

ABC Organisation
360 Feedback Report

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Report Purpose

This *360 Feedback Report* contains the results of questionnaires on the individual, completed by different groups within the organisation. The questions are in relation to ABC's Values and Essence, that have been endorsed as an important part of our performance culture. The report's purpose is to present views about the way in which the Individual is perceived by their own Boss(s), Director Reports (DR) and Peers, compared to the individual's self-perception. The report should help to clarify the expectations that people have of the Individual and give guidance on strengths and development needs.

Report Structure

Analysis of Ratings

The next page charts "Self" ratings against the average of "Boss" and "All"(Peer & DR), it also shows the average responses by all groups on all categories. The subsequent pages provide graphs illustrating the ratings given (1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree) by each respondent group for the 68 behaviours. The graphs are grouped for each of the Essence/Value areas. The graphs should highlight any gaps between the expectations of respondent groups and the degree to which these behaviours are displayed by the Individual. The six items viewed as most important by the Boss or Self are marked with a "< B" and "< S" respectively.

Expectation Gaps

This section sets out in rank order where the individual exceeds, meets or falls short of the expectations of others (average of all).

Comments Summary

This section provides non-attributed comments written by respondents. They identify what respondents particularly value about the Individual, what they would like to see the Individual do differently and what they think the individual should stop doing. Comments made by the Individual are marked with a "*" .

Using The Report

The *360 Feedback Report* should be used as a source of constructive feedback for the Individual. The reader should look at where the Individual has been rated high and low, but also look for areas where there are differing views between the Individual and other response groups. The comments towards the end of the report will give more information on the Individual. After discussing the report together the "Action & Development Plan" at the end of the report should be completed. It may also be helpful to consider the following questions:

What are the Individual's strengths?

Where do the Individual's development needs lie?

In what ways do stakeholders have similar or differing views

What should the Individual feel proud about?

What might the Individual be concerned about?

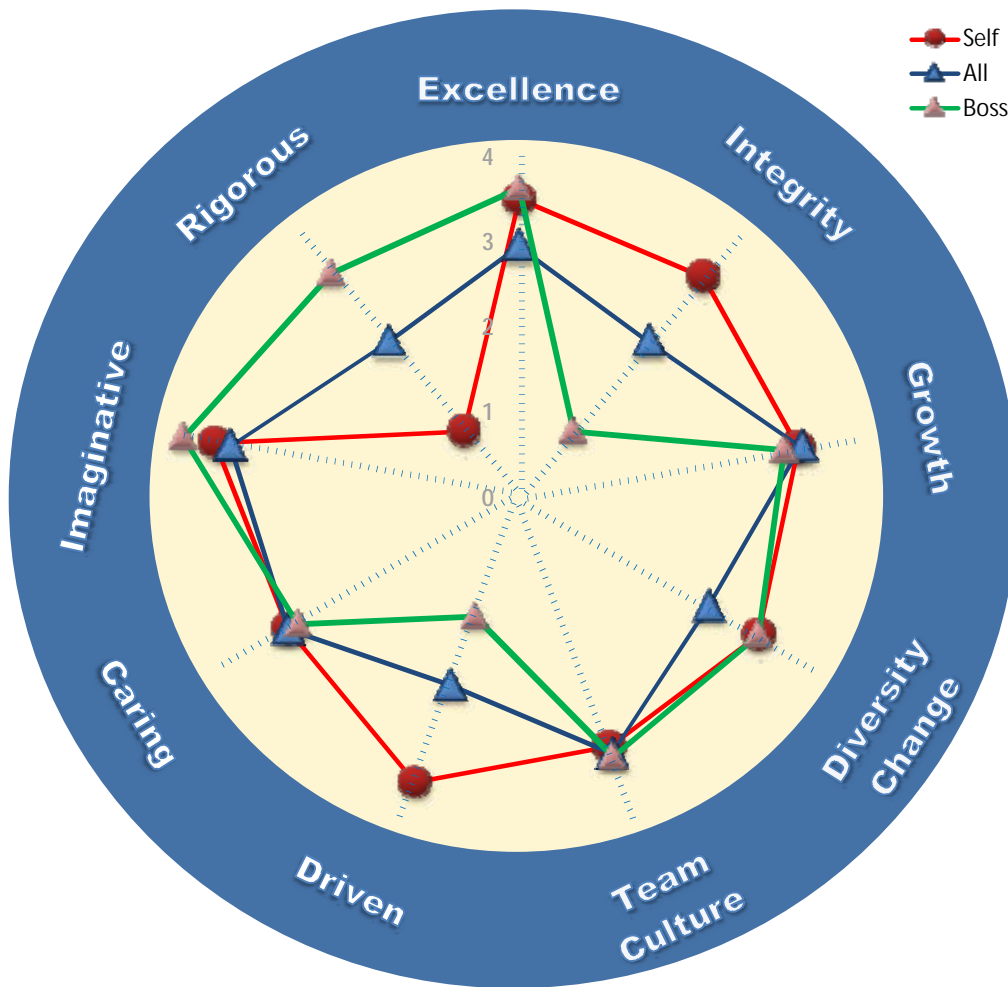
Where are there significant gaps in expectations about the individual?

What overall picture does this feedback paint of the Individual?

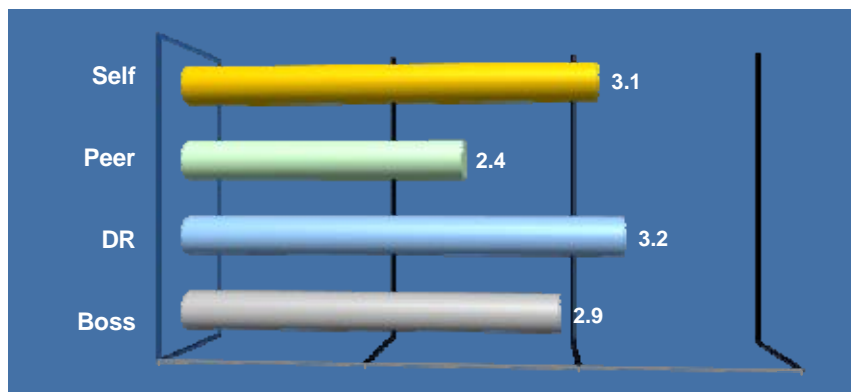
What are the implications of this feedback for the Individual's effectiveness?

What actions should the individual now consider taking to develop themselves?

Self, All & Boss Ratings By Value & Essence



Overall Responses By Group

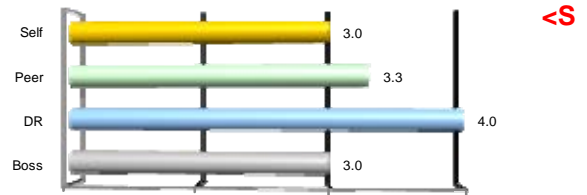


Excellence

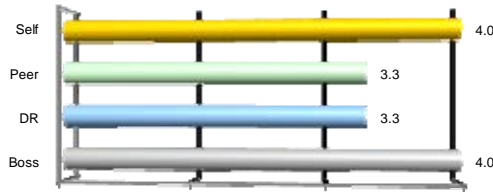
Aligns actions with needs of clients and business



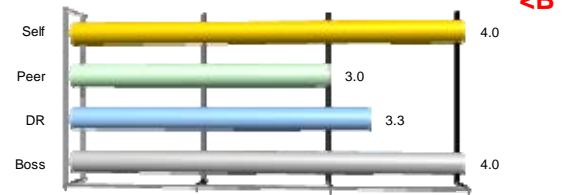
Is aware of own effect on bottom line



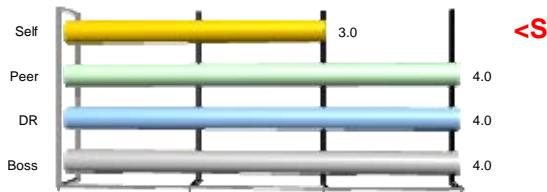
Strives towards specific results & maximum gains



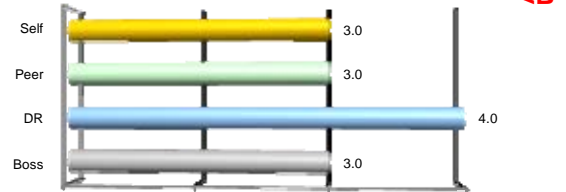
Builds and maintains client relationships



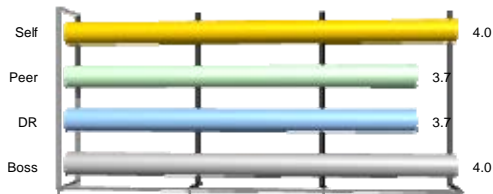
Is concerned about quality



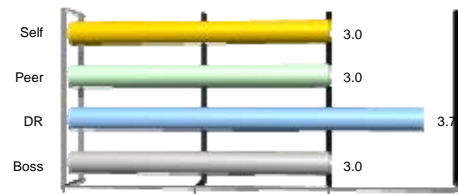
Anticipates customer requirements using global/divisional strategies



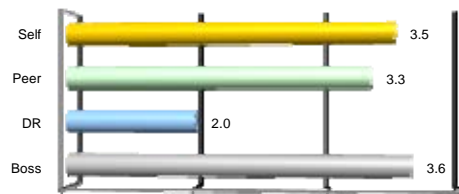
Makes suggestions for improvement



Recognises and develops individuals' abilities



Summary: Excellence

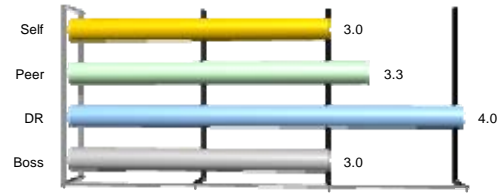


Integrity

Supportive of corporate values



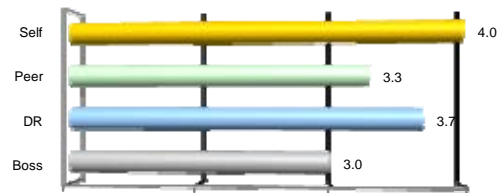
Takes responsibility for own decisions and behaviour



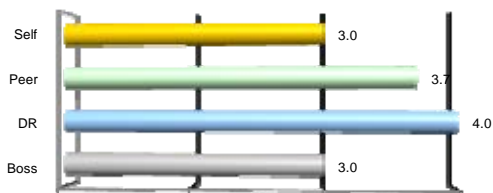
Acts with honesty of purpose



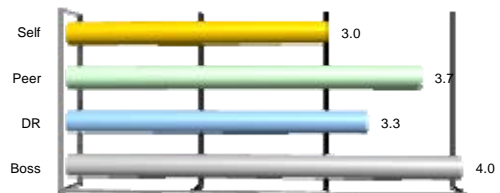
Backs co-workers



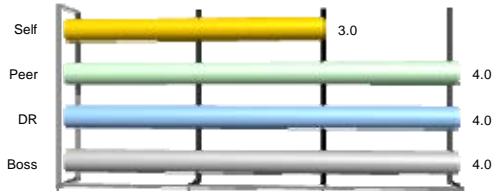
Treats colleagues with respect



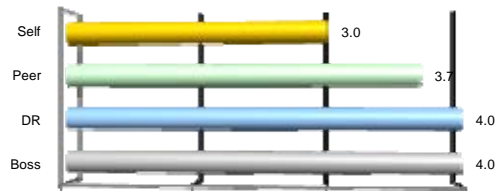
Strives towards corporate goals



Aligns own actions with goals of the organisation

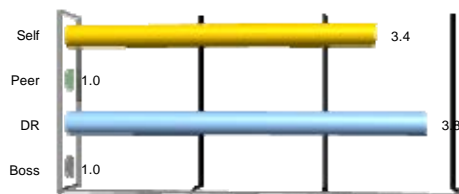


Treats clients with respect



:S

Summary: Integrity



**Summary: Meeting The Expectations Of Others
(Rank Order - Largest Differences First)**

The following table shows the size of the differences between the "Self" rating and the rating given by "All". A green arrow indicates that others scored the individual higher than s/he did. A Yellow arrow suggests a similar rating, whilst a Red arrow indicates the individual was rated lower than they rated themselves. The six most important behaviours highlighted by "Boss" and "Self" are also shown by a "< B" and "< S" respectively.

Has many contacts and cultivates them	↑ 1.3	
Is concerned about quality	↑ 1.0	< S
Aligns own actions with goals of the organisation	↑ 1.0	< S
Treats clients with respect	↑ 0.9	
Overcomes setbacks & disappointments	↑ 0.9	
Treats colleagues with respect	↑ 0.9	
Draws reasonable conclusions from data	↑ 0.9	
Ensures effort is targeted at business priorities	→ 0.7	
Assesses issues in depth	→ 0.7	
Takes responsibility for own decisions and behaviour	→ 0.7	
Weighs up available factual information before taking decisions	→ 0.7	
Is aware of own effect on bottom line	→ 0.7	< S
Behaves appropriately in a variety of social settings	→ 0.7	< S
Makes constructive contributions to the group	→ 0.7	
Identifies alternative options and solutions	→ 0.7	
Interprets information appropriately	→ 0.6	
Takes interrelationships of facts into account	→ 0.5	
Business focused in daily work	→ 0.5	
Approaches complex issues from different angles	→ 0.5	
Supportive of corporate goals	→ 0.5	
Anticipates customer requirements using global/divisional strategies	→ 0.5	< B
Values diversity of individuals' experiences, cultures and ideas	→ 0.5	
Actively approaches others of differing types	→ 0.4	
Thinks through consequences of possible actions	→ 0.4	
Wins the attention of people	→ 0.4	
Recognises and develops individuals' abilities	→ 0.4	
Quickly grasps situations and the needs of people's cultures	→ 0.3	
Makes contact with different kinds of people	→ 0.3	
Supports colleagues who are having a difficult time	→ 0.3	
Recognises and exploits constructive contributions	→ 0.3	< B
Integrates him/herself into the team	→ 0.3	
Initiates and shapes change processes	→ 0.3	
Allocates resources to meet business needs	→ 0.2	
Enjoys interacting with others	→ 0.2	
Recognises all relevant facts and considers inter-relationships	→ 0.2	
Overcomes resistance to change	→ 0.1	
Focused on both assigned and own goals	→ 0.1	
Picks up on signals and informal structures	→ 0.0	
Committed to achieving team goals ahead of own	→ 0.0	
Converts strategic goals into business plans and objectives	→ 0.0	< B
Communicates with team and co-ordinates activity	→ 0.0	

Maintains drive until desired results are achieved	→ -0.2	
Focuses on achievement of results, not just task completion	→ -0.2	
Demonstrates consistently high performance	→ -0.2	
Contributes to a cooperative atmosphere	→ -0.2	
Steers activities towards the accomplishment of goals	→ -0.3	< S
Makes suggestions for improvement	→ -0.3	
Goes off the "beaten track"	→ -0.4	
Aligns actions with needs of clients and business	→ -0.4	
Backs co-workers	→ -0.5	
Invites views from others	→ -0.5	< S
Supportive of corporate values	→ -0.5	
Identifies opportunities for own department & individuals	→ -0.5	
Generates new and future-oriented ideas	↓ -0.6	< B
Motivates people to work constructively together	↓ -0.6	< B
Develops new solutions and ideas	↓ -0.6	
Views change as an opportunity	↓ -0.6	
Acts with honesty of purpose	↓ -0.7	
Strives to build on past achievements	↓ -0.7	< S
Comprehends and integrates the varying interests of people	↓ -0.7	
Strives towards specific results & maximum gains	↓ -0.7	
Proposes solutions and pushes for efficient, pragmatic implementation	↓ -0.8	
Displays and encourages creativity	↓ -0.8	
Builds and maintains client relationships	↓ -0.9	< B
Able to step back from and question established patterns	↓ -0.9	
Continuously seeks new opportunities and processes to use	↓ -0.9	
Facilitates acceptance of differing viewpoints	↓ -1.2	

Differences Self/All :	Green = Exceeds expectations by >	0.75
	Yellow = Meets expectations	
	Red = Lower than expectations by >	0.5

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Comments

(All comments are anonymous)

This person does the following well:

Driven and focused
Aligns team towards well communicated goals
Excellent leader
Consistency in achieving goals
Excellent technical skills
Client focused
Develops individual team members potential
Achieves and delivers quality results on difficult targets
Good at coming up with solutions to difficult problems
Hard working
Good organizational skills

This person should do the following more often:

Promote team members in the process
Delegate effectively
Communicate ideas with his team
Balanced approach to short-term and long-term goals
Support other people
Project Plan team activities
Train team members to achieve similar analytical knowledge and to reduce the large gap between leader and team members
Be proactive

This person should stop doing the following:

Be less sensitive to criticism
Less reactive with service providers
Sacrifice opportunities to short-term wins
Working solely on analytical projects
Resistance to changes
Focus too much on his own projects