



Australian
Institute of
Management

COMPANY LOGO
HERE

360° FEEDBACK SURVEY

Prepared for

Organisation Name

[NAME]

27 October 2015

Introduction

Welcome to your 360 performance feedback report.

This report has been created from ratings that you and your Observers provided for each capability statement given in the questionnaire. Throughout this report you will be referred to as the Participant and the ratings that you gave yourself will be 'Self' scores.

The ratings that your Observers have given you have been combined into an average score for each statement rated. However, you can see how many Observers rated you on each statement and the distribution of ratings in the *Distribution of Observer Ratings* section of this report.

This report provides two levels of reporting - by statement and by module. The first few pages of the report provide data by module, which means that the statements you and your observers rated have been grouped into like themes that link to the modules on your course (and have been named as such). This gives you a feel for how you are performing against each particular course module overall. Later in the report the data is reported by statement, so that you can see how you are performing against each specific element within each module - the detail.

What is 360 performance feedback?

Constructive feedback is the most valuable aid to professional and personal development that we can be given. It provides a reality check and helps us to see where we can make changes in our day-to-day lives to improve our skills and become even better at what we do. It also helps us to build a picture of our strengths.

Remember that your Observers have taken the time and gone to some effort to provide you with this valuable insight, so please use it to your advantage.

The 360 performance feedback process aims to give you a thorough appraisal of your performance - from your own perspective and from that of the people who see you in your day-to-day role (manager, direct reports, peers etc.) - your Observers.

All parties concerned are given the same set of statements to rate, so that your perception of your own performance can be directly compared and contrasted with the perceptions your Observers have.

This concept of feedback is the premise behind the 360 process.

Please note that a low rating doesn't automatically equate to poor performance in a particular area. It may be that your Observers do not have much experience of seeing you express that behaviour. If it is important to your role, then this is an opportunity for you to work towards displaying that behaviour more overtly in your dealings with those around you.

Please look at the following information with an open mind and see it as an opportunity to become even better at what you do.

Module Performance

The table below shows the average rating given by the Participant (Self) and by his/her Observers for each module (group of 5 statements). The results are shown for pre-training-intervention and post-training-intervention (where they exist).

Please note that 0 scores (not applicable) have not been included, so the average score shown may only be calculated from a few of the statements within the module. The number of statements given a 'Self' rating can be established from the *Statement Performance & Gap Analysis* chart later in this report. The distribution of Observer ratings given can also be found towards the end of this report.

This table uses a rating scale of 1 to 4 to indicate how often the behaviour is observed:

1 = 'Not at all' and 4 = 'To a very great extent'

A blank means that no rating was received for that module, which means that the behaviour was not observed. This may be because it is not a requirement of the role or just simply has not been demonstrated. Whatever the reason, blank scores should be a focus of further discussion.

All modules receiving a rating of less than 2.5 (average) have been highlighted as areas for further discussion and/or development focus. Scores of 3+ given by both Participants and Observers where all statements within the module have received a rating can be viewed as key strengths (behaviour is seen & rated highly).

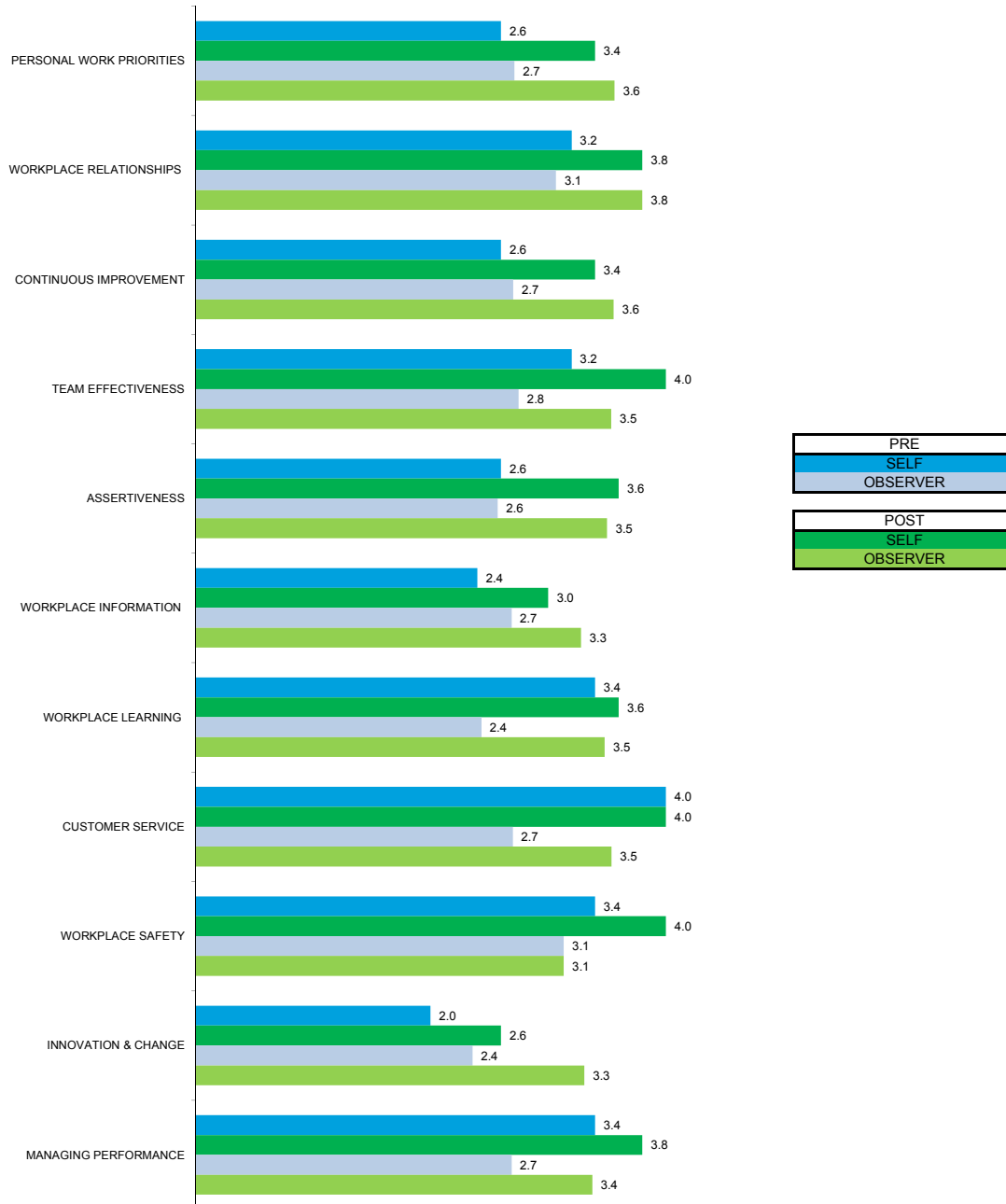
Gaps - the difference in perception of performance given by the Participant and given by their Observers. A negative score indicates an area where the perception of the Participant is higher than the perception of the Observers. A positive score indicates an area where the perception of the Observers is higher than the perception of the Participant.

Large (greater than 1) negative gaps in perception between the Participant and their Observers have been highlighted as areas of further discussion and/or development focus.

	Self		Observers (avg.)		Gap	
	Pre	Post	Pre	Post	Pre	Post
PERSONAL WORK PRIORITIES	2.6	3.4	2.7	3.6	0.1	0.2
WORKPLACE RELATIONSHIPS	3.2	3.8	3.1	3.8	-0.1	0.0
CONTINUOUS IMPROVEMENT	2.6	3.4	2.7	3.6	0.1	0.2
TEAM EFFECTIVENESS	3.2	4.0	2.8	3.5	-0.5	-0.5
ASSERTIVENESS	2.6	3.6	2.6	3.5	0.0	-0.1
WORKPLACE INFORMATION	2.4	3.0	2.7	3.3	0.3	0.3
WORKPLACE LEARNING	3.4	3.6	2.4	3.5	-1.0	-0.1
CUSTOMER SERVICE	4.0	4.0	2.7	3.5	-1.3	-0.5
WORKPLACE SAFETY	3.4	4.0	3.1	3.1	-0.3	-0.9
INNOVATION & CHANGE	2.0	2.6	2.4	3.3	0.4	0.7

Module Performance

The chart uses a scale of 1 to 4 to indicate how often the Participant demonstrates the expected behaviours and skills, where 1 = 'Not at all' and 4 = 'To a very great extent'

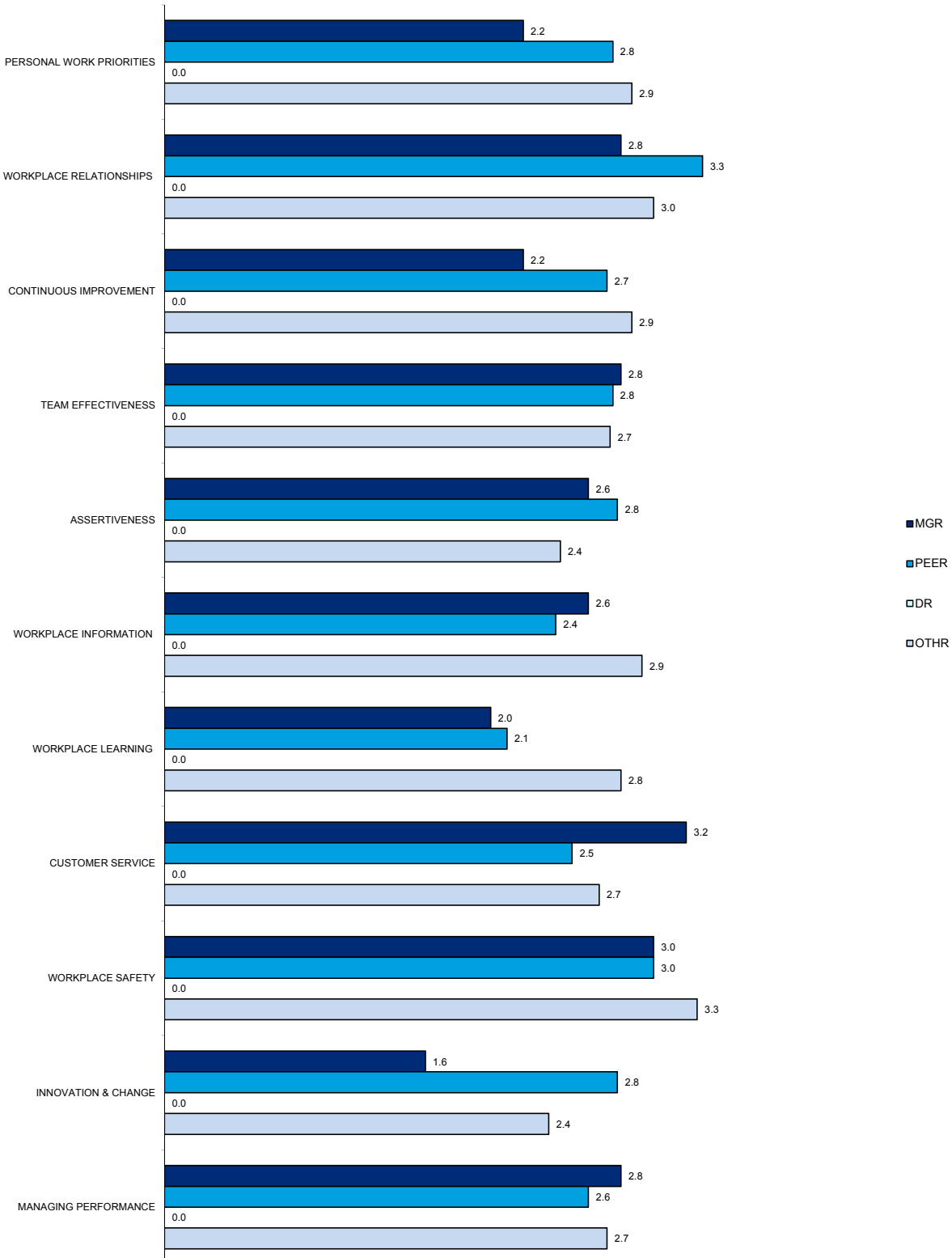




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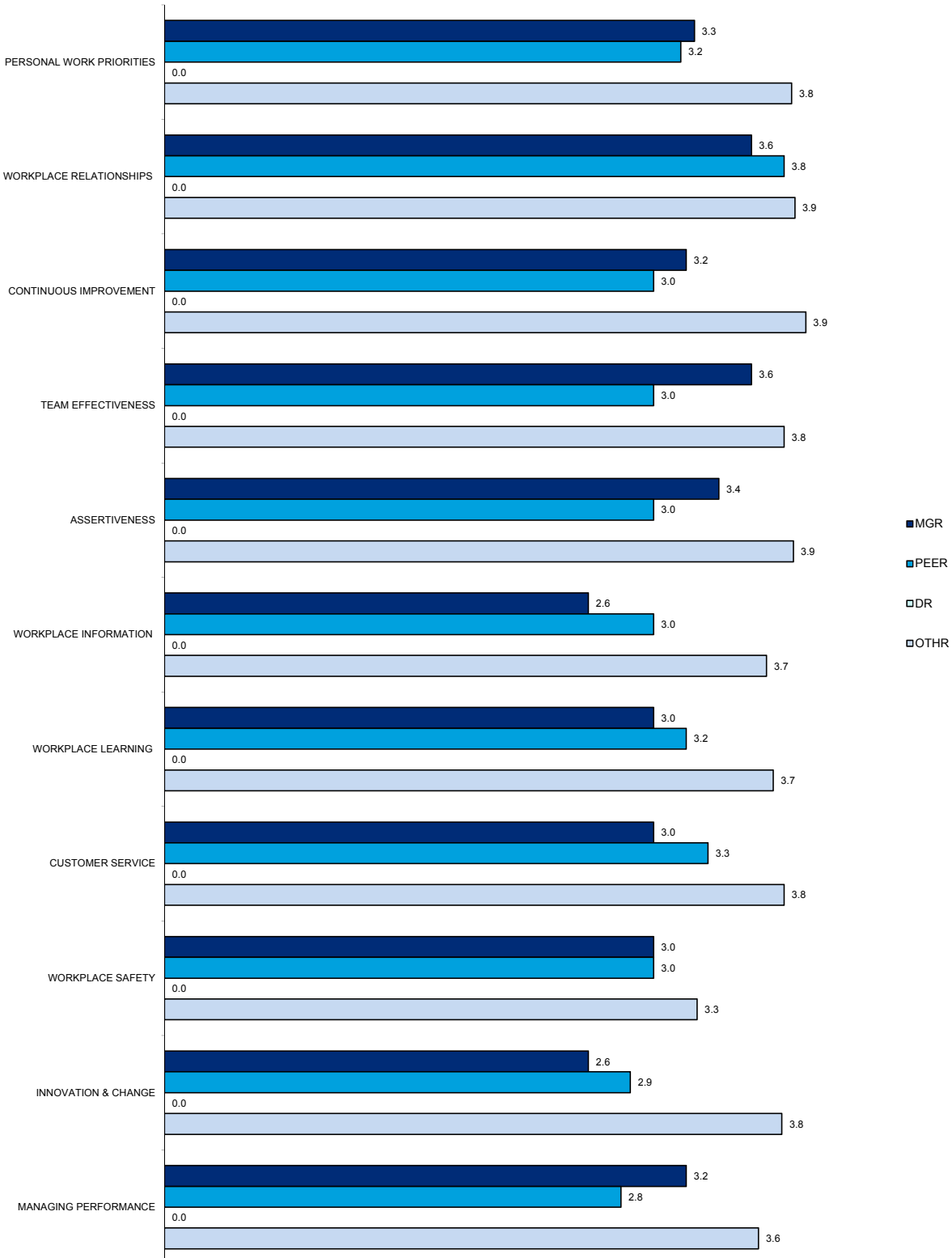
Module Rating by Observer Groups (Pre-Training)

The chart below shows the average score for each Observer group that provided feedback on this Participant.



Module Rating by Observer Groups (Post-Training)

The chart below shows the average score for each Observer group that provided feedback on this Participant.



Statement Performance & Gap Analysis

This section of the report shows the rating given by the Participant (Self) and the average rating given by his/her Observers for each statement. The results are shown for pre-training intervention and for post-training intervention (where they exist). 0 ratings (Not Applicable) are not included in the average calculation for Observers and are reported as blanks for Self.

This table uses a rating scale of 1 to 4 to indicate how often the behaviour is observed, where 1 = 'Not at all' and 4 = 'To a very great extent'

All statements receiving a rating of less than 2.5 (average) have been highlighted as areas for further discussion and/or development focus. Likewise, the reason for a blank (no score) needs to be explored. Scores of 3+ given by both participants and observers can be viewed as key strengths.

Gaps - the difference in perception of performance given by the participant (Self) and given by their Observers. A negative score indicates an area where the perception of the participant is higher than the perception of the Observers. A positive score indicates an area where the perception of the Observers is higher than the perception of the participant.

Large (greater than 1) negative gaps in perception between the participant and their Observers have been highlighted as areas for further discussion and/or development focus.

		Self		Observers		Gaps	
		Pre	Post	Pre	Post	Pre	Post
Personal Work Priorities	Able to plan and complete own work schedule	2.00	3.00	2.80	3.80	0.80	0.80
	Seeks feedback on own performance from colleagues and clients	2.00	3.00	2.60	3.50	0.60	0.50
	Identifies variations in quality of service/products and reports in accordance with organisational requirements	4.00	3.00	3.00	3.33	-1.00	0.33
	Co-ordinates and documents own professional development inline with feedback and personal goals	2.00	4.00	2.33	3.50	0.33	-0.50
	Identifies factors impacting on the achievement of work goals and establishes contingencies where necessary	3.00	4.00	2.83	3.67	-0.17	-0.33
Workplace Relationships	Communicates effectively and appropriately with colleagues, customers and suppliers	3.00	4.00	2.83	3.83	-0.17	-0.17
	Identifies and manages conflict and/or poor performance in the workplace	4.00	4.00	2.83	3.33	-1.17	-0.67
	Treats all people with integrity, respect and empathy and is sensitive to cultural and social diversity	3.00	4.00	3.17	4.00	0.17	0.00
	Develops and maintains effective workplace networks and relationships	3.00	4.00	2.83	3.83	-0.17	-0.17
	Seeks and values contributions from others when developing new ideas or approaches to work practices	3.00	3.00	3.67	4.00	0.67	1.00
Continuous Improvement	Encourages team members to participate in and take the initiative with continuous improvement processes	4.00	4.00	2.60	3.60	-1.40	-0.40
	Applies continuous improvement techniques to improve customer service	3.00	4.00	2.83	3.67	-0.17	-0.33
	Monitors and reviews progress of changes and improvement processes in the workplace	2.00	3.00	2.67	3.50	0.67	0.50
	Ensures the appropriate methods for informing all stakeholders of process changes are in place	2.00	3.00	2.83	3.50	0.83	0.50
	Documents all improvement initiatives	2.00	3.00	2.50	3.50	0.50	0.50
Team Effectiveness	Outlines and documents the work team's role, responsibilities and goals in consultation with team members	3.00	4.00	2.67	3.50	-0.33	-0.50
	Supports, encourages and empowers team members to take responsibility for work tasks	3.00	4.00	2.80	3.60	-0.20	-0.40
	Acts as a role model to the team and endeavours to enhance the organisation's image	4.00	4.00	2.83	3.50	-1.17	-0.50
	Supports the team to resolve issues that are impacting on performance	3.00	4.00	2.60	3.40	-0.40	-0.60
	Ensures there is open communication with management and information is passed to and from the team	3.00	4.00	2.83	3.67	-0.17	-0.33
Assertiveness	Is balanced in their approach to individuals and is firm but fair in their delivery	2.00	3.00	2.33	3.50	0.33	0.50
	Communicates both praise and criticism in a constructive manner	2.00	3.00	2.60	3.40	0.60	0.40
	Addresses conflict within the team or externally in a positive manner	3.00	4.00	2.60	3.60	-0.40	-0.40
	Raises issues in an appropriate way	3.00	4.00	2.67	3.50	-0.33	-0.50
	Encourages debate and discussion within the team	3.00	4.00	2.67	3.50	-0.33	-0.50
Workplace Information	Understands the team's information requirements and where this information can be found	2.00	3.00	2.50	3.17	0.50	0.17
	Collects information and reports on relevant trends and issues that impact the team or organisation	2.00	3.00	3.00	3.40	1.00	0.40
	Participates in resource planning and prepares clear resource proposals	2.00	2.00	2.80	3.50	0.80	1.50
	Effectively stores, retrieves and manages information using technology available in the workplace	3.00	4.00	2.83	3.20	-0.17	-0.80
	Encourages team involvement in business planning & budgeting activities	3.00	3.00	2.33	3.20	-0.67	0.20

Note: Gap is N/A where the participant or all their observer rated the competency as N/A

Statement Performance & Gap Analysis (Cont.)

		Self		Observers		Gaps	
		Pre	Post	Pre	Post	Pre	Post
Workplace Learning	Supports and encourages others to learn	4.00	4.00	2.33	3.67	-1.67	-0.33
	Identifies workplace development needs and participates in the preparation of a learning plan	4.00	4.00	2.33	3.40	-1.67	-0.60
	Encourages feedback on the learning experience and uses this to improve learning programs	3.00	4.00	2.33	3.20	-0.67	-0.80
	Develops individuals and teams by selecting appropriate delivery methods and learning activities	3.00	3.00	2.67	3.60	-0.33	0.60
	Maintains the required workplace learning records and reports	3.00	3.00	2.50	3.50	-0.50	0.50
Customer Service	Identifies and understands the needs of customers (external and internal)	4.00	4.00	2.83	3.67	-1.17	-0.33
	Equips staff with necessary knowledge and skills to deliver products/services that meet customer needs	4.00	4.00	2.83	3.33	-1.17	-0.67
	Invites feedback from customers on service delivery and identifies changes necessary to maintain or improve service levels	4.00	4.00	2.50	3.50	-1.50	-0.50
	Promotes customer service strategies and supports staff in implementing these strategies	4.00	4.00	2.67	3.67	-1.33	-0.33
	Follows organisational requirements for reporting customer satisfaction	4.00	4.00	2.67	3.50	-1.33	-0.50
Workplace Safety	Provides workplace safety information to team members including legislation, policies and procedures	3.00	4.00	3.17	3.17	0.17	-0.83
	Values safety and encourages/expects team participation in maintaining a safe workplace	3.00	4.00	3.17	3.17	0.17	-0.83
	Implements and monitors procedures for identifying and controlling risks and hazards in the workplace	3.00	4.00	3.17	3.17	0.17	-0.83
	Ensures OHS records, reports and documents are maintained and stored according to organisational requirements	4.00	4.00	3.17	3.17	-0.83	-0.83
	Identifies safety training needs of the team and arranges the appropriate coaching in consultation with relevant personnel	4.00	4.00	3.00	3.00	-1.00	-1.00
Innovation & Change	Opportunities for change are planned and resourced in consultation with relevant individuals/groups	2.00	3.00	2.83	3.50	0.83	0.50
	Models and encourages innovation in the workplace	2.00	2.00	2.00	3.00	0.00	1.00
	Ensures that information on a change process is shared with and accessible to team members	2.00	3.00	2.17	3.33	0.17	0.33
	Clearly communicates the benefits of implementing change to the team	2.00	3.00	2.20	3.20	0.20	0.20
	Provides the necessary support and coaching to team members during the change process	2.00	2.00	2.60	3.50	0.60	1.50
Managing Performance	Provides regular feedback to individuals	3.00	4.00	2.67	3.20	-0.33	-0.80
	Sets clear goals and objectives	3.00	4.00	2.67	3.60	-0.33	-0.40
	Coaches individuals to help them perform at their best	4.00	4.00	2.60	3.75	-1.40	-0.25
	Recognises and addresses both exceptional and poor performance	3.00	3.00	2.83	3.20	-0.17	0.20
	Clearly communicates the individual's obligations with regard to company policies, values and codes of conduct	4.00	4.00	2.67	3.20	-1.33	-0.80

Note: Gap is N/A where the participant or all their observers rated the competency as N/A

Pre-Training Distribution of Observer Ratings

The following tables show the distribution of Observer ratings for each statement. The reader can view the average rating provided by all Observers and the % of Observers giving each rating from which the average was calculated. 0 ratings (not applicable) are not included in the calculation of the average score.

51%	Darker blue shading means over 50% of Observers gave the same rating for that statement
49%	Lighter blue shading means that less than 50% of Observers gave that rating
	Grey means no one gave that rating

From this the reader can understand the spread of responses for the statement and assess how unified the Observer perceptions are. If all Observers (100%) gave the same rating then it shows a very definite perception of the participant's performance against the statement. If the responses are spread (i.e.; some rate the participant highly and some not so well), then the perception of the participant's performance is less uniform and definitive. This will form the basis for further discussion.

If the number of observers in the N/A column exceeds 50%, then this indicates that the Observers have not seen the participant demonstrating this capability, this may be because it is not in his/her role or has simply not been seen by those rating.

Total number of Observers rating this participant:

6

% of Observers giving each rating

	Observer (Average)	% of Observers giving each rating				N/A
		Very great extent 4	Great extent 3	Some extent 2	Not at all 1	
Personal Work Priorities	Able to plan and complete own work schedule	2.80	67%	17%		17%
	Seeks feedback on own performance from colleagues and clients	2.60	50%	33%		17%
	Identifies variations in quality of service/products and reports in accordance with organisational requirements	3.00	17%	67%	17%	
	Co-ordinates and documents own professional development inline with feedback and personal goals	2.33		33%	67%	
	Identifies factors impacting on the achievement of work goals and establishes contingencies where necessary	2.83	17%	50%	33%	
Workplace Relationships	Communicates effectively and appropriately with colleagues, customers and suppliers	2.83		83%	17%	
	Identifies and manages conflict and/or poor performance in the workplace	2.83		83%	17%	
	Treats all people with integrity, respect and empathy and is sensitive to cultural and social diversity	3.17	33%	50%	17%	
	Develops and maintains effective workplace networks and relationships	2.83	17%	50%	33%	
	Seeks and values contributions from others when developing new ideas or approaches to work practices	3.67	67%	33%		
Continuous Improvement	Encourages team members to participate in and take the initiative with continuous improvement processes	2.60		50%	33%	17%
	Applies continuous improvement techniques to improve customer service	2.83		83%	17%	
	Monitors and reviews progress of changes and improvement processes in the workplace	2.67		67%	33%	
	Ensures the appropriate methods for informing all stakeholders of process changes are in place	2.83		83%	17%	
	Documents all improvement initiatives	2.50		33%	33%	33%
Team Effectiveness	Outlines and documents the work team's role, responsibilities and goals in consultation with team members	2.67		67%	33%	
	Supports, encourages and empowers team members to take responsibility for work tasks	2.80		67%	17%	17%
	Acts as a role model to the team and endeavours to enhance the organisation's image	2.83		83%	17%	
	Supports the team to resolve issues that are impacting on performance	2.60		50%	33%	17%
	Ensures there is open communication with management and information is passed to and from the team	2.83	33%	17%	50%	
Assertiveness	Is balanced in their approach to individuals and is firm but fair in their delivery	2.33		33%	67%	
	Communicates both praise and criticism in a constructive manner	2.60		50%	33%	17%
	Addresses conflict within the team or externally in a positive manner	2.60		50%	33%	17%
	Raises issues in an appropriate way	2.67	17%	33%	50%	
	Encourages debate and discussion within the team	2.67		67%	33%	
Workplace Information	Understands the team's information requirements and where this information can be found	2.50		50%	50%	
	Collects information and reports on relevant trends and issues that impact the team or organisation	3.00	17%	67%	17%	
	Participates in resource planning and prepares clear resource proposals	2.80		67%	17%	17%
	Effectively stores, retrieves and manages information using technology available in the workplace	2.83	17%	50%	33%	
	Encourages team involvement in business planning & budgeting activities	2.33		33%	67%	

Pre-Training Distribution of Observer Ratings (Cont.)

		% of Observers giving each rating					
		Observer (Average)	Very great extent	Great extent	Some extent	Not at all	N/A
			4	3	2	1	
Workplace Learning	Supports and encourages others to learn	2.33		33%	67%		
	Identifies workplace development needs and participates in the preparation of a learning plan	2.33		33%	67%		
	Encourages feedback on the learning experience and uses this to improve learning programs	2.33		33%	67%		
	Develops individuals and teams by selecting appropriate delivery methods and learning activities	2.67	17%	33%	50%		
	Maintains the required workplace learning records and reports	2.50		50%	50%		
Customer Service	Identifies and understands the needs of customers (external and internal)	2.83	17%	50%	33%		
	Equips staff with necessary knowledge and skills to deliver products/services that meet customer needs	2.83		83%	17%		
	Invites feedback from customers on service delivery and identifies changes necessary to maintain or improve service levels	2.50		50%	50%		
	Promotes customer service strategies and supports staff in implementing these strategies	2.67	17%	33%	50%		
Workplace Safety	Follows organisational requirements for reporting customer satisfaction	2.67	17%	33%	50%		
	Provides workplace safety information to team members including legislation, policies and procedures	2.67	17%	83%			
	Values safety and encourages/expects team participation in maintaining a safe workplace	2.67	17%	83%			
	Implements and monitors procedures for identifying and controlling risks and hazards in the workplace	2.67	17%	83%			
	Ensures OHS records, reports and documents are maintained and stored according to organisational requirements	2.67	17%	83%			
Innovation & Change	Identifies safety training needs of the team and arranges the appropriate coaching in consultation with relevant personnel	2.67		100%			
	Opportunities for change are planned and resourced in consultation with relevant individuals/groups	2.67	17%	50%	33%		
	Models and encourages innovation in the workplace	2.00		17%	67%	17%	
	Ensures that information on a change process is shared with and accessible to team members	2.17		33%	50%	17%	
	Clearly communicates the benefits of implementing change to the team	2.20		17%	67%		17%
Managing Performance	Provides the necessary support and coaching to team members during the change process	2.60		50%	33%		17%
	Provides regular feedback to individuals	2.67		67%	33%		
	Sets clear goals and objectives	2.67		67%	33%		
	Coaches individuals to help them perform at their best	2.60		50%	33%		17%
	Recognises and addresses both exceptional and poor performance	2.83		83%	17%		
Clearly communicates the individual's obligations with regard to company policies, values and codes of conduct	2.67		67%	33%			

Post-Training Distribution of Observer Ratings

The following tables show the distribution of Observer ratings for each statement. The reader can view the average rating provided by all Observers and the % of Observers giving each rating from which the average was calculated. 0 ratings (not applicable) are not included in the calculation of the average score.

51%	Darker blue shading means over 50% of Observers gave the same rating for that statement
49%	Lighter blue shading means that less than 50% of Observers gave that rating
	Grey means no one gave that rating

From this the reader can understand the spread of responses for the statement and assess how unified the Observer perceptions are. If all Observers (100%) gave the same rating then it shows a very definite perception of the participant's performance against the statement. If the responses are spread (i.e.; some rate the participant highly and some not so well), then the perception of the participant's performance is less uniform and definitive. This will form the basis for further discussion.

If the number of observers in the N/A column exceeds 50%, then this indicates that the Observers have not seen the participant demonstrating this capability, this may be because it is not in his/her role or has simply not been seen by those rating.

Total number of Observers rating this participant:

6

% of Observers giving each rating

	Observer (Average)	% of Observers giving each rating				N/A
		Very great extent 4	Great extent 3	Some extent 2	Not at all 1	
Personal Work Priorities	Able to plan and complete own work schedule	3.80	67%	17%		17%
	Seeks feedback on own performance from colleagues and clients	3.50	33%	33%		33%
	Identifies variations in quality of service/products and reports in accordance with organisational requirements	3.33	33%	67%		
	Co-ordinates and documents own professional development inline with feedback and personal goals	3.50	17%	17%		67%
Workplace Relationships	Identifies factors impacting on the achievement of work goals and establishes contingencies where necessary	3.67	67%	33%		
	Communicates effectively and appropriately with colleagues, customers and suppliers	3.83	83%	17%		
	Identifies and manages conflict and/or poor performance in the workplace	3.33	33%	67%		
	Treats all people with integrity, respect and empathy and is sensitive to cultural and social diversity	4.00	100%			
Continuous Improvement	Develops and maintains effective workplace networks and relationships	3.83	83%	17%		
	Seeks and values contributions from others when developing new ideas or approaches to work practices	4.00	100%			
	Encourages team members to participate in and take the initiative with continuous improvement processes	3.60	50%	33%		17%
	Applies continuous improvement techniques to improve customer service	3.67	67%	33%		
Team Effectiveness	Monitors and reviews progress of changes and improvement processes in the workplace	3.50	50%	50%		
	Ensures the appropriate methods for informing all stakeholders of process changes are in place	3.50	50%	50%		
	Documents all improvement initiatives	3.50	33%	33%		33%
	Outlines and documents the work team's role, responsibilities and goals in consultation with team members	3.50	50%	50%		
Assertiveness	Supports, encourages and empowers team members to take responsibility for work tasks	3.60	50%	33%		17%
	Acts as a role model to the team and endeavours to enhance the organisation's image	3.50	50%	50%		
	Supports the team to resolve issues that are impacting on performance	3.40	33%	50%		17%
	Ensures there is open communication with management and information is passed to and from the team	3.67	67%	33%		
Workplace Information	Is balanced in their approach to individuals and is firm but fair in their delivery	3.50	67%	17%	17%	
	Communicates both praise and criticism in a constructive manner	3.40	33%	50%		17%
	Addresses conflict within the team or externally in a positive manner	3.60	50%	33%		17%
	Raises issues in an appropriate way	3.50	50%	50%		
Workplace Information	Encourages debate and discussion within the team	3.50	50%	50%		
	Understands the team's information requirements and where this information can be found	3.17	50%	17%	33%	
	Collects information and reports on relevant trends and issues that impact the team or organisation	3.40	33%	50%		17%
	Participates in resource planning and prepares clear resource proposals	3.50	33%	33%		33%
Workplace Information	Effectively stores, retrieves and manages information using technology available in the workplace	3.20	33%	33%	17%	17%
	Encourages team involvement in business planning & budgeting activities	3.20	33%	33%	17%	17%

Post-Training Distribution of Observer Ratings (Cont.)

		% of Observers giving each rating					
		Observer (Average)	Very great extent	Great extent	Some extent	Not at all	N/A
			4	3	2	1	
Workplace Learning	Supports and encourages others to learn	3.67	67%	33%			
	Identifies workplace development needs and participates in the preparation of a learning plan	3.40	33%	50%			17%
	Encourages feedback on the learning experience and uses this to improve learning programs	3.20	17%	67%			17%
	Develops individuals and teams by selecting appropriate delivery methods and learning activities	3.60	50%	33%			17%
	Maintains the required workplace learning records and reports	3.50	33%	33%			33%
Customer Service	Identifies and understands the needs of customers (external and internal)	3.67	67%	33%			
	Equips staff with necessary knowledge and skills to deliver products/services that meet customer needs	3.33	33%	67%			
	Invites feedback from customers on service delivery and identifies changes necessary to maintain or improve service levels	3.50	33%	33%			33%
	Promotes customer service strategies and supports staff in implementing these strategies	3.67	67%	33%			
Workplace Safety	Follows organisational requirements for reporting customer satisfaction	3.50	33%	33%			33%
	Provides workplace safety information to team members including legislation, policies and procedures	3.17	17%	83%			
	Values safety and encourages/expects team participation in maintaining a safe workplace	3.17	17%	83%			
	Implements and monitors procedures for identifying and controlling risks and hazards in the workplace	3.17	17%	83%			
	Ensures OHS records, reports and documents are maintained and stored according to organisational requirements	3.17	17%	83%			
Innovation & Change	Identifies safety training needs of the team and arranges the appropriate coaching in consultation with relevant personnel	3.00		100%			
	Opportunities for change are planned and resourced in consultation with relevant individuals/groups	3.50	50%	50%			
	Models and encourages innovation in the workplace	3.00	33%	17%	33%		17%
	Ensures that information on a change process is shared with and accessible to team members	3.33	50%	33%	17%		
	Clearly communicates the benefits of implementing change to the team	3.20	33%	33%	17%		17%
Managing Performance	Provides the necessary support and coaching to team members during the change process	3.50	33%	33%			33%
	Provides regular feedback to individuals	3.20	33%	33%	17%		17%
	Sets clear goals and objectives	3.60	50%	33%			17%
	Coaches individuals to help them perform at their best	3.75	50%	17%			33%
	Recognises and addresses both exceptional and poor performance	3.20	17%	67%			17%
	Clearly communicates the individual's obligations with regard to company policies, values and codes of conduct	3.20	33%	33%	17%		17%

Comments (Pre Training)

Verbatim comments from the Participant and Observers focusing on the Participant's key strengths and development areas.

Strengths

Comments Cont. (Pre Training)

Verbatim comments from the Participant and Observers focusing on the Participant's key strengths and development areas.

Development Areas