Sheffield Hallam University

Peter Khan-Test

10 October 2017

SELF **1** | MANAGER **1** | REPORT **2** | PEER **2** | OTHER **2**

Sheffield Hallam

Contents

Your Profile

Thank you for participating in your feedback survey. The ratings provided by you and your raters are shown in this report for your review, reflection and understanding. Please take this opportunity to reflect on how others see you and to better understand how you have recently been coming across to others at work.

You will find it useful to discuss with a coach/manager to get clear on where others see you differently from how you see yourself. You may see where you have strengths and can utilise your stronger areas further. At the same time you may discover where you have:

1 a facade - where others do not fully understand your position,

2 a blind-spot - an aspect only others see and has been invisible to you until now,

3 an opportunity to stop doing things you are currently doing but should not, and/or

4 a suggestion to do things you could easily start to do but you currently do not.

Expanding your understanding of how you are being portrayed to others will empower you to understand better your current impact and power at work. Once you have explored why your behaviours are perceived in this way you will be able to create different strategies for yourself in the future for personal and business success.

Understanding The Rating Scale

When you see values in the remainder of the report, they are based on the following numerical meaning of the scale used in the questionnaire:

1	2	3	4	5
Poor	Fair	Satisfactory	Good	Excellent

The Model

Understanding context and identifying opportunities

Uniting around a shared vision

Agreeing a plan

Communicating direction in ways people can believe in

Creating the right conditions

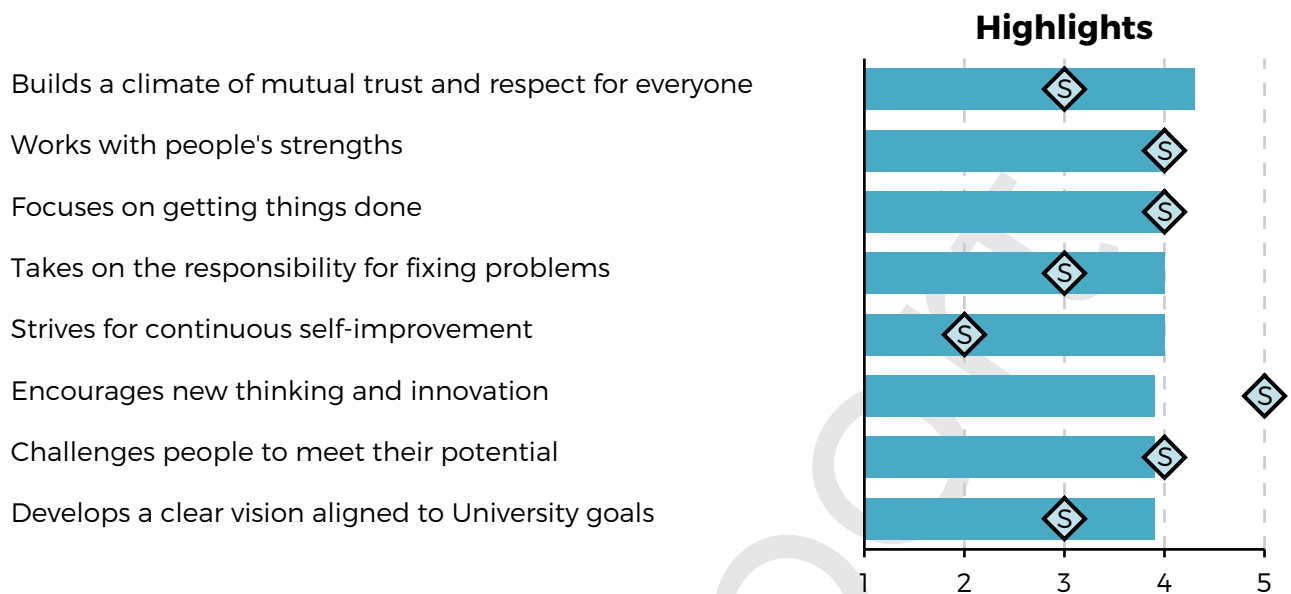**Creating an emotional connection**

Building Capability

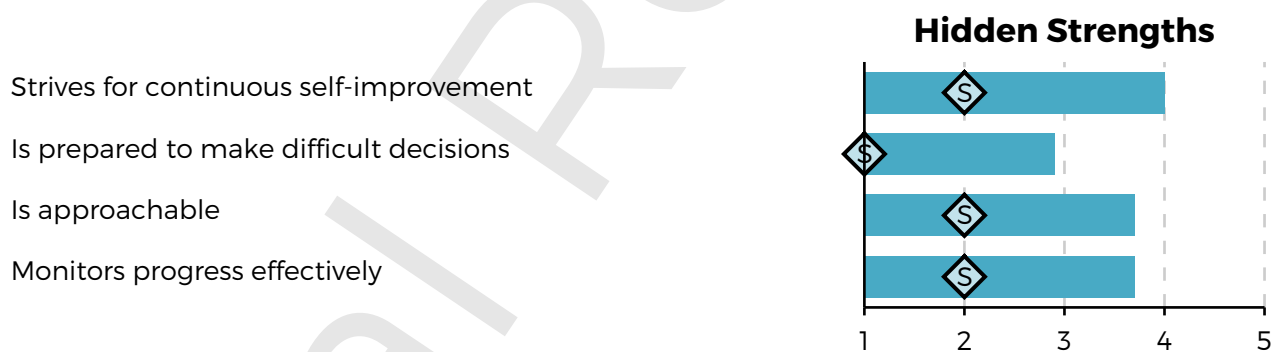**Focusing on goals**

Focusing on Performance

Taking Responsibility

Highlights and Hidden Strengths

Below are your **highest-rated behaviours**, as produced from all of your raters excluding yourself. Your own ratings are shown for comparison.

Highlights

Behaviour	
Builds a climate of mutual trust and respect for everyone	
Works with people's strengths	
Focuses on getting things done	
Takes on the responsibility for fixing problems	
Strives for continuous self-improvement	
Encourages new thinking and innovation	
Challenges people to meet their potential	
Develops a clear vision aligned to University goals	

And below are your 'hidden strengths' - where your raters gave you **relatively higher scores than you gave yourself**.

Hidden Strengths

| Behaviour	
Strives for continuous self-improvement	
Is prepared to make difficult decisions	
Is approachable	
Monitors progress effectively	

Understanding the charts

Your Self score → S → Your score from everyone else →

Competency Results

Below you will see the average score of all ratings given under each competency. The diamonds show the average rating that you have given yourself, while the bars show the average rating given by everyone else who responded.
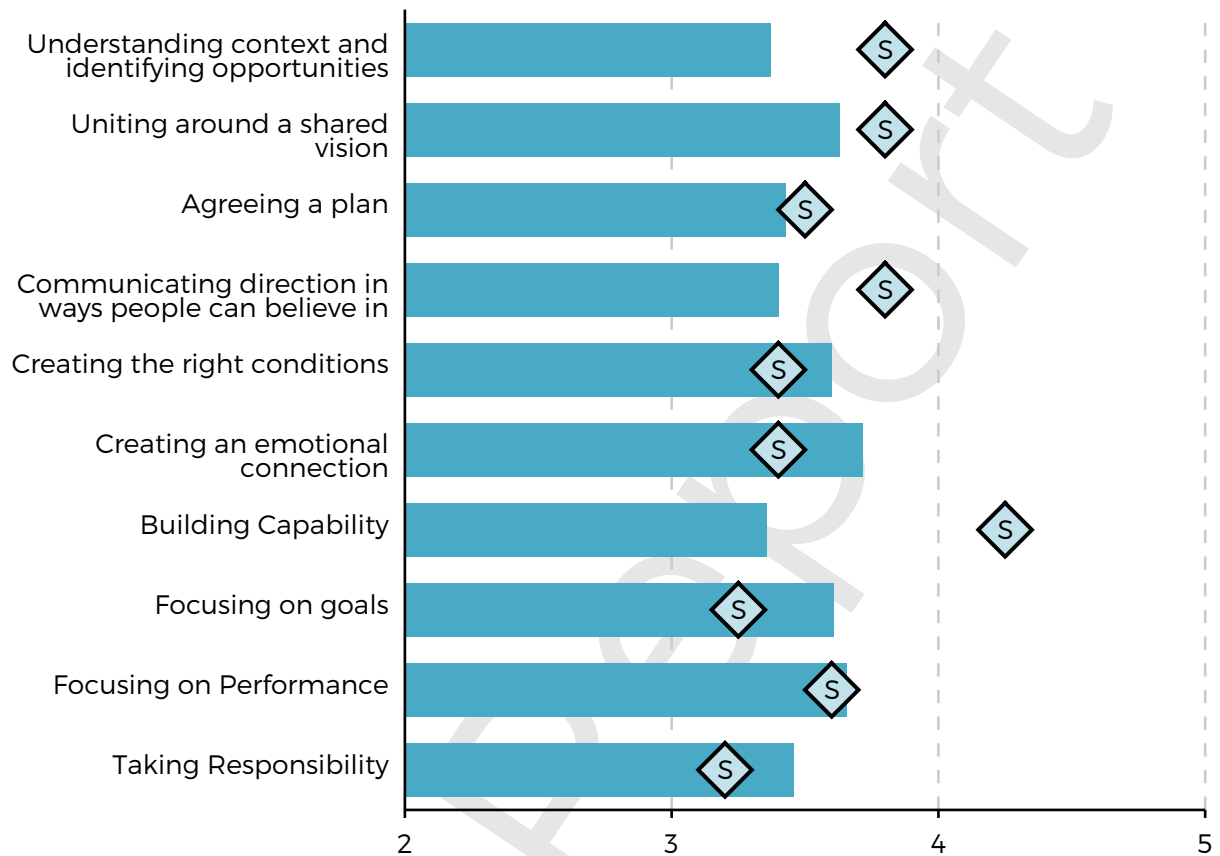
Understand Your Raters

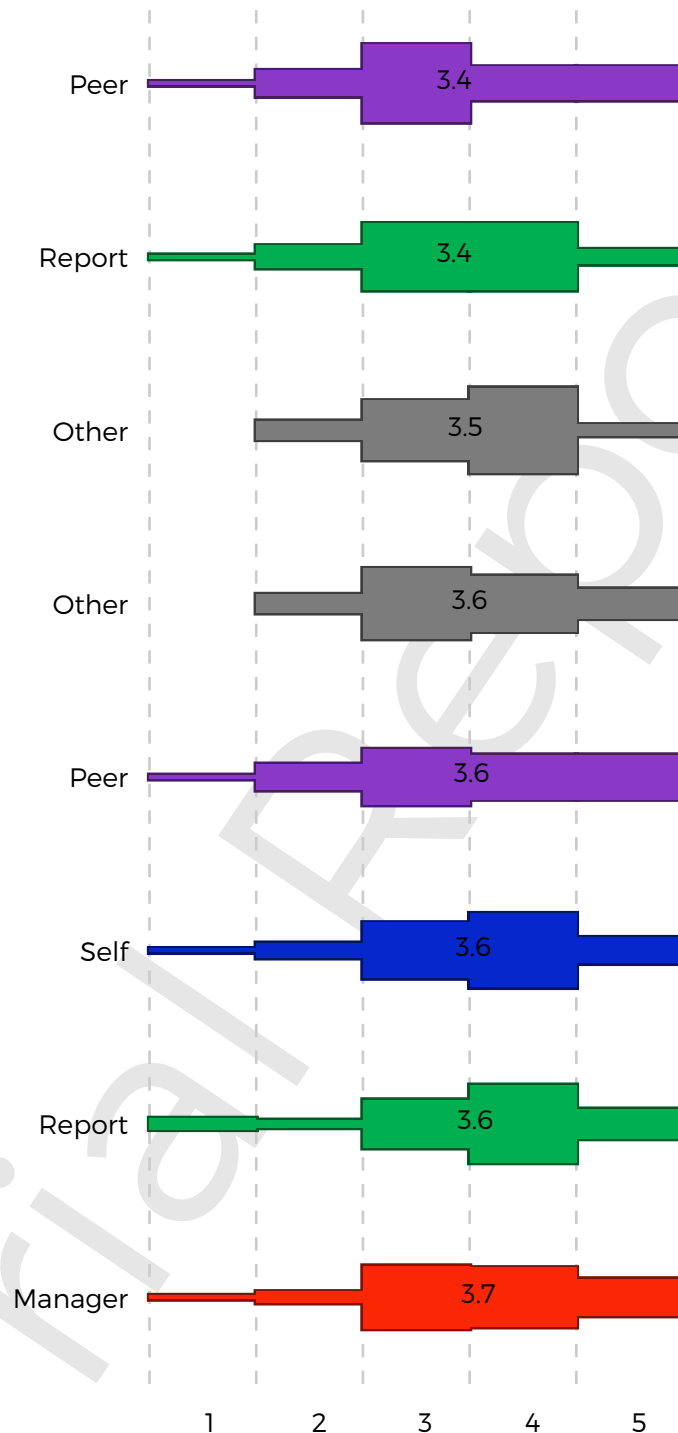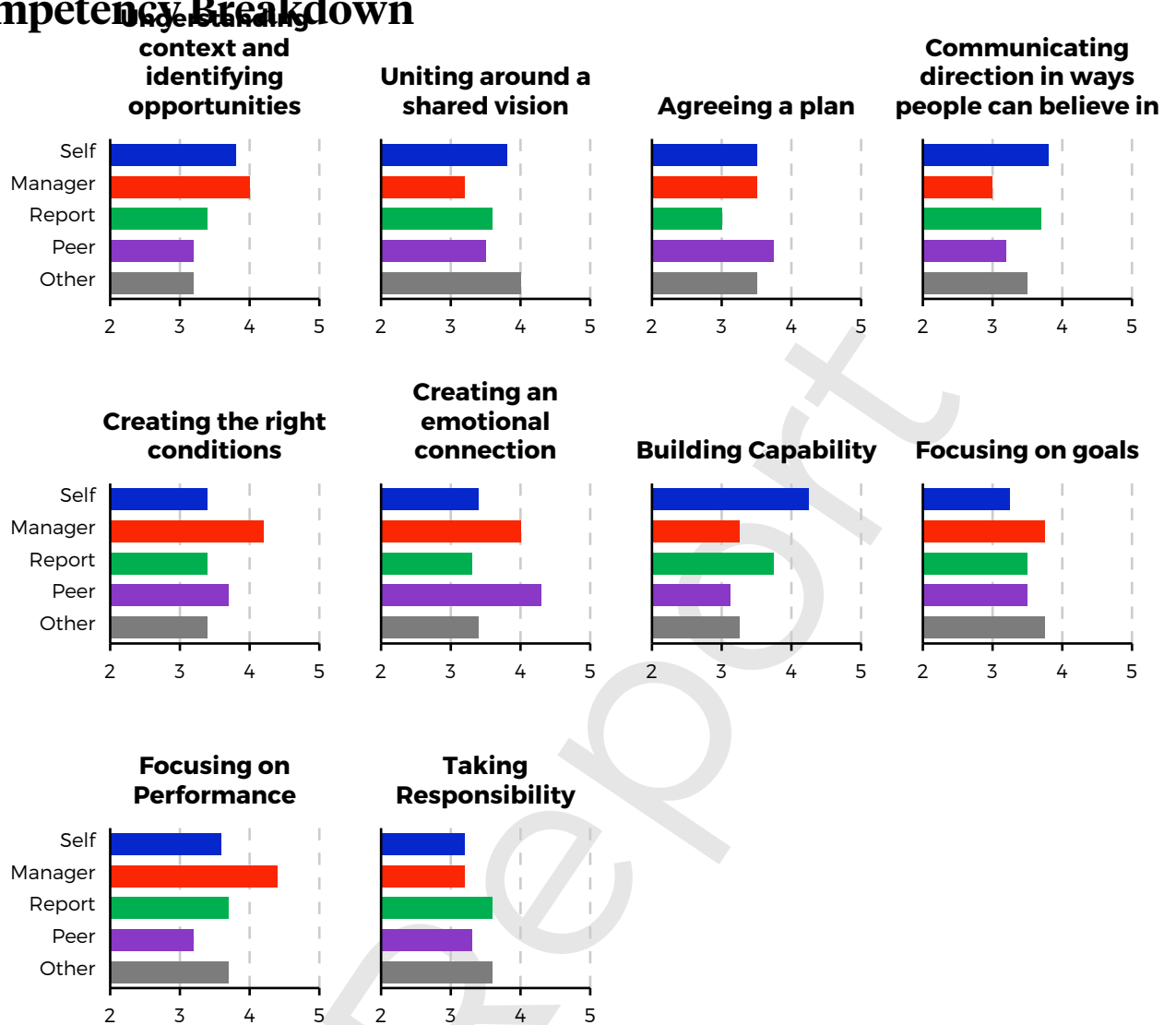How are you seen differently by those you have chosen to rate you?

The shaded blocks on these graphs illustrate the distribution of ratings for each of your selected raters. The figure in the middle of the shaded area is the average rating given by that rater.

Rater Score Distributions

Peer — 3.4
Report — 3.4
Other — 3.5
Other — 3.6
Peer — 3.6
Self — 3.6
Report — 3.6
Manager — 3.7

1 2 3 4 5

Competency Breakdown

Understanding context and identifying opportunities

Self	
Manager	
Report	
Peer	
Other	

Uniting around a shared vision

Agreeing a plan

Communicating direction in ways people can believe in

Creating the right conditions

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Lowlights and Blindspots

Below are your **lowest-rated behaviours**, as produced from all of your raters excluding yourself. Your own ratings are shown for comparison.

Lowlights

communicates clearly
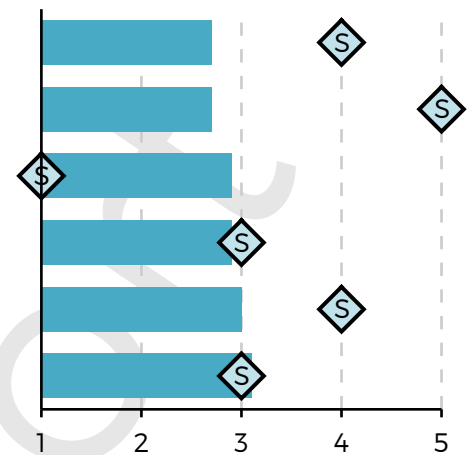
Celebrates success

Is prepared to make difficult decisions

Balances caution with ambition in decision making

Creates development opportunities for others

Works across organisational boundaries

And below are your 'blindspots' - where your raters gave you **relatively lower scores than you gave yourself**.

Blindspots
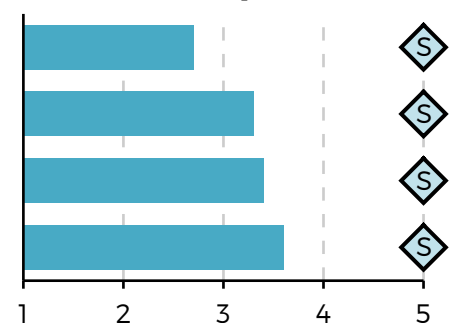
Celebrates success

Shows people they are valued

Spots new opportunities and improvements

Encourages career development

Your reviewers have specifically said

What is Peter particularly good at?

"Mauris interdum elementum mi a pharetra. Morbi a tempus justo, id lobortis lacus."

"Nunc venenatis orci ligula, vel imperdiet arcu maximus eu. Nam varius lobortis risus, id dictum urna ornare nec."

"Donec nibh ante, viverra nec porttitor ut, semper ac odio."

"Sed vitae tincidunt turpis, sed varius augue. Nullam vitae nibh est. Curabitur laoreet nisi et urna feugiat accumsan vel sed lectus."

"Suspendisse rutrum eget nulla vitae dapibus. Nunc consequat arcu nulla, ut aliquam purus pellentesque bibendum."

"Mauris interdum elementum mi a pharetra. Morbi a tempus justo, id lobortis lacus."

"Donec nibh ante, viverra nec porttitor ut, semper ac odio."

How can Peter increase his current effectiveness?

"Donec nibh ante, viverra nec porttitor ut, semper ac odio."

"Vestibulum interdum, orci sit amet interdum consectetur, ante quam lacinia risus, ut aliquet arcu lorem at justo. Vestibulum suscipit varius arcu vitae aliquam. Pellentesque non est et tellus venenatis pretium at quis massa."

"Nunc venenatis orci ligula, vel imperdiet arcu maximus eu. Nam varius lobortis risus, id dictum urna ornare nec."

"Nulla convallis justo ultricies, vehicula felis ac, sagittis orci."

"Aenean et sapien malesuada, posuere neque rhoncus, hendrerit lorem. Lorem ipsum dolor sit amet, consectetur adipiscing elit."

"Curabitur convallis tempus nibh sit amet ultricies. Donec velit tellus, egestas id pellentesque eu, suscipit euismod orci."

"Donec nibh ante, viverra nec porttitor ut, semper ac odio."

What should Peter work on?

"Suspendisse rutrum eget nulla vitae dapibus. Nunc consequat arcu nulla, ut aliquam purus pellentesque bibendum."

"Sed malesuada, orci nec rhoncus convallis, diam nibh mollis enim, sagittis porttitor diam arcu cursus tellus. Nulla facilisi."

"Nulla convallis justo ultricies, vehicula felis ac, sagittis orci."

"Lorem ipsum dolor sit amet, consectetur adipiscing elit. Maecenas pharetra ipsum in ornare facilisis. Duis bibendum sapien tincidunt felis semper, sit amet sodales est venenatis."

"Vestibulum interdum, orci sit amet interdum consectetur, ante quam lacinia risus, ut aliquet arcu lorem at justo. Vestibulum suscipit varius arcu vitae aliquam. Pellentesque non est et tellus venenatis pretium at quis massa."

"Curabitur convallis tempus nibh sit amet ultricies. Donec velit tellus, egestas id pellentesque eu, suscipit euismod orci."

"Cras elit diam, posuere tempor commodo vitae, commodo id arcu. Vivamus et tincidunt nisl. Aenean tempus metus id est tincidunt, nec porta felis tristique."

Your own thoughts before

What are you particularly good at?

"Mauris consectetur ligula vehicula ligula condimentum porta."

How can you increase your current effectiveness?

"Curabitur convallis tempus nibh sit amet ultricies. Donec velit tellus, egestas id pellentesque eu, suscipit euismod orci."

What should you work on?

"Mauris consectetur ligula vehicula ligula condimentum porta."

Now what are your thoughts?

What conclusions do you draw on:

1 Your relationships with your raters?

2 Your blind-spots (ie. aspects of your behaviour you have not been aware of before now?)

3 What you are particularly good at?

4 What you are not so good at?

Areas for focus - translating issues into intentions

The steps described on this page reflect recent learnings from the field of behavioural neuroscience. By taking these simple steps the evidence shows that you will significantly increase your chances of achieving real improvements in your performance.

Which areas would you like to focus on?

Write out the specific behaviours or general areas that you want to improve. In choosing these areas, balance your current performance against the things that are important for your current role and for your future career. E.g. Get distracted at work and go off track

1

2

3

Positive Action Statements

Take each area one at a time and describe how you would like to 'be' in the future, by defining one or more "If... then..." statements for that area.
E.g. If I get distracted by details, then I will ignore the distraction and focus on the job in hand

1

2

3

What will work be like if these areas change?

Visualise what it is going to be like for you and for others at work if these areas shift as you would like. Describe in a sentence as clearly and specifically as you can what will be happening and how you will feel.
E.g. I will get important jobs done quicker, and my colleagues will appreciate my focus and delivery of work at speed.

1

2

3

Next Steps

If you have any further questions, please contact:

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Item Responses

Understanding context and identifying opportunities

	Self	Mgr	Rpt	Peer	Othr
1 Shows awareness of current organisational and political issues	4.0	4.0	4.0	2.5	3.0
2 Anticipates factors that might impact the future	3.0	4.0	4.5	3.0	3.0
3 Responds to changing circumstances	4.0	4.0	3.5	3.5	4.0
4 Spots new opportunities and improvements	5.0	5.0	2.5	3.5	3.5
5 Balances caution with ambition in decision making	3.0	3.0	2.5	3.5	2.5
Average	**3.8**	**4.0**	**3.4**	**3.2**	**3.2**
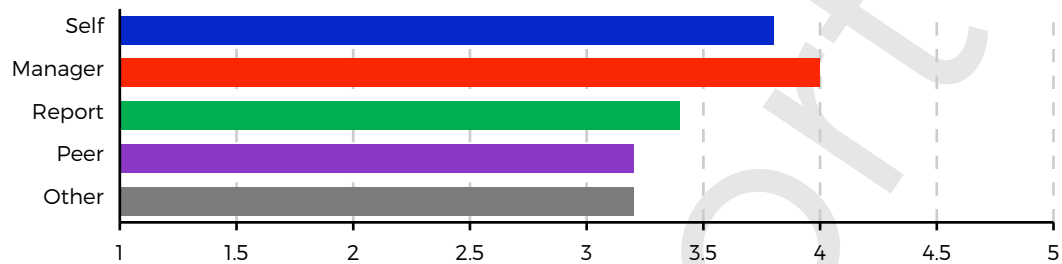
Comments: Q1: "Aenean et sapien m", "Nulla convallis justo ul"
Q3: "Pellentesque habit"
Q4: "Sed malesuada, orci nec rho"
Q5: "Mauris consectetur ligul"

Uniting around a shared vision

	Self	Mgr	Rpt	Peer	Othr
1 Develops a clear vision aligned to University goals	3.0	4.0	4.0	3.0	4.5
2 Has a clear view of the future direction for the team	5.0	3.0	3.0	5.0	3.5
3 Clarifies how success will be evaluated	4.0	2.0	3.5	3.0	4.0
4 Demonstrates a belief in the vision	3.0	4.0	4.0	3.5	4.0
5 Gains peer commitment to a shared vision	4.0	3.0	3.5	3.0	4.0
Average	**3.8**	**3.2**	**3.6**	**3.5**	**4.0**
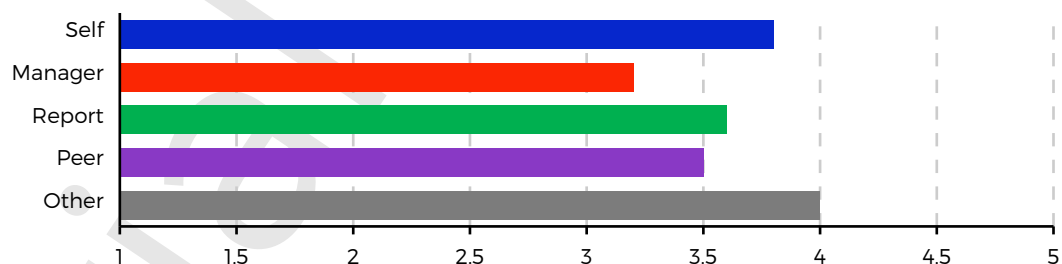
Comments: Q1: "Cras elit diam, posu", "Cras elit di"
Q2: "Vestibulum interdum, o", "Vestibulum interdum, orc"
Q3: "Sed vitae tincidunt turpis,", "Vestibulum ante i", "Nunc venenatis orci ligula, vel imper"
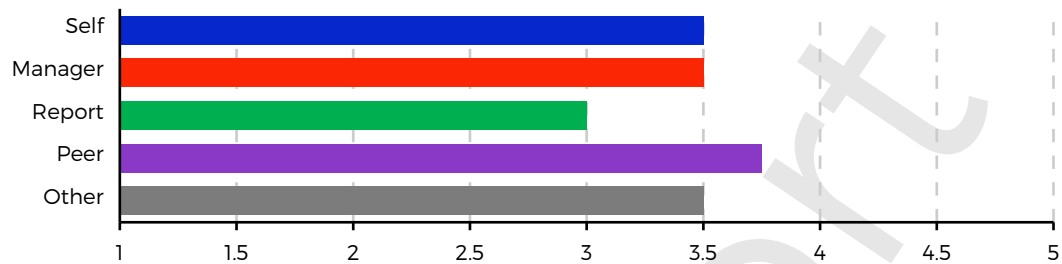Q4: "Mauris scel"
Q5: "Vestibulum ante"

Agreeing a plan

|	Self	Mgr	Rpt	Peer	Othr
1 Works across organisational boundaries	3.0	2.0	2.0	4.0	4.0
2 Consults with diverse groups when making decisions	4.0	4.0	4.0	4.0	2.5
3 Clarifies expectations people can believe in	3.0	5.0	3.0	3.0	3.5
4 Demonstrates full commitment to own and shared responsibilities	4.0	3.0	3.0	4.0	4.0
Average	**3.5**	**3.5**	**3.0**	**3.8**	**3.5**

Comments: Q2: "Sed vitae tincidunt t", "Nunc venenatis orci ligula, vel", "Lorem ipsu"
Q4: "Sed malesuada, orc", "Vestibulum interdum,"

Communicating direction in ways people can believe in

|	Self	Mgr	Rpt	Peer	Othr
1 Communicates the vision in a meaningful way	4.0	3.0	4.5	2.5	3.0
2 Takes the time to actively listen	4.0	4.0	4.5	3.5	3.0
3 Is open to others' contributions and concerns	4.0	3.0	4.0	3.0	4.5
4 communicates clearly	4.0	1.0	1.5	4.0	3.5
5 Shows enthusiasm	3.0	4.0	4.0	3.0	3.5
Average	**3.8**	**3.0**	**3.7**	**3.2**	**3.5**
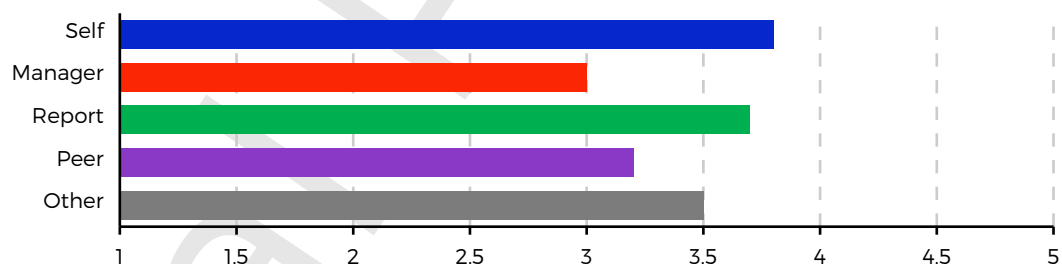
Comments: Q1: "Aenean et sapien malesuada, p"
Q3: "Nulla convallis justo ultr"
Q4: "Pellentesque habitant mor", "Vestibulum interdum, or"
Q5: "Nulla convallis justo ultr", "Lorem ipsum dolor sit amet, consec", "Donec nibh ante, v", "Vestibulum ante ipsum"

Creating the right conditions

|	Self	Mgr	Rpt	Peer	Othr
1 Creates a sense of shared responsibility	3.0	5.0	2.0	4.0	4.0
2 Ensures people have the freedom to express themselves	3.0	3.0	3.5	3.5	3.0
3 Empowers others to make decisions	4.0	5.0	4.0	2.5	3.0
4 Provides appropriate information and guidance	4.0	3.0	3.0	3.5	4.0
5 Builds a climate of mutual trust and respect for everyone	3.0	5.0	4.5	5.0	3.0
Average	**3.4**	**4.2**	**3.4**	**3.7**	**3.4**
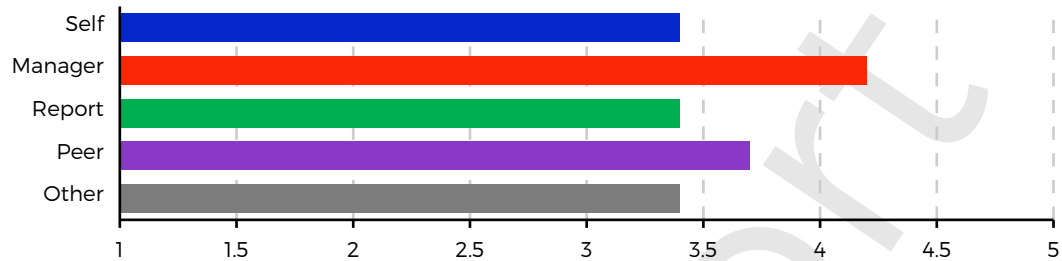
Comments: Q4: "Vestibulum interdum, orci sit amet inte", "Sed vitae tincidunt turp"
Q5: "Nunc venenatis orci l", "Nulla convallis justo ultricies, vehicul", "Aenean et sapien males", "Pellentesque habitant morbi tristiqu"

Creating an emotional connection

	Self	Mgr	Rpt	Peer	Othr
1 Works with people's strengths	4.0	4.0	3.5	5.0	3.5
2 Takes time to get to know people	3.0	3.0	4.0	4.0	3.5
3 Pays attention to how others are feeling	3.0	4.0	3.5	4.0	4.0
4 Shows people they are valued	5.0	4.0	3.0	4.0	2.5
5 Is approachable	2.0	5.0	2.5	4.5	3.5
Average	**3.4**	**4.0**	**3.3**	**4.3**	**3.4**
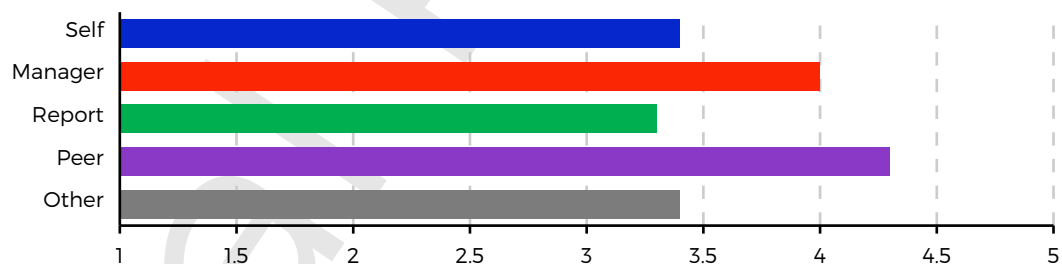
Comments: Q1: "Suspendisse rutrum eget", "Pellentesque habitan"
Q2: "Donec nibh ant", "Lorem ipsum dolor sit amet, conse"
Q3: "Lorem ipsum dolor sit amet,", "Sed malesuada,"
Q5: "Suspendisse rutru"

Building Capability

		Self	Mgr	Rpt	Peer	Othr
1	Creates development opportunities for others	4.0	3.0	3.0	3.0	3.0
2	Encourages learning and positivity	4.0	3.0	4.0	3.0	4.0
3	Encourages career development	5.0	4.0	4.5	3.0	3.0
4	Spots talent in others	4.0	3.0	3.5	3.5	3.0
Average		**4.2**	**3.2**	**3.8**	**3.1**	**3.2**

Self
Manager
Report
Peer
Other

1   1.5   2   2.5   3   3.5   4   4.5   5
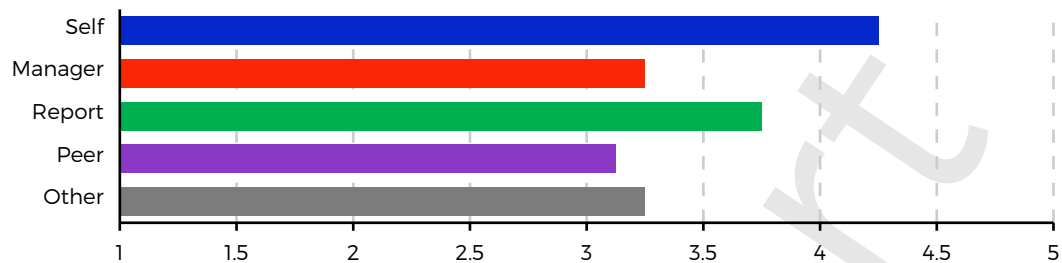
Comments: Q1: "Vestibulum interdum, orci sit am", "Vestibulum interdum, orci sit amet"
Q3: "Mauris scelerisque, lorem"

Focusing on goals

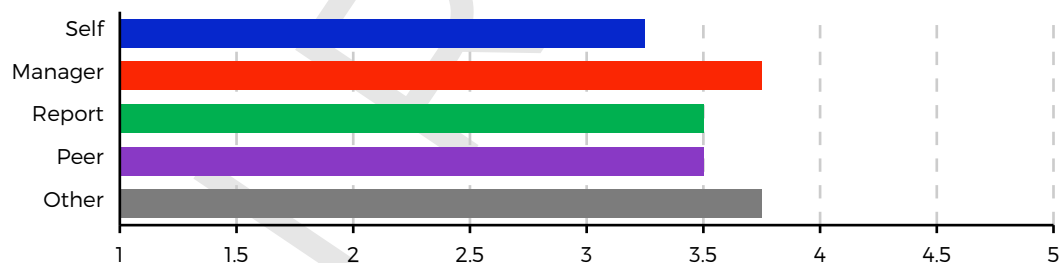|		Self	Mgr	Rpt	Peer	Othr
1	Monitors progress effectively	2.0	4.0	4.0	3.0	4.0
2	Celebrates success	5.0	3.0	2.5	3.0	2.5
3	Strives for continuous self-improvement	2.0	5.0	4.0	4.0	3.5
4	Focuses on getting things done	4.0	3.0	3.5	4.0	5.0
Average		**3.2**	**3.8**	**3.5**	**3.5**	**3.8**

Self
Manager
Report
Peer
Other

1   1.5   2   2.5   3   3.5   4   4.5   5

Comments: Q1: "Cras elit diam, posuere tempor commo", "Cras elit diam, po"
Q2: "Vestibulum interdum, o", "Curabitur convalli"
Q4: "Vestibulum int", "Sed malesuada, orci nec rhoncus conval"

Focusing on Performance

|	Self	Mgr	Rpt	Peer	Othr
1 Challenges people to meet their potential	4.0	5.0	3.5	4.5	3.0
2 Encourages others to believe in themselves	4.0	4.0	4.0	2.5	4.0
3 Challenges inefficiencies	3.0	5.0	3.0	3.5	4.0
4 Addresses performance issues	2.0	3.0	4.0	2.5	3.5
5 Encourages new thinking and innovation	5.0	5.0	4.0	3.0	4.0
Average	**3.6**	**4.4**	**3.7**	**3.2**	**3.7**
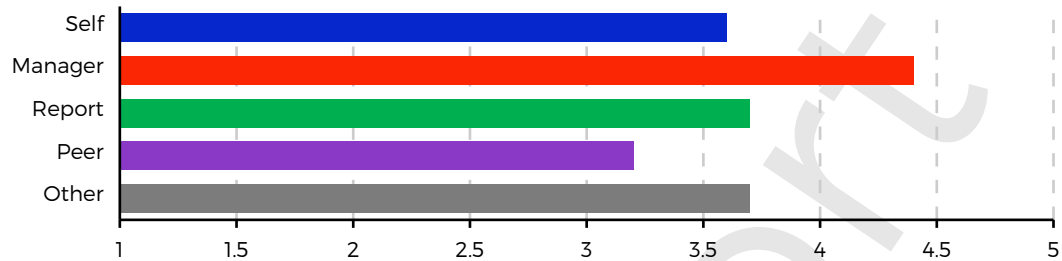
Comments: Q1: "Sed vitae tincidunt turpis, sed varius"
Q3: "Cras elit diam", "Nunc venenatis orci ligul", "Curabitur convallis"
Q4: "Suspendisse rutrum eg", "Cras elit diam, posuere tempor commodo v"
Q5: "Vestibulum ante ipsum primis in fa"

Taking Responsibility

	Self	Mgr	Rpt	Peer	Othr
1 Faces up to the consequences of own actions	3.0	4.0	3.5	3.5	3.5
2 Talks honestly and openly	5.0	3.0	4.0	3.0	4.5
3 Is realistic about what can and cannot be done	4.0	4.0	3.5	2.5	3.0
4 Takes on the responsibility for fixing problems	3.0	3.0	4.0	4.5	4.0
5 Is prepared to make difficult decisions	1.0	2.0	3.0	3.0	3.0
Average	**3.2**	**3.2**	**3.6**	**3.3**	**3.6**
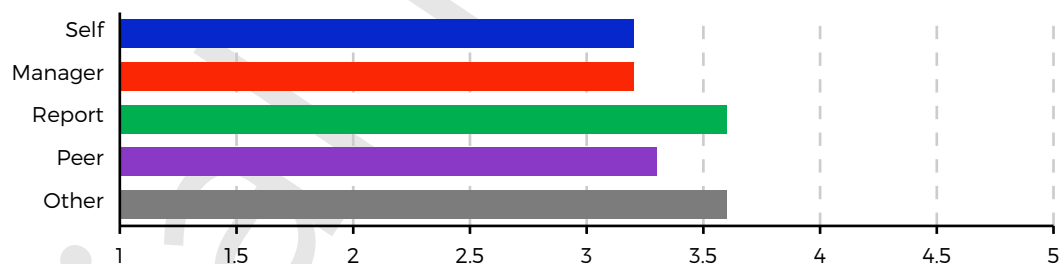
Comments: Q1: "Nunc venenatis", "Nunc venenatis or", "Mauris scelerisque, lorem v"
Q2: "Lorem ipsum dolor sit"
Q3: "Nulla convallis justo ultr", "Sed vitae tincidunt", "Suspendisse"
Q4: "Aenean et sapien malesuada, posuere neq"