



<h1>PMC</h1> <h2>Perspectives on management competencies</h2>	
<b>Candidate Mr</b>	
<i>This Report contains confidential information which should not be imparted to unauthorised persons.</i>	<b>Date: : xx/xx/xxxx</b>
It has been generated from responses provided by:	<b>Self: 1</b> <b>Manager(s): 1</b> <b>Colleagues: 3</b> <b>Direct reports: 3</b> <b>Others: 2</b>

## Introduction

Constructive feedback is increasingly recognised as a key to enhancing managerial effectiveness.

This report provides you with detailed feedback on your skills, abilities, personal attributes and other job relevant characteristics, as seen from a number of different perspectives: specifically your own, your manager's, and, if participating, your direct reports', colleagues' and 'others' (e.g. internal clients - as selected by you). It is based on the analysis of responses to the Perspectives on Management Competencies questionnaire which you and these other people completed recently.

In using this report it is important to remember that the information it contains is a reflection of different peoples' perceptions of you at a particular point in time. It does not represent some absolute, unchanging, all consuming truth. Nevertheless, the detailed analysis it permits can enable you to achieve new insights into your own strengths, and also alert you to aspects of your behaviour which could be proving a hindrance to your success in both the short and longer term. Such increased self awareness can, in turn, help you to maximise your effectiveness and develop your full potential.

It is recommended that you read through your report with a trained facilitator.

## Competency Summary

This section summarizes how you have been rated by your various (groups of) raters on each of the competencies. These are the average of the ratings on the four individual questions which make up a given competency. This section will enable you to see at a glance how your self perception compares with how others see you. It can be used as a basis for identifying the competencies in need for further exploration.

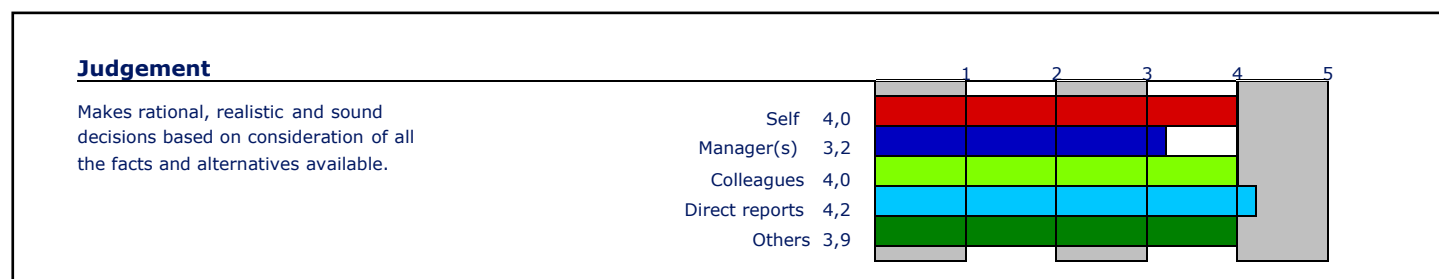
Your own ratings are represented by the first bar from the top, followed by your manager's ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of your colleagues, your direct reports and others respectively. The values summarize the average of the ratings on the four questions forming a competency. The ratings of a group of raters have been averaged across the group.

Please note: Where 'No Evidence' has been indicated by a rater, the average rating for any question is based on the ratings given by the remaining assessors in that group. A superscript number alongside the rating indicates how many assessors this rating is based on. N/E indicates that all raters in that group rated 'No Evidence' for that item.

In the example below, "Self" ratings for the competency "Judgement" have an average of "4,0". The average rating of the manager(s) is "3,2", of colleagues it is "4,0", of direct reports it is "4,2" and of others it is "3,9".

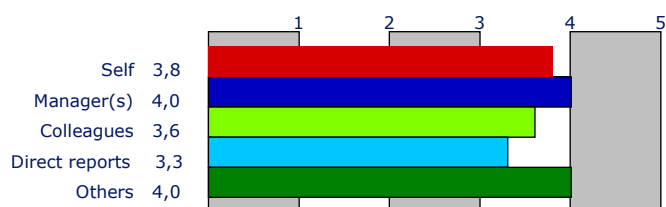
Key to diagrams:

- 1 = Not at all well
- 2 = Not very well
- 3 = Moderately well
- 4 = Very well
- 5 = Extremely well



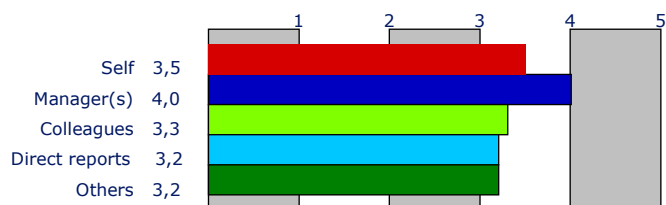
### Judgement

Makes rational, realistic and sound decisions based on consideration of all the facts and alternatives available.



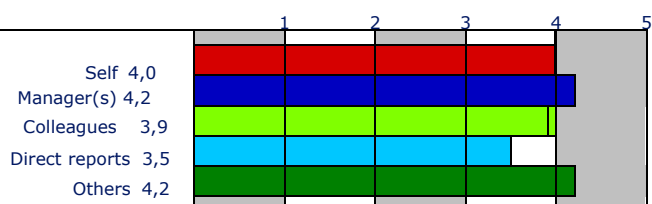
### Information Gathering

Seeks all possible relevant information for problem solving and decision making; consults widely, probes the facts, analyses issues from different perspectives.



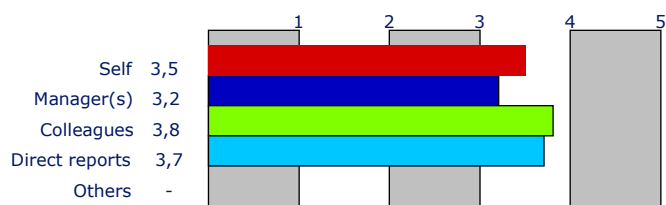
### Problem Analysis

Breaks problem into constituent parts and differentiates key elements from the irrelevant or trivial; makes accurate use of logic; draws sound inferences from information available.



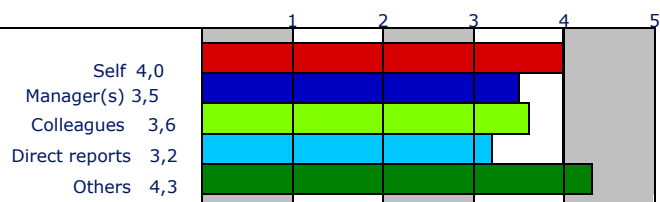
### Objective Setting

Produces detailed project plans in which objectives are clearly defined and action steps for achieving them are clearly specified.



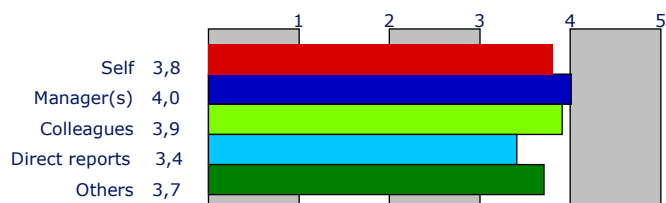
### Management Control

Establishes clear priorities; schedules activities to ensure optimum use of time and resources; monitors performance against objectives.



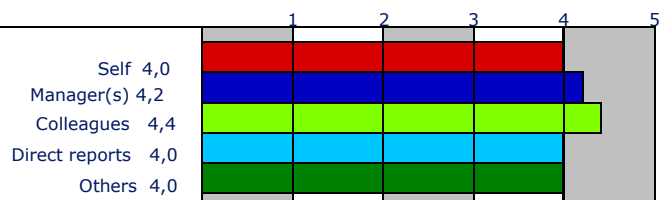
### Written Communication Skills

Produces written communications which are clear, fluent, concise and readily understood by intended recipient(s).



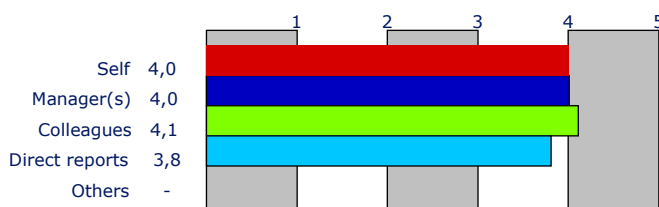
### Technical Skill and Competence

Demonstrates detailed knowledge and expertise in relation to the job; readily absorbs new technical information and keeps up to date in specialist areas.



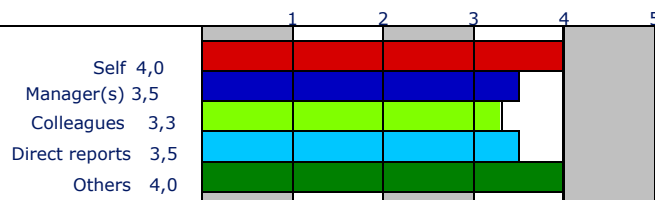
### Organisational Awareness

Attuned in to internal 'politics' and alert to changing dynamics within the organisation; forges links with other departments and establishes useful supportive networks.



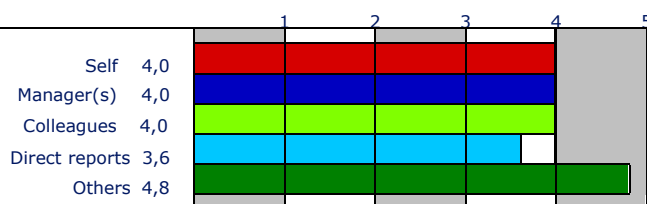
### Strategic Perspective

Takes a long term view, thinks on a broad canvas and entertains wide ranging possibilities in developing a vision for the future of the organisation.



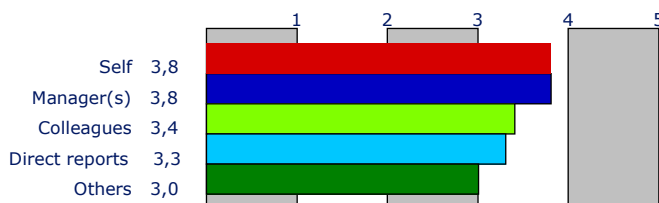
### Commercial Orientation

Knowledgeable about financial and commercial matters; focuses on costs, profits, markets, new business opportunities and activities which will bring the largest return.



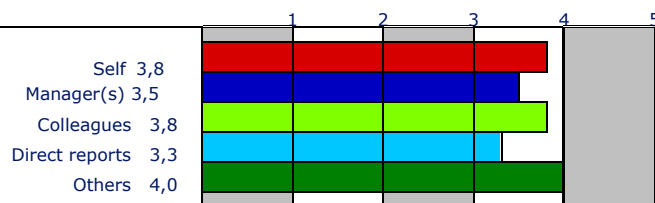
### Cross Functional Awareness

Has knowledge and experience of a range of different functions; takes account of all the different functions in developing strategy and plans.



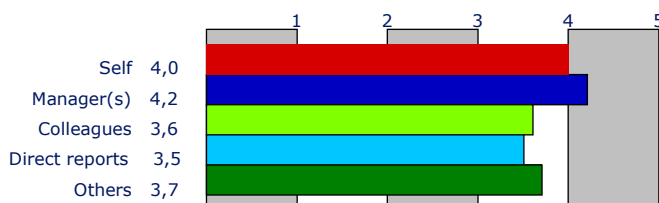
### Innovation

Comes up with new and imaginative ideas; identifies fresh approaches; breaks away from tradition.



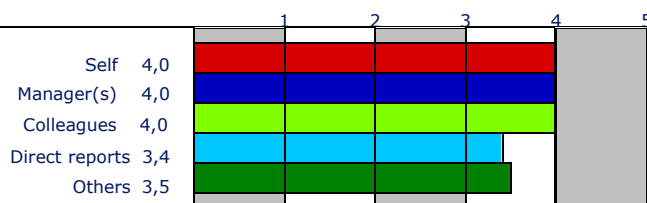
### Career and Self Development

Takes responsibility for own development; actively pursues learning and career development opportunities; seeks out and acts upon feedback on own performance.



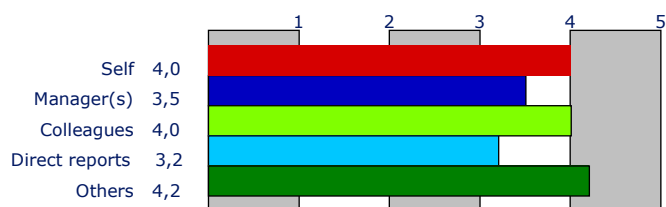
### Self Confidence

Independent and self reliant; conveys a realistic confidence in own ability to select appropriate courses of action and in likely success of own initiatives; able to stand ground in face of opposition.



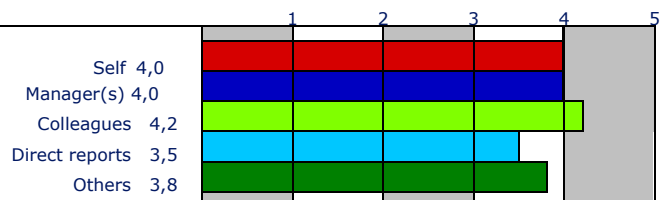
### Decisiveness

Willing to make firm and speedy decisions and commit to definite courses of action, on the basis of limited information if necessary.



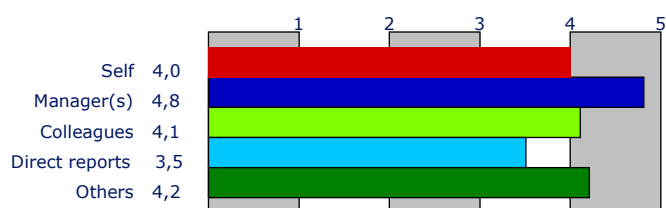
### Impact

Makes an immediate positive impression on others; has presence; comes across with force and credibility.



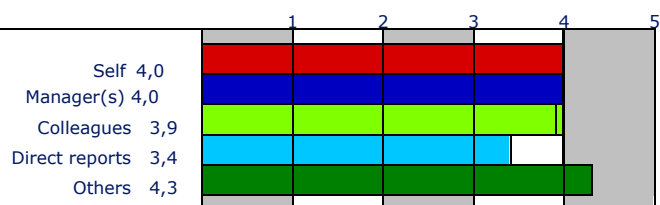
### Drive

Enthusiastic and committed; demonstrates capacity for sustained effort and hard work over long time periods.



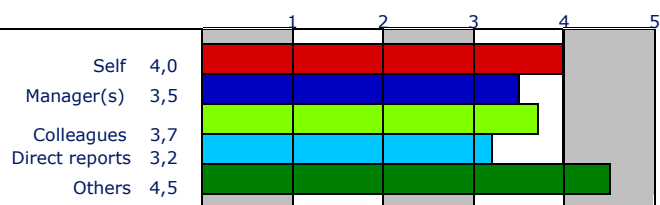
### Initiative

Proactive, self starting; seizes opportunities and acts upon them; actively influences events.



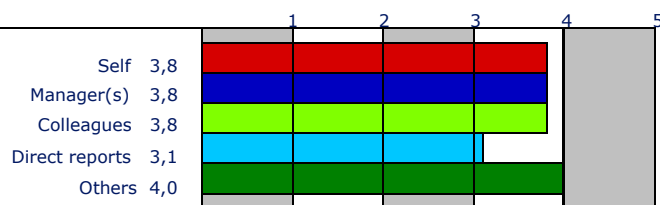
### Persuasiveness

Able to influence attitudes and opinions of others and gain agreement to proposals, plans and ideas; skillful at negotiating.



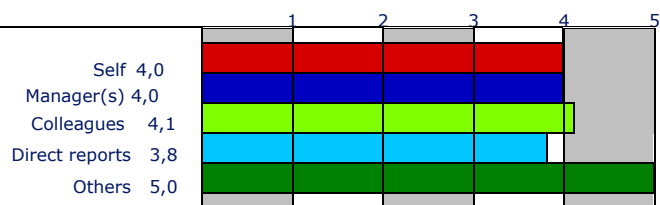
### Oral Communication Skills

Communicates orally in a manner which is clear, fluent, and to the point, and which holds the audience's attention, both in group and one-to-one situations.



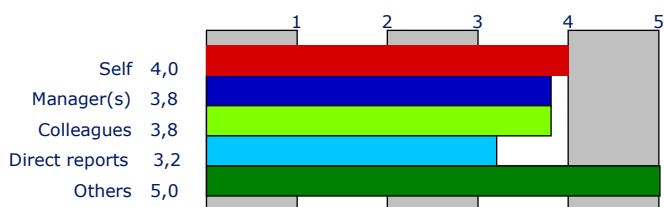
### Providing Direction

Provides team with a clear sense of direction; takes charge, organises resources and steers others towards successful task completion.



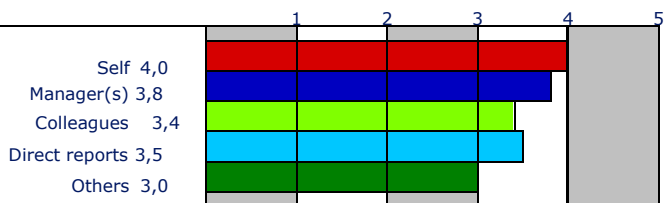
### Empowering

Delegates responsibilities to appropriate subordinates; gives others latitude to exercise their own initiative and invests them with the power and authority to accomplish tasks effectively.



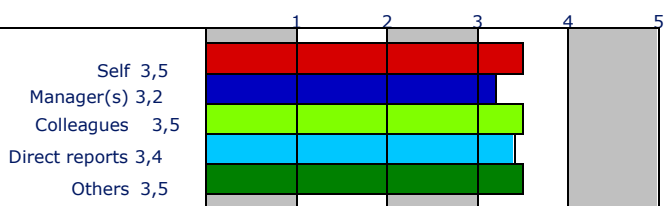
### Motivating Others

Enthuses others and facilitates successful goal accomplishment by promoting a clear sense of purpose, inspiring a positive attitude to work, and arousing a strong desire to succeed among team members.



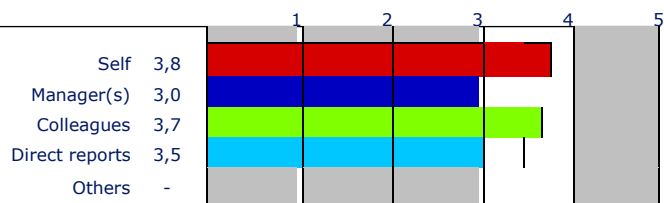
### Developing Others

Actively seeks to improve others' skills and talents by providing constructive feedback, coaching, training opportunities, and assignments which challenge their abilities and encourage development.



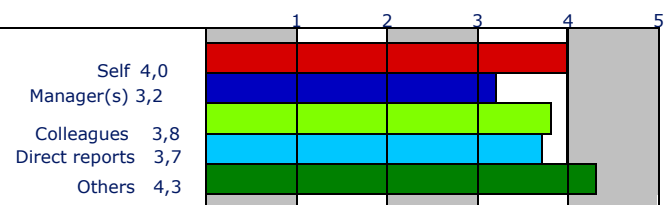
### Attracting and Developing Talent

Attracts and recruits high calibre individuals; puts time and effort into developing high fliers.



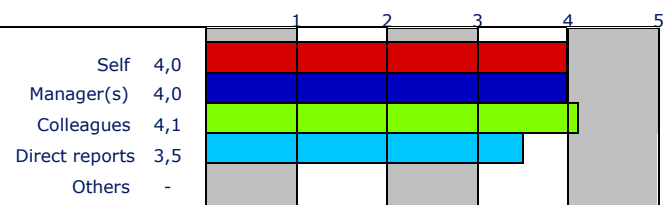
### Concern for Excellence

Committed to the achievement and maintenance of quality; sets high standards of performance for self and others.



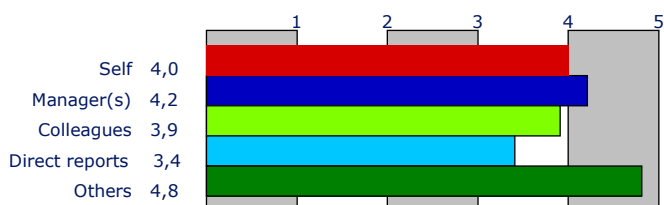
### Customer Service Orientation

Concerned to provide a prompt, efficient and personalised service to clients; goes out of way to ensure that individual customer needs are met.



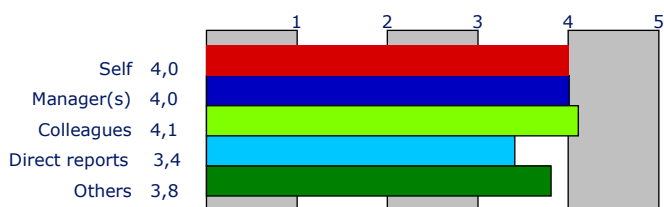
### Execution

Drives projects along, gets results, ensures that key objectives are met.



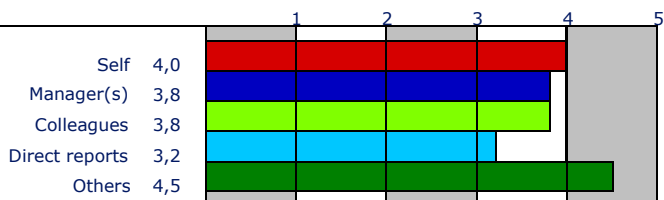
### Integrity

Maintains high ethical standards, both personally and professionally; shows integrity and fairness in dealings with others .



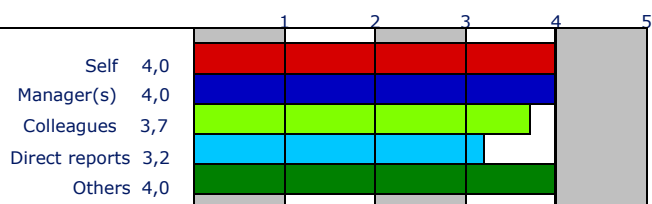
### Stress Tolerance

pressure; accepts criticism without becoming hostile or over-defensive.



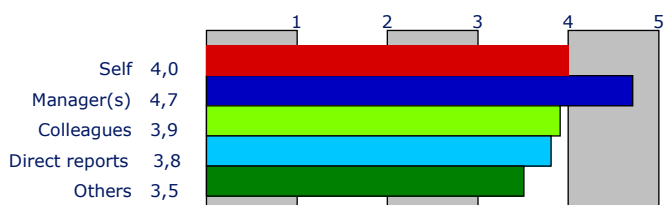
### Tenacity

Resilient and persevering; continues to strive for a goal (as long as it is realistically attainable) even in the face of adversity; copes with disappointments and setbacks.



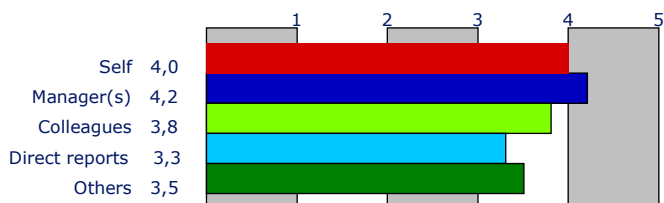
### Cross Cultural Awareness

Able to communicate with, relate to and see issues from the perspective of people of other cultures.



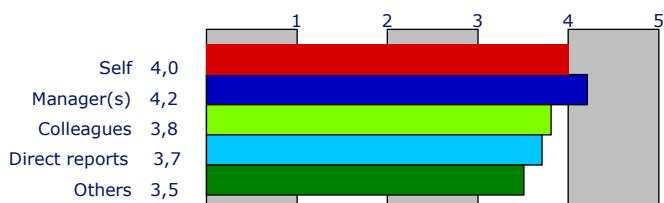
### Interpersonal Sensitivity

Shows consideration, concern and respect for other people's feelings; demonstrates interest in others' opinions; is tolerant of differing needs and viewpoints.



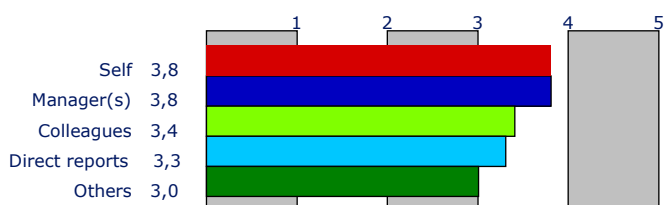
### Teamwork

Co-operates and works well with others in the pursuit of team goals; shares information; supports others.



### Building and Maintaining Relationships

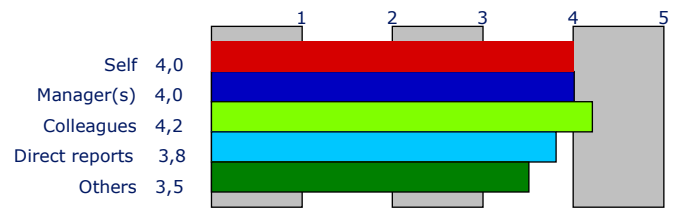
Able to establish and maintain relationships with people at all levels; puts others at ease; promotes harmony and consensus through diplomatic handling of disagreements and potential conflict.





**Flexibility**

Adaptable; receptive to new ideas;  
willing and able to adjust to changing  
demands and circumstances.



## Frequency ratings per competency

This section describes how each item was rated by each category of raters. A table summarizes all ratings given by all participants for one competency. Additionally, the bottom line of the table indicates the average rating per category.

In the example below, "Self" has rated all the items forming the competency "Judgement" with "3" except the last item which was rated with "5". These ratings have an average value of "3,5".

For the category "colleagues", item 1 has been rated with "4" and "5" by the two assessors. Item 2 has been rated with "2" and "3", item 3 has been rated with "3" twice and item 4 has been rated with "3" and with "4". The average value for the evaluation done by "colleagues" is "3,4".

Please note: 'No Evidence' does not appear in the overview .

Key to table:

S= Self

M= Manager(s)

C= Colleagues

D= Direct reports

O= Others

Judgement	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Makes sound decisions based on consideration of a variety of alternatives	3			1						1	1			1		1					2
Takes all available information into account in making decisions	3					1	1	1						1						1	1
Weighs up the options before making decisions	3					1		2					1			1					2
Makes sound decisions based on logic and fact	5				1			1	1					2						2	
<b>mean</b>	<b>3,5</b>					<b>4,3</b>					<b>3,4</b>					<b>3,4</b>					<b>3,9</b>

Judgement	S	M					C					D					O						
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		
Makes sound decisions based on consideration of a variety of alternatives	3				1				1	2					2	1						1	
Takes all available information into account in making decisions	4				1			1		2					2	1							1
Weighs up the options before making decisions	4				1			1		2					2	1						1	
Makes sound decisions based on logic and fact	4				1					3					2	1							1
<b>mean</b>	<b>3,8</b>	<b>4,0</b>					<b>3,6</b>					<b>3,3</b>					<b>4,0</b>						

Information Gathering	S	M					C					D					O						
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		
Seeks all relevant information for decision making	4				1			1		2					2	1							1
Consults widely with others when analysing issues	3				1		1			2					3							1	
Seeks information from diverse sources in attempt to get to the bottom of issues	4				1			1		2					1	2						1	
Asks probing questions to establish the facts about a situation or problem	3				1				1	2		1	1									1	
<b>mean</b>	<b>3,5</b>	<b>4,0</b>					<b>3,3</b>					<b>3,2</b>					<b>3,2</b>						

Problem Analysis	S	M					C					D					O							
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5			
Can identify the core of a problem	4				1				1	2					3								1	
Distinguishes between cause and effect	4				1					2	1					2	1							1
Draws accurate inferences from information available	4				1					3					3								1	
Perceives relationships between elements in situations	4				1				1	2					2								1	
<b>mean</b>	<b>4,0</b>	<b>4,2</b>					<b>3,9</b>					<b>3,5</b>					<b>4,2</b>							

Objective Setting	S	M					C					D					O							
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5			
Produces comprehensive project plans	4				1				2	1					3									
Sets clearly defined objectives	3				1					2	1					2	1							
Breaks down strategy into manageable tasks	4				1				1	2					1	2								
Clarifies action steps for achieving objectives	3				1					3					1	2								
<b>mean</b>	<b>3,5</b>	<b>3,2</b>					<b>3,8</b>					<b>3,7</b>												

Management Control	S	M					C					D					O							
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5			
Establishes clear priorities	4				1				2	1					2	1							1	
Builds in checkpoints, milestones and controls	4				1				2	1					2	1								
Keeps track of activities	4				1				1	1	1					2	1							1
Organises own and others' time efficiently	4				1				1	2					3								1	
<b>mean</b>	<b>4,0</b>	<b>3,5</b>					<b>3,6</b>					<b>3,2</b>					<b>4,3</b>							

Written Communication Skills	S	M					C					D					O							
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5			
Writes in a fluent manner	4				1					3					1	2						1		
Produces memos which are easy to follow	3				1			1		2			1	2										
Produces correspondence which addresses needs of its recipient	4				1					3					1	1						1		
Writes clearly and succinctly	4				1					2	1					1	2							1
<b>mean</b>	<b>3,8</b>	<b>4,0</b>					<b>3,9</b>					<b>3,4</b>					<b>3,7</b>							

Technical Skill and Competence	S	M					C					D					O							
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5			
Demonstrates specialist knowledge	4					1					2	1					2	1						
Shows detailed job knowledge	4				1						2	1			1	1	1							
Quickly assimilates new technical information	4				1						1	2			1	1						1		
Knows the technical requirements of the job	4				1						2	1					3						1	
<b>mean</b>	<b>4,0</b>	<b>4,2</b>					<b>4,4</b>					<b>4,0</b>					<b>4,0</b>							

Organisational Awareness	S	M					C					D					O						
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		
Alert to changes within the organisation	4				1						2	1					3						
Pays attention to internal politics	4				1						3			1	1	1							
Establishes supportive networks within the organisation	4				1					1	2			1	2								
Forges and maintains links with other departments	4				1						2	1			1	2							
<b>mean</b>	<b>4,0</b>	<b>4,0</b>					<b>4,1</b>					<b>3,8</b>											

Strategic Perspective	S	M					C					D					O					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Provides a strategic perspective	4				1						3			1	1	1						1
Takes account of global trends in developing strategy and plans	4				1						1	2			2	1						
Thinks on an extremely broad canvas, envisages what might be as well as what is	4				1						2	1			2	1					1	
Able to stand back from immediate problems to focus on more far reaching issues	4				1						2	1			1	1						1
<b>mean</b>	<b>4,0</b>	<b>3,5</b>					<b>3,3</b>					<b>3,5</b>					<b>4,0</b>					

Commercial Orientation	S	M					C					D					O							
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5			
Is profit conscious	4					1					2	1					2	1						1
Aware of competitor activity	4				1						1	1	1			2	1						1	
Has strong commercial instincts	4				1						3			1	1							1		
Constantly strives for new business	4				1						1	1			2							1		
<b>mean</b>	<b>4,0</b>	<b>4,0</b>					<b>4,0</b>					<b>3,6</b>					<b>4,8</b>							

Cross Functional Awareness	S	M					C					D					O						
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5		
Understands the role of different functions and the interplay between them	4				1						2	1			1	1	1				1		
Has experience across a range of functions	3				1		1	1			1			2	1							1	
Takes account of all the different organisational functions in developing plans and strategies	4				1						1	2			1	2							
Has a good working knowledge of a range of functions within the organisation	4				1						2	1			1	2							
<b>mean</b>	<b>3,8</b>	<b>3,8</b>					<b>3,4</b>					<b>3,3</b>					<b>3,0</b>						

Innovation	S	M					C					D					O					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Is innovative	4				1						3			1	2							1
Produces creative ideas	4				1						3			3								1
Identifies fresh approaches	4				1						1	2			2	1						
Generates imaginative alternatives	3				1						1	2			2	1					1	
<b>mean</b>	<b>3,8</b>	<b>3,5</b>					<b>3,8</b>					<b>3,3</b>					<b>4,0</b>					

Career and Self Development	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Seeks career progression	4				1				3				1	2							1
Identifies own development needs	4				1				2				2	1							1
Continually seeks new challenges	4				1				1	2				1	2						
Seeks feedback on own performance and modifies behaviour accordingly	4				1	1			2					1	1					1	
<b>mean</b>	<b>4,0</b>	<b>4,2</b>					<b>3,6</b>					<b>3,5</b>					<b>3,7</b>				

Self Confidence	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Conveys a belief in own ability to select appropriate courses of action	4				1				3				2	1						1	
Able to stand ground in the face of opposition	4				1				3				1	2							1
Expresses confidence in the likely success of own initiatives	4				1				2	1				1	2					1	
Conveys a realistic sense of own worth	4				1				1	2				3							1
<b>mean</b>	<b>4,0</b>	<b>4,0</b>					<b>4,0</b>					<b>3,4</b>					<b>3,5</b>				

Decisiveness	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Is decisive	4				1				2	1				3							1
Willing to commit to definite courses of action	4				1				3				1	2						1	
Makes decisions without delay	4				1				3				1	2							1
Willing to make decisions on the basis of limited information when necessary	4				1				1	2				1	1						1
<b>mean</b>	<b>4,0</b>	<b>3,5</b>					<b>4,0</b>					<b>3,2</b>					<b>4,2</b>				

Impact	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Makes a strong, positive first impression	4				1				3				2	1							1
Makes an impact	4				1				3				2	1							1
Makes presence felt	4				1				2	1			1	2						1	
Speaks with authority	4				1				2	1			1	2							1
<b>mean</b>	<b>4,0</b>	<b>4,0</b>					<b>4,2</b>					<b>3,5</b>					<b>3,8</b>				

Drive	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Takes an energetic approach to work	4				1				2	1			1	2						1	
Shows drive and determination	4				1				1	1	1			2	1						1
Enthusiastic and committed	4				1				2	1			2	1							1
Sustains work output over long periods	4				1				2	1			1	1							1
<b>mean</b>	<b>4,0</b>	<b>4,8</b>					<b>4,1</b>					<b>3,5</b>					<b>4,2</b>				

Initiative	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Prepared to take the initiative	4				1				3				3								1
Seizes opportunities and acts upon them	4				1				1	2				1	2						1
Initiates action	4				1				3				1	2							1
Pro-active in developing new systems and procedures	4				1				3				2								
<b>mean</b>	<b>4,0</b>	<b>4,0</b>					<b>3,9</b>					<b>3,4</b>					<b>4,3</b>				

Persuasiveness	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Persuades others to own viewpoint	4			1				1	2					2	1						
Changes opinions of others	4			1				2	1				1	1							1
Gets others to change direction	4				1			1	2					3							1
Negotiates skilfully	4				1				3				1		1	1					1
<b>mean</b>	<b>4,0</b>	<b>3,5</b>					<b>3,7</b>					<b>3,2</b>					<b>4,5</b>				

Oral Communication Skills	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Articulates the key points of an argument	3				1					3				2							
Responsive to the needs of others when speaking	4				1			1	2				1	2						1	
Fluent and unhesitant in speech	4				1			1	2					2	1						1
Keeps the attention of an audience when speaking	4				1				3					2	1						1
<b>mean</b>	<b>3,8</b>	<b>3,8</b>					<b>3,8</b>					<b>3,1</b>					<b>4,0</b>				

Providing Direction	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Keeps the team focused on tasks	4				1					3					3						
Provides team with a clear sense of direction	4				1					3				1	2						
Takes charge and organises resources effectively	4				1					2	1			1	2						1
Defines team goals	4				1					3				1	2						
<b>mean</b>	<b>4,0</b>	<b>4,0</b>					<b>4,1</b>					<b>3,8</b>					<b>5,0</b>				

Empowering	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Delegates appropriately	4				1				1	2			1	1	1						
Allocates responsibilities to appropriate subordinates	4				1					3				2	1						
Utilises subordinates effectively	4				1				1	1				2	1						
Invests others with the power and authority to accomplish tasks effectively	4				1					2				2							1
<b>mean</b>	<b>4,0</b>	<b>3,8</b>					<b>3,8</b>					<b>3,2</b>					<b>5,0</b>				

Motivating Others	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Motivates others to reach team goals	4				1				2	1				2	1						1
Arouses a strong desire to succeed in others	4				1				3					2	1						1
Inspires a positive attitude to work among subordinates	4				1					2				1	2						
Promotes a clear sense of purpose among team members	4				1				2	1				1	2						
<b>mean</b>	<b>4,0</b>	<b>3,8</b>					<b>3,4</b>					<b>3,5</b>					<b>3,0</b>				

Developing Others	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Encourages others to make best use of their talents	4				1				1	2				2	1						1
Gives helpful and constructive feedback	3				1			1	2					1	2						1
Creates learning opportunities for subordinates	4				1				1	1				1	1	1					
Coaches subordinates effectively	3				1				1	1				1	1						
<b>mean</b>	<b>3,5</b>	<b>3,2</b>					<b>3,5</b>					<b>3,4</b>					<b>3,5</b>				

Attracting and Developing Talent	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Attracts talented staff	4									2					2						
Recruits high calibre individuals	4									2					1						
Recognises and develops talent	3			1					1	2				2							
Puts time into developing high fliers	4			1				1	1					2	1						
<b>mean</b>	<b>3,8</b>			<b>3,0</b>				<b>3,7</b>					<b>3,5</b>								

Concern for Excellence	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Pays attention to quality issues	4				1					3				2	1						1
Sets high standards of performance for self and others	4			1					1	2				2	1						1
Effective in maintaining standards	4			1						3				1	2						
Can be trusted not to compromise on standards	4			1					1	2				1	1	1					1
<b>mean</b>	<b>4,0</b>			<b>3,2</b>				<b>3,8</b>					<b>3,7</b>								<b>4,3</b>

Customer Service Orientation	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Takes client complaints seriously	4				1					2	1		1	1	1						
Seeks to identify individual client needs accurately	4				1					3				2	1						
Looks for ways of improving service to clients	4				1				1	2				1	2						
Follows up on clients to ensure that their needs have been met	4				1					2	1				2						
<b>mean</b>	<b>4,0</b>				<b>4,0</b>			<b>4,1</b>					<b>3,5</b>								

Execution	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Ensures that key objectives are met	4				1					3				1	2						1
Makes things happen	4				1				1	2				2	1						1
Drives projects along	4					1			1	1	1		1		2						1
Sees things through	4				1					3				2	1						1
<b>mean</b>	<b>4,0</b>				<b>4,2</b>			<b>3,9</b>					<b>3,4</b>								<b>4,8</b>

Integrity	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Inspires trust in others	4				1				1	2				3							1
Shows integrity in dealings with others	4				1				1	2				2	1						1
Treats others fairly	4				1				1	2				1	2						1
Maintains high ethical standards	4				1					1	2			1	2						1
<b>mean</b>	<b>4,0</b>				<b>4,0</b>			<b>4,1</b>					<b>3,4</b>								<b>3,8</b>

Stress Tolerance	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Stays calm under pressure	4				1				1	1	1			2	1						1
Keeps control in stressful situations	4				1				1	2				1	2						1
Maintains a stable performance under pressure	4				1				1	2				2	1						1
Accepts criticism without becoming hostile or over-defensive	4				1				1	2			1	2							1
<b>mean</b>	<b>4,0</b>				<b>3,8</b>			<b>3,8</b>					<b>3,2</b>								<b>4,5</b>

Tenacity	S	M					C					D					O					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Copes with disappointments	4				1			1	1	1					2	1					1	
Persists with a course of action despite setbacks	4				1			1	1	1					2	1						1
Comes to terms with past failures	4				1			1	2						3							1
Bounces back from setbacks	4				1			1	1	1					2	1						1
<b>mean</b>	<b>4,0</b>	<b>4,0</b>					<b>3,7</b>					<b>3,2</b>					<b>4,0</b>					

Cross Cultural Awareness	S	M					C					D					O					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Has international outlook	4							1	2						1	2						1
Relates well to people of different cultures	4				1		1		1	1					1						1	
Communicates well with international groups	4				1				1	1			1	1	1							1
Can see issues from point of view of other cultures	4				1				3				1								1	
<b>mean</b>	<b>4,0</b>	<b>4,7</b>					<b>3,9</b>					<b>3,8</b>					<b>3,5</b>					

Interpersonal Sensitivity	S	M					C					D					O					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Shows consideration and concern for others	4				1			1	2						3						1	
Demonstrates interest in the attitudes and views of others	4				1		1		2						2	1						1
Shows respect for others	4				1			1	2				1	2								1
Shows tolerance of others	4				1			1	2						2	1					1	
<b>mean</b>	<b>4,0</b>	<b>4,2</b>					<b>3,8</b>					<b>3,3</b>					<b>3,5</b>					

Teamwork	S	M					C					D					O					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Supports others	4				1			1	2						1	2						1
Fits in with the team	4				1			1	2						3							1
Shares information with others	4				1		1		2						3						1	
Works well with others	4				1				3						3							1
<b>mean</b>	<b>4,0</b>	<b>4,2</b>					<b>3,8</b>					<b>3,7</b>					<b>3,5</b>					

Building and Maintaining Relationships	S	M					C					D					O					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Relates to people at all levels	4				1			1	2						3							1
Puts other people at ease	4				1			1	2						1	2					1	
Facilitates the resolution of conflict between others	4				1			1	1	1					2	1						1
Manages disagreements with tact and diplomacy	3				1			1	2						2	1					1	
<b>mean</b>	<b>3,8</b>	<b>3,8</b>					<b>3,4</b>					<b>3,3</b>					<b>3,0</b>					

Flexibility	S	M					C					D					O					
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
Adjusts easily to changing circumstances	4				1				3						3							1
Reacts positively to change	4				1				2	1					3						1	
Open to different methods and ways of doing things	4				1				2	1					2	1					1	
Modifies approach to accommodate changing demands	4				1				2	1					1	2						1
<b>mean</b>	<b>4,0</b>	<b>4,0</b>					<b>4,2</b>					<b>3,8</b>					<b>3,5</b>					



## Highest ratings

This section lists the items on which you received your highest scores (based on the average of all assessors' ratings). From others' perspective, you have your individual strengths in these particular behavioural patterns.

Ranking	Statement	Ø all w/o self	Competency
1	Is profit conscious	4,5	Commercial Orientation
2	Demonstrates specialist knowledge	4,4	Technical Skill and Competence
3	Communicates well with international groups	4,3	Cross Cultural Awareness
4	Follows up on clients to ensure that their needs have been met	4,2	Customer Service Orientation
5	Shows respect for others	4,1	Interpersonal Sensitivity
6	Fits in with the team	4,1	Teamwork
7	Adjusts easily to changing circumstances	4,1	Flexibility
8	Shows detailed job knowledge	4,1	Technical Skill and Competence
9	Quickly assimilates new technical information	4,1	Technical Skill and Competence
10	Knows the technical requirements of the job	4,1	Technical Skill and Competence
11	Seeks career progression	4,1	Career and Self Development
12	Sustains work output over long periods	4,1	Drive
13	Takes charge and organises resources effectively	4,1	Providing Direction
14	Writes clearly and succinctly	4,1	Written Communication Skills
15	Alert to changes within the organisation	4,1	Organisational Awareness

## Lowest ratings

This section lists the items on which you received your lowest scores (based on the average of all assessors' ratings). From others' perspective, this is where you will find particular personal areas of development.

Ranking	Statement	Ø all w/o self	Competency
1	Has experience across a range of functions	3,0	Cross Functional Awareness
2	Shares information with others	3,0	Teamwork
3	Consults widely with others when analysing issues	3,1	Information Gathering
4	Produces memos which are easy to follow	3,1	Written Communication Skills
5	Seeks feedback on own performance and modifies behaviour accordingly	3,1	Career and Self Development
6	Changes opinions of others	3,1	Persuasiveness
7	Responsive to the needs of others when speaking	3,1	Oral Communication Skills
8	Thinks on an extremely broad canvas, envisages what might be as well as what is	3,2	Strategic Perspective
9	Creates learning opportunities for subordinates	3,2	Developing Others
10	Puts time into developing high fliers	3,2	Attracting and Developing Talent
11	Puts other people at ease	3,2	Building and Maintaining Relationships
12	Facilitates the resolution of conflict between others	3,2	Building and Maintaining Relationships
13	Motivates others to reach team goals	3,2	Motivating Others
14	Arouses a strong desire to succeed in others	3,2	Motivating Others
15	Accepts criticism without becoming hostile or over-defensive	3,2	Stress Tolerance
16	Copes with disappointments	3,2	Tenacity

## REPORT COMMENTARY

This report was generated using the SHL online Standard Multirater Feedback System. It includes information from the Perspectives on Management Competencies (PMC) questionnaire. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

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