Feedback
Report

t-three

This report contains feedback gathered from the following sources:

This report contains feedback gathered from the following sources:	
Self	1
Manager	1
Colleagues	2
Direct Reports	3

All Invited Raters:	
Manager	Rater1 Test1
Colleagues	Rater2 Test2
Colleagues	Rater3 Test3
Direct Reports	Rater4 Test4
Direct Reports	Rater5 Test5
Direct Reports	Rater6 Test6

Introduction

The Purpose

- Your 360 feedback report provides you with measurable data about how others experience you and your day-to-day behaviour.

- The data in this report will help you focus on improving your levels of Emotional Intelligence (EI). EI has been shown to make between 75% and 90% of the difference between adequate and outstanding performers, in any field of endeavour. Feedback is essential to self-awareness - one of the core competencies of EI.

- To improve your self-awareness and accelerate your professional effectiveness, you need to be aware of the consequences of your behaviour: how you come across to others you work with.
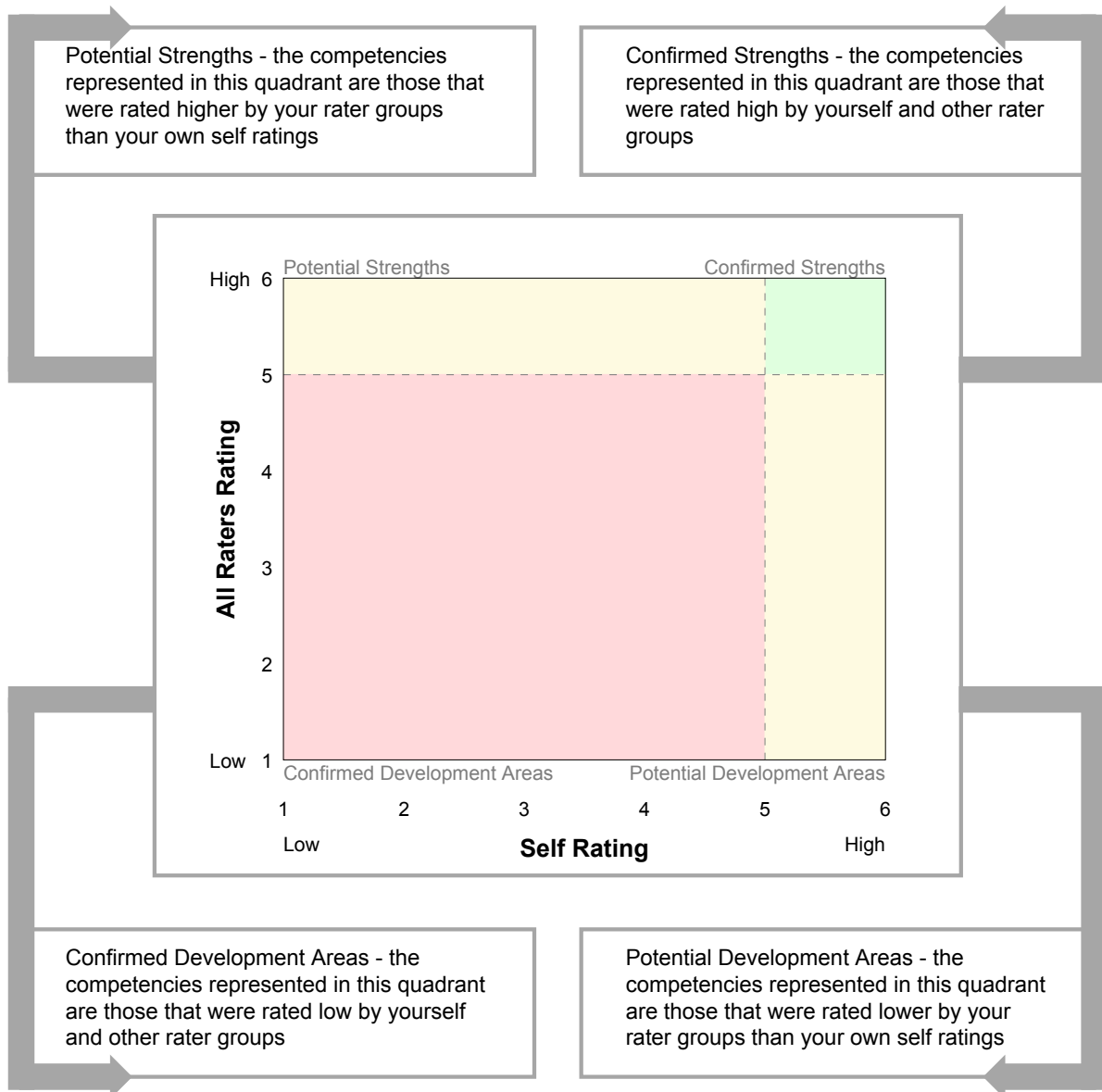
Objectives

360 feedback helps you...

- Recognise the consequences of your behaviour on how others experience you.

- Confirm your strengths - your influence and effectiveness with others.

- Pinpoint any areas where changing your behaviour could improve your performance, so you can develop a Personal Development Plan to work more effectively with others.

Self-Awareness Index Introduction

Accurate self-awareness is important for effective job performance and success. The Self-Awareness Index provides a way for you to compare your own self-ratings to those of your raters. The scores for all your raters have been averaged together and are compared to your own self-ratings and displayed in one of four quadrants.

Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings

Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups

Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings

How to Use Your Self-Awareness Index

1) First, examine the specific competencies that fall into each of these four quadrants

2) Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorised as Confirmed or Potential Strengths

3) Finally, consider ways to enhance skills and effectiveness in those competencies categorised as Confirmed or Potential Development Areas
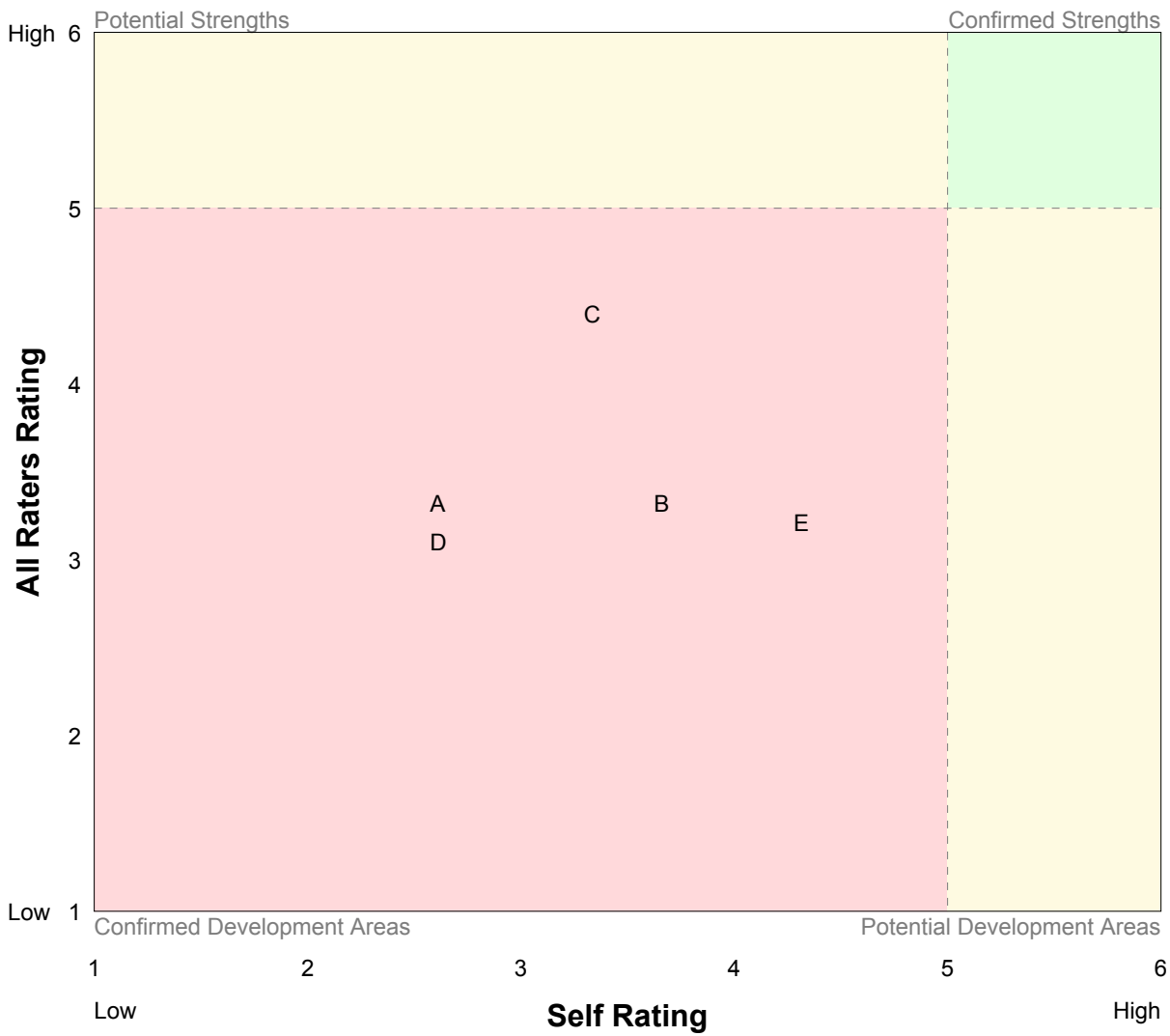
	Self	All Raters
Confirmed Development Areas		
A. Raise the Bar	2.67	3.36
B. Build Trust	3.67	3.33
C. Involve every mind	3.33	4.44
D. Support and challenge in equal measure	2.67	3.11
E. Putting the customer first	4.33	3.22

Competency Overview

The table below shows the Average score from all respondents (excluding yourself) for each competency.

The graph shows how you have been rated on the competency level by each of the different respondent types. Each line relates to a different respondent category as indicated in the key, with the letter corresponding to the competency in the table.

	Competencies	Score		Competencies	Score
A	Raise the Bar	3.36	D	Support and challenge in equal measure	3.11
B	Build Trust	3.33	E	Putting the customer first	3.22
C	Involve every mind	4.44			

Key: Self | Manager | Colleagues | Direct Reports | Average

This report shows how you have been rated at the Competency level by each of the different observer (or rater) types. The responses are represented by a set of bars on the left of the page (where the observer 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 observers, excluding yourself.

AP - means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, their data has been merged with another rater group to protect anonymity.

N - shows the number of respondents who answered the question.

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

Example

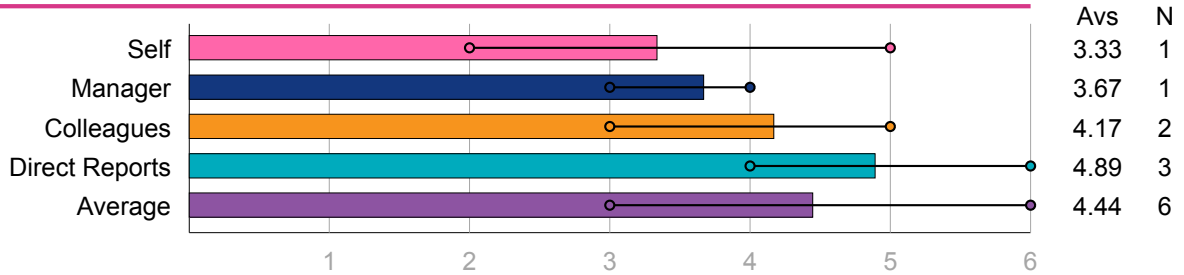|	Avs	N
Self	6.00	1
Manager	5.00	2
Colleagues	4.00	3
Direct Reports	3.00	4
Average	1.80	10
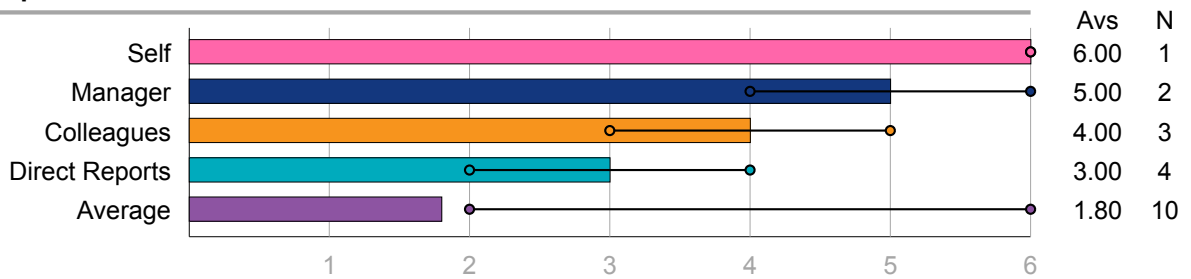
Range Bars - shows the range of scores, from the lowest to the highest.
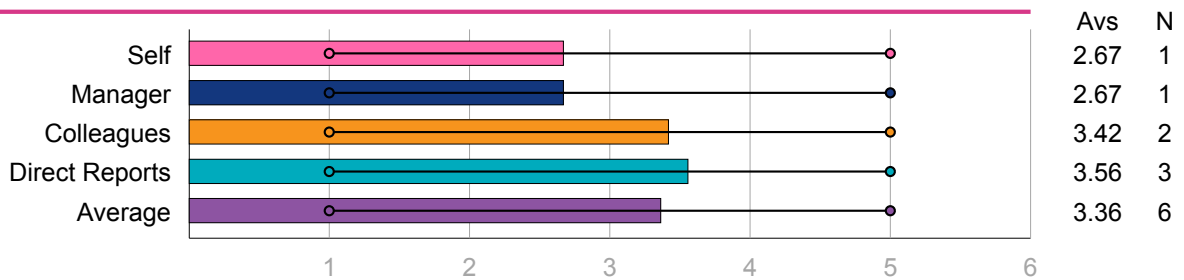
Rating Scale

1 = Never   2 = Rarely   3 = Sometimes   4 = Often   5 = Most of the time   6 = Always
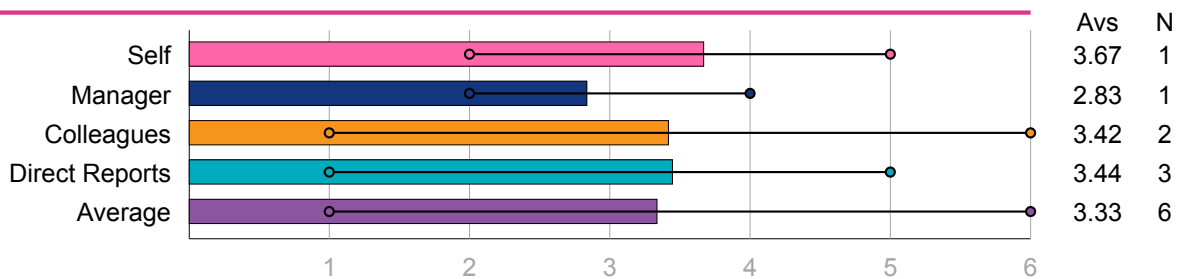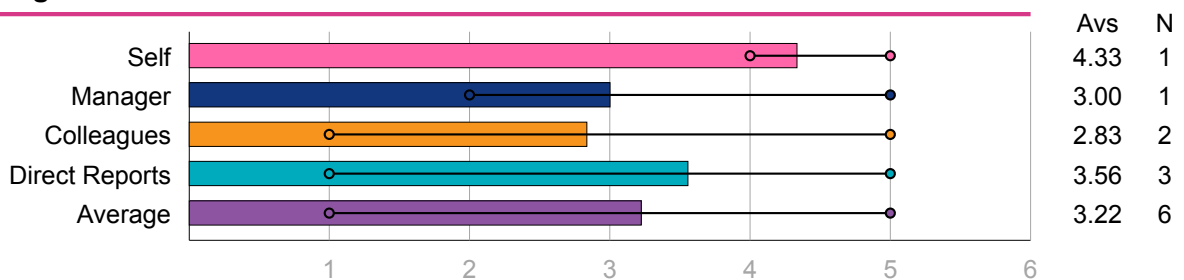
Competency Rater Overview

Involve every mind

	Avs	N
Self	3.33	1
Manager	3.67	1
Colleagues	4.17	2
Direct Reports	4.89	3
Average	4.44	6

Raise the Bar

	Avs	N
Self	2.67	1
Manager	2.67	1
Colleagues	3.42	2
Direct Reports	3.56	3
Average	3.36	6

Build Trust

	Avs	N
Self	3.67	1
Manager	2.83	1
Colleagues	3.42	2
Direct Reports	3.44	3
Average	3.33	6

Putting the customer first

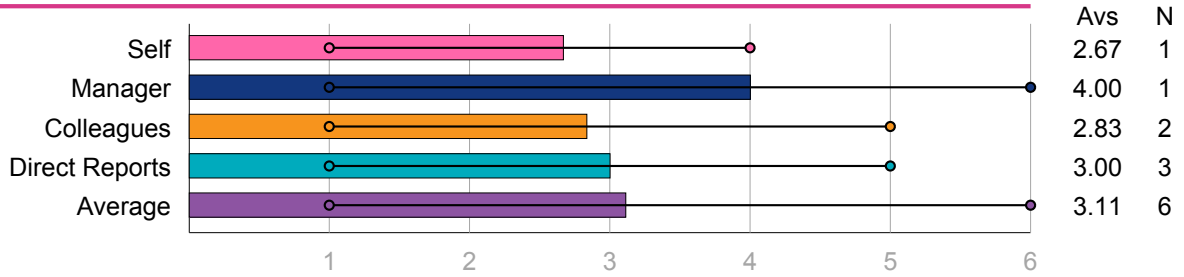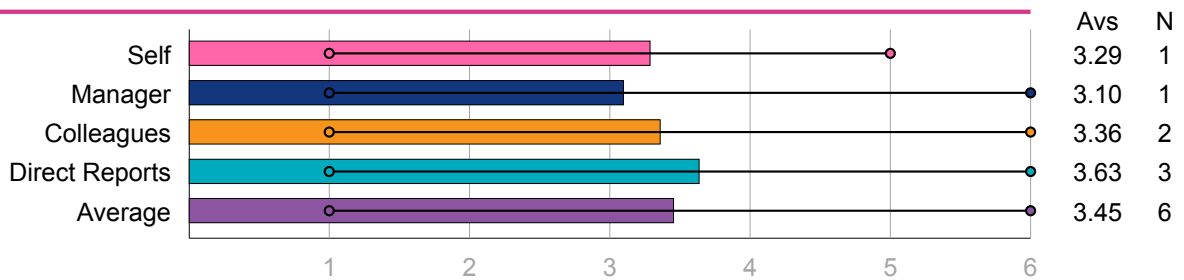|	Avs	N
Self	4.33	1
Manager	3.00	1
Colleagues	2.83	2
Direct Reports	3.56	3
Average	3.22	6

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Support and challenge in equal measure

	Avs	N
Self	2.67	1
Manager	4.00	1
Colleagues	2.83	2
Direct Reports	3.00	3
Average	3.11	6

Composite Score

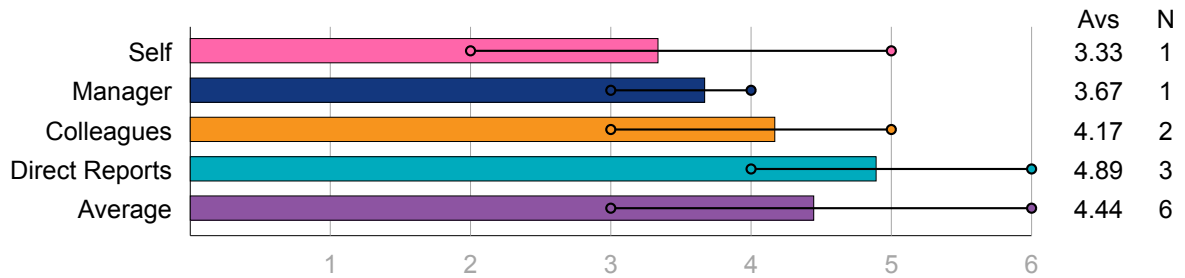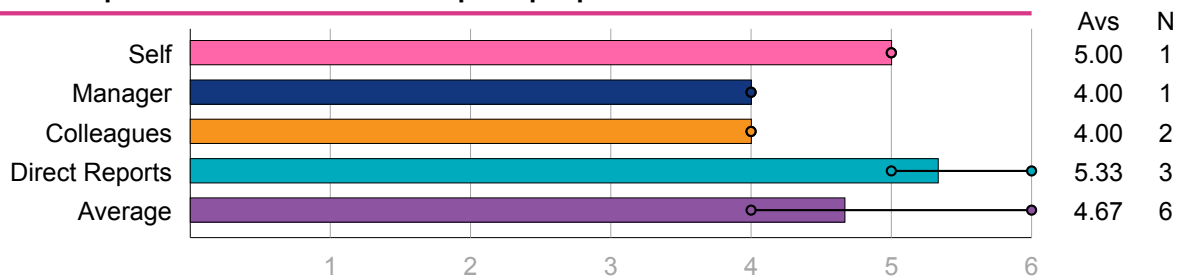|	Avs	N
Self	3.29	1
Manager	3.10	1
Colleagues	3.36	2
Direct Reports	3.63	3
Average	3.45	6

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected
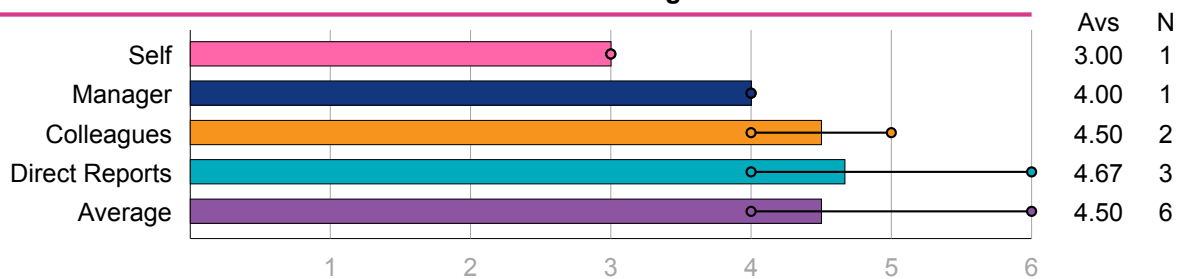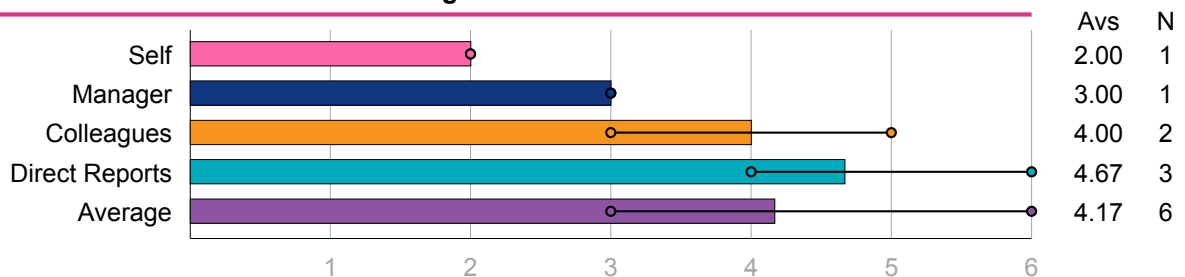
Detailed Information

Involve every mind

	Avs	N
Self	3.33	1
Manager	3.67	1
Colleagues	4.17	2
Direct Reports	4.89	3
Average	4.44	6

18. Paints a picture of the future that inspires people

	Avs	N
Self	5.00	1
Manager	4.00	1
Colleagues	4.00	2
Direct Reports	5.33	3
Average	4.67	6

9. Invests time in communication and information sharing

	Avs	N
Self	3.00	1
Manager	4.00	1
Colleagues	4.50	2
Direct Reports	4.67	3
Average	4.50	6

11. Shares the rationale of their thinking and decisions

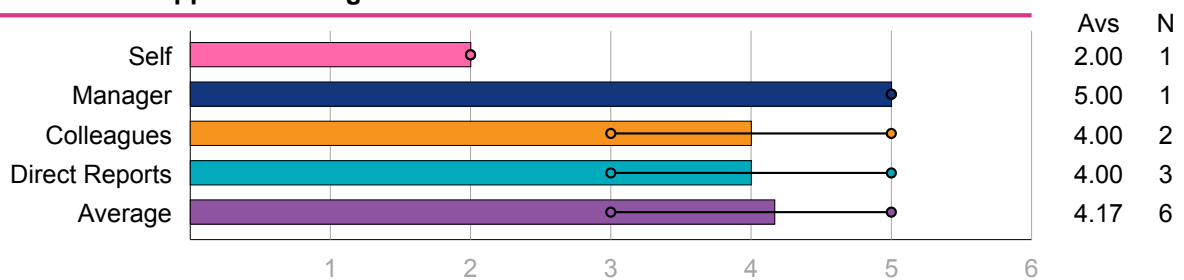|	Avs	N
Self	2.00	1
Manager	3.00	1
Colleagues	4.00	2
Direct Reports	4.67	3
Average	4.17	6

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Raise the Bar
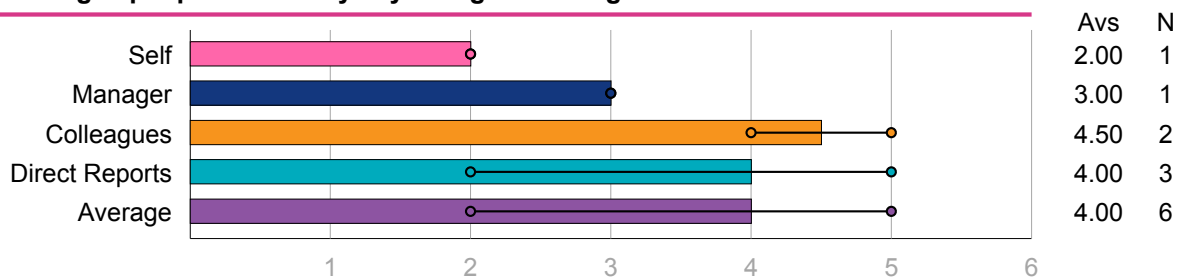
	Avs	N
Self	2.67	1
Manager	2.67	1
Colleagues	3.42	2
Direct Reports	3.56	3
Average	3.36	6

1. Identifies and applies learning from success and failure

	Avs	N
Self	2.00	1
Manager	5.00	1
Colleagues	4.00	2
Direct Reports	4.00	3
Average	4.17	6

8. Challenges people when they say "It's good enough"

	Avs	N
Self	2.00	1
Manager	3.00	1
Colleagues	4.50	2
Direct Reports	4.00	3
Average	4.00	6
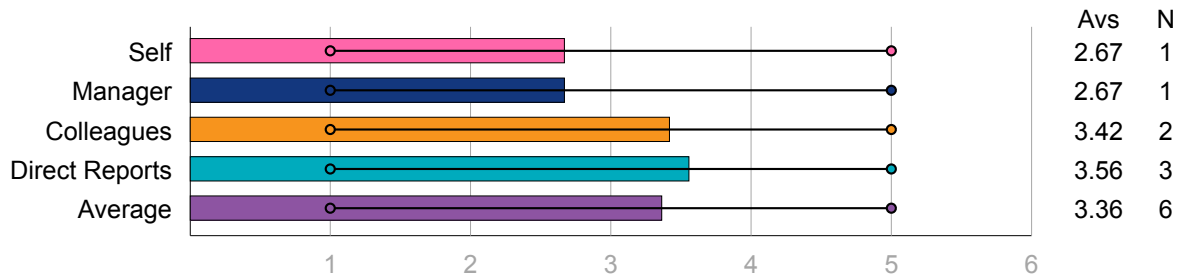
19. Continually develops their understanding of the market and the opportunities it presents
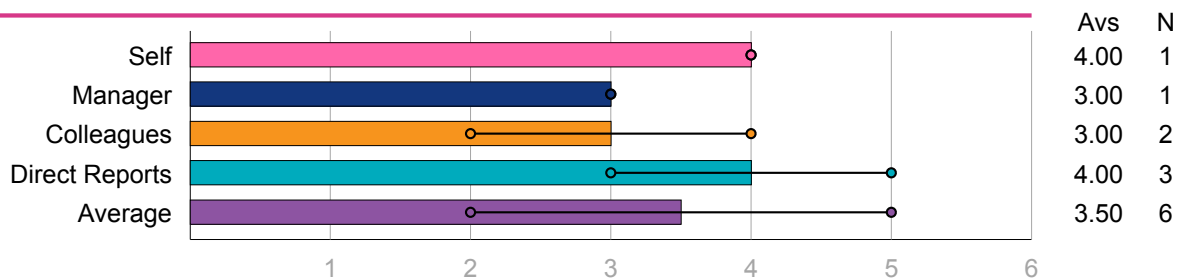
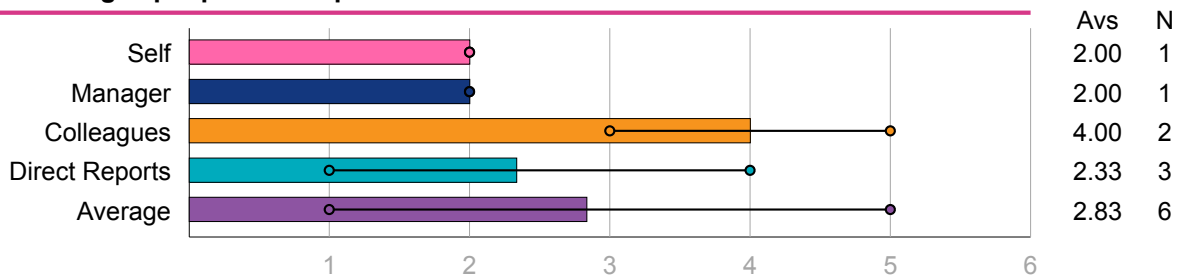|	Avs	N
Self	4.00	1
Manager	3.00	1
Colleagues	3.00	2
Direct Reports	4.00	3
Average	3.50	6

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

12.

	Avs	N
Self	1.00	1
Manager	1.00	1
Colleagues	3.00	2
Direct Reports	3.67	3
Average	3.00	6

20. Encourages people to be open to new ideas

	Avs	N
Self	2.00	1
Manager	2.00	1
Colleagues	4.00	2
Direct Reports	2.33	3
Average	2.83	6

16. Takes the best ideas and makes them work

	Avs	N
Self	5.00	1
Manager	2.00	1
Colleagues	2.00	2
Direct Reports	3.33	3
Average	2.67	6
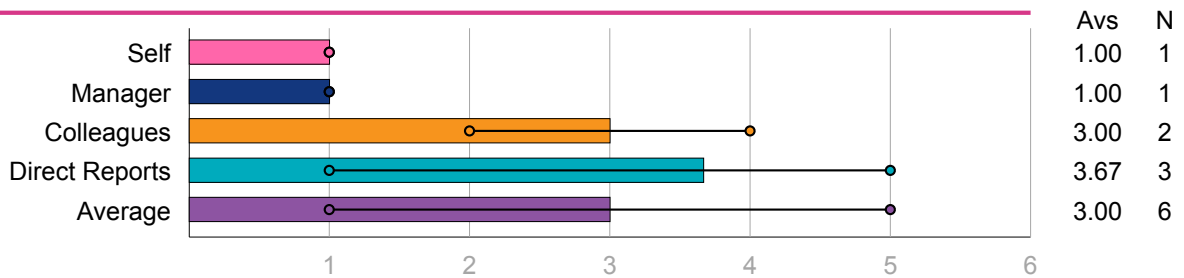
1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected
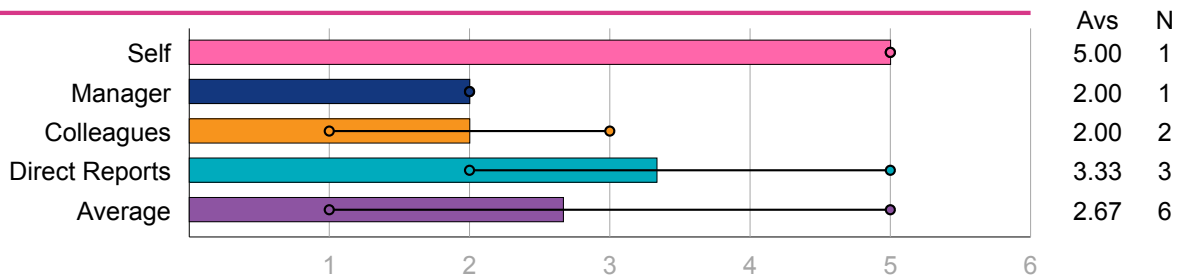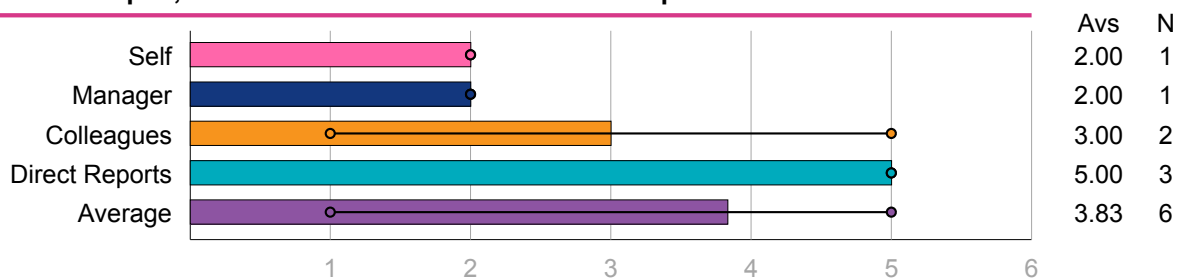
Detailed Information

Build Trust
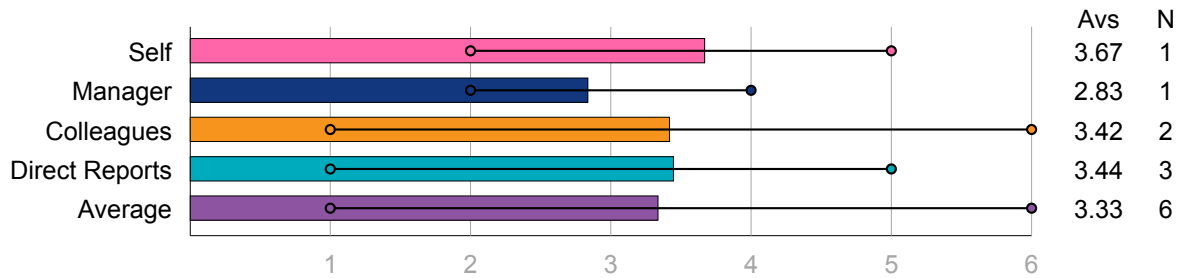
	Avs	N
Self	3.67	1
Manager	2.83	1
Colleagues	3.42	2
Direct Reports	3.44	3
Average	3.33	6

7. Maintains open, honest and non-defensive relationships

	Avs	N
Self	2.00	1
Manager	2.00	1
Colleagues	3.00	2
Direct Reports	5.00	3
Average	3.83	6

6. Says and does the right thing even when it's difficult

	Avs	N
Self	4.00	1
Manager	4.00	1
Colleagues	4.00	2
Direct Reports	3.33	3
Average	3.67	6

14. Is honest about their own strengths and limitations

	Avs	N
Self	5.00	1
Manager	3.00	1
Colleagues	3.50	2
Direct Reports	3.67	3
Average	3.50	6

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected
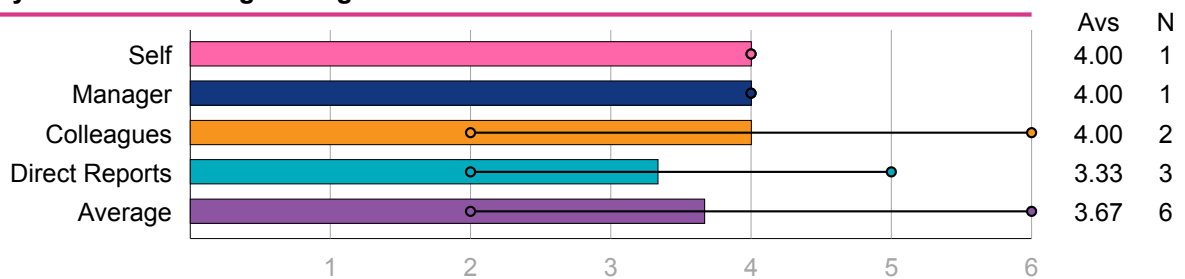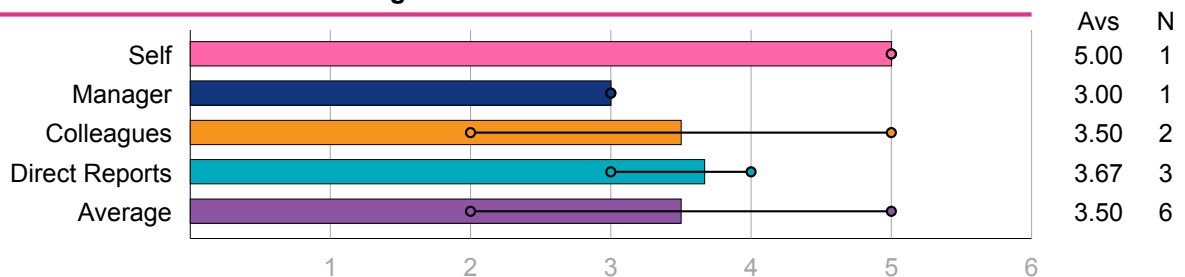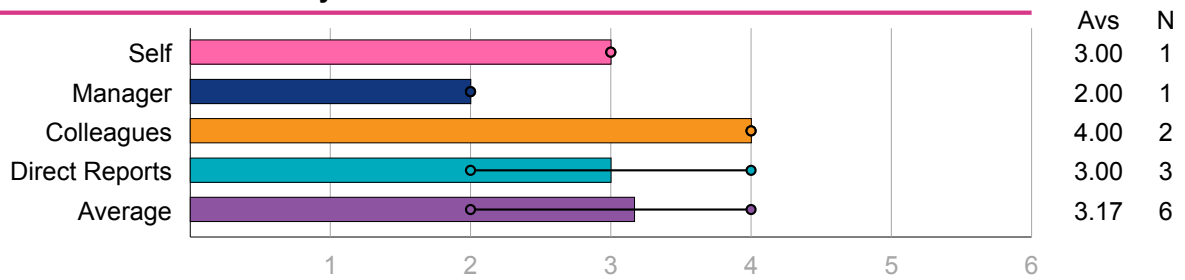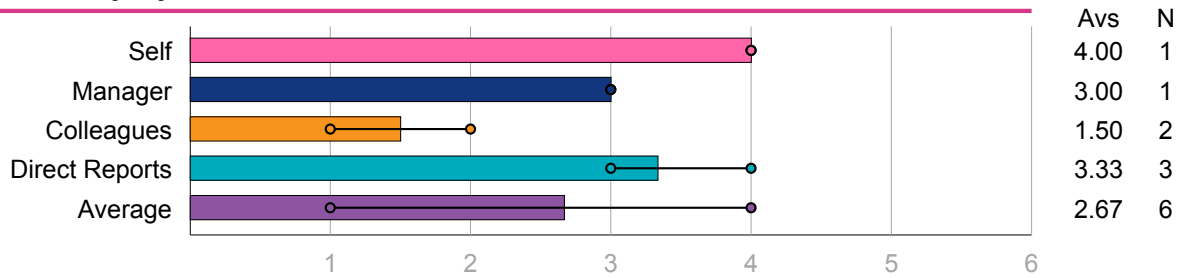
Detailed Information

17. Refers to other people positively

	Avs	N
Self	4.00	1
Manager	3.00	1
Colleagues	4.50	2
Direct Reports	2.33	3
Average	3.17	6

10. Demonstrates consistency between actions and words

	Avs	N
Self	3.00	1
Manager	2.00	1
Colleagues	4.00	2
Direct Reports	3.00	3
Average	3.17	6

13. Shows loyalty to others

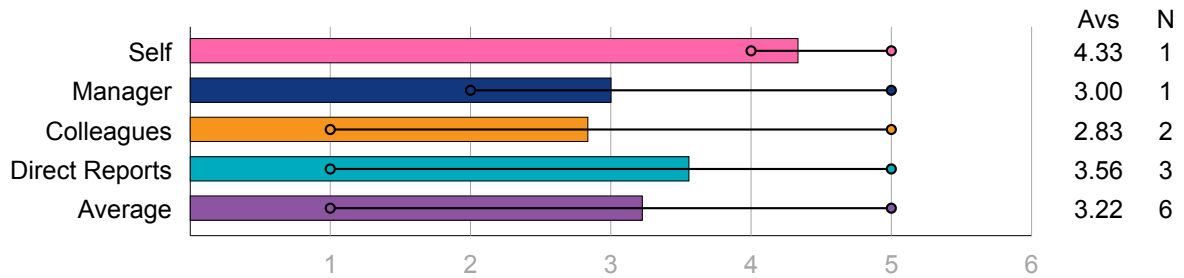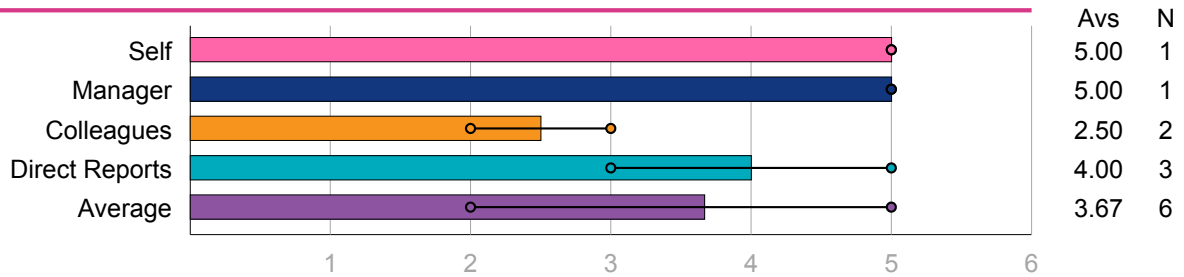|	Avs	N
Self	4.00	1
Manager	3.00	1
Colleagues	1.50	2
Direct Reports	3.33	3
Average	2.67	6

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Putting the customer first

	Avs	N
Self	4.33	1
Manager	3.00	1
Colleagues	2.83	2
Direct Reports	3.56	3
Average	3.22	6

2. Measures what counts for the customer

	Avs	N
Self	5.00	1
Manager	5.00	1
Colleagues	2.50	2
Direct Reports	4.00	3
Average	3.67	6

21. Makes time to listen to customer feedback and acts on it

	Avs	N
Self	4.00	1
Manager	2.00	1
Colleagues	4.00	2
Direct Reports	2.67	3
Average	3.00	6

3. Talks about customers all the time

	Avs	N
Self	4.00	1
Manager	2.00	1
Colleagues	2.00	2
Direct Reports	4.00	3
Average	3.00	6

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

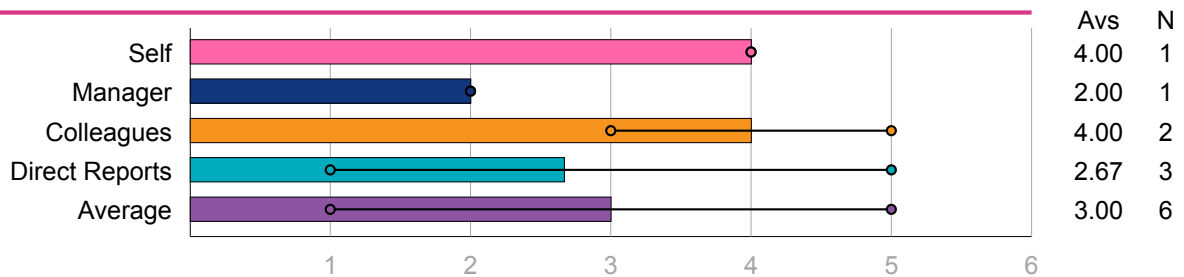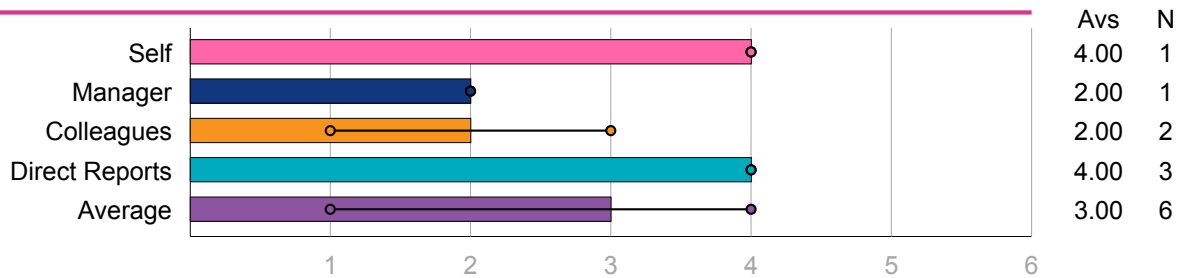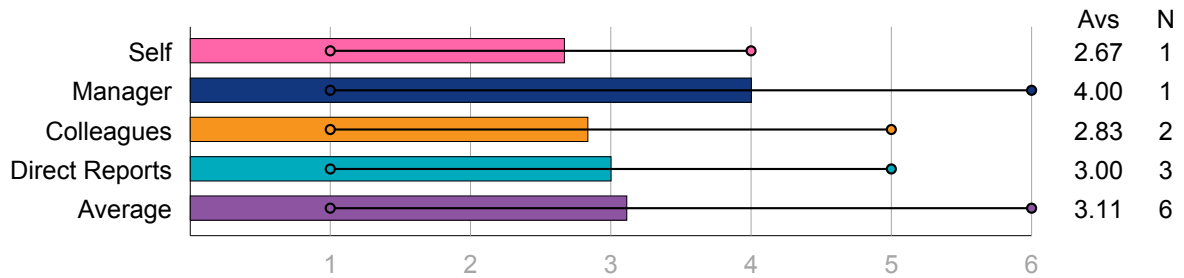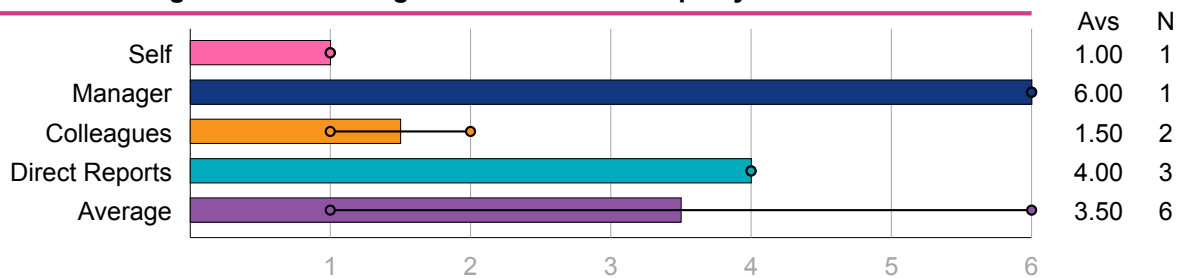## Support and challenge in equal measure

	Avs	N
Self	2.67	1
Manager	4.00	1
Colleagues	2.83	2
Direct Reports	3.00	3
Average	3.11	6

4. Allows for disagreement to emerge and be discussed openly

	Avs	N
Self	1.00	1
Manager	6.00	1
Colleagues	1.50	2
Direct Reports	4.00	3
Average	3.50	6

15. Debates hard then supports and implements the decision made

	Avs	N
Self	4.00	1
Manager	5.00	1
Colleagues	4.00	2
Direct Reports	2.33	3
Average	3.33	6

5. Is supportive to others when things get tough

	Avs	N
Self	3.00	1
Manager	1.00	1
Colleagues	3.00	2
Direct Reports	2.67	3
Average	2.50	6

1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
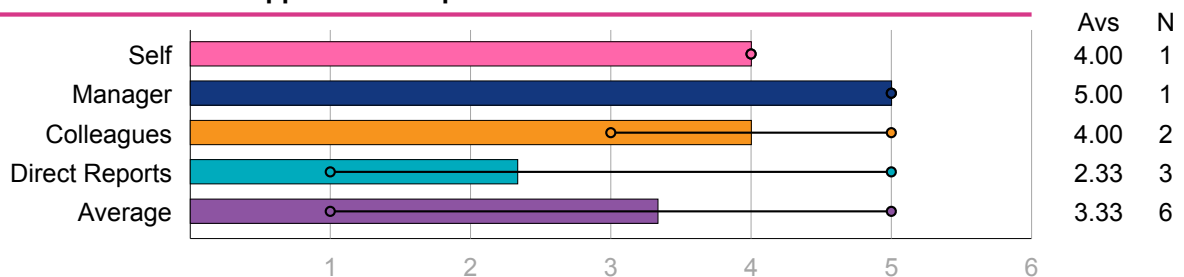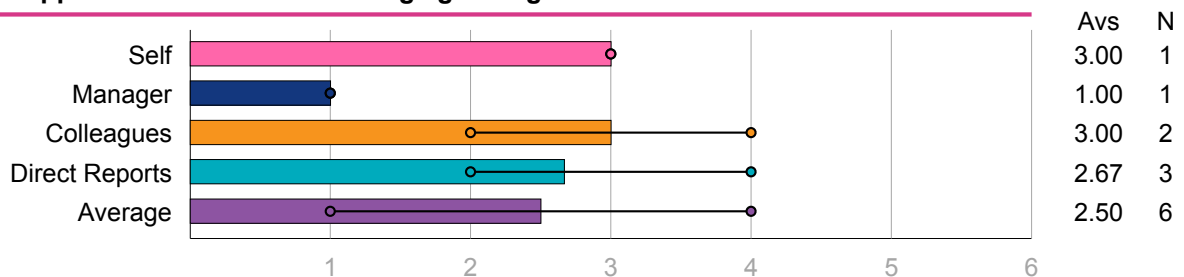Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

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

Top Scoring

Scores	Behaviours	Competencies
4.67	Paints a picture of the future that inspires people	Involve every mind
4.50	Invests time in communication and information sharing	Involve every mind
4.17	Shares the rationale of their thinking and decisions	Involve every mind
4.17	Identifies and applies learning from success and failure	Raise the Bar
4.00	Challenges people when they say "It's good enough"	Raise the Bar
3.83	Maintains open, honest and non-defensive relationships	Build Trust
3.67	Measures what counts for the customer	Putting the customer first
3.67	Says and does the right thing even when it's difficult	Build Trust

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

Lowest Scoring

Scores	Behaviours	Competencies
2.50	Is supportive to others when things get tough	Support and challenge in equal measure
2.67	Shows loyalty to others	Build Trust
2.67	Takes the best ideas and makes them work	Raise the Bar
2.83	Encourages people to be open to new ideas	Raise the Bar
3.00		Raise the Bar
3.00	Talks about customers all the time	Putting the customer first
3.00	Makes time to listen to customer feedback and acts on it	Putting the customer first
3.17	Demonstrates consistency between actions and words	Build Trust

Open Ended Comments Summary

What impresses you most about this person's performance?

Self

Comments go here

Manager

Comments go here

Colleagues

Comments go here

Direct Reports

Comments go here

Open Ended Comments Summary

What apects of this person's performance would you most like them to change?

Self

Comments go here

Manager

Comments go here

Colleagues

Comments go here

Direct Reports

Comments go here

Personal Development Plan

Overview

What strikes you most about this report?

What have you read that you expected?

What have you read that surprised you?

Personal Development Plan Cont.

Overview

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

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

Open Ended Questions

How do the comments reinforce the ratings that you have received?

Do any of the comments seem to contradict the ratings you received?

Action Plan

Areas for Development

What will success look like?

How will you measure success?

Personal Development Plan Cont.

Action Plan Cont.

What will you do to address these development areas? What will be your first steps and when?

What support / resources will you need, from whom, and when?

Target completion date:	
Target review date:	