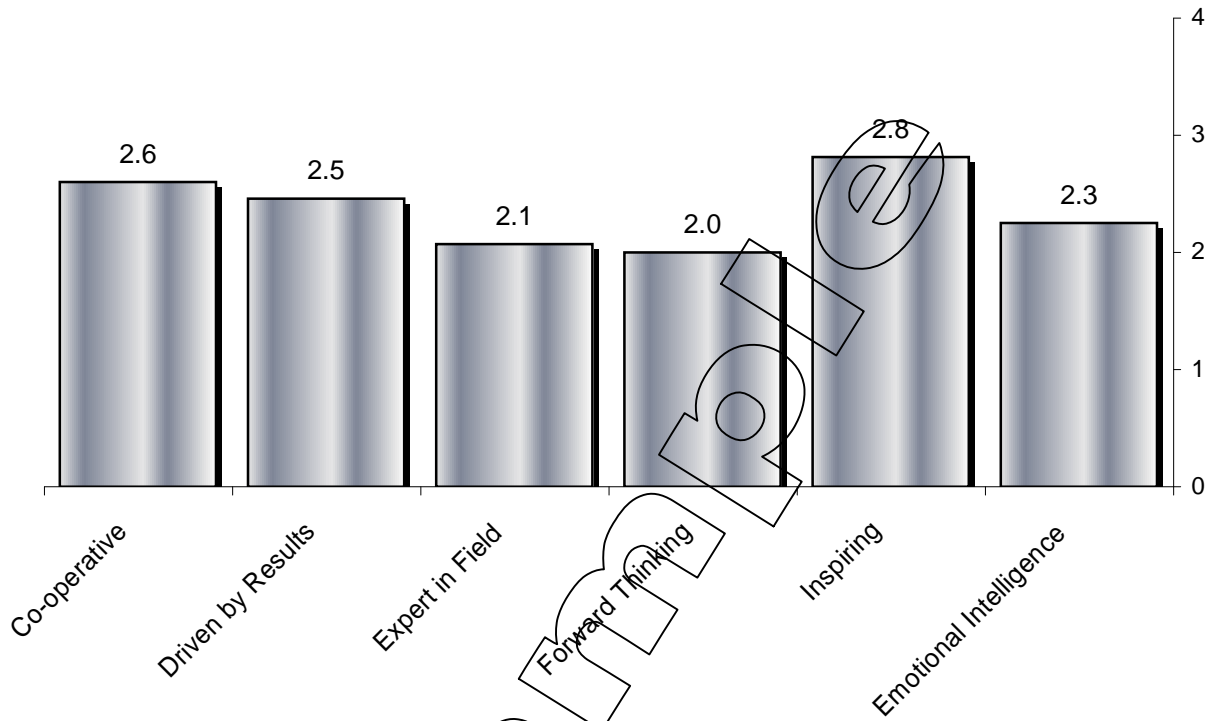


**Combined average score as perceived by others**

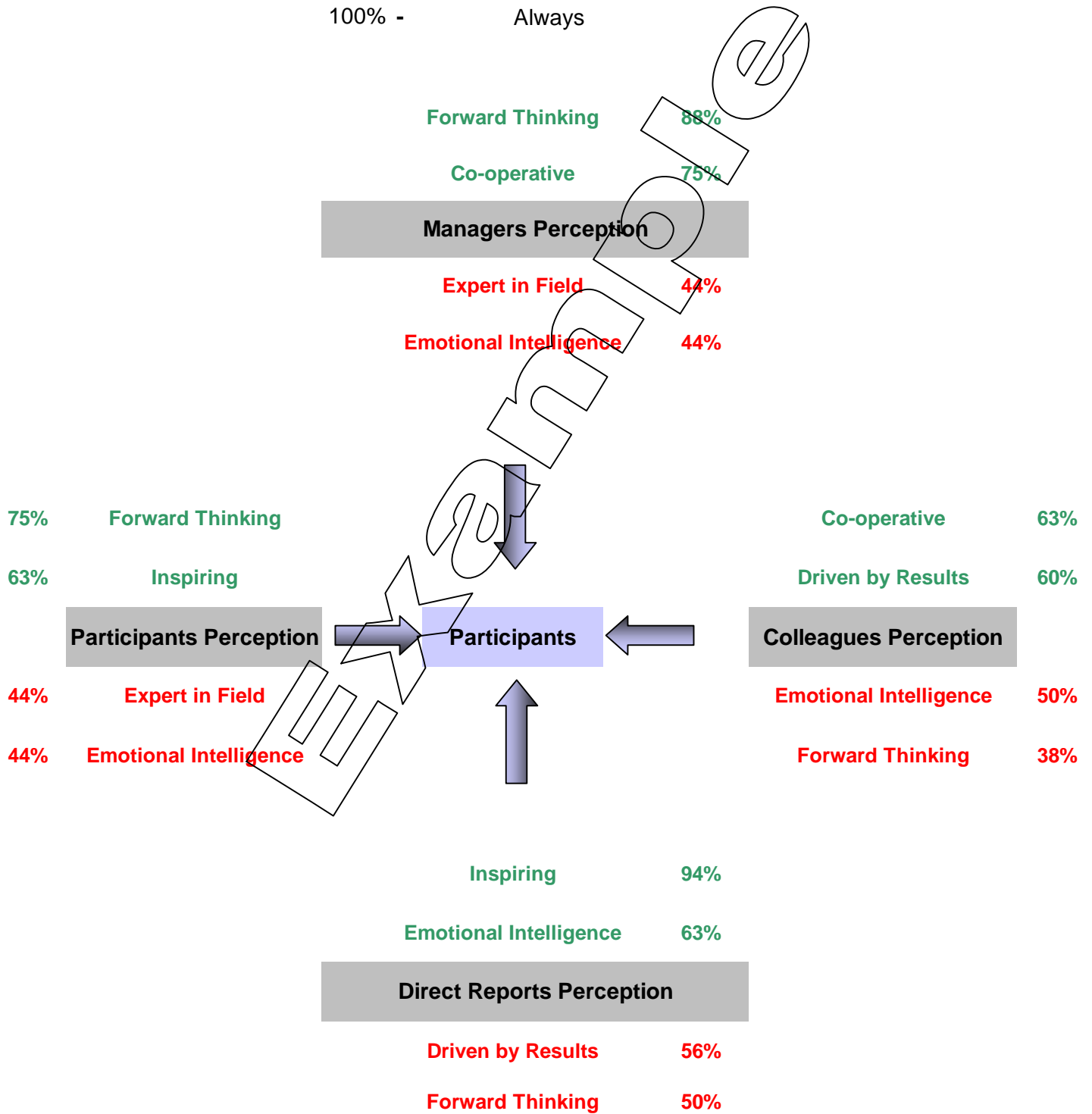


**Ranked combined average score as perceived by others**

Factor	Ave Score
Inspiring	2.8
Co-operative	2.6
Driven by Results	2.5
Emotional Intelligence	2.3
Expert in Field	2.1
Forward Thinking	2.0

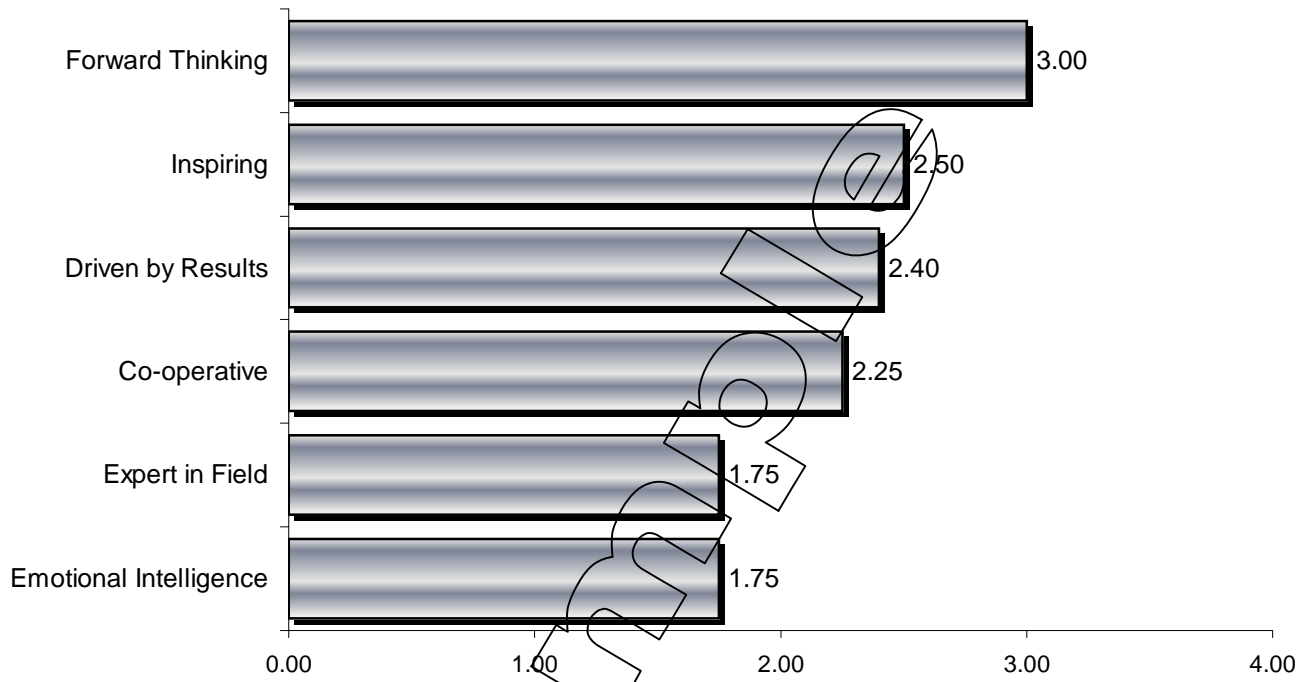
**Highest and lowest factors as perceived by each population**

**Key:**  
 0% - Never  
 25% - Rarely  
 50% - Sometimes  
 75% - Frequently  
 100% - Always

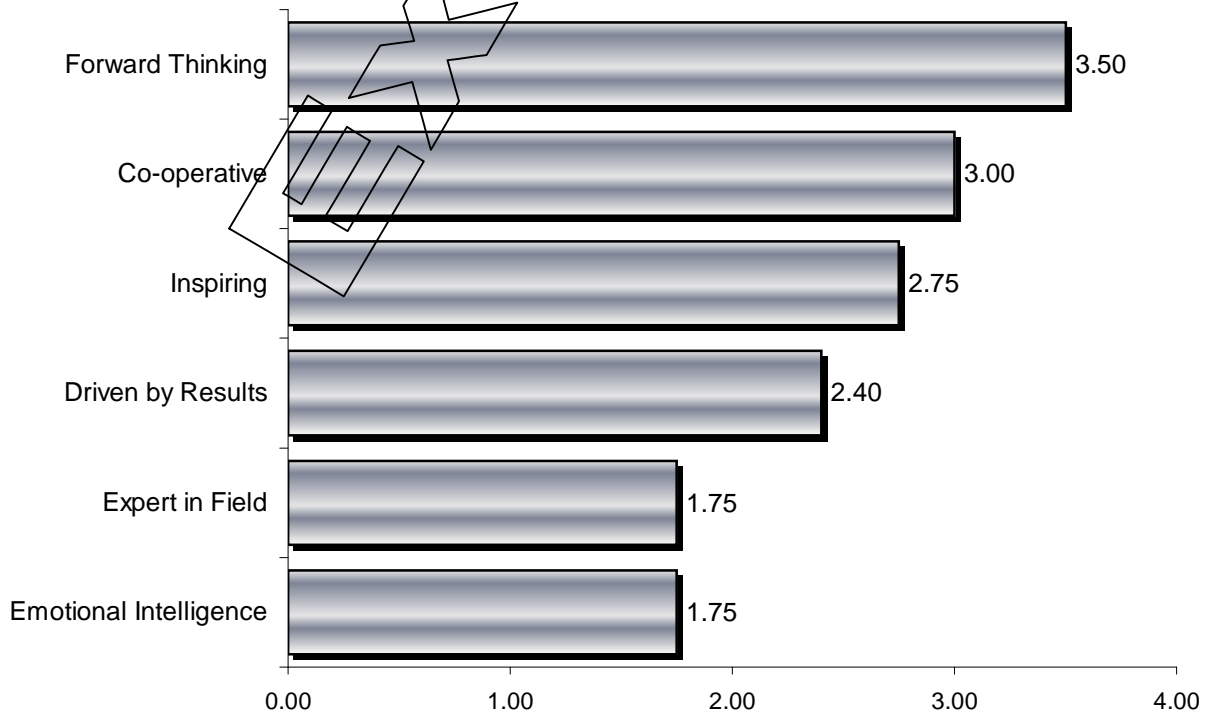


**Ranked average scores by population for each factor**

**Participants Scores**



**Managers Scores**



## Top / Bottom Ten as Ranked by each population

### Participants

Top ten ...

No.	Question	Factor	Score
6.4	Focuses on the priorities and is not easily distracted	Emotional Intelligence	100%
5.4	Demonstrates full and active support to staff in their personal and career development	Inspiring	100%
5.3	Stretches people and encourages them to demonstrate and grow their talent	Inspiring	75%
4.4	Proactively seeks out new opportunities for self and team	Forward Thinking	75%
4.3	Considers the bigger picture and thinks strategically	Forward Thinking	75%
5.4	Demonstrates full and active support to staff in their personal and career development	Inspiring	100%
5.3	Stretches people and encourages them to demonstrate and grow their talent	Inspiring	75%
5.4	Demonstrates full and active support to staff in their personal and career development	Inspiring	100%

Bottom ten ...

No.	Question	Factor	Score
2.5	Provides appropriate and timely recognition to staff for a job well done	Driven by Results	25%
3.1	Creates a working environment that encourages continuous learning and networking	Expert in Field	25%
3.4	Provides sound and valuable advice to others	Expert in Field	25%
5.2	Creates an environment that motivates staff to identify and fulfil their potential	Inspiring	25%
6.1	Manages own time and energy well and exudes an air of being in control	Emotional Intelligence	25%
6.2	Has personal confidence that comes across as appropriate	Emotional Intelligence	25%
6.3	Helps staff balance the demands within work	Emotional Intelligence	25%
1.1	Aligns people to the vision and involves team in creating internal and external coalitions	Co-operative	50%

### Managers

Top ten ...

No.	Question	Factor	Score
4.3	Considers the bigger picture and thinks strategically	Forward Thinking	100%
4.2	Encourages others to propose new and imaginative ideas to push out the boundaries of current thinking	Forward Thinking	100%
4.1	Creates a supportive and open environment where staff can implement new ideas with no fear of retribution in the event of	Forward Thinking	100%
2.3	Provides a clear direction for the team and always focuses on activities that will deliver it	Driven by Results	100%
1.2	Actively seeks out new ideas and encourages knowledge sharing	Co-operative	100%
2.3	Provides a clear direction for the team and always focuses on	Driven by Results	100%
4.1	Creates a supportive and open environment where staff can	Forward Thinking	100%
4.2	Encourages others to propose new and imaginative ideas to push	Forward Thinking	100%

## All results by factor (ranked)

### Co-operative

Qu	Question	Par	Man	Col	D/R	Oth	Ave
1.2	Actively seeks out new ideas and encourages knowledge sharing	75%	100%	75%	63%	75%	75%
1.4	Takes an active and positive role in ensuring the team works effectively together	50%	75%	100%	63%	50%	70%
1.3	Values and encourages diversity of approach and style	50%	75%	50%	63%	75%	65%
1.1	Aligns people to the vision and involves team in creating internal and external coalitions	50%	50%	25%	50%	75%	50%

### Driven by Results

Qu	Question	Par	Man	Col	D/R	Oth	Ave
2.2	Demonstrates personal commitment to the teams goals	75%	75%	25%	75%	75%	65%
2.5	Provides appropriate and timely recognition to staff for a job well done	25%	50%	100%	50%	75%	65%
2.1	Will take tough decisions and will challenge the status quo	75%	50%	75%	50%	75%	63%
2.3	Provides a clear direction for the team and always focuses on activities that will deliver it	75%	100%	25%	63%	50%	60%
2.4	Provides constructive feedback and support to staff where performance standards have not been met	50%	25%	75%	38%	100%	55%

### Expert in Field

Qu	Question	Par	Man	Col	D/R	Oth	Ave
3.3	Demonstrates strong technical knowledge and skill within their professional field	50%	50%	50%	75%	75%	65%
3.1	Creates a working environment that encourages continuous learning and networking	25%	25%	75%	75%	50%	60%
3.2	Actively encourages staff to undertake personal development and leads by example	75%	50%	75%	50%	50%	55%
3.4	Provides sound and valuable advice to others	25%	50%	25%	38%	50%	40%

