



John Sample

XYZ Company Executive 360° Feedback Programme

22 Feb 2006

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General Points to Remember

Purpose Of 360° Feedback

- Feedback is essential to progress. It provides you with accurate information about the way you work with others.
- Feedback can act both as a stimulus to change your behaviour, and as a catalyst to facilitate change.
- To accelerate your professional effectiveness, you need to be aware of the consequences of your behaviour. If you are aware, you can decide whether or not the consequences match your intentions.

360° Feedback enables you to increase your knowledge about your job role and performance. For example: it can give you information about how people rate current performance, what they expect of you and how important certain behaviours are to your job.

Primary Objectives

- To develop an awareness of your relative influence and effectiveness with others.
- To develop a self-directed strategic plan for working more effectively with others.

By Enabling You To

- Analyse and process your feedback.
- Understand the consequences of your behaviour.
- Identify what you could be doing differently to maximise your working relationships with others by creating self-directed action plans.
- Identify content areas for follow-up, skill-building, training and development.

The Competencies

Decision Making

Drive / Self Motivation

Planning and Organising

Problem Solving

Communication

Networking and Relating

Persuading

Teamworking

Influencing

Professional / Functional skills

Use of Technology

Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **CustomView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

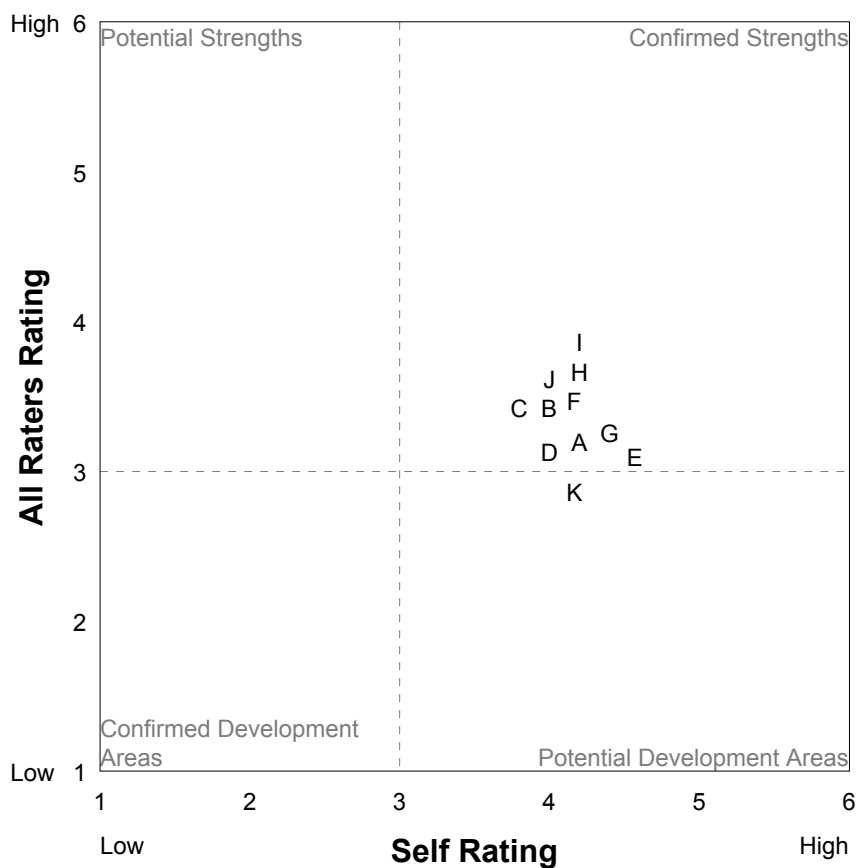
		SELF RATINGS	
		Low	High
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas

HOW TO USE YOUR SELF-AWARENESS INDEX

- 1) First, examine the specific competencies that fall into each of these four quadrants
- 2) Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- 3) Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

Self-Awareness Index

SELF - ALL RATERS VIEW (N = -1)



Self All
 Raters

Confirmed Strengths

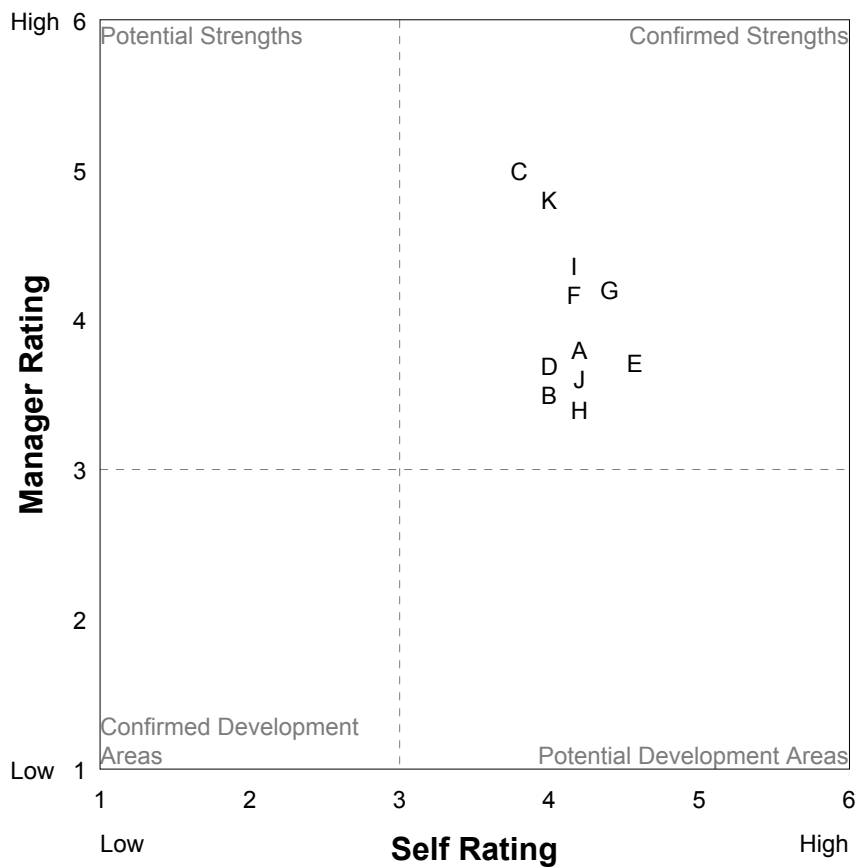
A. Decision Making	4.20	3.20
B. Drive / Self Motivation	4.00	3.43
C. Planning and Organising	3.80	3.43
D. Problem Solving	4.00	3.05
E. Communication	4.57	3.10
F. Networking and Relating	4.17	3.48
G. Persuading	4.40	3.26
H. Teamworking	4.20	3.20
I. Professional / Functional skills	4.20	3.06
J. Use of Technology	4.00	3.43

Potential Development Areas

K. Influencing	4.17	3.00
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Self-Awareness Index

SELF - MANAGER VIEW (N = 1)



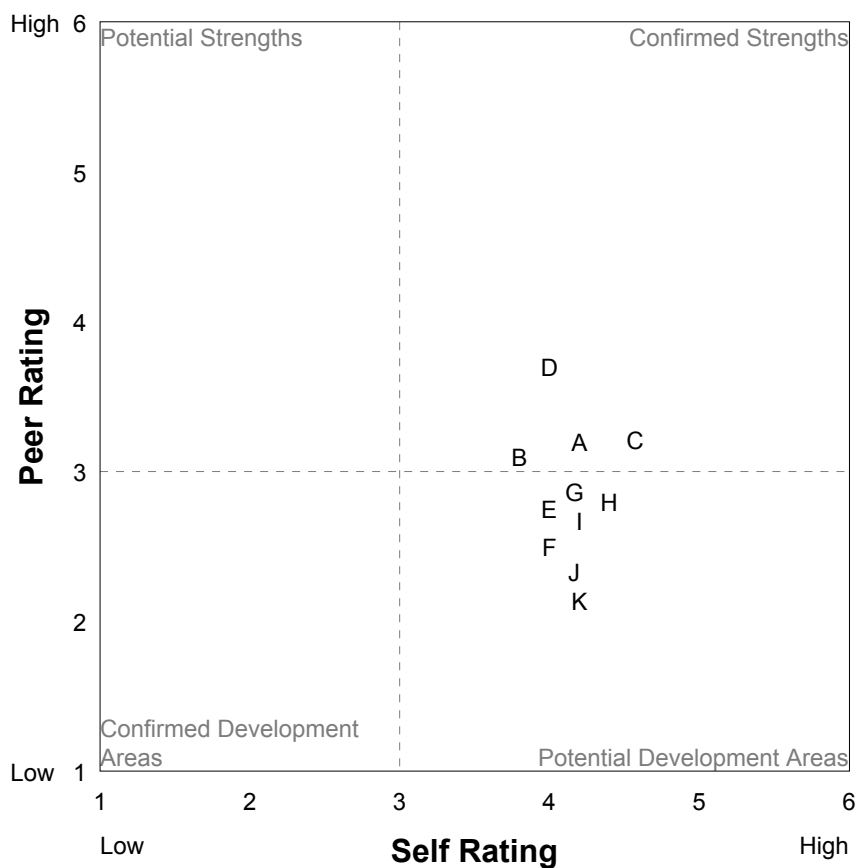
Self Manager

Confirmed Strengths

A. Decision Making	4.20	3.80
B. Drive / Self Motivation	4.00	3.50
C. Planning and Organising	3.80	5.00
D. Problem Solving	4.00	3.67
E. Communication	4.57	3.71
F. Networking and Relating	4.17	4.17
G. Persuading	4.40	4.20
H. Teamworking	4.20	3.40
I. Influencing	4.17	3.83
J. Professional / Functional skills	4.20	4.00
K. Use of Technology	4.00	4.80

Self-Awareness Index

SELF - PEER VIEW (N = 2)



Self Peer

Confirmed Strengths

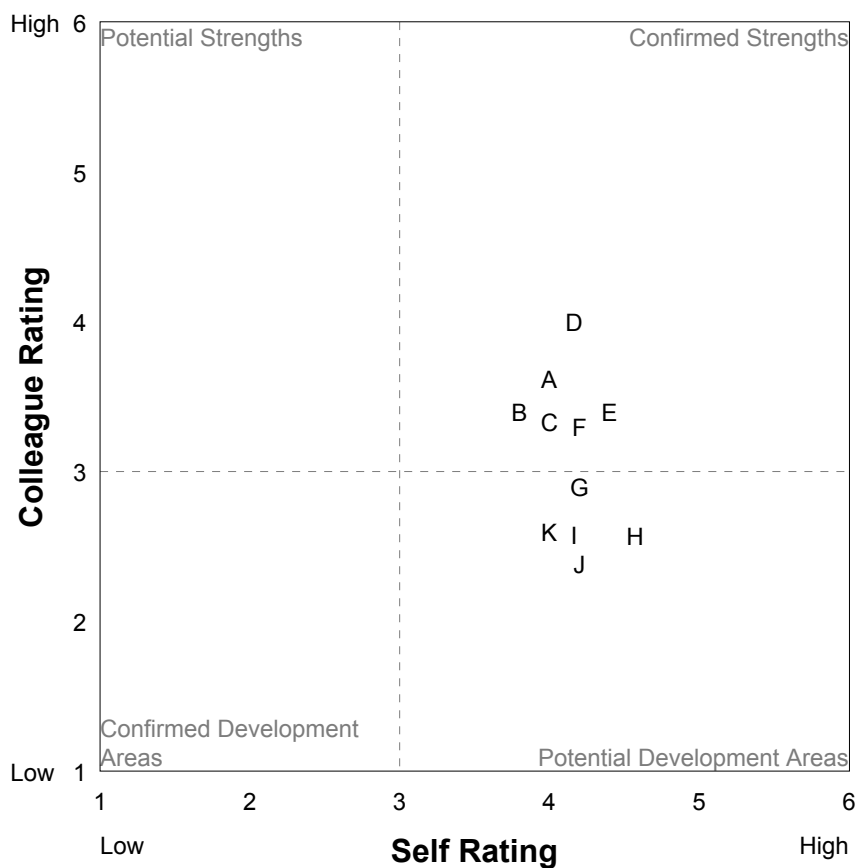
A. Decision Making	4.20	3.20
B. Planning and Organising	3.80	3.10
C. Communication	4.57	3.21
D. Use of Technology	4.00	3.70

Potential Development Areas

E. Drive / Self Motivation	4.00	2.75
F. Problem Solving	4.00	2.50
G. Networking and Relating	4.17	2.92
H. Persuading	4.40	2.80
I. Teamworking	4.20	2.90
J. Influencing	4.17	2.33
K. Professional / Functional skills	4.20	2.60

Self-Awareness Index

SELF - COLLEAGUE VIEW (N = 2)



Self Colleague

Confirmed Strengths

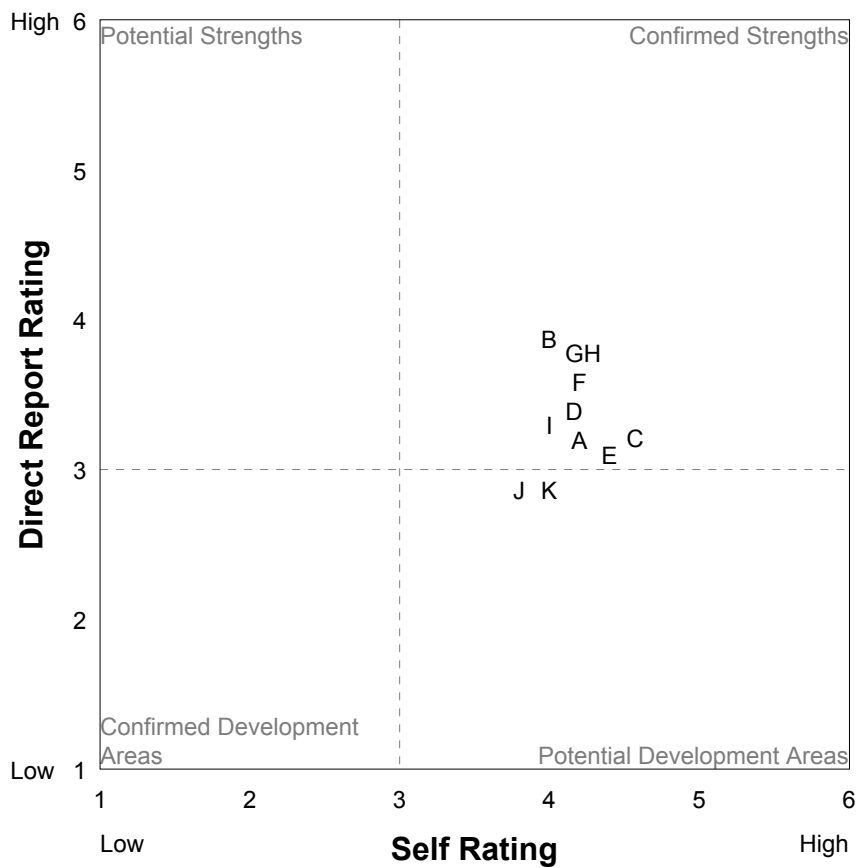
A. Drive / Self Motivation	4.00	3.63
B. Planning and Organising	3.80	3.40
C. Problem Solving	4.00	3.33
D. Networking and Relating	4.17	4.00
E. Persuading	4.40	3.40
F. Teamworking	4.20	3.30

Potential Development Areas

G. Decision Making	4.20	2.90
H. Communication	4.57	2.57
I. Influencing	4.17	2.58
J. Professional / Functional skills	4.20	2.90
K. Use of Technology	4.00	2.60

Self-Awareness Index

SELF - DIRECT REPORT VIEW (N = 2)



	<u>Self</u>	<u>Direct Report</u>
Confirmed Strengths		
A. Decision Making	4.20	3.20
B. Drive / Self Motivation	4.00	3.88
C. Communication	4.57	3.21
D. Networking and Relating	4.17	3.17
E. Persuading	4.40	3.10
F. Teamworking	4.20	3.30
G. Influencing	4.17	3.67
H. Professional / Functional skills	4.20	3.20
I. Use of Technology	4.00	3.30
Potential Development Areas		
J. Planning and Organising	3.80	3.00
K. Problem Solving	4.00	3.00

Introduction to Competency Overview Graphs

This demonstrates your overall scores against each of the main competency areas. These scores are the average over all the respondents, including yourself.

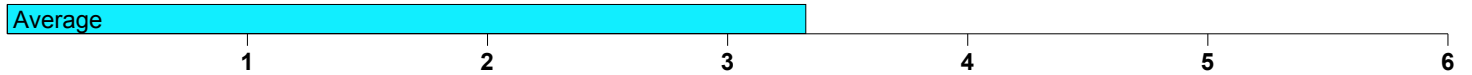
NR means no responses.

AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

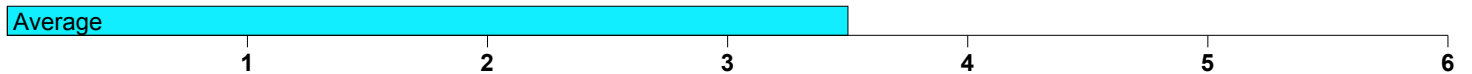
Competency Overview Graphs

John Sample

Decision Making



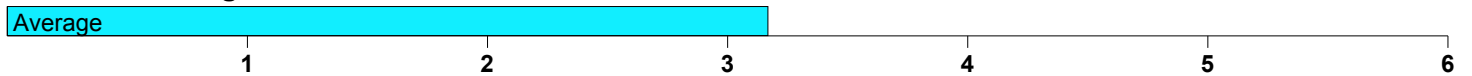
Drive / Self Motivation



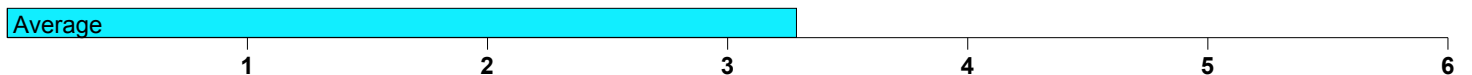
Planning and Organising



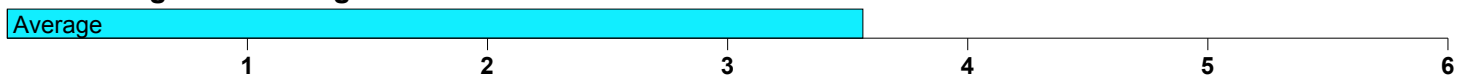
Problem Solving



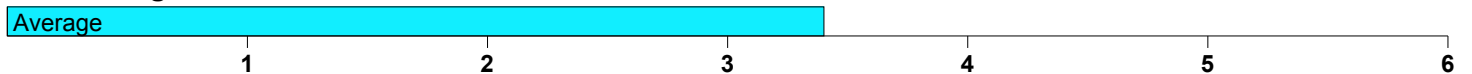
Communication



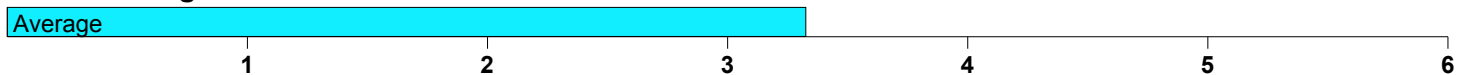
Networking and Relating



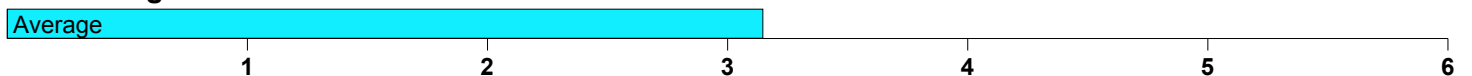
Persuading



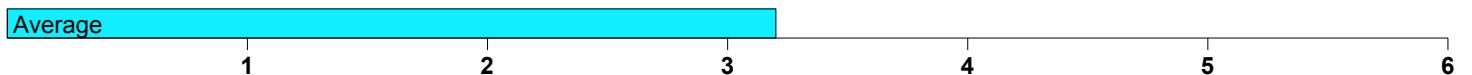
Teamworking



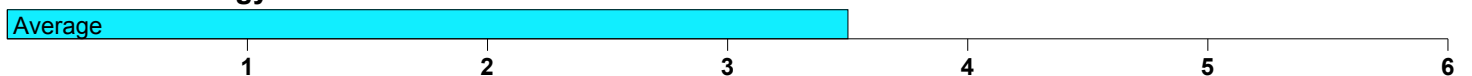
Influencing



Professional / Functional skills



Use of Technology

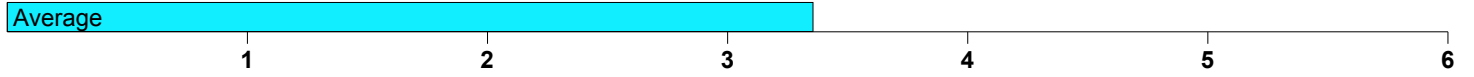


NR - No Reponse AP - Anonymity Protected

Competency Overview Graphs

John Sample

Composite



NR - No Reponse AP - Anonymity Protected

Introduction to Competency Rater Overview

This report shows how you have been rated at the Competency level by each of the different respondent (or rater) types. The responses are represented by a set of bars on the left of the page (where the respondent type is shown within the bar in each case) and in numerical format in the columns on the right. The last bar on each graph shows the average over all the respondents, including yourself.

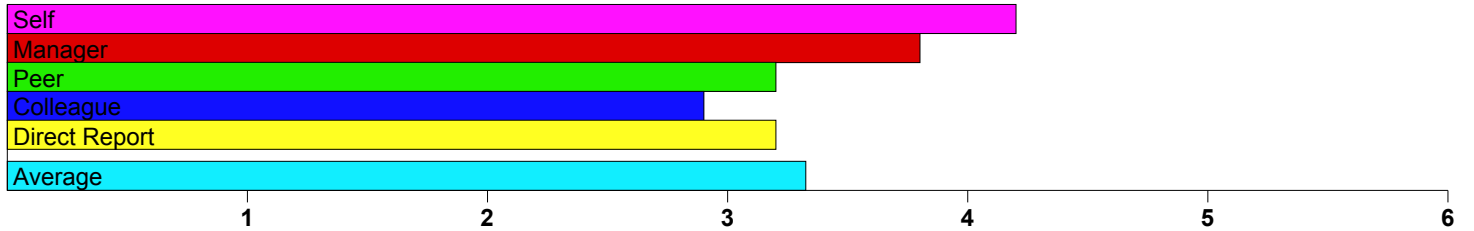
NR means no responses.

AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

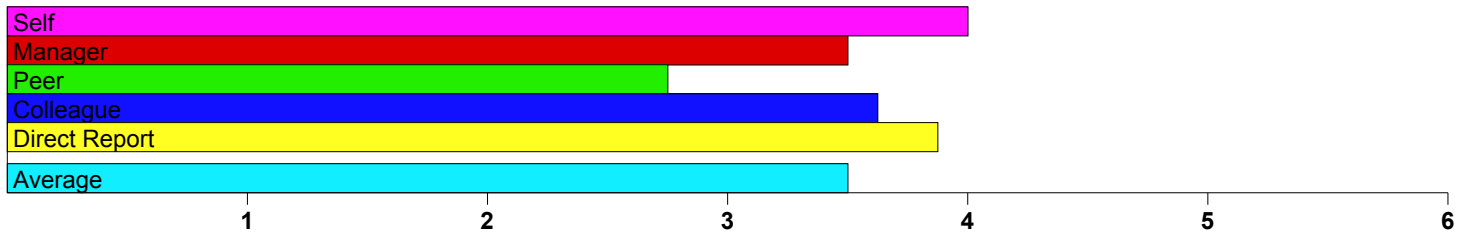
Competency Rater Overview

John Sample

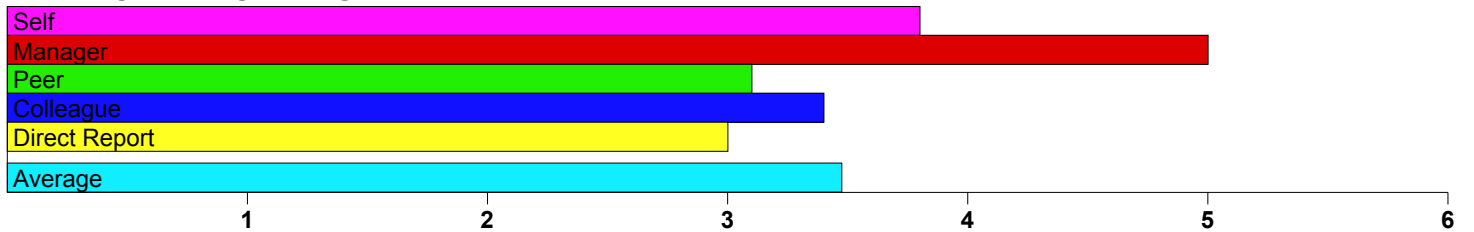
Decision Making



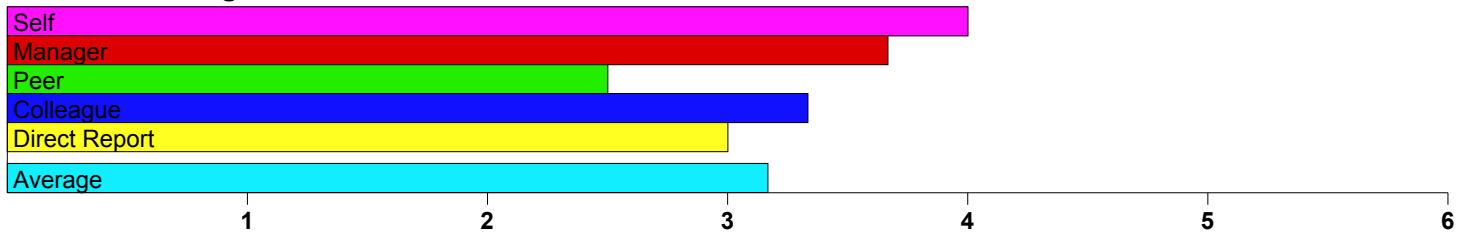
Drive / Self Motivation



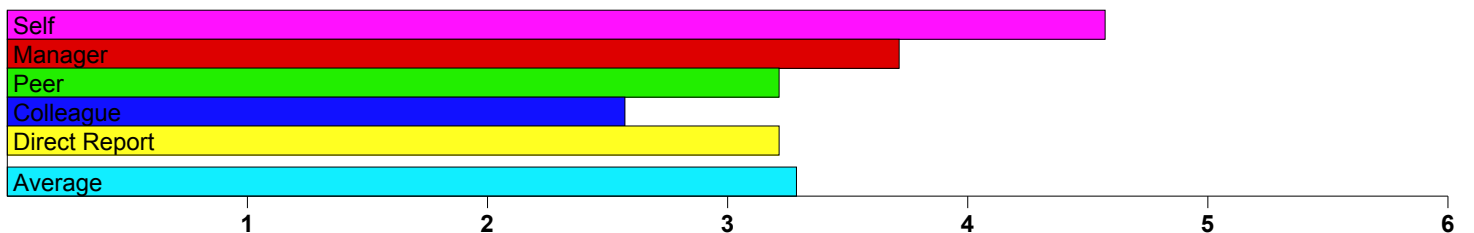
Planning and Organising



Problem Solving



Communication

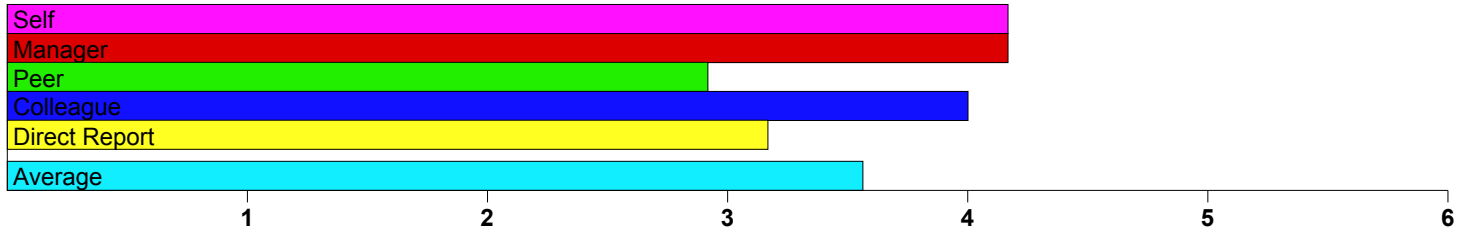


NR - No Reponse AP - Anonymity Protected

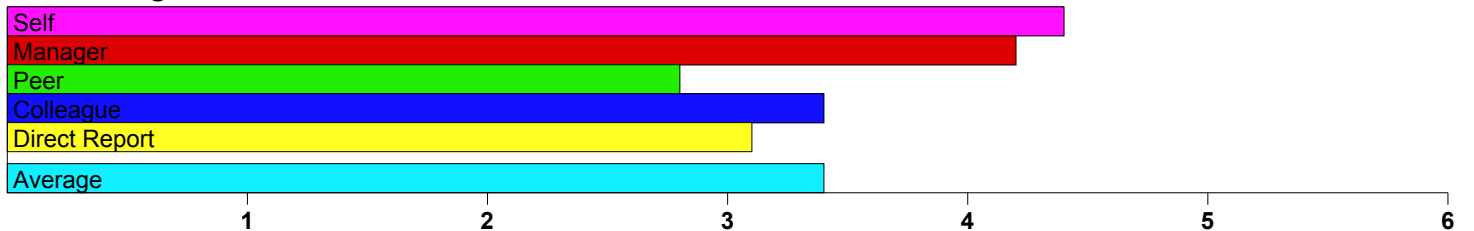
Competency Rater Overview

John Sample

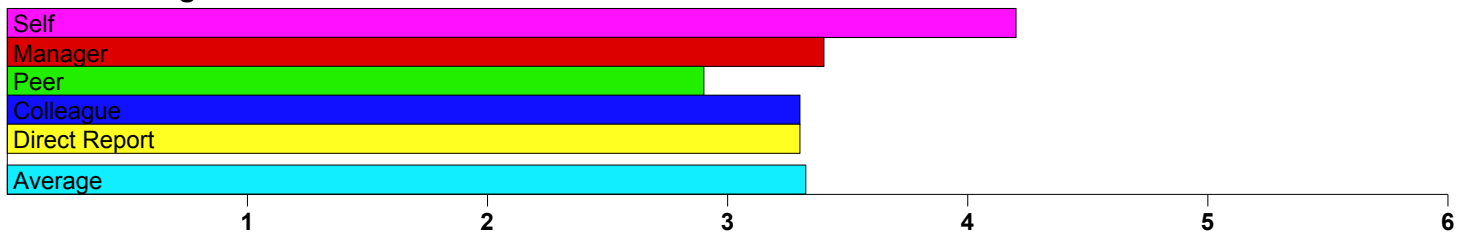
Networking and Relating



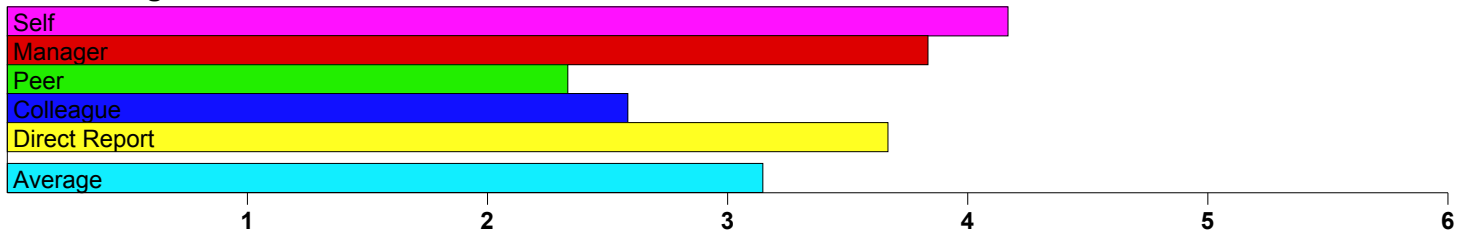
Persuading



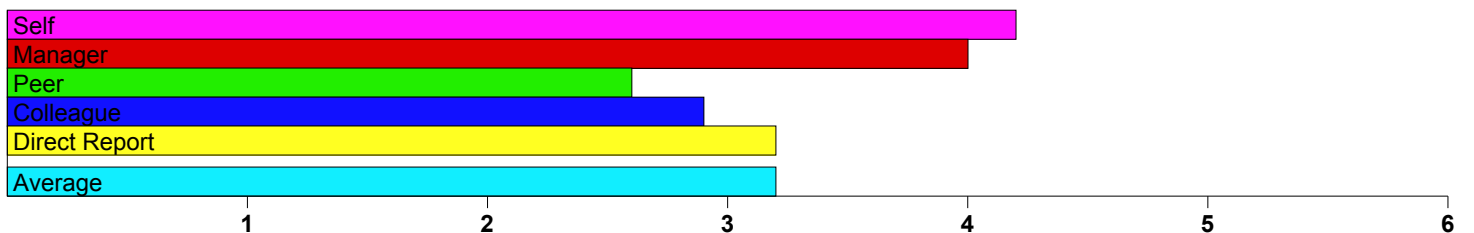
Teamworking



Influencing



Professional / Functional skills

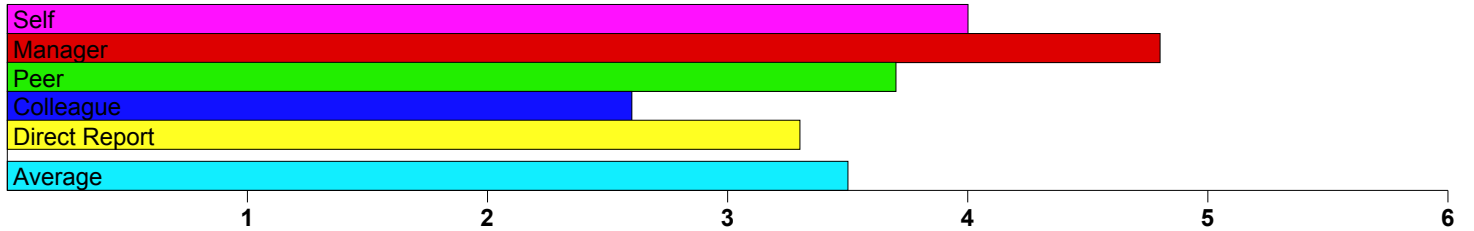


NR - No Reponse AP - Anonymity Protected

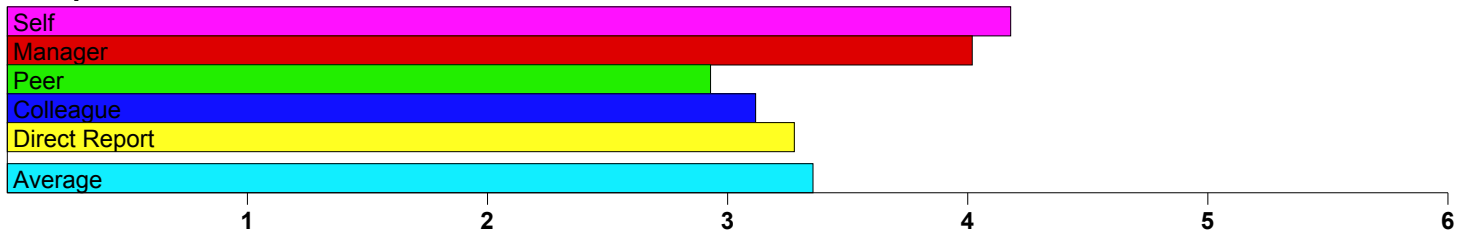
Competency Rater Overview

John Sample

Use of Technology



Composite



NR - No Reponse AP - Anonymity Protected

Introduction to Detailed Information

This report shows how you have been rated at the Competency and Question level by each of the different respondent (or rater) types. The responses are represented by a set of bars on the left of the page (where the respondent type is shown within the bar in each case) and in numerical format in the columns on the right. The last bar on each graph shows the average over all the respondents, including yourself.

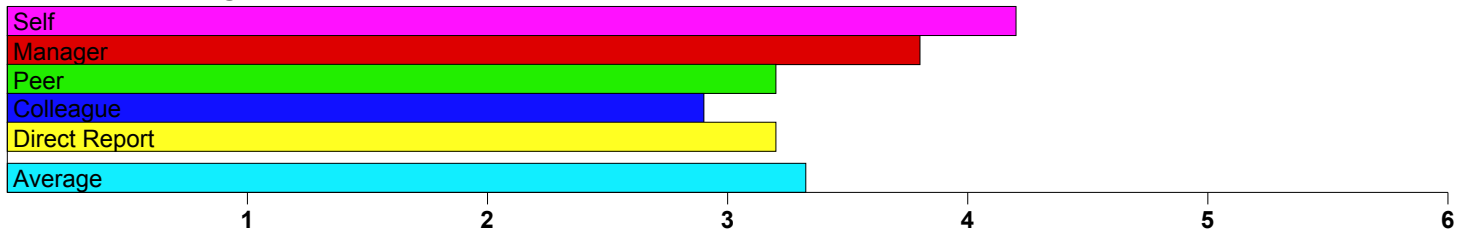
NR means no responses.

AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

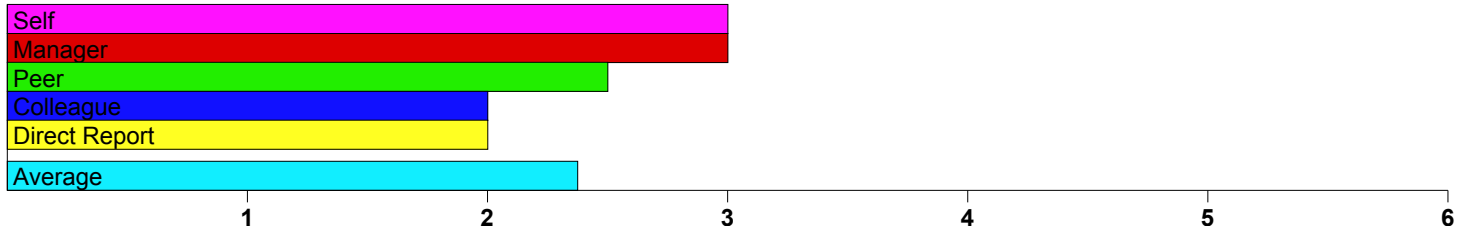
Detailed Information

John Sample

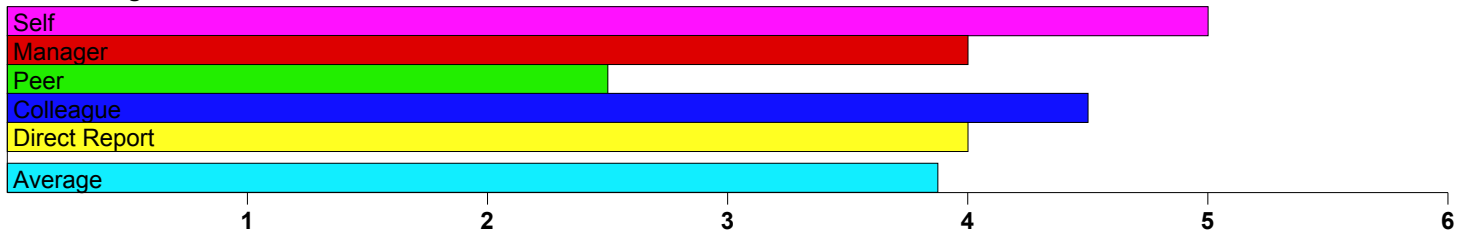
Decision Making



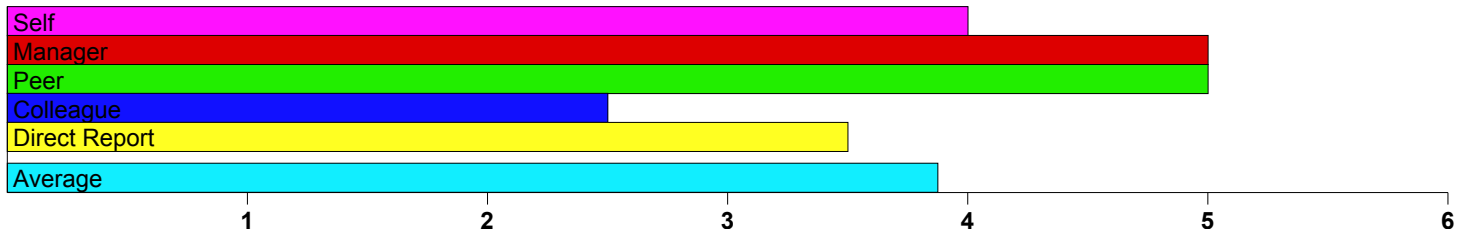
1. Makes judgements logically



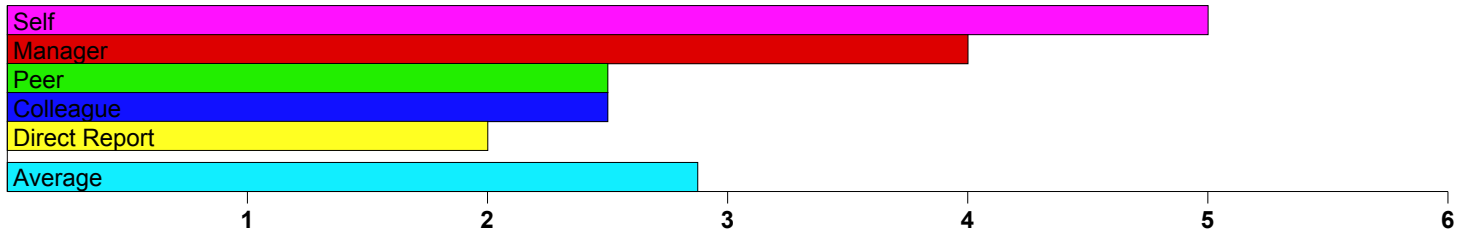
26. Makes good use of available information



40. Produces new ideas



47. Makes sound decisions under pressure

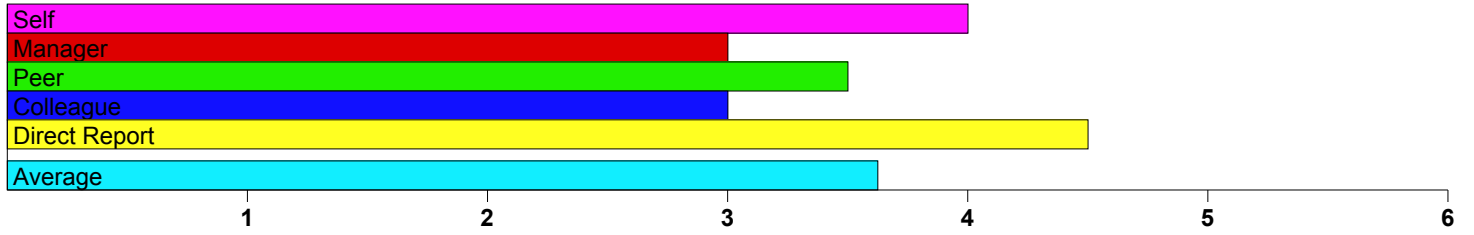


NR - No Reponse AP - Anonymity Protected

Detailed Information

John Sample

55. Considers sufficient options before making a decision

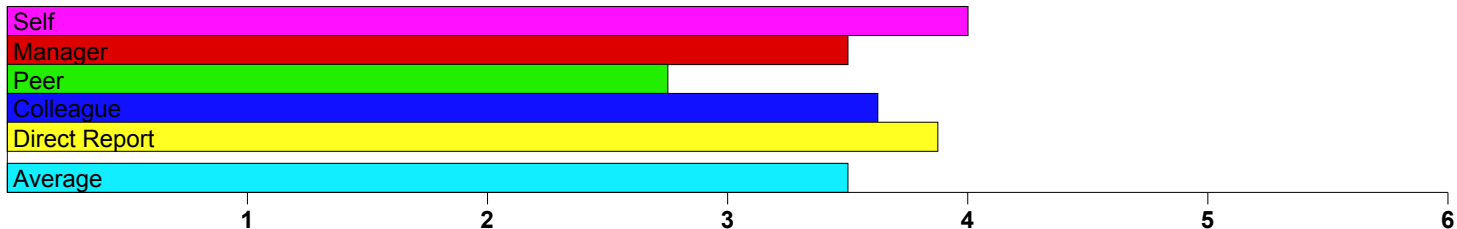


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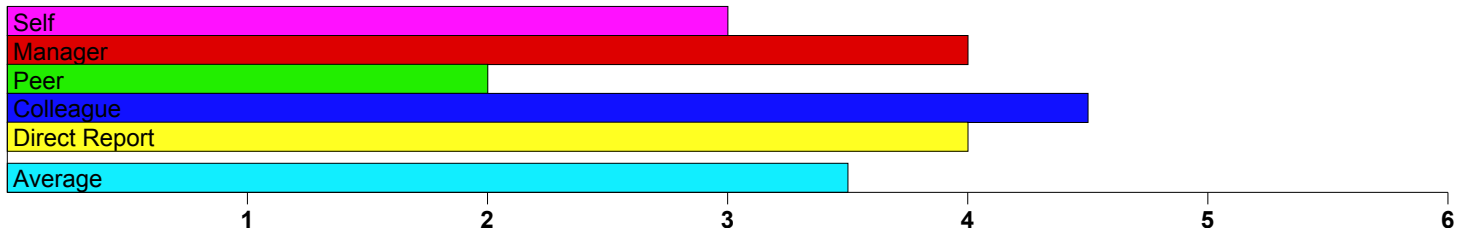
Detailed Information

John Sample

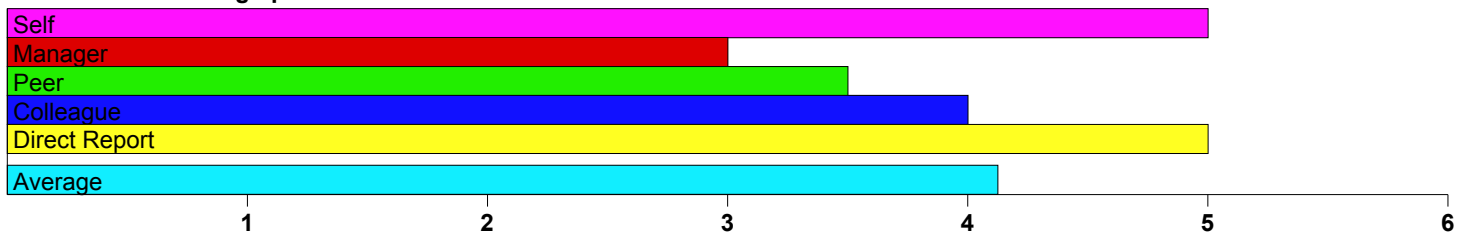
Drive / Self Motivation



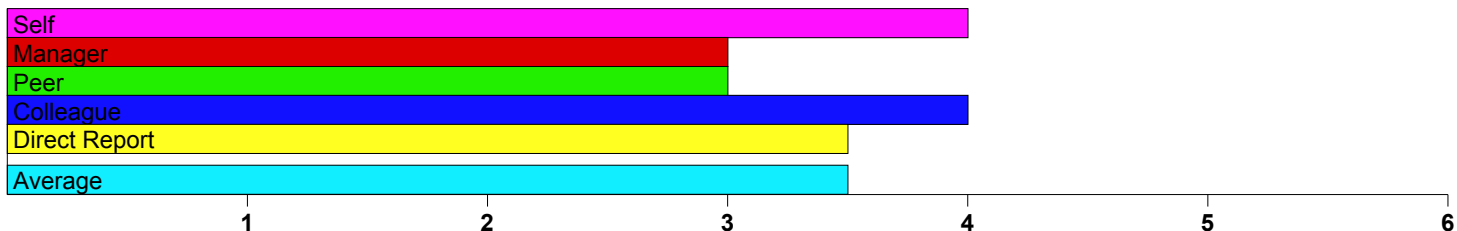
3. Works hard to deliver what is needed



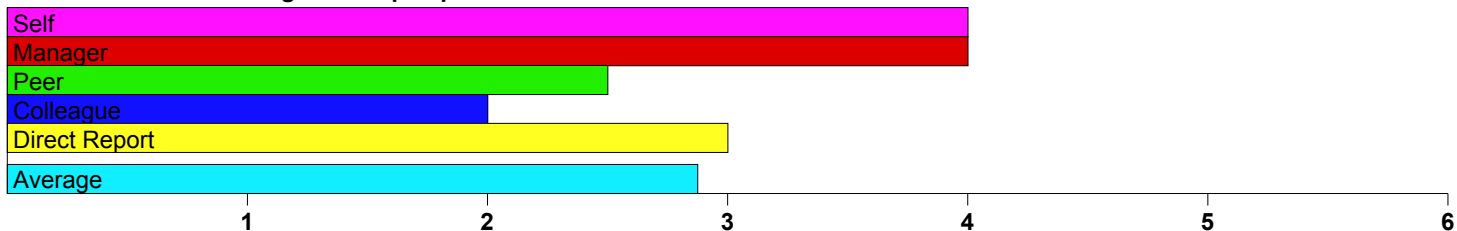
21. Demonstrates high personal standards



36. Shows initiative



53. Perseveres towards goals despite problems

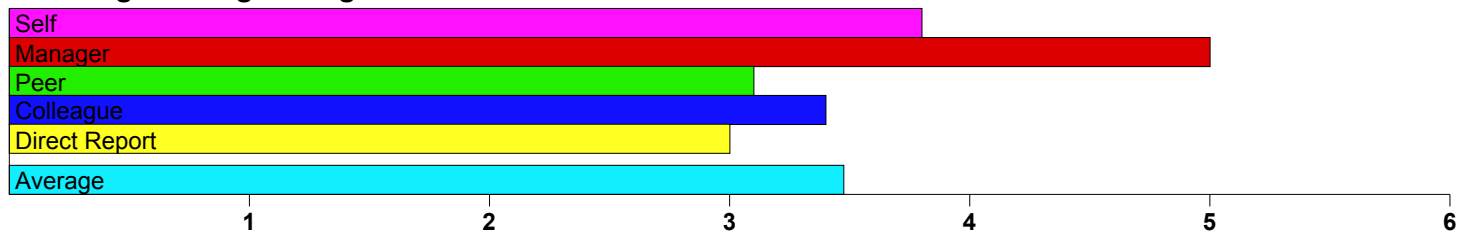


NR - No Reponse AP - Anonymity Protected

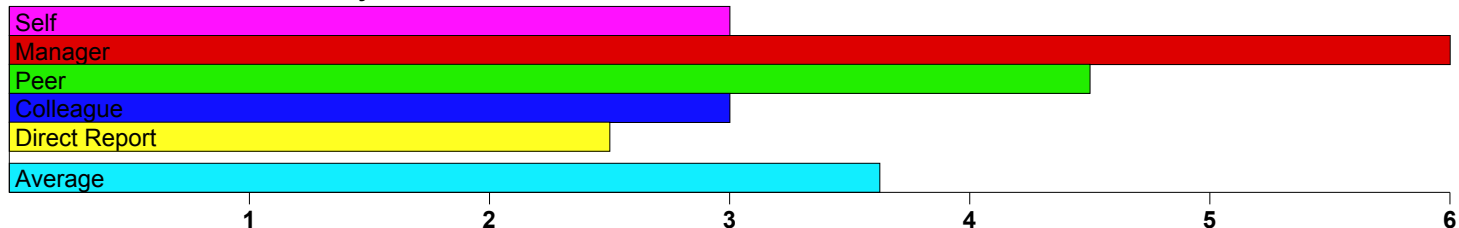
Detailed Information

John Sample

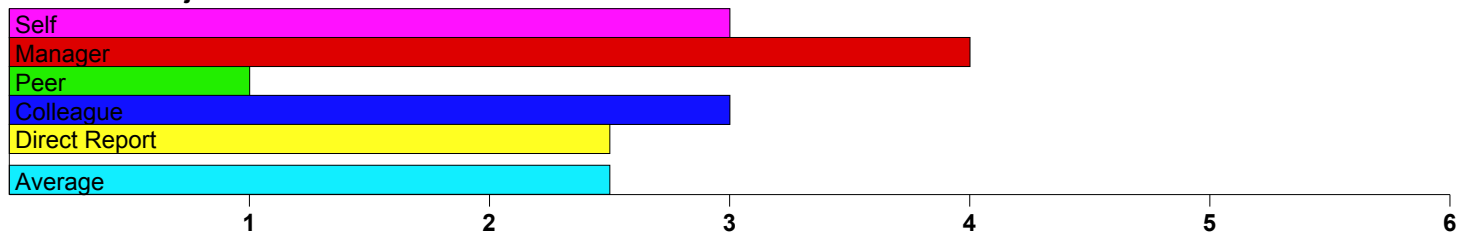
Planning and Organising



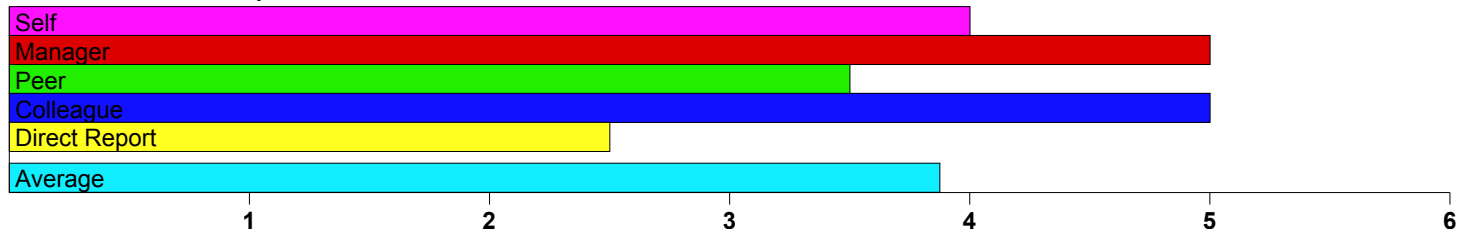
5. Uses his / her time effectively



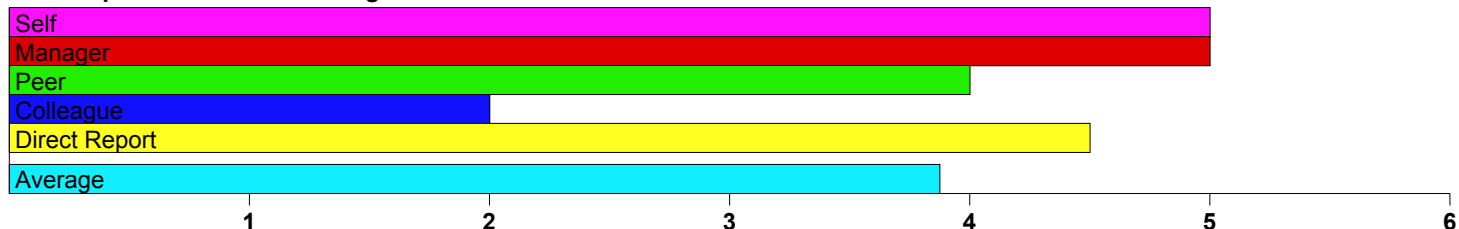
9. Sets clear objectives



15. Checks to ensure plans are on course



46. Completes work within an agreed time frame

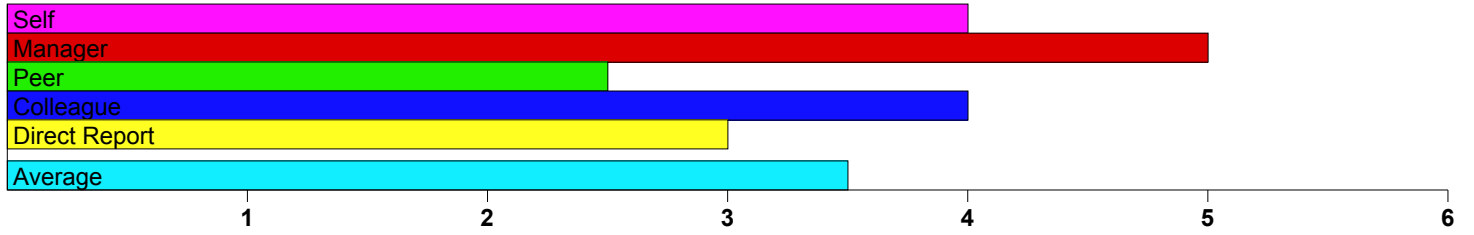


NR - No Reponse AP - Anonymity Protected

Detailed Information

John Sample

54. Achieves goals through realistic planning

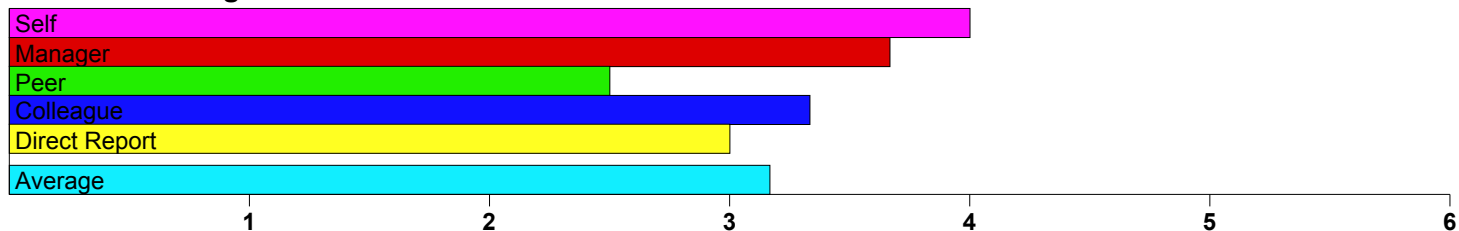


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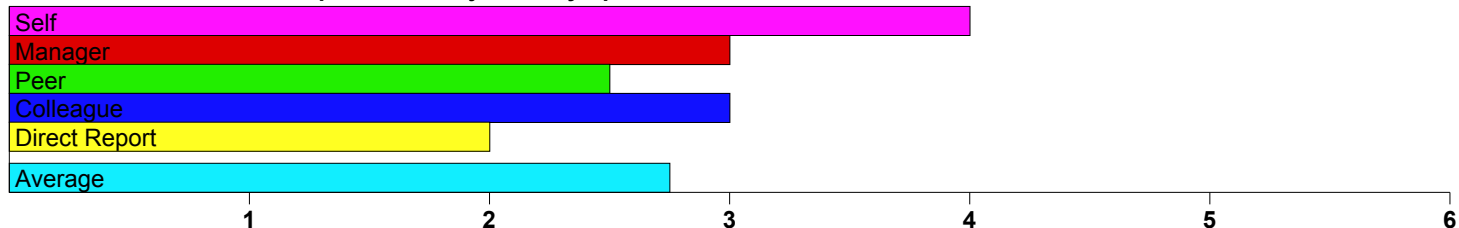
Detailed Information

John Sample

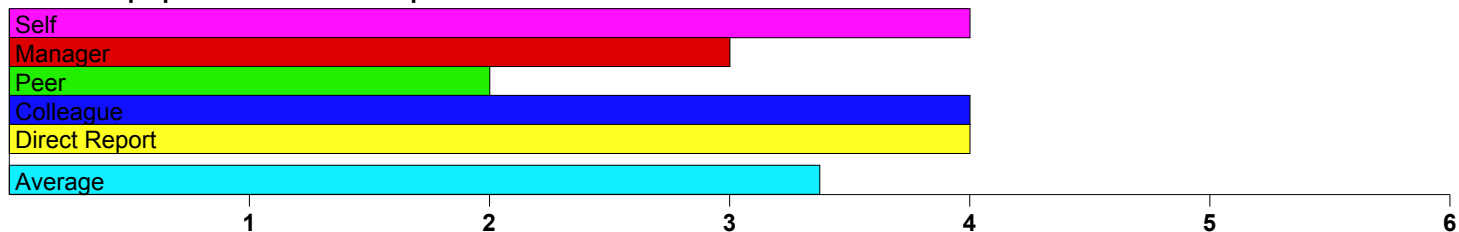
Problem Solving



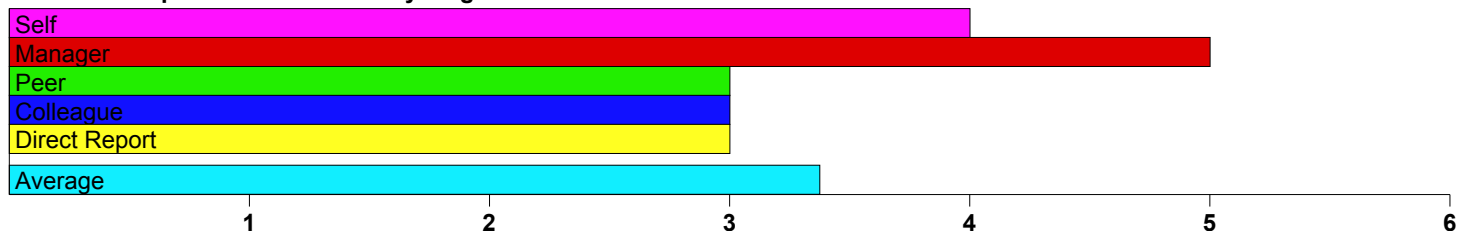
12. Considers the root of a problem, not just its symptoms



19. Develops practical solutions to problems



31. Identifies problems at their early stages

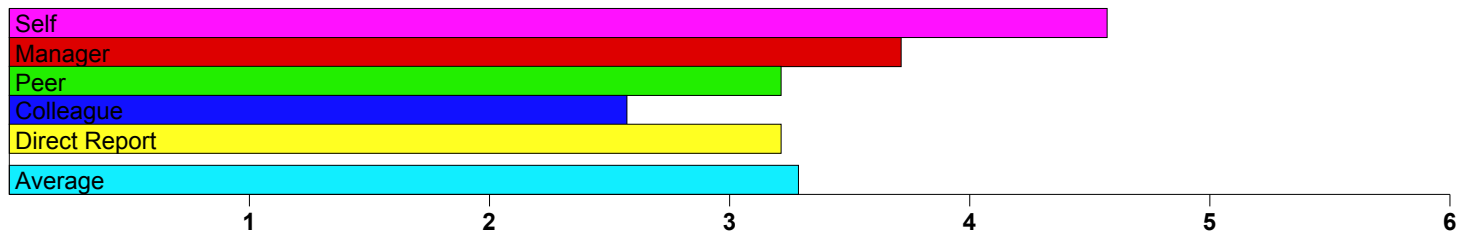


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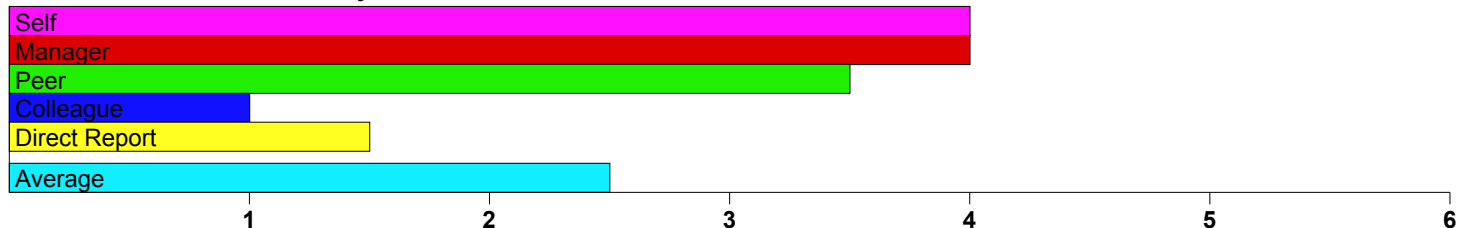
Detailed Information

John Sample

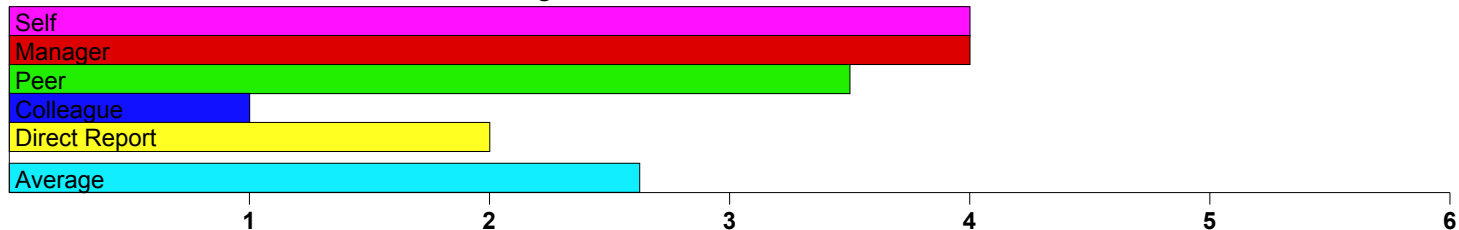
Communication



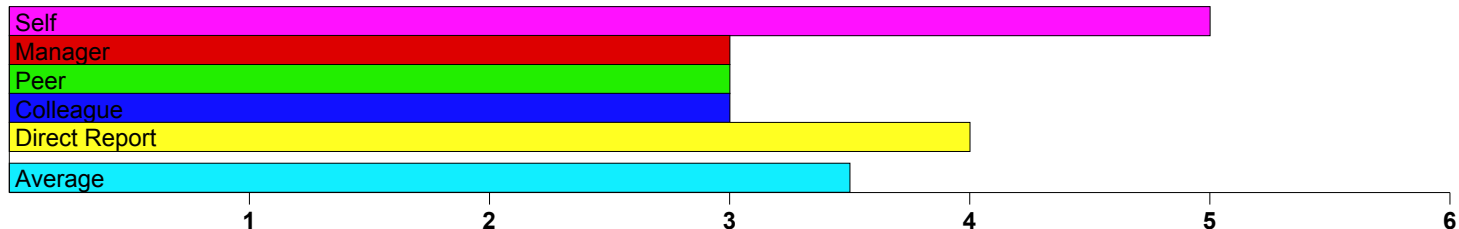
11. Writes in a clear concise style



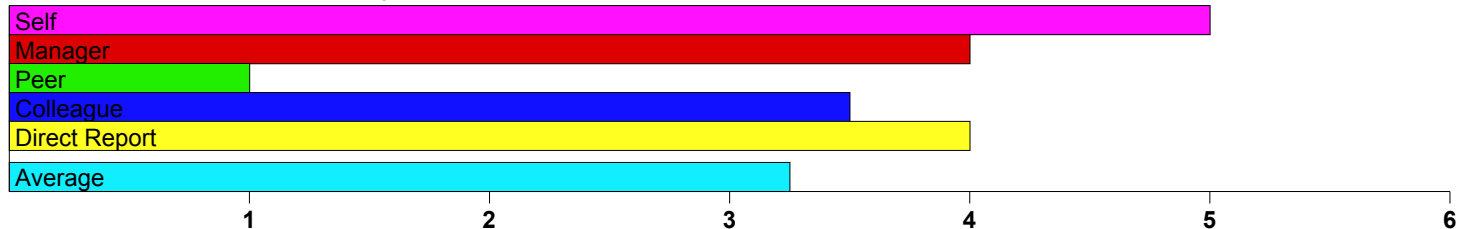
20. Presents ideas and information in a well organised manner



24. Listens to others



29. Seeks information required by him / herself

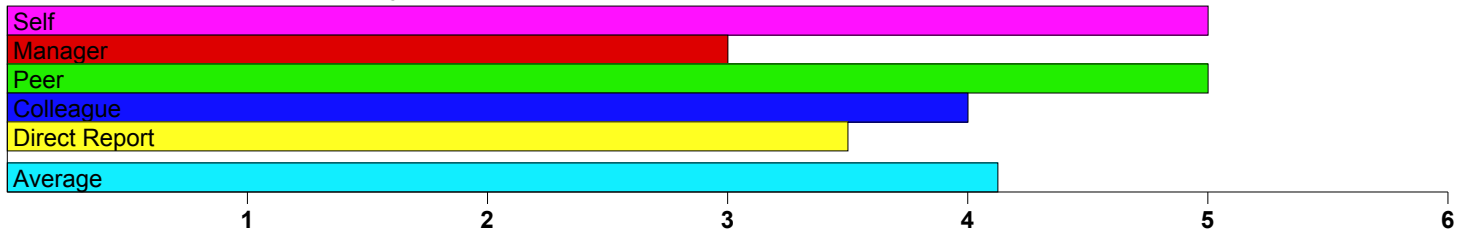


NR - No Reponse AP - Anonymity Protected

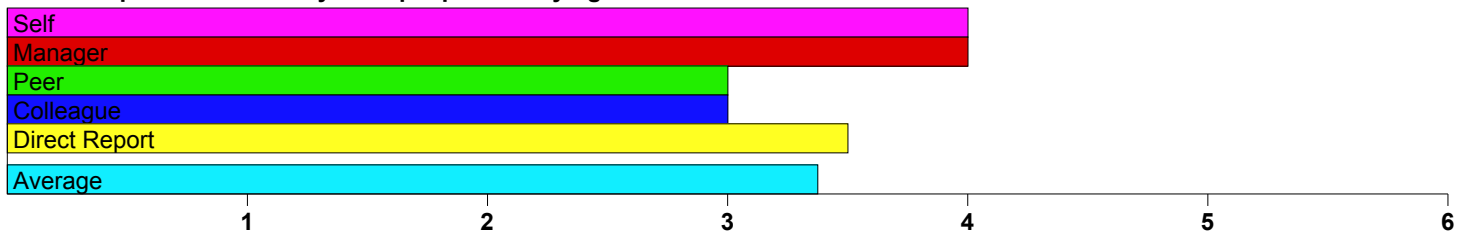
Detailed Information

John Sample

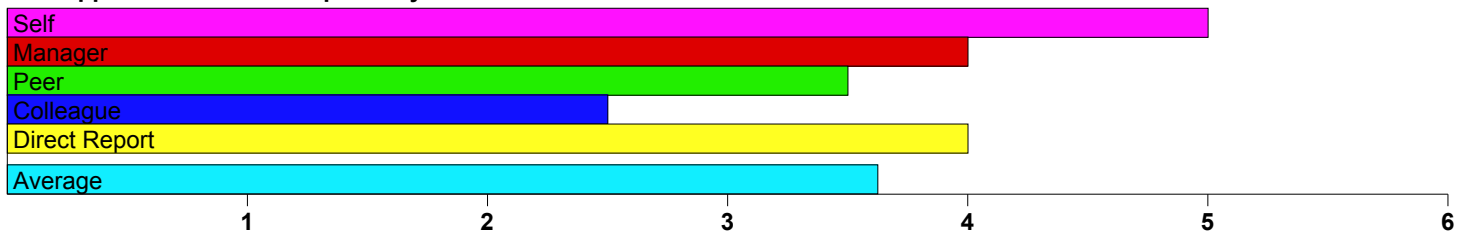
30. Answers questions specifically and to the point



38. Asks questions to clarify what people are saying



50. Supplies information required by others

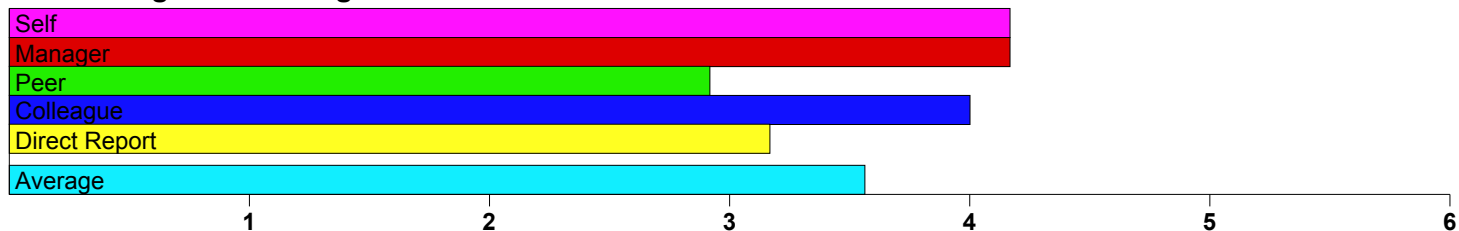


NR - No Reponse AP - Anonymity Protected

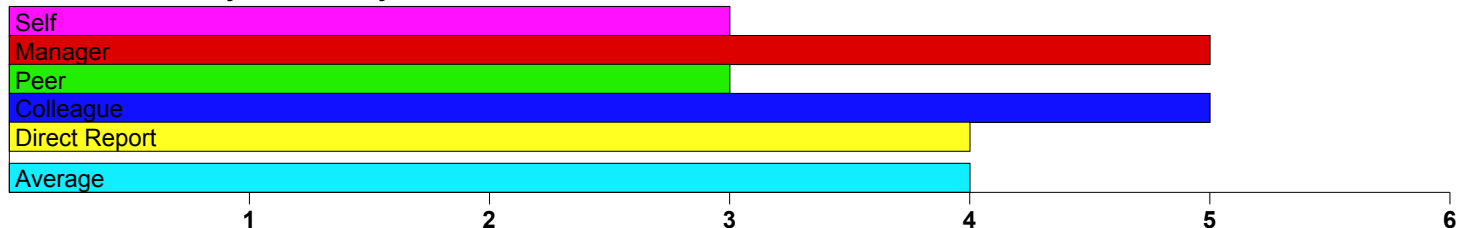
Detailed Information

John Sample

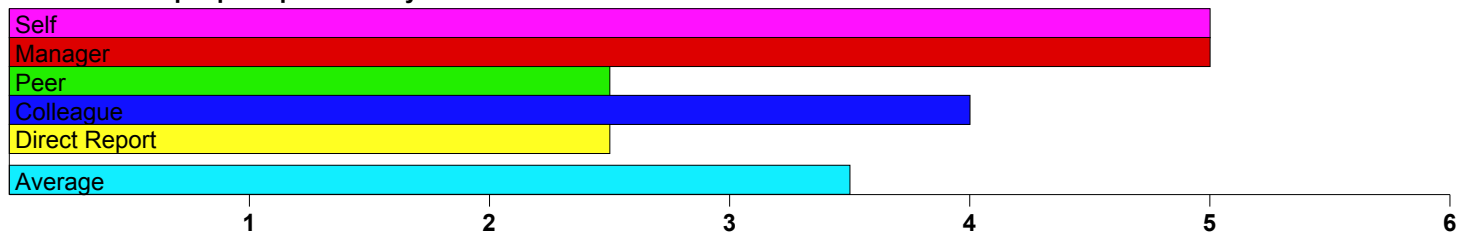
Networking and Relating



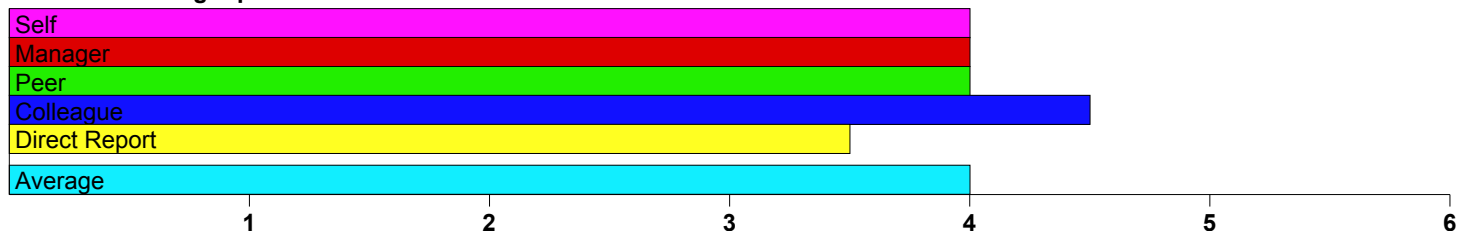
6. Behaves honestly and ethically



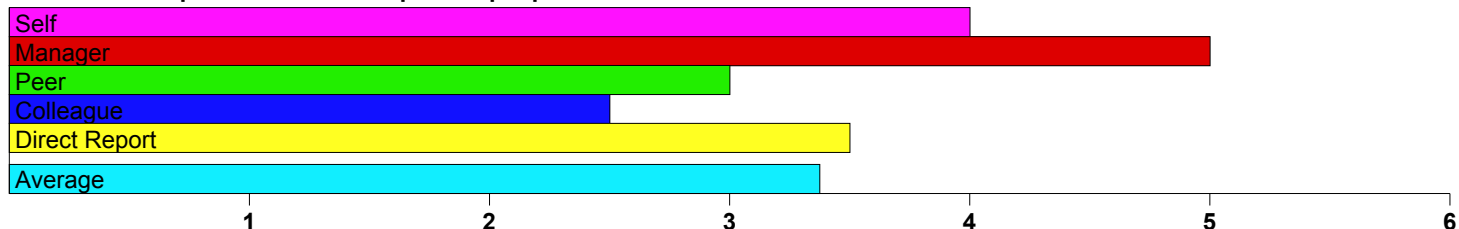
22. Deals with people diplomatically



32. Knows the right person to contact



37. Builds co-operative relationships with people outside immediate work area

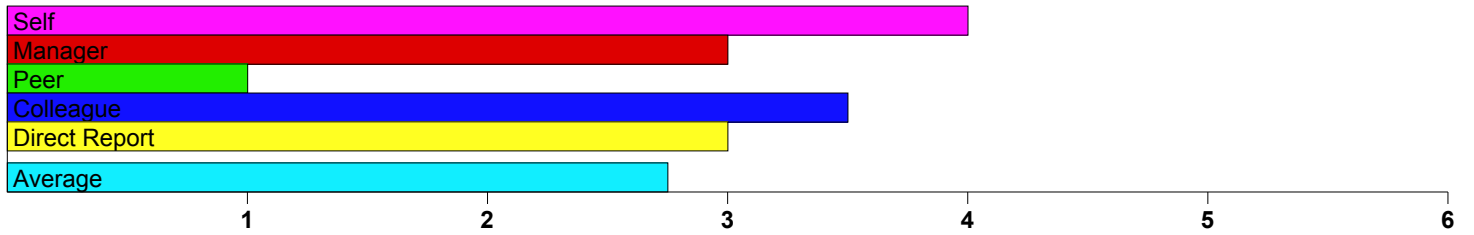


NR - No Reponse AP - Anonymity Protected

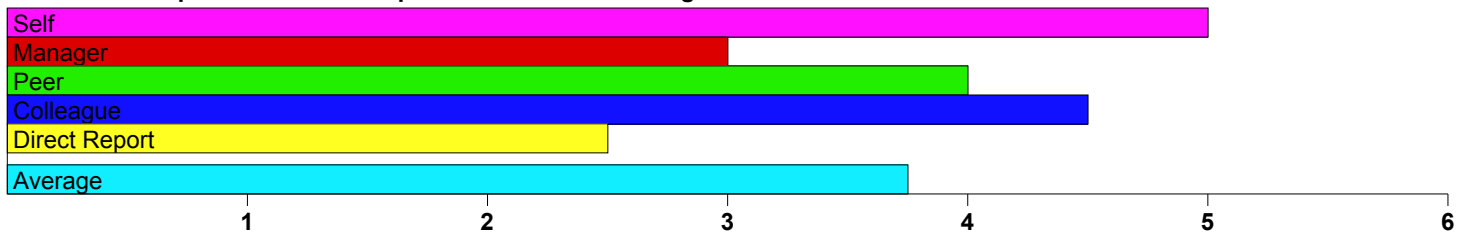
Detailed Information

John Sample

39. Seeks to resolve areas of conflict



45. Builds co-operative relationships with immediate colleagues

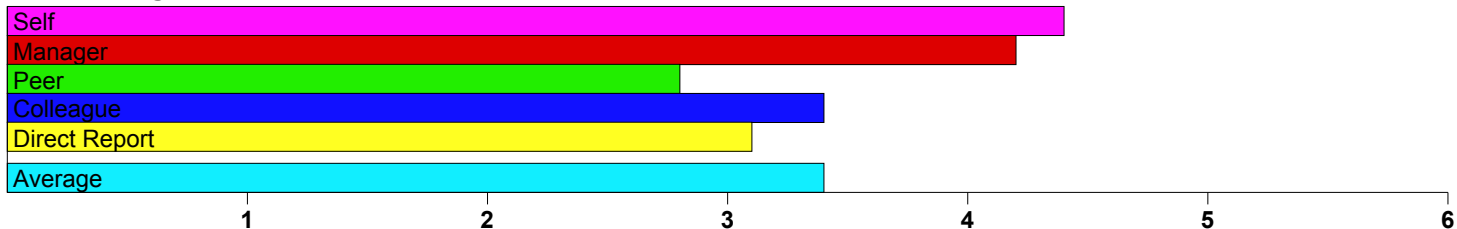


NR - No Reponse AP - Anonymity Protected

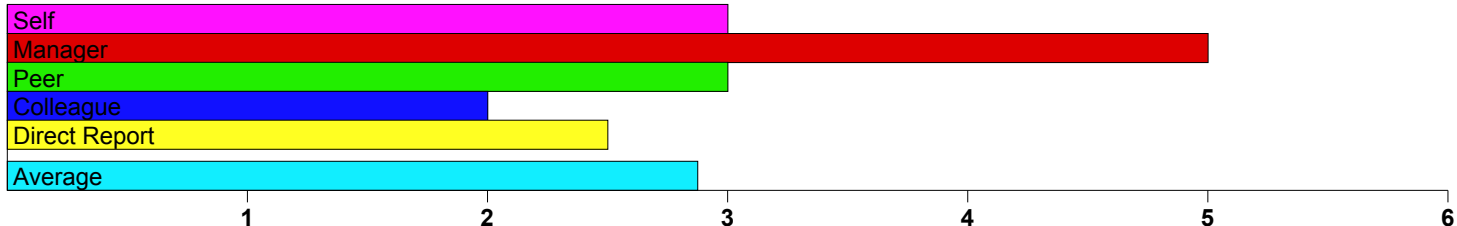
Detailed Information

John Sample

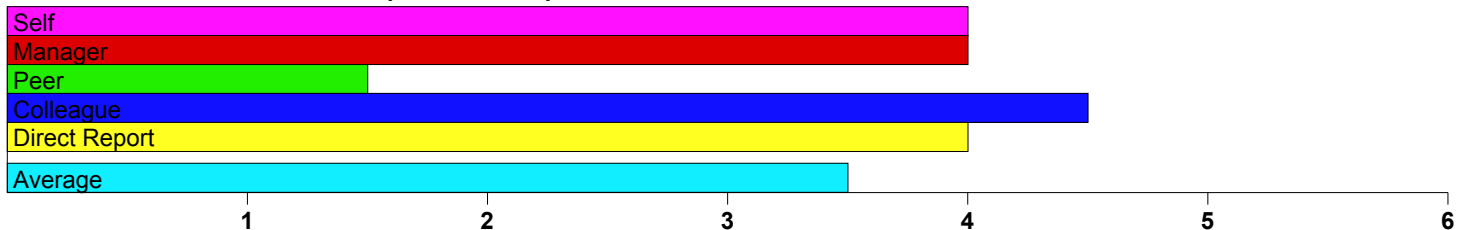
Persuading



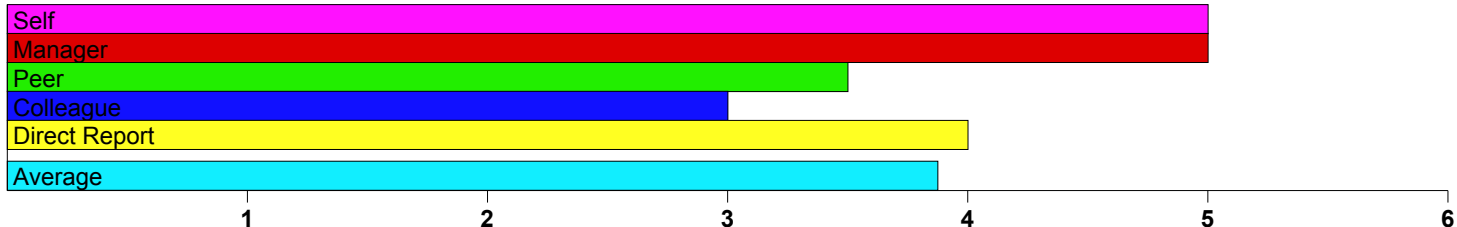
2. Negotiates solutions to differences of opinion fairly



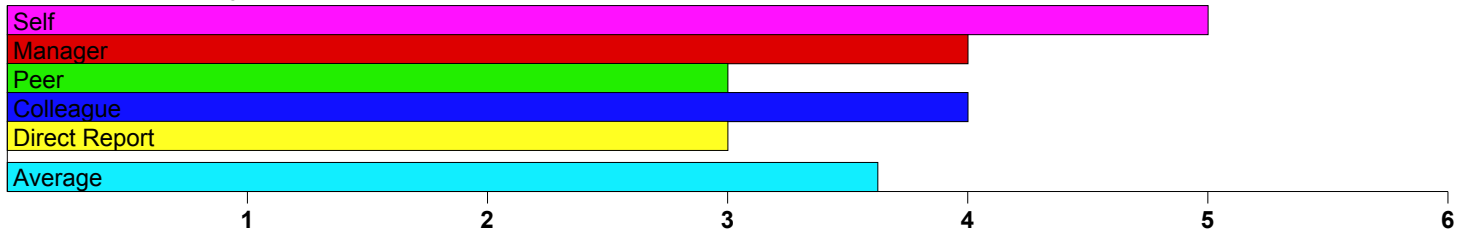
17. Tries to understand the other person's viewpoint



25. Presents clear arguments



41. Shows the ability to influence people not under his / her direct control

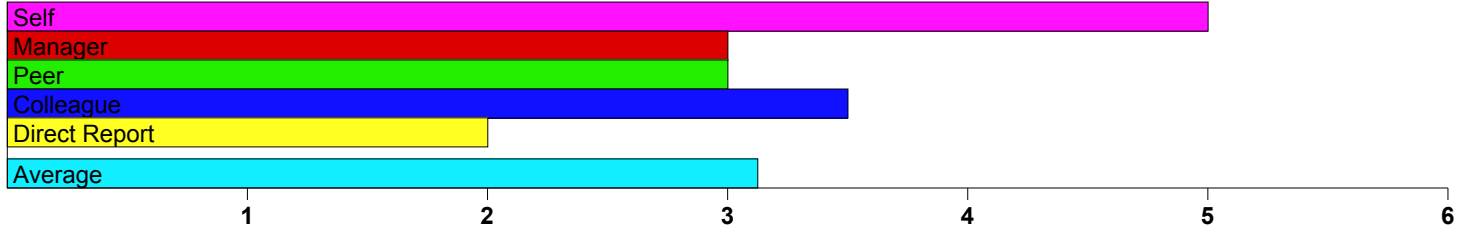


NR - No Reponse AP - Anonymity Protected

Detailed Information

John Sample

42. Inspires confidence in the value of his / her argument

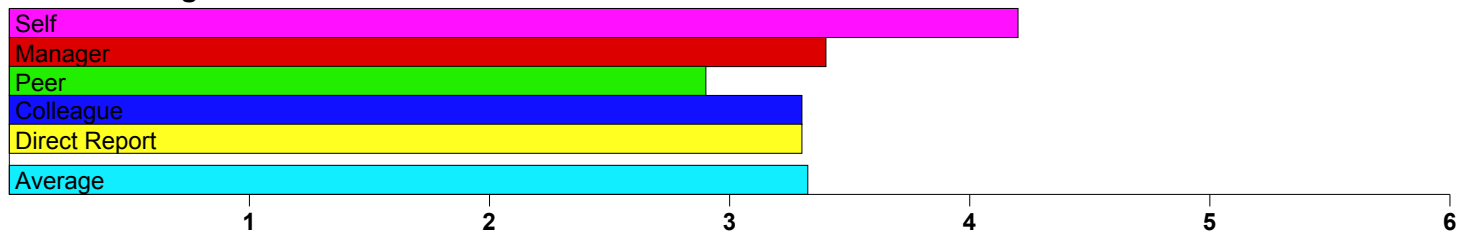


NR - No Reponse AP - Anonymity Protected

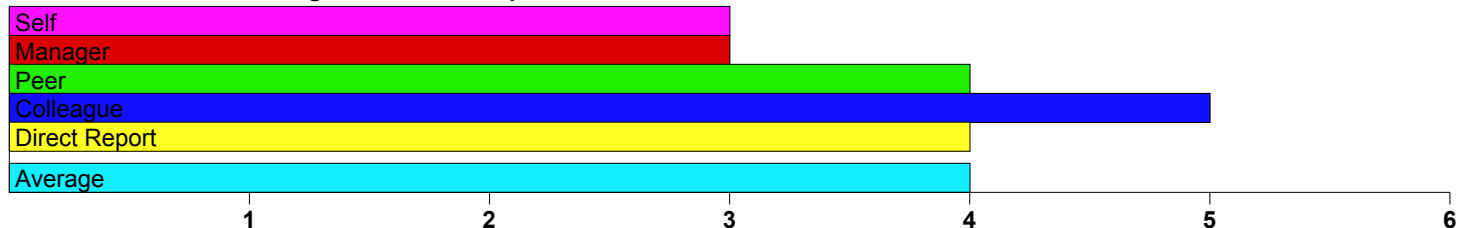
Detailed Information

John Sample

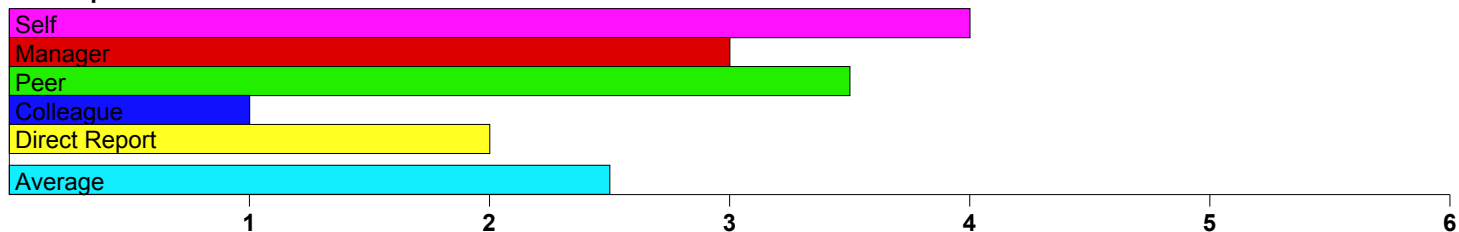
Teamworking



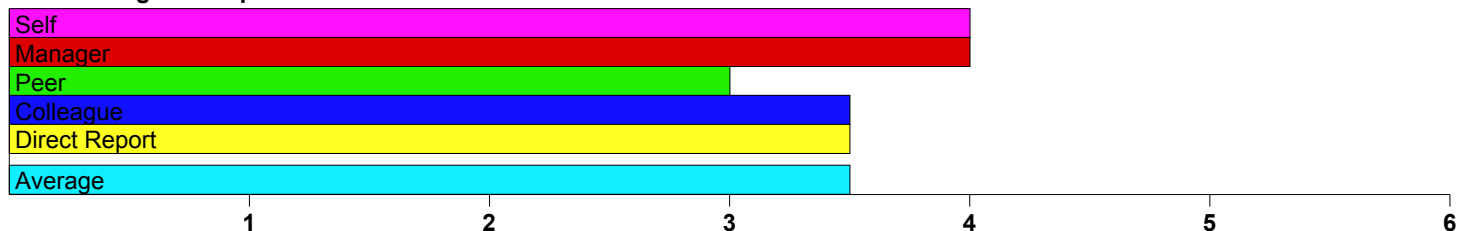
10. Shares credit and recognition for accomplishments



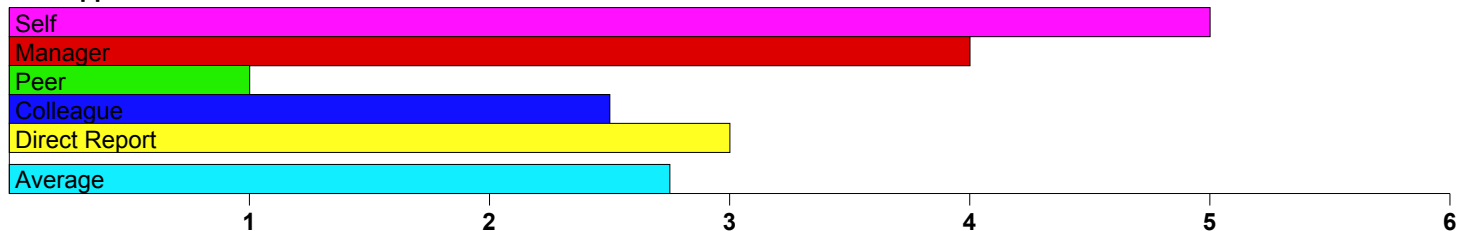
16. Is open and shares information



35. Is willing to accept other team members' ideas and contributions



44. Supports other team members

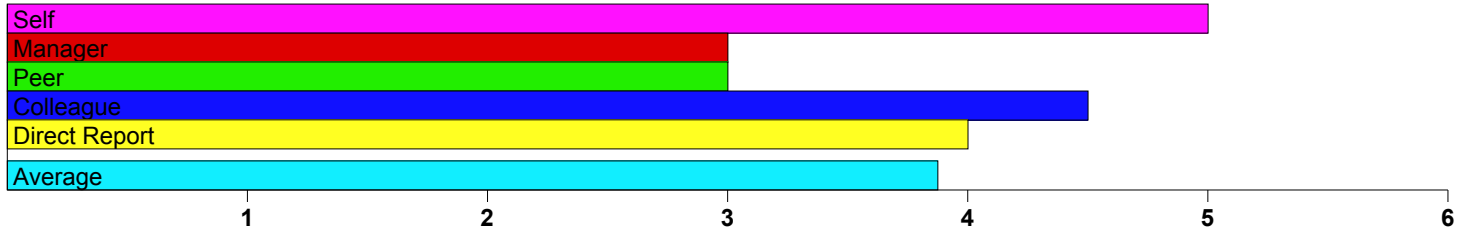


NR - No Reponse AP - Anonymity Protected

Detailed Information

John Sample

48. Supports the team's objectives

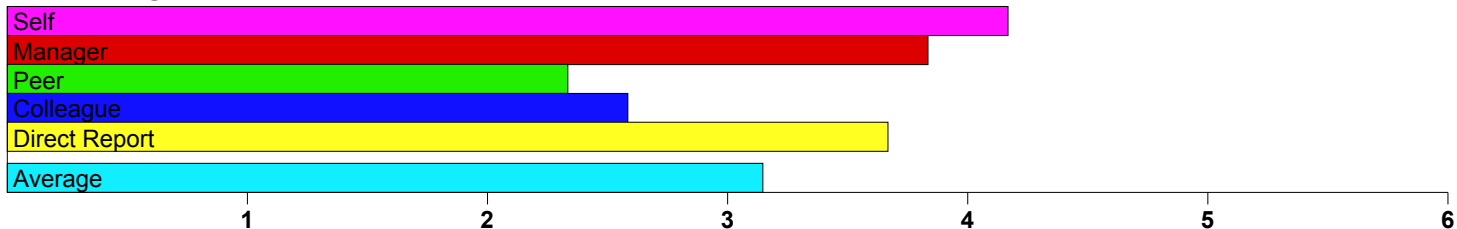


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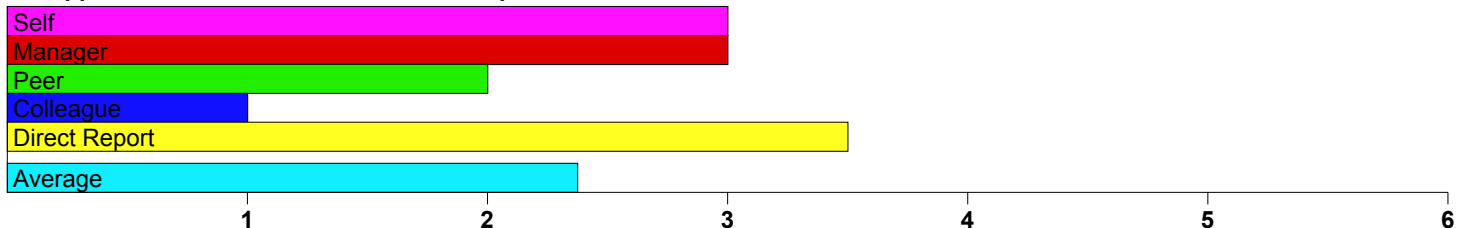
Detailed Information

John Sample

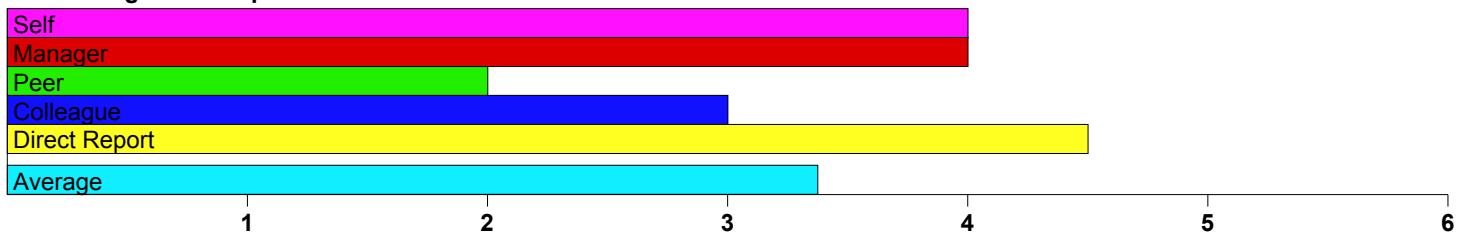
Influencing



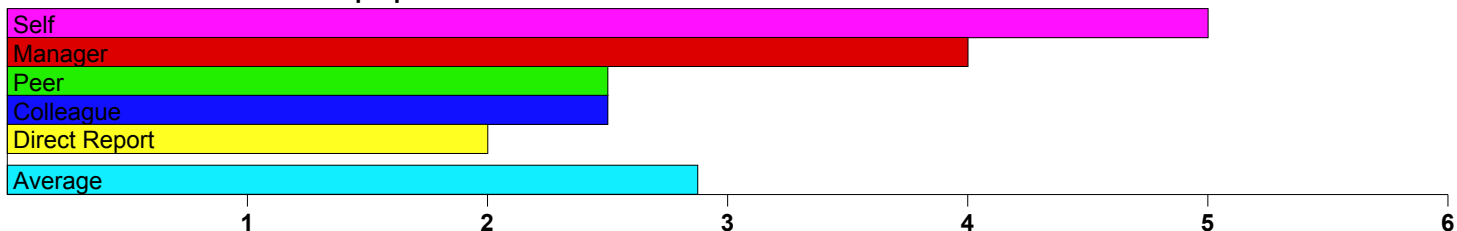
8. Supports the balance between work and personal lives



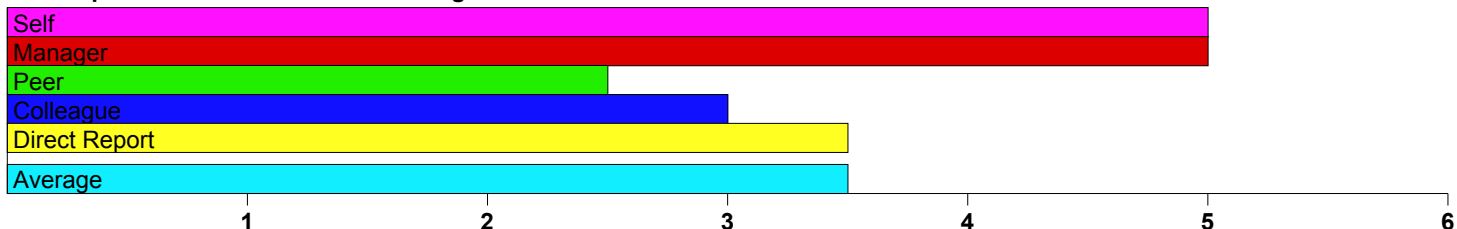
14. Sets a good example for others



23. Transmits a clear sense of purpose



28. Responds well to the need for change

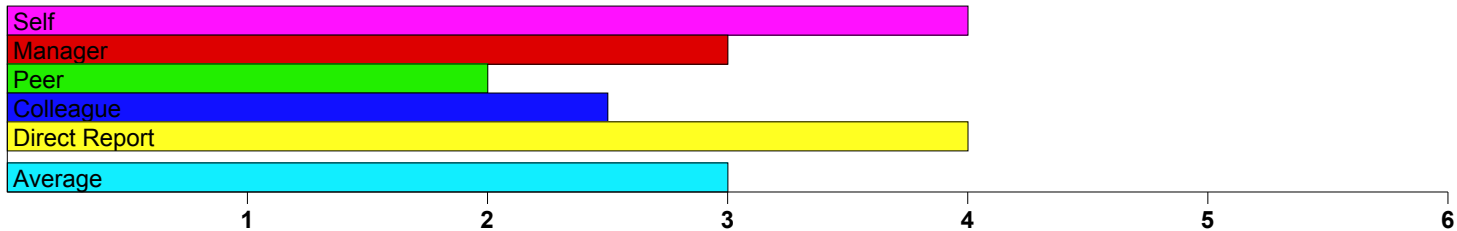


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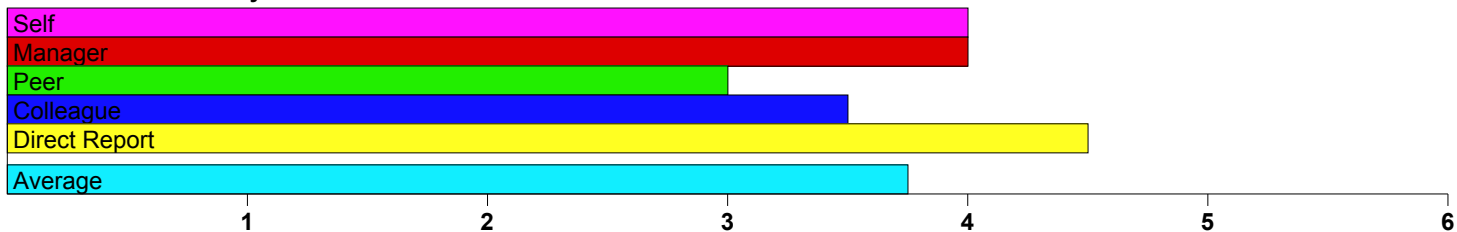
Detailed Information

John Sample

51. Helps others to achieve success



56. Is able to think beyond the immediate

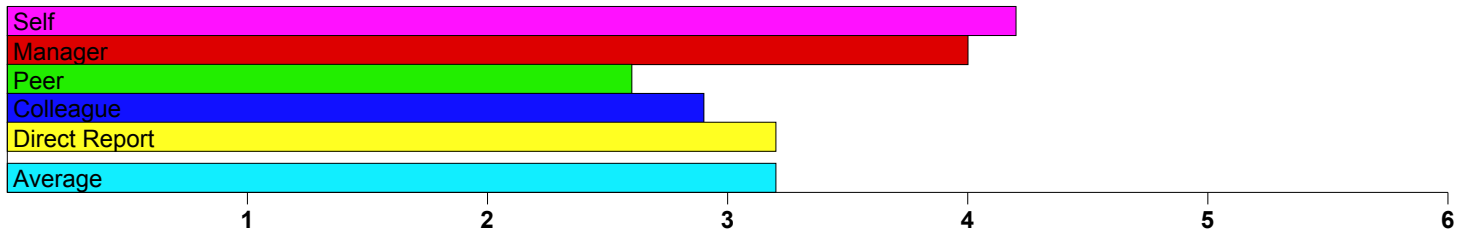


NR - No Reponse AP - Anonymity Protected

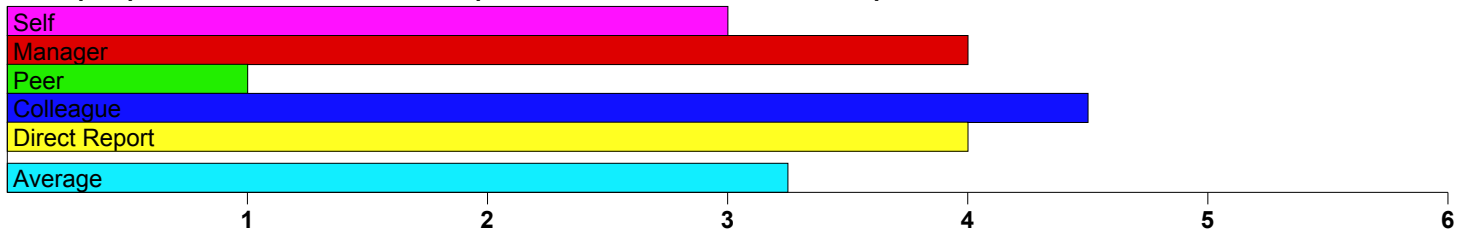
Detailed Information

John Sample

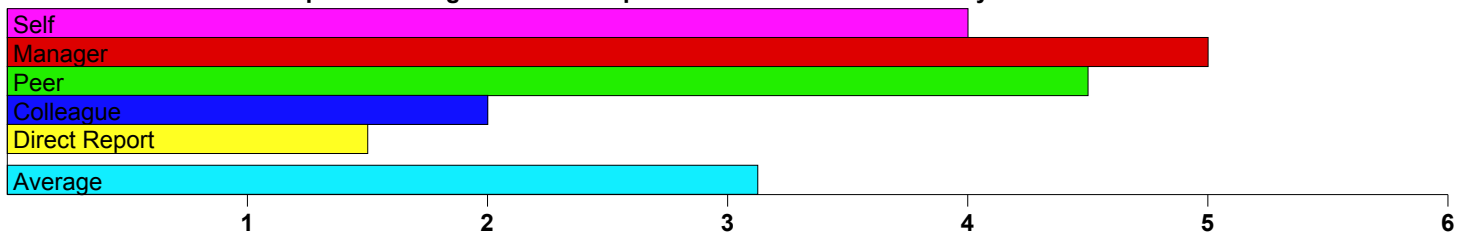
Professional / Functional skills



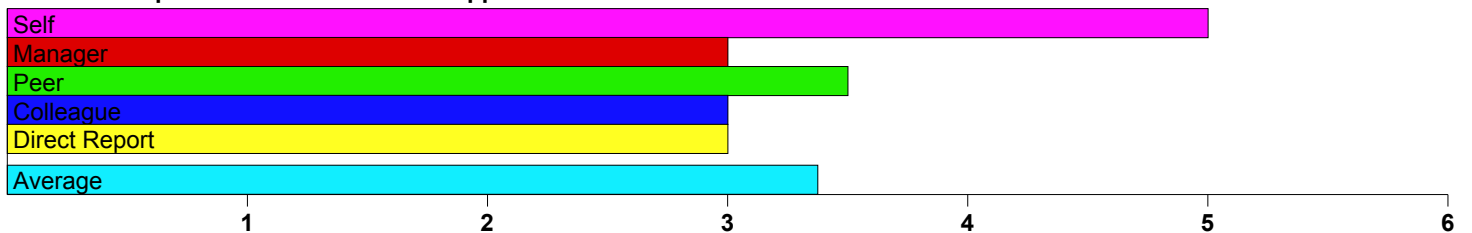
4. Keeps up to date with trends or developments in their own technical discipline



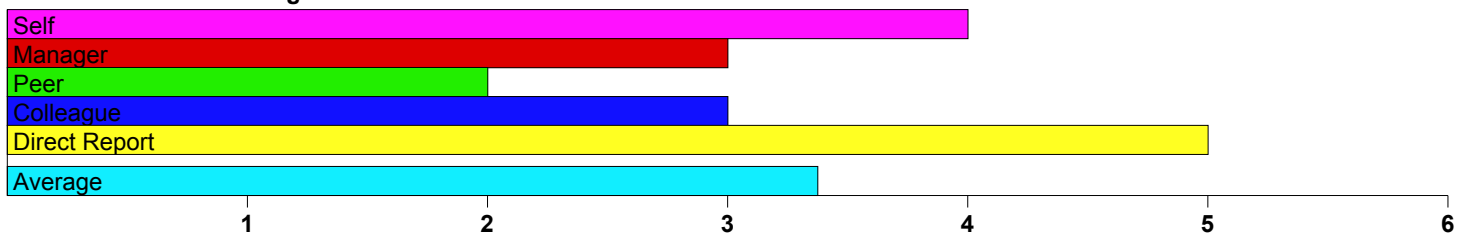
18. Demonstrates an in-depth knowledge of their own professional / functional activity



27. Provides professional / functional support to others



33. Demonstrates due regard for costs

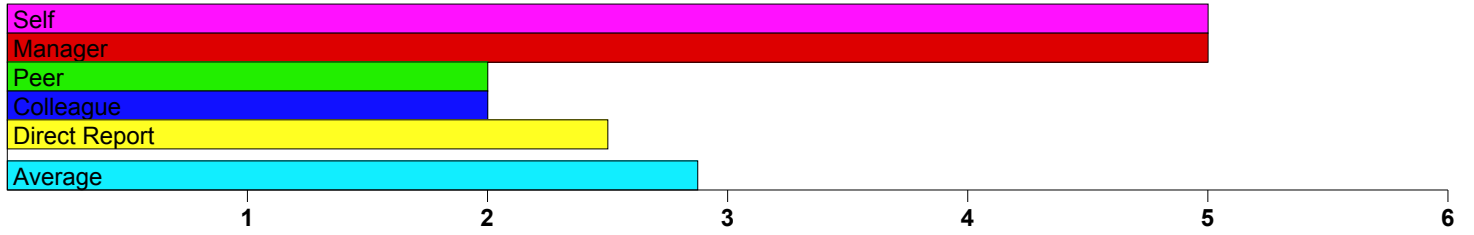


NR - No Reponse AP - Anonymity Protected

Detailed Information

John Sample

49. Discusses technical matters in words you can understand

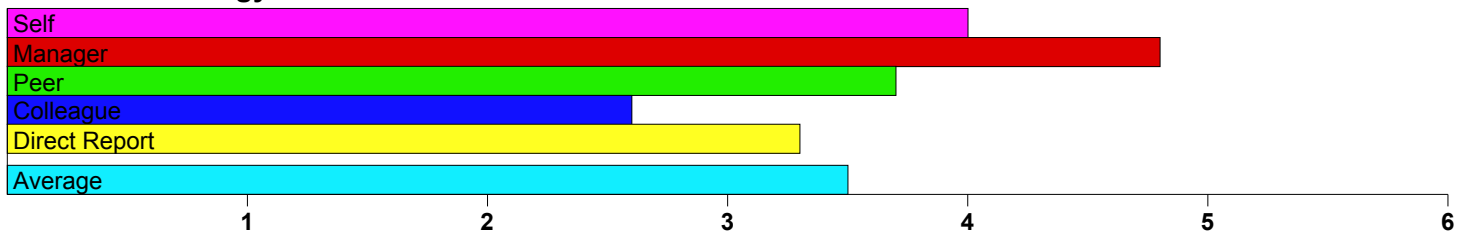


NR - No Reponse AP - Anonymity Protected

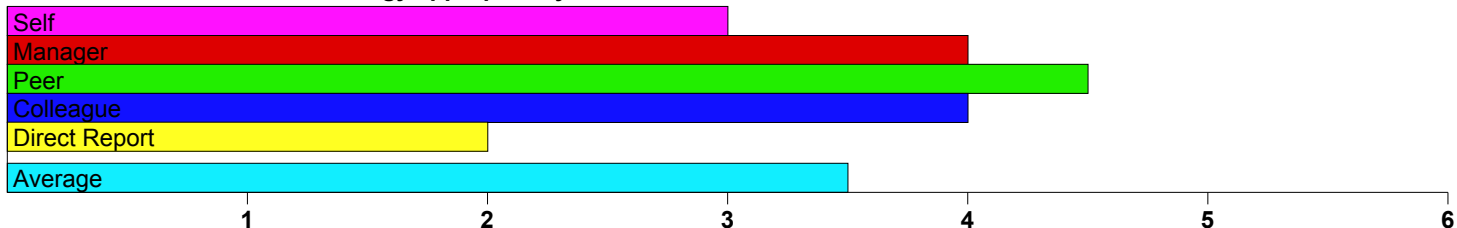
Detailed Information

John Sample

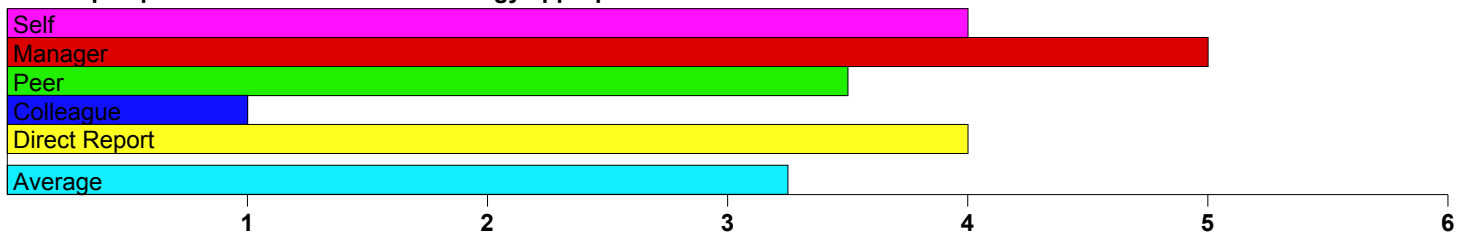
Use of Technology



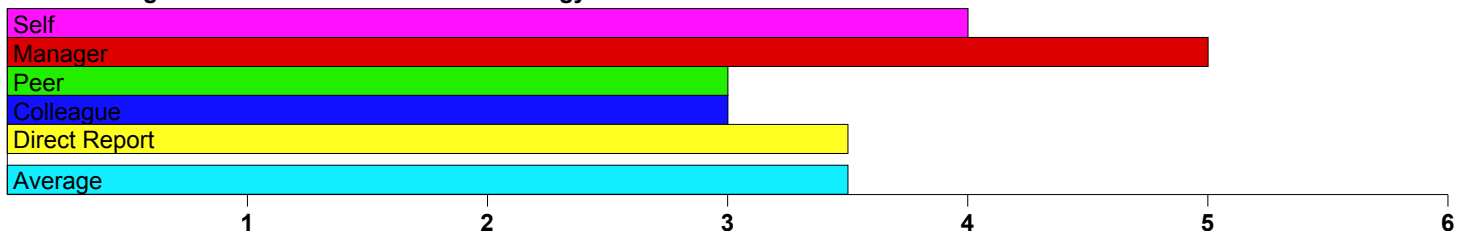
7. Uses communication technology appropriately



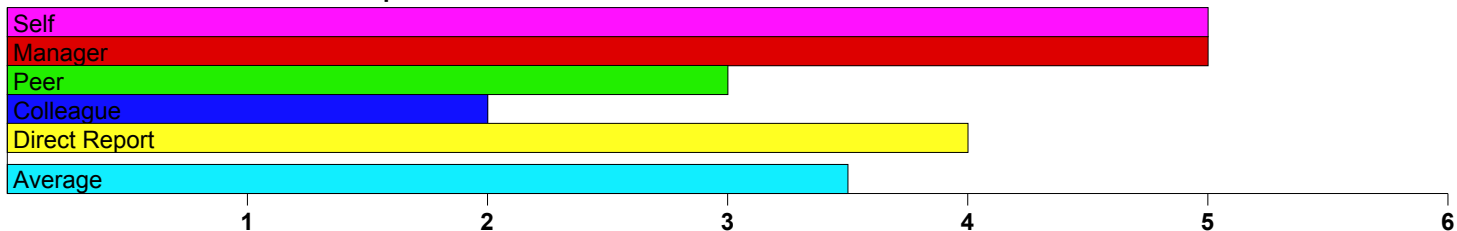
13. Keeps up to date on business technology appropriate to their work



34. Encourages others to use business technology



43. Seeks advice when technical problems occur

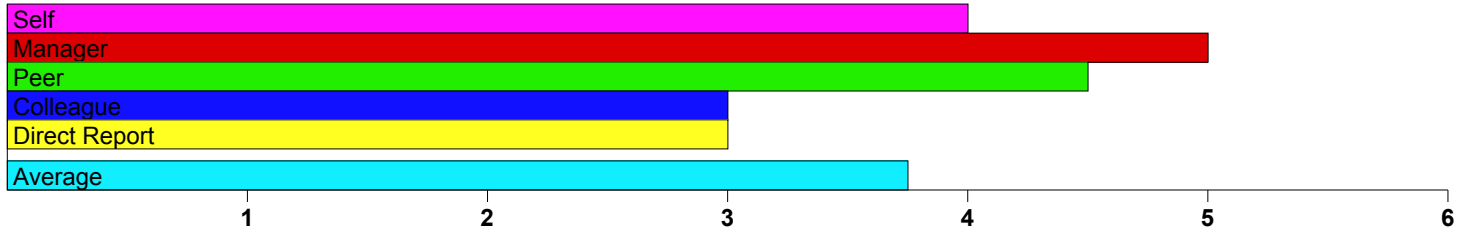


NR - No Reponse AP - Anonymity Protected

Detailed Information

John Sample

52. Embraces technical change in their part of the business



NR - No Reponse AP - Anonymity Protected

Highest Rated Behaviours - Self

You identified the following 5 behaviours as your highest rated. They are rank ordered so that the first item is your highest rated behaviour. As such, you should consider ways to continue leveraging these behaviours as strengths.

Score	Behaviour	Element
5.00	Inspires confidence in the value of his / her argument	Persuading
5.00	Presents clear arguments	Persuading
5.00	Shows the ability to influence people not under his / her direct control	Persuading
5.00	Builds co-operative relationships with immediate colleagues	Networking and Relating
5.00	Deals with people diplomatically	Networking and Relating

Highest Rated Behaviours - Manager

The following 5 behaviours were identified as your highest rated. They are rank ordered so that the first item is perceived to be your highest rated behaviour. As such, you should consider ways to continue leveraging these behaviours as strengths.

Score	Behaviour	Element
6.00	Uses his / her time effectively	Planning and Organising
5.00	Produces new ideas	Decision Making
5.00	Identifies problems at their early stages	Problem Solving
5.00	Demonstrates an in-depth knowledge of their own professional / functional activity	Professional / Functional skills
5.00	Discusses technical matters in words you can understand	Professional / Functional skills

Highest Rated Behaviours - Peer

The following 5 behaviours were identified as your highest rated. They are rank ordered so that the first item is perceived to be your highest rated behaviour. As such, you should consider ways to continue leveraging these behaviours as strengths.

Score	Behaviour	Element
5.00	Produces new ideas	Decision Making
5.00	Answers questions specifically and to the point	Communication
4.50	Demonstrates an in-depth knowledge of their own professional / functional activity	Professional / Functional skills
4.50	Uses his / her time effectively	Planning and Organising
4.50	Uses communication technology appropriately	Use of Technology

Highest Rated Behaviours - Colleague

The following 5 behaviours were identified as your highest rated. They are rank ordered so that the first item is perceived to be your highest rated behaviour. As such, you should consider ways to continue leveraging these behaviours as strengths.

Score	Behaviour	Element
5.00	Checks to ensure plans are on course	Planning and Organising
5.00	Behaves honestly and ethically	Networking and Relating
5.00	Shares credit and recognition for accomplishments	Teamworking
4.50	Works hard to deliver what is needed	Drive / Self Motivation
4.50	Makes good use of available information	Decision Making

Highest Rated Behaviours - Direct Report

The following 5 behaviours were identified as your highest rated. They are rank ordered so that the first item is perceived to be your highest rated behaviour. As such, you should consider ways to continue leveraging these behaviours as strengths.

Score	Behaviour	Element
5.00	Demonstrates high personal standards	Drive / Self Motivation
5.00	Demonstrates due regard for costs	Professional / Functional skills
4.50	Completes work within an agreed time frame	Planning and Organising
4.50	Considers sufficient options before making a decision	Decision Making
4.50	Is able to think beyond the immediate	Influencing

Highest Rated Behaviours - All Raters

The following 5 behaviours were identified as your highest rated. They are rank ordered so that the first item is perceived to be your highest rated behaviour. As such, you should consider ways to continue leveraging these behaviours as strengths. These scores are the average over all the respondents excluding yourself.

Score	Behaviour	Element
4.14	Shares credit and recognition for accomplishments	Teamworking
4.14	Behaves honestly and ethically	Networking and Relating
4.00	Knows the right person to contact	Networking and Relating
4.00	Demonstrates high personal standards	Drive / Self Motivation
4.00	Answers questions specifically and to the point	Communication

Lowest Rated Behaviours - Self

You identified the following 5 behaviours as your lowest rated. They are rank ordered so that the first item is your lowest rated behaviour. As such, you should consider practicing these behaviours more frequently and helping others understand and value when you do demonstrate these behaviours.

Score	Behaviour	Element
3.00	Makes judgements logically	Decision Making
3.00	Negotiates solutions to differences of opinion fairly	Persuading
3.00	Works hard to deliver what is needed	Drive / Self Motivation
3.00	Keeps up to date with trends or developments in their own technical discipline	Professional / Functional skills
3.00	Uses his / her time effectively	Planning and Organising

Lowest Rated Behaviours - Manager

The following 5 behaviours were identified as your lowest rated. They are rank ordered so that the first item is perceived to be your lowest rated behaviour. As such, you should consider practicing these behaviours more frequently and helping others understand and value when you do demonstrate these behaviours.

Score	Behaviour	Element
3.00	Makes judgements logically	Decision Making
3.00	Considers sufficient options before making a decision	Decision Making
3.00	Shares credit and recognition for accomplishments	Teamworking
3.00	Is open and shares information	Teamworking
3.00	Supports the team's objectives	Teamworking

Lowest Rated Behaviours - Peer

The following 5 behaviours were identified as your lowest rated. They are rank ordered so that the first item is perceived to be your lowest rated behaviour. As such, you should consider practicing these behaviours more frequently and helping others understand and value when you do demonstrate these behaviours.

Score	Behaviour	Element
1.00	Keeps up to date with trends or developments in their own technical discipline	Professional / Functional skills
1.00	Sets clear objectives	Planning and Organising
1.00	Seeks information required by him / herself	Communication
1.00	Seeks to resolve areas of conflict	Networking and Relating
1.00	Supports other team members	Teamworking

Lowest Rated Behaviours - Colleague

The following 5 behaviours were identified as your lowest rated. They are rank ordered so that the first item is perceived to be your lowest rated behaviour. As such, you should consider practicing these behaviours more frequently and helping others understand and value when you do demonstrate these behaviours.

Score	Behaviour	Element
1.00	Supports the balance between work and personal lives	Influencing
1.00	Writes in a clear concise style	Communication
1.00	Presents ideas and information in a well organised manner	Communication
1.00	Is open and shares information	Teamworking
1.00	Keeps up to date on business technology appropriate to their work	Use of Technology

Lowest Rated Behaviours - Direct Report

The following 5 behaviours were identified as your lowest rated. They are rank ordered so that the first item is perceived to be your lowest rated behaviour. As such, you should consider practicing these behaviours more frequently and helping others understand and value when you do demonstrate these behaviours.

Score	Behaviour	Element
1.50	Writes in a clear concise style	Communication
1.50	Demonstrates an in-depth knowledge of their own professional / functional activity	Professional / Functional skills
2.00	Uses communication technology appropriately	Use of Technology
2.00	Makes judgements logically	Decision Making
2.00	Makes sound decisions under pressure	Decision Making

Lowest Rated Behaviours - All Raters

The following 5 behaviours were identified as your lowest rated. They are rank ordered so that the first item is perceived to be your lowest rated behaviour. As such, you should consider practicing these behaviours more frequently and helping others understand and value when you do demonstrate these behaviours. These scores are the average over all the respondents excluding yourself.

Score	Behaviour	Element
2.29	Makes judgements logically	Decision Making
2.29	Supports the balance between work and personal lives	Influencing
2.29	Writes in a clear concise style	Communication
2.29	Is open and shares information	Teamworking
2.43	Sets clear objectives	Planning and Organising

Introduction to Open Ended Comments Summary

You and your respondents also had the opportunity to write comments on your performance.

These comments have been quoted verbatim.

Open Ended Comments Summary

What is the area I would most like this person to change?

Self:

First set of open ended questions

Manager:

Sample Text

Others:

Sample Text

Open Ended Comments Summary

What do I admire most about this person's work?

Self:

Second set of open ended questions

Manager:

Sample Text

Others:

Sample Text

Personal Development Plan

Overview

In which competencies am I strongest?

In which competencies am I least effective?

Personal Development Plan Cont.

Detailed Competency Ratings

What feedback did you expect? Make a note of anything that surprised you in the feedback you received.

Are there any areas where your own view is particularly different from your respondents? If so, what are they?

Is there one group of respondents which consistently rates you higher or lower than other groups? Why do you think this is the case?

Open Ended Questions

How do the comments reinforce the ratings you have received?

Personal Development Plan Cont.

Development Plan Information
Development Item:
Area for development:
How will this be addressed:
What support will be required?(materials, people, budget etc):
Target completion date:
Target review date: