



360 feedback  
Manager

Professional User Report with Benchmarks

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### **Section 1: Using the report**

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

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### **Section 2: Benchmark comparison**

This section compares your results for each behaviour against a comparison group of individuals that have previously completed the survey.

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### **Section 3: 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.

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### **Section 4: 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.

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### **Section 5: 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.

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## 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: Benchmark comparison

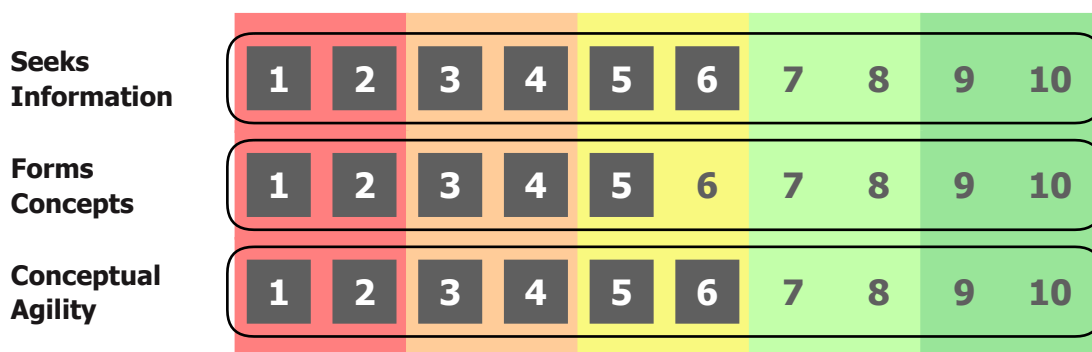
The following charts show how your behavioural profile compares with other people. This is achieved by converting the ratings you received from all your respondents into a standardised score that can be compared against the scores achieved by a comparable norm group. The norm group comprises a broad spectrum of people who have taken part in the 360 feedback survey before.

Essentially the charts indicate that the higher your score the more frequently and consistently you are seen to use the behaviour compared to the people within the norm group.

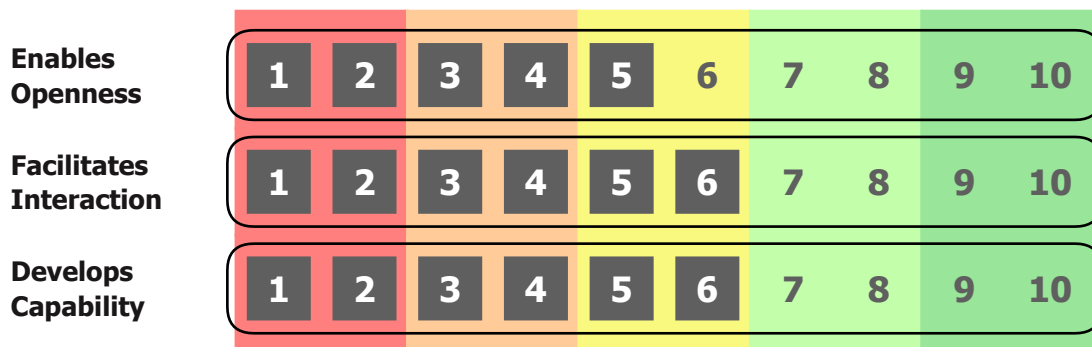
To help you to understand the charts the following key has been applied:



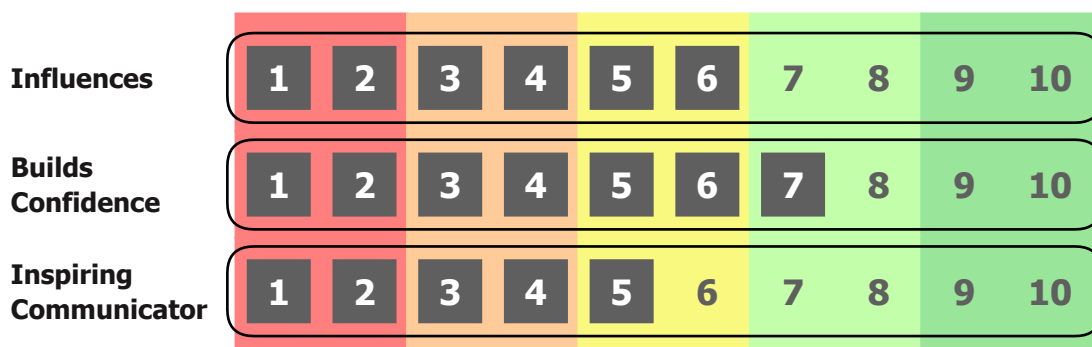
### Thinks



### Involves



### Inspires

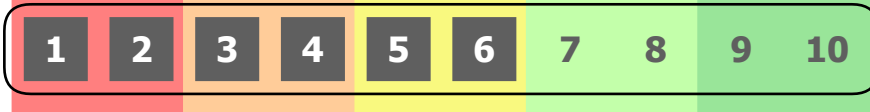


## Achieves

**Empowers  
Action**



**Measures &  
Monitors  
Performance**



## Section 3: 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

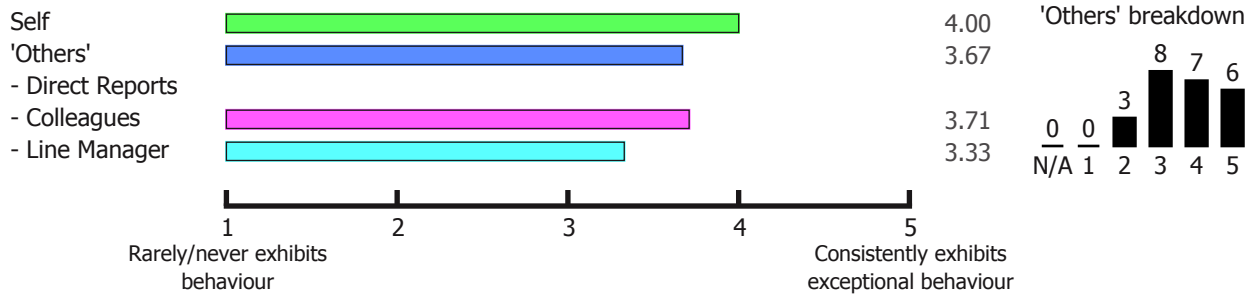
Score	Managerial Competency	Qu. No	Statement
2.75	Enables Openness	7	He/She is open minded and non-judgemental when exploring other people's points of view
2.88	Seeks Information	25	He/She encourages others to share information about market activities, competitors and customers
2.88	Enables Openness	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.

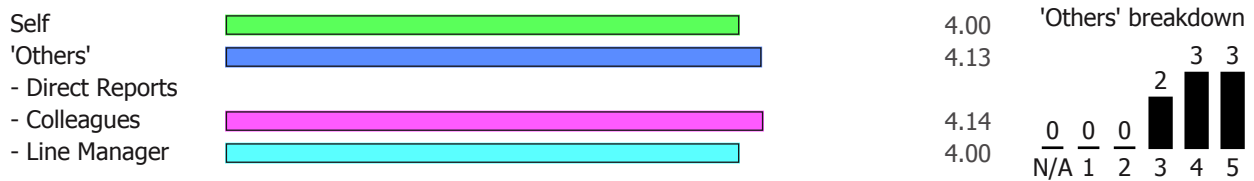
# Section 4: Individual statement analysis

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

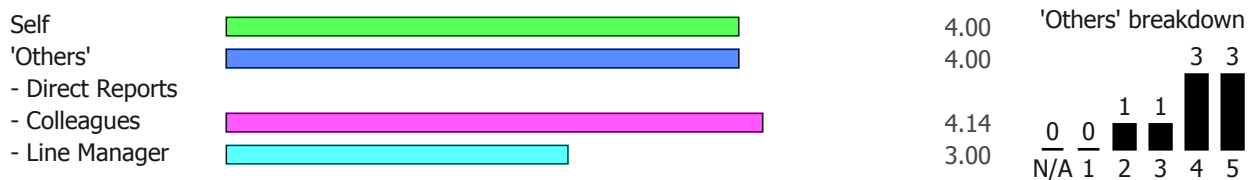
## Overall Summary



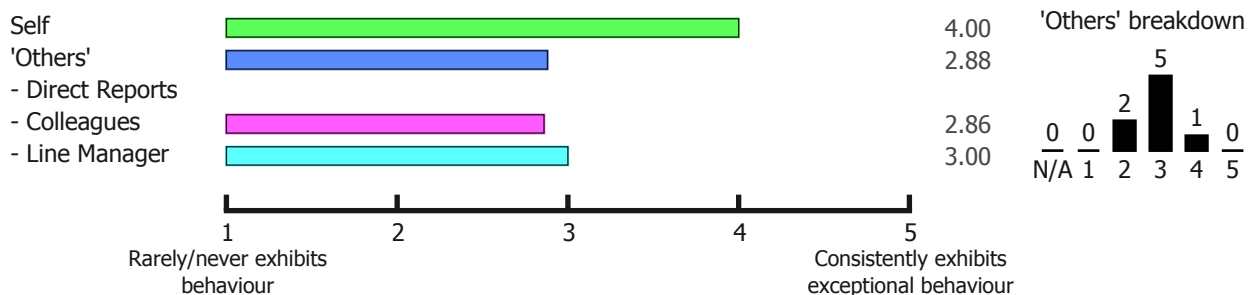
## 27. He/She seeks information from a variety of sources before he/she takes action on specific projects



## 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



## Section 5: 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 data"

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

"Sample data"

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

"Sample Report Feedback"

"Sample Report Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Report Feedback"

"Sample Peer 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 Peer Feedback"

"Sample Report Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Report Feedback"

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

"Sample Manager Feedback"

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

"Sample Manager Feedback"