STRICTLY PRIVATE AND CONFIDENTIAL

BLUE SKY INVESTMENTS

360 Degree Leadership Survey

GROUP REPORT
December 2013

Executive Summary

This report presents the results of the survey collated across the group. The report contains two sections:

 - an Executive Summary and Group Profile Match.

Shown below are the overall average ratings of the group's performance per rater group. Also shown are the standard deviations for each average, indicating the variability of ratings around the average.

Respondent Group	Mean Rating	Std Dev
Self	4.1	0.83
Manager	3.5	0.78
Peer	4.0	0.82
Direct Report	4.0	0.80
Customer	4.0	0.80

Shown below are the average ratings for each success factor across all raters (excluding self ratings).

| Competencies	Mean Rating
1. Leading through Vision and Values	3.8
2. Customer Focus	4.0
3. Commercial Focus	4.0
4. Executing Strategy	3.6
5. Quality Orientation	3.9
6. Health and Safety Management	4.3
7. Change Leadership	3.6
8. Developing Teams for Success	3.7
9. Building Business Partnerships	3.7
10. Creating a Trust Environment	4.0
11. Positive Impact and Influence	4.0
12. Operational / Strategic Decision Making	3.9
13. Communication	4.0
14. Valuing Diversity	4.1
15. Technical and Professional Knowledge and Skills	4.2

Group Profile Match

The Group Profile Match compares self-assessment with target colleagues' assessment of performance for the present job.

The first part of the report shows the number of raters in each category (e.g. self, manager, direct reports and peers).

The performance rating shown under each competency heading shows the result for group ratings using the following scale:

1 = Very rarely
2 = Seldom
3 = Sometimes
4 = Often
5 = Almost always

The range of ratings for each group is shown by the grey shaded horizontal bar.
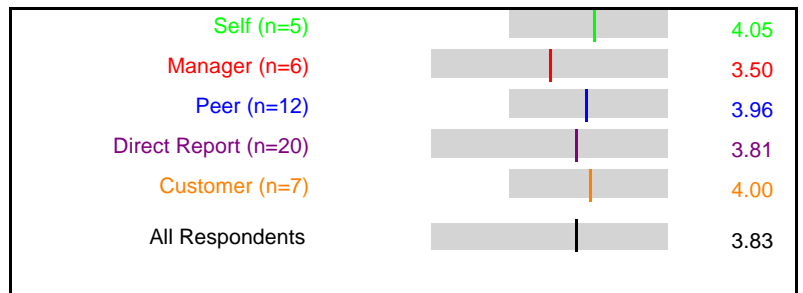Average ratings for each group are indicated by the coloured vertical bar.
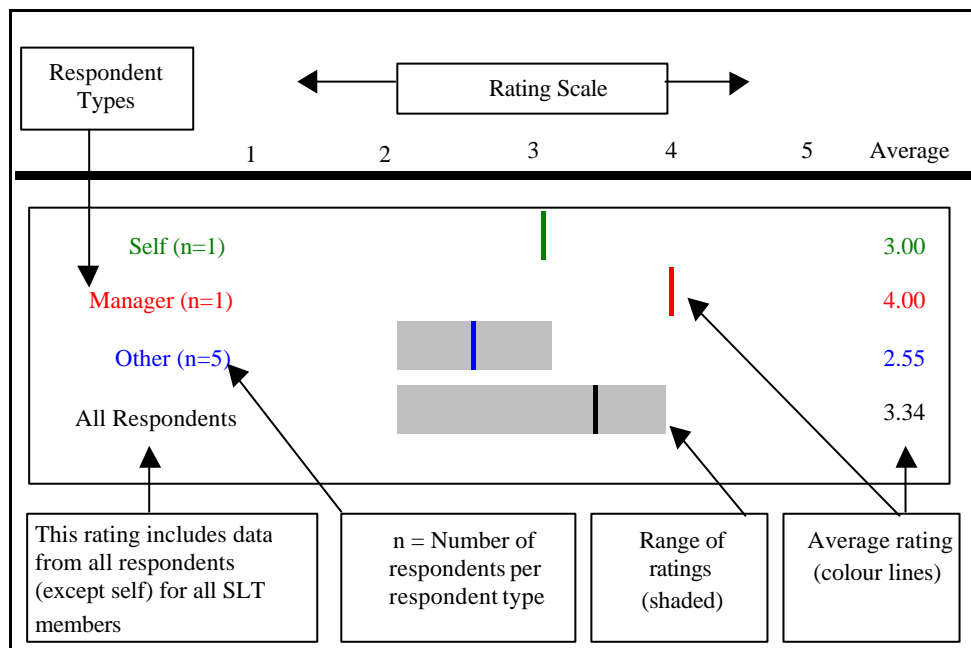
Group Profile Match

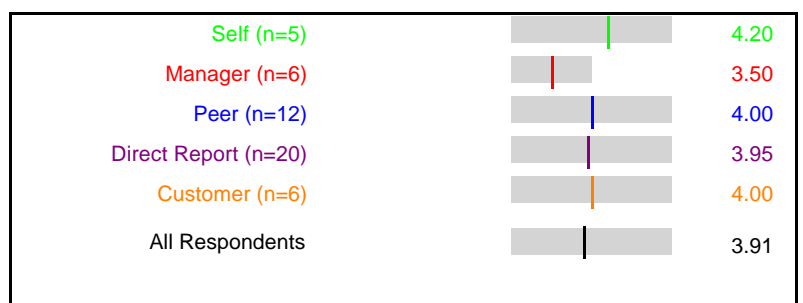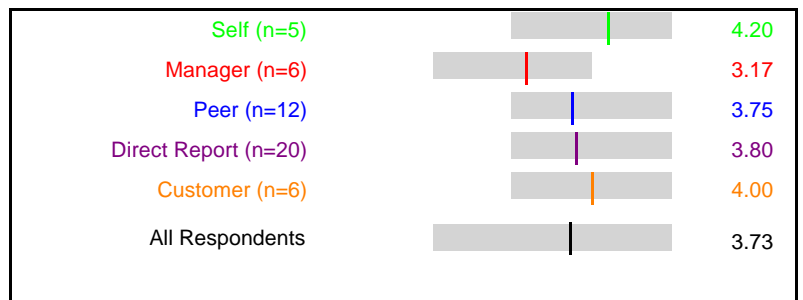|	Very Rarely	Seldom	Sometimes	Often	Almost Always	
	1	2	3	4	5	Average

Leading through Vision and Values

Keeping the organisation's vision and values at the forefront of decision making and action; selling a clear view of the future of the organisation; clarifying the behaviours necessary to achieve future success.
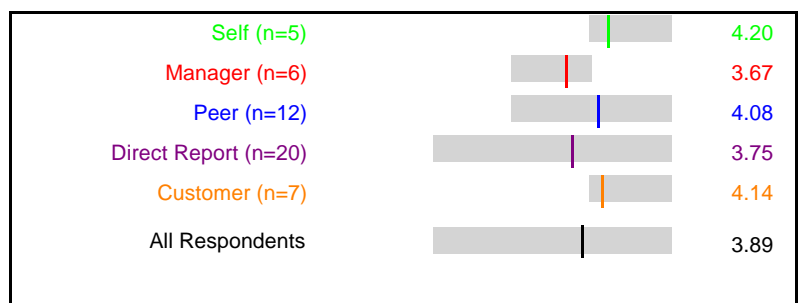
	Average
Self (n=5)	4.05
Manager (n=6)	3.50
Peer (n=12)	3.96
Direct Report (n=20)	3.81
Customer (n=7)	4.00
All Respondents	3.83

1.1 Communicates the importance of the vision and values.

	Average
Self (n=5)	4.20
Manager (n=6)	3.50
Peer (n=12)	4.00
Direct Report (n=20)	3.95
Customer (n=6)	4.00
All Respondents	3.91

1.2 Moves others to action by translating the vision and values into day-to-day activities.

	Average
Self (n=5)	4.20
Manager (n=6)	3.17
Peer (n=12)	3.75
Direct Report (n=20)	3.80
Customer (n=6)	4.00
All Respondents	3.73

1.3 Models the vision and values through actions and decisions.

	Average
Self (n=5)	4.20
Manager (n=6)	3.67
Peer (n=12)	4.08
Direct Report (n=20)	3.75
Customer (n=7)	4.14
All Respondents	3.89

1.4 Rewards living the vision and values and addresses situations where actions are contrary to values or do not contribute to the vision.
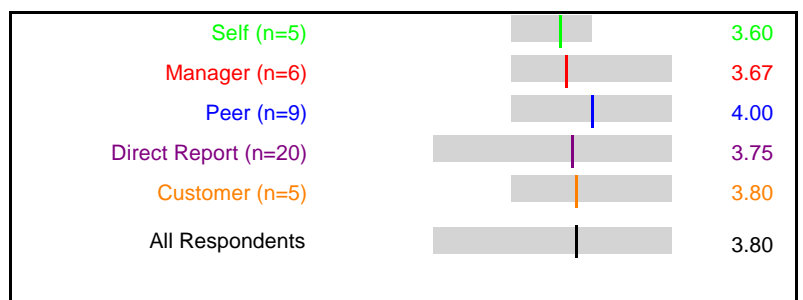
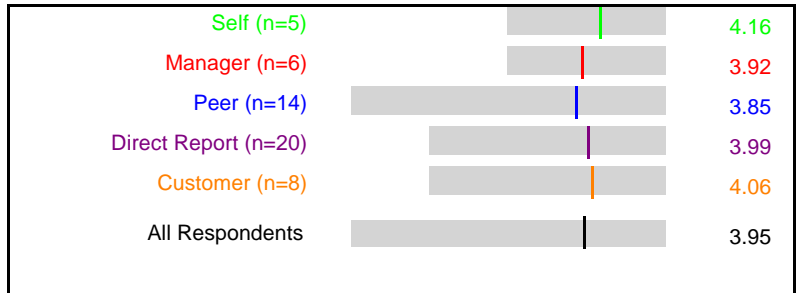|	Average
Self (n=5)	3.60
Manager (n=6)	3.67
Peer (n=9)	4.00
Direct Report (n=20)	3.75
Customer (n=5)	3.80
All Respondents	3.80

Group Profile Match

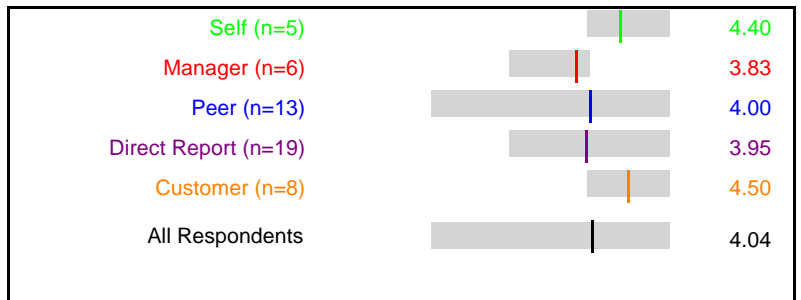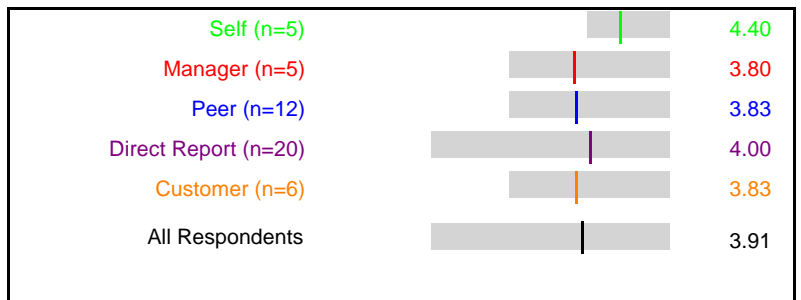|	Very Rarely	Seldom	Sometimes	Often	Almost Always	
	1	2	3	4	5	Average

Customer Focus

Cultivating strategic customer relationships by actively seeking input; making efforts to ensure that customer needs are listened to and understood by self and others; maintaining a focus on enhancing the customer's business; ensuring customer focus is a driving force behind all value add business.
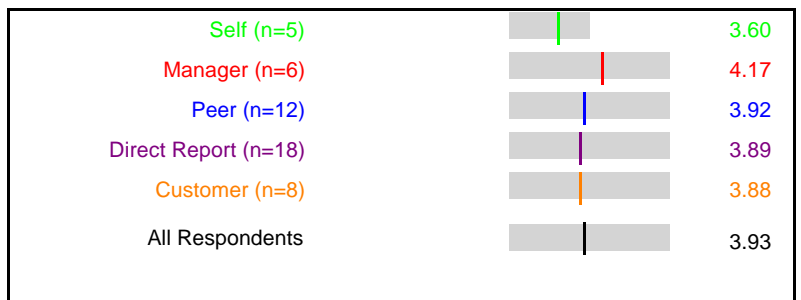
Respondent	Average
Self (n=5)	4.16
Manager (n=6)	3.92
Peer (n=14)	3.85
Direct Report (n=20)	3.99
Customer (n=8)	4.06
All Respondents	3.95

2.1 Identifies key customer requirements and promotes a customer focus with others.

Respondent	Average
Self (n=5)	4.40
Manager (n=6)	3.83
Peer (n=13)	4.00
Direct Report (n=19)	3.95
Customer (n=8)	4.50
All Respondents	4.04

2.2 Educates customers to encourage an understanding of our issues.

Respondent	Average
Self (n=5)	4.40
Manager (n=5)	3.80
Peer (n=12)	3.83
Direct Report (n=20)	4.00
Customer (n=6)	3.83
All Respondents	3.91

2.3 Considers and presents value added business solutions to customers.
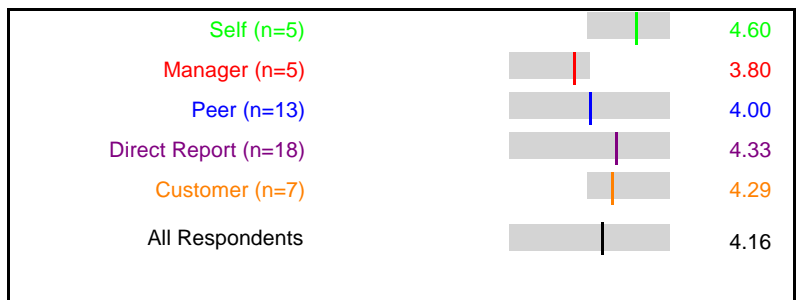
Respondent	Average
Self (n=5)	3.60
Manager (n=6)	4.17
Peer (n=12)	3.92
Direct Report (n=18)	3.89
Customer (n=8)	3.88
All Respondents	3.93

2.4 Maintains a long term business perspective with clients.

Respondent	Average
Self (n=5)	4.60
Manager (n=5)	3.80
Peer (n=13)	4.00
Direct Report (n=18)	4.33
Customer (n=7)	4.29
All Respondents	4.16

Group Profile Match

	Very Rarely	Seldom	Sometimes	Often	Almost Always	
	1	2	3	4	5	Average

2.5 Monitors customer feedback systems.
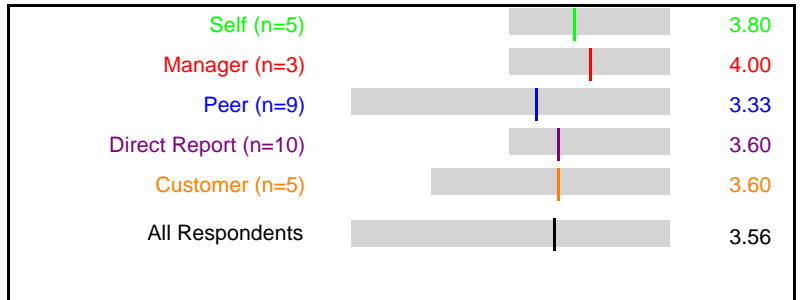
		Average
Self (n=5)		3.80
Manager (n=3)		4.00
Peer (n=9)		3.33
Direct Report (n=10)		3.60
Customer (n=5)		3.60
All Respondents		3.56

Group Profile Match

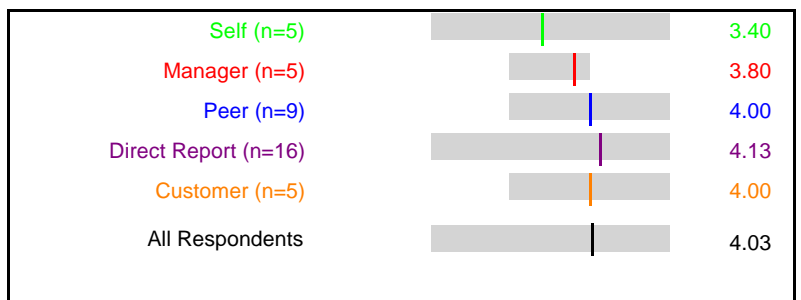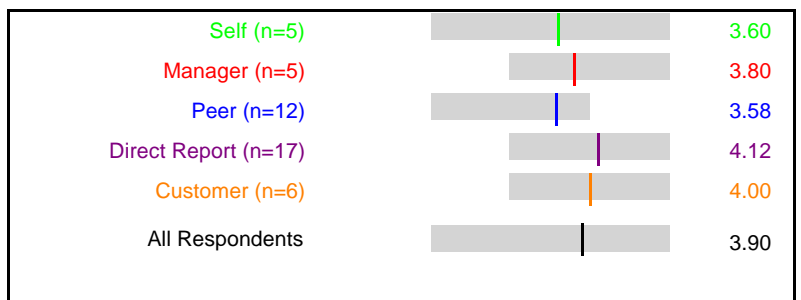|	Very Rarely	Seldom	Sometimes	Often	Almost Always	
	1	2	3	4	5	Average

Commercial Focus

Demonstrates a strong commercial understanding; knows the competition; understands how business strategies and tactics operate in the marketplace; uses a range of data to identify business opportunities and risks.
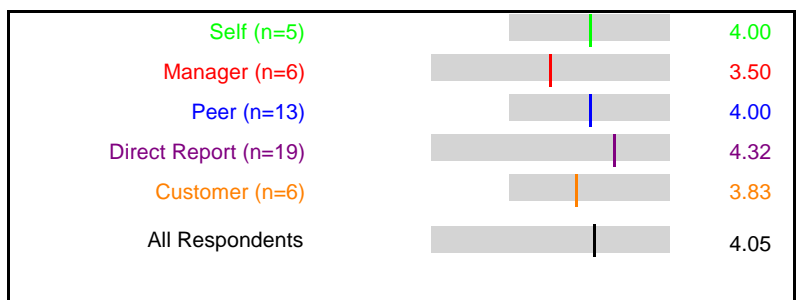
	Average
Self (n=5)	3.67
Manager (n=6)	3.69
Peer (n=14)	3.85
Direct Report (n=20)	4.19
Customer (n=7)	3.94
All Respondents	3.99
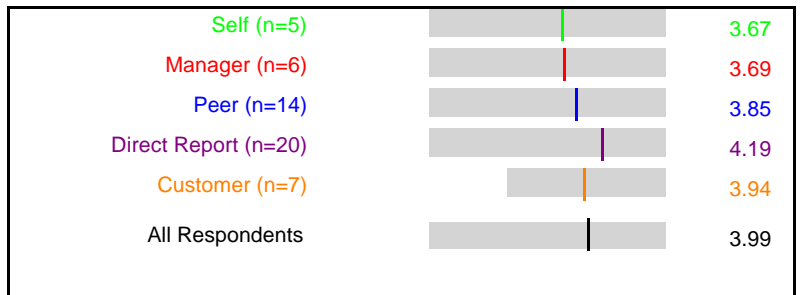
3.1 Scans the marketplace.

	Average
Self (n=5)	3.40
Manager (n=5)	3.80
Peer (n=9)	4.00
Direct Report (n=16)	4.13
Customer (n=5)	4.00
All Respondents	4.03

3.2 Understands and applies factors that determine commercial viability of new and existing opportunities.

	Average
Self (n=5)	3.60
Manager (n=5)	3.80
Peer (n=12)	3.58
Direct Report (n=17)	4.12
Customer (n=6)	4.00
All Respondents	3.90

3.3 Applies financial strategies and systems to identify key issues and decision-making criteria, and to determine strategies and plans.

	Average
Self (n=5)	4.00
Manager (n=6)	3.50
Peer (n=13)	4.00
Direct Report (n=19)	4.32
Customer (n=6)	3.83
All Respondents	4.05

The following two tables identify the top five key strengths and top five key development opportunities for the Group, based on the ratings given by respondents other than 'Self' ratings.

Top 5 Strengths

Competency	Item	Behaviour	Rating
Creating a Trust Environment	10.6	Operates with integrity and ethics by demonstrating honesty, keeping commitments and behaving in a consistent manner.	4.63
Health and Safety Management	6.1	Maintains a people focus in dealing with OH&S matters.	4.62
Technical and Professional Knowledge and Skills	15.1	Applies technical knowledge in area of expertise to practical situations.	4.52
Technical and Professional Knowledge and Skills	15.2	Shares technical knowledge and skills.	4.33
Health and Safety Management	6.5	Employs a preventative approach to OH&S through defining and anticipating potential problems.	4.32

Top 5 Development Opportunities

Competency	Item	Behaviour	Rating
Executing Strategy	4.6	Creates a measurement discipline to track implementation including both lead and lag measures.	3.37
Change Leadership	7.5	Communicates regularly through the change process and establishes feedback systems about the impact of change.	3.38
Developing Teams for Success	8.4	Facilitates goal accomplishment through ongoing feedback, coaching and guidance.	3.42
Creating a Trust Environment	10.3	Encourages openness and honesty by seeking feedback about self from others.	3.51
Executing Strategy	4.3	Creates accountability for execution to ensure alignment of individual objectives.	3.52

Ranked Behaviours

The following table shows key behaviours for the Group ranked according to the average of ratings given to by respondents, other than 'Self' ratings. The highest rated behaviours appear at the top of the list.

Rank	Competency	Item	Behaviour	Rating
1	Creating a Trust Environment	10.6	Operates with integrity and ethics by demonstrating honesty, keeping commitments and behaving in a consistent manner.	4.63
2	Health and Safety Management	6.1	Maintains a people focus in dealing with OH&S matters.	4.62
3	Technical and Professional Knowledge and Skills	15.1	Applies technical knowledge in area of expertise to practical situations.	4.52
4	Technical and Professional Knowledge and Skills	15.2	Shares technical knowledge and skills.	4.33
5	Health and Safety Management	6.5	Employs a preventative approach to OH&S through defining and anticipating potential problems.	4.32
6	Health and Safety Management	6.2	Positively influences attitudes and behaviours by ensuring OH&S responsibilities are understood and coaching through setting objectives around reduced tolerance for risk.	4.29
7	Communication	13.6	Actively listens.	4.27
8	Creating a Trust Environment	10.1	Consistently advocates for and supports organisation values (walks the talk).	4.25
9	Valuing Diversity	14.2	Exhibits sensitivity and displays respect for the perspectives and interest of people of a different culture or background or who have different perspectives.	4.22
10	Positive Impact and Influence	11.9	Manages stress by remaining calm and deliberate when under work-related or emotional stress and does not overreact when challenged.	4.20
11	Positive Impact and Influence	11.2	Demonstrates corporate and political diplomacy by conducting interactions in a politically astute manner.	4.20
12	Positive Impact and Influence	11.8	Demonstrates positive impact by making a good first impression, demonstrating self confidence and being able to respond to challenges by effectively "thinking on their feet".	4.17
13	Communication	13.4	Adheres to accepted conventions using appropriate grammar, pace, volume, diction, and mechanics.	4.17
14	Customer Focus	2.4	Maintains a long term business perspective with clients.	4.16
15	Operational / Strategic Decision Making	12.6	Takes responsibility for execution by establishing and regularly reviewing progress and accepting responsibility for outcomes.	4.15
16	Quality Orientation	5.2	Demonstrates commitment to quality.	4.15
17	Health and Safety Management	6.4	Integrates OH&S into broader workplace management by championing OH&S values in all situations and making it a priority in management meetings.	4.10
18	Operational / Strategic Decision Making	12.3	Proposes options and actions to achieve outcome by considering factors such as cost, benefits, risks, timing and buy-in and recommends best option.	4.09
19	Communication	13.1	Organises the communication by clarifying the purpose and importance, stressing major points and following a logical sequence.	4.09
20	Valuing Diversity	14.1	Demonstrates inclusive behaviour by learning about people from other cultures and backgrounds and examining own biases.	4.05