



Management Development Programme

360 Degree Feedback Report pt I

for

Pat Sample

of

Example Co.

Importance Ratings

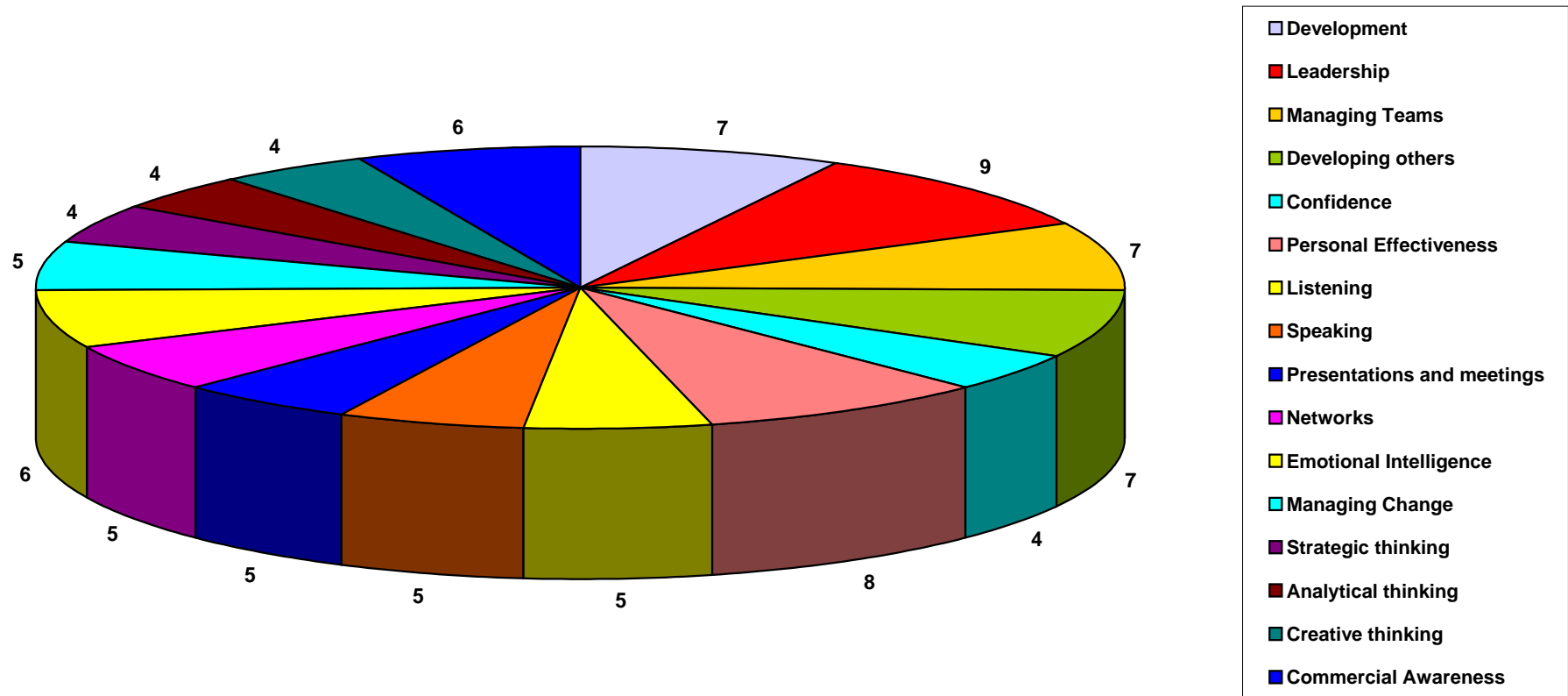
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Part Five	<u>People Skills</u> Factors E - K E Confidence F Personal Effectivness G Listening H Speaking I Presentation and Meetings J Networks K Emotional Intelligence
Part Six	<u>Future Skills</u> Factors L - P L Managing Change M Strategic Thinking N Analytical Thinking O Creative Thinking P Commercial Awareness

This report is based on the responses that you and others gave to the 91 questions presented on the website.
The questions all relate to 16 key factors (see list and chart below)

Make up of Key Factors (No. of questions for each key factor)



Management Development Programme
Importance Ratings

Name of Subject :

Pat Sample

Number of Respondents :

	Issued	Rec.
Boss/s	1	1
Colleagues	2	1
Direct Reports	4	1

Team and Colleague data the same (Yes/No)

No

		Importance Rating*				
Factor		Self	Mgr.A	Diff	Mgr.B	Diff
A	Development	1	4	-3	0	1
B	Leadership	2	3	-1	0	2
C	Managing Teams	3	2	1	0	3
D	Developing others	4	1	3	0	4
E	Confidence	1	1	0	0	1
F	Personal Effectiveness	2	2	0	0	2
G	Listening	3	3	0	0	3
H	Speaking	4	4	0	0	4
I	Presentations and meetings	1	4	-3	0	1
J	Networks	2	3	-1	0	2
K	Emotional Intelligence	3	2	1	0	3
L	Managing Change	4	1	3	0	4
M	Strategic thinking	1	1	0	0	1
N	Analytical thinking	2	2	0	0	2
O	Creative thinking	3	4	-1	0	3
P	Commercial Awareness	4	3	1	0	4

Negative difference indicates that your **manager** has rated this factor as **more** important than you have rated it
 Positive difference indicates that **you** have rated this factor as **more** important than you manager considers it

***Reminder - Importance ratings :**

- 1 - Important
- 3 - Highly Important
- 6 - Critical

Table One and Chart One
Importance Ratings - By Factor

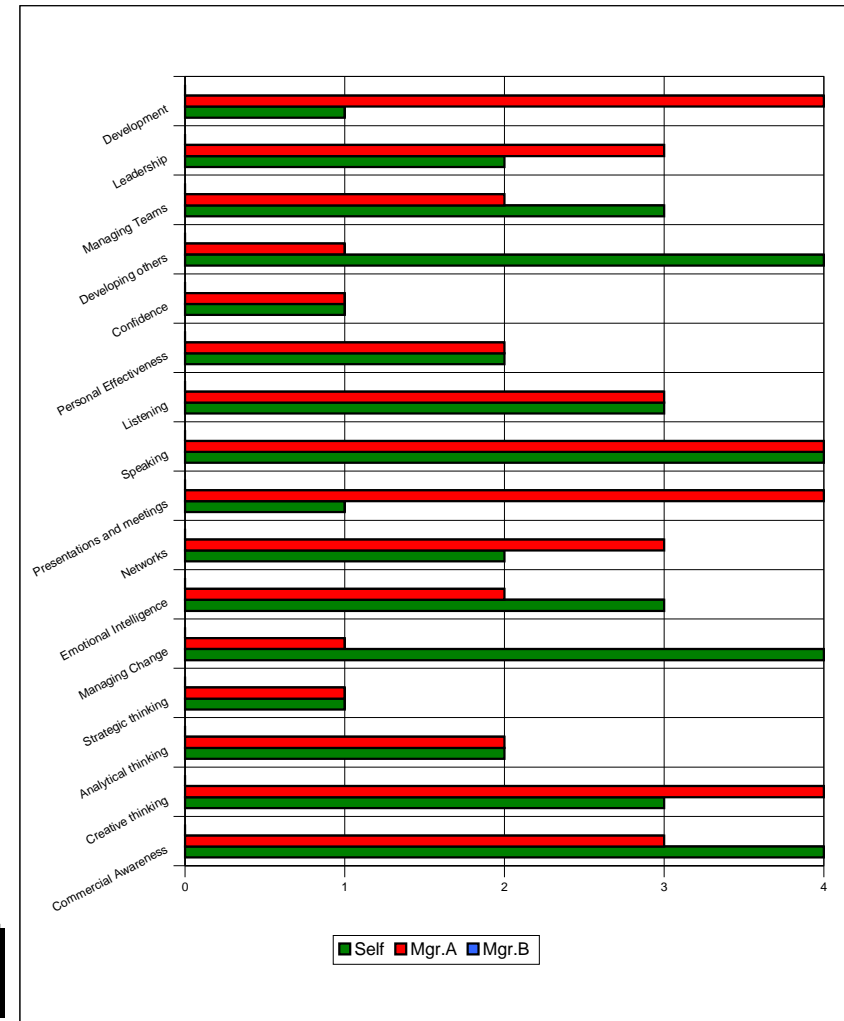


Table two - Factor Descriptions

	Factor	Description
A	Development	Learning quickly and pursuing self development
B	Leadership	Providing direction and motivation and being a good role model.
C	Managing Teams	Valuing and involving team members to achieve the teams goals
D	Developing others	Reviewing, supporting and encouraging others to achieve higher levels of performance
E	Confidence	Having an appropriate level of confidence in themselves and building confidence in others
F	Personal Effectiveness	Being well organised and using time and energy effectively
G	Listening	Demonstrating in word and deed that they listen
H	Speaking	Communicating clearly and concisely
I	Presentations and meetings	Making effective presentations and running good meetings
J	Networks	Building and using networks to achieve goals
K	Emotional Intelligence	Self motivated and socially skilled; can manage and detect the emotions in self and others
L	Managing Change	Working effectively in changing situations; preparing self and others for change
M	Strategic thinking	Taking a long term view and identifying key issues without getting lost in the detail
N	Analytical thinking	Analysing data and using careful logic to make decisions
O	Creative thinking	Thinking differently to create new ideas and solutions
P	Commercial Awareness	Being aware of the commercial aspects of the organisation and its business context



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360 Degree Feedback Report pt II

for

Pat Sample

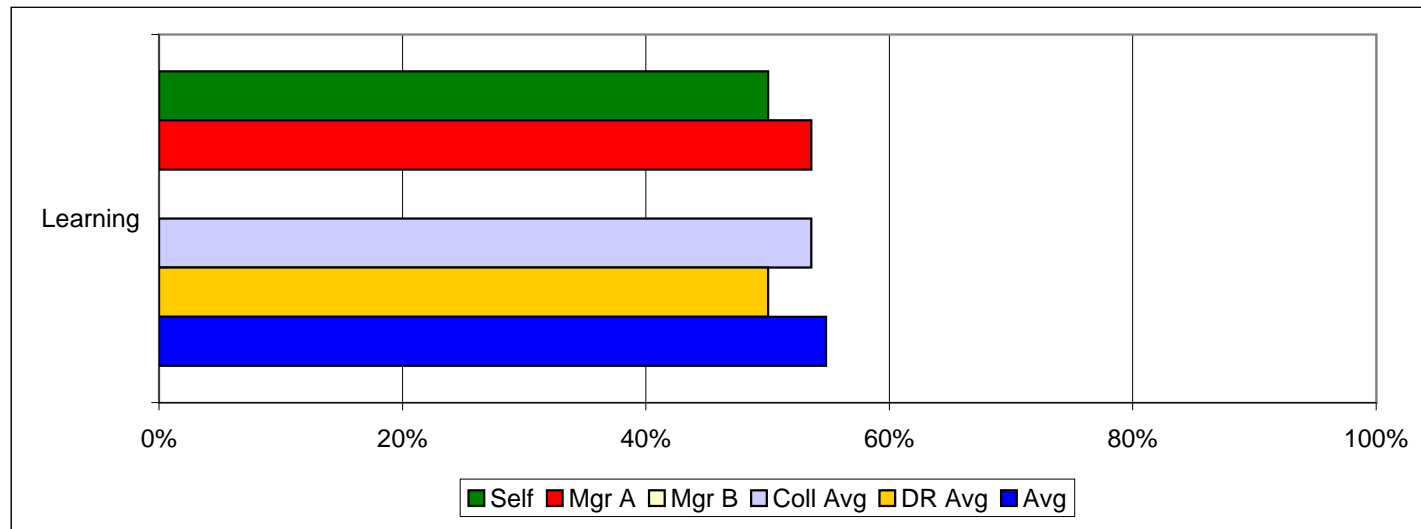
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Factor A - Learning
& Responder Comments

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Factor Overview - Learning



Percentage Scores
Learning

Self	50%
Mgr A	54%
Mgr B	#DIV/0!
Coll Avg	54%
DR Avg	50%
Avg	55%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
1	Seeks feedback and acts on it	2.0	0.0	0.0	4.0	3.0	2.3	4.0	-0.3
17	Learns from own mistakes	1.0	1.0	0.0	3.0	2.0	2.0	2.0	-1.0
33	Accepts criticism openly and non-defensively	2.0	4.0	0.0	3.0	1.0	2.7	3.0	-0.7
49	Understands own personal strengths and weaknesses	2.0	4.0	0.0	3.0	3.0	3.3	1.0	-1.3
65	Seeks out learning opportunities	3.0	0.0	0.0	2.0	3.0	1.7	3.0	1.3
77	Able to transfer learning from one situation to another	0.0	2.0	0.0	n	2.0	2.0	0.0	-2.0
84	Pursues focused self-development	4.0	4.0	0.0	0.0	0.0	1.3	4.0	2.7

Range = the difference between the highest and lowest scores provided by all responders except the subject
 Difference = Self score minus the Average

Table Four and Chart Four
Factor A - Learning

Table Three
Comments from Responders

Name of Subject:

Pat Sample

From Manager(s)

Pat is a good person but needs to take more of a role in developing the business and not just their own area.

From Subject

I found this really hard to do given my lack of managerial experience hence the large number of "n" scores.

From Colleagues

From Direct Reports

2



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360 Degree Feedback Report pt III

for

Pat Sample

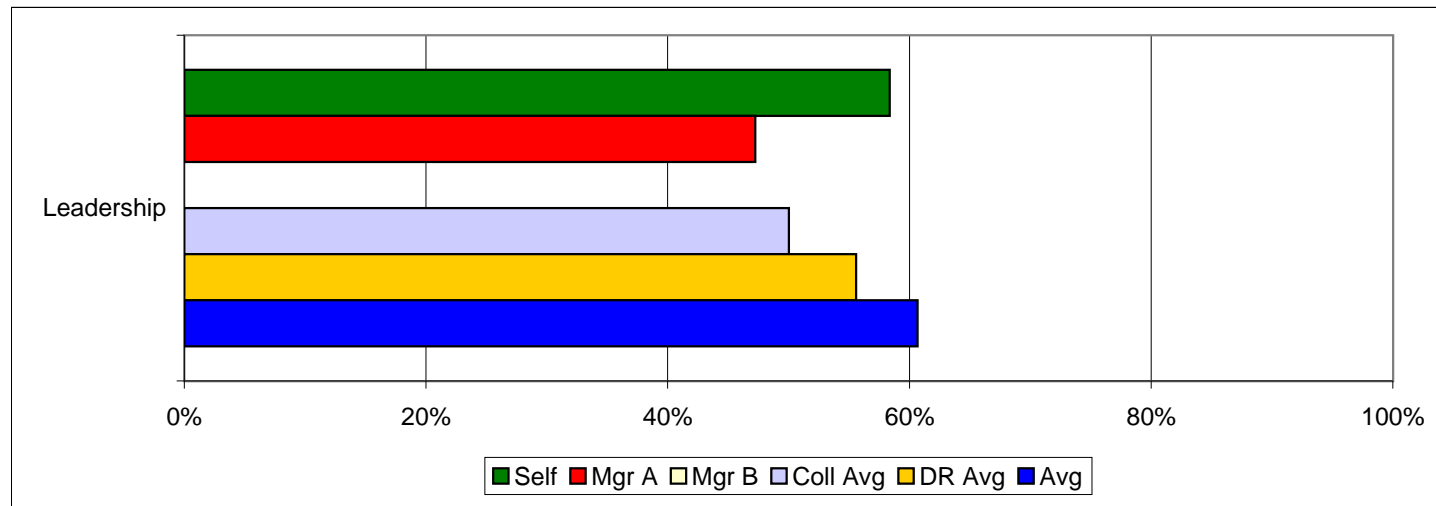
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Factor B - Leadership

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Factor Overview - Leadership



Percentage Scores
Leadership

Self	58%
Mgr A	47%
Mgr B	#DIV/0!
Coll Avg	50%
DR Avg	56%
Avg	61%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
2	Readily commands respect	2.0	0.0	0.0	3.0	2.0	1.7	3.0	0.3
18	Inspires others to excel	2.0	2.0	0.0	2.0	n	2.0	0.0	0.0
34	Provides clear direction and defines priorities for the team	1.0	2.0	0.0	4.0	2.0	2.7	2.0	-1.7
50	Sets high personal standards	4.0	4.0	0.0	0.0	4.0	2.7	4.0	1.3
66	Understands what motivates others	3.0	n	0.0	1.0	4.0	2.5	3.0	0.5
78	Fosters the development of a common vision	3.0	4.0	0.0	n	1.0	2.5	3.0	0.5
85	Supports management decisions	2.0	3.0	0.0	4.0	n	3.5	1.0	-1.5
89	Maintains confidentiality	2.0	2.0	0.0	2.0	4.0	2.7	2.0	-0.7
91	Has the 'edge' to make and take tough decisions	2.0	0.0	0.0	2.0	3.0	1.7	3.0	0.3

Range = the difference between the highest and lowest scores provided by all responders except the subject
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**Table Five and Chart Five
Factor B - Leadership**



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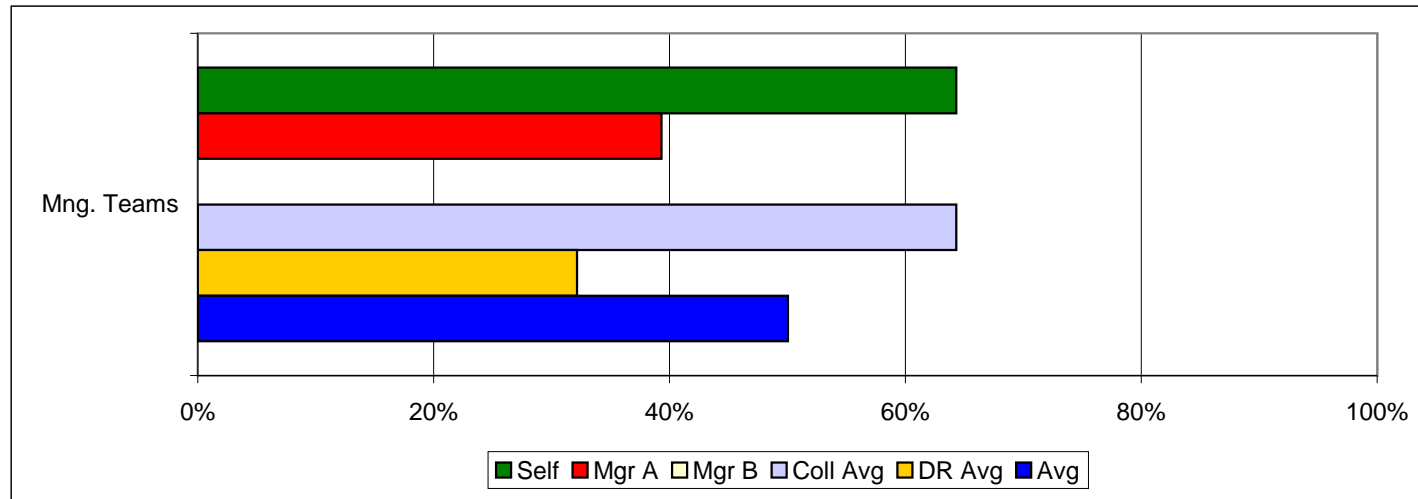
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Factors C & D - Managing Teams,
Developing Others

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Factor Overview - Managing Teams



Percentage Scores

Mng. Teams

Self	64%
Mgr A	39%
Mgr B	#DIV/0!
Coll Avg	64%
DR Avg	32%
Avg	50%

#DIV/0 indicates that there is no data for this population

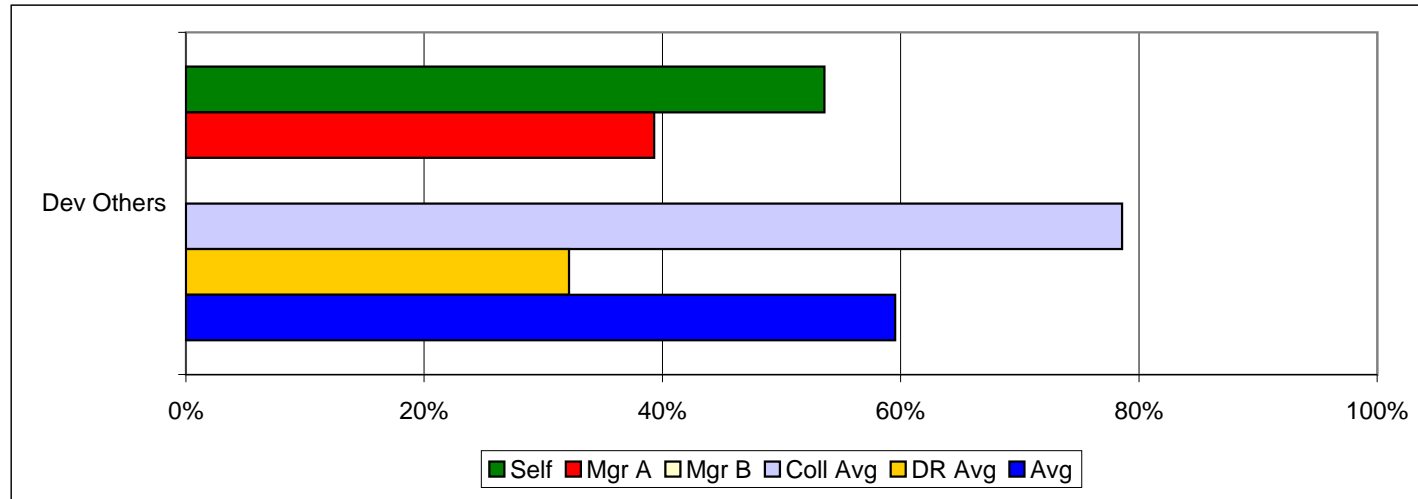
100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
3	Involves others in shaping plans and decisions that affect them	2.0	2.0	0.0	2.0	n	2.0	0.0	0.0
19	Values the contribution of all team members	1.0	2.0	0.0	4.0	2.0	2.7	2.0	-1.7
35	Encourages and embraces diversity	4.0	4.0	0.0	0.0	4.0	2.7	4.0	1.3
51	Manages conflict in team to a positive/win:win conclusion	3.0	n	0.0	1.0	4.0	2.5	3.0	0.5
67	Encourages the team to own their part of the 'Vision'	3.0	4.0	0.0	n	1.0	2.5	3.0	0.5
79	Fosters teamwork	2.0	3.0	0.0	4.0	n	3.5	1.0	-1.5
86	Supports new and inexperienced members	2.0	2.0	0.0	2.0	4.0	2.7	2.0	-0.7

Range = the difference between the highest and lowest scores provided by all responders except the subject
 Difference = Self score minus the Average

**Table Six and Chart Six
 Factor C - Managing Teams**



Percentage Scores
Dev Others

Self	54%
Mgr A	39%
Mgr B	#DIV/0!
Coll Avg	79%
DR Avg	32%
Avg	60%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
4	Helps others to identify their development needs through feedback and discussion	2.0	0.0	0.0	3.0	1.0	1.3	3.0	0.7
20	Coaches others to improve	2.0	n	0.0	3.0	0.0	1.5	3.0	0.5
36	Regularly reviews team performance against objectives	3.0	2.0	0.0	3.0	2.0	2.3	1.0	0.7
52	Regularly reviews individual performance, formally and informally	2.0	4.0	0.0	4.0	2.0	3.3	2.0	-1.3
68	Gives clear, concise and effective feedback to others	2.0	n	0.0	3.0	4.0	3.5	1.0	-1.5
80	Expresses disagreement tactfully and sensitively	2.0	2.0	0.0	3.0	0.0	1.7	3.0	0.3
87	Confronts potential people problems early	2.0	3.0	0.0	3.0	n	3.0	0.0	-1.0

Range = the difference between the highest and lowest scores provided by all responders except the subject
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**Table Seven and Chart Seven
 Factor D - Developing Others**



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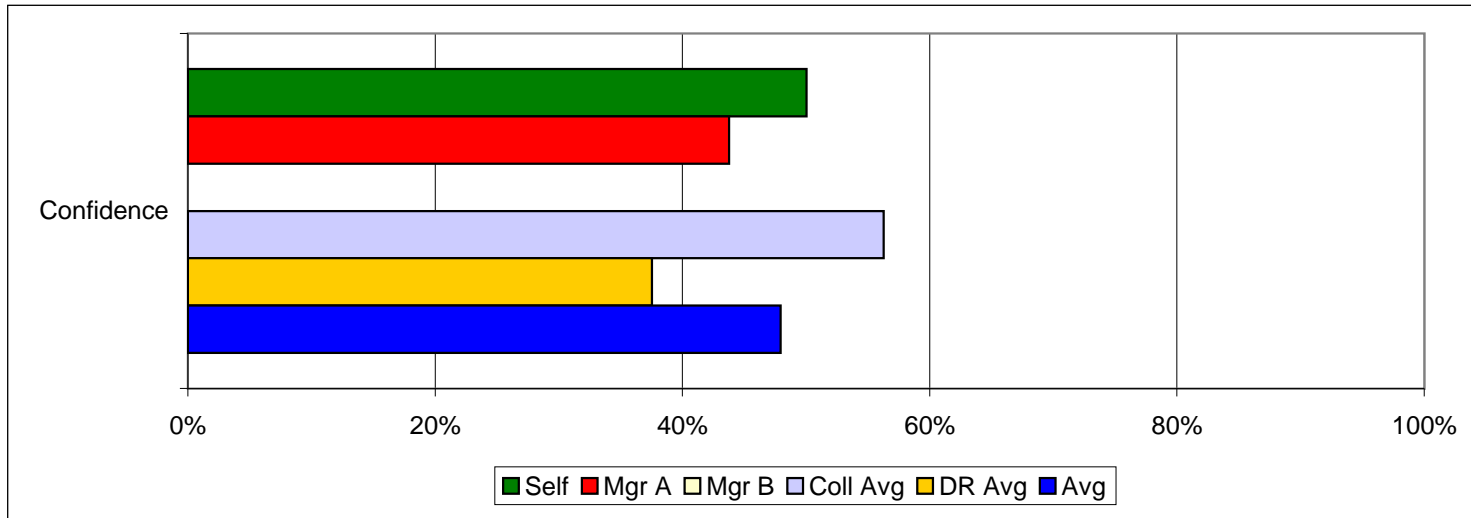
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Factors E - K People Skills

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Factor Overview - Confidence



Percentage Scores

Confidence	
Self	50%
Mgr A	44%
Mgr B	#DIV/0!
Coll Avg	56%
DR Avg	38%
Avg	48%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

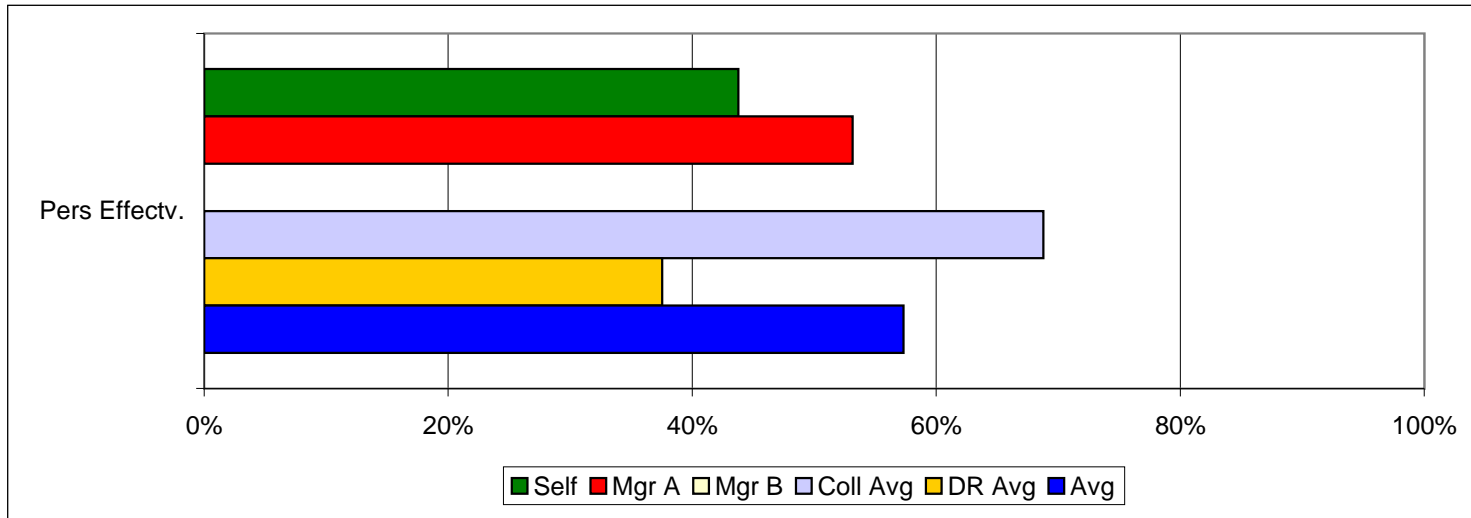
Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
5	Instils confidence in others and empowers them to take initiative	2.0	0.0	0.0	4.0	1.0	1.7	4.0	0.3
21	Is driven by his/her inner personal beliefs	1.0	n	0.0	2.0	0.0	1.0	2.0	0.0
37	Projects an appropriate degree of self confidence	2.0	4.0	0.0	1.0	4.0	3.0	3.0	-1.0
53	Has confidence in themselves; which manifests itself as appropriate personal presence	3.0	3.0	0.0	2.0	1.0	2.0	2.0	1.0

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Eight and Chart Eight
Factor E - Confidence**

Factor Overview - Personal Effectiveness



Percentage Scores

Pers Effectv.

Self	44%
Mgr A	53%
Mgr B	#DIV/0!
Coll Avg	69%
DR Avg	38%
Avg	57%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

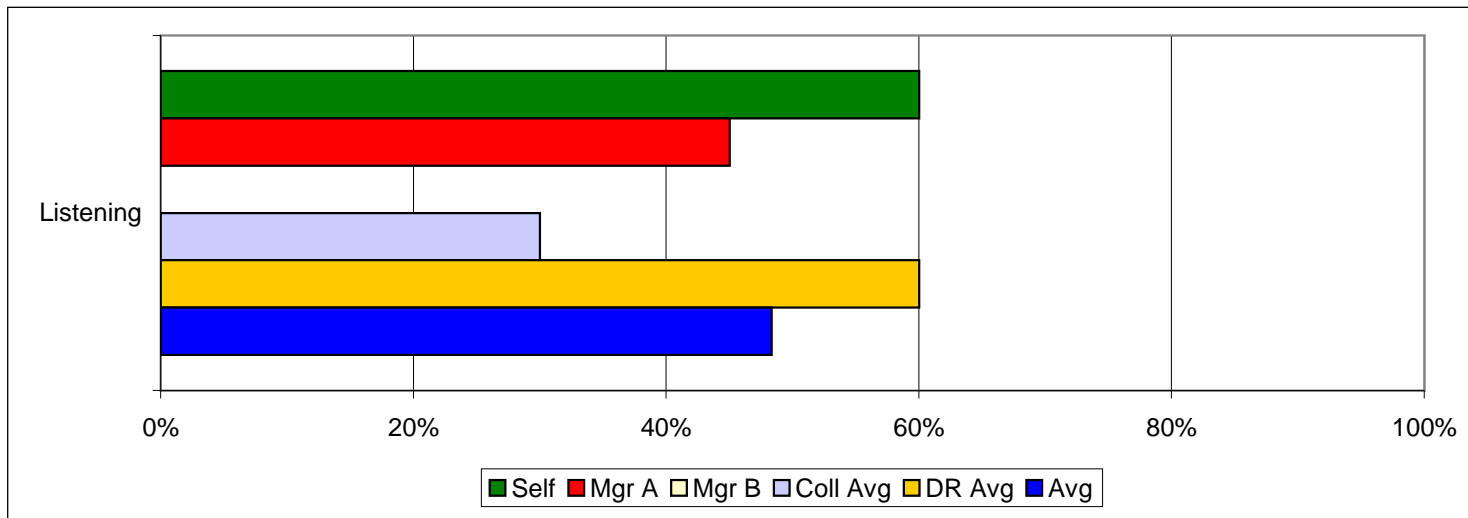
Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
6	Displays a high energy level	3.0	0.0	0.0	3.0	1.0	1.3	3.0	1.7
22	Is well organised	2.0	n	0.0	2.0	0.0	1.0	2.0	1.0
38	Manages his/her time well	1.0	3.0	0.0	3.0	2.0	2.7	1.0	-1.7
54	Has a high work capacity	1.0	2.0	0.0	4.0	n	3.0	2.0	-2.0
69	Gets the Job done on time	2.0	3.0	0.0	3.0	4.0	3.3	1.0	-1.3
81	Knows the Job	3.0	1.0	0.0	2.0	0.0	1.0	2.0	2.0
88	Handles multiple demands and competing priorities	1.0	4.0	0.0	4.0	3.0	3.7	1.0	-2.7
90	Knows when and how to delegate	1.0	4.0	0.0	1.0	2.0	2.3	3.0	-1.3

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Nine and Chart Nine
Factor F - Personal Effectiveness**

Factor Overview - Listening



Percentage Scores

Listening

Self	60%
Mgr A	45%
Mgr B	#DIV/0!
Coll Avg	30%
DR Avg	60%
Avg	48%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

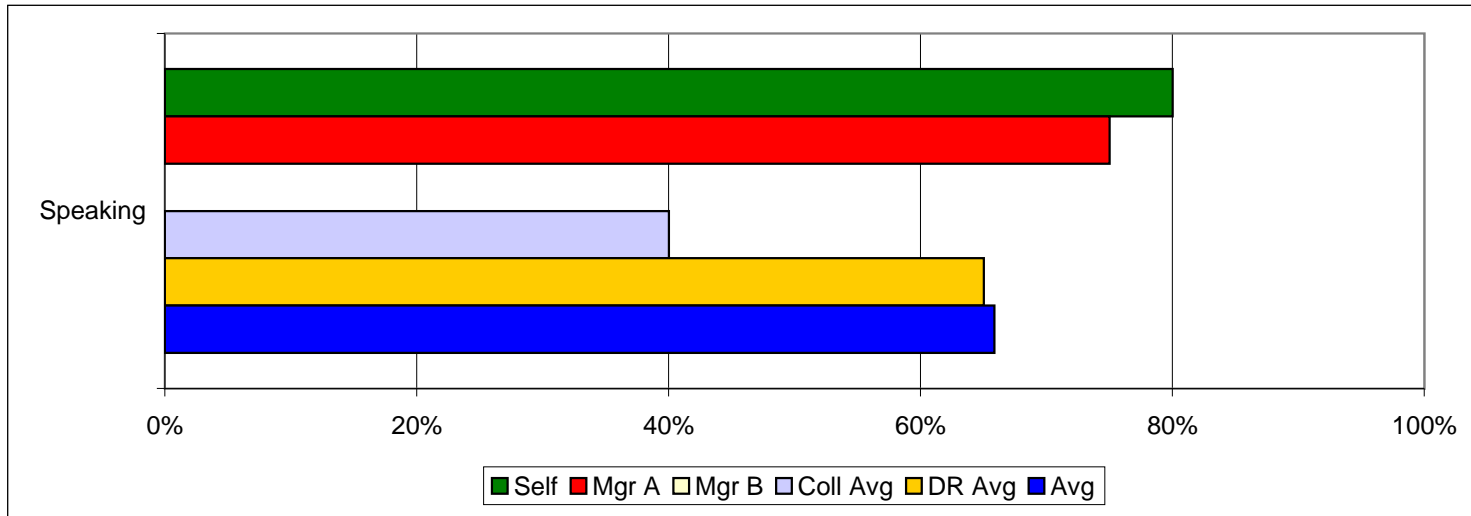
Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
7	Interacts with people openly and directly	4.0	0.0	0.0	2.0	2.0	1.3	2.0	2.7
23	Listens carefully to input before speaking	3.0	n	0.0	1.0	3.0	2.0	2.0	1.0
39	Questions to seek clarification	1.0	2.0	0.0	1.0	3.0	2.0	2.0	-1.0
55	Prepares self to listen actively	2.0	3.0	0.0	0.0	0.0	1.0	3.0	1.0
70	Creates environment for effective listening	2.0	4.0	0.0	2.0	4.0	3.3	2.0	-1.3

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Ten and Chart Ten
Factor G - Listening**

Factor Overview - Speaking



Percentage Scores

Speaking

Self	80%
Mgr A	75%
Mgr B	#DIV/0!
Coll Avg	40%
DR Avg	65%
Avg	66%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

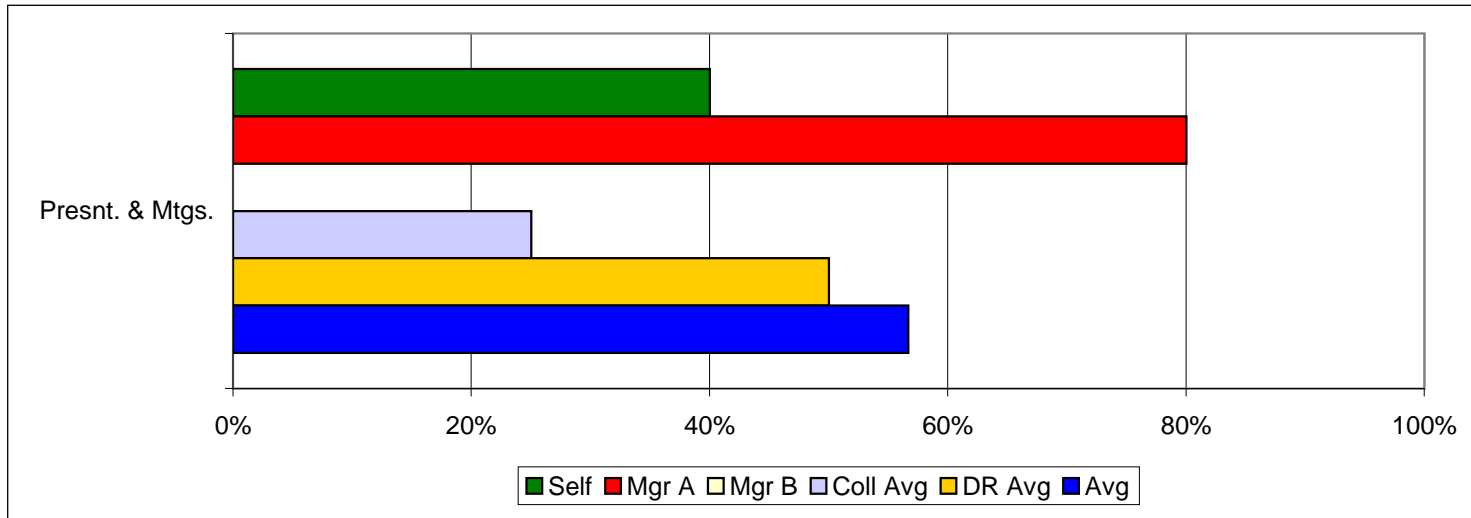
Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
8	Speaks clearly and concisely	5.0	3.0	0.0	1.0	2.0	2.0	2.0	3.0
24	Gets point across when talking	4.0	4.0	0.0	0.0	4.0	2.7	4.0	1.3
40	Gives persuasive reasons for ideas	1.0	3.0	0.0	4.0	n	3.5	1.0	-2.5
56	Speaks with energy and enthusiasm	3.0	3.0	0.0	0.0	3.0	2.0	3.0	1.0
71	Adjusts approach to audience	3.0	2.0	0.0	3.0	4.0	3.0	2.0	0.0

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Eleven and Chart Eleven
Factor H - Speaking**

Factor Overview - Presentations and Meetings



Percentage Scores

Presnt. & Mtgs.

Self	40%
Mgr A	80%
Mgr B	#DIV/0!
Coll Avg	25%
DR Avg	50%
Avg	57%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

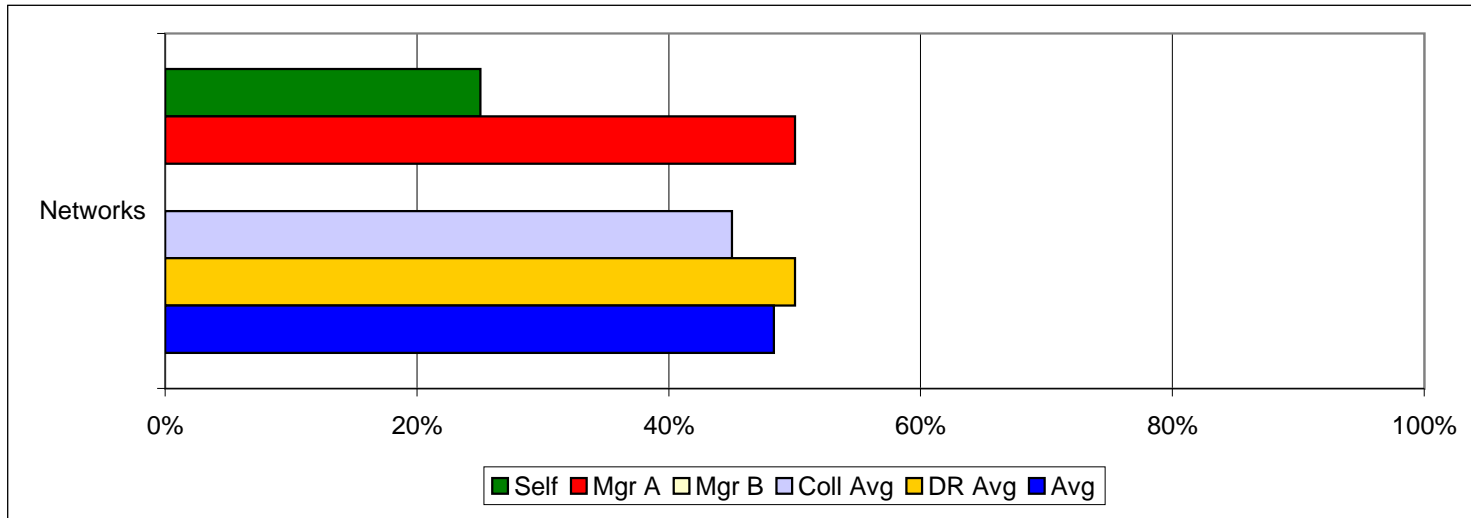
Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
9	Speaks effectively in front of groups	n	4.0	0.0	2.0	2.0	2.7	2.0	0.0
25	Prepares well for presentations	3.0	3.0	0.0	0.0	2.0	1.7	3.0	1.3
41	Responds well to close questioning when presenting	1.0	4.0	0.0	2.0	n	3.0	2.0	-2.0
57	Runs effective meetings	2.0	2.0	0.0	0.0	3.0	1.7	3.0	0.3
72	Keeps meetings 'on track'	2.0	3.0	0.0	1.0	3.0	2.3	2.0	-0.3

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Twelve and Chart Twelve
Factor I - Presentations and Meetings**

Factor Overview - Networks



Percentage Scores

Networks	
Self	25%
Mgr A	50%
Mgr B	#DIV/0!
Coll Avg	45%
DR Avg	50%
Avg	48%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

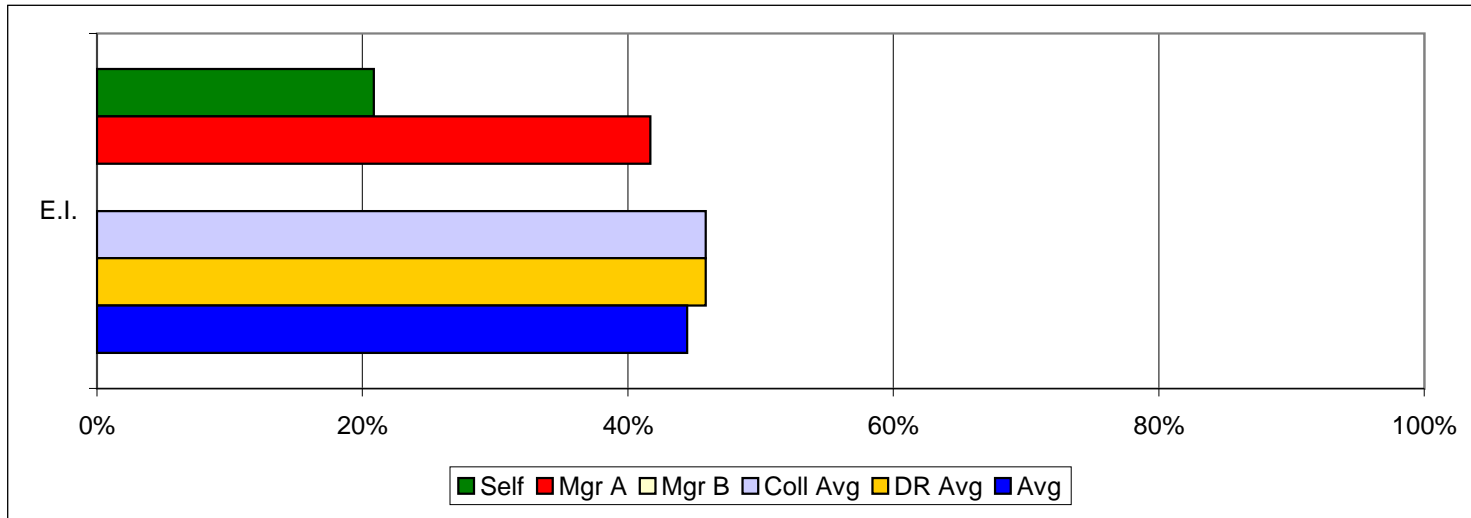
Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
10	Establishes networks with people inside and outside the company	1.0	2.0	0.0	3.0	3.0	2.7	1.0	-1.7
26	Uses networks to get things done	2.0	2.0	0.0	0.0	3.0	1.7	3.0	0.3
42	Is easily approached	1.0	3.0	0.0	4.0	0.0	2.3	4.0	-1.3
58	Knows who to involve and when	1.0	2.0	0.0	0.0	2.0	1.3	2.0	-0.3
73	Develops effective working relationships outside of own team	n	1.0	0.0	2.0	2.0	1.7	1.0	0.0

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Thirteen and Chart Thirteen
Factor J - Networks**

Factor Overview - Emotional Intelligence



Percentage Scores

E.I.

Self	21%
Mgr A	42%
Mgr B	#DIV/0!
Coll Avg	46%
DR Avg	46%
Avg	44%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
11	Has a 'gut feel' for doing what is right	0.0	1.0	0.0	4.0	3.0	2.7	3.0	-2.7
27	Manages the paradoxes of organisational life for themselves and others	1.0	1.0	0.0	0.0	2.0	1.0	2.0	0.0
43	Maintains disciplined attention; focuses on doing the 'right stuff'	1.0	2.0	0.0	3.0	0.0	1.7	3.0	-0.7
59	Is ambitious	1.0	1.0	0.0	0.0	3.0	1.3	3.0	-0.3
74	Treats others with the respect and dignity. Acts with integrity and honesty	0.0	3.0	0.0	3.0	3.0	3.0	0.0	-3.0
82	Can 'read' people accurately	2.0	2.0	0.0	1.0	0.0	1.0	2.0	1.0

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Fourteen and Chart Fourteen
Factor K - Emotional Intelligence**



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360 Degree Feedback Report pt VI

for

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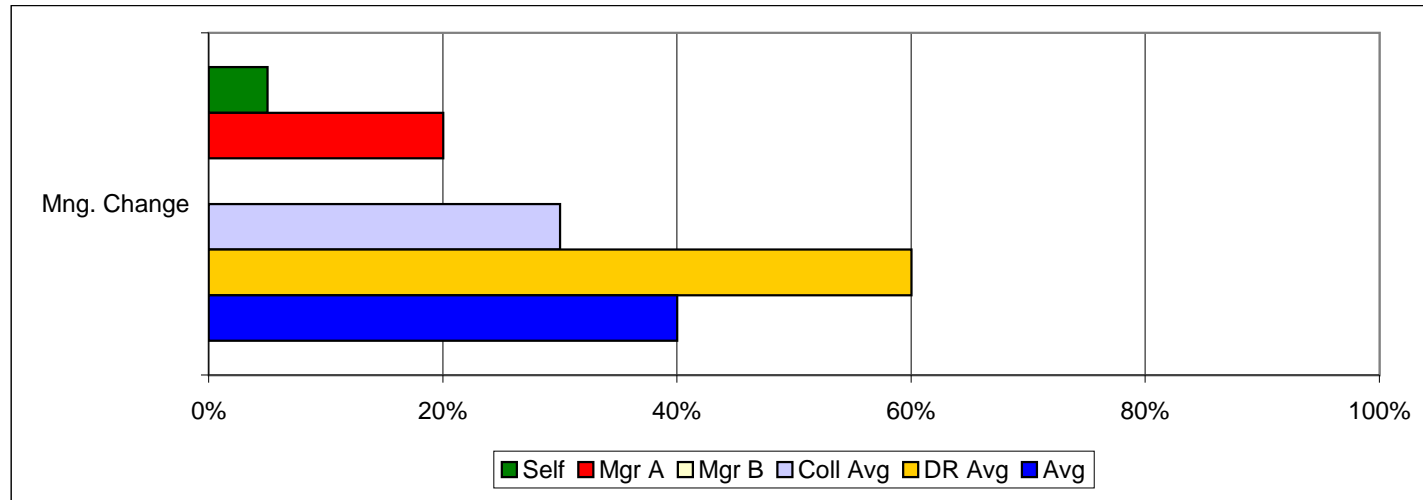
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Factors L - P Future Skills

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Factor Overview - Managing Change



Percentage Scores

Mng. Change

Self	5%
Mgr A	20%
Mgr B	#DIV/0!
Coll Avg	30%
DR Avg	60%
Avg	40%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

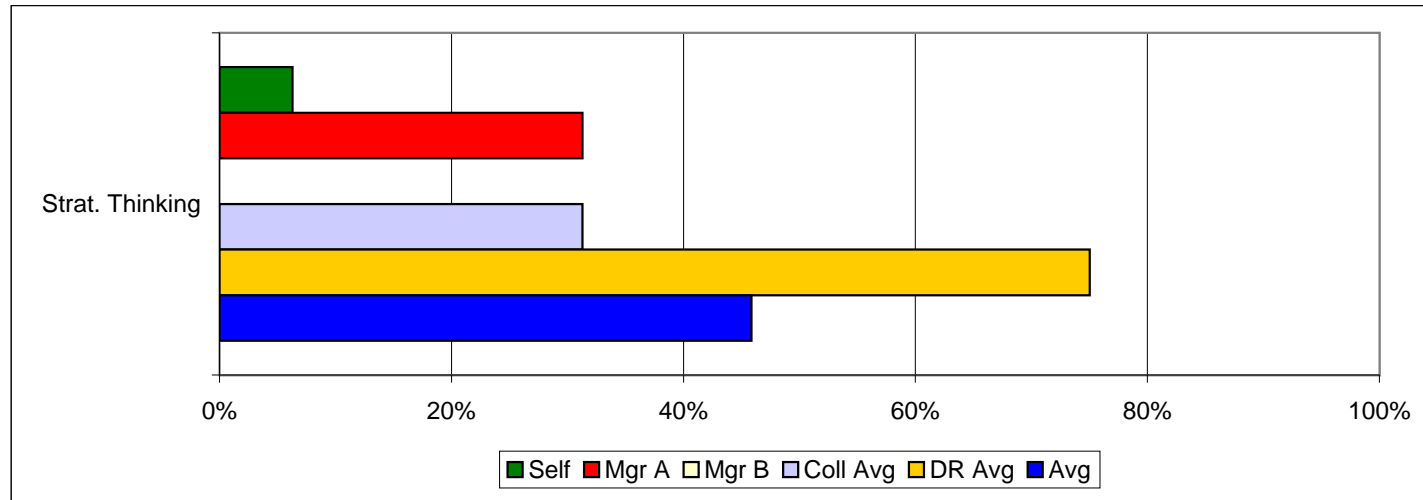
Breakdown by Question

Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
12	Works effectively in ambiguous situations	0.0	2.0	0.0	4.0	2.0	2.7	2.0	-2.7
28	Prepares people to understand change	n	0.0	0.0	0.0	1.0	0.3	1.0	0.0
44	Involves others in the process of change	n	1.0	0.0	2.0	2.0	1.7	1.0	0.0
60	Keeps people up to date with information	1.0	0.0	0.0	0.0	4.0	1.3	4.0	-0.3
75	Is prepared to consider new ideas and to change the way they do things	0.0	1.0	0.0	n	3.0	2.0	2.0	-2.0

Range = the difference between the highest and lowest scores provided by all responders except the subject
 Difference = Self score minus the Average

**Table Fifteen and Chart Fifteen
 Factor L - Managing Change**

Factor Overview - Strategic Thinking



Percentage Scores

Strat. Thinking	
Self	6%
Mgr A	31%
Mgr B	#DIV/0!
Coll Avg	31%
DR Avg	75%
Avg	46%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

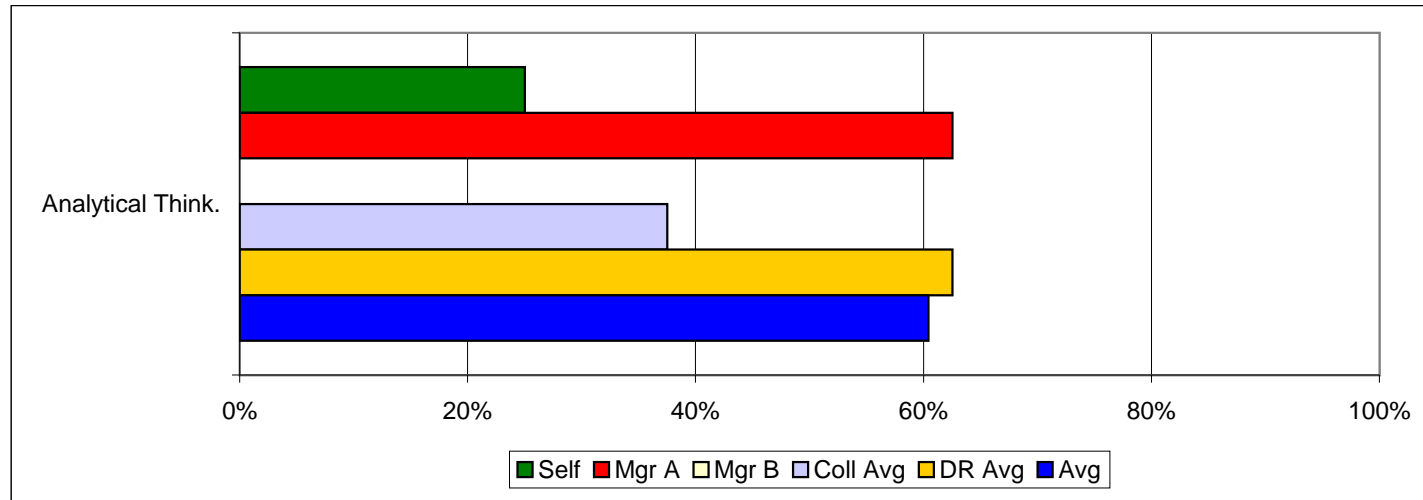
Breakdown by Question

Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
13	Considers alternative solutions before making decisions	0.0	3.0	0.0	4.0	2.0	3.0	2.0	-3.0
29	Makes link between team mission/aim and company strategies	0.0	0.0	0.0	0.0	4.0	1.3	4.0	-1.3
45	Actively identifies and addresses long term issues	n	2.0	0.0	1.0	3.0	2.0	2.0	0.0
61	Focuses on most important issue without getting lost in detail	1.0	0.0	0.0	0.0	3.0	1.0	3.0	0.0

Range = the difference between the highest and lowest scores provided by all responders except the subject
 Difference = Self score minus the Average

**Table Sixteen and Chart Sixteen
 Factor M - Strategic Thinking**

Factor Overview - Analytical Thinking



Percentage Scores
Analytical Think.

Self	25%
Mgr A	63%
Mgr B	#DIV/0!
Coll Avg	38%
DR Avg	63%
Avg	60%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

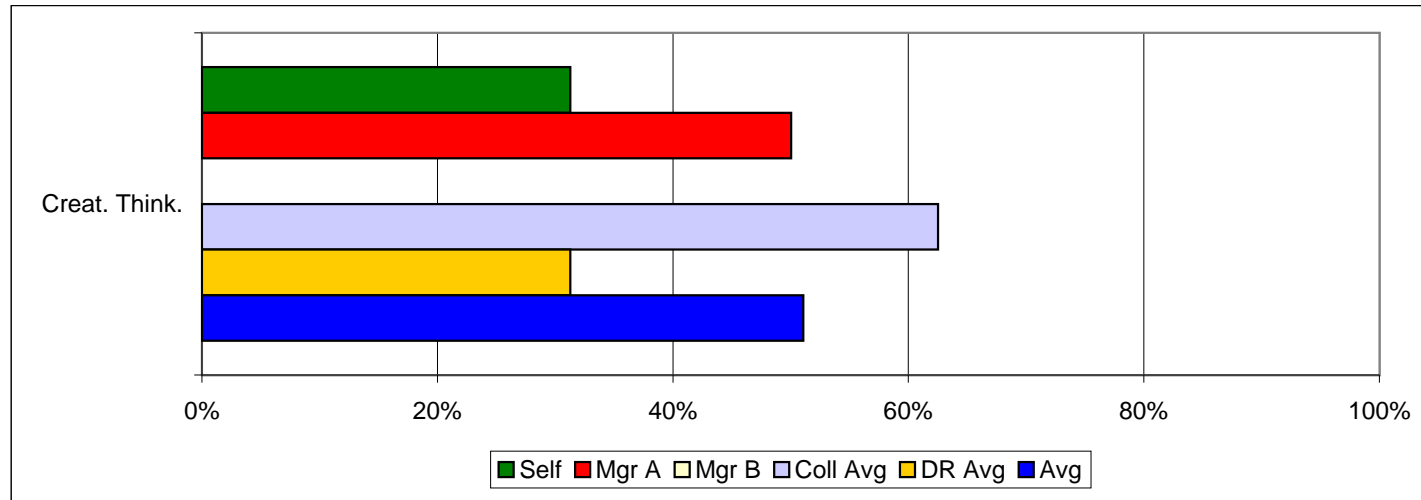
Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
14	Converts long term strategic thinking into action	2.0	3.0	0.0	4.0	2.0	3.0	2.0	-1.0
30	Makes sound decisions based on available information	n	4.0	0.0	n	2.0	3.0	2.0	0.0
46	Applies logic in solving problems	n	3.0	0.0	2.0	4.0	3.0	2.0	0.0
62	Analyses problems from different points of view	2.0	0.0	0.0	0.0	2.0	0.7	2.0	1.3

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Seventeen and Chart Seventeen
Factor N - Analytical Thinking**

Factor Overview - Creative Thinking



Percentage Scores

Creat. Think.

Self	31%
Mgr A	50%
Mgr B	#DIV/0!
Coll Avg	63%
DR Avg	31%
Avg	51%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

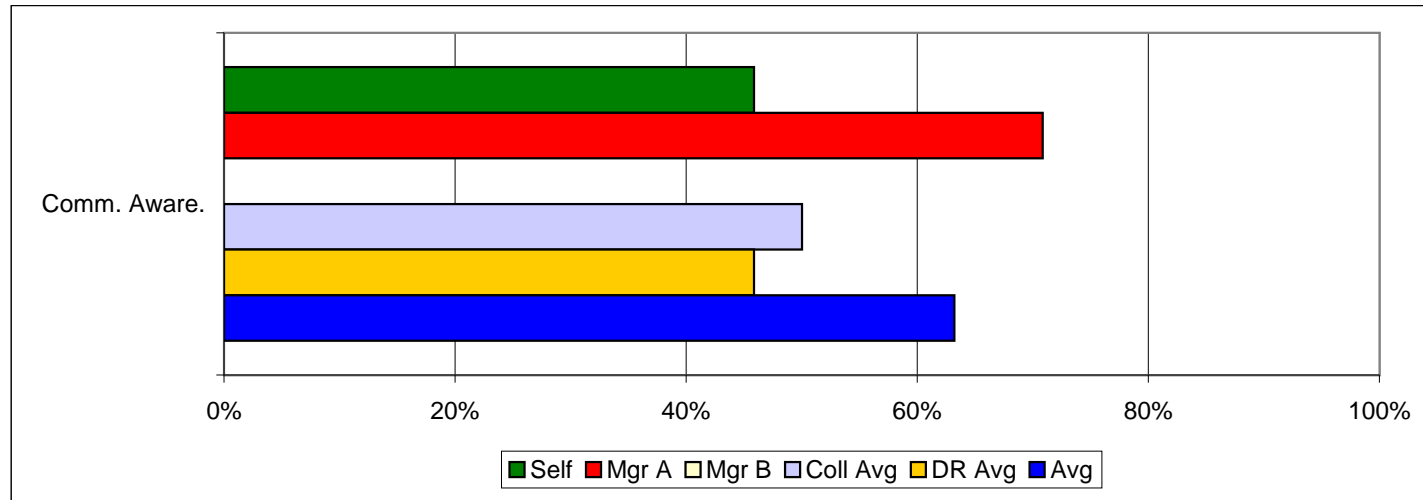
Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
15	Applies creative and innovative solutions to problems	3.0	2.0	0.0	4.0	2.0	2.7	2.0	0.3
31	Challenges people to think in new ways	0.0	2.0	0.0	n	1.0	1.5	1.0	-1.5
47	Identifies the opportunities in problems	0.0	4.0	0.0	3.0	1.0	2.7	3.0	-2.7
63	Challenges 'the way it has always been done'	2.0	0.0	0.0	3.0	1.0	1.3	3.0	0.7

Range = the difference between the highest and lowest scores provided by all responders except the subject

Difference = Self score minus the Average

**Table Eighteen and Chart Eighteen
Factor O - Creative Thinking**

Factor Overview - Commercial Awareness



Percentage Scores

Comm. Aware.

Self	46%
Mgr A	71%
Mgr B	#DIV/0!
Coll Avg	50%
DR Avg	46%
Avg	63%

#DIV/0 indicates that there is no data for this population

100% = always, 0% = never, 25% = rarely, 50% = sometimes, 75% = frequently

Breakdown by Question

Q no.	Question	Self	Mgr A	Mgr B	Coll Avg	DR Avg	Average	Range	Diff
16	Understands the dynamics of the market place	2.0	3.0	0.0	4.0	3.0	3.3	1.0	-1.3
32	Takes decisions for the good of the company	3.0	3.0	0.0	n	2.0	2.5	1.0	0.5
48	Stays up to date with competitor information	3.0	4.0	0.0	4.0	2.0	3.3	2.0	-0.3
64	Understands the economics of the company	2.0	0.0	0.0	4.0	2.0	2.0	4.0	0.0
76	Understands the history and culture of the company	0.0	4.0	0.0	n	2.0	3.0	2.0	-3.0
83	Represents the company well to customers	1.0	3.0	0.0	0.0	0.0	1.0	3.0	0.0

Range = the difference between the highest and lowest scores provided by all responders except the subject
 Difference = Self score minus the Average

**Table Nineteen and Chart Nineteen
 Factor P - Commercial Awareness**