



Hogan High Potential 360

Sample Corp

Report for: Maria Sample

Date: April 2018

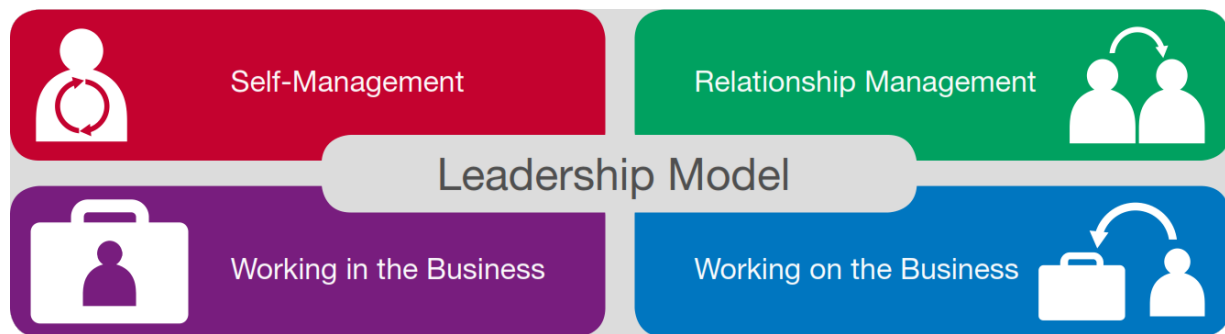
About this report

The Hogan High Potential 360 Report combines elements from the Hogan 360 multi-rater survey and the Hogan High Potential Talent model.

The Hogan 360 is an online multi-rater assessment tool that gathers leadership feedback from a variety of key stakeholder groups.

The Hogan 360 has 50 items which can be rated on a scale from 1 to 7, with the average from these items presented on Page 3 of this report as the Hogan 360 Score. This score is compared with a global benchmark of thousands of managers and leaders which is updated annually. The Hogan 360 model is below.

The Hogan 360 Leadership Model



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.

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.

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.

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.

The Hogan High Potential 360 Model

The Hogan High Potential 360 combines 36 items from the standard Hogan 360 with 22 items measuring High Potential Talent competencies. These items combine to give the Hogan High Potential 360 Score presented on page 7. The Hogan High Potential Model is below.



Leadership Foundations - Leadership potential is based on certain personal attributes that form the building blocks for career effectiveness. Before people can lead others, they must first demonstrate their ability to contribute to a team and they must establish a personal reputation as dependable and productive.



Leadership Emergence - Leadership potential depends significantly on the degree to which people are perceived as leaders. People who emerge as leaders are able to create a leader-like impression by standing-out, being noticed, and seeming influential.



Leadership Effectiveness - Leadership potential involves being able to build and maintain high performing teams. Effective leaders attract, retain, and develop talented team members, and then secure resources, remove barriers to success, and achieve strategic business goals.

Sample Corp

Reading and Interpreting Your Report

This report provides a valuable opportunity to receive feedback from your colleagues and celebrate your strengths. Receiving a 360° feedback report can be a personally rewarding experience.

To get the maximum benefit, you must track the themes and trends that are repeated as you read through the report. These 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 in order to make some changes in your work behaviors.

Use the Development Plan template in this booklet to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.

Raters

Manager (Mgr)	1
Peer (Peer)	5
Report (Report)	7
Self	1
Total	14

Name

Maria Sample

Hogan 360° Score

6.3

No. of Raters

13

Benchmarking your score

By researching the results of thousands of managers, the benchmarking cutoffs are as follows:

Note: the cutoffs below apply only to the 'Hogan 360° Score' above.

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.9	5.3	5.6	5.9	6.1

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 person at all
 - 2 Does not describe this person much
 - 3 Does not describe this person very well
 - 4 Describes this person somewhat
 - 5 Describes this person well
 - 6 Describes this person very well
 - 7 Describes this person 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	6.8	5.9	This person has the right industry experience to be very effective
2	6.8	5.8	This person has the passion to make a difference
3	6.8	5.6	This person is assertive and energetic
4	6.7	6.1	This person is hardworking and has a good work ethic
5	6.7	5.7	This person brings a positive attitude to work
6	6.7	5.5	This person holds people accountable to the organization's values and expectations
7	6.6	5.4	This person's behavior provides a positive role model for others
8	6.6	5.7	This person is enthusiastic about improving customer service
9	6.6	5.9	This person has the right knowledge and ability to be very effective
10	6.5	5.3	This person has excellent people skills
11	6.5	5.5	This person appropriately shares resources, knowledge, and time
12	6.5	5.5	This person encourages those working in different areas to pull together to achieve common goals
13	6.5	5.6	This person has taken initiatives to promote a customer service focus in his/her work area
14	6.5	5.5	This person uses customer feedback to drive improved performance
15	6.5	5.5	This person is very competitive and driven
16	6.5	5.5	This person holds others accountable for completing their work
17	6.5	5.3	This person helps create a positive working environment that encourages people to work to their full potential
18	6.4	5.9	This person behaves to very high ethical standards
19	6.4	5.7	This person is always open and straightforward and communicates honestly
20	6.4	5.4	This person makes people feel valued
21	6.4	5.3	This person builds very strong relationships with others
22	6.4	5.5	This person has very effective time management and organizational skills
23	6.4	5.5	This person is very effective in setting and managing his/her work priorities
24	6.4	5.8	This person performs to a high standard on challenging assignments

Rank	Your Score	Global Average Score	Item
25	6.4	5.2	This person works hard to improve morale
26	6.4	5.1	This person is effective in coaching and developing others
27	6.3	5.5	This person effectively uses goals and performance indicators to drive improved performance
28	6.3	5.7	This person consistently delivers good results
29	6.3	5.2	This person is very effective in setting long-term stretch goals
30	6.3	5.5	This person sets high expectations for performance and performance improvement
31	6.3	5.6	This person always looks for improvement opportunities and to deliver better results
32	6.3	5.4	This person often suggests new and original ideas
33	6.3	5.4	This person thinks long-term about new opportunities
34	6.2	5.8	This person treats people with respect
35	6.2	5.7	This person consistently applies our organization's policies to avoid double standards
36	6.2	5.4	This person has high self-awareness around personal improvement opportunities
37	6.2	5.5	This person manages emotions maturely and intelligently in stressful situations
38	6.2	5.4	This person has strong influencing and negotiation skills
39	6.2	5.4	This person shares information and keeps people informed
40	6.2	5.5	This person builds trust and loyalty with others
41	6.2	5.9	This person completes work in a professional manner
42	6.2	5.2	This person recognizes and challenges poor performance in others
43	6.2	5.3	This person promotes and communicates a long-term vision for our organization
44	6.1	5.5	This person treats people fairly and without favoritism
45	6.1	5.5	This person has very good communication skills
46	6.1	5.6	This person produces high-quality and error-free work
47	6.0	5.5	This person is always friendly, warm, and thoughtful in relationships with others
48	5.9	5.6	This person presents ideas and concepts clearly while speaking
49	5.8	5.5	This person is calm and even tempered, not volatile or moody
50	5.4	5.6	This person is polite and considerate, never rude or abrasive

HiPo Item Ratings

Now lets look at your High Potential assessment score which combines 36 of the standard 50 items together with 22 additional items. Listed below are the additional items in descending order. The score is based on all who provided feedback, but does not include your self ratings.

Rank	Your Score	Global Average Score	Item
1	6.8	5.9	This person has persistence to get things done
2	6.7	5.6	This person takes a strategic perspective when solving problems
3	6.5	5.4	This person is comfortable taking calculated risks
4	6.5	5.7	This person takes initiative in driving courses of action
5	6.5	5.6	This person effectively uses networking opportunities to grow their business contacts
6	6.5	5.6	This person is proactive in networking with others
7	6.5	5.1	This person is active in promoting his/her achievements
8	6.5	5.8	This person stays up-to-date with current developments in his/her field
9	6.4	5.5	This person stands out from others because of his/her contributions and accomplishments
10	6.4	5.4	This person is effective at standing out from their peers
11	6.3	5.6	This person effectively solves important business problems
12	6.2	5.6	This person responds flexibly to changes in organisational requirements
13	6.2	5.7	This person achieves key outcomes for the organisation
14	6.2	5.6	This person builds strategic business relationships
15	6.2	5.8	This person gets along well with others
16	6.0	5.6	This person effectively prioritises the strategic needs of the business
17	6.0	5.3	This person improves the performance of others around him/her
18	6.0	5.4	This person inspires commitment from others towards shared goals
19	5.9	5.4	This person is able to persuade others to follow specific courses of action
20	5.7	5.4	This person effectively manages resources to achieve outcomes
21	5.4	5.9	This person follows organisational rules/processes
22	5.2	5.4	This person considers others' perspectives when generating solutions

High Potential Competency Scores

HIGH POTENTIAL SCORE

6.3 /7



Leadership Foundations

6.2 /7

Getting Along

6.0

Getting Along

(Leveraging People Skills)

Being cooperative, pleasant, and rewarding to deal with in interpersonal interactions

Thinking Broadly

6.4

Thinking Broadly

(Solving Problems)

Being able to solve a wide range of business-related problems by adopting a strategic perspective and thinking outside the box

Following Process

6.2

Following Process

(Rule Compliance)

Complying with organisational rules and respecting conventions, being an organisational citizen



Leadership Emergence

6.3 /7

Standing Out

6.5

Standing Out

(Displaying Confidence)

Making others aware of one's contributions and being charming and confident

Building Connections

6.4

Building Connections

(Networking)

Creating strategic networks and business relationships by being gregarious and outgoing

Influencing Others

5.9

Influencing Others

(Influencing Others)

Persuading co-workers to pursue certain desired outcomes by taking charge and making suggestions



Leadership Effectiveness

6.3 /7

Leading People

6.3

Leading People

(Leading Others)

Persuading people and holding them accountable to put aside personal agendas and commit to and pursue shared goals

Leading the Business

6.4

Leading the Business

(Driving Strategy)

Achieving critical business unit or organisational outcomes by providing direction and achieving high standards

Managing Resources

6.2

Managing Resources

(Managing Resources)

Securing, optimising and deploying key material, financial and personnel assets effectively, while remaining flexible. Also decisive and comfortable taking calculated risks

Leadership Foundations

Overall	Mgr	Peer	Report	Self	Themes and Questions
6.2	5.4	5.8	6.6	6.5	LEADERSHIP FOUNDATIONS
6.0	4.5	5.5	6.6	6.6	Getting Along
6.2	5.0	5.6	6.7	7.0	This person treats people with respect
5.4	3.0	4.6	6.3	6.0	This person is polite and considerate, never rude or abrasive
5.8	3.0	5.2	6.7	6.0	This person is calm and even tempered, not volatile or moody
6.2	5.0	5.8	6.6	7.0	This person manages emotions maturely and intelligently in stressful situations
6.1	4.0	6.0	6.4	7.0	This person has very good communication skills
6.5	6.0	6.4	6.6	6.0	This person has excellent people skills
6.0	5.0	5.2	6.7	7.0	This person is always friendly, warm, and thoughtful in relationships with others
6.2	5.0	5.6	6.7	7.0	This person gets along well with others
6.4	6.2	6.2	6.7	6.3	Thinking Broadly
6.6	7.0	6.2	6.9	6.0	This person has the right knowledge and ability to be very effective
6.3	6.0	5.3	6.9	7.0	This person often suggests new and original ideas
6.3	5.0	5.8	6.9	6.0	This person thinks long-term about new opportunities
6.5	6.0	6.4	6.6	6.0	This person stays up-to-date with current developments in his/her field
6.3	6.0	6.4	6.3	6.0	This person effectively solves important business problems
6.7	7.0	6.8	6.6	7.0	This person takes a strategic perspective when solving problems

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.

Leadership Foundations

Overall	Mgr	Peer	Report	Self	Themes and Questions
6.2	6.0	5.9	6.5	6.5	Following Process
6.4	6.0	6.2	6.6	7.0	This person behaves to very high ethical standards
6.2	6.0	6.0	6.4	7.0	This person consistently applies our organization's policies to avoid double standards
6.6	9.0	6.2	6.9	7.0	This person's behavior provides a positive role model for others
6.7	7.0	6.4	6.9	7.0	This person is hardworking and has a good work ethic
6.2	6.0	5.8	6.6	6.0	This person completes work in a professional manner
5.4	5.0	5.0	5.7	5.0	This person follows organisational rules/processes

Leadership Emergence

Overall	Mgr	Peer	Report	Self	Themes and Questions
6.3	5.9	6.1	6.5	6.5	LEADERSHIP EMERGENCE
6.5	6.5	6.4	6.6	6.5	Standing Out
6.7	7.0	6.6	6.7	7.0	This person brings a positive attitude to work
6.8	7.0	6.6	6.9	6.0	This person is assertive and energetic
6.5	6.0	6.2	6.9	6.0	This person is very competitive and driven
6.5	7.0	6.4	6.4	7.0	This person is active in promoting his/her achievements
6.4	6.0	6.4	6.4	6.0	This person is effective at standing out from their peers
6.4	6.0	6.2	6.6	7.0	This person stands out from others because of his/her contributions and accomplishments
6.4	6.2	6.1	6.6	6.7	Building Connections
6.2	6.0	5.6	6.7	7.0	This person shares information and keeps people informed
6.5	6.0	6.3	6.7	7.0	This person appropriately shares resources, knowledge, and time
6.4	7.0	5.8	6.7	7.0	This person builds very strong relationships with others
6.5	6.0	6.4	6.7	7.0	This person is proactive in networking with others
6.5	6.0	6.4	6.7	6.0	This person effectively uses networking opportunities to grow their business contacts
6.2	6.0	6.2	6.3	6.0	This person builds strategic business relationships

Leadership Emergence

Overall	Mgr	Peer	Report	Self	Themes and Questions
5.9	4.8	5.8	6.2	6.2	Influencing Others
5.9	3.0	5.6	6.6	6.0	This person presents ideas and concepts clearly while speaking
6.2	5.0	5.8	6.7	9.0	This person has strong influencing and negotiation skills
6.5	6.0	6.4	6.6	7.0	This person takes initiative in driving courses of action
5.9	5.0	5.8	6.1	6.0	This person is able to persuade others to follow specific courses of action
5.2	5.0	5.2	5.1	5.0	This person considers others' perspectives when generating solutions

Leadership Effectiveness

Overall	Mgr	Peer	Report	Self	Themes and Questions
6.3	6.3	6.0	6.5	6.5	LEADERSHIP EFFECTIVENESS
6.3	6.4	5.9	6.6	6.4	Leading People
6.4	7.0	6.0	6.6	6.0	This person makes people feel valued
6.2	6.0	5.6	6.6	7.0	This person builds trust and loyalty with others
6.5	6.0	6.4	6.7	6.0	This person holds others accountable for completing their work
6.7	7.0	6.2	7.0	7.0	This person holds people accountable to the organization's values and expectations
6.4	6.0	6.2	6.6	7.0	This person works hard to improve morale
6.5	7.0	6.3	6.6	7.0	This person helps create a positive working environment that encourages people to work to their full potential
6.4	7.0	5.5	6.9	6.0	This person is effective in coaching and developing others
6.0	6.0	5.2	6.6	6.0	This person inspires commitment from others towards shared goals
6.0	6.0	5.6	6.3	6.0	This person improves the performance of others around him/her
6.4	6.1	6.1	6.6	6.6	Leading the Business
6.8	7.0	6.8	6.7	7.0	This person has the passion to make a difference
6.3	6.0	6.0	6.6	6.0	This person is very effective in setting long-term stretch goals
6.3	6.0	6.0	6.6	6.0	This person sets high expectations for performance and performance improvement
6.2	6.0	5.4	6.7	7.0	This person promotes and communicates a long-term vision for our organization
6.0	6.0	6.0	6.0	7.0	This person effectively prioritises the strategic needs of the business
6.2	6.0	6.0	6.3	6.0	This person achieves key outcomes for the organisation
6.8	6.0	6.8	7.0	7.0	This person has persistence to get things done

Leadership Effectiveness

Overall	Mgr	Peer	Report	Self	Themes and Questions
6.2	6.2	6.2	6.3	6.4	Managing Resources
6.5	7.0	6.2	6.6	7.0	This person encourages those working in different areas to pull together to achieve common goals
6.3	6.0	5.8	6.7	7.0	This person always looks for improvement opportunities and to deliver better results
5.7	6.0	5.6	5.7	6.0	This person effectively manages resources to achieve outcomes
6.2	6.0	6.4	6.0	6.0	This person responds flexibly to changes in organisational requirements
6.5	6.0	6.8	6.3	6.0	This person is comfortable taking calculated risks

Scores by Themes

Self	Overall	Global Ave	Mgr	Peer	Report	Themes and Questions
6.8	6.3	5.7	5.7	5.9	6.7	LEADERSHIP FOUNDATIONS
6.8	6.1	5.7	4.5	5.8	6.6	Getting Along
6.5	6.4	5.7	6.0	6.0	6.7	Thinking Broadly
7.0	6.4	5.9	6.5	5.9	6.6	Following Process
6.1	6.5	5.6	6.5	6.1	6.7	LEADERSHIP EMERGENCE
6.3	6.7	5.7	7.0	6.4	6.9	Standing Out
6.0	6.3	5.5	6.0	5.8	6.7	Building Connections
5.8	6.3	5.6	6.3	5.7	6.6	Influencing Others
6.5	6.4	5.5	6.1	5.9	6.7	LEADERSHIP EFFECTIVENESS
6.3	6.5	5.5	6.0	6.3	6.7	Leading People
6.7	6.4	5.6	6.7	6.0	6.7	Leading the Business
6.3	6.3	5.6	6.0	5.8	6.6	Managing Resources

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
10	1	Has strong leadership skills	31
22	2	Is visionary and strategic	24
7	3	Has a positive and enthusiastic attitude	10
17	4	Sets clear goals and drives results	10
12	5	Strong communication skills	9
23	6	Is a positive role model	8
6	7	Has high ethical standards and integrity	6
4	8	Has a professional approach	6
18	9	Good at planning and thinking ahead	5
9	10	Is competitive and determined	4
26	11	Motivates and inspires others	3
24	12	Makes the tough decisions	3
11	13	Builds effective relationships	3
5	14	Is steady and calm under pressure	2
25	15	Challenges poor performance	2
3	16	Is action-oriented and gets things done	2
14	17	Has strong people skills	1
20	18	Suggests new and innovative ideas	1
2	19	Works hard with a strong work ethic	
1	20	Has solid technical ability, experience, and knowledge	
15	21	Is well organized	
16	22	Is empathetic and supportive	
13	23	Is good at solving problems	
8	24	Is customer focused, and good with clients	
19	25	Shows loyalty	
21	26	Good sense of humor	

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
12	1	Listen more and let others have their say	27
1	2	Stop taking on too much and spreading yourself too thin	18
24	3	Be less aggressive	9
3	4	Delegate more	9
7	5	Give appropriate feedback	9
2	6	Challenge poor performance	6
11	7	Look at the big picture – the organization’s overall goals	6
10	8	Communicate better	5
20	9	Be more empathetic	4
6	10	Share knowledge and resources	4
15	11	Improve your time management and organizational skills	3
23	12	Treat people fairly and without favouritism	3
8	13	Set clear goals and performance indicators	3
16	14	Improve your people and interpersonal skills	2
4	15	Motivate others and improve morale	2
18	16	Be more open to change	2
25	17	Be less moody and control your temper	1
14	18	Build more effective relationships	1
22	19	Be more of a team player	
5	20	Show leadership on issues	
17	21	Be more action-oriented and make it happen	
13	22	Be more assertive	
19	23	Acquire better job and/or industry knowledge	
21	24	More customer and/or client focus	
9	25	Be more available and visible in the workplace	
26	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 rating sections.

Please describe this person's leadership potential.

- Mgr: Great people person; strong motivator of others; high work ethic; sets clear goals.
- Peer: A great leader of a team and great implementer of strategy; she is effective in difficult or adverse circumstances and supportive of her team.
- Peer: Generous, kind and passionate.
- Peer: Her willingness to lead and at the same time her willingness to learn.
- Peer: Leading by example.
- Peer: Motivated and energetic leader with high integrity and sense of purpose; relentless in the pursuit of excellence in all work domains; deeply loyal and supportive advocate; effective communicator with high EQ.
- Report: Exceptional leadership, drive, determination and passion.
- Report: Strong leadership capability; able to motivate and develop people to step outside their comfort zone; empathic; strong business acumen and innovative thinking.
- Report: She is a dynamic manager who is an excellent leader. She is able to challenge the team and bring out the best in all of us; she is a forward thinker and utilises her networks for the advancement of the organization; if she lacks knowledge in any aspect of the business she will ensure she uses her networks and counterparts to obtain advice. She is a convincing speaker.
- Report: Strong leader, enthusiastic and driven.
- Report: Strategic vision for the company; enthusiasm and passion for aged care, wants to make a difference.
- Report: After working with Maria for the last 5 months I have found her to be: an inspiration; a fantastic leader who get the best from everyone; transparent - you always know exactly where you stand; open to ideas and trusts judgement, although will challenge your ideas; she has high expectations and work ethic; a pleasure to work with and for.
- Report: Maria is an exceptional, effective and dynamic leader who inspires people to do their best and challenges the status quo to drive improvement, collaboration and communication. Her energy and drive in all she does is infectious and she is admired, not only within the organisation, but in the aged care industry as a whole.

What does this person need to develop to fulfill their potential as a leader?

- Mgr: Communicate better by listening more. Be patient, not everybody is as quick as you.
- Peer: Try not to be so single minded at times.
- Peer: Do not be over assertive or too controlling.
- Peer: Your over confidence can stop others from engaging.
- Report: Slow down and take others with you on the journey.
- Report: Empower others, trust them more, communicate your clear objectives.
- Report: Get genuine buy-in from others before making decisions.
- Report: Slow down, listen before acting.
- Report: I like your confidence as our leader but be aware others may see this as arrogance.
- Report: You have a strong personality, make sure others don't feel intimidated by you.

Please describe this person's opportunities to improve.

- Mgr: Capacity to improve negotiation skills; speak less, listen more; be less aggressive and more open to criticism; listen to other people's ideas.
- Peer: Be communicative with peers; listen to their views without already having made predetermined opinions.
- Peer: Be aware of quieter people and look at including them in a discussion and encourage their ideas.
- Peer: I don't have any suggestions to make on this.
- Peer: Gain broader commercial business knowledge; gain knowledge of longer term business planning; improve financial analytical skills to support quantitative business cases for decision making equally as well as qualitative factors.
- Report: Could listen more.
- Report: Be more patient with others in terms of listening.
- Report: Greater emphasis on performance feedback as normal operating process.
- Report: The only opportunity to improve is to allocate a bit of time with managers to find out what is really happening at sites - undercover CEO. She is very busy and needs to consider the workloads of the managers. She is fantastic.
- Report: Acknowledging stressors within her team and individuals' challenges to meet required outcomes.
- Report: Be clearer when communicating messages or ideas across.

Development Plan

This section provides a place for you to create a personal development plan. Review your Top Strengths and Top Opportunities to Improve. From these identify the behaviours that you want to keep doing, start doing and stop doing.

Keep

-

-

-

Start

-

-

-

Stop

-

-

-

Development Plan

From your Keep, Start, Stop behaviours identify three development actions. These actions should be achievable and represent changes you would like to make.

Development Commitment 1:

Actions	Timeline
How to Measure Success	Support/Resources

Development Commitment 2:

Actions	Timeline
How to Measure Success	Support/Resources

Development Commitment 3:

Actions	Timeline
How to Measure Success	Support/Resources

Appendix II: Rater Frequency Per Item

Leadership Foundations

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.

Getting Along											
Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person treats people with respect	6.2	0.8	Mgr					1			
			Peer				2	3			
			Report						2	5	
This person is polite and considerate, never rude or abrasive	5.4	1.3	Mgr			1					
			Peer				2	3			
			Report					2	1	4	
This person is calm and even tempered, not volatile or moody	5.8	1.2	Mgr			1					
			Peer				4	1			
			Report						2	5	
This person manages emotions maturely and intelligently in stressful situations	6.2	0.9	Mgr					1			
			Peer				2	1	1	1	
			Report					1	1	5	
This person has very good communication skills	6.1	1.0	Mgr				1				
			Peer					2	1	2	
			Report					1	2	4	
This person has excellent people skills	6.5	0.7	Mgr						1		
			Peer						3	2	
			Report					1	1	5	
This person is always friendly, warm, and thoughtful in relationships with others	6.0	1.0	Mgr					1			
			Peer				1	2	2		
			Report						2	5	
This person gets along well with others	6.2	1.0	Mgr					1			
			Peer				1	1	2	1	
			Report						2	5	

Leadership Foundations

Thinking Broadly

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person has the right knowledge and ability to be very effective	6.6	0.7	Mgr							1	
			Peer				1	2	2		
			Report					1	6		
This person often suggests new and original ideas	6.3	1.0	Mgr						1		
			Peer			1	1	2		1	
			Report					1	6		
This person thinks long-term about new opportunities	6.3	0.9	Mgr					1			
			Peer				2	1	1	1	
			Report					1	6		
This person stays up-to-date with current developments in his/her field	6.5	0.5	Mgr						1		
			Peer					3	2		
			Report					3	4		
This person effectively solves important business problems	6.3	0.5	Mgr						1		
			Peer					3	2		
			Report					5	2		
This person takes a strategic perspective when solving problems	6.7	0.5	Mgr							1	
			Peer						1	4	
			Report						3	4	

Leadership Foundations

Following Process

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person behaves to very high ethical standards	6.4	0.5	Mgr						1		
			Peer					4	1		
			Report					3	4		
This person consistently applies our organization's policies to avoid double standards	6.2	0.7	Mgr						1		
			Peer				1	3	1		
			Report				1	2	4		
This person's behavior provides a positive role model for others	6.6	0.7	Mgr								1
			Peer				1	2	2		
			Report					1	6		
This person is hardworking and has a good work ethic	6.7	0.5	Mgr							1	
			Peer					3	2		
			Report					1	6		
This person completes work in a professional manner	6.2	0.8	Mgr						1		
			Peer				2	2	1		
			Report				1	1	5		
This person follows organisational rules/processes	5.4	0.8	Mgr					1			
			Peer				1	3	1		
			Report					3	3	1	

Leadership Emergence

Standing Out

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person brings a positive attitude to work	6.7	0.5	Mgr							1	
			Peer						2	3	
			Report						2	5	
This person is assertive and energetic	6.8	0.4	Mgr							1	
			Peer						2	3	
			Report						1	6	
This person is very competitive and driven	6.5	0.7	Mgr						1		
			Peer				1	2	2		
			Report						1	6	
This person is active in promoting his/her achievements	6.5	0.5	Mgr							1	
			Peer						3	2	
			Report						4	3	
This person is effective at standing out from their peers	6.4	0.5	Mgr						1		
			Peer						3	2	
			Report						4	3	
This person stands out from others because of his/her contributions and accomplishments	6.4	0.7	Mgr						1		
			Peer					1	2	2	
			Report						3	4	

Leadership Emergence

Building Connections

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person shares information and keeps people informed	6.2	0.7	Mgr						1		
			Peer				2	3			
			Report					2	5		
This person appropriately shares resources, knowledge, and time	6.5	0.5	Mgr						1		
			Peer					3	1	1	
			Report					2	5		
This person builds very strong relationships with others	6.4	0.8	Mgr							1	
			Peer				2	2	1		
			Report					2	5		
This person is proactive in networking with others	6.5	0.5	Mgr						1		
			Peer					3	2		
			Report					2	5		
This person effectively uses networking opportunities to grow their business contacts	6.5	0.5	Mgr						1		
			Peer					3	2		
			Report					2	5		
This person builds strategic business relationships	6.2	0.4	Mgr						1		
			Peer					4	1		
			Report					5	2		

Leadership Emergence

Influencing Others

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person presents ideas and concepts clearly while speaking	5.9	1.3	Mgr			1					
			Peer				3	1	1		
			Report					1	1	5	
This person has strong influencing and negotiation skills	6.2	0.8	Mgr					1			
			Peer					2	2	1	
			Report						2	5	
This person takes initiative in driving courses of action	6.5	0.5	Mgr						1		
			Peer						3	2	
			Report						3	4	
This person is able to persuade others to follow specific courses of action	5.9	0.9	Mgr					1			
			Peer					2	2	1	
			Report					2	2	3	
This person considers others' perspectives when generating solutions	5.2	0.6	Mgr					1			
			Peer				1	2	2		
			Report					6	1		

Leadership Effectiveness

Leading People

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person makes people feel valued	6.4	0.8	Mgr							1	
			Peer				1	3	1		
			Report				1	1	5		
This person builds trust and loyalty with others	6.2	0.8	Mgr						1		
			Peer				2	3			
			Report				1	1	5		
This person holds others accountable for completing their work	6.5	0.5	Mgr						1		
			Peer					3	2		
			Report					2	5		
This person holds people accountable to the organization's values and expectations	6.7	0.6	Mgr							1	
			Peer				1	2	2		
			Report						7		
This person works hard to improve morale	6.4	0.7	Mgr						1		
			Peer					4	1		
			Report				1	1	5		
This person helps create a positive working environment that encourages people to work to their full potential	6.5	0.7	Mgr							1	
			Peer					3	1	1	
			Report				1	1	5		
This person is effective in coaching and developing others	6.4	1.0	Mgr							1	
			Peer				1	1	1	1	1
			Report						1	6	
This person inspires commitment from others towards shared goals	6.0	0.9	Mgr						1		
			Peer				1	2	2		
			Report						3	4	
This person improves the performance of others around him/her	6.0	0.7	Mgr						1		
			Peer				1		4		
			Report						5	2	

Leadership Effectiveness

Leading the Business

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person has the passion to make a difference	6.8	0.4	Mgr							1	
			Peer						1	4	
			Report						2	5	
This person is very effective in setting long-term stretch goals	6.3	0.9	Mgr						1		
			Peer				2	1	2		
			Report				1	1	5		
This person sets high expectations for performance and performance improvement	6.3	0.8	Mgr						1		
			Peer				2	1	2		
			Report					3	4		
This person promotes and communicates a long-term vision for our organization	6.2	0.8	Mgr						1		
			Peer				3	2			
			Report					2	5		
This person effectively prioritises the strategic needs of the business	6.0	0.4	Mgr						1		
			Peer					5			
			Report				1	5	1		
This person achieves key outcomes for the organisation	6.2	0.4	Mgr						1		
			Peer					5			
			Report					5	2		
This person has persistence to get things done	6.8	0.4	Mgr						1		
			Peer					1	4		
			Report						7		

Leadership Effectiveness

Managing Resources

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person encourages those working in different areas to pull together to achieve common goals	6.5	0.7	Mgr							1	
			Peer						4	1	
			Report					1	1	5	
This person always looks for improvement opportunities and to deliver better results	6.3	0.9	Mgr						1		
			Peer				1	1	1	2	
			Report						2	5	
This person effectively manages resources to achieve outcomes	5.7	0.5	Mgr						1		
			Peer					2	3		
			Report					2	5		
This person responds flexibly to changes in organisational requirements	6.2	0.4	Mgr						1		
			Peer						3	2	
			Report						7		
This person is comfortable taking calculated risks	6.5	0.5	Mgr						1		
			Peer						1	4	
			Report						5	2	

Appendix III

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 strong leadership skills		2	5	3	31
Is visionary and strategic	1		1	5	24
Has a positive and enthusiastic attitude	2	1	2		10
Sets clear goals and drives results	2	2		1	10
Strong communication skills	1			2	9
Is a positive role model	2		2		8
Has high ethical standards and integrity		1		1	6
Has a professional approach		1		1	6
Good at planning and thinking ahead		1	1		5
Is competitive and determined	1		1		4
Motivates and inspires others			1		3
Makes the tough decisions	1	1			3
Builds effective relationships	1	1			3
Is steady and calm under pressure		1			2
Challenges poor performance		1			2
Is action-oriented and gets things done		1			2
Has strong people skills	1				1
Suggests new and innovative ideas	1				1
Works hard with a strong work ethic					
Has solid technical ability, experience, and knowledge					
Is well organized					
Is empathetic and supportive					
Is good at solving problems					
Is customer focused, and good with clients					
Shows loyalty					
Good sense of humor					

Opportunities to Improve	1	2	3	4	Total Score
Listen more and let others have their say		2	1	5	27
Stop taking on too much and spreading yourself too thin	1	1	1	3	18
Be less aggressive		1	1	1	9
Delegate more		1	1	1	9
Give appropriate feedback		1	1	1	9
Challenge poor performance			2		6
Look at the big picture – the organization's overall goals	1		1		6
Communicate better	1			1	5
Be more empathetic	1		1		4
Share knowledge and resources	2	1			4
Improve your time management and organizational skills			1		3
Treat people fairly and without favouritism			1		3
Set clear goals and performance indicators			1		3
Improve your people and interpersonal skills		1			2
Motivate others and improve morale	2				2
Be more open to change		1			2
Be less moody and control your temper	1				1
Build more effective relationships	1				1
Be more of a team player					
Show leadership on issues					
Be more action-oriented and make it happen					
Be more assertive					
Acquire better job and/or industry knowledge					
More customer and/or client focus					
Be more available and visible in the workplace					
Be more positive					