

360 Degree Feedback Report

February 2007

John Bloggs - Sample Report



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Introduction

This confidential 360 degree feedback report has been designed to provide you with a detailed analysis of the information received from various individuals and collated by Globus360.

| Relationship | Minimum | Completed |
|--------------|---------|-----------|
| Self | 1 | 1 |
| Manager | 1 | 1 |
| Peer | 2 | 2 |
| Team | 2 | 2 |

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

This report provides you with a summary of the scores from your line manager and those respondents who have responded to the online 360 degree feedback questionnaire. These scores are summarised for each of the following 8 competency categories:

- Analysis and Planning
- Commercial Awareness
- Drive to Succeed
- Team Leadership
- Clear Communication
- Customer Focus
- Impact and Influence
- Team Working

The analysis of the 32 statements linked to the above identifies the average rating for each competency category (including and excluding self) and shows the range of scores that were given to you.

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

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

Understanding your 360 Degree Feedback Report

Primary Objectives of the Report

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

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

The purpose of 360 degree feedback

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

This report is a compilation of all the questionnaires that you distributed to people that you work with. The following details are enclosed for your reference and use.

Ratings against each of the 8 competency categories

Explanation of the following tables

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

Each statement has a summary of the distribution of scores from Self, Manager, Peers, Team, Customers and Others as applicable. Respondents have rated the statements based on their observations as follows:

- 5 - Great Deal (High)** – the participant is exceptional and can be considered as a role-model in this area.
- 3 - Satisfactory** – the participant is meeting a satisfactory standard for their role.
- 1 - Not Much (Low)** – the participant needs considerable support or development in this area.
- Not Observed** – the participant does not have the opportunity to demonstrate this skill, or, if it is not applicable to their role.

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

- 1) Where "Not Observed" has been selected it is excluded when calculating the average score.
- 2) The average rating for each respondent group is displayed to one decimal place.
- 3) The statement average is the calculated weighted average rating of each respondent group. The left-hand total box displays the average excluding self; the right-hand total box displays the average including self.
- 4) The competency average is calculated from the weighted statement averages (2). If a statement is not observed by anybody then it is not included in the competency average.

| Demonstrates an understanding of current trends of competitors and the sector as a whole. | | | | | | | Range | Average |
|---|----------|---|---|---|---|------------|--------|---------|
| Not Observed | Not Much | | | | | Great Deal | | |
| 1 | 1 | 2 | 3 | 4 | 5 | | | |
| Self | | 1 | | | | | | 2.0 |
| Manager | | | 1 | | | | | 3.0 |
| Peer | | 1 | | | | 1 | 1 to 4 | 2.5 |
| Team | | | | | | 2 | | 4.0 |
| Average Rating Excluding Self | | | | | | | 3.2 | 2.0 |
| Overall Rating on Competency Category | | | | | | | 3.4 | 2.8 |

Commercial Awareness

Having an understanding of the business' vision, mission, values and strategic goals, and demonstrating a commitment to their achievement. It involves keeping up to date with internal and external issues that affect the business, business planning, and seizing opportunities that will bring business benefits.

| Demonstrates an understanding of current trends of competitors and the sector as a whole. | | | | | | | |
|---|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | 1 | | | | |
| Manager | | | | 1 | | | |
| Peer | | 1 | | | 1 | | |
| Team | | | | | 2 | | |

| Range | Average |
|--------|---------|
| | 2.0 |
| | 3.0 |
| 1 to 4 | 2.5 |
| | 4.0 |

Average Rating Excluding Self **3.2** **2.0**

| Establishes and maintains effective information networks e.g. a broad-based group of business peers. | | | | | | | |
|--|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | 1 | | | | |
| Manager | | 1 | | | | | |
| Peer | | | 1 | 1 | | | |
| Team | | | | 2 | | | |

| Range | Average |
|--------|---------|
| | 2.0 |
| | 1.0 |
| 2 to 3 | 2.5 |
| | 3.0 |

Average Rating Excluding Self **2.2** **2.0**

| Understands how their area fits into the company as a whole. | | | | | | | |
|--|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | 1 | | | |
| Manager | | | | | | 1 | |
| Peer | | | | | 1 | 1 | |
| Team | | | 1 | | 1 | | |

| Range | Average |
|--------|---------|
| | 3.0 |
| | 5.0 |
| 4 to 5 | 4.5 |
| 2 to 4 | 3.0 |

Average Rating Excluding Self **4.2** **3.0**

| Understands the company's position in the marketplace. | | | | | | | |
|--|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | | 1 | | |
| Manager | | | | | | 1 | |
| Peer | | 1 | | | 1 | | |
| Team | | | | | 1 | 1 | |

| Range | Average |
|--------|---------|
| | 4.0 |
| | 5.0 |
| 1 to 4 | 2.5 |
| 4 to 5 | 4.5 |

Average Rating Excluding Self **4.0** **4.0**

Overall Rating on Competency Category - **3.4** **2.8**

Excluding Self

Including Self

Customer Focus

The ability and willingness to understand and meet the needs of both the internal and external customers in order to build and maintain relationships. It means constantly striving to deliver excellent service, balancing the business' needs with the needs of the customer.

| Ensures that customer needs remain a priority against all other commercial drivers. | | | | | | | |
|---|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | | 1 | | |
| Manager | | | | | | 1 | |
| Peer | | 1 | 1 | | | | |
| Team | | 1 | | | 1 | | |

| Range | Average |
|--------|---------|
| | 4.0 |
| | 5.0 |
| 1 to 2 | 1.5 |
| 1 to 4 | 2.5 |

Average Rating Excluding Self **3.0** **4.0**

| Establishes and monitors clear standards of service for all customer groups. | | | | | | | |
|--|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | | 1 | | |
| Manager | | | | 1 | | | |
| Peer | | 1 | 1 | | | | |
| Team | | 1 | | 1 | | | |

| Range | Average |
|--------|---------|
| | 4.0 |
| | 3.0 |
| 1 to 2 | 1.5 |
| 1 to 3 | 2.0 |

Average Rating Excluding Self **2.2** **4.0**

| Actively seeks customer feedback to improve service delivery. | | | | | | | |
|---|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | 1 | | | |
| Manager | | | | 1 | | | |
| Peer | | 1 | | | 1 | | |
| Team | 1 | | | 1 | | | |

| Range | Average |
|--------|---------|
| | 3.0 |
| | 3.0 |
| 1 to 4 | 2.5 |
| 0 to 3 | 3.0 |

Average Rating Excluding Self **2.8** **3.0**

| Ensures customers' needs and expectations are reviewed continuously. | | | | | | | |
|--|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | | 1 | | |
| Manager | | | | | 1 | | |
| Peer | | 1 | 1 | | | | |
| Team | | 1 | | | 1 | | |

| Range | Average |
|--------|---------|
| | 4.0 |
| | 4.0 |
| 1 to 2 | 1.5 |
| 1 to 4 | 2.5 |

Average Rating Excluding Self **2.7** **4.0**

Overall Rating on Competency Category - **2.7** **3.8**

Excluding Self

Including Self

Clear Communication

Demonstrates the key skills of a good communicator.

| Assesses what people's reactions are likely to be in response to different circumstances. | | | | | | | |
|---|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | | 1 | | |
| Manager | | | | 1 | | | |
| Peer | 1 | | | 1 | | | |
| Team | 1 | 1 | | | | | |

| Range | Average |
|--------|---------|
| | 4.0 |
| | 3.0 |
| 0 to 3 | 3.0 |
| 0 to 1 | 1.0 |

Average Rating Excluding Self **2.3** **4.0**

| Speaks with authority, conviction and persuasiveness. | | | | | | | |
|---|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | | | 1 | |
| Manager | | | | | 1 | | |
| Peer | | | 1 | | | 1 | |
| Team | | | | | | 2 | |

| Range | Average |
|--------|---------|
| | 5.0 |
| | 4.0 |
| 2 to 5 | 3.5 |
| | 5.0 |

Average Rating Excluding Self **4.2** **5.0**

| Adapts style of communication to reflect the audience, purpose and context. | | | | | | | |
|---|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | | | 1 | |
| Manager | | | | | 1 | | |
| Peer | | | 2 | | | | |
| Team | | | | 2 | | | |

| Range | Average |
|-------|---------|
| | 5.0 |
| | 4.0 |
| | 2.0 |
| | 3.0 |

Average Rating Excluding Self **3.0** **5.0**

| Presents complex data clearly. | | | | | | | |
|--------------------------------|--------------|----------|---|---|---|---|------------|
| | Not Observed | Not Much | | | | | Great Deal |
| | | 1 | 2 | 3 | 4 | 5 | |
| Self | | | | | 1 | | |
| Manager | | | | | | 1 | |
| Peer | 1 | | 1 | | | | |
| Team | | 1 | | | | 1 | |

| Range | Average |
|--------|---------|
| | 4.0 |
| | 5.0 |
| 0 to 2 | 2.0 |
| 1 to 5 | 3.0 |

Average Rating Excluding Self **3.3** **4.0**

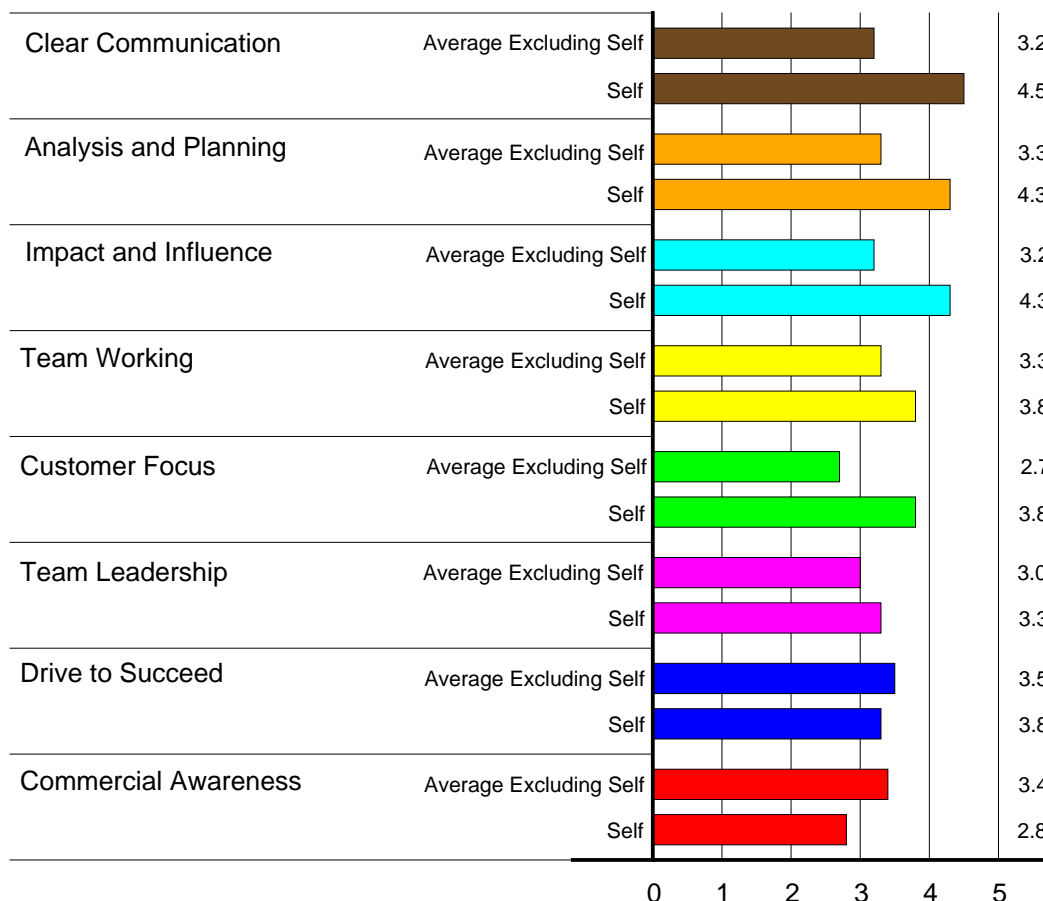
Overall Rating on Competency Category - **3.2** **4.5**

Excluding Self

Including Self

Averages for competencies

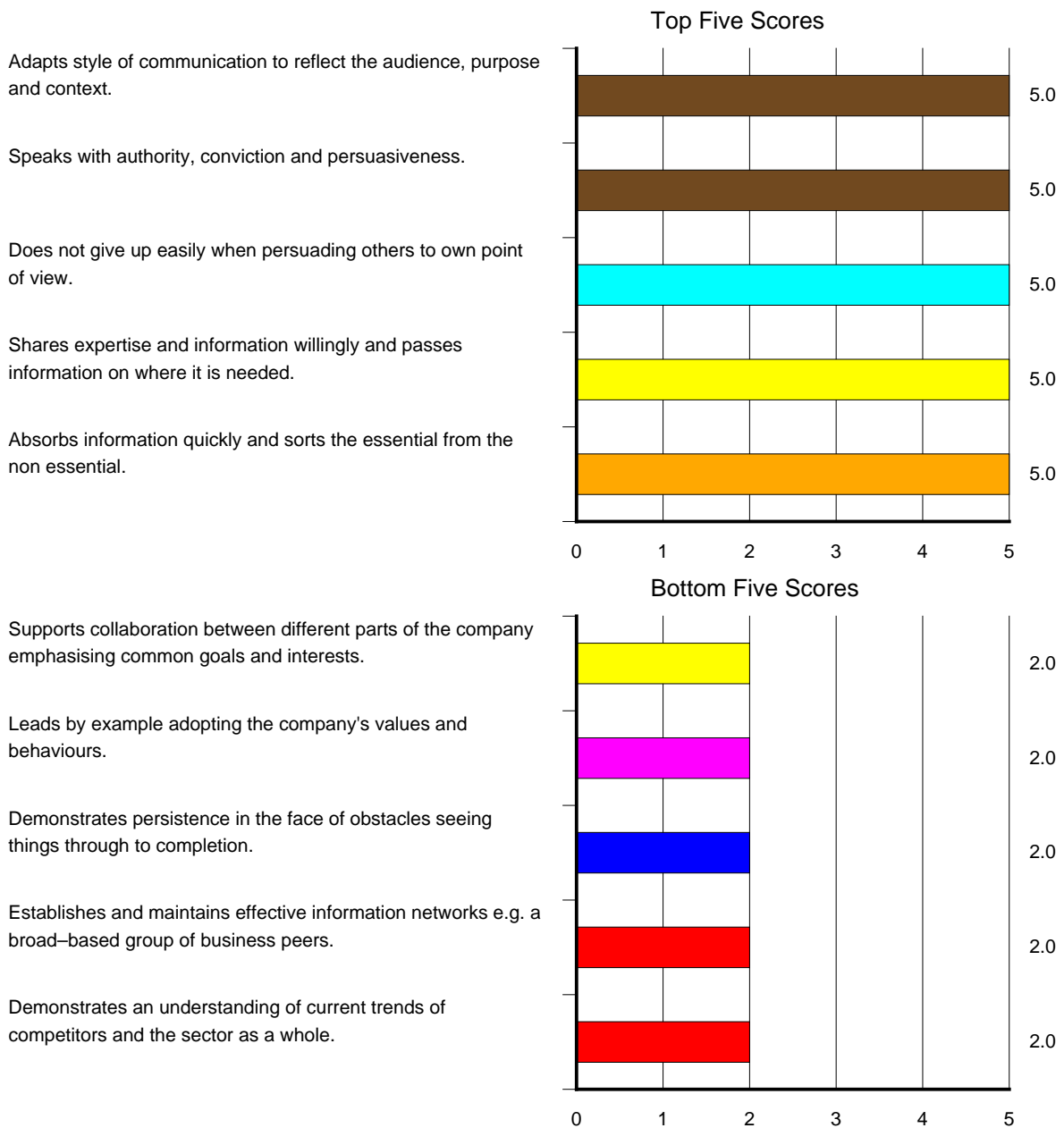
The table below summarises the scores of your 360 feedback against each of the 8 competency categories. The higher the score the greater the perception that you display the behaviour.



Competency colour codes

| | |
|---|--|
| ■ Commercial Awareness | ■ Customer Focus |
| ■ Drive to Succeed | ■ Team Working |
| ■ Team Leadership | ■ Impact and Influence |
| ■ Analysis and Planning | ■ Clear Communication |

A graph of the top 5 and bottom 5 statement averages



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

Competency colour codes

- | | |
|---|--|
| ■ Commercial Awareness | ■ Customer Focus |
| ■ Drive to Succeed | ■ Team Working |
| ■ Team Leadership | ■ Impact and Influence |
| ■ Analysis and Planning | ■ Clear Communication |

Summary of level of importance of each competency for job role

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

| Competency Categories | Ranking | | | | Rating 5 = High 1 = Low |
|-----------------------|--------------------|---------|---------------------|------|-------------------------------|
| | 1 = Most Important | | 8 = Least Important | | |
| | Self | Manager | Peer | Team | |
| Drive to Succeed | 1 | 7 | 3 | 1 | 3.5 |
| Impact and Influence | 2 | 5 | 1 | 3 | 3.2 |
| Commercial Awareness | 4 | 3 | 6 | 6 | 3.4 |
| Customer Focus | 6 | 4 | 6 | 2 | 2.7 |
| Clear Communication | 3 | 6 | 1 | 4 | 3.2 |
| Analysis and Planning | 5 | 2 | 8 | 4 | 3.3 |
| Team Leadership | 8 | 1 | 5 | 8 | 3.0 |
| Team Working | 7 | 8 | 3 | 7 | 3.3 |

Ranking and Rating Comparison

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

Ranking Differences

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

Qualitative Observations

Areas for development that would make you more effective in your role.

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

Responses that were given

- Communication Skills, although he communicates effectively within his current role, to take the participant to the next level some work here would assist.
- Sometimes doesnt quite get to arranged meetings on time or forgets.
- John does not wield the influence his technological and strategic strengths merit: he needs to realise the importance of influencing and improve the way he influences his colleagues.
- John needs to communicate more with others in order to keep people up-to-date with progress on projects, tasks etc - even if its just a call or email saying X, Y & Z have been completed. It just saves other peoples' time in chasing things up.
- Team leadership: John seems to be more interested in the work than the people. I've had to insist that he take an interest in my work, but this has had little effect. He tends not to deal effectively with my concerns about my having too few challenges at work, and he shows this by talking about work which may appear one day in the long-term future. That said, he seems to be improving his skills in this area.
- Strategic development of IT in the organisation - should not just be left to the Exec team, John's input is important.
- John has a tendency to give over-optimistic estimates when producing requirements specifications.
- Build relationships with peers and higher management. Even if some of these are difficult, challenging and hard to build and maintain.
- There have been periods when John could have had better communication with his staff. This now seems to have been addressed
- Sometimes, it seems that John is trying to justify his position at ABC in his own mind, rather than being confident in the knowledge that only he can do what he does! Rather than worrying about the wider strategy, his true strength is in tactical implimentation.
- John can sometimes be too nice - which is actually a good thing to say in this day and age. But sometimes he will say "yes" to things which perhaps he or ITD cannot deliver due to resource implications or lack of software etc. John needs to practice saying "no" now and again.
- John would benefit from more interaction with external customers.

Qualitative Observations

Key strengths and how they are observed in the workplace.

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

Responses that were given

- Drive to succeed, coupled with infectious enthusiasm, shown in areas of work which John is interested in.
- John's amiable personality enables him to quickly build and maintain good relationships with colleagues and customers (both internal and external) alike.
- He is strong in communicating complex technical projects in a business-like and clear manner, avoiding confusing jargon and high-lighting the projects strengths and potential weaknesses.
- Can-do attitude: John is one of the most positive people within the company. He has a great can-do attitude everything. This doesn't mean he only looks at the positives in all things but will make you aware of any negative issues - often though when discussing negative issues he will offer solutions.
- He works well in co-operation with colleagues
- Seems to gather information very quickly and sharp at analysing the impact of various scenarios. I have observed this in several meetings and discussion on various projects in the past.
- A major strength of this participant is his willingness to be approached. There have been many occasions when Team members have needed to discuss issues affecting their morale, the door is always open and he has been available to discuss and on most occasions assist in resolving issues or giving good guidance.
- Keen to develop his teams by entrusting them by astute delegation and taking an interest in monitoring their situations. I have observed this on several occasions throughout his time here, in discussion he has with his Team Managers and in his efforts to get his Team Managers to also develop their staff.
- He has a very high level of understanding of the technological issues and strategic issues facing the company.
- Aware of strategic goals. can see wider picture, Can see balance between direct commercial goals and indirect commercial goals.
- He is able to think through very complex issues and come up with good solutions.
- Innovative interest in new technologies: John is definitely not a "stick-in-the-mud" type of person and his interest in using new technologies or doing things differently shows in his valued contributions and development of such projects as ABC-web, Communities et al.

Personal Development Plan

Record your development needs and goals.

Use this page to outline your key development objectives identified as a result of completing this questionnaire.

| | |
|---------------------|--|
| Competence | |
| Development Need | |
| How to Achieve This | |
| Target Date | |

| | |
|---------------------|--|
| Competence | |
| Development Need | |
| How to Achieve This | |
| Target Date | |

| | |
|---------------------|--|
| Competence | |
| Development Need | |
| How to Achieve This | |
| Target Date | |

Notes

Further Information

Introducing GlobusHR

GlobusHR is a Human Resources and Development consultancy specialising in enabling business to measure and improve performance. We pride ourselves in being flexible, challenging and dedicated to delivering excellence. Our approach is always to work in partnership with you and each of our clients has a dedicated project coordinator as well as client relationship manager.

GlobusHR Services

We have extensive experience of HR consulting programmes across a wide variety of organisations and sectors. We are able to provide a comprehensive range of HR consulting services that include:

- **GlobusDevelopment** - Development and Assessment Centres, bespoke training programmes, leadership development, team building, individual coaching.
- **GlobusConsulting** - Change management, organisational design, competency framework analysis, appraisal and performance management, succession planning
- **GlobusAdvisory** - HR audit and action plans, contracts and terms of employment, employee relations advice, staff handbooks, employment law.
- **Globus360** - Our online 360 degree system, Globus360, is more than a standalone product; rather it is the core tool in our 360 Degree Feedback Service. Globus360 is highly flexible and can be tailored to meet your needs both in terms of what it measures but also the output of the reports. Globus360 can be used for multilingual Customer Satisfaction Surveys and Staff Surveys.

Contacting GlobusHR

Globus360 has been designed and is maintained by GlobusHR. We always welcome feedback about the style and content of the report. If you require support regarding the system then please contact us directly on the details below:

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