

Strengths and Development Needs by Question

	2003				Strengths	Dev. Areas	Self Identified	2004				Strengths	Dev. Areas	Self Identified
	Subordinates Average	Colleagues Average	Self Rating	Managers Rating				Subordinates Average	Colleagues Average	Self Rating	Managers Rating			
Motivation														
1. Sets challenging personal objectives.	4.33	4.50	4.00	4.00				3.75	4.50	4.00	3.00		2	DV
2. Demonstrate a strong personal need to achieve results.	4.67	4.00	5.00	4.00				4.25	4.75	4.00	4.00		2	
3. Bounce back quickly following failure or disappointments.	6.00	4.50	5.00	5.00	3		ST	3.25	4.75	4.00	3.00	1	4	DV
4. Take regular actions to develop high morale and a good team spirit.	3.67	3.00	3.00	4.00		1		5.50	4.25	5.00	5.00	4	1	ST
5. Encourage others to aim high.	4.33	4.00	3.00	4.00	1			5.50	5.25	5.00	5.00	4		
Average Totals	4.60	4.00	4.00	4.20				4.45	4.70	4.40	4.00			
Problem Solving and Decision Making														
6. Make quality decisions quickly.	4.67	4.00	5.00	5.00			ST	4.00	4.00	4.00	4.00			
7. Give proper weight to all considerations when making decisions.	4.00	5.50	5.00	5.00	2	1		4.00	5.00	5.00	4.00	1	1	
8. Gather all necessary information before making important decisions.	4.00	5.50	4.00	4.00	1			4.50	4.50	4.00	4.00			
9. Challenge assumptions.	5.00	5.00	5.00	4.00	2			4.75	4.00	5.00	4.00		1	
10. Quickly identify key points from a set of complex information.	5.67	5.50	5.00	4.00	4		ST	3.75	4.50	5.00	5.00	1	1	
Average Totals	4.67	5.10	4.80	4.40				4.20	4.40	4.60	4.20			
Change														
11. Maintain high performance in uncertain situations.	4.67	4.50	4.00	5.00	1			5.00	4.25	5.00	5.00	1	1	
12. React positively to new information and changing circumstances.	5.00	5.00	5.00	4.00	2			4.50	4.00	4.00	4.00			
13. Regularly challenge the way we do things.	3.67	3.50	5.00	3.00		1		3.75	4.33	5.00	4.00		1	
14. Embrace change as an opportunity for personal development.	4.00	4.50	4.00	4.00		1		4.00	3.75	4.00	4.00			DV
15. Explain the reasons behind changes in working methods.	4.33	4.00	3.00	4.00				5.25	5.00	6.00	5.00	4		
Average Totals	4.33	4.30	4.20	4.00				4.50	4.27	4.80	4.40			

2003 / 2004

