

Name

Your CILCA360 Feedback Report



CILCA 360°
growing caring leaders

PARTNER
LOGO



CILCA 360 Degree Feedback Report

This report contains detailed feedback collected from the respondent and between 5 to 20 colleagues as part of the Care Industry Leadership Capability Assessment.

The survey measured how the respondent and others perceive their leadership capability. CILCA 360 uses data to create insights to drive organisational clarity, focus, investment, change and performance. It shines a spotlight on the most significant gaps for the individual and organisational leadership capability by understanding the current and desired performance.

Disclaimer

The CILCA 360 questionnaire has been designed by Veraison to help partnering organisations. It is designed to increase your technical knowledge or understanding of management techniques AND to also expand your understanding of yourself. Although the instrument, when analysed, indicated the sought-after qualities of validity and reliability, the absence of norming data makes it unrealistic to make strong validation and reliability claims. Veraison is in the process of further reliability, validity and norming testing. It is therefore recommended that the questionnaire is not used outside the scope of its original design and specific intent. This report is for self-development purposes only and should not be used for recruitment or promotion purposes.



Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	4 responses
Direct reports	3 responses
Others	4 responses

Summary of top strengths and areas to improve

The goal of 360° Feedback is for you to use the feedback for your personal development, to help you grow and achieve more in your career.

You were given feedback on 46 different areas. We recommend that you focus on your top strengths and areas to improve, listed below.

Your top 5 strengths

1. Models safety
2. Client safety
3. Actively cares
4. Staff safety
5. Sincere

Each person gave you a score (out of 5) for your current performance for each of the areas in the assessment. Your top 5 strengths are the areas for which, on average, you were given the highest scores.

Your top 5 areas to improve

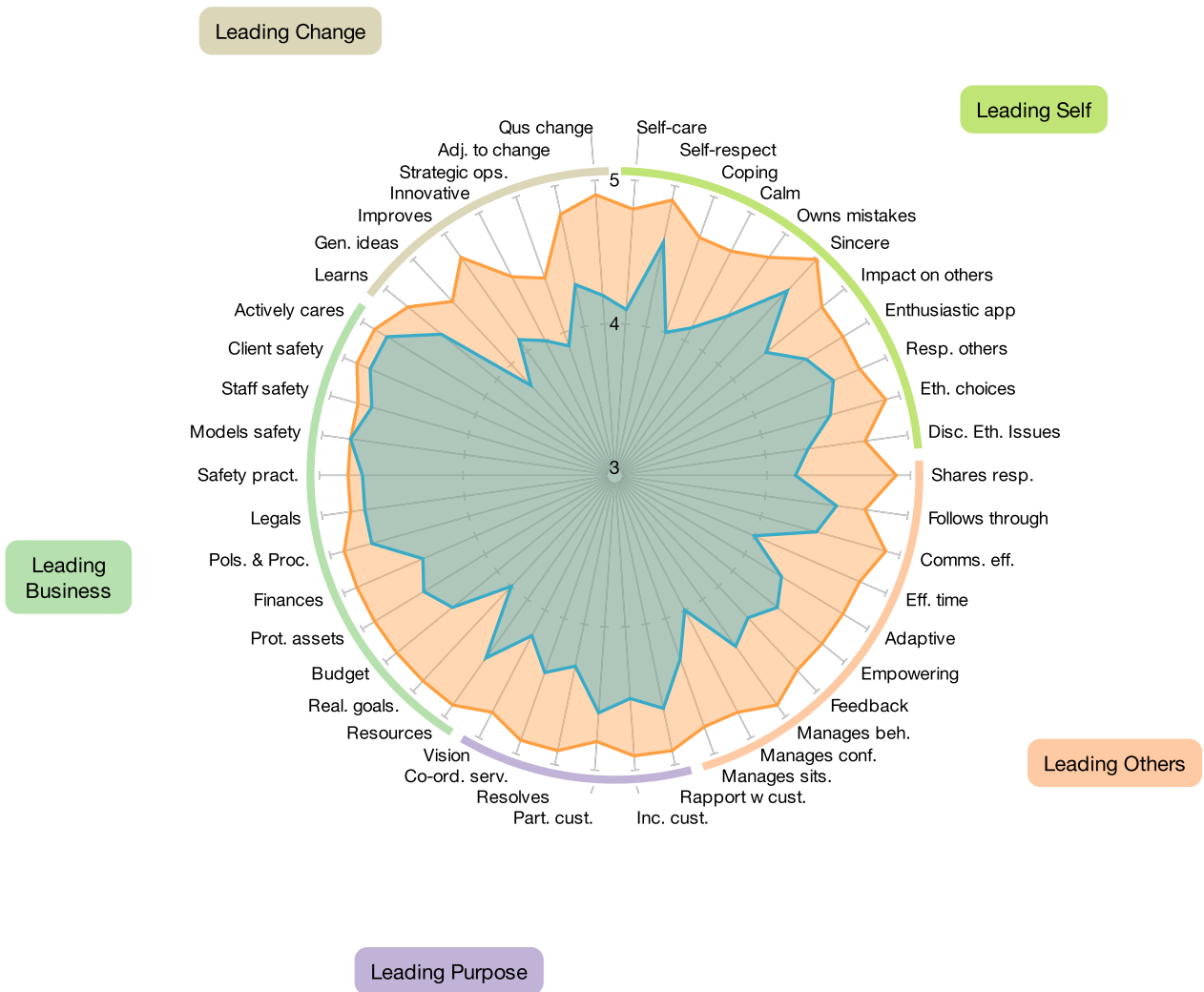
1. Real. goals.
2. Eff. time
3. Gen. ideas
4. Manages conf.
5. Coping

Each person also gave you a score for your desired performance. The top 5 areas to improve are those for which the gap between your current performance and your desired performance is largest.

Spidergraph

The spidergraph below shows all of the areas you were assessed against and the average scores given by people assessing you (not including your own score).

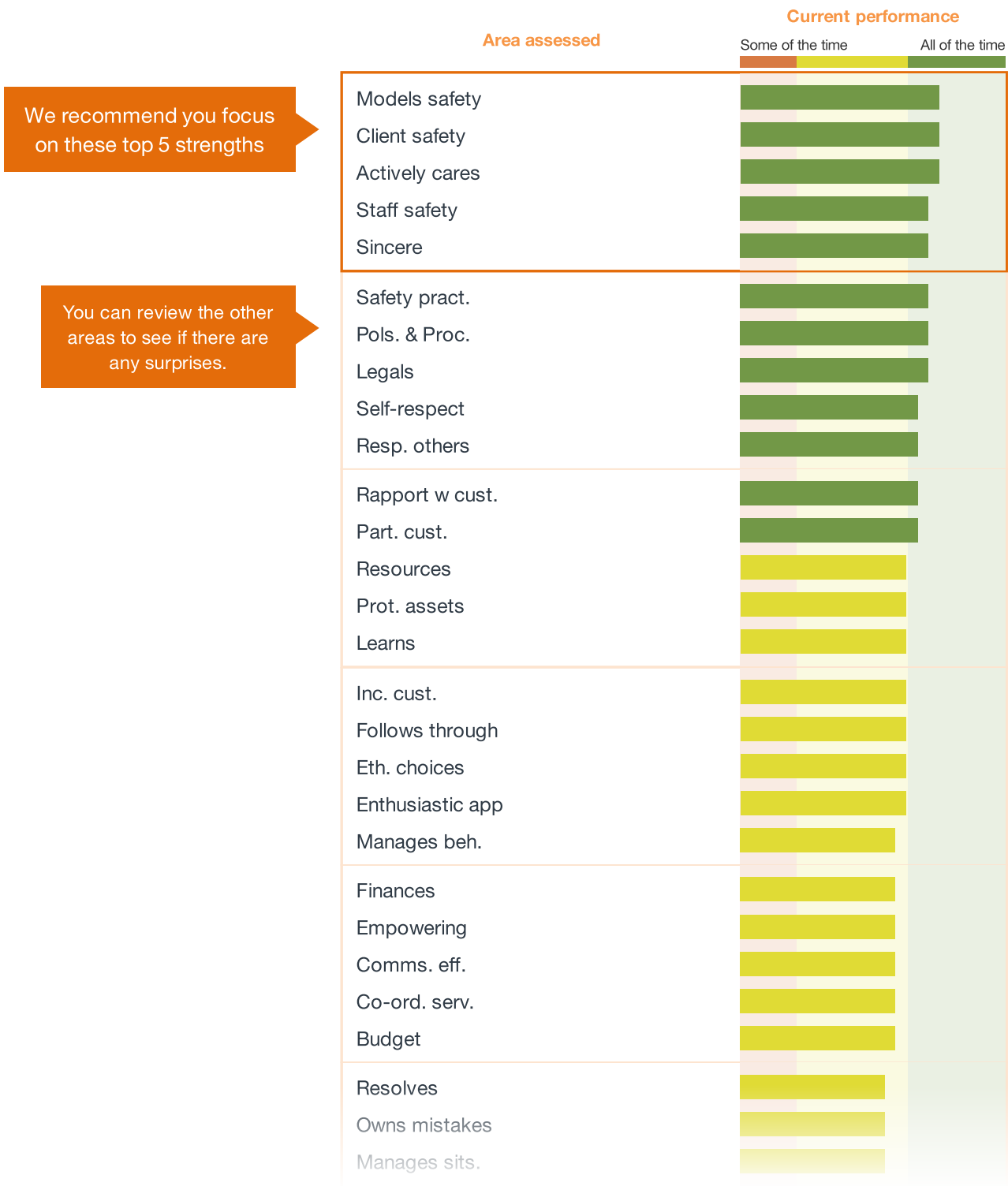
■ Current performance
 ■ Target performance for 12 months time



Your top strengths

"Playing to your strengths" is a great way to improve your performance. When you know what your strengths are, you can look at ways of making better use of them, and consider developing them further.

Your colleagues rated the areas below as your top strengths. Review whether you understand and agree with your colleagues, or if there are any surprises to discuss with your manager.



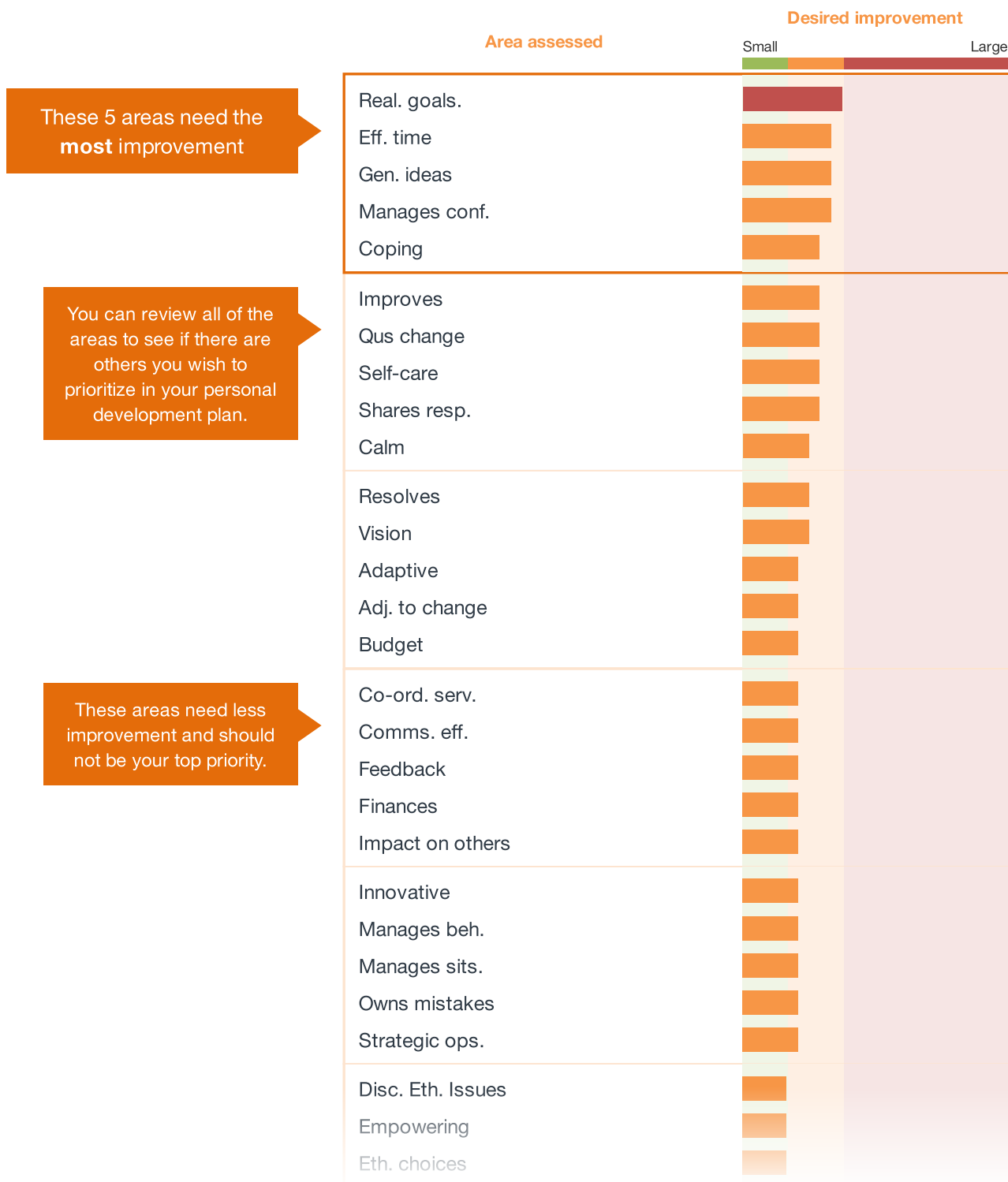
We recommend you focus on these top 5 strengths

You can review the other areas to see if there are any surprises.

Your top areas to improve

Your colleagues were asked to rate both your current and desired performance. The areas that your colleagues think you would benefit most from improving are listed below.

Review if you agree with the areas below, or if there are any surprises to discuss with your manager. You may wish to tackle one or more of these areas in your personal development plan.



How different groups rated your top areas to improve

















Different groups of colleagues may have different views on which areas need most improvement. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average amount of desired improvement.
 Note: We do not include your view when calculating this average

You can compare the different views of respondents below.

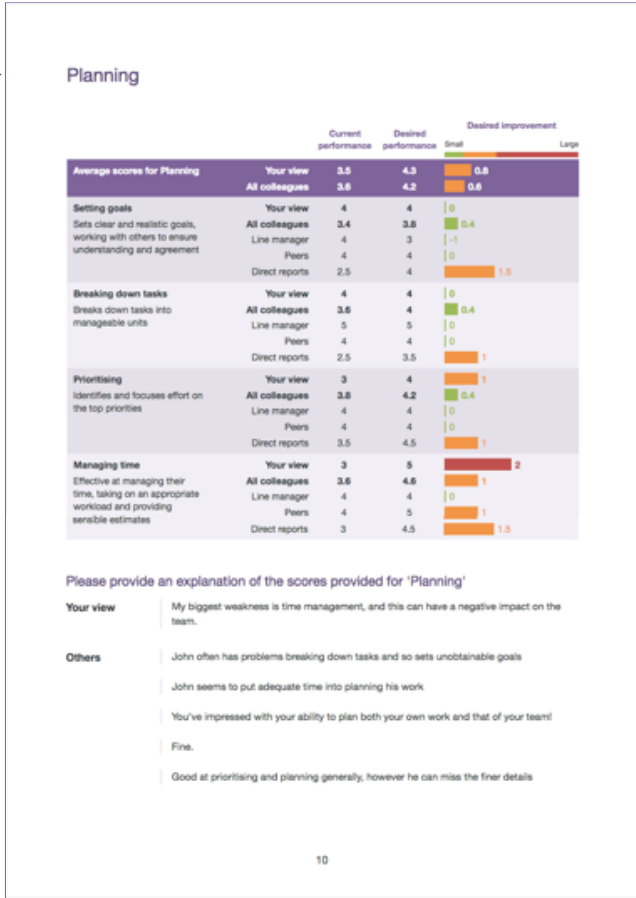
Area assessed	Desired improvement (average)		Your view	Direct manager	Peers	Direct reports	Others
	Small	Large					
Real. goals.			Small	Large	Large	Large	Small
Eff. time			Large	Large	Large	Large	Small
Gen. ideas			Small	Large	Medium	Large	Medium
Manages conf.			Large	Large	Medium	Large	Medium
Coping			Large	Large	Large	Medium	Small
Improves			Small	Large	Medium	Large	Medium
Qus change			Large	Large	Medium	Large	Medium
Self-care			Large	Large	Medium	Medium	Medium
Shares resp.			Large	Large	Medium	Large	Small
Calm			Large	Large	Medium	Medium	Small
Resolves			Large	Large	Medium	Large	Small
Vision			Large	Large	Small	Large	Medium
Adaptive			Small	Large	Medium	Large	Small
Adj. to change			Large	Large	Medium	Large	Small
Budget			Large	Small	Medium	Large	Small
Co-ord. serv.			Large	Large	Small	Large	Small
Comms. eff.			Large	Large	Medium	Large	Small
Feedback			Large	Large	Medium	Large	Small
Finances			Large	Small	Medium	Large	Small
Impact on others			Small	Large	Small	Large	Small
Innovative			Small	Large	Small	Large	Medium
Manages beh.			Large	Large	Medium	Medium	Small
Manages sits.			Large	Large	Medium	Medium	Small
Owens mistakes			Large	Large	Small	Large	Small
Strategic ops.			Small	Large	Small	Large	Medium
Disc. Eth. Issues			Small	Large	Medium	Large	Small
Empowering			Large	Large	Medium	Small	Small
Eth. choices			Large	Large	Small	Large	Small
Inc. cust.			Small	Large	Small	Medium	Small
Prot. assets			Large	Small	Medium	Small	Small

Resources		Large	Large	Medium	Small	Small
Enthusiastic app		Small	Large	Medium	Small	Small
Learns		Small	Large	Small	Medium	Small
Rapport w cust.		Small	Large	Small	Small	Small
Self-respect		Large	Large	Small	Small	Small
Sincere		Large	Large	Small	Medium	Small
Follows through		Large	Large	Small	Medium	Small
Part. cust.		Large	Small	Small	Medium	Small
Pols. & Proc.		Large	Small	Small	Small	Medium
Resp. others		Large	Large	Small	Medium	Small
Actively cares		Large	Small	Small	Small	Small
Client safety		Small	Small	Small	Small	Small
Legals		Small	Small	Small	Small	Small
Safety pract.		Large	Small	Small	Small	Small
Staff safety		Small	Small	Small	Small	Small
Models safety		Large	Small	Small	Small	Small

Appendix: Detailed results

The detailed results give you a complete breakdown of the feedback given about you. To find feedback on specific areas, use the index located at the end of this report.

The feedback is grouped into 5 sections

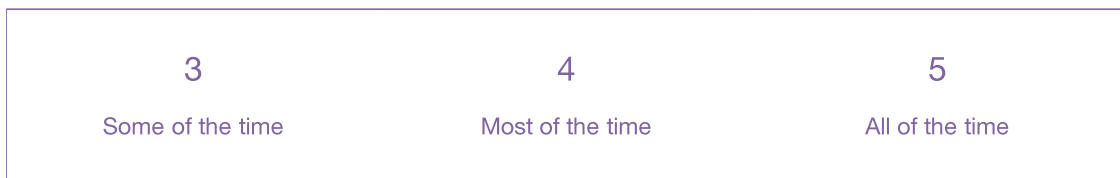


At the top of each section, you'll see the scores provided and the amount of desired improvement

If the section included text-based questions, the answers to those questions are shown below.

What do the scores mean?

For each area, each person gave you a score out of 5 for both your current performance and desired performance. The meaning of each score is shown in the scale below:









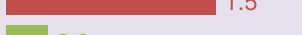
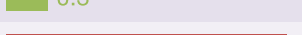





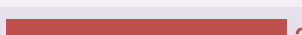
























The desired improvement is then calculated as the score for desired performance minus the score for current performance. An average gap of 0 to 0.3 is considered small, a gap of 0.4 to 0.8 is considered medium, and a gap larger than 0.9 is considered large.

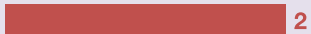



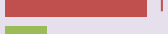



















1. Leading Self

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for 1. Leading Self	Your view	4	4.9	0.9
	All colleagues	4.3	4.8	0.5
Self-care	Your view	4	5	1
Practices self-care	All colleagues	4.1	4.8	0.7
	Direct manager	4	5	1
	Peers	4	4.8	0.8
	Direct reports	4.3	5	0.7
	Others	4	4.8	0.8
Self-respect	Your view	4	5	1
Is self-respecting	All colleagues	4.6	4.9	0.3
	Direct manager	4	5	1
	Peers	4.8	5	0.2
	Direct reports	4.7	5	0.3
	Others	4.5	4.8	0.3
Coping	Your view	3	5	2
Copes well with stress	All colleagues	4	4.7	0.7
	Direct manager	4	5	1
	Peers	3.8	4.8	1
	Direct reports	4	4.7	0.7
	Others	4.3	4.5	0.2
Calm	Your view	3	5	2
Are calm under pressure	All colleagues	4.1	4.7	0.6
	Direct manager	4	5	1
	Peers	4	4.8	0.8
	Direct reports	4	4.7	0.7
	Others	4.3	4.5	0.2
Owns mistakes	Your view	4	5	1
Takes ownership of own mistakes	All colleagues	4.3	4.8	0.5
	Direct manager	4	5	1
	Peers	4.5	4.8	0.3
	Direct reports	3.7	4.7	1
	Others	4.5	4.8	0.3
Sincere	Your view	4	5	1
Is sincere	All colleagues	4.7	5	0.3
	Direct manager	4	5	1
	Peers	4.8	5	0.2
	Direct reports	4.3	5	0.7
	Others	5	5	0

Impact on others	Your view	5	5	0
Seems aware of their impact on others	All colleagues	4.3	4.8	0.5
	Direct manager	4	5	1
	Peers	4.5	4.8	0.3
	Direct reports	4	5	1
	Others	4.3	4.5	0.2
Enthusiastic app	Your view	5	5	0
Has an enthusiastic approach to work	All colleagues	4.5	4.8	0.3
	Direct manager	4	5	1
	Peers	4.3	4.8	0.5
	Direct reports	4.7	5	0.3
	Others	4.8	4.8	0
Resp. others	Your view	4	5	1
Treats all others with respect	All colleagues	4.6	4.8	0.2
	Direct manager	4	5	1
	Peers	4.8	4.8	0
	Direct reports	4.3	5	0.7
	Others	4.8	4.8	0
Eth. choices	Your view	3	4	1
Empowers others to make ethical choices	All colleagues	4.5	4.9	0.4
	Direct manager	4	5	1
	Peers	4.8	4.8	0
	Direct reports	4	5	1
	Others	4.7	5	0.3
Disc. Eth. Issues	Your view	5	5	0
Develops a climate of healthy discussion around ethical issues	All colleagues	4.3	4.7	0.4
	Direct manager	4	5	1
	Peers	4.3	4.7	0.4
	Direct reports	3.7	4.7	1
	Others	4.8	4.8	0

2. Leading Others



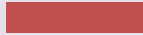



























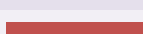







		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for 2. Leading Others	Your view	3.3	4.6	 1.3
	All colleagues	4.3	4.8	 0.5
Shares resp. Shares responsibility effectively	Your view	3	4	 1
	All colleagues	4.2	4.9	 0.7
	Direct manager	4	5	 1
	Peers	4.3	4.8	 0.5
	Direct reports	3.5	5	 1.5
	Others	4.7	5	 0.3
Follows through Follows through on commitments	Your view	3	5	 2
	All colleagues	4.5	4.7	 0.2
	Direct manager	4	5	 1
	Peers	4.5	4.8	 0.3
	Direct reports	4	4.5	 0.5
	Others	4.8	4.8	 0
Comms. eff. Communicates effectively	Your view	3	5	 2
	All colleagues	4.4	4.9	 0.5
	Direct manager	4	5	 1
	Peers	4.5	5	 0.5
	Direct reports	4	5	 1
	Others	4.8	4.8	 0
Eff. time Effectively manages time	Your view	2	4	 2
	All colleagues	4	4.8	 0.8
	Direct manager	4	5	 1
	Peers	3.5	4.8	 1.3
	Direct reports	4	5	 1
	Others	4.5	4.8	 0.3
Adaptive Adapts approach to effectively achieve goals	Your view	5	5	 0
	All colleagues	4.3	4.8	 0.5
	Direct manager	4	5	 1
	Peers	4.3	4.8	 0.5
	Direct reports	4	5	 1
	Others	4.5	4.8	 0.3
Empowering Empowers others to find solutions	Your view	4	5	 1
	All colleagues	4.4	4.8	 0.4
	Direct manager	4	5	 1
	Peers	4.3	4.8	 0.5
	Direct reports	4.7	5	 0.3
	Others	4.5	4.8	 0.3

Feedback	Your view	3	5	
Provides clear feedback	All colleagues	4.3	4.8	
	Direct manager	4	5	
	Peers	4.3	4.8	
	Direct reports	4	5	
	Others	4.5	4.8	
Manages beh.	Your view	3	4	
Effectively deals with unacceptable behaviour	All colleagues	4.4	4.9	
	Direct manager	4	5	
	Peers	4.3	4.7	
	Direct reports	4.3	5	
	Others	4.7	5	
Manages conf.	Your view	4	5	
Manages team conflict effectively	All colleagues	4	4.8	
	Direct manager	4	5	
	Peers	4	4.7	
	Direct reports	3.5	5	
	Others	4.3	4.7	
Manages sits.	Your view	3	4	
Addresses challenging situations effectively	All colleagues	4.3	4.8	
	Direct manager	4	5	
	Peers	4.3	5	
	Direct reports	4	4.7	
	Others	4.8	4.8	

3. Leading Purpose

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for 3. Leading Purpose	Your view	4.3	5	0.7
	All colleagues	4.4	4.9	0.5
Rapport w cust. Effectively builds rapport with customers	Your view	5	5	0
	All colleagues	4.6	4.9	0.3
	Direct manager	4	5	1
	Peers	4.8	5	0.2
	Direct reports	4.7	5	0.3
	Others	4.5	4.8	0.3
Inc. cust. Ensures customers are included in decision making	Your view	5	5	0
	All colleagues	4.5	4.9	0.4
	Direct manager	4	5	1
	Peers	4.8	5	0.2
	Direct reports	4.3	5	0.7
	Others	4.5	4.8	0.3
Part. cust. Works in partnership with customers to achieve care outcomes	Your view	4	5	1
	All colleagues	4.6	4.8	0.2
	Direct manager	5	5	0
	Peers	4.8	5	0.2
	Direct reports	4.3	4.7	0.4
	Others	4.5	4.8	0.3
Resolves Acts to overcome barriers to customer outcomes	Your view	4	5	1
	All colleagues	4.3	4.9	0.6
	Direct manager	4	5	1
	Peers	4.5	5	0.5
	Direct reports	4	5	1
	Others	4.5	4.8	0.3
Co-ord. serv. Effectively co-ordinates with other care services to meet customer needs	Your view	4	5	1
	All colleagues	4.4	4.9	0.5
	Direct manager	4	5	1
	Peers	4.8	5	0.2
	Direct reports	4	5	1
	Others	4.5	4.8	0.3
Vision Engages others in the organisational vision	Your view	4	5	1
	All colleagues	4.2	4.8	0.6
	Direct manager	4	5	1
	Peers	4.5	4.8	0.3
	Direct reports	3.7	5	1.3
	Others	4.3	4.7	0.4

4. Leading Business

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for 4. Leading Business	Your view	3.7	4.5	 0.8
	All colleagues	4.6	4.9	 0.3
Resources Allocates resources (people, funding, materials, support) appropriately to get things done	Your view	4	5	 1
	All colleagues	4.5	4.9	 0.4
	Direct manager	4	5	 1
	Peers	4.3	4.7	 0.4
	Direct reports	4.7	5	 0.3
	Others	4.7	5	 0.3
Real. goals. Sets realistic goals and objectives that deliver consistent outcomes	Your view	4	4	 0
	All colleagues	4	4.9	 0.9
	Direct manager	4	5	 1
	Peers	3.7	5	 1.3
	Direct reports	3.5	5	 1.5
	Others	4.5	4.8	 0.3
Budget Uses the budget effectively	Your view	3	5	 2
	All colleagues	4.4	4.9	 0.5
	Direct manager	5	5	 0
	Peers	4.3	4.7	 0.4
	Direct reports	4	5	 1
	Others	4.7	5	 0.3
Prot. assets Protects organisations financial assets within their control	Your view	4	5	 1
	All colleagues	4.5	4.9	 0.4
	Direct manager	5	5	 0
	Peers	4.3	5	 0.7
	Direct reports	4	4	 0
	Others	4.7	5	 0.3
Finances Effective management of the finances within their control	Your view	3	4	 1
	All colleagues	4.4	4.9	 0.5
	Direct manager	5	5	 0
	Peers	4.3	5	 0.7
	Direct reports	4	5	 1
	Others	4.5	4.8	 0.3
Pols. & Proc. Follows policies and procedures to achieve organisational goals	Your view	3	4	 1
	All colleagues	4.7	4.9	 0.2
	Direct manager	5	5	 0
	Peers	5	5	 0
	Direct reports	4.7	5	 0.3
	Others	4.3	4.8	 0.5

Legals	Your view	5	5	0
Consistently follows legislation	All colleagues	4.7	4.8	0.1
	Direct manager	5	5	0
	Peers	4.8	4.8	0
	Direct reports	4.7	5	0.3
	Others	4.5	4.8	0.3
Safety pract.	Your view	3	5	2
Follows all site safety practices	All colleagues	4.7	4.8	0.1
	Direct manager	5	5	0
	Peers	4.8	4.8	0
	Direct reports	4.7	5	0.3
	Others	4.5	4.8	0.3
Models safety	Your view	4	5	1
Models an ethos of safety	All colleagues	4.8	4.8	0
	Direct manager	5	5	0
	Peers	4.8	4.8	0
	Direct reports	4.7	5	0.3
	Others	4.8	4.8	0
Staff safety	Your view	4	4	0
Treats staff safety as a core value	All colleagues	4.7	4.8	0.1
	Direct manager	5	5	0
	Peers	4.8	4.8	0
	Direct reports	4.7	5	0.3
	Others	4.5	4.8	0.3
Client safety	Your view	4	4	0
Treats client safety as a core value	All colleagues	4.8	4.9	0.1
	Direct manager	5	5	0
	Peers	5	5	0
	Direct reports	4.7	5	0.3
	Others	4.5	4.8	0.3
Actively cares	Your view	3	4	1
Actively cares about the safety of others	All colleagues	4.8	4.9	0.1
	Direct manager	5	5	0
	Peers	5	5	0
	Direct reports	4.7	5	0.3
	Others	4.5	4.8	0.3

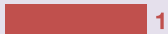










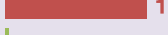





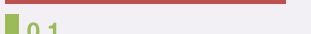














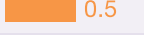







5. Leading Change

		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for 5. Leading Change	Your view	4.1	4.6	0.5
	All colleagues	4.1	4.7	0.6
Learns	Your view	5	5	0
Eager to learn	All colleagues	4.5	4.8	0.3
	Direct manager	4	5	1
	Peers	4.8	4.8	0
	Direct reports	4.3	5	0.7
	Others	4.5	4.5	0
Gen. ideas	Your view	5	5	0
Generates new ideas	All colleagues	3.8	4.6	0.8
	Direct manager	4	5	1
	Peers	4	4.5	0.5
	Direct reports	3	5	2
	Others	4	4.5	0.5
Improves	Your view	5	5	0
Regularly looks for a better way of doing things	All colleagues	4.1	4.8	0.7
	Direct manager	4	5	1
	Peers	4.3	4.8	0.5
	Direct reports	4	5	1
	Others	4	4.5	0.5
Innovative	Your view	5	5	0
Turns creative ideas into reality	All colleagues	4	4.5	0.5
	Direct manager	4	5	1
	Peers	4.3	4.5	0.2
	Direct reports	3.5	4.5	1
	Others	4	4.5	0.5
Strategic ops.	Your view	4	4	0
Actively identifies strategic opportunities	All colleagues	3.9	4.4	0.5
	Direct manager	4	5	1
	Peers	3.7	4	0.3
	Direct reports	3.5	4.5	1
	Others	4.3	4.7	0.4
Adj. to change	Your view	3	4	1
Adjusts well to change	All colleagues	4.3	4.8	0.5
	Direct manager	4	5	1
	Peers	4.5	5	0.5
	Direct reports	4	5	1
	Others	4.3	4.5	0.2

Qus change	Your view	2	4	
Asks questions to understand how others are adjusting to organisational change	All colleagues	4.2	4.9	 0.7
	Direct manager	4	5	 1
	Peers	4.5	5	 0.5
	Direct reports	3.7	5	 1.3
	Others	4.3	4.7	 0.4

6. Aged Care Standards

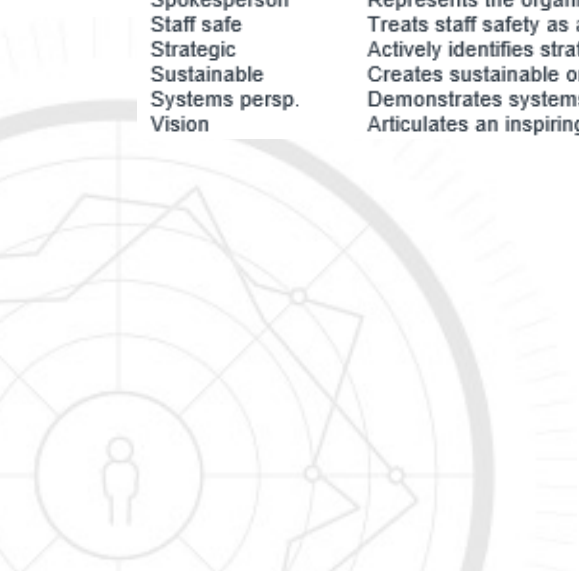
		Current performance	Desired performance	Desired improvement
				Small Large
Average scores for 6. Aged Care Standards	Your view	3.5	4.8	1.3
	All colleagues	4.6	4.9	0.3
Mntn privacy Maintains customer privacy	Your view	4	5	1
	All colleagues	4.8	4.9	0.1
	Direct manager	5	5	0
	Peers	5	5	0
	Direct reports	5	5	0
	Others	4.5	4.8	0.3
Informative Informs customers about choices for their care services	Your view	3	5	2
	All colleagues	4.7	4.9	0.2
	Direct manager	5	5	0
	Peers	5	5	0
	Direct reports	4.3	5	0.7
	Others	4.5	4.8	0.3
Partnering Treats customers as partners	Your view	4	5	1
	All colleagues	4.8	4.9	0.1
	Direct manager	5	5	0
	Peers	5	5	0
	Direct reports	4.7	5	0.3
	Others	4.5	4.8	0.3
Optimal health Focuses on optimising customer health when planning	Your view	4	5	1
	All colleagues	4.7	4.9	0.2
	Direct manager	5	5	0
	Peers	5	5	0
	Direct reports	4.3	5	0.7
	Others	4.5	4.8	0.3
Tailors service Tailors care services to best meet the customer's needs	Your view	4	5	1
	All colleagues	4.6	4.9	0.3
	Direct manager	5	5	0
	Peers	4.8	5	0.2
	Direct reports	4.3	5	0.7
	Others	4.5	4.8	0.3
Mgs risk Effectively manages risks to customers receiving services	Your view	3	4	1
	All colleagues	4.5	4.9	0.4
	Direct manager	5	5	0
	Peers	4.7	5	0.3
	Direct reports	4.3	5	0.7
	Others	4.5	4.8	0.3

Independence	Your view	3	4		1
Promotes customer independence	All colleagues	4.7	4.8		0.1
	Direct manager	5	5		0
	Peers	4.8	4.8		0
	Direct reports	4.7	5		0.3
	Others	4.5	4.8		0.3
Mntn equip.	Your view	2	5		3
Ensures equipment is well maintained	All colleagues	4.6	4.8		0.2
	Direct manager	5	5		0
	Peers	4.7	4.7		0
	Direct reports	4.7	5		0.3
	Others	4.5	4.8		0.3
Ensures best life	Your view	4	5		1
Enables customers to live the best life they can	All colleagues	4.8	4.8		0
	Direct manager	5	5		0
	Peers	5	4.8		-0.2
	Direct reports	4.7	5		0.3
	Others	4.5	4.8		0.3
Welcoming	Your view	3	5		2
Provides a welcoming environment	All colleagues	4.8	4.9		0.1
	Direct manager	5	5		0
	Peers	5	4.8		-0.2
	Direct reports	4.7	5		0.3
	Others	4.7	5		0.3
Acts on F/B	Your view	2	5		3
Acts on customer feedback effectively	All colleagues	4.6	4.8		0.2
	Direct manager	4	5		1
	Peers	4.8	4.8		0
	Direct reports	4.7	5		0.3
	Others	4.5	4.8		0.3
Encourages F/B	Your view	5	5		0
Encourages customers to give feedback	All colleagues	4.5	4.9		0.4
	Direct manager	5	5		0
	Peers	4.8	5		0.2
	Direct reports	4.3	5		0.7
	Others	4.3	4.8		0.5
Ens. capability	Your view	4	5		1
Ensures staff have adequate skills to do their jobs	All colleagues	4.5	4.6		0.1
	Direct manager	4	5		1
	Peers	4.7	4.3		-0.4
	Direct reports	5	5		0
	Others	4.3	4.7		0.4

Appraises perf.	Your view	5	5	0
Regularly appraises the work performance of staff	All colleagues	4.5	4.8	0.3
	Direct manager	5	5	0
	Peers	4.5	4.8	0.3
	Direct reports	4.5	5	0.5
	Others	4.3	4.7	0.4
Gov. sys.	Your view	2	4	2
Contributes to effective organisation wide governance systems	All colleagues	4.3	4.8	0.5
	Direct manager	5	5	0
	Peers	4.3	4.8	0.5
	Direct reports	4	4.5	0.5
	Others	4.3	5	0.7
Incident resp.	Your view	4	5	1
Effectively responds to abuse and/or neglect of consumers	All colleagues	4.8	5	0.2
	Direct manager	5	5	0
	Peers	5	5	0
	Direct reports	4.7	5	0.3
	Others	4.8	5	0.2
Org. conf.	Your view	5	5	0
Creates confidence that the organisation is well run	All colleagues	4.5	4.9	0.4
	Direct manager	5	5	0
	Peers	4.3	5	0.7
	Direct reports	4.3	4.7	0.4
	Others	4.7	5	0.3
Risk mgmt	Your view	2	5	3
Contributes to effective risk management systems	All colleagues	4.7	4.9	0.2
	Direct manager	5	5	0
	Peers	5	5	0
	Direct reports	4.3	5	0.7
	Others	4.5	4.8	0.3

Key

Adaptive	Adapts approach to effectively achieve goals	Leading Others
Anticipates trends	Anticipates future trends	Leading Purpose
Bal. decisions	Makes balanced decisions	Leading Self
Budget cap.	Develops direct reports to effectively manage budgets	Leading Business
Calm	Provides a settling influence in a crisis	Leading Self
Change effect.	Leads change effectively	Leading Change
Client safe	Treats client safety as a core value	Leading Business
Comms change	Effectively communicates the need for change	Leading Change
Comms. eff.	Communicates effectively	Leading Others
Comp. rpt	Provides comprehensive financial reports with explanations for any major variations	Leading Business
Considers dec.	Considers a range of potential implications when making decisions	Leading Business
Coping	Manages stress well	Leading Self
Curious	Curiously inquires to understand others experience of change	Leading Change
Eff. gov. fmwk	Ensures the organisational governance framework is effective	Leading Business
Eff. perf. dev.	Leads effective performance development strategies	Leading Others
Eff. safety culture	Generates an effective safety culture	Leading Business
Eff. time	Effectively manages time	Leading Others
Embeds account	Ensures financial accountabilities are embedded across all levels of the organisation	Leading Business
Empowering	Empowers others to find solutions	Leading Others
Enc. cross-collab	Encourages cross-department collaboration	Leading Purpose
Equity & div.	Embeds equity and diversity principles across the organisation	Leading Business
Eth. choices	Empowers others to make ethical choices	Leading Self
Financials	Deploys financial resources to deliver the best possible outcome	Leading Business
Follows through	Follows through on commitments	Leading Others
Honesty	Nurtures honesty in the workplace	Leading Self
Humble	Is humble	Leading Self
Innovative	Supports others to turn creative ideas into reality	Leading Change
LT predictions	Provides long term budget and cash flow predictions	Leading Business
Learner	Open to other people's ideas and views	Leading Change
Lev. risk	Leverages risk management to improve performance	Leading Business
Manages beh.	Effectively deals with unacceptable behaviour	Leading Others
Manages conf.	Constructively manages conflicts with peers	Leading Others
Measures eff.	Establishes relevant metrics to measure strategy efficacy	Leading Business
Monitors trends	Monitors industry trends to optimise organisation	Leading Business
New ideas	Leads others to question existing approaches	Leading Change
Org issues	Deals with organisational issues without delay	Leading Others
Overcomes barr.	Actively removes barriers to achieve organisational outcomes	Leading Purpose
Owns mistakes	Takes ownership of own mistakes	Leading Self
Partners w stakeh.	Works in partnership with stakeholders to achieve business outcomes	Leading Purpose
Person-centred	Facilitates organisational policies that promote a person-centred focus	Leading Purpose
Pos. outlook	Sees positive opportunity in change	Leading Change
Rapport w stakeh.	Effectively builds rapport with key stakeholders	Leading Purpose
Rep. org. values	Represents organisations values to a high standard	Leading Purpose
Resources	Looks beyond the organisation's boundaries to achieve the most appropriate resourcing	Leading Business
Resp. others	Treats others with respect	Leading Self
Role model	Role models enthusiastic commitment to organisational vision	Leading Purpose
Safe work	Engages with the workforce to promote safe work practices	Leading Business
Safer	Effectively removes barriers to safer practices	Leading Business
Seeks F/B	Seeks feedback from others to guide self-development	Leading Self
Self-care	Practices self-care	Leading Self
Self-respect	Is self-respecting	Leading Self
Shares lessons	Ensures learnings are shared across business units	Leading Change
Shares resp.	Shares responsibility effectively	Leading Others
Spokesperson	Represents the organisation by acting as its spokesperson with external bodies	Leading Purpose
Staff safe	Treats staff safety as a core value	Leading Business
Strategic	Actively identifies strategic opportunities	Leading Change
Sustainable	Creates sustainable organisational plans	Leading Purpose
Systems persp.	Demonstrates systems perspective to manage interrelated elements of organisation	Leading Change
Vision	Articulates an inspiring organisational vision	Leading Purpose





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