

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Table of Contents

<b>Additional Information</b> .....	<b>2</b>
<b>Performance Analysis</b> .....	<b>8</b>
Productivity .....	8
Management Skills .....	9
Personal Skills .....	10
<b>Differences in Perception</b> .....	<b>11</b>
<b>Performance Ratings</b> .....	<b>12</b>
<b>Performance Item Ranking</b> .....	<b>13</b>
<b>Analysis by Competency</b> .....	<b>15</b>
<b>Performance Ratings - Individual Question Scores</b> .....	<b>17</b>
<b>Responses to Open Ended Questions</b> .....	<b>18</b>

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Additional Information

#### Response Rate

	Peers	Manager	Subordinates	Self
Sent			3	1
Received			3	1

#### How long have you worked in the company

	Peers	Manager	Subordinates	Self
Less than 6 months				
6 months to less than 12 months				
1 to less than 2 years			3	
More than two years				

#### How much of your time is spent each week working closely with your team

	Peers	Manager	Subordinates	Self
Less than one hour			1	
A couple of hours				
A day			2	
A couple of days				
Most of the time				
All of the time				

#### I am always willing to seek out new techniques to improve my productivity

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			1	
Agree Slightly			2	
Disagree Slightly				
Disagree				
Disagree Strongly				

#### I confront problems early, before they get out of hand

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree				
Agree Slightly			3	
Disagree Slightly				
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### I am effective in establishing objectives

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			3	
Agree Slightly				
Disagree Slightly				
Disagree				
Disagree Strongly				

### I put a top priority on getting results

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree				
Agree Slightly			3	
Disagree Slightly				
Disagree				
Disagree Strongly				

### I arrange the flow of work to allow the most effective handling of assignments

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			1	
Agree Slightly			1	
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### I use sound logic in solving problems

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	1
Agree Slightly			2	
Disagree Slightly				
Disagree				
Disagree Strongly				

### I am accessible/available when needed

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			1	
Agree Slightly			1	
Disagree Slightly			1	
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### I make sound decisions based on accurate information

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree				
Agree Slightly			3	
Disagree Slightly				
Disagree				
Disagree Strongly				

### I involve others in shaping decisions that affect them

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	
Agree Slightly				1
Disagree Slightly			1	
Disagree			1	
Disagree Strongly				

### I work towards win/win solutions whenever possible

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	1
Agree Slightly			1	
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### I express appreciation for work well done

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree				
Agree Slightly			3	
Disagree Slightly				
Disagree				
Disagree Strongly				

### I appraise subordinates' performance and provide constructive guidance for improvement

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree				
Agree Slightly			2	1
Disagree Slightly			1	
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### **I recognise importance of subordinates' lives outside their jobs**

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			1	
Agree Slightly			1	
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### **I give specific constructive feedback**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree				
Agree Slightly			3	1
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I encourage people to work together to help each other solve problems**

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			1	
Agree Slightly			2	
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I am effective in training subordinates**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	1
Agree Slightly			2	
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I seek out new work challenges**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	
Agree Slightly			2	1
Disagree Slightly				
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### I set high standards of performance

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree				
Agree Slightly			3	
Disagree Slightly				
Disagree				
Disagree Strongly				

### I support the organisation's long-term mission, direction and goals

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	
Agree Slightly			1	1
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### I am receptive to change

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			2	
Agree Slightly			1	
Disagree Slightly				
Disagree				
Disagree Strongly				

### I handle the technical side of the job well

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree				
Agree Slightly			3	1
Disagree Slightly				
Disagree				
Disagree Strongly				

### I put in extra time and effort when needed

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			1	
Agree Slightly			1	
Disagree Slightly			1	
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### **I support the outgoing improvement efforts in this organisation**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	
Agree Slightly			2	1
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I am willing to take calculated risks to improve performance**

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree			1	
Agree Slightly			2	
Disagree Slightly				
Disagree				
Disagree Strongly				

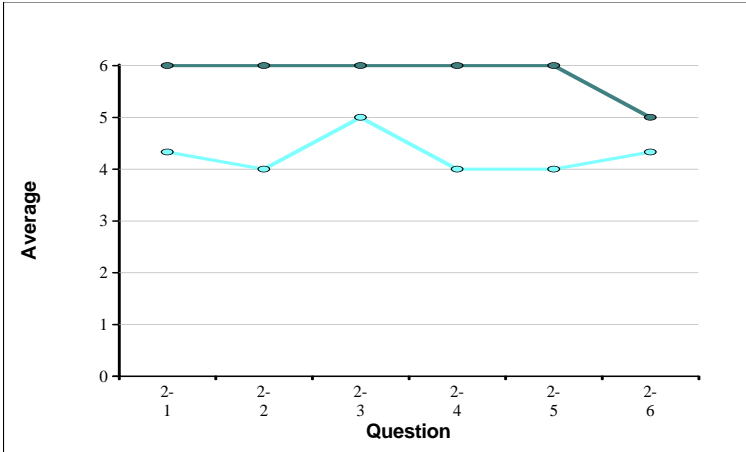
# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Productivity

This Competency describes the employee's overall efficiency

#### Performance Analysis

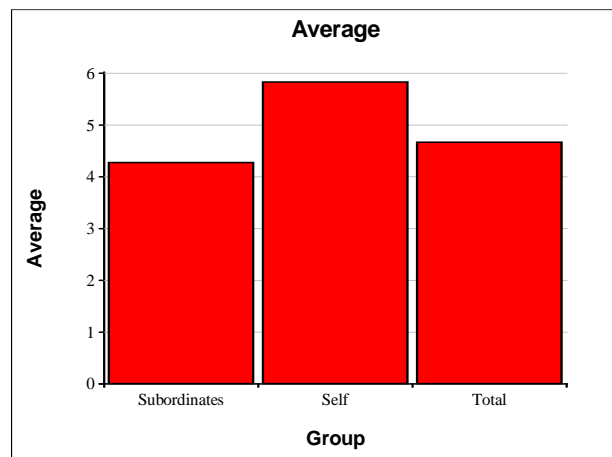
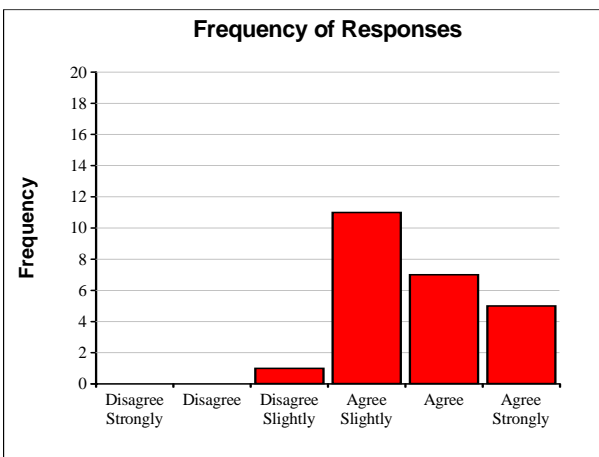


#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

#### Average Scores

	Subordinates	Self
2-1. I am always willing to seek out new techniques to improve my productivity	4.3	6.0
2-2. I confront problems early, before they get out of hand	4.0	6.0
2-3. I am effective in establishing objectives	5.0	6.0
2-4. I put a top priority on getting results	4.0	6.0
2-5. I arrange the flow of work to allow the most effective handling of assignments	4.0	6.0
2-6. I use sound logic in solving problems	4.3	5.0





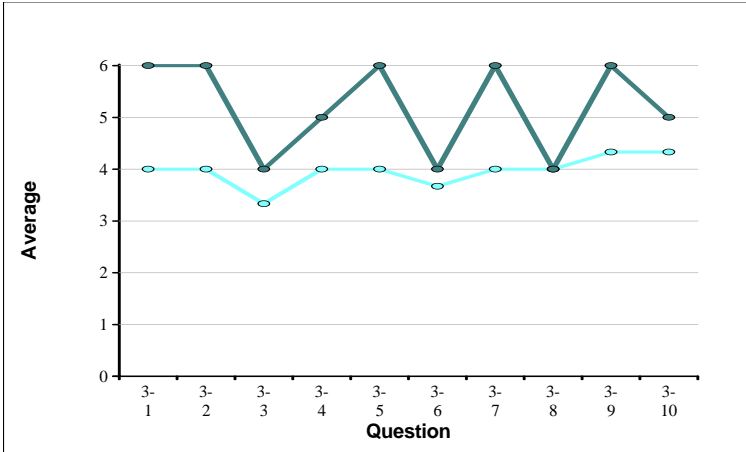
# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Management Skills

This competency describes the employee's overall management skills

#### Performance Analysis

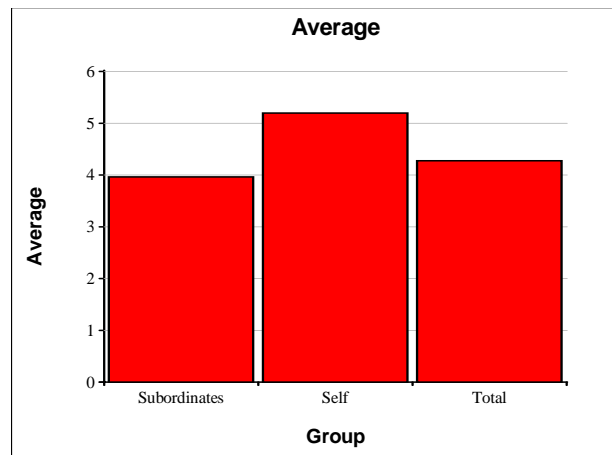
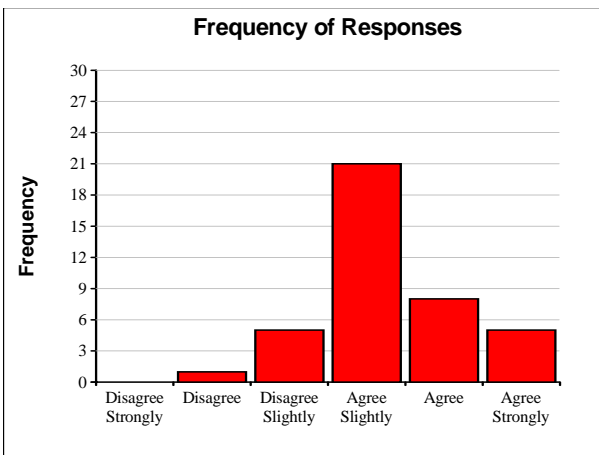


#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

#### Average Scores

	Subordinates	Self
3-1. I am accessible/available when needed	4.0	6.0
3-2. I make sound decisions based on accurate information	4.0	6.0
3-3. I involve others in shaping decisions that affect them	3.3	4.0
3-4. I work towards win/win solutions whenever possible	4.0	5.0
3-5. I express appreciation for work well done	4.0	6.0
3-6. I appraise subordinates' performance and provide constructive guidance for improvement	3.7	4.0
3-7. I recognise importance of subordinates' lives outside their jobs	4.0	6.0
3-8. I give specific constructive feedback	4.0	4.0
3-9. I encourage people to work together to help each other solve problems	4.3	6.0
3-10. I am effective in training subordinates	4.3	5.0



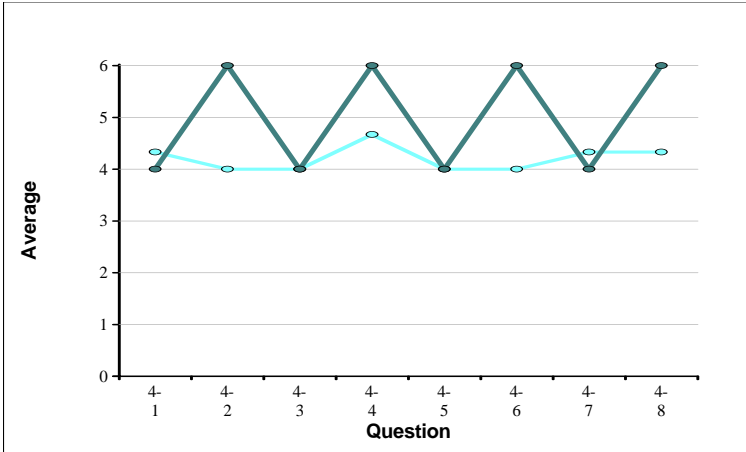
# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Personal Skills

This competency describes the employee's overall personal skills.

#### Performance Analysis

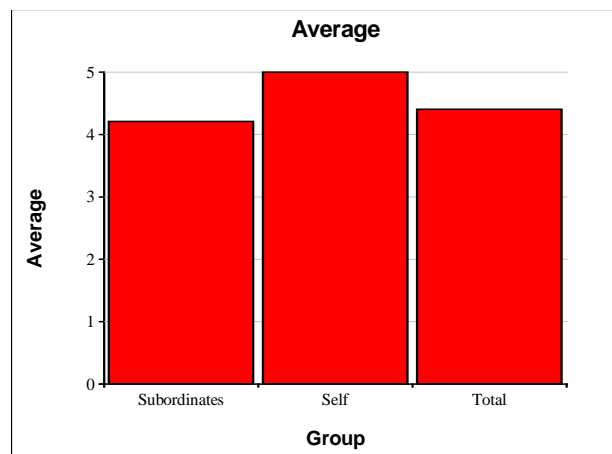
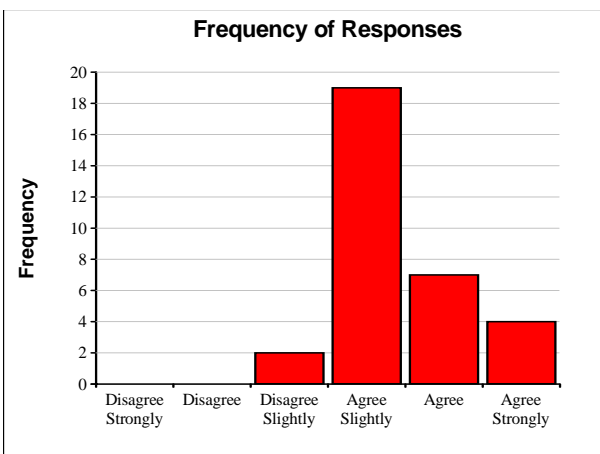


#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

#### Average Scores

	Subordinates	Self
4-1. I seek out new work challenges	4.3	4.0
4-2. I set high standards of performance	4.0	6.0
4-3. I support the organisation's long-term mission, direction and goals	4.0	4.0
4-4. I am receptive to change	4.7	6.0
4-5. I handle the technical side of the job well	4.0	4.0
4-6. I put in extra time and effort when needed	4.0	6.0
4-7. I support the outgoing improvement efforts in this organisation	4.3	4.0
4-8. I am willing to take calculated risks to improve performance	4.3	6.0



# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Differences in Perception

#### Positive Differences in Perception

Competency	Question	Other	Self	Difference
Personal Skills	I seek out new work challenges	4.3	4.0	0.3
Personal Skills	I support the outgoing improvement efforts in this organisation	4.3	4.0	0.3

#### Negative Differences in Perception

Competency	Question	Other	Self	Difference
Management Skills	I recognise importance of subordinates' lives outside their jobs	4.0	6.0	-2.0
Productivity	I confront problems early, before they get out of hand	4.0	6.0	-2.0
Personal Skills	I put in extra time and effort when needed	4.0	6.0	-2.0
Productivity	I put a top priority on getting results	4.0	6.0	-2.0
Productivity	I arrange the flow of work to allow the most effective handling of assignments	4.0	6.0	-2.0
Management Skills	I am accessible/available when needed	4.0	6.0	-2.0
Personal Skills	I set high standards of performance	4.0	6.0	-2.0
Management Skills	I make sound decisions based on accurate information	4.0	6.0	-2.0
Management Skills	I express appreciation for work well done	4.0	6.0	-2.0

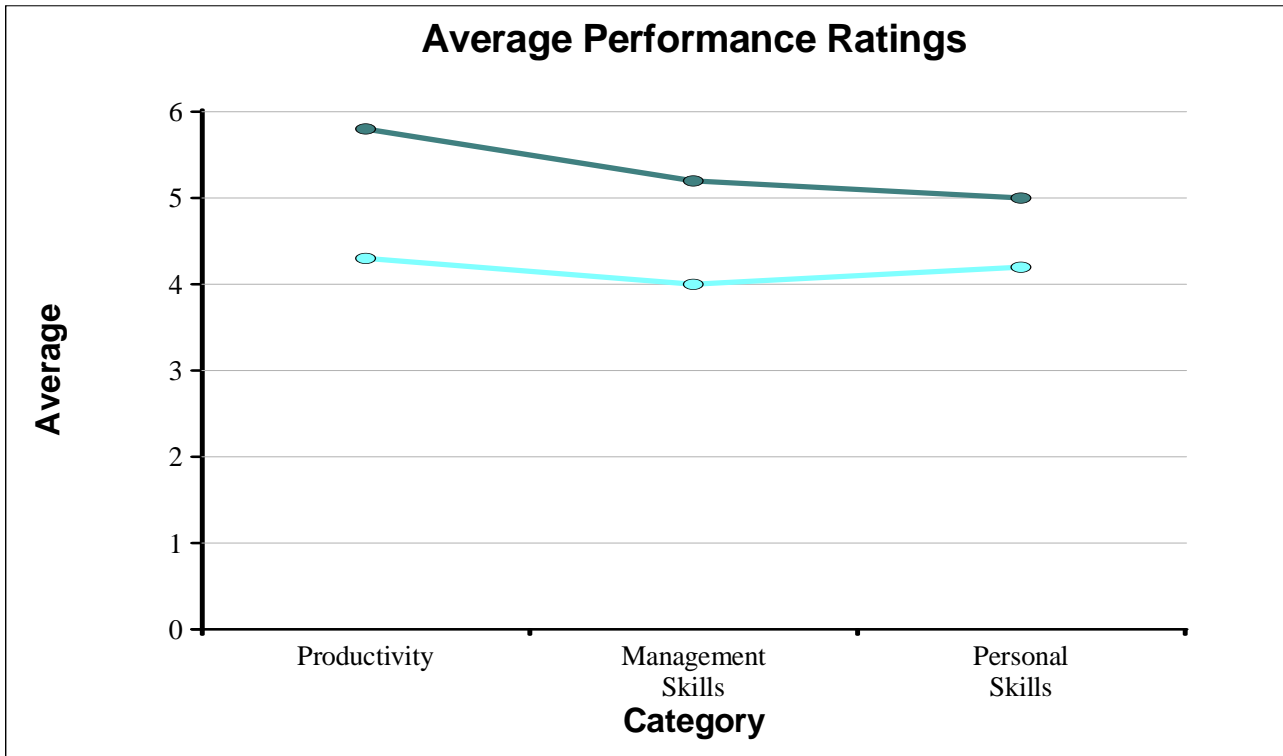
# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Performance Ratings

#### Average Scores across Section Headings

	Subordinates	Self
Productivity	4.3	5.8
Management Skills	4.0	5.2
Personal Skills	4.2	5.0



#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Performance Item Ranking

#### Highest Performance Items

Competency	Question	Others	Self
Productivity	2-3. I am effective in establishing objectives	5.0	6.0
Personal Skills	4-4. I am receptive to change	4.7	6.0
Productivity	2-1. I am always willing to seek out new techniques to improve my productivity	4.3	6.0
Personal Skills	4-8. I am willing to take calculated risks to improve performance	4.3	6.0
Management Skills	3-10. I am effective in training subordinates	4.3	5.0
Productivity	2-6. I use sound logic in solving problems	4.3	5.0
Management Skills	3-9. I encourage people to work together to help each other solve problems	4.3	6.0
Personal Skills	4-7. I support the outgoing improvement efforts in this organisation	4.3	4.0
Personal Skills	4-1. I seek out new work challenges	4.3	4.0
Management Skills	3-4. I work towards win/win solutions whenever possible	4.0	5.0
Management Skills	3-5. I express appreciation for work well done	4.0	6.0
Management Skills	3-2. I make sound decisions based on accurate information	4.0	6.0
Management Skills	3-7. I recognise importance of subordinates' lives outside their jobs	4.0	6.0
Management Skills	3-8. I give specific constructive feedback	4.0	4.0
Management Skills	3-1. I am accessible/available when needed	4.0	6.0
Productivity	2-5. I arrange the flow of work to allow the most effective handling of assignments	4.0	6.0
Productivity	2-4. I put a top priority on getting results	4.0	6.0
Personal Skills	4-2. I set high standards of performance	4.0	6.0
Personal Skills	4-3. I support the organisation's long-term mission, direction and goals	4.0	4.0
Productivity	2-2. I confront problems early, before they get out of hand	4.0	6.0
Personal Skills	4-5. I handle the technical side of the job well	4.0	4.0
Personal Skills	4-6. I put in extra time and effort when needed	4.0	6.0

#### Lowest Performance Items

Competency	Question	Others	Self
Management Skills	3-3. I involve others in shaping decisions that affect them	3.3	4.0
Management Skills	3-6. I appraise subordinates' performance and provide constructive guidance for improvement	3.7	4.0
Personal Skills	4-6. I put in extra time and effort when needed	4.0	6.0
Personal Skills	4-5. I handle the technical side of the job well	4.0	4.0
Productivity	2-2. I confront problems early, before they get out of hand	4.0	6.0
Personal Skills	4-3. I support the organisation's long-term mission, direction and goals	4.0	4.0
Personal Skills	4-2. I set high standards of performance	4.0	6.0
Productivity	2-4. I put a top priority on getting results	4.0	6.0
Productivity	2-5. I arrange the flow of work to allow the most effective handling of assignments	4.0	6.0
Management Skills	3-4. I work towards win/win solutions whenever possible	4.0	5.0

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

Competency	Question	Others	Self
Management Skills	3-5. I express appreciation for work well done	4.0	6.0
Management Skills	3-2. I make sound decisions based on accurate information	4.0	6.0
Management Skills	3-7. I recognise importance of subordinates' lives outside their jobs	4.0	6.0
Management Skills	3-8. I give specific constructive feedback	4.0	4.0
Management Skills	3-1. I am accessible/available when needed	4.0	6.0

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Analysis by Competency

Productivity	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
2-1. I am always willing to seek out new techniques to improve my productivity	6.0											
2-2. I confront problems early, before they get out of hand	6.0											
2-3. I am effective in establishing objectives	6.0											
2-4. I put a top priority on getting results	6.0											
2-5. I arrange the flow of work to allow the most effective handling of assignments	6.0											
2-6. I use sound logic in solving problems			5.0									

Management Skills	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
3-1. I am accessible/available when needed	6.0											
3-2. I make sound decisions based on accurate information	6.0											
3-3. I involve others in shaping decisions that affect them					4.0							
3-4. I work towards win/win solutions whenever possible			5.0									
3-5. I express appreciation for work well done	6.0											
3-6. I appraise subordinates' performance and provide constructive guidance for improvement					4.0							
3-7. I recognise importance of subordinates' lives outside their jobs	6.0											
3-8. I give specific constructive feedback					4.0							
3-9. I encourage people to work together to help each other solve problems	6.0											
3-10. I am effective in training subordinates			5.0									

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

Personal Skills	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
4-1. I seek out new work challenges					4.0							
4-2. I set high standards of performance	6.0											
4-3. I support the organisation's long-term mission, direction and goals					4.0							
4-4. I am receptive to change	6.0											
4-5. I handle the technical side of the job well					4.0							
4-6. I put in extra time and effort when needed	6.0											
4-7. I support the outgoing improvement efforts in this organisation					4.0							
4-8. I am willing to take calculated risks to improve performance	6.0											



# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Performance Ratings - Individual Question Scores

#### Productivity

Productivity	Subordinates			Self
2-1. I am always willing to seek out new techniques to improve my productivity	4	4	5	6
2-2. I confront problems early, before they get out of hand	4	4	4	6
2-3. I am effective in establishing objectives	5	5	5	6
2-4. I put a top priority on getting results	4	4	4	6
2-5. I arrange the flow of work to allow the most effective handling of assignments	3	5	4	6
2-6. I use sound logic in solving problems	4	4	5	5

#### Management Skills

Management Skills	Subordinates			Self
3-1. I am accessible/available when needed	5	3	4	6
3-2. I make sound decisions based on accurate information	4	4	4	6
3-3. I involve others in shaping decisions that affect them	5	2	3	4
3-4. I work towards win/win solutions whenever possible	5	3	4	5
3-5. I express appreciation for work well done	4	4	4	6
3-6. I appraise subordinates' performance and provide constructive guidance for improvement	4	4	3	4
3-7. I recognise importance of subordinates' lives outside their jobs	3	5	4	6
3-8. I give specific constructive feedback	4	4	4	4
3-9. I encourage people to work together to help each other solve problems	5	4	4	6
3-10. I am effective in training subordinates	4	4	5	5

#### Personal Skills

Personal Skills	Subordinates			Self
4-1. I seek out new work challenges	5	4	4	4
4-2. I set high standards of performance	4	4	4	6
4-3. I support the organisation's long-term mission, direction and goals	5	3	4	4
4-4. I am receptive to change	5	4	5	6
4-5. I handle the technical side of the job well	4	4	4	4
4-6. I put in extra time and effort when needed	4	3	5	6
4-7. I support the outgoing improvement efforts in this organisation	4	5	4	4
4-8. I am willing to take calculated risks to improve performance	5	4	4	6

# Dipolar Pty Limited

## Individual Competency Analysis - Chuck Allred

### Responses to Open Ended Questions

Please add any comments you have with regards to your productivity

#### Comments for: Subordinates

- Chuck is not a particularly good manager. He may appear to be managing his team well, but we effectively -self-manage- ourselves with little help or support from Chuck.
- Anything we have asked Chuck he has done, he has helped a lot with the working environment and with work incentives.
- For the amount of time I have worked with Chuck I do not think he is as productive as he should be considering the length of time he has been in this position.

#### Comments for: Self

- I do my best to be productive, sometimes I might not be as fast as I wish but I do my best

Please add any comments you have with regards to your management skills

#### Comments for: Subordinates

- Chuck manages people well.
- Chuck generally tries to solve everything rather than allow others to get involved, although he seems to want people to work together as a team he generally takes over
- He does not express much appreciation for work done by his sub-ordinates but expects us to work overtime whenever he thinks is the right time.

#### Comments for: Self

- I have got to know this company very well and have been involved in all its process, I'm lucky to have three talented managers with me

Please add any comments you have with regards to your personal skills

#### Comments for: Subordinates

- Chuck's personal skills are pretty good.
- I do not think Chuck is much of a risk taker but his skills are high in all other areas
- Chuck has a high lever of personal skills

#### Comments for: Self

- I get along well with everyone, I consider respect more important than fear. I don't want people to be afraid of me, I want people to respect me for who I am and for what I do

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Table of Contents

- Additional Information ..... 2**
- Performance Analysis ..... 8**
  - Productivity ..... 8
  - Management Skills ..... 9
  - Personal Skills ..... 10
- Differences in Perception ..... 11**
- Performance Ratings ..... 12**
- Performance Item Ranking ..... 13**
- Analysis by Competency ..... 14**
- Performance Ratings - Individual Question Scores ..... 16**
- Responses to Open Ended Questions ..... 17**

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Additional Information

#### Response Rate

	Peers	Manager	Subordinates	Self
Sent	2	1	11	1
Received	2	1	11	1

#### How long have you worked in the company

	Peers	Manager	Subordinates	Self
Less than 6 months			5	
6 months to less than 12 months			3	
1 to less than 2 years	2		3	
More than two years		1		

#### How much of your time is spent each week working closely with your team

	Peers	Manager	Subordinates	Self
Less than one hour			1	
A couple of hours			2	
A day			3	
A couple of days	1		2	
Most of the time	1	1	3	
All of the time				

#### I am always willing to seek out new techniques to improve my productivity

	Peers	Manager	Subordinates	Self
Agree Strongly			2	
Agree	1		1	1
Agree Slightly			5	
Disagree Slightly		1	1	
Disagree	1			
Disagree Strongly			2	

#### I confront problems early, before they get out of hand

	Peers	Manager	Subordinates	Self
Agree Strongly	1			
Agree			4	1
Agree Slightly		1	2	
Disagree Slightly	1		2	
Disagree			3	
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### I am effective in establishing objectives

	Peers	Manager	Subordinates	Self
Agree Strongly			1	
Agree	1	1	3	1
Agree Slightly	1		6	
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### I put a top priority on getting results

	Peers	Manager	Subordinates	Self
Agree Strongly	1	1	3	1
Agree			3	
Agree Slightly	1		4	
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### I arrange the flow of work to allow the most effective handling of assignments

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1	1	6	
Agree Slightly			5	
Disagree Slightly	1			
Disagree				
Disagree Strongly				

### I use sound logic in solving problems

	Peers	Manager	Subordinates	Self
Agree Strongly		1	1	
Agree	1		5	1
Agree Slightly			3	
Disagree Slightly			2	
Disagree	1			
Disagree Strongly				

### I am accessible/available when needed

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree	1		3	
Agree Slightly			2	
Disagree Slightly	1		2	
Disagree				
Disagree Strongly			4	

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### I make sound decisions based on accurate information

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			4	1
Agree Slightly			3	
Disagree Slightly	2		2	
Disagree			2	
Disagree Strongly				

### I involve others in shaping decisions that affect them

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		6	1
Agree Slightly			3	
Disagree Slightly			2	
Disagree	1			
Disagree Strongly				

### I work towards win/win solutions whenever possible

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		5	1
Agree Slightly			4	
Disagree Slightly	1		2	
Disagree				
Disagree Strongly				

### I express appreciation for work well done

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		5	1
Agree Slightly			5	
Disagree Slightly			1	
Disagree	1			
Disagree Strongly				

### I appraise subordinates' performance and provide constructive guidance for improvement

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		6	1
Agree Slightly			4	
Disagree Slightly	1		1	
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### **I recognise importance of subordinates' lives outside their jobs**

	Peers	Manager	Subordinates	Self
Agree Strongly			1	
Agree	1		6	1
Agree Slightly			3	
Disagree Slightly	1		1	
Disagree				
Disagree Strongly				

### **I give specific constructive feedback**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		6	1
Agree Slightly	1		4	
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### **I encourage people to work together to help each other solve problems**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		6	1
Agree Slightly			4	
Disagree Slightly	1		1	
Disagree				
Disagree Strongly				

### **I am effective in training subordinates**

	Peers	Manager	Subordinates	Self
Agree Strongly			1	
Agree	1		6	1
Agree Slightly			4	
Disagree Slightly	1			
Disagree				
Disagree Strongly				

### **I seek out new work challenges**

	Peers	Manager	Subordinates	Self
Agree Strongly	1			
Agree			4	1
Agree Slightly			3	
Disagree Slightly	1		2	
Disagree		1		
Disagree Strongly			1	

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### I set high standards of performance

	Peers	Manager	Subordinates	Self
Agree Strongly			3	
Agree	1	1	1	
Agree Slightly	1		3	1
Disagree Slightly			3	
Disagree			1	
Disagree Strongly				

### I support the organisation's long-term mission, direction and goals

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		5	1
Agree Slightly		1	4	
Disagree Slightly	1		2	
Disagree				
Disagree Strongly				

### I am receptive to change

	Peers	Manager	Subordinates	Self
Agree Strongly	1			
Agree			3	1
Agree Slightly			6	
Disagree Slightly	1		2	
Disagree		1		
Disagree Strongly				

### I handle the technical side of the job well

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1	1	4	1
Agree Slightly	1		6	
Disagree Slightly				
Disagree				
Disagree Strongly				

### I put in extra time and effort when needed

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			6	1
Agree Slightly	1	1	4	
Disagree Slightly	1		1	
Disagree				
Disagree Strongly				



# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### **I support the outgoing improvement efforts in this organisation**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		2	1
Agree Slightly	1	1	7	
Disagree Slightly			2	
Disagree				
Disagree Strongly				

### **I am willing to take calculated risks to improve performance**

	Peers	Manager	Subordinates	Self
Agree Strongly		1		
Agree			4	1
Agree Slightly	1		7	
Disagree Slightly	1			
Disagree				
Disagree Strongly				

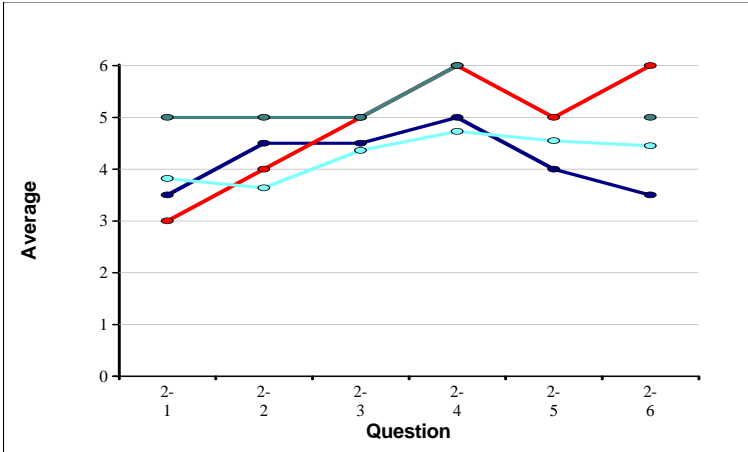
# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Productivity

This Competency describes the employee's overall efficiency

#### Performance Analysis

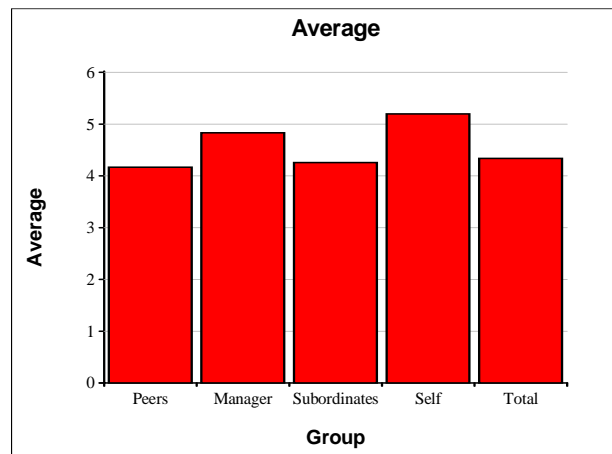
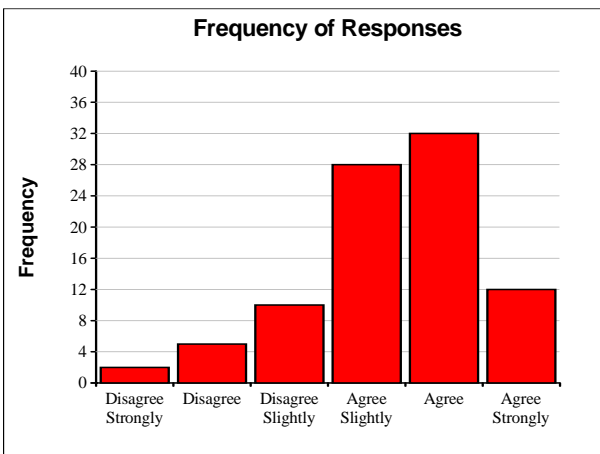


#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

#### Average Scores

	Peers	Manager	Subordinates	Self
2-1. I am always willing to seek out new techniques to improve my productivity	3.5	3.0	3.8	5.0
2-2. I confront problems early, before they get out of hand	4.5	4.0	3.6	5.0
2-3. I am effective in establishing objectives	4.5	5.0	4.4	5.0
2-4. I put a top priority on getting results	5.0	6.0	4.7	6.0
2-5. I arrange the flow of work to allow the most effective handling of assignments	4.0	5.0	4.5	
2-6. I use sound logic in solving problems	3.5	6.0	4.5	5.0



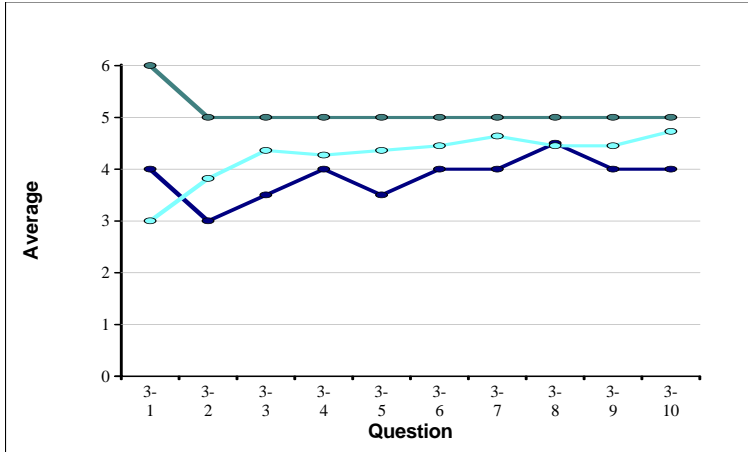
# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Management Skills

This competency describes the employee's overall management skills

#### Performance Analysis

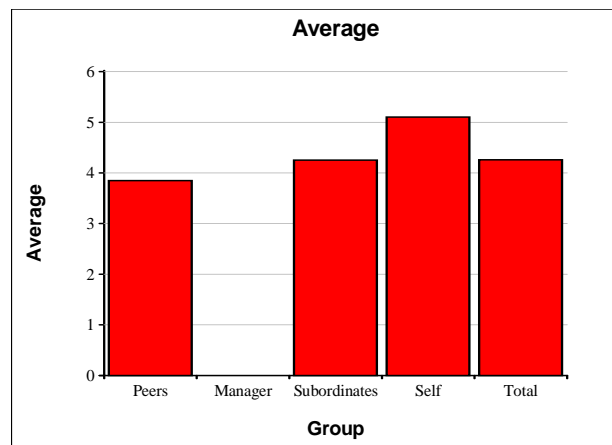
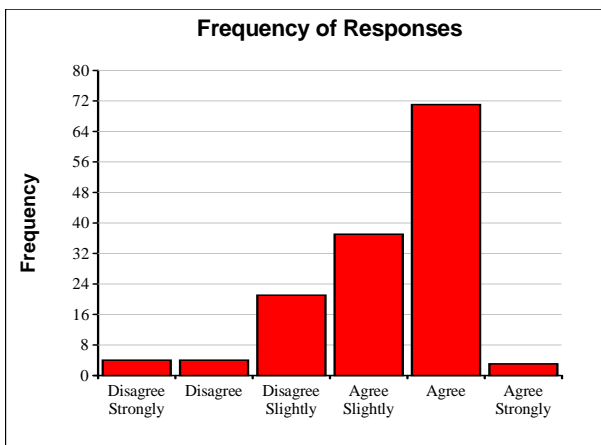


#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

#### Average Scores

	Peers	Subordinates	Self
3-1. I am accessible/available when needed	4.0	3.0	6.0
3-2. I make sound decisions based on accurate information	3.0	3.8	5.0
3-3. I involve others in shaping decisions that affect them	3.5	4.4	5.0
3-4. I work towards win/win solutions whenever possible	4.0	4.3	5.0
3-5. I express appreciation for work well done	3.5	4.4	5.0
3-6. I appraise subordinates' performance and provide constructive guidance for improvement	4.0	4.5	5.0
3-7. I recognise importance of subordinates' lives outside their jobs	4.0	4.6	5.0
3-8. I give specific constructive feedback	4.5	4.5	5.0
3-9. I encourage people to work together to help each other solve problems	4.0	4.5	5.0
3-10. I am effective in training subordinates	4.0	4.7	5.0



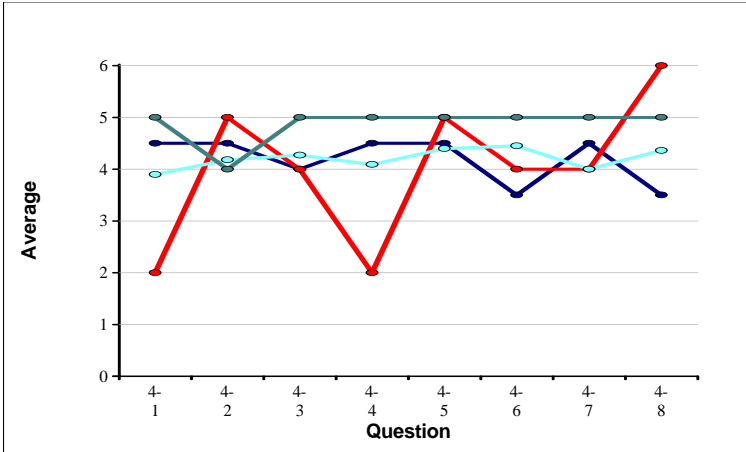
# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Personal Skills

This competency describes the employee's overall personal skills.

### Performance Analysis

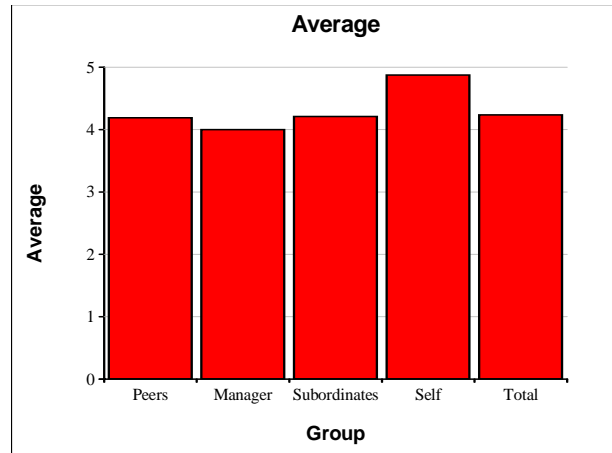
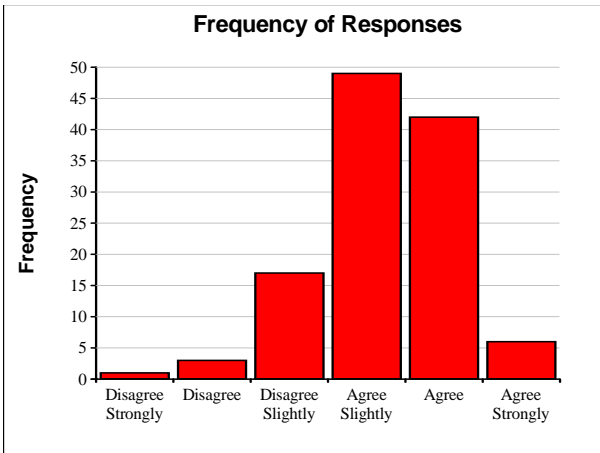


### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

### Average Scores

	Peers	Manager	Subordinates	Self
4-1. I seek out new work challenges	4.5	2.0	3.9	5.0
4-2. I set high standards of performance	4.5	5.0	4.2	4.0
4-3. I support the organisation's long-term mission, direction and goals	4.0	4.0	4.3	5.0
4-4. I am receptive to change	4.5	2.0	4.1	5.0
4-5. I handle the technical side of the job well	4.5	5.0	4.4	5.0
4-6. I put in extra time and effort when needed	3.5	4.0	4.5	5.0
4-7. I support the outgoing improvement efforts in this organisation	4.5	4.0	4.0	5.0
4-8. I am willing to take calculated risks to improve performance	3.5	6.0	4.4	5.0



# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Differences in Perception

#### Positive Differences in Perception

Competency	Question	Other	Self	Difference
Personal Skills	I set high standards of performance	4.3	4.0	0.3

#### Negative Differences in Perception

Competency	Question	Other	Self	Difference
Management Skills	I am accessible/available when needed	3.2	6.0	-2.8
Management Skills	I make sound decisions based on accurate information	3.7	5.0	-1.3
Productivity	I am always willing to seek out new techniques to improve my productivity	3.7	5.0	-1.3

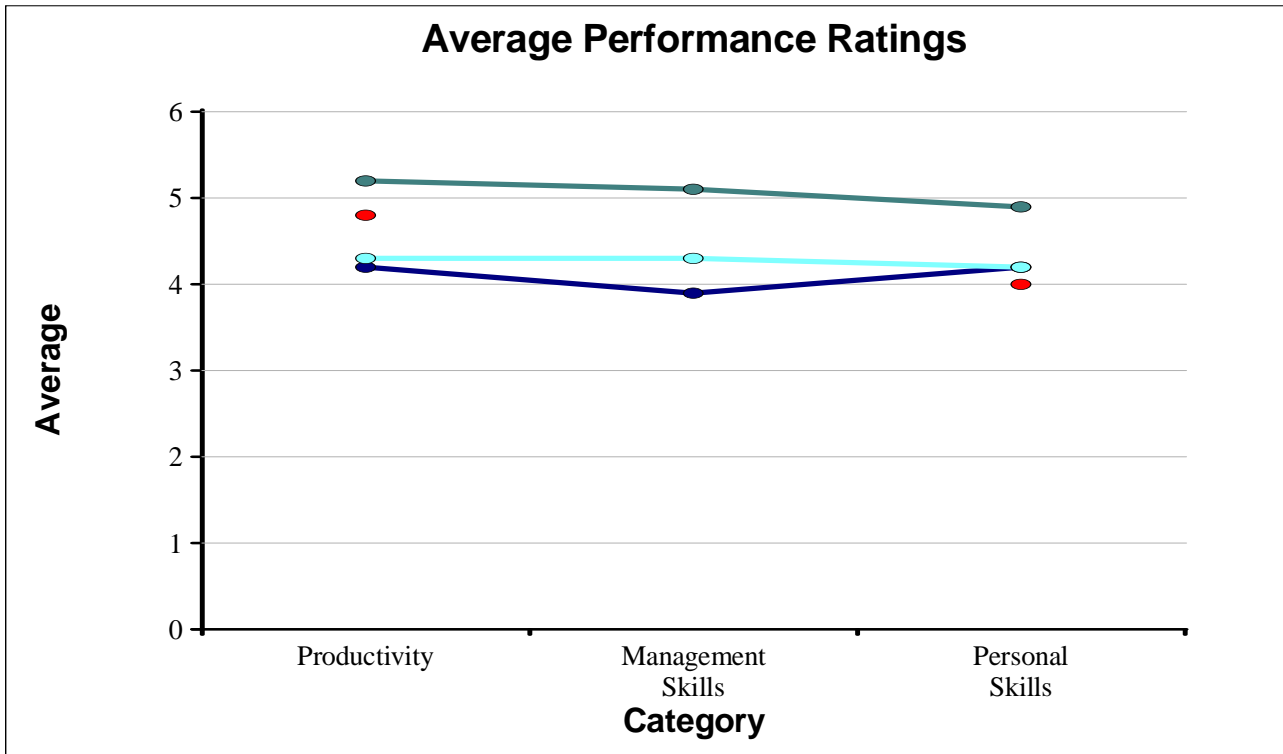
# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Performance Ratings

#### Average Scores across Section Headings

	Peers	Manager	Subordinates	Self
Productivity	4.2	4.8	4.3	5.2
Management Skills	3.9		4.3	5.1
Personal Skills	4.2	4.0	4.2	4.9



#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Performance Item Ranking

#### Highest Performance Items

Competency	Question	Others	Self
Productivity	2-4. I put a top priority on getting results	4.9	6.0
Management Skills	3-10. I am effective in training subordinates	4.6	5.0
Management Skills	3-7. I recognise importance of subordinates' lives outside their jobs	4.5	5.0
Productivity	2-5. I arrange the flow of work to allow the most effective handling of assignments	4.5	
Personal Skills	4-5. I handle the technical side of the job well	4.5	5.0
Management Skills	3-8. I give specific constructive feedback	4.5	5.0
Productivity	2-6. I use sound logic in solving problems	4.4	5.0
Productivity	2-3. I am effective in establishing objectives	4.4	5.0
Management Skills	3-9. I encourage people to work together to help each other solve problems	4.4	5.0
Management Skills	3-6. I appraise subordinates' performance and provide constructive guidance for improvement	4.4	5.0
Personal Skills	4-8. I am willing to take calculated risks to improve performance	4.4	5.0

#### Lowest Performance Items

Competency	Question	Others	Self
Management Skills	3-1. I am accessible/available when needed	3.2	6.0
Management Skills	3-2. I make sound decisions based on accurate information	3.7	5.0
Productivity	2-1. I am always willing to seek out new techniques to improve my productivity	3.7	5.0
Productivity	2-2. I confront problems early, before they get out of hand	3.8	5.0
Personal Skills	4-1. I seek out new work challenges	3.8	5.0
Personal Skills	4-4. I am receptive to change	4.0	5.0
Personal Skills	4-7. I support the outgoing improvement efforts in this organisation	4.1	5.0
Personal Skills	4-3. I support the organisation's long-term mission, direction and goals	4.2	5.0
Management Skills	3-5. I express appreciation for work well done	4.2	5.0
Management Skills	3-4. I work towards win/win solutions whenever possible	4.2	5.0
Management Skills	3-3. I involve others in shaping decisions that affect them	4.2	5.0

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Analysis by Competency

Productivity	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
2-1. I am always willing to seek out new techniques to improve my productivity			5.0									
2-2. I confront problems early, before they get out of hand			5.0									
2-3. I am effective in establishing objectives			5.0									
2-4. I put a top priority on getting results	6.0											
2-5. I arrange the flow of work to allow the most effective handling of assignments												
2-6. I use sound logic in solving problems			5.0									

Management Skills	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
3-1. I am accessible/available when needed	6.0											
3-2. I make sound decisions based on accurate information			5.0									
3-3. I involve others in shaping decisions that affect them			5.0									
3-4. I work towards win/win solutions whenever possible			5.0									
3-5. I express appreciation for work well done			5.0									
3-6. I appraise subordinates' performance and provide constructive guidance for improvement			5.0									
3-7. I recognise importance of subordinates' lives outside their jobs			5.0									
3-8. I give specific constructive feedback			5.0									
3-9. I encourage people to work together to help each other solve problems			5.0									
3-10. I am effective in training subordinates			5.0									



# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

Personal Skills	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
4-1. I seek out new work challenges			5.0									
4-2. I set high standards of performance					4.0							
4-3. I support the organisation's long-term mission, direction and goals			5.0									
4-4. I am receptive to change			5.0									
4-5. I handle the technical side of the job well			5.0									
4-6. I put in extra time and effort when needed			5.0									
4-7. I support the outgoing improvement efforts in this organisation			5.0									
4-8. I am willing to take calculated risks to improve performance			5.0									

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Performance Ratings - Individual Question Scores

#### Productivity

Productivity	Peers		Manager	Subordinates										Self	
2-1. I am always willing to seek out new techniques to improve my productivity	2	5	3	5	4	4	4	6	4	3	6	4	1	1	5
2-2. I confront problems early, before they get out of hand	3	6	4	5	4	3	3	5	5	5	2	4	2	2	5
2-3. I am effective in establishing objectives	4	5	5	5	6	4	4	4	4	5	3	5	4	4	5
2-4. I put a top priority on getting results	4	6	6	6	6	4	3	5	5	6	4	4	5	4	6
2-5. I arrange the flow of work to allow the most effective handling of assignments	3	5	5	5	5	4	4	5	5	5	5	4	4	4	
2-6. I use sound logic in solving problems	2	5	6	4	5	4	3	5	5	5	6	4	5	3	5

#### Management Skills

Management Skills	Peers		Manager	Subordinates										Self	
3-1. I am accessible/available when needed	3	5		4	3	5	5	3	1	1	1	5	4	1	6
3-2. I make sound decisions based on accurate information	3	3		3	5	5	5	4	4	5	2	4	3	2	5
3-3. I involve others in shaping decisions that affect them	2	5		4	4	5	5	5	5	4	3	5	5	3	5
3-4. I work towards win/win solutions whenever possible	3	5		4	5	5	5	5	4	5	3	4	4	3	5
3-5. I express appreciation for work well done	2	5		4	5	5	5	5	4	5	4	4	4	3	5
3-6. I appraise subordinates' performance and provide constructive guidance for improvement	3	5		4	5	5	5	4	5	5	4	5	4	3	5
3-7. I recognise importance of subordinates' lives outside their jobs	3	5		4	6	5	5	5	4	5	4	5	5	3	5
3-8. I give specific constructive feedback	4	5		4	5	5	5	4	5	4	5	5	4	3	5
3-9. I encourage people to work together to help each other solve problems	3	5		5	4	5	5	5	4	5	5	4	4	3	5
3-10. I am effective in training subordinates	3	5		4	4	5	5	4	5	5	6	4	5	5	5

#### Personal Skills

Personal Skills	Peers		Manager	Subordinates										Self	
4-1. I seek out new work challenges	3	6	2	3	3	5	5	5		5	4	4	4	1	5
4-2. I set high standards of performance	4	5	5	3	6	3	6	5	4	6	4	3	4	2	4
4-3. I support the organisation's long-term mission, direction and goals	3	5	4	4	5	4	5	5	3	5	4	4	5	3	5
4-4. I am receptive to change	3	6	2	4	3	4	3	5	4	5	4	5	4	4	5
4-5. I handle the technical side of the job well	4	5	5	4	5	4		5	4	5	4	4	4	5	5
4-6. I put in extra time and effort when needed	3	4	4	3	5	4	4	5	5	5	4	5	4	5	5
4-7. I support the outgoing improvement efforts in this organisation	4	5	4	3	4	4	3	5	4	5	4	4	4	4	5
4-8. I am willing to take calculated risks to improve performance	3	4	6	5	4	4	4	5	4	5	4	5	4	4	5

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Responses to Open Ended Questions

Please add any comments you have with regards to your productivity

#### Comments for: Peers

- He works hard and manages time very well, what I like about him is that he is very organized
- Steven appears to

#### Comments for: Manager

- He is not very innovative, but he seems to be happy with the way things are working and therefore is very productive

#### Comments for: Subordinates

- He knows what he is doing, never see him worried or stressed
- He works hard and has a lot of energy
- He likes speed, one day he brought all of us energy drinks....
- He is a good man. I mean, he just gets the job done and he is happy to let me go home early if I get the job done quickly, he won't expect more if I do my best.
- I like working with him, the meetings with him are not as painful as with others.....
- just normal
- I barely see him around
- We all seem to work better with him, but it can get a bit boring. I think he shouldn't take this soooo seriously....
- He is fast and goes to the point

#### Comments for: Self

- Time is money, therefore I should do my best to protect my company's pocket

Please add any comments you have with regards to your management skills

#### Comments for: Peers

- Its very easy to work with him, he values other people's skills. He cares about his workmates
- Sometimes I disagree with Steven's logic, and generally he doesn't seem productive, when I look at him carefully.

#### Comments for: Subordinates

- He is the only one who never gets annoyed everytime I ask him something
- he's good, the other day he got us energy drinks, just what I needed

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

- Everyone works hard whenever he is around, I'm always the same whether he is around or not. He doesn't seem to like it. Come on! You can't work disagree strongly disagree strongly 0% all the time!
- He is a good manager, doesn't bug me, he just cares about getting the job done. He gives me freedom as long as I do things properly. He will definitely give me a hard time if I do a bad job, but he seems happy with the way I work.
- He doesn't seem to like talking to people very much. He has done everything he said he would do, including the changes in the office in order to comply with OHS standards.
- I get along well with him
- he is in a hurry all the time
- Its boring to work with him
- He is seems to be organized and plans well. But he has a strong temper and it can get stressful if a project is running late.

### **Comments for: Self**

- I do my best to conduct my my area and my team as smooth as possible

Please add any comments you have with regards to your personal skills

### **Comments for: Peers**

- He is respectful and has helped me in many situations where we have to convince clients to use our products. He is also good at selecting the right people for a specific task
- Steven doesn't have strong personal skills.

### **Comments for: Manager**

- He is very organized, works hard and is definitely not a time-waster. He hates working overtime.

### **Comments for: Subordinates**

- He is polite, well presented, he likes what he does and he seems to know what he does.
- clever man
- What can I say about him..... He only cares about running his business, he doesn't give a damn about people.... Oh well.... thats his job..... I just wish he didn't make it that obvious.
- He goes straight to the point, doesn't bug me by talking non-stop like other people do....
- He is quiet
- Oh well, i haven't had a chat with him really
- He is a grumpy boring man!!!!
- It's a bit hard to talk to him, he seems to get annoyed if I ask him something.

# Dipolar Pty Limited

## Individual Competency Analysis - Steven Anderson

### Comments for: Self

- I am polite and treat people with respect.

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Table of Contents

- Additional Information ..... 2**
- Performance Analysis ..... 8**
  - Productivity ..... 8
  - Management Skills ..... 9
  - Personal Skills ..... 10
- Differences in Perception ..... 11**
- Performance Ratings ..... 12**
- Performance Item Ranking ..... 13**
- Analysis by Competency ..... 14**
- Performance Ratings - Individual Question Scores ..... 16**
- Responses to Open Ended Questions ..... 17**

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Additional Information

#### Response Rate

	Peers	Manager	Subordinates	Self
Sent	2	1	11	1
Received	2	1	1	1

#### How long have you worked in the company

	Peers	Manager	Subordinates	Self
Less than 6 months				
6 months to less than 12 months	1		1	
1 to less than 2 years	1			
More than two years		1		

#### How much of your time is spent each week working closely with your team

	Peers	Manager	Subordinates	Self
Less than one hour				
A couple of hours	1			
A day				
A couple of days	1			
Most of the time			1	
All of the time		1		

#### I am always willing to seek out new techniques to improve my productivity

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree	2	1		
Agree Slightly			1	
Disagree Slightly				
Disagree				
Disagree Strongly				

#### I confront problems early, before they get out of hand

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree		1		
Agree Slightly	2			1
Disagree Slightly			1	
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### **I am effective in establishing objectives**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1			1
Agree Slightly	1	1		
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### **I put a top priority on getting results**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree				1
Agree Slightly	1	1		
Disagree Slightly	1		1	
Disagree				
Disagree Strongly				

### **I arrange the flow of work to allow the most effective handling of assignments**

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree				
Agree Slightly	2	1		
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### **I use sound logic in solving problems**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree				1
Agree Slightly	2	1		
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### **I am accessible/available when needed**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		1	1
Agree Slightly				
Disagree Slightly	1			
Disagree				
Disagree Strongly				



# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### I make sound decisions based on accurate information

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree				
Agree Slightly	2			1
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### I involve others in shaping decisions that affect them

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	1
Agree Slightly	2			
Disagree Slightly				
Disagree				
Disagree Strongly				

### I work towards win/win solutions whenever possible

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	2		1	
Agree Slightly				1
Disagree Slightly				
Disagree				
Disagree Strongly				

### I express appreciation for work well done

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		1	
Agree Slightly	1			1
Disagree Slightly				
Disagree				
Disagree Strongly				

### I appraise subordinates' performance and provide constructive guidance for improvement

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1			1
Agree Slightly	1		1	
Disagree Slightly				
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### **I recognise importance of subordinates' lives outside their jobs**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1		1	1
Agree Slightly	1			
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I give specific constructive feedback**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree				
Agree Slightly	1		1	1
Disagree Slightly	1			
Disagree				
Disagree Strongly				

### **I encourage people to work together to help each other solve problems**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1			1
Agree Slightly	1			
Disagree Slightly			1	
Disagree				
Disagree Strongly				

### **I am effective in training subordinates**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree			1	1
Agree Slightly	2			
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I seek out new work challenges**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1	1		1
Agree Slightly	1			
Disagree Slightly				
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### **I set high standards of performance**

	Peers	Manager	Subordinates	Self
Agree Strongly				1
Agree	1	1		
Agree Slightly	1			
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I support the organisation's long-term mission, direction and goals**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	1	1		1
Agree Slightly	1			
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I am receptive to change**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree		1		1
Agree Slightly	2			
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I handle the technical side of the job well**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	2	1		1
Agree Slightly				
Disagree Slightly				
Disagree				
Disagree Strongly				

### **I put in extra time and effort when needed**

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	2	1		1
Agree Slightly				
Disagree Slightly				
Disagree				
Disagree Strongly				

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### I support the outgoing improvement efforts in this organisation

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree		1		1
Agree Slightly	2			
Disagree Slightly				
Disagree				
Disagree Strongly				

### I am willing to take calculated risks to improve performance

	Peers	Manager	Subordinates	Self
Agree Strongly				
Agree	2	1		1
Agree Slightly				
Disagree Slightly				
Disagree				
Disagree Strongly				

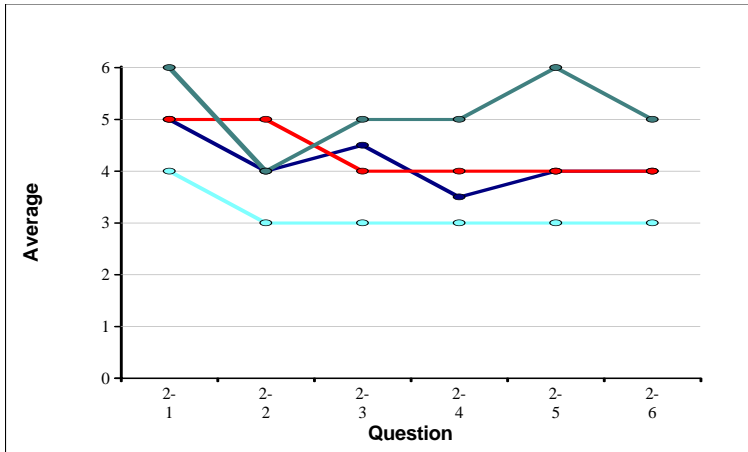
# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Productivity

This Competency describes the employee's overall efficiency

#### Performance Analysis

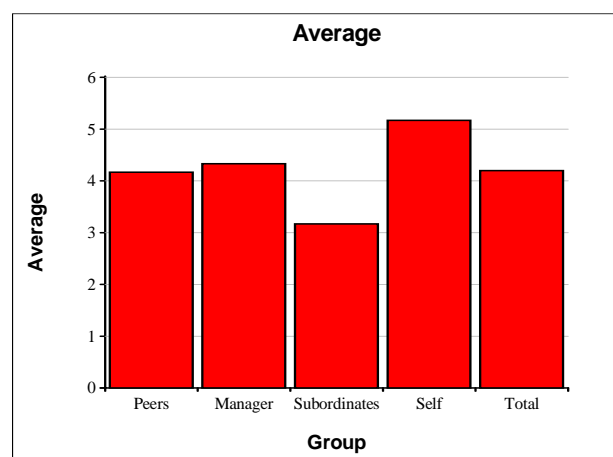
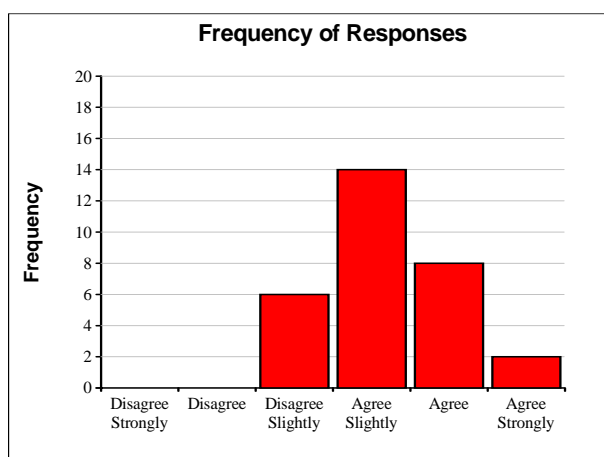


#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

#### Average Scores

	Peers	Manager	Subordinates	Self
2-1. I am always willing to seek out new techniques to improve my productivity	5.0	5.0	4.0	6.0
2-2. I confront problems early, before they get out of hand	4.0	5.0	3.0	4.0
2-3. I am effective in establishing objectives	4.5	4.0	3.0	5.0
2-4. I put a top priority on getting results	3.5	4.0	3.0	5.0
2-5. I arrange the flow of work to allow the most effective handling of assignments	4.0	4.0	3.0	6.0
2-6. I use sound logic in solving problems	4.0	4.0	3.0	5.0



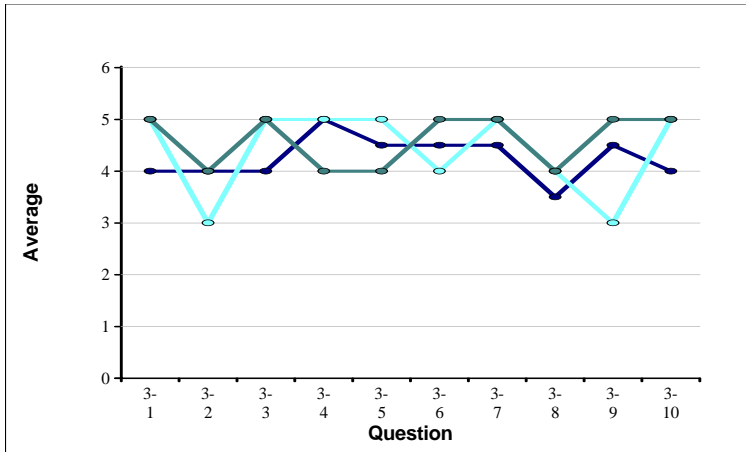
# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Management Skills

This competency describes the employee's overall management skills

### Performance Analysis

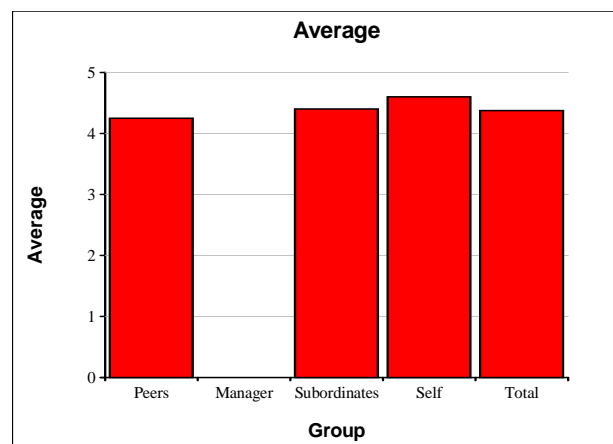
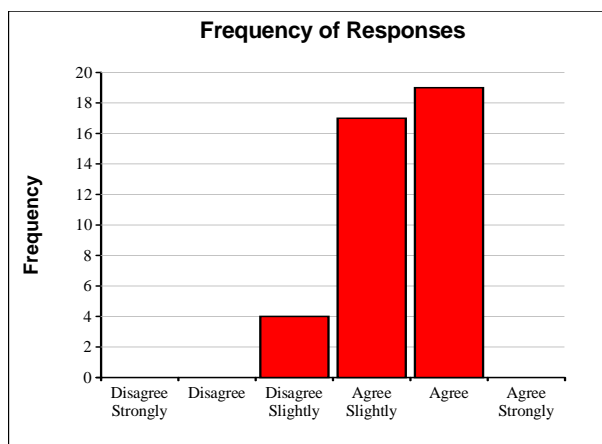


### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

### Average Scores

	Peers	Subordinates	Self
3-1. I am accessible/available when needed	4.0	5.0	5.0
3-2. I make sound decisions based on accurate information	4.0	3.0	4.0
3-3. I involve others in shaping decisions that affect them	4.0	5.0	5.0
3-4. I work towards win/win solutions whenever possible	5.0	5.0	4.0
3-5. I express appreciation for work well done	4.5	5.0	4.0
3-6. I appraise subordinates' performance and provide constructive guidance for improvement	4.5	4.0	5.0
3-7. I recognise importance of subordinates' lives outside their jobs	4.5	5.0	5.0
3-8. I give specific constructive feedback	3.5	4.0	4.0
3-9. I encourage people to work together to help each other solve problems	4.5	3.0	5.0
3-10. I am effective in training subordinates	4.0	5.0	5.0



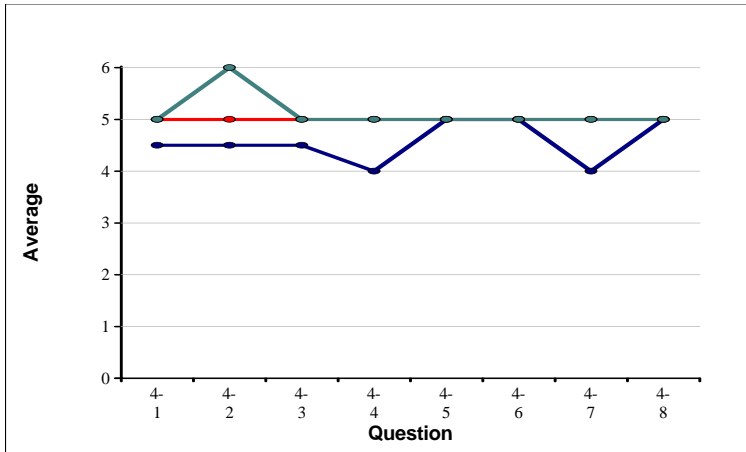
# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Personal Skills

This competency describes the employee's overall personal skills.

### Performance Analysis

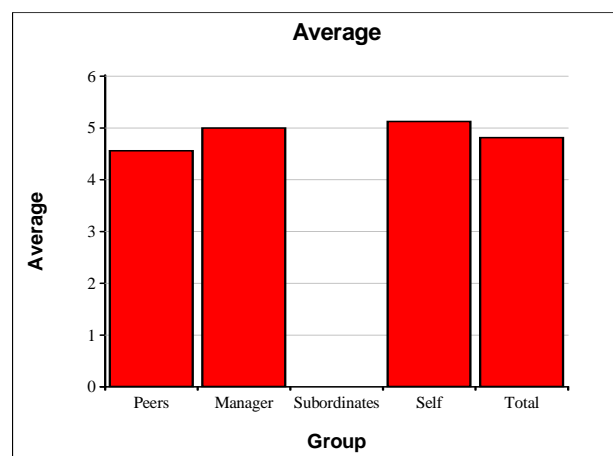
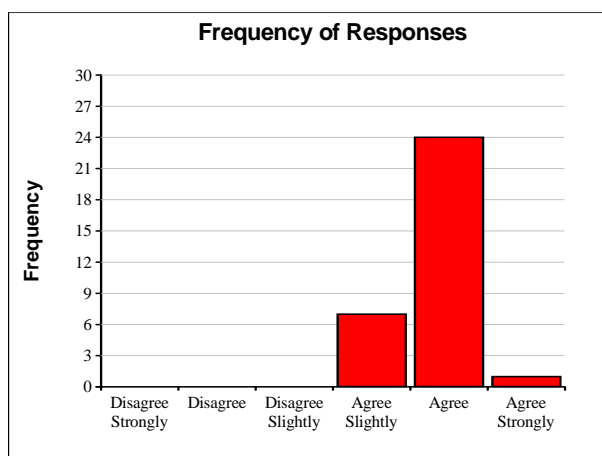


### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

### Average Scores

	Peers	Manager	Self
4-1. I seek out new work challenges	4.5	5.0	5.0
4-2. I set high standards of performance	4.5	5.0	6.0
4-3. I support the organisation's long-term mission, direction and goals	4.5	5.0	5.0
4-4. I am receptive to change	4.0	5.0	5.0
4-5. I handle the technical side of the job well	5.0	5.0	5.0
4-6. I put in extra time and effort when needed	5.0	5.0	5.0
4-7. I support the outgoing improvement efforts in this organisation	4.0	5.0	5.0
4-8. I am willing to take calculated risks to improve performance	5.0	5.0	5.0



# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Differences in Perception

#### Positive Differences in Perception

Competency	Question	Other	Self	Difference
Management Skills	I work towards win/win solutions whenever possible	5.0	4.0	1.0
Management Skills	I express appreciation for work well done	4.7	4.0	0.7

#### Negative Differences in Perception

Competency	Question	Other	Self	Difference
Productivity	I arrange the flow of work to allow the most effective handling of assignments	3.8	6.0	-2.3
Productivity	I put a top priority on getting results	3.5	5.0	-1.5
Personal Skills	I set high standards of performance	4.7	6.0	-1.3
Productivity	I use sound logic in solving problems	3.8	5.0	-1.3
Productivity	I am always willing to seek out new techniques to improve my productivity	4.8	6.0	-1.3



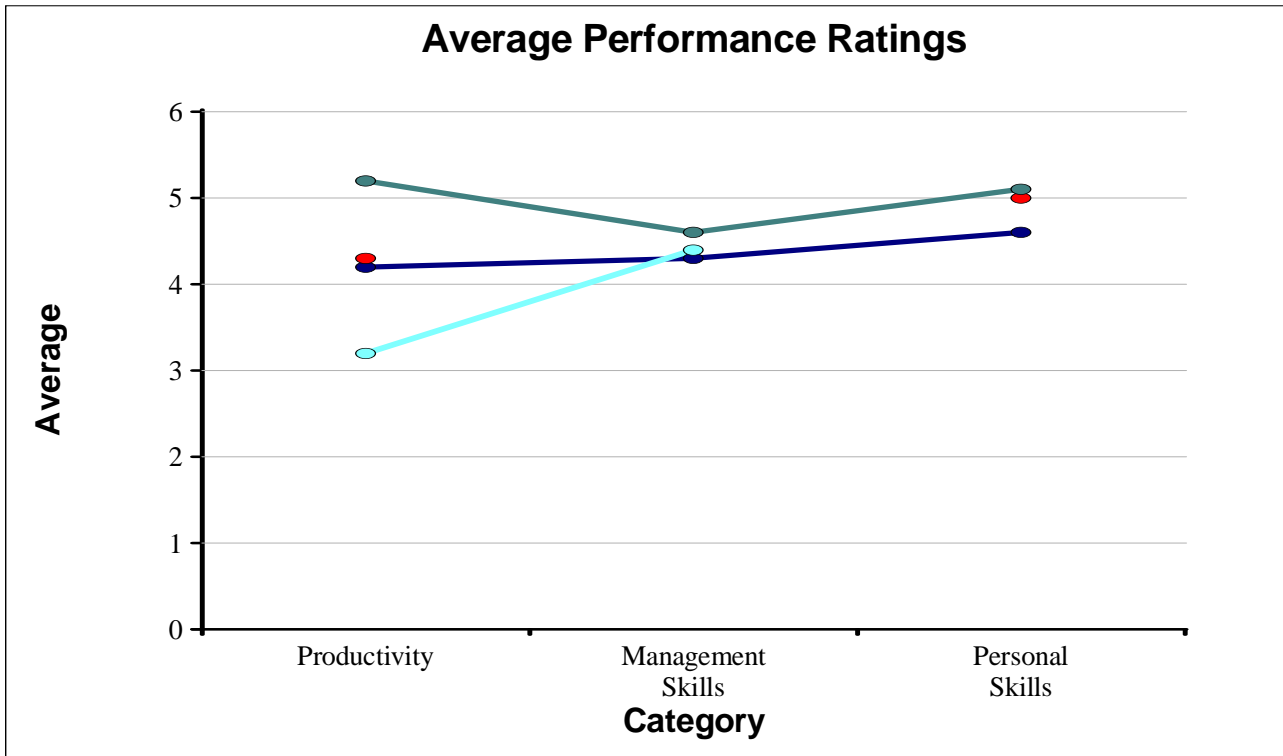
# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Performance Ratings

#### Average Scores across Section Headings

	Peers	Manager	Subordinates	Self
Productivity	4.2	4.3	3.2	5.2
Management Skills	4.3		4.4	4.6
Personal Skills	4.6	5.0		5.1



#### Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Performance Item Ranking

#### Highest Performance Items

Competency	Question	Others	Self
Personal Skills	4-8. I am willing to take calculated risks to improve performance	5.0	5.0
Personal Skills	4-6. I put in extra time and effort when needed	5.0	5.0
Personal Skills	4-5. I handle the technical side of the job well	5.0	5.0
Management Skills	3-4. I work towards win/win solutions whenever possible	5.0	4.0
Productivity	2-1. I am always willing to seek out new techniques to improve my productivity	4.8	6.0
Personal Skills	4-3. I support the organisation's long-term mission, direction and goals	4.7	5.0
Personal Skills	4-1. I seek out new work challenges	4.7	5.0
Personal Skills	4-2. I set high standards of performance	4.7	6.0
Management Skills	3-5. I express appreciation for work well done	4.7	4.0
Management Skills	3-7. I recognise importance of subordinates' lives outside their jobs	4.7	5.0
Management Skills	3-3. I involve others in shaping decisions that affect them	4.3	5.0
Management Skills	3-6. I appraise subordinates' performance and provide constructive guidance for improvement	4.3	5.0
Personal Skills	4-7. I support the outgoing improvement efforts in this organisation	4.3	5.0
Management Skills	3-1. I am accessible/available when needed	4.3	5.0
Personal Skills	4-4. I am receptive to change	4.3	5.0
Management Skills	3-10. I am effective in training subordinates	4.3	5.0

#### Lowest Performance Items

Competency	Question	Others	Self
Productivity	2-4. I put a top priority on getting results	3.5	5.0
Management Skills	3-8. I give specific constructive feedback	3.7	4.0
Management Skills	3-2. I make sound decisions based on accurate information	3.7	4.0
Productivity	2-5. I arrange the flow of work to allow the most effective handling of assignments	3.8	6.0
Productivity	2-6. I use sound logic in solving problems	3.8	5.0
Management Skills	3-9. I encourage people to work together to help each other solve problems	4.0	5.0
Productivity	2-2. I confront problems early, before they get out of hand	4.0	4.0
Productivity	2-3. I am effective in establishing objectives	4.0	5.0
Management Skills	3-10. I am effective in training subordinates	4.3	5.0
Management Skills	3-3. I involve others in shaping decisions that affect them	4.3	5.0
Management Skills	3-6. I appraise subordinates' performance and provide constructive guidance for improvement	4.3	5.0
Personal Skills	4-7. I support the outgoing improvement efforts in this organisation	4.3	5.0
Management Skills	3-1. I am accessible/available when needed	4.3	5.0
Personal Skills	4-4. I am receptive to change	4.3	5.0

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Analysis by Competency

Productivity	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
2-1. I am always willing to seek out new techniques to improve my productivity	6.0											
2-2. I confront problems early, before they get out of hand					4.0							
2-3. I am effective in establishing objectives			5.0									
2-4. I put a top priority on getting results			5.0									
2-5. I arrange the flow of work to allow the most effective handling of assignments	6.0											
2-6. I use sound logic in solving problems			5.0									

Management Skills	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
3-1. I am accessible/available when needed			5.0									
3-2. I make sound decisions based on accurate information					4.0							
3-3. I involve others in shaping decisions that affect them			5.0									
3-4. I work towards win/win solutions whenever possible					4.0							
3-5. I express appreciation for work well done					4.0							
3-6. I appraise subordinates' performance and provide constructive guidance for improvement			5.0									
3-7. I recognise importance of subordinates' lives outside their jobs			5.0									
3-8. I give specific constructive feedback					4.0							
3-9. I encourage people to work together to help each other solve problems			5.0									
3-10. I am effective in training subordinates			5.0									

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

Personal Skills	Agree Strongly		Agree		Agree Slightly		Disagree Slightly		Disagree		Disagree Strongly	
	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others	Self	Others
4-1. I seek out new work challenges			5.0									
4-2. I set high standards of performance	6.0											
4-3. I support the organisation's long-term mission, direction and goals			5.0									
4-4. I am receptive to change			5.0									
4-5. I handle the technical side of the job well			5.0									
4-6. I put in extra time and effort when needed			5.0									
4-7. I support the outgoing improvement efforts in this organisation			5.0									
4-8. I am willing to take calculated risks to improve performance			5.0									

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Performance Ratings - Individual Question Scores

#### Productivity

Productivity	Peers		Manager	Subordinates										Self			
2-1. I am always willing to seek out new techniques to improve my productivity	5	5	5	4													6
2-2. I confront problems early, before they get out of hand	4	4	5	3													4
2-3. I am effective in establishing objectives	4	5	4	3													5
2-4. I put a top priority on getting results	3	4	4	3													5
2-5. I arrange the flow of work to allow the most effective handling of assignments	4	4	4	3													6
2-6. I use sound logic in solving problems	4	4	4	3													5

#### Management Skills

Management Skills	Peers		Manager	Subordinates										Self			
3-1. I am accessible/available when needed	3	5		5													5
3-2. I make sound decisions based on accurate information	4	4		3													4
3-3. I involve others in shaping decisions that affect them	4	4		5													5
3-4. I work towards win/win solutions whenever possible	5	5		5													4
3-5. I express appreciation for work well done	4	5		5													4
3-6. I appraise subordinates' performance and provide constructive guidance for improvement	4	5		4													5
3-7. I recognise importance of subordinates' lives outside their jobs	5	4		5													5
3-8. I give specific constructive feedback	3	4		4													4
3-9. I encourage people to work together to help each other solve problems	5	4		3													5
3-10. I am effective in training subordinates	4	4		5													5

#### Personal Skills

Personal Skills	Peers		Manager	Subordinates										Self			
4-1. I seek out new work challenges	5	4	5														5
4-2. I set high standards of performance	4	5	5														6
4-3. I support the organisation's long-term mission, direction and goals	5	4	5														5
4-4. I am receptive to change	4	4	5														5
4-5. I handle the technical side of the job well	5	5	5														5
4-6. I put in extra time and effort when needed	5	5	5														5
4-7. I support the outgoing improvement efforts in this organisation	4	4	5														5
4-8. I am willing to take calculated risks to improve performance	5	5	5														5

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

### Responses to Open Ended Questions

Please add any comments you have with regards to your productivity

#### Comments for: Peers

- He is very productive, but at the same time he does not like doing any extra work
- He is good at what he does, but he tends to be lazy and he distracts other people

#### Comments for: Manager

- You wouldn't see him typing on the computer all day. You would see him on the phone talking to potential clients, making sales calls and going to meetings outside the company. He always keeps in touch and lets me know

#### Comments for: Subordinates

- He just talks a lot and likes to show off

#### Comments for: Self

- I consider myself to be a very productive person. I work hard to be efficient.

Please add any comments you have with regards to your management skills

#### Comments for: Peers

- He definitely makes an effort to keep everyone happy, he tends to be a bit too much talkative
- Xavier is a strong manager of people.

#### Comments for: Subordinates

- He is nice to people, especially to the girls..... talks and talks and talks.... I didn't even know he was the manager until recently.... sorry but that's how I think

#### Comments for: Self

- I have a strong set of management skills developed over the last few years through a large number of management training courses, and through real world experience. My personal skills are strong, but I am constantly striving to improve them.

Please add any comments you have with regards to your personal skills

#### Comments for: Peers

- He never talks, but whenever he opens his mouth he makes everyone laugh. He thinks fast. I haven't had a chance to have a one to one conversation with him, but I guess his personal skills are good.

# Dipolar Pty Limited

## Individual Competency Analysis - Xavier Balcells

- Well, because of what he does, he is not directly in charge of the staff, he has more to do with sales, business meetings, etc. I don't know why he is considered to be our manager. He is friendly and tries his best to learn from the staff and see what they are up to.

### **Comments for: Manager**

- People think he is a bludger. We have scored contracts with several multi-nationals thanks to the way he presents himself and his company

### **Comments for: Subordinates**

- He definitely has good people skills... I don't talk to him much, but I've notice it.

### **Comments for: Self**

- I have good people skills and I am always trying to improve them