



360° Feedback Report

by Psychological Consultancy Ltd

Sian Killick (sample report)

192-115

About PM360™

In this approach, an individual's self ratings are compared to behavioural ratings by others that they interact with at work: their line manager, their peers, direct report, customers or clients. This all round perspective provides a particularly robust assessment, and a sound basis for reviews, appraisals and particularly for personal development. PROFILE:MATCH® 360° assessments are based either on the key selected competencies for a role or, taking a broader approach, on a generic set of widely appreciated work related competencies.

As the candidate for this assessment, you will have completed two questionnaires. This report is based on your responses to these questionnaires, together with results from questionnaires completed by your various assessors.

The first questionnaire you completed was concerned with your competency potential, the extent to which your personality is either an enabling factor in relation to each competency or something that will tend to interfere with performance. This psychometric self-report questionnaire was completed only by you. Its purpose is to provide a comparison between your potential and your performance, a perspective that can make an important contribution to the eventual outcome of the 360° process in terms of your future personal development planning.

The second questionnaire that you completed was a 360° behavioural rating questionnaire covering the same set of competencies. The focus in this questionnaire was on your behaviour and the way that you actually perform in relation to each competency. Each of your 360° assessors completed a parallel version of this questionnaire.

The feedback in this report should help you to understand how your behaviour is perceived by others and provide the basis for a re-evaluation of your talents and weaknesses, and confirm the behaviour that is most likely to get results.

This 360° process can give valuable information on:

- any differences that might exist between your perception of your talents at work and how they are perceived by others.
- any differences that might exist between the observations of different groups of raters, for example, does your line manager have the same view of you as your direct reports?
- the comparison between different raters' views of your performance based on observed behaviour and the estimates of your potential for each of the competencies assessed.

The 360° process gives you a great deal of information to work with and a rare opportunity to re-evaluate your performance from this wider basis. It has the potential to contribute to future decisions about deployment, careers and personal development.

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Your Raters

All the raters who answered the PM360™ questionnaire about you are listed below. Please note that if you selected your own raters, some individuals may have been re-allocated by your Survey Manager, in which case they would appear below in a different group.

Manager

Amanda Waters
David King

Peer

Jessica Brown
Louisa Orford
Steven James

Direct Report

Christopher Smith
Henry Levett
Susan Green

Client

Christine Freed
James Newton
Jason Longfield

How to Use PM360™

Structure of the report

This report is divided into a number of sections.

Introduction

The introductory pages describe the content of the PM360™ report and give a brief description of the competencies addressed.

Part 1 - Comparing assessor ratings

The first part presents a number of graphs depicting the various ratings from each group of assessors as well as an aggregate of all assessors' ratings. Any significant differences are highlighted.

Part 2 - Self rating versus self-report

The second part highlights any notable differences between the rank ordering of the competencies from (a) your own rating of your performance, (b) your self-report assessment of your potential and (c) the overall performance ratings by your raters.

Part 3 - Your competency profiles

The third section forms the heart of the report and gives the results from the PROFILE:MATCH® assessment process and the PM360™ rating process. Implications from the competency potential score are discussed and differences between performance ratings highlighted.

Part 4 - Planning your development

This section will help you to focus on the most important findings for your future development and give advice on how to set some development objectives for the future.

MATCH:UP™

This is an online personal development planning tool. Designed to complement the PM360™, it offers the opportunity to improve competencies and interpersonal performance, building on the sound foundation of informed self-awareness.

There are four parts to the MATCH:UP™ programme:

Part 1: Goal Setting

Part 2: Strategy

Part 3: Clearing the Decks

Part 4: Implementation

In today's constantly and rapidly changing world, we all face the need to step up to new challenges.

MATCH:UP™ provides a unique action plan to harness the most positive aspects of personality and to manage others in accordance with desired development goals.

Google™ 'profile match' and visit our website for further information.

Competencies Assessed

The following competencies were selected as being relevant to the development of Sian Killick:

Attention to Detail

Having a concern for detail in the planning and execution of tasks. High ratings for this competency identify those that are quick to spot errors and inconsistencies. Such people have a desire for perfection, are particularly detail conscious, have high standards and a deep concern to avoid error.

Customer focus

Concerned with the desire to deal with customers in an engaging, professional and courteous way and having the temperament to achieve this. Those with high ratings will recognise the importance and significance of customer relationships to the success of any organisation.

Decision Making

Having the strategies to capture the key information and a broad enough perspective to see the wider issues, high scorers will also be rational, calm and composed. They should cope with the uncertainty of unresolved questions, and be committed to decisions that advance the ambitions of the organisation.

Interpersonal Skills

Having the capacity to relate effectively with others in the organisation, to build and maintain relationships and be interpersonally sensitive to staff, colleagues and clients and being aware of one's own impact on others.

Motivation

Demonstrating the ability to self-motivate, a readiness to take responsibility for their work and a willingness to take the initiative when necessary. Such people will seem optimistic and energetic and will work to the organisation's goals.

Planning and Organising

Having a recognition of the need for procedures, careful planning and co-ordination in order to realise the organisation's objectives. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

Problem Solving

Considering oneself to be capable of delivering solutions to problems, having a good practical understanding of the issues and being innovative. High scorers should be alert to the wider implications and prepared to consider both conventional and unconventional ways to overcome difficulties.

Project Management

Being able to take responsibility for projects and to do whatever is necessary to achieve their objectives on time and within budget. Such people will be well organised, attentive to detail, able to set clear deadlines for providers and have the people skills to get the best from participants.

Self-confidence

Concerned with being sure of oneself and untroubled by doubts about one's abilities, one's viewpoint or one's right to contribute. Such people will be composed, socially self-assured, readily express their opinions, and confident about taking on responsibilities.

Team Orientation

Being enthusiastic about working with others in a group setting and about sharing one's expertise. Such people will have the temperament to get along with others, be capable of accepting criticism of their ideas and not disposed to take it personally. They should be easy to get along with and receptive to the contributions of others.

Overall Profile - the big picture



The graph above shows:

1. Your self ratings on all the competencies
2. The average of each assessor group's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on each of the competencies

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

All Assessors vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. The average of All Assessor ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between All Assessor and Self ratings:

All Assessors rated you significantly lower on Attention to Detail, Customer focus, Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management, Self-confidence, Team Orientation.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Managers vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. Each individual Manager's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between Manager and Self ratings:

Manager 1 rated you significantly lower on Attention to Detail, Customer focus, Interpersonal Skills, Planning and Organising, Project Management, Self-confidence, Team Orientation.

Manager 2 rated you significantly lower on Attention to Detail, Customer focus, Decision Making, Motivation, Planning and Organising, Problem Solving, Project Management, Team Orientation.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Peers vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. Each individual Peer's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between Peer and Self ratings:

Peer 1 rated you significantly lower on Attention to Detail, Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management.

Peer 2 rated you significantly lower on Attention to Detail, Customer focus, Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management, Self-confidence, Team Orientation.

Peer 3 rated you significantly lower on Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management, Self-confidence, Team Orientation.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Direct Reports vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. Each individual Direct Report's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between Direct Report and Self ratings:

Direct Report 1 rated you significantly lower on Attention to Detail, Customer focus, Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management, Self-confidence, Team Orientation.

Direct Report 2 rated you significantly lower on Attention to Detail, Customer focus, Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management.

Direct Report 3 rated you significantly lower on Attention to Detail, Customer focus, Interpersonal Skills, Motivation, Problem Solving, Project Management, Team Orientation.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Clients vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. Each individual Client's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between Client and Self ratings:

Client 1 rated you significantly lower on Attention to Detail, Customer focus, Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management, Self-confidence, Team Orientation.

Client 2 rated you significantly lower on Attention to Detail, Customer focus, Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management, Self-confidence, Team Orientation.

Client 3 rated you significantly lower on Attention to Detail, Customer focus, Interpersonal Skills, Planning and Organising, Problem Solving, Project Management, Self-confidence, Team Orientation.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Performance vs Potential

COMPETENCY	PERFORMANCE A (Self rated)	PERFORMANCE B (Assessor rated)	POTENTIAL (PROFILE:MATCH®)	DIFFERENCE Performance A vs Potential	DIFFERENCE Performance B vs Potential
Team Orientation	1	1	2	+1	+1
Project Management	1	10	8	+7	-2
Problem Solving	1	1	4	+3	+3
Customer focus	1	1	1	0	0
Self-confidence	5	1	8	+3	+7
Motivation	5	1	10	+5	+9
Attention to Detail	5	8	4	-1	-4
Planning and Organising	8	8	2	-6	-6
Interpersonal Skills	8	1	4	-4	+3
Decision Making	8	1	4	-4	+3

In effect, you have rated yourself in two different ways on the same competencies. Firstly, you completed the self-report PROFILE:MATCH® questionnaire which produces scores of your potential for each competency, that is, the extent to which your personality is likely to facilitate or interfere with that competency. Secondly, you completed the 360° survey, rating your own performance on behaviours associated with each competency. In addition to these two self-assessments, your assessors have also provided ratings of your performance. In the table above you will see the rank ordering of your performance on each competency by (a) your self ratings and (b) the average of All assessor ratings and these are then compared to (c) the rank ordering of your competency potential by your self-report PROFILE:MATCH® assessment.

How to use this information

You may find it useful to note any competencies in the table above where there is a ranking difference of more than two and to reflect on the reason for this - these cases are highlighted in pink in the Difference columns on the right of the table. There is additional information on the next page to help you make sense of any of these significant differences.

It is important to realise that the estimates of potential and the ratings of performance compared above are based on different metrics (a bit like comparing height with shoe size), although they both address the same competencies. The point is that scores from different metrics cannot be compared directly. For this reason, in the table above, we compare the rank order of one with the rank order of the other. This is a valid process and we would expect a degree of correlation between the two rankings (as indeed you would between height and shoe size).

Accounting for performance/potential differences

Significant differences between performance and potential will often be fruitful areas for personal development, whether you get higher rankings for potential or higher rankings for performance.

Performance ranked lower than potential

Where you have higher rankings for potential it would seem that performance is not reflecting the qualities that should give you an advantage in this area. There are many possible explanations for this and only you are really in a position to consider why this is happening. Consider the following:

(a) Is it situational? Are opportunities to shine in this area blocked by other more pressing priorities (yours or the company's), or by others who control that territory due to talent or seniority?

[YES] [NO] [MAYBE]

(b) Is it motivational? Are there other factors operating to suppress your motivation or desire to succeed in these areas (low employee engagement, lack of ambition, work tensions or other worries)?

[YES] [NO] [MAYBE]

(c) Although your temperament may be ideal, do your skills and knowledge compare unfavourably with other colleagues or with the norm for the organisation? Could it be that you need to put in some work to make yourself a viable player in this area?

[YES] [NO] [MAYBE]

(d) Are you simply unaware of your talents and their potential to enhance your career? Perhaps, like many other people, you are taking your exceptional qualities for granted, viewing them as uninteresting because they are so familiar?

[YES] [NO] [MAYBE]

Performance ranked higher than potential

In this scenario, it may appear that you are out-performing your abilities and while this may seem paradoxical it is perfectly possible. Again, only you are really in a position to consider why this is happening. For examples of why this might be, consider the following:

(a) Have you had the opportunity to build your effectiveness bit by bit over time? Might you be delivering on that competency, but only as it applies in that specific situation? Are you in a situation that is particularly supportive in some way?

[YES] [NO] [MAYBE]

(b) Are you very self-aware, alert to your shortcomings and able to manage them? Does your self-knowledge help you to restrain less productive behaviours or alert you to the need to find alternative strategies in order to be effective?

[YES] [NO] [MAYBE]

(c) Is your performance flattered by the relatively poor performance of others? In 360° assessments, you are viewed in the context of local culture and expectations. Ratings will reflect this and, to this extent, they are more relative than absolute.

[YES] [NO] [MAYBE]

(d) Are you highly ambitious and determined to make the best of every opportunity? Are you so competitive that you work hard to raise your game? Do you think that your performance ratings may be influenced by the fact that you are energetic or high profile?

[YES] [NO] [MAYBE]

Attention to Detail - definition

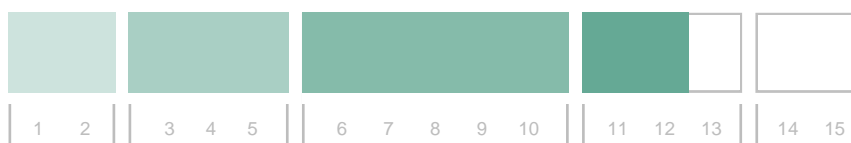
This competency is concerned with being attentive to detail in the planning and the execution of tasks. Individuals who are a good fit with this competency take great care with tasks and have a respect for craftsmanship, for doing things properly and for complying with policies and procedures. They have a single-minded focus on the task in hand and would be quick to spot errors and inconsistencies. Their high standards are rooted in a desire for order and for perfection, and a deep concern to avoid error. Their insistence on maintaining standards means such people demand a lot from themselves and from those who work for them.

In terms of personality, there are three contributing characteristics. Firstly, a perfectionistic approach; secondly, a desire to comply with the procedures and policies of the organisation and thirdly, a capacity to sustain focus on the task in hand.

Attention to Detail - potential

Your potential for Attention to Detail competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Attention to Detail profile

Your profile reflects high personal standards. Such people like everything to be completed to exacting requirements - even if this takes longer to achieve than planned. You are probably considered by others to be uncompromising about your standards. Attention to detail and quality assurance will always be high on your agenda.

You seem to appreciate the necessity for procedures and routines in the working environment and you are probably more concerned than most about producing work to the required standard. Whether or not you are perfectionistic by temperament, you should have the desire to achieve the standards and levels of detail required of you.

You seem to have an outlook that is more practical than theoretical. Such people focus well on the task in hand and are not distracted by a vivid imagination, curiosity or speculative questions. These characteristics should contribute to your ability to stick to a task and, from this perspective, should make a positive contribution to this competency.

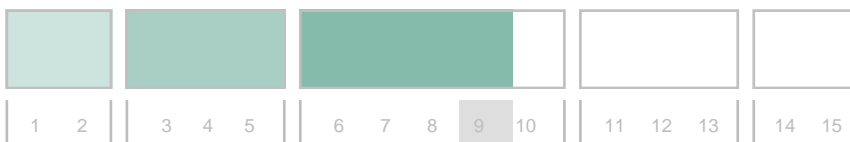
People with this profile will often be content to work within well-defined roles and may not have high expectations that their work should be stimulating. They should have a capacity to deal with repetitive, detailed tasks without the boredom sometimes induced in others.

Attention to Detail - performance ratings

You have been rated by yourself and various other colleagues at work on your attention to detail competence. These performance ratings are shown in the charts below.

SELF

range of ratings



MANAGER (2)

range of ratings



PEER (3)

range of ratings



DIRECT REPORT (3)

range of ratings



CLIENT (3)

range of ratings



Attention to Detail - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

- You may be indiscriminate in applying universally high standards to every task and, as a consequence, may become overloaded. Others may view you as fussy and critical because you cannot recognise that an approximation may sometimes be sufficient.

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your managers' and clients'.

These ratings should be viewed alongside the assessment evidence of your attention to detail capability which suggests you would be capable of above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four MOST endorsed items		AVG
1	Is impulsive, spontaneous and unpredictable	2.9
2	Shows a high degree of concern for accuracy	2.8
3	Is individualistic and seems unconcerned about disapproval	2.7
4	Focuses on the bigger picture rather than on task details	2.7

The four LEAST endorsed items		
1	Conforms with established procedures and does things by the book	2.3
2	Attentive to detail in the planning and execution of tasks	2.4
3	Is practical and down to earth	2.5
4	Perseveres with repetitive or routine elements of work	2.5

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four MOST endorsed items		
1	Is inconsistent and likes to experiment with different approaches	3.3
2	Focuses on quality and doing things properly	3.3
3	Shows a high degree of concern for accuracy	3.0
4	Focuses on the bigger picture rather than on task details	3.0

The four LEAST endorsed items		
1	Is impulsive, spontaneous and unpredictable	1.7
2	Attentive to detail in the planning and execution of tasks	2.0
3	Deeply concerned about making mistakes	2.0
4	Is practical and down to earth	2.0

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four MOST endorsed items		
1	Perseveres with repetitive or routine elements of work	3.3
2	Is practical and down to earth	3.3
3	Is impulsive, spontaneous and unpredictable	3.3
4	Sometimes seems careless and disorganised	3.0

The four LEAST endorsed items		
1	Focuses on the bigger picture rather than on task details	1.7
2	Conforms with established procedures and does things by the book	2.0
3	Prone to overlook inconsistencies or errors of detail	2.0
4	Attentive to detail in the planning and execution of tasks	2.3

Customer focus - definition

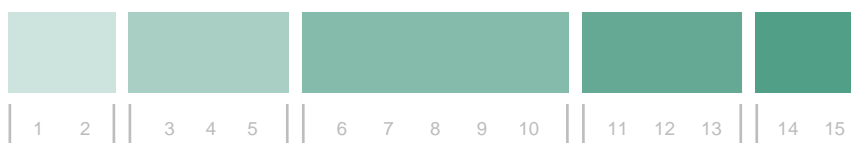
This competency is concerned with the ability to deal with customers in an engaging, professional and courteous way. High ratings suggest individuals who are warm, friendly and averse to confrontation or tension. Such people are approachable and attentive. They should be sociable enough to enjoy the person-to-person aspects of their role, but not so gregarious that they lose sight of their objectives and responsibilities. They also need to be compliant enough to recognise their role as a representative of the organisation and to feel positive about reflecting its values.

In terms of personality, there are four contributing characteristics. Firstly, being warm, and approachable; secondly, being keen to engage socially with others; thirdly, being happy to comply with procedures; and fourthly, being calm and even-tempered.

Customer focus - potential

Your potential for Customer focus competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Customer focus profile

Concerning your manner and general demeanour, you are likely to be very warm, friendly and approachable. A good listener, you will show interest in customers and readily express sympathy with any concerns. Being sensitive to their needs, you should engage well with customers and seem anxious to address their requirements.

You will probably have a need for company, socialising and the attention of others. Such people are typically gregarious and talkative. Consequently, you should be attracted to customer-facing roles and happy dealing with others on a regular basis.

It seems you are a person who would make a commitment to the values and culture of an organisation. You may prefer work situations where you are guided by procedures and routines. Being generally respectful, conventional and consistent, such people are likely to view customer service as a professional skill to be mastered, rather than as a social encounter reliant on their personality or the mood of the moment.

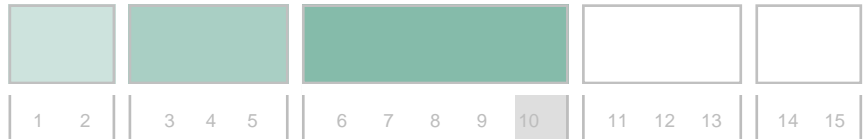
The emotional control of customer-facing staff will influence a customer's experience significantly, the ideal usually being a calm consistency coloured by a degree of emotional responsiveness. You are unlikely to over-react to situations or to let little things upset you, remaining composed in situations that would unsettle others. However, in dealing with customers, you would probably seem consistent, sensible and practical rather than particularly enthusiastic or responsive.

Customer focus - performance ratings

You have been rated by yourself and various other colleagues at work on your customer focus competence. These performance ratings are shown in the charts below.

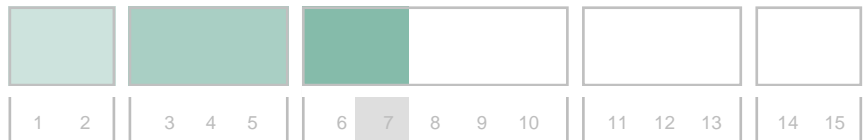
SELF

range of ratings



MANAGER (2)

range of ratings



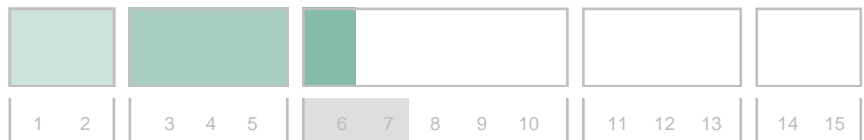
PEER (3)

range of ratings



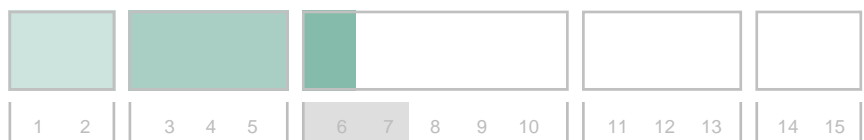
DIRECT REPORT (3)

range of ratings



CLIENT (3)

range of ratings



Customer focus - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

- Are you likely to get so personally involved with customer's concerns that you could have difficulty in maintaining a detached, professional, task- focused approach?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your managers' and peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of your customer focus capability which suggests you would be capable of well above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

	AVG
1 Takes the company guidelines and strategies on board and acts by them	3.0
2 Always calm and even tempered, even with difficult customers	2.9
3 Tends to react defensively to customer complaints	2.7
4 Acts individualistically and is unconcerned about disapproval	2.7

The four **LEAST** endorsed items

1 Quick to show irritation when confronted with difficult customers or clients	2.3
2 Actively seeks out opportunities to interact with customers or clients	2.4
3 Is approachable, attentive and puts customers at their ease	2.4
4 Can be reluctant to approach customers or clients, leaving others to take the initiative	2.5

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1 Takes the company guidelines and strategies on board and acts by them	3.7
2 Is very talkative and overwhelms customers rather than attending to their needs	3.0
3 Is approachable, attentive and puts customers at their ease	3.0
4 Will be sought out by customers and asked for by name	2.7

The four **LEAST** endorsed items

1 Acts individualistically and is unconcerned about disapproval	1.7
2 Understands the critical importance of customer care to business success	1.7
3 Can be reluctant to approach customers or clients, leaving others to take the initiative	2.0
4 Friendly and outgoing in dealings with customers and anxious to please	2.0

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1 Understands the critical importance of customer care to business success	3.0
2 Friendly and outgoing in dealings with customers and anxious to please	3.0
3 Takes the company guidelines and strategies on board and acts by them	2.7
4 Is very talkative and overwhelms customers rather than attending to their needs	2.7

The four **LEAST** endorsed items

1 Is approachable, attentive and puts customers at their ease	1.7
2 Actively seeks out opportunities to interact with customers or clients	2.0
3 Can be reluctant to approach customers or clients, leaving others to take the initiative	2.0
4 Will be sought out by customers and asked for by name	2.0

Decision Making - definition

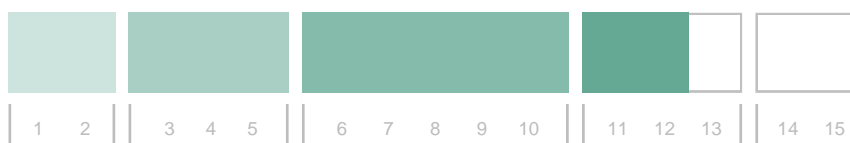
This competency is concerned with achieving the right balance between indecisiveness and inappropriate risk taking. Effective decision makers need to be confident in their own abilities and able to remain calm in the face of uncertainty and unresolved questions. However, they need to ensure that they are adequately informed rather than taking unnecessary risks. On the other hand, they need to know when deliberation has to be replaced by action. In the case of strategic decisions, they also need the vision and big picture perspective to see the issues in context.

In terms of personality, there are five contributing characteristics. Firstly, being questioning and having a 'big picture' orientation; secondly, having a respect for the value of knowledge and information; thirdly, being rational and aware of the status of different viewpoints, fourth, having self-belief and fifth, being loyal to the organisation's mission and culture.

Decision Making - potential

Your potential for Decision Making competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Decision Making profile

You seem to be down-to-earth and concerned mainly with practicalities. When making decisions you may look more to the immediate workable option rather than to more imaginative solutions. Typically, your decisions are likely to be based on the tried and tested, rather than on speculative ideas.

It seems that you will be very aware of the importance of good information in relation to work effectiveness. You will be naturally disposed to validate your own views and experience by researching the facts when making decisions, relying on a sound knowledge base rather than on intuition.

You should be a confident person who will generally assume that others would respond positively to you. You will probably have few doubts about your abilities and are likely to appear self-assured in your judgements and your decision making.

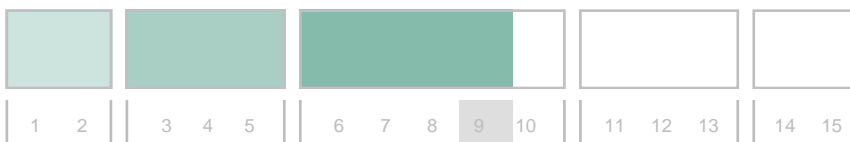
Your basic impulses seem to be very respectful of established rules and conventions. You should appreciate the necessity for procedures and routines in the working environment. It seems that you would seek to align your decisions with the values of your organisation.

Decision Making - performance ratings

You have been rated by yourself and various other colleagues at work on your decision making competence. These performance ratings are shown in the charts below.

SELF

range of ratings



MANAGER (2)

range of ratings



PEER (3)

range of ratings



DIRECT REPORT (3)

range of ratings



CLIENT (3)

range of ratings



Decision Making - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

- Do you lack the imagination needed to expand the range of options considered when making decisions?
- Are you so concerned to eliminate all uncertainty when making decisions, that you are unwilling to consider more intuitive or unconventional solutions?
- Is your need for evidence, even when none is available, likely to prolong decisions and delay things unreasonably?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your clients'.

These ratings should be viewed alongside the assessment evidence of your decision making capability which suggests you would be capable of above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

	AVG
1 Refers decisions 'upwards' rather than taking responsibility	2.9
2 Their decisions are widely respected and reinforce company values	2.8
3 Researches issues thoroughly before making decisions	2.6
4 Overlooks long term implications of key decisions	2.6

The four **LEAST** endorsed items

1 Sometimes makes hasty or ill-considered decisions	2.1
2 Relies on own intuition rather than gathering all possible information	2.2
3 Shows little regard for the culture of the company when making decisions	2.2
4 Unduly delays decisions by prolonging research and discussion	2.2

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1 Their decisions are widely respected and reinforce company values	3.7
2 Refers decisions 'upwards' rather than taking responsibility	3.7
3 Researches issues thoroughly before making decisions	3.3
4 Decisions reflect immediate practicalities rather than wider considerations	3.0

The four **LEAST** endorsed items

1 Relies on own intuition rather than gathering all possible information	1.3
2 Knows when deliberation has to be replaced by action	1.7
3 Unduly delays decisions by prolonging research and discussion	1.7
4 Always excited by new ideas and different viewpoints	2.0

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1 Knows when deliberation has to be replaced by action	4.0
2 Researches issues thoroughly before making decisions	3.0
3 Overlooks long term implications of key decisions	3.0
4 Is confident, decisive and sure of himself	3.0

The four **LEAST** endorsed items

1 Refers decisions 'upwards' rather than taking responsibility	1.7
2 Sometimes makes hasty or ill-considered decisions	1.7
3 Shows little regard for the culture of the company when making decisions	2.0
4 Can appear dismissive of other contributions to the decision making process	2.3

Interpersonal Skills - definition

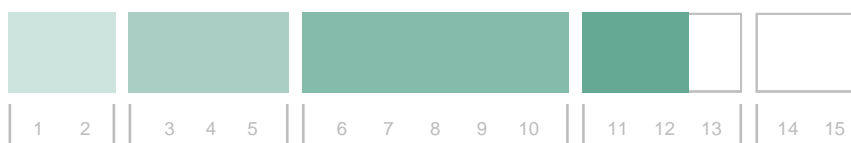
This competency is concerned with the chemistry of interpersonal relationships and an awareness of the way that one comes across to others. It involves interpersonal sensitivity and the ability to appreciate another person's motivational and emotional needs. Whether as a leader, a colleague or a subordinate, high scorers on this competency are likely to develop effective working relationships with others both within and beyond their own area of responsibility. They will also be concerned to maintain harmonious relationships and to defuse conflict.

In terms of personality, there are four contributing characteristics. Firstly, being warm, approachable and sympathetic; secondly, having the desire to engage with and interact with others; thirdly, being motivated and assertive; and fourthly, being concerned about consensus and social harmony.

Interpersonal Skills - potential

Your potential for Interpersonal Skills competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Interpersonal Skills profile

You are likely to be very interpersonally sensitive. You should be warm, open and approachable. Regardless of how sociable and outgoing they are, similar individuals to you are very good listeners and show interest in others. Your sympathetic nature means that you can successfully deal with more emotionally sensitive issues. You will most likely seem tolerant, understanding and forgiving, and sensitive to those around you.

You seem to be very sociable. You will probably have a need for company and enjoy social interaction and the attention of others. You are typically seen as talkative, outgoing and gregarious. You enjoy being the centre of attention and are likely to think of yourself as entertaining. You will seek out occasions to interact with colleagues and opportunities to build relationships.

You seem to be quite assertive. You are likely to be at least as purposeful in your interaction with others as most people. Although you may be capable of being quite assertive, you are unlikely to be insistent or forceful about taking charge, or being determined to take the lead.

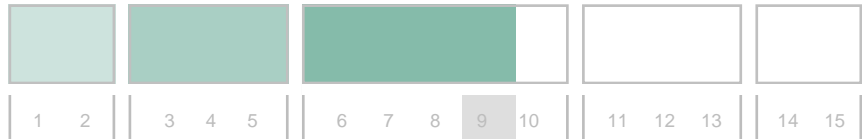
You are probably no more concerned about other people's opinions of you than the next person. You will have the normal concerns about maintaining relationships and the usual reservations about disagreements with colleagues and expressing your true opinions. However, when it is important to do so, you would probably act according to your convictions and speak your mind.

Interpersonal Skills - performance ratings

You have been rated by yourself and various other colleagues at work on your interpersonal skills competence. These performance ratings are shown in the charts below.

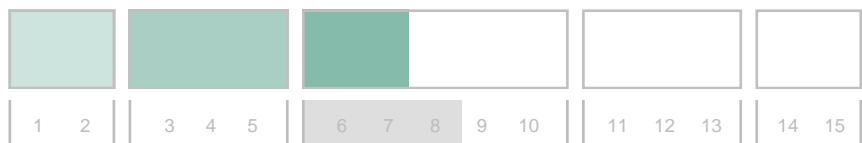
SELF

range of ratings



MANAGER (2)

range of ratings



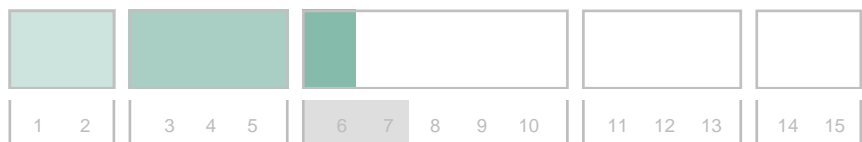
PEER (3)

range of ratings



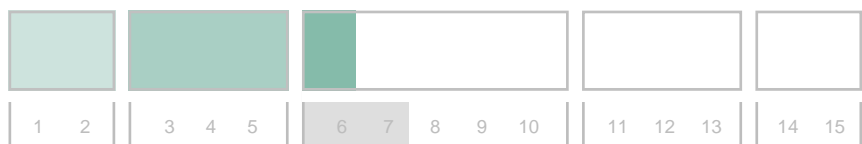
DIRECT REPORT (3)

range of ratings



CLIENT (3)

range of ratings



Interpersonal Skills - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

You met all the requirements for this competency and no concerns were identified.

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of your interpersonal skills capability which suggests you would be capable of above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

AVG

1	Shows understanding of others' motivations and perspectives	3.5
2	Can seem reserved and reluctant to get involved in group situations	3.0
3	Concerned about popularity and anxious to please everyone	2.8
4	Proactive about building effective working relationships	2.7

The four **LEAST** endorsed items

1	Takes the initiative to liaise and network with others	2.2
2	Seems unaware of the impact of their behaviour on other people	2.5
3	Tends not to initiate interaction with others except when necessary	2.5
4	Avoids upsetting others with critical or contentious views	2.6

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1	Shows understanding of others' motivations and perspectives	3.7
2	Can be overbearing and inclined to impose on the personal space of others	3.7
3	Is outgoing, gregarious and attracted by opportunities to engage with others	3.3
4	Can seem reserved and reluctant to get involved in group situations	3.3

The four **LEAST** endorsed items

1	Tends not to initiate interaction with others except when necessary	2.0
2	Prepared to listen to other opinions without being too anxious to agree	2.3
3	Responds to others rather than asserting themselves in social situations	2.3
4	Takes the initiative to liaise and network with others	2.3

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1	Is an assertive person who makes their presence felt	3.3
2	Shows understanding of others' motivations and perspectives	3.0
3	Concerned about popularity and anxious to please everyone	3.0
4	Can be overbearing and inclined to impose on the personal space of others	3.0

The four **LEAST** endorsed items

1	Is outgoing, gregarious and attracted by opportunities to engage with others	1.7
2	Seems unaware of the impact of their behaviour on other people	2.0
3	Takes the initiative to liaise and network with others	2.0
4	Tends not to initiate interaction with others except when necessary	2.0

Motivation - definition

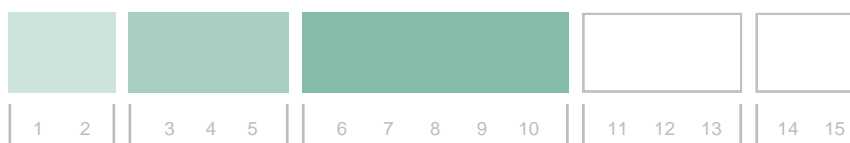
Motivated people are self-starters who have the drive and aspiration to make the most of any opportunities to showcase their talents. Being results orientated, they willingly accept personal responsibility, and are determined to see things through to a successful conclusion. Their positive, optimistic, can-do attitude combined with their energy and enthusiasm helps to get projects started and goals achieved. These people will readily take the initiative and be motivated to succeed not just for themselves but for the team and for the organisation as a whole.

In terms of personality there are four contributing characteristics. Firstly, being achievement-oriented and goal-focused. Secondly, having a positive, optimistic attitude. Thirdly, being disposed to adopt the values and goals of the organisation rather than working to one's own agenda. Finally, not attempting to please all the people all the time, but not being too strident, overbearing or independent either.

Motivation - potential

Your potential for Motivation competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Motivation profile

You seem to be as aspirational as the next person. You may like the idea of personal advancement and greater responsibility, but do not single-mindedly assert yourself. You may be very confident in your area of expertise, but not particularly competitive. You probably expect to advance in terms of responsibility and status, but this is unlikely to be an overriding everyday concern.

Whatever social impression you create, you are probably self-confident and have an optimistic outlook. You should have a 'can do' approach and would not easily be discouraged by setbacks. People with profiles similar to yours are typically bright and buoyant and generally expect to succeed. This positive attitude is likely to raise the aspirations of others.

You will probably want to identify with the values of the company and will be a good organisational citizen. You see alignment with corporate values in a positive way, usually take pleasure in belonging to the organisational culture and make a loyal and dutiful employee. Whatever your contribution at work, it should be channelled in ways that reflect the goals and values of the organisation and you should be receptive to the motivational appeals of your managers.

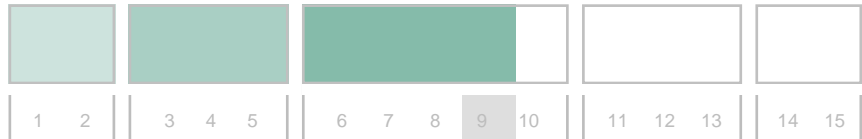
You seem to strike a balance between being independently minded and being over concerned about the views and opinions of others. This suggests that you should play your part in a way that respects the efforts and contributions of others. You should be open to influence without being so concerned about maintaining relationships that you back away from anything viewed as divisive or contentious.

Motivation - performance ratings

You have been rated by yourself and various other colleagues at work on your motivation competence. These performance ratings are shown in the charts below.

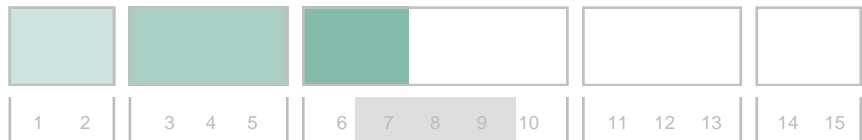
SELF

range of ratings



MANAGER (2)

range of ratings



PEER (3)

range of ratings



DIRECT REPORT (3)

range of ratings



CLIENT (3)

range of ratings



Motivation - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

You met all the requirements for this competency and no concerns were identified.

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your peers'.

These ratings should be viewed alongside the assessment evidence of your motivation capability which suggests you would be capable of average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

	AVG
1 Expects to succeed and will not easily give up	2.9
2 Shows initiative beyond the immediate responsibilities of the role	2.8
3 Shows determination to see jobs through to a successful conclusion	2.8
4 Willingly takes on new responsibilities	2.6

The four **LEAST** endorsed items

1 Is able to speak their mind but without being confrontational	2.2
2 Is neither assertive nor energetic	2.2
3 Not easy to convince that objectives can be accomplished	2.3
4 Has a relaxed and leisurely approach to career advancement	2.4

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1 Expects to succeed and will not easily give up	3.3
2 Allows setbacks to undermine enthusiasm and effort	3.3
3 Shows initiative beyond the immediate responsibilities of the role	3.0
4 Shows determination to see jobs through to a successful conclusion	3.0

The four **LEAST** endorsed items

1 Concerned about their reputation and anxious to fulfil company expectations	1.0
2 Is able to speak their mind but without being confrontational	1.7
3 Readily backs down to keep the peace	2.0
4 Takes every opportunity to exercise and develop their talents	2.0

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1 Willingly takes on new responsibilities	3.3
2 Takes every opportunity to exercise and develop their talents	3.0
3 Shows initiative beyond the immediate responsibilities of the role	3.0
4 Concerned about their reputation and anxious to fulfil company expectations	3.0

The four **LEAST** endorsed items

1 Is neither assertive nor energetic	1.7
2 Is usually optimistic about proposals and motivates others	1.7
3 Allows setbacks to undermine enthusiasm and effort	2.3
4 Shows determination to see jobs through to a successful conclusion	2.3

Planning and Organising - definition

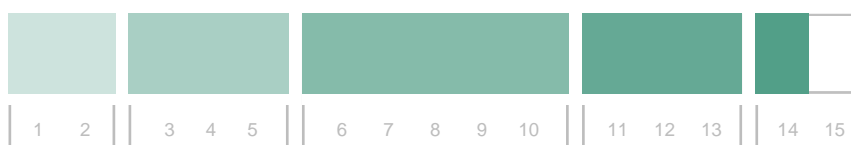
This competency is concerned with the ability to take the objectives of the organisation and its overall strategies, and to devise and implement the processes by which these can be realised. High ratings for this competency will reflect high standards and recognition of the need for procedures, careful planning and co-ordination. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

In terms of personality, there are three contributing characteristics. Firstly, a love of learning and researching decisions; secondly, being organised, thorough and concerned about standards and thirdly, being respectful of the organisation's values and aspirations.

Planning and Organising - potential

Your potential for Planning and Organising competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Planning and Organising profile

Because you recognise the value of good information, you will usually be inclined to check your assumptions and try to resolve uncertainties. You appreciate the importance of researching your decisions so your planning and organising is likely to be careful and considered.

You are likely to be very thorough and concerned to do everything to a high standard. People with a similar profile to you prefer to carefully plan their work, so that anything produced is of high quality and delivered on time. You tend to be very organised and are likely to closely monitor the progress of any work you are responsible for.

You are likely to appreciate the necessity for procedures and routines in the working environment. Regardless of whether you are characteristically careful in the planning and scheduling of your work, you are likely to appreciate the importance of planning from an organisational perspective. You are likely to have a clear set of principles that guide your interpersonal behaviour.

Regardless of whether you have particular talents for organisation, you should be controlled, steady and less impulsive than most. You may be quite cautious and judge exposure to risk carefully. You are likely to be prudent and to respect authority.

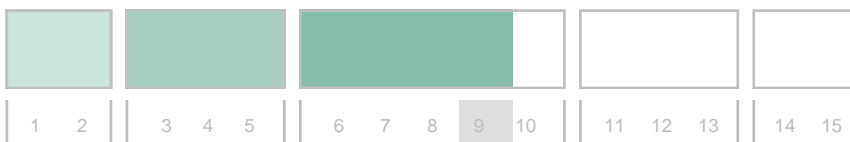
You will probably want to identify with the values of the company and will be a good organisational citizen. People like this tend to be quite loyal and dutiful employees. You view alignment with corporate values in a positive way and take pleasure in belonging to that culture.

Planning and Organising - performance ratings

You have been rated by yourself and various other colleagues at work on your planning and organising competence. These performance ratings are shown in the charts below.

SELF

range of ratings



MANAGER (2)

range of ratings



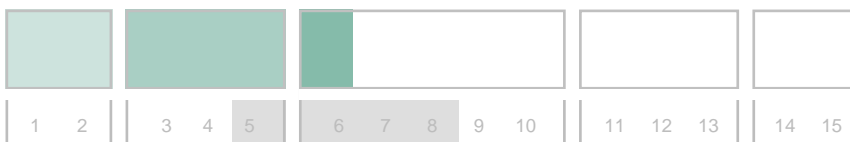
PEER (3)

range of ratings



DIRECT REPORT (3)

range of ratings



CLIENT (3)

range of ratings



Planning and Organising - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

- Are you so organised that you seem set in your ways and inflexible?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of your planning and organising capability which suggests you would be capable of well above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

	AVG
1 Tends to plan things on impulse or at the last minute	3.0
2 Plans in ways that reinforce the organisation's wider objectives and strategies	2.9
3 Pays little regard to the established values and policies of the organisation	2.8
4 Considers the organisational culture when planning for the future	2.8

The four **LEAST** endorsed items

1 Adopts short term strategies at the risk of longer term considerations	2.2
2 Follows through on plans to ensure necessary co-ordination of people and resources	2.4
3 Bases plans on personal experience rather than on developments in the field	2.5
4 Is inflexible and over committed to the detail of plans and policies	2.5

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1 Tends to plan things on impulse or at the last minute	3.3
2 Plans in ways that reinforce the organisation's wider objectives and strategies	3.3
3 Considers the organisational culture when planning for the future	3.3
4 Works hard to clarify any 'grey areas' in policies or procedures	3.0

The four **LEAST** endorsed items

1 Follows through on plans to ensure necessary co-ordination of people and resources	1.7
2 Is inflexible and over committed to the detail of plans and policies	1.7
3 Bases plans on personal experience rather than on developments in the field	2.3
4 Monitors the progress of projects carefully and sees things through to a conclusion	2.3

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1 Monitors the progress of projects carefully and sees things through to a conclusion	3.3
2 Carefully researches issues and alternatives before finalising plans	3.3
3 Tends to plan things on impulse or at the last minute	3.0
4 Pays little regard to the established values and policies of the organisation	3.0

The four **LEAST** endorsed items

1 Considers the organisational culture when planning for the future	2.0
2 Plans in ways that reinforce the organisation's wider objectives and strategies	2.0
3 Readily deals with things 'on the hoof' with little preparation	2.0
4 Adopts short term strategies at the risk of longer term considerations	2.3

Problem Solving - definition

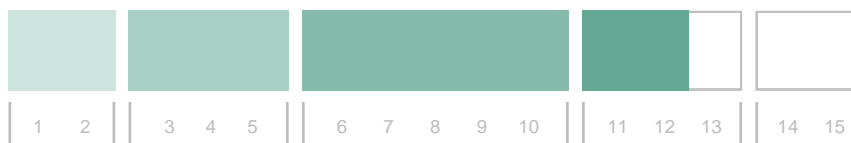
This competency is concerned with being capable of delivering solutions to problems and having a good practical understanding of issues. High scorers will be innovative; being prepared to consider both conventional and unconventional ways to overcome difficulties. They are expected to be imaginative individuals who will think through a wide range of ideas before committing to a solution. They should also be driven and concerned to resolve any problems they have taken responsibility for quickly and successfully. Finally, high scorers should also have the confidence and self-belief to implement their ideas and solutions or put them forward for others to do so.

In terms of personality, there are three contributing characteristics. Firstly, being imaginative and innovative; secondly, being confident and optimistic; and thirdly, being purposeful and achievement oriented.

Problem Solving - potential

Your potential for Problem Solving competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Problem Solving profile

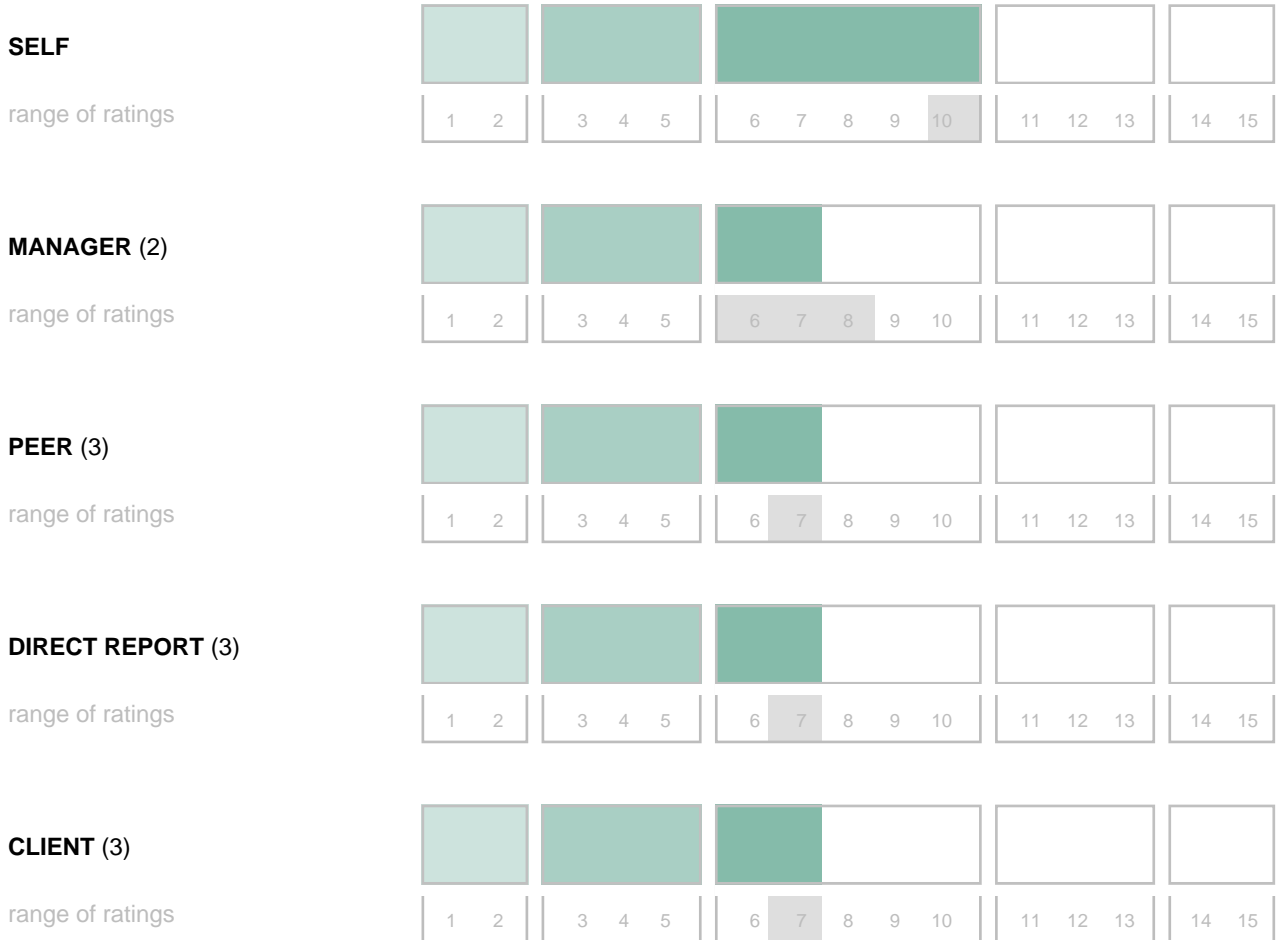
You seem quite focused on immediate practicalities and your approach to problem solving may be more hands-on than innovative. Such people are often good with application and implementation but may not explore the breadth of possible solutions. This may mean that you incline towards more conservative or traditional approaches, rather than considering the wider implications and more creative solutions.

You are likely to be confident and self-assured. You should have few doubts about the quality of your ideas and problem solving skills or your ability to communicate any proposals. You may generally tend to assume that others would be interested in what you have to say and will not be afraid to put forward or implement your solutions to problems.

You should be as driven and concerned to get things done as most other people. You are probably happy to make a contribution to problem solving and sometimes to take responsibility for seeing things through to completion. Individuals with a profile like this should be capable of being determined and energetic, but may not always test their limits or persevere with a problem regardless of setbacks.

Problem Solving - performance ratings

You have been rated by yourself and various other colleagues at work on your problem solving competence. These performance ratings are shown in the charts below.



Problem Solving - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

- When seeking solutions to problems, are you so focused on the practicality of the here and now that you miss out on a wider range of possible solutions? Or, do you stick to the tried and tested rather than go back to basics and look at a problem afresh?
- Do you lack the energy and determination to take responsibility for a problem and see it through to a successful conclusion? Or, are you reluctant to speak out and make your contribution?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your managers' and peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of your problem solving capability which suggests you would be capable of above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four MOST endorsed items		AVG
1	Demonstrates a practical understanding of issues	3.1
2	Overestimates their own contribution when dealing with problems	3.0
3	Perseveres until the root cause of a problem is identified and a solution found	2.9
4	Considers the wider situation beyond the specific problem presented	2.8

The four LEAST endorsed items		
1	When faced with a problem will only consider conventional solutions	2.1
2	Railroads own solutions, ignoring other useful contributions	2.2
3	May not pick up significant patterns in the events surrounding a problem	2.3
4	Has lots of ideas, but often they are eccentric and impractical	2.5

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four MOST endorsed items		
1	Demonstrates a practical understanding of issues	3.7
2	Doesn't take responsibility for problems arising on their patch	3.0
3	Can seem pessimistic about overcoming workplace problems	3.0
4	Analyses situations or data to identify problems	3.0

The four LEAST endorsed items		
1	Easily discouraged when things go wrong	1.0
2	Perseveres until the root cause of a problem is identified and a solution found	1.7
3	Railroads own solutions, ignoring other useful contributions	1.7
4	Has an optimistic, 'can do' attitude to problem solving	2.0

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four MOST endorsed items		
1	Doesn't take responsibility for problems arising on their patch	3.7
2	Perseveres until the root cause of a problem is identified and a solution found	3.3
3	Will consider a number of options before committing to a solution	3.0
4	Overestimates their own contribution when dealing with problems	3.0

The four LEAST endorsed items		
1	Railroads own solutions, ignoring other useful contributions	1.0
2	When faced with a problem will only consider conventional solutions	1.7
3	Considers the wider situation beyond the specific problem presented	2.3
4	Has lots of ideas, but often they are eccentric and impractical	2.3

Project Management - definition

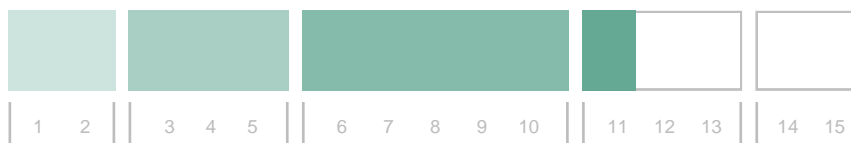
This competency is concerned with being able to take responsibility and to do whatever is necessary to achieve project objectives. People who fit this profile will be well organised, attentive to detail, able to set clear deadlines for providers and have the people skills to get the best from participants. High scorers on this competency should be driven, energetic and keen to test their skills. They should also appreciate the importance of being planful and scheduling the management of projects, without being inflexible or rigid. Finally they should strike a balance in being task oriented but with the interpersonal skills to work with other project contributors.

In terms of personality, there are four contributing characteristics. Firstly, being energetic and having a desire for success; secondly, being organised and having high standards; thirdly, having a capacity to work under pressure; and fourthly, combining interest in others with being task focused.

Project Management - potential

Your potential for Project Management competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Project Management profile

You are likely to be as ambitious as most other people. In terms of this competency, you may be as keen to manage a project as most but would sometimes be comfortable just to be a part of the project team. The majority of people fall into this category, striking a balance between being energetic and taking responsibility, and being relaxed and easy-going.

You will be thoroughly organised - even perfectionistic - wanting everything completed to your exacting requirements. Your projects will be planned meticulously and followed through to completion. People with this profile are also very concerned that any delegated work should maintain their own high standards.

You are generally a resilient and even-tempered person. As a project manager, you will seem calm in situations that unsettle most people and this consistency under pressure should reassure colleagues. You should have few problems dealing with any project setbacks and be confident and optimistic in your expectation of success.

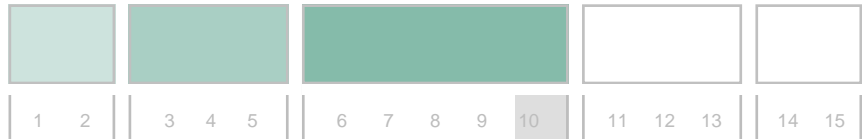
You are likely to be very friendly, approachable and have a distinct concern for the feelings of others. Such people put a high priority on maintaining harmonious relationships and you are likely to have the skills to get the best out of your team. However, depending on how driven and energetic you are, you may seem more focused on the people than on the task.

Project Management - performance ratings

You have been rated by yourself and various other colleagues at work on your project management competence. These performance ratings are shown in the charts below.

SELF

range of ratings



MANAGER (2)

range of ratings



PEER (3)

range of ratings



DIRECT REPORT (3)

range of ratings



CLIENT (3)

range of ratings



Project Management - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

- Would your own high standards make you inflexible, so that you would have difficulty in compromising, delegating to others or dealing with changing priorities?
- Are you so sympathetic to other people's personal issues that you devote too little time to ensuring the efficiency of the project? Are you perhaps so unwilling to see fault in others that you are taken advantage of?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your managers' and peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of your project management capability which suggests you would be capable of above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four MOST endorsed items		AVG
1	Lets things drift rather than nipping them in the bud	2.9
2	Sets unrealistic targets, expressing disappointment when these cannot be met	2.8
3	Sets targets that are too modest for the team	2.8
4	Casual about the details of project planning	2.7

The four LEAST endorsed items		
1	Is thorough, organised and attentive to detail	2.3
2	Pushes for project outcomes but neglects people issues and team relationships	2.3
3	Manages project teams to elicit the best contribution from each member	2.4
4	Takes the lead within work groups	2.4

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four MOST endorsed items		
1	Lets things drift rather than nipping them in the bud	3.7
2	Is respected for the consideration shown to team members	3.7
3	Casual about the details of project planning	3.7
4	Shows tension and anxiety when projects don't proceed according to plan	3.3

The four LEAST endorsed items		
1	Manages project teams to elicit the best contribution from each member	1.7
2	Pushes for project outcomes but neglects people issues and team relationships	2.0
3	Overcomes obstacles to meet project objectives	2.3
4	Remains calm and consistent, even when a project hits a crisis	2.3

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four MOST endorsed items		
1	Sets unrealistic targets, expressing disappointment when these cannot be met	3.0
2	Sets targets that are too modest for the team	3.0
3	Remains calm and consistent, even when a project hits a crisis	3.0
4	Takes the lead within work groups	2.7

The four LEAST endorsed items		
1	Is thorough, organised and attentive to detail	1.7
2	Shows tension and anxiety when projects don't proceed according to plan	1.7
3	Casual about the details of project planning	2.0
4	Is respected for the consideration shown to team members	2.0

Self-confidence - definition

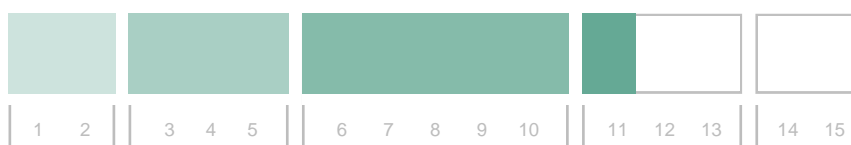
This competency is concerned with being sure of oneself and having few doubts about one's abilities, one's viewpoint or one's entitlement to make a contribution. Such people are typically optimistic and up-beat in their outlook. They should be composed and self-assured, readily express their ideas and opinions and do so in a manner that will inspire confidence in others. They are likely to be calm, unselfconscious and assertive, without being arrogant or over bearing, and generally ready to take on responsibilities.

In terms of personality, there are three contributing characteristics. Firstly, being achievement oriented, competitive and energetic; secondly, being confident and optimistic; and thirdly, being composed, calm and consistent.

Self-confidence - potential

Your potential for Self-confidence competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Self-confidence profile

Whatever your self-esteem, you are not a dominating person. Although ready to show initiative, you won't always rush to take charge of situations and will often be happy for others to take the lead and to make the decisions. The content of a job, the tasks you are involved in and the nature of the business, are probably just as important to you as the status of the role.

Additionally, you are likely to be as competitive and keen to make your mark as most other people. Prepared at times to be the focus of attention, you can probably accept the challenge of making group presentations. Nevertheless, people with this profile are most persuasive and get their viewpoint across best within the comfort zone of a familiar setting.

You are likely to be self-assured and at ease with yourself in most situations. You should have more self-belief than most and few doubts about your appeal to others or your ability to communicate your ideas. Because you are confident about your contribution, and of an appreciative reception, you are likely to voice your opinions readily.

People with this profile are trusting and relaxed and are not easily perturbed. This calm self-confidence is an attractive feature and will generally be appreciated by others.

You seem optimistic and upbeat. You should have a positive 'can do' outlook and will not easily be discouraged by setbacks. Such people are bright, buoyant and likely to raise the aspirations and motivation of others.

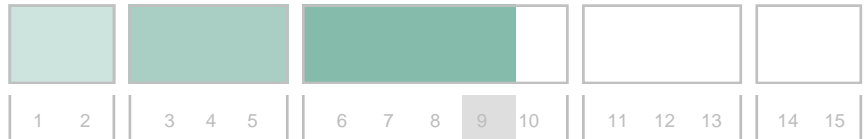
You are generally even-tempered and consistent in mood. You will seem comparatively unaffected by situations that unsettle most other people and should seem calm and consistent, even when under pressure. You should have few problems dealing with any project setbacks and be optimistic in your expectations of success.

Self-confidence - performance ratings

You have been rated by yourself and various other colleagues at work on your self-confidence competence. These performance ratings are shown in the charts below.

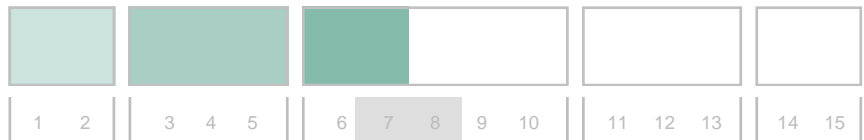
SELF

range of ratings



MANAGER (2)

range of ratings



PEER (3)

range of ratings



DIRECT REPORT (3)

range of ratings



CLIENT (3)

range of ratings



Self-confidence - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

You met all the requirements for this competency and no concerns were identified.

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your self-confidence capability which suggests you would be capable of above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

		AVG
1	Seems sure of himself and inspires the confidence of others	3.2
2	Approaches tasks with confidence and optimism	3.0
3	Seems imperturbable, even when work is demanding and stressful	2.9
4	Speaks up with ideas and opinions in a variety of forums	2.8

The four **LEAST** endorsed items

1	Displays obvious discomfort when made the centre of attention	2.2
2	Enjoyment of their role overrides considerations of promotion	2.2
3	Deals calmly and unemotionally with any crisis	2.3
4	Has a tendency to feel criticised where no criticism was intended	2.3

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1	Seems sure of himself and inspires the confidence of others	3.7
2	Seems imperturbable, even when work is demanding and stressful	3.7
3	Has difficulty in hiding feelings of dissatisfaction or disappointment	3.0
4	Speaks up with ideas and opinions in a variety of forums	2.7

The four **LEAST** endorsed items

1	Expresses doubts about own abilities	1.7
2	Confidence is easily dented when things don't go exactly to plan	2.3
3	Deals calmly and unemotionally with any crisis	2.3
4	Displays obvious discomfort when made the centre of attention	2.3

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1	Approaches tasks with confidence and optimism	4.0
2	Seems sure of himself and inspires the confidence of others	3.3
3	Speaks up with ideas and opinions in a variety of forums	2.7
4	Seems imperturbable, even when work is demanding and stressful	2.7

The four **LEAST** endorsed items

1	Appears relaxed and at ease in any social or work situation	1.7
2	Doesn't take opportunities to liaise with more senior colleagues	2.0
3	Enjoyment of their role overrides considerations of promotion	2.0
4	Has difficulty in hiding feelings of dissatisfaction or disappointment	2.0

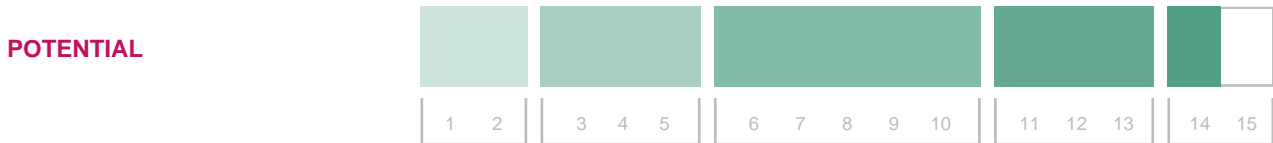
Team Orientation - definition

This competency is concerned with being able to work constructively with others in a team setting and to make an effective contribution to team dynamics. Interpersonal skills are paramount; being sociable, getting along with others and enjoying collaboration. Effective team players should also be receptive, tolerant and willing to share. In terms of emotionality, people who readily overcome setbacks, change direction easily and who will not easily take offence will be net contributors to the resilience of the team, rather than net beneficiaries. Team members also need the confidence and self-belief to make their case and to support their point of view, but not to be so competitive that they are unable to appreciate other approaches.

In terms of personality, there are five contributing characteristics. Firstly, being tolerant and convivial; secondly, having a desire for affiliation; thirdly, achieving a balance between independence and co-operation and finally, being self-assured and resilient.

Team Orientation - potential

Your potential for Team Orientation competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.



Your Team Orientation profile

Your warmth and approachability should be very evident. You should have the interpersonal skills to make a positive and convivial contribution to a team. Such individuals tend to enjoy working with others, are good listeners and are generally liked by their colleagues.

You probably prefer working in a context where you can enjoy social interaction and the attention of others. You are likely to be a significant social presence in any team. Being talkative and gregarious such people should relish the opportunity to work in a team context.

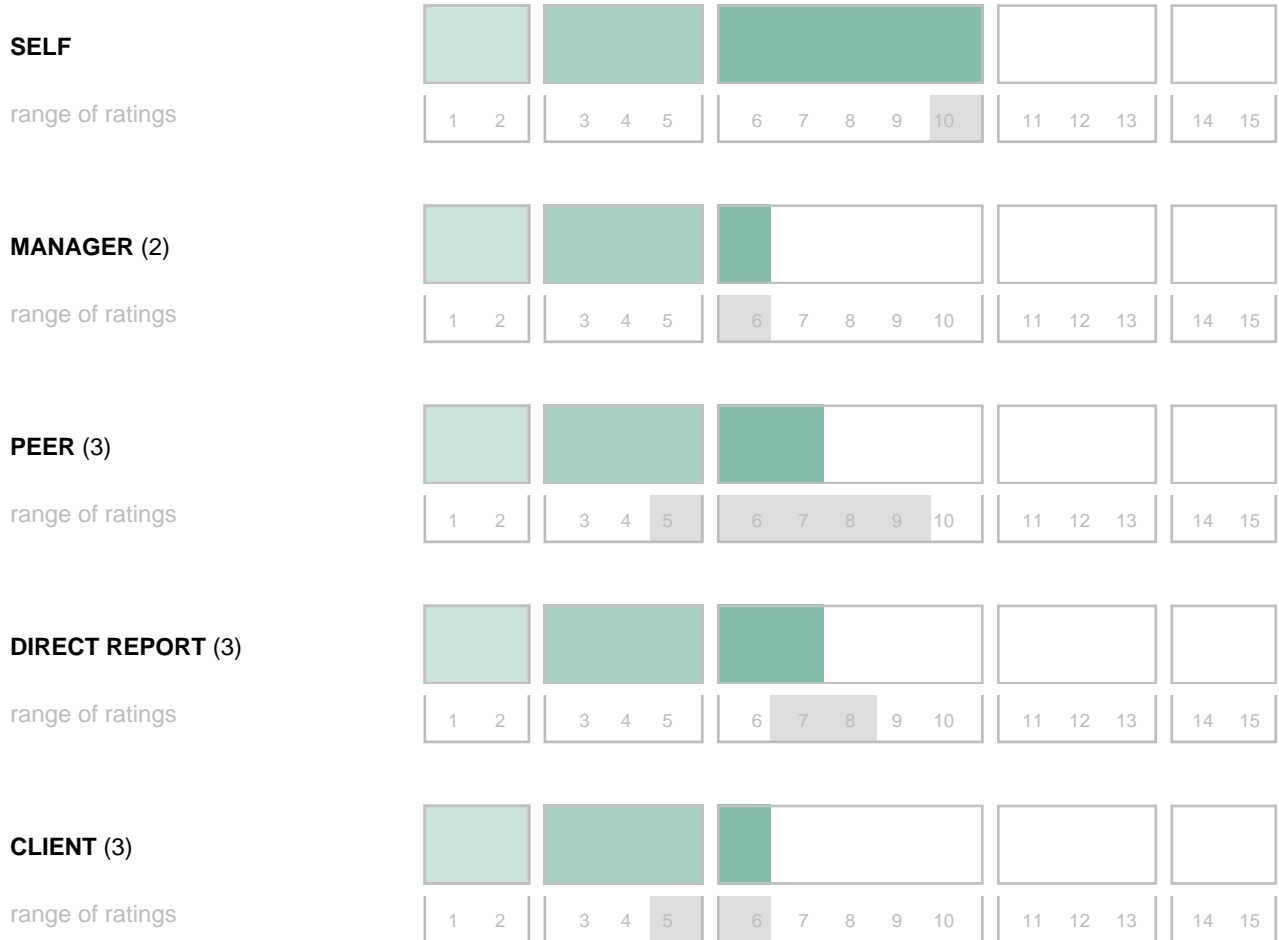
In addition, you seem no more concerned about popularity or other people's opinions than the next person. You will have the normal concerns about disagreeing with others and sometimes have reservations about expressing your true opinions. However, when it is important to do so, you should be prepared to speak your mind.

Whatever the initial impression, you are likely to have more confidence and optimism than most. Upbeat and optimistic, you should have a firm belief in your own point of view. Whether or not you readily voice your opinions in a team setting, when you do so you are likely to speak with conviction.

You seem even-tempered and composed. Calm in situations that may unsettle others, colleagues will appreciate your predictability and consistency of mood. A steadying influence in a team, you should be comfortable to deal with.

Team Orientation - performance ratings

You have been rated by yourself and various other colleagues at work on your team orientation competence. These performance ratings are shown in the charts below.



Team Orientation - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

- Are you so people focused that you would devote too much effort to nurturing group dynamics at the expense of efficiency?
- Are you so calm and unaffected by pressure that others feel they are carrying most of the responsibility? Or, do you seem so self-assured that you sometimes appear smug or even arrogant?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the high average range, is significantly higher than your managers' and peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of your team orientation capability which suggests you would be capable of well above average competence in this area.

Most and least endorsed items

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

	AVG
1 Reluctant to share credit for success with others	2.9
2 Seems reserved and uncomfortable in group situations	2.7
3 Will give and take in order to negotiate agreement within the team	2.6
4 Their even-temper is a steadying influence, especially under pressure	2.6

The four **LEAST** endorsed items

1 Seems unresponsive or insensitive about other people's anxieties	2.3
2 Easily takes offence if alternative viewpoints are not expressed tactfully	2.4
3 Has an optimistic, 'can do' attitude that energises others	2.4
4 Tends to overwhelm others with the forcefulness of their personality	2.4

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1 Spends more time interacting with others than working alone	3.7
2 Seems reserved and uncomfortable in group situations	3.3
3 Contributes to harmonious relationships within the group	3.3
4 Their even-temper is a steadying influence, especially under pressure	3.0

The four **LEAST** endorsed items

1 Easily takes offence if alternative viewpoints are not expressed tactfully	2.0
2 Has an optimistic, 'can do' attitude that energises others	2.0
3 Seems stubborn and uncompromising in team discussions	2.0
4 Seems unresponsive or insensitive about other people's anxieties	2.3

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1 Shares ideas, knowledge and expertise	3.0
2 Seems stubborn and uncompromising in team discussions	3.0
3 Is a tolerant and approachable team player	3.0
4 Seems reserved and uncomfortable in group situations	2.7

The four **LEAST** endorsed items

1 Doesn't engage in small-talk or seem interested in other people	1.0
2 Easily discouraged by set-backs	1.7
3 Easily takes offence if alternative viewpoints are not expressed tactfully	1.7
4 Their even-temper is a steadying influence, especially under pressure	2.0

Incremental Development

If you want it to be, personal development can be a life long process. Everyone can improve their performance in one way or another and this PM360™ report will create excellent opportunities for self-reflection and development planning.

Your task now is to turn your new self-awareness into clearly defined personal development goals. Initially, these may be defined very broadly but it will help you to monitor progress if you break things down into small steps - clearly defined behaviours that can be observed and counted.

Suggested incremental development process:

1) Identify which competencies you want to improve and set broad goals

2) Define achievable targets - specific behavioural objectives:

- a) Consider the descriptive text of your profile (part 3 of the report)
- b) Consider any Points for Self-reflection (part 3)
- c) Read through the Discrepancy Analysis (part 3)
- d) Consider the Most and Least Endorsed Items (part 3)
- e) Look at comparisons between self and other group ratings (part 1)
- f) Consider any consistent ratings (part 1)
- g) Evaluate differences between your performance and your potential (part 2)

3) Select realistic strategies that reflect your potential. Are you:

- a) Exploiting high potential and shooting for the stars?
- b) Recognising some limitations but extending your comfort zone?
- c) Compensating for recognised weaknesses and developing 'work-arounds' ?

4) Plan implementation:

- a) Set time-lines that are demanding but realistic
- b) Can you get others to feed back on your performance/improvement?
- c) If self-monitoring, can you appoint a colleague as mentor?
- d) Keep things moving, build on success by setting new targets

Every personality has its advantages and disadvantages so development is very much a personal issue. The approach adopted here is that there are fundamental aspects of your personality that cannot be changed, but that they can be managed and performance can be continuously improved. Discovering where your greatest assets lie, where your first impulse may undermine your efforts, and how you can become more effective, is an exciting and rewarding process.

PM360™ will help you to set a course towards the realisation of your full capabilities.

EXAMPLE: Derailed by talent - a real world paradox

Helen is a confident, extraverted, spontaneous individual whose ability to 'wing it' is her special talent. It often serves her well when giving presentations or dealing with clients. However, her 360° Feedback made her recognise that spontaneity could be a high-risk strategy. She recognised a need to handle client meetings more consistently and effectively. Her first milestone towards this goal was to set out a game plan for each meeting; specifying exactly what she wished to achieve and identifying where she may need to reign in her impulsiveness. Each meeting was followed by a detailed review of what went on, where she was most effective and where she could have handled things better. In this way a virtuous circle of improvements was initiated. Preparing well but using her spontaneity to good effect in establishing rapport, Helen made better use of her talents while avoiding over reliance on an approach that, on its own, could become a liability.

Development Resources Check-list

Your PM360™ Report provides you with a lot of material on which to base your thoughts and plans for future development. Use the following check-list to ensure that you are considering, or have considered, all the indicators available in this report when considering your personal development plans.

PART 1 - variability amongst raters

Your self-ratings of performance compared with ratings by each rater group - where are the biggest differences between your self-ratings and the perceptions of others? Remember, these are averaged over the entire group of raters.

Discrepancies between performance ratings - do the *different* groups rate you differently? If they do, can you think why this might be?

The consistency of performance ratings - do people within the *same* group rate you differently? The more consistent they are, the more likely it is that this represents a consistency in the pattern of your behaviour.

The range of performance ratings, how *extreme* are the variations of ratings within each group?

PART 2 - potential vs performance

Are you performing best in the competencies where you show greatest potential?

Are there competencies on which you perform better than expected?

PART 3 - each competency in depth

Full competency definitions, these remind you exactly what was assessed.

Competency ratings. These are indices of potential. Might your temperament help or hinder you?

Passages of descriptive text. Each looks at different aspects of temperament; within each competency, which are your strongest/ weakest points?

Points for self-reflection. These address issues raised by your questionnaire responses. They may be more relevant to some people than to others, but don't dismiss them out of hand!

Discrepancy analyses. These highlight any significant differences between groups of raters. You should consider why your performance might be viewed differently by different groups.

Most and least endorsed items. This analysis shows which items your raters felt were most and least descriptive of you. Do peers and direct reports agree?

MATCH:UP™

You will find further online help in turning 360° Feedback into an effective and realistic personal development plan on the PROFILE:MATCH® website. MATCH:UP™ offers a step by step process that turns assessment into action. To get the most out of this report, MATCH:UP™ takes you through an online personal development planning process that encompasses everything from competency selection tips through to managing feedback as you work towards your development goals. Google™ 'profile match' and visit our website for further information.