

PRISM



CONFIDENTIAL

360° Feedback Report

This report has been prepared for:
Sample 360 with Comp

13/07/2017

Using brain science to enhance personal and business performance

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Emotional Intelligence Report

This report, based on your responses to the *PRISM* Inventory, highlights your preference for each of the Emotional Intelligence (EQ) dimensions shown below. In reviewing your results, it is helpful to begin by reading the definition of the element being reported. You will find this just below the title of each element. Any results below the Mid Range will give you some indication of development priorities, while any High Range results will reflect a strength you may wish to apply more widely.

Recent studies indicate that Emotional Intelligence (EQ) influences behaviour in a wide range of domains including school, community, and the workplace. At the individual level, it is believed to relate to academic achievement, work performance, our ability to communicate effectively, solve everyday problems, build meaningful interpersonal relationships, and even our ability to make moral decisions. Given that emotional intelligence has the potential to increase our understanding of how individuals behave and adapt to their social environment, it is an important topic for study as an overall part of human behaviour.

Emotional competence refers to the personal and social skills that define how effectively individuals perceive, understand, reason with and manage their own and others' emotions and feelings. These skills are important at work, because emotions are an inherent part of workplace activities at all levels. There now is a considerable body of research suggesting that a person's ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job. For example, research has found that the primary causes of derailment in management careers involve deficits in emotional competence. The three primary ones are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations.

This Report summarises Sample 's preference for each of the eight elements which make up the overall PRISM Emotional Intelligence model and is based on his own self-perception of his Emotional Intelligence

strengths, together with the overall views that observers have of the extent to which he displays those strengths – particularly, any that have 'considerably' or 'significantly' different scores.

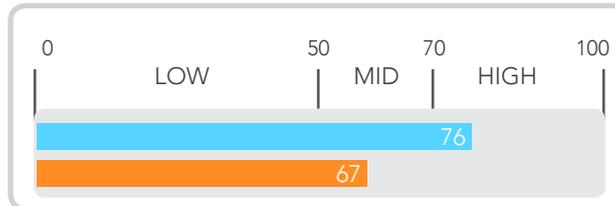
Your Emotional Intelligence scores are based on questions that are entirely separate from those associated with your three behavioural preference maps. For this reason, the bar chart colour for displaying this measurement is different from the colours used in the Underlying, Adapted and Consistent maps.

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Emotional Intelligence Report [Continued]

SELF AWARENESS

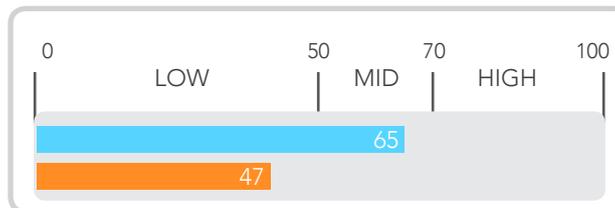
May not always be fully aware of own feelings and emotions in work situations and/or may not be able to control the impact of those emotions and feelings on own behaviour.



Likely to be highly aware of own feelings in a wide range of work-related situations and can remain in control of those emotions and feelings, thus maintaining a positive or optimistic outlook on life.

SELF MANAGEMENT

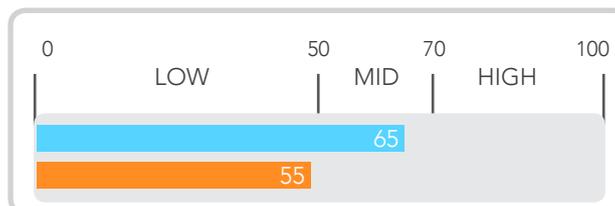
May find it difficult to perform consistently when under pressure. They may also become frustrated by challenge or criticism and therefore find it difficult to continue to perform effectively in these circumstances.



Likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. Also likely to be able to maintain consistent performance in a wide range of situations and when under considerable pressure.

AWARENESS OF OTHERS

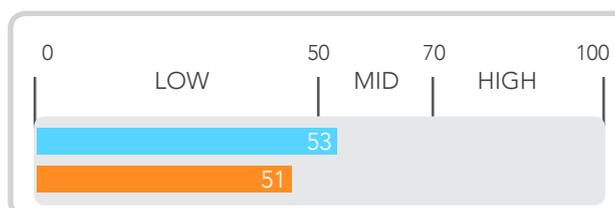
May not always spend enough time listening to others or be aware of their needs and views and have a tendency to impose their own solutions on others.



Likely to be highly empathetic to other people and to engage them in problem-solving and decision-making or acknowledge their uncertainties, needs, views and opinions.

RELATIONSHIP MANAGEMENT

Has a tendency to be independent, self-absorbed and self-reliant, preferring to take decisions without seeking the involvement of others. Also, has a tendency to be rather self-absorbed and not particularly interested in other people's problems.

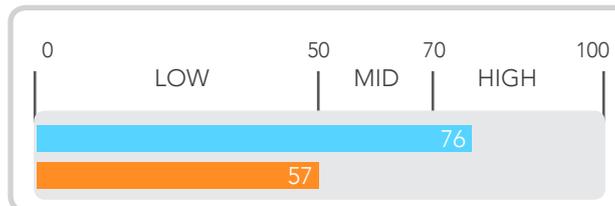


Has a strong democratic style and is good at meeting the emotional needs of others by taking a close interest in them and their concerns, and effectively managing relationships with them so that they feel involved, valued and motivated.

Emotional Intelligence Report [Continued]

SELF MOTIVATION

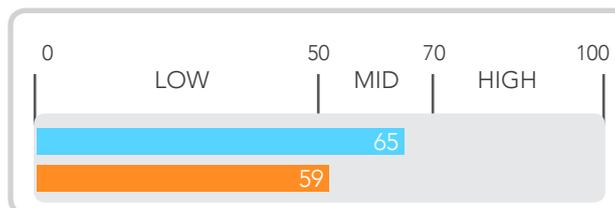
May have a tendency to focus on short-term goals and actions at the expense of clear long-term goals or aspirations.



Likely to have a high level of motivation and to show high levels of commitment to long-term goals and results which are pursued in the face of obstacles and setbacks.

INFLUENCING OTHERS

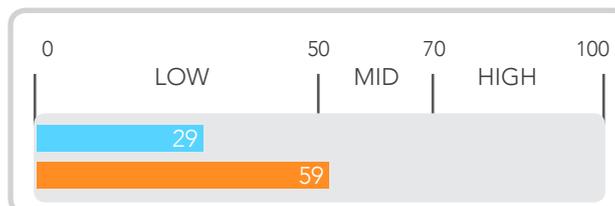
May find it difficult to win others over to own point of view, and may be frustrated by a lack of success in persuading others to change their viewpoint or opinion on an issue.



Likely to be effective in persuading others to change their viewpoint or to adopt their interpretation of a situation, or the need for action.

DECISIVENESS

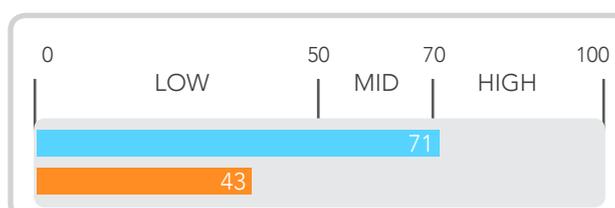
May be uncomfortable making decisions unless in possession of all the available facts and may lack the confidence to use their own experience and instincts.



Likely to be able to make decisions in difficult situations when faced with incomplete or ambiguous information, and use their previous experience as a basis for an intuitive assessment of the decision.

CONSISTENCY

May display inconsistencies between words and actions and willing to 'bend the rules' to get a task completed or to achieve a particular goal.



Likely to display consistency in words and actions over time and also to adhere strictly to rules and have high ethical standards.

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Emotional Intelligence Report [Continued]

Your responses to the *PRISM* questionnaire indicate that your overall Emotional Intelligence result is within the average range compared to the distribution of results from a sample group of some 2,000 individuals and matches 40% of the target population.

You may, however, find it useful to study each of the individual results in order to identify which EI factors you might wish to develop, or to use more widely, to enhance your performance. The profile generated from the responses made by those who submitted their observations as part of the 360 degree feedback process on Sample indicated that they see him as being within the average range of emotional intelligence.

HIGH

Self motivation - You feel that you have a high level of self-motivation to initiate action and are very focused on achieving good results or outcomes. You believe that you show high levels of commitment to, and focus on, long-term goals and results, and pursues these with determination even in the face of set-backs and obstacles. You also believe that you demonstrate the physical and mental drive, energy and desire to make an impact and to pursue challenging objectives. Others see the strengths which Sample displays in this dimension as being slightly less than his self-perception score indicates.

Consistency - You believe that you stick strictly to rules, instructions and guidelines. You also believe that you display a high degree of personal commitment to both goals and behaviours. You feel that you demonstrate high ethical standards and achieves high levels of performance without resorting to more expedient behaviour. This involves your ability to accept personal responsibility and accountability for your actions and decisions, as well as being open and transparent in your dealings with others. These behaviours are important in building trust when working with others and through the ability to honour and deliver on the commitments which you make. Others see the strengths which Sample displays in this dimension as being significantly less than his self-perception score indicates.

Self awareness - You believe that you are very aware of your own feelings and emotions in a wide range of work-related situations, and you feel you are confident that you can remain in control of those emotions and feelings, thus preventing them from affecting your decision making. As a result, you feel that you have realistic understanding of your natural strengths and are, therefore, able to make the most of them and maintain a positive or optimistic outlook on life. The views of others closely match Sample 's own self-perception score of the strengths he displays in this dimension.

MID

Self management - You believe that you tend to find some situations much more difficult to handle than others. You also believe that, on occasions, you can become frustrated by being challenged or criticised and, therefore, find it difficult to continue to perform totally effectively in such circumstances. Others see the strengths which Sample displays in this dimension as being slightly less than his self-perception score indicates.

Awareness of others - You feel that you generally take account of the views and feelings of others, but there are situations in which you have a tendency to impose solutions on others. You also feel frustrated on those occasions when you do not receive the support you expect or would like from others and, therefore, encounter difficulties in dealing with people in those circumstances. The views of others closely match Sample 's own self-perception score of the strengths he displays in this dimension.

Influencing others - You feel that, in some situations, it is necessary for you to win others over to your point of view and you feel frustrated when you fail to persuade others to change their viewpoints or opinions on important issues. The views of others closely match Sample 's own self-perception score of the strengths he displays in this dimension.

Relationship management - You believe that, although you can adopt a democratic or participative approach, you can also be insensitive to the emotional needs of others on occasions and fail to understand and deal effectively with how they perceive and feel about situations. As a result, you feel that you can sometimes come across to others in a less than positive manner and, as a result, fail to get the best out of people. When under pressure you may not always take a close interest in those around you, or make time for them and listen to their views and concerns. In such circumstances you may not always see that it is necessary to involve others, or to seek their opinions. The views of others closely match Sample 's own self-perception score of the strengths he displays in this dimension.

LOW

Decisiveness - You feel that you are not very comfortable when making decisions unless you have full and accurate data available. You believe that you sometimes lacks the confidence to use your own experience to close any gaps in information, or may believe such intuitive behaviour would lead to an incorrect or bad decision. Others see the strengths which Sample displays in this dimension as being significantly greater than his self-perception score indicates.

'The Big Five' Report

THE 'BIG FIVE' PERSONALITY TRAITS

The Five-Factor Model, also known as 'The Big Five', is probably the most widely accepted and used model of personality in the world. There is a strong correlation between *PRISM* dimensions and the relevant 'Big Five' traits.

The 'Big Five' traits are:

Extraversion
Agreeableness
Conscientiousness
Emotional Stability (the opposite of Neuroticism)
Openness to Experience

These traits appear to account for most differences among individual personalities, describing five universal dimensions. This report presents your preferences for these traits at three levels: **high preference, mid-range preference and low preference**. A high preference is regarded as one of 65% or more. A mid range preference score is regarded as between 36 % and 64% and a low preference score is regarded as 35% or less. Your self- perception preference is shown as a blue/grey coloured bar on the above chart. If you are using *PRISM* as part of a 360 degree process, your observers' view of your preference for each trait will be shown as an orange/brown bar. Note: the extent of your preference for the opposite of each trait e.g. 'Introversion' in the case of 'Extraversion', is shown on the left of the '0' central reference.

1. **Extraversion** refers to the degree to which a person can tolerate and/or is stimulated by the energy he or she obtains from people and situations. People with a strong preference for Extraversion tend to be seen as friendly, outgoing and energetic. They seek to influence people and communicate views and ideas easily. Those with a low preference for Extraversion (Introverts) will be content to work on their own and will not feel the need to be surrounded by people.

Strong preference: You prefer to be around other people and are talkative, enthusiastic, sociable and fun-loving. You will often become the formal or informal leader. You may not be a good listener because you tend to dominate the conversation.

Mid range preference: If you fall in the mid-range on the Extraversion scale, you tend to move easily from working with others to working alone. You have a moderate threshold for sensory stimulation and may tire of it after a while.

Low preference: If you have a low preference for Extraversion (an Introvert), you prefer working alone. Typically, you are a serious, quiet, private person who may opt to write or email instead of talking to others. Others may consider you cold or uncaring.

2. **Agreeableness** refers to one's preference for accommodating the needs and concerns of others. A person who has a low preference for Agreeableness tends to focus on his or her own personal priorities.

Strong preference: You tend to relate to authority and to other people by being tolerant, empathetic and accepting. You may come across as helpful, caring, conflict-averse and even soft because you will yield your position for the benefit of others.

Mid range preference: You can shift between competitive and cooperative situations and usually push for a win-win strategy.

Low preference: You relate to authority and to others by being direct, tough-minded, forceful, and competitive. At times, you may come across as hostile or self-centered.

3. **Conscientiousness** refers to one's preference for attention to detail and rule-following. A person with a strong preference for Conscientiousness tends to be thorough and good at follow-through when accomplishing one or more goals. A person with low for Conscientiousness prefers multitasking and a more spontaneous work style.

Strong preference: You work toward goals in a disciplined, focused and dependable fashion. You proceed in a

'The Big Five' Report [Continued]

linear, sequential manner, with a strong will to achieve high quality results, free of errors. You typically consolidate your time, energy and resources in pursuit of your goals.

Mid range preference: You tend to keep work demands and personal needs in balance. You can switch from focused activities to spontaneous diversions without much effort or stress.

Low preference: You tend to approach goals in a relaxed, spontaneous, open-ended way. Your mind can switch tracks on the run. You may be a procrastinator, viewed as casual about responsibilities, or be rather disorganised.

4. **Emotional Stability** refers to a person's ability to handle stressful situations in a calm, steady, rational and secure way. A person with a strong preference for Emotional Stability is very calm and relatively unaffected by stress that often burdens others. A person with a low preference for Emotional Stability is very reactive and prefers a stress-free workplace.

Strong preference: You tend to respond to stressful situations in a calm, secure and rational way. Typically, you are relatively stress-free. However, unless you are very attentive, you may appear to others to be too laid back and relaxed. Others may even perceive you to be uncaring, lethargic, insensitive or unaware of problems. You may need to take this into consideration if you want to nurture good working relationships.

Mid range preference: You are responsive and tend to be calm, secure and steady under normal circumstances. You have a moderate threshold for handling workplace stress.

Low preference: You may have a shorter emotional "trigger" and can't take much stress before feeling it.

Under stress, you may appear irritable, tense, restless, depressed, easily discouraged, temperamental or worried. In tough times, you need time to vent your frustrations or alleviate your concerns before you're ready to tackle the next job challenge.

5. **Openness to Experience** refers to one's originality of thought or openness to new experiences. A person with a strong preference for Openness to Experience has an appetite for new ideas and activities, and is easily bored. Those with a low preference for Openness to Experience prefer familiar territory and tend to be more practical.

Strong preference: You tend to have many broad or artistic interests and like to be cutting-edge. You are often curious, introspective and reflective, seeking new experiences and thinking about the future. You may be easily bored. Others may view you as impractical or unrealistic.

Mid range preference: You tend to be somewhat down to earth, but you'll consider a new way of doing something if convinced. You aren't known for your creativity or curiosity, but you appreciate innovation and efficiency.

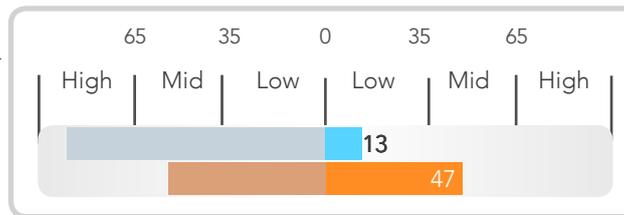
Low preference: If you are in the low range for this preference, you are practical and down to earth. You approach work with efficiency and are comfortable with repetitive activities. Others may view you as conservative, narrow in your thinking, set in your ways, or even rigid.

Your Big Five scores are based on questions that are entirely separate from those associated with your three behavioural preference maps. For this reason, the bar chart colour for displaying this measurement is different from the colours used in the Underlying, Adapted and Consistent maps.

'The Big Five' Report [Continued]

INTROVERSION

A tendency to be quiet, reserved and unassertive and to have a strong preference for working alone and controlling own feelings.

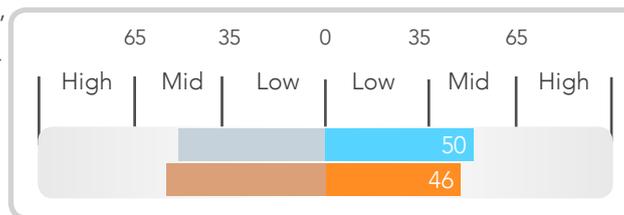


EXTRAVERSION

A tendency to be sociable, energetic and assertive and to have a strong preference for being around people and being involved in their activities.

LOW AGREEABLENESS

A tendency to be independent, forthright and demanding, and to have a strong preference for relating to others by being tough, distant and persistent.

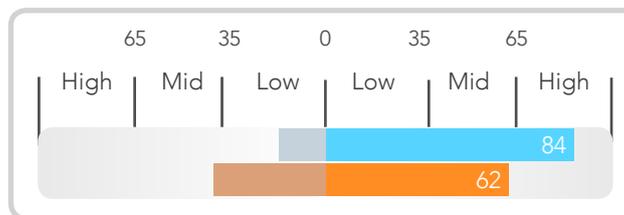


HIGH AGREEABLENESS

A tendency to be sympathetic, co-operative and considerate, and have a strong preference for deferring to others and for relating to them by being tolerant and accommodating.

LOW CONSCIENTIOUSNESS

A tendency to be impulsive, flexible and easily distracted and to have a strong preference for approaching goals in a relaxed, spontaneous, casual fashion.

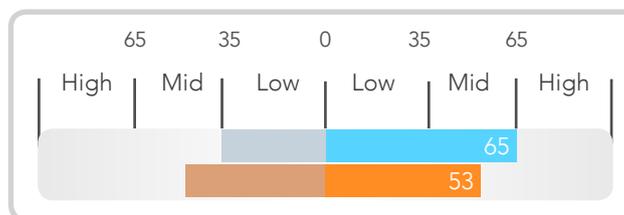


HIGH CONSCIENTIOUSNESS

A tendency to be dependable, consistent and thorough and to have a strong preference for focusing on goals in an industrious and highly disciplined manner.

LOW EMOTIONAL STABILITY

A tendency to be moody, anxious and pessimistic and to have more self-doubts, negative emotions and less satisfaction with life than most people.

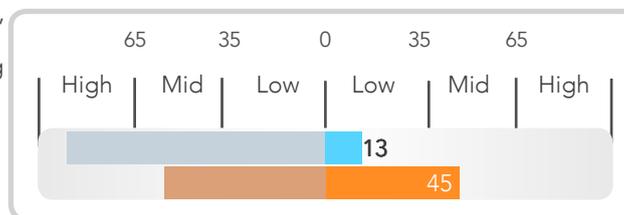


HIGH EMOTIONAL STABILITY

A tendency to be calm, stable and unflustered and to have a strong preference for being rational and rather impervious to stress and environmental pressures.

LOW OPENNESS TO EXPERIENCE

A tendency to be conventional, cautious, and follow rules and to have a preference for having a factual, down-to-earth, realistic approach to everyday life.



HIGH OPENNESS TO EXPERIENCE

A tendency to be imaginative, spontaneous and flexible and to have a strong preference for discovering new experiences or new ways of doing things.

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Mental Toughness Report

There is widespread, growing interest in understanding the relationship between behavioural preferences and business success, and research has identified a cluster of nine behavioural strengths, or competencies, that are linked to both mental toughness and peak leadership performance. The *PRISM Mental Toughness Inventory* measures a candidate's preference for each of those behaviours. They include: self-belief, ambition, resilience, self-management, optimism, determination, independence, competitiveness and adaptability. The *PRISM Mental Toughness Inventory* is an exciting advance in the ability to measure the building blocks that are scientifically linked to business success.

It is important to note, however, that in addition to mental toughness strengths, high performance leaders are also very effective at relationship building and relationship management, and excel at developing and motivating others through whom they achieve their results.

This Report is designed to provide you with an opportunity to review the behavioural preferences necessary for responding to the challenges of the modern business environment. It provides you with a set of scores measuring your mental toughness preferences, based upon your replies to the *PRISM Professional Inventory*.

Each measurement in the Report has four possible ratings:

A Development Need:

Your level of mental toughness in this competence is low and likely to be restricting your overall effectiveness. Your Report indicates that you will feel uncomfortable using the behaviours associated with this competence and will avoid them if at all possible. Developing your skills in this competence is likely to be essential to your long-term personal growth and success.

A Development Opportunity:

Your level of mental toughness in this competence is less than adequate, and there is opportunity for self improvement. You should, therefore, take the opportunity to develop this competence into a natural strength.

A Natural Strength:

You have a natural mental toughness strength in this competence. You should, however, build on this strength by considering additional strategies to use it more effectively.

A Potential Overdone Strength:

Your score indicates that you have above average mental toughness in this competence, but you need to be careful not to overdo this strength otherwise it could undermine your overall performance. For example, being 'competitive' is a strength, but it can be counter-productive when used to excess and used internally to compete unnecessarily with work colleagues.

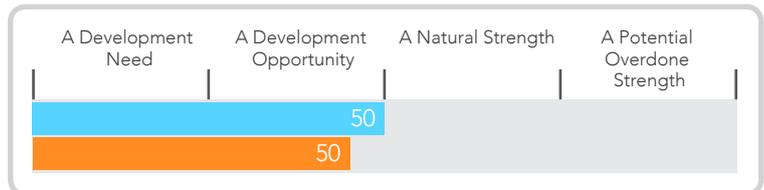
Your Mental Toughness scores are based on questions that are entirely separate from those associated with your three behavioural preference maps. For this reason, the bar chart colour for displaying this measurement is different from the colours used in the Underlying, Adapted and Consistent maps.

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Mental Toughness Report [Continued]

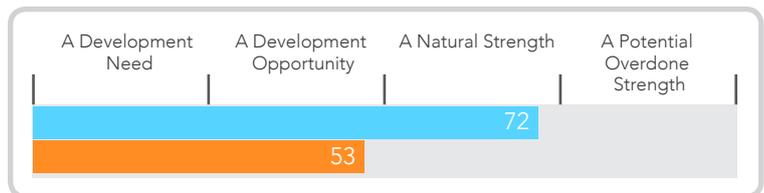
SELF BELIEF

Having and expressing an unshakable belief in one's own skills, talents and abilities to perform successfully at the highest levels despite tough opposition.



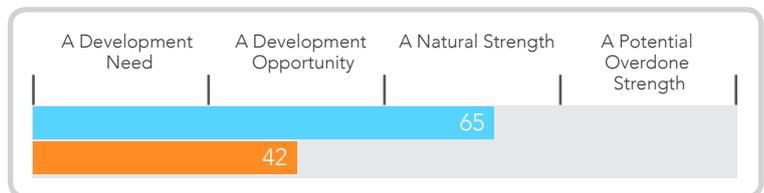
AMBITION

Having high aspirations to set one's own standard of excellence and to achieve status, recognition or reward by being driven to succeed unconstrained by others.



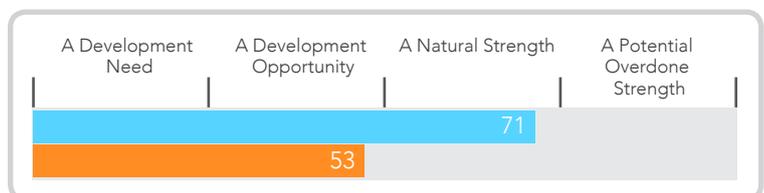
RESILIENCE

Having the behavioural persistence to bounce back quickly from difficulties and to see setbacks as nothing more than a process along the road to ultimate success.



SELF MANAGEMENT

Having the ability to manage effectively one's own impulsive emotions and to maintain consistently good performance even when under considerable pressure.



OPTIMISM

Having the ability to see 'the big picture', identify opportunities, and maintain a strong, positive frame of mind despite setbacks and difficulties.

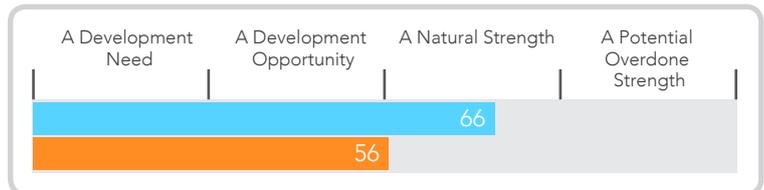


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Mental Toughness Report [Continued]

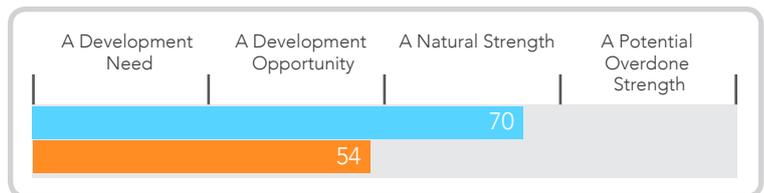
DETERMINATION

Having the ability to maintain a strong drive and goal focus and avoid distractions that can interfere with optimum performance, regardless of what else is happening.



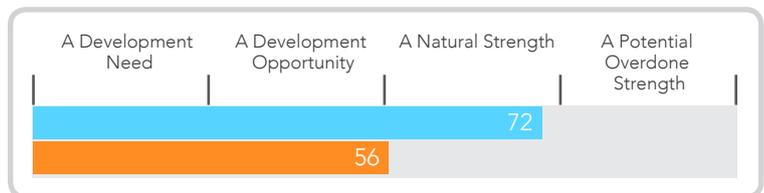
INDEPENDENCE

Having the ability to work comfortably on one's own with a minimum of supervision, or without seeking the advice or opinions of others and to be accountable for one's actions.



COMPETITIVENESS

Having a strong desire to strive for competitive success, but primarily focusing on challenging oneself to reach optimal performance.



ADAPTABILITY

Having the ability to modify one's approach to changing situations and to take calculated risks in order to achieve success or the competitive advantage.



OVERALL MENTAL TOUGHNESS RATING

This overall rating takes into consideration all ratings from the previous nine dimensions



360° Feedback Report

Introduction

360 Degree Feedback Report

Introduction

Effective leadership is critical to all organisations, particularly in the current challenging environment. 360 degree feedback is a useful method of discussing leadership and performance in a management role and identifying strengths and development needs.

For participants in the process, 360 degree feedback will provide valuable insights into their role and enable them to build on the skills and attributes they possess. It will better equip them to manage in today's environment and develop the skills necessary to enhance their careers.

Feedback is essential to progress. It provides managers with accurate information about the way they work with others. Feedback can act both as a stimulus to change behaviour, and as a catalyst to facilitate change. To accelerate their professional effectiveness, managers need to be aware of the consequences of their behaviour. If they are aware, they can decide more effectively what action to take.

The results in this report are based on responses collected from a range of people who are familiar with Sample 360 with Comp and his day-to-day work. The purpose of the report is to compare how Sample 's performance in each competency is seen by others and how that perception compares with the relevant requirements of his job as defined by his line manager and referred to as a 'benchmark'.

A key objective of this report is to assist Sample develop his own professional development goals and, in particular, to set meaningful targets for improving his performance in the specific behavioural areas in which he is seen by others as least effective.

It is most important that feedback is not viewed as hostile criticism. Rather, it should be viewed as an opportunity for ongoing learning and development.



ANALYSIS

DECIDING

EXPRESSION

Cautious
Methodical
Precise
Thorough
Analytical
Shrewd

Inspiring
Creative
Imaginative
Persuasive
Optimistic
Lively

REALISTIC

IDEALISTIC

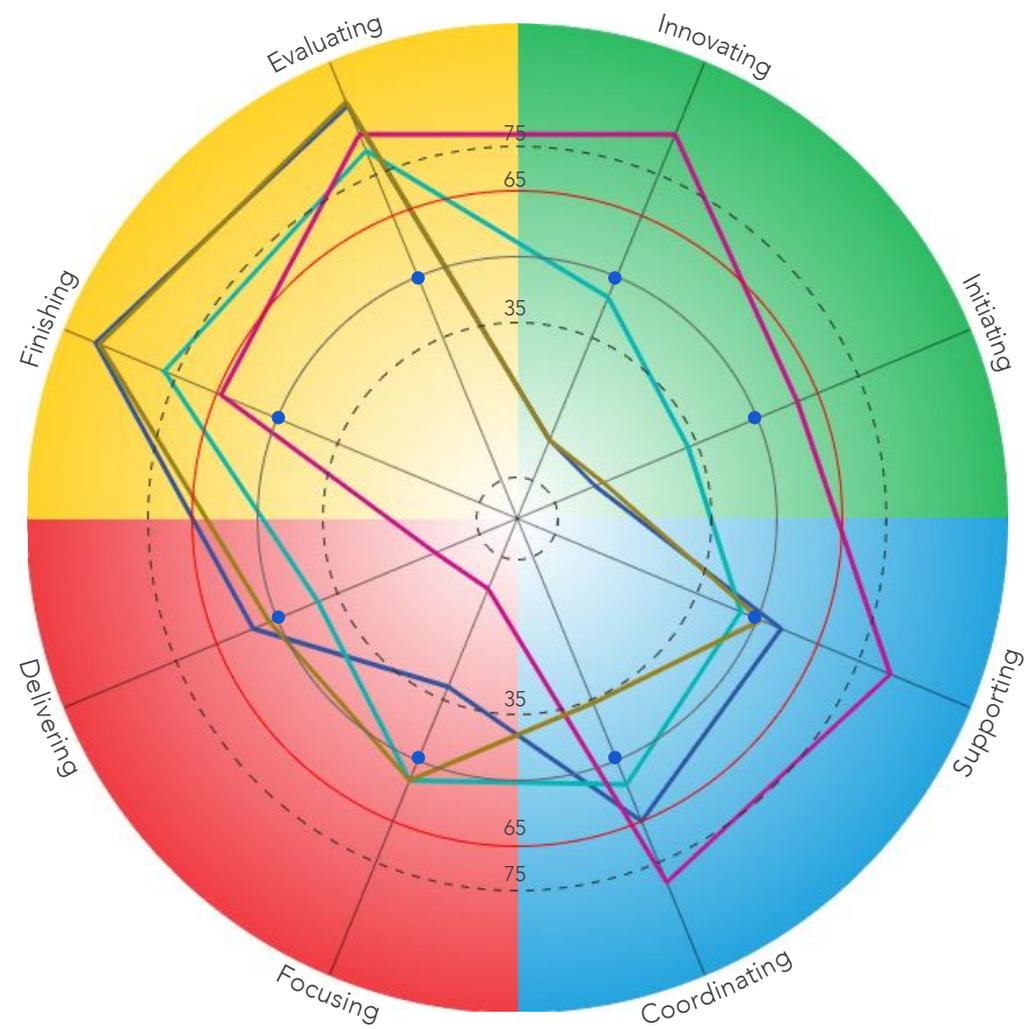
Forceful
Decisive
Hard-driving
Demanding
Challenging
Competitive

Kind
Patient
Caring
Co-operative
Dependable
Supportive

DRIVE

PROCESSING

STABILITY



QUADRANT VALUES

	Candidate	Manager	Peers	Family & Friends
Analysis	10	39	72	11
Deciding	60	51	82	44
Expression	44	48	10	54
Processing	94	80	74	94

DIMENSION VALUES

	Candidate	Manager	Peers	Family & Friends
INN	10	45	85	10
INIT	10	33	60	12
SUP	56	46	83	51
CO	65	56	80	36
FOC	32	55	8	55
DEL	56	40	11	52
FIN	95	78	64	94
EVAL	92	81	85	93

INTROVERSION/EXTROVERSION



SKEW: 0% SD Score: 0

Important: Any profiling tool, such as PRISM, should never be used to make a recruitment or re-deployment decision unsupported by other techniques.

360° Feedback Report [Continued]

360° Feedback Summary Table

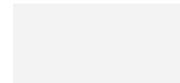
Please note, the dimension values shown below are extracted from the Candidate's/Observers' **"Consistent"** profile

NAME	INNOVATING	INITIATING	SUPPORTING	COORDINATING	FOCUSING	DELIVERING	FINISHING	EVALUATING
Sample 360 with Comp	10	10	56	65	32	56	95	92
Manager	45	33	46	56	55	40	78	81
Family & Friends 1	10	12	51	36	55	52	94	93
Peers 1	85	60	83	80	8	11	64	85

Highest Value



Lowest Value



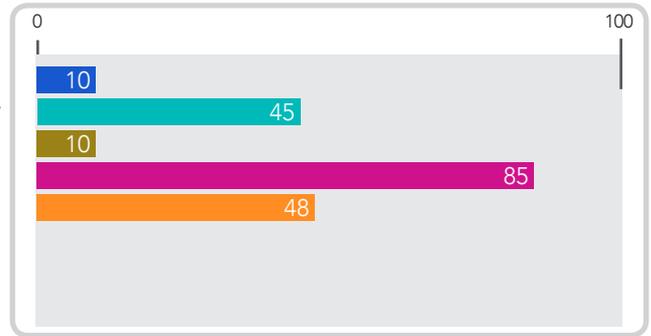
Averages	37	28	59	59	37	39	82	87
High	85	60	83	80	55	56	95	93
Low	10	10	46	36	8	11	64	81

360° Feedback Report - Behaviour Preference Overview

INNOVATING

Imaginative, innovative thinker.
 Generates ideas and concepts.
 Visualises outcomes.
 Creates original solutions.
 Unorthodox, fertile-minded and radical.

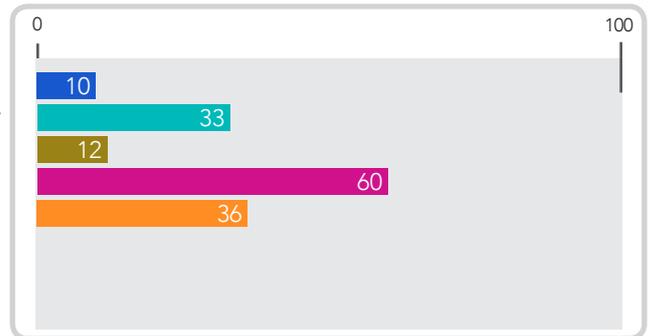
Candidate
 Manager
 Family & Friends
 Peers
 Observer Average



INITIATING

Outgoing, animated and entertaining.
 Articulate and persuasive.
 Establishes rapport easily.
 High-spirited, jovial and light-hearted.
 Good at achieving 'win-win' negotiations.

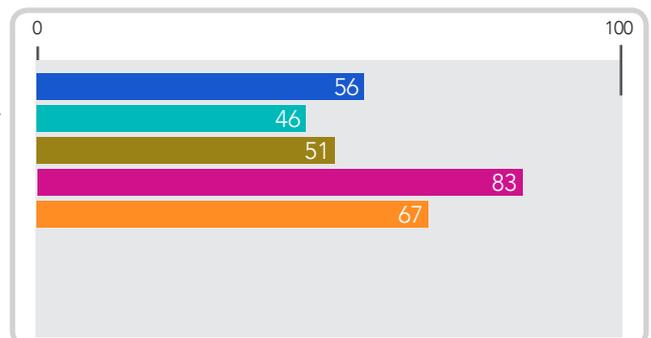
Candidate
 Manager
 Family & Friends
 Peers
 Observer Average



SUPPORTING

Kind hearted, harmonious and caring.
 Supportive of others.
 Handles repetitive or routine work well.
 Good natured and accommodating.
 Considerate, kindly and compassionate.

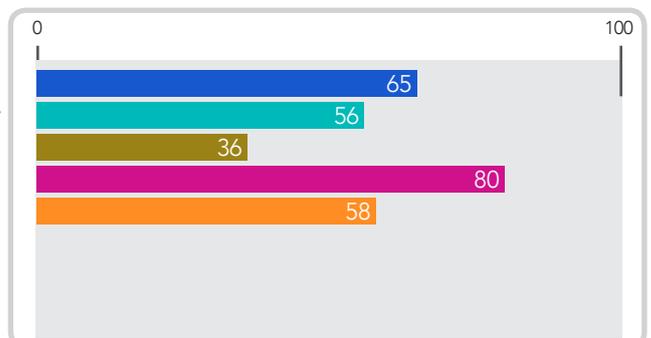
Candidate
 Manager
 Family & Friends
 Peers
 Observer Average



CO-ORDINATING

Makes good use of other people's skills.
 Encourages opinions and participation.
 Broad minded and collaborative.
 Remains calm when under pressure.
 Consultative and open-minded.

Candidate
 Manager
 Family & Friends
 Peers
 Observer Average

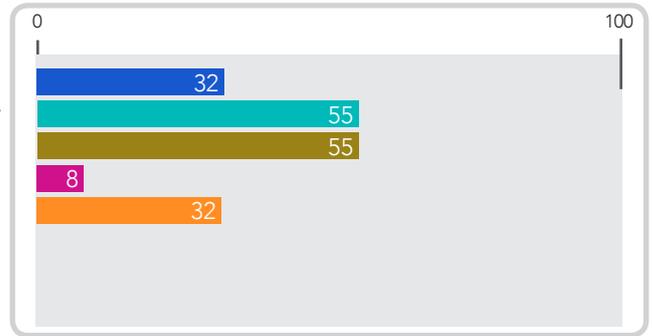


360° Feedback Report - Behaviour Preference Overview [Continued]

FOCUSING

Blunt, outspoken, forceful and dominant.
 Authoritative, assertive and challenging.
 Copes well with adverse conditions.
 Driven to win and achieve status.
 High pressure negotiating skills.

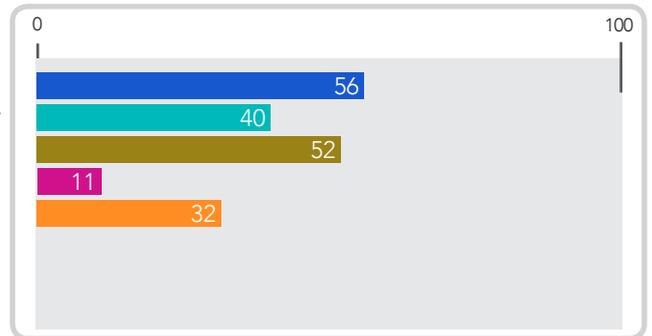
Candidate
 Manager
 Family & Friends
 Peers
 Observer Average



DELIVERING

Self-reliant and venturesome.
 Independent and self-motivated.
 Practical, determined and autocratic.
 Works well when under pressure.
 Likes structure and organisation.

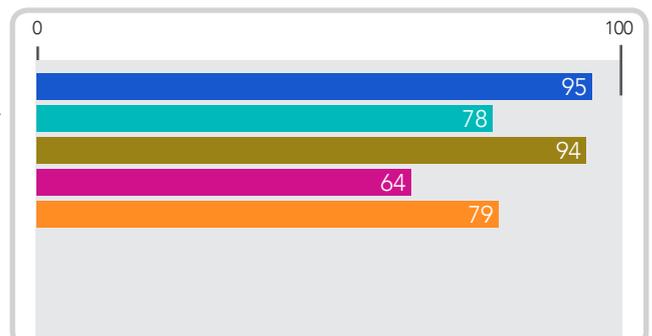
Candidate
 Manager
 Family & Friends
 Peers
 Observer Average



FINISHING

Strong attention to detail and accuracy.
 Conscientious, painstaking and orderly.
 Good at communicating complex data.
 Focuses on accuracy and high standards.
 Follows tasks through to completion.

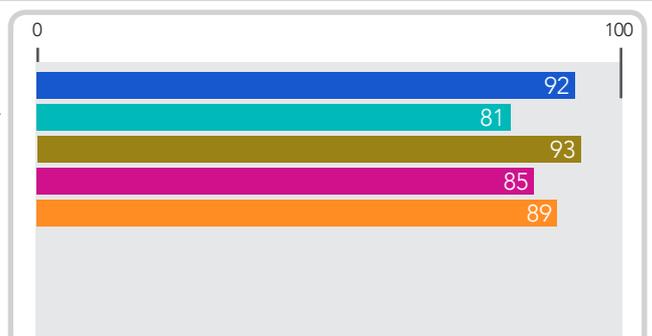
Candidate
 Manager
 Family & Friends
 Peers
 Observer Average



EVALUATING

Questions the validity of data.
 Checks the pros and cons of all options.
 Does not accept things at face value.
 Makes astute decisions based on facts.
 Fair-minded and unemotional.

Candidate
 Manager
 Family & Friends
 Peers
 Observer Average



360° Feedback Report - Competencies

COMPETENCY		Target Rating	Observed Rating
1	Flexible Thinking Being open to different views and ideas	6	4.9
	Exploring possibilities, creating options, evaluating different courses of action		3.3
	Seeking diverse views and perspectives on issues		3.7
	Breaking free from habitual thinking ("I know best how to do this")		5.7
	Balancing speed of decision making with considered thought		5
	Inquiring with others just as much as advocating own views		7
2	Continuous Improvement Continuously identifying ways to simplify and improve things	7	5
	Constantly striving for performance improvements ("How can this be done better?")		6.3
	Challenging the status quo/accepted ways of doing things		4
	Bringing simple, clear focus to the key drivers of performance		4.7
	Embedding disciplined, rigorous and systematic ways to monitor and improve performance		5
3	Customer Driven Putting the customer/patient at the heart of every decision	8	5.4
	Taking time to build quality relationships with customers to truly understand their needs		5.3
	Making the connection to the customer clear when communicating business decisions		5.3
	Involving patients and consumers in decision-making processes		5.7
4	Developing People Continuously developing self and supporting others' growth	9	5.5
	Demonstrating a life-long learning orientation ("I still have things to learn")		6
	Acting as a teacher, coach and mentor toward others		5
	Providing regular, quality feedback that helps others learn and grow their capability		5.7
	Understanding what support team members need in order to be truly empowered and energised		5.3
	Championing processes that ensure the quality of the talent pipeline in the organisation		5.7
5	Enable and Drive Change Proactively assuming accountability and empowering others to act	6	5.4
	Continuously driving for performance results that are clearly aligned to GSK's Values and Behaviours to deliver the strategic priorities		5.7

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360° Feedback Report - Competencies [Continued]

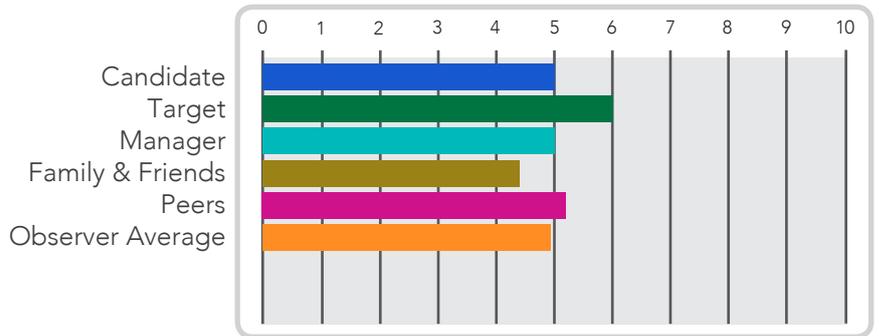
Proactively looking out for new opportunities and constantly anticipating the need for change	7
Ensuring rigorous execution of strategic plans, continually clarifying priorities for action	4
Delegating accountability to the level of the organisation best suited to make decisions	4.7
Removing barriers to empowered action, e.g., organisational bureaucracy and silos	5.7

6 Building Relationships Developing trustful relationships based on integrity	7	5.4
Being open and empathetic, seeing things through the eyes of others		4.3
Expressing one's own views and beliefs confidently and authentically, while encouraging others to do the same		5.7
Dealing quickly and transparently with unethical behaviour, either internally or externally		5.7
Recognising others who take action to make GSK more transparent and ethical		6

360° Feedback Report - Competency Items

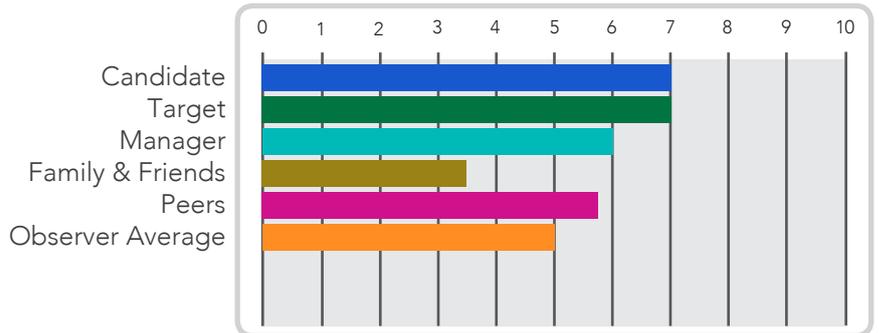
FLEXIBLE THINKING

Being open to different views and ideas



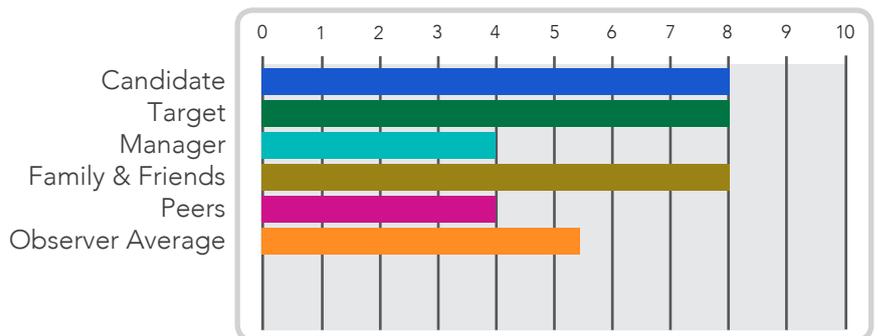
CONTINUOUS IMPROVEMENT

Continuously identifying ways to simplify and improve things



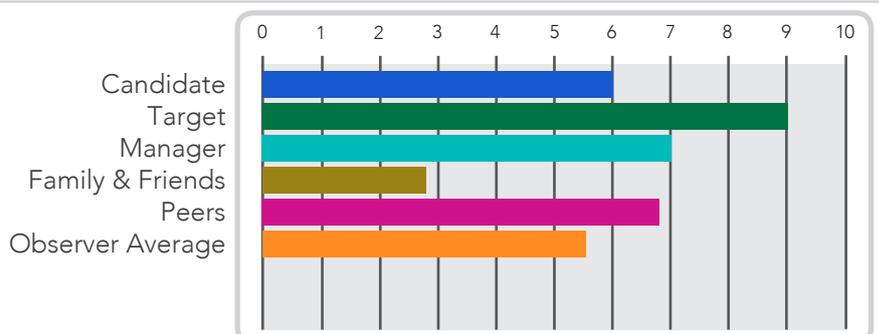
CUSTOMER DRIVEN

Putting the customer/patient at the heart of every decision



DEVELOPING PEOPLE

Continuously developing self and supporting others' growth

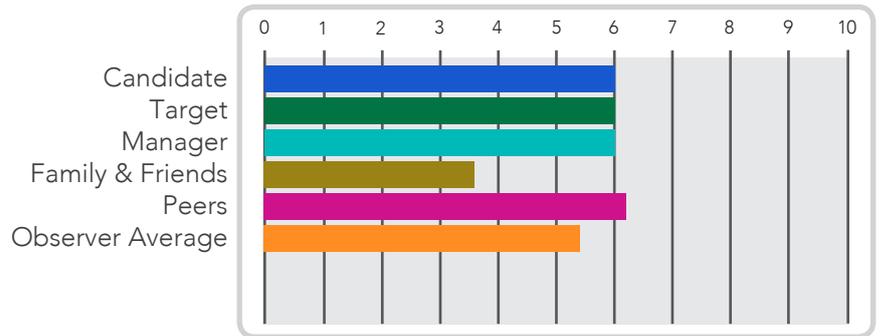


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360° Feedback Report - Competency Items [Continued]

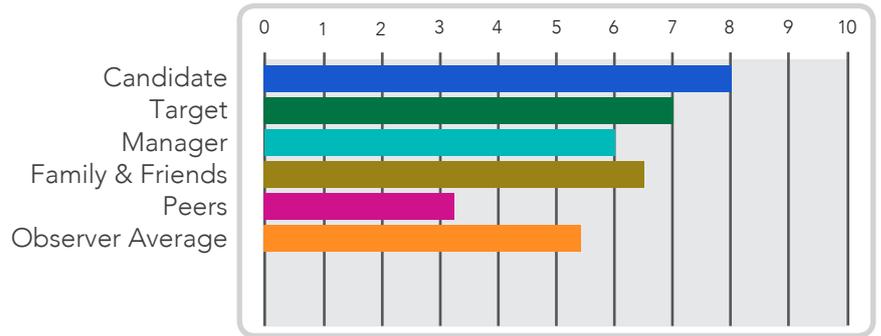
ENABLE AND DRIVE CHANGE

Proactively assuming accountability and empowering others to act



BUILDING RELATIONSHIPS

Developing trustful relationships based on integrity



360° Feedback Report - Observers' Comments

What are Sample 's greatest strengths with regards to his overall effectiveness in his role?

She tries very hard and produces great results.

Comments as appropriate by the BOSS

Fantastic worker

What are the most important things Sample could improve upon to increase his overall effectiveness in performing his current role?

Comments as appropriate by the BOSS

Better timekeeping and a greater awareness of the needs of others.

Being more friendly