

Name: Jayne Doe, IT Manager, ABC Company

Strengths	Opportunities
<ul style="list-style-type: none"> • Viewed very favourably by peers • Positive attitude • Innovative • Visionary • Analytical/smart • Dealing with complexity • Seeing the long term • Extending training opportunities beyond own group • People skills in general • Encourages teamwork • Strong sense of urgency • Dedicated • Managing workflow / organized • Holds self accountable • Meets commitments and standards • Empowering to staff • Provides recognition • Education and mentoring of staff • Gives feedback / holds staff accountable • Sets clear expectations • Encourages career development • Communicates well with staff / keeps them informed • Cares about work-life balance of staff • Strongly orientated to building own skills 	<ul style="list-style-type: none"> • Manager gaps are quite large • Moderate DRPT gaps • Very strong thinking skills are recognised, but means of communicating ideas to senior people and peers can be perceived as abrasive, which blunts effectiveness • Initial response to ideas (from outside own team) is often disagreement, followed by eventual agreement – confusing/frustrating to others • Makes assumptions about where people are coming from when in conflict • Very strong thinking skills are recognised, but means of communicating ideas to senior people and peers can be perceived as abrasive, which blunts effectiveness • Tendency to discuss areas of underperformance in front of entire team • Taking action on weak performers • Dealing with mistakes • Perception of unnecessary flip-flopping on issues • Tendency to dominate meetings and conversations without enough listening, letting others talk or finish Reaction to stress can be “blaming/complaining” (MGR) • Inviting feedback
Top 3 Strengths	
<ul style="list-style-type: none"> • Analytical / thinking skills • Empowerment and development of staff • Providing vision 	
Possible development goals	
<ul style="list-style-type: none"> • Developing a more two-way / tactful communication style in general <ul style="list-style-type: none"> – Listening – Awareness of “airtime” – Tact when working with senior people / other groups • Develop more effective strategies for dealing with underperformance / mistakes • Develop better management / reactions to stress in the workplace 	