

Training Needs Analysis / Group Report Sample Report

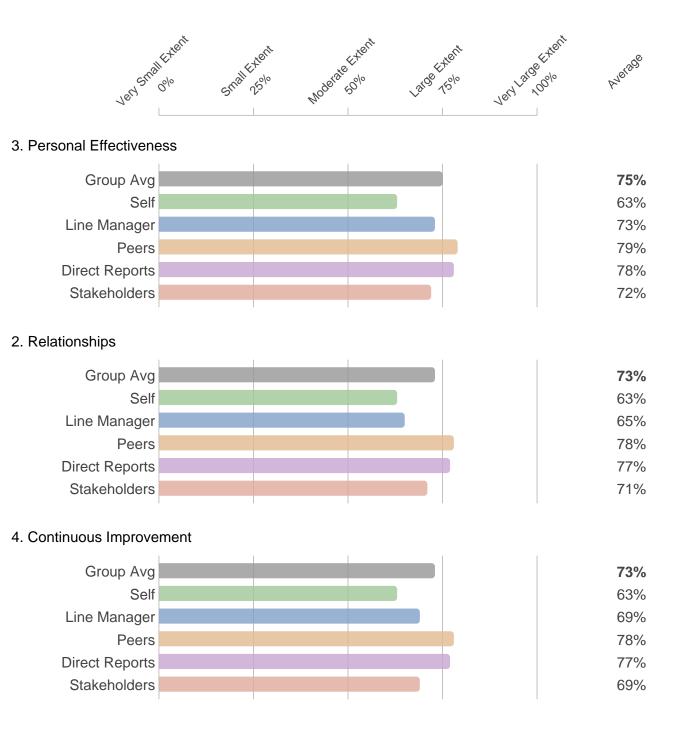
| High Level Summary | 1 - 2 | | | | |
|--|-----------------|--|--|--|--|
| A ranked high level overview that enables themes at dimension level to be Identified | | | | | |
| Ranked Results by individual question | <u>3 - 20</u> | | | | |
| This section provides a ranked (highest to lowest) breakdown 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 | | | | | |
| 1. Line Manager ratings broken down by dimension area, perception gap and highest - lowest ratings | <u>21 - 23</u> | | | | |
| 2. Peers ratings broken down by dimension area, perception gap and highest - lowest ratings | <u>24 - 26</u> | | | | |
| 3. Direct Reports ratings broken down by dimension area, perception gap and highest - lowest ratings | <u> 27 - 29</u> | | | | |
| 4. Stakeholders 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.





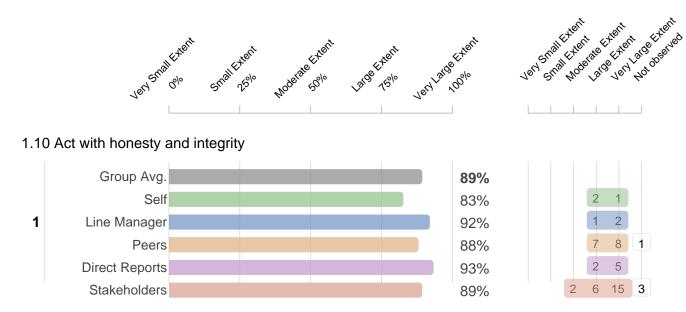




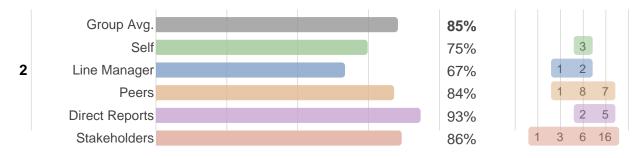
This section provides a breakdown of responses to each of the questions within the survey, showing both the 'average ratings' from each respondent group and the range of individual responses within them.

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

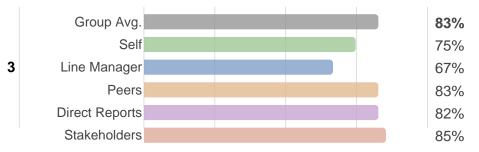




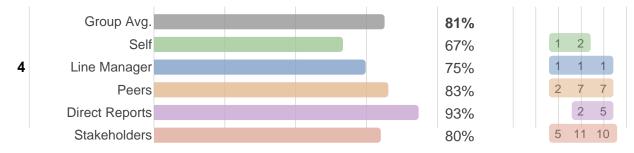
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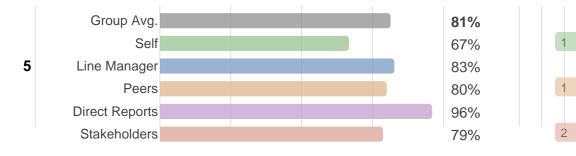
3.6 Show integrity and fairness in decision making



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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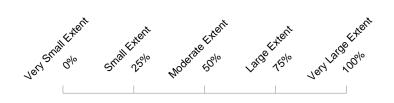
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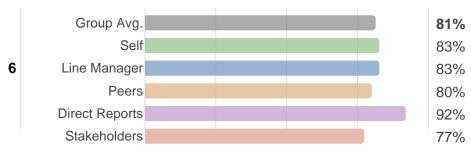
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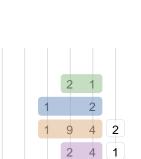
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1.5 Demonstrate accountability for their actions/ take responsibility





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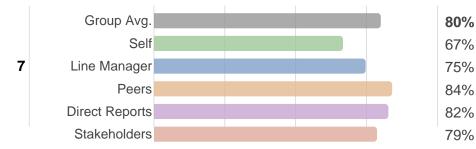
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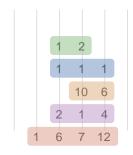
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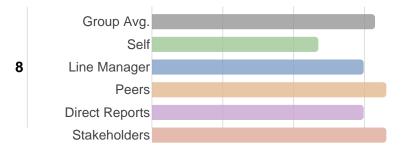
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1.7 Champion the organisation's values



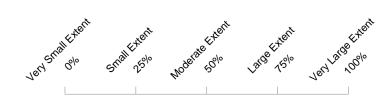


2.5 Value diversity

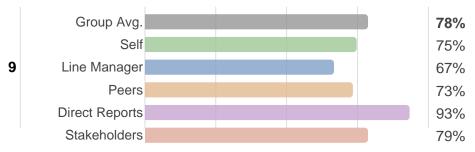


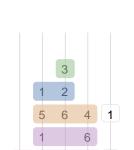
| 79% | | | | | |
|-----|--|---|----|---|---|
| 58% | | 2 | 1 | | |
| 75% | | 1 | 1 | 1 | |
| 82% | | 3 | 5 | 7 | 1 |
| 75% | | 1 | 5 | 1 | |
| 82% | | 2 | 13 | 8 | 3 |
| | | | | | |





5.1 Consider the bigger picture and think strategically





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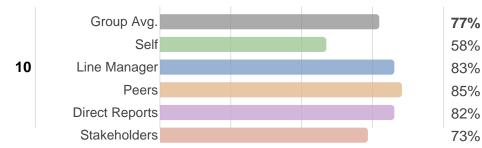
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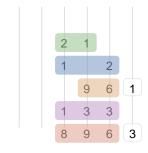
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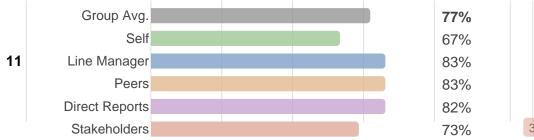
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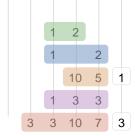
3.2 Handle multiple demands and competing priorities



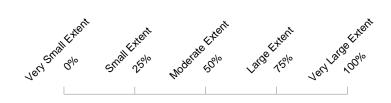


3.5 Follow through and make things happen

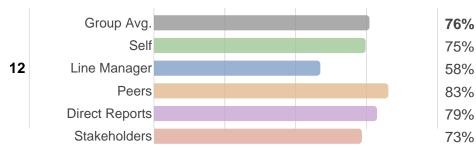




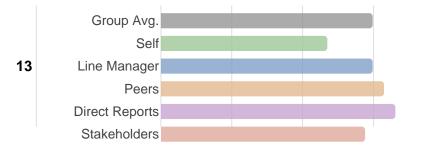




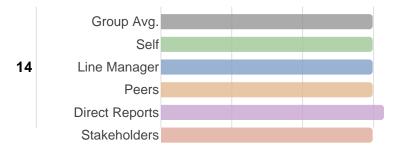
1.12 Let people know when they are performing well



3.9 Show consistency between actions and words



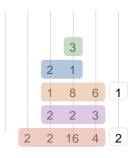
2.9 Encourage others to voice honest opinions

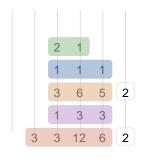












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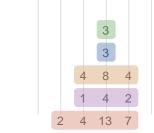
58%

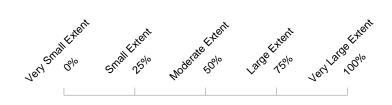
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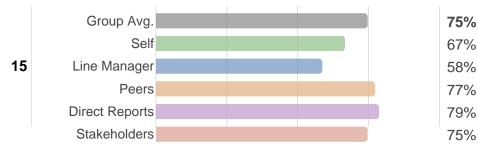
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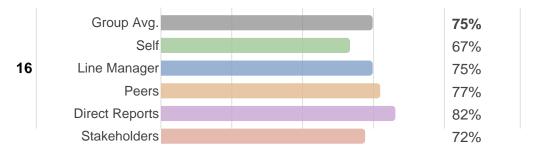




4.3 Gain the buy-in and cooperation of others



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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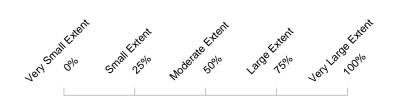
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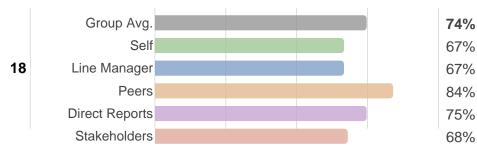
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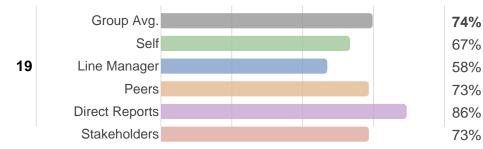


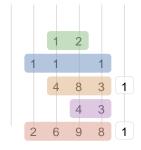


2.13 Listen carefully to input before speaking



5.3 Work with the whole organisation in mind





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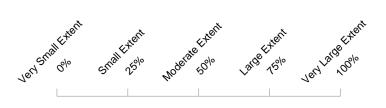
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1.1 Align others to the Strategy and Vision

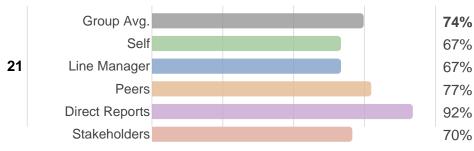


| | 1 | 2 | | |
|---|---|----|---|-------|
| | 1 | 1 | 1 | |
| | 4 | 8 | 2 | 2 |
| | 2 | 2 | 3 | |
| 1 | 5 | 11 | 7 | 2 |
| | 1 | | | 2 2 3 |

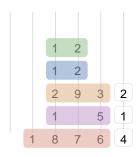




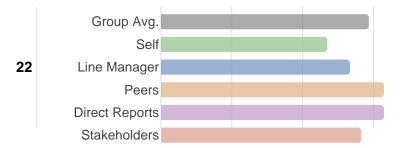
1.17 Create a blame free culture

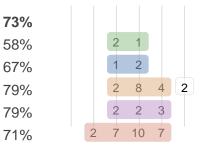




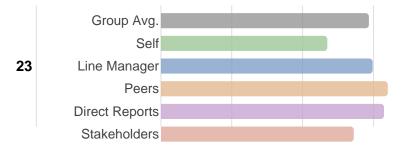


3.8 Regard the development of their staff as a key priority



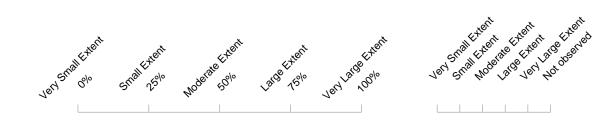


4.2 Lead and manage well in turbulent times



| 73% | | | | | |
|-----|---|---|----|---|---|
| 58% | | 2 | 1 | | |
| 75% | | | 3 | | |
| 80% | | | 12 | 3 | 1 |
| 79% | | 1 | 3 | 2 | |
| 68% | 1 | 5 | 14 | 1 | 5 |





73%

67%

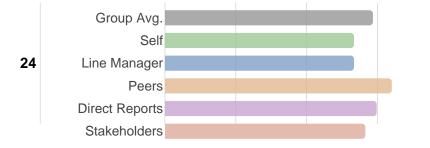
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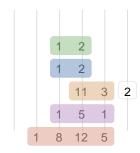
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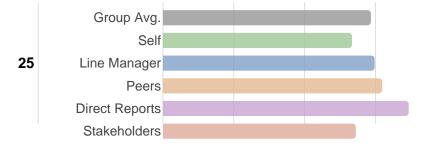
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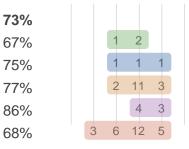
4.4 Give people a sense that change is achievable and that their contribution matters



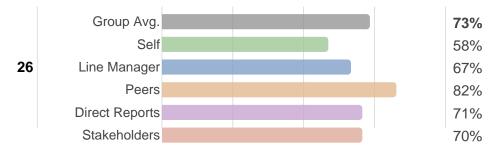


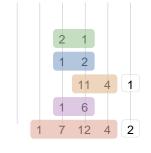
1.3 Lead by example



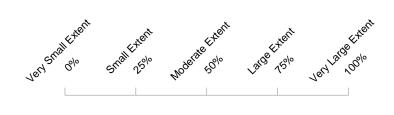


1.16 Provide clear direction for the team

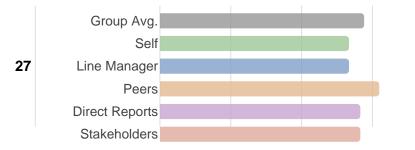




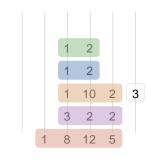




1.2 Inspire/motivate others to give their best



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72%

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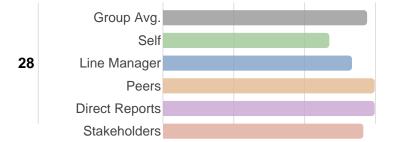
67%

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71%

1.8 Delegate authority



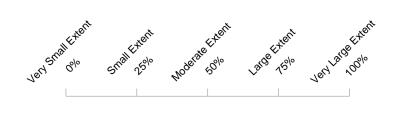
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| 1 2 | |
| 383 | 2 |
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1.11 Get top level performance from others

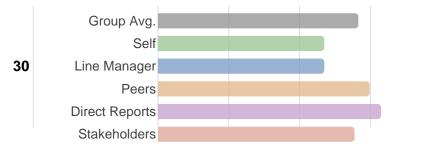


| 72% | | | | |
|-----|---|----|---|---|
| 58% | 2 | 1 | | |
| 67% | 1 | 2 | | |
| 77% | 2 | 10 | 3 | |
| 79% | | 6 | 1 | |
| 69% | 9 | 13 | 3 | 1 |

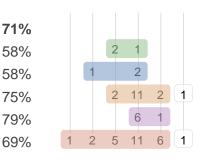




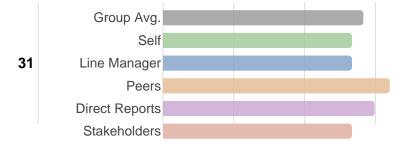
5.4 Work collaboratively with other business areas

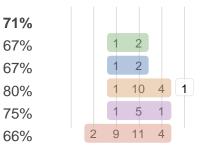


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1.15 Build a high performing team



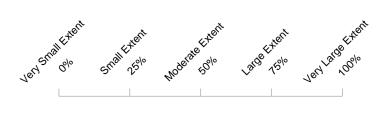


3.1 Manage their time well

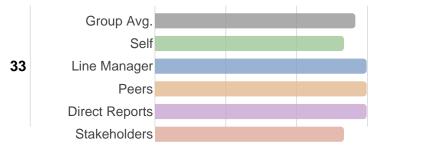


| 70% | | | | | |
|-----|---|----|---|---|---|
| 42% | 1 | 2 | | | |
| 67% | | 2 | | 1 | |
| 80% | | 1 | 9 | 4 | 2 |
| 71% | | 2 | 3 | 1 | 1 |
| 68% | | 10 | 6 | 4 | 6 |





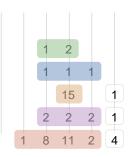
3.3 React positively under pressure



2.2 Show interest in what others think / believe







70%

67%

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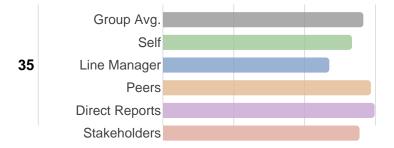
75%

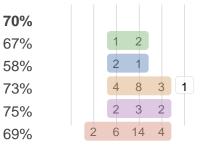
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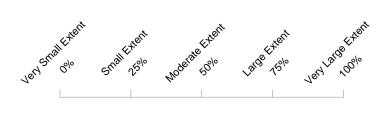
| 70% | | | | |
|-----|---|---|----|---|
| 67% | | 1 | 2 | |
| 50% | | 3 | | |
| 78% | | 4 | 6 | 6 |
| 68% | 1 | 1 | 4 | 1 |
| 67% | 2 | 7 | 14 | 3 |

2.3 Bring out the best in people

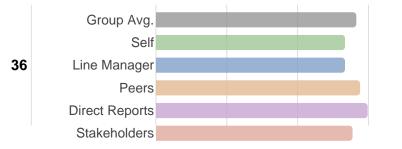




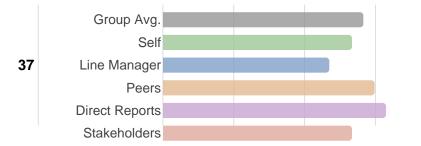


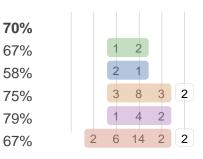


2.6 Value differences in opinions



2.7 Demonstrate emotional intelligence





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70%

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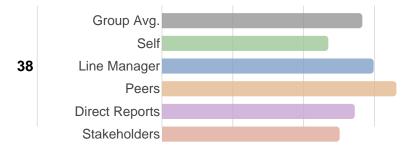
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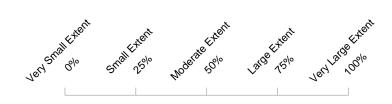
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2.11 Provide people with the information they need

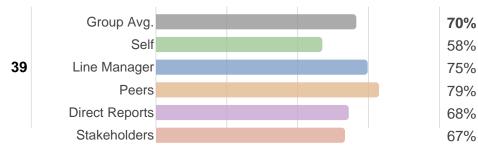


| 70% | | | | | |
|-----|---|---|----|---|---|
| 58% | | 2 | 1 | | |
| 75% | | 1 | 1 | 1 | |
| 83% | | | 10 | 5 | |
| 68% | | 2 | 5 | | |
| 63% | 1 | 9 | 13 | | 3 |

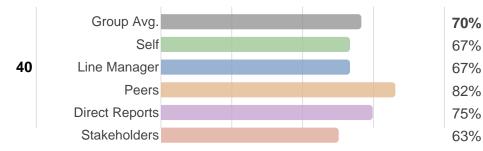




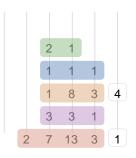
4.5 Support individuals through the change process

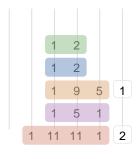


4.6 Generate development opportunities for staff



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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 |

70%

58%

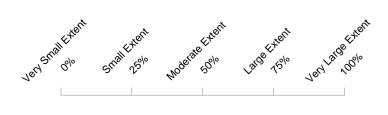
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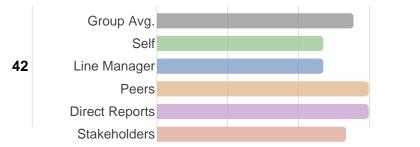
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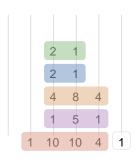
2.1 Invest time in building relationships



5.5 Display executive presence







69%

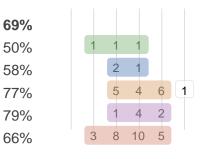
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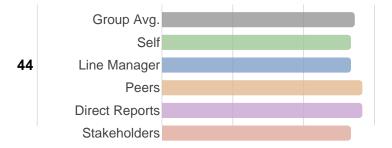
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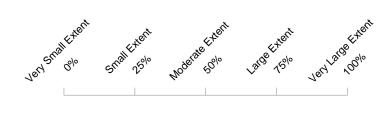


3.7 Involve appropriate people in decision making process

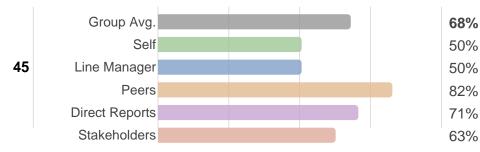


| 68% | | | | | |
|-----|---|----|---|---|---|
| 67% | | 1 | 2 | | |
| 67% | | 1 | 2 | | |
| 70% | | 5 | 9 | 2 | |
| 71% | | 2 | 4 | 1 | |
| 66% | 1 | 12 | 3 | 6 | 4 |

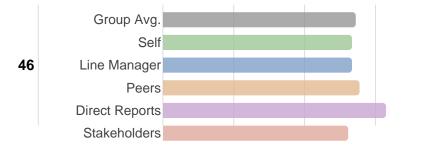




2.12 Tailor their communication to the audience



1.9 Make people feel secure to take risks



2 2 9 4 3 1 2 8 9 3 4

68%

67%

67%

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65%

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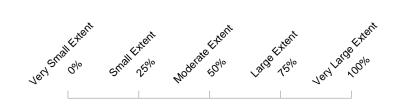
2

2.8 Constructively deal with disagreements



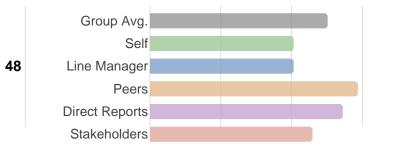
| 65% | | | | | |
|-----|---|---|----|---|---|
| 50% | 1 | 1 | 1 | | |
| 75% | | 1 | 1 | 1 | |
| 64% | 1 | 5 | 7 | 1 | 2 |
| 70% | 1 | | 3 | 1 | 2 |
| 64% | 3 | 5 | 11 | 2 | 5 |

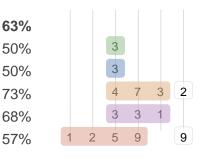




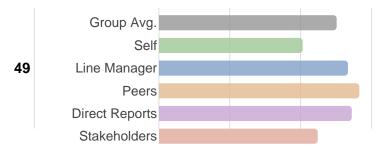


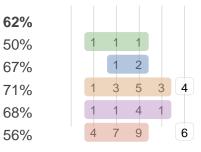
4.7 Coach staff for better performance



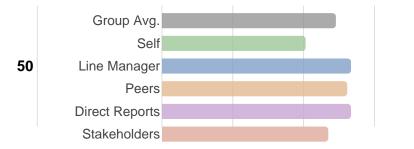


1.13 Provide clear, constructive feedback where performance standard have not been met



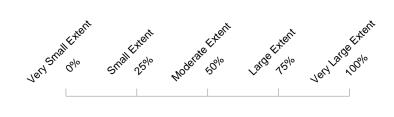


1.14 Address poor performance in a timely and transparent manner



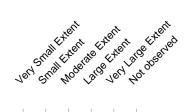
| 61% | | | | | |
|-----|---|---|---|---|----|
| 50% | 1 | 1 | 1 | | |
| 67% | 1 | | 1 | 1 | |
| 65% | 1 | 4 | 3 | 2 | 6 |
| 67% | 1 | | 5 | | 1 |
| 58% | 3 | 6 | 6 | 1 | 10 |

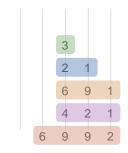




1.4 Adapt leadership style to fit the situation







60%

50%

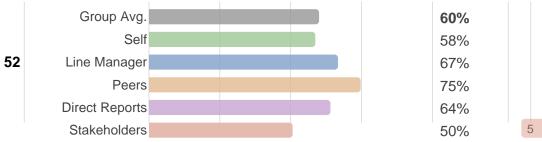
58%

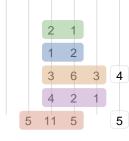
67%

64%

57%

1.6 Use a range of influencing styles

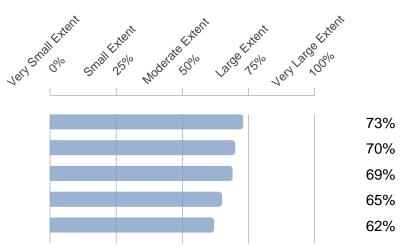






1. Summary Overview

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

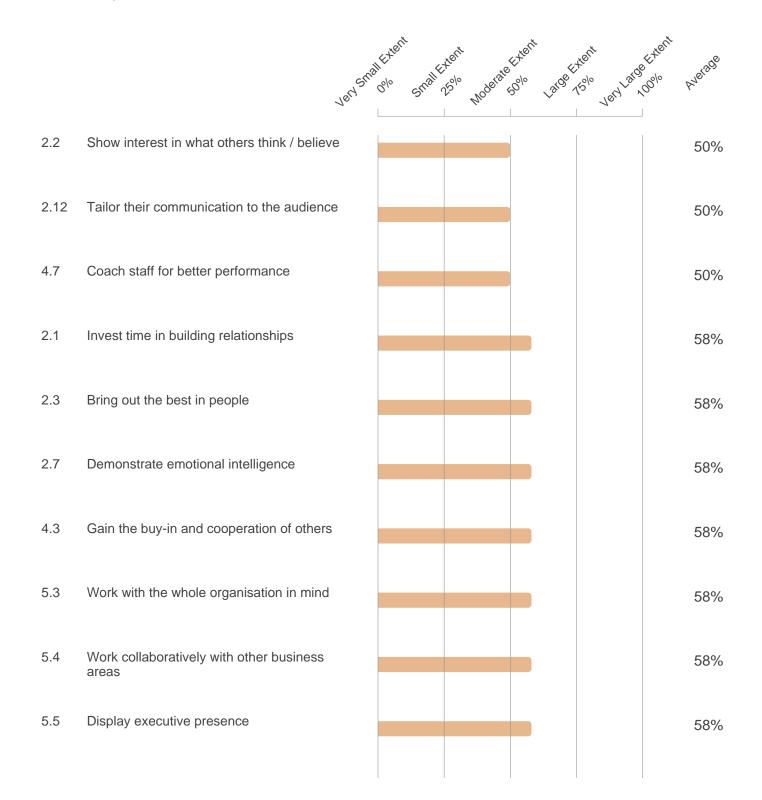
Below are the highest rated behaviours (based on the average ratings) as perceived by Line Manager).

| | Vensue | 10% Shall | A ^{ent} 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).

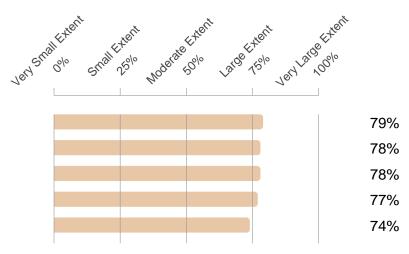




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1. Summary Overview

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



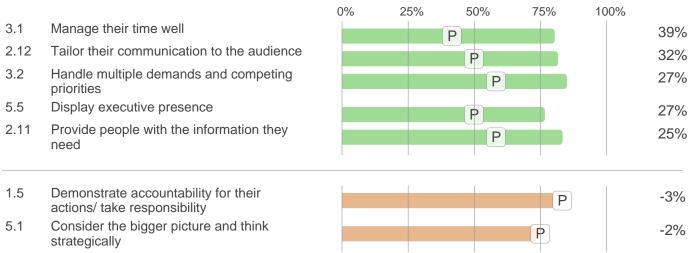
3 Personal Effectiveness

- 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



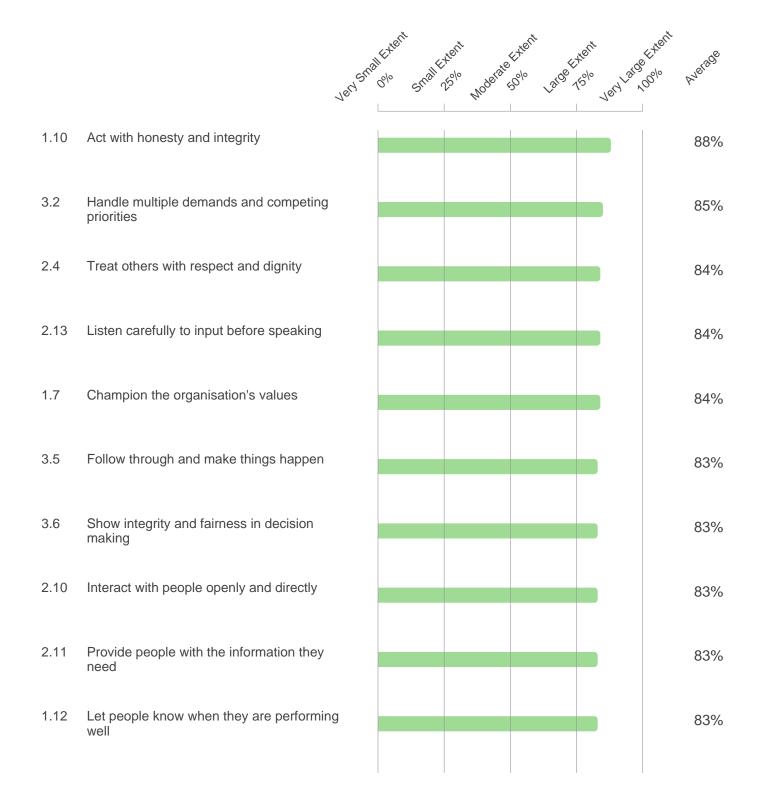


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Enclosure 2 - Peers Ratings

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).

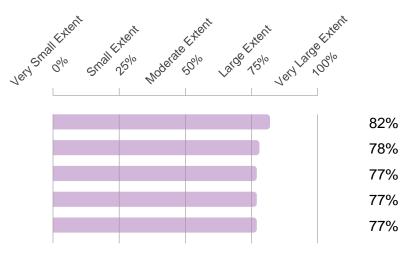
| | Venene | 0°10 Snall | tent hoderate | Extent store | 15% Very 210 | ittent Average |
|------|---|------------|---------------|--------------|--------------|----------------|
| 2.8 | Constructively deal with disagreements | | | | | 64% |
| 1.14 | Address poor performance in a timely and transparent 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



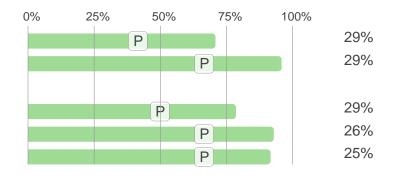
- **5** Strategic / Business Skills
- 3 Personal Effectiveness
- 2 Relationships
- 4 Continuous Improvement
- 1 Leading People

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).

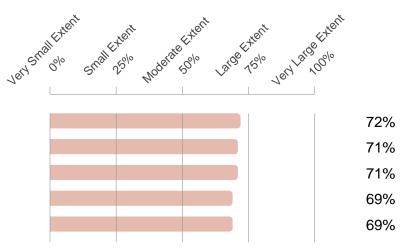
| | Vensus | 0% Snall | 25% Noberate | Externt Jaroe | 15°1° VEN - 210° | ittent hverage |
|------|---|----------|--------------|---------------|------------------|----------------|
| 1.4 | Adapt leadership style to fit the situation | | | | | 64% |
| 1.6 | Use a range of influencing styles | | | | | 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

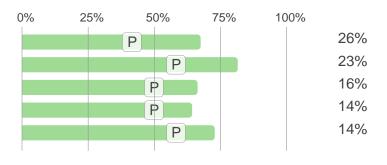
staff

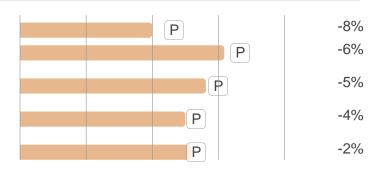
Demonstrate accountability for their

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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