360 BESPOKE

360 DEGREE FEEDBACK REPORT

11/03/2013

Leadership

Thomas Sample Report

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Introduction

This confidential 360 degree feedback report provides you with a detailed analysis of the information received from the individuals who have completed the 360 questionnaire.

Relationship	Minimum	Completed
Self	1	1
Manager	1	1
Team	5	5
Peer	0	0
Customer	0	0

If the number of responses that were completed are less than the minimum number, then the validity of this report is reduced and we would recommend further feedback.

This report provides you with a summary of the scores from your line manager and those respondents who have responded to the online 360 degree feedback questionnaire. These scores are summarised for each of the following 10 competencies:

Coaching for Performance
People Management
Decision Making & Judgement
Analysis and Planning
Effective Communication
Decisive Team Leadership
Initiative & Taking Ownership
Builds Relationships
Impact and Influence
Business Focus

The analysis of the 50 statements linked to the above identifies the average rating for each competency (including and excluding self) and shows the range of scores that were given to you.

In addition, information is presented graphically and displays the top and bottom five statements to identify your strengths and areas for development.

You can also compare the degree of variation of the importance ranking of competencies with your colleagues.

Primary objectives of the report

Single sourced feedback is rarely comprehensive enough to be regarded as good quality. Where staff are regarded as empowered to do their own jobs and interact with others, managers are regarded as the 'coach' to help and guide staff to a higher performance, and so single-sourced feedback is often considered inadequate.

360 degree feedback is becoming increasingly popular in linking good quality feedback with improved performance and as an essential part of personal development. The purpose of 360 degree feedback is to take feedback one step further and to involve a variety of people in the process. It is important to remember that respondents have not all been trained to review performance and therefore you need to remain reasonably detached and identify trends and consistencies within the data.

The purpose of 360 degree feedback

- To develop an awareness of your perceived behaviour within the workplace.
- To focus on changes that you may need to make in order to be more effective.
- To provide you with information that will allow you to build upon what you do well.
- To allow you the opportunity to explore the reasons for the scoring.
- To pave the way for you to take action.
- To give you the opportunity to take responsibility for your own development.

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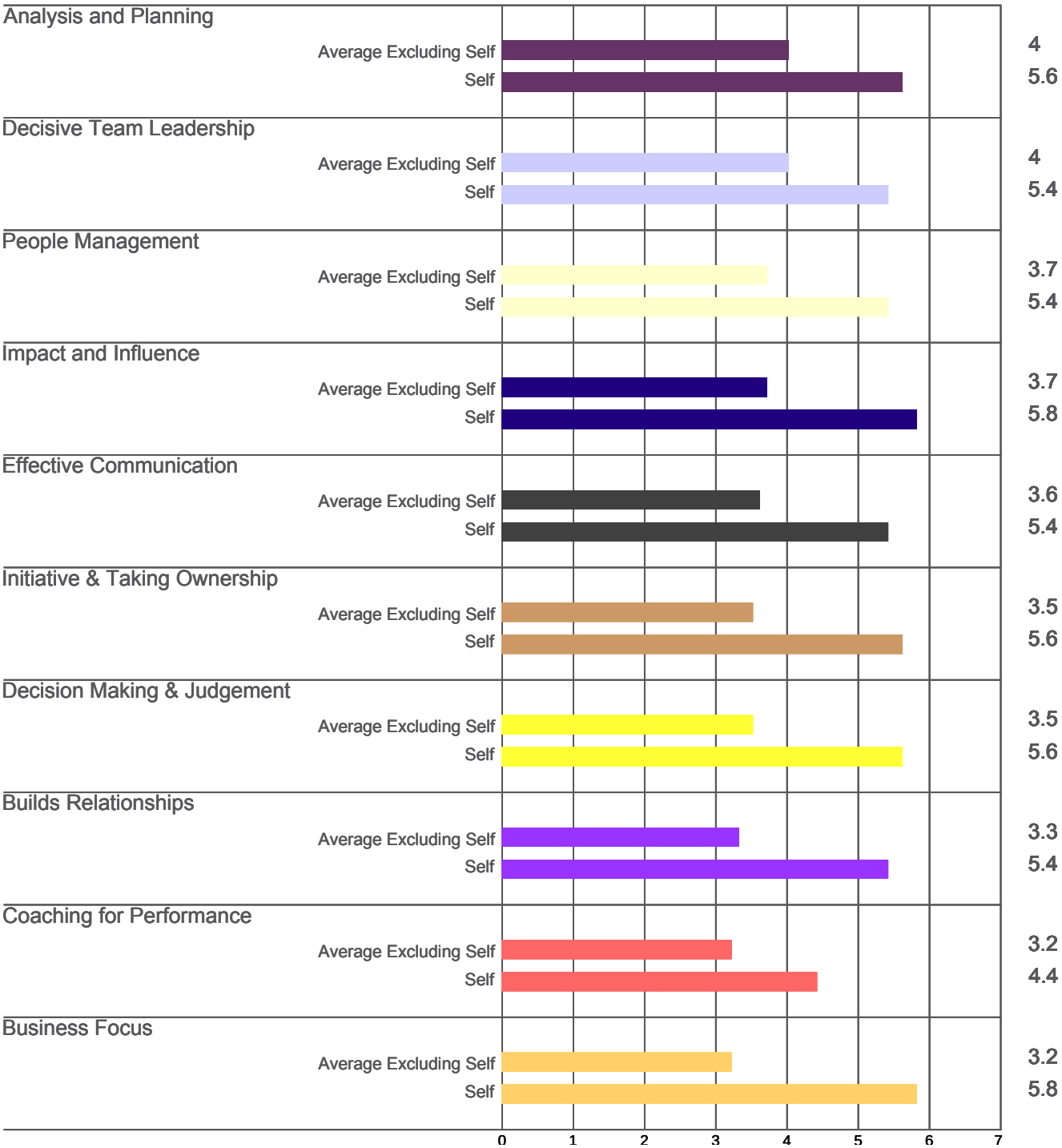
Averages for competencies

The table below summarises the scores of your 360 feedback against each of the competencies. The higher the score the greater the perception that you display the behaviour.



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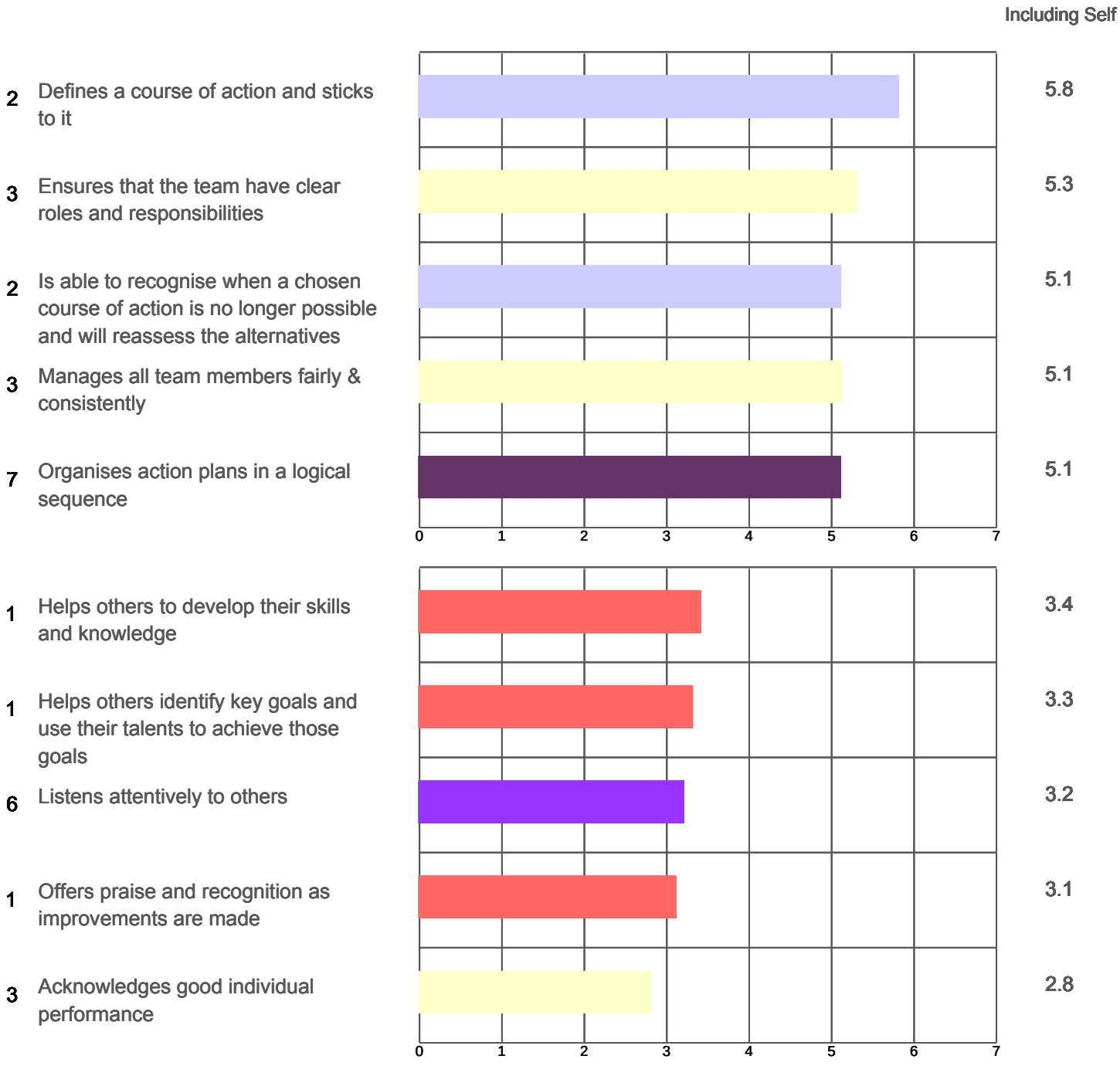
A graph of the top 5 and bottom 5 statement averages

The numbers on the left hand side of the statement relate to the competency colour code.



The higher the score on the feedback, the greater the behaviour on the competency.

Competency Codes

- 1 - Coaching for Performance
- 2 - Decisive Team Leadership
- 3 - People Management
- 4 - Initiative & Taking Ownership
- 5 - Decision Making & Judgement
- 6 - Builds Relationships
- 7 - Analysis and Planning
- 8 - Impact and Influence
- 9 - Effective Communication
- 10 - Business Focus

Summary of the level of importance of each competency for job role

The following table summarises how you rate the importance of the competency for your job role. You will also see how your perception compares with other people that have given you feedback.

It is worth obtaining further clarity where there are significant differences between the top scores that are highlighted in yellow.

Competency	How important is this to my role Ranking 1 = Most Important 10 = Least Important				How well I demonstrate this Rating 7 = High 1 = Low
	Self	Manager	Team	Avg	
Decisive Team Leadership	3	1	1	2.1	4.0
Business Focus	2	4	9	4.3	3.2
Analysis and Planning	1	8	3	4.4	4.0
Decision Making & Judgement	6	3	5	4.9	3.5
People Management	8	2	7	5.4	3.7
Coaching for Performance	7	6	2	5.6	3.2
Impact and Influence	4	5	10	5.7	3.7
Initiative & Taking Ownership	5	7	6	6.0	3.5
Builds Relationships	10	9	4	8.2	3.3
Effective Communication	9	10	7	8.4	3.6

Ranking and Rating Comparison

- Compare the Competency Rankings with your Competency Ratings. Your ratings are shown in the far right-hand column. The highest ranking competencies are at the top of the table.
- High ranking competencies alongside high rating indicates your key behaviours are well matched with the priorities in your current job role.
- Low ratings alongside high rankings may indicate potentially high priority development areas.

Ranking Differences

- Cells highlighted in yellow indicate areas with greatest difference in priority ranking between self and other respondent groups.
- Areas with large differences between ranking of competencies between yourself and other respondents often indicate a need to discuss the priorities of your role with those whom you work alongside.
- Large differences often indicate potential areas of tension or misunderstanding.

Ratings against each of the 10 competencies

Explanation of the following tables

Each of the competencies has been broken down into statements, which you have received feedback on during the questionnaire.

In the example below each statement has a summary of the distribution of scores from yourself, your manager, peers and team.

Respondents have rated the statements based on their observations as follows:

7 - Great Deal (High) - the participant is exceptional and can be considered as a role-model in this area.
4 - Meets Expectations - the participant is meeting the expected standard for their role.
1 - Not Much (Low) - the participant needs considerable support or development in this area.
Not Observed/Not Applicable - the participant does not have the opportunity to demonstrate this skill, or, if it is not applicable to their role. In the tables that follow, this column is labelled "Not Observed".

Each statement is given an average rating and each competency has an overall rating score.

1. Where "Not Observed" has been highlighted it is excluded when calculating the average score.
2. The average rating for each group is displayed to one decimal place.
3. The statement average is the calculated true average rating of each group, i.e weighted average.
4. The competency average is calculated from the true statement averages (2).If a statement is not observed by anybody then it is not included in the competency average.

Helps others to develop their skills and knowledge

	Not Observed (1)	Not Much 1	2	3	4	5	6	Great Deal 7	Range	Average
Self							1			6.0
Manager						1				5.0 (2)
Peer					1	1			4 to 5	4.5
Team						1		1	5 to 7	6.0

Average Rating Excluding Self 5.2 Average Rating Including Self 5.4

(3)

	Excluding Self	Including Self
Overall Rating on Competency	4.3	4.4 (4)

Coaching for Performance

The ability to help others achieve more through feedback, instruction & encouragement

Helps others to develop their skills and knowledge										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self					1					4.0
Manager				1						3.0
Team				4	1				3 to 4	3.2

Average Rating Excluding Self 3.1 Average Rating Including Self 3.4

Highlights strengths and weaknesses by giving specific examples										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Team			2		2	1			2 to 5	3.4

Average Rating Excluding Self 3.7 Average Rating Including Self 4.1

Helps others identify key goals and use their talents to achieve those goals										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self					1					4.0
Manager				1						3.0
Team			2	2	1				2 to 4	2.8

Average Rating Excluding Self 2.9 Average Rating Including Self 3.3

Models a high performance work ethic & constant self-improvement										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Team			2		2	1			2 to 5	3.4

Average Rating Excluding Self 3.7 Average Rating Including Self 4.1

Offers praise and recognition as improvements are made										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self					1					4.0
Manager			1							2.0
Team				4		1			3 to 5	3.4

Average Rating Excluding Self 2.7 Average Rating Including Self 3.1

	Excluding Self	Including Self
Overall Rating on Competency	3.2	3.6

Decisive Team Leadership

The ability to lead a team by using knowledge, experience and expertise to make rapid and effective decisions

Recognises and responds to how the team is feeling									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Team		2		2	1				1 to 4	2.4

Average Rating Excluding Self 3.2 Average Rating Including Self 3.8

Defines a course of action and sticks to it									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self								1		7.0
Manager							1			6.0
Team				1	1	3			3 to 5	4.4

Average Rating Excluding Self 5.2 Average Rating Including Self 5.8

Is able to recognise when a chosen course of action is no longer possible and will reassess the alternatives									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Team				1	2	2			3 to 5	4.2

Average Rating Excluding Self 4.6 Average Rating Including Self 5.1

Makes appropriate decisions swiftly									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1						3.0
Team				2		3			3 to 5	4.2

Average Rating Excluding Self 3.6 Average Rating Including Self 4.1

Absorbs a lot of information relating to their team									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self					1					4.0
Manager				1						3.0
Team				2	2	1			3 to 5	3.8

Average Rating Excluding Self 3.4 Average Rating Including Self 3.6

	Excluding Self	Including Self
Overall Rating on Competency	4.0	4.5

People Management

The ability to understand people and their motivations, build good relationship with them and achieve results through the efforts of others as well as your own

Ensures that the team have clear roles and responsibilities									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							1			6.0
Team				2	2	1			3 to 5	3.8

Average Rating Excluding Self 4.9 Average Rating Including Self 5.3

Agrees clear objectives for team members									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1						3.0
Team			1	2	2				2 to 4	3.2

Average Rating Excluding Self 3.1 Average Rating Including Self 3.7

Achieves results through co-operation and collaboration									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Team			2	1	1	1			2 to 5	3.2

Average Rating Excluding Self 3.6 Average Rating Including Self 4.4

Manages all team members fairly & consistently									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Team				1	2	2			3 to 5	4.2

Average Rating Excluding Self 4.6 Average Rating Including Self 5.1

Acknowledges good individual performance									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self					1					4.0
Manager			1							2.0
Team		2	1	1		1			1 to 5	2.4

Average Rating Excluding Self 2.2 Average Rating Including Self 2.8

	Excluding Self	Including Self
Overall Rating on Competency	3.7	4.3

Initiative & Taking Ownership

Takes on responsibility and accountability for tasks and actions

Looks for opportunities to help move a project along									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Team			1	1	3				2 to 4	3.4

Average Rating Excluding Self 3.2 Average Rating Including Self 4.1

Knows when discussions needs to turn to action									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Team				3	1	1			3 to 5	3.6

Average Rating Excluding Self 3.3 Average Rating Including Self 4.2

Knows when to take initiative and when to ask for support									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Team			2	2		1			2 to 5	3.0

Average Rating Excluding Self 4.0 Average Rating Including Self 4.7

Proactively suggests areas for change in their work area									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Team			2	2		1			2 to 5	3.0

Average Rating Excluding Self 3.5 Average Rating Including Self 4.0

Tries different and new ways to deal with problems & opportunities									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1						3.0
Team				2	2	1			3 to 5	3.8

Average Rating Excluding Self 3.4 Average Rating Including Self 3.9

	Excluding Self	Including Self
Overall Rating on Competency	3.5	4.2

Decision Making & Judgement

Makes timely, informed decision that takes into account the facts, goals, constraints and risks

Makes necessary decisions even when there is limited information									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Team			1	1	3				2 to 4	3.4

Average Rating Excluding Self 3.2 Average Rating Including Self 4.1

Balances emotion and logic when making a decision									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Team				3	1	1			3 to 5	3.6

Average Rating Excluding Self 3.3 Average Rating Including Self 4.2

Weighs up pros and cons of each option before making a decision									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Team			2	2		1			2 to 5	3.0

Average Rating Excluding Self 4.0 Average Rating Including Self 4.7

Asks questions to ensure they have enough information to make a decision									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Team			2	2		1			2 to 5	3.0

Average Rating Excluding Self 3.5 Average Rating Including Self 4.0

Makes decisions independently									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1						3.0
Team				2	2	1			3 to 5	3.8

Average Rating Excluding Self 3.4 Average Rating Including Self 3.9

	Excluding Self	Including Self
Overall Rating on Competency	3.5	4.2

Builds Relationships

The ability to build rapport and maintain long term relationships

Listens attentively to others	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self					1					4.0
Manager			1							2.0
Team				2	3				3 to 4	3.6

Average Rating Excluding Self 2.8 Average Rating Including Self 3.2

Expresses support and positive feedback to others	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self						1				5.0
Manager			1							2.0
Team				2	3				3 to 4	3.6

Average Rating Excluding Self 2.8 Average Rating Including Self 3.5

Builds rapport quickly with others	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Team				2	3				3 to 4	3.6

Average Rating Excluding Self 3.8 Average Rating Including Self 4.5

Communicates easily with Senior Managers	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Team			1	2	2				2 to 4	3.2

Average Rating Excluding Self 3.1 Average Rating Including Self 4.1

Builds relationships easily	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Team			2	1	1	1			2 to 5	3.2

Average Rating Excluding Self 4.1 Average Rating Including Self 4.7

	Excluding Self	Including Self
Overall Rating on Competency	3.3	4.0

Analysis and Planning

The ability to take in a range of information, think things through logically and plan for the future

Organises action plans in a logical sequence									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							1			6.0
Team			1	2	1	1			2 to 5	3.4

Average Rating Excluding Self 4.7 Average Rating Including Self 5.1

Manages their time effectively to ensure tasks are completed on time									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1							2.0
Team			1	1	3				2 to 4	3.4

Average Rating Excluding Self 2.7 Average Rating Including Self 3.8

Adjusts plan according to monitoring results & changing priorities									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Team			2	2		1			2 to 5	3.0

Average Rating Excluding Self 3.5 Average Rating Including Self 4.0

Is able to say "no" when needed									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							1			6.0
Team			2	2	1				2 to 4	2.8

Average Rating Excluding Self 4.4 Average Rating Including Self 4.9

Checks work to ensure accuracy and completeness									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager							1			6.0
Team				3	1	1			3 to 5	3.6

Average Rating Excluding Self 4.8 Average Rating Including Self 4.9

	Excluding Self	Including Self
Overall Rating on Competency	4.0	4.5

Impact and Influence

The ability to make others listen and understand what you are saying and persuade them into following a course of action using both emotional and rational arguments

Adapts style to influence others										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Team			1	2	1	1			2 to 5	3.4

Average Rating Excluding Self 4.2 Average Rating Including Self 4.8

Demonstrates self-confidence and belief										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							1			6.0
Team			2	1	2				2 to 4	3.0

Average Rating Excluding Self 4.5 Average Rating Including Self 5.0

Establishes credibility quickly in order to influence										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Team			1	1	3				2 to 4	3.4

Average Rating Excluding Self 3.2 Average Rating Including Self 4.1

Is aware of the impact of self on other people										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Team				2	3				3 to 4	3.6

Average Rating Excluding Self 3.8 Average Rating Including Self 4.2

Is good at reading the audience and adapting their style accordingly										
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Team			4			1			2 to 5	2.6

Average Rating Excluding Self 2.8 Average Rating Including Self 3.9

	Excluding Self	Including Self
Overall Rating on Competency	3.7	4.4

Effective Communication

The ability to communicate well and put across your thoughts and ideas through a variety of communication methods

Chooses the appropriate method of communication for the situation									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Team			2	1	1	1			2 to 5	3.2

Average Rating Excluding Self 3.6 Average Rating Including Self 4.4

Is an articulate verbal communicator									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1						3.0
Team				2	3				3 to 4	3.6

Average Rating Excluding Self 3.3 Average Rating Including Self 3.9

Listens actively without interrupting									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager			1							2.0
Team			1	1	3				2 to 4	3.4

Average Rating Excluding Self 2.7 Average Rating Including Self 3.5

Knows when and how to express emotion									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Team				3	1	1			3 to 5	3.6

Average Rating Excluding Self 3.8 Average Rating Including Self 4.5

Confirms understanding by paraphrasing or summarising what others have said									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager						1				5.0
Team				2	2	1			3 to 5	3.8

Average Rating Excluding Self 4.4 Average Rating Including Self 4.6

	Excluding Self	Including Self
Overall Rating on Competency	3.6	4.2

Business Focus

The ability to take action and make a decision based on a good understanding of the current or future needs of the organisation

Reviews their own objectives to ensure that they are in line with the organisation's goals									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Team				2	3				3 to 4	3.6

Average Rating Excluding Self 3.8 Average Rating Including Self 4.5

Monitors their teams activity to make sure it is in line with the organisation's goals									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Team				3	1	1			3 to 5	3.6

Average Rating Excluding Self 3.8 Average Rating Including Self 4.5

Emphasises performance and delivery of outcomes									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Team			1	3		1			2 to 5	3.2

Average Rating Excluding Self 3.1 Average Rating Including Self 4.1

Understands the priorities for their role									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager			1							2.0
Team			2	1	1	1			2 to 5	3.2

Average Rating Excluding Self 2.6 Average Rating Including Self 3.4

Remains focused on achieving outcomes									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1							2.0
Team			1	2	1	1			2 to 5	3.4

Average Rating Excluding Self 2.7 Average Rating Including Self 3.8

	Excluding Self	Including Self
Overall Rating on Competency	3.2	4.1

Qualitative Section - Questions

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasised, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

What two strengths do you perceive this participant to display, and how have you observed them being demonstrated in the workplace?

- I think I am respected for my knowledge Adaptability and commitment
- Organised and thorough approach to the job John has a great skill in seeing what the problem is and coming up with a neat solution
- He is a very organised person and won't be deflected from what he is focussed on Is highly principled and has high standards
- High level of knowledge Confident, focussed on maintaining a high standard
- John brings a wealth of experience and knowledge of IT issues John is very self-assured in his ability and knowledge and experience. This conveys confidence in his ability to solve problems
- John is very good at assessing a situation Very analytical, balances risk well
- John is good at probing to get to the bottom of the problem Very good at seeing the big picture

Qualitative Section - Questions

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What two areas do you believe the participant could develop to make them more effective within the organisation?

- I need to prioritise tasks Nothing I can think of
- He should try to be more responsive to queries and offer solutions more quickly I don't feel he likes working with a team
- Needs to be more flexible Works too hard and drives himself, he ought to learn to say "no" more often
- John needs to involve the team more in discussing how to address issues Needs to take other people's view into account
- John tends to accept deadlines that are impossible to meet John sets very high standards and can be highly critical if others do not match up to them
- Needs to communicate more, he thinks he has told everyone but frequently hasn't John is a bit of a loner, would be nice to see him come out of his office more
- Tends to see his way is the best way Not a great communicator

Personal Development Plan

Record your development needs and goals.

Use this page to outline your key development objectives identified as a result of your 360 report.

Competence	
Development need	
How to achieve this	
Target date	

Competence	
Development need	
How to achieve this	
Target date	

Competence	
Development need	
How to achieve this	
Target date	

Notes