Individual 360 Feedback Report

Company ABC

Ms. Simple Sample

It has been generated from responses provided by:

Self: 1

Manager(s): 2

Direct reports: 2

Peers: 4

Date: 19/03/2014

This Report contains confidential information which should not be imparted to unauthorised persons.

Introduction

Constructive feedback is increasingly recognized as a key to enhancing managerial effectiveness.

This report provides you with detailed feedback on your skills, abilities, personal attributes and other job relevant characteristics, as seen from a number of different perspectives: specifically your own, your manager's, and, if participating, your direct reports', colleagues' and 'others' (e.g. internal clients - as selected by you). It is based on the analysis of responses to the Universal Competency Framework questionnaire which you and these other people completed recently.

In using this report it is important to remember that the information it contains is a reflection of different peoples' perceptions of you at a particular point in time. It does not represent some absolute, unchanging, all-consuming truth. Nevertheless, the detailed analysis it permits can enable you to achieve new insights into your own strengths, and also alert you to aspects of your behaviour which could be proving a hindrance to your success in both the short and longer term. Such increased self-awareness can, in turn, help you to maximize your effectiveness and develop your full potential.
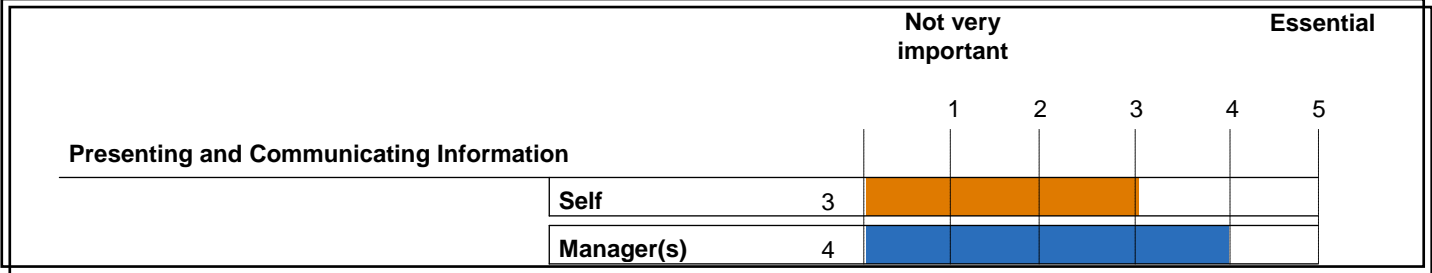
It is recommended that you read through your report with a trained facilitator.

Importance Summary

This section shows how you and your manager have rated each of the competencies in terms of their importance to success in your job. Your own importance ratings are indicated in the first bar from top; your manager's importance ratings are indicated in the second bar.

Key to diagrams:

1= not at all important
2= not very important
3= moderately important
4= very important
5= extremely important

	Not very important				Essential	
		1	2	3	4	5
Presenting and Communicating Information						
Self	3					
Manager(s)	4					

		Not very important				Essential
		1	2	3	4	5

Presenting and Communicating Information

Self	4.00	
Manager(s)	5.00	

Adhering to Principles and Values

Self	5.00	
Manager(s)	5.00	

Deciding and Initiating Action

Self	5.00	
Manager(s)	4.50	

Working with People

Self	5.00	
Manager(s)	4.50	

Planning and Organising

Self	5.00	
Manager(s)	5.00	

Analysing

Self	4.00	
Manager(s)	3.50	

Persuading and Influencing

Self	5.00	
Manager(s)	5.00	

Relating and Networking

Self	5.00	
Manager(s)	5.00	

Learning and Researching

Self	4.00	
Manager(s)	3.00	

Creating and Innovating

Self	5.00	
Manager(s)	3.50	

Applying Expertise and Technology

Self	4.00	
Manager(s)	3.00	

Leading and Supervising

Self	5.00	
Manager(s)	4.50	

Formulating Strategies and Concepts

Self	5.00	
Manager(s)	4.50	

Entrepreneurial and Commercial Thinking

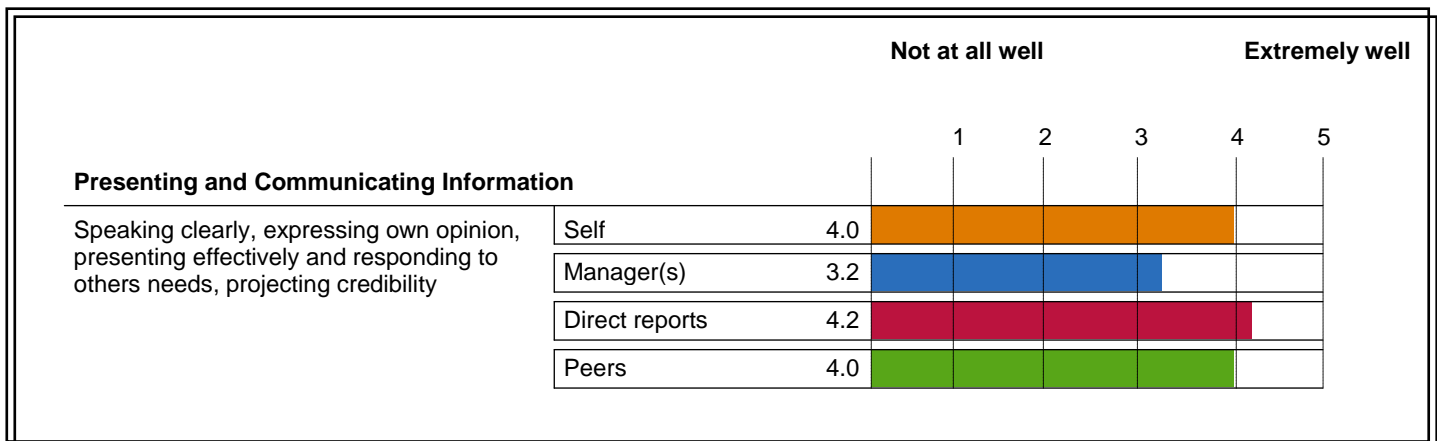|		
Self	5.00	
Manager(s)	5.00	

Competency Summary

This section summarizes how you have been rated by your various (groups of) raters on each of the competencies. These are the average of the ratings on the individual questions which make up a given competency.   This section will enable you to see at a glance how your self-perception compares with how others see you. It can be used as a basis for identifying the competencies in need for further exploration.

Your own ratings are represented by the first bar from the top, followed by your manager's ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of your colleagues, your direct reports and others respectively. The values summarize the average of the ratings on the four questions forming a competency. The ratings of a group of raters have been averaged across the group.

Please note: Where 'No Evidence' has been indicated by a rater, the average rating for any question is based on the ratings given by the remaining assessors in that group. N/E indicates that all raters in that group rated 'No Evidence' for that item.

Key to diagrams:

1= not at all well
2= not very well
3= moderately well
4= very well
5= extremely well

		Not at all well				Extremely well
		1	2	3	4	5
Presenting and Communicating Information						
Speaking clearly, expressing own opinion, presenting effectively and responding to others needs, projecting credibility	Self	4.0				
	Manager(s)	3.2				
	Direct reports	4.2				
	Peers	4.0				

	Not at all well	Extremely well

Presenting and Communicating Information

Speaking clearly, expressing own opinion, presenting effectively and responding to others needs, projecting credibility

Self	4.50
Manager(s)	4.25
Direct reports	4.50
Peers	4.62

Average*	4.46

Adhering to Principles and Values

Upholding ethics and values, demonstrating integrity, promoting equal opportunities, taking responsibility towards community and environment

Self	5.00
Manager(s)	4.33
Direct reports	4.83
Peers	4.25

Average*	4.47

Deciding and Initiating Action

Making prompt, clear decisions, taking responsibility for actions, taking the initiative and initiating activity

Self	4.50
Manager(s)	4.00
Direct reports	4.75
Peers	4.25

Average*	4.33

Working with People

Understanding others, building a team spirit, recognising and rewarding people, listening, consulting and communicating with people, supporting others and developing self insight

Self	5.00
Manager(s)	4.50
Direct reports	4.50
Peers	4.50

Average*	4.50

Planning and Organising

Setting objectives, Planning and organising, managing time and resources, monitoring performance

Self	4.33
Manager(s)	2.67
Direct reports	4.67
Peers	4.08

Average*	3.81

Average score without Self

Not at all well   **Extremely well**

1   2   3   4   5

Analysing

Analysing data, identifying patterns and relationships, probing for further information, making rational judgements producing a workable solution and demonstrating and understanding of the whole

Self	4.75
Manager(s)	3.62
Direct reports	4.12
Peers	4.19

Average*	3.98

Persuading and Influencing

Developing a strong personal impression, ensuring clear commitments, promoting own and others ideas, making use of political processes

Self	4.00
Manager(s)	4.17
Direct reports	4.50
Peers	4.17

Average*	4.28

Relating and Networking

Establishing relationships, building people networks, managing conflict, relating to people and using humour

Self	5.00
Manager(s)	4.75
Direct reports	5.00
Peers	4.88

Average*	4.88

Learning and Researching

Learning new tasks, learning rapidly, encouraging others to learn, managing knowledge and collecting information for decision making

Self	4.00
Manager(s)	4.00
Direct reports	4.50
Peers	4.25

Average*	4.25

Creating and Innovating

Producing new ideas and approaches, being creative, seeking opportunities for improvement, dealing with change

Self	4.00
Manager(s)	3.75
Direct reports	4.50
Peers	4.38

Average*	4.21

Average score without Self

Not at all well   Extremely well

1   2   3   4   5

Applying Expertise and Technology

Developing and applying specialist knowledge and knowledge of the business, sharing this and using it to the advantage of the organisation. Demonstrating appropriate physical co-ordination

Self	4.50
Manager(s)	4.25
Direct reports	5.00
Peers	4.62

Average*	4.62

Leading and Supervising

Providing clear direction, setting the standards, delegating, motivating and empowering others, providing development opportunities and coaching

Self	4.00
Manager(s)	2.50
Direct reports	4.25
Peers	4.25

Average*	3.67

Formulating Strategies and Concepts

Working strategically, setting strategic goals, developing the vision, dealing with strategic change

Self	5.00
Manager(s)	3.00
Direct reports	4.75
Peers	4.25

Average*	4.00

Entrepreneurial and Commercial Thinking

Keeping up to date with competitors, identifying business opportunities, demonstrating financial and commercial awareness, keeping costs under control

Self	4.00
Manager(s)	4.00
Direct reports	5.00
Peers	4.25

Average*	4.42

Average score without Self

Frequency ratings per competency

This section describes how each item was rated by each category of raters. A table summarizes all ratings given by all participants for one competency. Additionally, the bottom line of the table indicates the average rating per category.

Key to table:

S= Self
M= Manager(s)
C= Colleagues
D= Direct reports
O= Others

Presenting and Communicating Information	S	M					D					P				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Presents views clearly and concisely	3			1					1		1				1	1
Shows tact when presenting sensitive information	3					1			1				1	1		
mean	**4.0**	**4.2**					**3.4**					**3.4**				

Presenting and Communicating Information	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Presents views clearly and concisely	4			2						1	1				1	3
Shows tact when presenting sensitive information	5				1	1				1	1				2	2
mean	**4.5**			**4.3**					**4.5**					**4.6**		

Adhering to Principles and Values	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Acts consistently in line with organisational values	5			1		1				2					3	1
Treats others fairly, consistently and with respect	5				1	1			1	1					2	2
Draws on the diverse backgrounds, knowledge and experiences of people	5				1	1				2					4	
mean	**5.0**			**4.3**					**4.8**					**4.3**		

Deciding and Initiating Action	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Makes prompt, clear decisions even when only limited information is available	5			1		1				2					3	1
Makes pragmatic decisions when faced with tough choices	4			1		1				1	1				3	1
mean	**4.5**			**4.0**					**4.8**					**4.3**		

Working with People	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Promotes a climate of trust, consideration and collaboration	5				1	1				1	1				3	1
Builds a team spirit by encouraging harmony and co-operation	5				1	1				1	1				1	3
mean	**5.0**			**4.5**					**4.5**					**4.5**		

Planning and Organising	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Organises resources needed to accomplish tasks	4			1	1					2					3	1
Monitors progress against deadlines and milestones	4		2							1	1			1	3	
Plans activities and projects well in advance	5		1	1						1	1				3	1
mean	**4.3**			**2.7**					**4.7**					**4.1**		

Analysing	S	M					D					P				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Focuses on critical detail whilst retaining an overview	5		1		1					2					4	
Makes logical, rational and well-reasoned judgements	4			1	1					1	1				2	2
Identifies the root causes of an issue	5			1		1			1		1				4	
Produces a range of solutions to issues and problems	5			1		1				2					3	1
mean	4.8			3.6					4.1					4.2		

Persuading and Influencing	S	M					D					P				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Provides facts to make a persuasive case	4			1	1					2					3	1
Pushes for acceptance of views against strong opposition	4				1	1				1	1				3	1
Assertively states own views, constructively challenging others	4				1	1					2				4	
mean	4.0			4.2					4.5					4.2		

Relating and Networking	S	M					D					P				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Builds open, positive relationships with others	5				1	1					2					4
Establishes a network of links with individuals inside and outside the organisation	5					2					2				1	3
mean	5.0			4.8					5.0					4.9		

Learning and Researching	S	M					D					P				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Encourages a culture of continuous improvement	4			1		1				1	1				3	1
Asks key questions of others to gain relevant information	4			1		1				1	1				3	1
mean	4.0			4.0					4.5					4.3		

Creating and Innovating	S	M					D					P				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Creates innovative solutions	5				2					1	1				3	1
Constructively questions established methods and procedures	3			1	1					1	1				2	2
mean	4.0			3.8					4.5					4.4		

Applying Expertise and Technology	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Keeps up-to-date with own area of expertise	4				1	1					2				2	2
Shares own knowledge and experience	5			1		1					2				1	3
mean	**4.5**			**4.3**					**5.0**					**4.6**		

Leading and Supervising	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Gives clear feedback on people's performance	4		1		1					1	1				3	1
Delegates' work based on capability, allocating responsibility and authority	4		2						1		1				3	1
mean	**4.0**			**2.5**					**4.3**					**4.3**		

Formulating Strategies and Concepts	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Develops strategic plans to achieve long-term organisational goals	5		1	1						1	1				3	1
Keeps momentum towards long-term strategy despite short-term business pressures	5			1	1						2				3	1
mean	**5.0**			**3.0**					**4.8**					**4.3**		

Entrepreneurial and Commercial Thinking	S	M 1	2	3	4	5	D 1	2	3	4	5	P 1	2	3	4	5
Takes calculated business risks to improve organisational effectiveness	4			1		1					2				3	1
mean	**4.0**			**4.0**					**5.0**					**4.3**		

Strengths

This section lists the items on which you received your highest scores (based on the average of all assessors' ratings). From others´ perspective, you have your individual strengths in these particular behavioural patterns.

Rank	Behaviour	Average score without Self	Competency
1	Builds open, positive relationships with others	4.88	Relating and Networking
1	Establishes a network of links with individuals inside and outside the organisation	4.88	Relating and Networking
2	Shares own knowledge and experience	4.62	Applying Expertise and Technology
2	Builds a team spirit by encouraging harmony and co-operation	4.62	Working with People
2	Keeps up-to-date with own area of expertise	4.62	Applying Expertise and Technology
3	Treats others fairly, consistently and with respect	4.50	Adhering to Principles and Values
3	Shows tact when presenting sensitive information	4.50	Presenting and Communicating Information
3	Presents views clearly and concisely	4.50	Presenting and Communicating Information
4	Assertively states own views, constructively challenging others	4.38	Persuading and Influencing
4	Promotes a climate of trust, consideration and collaboration	4.38	Working with People
4	Makes prompt, clear decisions even when only limited information is available	4.38	Deciding and Initiating Action
4	Pushes for acceptance of views against strong opposition	4.38	Persuading and Influencing
4	Takes calculated business risks to improve organisational effectiveness	4.38	Entrepreneurial and Commercial Thinking
4	Draws on the diverse backgrounds, knowledge and experiences of people	4.38	Adhering to Principles and Values
4	Acts consistently in line with organisational values	4.38	Adhering to Principles and Values

Development Needs

This section lists the items on which you received your lowest scores (based on the average of all assessors' ratings). From others´ perspective, this is where you will find particular personal areas of development.

Rank	Behaviour	Average score without Self	Competency
1	Monitors progress against deadlines and milestones	3.50	Planning and Organising
2	Delegates' work based on capability, allocating responsibility and authority	3.62	Leading and Supervising
3	Focuses on critical detail whilst retaining an overview	3.75	Analysing
4	Plans activities and projects well in advance	3.88	Planning and Organising
4	Develops strategic plans to achieve long-term organisational goals	3.88	Formulating Strategies and Concepts
5	Provides facts to make a persuasive case	4.00	Persuading and Influencing
5	Gives clear feedback on people's performance	4.00	Leading and Supervising
5	Identifies the root causes of an issue	4.00	Analysing
6	Produces a range of solutions to issues and problems	4.12	Analysing
7	Makes logical, rational and well-reasoned judgements	4.25	Analysing
7	Encourages a culture of continuous improvement	4.25	Learning and Researching
7	Makes pragmatic decisions when faced with tough choices	4.25	Deciding and Initiating Action
7	Organises resources needed to accomplish tasks	4.25	Planning and Organising
7	Asks key questions of others to gain relevant information	4.25	Learning and Researching
7	Constructively questions established methods and procedures	4.25	Creating and Innovating
7	Creates innovative solutions	4.25	Creating and Innovating
7	Keeps momentum towards long-term strategy despite short-term business pressures	4.25	Formulating Strategies and Concepts

Overall what aspects of this individual's performance do you consider to be particularly good?

- Excellent networking skills, which is very helpful for the business
  Very positive in all situations

- Simple's influence on the entire team is very positive.   She does a great job motivating people and making them want to be a part of the team.   She's put structure to the g team.   She does a brilliant job in presenting the brand to potential customers.

- Great team leader.   Great communicator.   Spreads positive vibes in the organization.

- Simple is a very hard working person and leads from the front. She has good business knowledge and has strong relationships.

- Convincing capability

- - Ability to get everybody on board
  - Overall relationship with clients

- - Develop appropriate business association and to maintain the existing relationships

  - Well aligned with every aspect of organisations goals and its attributes

  - Supports the team with utmost ownership.

- Decision making
  Delegation
  Offering solutions
  Particpation

Overall what aspects of this individual's performance do you consider could be improved?

- - Delegate work

  - Evaluate individual team members strengths and weakness.

  - To assign with the required bandwidth and support.

- - Assertiveness with clients.

- time management and delegation. Needs to now wear a hat of a business leader

- More delegation of work to juniors

- Building the team.   Simple cannot be everywhere all the time.   Currently she travels most of the time.   She needs to build an organization that can handle most of what she currently does without much of her direct involvement.   This is something that should have already happened and is critically needed.   Simple need to have more time to focus on larger strategic initiatives and our most important customer relationships.

- Nothing

- Patience

REPORT COMMENTARY

This report was generated using the SHL online Standard Multirater Feedback System. It includes information from the Universal Competency Framework (UCF) questionnaire. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

UCF Feedback Report, version 2.1, UK English

http://www.shl.com