



Joe Sample

Dual Scale Questionnaire

8 Dec 2006

Strictly Confidential

This report contains feedback gathered from the following sources:

Self	1
Manager	1
Colleagues	4
Direct Reports	3
Total:	9

Contents

General Points to Remember

The Rating Scale

Competency Overview Graphs

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Most/Least Frequent Behaviours

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Professional Development Plan

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 Rating Scale

As a reminder, the scale that were used by respondents for the questionnaire is shown below:

Importance

- | | |
|------------------------------|--|
| 5 Extremely Important | <i>Essential to the job - the job could not be done without this.</i> |
| 4 Very Important | <i>This behaviour is very significant to the effectiveness of the job.</i> |
| 3 Important | <i>This is an important requirement of the job.</i> |
| 2 Somewhat Important | <i>This has some importance to the requirements of the job.</i> |
| 1 Less Important | <i>This is of very low importance to the job.</i> |
| U Unable to Comment | |

Performance

- | | |
|----------------------------|--|
| 5 Very Effective | <i>Exceptionally good, consistently excellent.</i> |
| 4 A Strength | <i>Consistently good demonstration of this behaviour.</i> |
| 3 Competent | <i>Adequate. Occasionally demonstrates this behaviour.</i> |
| 2 Needs Development | <i>Below the standard expected.</i> |
| 1 Address Urgently | <i>Needs to develop urgently. May be having a negative effect.</i> |
| U Unable to Comment | |

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.

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

N shows the number of respondents who answered the question.

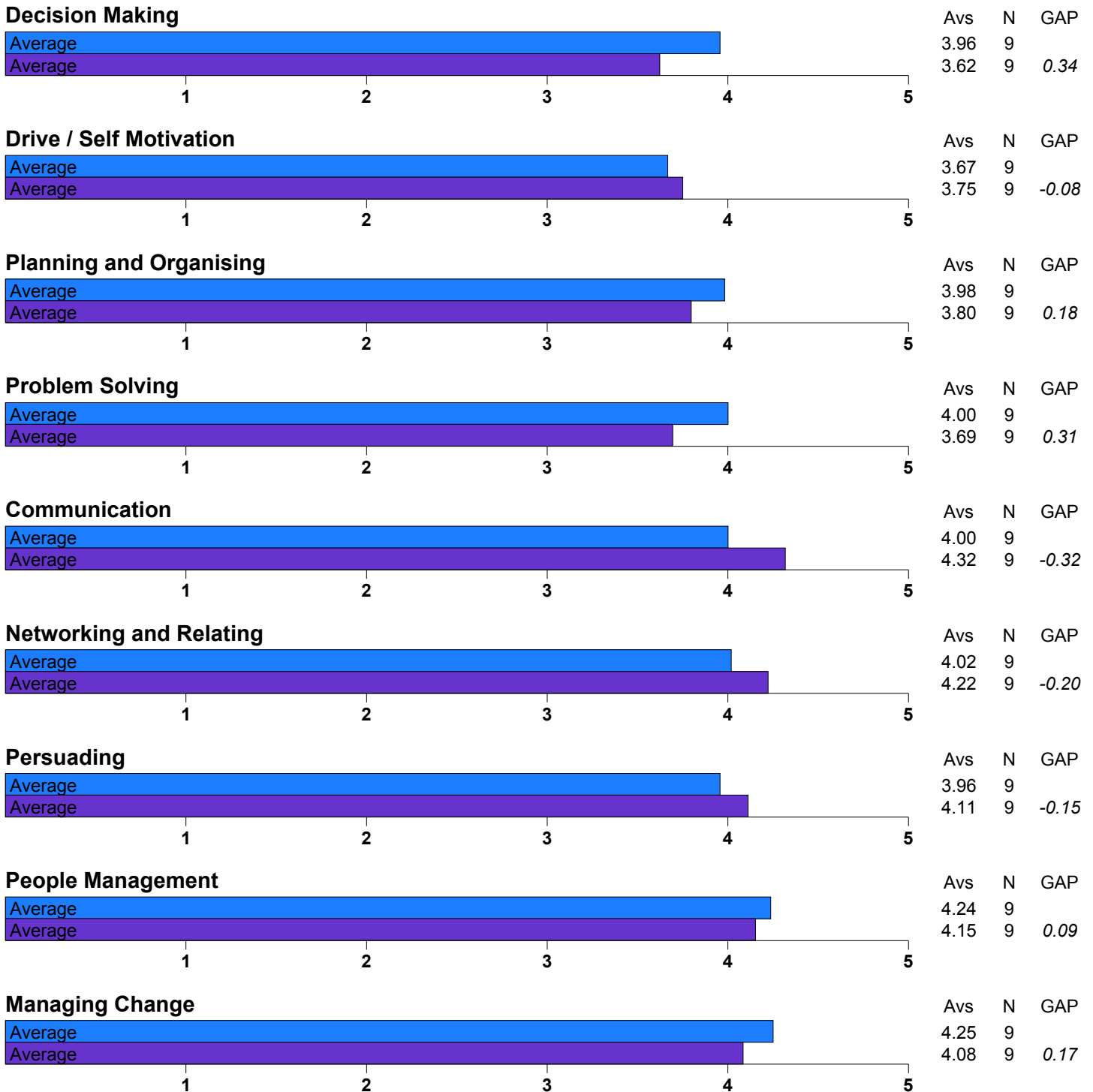
GAP shows the difference between your average Importance Performance

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

Joe Sample

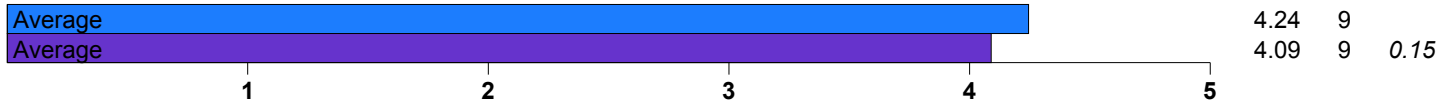


Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses GAP - Gap Score NR - No Response
 AP - Anonymity Protected

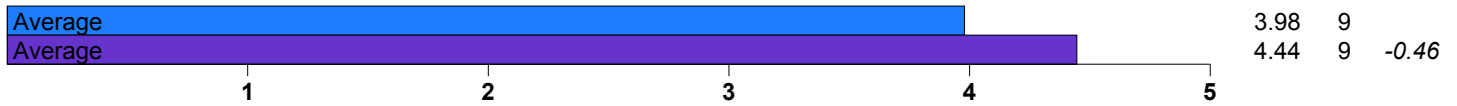
Competency Overview Graphs

Joe Sample

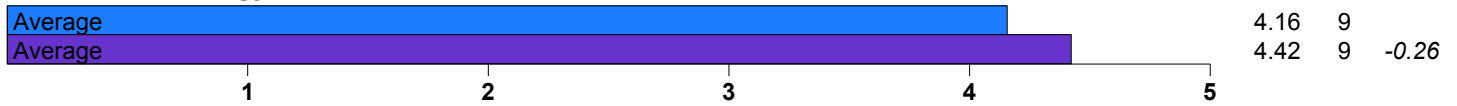
Inspiration



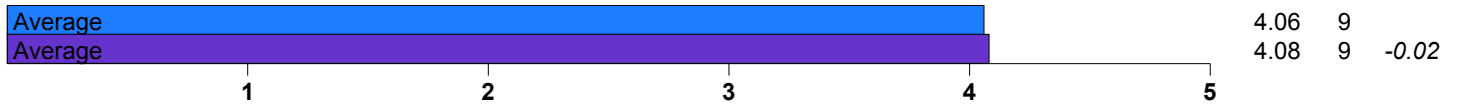
Professional / Functional skills



Use of Technology



Composite



Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses GAP - Gap Score NR - No Response
 AP - Anonymity Protected
 Joe Sample

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.

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

N shows the number of respondents who answered the question.

Ags shows the degree to which people agreed about your performance.

- a number close to 0 means that there was little agreement between the different respondents' ratings.
- a number close to 1 shows a consensus of opinions from the different respondents.

GAP shows the difference between your average Importance Performance

NR means no responses.

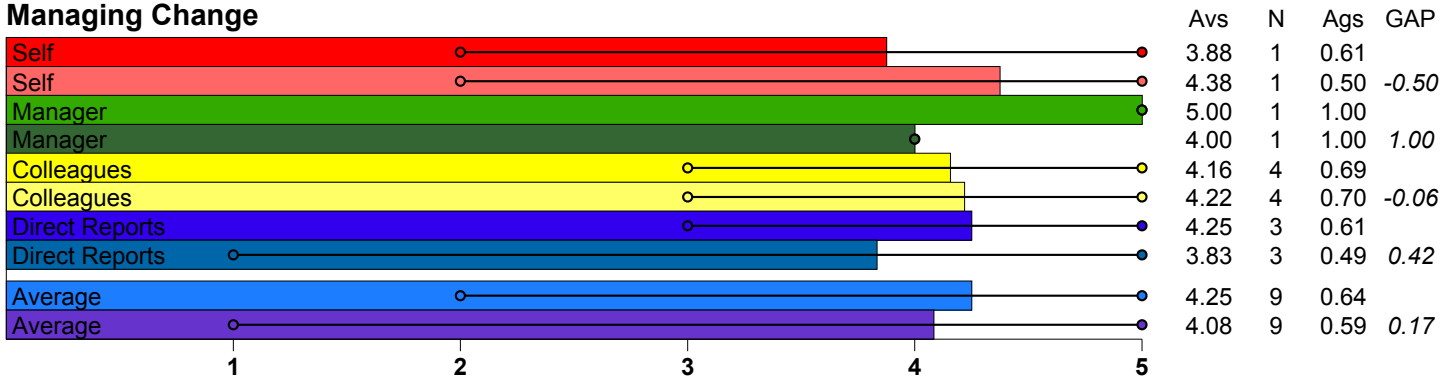
AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

Range Bars show the highest and lowest ratings received for a question or competency from a given group.

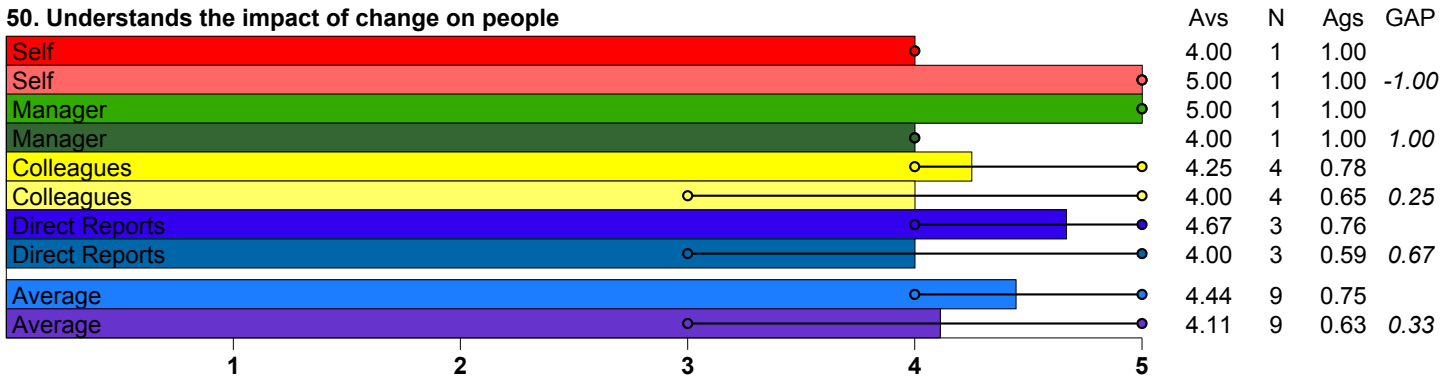
The competencies and questions are shown in ranking order based on the respondent average.

Managing Change Joe Sample

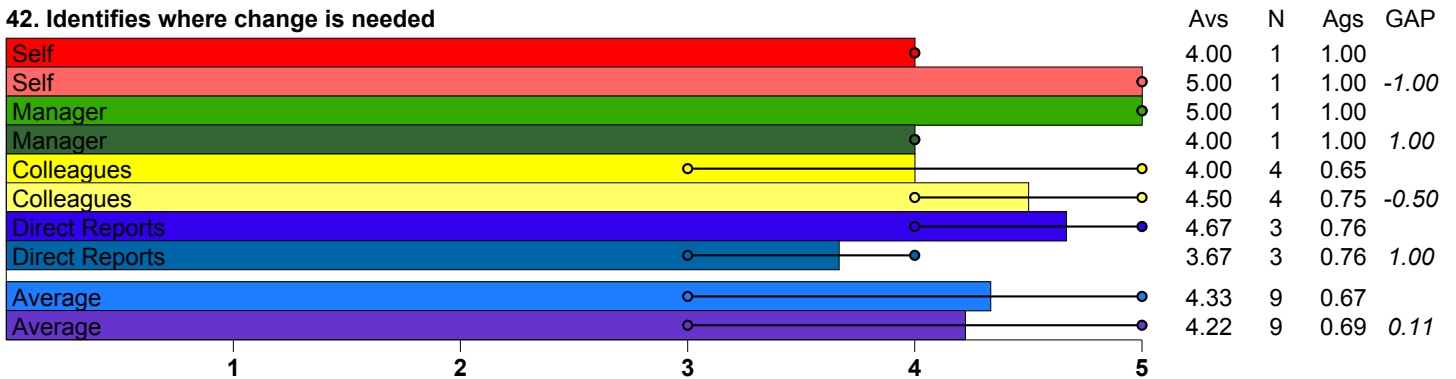
Managing Change



50. Understands the impact of change on people



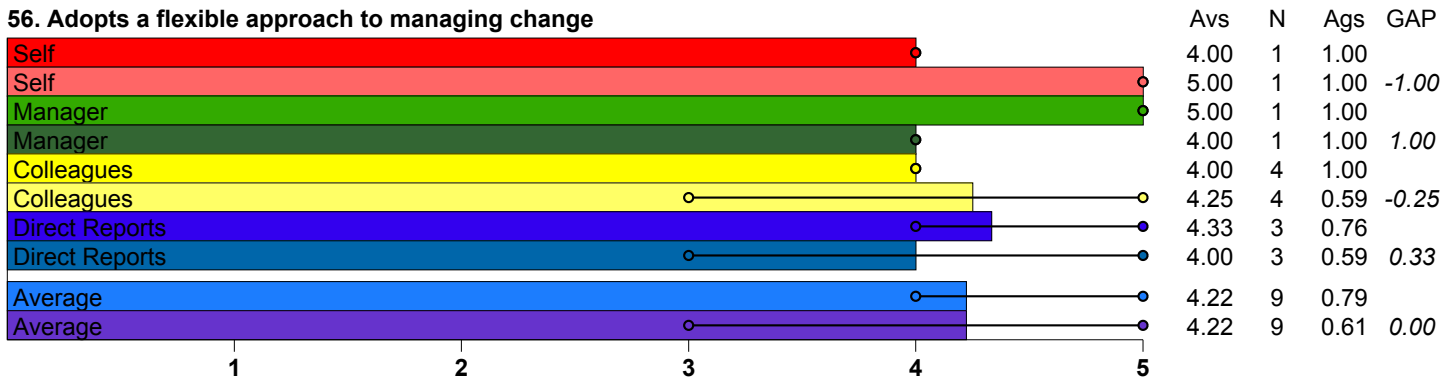
42. Identifies where change is needed



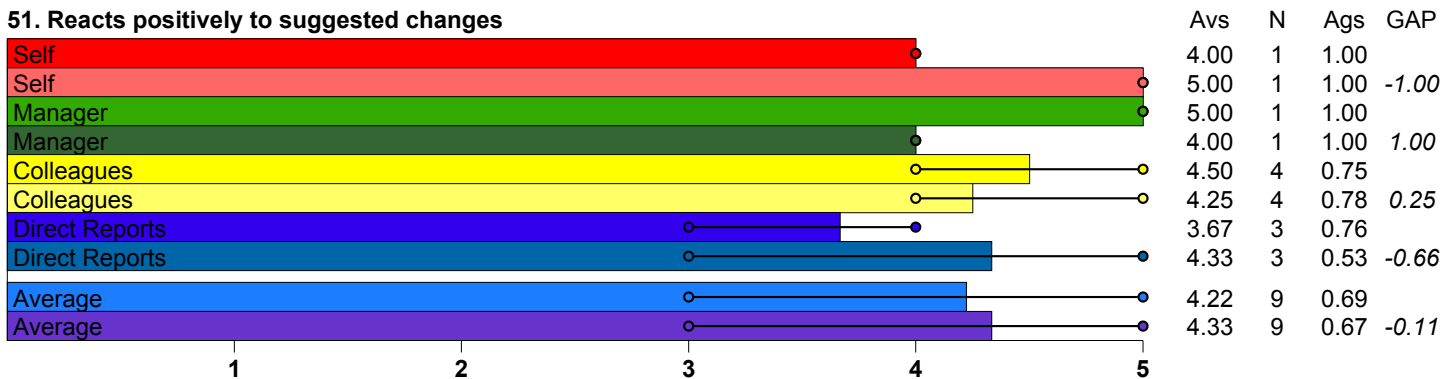
Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
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 Joe Sample

Managing Change Cont. Joe Sample

56. Adopts a flexible approach to managing change



51. Reacts positively to suggested changes



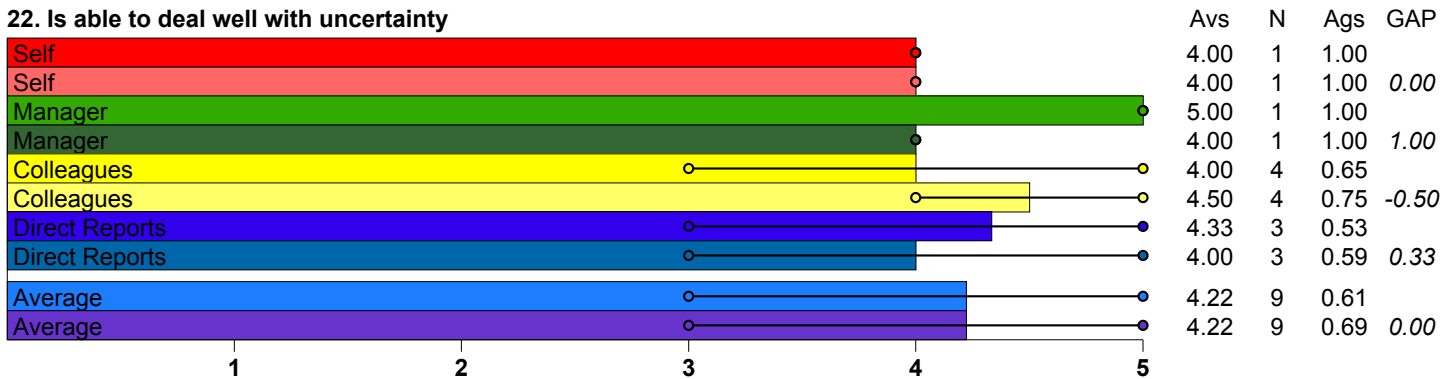
41. Seeks to minimise undue stress and fatigue in their people



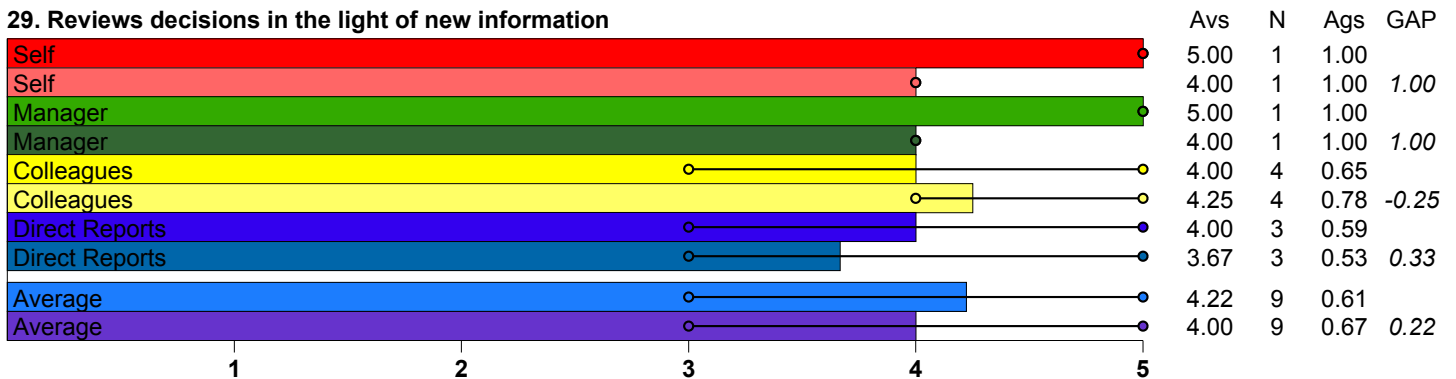
Bar 1 - Importance Bar 2 - Performance
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Managing Change Cont. Joe Sample

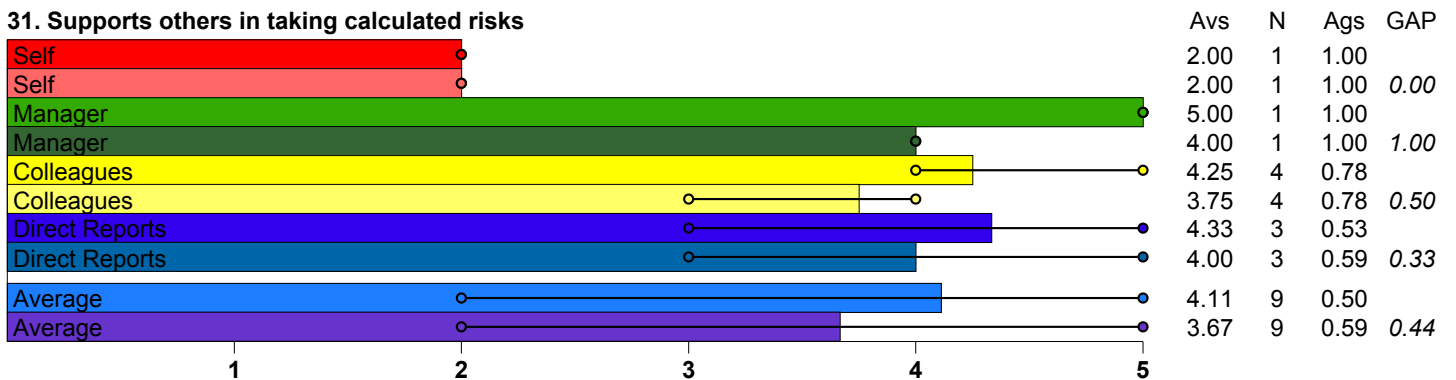
22. Is able to deal well with uncertainty



29. Reviews decisions in the light of new information



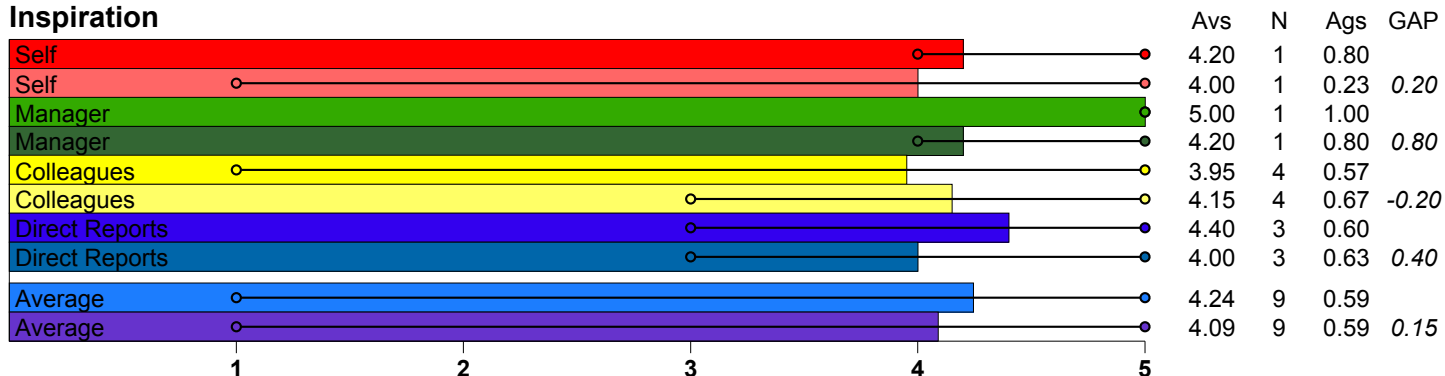
31. Supports others in taking calculated risks



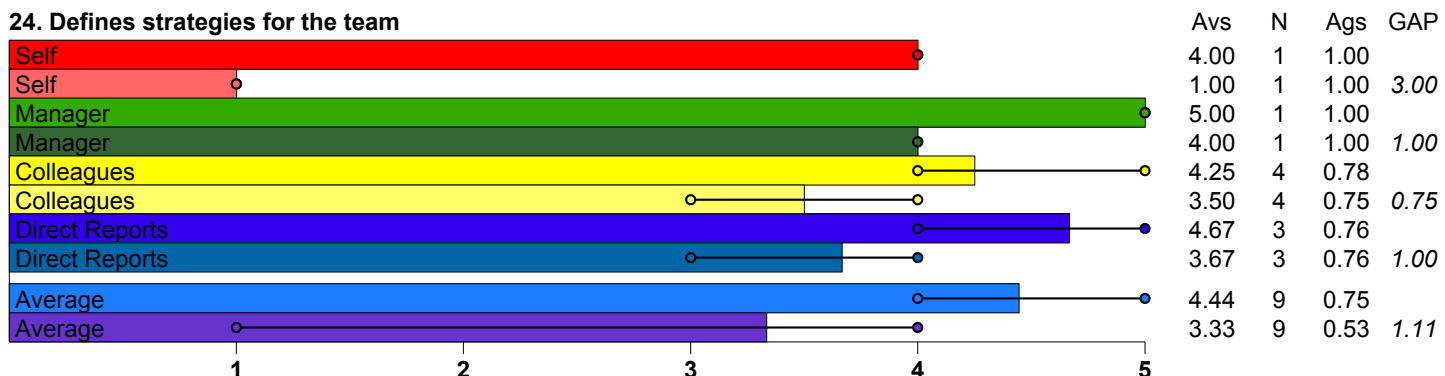
Bar 1 - Importance Bar 2 - Performance
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Inspiration Joe Sample

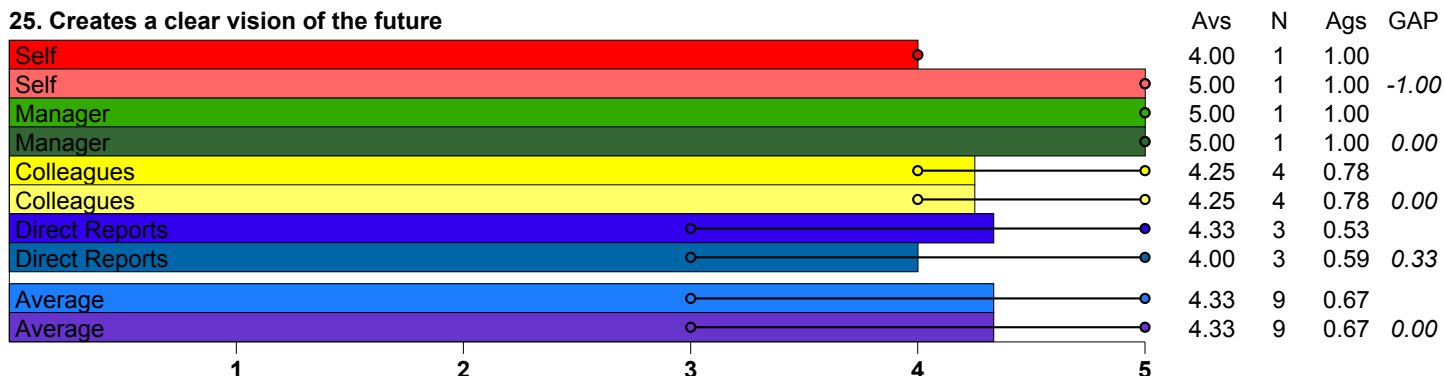
Inspiration



24. Defines strategies for the team



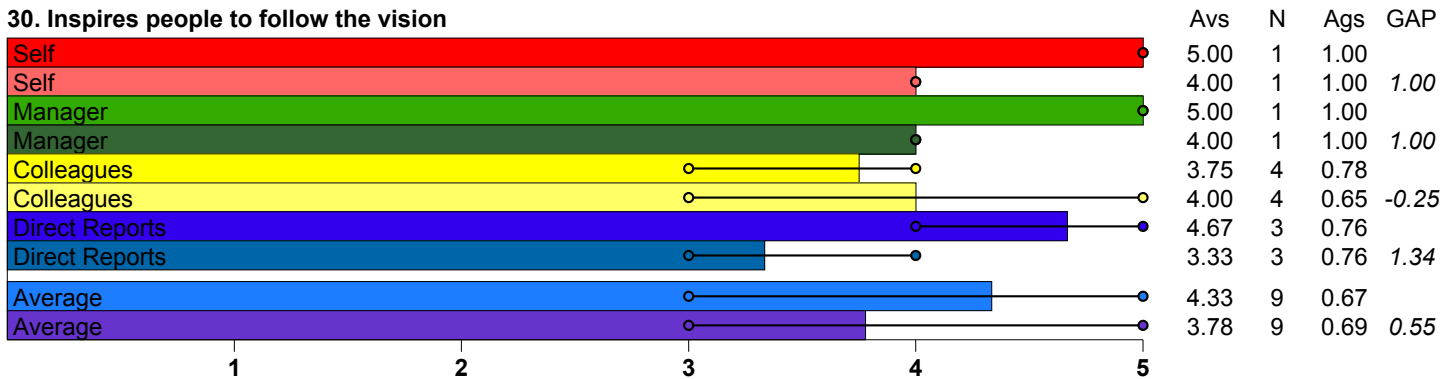
25. Creates a clear vision of the future



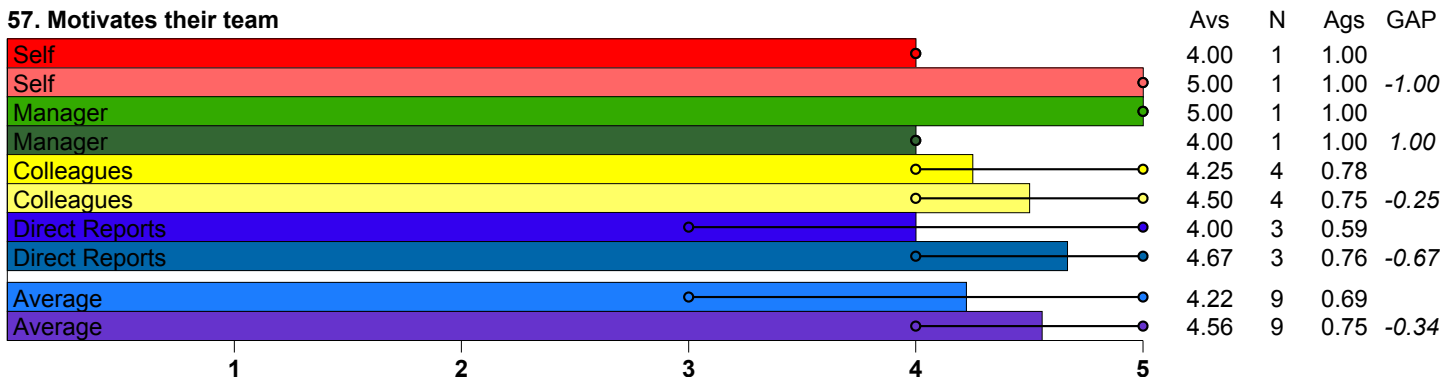
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Inspiration Cont. Joe Sample

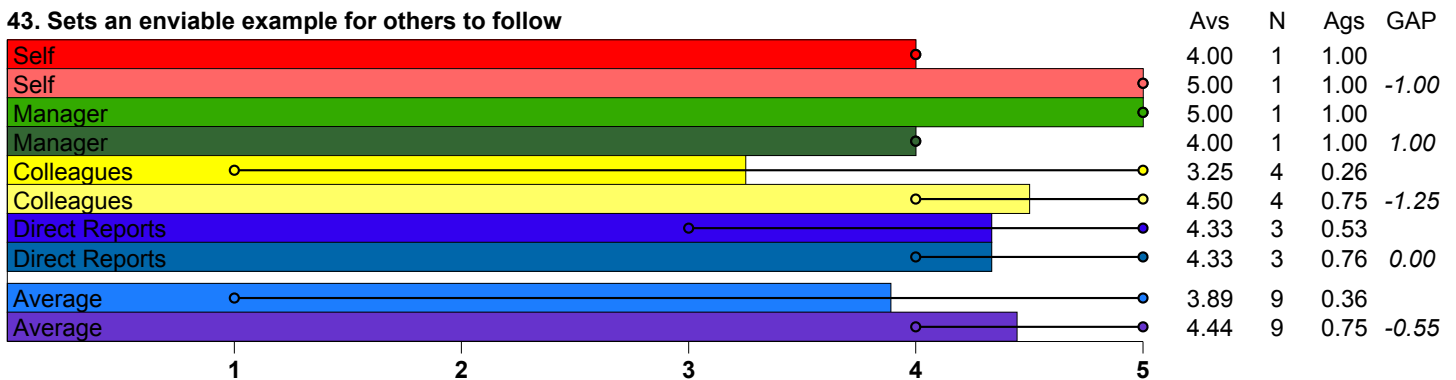
30. Inspires people to follow the vision



57. Motivates their team



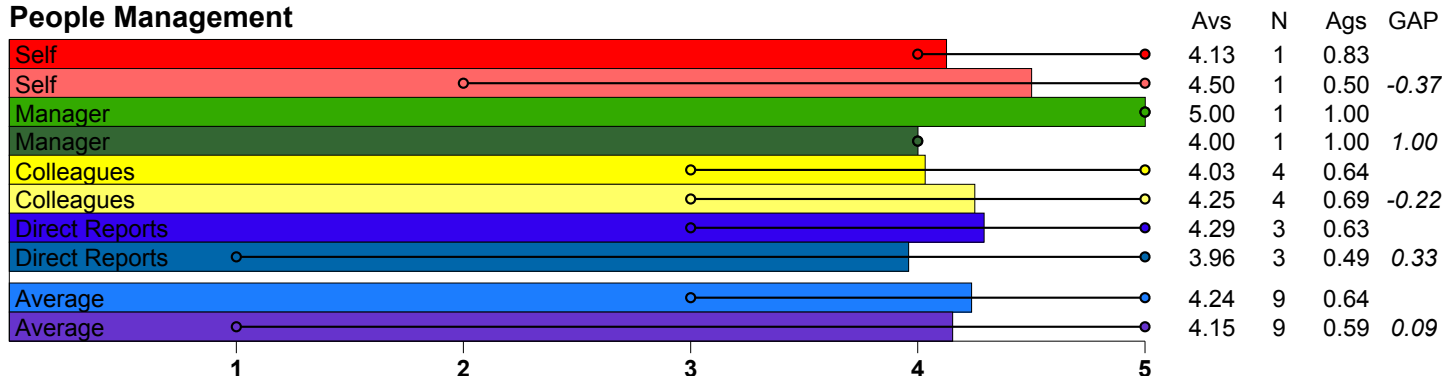
43. Sets an enviable example for others to follow



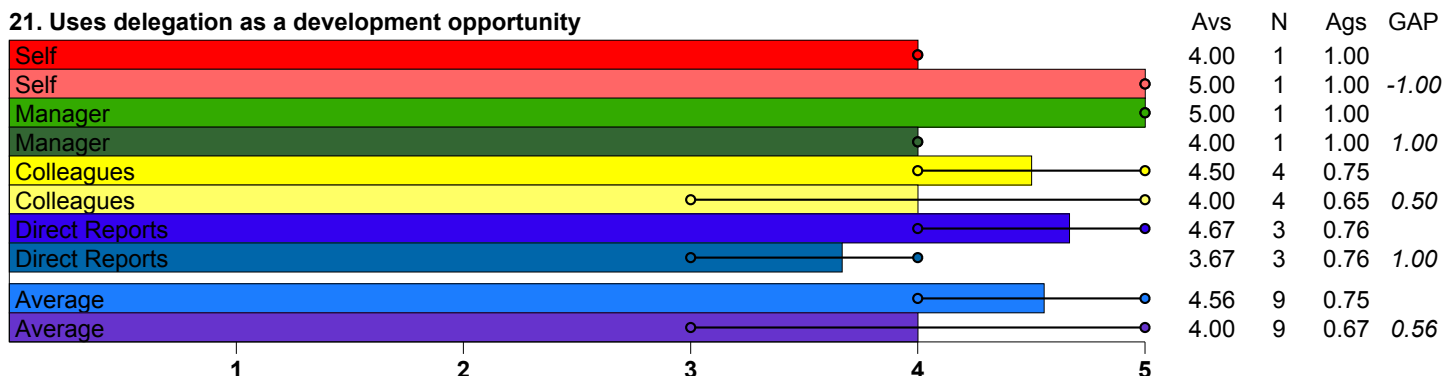
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People Management Joe Sample

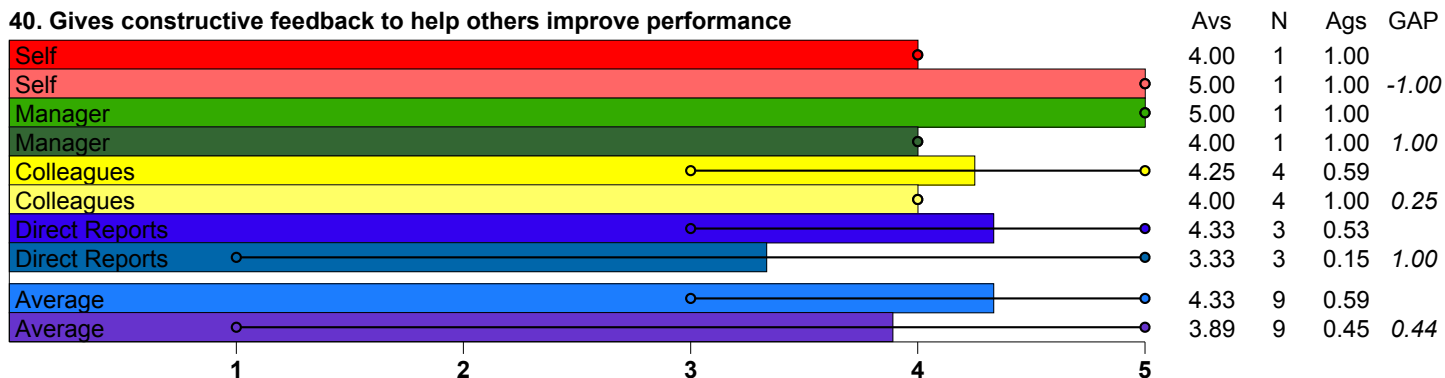
People Management



21. Uses delegation as a development opportunity



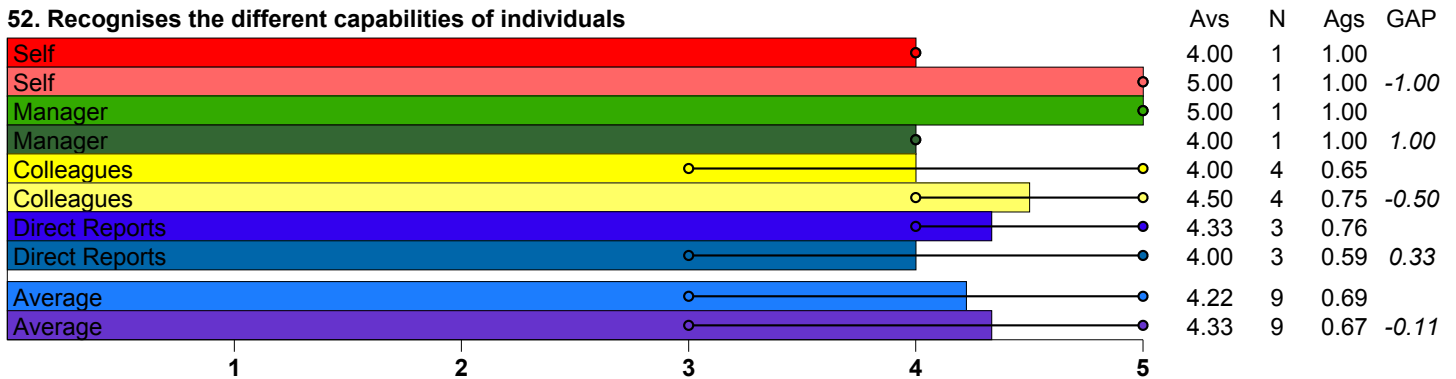
40. Gives constructive feedback to help others improve performance



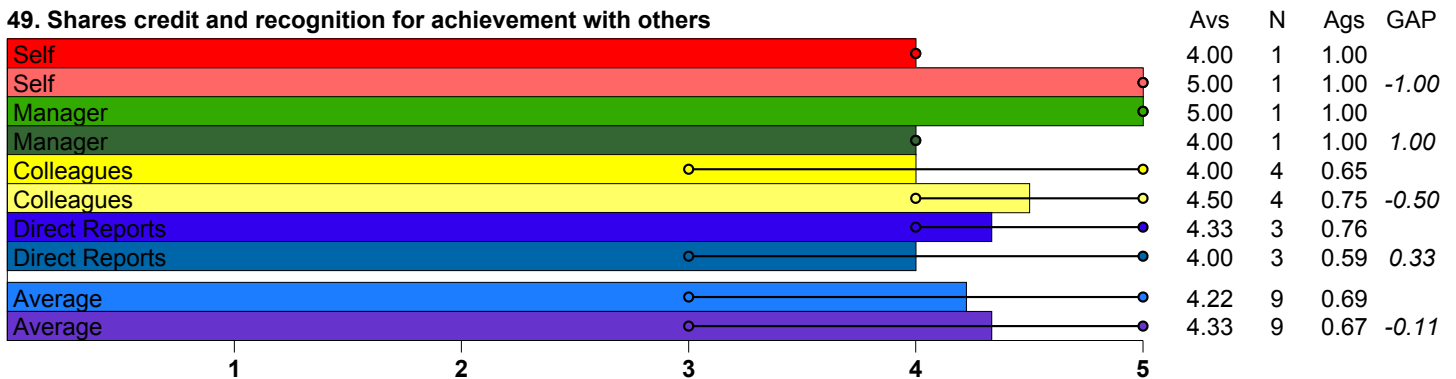
Bar 1 - Importance Bar 2 - Performance
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People Management Cont. Joe Sample

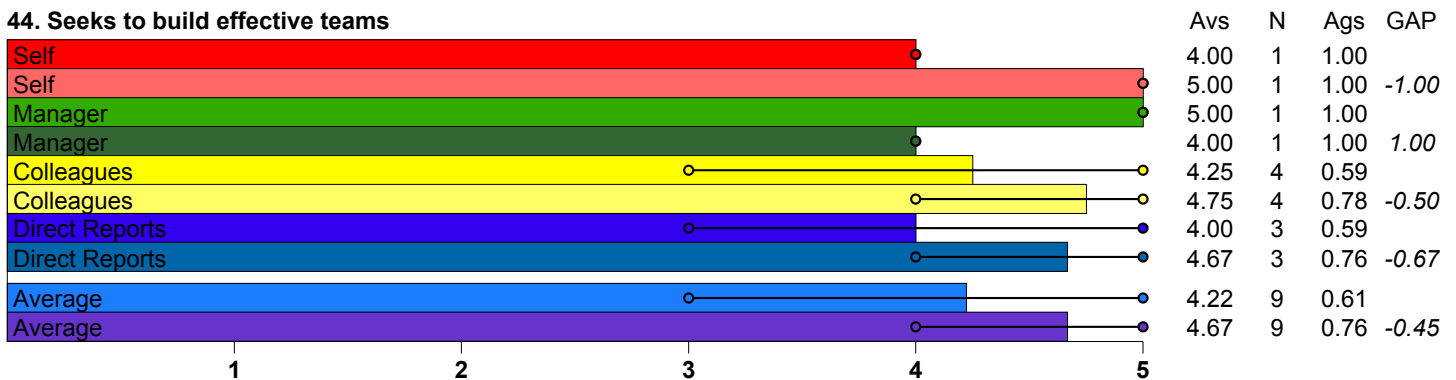
52. Recognises the different capabilities of individuals



49. Shares credit and recognition for achievement with others

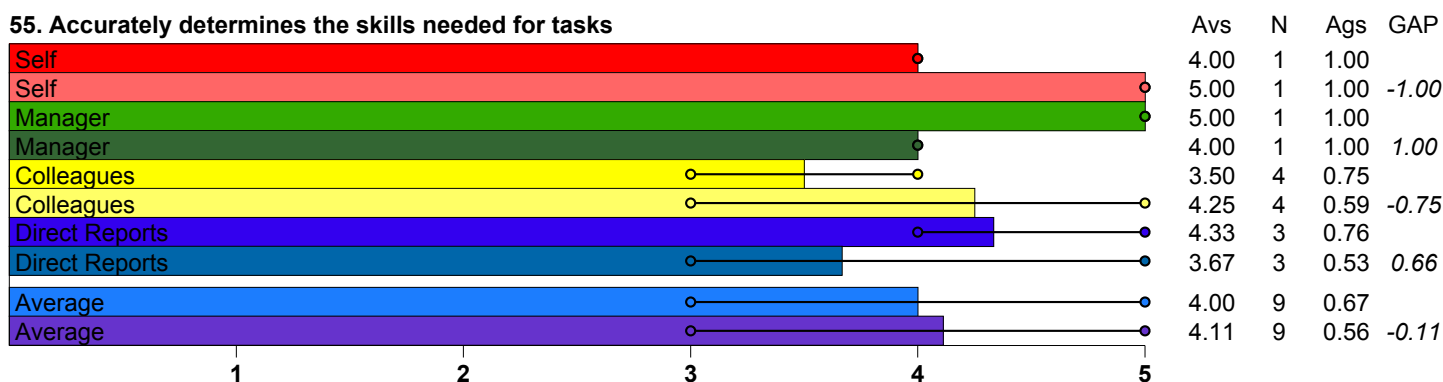
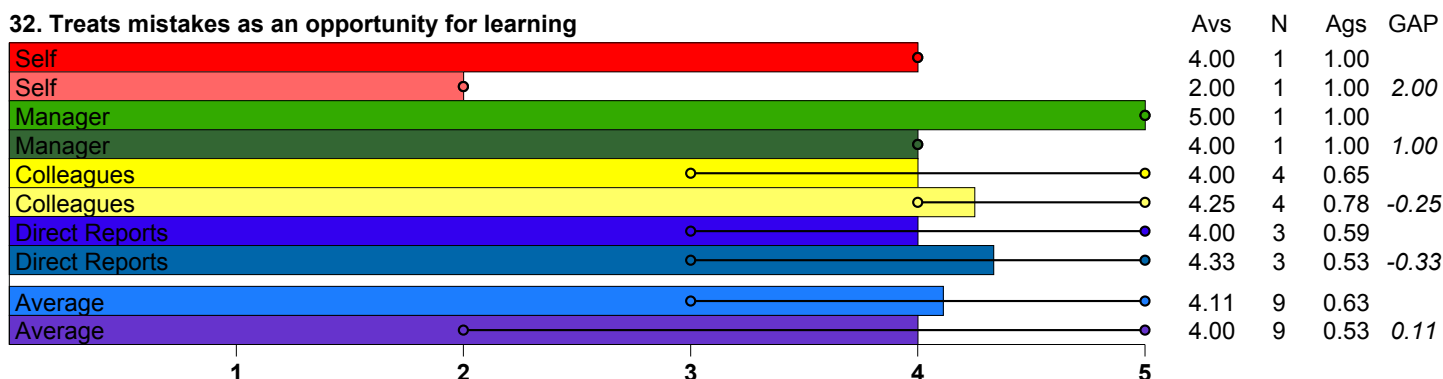
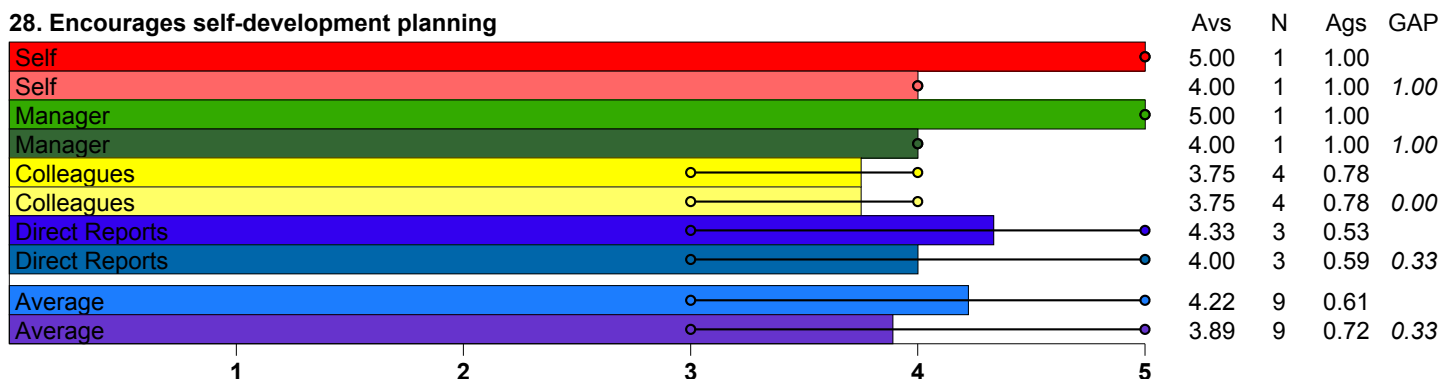


44. Seeks to build effective teams



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People Management Cont. Joe Sample

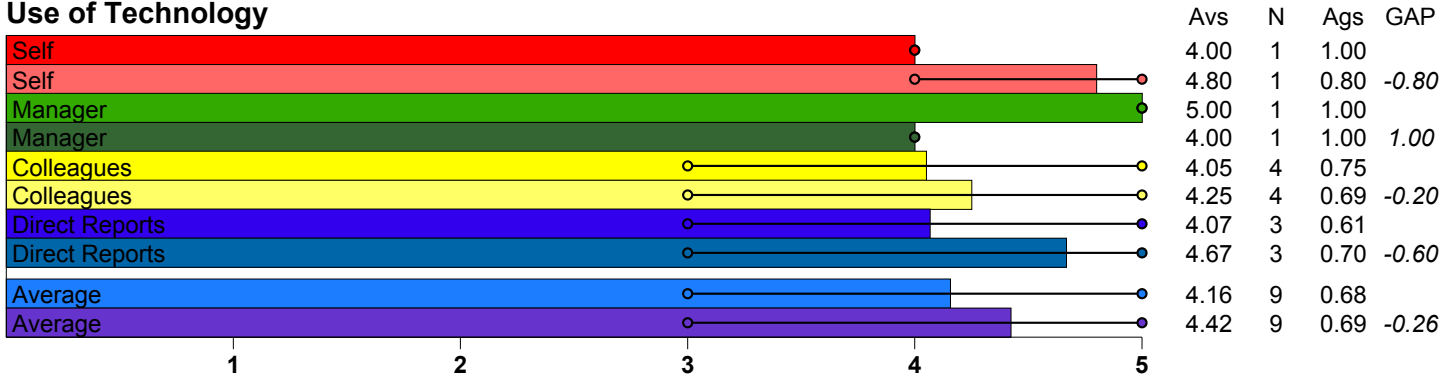


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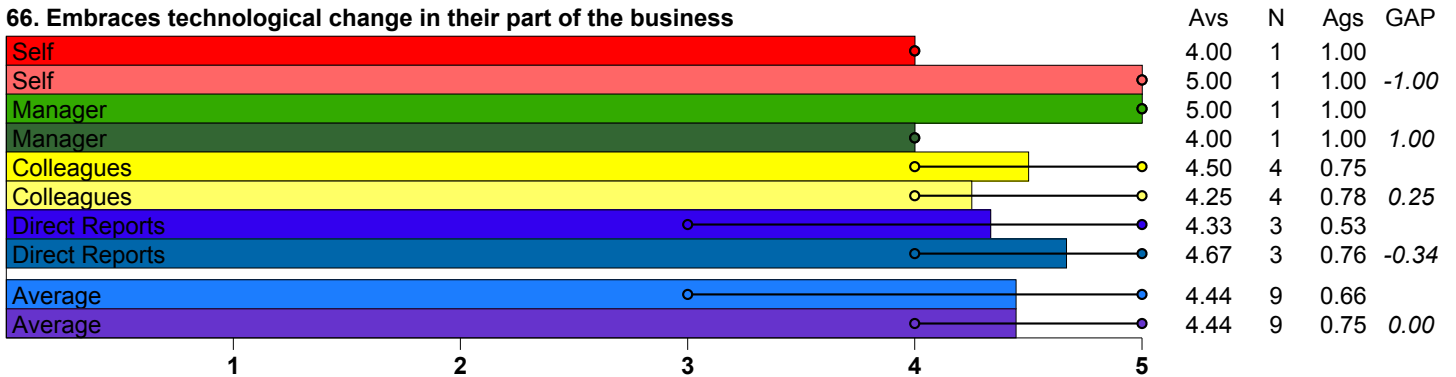
Use of Technology

Joe Sample

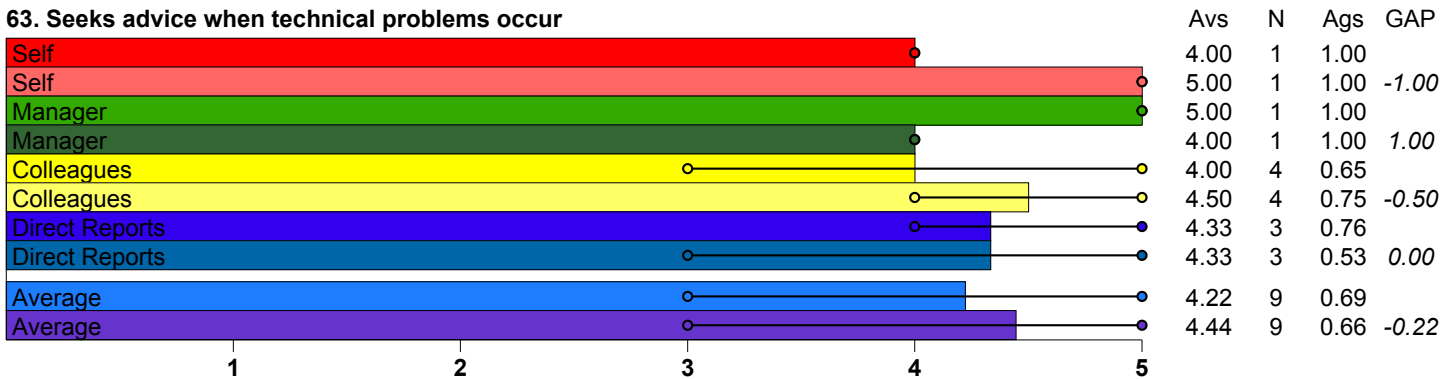
Use of Technology



66. Embraces technological change in their part of the business

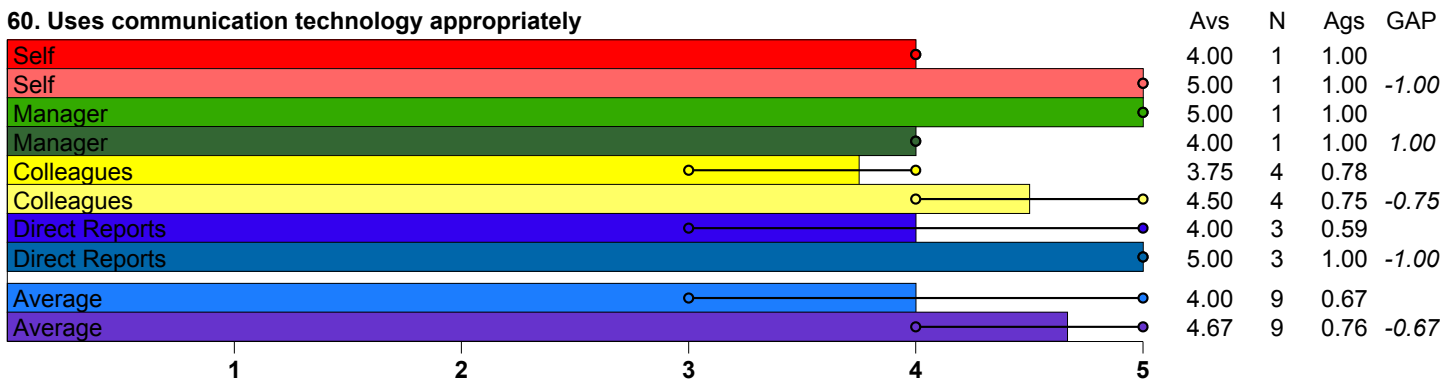
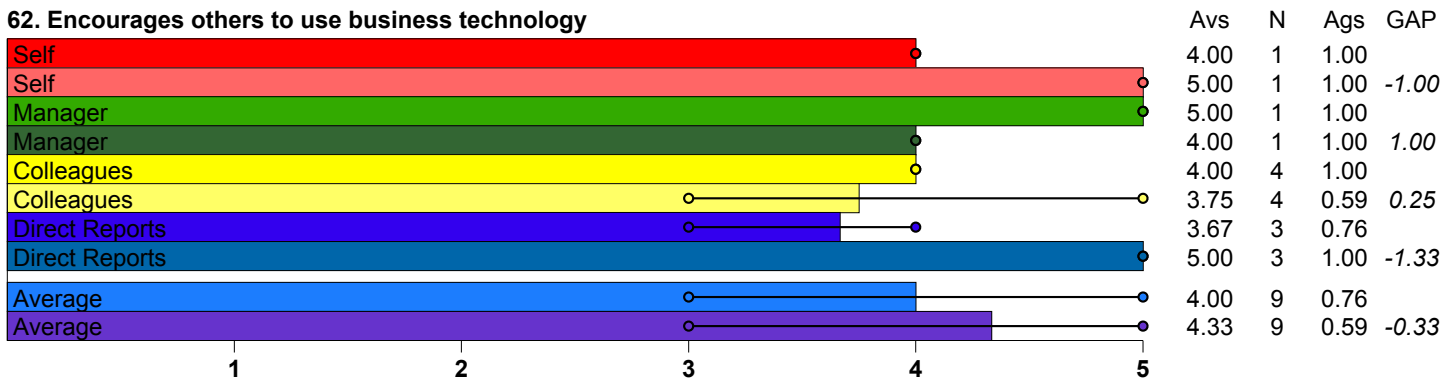
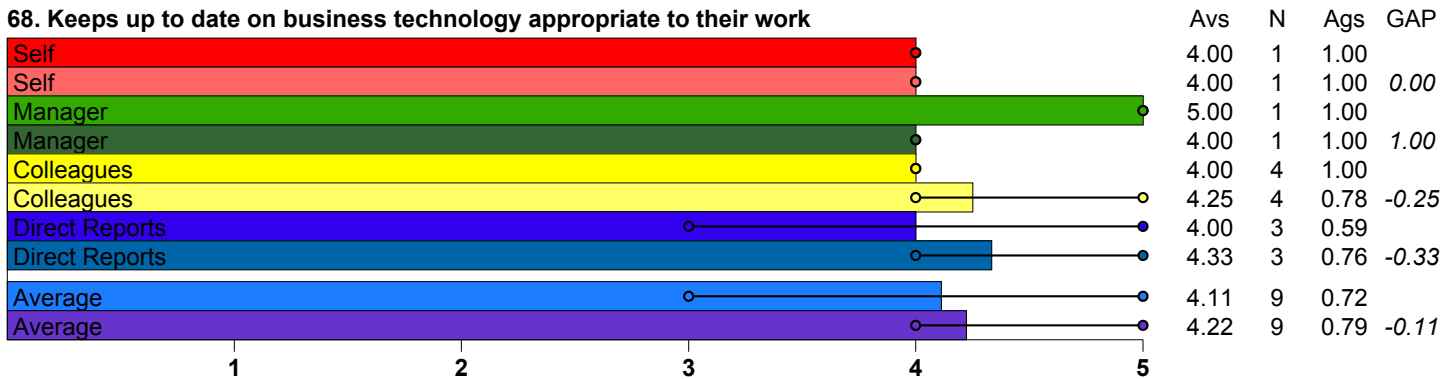


63. Seeks advice when technical problems occur



Bar 1 - Importance Bar 2 - Performance
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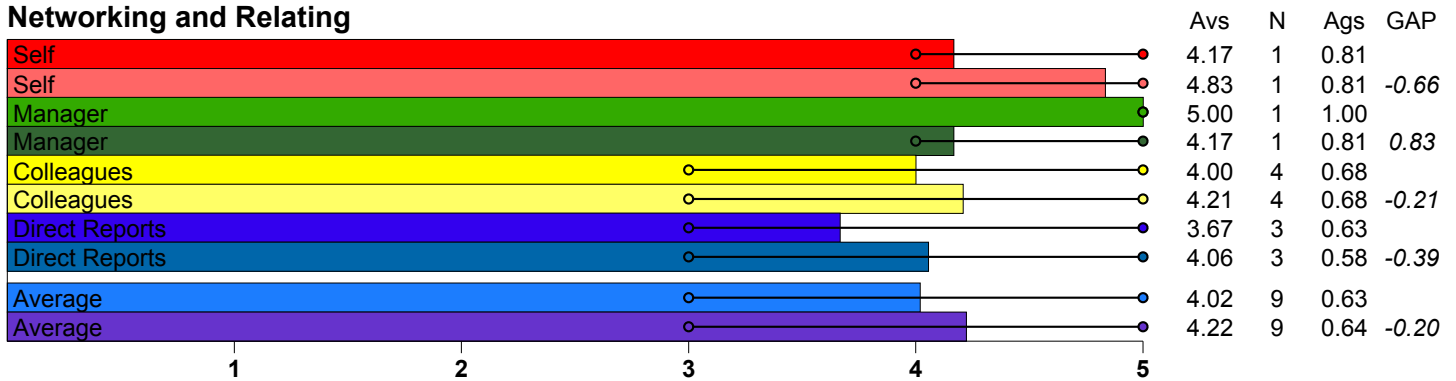
Use of Technology Cont. Joe Sample



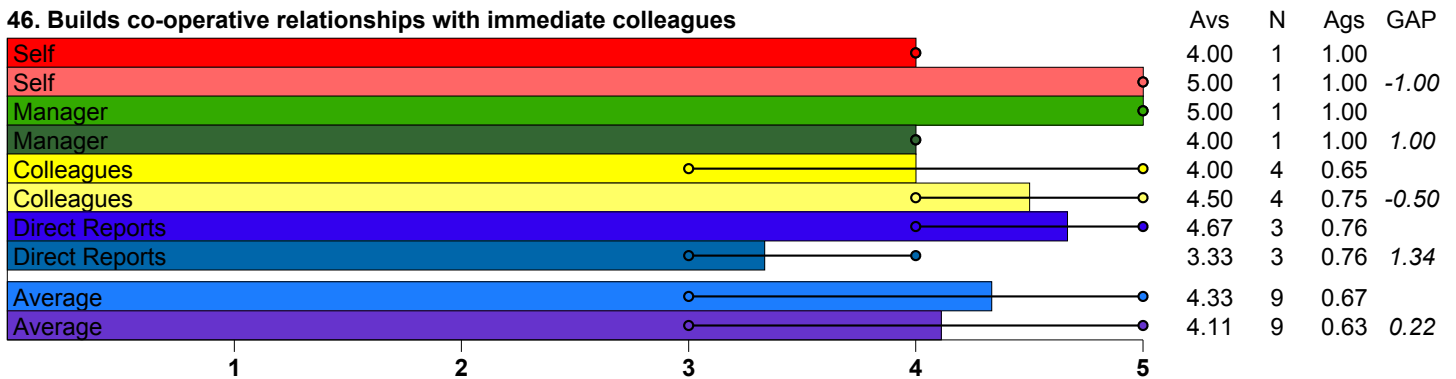
Bar 1 - Importance Bar 2 - Performance
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Networking and Relating Joe Sample

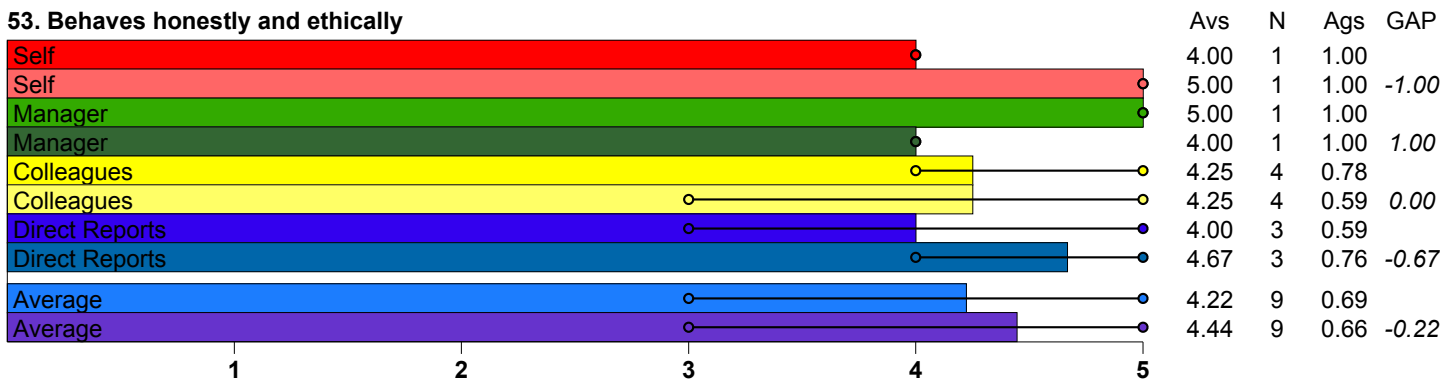
Networking and Relating



46. Builds co-operative relationships with immediate colleagues

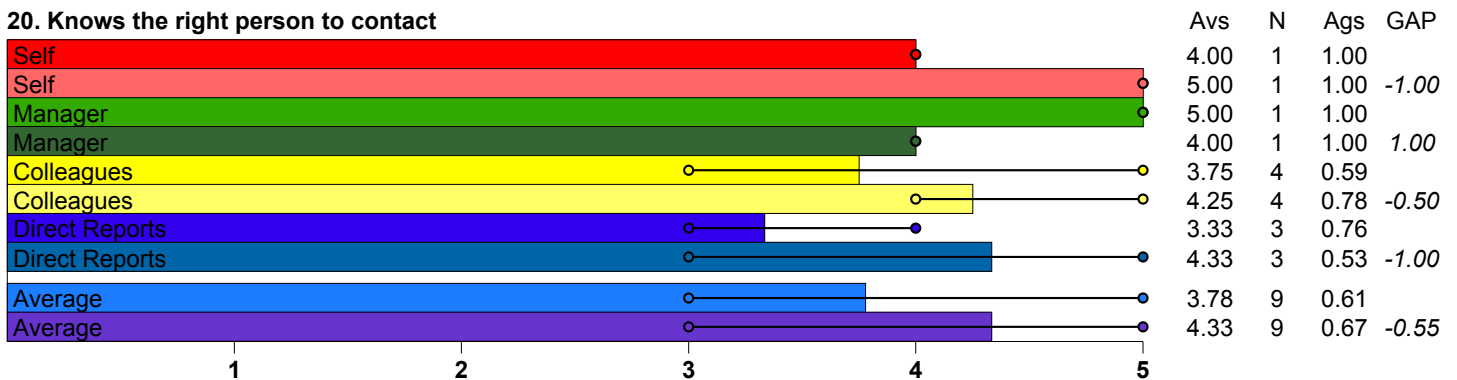
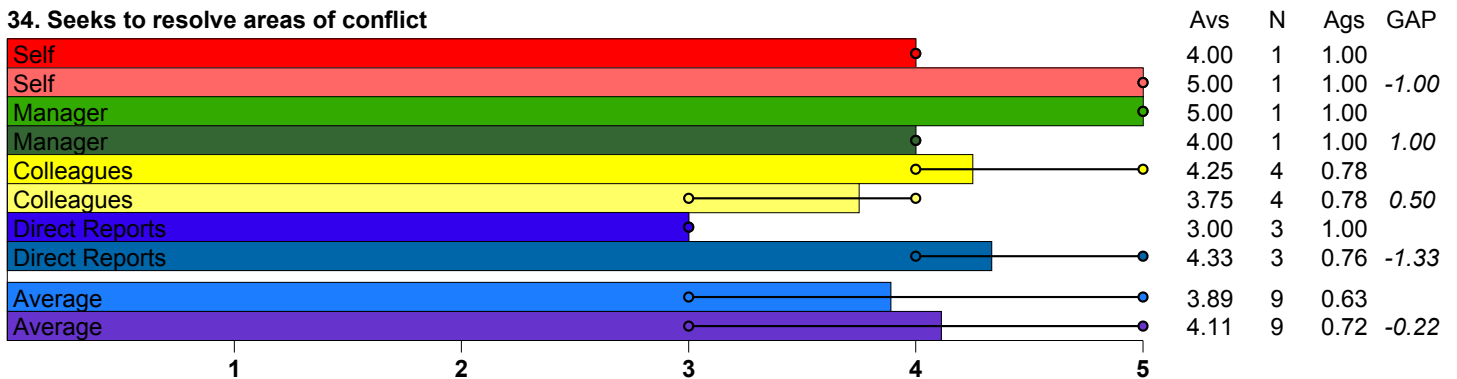
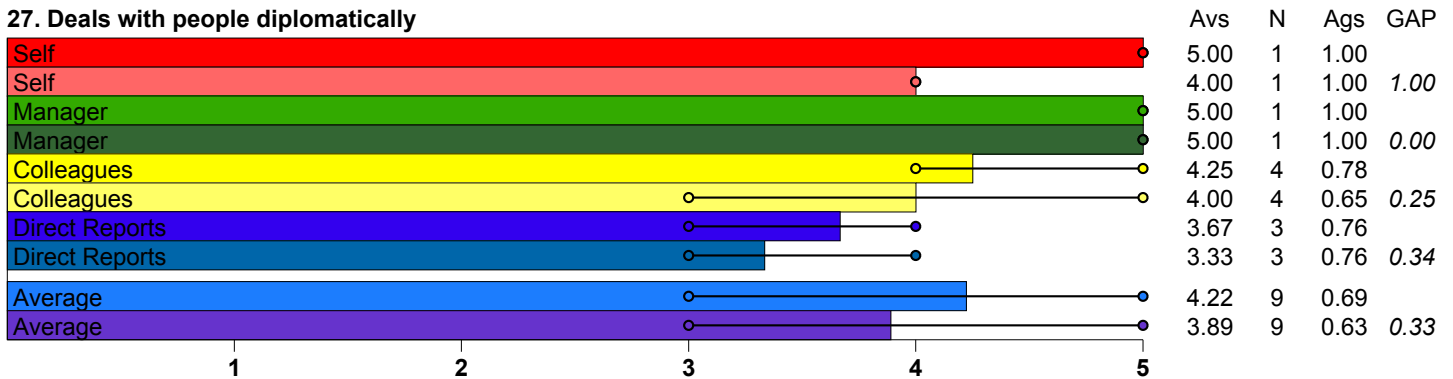


53. Behaves honestly and ethically



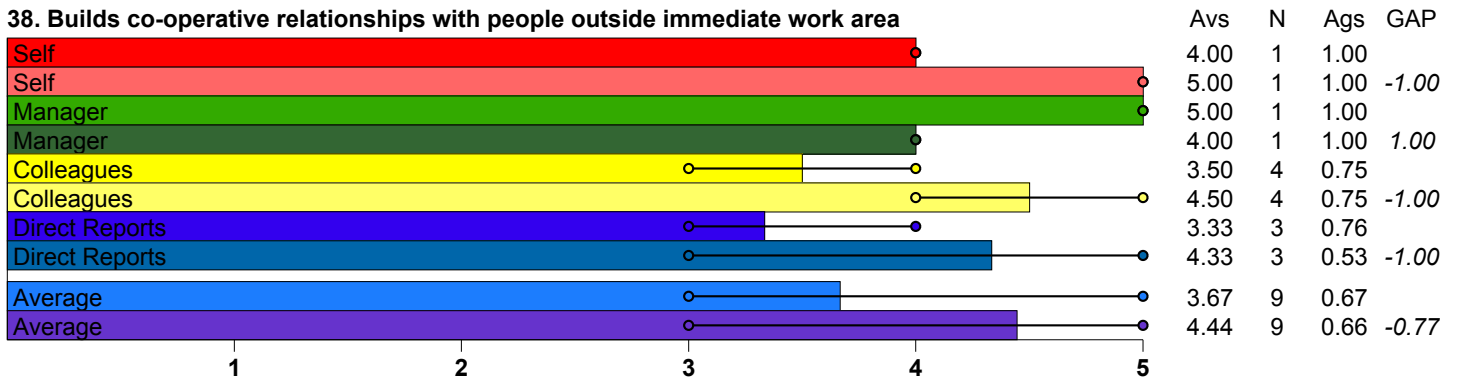
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Networking and Relating Cont. Joe Sample



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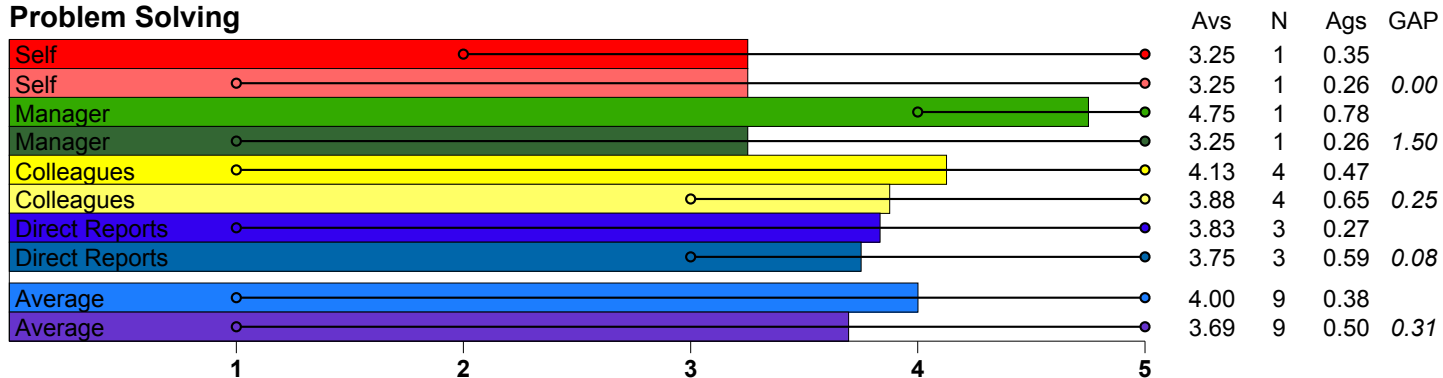
Networking and Relating Cont. Joe Sample



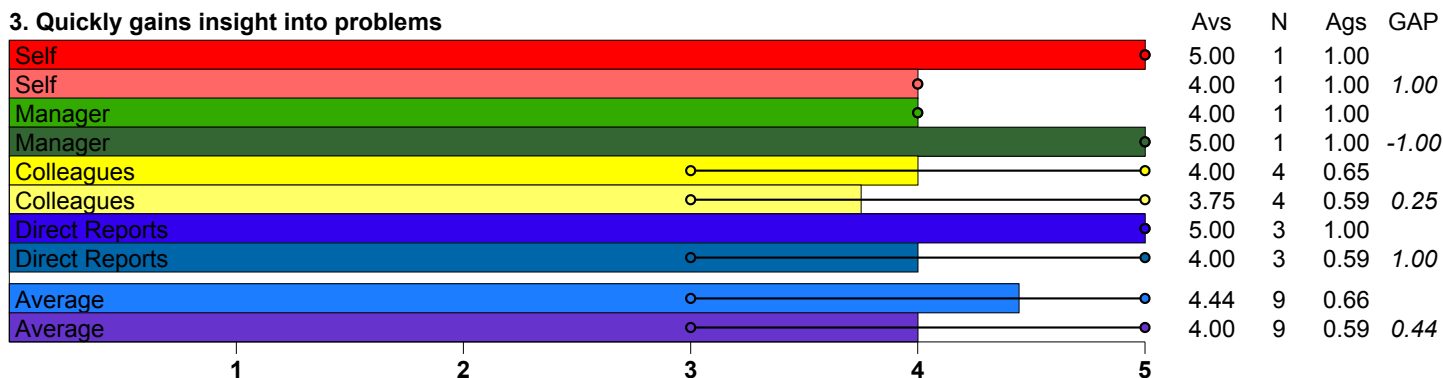
Bar 1 - Importance Bar 2 - Performance
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 Joe Sample

Problem Solving Joe Sample

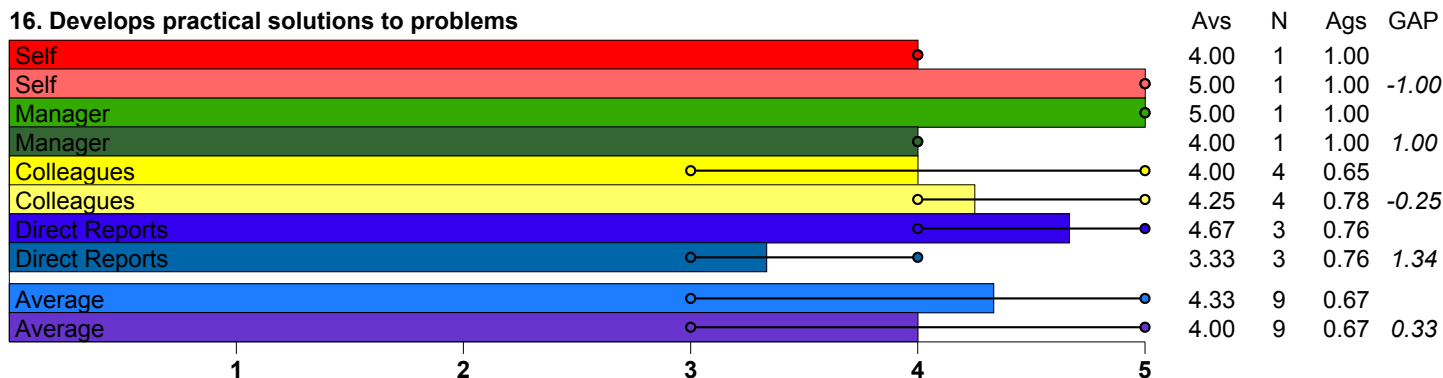
Problem Solving



3. Quickly gains insight into problems



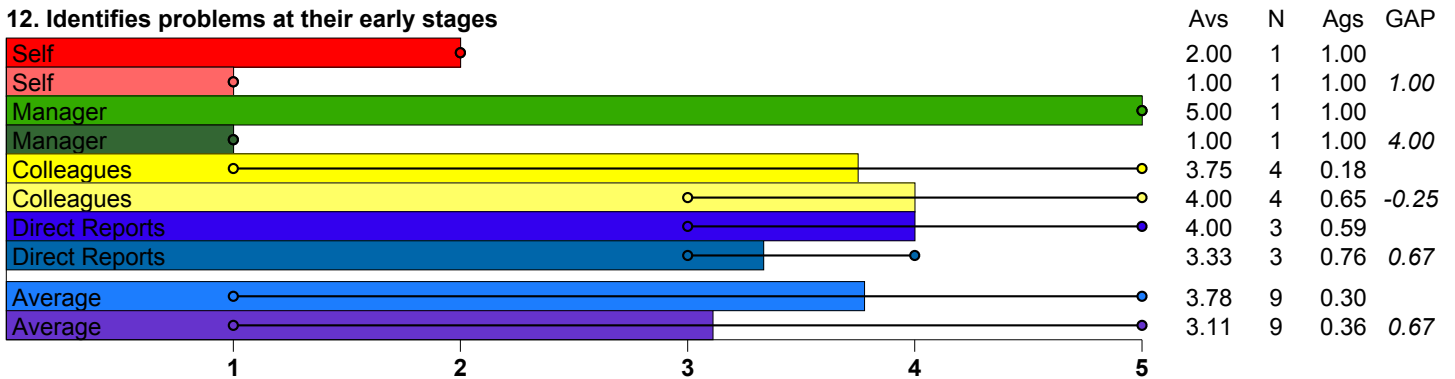
16. Develops practical solutions to problems



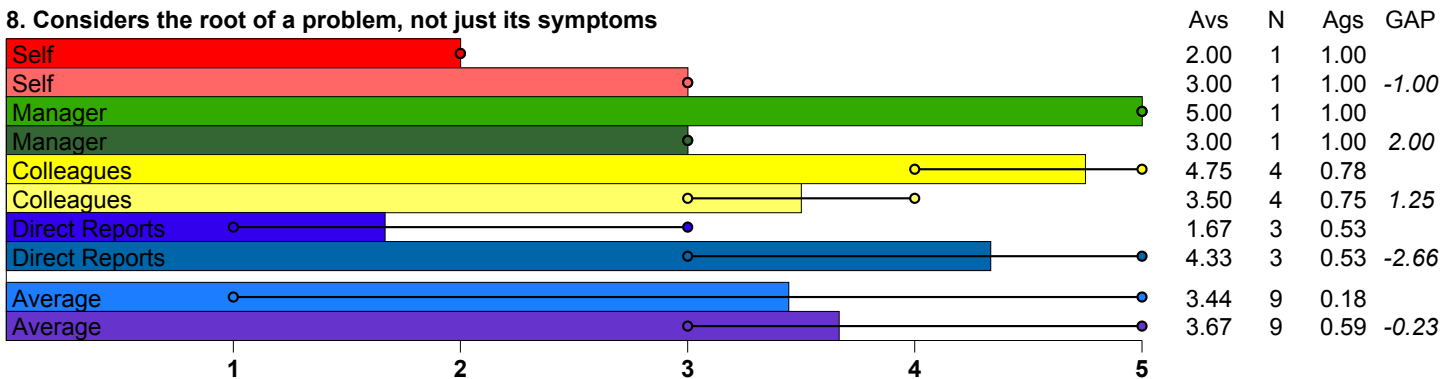
Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
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Problem Solving Cont. Joe Sample

12. Identifies problems at their early stages



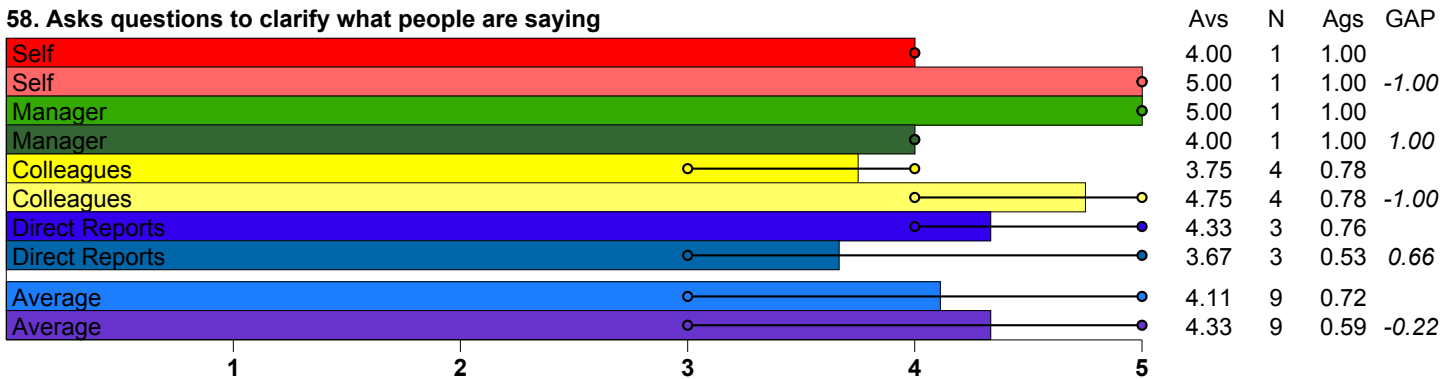
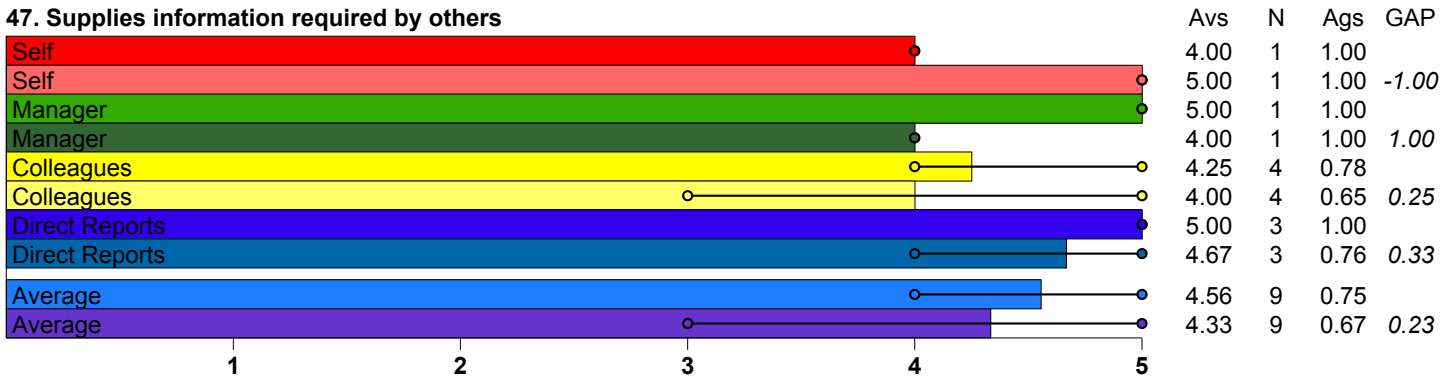
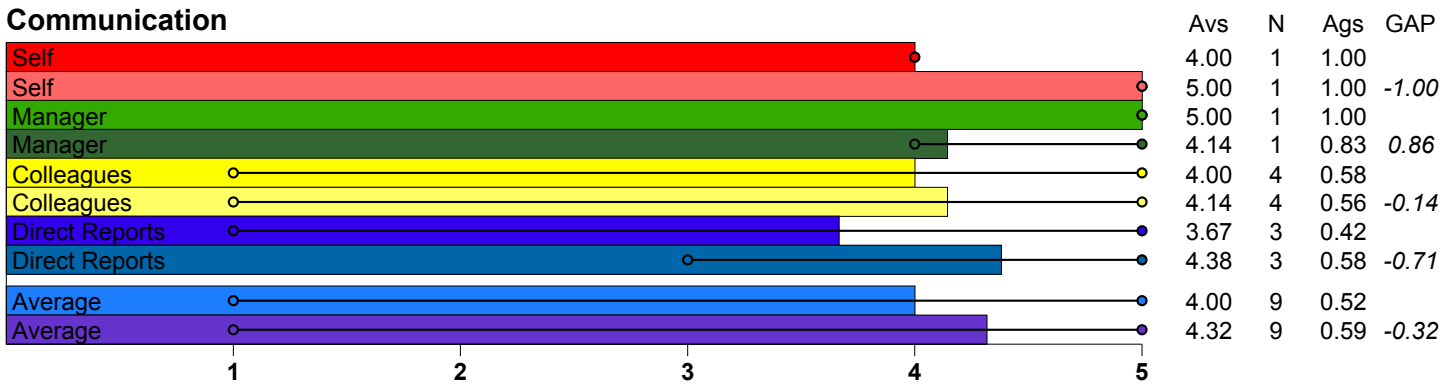
8. Considers the root of a problem, not just its symptoms



Bar 1 - Importance Bar 2 - Performance
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 Joe Sample

Communication

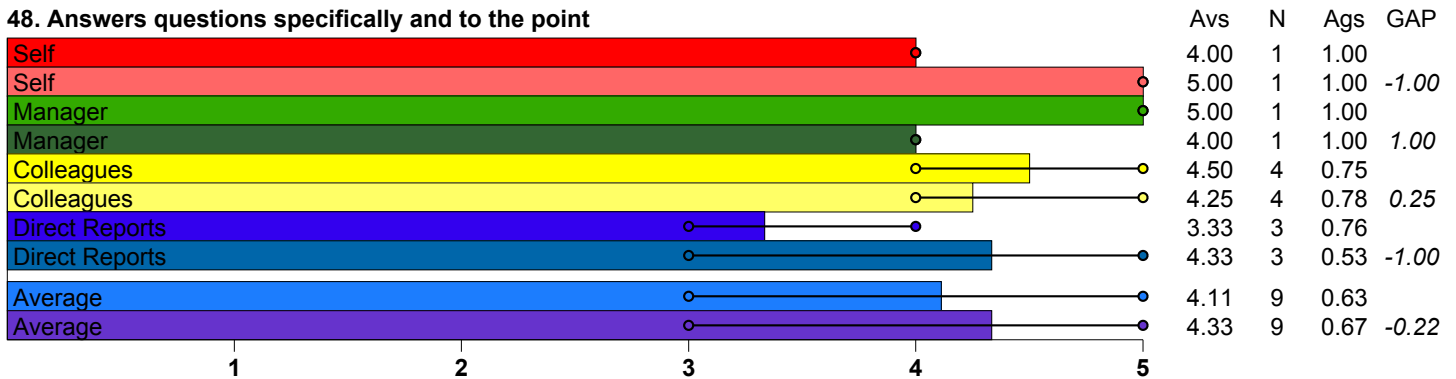
Joe Sample



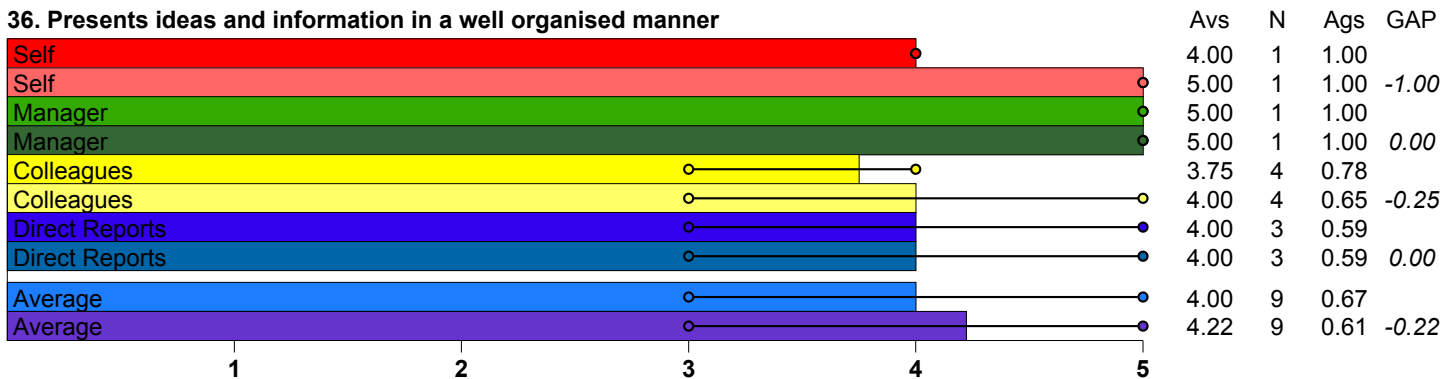
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Communication Cont. Joe Sample

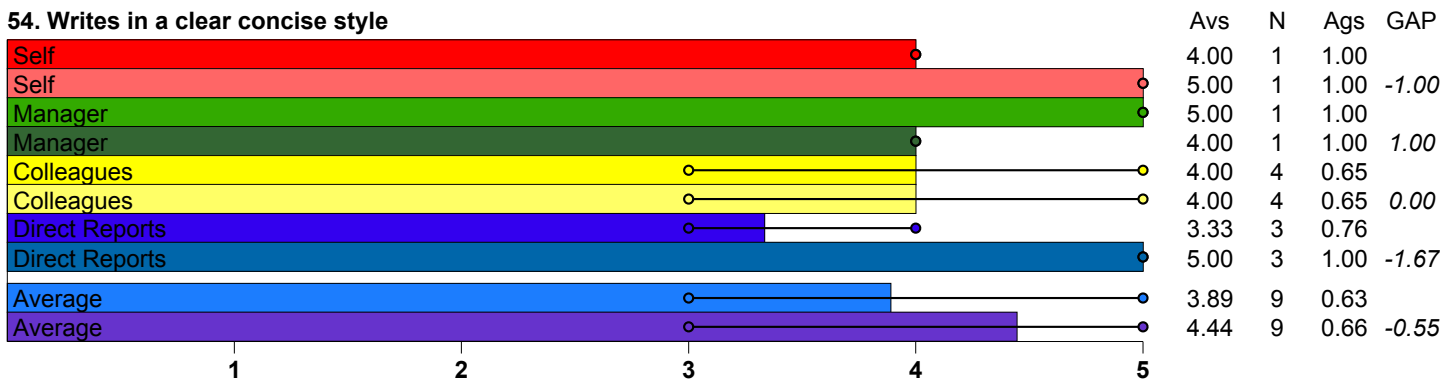
48. Answers questions specifically and to the point



36. Presents ideas and information in a well organised manner



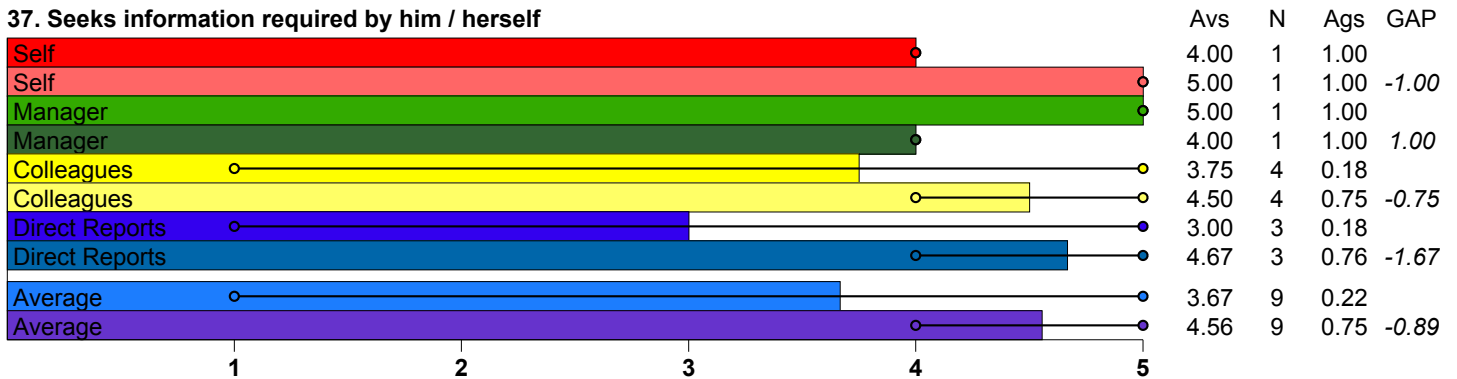
54. Writes in a clear concise style



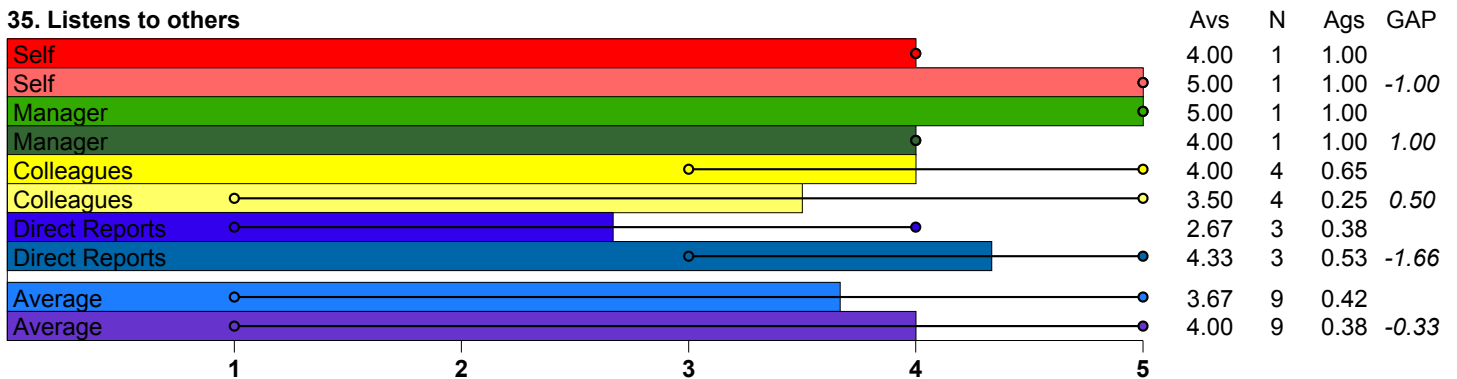
Bar 1 - Importance Bar 2 - Performance
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Communication Cont. Joe Sample

37. Seeks information required by him / herself



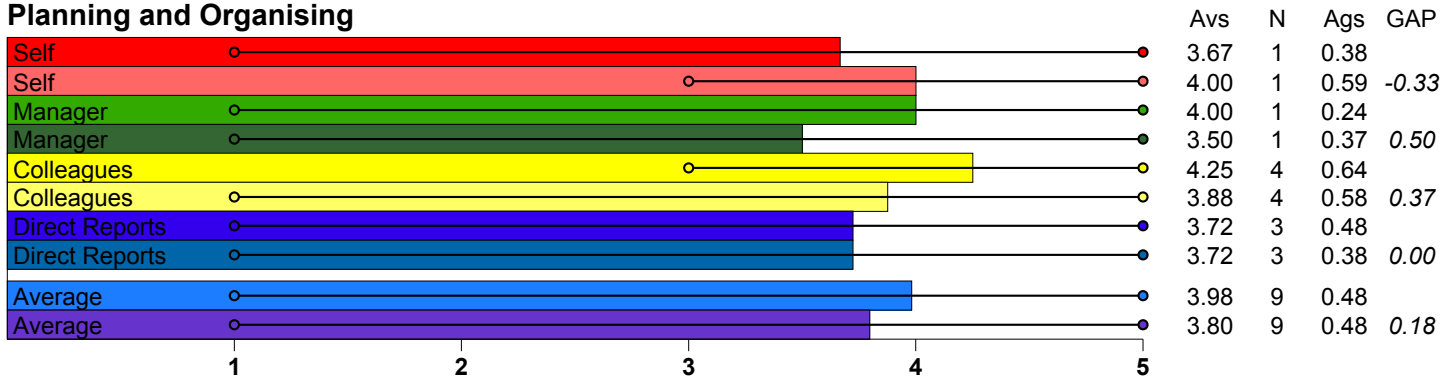
35. Listens to others



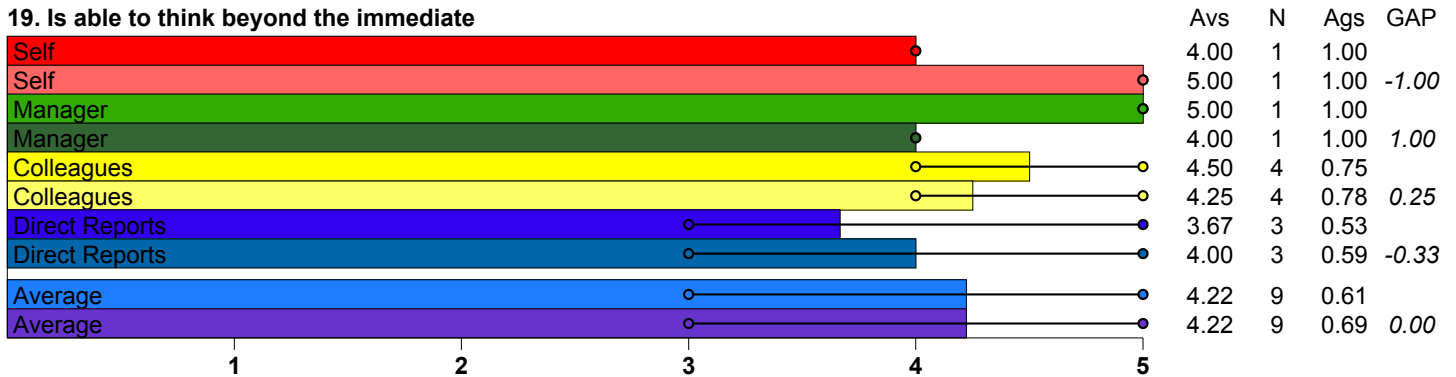
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 Joe Sample

Planning and Organising Joe Sample

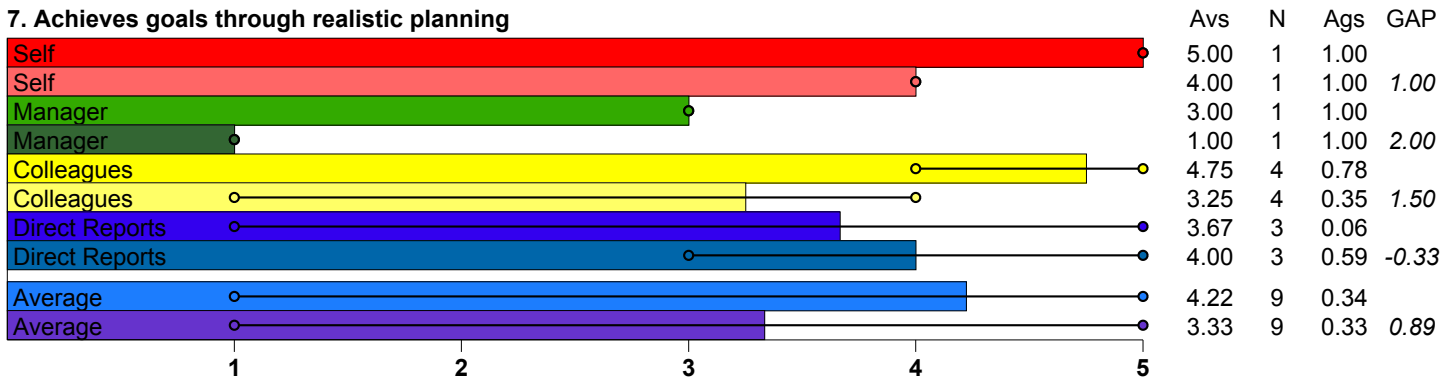
Planning and Organising



19. Is able to think beyond the immediate



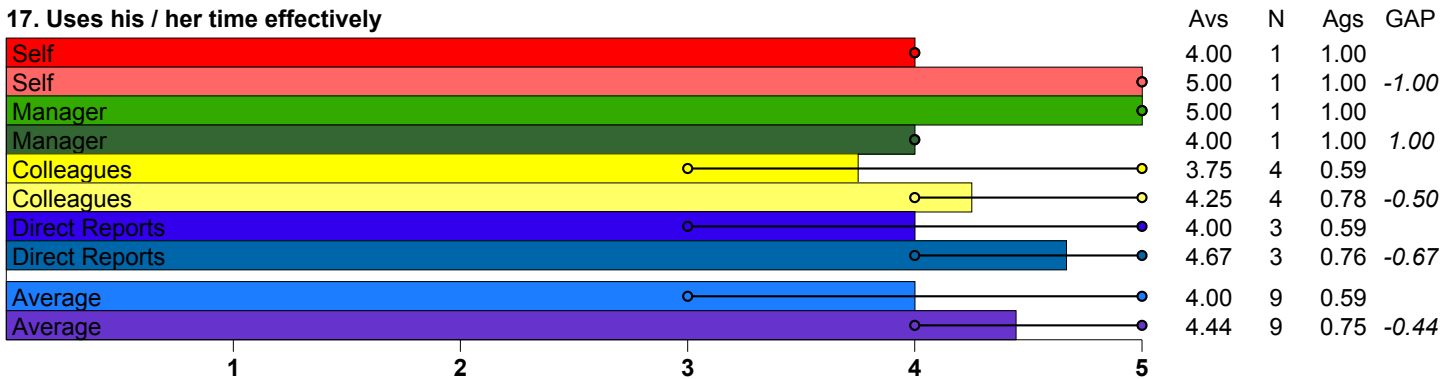
7. Achieves goals through realistic planning



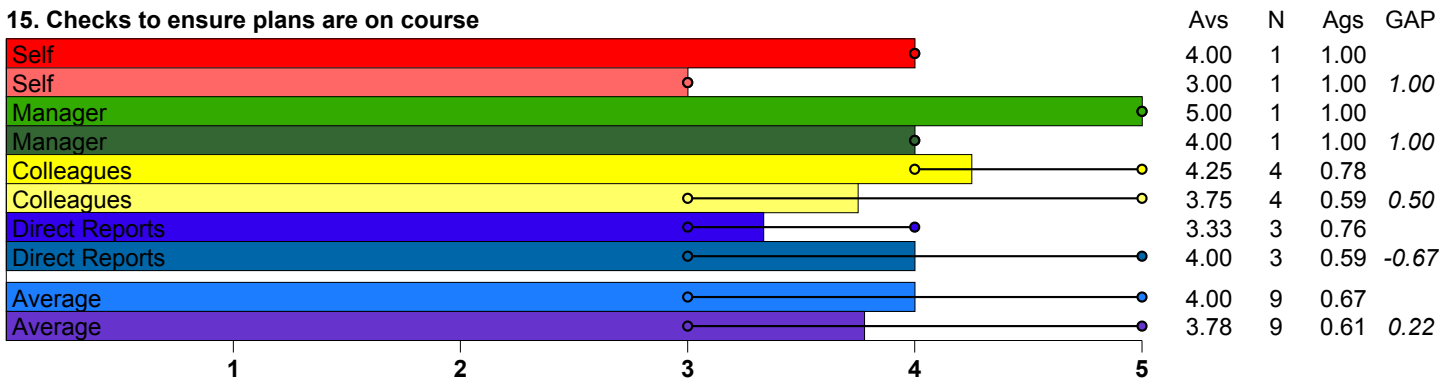
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Planning and Organising Cont. Joe Sample

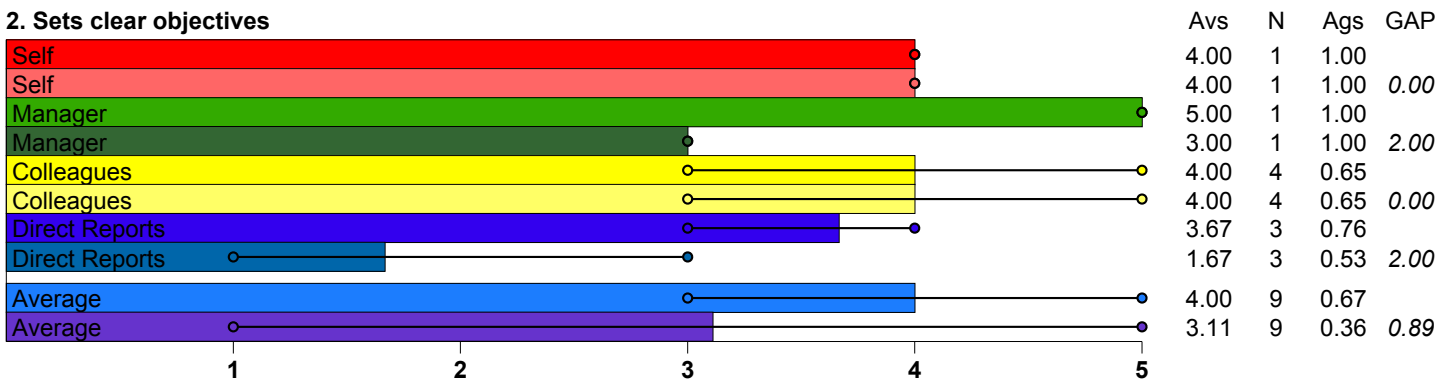
17. Uses his / her time effectively



15. Checks to ensure plans are on course



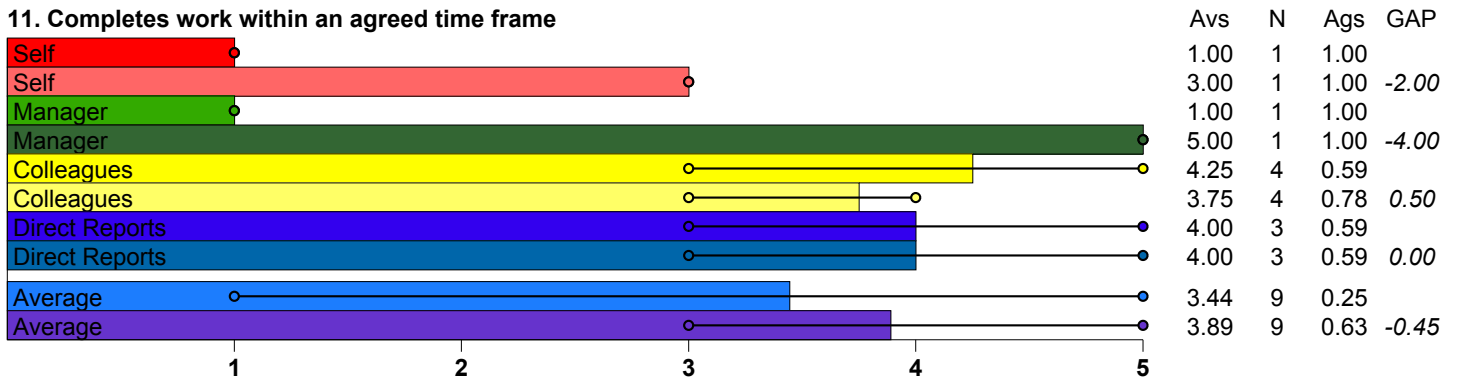
2. Sets clear objectives



Bar 1 - Importance Bar 2 - Performance
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Planning and Organising Cont. Joe Sample

11. Completes work within an agreed time frame

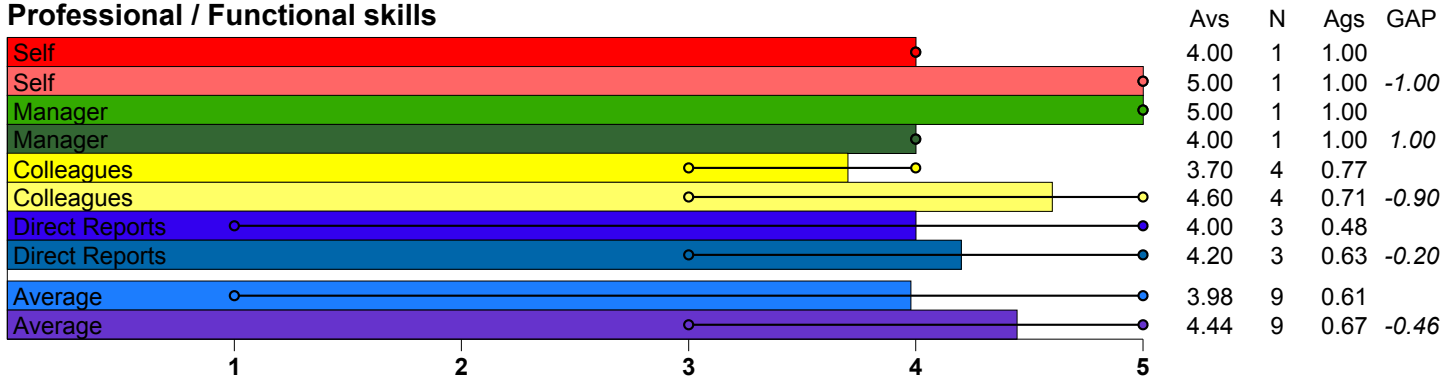


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 NR - No Response AP - Anonymity Protected
 Joe Sample

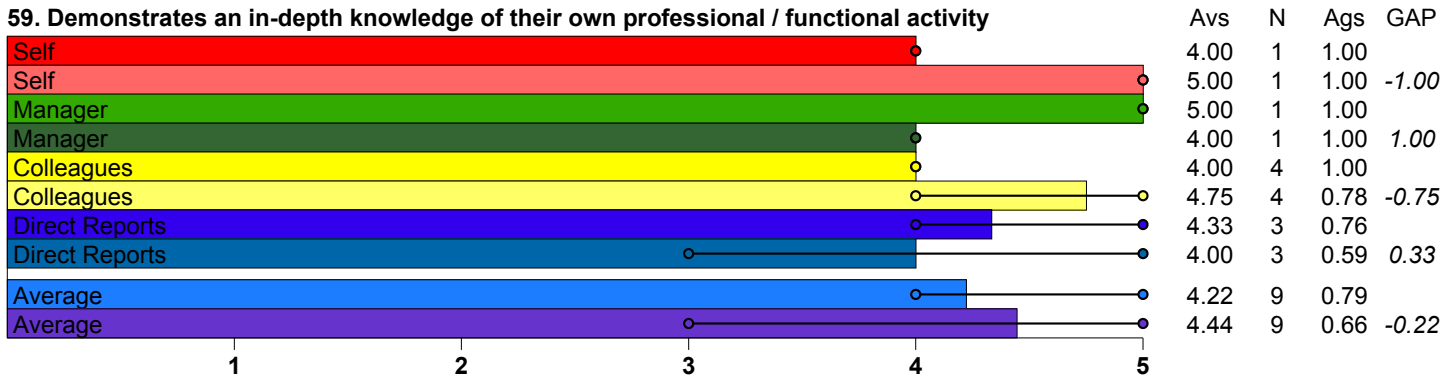
Professional / Functional skills

Joe Sample

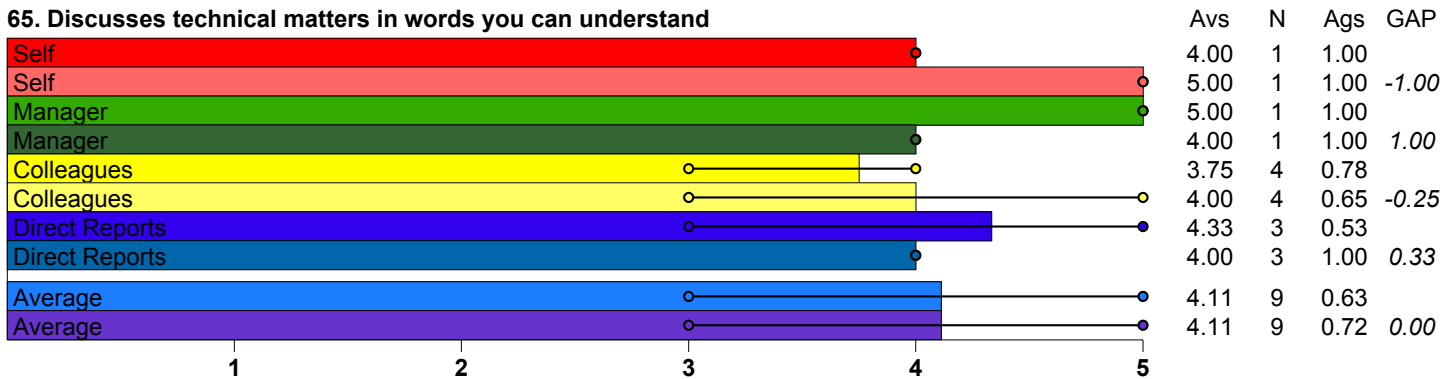
Professional / Functional skills



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

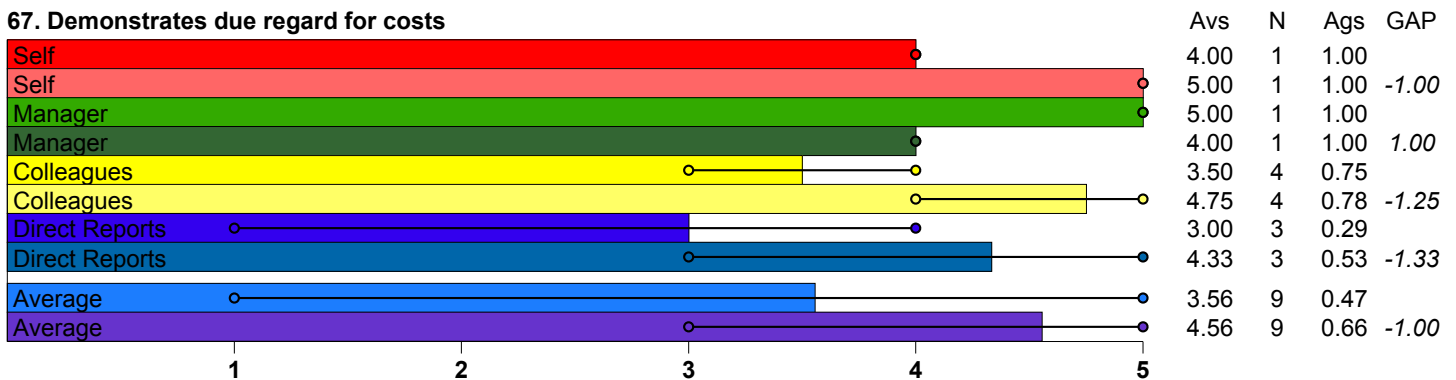
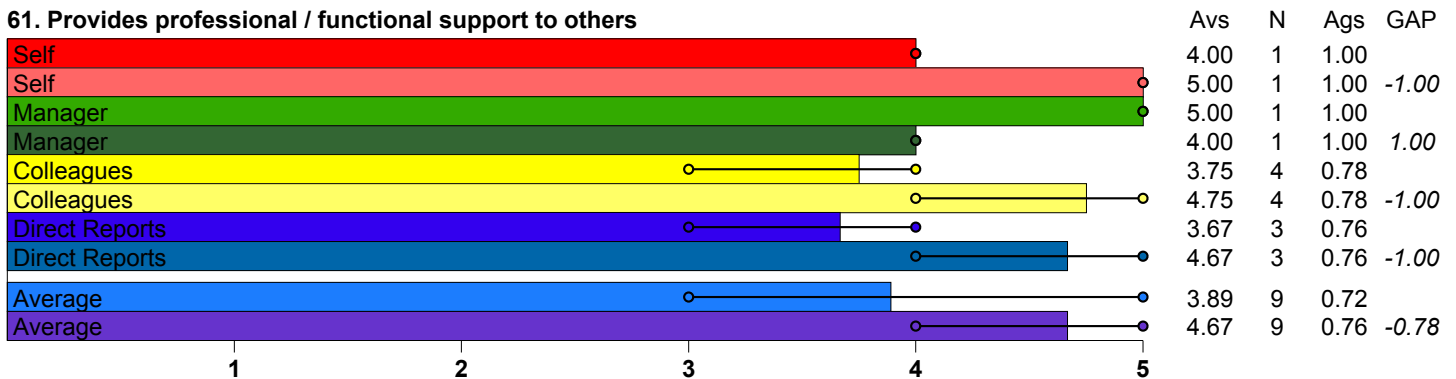
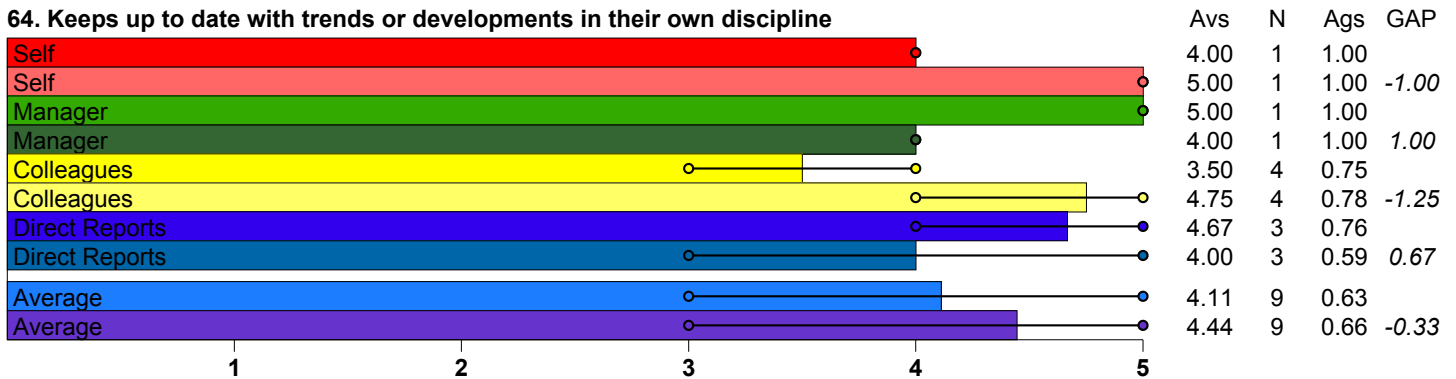


65. Discusses technical matters in words you can understand



Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
 NR - No Response AP - Anonymity Protected

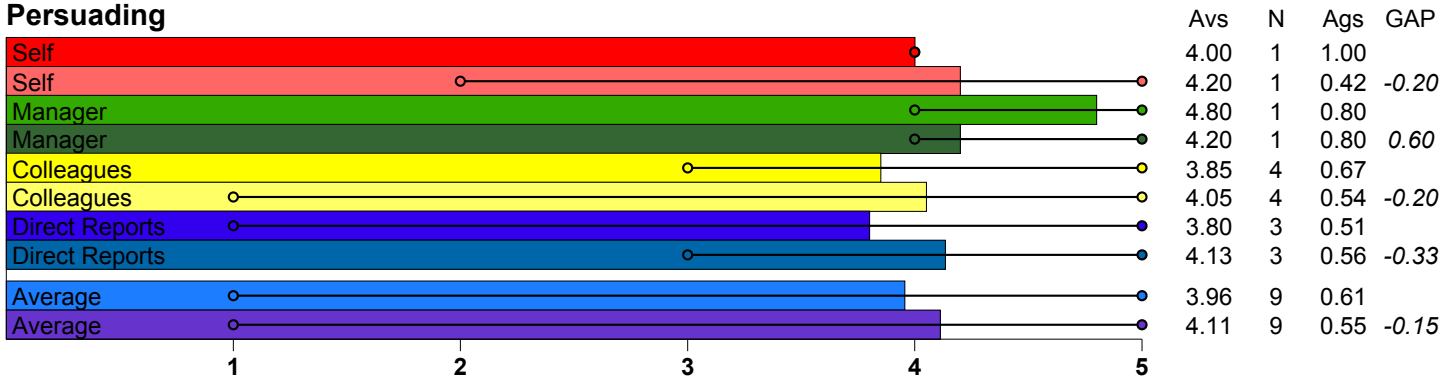
Professional / Functional skills Cont. Joe Sample



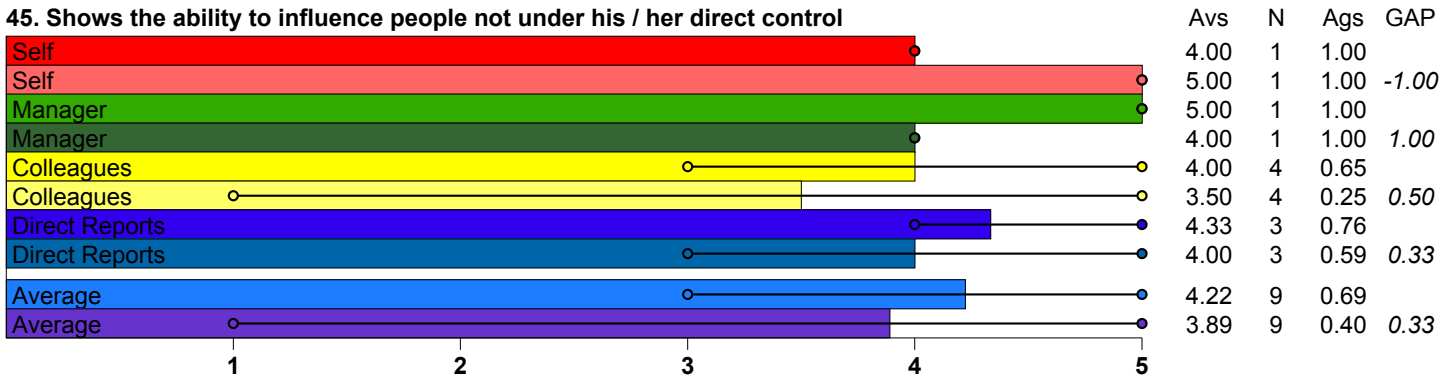
Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
 NR - No Response AP - Anonymity Protected

Persuading Joe Sample

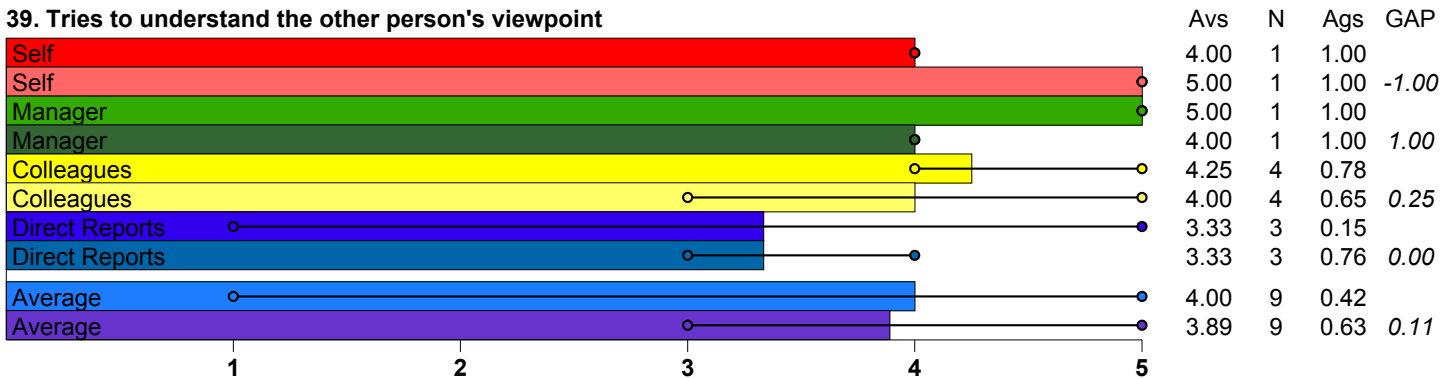
Persuading



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



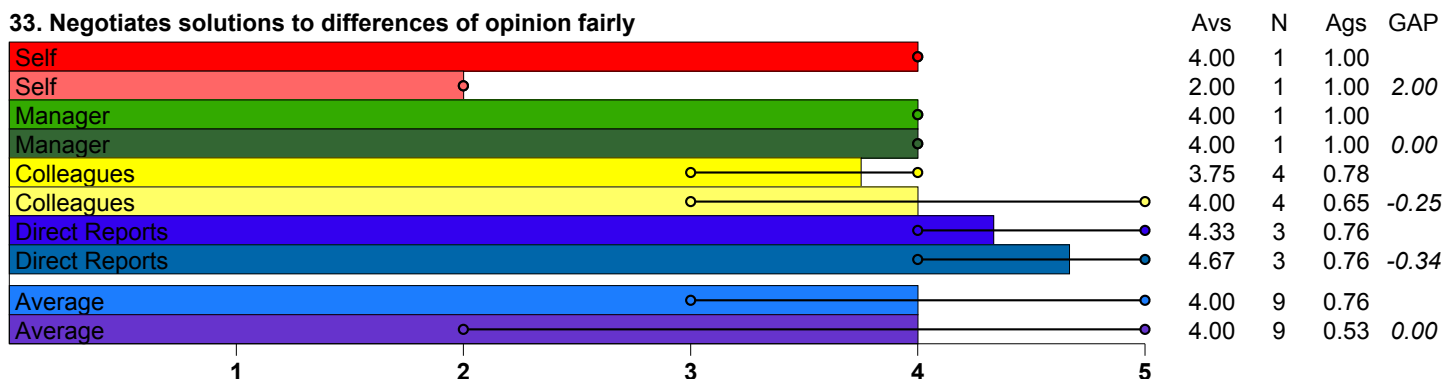
39. Tries to understand the other person's viewpoint



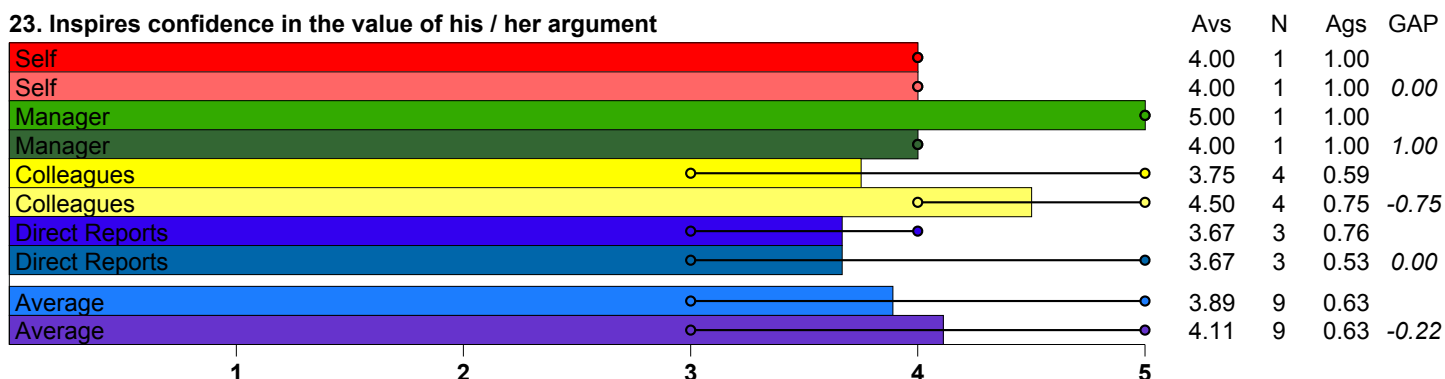
Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
 NR - No Response AP - Anonymity Protected

Persuading Cont. Joe Sample

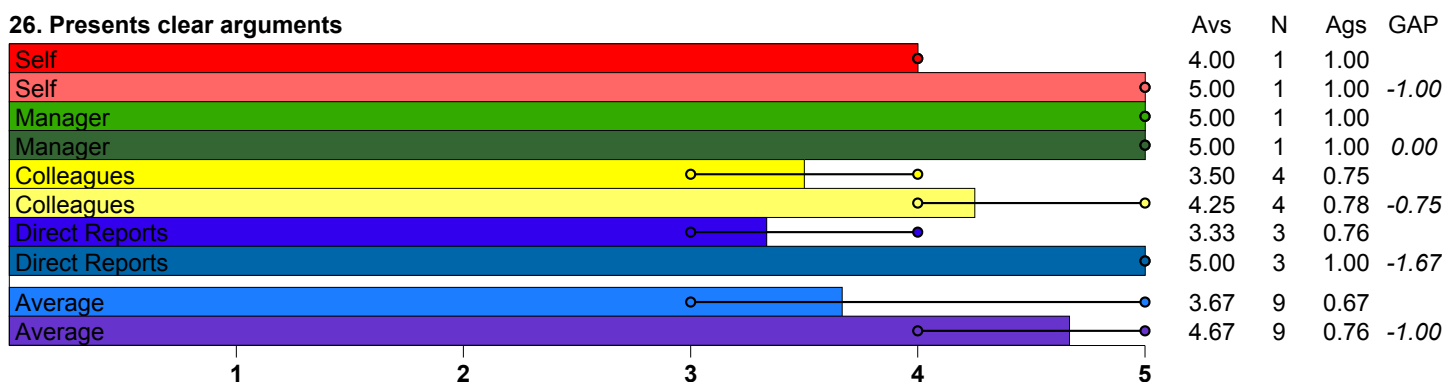
33. Negotiates solutions to differences of opinion fairly



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



26. Presents clear arguments

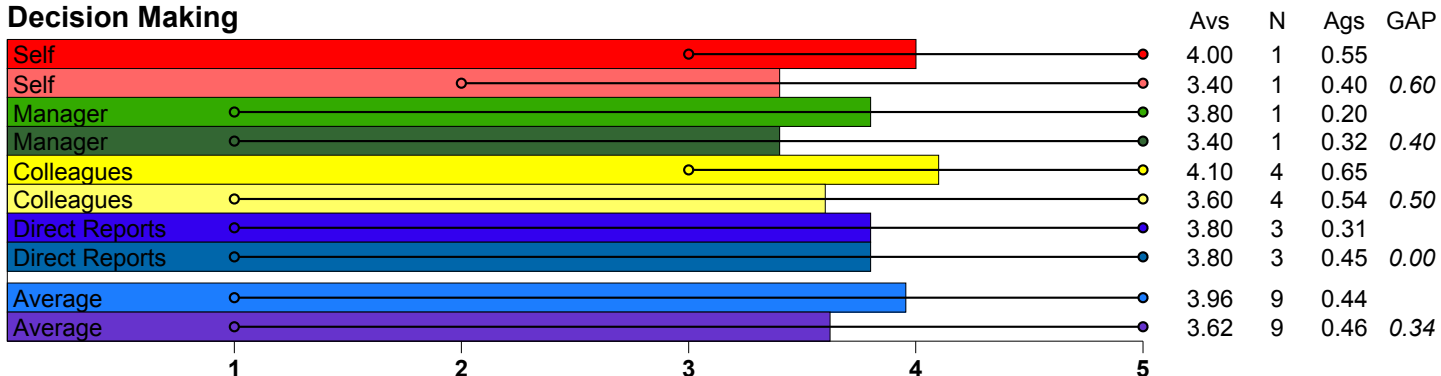


Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
 NR - No Response AP - Anonymity Protected

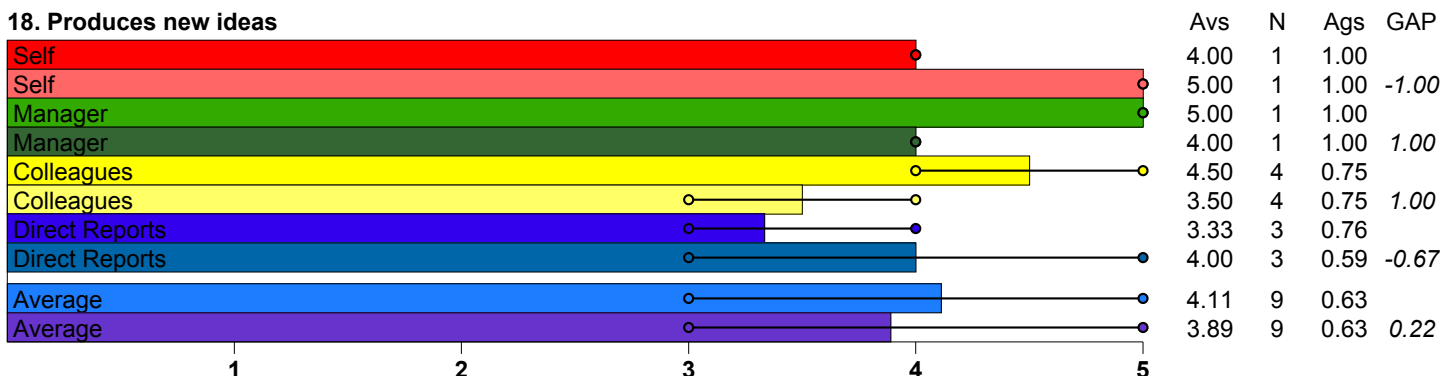
Decision Making

Joe Sample

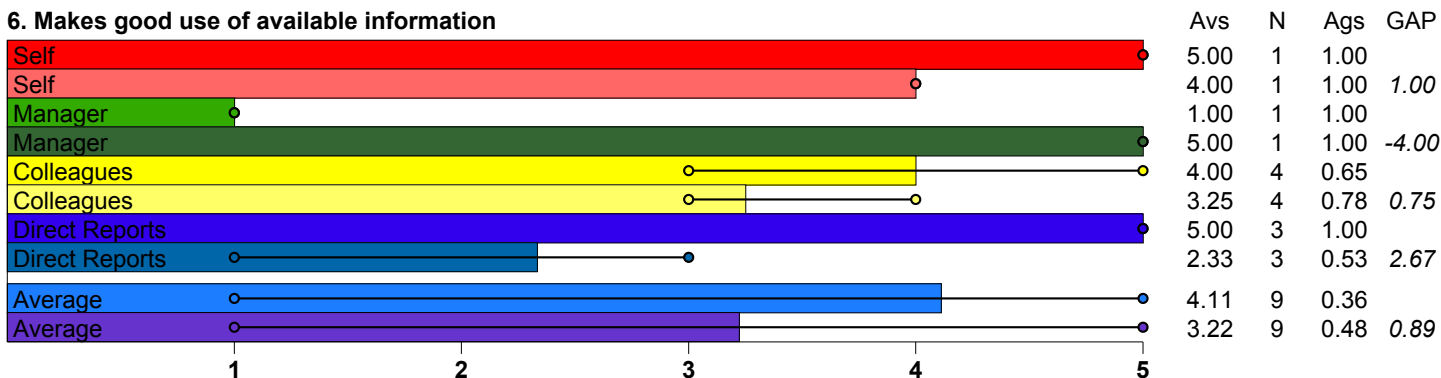
Decision Making



18. Produces new ideas



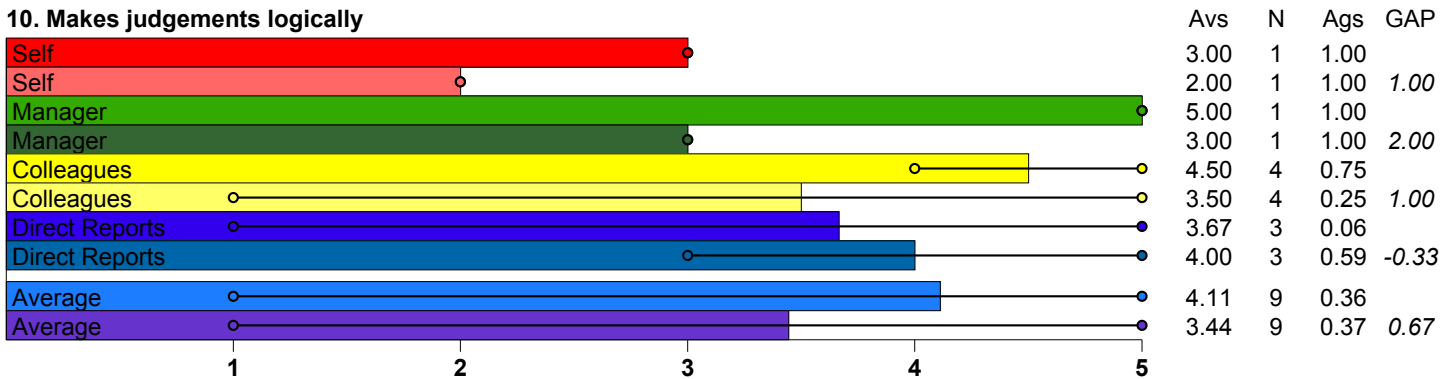
6. Makes good use of available information



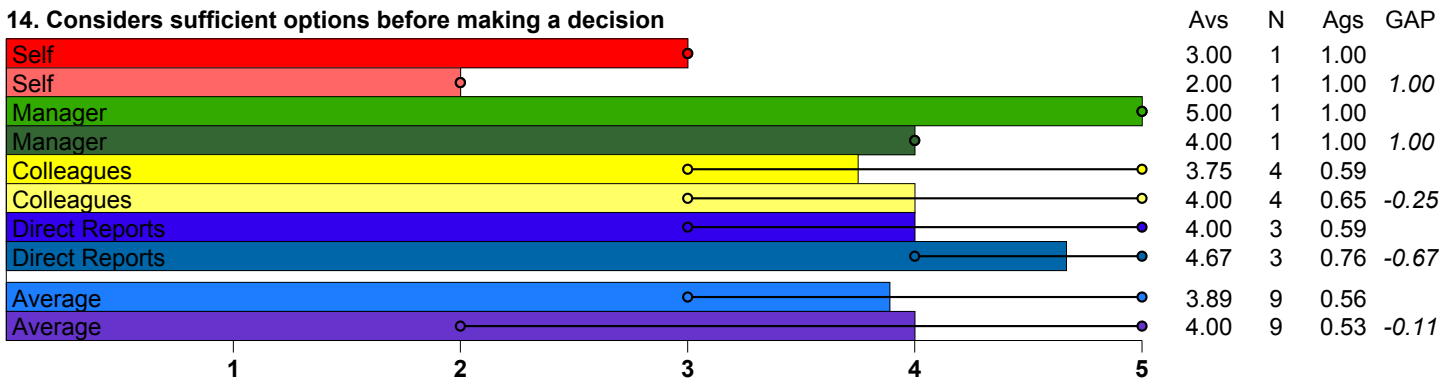
Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
 NR - No Response AP - Anonymity Protected
 Joe Sample

Decision Making Cont. Joe Sample

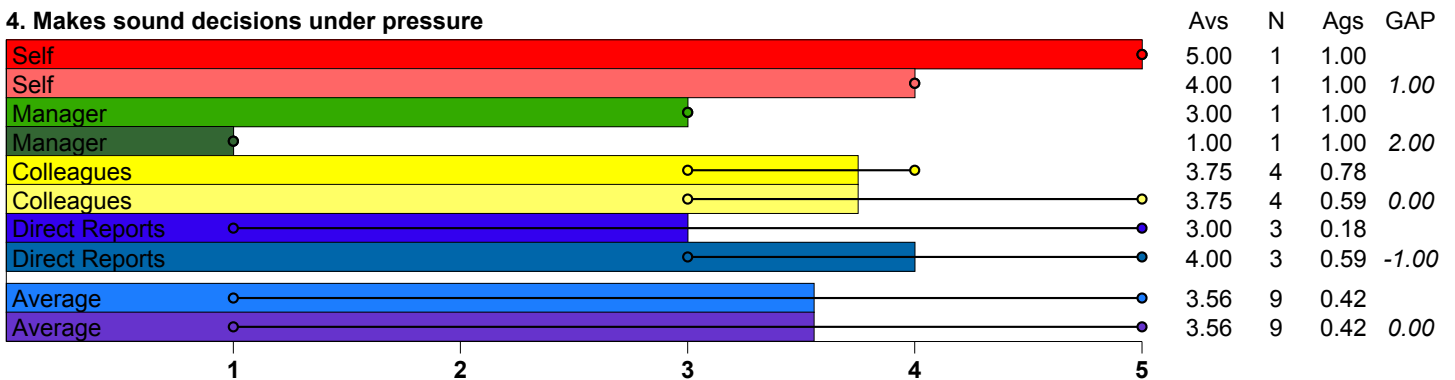
10. Makes judgements logically



14. Considers sufficient options before making a decision



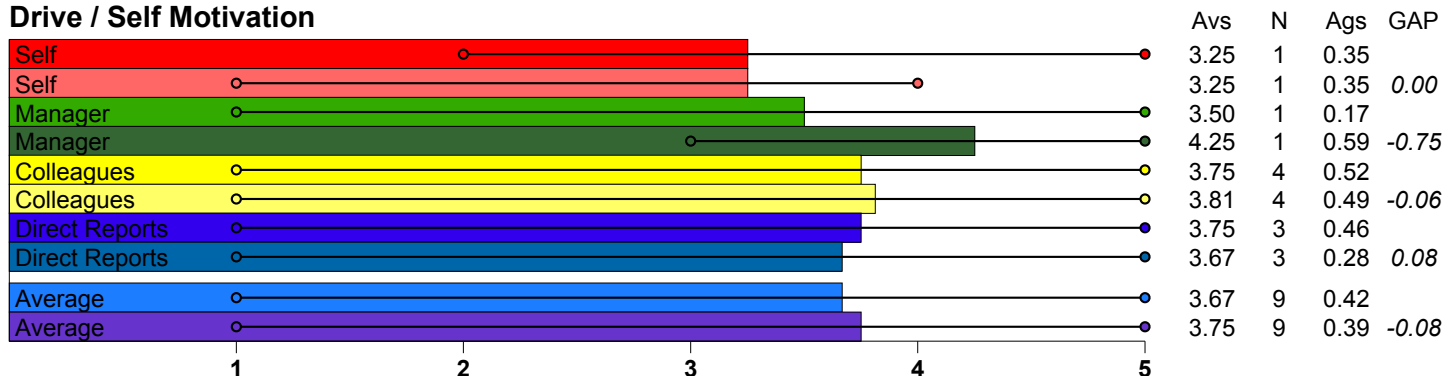
4. Makes sound decisions under pressure



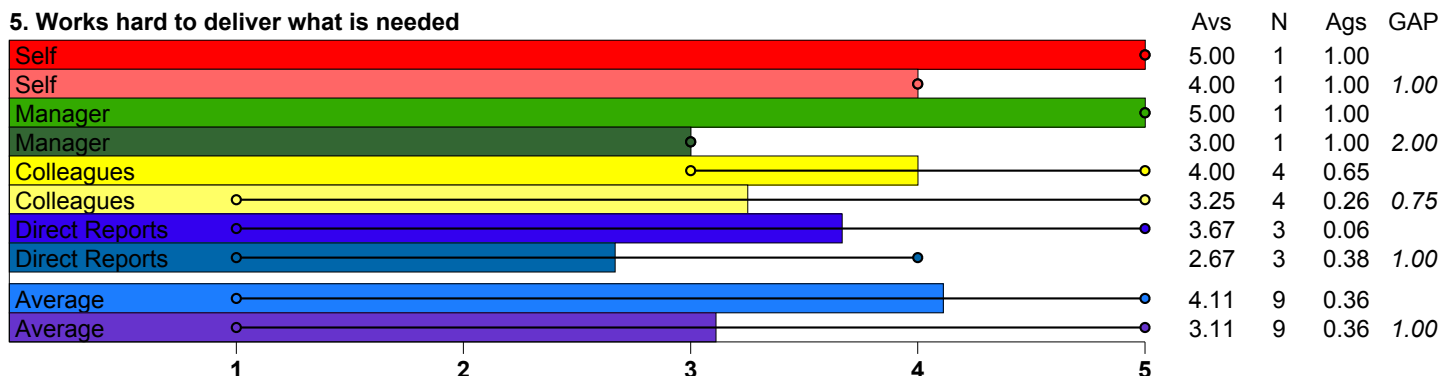
Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
 NR - No Response AP - Anonymity Protected

Drive / Self Motivation Joe Sample

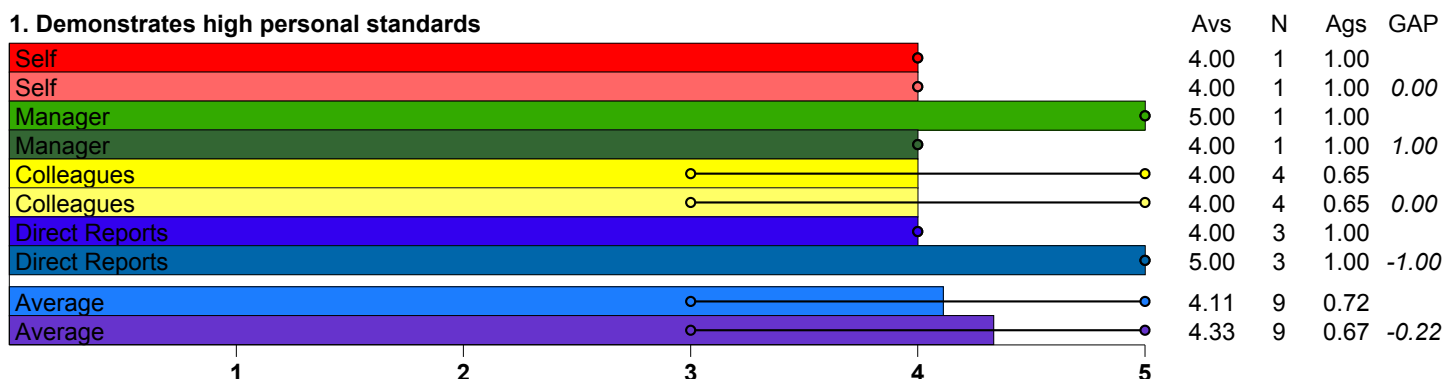
Drive / Self Motivation



5. Works hard to deliver what is needed



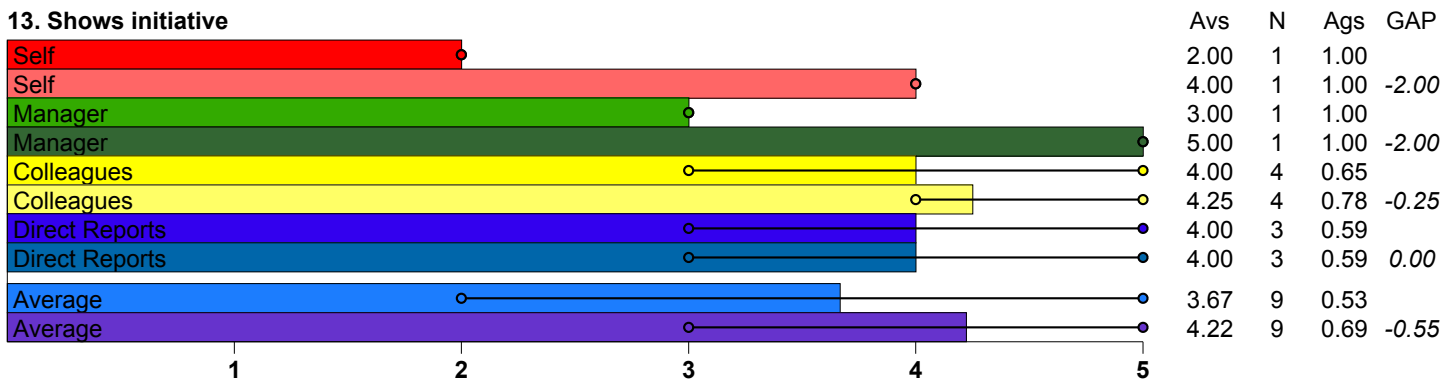
1. Demonstrates high personal standards



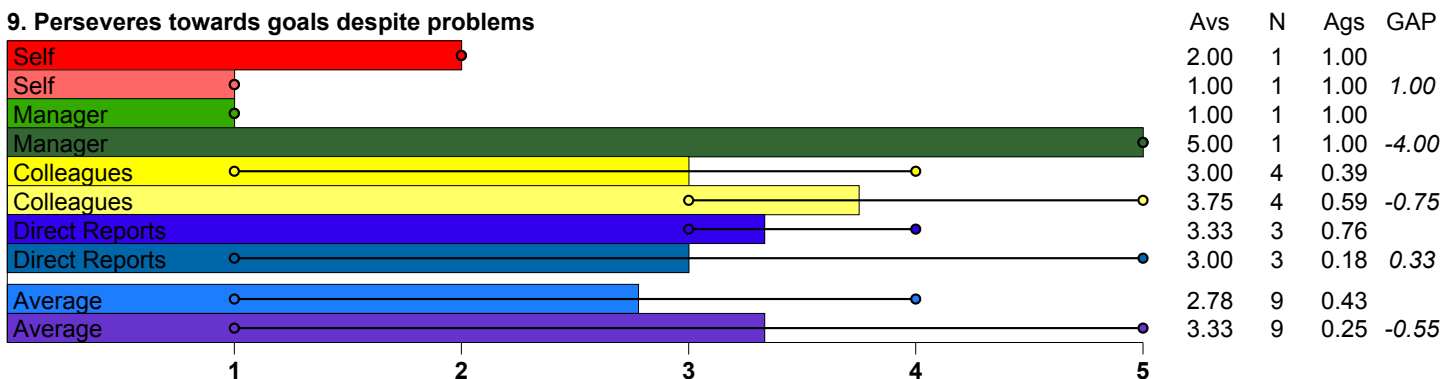
Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
 NR - No Response AP - Anonymity Protected

Drive / Self Motivation Cont. Joe Sample

13. Shows initiative



9. Perseveres towards goals despite problems



Bar 1 - Importance Bar 2 - Performance
 Avs - Average Score N - Number of Responses Ags - Agreement Score GAP - Gap Score
 NR - No Response AP - Anonymity Protected
 Joe Sample

Highest Rated Behaviours - Self

You identified the following 10 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	Produces new ideas	Decision Making
5.00	Uses communication technology appropriately	Use of Technology
5.00	Embraces technological change in their part of the business	Use of Technology
5.00	Encourages others to use business technology	Use of Technology
5.00	Seeks advice when technical problems occur	Use of Technology
5.00	Demonstrates due regard for costs	Professional / Functional skills
5.00	Discusses technical matters in words you can understand	Professional / Functional skills
5.00	Keeps up to date with trends or developments in their own discipline	Professional / Functional skills
5.00	Provides professional / functional support to others	Professional / Functional skills
5.00	Demonstrates an in-depth knowledge of their own professional / functional activity	Professional / Functional skills

Highest Rated Behaviours - Manager

The following 10 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	Perseveres towards goals despite problems	Drive / Self Motivation
5.00	Shows initiative	Drive / Self Motivation
5.00	Quickly gains insight into problems	Problem Solving
5.00	Completes work within an agreed time frame	Planning and Organising
5.00	Makes good use of available information	Decision Making
5.00	Presents ideas and information in a well organised manner	Communication
5.00	Deals with people diplomatically	Networking and Relating
5.00	Presents clear arguments	Persuading
5.00	Creates a clear vision of the future	Inspiration
4.00	Keeps up to date on business technology appropriate to their work	Use of Technology

Highest Rated Behaviours - Colleagues

The following 10 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
4.75	Asks questions to clarify what people are saying	Communication
4.75	Seeks to build effective teams	People Management
4.75	Demonstrates due regard for costs	Professional / Functional skills
4.75	Provides professional / functional support to others	Professional / Functional skills
4.75	Keeps up to date with trends or developments in their own discipline	Professional / Functional skills
4.75	Demonstrates an in-depth knowledge of their own professional / functional activity	Professional / Functional skills
4.50	Is able to deal well with uncertainty	Managing Change
4.50	Identifies where change is needed	Managing Change
4.50	Uses communication technology appropriately	Use of Technology
4.50	Seeks advice when technical problems occur	Use of Technology

Highest Rated Behaviours - Direct Reports

The following 10 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	Uses communication technology appropriately	Use of Technology
5.00	Encourages others to use business technology	Use of Technology
5.00	Writes in a clear concise style	Communication
5.00	Demonstrates high personal standards	Drive / Self Motivation
5.00	Presents clear arguments	Persuading
4.67	Behaves honestly and ethically	Networking and Relating
4.67	Motivates their team	Inspiration
4.67	Embraces technological change in their part of the business	Use of Technology
4.67	Uses his / her time effectively	Planning and Organising
4.67	Provides professional / functional support to others	Professional / Functional skills

Highest Rated Behaviours - All Raters

The following 10 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
4.63	Uses communication technology appropriately	Use of Technology
4.63	Seeks to build effective teams	People Management
4.63	Provides professional / functional support to others	Professional / Functional skills
4.63	Presents clear arguments	Persuading
4.50	Seeks information required by him / herself	Communication
4.50	Demonstrates due regard for costs	Professional / Functional skills
4.50	Motivates their team	Inspiration
4.38	Embraces technological change in their part of the business	Use of Technology
4.38	Seeks advice when technical problems occur	Use of Technology
4.38	Keeps up to date with trends or developments in their own discipline	Professional / Functional skills

Lowest Rated Behaviours - Self

You identified the following 10 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
1.00	Perseveres towards goals despite problems	Drive / Self Motivation
1.00	Identifies problems at their early stages	Problem Solving
1.00	Defines strategies for the team	Inspiration
2.00	Makes judgements logically	Decision Making
2.00	Considers sufficient options before making a decision	Decision Making
2.00	Supports others in taking calculated risks	Managing Change
2.00	Treats mistakes as an opportunity for learning	People Management
2.00	Negotiates solutions to differences of opinion fairly	Persuading
3.00	Completes work within an agreed time frame	Planning and Organising
3.00	Checks to ensure plans are on course	Planning and Organising

Lowest Rated Behaviours - Manager

The following 10 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	Makes sound decisions under pressure	Decision Making
1.00	Achieves goals through realistic planning	Planning and Organising
1.00	Identifies problems at their early stages	Problem Solving
3.00	Works hard to deliver what is needed	Drive / Self Motivation
3.00	Sets clear objectives	Planning and Organising
3.00	Considers the root of a problem, not just its symptoms	Problem Solving
3.00	Makes judgements logically	Decision Making
4.00	Demonstrates high personal standards	Drive / Self Motivation
4.00	Considers sufficient options before making a decision	Decision Making
4.00	Produces new ideas	Decision Making

Lowest Rated Behaviours - Colleagues

The following 10 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
3.25	Works hard to deliver what is needed	Drive / Self Motivation
3.25	Makes good use of available information	Decision Making
3.25	Achieves goals through realistic planning	Planning and Organising
3.50	Considers the root of a problem, not just its symptoms	Problem Solving
3.50	Makes judgements logically	Decision Making
3.50	Produces new ideas	Decision Making
3.50	Defines strategies for the team	Inspiration
3.50	Listens to others	Communication
3.50	Shows the ability to influence people not under his / her direct control	Persuading
3.75	Completes work within an agreed time frame	Planning and Organising

Lowest Rated Behaviours - Direct Reports

The following 10 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
1.67	Sets clear objectives	Planning and Organising
2.33	Makes good use of available information	Decision Making
2.67	Works hard to deliver what is needed	Drive / Self Motivation
3.00	Perseveres towards goals despite problems	Drive / Self Motivation
3.00	Seeks to minimise undue stress and fatigue in their people	Managing Change
3.33	Identifies problems at their early stages	Problem Solving
3.33	Develops practical solutions to problems	Problem Solving
3.33	Deals with people diplomatically	Networking and Relating
3.33	Builds co-operative relationships with immediate colleagues	Networking and Relating
3.33	Tries to understand the other person's viewpoint	Persuading

Lowest Rated Behaviours - All Raters

The following 10 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
3.00	Sets clear objectives	Planning and Organising
3.00	Works hard to deliver what is needed	Drive / Self Motivation
3.13	Makes good use of available information	Decision Making
3.25	Achieves goals through realistic planning	Planning and Organising
3.38	Identifies problems at their early stages	Problem Solving
3.50	Makes sound decisions under pressure	Decision Making
3.63	Perseveres towards goals despite problems	Drive / Self Motivation
3.63	Makes judgements logically	Decision Making
3.63	Defines strategies for the team	Inspiration
3.75	Considers the root of a problem, not just its symptoms	Problem Solving

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 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.

Others:

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

Professional Effectiveness Plan (PEP)

The purpose of this section is to assist you in writing your own professional-development goals. The Professional-Effectiveness Plan (PEP) will help you set meaningful goals aimed at improving your performance in the specific behavioural areas in which you are seen by others as least effective.

The Individual 360° Feedback Profile should give you a clear understanding of your strengths and weaknesses, at least in the eyes of the people who rated you. Inasmuch as these people work with you often, if not daily, the data probably gives you as accurate a picture of yourself as you will ever receive. It is suggested that you not argue or disagree with their ratings, even though you may feel like doing so. Instead, use this information to improve yourself.

Remember that the Individual 360° Feedback Profile is a report of other people's perceptions of you. People form their perceptions based on your behaviours. These perceptions may or may not reflect your true strengths and weaknesses. But people's perceptions of you influence how they behave toward you. If you do not like the view that others have of you, then you must answer the following question: Do you want to change their perceptions of you? If your answer is yes, then it is a good idea to complete the Professional-Effectiveness Plan.

It is important to your future success that you come to grips with the image of you that you help to generate. It is critical that you have a clear understanding of your strengths and weaknesses so that you can find a way to capitalise on your strengths and reduce or eliminate your liabilities.

Most of us have some vague ideas or plans about our future. Typically, our plans remain rather murky, because it takes great effort to be specific about what we want. Additional energy is required to map out a strategy to obtain what we want. Another obstacle to accomplishing our goals is our lack of knowledge about the necessary resources available to help us carry out our plans. Without identifying these key resources, our planning process is unlikely to produce the positive results we want and need.

The PEP has been prepared to help you to focus on the goals, methods, and resources necessary to make the changes you want. It will require your concentration and effort to respond to these items. It will be tempting to postpone doing the PEP, because completing the plan is not easy work. But you are strongly encouraged to carry the plan through to completion. By doing so, you will probably make your career path a smoother journey. Begin working on the PEP right now. This activity could be the most valuable investment of time and energy you will make in your career.

YOUR LEAST EFFECTIVE BEHAVIOURS

Self			
Manager			
Colleagues			
Direct Reports			

Recall work situations in which you may have behaved ineffectively in these areas.

Ask others to describe what you have done that caused them to give you low ratings on these items. Write their responses in this space:

Short-term plans (daily/weekly)

Long-term plans (this year and beyond)

What barriers might prevent you from following through on your plans?

Write, as specifically as possible, what you plan to do differently in the future to improve your performance and image in these areas:

What resources/support do you need to change the perceptions that people have of you? You may want to consider technical courses or other training and educational opportunities that would assist you in changing behaviours.

Identify coworkers and other colleagues who have strengths that offset your potential liabilities. How can they help or assist you? Can you learn by observing them, asking them for feedback and suggestions? Can you work with them to develop yourself?
