



DEVELOPMENT PROJECTS & GM

ASTRA ZENECA

Acting Decisively

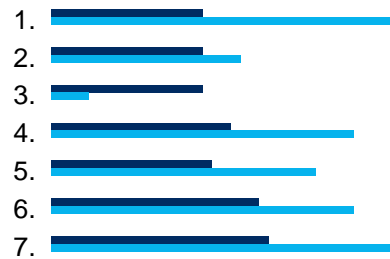
360 Degree Feedback Report
for

AstraZeneca Decision Making 360 Degree Feedback

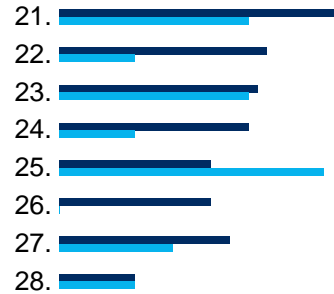
Acting Decisively |

Final Report for Simon Clegg

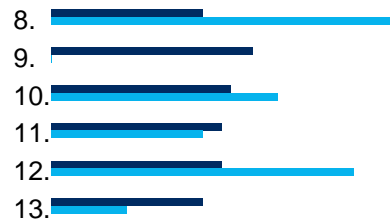
SWITCHING ON



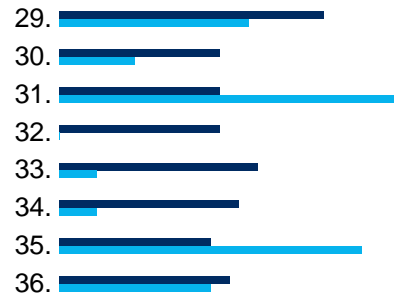
STAKEHOLDERS



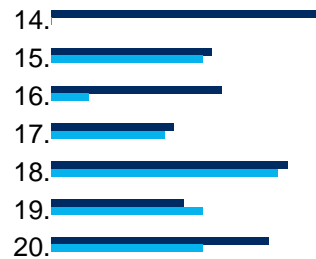
DELIBERATION & ANALYSIS



TAKING ACTION

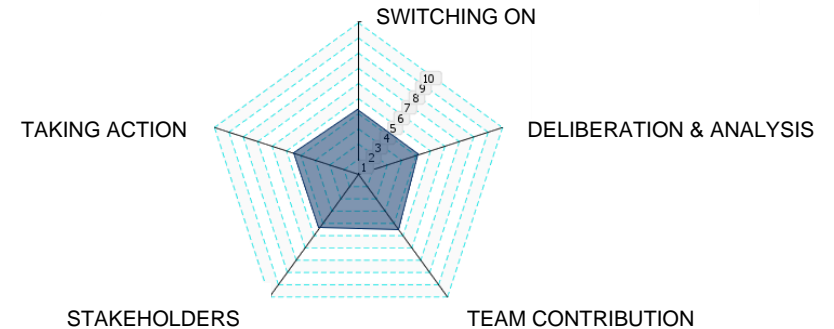


TEAM CONTRIBUTION

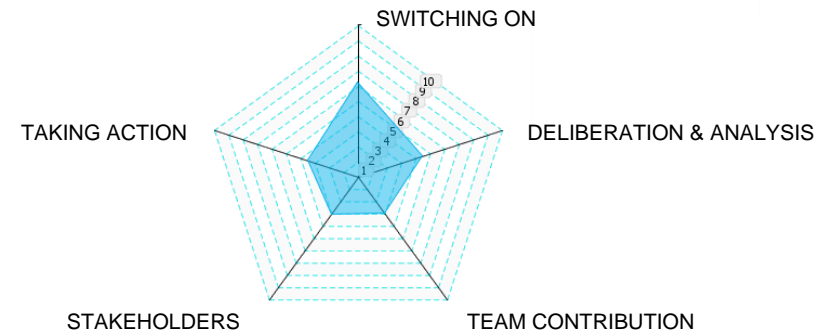


Overview

Respondents' Assessment



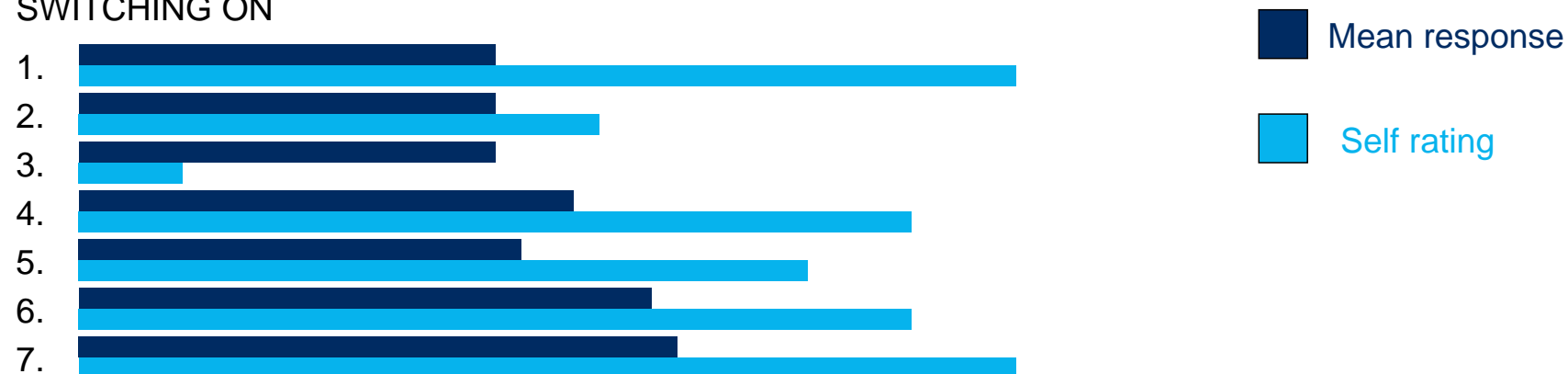
Self Assessment



Area requiring most attention			Some further development required				Operating effectively		
1	2	3	4	5	6	7	8	9	10

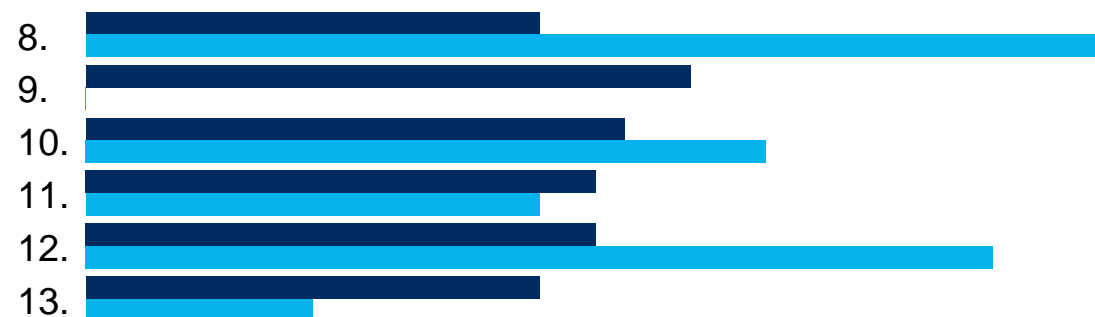
SWITCHING ON - The process of identifying opportunities, requirements and responsibilities		Distribution of ratings among respondents										Sample	Mean	Self Rating
No	Statement	1	2	3	4	5	6	7	8	9	10			
1.	Shows skill at anticipating problems by making decisions to reduce the impact of the problem actually occurring.	1	0	0	1	0	0	1	0	0	0	3	4.00	9
2.	Alert to new opportunities and possibilities evidenced by driving decisions which take advantage of them.	1	0	1	0	1	0	1	0	0	0	4	4.00	5
3.	Always clear about the criteria (or critical success factors) that need to be met as a result of any decision they are involved in making.	0	1	1	1	0	0	1	0	0	0	4	4.00	1
4.	Demonstrates a thorough understanding of key priorities when involved in the decision making process.	1	0	0	0	2	0	0	1	0	0	4	4.75	8
5.	Clear about their level of authority, and especially in relation to the decisions that they are entitled or expected to make.	0	0	2	1	0	0	1	0	0	0	4	4.25	7
6.	Ensures that the right people are involved in the decision making process.	0	0	1	1	0	0	1	1	0	0	4	5.5	8
7.	Demonstrates understanding of the organisational and business context within which they need to make decisions.	0	1	0	0	0	0	3	0	0	0	4	5.75	9

SWITCHING ON



DELIBERATION & ANALYSIS - The approach adopted in handling information as part of the decision making process		Distribution of ratings among respondents										Sample	Mean	Self Rating
No	Statement	1	2	3	4	5	6	7	8	9	10			
8.	The person makes decisions through a process which involves creativity and instinct.	1	0	0	1	0	0	1	0	0	0	3	4.00	9
9.	The person makes decisions on the basis of rational argument and data.	0	1	0	0	0	1	0	1	0	0	3	5.33	0
10.	The person remains alert to risk factors associated with any decision, and builds this into their decision making process.	1	0	0	0	1	1	1	0	0	0	4	4.75	6
11.	The person adopts a systematic and structured approach to decision making.	1	0	0	1	0	1	1	0	0	0	4	4.5	4
12.	The person takes account of all relevant information rather than focusing solely on areas of personal interest.	0	2	0	0	1	0	0	0	1	0	4	4.5	8
13.	The person demonstrates a flexible and open approach to the review and analysis of data.	1	1	0	0	1	0	0	1	0	0	4	4.00	2

DELIBERATION & ANALYSIS

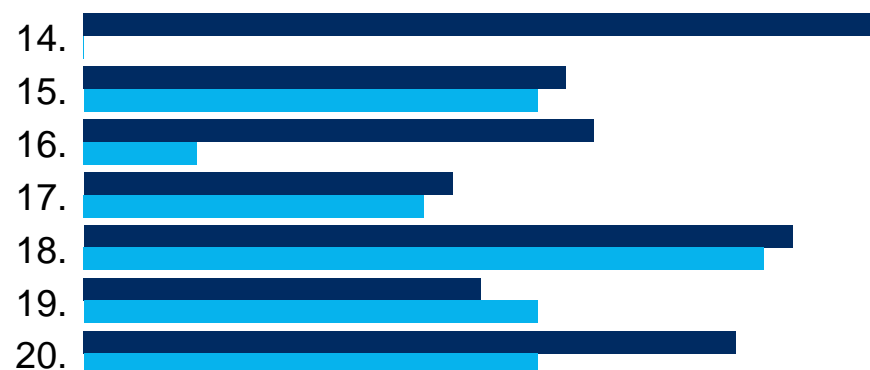


Mean response

Self rating

TEAM CONTRIBUTION - The level and type of interaction demonstrated in team decision making		Distribution of ratings among respondents										Sample	Mean	Self Rating
No	Statement	1	2	3	4	5	6	7	8	9	10			
14.	Contributes fully to the team decision making process in areas where they clearly have a role to play.	0	0	0	0	0	1	1	1	0	0	3	7.00	0
15.	The person shows a willingness to take decisions that affect the enterprise as a whole, even if this has a negative consequence for their own team or project.	1	0	1	0	1	0	0	1	0	0	4	4.25	4
16.	Effectively manages disagreements and conflicts within the team during the decision making process.	0	1	0	2	0	0	0	1	0	0	4	4.5	1
17.	Challenges indecisiveness when it occurs within the team.	2	0	0	1	0	0	1	0	0	0	4	3.25	3
18.	Once decisions are made, the person rarely revisits them unless new and compelling information comes to light.	0	1	0	0	0	1	0	1	1	0	4	6.25	6
19.	In team decision making circumstances, works positively and constructively to help the team make the best (workable and practical) decision based on available information.	0	2	0	1	0	1	0	0	0	0	4	3.5	4
20.	Shows strong commitment to decisions made within a team of which they are a member, even if they might have preferred a different outcome.	0	0	0	1	1	0	2	0	0	0	4	5.75	4

TEAM CONTRIBUTION



Mean response

Self rating

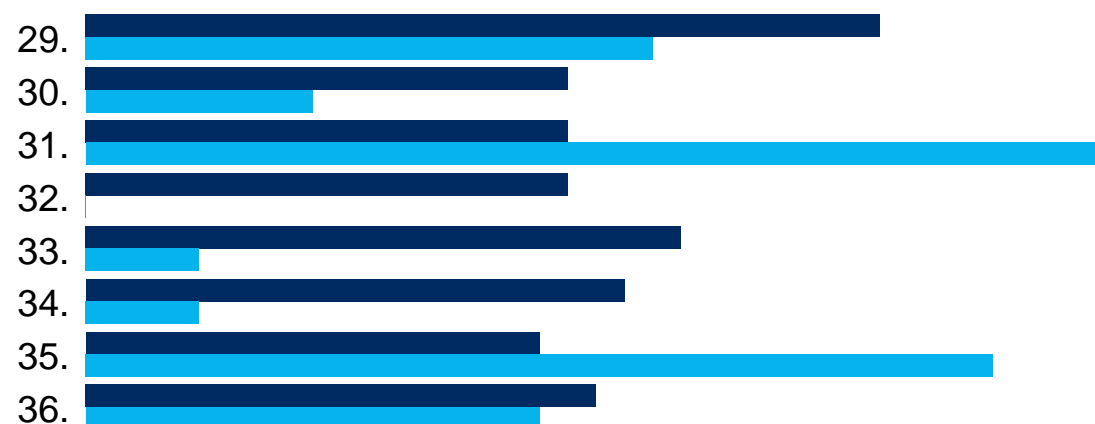
STAKEHOLDERS - Managing relationships with stakeholders in order to factor their requirements into decision making		Distribution of ratings among respondents										Sample	Mean	Self Rating
No	Statement	1	2	3	4	5	6	7	8	9	10			
21.	Always mindful of the needs and requirements of customers, end users & stakeholders when making decisions that will affect them.	0	0	0	0	0	1	0	3	0	0	4	7.5	5
22.	Meets the needs of governance bodies by ensuring that sufficient analysis and options are made available to them.	0	1	0	0	1	0	1	1	0	0	4	5.5	2
23.	Open to (and encourages) feedback from all interested parties about their decisions.	0	0	0	1	2	0	1	0	0	0	4	5.25	5
24.	Makes it possible for others to be effective contributors to decision making by providing clarity around expectations and authority.	0	0	1	1	0	1	1	0	0	0	4	5.00	2
25.	Allows others to take decisions and calculated risks without undue interference.	0	1	1	1	0	0	1	0	0	0	4	4.00	7
26.	Decisions made are generally proved to be acceptable to others.	0	1	1	0	0	0	1	0	0	0	3	4.00	0
27.	Makes it possible for others, especially stakeholders, to be effective decision makers by making all appropriate information available.	0	0	0	2	2	0	0	0	0	0	4	4.5	3
28.	Willing to offer alternative solutions/options where required on the basis of feedback or changed demands.	1	1	1	0	0	0	0	0	0	0	3	2.00	2

STAKEHOLDERS



TAKING ACTION - Steps taken to ensure that the right decisions are taken at the right time to deliver the right outcome		Distribution of ratings among respondents										Sample	Mean	Self Rating
No	Statement	1	2	3	4	5	6	7	8	9	10			
29.	Makes decisions that usually achieve the desired and articulated objectives first time round.	0	0	1	0	0	0	1	0	2	0	4	7.00	5
30.	Able to make effective decisions in situations where there is ambiguity, uncertainty or unpredictability.	1	0	1	0	0	1	1	0	0	0	4	4.25	2
31.	In the absence of full information, is prepared to make a decision in order to move towards a clear objective.	0	2	0	0	1	0	0	1	0	0	4	4.25	9
32.	Able to make independent decisions without seeking unnecessary permission or guidance.	0	1	1	1	0	0	0	1	0	0	4	4.25	0
33.	Able to make effective decisions when under pressure of time or without full information.	1	0	0	0	0	1	2	0	0	0	4	5.25	1
34.	Actively addresses underlying issues and barriers that interfere with smooth decision making.	1	0	1	0	0	0	1	1	0	0	4	4.75	1
35.	Establishes decision making disciplines, protocols and behaviours that positively impact on the organisation.	0	1	1	0	1	1	0	0	0	0	4	4.00	8
36.	Makes decisions at the appropriate time, avoiding procrastination and unnecessary delay.	0	0	3	0	0	0	0	0	1	0	4	4.5	4

TAKING ACTION



Mean response

Self rating

Comments