

Summary report for DAVID JENKINS

How the feedback was collected and collated

All feedback has been provided in the strictest confidence using an on-line, anonymous, 60 question survey. Each respondent was asked to consider to what extent you currently demonstrate the competency described. The following scale was used for their responses:

1. Never 2. Rarely 3. Sometimes 4. Frequently 5. Always 6. Not known

(Questions answered as 6. **Not known** are excluded from the overall scores)

Who we asked for feedback

	Self	Line Manager	Peers	Direct Reports	TOTAL
Number of responses received:	1	1	3	5	10

How to interpret the scores

Scores **below 40%** suggest that a particular skill does not come easily to you. You will therefore need to identify strategies where you can practice and develop the skill appropriately.

Scores **above 70%** suggest that you clearly understand the skill and that you demonstrate it competently, at every opportunity.

Performance strengths - and areas that need development

The tables below show the five highest and five lowest **average** scores that represent your key strengths and development needs. The subsequent pages show the results for each question and how each set of respondents perceive your performance.

Top 5 strengths

Statement describing behaviour	Average Score
Recognises that motivated staff are the key to achieving organisational objectives	75%
Strives to understand what motivates each member of their team	63%
Looks to provide appropriate challenges to meet motivational requirements of all staff	58%
Avoids negativity and focuses on the positives	55%
Brings a sense of enthusiasm and energy to anything they are working on	53%

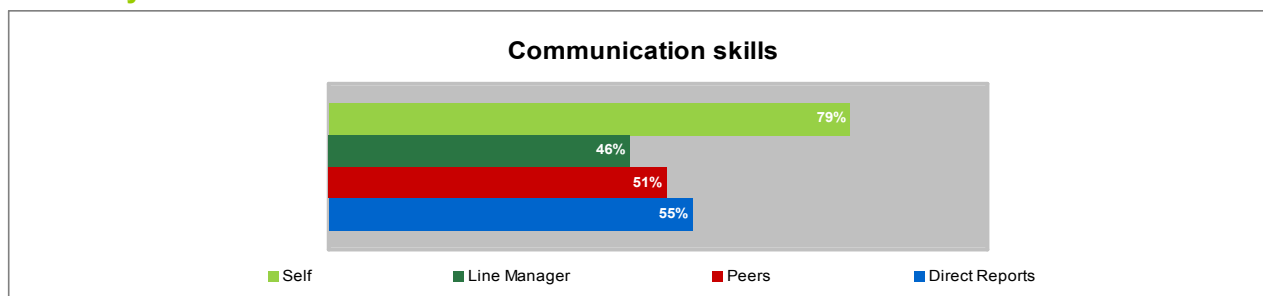
Top 5 development needs

Statement describing behaviour	Average Score
Commits to regular review sessions to check progress	28%
Sets clear, relevant and appropriate objectives for all members of the team	38%
Explains the impact that the achievement of the objective will have on all key stakeholders	40%
Speaks openly and honestly about issues, avoiding jargon and politics	43%
Makes time for one-to-one meetings with staff	43%

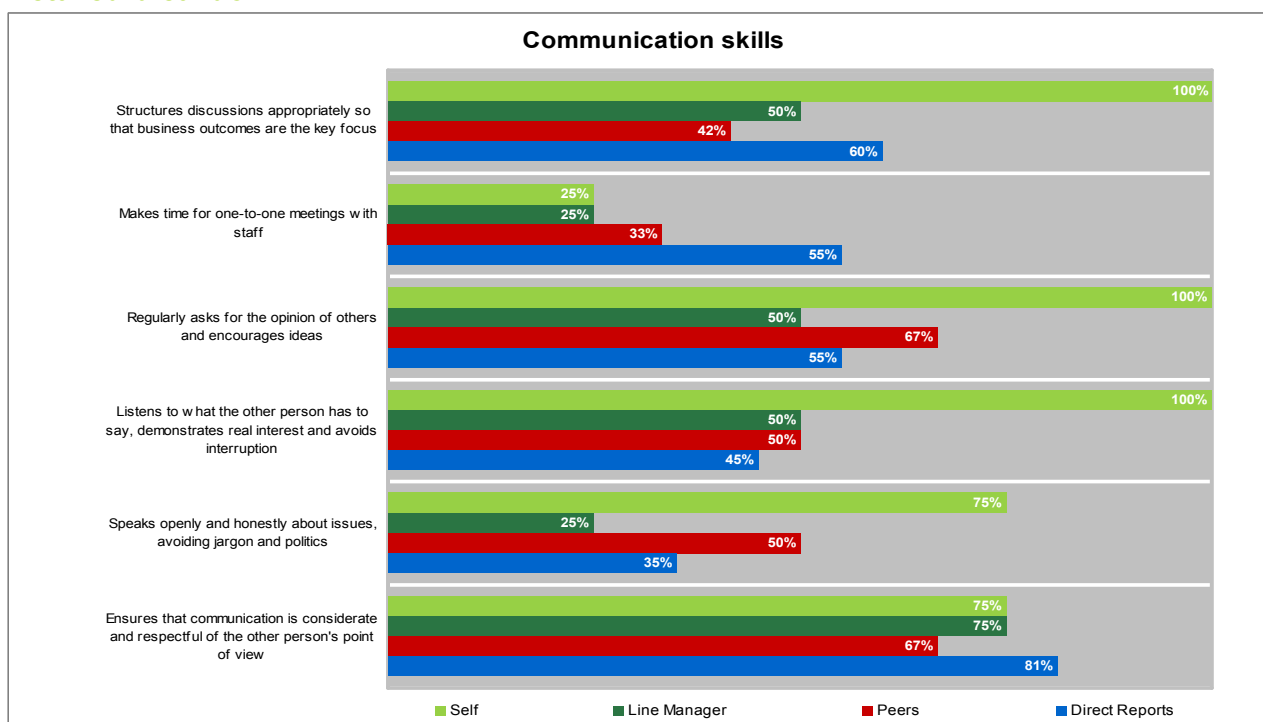
3 Communication skills

Communication skills refer to a manager's ability to listen effectively and give clear, concise, well-organised and convincing messages that will best meet the objective. This competency examines a manager's ability to overcome barriers in interaction with others; keep on target and avoid digressions; use persuasion effectively and maintain a climate of mutual benefit and trust.

Summary



Detailed breakdown



What people said about you in this area

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David is too busy for one to one meetings with us

I trust David. He is not political and is very straightforward in his team communications.

David is excellent at involving all of us at team meetings and asking our opinions

He tells it like it is and is honest about how the organisation is doing. I appreciate that.

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We don't ever have one to ones.

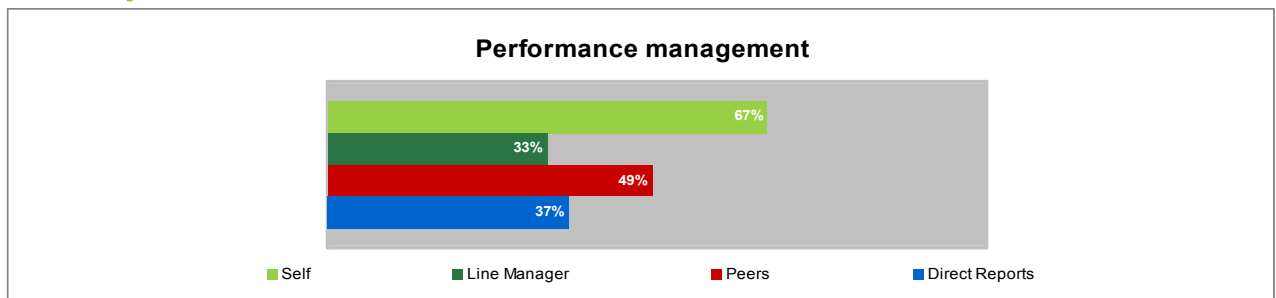
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I would like David to make more time to discuss how I am doing

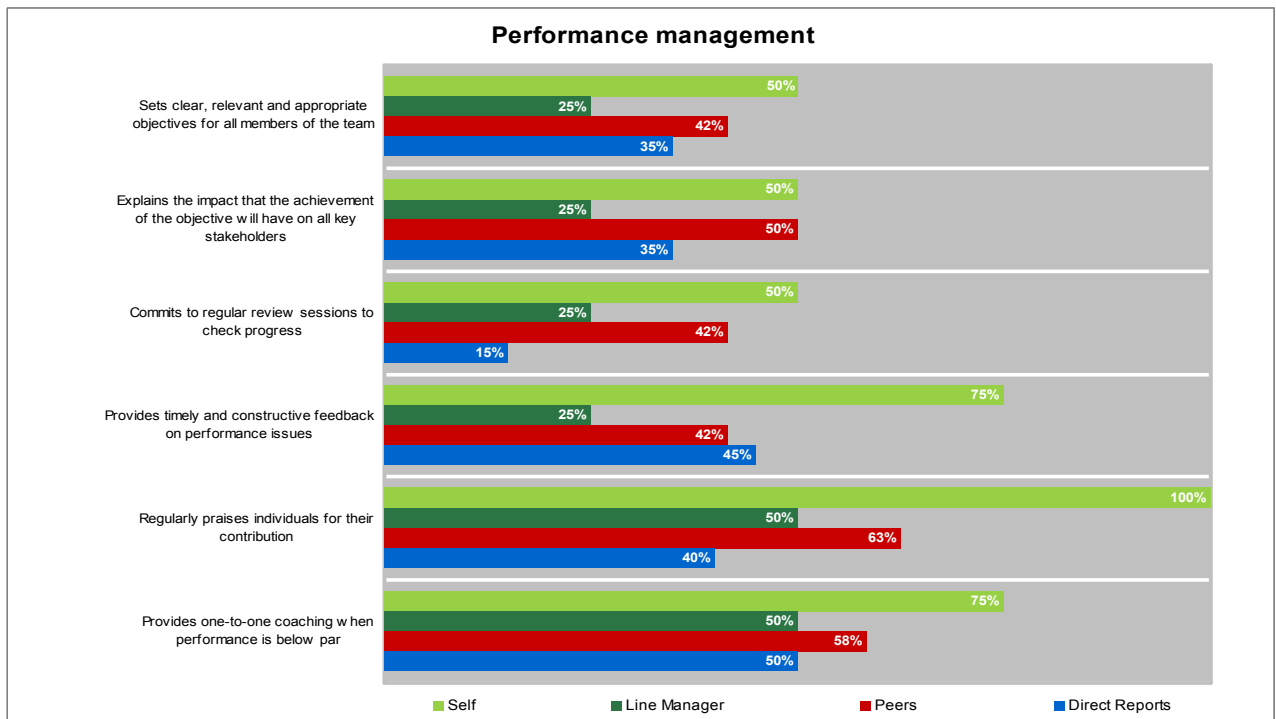
4 Performance management

Performance management refers to a manager's ability to establish and plan a clear course of action, involving others as appropriate, managing activities, and monitoring results to accomplish a specific outcome. It also involves the provision of ongoing support and feedback to those who are engaged in the achievement of the goal.

Summary



Detailed breakdown



What people said about you in this area

Have never had any objectives whilst I have been at this organisation

David is not good at conflict and doesn't like to give feedback.

I have never had any feedback on my performance.

I am left pretty much to my own devices and I don't remember when I have had any coaching

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I get very little feedback from David as to the progress of the team and how they are doing against their objectives.

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David always thanks people for any work that done.

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