



Unlock the power of feedback

Sample Report
for
Geraldine Hemsley

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Talent for Growth

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Section One	Percentage scores for each competency area
Section Two	Overview of results for each competency area
Section Three	Results for each question
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Section Five	Greatest differences
Section Six	Comments (Continue/Stop/Start)

Basis of report

This report is based on the responses that you and others gave to the 82 questions presented on the website.

The following shows the competency areas used and the number of questions in each.

- Inspire - 13
- Care - 11
- Engage - 14
- Be positive - 14
- Be accountable - 15
- Be courageous - 15

Your Respondents

The following individuals provided feedback:

Manager (1)

Terence Branham

Colleagues (3)

Loise Weitzman

Yoko Olesen

Taren Wason

Direct Reports (2)

Hayden Weigle

Donetta Wedge

Section One - Percentage scores for each competency area

Key:

For ease of reading, feedback has been converted into percentage scores as follows:

- 0% - Very Small Extent
- 25% - Small Extent
- 50% - Moderate Extent
- 75% - Large Extent
- 100% - Very Large Extent
- n/a - Not Applicable / Don't Know

Competency		Percentage Scores		
		Self Score	Avg. all Populations	Difference (Everyone - Self)
1	Inspire	79 %	82 %	3 %
2	Care	86 %	78 %	-8 %
3	Engage	86 %	71 %	-15 %
4	Be positive	77 %	66 %	-11 %
5	Be accountable	77 %	80 %	3 %
6	Be courageous	88 %	79 %	-9 %

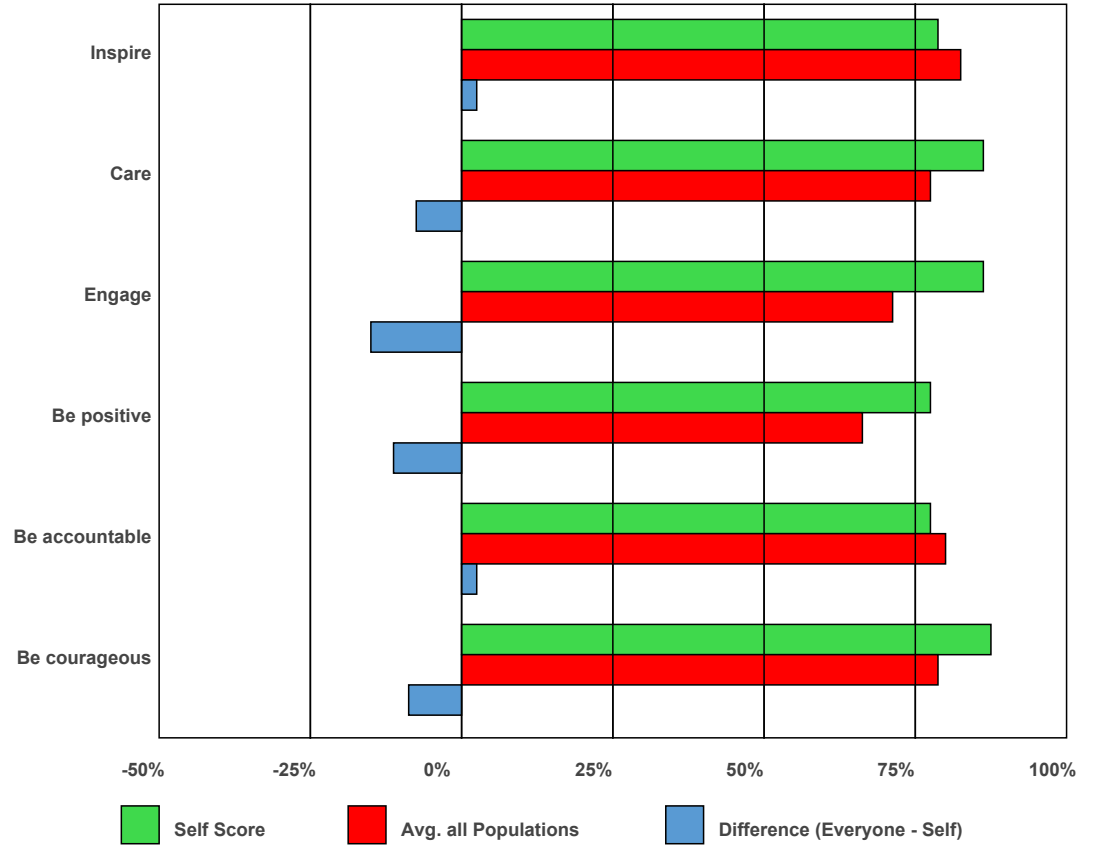
NB.

Positive difference represents where others have marked you higher than your own score

Negative difference represents where you have marked yourself higher than others have done

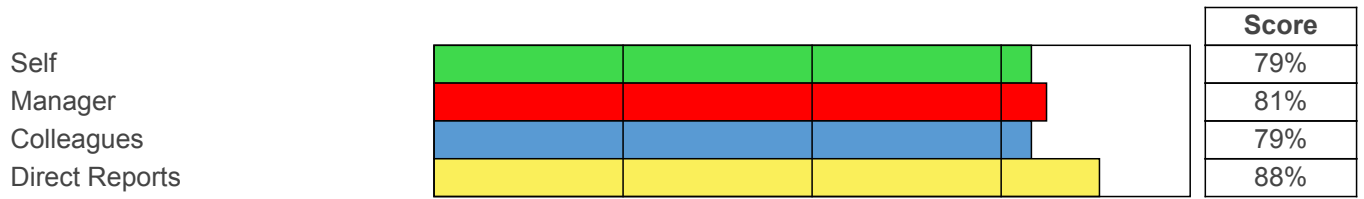
Rounding to the nearest whole number may give the appearance of arithmetic inconsistencies in this table.

Section One - Percentage scores for each competency area - contd.

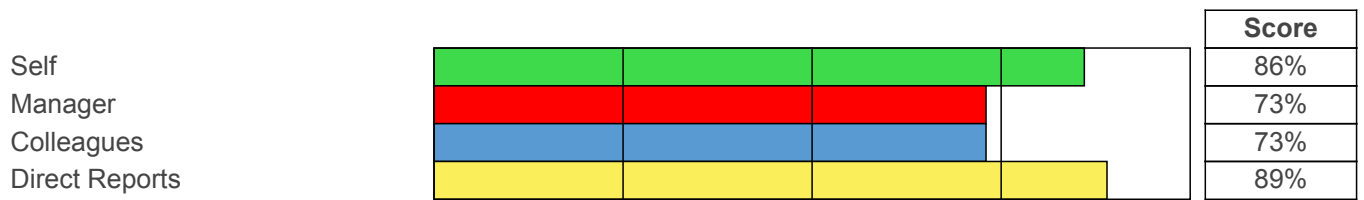


Section Two - Overview of results for each competency area

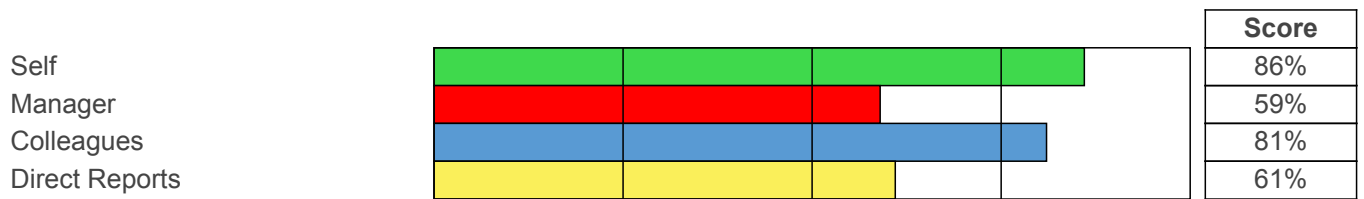
Inspire



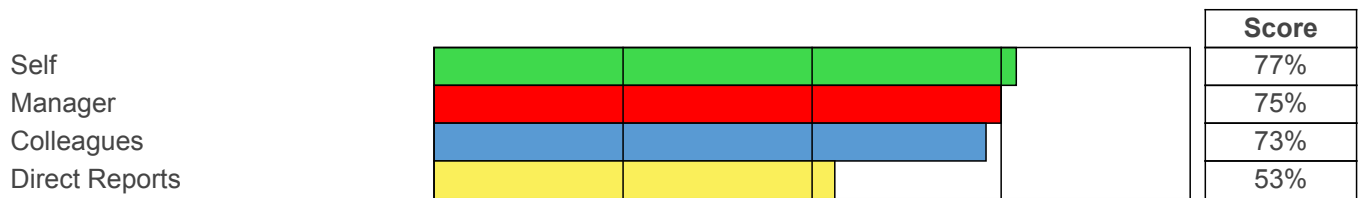
Care



Engage



Be positive





Be accountable



Section Two - Overview of results for each competency area - contd.

Be courageous

					Score
Self					88%
Manager					75%
Colleagues					73%
Direct Reports					89%

Section Three - Results for each question

Key:

0%	Very Small Extent	V
25%	Small Extent	S
50%	Moderate Extent	M
75%	Large Extent	L
100%	Very Large Extent	V
n/a	Not Applicable / Don't Know	n/a

Competency 1 - Inspire

1.1 Leads by example

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	100%	0	0	0	0	2	0

1.2 Leads through engagement

	Score	V	S	M	L	V	n/a
Self	25%	0	1	0	0	0	0
Manager	50%	0	0	1	0	0	0
Colleagues	50%	0	0	3	0	0	0
Direct Reports	38%	0	1	1	0	0	0

1.3 Shows passion, energy and enthusiasm for what they do

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	100%	0	0	0	0	2	0

Competency 1 - Inspire - contd.

1.4 Inspires others to excel

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	100%	0	0	0	0	3	0
Direct Reports	100%	0	0	0	0	2	0

1.5 Thinks Wigan, striving to transform the Borough as well as the organisation

	Score	V	S	M	L	V	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Colleagues	50%	0	0	3	0	0	0
Direct Reports	63%	0	0	1	1	0	0

1.6 Helps others to see the bigger picture

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

1.7 Helps the team turn strategy into quantifiable goals/action

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	75%	0	0	0	2	0	0

1.8 Agrees demanding, achievable objectives with the team

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	100%	0	0	0	0	2	0

Competency 1 - Inspire - contd.

1.9 Demonstrates trust in others

	Score	V	S	M	L	V	n/a
Self	25%	0	1	0	0	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

1.10 Empowers others to take the initiative and make decisions

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

1.11 Involves the team in agreeing priorities and plans

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	100%	0	0	0	0	3	0
Direct Reports	100%	0	0	0	0	2	0

1.12 Drives continuous improvement

	Score	V	S	M	L	V	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Colleagues	50%	0	0	3	0	0	0
Direct Reports	75%	0	0	0	2	0	0

1.13 Encourages and supports people to reimagine how they work

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	100%	0	0	0	0	2	0

Responder Comments

Manager

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Colleagues

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Direct Reports

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Responder Comments

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Competency 2 - Care

2.1 Shows genuine concern for people

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	100%	0	0	0	0	3	0
Direct Reports	100%	0	0	0	0	2	0

2.2 Values the contributions of everyone

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	67%	0	0	1	2	0	0
Direct Reports	88%	0	0	0	1	1	0

2.3 Leads in a way that promotes positive mental health and wellbeing

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	50%	0	0	1	0	0	0
Colleagues	50%	0	0	3	0	0	0
Direct Reports	63%	0	0	1	1	0	0

2.4 Demonstrates an understanding of the strengths, motivations and passions of others

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

2.5 Enables others to reach their goals and aspirations

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	100%	0	0	0	0	2	0

Competency 2 - Care - contd.

2.6 Remains visible and accessible when needed

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	67%	0	0	1	2	0	0
Direct Reports	100%	0	0	0	0	2	0

2.7 Enables others to work in a smarter way

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Colleagues	58%	0	0	2	1	0	0
Direct Reports	88%	0	0	0	1	1	0

2.8 Provides recognition and appreciation for a job well done

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	75%	0	0	0	2	0	0

2.9 Takes steps to resolve conflict

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	50%	0	0	3	0	0	0
Direct Reports	75%	0	0	0	2	0	0

2.10 Deals with underperformance in a timely way

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	100%	0	0	0	0	3	0
Direct Reports	100%	0	0	0	0	2	0

Competency 2 - Care - contd.

2.11 Takes immediate action to address bullying / unacceptable behaviour

	Score				V	S	M	L	V	n/a
Self	75%				0	0	0	1	0	0
Manager	75%				0	0	0	1	0	0
Colleagues	67%				0	0	1	2	0	0
Direct Reports	88%				0	0	0	1	1	0

Responder Comments

Manager

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Colleagues

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Direct Reports

Responder Comments

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Competency 3 - Engage

3.1 Connects and builds effective working relationships with others

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	38%	0	1	1	0	0	0

3.2 Works with' rather than 'does to' others

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	100%	0	0	0	0	3	0
Direct Reports	38%	0	1	1	0	0	0

3.3 Builds strong connections with our partners

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	38%	0	1	1	0	0	0

3.4 Enables cross team/function/service working to improve what we do

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	38%	0	1	1	0	0	0

3.5 Continues to build the relationship with others even when there are setbacks or differences

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	100%	0	0	0	0	3	0
Direct Reports	100%	0	0	0	0	2	0

Competency 3 - Engage - contd.

3.6 Fosters a positive team spirit

	Bar Chart				Score	V	S	M	L	V	n/a
Self	[Green]				100%	0	0	0	0	1	0
Manager	[Red]				50%	0	0	1	0	0	0
Colleagues	[Blue]				50%	0	0	3	0	0	0
Direct Reports	[Yellow]				63%	0	0	1	1	0	0

3.7 Communicates in an open, honest way

	Bar Chart				Score	V	S	M	L	V	n/a
Self	[Green]				100%	0	0	0	0	1	0
Manager	[Red]				100%	0	0	0	0	1	0
Colleagues	[Blue]				83%	0	0	0	2	1	0
Direct Reports	[Yellow]				100%	0	0	0	0	2	0

3.8 Provides people with timely information

	Bar Chart				Score	V	S	M	L	V	n/a
Self	[Green]				100%	0	0	0	0	1	0
Manager	[Red]				100%	0	0	0	0	1	0
Colleagues	[Blue]				92%	0	0	0	1	2	0
Direct Reports	[Yellow]				100%	0	0	0	0	2	0

3.9 Encourages others to voice honest opinions

	Bar Chart				Score	V	S	M	L	V	n/a
Self	[Green]				75%	0	0	0	1	0	0
Manager	[Red]				75%	0	0	0	1	0	0
Colleagues	[Blue]				67%	0	0	1	2	0	0
Direct Reports	[Yellow]				100%	0	0	0	0	2	0

3.10 Actively listens to the ideas, opinions and concerns of others

	Bar Chart				Score	V	S	M	L	V	n/a
Self	[Green]				75%	0	0	0	1	0	0
Manager	[Red]				25%	0	1	0	0	0	0
Colleagues	[Blue]				58%	0	0	2	1	0	0
Direct Reports	[Yellow]				88%	0	0	0	1	1	0

Competency 3 - Engage - contd.

3.11 Provides people with the information they need

	Score				V	S	M	L	V	n/a	
Self	[Green]				75%	0	0	0	1	0	0
Manager	[Red]				25%	0	1	0	0	0	0
Colleagues	[Blue]				92%	0	0	0	1	2	0
Direct Reports	[Yellow]				38%	0	1	1	0	0	0

3.12 Gives clear and concise messages

	Score				V	S	M	L	V	n/a	
Self	[Green]				100%	0	0	0	0	1	0
Manager	[Red]				100%	0	0	0	0	1	0
Colleagues	[Blue]				100%	0	0	0	0	3	0
Direct Reports	[Yellow]				38%	0	1	1	0	0	0

3.13 Acknowledges that they don't have all the answers

	Score				V	S	M	L	V	n/a	
Self	[Green]				75%	0	0	0	1	0	0
Manager	[Red]				25%	0	1	0	0	0	0
Colleagues	[Blue]				75%	0	0	0	3	0	0
Direct Reports	[Yellow]				38%	0	1	1	0	0	0

3.14 Remains open to learning

	Score				V	S	M	L	V	n/a	
Self	[Green]				75%	0	0	0	1	0	0
Manager	[Red]				50%	0	0	1	0	0	0
Colleagues	[Blue]				75%	0	0	0	3	0	0
Direct Reports	[Yellow]				38%	0	1	1	0	0	0

Responder Comments

Manager

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Colleagues

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Direct Reports

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Responder Comments

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Competency 4 - Be positive

4.1 Gives their best every day

	Score	V	S	M	L	V	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Colleagues	58%	0	0	2	1	0	0
Direct Reports	38%	0	1	1	0	0	0

4.2 Displays a passion for what they do

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	63%	0	0	1	1	0	0

4.3 Demonstrates belief in the Borough

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	50%	0	1	0	1	0	0

4.4 Acts as an ambassador for the Council

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	58%	0	0	2	1	0	0
Direct Reports	50%	0	0	2	0	0	0

4.5 Supports their colleagues

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	38%	0	1	1	0	0	0

Competency 4 - Be positive - contd.

4.6 Values the contributions of others

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	88%	0	0	0	1	1	0

4.7 Acts in an open, honest and friendly manner

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	50%	0	0	2	0	0	0

4.8 Focusses their effort on bringing benefit to our customers

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	100%	0	0	0	0	2	1
Direct Reports	38%	0	1	1	0	0	0

4.9 Takes responsibility for their own engagement and development.

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	100%	0	0	0	0	1	0
Colleagues	67%	0	0	1	2	0	0
Direct Reports	63%	0	0	1	1	0	0

4.10 Puts energy and drive into helping the organisation move forward

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	100%	0	0	0	0	1	0
Colleagues	75%	0	0	0	2	0	1
Direct Reports	63%	0	0	1	1	0	0

Competency 4 - Be positive - contd.

4.11 Puts the customer first

	Score	V	S	M	L	V	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Colleagues	58%	0	0	2	1	0	0
Direct Reports	38%	0	1	1	0	0	0

4.12 Shows optimism

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	63%	0	0	1	1	0	0

4.13 Responds positively to feedback and criticism

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	50%	0	1	0	1	0	0

4.14 Positively works through problems or setbacks

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	58%	0	0	2	1	0	0
Direct Reports	50%	0	0	2	0	0	0

Responder Comments

Manager

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Colleagues

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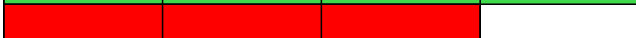


Direct Reports

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Competency 5 - Be accountable

5.1 Takes ownership for what they do

		Score	V	S	M	L	V	n/a
Self		100%	0	0	0	0	1	0
Manager		75%	0	0	0	1	0	0
Colleagues		92%	0	0	0	1	2	0
Direct Reports		100%	0	0	0	0	2	0

5.2 Delivers an outstanding service

		Score	V	S	M	L	V	n/a
Self		25%	0	1	0	0	0	0
Manager		50%	0	0	1	0	0	0
Colleagues		50%	0	0	3	0	0	0
Direct Reports		38%	0	1	1	0	0	0





5.3 Does their best for their customers

		Score	V	S	M	L	V	n/a
Self		100%	0	0	0	0	1	0
Manager		100%	0	0	0	0	1	0
Colleagues		75%	0	0	0	3	0	0
Direct Reports		100%	0	0	0	0	2	0

5.4 Delivers on what they promise

		Score	V	S	M	L	V	n/a
Self		100%	0	0	0	0	1	0
Manager		100%	0	0	0	0	1	0
Colleagues		100%	0	0	0	0	3	0
Direct Reports		100%	0	0	0	0	2	0

5.5 Actively works with colleagues across the council to achieve the best outcomes

		Score	V	S	M	L	V	n/a
Self		50%	0	0	1	0	0	0
Manager		50%	0	0	1	0	0	0
Colleagues		50%	0	0	3	0	0	0
Direct Reports		63%	0	0	1	1	0	0

Competency 5 - Be accountable - contd.

5.6 Ensures public money is spent in the smartest way possible

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

5.7 Looks for ways to improve cost effectiveness whilst maintaining/improving quality of service

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	75%	0	0	0	2	0	0

5.8 Asks for help and support from others when needed

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	100%	0	0	0	0	2	0

5.9 Manages their emotional reactions


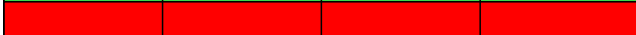


	Score	V	S	M	L	V	n/a
Self	25%	0	1	0	0	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

5.10 Makes the effort to find out information for themselves


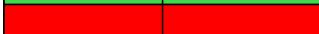


	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

Competency 5 - Be accountable - contd.





5.11 Creates a blame free culture

		Score	V	S	M	L	V	n/a
Self		100%	0	0	0	0	1	0
Manager		100%	0	0	0	0	1	0
Colleagues		100%	0	0	0	0	3	0
Direct Reports		100%	0	0	0	0	2	0





5.12 Values the need for clear and regular communication with others

		Score	V	S	M	L	V	n/a
Self		50%	0	0	1	0	0	0
Manager		50%	0	0	1	0	0	0
Colleagues		50%	0	0	3	0	0	0
Direct Reports		75%	0	0	0	2	0	0

5.13 Responds well under pressure

		Score	V	S	M	L	V	n/a
Self		100%	0	0	0	0	1	0
Manager		75%	0	0	0	1	0	0
Colleagues		92%	0	0	0	1	2	0
Direct Reports		100%	0	0	0	0	2	0

5.14 Takes responsibility for how their behaviour impacts others

		Score	V	S	M	L	V	n/a
Self		25%	0	1	0	0	0	0
Manager		50%	0	0	1	0	0	0
Colleagues		50%	0	0	3	0	0	0
Direct Reports		38%	0	1	1	0	0	0

5.15 Says thank you to others for their contribution

		Score	V	S	M	L	V	n/a
Self		100%	0	0	0	0	1	0
Manager		100%	0	0	0	0	1	0
Colleagues		75%	0	0	0	3	0	0
Direct Reports		100%	0	0	0	0	2	0

Responder Comments

Manager

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Colleagues

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Direct Reports

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Responder Comments

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Competency 6 - Be courageous

6.1 Is open minded to new ideas

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	100%	0	0	0	0	3	0
Direct Reports	100%	0	0	0	0	2	0

6.2 Engages in 'doing things differently' conversations

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	67%	0	0	1	2	0	0
Direct Reports	88%	0	0	0	1	1	0

6.3 Actively looks for possibilities and better ways of doing things

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	50%	0	0	1	0	0	0
Colleagues	50%	0	0	3	0	0	0
Direct Reports	63%	0	0	1	1	0	0

6.4 Has a creative and innovative approach towards business challenges

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

6.5 Seeks ways to get to know our communities better

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	100%	0	0	0	0	2	0

Competency 6 - Be courageous - contd.

6.6 Demonstrates respect for local knowledge

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	67%	0	0	1	2	0	0
Direct Reports	100%	0	0	0	0	2	0

6.7 Embraces new technologies

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Colleagues	58%	0	0	2	1	0	0
Direct Reports	88%	0	0	0	1	1	0

6.8 Actively works with others to find the best solutions

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	75%	0	0	0	3	0	0
Direct Reports	75%	0	0	0	2	0	0

6.9 Values alternative views, thinking, approaches etc.

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	50%	0	0	3	0	0	0
Direct Reports	75%	0	0	0	2	0	0

6.10 Challenges existing norms (where appropriate)

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Colleagues	100%	0	0	0	0	3	0
Direct Reports	100%	0	0	0	0	2	0

Competency 6 - Be courageous - contd.

6.11 Enables others to be courageous

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	67%	0	0	1	2	0	0
Direct Reports	88%	0	0	0	1	1	0

6.12 Listens to even the most radical of ideas

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	50%	0	0	1	0	0	0
Colleagues	50%	0	0	3	0	0	0
Direct Reports	63%	0	0	1	1	0	0

6.13 Has a 'how do we do it even better' approach

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	83%	0	0	0	2	1	0
Direct Reports	100%	0	0	0	0	2	0

6.14 Readily aligns to new ways of working

	Score	V	S	M	L	V	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Colleagues	92%	0	0	0	1	2	0
Direct Reports	100%	0	0	0	0	2	0

6.15 Seeks the contribution of colleagues and partners

	Score	V	S	M	L	V	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Colleagues	67%	0	0	1	2	0	0
Direct Reports	100%	0	0	0	0	2	0

Responder Comments

Manager

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Colleagues

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Direct Reports

Responder Comments

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Section Four - Top/Bottom Ten

Top Ten - Ranked by average of all respondent scores (excluding self score)

M Manager

C - Colleagues

D - Direct Reports

Ques. No.	This person...	Self	M	C	D	Avg
1.11	Involves the team in agreeing priorities and plans	100%	100%	100%	100%	100%
5.4	Delivers on what they promise	100%	100%	100%	100%	100%
1.4	Inspires others to excel	100%	100%	100%	100%	100%
5.11	Creates a blame free culture	100%	100%	100%	100%	100%
6.5	Seeks ways to get to know our communities better	100%	100%	92%	100%	96%
2.10	Deals with underperformance in a timely way	100%	75%	100%	100%	96%
3.5	Continues to build the relationship with others even when there are setbacks or differences	100%	75%	100%	100%	96%
6.1	Is open minded to new ideas	100%	75%	100%	100%	96%
3.8	Provides people with timely information	100%	100%	92%	100%	96%
2.5	Enables others to reach their goals and aspirations	100%	100%	92%	100%	96%

Section Four - Top/Bottom Ten

Bottom Ten - Ranked by average of all respondent scores (excluding self score)

M Manager

C - Colleagues

D - Direct Reports

Ques. No.	This person...	Self	M	C	D	Avg
5.14	Takes responsibility for how their behaviour impacts others	25%	50%	50%	38%	46%
1.2	Leads through engagement	25%	50%	50%	38%	46%
5.2	Delivers an outstanding service	25%	50%	50%	38%	46%
4.1	Gives their best every day	50%	50%	58%	38%	50%
4.11	Puts the customer first	50%	50%	58%	38%	50%
3.3	Builds strong connections with our partners	75%	25%	75%	38%	54%
3.13	Acknowledges that they don't have all the answers	75%	25%	75%	38%	54%
6.3	Actively looks for possibilities and better ways of doing things	100%	50%	50%	63%	54%
6.12	Listens to even the most radical of ideas	100%	50%	50%	63%	54%
5.5	Actively works with colleagues across the council to achieve the best outcomes	50%	50%	50%	63%	54%

Section Five - Greatest Differences

This page shows the questions where the ratings of each responder group diverged the most from your own (both positively and negatively). Positive differences are displayed in green and negative differences in red. (If there are multiple questions with the same difference rating, no more than six will be displayed.)

Manager

		Self	M	Diff
1.9	Demonstrates trust in others	25%	75%	50%
2.3	Leads in a way that promotes positive mental health and wellbeing	100%	50%	50%
2.7	Enables others to work in a smarter way	75%	25%	50%
3.1	Connects and builds effective working relationships with others	75%	25%	50%
3.3	Builds strong connections with our partners	75%	25%	50%
3.6	Fosters a positive team spirit	100%	50%	50%

Colleagues

		Self	C	Diff
1.9	Demonstrates trust in others	25%	83%	58%
5.9	Manages their emotional reactions	25%	83%	58%
2.3	Leads in a way that promotes positive mental health and wellbeing	100%	50%	50%
3.6	Fosters a positive team spirit	100%	50%	50%
6.3	Actively looks for possibilities and better ways of doing things	100%	50%	50%
6.12	Listens to even the most radical of ideas	100%	50%	50%

Direct Reports

		Self	D	Diff
1.9	Demonstrates trust in others	25%	100%	75%
5.9	Manages their emotional reactions	25%	100%	75%
3.2	Works with' rather than 'does to' others	100%	38%	62%
3.12	Gives clear and concise messages	100%	38%	62%
4.7	Acts in an open, honest and friendly manner	100%	50%	50%
2.3	Leads in a way that promotes positive mental health and wellbeing	100%	63%	37%

Section Six - Comments (Continue/Stop/Start)

Continue

Manager

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Colleagues

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Direct Reports

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Section Six - Comments (Continue/Stop/Start) - contd.

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Section Six - Comments (Continue/Stop/Start) - contd.

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Manager

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Colleagues

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Direct Reports

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Section Six - Comments (Continue/Stop/Start) - contd.

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Section Six - Comments (Continue/Stop/Start) - contd.

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Direct Reports

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Section Six - Comments (Continue/Stop/Start) - contd.

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