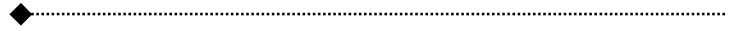


SR&A MANAGER 360 REPORT

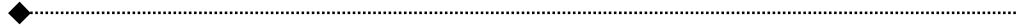


Jane Sugden

31 August 2006

Produced by Stuart Robertson & Associates





This report has been compiled on the basis of all information received from respondents on or before the date of report generation indicated on the front cover. Every care has been taken in the compilation of this report and it has been subjected to a manual check of more than 40 points to ensure accuracy. The authors are not responsible for the accuracy with which individuals completed the questionnaires used as raw data for this report.

This report has been compiled by the authors to support the personal development of the person named on the front cover.

INTRODUCTION

This report contains the analysis of responses made about your management style and skills by yourself, your manager, your peers and direct reports. The analysis itself is confidential, as no 'third party' within the business has had access either to this report, or to the questionnaires or data on which it is based. A copy will be made available to your personal coach or development adviser as agreed.

Sections 1 and 3 contain the verbatim descriptions and comments provided by your colleagues. Those provided by your manager have been printed first in each section. Please be aware that the ordering of direct report and peer comments within Sections 1 and 3 is random i.e. you should not assume that the first comment in each subsection is by the same person as was first in the previous subsection. As a result, the order of statements should not be presumed to indicate a set order of contributing peers or direct reports throughout the text. In those cases where the 'sense' of a comment requires it to be connected to a contributor's previous remarks, this is signalled in the text by a comment such as *{connected to direct report reference to 'management style' above}*. We have corrected minor spelling errors, but have otherwise left individuals' comments unedited.

In Section 2, the ratings provided by and for you have been presented and analysed to show perceived performance against the SR&A Management Competencies. Differences between your ratings, and those of manager, peers and direct reports are summarised at the end of this section. More detail regarding the ratings and how they have been analysed, is explained at the start of Section 2.

No attempt has been made to provide a summary interpretation of the present data. This is to allow you to consider the actual responses yourself and to reflect on the key messages coming from the profile. To get maximum benefit from this process it is recommended that you set aside at least an hour for personal reading and reflection and that you then share your profile with individuals who can assist you in drawing meaning from the responses.

In reading your report remember the following:

- This report is intended to assist your development planning. Try to read the report in terms of what you can do in the future, rather than trying to analyse exactly who said what, or which person gave which ratings.
- In the written comments, your colleagues were directly prompted to offer some suggestions for potential development – you should not interpret these as criticisms.
- Inevitably, some of your ratings will be lower than others. Try to look for the overall message in your ratings, rather than focussing too much on one or two particular low scores.
- Nonetheless, lower scoring areas should provide useful information to help you plan your learning and development objectives.
- You should also look for differences between your self ratings and the ratings of others. These can give useful messages about how you do things differently with different groups, i.e. manager, peers and direct reports.

SECTION 1: Initial Written Comments

- ***In three short words or phrases describe your colleague***

Boss Commentary

1. Organised
2. Respected by team and peers
3. Reactive rather than strategic

Peer Commentary

1. Confident
 2. Organised
 3. Relaxed
-
1. Well organised
 2. Professional
 3. Follows process and procedures
-
1. Knowledgeable
 2. Reliable
 3. Cheerful
-
1. Dedicated
 2. Strong willed
 3. Team player

Direct Report Commentary

1. Smart appearance
 2. Friendly and approachable
 3. Enthusiastic
-
1. Approachable
 2. Reliable
 3. Consistent
-
1. Follows procedures
 2. Grasps nettles
 3. Terrier-like
-
1. Reliable
 2. Thorough
 3. Pays attention to detail

- ***What do you value most about how your colleague does his/her job?***

Boss Commentary

Jane's timely production of management information, monthly reports, salary payments, etc without constant chasing makes life easier for me.

Jane will pick up on staff and performance issues quickly enabling faster resolution, she will only talk to me if she cannot resolve or if her required solution needs my sign off.

Jane is also prepared to take on roles/tasks at short notice, to backfill for myself and more generic department work e.g. monthly reports, bid meeting, new business requirements.



Peer Commentary

You can count on Jane to deliver work/projects correct and on time provided she has been given the correct information and resources.

Jane is very organised and confident in her role and this gives you a feeling she will action any work given to her efficiently.

Will always achieve what she sets out to do.

Jane has managed to integrate a group of technicians into a Team. This has made the working environment much more interesting and productive place to be in. She's achieved this through a balance of hard work, common sense and humour.

Direct Report Commentary

You know that what needs to be done will be done and on time. Jane also has a good feel for what is expected of the team and understands the implications and priorities of all the work that is going on in the team.

Her willingness to listen.

Consults members of the team as and when appropriate.

Tolerance.

SECTION 2: Ratings

Each statement about management behaviour that was rated in your questionnaires relates to a specific behaviour in the SR&A Management Competency framework. This section presents your ratings for each of the management behaviours, grouped by the competencies to which they belong, for yourself, your manager, the average of those you nominated as peers, and your direct reports. Where there are no ratings, or where it is not possible to calculate an average, an “X” is included in the relevant table entry.

Interpreting your ratings

For the purposes of this report, the original ratings were given on a scale of 1 (representing “strongly disagree”) to 6 (representing “strongly agree”). The detailed description of the rating scale is shown below:

- 1 Strongly Disagree – my colleague rarely or never does this
- 2 Disagree – my colleague occasionally does this
- 3 Slightly Disagree – my colleague sometimes does this and sometimes doesn't
- 4 Slightly Agree – my colleague does this more often than not
- 5 Agree – my colleague nearly always does this
- 6 Strongly Agree – my colleague always does this
- 9 Can't Say – I don't have sufficient experience of my colleague to make a judgment

(A rating of 9 was used to indicate “Can't Say”; these ratings have been coded as missing values and do not contribute to the analysis)

Any scores or averages of **4 or more** indicate net agreement that you **do** consistently demonstrate the behaviour or personal capability, while scores or averages of **3 or less** indicate net agreement that you **do not**. The average score on this scale is 3.5, and any values between 3 and 4 indicate that some agree that you consistently demonstrate the behaviour, while others do not.

The ratings have been averaged within each competency (e.g. *Results Orientation*) to give an overall rating. Also, ratings have been averaged across your peer group (to provide ‘peer average’ figures) and across direct reports (to give a ‘direct report average’). The report indicates where there is greater variability (and therefore disagreement) in the ratings of respondents for a particular item. Thus an underline is used to signify that the range of ratings making up any item average is 3 points or greater. This means that at least one person has agreed and at least one has disagreed that you consistently demonstrate the behaviour.

Unless a specific agreement has been made to the contrary, no single member of either your peer or direct report group can be identified in terms of individual ratings.

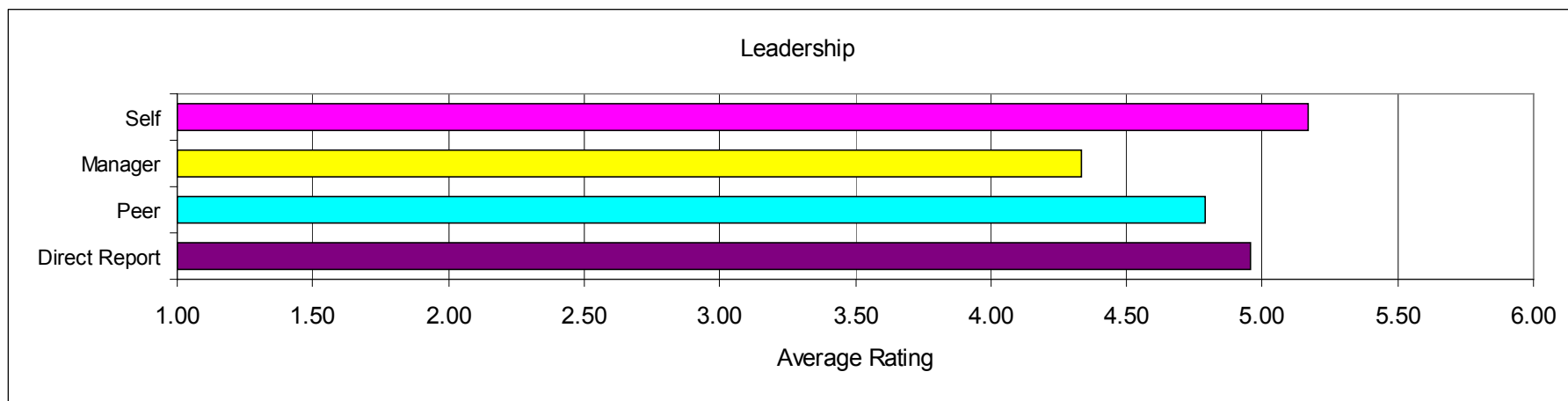
What the report was based upon

In your case the report was based upon questionnaires obtained from yourself, your manager, 4 people describing themselves as peers, and 4 people describing themselves as direct reports.

Leadership

Leadership is about both getting things done and transforming the way things are. Managers with this competence provide inspiration, vision and direction. They communicate their beliefs about what people can achieve, and act consistently with those beliefs. They are able to motivate others through appropriate challenges, encouragement, support and trust. They delegate responsibility while still accepting ultimate accountability for decisions and outcomes.

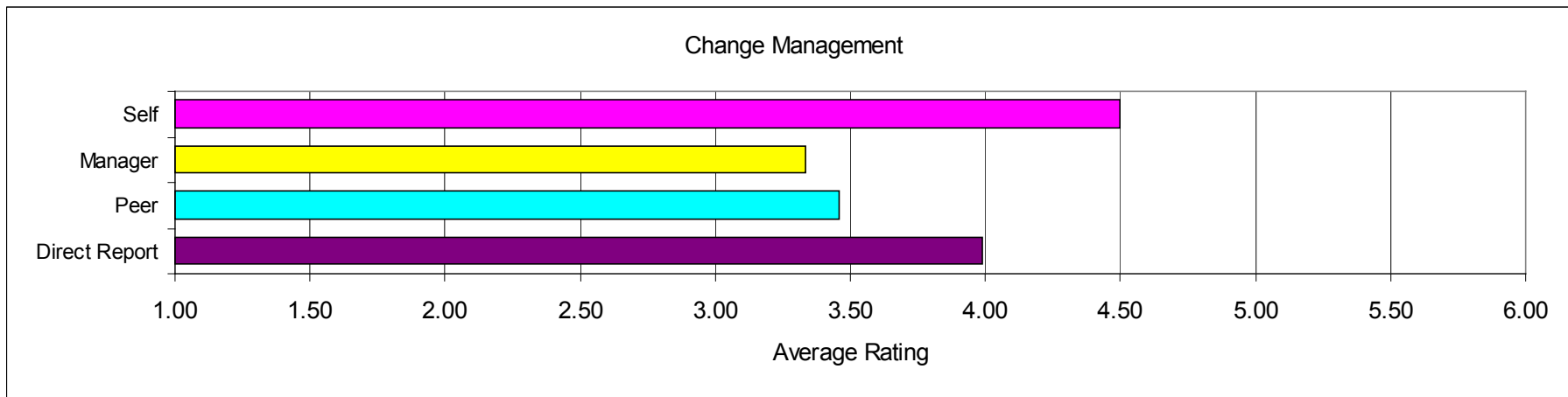
		Self	Manager	Peer Average	Dir. Rep. Average
35	Communicates a clear vision of what is to be achieved.	5	6	5.00	4.75
27	Applies a knowledge of current trends in setting the direction to take.	6	6	5.50	<u>4.50</u>
7	Acts as a role model for the beliefs and values of the organisation.	5	5	4.75	5.00
47	Demonstrates a belief in people and what they can achieve.	4	2	4.25	5.25
30	Demonstrates integrity through openness, honesty and consistency between words and actions.	6	5	5.00	5.25
57	Inspires colleagues and staff to gain commitment to goals and plans.	5	2	4.25	5.00
Average Score		5.17	4.33	4.79	4.96



Change Management

This competency concerns leading and managing organisational, departmental and individual change. Managers with this competence understand the implications of change both for themselves and others. They also understand the impact of change on the organisation as a whole and are able to use their understanding to develop a wide range of support strategies to both lead and manage the process.

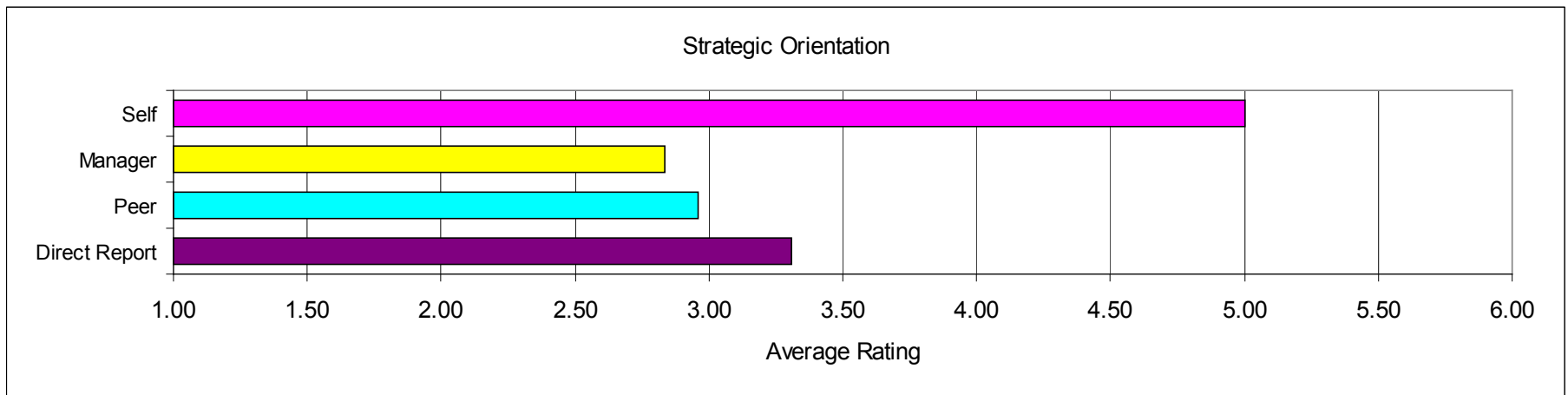
		Self	Manager	Peer Average	Dir. Rep. Average
34	Shares information and knowledge at times of change.	5	3	3.00	<u>3.50</u>
23	Champions change as a positive force for organisational improvement.	5	5	4.50	5.25
42	Takes a positive, constructive approach to dealing with others' resistance to change.	4	4	3.75	3.75
52	Acts as a role model for dealing positively with change.	4	3	<u>3.50</u>	4.00
28	Gets buy-in to change through appropriate involvement of people including staff, customers and suppliers.	4	2	3.00	3.67
4	Uses an understanding of the change process to devise effective strategies for implementing change.	5	3	3.00	3.75
Average Score		4.50	3.33	3.46	3.99



Strategic Orientation

This competency concerns planning for and working towards a clear vision of the future and being able to link operational activities into a strategic context. Managers with this competence understand the purpose and long term focus of the organisation and have the skills to translate this into strategic and operational plans, which can be understood and shared by everyone in the organisation. Strategically oriented managers take the broader, longer term view, and anticipate future demands and the implications of current actions

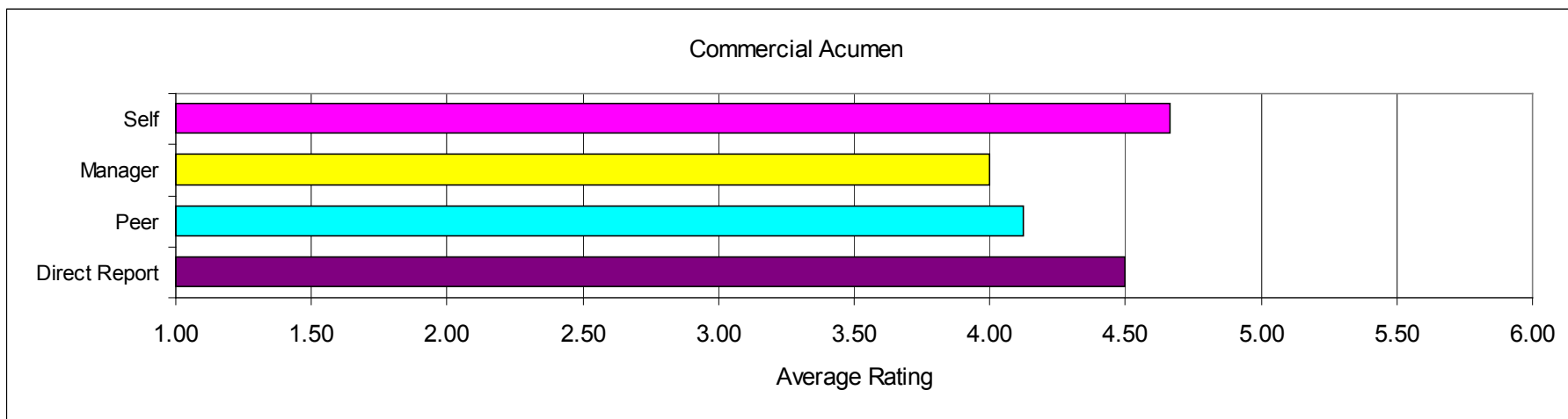
		Self	Manager	Peer Average	Dir. Rep. Average
54	Translates the long-term vision of the organisation into achievable strategic and operational plans.	6	3	3.50	4.00
60	Regularly reviews, evaluates and revises strategic plans in the light of feedback and changing circumstances.	5	2	2.25	2.67
16	Communicates strategic plans clearly to others to gain their understanding and commitment.	4	2	2.50	2.75
43	Reconciles day-to-day demands with long term objectives.	5	3	3.50	3.67
56	Anticipates future demands, opportunities and constraints.	5	4	3.25	3.50
18	Contributes effectively to strategic thinking in the organisation.	5	3	2.75	<u>3.25</u>
Average Score		5.00	2.83	2.96	3.31



Commercial Acumen

This competency concerns identifying and pursuing profitable commercial activities. Managers who are competent in this area take the initiative in keeping up with market trends and activity, anticipating shifting customer needs and requirements. They are alert to developments that may threaten current business, and propose ways of meeting those threats. Managers high in commercial acumen are also sensitive to shifting trends in profitability and will use or devise management information systems that keep them informed. Above all, managers who show this competency are driven to maximize and grow profits.

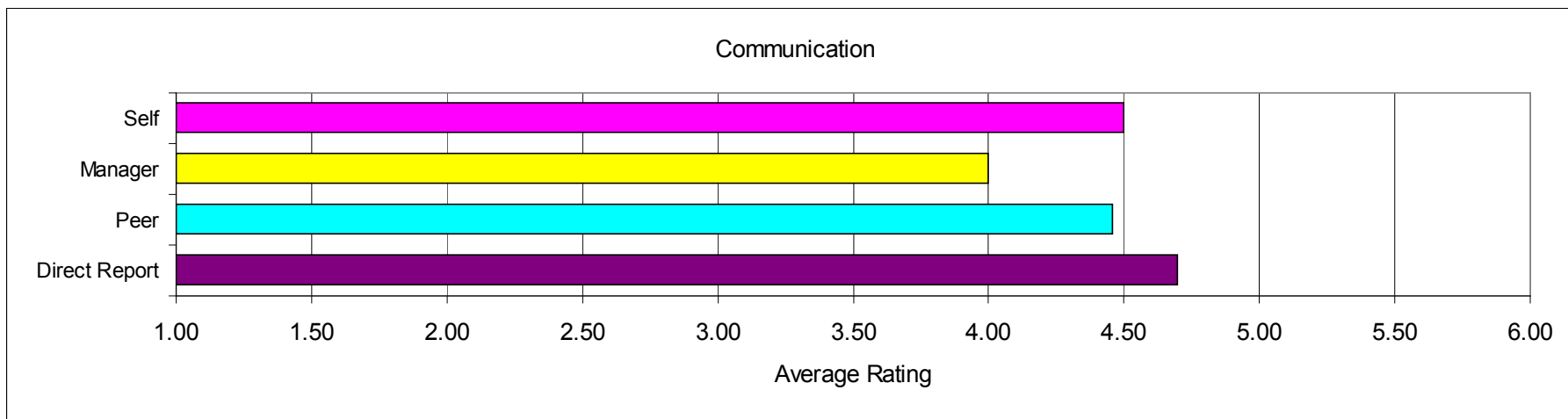
		Self	Manager	Peer Average	Dir. Rep. Average
41	Searches for and analyses market information to align services with market trends, demands and expectations.	4	3	3.25	4.75
17	Identifies and addresses potential threats to the delivery of current business.	4	3	4.00	4.00
32	Identifies and develops aspects of the business that contribute most to profitability.	5	5	4.50	<u>4.50</u>
9	Understands the implications of decisions and actions for the bottom line.	5	5	4.50	4.25
21	Continually seeks to achieve growth in profits.	4	2	3.00	4.00
5	Uses management information to monitor and control resources and expenditure.	6	6	5.50	5.50
Average Score		4.67	4.00	4.13	4.50



Communication

This competency concerns both the skill and the intent to communicate widely and effectively. Managers who are competent in this area are aware of the different communication styles and methods open to them, and apply their judgment in selecting the appropriate method for their message and target audience. Good communicators are also good listeners, capable of testing and demonstrating their understanding by appropriate questioning and accurate summarizing. Effective communication also entails being able to give and receive feedback. Good communicators ensure that all who should be kept informed, are kept informed. For the most effective, communication is second nature, and occurs often and not necessarily for a specific purpose.

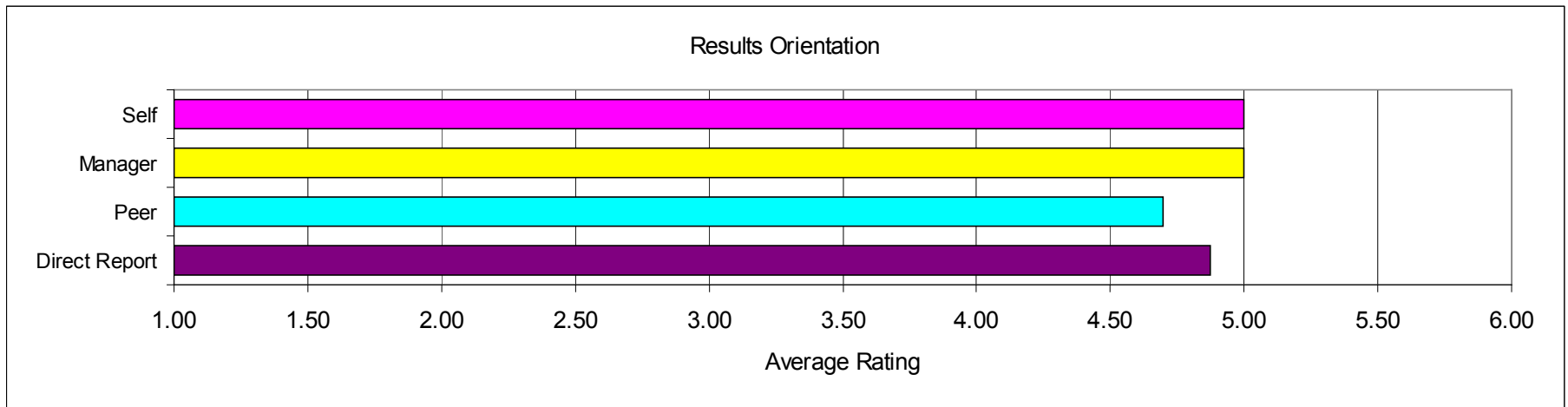
		Self	Manager	Peer Average	Dir. Rep. Average
68	Demonstrates attentiveness to others through listening, questioning and summarizing .	4	3	5.00	4.75
58	Produces clear, concise written material in reports, letters, memos, etc.	5	5	5.25	5.00
40	Makes clear and confident presentations that demonstrate a strong grasp of the subject matter.	4	X	3.00	4.67
53	Expresses own point of view clearly and succinctly in meetings.	5	3	4.75	5.00
67	Communicates extensively, always sharing information with those who need to know.	4	5	4.50	5.00
19	Seeks and listens to feedback.	5	4	4.25	<u>3.75</u>
Average Score		4.50	4.00	4.46	4.69



Results Orientation

This competency relates to the capacity of the manager to ensure that results are delivered on time, on budget and to agreed quality standards. Managers who are effective here show a clear commitment to delivering what has been agreed, and take clear personal responsibility for ensuring delivery. They also show flair in identifying those who are best able to deliver. Results-oriented managers demonstrate a sense of urgency and measure progress against targets. To be effective in this area also requires managers to be responsible and organized, using appropriate project planning and project management techniques. Results oriented managers identify and curtail needless processes and activities that do not contribute to outcomes.

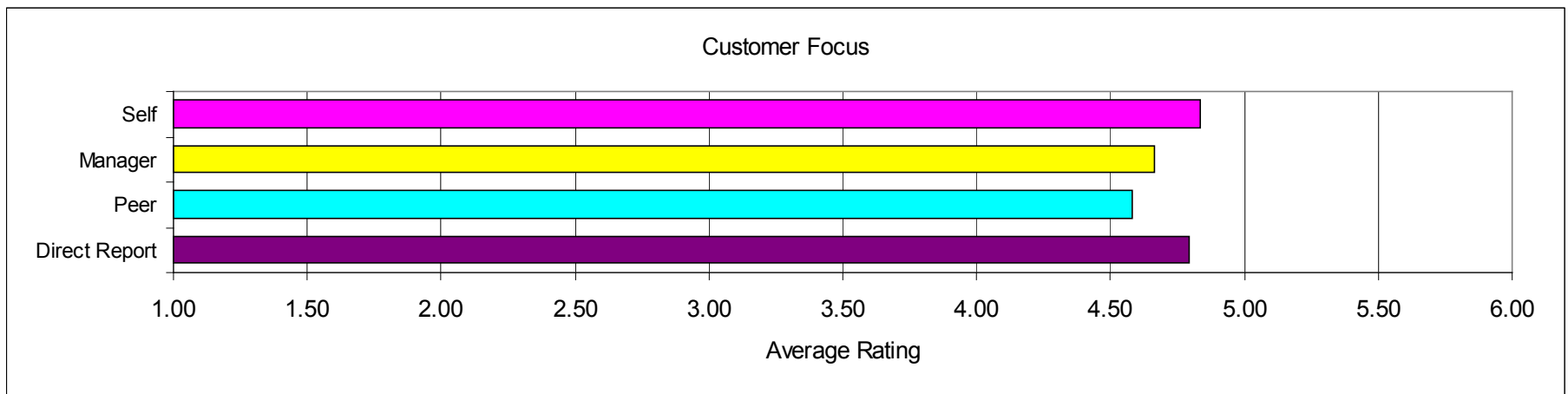
		Self	Manager	Peer Average	Dir. Rep. Average
11	Delivers results on time, on budget and to agreed quality standards.	6	6	4.67	5.50
31	Demonstrates urgency in delivering results.	5	4	4.25	4.75
64	Measures progress against targets and milestones.	5	6	4.75	4.75
45	Uses planning and monitoring tools effectively.	4	4	4.00	4.00
2	Takes a highly organized approach to coordinating resources.	5	5	5.25	4.75
25	Identifies and removes processes and activities that do not contribute to outcomes.	5	5	5.25	5.50
Average Score		5.00	5.00	4.69	4.88



Customer Focus

This competency leads to the heart of the organisation's purpose – service to, and value for, the customer. Managers with high levels of competency in this area are always focusing on their customers and consistently work at identifying and meeting customer needs whilst encouraging and acting on customer feedback. Effective managers demonstrate a dedication to their customers, continually seeking to find out more about the customer's business and strategy so as to support it in an effective partnership. Customer-focused managers identify key people in the customer organization and work with them to specify and deliver solutions. They work with the customer to improve their business in a long-term relationship.

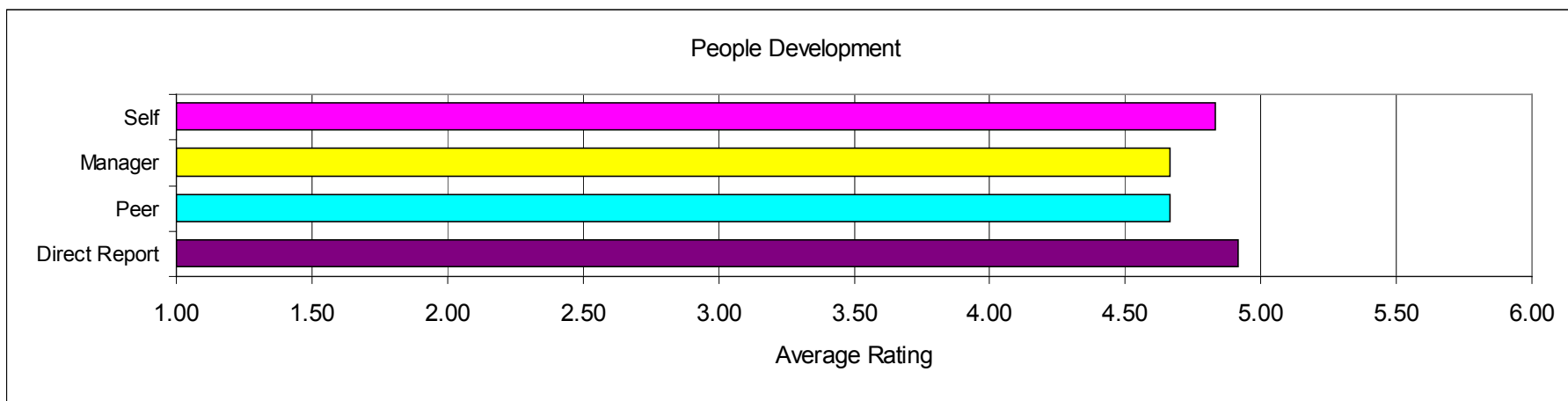
		Self	Manager	Peer Average	Dir. Rep. Average
66	Demonstrates a dedication to identifying and meeting the client's needs.	5	5	5.00	<u>5.00</u>
12	Establishes close working relationships with key staff in the customer organization.	5	5	<u>3.50</u>	5.50
24	Empowers employees to take personal responsibility for continuously improving customer service.	5	6	4.75	<u>4.25</u>
38	Maintains constructive and forward looking relationships with customers when things go wrong.	5	6	5.25	5.25
14	Ensures that customer expectations and needs are fully understood within the organisation.	4	3	4.25	4.00
65	Works with the customer to improve their business in a long-term relationship.	5	3	4.75	4.75
Average Score		4.83	4.67	4.58	4.79



People Development

The ability of managers to develop both themselves and others personally and professionally is essential the survival and success of the organisation. Managers with this competence are committed to developing the skills of individual team members in order to create the future of the organisation.

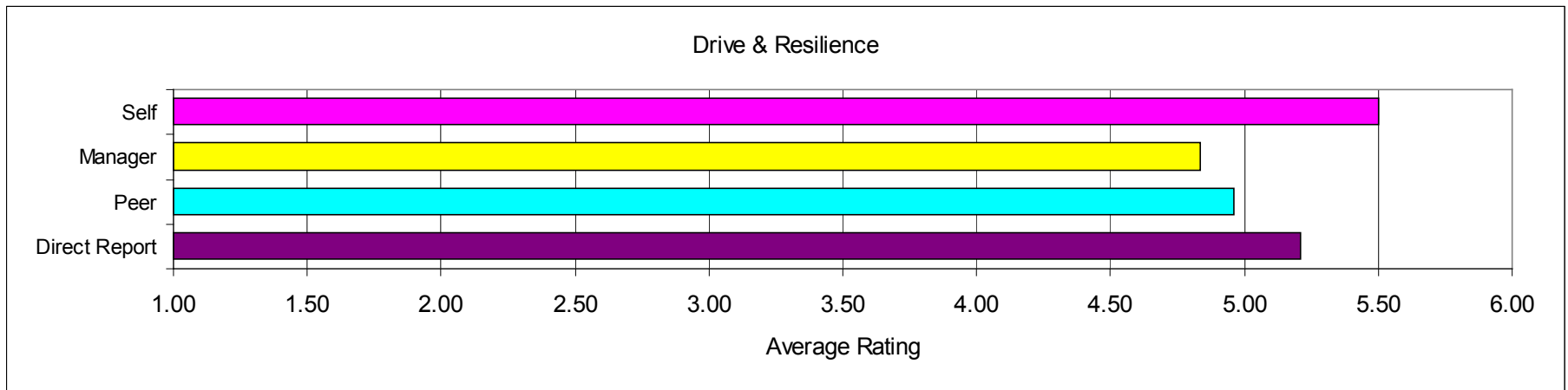
		Self	Manager	Peer Average	Dir. Rep. Average
48	Seeks feedback on own performance to identify personal development needs.	4	5	4.50	<u>5.25</u>
39	Takes an active role in coaching and mentoring others.	5	4	4.50	4.50
72	Is supportive and encouraging to those seeking further training and development.	5	6	4.75	5.00
61	Acts as a coach and mentor, supporting and facilitating the performance of team members.	5	4	4.50	4.75
8	Helps others to learn from their experience – both successes and failures.	5	5	4.75	5.50
46	Shows the way for others through openly addressing own development needs	5	4	5.00	4.50
Average Score		4.83	4.67	4.67	4.92



Drive & Resilience

A proactive and consistent approach to dealing with work demands based on self awareness, self confidence and a sense of personal responsibility. Managers with high drive put ideas into action look positively for ways of overcoming practical difficulties in their implementation. They are positive and optimistic about what can be achieved and are active, energetic and vigorous in their pursuit of goals. Managers with this competency are able to cope with stress and demonstrate personal resilience when faced with challenge, pressure and setbacks.

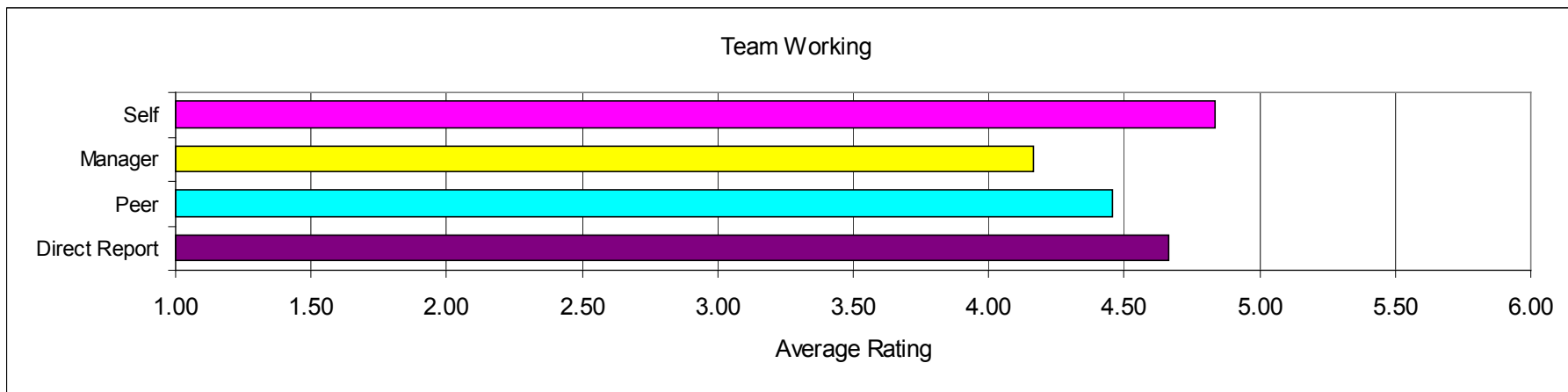
		Self	Manager	Peer Average	Dir. Rep. Average
15	Persistent in putting ideas into action when faced with setbacks or difficulties.	6	6	<u>4.50</u>	4.75
36	Maintains own performance under pressure.	5	4	4.50	4.75
44	Pursues goals with energy and vigour.	6	6	5.75	6.00
63	Meets personal challenges with energy and enthusiasm.	6	5	5.25	5.75
51	Displays high levels of confidence and assertiveness.	5	5	5.50	5.25
20	Shows resilience, stamina and reliability under a challenging and varied workload.	5	3	4.25	4.75
Average Score		5.50	4.83	4.96	5.21



Team Working

This competency concerns building, maintaining and developing teams at both departmental and organisational levels. Managers who are competent in team working are effective in identifying and using the talents of others. They motivate the team to perform well both for itself and the organisation as a whole. They understand the importance of pooling resources and working with all the other parts of the organisation to achieve results for the common good. Managers effective in team working encourage cross-departmental working and discourage empire building. Team workers involve others in goal setting and planning to ensure shared goals and targets. The effective team worker is capable of using personal influence to gain the cooperation and assistance of others where there is no direct line relationship.

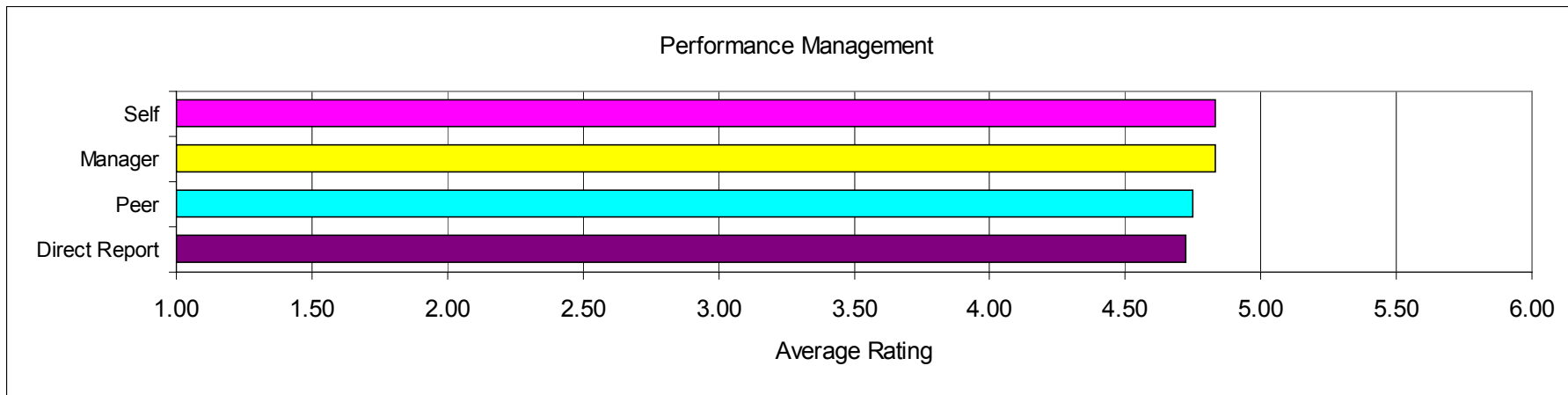
		Self	Manager	Peer Average	Dir. Rep. Average
37	Builds effective teams and working groups with shared goals and targets.	4	5	4.75	5.00
3	Breaks down barriers between departments and functions.	6	4	5.50	4.50
33	Delegates effectively, knowing when to step in and when not to.	5	5	3.50	4.25
50	Involves others in goal setting and planning.	4	4	4.50	<u>4.75</u>
1	Accurately identifies the potential contribution of team members.	5	3	4.00	5.00
71	Gains the cooperation and assistance of others through strong personal influence.	5	4	<u>4.50</u>	<u>4.50</u>
Average Score		4.83	4.17	4.46	4.67



Performance Management

This competency involves a direct and open management style based on clear communication of goals, delegation and feedback. Managers who are competent in performance management set clear standards and expectations are prompt and direct in addressing performance shortfalls. They treat staff fairly and sensitively when investigating the reasons for poor performance and endeavour to provide clear action plans to improve matters.

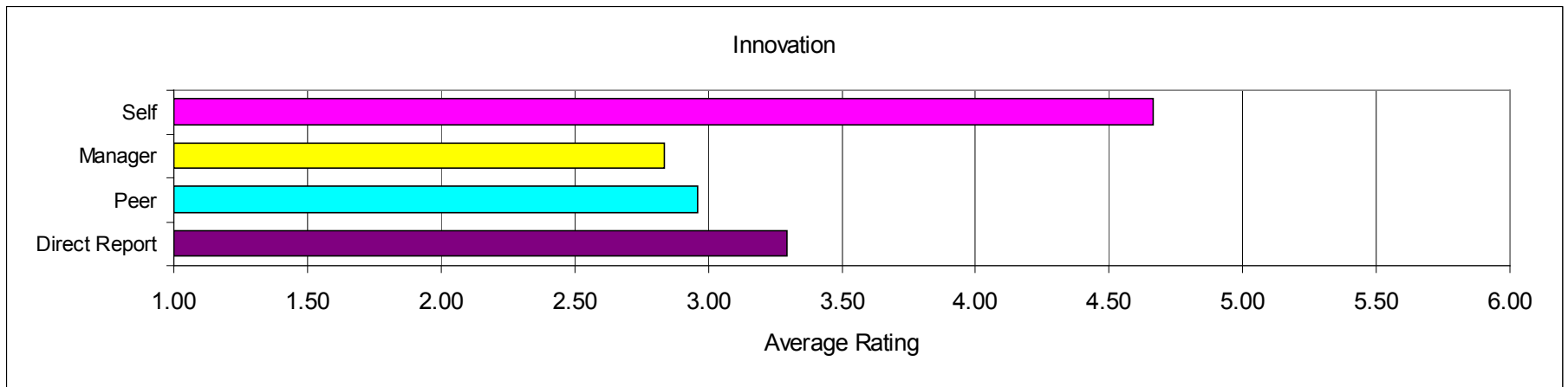
		Self	Manager	Peer Average	Dir. Rep. Average
49	Establishes and communicates clear standards and expectations among team members.	5	5	5.25	5.33
62	Gives regular face-to-face feedback to team members.	5	6	5.50	5.00
26	Promptly addresses poor performance of team members.	4	3	4.00	4.00
70	Sets and reviews targets regularly.	5	5	4.25	4.25
13	Seeks to understand the reasons for poor performance from the employee's viewpoint.	5	5	4.50	4.50
55	Demonstrates fairness among team members.	5	5	<u>5.00</u>	5.25
Average Score		4.83	4.83	4.75	4.72



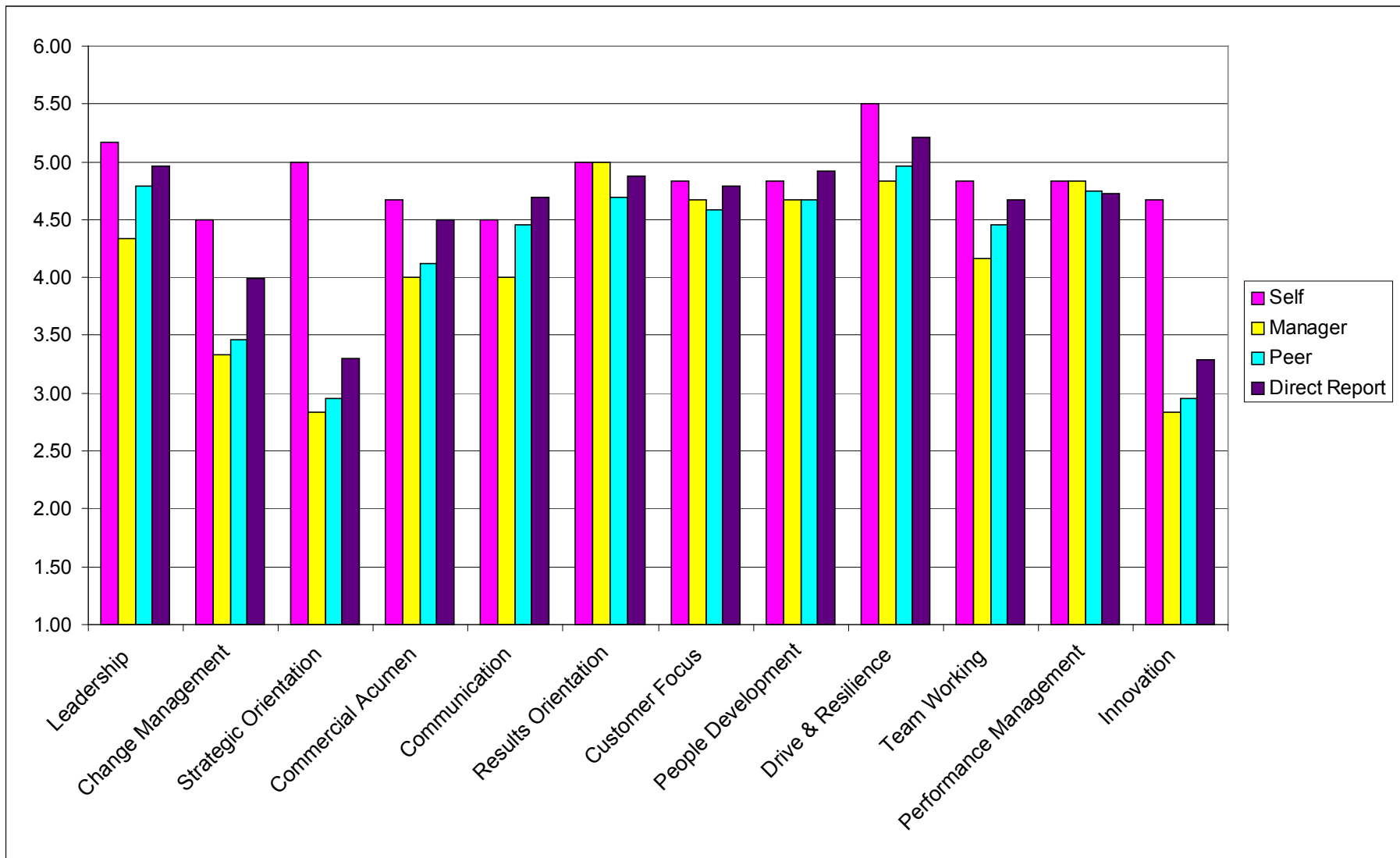
Innovation

Innovation is about being open to new and different ways of doing things. Innovative managers seek out opportunities for new solutions and products. The innovative manager is capable of generating and recognizing a range of innovative solutions to problems, and of choosing the most appropriate from among these alternatives. The innovative manager promotes and rewards innovation in others. The innovative manager is capable of working effectively in situations which are uncertain or ambiguous.

		Self	Manager	Peer Average	Dir. Rep. Average
22	Is inquisitive and curious about new ideas.	4	3	2.75	<u>3.50</u>
69	Encourages new ideas and suggestions for improving the business.	5	3	3.50	3.33
29	Makes effective choices among innovative ideas and solutions.	4	4	3.50	3.75
10	Acts as a passionate champion for innovative solutions.	5	2	2.75	3.00
59	Is flexible in finding alternative ways of delivering solutions.	5	2	<u>2.25</u>	2.67
6	Can work effectively in situations which are uncertain or ambiguous.	5	3	3.00	3.50
Average Score		4.67	2.83	2.96	3.29



Overall Summary of Ratings



Summary of Differences between Self and Others

The following tables summarise the differences between: manager and self, peers and self, direct reports and self.

DIFFERENCES SUMMARY: MANAGER - SELF

The following table summarises the differences in ratings between your manager and yourself. **Positive values** indicate behaviours where you have been **more highly rated by your manager** than by yourself. **Negative values** indicate behaviours where you have been **rated lower by your manager** than by yourself. Differences are ranked with the largest positive differences first and the largest negative differences at the end. Behaviours with larger negative values (typically –2 or larger) may help to identify areas for development. Only differences of more than 1 have been included.

Behaviour	Difference
1 Accurately identifies the potential contribution of team members.	-2
3 Breaks down barriers between departments and functions.	-2
4 Uses an understanding of the change process to devise effective strategies for implementing change.	-2
6 Can work effectively in situations which are uncertain or ambiguous.	-2
16 Communicates strategic plans clearly to others to gain their understanding and commitment.	-2
18 Contributes effectively to strategic thinking in the organisation.	-2
20 Shows resilience, stamina and reliability under a challenging and varied workload.	-2
21 Continually seeks to achieve growth in profits.	-2
28 Gets buy-in to change through appropriate involvement of people including staff, customers and suppliers.	-2
34 Shares information and knowledge at times of change.	-2
43 Reconciles day-to-day demands with long term objectives.	-2
47 Demonstrates a belief in people and what they can achieve.	-2
53 Expresses own point of view clearly and succinctly in meetings.	-2
65 Works with the customer to improve their business in a long-term relationship.	-2
69 Encourages new ideas and suggestions for improving the business.	-2
10 Acts as a passionate champion for innovative solutions.	-3
54 Translates the long-term vision of the organisation into achievable strategic and operational plans.	-3
57 Inspires colleagues and staff to gain commitment to goals and plans.	-3
59 Is flexible in finding alternative ways of delivering solutions.	-3
60 Regularly reviews, evaluates and revises strategic plans in the light of feedback and changing circumstances.	-3

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DIFFERENCES SUMMARY: PEERS - SELF

The following table summarises the differences in ratings between your peers and yourself. **Positive values** indicate behaviours where you have been **more highly rated by others** than by yourself. **Negative values** indicate behaviours where you have been **rated lower by others** than by yourself. Differences are ranked with the largest positive differences first and the largest negative differences at the end. Behaviours with larger negative values (typically -2 or larger) may help to identify areas for development. The number of respondents in each case has been indicated – you may wish to place less weight on differences based on only 1 or 2 respondents. Only differences of more than 1 have been included.

Behaviour	Difference	No. Peers
22 Is inquisitive and curious about new ideas.	-1.25	4
11 Delivers results on time, on budget and to agreed quality standards.	-1.33	3
12 Establishes close working relationships with key staff in the customer organization.	-1.50	4
15 Persistent in putting ideas into action when faced with setbacks or difficulties.	-1.50	4
16 Communicates strategic plans clearly to others to gain their understanding and commitment.	-1.50	4
33 Delegates effectively, knowing when to step in and when not to.	-1.50	4
43 Reconciles day-to-day demands with long term objectives.	-1.50	4
69 Encourages new ideas and suggestions for improving the business.	-1.50	4
56 Anticipates future demands, opportunities and constraints.	-1.75	4
4 Uses an understanding of the change process to devise effective strategies for implementing change.	-2.00	4
6 Can work effectively in situations which are uncertain or ambiguous.	-2.00	4
34 Shares information and knowledge at times of change.	-2.00	4
10 Acts as a passionate champion for innovative solutions.	-2.25	4
18 Contributes effectively to strategic thinking in the organisation.	-2.25	4
54 Translates the long-term vision of the organisation into achievable strategic and operational plans.	-2.50	4
59 Is flexible in finding alternative ways of delivering solutions.	-2.75	4
60 Regularly reviews, evaluates and revises strategic plans in the light of feedback and changing circumstances.	-2.75	4

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DIFFERENCES SUMMARY: DIRECT REPORTS – SELF

The following table summarises the differences in ratings between your direct reports and yourself. **Positive values** indicate behaviours where you have been **more highly rated by others** than by yourself. **Negative values** indicate behaviours where you have been **rated lower by others** than by yourself. Differences are ranked with the largest positive differences first and the largest negative differences at the end. Behaviours with larger negative values (typically larger than -1) may help to identify areas for development. The number of respondents in each case has been indicated – you may wish to place less weight on differences based on only 1 or 2 respondents. Only differences of more than 1 have been included.

Behaviour	Difference	No. Reports
47 Demonstrates a belief in people and what they can achieve.	1.25	4
48 Seeks feedback on own performance to identify personal development needs.	1.25	4
4 Uses an understanding of the change process to devise effective strategies for implementing change.	-1.25	4
15 Persistent in putting ideas into action when faced with setbacks or difficulties.	-1.25	4
16 Communicates strategic plans clearly to others to gain their understanding and commitment.	-1.25	4
19 Seeks and listens to feedback.	-1.25	4
43 Reconciles day-to-day demands with long term objectives.	-1.33	3
3 Breaks down barriers between departments and functions.	-1.50	4
6 Can work effectively in situations which are uncertain or ambiguous.	-1.50	4
27 Applies a knowledge of current trends in setting the direction to take.	-1.50	4
56 Anticipates future demands, opportunities and constraints.	-1.50	4
34 Shares information and knowledge at times of change.	-1.50	2
69 Encourages new ideas and suggestions for improving the business.	-1.67	3
18 Contributes effectively to strategic thinking in the organisation.	-1.75	4
10 Acts as a passionate champion for innovative solutions.	-2.00	4
54 Translates the long-term vision of the organisation into achievable strategic and operational plans.	-2.00	4
59 Is flexible in finding alternative ways of delivering solutions.	-2.33	3
60 Regularly reviews, evaluates and revises strategic plans in the light of feedback and changing circumstances.	-2.33	3

SECTION 3: Development Comments

- **Please identify up to 3 key areas in which your colleague could enhance their performance**

Boss Commentary

1. Jane needs to be given a higher profile, and more exposure to more strategic work and management processes. This will give Jane a more 'complete' approach to our business
2. A greater understanding of issues and challenges in other areas of the business.
3. Greater willingness to engage with change and innovation. Jane sometimes gives the appearance of being of the 'if it ain't broke, don't fix it school'.

Peer Commentary

1. Exposure to financial drivers in the business
 2. Increase confidence (especially presentation)
 3. Involvement/input in management decision making
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1. Be more open to new ideas
 2. Communicate more with peers
 3. Be more aware of the bigger picture
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1. Develop more awareness of other areas of the business
 2. Assume ownership of issues to ensure they do not 'fall down a gap'
 3. Keep a focus on building the Team culture

Direct Report Commentary

1. Tighter control of team workload and monitoring of tasks verifying satisfactory completion.
 2. More involvement in strategic technical decisions within the team.
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1. Best practice benchmarks
 2. Seek and apply best practice from other organisations
 3. Identifies and implements value-adding activities for the customer and the business.
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1. Man management skills
 2. More enthusiasm for innovative suggestions

- **What specific suggestions do you have that might help your colleague to achieve what you have identified above?**

Boss Commentary

1. Jane to attend more new bid, strategy, management and senior meetings.
2. This could be achieved by using Jane as a mentor to less experienced managers and by her involvement in helping with short term issues that need a different viewpoint and approach.
3. Jane should show more interest in the technical seminars offered by other parts of the business.

Peer Commentary

1. To try and be more open and to show an interest when others ask for advice and guidance.
2. Liase more with other teams so that they can give their support.
3. To understand the costs of her team within the business – to share this with her team and show them how they can make their work more profitable.



Basic internal finance training. Identify true cost of delivery and key tasks that take up resource.

Direct Report Commentary

Decide whether to be a manager or a technician.

Be prepared to spend more time just talking to individual members of the team asking questions and listening to answers.

More frequent reviews of task status and the scope of activities for each task.

- ***Any final comments?***

Boss Commentary

Jane does a great job at the moment, but needs to work hard on the skills that will take her to the next level.

Peer Commentary

It is always a pleasure dealing with Jane. You know that any work given will be done to time.

Jane has little direct contact with senior management or customers and so is limited in scope to achieving (very well) task orientated goals. She gets little contact with the day to day running costs of the division. Exposure to this would be useful for succession planning and would enable her to use her good delivery experience and increase her confidence.

Direct Report Commentary

An effective Manager.

As a team we face both pressures and disappointments. Although Jane is not lacking in optimism, a good benefit for someone in Jane's position would be the ability to super motivate people and to have training so that Jane is more able to deal with those members of the team more prone to asking awkward questions and lacking in the ability to be naturally optimistic.

Jane's a fine manager.