

Releasing Potential



360° Feedback Report

Feedback Report for Paul Clinton
2. Directors and Business Leaders
Report Generated 14 October 2011



Feedback report for Paul Clinton

Understanding your report



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:



Fellow director



Employee



Customer or
external contact

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%



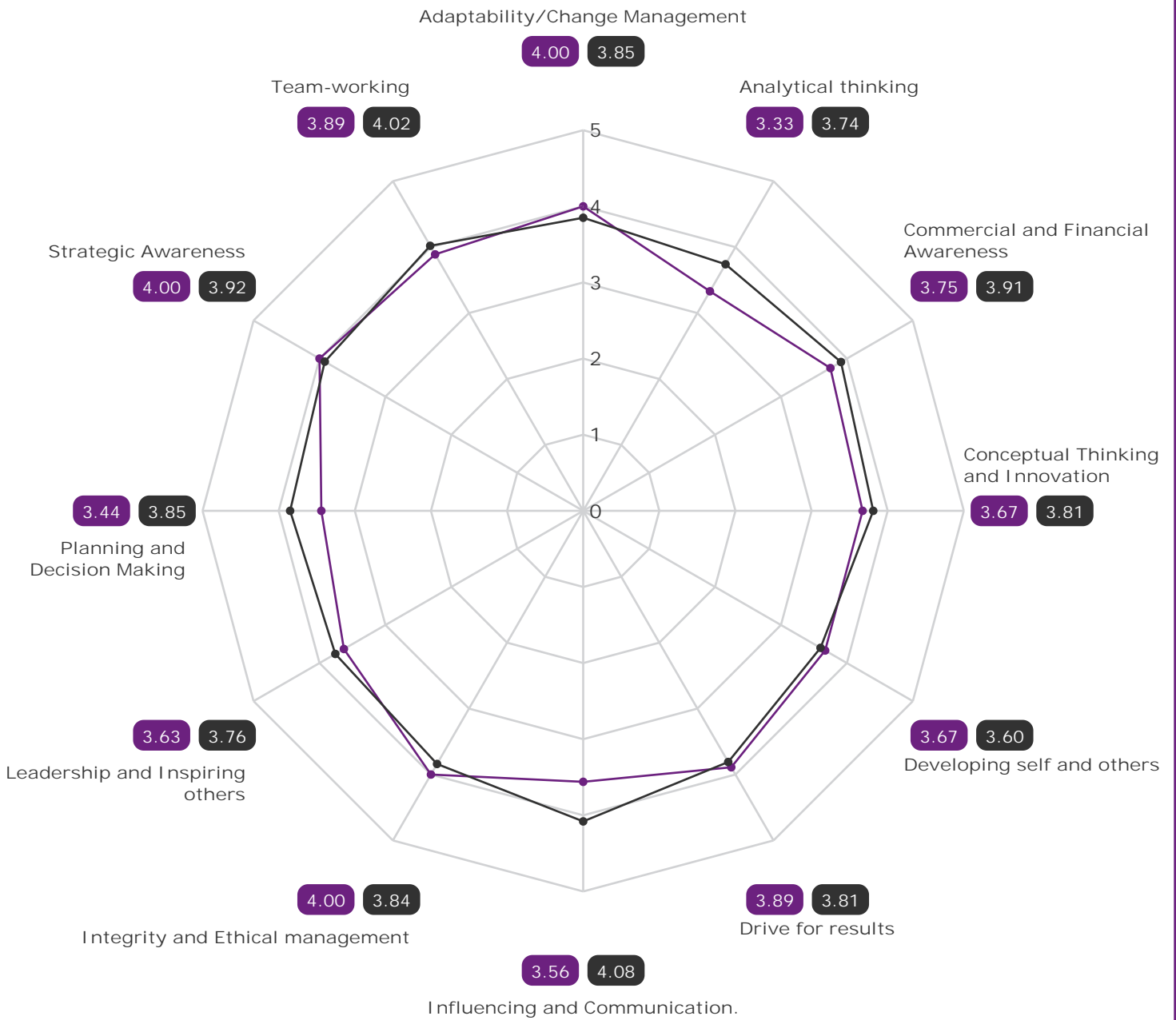
Feedback report for Paul Clinton

Spider Diagram

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



Key **Self** **Others**





Feedback report for Paul Clinton

Summary Of Competencies



Influencing and Communication.

The ability to influence and persuade others and to actively manage the organisation's communication processes

Your self score: 3.56

Feedback score: 4.08

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: 3.89

Feedback score: 4.02

Strategic Awareness

The ability to steer the organisation towards a goal using strategic vision to focus business activity

Your self score: 4.00

Feedback score: 3.92

Commercial and Financial Awareness

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

Your self score: 3.75

Feedback score: 3.91

Adaptability/Change Management

The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity

Your self score: 4.00

Feedback score: 3.85

Planning and Decision Making

The ability to make decisions on the best course of action and then to plan, organise, prioritise and balance resources to achieve that action

Your self score: 3.44

Feedback score: 3.85

Integrity and Ethical management

The ability to work ethically according to professional & company values

Your self score: 4.00

Feedback score: 3.84

Conceptual Thinking and Innovation

The ability to generate new ideas through original thought

Your self score: 3.67

Feedback score: 3.81

Drive for results

The ability to focus oneself and others on achieving specific outcomes

Your self score: 3.89

Feedback score: 3.81

Leadership and Inspiring others

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

Your self score: 3.63

Feedback score: 3.76

Analytical thinking

The ability to analyse, investigate & interpret data, issues & situations

Your self score: 3.33

Feedback score: 3.74

Developing self and others

The ability to improve own performance and to help others to develop into the next job

Your self score: 3.67

Feedback score: 3.60



Feedback report for Paul Clinton

In Detail: Influencing and Communication.

The ability to influence and persuade others and to actively manage the organisation's communication processes



In Summary

Your self score:

Feedback score:

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

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

Is able to creatively tailor communication in terms of both message and delivery to the audience

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

Uses the informal networks within the organisation to influence change

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

Projects authority without aggression

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

Demonstrates understanding through active listening, which shows respect for views and perspectives different from own

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

Has excellent negotiating skills

Own Answer: 3 Average Feedback: 4.00
Individual Scores: N/A, 3, 4, 5, 4, 4

Makes sure that there is a good two way flow of communication throughout the business

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

Encourages and enables others to talk with openness and honesty

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

Is able to deliver a powerful message which motivates people at difficult times

Own Answer: 3 Average Feedback: 3.67
Individual Scores: 4, 3, 5, 3, 3, 4



Feedback report for Paul Clinton



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: 3.89

Feedback score: 4.02

Encourages input and advice from others on company strategy

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

Understands how teams work

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

Focuses on team objective rather than personal agenda

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

Demonstrates commitment to team-working by personal example

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

Encourages teamwork to resolve business problems

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

Promotes a team culture at all levels of the organisation

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

Creates a climate of trust and collaboration across the organisation

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

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

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

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

Own Answer: 4 Average Feedback: 3.80
Individual Scores: 4, 3, 5, 4, 3, N/A



Feedback report for Paul Clinton

In Detail: Strategic Awareness

The ability to steer the organisation towards a goal using strategic vision to focus business activity



In Summary

Your self score: 4.00

Feedback score: 3.92

Chooses and develops strategies that differentiate business from competitors

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

Accurately anticipates emerging trends in the marketplace and associated customer expectations

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

Creates and communicates an inspiring vision, which wins commitment

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

Makes sure that the business is driven by the needs of its customers

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

Generates a clear vision for the future of the business

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

Translates the organisation's vision into successful, new, strategic initiatives.

Own Answer: 4 Average Feedback: 3.80
Individual Scores: 4, 3, N/A, 4, 4, 4

Balances strategic vision against demands of immediate operational challenges

Own Answer: 4 Average Feedback: 3.40
Individual Scores: 3, 3, N/A, 3, 3, 5



Feedback report for Paul Clinton

In Detail: Commercial and Financial Awareness

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



In Summary

Your self score: 3.75

Feedback score: 3.91

Recognises global trends in markets and their relevance for the business

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

Anticipates trends (social, economic, political, technological and regulatory) that potentially impact the business

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

Demonstrates broad and astute business sense

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

Adheres to relevant commercial and financial regulation

Own Answer: 3 Average Feedback: 4.00
Individual Scores: 4, 3, N/A, 5, 3, 5

Understands the key financial drivers in the internal and external business environment, and looks for cost effective solutions.

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

Constantly takes into account the longer term needs of the business and identifies risks and opportunities which will arise

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

Takes calculated risks in order to achieve significant business gains

Own Answer: 4 Average Feedback: 3.80
Individual Scores: 4, 3, N/A, 4, 3, 5

Able to organise and marshal resources to drive profitability

Own Answer: 4 Average Feedback: 3.50
Individual Scores: 4, 3, 3, 3, 3, 5



Feedback report for Paul Clinton



In Detail: Adaptability/Change Management

The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity

In Summary

Your self score: 4.00

Feedback score: 3.85

Can switch easily between different jobs and situations

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

Looks for the opportunities that arise during times of change

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

Balances conflicting agendas

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

Able to cope effectively in situations where there is a large amount of incomplete, complex and/or ambiguous information

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

Prepares the organisation to cope with continuous changes

Own Answer: 4 Average Feedback: 3.67
Individual Scores: 3, 3, 4, 4, 4, 4

Finds ways of achieving change without provoking opposition

Own Answer: 4 Average Feedback: 3.67
Individual Scores: 4, 3, 3, 4, 4, 4

Balances drivers for change against potential constraints

Own Answer: 4 Average Feedback: 3.60
Individual Scores: 4, 3, N/A, 3, 3, 5

Is a source of strength in times of uncertainty

Own Answer: 4 Average Feedback: 3.33
Individual Scores: 3, 3, 4, 3, 2, 5



Feedback report for Paul Clinton

In Detail: Planning and Decision Making

The ability to make decisions on the best course of action and then to plan, organise, prioritise and balance resources to achieve that action



In Summary

Your self score: 3.44

Feedback score: 3.85

Looks at the bigger picture and plans for the long term

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

Encourages bold win-win business planning

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

Knows when to take a risk in decision making

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

Identifies the critical point, by when decisions must be made

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

Takes tough decisions in absence of complete data

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

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

Own Answer: 4 Average Feedback: 3.80
Individual Scores: 3, 3, N/A, 5, 4, 4

Identifies and makes unpopular decisions when necessary

Own Answer: 3 Average Feedback: 3.67
Individual Scores: 2, 3, 5, 4, 3, 5

Allocates corporate resources to optimise the results of all plans

Own Answer: 3 Average Feedback: 3.40
Individual Scores: 4, 3, N/A, 3, 3, 4

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

Own Answer: 3 Average Feedback: 3.33
Individual Scores: 3, 3, 4, 3, 3, 4



Feedback report for Paul Clinton

In Detail: Integrity and Ethical management

The ability to work ethically according to professional & company values



In Summary

Your self score: 4.00

Feedback score: 3.84

Personal behaviour exemplifies company values

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

Takes responsibility for own actions and decisions

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

Performs to high standards, and maintains constructive interpersonal relationships~ when under pressure

Own Answer: 4 Average Feedback: 3.80
Individual Scores: N/A, 3, 4, 3, 4, 5

Promotes organisational honesty at all levels

Own Answer: 4 Average Feedback: 3.80
Individual Scores: 4, 3, N/A, 4, 3, 5

Risks unpopularity to make the right business decision

Own Answer: 4 Average Feedback: 3.80
Individual Scores: 4, 3, 5, 4, 3, N/A

Makes the right decision for the whole business, rather than own function or department

Own Answer: 4 Average Feedback: 3.60
Individual Scores: 3, 3, N/A, 4, 3, 5

Proactively takes ownership of problems affecting the business

Own Answer: 4 Average Feedback: 3.40
Individual Scores: 3, 3, 4, 4, 3, N/A



Feedback report for Paul Clinton

In Detail: Conceptual Thinking and Innovation

The ability to generate new ideas through original thought



In Summary

Your self score: 3.67

Feedback score: 3.81

Looks to different industries and disciplines to find new ideas that may apply

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

Able to see parallel situations and draw lessons from them

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

Able to understand and quickly see the key issues in a broad range of subjects

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

Comes up with and presents new, original and workable business ideas

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

Good at finding ways of tackling situations they haven't seen before

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

Is able to work lots of novel ideas into a coherent plan

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

Takes decisions that position the business as the market leader ahead of emerging trends

Own Answer: 3 Average Feedback: 3.67
Individual Scores: 4, 3, 3, 4, 3, 5

Overthrows conventional views and makes radical changes to achieve business success

Own Answer: 4 Average Feedback: 3.50
Individual Scores: 4, 3, 2, 3, 4, 5

Turns abstract ideas into models that others can understand

Own Answer: 4 Average Feedback: 3.50
Individual Scores: 3, 3, 4, 4, 3, 4



Feedback report for Paul Clinton

In Detail: Drive for results

The ability to focus oneself and others on achieving specific outcomes



In Summary

Your self score: 3.89

Feedback score: 3.81

Treats major obstacles as challenges

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

Articulates expectations for others and communicates the benefits

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

Creates an ethos of challenge and drives for business success

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

Pursues new business opportunities and makes them a reality

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

Encourages continuous improvement across the organisation

Own Answer: 4 Average Feedback: 3.80
Individual Scores: 4, 3, 5, 4, 3, N/A

Responds positively, with commitment and enthusiasm to setbacks and obstacles

Own Answer: 4 Average Feedback: 3.67
Individual Scores: 4, 3, 4, 3, 3, 5

Drives self and others on when facing difficulty

Own Answer: 4 Average Feedback: 3.67
Individual Scores: 4, 3, 4, 3, 3, 5

Promotes a drive for quality across the organisation

Own Answer: 4 Average Feedback: 3.67
Individual Scores: 4, 3, 4, 3, 3, 5

Constantly reviews and monitors progress of the organisation against agreed targets

Own Answer: 3 Average Feedback: 3.60
Individual Scores: 3, 3, N/A, 5, 3, 4



Feedback report for Paul Clinton

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: 3.63

Feedback score: 3.76

Says thank you on behalf of the organisation

Own Answer: 3 Average Feedback: 4.00
Individual Scores: N/A, 3, 5, 4, 4, 4

Behaves like a high profile leader

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

Creates a compelling picture of the organisation's vision, consistent with its values, which inspires others to feel a personal stake in its future

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

Builds teams with appropriate expertise to achieve results, and empowers teams to take action and resolve own issues

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

Publicly recognises the contributions of individuals and teams

Own Answer: 4 Average Feedback: 3.80
Individual Scores: 4, 3, 5, 4, 3, N/A

Champions empowerment by ensuring that people have the freedom and authority they need

Own Answer: 4 Average Feedback: 3.60
Individual Scores: 5, 3, N/A, 3, 3, 4

Motivates the organisation through positive leadership style

Own Answer: 3 Average Feedback: 3.50
Individual Scores: 4, 3, 4, 3, 3, 4

Creates an expectation of a high performance culture and stretches others beyond what they thought was possible

Own Answer: 4 Average Feedback: 3.50
Individual Scores: 3, 3, 4, 3, 3, 5



Feedback report for Paul Clinton

In Detail: Analytical thinking

The ability to analyse, investigate & interpret data, issues & situations



In Summary

Your self score: 3.33

Feedback score: 3.74

Is able to take multiple pieces of complex information from multiple sources and make sense of them

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

Makes sure that all the business implications are properly researched and taken into account when considering plans or actions

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

Sees behind what is going on to identify the dynamics of a situation, process or problem

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

Understands when an analysis or argument is valid, relevant and appropriate or not

Own Answer: 3 Average Feedback: 3.67
Individual Scores: 3, 3, 4, 4, 3, 5

Will test the feasibility of a course of action before implementing it

Own Answer: 3 Average Feedback: 3.60
Individual Scores: 3, 3, N/A, 4, 4, 4

Checks underlying evidence, data and assumptions before drawing conclusions

Own Answer: 3 Average Feedback: 3.50
Individual Scores: 2, 3, 3, 4, 4, 5



Feedback report for Paul Clinton

In Detail: Developing self and others

The ability to improve own performance and to help others to develop into the next job



In Summary

Your self score: 3.67

Feedback score: 3.60

Sets challenging and stretching goals for self even after having achieved significant personal success

Own Answer: 4 Average Feedback: 4.00
Individual Scores: 4, 3, N/A, 4, 4, 5

Responds positively to feedback and acts upon it

Own Answer: 4 Average Feedback: 4.00
Individual Scores: 5, 3, N/A, 4, 3, 5

Goes out of the way to put self into new situations in order to learn and enhance his/her own skills

Own Answer: 4 Average Feedback: 3.80
Individual Scores: N/A, 3, 5, 3, 3, 5

Makes sure that people have the support they need to realise their aspirations

Own Answer: 4 Average Feedback: 3.67
Individual Scores: 4, 3, 4, 3, 3, 5

Creates a broad pool of talent to meet future business needs

Own Answer: 3 Average Feedback: 3.50
Individual Scores: N/A, 3, N/A, 4, 3, 4

Encourages people to develop themselves by taking responsible risks

Own Answer: 4 Average Feedback: 3.50
Individual Scores: 4, 3, 3, 3, 3, 5

Makes sure that people understand that their personal development goes hand in hand with the health of the business

Own Answer: 4 Average Feedback: 3.40
Individual Scores: 4, 3, 4, 3, 3, N/A

Is open about own personal development as an example to others

Own Answer: 3 Average Feedback: 3.33
Individual Scores: 4, 3, N/A, 3, N/A, N/A

Develops successors by accurately assessing the strengths and weaknesses of others.

Own Answer: 3 Average Feedback: 3.00
Individual Scores: N/A, 3, 3, 3, 3, N/A



Feedback report for Paul Clinton

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 Paul Clinton do well that you would like them to do more often?

You answered: understands and implements change

Respondents' Feedback:

Shows well, should try to find more opportunities to contact potential new customers and build networks

Paul is very good at making things more visible.

Paul can construct and present persuasive business plans and should be encouraged to present and communicate with the organisation more frequently.

marketing

Nothing really, Paul has a positive and professional approach to everything he does and strives to succeed in everything

Paul Thanks team members (at all levels) for their work which is well received.



Feedback report for Paul Clinton

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 Paul Clinton to do differently?

You answered: better financial understanding

Respondents' Feedback:

Although it is essential to understand the technology and products, it is important to avoid getting sucked into operations.

Visit more customers for work opportunities

I would like Paul to be more confident, visible and interactive with both the hierarchy and senior management peer groups across all functions and business units.

attempt to influence the strategy more

Praise team members a little more often

Communicate with the whole team, The Business strategy for Aerostructures. The team needs to know what potential work is being chased and what areas the business intends to move into



Feedback report for Paul Clinton

Highlights & Lowlights

Your five highest scoring behaviours



Encourages input and advice from others on company strategy

Part of: Team-working

Own Answer: 4

Average Feedback: 4.40

Individual Scores: 5, 3, N/A, 5, 4, 5

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

Part of: Influencing and Communication.

Own Answer: 4

Average Feedback: 4.40

Individual Scores: 5, 3, N/A, 5, 4, 5

Understands how teams work

Part of: Team-working

Own Answer: 3

Average Feedback: 4.33

Individual Scores: 5, 3, 5, 4, 4, 5

Can switch easily between different jobs and situations

Part of: Adaptability/Change Management

Own Answer: 4

Average Feedback: 4.33

Individual Scores: 4, 3, 5, 5, 4, 5

Is able to creatively tailor communication in terms of both message and delivery to the audience

Part of: Influencing and Communication.

Own Answer: 3

Average Feedback: 4.33

Individual Scores: 5, 3, 5, 4, 4, 5



Feedback report for Paul Clinton

Highlights & Lowlights

Your five lowest scoring behaviours



Makes sure that people understand that their personal development goes hand in hand with the health of the business

Part of: Developing self and others

Own Answer: 4 Average Feedback: 3.40
Individual Scores: 4, 3, 4, 3, 3, N/A

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

Part of: Planning and Decision Making

Own Answer: 3 Average Feedback: 3.33
Individual Scores: 3, 3, 4, 3, 3, 4

Is a source of strength in times of uncertainty

Part of: Adaptability/Change Management

Own Answer: 4 Average Feedback: 3.33
Individual Scores: 3, 3, 4, 3, 2, 5

Is open about own personal development as an example to others

Part of: Developing self and others

Own Answer: 3 Average Feedback: 3.33
Individual Scores: 4, 3, N/A, 3, N/A, N/A

Develops successors by accurately assessing the strengths and weaknesses of others.

Part of: Developing self and others

Own Answer: 3 Average Feedback: 3.00
Individual Scores: N/A, 3, 3, 3, 3, N/A