



Joe Sample

Communications Effectiveness

7 Dec 2006

Strictly Confidential

This report contains feedback gathered from the following sources:

Participant	1
Manager	1
Colleagues	4
Reports	3
Total:	9

Nominated respondents:

John Brown	Manager
Stephanie White	Colleagues
Sandra Davies	Colleagues
Donald Rutherford	Colleagues
Heidi Jones	Colleagues
Monica Roe	Reports
Stuart Fox	Reports
Mike Walker	Reports
Mary Weber	Reports

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 was used by respondents for the questionnaire is shown below:

Performance

- 5** Very effective
- 4** A strength
- 3** Competent (neither a strength or development need)
- 2** Need development to achieve competence
- 1** Urgent development need
- U** Unable to comment/don't know

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.

NR means no responses.

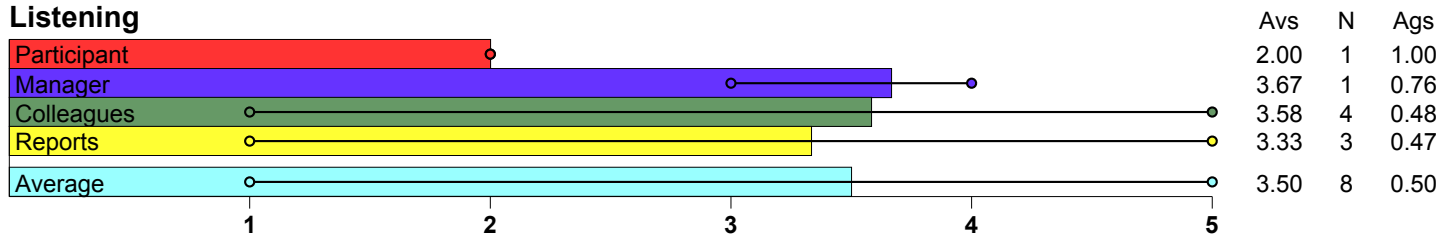
AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

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

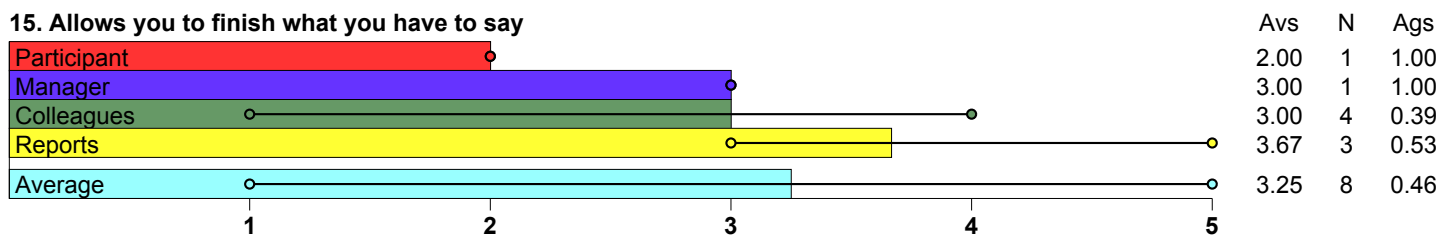
Detailed Information

Joe Sample

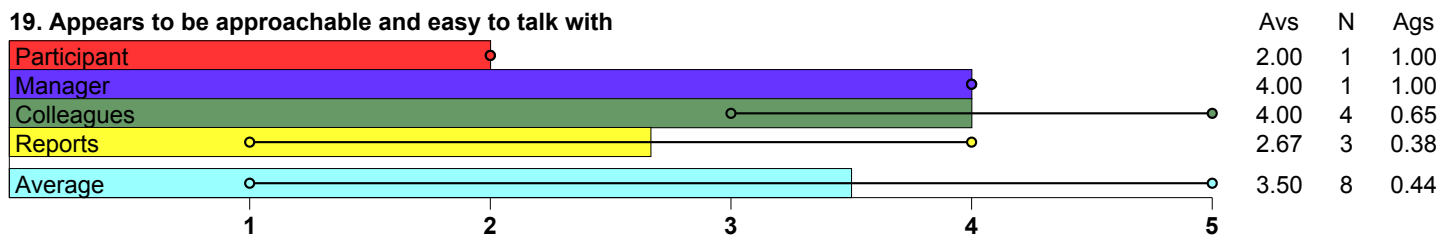
Listening



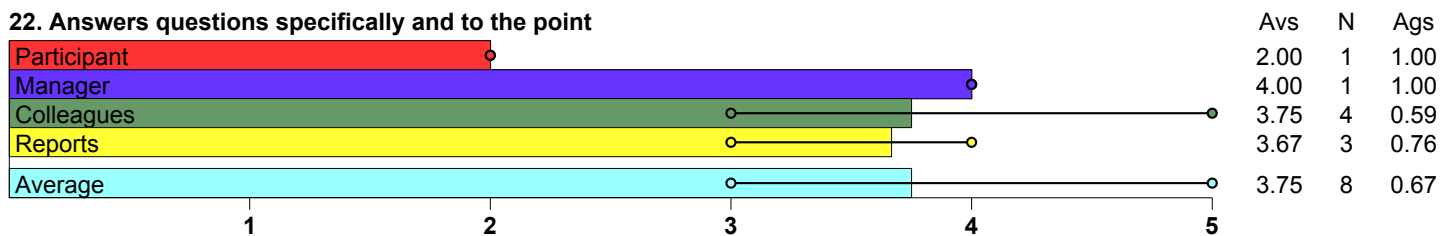
15. Allows you to finish what you have to say



19. Appears to be approachable and easy to talk with



22. Answers questions specifically and to the point

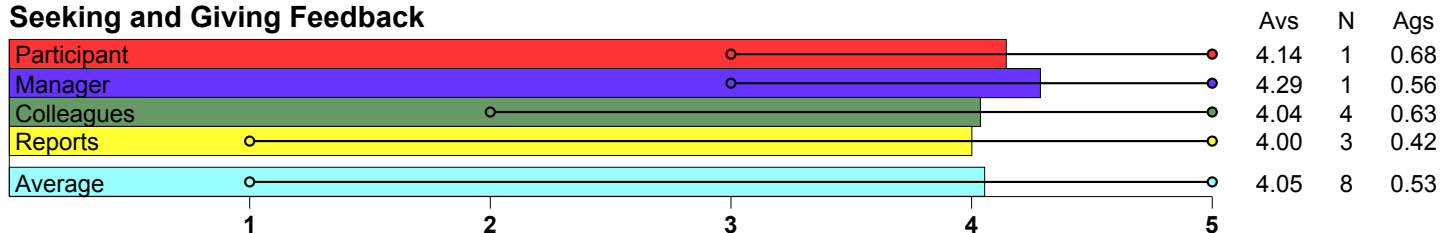


Avs - Average Score N - Number of Responses Ags - Agreement Score NR - No Response
AP - Anonymity Protected

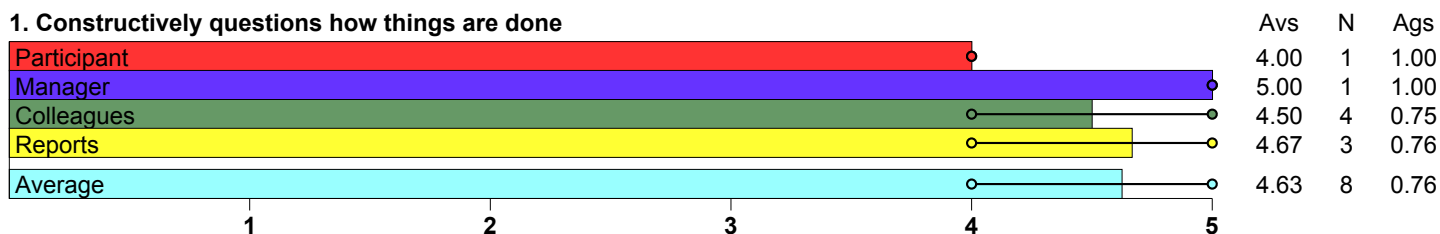
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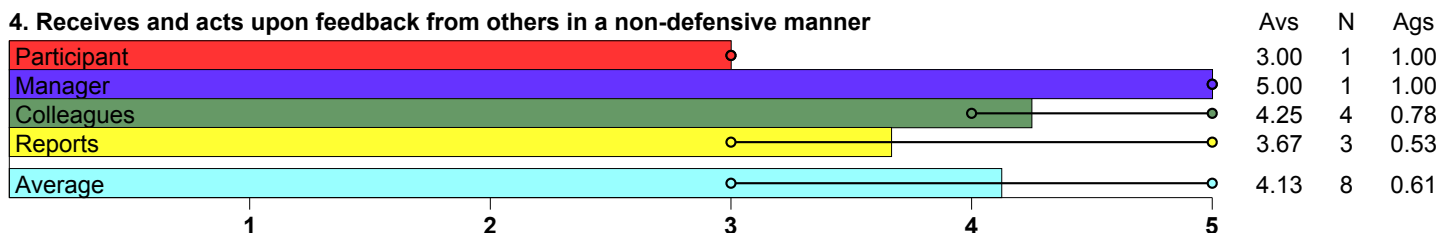
Seeking and Giving Feedback



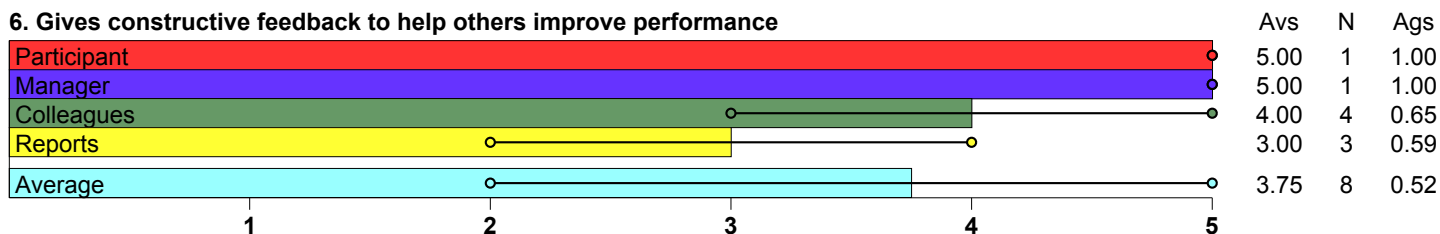
1. Constructively questions how things are done



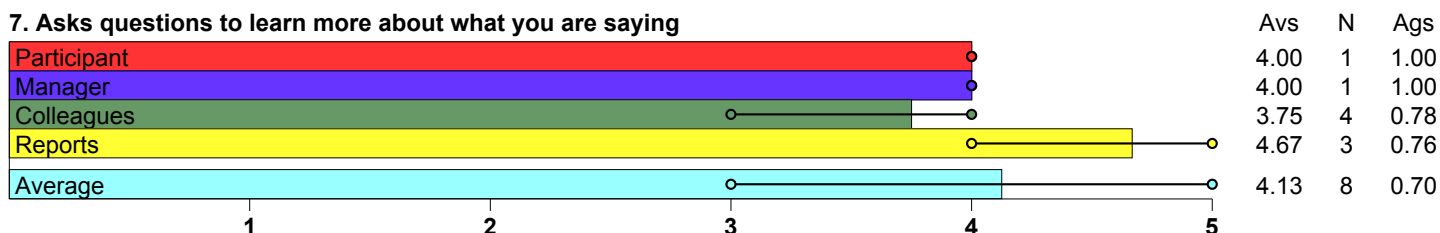
4. Receives and acts upon feedback from others in a non-defensive manner



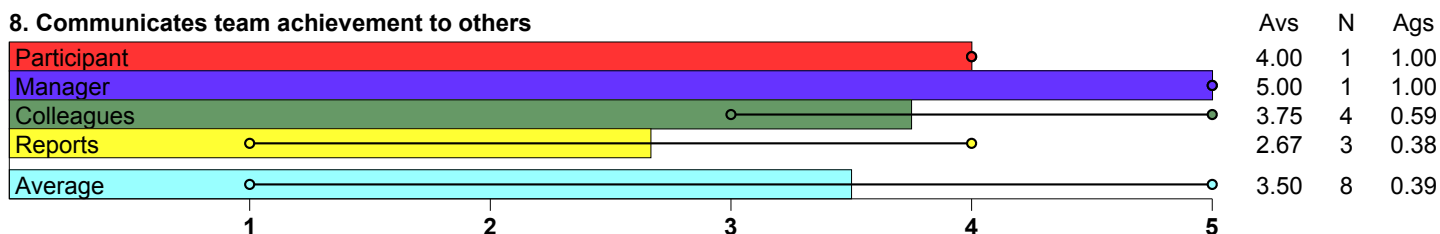
6. Gives constructive feedback to help others improve performance



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



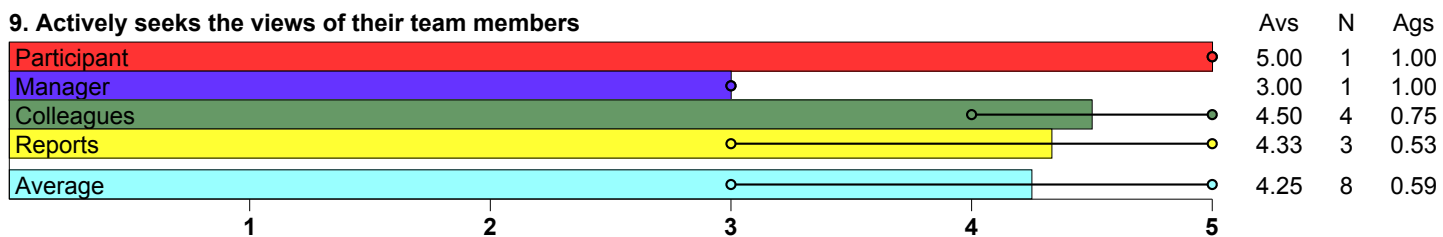
8. Communicates team achievement to others



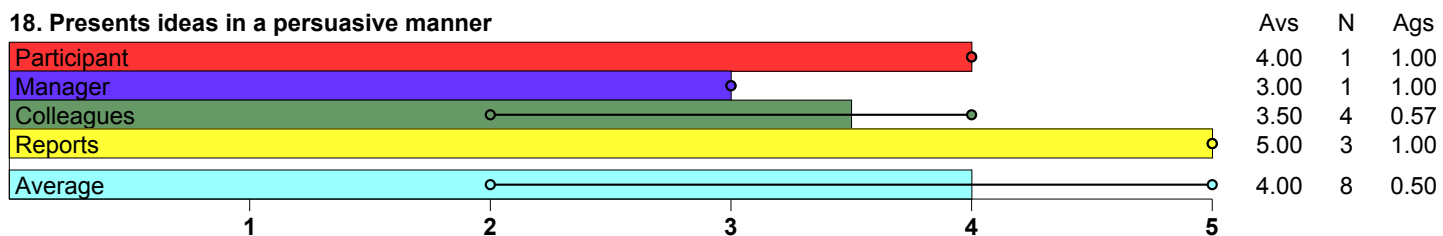
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9. Actively seeks the views of their team members



18. Presents ideas in a persuasive manner

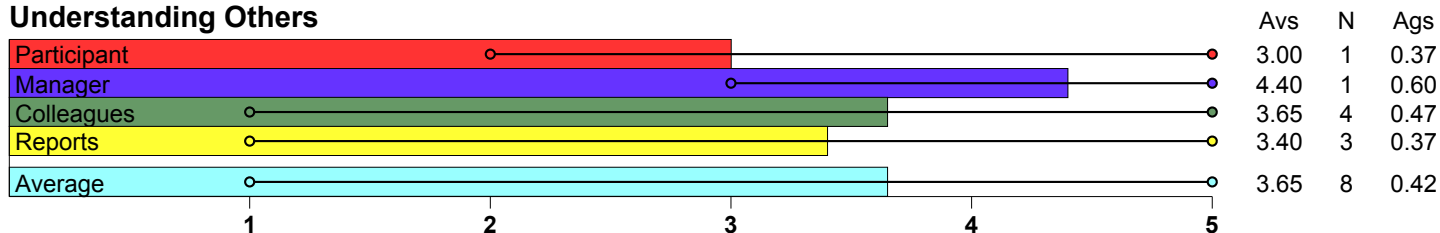


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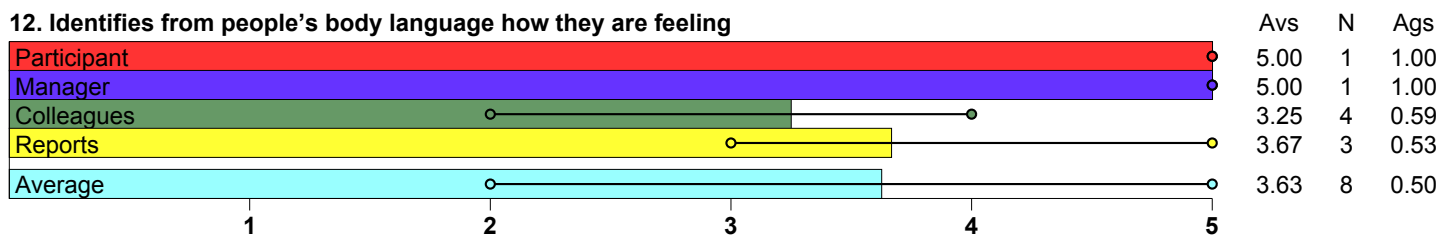
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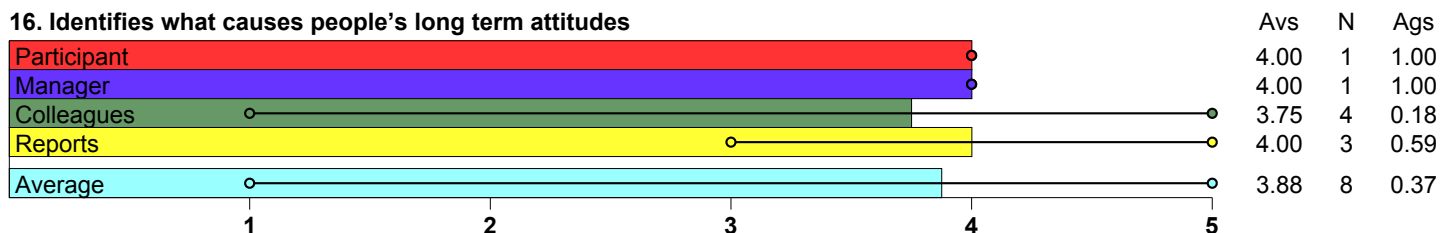
Understanding Others



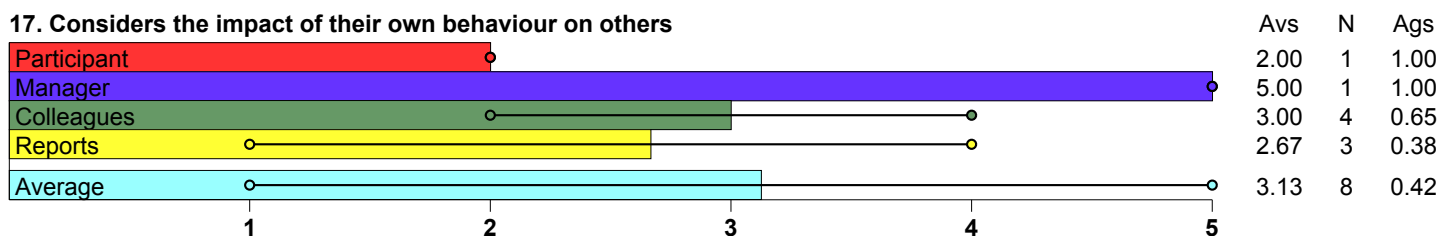
12. Identifies from people's body language how they are feeling



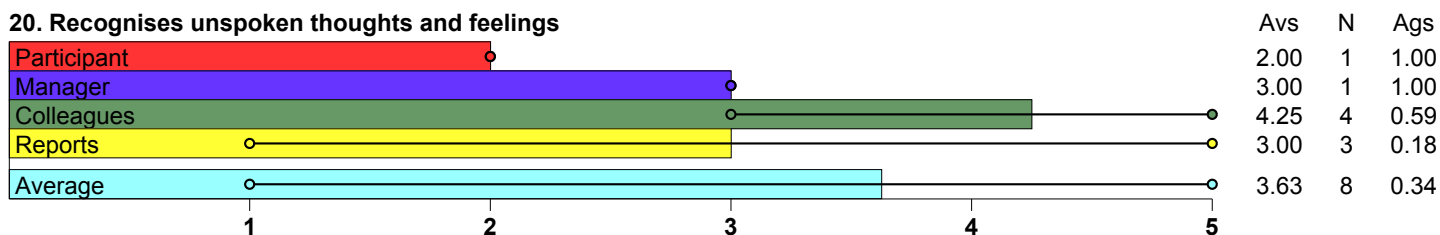
16. Identifies what causes people's long term attitudes



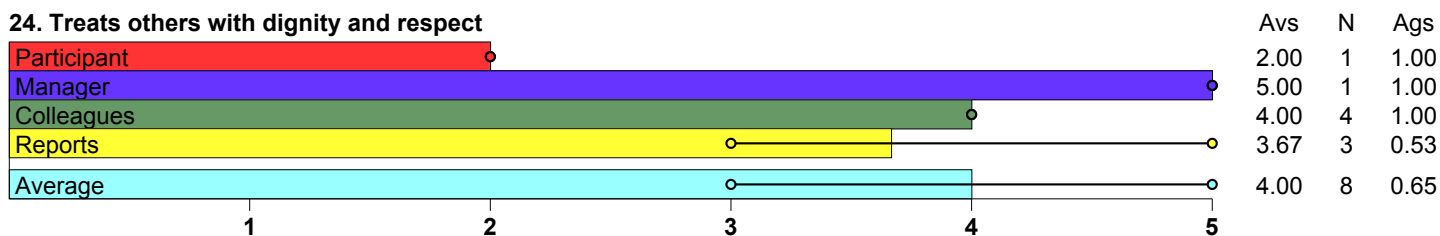
17. Considers the impact of their own behaviour on others



20. Recognises unspoken thoughts and feelings



24. Treats others with dignity and respect

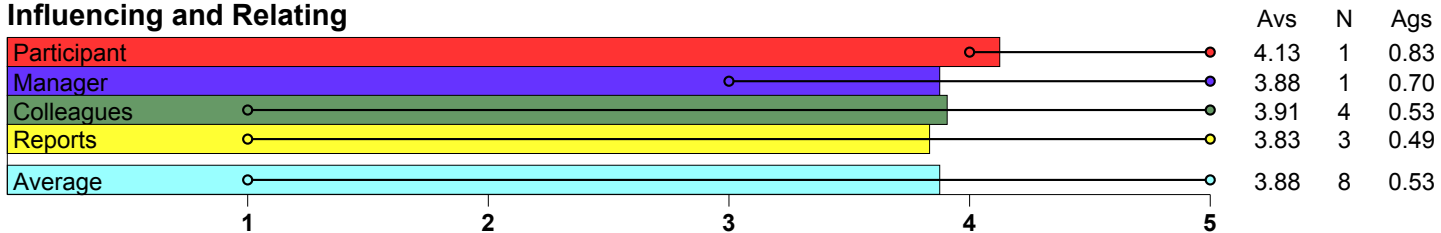


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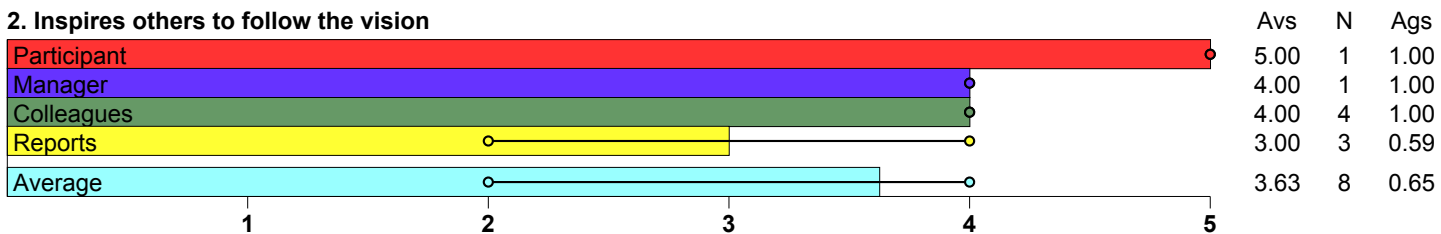
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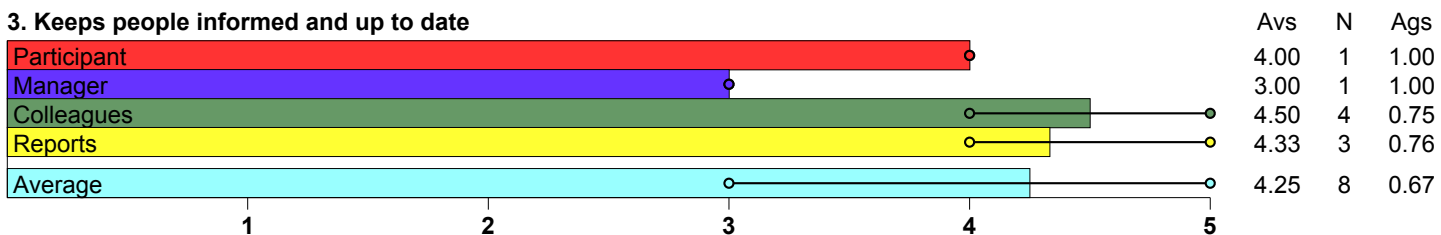
Influencing and Relating



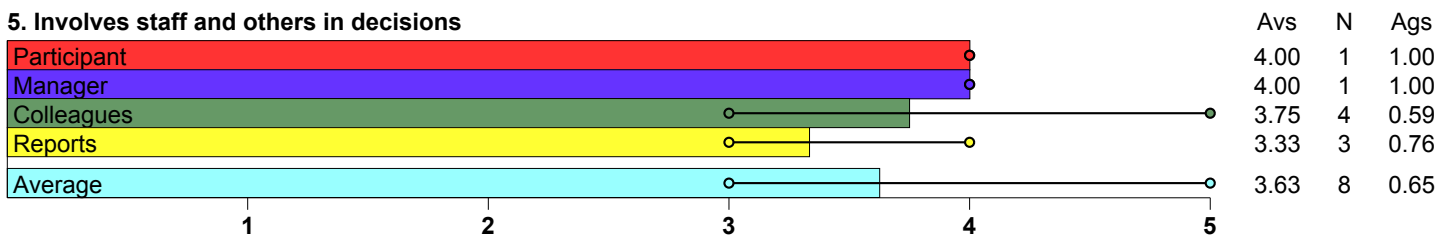
2. Inspires others to follow the vision



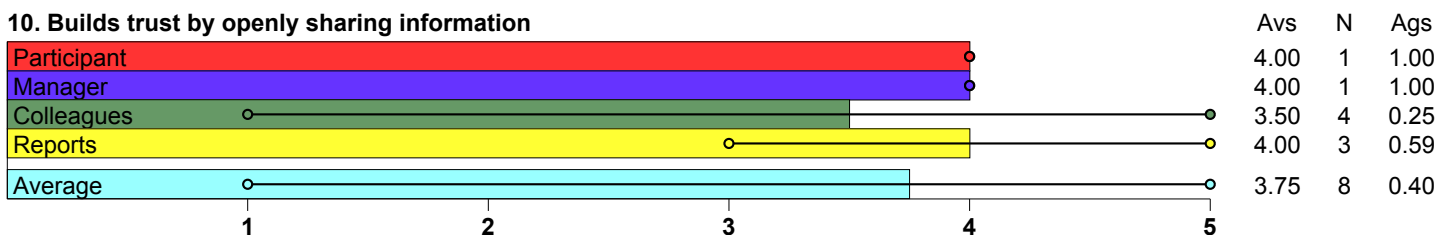
3. Keeps people informed and up to date



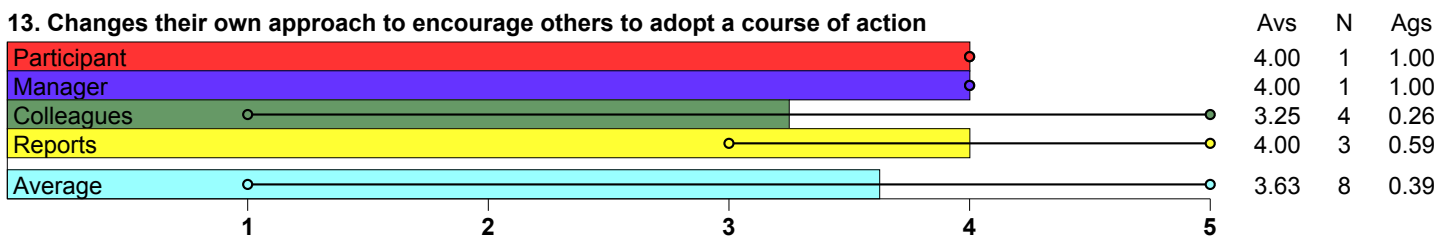
5. Involves staff and others in decisions



10. Builds trust by openly sharing information



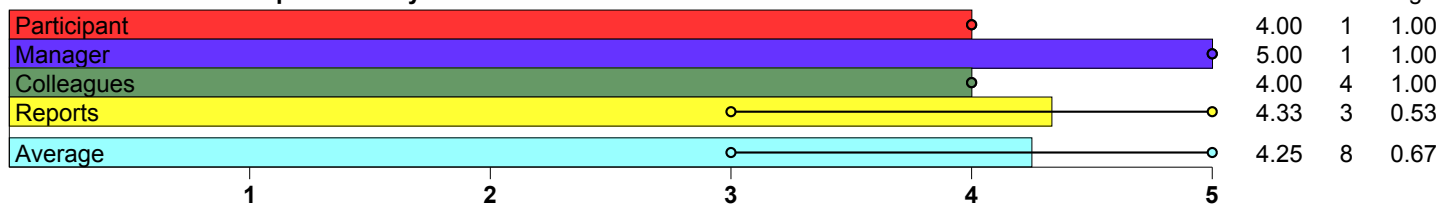
13. Changes their own approach to encourage others to adopt a course of action



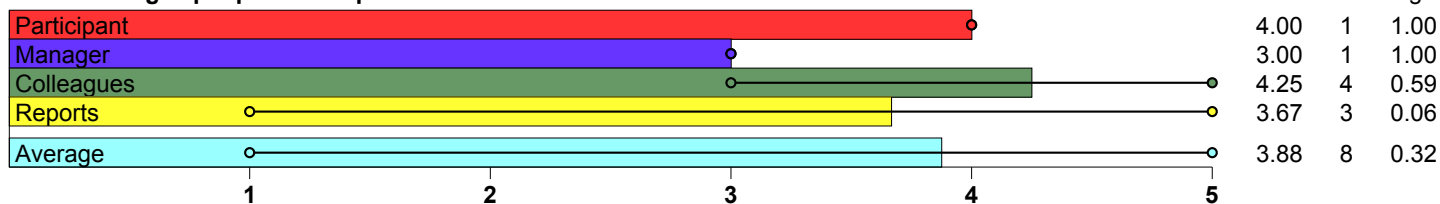
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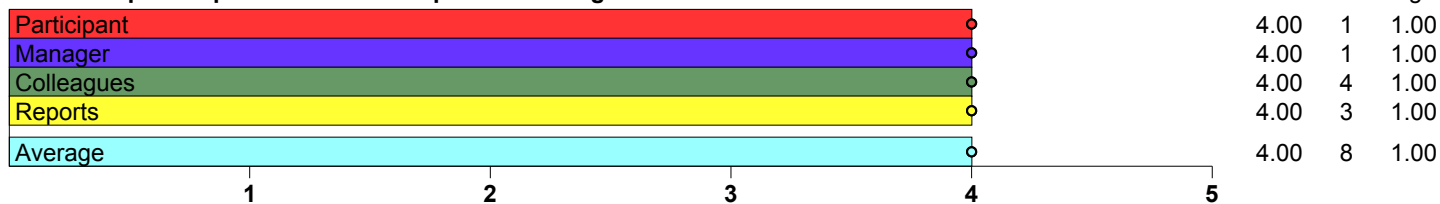
21. Presents their case persuasively



23. Encourages people to be open with each other



26. Develops co-operative relationships with colleagues

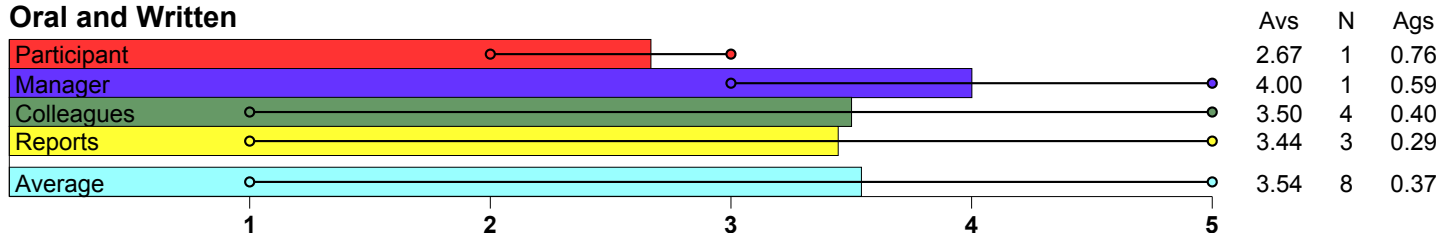


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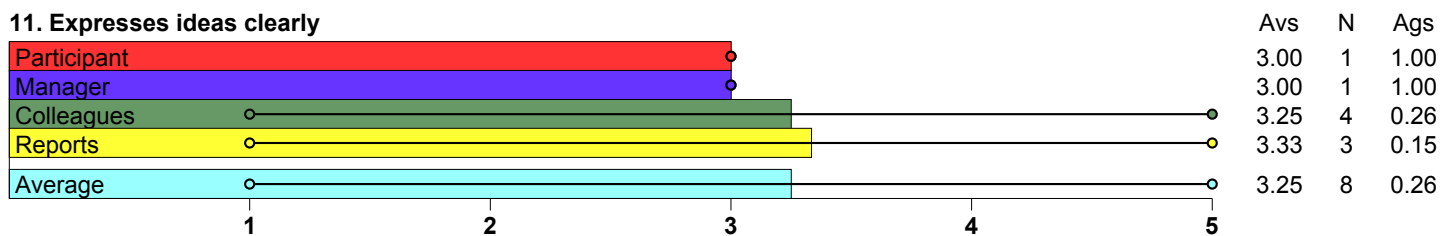
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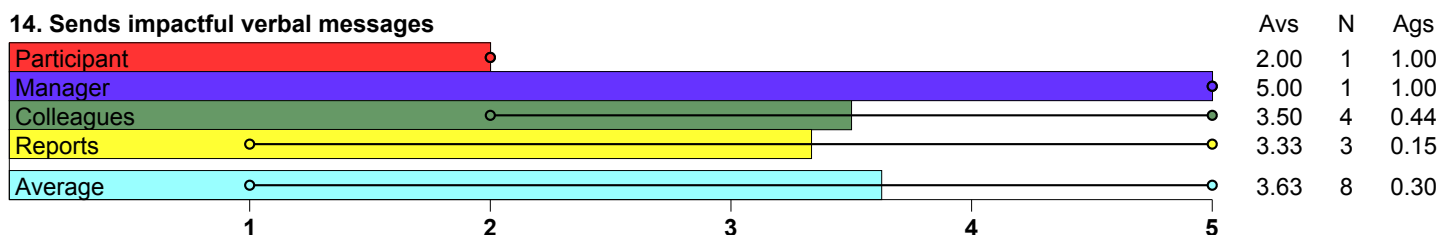
Oral and Written



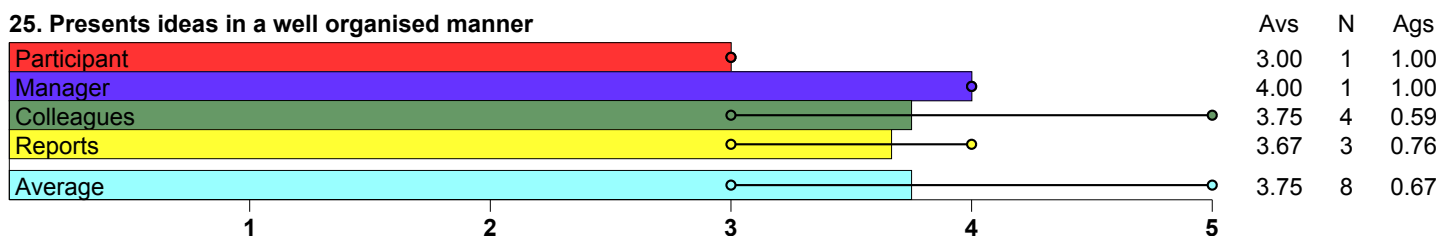
11. Expresses ideas clearly



14. Sends impactful verbal messages



25. Presents ideas in a well organised manner



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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?

Participant:

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.

Colleagues:

Approachable - Sense of humour

Open Ended Comments Summary

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

Participant:

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