

Training Needs Analysis / Group Report Sample Report

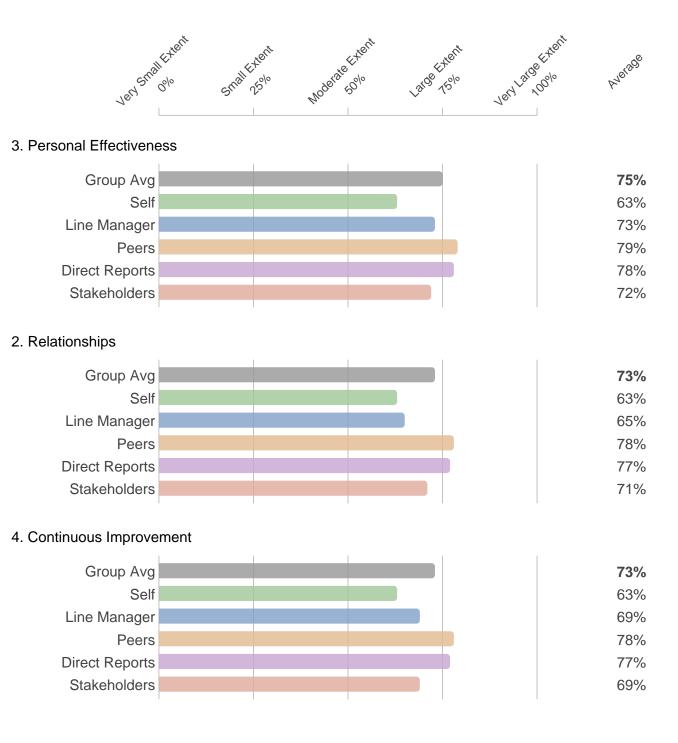
High Level Summary	1 - 2				
A ranked high level overview that enables themes at dimension level to be Identified					
Ranked Results by individual question	<u>3 - 20</u>				
This section provides a ranked (highest to lowest) breakdown of all of the questions within the survey, showing both the 'average ratings' from each respondent group and the range of individual responses within them.	<u> </u>				
Enclosures					
<b>1. Line Manager</b> ratings broken down by dimension area, perception gap and highest - lowest ratings	<u>21 - 23</u>				
<b>2. Peers</b> ratings broken down by dimension area, perception gap and highest - lowest ratings	<u>24 - 26</u>				
<b>3. Direct Reports</b> ratings broken down by dimension area, perception gap and highest - lowest ratings	<u> 27 - 29</u>				
<b>4. Stakeholders</b> ratings broken down by dimension area, perception gap and highest - lowest ratings	<u> 30 - 32</u>				



### Introduction

The following provides a ranked summary of the dimension areas. Each bar shows the average respondent rating for all of the questions within that dimension.

The group average does not include participants self-ratings.





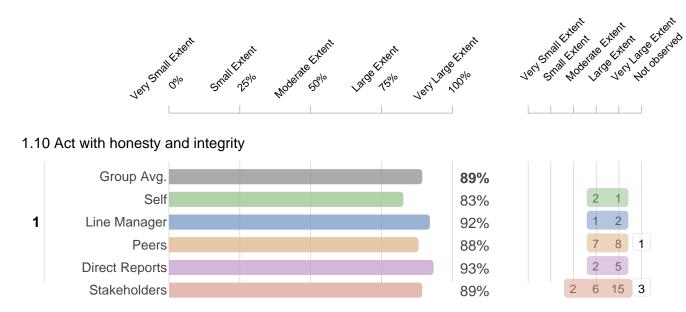




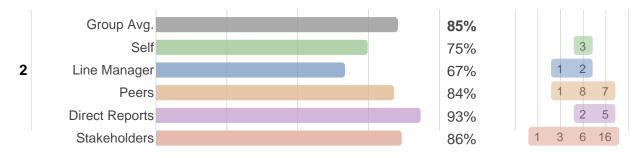
This section provides a breakdown of responses to each of the questions within the survey, showing both the 'average ratings' from each respondent group and the range of individual responses within them.

It is presented in a format that will enable you to identify at question/individual behaviour level:

### **Results - Ranked**



#### 2.4 Treat others with respect and dignity

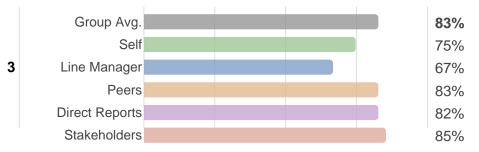




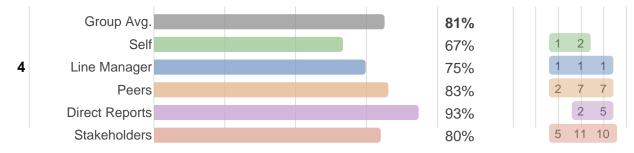
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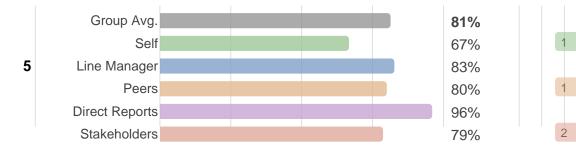
### 3.6 Show integrity and fairness in decision making



#### 2.10 Interact with people openly and directly



#### 4.1 Look for ways to improve cost effectiveness whilst maintaining / improving quality of service





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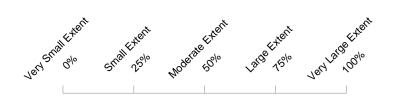
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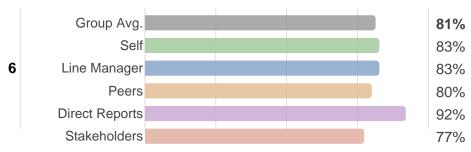
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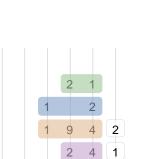
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### 1.5 Demonstrate accountability for their actions/ take responsibility





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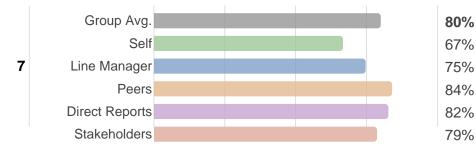
Very Small Exert

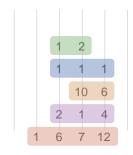
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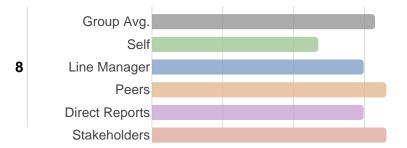
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### 1.7 Champion the organisation's values



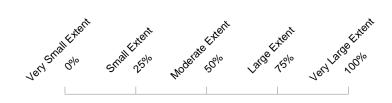


#### 2.5 Value diversity

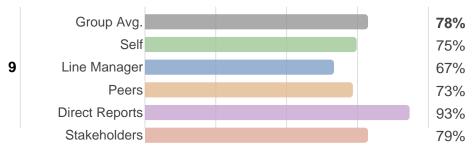


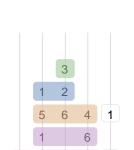
79%					
58%		2	1		
75%		1	1	1	
82%		3	5	7	1
75%		1	5	1	
82%		2	13	8	3





# 5.1 Consider the bigger picture and think strategically





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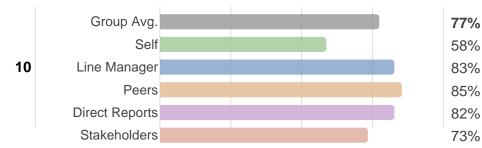
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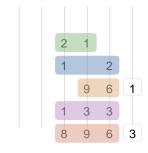
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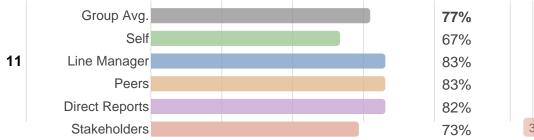
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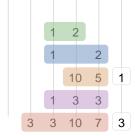
### 3.2 Handle multiple demands and competing priorities



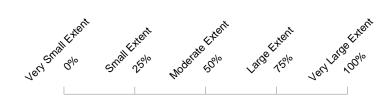


### 3.5 Follow through and make things happen

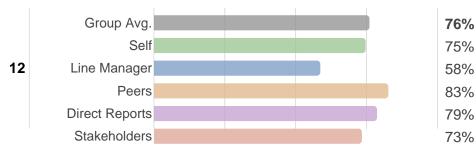




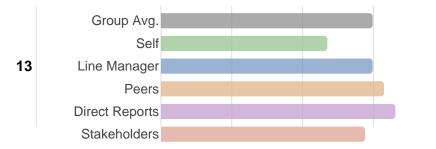




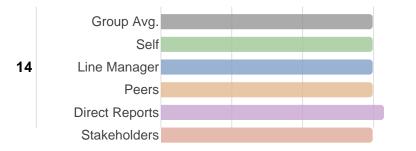
#### 1.12 Let people know when they are performing well



#### 3.9 Show consistency between actions and words



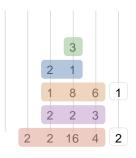
#### 2.9 Encourage others to voice honest opinions

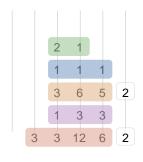












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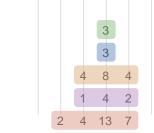
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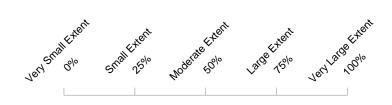
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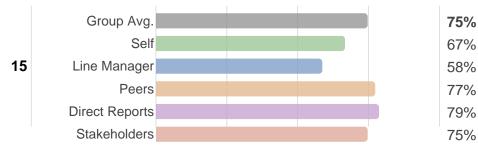
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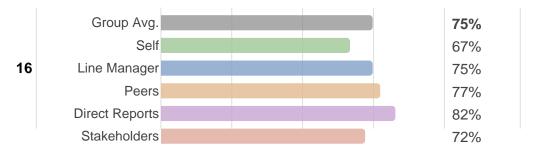




### 4.3 Gain the buy-in and cooperation of others



### 4.8 Show commitment to growing leadership talent



#### 3.4 Understand own personal strengths and weaknesses



74%				
75%		3		
75%	1	1	1	
79%		12	2	2
75%	1	4	1	1
70%	6	13	2	5

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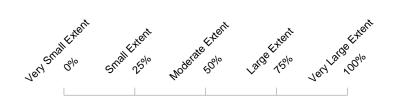
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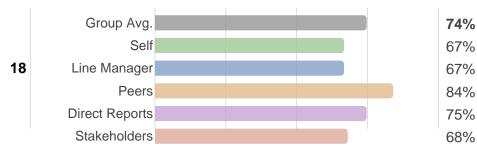
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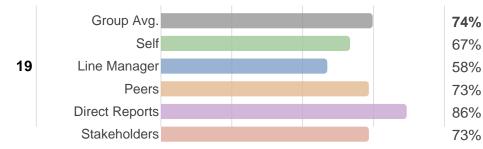


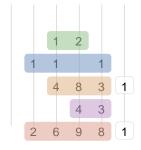


### 2.13 Listen carefully to input before speaking



### 5.3 Work with the whole organisation in mind





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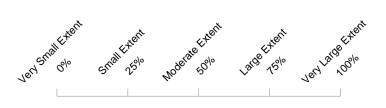
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#### 1.1 Align others to the Strategy and Vision

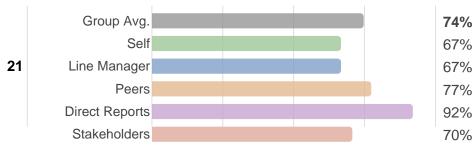


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1	5	11	7	2
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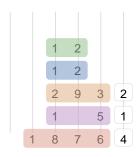




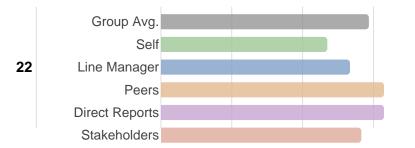
### 1.17 Create a blame free culture

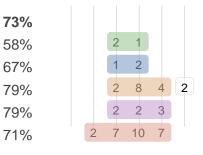




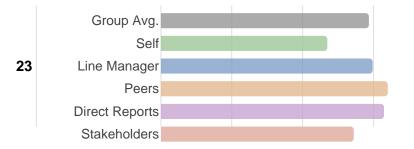


### 3.8 Regard the development of their staff as a key priority



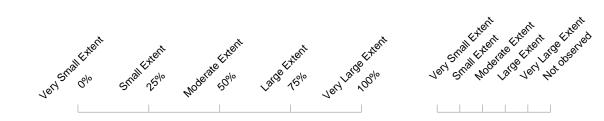


### 4.2 Lead and manage well in turbulent times



73%					
58%		2	1		
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79%		1	3	2	
68%	1	5	14	1	5





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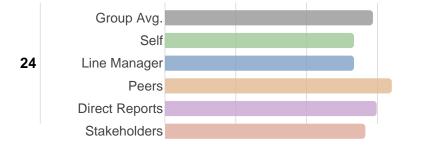
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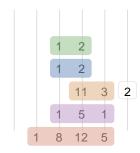
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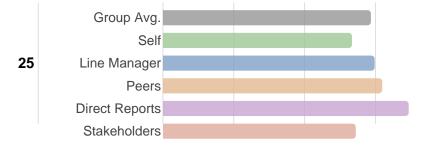
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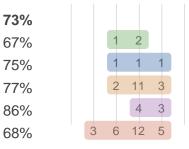
4.4 Give people a sense that change is achievable and that their contribution matters



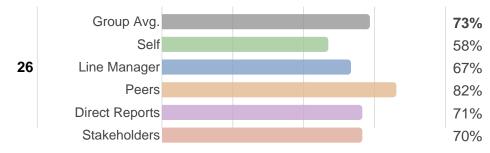


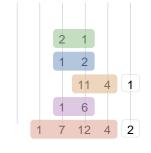
### 1.3 Lead by example



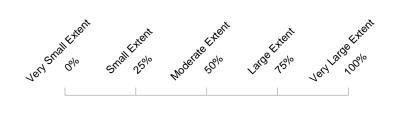


#### 1.16 Provide clear direction for the team

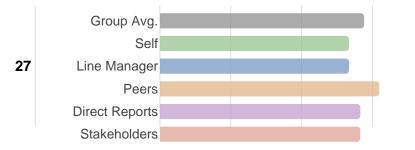




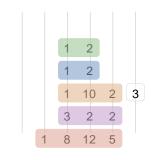




### 1.2 Inspire/motivate others to give their best



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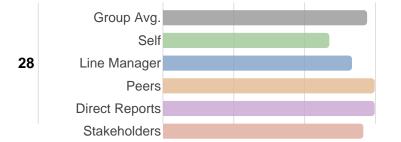
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### 1.8 Delegate authority



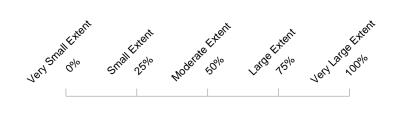
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#### 1.11 Get top level performance from others

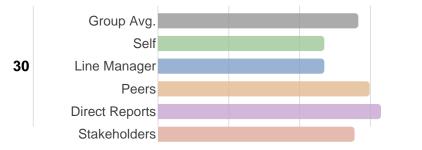


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77%	2	10	3	
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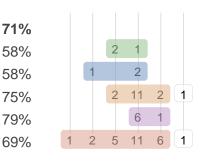




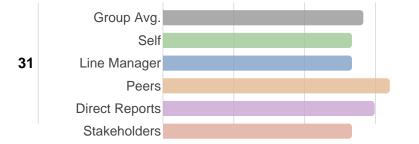
### 5.4 Work collaboratively with other business areas

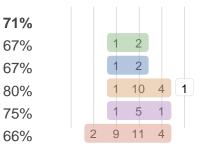


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### 1.15 Build a high performing team



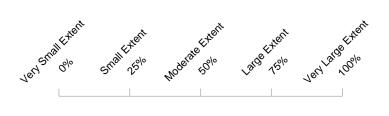


### 3.1 Manage their time well

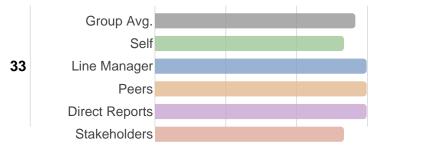


70%					
42%	1	2			
67%		2		1	
80%		1	9	4	2
71%		2	3	1	1
68%		10	6	4	6





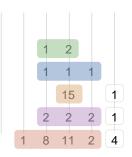
### 3.3 React positively under pressure



### 2.2 Show interest in what others think / believe







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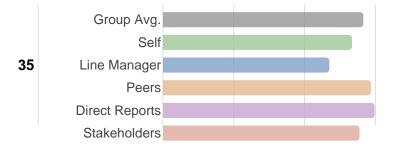
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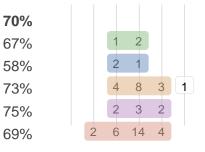
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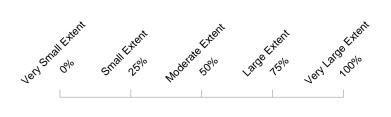
70%				
67%		1	2	
50%		3		
78%		4	6	6
68%	1	1	4	1
67%	2	7	14	3

#### 2.3 Bring out the best in people

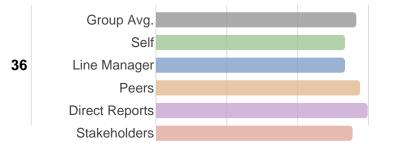




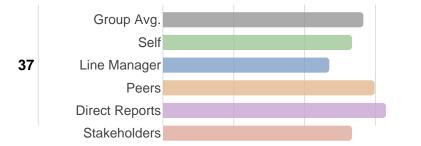


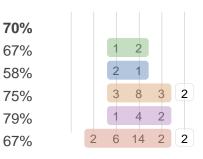


### 2.6 Value differences in opinions



### 2.7 Demonstrate emotional intelligence





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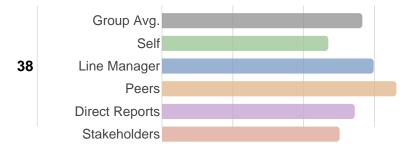
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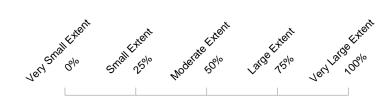
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### 2.11 Provide people with the information they need

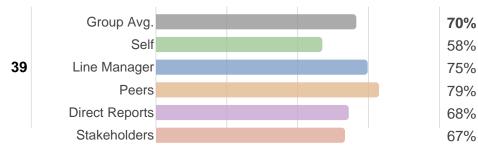


70%					
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75%		1	1	1	
83%			10	5	
68%		2	5		
63%	1	9	13		3

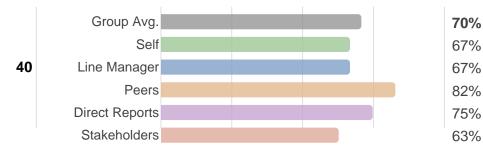




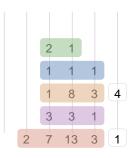
### 4.5 Support individuals through the change process

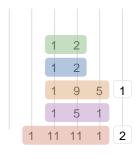


#### 4.6 Generate development opportunities for staff

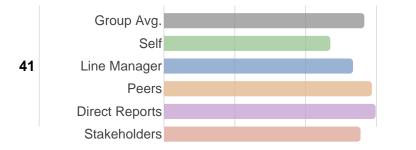


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#### 5.2 Encourage others to see how they contribute to the bigger picture



	2	1		
	1	2		
	4	5	3	4
	1	5	1	
2	6	12	4	2

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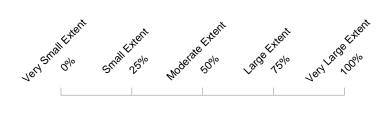
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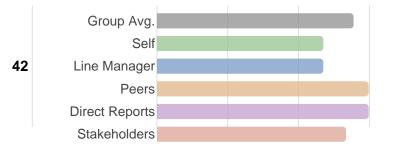
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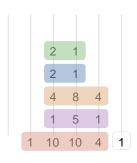
### 2.1 Invest time in building relationships



#### 5.5 Display executive presence







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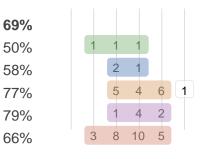
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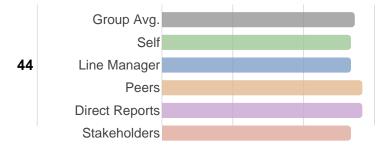
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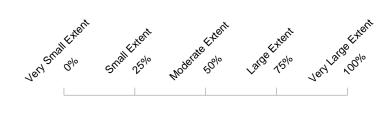


### 3.7 Involve appropriate people in decision making process

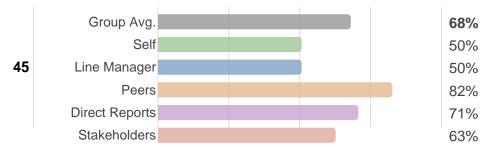


68%					
67%		1	2		
67%		1	2		
70%		5	9	2	
71%		2	4	1	
66%	1	12	3	6	4

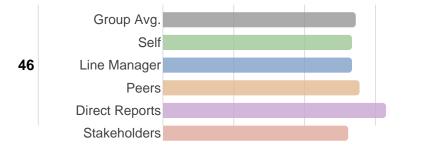




### 2.12 Tailor their communication to the audience



### 1.9 Make people feel secure to take risks



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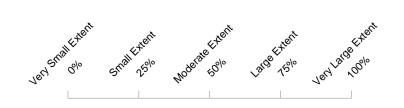
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### 2.8 Constructively deal with disagreements



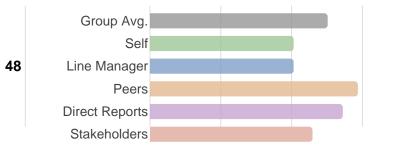
65%					
50%	1	1	1		
75%		1	1	1	
64%	1	5	7	1	2
70%	1		3	1	2
64%	3	5	11	2	5

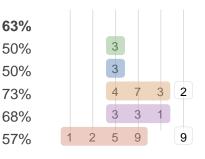




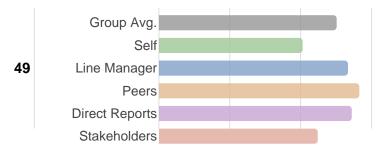


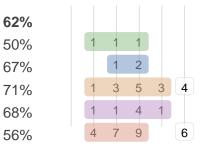
## 4.7 Coach staff for better performance



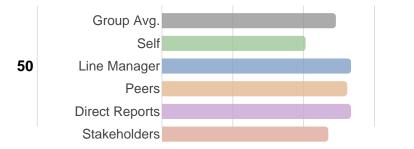


### 1.13 Provide clear, constructive feedback where performance standard have not been met



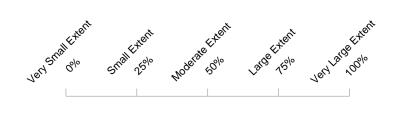


#### 1.14 Address poor performance in a timely and transparent manner



61%					
50%	1	1	1		
67%	1		1	1	
65%	1	4	3	2	6
67%	1		5		1
58%	3	6	6	1	10

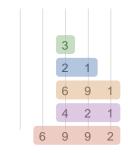




### 1.4 Adapt leadership style to fit the situation







60%

50%

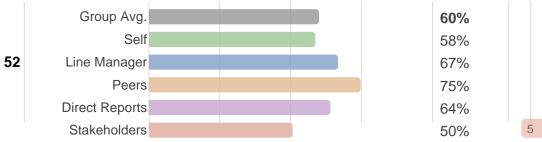
58%

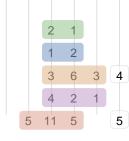
67%

64%

57%

#### 1.6 Use a range of influencing styles

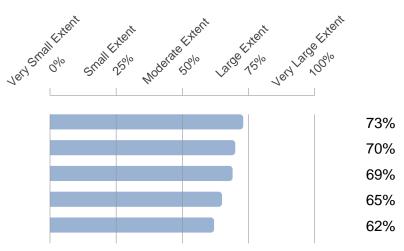






### 1. Summary Overview

The following (ranked list) shows the average Line Manager ratings for all the questions within each dimension area



- **3** Personal Effectiveness
- 1 Leading People
- 4 Continuous Improvement
- 2 Relationships
- 5 Strategic / Business Skills

### 2. Hidden strengths and blind spots

The tables below show the five greatest differences (based on average ratings) between Line Manager and the participants ratings. The size of the perception gap is shown in the right hand column.

P = Participant Rating

- 2.8 Constructively deal with disagreements
- 3.1 Manage their time well
- 3.2 Handle multiple demands and competing priorities
- 1.13 Provide clear, constructive feedback where performance standard have not been met
- 1.14 Address poor performance in a timely and transparent manner
- 0% 25% 50% 75% 100% P 25% 25% 25% 25% 17% 17%
- 1.12 Let people know when they are performing well
- 2.2 Show interest in what others think / believe
- 2.3 Bring out the best in people
- 2.4 Treat others with respect and dignity
- 2.7 Demonstrate emotional intelligence

P	-17%
P P P	-17% -8% -8% -8%

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# 3. Top Ten Rated Behaviours

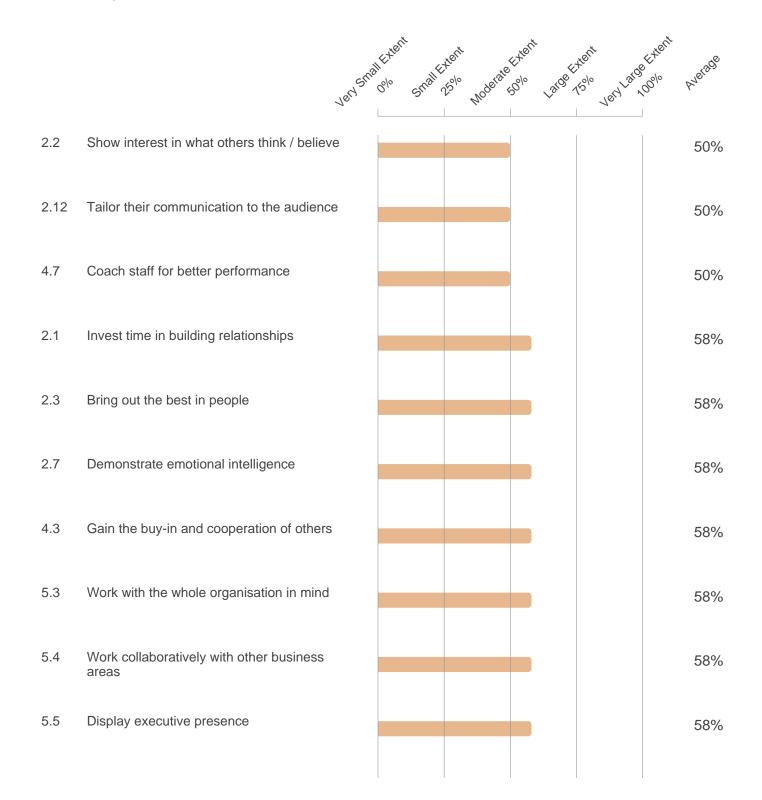
Below are the highest rated behaviours (based on the average ratings) as perceived by Line Manager).

	Vensue	10% Shall	A <sup>ent</sup> Noterate	Externt Jaroe	Hent Jen Jen All	bolo Average
1.10	Act with honesty and integrity					92%
3.2	Handle multiple demands and competing priorities					83%
3.5	Follow through and make things happen					83%
4.1	Look for ways to improve cost effectiveness whilst maintaining / improving quality of service					83%
1.5	Demonstrate accountability for their actions/ take responsibility					83%
3.3	React positively under pressure					75%
3.4	Understand own personal strengths and weaknesses					75%
3.9	Show consistency between actions and words					75%
2.5	Value diversity					75%
2.8	Constructively deal with disagreements					75%



### 4. Bottom Ten Rated Behaviours

The following table shows the lowest rated behaviours (based on the average ratings) as perceived by Line Manager).

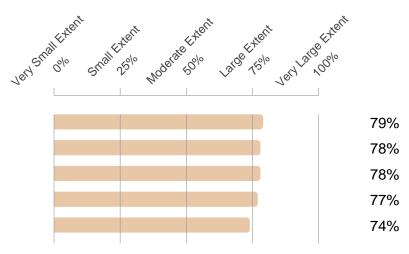




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### 1. Summary Overview

The following (ranked list) shows the average Peers ratings for all the questions within each dimension area



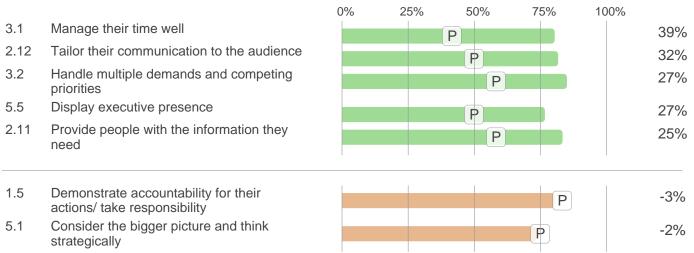
**3** Personal Effectiveness

- 2 Relationships
- 4 Continuous Improvement
- 1 Leading People
- 5 Strategic / Business Skills

### 2. Hidden strengths and blind spots

The tables below show the five greatest differences (based on average ratings) between Peers and the participants ratings. The size of the perception gap is shown in the right hand column.

P = Participant Rating



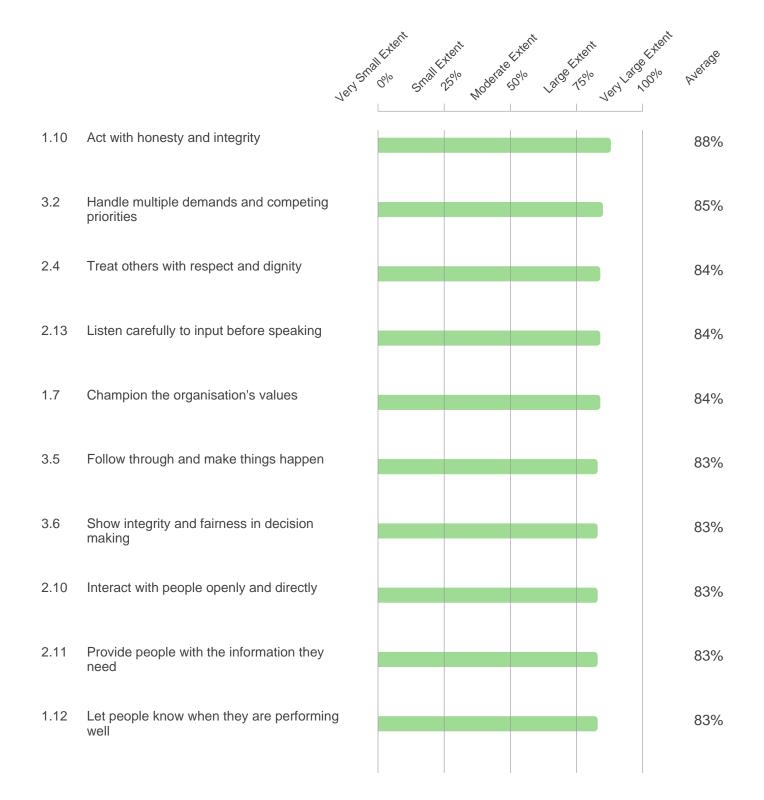


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**Enclosure 2 - Peers Ratings** 

### 3. Top Ten Rated Behaviours

Below are the highest rated behaviours (based on the average ratings) as perceived by Peers).





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# 4. Bottom Ten Rated Behaviours

The following table shows the lowest rated behaviours (based on the average ratings) as perceived by Peers).

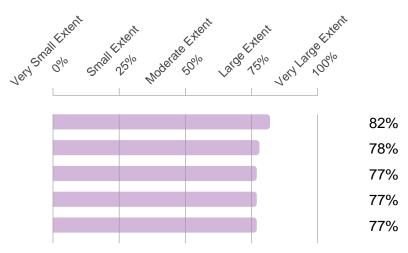
	Venene	0°10 Snall	tent hoderate	Extent store	15% Very 210	ittent Average
2.8	Constructively deal with disagreements					64%
1.14	Address poor performance in a timely and transparent manner					65%
1.4	Adapt leadership style to fit the situation					67%
1.9	Make people feel secure to take risks					69%
3.7	Involve appropriate people in decision making process					70%
1.1	Align others to the Strategy and Vision					71%
1.13	Provide clear, constructive feedback where performance standard have not been met					71%
2.6	Value differences in opinions					72%
2.3	Bring out the best in people					73%
4.7	Coach staff for better performance					73%



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### 1. Summary Overview

The following (ranked list) shows the average Direct Reports ratings for all the questions within each dimension area



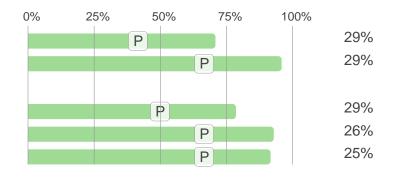
- **5** Strategic / Business Skills
- 3 Personal Effectiveness
- 2 Relationships
- 4 Continuous Improvement
- 1 Leading People

### 2. Hidden strengths and blind spots

The tables below show the five greatest differences (based on average ratings) between Direct Reports and the participants ratings. The size of the perception gap is shown in the right hand column.

P = Participant Rating

- 3.1 Manage their time well
- 4.1 Look for ways to improve cost effectiveness whilst maintaining / improving quality of service
- 5.5 Display executive presence
- 2.10 Interact with people openly and directly
- 1.17 Create a blame free culture



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# 3. Top Ten Rated Behaviours

Below are the highest rated behaviours (based on the average ratings) as perceived by Direct Reports).

	Vensue	olo Sualt	25% Noderate	60% 310°E	Hent Jen Laig	50% Average
4.1	Look for ways to improve cost effectiveness whilst maintaining / improving quality of service					96%
2.4	Treat others with respect and dignity					93%
2.10	Interact with people openly and directly					93%
5.1	Consider the bigger picture and think strategically					93%
1.10	Act with honesty and integrity					93%
1.5	Demonstrate accountability for their actions/ take responsibility					92%
1.17	Create a blame free culture					92%
5.3	Work with the whole organisation in mind					86%
1.3	Lead by example					86%
3.2	Handle multiple demands and competing priorities					82%



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### 4. Bottom Ten Rated Behaviours

The following table shows the lowest rated behaviours (based on the average ratings) as perceived by Direct Reports).

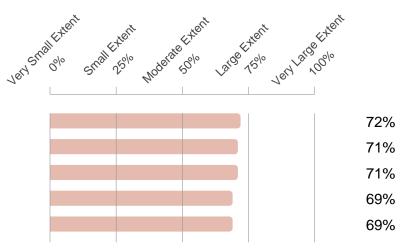
	Vensus	0% Snall	25% Noberate	Externt Jaroe	15°1° VEN - 210°	ittent hverage
1.4	Adapt leadership style to fit the situation					64%
1.6	Use a range of influencing styles					64%
1.14	Address poor performance in a timely and transparent manner					67%
2.2	Show interest in what others think / believe					68%
2.11	Provide people with the information they need					68%
4.5	Support individuals through the change process					68%
4.7	Coach staff for better performance					68%
1.13	Provide clear, constructive feedback where performance standard have not been met					68%
2.8	Constructively deal with disagreements					70%
3.1	Manage their time well					71%



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### 1. Summary Overview

The following (ranked list) shows the average Stakeholders ratings for all the questions within each dimension area



- **3** Personal Effectiveness
- 2 Relationships
- 5 Strategic / Business Skills
- 4 Continuous Improvement
- 1 Leading People

### 2. Hidden strengths and blind spots

The tables below show the five greatest differences (based on average ratings) between Stakeholders and the participants ratings. The size of the perception gap is shown in the right hand column.

P = Participant Rating

- 3.1 Manage their time well
- 2.5 Value diversity

1.6

1.5

3.4

4.6

1.9

- 5.5 Display executive presence
- 2.8 Constructively deal with disagreements
- 3.2 Handle multiple demands and competing priorities

Use a range of influencing styles

actions/ take responsibility

weaknesses

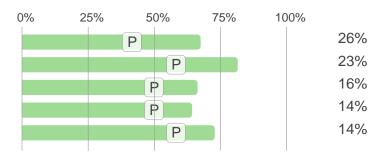
staff

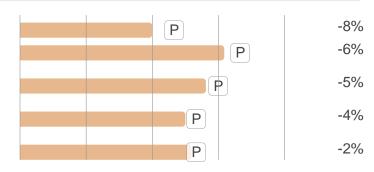
Demonstrate accountability for their

Understand own personal strengths and

Generate development opportunities for

Make people feel secure to take risks





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LUMUS 360 Feedback that drives change

# 3. Top Ten Rated Behaviours

Below are the highest rated behaviours (based on the average ratings) as perceived by Stakeholders).

	Vensue	0% Snall	25°1° Noderate	Solo Jaroe	Hent Jen Jen Ale	bolo prese
1.10	Act with honesty and integrity					89%
2.4	Treat others with respect and dignity					86%
3.6	Show integrity and fairness in decision making					85%
2.5	Value diversity					82%
2.10	Interact with people openly and directly					80%
4.1	Look for ways to improve cost effectiveness whilst maintaining / improving quality of service					79%
5.1	Consider the bigger picture and think strategically					79%
1.7	Champion the organisation's values					79%
1.5	Demonstrate accountability for their actions/ take responsibility					77%
4.3	Gain the buy-in and cooperation of others					75%



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### 4. Bottom Ten Rated Behaviours

The following table shows the lowest rated behaviours (based on the average ratings) as perceived by Stakeholders).

	Venene	olle Snall	25°1° Noderate	Solo Large	15% Jen 200	ittent prerage
1.6	Use a range of influencing styles					50%
1.13	Provide clear, constructive feedback where performance standard have not been met					56%
4.7	Coach staff for better performance					57%
1.4	Adapt leadership style to fit the situation					57%
1.14	Address poor performance in a timely and transparent manner					58%
2.11	Provide people with the information they need					63%
2.12	Tailor their communication to the audience					63%
4.6	Generate development opportunities for staff					63%
2.8	Constructively deal with disagreements					64%
1.9	Make people feel secure to take risks					65%



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