



# 360° Coaching Report

by Psychological Consultancy Ltd

Sian Killick (sample report)

192-115



## About PM360™

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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.

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

The first questionnaire the candidate completed was concerned with their 'competency potential', the extent to which their 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 the candidate. Its purpose is to provide a comparison between their potential and their performance, a perspective that can make an important contribution to the eventual outcome of the 360° process in terms of their future personal development planning.

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

The feedback in this report should help you to discuss with the candidate how their behaviour is perceived by others. It can also provide the basis for a re-evaluation of their 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 the individual's perception of their 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 the candidate's line manager have the same view of them as their direct reports?
- the comparison between different raters' views of the individual's performance based on observed behaviour and the estimates of their potential for each of the competencies assessed.

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

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## Sian Killick's Raters

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

RATER CATEGORY	HOW LONG HAVE THEY KNOWN CANDIDATE	HOW WELL THEY KNOW CANDIDATE
<b>Manager</b>		
Amanda Waters	Over 10 years	Well
David King	Under 1 year	Not very well
<b>Peer</b>		
Jessica Brown	1 to 5 years	A little
Louisa Orford	6 to 10 years	Well
Steven James	6 to 10 years	Well
<b>Direct Report</b>		
Christopher Smith	Under 1 year	Well
Henry Levett	6 to 10 years	Very well
Susan Green	1 to 5 years	A little
<b>Client</b>		
Christine Freed	1 to 5 years	Well
James Newton	Under 1 year	Not very well
Jason Longfield	1 to 5 years	Well

## How to use the PM360™ Coaching Report

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This report includes everything from the standard PM360™ Feedback Report but presents additional information to support your role in coaching Sian Killick.

### CONTENT OF THE P:M 360™ FEEDBACK REPORT

#### 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) the candidate's own rating of her performance, (b) the candidate's self-report assessment of her potential and (c) the overall performance ratings by the candidate's raters.

#### Part 3 - 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 development

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

### ADDITIONAL CONTENT OF THE P:M 360™ COACHING REPORT

#### Part 3 - Additional data

In Part 3, on the first page for each competency, there are additional graphics that illustrate how a candidate's strengths and weaknesses influence their competency potential ratings. A candidate's scores on each of the personality scales that contributed to that competency are shown, together with optimum scores, or optimum score ranges, to provide a basis for comparison.

#### Part 5 - Responses to open-ended questions

If this PM360™ has been set up to include open-ended questions, each rater's verbatim responses are presented in full in Part 5. To protect the candidate from any abusive, offensive or unnecessary personal comment, none of this information is included in the PM360™ Feedback Report.

#### Part 6 - Item level responses

The table in this section breaks out details of rater responses for each Performance Rating item to provide insight into the way that overall ratings were achieved.

### CONFIDENTIALITY

Some of this privileged information has been given in confidence by Sian Killick's raters and must be handled in ways that respect this fact. During coaching sessions, every effort must be made to preserve the level of confidentiality afforded by the PM360™ Feedback Report that will have been made available to Sian Killick.

## Competencies Assessed

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

**Potential vs Performance**

In the graphic above, Sian Killick's potential ratings are presented by the block graph in the background, indicating the extent to which her personality is likely to have a positive impact on the various competencies being assessed. Sian Killick's performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, Sian Killick's 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. Sian Killick's self ratings on all the competencies
2. The average of All Assessor ratings on all the competencies
3. Sian Killick's potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

**Significant differences between All Assessor and Self ratings:**

All Assessors rated Sian Killick 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, Sian Killick's potential ratings are presented by the block graph in the background, indicating the extent to which her personality is likely to have a positive impact on the various competencies being assessed. Sian Killick's performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, Sian Killick's 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. Sian Killick's self ratings on all the competencies
2. Each individual Manager's ratings on all the competencies
3. Sian Killick's potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

### Significant differences between Manager and Self ratings:

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

Manager 2 rated Sian Killick 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, Sian Killick's potential ratings are presented by the block graph in the background, indicating the extent to which her personality is likely to have a positive impact on the various competencies being assessed. Sian Killick's performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, Sian Killick's 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. Sian Killick's self ratings on all the competencies
2. Each individual Peer's ratings on all the competencies
3. Sian Killick's potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

### Significant differences between Peer and Self ratings:

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

Peer 2 rated Sian Killick 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 Sian Killick 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, Sian Killick's potential ratings are presented by the block graph in the background, indicating the extent to which her personality is likely to have a positive impact on the various competencies being assessed. Sian Killick's performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, Sian Killick's 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. Sian Killick's self ratings on all the competencies
2. Each individual Direct Report's ratings on all the competencies
3. Sian Killick's potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

**Significant differences between Direct Report and Self ratings:**

Direct Report 1 rated Sian Killick 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 Sian Killick significantly lower on Attention to Detail, Customer focus, Decision Making, Interpersonal Skills, Motivation, Planning and Organising, Problem Solving, Project Management.

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

**Potential vs Performance**

In the graphic above, Sian Killick's potential ratings are presented by the block graph in the background, indicating the extent to which her personality is likely to have a positive impact on the various competencies being assessed. Sian Killick's performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, Sian Killick's 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. Sian Killick's self ratings on all the competencies
2. Each individual Client's ratings on all the competencies
3. Sian Killick's potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

**Significant differences between Client and Self ratings:**

Client 1 rated Sian Killick 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 Sian Killick 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 Sian Killick 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, Sian Killick's potential ratings are presented by the block graph in the background, indicating the extent to which her personality is likely to have a positive impact on the various competencies being assessed. Sian Killick's performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, Sian Killick's 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, the candidate has rated themselves in two different ways on the same competencies. Firstly, they completed the self-report PROFILE:MATCH® questionnaire which produces scores of their potential for each competency, that is, the extent to which their personality is likely to facilitate or interfere with that competency. Secondly, they completed the 360° survey, rating their own performance on behaviours associated with each competency. In addition to these two self-assessments, the candidate's assessors have also provided ratings of their performance. In the table above you will see the rank ordering of their performance on each competency by (a) their self ratings and (b) the average of All assessor ratings and these are then compared to (c) the rank ordering of the candidate's competency potential by their 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 ask the candidate 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 and the candidate to 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

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

### Performance ranked lower than potential

Where the candidate has higher rankings for potential it would seem that performance is not reflecting the qualities that should give them an advantage in this area. There are many possible explanations for this and only the candidate is really in a position to consider why this is happening. Ask the candidate to 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 the candidate is out-performing their abilities and while this may seem paradoxical it is perfectly possible. Again, only the candidate is really in a position to consider why this is happening. For examples of why this might be, ask the candidate to 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 ]

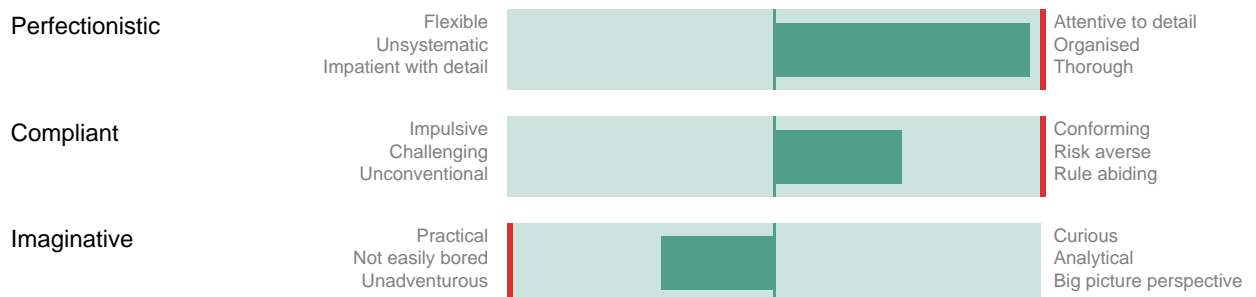
## Attention to Detail - definition

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 - personality components

The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Attention to Detail - potential

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

### POTENTIAL



### Sian Killick's Attention to Detail profile

Sian Killick's profile reflects high personal standards. Such people like everything to be completed to exacting requirements - even if this takes longer to achieve than planned. She is probably considered by others to be uncompromising about her standards. Attention to detail and quality assurance will always be high on her agenda.

Sian Killick seems to appreciate the necessity for procedures and routines in the working environment and is probably more concerned than most about producing work to the required standard. Whether or not Sian Killick is perfectionistic by temperament, she should have the desire to achieve the standards and levels of detail required of her.

Sian Killick seems 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 Sian Killick's ability to stick to a task and, from this perspective, she should make a positive contribution to this competency.

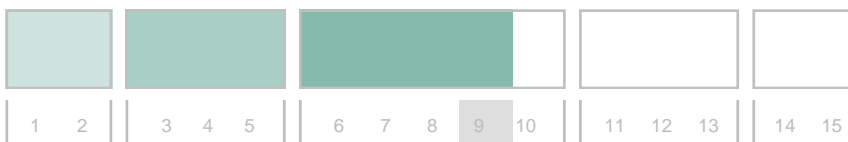
People with this profile will often be content to work within well-defined roles and may not have high expectations that their work should be stimulating. They should have a capacity to deal with repetitive, detailed tasks without the boredom sometimes induced in others.

## Attention to Detail - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her 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

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

The points below relate to the candidate's particular score on this competency; you may find it useful to ask the candidate to consider whether any of these tendencies might be a particular concern for them.

- Sian Killick may be indiscriminate in applying universally high standards to every task and, as a consequence, may become overloaded. Others may view Sian Killick as fussy and critical because she 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 the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her managers' and clients'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's attention to detail capability which suggests she 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 Sian Killick's 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 Sian Killick's own responses).

The four <b>MOST</b> 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 <b>LEAST</b> 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 Sian Killick's peers.

The four <b>MOST</b> 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 <b>LEAST</b> 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 Sian Killick's direct reports.

The four <b>MOST</b> 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 <b>LEAST</b> 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

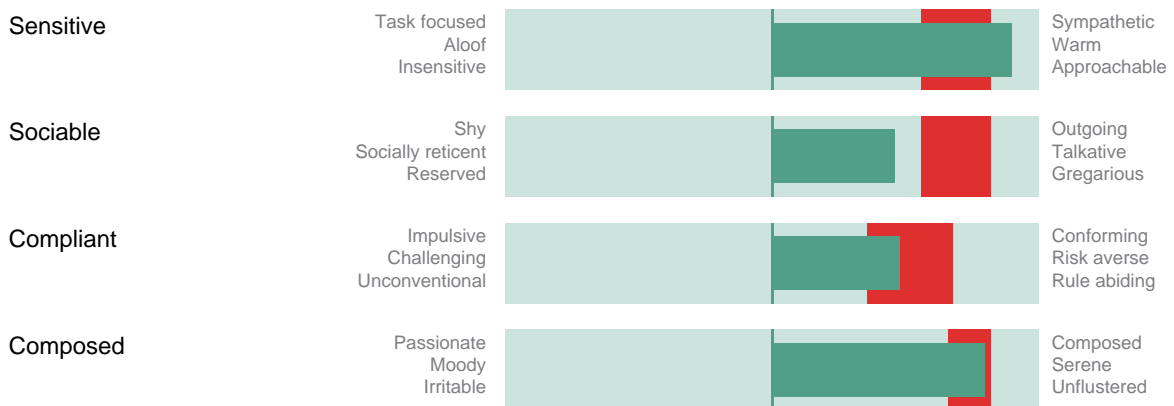
## Customer focus - definition

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 - personality components

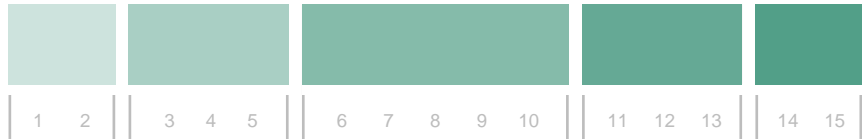
The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Customer focus - potential

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

### POTENTIAL



### Sian Killick's Customer focus profile

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

Sian Killick will probably have a need for company, socialising and the attention of others. She is typically gregarious and talkative. Consequently, Sian Killick should be attracted to customer-facing roles and will be happy dealing with others on a regular basis.

It seems Sian Killick is a person who would make a commitment to the values and culture of an organisation. She may prefer a work situation where she is guided by procedures and routines. Being generally respectful, conventional and consistent, Sian Killick is likely to view customer service as a professional skill to be mastered, rather than as a social encounter reliant on her personality or the mood of the moment.

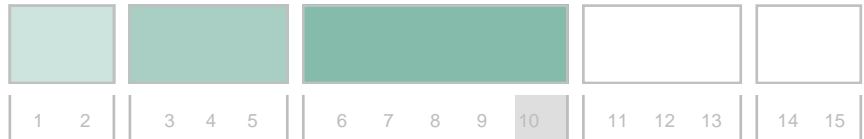
The emotional control of customer-facing staff will influence a customer's experience significantly, the ideal usually being a calm consistency coloured by a degree of emotional responsiveness. Sian Killick is unlikely to over-react to situations or to let little things upset her, remaining composed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

## Customer focus - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her customer focus competence. These performance ratings are shown in the charts below.

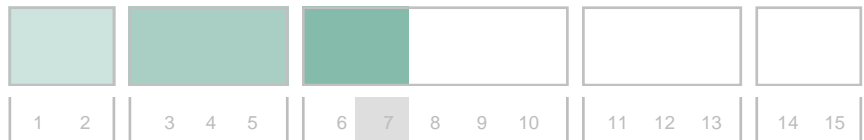
**SELF**

range of ratings



**MANAGER (2)**

range of ratings



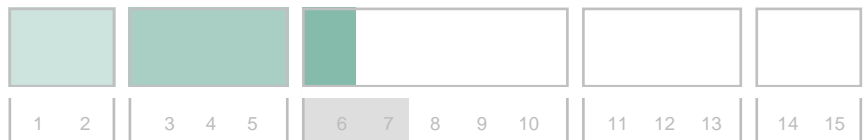
**PEER (3)**

range of ratings



**DIRECT REPORT (3)**

range of ratings



**CLIENT (3)**

range of ratings



## Customer focus - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

The points below relate to the candidate's particular score on this competency; you may find it useful to ask the candidate to consider whether any of these tendencies might be a particular concern for them.

- Is Sian Killick likely to get so personally involved with customers' concerns that she 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 the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her managers' and peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's customer focus capability which suggests she 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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

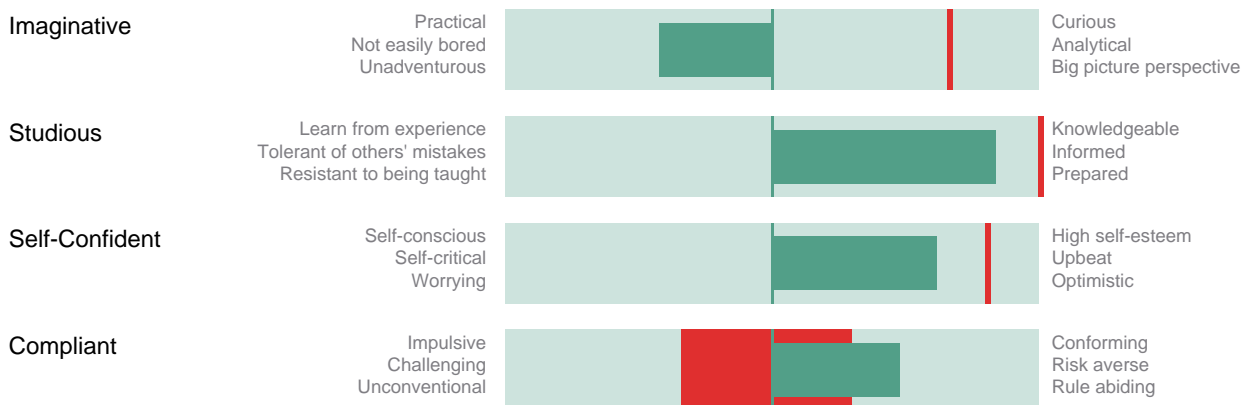
## Decision Making - definition

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. Their research may involve becoming acquainted with available documentation, or consultation with stakeholders or others with a privileged perspective on the issues. 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 four contributing characteristics. Firstly, being questioning and having a 'big picture' orientation; secondly, having a respect for the value of knowledge and information; thirdly, having self-belief and fourthly, being loyal to the organisation's mission and culture.

## Decision Making - personality components

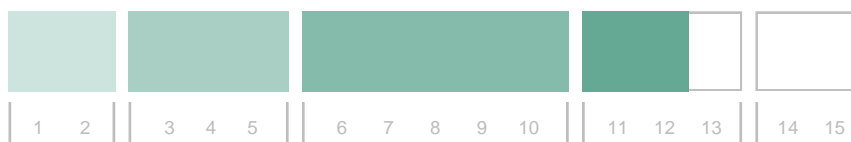
The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Decision Making - potential

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

### POTENTIAL



### Sian Killick's Decision Making profile

Sian Killick seems to be down-to-earth and concerned mainly with practicalities. When making decisions she may look more to the immediate workable option, rather than to more imaginative solutions. Typically, her decisions are likely to be based on the tried and tested, rather than on speculative ideas.

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

Sian Killick should be a confident person who will generally assume that others will respond positively to her. She will probably have few doubts about her abilities and is likely to appear self-assured in her judgements and her decision making.

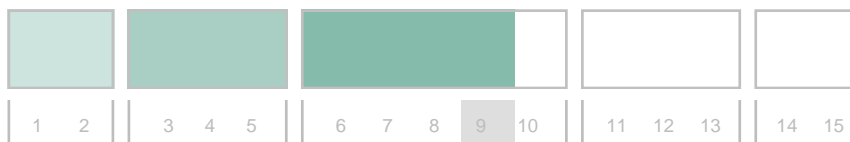
Her basic impulses seem to be very respectful of established rules and conventions. Sian Killick should appreciate the necessity for procedures and routines in the working environment. It seems that she would seek to align her decisions with the values of her organisation.

## Decision Making - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her 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

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

The points below relate to the candidate's particular score on this competency; you may find it useful to ask the candidate to consider whether any of these tendencies might be a particular concern for them.

- Does Sian Killick lack the imagination needed to expand the range of options considered when making decisions?
- Is Sian Killick so concerned with eliminating all uncertainty when making decisions that she is unwilling to consider more intuitive and reflective solutions?
- Is her 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 the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her clients'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's decision making capability which suggests she 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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

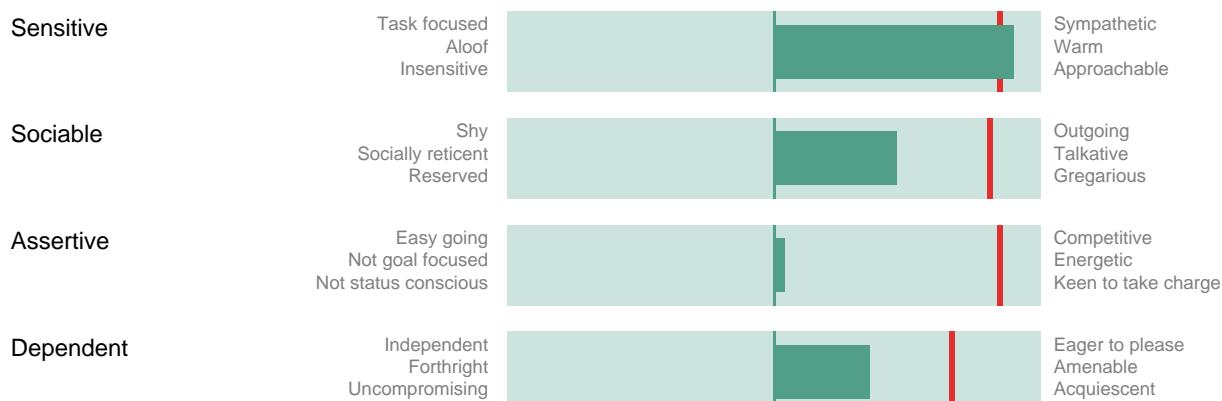
## Interpersonal Skills - definition

This competency is concerned with the chemistry of interpersonal relationships and an awareness of the way that one comes across to others. It also concerns 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 - personality components

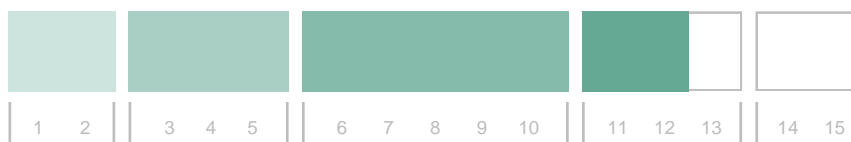
The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Interpersonal Skills - potential

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

### POTENTIAL



### Sian Killick's Interpersonal Skills profile

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

Sian Killick seems to be very sociable. She will probably have a need for company and enjoy social interaction and the attention of others. She is typically seen as talkative, outgoing and gregarious. She enjoys being the centre of attention and is likely to think of herself as entertaining. Sian Killick will seek out occasions to interact with colleagues and opportunities to build relationships.

Sian Killick seems to be quite assertive. She is likely to be at least as purposeful in her interaction with others as most people. Although Sian Killick may be capable of being quite assertive, she is unlikely to be insistent or forceful about taking charge, or being determined to take the lead.

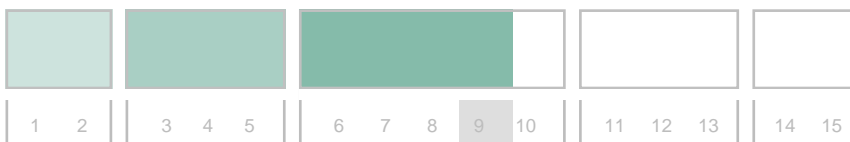
No matter how interpersonally sensitive she is, Sian Killick is probably no more concerned about other people's opinions of her than the next person. She will have the normal concerns about maintaining relationships, and the usual reservations about disagreements with colleagues and expressing her true opinions. However, when it is important to do so, Sian Killick will probably act according to her convictions and speak her mind.

## Interpersonal Skills - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her 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

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

Sian Killick 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 the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's interpersonal skills capability which suggests she 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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

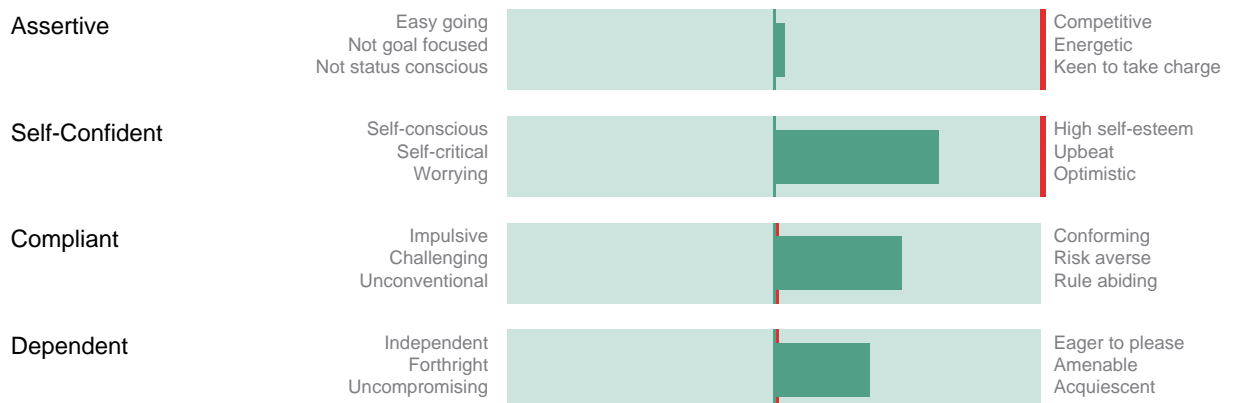
## Motivation - definition

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 - personality components

The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Motivation - potential

Sian Killick's potential for Motivation competence has been assessed by the PROFILE:MATCH® assessment system. Her score and its implications are given below.

### POTENTIAL



### Sian Killick's Motivation profile

Sian Killick seems to be as aspirational as the next person. She may like the idea of personal advancement and greater responsibility, but does not single-mindedly assert herself. Sian Killick may be very confident in her area of expertise, but not particularly competitive. She probably expects to advance in terms of responsibility and status, but this is unlikely to be an overriding everyday concern.

Whatever social impression Sian Killick creates, she is probably self-confident and has an optimistic outlook. She will have a 'can do' approach and would not easily be discouraged by setbacks. People with profiles similar to her are typically bright and buoyant and generally expect to succeed. This positive attitude is likely to raise the aspirations of others.

Sian Killick will probably want to identify with the values of the company and will be a good organisational citizen. She will 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 her contribution at work, it should be channelled in ways that reflect the goals and values of the organisation and Sian Killick should be receptive to the motivational appeals of her managers.

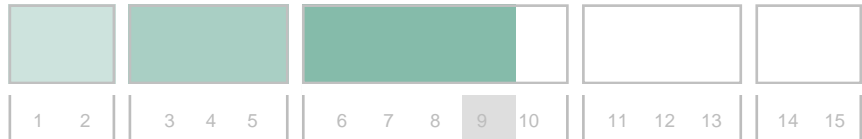
Sian Killick seems to strike a balance between being independently minded and being over-concerned about the views and opinions of others. This suggests that she should play her part in a way that respects the efforts and contributions of others. Sian Killick will be open to influence, without being so concerned about maintaining relationships that she backs away from anything viewed as divisive or contentious.

## Motivation - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her 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

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

Sian Killick 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 the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her peers'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's motivation capability which suggests she 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 Sian Killick's 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 Sian Killick's own responses).

The four **MOST** endorsed items

		<b>AVG</b>
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 Sian Killick's 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 Sian Killick's 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

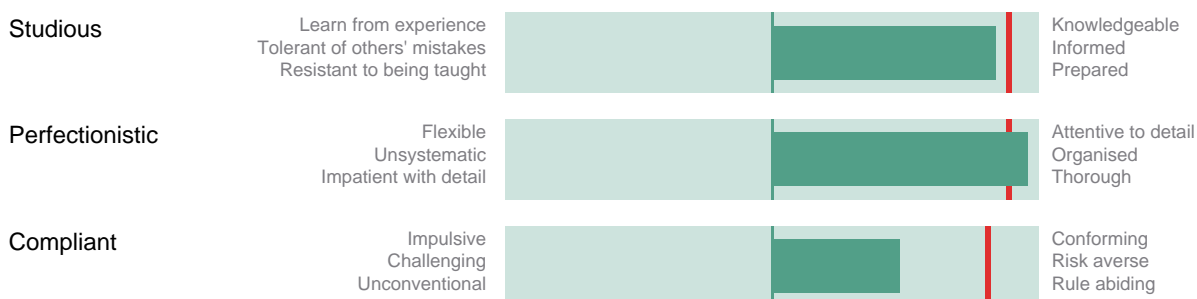
## Planning and Organising - definition

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 - personality components

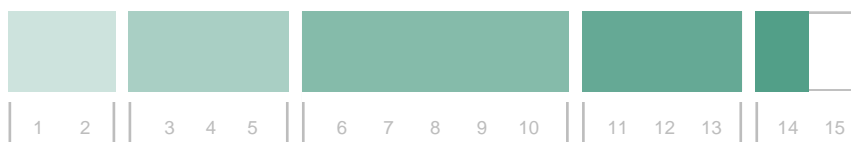
The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Planning and Organising - potential

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

### POTENTIAL



### Sian Killick's Planning and Organising profile

Because Sian Killick recognises the value of good information, she will usually be inclined to check her assumptions and try to resolve uncertainties. Sian Killick appreciates the importance of researching her decisions, so her planning and organising are likely to be careful and considered.

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

Sian Killick is likely to appreciate the necessity for procedures and routines in the working environment. Regardless of whether she is characteristically careful in the planning and scheduling of her work, Sian Killick is likely to appreciate the importance of planning from an organisational perspective. She is likely to have a clear set of principles that guide her interpersonal behaviour.

Regardless of whether Sian Killick has particular talents for organisation, she should be controlled, steady and less impulsive than most. Sian Killick may be quite cautious and judge exposure to risk carefully. She is likely to be prudent and to respect authority.

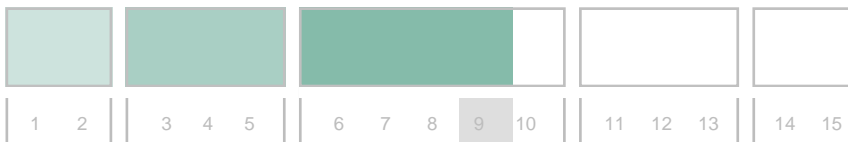
Sian Killick will probably want to identify with the values of the company and will be a good organisational citizen. People like this tend to be quite loyal and dutiful employees. Sian Killick views alignment with corporate values in a positive way and takes pleasure in belonging to that culture.

## Planning and Organising - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her planning and organising competence. These performance ratings are shown in the charts below.

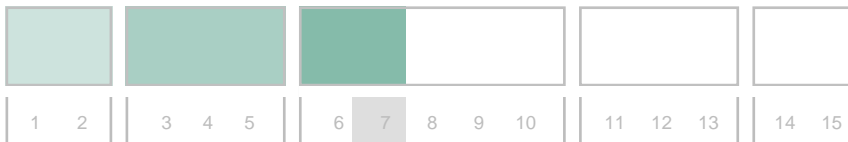
**SELF**

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

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

The points below relate to the candidate's particular score on this competency; you may find it useful to ask the candidate to consider whether any of these tendencies might be a particular concern for them.

- Is Sian Killick so organised that she seems to be set in her ways and inflexible?

### Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's planning and organising capability which suggests she 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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

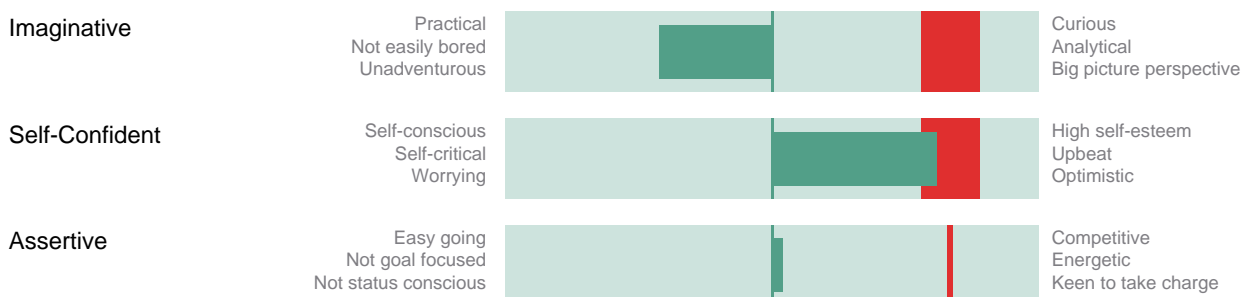
## Problem Solving - definition

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 - personality components

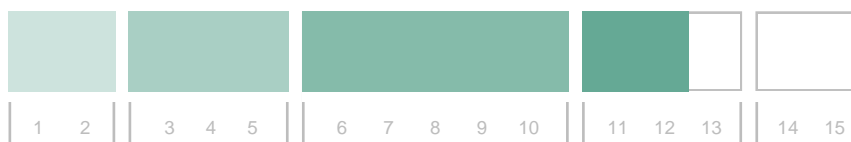
The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Problem Solving - potential

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

### POTENTIAL



### Sian Killick's Problem Solving profile

Sian Killick seems quite focused on immediate practicalities and her 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 Sian Killick is inclined towards more conservative or traditional approaches, rather than considering the wider implications and more creative solutions.

Sian Killick is likely to be confident and self-assured. She should have few doubts about the quality of her ideas and problem-solving skills, or her ability to communicate any proposals. Sian Killick may generally tend to assume that others would be interested in what she has to say, and will not be afraid to put forward or implement her solutions to problems.

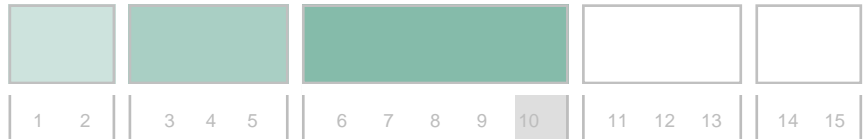
Sian Killick should be as driven and concerned to get things done as most other people. She is probably happy to make a contribution to problem solving, and sometimes to take responsibility for seeing things through to completion. Individuals with a profile like this should be capable of being determined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

## Problem Solving - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her problem solving competence. These performance ratings are shown in the charts below.

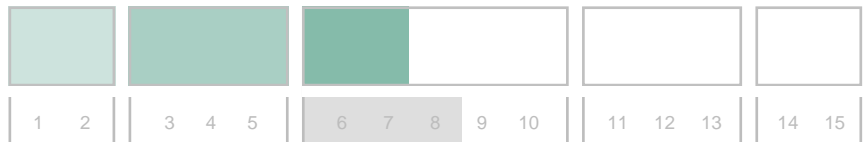
**SELF**

range of ratings



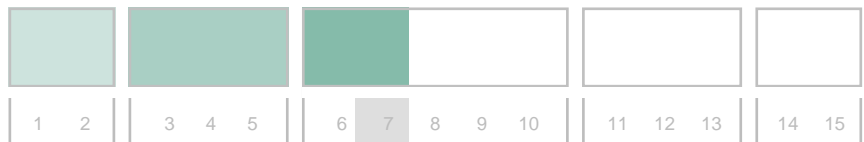
**MANAGER (2)**

range of ratings



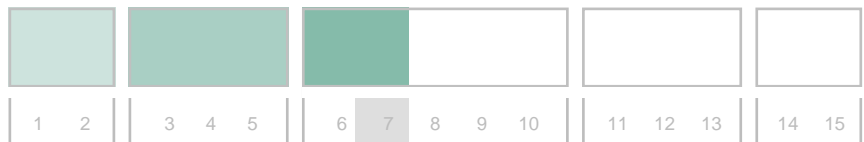
**PEER (3)**

range of ratings



**DIRECT REPORT (3)**

range of ratings



**CLIENT (3)**

range of ratings



## Problem Solving - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

The points below relate to the candidate's particular score on this competency; you may find it useful to ask the candidate to consider whether any of these tendencies might be a particular concern for them.

- When seeking solutions to problems, is Sian Killick so focused on the practicality of the here and now that she misses out on a wider range of possible solutions? Or, does Sian Killick stick to the tried and tested, rather than going back to basics and looking at a problem afresh?
- Does Sian Killick lack the energy and determination to take responsibility for a problem and see it through to a successful conclusion? Or, is Sian Killick reluctant to speak out and make her contribution?

### Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her managers' and peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's problem solving capability which suggests she 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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

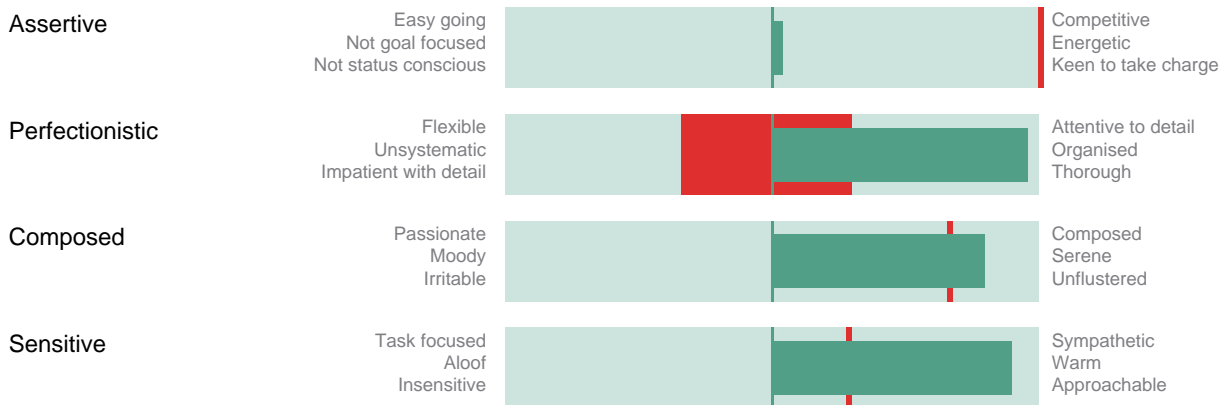
## Project Management - definition

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 - personality components

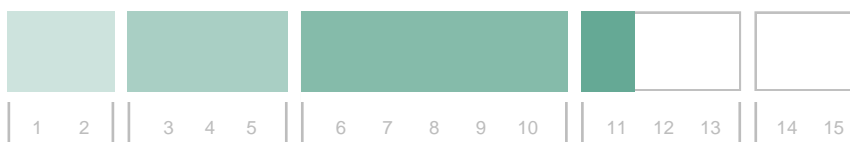
The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Project Management - potential

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

### POTENTIAL



### Sian Killick's Project Management profile

Sian Killick is likely to be as ambitious as most other people. In terms of this competency, Sian Killick 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 on the one hand, and being relaxed and easy-going on the other.

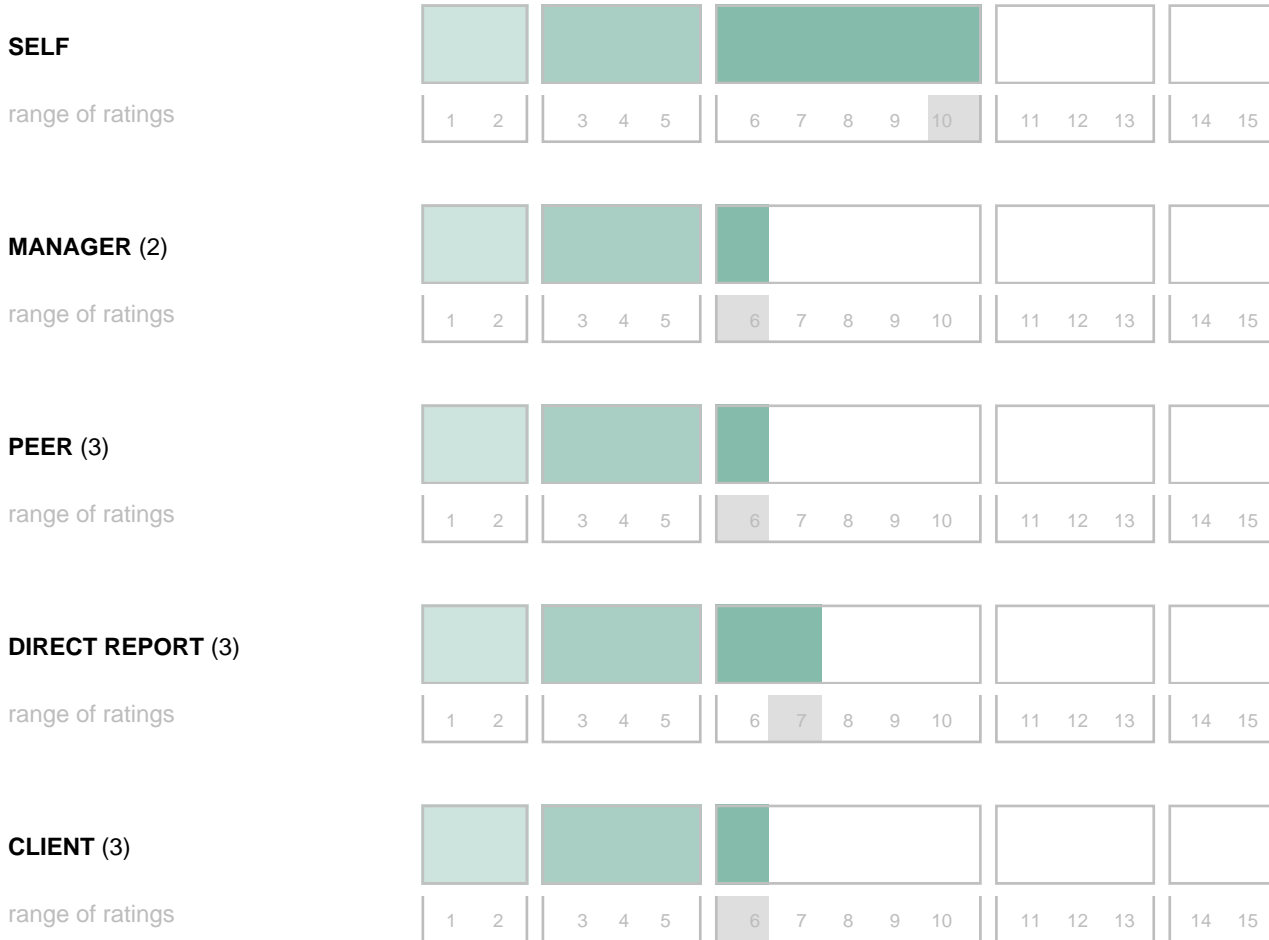
Sian Killick will be thoroughly organised - even perfectionistic, wanting everything completed to her exacting requirements. Her projects will be planned meticulously and followed through to completion. People with this profile are also very concerned that any delegated work should maintain their own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

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

Sian Killick is 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 Sian Killick is likely to have the skills to get the best out of her team. However, depending on how driven and energetic she is, Sian Killick may seem more focused on the people than on the task.

## Project Management - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her project management competence. These performance ratings are shown in the charts below.



## Project Management - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

The points below relate to the candidate's particular score on this competency; you may find it useful to ask the candidate to consider whether any of these tendencies might be a particular concern for them.

- Would her own high standards make Sian Killick inflexible, so that she would have difficulty in compromising, delegating to others or dealing with changing priorities?
- Is Sian Killick so sympathetic to other people's personal issues that she devotes too little time to ensuring the efficiency of the project? Is Sian Killick perhaps so unwilling to see fault in others that they take advantage of her?

### Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her managers' and peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's project management capability which suggests she 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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

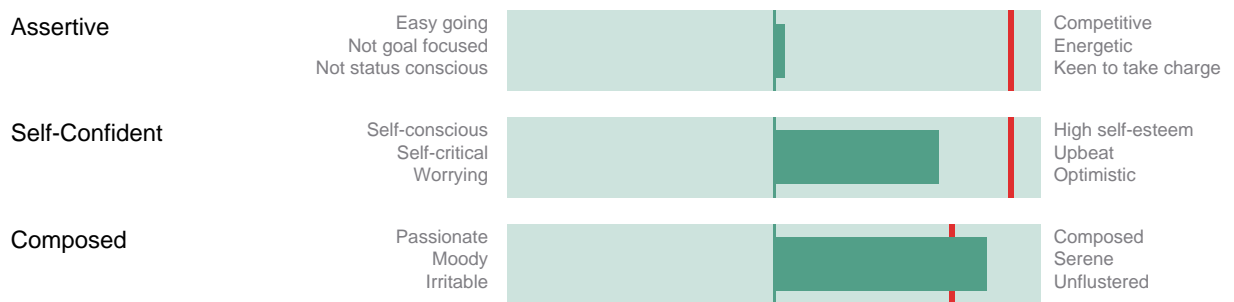
## Self-confidence - definition

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 - personality components

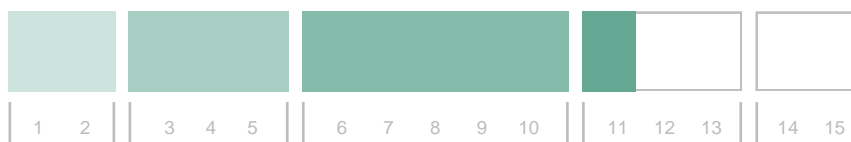
The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Self-confidence - potential

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

### POTENTIAL



### Sian Killick's Self-confidence profile

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

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

Sian Killick is likely to be self-assured and at ease with herself in most situations. She should have more self-belief than most, and few doubts about her appeal to others or her ability to communicate her ideas. Because she is confident about her contribution and of gaining an appreciative reception, she is likely to voice her 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. Sian Killick seems optimistic and upbeat. She 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.

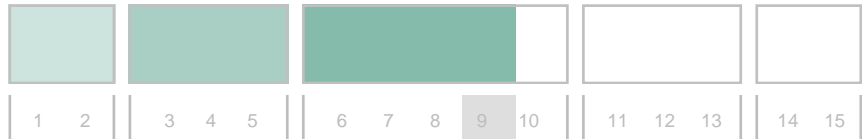
Sian Killick is generally even-tempered and consistent in mood. She will seem comparatively unaffected by situations that unsettle most other people and should seem calm and consistent, even when under pressure. She should have few problems dealing with any project setbacks, and will be optimistic in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

## Self-confidence - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her self-confidence competence. These performance ratings are shown in the charts below.

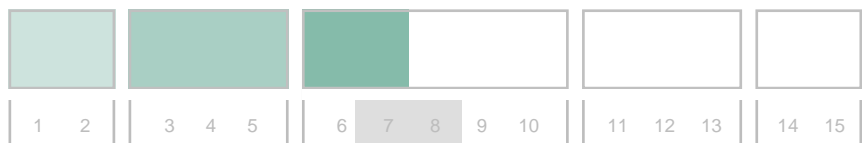
**SELF**

range of ratings



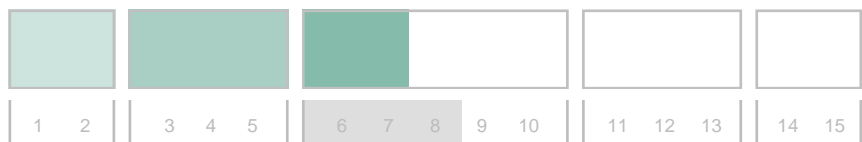
**MANAGER (2)**

range of ratings



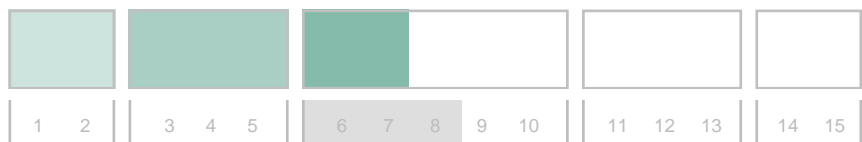
**PEER (3)**

range of ratings



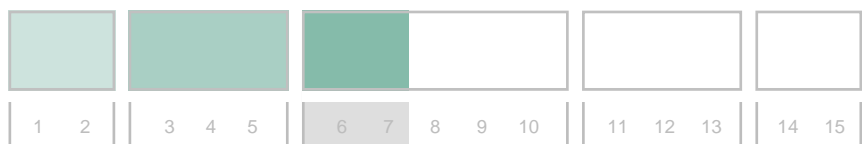
**DIRECT REPORT (3)**

range of ratings



**CLIENT (3)**

range of ratings



## Self-confidence - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

Sian Killick 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 the candidate's performance on this competency.

- Sian Killick's 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 Sian Killick's self-confidence capability which suggests she 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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

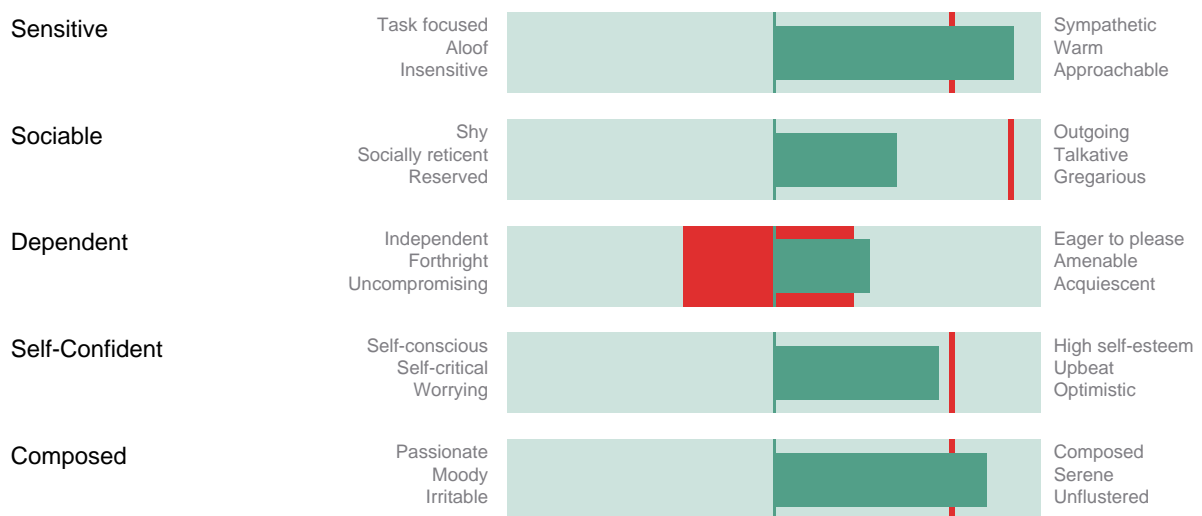
## Team Orientation - definition

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 - personality components

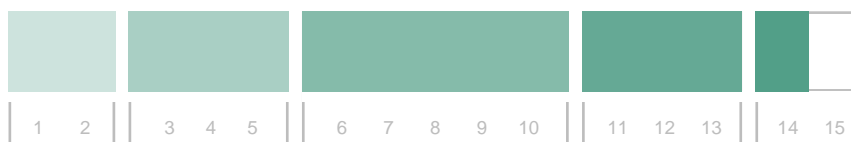
The green bars in the graphs below show the individual's standing on each personality scale contributing to the competency. The optimum score or optimum score range for each personality scale is marked in red.



## Team Orientation - potential

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

### POTENTIAL



### Sian Killick's Team Orientation profile

Sian Killick's warmth and approachability should be very evident. She 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.

Sian Killick will probably prefer working in a context where she can enjoy social interaction and the attention of others. She is 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, Sian Killick will seem no more concerned about popularity or other people's opinions than the next person. She will have the normal concerns about disagreeing with others and sometimes have reservations about expressing her true opinions. However, when it is important to do so, Sian Killick should be prepared to speak her mind.

Whatever the initial impression, Sian Killick is likely to have more confidence and optimism than most. Seeming upbeat and optimistic, she should have a firm belief in her own point of view. Whether or not Sian Killick readily voices her opinions in a team setting, when she does so she is likely to speak with conviction.

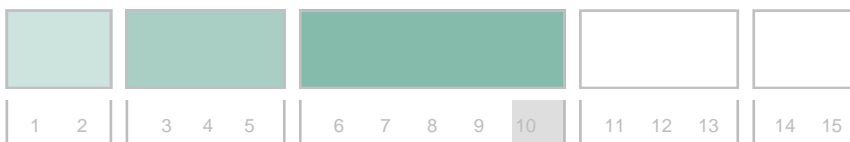
Sian Killick will seem even-tempered and composed. Calm in situations that may unsettle others, colleagues will appreciate her predictability and consistency of mood. A steadying influence in a team, Sian Killick should be comfortable to deal with.

## Team Orientation - performance ratings

Sian Killick has been rated by herself and various other colleagues at work on her team orientation 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



## Team Orientation - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that the candidate's raters felt were most descriptive of them 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 Direct Reports, or if there are no Direct Reports, then all Clients.

### Points for self-reflection

The points below relate to the candidate's particular score on this competency; you may find it useful to ask the candidate to consider whether any of these tendencies might be a particular concern for them.

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

### Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating the candidate's performance on this competency.

- Sian Killick's self rating, which is in the high average range, is significantly higher than her managers' and peers' and direct reports' and clients'.

These ratings should be viewed alongside the assessment evidence of Sian Killick's team orientation capability which suggests she 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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 Sian Killick's 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

### NOTE TO COACH:

The candidate will have received the information on the next two pages in their own PM360™ feedback report. You may find it a useful basis to help them plan their future 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

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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.

## Responses to open-ended questions

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The individual assessor responses to the open-ended questions are given below. This will be a valuable reference point when feeding back to the candidate, particularly when you are searching for evidence to describe why the candidate may have received a particular rating.

### **Competency-related points**

There were no open-ended questions added to this survey.

### **Extra questions**

There were no extra questions added to this survey.

## Item responses

The table below provides a breakdown of Sian Killick's PM360™ rater responses for each question on the survey, ordered by competency. Within each competency items have been rank-ordered from the highest to the lowest score. Higher scores in the Mean column suggest that the item is more descriptive of the candidate than a lower score.

Item	Content	Response Frequencies						Mean
		0	1	2	3	4	5	
<b>Attention to Detail</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
333	Is impulsive, spontaneous and unpredictable	0	1	3	3	4	0	2.91
341	Shows a high degree of concern for accuracy	0	1	3	4	3	0	2.82
342	Focuses on quality and doing things properly	0	1	2	7	1	0	2.73
334	Is individualistic and seems unconcerned about disapproval	0	2	1	6	2	0	2.73
337	Focuses on the bigger picture rather than on task details	0	1	4	3	3	0	2.73
338	Is inconsistent and likes to experiment with different approaches	0	2	2	5	2	0	2.64
340	Deeply concerned about making mistakes	0	1	4	4	2	0	2.64
343	Is casual and unstructured in their approach	0	0	5	5	1	0	2.64
335	Perseveres with repetitive or routine elements of work	1	1	1	7	1	0	2.55
336	Is practical and down to earth	0	2	4	3	2	0	2.45
331	Will strive to deliver work that will please their superiors	0	0	6	5	0	0	2.45
344	Sometimes seems careless and disorganised	0	3	3	2	3	0	2.45
345	Prone to overlook inconsistencies or errors of detail	0	1	5	4	1	0	2.45
339	Attentive to detail in the planning and execution of tasks	0	3	3	3	2	0	2.36
332	Conforms with established procedures and does things by the book	0	2	5	3	1	0	2.27
<b>Customer focus</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
272	Takes the company guidelines and strategies on board and acts by them	0	1	2	4	4	0	3
275	Always calm and even tempered, even with difficult customers	0	1	1	7	2	0	2.91
273	Acts individualistically and is unconcerned about disapproval	0	1	4	3	3	0	2.73
281	Tends to react defensively to customer complaints	0	0	4	6	1	0	2.73
283	Easily engages in small talk with customers	0	0	4	7	0	0	2.64
274	Has a positive and optimistic approach towards customers	0	2	2	5	2	0	2.64

## Item responses continued...

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Item	Content	Response Frequencies						Mean
		0	1	2	3	4	5	
278	Will be sought out by customers and asked for by name	0	1	2	8	0	0	2.64
271	Understands the critical importance of customer care to business success	0	2	2	6	1	0	2.55
277	Friendly and outgoing in dealings with customers and anxious to please	0	3	3	2	3	0	2.45
284	Is very talkative and overwhelms customers rather than attending to their needs	0	1	5	4	1	0	2.45
285	Can be reluctant to approach customers or clients, leaving others to take the initiative	0	2	3	5	1	0	2.45
280	Not very effective at diffusing confrontation and tension	0	2	3	5	1	0	2.45
279	Is approachable, attentive and puts customers at their ease	0	2	4	4	1	0	2.36
282	Actively seeks out opportunities to interact with customers or clients	0	1	6	3	1	0	2.36
276	Quick to show irritation when confronted with difficult customers or clients	0	1	7	2	1	0	2.27
<b>Decision Making</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
264	Refers decisions 'upwards' rather than taking responsibility	0	1	3	4	2	1	2.91
256	Their decisions are widely respected and reinforce company values	0	1	3	4	3	0	2.82
258	Always excited by new ideas and different viewpoints	0	1	5	3	1	1	2.64
261	Overlooks long term implications of key decisions	0	2	4	1	4	0	2.64
263	Is confident, decisive and sure of himself	0	1	5	2	3	0	2.64
266	Researches issues thoroughly before making decisions	0	1	5	2	3	0	2.64
267	Knows when deliberation has to be replaced by action	0	3	3	1	4	0	2.55
260	Decisions reflect immediate practicalities rather than wider considerations	0	2	3	4	2	0	2.55
259	Contributes fresh perspectives to strategic decision making	0	1	6	1	3	0	2.55
262	Has so many new ideas that it delays decision making	0	2	3	5	1	0	2.45
265	Can appear dismissive of other contributions to the decision making process	1	2	3	3	2	0	2.27
268	Relies on own intuition rather than gathering all possible information	0	2	5	4	0	0	2.18
270	Unduly delays decisions by prolonging research and discussion	0	3	3	5	0	0	2.18

## Item responses continued...

The table below provides a breakdown of Sian Killick's PM360™ rater responses for each question on the survey, ordered by competency. Within each competency items have been rank-ordered from the highest to the lowest score. Higher scores in the Mean column suggest that the item is more descriptive of the candidate than a lower score.

Item	Content	Response Frequencies						Mean
		1	2	3	4	5		
257	Shows little regard for the culture of the company when making decisions	1	3	2	3	2	0	2.18
269	Sometimes makes hasty or ill-considered decisions	0	2	7	1	1	0	2.09
<b>Interpersonal Skills</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
185	Shows understanding of others' motivations and perspectives	0	0	0	5	6	0	3.55
192	Can seem reserved and reluctant to get involved in group situations	0	1	2	5	2	1	3
195	Concerned about popularity and anxious to please everyone	0	2	1	5	3	0	2.82
189	Proactive about building effective working relationships	0	1	2	7	1	0	2.73
187	Allows negative moods and feelings to show when interacting with others	0	1	2	7	1	0	2.73
181	Is an assertive person who makes their presence felt	0	1	4	3	3	0	2.73
184	Responds to others rather than asserting themselves in social situations	0	1	5	3	1	1	2.64
186	Avoids upsetting others with critical or contentious views	0	1	4	4	2	0	2.64
190	Is outgoing, gregarious and attracted by opportunities to engage with others	0	1	4	5	0	1	2.64
191	Can be overbearing and inclined to impose on the personal space of others	1	2	1	3	4	0	2.64
193	Prepared to listen to other opinions without being too anxious to agree	0	2	3	3	3	0	2.64
194	Unconcerned about other people's opinions	0	2	3	3	3	0	2.64
183	Tends not to initiate interaction with others except when necessary	0	2	2	6	1	0	2.55
188	Seems unaware of the impact of their behaviour on other people	0	2	3	5	1	0	2.45
182	Takes the initiative to liaise and network with others	0	3	5	1	2	0	2.18
<b>Motivation</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
162	Expects to succeed and will not easily give up	0	0	4	4	3	0	2.91
151	Shows initiative beyond the immediate responsibilities of the role	0	1	3	4	3	0	2.82
153	Shows determination to see jobs through to a successful conclusion	0	0	4	5	2	0	2.82
154	Willingly takes on new responsibilities	0	1	4	4	2	0	2.64
152	Takes every opportunity to exercise and develop their talents	0	0	4	7	0	0	2.64

## Item responses continued...

The table below provides a breakdown of Sian Killick's PM360™ rater responses for each question on the survey, ordered by competency. Within each competency items have been rank-ordered from the highest to the lowest score. Higher scores in the Mean column suggest that the item is more descriptive of the candidate than a lower score.

Item	Content	Response Frequencies						Mean
		0	1	2	3	4	5	
163	Is usually optimistic about proposals and motivates others	0	3	1	5	2	0	2.55
164	Allows setbacks to undermine enthusiasm and effort	0	1	5	3	2	0	2.55
161	Readily backs down to keep the peace	0	1	5	4	1	0	2.45
157	Looks to others for direction rather than showing initiative	0	2	5	1	3	0	2.45
158	Concerned about their reputation and anxious to fulfil company expectations	0	3	3	3	1	1	2.45
155	Has a relaxed and leisurely approach to career advancement	0	1	5	5	0	0	2.36
159	Resists doing things 'by the book' and seems to find compliance irksome	0	1	6	3	1	0	2.36
165	Not easy to convince that objectives can be accomplished	0	3	4	3	0	1	2.27
160	Is able to speak their mind but without being confrontational	0	2	5	4	0	0	2.18
156	Is neither assertive nor energetic	0	3	3	5	0	0	2.18
<b>Planning and Organising</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
114	Tends to plan things on impulse or at the last minute	0	1	1	6	3	0	3
106	Plans in ways that reinforce the organisation's wider objectives and strategies	0	1	2	5	3	0	2.91
107	Considers the organisational culture when planning for the future	0	2	3	1	5	0	2.82
109	Pays little regard to the established values and policies of the organisation	0	1	3	4	3	0	2.82
116	Carefully researches issues and alternatives before finalising plans	0	1	2	6	2	0	2.82
115	Relaxed about deadlines, targets or quality standards	0	2	2	4	3	0	2.73
118	Overlooks the latest developments when planning things	0	0	5	4	2	0	2.73
119	Readily deals with things 'on the hoof' with little preparation	0	2	3	3	3	0	2.64
112	Monitors the progress of projects carefully and sees things through to a conclusion	0	2	2	5	2	0	2.64
113	Is inflexible and over committed to the detail of plans and policies	0	1	5	3	2	0	2.55
120	Bases plans on personal experience rather than on developments in the field	0	2	3	4	2	0	2.55
117	Works hard to clarify any 'grey areas' in policies or procedures	0	2	4	2	3	0	2.55

## Item responses continued...

The table below provides a breakdown of Sian Killick's PM360™ rater responses for each question on the survey, ordered by competency. Within each competency items have been rank-ordered from the highest to the lowest score. Higher scores in the Mean column suggest that the item is more descriptive of the candidate than a lower score.

Item	Content	Response Frequencies						Mean
		0	1	2	3	4	5	
108	Prefers an evolutionary approach and avoids sweeping changes when possible	0	0	6	5	0	0	2.45
111	Follows through on plans to ensure necessary co-ordination of people and resources	0	3	3	3	2	0	2.36
110	Adopts short term strategies at the risk of longer term considerations	0	3	5	1	2	0	2.18
<b>Problem Solving</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
100	Demonstrates a practical understanding of issues	0	0	3	4	4	0	3.09
103	Overestimates their own contribution when dealing with problems	0	0	3	5	3	0	3
91	Perseveres until the root cause of a problem is identified and a solution found	0	1	2	6	1	1	2.91
96	Considers the wider situation beyond the specific problem presented	0	0	4	5	2	0	2.82
101	Analyses situations or data to identify problems	0	1	3	4	3	0	2.82
104	Easily discouraged when things go wrong	1	1	2	3	4	0	2.73
105	Can seem pessimistic about overcoming workplace problems	0	1	5	2	2	1	2.73
95	Able to suggest original ideas and novel solutions	0	0	4	6	1	0	2.73
93	Doesn't take responsibility for problems arising on their patch	0	2	2	5	1	1	2.73
94	Will consider a number of options before committing to a solution	0	1	3	6	1	0	2.64
102	Has an optimistic, 'can do' attitude to problem solving	0	1	3	6	1	0	2.64
98	Has lots of ideas, but often they are eccentric and impractical	0	1	5	4	1	0	2.45
99	May not pick up significant patterns in the events surrounding a problem	0	1	6	4	0	0	2.27
92	Railroads own solutions, ignoring other useful contributions	0	4	3	2	2	0	2.18
97	When faced with a problem will only consider conventional solutions	0	3	5	2	1	0	2.09
<b>Project Management</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>
79	Lets things drift rather than nipping them in the bud	0	1	3	4	2	1	2.91
78	Sets targets that are too modest for the team	0	0	4	5	2	0	2.82
82	Sets unrealistic targets, expressing disappointment when these cannot be met	0	1	3	4	3	0	2.82
86	Casual about the details of project planning	0	1	3	5	2	0	2.73

## Item responses continued...

The table below provides a breakdown of Sian Killick's PM360™ rater responses for each question on the survey, ordered by competency. Within each competency items have been rank-ordered from the highest to the lowest score. Higher scores in the Mean column suggest that the item is more descriptive of the candidate than a lower score.

Item	Content	Response Frequencies						Mean
		0	1	2	3	4	5	
89	Is respected for the consideration shown to team members	0	1	4	4	2	0	2.64
83	Shows tension and anxiety when projects don't proceed according to plan	0	3	1	5	1	1	2.64
80	Remains calm and consistent, even when a project hits a crisis	0	1	5	3	2	0	2.55
81	Is an even handed and fair minded manager	0	2	3	4	2	0	2.55
77	Overcomes obstacles to meet project objectives	0	1	5	3	2	0	2.55
87	Micro manages team members and is reluctant to delegate	0	1	5	3	2	0	2.55
85	Sets high standards for the project team and leads by example	0	2	2	7	0	0	2.45
88	Manages project teams to elicit the best contribution from each member	0	1	5	5	0	0	2.36
76	Takes the lead within work groups	0	0	8	2	1	0	2.36
90	Pushes for project outcomes but neglects people issues and team relationships	0	3	4	2	2	0	2.27
84	Is thorough, organised and attentive to detail	0	2	5	3	1	0	2.27
<b>Self-confidence</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
43	Seems sure of themselves and inspires the confidence of others	0	0	3	3	5	0	3.18
42	Approaches tasks with confidence and optimism	0	1	3	2	5	0	3
36	Seems imperturbable, even when work is demanding and stressful	0	1	3	3	4	0	2.91
31	Speaks up with ideas and opinions in a variety of forums	0	0	5	3	3	0	2.82
39	Confidence is easily dented when things don't go exactly to plan	0	1	4	4	2	0	2.64
41	Appears relaxed and at ease in any social or work situation	0	1	3	7	0	0	2.55
33	Doesn't take opportunities to liaise with more senior colleagues	0	1	6	3	1	0	2.36
34	Expresses doubts about own abilities	0	2	5	2	2	0	2.36
38	Has difficulty in hiding feelings of dissatisfaction or disappointment	0	2	3	6	0	0	2.36
37	Deals calmly and unemotionally with any crisis	0	3	3	4	1	0	2.27
32	Strives to advance their career and to attain organisational goals	0	1	6	4	0	0	2.27

## Item responses continued...

The table below provides a breakdown of Sian Killick's PM360™ rater responses for each question on the survey, ordered by competency. Within each competency items have been rank-ordered from the highest to the lowest score. Higher scores in the Mean column suggest that the item is more descriptive of the candidate than a lower score.

Item	Content	Response Frequencies						Mean
		0	1	2	3	4	5	
40	Has a tendency to feel criticised where no criticism was intended	0	1	6	4	0	0	2.27
44	Wary and mistrustful of others	0	2	5	3	1	0	2.27
45	Displays obvious discomfort when made the centre of attention	0	2	5	4	0	0	2.18
35	Enjoyment of their role overrides considerations of promotion	0	2	6	2	1	0	2.18
<b>Team Orientation</b>		<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
10	Reluctant to share credit for success with others	0	1	1	7	2	0	2.91
9	Is a tolerant and approachable team player	0	2	3	4	1	1	2.64
1	Their even-temper is a steadying influence, especially under pressure	0	3	2	3	2	1	2.64
4	Will give and take in order to negotiate agreement within the team	0	1	4	4	2	0	2.64
8	Contributes to harmonious relationships within the group	0	2	2	5	2	0	2.64
5	Seems stubborn and uncompromising in team discussions	0	1	5	3	2	0	2.55
11	Doesn't engage in small-talk or seem interested in other people	2	1	2	2	3	1	2.55
12	Shares ideas, knowledge and expertise	0	1	4	5	1	0	2.55
13	Spends more time interacting with others than working alone	0	1	5	3	2	0	2.55
7	Easily discouraged by set-backs	0	2	5	1	3	0	2.45
6	Has an optimistic, 'can do' attitude that energises others	0	3	2	5	1	0	2.36
2	Easily takes offence if alternative viewpoints are not expressed tactfully	0	2	5	2	2	0	2.36
14	Tends to overwhelm others with the forcefulness of their personality	0	1	6	3	1	0	2.36
3	Seems unresponsive or insensitive about other people's anxieties	0	2	5	3	1	0	2.27