



Hogan Leader Focus 360

Sample Corp

Report for: Emma Sample

Date: September 2018

Benchmark: Global

Raters

Manager (Mgr)	1
2-up Manager (2-up)	2
Peer (Peer)	7
Self	1
Total	11



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Sample Corp

Reading and Interpreting Your Report

The information provided in this report provides a valuable opportunity for you to receive feedback from your colleagues and celebrate your strengths in relation to the Leader Focus framework below. Each of the items in this survey is linked to one of the six leadership styles a person naturally adopts based on their expertise and experience.



To get the maximum benefit, you should track the themes and trends that are repeated as you read through the report. These frequently occurring themes will represent your strengths and your opportunities to improve.

Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviours as you make the transition to management.

Use the development plan on the final page of this report to commit to forming new habits. Following up and monitoring your progress will ensure that you become an even more effective manager and leader.

Name

Emma Sample

Score

5.7

No. of Raters

10

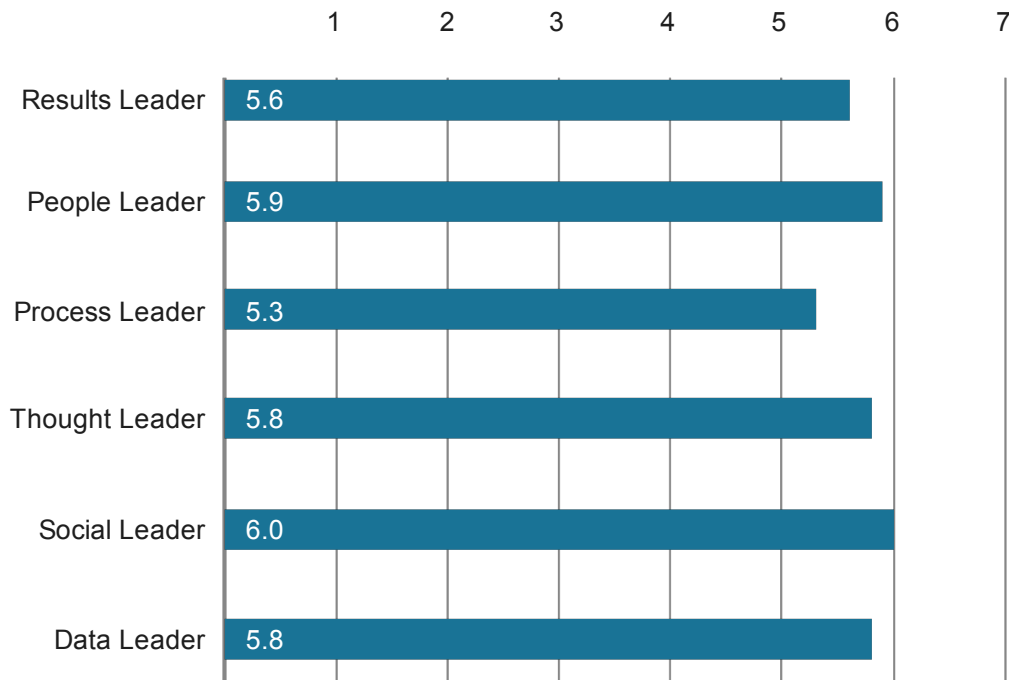
Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. Raters are asked about the extent to which they agreed with the item. The rating scale is anchored as follows:

1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Neither Agree nor Disagree
5	Agree Slightly
6	Agree
7	Agree Strongly
N/A	Not applicable / Not observed

Leader Focus Profile

The graph below displays your score on each of the leadership styles. Any small variations are due to the rounding of scores.



Results Leader

Seen as someone who sets high goals and expectations for themselves and others, willing to take charge, and having a strong interest in competition and achievement.

People Leader

Perceived as skilled at building and maintaining nurturing relationships with others with a focus on the morale and well-being of their staff; seen as warm and caring.

Process Leader

Regarded as someone who focuses on creating, following, and enforcing policies and procedures, having a strong implementation drive and the ability to plan, stay organized, and follow through on commitments.

Thought Leader

Considered creative, innovative, and open-minded; a strategic problem-solver motivated by opportunities to use innovation in their work; often considered to be big-picture oriented and willing to embrace change.

Social Leader

Seen as a skilled communicator, good at networking and developing connections, enjoying social interaction; seen to use their relationship building skills and social influence to engage and motivate their staff.

Data Leader

Perceived as skilled at data analysis and up-to-date with industry trends; preferring to use technology to solve problems wherever possible; being highly regarded for their technical expertise.

Leadership Style

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Others are only shown when there were two or more responses. If there were less than two responses, N/A is shown. **Overall** ratings here represent the aggregated view of all raters (Manager, Peer, Other) but exclude self-ratings. Scores that are blank mean that no raters entered a score for this item.

Overall	Mgr	2-up	Peer	Self	Items by Style
5.6	6.4	6.4	5.3	6.1	Results Leader
5.5	6.0	6.5	5.1	6.0	This person works above and beyond to get the job done
5.7	7.0	6.5	5.3	6.0	This person is hardworking
5.3	6.0	6.0	5.0	5.0	This person consistently delivers good results
5.3	6.0	6.0	5.0	6.0	This person consistently completes work to a high standard
5.9	7.0	7.0	5.4	7.0	This person has the passion to succeed
6.0	7.0	6.5	5.7	7.0	This person is competitive
5.8	6.0	7.0	5.4	6.0	This person is highly motivated
5.4	6.0	6.0	5.1	6.0	This person sets high goals and expectations for themselves and others
5.9	6.1	6.6	5.6	6.1	People Leader
5.8	6.0	7.0	5.4	6.0	This person builds trust and loyalty with others
5.7	6.0	6.5	5.4	6.0	This person is sensitive to the concerns and feelings of others
5.4	6.0	6.5	5.0	5.0	This person manages emotions maturely and intelligently in stressful situations
6.0	7.0	6.5	5.7	6.0	This person is polite and considerate
6.1	6.0	6.5	6.0	7.0	This person makes an effort to get along well with others
6.2	6.0	6.5	6.1	7.0	This person is respectful of diversity
5.9	6.0	6.5	5.7	6.0	This person is skilled at building and maintaining relationships with others
5.8	6.0	6.5	5.6	6.0	This person pays attention to the morale and wellbeing of staff

Leadership Style

Overall	Mgr	2-up	Peer	Self	Items by Style
5.3	5.4	5.9	5.1	4.4	Process Leader
5.0	5.0	5.5	4.8	4.0	This person plans ahead effectively
4.8	5.0	5.0	4.7	4.0	This person has very effective time management skills
5.1	6.0	5.5	4.9	5.0	This person is very efficient and productive
5.2	5.0	6.0	5.0	3.0	This person produces high quality and error free work
5.3	5.0	6.5	5.0	5.0	This person follows instructions carefully
5.7	6.0	6.5	5.4	5.0	This person is dependable and reliable
5.8	6.0	6.5	5.5	4.0	This person follows policies and procedures closely
5.3	5.0	6.0	5.1	5.0	This person is well organised
5.8	6.4	6.6	5.5	6.4	Thought Leader
5.4	6.0	6.5	5.0	6.0	This person looks for ways to improve efficiencies
6.1	7.0	7.0	5.7	6.0	This person is creative and innovative
6.1	7.0	7.0	5.7	6.0	This person is open minded
5.3	6.0	6.0	5.0	6.0	This person is a strategic problem solver
6.0	7.0	6.5	5.7	7.0	This person is motivated by opportunities to do things differently
5.9	6.0	7.0	5.6	6.0	This person is known for offering a different perspective on issues
5.9	6.0	6.5	5.7	7.0	This person embraces change
5.5	6.0	6.0	5.3	7.0	This person sees the big picture

Leadership Style

Overall	Mgr	2-up	Peer	Self	Items by Style
6.0	6.3	6.6	5.8	6.1	Social Leader
5.9	6.0	6.5	5.7	7.0	This person has excellent people skills
6.0	6.0	7.0	5.7	6.0	This person motivates others effectively through social interactions
6.4	7.0	7.0	6.1	5.0	This person is socially engaging
5.7	6.0	6.5	5.4	7.0	This person encourages others to pull together to achieve common goals
5.9	6.0	6.5	5.7	6.0	This person is always friendly, warm and thoughtful in relationships with others
6.5	7.0	7.0	6.3	6.0	This person is socially self-confident
5.4	6.0	6.0	5.1		This person has strong influencing skills
6.2	6.0	6.0	6.3	6.0	This person communicates comfortably with all staff
5.8	6.3	6.1	5.6	4.1	Data Leader
6.4	7.0	6.5	6.3	7.0	This person maintains an active interest in his/her chosen field
5.8	6.0	6.0	5.7	5.0	This person has the right knowledge, skills and abilities to be effective at work
6.2	7.0	6.5	6.0	6.0	This person enjoys staying up-to-date with industry trends
5.0	6.0	5.5	4.5	3.0	This person is highly skilled at data and trend analysis
5.5	6.0	6.0	5.2	2.0	This person uses data effectively to influence decision making
5.8	7.0	5.5	5.7	4.0	This person uses technology to solve work related problems
5.9	6.0	6.5	5.7	4.0	This person understands the value of technology in analysis and problem solving
5.4	5.0	6.0	5.3	2.0	This person uses data to inform most or all of their decisions

Overall Item Ratings

The survey includes 48 items rated on a scale of 1 to 7. The table below lists the items in descending order from your highest scoring item to your lowest scoring item. 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	Item
1	6.5	This person is socially self-confident
2	6.4	This person is socially engaging
3	6.4	This person maintains an active interest in his/her chosen field
4	6.2	This person is respectful of diversity
5	6.2	This person communicates comfortably with all staff
6	6.2	This person enjoys staying up-to-date with industry trends
7	6.1	This person makes an effort to get along well with others
8	6.1	This person is creative and innovative
9	6.1	This person is open minded
10	6.0	This person is competitive
11	6.0	This person is polite and considerate
12	6.0	This person is motivated by opportunities to do things differently
13	6.0	This person motivates others effectively through social interactions
14	5.9	This person has the passion to succeed
15	5.9	This person is skilled at building and maintaining relationships with others
16	5.9	This person is known for offering a different perspective on issues
17	5.9	This person embraces change
18	5.9	This person has excellent people skills
19	5.9	This person is always friendly, warm and thoughtful in relationships with others
20	5.9	This person understands the value of technology in analysis and problem solving
21	5.8	This person is highly motivated
22	5.8	This person builds trust and loyalty with others
23	5.8	This person pays attention to the morale and wellbeing of staff
24	5.8	This person follows policies and procedures closely

Rank	Your Score	Item
25	5.8	This person has the right knowledge, skills and abilities to be effective at work
26	5.8	This person uses technology to solve work related problems
27	5.7	This person is hardworking
28	5.7	This person is sensitive to the concerns and feelings of others
29	5.7	This person is dependable and reliable
30	5.7	This person encourages others to pull together to achieve common goals
31	5.5	This person works above and beyond to get the job done
32	5.5	This person sees the big picture
33	5.5	This person uses data effectively to influence decision making
34	5.4	This person sets high goals and expectations for themselves and others
35	5.4	This person manages emotions maturely and intelligently in stressful situations
36	5.4	This person looks for ways to improve efficiencies
37	5.4	This person has strong influencing skills
38	5.4	This person uses data to inform most or all of their decisions
39	5.3	This person consistently delivers good results
40	5.3	This person consistently completes work to a high standard
41	5.3	This person follows instructions carefully
42	5.3	This person is well organised
43	5.3	This person is a strategic problem solver
44	5.2	This person produces high quality and error free work
45	5.1	This person is very efficient and productive
46	5.0	This person plans ahead effectively
47	5.0	This person is highly skilled at data and trend analysis
48	4.8	This person has very effective time management skills

Top Strengths

Raters were asked to choose your 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.

Your Rank	Strengths	Total Score
1	Has a positive and enthusiastic attitude	34
2	Suggests new and innovative ideas	14
3	Is competitive and determined	11
4	Builds effective relationships	9
5	Good sense of humour	7
6	Has strong people skills	7
7	Works hard with a strong work ethic	4
8	Has a professional approach	3
9	Is customer focused and good with clients	3
10	Is good at solving problems	2
11	Has solid technical ability, experience and knowledge	2
12	Shows loyalty	1
13	Strong communication skills	1
14	Shows empathy and is supportive	1
15	Is action-oriented and gets things done	
16	Has high ethical standards and integrity	
17	Sets clear goals and drives results	
18	Has strong leadership skills	
19	Is well organised	
20	Good at planning and thinking ahead	
21	Is steady and calm under pressure	
22	Makes the tough decisions	
23	Is visionary and strategic	
24	Motivates and inspires others	
25	Is a positive role model	
26	Challenges poor performance	

Top Opportunities to Improve

Raters were asked to choose your 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.

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

Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous sections of the report.

Please describe this person's strengths.

- Mgr: Emma is a passionate, friendly and creative person who brings great new ideas and perspectives to the team and the organisation. I enjoy her enthusiasm and her intelligence. She works hard and can be very tenacious when needed. It's great to have Emma as part of the team.
- 2-up: Emma has been a great addition to the Marketing Team she is knowledgeable and a pleasure to work with. Emma is a good at problem solving or using her networks to find solutions.
- 2-up: Emma has been a great addition to the team. She brings vitality, energy, passion and ideas to the business and her interpersonal dealings. She is quick on the draw, positive and motivated. I love the creativity. Go girl!!!!
- Peer: Emma is very enthusiastic and has strong people skills.
- Peer: Emma is a delight to work with. She has a great sense of humour and adds a sense of fun to the organisation.
- Peer: Emma is confident and effective in communicating with Sample Corp staff and external stakeholders. She builds strong relationships and is caring of staff. Emma always brings a positive attitude into the workplace which is refreshing.
- Peer: Motivated, clear on goals and determined to achieve them.
- Peer: Emma is quite personable and willing to help others when asked.
- Peer: Emma is great to work with - she brings a lot of energy to Sample Corp and has drive to get things done. She manages Sample Corp's social media very well.
- Peer: Emma is a very positive, energetic team player. She is persistent and overcomes challenges with enthusiasm. She is a pleasure to work with.

Please describe this person's opportunities to improve.

- Mgr: Emma needs to ensure she devotes time to tasks that she may not enjoy as much as those that she clearly enjoys. Sometimes she needs to be careful with attention to detail and that she follows up on assigned activities with enough time to get sign off and implement. I think Emma's current opportunity is to expand her influence more broadly within the business and to position herself as a senior, strategic marketing manager.
- 2-up: Emma needs to ask for help and may on occasions need to be more assertive and set deadline for other to deliver on to assist her.
- 2-up: Push your ideas, keep influencing others, be a valuable partner in our growth strategies. As with most creative types pay attention to detail, delivery and execution.
- Peer: More focus.
- Peer: It would be good for Emma to build on her knowledge of the business and think more strategically about the Sample Corp marketing objectives.
- Peer: I think Emma and her position has huge potential for Sample Corp, especially around more strategic measurement and reporting of marketing activities. She could build her presence and value to the company by figuring out which meetings/opportunities would allow her to showcase (on a regular basis what she does and can do. Emma often says she's not the go to person to make things pretty, but they both need to work on changing this perception by proactively allowing Emma to take ownership over "showing off" the other work she does.
- Peer: Emma would benefit from double checking her work before passing it through to other people within the organisation to sign off.
- Peer: Now that Emma has settled into the Sample Corp team, having a greater focus on contributing to Sample Corp's overall organisational goals is important. Putting in place a plan and setting clear goals will assist in maximizing Emma's contribution to the business (this is something I believe she is aware of.
- Peer: Emma could prioritise her work more effectively. Many small but important pieces of work have taken far too long to complete.

Sometimes a person can overuse their strengths. For example, a confident person can become arrogant, a passionate person can become temperamental, or an extraverted person can become attention-seeking. Are there any strengths being overused by this person?

Mgr: I love Emma's enthusiasm and passion however there are times when a balance is needed between this and a more low key approach to ensure that she is able to engage with everyone in the business effectively.

2-up: Emma is chatty but in a nice way!

Peer: Extroverted and can come across as a little distracting.

Peer: Emma is very sociable and fun to be around but sometimes this can be distracting for others in the office.

Peer: I don't think so.

Peer: Emma is a very passionate person. She may at times need to articulate her ideas and vision clearly to ensure everyone is on board.

Peer: Emma excels in communicating and building relationships, however, at times the amount of conversation can be distracting to staff around her, identifying the moments to reduce this communication is key.

Peer: Emma is very entertaining and highly sociable, sometimes to the point of being perhaps a bit too colourful and distracting to others.

Development Plan

This section provides a place for you to create a personal development plan.

Strengths and how I can leverage these

Blank area for writing strengths and how to leverage them.

Development needs and actions I will take to address these

Blank area for writing development needs and actions to address them.

Appendix I

Rater Frequency Per Item

The table below contains the standard deviations and frequency distributions by rater group for each of the 48 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 person works above and beyond to get the job done	5.5	1.3	Mgr						1		
			2-up					1	1		
			Peer			1	1	2	2	1	
This person is hardworking	5.7	1.4	Mgr							1	
			2-up					1	1		
			Peer			1	1	2	1	2	
This person consistently delivers good results	5.3	1.2	Mgr						1		
			2-up					2			
			Peer			1	1	3	1	1	
This person consistently completes work to a high standard	5.3	1.4	Mgr						1		
			2-up					2			
			Peer			2	1		3	1	
This person has the passion to succeed	5.9	1.2	Mgr							1	
			2-up						2		
			Peer				2	1	3	1	
This person is competitive	6.0	1.1	Mgr							1	
			2-up					1	1		
			Peer				1	2	2	2	
This person is highly motivated	5.8	1.3	Mgr						1		
			2-up						2		
			Peer			1	1		4	1	
This person sets high goals and expectations for themselves and others	5.4	1.2	Mgr						1		
			2-up					2			
			Peer			1	1	2	2	1	
This person builds trust and loyalty with others	5.8	1.3	Mgr						1		
			2-up						2		
			Peer			1		3	1	2	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person is sensitive to the concerns and feelings of others	5.7	1.2	Mgr						1		
			2-up					1	1		
			Peer				2	2	1	2	
This person manages emotions maturely and intelligently in stressful situations	5.4	1.3	Mgr						1		
			2-up					1	1		
			Peer			1	2	1	2	1	
This person is polite and considerate	6.0	1.1	Mgr							1	
			2-up					1	1		
			Peer				1	2	2	2	
This person makes an effort to get along well with others	6.1	0.7	Mgr						1		
			2-up					1	1		
			Peer					2	3	2	
This person is respectful of diversity	6.2	0.6	Mgr						1		
			2-up					1	1		
			Peer					1	4	2	
This person is skilled at building and maintaining relationships with others	5.9	1.0	Mgr						1		
			2-up					1	1		
			Peer				1	2	2	2	
This person pays attention to the morale and wellbeing of staff	5.8	1.3	Mgr						1		
			2-up					1	1		
			Peer			1		3		3	
This person plans ahead effectively	5.0	1.3	Mgr					1			
			2-up					1	1		
			Peer			2		2	1	1	1
This person has very effective time management skills	4.8	1.5	Mgr					1			
			2-up					2			
			Peer		1	1		2	1	1	1
This person is very efficient and productive	5.1	1.5	Mgr						1		
			2-up					1	1		
			Peer		1	1		2	2	1	
This person produces high quality and error free work	5.2	1.5	Mgr					1			
			2-up						2		
			Peer		1	1		1	3	1	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person follows instructions carefully	5.3	1.5	Mgr					1			
			2-up					1	1		
			Peer			2		1	2	1	1
This person is dependable and reliable	5.7	1.5	Mgr						1		
			2-up						1	1	
			Peer			2				3	2
This person follows policies and procedures closely	5.8	1.0	Mgr						1		
			2-up						1	1	
			Peer				1	2	2	1	1
This person is well organised	5.3	1.3	Mgr					1			
			2-up						2		
			Peer			2		1	3	1	
This person looks for ways to improve efficiencies	5.4	1.3	Mgr						1		
			2-up						1	1	
			Peer			1	1	3	1	1	
This person is creative and innovative	6.1	1.3	Mgr							1	
			2-up							2	
			Peer			1		1	3	2	
This person is open minded	6.1	1.3	Mgr							1	
			2-up							2	
			Peer			1		1	3	2	
This person is a strategic problem solver	5.3	1.2	Mgr						1		
			2-up						2		
			Peer			1	1	3	1	1	
This person is motivated by opportunities to do things differently	6.0	1.1	Mgr							1	
			2-up						1	1	
			Peer				1	2	2	2	
This person is known for offering a different perspective on issues	5.9	1.4	Mgr						1		
			2-up							2	
			Peer			1	1		3	2	
This person embraces change	5.9	0.7	Mgr						1		
			2-up						1	1	
			Peer					3	3	1	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person sees the big picture	5.5	1.0	Mgr						1		
			2-up						2		
			Peer				2	2	2	1	
This person has excellent people skills	5.9	1.3	Mgr						1		
			2-up						1	1	
			Peer			1		2	1	3	
This person motivates others effectively through social interactions	6.0	1.2	Mgr						1		
			2-up							2	
			Peer			1		1	3	2	
This person is socially engaging	6.4	1.3	Mgr							1	
			2-up							2	
			Peer			1			2	4	
This person encourages others to pull together to achieve common goals	5.7	1.3	Mgr						1		
			2-up						1	1	
			Peer			1	1		4	1	
This person is always friendly, warm and thoughtful in relationships with others	5.9	1.3	Mgr						1		
			2-up						1	1	
			Peer			1		2	1	3	
This person is socially self-confident	6.5	0.8	Mgr							1	
			2-up							2	
			Peer					2	1	4	
This person has strong influencing skills	5.4	1.2	Mgr						1		
			2-up						2		
			Peer			1	1	2	2	1	
This person communicates comfortably with all staff	6.2	0.6	Mgr						1		
			2-up						2		
			Peer					1	3	3	
This person maintains an active interest in his/her chosen field	6.4	0.7	Mgr							1	
			2-up						1	1	
			Peer					1	2	3	1
This person has the right knowledge, skills and abilities to be effective at work	5.8	0.8	Mgr						1		
			2-up						2		
			Peer				1	1	3	1	1

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person enjoys staying up-to-date with industry trends	6.2	1.2	Mgr							1	
			2-up					1	1		
			Peer			1			3	3	
This person is highly skilled at data and trend analysis	5.0	1.0	Mgr						1		
			2-up					1	1		
			Peer			1		3			3
This person uses data effectively to influence decision making	5.5	1.3	Mgr						1		
			2-up					1		1	
			Peer			1		2	1	1	2
This person uses technology to solve work related problems	5.8	1.2	Mgr							1	
			2-up					1	1		
			Peer			1		1	3	2	
This person understands the value of technology in analysis and problem solving	5.9	1.3	Mgr						1		
			2-up						1	1	
			Peer			1		2	1	3	
This person uses data to inform most or all of their decisions	5.4	1.2	Mgr					1			
			2-up					1		1	
			Peer			1		2	2	1	1

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 a positive and enthusiastic attitude		2	2	6	34
Suggests new and innovative ideas		2	2	1	14
Is competitive and determined		2	1	1	11
Builds effective relationships			3		9
Has strong people skills	1	1		1	7
Good sense of humour	1	1		1	7
Works hard with a strong work ethic	1		1		4
Has a professional approach	1	1			3
Is customer focused and good with clients			1		3
Is good at solving problems	2				2
Has solid technical ability, experience and knowledge		1			2
Shows empathy and is supportive	1				1
Shows loyalty	1				1
Strong communication skills	1				1
Sets clear goals and drives results					
Challenges poor performance					
Motivates and inspires others					
Good at planning and thinking ahead					
Is well organised					
Has strong leadership skills					
Is action-oriented and gets things done					
Has high ethical standards and integrity					
Is steady and calm under pressure					
Is a positive role model					
Is visionary and strategic					
Makes the tough decisions					

Opportunities to Improve	1	2	3	4	Total Score
Improve your time management and organisational skills		1	3	3	23
Look at the big picture – the organisation's overall goals	1		2	1	11
Be more action-oriented and make it happen		1	2		10
Show leadership on issues		1	1		6
Share knowledge and resources	1		1		5
Be less aggressive			1		4
Set clear goals and performance indicators	1		1		4
Stop taking on too much and spreading yourself too thin			1		4
Acquire better job and/or industry knowledge	1	1			3
Listen more and let others have their say			1		3
Build more effective relationships			1		3
Be more assertive		1			2
Be more available and visible in the workplace		1			2
Show more empathy					
Treat people fairly and without favouritism					
More customer and/or client focus					
Motivate others and improve morale					
Delegate more					
Be more open to change					
Be more of a team player					
Be less moody and control your temper					
Be more positive					
Challenge poor performance					
Give appropriate feedback					
Communicate better					
Improve your people and interpersonal skills					