

Section One - Percentage Scores by Factor

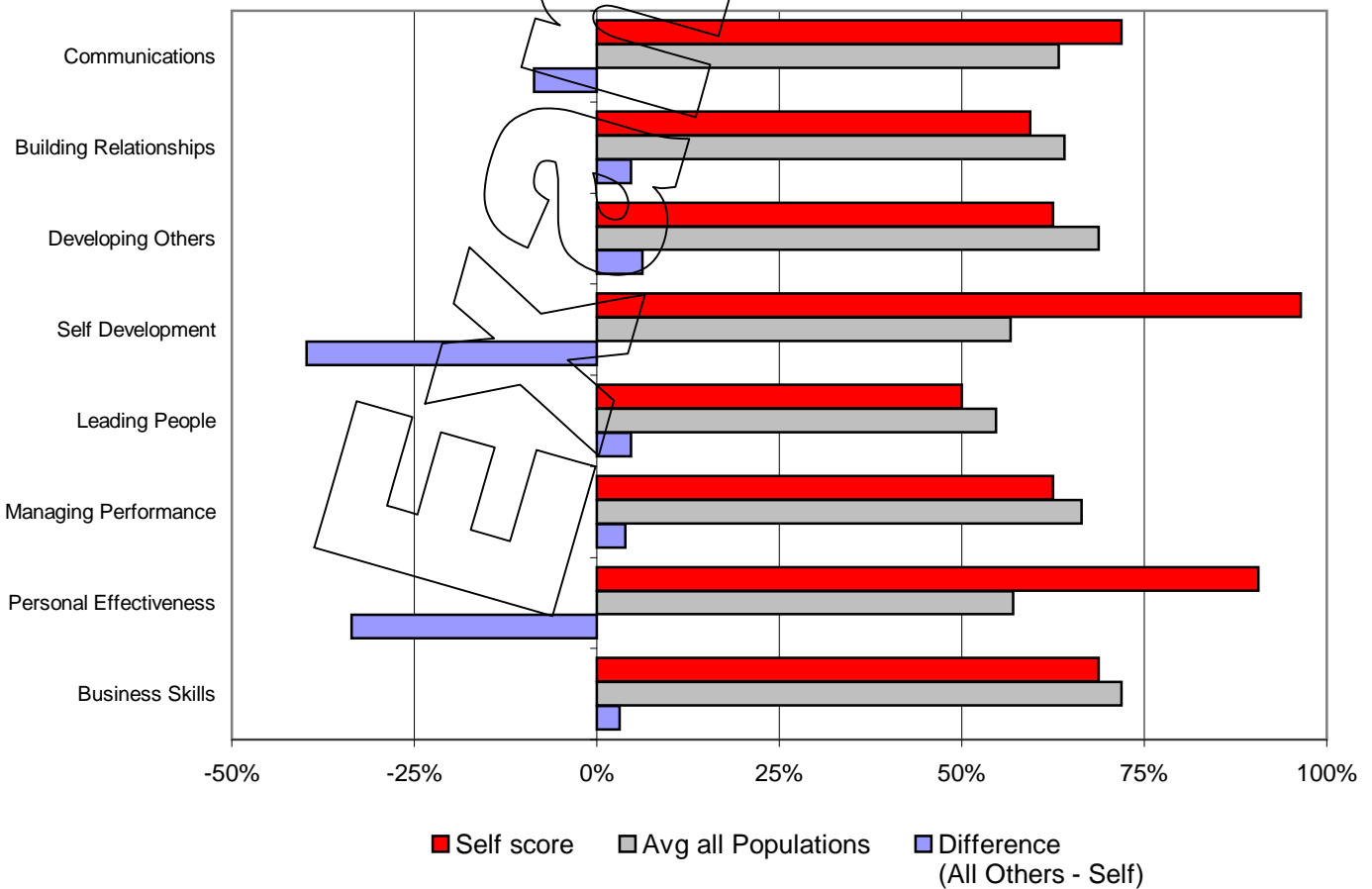
Factor		Percentage Scores		
		Self score	Avg all Populations	Difference (All Others - Self)
1	Communications	72%	63%	-9%
2	Building Relationships	59%	64%	5%
3	Developing Others	63%	69%	6%
4	Self Development	96%	57%	-40%
5	Leading People	50%	55%	5%
6	Managing Performance	63%	66%	4%
7	Personal Effectiveness	91%	57%	-34%
8	Business Skills	69%	72%	3%

NB.

Positive Difference represents where 'Others' have marked you higher than your own score

Negative Difference represents where you have marked yourself higher than 'Other' score

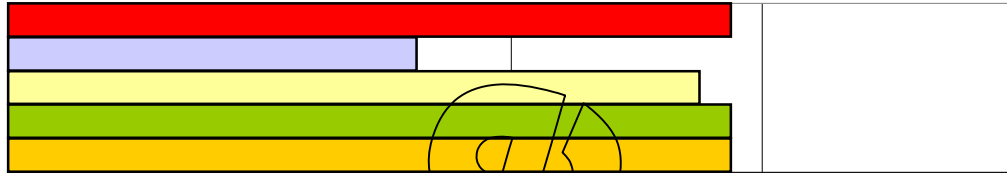
Rounding to the nearest whole number may give the appearance of arithmetic inconsistencies in this table.



Section Two - Factor Results by Population

Communications

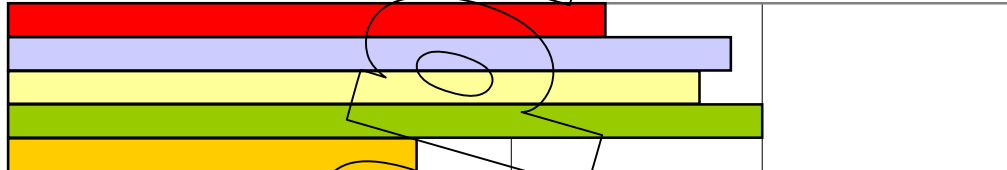
Self
 Manager/s
 Avg Colleague
 Avg Direct Reports
 Avg Others



Score
72%
41%
69%
72%
72%

Building Relationships

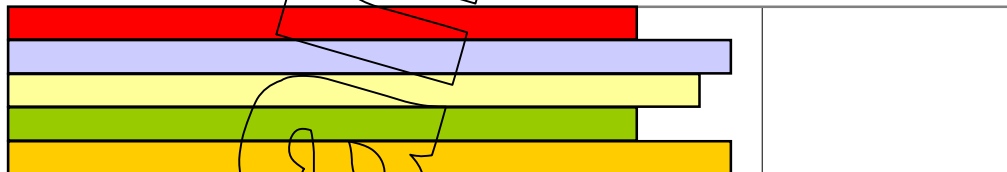
Self
 Manager/s
 Avg Colleague
 Avg Direct Reports
 Avg Others



Score
59%
72%
69%
75%
41%

Developing Others

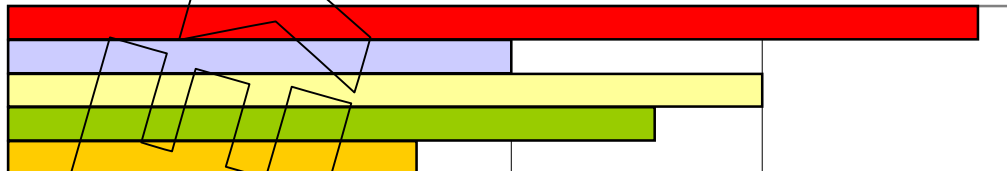
Self
 Manager/s
 Avg Colleague
 Avg Direct Reports
 Avg Others



Score
63%
72%
69%
63%
72%

Self Development

Self
 Manager/s
 Avg Colleague
 Avg Direct Reports
 Avg Others



Score
96%
50%
75%
64%
41%

Leading People

Self
 Manager/s
 Avg Colleague
 Avg Direct Reports
 Avg Others



Score
50%
44%
44%
59%
72%



Section Three - Percentage Scores by Factor

Key:

- 0% - Never
- 25% - Rarely
- 50% - Sometimes
- 75% - Frequently
- 100% - Always
- n* - Insufficient data
- 2 or less identical scores -
- 3 or more identical scores -

N -
R -
S -
F -
A -
<i>n</i> -

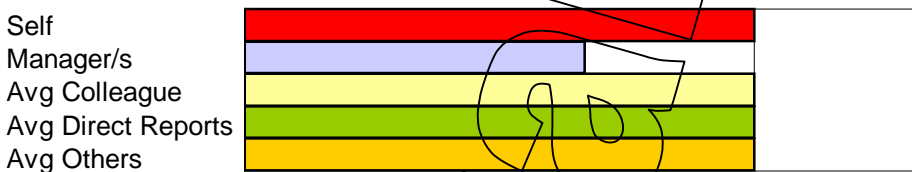
Factor 1 - Communications

1.1 Speaks clearly



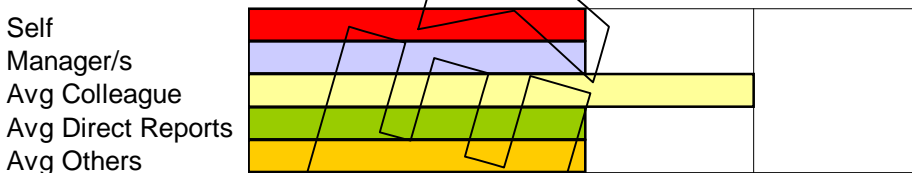
Score	N	R	S	F	A	n
50%	0	0	1	0	0	0
50%	0	0	1	0	0	0
75%	0	0	0	1	0	0
50%	0	0	1	0	0	0
50%	0	0	1	0	0	0

1.2 Speaks concisely



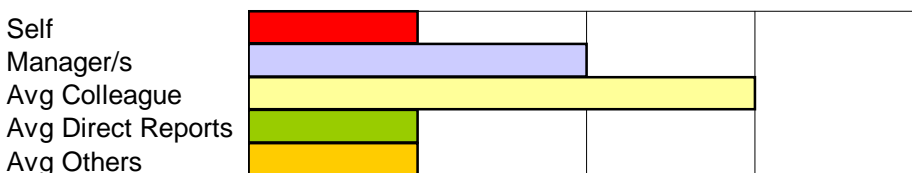
Score	N	R	S	F	A	n
75%	0	0	0	1	0	0
50%	0	0	1	0	0	0
75%	0	0	0	1	0	0
75%	0	0	0	1	0	0
75%	0	0	0	1	0	0

1.3 Speaks with enthusiasm



Score	N	R	S	F	A	n
50%	0	0	1	0	0	0
50%	0	0	1	0	0	0
75%	0	0	0	1	0	0
50%	0	0	1	0	0	0
50%	0	0	1	0	0	0

1.4 Prepares well for presentations



Score	N	R	S	F	A	n
25%	0	1	0	0	0	0
50%	0	0	1	0	0	0
75%	0	0	0	1	0	0
25%	0	1	0	0	0	0
25%	0	1	0	0	0	0



Comments - Communications

Self

Manager/s

1. Always gets their point across in a clear but firm manner
- 2.
- 3.

Colleague

1. Pat is good at listening before he responds
2. Pats openness is admirable and his confidence in dealing with colleagues has improved. It seems to me that he sometimes feels that he must take things on himself and doesn't build relationships across the department
- 3.
- 4.
- 5.

Direct Reports

1. Pat is very approachable to all levels of staff but can be over accommodating at times. He does through his own commitment engender greater application in others. He does need to address issues more directly at times.
- 2.
- 3.

Others

1. Easy to talk to.
2. Should be more direct when dealing with others.
- 3.
- 4.
- 5.



Section Four- Top / Bottom Ten as Ranked by Others

Subject Pat Sample

Top Ten

Ques No.	Fac.	This person....	Self	Man Avg	Coll Avg	D/R Avg	Oth Avg	Avg
5	3	Shares knowledge and learning with others	50%	100%	75%	100%	100%	94%
7	3	Encourages others to take on new challenges	50%	100%	50%	100%	100%	88%
5	6	Discusses directly with team members the quality of their work and behaviour	75%	100%	100%	100%	50%	88%
5	1	Makes effective formal presentations	100%	50%	75%	100%	100%	81%
6	1	Adjusts their approach depending on the audience	100%	25%	100%	100%	100%	81%
6	3	Encourages members of the team to share their knowledge and learning	25%	100%	100%	25%	100%	81%
5	8	Maintains a strategic viewpoint	75%	75%	75%	75%	100%	81%
7	8	Understands the economics of the organisation	50%	75%	75%	75%	100%	81%
5	2	Works positively at building their team	75%	100%	75%	75%	50%	75%
6	2	Values the opinions of others	50%	100%	100%	75%	25%	75%

Bottom Ten

Ques No.	Fac.	This person....	Self	Man Avg	Coll Avg	D/R Avg	Oth Avg	Avg
4	5	Knows what motivates others	25%	50%	50%	25%	25%	38%
4	3	Makes staff development one of their key priorities	100%	25%	75%	25%	25%	38%
3	7	Has a good home / work balance	100%	25%	75%	25%	50%	44%
7	4	Is prepared to take on a new challenge	100%	50%	50%	50%	25%	44%
4	1	Prepares well for presentations	25%	50%	75%	25%	25%	44%
3	6	Ensures that people understand their roles clearly	75%	100%	25%	25%	50%	50%
8	5	Leads by example	25%	50%	50%	25%	75%	50%
7	5	Empowers the team	100%	25%	25%	50%	100%	50%
5	5	Demonstrates trust in others	50%	25%	25%	50%	100%	50%
3	5	Inspires others to excel	100%	25%	25%	100%	50%	50%



Section Five - Continue, Stop, Start Commentary

Continue

Subject **Pat Sample**

From Manager/s

1. Extend your knowledge
- 2.
- 3.

Stop

From Manager/s

1. Being afraid to say no. Overloading himself with work.
- 2.
- 3.

From Colleague

1. Trying to do everything yourself!
2. Being over accommodating when he needs to say no this will affect my department
- 3.
- 4.
- 5.

Start

From Manager/s

1. Smiling
- 2.
- 3.

From Direct Reports

1. Taking tea breaks
2. Making informed decisions when his boss is not around.
3. Delegate more and share some stress of the workload. Take charge.
- 4.
- 5.



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