

*Through others we develop ourselves*



## **360° Feedback Report**

Feedback Report for Sample Report  
Senior Leadership Team Report  
Generated 30 June 2015

**Your feedback report has been generated using information gathered both from yourself and from the people who have provided feedback (the respondents).**

The information has been collated and presented in 3 main sections:

1. The competency summary shows your scores at a glance under each of the main competency headings - showing how your self scores match up against the scores that your respondents gave.
2. The competency detail section takes each competency in turn and analyses it in terms of your scores against each of the individual behavioural questions.
3. The free text comments that you and your respondents gave in response to the qualitative questions in the questionnaire.

In the numerical sections of the report the results have been arranged so that the highest scoring items (based on feedback) are at the top and the lowest scoring items are at the bottom. This is to help you identify highlights and lowlights easily. If your respondents were assigned to different relationship categories then you will find that the individual scores they gave have been colour coded according to the Relationship Key on this page. Your report is designed to be read in conjunction with the workbook that has been provided along with your 360 feedback and can be downloaded from the website.

### Relationship key:

The scores in the details section of your report have been colour coded to indicate the relationship category of the respondent as follows:



### Scoring System:

You and your respondents were asked to provide feedback to a number of multiple choice questions using a five point scale. The chart below shows the scale as per the questionnaires. The important thing to remember is that a higher score is intended to be more positive. If a question has been answered as 'Don't Know' then that score will have been ignored in any calculations of averages or rankings in your report.

Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%

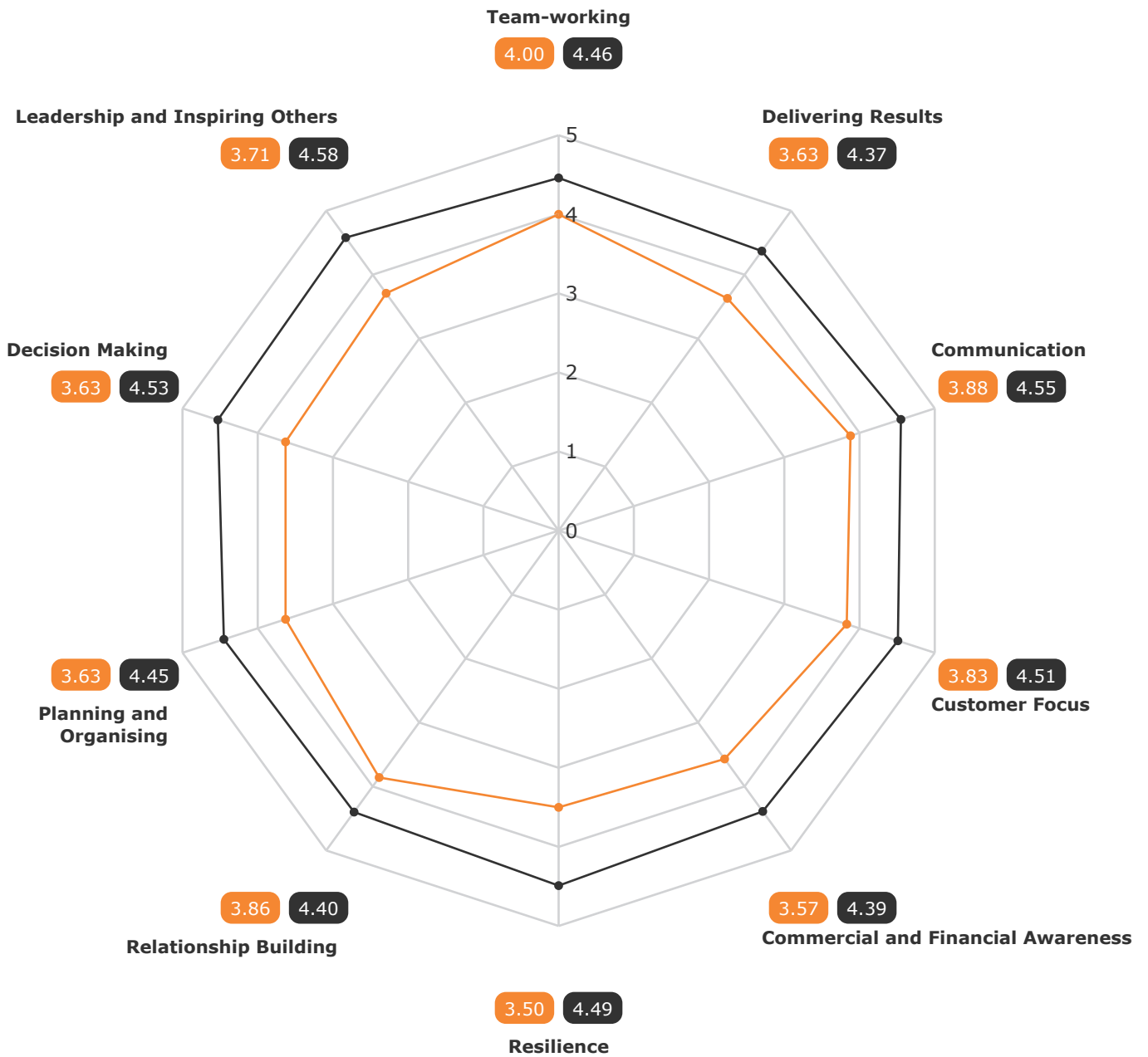
# Feedback report for Sample Report



## Spider Diagram

Summarises graphically your self perception and compares it with the feedback you received.

Key **Self** **Others**



## Summary Of Competencies

### Leadership and Inspiring Others

The ability to use personal skills to guide and inspire individuals/groups towards achieving goals

Your self score:  3.71

Feedback score:  4.58

### Communication

The ability to give and gather information and to actively manage the communication process

Your self score:  3.88

Feedback score:  4.55

### Decision Making

The ability to evaluate or judge the best course of action and to make decisions at the appropriate speed

Your self score:  3.63

Feedback score:  4.53

### Customer Focus

The pursuit of the highest level of customer service

Your self score:  3.83

Feedback score:  4.51

### Resilience

This competency reflects the ability to be resilient and to achieve through repeated effort

Your self score:  3.50

Feedback score:  4.49

### Team-working

The ability to develop teams at company level, to improve their effectiveness through personal commitment and to role-model team behaviours

Your self score:  4.00

Feedback score:  4.46

### Planning and Organising

The ability to plan, organise and prioritise work. Balancing resources, skills, priorities and timescales to achieve objectives

Your self score:  3.63

Feedback score:  4.45

### Relationship Building

The ability to get on well with a wide range of people and build long term trusting relationships

Your self score:  3.86

Feedback score:  4.40

### Commercial and Financial Awareness

The ability to apply understanding of the company & industry to improve effectiveness & profitability

Your self score:  3.57

Feedback score:  4.39

### Delivering Results

The ability to focus oneself and others on achieving specific outcomes

Your self score:  3.63

Feedback score:  4.37

## Feedback report for Sample Report



### In Detail: **Leadership and Inspiring Others**

The ability to use personal skills to guide and inspire individuals/groups towards achieving goals

#### In Summary

Your self score:

Feedback score:

Shows trust in the abilities of others

Own Answer: **4**      Average Feedback: **4.83**  
Individual Scores: 5, 5, 5, 4, 5, 5, 4, 5, 5, 5, 5

Leads without aggression or arrogance

Own Answer: **4**      Average Feedback: **4.83**  
Individual Scores: 5, 5, 5, 5, 5, 5, 4, 5, 5, 5, 4

Is a source of strength in times of uncertainty

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 4, 4, 5, 4, 5, 5, 5, 5, 5, 5, 4

Inspires others to believe that they can achieve worthwhile goals

Own Answer: **4**      Average Feedback: **4.58**  
Individual Scores: 4, 5, 5, 4, 5, 4, 4, 4, 5, 5, 5

Takes a lead in uncertain situations

Own Answer: **4**      Average Feedback: **4.58**  
Individual Scores: 4, 4, 5, 4, 5, 4, 5, 4, 5, 5, 5

Delegates effectively to others

Own Answer: **3**      Average Feedback: **4.33**  
Individual Scores: 5, 5, 4, 5, 4, 4, 4, 4, 5, 4, 4

Generates energy and enthusiasm in others

Own Answer: **3**      Average Feedback: **4.25**  
Individual Scores: 5, 5, 5, 4, 4, 4, 4, 4, 5, 4, 3

## Feedback report for Sample Report



### In Detail: **Communication**

The ability to give and gather information and to actively manage the communication process

#### In Summary

Your self score: 3.88

Feedback score: 4.55

States own views clearly and concisely

Own Answer: **5**      Average Feedback: **4.75**  
Individual Scores: 5, 5, 5, 4, 4, 5, 4, 5, 5, 5, 5

Conveys complex information in plain language

Own Answer: **4**      Average Feedback: **4.75**  
Individual Scores: 4, 5, 5, 4, 5, 5, 5, 4, 5, 5, 5, 5

Listens to and considers others views

Own Answer: **3**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 5, 4, 5, 4, 4, 5, 5, 5, 5, 4

Has a manner, style and presence that makes a positive impression

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 5, 5, 4, 4, 4, 5, 5, 5, 5, 4

Tackles disagreement constructively

Own Answer: **3**      Average Feedback: **4.58**  
Individual Scores: 5, 5, 4, 4, 5, 5, 5, 5, 5, 4, 4, 4

Effectively lobbies key people and then uses them to support a position

Own Answer: **4**      Average Feedback: **4.50**  
Individual Scores: 5, 5, N/A, 5, 4, 4, 4, 4, 5, 5, N/A, 4

Asks questions to find out others real views and check understanding

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 5, 4, 4, 5, 5, 4, 4, 5, 4, 4, 4

Uses electronic communication channels appropriately and in a way that generates a positive reaction in the recipients

Own Answer: **4**      Average Feedback: **4.09**  
Individual Scores: 3, 3, 4, 4, 4, 5, 4, 4, N/A, 5, 4, 5

## Feedback report for Sample Report



### In Detail: **Decision Making**

The ability to evaluate or judge the best course of action and to make decisions at the appropriate speed

#### In Summary

Your self score: 3.63

Feedback score: 4.53

Applies common sense when making decisions

Own Answer: **4**      Average Feedback: **4.92**  
Individual Scores: 5, 5, 5, 5, 5, 4, 5, 5, 5, 5, 5

Can make considered decisions quickly when necessary

Own Answer: **3**      Average Feedback: **4.83**  
Individual Scores: 5, 5, 5, 5, 5, 5, 4, 5, 5, 5, 4, 5

Is prepared to take tough decisions and is prepared to see them through

Own Answer: **3**      Average Feedback: **4.58**  
Individual Scores: 5, 5, 5, 4, 5, 5, 4, 5, 5, 4, 4, 4

Seeks expert advice or objective opinions before making decisions

Own Answer: **4**      Average Feedback: **4.50**  
Individual Scores: 4, 4, 5, 5, 5, 5, 4, 5, 3, 5, 5, 4

Is prepared to be influenced by sound arguments and new information or evidence

Own Answer: **5**      Average Feedback: **4.50**  
Individual Scores: 4, 5, 5, 4, 4, 5, 4, 5, 5, 5, 4, 4

Demonstrates awareness of how decisions and actions impact profitability of the business

Own Answer: **4**      Average Feedback: **4.40**  
Individual Scores: N/A, N/A, 5, 4, 5, 4, 4, 5, 5, 3, 5, 4

Can make tough decisions in the absence of complete information

Own Answer: **3**      Average Feedback: **4.27**  
Individual Scores: 4, 5, N/A, 4, 5, 4, 4, 4, 5, 4, 4, 4

Thinks on feet to develop solutions

Own Answer: **3**      Average Feedback: **4.18**  
Individual Scores: 5, 5, 3, 4, 4, 5, 4, 4, N/A, 4, 4, 4

# Feedback report for Sample Report



## In Detail: **Customer Focus**

The pursuit of the highest level of customer service

### In Summary

Your self score: 3.83

Feedback score: 4.51

Shows respect and friendliness to customers

Own Answer: **5**      Average Feedback: **4.92**  
Individual Scores: 5, 5, 5, 5, 5, 5, 4, 5, 5, 5, 5

Offers advice and guidance in responding to customer enquiries

Own Answer: **5**      Average Feedback: **4.75**  
Individual Scores: 4, 5, 5, 4, 5, 5, 5, 4, 5, 5, 5

Talks and listens to customers to clarify their real needs and expectations

Own Answer: **3**      Average Feedback: **4.75**  
Individual Scores: 5, 5, 5, 4, 5, 4, 4, 5, 5, 5, 5

Strives to resolve customer concerns

Own Answer: **4**      Average Feedback: **4.58**  
Individual Scores: 5, 5, 5, 4, 4, 5, 4, 4, 5, 5, 4

Anticipates future customer needs and trends

Own Answer: **3**      Average Feedback: **4.17**  
Individual Scores: 4, 4, 5, 4, 4, 4, 3, 5, 5, 4, 4

Focuses on identifying opportunities to benefit customers

Own Answer: **3**      Average Feedback: **3.92**  
Individual Scores: 4, 4, 3, 4, 4, 4, 3, 4, 5, 4, 4



## Feedback report for Sample Report



### In Detail: Resilience

This competency reflects the ability to be resilient and to achieve through repeated effort

#### In Summary

Your self score: 3.50

Feedback score: 4.49

Remains calm, professional & focused, acting as a role model in difficult situations

Own Answer: **4**      Average Feedback: **4.92**  
Individual Scores: 5, 5, 5, 5, 5, 5, 4, 5, 5, 5, 5

Perseveres over a period of time to achieve an end result

Own Answer: **3**      Average Feedback: **4.58**  
Individual Scores: 5, 4, 5, 4, 5, 4, 4, 5, 5, 5, 4, 5

Maintains motivation and focus when under pressure

Own Answer: **4**      Average Feedback: **4.58**  
Individual Scores: 5, 5, 5, 3, 4, 4, 4, 5, 5, 5, 5, 5

Refuses to allow earlier setbacks to affect future situations

Own Answer: **4**      Average Feedback: **4.50**  
Individual Scores: 5, 5, 4, 3, 4, 4, 4, 5, 5, 5, 5, 5

Steps back from a difficult situation to understand what is going on & why

Own Answer: **3**      Average Feedback: **4.45**  
Individual Scores: 5, 5, 4, 4, 5, 4, 4, 5, N/A, 4, 5, 4

Sticks to the task in hand, even if practical difficulties arise

Own Answer: **3**      Average Feedback: **4.42**  
Individual Scores: 5, 5, 5, 4, 4, 4, 4, 4, 5, 5, 4, 4

Progresses with the task even in the face of personal frustration or disappointment

Own Answer: **3**      Average Feedback: **4.27**  
Individual Scores: 4, 4, 4, 4, 5, 4, 4, 4, N/A, 5, 4, 5

Stays positive in the face of interpersonal conflict or disruption to plans

Own Answer: **4**      Average Feedback: **4.18**  
Individual Scores: 4, 5, 4, 4, 5, 4, 4, 4, N/A, 4, 4, 4

## Feedback report for Sample Report



### In Detail: **Team-working**

The ability to develop teams at company level, to improve their effectiveness through personal commitment and to role-model team behaviours

#### In Summary

Your self score: 4.00

Feedback score: 4.46

Creates a climate of trust and collaboration across the Service Line

Own Answer: **4**      Average Feedback: **5.00**  
Individual Scores: 5, 5, 5, 5, 5, 5, 5, 5, 5, 5, 5

Promotes a team culture at all levels of the Service Line

Own Answer: **4**      Average Feedback: **4.50**  
Individual Scores: 4, 4, 5, 4, 4, 4, 4, 5, 5, 5, 5, 5

Focuses on team objective rather than personal agenda

Own Answer: **4**      Average Feedback: **4.50**  
Individual Scores: 5, 5, 5, 4, 4, 5, 4, 5, 5, 4, 5, 3

Encourages team members to use their diverse skills to compliment one another

Own Answer: **4**      Average Feedback: **4.40**  
Individual Scores: 4, 5, 4, 4, N/A, 4, N/A, 4, 5, 5, 5, 4

Encourages teamwork to resolve business problems

Own Answer: **4**      Average Feedback: **4.36**  
Individual Scores: 5, 5, 5, 4, N/A, 4, 3, 4, 5, 5, 4, 4

Demonstrates commitment to team-working by personal example

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5, 4, 4, 4, 3, 5, 5, 5, 5, 4

Encourages input and advice from others on strategy

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 5, 5, 4, 4, 5, 3, 5, 5, 3, 5, 4

Clearly communicates the contribution that individual teams make towards achieving the vision

Own Answer: **4**      Average Feedback: **4.25**  
Individual Scores: 4, 4, 5, 4, 4, 4, 3, 4, 5, 5, 5, 4

## Feedback report for Sample Report



### In Detail: **Planning and Organising**

The ability to plan, organise and prioritise work.  
Balancing resources, skills, priorities and timescales  
to achieve objectives

#### In Summary

Your self score: 3.63

Feedback score: 4.45

Concentrates effort on priorities

Own Answer: **3**      Average Feedback: **4.75**  
Individual Scores: 5, 5, 5, 4, 5, 4, 4, 5, 5, 5, 5, 5

Looks at the bigger picture and plans for the long term

Own Answer: **3**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 5, 4, 5, 4, 4, 4, 5, 5, 5, 5

Identifies clear targets and priorities

Own Answer: **4**      Average Feedback: **4.58**  
Individual Scores: 5, 5, 5, 4, 5, 4, 4, 5, 5, 5, 4, 4

Reviews and reassesses plans and priorities on a regular basis

Own Answer: **4**      Average Feedback: **4.55**  
Individual Scores: 5, 5, 5, 5, N/A, 4, 4, 4, 5, 5, 4, 4

Allocates resources to optimize the results of all plans

Own Answer: **4**      Average Feedback: **4.50**  
Individual Scores: 4, 4, 5, 4, 4, 4, 4, 5, 5, 5, 5, 5

Holds structured, productive meetings

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5, 5, 4, 4, 4, 4, 5, 5, 4, 4

Manages to deliver maximum results for the least cost in terms of time and resources

Own Answer: **4**      Average Feedback: **4.20**  
Individual Scores: N/A, 5, 4, 3, N/A, 4, 5, 4, 5, 4, 4, 4

Allows for contingency in plans

Own Answer: **3**      Average Feedback: **4.00**  
Individual Scores: 4, 5, 4, 3, 5, 4, 4, 3, 5, 3, 4, 4

## Feedback report for Sample Report



### In Detail: **Relationship Building**

The ability to get on well with a wide range of people and build long term trusting relationships

#### In Summary

Your self score: 3.86

Feedback score: 4.40

Builds rapport with people

Own Answer: **5**      Average Feedback: **4.75**  
Individual Scores: 5, 5, 5, 5, 5, 4, 4, 5, 5, 5, 4, 5

Is good at resolving people issues before they get out of hand

Own Answer: **4**      Average Feedback: **4.58**  
Individual Scores: 5, 5, 5, 5, 5, 4, 4, 4, 5, 5, 4, 4

Brings tensions to the surface, helps to resolve conflicts and produces a positive outcome

Own Answer: **3**      Average Feedback: **4.50**  
Individual Scores: 5, 5, 4, 5, 5, 4, 5, 4, 5, 3, 5, 4

Notices when others need help and support

Own Answer: **3**      Average Feedback: **4.50**  
Individual Scores: 4, 5, 5, 3, 5, 5, 4, 5, 5, 4, 5, 4

Looks for common ground and builds co-operation even in difficult circumstances

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 5, 3, 4, 5, 5, 4, 4, 5, 5, 4, 4

Goes out of way to develop trust in relationships

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 5, 4, 4, 5, 5, 4, 4, 5, 4, 4, 4

Is sensitive to the unspoken feelings of others

Own Answer: **4**      Average Feedback: **3.83**  
Individual Scores: 4, 4, 3, 4, 4, 4, 3, 4, 5, 4, 4, 3

## Feedback report for Sample Report



### In Detail: **Commercial and Financial Awareness**

The ability to apply understanding of the company & industry to improve effectiveness & profitability

#### In Summary

Your self score: 3.57

Feedback score: 4.39

Demonstrates an understanding of how the different parts of the service line work together

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 5, 3, 5, 4, 5, 4, 5, 5, 5, 5

Ensures own work is in line with the direction of the organisation

Own Answer: **3**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 5, 4, 4, 4, 4, 5, 5, 5, 5, 5

Keeps up to date with commercial developments within the industry

Own Answer: **3**      Average Feedback: **4.45**  
Individual Scores: 5, 5, 5, 4, N/A, 5, 4, 3, 5, 5, 4, 4

Bases decisions primarily upon the benefits to the business

Own Answer: **5**      Average Feedback: **4.42**  
Individual Scores: 4, 5, 5, 3, 4, 4, 4, 5, 5, 5, 5, 4

Is able to use sound financial logic to propose a convincing case to influence the business direction

Own Answer: **4**      Average Feedback: **4.40**  
Individual Scores: 4, 5, N/A, 4, N/A, 4, 4, 5, 5, 5, 4, 4

Concentrates on delivering results which bring the clearest commercial benefit

Own Answer: **3**      Average Feedback: **4.17**  
Individual Scores: 5, 5, 3, 4, 4, 4, 4, 4, 5, 4, 4, 4

Identifies opportunities to gain commercial advantage by exploiting competitors' weaknesses

Own Answer: **3**      Average Feedback: **3.75**  
Individual Scores: N/A, 5, N/A, 3, 5, 4, 3, 3, N/A, 3, N/A, 4

## Feedback report for Sample Report



### In Detail: **Delivering Results**

The ability to focus oneself and others on achieving specific outcomes

#### In Summary

Your self score: 3.63

Feedback score: 4.37

Focuses effort on priority tasks and activities to achieve maximum results

Own Answer: **3**      Average Feedback: **4.75**  
Individual Scores: 5, 5, 5, 4, 5, 4, 4, 5, 5, 5, 5, 5

Is able to progress several issues simultaneously

Own Answer: **4**      Average Feedback: **4.73**  
Individual Scores: 4, 5, 5, 4, N/A, 5, 4, 5, 5, 5, 5, 5

Promotes a drive for quality across the service line

Own Answer: **3**      Average Feedback: **4.50**  
Individual Scores: 4, 5, 5, 5, 5, 4, 4, 5, 5, 4, 4, 4

Manages projects successfully from inception to delivery

Own Answer: **4**      Average Feedback: **4.27**  
Individual Scores: 5, 5, 5, 3, N/A, 4, 3, 4, 5, 4, 4, 5

Encourages others to aim high and exceed normal expectations

Own Answer: **4**      Average Feedback: **4.25**  
Individual Scores: 4, 4, 5, 4, 4, 4, 3, 4, 5, 5, 4, 5

Challenges those who fail to achieve the required standards

Own Answer: **4**      Average Feedback: **4.22**  
Individual Scores: 4, N/A, N/A, 4, 4, 4, N/A, 5, 5, 4, 4, 4

Drives self and others when facing difficulty

Own Answer: **4**      Average Feedback: **4.17**  
Individual Scores: 4, 5, 4, 4, 4, 4, 4, 4, 5, 4, 4, 4

Treats major obstacles as challenges

Own Answer: **3**      Average Feedback: **4.08**  
Individual Scores: 5, 5, 4, 4, 4, 4, 3, 4, 5, 4, 3, 4

## Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What does Sample Report do well that you would like them continue doing?

**You answered:** Keep involving the team in decision making processes

### Respondents' Feedback:

To keep us upto date with what is happening within Secondary care and the wider Trust.

- Keeps us informed of what is happening within the business.

- Shows excellent judgement and sound support, especially in difficult or challenging situations.

- He recognises achievement and empowers his team to succeed. I feel trusted, respected and valued.

- Keep his sense of humour and ability to listen and support in a non judgemental fashion.

- All of the above

- He communicates really well with the team, leading weekly meetings and keeping us up to date on healthcare and company news. His leadership makes us a team who work well with each other and he is able to identify individuals strengths. He encourages all of us to provide an even better service but is realistic in setting objectives. He is always quick to celebrate team successes.

- Being supportive to the team and allowing us to develop

- I like his consultative style and that he always listens to the opinions of others. He is always open and honest and provides the right level of support, recognizing the skills and experience of others in the team to ensure everyone's strengths are utilized. he communicates frequently, ensuring that we are in the loop with developments. I think he's one of the best managers I have worked for and he is one of the key reasons I enjoy working at the Trust and want to continue working here. He fosters a really positive team working style and encourages us to work as a team.

- He's not afraid to say things that may be controversial, but he says it in a constructive way

- He delivers consistently good products/outcomes and can be completely trusted to do what is required to a high standard. I value his knowledge, counsel and support.

- Considers and consults on approach to corporate issues. An excellent sounding board and advisor in tricky situations. Making significant progress with staff exit information.

## Feedback report for Sample Report



### Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

#### What would you like Sample Report to stop doing or do differently?

**You answered:** Look more at longer term strategic issues for the business and try to delegate more BAU work to others

#### Respondents' Feedback:

I cannot think of anything at this present moment.

-

Nothing.

-

Occasionally a 'Plan B' is required and he puts such a lot into 'Plan A', that this sometimes is slightly less well developed.

-

When approached by HD's for advice (in passing) - I'd like him to refer them back to me, so I address the questions they are asking...or if unable to - inform me of the question and answer so I can ensure I am on the right page.

-

Cant think of anything.

-

Nothing

-

N/A

-

I find he very supportive as my line manager, he gives the freedom and opportunity to take risk and respects my professional competence.

-

I can't think of anything that he should stop doing or even do differently - I really enjoy having he as my line manager, he is very approachable and I feel he listens to me.

-

Smoking!

-

I struggle with this as there is noting he does that needs to stop

-

Sometimes I think he is too respectful of other SLT members time when there is a task or agenda to push forward and that he should be more assertive with those who don't respond.



## Feedback report for Sample Report



### Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

#### What would you like Sample Report to start doing?

**You answered:** Always prioritise activity in accordance with the needs of the business

#### Respondents' Feedback:

To offer training and development opportunities for the team to enhance their knowledge.

-

To set more targets, incentives, training opportunities.

-

Generally covers all the bases required...nothing to add here.

-

Delegate responsibility. It will be one less thing for him to do and can easily be picked up within the team.

-

Get out in the Trust more so people know him.

-

Remain as he is.

-

N/A

-

n/a

-

Maybe delegate a bit more so that we can be involved in some of the more strategic initiatives and develop our skills, although I appreciate that we have our day jobs and this comes first.

-

He often appears to be short of time. Maybe he could delegate more which would allow him to focus on the bigger strategic issues

-

Answering my calls!!! ( I am teasing)

-

Being able to spend a bit more time on competitor manpower strategies and behaviours and how we can further leverage advantage - to date focus has had to be on sorting the operational and immediate issues.

## Feedback report for Sample Report



### Highlights & Lowlights

Your five highest scoring behaviours

#### Creates a climate of trust and collaboration across the Service Line

Part of: Team-working

Own Answer: **4**      Average Feedback: **5.00**  
Individual Scores: 5, 5, 5, 5, 5, 5, 5, 5, 5, 5, 5

#### Applies common sense when making decisions

Part of: Decision Making

Own Answer: **4**      Average Feedback: **4.92**  
Individual Scores: 5, 5, 5, 5, 5, 4, 5, 5, 5, 5, 5

#### Shows respect and friendliness to customers

Part of: Customer Focus

Own Answer: **5**      Average Feedback: **4.92**  
Individual Scores: 5, 5, 5, 5, 5, 5, 4, 5, 5, 5, 5

#### Remains calm, professional & focused, acting as a role model in difficult situations

Part of: Resilience

Own Answer: **4**      Average Feedback: **4.92**  
Individual Scores: 5, 5, 5, 5, 5, 5, 4, 5, 5, 5, 5

#### Can make considered decisions quickly when necessary

Part of: Decision Making

Own Answer: **3**      Average Feedback: **4.83**  
Individual Scores: 5, 5, 5, 5, 5, 5, 4, 5, 5, 5, 4, 5

## Feedback report for Sample Report



### Highlights & Lowlights

Your five lowest scoring behaviours

#### Treats major obstacles as challenges

Part of: Delivering Results

Own Answer: **3**      Average Feedback: **4.08**  
Individual Scores: 5, 5, 4, 4, 4, 4, 3, 4, 5, 4, 3, 4

#### Allows for contingency in plans

Part of: Planning and Organising

Own Answer: **3**      Average Feedback: **4.00**  
Individual Scores: 4, 5, 4, 3, 5, 4, 4, 3, 5, 3, 4, 4

#### Focuses on identifying opportunities to benefit customers

Part of: Customer Focus

Own Answer: **3**      Average Feedback: **3.92**  
Individual Scores: 4, 4, 3, 4, 4, 4, 3, 4, 5, 4, 4, 4

#### Is sensitive to the unspoken feelings of others

Part of: Relationship Building

Own Answer: **4**      Average Feedback: **3.83**  
Individual Scores: 4, 4, 3, 4, 4, 4, 3, 4, 5, 4, 4, 3

#### Identifies opportunities to gain commercial advantage by exploiting competitors' weaknesses

Part of: Commercial and Financial Awareness

Own Answer: **3**      Average Feedback: **3.75**  
Individual Scores: N/A, 5, N/A, 3, 5, 4, 3, 3, N/A, 3, N/A, 4