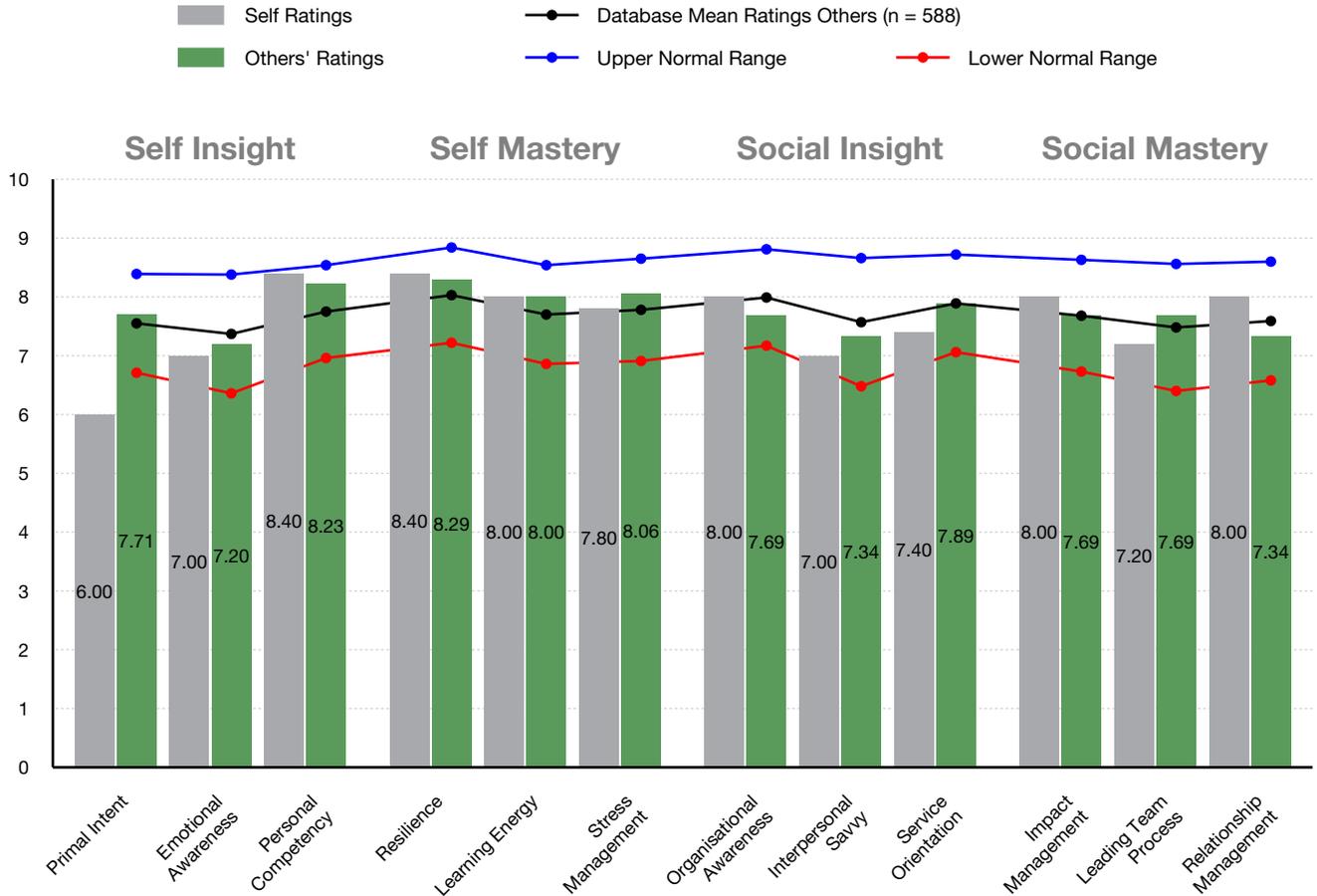


# Capability Comparisons



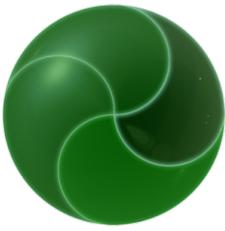
## Explanation of Graph

### Graph of Results

The purpose of the bar graph above is to depict results at the capability level for Self (Grey) and aggregate Others (Green). This allows for comparison between Self and Others' results.

The horizontal blue, black and red lines that cut across the bar graph represent the normal range that any green bar can be compared against. Around 70% of all green bars will fall within the normal range. This range is charted from the norms of all previous Other raters.

# Emotional Awareness



*An individual's ability to recognise and articulate their emotions and why and how these affect them.*

## Results

Behaviour	Self Rating	Other Raters								
		Mean	Std Dev	S*	A	B	C	D	E	F
I express what I am thinking and feeling and why	9	7.71	0.95	9	8	6	8	8	8	7
I show that I understand the link between emotions and work performance	7	7.57	1.13	8	7	7	9	7	6	9
I acknowledge my feelings rather than blaming people or situations	5	6.71	1.60	7	6	6	10	6	5	7
I take responsibility for my emotions and respect those of others	7	7.00	0.82	8	7	6	8	7	7	6
I demonstrate an understanding of how emotions impact on relationships	7	7.00	0.82	6	7	7	8	7	6	8

**Notes:** S denotes the supervisor responses

## Options for Improvement

There are some indications that you may need to improve your performance in this area relative to the other capabilities.

The first level of emotional awareness is knowing when feelings are present in ourselves. We become 'aware' of the feeling when we first think about it or realise we feel something at that moment. For example: we might be feeling impatient and start to tap our pen. At first we are not aware either that we are tapping the pen or of the feeling that is prompting the tapping. Then we might notice we are tapping our pen and then also realise that we are feeling impatient. We might also be saying to ourselves, "I can't believe how long this is taking". Then we might realise that we are feeling judgmental by judging how long it 'should' take.

The literature on emotional intelligence highlights the fact that our feelings direct us to what is important to think about. Through thought, our feelings can point us to the causes of our negative feelings and to possible solutions. But if we fail to acknowledge our negative feelings, then we won't be able to focus our attention on the problems that need to be solved. For nature's inner guidance system to function we must acknowledge our feelings.

Many people try to stop themselves from feeling their negative emotions. They may use drugs and alcohol. They may use entertainment and distraction. They may also try to simply deny the existence of their negative feelings. Even education, intellectual or religious pursuits can serve to stop us from acknowledging our feelings. All of this defeats nature's purpose in supplying us with negative feelings.



# Written Feedback

## *Feedback from your raters*

**Note:** Comments are verbatim, that is, with no corrections to spelling, grammar or punctuation.

### **What have been Sample's perceived leadership contributions over the last 6 months?**

#### **Self Comments**

- Led by example.
  - Supported development opportunities for staff.
- Relationship management.
- Innovative problem solving.
- Change management.

#### **Supervisor's Comments**

- Establishing productive working relationships with initially resistant internal stakeholders. Sample displayed excellent negotiation skills to achieve this important outcome.
- Managing resources to deliver high quality business products related to industry assistance programs. Sample effectively managed resources to ensure key milestones were met.
- Building an effective team. Sample has shown an ability to make good judgements when recruiting staff to his section.

#### **Others' Comments**

- Sample is very effective in leading a team to achieve great outcomes.
- He is able to conceptualise a task and what is required to achieve it and communicate to staff what is their role in achieving this outcome.
- Sample provides a great focus on completing required tasks and consulting appropriately.
- Excellent delivery of products.
- Leads team in a relaxed way and good at managing stress.
- I have watched him build his internal team, network with senior managers, stakeholders and influencers and critically form a strong network of external contacts so that he and his team are now seen as trusted advisors.

## What do you believe are Sample's key strengths?

### Self Comments

- Adapting my personality to suit the situation
- Providing support and encouragement to those around me
- Building and maintaining strong relationships
- A loyal person
- Strong communication skills
- Projecting positivity and sense of humour

### Supervisor's Comments

- Sample is a rock, a person you can rely on to make it happen when the chips are down. This strength will be of vital importance as our business goes through a number of challenges/changes.

### Others' Comments

- Sample has significant experience and knowledge to share - from within the industry and within our business.
- Sample is passionate about our business and he demonstrates this passion when attacking day to day tasks - Sample believes in what our business is all about.
- Sample is a true Team man, thinks about the development and input of others.
- Sample is easy to deal with.
- Great people person
- Very likeable
- Great relationships with customers
- Strong internal relationships
- Experience in industry & role
- Knowledgeable
- Even tempered
- Strong on relationships
- Trustworthy
- Good listener
- Always willing to assist / guide / direct
- Reliable
- Good / strong leader
- Communication to external customers
- Absolutely understands and believes in our company values and culture.
- Understands our business and the industry very well
- Communicates clearly and effectively (both written and oral)
- Has very good relationship building skills both internally and externally
- Encourages and motivates others to perform well
- Is a very good judge of character and can identify poor performers
- Has a good understanding of the supply-chain
- Always meets deadlines

## Overall what suggestions can you make as to how Sample might develop their emotional and social intelligence?

### Self Comments

- Recognising emotional cues of others.
- Learning to listen more effectively.
- Recognising ideas of others more overtly.
- Being more consultative in approach to work tasks.

### Supervisor's Comments

- Sample is learning about the different personality types and working styles, and is developing management skills that take these into account.
- As a team leader, staff will be influenced by Sample's attitude and comments. Sample is becoming aware of this and the need for a manager to be mindful of the example they are setting for their team at all times.
- Like many of us do, Sample has a limited appetite for meetings. However, to maximise his effectiveness as a manager, Sample needs to see meetings as an opportunity to achieve specific objectives and gain the support of key stakeholders.

### Others' Comments

- Sample sensibly believes he is judged on the outcomes that he and his team achieve. He also needs to be aware and manage the perception of how he achieves these results as sometimes people misunderstand his motives and actions. This is a rare event and those who work closely with Sample would never doubt his professional attitude to work. I think that in some circumstances he might need to use his intuition more to judge how others are perceiving him and understand how they arrive at this perception.
- More awareness of what others are thinking and appreciating different viewpoints.
- Sample shows a very highly developed level of emotional and social intelligence and has applied this extremely effectively in his current role. My only suggestion would be to further develop his understanding of the idiosyncrasies of moving upward in the organisation. Mobilising and moving teams, managing networks and having good upward management form an essential foundation. Sample is doing well here but he perhaps needs to more explicitly target who, what, when will help him accelerate his journey. I would couple this with an appropriate mentor who can help advise him on his journey.
- I wonder what Sample's aspirations are for the future. This also impacts on his low interest in our future hopes and aspirations.
- Could be more empathetic with others
- More coaching from Sample would be good.

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