



360 Degree Employee Feedback Profile

Date: 15/01/2004

Introduction to the Report

The purpose of this feedback is to provide you with a detailed breakdown of your strengths and areas for development against this competency framework. The information should be used to help you to review your performance and set your business and personal development objectives for the next year. It should not be used in isolation but should be used in conjunction with other information about your role, your career aspirations and the business requirements. To maximise the usefulness of this information read your report with an open mind. Feedback is the breakfast of champions. Research demonstrates that those who take on board regular feedback as a part of their personal development, consistently outperform those who don't.

When reading this report:

- First, focus upon the cumulative score for each competence
- Then take some time to analyse the statements within each of the competences
- Finally, use the free form comments as additional evidence that may help you to plan your development activity

This report is in three sections:

- **Section 1 - [An Overview](#)**
 - Analysis by Personal Effectiveness Clusters
 - Strategic
 - Developmental
 - Inspiring
 - Performance
 - Overall summary scores for each competence
 - 10 highest and lowest scoring statements
- **Section 2 - [The Detail](#) - Response analysis for each competence showing:**
 - Detailed graphical score for each statement within each section
 - Spread of responses
- **Section 3 - [Free Form Comments](#) - Comments grouped by:**
 - Direct line manager
 - Colleagues
 - Self
 - Support team member

This report is based upon a questionnaire using the following scale:

- **N/A** - Not able to rate
- **1** - Strongly Disagree
- **2** - Disagree
- **3** - Somewhat Disagree
- **4** - Somewhat Agree
- **5** - Agree
- **6** - Strongly Agree

Four steps to effective use of your 360-feedback

1. Identify your strengths

Your strengths are important, as they are likely to be having the most positive impact on your performance. First concentrate upon the highest scoring competence then look at the statements within it. The competences that score higher overall show your strengths. A true strength is a skill that is used consistently across all respondent groups. Aim to capitalise and build upon your strengths in one of three ways:

- If each statement within the section scores maximum points across all respondent groups, you have a well-developed strength. Identify how you can help to develop the skill in others and use it with impact across the whole business
- Identify competences in which you score highest overall but within which a particular statement or a particular respondent group your scores are slightly lower. Identify development actions that will strengthen this aspect of this strength
- Identify other high scoring statements in the other sections and make a note of these in the same way as above

2. Identify your areas for development

There are three things to take in to account when identifying areas for development. First look for the lowest overall scoring competence, then the lowest overall scoring statements (across the whole questionnaire) and finally, identify the areas in which your own self perception varies most from those of the 'Others overall score'. This final category should be treated with equal importance as the lowest scoring competences and statements.

Your areas for development could be impacting your performance in two ways:

- By actively limiting your performance and impacting negatively on your colleagues and the business
- By not actively limiting your performance, but not actively contributing either

Point (1) should be considered the most important as it obviously is having the most negative consequences. This is particularly true if the delivery of your current business objectives requires this area of competence.

3. Decide upon development activity

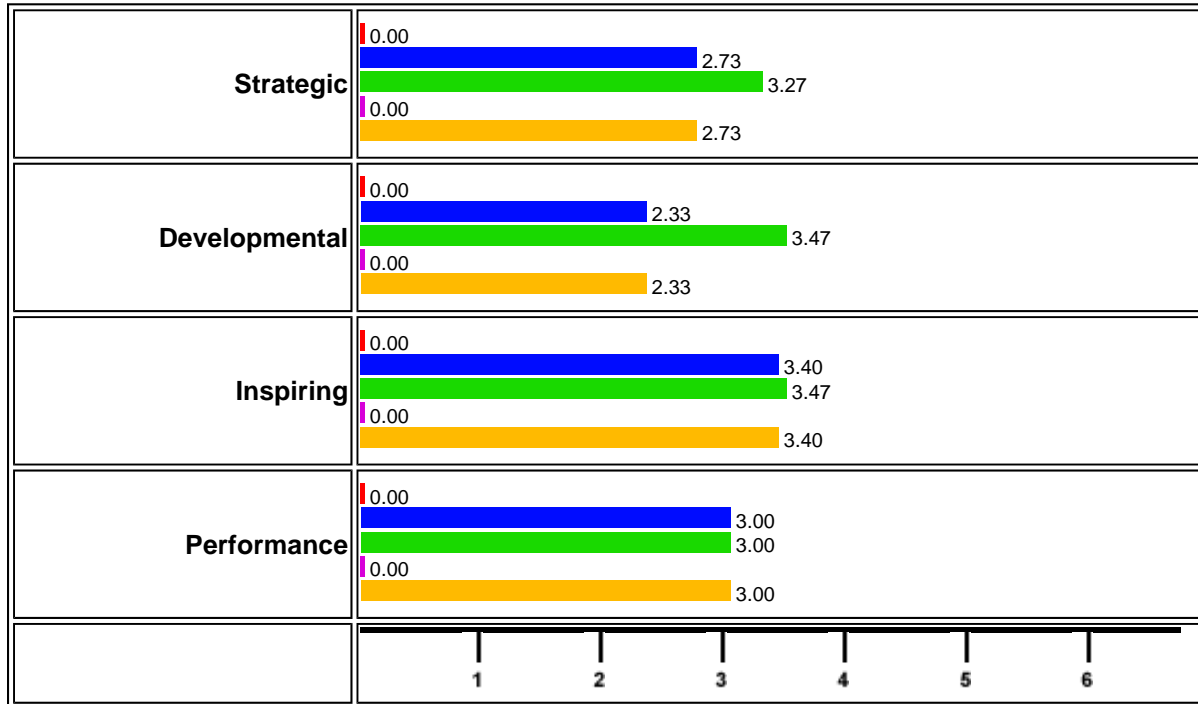
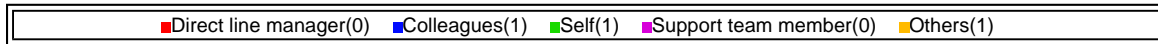
Finally, you need to decide what you need to do differently to make an impact upon your performance. Be realistic and targeted and make sure that you chose development activity that will help you meet your long and short-term objectives. Your development activity might involve some coaching, training, e-learning or merely working with different people on stretching projects.

4. Identify your support framework

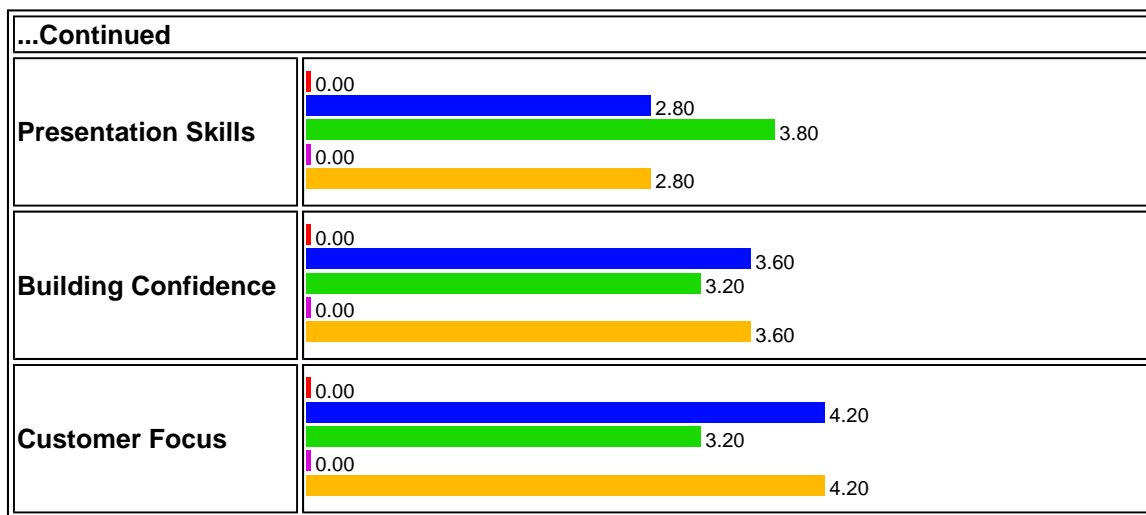
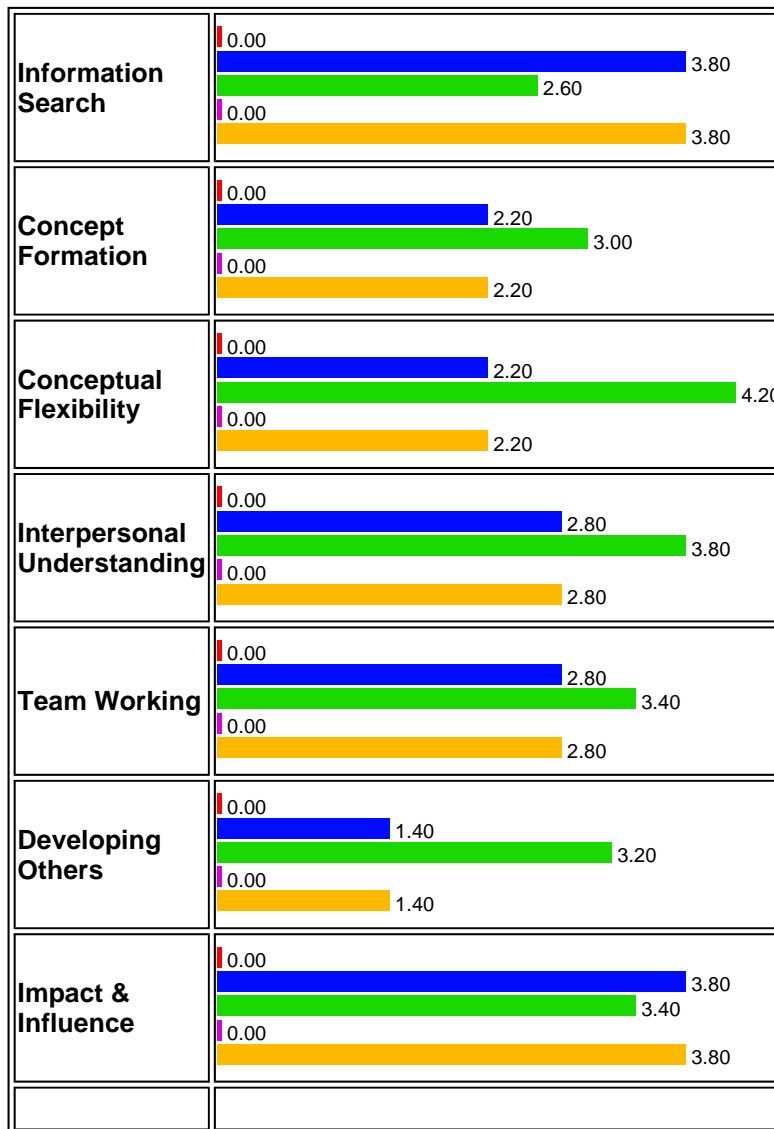
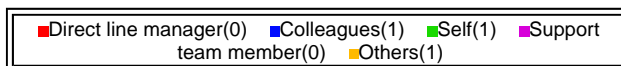
Personal development should be challenging, interesting and enjoyable. You will benefit from identifying people whom you trust to give you ongoing objective feedback as well as people whom you trust to help you to maintain motivation. The more you involve your colleagues, your manager, your friends and your family the more likely you are to stick at your development. Create a supportive framework of people who will support you when you need it, encourage you when they see signs of progress and provoke you when you lose commitment. Try giving a copy of your development plan to the people who gave you feedback so that they are involved in your development.

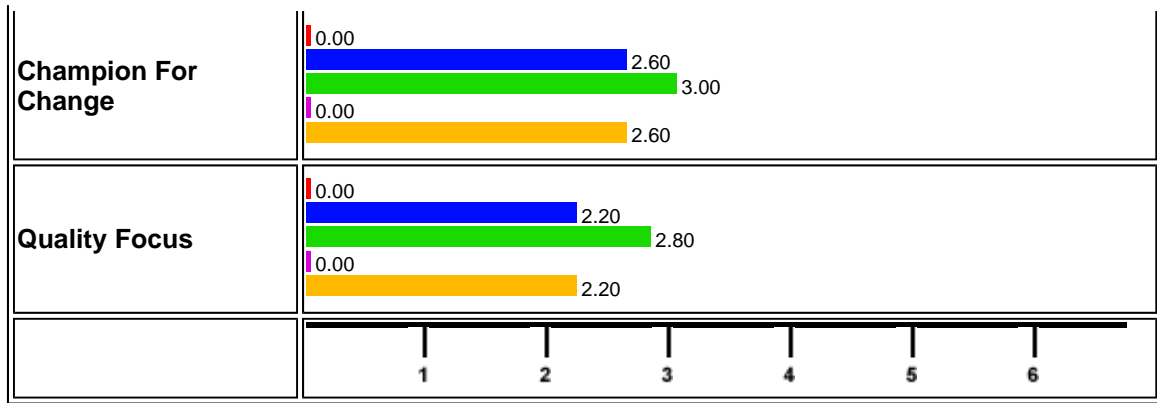
Analysis by Personal Effectiveness Clusters

This section of the report shows how you performed within each of the clusters of personal effectiveness.



Overall Summary of the 12 Competency Scores





Highest and Lowest Scoring Statements

This questionnaire contains both positively and negatively (*) phrased questions. For this reason, when scoring the questionnaire, negatively phrased questions are reversed. This means that where you are rated highly by others you will have a low score. Conversely where others rate you as low on a negatively phrased question this will generate a high score.

10 Highest Scoring Statements - Other's Overall Score

Score	Personal Effectiveness Competency	Qu. No	Statement
6.00	Information Search	17	He/She is an excellent source of information about whats going on in his/her area of the business.
6.00	Impact & Influence	55	He/She provides opportunities for colleagues/customers to link with others with whom they have common interests or needs.
5.00	Presentation Skills	53	* He/She often struggles to get his/her message across to a target audience.
5.00	Building Confidence	21	He/She is confident when discussing difficult issues (with customers, peers, superiors, the team).
5.00	Impact & Influence	41	* He/She would not be afraid to challenge other people's ideas in order to promote his/her own.
5.00	Customer Focus	39	He/She develops strong relationships with clients.
5.00	Customer Focus	20	He/She stays in touch with the ideas, thoughts & requirements of both internal and external customers.
5.00	Building Confidence	25	* People are sometimes unsure of where he/she stands on issues.
5.00	Interpersonal Understanding	35	* He/She has a tendency to 'talk over' others.
5.00	Information Search	34	He/She actively seeks to maintain a broad and thorough understanding of the full range of our businesses products and services.

Highest and Lowest Scoring Statements

10 Lowest Scoring Statements - Other's Overall Score

Score	Personal Effectiveness Competency	Qu. No	Statement
1.00	Quality Focus	8	He/She takes personal responsibility for ensuring that action is taken where quality is substandard.
1.00	Presentation Skills	43	He/She describes him/herself in a way that makes people clear of his/her role, strengths and value.
1.00	Conceptual Flexibility	57	He/She encourages others to use creative thinking techniques.
1.00	Team Working	12	As part of a team he/she encourages people to take time to get to know each other.
1.00	Developing Others	19	* He/She rarely gives her own personal development the highest priority.
1.00	Champion For Change	42	He/She is efficient at co-ordinating resources to get things done.
1.00	Champion For Change	2	He/She commits personal time and energy to a project to ensure that the timescales and deliverables are met.
1.00	Interpersonal Understanding	11	He/She seeks regular feedback from colleagues, customers and superiors .
1.00	Conceptual Flexibility	18	* Mostly he/she resorts to past experience to develop solutions.
1.00	Developing Others	4	He/She encourages others to take on board challenging projects for the purposes of personal development.

Individual Statement Analysis

This next section of the report reveals the scores for each question (the chart in the centre) and how you were rated on each question by others (the chart on the right hand side)

Scores

The different coloured bars show how you were perceived by your nominees on that specific question, broken down into an average for each of the different respondent groups; (e.g. yourself, line manager etc).

'Others' Rating

This red chart provides further information. It shows you a profile of the pattern/spread of responses you received on that particular question. This enables you to see how you were rated by all your nominees. In addition to the average scores, this reveals how many people rated you at each level of the scale (1-6).

The numbers along the bottom of this chart represent response options 1-6:

- N/A - Not able to rate
- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Somewhat Disagree
- 4 = Somewhat Agree
- 5 = Agree
- 6 = Strongly Agree

The "Not Able to Rate" response option can be used for a number of different reasons. It may be used by nominees who have not had the opportunity to observe you performing this behaviour within the context of your working relationship. It may be that you do not have the opportunity to display this behaviour within your current role, or it may be inappropriate to judge you on this behaviour.

Where the "Not Able to Rate" response option has been used, this question is not included in the scoring, such that it does not influence i.e. reduce the overall result. For example, for a question where you have been scored as 3 by four nominees and as N/A by 1 nominee, your overall result will be calculated as follows:

$$3 \times 4 = 12$$
$$12 / 4 = 3$$

Individual Statement Analysis - Information Search

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 3.80 Self: 2.60 Support team member: 0.00 Others: 3.80	
17	He/She is an excellent source of information about whats going on in his/her area of the business.	Direct line manager: 0.00 Colleagues: 6.00 Self: 3.00 Support team member: 0.00 Others: 6.00	 0 0 0 0 0 1 N/A 1 2 3 4 5 6
34	He/She actively seeks to maintain a broad and thorough understanding of the full range of our businesses products and services.	Direct line manager: 0.00 Colleagues: 5.00 Self: 2.00 Support team member: 0.00 Others: 5.00	 0 0 0 0 1 0 N/A 1 2 3 4 5 6
54	He/She uses every opportunity to find out what's new from colleagues, competitors, customers and suppliers.	Direct line manager: 0.00 Colleagues: 4.00 Self: 2.00 Support team member: 0.00 Others: 4.00	 0 0 0 1 0 0 N/A 1 2 3 4 5 6
47	He/She uses multiple sources of information, internet, journals, research papers, to stay up to date with the latest thinking in the industry.	Direct line manager: 0.00 Colleagues: 3.00 Self: 3.00 Support team member: 0.00 Others: 3.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
3	He/She readily shares information and exchanges knowledge with colleagues.	Direct line manager: 0.00 Colleagues: 1.00 Self: 3.00 Support team member: 0.00 Others: 1.00	 1 0 0 0 0 0 N/A 1 2 3 4 5 6
		1 2 3 4 5 6	

Individual Statement Analysis - Concept Formation

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary		
38	* His/Her solutions are often overtaken by other ideas before they are fully implemented.		
1	He/She is a good source of new ideas and ways of doing things.		
48	He/She encourages others to engage in joint problem solving and creating solutions.		
14	He/She always seeks to identify the real causes of issues, events and problems.		
5	He/She willingly commits his/her energy to resolving issues or developing solutions for other areas of the business.		

Individual Statement Analysis - Conceptual Flexibility

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 2.20 Self: 4.20 Support team member: 0.00 Others: 2.20	
32	He/She arrives at decisions by exploring the alternatives proposed by others.	Direct line manager: 0.00 Colleagues: 4.00 Self: 4.00 Support team member: 0.00 Others: 4.00	 0 0 0 1 0 0 N/A 1 2 3 4 5 6
51	When faced with a potential issue or barrier he/she responds positively with an open mind.	Direct line manager: 0.00 Colleagues: 4.00 Self: 5.00 Support team member: 0.00 Others: 4.00	 0 0 0 1 0 0 N/A 1 2 3 4 5 6
56	He/She evaluates the pros and cons of multiple options prior to taking a major decision.	Direct line manager: 0.00 Colleagues: 1.00 Self: 4.00 Support team member: 0.00 Others: 1.00	 0 1 0 0 0 0 N/A 1 2 3 4 5 6
18	* Mostly he/she resorts to past experience to develop solutions.	Direct line manager: 0.00 Colleagues: 1.00 Self: 5.00 Support team member: 0.00 Others: 1.00	 0 0 0 0 0 1 N/A 1 2 3 4 5 6
57	He/She encourages others to use creative thinking techniques.	Direct line manager: 0.00 Colleagues: 1.00 Self: 3.00 Support team member: 0.00 Others: 1.00	 0 1 0 0 0 0 N/A 1 2 3 4 5 6

Individual Statement Analysis - Interpersonal Understanding

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 2.80 Self: 3.80 Support team member: 0.00 Others: 2.80	
35	* He/She has a tendency to 'talk over' others.	Direct line manager: 0.00 Colleagues: 5.00 Self: 4.00 Support team member: 0.00 Others: 5.00	
46	He/She shows respect for other peoples points of view.	Direct line manager: 0.00 Colleagues: 4.00 Self: 4.00 Support team member: 0.00 Others: 4.00	
13	When issues arise he/she encourages others to be non-judgemental and objective.	Direct line manager: 0.00 Colleagues: 2.00 Self: 3.00 Support team member: 0.00 Others: 2.00	
31	He/She asks open questions and seeks clarification when issues are presented to him/her.	Direct line manager: 0.00 Colleagues: 2.00 Self: 5.00 Support team member: 0.00 Others: 2.00	
11	He/She seeks regular feedback from colleagues, customers and superiors .	Direct line manager: 0.00 Colleagues: 1.00 Self: 3.00 Support team member: 0.00 Others: 1.00	

Individual Statement Analysis - Team Working

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary		
29	* As part of a team he/she does not encourage people to raise issues in the team environment.		
33	As part of a team he/she is effective at supporting the resolution of conflict between individuals.		
49	He/She facilitates interaction between different individuals and teams for the purposes of identifying shared goals across the business.		
37	He/She encourages team members to contribute equally regardless of status or position.		
12	As part of a team he/she encourages people to take time to get to know each other.		

Individual Statement Analysis - Developing Others

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 1.40 Self: 3.20 Support team member: 0.00 Others: 1.40	
10	He/She gives others regular feedback (negative and positive).	Direct line manager: 0.00 Colleagues: 2.00 Self: 4.00 Support team member: 0.00 Others: 2.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
9	He/She seeks opportunities to work with others who will stretch and challenge him/her.	Direct line manager: 0.00 Colleagues: 2.00 Self: 3.00 Support team member: 0.00 Others: 2.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
19	* He/She rarely gives her own personal development the highest priority.	Direct line manager: 0.00 Colleagues: 1.00 Self: 4.00 Support team member: 0.00 Others: 1.00	 0 0 0 0 0 1 N/A 1 2 3 4 5 6
7	He/She makes others aware of the skills/competencies he/she is working to develop.	Direct line manager: 0.00 Colleagues: 1.00 Self: 3.00 Support team member: 0.00 Others: 1.00	 0 1 0 0 0 0 N/A 1 2 3 4 5 6
4	He/She encourages others to take on board challenging projects for the purposes of personal development.	Direct line manager: 0.00 Colleagues: 1.00 Self: 2.00 Support team member: 0.00 Others: 1.00	 0 1 0 0 0 0 N/A 1 2 3 4 5 6
		1 2 3 4 5 6	

Individual Statement Analysis - Impact & Influence

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 3.80 Self: 3.40 Support team member: 0.00 Others: 3.80	
55	He/She provides opportunities for colleagues/customers to link with others with whom they have common interests or needs.	Direct line manager: 0.00 Colleagues: 6.00 Self: 3.00 Support team member: 0.00 Others: 6.00	 0 0 0 0 0 0 1 N/A 1 2 3 4 5 6
41	* He/She would not be afraid to challenge other people's ideas in order to promote his/her own.	Direct line manager: 0.00 Colleagues: 5.00 Self: 3.00 Support team member: 0.00 Others: 5.00	 0 0 1 0 0 0 0 N/A 1 2 3 4 5 6
45	He/She is an active participant in business forums and networking events .	Direct line manager: 0.00 Colleagues: 4.00 Self: 3.00 Support team member: 0.00 Others: 4.00	 0 0 0 0 1 0 0 N/A 1 2 3 4 5 6
6	He/She has built strong relationships with people at all levels within the organisation.	Direct line manager: 0.00 Colleagues: 2.00 Self: 4.00 Support team member: 0.00 Others: 2.00	 0 0 1 0 0 0 0 N/A 1 2 3 4 5 6
52	He/She is successful at getting key decision makers to give him/her resources for ideas and plans.	Direct line manager: 0.00 Colleagues: 2.00 Self: 4.00 Support team member: 0.00 Others: 2.00	 0 0 1 0 0 0 0 N/A 1 2 3 4 5 6
		1 2 3 4 5 6	

Individual Statement Analysis - Presentation Skills

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 2.80 Self: 3.80 Support team member: 0.00 Others: 2.80	
53	* He/She often struggles to get his/her message across to a target audience.	Direct line manager: 0.00 Colleagues: 5.00 Self: 4.00 Support team member: 0.00 Others: 5.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
16	He/She communicates issues/ideas in a compelling way.	Direct line manager: 0.00 Colleagues: 4.00 Self: 4.00 Support team member: 0.00 Others: 4.00	 0 0 0 0 1 0 N/A 1 2 3 4 5 6
30	He/She conveys complex, detailed ideas and information in a way that others can easily understand.	Direct line manager: 0.00 Colleagues: 2.00 Self: 4.00 Support team member: 0.00 Others: 2.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
36	His/Her written work is clear, well formed and concise.	Direct line manager: 0.00 Colleagues: 2.00 Self: 4.00 Support team member: 0.00 Others: 2.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
43	He/She describes him/herself in a way that makes people clear of his/her role, strengths and value.	Direct line manager: 0.00 Colleagues: 1.00 Self: 3.00 Support team member: 0.00 Others: 1.00	 0 1 0 0 0 0 N/A 1 2 3 4 5 6
		1 2 3 4 5 6	

Individual Statement Analysis - Building Confidence

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 3.60 Self: 3.20 Support team member: 0.00 Others: 3.60	
25	* People are sometimes unsure of where he/she stands on issues.	Direct line manager: 0.00 Colleagues: 5.00 Self: 4.00 Support team member: 0.00 Others: 5.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
21	He/She is confident when discussing difficult issues (with customers, peers, superiors, the team).	Direct line manager: 0.00 Colleagues: 5.00 Self: 3.00 Support team member: 0.00 Others: 5.00	 0 0 0 0 0 1 N/A 1 2 3 4 5 6
50	He/She gives people confidence that he/she can succeed.	Direct line manager: 0.00 Colleagues: 4.00 Self: 4.00 Support team member: 0.00 Others: 4.00	 0 0 0 0 1 0 N/A 1 2 3 4 5 6
58	He/She makes timely decisions.	Direct line manager: 0.00 Colleagues: 2.00 Self: 2.00 Support team member: 0.00 Others: 2.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
59	When challenged about the success of the business he/she responds with confidence .	Direct line manager: 0.00 Colleagues: 2.00 Self: 3.00 Support team member: 0.00 Others: 2.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
		1 2 3 4 5 6	

Individual Statement Analysis - Customer Focus

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 4.20 Self: 3.20 Support team member: 0.00 Others: 4.20	
39	He/She develops strong relationships with clients.	Direct line manager: 0.00 Colleagues: 5.00 Self: 2.00 Support team member: 0.00 Others: 5.00	 0 0 0 0 1 0 N/A 1 2 3 4 5 6
20	He/She stays in touch with the ideas, thoughts & requirements of both internal and external customers.	Direct line manager: 0.00 Colleagues: 5.00 Self: 4.00 Support team member: 0.00 Others: 5.00	 0 0 0 0 1 0 N/A 1 2 3 4 5 6
24	He/She seeks regular feedback from internal and external customers to ensure our service is meeting their expectation.	Direct line manager: 0.00 Colleagues: 4.00 Self: 4.00 Support team member: 0.00 Others: 4.00	 0 0 0 1 0 0 N/A 1 2 3 4 5 6
23	* He/She has difficulty getting peers to go the 'extra mile' to meet customer needs.	Direct line manager: 0.00 Colleagues: 4.00 Self: 4.00 Support team member: 0.00 Others: 4.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6
22	He/She measures his/her performance against metrics that reflect customer requirements.	Direct line manager: 0.00 Colleagues: 3.00 Self: 2.00 Support team member: 0.00 Others: 3.00	 0 0 1 0 0 0 N/A 1 2 3 4 5 6

Individual Statement Analysis - Champion For Change

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary	Direct line manager: 0.00 Colleagues: 2.60 Self: 3.00 Support team member: 0.00 Others: 2.60	
26	He/She removes barriers and constraints so that he/she can get things done.	Direct line manager: 0.00 Colleagues: 4.00 Self: 2.00 Support team member: 0.00 Others: 4.00	
28	He/She agrees roles, responsibilities and timescales for the work he/she is involved in.	Direct line manager: 0.00 Colleagues: 4.00 Self: 2.00 Support team member: 0.00 Others: 4.00	
60	* He/She assesses and utilises available resources in order to complete projects efficiently.	Direct line manager: 0.00 Colleagues: 3.00 Self: 3.00 Support team member: 0.00 Others: 3.00	
42	He/She is efficient at co-ordinating resources to get things done.	Direct line manager: 0.00 Colleagues: 1.00 Self: 4.00 Support team member: 0.00 Others: 1.00	
2	He/She commits personal time and energy to a project to ensure that the timescales and deliverables are met.	Direct line manager: 0.00 Colleagues: 1.00 Self: 4.00 Support team member: 0.00 Others: 1.00	

Individual Statement Analysis - Quality Focus

***Remember! Negatively phrased questions will be scored in reverse; where you receive low ratings, this will generate a high score (and vice versa). For example if your 'Others Rating' profile, (the red chart on the right) has its highest bars on the very left (1 & 2), this indicates you do NOT exhibit this negative behaviour, and this will generate a high score.**

(These statements are ordered highest scoring first)



Qu.	Statement	Score	'Others' Rating
-	Overall Summary		
44	He/She seeks feedback on the quality of his/her work.		
27	* He/She has little or no concern for improving the quality of work in his/her own area.		
40	He/She focuses upon continually improving the quality of his/her own work.		
15	He/She continually strives to raise performance to outstanding levels of excellence.		
8	He/She takes personal responsibility for ensuring that action is taken where quality is substandard.		

Verbatim Comments - made by Self

Q61 What do you believe is your primary strength (provide examples and rationale)?

- test

Q62 What development will best enable you to improve (provide examples of the impact you believe that this will have)?

- test1
-

Verbatim Comments - made by Colleagues

Q61 What do you believe is his/her primary strength (provide examples and rationale)?

- blah

Q62 What development will best enable him/her to improve (provide examples of the impact you believe that this will have)?

- blah blah
-

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