce work that is accurate and of a high standard - Someone with this competency has high standards. They attend to detail and are systematic and orderly in their work. They see tasks through to the end and stay focused on one task at a time.

### Highest Scoring Items

set high standards for themselves and others  
 is a good completer/finisher  
 follows rules and procedures diligently

### Lowest Scoring Items

sees tasks through to the end  
 attends to the small details of tasks  
 attends to the detailed requirements of tasks



## Summary:Energy and Drive

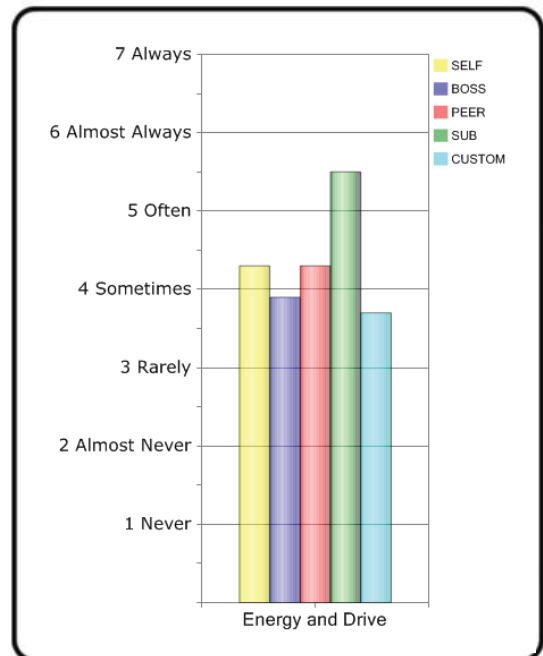
The capacity to maintain high levels of drive, energy and enthusiasm - Someone with this competency has high levels of energy and drive and does not tire easily. They are enthusiastic about their work, self-motivated and committed. They take the initiative and display passion and pride in their work.

### Highest Scoring Items

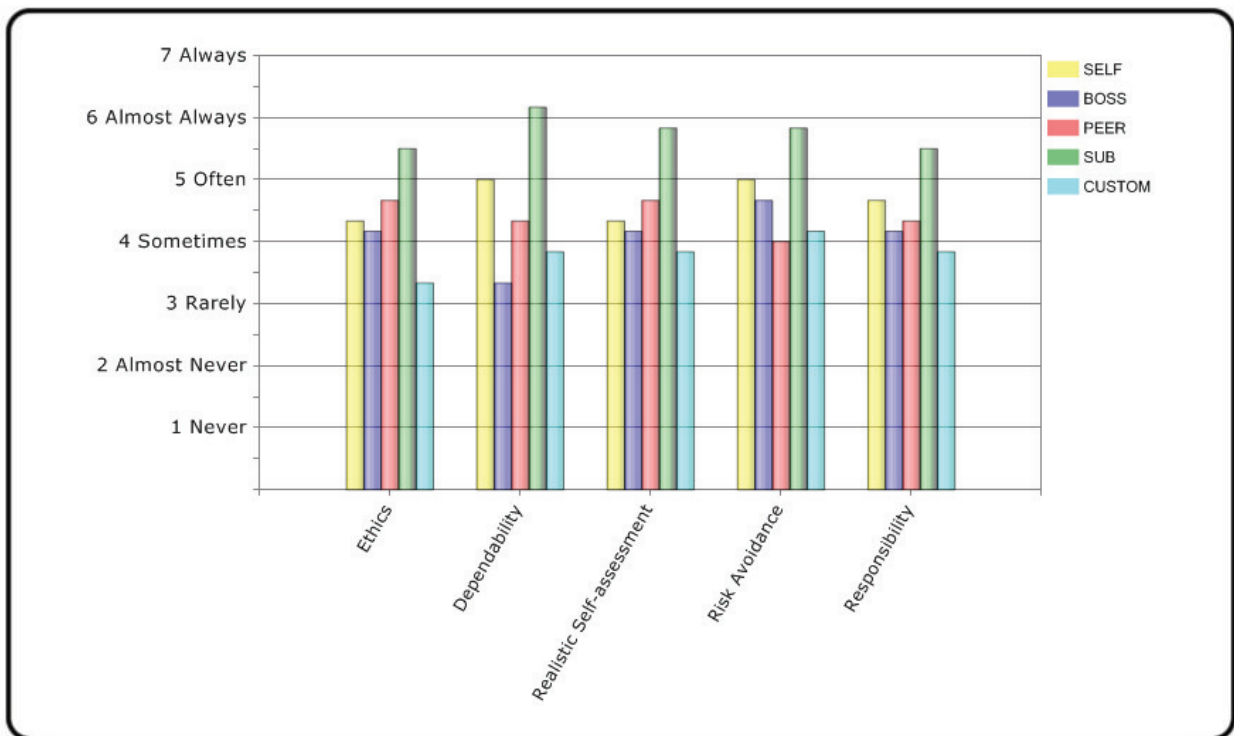
motivates others  
 is a self-starter who is driven to succeed  
 is results orientated

### Lowest Scoring Items

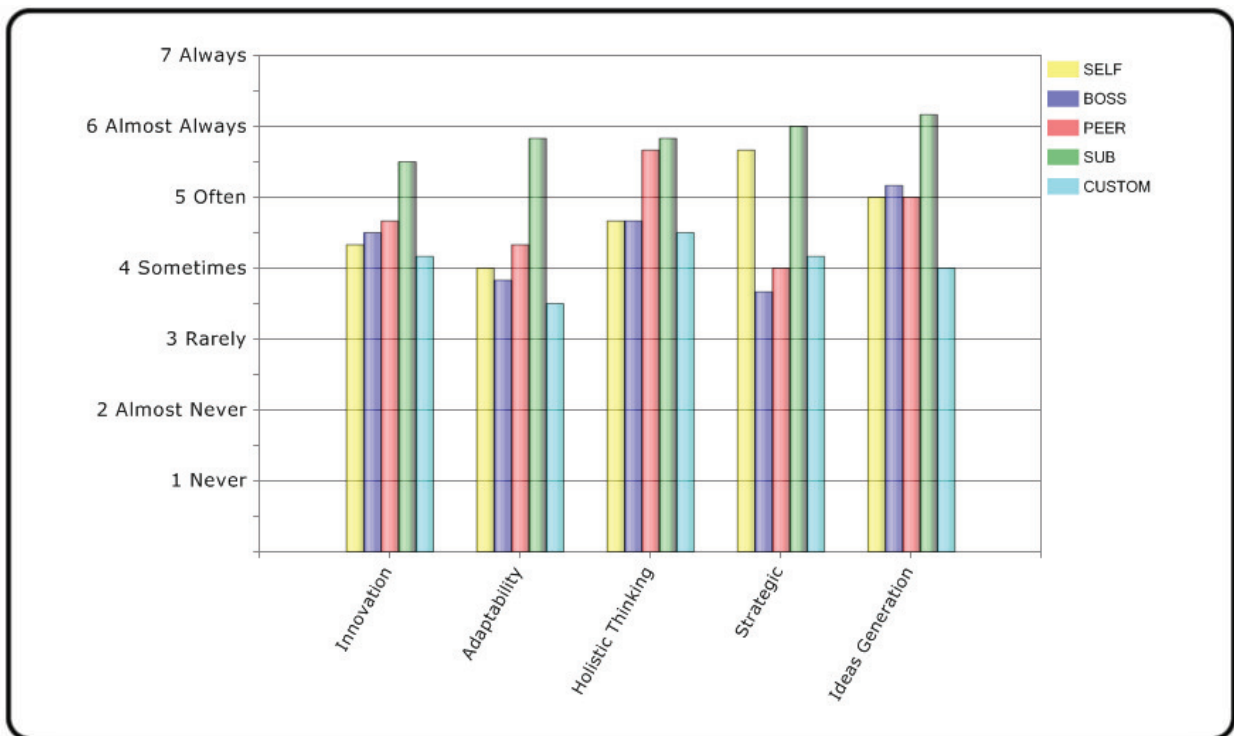
is goal orientated  
 has the ability to get the best out of people  
 has sufficient stamina to meet work demands



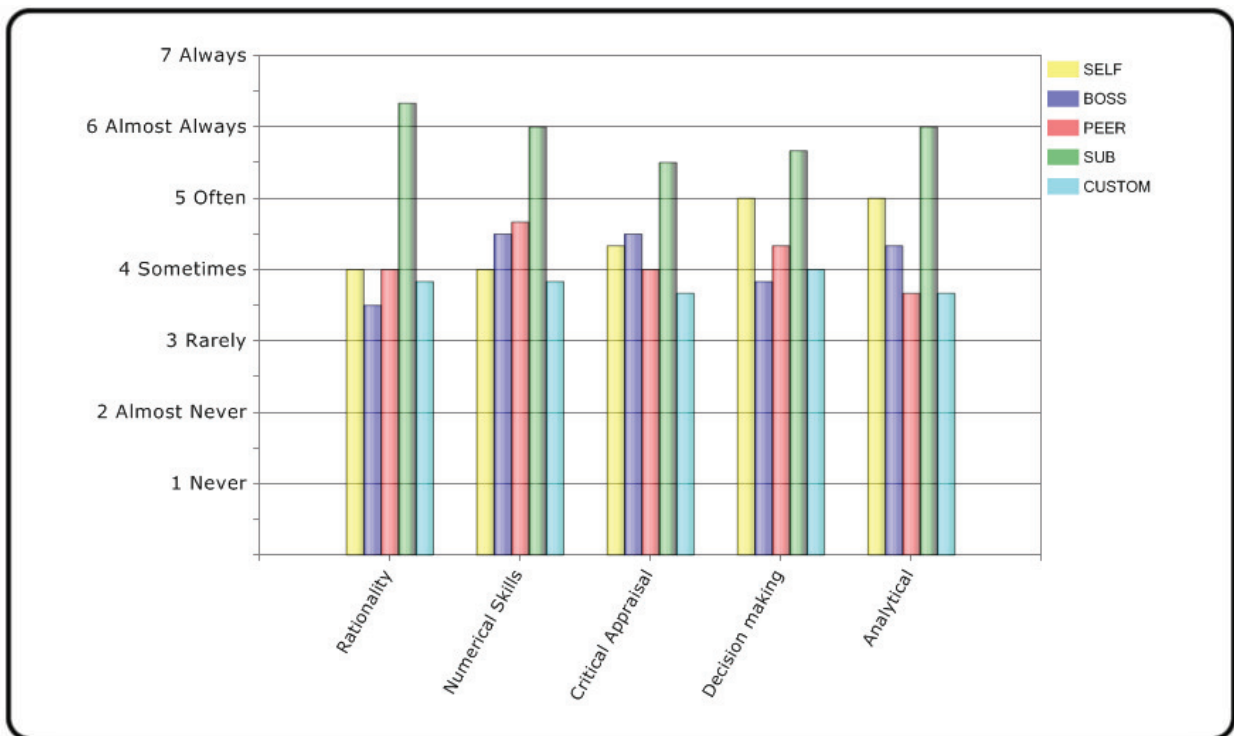
## Summary: Integrity



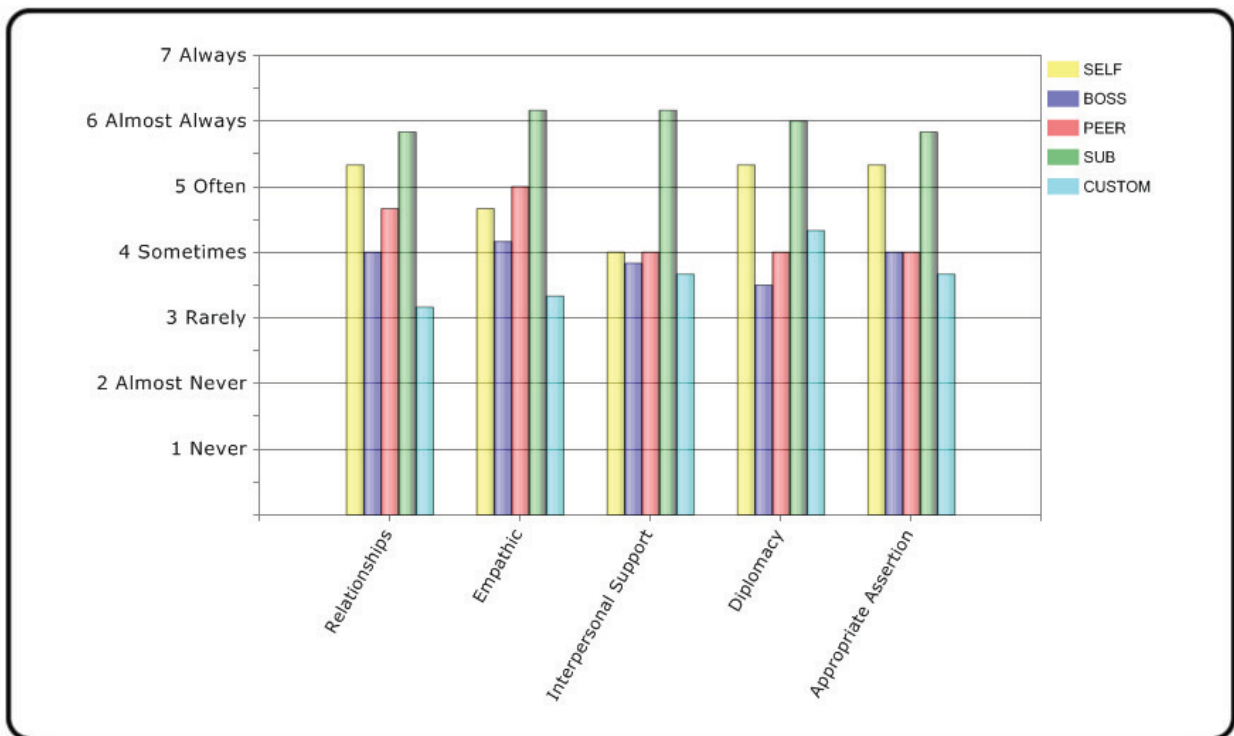
## Summary: Creativity



## Summary: Logical and Analytical

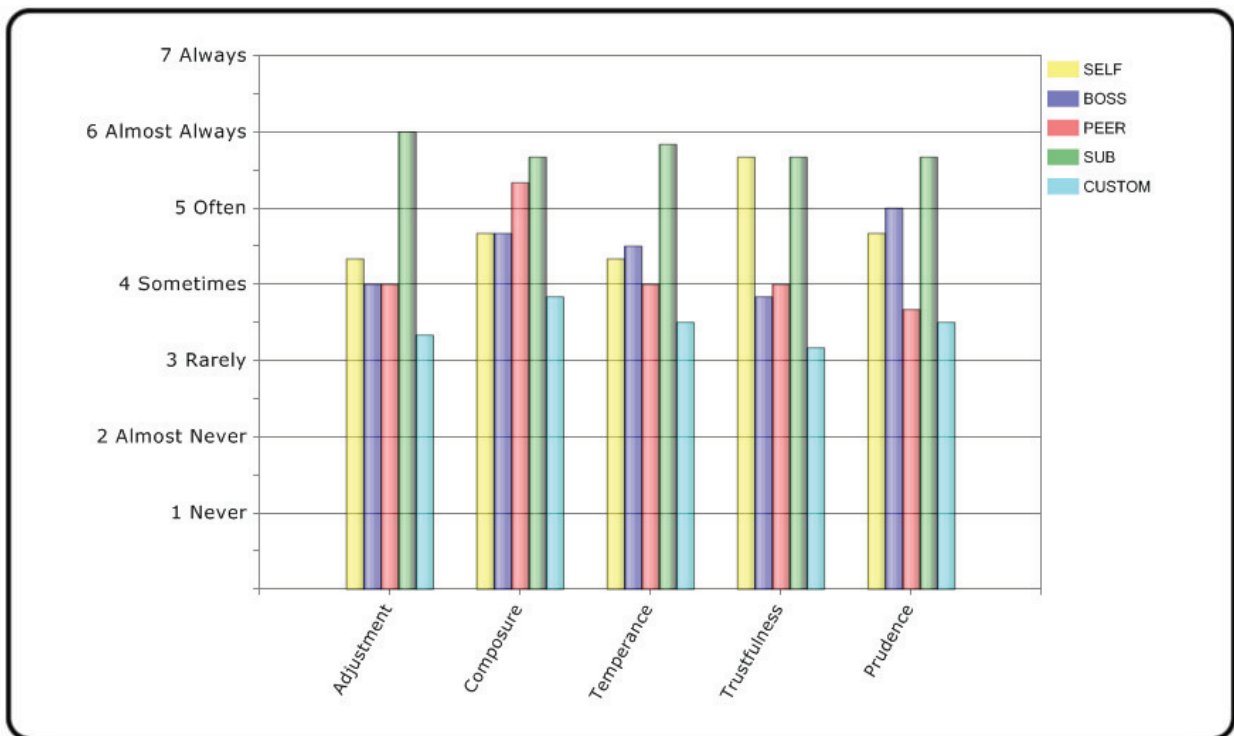


## Summary: Interpersonal Skills

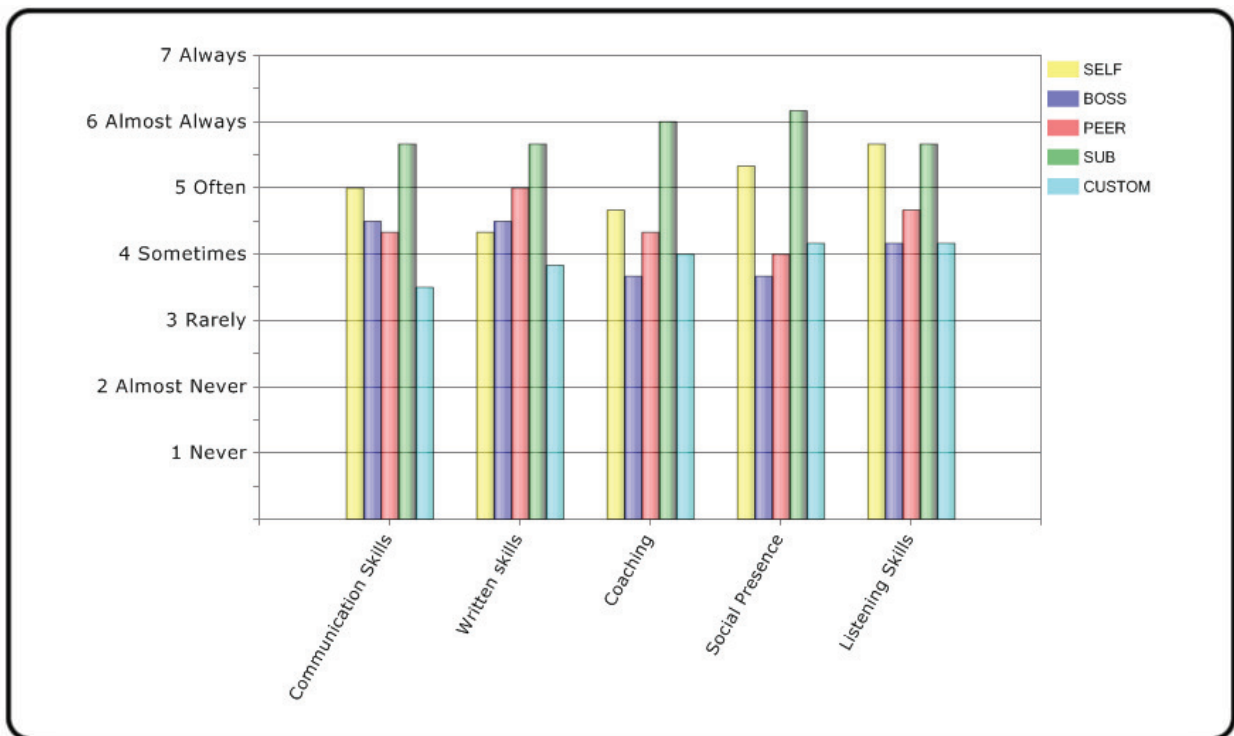




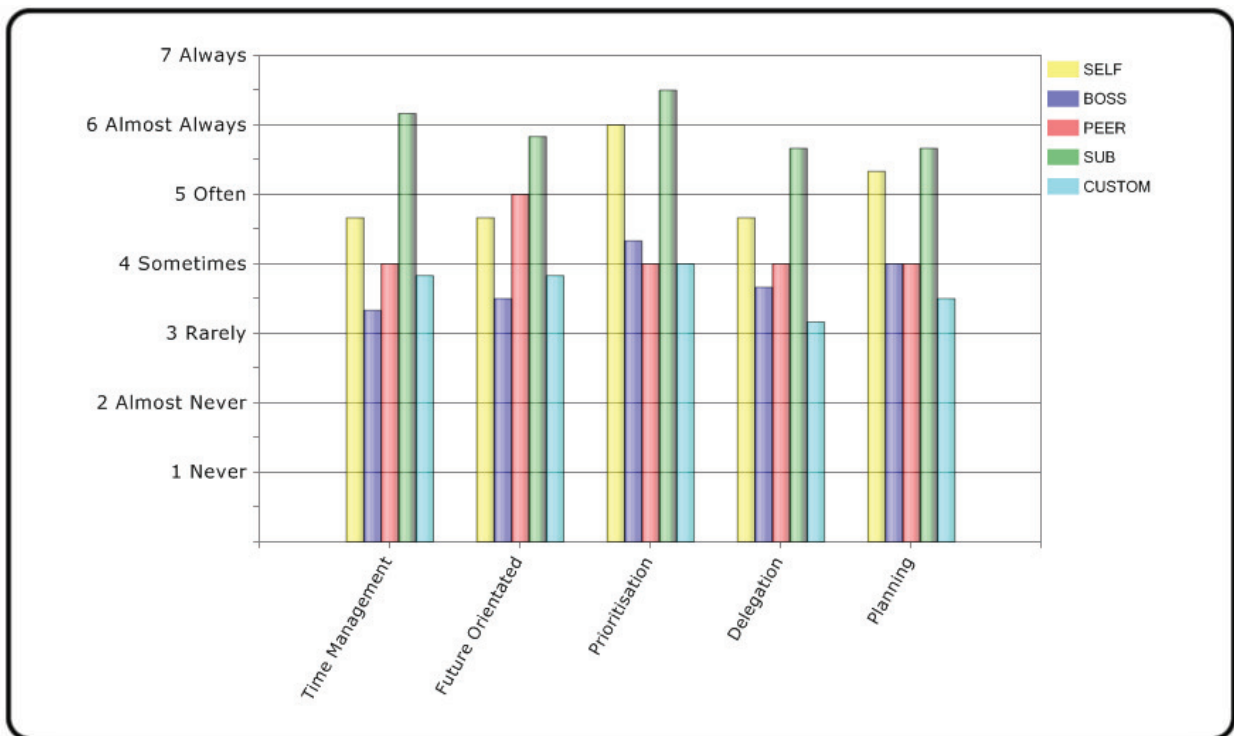
## Summary:Resilience



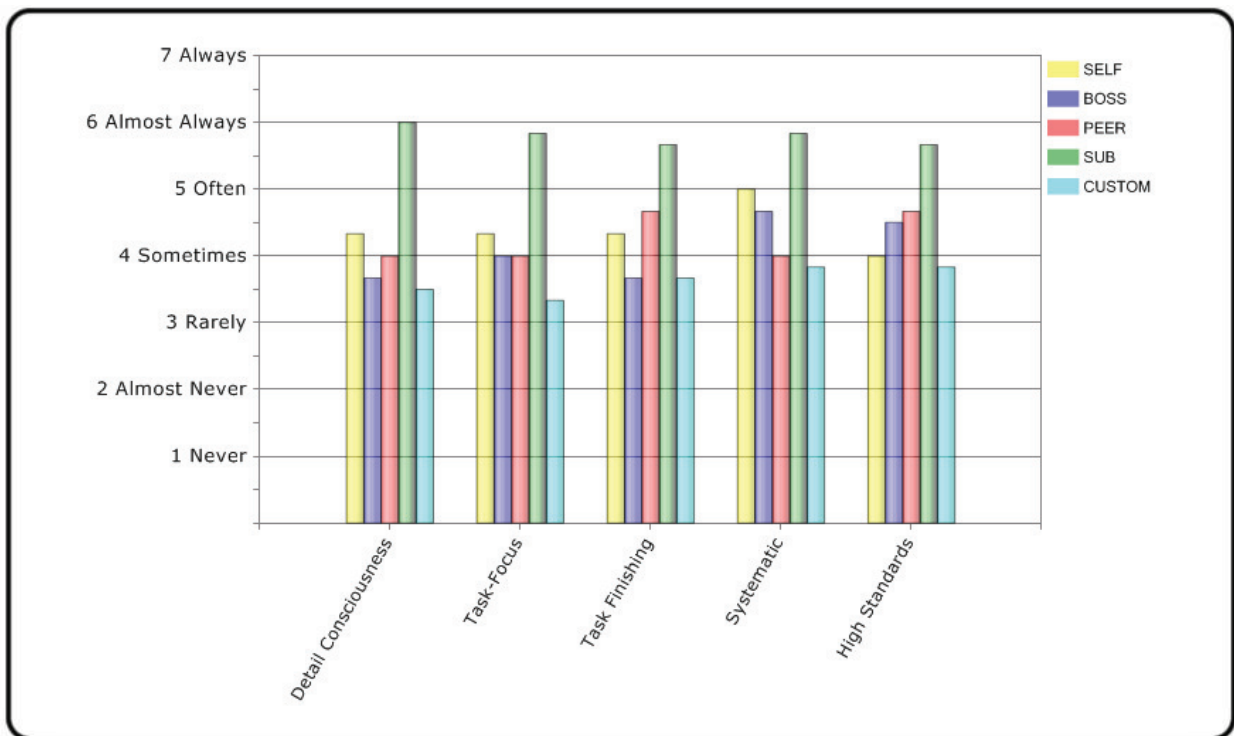
## Summary: Persuasiveness



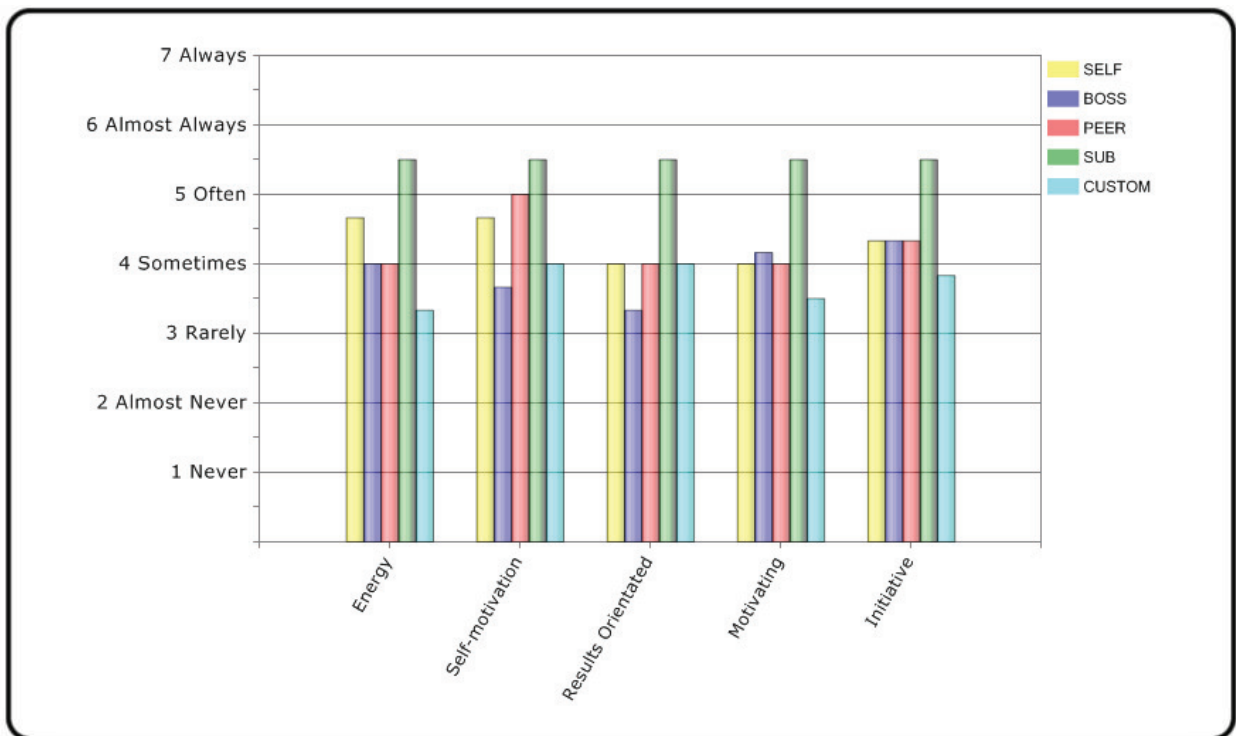
## Summary: Planning and Organizing



## Summary:Quality Orientation



## Summary:Energy and Drive



<b>Integrity</b>	SELF	BOSS	PEER	SUB	CUSTOM	All
<b>Ethics</b>						
has high ethical standards	5	4	4	5.5	4	4.4
has a high level of integrity	4	5	7	5.5	3	4.9
is honest in dealing with others	4	3.5	3	5.5	3	3.9
<b>Dependability</b>						
is able to work without the need for close supervision	5	4	5	6.5	4.5	5
can be relied upon to work independently	5	2.5	4	6	3.5	4
does not need to be closely monitored by superiors	5	3.5	4	6	3.5	4.3
<b>Realistic Self-assessment</b>						
accurately appraises personal strengths and weaknesses	4	5	4	5.5	3.5	4.6
accurately appraises limitations in their area(s) of expertise	4	4.5	6	5.5	3.5	4.7
accurately appraises their ability and limitations	5	3	4	6.5	4.5	4.6
<b>Risk Avoidance</b>						
does not take unnecessary risks	4	4	4	5.5	4	4.4
is sensitive to issues of risk	5	5.5	5	5.5	4	5
is cautious and avoids risk	6	4.5	3	6.5	4.5	4.9
<b>Responsibility</b>						
accepts responsibility for their own mistakes	6	4.5	4	5.5	4.5	4.7
does not blame other people for mistakes/errors they have not made	4	3.5	6	5.5	3.5	4.4
is open to discussing work problems/difficulties	4	4.5	3	5.5	3.5	4.3
<b>Overall Rating</b>	<b>4.7</b>	<b>4.1</b>	<b>4.4</b>	<b>5.8</b>	<b>3.8</b>	<b>4.5</b>

<b>Creativity</b>	SELF	BOSS	PEER	SUB	CUSTOM	All
<b>Innovation</b>						
finds novel, inventive solutions to problems	5	5	4	5.5	4.5	4.9
brings a creative and innovative approach to problem-solving	4	4.5	4	5.5	3.5	4.4
generates new solutions to problems	4	4	6	5.5	4.5	4.9
<b>Adaptability</b>						
is open to new ideas and concepts	4	5	4	6	4	4.9
has an adaptable and flexible thinking style	4	3	6	6	3.5	4.4
is flexible and receptive to new ideas	4	3.5	3	5.5	3	3.9
<b>Holistic Thinking</b>						
focuses on the bigger picture rather than on details	4	5.5	7	6	3.5	5.3
good at understanding patterns and relationships in the big picture	5	4.5	7	5.5	4.5	5.1
takes a holistic perspective, focusing on the "big picture"	5	4	3	6	5.5	4.9
<b>Strategic</b>						
plans for long-term benefit	6	4.5	4	6	4	4.7
appreciates how current actions and events influence future outcomes	7	3	4	6.5	5	4.7
has a strategic approach to problems	4	3.5	4	5.5	3.5	4.1
<b>Ideas Generation</b>						
is a prolific ideas generator	6	6	7	5.5	4.5	5.6
is good at generating new ideas	4	4	4	7	4	4.9
has many new, radical ideas	5	5.5	4	6	3.5	4.9
<b>Overall Rating</b>	<b>4.7</b>	<b>4.4</b>	<b>4.7</b>	<b>5.9</b>	<b>4.1</b>	<b>4.8</b>

<b>Logical and Analytical</b>	SELF	BOSS	PEER	SUB	CUSTOM	ALL
<b>Rationality</b>						
approaches problems in a logical, well reasoned way	4	5	5	5.5	4	4.9
bases decisions on a rational analysis of the facts	4	2.5	4	7	3	4.1
is clear thinking, logical and analytical	4	3	3	6.5	4.5	4.4
<b>Numerical Skills</b>						
is good at analysing trends in numerical/statistical data	4	6	5	5.5	4.5	5.3
has a good grasp of financial/numerical data	4	4	4	7	4	4.9
understands mathematical ideas/concepts	4	3.5	5	5.5	3	4.1
<b>Critical Appraisal</b>						
critically appraises new information and ideas	4	6.5	5	5.5	3	5
critically scrutinises new ideas/information	4	3.5	4	5.5	4.5	4.4
critically evaluates new information and ideas	5	3.5	3	5.5	3.5	4
<b>Decision making</b>						
bases decisions on all the available information	4	4	5	6	5.5	5.1
makes decisions in a considered and well thought-out manner	4	3.5	4	5.5	3	4
decision-making is based on sound reasoning and judgement	7	4	4	5.5	3.5	4.3
<b>Analytical</b>						
effectively identifies key issues and arguments	7	4.5	4	6.5	4	4.9
is quick to identify relevant information and arguments	4	3.5	4	5.5	3	4
quickly understands the implications of information and arguments	4	5	3	6	4	4.7
<b>Overall Rating</b>	<b>4.5</b>	<b>4.1</b>	<b>4.1</b>	<b>5.9</b>	<b>3.8</b>	<b>4.6</b>



<b>Interpersonal Skills</b>	SELF	BOSS	PEER	SUB	CUSTOM	ALL
<b>Relationships</b>						
relates well to colleagues	6	4	4	5.5	3	4.1
has good relationships with colleagues	6	4	4	5.5	3.5	4.3
fosters good working relationships with colleagues	4	4	6	6.5	3	4.7
<b>Empathic</b>						
accurately anticipates others' reactions to events/situations	5	4	4	6	3.5	4.4
effectively interprets the nuances in social situations	5	5	5	7	3	5
is insightful with regard to others' thoughts/feelings	4	3.5	6	5.5	3.5	4.4
<b>Interpersonal Support</b>						
is supportive of colleagues	4	4.5	5	6	4.5	5
shows genuine concern about colleagues' welfare	4	3.5	4	6.5	3	4.3
is concerned and considerate of colleagues	4	3.5	3	6	3.5	4.1
<b>Diplomacy</b>						
is mindful of others' sensibilities	5	4.5	4	6.5	4	4.9
exercises diplomacy and discretion	5	2.5	5	6	4	4.3
is tactful and avoids upsetting others	6	3.5	3	5.5	5	4.4
<b>Appropriate Assertion</b>						
has clear expectations of colleagues/staff	5	4.5	4	5.5	3.5	4.4
is assertive in an appropriate and constructive manner	7	4	4	6.5	3.5	4.6
is assertive in a direct, non-aggressive manner	4	3.5	4	5.5	4	4.3
<b>Overall Rating</b>	<b>4.9</b>	<b>3.9</b>	<b>4.3</b>	<b>6</b>	<b>3.6</b>	<b>4.5</b>

<b>Resilience</b>	SELF	BOSS	PEER	SUB	CUSTOM	ALL
<b>Adjustment</b>						
is emotionally stable and not temperamental	4	4	5	5.5	4	4.6
is stable, predictable and even-tempered	5	4	4	7	3	4.6
is emotionally composed and not easily upset	4	4	3	5.5	3	4
<b>Composure</b>						
copers well with stress	4	5	7	5.5	4	5.1
copers effectively with pressure	5	5	5	6	4	5
does not panic in a crisis	5	4	4	5.5	3.5	4.3
<b>Temperance</b>						
is calm, patient and not pushy	5	4.5	4	5.5	4.5	4.7
is patient and non-confrontational in dealings with others	4	5	5	6	3	4.7
does not easily lose his/her temper	4	4	3	6	3	4.1
<b>Trustfulness</b>						
takes criticism in a constructive manner	5	4	4	5.5	3.5	4.3
accepts instructions in a positive manner	7	4.5	4	6	3	4.4
is accepting and trusting of colleagues	5	3	4	5.5	3	3.9
<b>Prudence</b>						
responds to situations in a measured way, avoiding impulsive action	4	4.5	4	5.5	3.5	4.4
responds to situations in a well considered manner	5	5.5	4	5.5	3.5	4.7
is restrained and measured, avoiding rash, impetuous action	5	5	3	6	3.5	4.6
<b>Overall Rating</b>	<b>4.7</b>	<b>4.4</b>	<b>4.2</b>	<b>5.8</b>	<b>3.5</b>	<b>4.5</b>

<b>Persuasiveness</b>	SELF	BOSS	PEER	SUB	CUSTOM	ALL
<b>Communication Skills</b>						
is a clear, effective speaker	4	4.5	5	5.5	3	4.4
is a good communicator	5	4.5	4	5.5	4.5	4.7
effective at communicating their point of view	6	4.5	4	6	3	4.4
<b>Written skills</b>						
produces written text which is easy to understand	4	6	5	6	4	5.3
has good written skills	4	4	4	5.5	4.5	4.6
writes in a clear, intelligible way	5	3.5	6	5.5	3	4.3
<b>Coaching</b>						
is a good teacher/mentor	4	4.5	5	6	4	4.9
explains things in a clear and coherent manner	5	3.5	4	5.5	4	4.3
is good at helping others learn/develop new skills	5	3	4	6.5	4	4.4
<b>Social Presence</b>						
is a persuasive speaker	5	4	4	6	4	4.6
is a convincing speaker	7	4	4	5.5	4	4.4
is successful at bringing people round to their point of view	4	3	4	7	4.5	4.7
<b>Listening Skills</b>						
gives due consideration to others expressed opinions	6	4.5	4	6	4	4.7
is an attentive listener	5	4.5	6	5.5	5.5	5.3
attends to what others are saying	6	3.5	4	5.5	3	4
<b>Overall Rating</b>	<b>5</b>	<b>4.1</b>	<b>4.5</b>	<b>5.8</b>	<b>3.9</b>	<b>4.6</b>

<b>Planning and Organizing</b>	SELF	BOSS	PEER	SUB	CUSTOM	ALL
<b>Time Management</b>						
manages time effectively	6	4.5	4	5.5	4.5	4.7
meets deadlines	4	2.5	4	7	3.5	4.3
ensures that work is not left to the last minute	4	3	4	6	3.5	4.1
<b>Future Orientated</b>						
thinks ahead	4	4	4	6	3	4.3
effectively anticipates problems	4	3.5	7	6	3.5	4.7
plans ahead to avoid potential difficulties	6	3	4	5.5	5	4.4
<b>Prioritisation</b>						
prioritises work effectively	5	4.5	5	6.5	4.5	5.1
accurately appraises the priority of tasks	6	5	4	7	3.5	5
attends to work demands in order of priority	7	3.5	3	6	4	4.3
<b>Delegation</b>						
delegates work appropriately	4	4	5	5.5	3	4.3
delegates appropriate levels of work to colleagues/subordinates	4	3	4	5.5	3	3.9
happy to delegate work to others	6	4	3	6	3.5	4.3
<b>Planning</b>						
creates detailed plans and schedules	5	4.5	5	5.5	4	4.7
effectively breaks work down into achievable sub-goals	5	4.5	4	6	3.5	4.6
plans flexibly for foreseeable contingencies	6	3	3	5.5	3	3.7
<b>Overall Rating</b>	<b>5.1</b>	<b>3.8</b>	<b>4.2</b>	<b>6</b>	<b>3.7</b>	<b>4.4</b>

<b>Quality Orientation</b>	SELF	BOSS	PEER	SUB	CUSTOM	ALL
<b>Detail Consciousness</b>						
attends to the detailed requirements of tasks	4	4	4	5.5	3	4.1
does not make careless mistakes	5	4	5	6	4.5	4.9
attends to the small details of tasks	4	3	3	6.5	3	4
<b>Task-Focus</b>						
focuses on one task at a time	4	5	4	5.5	3	4.4
maintains task-focus	4	3.5	4	5.5	3.5	4.1
stays focussed on the task at hand	5	3.5	4	6.5	3.5	4.4
<b>Task Finishing</b>						
is a good completer/finisher	4	5.5	4	5.5	4	4.9
ensures tasks are completed	4	2.5	7	5.5	3.5	4.3
sees tasks through to the end	5	3	3	6	3.5	4
<b>Systematic</b>						
follows rules and procedures diligently	5	5.5	4	5.5	4	4.9
is systematic and organised	6	3.5	5	5.5	4	4.4
has an orderly and methodical approach to work	4	5	3	6.5	3.5	4.7
<b>High Standards</b>						
set high standards for themselves and others	4	6	6	6	3.5	5.3
is motivated to produce work of a high standard	4	4	5	5.5	4	4.6
consistently produces work that meets agreed quality standards	4	3.5	3	5.5	4	4.1
<b>Overall Rating</b>	<b>4.4</b>	<b>4.1</b>	<b>4.3</b>	<b>5.8</b>	<b>3.6</b>	<b>4.5</b>

<b>Energy and Drive</b>	SELF	BOSS	PEER	SUB	CUSTOM	ALL
<b>Energy</b>						
has sufficient energy to meet demanding work schedules	6	4.5	4	5.5	4	4.6
has high levels of energy and activity	4	3.5	5	5.5	3	4.1
has sufficient stamina to meet work demands	4	4	3	5.5	3	4
<b>Self-motivation</b>						
is motivated and enthusiastic about work	5	4.5	4	5.5	3.5	4.4
is a self-starter who is driven to succeed	5	3.5	7	5.5	4	4.7
is driven to succeed	4	3	4	5.5	4.5	4.3
<b>Results Orientated</b>						
is results orientated	4	4.5	5	5.5	4	4.7
achieves results	4	2.5	4	5.5	5	4.3
is goal orientated	4	3	3	5.5	3	3.7
<b>Motivating</b>						
motivates others	4	5	5	5.5	4	4.9
is effective in encouraging and enthusing others	4	4	4	5.5	3	4.1
has the ability to get the best out of people	4	3.5	3	5.5	3.5	4
<b>Initiative</b>						
takes the initiative	4	4.5	4	5.5	4	4.6
is motivated to come forward and take the initiative	4	3.5	5	5.5	3.5	4.3
is driven to take the initiative	5	5	4	5.5	4	4.7
<b>Overall Rating</b>	<b>4.3</b>	<b>3.9</b>	<b>4.3</b>	<b>5.5</b>	<b>3.7</b>	<b>4.3</b>

### Highest Ranked Items Across All Categories

	<b>Item</b>	<b>Category</b>
1	is a prolific ideas generator	Creativity
2	focuses on the bigger picture rather than on details	Creativity
3	is good at analysing trends in numerical/statistical data	Logical and Analytical
4	produces written text which is easy to understand	Persuasiveness
5	is an attentive listener	Persuasiveness
6	set high standards for themselves and others	Quality Orientation
7	good at understanding patterns and relationships in the big picture	Creativity
8	bases decisions on all the available information	Logical and Analytical
9	cope well with stress	Resilience
10	prioritises work effectively	Planning and Organizing

### Lowest Ranked Items Across All Categories

	<b>Item</b>	<b>Category</b>
1	is goal orientated	Energy and Drive
2	plans flexibly for foreseeable contingencies	Planning and Organizing
3	delegates appropriate levels of work to colleagues/subordinates	Planning and Organizing
4	is accepting and trusting of colleagues	Resilience
5	is flexible and receptive to new ideas	Creativity
6	is honest in dealing with others	Integrity
7	has sufficient stamina to meet work demands	Energy and Drive
8	has the ability to get the best out of people	Energy and Drive
9	attends to the small details of tasks	Quality Orientation
10	sees tasks through to the end	Quality Orientation

<b>Items Showing Significant Divergence From Self</b>			
<b>Item</b>	<b>Difference</b>	<b>Role</b>	<b>Category</b>
has a high level of integrity	3	PEER	Integrity
focuses on the bigger picture rather than on details	3	PEER	Creativity
is good at generating new ideas	3	SUB	Creativity
bases decisions on a rational analysis of the facts	3	SUB	Logical and Analytical
has a good grasp of financial/numerical data	3	SUB	Logical and Analytical
copers well with stress	3	PEER	Resilience
is successful at bringing people round to thier point of view	3	SUB	Persuasiveness
effectively anticipates problems	3	PEER	Planning and Organizing
meets deadlines	3	SUB	Planning and Organizing
ensures tasks are completed	3	PEER	Quality Orientation
is cautious and avoids risk	-3	PEER	Integrity
appreciates how current actions and events influence future outcomes	-3	PEER	Creativity
decision-making is based on sound reasoning and judgement	-3	BOSS	Logical and Analytical
decision-making is based on sound reasoning and judgement	-3	PEER	Logical and Analytical
effectively identifies key issues and arguments	-3	PEER	Logical and Analytical
effectively identifies key issues and arguments	-3	CUSTOM	Logical and Analytical
is assertive in an appropriate and constructive manner	-3	BOSS	Interpersonal Skills
is assertive in an appropriate and constructive manner	-3	PEER	Interpersonal Skills
is tactful and avoids upsetting others	-3	PEER	Interpersonal Skills
relates well to colleagues	-3	CUSTOM	Interpersonal Skills
accepts instructions in a positive manner	-3	PEER	Resilience
attends to what others are saying	-3	CUSTOM	Persuasiveness
effective at communicating their point of view	-3	CUSTOM	Persuasiveness
is a convincing speaker	-3	BOSS	Persuasiveness
is a convincing speaker	-3	PEER	Persuasiveness
is a convincing speaker	-3	CUSTOM	Persuasiveness
attends to work demands in order of priority	-3	CUSTOM	Planning and Organizing
happy to delegate work to others	-3	PEER	Planning and Organizing
plans ahead to avoid potential difficulties	-3	BOSS	Planning and Organizing
plans flexibly for foreseeable contingencies	-3	BOSS	Planning and Organizing



plans flexibly for foreseeable contingencies	-3	PEER	Planning and Organizing
plans flexibly for foreseeable contingencies	-3	CUSTOM	Planning and Organizing
decision-making is based on sound reasoning and judgement	-3.5	CUSTOM	Logical and Analytical
is assertive in an appropriate and constructive manner	-3.5	CUSTOM	Interpersonal Skills
attends to work demands in order of priority	-3.5	BOSS	Planning and Organizing
appreciates how current actions and events influence future outcomes	-4	BOSS	Creativity
accepts instructions in a positive manner	-4	CUSTOM	Resilience
attends to work demands in order of priority	-4	PEER	Planning and Organizing