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## Group Summary Report

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[www.lumus360.co.uk](http://www.lumus360.co.uk)  
+44 (0)1291 637380  
[info@lumus360.co.uk](mailto:info@lumus360.co.uk)

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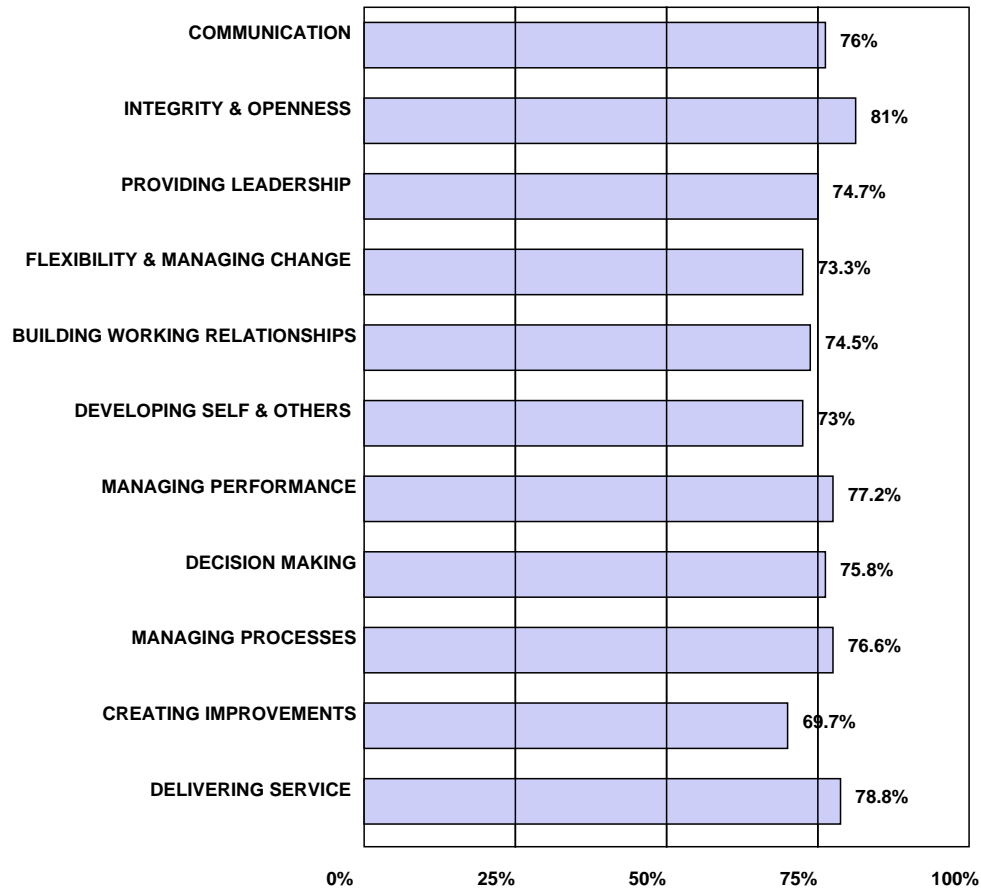
## Basis of this Report

Participants	24
Manager	33
Colleague	123
External Stakeholders	64
Other	65
<b>Total number of respondents</b>	<b>285</b>

## Breakdown of questions per factor:

<b>Factor</b>	<b>No. of Questions</b>
<b>COMMUNICATION</b>	<b>8</b>
<b>INTEGRITY &amp; OPENNESS</b>	<b>6</b>
<b>PROVIDING LEADERSHIP</b>	<b>7</b>
<b>FLEXIBILITY &amp; MANAGING CHANGE</b>	<b>6</b>
<b>BUILDING WORKING RELATIONSHIPS</b>	<b>8</b>
<b>DEVELOPING SELF &amp; OTHERS</b>	<b>7</b>
<b>MANAGING PERFORMANCE</b>	<b>9</b>
<b>DECISION MAKING</b>	<b>8</b>
<b>MANAGING PROCESSES</b>	<b>7</b>
<b>CREATING IMPROVEMENTS</b>	<b>6</b>
<b>DELIVERING SERVICE</b>	<b>4</b>
<b>Total questions</b>	<b>76</b>

## Section One - Combined average score as perceived by others



## Ranked combined average score as perceived by others

Factor	Avg. Score
INTEGRITY & OPENNESS	81%
DELIVERING SERVICE	78.8%
MANAGING PERFORMANCE	77.2%
MANAGING PROCESSES	76.6%
COMMUNICATION	76%
DECISION MAKING	75.8%
PROVIDING LEADERSHIP	74.7%
BUILDING WORKING RELATIONSHIPS	74.5%
FLEXIBILITY & MANAGING CHANGE	73.3%
DEVELOPING SELF & OTHERS	73%
CREATING IMPROVEMENTS	69.7%

**Section Two - Highest and lowest factors as perceived by each population**

**Key:**

0%	-	Never
25%	-	Rarely
50%	-	Sometimes
75%	-	Frequently
100%	-	Always

INTEGRITY & OPENNESS  
88.24%

DELIVERING SERVICE  
87.16%

Manager Perception

CREATING IMPROVEMENTS 73.45%

FLEXIBILITY & MANAGING CHANGE 80.09%

DELIVERING SERVICE 82.79%  
INTEGRITY & OPENNESS 84.38%

Other Perception

Subject Perception

DELIVERING SERVICE 85.37%  
INTEGRITY & OPENNESS 87.99%

Colleague Perception

CREATING IMPROVEMENTS 72.23%

DEVELOPING SELF & OTHERS 73.63%

DELIVERING SERVICE 90.05%

INTEGRITY & OPENNESS 89.37%

External Stakeholders Perception

CREATING IMPROVEMENTS 76.49%

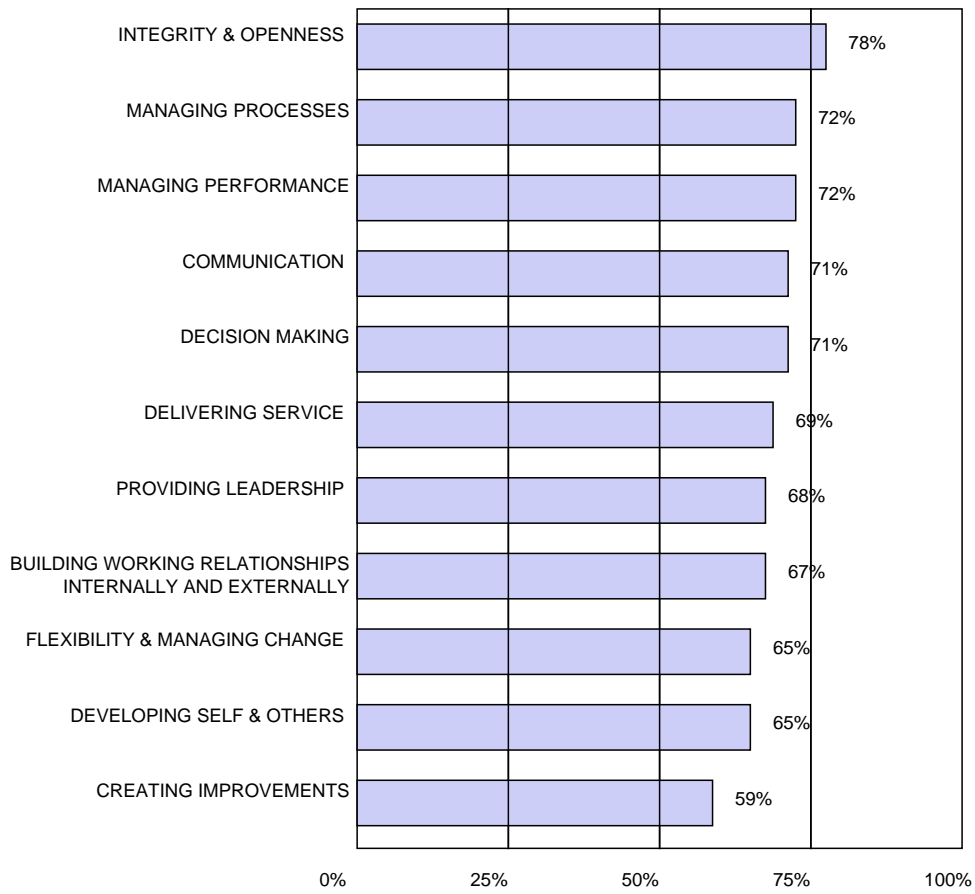
DEVELOPING SELF & OTHERS 79.33%

CREATING IMPROVEMENTS 76.42%

FLEXIBILITY & MANAGING CHANGE 78.6%

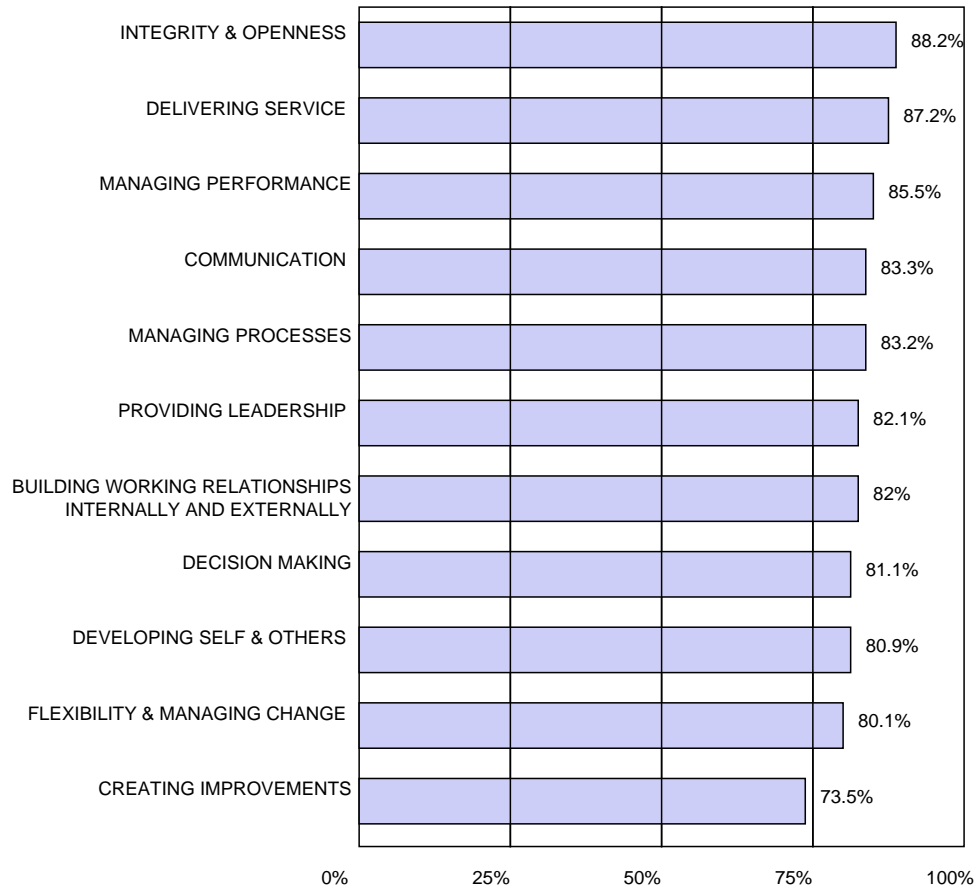
**Section Three - Ranked average scores by population for each factor**

**Participant Scores**



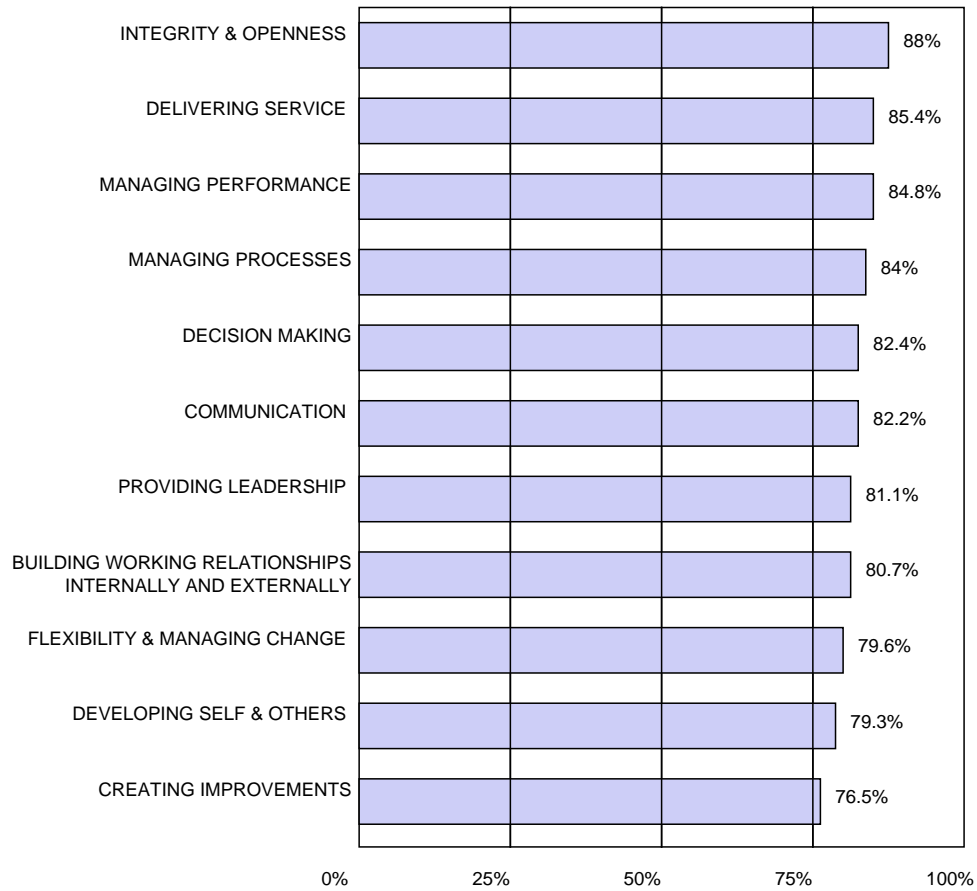
**Section Three - Ranked average scores by population for each factor**

**Manager**



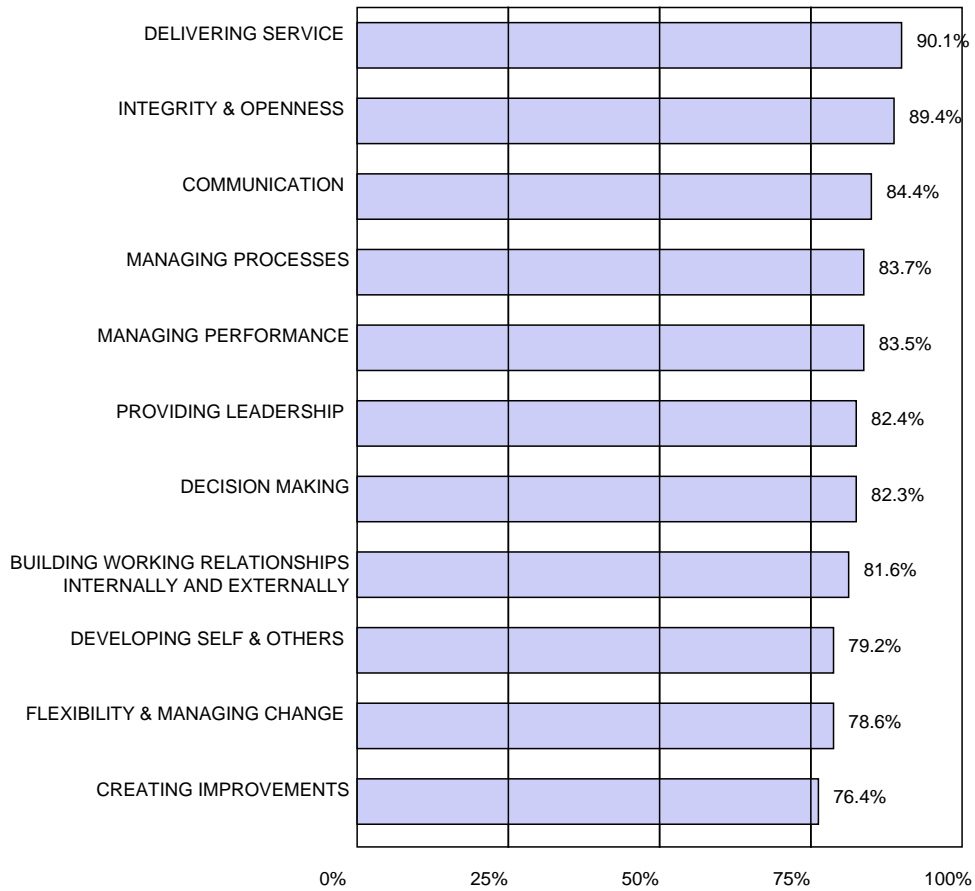
**Section Three - Ranked average scores by population for each factor**

**Colleague**



**Section Three - Ranked average scores by population for each factor**

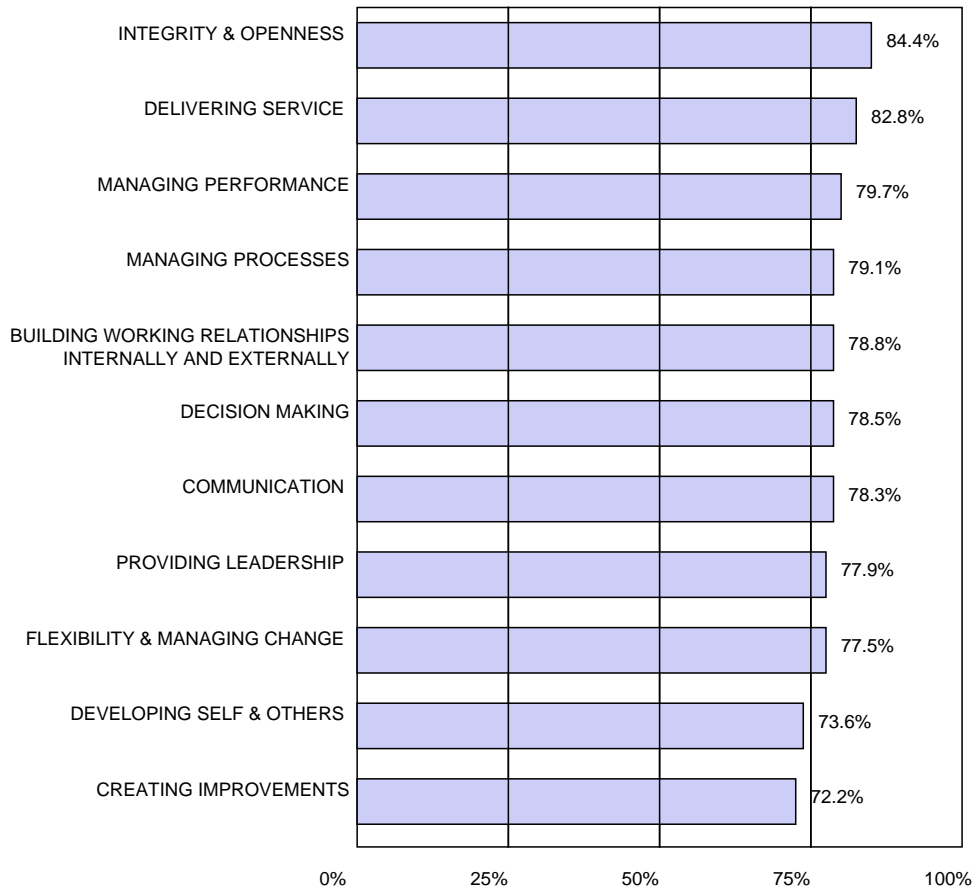
**External Stakeholders**





**Section Three - Ranked average scores by population for each factor**

**Other**



## Section Four - Top / Bottom Ten as Ranked by each population

### Participants

#### Top ten...

No.	Question	Factor	Score
5.1	Behaves with integrity	INTEGRITY & OPENNESS	95%
11.5	Decisions escalated when appropriate	DECISION MAKING	92%
6.3	Prepared to put in extra effort when needed	PROVIDING LEADERSHIP	92%
5.5	Demonstrates high personal standards of ethical behaviour and integrity	INTEGRITY & OPENNESS	92%
7.3	Demonstrates flexibility in day to day work	FLEXIBILITY & MANAGING CHANGE	90%
12.6	Recognises the importance of not completing their part of the process accurately	MANAGING PROCESSES	89%
10.1	Sets high personal standards	MANAGING PERFORMANCE	89%
10.3	Takes responsibility for delivering on their objectives	MANAGING PERFORMANCE	88%
8.8	Is polite and helpful when dealing with others	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	86%
5.2	Builds trust with others by being open, supportive and sharing of views and ideas	INTEGRITY & OPENNESS	85%

#### Bottom ten...

No.	Question	Factor	Score
13.3	Promotes improvements that assist the Commission in meeting its objectives	CREATING IMPROVEMENTS	58%
6.1	Generates enthusiasm in others	PROVIDING LEADERSHIP	59%
8.5	Works through conflicts to create win/ win results	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	59%
7.5	Makes suggestions for improving the way things are done	FLEXIBILITY & MANAGING CHANGE	60%
13.2	Shares improvement ideas with other teams	CREATING IMPROVEMENTS	63%
7.6	Motivates others to overcome obstacles to change	FLEXIBILITY & MANAGING CHANGE	63%
9.3	Responds well to feedback from others	DEVELOPING SELF & OTHERS	64%
13.5	Identifies and removes barriers to effective change	CREATING IMPROVEMENTS	64%
10.5	Seeks to understand the importance of the organisation's strategic vision and objectives	MANAGING PERFORMANCE	65%
7.4	Quick in learning new tasks	FLEXIBILITY & MANAGING CHANGE	66%

## Section Four - Top / Bottom Ten as Ranked by each population

### Manager

#### Top ten...

No.	Question	Factor	Score
5.1	Behaves with integrity	INTEGRITY & OPENNESS	97%
8.8	Is polite and helpful when dealing with others	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	94%
5.5	Demonstrates high personal standards of ethical behaviour and integrity	INTEGRITY & OPENNESS	93%
10.2	Understands personal objectives	MANAGING PERFORMANCE	93%
10.3	Takes responsibility for delivering on their objectives	MANAGING PERFORMANCE	93%
6.3	Prepared to put in extra effort when needed	PROVIDING LEADERSHIP	91%
10.1	Sets high personal standards	MANAGING PERFORMANCE	91%
6.6	Has credibility in own area of expertise	PROVIDING LEADERSHIP	91%
7.3	Demonstrates flexibility in day to day work	FLEXIBILITY & MANAGING CHANGE	90%
8.3	Demonstrates a positive proactive attitude towards helping others	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	89%

#### Bottom ten...

No.	Question	Factor	Score
13.5	Identifies and removes barriers to effective change	CREATING IMPROVEMENTS	68%
7.6	Motivates others to overcome obstacles to change	FLEXIBILITY & MANAGING CHANGE	70%
13.2	Shares improvement ideas with other teams	CREATING IMPROVEMENTS	72%
6.1	Generates enthusiasm in others	PROVIDING LEADERSHIP	72%
8.5	Works through conflicts to create win/ win results	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	73%
13.4	Offers alternatives based upon sound judgement	CREATING IMPROVEMENTS	73%
13.3	Promotes improvements that assist the Commission in meeting its objectives	CREATING IMPROVEMENTS	74%
10.5	Seeks to understand the importance of the organisation's strategic vision and objectives	MANAGING PERFORMANCE	75%
13.1	Generates and shares good ideas	CREATING IMPROVEMENTS	75%
4.3	Successfully uses a wide range of communication methods	COMMUNICATION	76%

## Section Four - Top / Bottom Ten as Ranked by each population

### Colleague

#### Top ten...

No.	Question	Factor	Score
5.1	Behaves with integrity	INTEGRITY & OPENNESS	93%
5.5	Demonstrates high personal standards of ethical behaviour and integrity	INTEGRITY & OPENNESS	92%
8.8	Is polite and helpful when dealing with others	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	91%
10.2	Understands personal objectives	MANAGING PERFORMANCE	91%
10.3	Takes responsibility for delivering on their objectives	MANAGING PERFORMANCE	90%
5.6	Does what they say they are going to do " is accountable	INTEGRITY & OPENNESS	90%
6.6	Has credibility in own area of expertise	PROVIDING LEADERSHIP	89%
10.1	Sets high personal standards	MANAGING PERFORMANCE	89%
14.1	Works to provide an effective service, offering a helpful and timely response to requests	DELIVERING SERVICE	88%
5.3	Takes a fair and consistent approach with internal and external stakeholders	INTEGRITY & OPENNESS	88%

#### Bottom ten...

No.	Question	Factor	Score
6.1	Generates enthusiasm in others	PROVIDING LEADERSHIP	69%
13.5	Identifies and removes barriers to effective change	CREATING IMPROVEMENTS	73%
7.6	Motivates others to overcome obstacles to change	FLEXIBILITY & MANAGING CHANGE	73%
8.2	Encourages individuals to work together across the Commission	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	75%
13.3	Promotes improvements that assist the Commission in meeting its objectives	CREATING IMPROVEMENTS	75%
13.2	Shares improvement ideas with other teams	CREATING IMPROVEMENTS	76%
13.4	Offers alternatives based upon sound judgement	CREATING IMPROVEMENTS	76%
9.6	Provides constructive feedback to others	DEVELOPING SELF & OTHERS	76%
9.5	Challenges others when appropriate	DEVELOPING SELF & OTHERS	77%
9.2	Demonstrates a good understanding of own strengths and weaknesses	DEVELOPING SELF & OTHERS	77%

## Section Four - Top / Bottom Ten as Ranked by each population

### External Stakeholders

#### Top ten...

No.	Question	Factor	Score
5.1	Behaves with integrity	INTEGRITY & OPENNESS	98%
5.5	Demonstrates high personal standards of ethical behaviour and integrity	INTEGRITY & OPENNESS	94%
8.8	Is polite and helpful when dealing with others	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	93%
14.2	Takes ownership for resolving service delivery issues	DELIVERING SERVICE	92%
14.1	Works to provide an effective service, offering a helpful and timely response to requests	DELIVERING SERVICE	92%
10.1	Sets high personal standards	MANAGING PERFORMANCE	92%
14.3	Goes the "extra mile" to ensure that the required level of service is provided	DELIVERING SERVICE	91%
4.6	Listens carefully	COMMUNICATION	91%
6.6	Has credibility in own area of expertise	PROVIDING LEADERSHIP	90%
5.6	Does what they say they are going to do " is accountable	INTEGRITY & OPENNESS	90%

#### Bottom ten...

No.	Question	Factor	Score
7.6	Motivates others to overcome obstacles to change	FLEXIBILITY & MANAGING CHANGE	71%
13.5	Identifies and removes barriers to effective change	CREATING IMPROVEMENTS	72%
9.2	Demonstrates a good understanding of own strengths and weaknesses	DEVELOPING SELF & OTHERS	73%
6.1	Generates enthusiasm in others	PROVIDING LEADERSHIP	74%
8.2	Encourages individuals to work together across the Commission	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	74%
8.5	Works through conflicts to create win/ win results	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	74%
13.3	Promotes improvements that assist the Commission in meeting its objectives	CREATING IMPROVEMENTS	75%
7.5	Makes suggestions for improving the way things are done	FLEXIBILITY & MANAGING CHANGE	76%
9.5	Challenges others when appropriate	DEVELOPING SELF & OTHERS	76%
8.6	Adapts approach to suit the situation	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	76%
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## Section Four - Top / Bottom Ten as Ranked by each population

### Other

#### Top ten...

No.	Question	Factor	Score
8.8	Is polite and helpful when dealing with others	BUILDING WORKING RELATIONSHIPS INTERNALLY AND EXTERNALLY	93%
5.1	Behaves with integrity	INTEGRITY & OPENNESS	92%
5.5	Demonstrates high personal standards of ethical behaviour and integrity	INTEGRITY & OPENNESS	89%
6.3	Prepared to put in extra effort when needed	PROVIDING LEADERSHIP	88%
14.1	Works to provide an effective service, offering a helpful and timely response to requests	DELIVERING SERVICE	87%
10.3	Takes responsibility for delivering on their objectives	MANAGING PERFORMANCE	85%
6.6	Has credibility in own area of expertise	PROVIDING LEADERSHIP	85%
5.2	Builds trust with others by being open, supportive and sharing of views and ideas	INTEGRITY & OPENNESS	85%
11.6	Demonstrates an awareness of policies and procedures	DECISION MAKING	85%
10.2	Understands personal objectives	MANAGING PERFORMANCE	84%

#### Bottom ten...

No.	Question	Factor	Score
6.1	Generates enthusiasm in others	PROVIDING LEADERSHIP	62%
7.6	Motivates others to overcome obstacles to change	FLEXIBILITY & MANAGING CHANGE	67%
9.6	Provides constructive feedback to others	DEVELOPING SELF & OTHERS	69%
13.5	Identifies and removes barriers to effective change	CREATING IMPROVEMENTS	70%
4.3	Successfully uses a wide range of communication methods	COMMUNICATION	71%
13.3	Promotes improvements that assist the Commission in meeting its objectives	CREATING IMPROVEMENTS	71%
9.2	Demonstrates a good understanding of own strengths and weaknesses	DEVELOPING SELF & OTHERS	71%
13.2	Shares improvement ideas with other teams	CREATING IMPROVEMENTS	71%
13.4	Offers alternatives based upon sound judgement	CREATING IMPROVEMENTS	71%
9.5	Challenges others when appropriate	DEVELOPING SELF & OTHERS	72%

## Section Five - All results by factor (ranked)

### COMMUNICATION

No.	Question	Par	Man	Col	Ext	Oth	Avg
4.7	Asks/ questions if unclear about what has been said	83%	88%	86%	85%	82%	85%
4.5	Shares information with colleagues	83%	88%	83%	87%	81%	84%
4.6	Listens carefully	74%	87%	85%	91%	83%	84%
4.1	Demonstrates the importance of keeping people up to date and actively takes steps to do so	83%	87%	83%	84%	80%	83%
4.4	Presents information in line with the requirements of the Commission	78%	83%	86%	88%	79%	83%
4.2	Adapts communication style to suit the person to whom they are talking	79%	80%	78%	80%	74%	78%
4.8	Seeks clarification to ensure they have been understood	70%	79%	79%	83%	76%	78%
4.3	Successfully uses a wide range of communication methods	76%	76%	78%	77%	71%	75%

### INTEGRITY & OPENNESS

No.	Question	Par	Man	Col	Ext	Oth	Avg
5.1	Behaves with integrity	95%	97%	93%	98%	92%	95%
5.5	Demonstrates high personal standards of ethical behaviour and integrity	92%	93%	92%	94%	89%	92%
5.6	Does what they say they are going to do " is accountable	85%	88%	90%	90%	83%	87%
5.2	Builds trust with others by being open, supportive and sharing of views and ideas	85%	88%	86%	85%	85%	86%
5.3	Takes a fair and consistent approach with internal and external stakeholders	82%	88%	88%	87%	81%	85%
5.4	Constructively shares their thoughts and feelings about concerns	70%	77%	80%	82%	76%	77%

## Section Five - All results by factor (ranked)

### PROVIDING LEADERSHIP

No.	Question	Par	Man	Col	Ext	Oth	Avg
6.3	Prepared to put in extra effort when needed	92%	91%	87%	89%	88%	89%
6.6	Has credibility in own area of expertise	73%	91%	89%	90%	85%	86%
6.2	Takes a positive approach when dealing with difficult situations, has a "can do attitude"	80%	84%	82%	85%	80%	82%
6.5	Proactively overcomes barriers to get work done in a constructive way	72%	79%	80%	81%	78%	78%
6.4	Takes personal responsibility for wise use of resources	76%	79%	78%	81%	77%	78%
6.7	Uses own expertise to effectively influence others	70%	79%	81%	78%	75%	76%
6.1	Generates enthusiasm in others	59%	72%	69%	74%	62%	67%

### FLEXIBILITY & MANAGING CHANGE

No.	Question	Par	Man	Col	Ext	Oth	Avg
7.3	Demonstrates flexibility in day to day work	90%	90%	83%	81%	84%	85%
7.2	Demonstrates a positive, practical approach to change and new ways of working	75%	80%	80%	80%	81%	79%
7.4	Quick in learning new tasks	66%	83%	83%	82%	78%	79%
7.1	Maintains awareness and understanding of changes impacting the Commission	70%	78%	79%	82%	79%	77%
7.5	Makes suggestions for improving the way things are done	60%	79%	79%	76%	76%	74%
7.6	Motivates others to overcome obstacles to change	63%	70%	73%	71%	67%	69%



## Section Five - All results by factor (ranked)

### BUILDING WORKING RELATIONSHIPS

No.	Question	Par	Man	Col	Ext	Oth	Avg
8.8	Is polite and helpful when dealing with others	86%	94%	91%	93%	93%	92%
8.3	Demonstrates a positive proactive attitude towards helping others	80%	89%	85%	86%	80%	84%
8.7	Shares their experience and learning with others	76%	80%	80%	81%	81%	80%
8.4	Demonstrates an empathy for the concerns of others	77%	81%	80%	82%	75%	79%
8.1	Shares ideas and engages in problem solving with others	72%	81%	79%	81%	76%	78%
8.6	Adapts approach to suit the situation	69%	80%	78%	76%	74%	75%
8.2	Encourages individuals to work together across the Commission	67%	76%	75%	74%	74%	73%
8.5	Works through conflicts to create win/ win results	59%	73%	78%	74%	75%	72%

### DEVELOPING SELF & OTHERS

No.	Question	Par	Man	Col	Ext	Oth	Avg
9.4	Takes responsibility to ensure they have skills and knowledge to carry out own work	79%	84%	85%	85%	77%	82%
9.1	Seeks and uses opportunities to learn and develop	78%	81%	80%	80%	78%	79%
9.7	Actively supports the development of others	74%	82%	80%	82%	73%	78%
9.3	Responds well to feedback from others	64%	82%	80%	81%	74%	76%
9.5	Challenges others when appropriate	70%	81%	77%	76%	72%	75%
9.6	Provides constructive feedback to others	70%	79%	76%	78%	69%	74%
9.2	Demonstrates a good understanding of own strengths and weaknesses	69%	78%	77%	73%	71%	74%

## Section Five - All results by factor (ranked)

### MANAGING PERFORMANCE

No.	Question	Par	Man	Col	Ext	Oth	Avg
10.3	Takes responsibility for delivering on their objectives	88%	93%	90%	89%	85%	89%
10.1	Sets high personal standards	89%	91%	89%	92%	84%	89%
10.2	Understands personal objectives	84%	93%	91%	89%	84%	88%
10.7	Effectively prioritises own workload	80%	89%	87%	87%	81%	85%
10.4	Reviews own performance against agreed objectives	78%	87%	86%	80%	81%	82%
10.9	Takes action to resolve problems without delay	78%	80%	83%	82%	79%	81%
10.8	Lets people know early when deadlines are at risk	77%	83%	82%	77%	77%	79%
10.6	Aligns work with the wider Commission objectives, business plan and ways of working	72%	77%	79%	77%	74%	76%
10.5	Seeks to understand the importance of the organisation's strategic vision and objectives	65%	75%	78%	78%	73%	74%

### DECISION MAKING

No.	Question	Par	Man	Col	Ext	Oth	Avg
11.5	Decisions escalated when appropriate	92%	87%	87%	84%	83%	86%
11.6	Demonstrates an awareness of policies and procedures	84%	87%	85%	87%	85%	86%
11.1	Uses information available for evidence based decisions	82%	83%	84%	85%	78%	82%
11.2	Explores and evaluates a range of options before making a decision	80%	81%	81%	80%	75%	80%
11.4	Demonstrates an understanding of the importance of managing risks	79%	77%	80%	82%	75%	79%
11.8	Uses technical expertise to make sound business decisions	71%	76%	83%	81%	80%	78%
11.7	Makes timely decisions aligned to the wider Commission's aims and objectives	68%	78%	81%	80%	76%	76%
11.3	Makes good decisions	68%	79%	79%	78%	75%	76%

## Section Five - All results by factor (ranked)

### MANAGING PROCESSES

No.	Question	Par	Man	Col	Ext	Oth	Avg
12.6	Recognises the importance of not completing their part of the process accurately	89%	87%	86%	89%	84%	87%
12.1	Pays attention to the detail	80%	82%	84%	86%	79%	82%
12.3	Handles multiple demands of competing priorities	78%	85%	83%	82%	80%	82%
12.4	Follows through and makes things happen	78%	84%	84%	84%	79%	82%
12.5	Takes action to reconcile any inconsistent pieces of information identified	76%	83%	85%	82%	80%	81%
12.2	Keeps activity on track by measuring execution against plan	72%	81%	83%	80%	76%	79%
12.7	Uses resources efficiently to minimise costs and to identify value for money	74%	79%	82%	79%	75%	78%

### CREATING IMPROVEMENTS

No.	Question	Par	Man	Col	Ext	Oth	Avg
13.6	Maintains energy and motivation during times of change	71%	77%	79%	80%	76%	77%
13.1	Generates and shares good ideas	67%	75%	79%	76%	73%	74%
13.4	Offers alternatives based upon sound judgement	67%	73%	76%	77%	71%	73%
13.2	Shares improvement ideas with other teams	63%	72%	76%	76%	71%	72%
13.3	Promotes improvements that assist the Commission in meeting its objectives	58%	74%	75%	75%	71%	71%
13.5	Identifies and removes barriers to effective change	64%	68%	73%	72%	70%	69%

## Section Five - All results by factor (ranked)

### DELIVERING SERVICE

No.	Question	Par	Man	Col	Ext	Oth	Avg
14.1	Works to provide an effective service, offering a helpful and timely response to requests	78%	88%	88%	92%	87%	87%
14.2	Takes ownership for resolving service delivery issues	82%	88%	85%	92%	83%	86%
14.3	Goes the "extra mile" to ensure that the required level of service is provided	77%	88%	85%	91%	82%	85%
14.4	Highlights any service delivery issues they identify to the team	68%	84%	83%	84%	80%	80%

### Section Six - Ranked average question score as perceived by others

No.	Question	Par	Man	Col	Ext	Oth	Avg
5.1	Behaves with integrity	95%	97%	93%	98%	92%	95%
5.5	Demonstrates high personal standards of ethical behaviour and integrity	92%	93%	92%	94%	89%	92%
8.8	Is polite and helpful when dealing with others	86%	94%	91%	93%	93%	92%
6.3	Prepared to put in extra effort when needed	92%	91%	87%	89%	88%	89%
10.3	Takes responsibility for delivering on their objectives	88%	93%	90%	89%	85%	89%
10.1	Sets high personal standards	89%	91%	89%	92%	84%	89%
10.2	Understands personal objectives	84%	93%	91%	89%	84%	88%
5.6	Does what they say they are going to do " is accountable	85%	88%	90%	90%	83%	87%
12.6	Recognises the importance of not completing their part of the process accurately	89%	87%	86%	89%	84%	87%
14.1	Works to provide an effective service, offering a helpful and timely response to requests	78%	88%	88%	92%	87%	87%
11.5	Decisions escalated when appropriate	92%	87%	87%	84%	83%	86%
5.2	Builds trust with others by being open, supportive and sharing of views and ideas	85%	88%	86%	85%	85%	86%
14.2	Takes ownership for resolving service delivery issues	82%	88%	85%	92%	83%	86%
6.6	Has credibility in own area of expertise	73%	91%	89%	90%	85%	86%
11.6	Demonstrates an awareness of policies and procedures	84%	87%	85%	87%	85%	86%
7.3	Demonstrates flexibility in day to day work	90%	90%	83%	81%	84%	85%
5.3	Takes a fair and consistent approach with internal and external stakeholders	82%	88%	88%	87%	81%	85%
4.7	Asks/ questions if unclear about what has been said	83%	88%	86%	85%	82%	85%
14.3	Goes the "extra mile" to ensure that the required level of service is provided	77%	88%	85%	91%	82%	85%
10.7	Effectively prioritises own workload	80%	89%	87%	87%	81%	85%
4.5	Shares information with colleagues	83%	88%	83%	87%	81%	84%
8.3	Demonstrates a positive proactive attitude towards helping others	80%	89%	85%	86%	80%	84%
4.6	Listens carefully	74%	87%	85%	91%	83%	84%
4.1	Demonstrates the importance of keeping people up to date and actively takes steps to do so	83%	87%	83%	84%	80%	83%
4.4	Presents information in line with the requirements of the Commission	78%	83%	86%	88%	79%	83%
11.1	Uses information available for evidence based decisions	82%	83%	84%	85%	78%	82%

## Section Six - Ranked average question score as perceived by others

No.	Question	Par	Man	Col	Ext	Oth	Avg
10.4	Reviews own performance against agreed objectives	78%	87%	86%	80%	81%	82%
12.1	Pays attention to the detail	80%	82%	84%	86%	79%	82%
6.2	Takes a positive approach when dealing with difficult situations, has a "can do attitude"	80%	84%	82%	85%	80%	82%
9.4	Takes responsibility to ensure they have skills and knowledge to carry out own work	79%	84%	85%	85%	77%	82%
12.3	Handles multiple demands of competing priorities	78%	85%	83%	82%	80%	82%
12.4	Follows through and makes things happen	78%	84%	84%	84%	79%	82%
12.5	Takes action to reconcile any inconsistent pieces of information identified	76%	83%	85%	82%	80%	81%
10.9	Takes action to resolve problems without delay	78%	80%	83%	82%	79%	81%
14.4	Highlights any service delivery issues they identify to the team	68%	84%	83%	84%	80%	80%
8.7	Shares their experience and learning with others	76%	80%	80%	81%	81%	80%
11.2	Explores and evaluates a range of options before making a decision	80%	81%	81%	80%	75%	80%
9.1	Seeks and uses opportunities to learn and develop	78%	81%	80%	80%	78%	79%
10.8	Lets people know early when deadlines are at risk	77%	83%	82%	77%	77%	79%
8.4	Demonstrates an empathy for the concerns of others	77%	81%	80%	82%	75%	79%
7.2	Demonstrates a positive, practical approach to change and new ways of working	75%	80%	80%	80%	81%	79%
11.4	Demonstrates an understanding of the importance of managing risks	79%	77%	80%	82%	75%	79%
12.2	Keeps activity on track by measuring execution against plan	72%	81%	83%	80%	76%	79%
7.4	Quick in learning new tasks	66%	83%	83%	82%	78%	79%
9.7	Actively supports the development of others	74%	82%	80%	82%	73%	78%
11.8	Uses technical expertise to make sound business decisions	71%	76%	83%	81%	80%	78%
4.2	Adapts communication style to suit the person to whom they are talking	79%	80%	78%	80%	74%	78%
6.5	Proactively overcomes barriers to get work done in a constructive way	72%	79%	80%	81%	78%	78%
6.4	Takes personal responsibility for wise use of resources	76%	79%	78%	81%	77%	78%
8.1	Shares ideas and engages in problem solving with others	72%	81%	79%	81%	76%	78%

## Section Six - Ranked average question score as perceived by others

No.	Question	Par	Man	Col	Ext	Oth	Avg
12.7	Uses resources efficiently to minimise costs and to identify value for money	74%	79%	82%	79%	75%	78%
4.8	Seeks clarification to ensure they have been understood	70%	79%	79%	83%	76%	78%
7.1	Maintains awareness and understanding of changes impacting the Commission	70%	78%	79%	82%	79%	77%
5.4	Constructively shares their thoughts and feelings about concerns	70%	77%	80%	82%	76%	77%
13.6	Maintains energy and motivation during times of change	71%	77%	79%	80%	76%	77%
11.7	Makes timely decisions aligned to the wider Commission's aims and objectives	68%	78%	81%	80%	76%	76%
6.7	Uses own expertise to effectively influence others	70%	79%	81%	78%	75%	76%
9.3	Responds well to feedback from others	64%	82%	80%	81%	74%	76%
11.3	Makes good decisions	68%	79%	79%	78%	75%	76%
10.6	Aligns work with the wider Commission objectives, business plan and ways of working	72%	77%	79%	77%	74%	76%
4.3	Successfully uses a wide range of communication methods	76%	76%	78%	77%	71%	75%
8.6	Adapts approach to suit the situation	69%	80%	78%	76%	74%	75%
9.5	Challenges others when appropriate	70%	81%	77%	76%	72%	75%
9.6	Provides constructive feedback to others	70%	79%	76%	78%	69%	74%
13.1	Generates and shares good ideas	67%	75%	79%	76%	73%	74%
7.5	Makes suggestions for improving the way things are done	60%	79%	79%	76%	76%	74%
10.5	Seeks to understand the importance of the organisation's strategic vision and objectives	65%	75%	78%	78%	73%	74%
9.2	Demonstrates a good understanding of own strengths and weaknesses	69%	78%	77%	73%	71%	74%
8.2	Encourages individuals to work together across the Commission	67%	76%	75%	74%	74%	73%
13.4	Offers alternatives based upon sound judgement	67%	73%	76%	77%	71%	73%
8.5	Works through conflicts to create win/ win results	59%	73%	78%	74%	75%	72%
13.2	Shares improvement ideas with other teams	63%	72%	76%	76%	71%	72%
13.3	Promotes improvements that assist the Commission in meeting its objectives	58%	74%	75%	75%	71%	71%

## Section Six - Ranked average question score as perceived by others

No.	Question	Par	Man	Col	Ext	Oth	Avg
13.5	Identifies and removes barriers to effective change	64%	68%	73%	72%	70%	69%
7.6	Motivates others to overcome obstacles to change	63%	70%	73%	71%	67%	69%
6.1	Generates enthusiasm in others	59%	72%	69%	74%	62%	67%