



Joe Sample

Custom 360

8 Dec 2006

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.

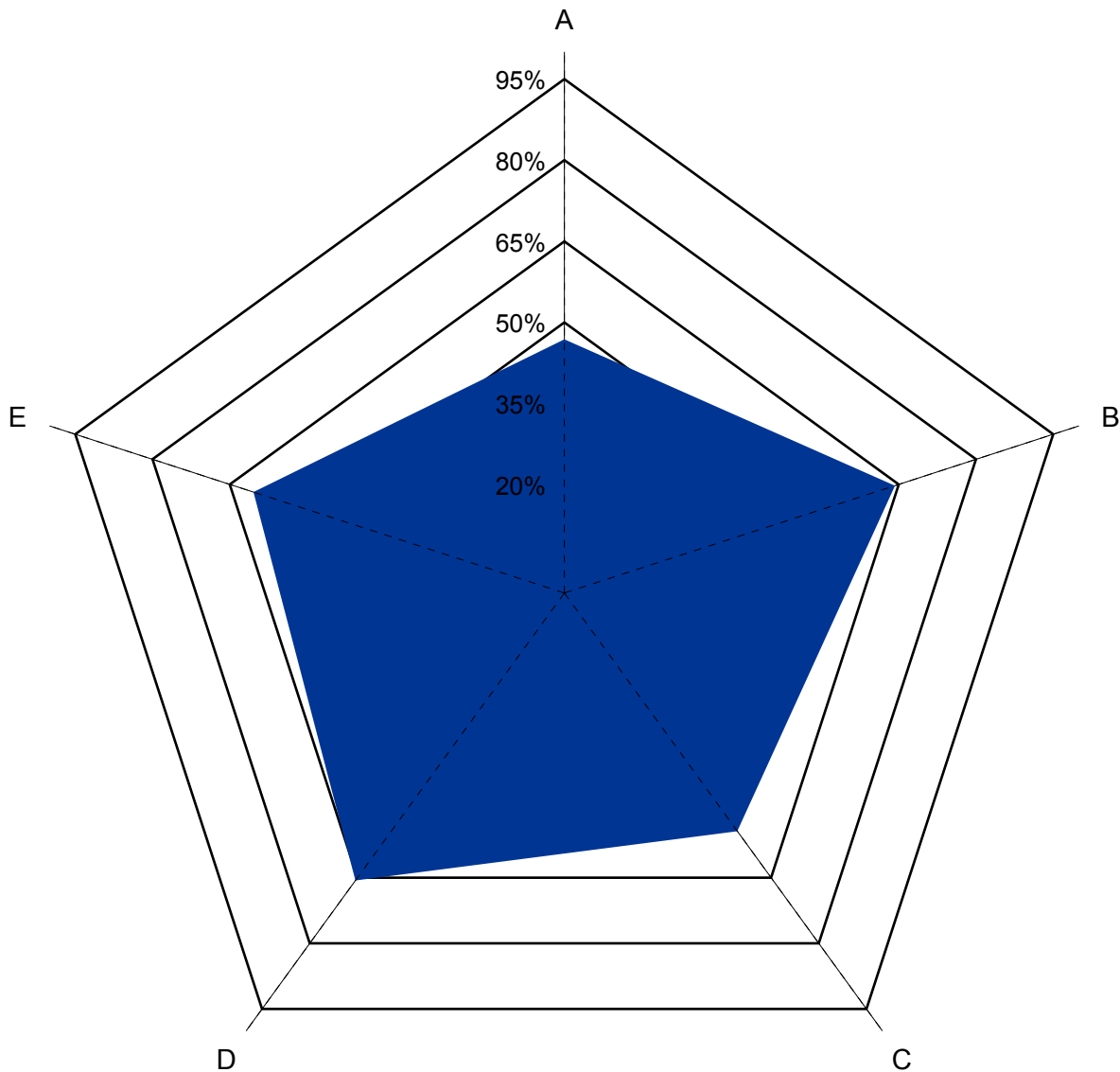
By Enabling You To

- 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.

Summary of Overall Strengths

This report provides a summary of the Average of Total Others Scores (average of Manager, Direct Report and Peers) for each competency.

	Competency	Score
A	Listening (CEQ Competencies)	47%
B	Seeking and Giving Feedback (CEQ Competencies)	64%
C	Understanding Others (CEQ Competencies)	54%
D	Influencing and Relating (CEQ Competencies)	66%
E	Oral and Written (CEQ Competencies)	60%



Introduction to Main Competency - Rater Overview

This report shows how you have been rated at the Main 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, excluding yourself.

Avs is the average score and corresponds with the bar length.

N shows the number of respondents who answered the question.

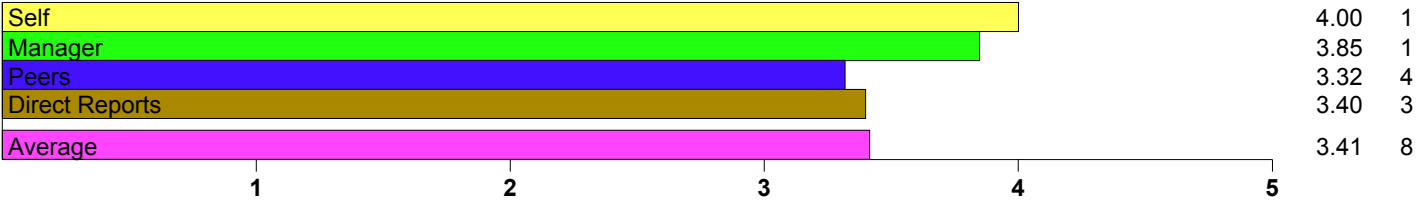
NR means no responses.

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.

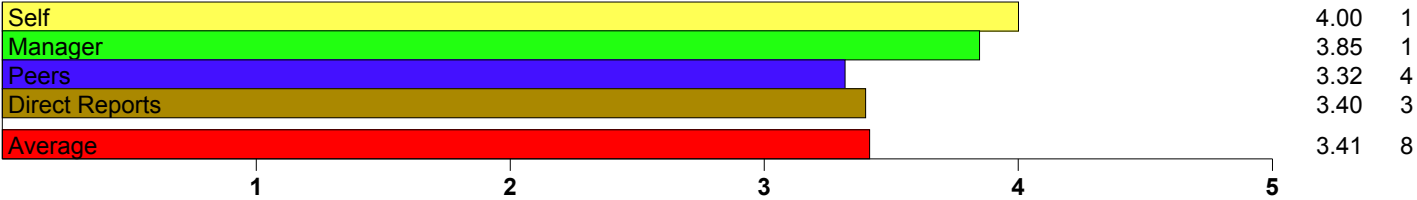
Main Competency - Rater Overview

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CEQ Competencies



Average



Avg - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Introduction to Sub-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, excluding yourself.

Avs is the average score and corresponds with the bar length.

N shows the number of respondents who answered the question.

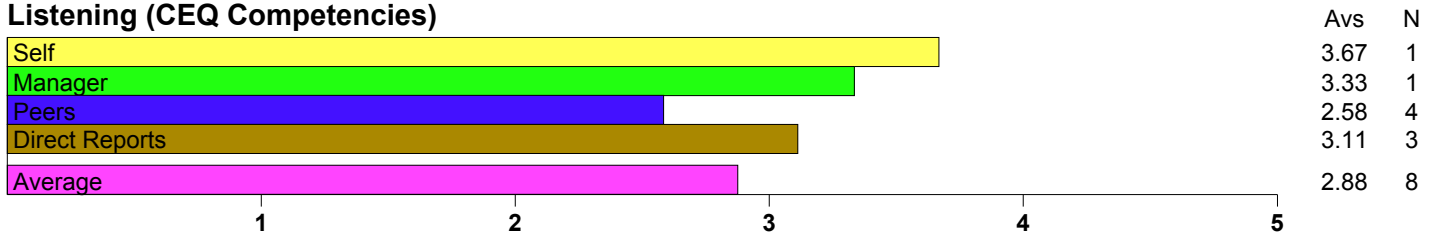
NR means no responses.

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.

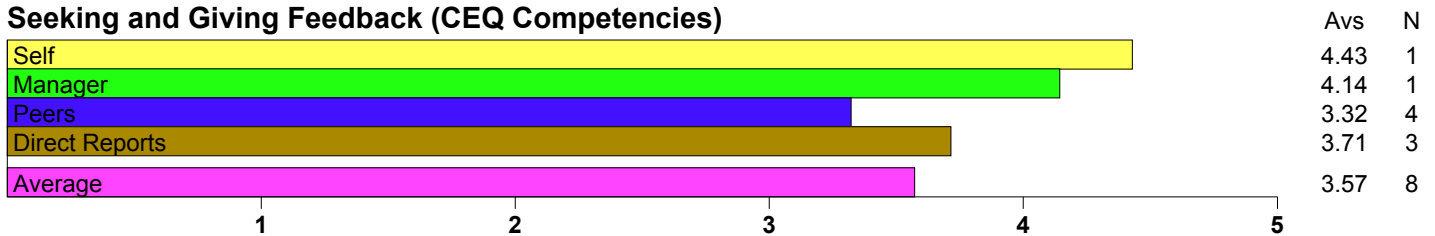
Sub-Competency - Rater Overview

Joe Sample

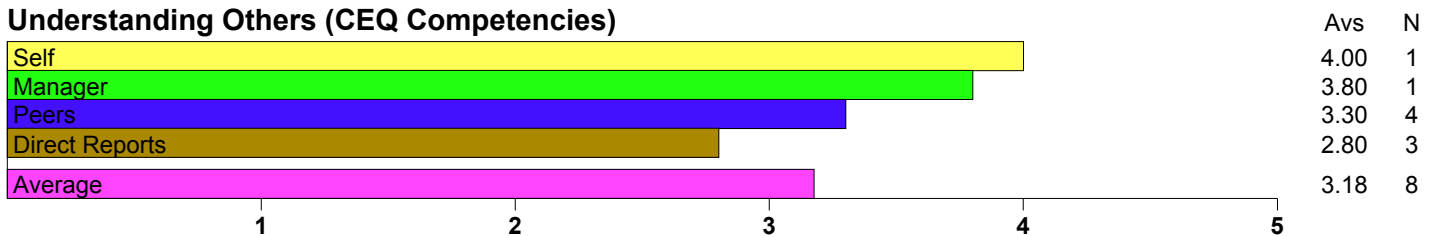
Listening (CEQ Competencies)



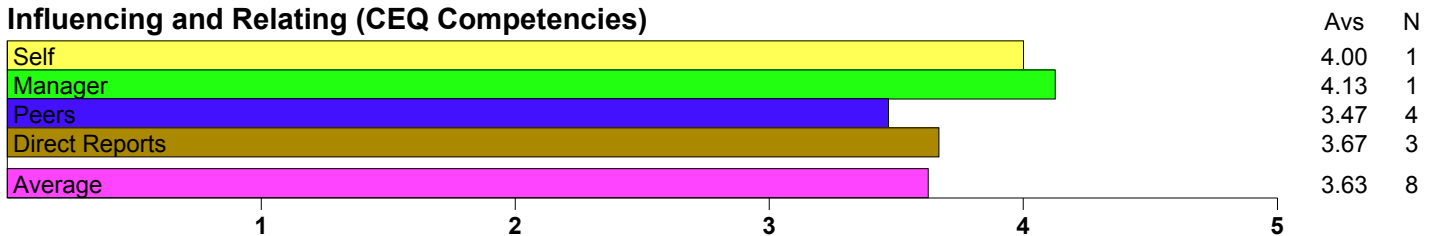
Seeking and Giving Feedback (CEQ Competencies)



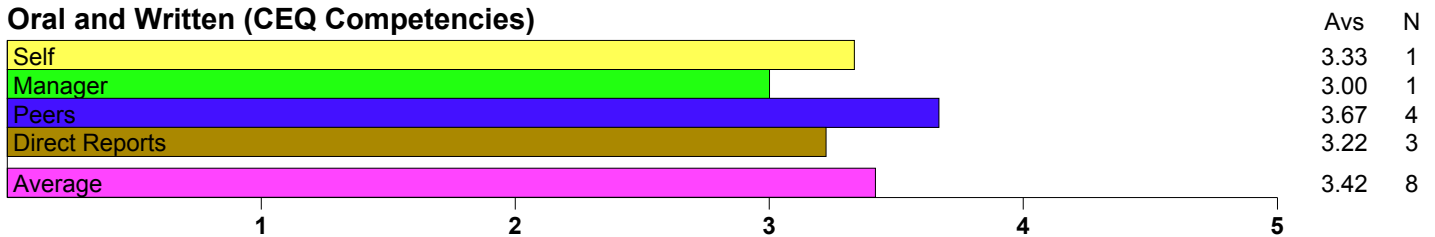
Understanding Others (CEQ Competencies)



Influencing and Relating (CEQ Competencies)



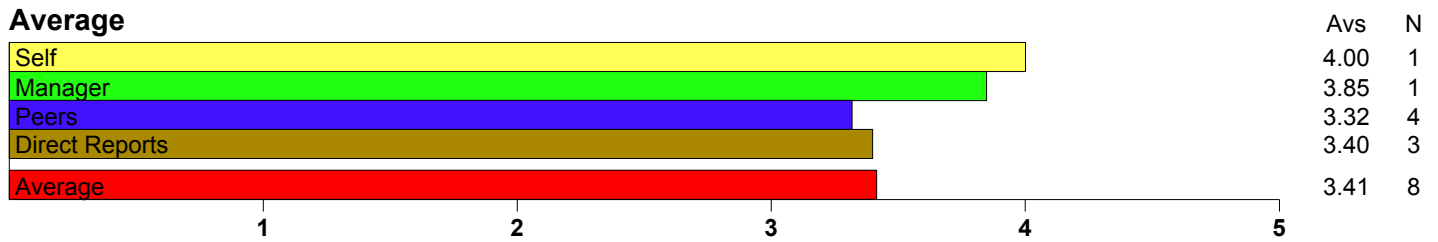
Oral and Written (CEQ Competencies)



Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Sub-Competency - Rater Overview

Joe Sample



Avs - Average Score N - Number of Responses NR - No Response 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, excluding yourself.

Avs is the average score and corresponds with the bar length.

N shows the number of respondents who answered the question.

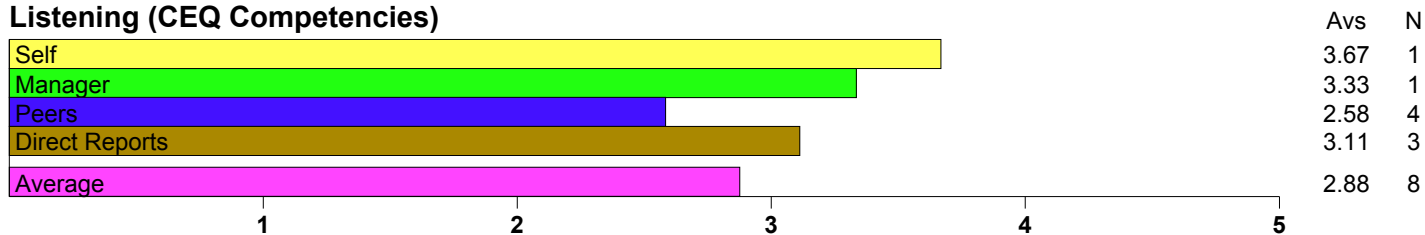
NR means no responses.

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.

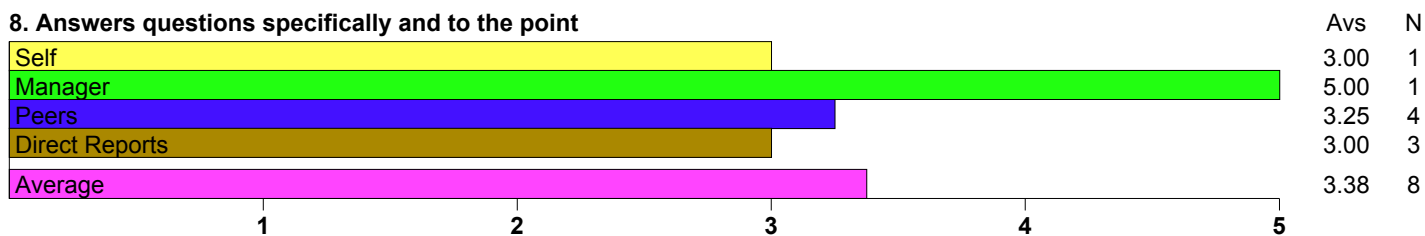
Detailed Information

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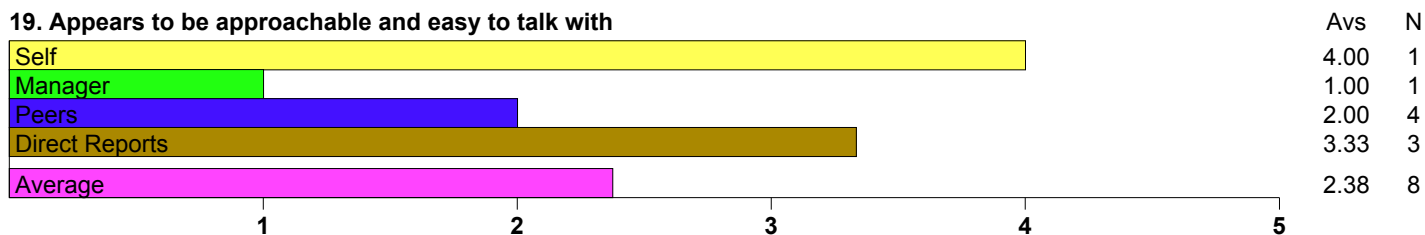
Listening (CEQ Competencies)



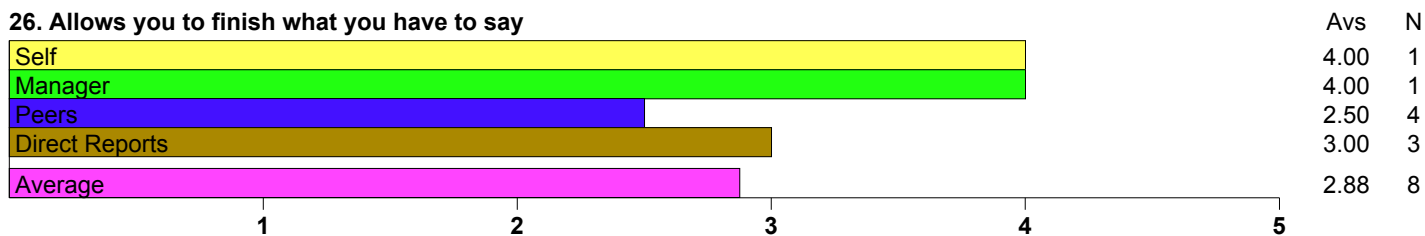
8. Answers questions specifically and to the point



19. Appears to be approachable and easy to talk with

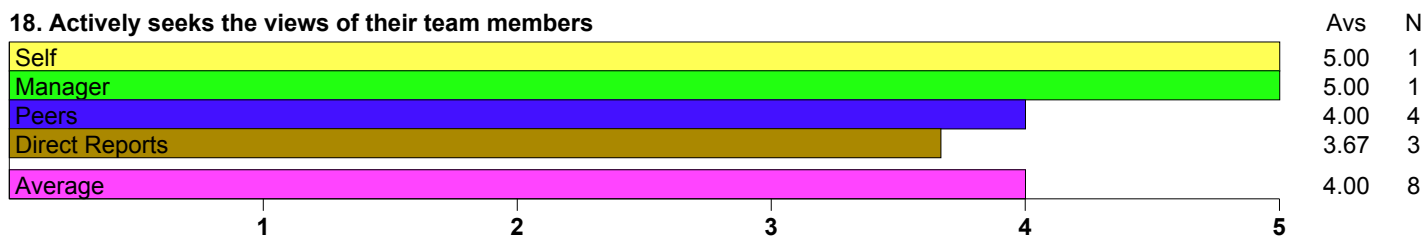
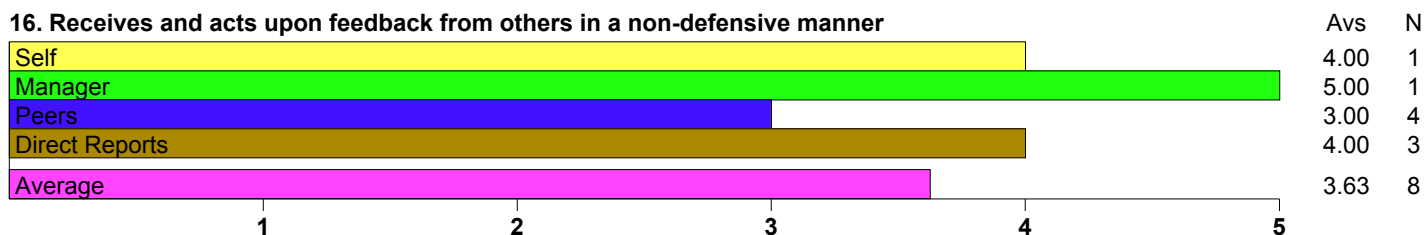
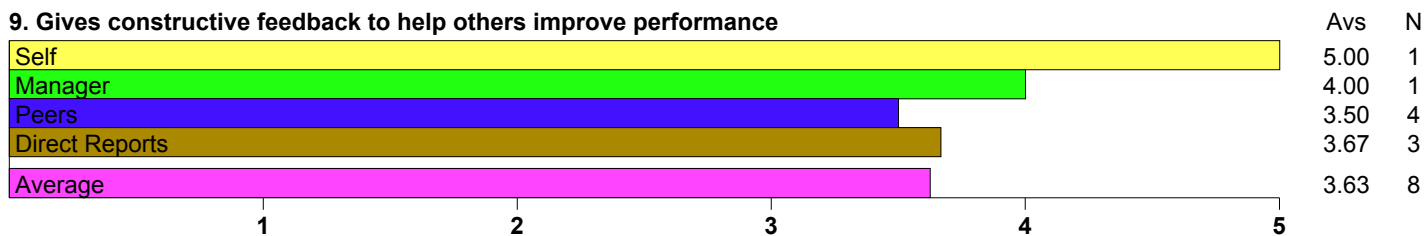
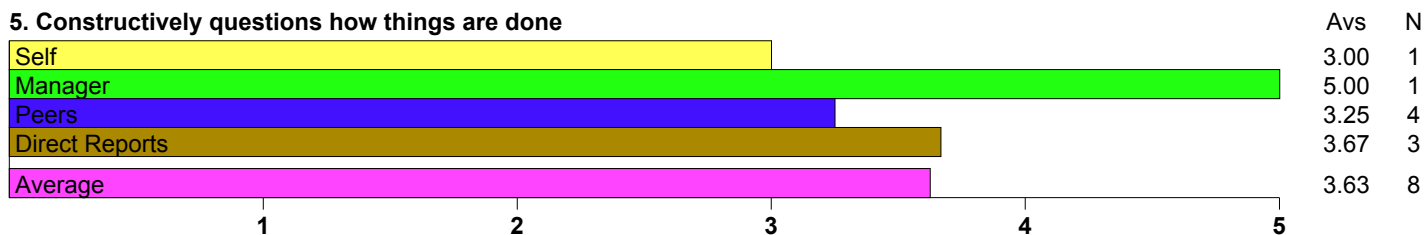
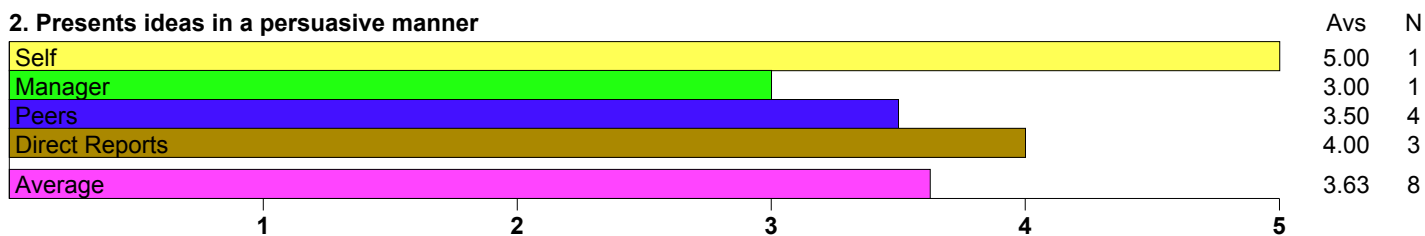
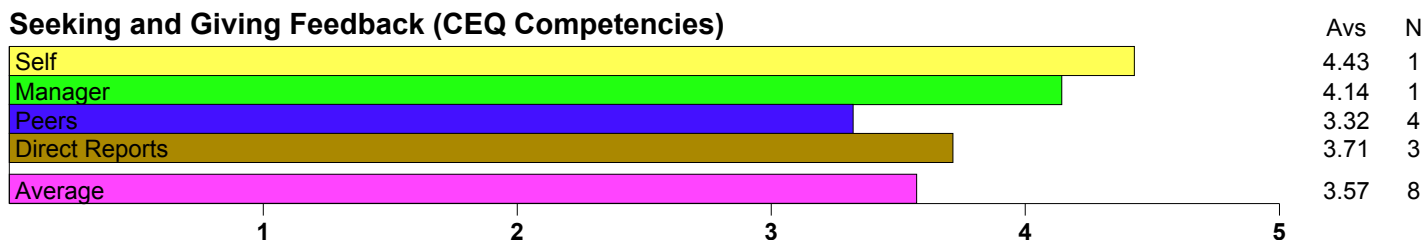


26. Allows you to finish what you have to say



Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Detailed Information Joe Sample

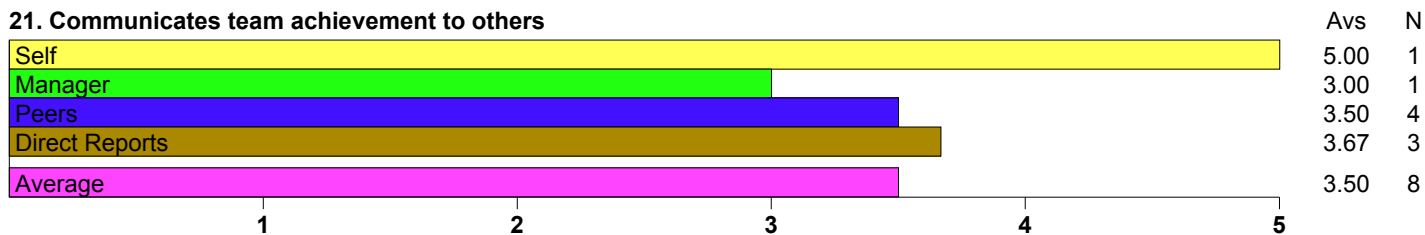


Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

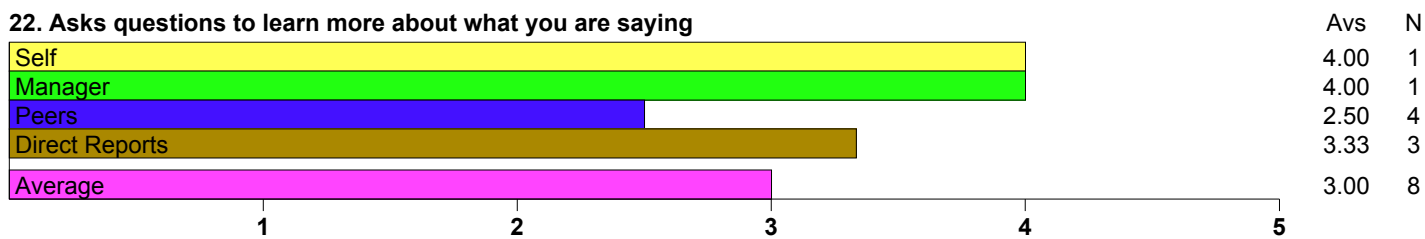
Detailed Information

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21. Communicates team achievement to others



22. Asks questions to learn more about what you are saying

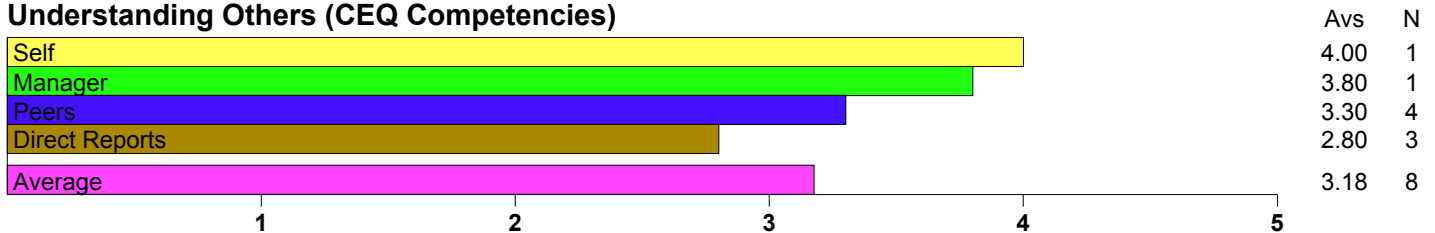


Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

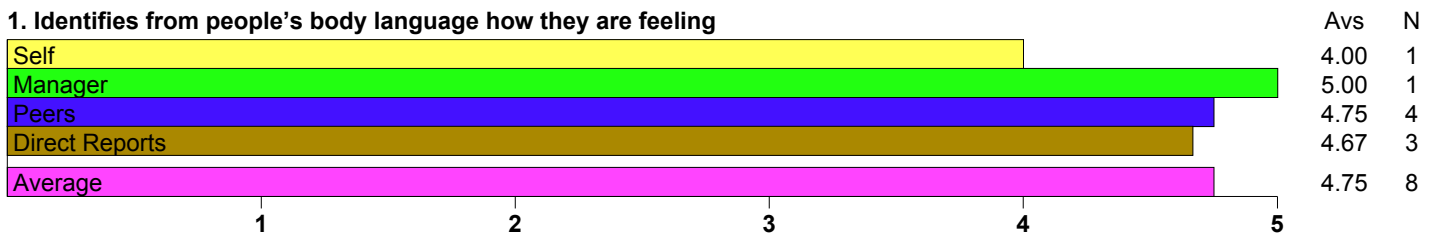
Detailed Information

Joe Sample

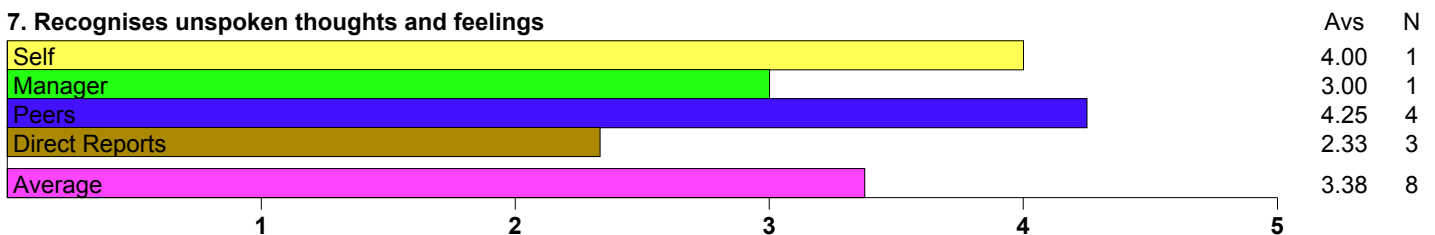
Understanding Others (CEQ Competencies)



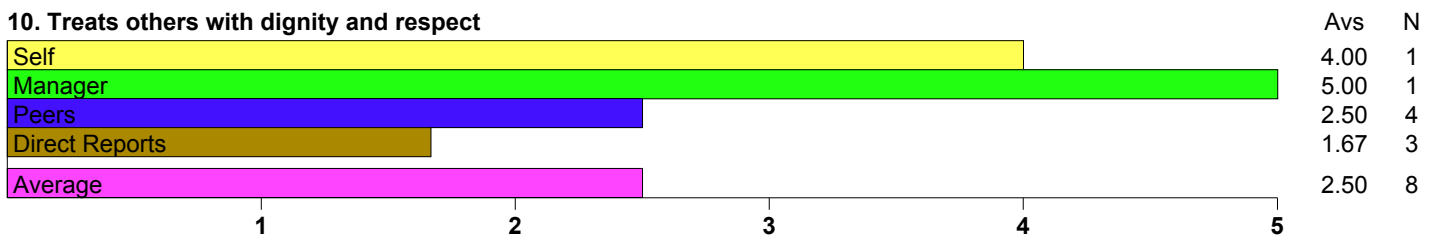
1. Identifies from people's body language how they are feeling



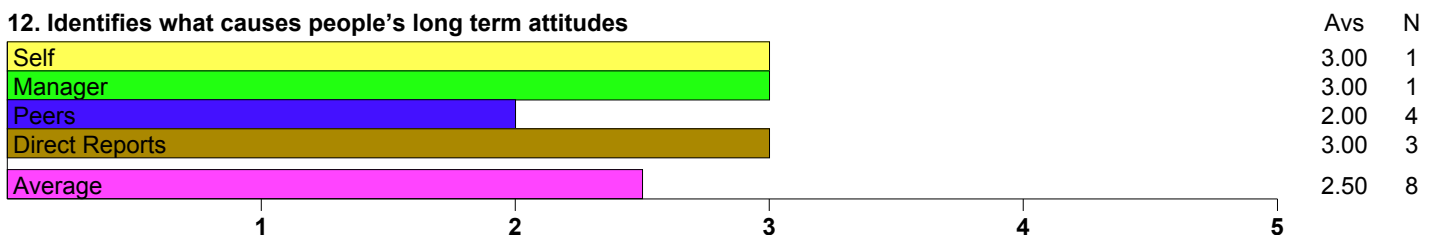
7. Recognises unspoken thoughts and feelings



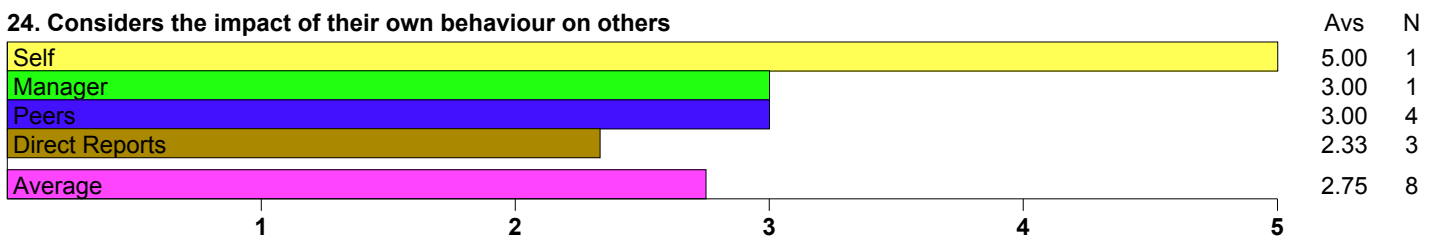
10. Treats others with dignity and respect



12. Identifies what causes people's long term attitudes



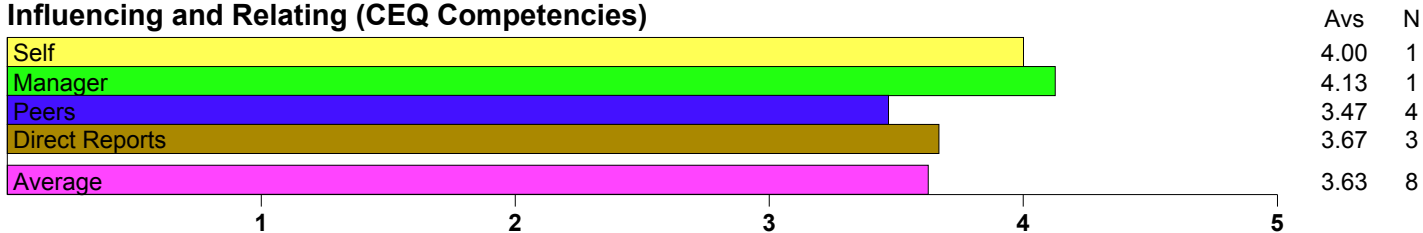
24. Considers the impact of their own behaviour on others



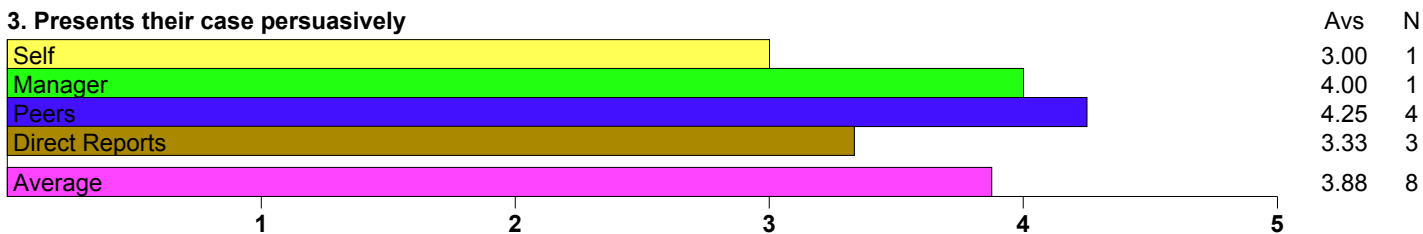
Avg - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Detailed Information Joe Sample

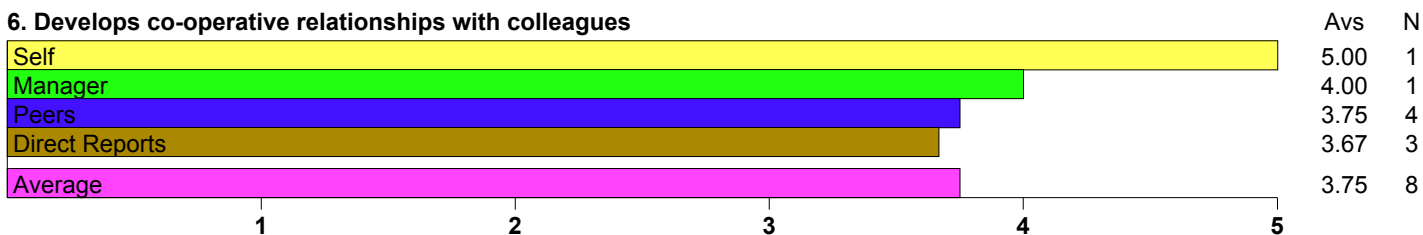
Influencing and Relating (CEQ Competencies)



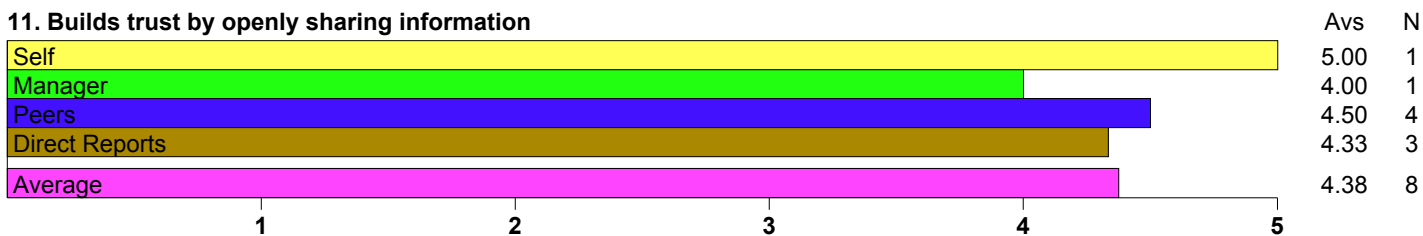
3. Presents their case persuasively



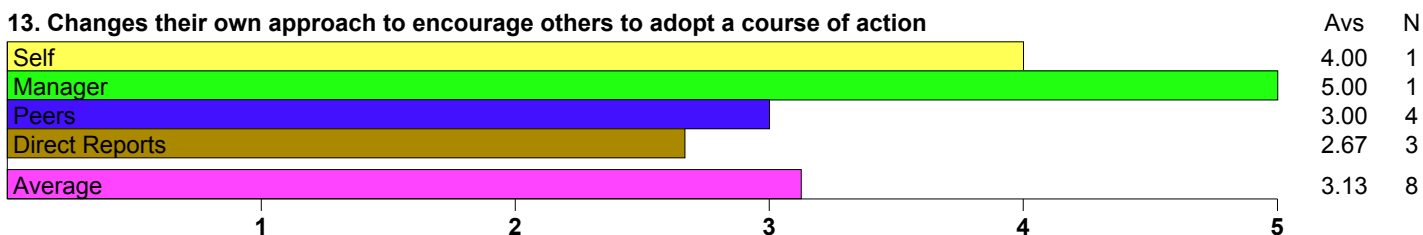
6. Develops co-operative relationships with colleagues



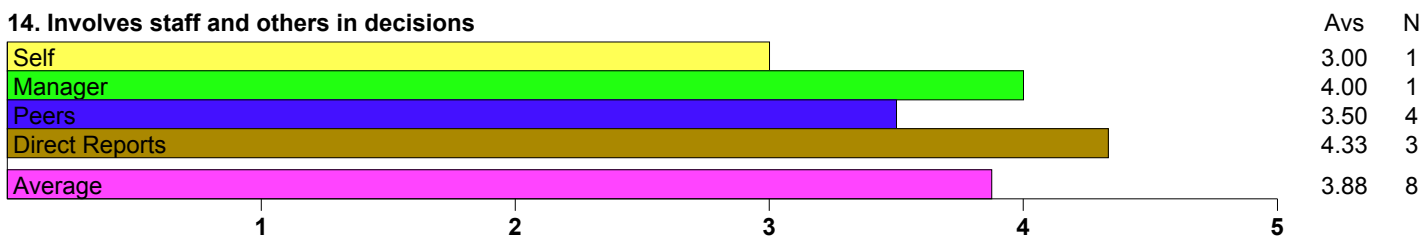
11. Builds trust by openly sharing information



13. Changes their own approach to encourage others to adopt a course of action



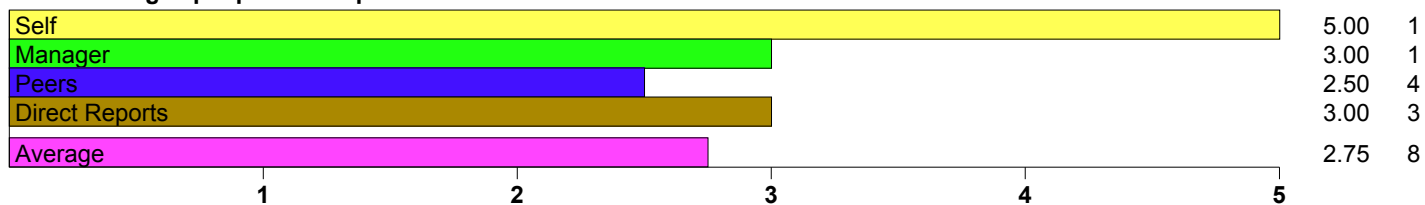
14. Involves staff and others in decisions



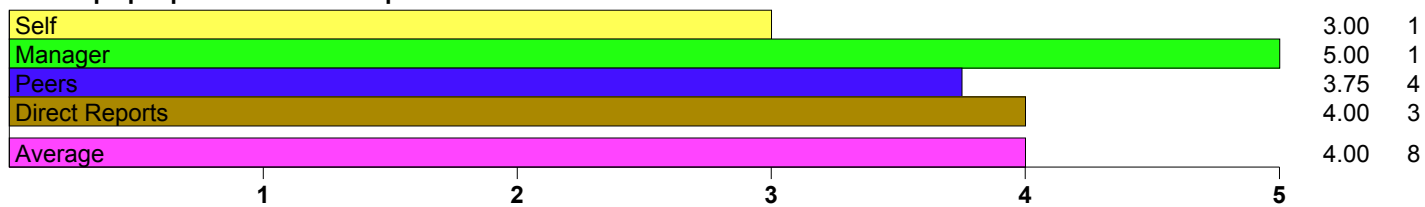
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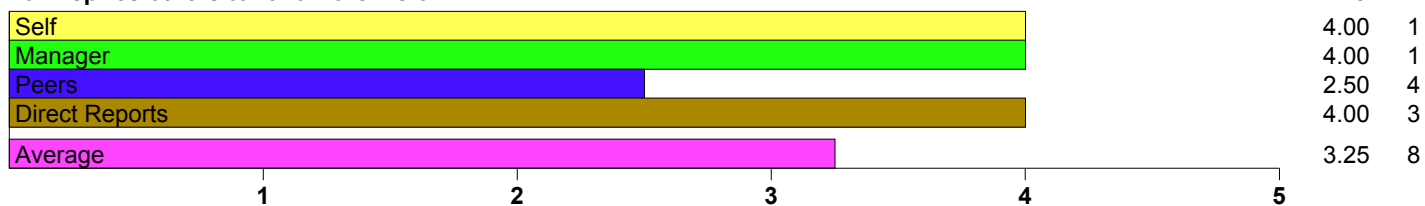
15. Encourages people to be open with each other



20. Keeps people informed and up to date



25. Inspires others to follow the vision

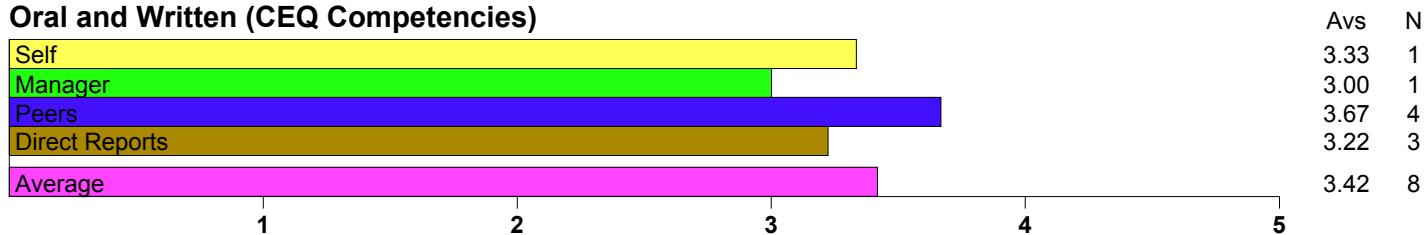


Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

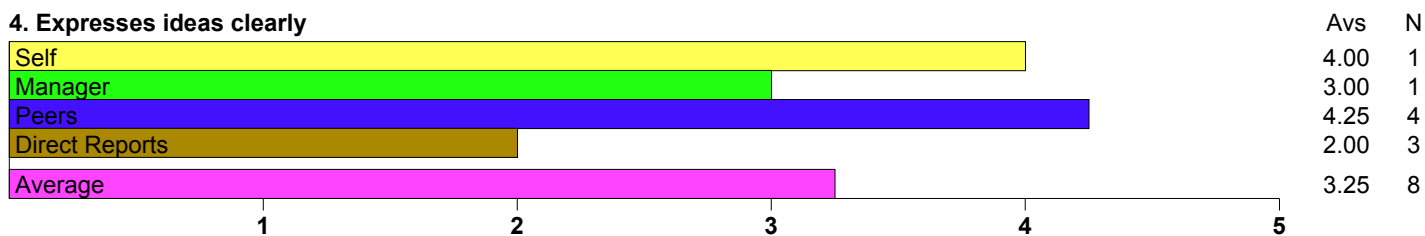
Detailed Information

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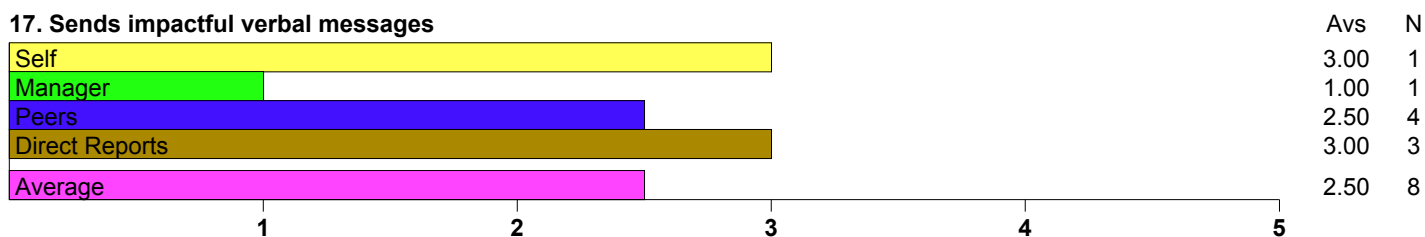
Oral and Written (CEQ Competencies)



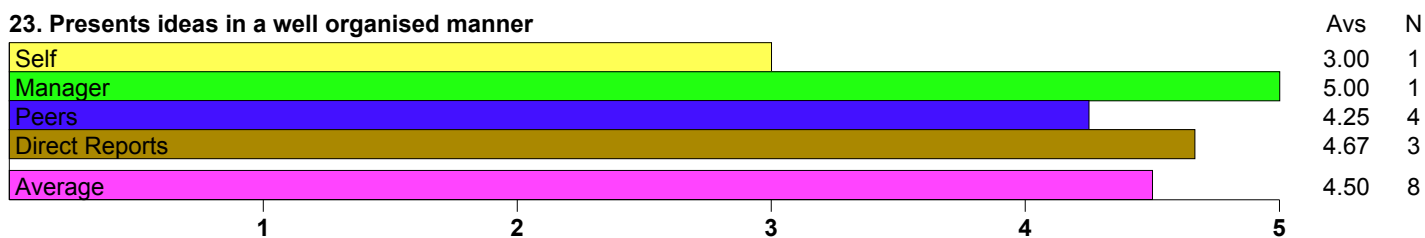
4. Expresses ideas clearly



17. Sends impactful verbal messages



23. Presents ideas in a well organised manner



Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Top & Bottom Five Behaviours - Self

These behaviours were identified by you as your greatest strengths. They are rank ordered so the first item is the behavior you rated your most effective. These are the areas in which you believe you contribute most to the success of the organisation. You should compare these self-ratings with the ratings given by the others. If these behaviours are self-rated considerably higher than the ratings rendered by the others, these may be your blind spots and you may want to focus your developmental activities on them.

Score	Behaviour	Performance Factor
5.00	Considers the impact of their own behaviour on others	Understanding Others
5.00	Actively seeks the views of their team members	Seeking and Giving Feedback
5.00	Presents ideas in a persuasive manner	Seeking and Giving Feedback
5.00	Gives constructive feedback to help others improve performance	Seeking and Giving Feedback
5.00	Communicates team achievement to others	Seeking and Giving Feedback

You identified the following five behaviours as those in which your performance is least effective. They are rank ordered so the first item is the behavior you rated lowest. We suggest you pay particular attention to these five behaviours and compare them with those behaviours rated lowest by your other raters.

Score	Behaviour	Performance Factor
3.00	Presents their case persuasively	Influencing and Relating
3.00	Involves staff and others in decisions	Influencing and Relating
3.00	Keeps people informed and up to date	Influencing and Relating
3.00	Identifies what causes people's long term attitudes	Understanding Others
3.00	Answers questions specifically and to the point	Listening

Top & Bottom Five Behaviours - Manager

The following five behaviours were identified by your respondents as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behavior. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Performance Factor
5.00	Presents ideas in a well organised manner	Oral and Written
5.00	Changes their own approach to encourage others to adopt a course of action	Influencing and Relating
5.00	Keeps people informed and up to date	Influencing and Relating
5.00	Identifies from people's body language how they are feeling	Understanding Others
5.00	Treats others with dignity and respect	Understanding Others

The following five behaviours were identified by your respondents as those in which your performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus you immediate developmental activities on them.

Score	Behaviour	Performance Factor
1.00	Sends impactful verbal messages	Oral and Written
1.00	Appears to be approachable and easy to talk with	Listening
3.00	Expresses ideas clearly	Oral and Written
3.00	Recognises unspoken thoughts and feelings	Understanding Others
3.00	Identifies what causes people's long term attitudes	Understanding Others

Top & Bottom Five Behaviours - Peers

The following five behaviours were identified by your respondents as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behavior. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Performance Factor
4.75	Identifies from people's body language how they are feeling	Understanding Others
4.50	Builds trust by openly sharing information	Influencing and Relating
4.25	Recognises unspoken thoughts and feelings	Understanding Others
4.25	Presents ideas in a well organised manner	Oral and Written
4.25	Expresses ideas clearly	Oral and Written

The following five behaviours were identified by your respondents as those in which your performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus you immediate developmental activities on them.

Score	Behaviour	Performance Factor
2.00	Identifies what causes people's long term attitudes	Understanding Others
2.00	Appears to be approachable and easy to talk with	Listening
2.50	Treats others with dignity and respect	Understanding Others
2.50	Encourages people to be open with each other	Influencing and Relating
2.50	Inspires others to follow the vision	Influencing and Relating

Top & Bottom Five Behaviours - Direct Reports

The following five behaviours were identified by your respondents as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behavior. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Performance Factor
4.67	Identifies from people's body language how they are feeling	Understanding Others
4.67	Presents ideas in a well organised manner	Oral and Written
4.33	Builds trust by openly sharing information	Influencing and Relating
4.33	Involves staff and others in decisions	Influencing and Relating
4.00	Receives and acts upon feedback from others in a non-defensive manner	Seeking and Giving Feedback

The following five behaviours were identified by your respondents as those in which your performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus you immediate developmental activities on them.

Score	Behaviour	Performance Factor
1.67	Treats others with dignity and respect	Understanding Others
2.00	Expresses ideas clearly	Oral and Written
2.33	Recognises unspoken thoughts and feelings	Understanding Others
2.33	Considers the impact of their own behaviour on others	Understanding Others
2.67	Changes their own approach to encourage others to adopt a course of action	Influencing and Relating

Top & Bottom Five Behaviours - All Raters

The following five behaviours were identified by your respondents as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behavior. These are the areas in which you contribute most to the success of your organisation.

Score	Behaviour	Performance Factor
4.75	Identifies from people's body language how they are feeling	Understanding Others
4.50	Presents ideas in a well organised manner	Oral and Written
4.38	Builds trust by openly sharing information	Influencing and Relating
4.00	Actively seeks the views of their team members	Seeking and Giving Feedback
4.00	Keeps people informed and up to date	Influencing and Relating

The following five behaviours were identified by your respondents as those in which your performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus you immediate developmental activities on them.

Score	Behaviour	Performance Factor
2.38	Appears to be approachable and easy to talk with	Listening
2.50	Treats others with dignity and respect	Understanding Others
2.50	Identifies what causes people's long term attitudes	Understanding Others
2.50	Sends impactful verbal messages	Oral and Written
2.75	Encourages people to be open with each other	Influencing and Relating

Introduction to Open Ended Comments Summary

Open Ended Comments Summary

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

Self:

Knowledgeable and experienced.

I believe I communicate to and support my team well

I also think I am very client focused

Manager:

Well organised, good communicator, excellent client relationships, knows her field well, builds committed teams and is calm under pressure.

Peers:

Approachable - Sense of humour

Open Ended Comments Summary

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

Self:

Improve delegation

Say no more often

Have more confidence in abilities

Manager:

Delegate more operational work to have time to do strategic thinking, achieve a better work/life balance

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: