

Profile: Match2™

# P:M360™ Feedback Report

by Psychological Consultancy Ltd.  
COMPANY

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## About P:M360™

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

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

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

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

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

This 360° process can give valuable information on:

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

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

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## Your raters

All the raters who answered the P:M360™ questionnaire about you are listed below. Please note that if you selected your own raters, some individuals may have been re-allocated by your Survey Manager, in which case they would appear below in a different group.

### **Manager**

James Jones

### **Peer**

Robert Right

Peter Pipper

### **Direct report**

Ben Bold

Steven Sturdy

### **Client**

Matt Man

Michael Moore

## How to use the P:M360™ feedback report

### **STRUCTURE OF THE REPORT**

This report is divided into a number of sections.

### **INTRODUCTION**

The introductory pages describe the content of the P:M360™ report and give a brief description of the competencies addressed.

### **PART 1 - COMPARING RATINGS**

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

### **PART 2 - PERFORMANCE VS POTENTIAL**

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

### **PART 3 - YOUR COMPETENCY PROFILES**

The third section forms the heart of the report and gives the results from the PROFILE:MATCH™ assessment process and the P:M360™ rating process. Implications from the competency potential score are discussed and differences between performance ratings highlighted.

### **PART 4 - PLAN YOUR DEVELOPMENT**

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

### **MATCH:UP™**

This is an online personal development planning tool. Designed to complement the P:M360™, it offers the opportunity to improve competencies and interpersonal performance, building on the sound foundation of informed self-awareness.

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

**Part 1:** Goal Setting

**Part 2:** Strategy

**Part 3:** Clearing the Decks

**Part 4:** Implementation

In today's constantly and rapidly changing world, we all face the need to step up to new challenges. MATCH:UP™ provides a unique action plan to harness the most positive aspects of personality and to manage others in accordance with desired development goals.

Visit [www.psychological-consultancy.com](http://www.psychological-consultancy.com) for further details.



## Competencies assessed

### **MOTIVATION**

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

### **RESULTS ORIENTATION**

Being able to focus on organisational targets and to think independently about how best to achieve these goals. Such people can motivate others through their 'can do' attitude, often displaying initiative, persistence and optimism.

### **DECISION MAKING**

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

### **STRATEGIC AWARENESS**

Concerned with an awareness of the big picture and a reasoned appreciation of the essential elements involved in organisational issues and problems. Such people will have a rational perspective and will appreciate the wider implications of their recommendations or decisions.

### **COMMUNICATION SKILLS**

Being able to engage and communicate effectively and with confidence, showing an appreciation of the needs of different audiences, structuring one's communications in logical and accessible ways and expressing oneself with clarity.

### **CUSTOMER FOCUS**

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

### **DEVELOPING OTHERS**

This competency is concerned with the characteristics required to be effective in fostering the development of others. This implies an interest in people and their welfare, a respect for knowledge and learning and an appreciation of the win/win benefits of talent development to the individual and to the organisation.

### **INTERPERSONAL SKILLS**

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

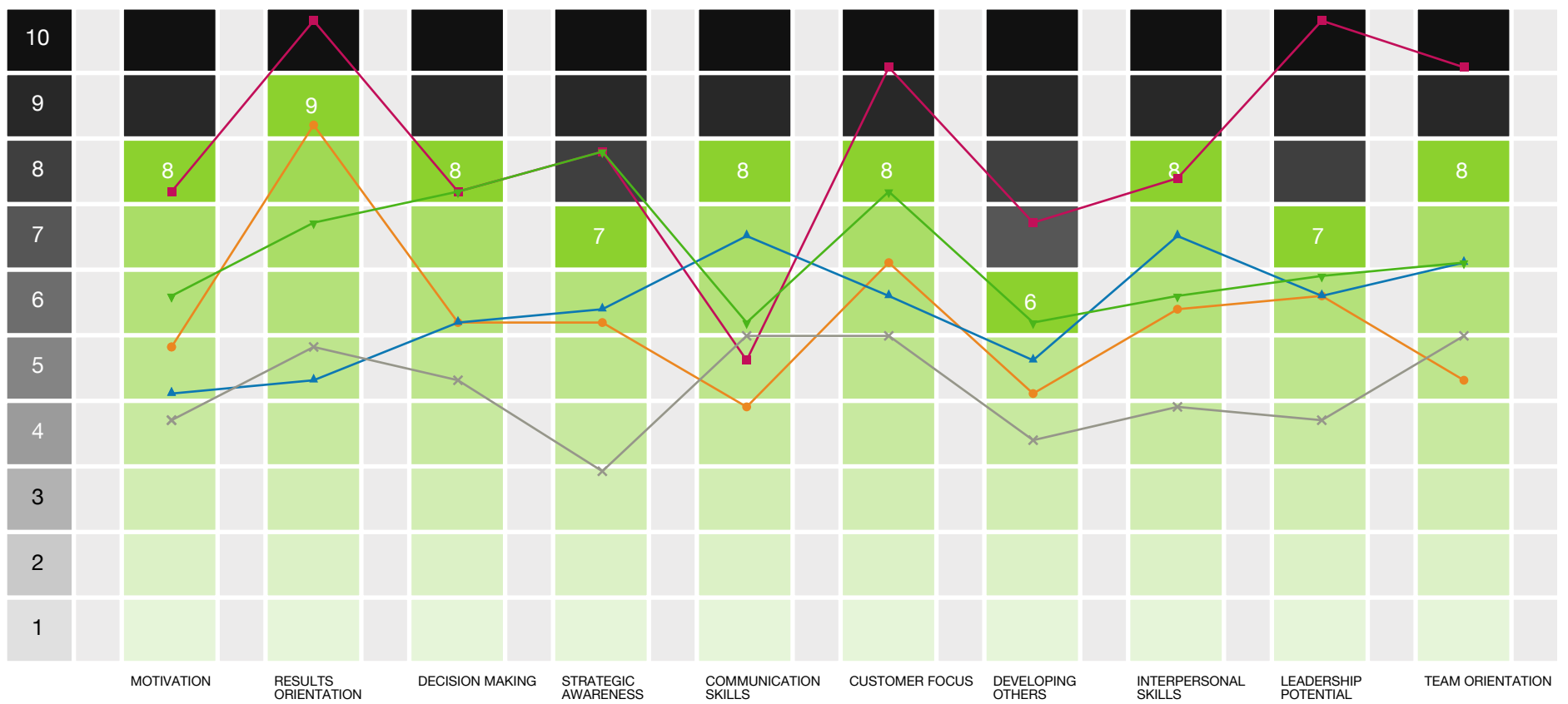
### **LEADERSHIP POTENTIAL**

We are concerned here with core qualities that can make a leadership contribution at any level within an organisation. The emphasis is on effectiveness under pressure, determination to succeed, having the vision to think strategically, and being independent but perceptive about others.

### **TEAM ORIENTATION**

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

### Overall profile - the big picture



- Self
- Manager
- ▲ Peer
- ▼ Direct Report
- × Client

**The graph above shows:**

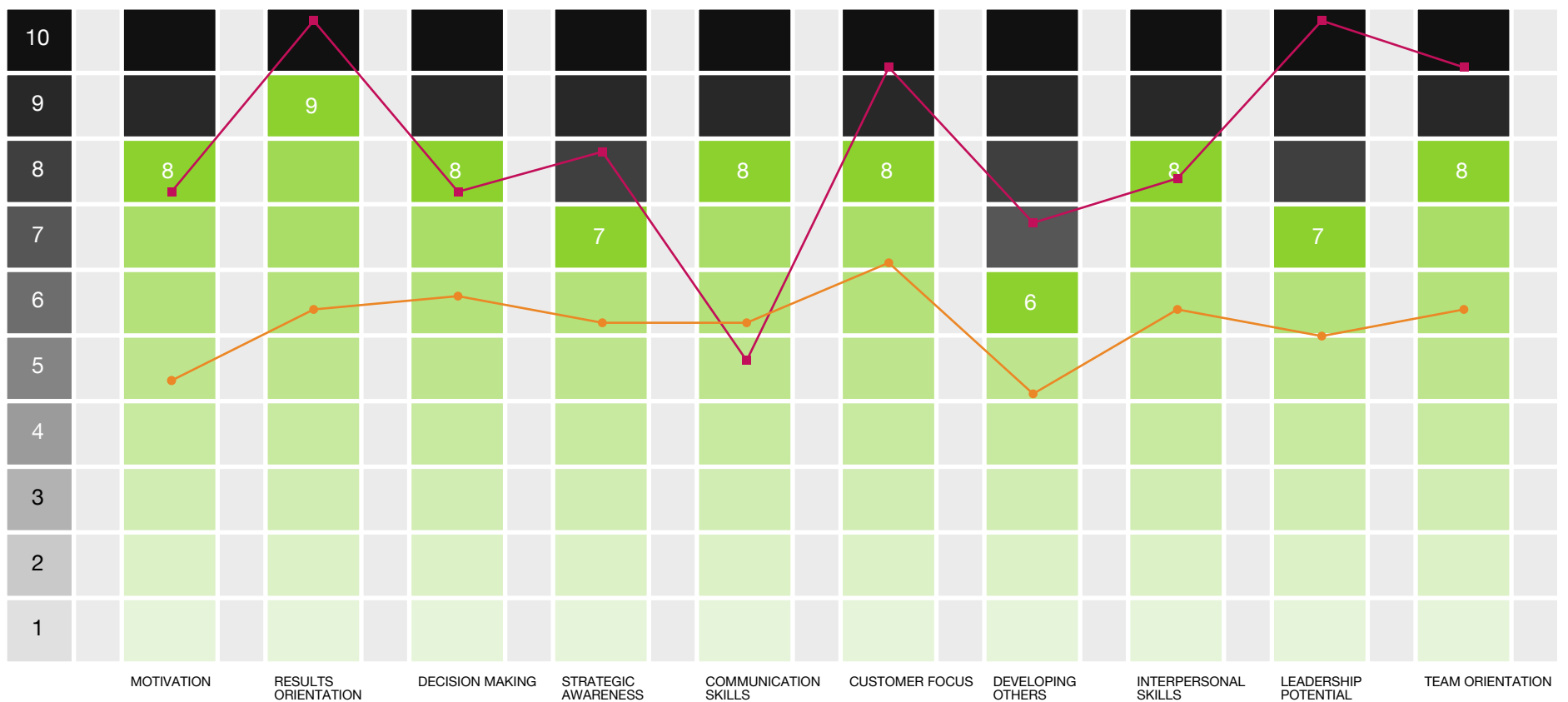
1. Your self ratings on all the competencies
2. The average of each assessor group's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH™ questionnaire, on each of the competencies

**Potential vs Performance**

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results (See Part 2 for a fuller discussion).



### All Assessors vs Self



■ Self  
● All Assessors

#### The graph above shows:

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

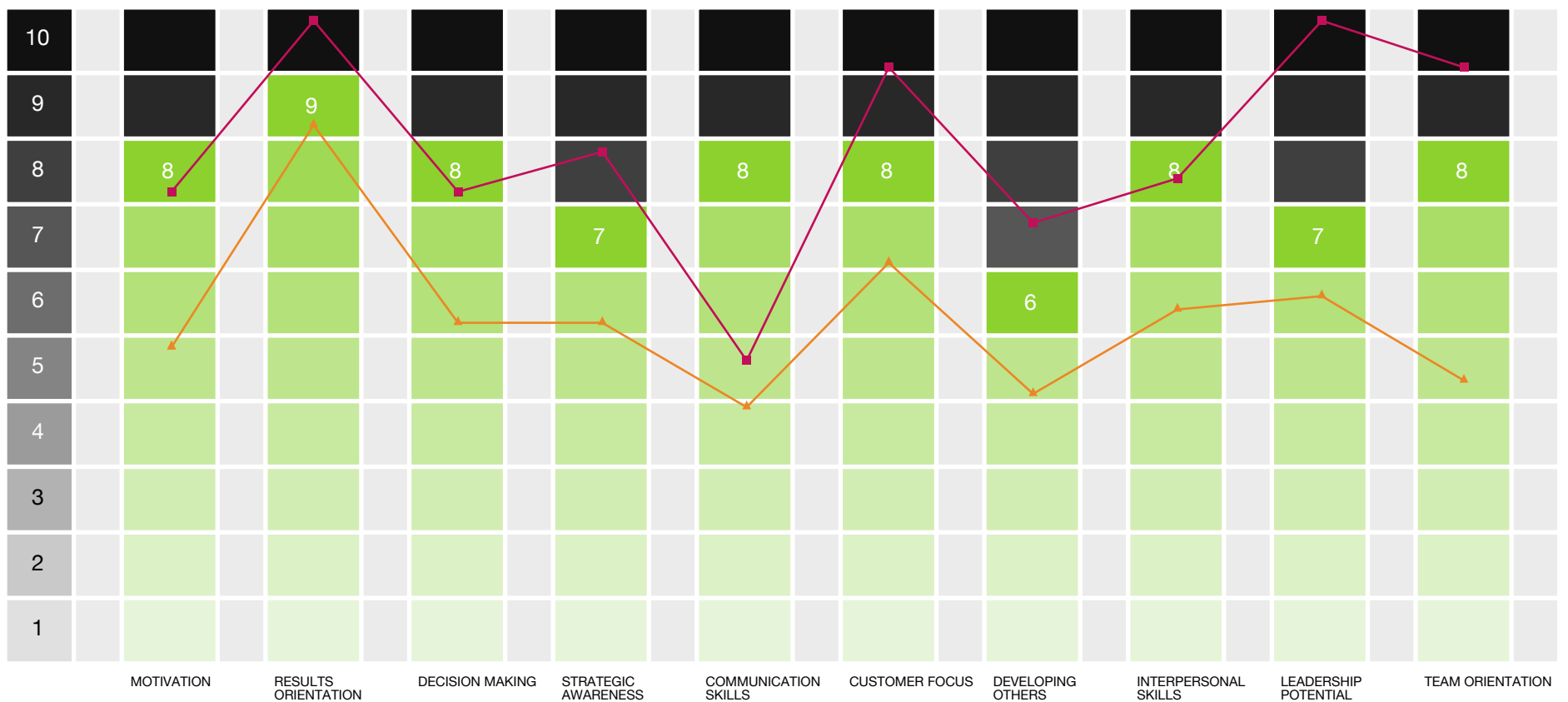
#### Significant differences between All Assessors and Self ratings:

All Assessors rated you significantly lower on Motivation, Results Orientation, Strategic Awareness, Customer Focus, Developing Others, Leadership Potential, Team Orientation.

#### Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results (See Part 2 for a fuller discussion).

### Managers vs Self



■ Self  
▲ Manager 1

#### The graph above shows:

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

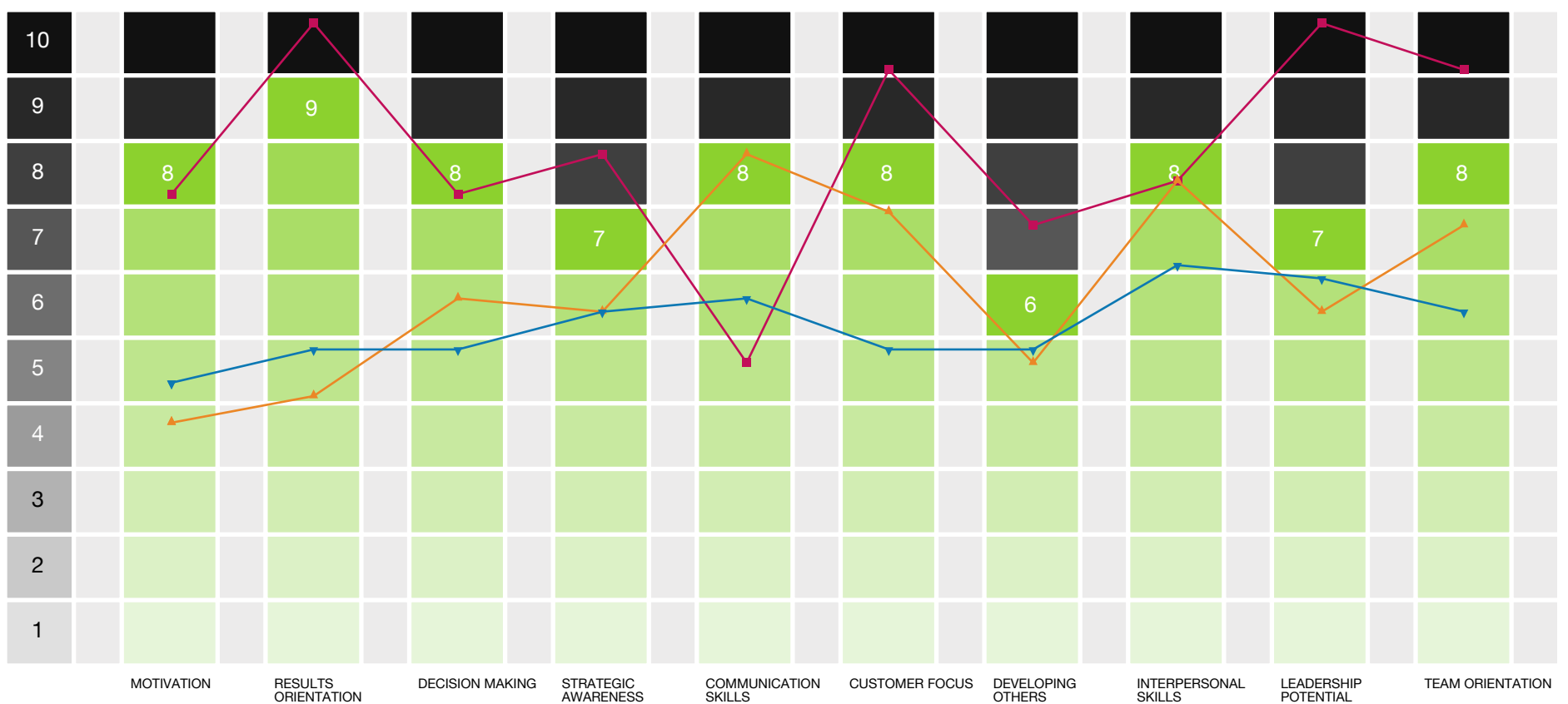
#### Significant differences between Manager and Self ratings:

Manager 1 rated you significantly lower on Motivation, Strategic Awareness, Customer Focus, Developing Others, Leadership Potential, Team Orientation.

#### Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results (See Part 2 for a fuller discussion).

### Peers vs Self



■ Self  
▲ Peer 1  
▼ Peer 2

#### The graph above shows:

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

#### Significant differences between Peer and Self ratings:

Peer 1 rated you significantly higher on Communication Skills.

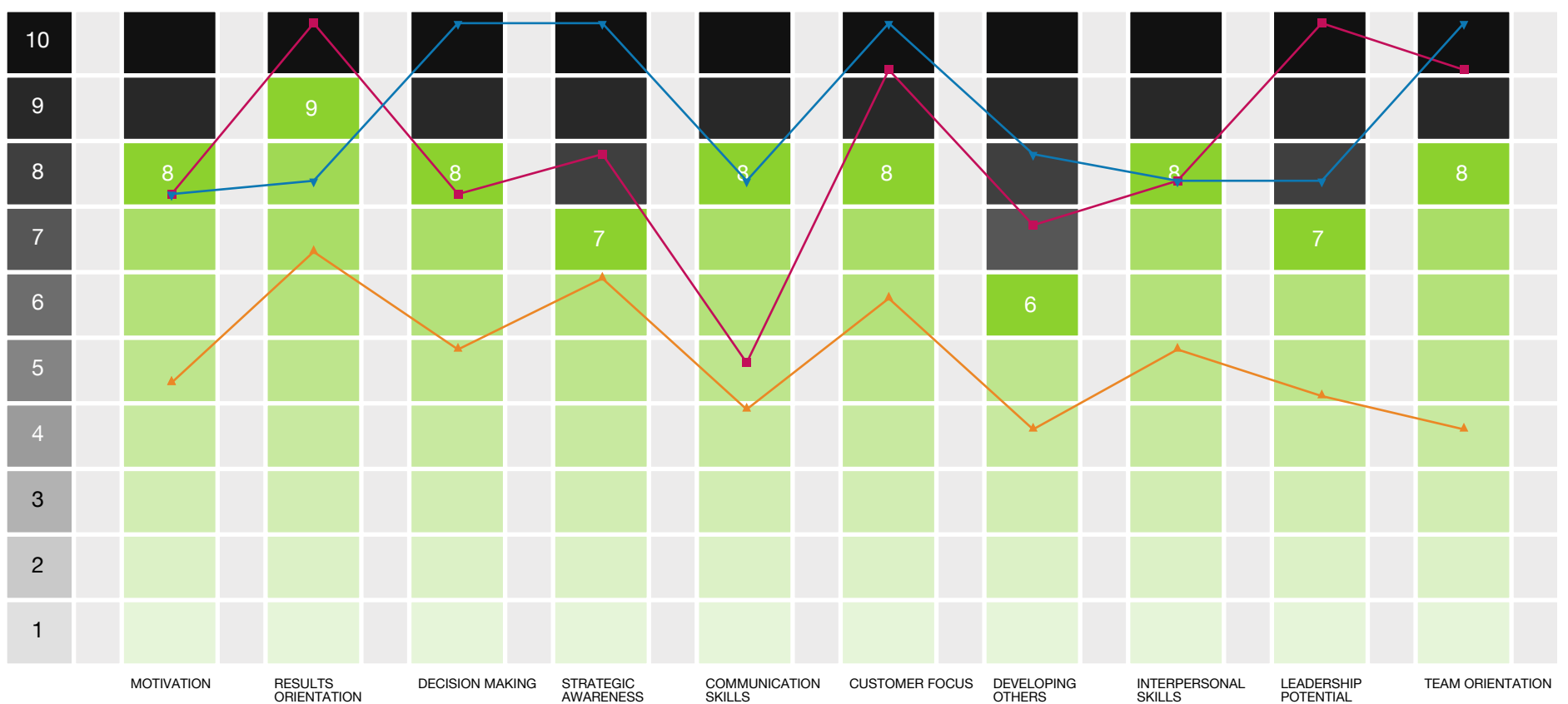
Peer 1 rated you significantly lower on Motivation, Results Orientation, Strategic Awareness, Developing Others, Leadership Potential.

Peer 2 rated you significantly lower on Motivation, Results Orientation, Decision Making, Strategic Awareness, Customer Focus, Developing Others, Leadership Potential, Team Orientation.

#### Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results (See Part 2 for a fuller discussion).

### Direct Reports vs Self



■ Self  
▲ Direct Report 1  
▼ Direct Report 2

**The graph above shows:**

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

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

Direct Report 1 rated you significantly lower on Motivation, Results Orientation, Decision Making, Customer Focus, Developing Others, Interpersonal Skills, Leadership Potential, Team Orientation.

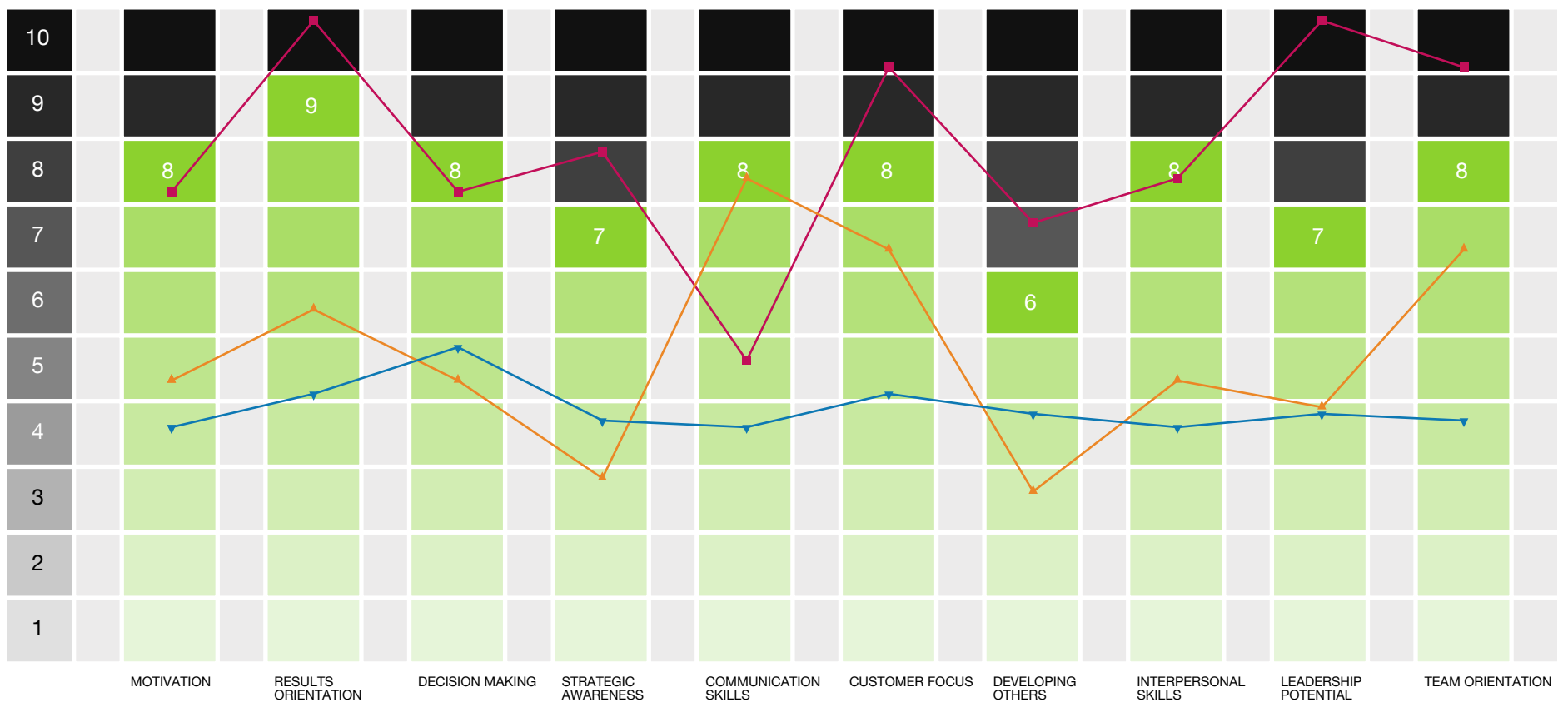
Direct Report 2 rated you significantly higher on Decision Making, Strategic Awareness, Communication Skills.

Direct Report 2 rated you significantly lower on Leadership Potential.

**Potential vs Performance**

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results (See Part 2 for a fuller discussion).

### Clients vs Self



■ Self  
▲ Client 1  
▼ Client 2

**The graph above shows:**

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

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

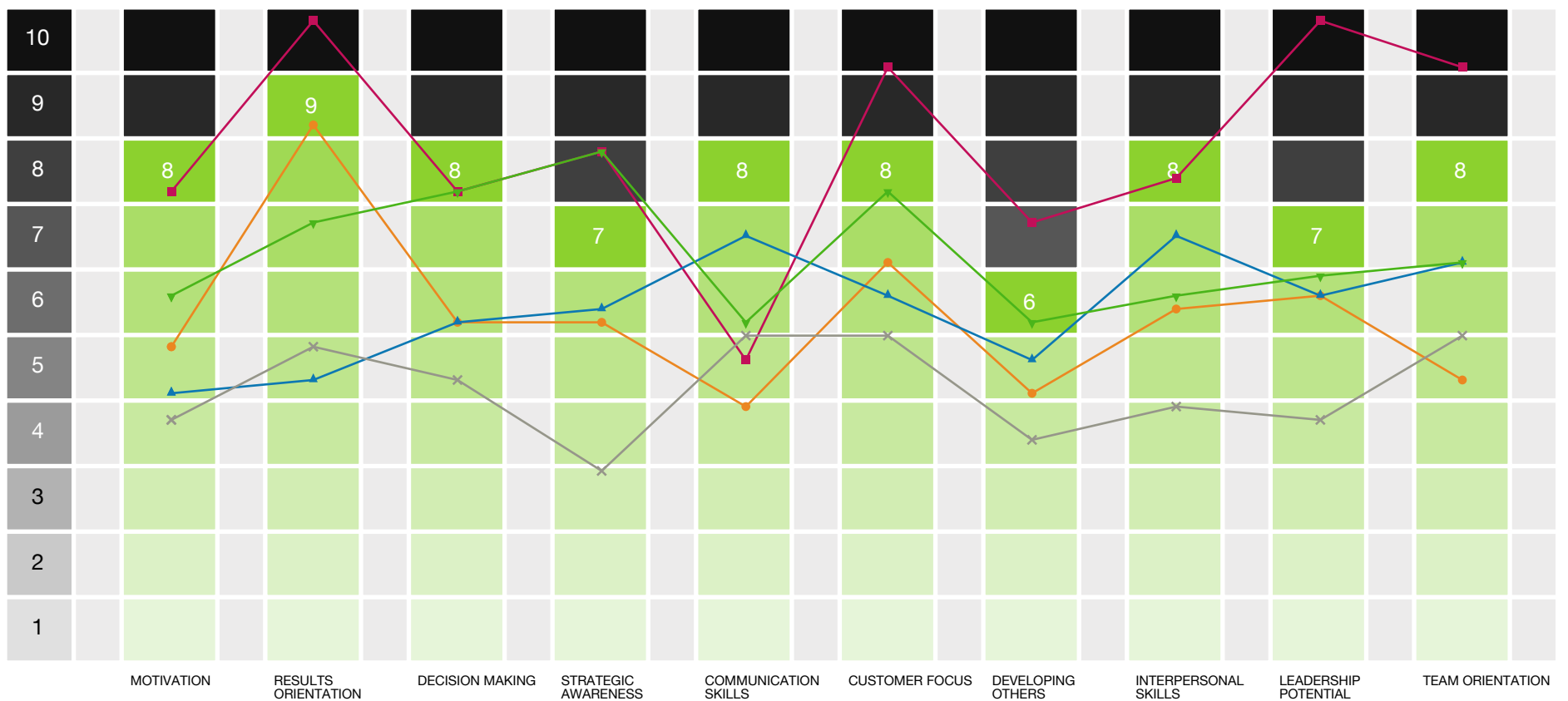
Client 1 rated you significantly higher on Communication Skills.  
 Client 1 rated you significantly lower on Motivation, Results Orientation, Decision Making, Strategic Awareness, Customer Focus, Developing Others, Interpersonal Skills, Leadership Potential, Team Orientation.  
 Client 2 rated you significantly lower on Motivation, Results Orientation, Decision Making, Strategic Awareness, Customer Focus, Developing Others, Interpersonal Skills, Leadership Potential, Team Orientation.

**Potential vs Performance**

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results (See Part 2 for a fuller discussion).



### Performance vs Potential



In effect, your contribution to this 360° assessment has been to rate yourself in two different ways on the same competencies. Firstly, you completed the self-report PROFILE: MATCH™ questionnaire which produced scores of your potential for each competency (the green bars above), these show the extent to which your personality is likely to facilitate or interfere with that competency. Secondly, you completed the 360° survey, rating your own performance on each competency. In addition to these two self-assessments, each of your assessors has also provided ratings of your performance. The average rating for each assessor group is plotted on the graphic above.

- Self
- Manager
- ▲ Peer
- ▼ Direct Report
- × Client

#### How to use this information

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



### Accounting for performance/potential differences

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

#### **Performance rated lower than potential**

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

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

[ YES ] [ NO ] [ MAYBE ]

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

[ YES ] [ NO ] [ MAYBE ]

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

[ YES ] [ NO ] [ MAYBE ]

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

[ YES ] [ NO ] [ MAYBE ]

#### **Performance rated higher than potential**

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

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

[ YES ] [ NO ] [ MAYBE ]

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

[ YES ] [ NO ] [ MAYBE ]

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

[ YES ] [ NO ] [ MAYBE ]

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

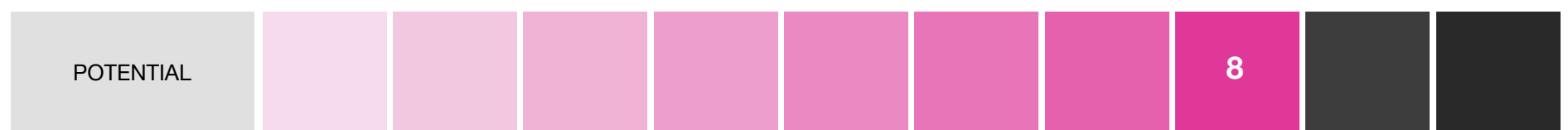
[ YES ] [ NO ] [ MAYBE ]

### Motivation - definition

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

#### MOTIVATION - POTENTIAL

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



#### YOUR MOTIVATION PROFILE

**Ambitious:** You are likely to be driven and assertive. You seem competitive, keen to impress and ready to put your talents to the test. Whether or not you are confident or forceful, you have the desire to succeed and will like to take charge of situations and to take on additional responsibilities. You should be committed to improving your status and your position in life.

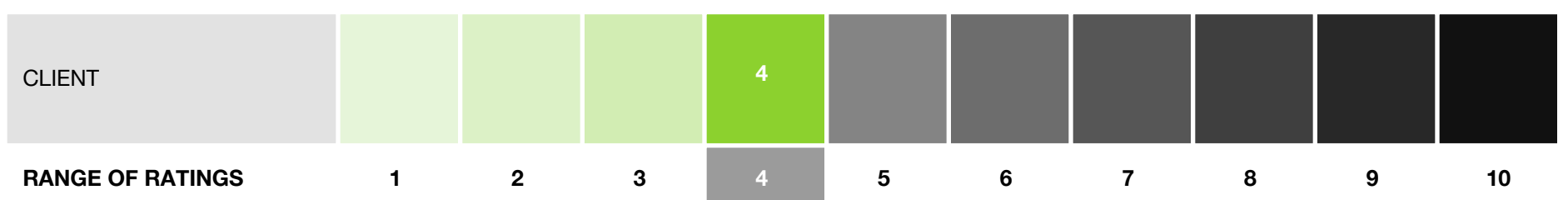
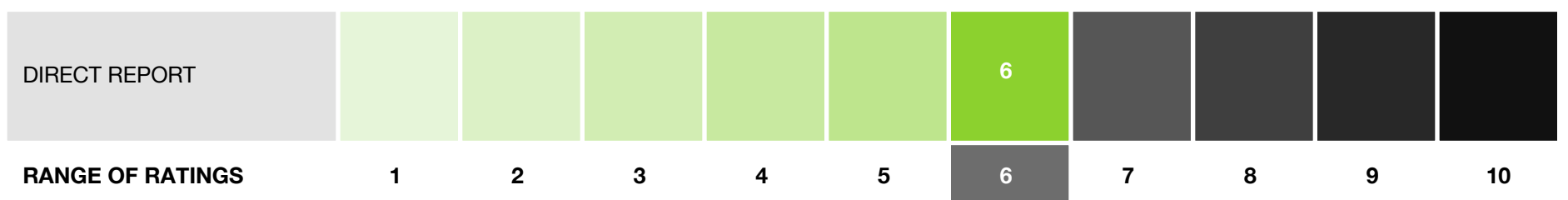
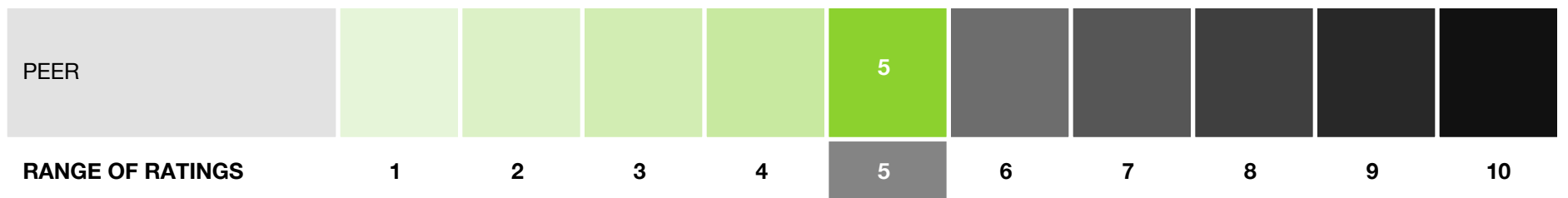
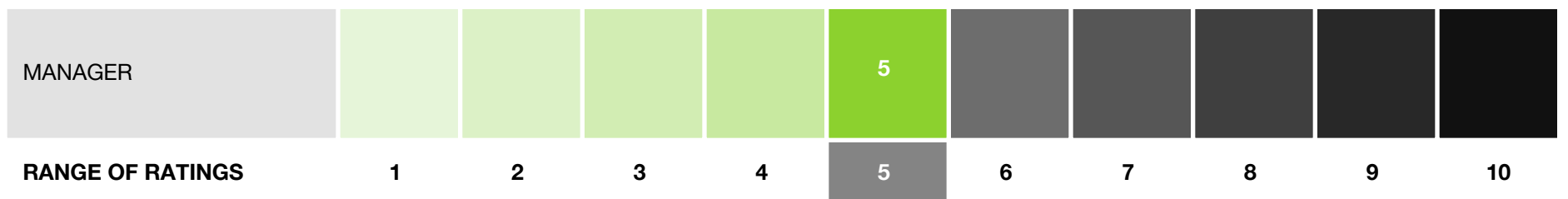
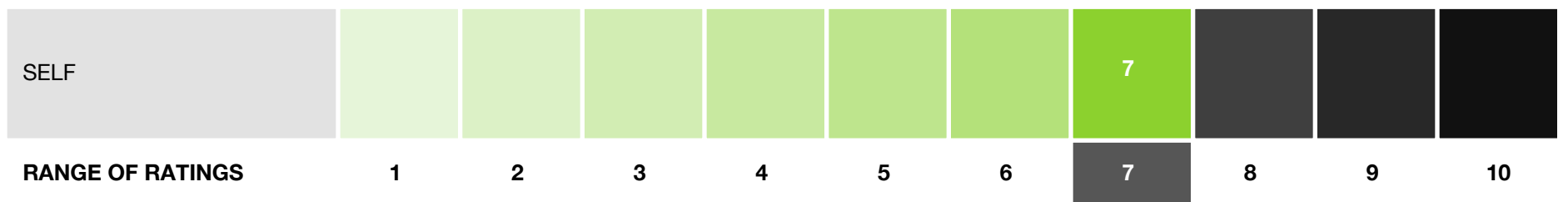
**Self-confident:** Whatever social impression you create, you are probably self-confident and have an optimistic outlook. You will have a 'can do' approach and would not easily be discouraged by setbacks. People with profiles similar to yours are typically bright and buoyant and generally expect to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

**Cooperative:** You will want to identify with the values of the company and will be a good organisational citizen. You will be positive about alignment with the corporate mission, take pleasure in accommodating to the organisational culture and should make a loyal and dutiful employee. Your contribution at work should be channelled in ways that reflect the established goals and values of the organisation as you are likely to be responsive to the motivational appeals of your superiors.

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

### Motivation - performance ratings

You have been rated by various colleagues at work on your Motivation competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Motivation - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

#### **Discrepancy analysis**

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

- Your self rating, which is in the high average range, is significantly higher than your managers', peers and client'
- Why do you think your direct reports' rating is significantly higher than your clients' rating?

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

### Motivation - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

			AVG
1	I often spot errors in other people's work.	P	4.0
2	I always like things to be 'just right'.	P	4.0
3	I take care of my belongings.	P	3.7
4	I have an eye for detail.	P	3.1

The four **LEAST** endorsed items

1	I often find myself daydreaming.	P	2.0
2	I leave jobs unfinished.	N	1.7
3	I tend to put off jobs I don't like.	N	1.3
4	I always try hard to achieve perfection.	P	1.1

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

			AVG
1	I like to keep my things tidy.	P	4.5
2	I always like things to be 'just right'.	P	4.0
3	I often spot errors in other people's work.	P	3.5
4	I take care of my belongings.	P	3.0

The four **LEAST** endorsed items

1	I have an eye for detail.	P	2.5
2	I leave jobs unfinished.	N	2.0
3	I tend to put off jobs I don't like.	N	2.0
4	I always try hard to achieve perfection.	P	1.0

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

			AVG
1	I often spot errors in other people's work.	P	4.5
2	I take care of my belongings.	P	4.5
3	I always like things to be 'just right'.	P	4.0
4	I have an eye for detail.	P	4.0

The four **LEAST** endorsed items

1	I leave jobs unfinished.	N	1.0
2	I often find myself daydreaming.	P	1.0
3	I tend to put off jobs I don't like.	N	0.5
4	I always try hard to achieve perfection.	P	0.5



Motivation - most and least endorsed items

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

**Most and least endorsed items by CLIENTS**

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I often spot errors in other people's work.	P	4.0
2	I always like things to be 'just right'.	P	4.0
3	I take care of my belongings.	P	3.5
4	I have an eye for detail.	P	3.0

The four **LEAST** endorsed items

1	I always try hard to achieve perfection.	P	2.5
2	I tend to put off jobs I don't like.	N	2.0
3	I leave jobs unfinished.	N	2.0
4	I often find myself daydreaming.	P	1.5

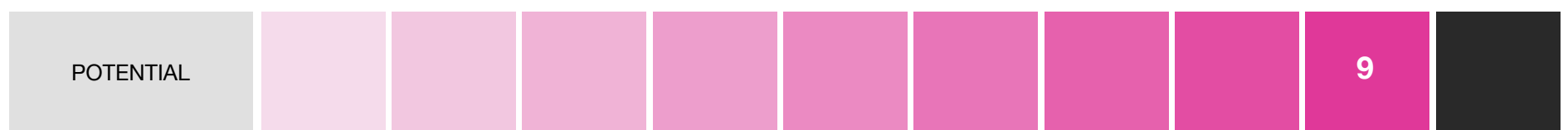


### Results Orientation - definition

This competency is concerned with performance targets and efficiency and highlights four contributing characteristics. Firstly, the ideal candidates should be task oriented and single minded in their focus on getting the job done. Secondly, they should be independently minded and able to make unpopular decisions when necessary. Thirdly, they need to be assertive, competitive, and persistent in their drive to deliver whatever is required for the business to succeed. And finally, they should be self-confident and have a positive and optimistic 'can do' disposition.

#### RESULTS ORIENTATION - POTENTIAL

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



#### YOUR RESULTS ORIENTATION PROFILE

**Driven:** You seem competitive, energetic and assertive and keen to put your talents to work. You are likely to be very confident about your opinions and your expertise and committed to improving your skills, your work status and your position in life. You should have an appreciation of productivity and profitability issues, be purposeful in pursuit of personal and organisational goals and determined to get results.

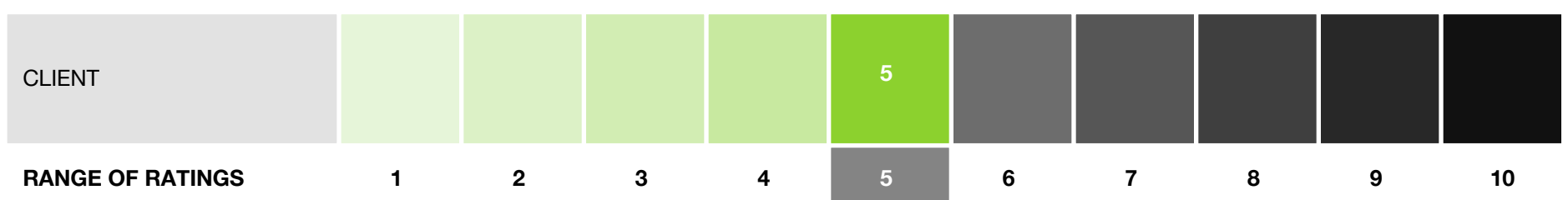
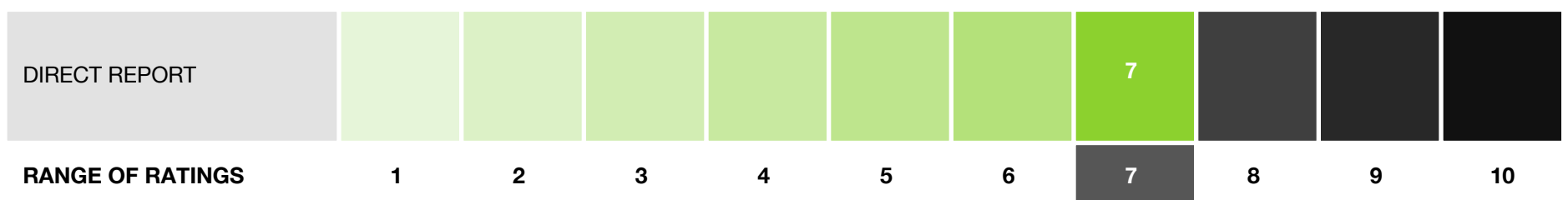
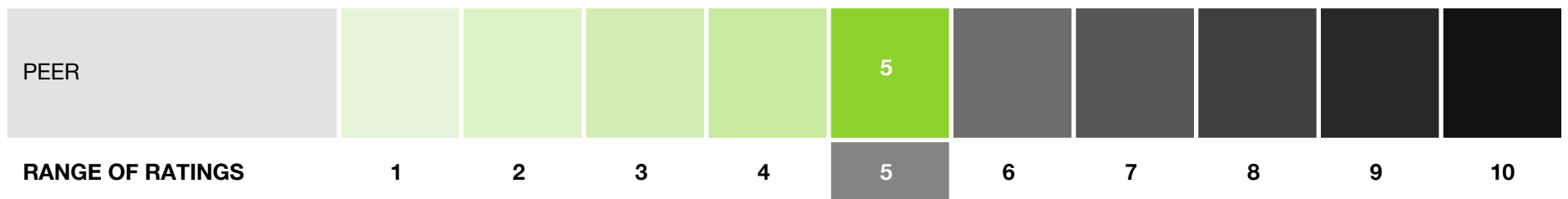
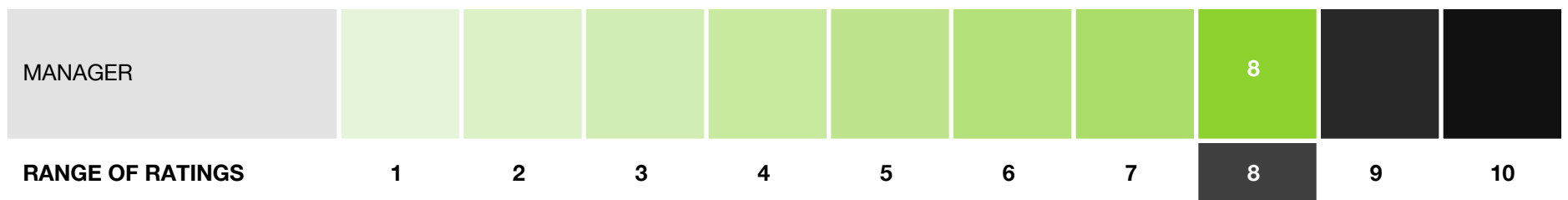
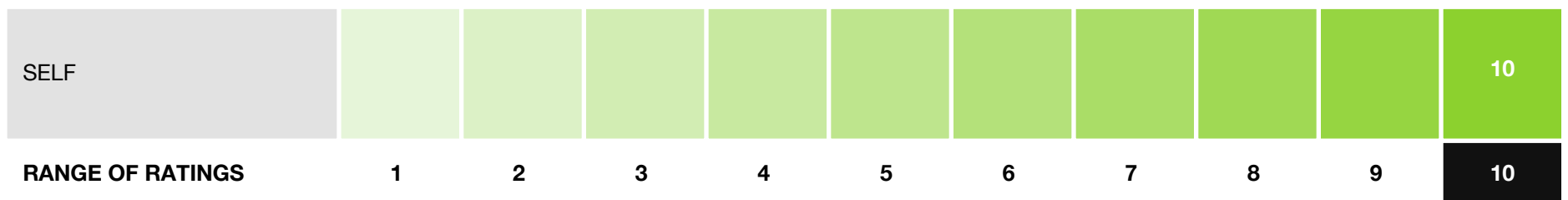
**'Can-do' conviction:** You should have more self-belief than most and few doubts about your skills and abilities. Because you are confident about your contribution, you will seem optimistic and upbeat. You should have a positive 'can do' outlook and will not easily be discouraged by setbacks. Such people are bright, buoyant and likely to raise the aspirations of others.

**Independent minded:** You are probably as concerned about other people's opinions and about your popularity as the next person, so you may not be particularly independently minded. Your approach in dealing with performance issues should combine your concerns about harmony and popularity with recognition that unpopular decisions sometimes need to be made.

**Task Focused:** You will probably choose a purposeful and functional approach when a task needs completing, rather than wanting to make friends. You may be more likely to focus on the task at hand than to engage in small talk, and may sometimes seem rather indifferent to the needs or sensibilities of others. Ultimately you should have little difficulty in making the tough decisions necessary to 'get the job done'.

### Results Orientation - performance ratings

You have been rated by various colleagues at work on your Results Orientation competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Results Orientation - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

#### **Discrepancy analysis**

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

- Your self rating, which is in the very high range, is significantly higher than your managers' ,peers ,direct reports' and client'
- Why do you think your managers' rating is significantly higher than your peers' and clients' ratings?
- Your peers' rating is significantly lower than your direct reports' ratings; can you think of a reason for this?
- Why do you think your direct reports' rating is significantly higher than your clients' rating?

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

### Results Orientation - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I will do things just to get myself noticed.	P	4.0
2	I don't much care for parties.	N	3.9
3	Great parties are amongst my best memories.	P	3.9
4	I am a very private person.	N	3.9

The four **LEAST** endorsed items

1	I will go to a party at every opportunity.	P	1.3
2	When I am at a party I talk to lots of different people.	P	1.3
3	Events are more exciting being amongst a noisy crowd.	P	1.0
4	I don't like crowded events.	N	0.7

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I will do things just to get myself noticed.	P	3.5
2	Great parties are amongst my best memories.	P	3.5
3	I enjoy being the centre of attention.	P	3.0
4	I don't much care for parties.	N	3.0

The four **LEAST** endorsed items

1	I will go to a party at every opportunity.	P	1.5
2	When I am at a party I talk to lots of different people.	P	1.5
3	I am likely to show off if I get a chance.	P	1.5
4	I don't like crowded events.	N	1.0

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I don't much care for parties.	N	4.5
2	I will do things just to get myself noticed.	P	4.0
3	Great parties are amongst my best memories.	P	4.0
4	I am a very private person.	N	4.0

The four **LEAST** endorsed items

1	I don't like crowded events.	N	0.5
2	When I am at a party I talk to lots of different people.	P	0.5
3	I am likely to show off if I get a chance.	P	0.5
4	Events are more exciting being amongst a noisy crowd.	P	0.0

## Results Orientation - most and least endorsed items

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

### Most and least endorsed items by CLIENTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I don't much care for parties.	N	4.0
2	I will do things just to get myself noticed.	P	4.0
3	Great parties are amongst my best memories.	P	3.5
4	I am a very private person.	N	3.5

The four **LEAST** endorsed items

1	I enjoy being the centre of attention.	P	2.5
2	Events are more exciting being amongst a noisy crowd.	P	1.5
3	I will go to a party at every opportunity.	P	1.0
4	I don't like crowded events.	N	1.0

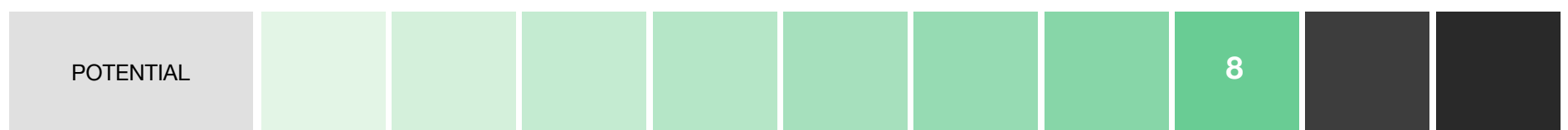


### Decision Making - definition

This competency is concerned with achieving the right balance between indecisiveness and taking unnecessary risk. Decision makers need to be resourceful and confident in their own abilities so that they are able to deal calmly with problems, choices and uncertainty. They need to ensure that they are adequately informed on all the issues and to be rational in their judgements. In the case of strategic decisions, they will also need the vision and big picture perspective to see the issues in the wider context.

#### DECISION MAKING - POTENTIAL

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



#### YOUR DECISION MAKING PROFILE

**Questioning:** You should be as bright and questioning as the next person. Although possibly wary of purely speculative ideas, this may be balanced by some interest in originality. Your decisions are likely to draw on your past practical experience, as well as being reflective and open to innovation.

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

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

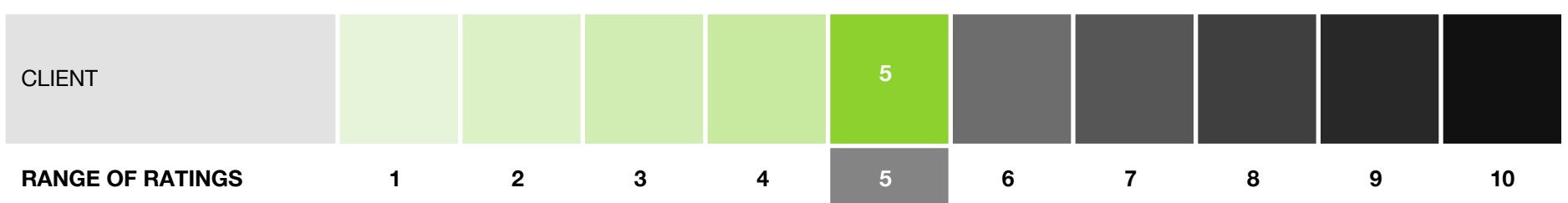
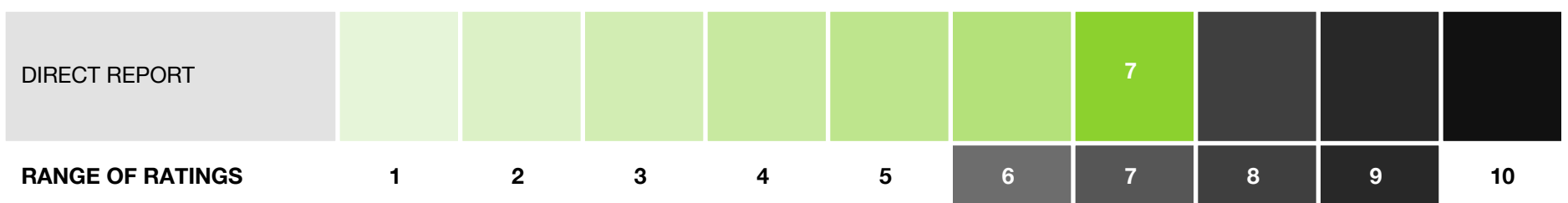
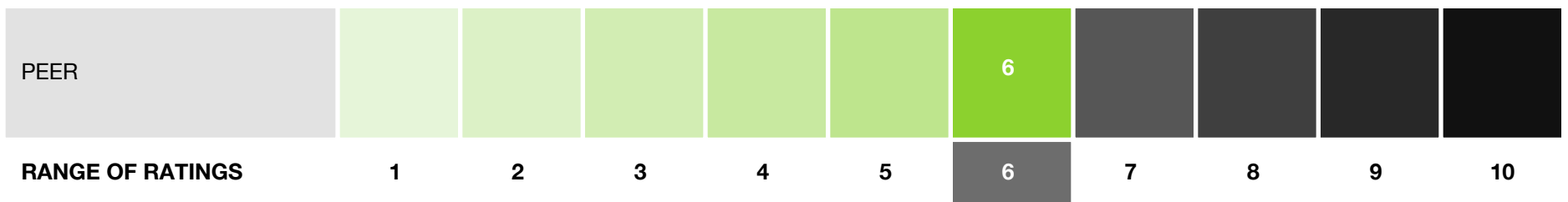
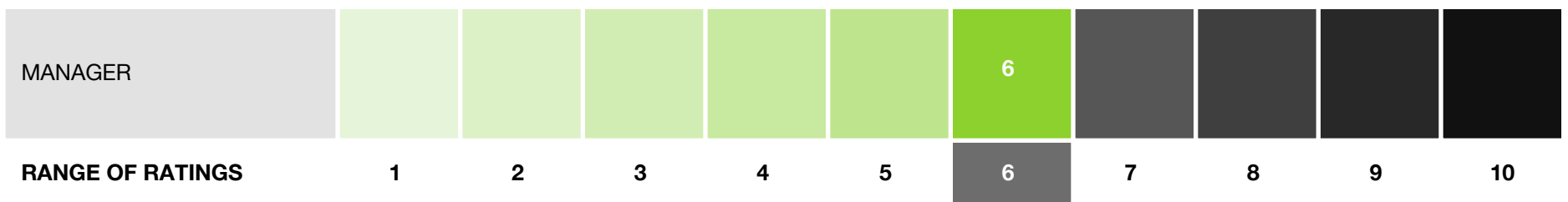
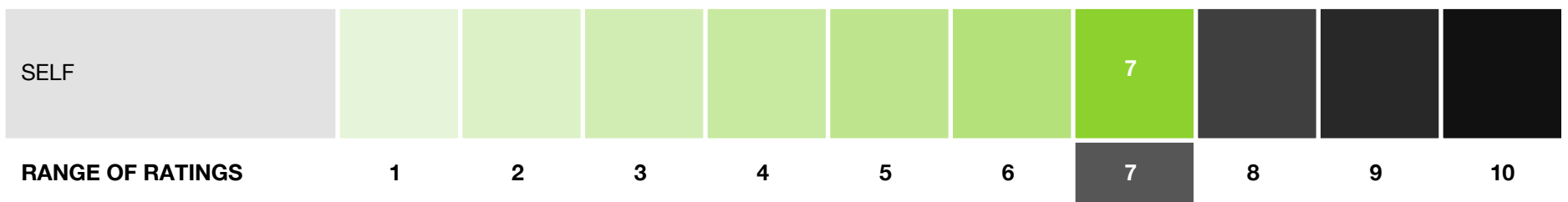
**Compliant:** You seem to be as compliant as the next person. You will generally expect to make your decisions within the context of the organisation's values, rules and procedures, and your decision making should not be contentious from that point of view.

**Rational:** You are likely to be a rational person who would give little credence to arguments that cannot be logically demonstrated and should be alert to the weaknesses in any views or propositions. You will have a good appreciation of the extent to which a proposal is logical and supported by reasoned argument. You should have a preference for evidence and research over opinion and intuition as the basis for any analysis.



Decision Making - performance ratings

You have been rated by various colleagues at work on your Decision Making competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Decision Making - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

#### **Discrepancy analysis**

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

- Your self rating, which is in the high average range, is significantly higher than your clients'
- Why do you think your direct reports' rating is significantly higher than your clients' rating?

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

### Decision Making - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

			AVG
1	I like to take it easy	N	4.7
2	It takes a lot to upset me.	P	4.3
3	I'm not bothered about impressing people at work	N	4.0
4	I'm too emotional to be a really logical person.	N	3.3

The four **LEAST** endorsed items

1	It is important to me that people like what I do.	N	1.6
2	Other people often get on my nerves.	N	1.4
3	Human progress depends mainly on scientific discovery.	P	1.4
4	I always pay my bills on time.	P	0.9

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

			AVG
1	I like to take it easy	N	4.5
2	I always try to work according to the rules.	N	4.0
3	It takes a lot to upset me.	P	4.0
4	I'm not bothered about impressing people at work	N	4.0

The four **LEAST** endorsed items

1	Other people often get on my nerves.	N	2.5
2	It is important to me that people like what I do.	N	1.5
3	I have clear set targets that I strive towards.	N	1.0
4	I always pay my bills on time.	P	1.0

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

			AVG
1	I like to take it easy	N	5.0
2	It takes a lot to upset me.	P	4.5
3	I'm not bothered about impressing people at work	N	4.5
4	I always try to work according to the rules.	N	4.0

The four **LEAST** endorsed items

1	Other people often get on my nerves.	N	1.5
2	Human progress depends mainly on scientific discovery.	P	1.0
3	I always pay my bills on time.	P	0.5
4	It is important to me that people like what I do.	N	0.5

Decision Making - most and least endorsed items

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

**Most and least endorsed items by CLIENTS**

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I like to take it easy	N	4.5
2	It takes a lot to upset me.	P	4.0
3	I'm too emotional to be a really logical person.	N	3.0
4	I'm not bothered about impressing people at work	N	3.0

The four **LEAST** endorsed items

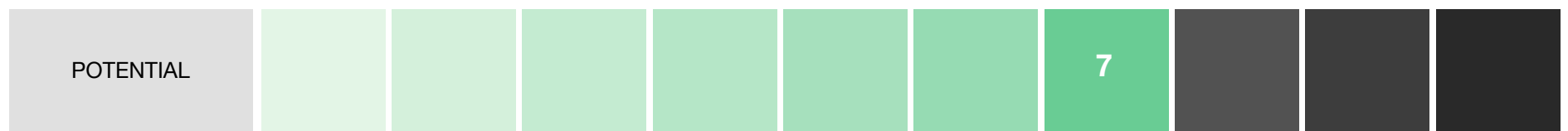
1	It is important to me that people like what I do.	N	2.5
2	Human progress depends mainly on scientific discovery.	P	1.5
3	Other people often get on my nerves.	N	1.0
4	I always pay my bills on time.	P	0.5

### Strategic Awareness - definition

This competency is concerned with the benefits of a rational appraisal of events within their wider context. High ratings on this competency also suggest an ability to appreciate an organisation's strategic advantages and disadvantages as well as recognising what has to be dealt with in order to achieve objectives. Such people will be rational and have a preference for evidence over opinion. They will appreciate the wider implications of their decisions, both within and beyond the organisation as well as anticipating future developments.

#### STRATEGIC AWARENESS - POTENTIAL

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



#### YOUR STRATEGIC AWARENESS PROFILE

**Critical and Challenging:** Strategic awareness requires a disposition that questions, challenges and critically evaluates within a big picture context. You seem to be as critical and open to ideas as most people. You appear not to be especially interested in speculative or hypothetical questions, but neither are you solely focused on the practicalities of the moment. You should be as bright and open-minded as the next person, but not perhaps especially imaginative, innovative or strategic.

**Rational:** You are likely to be a rational person who would give little credence to views that cannot be logically demonstrated and should be alert to the weaknesses in any argument or proposition. You will have a good appreciation of the extent to which a proposal is logical and supported by reasoned argument. You should have a preference for evidence and research over opinion and intuition as the basis for any analysis.

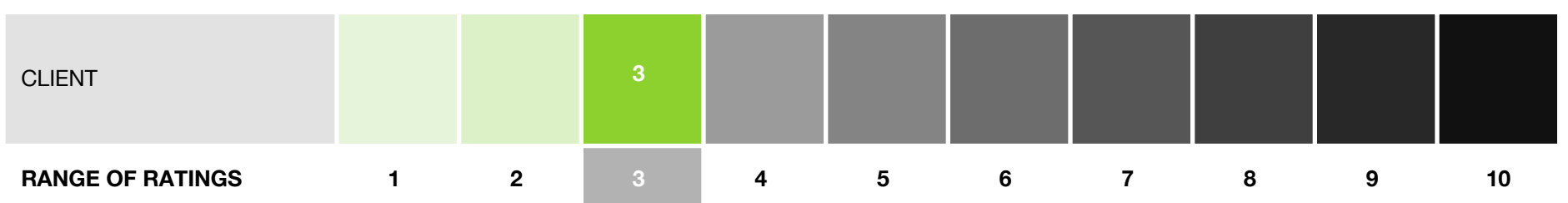
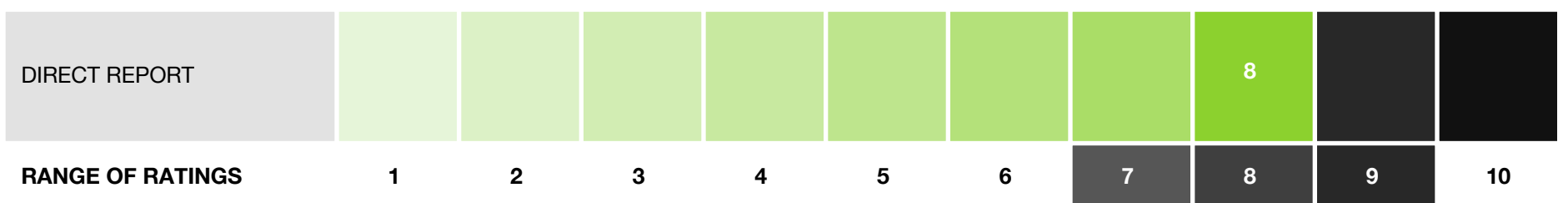
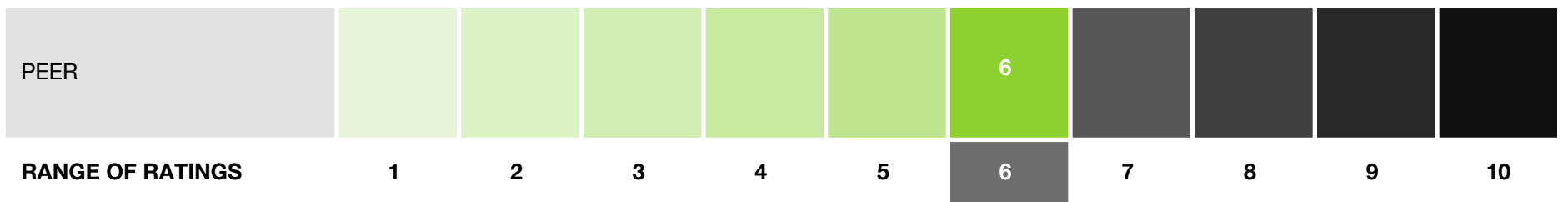
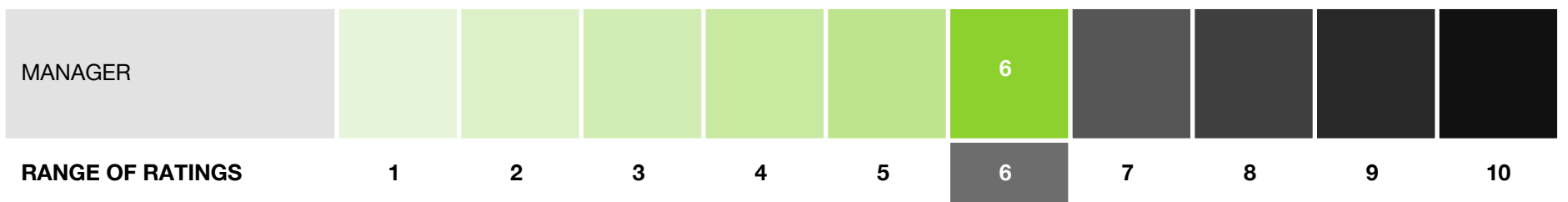
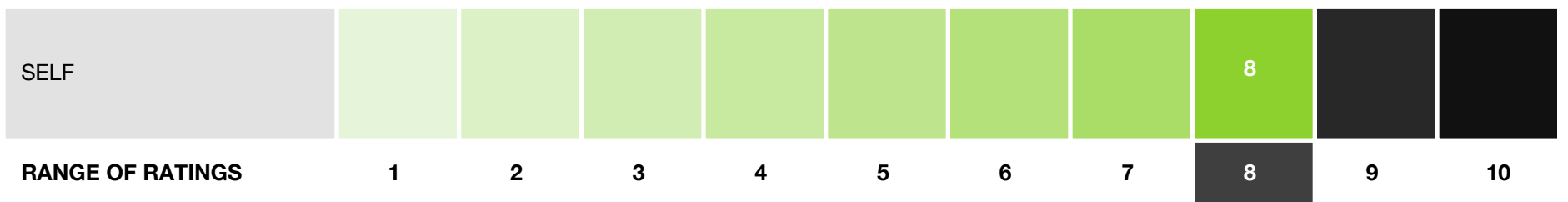
**Prudent:** You should be as controlled, cautious and compliant in your approach as the next person. Prepared to take some risks, you should also be careful in the planning and implementation of your ideas.

**Compliant:** Your regard for values and history will temper any individualistic or radical tendencies you might have. Such people may challenge the status quo, but not as a matter of course. Whether or not they are imaginative, they are unlikely to break the mould in their strategic thinking.



Strategic Awareness - performance ratings

You have been rated by various colleagues at work on your Strategic Awareness competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Strategic Awareness - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

#### **Discrepancy analysis**

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

- Your self rating, which is in the high range, is significantly higher than your managers' ,peers and client'
- Why do you think your managers' rating is significantly lower than your direct reports' and clients' ratings?
- Your peers' rating is significantly lower than your direct reports' and clients' ratings; can you think of a reason for this?
- Why do you think your direct reports' rating is significantly higher than your clients' rating?

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

### Strategic Awareness - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

			AVG
1	I don't let little things bother me.	P	4.1
2	I often have doubts about myself.	N	4.0
3	I don't let other people discourage me.	P	3.6
4	I feel comfortable with myself.	P	3.0

The four **LEAST** endorsed items

1	I don't easily get irritated.	P	2.0
2	When I am under pressure I sometimes go to pieces.	N	1.7
3	I keep a cool head in a crisis.	P	1.1
4	I am fearful about many things.	N	1.1

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

			AVG
1	I don't let little things bother me.	P	4.0
2	I feel comfortable with myself.	P	4.0
3	I often have doubts about myself.	N	4.0
4	I don't let other people discourage me.	P	4.0

The four **LEAST** endorsed items

1	I am a calm person.	P	3.5
2	When I am under pressure I sometimes go to pieces.	N	2.0
3	I keep a cool head in a crisis.	P	1.5
4	I am fearful about many things.	N	0.5

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

			AVG
1	I don't let little things bother me.	P	5.0
2	I often have doubts about myself.	N	4.0
3	I don't let other people discourage me.	P	4.0
4	I am a calm person.	P	4.0

The four **LEAST** endorsed items

1	I am fearful about many things.	N	0.5
2	I keep a cool head in a crisis.	P	0.5
3	I don't easily get irritated.	P	0.5
4	When I am under pressure I sometimes go to pieces.	N	0.0

Strategic Awareness - most and least endorsed items

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

**Most and least endorsed items by CLIENTS**

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I often have doubts about myself.	N	4.0
2	I don't let little things bother me.	P	4.0
3	I feel comfortable with myself.	P	3.5
4	When I am under pressure I sometimes go to pieces.	N	3.5

The four **LEAST** endorsed items

1	I feel comfortable with myself.	P	3.5
2	I don't let other people discourage me.	P	2.5
3	I am fearful about many things.	N	2.5
4	I keep a cool head in a crisis.	P	1.5

Communication Skills - definition

This competency is concerned with the ability to engage with others, to appreciate the needs of different audiences, to hold their attention and to interest them. High scorers will communicate purposefully, having the confidence to address groups and to make presentations. They should also have the ease and informality appropriate to networking and social situations. Being able to engage with others and to communicate ideas, they should relish the opportunity to be the centre of attention and will enjoy the performance aspect of any role.

**COMMUNICATION SKILLS - POTENTIAL**

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



**YOUR COMMUNICATION SKILLS PROFILE**

**Gregarious:** You will be more extrovert and talkative than most. Preferring to be with others, your ability to work in isolation may be limited. Such people are gregarious and enjoy being the centre of attention. You will feel comfortable communicating with others and should welcome assignments that have a significant social aspect.

**Confident:** Being a confident person, you are likely to be relaxed, self-assured and at ease with yourself. You should have few doubts about your communication skills, and will probably assume that others will be interested in what you have to say. You will typically welcome opportunities to voice your opinions or to take the lead in a discussion.

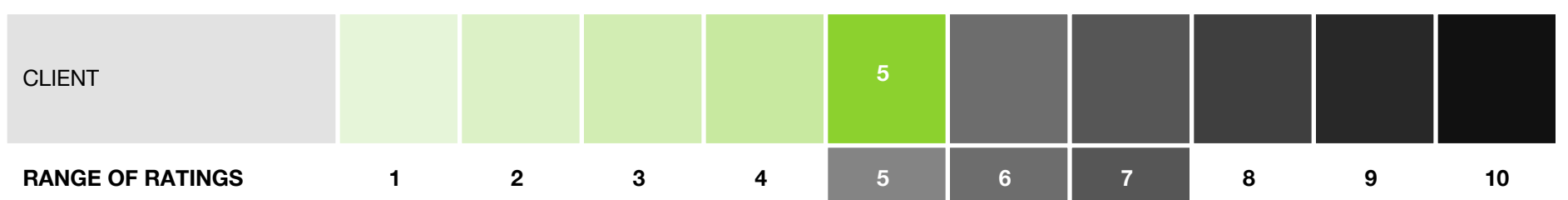
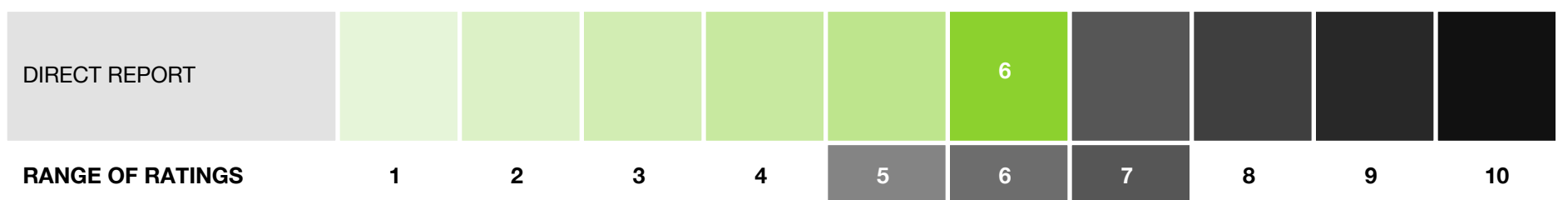
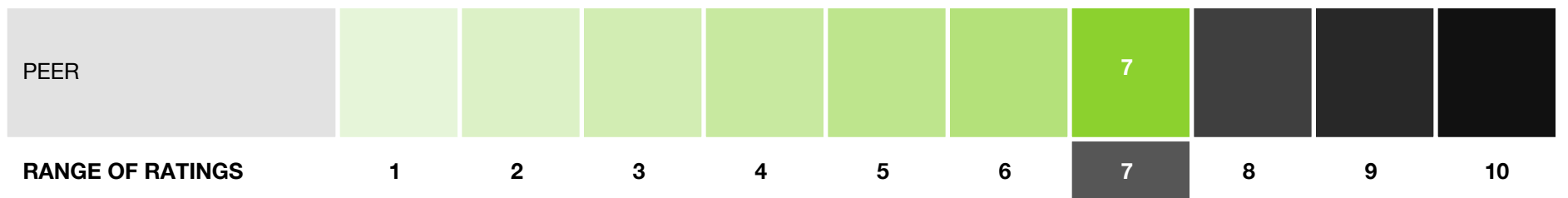
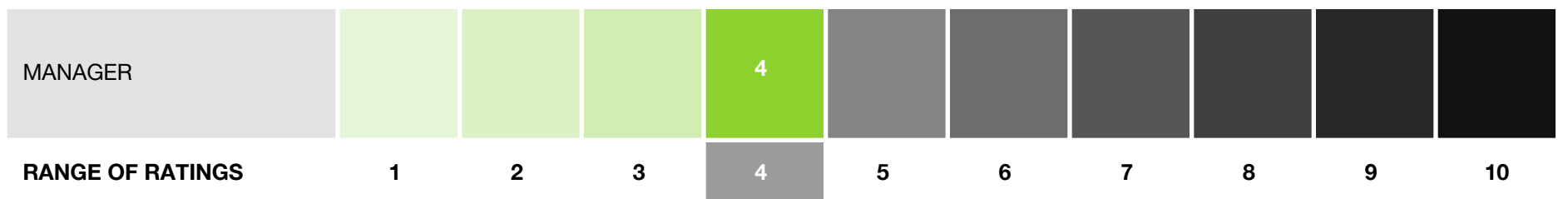
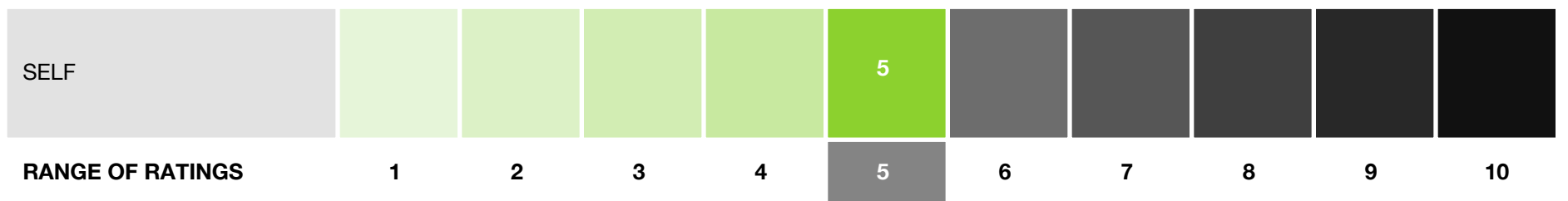
**Engaging:** Whether or not you have a desire or need for the company of others, you may appear distant and unresponsive. Perhaps focusing on the purpose and function of communications, you may rely on the relevance of your message to build audience interest and engagement, rather than on your awareness or empathy.

**Independent:** So far as your style of communication is concerned, you should be open and straight-forward. You should have the usual concerns about other people's opinions and may sometimes be hesitant about expressing your own beliefs. However, when it is important to do so, you should be prepared to risk unpopularity, to act according to your convictions and to speak your mind.



### Communication Skills - performance ratings

You have been rated by various colleagues at work on your Communication Skills competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Communication Skills - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

Are you so task-focused that you seem distant and unable to grasp what is required to really engage with people?

#### **Discrepancy analysis**

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

- Your self rating, which is in the average range, is significantly lower than your peers'
- Why do you think your managers' rating is significantly lower than your peers' and direct reports' ratings?
- Your peers' rating is significantly higher than your clients' ratings; can you think of a reason for this?

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

### Communication Skills - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

		N	AVG
1	I have no desire to be the one in charge.	N	4.0
2	I am quite happy to allow others to take the lead.	N	4.0
3	I have a high regard for those with power and Influence.	N	4.0
4	A person's status is not important to me.	N	3.3

The four **LEAST** endorsed items

1	I am always planning for the challenges ahead.	N	1.6
2	It's important to me that I win respect from others.	N	0.6
3	I work to live rather than live to work.	N	0.4
4	I prefer jobs where success is clearly tied to performance.	N	0.4

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

		N	AVG
1	I have a high regard for those with power and Influence.	N	5.0
2	Most of my enthusiasm is devoted to out of work activities.	N	4.0
3	I have no desire to be the one in charge.	N	4.0
4	I am quite happy to allow others to take the lead.	N	4.0

The four **LEAST** endorsed items

1	I am always planning for the challenges ahead.	N	1.0
2	It's important to me that I win respect from others.	N	0.5
3	I work to live rather than live to work.	N	0.5
4	I prefer jobs where success is clearly tied to performance.	N	0.0

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

		N	AVG
1	I am quite happy to allow others to take the lead.	N	4.5
2	A person's status is not important to me.	N	4.0
3	I have no desire to be the one in charge.	N	4.0
4	I have a high regard for those with power and Influence.	N	3.0

The four **LEAST** endorsed items

1	I prefer jobs where success is clearly tied to performance.	N	1.0
2	The people I know best are not really competitive.	N	1.0
3	I work to live rather than live to work.	N	0.5
4	It's important to me that I win respect from others.	N	0.0

Communication Skills - most and least endorsed items

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

**Most and least endorsed items by CLIENTS**

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I have no desire to be the one in charge.	N	4.0
2	I have a high regard for those with power and Influence.	N	4.0
3	A person's status is not important to me.	N	3.5
4	Most of my enthusiasm is devoted to out of work activities.	N	3.0

The four **LEAST** endorsed items

1	I am always planning for the challenges ahead.	N	1.5
2	The people I know best are not really competitive.	N	1.5
3	I work to live rather than live to work.	N	0.5
4	I prefer jobs where success is clearly tied to performance.	N	0.5

### Customer Focus - definition

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

#### CUSTOMER FOCUS - POTENTIAL

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



#### YOUR CUSTOMER FOCUS PROFILE

**Composed:** The emotional control of customer-facing staff will influence a customer's experience significantly, the ideal usually being a calm consistency coloured by warmth and enthusiasm. You are probably no more emotional than most people and should be reasonably consistent in your moods, rarely reaching the extremes of seeming either unduly emotional or so calm that you appear formal and impersonal.

**Approachable:** Concerning your manner and general demeanour, you are likely to appear practical rather than friendly. Such people can give the impression that they are indifferent to the needs or sensibilities of others. You may sometimes seem anxious to 'get on with the job' rather than spending time on pleasantries and this would moderate your engagement with customers.

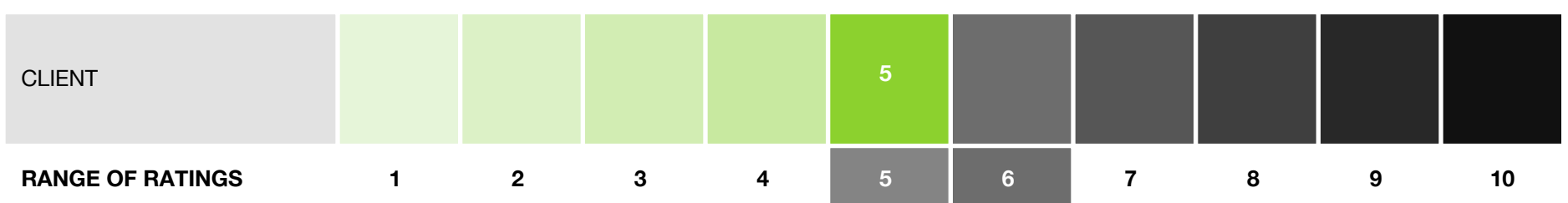
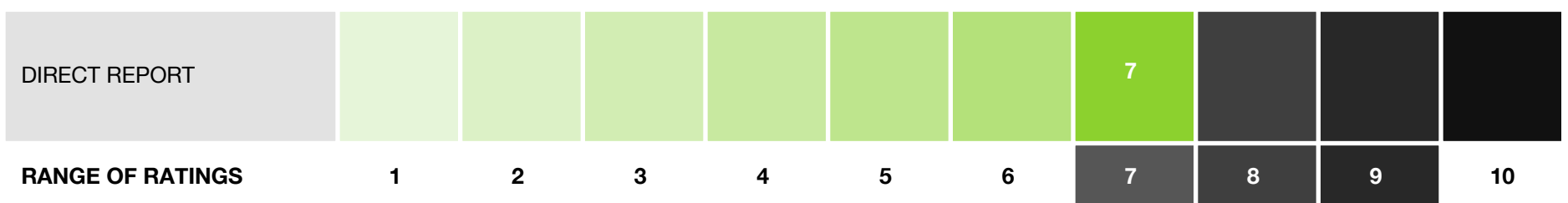
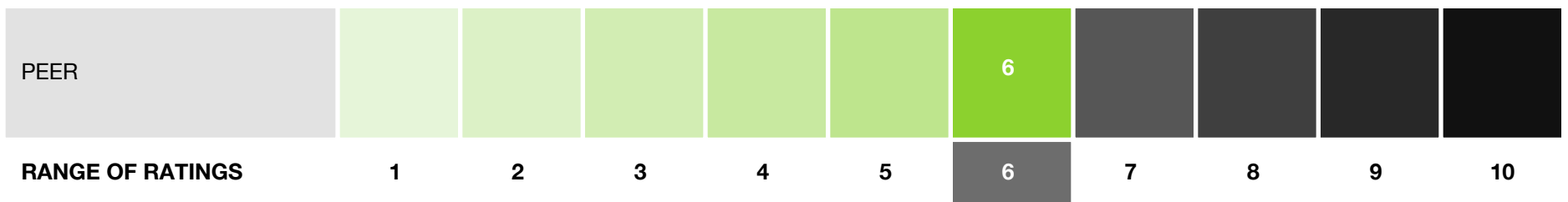
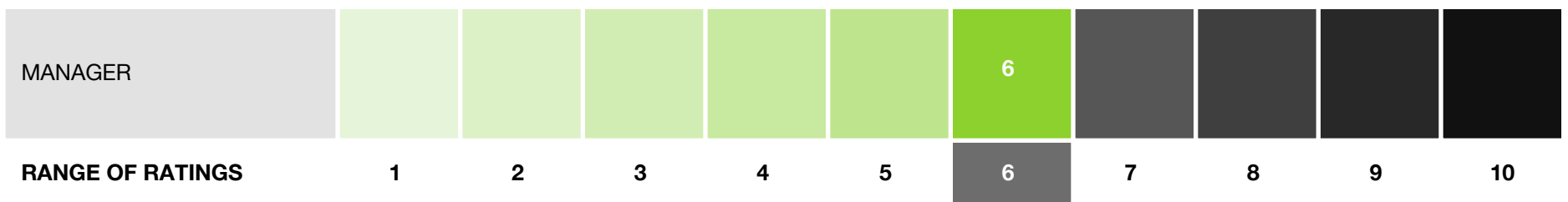
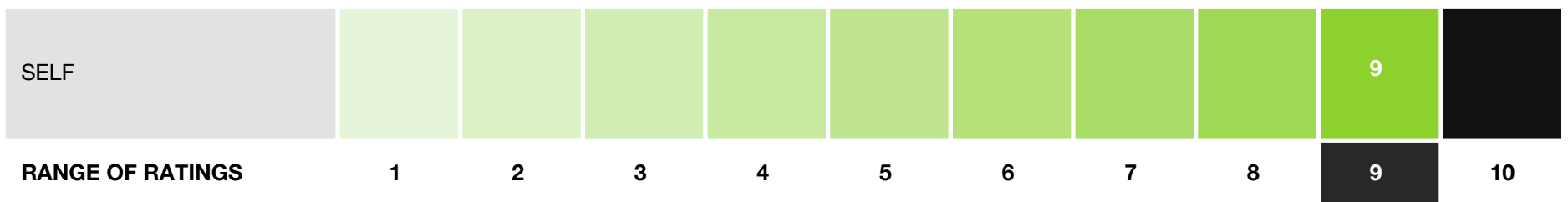
**Sociable:** Whether or not you easily engage with customers, you will probably have a need for company and be motivated to socialise and to seek attention. You are typically gregarious and talkative. Consequently, you should be attracted to customer-facing roles and will be happy dealing with others on a regular basis; an important requirement for this competency.

**Conforming:** You would probably strike a fortunate balance between being too impulsive and individualistic on the one hand, and being too rigid and rule-bound on the other. Generally, you are likely to comply with workplace expectations, but with a degree of informality and spontaneity. This flexibility should enable you to deal with customers in a professional, but relaxed and sometimes informal way.



### Customer Focus - performance ratings

You have been rated by various colleagues at work on your Customer Focus competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Customer Focus - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

Would you have difficulty with the 'service' aspect of this competency and struggle to consistently present yourself as welcoming and sensitive to customers' needs?

#### **Discrepancy analysis**

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

- Your self rating, which is in the high range, is significantly higher than your managers' ,peers ,direct reports' and client'
- Why do you think your direct reports' rating is significantly higher than your clients' rating?

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

### Customer Focus - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

		N	AVG
1	I know what I want out of life.	N	4.4
2	I usually allow others to act first.	N	4.0
3	There is no gain in working harder than you need to.	N	4.0
4	I prefer not to spend time reflecting on things.	N	4.0

The four **LEAST** endorsed items

1	I enjoy finding new ways to add to my achievements.	N	1.9
2	I often lose interest if a story isn't realistic.	N	1.3
3	I openly challenge decisions	N	0.9
4	I always stick up for myself.	N	0.7

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

		N	AVG
1	I know what I want out of life.	N	4.5
2	What's happening in the art world does not interest me.	N	4.0
3	I prefer not to spend time reflecting on things.	N	3.5
4	There is no gain in working harder than you need to.	N	3.0

The four **LEAST** endorsed items

1	I often lose interest if a story isn't realistic.	N	1.0
2	I enjoy finding new ways to add to my achievements.	N	1.0
3	I openly challenge decisions	N	1.0
4	I always stick up for myself.	N	1.0

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

		N	AVG
1	There is no gain in working harder than you need to.	N	5.0
2	I prefer not to spend time reflecting on things.	N	4.5
3	What's happening in the art world does not interest me.	N	4.5
4	I know what I want out of life.	N	4.5

The four **LEAST** endorsed items

1	I tend to hold back on giving my opinion at work	N	1.0
2	I openly challenge decisions	N	1.0
3	I always stick up for myself.	N	1.0
4	I often lose interest if a story isn't realistic.	N	0.5

### Customer Focus - most and least endorsed items

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

#### Most and least endorsed items by CLIENTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I know what I want out of life.	N	4.5
2	There is no gain in working harder than you need to.	N	4.0
3	I prefer not to spend time reflecting on things.	N	3.5
4	I usually allow others to act first.	N	3.5

The four **LEAST** endorsed items

1	What's happening in the art world does not interest me.	N	2.5
2	I often lose interest if a story isn't realistic.	N	1.5
3	I openly challenge decisions	N	1.0
4	I always stick up for myself.	N	0.5

### Developing Others - definition

This competency requires an appreciation for knowledge and skills and of the 'win-win' benefits of talent development to the individual and to the organisation. High scorers will be sufficiently self-assured to inspire confidence in others. They should be prepared to devote time and energy to the growth of their proteges, have the tact and sensitivity to deal with development needs, and have the optimism to expect positive outcomes. Preparation and scheduling of experiences required to achieve development goals is also an aspect of this competency.

#### DEVELOPING OTHERS - POTENTIAL

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



#### YOUR DEVELOPING OTHERS PROFILE

**Approachable:** Concerning your approachability and interest in others, you may seem rather indifferent. To some, you would probably seem direct and impersonal, appearing task-focused and unaware of the needs or sensitivities of others. Your disposition concerning other people's development and training needs is likely to be more purposeful and functional than sympathetic or nurturing.

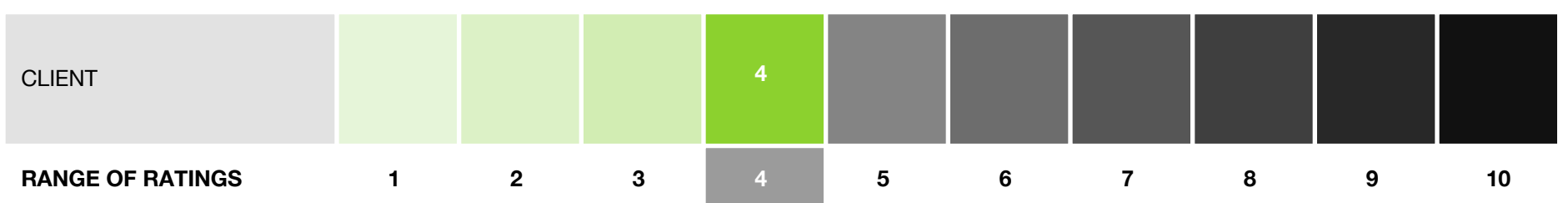
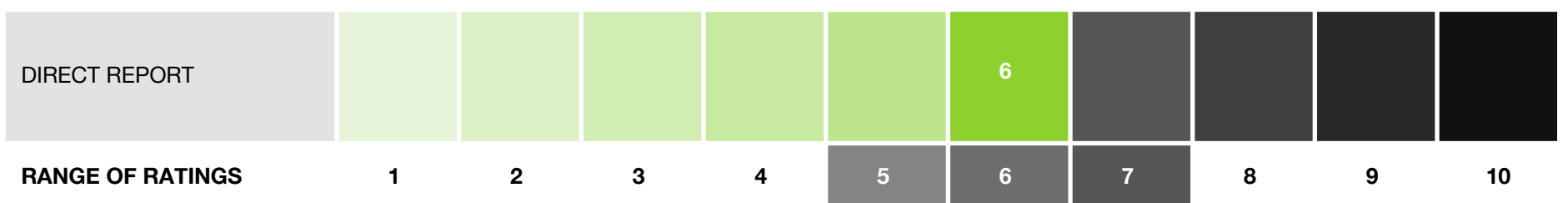
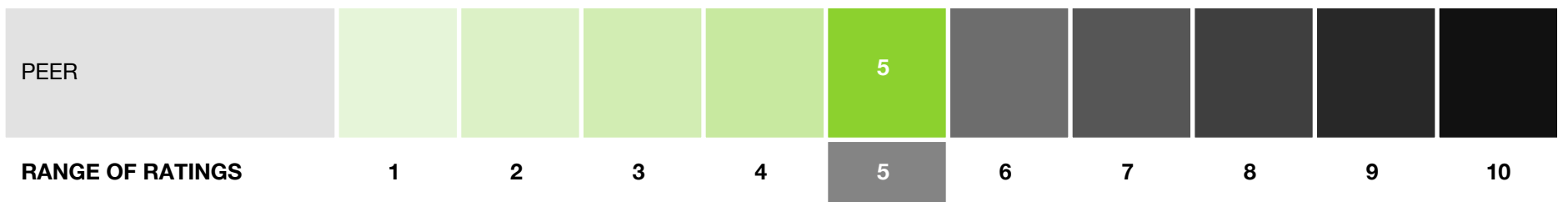
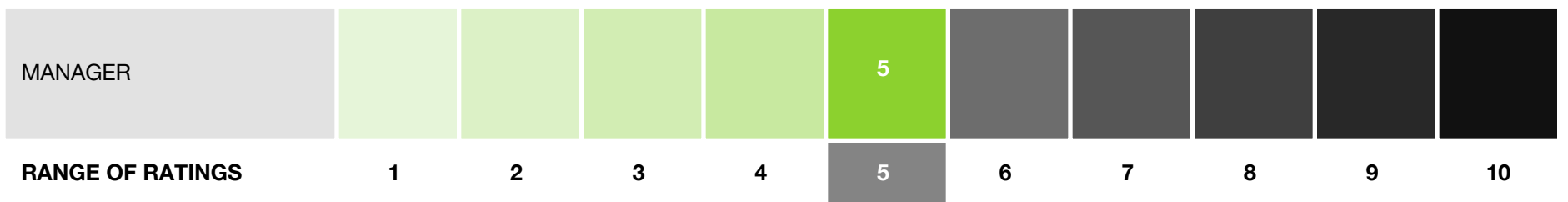
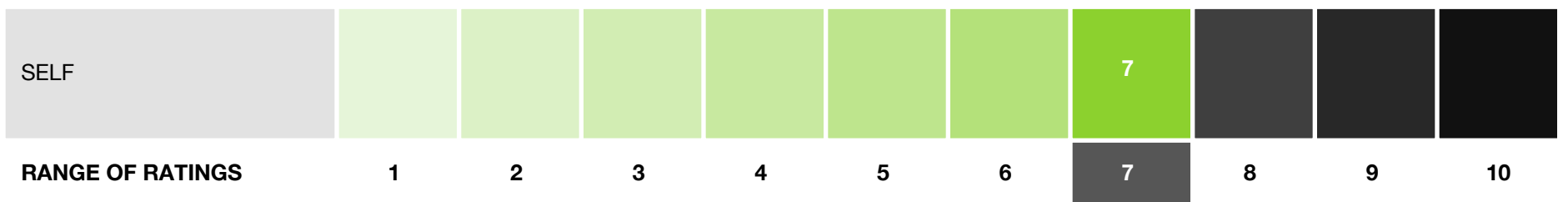
**Confident:** It seems that you will be a very confident person and this is likely to have a positive impact on your rating for this competence. You are probably at ease with yourself, relaxed and self-assured. You should have few doubts about your ability to communicate your ideas, and will probably assume that people will be interested in what you have to say. This lack of self-doubt should be reassuring and helpful in building other people's confidence in you.

**Passionate about Training and Development:** You seem to have an awareness of the value of education, knowledge management and the importance of good information. People with this profile tend to value learning for its own sake. They will usually have some current interests or commitment to personal development, and they intuitively get into research mode in relation to work and life decisions. You should be an enthusiastic supporter of talent-management initiatives.



Developing Others - performance ratings

You have been rated by various colleagues at work on your Developing Others competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Developing Others - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

#### **Discrepancy analysis**

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

- Your self rating, which is in the high average range, is significantly higher than your managers', peers and client'
- Why do you think your direct reports' rating is significantly higher than your clients' rating?

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

### Developing Others - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	You should judge people by their reputation, not by your gut feelings.	P	3.9
2	Some people have powers that cannot be explained.	N	3.7
3	Some people have a sixth sense.	N	3.4
4	There must be a reason for everything.	P	3.3

The four **LEAST** endorsed items

1	The eyes are the windows to the soul.	N	2.9
2	Success and failure are largely a matter of luck.	N	1.4
3	I don't believe that anyone can see into the future.	P	1.1
4	I may sometimes seem too cold and logical.	P	0.9

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	Some people have powers that cannot be explained.	N	4.0
2	The eyes are the windows to the soul.	N	3.5
3	You should judge people by their reputation, not by your gut feelings.	P	3.0
4	Some people have a sixth sense.	N	3.0

The four **LEAST** endorsed items

1	There is an explanation for everything, we just have to find it.	P	2.0
2	I may sometimes seem too cold and logical.	P	1.0
3	I don't believe that anyone can see into the future.	P	1.0
4	Success and failure are largely a matter of luck.	N	0.5

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	You should judge people by their reputation, not by your gut feelings.	P	4.5
2	Some people have a sixth sense.	N	4.0
3	There must be a reason for everything.	P	4.0
4	Some people have powers that cannot be explained.	N	4.0

The four **LEAST** endorsed items

1	Success and failure are largely a matter of luck.	N	2.5
2	There is an explanation for everything, we just have to find it.	P	1.5
3	I don't believe that anyone can see into the future.	P	1.0
4	I may sometimes seem too cold and logical.	P	0.5

## Developing Others - most and least endorsed items

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

### Most and least endorsed items by CLIENTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	You should judge people by their reputation, not by your gut feelings.	P	4.0
2	Some people have powers that cannot be explained.	N	3.5
3	There is an explanation for everything, we just have to find it.	P	3.5
4	Some people have a sixth sense.	N	3.0

The four **LEAST** endorsed items

1	The eyes are the windows to the soul.	N	2.5
2	I may sometimes seem too cold and logical.	P	1.5
3	Success and failure are largely a matter of luck.	N	1.5
4	I don't believe that anyone can see into the future.	P	1.5

### Interpersonal Skills - definition

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

#### INTERPERSONAL SKILLS - POTENTIAL

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



#### YOUR INTERPERSONAL SKILLS PROFILE

**Engaging:** You are probably less interpersonally sensitive than most and you may seem somewhat remote and unresponsive. Regardless of how sociable you are, you probably have limited interest in more personal or intimate communications with colleagues. This more taciturn and detached approach may stand in the way of managing the more sensitive and emotional areas of interpersonal relationships.

**Sociable:** Whether or not you are engaging, you seem to be very sociable. You will probably have a need for company and enjoy social interaction and the attention of others. Such people are typically seen as talkative, outgoing and gregarious. They enjoy being the centre of attention and are likely to think of themselves as entertaining. Whether you are perceptive about others or not, you will seek out occasions to interact with colleagues and be intent on building relationships.

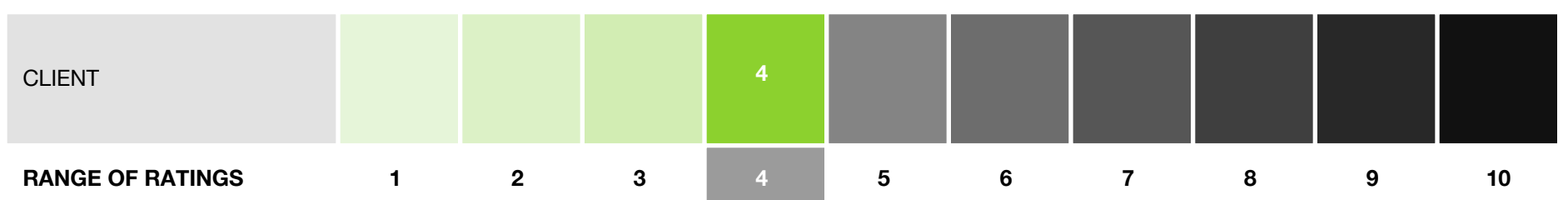
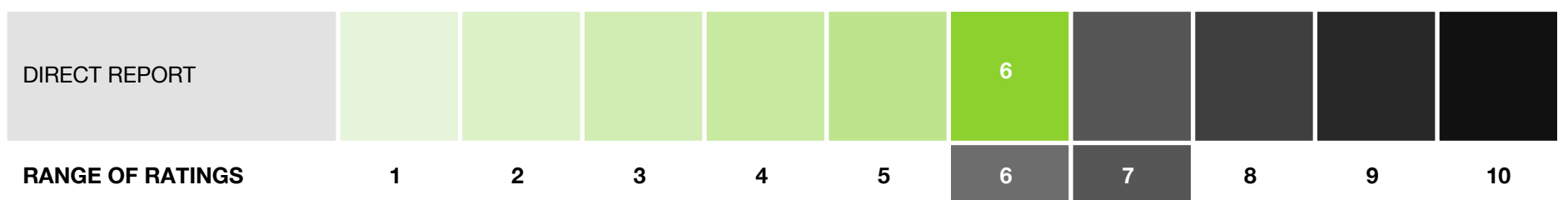
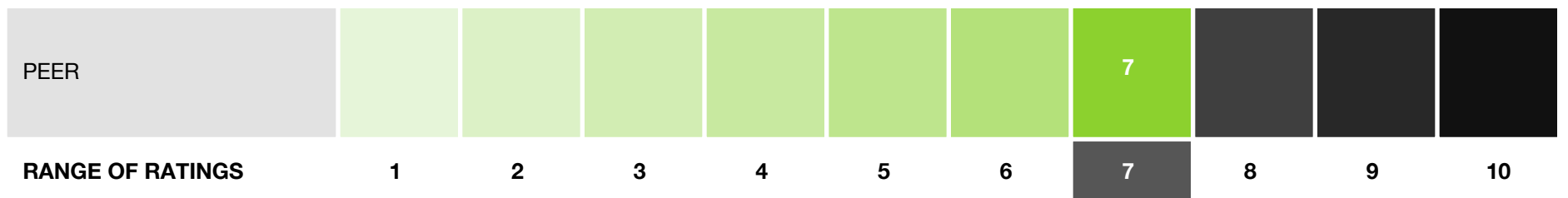
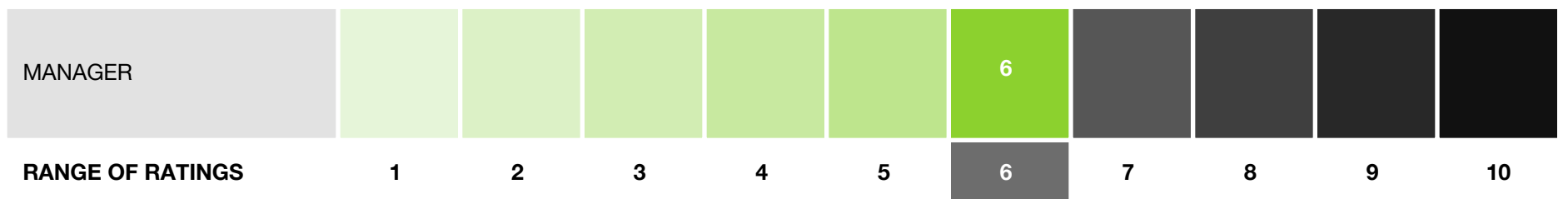
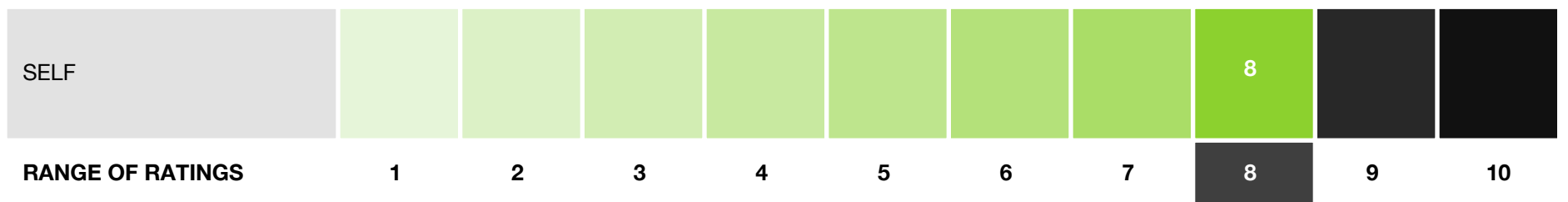
**Assertive:** You seem to be assertive and likely to be more determined than most. You appear to be competitive, to seek influence and to want to take charge of situations. Depending on your level of interpersonal sensitivity and sociability, you are likely to appreciate networking opportunities and may see the value of building interpersonal relationships in terms of personal or commercial advantage as well as purely social goals.

**Independent:** No matter how interpersonally sensitive you are, you are probably no more concerned about other people's opinions of you than is the next person. You are likely to have the normal concerns about maintaining relationships, and the usual reservations about disagreeing with colleagues and expressing your true opinions. However, when it is important to do so, you will probably act according to your convictions and speak your mind.



### Interpersonal Skills - performance ratings

You have been rated by various colleagues at work on your Interpersonal Skills competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Interpersonal Skills - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

Do you appreciate that you may seem critical, intolerant of other people's shortcomings and discouraging?

#### **Discrepancy analysis**

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

- Your self rating, which is in the high range, is significantly higher than your managers' ,direct reports' and client'
- Why do you think your managers' rating is significantly lower than your clients' ratings?
- Your peers' rating is significantly higher than your clients' ratings; can you think of a reason for this?
- Why do you think your direct reports' rating is significantly higher than your clients' rating?

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

### Interpersonal Skills - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I find it easy to remember pin numbers.	P	4.3
2	I never bother reading the film or book reviews.	N	4.1
3	I read travel guides before going on holidays.	P	3.3
4	I like to spend time reflecting on things.	P	3.1

The four **LEAST** endorsed items

1	I have always memorised things easily.	P	1.7
2	I am quicker than others to grasp new concepts.	P	1.6
3	My vocabulary is better than most other people's.	P	1.3
4	I am not interested in abstract ideas.	N	0.6

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I never bother reading the film or book reviews.	N	4.5
2	I find it easy to remember pin numbers.	P	4.0
3	I rarely forget a name.	P	4.0
4	I am quicker than others to grasp new concepts.	P	3.0

The four **LEAST** endorsed items

1	I have always memorised things easily.	P	1.5
2	My vocabulary is better than most other people's.	P	1.0
3	I am not interested in abstract ideas.	N	0.5
4	I am better informed about my work than my colleagues are.	P	0.5

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I never bother reading the film or book reviews.	N	4.5
2	I find it easy to remember pin numbers.	P	4.5
3	I rarely forget a name.	P	4.5
4	I read travel guides before going on holidays.	P	4.0

The four **LEAST** endorsed items

1	I have always memorised things easily.	P	1.5
2	My vocabulary is better than most other people's.	P	1.0
3	I am quicker than others to grasp new concepts.	P	0.5
4	I am not interested in abstract ideas.	N	0.0

### Interpersonal Skills - most and least endorsed items

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

#### Most and least endorsed items by CLIENTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I find it easy to remember pin numbers.	P	4.0
2	I never bother reading the film or book reviews.	N	3.5
3	I like to spend time reflecting on things.	P	3.0
4	I read travel guides before going on holidays.	P	3.0

The four **LEAST** endorsed items

1	I have always memorised things easily.	P	2.5
2	My vocabulary is better than most other people's.	P	2.0
3	I am not interested in abstract ideas.	N	1.5
4	I am quicker than others to grasp new concepts.	P	1.5

### Leadership Potential - definition

Many different characteristics have been associated with iconic and illustrious leaders and the debate about which of these are essential for leadership success continues. In this assessment we have focused on core qualities about which there is general agreement and that support leadership behaviour at any level within an organisation; effectiveness under pressure, determination to succeed, creating a vision, inspiring others and offering leadership in an effective and motivating way.

#### LEADERSHIP POTENTIAL - POTENTIAL

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



#### YOUR LEADERSHIP POTENTIAL PROFILE

**Composed and Stress Tolerant:** You seem generally even-tempered and likely to remain as calm and steady as the next person. Like most people, you should be reasonably stress-tolerant and consistent in your mood, so that your colleagues will generally know where they stand with you.

**Determined to Succeed:** You should be an energetic and ambitious person. You are likely to be competitive and keen to take on responsibilities. Your assertiveness should give you a strong social presence, a sense of direction and urgency. These qualities should enable you to get things moving and to motivate others.

**Strategic and Visionary:** It seems that you should be as curious and imaginative as most other people. Although perhaps not particularly visionary or strategic, you will have ideas and opinions and an appreciation of innovative contributions from others.

**Perceptive:** You are likely to appear purposeful rather than friendly. Anxious to 'get on with the job' rather than spending time on pleasantries, you may sometimes seem indifferent to others or intolerant of shortcomings. Your leadership focus would probably be task or results-oriented, rather than nurturing.

**Independent:** You appear to be as independent in your views and opinions as most other people. Whatever your personal convictions, you are probably prepared to accommodate to the views of others at times for the sake of inclusiveness and harmony. You should relate to others well and be comfortable to get along with.

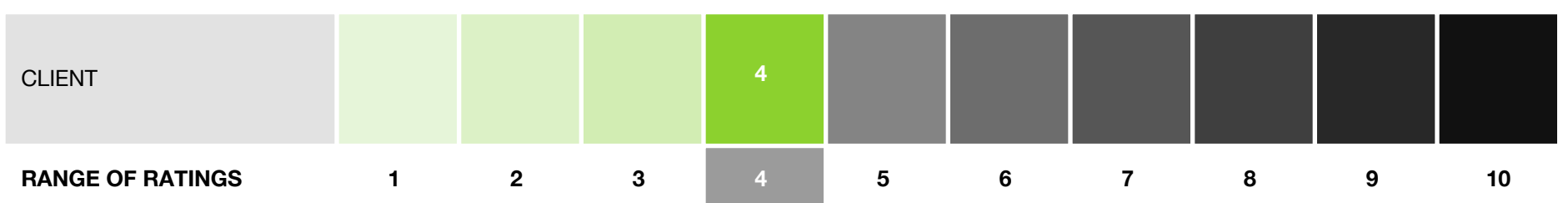
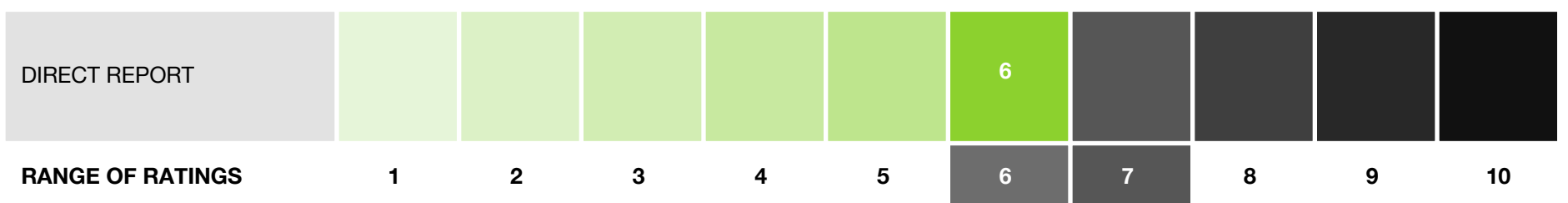
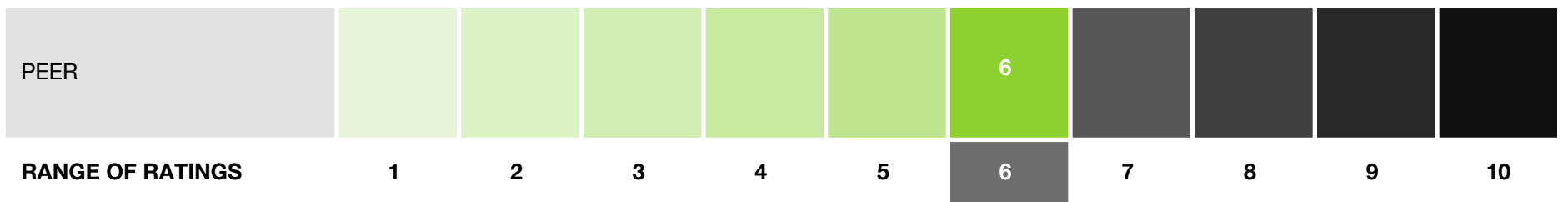
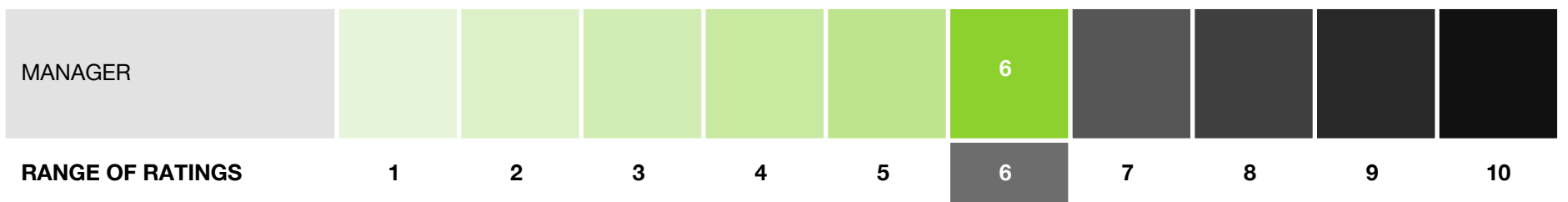
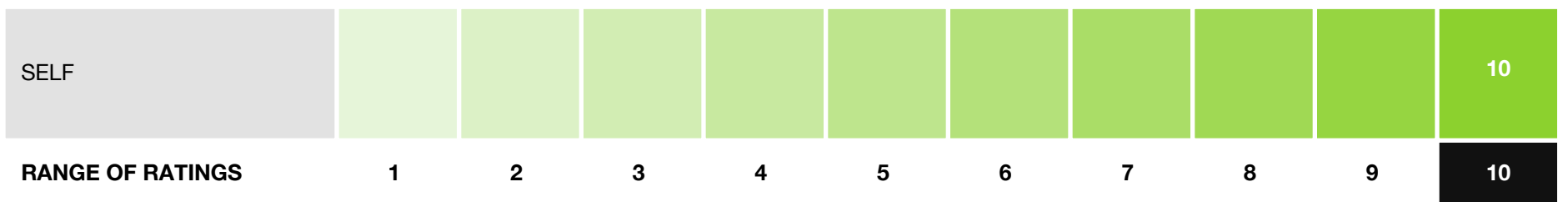
**Leadership Style:** Great leaders are not always charismatic - many have been modest or self-critical. These factors have more to do with leadership style than with performance. Leaders with profiles like yours do tend to be quite high profile and to enjoy being the centre of attention.

They also tend to have a confident and optimistic leadership style that is likely to motivate and raise aspirations.



### Leadership Potential - performance ratings

You have been rated by various colleagues at work on your Leadership Potential competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Leadership Potential - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

Might personal ambition and desire for recognition impair your ability to accommodate other points of view or interfere with your capacity to motivate others effectively?

#### **Discrepancy analysis**

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

- Your self rating, which is in the very high range, is significantly higher than your managers' ,peers ,direct reports' and client'
- Why do you think your managers' rating is significantly lower than your clients' ratings?
- Your peers' rating is significantly higher than your clients' ratings; can you think of a reason for this?
- Why do you think your direct reports' rating is significantly higher than your clients' rating?

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

### Leadership Potential - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

			AVG
1	There are times when I find it difficult to concentrate on what people are saying.	P	4.4
2	I really don't care if people disapprove of me.	N	4.4
3	I have difficulty concentrating on repetitive tasks.	P	4.1
4	I have a vivid imagination.	P	4.0

The four **LEAST** endorsed items

1	I seldom get lost in thought.	N	1.7
2	I rarely go on holiday to the same place twice.	P	1.6
3	I prefer to focus on practical solutions rather than analyse all the options.	N	0.9
4	Science explains little about humanity.	N	0.9

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

			AVG
1	I really don't care if people disapprove of me.	N	4.5
2	I much prefer variety to routine.	P	4.0
3	There are times when I find it difficult to concentrate on what people are saying.	P	4.0
4	I am often distracted by my inner thoughts.	P	4.0

The four **LEAST** endorsed items

1	I seldom get lost in thought.	N	1.5
2	Science explains little about humanity.	N	1.0
3	I rarely go on holiday to the same place twice.	P	0.5
4	I prefer to focus on practical solutions rather than analyse all the options.	N	0.0

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

			AVG
1	There are times when I find it difficult to concentrate on what people are saying.	P	5.0
2	I have difficulty concentrating on repetitive tasks.	P	4.5
3	I really don't care if people disapprove of me.	N	4.5
4	I have a vivid imagination.	P	4.0

The four **LEAST** endorsed items

1	I can get a real thrill from the arts.	P	1.5
2	I rarely go on holiday to the same place twice.	P	1.5
3	Science explains little about humanity.	N	0.5
4	I prefer to focus on practical solutions rather than analyse all the options.	N	0.0

### Leadership Potential - most and least endorsed items

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

#### Most and least endorsed items by CLIENTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	I have difficulty concentrating on repetitive tasks.	P	4.0
2	There are times when I find it difficult to concentrate on what people are saying.	P	4.0
3	I really don't care if people disapprove of me.	N	4.0
4	I can get a real thrill from the arts.	P	3.5

The four **LEAST** endorsed items

1	I prefer to focus on practical solutions rather than analyse all the options.	N	2.5
2	I seldom get lost in thought.	N	2.0
3	I rarely go on holiday to the same place twice.	P	2.0
4	Science explains little about humanity.	N	1.5

### Team Orientation - definition

In effective team dynamics, interpersonal skills are paramount; getting along with others and enjoying collaboration. Effective team players should be receptive, tolerant and willing to share. In terms of emotionality, people who readily overcome setbacks, change direction easily and do not easily take offence will be net contributors to team resilience, rather than net beneficiaries. Team players also need the self-belief to make their case and to support their point of view, but not to be so competitive that they fail to appreciate other approaches.

#### TEAM ORIENTATION - POTENTIAL

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



#### YOUR TEAM ORIENTATION PROFILE

**People Focused:** You would probably seem direct and forthright on first acquaintance. Such people are task-focused and unsentimental, and you could therefore seem unsympathetic in dealing with the concerns or shortcomings of others. Your engagement with team members is likely to be more purposeful than convivial.

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

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

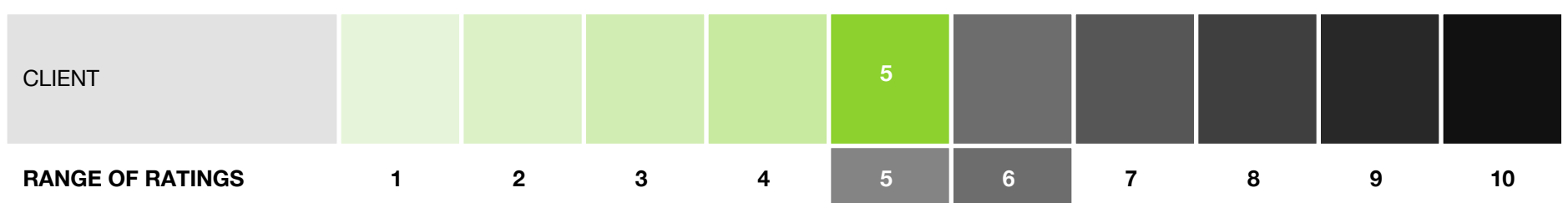
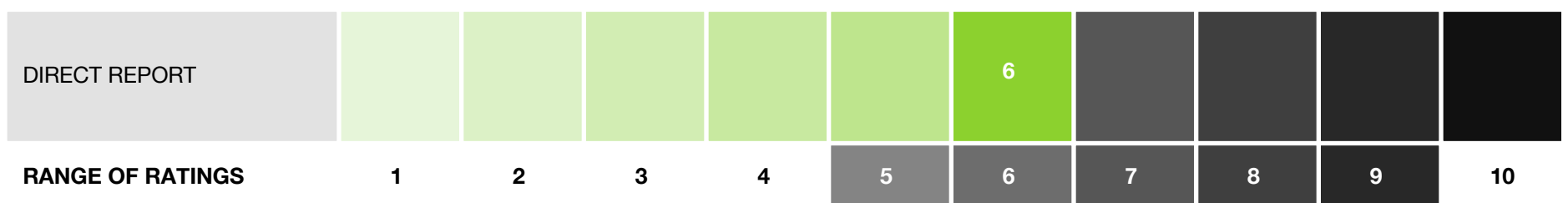
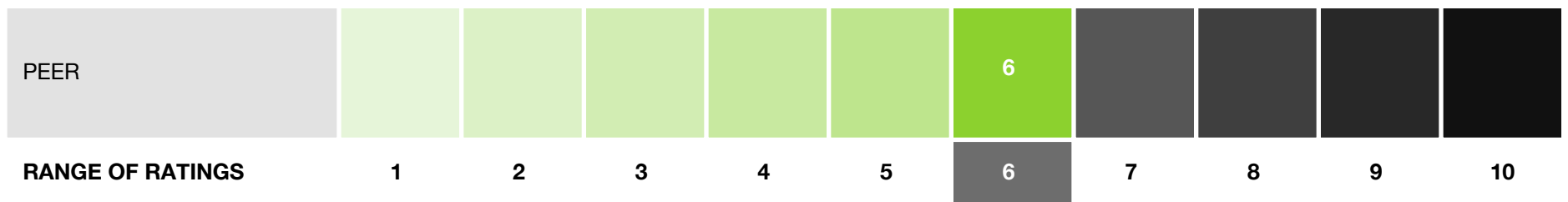
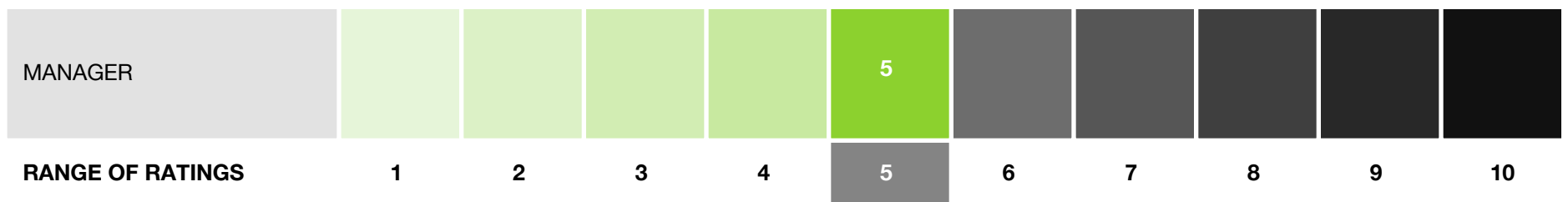
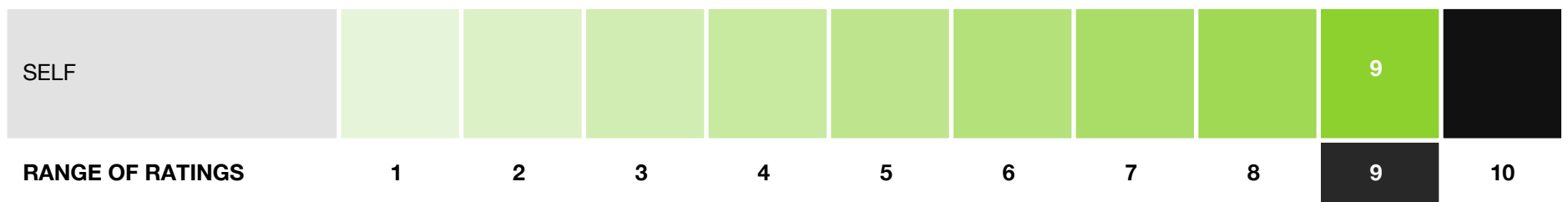
**Confident:** Whatever the initial impression, you are likely to have more confidence and optimism than most. Seeming positive and upbeat, you should have a firm belief in your own points of view. Whether or not you readily voice your opinions in a team setting, when you do so you are likely to speak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

**Calm:** You should be even-tempered, consistent and emotionally balanced. Faced with pressure or the unexpected, such people usually remain as calm and steady as most others. From this perspective, you should be relatively predictable and easy to work with.



### Team Orientation - performance ratings

You have been rated by various colleagues at work on your Team Orientation competence. These performance ratings, along with your self-ratings, are shown in the charts below.



### Team Orientation - points to consider

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

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

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for all groups of raters, except Managers.

#### **Points for self-reflection**

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

Are you so tough-minded, direct and task-focused that you are unaware of your impact on the group?

In a team context, will your need to socialise sometimes be distracting or overbearing?

#### **Discrepancy analysis**

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

· Your self rating, which is in the high range, is significantly higher than your managers', peers', direct reports' and client'

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

### Team Orientation - most and least endorsed items

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

#### Most and least endorsed items by ALL RATERS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	When I experience setbacks I quickly get over them.	P	4.3
2	I am an anxious person.	N	3.6
3	I have been so mortified I wished the ground would swallow me up.	N	3.4
4	I feel embarrassed if anyone makes a social blunder.	N	3.3

The four **LEAST** endorsed items

1	Some days I feel overwhelmed by events.	N	0.9
2	I am not easily intimidated.	P	0.9
3	I dread making a fool of myself.	N	0.7
4	People who know me probably consider me to be a worrier.	N	0.3

#### Most and least endorsed items by PEERS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	When I experience setbacks I quickly get over them.	P	4.5
2	I have been so mortified I wished the ground would swallow me up.	N	4.0
3	People often disappoint me.	N	3.5
4	I feel embarrassed if anyone makes a social blunder.	N	3.5

The four **LEAST** endorsed items

1	I dread making a fool of myself.	N	1.5
2	I am not easily intimidated.	P	1.0
3	People who know me probably consider me to be a worrier.	N	0.5
4	Some days I feel overwhelmed by events.	N	0.0

#### Most and least endorsed items by DIRECT REPORTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	When I experience setbacks I quickly get over them.	P	4.0
2	I feel embarrassed if anyone makes a social blunder.	N	4.0
3	I have been so mortified I wished the ground would swallow me up.	N	4.0
4	People often disappoint me.	N	3.5

The four **LEAST** endorsed items

1	Some days I feel overwhelmed by events.	N	1.0
2	I dread making a fool of myself.	N	0.5
3	I am not easily intimidated.	P	0.5
4	People who know me probably consider me to be a worrier.	N	0.5

## Team Orientation - most and least endorsed items

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

### Most and least endorsed items by CLIENTS

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

The four **MOST** endorsed items

			<b>AVG</b>
1	When I experience setbacks I quickly get over them.	P	4.0
2	I am an anxious person.	N	3.5
3	I feel embarrassed if anyone makes a social blunder.	N	3.0
4	I have been so mortified I wished the ground would swallow me up.	N	3.0

The four **LEAST** endorsed items

1	Some days I feel overwhelmed by events.	N	1.0
2	I am not easily intimidated.	P	1.0
3	I dread making a fool of myself.	N	0.5
4	People who know me probably consider me to be a worrier.	N	0.0

### Incremental development

If you want it to be, personal development can be a life long process. Everyone can improve their performance in one way or another and this P:M360™ report will create excellent opportunities for self-reflection and development planning.

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

#### **SUGGESTED INCREMENTAL DEVELOPMENT PROCESS:**

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

##### **2) Define achievable targets - specific behavioural objectives:**

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

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

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

##### **4) Plan implementation:**

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

Every personality has its advantages and disadvantages so development is very much a personal issue. The approach adopted here is that there are fundamental aspects of your personality that cannot be changed, but that they can be managed and performance can be continuously improved. Discovering where your greatest assets lie, where your first impulse may undermine your efforts, and how you can become more effective, is an exciting and rewarding process. P:M360™ will help you to set a course towards the realisation of your full capabilities.

#### **EXAMPLE: Derailed by talent - a real world paradox**

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



### Development resources checklist

Your P:M360™ Report provides you with a lot of material on which to base your thoughts and plans for future development. Use the following check-list to ensure that you are considering, or have considered, all the indicators available in this report when considering your personal development plans.

#### **PART 1 - variability amongst raters**

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

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

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

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

#### **PART 2 - potential vs performance**

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

Are there competencies on which you perform better than expected?

#### **PART 3 - each competency in depth**

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

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

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

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

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

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

#### **MATCH:UP™**

You will find further online help in turning 360° Feedback into an effective and realistic personal development plan on the PROFILE:MATCH™ website. MATCH:UP™ offers a step by step process that turns assessment into action. To get the most out of this report, MATCH:UP™ takes you through an online personal development planning process that encompasses everything from competency selection tips through to managing feedback as you work towards your development goals. Visit [www.psychological-consultancy.com](http://www.psychological-consultancy.com) for further details.