

Personal Feedback Report

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CONFIDENTIAL

SOURCE COUNT SUMMARY

This table below shows you the counts of your feedback providers.

“Nominated” refers to those from whom you sought feedback.

“Completed” refers to those who provided the requested feedback.

Feedback providers’ anonymity is protected. This is achieved in part by never presenting feedback data from any source type other than the recipient’s Leader/Manager unless three or more questionnaires were received from that source type. Consequently, in the event that less than three Peer/Colleague, Direct Reports or Others submitted feedback for you, you may see responses in a source category of “Merged” in the table below. This indicates that questionnaires from two of more source types have been combined (a) to protect anonymity and (b) to ensure that you can still receive the most feedback possible.

	Completed	Nominated
Self.....	1	1
Manager.....	1	1
Other Manager.....	0	0
Peers.....	3	3
Dir Rpt.....	3	3
Others.....	0	0
Total.....	8	8

CRITICAL ISSUES

This section lists behaviours rated by you or your associates as relatively **high in terms of performance and importance**. These are some of your key strengths which you should celebrate. You may wish to consider some of them in the context of your personal development and use them to an even greater extent. The check indicates which source type rated the item as a strength.

STRENGTHS

Critical Issues	Self	Colleagues' Views		
		Manager	Peers	Dir Rpt
16. Plans ahead for possibilities and contingencies that could impact results	✓			
30. Takes action to implement good and relevant new ideas	✓			
21. Ensures that employees understand and commit to the shared vision		✓		
11. Develops realistic and challenging plans that consider current and future priorities			✓	
31. Ensures employees develop performance and learning plans			✓	
6. Treats employees equitably and respectfully			✓	
13. Makes the best use of diverse skills, abilities and talents of each individual			✓	
34. Models Integrity – Walks the talk and is a model to others by operating with personal and professional integrity			✓	
38. Encourages constructive feedback – Seeks and listens to ongoing feedback to understand strengths and development areas			✓	
7. Builds mutually beneficial working relationships			✓	

CRITICAL ISSUES

This section lists behaviours rated by you or your associates as relatively low **in terms of performance and importance**. These are some of your key development needs which you may want to focus. You may wish to consider some of them in the context of your personal development and use them to an even greater extent. The cross indicates which source type rated the item as a development need.

DEVELOPMENT NEEDS

Critical Issues	Self	Colleagues' Views		
		Manager	Peers	Dir Rpt
1. Understands and values employee's opinions, abilities, concerns and experiences	x		x	
10. Ensures that objectives and plans are aligned to the strategic direction	x			
17. Solicits input in creating a shared vision	x			
35. Challenges Discriminatory Behaviour –Promptly addresses and resolves issues of discrimination, harassment and unfair	x			
8. Engages with internal and external customers and stakeholders who represent a variety of interests	x			
12. Recognizes strengths of individual team members		x		
13. Makes the best use of diverse skills, abilities and talents of each individual		x		
37. Aware of the impact of emotions – Effectively manages emotions in stressful situations		x		
39. Acts on feedback – Reflects on feedback obtained and uses acquired knowledge to develop themselves		x		
3. Is sensitive and receptive to diverse views and opinions			x	
16. Plans ahead for possibilities and contingencies that could impact results			x	
9. Sets strategic objectives that are clear			x	

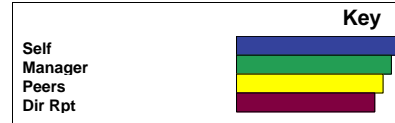
DETAILED RATINGS

The tables below highlight the spread of importance and frequency ratings provided by you and your associates. Each individual rating is shown. The symbol ▶ indicates that your associates expressed a relatively wide range of views. A dash (-) indicates that no rating was provided on this behaviour. The text of some behaviours may have been truncated to fit the space available. The full text of each behaviour appears in the "Behaviours" section.

Behaviours for:	Frequency						Importance					
	Self Manager		Peers		Dir Rpt		Self Manager		Peers		Dir Rpt	
1. Understands and values employee's opinions, abilities,	3	4	4 4 3	3.7	▶ 3 5 3	3.7	3	2	2 2 3	2.3	2 2 2	2.0
2. Encourages constructive dialogue	4	4	3 4 3	3.3	3 4 5	4.0	3	2	2 2 2	2.0	2 2 2	2.0
3. Is sensitive and receptive to diverse views and opinions	3	5	3 3 4	3.3	▶ 3 3 5	3.7	2	2	3 2 3	2.7	2 2 2	2.0
Promotes Understanding	3.3	4.3		3.4		3.8	2.7	2.0		2.3		2.0
4. Creates a positive and inclusive work environment	4	4	5 4 4	4.3	▶ 2 4 5	3.7	2	2	2 2 2	2.0	1 3 2	2.0
5. Promotes understanding between team members	4	4	4 5 4	4.3	▶ 4 4 2	3.3	3	2	2 2 2	2.0	2 3 3	2.7
6. Treats employees equitably and respectfully	5	4	5 5 4	4.7	3 4 4	3.7	2	2	2 2 3	2.3	▶ 1 4 2	2.3
Builds Effective Teams	4.3	4.0		4.4		3.6	2.3	2.0		2.1		2.3
7. Builds mutually beneficial working relationships	4	4	4 4 5	4.3	4 3 4	3.7	3	2	3 3 2	2.7	2 2 2	2.0
8. Engages with internal and external customers and	3	4	4 4 4	4.0	▶ 3 5 3	3.7	3	2	- 2 3	2.5	2 1 2	1.7
Fosters Collaboration and Partnerships	3.5	4.0		4.2		3.7	3.0	2.0		2.6		1.8
9. Sets strategic objectives that are clear	4	4	4 3 4	3.7	3 4 4	3.7	3	2	2 3 2	2.3	2 2 2	2.0
10. Ensures that objectives and plans are aligned to the	3	5	4 4 4	4.0	4 3 5	4.0	3	2	2 2 2	2.0	2 2 2	2.0
11. Develops realistic and challenging plans that	4	5	4 5 5	4.7	▶ 2 4 5	3.7	2	2	3 2 2	2.3	3 2 2	2.3
Sets Strategic Plans and Priorities	3.7	4.7		4.1		3.8	2.7	2.0		2.2		2.1
12. Recognizes strengths of individual team members	4	2	4 4 4	4.0	4 4 3	3.7	2	3	3 2 2	2.3	2 2 2	2.0
13. Makes the best use of diverse skills, abilities and talents of	4	3	5 4 4	4.3	4 4 3	3.7	2	4	3 2 3	2.7	2 2 2	2.0
Identifies and Utilizes Team Potential	4.0	2.5		4.2		3.7	2.0	3.5		2.5		2.0
14. Manages and prioritizes workload and projects to	4	4	3 5 4	4.0	4 3 5	4.0	2	2	3 2 2	2.3	2 1 2	1.7
15. Applies prudent resource planning to ensure	4	4	4 4 4	4.0	▶ 4 2 5	3.7	2	3	2 2 2	2.0	1 2 2	1.7
16. Plans ahead for possibilities and contingencies that could	5	5	3 4 4	3.7	▶ 5 5 3	4.3	3	2	3 2 2	2.3	2 3 1	2.0
Achieves Results	4.3	4.3		3.9		4.0	2.3	2.3		2.2		1.8

COMPETENCY SUMMARY

This section presents a substantial amount of information and is intended for use when you are exploring further items that have caught your attention from the former sections. This section presents your average performance ratings by source type for each behavior. It also shows the distribution of your frequency ratings.



Competencies Overall	Importance		Frequency	
	Low	High	Low	High
Promotes Understanding	2.7 2.0 2.3 2.0		3.3 4.3 3.4 3.8	
Builds Effective Teams	2.3 2.0 2.1 2.3		4.3 4.0 4.4 3.6	
Fosters Collaboration and Partnerships	3.0 2.0 2.6 1.8		3.5 4.0 4.2 3.7	
Sets Strategic Plans and Priorities	2.7 2.0 2.2 2.1		3.7 4.7 4.1 3.8	
Identifies and Utilizes Team Potential	2.0 3.5 2.5 2.0		4.0 2.5 4.2 3.7	
Achieves Results	2.3 2.3 2.2 1.8		4.3 4.3 3.9 4.0	
Connects to/Creates a Shared Vision	3.0 2.0 2.0 1.8		3.5 4.0 4.0 4.2	
Communicates a Clear Vision	2.0 2.7 2.0 1.8		4.0 4.3 4.3 3.8	
Models Leadership and Diversity	2.3 2.0 1.7 2.0		4.0 4.0 4.2 3.4	
Manages Change Opportunities	2.8 2.0 2.1 2.1		3.8 4.0 4.0 3.3	

COMMENTS

COMMENTS

This section presents the narrative responses provided by you and your feedback providers. These are presented exactly as entered. No modifications of any kind have been made.

What to look for:

Commentary that explains or supports the information in the data.

Patterns in the comments.

Suggestions – do the comments help you to determine what to do in order to improve your performance?

COMMENTS

What three things does this individual do particularly well that impact their effectiveness.

"Sample comment"

"sample comment"

What three things could this individual improve or start doing to improve their effectiveness.

"Sample comment"

"sample comment"