

360 FEEDBACK REPORT

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Printed on: October 2008



CONSULTING
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MAKING THE MOST OF YOUR REPORT

SOURCE COUNT

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THE QUESTIONNAIRE

This 360 personal report is based on the questionnaires completed by you and those from whom you sought feedback. The questionnaire sought ratings against a number of behaviors, and a limited number of narrative responses. The behaviors were grouped into a number of Competencies. Respondents to the questionnaire were asked to rate each behavior using the following scale:

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Tend to disagree
- 4 – Tend to agree
- 5 – Agree
- 6 – Strongly agree
- N – Not rated

Note: Perceptions are not facts. As you read through the report remember that the ratings reflect perceptions. Perceptions are subjective. Your ratings should not be regarded as objective facts.

You will gain more from discussing the ratings with your manager and, later, your other feedback providers than from trying to interpret them in isolation. Avoid the trap of interpreting them out of context.

This report provides you both detailed and summary information. It is important to take notice of the individual ratings that build up the averages. A strong 'positive' perception by one person may be cancelled out by the strong 'negative' perception of someone else. The implications, of course, are quite different than if both people gave the same mid range rating. Instances of wide variations in reports' perceptions are highlighted.

You may gain additional insights by paying attention to the differences between the ratings you gave yourself and the ratings others gave to you.

The report includes advice on how to work through the feedback, how to understand and work with each section, and how to turn your feedback into action. Please take this process very seriously. Others have given up valuable time to give you feedback and will expect you to handle it sensitively and genuinely to seek to improve your performance. If you do not do this, not only have you wasted your time and their time, but you will also damage the process for others.

This report presents your feedback data in a number of different ways. Each way is explained briefly below. More details of how to understand and work with what you see are provided at the beginning of each section in the report.

SOURCE COUNT

This section reminds you of the number of individuals you nominated to provide feedback in each source type. It also shows how many did so. If a count appears against the category 'Others', this means that fewer than 3 responded in one or more of the categories 'Peers', 'Direct Reports' and 'Customers' and have been merged with another source category(s) to protect anonymity.

BEHAVIOR RANKING

This section presents a rank order listing of the behaviors. The 'group' or 'non-self' average is the average of all scores from each source type except 'self'. The behaviors are rank ordered in descending order based on the 'group' or 'non-self' averages.

GAPS IN PERCEPTION

This section presents indications of your probable self-awareness. It shows the results of comparisons of your self assessments and the ratings collected from others.

RELATIVE STRENGTHS / DEVELOPMENT AREAS

Possible strengths and development areas were identified by examining the average ratings given to each behavior by each source type. Behaviors whose average ratings are relatively high are possible strengths. Behaviors whose average ratings are relatively low are possible development needs.

SUPPORTING COMMENTS

This section presents the narrative responses. These can provide additional information, explain the ratings provided and/or give ideas for your future development.

BEHAVIOR RATINGS

This section presents the average ratings given by your feedback providers for each competency, as well as the individual performance scores order to examine the variance or range of scores.

COMPETENCIES

This section presents the average ratings for groups of related behaviors and therefore provides an overview of how your performance is perceived.

THE QUESTIONNAIRE

This section presents the full questionnaire that was used.

This section presents a high-to-low ranking of the behaviors based on the ratings given by your feedback providers. This can help you to identify your potential strengths and limitations.

Reading the feedback

'Rating' is the average rating given for each behavior.

'S:' identifies your Self Assessment

'G:' stands for 'Group' and identifies that this average rating is based on the ratings given by all your feedback providers (excluding your Self Assessment).

'Count' is the number of ratings that were submitted on the behavior.

'Agreement' is a computed index of agreement.

If all your feedback providers gave the same rating, 'Agreement' = 1.

An agreement score of 0.50 or more indicates good or acceptable agreement. 0.75 or above indicates excellent agreement.

If the agreement is low, you may wish to look at the individual ratings shown in the Behavior Ratings section and think through why your providers have such different perceptions of your display of the behavior.

What to look for

The first few behaviors are those that your feedback providers see as your relative strengths.

Is there any theme in these?

Do you agree?

Are these behaviors that you need in order to achieve your goals and aspirations?

How could you make greater or more effective use of these behaviors?

The last few behaviors are those that your feedback providers see as your relative development needs.

Is there any theme in these?

Do you agree?

Are these behaviors that you need in order to achieve your goals and aspirations?

How could these be inhibiting your performance and/or career; how can you address these potential limitations (e.g., display the behavior more effectively, acquire the skill if you don't have it, avoid the need for this behavior, ...)?

Rating	Count	Agreement	Behavior					
			1	2	3	4	5	6
S:4.0 G:4.6	1 7	0.78	13. Stays calm and constructive even in the face of opposition or hostility					
S:5.0 G:4.6	1 7	0.65	33. Shows awareness of how external events, trends and situations can impact the organization's business					
S:4.0 G:4.4	1 7	0.69	10. Produces work that is accurate and of high quality					
S:5.0 G:4.4	1 7	0.78	32. Displays a good understanding of the organization's business and the industry in which we operate					
S:4.0 G:4.3	1 7	0.74	1. Takes active steps to find about the needs of his/her customers					
S:4.0 G:4.3	1 7	0.74	5. Keeps his/her customers informed about progress on what he/she is doing for them					
S:5.0 G:4.3	1 7	0.69	7. Develops clear, logical and workable plans for him/herself and others					
S:4.0 G:4.3	1 7	0.79	14. Responds to difficulties and obstacles by 'bouncing back'					
S:4.0 G:4.3	1 7	0.69	17. States his/her own position with confidence, yet politely and tactfully					
S:5.0 G:4.3	1 7	0.79	21. Changes course when needed and takes on new tasks at short notice without being 'thrown'					

This section presents indications of your probable self-awareness in relation to each source type from which you received feedback.

Reading the feedback

For each source type, a bar chart and table show the results of a comparison of your self assessments and the ratings provided by your feedback providers in that source type. The bars represent the percentages of occasions on which your self assessment ratings differed significantly (above and below) from those provided by your feedback providers. The longer a bar, the greater the gap between your self perception and your feedback providers' perceptions. The behaviors listed, if any, are those (up to five) that revealed the greatest differences in perception and thus contributed most to the length of the bar.

A table only appears for a source type (e.g. 'Direct reports', 'Peers', ...) if you received sufficient three or more sets of feedback from that source type.


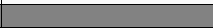
What to look for

If a gap is shown as around 25% or higher, this may indicate a significant shortfall in your self awareness. If so, you may be making assumptions about how others will work with you, communicate with you, speak about you in your absence, etc. If you have any bars like this, look closely, examine the behaviors listed and reflect on whether you have experienced any consequences. Also think about how this might impact you in the future.

Examine the behaviors listed and look for patterns or themes across the behaviors.

Do the same behaviors appear in more than one table? If so, then the gap in perception is more likely to be valid and well known by others.

You & Your Manager(s)

% Behaviors you rated lower	% Behaviors you rated higher
10% 	43% 



Behaviors you rated lower

- 11. Sees tasks through to completion and ensures that queries are resolved
- 13. Stays calm and constructive even in the face of opposition or hostility
- 20. Adjusts his/her approach to the needs of different situations and the various people with whom he/she works
- 2. Goes out of his/her way to respond to his/her customers and deliver according to their requirements

Behaviors you rated higher

- 28. Builds and maintains friendly relationships with those who can help him/her achieve work-related goals
- 33. Shows awareness of how external events, trends and situations can impact the organization's business
- 1. Takes active steps to find about the needs of his/her customers
- 12. Manages his/her own time effectively
- 21. Changes course when needed and takes on new tasks at short notice without being 'thrown'

You & Your Peers

% Behaviors you rated lower	% Behaviors you rated higher
3% 	35% 

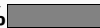

Behaviors you rated lower

- 2. Goes out of his/her way to respond to his/her customers and deliver according to their requirements

Behaviors you rated higher

- 12. Manages his/her own time effectively
- 15. Copes well with differing demands from a variety of customers
- 4. Deals positively with queries or complaints raised by his/her customers
- 7. Develops clear, logical and workable plans for him/herself and others
- 28. Builds and maintains friendly relationships with those who can help him/her achieve work-related goals

You & Your Direct Reports

% Behaviors you rated lower	% Behaviors you rated higher
20% 	3% 

Behaviors you rated lower

- 10. Produces work that is accurate and of high quality
- 17. States his/her own position with confidence, yet politely and tactfully
- 2. Goes out of his/her way to respond to his/her customers and deliver according to their requirements
- 24. Works co-operatively with other people and groups across the business
- 27. Helps out his/her colleagues as much as possible

Behaviors you rated higher

- 38. Systematically breaks down problems - gets to the root causes

This section presents a consensus view of your top ten Relative Strengths and top ten Relative Development Needs (rather than merely those with the highest overall average ratings).

Reading the feedback

Each behavior was examined separately by source category (e.g., ratings awarded by your Peers are examined separately from those awarded by you [Self] or your Manager, etc.) and flagged as a potential strength if it was rated by that source category above average (plus a small tolerance) compared to all items, or flagged as a potential development need if it was rated by that source category below average (plus a small tolerance) compared to all items.

The items selected to appear in the table are those with the most flags e.g., if you rated yourself relatively highly (compared to all items) on an item, and your manager, peers, direct reports and customers also rated you relatively highly, then it is probably a relative strength of yours. If another item was only rated as a relative strength by you, your peers and your customers, then while that may be a relative strength, it is probably not so strong.

If two items were identified by the same number of source categories, then the one that did not include the 'Self' source in the count is selected first. If there are still ties, then the behavior appearing first in the questionnaire is selected.

The ✓ or ✗ in the table columns indicate the source category(s) whose ratings determined the item as meeting the criteria.

Note: There may be items rated on average highly/lowly that do not appear in the relative strengths/development needs tables respectively if there was little or no consensus across the source categories in each case.

What to look for

Look for the extent of the agreement – the density of the ✓ or ✗ symbols. If the table is densely populated, then your relative strengths and/or development needs are apparently quite obvious whereas if they are not very dense, different source categories view you quite differently.

If there is not a great deal of consensus, try to understand why there are the differences. Do you really act differently with the different source categories or do the providers have different perspectives on what matters?

How well do your views match those of the providers – do these match the 'gaps in perceptions' picture?

Is there a theme running through the items in each table; this may be a little different to the actual competencies to which the items relate?

This section lists behaviors rated by you or your providers as relatively high* in terms of performance. The check marks (✓) indicate whether you and/or your providers rated the behavior as a relative strength. The text of some behaviors has been truncated to maximize the information that can appear on the page. The full text of each behavior appears in the "Behaviors" section.

STRENGTHS

Behaviors	Self	Others' Views			Competency
		Manager	Peers	Dir Rpt	
7. Develops clear, logical and workable plans for him/herself and others	✓	✓		✓	PLANNING AND ORGANISING
32. Displays a good understanding of the organization's business and the industry in which we	✓		✓	✓	ORGANIZATIONAL AWARENESS AND COMMITMENT
33. Shows awareness of how external events, trends and situations can impact the	✓		✓	✓	ORGANIZATIONAL AWARENESS AND COMMITMENT
13. Stays calm and constructive even in the face of opposition or hostility		✓	✓		RESILIENCE
24. Works co-operatively with other people and groups across the business			✓	✓	TEAMWORK
4. Deals positively with queries or complaints raised by his/her customers	✓	✓			CUSTOMER AWARENESS
15. Copes well with differing demands from a variety of customers	✓	✓			RESILIENCE
18. Convinces others to support his/her goals and those of his/her department / group /	✓	✓			RESILIENCE
21. Changes course when needed and takes on new tasks at short notice without being	✓		✓		FLEXIBILITY / ADAPTABILITY
22. Understands and appreciates different and opposing perspectives on issues	✓		✓		FLEXIBILITY / ADAPTABILITY

*Note: A behavior is considered *relatively high* if the source rates it higher than the average of all the behaviors.

This section lists behaviors rated by you or your providers as relatively low* in terms of performance. The cross (x) indicates whether you and/or your providers rated the behavior as a relative development need. The text of some behaviors has been truncated to maximize the information that can appear on the page. The full text of each behavior appears in the “Behaviors” section.

DEVELOPMENT AREAS

Behavior	Self	Others' Views			Competency
		Manager	Peers	Dir Rpt	
9. Sets up and administers processes for checking the progress of activities	x	x	x	x	PLANNING AND ORGANISING
28. Builds and maintains friendly relationships with those who can help him/her achieve work-		x	x	x	TEAMWORK
11. Sees tasks through to completion and ensures that queries are resolved	x		x	x	PLANNING AND ORGANISING
19. Quickly adapts to new approaches and ways of doing things	x		x	x	FLEXIBILITY / ADAPTABILITY
20. Adjusts his/her approach to the needs of different situations and the various	x		x	x	FLEXIBILITY / ADAPTABILITY
25. Supports the team(s) to which he/she belongs, sharing responsibilities and working	x	x		x	TEAMWORK
6. Creates an organized, well-ordered work environment			x	x	PLANNING AND ORGANISING
12. Manages his/her own time effectively			x	x	PLANNING AND ORGANISING
15. Copes well with differing demands from a variety of customers			x	x	RESILIENCE
18. Convinces others to support his/her goals and those of his/her department / group /			x	x	RESILIENCE

*Note: A behavior is considered *relatively low* if the source rates it lower than the average of all the behaviors.

This section presents a substantial amount of information and is intended for use when you are exploring further items that have caught your attention from the former sections. This section presents your average performance ratings by source type for each behavior. It also shows the distribution of your frequency ratings.

Reading the feedback

The behaviors are shown in the same order as they were presented on the web site and are grouped into the Competency groups that they form.

Your average performance ratings are represented by the shaded bars and a key appears in the top right hand area of the page.

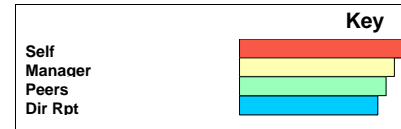
The figures in the 'Actual Scores' column are the actual ratings awarded to you. These are jumbled within each source category to help protect anonymity.

An arrowhead (▶) preceding a bar indicates that there is an unusual spread of ratings making up that average i.e., the feedback providers disagreed on how to rate your display of the behavior. You will see this in the actual ratings.

What to look for

Look for any rating patterns e.g.:

- Do Peers typically rate you more positively than Direct Reports?
- Are the importance ratings from one or more sources typically higher or lower on some items?



Behaviors for: CUSTOMER AWARENESS	Performance Low 1 _____ High 6	Actual Scores
1. Takes active steps to find about the needs of his/her customers	4.0 3.0 ▶ 4.3 4.7	4 3 5 3 5 5 5 4
2. Goes out of his/her way to respond to his/her customers and deliver according to their requirements	3.0 4.0 ▶ 4.3 4.0	3 4 5 5 3 3 4 5
3. Successfully balances the conflicting priorities of different customers	4.0 4.0 3.5 ▶ 4.7	4 4 - 4 3 6 4 4
4. Deals positively with queries or complaints raised by his/her customers	5.0 5.0 3.3 ▶ 4.7	5 5 4 3 3 6 4 4
5. Keeps his/her customers informed about progress on what he/she is doing for them	4.0 4.0 ▶ 3.7 5.0	4 4 5 3 3 5 5 5
Competency Group CUSTOMER AWARENESS	4.0 4.0 3.8 4.6	

This section presents the average ratings given by you and your feedback providers for each Competency.

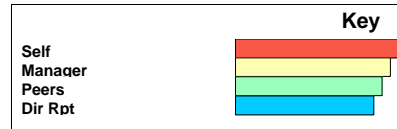
Reading the feedback

Each bar is preceded with the average rating given. This is the average of all the ratings given to all the behaviors in that Competency. A key advising you which source type each bar relates to appears at the top of the page.

What to look for

Look for patterns in the ratings e.g., have you rated yourself consistently higher or lower than other sources, or are there exceptions?

Are there any Competencies rated noticeably higher or lower than the others?



Competencies	Agreement		Critical Issue
	Low 1	High 6	
CUSTOMER AWARENESS	4.0 4.0 3.8 4.6		
PLANNING AND ORGANISING	4.4 4.1 3.6 4.6		
RESILIENCE	4.3 4.5 3.8 4.6		
FLEXIBILITY / ADAPTABILITY	4.4 4.0 3.8 4.5		
TEAMWORK	4.5 3.5 3.8 4.7		
ORGANIZATIONAL AWARENESS AND COMMITMENT	4.6 3.8 4.1 4.9		
INITIATIVE	4.3 4.0 3.8 4.6		