

INTERPRETATION

This is a report based on the perceived behaviour GAP between SHOULD DO (Ideal) and DOES DO (Actual) behaviour in your role. The 'notional' significance of the gap for each behaviour is as follows:

Gap < 1 = Keep doing



Gap 1 to 2 or -1 to -2 = Possible development opportunity



Gap > 2 = Priority development opportunity



Gap < -2 = Probable development opportunity



BEHAVIOURS

KEY:

SHOULD DO (Ideal)



DOES DO (Actual)



SELF

MANAGER

	SELF					MANAGER						
	Not at all	To a little extent	To some extent	To a large extent	To a great extent	Not at all	To a little extent	To some extent	To a large extent	To a great extent		
Managing self	1	2	3	4	5	1.00	1	2	3	4	5	1.00
Self Insight												
A.1 Regularly seeks feedback from others			5.00			1.00			5.00		2.00	
			4.00					3.00				
A.2 Shares own thinking with others			5.00			0.00			5.00		1.00	
			5.00					4.00				
A.3 Encourages challenge to own views			5.00			2.00			5.00		0.00	
			3.00					5.00				
Adaptability	1	2	3	4	5	1.00	1	2	3	4	5	1.00
B.1 Learns quickly in new situations			5.00			1.00			5.00		0.00	
			4.00					5.00				
B.2 Adapts behaviour to meet needs of situation			4.00			0.00			5.00		1.00	
			4.00					4.00				
B.3 Overcomes obstacles with creative ideas			5.00			2.00			5.00		2.00	
			3.00					3.00				
Commitment	1	2	3	4	5	0.67	1	2	3	4	5	1.00
C.1 Meets deadlines			5.00			1.00			5.00		1.00	
			4.00					4.00				
C.2 Perseveres with important tasks until completed			5.00			0.00			5.00		1.00	
			5.00					4.00				
C.3 Takes initiative to make things happen			5.00			1.00			5.00		1.00	
			4.00					4.00				

Managing our values

Customer Focus

	1	2	3	4	5	1.00	1	2	3	4	5	0.00
D.1 Listens to needs/expectations of customers	5.00					2.00	5.00					0.00
	3.00						5.00					0.00
D.2 Understands our customer relationship strategy	4.00					0.00	5.00					0.00
	4.00						5.00					0.00
D.3 Creates "win-win" environment with customers	4.00					1.00	5.00					0.00
	3.00						5.00					

Team Development

	1	2	3	4	5	0.00	1	2	3	4	5	1.67
E.1 Establishes strong commitment to team goals	5.00					0.00	5.00					2.00
	5.00						3.00					
E.2 Recognises team achievements/successes	5.00					0.00	5.00					2.00
	5.00						3.00					
E.3 Ensures team members share their knowledge	5.00					0.00	4.00					1.00
	5.00						3.00					

Innovation

	1	2	3	4	5	1.33	1	2	3	4	5	0.67
F.1 Encourages and supports ideas of others	5.00					1.00	4.00					-1.00
	4.00						5.00					
F.2 Encourages cross functional cooperation	5.00					2.00	4.00					0.00
	3.00						4.00					
F.3 Finds ways to turn ideas into business outcomes	4.00					1.00	4.00					1.00
	3.00						3.00					

Managing people

Leading

	1	2	3	4	5	0.67	1	2	3	4	5	0.67
G.1 Shows the way by going first	5.00					0.00	5.00					1.00
	5.00						4.00					
G.2 Develops a shared vision of excellence	5.00					1.00	4.00					0.00
	4.00						4.00					
G.3 Delegates authority comfortably	5.00					1.00	5.00					1.00
	4.00						4.00					

Communicating

	1	2	3	4	5	0.67	1	2	3	4	5	0.33
H.1 Shows consistency between words and action	5.00					1.00	4.00					0.00
	4.00						4.00					
H.2 States ideas clearly, concisely and candidly	5.00					1.00	5.00					1.00
	4.00						4.00					
H.3 Explains reasons behind own decisions	4.00					0.00	4.00					0.00
	4.00						4.00					

Influencing

	1	2	3	4	5	1.33	1	2	3	4	5	1.33
I.1 Gains support and cooperation of key people	5.00					2.00	4.00					0.00
	3.00						4.00					
I.2 Develops mutually beneficial relationships	5.00					1.00	4.00					1.00
	4.00						3.00					
I.3 Seeks "win-win" outcomes to conflict resolution	5.00					1.00	5.00					3.00
	4.00						2.00					

Managing process

Opportunity Identification

	1	2	3	4	5	1.33	1	2	3	4	5	0.67
J.1 Sees trends early and acts on them	5.00					2.00	5.00					0.00
	3.00						5.00					
J.2 Looks for ways to initiate improvements	5.00					1.00	4.00					-1.00
	4.00						5.00					
J.3 Encourages others to be proactive	4.00					-1.00	4.00					-1.00
	5.00						5.00					

Problem Solving

	1	2	3	4	5	0.67	1	2	3	4	5	0.33
K.1 Uses sound problem solving approach	5.00					1.00	5.00					0.00
	4.00						5.00					
K.2 Generates constructive ideas when problems arise	5.00					0.00	4.00					-1.00
	5.00						5.00					
K.3 Responds to requests for advice or input	5.00					1.00	5.00					0.00
	4.00						5.00					

Decision Making

	1	2	3	4	5	0.00	1	2	3	4	5	0.00
L.1 Makes decisions based on facts	5.00					0.00	5.00					0.00
	5.00						5.00					
L.2 Tackles difficult problems promptly	5.00					0.00	5.00					0.00
	5.00						5.00					
L.3 Follows through to ensure implementation	5.00					0.00	5.00					0.00
	5.00						5.00					

Managing technical tasks

Professional Knowledge

	1	2	3	4	5	0.33	1	2	3	4	5	0.00
M.1 Shows comprehensive professional knowledge	5.00					0.00	5.00					0.00
	5.00						5.00					
M.2 Shows up to date knowledge of own discipline	5.00					0.00	5.00					0.00
	5.00						5.00					
M.3 Understands key strategies of our business	5.00					1.00	5.00					0.00
	4.00						5.00					

Systems

	1	2	3	4	5	1.00	1	2	3	4	5	1.00
N.1 Understands formal management systems	5.00					1.00	5.00					1.00
	4.00						4.00					
N.2 Develops networks internally	5.00					1.00	5.00					1.00
	4.00						4.00					
N.3 Understands our key work processes	5.00					1.00	5.00					1.00
	4.00						4.00					

Policy

	1	2	3	4	5	0.67	1	2	3	4	5	3.00
O.1 Understands legal and regulatory requirements	5.00					1.00	5.00					3.00
	4.00						2.00					
O.2 Understands our company policies	5.00					0.00	5.00					3.00
	5.00						2.00					
O.3 Monitors emerging industry issues	5.00					1.00	5.00					3.00
	4.00						2.00					

S-DL Technologies 360 Feedback Report Conversation Summary

Role Growth Opportunities

Where we differed most on the 'should do' behaviours in the job	Gap
G2. Develops a shared vision of excellence	1
I2. Develops mutually beneficial relationships	1
K2. Generates constructive ideas when problems arise	1
I1. Gains support and cooperation of key people	1
D3. Creates "win-win" environment with customers	-1
B2. Adapts behaviour to meet needs of situation	-1
D2. Understands our customer relationship strategy	-1

My Development Needs

The most significant gaps between 'should do' and 'does do' behaviours	Manager
I3. Seeks "win-win" outcomes to conflict resolution	3
O2. Understands our company policies	3
O1. Understands legal and regulatory requirements	3
O3. Monitors emerging industry issues	3
E1. Establishes strong commitment to team goals	2

My Development Needs

The most significant gaps between 'should do' and 'does do' behaviours	Self
B3. Overcomes obstacles with creative ideas	2
D1. Listens to needs/expectations of customers	2
F2. Encourages cross functional cooperation	2
J1. Sees trends early and acts on them	2
I1. Gains support and cooperation of key people	2

My Talents

The 'does do' behaviours ranked highest by both you and me	Total
K2. Generates constructive ideas when problems arise	10
M2. Shows up to date knowledge of own discipline	10
M1. Shows comprehensive professional knowledge	10
J3. Encourages others to be proactive	10
L3. Follows through to ensure implementation	10
L2. Tackles difficult problems promptly	10
L1. Makes decisions based on facts	10

Appraisal Gaps

The 'does do' behaviour where we had the biggest gaps	Gap
O2. Understands our company policies	3
I3. Seeks "win-win" outcomes to conflict resolution	2
E2. Recognises team achievements/successes	2
E1. Establishes strong commitment to team goals	2
O3. Monitors emerging industry issues	2
D3. Creates "win-win" environment with customers	-2
O1. Understands legal and regulatory requirements	2