



Private & Confidential

360-Degree Feedback Report

for

David Sample

October 2008

CONTENTS

1. Introduction

2. Summary Reports

- Competency Summary: Differences Between Self and Others
- Summary by Competency (Staff Assessment)
- Summary by Competency (All Respondents)
- Ten Highest Rated Behaviours (All Respondents)
- Competency Distribution from Ten Highest Rated Behaviours
- Ten Lowest Rated Behaviours (All Respondents)
- Competency Distribution from Ten Lowest Rated Behaviours
- “Blind Spot” Analysis of Most Significant Over-Rated Behaviours (Staff)
- “Blind Spot” Analysis of Most Significant Under-Rated Behaviours (Staff)

3. Comments

- Comments for each Competency Category
- Three things this person does currently which contribute most to their effectiveness
- Three things this person could do to improve their effectiveness
- General comments

INTRODUCTION

Background

The 360 Degree Feedback Process is a significant ongoing initiative by the Company focussing on the development of Leadership capabilities throughout the organisation. An important part of the process is the completion of a 360 degree feedback questionnaire, incorporating self-assessment by you as well as feedback from your Manager, staff and colleagues.

Purpose

This 360-Degree Feedback Report is designed to provide you with the in-depth feedback from the people who participated in your review.

The information has been collated to help you identify those competencies and related behaviours that could be regarded as strengths and those that feedback suggest you need to further develop to improve your effectiveness as a Leader/Manager within the Company.

Competency Areas

The Company's Leadership Competency Framework consists of seven *Competency Areas*. Each *Competency Area* consists of a number of *Competency Statements* that reflect a particular behaviour.

The *Competency Areas* are:

1. Leadership
 2. Communication
 3. Teamwork
 4. Relationships
 5. Quality of Service
 6. Planning and Organising
 7. Staff Development
 8. General Self Awareness
-

Summary Reports

Below is a description of what you will see on the following pages:

1. **Competency Summary: Differences Between Self and Others**

This 'radar' graph provides an overview for each *Competency Area*, showing the differences between your own average responses and those of **all** other respondents. It simply provides a 'snapshot' of overall responses. For the average of all other respondents, equal weighting is given to the responses of your manager, all staff and all colleagues. This weighting applies to this graph only.

2. **Summary by Competency (Staff Assessment)**

These bar graphs show the average combined *staff* responses for each *Competency Area*. Responses of 'Don't know/Not observed' are **not** incorporated into this average. To the right of each Bar Graph is a rating distribution which records the number of responses under each response category. **NOTE:** The total number of responses in the rating distribution will be higher than the number of staff providing feedback, as the *Competency Areas* are made up of a number of *Competency Statements*.

3. **Summary by Competency (All Respondents)**

These bar graphs show the average combined responses of respondents for each *Competency Area*. Responses of 'Don't know/Not observed' are **not** incorporated into this average. To the right of each Bar Graph is a rating distribution which records the number of responses under each response category. **NOTE:** The total number of responses in the rating distribution will be higher than the number of people providing feedback, as the *Competency Areas* are made up of a number of *Competency Statements*.

4. **Ten Highest Rated Behaviours (All Respondents)**

The ten *Competency Statements* where all respondents (except yourself), on average, have rated you the highest. These behaviours are perceived as being most like you and could therefore be seen as strengths in your role as a Leader/Manager. The Pie Graph on the page following this report section shows these Ten Highest Rated Behaviours grouped according to the *Competency Areas* they relate to.

5. **Ten Lowest Rated Behaviours (All Respondents)**

The ten *Competency Statements* where all respondents (except yourself), on average, have rated you the lowest. These behaviours are perceived as being least like you and therefore could be seen as areas that you could develop to be more effective in your role as a Leader/Manager. The Pie Graph on the page following this report section shows these Ten Lowest Rated Behaviours grouped according to the *Competency Areas* they relate to.

6. **"Blind Spot" Analysis of Most Significant Over-Rated Behaviours (Staff)**

A comparison of self assessment and staff assessment. A summary of the individual *Competency Statements* where the average staff rating is at least 0.5 **lower** than your own. These gaps or 'blindspots' indicate where your own view of your behaviour is most significantly differently from that of your staff (a maximum of ten most significant behaviours are shown). Particular attention needs to be paid to "blindspots" when they correspond with the lowest rated behaviours.

7. **"Blind Spot" Analysis of Most Significant Under-Rated Behaviours (Staff)**

A summary of the individual *Competency Statements* where the average staff rating is at least 0.5 **higher** than your own (a maximum of ten most significant behaviours are shown). These "blindspots" suggest areas where you have perhaps been too harsh on yourself – areas where you are apparently doing better than you think.

Comments

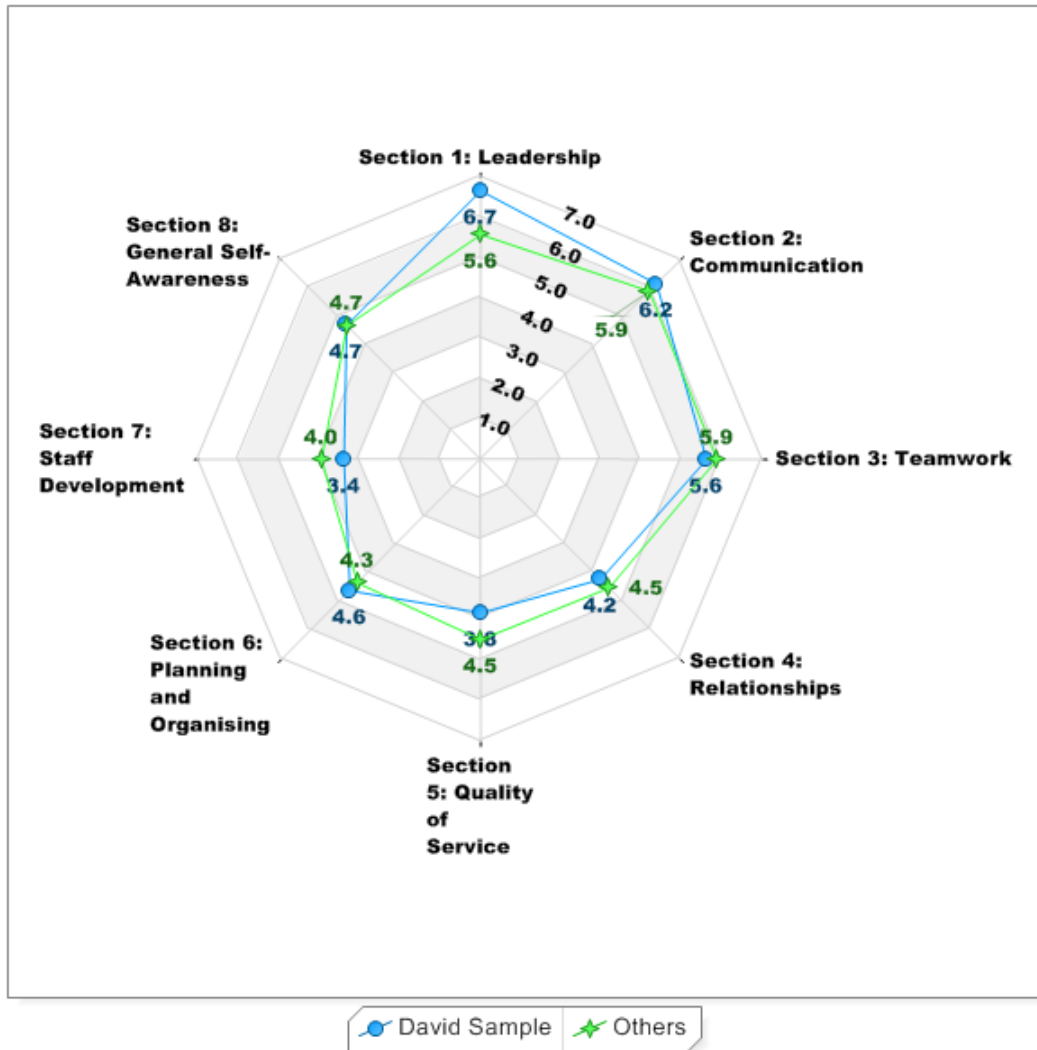
Respondents were asked to provide comments on each *Competency Area*. They were also asked to list the three things they consider contribute most to your effectiveness, three things they think you could do to enhance your effectiveness, and any general comments.

These feedback comments are included in this report. These have not been broken down into respondent group, but are shown in consolidated form. These comments provide more specific information and should be considered in the context of the questionnaire results. Such comments may provide practical illustrations or examples of observed behaviour which support the ratings provided by the respondents. They may also provide useful starting points for any follow-up discussions you may have with your manager, staff or colleagues.

Self Development Goals Planning Guide

You have also been provided with a Self Development Goals Planning Guide to be used in conjunction with your 360-Degree Feedback Report. The Planning Guide provides a framework for you to summarise the key information from the 360-Degree Report and to develop some goals and an action plan based on the feedback you have received. The Planning Guide also provides you with a framework and guidelines for you to follow up and discuss the feedback with your reviewers, should you wish to do so.

Competency Summary: Differences Between David Sample and Others



Summary by Competency (Staff Assessment)

		Distribution of Responses							
		0	1	2	3	4	5	6	7
Section 1: Leadership	<p>Staff Assessment 5.5</p>	0	0	0	0	4	7	18	1
Section 2: Communication	<p>Staff Assessment 5.8</p>	0	0	0	0	0	9	18	3
Section 3: Teamwork	<p>Staff Assessment 5.7</p>	1	0	0	0	0	12	7	5
Section 4: Relationships	<p>Staff Assessment 3.8</p>	3	0	4	5	7	4	2	0
Section 5: Quality of Service	<p>Staff Assessment 4.1</p>	0	0	1	6	10	5	3	0
Section 6: Planning and Organising	<p>Staff Assessment 3.6</p>	0	1	2	1	2	4	3	3
Section 7: Staff Development	<p>Staff Assessment 3.2</p>	1	2	2	1	5	0	4	1
Section 8: General Self-Awareness	<p>Staff Assessment 4.3</p>	0	0	0	1	2	2	1	1

0. Don't Know 1. Never 2. To a small extent 3. Sometimes 4. To an average extent 5. Frequently 6. To a great extent 7. Always

Summary by Competency (All Respondents)

		Distribution of Responses							
		0	1	2	3	4	5	6	7
Section 1: Leadership	Self	6.7	0	0	0	0	0	2	4
	Manager	5.8	0	0	0	0	2	3	1
	Staff	5.5	0	0	0	4	7	18	1
	Colleague	5.6	4	0	0	2	10	11	3
Section 2: Communication	Self	6.2	0	0	0	0	1	3	2
	Manager	5.8	0	0	0	1	1	2	2
	Staff	5.8	0	0	0	0	9	18	3
	Colleague	6.0	1	0	0	2	5	12	10
Section 3: Teamwork	Self	5.6	0	0	0	0	2	3	0
	Manager	6.2	0	0	0	0	1	2	2
	Staff	5.7	1	0	0	0	12	7	5
	Colleague	6.0	4	0	0	1	7	5	8

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Summary by Competency (All Respondents)

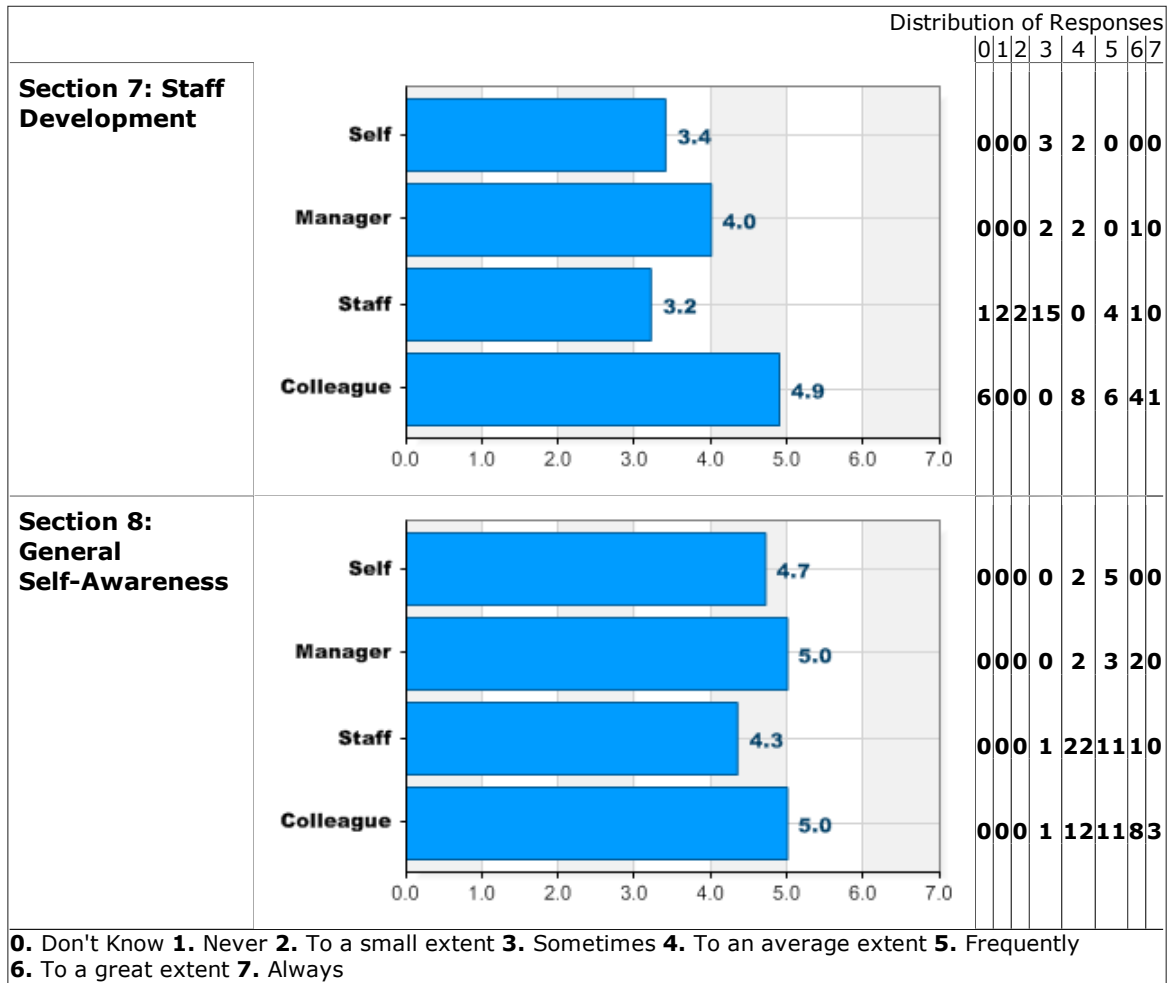
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		Distribution of Responses													
		0	1	2	3	4	5	6	7						
Section 4: Relationships	Self								0	0	0	4	1	0	0
	Manager								0	0	1	2	2	0	0
	Staff								3	0	4	5	7	4	2
	Colleague								0	0	2	4	8	9	2
Section 5: Quality of Service	Self								0	0	1	4	0	0	0
	Manager								0	0	2	0	1	2	0
	Staff								0	1	6	10	5	3	0
	Colleague								1	0	4	6	6	7	1
Section 6: Planning and Organising	Self								0	0	0	2	3	0	0
	Manager								0	0	2	1	1	1	0
	Staff								0	1	2	12	4	3	3
	Colleague								0	0	1	5	11	7	1

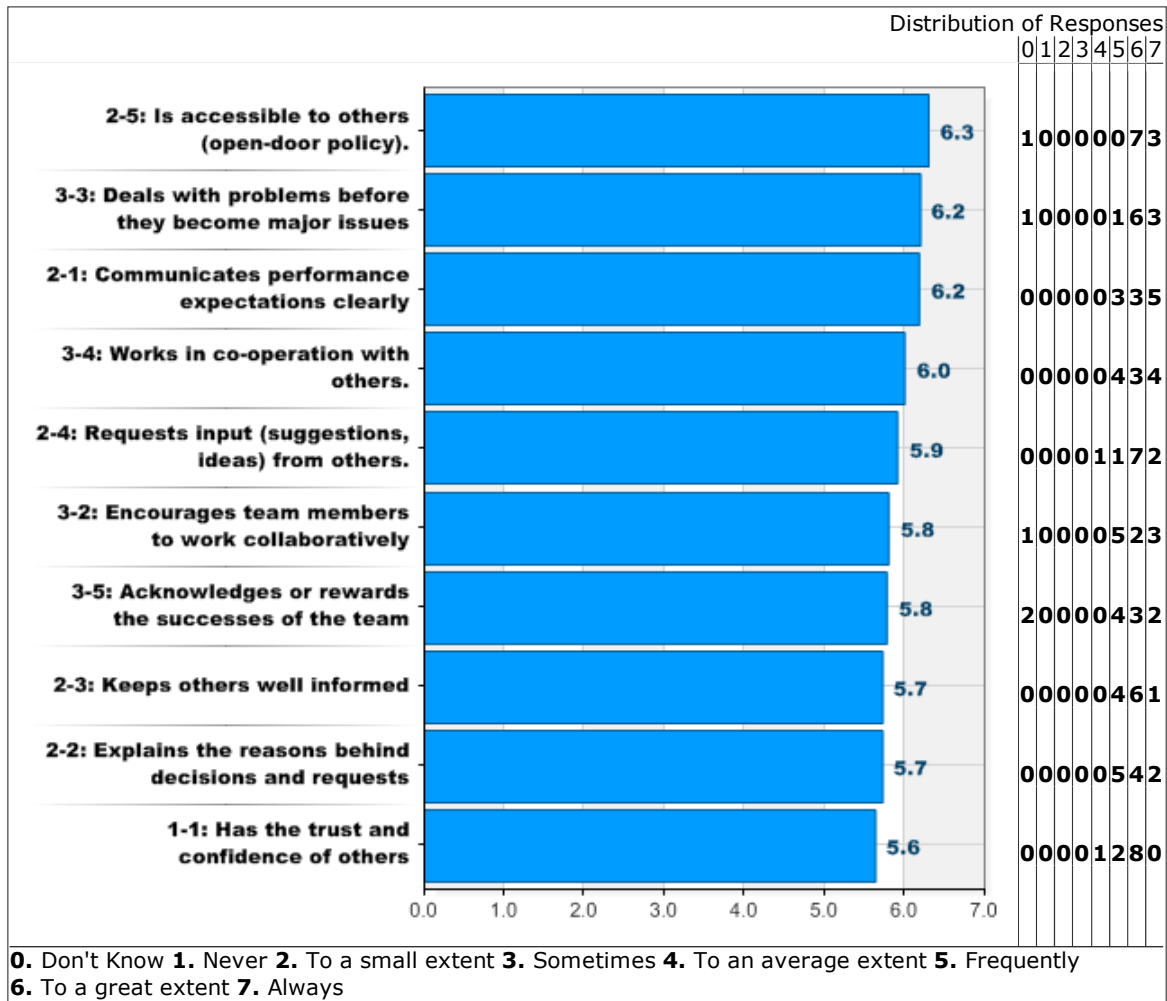
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Summary by Competency (All Respondents)

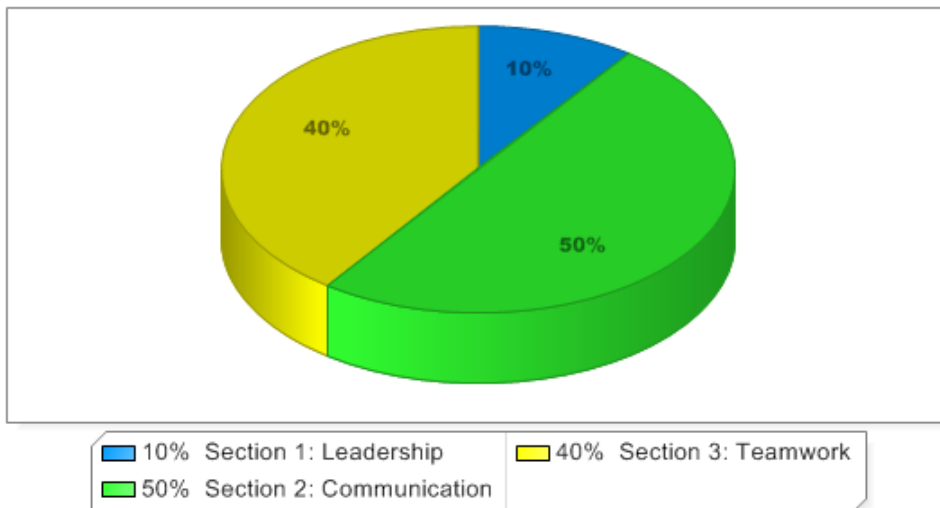
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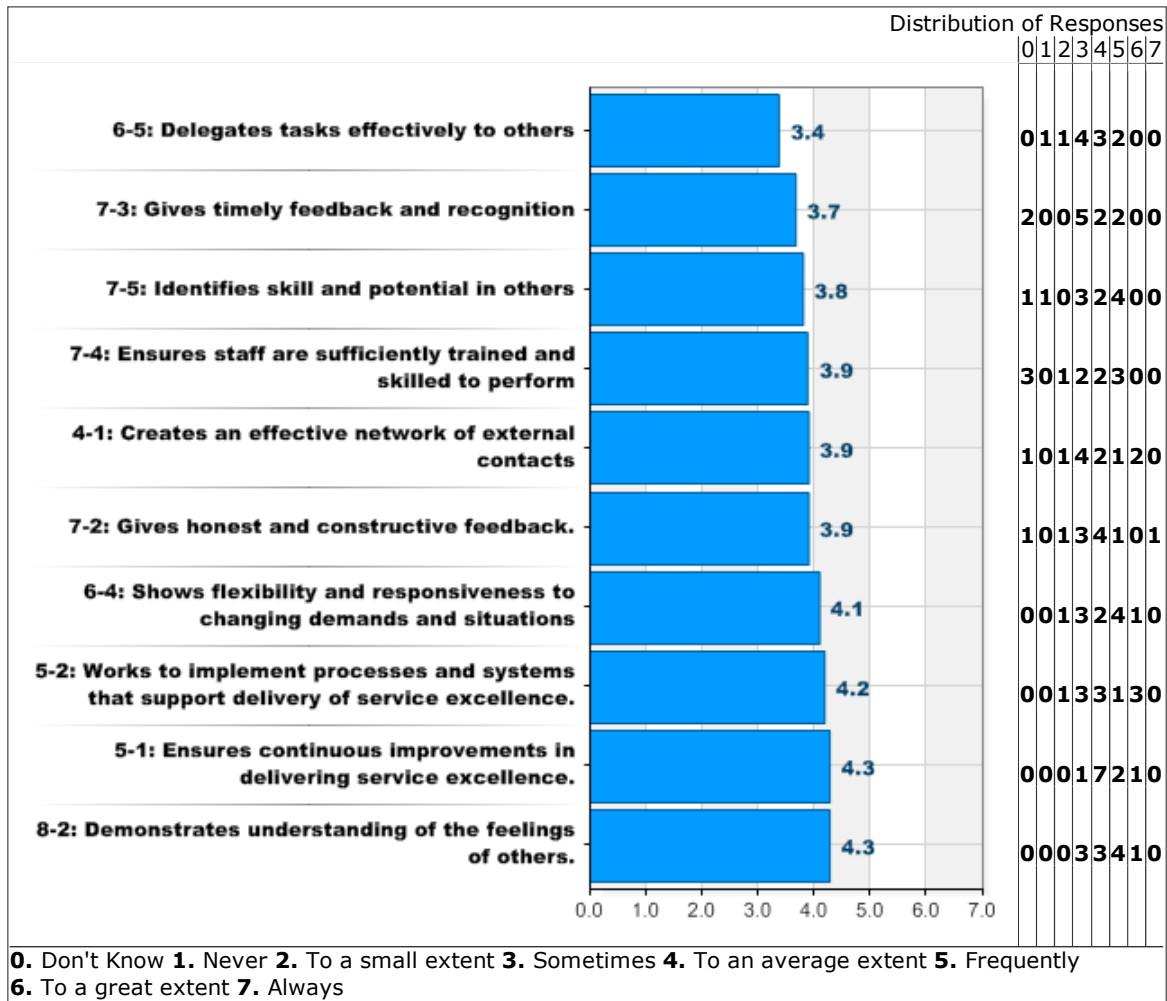
Ten Highest Rated Behaviours (All Respondents)



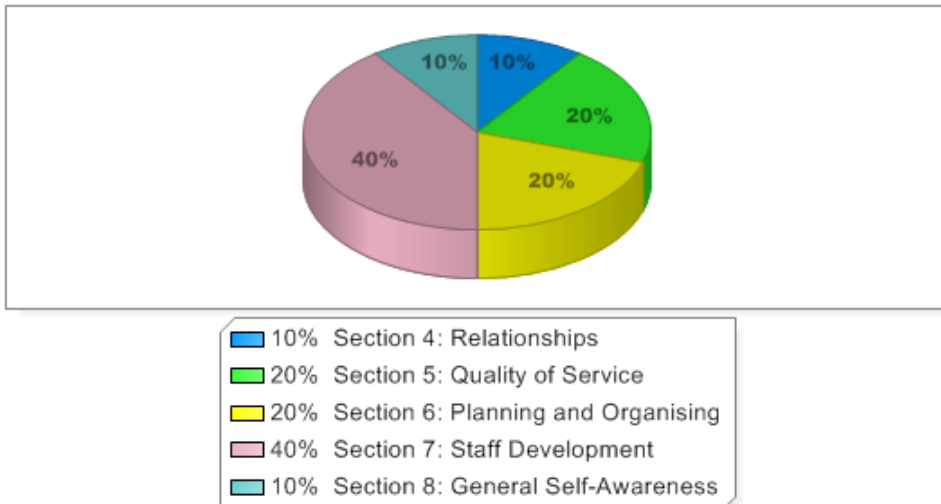
Competency Distribution from Ten Highest Rated Behaviours



Ten Lowest Rated Behaviours (All Respondents)



Competency Distribution from Ten Lowest Rated Behaviours



"Blind Spot" Analysis of Most Significant Over-Rated Behaviours (Staff)

		Distribution of Responses							
		0	1	2	3	4	5	6	7
1-1: Has the trust and confidence of others	Self	0	0	0	0	0	0	0	1
	Staff	0	0	0	1	2	2	0	0
1-2: Inspires and motivates others	Self	0	0	0	0	0	0	0	1
	Staff	0	0	0	1	2	2	0	0
6-4: Shows flexibility and responsiveness to changing demands and situations	Self	0	0	0	0	1	0	0	0
	Staff	0	0	1	2	1	1	0	0
4-5: Willingly shares information, ideas and viewpoints across the organisation	Self	0	0	0	1	0	0	0	0
	Staff	1	0	2	2	0	0	0	0
1-5: Supports and encourages high morale amongst staff in their team	Self	0	0	0	0	0	0	0	1
	Staff	0	0	0	0	1	4	0	0
2-4: Requests input (suggestions, ideas) from others.	Self	0	0	0	0	0	0	0	1
	Staff	0	0	0	0	1	4	0	0

0. Don't Know 1. Never 2. To a small extent 3. Sometimes 4. To an average extent 5. Frequently 6. To a great extent 7. Always

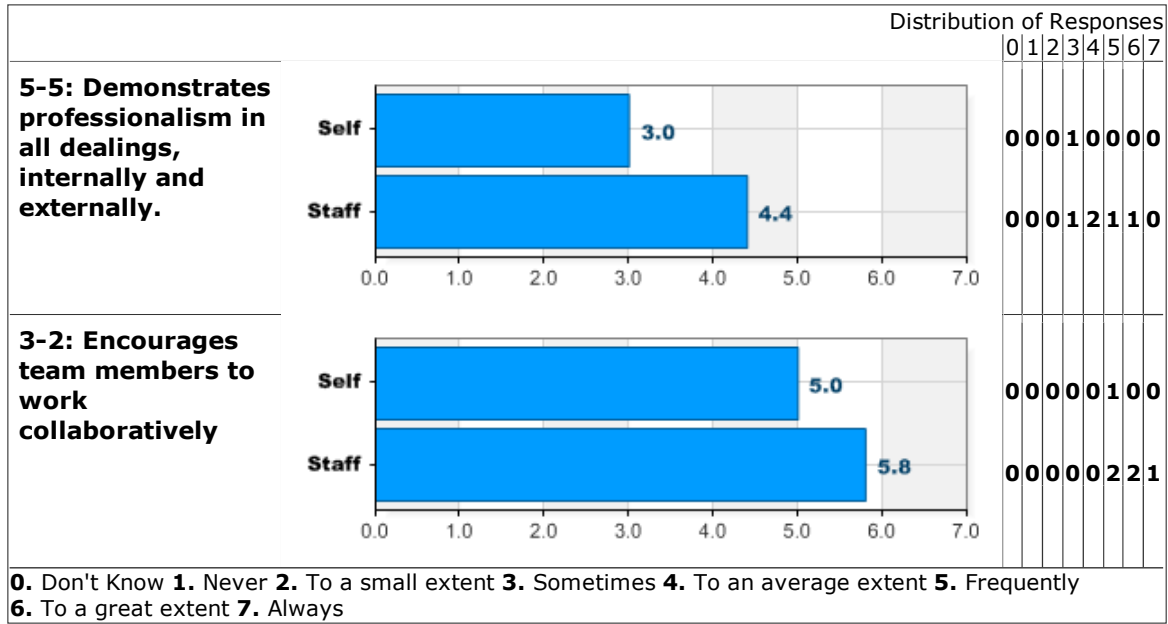
'Blind Spot' Analysis of Most Significant Over-Rated Behaviours (Staff)

Continued.

	Distribution of Responses	0 1 2 3 4 5 6 7							
		0	1	2	3	4	5	6	7
6-2: Meets agreed deadlines and commitments	Self	0	0	0	0	0	1	0	0
	Staff	0	0	0	3	1	0	1	0
6-5: Delegates tasks effectively to others	Self	0	0	0	0	1	0	0	0
	Staff	0	1	1	2	0	1	0	0
1-6: Encourages the commitment of others to the organisation.	Self	0	0	0	0	0	0	0	1
	Staff	0	0	0	0	0	0	5	0
4-4: Works well with all key external stakeholders to achieve desired outcomes.	Self	0	0	0	0	0	1	0	0
	Staff	1	0	1	1	0	1	1	0
2-6: Exhibits good listening skills	Self	0	0	0	0	0	0	0	1
	Staff	0	0	0	0	0	0	4	1
6-3: Produces accurate, quality work	Self	0	0	0	0	0	1	0	0
	Staff	0	0	0	2	1	1	1	0

0. Don't Know 1. Never 2. To a small extent 3. Sometimes 4. To an average extent 5. Frequently 6. To a great extent 7. Always

"Blind Spot" Analysis of Most Significant Under-Rated Behaviours (Staff)



Full feedback comments report

Leadership

David inspires us to do our very best.

In my dealings with David he appears to demonstrate good leadership qualities. I do not have a strong feel for his day to day leadership of staff.

David has a mixture of good and bad habits in leadership. He is inspiring, but sometimes does not give us work to stretch us.

Generally shows strong leadership and lets us all know what he expects of us. Sometimes gets caught up in too much detail that he should leave to others - show confidence in us that we can do it.

David is a great leader who always has time for us. He is a role model for other managers in the company.

Is quite driven to achieve strong results. Sometimes gets too caught up in detail but this relates to wanting accurate and quality outcomes.

A good leader in the Company's management team - David has the confidence to present himself well. I do not see him interacting with his staff enough to know how things are working within the team.

In all my dealings with David he has been straight up and down and everyone knows where they stand with him. Takes a strong stand on things associated with his department.

Communication

Strong open communication is always evident.

David is a confident communicator who can express his viewpoint strongly. Sometimes it seems he is a bit selective in what he listens to and it can be difficult to shift his point of view.

Dave always lets me know what's what.

David is a great communicator. He always lets me know what's going on so I can do my job better.

David's door is always open for us.

Sometimes you are not sure if he is accepting what you are saying. Can be quite direct in his communication style if he wants to push things along.

Expresses himself forcefully but needs to show he is listening more. Good command of English language and writes good reports. Encourages input from quieter members of the team.

David is a great talker.

Teamwork

As a colleague I see David working well on projects we both have an input into. I cannot comment clearly how he operates within his immediate team but I would expect the same occurs.

My ratings about teamwork refer to the broader management team and not with his staff. He works well in a team environment but also gets on and does what he needs to do on an individual basis.

Sees the range of skills across the team as important. Teamwork important on projects. Can get impatient if matters are not addressed quickly.

David is really great with his team. He goes out to bat for us when he can.

The team works well together. David lets us get on with things but he does more closely supervise some members of the team. Needs to push some staff more.

Our team is very strong thanks to David.

Relationships

As stated previously David works well across the Company, establishing good professional interactions with others.

Has good working relationships with his colleagues across the Company. Not sure on external relationships but likely to be good. Perhaps needs to ensure he maintains a high profile - can tend to just get on and get things done and needs to get the

Not sure about this area for David. Sometimes he is good, other times less so.

Needs to spend more time with others outside the Company who interact with our department. Spends a lot of time on internal relationships which is important.

David has great relationships with us but doesn't seem to bother to try outside of his immediate team.

I think he's pretty good with other people - He's really good with us.

David often prefers to keep everything within his own team as maybe he doesn't trust others with important decisions. If he got to know some of the other managers a bit better he might be more willing to share the load.

Probably does respect the viewpoint of others but needs to ensure this is made clear to them. Need to spend more time with external contacts.

Quality of Service

David shows a good focus in this area but I believe gets let down by some of his staff.

I certainly see a focus on quality in his dealings with me.

David appears to generally have a good focus on delivering quality outcomes.

Not sure.

David could probably do with some help in this area - I think he sees the importance but some training would assist.

Often too busy doing the work and not enough time spent on strategy or planning. Sometimes too focused on detail and can get into diminishing returns for effort. Intentions are good (quality results) but sometimes needs to strike a better balance.

Sometimes seems a bit piecemeal and last-minute in his dealings.

David has a strong emphasis on quality and he needs to ensure all staff also focus on this.

Planning and Organising

David has a focus on accurate work. Deadlines sometimes shift a little but often that is outside his control.

Needs to delegate more to his staff and not get bogged down in detail.

David is often running to catch up at the last minute. He does not plan ahead.

Planning is often disrupted by others changing the goalposts. David needs to delegate more to senior members of his staff but this may be hampered by the level of work they have.

A lot of our time lines and what we do is determined by external demands which sometimes makes planning and managing things difficult. David does focus on this area as much as he can but perhaps he sometimes needs to take a broader and more strategic

Needs to stand back more and view the big picture. However often changes requested by customers causes last minute adjustments and this impacts on the effort needed to meet deadlines.

David works hard but takes it all on, and as a result is sometimes a bit behind. His desk is very messy too!

Needs to delegate more. His work is good, but sometimes he seems to prioritise this too much over timeliness.

Staff Development

I cannot comment a lot in this area as I do not see David interact with his staff often enough. Outside his team he certainly shares his knowledge.

Sorry I am not close enough to his team to be able to give an opinion in many of these areas.

Some of these things aren't really David's Job?

David is better with some staff than others at staff development.

Again my comments about staff development are general and relate to anyone David has dealings with - I do not have an accurate opinion about just his staff.

Because we are so busy there is often not time to undertake new training. David does send us on relevant and important courses. Often however our work commitments stop us from going.

Often seems to be busy to engage in training / coaching staff.

Not a strength.

David is sometimes too busy for this kind of thing but that is not his fault. He needs a PA or something to help with his time.

Often we are all so busy that feedback gets delayed. Needs to ensure the good and bad is fed back to all staff. More regular review meetings would help in us all being up to date with on how we are going as work progresses.

General Self-Awareness

Generally quite positive in his outlook and approach. Can get frustrated if things move slowly.

I find David a positive colleague to work with.

David is very focussed on delivering quality outcomes quickly. This can make him a little 'sharp' in his communication with some people.

David is a positive person. He sometimes gets frustrated by some staff not performing their job very well and shows how he is feeling openly. However he does not challenge individuals in front of others which is good.

Somewhat variable in this area. Is quite open about matters but can show frustration when things are not progressing well. While this relates to wanting to keep things moving along quickly it would be better if the frustration was not shown to all.

Final Comments

What three things does this person do that contributes most to their effectiveness?

Communication is good. Works hard. Professional knowledge.

Works hard. Communicates strongly. Committed to the Company.

Works hard. Gets along well with everyone. Doesn't get mad easily.

Builds good relationships. Works hard. Quality focus.

Friendly most of the time. Works hard. Responsive.

Positive flexible approach to matters. Cares about his staff. Works hard.

Very Friendly Works Hard Knows his area

Positive approach to matters. Focus on quality outcomes. Communicates clearly

David is very personable and always available. David is very knowledgeable in his field. David leads by example (when he can)

Very loyal and passionate. Commits himself. Gets things done.

David is very supportive of his team. Although he is very busy, he will still help you out if he can. Very good with procedural issues.

What three things could this person do better?

Take a hard line with some of his staff. Take more frequent breaks from work. Increase his time with others outside his department.

Highlight the achievements of his Department more. Take more time off. Take some time to himself every now and then.

Slow down a little. Soften communication on occasion. Maintain a higher profile.

Keep staff informed. More staff development. ???

Stay a bit more calm when things go wrong. Relax more. Push some staff a bit harder.

Spend more time with staff. Not have 'favourites'. Have trust in his staff.

Spend more time on strategy and longer term planning. Not show frustration so openly. Spend more time with external contacts.

Delegate! Trust others more to help out. Be more timely.

Calm down sometimes. Stand up for himself in conflict situations. Not sure of a third?

Get a PA! Delegate more? Not sure of a third.

General Comments

I enjoy working with David. He needs to extract himself from so much detail.

David is a strong supportive colleague who has the respect of people from all departments.

David is a strong member of the Company's management team.

I enjoy having David as my manager - I know where I stand on matters. He is clear in his communication and expectations.

Overall David is a good manager who cares about his staff. He is focussed on producing good results. Has the potential to advance to a very senior level.

david is a great guy. With a bit more support he would be a very effective manager.

David is a great Manager but he is snowed under and needs help!