

Hogan 360° Report



POWERED
BY PBC

Jane Sample of Sample Corp – August 2013



This report is confidential and should not be distributed without permission.

Raters

Managers	2
Peers	4
Reports	3
Self	1
Total	10

Peter Berry Consultancy

Reading and Interpreting Your Report

The feedback in 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 frequently occurring items 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.

Use the development plan on the final page of this booklet to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.



Name

Jane Sample

Score

5.7

No. of Raters

9

Benchmarking your score

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

10 th percentile	25 th percentile	50 th percentile	75 th percentile	90 th percentile
4.8	5.1	5.4	5.6	5.9

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	6.2	5.4	This person is very competitive and driven
2	6.2	6.0	This person is hardworking and has a good work ethic
3	6.1	5.5	This person is assertive and energetic
4	6.1	5.6	This person has the passion to make a difference
5	6.1	5.3	This person has taken initiatives to promote a customer service focus in his/her work area
6	6.1	5.3	This person has high self-awareness around personal improvement opportunities
7	6.0	5.3	This person sets high expectations for performance and performance improvement
8	6.0	5.5	This person is enthusiastic about improving customer service
9	6.0	5.7	This person completes work in a professional manner
10	6.0	5.6	This person brings a positive attitude to work
11	5.9	5.3	This person thinks long-term about new opportunities
12	5.9	5.3	This person is very effective in setting and managing his/her work priorities
13	5.9	5.2	This person has excellent people skills
14	5.9	5.5	This person consistently delivers good results
15	5.9	5.6	This person consistently applies our organisation's policies to avoid double standards
16	5.9	5.9	This person behaves to very high ethical standards
17	5.8	5.6	This person performs to a high standard on challenging assignments
18	5.8	5.5	This person is polite and considerate, never rude or abrasive
19	5.8	5.4	This person has very good communication skills
20	5.8	5.3	This person has strong influencing and negotiation skills
21	5.8	5.5	This person always looks for improvement opportunities and to deliver better results
22	5.7	5.2	This person uses customer feedback to drive improved performance
23	5.7	5.8	This person treats people with respect by not bullying them
24	5.7	5.5	This person presents ideas and concepts clearly while speaking
25	5.7	5.3	This person has very effective time management and organisational skills
26	5.7	5.1	This person builds very strong relationships with others
27	5.6	5.4	This person's behaviour provides a positive role model for others

Rank	Your Score	Global Average Score	Item
28	5.6	5.0	This person promotes and communicates a long-term vision for our organisation
29	5.6	5.4	This person often suggests new and original ideas
30	5.6	5.1	This person is very effective in setting long-term stretch goals
31	5.6	5.4	This person is always friendly, warm and thoughtful in relationships with others
32	5.6	5.6	This person is always open and straightforward and communicates honestly
33	5.6	5.2	This person holds others accountable for completing their work
34	5.5	5.3	This person produces high-quality and error-free work
35	5.5	5.3	This person makes people feel valued
36	5.5	5.2	This person effectively uses goals and performance indicators to drive improved performance
37	5.4	5.2	This person holds people accountable to the organisation's values and expectations
38	5.4	5.2	This person helps create a positive working environment that encourages people to work to their full potential
39	5.4	5.3	This person encourages those working in different areas to pull together to achieve common goals
40	5.4	5.4	This person builds trust and loyalty with others
41	5.3	5.1	This person works hard to improve morale
42	5.3	5.5	This person treats people fairly and without favouritism
43	5.3	5.0	This person is effective in coaching and developing others
44	5.3	5.4	This person is calm and even tempered, not volatile or moody
45	5.3	5.8	This person has the right knowledge and ability to be very effective
46	5.3	5.3	This person appropriately shares resources, knowledge and time
47	5.2	5.3	This person shares information and keeps people informed
48	5.2	5.0	This person recognises and challenges poor performance in others
49	5.0	5.4	This person manages emotions maturely and intelligently in stressful situations
50	4.9	5.8	This person has the right industry experience to be very effective

Leadership Competencies

Each of the questions in the previous section is linked to one of the four leadership quadrants.



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. It may require positive self-talk and recovery periods to fuel peak performance in turbulent times and avoid burnout. Successful self-management requires management of yourself and taking care of your brand and reputation.

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. It can involve the ability to build trusting, loyal relationships with stakeholders to support retention and performance. Successful relationship management requires recognition that your own level of performance relies on the performance of your team, which in turn relies on their engagement.

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. Success in this area can involve smarter prioritisation of work, more delegation, better time management and more effective goal setting. It is about achieving service and operational excellence in a timely, efficient manner.

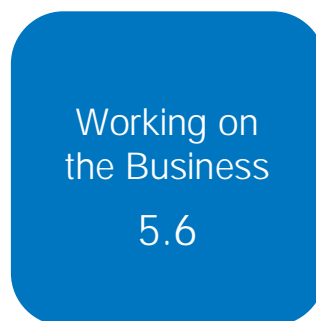
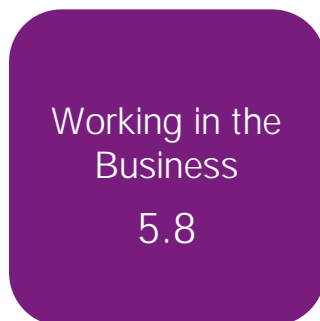
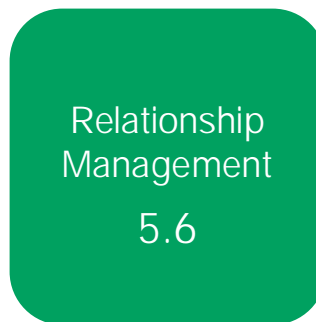
Working on the Business refers to adding extra value through innovation and strategic planning and building motivated, accountable teams. Success in this area can involve long-term planning to achieve competitive advantage and delivering results through high-performing cultures. Leading change requires spending more time on the business, having a planning cycle, conducting regular planning reviews and challenging poor performers.

Competency Combinations

Your combined scores for Self-Management and Relationship Management form a Behavioural Competencies score. Similarly, the combined scores for Working in the Business and Working on the Business form the Business Competencies score.

Behavioural Competencies 5.6

The Behavioural Competencies combination describes the use of emotional intelligence (EQ) to professionally manage oneself and relate appropriately to others to get the best outcomes from teams and stakeholders. High scorers typically demonstrate emotional resilience and strong interpersonal skills to improve results through better relationships. It requires stable, sustainable relationships to stay in the performance zone and avoid derailment.



Business Competencies 5.7

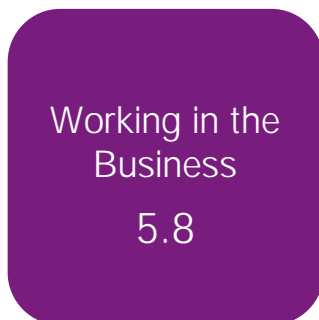
The Business Competencies combination describes the use of cognitive capability (IQ) to get the right balance between working in (operational) and on (strategic) the business to optimise day-to-day and longer-term results. High scorers typically demonstrate both the technical ability to deliver service and operational excellence as well as strategic insight to drive the bigger picture. It requires a strategic focus to deliver great results through high-performing cultures.

Competency Combinations

Your combined scores for Self-Management and Working in the Business form a Management Competencies score. Similarly, the combined scores for Relationship Management and Working on the Business form a Leadership Competencies Score.

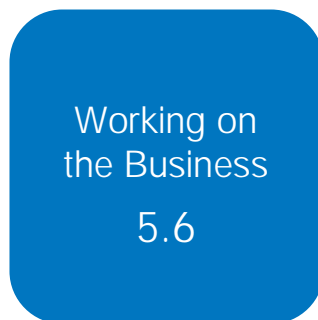
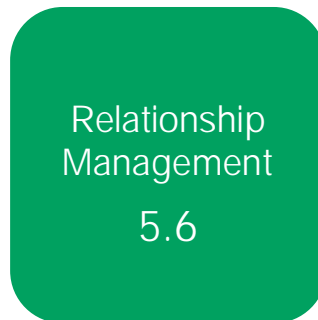
Management Competencies 5.8

The Management Competencies combination describes the world of the day-to-day manager where integrity and resilience are required to maximise capability, efficiency and positivity to deliver sound results. High scorers typically achieve service and operational excellence in a timely and efficient manner and are held accountable for performance by measurement.



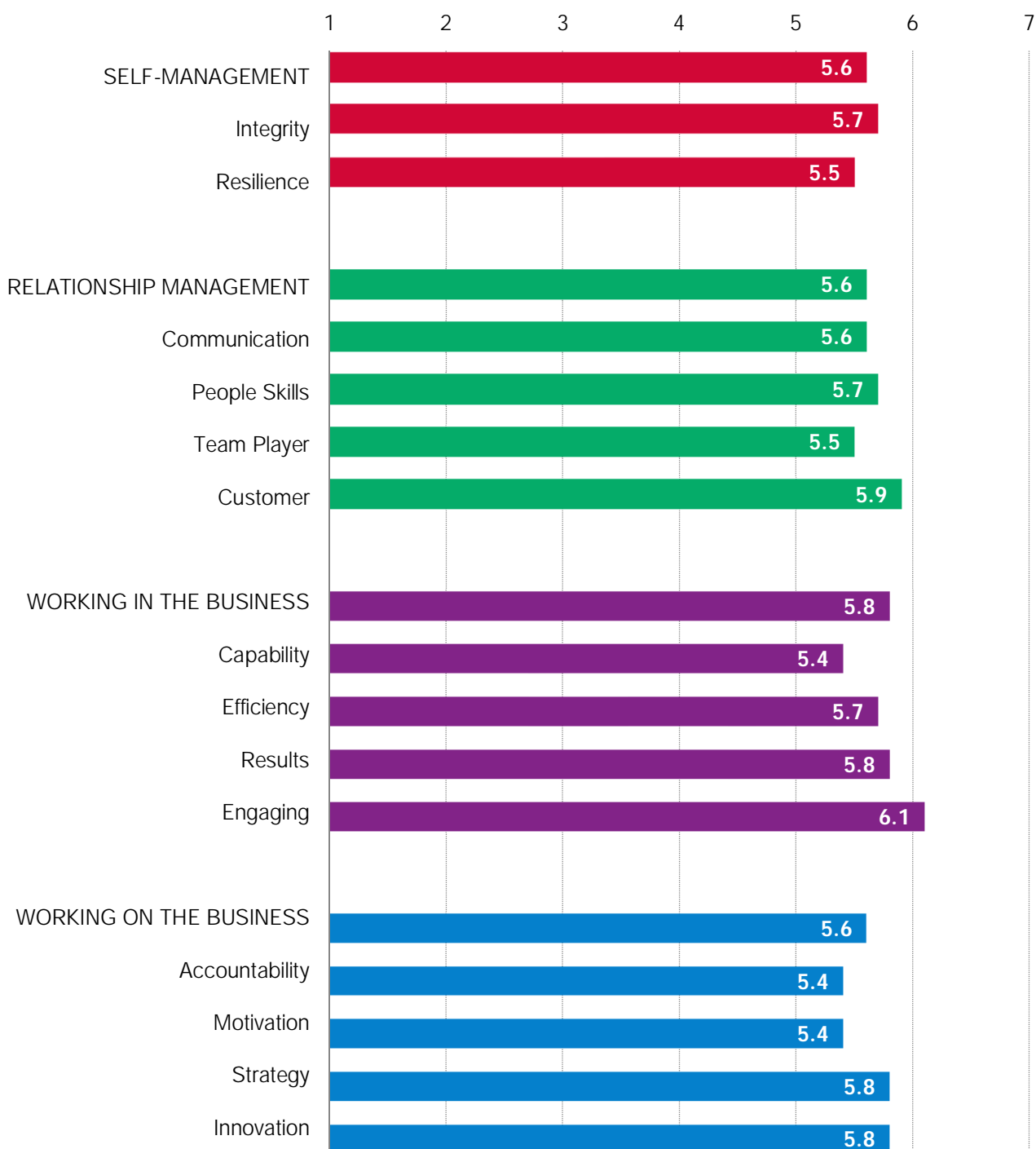
Leadership Competencies 5.6

The Leadership Competencies combination describes the bigger-picture world of the leader who makes time to create stakeholder engagement around strategic goals. High scorers typically build trusting, loyal relationships and motivate others to achieve the strategic agenda. It is about partnerships delivering innovation and peak performance.



Leadership Competencies

The graph below displays your score on the four leadership competencies and their respective subthemes.



Self-Management

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.6	5.1	5.5	6.2	5.2	SELF-MANAGEMENT
5.7	5.1	5.6	6.3	5.6	Integrity
5.7	5.2	5.7	6.2	6.0	This person treats people with respect by not bullying them
5.9	5.2	6.0	6.3	6.0	This person behaves to very high ethical standards
5.6	5.0	5.4	6.3	5.0	This person is always open and straightforward and communicates honestly
5.3	4.6	5.1	6.2	5.0	This person treats people fairly and without favouritism
5.9	5.4	5.7	6.5	6.0	This person consistently applies our organisation's policies to avoid double standards
5.5	5.1	5.3	6.2	4.8	Resilience
5.8	5.6	5.4	6.5	6.0	This person is polite and considerate, never rude or abrasive
5.3	5.0	5.1	5.8	4.0	This person is calm and even tempered, not volatile or moody
6.1	5.4	6.0	6.7	5.0	This person has high self-awareness around personal improvement opportunities
5.0	4.4	4.9	5.7	4.0	This person manages emotions maturely and intelligently in stressful situations

Scores from Self Ratings and Manager Ratings are always shown if a response was given. However, to protect anonymity, scores from Peers and Reports are only shown when there were two or more responses. If there were less than two responses, N/A is shown.

The items with a dash (-) mean that no raters entered a score for this item.

Relationship Management

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.6	5.3	5.3	6.3	5.3	RELATIONSHIP MANAGEMENT
5.6	5.4	5.2	6.2	5.3	Communication
5.7	5.4	5.3	6.3	6.0	This person presents ideas and concepts clearly while speaking
5.8	5.4	5.6	6.3	5.0	This person has very good communication skills
5.8	5.6	5.5	6.2	5.0	This person has strong influencing and negotiation skills
5.2	5.2	4.6	6.0	5.0	This person shares information and keeps people informed
5.7	5.3	5.3	6.4	5.5	People skills
5.6	5.2	5.1	6.5	5.0	This person's behaviour provides a positive role model for others
5.9	5.4	5.7	6.5	6.0	This person has excellent people skills
5.5	5.2	4.9	6.5	5.0	This person makes people feel valued
5.6	5.4	5.4	6.0	6.0	This person is always friendly, warm and thoughtful in relationships with others
5.5	5.0	5.2	6.2	5.0	Team player
5.4	5.2	5.0	6.2	5.0	This person builds trust and loyalty with others
5.3	4.4	5.1	6.2	5.0	This person appropriately shares resources, knowledge and time
5.4	5.0	5.1	6.0	5.0	This person encourages those working in different areas to pull together to achieve common goals
5.7	5.4	5.4	6.3	5.0	This person builds very strong relationships with others
5.9	5.6	5.8	6.4	5.3	Customer
6.0	6.0	5.9	6.2	6.0	This person is enthusiastic about improving customer service
6.1	5.8	6.0	6.3	6.0	This person has taken initiatives to promote a customer service focus in his/her work area
5.7	5.0	5.4	6.6	4.0	This person uses customer feedback to drive improved performance

Working in the Business

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.8	5.7	5.4	6.2	5.7	WORKING IN THE BUSINESS
5.4	5.1	5.2	5.9	5.7	Capability
6.2	6.2	5.9	6.5	7.0	This person is hardworking and has a good work ethic
5.3	4.8	5.0	6.0	5.0	This person has the right knowledge and ability to be very effective
4.9	4.4	4.9	5.3	5.0	This person has the right industry experience to be very effective
5.7	5.7	5.3	6.1	5.7	Efficiency
5.7	5.6	5.3	6.2	6.0	This person has very effective time management and organisational skills
5.9	5.8	5.7	6.3	5.0	This person is very effective in setting and managing his/her work priorities
5.5	5.6	5.0	5.8	6.0	This person effectively uses goals and performance indicators to drive improved performance
5.8	5.9	5.4	6.2	5.8	Results
6.0	6.0	5.6	6.5	6.0	This person completes work in a professional manner
5.8	6.0	5.3	6.2	6.0	This person performs to a high standard on challenging assignments
5.9	6.0	5.7	6.2	6.0	This person consistently delivers good results
5.5	5.6	5.1	5.8	5.0	This person produces high quality and error-free work
6.1	6.1	5.7	6.5	5.8	Engaging
6.0	5.8	5.7	6.5	6.0	This person brings a positive attitude to work
6.1	6.2	5.6	6.7	6.0	This person has the passion to make a difference
6.1	6.2	5.7	6.3	5.0	This person is assertive and energetic
6.2	6.2	5.7	6.7	6.0	This person is very competitive and driven

Working on the Business

Overall	Manager	Peer	Reports	Self	Themes and Questions
5.6	5.3	5.3	6.1	5.9	WORKING ON THE BUSINESS
5.4	5.3	5.1	5.9	6.0	Accountability
5.6	5.6	5.0	6.2	6.0	This person holds others accountable for completing their work
5.4	5.4	5.0	5.8	6.0	This person holds people accountable to the organisation's values and expectations
5.2	4.8	5.2	5.7	6.0	This person recognises and challenges poor performance in others
5.4	5.0	5.0	6.1	5.0	Motivation
5.3	5.0	5.0	6.0	5.0	This person works hard to improve morale
5.4	5.2	5.0	6.2	5.0	This person helps create a positive working environment that encourages people to work to their full potential
5.3	4.8	4.9	6.2	5.0	This person is effective in coaching and developing others
5.8	5.5	5.5	6.2	6.0	Strategy
5.6	5.4	5.5	6.0	6.0	This person is very effective in setting long-term stretch goals
6.0	5.8	5.7	6.5	6.0	This person sets high expectations for performance and performance improvement
5.6	5.3	5.3	6.2	6.0	This person promotes and communicates a long-term vision for our organisation
5.8	5.5	5.6	6.1	6.7	Innovation
5.8	5.8	5.5	6.2	6.0	This person always looks for improvement opportunities and to deliver better results
5.6	5.4	5.4	5.8	7.0	This person often suggests new and original ideas
5.9	5.4	6.0	6.3	7.0	This person thinks long-term about new opportunities

Scores by Themes

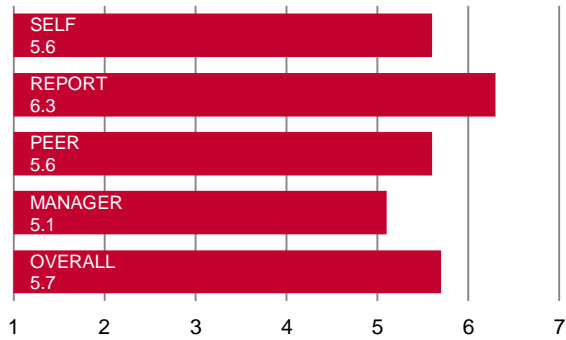
Self	Overall	Global Ave	Group Ave	Managers	Peers	Reports	Themes and Questions
5.2	5.6	5.5	5.6	5.1	5.5	6.2	SELF MANAGEMENT
5.6	5.7	5.6	5.7	5.1	5.6	6.3	Integrity
4.8	5.5	5.4	5.5	5.1	5.3	6.2	Resilience
5.3	5.6	5.3	5.6	5.3	5.3	6.3	RELATIONSHIP MANAGEMENT
5.3	5.6	5.3	5.6	5.4	5.2	6.2	Communication
5.5	5.7	5.3	5.7	5.3	5.3	6.4	People skills
5.0	5.5	5.2	5.5	5.0	5.2	6.2	Team player
5.3	5.9	5.3	5.9	5.6	5.8	6.4	Customer
5.7	5.8	5.5	5.8	5.7	5.4	6.2	WORKING IN THE BUSINESS
5.7	5.4	5.8	5.4	5.1	5.2	5.9	Capability
5.7	5.7	5.2	5.7	5.7	5.3	6.1	Efficiency
5.8	5.8	5.5	5.8	5.9	5.4	6.2	Results
5.8	6.1	5.5	6.1	6.1	5.7	6.5	Engaging
5.9	5.6	5.1	5.6	5.3	5.3	6.1	WORKING ON THE BUSINESS
6.0	5.4	5.0	5.4	5.3	5.1	5.9	Accountability
5.0	5.4	5.1	5.4	5.0	5.0	6.1	Motivation
6.0	5.8	5.1	5.8	5.5	5.5	6.2	Strategy
6.7	5.8	5.4	5.8	5.5	5.6	6.1	Innovation

Themes and Questions Review

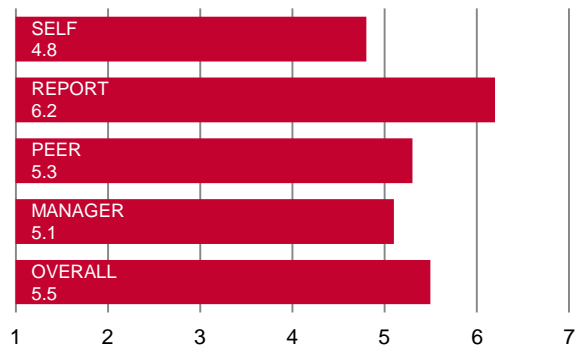
The charts below display your results by theme and rater type.

SELF-MANAGEMENT

Integrity

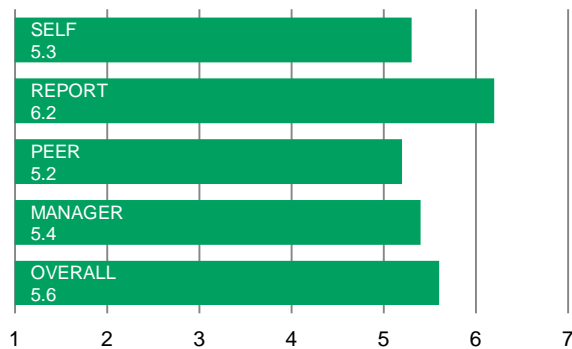


Resilience

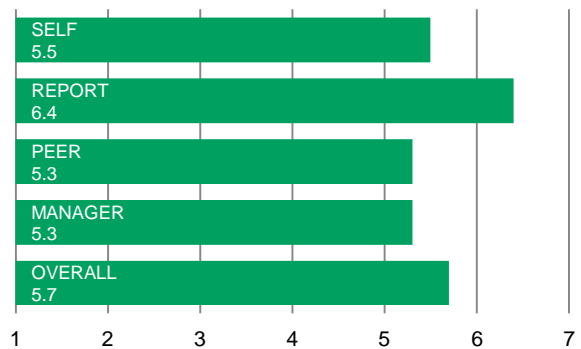


RELATIONSHIP MANAGEMENT

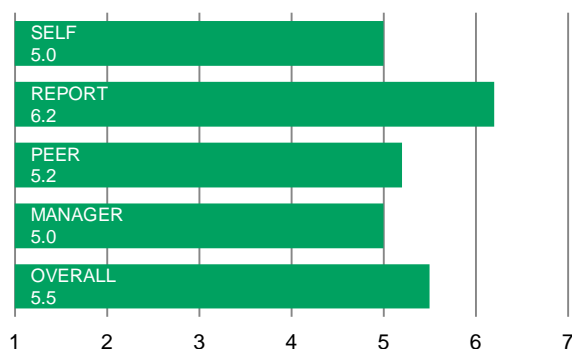
Communication



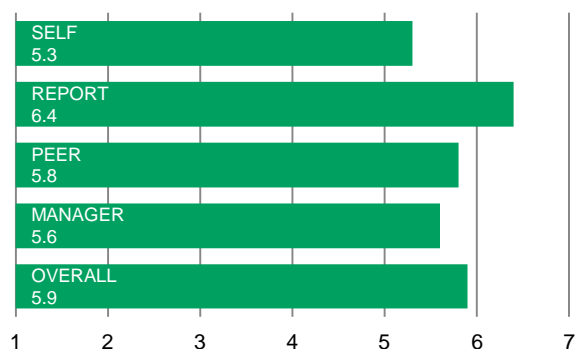
People



Team Player

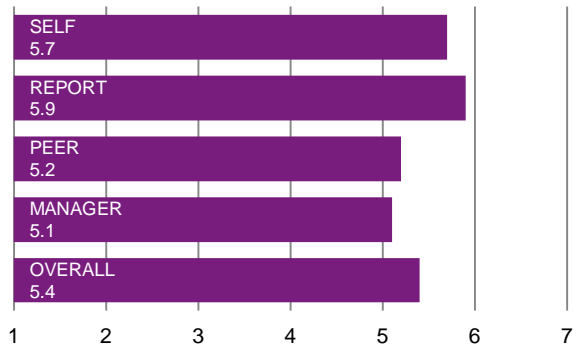


Customer

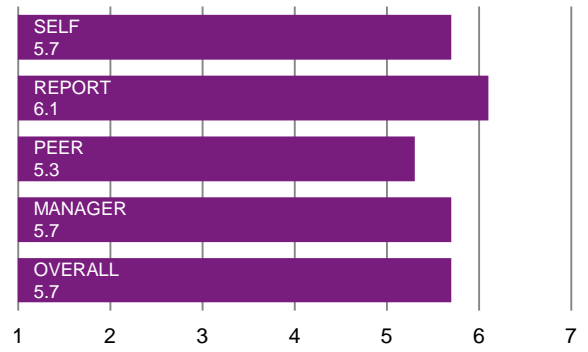


WORKING IN THE BUSINESS

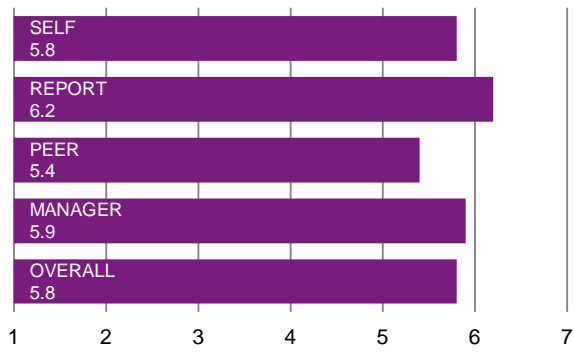
Capability



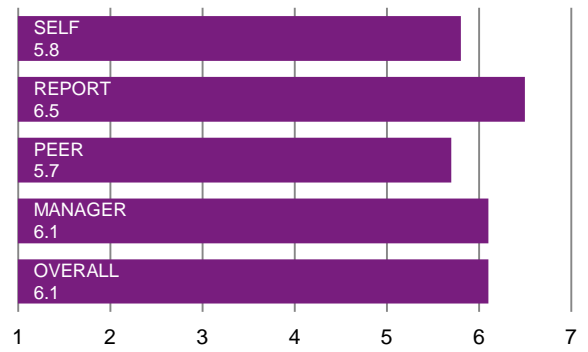
Efficiency



Results

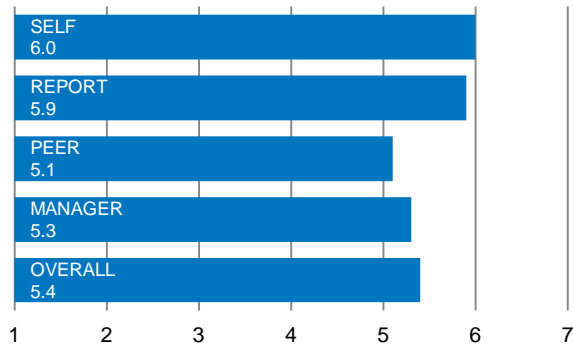


Engaging

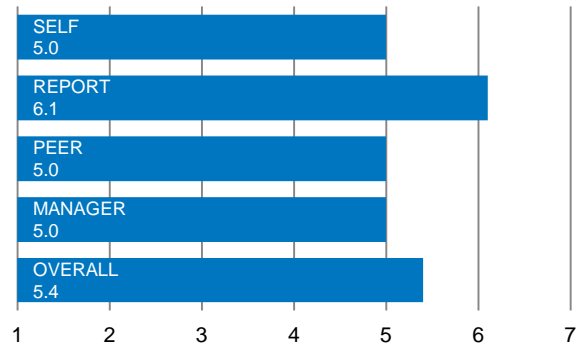


WORKING ON THE BUSINESS

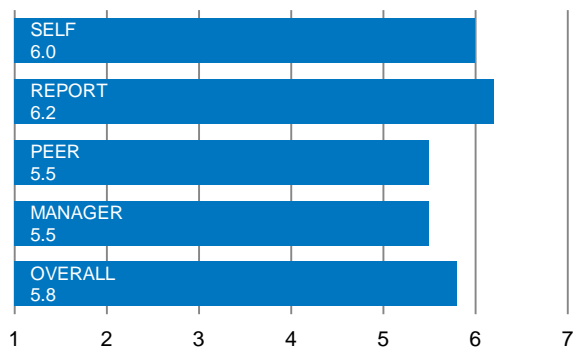
Accountability



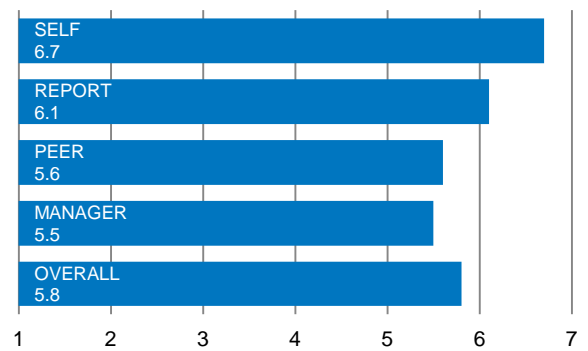
Motivation



Strategy



Innovation



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 list items indicate that there is agreement about your strengths. The items with a dash (-) simply mean that no raters picked those from the list. There are no self scores in the calculation.

Global Ave	Group Ave	Your Rank	Strengths	Total Score
5	2	1	Has a professional approach	29
6	7	2	Is customer focused and good with clients	29
18	1	3	Builds effective relationships	16
2	11	4	Works hard with a strong work ethic	14
14	6	5	Strong communication skills	13
9	3	6	Is well organised	11
3	5	7	Has a positive and enthusiastic attitude	10
12	20	8	Has strong leadership skills	10
11	26	9	Is competitive and determined	10
4	8	10	Has strong people skills	8
8	10	11	Is action-oriented and gets things done	8
16	4	12	Is a positive role model	6
21	14	13	Suggests new and innovative ideas	4
20	16	14	Good at planning and thinking ahead	3
24	22	15	Sets clear goals and drives results	3
7	23	16	Has high ethical standards and integrity	2
1	9	17	Has solid technical ability, experience and knowledge	2
22	19	18	Is visionary and strategic	1
26	13	19	Motivates and inspires others	1
25	21	-	Challenges poor performance	-
23	17	-	Good sense of humour	-
17	18	-	Is empathic and supportive	-
10	24	-	Is good at solving problems	-
13	15	-	Is steady and calm under pressure	-
19	25	-	Makes the tough decisions	-
15	12	-	Shows loyalty	-

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 hand 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. The items with a dash (-) simply mean that no raters picked those from the list. There are no self scores included in the calculation.

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

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 strengths.

Jane is innovative. She gets on well with clients, yet is also firm with them. Jane is enthusiastic about any project that she tackles. She has a good work ethic and a good sense of humour.

Jane is committed, very task orientated and displays exceptional levels of experience and professionalism when undertaking her work. She is well organised and adaptable to varying situations, and is a team player.

Good natured; professional; strong communicator (when she communicates).

Professionalism; personality; work ethic; adapting to change.

She is a great communicator and can build a relationship with anyone quickly.

Jane is a great communicator and has all the signs of taking on a leading role within Sample Corp. She has been a pleasure to work with and has been very supportive. Jane has managed quite a complex project effortlessly. She has strong organisational skills, especially in terms of client management.

Jane is very open and honest in what her expectations are of her team. She is extremely approachable and will always find the time to sit down and discuss any issues. She has an extensive network of contacts in the industry, with very good relationships. She manages clients' expectations and makes effective use of the resources available to her in order to meet the clients' expectations. Jane sets very high standards and is always determined to deliver high quality results for every task.

Jane Sample is passionate about delivering a good product or service to her client in line with the company's goals. She works to the strengths of others. In difficult times, she demonstrates her ability to rise above difficult team members, continue to aim to please the client and produce a high level product for the client.

Extremely passionate and motivated to improve work outcomes; confident in uncertain situations; immerses herself in new projects to determine all the relevant information; articulate in communicating complex messages; strategic and focused on long-term opportunities; able to mix easily with a wide range of people; community focused in the sense of always looking for something beyond the project to contribute; encourages individual team members to improve their work outcomes.

Communication on all levels; professional approach to all aspects of work; leadership skills and ability to think outside the square; overall, a great team player and leader all rolled into one.

Strong communication and leadership skills.

High energy level and work ethic; outgoing personality; ability to get things done; thinks outside the square.

Her communication skills are excellent when she is focused on external clients. She has a high level of energy and effort, a clear focus on her own career goals and enthusiasm to take on challenges. She manages upwards very well, which is not always the case for peers and reports.

Her ability to mix and communicate at all levels of a project team, including with client representatives; her ability to instil confidence in the client group that Sample Corp will deliver on our promises and obligations; her ability to distil large amounts of information into a concise and easily communicated form; her contagious enthusiasm and focus is evident in all aspects of her work and social life.

Outstanding at developing relationships with all people; has very good rapport with all; keen to take on new tasks and make a fist of it. It is great having somebody like Jane on the team.

Natural leadership; ambitious; communication skills and task setting/monitoring; establishes and maintains client

relations; experienced; committed and loyal; friendly and good natured; has a sense of humour.

Relating to clients.

Jane is very focused and organised. Her time management skills are excellent and she knows how to get things done. Jane communicates very well upstream and builds strong relationships with management and direct reports. She is customer focused and builds good relationships externally and is trusted by consultants and clients.

Please describe this person's opportunities to improve.

Needs to be calmer when things are not going well; could be more tolerant and understanding to those with different opinions; needs improved time management; should not become temperamental when stressed, or if an opinion is different to hers.

Jane's opportunity to improve is to do less micromanaging. She needs to try to ensure that individuals complete the work activities assigned to them and make them more accountable for their performance or lack thereof. Jane draws on the comfort of needing to know every little aspect of a project when she should rely more on her team to inform decisions. She can sometimes come across as a little abrasive in her actions; however, I think that this is because of frustration in dealing with people and their lack of competencies in completing tasks.

In my opinion, a good manager needs a sound technical background and I feel that Jane's technical knowledge is generally limited. She should implement better process and protocol for teams on the projects that she manages. She must understand that delegation and managing staff resources is about more than just getting people to help. They need clear roles and responsibilities to be defined. She should be less self-centred. Whilst Jane is generally pleasant and professional, I find that her attitude can exude an "it's all about me" tone. Jane could engage better with her project teams (BPL), e.g. not operate on a "need to know" basis. That kind of thing only gives the impression that she thinks she is above everyone else. She can come across as being somewhat fake on occasion, e.g. agreeing for the sake of agreeing to keep up appearances.

Improve her ability to reprimand poor performance and attitudes within her team; gain further onsite project delivery experience (depending on her preference for future roles).

Should not take on too much of the workload.

Jane is still young and there will always be technical experience to be gained within the building industry. Jane needs to not put herself under too much pressure.

Challenge poor performance; share knowledge and resources; delegate more appropriately; stop taking on too much and spreading herself too thin.

Due to the nature of the project, an opportunity for improvement arose in regards to delegation of work. Often Jane would take on too much, causing a high level of individual stress when often these items/issues could and should have been delegated to others. Her drive for performance throughout the project often resulted in huge individual workloads, time commitments and stress. Improved delegation and business structuring would have ensured that she was supported by the whole team and not left with an overwhelming amount of work and responsibility with the clients.

Improve her team building skills in the sense of trusting each and every team member's capabilities to contribute towards a common goal; set out clear and concise goals and timeframes to adhere to, and maintain them; share knowledge and resources; have open communication with other areas of the business that may benefit from further information; transfer her verbal communication of ideas into document form that is equally articulate; maintain relationships with internal peers.

Being able to handle aggressive situations better.

She should increase her knowledge base on methodology and sequencing of construction and buildability issues. She has a great work ethic but, from what I've observed, she must ensure that she does not take too much on and that she is not overloaded.

Jane needs to gain work experience through exposure to working on site and in different environments within the industry, e.g. a D&C team on bigger projects, a design office to gain exposure to the "other side of the fence," and tender bids to develop Bid Leader skills. She needs to learn to work with others in a team. She is good at getting things done when she has to rely on herself, but I'm not sure that she is able to get the best out of people working with her in a team situation. Her leadership and management skills could be developed further through training. Learning, participation and delegation skills are always the ones that take time to master. She also needs to be able to interact with peers who she may consider to be rivals. When things don't go her way, she can be stubborn and resentful.

She should share information and contacts more effectively because they are not just hers, they are the company's. There is too much obvious focus on making sure that she gains recognition for her own career goals and not the team's or other people's goals. She should stop vocally comparing her own relative perceptions of performance to others in her peer group, with the emphasis on their failures. There is too much open canvassing of her level of dissatisfaction/career expectations/disagreement with decisions amongst other staff members. This is inappropriate, undermining and reflects badly on her. She needs to gain experience to supplement her capability. At the moment, she believes that her capability should immediately qualify her for a promotion, as opposed to gaining experience.

Jane needs to gain more and better project experience on a complex, highly serviced project to gain a deeper appreciation of roles, deliverables and personalities within a large project design team. She could further develop her written and verbal communication skills, taking into account Australian English form and expression.

Requires more experience on the project side of the business, i.e. run a major project as the Design Manager.

Strategic development; major project experience; dealing with confrontations; negotiating skills; effective listening, i.e. walk in the shoes of others.

I haven't worked closely with Jane for some time so I will decline to comment.

Jane is quick to point out the shortcomings in others to management and I think there is opportunity to devote more energy into developing relationships with her peers. Jane is very capable and organised but needs to recognise that further and broader experience is required to develop those skills to their fullest.

Sometimes managers can overuse their strengths. For example, a confident person can become arrogant, a passionate person can become temperamental, or a diligent person can micromanage others. Are there any strengths being overused by this person?

Jane is very diligent in all that she does; however, this can be perceived by others as micromanaging.

I think that she is fairly genuine and well balanced in relation to this question.

Yes, her empathy may sometimes obstruct her from addressing poor performance within her team, preferring to take on the responsibilities of others in order to deliver for the project or client. Otherwise, Jane is measured and professional.

No.

Jane works well under pressure but can put herself under too much pressure in doing so.

A strength that is possibly overused by Jane is her dedication to the job. This translates into long hours and constant email connection. Her excellent organisational skills often mean that she is left with a large amount of work when others have switched off and left for the day. There is an expectation that her level of organisation and commitment will be mirrored in others in the team, which is often not the case and results in disappointment on her behalf.

Jane has a tremendous ability to influence individuals with whom she has developed a relationship. However, when her communication of ideas initially works to get people involved and interested in her projects, her influential and strategic nature can sometimes come across too strong in attempting to make progress on her terms, without necessarily considering others' valid ideas/opinions. From experience, this doesn't always assist in maintaining an effective team for the long haul, as people lose interest if they don't feel like they are able to make valuable contributions.

Leadership and creativity.

No.

Ambition - her strong drive to succeed and gain recognition and promotion may alienate herself from her colleagues; impatience - can be a strength in getting things done, but can turn others off.

Her communication skills are overused in an effort to manage her career indirectly. Also, she wants to be in charge of any team she works within. She has a tendency to override or ignore others' strategic input to suit her own goals. This can also lead to a lack of flexibility in her own interactions with external/client groups, as she still pursues her own agenda without listening to what they are actually looking for.

There may be a perception that Jane is ambitious and overuses her obvious talent across a number of areas of the business for self-promotion. This can have the effect of creating divisions in teams that she may be required to lead in the future.

No, I think Jane uses her strengths for the betterment of the company.

Jane shows a high degree of personal confidence that can sometimes be read as arrogance, although I personally see this as more a reflection of her ambitious nature.

I haven't worked closely with Jane for some time so I don't have any response to this question.

Not really. However there are signs that Jane's success to date may be leading to a degree of over-confidence with respect to her current role as a design manager. Jane must also be careful not to alienate her peer group or to think that her strong relationships with her line management will allow licence to undermine others through regular criticism.

Development Plan

This section provides a place for you to create a personal development plan. This plan should include behaviours that you want to keep doing, start doing and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to check your progress.

Keep

-

-

-

Start

-

-

-

Stop

-

-

-
