



STRICTLY PRIVATE AND CONFIDENTIAL

BLUE SKY INVESTMENTS
360 Degree Leadership Survey

SAM SAMPLE
December 2013

Introduction

This report contains the results of your multirater assessment process. It presents ratings of your performance in your present job by yourself and others with whom you work.

The report contains two sections:

- an Executive Summary and Individual Profile Match (specific feedback on each of the behaviours from all raters).

Summary

Shown below are the overall average ratings of your performance by each group. Also shown are the standard deviations for each average, indicating the variability of ratings around the average.

Respondent Group	Average Rating	Std Dev
Self	4.5	0.53
Manager	3.3	0.70
Peer	3.7	0.84
Direct Report	4.3	0.68
Customer	4.1	0.93

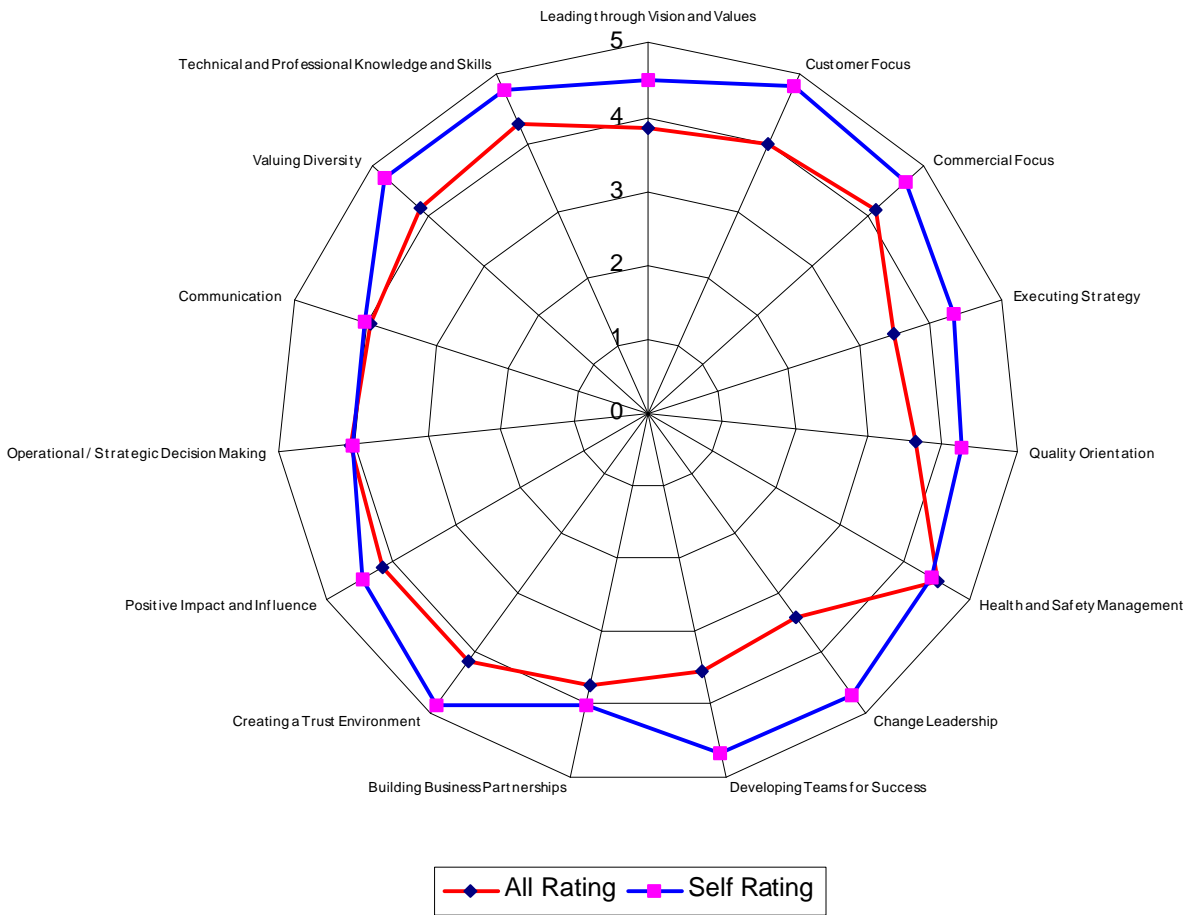
The table below shows the average of your ratings for each Competency for all respondents (excluding your own ratings).

Competency	Average Rating
1. Leading through Vision and Values	3.8
2. Customer Focus	4.0
3. Commercial Focus	4.1
4. Executing Strategy	3.5
5. Quality Orientation	3.6
6. Health and Safety Management	4.5
7. Change Leadership	3.4
8. Developing Teams for Success	3.5
9. Building Business Partnerships	3.7
10. Creating a Trust Environment	4.1
11. Positive Impact and Influence	4.1
12. Operational / Strategic Decision Making	4.0
13. Communication	3.9
14. Valuing Diversity	4.1
15. Technical and Professional Knowledge and Skills	4.3

Introduction

Graphical Representation of Your Results

The following diagram compares the average rating (your ALL Rating) for each competency in comparison with your Self Rating. Each point of the diagram represents your ratings for each competency.



In interpreting your overall results, the larger the area inside your ALL Rating, the higher you have been rated by your respondents in the given competency. The smaller the area inside your ALL Rating represents a greater opportunity for development.

The area between your ALL Rating and Self Rating represents the difference between how you and other respondents view your current level of competency. The larger the difference, the greater the difference in perceived competency levels.

Individual Profile Match

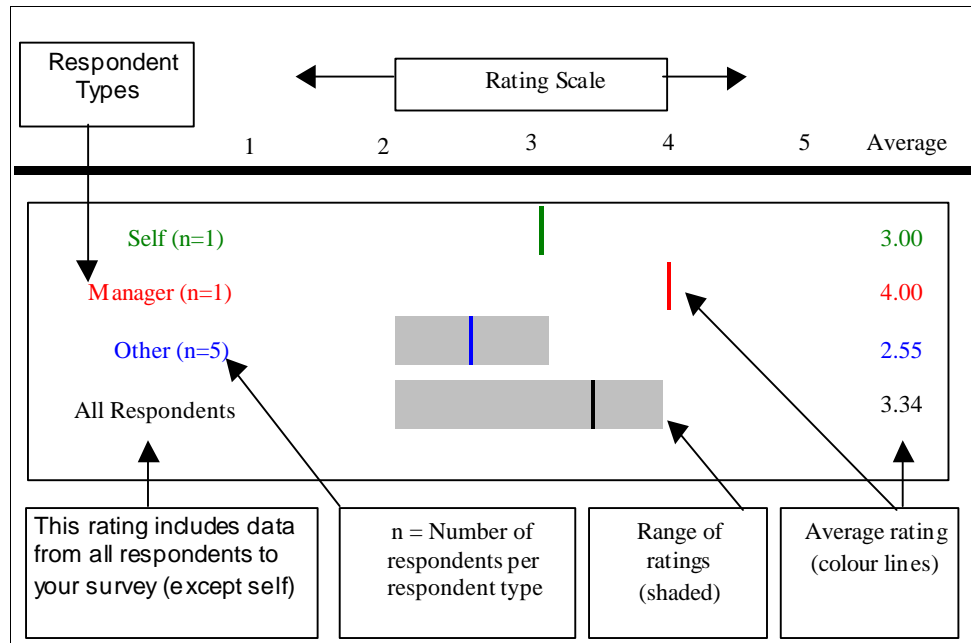
The Individual Profile Match compares your self-assessment with your colleagues' assessment of your performance for your present job.

The first part of the report shows the number of respondents in each category (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.



Individual Profile Match

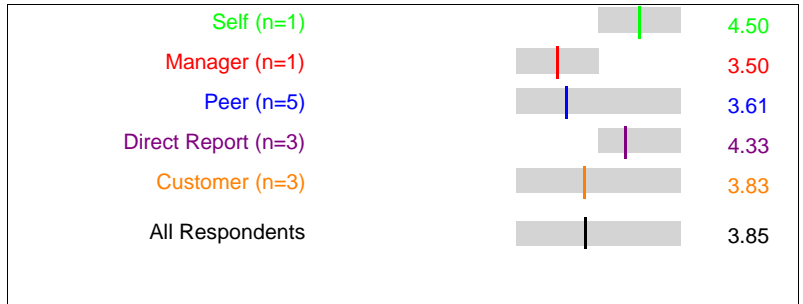
Performance Rating

Very Rarely Seldom Sometimes Often Almost Always Average Rating

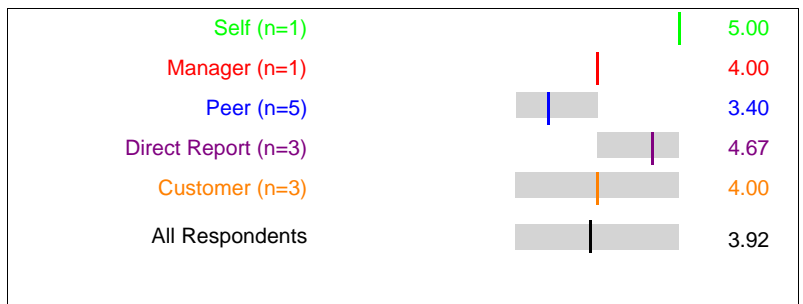
1 2 3 4 5

Leading through Vision and Values

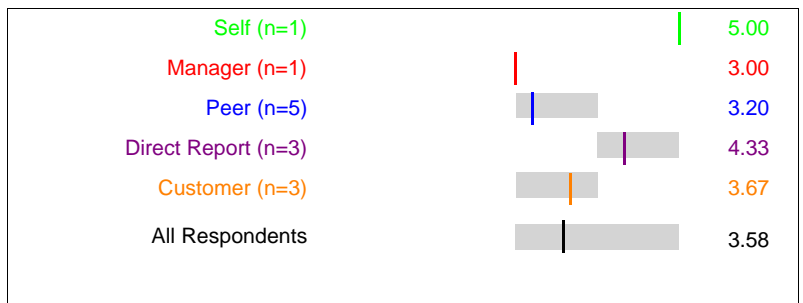
Keeping the organisation's vision and values at the forefront of decision making and action; selling a clear view of the future of the organisation; clarifying the behaviours necessary to achieve future success.



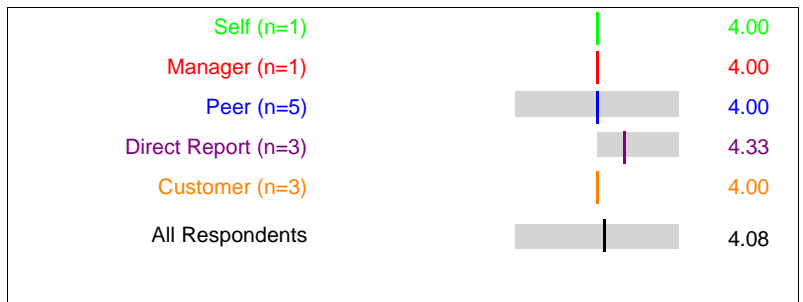
1.1 Communicates the importance of the vision and values.



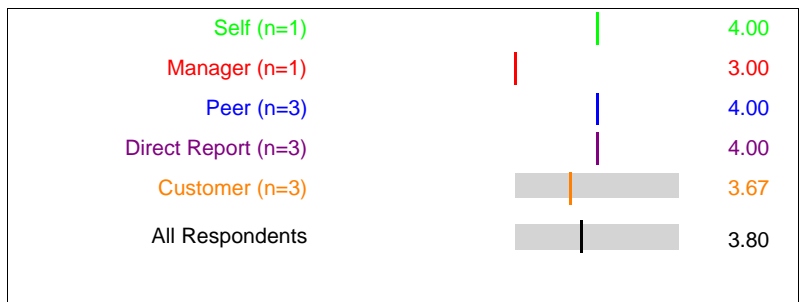
1.2 Moves others to action by translating the vision and values into day-to-day activities.



1.3 Models the vision and values through actions and decisions.



1.4 Rewards living the vision and values and addresses situations where actions are contrary to values or do not contribute to the vision.



Individual Profile Match

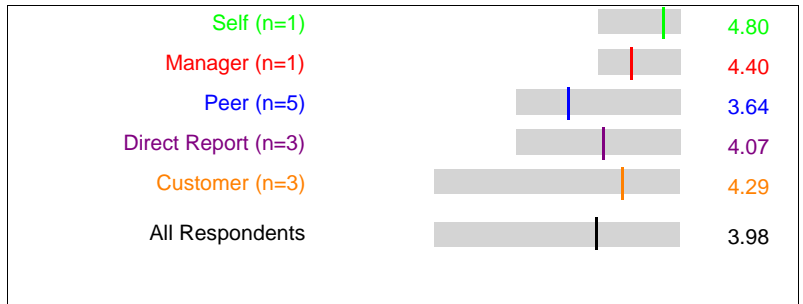
Performance Rating

Very Rarely Seldom Sometimes Often Almost Always Average Rating

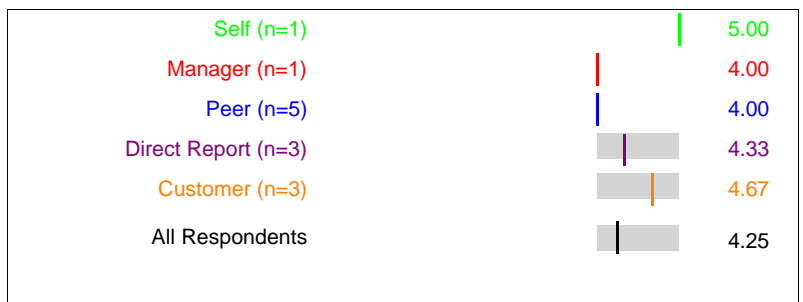
1 2 3 4 5

Customer Focus

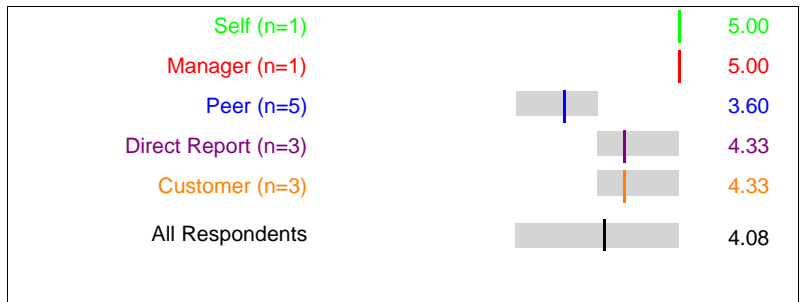
Cultivating strategic customer relationships by actively seeking input; making efforts to ensure that customer needs are listened to and understood by self and others; maintaining a focus on enhancing the customer's business; ensuring customer focus is a driving force behind all value add business.



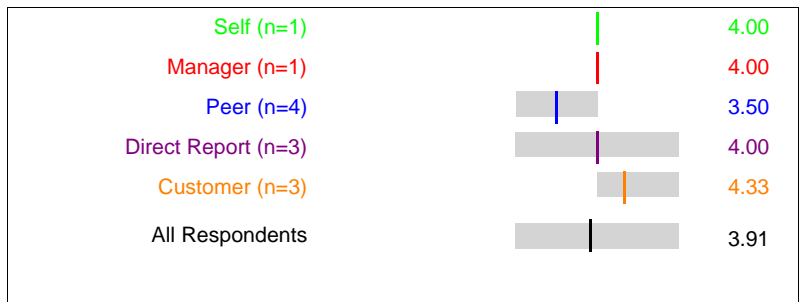
2.1 Identifies key customer requirements and promotes a customer focus with others.



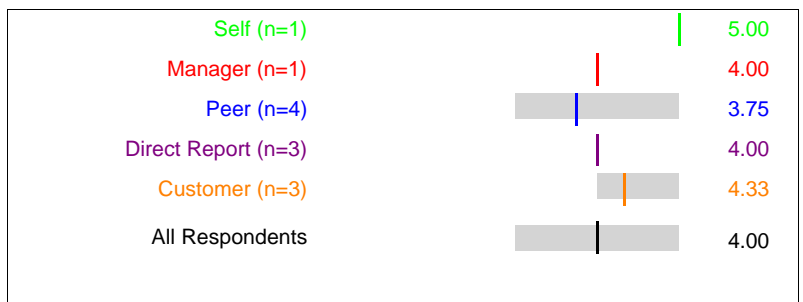
2.2 Educates customers to encourage an understanding of our issues.



2.3 Considers and presents value added business solutions to customers.



2.4 Maintains a long term business perspective with clients.



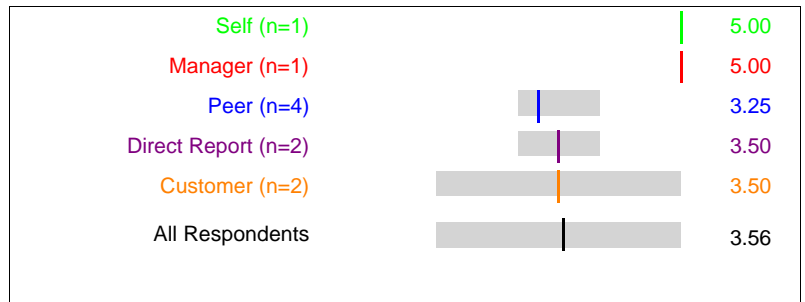
Individual Profile Match

Performance Rating

Very Rarely Seldom Sometimes Often Almost Always Average Rating

1 2 3 4 5

2.5 Monitors customer feedback systems.



Please provide any specific examples to support above ratings if / where possible.

- ** [Customer] Sam has a strong customer focus and works extremely hard to understand any issues and what they are looking for.
- ** [Customer] Sam is very focused on his customers' needs.
- ** [Self] Where the opportunity arises I will put forward other business solutions to customers.

Individual Profile Match

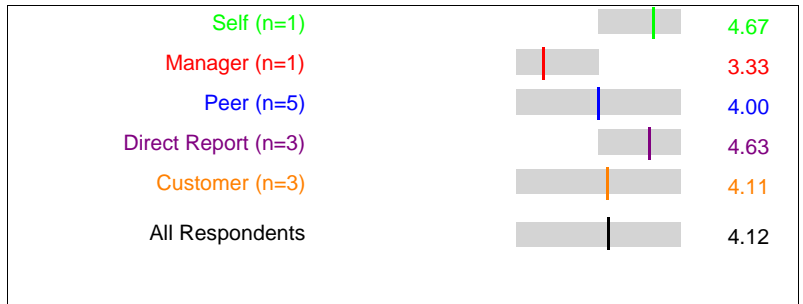
Performance Rating

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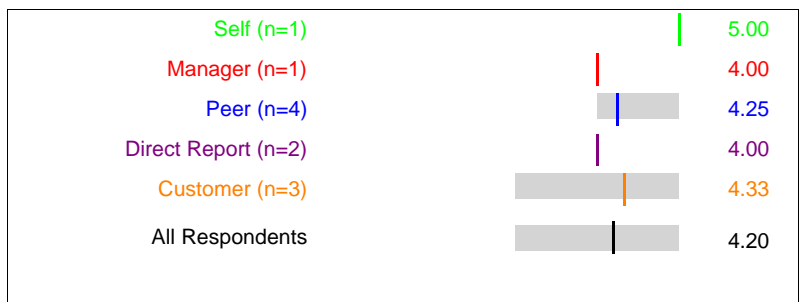
1 2 3 4 5

Commercial Focus

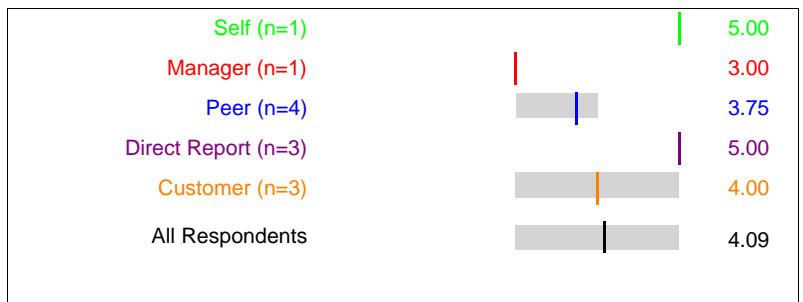
Demonstrates a strong commercial understanding; knows the competition; understands how business strategies and tactics operate in the marketplace; uses a range of data to identify business opportunities and risks.



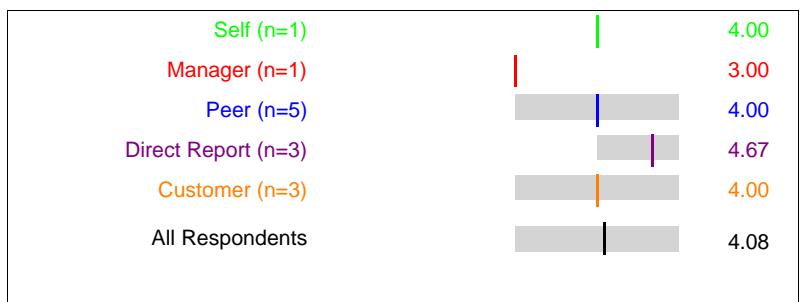
3.1 Scans the marketplace.



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



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



Please provide any specific examples to support above ratings if / where possible.

- ** [Customer] Has very strong commercial skills - this is one of his key strengths. He develops strategies by consulting with others.
- ** [Customer] Sam is focused commercially - he works with his customers to get a win - win situation
- ** [Self] Understanding, development and implementation of financial strategies is an area that will be focussed on in my personal development plan.

Key Strengths and Development Opportunities

The following two tables identify your top five key strengths and top five key development opportunities based on the ratings given to you by your respondents.

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.	4.9
Health and Safety Management	6.1	Maintains a people focus in dealing with OH&S matters.	4.8
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.	4.7
Technical and Professional Knowledge and Skills	15.1	Applies technical knowledge in area of expertise to practical situations.	4.7
Technical and Professional Knowledge and Skills	15.2	Shares technical knowledge and skills.	4.6

Top 5 Development Opportunities

Competency	Item	Behaviour	Rating
Change Leadership	7.6	Reviews change process and documents learnings for the future.	2.8
Change Leadership	7.5	Communicates regularly through the change process and establishes feedback systems about the impact of change.	3.1
Executing Strategy	4.6	Creates a measurement discipline to track implementation including both lead and lag measures.	3.1
Developing Teams for Success	8.4	Facilitates goal accomplishment through ongoing feedback, coaching and guidance.	3.2
Executing Strategy	4.4	Ensures skills and readiness by planning and developing the people capability to drive specific strategies.	3.3

Ranked Behaviours

The following table shows your key behaviours ranked according to the average of ratings given to you by your respondents. 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.	4.9
2	Health and Safety Management	6.1	Maintains a people focus in dealing with OH&S matters.	4.8
3	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.	4.7
4	Technical and Professional Knowledge and Skills	15.1	Applies technical knowledge in area of expertise to practical situations.	4.7
5	Technical and Professional Knowledge and Skills	15.2	Shares technical knowledge and skills.	4.6
6	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.	4.5
7	Positive Impact and Influence	11.2	Demonstrates corporate and political diplomacy by conducting interactions in a politically astute manner.	4.4
8	Valuing Diversity	14.1	Demonstrates inclusive behaviour by learning about people from other cultures and backgrounds and examining own biases.	4.4
9	Health and Safety Management	6.5	Employs a preventative approach to OH&S through defining and anticipating potential problems.	4.3
10	Communication	13.4	Adheres to accepted conventions using appropriate grammar, pace, volume, diction, and mechanics.	4.3
11	Health and Safety Management	6.3	Provides credible and current OH&S information around legislation and standards and maintains employee consultative mechanisms.	4.3
12	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.	4.3
13	Operational / Strategic Decision Making	12.6	Takes responsibility for execution by establishing and regularly reviewing progress and accepting responsibility for outcomes.	4.3
14	Customer Focus	2.1	Identifies key customer requirements and promotes a customer focus with others.	4.3
15	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.	4.3
16	Creating a Trust Environment	10.1	Consistently advocates for and supports organisation values (walks the talk).	4.3
17	Positive Impact and Influence	11.1	Demonstrates advocacy by championing and supporting organisational decisions positively and proactively even when not in complete agreement with them.	4.3
18	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".	4.3
19	Commercial Focus	3.1	Scans the marketplace.	4.2
20	Creating a Trust Environment	10.2	Trusts others by clarifying assumptions before acting.	4.1
21	Commercial Focus	3.2	Understands and applies factors that determine commercial viability of new and existing opportunities.	4.1
22	Leading through Vision and Values	1.3	Models the vision and values through actions and decisions.	4.1