

# 180° Multi-Rater

## Sample Corp

**Report for:** Henry Sample

**Date:** 2019-3-17

# Raters

Manager (Mgr)	1
Peer (Peer)	2
Other (Other)	12
Self	1
Total	16

# Sample Corp

## Reading and Interpreting Your Report

The feedback in this report provides a valuable opportunity to receive feedback from your colleagues and celebrate your strengths. Receiving a 180° feedback report can be a personally rewarding experience.

To get the maximum benefit from this feedback, you should read this report several times. Each time you should seek to achieve deeper meaning from the feedback and consider an action plan for improvement.

You need to put the results into the context of your attitude and performance in recent times and the challenges you face in the coming 12 months.



## Name

Henry Sample

## Score

5.1

## No. of Raters

15

## Scoring System

The rating scale ranges from one to seven (1 to 7) with an option for raters to indicate Not Applicable. The rating scale is anchored by the following examples:

1	Does not describe this person at all
2	Does not describe this person much
3	Does not describe this person very well
4	Describes this person somewhat
5	Describes this person well
6	Describes this person very well
7	Describes this person exactly
N/A	Not applicable / Not observed

# The 30 Questions

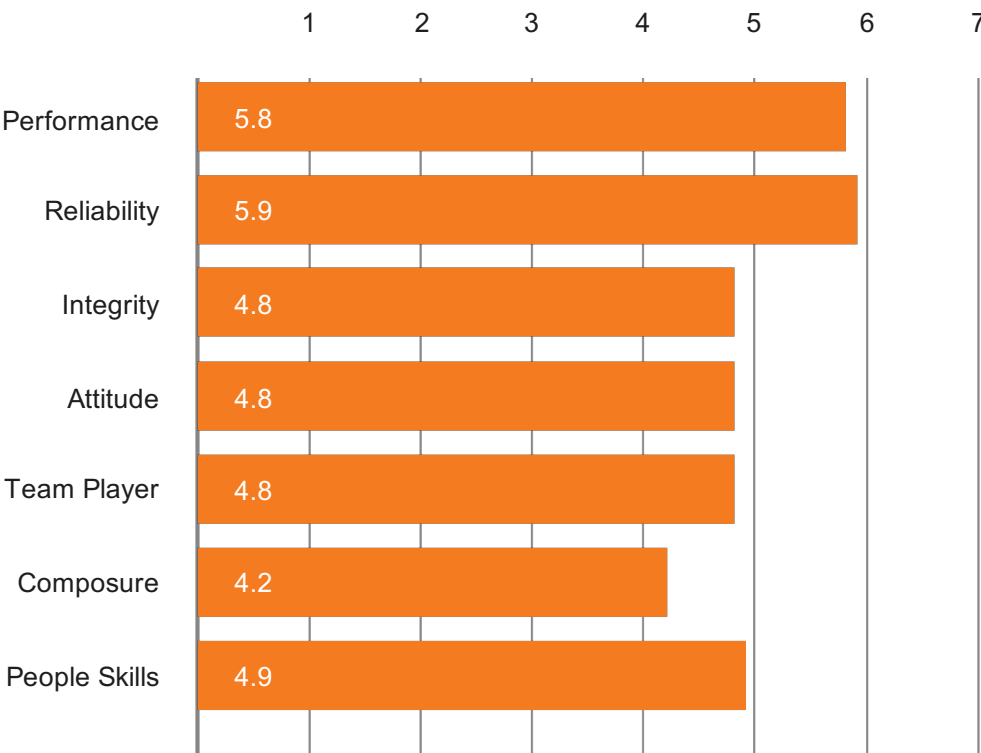
The rating form includes 30 questions rated on a scale of 1 to 7 (see the rating scale on previous page). The table below contains the items in descending order. Read through them to identify any common themes among the highest and lowest rated items. The score is based on all who provided feedback, but does not include your self ratings.

Rank	Your Score	Item
1	6.1	This person has a very good work ethic
2	6.1	This person has great job knowledge
3	6.0	This person is well organised and productive
4	6.0	This person presents ideas and opinions clearly when speaking
5	5.9	This person consistently performs to a high standard
6	5.9	This person is always reliable in meeting timelines and deadlines
7	5.9	This person provides quick and timely responses when required
8	5.8	This person is accountable and takes responsibility for their work
9	5.6	This person works above and beyond the call of duty to get the job done
10	5.6	This person behaves honestly and ethically at all times
11	5.6	This person possesses the passion to make a difference
12	5.5	This person pulls their weight, they don't avoid their responsibilities
13	5.5	This person actively supports the organisation's big picture - the overall goals
14	5.4	The quality of this person's work is very high, it is mistake free
15	5.3	This person shares resources, knowledge and time
16	4.9	This person is friendly, happy and makes an effort to get along well with others
17	4.7	This person works well with other work areas
18	4.6	This person is held in high regard by others
19	4.6	This person is strongly motivated to meeting the expectations of others in our organisation
20	4.6	This person builds trust and loyalty with others
21	4.5	This person is a team player, doesn't get involved in infighting
22	4.5	This person manages emotions maturely and intelligently in stressful situations
23	4.5	This person has very good people skills
24	4.4	This person is calm and even tempered, not volatile or moody

Rank	Your Score	Item
25	4.3	This person brings a positive attitude to the job
26	4.3	This person has high self awareness around personal improvement opportunities
27	4.2	This person's behaviour provides a positive role model for others
28	4.2	This person is always willing to help others without being asked
29	4.0	This person is sensitive to the concerns and feelings of others
30	3.8	This person is polite and considerate, never rude or abrasive

# Leadership Competencies

The graph below displays your score on the four leadership competencies and their respective subthemes.



# Themes and Questions

Overall	Mgr	Peer	Other	Self	Themes and Questions
5.8	5.5	5.3	5.8	5.8	Performance
6.1	6.0	6.0	6.1	6.0	This person has a very good work ethic
5.9	5.0	5.0	6.0	6.0	This person consistently performs to a high standard
5.8	6.0	5.5	5.8	6.0	This person is accountable and takes responsibility for their work
6.0	6.0	4.0	6.2	6.0	This person is well organised and productive
5.5	5.0	5.5	5.5	6.0	This person pulls their weight, they don't avoid their responsibilities
5.4	5.0	5.0	5.5	5.0	The quality of this person's work is very high, it is mistake free
5.9	5.8	5.9	5.9	6.0	Reliability
5.6	5.0	5.0	5.7	6.0	This person works above and beyond the call of duty to get the job done
5.9	6.0	6.0	5.8	6.0	This person is always reliable in meeting timelines and deadlines
5.9	6.0	6.0	5.8	6.0	This person provides quick and timely responses when required
6.1	6.0	6.5	6.1	6.0	This person has great job knowledge
4.8	4.0	3.8	5.0	5.7	Integrity
5.6	6.0	4.0	5.8	6.0	This person behaves honestly and ethically at all times
4.2	2.0	3.5	4.5	6.0	This person's behaviour provides a positive role model for others
4.6	4.0	4.0	4.8	5.0	This person is held in high regard by others

Scores from Self Ratings and Manager Ratings, where applicable, are always shown if a response was given. However, to protect anonymity, scores from other rater groups are only shown when there were two or more responses. If there were less than two responses, N/A is shown.

Should blank cells appear in the report, it means that no raters entered a score for this item.

# Themes and Questions

Overall	Mgr	Peer	Other	Self	Themes and Questions
4.8	4.0	4.7	4.9	4.7	<b>Attitude</b>
5.6	6.0	5.5	5.6	5.0	This person possesses the passion to make a difference
4.3	2.0	4.0	4.5	5.0	This person brings a positive attitude to the job
4.6	4.0	4.5	4.6	4.0	This person is strongly motivated to meeting the expectations of others in our organisation
4.8	3.5	4.1	5.0	5.0	<b>Team Player</b>
4.5	3.0	3.5	4.8	5.0	This person is a team player, doesn't get involved in infighting
4.2	4.0	3.5	4.4	5.0	This person is always willing to help others without being asked
4.7	3.0	4.0	5.0	5.0	This person works well with other work areas
5.5	5.0	5.5	5.5	5.0	This person actively supports the organisation's big picture - the overall goals
4.6	2.0	3.5	5.0	5.0	This person builds trust and loyalty with others
5.3	4.0	4.5	5.5	5.0	This person shares resources, knowledge and time
4.2	3.5	2.9	4.5	4.0	<b>Composure</b>
3.8	4.0	2.5	4.0	4.0	This person is polite and considerate, never rude or abrasive
4.4	3.0	3.5	4.6	4.0	This person is calm and even tempered, not volatile or moody
4.5	4.0	2.0	4.8	4.0	This person manages emotions maturely and intelligently in stressful situations
4.3	3.0	3.0	4.8	4.0	This person has high self awareness around personal improvement opportunities
4.9	4.0	4.1	5.1	4.5	<b>People Skills</b>
4.9	4.0	4.5	5.0	4.0	This person is friendly, happy and makes an effort to get along well with others
4.5	4.0	4.0	4.6	5.0	This person has very good people skills
6.0	6.0	5.5	6.1	5.0	This person presents ideas and opinions clearly when speaking
4.0	2.0	2.5	4.5	4.0	This person is sensitive to the concerns and feelings of others



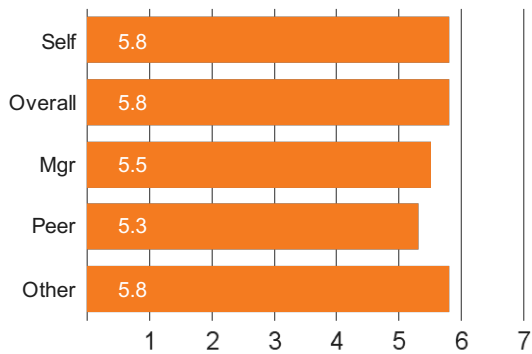
# Scores by Themes

Self	Overall	Mgr	Peer	Other	Themes and Questions
5.8	5.8	5.5	5.3	5.8	Performance
6.0	5.9	5.8	5.9	5.9	Reliability
5.7	4.8	4.0	3.8	5.0	Integrity
4.7	4.8	4.0	4.7	4.9	Attitude
5.0	4.8	3.5	4.1	5.0	Team Player
4.0	4.2	3.5	2.9	4.5	Composure
4.5	4.9	4.0	4.1	5.1	People Skills

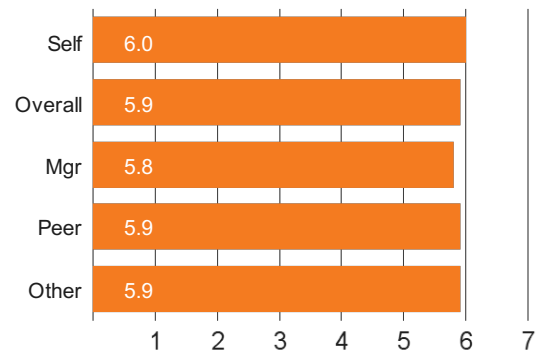
# Themes and Questions Review

The charts below display your results by theme and rater type.

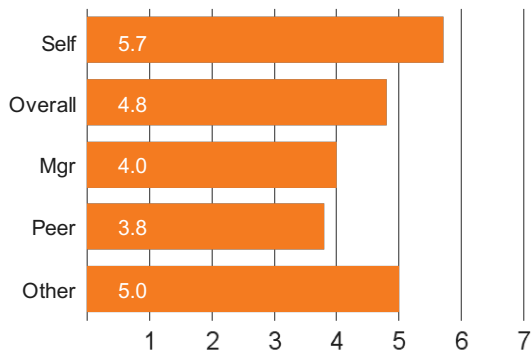
Performance



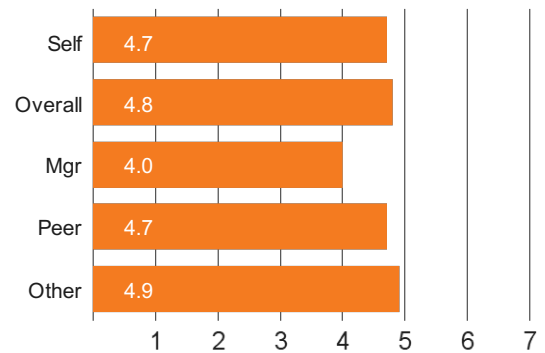
Reliability



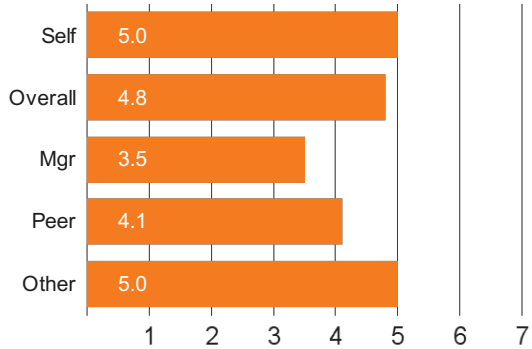
Integrity



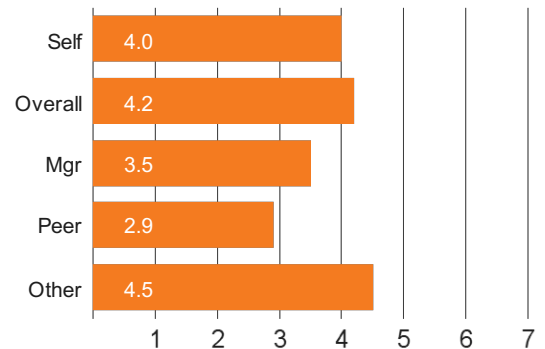
Attitude



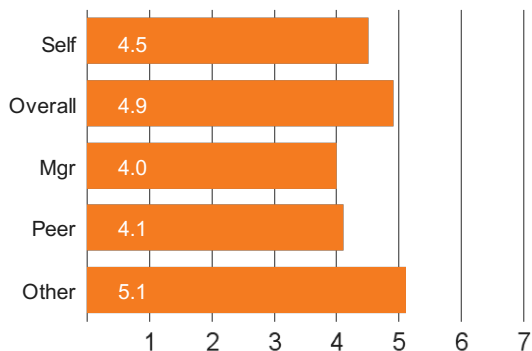
Team Player



Composure



People Skills



# Top Strengths

Raters were asked to choose the top four strengths from the list below. The top strength has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right-hand column is the sum of the scores. You should note that the top listed items indicate that there is agreement about your strengths. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Your Rank	Strengths	Total Score
1	Knowledge: technical ability, experience	40
2	Action oriented: gets the job done	18
3	Creative: thinks outside the square	13
4	Problem solving approach: good trouble-shooter	11
5	Understands the big picture	11
6	Hardworking: has a good work ethic	10
7	Good sense of humour	8
8	Sets clear goals: results driven	7
9	Good people skills: people person	6
10	Cool under pressure	5
11	Shares knowledge: makes time to listen	4
12	Challenges poor performance	4
13	The right attitude: enthusiastic, positive	3
14	Communication skills	3
15	Is a great team player	2
16	Integrity: high ethical standards	2
17	Good Leadership Skills	1
18	Good organisational skills: well organised	1
19	Good at planning: forward thinking	1
20	Empathy: supportive	
21	Makes tough decisions: deals with the hard issues	
22	Professional approach	
23	Customer focussed: good with clients	
24	Is very loyal	
25	Motivator: helps people succeed	
26	Positive role model: leads by example	

# Top Opportunities to Improve

Raters were asked to choose the top four opportunities to improve from the list below. The top opportunity to improve has a weight of 4, the second has a weight of 3, the third has a weight of 2 and the fourth of 1. The score in the right column is the sum of the scores. You should pay attention to the top few items as there is agreement among raters that these items represent your personal opportunities for improvement. A blank Total Score indicates that no raters picked those items from the list. There are no self scores in the calculation.

Your Rank	Opportunities to Improve	Total Score
1	Share knowledge and resources	21
2	Be more positive: less negativity	19
3	Improve people skills: interpersonal skills	17
4	Listen more: don't jump the gun	11
5	Treat colleagues with respect	10
6	Communicate better	10
7	Be more open to new ideas: embrace change	8
8	Be less aggressive	7
9	Takes on too much: spreads self too thin	6
10	Be more assertive	6
11	Less "not my job" attitude	5
12	Control temper: less moodiness	4
13	Develop leadership skills	4
14	Better job / industry knowledge	3
15	Be more empathetic, happy, friendlier	2
16	Go the extra yard when needed	2
17	Team player: "we" not "me"	2
18	More timely responses, meet deadlines	
19	Look at the big picture	
20	Less favouritism: treat people equally	
21	More customer focus	
22	Time management and organisational skills	
23	Better work ethic	
24	Less back-stabbing	
25	Make the tough decisions	
26	Be accountable, don't shirk responsibility	

# Comments

This section provides verbatim comments from all raters. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

## Please describe this person's strengths.

- Mgr: Henry is a strategic thinker who can think out of the box and analyse what is really going on. He has great technical skills in key areas and is a clear thinker who can facilitate others to articulate more clearly their own thoughts; he has a strong set of values well aligned to our organisation; he is reliable, willing to put in the extra effort if others are depending on him and will deliver against promises to a high standard.
- Peer: Henry has an impressive breadth and depth of knowledge and experience. He has knowledge of and thinks outside the box. He is a big picture thinker and very strategic. He is warm, charismatic and humourous - he builds rapport and respect quickly with his humour, friendliness, knowledge and clear commitment to achieving effective outcomes. He is available to give advice and share knowledge and resources.
- Peer: Excellent specialist knowledge; good understanding of complexity of development contexts.
- Other: Henry has significant work experience to draw on in his current role and thus his technical knowledge base and critical thinking skills are well formed and notable. He articulates his positions on issues well and is uninhibited in his feedback to the agency on programming and strategy. When I agree he has 'big picture' thinking abilities, I refer specifically to a good understanding of this organisation's long-term strategy and future more generally. However, this does not extend to being able to not let individual personalities and behaviours interfere with his ability to get things done. Henry is prompt in answering e-mails and requests, despite working from a different office. His communication with field offices is often supportive and constructive and he shows some loyalty to staff who he has built a rapport with or whom he ideologically feels requires his support. His general demeanor is amiable and if you are 'on his good side' he is very genial and a positive individual to be around. He is willing to offer his insight/advice if clearly requested and will give honest and straightforward feedback which is appreciated.
- Other: Henry has great technical and program knowledge. He always provide timely responses and takes his work seriously. He has a critical mind and can think outside the box.
- Other: Uses extensive experience in development sector to improve the quality of work at all levels, and position well for new funding opportunities. Writes well; good sense of and use of humour; good at building relationships and trust with people he sees as contributing towards the common goals of the organisation; strong leadership abilities - brings team together, builds sense of direction and purpose, inspires people; insightful and prepared to say what needs saying to senior management, even when uncomfortable.
- Other: Very efficient and responsive - this is very motivating for me; very strong critical thinking and problem-solving skills. I consider Henry to be a good role model and leader in this regard; provides robust, detailed, direct and constructive feedback; really strong knowledge of our work and contexts; cares about the bigger picture and the impacts of our work. Sometimes idealism naturally leads to cynicism, which is healthy and often constructive in my opinion; prioritises supporting country teams.
- Other: Key critical thinking with a great and solid grasp of development contexts and understands how to leverage relationships to the benefit of a program. He has many solutions available within his experience range and offers many pragmatic approaches to deal with issues. He also has some very valid insights and is a great all rounder who has great expertise. Also, doesn't mind sharing a joke or two and has a sense of reality/pragmatism in his approach to work.

- Other: Henry Sample is extremely clear in his communication, works in a focussed manner and can deliver a product of very high quality. He is clear about deadlines and expectations and always delivers on this and works with teams he sets out for an assignment. I find working with Henry absolute hassle free and know that if Henry has said he will lead and delivery on something HE WILL.
- Other: Henry is very pleasant colleague to work with. He is responsible and accountable person. He often delivers result with good quality and on time. He is understanding and respectful of difference. He is supportive and cooperative. His sense of humor is also a strength. He can be good facilitator of a mixed/dynamic group discussion.
- Other: Great expertise and knowledge.
- Other: Very experienced, excellent analytical and problem solving skills.
- Other: Henry is very focused with the outcome of the work /job at hand but he is always conscious and sensitive of the process that should be completed to get the buy in of the team. He has a big heart in trying to understand individual circumstances and factor these in decision making processes. He works well with different stakeholders and people. He is open to criticism and willing to see new ideas. It is always a pleasure to work with Henry.
- Other: Henry has enormous expertise and experience which is a huge asset to the organisation. He is patient and willing to share this expertise, including often being willing to spend significant time reviewing others' work and sharing knowledge. He appears to have strong and respectful relationships with country staff. Henry is clear-sighted and not afraid to challenge processes if he has concerns about their value or integrity. He is committed to achieving results in the programs on which he works, and improving our processes to do so. We benefit enormously from staff who, like Henry, constantly challenge the organisation to do its best and act with integrity.

**Please describe this person's opportunities to improve.**

- Mgr: Henry appears to be insensitive to the demotivating and disruptive effect he can have on others when he doesn't agree with their point of view or doesn't share their enthusiasm for something. He doesn't suffer fools easily. He can come across as cynical at times. Although affable and pleasant company, he is less effective than he could be in collaborating with peers who (in some cases) are wary of his interpersonal style. Being very self sufficient himself, he appears not to be sensitive to others' differing communication or support needs, and does not find it easy to 'put himself in others' shoes'.
- Peer: Henry is a critical thinker. One of his strengths is that he'll be the "critical friend" - the one to shake things up and challenge others, especially to be more strategic and bigger picture. The effectiveness of his message can be lost, however, if people perceive him to be overly negative. Also, while Henry thinks and works toward the bigger picture, sometimes that situation is not the current situation - so we also have to come up with pragmatic solutions in the immediate term, even if less than ideal - so it's not always helpful/feasible to strive towards the bigger picture - so sometimes it'd be more helpful to propose solutions for the current situation. But it's hard to say this is an opportunity for improvement - as it's also a key strength and value-add of Henry to be this challenging voice.
- Peer: Excellent technical expertise can come across as condescending as though the people he works with have no experience; tendency to frame his views as the only ones that are correct; hierarchical in how he speaks and behaves to others i.e if you are a lower category then he tends to give you the stuff he doesn't want to do; speaks with no conscious understanding of the effects that tone / attitude / opinion might have on others; not clear within a team about what he is working on; should seek advice about gender analysis and other topics - sees himself as an expert in all sectors and therefore rarely feels he is obliged to attend training that others must attend.
- Other: He can be a bit aggressive in exhibiting his viewpoints to colleagues and while this can be a strength, because his technically-sound feedback is given in a transparent manner and frequently, it is also a weakness in that it is often given impulsively and without refinement to account for people's feelings or the requirement of a professional demeanor. Henry has in the past not handled workplace-induced stress very well in general. I have personally been the subject of his projected anger and tension when he was stressed. No explanation was given subsequently and the potential for being the object of misdirected anger is always there when interacting with Henry, which affected my working relationship with him (but this may well have been one-sided). It has been observed that he gives a lot of criticism, constructive or otherwise, but is not always good at taking it from others. Thus, it is difficult to have an open discourse with him about his way of working or mannerisms. More generally, while his feedback within the agency about processes and systems is often valuable, his approach is isolating in that he singles out individuals rather than roles/trends and is somewhat abrasive in style. While his work ethic is commendable (deadlines are met, extensive and onerous travel requirements are met), he also tends to have a isolating approach to colleagues in other offices. For example, while excessive meetings are burdensome to all, he often jokes condescendingly about not having to attend meetings or participate in workshops because he works in another office and then appoints another representative if he can. One perspective is that he often could join via Skype/Lync/phone but perhaps chooses not to, and another perspective is that it is not professional to approach the agency's ways of working in this way but rather an attempt could be made to improve it (not ridicule it). Henry also could possibly take more time to mentor or invest in professional development of junior colleagues. While he is approachable for conversation around projects, he does not proactively try to up skill his staff or 'look out for them.' In general, he has valuable insight into the ways the organisation and the sector are performing (well or otherwise) but the way in which he approaches the issue of improving the organisation and the sector is very negative and nonconstructive. In that sense, he does not appear as a team player but rather a disgruntled player.
- Other: Henry should spend more time sharing his knowledge/experience with other peers.
- Other: Privately can be quite negative about other people, about management decisions. Shows frustration and impatience with processes or people not sufficiently contributing sufficiently towards goals (can be a strength, but can be overly cynical or negative). Speaks truth to managers and others where disagrees with direction, but can be a bit abrasive in way of delivering, despite best intention.

- Other: Related to his efficient, critical and direct approach: sometimes people take this personally and it can sometimes be confronting. Personally I actually find this approach really helpful and motivating. But perhaps he could consider different, softer ways of communicating to help other people feel more comfortable with his feedback. Especially with external stakeholders and people from different cultural backgrounds. Sometimes Henry is openly frustrated with the many inefficiencies, complex processes, politics and barriers that come with this organisation. I think is completely natural and a sign that he thinks critically about how to improve our work rather than passively accept the way things are. Maybe others see this as too negative, cynical or critical, but it's also balanced with a good sense of humour.
- Other: With all the strengths, there is real commitment to make and contribute to positive change. This is great, however at times a different approach or method of communication should be applied for different audiences. It seems that Henry uses the same style with everyone which doesn't work to his benefit and at times it leads to lost influencing opportunities. This is also the case with his honesty approach - it's great that he's honest but at times it is presented in the wrong format or the wrong time.
- Other: While I have always had a good working relationship with Henry in both his previous and current role - some of my colleagues felt he could take more time to communicate to establish a better working relationship. That was many years ago so things may have changed with others. For me personally and professionally when I work with Henry, we are clear about where we are working together and this is delivered.
- Other: Henry needs to show more explicitly the leadership role and be more assertive. This comment might be bias based on my limited interaction with Henry only quite recently.
- Other: Could look to be more positive on certain issues.



# Development Plan

This section provides a place for you to create a personal development plan. This plan should include behaviours that you want to keep doing, start doing and stop doing. These actions should be achievable and represent changes that you would like to make. Write them down and refer back to check your progress.

Keep

-

-

-

Start

-

-

-

Stop

-

-

-

## Appendix I

# Rater Frequency Per Item

The table below contains the standard deviations and frequency distributions by rater group for each of the 50 items. A standard deviation indicates that, given a normal distribution of ratings, 68% of raters gave a rating in the range bounded by the SD value above and below the mean for that item. For example, with Mean 5.9 and SD 1.1, 68% of raters in a normal distribution scored between 4.8 and 7.0. The columns below the numbers 1 to 7 and N/A contain the number of times the indicated rating scale number was selected by each rater group, per item.

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person has a very good work ethic	6.1	0.9	Mgr					1			
			Peer					1		1	
			Other				1	1	6	4	
This person consistently performs to a high standard	5.9	0.8	Mgr					1			
			Peer					1			1
			Other					3	6	3	
This person is accountable and takes responsibility for their work	5.8	1.1	Mgr						1		
			Peer				1			1	
			Other				2	1	6	3	
This person is well organised and productive	6.0	0.9	Mgr						1		
			Peer				1				1
			Other					2	6	4	
This person pulls their weight, they don't avoid their responsibilities	5.5	1.5	Mgr					1			
			Peer				1			1	
			Other		1		1	4	2	4	
The quality of this person's work is very high, it is mistake free	5.4	0.8	Mgr					1			
			Peer					1			1
			Other				1	5	5	1	
This person works above and beyond the call of duty to get the job done	5.6	1.2	Mgr					1			
			Peer				1		1		
			Other			1	1	1	5	3	1
This person is always reliable in meeting timelines and deadlines	5.9	0.9	Mgr						1		
			Peer						1		1
			Other				2	1	6	3	
This person provides quick and timely responses when required	5.9	0.7	Mgr						1		
			Peer						2		
			Other				1	2	7	2	

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person has great job knowledge	6.1	0.8	Mgr						1		
			Peer						1	1	
			Other					4	3	5	
This person behaves honestly and ethically at all times	5.6	1.3	Mgr						1		
			Peer				1				1
			Other		1			2	6	3	
This person's behaviour provides a positive role model for others	4.2	1.2	Mgr		1						
			Peer		1			1			
			Other		1		3	8			
This person is held in high regard by others	4.6	1.3	Mgr				1				
			Peer		1				1		
			Other		1		1	7	2		1
This person possesses the passion to make a difference	5.6	0.9	Mgr						1		
			Peer				1			1	
			Other					7	3	2	
This person brings a positive attitude to the job	4.3	1.5	Mgr		1						
			Peer		1				1		
			Other		1	1	4	3	3		
This person is strongly motivated to meeting the expectations of others in our organisation	4.6	1.4	Mgr				1				
			Peer			1			1		
			Other		1	1	3	3	2	1	1
This person is a team player, doesn't get involved in infighting	4.5	1.6	Mgr			1					
			Peer		1			1			
			Other	1			2	4	4		1
This person is always willing to help others without being asked	4.2	1.1	Mgr				1				
			Peer		1			1			
			Other		1		5	4	1		1
This person works well with other work areas	4.7	1.0	Mgr			1					
			Peer			1		1			
			Other				3	4	3		2
This person actively supports the organisation's big picture - the overall goals	5.5	1.2	Mgr					1			
			Peer				1			1	
			Other				2	4	2	3	1

Item	Mean	SD	Rater Group	1	2	3	4	5	6	7	N/A
This person builds trust and loyalty with others	4.6	1.6	Mgr		1						
			Peer	1					1		
			Other		1		1	6	4		
This person shares resources, knowledge and time	5.3	1.3	Mgr				1				
			Peer		1					1	
			Other				1	5	5	1	
This person is polite and considerate, never rude or abrasive	3.8	1.4	Mgr				1				
			Peer	1			1				
			Other	1		2	4	3	1		1
This person is calm and even tempered, not volatile or moody	4.4	1.5	Mgr			1					
			Peer	1					1		
			Other		1		3	5	2		1
This person manages emotions maturely and intelligently in stressful situations	4.5	1.6	Mgr				1				
			Peer		1						1
			Other	1			2	4	4		1
This person has high self awareness around personal improvement opportunities	4.3	1.6	Mgr			1					
			Peer	1				1			
			Other		1		1	4	2		4
This person is friendly, happy and makes an effort to get along well with others	4.9	1.5	Mgr				1				
			Peer		1					1	
			Other		1		2	3	5		1
This person has very good people skills	4.5	1.6	Mgr				1				
			Peer	1						1	
			Other		1		3	5	2		1
This person presents ideas and opinions clearly when speaking	6.0	0.9	Mgr						1		
			Peer					1	1		
			Other				1	2	4	5	
This person is sensitive to the concerns and feelings of others	4.0	1.6	Mgr		1						
			Peer	1			1				
			Other	1			4	4	2		1

## Appendix II

# Rater Frequency by Strengths and Opportunities

Raters were asked to choose the top four strengths and opportunities from the lists below. The top selection per rater was given a weight of 4, the second a weight of 3, the third a weight of 2 and the fourth of 1. The total score in the right column is the sum of the scores. The totals in the columns labelled 1- 4 count the number of times each item was given that weight.

Strengths	1	2	3	4	Total Score
Knowledge: technical ability, experience	2		2	8	40
Action oriented: gets the job done	1	3	1	2	18
Creative: thinks outside the square	1		4		13
Problem solving approach: good trouble-shooter	1	1		2	11
Understands the big picture		2	1	1	11
Hardworking: has a good work ethic		2	2		10
Good sense of humour	4	2			8
Sets clear goals: results driven			1	1	7
Good people skills: people person		1		1	6
Cool under pressure	2		1		5
Shares knowledge: makes time to listen	1		1		4
Challenges poor performance		2			4
Communication skills			1		3
The right attitude: enthusiastic, positive			1		3
Is a great team player		1			2
Integrity: high ethical standards		1			2
Good at planning: forward thinking	1				1
Good organisational skills: well organised	1				1
Good Leadership Skills	1				1
Professional approach					
Is very loyal					
Customer focussed: good with clients					
Empathy: supportive					
Makes tough decisions: deals with the hard issues					
Motivator: helps people succeed					
Positive role model: leads by example					

Opportunities to Improve	1	2	3	4	Total Score
Share knowledge and resources	1	1	2	3	21
Be more positive: less negativity	1		2	3	19
Improve people skills: interpersonal skills		1	1	3	17
Listen more: don't jump the gun	1	2	2		11
Treat colleagues with respect		1		2	10
Communicate better	1		3		10
Be more open to new ideas: embrace change	1	2	1		8
Be less aggressive	2	1	1		7
Be more assertive		1		1	6
Takes on too much: spreads self too thin			2		6
Less "not my job" attitude	1			1	5
Develop leadership skills				1	4
Control temper: less moodiness				1	4
Better job / industry knowledge			1		3
Team player: "we" not "me"	2				2
Go the extra yard when needed		1			2
Be more empathetic, happy, friendlier		1			2
More timely responses, meet deadlines					
Time management and organisational skills					
Less back-stabbing					
Be accountable, don't shirk responsibility					
Better work ethic					
Less favouritism: treat people equally					
Look at the big picture					
Make the tough decisions					
More customer focus					