

## **Management information:**

### **Model Used:**

### **Managers – Appraisal data 2005**

Normative data showing comparisons between named populations.

Population .1.        Norm for All Managers

Population .2.        Burnley managers

Population .3.        Bolton managers

- 1: Role model for this attribute / behaviour
- 2: This is a strength
- 3: Some development is desirable: Low priority
- 4: Development is very desirable: High priority

Page .2.        Overall Scores and history.

Page .3.        Strengths and Development needs – All Managers.

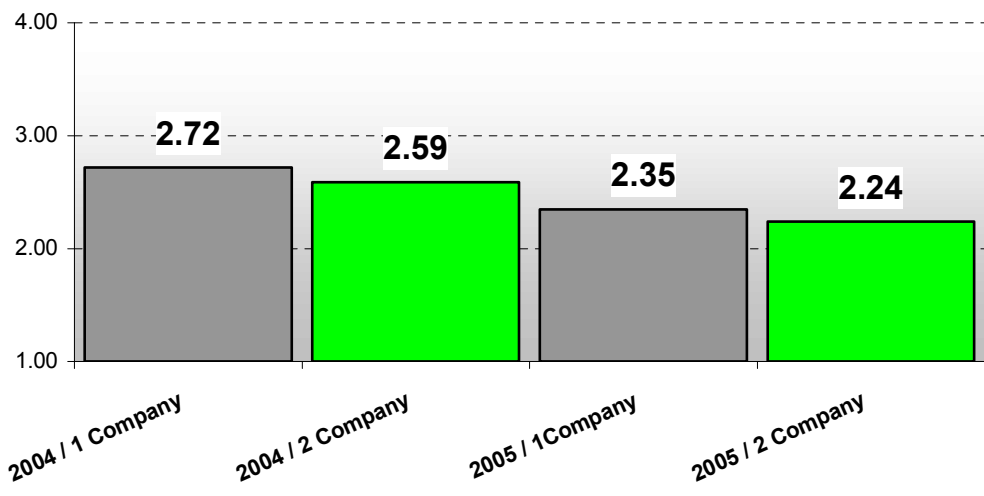
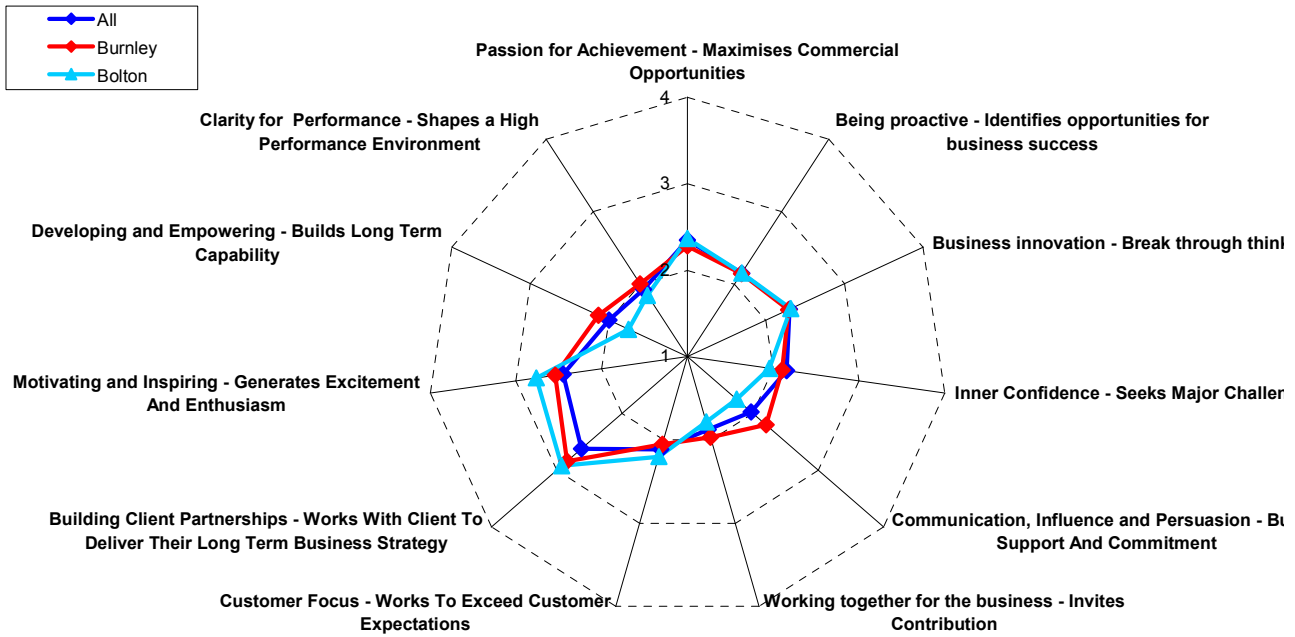
Page .4.        Strengths and Development needs – Burnley.

Page .5.        Strengths and Development needs – Bolton.

Page .6.        Top 10 Critical Behaviours.

Page .7.        League Table all managers.

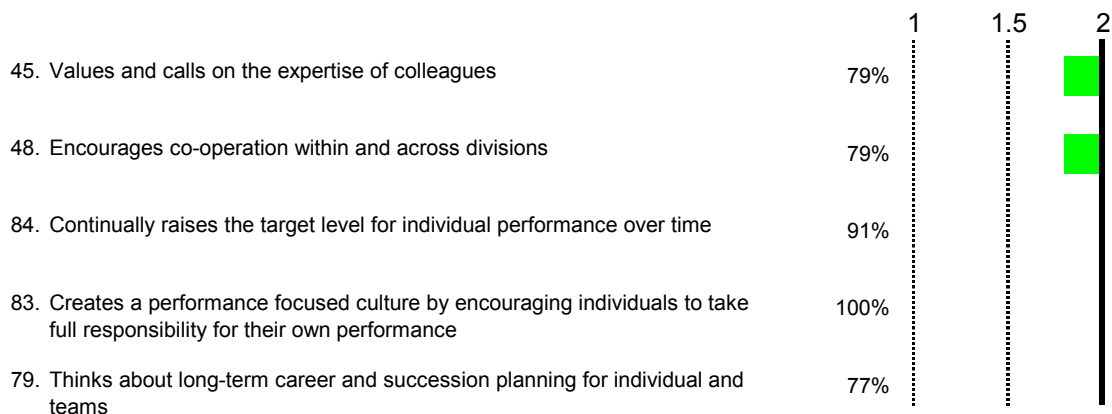
Overall scores



Population 1 – All managers

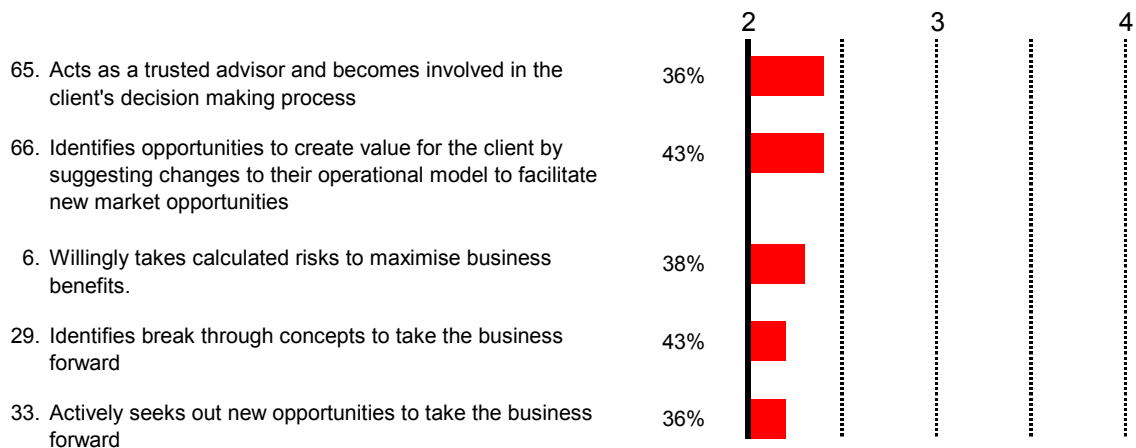
Key strengths

(Percentage of people indicating key strength / Average score)



Key areas for development

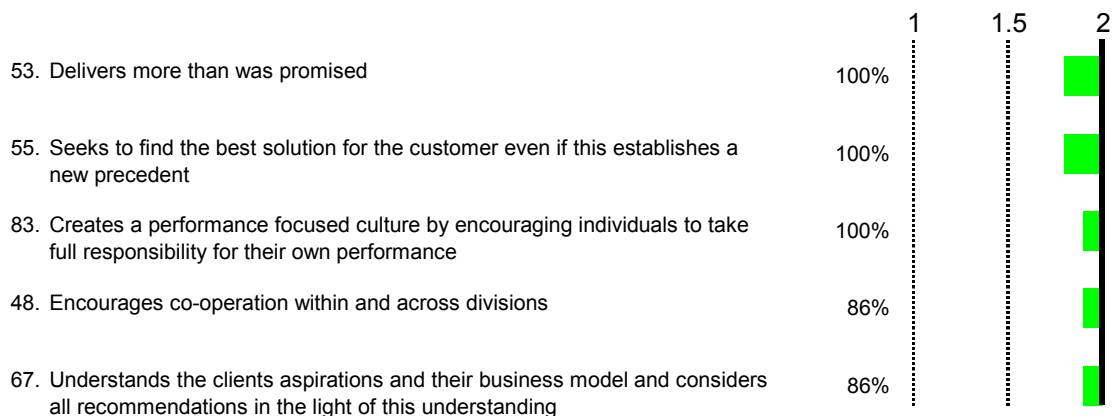
(Percentage of people indicating development need / Average score)



Population 2 - Burnley

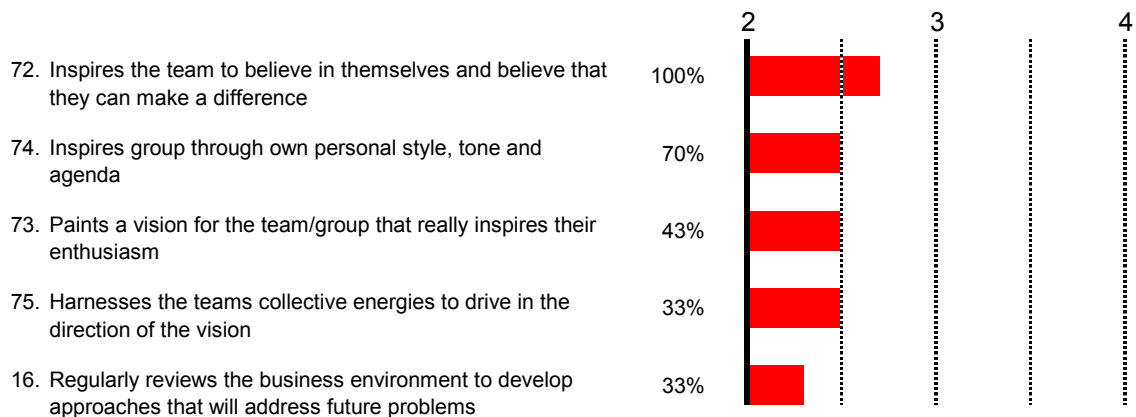
Key strengths

(Percentage of people indicating key strength / Average score)



Key areas for development

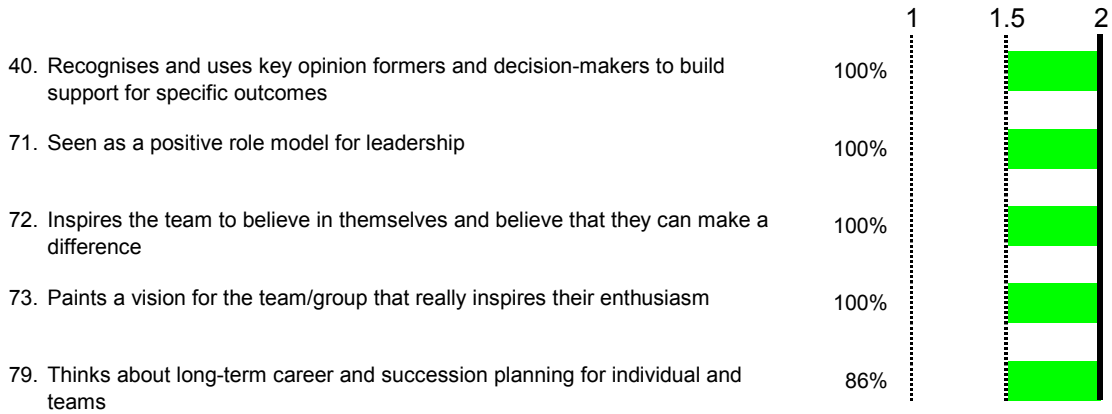
(Percentage of people indicating development need / Average score)



Population 3 - Bolton

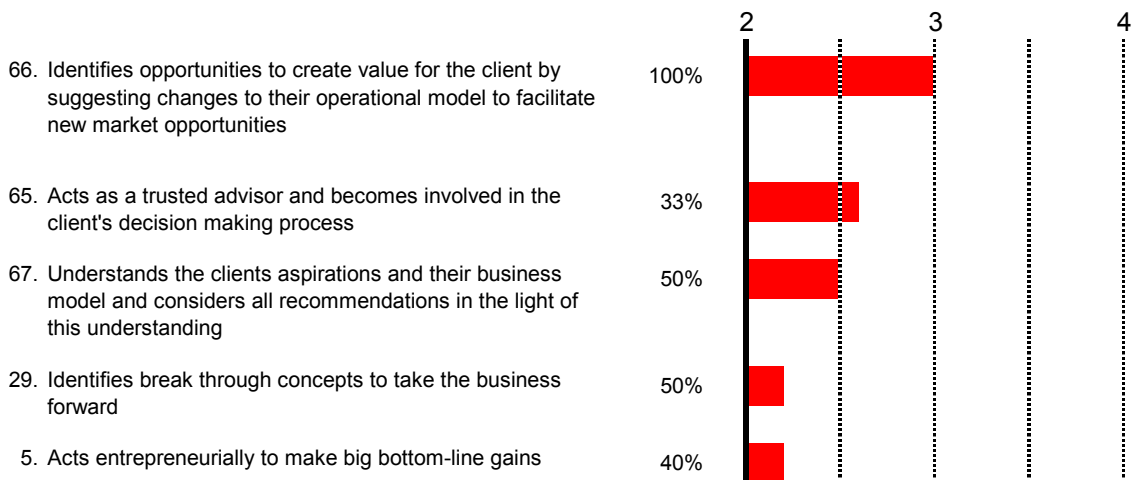
Key strengths

(Percentage of people indicating key strength / Average score)



Key areas for development

(Percentage of people indicating development need / Average score)



**Top 10 Critical behaviours for high performance – All Managers:**

<b>Rank</b>	<b>Behaviour</b>
1	Values and calls on the expertise of colleagues
2	Encourages co-operation within and across divisions
3	Continually raises the target level for individual performance over time
4	Creates a performance focused culture by encouraging individuals to take full responsibility for their own performance
5	Thinks about long-term career and succession planning for individual and teams
6	Builds 'behind the scenes' support or lobbies to generate commitment for long-term plans
7	Recognises and uses key opinion formers and decision-makers to build support for specific outcomes
8	Asks others for their ideas and opinions to help form decisions and plans
9	Willingly learns from others
10	Delivers more than was promised

All managers Rank order - Weak to Strong

