



360° feedback Manager

Professional User Report

name: Sample Example

email: sample@example.com

date: 19 January 2010

Contents of the report

Section 1: Using the report

This section offers guidance on how to read and make the most of the report.

Page 3

Section 2: Highest and lowest scoring statements

This section provides tables of the top 10 highest and lowest scoring statements as scored by the individuals and their nominees. Each statement is listed against the competency that it represents.

Page 4

Section 3: Individual statement analysis

This section gives an analysis of the statements used to assess each behaviour. It shows the ratings for each respondent group and the range of ratings given by the respondents.

Page 6

Section 4: Open-ended comments

This section includes the comments made by the individual and the respondents, organised by respondent group. This should help to bring to life, and make more meaningful, the charts in the previous sections.

Page 17

Section 1: Using the report

Read this report with an open mind. You may not agree with it all, however it is important to review the overall themes and to examine and reflect on your behavioural strengths and areas for development. Remember, you should not expect to be strong in every one of the behaviours within the leadership framework, instead you will probably find that you have a core of 4 or 5 behaviours in which you show greater strength than the others. The report may also identify areas in which others feel your behaviour has a negative impact. Be careful not to disregard these messages and take comfort that your nominees have responded to the survey because they want to support your development and see you be even more successful than you are now.

Respondents

The table below shows the breakdown of respondents who have completed the survey.

| | No. of respondents | Names of respondents |
|----------------|--------------------|---|
| Self | 1 | Sample Example |
| Direct Reports | 0* | Sample Report1, Sample Report2, Sample Report3 |
| Colleagues | 7 | Sample Peer1, Sample Peer2, Sample Peer3, Sample Peer 4 |
| Line Manager | 1 | Sample Manager |
| Others | 8 | All the above excluding yourself |

N.B. Respondents who were nominated, but who have not responded are not shown in the table.

* If there are three or less respondents in a group they will be moved to another group to preserve anonymity.

Remember that the respondents have given feedback in confidence. It is very easy to think that you know who has given you a particular rating or written a particular comment but also very easy to make a costly mistake. It is better therefore to work with the information in the way it was intended and use it wisely to inform your development plan rather than trying to trace the origin.

Rating Scale

When completing the survey you, and your nominees, responded to statements using the following rating scale:

n/a. Not applicable for this individual in their current role

1. Rarely/never exhibits behaviour - significant development required
2. Sometimes exhibits behaviour - development would improve consistency of the behaviour
3. Usually exhibits behaviour with an effective outcome
4. Always exhibits behaviour and is at times exceptional
5. Consistently exhibits exceptional behaviour and is an inspiration to colleagues

In the report the ratings are averaged for each respondent group. The maximum score is 5 and the minimum score is 1. The behaviours that score higher overall indicate your strengths and the ones scoring lowest indicate areas for development. If the difference between your score and the other respondent groups is more than 0.5 this should be considered a significant difference.

Section 2: Highest and lowest scoring statements

10 highest scoring statements

| Score | Managerial Competency | Qu. No | Statement |
|-------|---------------------------------|--------|--|
| 4.13 | Builds Confidence | 30 | He/she inspires staff to believe in their own ability to succeed |
| 4.13 | Builds Confidence | 10 | He/She encourages people to celebrate their success |
| 4.13 | Seeks Information | 27 | He/She seeks information from a variety of sources before he/she takes action on specific projects |
| 4.00 | Seeks Information | 9 | He/She vigilantly tracks competitors, customers, markets and broader business issues (e.g. legislative changes, social and technical changes, and changes in the industry) |
| 3.88 | Builds Confidence | 31 | He/She makes and justifies tough decisions with confidence |
| 3.88 | Influences | 29 | He/She forms alliances with people to bring about change |
| 3.88 | Empowers Action | 19 | He/She proactively removes barriers and constraints so that others can get things done |
| 3.88 | Measures & Monitors Performance | 11 | He/She regularly reviews his/her actions with the sole intent of improving some aspect of his/her performance |
| 3.88 | Forms Concepts | 28 | He/She sets aside time to think through issues and generate new ideas. |
| 3.75 | Conceptual Agility | 26 | He/She analyses a number of equally viable alternative approaches before making a decision |

The maximum score is 5 and the minimum score is 1.

10 lowest scoring statements

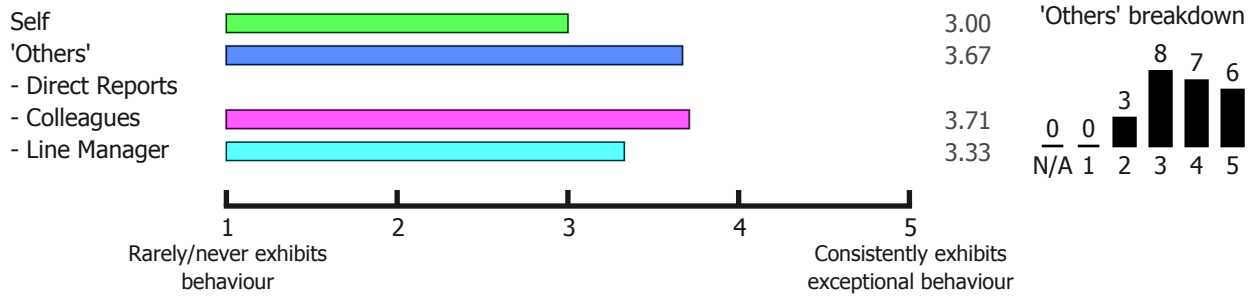
| Score | Managerial Competency | Qu. No | Statement |
|-------|---------------------------------|--------|---|
| 2.75 | Enables Openness | 7 | He/She is open minded and non-judgemental when exploring other people's points of view |
| 2.88 | Seeks Information | 25 | He/She encourages others to share information about market activities, competitors and customers |
| 2.88 | Enables Openness | 6 | He/She uses open questions to ensure he/she truly understands the thoughts, views and feelings of others |
| 3.00 | Influences | 23 | He/She persuades others to buy in to his/her ideas, plans or projects |
| 3.00 | Measures & Monitors Performance | 16 | He/She regularly reviews our achievement and upgrades our targets against client feedback and the business plan |
| 3.13 | Inspiring Communicator | 15 | He/She rigorously pursues high presentational standards for all our work |
| 3.13 | Forms Concepts | 5 | He/She is a source of new ideas and ways of doing things |
| 3.13 | Inspiring Communicator | 17 | He/She uses relevant analogies, stories and examples to communicate his/her message |
| 3.13 | Forms Concepts | 33 | He/She champions activities that promote new ways of doing things |
| 3.25 | Enables Openness | 1 | People readily share their true thoughts, concerns and feelings about the business with him/her |

The maximum score is 5 and the minimum score is 1.

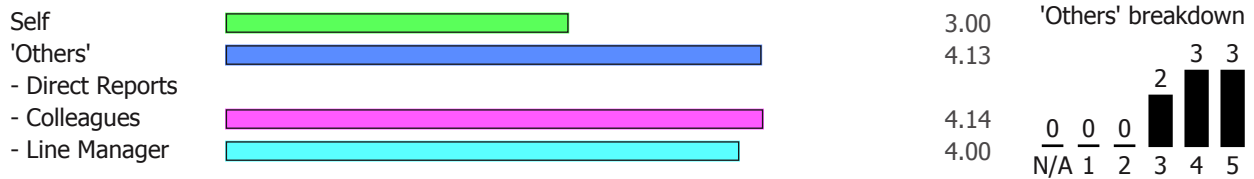
Section 3: Individual statement analysis

Seeks Information Seeks and shares a broad and rich range of information.

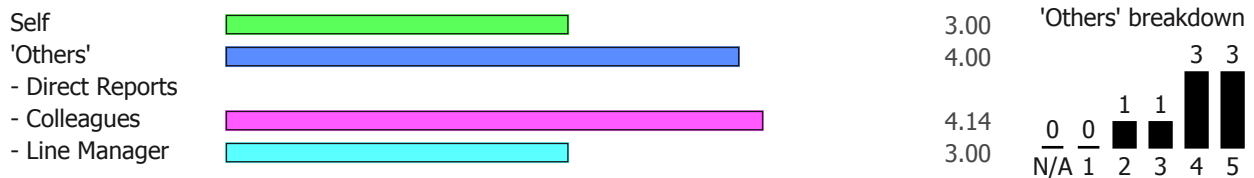
Overall Summary



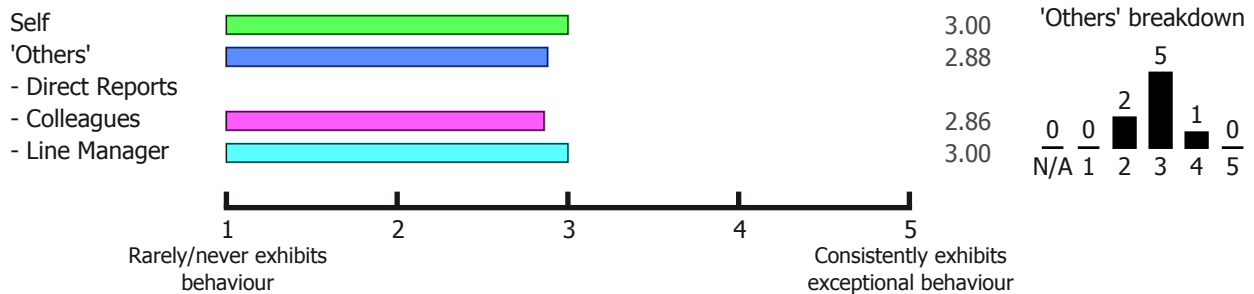
27. He/She seeks information from a variety of sources before he/she takes action on specific projects



9. He/She vigilantly tracks competitors, customers, markets and broader business issues (e.g. legislative changes, social and technical changes, and changes in the industry)



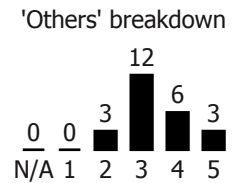
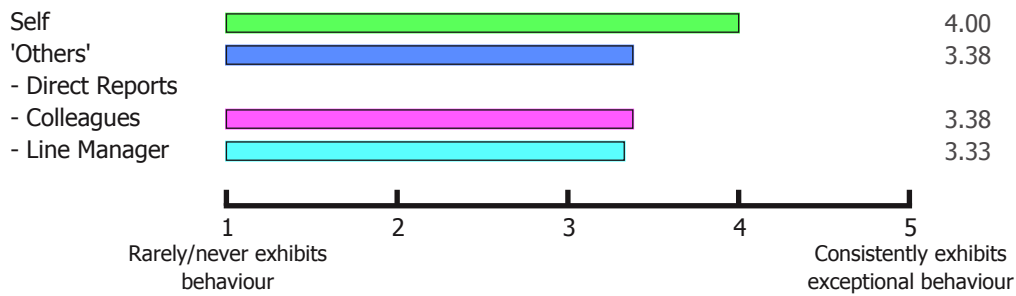
25. He/She encourages others to share information about market activities, competitors and customers



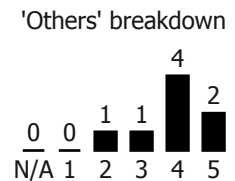
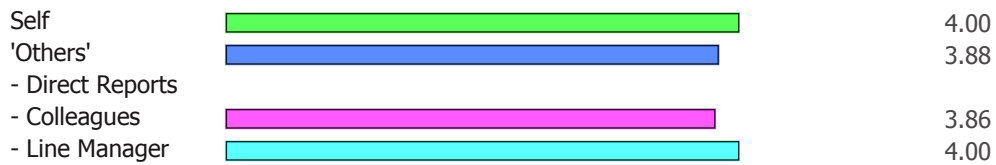
Forms Concepts

Links information together to identify and understand causes and to generate innovative ideas or solutions.

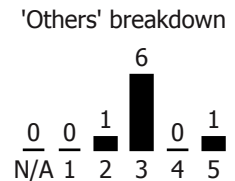
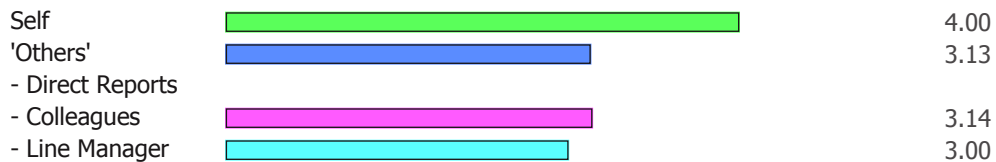
Overall Summary



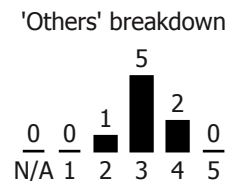
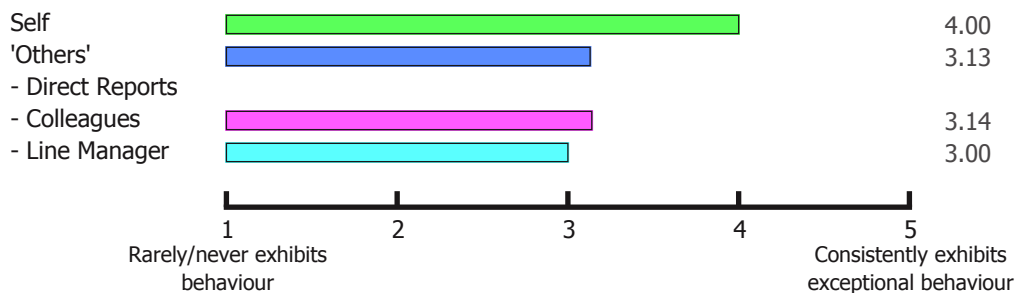
28. He/She sets aside time to think through issues and generate new ideas.



33. He/She champions activities that promote new ways of doing things



5. He/She is a source of new ideas and ways of doing things



Section 4: Open-ended comments

Made by Self

34. What, in your perception, is/are your greatest area(s) of strength? (Identify the area(s) and provide rationale)

"Sample Information"

35. What, in your perception, is/are your greatest area(s) of development need? (Identify the area(s) and provide rationale)

"Sample Information"

34. What, in your perception, is/are his/her greatest area(s) of strength? (Identify the area(s) and provide rationale)

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Report Feedback"

"Sample Report Feedback"

"Sample Report Feedback"

35. What, in your perception, is/are his/her greatest area(s) of development need? (Identify the area(s) and provide rationale)

"Sample Peer Feedback"

"Sample Report Feedback"

"Sample Report Feedback"

"Sample Peer Feedback"

"Sample Report Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"