

Competency	Report 1		Report 2			
	01/01/15		01/01/15			
Competency	Average - self	Average - others	Average - self	Average - others	Change - self	Change - others
Influencing	3.71	4.39	3.9	4.04	0.19	-0.35
Decision Making	3.83	4.29	4	4.04	0.17	-0.25
Leadership and inspiring others	3.86	4.29	3.714	3.93	-0.15	-0.36
Relationship Building	3.43	4.29	4	4.4	0.57	0.11
Customer focus	3.33	4.25	3.33	4.29	0.00	0.04
Communication	3.57	4.21	3.43	3.85	-0.14	-0.36
Team Working	3.29	4.21	3.29	3.93	0.00	-0.28
Adaptability/Change Management	4.14	4.18	3.71	4.25	-0.43	0.07
Motivation	4	4.18	3.57	3.93	-0.43	-0.25
Planning and Organising	3.29	4.14	3	3.92	-0.29	-0.22
Innovation/Creative thinking	3.67	4.08	3.5	4.33	-0.17	0.25
Developing others	3.43	4.07	3.57	4.22	0.14	0.15
<b>Detailed analysis</b>						
Competency: Influencing	Score - self	Score - others	Score - self	Score - others	Change - self	Change - others
Anticipates how people are likely to react and prepares appropriately	3	4.25	3	4.25	0	0
Makes a strong & positive impact in a group	4	5	3	3.75	-1	-1.25
Is persuasive without being aggressive	4	4.5	4	4	0	-0.5
Is good at influencing senior people and winning support for a case	4	4.75	4	4.5	0	-0.25
States own views & opinions & backs them up with clear evidence	4	4	4	4	0	0
Has the appropriate skills to turn objections into positive outcomes	4	4.25	3	4	-1	-0.25
Continually assesses a situation and adapts behaviour accordingly	3	4	4	3.75	1	-0.25
Competency: Decision Making	Score - self	Score - others	Score - self	Score - others	Change - self	Change - others
Can make considered decisions quickly when necessary	4	4	4	4.5	0	0.5
Is prepared to take tough decisions and is prepared to see them through	4	4.25	4	3.75	0	-0.5
Is prepared to be influenced by sound arguments and new information or evidence	4	4.25	4	3.5	0	-0.75
Applies common sense when making decisions	4	4.5	4	4	0	-0.5
Thinks on feet to develop solutions	4	4.25	4	4.5	0	0.25
Seeks expert advice or objective opinions before making decisions	3	4.5	4	4	1	-0.5
Competency: Leadership and Inspiring others	Score - self	Score - others	Score - self	Score - others	Change - self	Change - others
Shows trust in the abilities of others	4	4	4	4	0	0
Generates energy and enthusiasm in others	5	4.5	4	4	-1	-0.5
Leads without aggression or arrogance	3	4.75	3	4	0	-0.75
Inspires others to believe that they can achieve worthwhile goals	4	4.25	4	4	0	-0.25
Delegates effectively to others	4	3.75	4	3.25	0	-0.5
Is a source of strength in times of uncertainty	3	4.5	3	4	0	-0.5
Takes a lead in uncertain situations	4	4.25	4	4.25	0	0
Competency: Relationship Building	Score - self	Score - others	Score - self	Score - others	Change - self	Change - others
Builds rapport with people	4	5	3	4	-1	-1
Brings tensions to the surface, helps to resolve conflicts and produces a positive outcome	3	4	3	3.75	0	-0.25
Goes out of way to develop trust in relationships	3	4.75	4	4.25	1	-0.5
Is good at resolving people issues before they get out of hand	4	4.5	3	3.25	-1	-1.25
Notifies when others need help and support	3	3.5	3	3	0	-0.5
Is sensitive to the unspoken feelings of others	3	3.75	2	3.5	-1	-0.25
Looks for common ground and builds co-operation even in difficult circumstances	4	4.5	4	4.5	0	0

<b>Competency: Customer Focus</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Change - self</b>	<b>Change - others</b>
Anticipates future customer needs and trends	3	4	3	4	0	0
Shows respect and friendliness to customers	4	4.5	4	4.5	0	0
Strives to resolve customer concerns	4	4.5	3	4.25	-1	-0.25
Offers advice and guidance in responding to customer enquiries	3	4.25	3	4.25	0	0
Focuses on identifying opportunities to benefit customers	4	4	4	4.25	0	0.25
<b>Competency: Communication</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Change - self</b>	<b>Change - others</b>
Uses electronic communication channels appropriately and in a way that generates a positive reaction in the recipients	3	4.25	3	3.67	0	-0.58
Listens to and considers others' views	3	4	3	3.25	0	-0.75
Has a manner, style and presence that makes a positive impression	4	4.75	3	4	-1	-0.75
States own views clearly and concisely	4	4.25	4	4	0	-0.25
Asks questions to find out others' real views and check understanding	3	4	3	4.25	0	0.25
Conveys complex information in plain language	4	4.25	4	4	0	-0.25
<b>Competency: Team Working</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Change - self</b>	<b>Change - others</b>
Takes responsibility for team's actions	3	4	4	4	1	0
Gives fair and constructive Score - others to team members	3	4	3	3.75	0	-0.25
Develops a wide network of productive relationships around the business	4	4.75	4	4.5	0	-0.25
Develops ideas and solutions jointly with others	4	4.25	3	4	-1	-0.25
Supports less experienced colleagues	3	4.25	3	3.75	0	-0.5
Encourages a strong sense of team spirit	3	4.25	3	3.25	0	-1
<b>Competency: Adaptability/Change Management</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Change - self</b>	<b>Change - others</b>
Enthusiastically accepts beneficial change	4	4.5	4	4.5	0	0
Generates innovative ideas and solutions	4	4	3	4	-1	0
Suggests ideas for possible improvements	5	4.25	3	4	-2	-0.25
Translates ideas into practical solutions	4	4.25	4	4	0	-0.25
Identifies when changes are needed	4	4	4	4.25	0	0.25
Adopts ideas used successfully elsewhere	4	4	4	4.5	0	0.5
<b>Competency: Motivation</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Change - self</b>	<b>Change - others</b>
Has strength and maturity to support individuals and teams through difficult circumstances	4	4.25	4	4.25	0	0
Involves others and encourages full participation	3	4	4	4	1	0
Demonstrates belief in the abilities of others	4	4.25	4	4	0	-0.25
Displays genuine interest in people and their progress	4	4.25	4	4	0	-0.25
Gives praise and open recognition	4	4.25	3	3.75	-1	-0.5
Takes time to discover what motivates individuals	4	4	3	3.75	-1	-0.25
<b>Competency: Planning and Organising</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Change - self</b>	<b>Change - others</b>
Identifies clear targets and priorities	3	4	3	4	0	0
Ensures own work is accurate and timely	3	4.5	2	4	-1	-0.5
Reviews and reassesses plans and priorities on a regular basis	3	3.75	3	3.33	0	-0.42
Plans for the long term	3	4	3	4.25	0	0.25
Allows for contingency in plans	4	4	3	4	-1	0
Concentrates effort on priorities	4	4.5	4	4	0	-0.5

<b>Competency: Innovation/ Creative thinking</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Change - self</b>	<b>Change - others</b>
Finds innovative solutions to problems through persistent curiosity	3	4.25	4	4.5	1	0.25
Thinks 'outside the box' to come up with innovative ideas	4	4	3	4.25	-1	0.25
Is able to make progress by looking at things in a new light	3	3.75	4	4.25	1	0.5
Able to come up with new ways of doing things that get people thinking	4	4.25	3	4.25	-1	0
Challenges current thinking to foster innovation	4	4	4	4.25	0	0.25
<b>Competency: Developing others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Score - self</b>	<b>Score - others</b>	<b>Change - self</b>	<b>Change - others</b>
Promotes the idea of continuous improvement	3	4.25	3	4	0	-0.25
Accurately identifies what people are good at and where they have potential to develop	4	4	4	4.5	0	0.5
Encourages others to stretch themselves	4	4.25	4	4	0	-0.25
Sets and agrees objectives with people and monitors their progress	3	3.75	3	4	0	0.25
Understands people's strengths and aspirations and takes them into account when allocating responsibilities	3	3.75	4	4.5	1	0.75
Provides personalised coaching and support to others	3	3.75	3	4.25	0	0.5