



## Employee 360 feedback report

Generated for:

### Test Employee 1

Jr. Back-end developer

test.user1@mail.com | 1234567890

Report generated on Tue, May 23, 2023 12:34 PM :

Respondent Name	Respondent Details	Relationship with Employee	Response Date
Test Employee 2 Jr. Front-end developer	test.user2@mail.com 1234567891	Line Manager	23/05/2023
Test Employee 18 Sr. Front-end developer	test.user18@mail.com 1234567907	Secondary Line Manager	23/05/2023
Test Employee 1 Jr. Back-end developer	test.user1@mail.com 1234567890	Self	23/05/2023
Test Employee 15 Admin	test.user15@mail.com 1234567904	Peer	23/05/2023
Test Employee 20 Admin	test.user20@mail.com 1234567909	Peer	23/05/2023
External 5	external5@mail.com	External	23/05/2023
External 6	external6@mail.com	External	23/05/2023

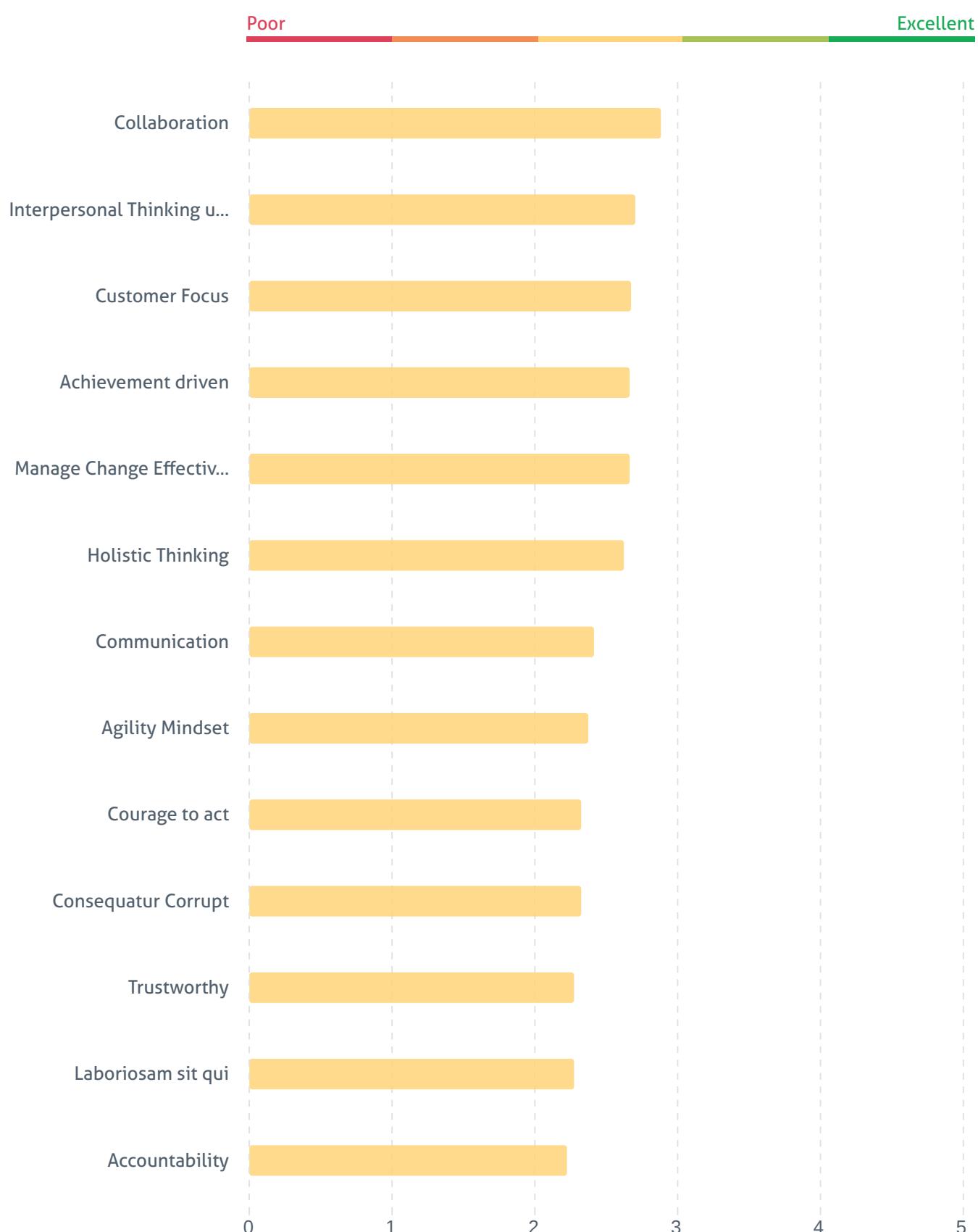
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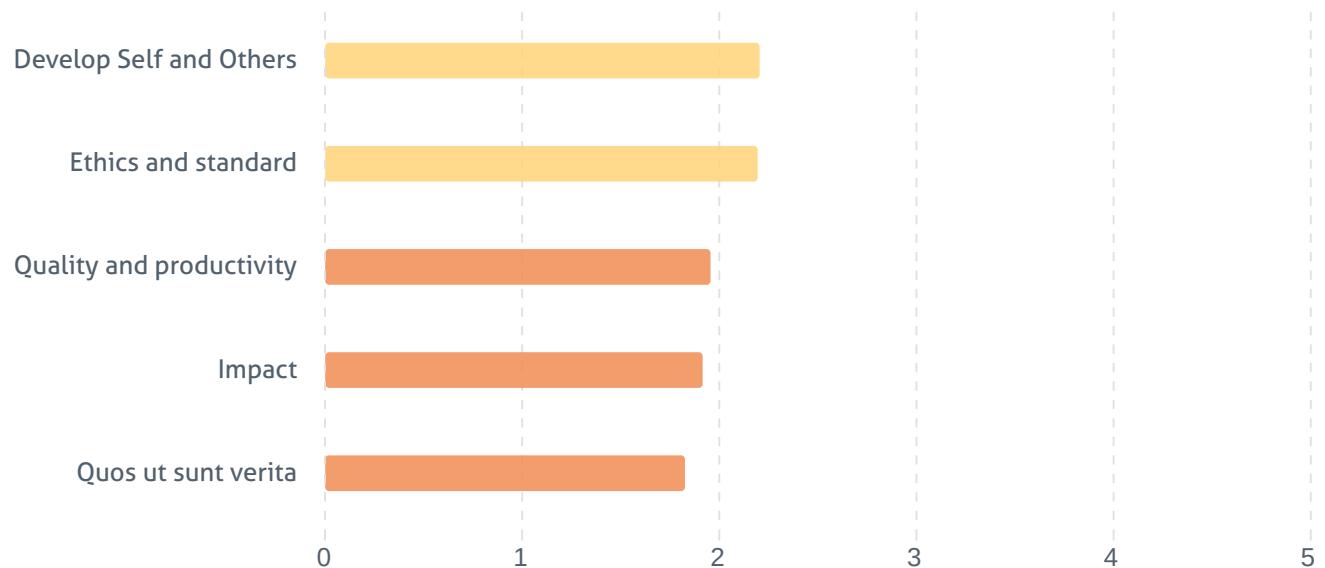


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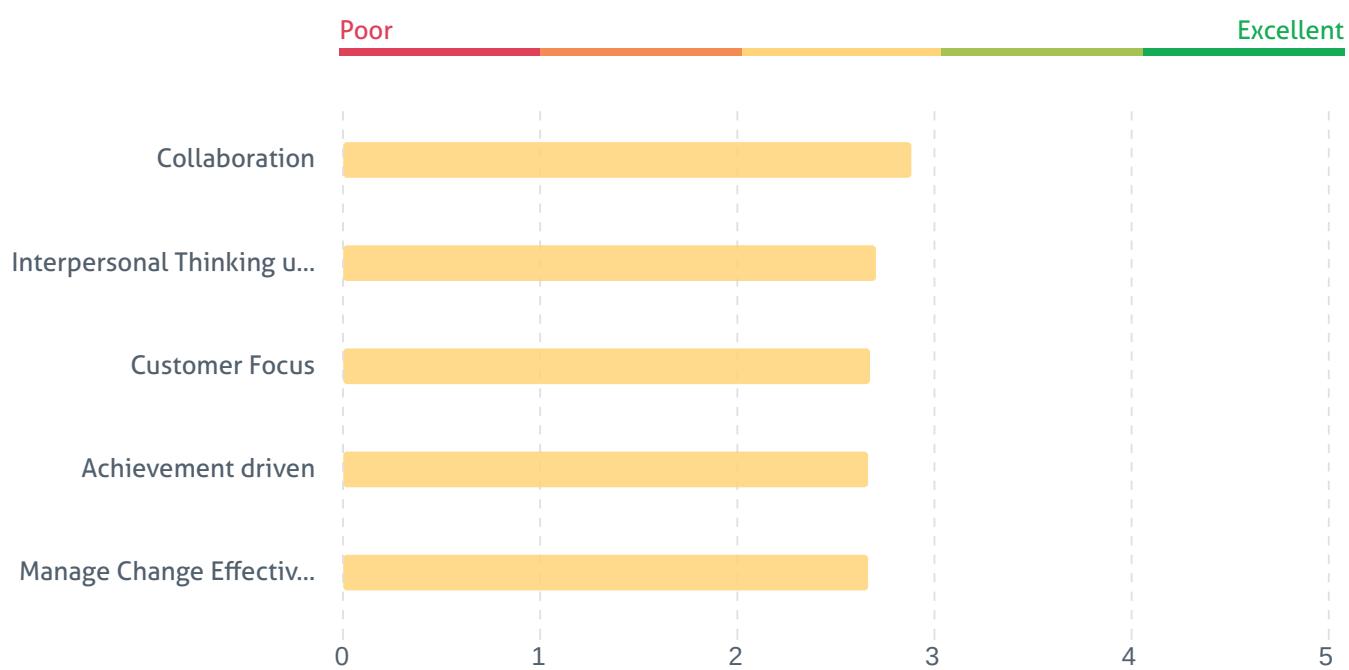
## COMPETENCY LEVEL RATING & SUMMARY

## Competency Rating in Ascending Order





## Top 5 Strengths



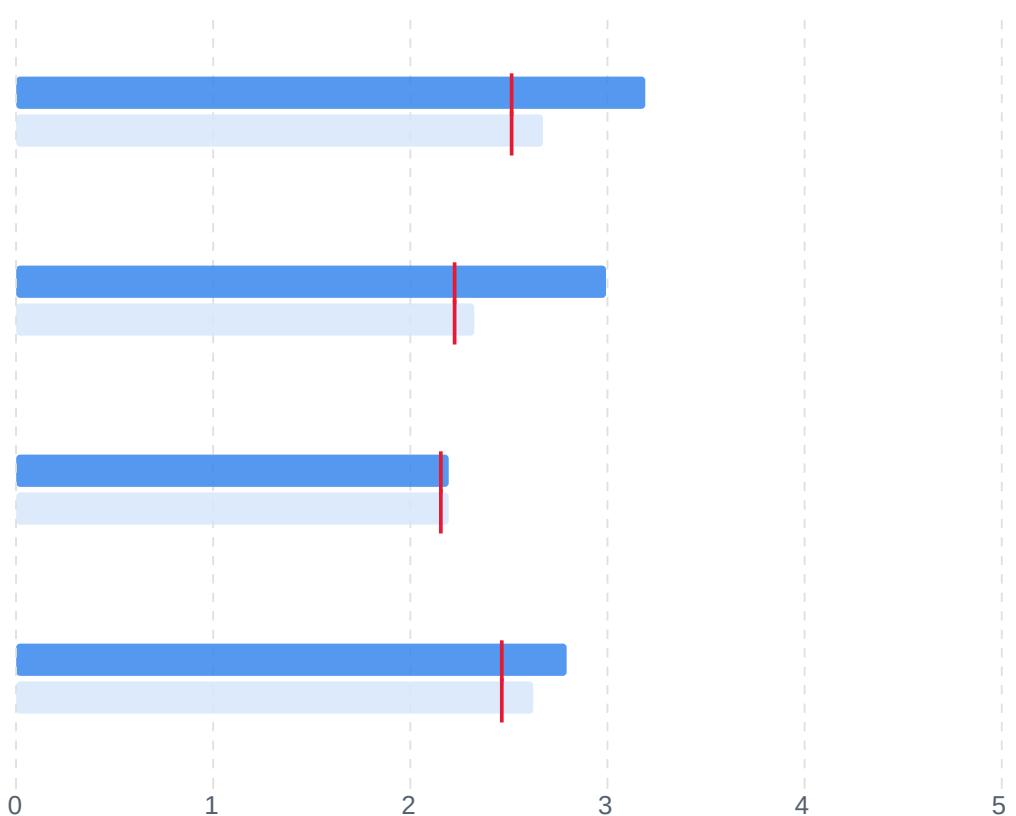
## Top 5 Weaknesses



## General Strengths

■ Self Rating ■ Ratee's Avg ■ Benchmark

Customer Focus



Courage to act

Ethics and standard

Holistic Thinking

0

1

2

3

4

5

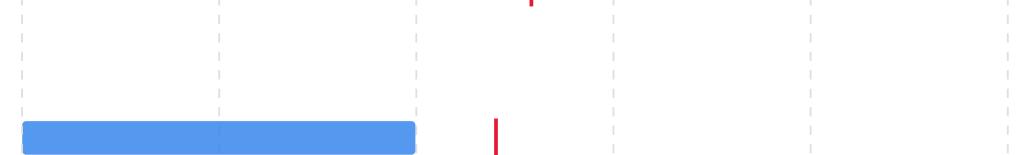
## Hidden Strengths

█ Self Rating    █ Ratee's Avg    █ Benchmark

Collaboration



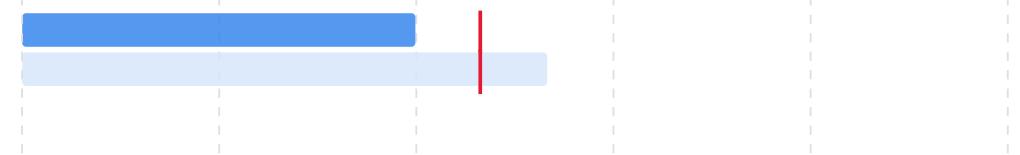
Achievement driven



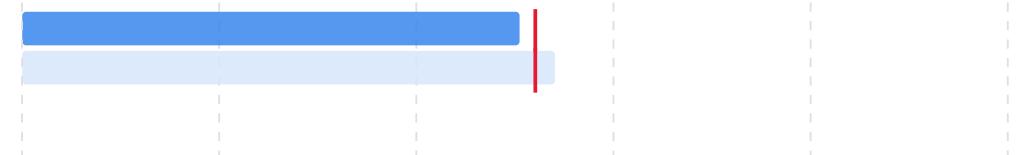
Communication



Manage Change Effectiv...



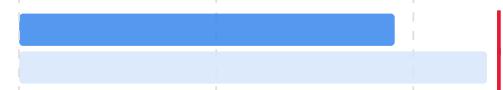
Interpersonal Thinking u...



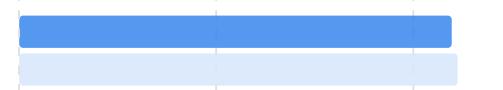
## Development Area

█ Self Rating    █ Ratee's Avg    █ Benchmark

Agility Mindset



Accountability



Trustworthy



Impact



0

1

2

3

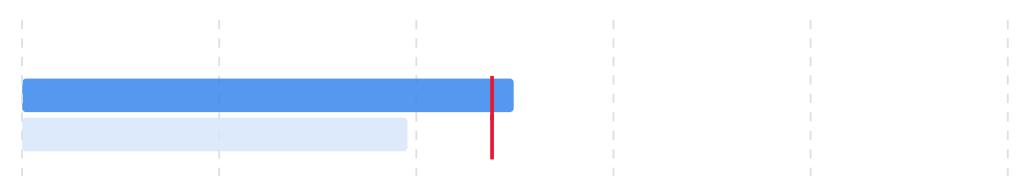
4

5

## Blind Spot

█ Self Rating    █ Ratee's Avg    █ Benchmark

Quality and productivity



Develop Self and Others



Laboriosam sit qui



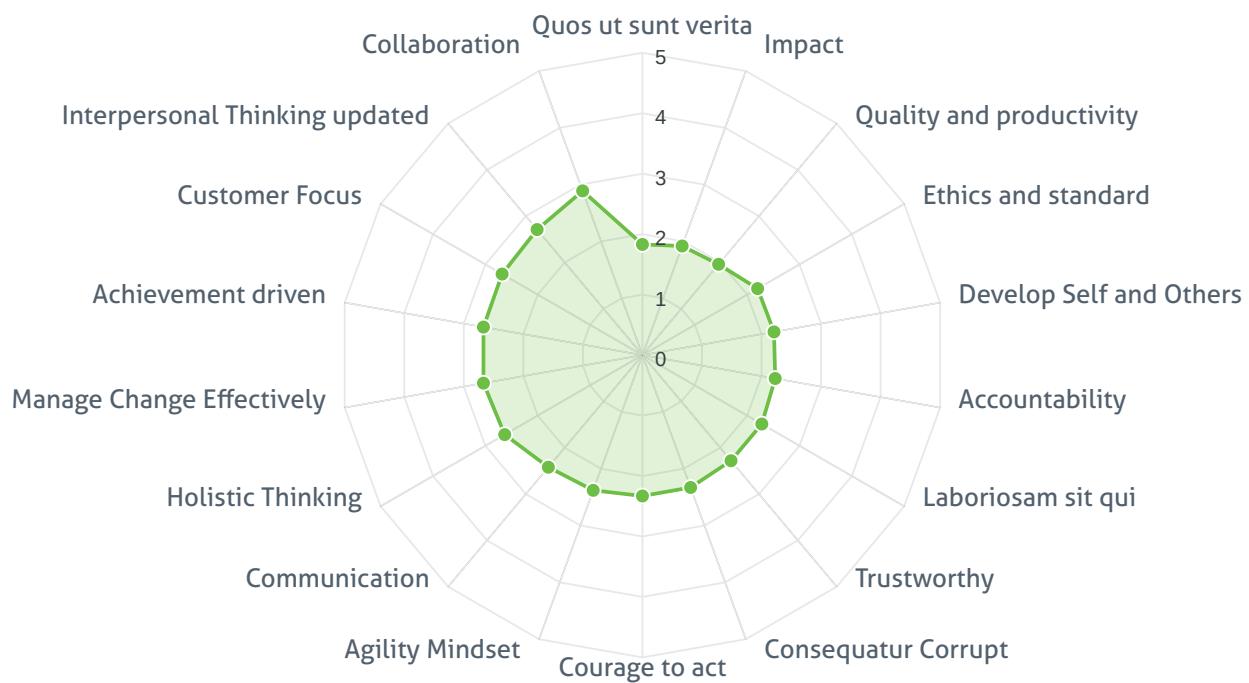
Consequatur Corrupt



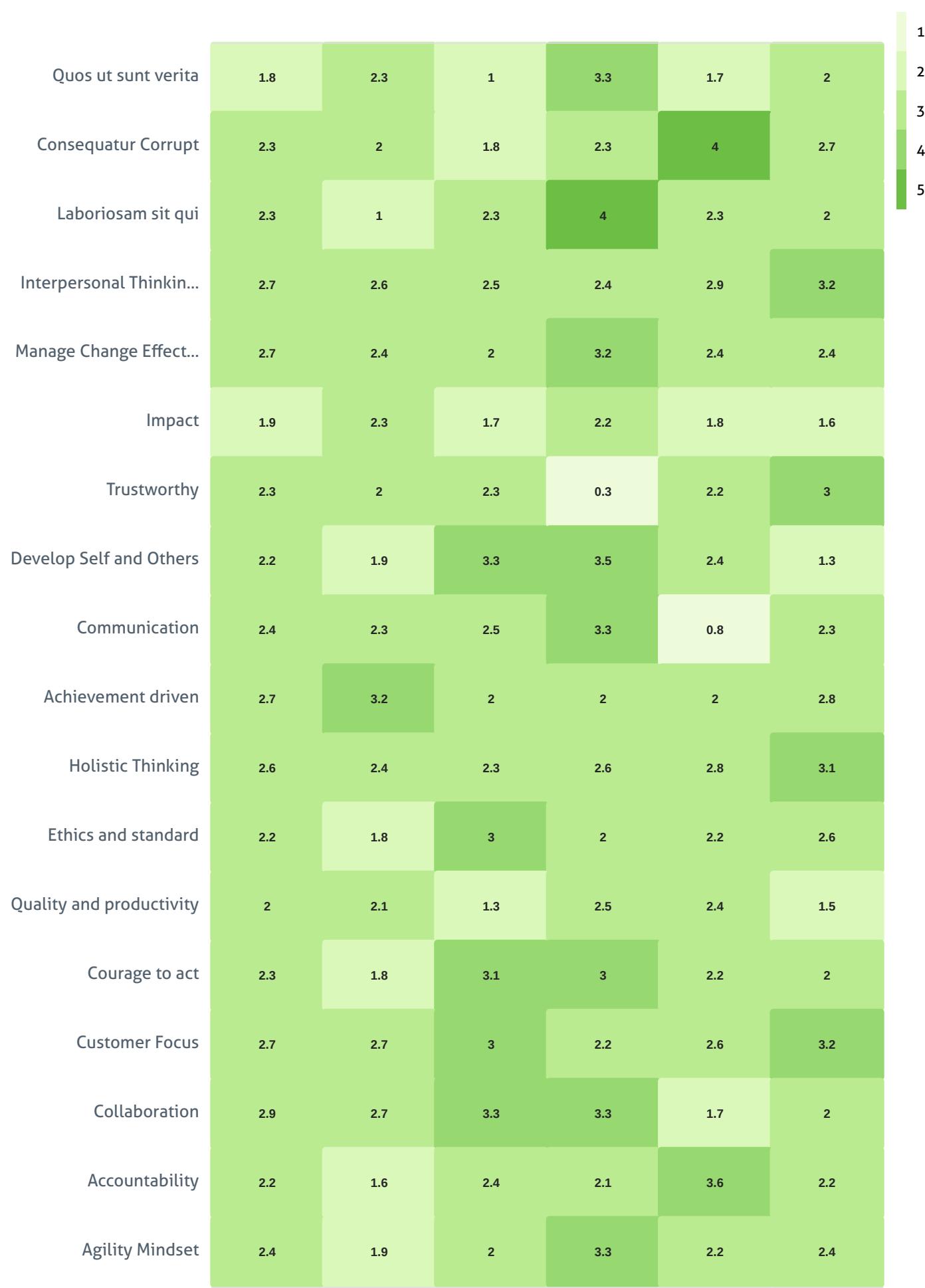
Quos ut sunt verita



## Radar Chart - Competency wise Score



## Heat Map - Average Rating per Role Group by Competency



Avg

SLF

Other

LM

SM

Peer



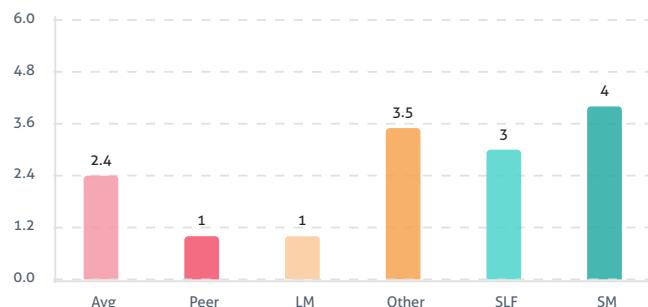
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**RATING AT QUESTION LEVEL**

## Response Type : Likert Scale

### Accountability

Q1 Take decisive action as the circumstances change or when there is partial information?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	0	0	1	0	0	0
R3	1	0	0	1	0	0
R4	0	0	0	0	1	0
R5	0	0	0	0	0	1
R6	0	0	0	1	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

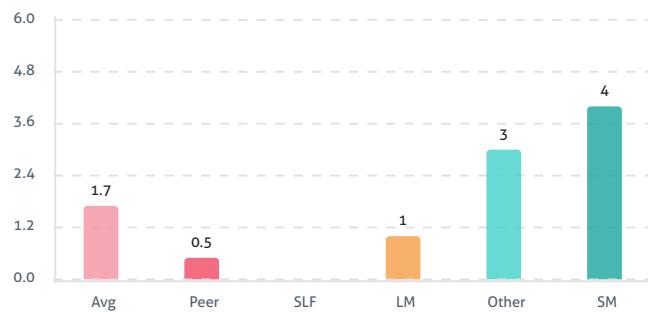
R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Q2 Take personal accountability for his/her team's performance and actions?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	1	0
R2	1	0	1	1	0	0
R3	0	0	0	0	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	0	1
R6	0	0	0	1	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

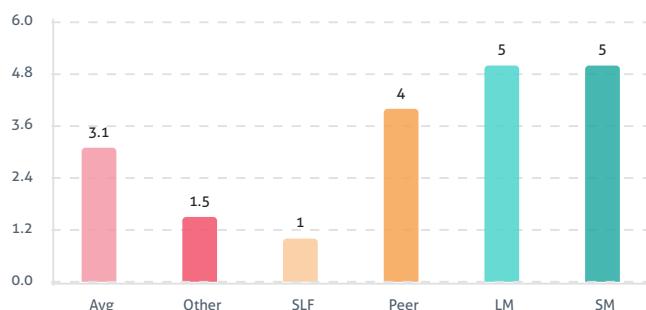
R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

## Q3 Accept responsibility and does not blame others?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	0	0	0	0	1	0
R3	0	0	0	0	0	0
R4	0	0	0	1	0	0
R5	2	0	0	0	0	0
R6	0	0	1	0	0	1

R1 - Don't Know (0)

R4 - Generally (3)

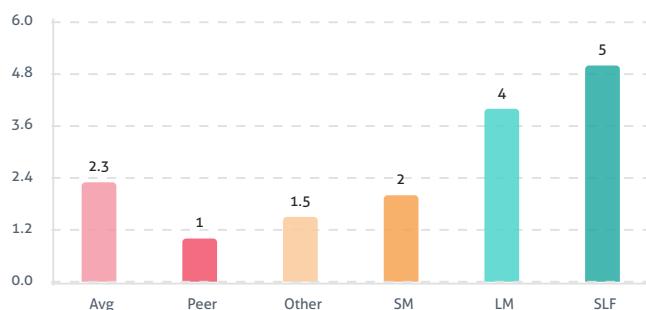
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q4 Discharge authority accorded to the position responsibly?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	0	0	0	1	0	0
R3	1	0	0	1	0	1
R4	0	0	0	0	0	0
R5	0	0	1	0	0	0
R6	0	0	0	0	1	0

R1 - Don't Know (0)

R4 - Generally (3)

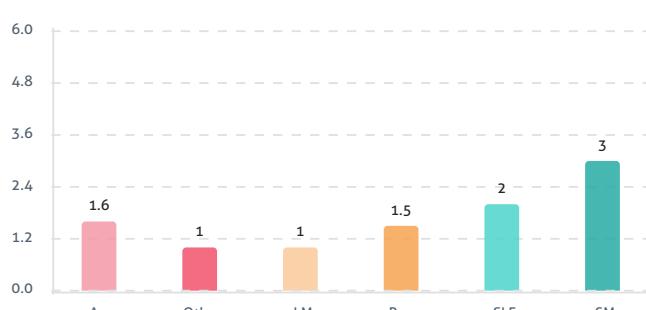
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q5 Show reliability and can be depended upon?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	1	0	1	0	0	0
R3	1	0	0	1	1	0
R4	0	0	0	0	0	1
R5	0	0	0	0	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

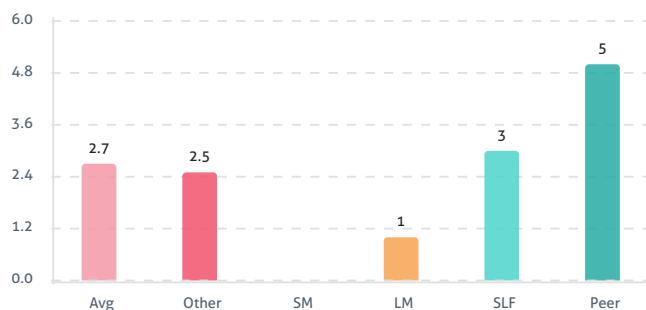
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Achievement driven

Q6 Identify and plan for contingencies?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

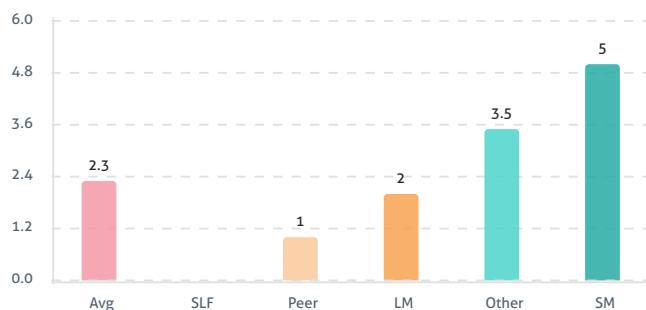
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	1
R2	0	0	1	0	0	0
R3	0	0	0	0	0	0
R4	0	0	0	0	1	0
R5	0	0	0	0	0	0
R6	2	0	0	1	0	0

Q7 Deal in a clear, strong way with subordinates who are not performing?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

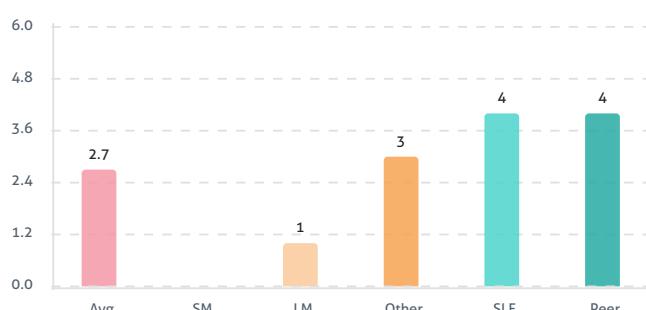
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	1	0
R2	0	0	0	0	0	0
R3	1	0	1	1	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	1	0	1

Q8 Set clear directions, standards of performance and objectives which are difficult (but possible) to achieve?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	1
R2	0	0	1	0	0	0
R3	0	0	0	0	0	0
R4	0	0	0	2	0	0
R5	2	0	0	0	1	0
R6	0	0	0	0	0	0

## Q9 Maintain high standards in delivering results and implementing plans in a timely manner for self and others?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	1	1	1	0
R3	1	0	0	0	0	0
R4	0	0	0	1	0	1
R5	1	0	0	0	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

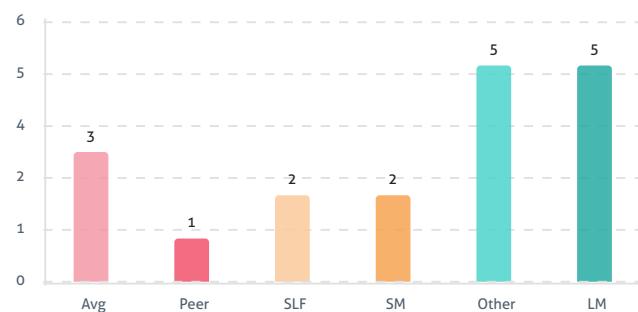
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q10 Strive beyond his/her job to deliver exceptional results and services?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	0	0	0	0	0	0
R3	1	0	0	0	1	1
R4	0	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	1	2	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Agility Mindset

## Q11 Help his/her team to adapt to change and collaborate, learn, and stay flexible to achieve high-performing results?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	1	1
R2	0	0	0	2	0	0
R3	2	0	0	0	0	0
R4	0	0	1	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q12 Analyse and adjust quickly when things or situations change?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q13 Adapt business direction / strategy in anticipation of potential changes in the market?



R1 - Don't Know (0)

R4 - Generally (3)

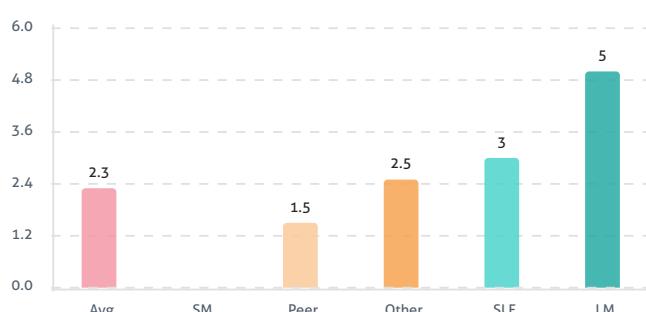
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q14 Act quickly and decisively with a sense of urgency especially in time-sensitive situations?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	0
R2	0	0	0	0	0	0
R3	0	0	0	1	0	1
R4	0	0	0	0	1	0
R5	1	0	1	0	0	0
R6	0	0	0	0	0	0

## Q15 Learn and re-learn to continuously improve himself/herself?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q16 Provide direction and focus during uncertain and / or chaotic circumstances?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q17 Promote a culture of being receptive to change by role modelling the behaviour?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

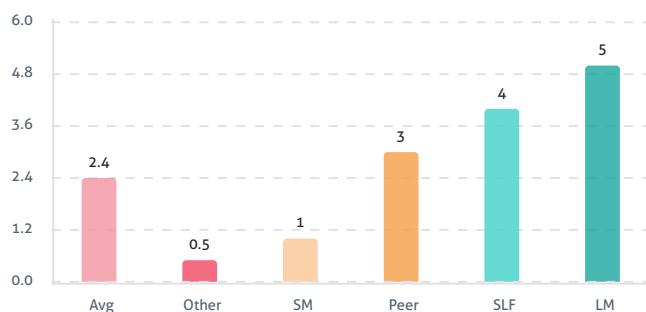
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	1	0	1	0	1	0
R3	1	0	0	0	0	0
R4	0	0	0	0	0	1
R5	0	0	0	1	0	0
R6	0	0	0	0	0	0

## Q18 Develop and continuously improve change management strategies / processes to increase effectiveness?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	0	0	0	1	0	1
R3	1	0	0	0	0	0
R4	0	0	0	0	0	0
R5	1	0	0	0	1	0
R6	0	0	1	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

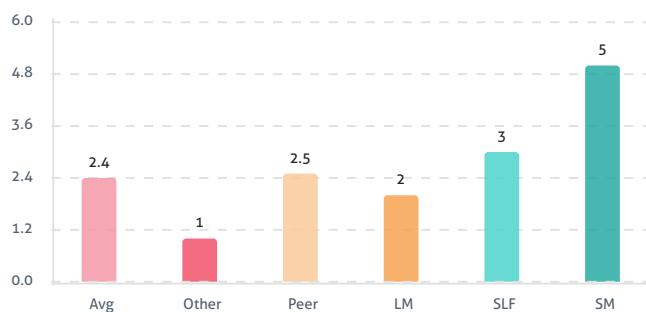
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q19 Show proactiveness and think ahead?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	1	0	0	2	0	0
R3	0	0	1	0	0	0
R4	0	0	0	0	1	0
R5	1	0	0	0	0	0
R6	0	0	0	0	0	1

R1 - Don't Know (0)

R4 - Generally (3)

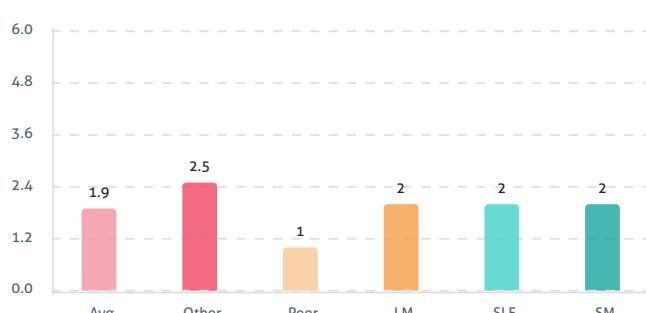
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q20 Show courage to change and adopt new ideas and practices?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	2	0	0	0	0	0
R3	0	0	1	0	1	1
R4	0	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

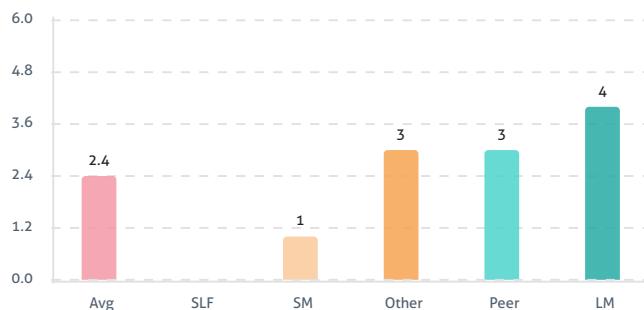
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q21 Open minded and have courage to change and adopt innovative ideas and practices?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	1	0
R2	0	0	0	0	0	1
R3	1	0	0	1	0	0
R4	0	0	0	0	0	0
R5	1	0	1	1	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Collaboration

## Q22 Take personal accountability and responsibility for what he/she says or does?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	0
R2	0	0	1	0	1	0
R3	0	0	0	0	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	0	1
R6	1	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q23 Consistently carries out tasks and delivers results to expectations when entrusted with them?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	0	0	1
R3	0	0	0	0	1	0
R4	1	0	0	1	0	0
R5	0	0	1	0	0	0
R6	1	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

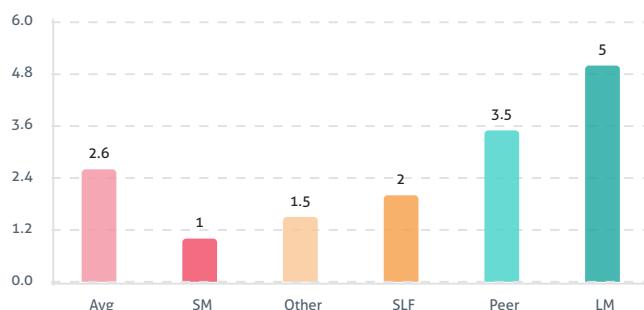
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q24 Dependable in making the right decisions for the organization?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	1	0	1
R3	0	0	0	1	1	0
R4	1	0	0	0	0	0
R5	1	0	0	0	0	0
R6	0	0	1	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Communication

## Q25 Demonstrate confidence and effectiveness when speaking or interacting with others in a variety of situations?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	1
R2	0	0	0	0	1	0
R3	0	0	0	1	0	0
R4	1	0	1	1	0	0
R5	1	0	0	0	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

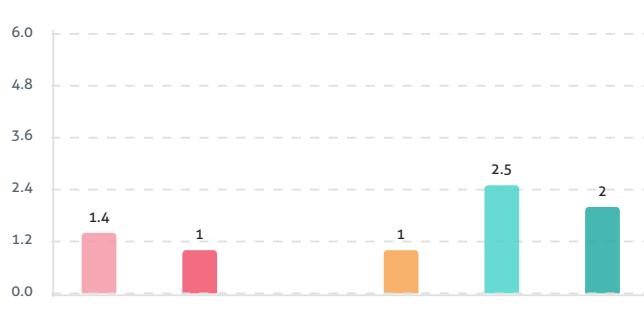
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q26 Present with impact to influence and gain buy-in and commitment?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	1
R2	0	0	0	0	1	0
R3	1	0	1	1	0	0
R4	1	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

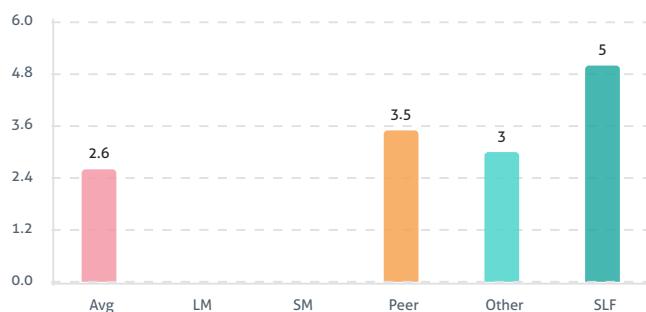
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q27 Express concepts in writing clearly, concisely and with impact?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	0	0	1
R2	0	0	0	0	0	0
R3	1	0	0	1	0	0
R4	0	0	0	0	0	0
R5	0	0	0	1	0	0
R6	1	0	0	0	1	0

R1 - Don't Know (0)

R4 - Generally (3)

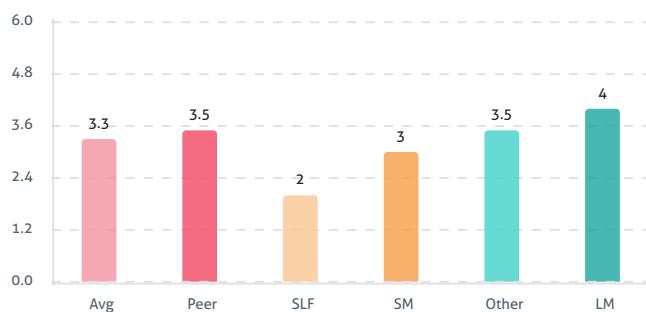
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q28 Listen actively to others and ask questions to enhance own understanding?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	0	0	0
R3	1	0	0	0	1	0
R4	0	0	0	1	0	1
R5	0	0	1	1	0	0
R6	1	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

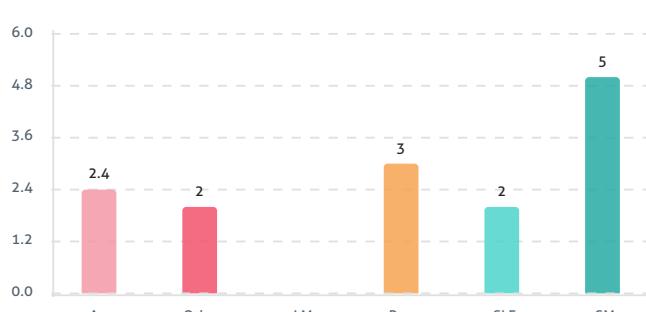
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Consequatur Corrupt

## Q29 Dependable in making the right decisions for the organization?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	1	0	0
R2	0	0	0	0	0	0
R3	1	0	0	0	1	0
R4	0	0	0	0	0	0
R5	1	0	0	1	0	0
R6	0	0	0	0	0	1

R1 - Don't Know (0)

R4 - Generally (3)

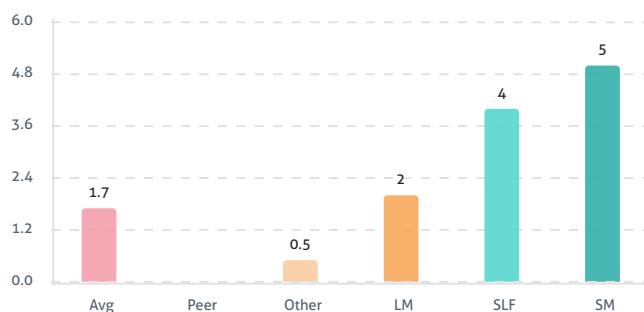
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q30 Take personal accountability and responsibility for what he/she says or does?



	Peer	Avg	LM	Other	SLF	SM
R1	2	0	0	1	0	0
R2	0	0	0	1	0	0
R3	0	0	1	0	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	1	0
R6	0	0	0	0	0	1

R1 - Don't Know (0)

R4 - Generally (3)

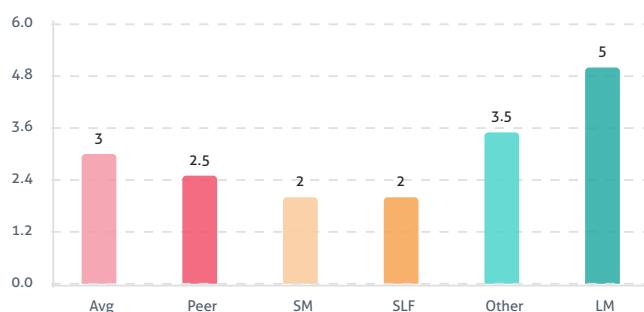
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q31 Consistently carries out tasks and delivers results to expectations when entrusted with them?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	1	0	0	0	0	0
R3	0	0	0	0	1	1
R4	0	0	0	1	0	0
R5	1	0	0	1	0	0
R6	0	0	1	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

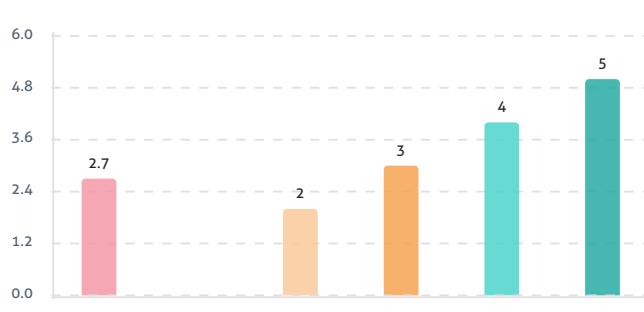
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Courage to act

## Q32 Persistent in taking action, drive performance and achieve results with clear direction and goals?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	0	0	0
R2	0	0	0	0	0	0
R3	1	0	0	2	0	0
R4	0	0	0	0	0	0
R5	1	0	0	0	0	1
R6	0	0	0	0	1	0

R1 - Don't Know (0)

R4 - Generally (3)

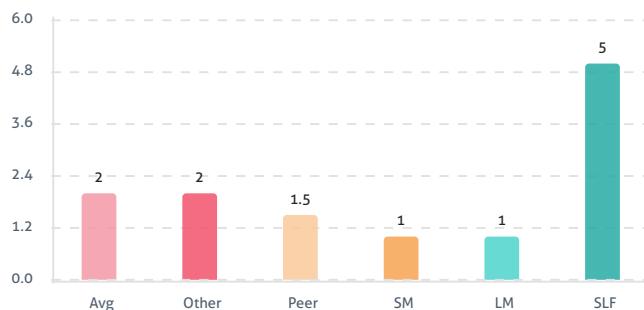
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q33 Take calculated risks and make tough decisions for the benefit of the business and the nation?



R1 - Don't Know (0)

R4 - Generally (3)

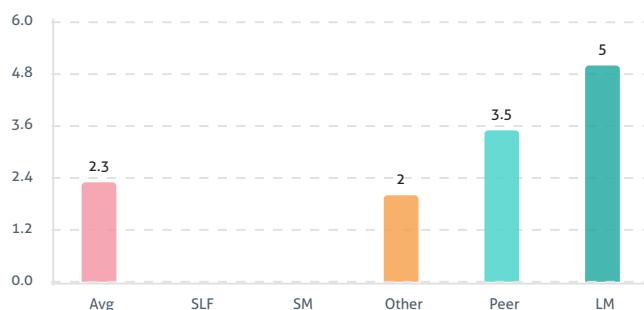
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q34 Create an environment that encourages innovation and learning through experimentation and taking calculated risks?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q35 Take accountability and ownership of his/her team's performance?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

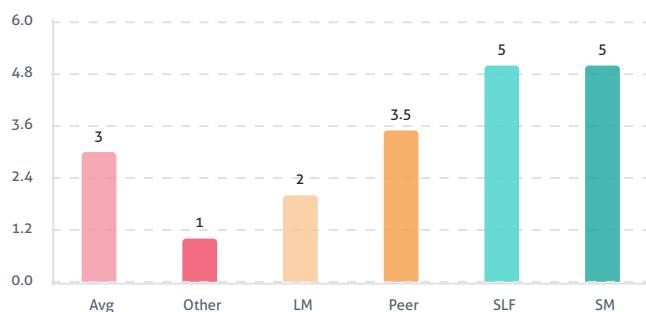
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	0
R2	0	0	1	0	0	1
R3	0	0	0	0	0	0
R4	1	0	0	0	0	0
R5	0	0	0	1	0	0
R6	0	0	0	0	1	0

## Q36 Promote an innovative culture by role modelling the behaviour?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	2	0	0
R3	0	0	1	0	0	0
R4	1	0	0	0	0	0
R5	1	0	0	0	0	0
R6	0	0	0	0	1	1

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Customer Focus

## Q37 Instil customer focus throughout the department/unit?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	0	1	1
R2	0	0	0	0	0	0
R3	1	0	0	0	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	0	0
R6	1	0	0	2	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q38 Analyse customer needs and take action to meet those needs to the satisfaction of customers?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	2	0	0	0	0	0
R3	0	0	1	0	0	0
R4	0	0	0	0	0	0
R5	0	0	0	1	0	1
R6	0	0	0	1	1	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q39 Instill customer focus throughout the business unit or department?



R1 - Don't Know (0)

R4 - Generally (3)

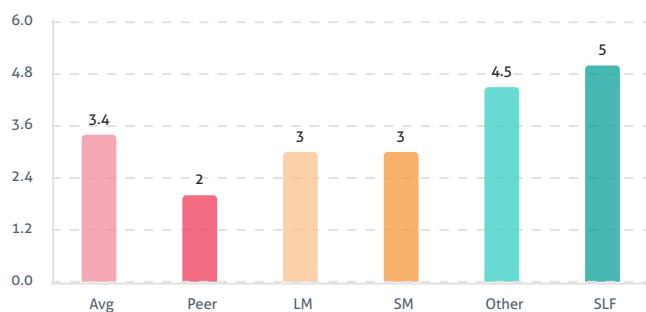
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q40 Analyse customers' needs and take action to meet those needs to the satisfaction of customers?



R1 - Don't Know (0)

R4 - Generally (3)

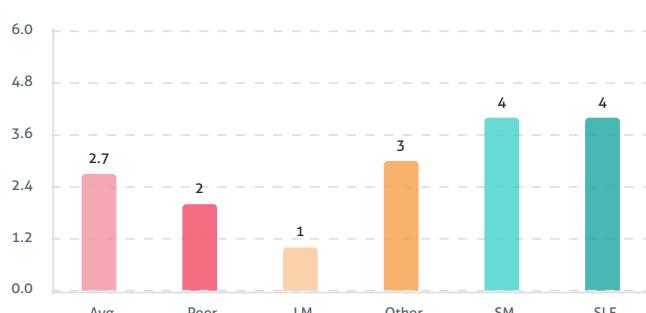
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q41 Establish and maintain effective relationship with customers with good rapport, listening and communication skills?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	1	0	0	0	0	0
R3	0	0	0	1	0	1
R4	0	0	1	0	0	0
R5	0	0	0	0	1	0
R6	1	0	0	0	0	0

## Q42 Establish and maintain effective relationship with customers with good rapport, listening and relationship skills?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	1	0	0	2	0	0
R3	0	0	1	0	0	0
R4	1	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	0	1	1

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q43 Resolve customers' issues quickly?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	1	1	0	0
R3	0	0	0	0	1	0
R4	1	0	0	0	0	0
R5	1	0	0	0	0	1
R6	0	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q44 Build cross-functional team relationship that can effectively address the needs of all customers?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	1	0	0	0	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	1	0
R5	0	0	0	2	0	0
R6	0	0	1	0	0	1

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q45 Demonstrate a positive attitude and take personal accountability to serve customers well?



R1 - Don't Know (0)

R4 - Generally (3)

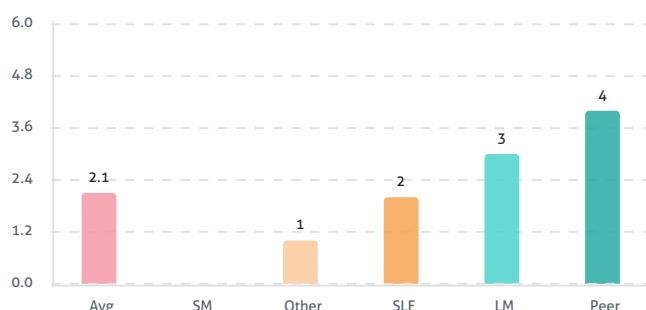
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q46 Show ability to anticipate future customers' requirements?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Develop Self and Others

## Q47 Take responsibility for own development?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	1
R2	0	0	0	1	0	0
R3	0	0	1	0	1	0
R4	1	0	0	0	0	0
R5	1	0	0	1	0	0
R6	0	0	0	0	0	0

## Q48 Give subordinates direct, timely and complete feedback on how well they are doing and areas to improve?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	1	0	0
R2	0	0	0	0	0	0
R3	1	0	0	0	0	0
R4	0	0	0	1	0	0
R5	1	0	0	0	1	0
R6	0	0	0	0	0	1

R1 - Don't Know (0)

R4 - Generally (3)

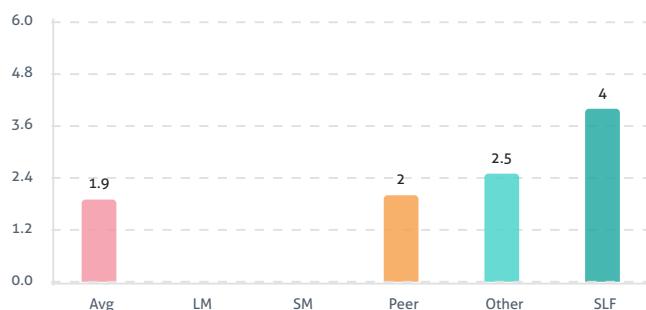
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q49 Develop subordinates through challenging tasks, coaching and support?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	0	0	1
R2	1	0	0	0	0	0
R3	0	0	0	1	0	0
R4	1	0	0	1	0	0
R5	0	0	0	0	1	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q50 Listen, without making judgments, to help others explore solutions?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	1	0	1	0	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	1	0
R5	0	0	0	1	0	1
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

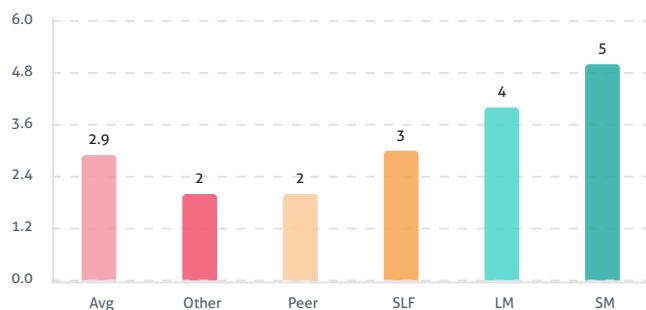
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Ethics and standard

Q51 Act with honesty and truthfulness in the way he/she conducts himself/herself?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	0
R2	0	0	0	0	0	0
R3	0	0	0	0	0	0
R4	0	0	0	0	1	0
R5	1	0	1	1	0	0
R6	0	0	0	0	0	1

R1 - Don't Know (0)

R4 - Generally (3)

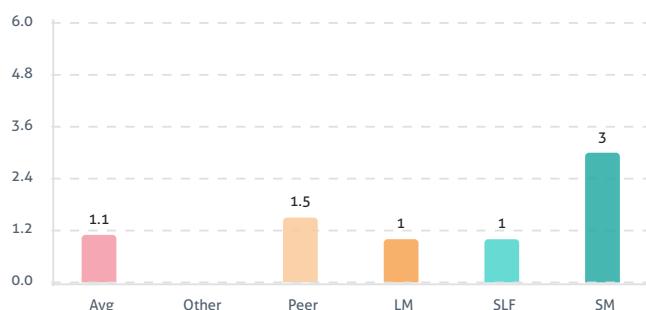
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

Q52 Make transparent and fair decisions and transactions?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	2	0	0
R2	0	0	1	0	1	0
R3	0	0	0	0	0	0
R4	1	0	0	0	0	1
R5	0	0	0	0	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

Q53 Demonstrate high work ethics and principles that are in accordance with PUNB's standards and practices?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	1	1	0	0
R2	0	0	0	0	0	0
R3	0	0	0	0	1	1
R4	0	0	0	0	0	0
R5	0	0	0	0	0	0
R6	1	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q54 Lead the effort in adapting the standards to new demands and requirements?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	1
R2	1	0	0	1	0	0
R3	0	0	0	0	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	1	0
R6	1	0	1	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

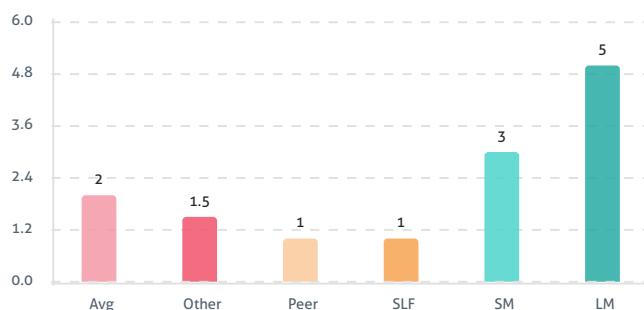
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q55 Act as role model for ethical behaviour within the group?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	0
R2	0	0	0	0	1	0
R3	1	0	0	0	0	0
R4	0	0	0	1	0	1
R5	0	0	0	0	0	0
R6	0	0	1	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

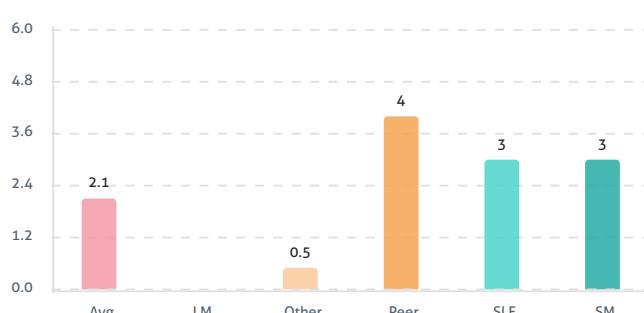
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

**Holistic Thinking**

## Q56 Balance priorities and conflicting views in making decisions?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	1	0	0
R2	0	0	0	1	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	1	1
R5	0	0	0	0	0	0
R6	1	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q57 Promote new ways of thinking, considering outside-in perspectives to identify opportunities?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	1	0
R2	0	0	0	0	0	0
R3	0	0	0	1	0	0
R4	1	0	1	0	0	0
R5	1	0	0	0	0	0
R6	0	0	0	0	0	1

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q58 Promote a culture of strategic and holistic thinking by role modelling the behaviour?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	1
R2	0	0	1	0	0	0
R3	0	0	0	1	0	0
R4	0	0	0	1	0	0
R5	1	0	0	0	1	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q59 Effectively analyse, synthesise, and interpret data from multiple sources in making decisions?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	0	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	0	1
R5	0	0	0	1	0	0
R6	1	0	1	1	1	0

R1 - Don't Know (0)

R4 - Generally (3)

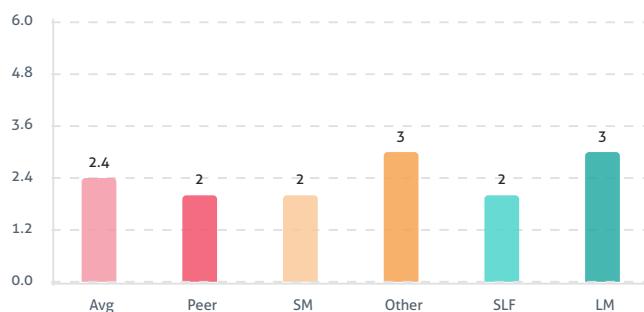
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q60 Provide guidance and challenge the teams' analysis to ensure thoroughness?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	1	0	0	0	0	0
R3	0	0	0	1	1	1
R4	1	0	1	0	0	0
R5	0	0	0	1	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

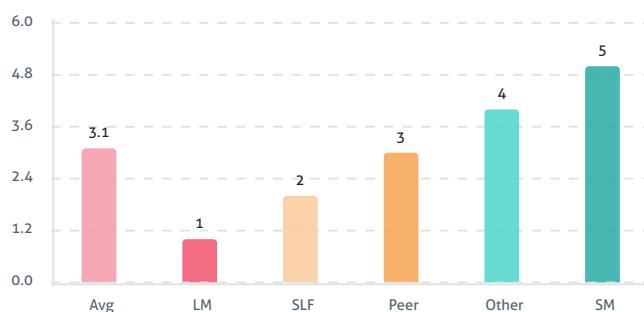
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Impact

## Q61 Informs others about changes or developments in plans and goals



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	1	0	0	0
R3	0	0	0	0	1	0
R4	2	0	0	1	0	0
R5	0	0	0	0	0	0
R6	0	0	0	1	0	1

R1 - Don't Know (0)

R4 - Performs as expected (3)

R2 - Needs Improvement (1)

R5 - Is a role model for others (4)

R3 - Could Benefit from Development (2)

R6 - Does exceptionally good (5)

## Q62 Inspires others to take action based on his/her communications



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	1
R2	0	0	0	1	1	0
R3	0	0	0	0	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	0	0
R6	1	0	1	0	0	0

R1 - Don't Know (0)

R4 - Performs as expected (3)

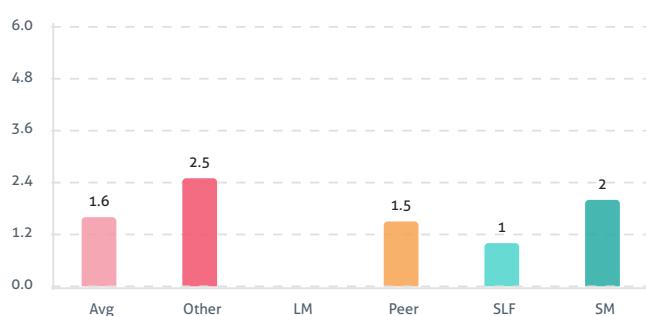
R2 - Needs Improvement (1)

R5 - Is a role model for others (4)

R3 - Could Benefit from Development (2)

R6 - Does exceptionally good (5)

**Q63 Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.**



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	1	1	0	0
R2	0	0	0	0	1	0
R3	0	0	0	0	0	1
R4	1	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	1	0	0

**R1** - Don't Know (0)

**R4** - Performs as expected (3)

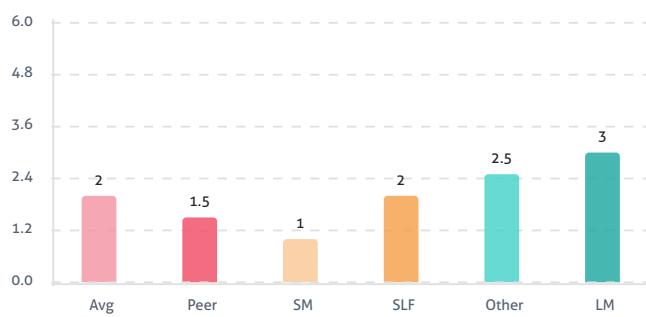
**R2** - Needs Improvement (1)

**R5** - Is a role model for others (4)

**R3** - Could Benefit from Development (2)

**R6** - Does exceptionally good (5)

**Q64 Explains reasons behind decisions and actions**



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	0	0	0	0	0	1
R3	0	0	0	1	1	0
R4	1	0	1	1	0	0
R5	0	0	0	0	0	0
R6	0	0	0	0	0	0

**R1** - Don't Know (0)

**R4** - Performs as expected (3)

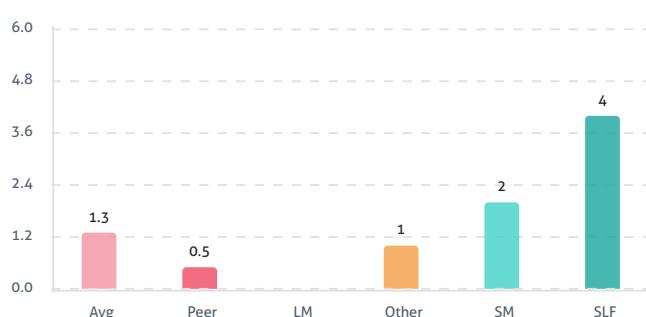
**R2** - Needs Improvement (1)

**R5** - Is a role model for others (4)

**R3** - Could Benefit from Development (2)

**R6** - Does exceptionally good (5)

**Q65 Reviews any "action steps" resulting from meetings or conversations before concluding to ensure clarity and that plans will be executed**



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	1	0	0	0
R2	1	0	0	2	0	0
R3	0	0	0	0	0	1
R4	0	0	0	0	0	0
R5	0	0	0	0	1	0
R6	0	0	0	0	0	0

**R1** - Don't Know (0)

**R4** - Performs as expected (3)

**R2** - Needs Improvement (1)

**R5** - Is a role model for others (4)

**R3** - Could Benefit from Development (2)

**R6** - Does exceptionally good (5)

## Q66 Communicates the vision of the organization to all employees



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	1	0	1	0	1	0
R3	0	0	0	1	0	0
R4	0	0	0	0	0	1
R5	0	0	0	1	0	0
R6	0	0	0	0	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Interpersonal Thinking updated

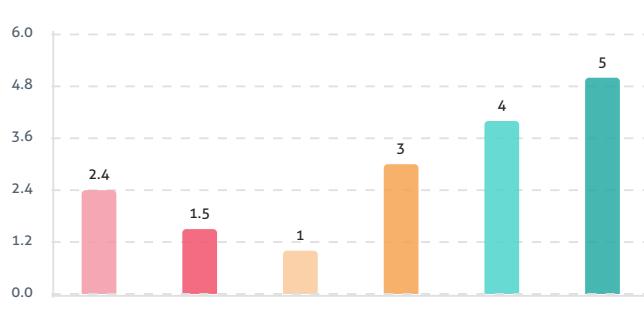
## Q67 Behaves in a fair and trustworthy manner.



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	0	0	0	0	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	0	1
R5	0	0	0	0	1	0
R6	0	0	1	2	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q68 Handles job-related stress effectively (does not blame others, become hostile or overly moody); keeps in control of his/her feelings and behavior.



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	0
R2	0	0	0	0	0	0
R3	1	0	0	0	0	0
R4	0	0	1	1	0	0
R5	0	0	0	0	1	0
R6	0	0	0	0	0	1

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

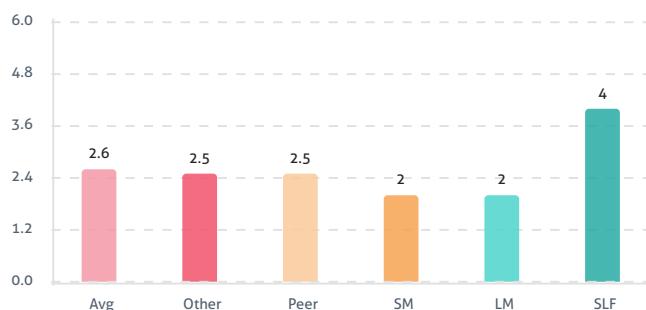
## Q69 Relates to all kinds of people tactfully, from shop floor to executives



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	1	0	0	1	1	0
R3	0	0	0	1	0	0
R4	1	0	0	0	0	1
R5	0	0	1	0	0	0
R6	0	0	0	0	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q70 An effective listener who is responsive to information needs



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	1	0	0	0	0	0
R3	0	0	1	0	0	1
R4	0	0	0	0	0	0
R5	1	0	0	0	1	0
R6	0	0	0	1	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q71 Is visible and approachable



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	0
R2	1	0	0	0	0	0
R3	0	0	0	0	1	0
R4	0	0	1	0	0	1
R5	0	0	0	1	0	0
R6	0	0	0	0	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

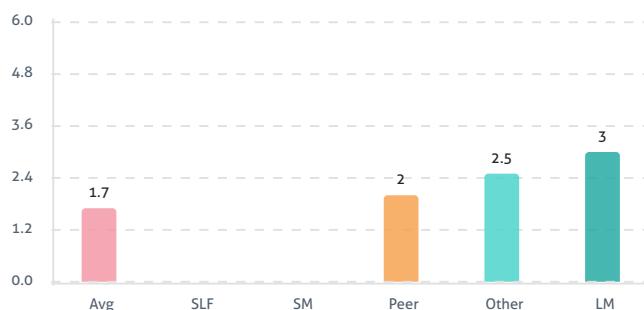
## Q72 Listens actively &amp; speaks clearly and directly.



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	0	0	0	0	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	0	1
R5	0	0	1	1	1	0
R6	1	0	0	0	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q73 Interacts with others in an honest and upfront manner



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	1	1
R2	0	0	0	1	0	0
R3	0	0	0	0	0	0
R4	0	0	1	0	0	0
R5	1	0	0	1	0	0
R6	0	0	0	0	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q74 Takes time to listen to you



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	1	0
R2	0	0	0	0	0	0
R3	1	0	0	1	0	0
R4	0	0	1	0	0	1
R5	1	0	0	0	0	0
R6	0	0	0	1	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q75 Demonstrates willingness to work with others.



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	2	1	0
R2	0	0	0	0	0	0
R3	1	0	0	0	0	0
R4	1	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	0	0	1

R1 - Don't Know (0)

R4 - No Opinion (3)

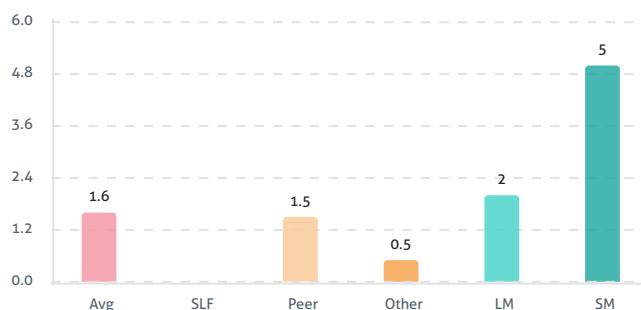
R2 - Strongly Disagree (1)

R5 - Agree (4)

R3 - Disagree (2)

R6 - Strongly Agree (5)

## Q76 Able to work with individuals at all levels of BMC Software.



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	1	0
R2	0	0	0	1	0	0
R3	0	0	1	0	0	0
R4	1	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	0	0	1

R1 - Don't Know (0)

R4 - No Opinion (3)

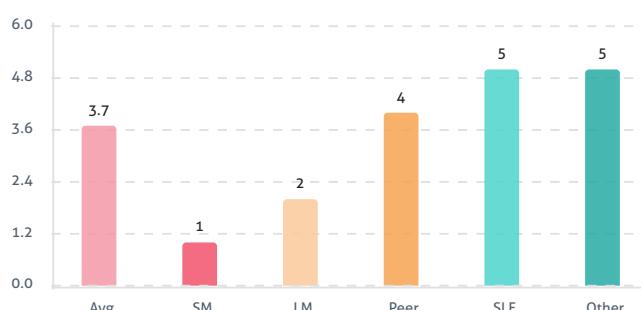
R2 - Strongly Disagree (1)

R5 - Agree (4)

R3 - Disagree (2)

R6 - Strongly Agree (5)

## Q77 Conducts regular performance feedback discussions with individuals and teams



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	0	0	1
R3	0	0	1	0	0	0
R4	0	0	0	0	0	0
R5	2	0	0	0	0	0
R6	0	0	0	2	1	0

R1 - Don't Know (0)

R4 - Performs as expected (3)

R2 - Needs Improvement (1)

R5 - Is a role model for others (4)

R3 - Could Benefit from Development (2)

R6 - Does exceptionally good (5)

## Q78 Accurately attends to/understands ideas which are exchanged.



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	1	0	0	0
R3	0	0	0	2	1	0
R4	1	0	0	0	0	0
R5	1	0	0	0	0	0
R6	0	0	0	0	0	1

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q79 Receives both positive and negative feedback well.



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	0	0	0
R3	0	0	0	0	1	0
R4	1	0	0	1	0	0
R5	1	0	0	0	0	0
R6	0	0	1	1	0	1

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q80 Keeps employees informed of information they need to do their jobs.



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	0	0	0
R3	0	0	1	1	0	1
R4	1	0	0	0	0	0
R5	0	0	0	1	1	0
R6	1	0	0	0	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q81 Attentive to needs of others



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	2	0	0
R2	0	0	0	0	0	0
R3	0	0	0	0	0	0
R4	2	0	0	0	0	0
R5	0	0	0	0	1	0
R6	0	0	1	0	0	1

R1 - Don't Know (0)

R4 - Performs as expected (3)

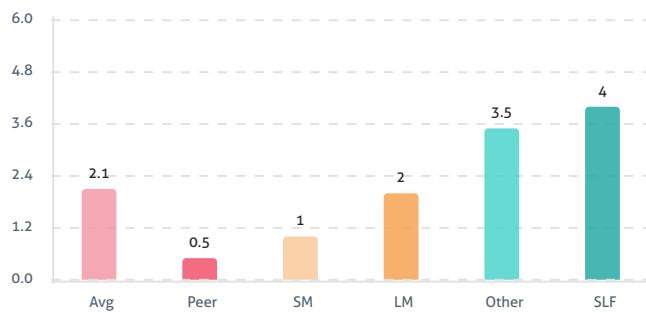
R2 - Needs Improvement (1)

R5 - Is a role model for others (4)

R3 - Could Benefit from Development (2)

R6 - Does exceptionally good (5)

## Q82 Is trustworthy



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	1	0	0	0	0	1
R3	0	0	1	1	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	1	0
R6	0	0	0	1	0	0

R1 - Don't Know (0)

R4 - Performs as expected (3)

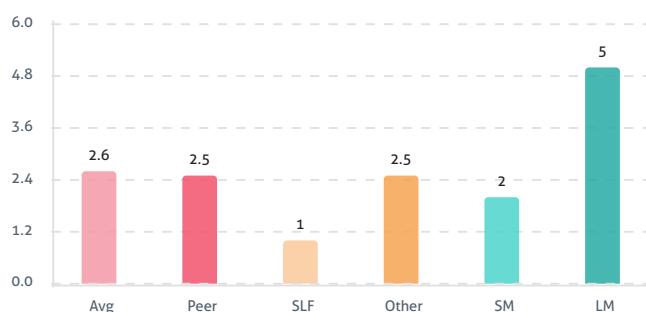
R2 - Needs Improvement (1)

R5 - Is a role model for others (4)

R3 - Could Benefit from Development (2)

R6 - Does exceptionally good (5)

## Q83 Adding question manually



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	0	0	0	1	1	0
R3	0	0	0	0	0	1
R4	0	0	0	0	0	0
R5	0	0	0	1	0	0
R6	1	0	1	0	0	0

R1 - Don't Know (0)

R4 - Neutral (3)

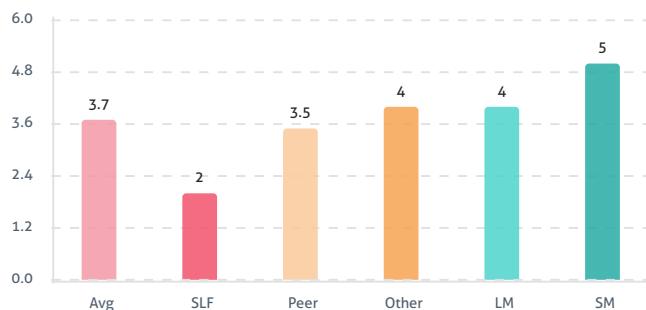
R2 - Strongly Disagree (1)

R5 - Agree (4)

R3 - Disagree (2)

R6 - Strongly Agree (5)

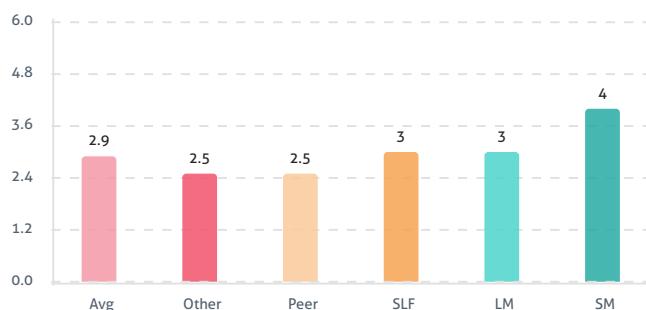
## Q84 Handles tough employee issues fairly and effectively; works well to resolve conflicts.



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	0	0	0
R3	0	0	0	0	1	0
R4	1	0	0	1	0	0
R5	1	0	1	0	0	0
R6	0	0	0	1	0	1

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q85 Has respect for other employees



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	0	0	0	0
R3	1	0	0	1	0	0
R4	1	0	1	1	1	0
R5	0	0	0	0	0	1
R6	0	0	0	0	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Q86 Shows consistency in hiring, promoting, evaluating, and rewarding employees

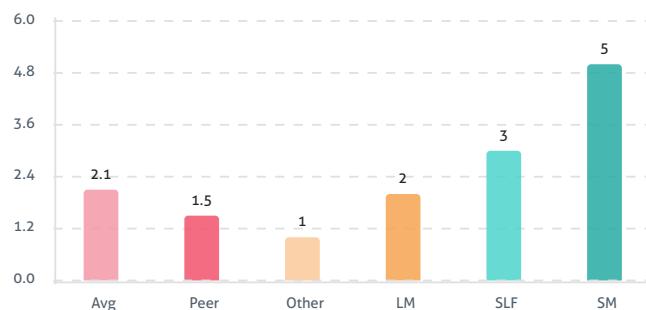


	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	0	0	0	0	0	1
R3	0	0	0	0	0	0
R4	0	0	1	1	1	0
R5	1	0	0	0	0	0
R6	1	0	0	0	0	0

**R1** - Don't Know (0)**R4** - Performs as expected (3)**R2** - Needs Improvement (1)**R5** - Is a role model for others (4)**R3** - Could Benefit from Development (2)**R6** - Does exceptionally good (5)

## Laboriosam sit qui

Q87 Dependable in making the right decisions for the organization?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

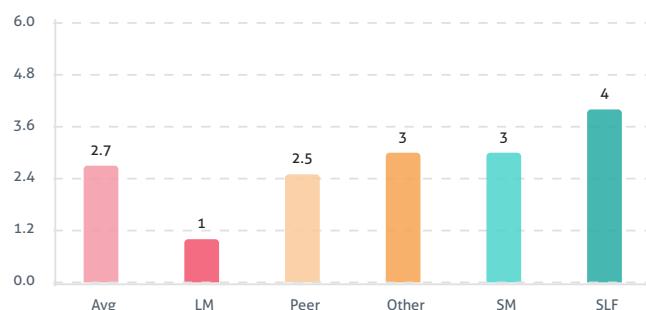
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	0	0	0	2	0	0
R3	0	0	1	0	0	0
R4	1	0	0	0	1	0
R5	0	0	0	0	0	0
R6	0	0	0	0	0	1

Q88 Consistently carries out tasks and delivers results to expectations when entrusted with them?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

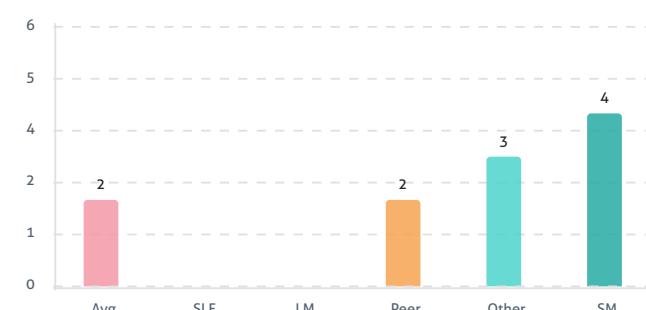
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	1	0	0	0
R3	1	0	0	1	0	0
R4	1	0	0	0	0	1
R5	0	0	0	1	1	0
R6	0	0	0	0	0	0

Q89 Take personal accountability and responsibility for what he/she says or does?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

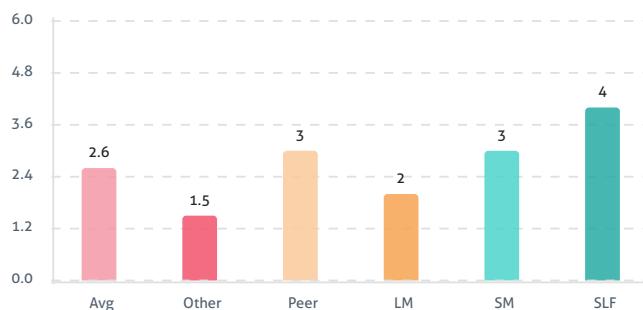
R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	0	1	0
R2	0	0	0	0	0	0
R3	2	0	0	0	0	0
R4	0	0	0	2	0	0
R5	0	0	0	0	0	1
R6	0	0	0	0	0	0

## Manage Change Effectively

Q90 Gain the commitment of others to support and embrace change initiatives?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	0
R2	1	0	0	0	0	0
R3	0	0	1	0	0	0
R4	0	0	0	1	0	1
R5	0	0	0	0	1	0
R6	1	0	0	0	0	0

Q91 Help self, individuals and groups to effectively cope with change?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	1	0
R2	0	0	0	1	0	0
R3	0	0	0	0	0	1
R4	0	0	1	0	0	0
R5	0	0	0	0	0	0
R6	1	0	0	0	0	0

Q92 Continuously handle risks and uncertainties of change effectively?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

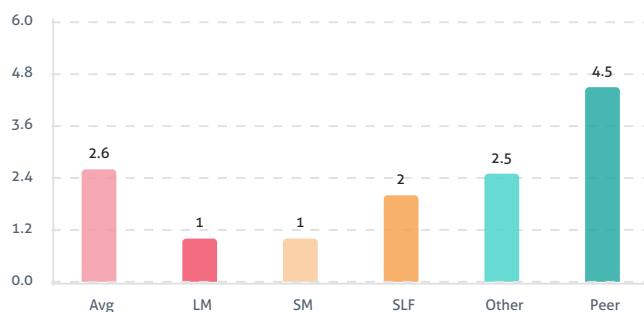
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	1	0
R2	0	0	0	0	0	0
R3	0	0	1	0	0	0
R4	0	0	0	0	0	1
R5	2	0	0	1	0	0
R6	0	0	0	1	0	0

## Q93 Provide direction and focus during uncertain and/or chaotic circumstances.



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	0	0	1	0	0	1
R3	0	0	0	1	1	0
R4	0	0	0	1	0	0
R5	1	0	0	0	0	0
R6	1	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q94 Challenge status quo thinking and push for positive change?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	0
R2	1	0	0	1	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	0	1
R5	0	0	1	0	1	0
R6	0	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

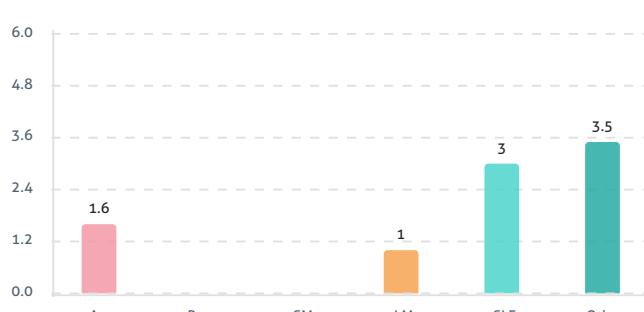
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Quality and productivity

## Q95 Stretch the capability of the team in achieving greater output?



	Peer	Avg	LM	Other	SLF	SM
R1	2	0	0	0	0	1
R2	0	0	1	0	0	0
R3	0	0	0	0	0	0
R4	0	0	0	1	1	0
R5	0	0	0	1	0	0
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

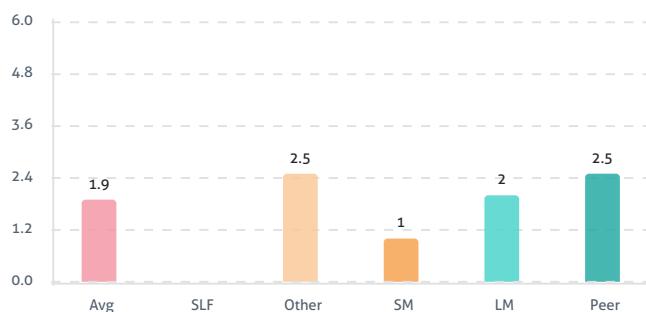
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q96 Instil and insist on high quality work standards from his/her department/unit?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	1	0
R2	0	0	0	0	0	1
R3	1	0	1	0	0	0
R4	1	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	1	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q97 Coach others to improve work quality or standards?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	0	0
R2	0	0	1	1	0	0
R3	0	0	0	0	0	0
R4	0	0	0	1	1	0
R5	0	0	0	0	0	1
R6	1	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

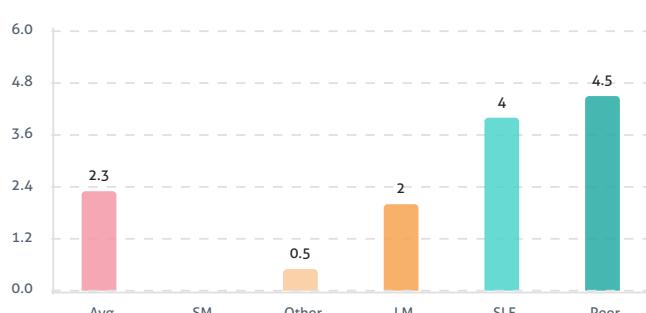
R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Q98 Challenge status quo thinking to ensure output is delivered on time and with quality?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	1	0	1
R2	0	0	0	1	0	0
R3	0	0	1	0	0	0
R4	0	0	0	0	0	0
R5	1	0	0	0	1	0
R6	1	0	0	0	0	0

R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

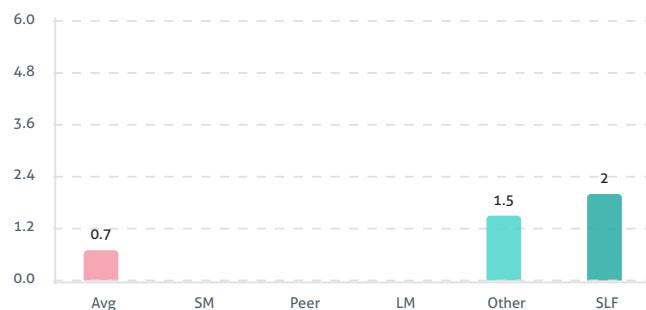
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

## Quos ut sunt verita

Q99 Dependable in making the right decisions for the organization?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

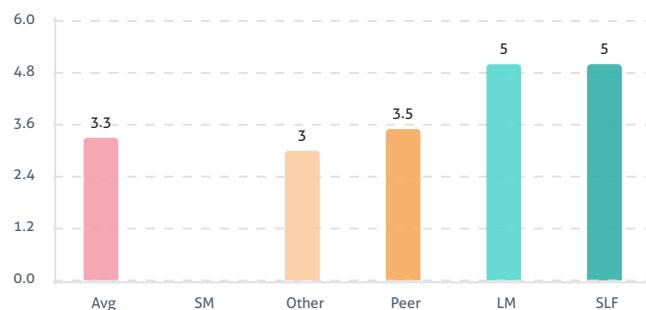
R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	2	0	1	0	0	1
R2	0	0	0	1	0	0
R3	0	0	0	1	1	0
R4	0	0	0	0	0	0
R5	0	0	0	0	0	0
R6	0	0	0	0	0	0

Q100 Take personal accountability and responsibility for what he/she says or does?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	1
R2	0	0	0	1	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	0	0
R5	1	0	0	0	0	0
R6	0	0	1	1	1	0

Q101 Consistently carries out tasks and delivers results to expectations when entrusted with them?



R1 - Don't Know (0)

R4 - Generally (3)

R2 - Almost Never (1)

R5 - Almost Always (4)

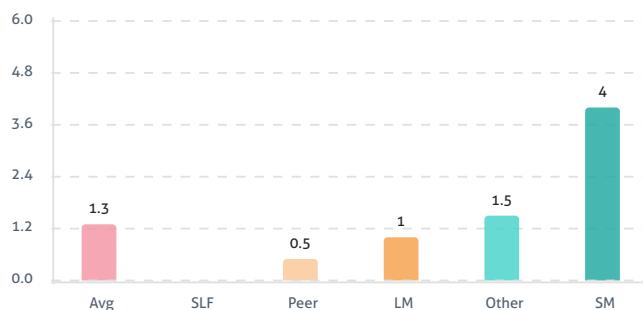
R3 - Sometimes (2)

R6 - Always (5)

	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	0	0
R2	0	0	1	0	0	0
R3	0	0	0	0	0	0
R4	1	0	0	0	1	1
R5	0	0	0	0	0	0
R6	0	0	0	1	0	0

## Trustworthy

Q102 Dependable in making the right decisions for the organization?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	0	1	0
R2	1	0	1	1	0	0
R3	0	0	0	1	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	0	1
R6	0	0	0	0	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Q103 Take personal accountability and responsibility for what he/she says or does?



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	0	1	1	0
R2	0	0	0	0	0	0
R3	0	0	0	1	0	0
R4	0	0	1	0	0	1
R5	0	0	0	0	0	0
R6	1	0	0	0	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

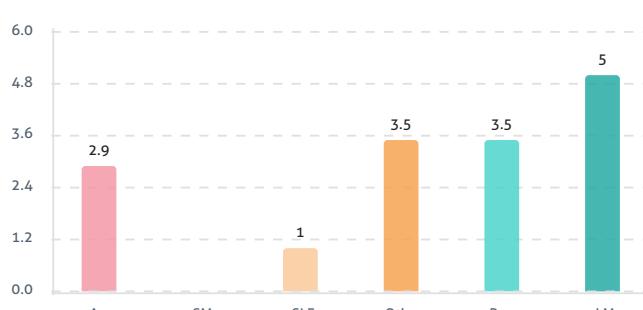
R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Q104 Consistently carries out tasks and delivers results to expectations when entrusted with them?



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	0	0	0	1
R2	0	0	0	0	1	0
R3	1	0	0	1	0	0
R4	0	0	0	0	0	0
R5	0	0	0	0	0	0
R6	1	0	1	1	0	0

R1 - Don't Know (0)

R2 - Almost Never (1)

R3 - Sometimes (2)

R4 - Generally (3)

R5 - Almost Always (4)

R6 - Always (5)

Response Type : Single Choice

### Interpersonal Thinking updated

Q1 Expresses ideas in an appropriate manner to overcome resistance, complaints, and frustration from others



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	1	1	0	1
R2	1	0	0	1	1	0

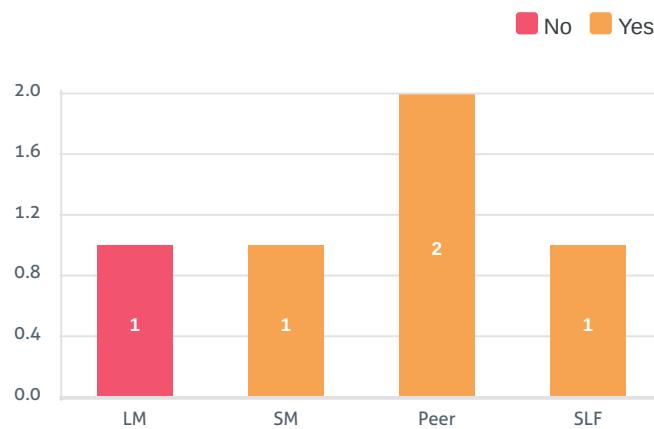
Q2 Listens to others, withholding judgment, and comes across as open to all viewpoints



	Peer	Avg	LM	Other	SLF	SM
R1	1	0	1	1	1	1
R2	1	0	0	1	0	0

wsf

Q3 qw



	Peer	Avg	LM	Other	SLF	SM
R1	0	0	1	1	0	0
R2	2	0	0	1	1	1

Response Type : Multiple Choice

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Response Type : Comments

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**Agility Mindset**

Comments for this competency

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● External

- Sample text comment
- Sample text comment

● Self

- Sample text comment

● Secondary Line Manager

- Sample text comment

● Peer

- Sample text comment
- Sample text comment

● Line Manager

- Sample text comment

## Accountability

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Collaboration

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Customer Focus

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Courage to act

### Comments for this competency

---

#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Quality and productivity

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Ethics and standard

### Comments for this competency

---

#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Holistic Thinking

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Achievement driven

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Communication

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Develop Self and Others

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Trustworthy

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Impact

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Manage Change Effectively

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Interpersonal Thinking updated

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

### Q1. Provides resources to enable individuals to develop themselves.

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#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

#### ● External

- Sample text comment
- Sample text comment

## Laboriosam sit qui

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

## Consequatur Corrupt

### Comments for this competency

---

#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

**wsf****Comments for this competency**

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**● External**

- Sample text comment
- Sample text comment

**● Self**

- Sample text comment

**● Secondary Line Manager**

- Sample text comment

**● Peer**

- Sample text comment
- Sample text comment

**● Line Manager**

- Sample text comment

## Iste et fuga Facere

### Comments for this competency

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#### ● External

- Sample text comment
- Sample text comment

#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

### Q1. asdd

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#### ● Self

- Sample text comment

#### ● Secondary Line Manager

- Sample text comment

#### ● Peer

- Sample text comment
- Sample text comment

#### ● Line Manager

- Sample text comment

#### ● External

- Sample text comment
- Sample text comment

## Q2. Adipisicing totam la

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### ● Self

- Sample text comment

### ● Secondary Line Manager

- Sample text comment

### ● Peer

- Sample text comment
- Sample text comment

### ● Line Manager

- Sample text comment

### ● External

- Sample text comment
- Sample text comment

## Quos ut sunt verita

### Comments for this competency

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### ● External

- Sample text comment
- Sample text comment

### ● Self

- Sample text comment

### ● Secondary Line Manager

- Sample text comment

### ● Peer

- Sample text comment
- Sample text comment

### ● Line Manager

- Sample text comment