



# Manager Benchmark

A report for:

**Sam Sample**

Created 28<sup>th</sup> June 2023

An abstract, black and white geometric pattern consisting of many overlapping, curved, and faceted shapes that create a sense of depth and movement, resembling a complex architectural or crystalline structure.

Key	
Focus	1
Manager	1
Other	3

## About this Report

This report contains highly confidential information about Sam Sample. It presents feedback on behaviours and the impact these behaviours can have on others e.g., line managers, peers/colleagues, direct reports, and key stakeholders (e.g., internal & external customers).

This report has been created based on the feedback received from the different people invited to complete a 360 survey. These individuals have rated Sam's behaviour against a number of statements, which are presented using a framework of 4 competencies.

Each competency has a definition and 5 behaviours, which are clustered into clear and concise categories, allowing specific behaviours to be isolated and developed.

### Manager Benchmark Competencies

- 1. Engaging Others:** How an individual engages others to collaboratively solve problems.
- 2. Sound Judgement:** How an individual gathers and weighs information to make valid decisions.
- 3. Achieving Outcomes:** How an individual optimises individual & organisational performance to achieve outcomes.
- 4. Role Modelling:** How an individual promotes respect and credibility whilst taking responsibility for faults.

## Contents

### Summary Leadership Profile

This section provides an overall summary of the feedback. It presents an average of the overall ratings for each competency, by rater group. It also presents comments made by the individuals chosen to provide feedback.

### Item-level Feedback

This section provides detailed feedback for each competency. It presents the ratings given for each statement within a competency, by rater group. It also presents comments made by the individuals chosen to provide feedback, enabling greater meaning to be established from the ratings.

### Highest and Lowest Ratings

This section identifies standout strengths and key areas for development. It presents the 5 highest and the 5 lowest ratings, by rater group. Sam's ratings are not used to calculate the highest and lowest items but are included for comparison.

### Benchmark Comparison

This section provides a statistical and meaningful benchmark comparison of the leadership competencies. It compares Sam's against a group of high potential professionals who have also completed the same survey. The graph indicates whether the scores, on each competency, are low, mid-range or high when compared with others.

## RATINGS

### Manager Benchmark

	OVERALL	FOCUS	MANAGER	OTHER
Engaging Others	4.3	4.4	4.2	4.3
Sound Judgement	4.3	4.4	4.6	3.8
Achieving Outcomes	2.7	2.4	2.6	3.0
Role Modelling	4.8	5.0	4.8	4.5

### Feedback Comments

#### Sam's key strengths and talents

##### Focus

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#### Sam's development areas and opportunities for improvement

##### Focus

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### **What Sam would most benefit from improving now**

Focus

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All Others

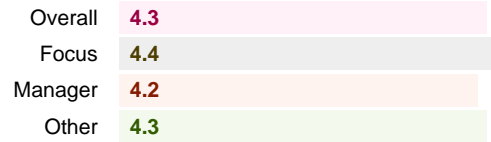
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- 5 = Strongly Agree
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**RATINGS**

## Engaging Others

How an individual engages others to collaboratively solve problems.

	OVERALL	FOCUS	MANAGER	OTHER
Forms, develops and nurtures strong, trusting professional relationships (internal & externally)	4.4	5.0	4.0	4.3
Is a positive and empowering influence for others	4.0	4.0	4.0	4.0
Communicates effectively, fluently addressing the needs of the situation	4.2	4.0	4.0	4.3
Collaborates effectively, strengthening teamwork by encouraging a shared sense of purpose	4.2	4.0	5.0	4.0
Reinforces an open, supportive, and appreciative culture within the team, to maximise contributions	4.6	5.0	4.0	4.7

### Comments

**Strengths:**

**Focus**

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## **Development Opportunities:**

### Focus

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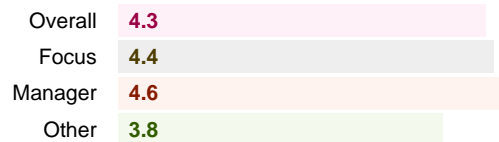
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## RATINGS

### Sound Judgement

How an individual gathers and weighs information to make valid decisions.

	OVERALL	FOCUS	MANAGER	OTHER
Actively invites a range of perspectives before drawing conclusions, carefully weighing all options	3.8	4.0	5.0	3.3
Makes considered, defensible and transparent decisions, monitoring & adjusting when appropriate	4.6	5.0	5.0	4.3
Is strategic in approach, esp. when searching for new opportunities & solutions to current challenges	4.2	4.0	4.0	4.3
Anticipates and evaluates potential problems before they arise, quickly recognising risks	4.8	5.0	4.0	5.0
Is self-aware, recognising own strengths & development needs (esp. impact of one's style on others)	3.0	4.0	5.0	2.0

### Comments

#### Strengths:

##### Focus

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## **Development Opportunities:**

### Focus

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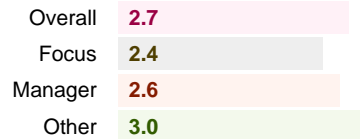
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5 = Strongly Agree  
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## RATINGS

### Achieving Outcomes

How an individual optimises individual & organisational performance.

	OVERALL	FOCUS	MANAGER	OTHER
Sets clear goals for team members, regularly monitoring and reviewing progress	2.2	2.0	2.0	2.3
Guides projects successfully, from inception to completion, requiring minimal support from others	2.8	3.0	3.0	2.7
Actively manages issues efficiently and effectively (esp. disagreements / conflict)	2.6	2.0	2.0	3.0
Is resilient, remaining calm and flexible in response to work-related pressures and setbacks	3.2	3.0	3.0	3.3
Invites & acts on constructive feedback, showing determination to maximise skills & performance	3.2	2.0	3.0	3.7

### Comments

#### Strengths:

##### Focus

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## **Development Opportunities:**

### Focus

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Overall	4.8
Focus	5.0
Manager	4.8
Other	4.5

### RATINGS

## Role Modelling

How an individual promotes respect and credibility whilst taking responsibility for faults.

	OVERALL	FOCUS	MANAGER	OTHER
Is self-motivated, demonstrating active commitment to role and the wider Organisation	5.0	5.0	5.0	5.0
Respects the views & needs of all individuals, regardless of background or status	4.8	5.0	5.0	4.7
Always follows relevant policies & procedures (esp. confidentiality), to minimise risks to the Organisation	4.6	5.0	4.0	4.7
Is accountable, taking responsibility for own decisions / actions (aware of potential impact on others)	4.6	5.0	5.0	4.3
Goes above and beyond role expectations, for the team and the Organisation	4.4	5.0	5.0	4.0

### Comments

#### Strengths:

##### Focus

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### **Development Opportunities:**

#### Focus

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## Highest & Lowest Ratings

Listed below are the 5 highest & 5 lowest rated items from all feedback providers. The Focus' ratings are not used to calculate the highest and lowest but they are presented here for comparison.

### Top 5

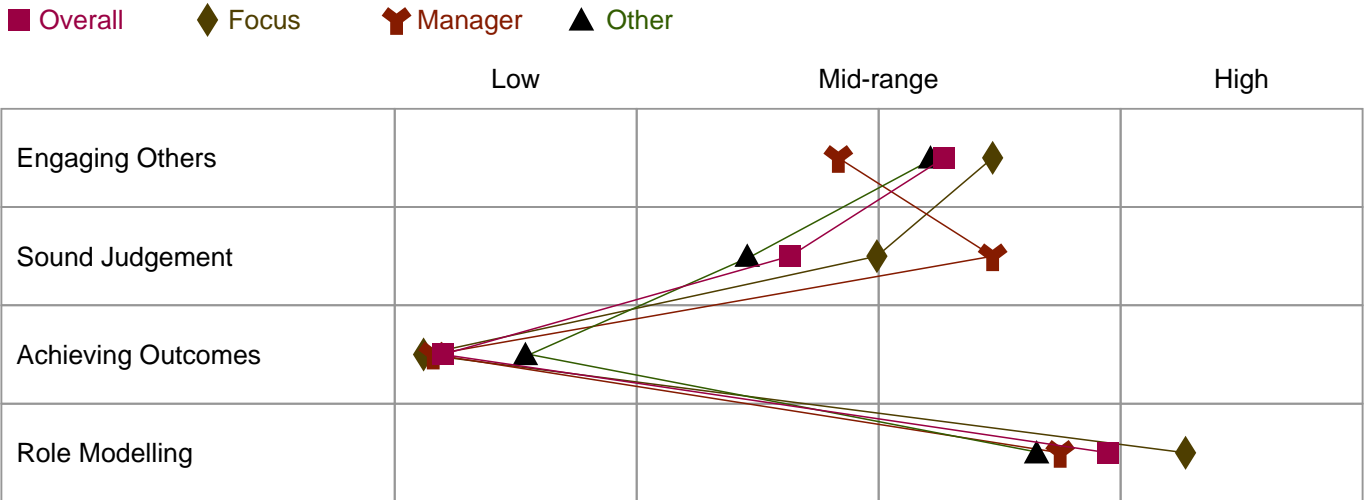
	OVERALL	FOCUS	MANAGER	OTHER
Is self-motivated, demonstrating active commitment to role and the wider Organisation	5.0	5.0	5.0	5.0
Respects the views & needs of all individuals, regardless of background or status	4.8	5.0	5.0	4.7
Anticipates and evaluates potential problems before they arise, quickly recognising risks	4.8	5.0	4.0	5.0
Makes considered, defensible and transparent decisions, monitoring & adjusting when appropriate	4.5	5.0	5.0	4.3
Reinforces an open, supportive, and appreciative culture within the team, to maximise contributions	4.5	5.0	4.0	4.7

### Bottom 5

	OVERALL	FOCUS	MANAGER	OTHER
Sets clear goals for team members, regularly monitoring and reviewing progress	2.3	2.0	2.0	2.3
Guides projects successfully, from inception to completion, requiring minimal support from others	2.8	3.0	3.0	2.7
Actively manages issues efficiently and effectively (esp. disagreements / conflict)	2.8	2.0	2.0	3.0
Is self-aware, recognising own strengths & development needs (esp. impact of one's style on others)	2.8	4.0	5.0	2.0
Is resilient, remaining calm and flexible in response to work-related pressures and setbacks	3.3	3.0	3.0	3.3

## Benchmark Comparison

The following graph provides a statistical benchmark comparison of Sam's competency scores, against a group of others who have also completed the same survey. The graph indicates whether Sam's scores, on each competency, are low, mid-range or high when compared with others.



This report was produced by Viewpoint Psychology Ltd.

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