



PACE360° People Leader Assessment

An innovation of PACE

Developed by Dr Peter Cheng and Dr Lily Cheng

Report prepared for

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About PACE OD Consulting

PACE OD Consulting was founded by Dr. Peter Cheng and Dr. Lily Cheng to develop holistic and research-based OD content in partnership with world-class subject matter experts. We envision to inspire all stakeholders to engage in noble OD practices to increase personal and organisational effectiveness.

Working closely with like-minded local OD practitioners in countries across the globe, we are committed to share and avail our expertise with the learning community and organisations to foster transformational learning that is paramount for thriving on the rapidly evolving economy.

We have acquired an enormous amount of OD experience, expertise and resources to extend the OD works beyond the shores of Singapore for the benefit of the larger OD community.

PACE offers an array of research-based OD diagnosis instruments that have been conceptualised and developed, led by Dr. Peter Cheng and Dr. Lily Cheng. These instruments include the Real® Leaders 360° Feedback Assessment, PACE360° Assessment for People and Organisation Leaders, and Real® Organisational Experience Assessment.

In recent years, both Dr. Peter Cheng and Dr. Lily Cheng have written several books that include *Real® Leaders*, *Real® Service*, *Real® Service Participant Workbook Series*, *Real® Help*, *Real® Conversations* and *The Language Of Organisation Development*, in their bid to further contribute to the learning community.

PACE360° Feedback Assessment Framework

360° feedback has gained prominent popularity and has become a growing trend (Atwater et al., 2000; Atwater & Yammarino, 1996). This popularity is largely based on the perceptions of organisational leaders that 360° feedback is instrumental in establishing a culture for continuous learning and providing more holistic feedback for employees, which could lead to improved individual and organisational performance (Lepsinger & Lucia, 2009).

With the popularity of 360° feedback, it has been reported that millions of dollars have been invested by organisations worldwide on administering the instrument (Atwater & Yammarino, 1996). Data suggests most Fortune 500 and 1000 companies have adopted multi-source feedback assessment (Cheung, 1999; M. R. Edwards & Ewen, 1996). The 360° feedback systems seem to be commonplace in organisations (Church & Bracken, 1997; London & Smither, 1995; Walker & Smither, 1999) and continue to gain popularity (Bracken & Rose, 2011; Braun, 2010; Church & Bracken, 1997). 360° feedback has been increasingly practised by organisations over the past decade (Drew, 2009). Keefe, Darling and Natesan (2008) proposed that organisations put emphasis on the enhancement of 360° feedback management and develop a commitment to organisational leadership team development in order to succeed in the highly competitive world of today.

A number of factors were found to be of great importance in maximizing the developmental potential of 360° feedback, which include: 1) the provision of good data from various sources to the ratee, 2) the encouragement of ratees' openness to receiving and accepting feedback, 3) the development of a practical action plan, and 4) the overall organisational support for individual development. They also pointed out the importance of embedding 360° feedback in a larger management development process in order for it to be utilized most effectively.

The PACE360° feedback assessment involves the process of collecting views, opinions, and perceptions about a focal individual's behaviour. It also looks at the impact of that behaviour from diverse sources such as the individual's supervisor or bosses, direct reports, colleagues, fellow members of project teams, and may include internal and external customers, and suppliers (Drew, 2009; London & Smither, 1995; McCarthy & Garavan, 2001).

More specifically, PACE360° feedback is a formalized and structured process whereby the focal individual or "ratee" receives feedback from multiple individuals or "raters" who have regularly interacted with the ratee being reviewed (Hannum, 2007). The objectives of PACE360° feedback exercise includes feeding the feedback to the ratee regarding his or her behaviours in the workplace and how the behaviours affect other organisational members who work with the ratee.

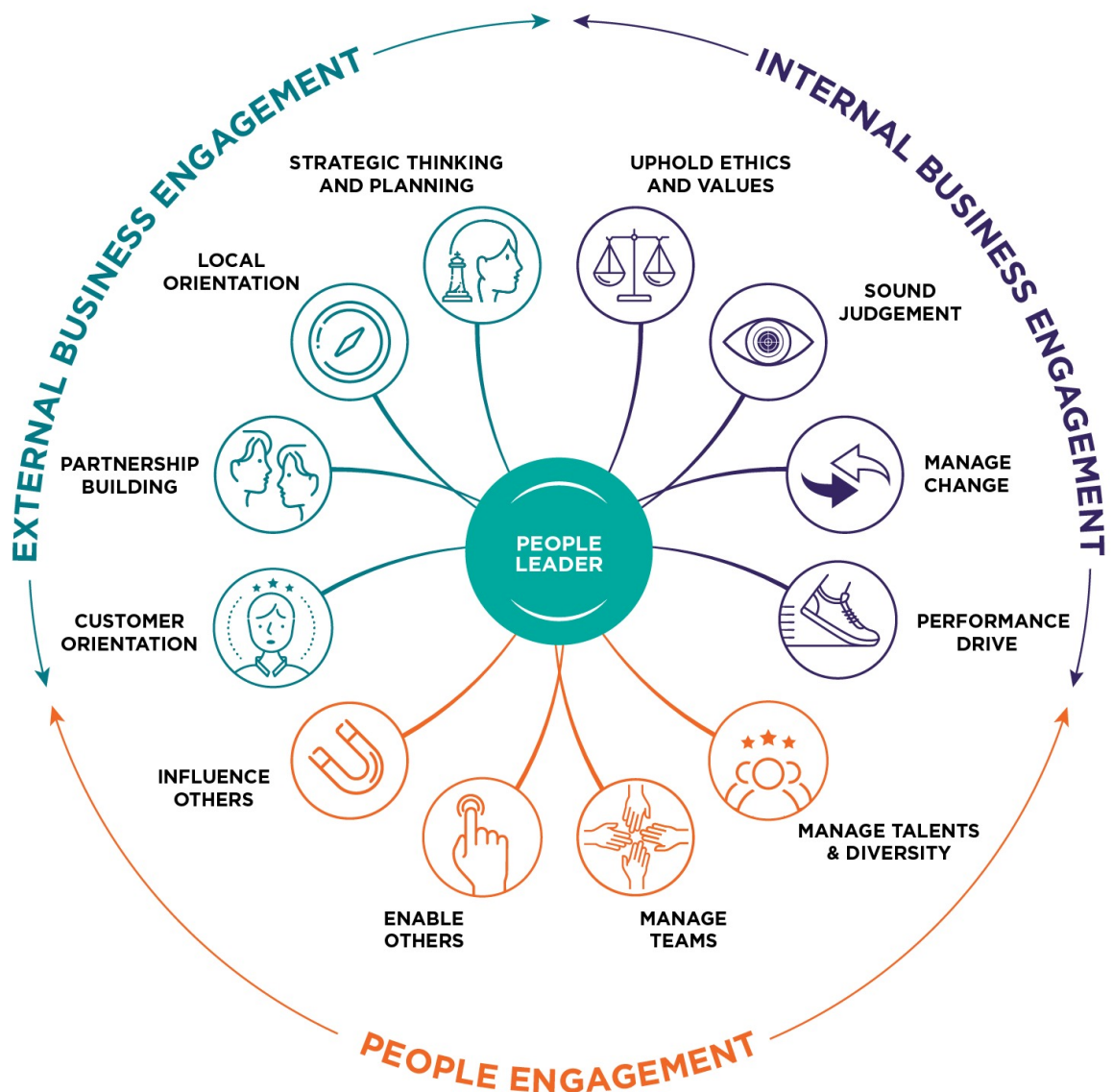
As a result of this feedback, the ratee is expected to be able to set goals that will support the advancement of his or her personal and professional development, which would in turn benefit the organisation as a whole. In addition to the feedback provided by others, the ratee also provides his or her own self-assessment on the same criteria, and by doing so the circle of the PACE360° feedback process is complete (Lepsinger & Lucia, 2009).

PACE360° Feedback Assessment Framework

The PACE360° feedback assessment is developed with the vision to develop effective leaders to make a significant difference in their organisations. With extensive research and deliberations, PACE has developed 2 comprehensive 360° feedback assessments for the front line managers and HODS & above categories of Managers.

People Leader

People Leader comprises 12 competency clusters to help organisations develop their leaders to make a difference with their people to attain organisation goals. With 60 competency behaviours in this assessment, participants will receive feedback on how others perceive them on the 60 behaviours competency ranging from Strategic Thinking to Manage Talents & Diversity. Front line/functional managers with direct reports will find this feedback extremely helpful in charting their leadership development path to becoming better leaders at their workplace.



Participating leaders have the option to engage PACE in the following services in their bid to becoming better leaders at their workplaces.

1. Pre 360° feedback briefing
2. Feedback administration service
3. Feedback interpretation service
4. Skills-equipping workshop based on the feedback competency behaviours
5. Post-feedback follows through session to transfer learning back to workplace

About PACE360° Feedback Report

PACE360° Feedback Assessment is the research works of Dr. Peter Cheng and Dr. Lily Cheng. Comprising People Leader and Organisation Leader, these feedback instruments are designed for developing the Frontline/Functional Leaders, HOD and above respectively. Apart from the quantitative feedback, the PACE360° feedback assessment is designed to capture the qualitative feedback from their observers (raters), to provide holistic clarity to the feedback that is essential for the participating leaders (ratees) to devise development plan to become more effective leaders in their organisations.

People Leader also measures the frequency of the 60 behaviours demonstrated by the participating leader (ratee), on a 7-point scale. With 1 being Almost Never and 7 being Almost Always. The full response scale is tabled below.

RESPONSE SCALE

1	2	3	4	5	6	7
Almost Never	Seldom	Occasionally	Often	Very Frequently	Usually	Almost Always

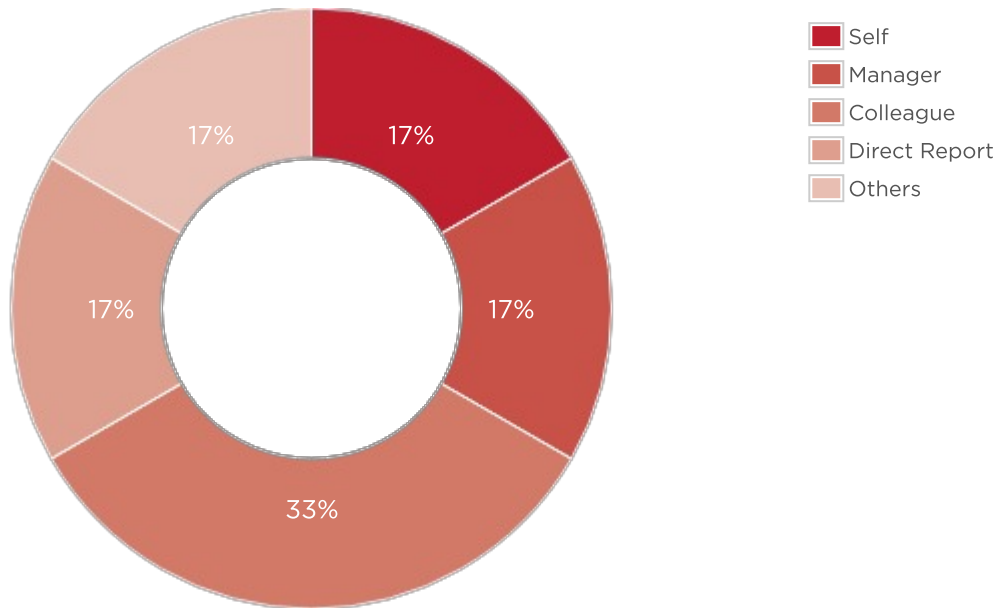
OBSERVERS

Observers (raters) are those who provide feedback to the participating leader (ratee). The observer categories are abbreviated in the report and the abbreviations are shown below:

S	M	D	C	O	AVG
Self	Manager	Direct Report	Colleague	Others	Average of All Observer Ratings

Response Group

The pie chart below shows a representation of the respondents.



Familiarity

The extent to which the observers know you.

Rater Group	Total Responses	Not Very Well	Fairly Well	Well	Very Well
Manager	1	0	0	1	0
Colleague	2	0	1	1	0
Direct Report	1	0	1	0	0
Others	1	0	1	0	0
All Raters	5	0	3	2	0

The duration which the observers know you (years).

Rater Group	Total Responses	<1	1 to 3	>3 to 6	>6 to 10	>10
Manager	1	0	0	1	0	0
Colleague	2	0	1	1	0	0
Direct Report	1	0	1	0	0	0
Others	1	0	1	0	0	0
All Raters	5	0	3	2	0	0

Competency Summary

The following section shows the competencies that feedback was specifically requested for. The results do not include self-rated scores.

The average rater scores from each respondent category are produced first (not shown). Following which, these scores are used to produce an overall average for a competency. This ensures that single but important raters like Managers are equally weighted in the overall result, providing a more accurate reflection of how the competencies have been ranked by the all the raters.

	S	AVG	M	D	C	O
 STRATEGIC THINKING & PLANNING	3.0	3.0	3.0	3.0	3.0	3.0
 LOCAL ORIENTATION	5.6	6.1	5.6	6.2	6.2	6.2
 PARTNERSHIP BUILDING	2.2	2.2	1.8	2.4	2.2	2.4
 CUSTOMER ORIENTATION	5.6	4.3	5.0	3.0	4.0	5.0
 UPHOLD ETHICS AND VALUES	3.0	5.1	5.0	6.2	5.0	4.0
 SOUND JUDGMENT	3.0	2.1	1.8	2.4	1.8	2.2
 MANAGE CHANGE	5.6	5.6	5.8	5.0	5.6	5.8
 PERFORMANCE DRIVE	2.2	3.6	4.0	5.0	3.0	2.4
 INFLUENCE OTHERS	5.6	3.2	3.0	1.8	3.0	5.0
 ENABLE OTHERS	3.0	5.4	5.6	5.8	6.2	4.0
 MANAGE TEAMS	3.0	2.9	2.2	4.0	2.3	3.0
 MANAGE TALENTS & DIVERSITY	5.6	4.4	5.8	2.2	4.0	5.6

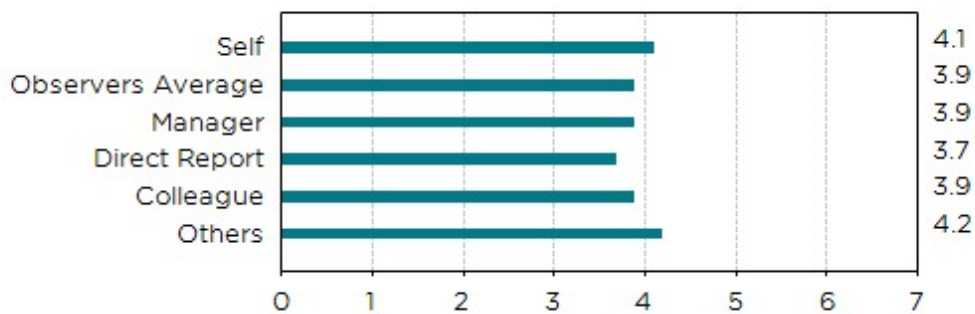
Competency Cluster Feedback

Competency clusters are the broad categories of competencies. The following bar charts present the 360° feedback for the individual competency clusters of External Business Engagement, Internal Business Engagement and People Engagement.

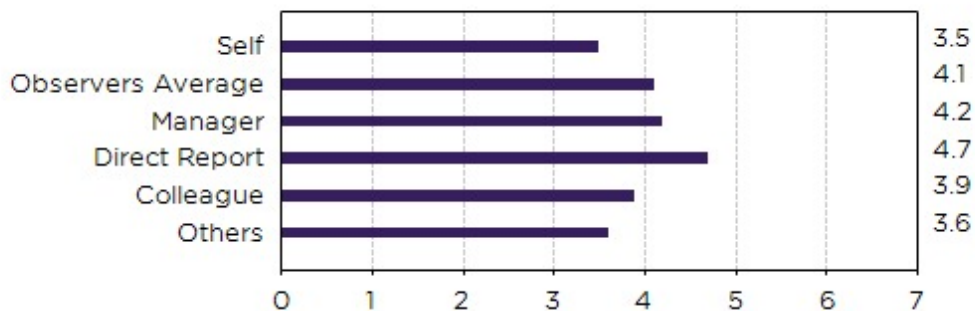
Ratings under each respondent group: Competency average score of the respective respondent group were summed up and divided by the number of competencies.

Cluster average: The score of respective respondent group were summed up and divided by the number of respondent group (excluding Self and N/A).

External Business Engagement



Internal Business Engagement



People Engagement



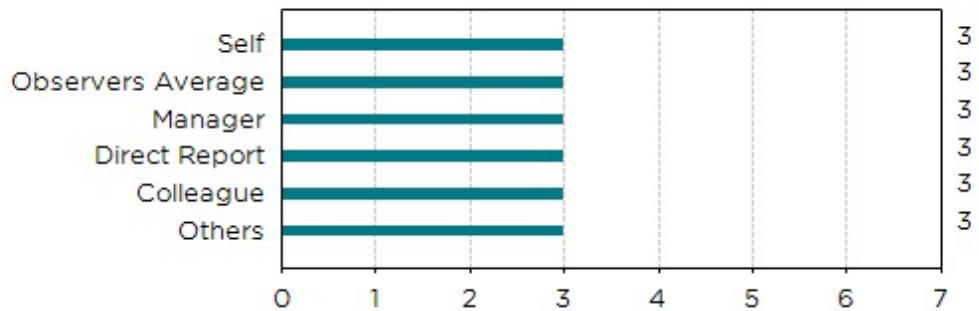
Competency Feedback

Competencies are broad skill categories that are assessed through behavioural statements. The following bar charts present the 360° feedback for competencies under the External Business Engagement, Internal Business Engagement and People Engagement respectively.

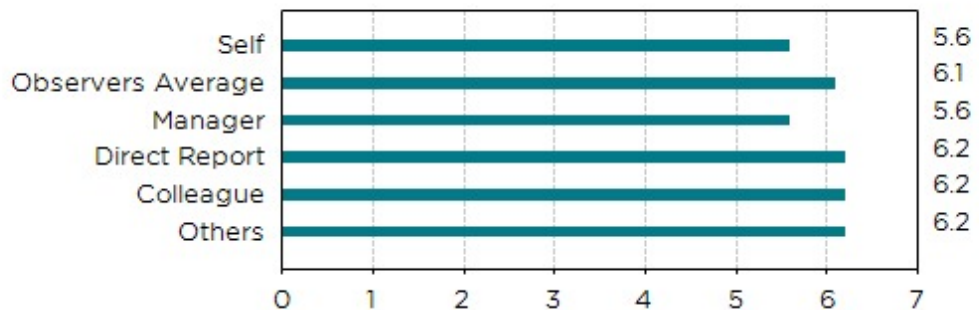
Ratings under each competency: Behavioural average scores of the respective respondent group were summed up and divided by the number of behaviours.

Observer average: The observer average score is derived by summing up all the observer average of each behaviour and divided by the number of behaviours in that particular competency.

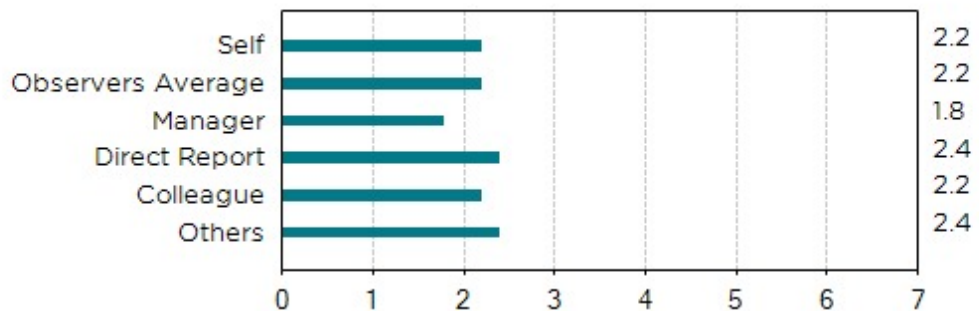
External Business Engagement Strategic Thinking & Planning



Local Orientation



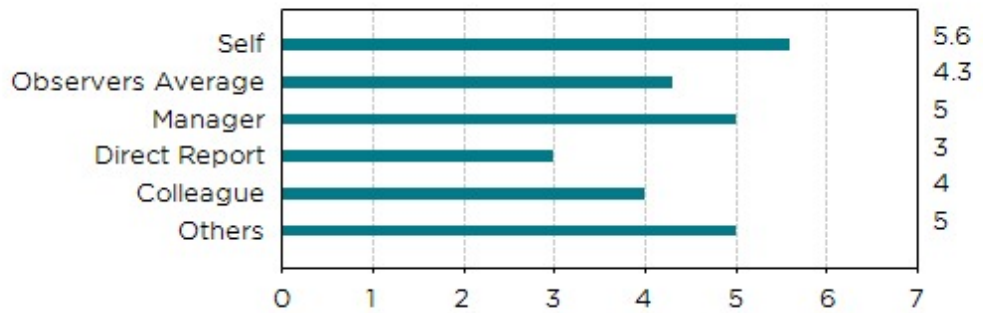
Partnership Building



Competency Feedback

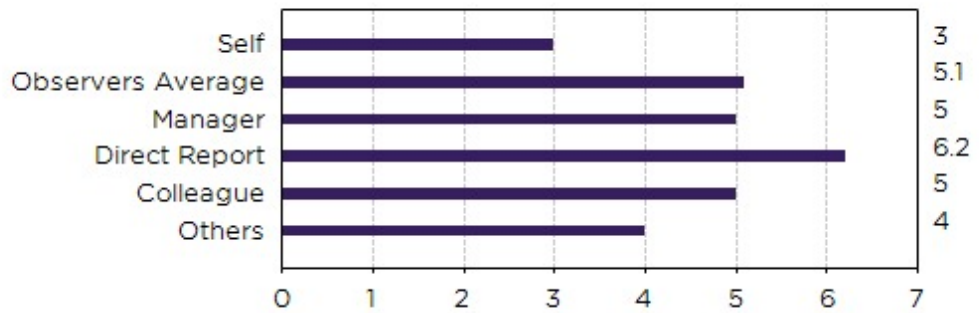
External Business Engagement

Customer Orientation

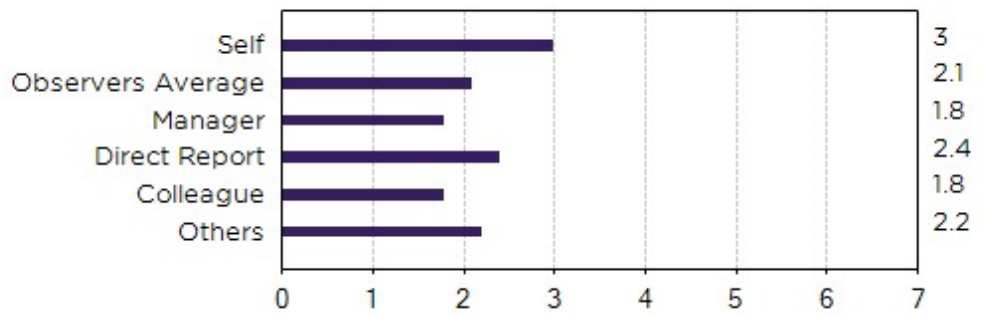


Internal Business Engagement

Uphold Ethics and Values



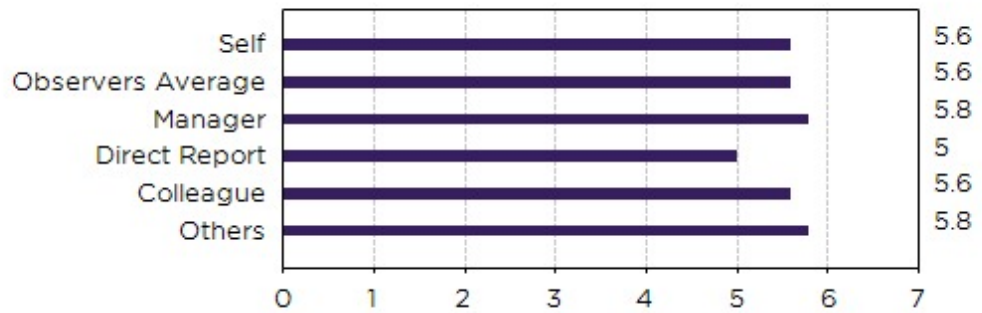
Sound Judgment



Competency Feedback

Internal Business Engagement

Manage Change

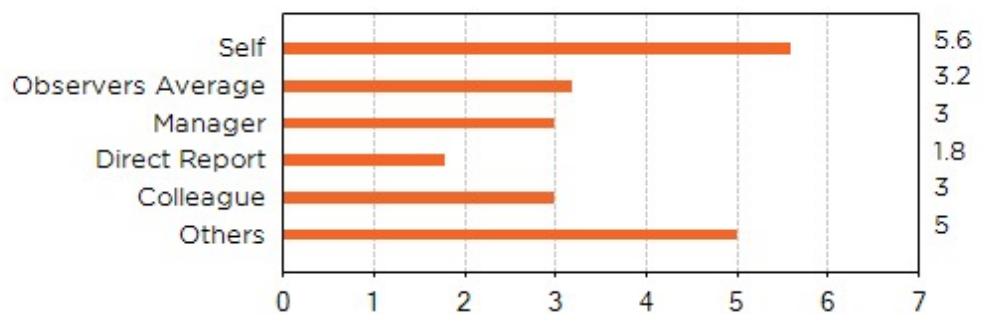


Performance Drive



People Engagement

Influence Others



Competency Feedback

People Engagement

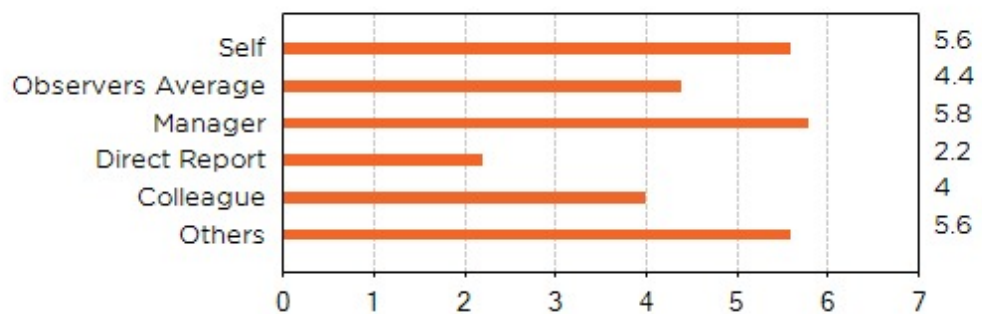
Enable Others



Manage Teams



Manage Talents & Diversity



Behaviour Feedback

The following bar charts present the 360° feedback for each of the behavioural statements across all the competencies.

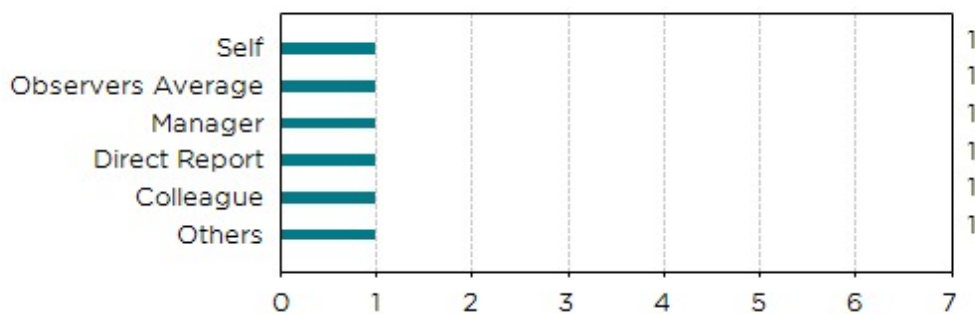
Average ratings under each respondent group: Individual rater scores for each respondent group were summed up and divided by the number of raters in the respondent group respectively.

Observer average: Average scores of respective respondent group excluding Self and N/A are summed up and divided by the number of respondent group (excluding Self and N/A score).

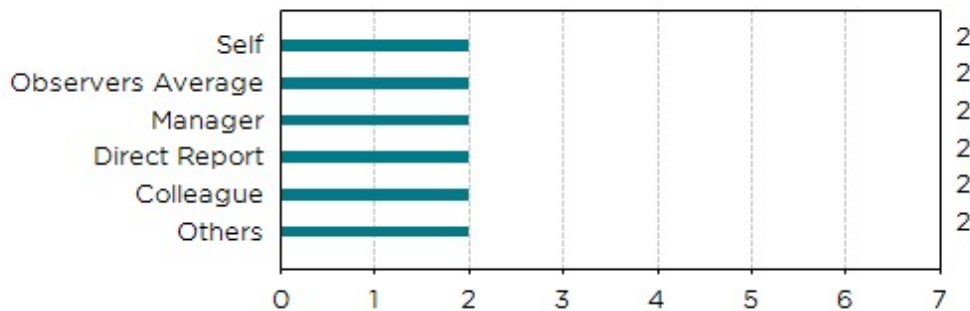


Strategic Thinking & Planning

1. Develops strategic plan as frequent as it requires, to achieve long term organisational goals.



2. Ensures our competencies, systems and processes support the business strategies.



3. Makes efforts to ensure our competencies, systems and processes support the business strategies.

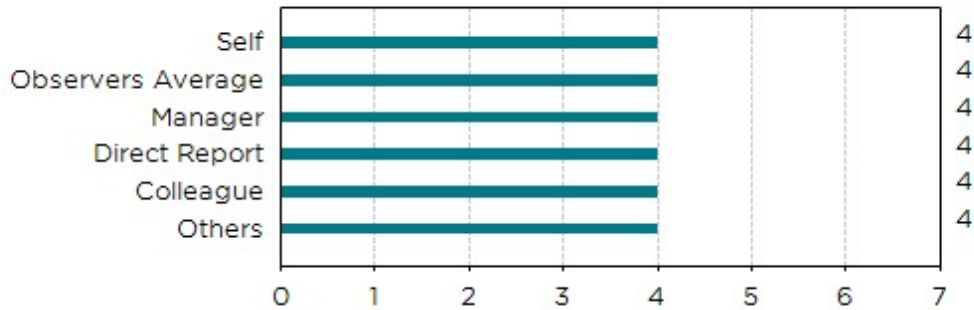


Behaviour Feedback



Strategic Thinking & Planning

4. Considers a wide range of related issues when making long-term decisions for organisational sustainability.



5. Balances the achievement of immediate business results with the long-term sustainability.



Local Orientation

6. Seeks to understand the business dynamics in the local market.



Behaviour Feedback

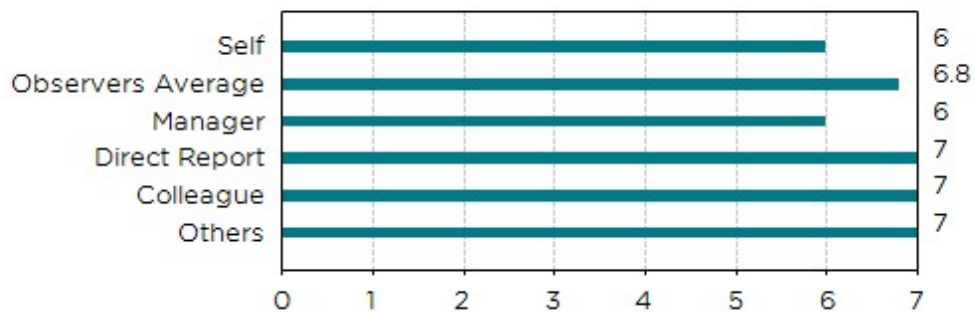


Local Orientation

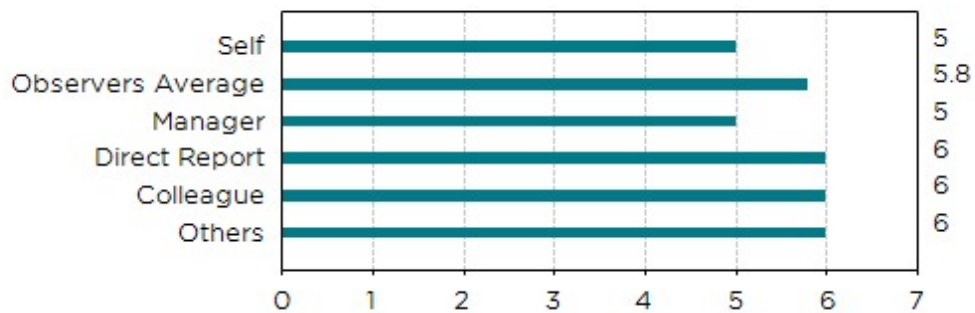
7. Localises strategies to optimize outcomes.



8. Seeks opportunities to learn about the local operating principles to connect with people.



9. Adapts behaviours to local cultural norms.

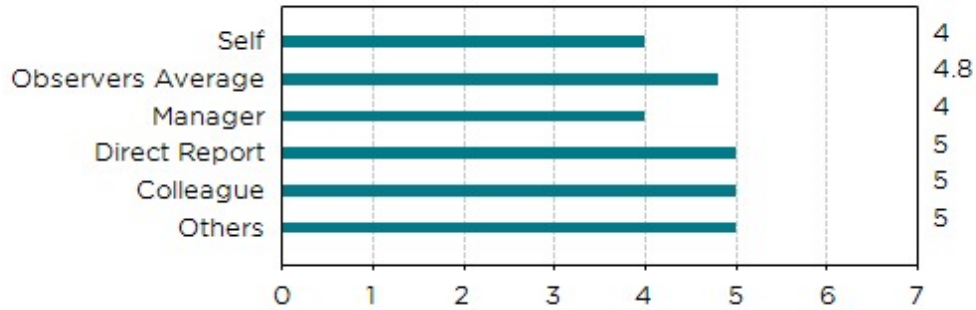


Behaviour Feedback



Local Orientation

10. Anticipates and meets local demands and requirements to achieve business outcomes.

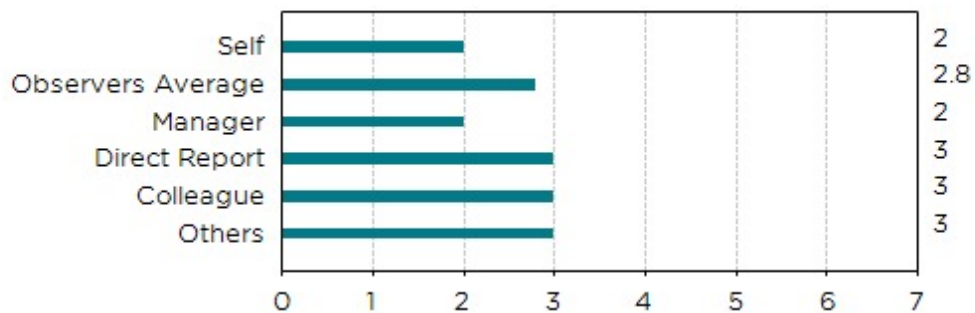


Partnership Building

11. Builds key relationships externally to achieve business results.



12. Identifies common grounds with partners to get things done.

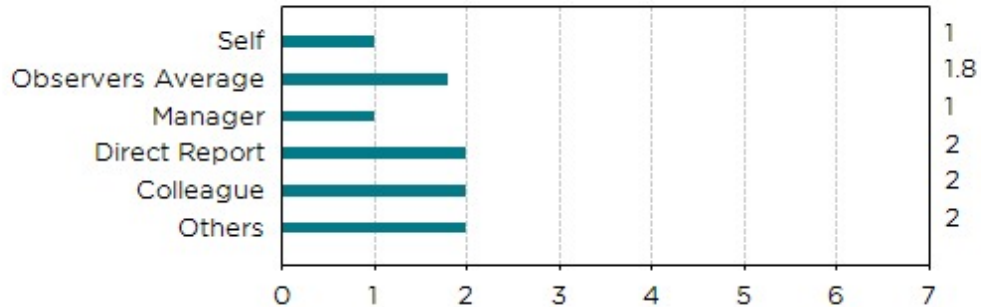


Behaviour Feedback

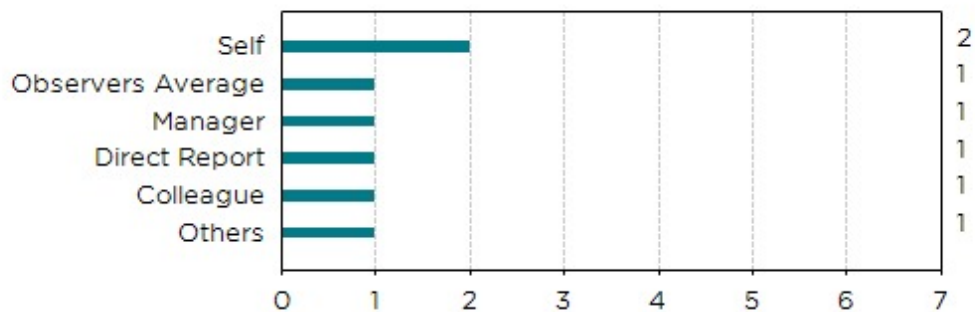


Partnership Building

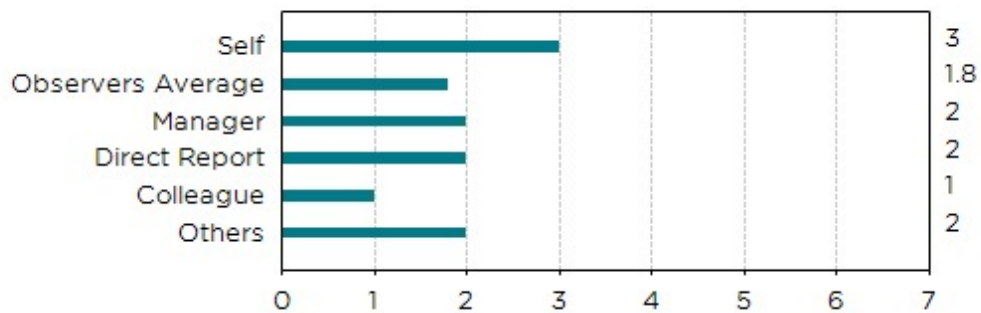
13. Resolves issues amicably with partners.



14. Participates in relevant networking activities.



15. Relates well to stakeholders at different levels.



Behaviour Feedback



Customer Orientation

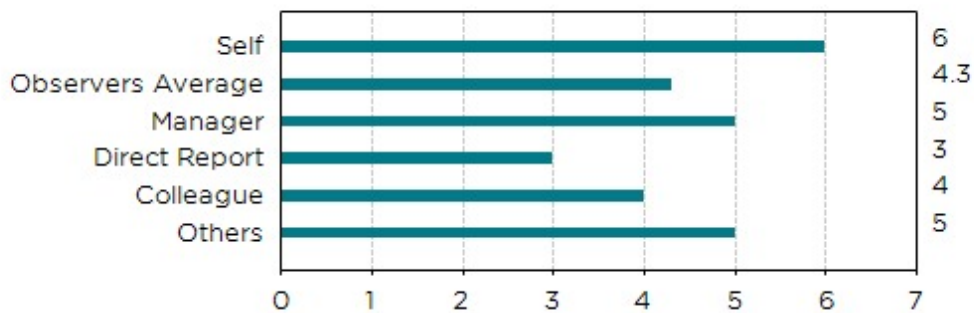
16. Seeks customer feedback to understand needs and expectations.



17. Implements customer-oriented initiatives to achieve business results.



18. Balances meeting customer needs and maximising the use of resources.

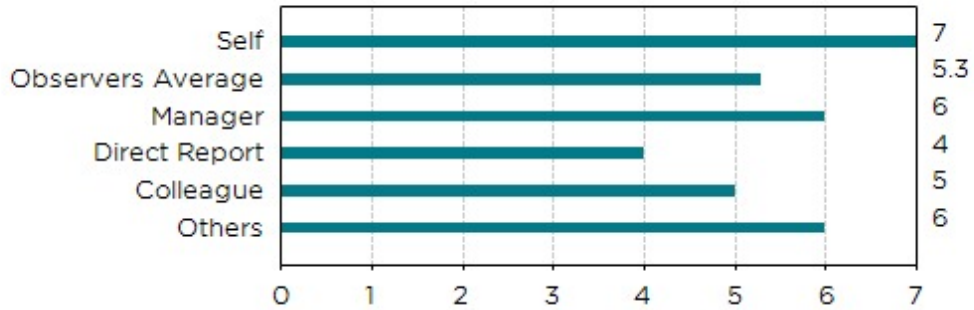


Behaviour Feedback

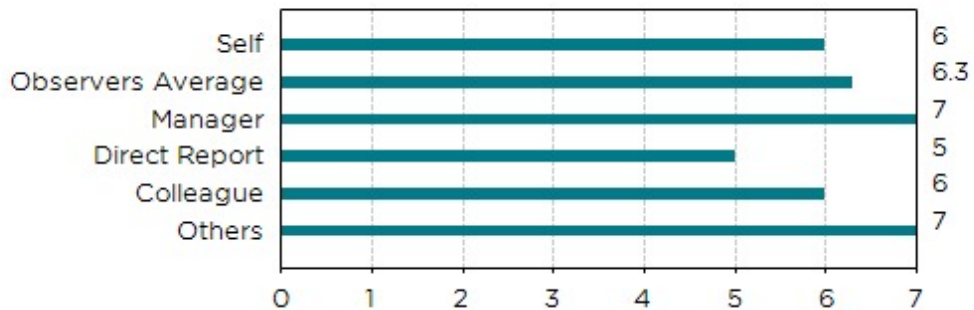


Customer Orientation

19. Builds trusting relationships with customers.

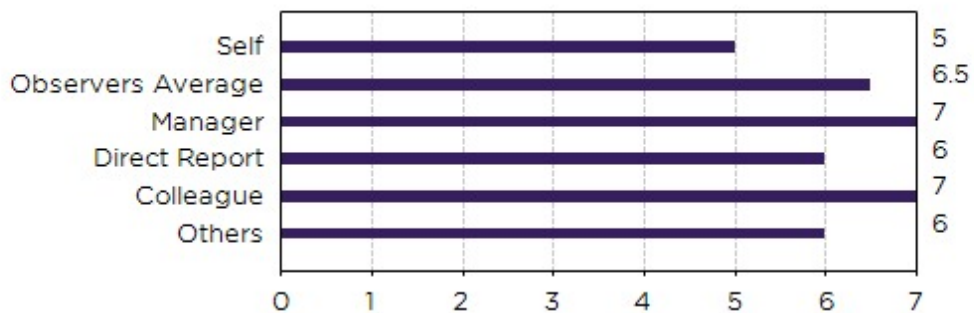


20. Implements changes to customer-related policies to delight customers.



Uphold Ethics and Values

21. Consistently upholds ethical standards.

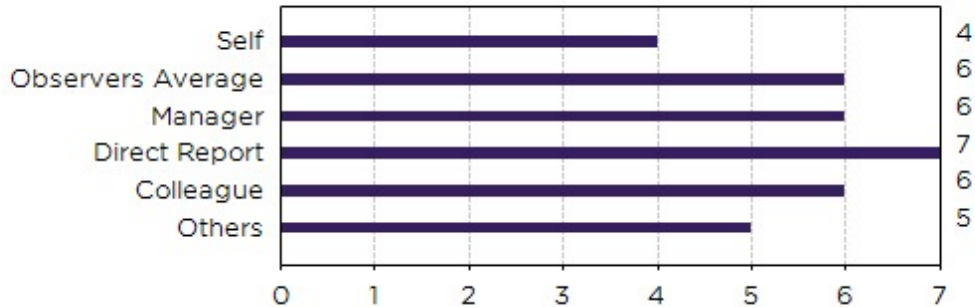


Behaviour Feedback



Uphold Ethics and Values

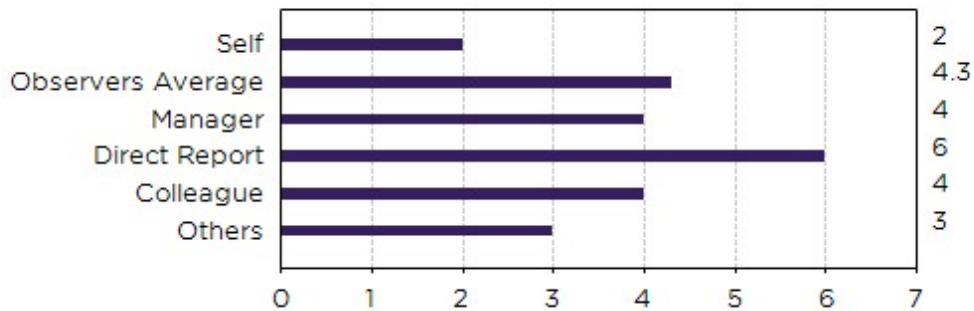
22. Acts in accordance with organisational values.



23. Maintains high standards of personal integrity.



24. Role-models what is expected of others to do.

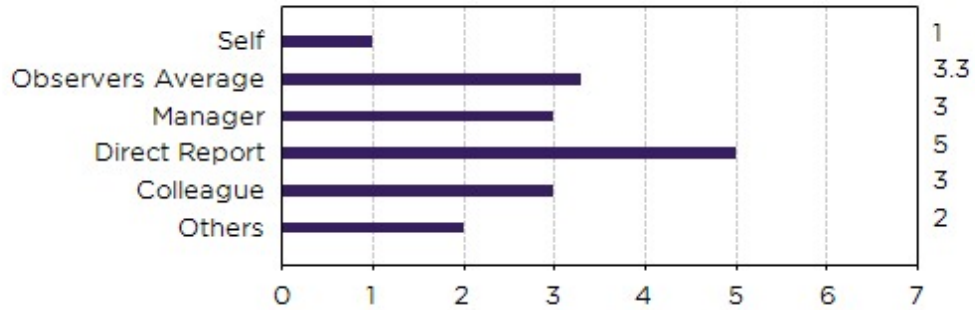


Behaviour Feedback



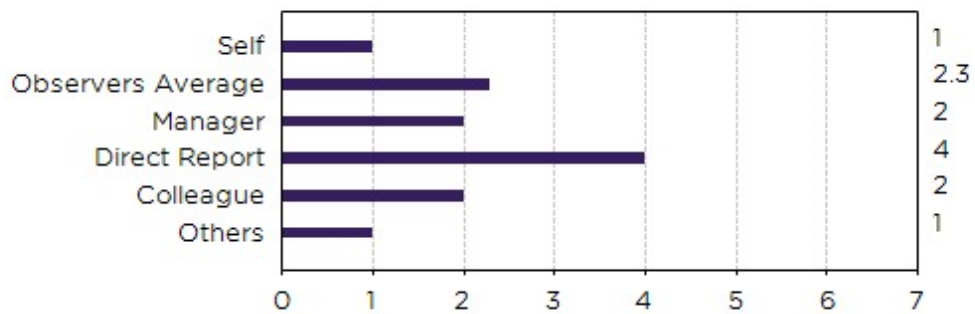
Uphold Ethics and Values

25. Upholds organisational policies and practices.

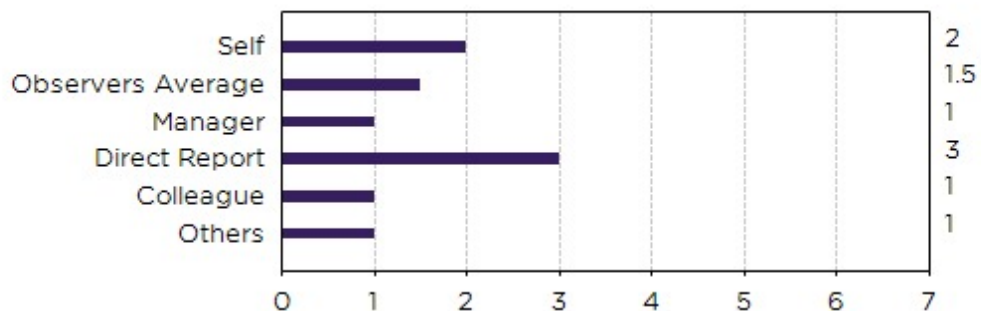


Sound Judgment

26. Draws insightful inferences from available data and information to aid decision-making.



27. Looks beyond the obvious to see hidden problems and potentials.

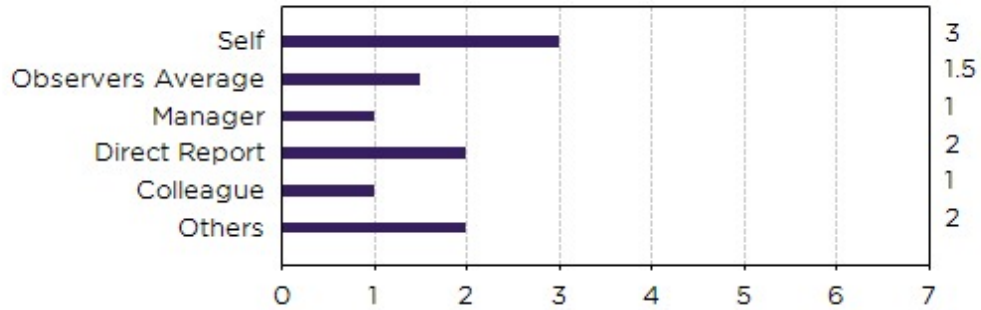


Behaviour Feedback

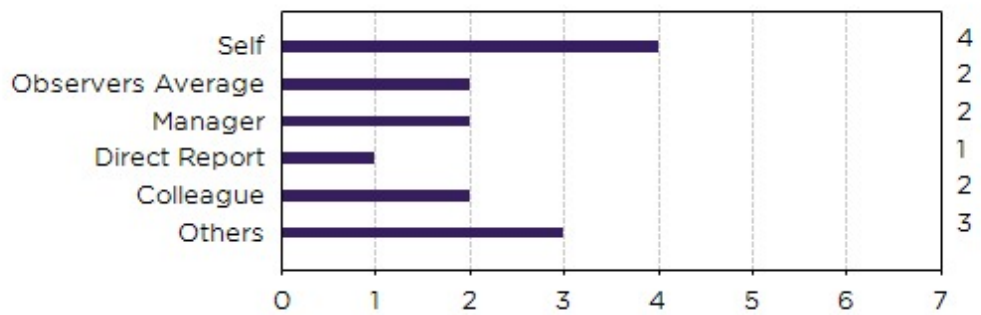


Sound Judgment

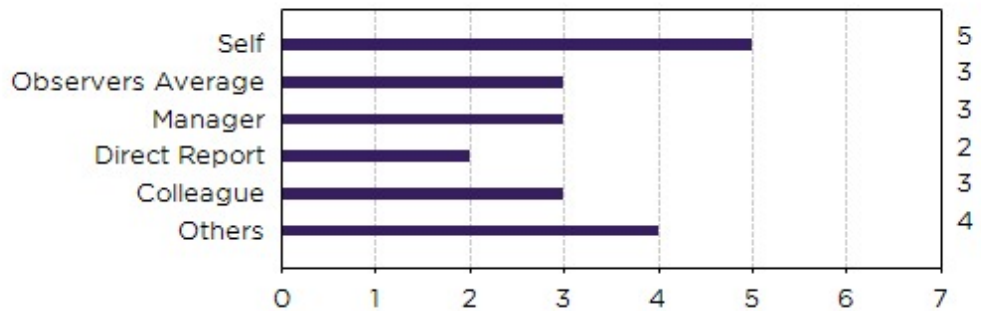
28. Makes efforts to avoid personal bias when making decisions.



29. Recognises key interrelationships and patterns and its implications on the business.



30. Makes logical, rational and well-reasoned judgments.

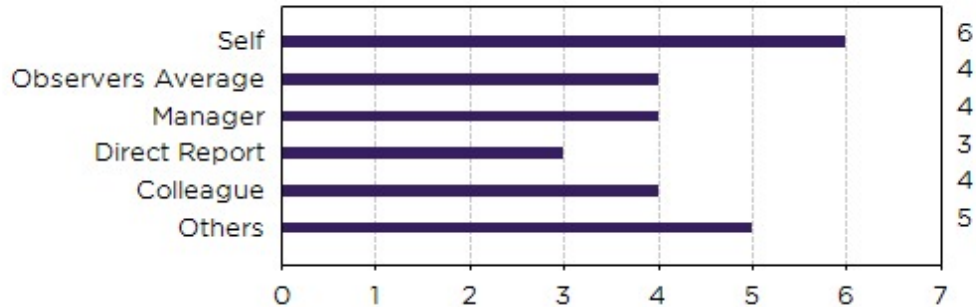


Behaviour Feedback



Manage Change

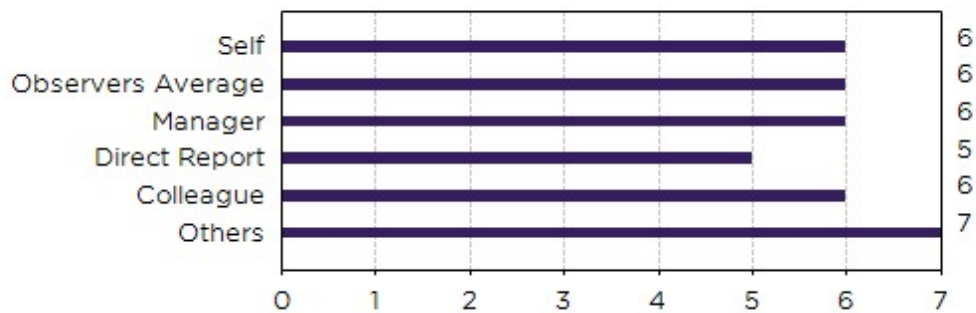
31. Creates a sense of urgency for people to realise the need to change.



32. Communicates change message clearly.



33. Manages the emotional responses of others to ensure change is effected as planned.

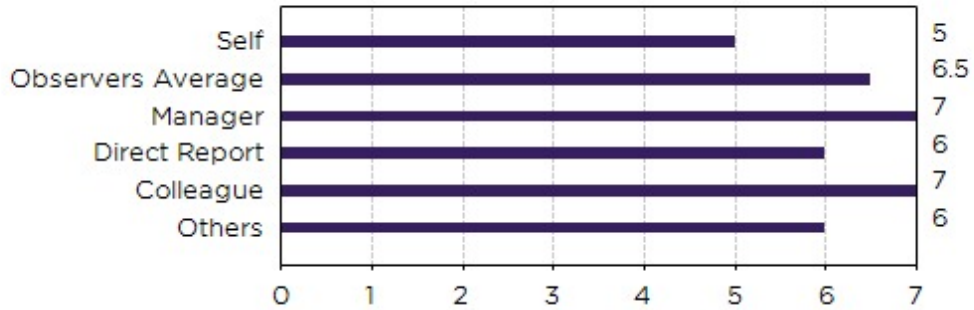


Behaviour Feedback

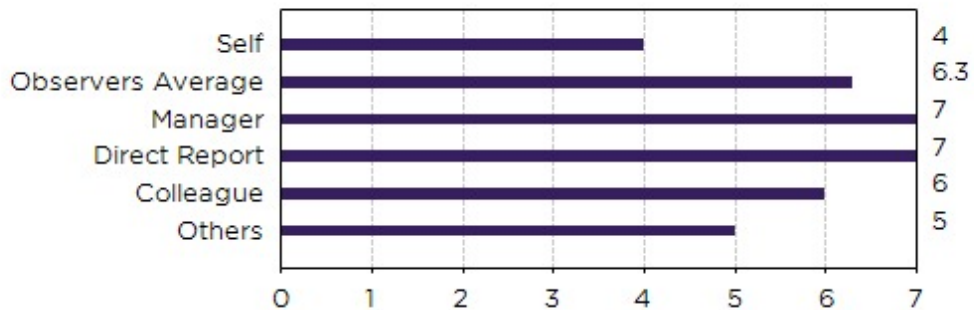


Manage Change

34. Monitors and measures the progresses of change initiatives.

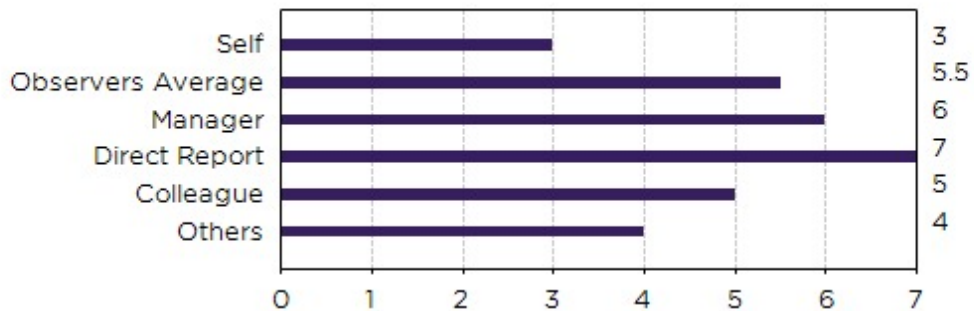


35. Affirms others by celebrating success in change initiatives.



Performance Drive

36. Champions others to uphold quality standards.

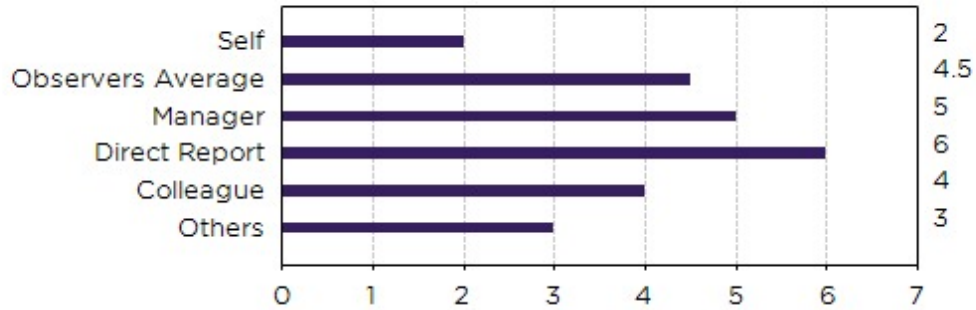


Behaviour Feedback

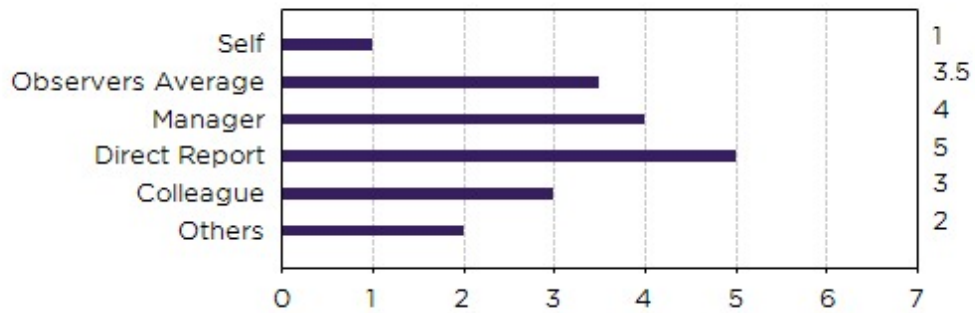


Performance Drive

37. Identifies potential performance problems early.



38. Provides necessary resources for others to perform.



39. Confronts behaviours that hinder performance.

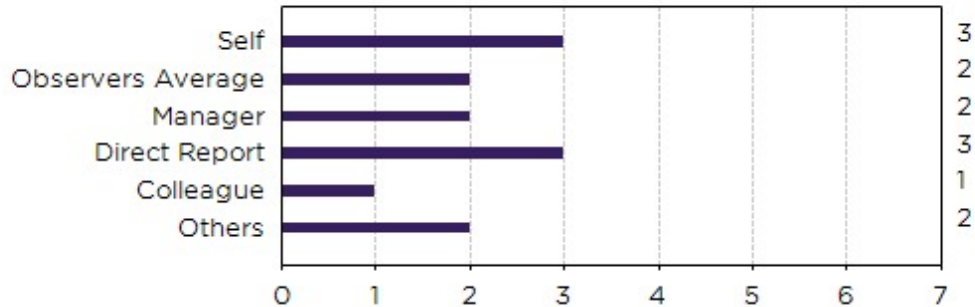


Behaviour Feedback



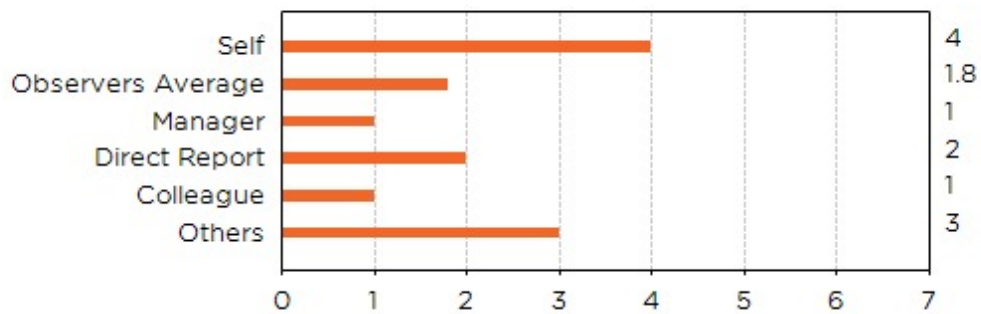
Performance Drive

40. Drives performance through constructive feedback and coaching.



Influence Others

41. Wins concessions without damaging relationships.



42. Effectively influences others to attain a desired outcome.

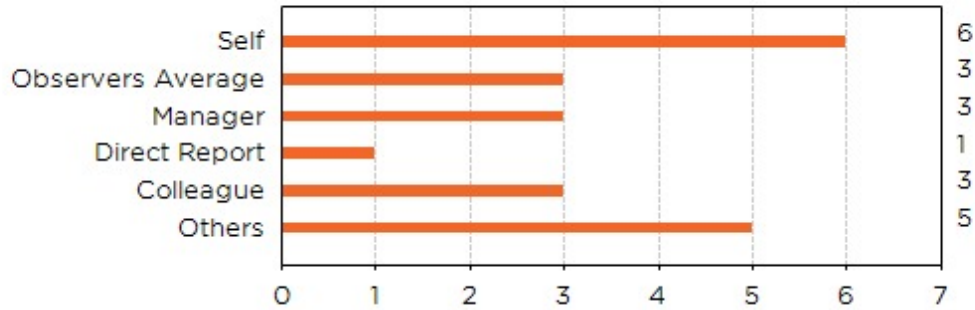


Behaviour Feedback

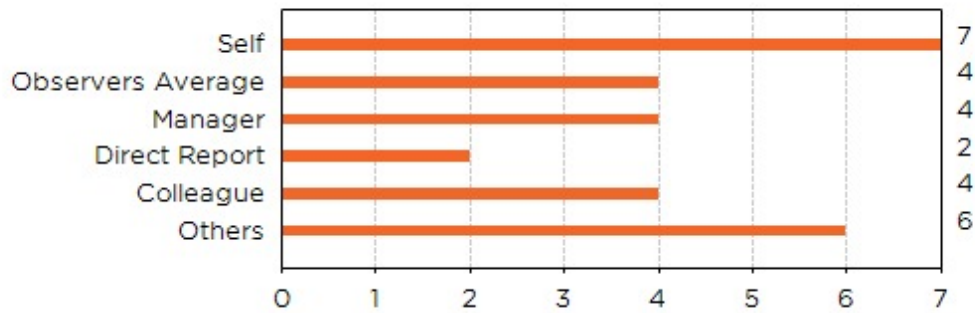


Influence Others

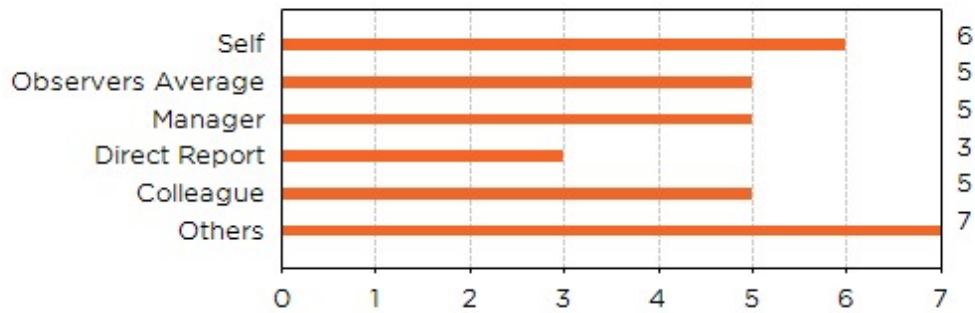
43. Influences others effectively using a variety of approaches.



44. Makes efforts to build credibility to influence others.



45. Manages opposing opinions and disagreements with diplomacy.



Behaviour Feedback

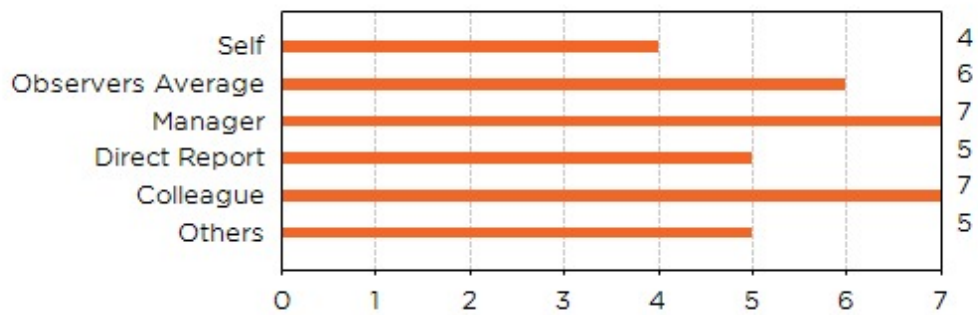


Enable Others

46. Defines clear roles and responsibilities with others to ensure they stay on track.



47. Assigns appropriate authority to others to get job done.



48. Sets clear goals and standards to guide others' performance.



Behaviour Feedback

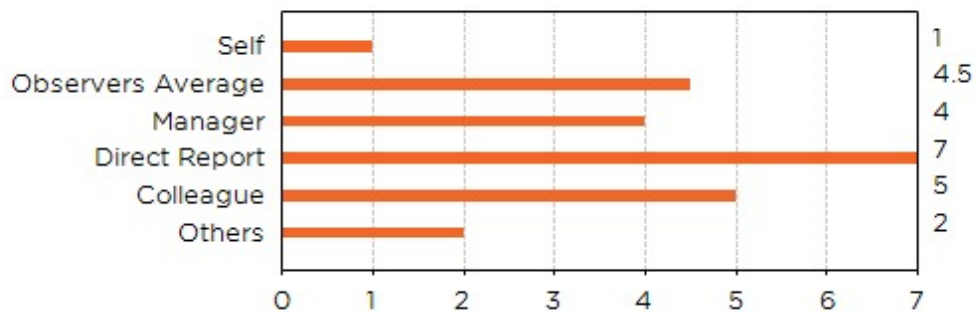


Enable Others

49. Provides others with key information and resources to excel in their job.

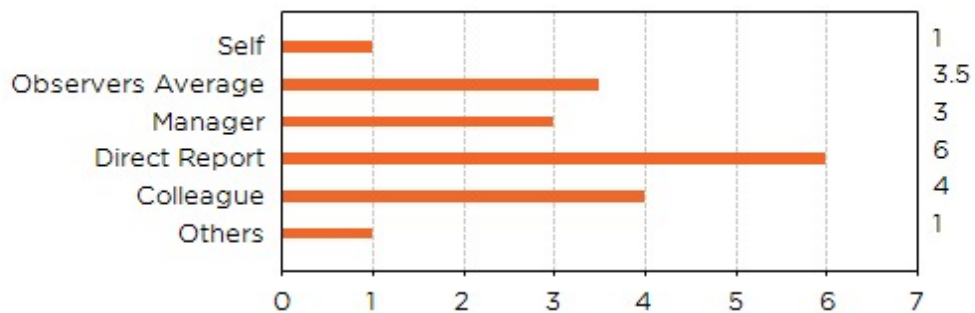


50. Encourages others to learn from mistakes of doing something new.



Manage Teams

51. Adopts a cooperative approach to achieve common goals.

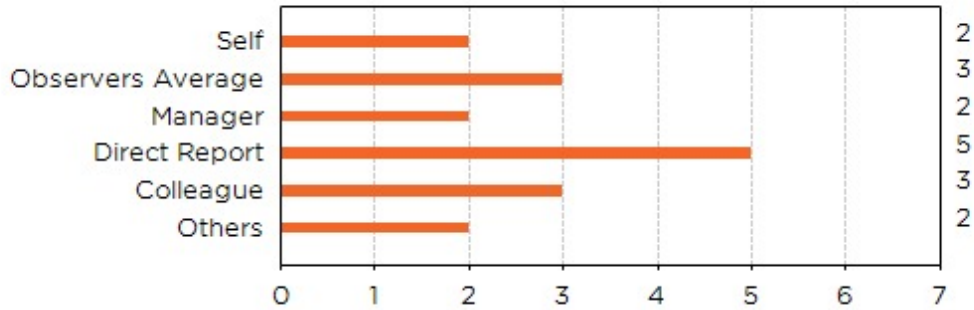


Behaviour Feedback

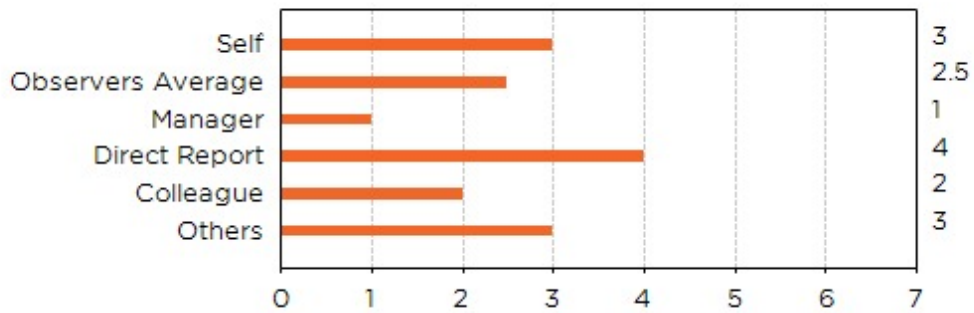


Manage Teams

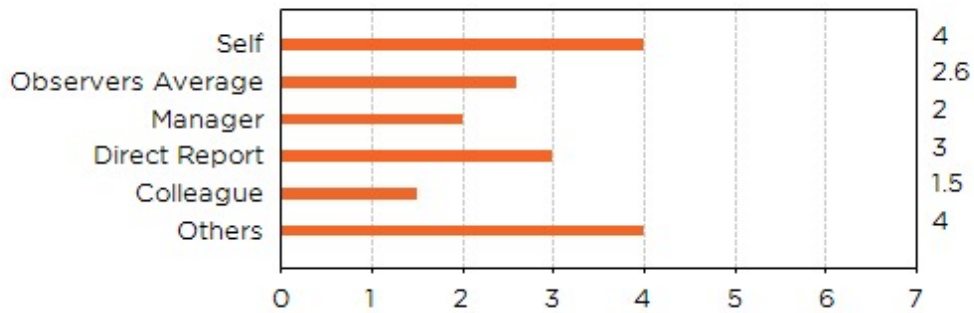
52. Makes efforts to establish trust within the team.



53. Ensures that the team members embrace shared goals.



54. Fosters open dialogue in the team.



Behaviour Feedback



Manage Teams

55. Ensures that practices are aligned with the organisational values.

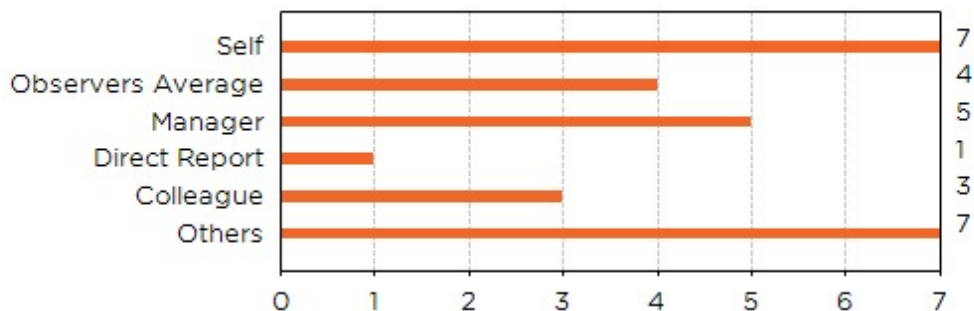


Manage Talents & Diversity

56. Affirms others who demonstrate the organisational values.



57. Supports equal and fair treatment and opportunity for all.

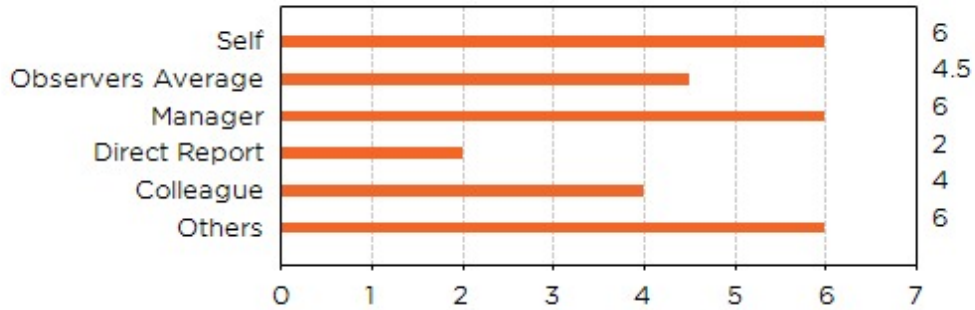


Behaviour Feedback

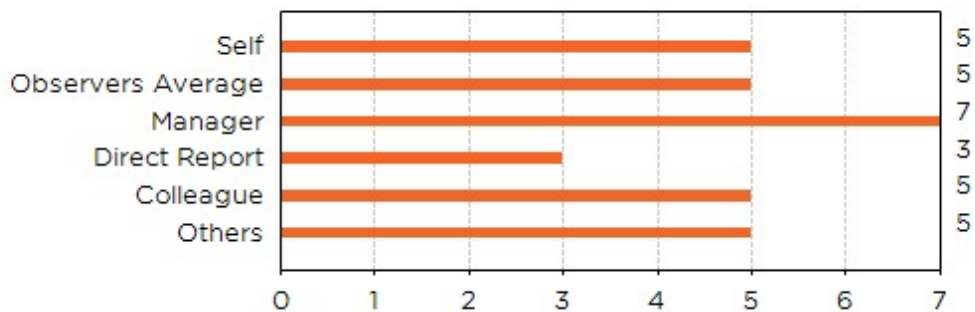


Manage Talents & Diversity

58. Encourages people to share their diverse viewpoints.



59. Recruits people with different skillsets.



60. Develops others for performance.



Behaviour Gap Ranking

This behaviour gap ranking represents significant unrecognised strengths and blind spots of the ratee.

For the Manager, Direct Report, Colleague and Others respondent categories, the scores of each of these categories were summed up in the respective category and divided by the number of raters in the respective categories.

The score on the columns of Manager, Direct Report, Colleague and Others respondent categories is the gap differential score compared to the Self score respectively.

When comparing the Self score against the observers score, do note that a difference of +/- 1 is statistically significant and hence deserves attention of the leader to consider actions to improve the respective behaviours where necessary.

No.	Behaviour	Competency	Cluster	S	M	D	C	O	AVG
50	Encourages others to learn from mistakes of doing something new.	Enable Others	People Engagement	1.0	+3.0	+6.0	+4.0	+1.0	+3.5
49	Provides others with key information and resources to excel in their job.	Enable Others	People Engagement	2.0	+3.0	+5.0	+4.0	+1.0	+3.3
48	Sets clear goals and standards to guide others' performance.	Enable Others	People Engagement	3.0	+3.0	+3.0	+4.0	+1.0	+2.8
36	Champions others to uphold quality standards.	Performance Drive	Internal Business Engagement	3.0	+3.0	+4.0	+2.0	+1.0	+2.5
37	Identifies potential performance problems early.	Performance Drive	Internal Business Engagement	2.0	+3.0	+4.0	+2.0	+1.0	+2.5
38	Provides necessary resources for others to perform.	Performance Drive	Internal Business Engagement	1.0	+3.0	+4.0	+2.0	+1.0	+2.5
51	Adopts a cooperative approach to achieve common goals.	Manage Teams	People Engagement	1.0	+2.0	+5.0	+3.0	0	+2.5

Behaviour Gap Ranking

No.	Behaviour	Competency	Cluster	S	M	D	C	O	AVG
23	Maintains high standards of personal integrity.	Uphold Ethics and Values	Internal Business Engagement	3.0	+2.0	+4.0	+2.0	+1.0	+2.3
24	Role-models what is expected of others to do.	Uphold Ethics and Values	Internal Business Engagement	2.0	+2.0	+4.0	+2.0	+1.0	+2.3
25	Upholds organisational policies and practices.	Uphold Ethics and Values	Internal Business Engagement	1.0	+2.0	+4.0	+2.0	+1.0	+2.3
35	Affirms others by celebrating success in change initiatives.	Manage Change	Internal Business Engagement	4.0	+3.0	+3.0	+2.0	+1.0	+2.3
22	Acts in accordance with organisational values.	Uphold Ethics and Values	Internal Business Engagement	4.0	+2.0	+3.0	+2.0	+1.0	+2.0
47	Assigns appropriate authority to others to get job done.	Enable Others	People Engagement	4.0	+3.0	+1.0	+3.0	+1.0	+2.0
21	Consistently upholds ethical standards.	Uphold Ethics and Values	Internal Business Engagement	5.0	+2.0	+1.0	+2.0	+1.0	+1.5
34	Monitors and measures the progresses of change initiatives.	Manage Change	Internal Business Engagement	5.0	+2.0	+1.0	+2.0	+1.0	+1.5
26	Draws insightful inferences from available data and information to aid decision-making.	Sound Judgment	Internal Business Engagement	1.0	+1.0	+3.0	+1.0	0	+1.3
60	Develops others for performance.	Manage Talents & Diversity	People Engagement	4.0	+3.0	0	+2.0	0	+1.3

Behaviour Gap Ranking

No.	Behaviour	Competency	Cluster	S	M	D	C	O	AVG
52	Makes efforts to establish trust within the team.	Manage Teams	People Engagement	2.0	0	+3.0	+1.0	0	+1.0
8	Seeks opportunities to learn about the local operating principles to connect with people.	Local Orientation	External Business Engagement	6.0	0	+1.0	+1.0	+1.0	+0.8
9	Adapts behaviours to local cultural norms.	Local Orientation	External Business Engagement	5.0	0	+1.0	+1.0	+1.0	+0.8
10	Anticipates and meets local demands and requirements to achieve business outcomes.	Local Orientation	External Business Engagement	4.0	0	+1.0	+1.0	+1.0	+0.8
11	Builds key relationships externally to achieve business results.	Partnership Building	External Business Engagement	3.0	0	+1.0	+1.0	+1.0	+0.8
12	Identifies common grounds with partners to get things done.	Partnership Building	External Business Engagement	2.0	0	+1.0	+1.0	+1.0	+0.8
13	Resolves issues amicably with partners.	Partnership Building	External Business Engagement	1.0	0	+1.0	+1.0	+1.0	+0.8
39	Confronts behaviours that hinder performance.	Performance Drive	Internal Business Engagement	2.0	+1.0	+2.0	0	-1.0	+0.5
46	Defines clear roles and responsibilities with others to ensure they stay on track.	Enable Others	People Engagement	5.0	+1.0	-1.0	+1.0	+1.0	+0.5
20	Implements changes to customer-related policies to delight customers.	Customer Orientation	External Business Engagement	6.0	+1.0	-1.0	0	+1.0	+0.3
1	Develops strategic plan as frequent as it requires, to achieve long term organisational goals.	Strategic Thinking & Planning	External Business Engagement	1.0	0	0	0	0	0

Behaviour Gap Ranking

No.	Behaviour	Competency	Cluster	S	M	D	C	O	AVG
2	Ensures our competencies, systems and processes support the business strategies.	Strategic Thinking & Planning	External Business Engagement	2.0	0	0	0	0	0
3	Makes efforts to ensure our competencies, systems and processes support the business strategies.	Strategic Thinking & Planning	External Business Engagement	3.0	0	0	0	0	0
4	Considers a wide range of related issues when making long-term decisions for organisational sustainability.	Strategic Thinking & Planning	External Business Engagement	4.0	0	0	0	0	0
5	Balances the achievement of immediate business results with the long-term sustainability.	Strategic Thinking & Planning	External Business Engagement	5.0	0	0	0	0	0
6	Seeks to understand the business dynamics in the local market.	Local Orientation	External Business Engagement	6.0	0	0	0	0	0
7	Localises strategies to optimize outcomes.	Local Orientation	External Business Engagement	7.0	0	0	0	0	0
33	Manages the emotional responses of others to ensure change is effected as planned.	Manage Change	Internal Business Engagement	6.0	0	-1.0	0	+1.0	0
59	Recruits people with different skillsets.	Manage Talents & Diversity	People Engagement	5.0	+2.0	-2.0	0	0	0
27	Looks beyond the obvious to see hidden problems and potentials.	Sound Judgment	Internal Business Engagement	2.0	-1.0	+1.0	-1.0	-1.0	-0.5
53	Ensures that the team members embrace shared goals.	Manage Teams	People Engagement	3.0	-2.0	+1.0	-1.0	0	-0.5

Behaviour Gap Ranking

No.	Behaviour	Competency	Cluster	S	M	D	C	O	AVG
14	Participates in relevant networking activities.	Partnership Building	External Business Engagement	2.0	-1.0	-1.0	-1.0	-1.0	-1.0
40	Drives performance through constructive feedback and coaching.	Performance Drive	Internal Business Engagement	3.0	-1.0	0	-2.0	-1.0	-1.0
45	Manages opposing opinions and disagreements with diplomacy.	Influence Others	People Engagement	6.0	-1.0	-3.0	-1.0	+1.0	-1.0
15	Relates well to stakeholders at different levels.	Partnership Building	External Business Engagement	3.0	-1.0	-1.0	-2.0	-1.0	-1.2
54	Fosters open dialogue in the team.	Manage Teams	People Engagement	4.0	-2.0	-1.0	-2.5	0	-1.4
28	Makes efforts to avoid personal bias when making decisions.	Sound Judgment	Internal Business Engagement	3.0	-2.0	-1.0	-2.0	-1.0	-1.5
58	Encourages people to share their diverse viewpoints.	Manage Talents & Diversity	People Engagement	6.0	0	-4.0	-2.0	0	-1.5
16	Seeks customer feedback to understand needs and expectations.	Customer Orientation	External Business Engagement	4.0	-1.0	-3.0	-2.0	-1.0	-1.7
17	Implements customer-oriented initiatives to achieve business results.	Customer Orientation	External Business Engagement	5.0	-1.0	-3.0	-2.0	-1.0	-1.7
18	Balances meeting customer needs and maximising the use of resources.	Customer Orientation	External Business Engagement	6.0	-1.0	-3.0	-2.0	-1.0	-1.7
19	Builds trusting relationships with customers.	Customer Orientation	External Business Engagement	7.0	-1.0	-3.0	-2.0	-1.0	-1.7

Behaviour Gap Ranking

No.	Behaviour	Competency	Cluster	S	M	D	C	O	AVG
29	Recognises key interrelationships and patterns and its implications on the business.	Sound Judgment	Internal Business Engagement	4.0	-2.0	-3.0	-2.0	-1.0	-2.0
30	Makes logical, rational and well-reasoned judgments.	Sound Judgment	Internal Business Engagement	5.0	-2.0	-3.0	-2.0	-1.0	-2.0
31	Creates a sense of urgency for people to realise the need to change.	Manage Change	Internal Business Engagement	6.0	-2.0	-3.0	-2.0	-1.0	-2.0
32	Communicates change message clearly.	Manage Change	Internal Business Engagement	7.0	-2.0	-3.0	-2.0	-1.0	-2.0
41	Wins concessions without damaging relationships.	Influence Others	People Engagement	4.0	-3.0	-2.0	-3.0	-1.0	-2.2
55	Ensures that practices are aligned with the organisational values.	Manage Teams	People Engagement	5.0	-2.0	-3.0	-4.0	0	-2.2
42	Effectively influences others to attain a desired outcome.	Influence Others	People Engagement	5.0	-3.0	-4.0	-3.0	-1.0	-2.7
56	Affirms others who demonstrate the organisational values.	Manage Talents & Diversity	People Engagement	6.0	-2.0	-5.0	-4.0	0	-2.7
43	Influences others effectively using a variety of approaches.	Influence Others	People Engagement	6.0	-3.0	-5.0	-3.0	-1.0	-3.0
44	Makes efforts to build credibility to influence others.	Influence Others	People Engagement	7.0	-3.0	-5.0	-3.0	-1.0	-3.0
57	Supports equal and fair treatment and opportunity for all.	Manage Talents & Diversity	People Engagement	7.0	-2.0	-6.0	-4.0	0	-3.0

Feedback Scope

The following table is a sample of how the rating scale for each behavioural statement can be used to identify the different responses (response range) from other raters. It may be useful to consider the reasons for the difference in rater scores for each behavioural statement.

Assuming that four raters were invited to participate in this 360° feedback assessment, an average rater score of '2' in one of the bar charts could have been derived from the following methods:

- (1) Every rater gave a score of '2'.
- (2) One rater gave a score of '5' and three others gave a score of '1'.

Without this feedback scope, ratees will not be able to identify where the difference in perceptions lies.

In the table, an **"S"** shows the Self-rating, a **"D"** shows the rating from a Direct Report, a **"C"** shows the rating from a Colleague, an **"M"** shows the rating from a Manager and an **"O"** shows the rating from Others. A number before a letter in the table indicates the total number of people in that observer group who gave that particular score (e.g. '3C' is indicative of three colleagues).

No.	Behaviour	Competency	Cluster	1	2	3	4	5	6	7
1	Develops strategic plan as frequent as it requires, to achieve long term organisational goals.	Strategic Thinking & Planning	External Business Engagement	S M 2C D O						
2	Ensures our competencies, systems and processes support the business strategies.	Strategic Thinking & Planning	External Business Engagement		S M 2C D O					
3	Makes efforts to ensure our competencies, systems and processes support the business strategies.	Strategic Thinking & Planning	External Business Engagement			S M 2C D O				
4	Considers a wide range of related issues when making long-term decisions for organisational sustainability.	Strategic Thinking & Planning	External Business Engagement				S M 2C D O			
5	Balances the achievement of immediate business results with the long-term sustainability.	Strategic Thinking & Planning	External Business Engagement					S M 2C D O		

Feedback Scope

No.	Behaviour	Competency	Cluster	1	2	3	4	5	6	7
6	Seeks to understand the business dynamics in the local market.	Local Orientation	External Business Engagement						S M 2C D O	
7	Localises strategies to optimize outcomes.	Local Orientation	External Business Engagement							S M 2C D O
8	Seeks opportunities to learn about the local operating principles to connect with people.	Local Orientation	External Business Engagement						S M	2C D O
9	Adapts behaviours to local cultural norms.	Local Orientation	External Business Engagement					S M	2C D O	
10	Anticipates and meets local demands and requirements to achieve business outcomes.	Local Orientation	External Business Engagement				S M	2C D O		
11	Builds key relationships externally to achieve business results.	Partnership Building	External Business Engagement			S M	2C D O			
12	Identifies common grounds with partners to get things done.	Partnership Building	External Business Engagement		S M	2C D O				
13	Resolves issues amicably with partners.	Partnership Building	External Business Engagement	S M	2C D O					
14	Participates in relevant networking activities.	Partnership Building	External Business Engagement	M 2C D O	S					
15	Relates well to stakeholders at different levels.	Partnership Building	External Business Engagement	2C	M D O	S				

Feedback Scope

No.	Behaviour	Competency	Cluster	1	2	3	4	5	6	7
16	Seeks customer feedback to understand needs and expectations.	Customer Orientation	External Business Engagement	D	2C	M O	S			
17	Implements customer-oriented initiatives to achieve business results.	Customer Orientation	External Business Engagement		D	2C	M O	S		
18	Balances meeting customer needs and maximising the use of resources.	Customer Orientation	External Business Engagement			D	2C	M O	S	
19	Builds trusting relationships with customers.	Customer Orientation	External Business Engagement				D	2C	M O	S
20	Implements changes to customer-related policies to delight customers.	Customer Orientation	External Business Engagement					D	S 2C	M O
21	Consistently upholds ethical standards.	Uphold Ethics and Values	Internal Business Engagement					S	D O	M 2C
22	Acts in accordance with organisational values.	Uphold Ethics and Values	Internal Business Engagement				S	O	M 2C	D
23	Maintains high standards of personal integrity.	Uphold Ethics and Values	Internal Business Engagement			S	O	M 2C		D
24	Role-models what is expected of others to do.	Uphold Ethics and Values	Internal Business Engagement		S	O	M 2C		D	
25	Upholds organisational policies and practices.	Uphold Ethics and Values	Internal Business Engagement	S	O	M 2C		D		
26	Draws insightful inferences from available data and information to aid decision-making.	Sound Judgment	Internal Business Engagement	S O	M 2C		D			

Feedback Scope

No.	Behaviour	Competency	Cluster	1	2	3	4	5	6	7
27	Looks beyond the obvious to see hidden problems and potentials.	Sound Judgment	Internal Business Engagement	M 2C O	S	D				
28	Makes efforts to avoid personal bias when making decisions.	Sound Judgment	Internal Business Engagement	M 2C O	D O	S				
29	Recognises key interrelationships and patterns and its implications on the business.	Sound Judgment	Internal Business Engagement	D	M 2C	O	S			
30	Makes logical, rational and well-reasoned judgments.	Sound Judgment	Internal Business Engagement		D	M 2C	O	S		
31	Creates a sense of urgency for people to realise the need to change.	Manage Change	Internal Business Engagement			D	M 2C	O	S	
32	Communicates change message clearly.	Manage Change	Internal Business Engagement				D	M 2C	O	S
33	Manages the emotional responses of others to ensure change is effected as planned.	Manage Change	Internal Business Engagement					D	S M 2C	O
34	Monitors and measures the progresses of change initiatives.	Manage Change	Internal Business Engagement					S	D O	M 2C
35	Affirms others by celebrating success in change initiatives.	Manage Change	Internal Business Engagement				S	O	2C	M D
36	Champions others to uphold quality standards.	Performance Drive	Internal Business Engagement			S	O	2C	M	D
37	Identifies potential performance problems early.	Performance Drive	Internal Business Engagement		S	O	2C	M	D	

Feedback Scope

No.	Behaviour	Competency	Cluster	1	2	3	4	5	6	7
38	Provides necessary resources for others to perform.	Performance Drive	Internal Business Engagement	S	O	2C	M	D		
39	Confronts behaviours that hinder performance.	Performance Drive	Internal Business Engagement	O	S 2C	M	D			
40	Drives performance through constructive feedback and coaching.	Performance Drive	Internal Business Engagement	2C	M O	S D				
41	Wins concessions without damaging relationships.	Influence Others	People Engagement	M 2C	D	O	S			
42	Effectively influences others to attain a desired outcome.	Influence Others	People Engagement	D	M 2C		O	S		
43	Influences others effectively using a variety of approaches.	Influence Others	People Engagement	D		M 2C		O	S	
44	Makes efforts to build credibility to influence others.	Influence Others	People Engagement		D		M 2C		O	S
45	Manages opposing opinions and disagreements with diplomacy.	Influence Others	People Engagement			D		M 2C	S	O
46	Defines clear roles and responsibilities with others to ensure they stay on track.	Enable Others	People Engagement				D	S	M 2C O	
47	Assigns appropriate authority to others to get job done.	Enable Others	People Engagement				S	D O		M 2C
48	Sets clear goals and standards to guide others' performance.	Enable Others	People Engagement			S	O		M D	2C

Feedback Scope

No.	Behaviour	Competency	Cluster	1	2	3	4	5	6	7
49	Provides others with key information and resources to excel in their job.	Enable Others	People Engagement		S	O		M	2C	D
50	Encourages others to learn from mistakes of doing something new.	Enable Others	People Engagement	S	O		M	2C		D
51	Adopts a cooperative approach to achieve common goals.	Manage Teams	People Engagement	S O		M	2C		D	
52	Makes efforts to establish trust within the team.	Manage Teams	People Engagement		S M O	2C		D		
53	Ensures that the team members embrace shared goals.	Manage Teams	People Engagement	M	2C	S O	D			
54	Fosters open dialogue in the team.	Manage Teams	People Engagement	C	M C	D	S O			
55	Ensures that practices are aligned with the organisational values.	Manage Teams	People Engagement	2C	D	M		S O		
56	Affirms others who demonstrate the organisational values.	Manage Talents & Diversity	People Engagement	D	2C		M		S O	
57	Supports equal and fair treatment and opportunity for all.	Manage Talents & Diversity	People Engagement	D		2C		M		S O
58	Encourages people to share their diverse viewpoints.	Manage Talents & Diversity	People Engagement		D		2C		S M O	
59	Recruits people with different skillsets.	Manage Talents & Diversity	People Engagement			D		S 2C O		M
60	Develops others for performance.	Manage Talents & Diversity	People Engagement				S D O		2C	M

Behaviour Ranking

The following section shows all the behaviours that feedback was specifically requested for. The results do not include self-rated scores.

The average rater scores from each respondent category are produced first (not shown). Following which, these scores are used to produce an overall average for a behaviour. This ensures that single but important raters like managers are equally weighted in the overall result, providing a more accurate reflection of how the behaviours have been ranked by the all the raters.

No.	Behaviour	Competency	Cluster	S	AVG
7	Localises strategies to optimize outcomes.	Local Orientation	External Business Engagement	7.0	7.0
8	Seeks opportunities to learn about the local operating principles to connect with people.	Local Orientation	External Business Engagement	6.0	6.8
21	Consistently upholds ethical standards.	Uphold Ethics and Values	Internal Business Engagement	5.0	6.5
34	Monitors and measures the progresses of change initiatives.	Manage Change	Internal Business Engagement	5.0	6.5
20	Implements changes to customer-related policies to delight customers.	Customer Orientation	External Business Engagement	6.0	6.3
35	Affirms others by celebrating success in change initiatives.	Manage Change	Internal Business Engagement	4.0	6.3
6	Seeks to understand the business dynamics in the local market.	Local Orientation	External Business Engagement	6.0	6.0
22	Acts in accordance with organisational values.	Uphold Ethics and Values	Internal Business Engagement	4.0	6.0
33	Manages the emotional responses of others to ensure change is effected as planned.	Manage Change	Internal Business Engagement	6.0	6.0

Behaviour Ranking

No.	Behaviour	Competency	Cluster	S	AVG
47	Assigns appropriate authority to others to get job done.	Enable Others	People Engagement	4.0	6.0
9	Adapts behaviours to local cultural norms.	Local Orientation	External Business Engagement	5.0	5.8
48	Sets clear goals and standards to guide others' performance.	Enable Others	People Engagement	3.0	5.8
36	Champions others to uphold quality standards.	Performance Drive	Internal Business Engagement	3.0	5.5
46	Defines clear roles and responsibilities with others to ensure they stay on track.	Enable Others	People Engagement	5.0	5.5
19	Builds trusting relationships with customers.	Customer Orientation	External Business Engagement	7.0	5.3
23	Maintains high standards of personal integrity.	Uphold Ethics and Values	Internal Business Engagement	3.0	5.3
49	Provides others with key information and resources to excel in their job.	Enable Others	People Engagement	2.0	5.3
60	Develops others for performance.	Manage Talents & Diversity	People Engagement	4.0	5.3
5	Balances the achievement of immediate business results with the long-term sustainability.	Strategic Thinking & Planning	External Business Engagement	5.0	5.0
32	Communicates change message clearly.	Manage Change	Internal Business Engagement	7.0	5.0
45	Manages opposing opinions and disagreements with diplomacy.	Influence Others	People Engagement	6.0	5.0
59	Recruits people with different skillsets.	Manage Talents & Diversity	People Engagement	5.0	5.0

Behaviour Ranking

No.	Behaviour	Competency	Cluster	S	AVG
10	Anticipates and meets local demands and requirements to achieve business outcomes.	Local Orientation	External Business Engagement	4.0	4.8
37	Identifies potential performance problems early.	Performance Drive	Internal Business Engagement	2.0	4.5
50	Encourages others to learn from mistakes of doing something new.	Enable Others	People Engagement	1.0	4.5
58	Encourages people to share their diverse viewpoints.	Manage Talents & Diversity	People Engagement	6.0	4.5
18	Balances meeting customer needs and maximising the use of resources.	Customer Orientation	External Business Engagement	6.0	4.3
24	Role-models what is expected of others to do.	Uphold Ethics and Values	Internal Business Engagement	2.0	4.3
4	Considers a wide range of related issues when making long-term decisions for organisational sustainability.	Strategic Thinking & Planning	External Business Engagement	4.0	4.0
31	Creates a sense of urgency for people to realise the need to change.	Manage Change	Internal Business Engagement	6.0	4.0
44	Makes efforts to build credibility to influence others.	Influence Others	People Engagement	7.0	4.0
57	Supports equal and fair treatment and opportunity for all.	Manage Talents & Diversity	People Engagement	7.0	4.0
11	Builds key relationships externally to achieve business results.	Partnership Building	External Business Engagement	3.0	3.8
38	Provides necessary resources for others to perform.	Performance Drive	Internal Business Engagement	1.0	3.5
51	Adopts a cooperative approach to achieve common goals.	Manage Teams	People Engagement	1.0	3.5

Behaviour Ranking

No.	Behaviour	Competency	Cluster	S	AVG
17	Implements customer-oriented initiatives to achieve business results.	Customer Orientation	External Business Engagement	5.0	3.3
25	Upholds organisational policies and practices.	Uphold Ethics and Values	Internal Business Engagement	1.0	3.3
56	Affirms others who demonstrate the organisational values.	Manage Talents & Diversity	People Engagement	6.0	3.3
3	Makes efforts to ensure our competencies, systems and processes support the business strategies.	Strategic Thinking & Planning	External Business Engagement	3.0	3.0
30	Makes logical, rational and well-reasoned judgments.	Sound Judgment	Internal Business Engagement	5.0	3.0
43	Influences others effectively using a variety of approaches.	Influence Others	People Engagement	6.0	3.0
52	Makes efforts to establish trust within the team.	Manage Teams	People Engagement	2.0	3.0
12	Identifies common grounds with partners to get things done.	Partnership Building	External Business Engagement	2.0	2.8
55	Ensures that practices are aligned with the organisational values.	Manage Teams	People Engagement	5.0	2.8
54	Fosters open dialogue in the team.	Manage Teams	People Engagement	4.0	2.6
39	Confronts behaviours that hinder performance.	Performance Drive	Internal Business Engagement	2.0	2.5
53	Ensures that the team members embrace shared goals.	Manage Teams	People Engagement	3.0	2.5
16	Seeks customer feedback to understand needs and expectations.	Customer Orientation	External Business Engagement	4.0	2.3

Behaviour Ranking

No.	Behaviour	Competency	Cluster	S	AVG
26	Draws insightful inferences from available data and information to aid decision-making.	Sound Judgment	Internal Business Engagement	1.0	2.3
42	Effectively influences others to attain a desired outcome.	Influence Others	People Engagement	5.0	2.3
2	Ensures our competencies, systems and processes support the business strategies.	Strategic Thinking & Planning	External Business Engagement	2.0	2.0
29	Recognises key interrelationships and patterns and its implications on the business.	Sound Judgment	Internal Business Engagement	4.0	2.0
40	Drives performance through constructive feedback and coaching.	Performance Drive	Internal Business Engagement	3.0	2.0
13	Resolves issues amicably with partners.	Partnership Building	External Business Engagement	1.0	1.8
15	Relates well to stakeholders at different levels.	Partnership Building	External Business Engagement	3.0	1.8
41	Wins concessions without damaging relationships.	Influence Others	People Engagement	4.0	1.8
27	Looks beyond the obvious to see hidden problems and potentials.	Sound Judgment	Internal Business Engagement	2.0	1.5
28	Makes efforts to avoid personal bias when making decisions.	Sound Judgment	Internal Business Engagement	3.0	1.5
1	Develops strategic plan as frequent as it requires, to achieve long term organisational goals.	Strategic Thinking & Planning	External Business Engagement	1.0	1.0
14	Participates in relevant networking activities.	Partnership Building	External Business Engagement	2.0	1.0

Comments On Behaviours

Qualitative Feedback

Is there anything this person should **continue** doing that would assist you in your role?

Qualitative Feedback

Is there anything this person should **start** doing that would assist you in your role?

Qualitative Feedback

Is there anything this person should **stop** doing that would assist you in your role?

Leadership Development Plan

With reference to the behaviour gap ranking complete the leadership development plan below.

First 3 months

1. What behaviours do you need to develop at this time?		5. What resources do you need?	6. How do you know you have improved ?
2. What actions are you going to take?			
3. Start date	4. Completion date		

Next 6 months

1. What behaviours do you need to develop at this time?		5. What resources do you need?	6. How do you know you have improved ?
2. What actions are you going to take?			
3. Start date	4. Completion date		

Next 12 months

1. What behaviours do you need to develop at this time?		5. What resources do you need?	6. How do you know you have improved ?
2. What actions are you going to take?			
3. Start date	4. Completion date		