



Angela Zawadi

Leadership Competency Report and Personal
Development Plan

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Raiser Resource Group™

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Your results

This 4-page summary brings together the feedback given about your performance by your line manager, 2 peers, 2 direct reports and yourself. It will help you to identify the areas you want to improve in your personal development plan (on page 6).

Summary of top strengths and areas to improve

Your top strengths and areas to improve are listed below. Feedback was provided for 30 different areas – you can find the complete list of areas on the next page.

Your top 5 strengths

1. Motivating and inspiring
2. Building networks
3. Positive and professional
4. Delegating
5. Giving feedback

Each person gave you a score (out of 5) for your current performance for each of the areas in the assessment. Your top 5 strengths are the areas for which, on average, you were given the highest scores.

Your top 5 areas to improve

1. Handling disagreement
2. Seeking feedback
3. Communicating clearly
4. Listening
5. Demonstrating self-development

Each person also gave you a score for your desired performance. The top 5 areas to improve are those for which the gap between your current performance and your desired performance is largest.



"Why was each person asked to rate my desired performance?"

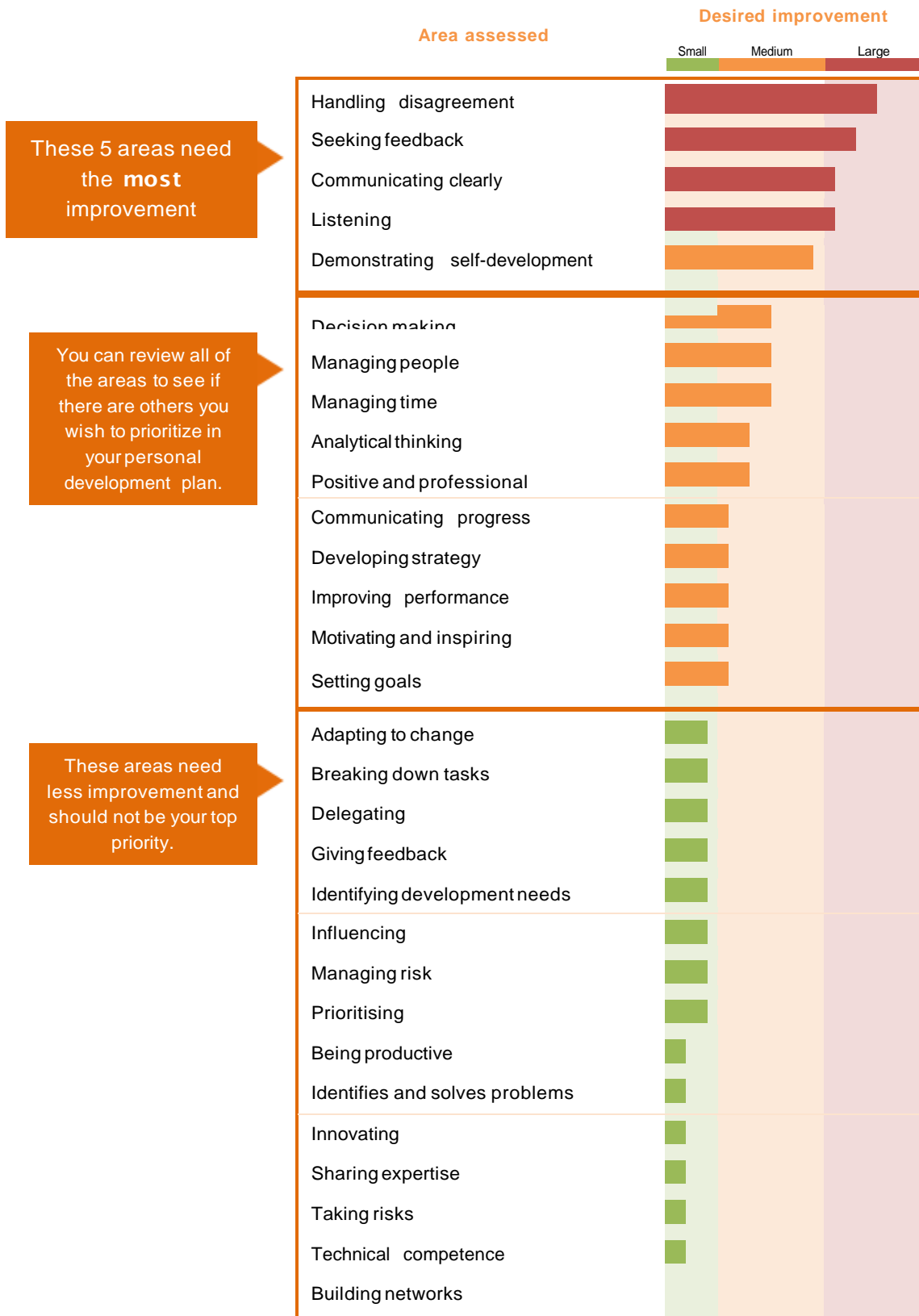
Your feedback assessment uses a technique called gap analysis. When using gap analysis, you compare someone's current performance with their desired performance to see which areas need to be improved, and by how much.

Each person was asked to rate your desired performance (as well as your current performance) so that you can see how much each person thinks you need to improve.

Note that your desired performance for each area will vary based on your role and experience. For example, if you are a very new joiner to your organization, the desired performance might be 'Good' at 'Listening' and 'OK' at 'Handling disagreement'. Whereas, the expectations are likely to be higher if you joined the company five years ago and are now looking for another promotion.

Your top areas to improve

All of the areas you were assessed against are shown below. They are ordered by the average amount others want to see you improve.



These 5 areas need the **most** improvement

You can review all of the areas to see if there are others you wish to prioritize in your personal development plan.

These areas need less improvement and should not be your top priority.

Comparison of views

Using the table below you can see if people agreed with the average amount of desired improvement. See the detailed results (pages 8-16) to review their answers in more detail.

This column shows the average amount of desired improvement.
 Note: We do not include your view when calculating this average

You can compare the different views of respondents below.

Area assessed	Desired improvement (average)			Your view	Line manager	Peers	Direct reports
	Small	Medium	Large				
Handling disagreement				Small	Large	Medium	Large
Seeking feedback				Medium	Medium	Small	Large
Communicating clearly				Small	Large	Medium	Medium
Listening				Small	Medium	Medium	Large
Demonstrating self-development				Medium	Medium	Medium	Large
Decision making				Small	Small	Medium	Medium
Managing people				Small	Small	Small	Large
Managing time				Large	Small	Medium	Medium
Analytical thinking				Medium	Small	Small	Medium
Positive and professional				Small	Small	Small	Medium
Communicating progress				Medium	Small	Medium	Small
Developing strategy				Medium	Small	Small	Medium
Improving performance				Small	Medium	Small	Medium
Motivating and inspiring				Medium	Small	Small	Medium
Setting goals				Small	Small	Small	Medium
Adapting to change				Small	Small	Small	Medium
Breaking down tasks				Small	Small	Small	Medium
Delegating				Large	Small	Small	Medium
Giving feedback				Small	Small	Small	Medium
Identifying development needs				Small	Small	Small	Small
Influencing				Small	Medium	Small	Small
Managing risk				Small	Small	Small	Medium
Prioritising				Medium	Small	Small	Medium
Being productive				Small	Small	Small	Small
Identifies and solves problems				Small	Small	Small	Small
Innovating				Small	Small	Small	Small
Sharing expertise				Small	Small	Small	Small
Taking risks				Small	Small	Small	Small
Technical competence				Small	Small	Small	Small
Building networks				Small	Small	Small	Small

What people said about you

Respondents were asked to summarize your performance – you can see their answers below.

What are this person's biggest strengths, and how should they build on these?

Your response • Communicating and managing others.

- Other responses**
- You've got a great attitude - always looking to develop yourself and others, and generally helping to motivate those around you. Keep it up!
 - Generally a good manager
 - Any more coaching would be welcomed!
 - Angela is good fun to work for and is often a strong motivator.
 - Generally good - I know you want to take the strategy course and think it'll be really useful to supporting our team

What are this person's weakest areas, and how should they improve these?

Your response • Time management - I need to realistic about how long things take and then manage the time (and reassess if tasks are taking longer than expected). I'd also like to build my leadership skills - perhaps taking the strategy course.

- Other responses**
- Be sure to seek feedback from others - particularly your direct reports - early and often!
 - Focus on improving the communications - they're sometimes great but when they are unclear they can lead to time wasted
 - We should try to work more collaboratively towards setting the team's direction and working towards it - it'd be great to invite more input from us.
 - We had the problem earlier in the year that was sorted out - looks like you've learnt from it, but continue to make sure tasks are broken down the team understand the direction you want us to take!

Do you have any other comments?

Your response (left blank)

- Other responses**
- Good job this year!

Your personal development plan

This personal development plan is for you to fill in, either on your own or with your line manager. It is recommended that you focus on 3-5 areas to improve:

- You can use the summary of results to identify the areas where improvement is most needed
- The detailed results (on page 8) provide more detail where necessary
- You should aim to end up with a clear list of actions that you will take to improve your performance

Area to improve	Current performance	Target performance	Action(s) to take	How and when I will measure success
<i>e.g.</i> Improve my written communications to my direct reports (as unclear emails etc. are costing the whole team time!)	<i>e.g.</i> Inconsistent – sometimes my emails are rushed and unclear.	<i>e.g.</i> Consistently clear, concise emails (and other documents)	<i>e.g.</i> I will focus on reviewing my emails before sending, and I'll also take the document writing course our company offers	<i>e.g.</i> <u>In one month:</u> Check that my direct reports are happier with my emails! <u>Next year:</u> Ensure that it is not highlighted as an area improvement in next year's 360!

The first row is filled in as an example

Fill in your own actions below

Area to improve	Current performance	Target performance	Action(s) to take	How and when I will measure success

Appendix: Detailed results

The detailed results give you a complete breakdown of the feedback given about you.

The feedback is grouped into 8 sections

Planning

Average scores for	Your view	Current performance		Desired performance		Desired improvement
		Score	Target	Score	Target	
Managing time Effective at managing their time, taking on an appropriate workload and providing realistic estimates	Your view: 3 Others (average): 3.4	3.5	4.2	3.1	4.2	1.1
Prioritising Identifies and focuses effort on the top priorities	Your view: 4	4	4	4	4	0
	Others (average): 3.7	4.2	4.2	4	4	0.2
	Line manager: 4	4	4	4	4	0
	Peers: 4	4	4	4	4	0
Breaking down tasks Breaks down tasks into manageable units	Your view: 4	4	4	4	4	0
	Others (average): 3.7	4	4	4	4	0
	Line manager: 3	3	3	3	3	0
	Peers: 4	4	4	4	4	0
Setting goals Sets clear and realistic goals, working with others to ensure understanding and agreement	Your view: 4	4	4	4	4	0
	Others (average): 3.5	3.8	3.8	3.5	3.5	0.3
	Line manager: 4	4	4	4	4	0
	Peers: 4	4	4	4	4	0

At the top of each section, you'll see the scores provided and the amount of desired improvement

Please explain your scores for this section

Your response: My biggest weakness is time management, and this can have a negative impact on the team.

Other responses:

- You've impressed with your ability to plan both your own work and that of your team!
- John seems to put adequate time into planning his work
- Fine.
- John often has problems breaking down tasks and so sets unobtainable goals
- Good at prioritizing and planning generally, however he can miss the finer details

If the section included text-based questions, the answers to those questions are shown below.

□ "What do the scores for current and desired performance mean?"

For each area, each person gave you a score out of 5 for both your **current performance** and **desired performance**. The meaning of each score is shown in the scale below:

1	2	3	4	5
Very poor	Poor	OK	Good	Exceptional

The **desired improvement** is then calculated as the score for desired performance minus the score for current performance. An average gap of 1.5 or more is considered large, and an average gap of less than 0.5 is considered small.

Planning

		Current performance	Desired performance	Desired improvement		
				Small	Medium	Large
Average scores for 'Planning'						
	Your view	3.5	4.3	0.8		
	All colleagues	3.6	4.2	0.6		
Setting goals Sets clear and realistic goals, working with others to ensure understanding and agreement	Your view	4	4	0		
	All colleagues	3.4	4	0.6		
	Line manager	4	4	0		
	Peers	4	4	0		
	Direct reports	2.5	4	1.5		
Breaking down tasks Breaks down tasks into manageable units	Your view	4	4	0		
	All colleagues	3.6	4	0.4		
	Line manager	5	5	0		
	Peers	4	4	0		
	Direct reports	2.5	3.5	1		
Prioritising Identifies and focuses effort on the top priorities	Your view	3	4	1		
	All colleagues	3.8	4.2	0.4		
	Line manager	4	4	0		
	Peers	4	4	0		
	Direct reports	3.5	4.5	1		
Managing time Effective at managing their time, taking on an appropriate workload and providing sensible estimates	Your view	3	5	2		
	All colleagues	3.6	4.6	1		
	Line manager	4	4	0		
	Peers	4	5	1		
	Direct reports	3	4.5	1.5		

Please provide an explanation of the scores provided for 'Planning'

Your response

- My biggest weakness is time management, and this can have a negative impact on the team.

Other responses

- You've impressed with your ability to plan both your own work and that of your team!
- Angela seems to put adequate time into planning his work
- Fine.
- Angela often has problems breaking down tasks and so sets unobtainable goals
- Good at prioritising and planning generally, however he can miss the finer details

Delivering

		Current performance	Desired performance	Desired improvement		
				Small	Medium	Large
Average scores for 'Delivering'	Your view	3.8	4	0.3		
	All colleagues	3.5	3.8	0.3		
Being productive Productive both when working alone and in groups	Your view	4	4	0		
	All colleagues	3.8	4	0.2		
	Line manager	4	4	0		
	Peers	3.5	4	0.5		
	Direct reports	4	4	0		
Communicating progress Communicates progress and highlights any issues or changes to the plan early	Your view	3	4	1		
	All colleagues	3	3.6	0.6		
	Line manager	4	4	0		
	Peers	2.5	3.5	1		
	Direct reports	3	3.5	0.5		
Identifies and solves problems Effective at identifying problems, breaking these down and proposing solutions	Your view	4	4	0		
	All colleagues	3.4	3.6	0.2		
	Line manager	4	4	0		
	Peers	3.5	4	0.5		
	Direct reports	3	3	0		
Technical competence Technically competent - able to produce quality work and support others as expected of their role	Your view	4	4	0		
	All colleagues	3.8	4	0.2		
	Line manager	4	4	0		
	Peers	4	4	0		
	Direct reports	3.5	4	0.5		

Please provide an explanation of the scores provided for 'Delivering'

Your response

- Generally OK I think, but I could improve how I communicate progress to the team (- this was raised an issue and discussed with the team, I'm working to improve it)

Other responses

- All work packages have been delivered on time.
- Angela's productivity is good, but weakened by inconsistent communications (e.g. unclear emails and presentations)
- Angela is productive - though sometimes doesn't understand the technical aspects of my work
- Really productive and always ensures that our team has good visibility of the wider team

Analysis and decision making

		Current performance	Desired performance	Desired improvement
				Small Medium Large
Average scores for 'Analysis and decision making'	Your view	3.5	3.8	0.3
	All colleagues	3.5	4.1	0.6
Analytical thinking	Your view	3	4	1
Delivers clear analysis that leads to logical, informed and objective decisions	All colleagues	3.4	4.2	0.8
	Line manager	4	4	0
	Peers	4	4.5	0.5
	Direct reports	2.5	4	1.5
Decision making	Your view	4	4	0
Makes good decisions using the information available and an appropriate amount of further research	All colleagues	3.8	4.8	1
	Line manager	4	4	0
	Peers	4	5	1
	Direct reports	3.5	5	1.5
Adapting to change	Your view	4	4	0
Embraces opportunities to change where beneficial to the team/organisation	All colleagues	3.6	4	0.4
	Line manager	4	4	0
	Peers	4	4	0
	Direct reports	3	4	1
Innovating	Your view	3	3	0
Identifies and considers innovative solutions where appropriate	All colleagues	3	3.2	0.2
	Line manager	3	3	0
	Peers	3.5	3.5	0
	Direct reports	2.5	3	0.5

Please provide an explanation of the scores provided for 'Analysis and decision making'

Your response • Generally, I think I'm strong here. (Innovating is less important to my role)

- Other responses**
- Strong on all accounts.
 - Angela displays good analytical thinking.
 - We've had some challenges this year which I feel Angela was late to identify and address - for example, identifying that the we weren't going to hit our January release date and identifying why. If we'd delved into this earlier, we could have released on time.
 - Generally, a strong area

Communication

Average scores for 'Communication'		Current performance	Desired performance	Desired improvement		
				Small	Medium	Large
	Your view	4.3	4.3	0		
	All colleagues	3.5	4.9	1.3		
Listening	Your view	5	5	0		
Good at listening and making sure they understand others	All colleagues	3.2	4.8	1.6		
	Line manager	4	5	1		
	Peers	4	5	1		
	Direct reports	2	4.5	2.5		
Communicating clearly	Your view	4	4	0		
Communicates views, ideas and questions clearly and concisely (both verbally and in written communications)	All colleagues	3.2	4.8	1.6		
	Line manager	3	5	2		
	Peers	3.5	5	1.5		
	Direct reports	3	4.5	1.5		
Positive and professional	Your view	4	4	0		
Makes a positive and professional impression	All colleagues	4.2	5	0.8		
	Line manager	5	5	0		
	Peers	4.5	5	0.5		
	Direct reports	3.5	5	1.5		


















Please provide an explanation of the scores provided for 'Communication'

Your response

- Generally good

- Other responses**
- You communicate clearly with upper management. However, you sometimes need to work on his attentiveness and understanding during weekly meetings
 - I mention the unclear emails/presentations above. Angela also needs to work on absorbing information as well as providing it
 - V good!
 - Angela sometimes fails to listen when being alerted of potential issues and it can cost our team a lot of time.

Self-development

		Current performance	Desired performance	Desired improvement
				Small Medium Large
Average scores for 'Self-development'	Your view	3	3.7	 0.7
	All colleagues	2.7	3.9	 1.2
Identifying development needs Identifies areas for self-development	Your view	4	4	 0
	All colleagues	3.8	4.2	 0.4
	Line manager	4	4	 0
	Peers	4	4.5	 0.5
	Direct reports	3.5	4	 0.5
Demonstrating self-development Demonstrates self-development, with visible improvement	Your view	3	4	 1
	All colleagues	2.4	3.8	 1.4
	Line manager	3	4	 1
	Peers	2.5	3.5	 1
	Direct reports	2	4	 2
Seeking feedback Actively seeks feedback on their own performance from others	Your view	2	3	 1
	All colleagues	1.8	3.6	 1.8
	Line manager	3	4	 1
	Peers	2	2.5	 0.5
	Direct reports	1	4.5	 3.5

Please provide an explanation of the scores provided for 'Self-development'

Your response • I am always looking to develop, but could do more to seek feedback for others

- Other responses**
- You are constantly seeking to form new bonds and learn from others. However, remember to learn from your own experiences by seeking feedback
 - Angela is actively seeking to develop through networking, however, he needs to remember that he should also learn from his own experiences
 - Angela is always seeking to develop, but he needs to learn from the feedback given by the team
 - Angela needs to listen to his team and adapt his planning style

Working with others

		Current performance	Desired performance	Desired improvement
				Small Medium Large
Average scores for 'Working with others'	Your view	3.8	3.8	0
	All colleagues	3.5	4.2	0.7
Sharing expertise	Your view	3	3	0
Shares expertise to help the wider organisation	All colleagues	3.2	3.4	0.2
	Line manager	3	3	0
	Peers	3	3.5	0.5
	Direct reports	3.5	3.5	0
Giving feedback	Your view	4	4	0
Gives feedback that helps others to develop	All colleagues	4	4.4	0.4
	Line manager	5	5	0
	Peers	4	4	0
	Direct reports	3.5	4.5	1
Handling disagreement	Your view	4	4	0
Able to professionally tackle disagreements between individuals and teams	All colleagues	2.6	4.6	2
	Line manager	3	5	2
	Peers	3	4.5	1.5
	Direct reports	2	4.5	2.5
Building networks	Your view	4	4	0
Builds good relationships across the organisation	All colleagues	4.2	4.2	0
	Line manager	4	4	0
	Peers	4	4	0
	Direct reports	4.5	4.5	0

Please provide an explanation of the scores provided for 'Working with others'

Your response

- I have had success coaching my team and enjoy building new networks

Other responses

- You've proven to be a good coach. We noted that you did have an issue earlier in the year with a member of his team, but I feel assured that has been resolved
- I have heard that Angela is a great coach from other managers, however I am also aware of some disagreements within his team
- Provided excellent coaching on project management to my team earlier in the year.
- Angela is a good coach and great at networking and finding help from other teams. However, he often mishandles disagreements within his own team
- Angela is generally good here, but had problems earlier on this year managing disagreements in the team. The root of this was a task which should have been broken down further before assigning

Managing others

		Current performance	Desired performance	Desired improvement	
				Small Medium Large	
Average scores for 'Managing others'		Your view	4	4.5	0.5
Managing people Effectively manages people, ensuring team members are happy and perform well		Your view	5	5	0
	All colleagues	3.6	4.6	1	
	Line manager	5	5	0	
	Peers	4	4.5	0.5	
	Direct reports	2.5	4.5	2	
Delegating Delegates responsibilities and tasks effectively		Your view	3	5	2
	All colleagues	4	4.4	0.4	
	Line manager	4	4	0	
	Peers	4.5	4.5	0	
	Direct reports	3.5	4.5	1	
Improving performance Identifies and delivers on opportunities to help individuals and teams to improve their performance		Your view	4	4	0
	All colleagues	2.4	3	0.6	
	Line manager	3	4	1	
	Peers	2.5	2.5	0	
	Direct reports	2	3	1	
Managing risk Identifies risks and takes action to reduce the likelihood (and/or impact) of the risk occurring		Your view	4	4	0
	All colleagues	3.2	3.6	0.4	
	Line manager	4	4	0	
	Peers	3	3	0	
	Direct reports	3	4	1	

Please provide an explanation of the scores provided for 'Managing others'

Your response • I have not had much chance to drive any change given my current tasks, but we're about to kick off some new initiatives...

Other responses

- We reviewed some key changes you want to drive forward in your team next year - looking forward to seeing the impact of these
- Angela has had few opportunities to drive change but seems to be capable
- See above - there are some areas we need to review to improve our performance

Leadership

		Current performance	Desired performance	Desired improvement		
				Small	Medium	Large
Average scores for 'Leadership'	Your view	3.3	3.8	0.5		
	All colleagues	3.5	3.9	0.5		
Developing strategy Develops effective short- and long-term strategy	Your view	2	3	1		
	All colleagues	2.8	3.4	0.6		
	Line manager	3	3	0		
	Peers	3	3	0		
	Direct reports	2.5	4	1.5		
Motivating and inspiring Motivates and inspires others	Your view	4	5	1		
	All colleagues	4.4	5	0.6		
	Line manager	5	5	0		
	Peers	4.5	5	0.5		
	Direct reports	4	5	1		
Influencing Makes a positive impact through influencing others	Your view	4	4	0		
	All colleagues	3.4	3.8	0.4		
	Line manager	3	4	1		
	Peers	3.5	3.5	0		
	Direct reports	3.5	4	0.5		
Taking risks Willing to take risks, having considered the likelihood, impact, and opportunities for mitigation	Your view	3	3	0		
	All colleagues	3.2	3.4	0.2		
	Line manager	3	3	0		
	Peers	3.5	3.5	0		
	Direct reports	3	3.5	0.5		

Please provide an explanation of the scores provided for 'Leadership'

Your response

- I enjoy managing others and look forward to being able implement my own strategies in the future

Other responses

- Angela has shown strong leadership even in the face of problems in his own team
- Angela appears to be a good manager, particularly good at bringing the team together when a deadline approaches.
- Displays excellent leadership
- Angela is undoubtedly a good leader but he needs to listen to be a better manager
- Angela has proven that he can drive the team, he now needs to adapt to better handle short term strategies



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