

TEST SUBJECT
PERSONAL FEEDBACK REPORT

360 DEGREE FEEDBACK

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360 DEGREE FEEDBACK

USING YOUR REPORT

Your feedback report is based on the questionnaires completed by you and your colleagues. Ratings were elicited on separate statements that together contribute to a group of competency areas. The questionnaire items are individual behaviours and the competencies are headings under which groups of behaviours are clustered. Each statement was rated on a numerical scale and these ratings reflect how you were perceived to demonstrate each of the behaviours by your colleagues (and yourself).

Remember as you look at your report that all of the ratings are based upon perceptions, which tend to be more subjective than objective. Try to interpret the ratings of your colleagues within the context of your work, and the way you may appear to others. Don't try and work out who has said what - this is difficult and misleading.

You will find the following sections in the report. A brief outline is given below, followed by a more detailed description of each of the outputs on the next pages.

COMPETENCY MODEL

This section shows the competency model

COMPETENCY PROFILE

This consists of bar charts summarising your ratings, broken down by competency. The charts summarise your ratings according to respondent type (self, peer, and so forth). For respondent *groups* the ratings are averaged across that group. Note that any ratings for 'Not Applicable' are simply excluded from the averaging process.

BEHAVIOUR PROFILE

This consists of bar charts summarising your ratings, broken down by behaviour. The charts summarise your ratings according to respondent type (self, peer, and so forth). For respondent groups the ratings are averaged across that group. Note that any ratings for 'Not Applicable' are simply excluded from the averaging process.

GAP ANALYSIS

This set of tables allows you to compare your own ratings with those of other respondents. The report shows for each statement the difference between your self rating and each of the respondent groups' rating. A positive gap means that others have rated the statement higher than your self rating. A negative gap indicates that others have rated the statement lower than your self rating. The table displays rank orders of your greatest *blind spots* (biggest negative gaps) and your greatest *unrecognised strengths* (biggest positive gaps).

RESPONSE RANGE

This will tell you what ratings you got from each of your respondents, but without naming them. The distribution of ratings is given only in terms of respondent type.

COMPETENCIES IN RANK ORDER

This section shows all of the competencies you requested feedback on, arranged in order of the average of others' ratings.

BEHAVIOURS IN RANK ORDER

This section shows all of the behaviours you requested feedback on, arranged in order of the average of others' ratings.

360 DEGREE FEEDBACK

USING YOUR REPORT

DEVELOPMENT COMMENTS

This section shows feedback from raters on specific behaviours.

SCATTERCHART

Showing the correlations between your own ratings for each competency and the ratings from all others.

COMMENTS

This section shows the comments your respondents have made.

DEVELOPMENT PLAN

This section is for your personal development plan.

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COMPETENCY MODEL

COMPETENCY MODEL

This section shows the competency model that this feedback is based on.

Commercial Awareness

- Recognises financial and marketing implications of decisions and actions
- Alert to business opportunities
- Gathers and uses economic, market and financial information as part of decision making
- Actively seeks to understand competitors' actions
- Assesses and evaluates own work in commercial terms

Professionalism

- Has a high level of technical expertise and experience relevant to the job
- Concerned with maintaining and updating own technical knowledge
- Maintains wide networks with other experts and suppliers in own field
- Applies technical expertise to enhance job performance
- Commands respect and credibility as a practitioner in own field

Strategic Perspective

- Displays an integrated overview of the total business and how it operates
- Defines a clear long-term vision of the future
- Accurately identifies opportunities and threats
- Establishes courses of action to allocate resources and accomplish long-term goals
- Tackles day to day issues in the context of a broad strategic framework

Commitment to Quality

- Always seeks to improve personal and team performance
- Encourages a sense of standards in others
- Known not to compromise on standards
- Puts in care and effort needed to do a first-rate job
- Evaluates work against standards and makes changes to improve quality

Influencing

- Wins the co-operation of others to get things done
- Develops and uses a wide range of contacts to achieve goals
- Uses interpersonal styles and methods to guide others towards goal achievement
- Modifies behaviour according to the situation
- Gains acceptance of ideas and plans from others

Leadership

- Establishes challenging goals with others and gives feedback and recognition
- Creates a motivating environment to achieve goals
- Active in developing others, including appropriate delegation of responsibilities
- Gets the best out of individuals and teams
- Creates a viable strategy for own area and secures the commitment of their team

Teamwork

- Committed to team goals and works hard to maintain the team
- Has a cooperative approach
- Is sensitive to, and recognises, the needs and feelings of others
- Solicits input from others and involves people in issues that may affect them
- Able to work in a fluid matrix by accepting frequent changes in leadership

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COMPETENCY MODEL

Communication

- Rapidly and accurately assesses people and situations and responds accordingly
- Gets the message across clearly and unambiguously, both verbally and in writing
- Uses formal presentation skills effectively
- Creates the appropriate impact to enhance the message
- Chooses a method of communication best suited to the task

Analysing

- Perceives patterns or inconsistencies in large amounts of data
- Draws appropriate conclusions from information provided
- Can identify the core of a problem
- Makes judgements which are rational rather than based on subjective opinion
- Pieces together information from a variety of sources to understand and interpret situations

Decision Making

- Objectively evaluates possible options
- Selects the best way forward confidently and commits appropriate resources
- Acts promptly to clear up problems without undue recourse to higher authority
- Makes unpopular decisions with confidence, after thoroughly considering the consequences
- Easily explains and justifies decisions

Planning and Organising

- Sets effective priorities and measurable targets
- Schedules work, allocates responsibilities and resources
- Regularly monitors and reviews progress
- Identifies priorities
- Develops effective procedures within own area of responsibility

Creativity and Innovation

- Generates novel solutions
- Integrates new and old ideas to establish strategies for change
- Actively seeks better ways of doing things and improving business performance
- Produces a wide range of ideas in response to problems or opportunities
- Prepared to experiment and take calculated risks

Achievement Motivation

- Concerned to make things happen to get meaningful results
- Seeks maximum results from available resources (people, time, money, materials)
- Translates complex concepts into practical action plans
- Wants to continually improve organisational performance
- Uses feedback from others to make changes which improve personal performance

Initiative

- Takes action to achieve goals which are beyond those required
- Makes active attempts to influence events to achieve goals
- Expands responsibilities and seeks business opportunities
- Takes personal responsibility to achieve goals
- Initiates action rather than responds only to the action of others

360 DEGREE FEEDBACK COMPETENCY MODEL

Resilience

- Stays calm under pressure
- Comes to terms with past failures and views new problems positively
- Keeps control in difficult and/or stressful situations
- Determined and persistent in spite of setbacks
- Shows persistence and continues to contribute ideas even when the majority favours a different viewpoint

Flexibility

- Maintains effectiveness in varying and ambiguous situations
- Reacts positively to change - welcomes new challenges and a fast changing environment
- Learns from experience, is prepared to change own views or approach in the light of new information
- Adapts own behaviour to suit new circumstances
- Able to cope with the pressures of changing demands and circumstances

360 DEGREE FEEDBACK

COMPETENCY PROFILE

COMPETENCY PROFILE CHART

These bar charts present your 360 degree feedback for each of the competencies. Each one of the competencies is described by several statements and collectively these statements form the items of the questionnaire.

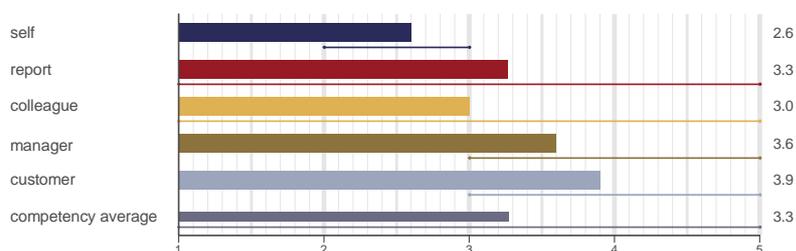
The ratings for each statement were collated and then assembled under their competency headings and then averaged. These averages are presented here as bar charts - you can use these charts to compare the impression people have of you for each competency. Averages are presented for each respondent group. The rating scale goes from 1 - 5, where 1 is *Never* and 5 is *Almost always*.

The thin line below some of the bars shows the range of responses that went to make up the main bar above it. This helps to show the range of different opinions among respondents.

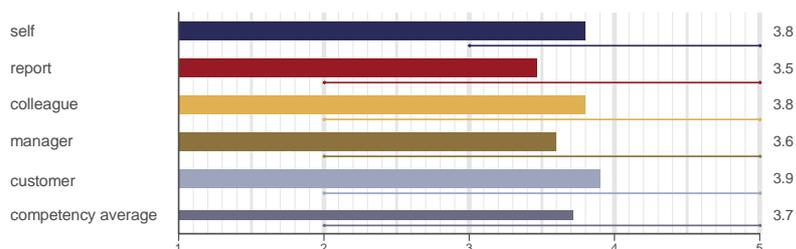
The competency average score shows the average of all rater scores (including self) for each competency.

As well as rating yourself, you were rated by 3 reports, 2 colleagues, 1 manager and 2 customers.

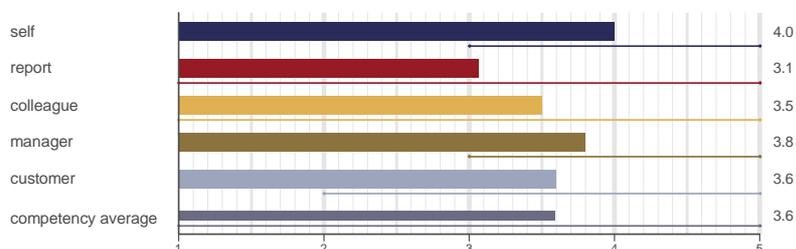
COMMERCIAL AWARENESS



PROFESSIONALISM

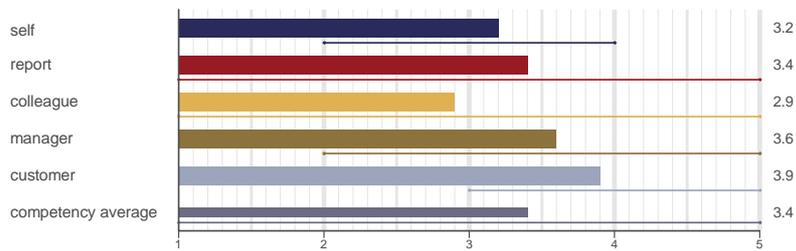


STRATEGIC PERSPECTIVE

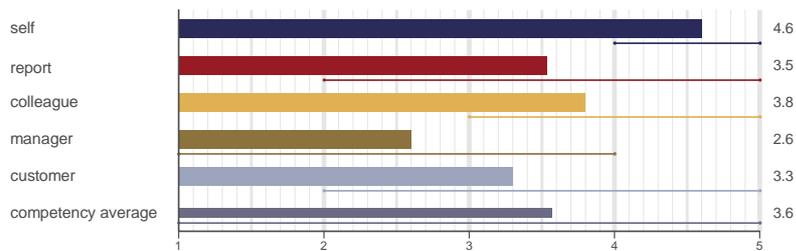


360 DEGREE FEEDBACK COMPETENCY PROFILE

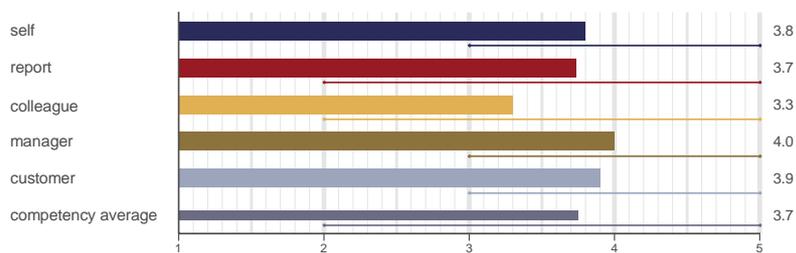
COMMITMENT TO QUALITY



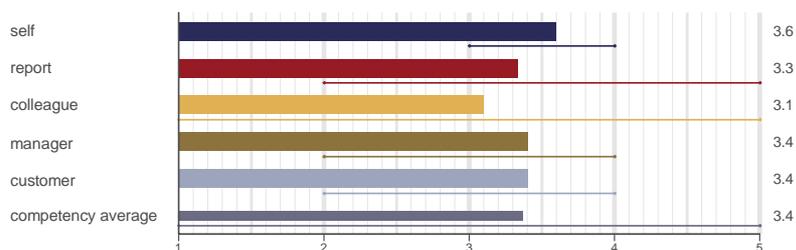
INFLUENCING



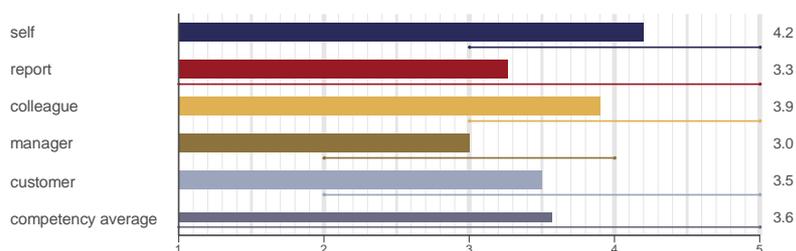
LEADERSHIP



TEAMWORK

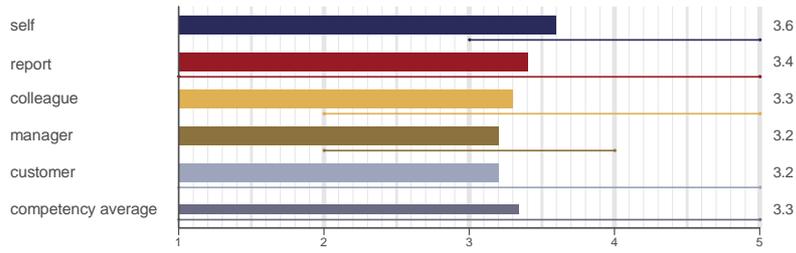


COMMUNICATION

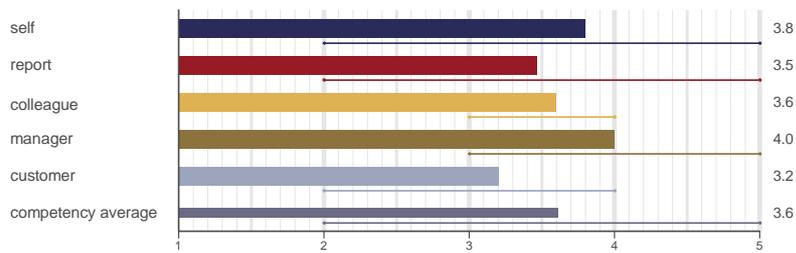


360 DEGREE FEEDBACK COMPETENCY PROFILE

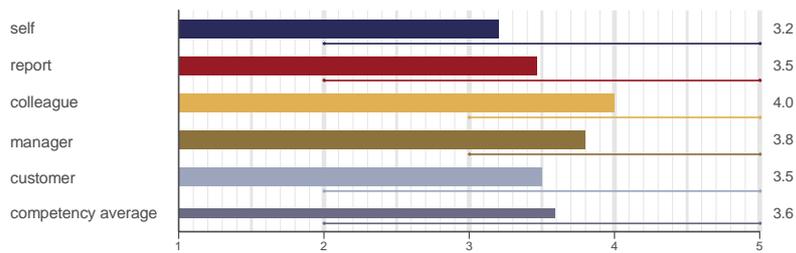
ANALYSING



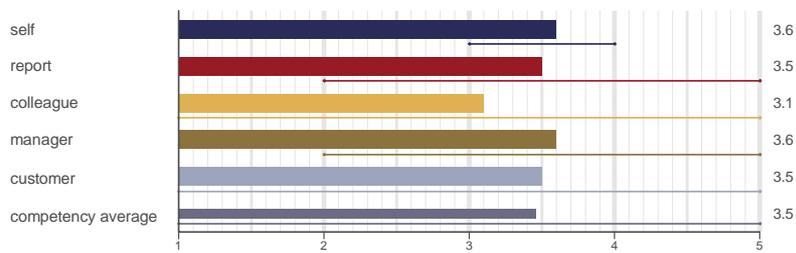
DECISION MAKING



PLANNING AND ORGANISING

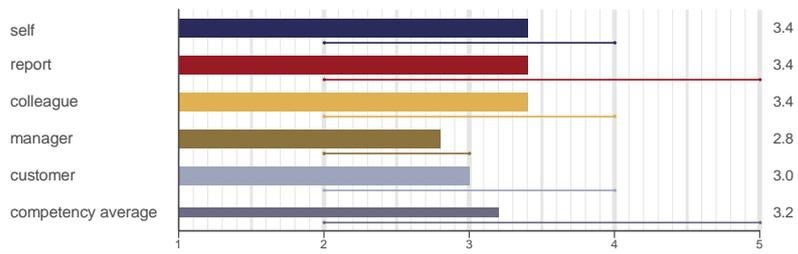


CREATIVITY AND INNOVATION

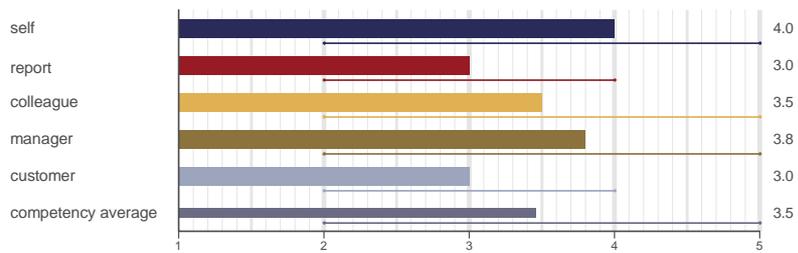


360 DEGREE FEEDBACK COMPETENCY PROFILE

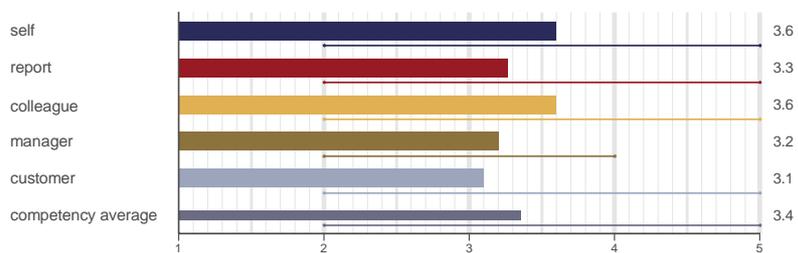
ACHIEVEMENT MOTIVATION



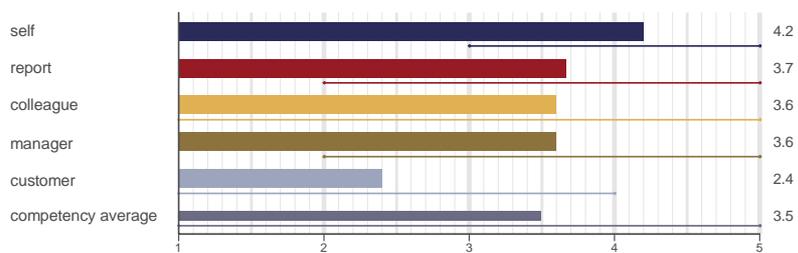
INITIATIVE



RESILIENCE



FLEXIBILITY



360 DEGREE FEEDBACK

BEHAVIOUR PROFILE

BEHAVIOUR PROFILE CHART

These bar charts present your 360 degree feedback for each of the behaviours that make up a competency. Averages are presented for each respondent group.

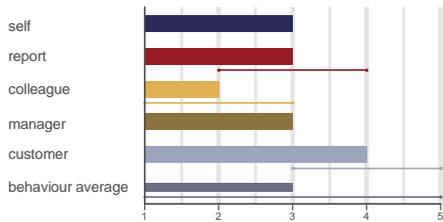
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The behaviour average score shows the average of all rater scores (including self) for each behaviour.

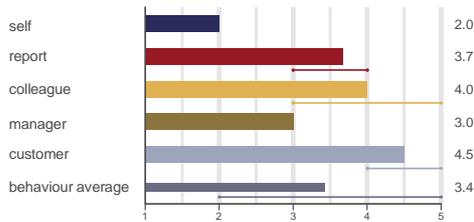
As well as rating yourself, you were rated by 3 reports, 2 colleagues, 1 manager and 2 customers.

COMMERCIAL AWARENESS

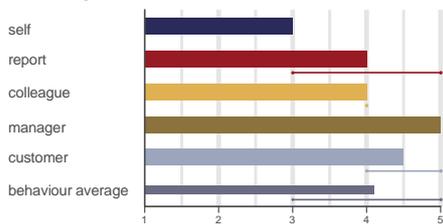
Recognises financial and marketing implications of decisions and actions



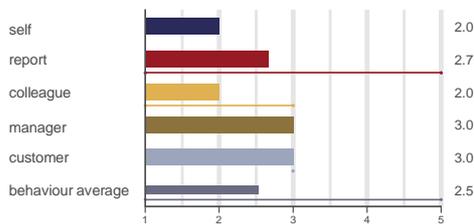
Alert to business opportunities



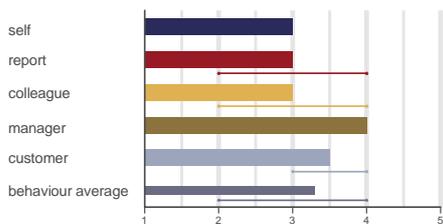
Gathers and uses economic, market and financial information as part of decision making



Actively seeks to understand competitors' actions



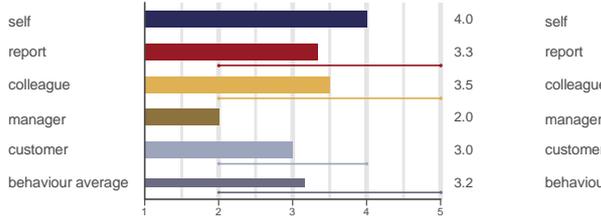
Assesses and evaluates own work in commercial terms



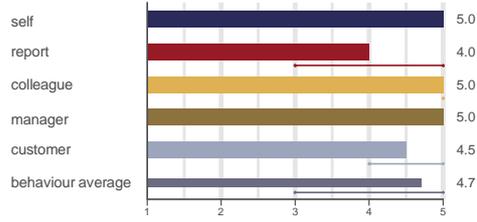
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

PROFESSIONALISM

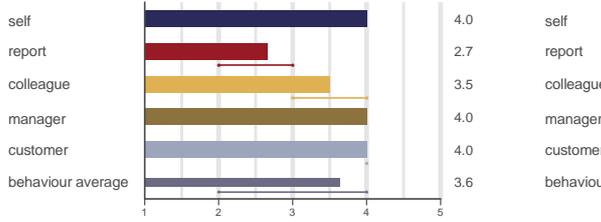
Has a high level of technical expertise and experience relevant to the job



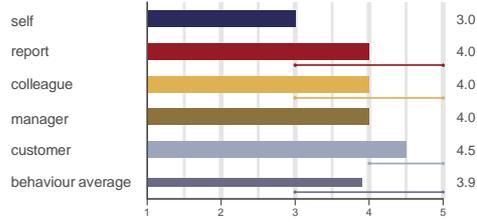
Concerned with maintaining and updating own technical knowledge



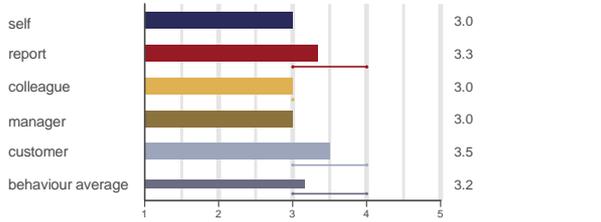
Maintains wide networks with other experts and suppliers in own field



Applies technical expertise to enhance job performance



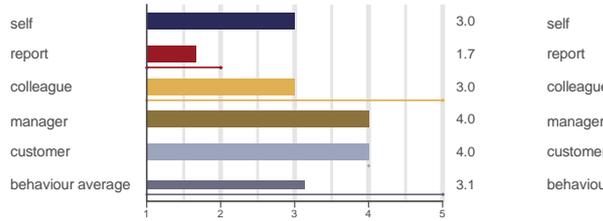
Commands respect and credibility as a practitioner in own field



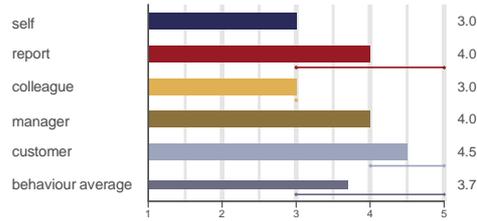
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

STRATEGIC PERSPECTIVE

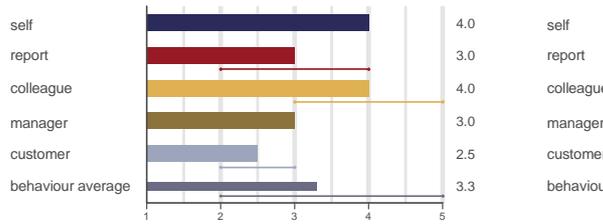
Displays an integrated overview of the total business and how it operates



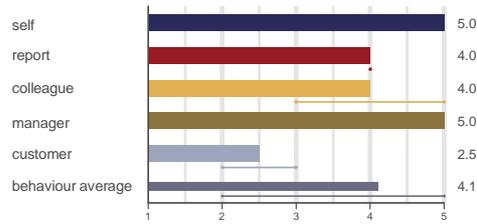
Defines a clear long-term vision of the future



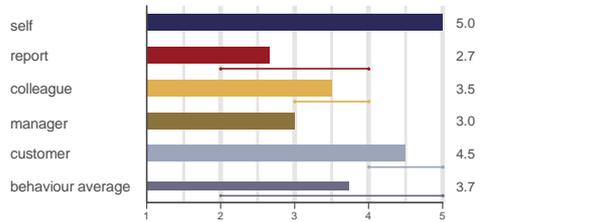
Accurately identifies opportunities and threats



Establishes courses of action to allocate resources and accomplish long-term goals



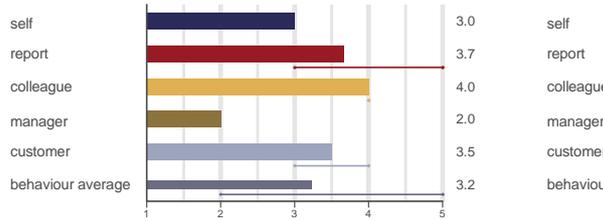
Tackles day to day issues in the context of a broad strategic framework



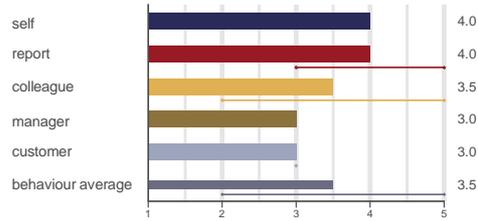
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

COMMITMENT TO QUALITY

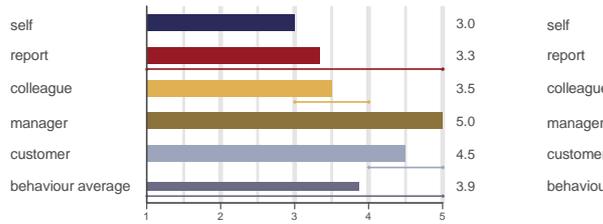
Always seeks to improve personal and team performance



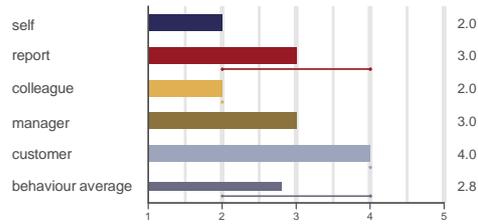
Encourages a sense of standards in others



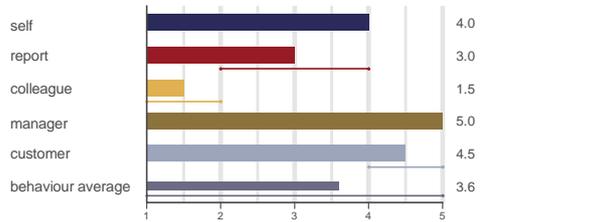
Known not to compromise on standards



Puts in care and effort needed to do a first-rate job



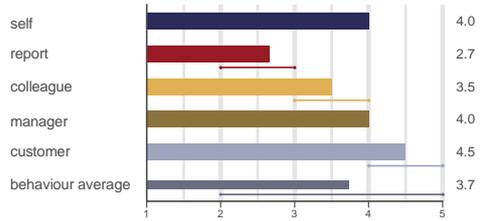
Evaluates work against standards and makes changes to improve quality



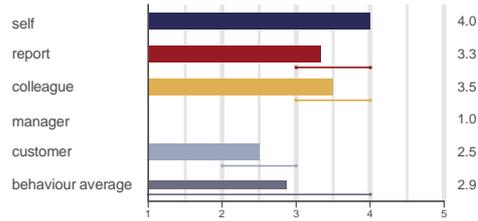
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

INFLUENCING

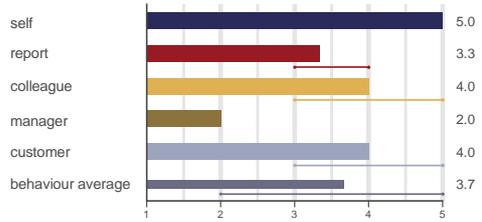
Wins the co-operation of others to get things done



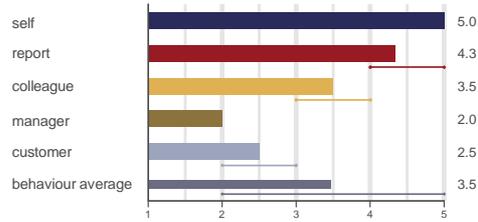
Develops and uses a wide range of contacts to achieve goals



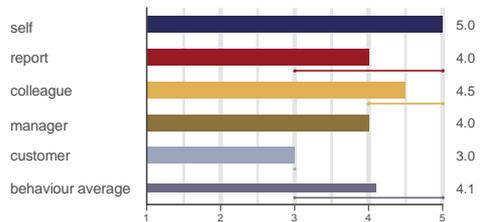
Uses interpersonal styles and methods to guide others towards goal achievement



Modifies behaviour according to the situation



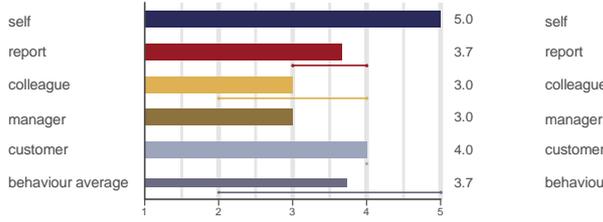
Gains acceptance of ideas and plans from others



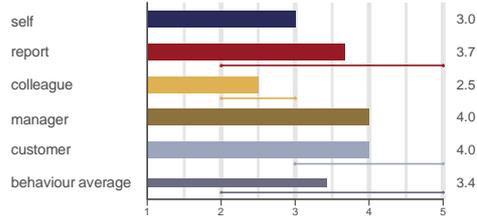
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

LEADERSHIP

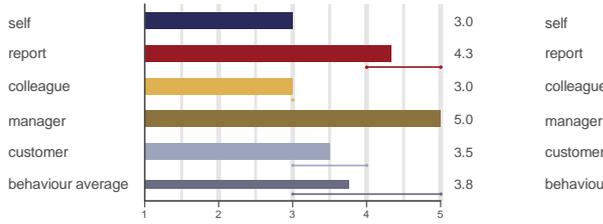
Establishes challenging goals with others and gives feedback and recognition



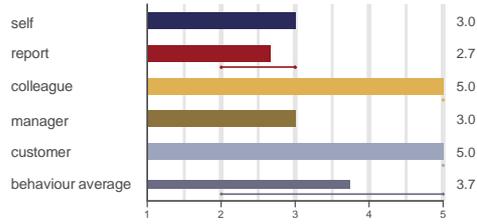
Creates a motivating environment to achieve goals



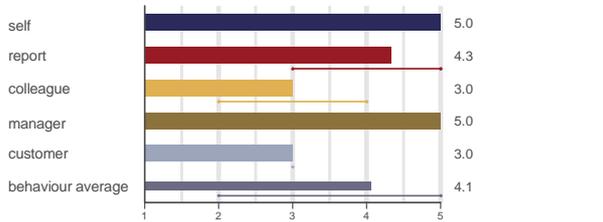
Active in developing others, including appropriate delegation of responsibilities



Gets the best out of individuals and teams



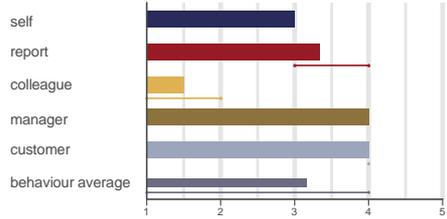
Creates a viable strategy for own area and secures the commitment of their team



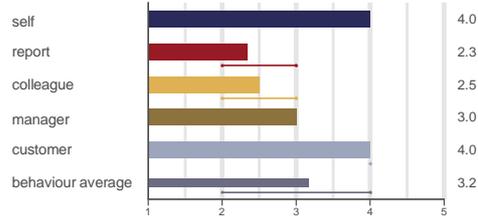
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

TEAMWORK

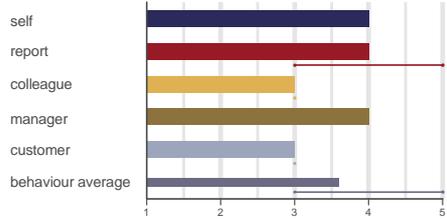
Committed to team goals and works hard to maintain the team



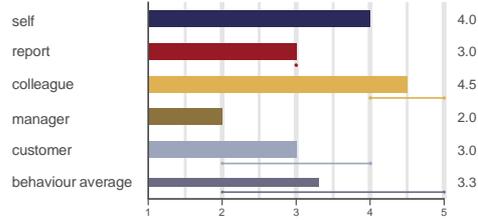
Has a cooperative approach



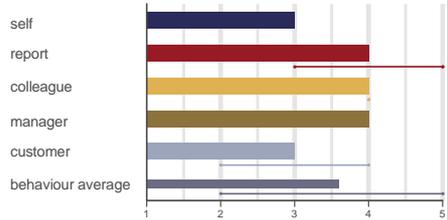
Is sensitive to, and recognises, the needs and feelings of others



Solicits input from others and involves people in issues that may affect them



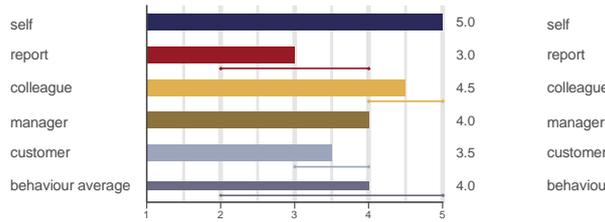
Able to work in a fluid matrix by accepting frequent changes in leadership



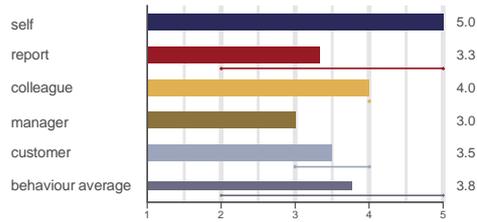
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

COMMUNICATION

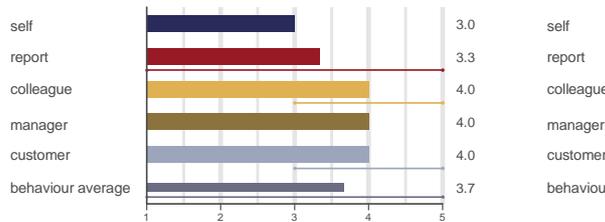
Rapidly and accurately assesses people and situations and responds accordingly



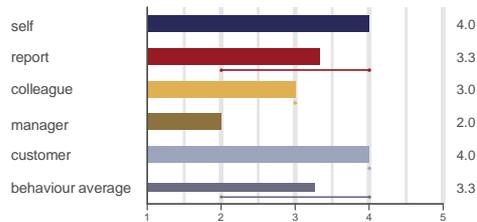
Gets the message across clearly and unambiguously, both verbally and in writing



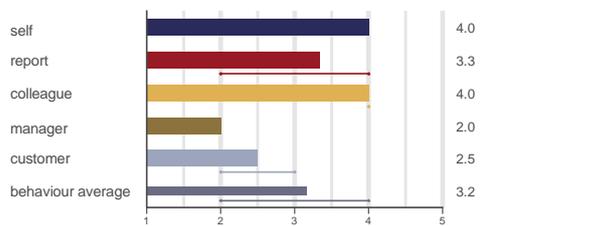
Uses formal presentation skills effectively



Creates the appropriate impact to enhance the message



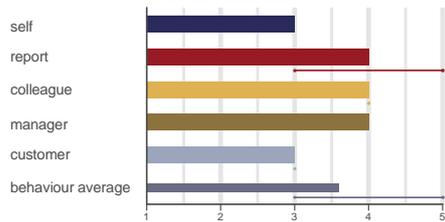
Chooses a method of communication best suited to the task



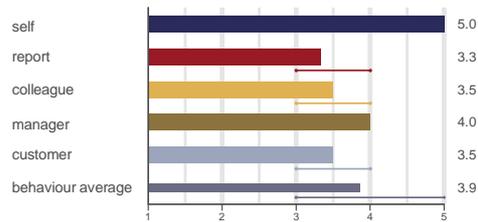
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

ANALYSING

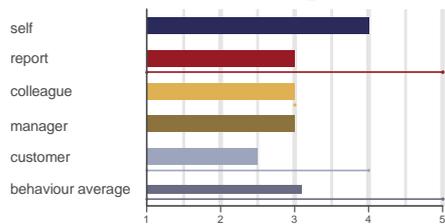
Perceives patterns or inconsistencies in large amounts of data



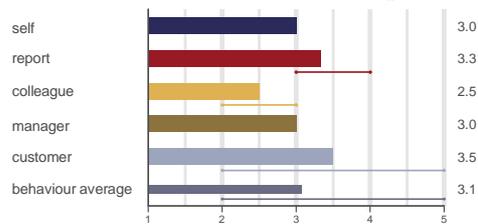
Draws appropriate conclusions from information provided



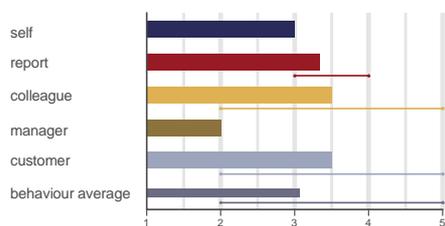
Can identify the core of a problem



Makes judgements which are rational rather than based on subjective opinion



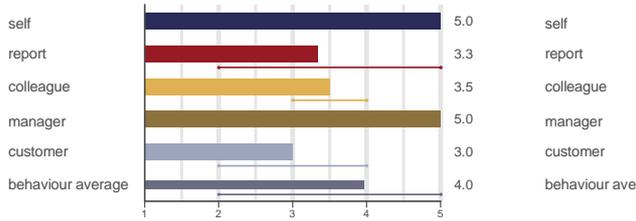
Pieces together information from a variety of sources to understand and interpret situations



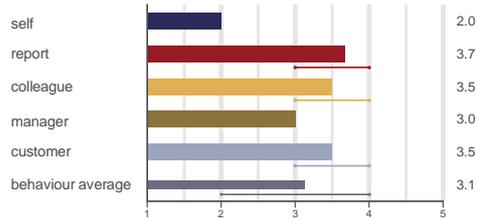
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

DECISION MAKING

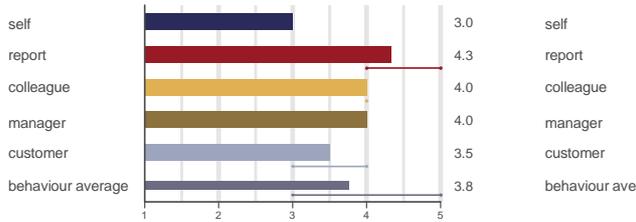
Objectively evaluates possible options



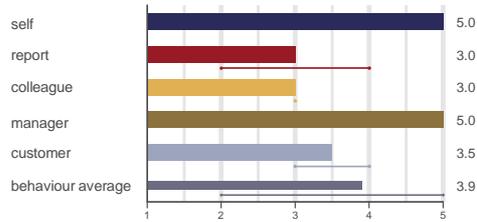
Selects the best way forward confidently and commits appropriate resources



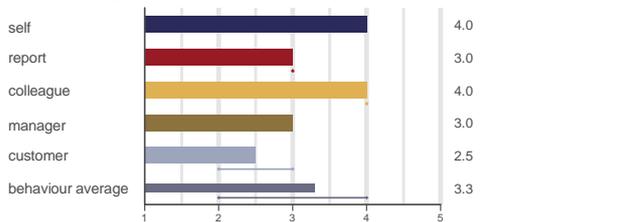
Acts promptly to clear up problems without undue recourse to higher authority



Makes unpopular decisions with confidence, after thoroughly considering the consequences



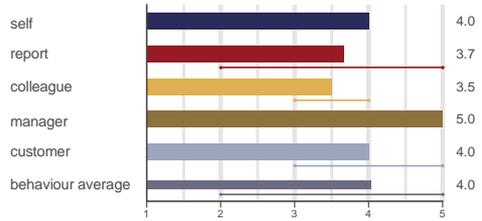
Easily explains and justifies decisions



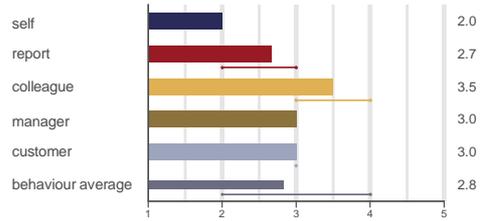
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

PLANNING AND ORGANISING

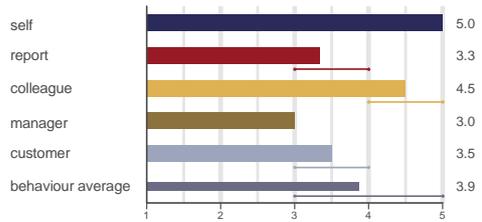
Sets effective priorities and measurable targets



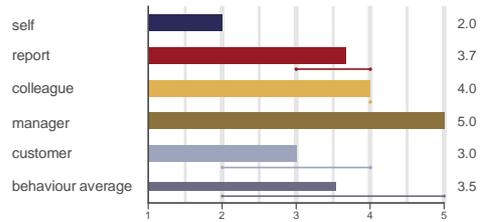
Schedules work, allocates responsibilities and resources



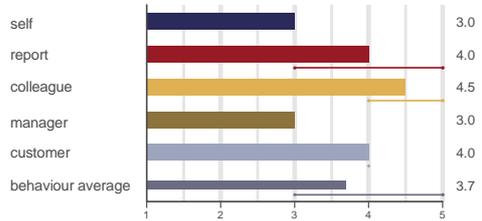
Regularly monitors and reviews progress



Identifies priorities



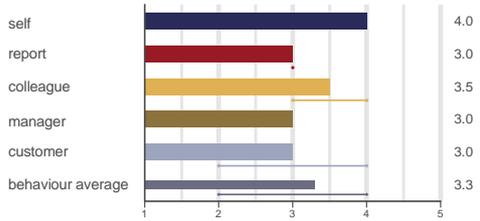
Develops effective procedures within own area of responsibility



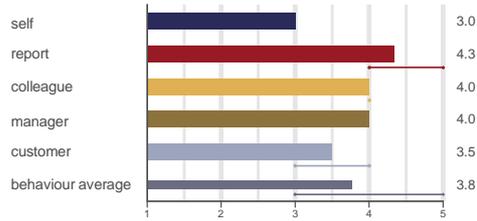
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

CREATIVITY AND INNOVATION

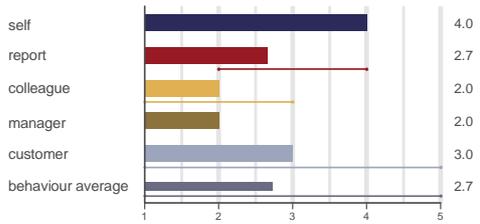
Generates novel solutions



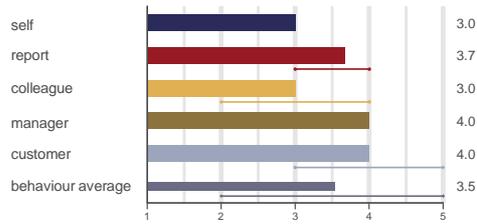
Integrates new and old ideas to establish strategies for change



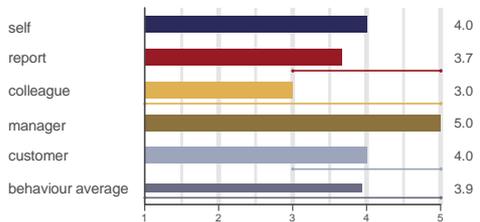
Actively seeks better ways of doing things and improving business performance



Produces a wide range of ideas in response to problems or opportunities



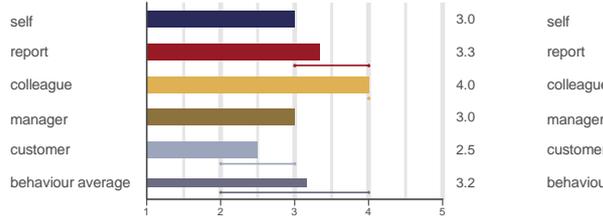
Prepared to experiment and take calculated risks



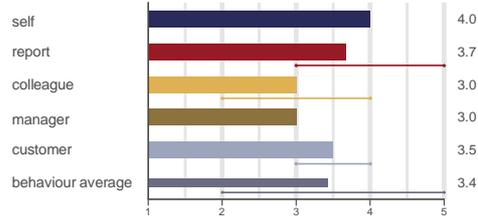
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

ACHIEVEMENT MOTIVATION

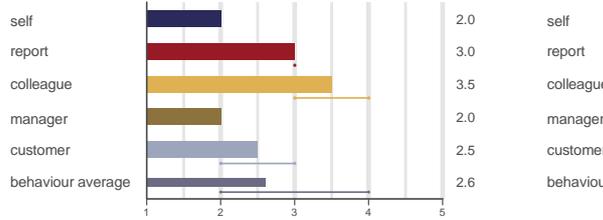
Concerned to make things happen to get meaningful results



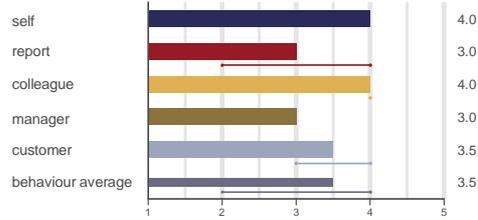
Seeks maximum results from available resources (people, time, money, materials)



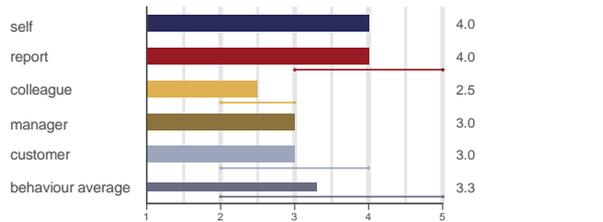
Translates complex concepts into practical action plans



Wants to continually improve organisational performance



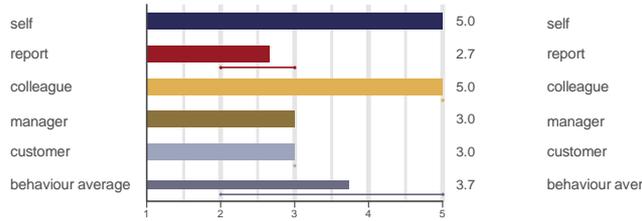
Uses feedback from others to make changes which improve personal performance



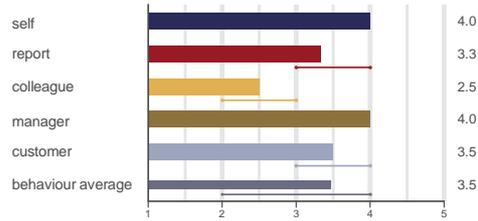
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

INITIATIVE

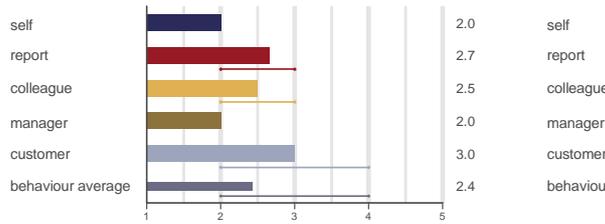
Takes action to achieve goals which are beyond those required



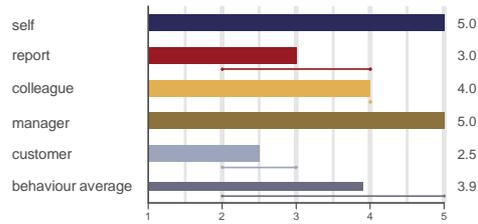
Makes active attempts to influence events to achieve goals



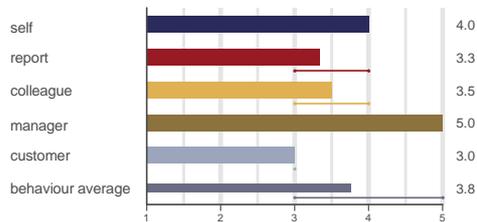
Expands responsibilities and seeks business opportunities



Takes personal responsibility to achieve goals



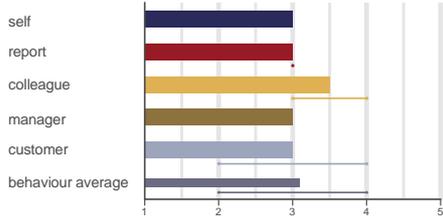
Initiates action rather than responds only to the action of others



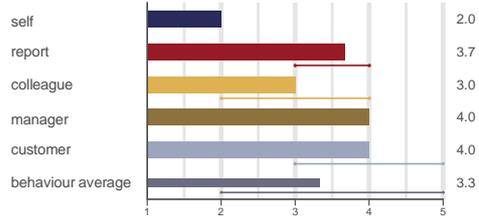
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

RESILIENCE

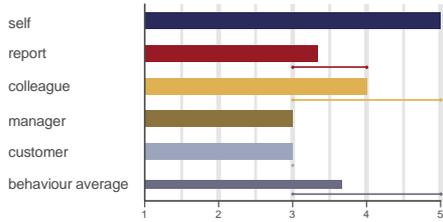
Stays calm under pressure



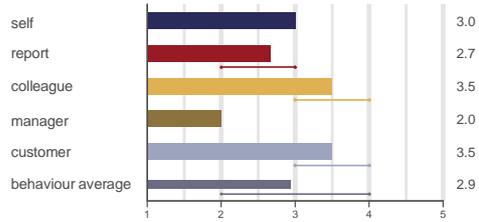
Comes to terms with past failures and views new problems positively



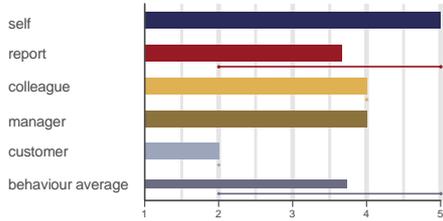
Keeps control in difficult and/or stressful situations



Determined and persistent in spite of setbacks



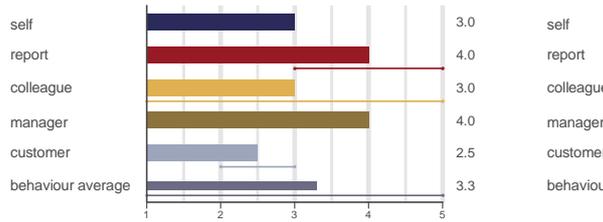
Shows persistence and continues to contribute ideas even when the majority favours a different viewpoint



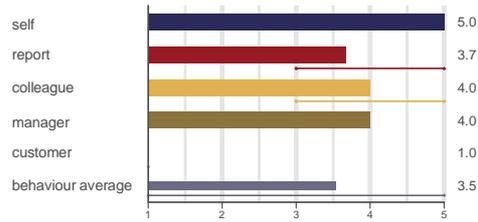
360 DEGREE FEEDBACK BEHAVIOUR PROFILE

FLEXIBILITY

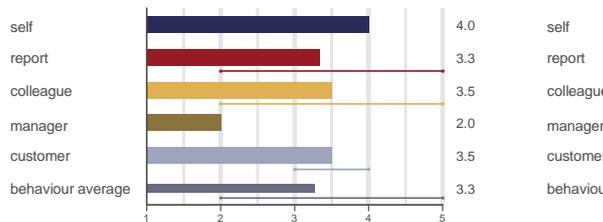
Maintains effectiveness in varying and ambiguous situations



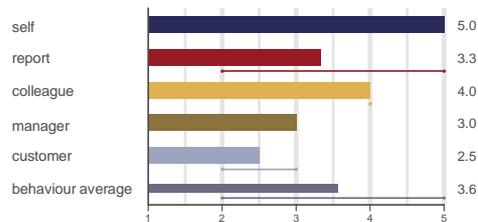
Reacts positively to change - welcomes new challenges and a fast changing environment



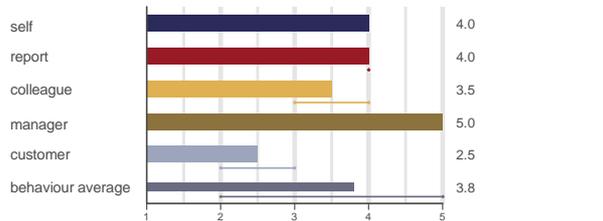
Learns from experience, is prepared to change own views or approach in the light of new information



Adapts own behaviour to suit new circumstances



Able to cope with the pressures of changing demands and circumstances



360 DEGREE FEEDBACK

GAP ANALYSIS

GAP ANALYSIS REPORT

The *self* column, shown in blue, shows how you rated yourself. The other columns show the difference between others' scores and your own score. Only those behaviours where there is a significant difference between your own and others' ratings are shown.

The report shows up to sixteen significant gaps between your rating and others' ratings. A significant gap is where there is a difference of at least 0.5 points between your *self* rating and others' ratings. The positive gaps and negative gaps represent your most significant unrecognised strengths and blind-spots, respectively.

behaviour	self	report	colleague	manager	customer	All
Identifies priorities	2.0	+1.7	+2.0	+3.0	+1.0	+1.9
Alert to business opportunities	2.0	+1.7	+2.0	+1.0	+2.5	+1.8
Comes to terms with past failures and views new problems positively	2.0	+1.7	+1.0	+2.0	+2.0	+1.7
Selects the best way forward confidently and commits appropriate resources	2.0	+1.7	+1.5	+1.0	+1.5	+1.4
Gathers and uses economic, market and financial information as part of decision making	3.0	+1.0	+1.0	+2.0	+1.5	+1.4
Applies technical expertise to enhance job performance	3.0	+1.0	+1.0	+1.0	+1.5	+1.1
Known not to compromise on standards	3.0	+0.3	+0.5	+2.0	+1.5	+1.1
Schedules work, allocates responsibilities and resources	2.0	+0.7	+1.5	+1.0	+1.0	+1.0
Establishes challenging goals with others and gives feedback and recognition	5.0	-1.3	-2.0	-2.0	-1.0	-1.6
Takes action to achieve goals which are beyond those required	5.0	-2.3	=0.0	-2.0	-2.0	-1.6
Actively seeks better ways of doing things and improving business performance	4.0	-1.3	-2.0	-2.0	-1.0	-1.6
Keeps control in difficult and/or stressful situations	5.0	-1.7	-1.0	-2.0	-2.0	-1.7
Uses interpersonal styles and methods to guide others towards goal achievement	5.0	-1.7	-1.0	-3.0	-1.0	-1.7
Adapts own behaviour to suit new circumstances	5.0	-1.7	-1.0	-2.0	-2.5	-1.8
Reacts positively to change - welcomes new challenges and a fast changing environment	5.0	-1.3	-1.0	-1.0	-4.0	-1.8
Modifies behaviour according to the situation	5.0	-0.7	-1.5	-3.0	-2.5	-1.9

360 DEGREE FEEDBACK RESPONSE RANGE

RESPONSE RANGE TABLE

This is simply a table showing how people have used the rating scale for each of the questionnaire statements.

You can use this information to identify where you may be coming across differently to different colleagues or groups of colleagues.

For example, an average rating of 2, say, in one of the bar charts could have been awarded because everybody agreed to rate you as a 2. But it may be that one person has rated you as a 5, and 3 others have given you a 1. The average is the same, but that average can hide the polarisation of perceptions. It may be useful for you to consider why it is that different people have different opinions of your behaviour.

In the following table, an **S** shows where you rated yourself, an **R** shows where a report rated you, a **C** shows where a colleague rated you, an **M** shows where a manager rated you and a **C** shows where a customer rated you.

Behaviour	1	2	3	4	5
COMMERCIAL AWARENESS					
Recognises financial and marketing implications of decisions and actions	C	R	SRC MC	R	C
Alert to business opportunities		S	RCM	RRC	CC
Gathers and uses economic, market and financial information as part of decision making			SR	RCC C	RMC
Actively seeks to understand competitors' actions	RC	SR	CMC C		R
Assesses and evaluates own work in commercial terms		RC	SRC	RCM C	
PROFESSIONALISM					
Has a high level of technical expertise and experience relevant to the job		RCM C	R	SC	RC
Concerned with maintaining and updating own technical knowledge			R	RC	SRC CMC
Maintains wide networks with other experts and suppliers in own field		R	RRC	SCM CC	
Applies technical expertise to enhance job performance			SRC	RMC	RCC
Commands respect and credibility as a practitioner in own field			SRR CCM C	RC	
STRATEGIC PERSPECTIVE					
Displays an integrated overview of the total business and how it operates	RC	RR	S	MC C	C
Defines a clear long-term vision of the future			SRC C	RMC	RC
Accurately identifies opportunities and threats		RC	RCM C	SR	C

360 DEGREE FEEDBACK RESPONSE RANGE

Behaviour	1	2	3	4	5
Establishes courses of action to allocate resources and accomplish long-term goals		C	CC	RRR	SCM
Tackles day to day issues in the context of a broad strategic framework		RR	CM	RCC	SC
COMMITMENT TO QUALITY					
Always seeks to improve personal and team performance		M	SRR C	CCC	R
Encourages a sense of standards in others		C	RM C	SR	RC
Known not to compromise on standards	R		SC	RCC	RM C
Puts in care and effort needed to do a first-rate job		SRC C	RM	RCC	
Evaluates work against standards and makes changes to improve quality	C	RC	R	SRC	MC
INFLUENCING					
Wins the co-operation of others to get things done		R	RRC	SCM C	C
Develops and uses a wide range of contacts to achieve goals	M	C	RRC C	SRC	
Uses interpersonal styles and methods to guide others towards goal achievement		M	RRC C	R	SCC
Modifies behaviour according to the situation		MC	CC	RRC	SR
Gains acceptance of ideas and plans from others			RCC	RCM	SRC
LEADERSHIP					
Establishes challenging goals with others and gives feedback and recognition		C	RM	RRC CC	S
Creates a motivating environment to achieve goals		RC	SCC	RM	RC
Active in developing others, including appropriate delegation of responsibilities			SCC C	RRC	RM
Gets the best out of individuals and teams		R	SRR M		CCC C
Creates a viable strategy for own area and secures the commitment of their team		C	RCC	C	SRR M
TEAMWORK					
Committed to team goals and works hard to maintain the team	C	C	SRR	RM C	
Has a cooperative approach		RRC	RCM	SCC	

360 DEGREE FEEDBACK RESPONSE RANGE

Behaviour	1	2	3	4	5
Is sensitive to, and recognises, the needs and feelings of others			RCC CC	SRM	R
Solicits input from others and involves people in issues that may affect them		MC	RRR	SCC	C
Able to work in a fluid matrix by accepting frequent changes in leadership		C	SR	RCC MC	R
COMMUNICATION					
Rapidly and accurately assesses people and situations and responds accordingly		R	RC	RCM C	SC
Gets the message across clearly and unambiguously, both verbally and in writing		R	R MC	CCC	SR
Uses formal presentation skills effectively	R		SCC	RM	RCC
Creates the appropriate impact to enhance the message		RM	CC	SRR CC	
Chooses a method of communication best suited to the task		R MC	C	SRR CC	
ANALYSING					
Perceives patterns or inconsistencies in large amounts of data			SRC C	RCC M	R
Draws appropriate conclusions from information provided			RRC C	RCM C	S
Can identify the core of a problem	RC		RCC M	SC	R
Makes judgements which are rational rather than based on subjective opinion		CC	SRR CM	R	C
Pieces together information from a variety of sources to understand and interpret situations		C MC	SRR	R	CC
DECISION MAKING					
Objectively evaluates possible options		RC	RC	CC	SRM
Selects the best way forward confidently and commits appropriate resources		S	RCM C	RRC C	
Acts promptly to clear up problems without undue recourse to higher authority			SC	RRC CMC	R
Makes unpopular decisions with confidence, after thoroughly considering the consequences		R	RCC C	RC	SM
Easily explains and justifies decisions		C	RRR MC	SCC	
PLANNING AND ORGANISING					
Sets effective priorities and measurable targets		R	CC	SRC	R MC

360 DEGREE FEEDBACK RESPONSE RANGE

Behaviour	1	2	3	4	5
Schedules work, allocates responsibilities and resources		SR	RRC MCC	C	
Regularly monitors and reviews progress			RRM C	RCC	SC
Identifies priorities		SC	R	RRC CC	M
Develops effective procedures within own area of responsibility			SRM	RCC C	RC
CREATIVITY AND INNOVATION					
Generates novel solutions		C	RRC M	SCC	
Integrates new and old ideas to establish strategies for change			SC	RRC CMC	R
Actively seeks better ways of doing things and improving business performance	CC	RRM	C	SR	C
Produces a wide range of ideas in response to problems or opportunities		C	SRC	RRC M	C
Prepared to experiment and take calculated risks	C		RRC	S	RCM C
ACHIEVEMENT MOTIVATION					
Concerned to make things happen to get meaningful results		C	SRR MC	RCC	
Seeks maximum results from available resources (people, time, money, materials)		C	RRM C	SCC	R
Translates complex concepts into practical action plans		S MC	RRR CC	C	
Wants to continually improve organisational performance		R	R MC	SRC CC	
Uses feedback from others to make changes which improve personal performance		CC	RCM	SRC	R
INITIATIVE					
Takes action to achieve goals which are beyond those required		R	RRM CC		SCC
Makes active attempts to influence events to achieve goals		C	RRC C	SRM C	
Expands responsibilities and seeks business opportunities		SRC MC	RRC	C	
Takes personal responsibility to achieve goals		RC	RC	RCC	SM
Initiates action rather than responds only to the action of others			RRC CC	SRC	M
RESILIENCE					

360 DEGREE FEEDBACK RESPONSE RANGE

Behaviour	1	2	3	4	5
Stays calm under pressure		C	SRR RCM	CC	
Comes to terms with past failures and views new problems positively		SC	RC	RRC M	C
Keeps control in difficult and/or stressful situations			RRC MCC	R	SC
Determined and persistent in spite of setbacks		RM	SRR CC	CC	
Shows persistence and continues to contribute ideas even when the majority favours a different viewpoint		RCC		RCC M	SR
FLEXIBILITY					
Maintains effectiveness in varying and ambiguous situations	C	C	SRC	RM	RC
Reacts positively to change - welcomes new challenges and a fast changing environment	CC		RRC	M	SRC
Learns from experience, is prepared to change own views or approach in the light of new information		RCM	RC	SC	RC
Adapts own behaviour to suit new circumstances		RC	R MC	CC	SR
Able to cope with the pressures of changing demands and circumstances		C	CC	SRR RC	M

360 DEGREE FEEDBACK

COMPETENCIES IN RANK ORDER

COMPETENCIES IN RANK ORDER

This section shows all of the competencies you requested feedback on, arranged in order of the average of others' ratings. The results do not include your own ratings and are 'weighted' to account for multiple raters of one type e.g direct reports, having a disproportionate effect on the overall average rating as compared to a single rater of one type e.g manager. The average rating for each type of raters e.g. direct reports, colleagues, customers etc. is first produced and then they are used to produce an overall average rating for a competency. This ensures that single (but important) raters like managers get equal weighting in the overall result giving you a more accurate reflection of how all others rank your competencies.

The chart shows how many ratings the average was derived from (N), the maximum and minimum ratings, and the average rating.

Competency	N	minimum	maximum	All others
Leadership	40	2.0	5.0	3.73
Professionalism	40	2.0	5.0	3.69
Planning and Organising	40	2.0	5.0	3.69
Decision Making	40	2.0	5.0	3.57
Strategic Perspective	40	1.0	5.0	3.49
Commitment to Quality	40	1.0	5.0	3.45
Commercial Awareness	40	1.0	5.0	3.44
Creativity and Innovation	39	1.0	5.0	3.42
Communication	40	1.0	5.0	3.42
Initiative	40	2.0	5.0	3.33
Flexibility	40	1.0	5.0	3.32
Teamwork	40	1.0	5.0	3.31
Influencing	40	1.0	5.0	3.31
Resilience	40	2.0	5.0	3.29
Analysing	40	1.0	5.0	3.27
Achievement Motivation	40	2.0	5.0	3.15

360 DEGREE FEEDBACK

BEHAVIOURS IN RANK ORDER

BEHAVIOURS IN RANK ORDER

This section shows all of the behaviours you requested feedback on, arranged in order of the average of others' ratings. The results do not include your own ratings and are 'weighted' to account for multiple raters of one type e.g direct reports, having a disproportionate effect on the overall average rating as compared to a single rater of one type e.g manager. The average rating for each type of raters e.g. direct reports, colleagues, customers etc. is first produced and then they are used to produce an overall average rating for a behaviour. This ensures that single (but important) raters like managers get equal weighting in the overall result giving you a more accurate reflection of how all others rank your behaviours. Your raters may have commented on these behaviours in the next section.

The chart shows how many ratings the average was derived from (N), the maximum and minimum ratings, and the average rating.

Behaviour	N	minimum	maximum	All others
Concerned with maintaining and updating own technical knowledge	8	3.0	5.0	4.62
Gathers and uses economic, market and financial information as part of decision making	8	3.0	5.0	4.38
Applies technical expertise to enhance job performance	8	3.0	5.0	4.12
Known not to compromise on standards	8	1.0	5.0	4.08
Sets effective priorities and measurable targets	8	2.0	5.0	4.04
Integrates new and old ideas to establish strategies for change	8	3.0	5.0	3.96
Acts promptly to clear up problems without undue recourse to higher authority	8	3.0	5.0	3.96
Active in developing others, including appropriate delegation of responsibilities	8	3.0	5.0	3.96
Prepared to experiment and take calculated risks	8	1.0	5.0	3.92
Identifies priorities	8	2.0	5.0	3.92
Gets the best out of individuals and teams	8	2.0	5.0	3.92
Gains acceptance of ideas and plans from others	8	3.0	5.0	3.88
Establishes courses of action to allocate resources and accomplish long-term goals	8	2.0	5.0	3.88
Develops effective procedures within own area of responsibility	8	3.0	5.0	3.88
Defines a clear long-term vision of the future	8	3.0	5.0	3.88
Uses formal presentation skills effectively	8	1.0	5.0	3.83
Creates a viable strategy for own area and secures the commitment of their team	8	2.0	5.0	3.83
Alert to business opportunities	8	3.0	5.0	3.79
Rapidly and accurately assesses people and situations and responds accordingly	8	2.0	5.0	3.75
Perceives patterns or inconsistencies in large amounts of data	8	3.0	5.0	3.75

360 DEGREE FEEDBACK BEHAVIOURS IN RANK ORDER

Behaviour	N	minimum	maximum	All others
Able to work in a fluid matrix by accepting frequent changes in leadership	8	2.0	5.0	3.75
Able to cope with the pressures of changing demands and circumstances	8	2.0	5.0	3.75
Objectively evaluates possible options	8	2.0	5.0	3.71
Initiates action rather than responds only to the action of others	8	3.0	5.0	3.71
Wins the co-operation of others to get things done	8	2.0	5.0	3.67
Produces a wide range of ideas in response to problems or opportunities	8	2.0	5.0	3.67
Comes to terms with past failures and views new problems positively	8	2.0	5.0	3.67
Takes personal responsibility to achieve goals	8	2.0	5.0	3.62
Makes unpopular decisions with confidence, after thoroughly considering the consequences	8	2.0	5.0	3.62
Regularly monitors and reviews progress	8	3.0	5.0	3.58
Draws appropriate conclusions from information provided	8	3.0	4.0	3.58
Maintains wide networks with other experts and suppliers in own field	8	2.0	4.0	3.54
Creates a motivating environment to achieve goals	8	2.0	5.0	3.54
Is sensitive to, and recognises, the needs and feelings of others	8	3.0	5.0	3.50
Evaluates work against standards and makes changes to improve quality	8	1.0	5.0	3.50
Gets the message across clearly and unambiguously, both verbally and in writing	8	2.0	5.0	3.46
Takes action to achieve goals which are beyond those required	8	2.0	5.0	3.42
Tackles day to day issues in the context of a broad strategic framework	8	2.0	5.0	3.42
Shows persistence and continues to contribute ideas even when the majority favours a different viewpoint	8	2.0	5.0	3.42
Selects the best way forward confidently and commits appropriate resources	8	3.0	4.0	3.42
Establishes challenging goals with others and gives feedback and recognition	8	2.0	4.0	3.42
Wants to continually improve organisational performance	8	2.0	4.0	3.38
Maintains effectiveness in varying and ambiguous situations	8	1.0	5.0	3.38
Encourages a sense of standards in others	8	2.0	5.0	3.38
Assesses and evaluates own work in commercial terms	8	2.0	4.0	3.38

360 DEGREE FEEDBACK BEHAVIOURS IN RANK ORDER

Behaviour	N	minimum	maximum	All others
Uses interpersonal styles and methods to guide others towards goal achievement	8	2.0	5.0	3.33
Makes active attempts to influence events to achieve goals	8	2.0	4.0	3.33
Keeps control in difficult and/or stressful situations	8	3.0	5.0	3.33
Seeks maximum results from available resources (people, time, money, materials)	8	2.0	5.0	3.29
Always seeks to improve personal and team performance	8	2.0	5.0	3.29
Concerned to make things happen to get meaningful results	8	2.0	4.0	3.21
Committed to team goals and works hard to maintain the team	8	1.0	4.0	3.21
Commands respect and credibility as a practitioner in own field	8	3.0	4.0	3.21
Adapts own behaviour to suit new circumstances	8	2.0	5.0	3.21
Displays an integrated overview of the total business and how it operates	8	1.0	5.0	3.17
Reacts positively to change - welcomes new challenges and a fast changing environment	8	1.0	5.0	3.17
Uses feedback from others to make changes which improve personal performance	8	2.0	5.0	3.12
Stays calm under pressure	8	2.0	4.0	3.12
Solicits input from others and involves people in issues that may affect them	8	2.0	5.0	3.12
Generates novel solutions	7	2.0	4.0	3.12
Easily explains and justifies decisions	8	2.0	4.0	3.12
Accurately identifies opportunities and threats	8	2.0	5.0	3.12
Pieces together information from a variety of sources to understand and interpret situations	8	2.0	5.0	3.08
Makes judgements which are rational rather than based on subjective opinion	8	2.0	5.0	3.08
Learns from experience, is prepared to change own views or approach in the light of new information	8	2.0	5.0	3.08
Creates the appropriate impact to enhance the message	8	2.0	4.0	3.08
Modifies behaviour according to the situation	8	2.0	5.0	3.08
Schedules work, allocates responsibilities and resources	8	2.0	4.0	3.04
Recognises financial and marketing implications of decisions and actions	8	1.0	5.0	3.00
Puts in care and effort needed to do a first-rate job	8	2.0	4.0	3.00
Has a high level of technical expertise and experience relevant to the job	8	2.0	5.0	2.96

360 DEGREE FEEDBACK BEHAVIOURS IN RANK ORDER

Behaviour	N	minimum	maximum	All others
Has a cooperative approach	8	2.0	4.0	2.96
Chooses a method of communication best suited to the task	8	2.0	4.0	2.96
Determined and persistent in spite of setbacks	8	2.0	4.0	2.92
Can identify the core of a problem	8	1.0	5.0	2.88
Translates complex concepts into practical action plans	8	2.0	4.0	2.75
Actively seeks to understand competitors' actions	8	1.0	5.0	2.67
Develops and uses a wide range of contacts to achieve goals	8	1.0	4.0	2.58
Expands responsibilities and seeks business opportunities	8	2.0	4.0	2.54
Actively seeks better ways of doing things and improving business performance	8	1.0	5.0	2.42

360 DEGREE FEEDBACK DEVELOPMENT COMMENTS

DEVELOPMENT COMMENTS

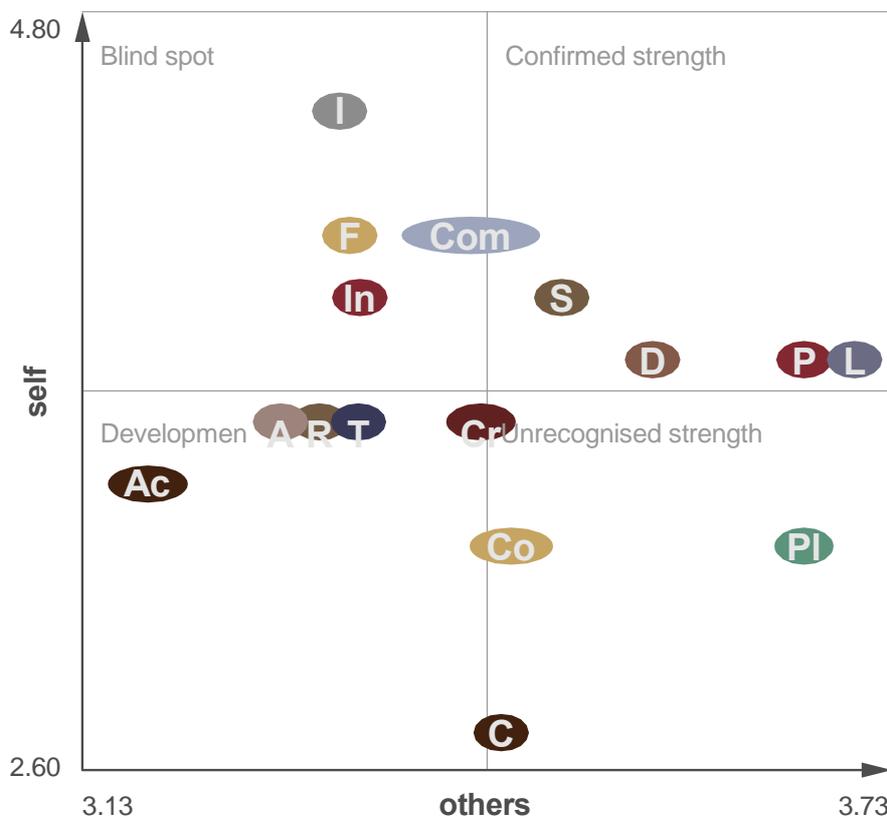
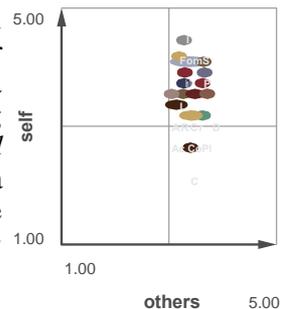
There were no development comments.

360 DEGREE FEEDBACK SCATTERCHART

SCATTERCHART

This report gives you a picture of the overall gap analysis information for each competency. The small unscaled scatterchart on the right shows the actual scores and the main chart below is scaled to draw attention to the relative difference between ratings.

Where there is agreement between the overall ratings that you have given to yourselves with the ratings used by others, then the coordinates will fall either into the top right or bottom left quadrants. You may want to consider how to continue to develop your *confirmed strengths* and make a development plan to meet your *development needs*. The two remaining quadrants invite you to seek more feedback for your comparative *blind spots* and consider how to use your *unrecognised strengths*. Where there is a circle representing a competency on both scattercharts, then that is the coordinate showing you where your own ratings and those of your respondents have placed you.



KEY

- | | | |
|---------------------------|----------------------------|------------------------------|
| C Commercial Awareness | P Professionalism | S Strategic Perspective |
| Co Commitment to Quality | I Influencing | L Leadership |
| T Teamwork | Com Communication | A Analysing |
| D Decision Making | PI Planning and Organising | Cr Creativity and Innovation |
| Ac Achievement Motivation | In Initiative | R Resilience |
| F Flexibility | | |

360 DEGREE FEEDBACK

COMMENTS

This section shows the comments your respondents have made. The text of the comments are reproduced here exactly as they were entered in the questionnaire.

Self

Is there anything this person could STOP doing that would assist you in your role?

- Lorem Ipsum Lorem Ipsum Lorem Ipsum Lorem Ipsum

Is there anything this person could START doing that would assist you in your role?

- Lorem Ipsum Lorem Ipsum

Is there anything this person should CONTINUE doing that assists you in your role?

- Lorem Ipsum Lorem Ipsum

All others

Is there anything this person could STOP doing that would assist you in your role?

- Lorem Ipsum Lorem Ipsum
- Lorem Ipsum Lorem Ipsum
- Lorem Ipsum Lorem Ipsum Lorem Ipsum Lorem Ipsum
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- Lorem Ipsum Lorem Ipsum

Is there anything this person could START doing that would assist you in your role?

- Lorem Ipsum Lorem Ipsum Lorem Ipsum Lorem Ipsum Lorem Ipsum
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Is there anything this person should CONTINUE doing that assists you in your role?

- Lorem Ipsum Lorem Ipsum
- Lorem Ipsum Lorem Ipsum
- Lorem Ipsum Lorem Ipsum

360 DEGREE FEEDBACK DEVELOPMENT PLAN

YOUR DEVELOPMENT PLAN

Use this section to make notes during or after your feedback session. You may then want to transfer these notes into your organisation's personal development planning system if appropriate.

First identify the competency area for development and then have a close look at the behaviours for that competency. Determine your action points by discussing the specific behaviours with significant gaps and/or where there is general agreement with your raters that this is a possible area for development. Remember to make your action points S.M.A.R.T. ie. Specific-Measurable-Agreed-Realistic-Time Based.

Also think about what support you may need and where from, to have the best chance of achieving your development action points.

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

360 DEGREE FEEDBACK DEVELOPMENT PLAN

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	