



Your 360° Feedback Report

**Sally
Sample**

25th October 2019

Introduction

The Performance 360° Assessment has been designed to provide you with valuable feedback to build your strengths as a leader and guide your personal development. This personalized Report presents your assessment results - your self-ratings, and how others rated you. It begins with an overall “big picture,” then moves on to more specific detail. At the end of the report you will have an opportunity to think around development opportunities and record an action plan.

In this report

This report contains the following sections:

- 1. How to interpret the Feedback results**
- 2. Feedback 360° Results Report**
 - 2.1 Comparison of dimensions by group of evaluators
 - 2.2 Results by dimension
 - 2.3 Behaviour results by dimension
 - 2.4 Behaviour summary
 - 2.5 Self-awareness index
 - 2.6 Top scoring and lowest scoring behaviors
 - 2.7 Highest and lowest rated questions – all raters
 - 2.8 Most frequent behaviours – all raters
 - 2.9 Comments made by the evaluators
 - 2.10 Reflecting on your feedback

Number of responses

The table below indicates who was invited to provide feedback on you, as well as who responded.

| Contributor group | Invited | Submitted responses |
|-----------------------|---------|---------------------|
| ■ Self | 1 | 1 |
| ■ Manager | 1 | 1 |
| ■ Peers | 3 | 1 |
| ■ Direct reports | 4 | 3 |
| ■ Other/collaborators | 3 | 1 |



1. How to interpret the feedback results

The feedback you receive is an indicator of how your performance is perceived by others. The report presents the results you have obtained in the dimensions and behaviors associated with your role according to the perceptions of the people around you with the results are presented by respondent groups.

The feedback in this report will help you:

- Understand how your manager and others view your performance and behaviour
- Compare your manager's view with your own Identify key strengths and areas to build on
- Draw some conclusions in terms of your strengths, development needs and key messages
- Create a focused development action plan.

To make the most of this report:

Consider the dimensions in which the majority of the evaluators have given you the highest scores. These are your strengths.

Focus on those in which you have received the lowest scores. These are your development areas.

Compare the scores given by your evaluators with your own assessment. This will give you an idea of the aspects in which you have good self-awareness and of those which do not correspond to the view others have of you.

In some cases, you will have been assessed better than you expected; in the opposite case take it as an opportunity to reflect on your behavior and take actions to correct it.

You will find four types of Feedback:

- **Known strengths:** The dimensions and behaviors in which you have repeatedly received the highest scores and those in which your self-assessment is higher.
Hidden strengths: The strengths you did not know you had. These may be areas you have been working on and the feedback confirms your progress. Look for the dimensions and behaviors in which the scores from your evaluators are higher than your self-assessment.
- **Known areas to be developed:** It suggests areas for improvement that you were already aware of. The evaluators have scored these dimensions lower than the rest and your self-assessment was also lower. You already knew that you needed to make positive changes in these areas.
- **New areas to be developed:** It provides information about areas to be improved that you were not aware of. The assessments of the evaluators are lower than those corresponding to your self-assessment. This information is the most significant and valuable as it can help you to improve in areas in which you were unaware that improvement was necessary. This is the most difficult feedback to accept, so it is very important to not adopt a defensive attitude when you review this information.

Overall, this report should provide you with enough data and information to start your development action plan. Use the prompt questions at the back of the report to start making notes on your development plan and then discuss this further with your manager or coach.



2.1 Comparison of dimensions by group of evaluators

The graph below presents a comparison of all the assessments segmented according to previously established groups of evaluators. The graph also displays the average of all the assessments without taking into account the self-assessment.

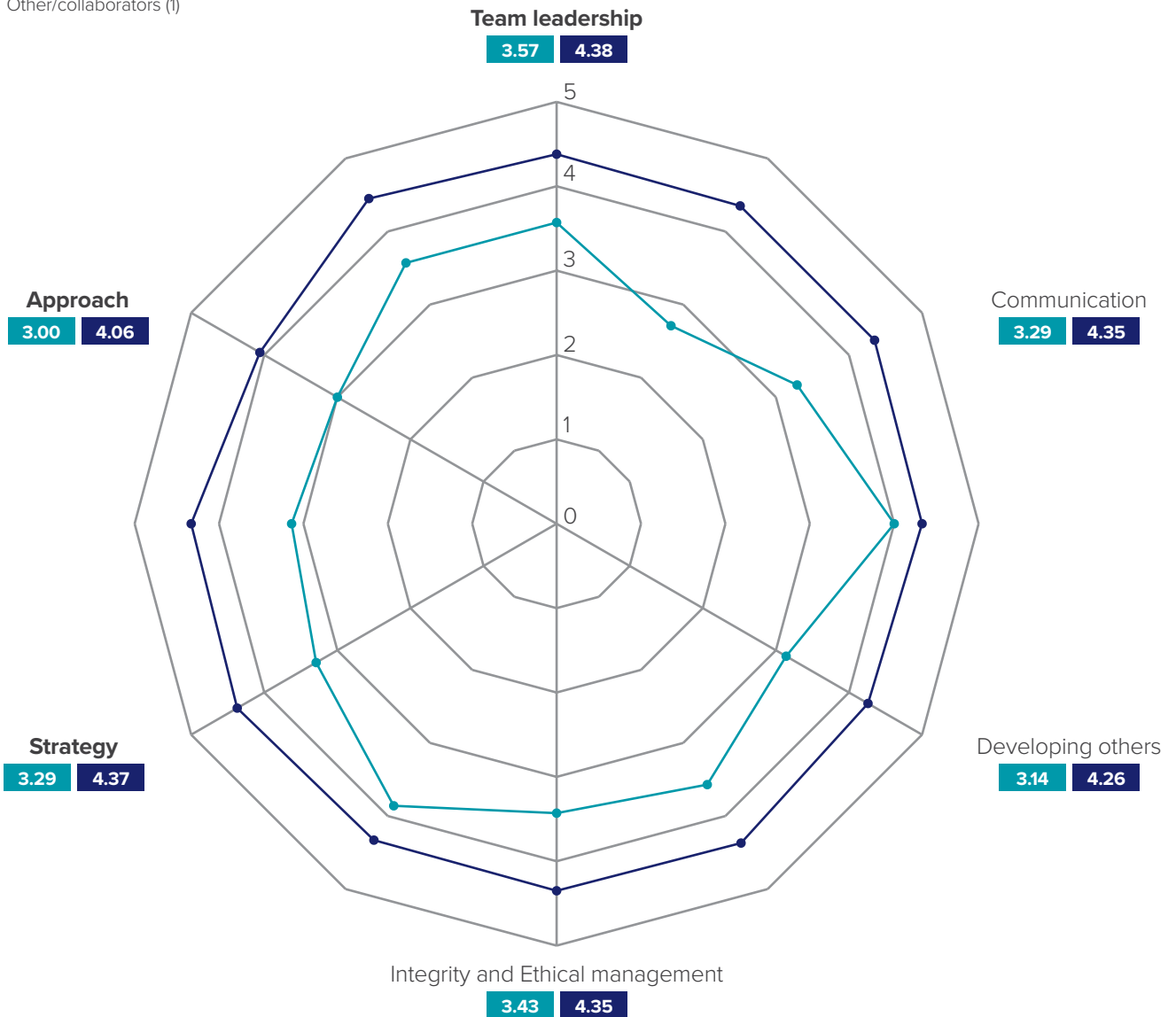
Key

| | |
|---|-------------|
| 0 | Don't know |
| 1 | Very rarely |
| 2 | Rarely |
| 3 | Sometimes |
| 4 | Often |
| 5 | Usually |

—●— Average score
—●— Score

Responses

- Self (1)
- Manager (1)
- Peers (1)
- Direct reports (3)
- Other/collaborators (1)



2.1 Comparison of dimensions by group of evaluators

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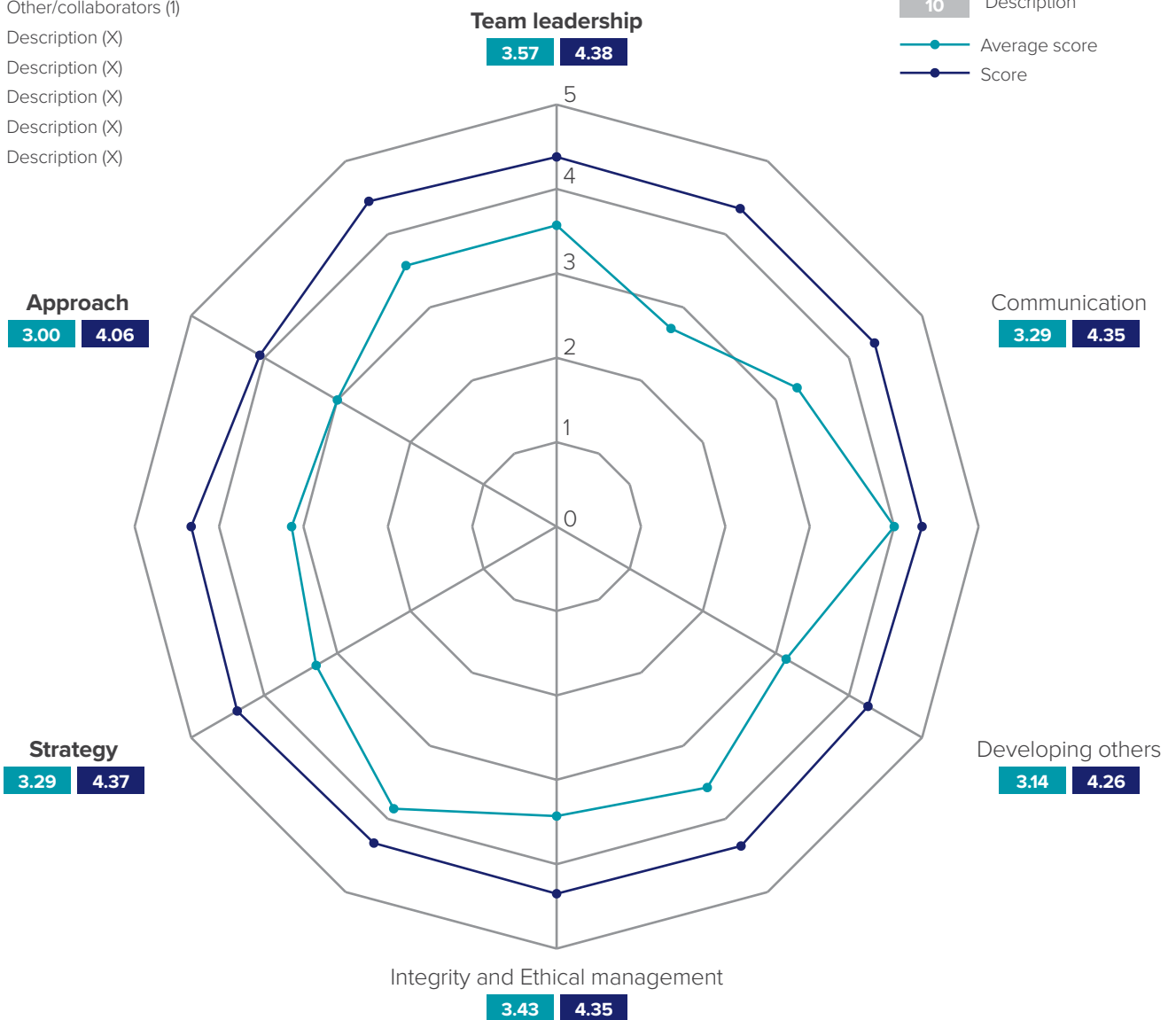
Responses

- Self (1)
- Manager (1)
- Peers (1)
- Direct reports (3)
- Other/collaborators (1)
- Description (X)
- Description (X)
- Description (X)
- Description (X)
- Description (X)

Key

- | | |
|----|-------------|
| 0 | Don't know |
| 1 | Very rarely |
| 2 | Rarely |
| 3 | Sometimes |
| 4 | Often |
| 5 | Usually |
| 6 | Description |
| 7 | Description |
| 8 | Description |
| 9 | Description |
| 10 | Description |

- Average score
- Score



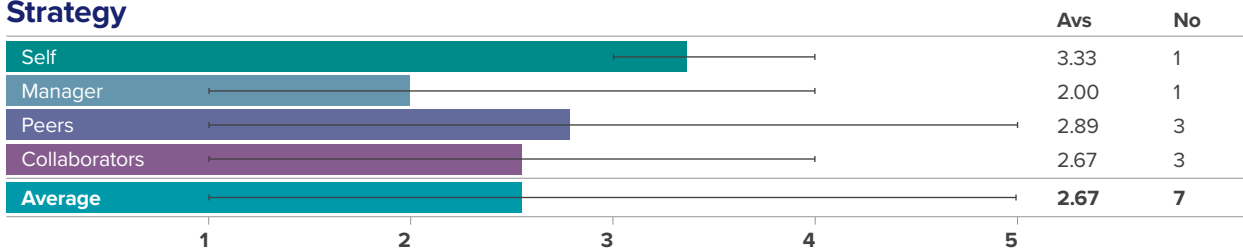
2.2 Results by dimension

This section presents the average scores by dimension segmented by groups of evaluators.

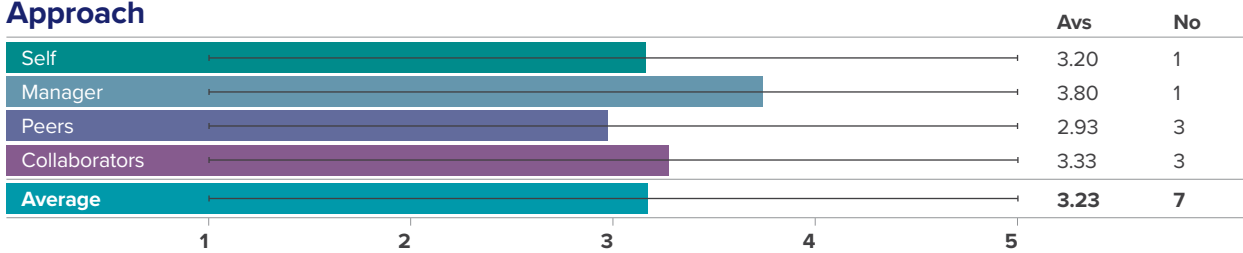
Key

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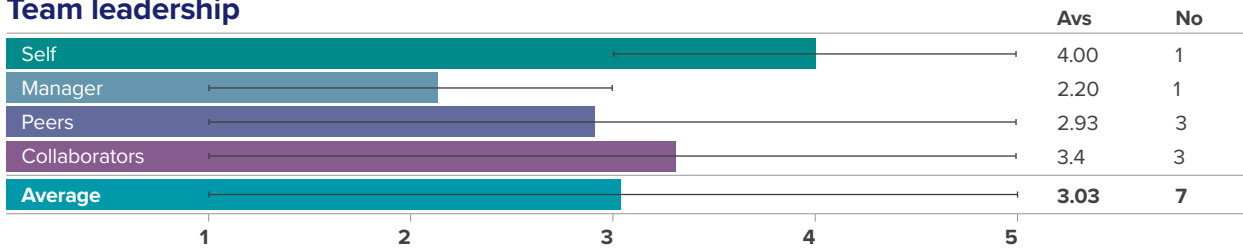
Strategy



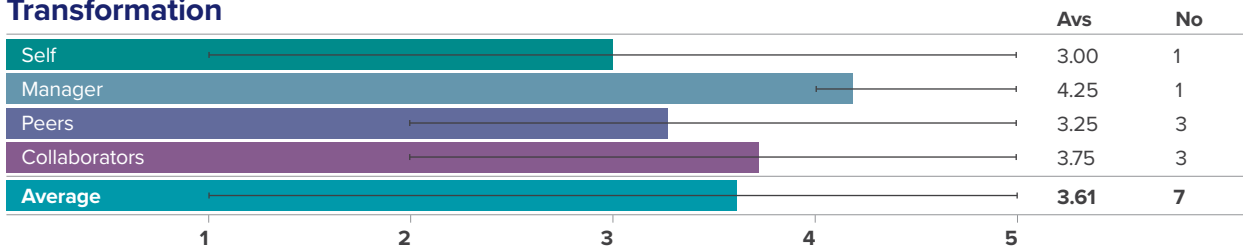
Approach



Team leadership



Transformation



AP stands for Anonymity Protection. This means the score cannot be shown because the number of people responding in the category was fewer than the required minimum, or that the behaviour rated was scored as not observed by the contributors.

AVS stands for Average Score

N stands for number of responses



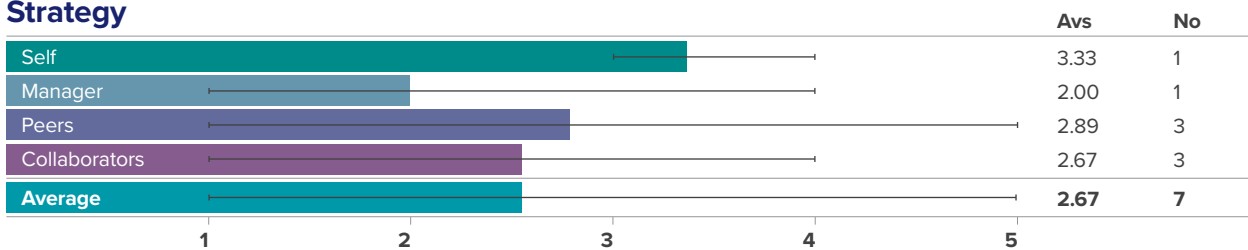
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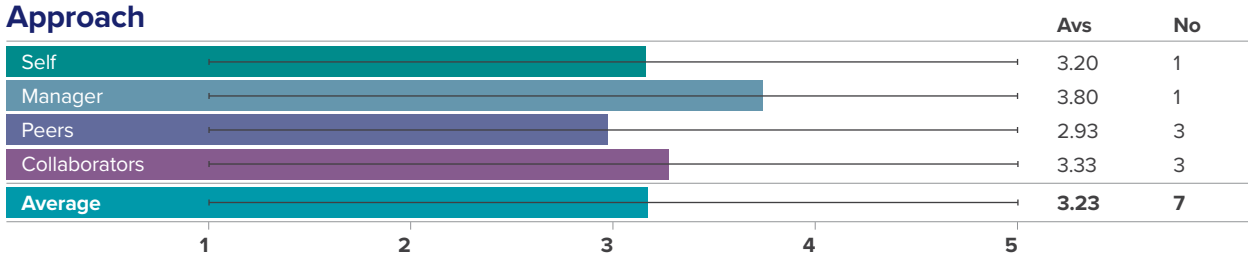
Key

| | | | |
|---|-------------|----|-------------|
| 0 | Don't know | 6 | Description |
| 1 | Very rarely | 7 | Description |
| 2 | Rarely | 8 | Description |
| 3 | Sometimes | 9 | Description |
| 4 | Often | 10 | Description |
| 5 | Usually | | |

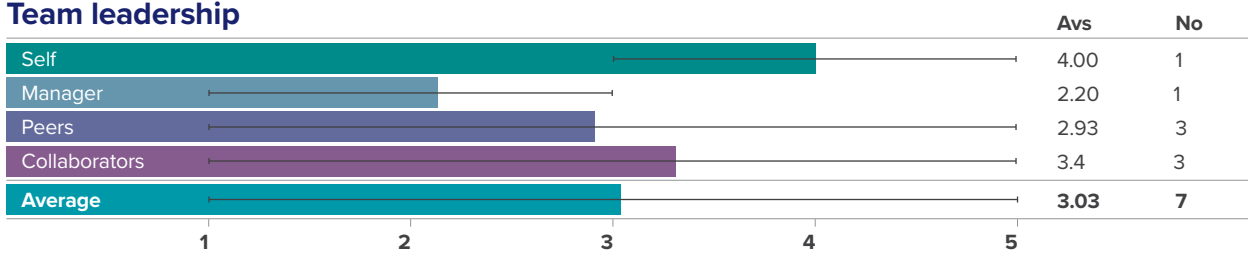
Strategy



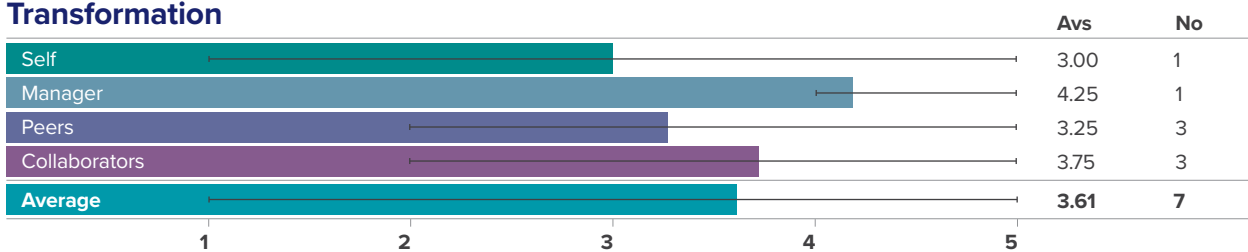
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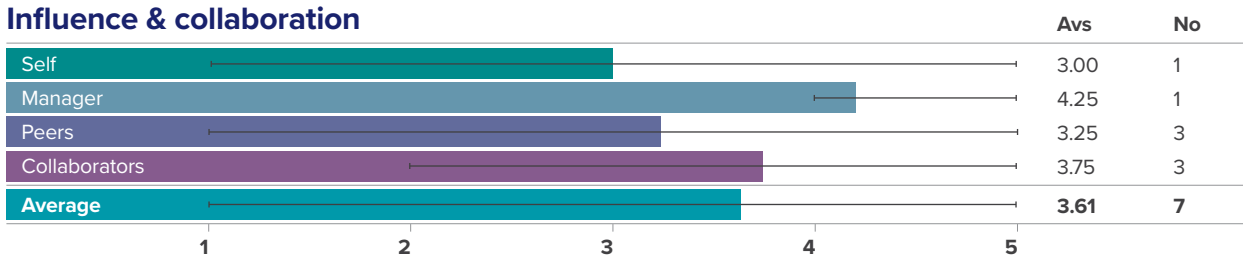
2.2 Results by dimension continued

This section presents the average scores by dimension segmented by groups of evaluators.

Key

| | | | |
|---|-------------|----|-------------|
| 0 | Don't know | 6 | Description |
| 1 | Very rarely | 7 | Description |
| 2 | Rarely | 8 | Description |
| 3 | Sometimes | 9 | Description |
| 4 | Often | 10 | Description |
| 5 | Usually | | |

Influence & collaboration



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AVS stands for Average Score

N stands for number of responses



2.3 Behaviour results by dimension

This section shows the average scores you have received from your different groups of evaluators. This more detailed Feedback can help you to understand the impressions that the different groups have and provide you with a concrete orientation to propose your professional development.

Strategy

| | Self | Man | Peers | Coll | Average |
|--|------|------|-------|------|-------------|
| Demonstrates a global vision in his/her proposals and decisions | 4.00 | 1.00 | 2.67 | 2.33 | 2.29 |
| Learns with great ease, with an open and agile mind, to conceptualize, build and manage his/her area with strategic thinking | 3.00 | 1.00 | 2.33 | 2.67 | 2.29 |
| Anticipates changes and market trends. Defines and promotes new priorities with a medium and long-term vision | 3.00 | 4.00 | 3.67 | 3.00 | 3.43 |

Approach

| | Self | Man | Peers | Coll | Average |
|---|------|------|-------|------|-------------|
| Shows ambition to take advantage of opportunities that allow the business to grow | 5.00 | 4.00 | 1.67 | 4.33 | 3.14 |
| Plans and organizes his/her resources with optimum results; achieves greater efficiency of the assets he/she manages | 5.00 | 4.00 | 3.00 | 4.00 | 3.57 |
| Is demanding and persevering; steadily ensures the achievement of objectives and overcomes obstacles, working well under pressure | 4.00 | 5.00 | 2.67 | 2.67 | 3.00 |
| Is rigorous and reliable in the economic management of the operations/budget within his/her scope of responsibility | 1.00 | 1.00 | 2.33 | 2.33 | 2.43 |
| Makes decisions with determination; act with a sense of urgency and quickly, even when all information is not available, managing risks appropriately | 1.00 | 5.00 | 3.33 | 3.33 | 4.00 |

Team leadership

| | Self | Man | Peers | Coll | Average |
|--|------|------|-------|------|-------------|
| Conveys the vision of the company in an exciting manner, making his/her team participate in the new challenges, generating commitment and pride of belonging | 4.00 | 2.00 | 3.67 | 3.00 | 3.14 |
| Sets challenging objectives and monitors them to ensure their achievement; provides feedback, makes corrections in time and recognizes a job well done | 5.00 | 2.00 | 2.33 | 4.33 | 3.14 |
| Promotes the development of his/her team (including virtual and offshore members), facilitating mobility and assessing other formulas for growth | 4.00 | 1.00 | 1.67 | 3.67 | 2.43 |
| Promotes an environment of respect and responsibility to individual differences and different opinions, as a means to achieve the best results | 4.00 | 3.00 | 4.33 | 3.67 | 3.86 |
| Unites teams from different areas, guides them and helps them focus their activities, creating synergies | 3.00 | 3.00 | 2.67 | 2.33 | 2.57 |

2.3 Behaviour results by dimension

This section shows the average scores you have received from your different groups of evaluators. This more detailed Feedback can help you to understand the impressions that the different groups have and provide you with a concrete orientation to propose your professional development.

Key

| | | | |
|---|-------------|----|-------------|
| 0 | Don't know | 6 | Description |
| 1 | Very rarely | 7 | Description |
| 2 | Rarely | 8 | Description |
| 3 | Sometimes | 9 | Description |
| 4 | Often | 10 | Description |
| 5 | Usually | | |

Strategy

| | Self | Man | Peers | Coll | Average |
|--|------|------|-------|------|-------------|
| Demonstrates a global vision in his/her proposals and decisions | 4.00 | 1.00 | 2.67 | 2.33 | 2.29 |
| Learns with great ease, with an open and agile mind, to conceptualize, build and manage his/her area with strategic thinking | 3.00 | 1.00 | 2.33 | 2.67 | 2.29 |
| Anticipates changes and market trends. Defines and promotes new priorities with a medium and long-term vision | 3.00 | 4.00 | 3.67 | 3.00 | 3.43 |

Approach

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Team leadership

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2.3 Behaviour results by dimension continued

This section shows the average scores you have received from your different groups of evaluators. This more detailed Feedback can help you to understand the impressions that the different groups have and provide you with a concrete orientation to propose your professional development.

Transformation

| | Self | Man | Peers | Coll | Average |
|---|------|------|-------|------|-------------|
| Transmits a positive attitude to change, turning change into opportunities | 1.00 | 4.00 | 3.67 | 4.33 | 4.00 |
| Promotes and leads transformation projects | 5.00 | 4.00 | 4.00 | 3.67 | 3.86 |
| Promotes innovation as a way to contribute to the improvement of the business | 4.00 | 4.00 | 2.33 | 4.00 | 3.29 |
| Is proactive | 2.00 | 5.00 | 3.00 | 3.00 | 3.29 |

Influence and collaboration

| | Self | Man | Peers | Coll | Average |
|---|------|------|-------|------|-------------|
| Works well in a team, is actively involved with other units, facilitating relations and the achievement of objectives | 5.00 | 1.00 | 2.33 | 2.67 | 2.29 |
| Gets others to collaborate, promotes and manages the alignment between his/her peers and the team for the achievement of objectives | 2.00 | 2.00 | 4.00 | 3.33 | 2.43 |
| Conveys messages in a convincing manner, persuading others. Capacity to communicate and have an impact on others | 3.00 | 2.00 | 2.33 | 3.67 | 2.86 |
| Maintains a network of contacts (internal and external) with key partners and can move them to achieve the objectives of the organization | 3.00 | 4.00 | 3.33 | 3.67 | 3.57 |
| Effective in environments in which relations and organizational structures are not clearly defined | 4.00 | 1.00 | 2.67 | 4.00 | 3.00 |

2.3 Behaviour results by dimension continued

This section shows the average scores you have received from your different groups of evaluators. This more detailed Feedback can help you to understand the impressions that the different groups have and provide you with a concrete orientation to propose your professional development.

Key

| | |
|---|-------------|
| 0 | Don't know |
| 1 | Very rarely |
| 2 | Rarely |
| 3 | Sometimes |
| 4 | Often |
| 5 | Usually |

Transformation

| | Self | Man | Peers | Coll | Average |
|---|------|------|-------|------|-------------|
| Transmits a positive attitude to change, turning change into opportunities | 1.00 | 4.00 | 3.67 | 4.33 | 4.00 |
| Promotes and leads transformation projects | 5.00 | 4.00 | 4.00 | 3.67 | 3.86 |
| Promotes innovation as a way to contribute to the improvement of the business | 4.00 | 4.00 | 2.33 | 4.00 | 3.29 |
| Is proactive | 2.00 | 5.00 | 3.00 | 3.00 | 3.29 |

Influence and collaboration

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| Conveys messages in a convincing manner, persuading others. Capacity to communicate and have an impact on others | 3.00 | 2.00 | 2.33 | 3.67 | 2.86 |
| Maintains a network of contacts (internal and external) with key partners and can move them to achieve the objectives of the organization | 3.00 | 4.00 | 3.33 | 3.67 | 3.57 |
| Effective in environments in which relations and organizational structures are not clearly defined | 4.00 | 1.00 | 2.67 | 4.00 | 3.00 |

2.4 Behaviour summary

The average score for each ManagerView360 competency and specific questions are summarised below for each rater category (1 to 7 scale with higher scores corresponding to more frequently observed behaviour).

Key

| | | | |
|---|-------------|----|-------------|
| 0 | Don't know | 6 | Description |
| 1 | Very rarely | 7 | Description |
| 2 | Rarely | 8 | Description |
| 3 | Sometimes | 9 | Description |
| 4 | Often | 10 | Description |
| 5 | Usually | | |

If the symbol AP appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol NR appears instead of a score it means no people from a particular rater group have responded.

The number of parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters.

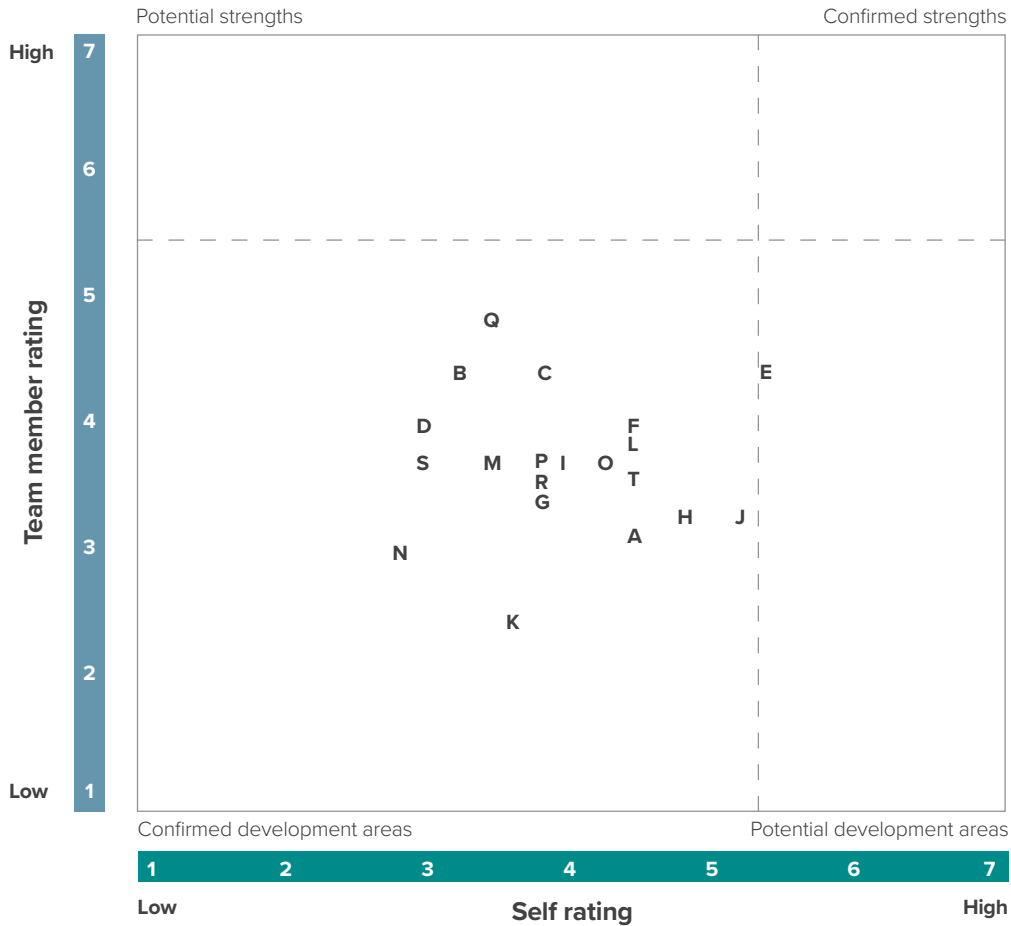
A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions and behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than 0.5 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

| | Self | | Man | | Peers | | Direct Rpt | | Coll | | Average | |
|--|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|
| Listening | 4.50 | (1.00) | 5.00 | (0.79) | 3.50 | (0.69) | 4.70 | (0.53) | 4.70 | (0.40) | 4.40 | (0.51) |
| Summarises what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...") | 1.00 | (1.00) | 6.00 | (1.00) | 3.00 | (0.67) | 3.50 | (0.83) | 4.00 | (1.00) | 3.86 | (0.63) |
| Maintains appropriate eye contact and attentive non-verbal behaviours when being spoken to | 7.00 | (1.00) | 5.00 | (1.00) | 3.50 | (0.83) | 5.00 | (0.67) | 3.50 | (0.50) | 4.14 | (0.58) |
| Is willing to take the time to understand and listen to employees | 6.00 | (1.00) | 5.00 | (1.00) | 4.50 | (0.83) | 5.00 | (0.33) | 3.50 | (0.50) | 4.43 | (0.50) |
| Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...") | 2.00 | (1.00) | 5.00 | (1.00) | 3.00 | (0.67) | 5.50 | 0.83 | 5.50 | (0.50) | 4.71 | (0.51) |
| Waits out silences and listens patiently without interrupting others | 7.00 | (1.00) | 4.00 | (1.00) | 3.50 | (0.83) | 4.50 | (0.50) | 7.00 | (1.00) | 4.86 | (0.45) |



2.5 Self-awareness index

Self - team member (N=2)



| | Self | Team member |
|--------------------------------------|------|-------------|
| A. Listening | 4.40 | 3.20 |
| B. Two-way feedback | 3.20 | 4.40 |
| C. Written communication | 3.80 | 4.50 |
| D. Oral communication | 3.00 | 4.00 |
| F. Vision/goal setting | 4.40 | 4.00 |
| G. Planning/ organization | 3.80 | 3.70 |
| H. Delegation | 4.80 | 3.40 |
| I. Administrative control/ follow up | 4.00 | 3.70 |
| J. Performance evaluation | 5.20 | 3.40 |
| K. Performance management | 3.60 | 2.50 |
| L. Recognizing/ rewarding | 4.40 | 3.90 |

| | Self | Team member |
|-------------------------------------|------|-------------|
| M. Team development | 3.40 | 3.70 |
| N. Interpersonal sensitivity | 2.80 | 3.10 |
| O. Negotiation/ conflict management | 4.20 | 3.80 |
| P. Coaching/ employee development | 3.80 | 3.80 |
| Q. Leadership/ influence | 3.40 | 4.80 |
| R. Employee involvement | 3.80 | 3.70 |
| S. Problem analysis | 3.00 | 3.80 |
| T. Decisiveness/ judgement | 4.40 | 3.60 |
| Potential development areas | | |
| E. Oral presentation | 5.40 | 4.40 |



2.6 Top scoring and lowest scoring behaviors

The following five Behaviors 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 organization.

- Manager
 - Peers
 - Direct reports
 - Other/collaborator
 - NR** No response
 - AP** Anonymity protected
- Description
 - Description
 - Description
 - Description

Top scoring

| Average | Rating by Group | Behavior | Competency |
|-------------|--|--|--|
| 4.14 | 5.00 | Develop forward thinking strategies to address and even shape future client and market needs to maintain competitive advantage. | Providing strategic direction |
| | 4.50 | | |
| | 4.00 | | |
| | 3.50 | | |
| 3.86 | 4.00 | Actively build connections and partnerships with others across functional, cultural, organizational, and global boundaries. | Engaging and motivating |
| | 3.50 | | |
| | 5.00 | | |
| | 3.00 | | |
| 3.71 | 4.00 | Prepare realistic estimates of resource requirement (e.g. budget, headcount, etc.) needed to accomplish goals and objectives. | Providing strategic direction |
| | 2.50 | | |
| | 4.50 | | |
| | 4.00 | | |
| 3.57 | 4.00 | Create strategies to balance short-term operational requirements with long-range business planning. | Providing strategic direction |
| | 4.00 | | |
| | 3.00 | | |
| | 3.50 | | |
| 3.57 | 4.00 | Address ethical considerations inherent in business decisions. | Exhibiting credibility and inspiring trust |
| | 3.50 | | |
| | 3.50 | | |
| | 3.50 | | |
| 3.57 | 4.00 | Demonstrate consistent support and alignment with the mission, vision, and values of the organization. | Exhibiting credibility and inspiring trust |
| | 4.00 | | |
| | 3.00 | | |
| | 3.50 | | |
| 3.57 | 2.00 | Synthesize and identify the most critical information from a variety of sources in order to gain a broader, deeper understanding of issues and key details; use this information to select the best option based on consideration of pros, cons, tradeoffs, timing, and available resources. | Driving results |
| | 3.50 | | |
| | 4.00 | | |
| | 4.00 | | |
| 3.57 | 5.00 | Satisfy the interests of multiple stakeholders. | Driving results |
| | 4.00 | | |
| | 3.50 | | |
| | 2.50 | | |
| 3.57 | 3.00 | Demonstrate awareness of one's own capabilities and development needs. | Engaging and motivating |
| | 4.50 | | |
| | 1.50 | | |
| | 5.00 | | |
| 3.57 | 3.00 | Adjust interpersonal style to a variety of people and situations. | Engaging and motivating |
| | 3.00 | | |
| | 4.50 | | |
| | 3.50 | | |



2.6 Top scoring and lowest scoring behaviors continued

The following five behaviors 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 your immediate developmental activities on them.

- Manager
- Peers
- Direct reports
- Other/collaborator
- NR** No response
- AP** Anonymity protected

Lowest scoring

| Average | Rating by Group | Behavior | Competency |
|---------|---|---|--|
| 2.14 | ■ 3.00 | Deliver on commitments and encourage others to do the same. | Exhibiting credibility and inspiring trust |
| | ■ 2.50 | | |
| | ■ 1.50 | | |
| | ■ 2.00 | | |
| 2.14 | ■ 3.00 | Persist in the face of obstacles to achieve critical objectives and resolve high priority problems quickly. | Driving results |
| | ■ 1.00 | | |
| | ■ 3.50 | | |
| | ■ 1.50 | | |
| 2.14 | ■ 3.00 | Recognize symptoms that indicate problems. | Driving results |
| | ■ 3.00 | | |
| | ■ 1.50 | | |
| | ■ 1.50 | | |
| 2.29 | ■ 3.00 | Set growth-oriented department/organizational goals which are aggressive but realistic and will get results that have a clear, positive, and direct impact on business performance objectives. | Driving results |
| | ■ 4.00 | | |
| | ■ 1.00 | | |
| | ■ 1.50 | | |
| 2.57 | ■ 3.00 | Identify, address, and resolve critical gaps in the organization's strategic talent pools. | Building and developing talent |
| | ■ 3.50 | | |
| | ■ 2.00 | | |
| | ■ 2.00 | | |
| 2.57 | ■ 2.00 | Demonstrate that others' viewpoints are valued and have been taken into account by balancing honesty with respect and compassion and protecting the interests of those not present in decision-making situations. | Exhibiting credibility and inspiring trust |
| | ■ 3.00 | | |
| | ■ 2.00 | | |
| | ■ 3.00 | | |



2.7 Highest and lowest rated questions – all raters

The following behaviors were identified as your highest and lowest rated. Agreement scores show how closely raters experience your behaviors. Ags scores <50% indicate a significant variation in individual rater scores, so the average rating isn't enough to understand what's going on. You may need more information or context before taking action.

Highest rated questions

The following 3 behaviors were identified as your highest rated. They are rank ordered so that the first item is perceived to be your highest rated behavior. As such, you should consider ways to continue leveraging these behaviors as strengths. These scores are the average over all the respondents excluding yourself.

| Score | | Questions | Leadership principles |
|-------|------|--|-------------------------------|
| 5.00 | 100% | Displays strong analytics, decision-making, and research to uncover customer needs. | Providing strategic direction |
| 4.82 | 81% | Demonstrates sensitivity towards diversity in the workforce (e.g., gender, race, ethnicity, sexual orientation, etc.) and treats others in a fair and consistent manner. | Play a team sport |
| 4.69 | 77% | Gathers and utilizes available information in order to understand and solve customer issues and problems. | Reach for full potential |

Lowest rated questions

The following 3 behaviors were identified as your lowest rated. They are rank ordered so that the first item is perceived to be your lowest rated behavior. As such, you should consider practicing these behaviors more frequently and helping others understand and value when you do demonstrate these behaviors. These scores are the average over all the respondents excluding yourself.

| Score | | Questions | Leadership principles |
|-------|-----|--|-----------------------|
| 3.00 | 65% | Provides ongoing career coaching, mentoring and guidance to team members. | Play a team sport |
| 3.63 | 57% | Provides candid, direct and truthful feedback to team members about their strengths, development areas, and future growth potential. | Play a team sport |
| 3.75 | 59% | Regularly monitors and corrects sources of lagging individual, team and organizational performance. | Take ownership |



2.8 Most frequent behaviours – all raters

The following behaviours were identified by your respondents as your most frequently demonstrated behaviours and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behaviour.

Key

| | | | |
|---|-------------|---|---------|
| 0 | Don't know | 6 | Usually |
| 1 | Very rarely | 7 | Always |
| 2 | Rarely | | |
| 3 | Sometimes | | |
| 4 | Often | | |
| 5 | Frequently | | |

The number of raters is shown for each rating level of the behaviour. A shaded box with the number in [] indicates your own self-rating on this behaviour (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 7).

These represent behaviours perceived by others as frequently practised. As such, you should consider ways to continue leveraging these behaviours as strengths.

| Most frequent behaviours | Competency | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Average |
|---|----------------------------------|---|-----|-----|---|-----|---|-----|-------------|
| Develops and maintains supportive, friendly and sensitive interpersonal relationships with others | Interpersonal sensitivity | 0 | 0 | 1 | 1 | 0 | 1 | [4] | 5.86 |
| Considers the consequences of decisions | Decisiveness/ judgement | 0 | 0 | 0 | 1 | 2 | 3 | [1] | 5.57 |
| States complex information and thoughts simply and clearly | Oral communication | 0 | 0 | [0] | 1 | 3 | 1 | 2 | 5.57 |
| Involves employees in organisational decision-making, planning and problem-solving processes | Employee involvement | 0 | [0] | 0 | 1 | 3 | 2 | 1 | 5.43 |
| Discusses possible “win-win” solutions and seeks agreement on specific actions when conflicts arise | Conflict management | 0 | 1 | 0 | 1 | [2] | 1 | 2 | 5.14 |



2.9 Comments made by the evaluators

You and your manager have provided comments, which are included verbatim in this section. Keep an open mind to the comments, you may not always agree or understand them, but they do give you a picture of how your manager sees you, which may be different from your intentions. Highlight key comments to assist you in identifying strengths and areas to strengthen. Make a note to explore any feedback which you don't understand.

What are the strengths of this person?

Text would go here

2.9 Comments made by the evaluators continued

You and your manager have provided comments, which are included verbatim in this section. Keep an open mind to the comments, you may not always agree or understand them, but they do give you a picture of how your manager sees you, which may be different from your intentions. Highlight key comments to assist you in identifying strengths and areas to strengthen. Make a note to explore any feedback which you don't understand.

On what does this person need to improve to be more efficient?

Text would go here

2.10 Reflecting on your feedback

Use this space to make notes to help prepare for your development conversation.

How accurately does this report reflect my own perception, or feedback I have had before?

What core strengths has it indicated?

Text would go here

In which competencies am I least effective?

Text would go here



2.10 Reflecting on your feedback continued

Detailed competency ratings

What feedback did you expect? Make a note of anything that surprised you in the feedback you received.

Text would go here

Are there any areas where your own view is particularly different from your respondents? If so, what are they?

Text would go here

Is there one group of respondents which consistently rates you higher or lower than other groups? Why do you think this is the case?

Text would go here

Open ended questions

How do the comments reinforce the ratings you have received?

Text would go here

