



Sally Sample

360° Feedback Questionnaire

6 Jul 2017



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.

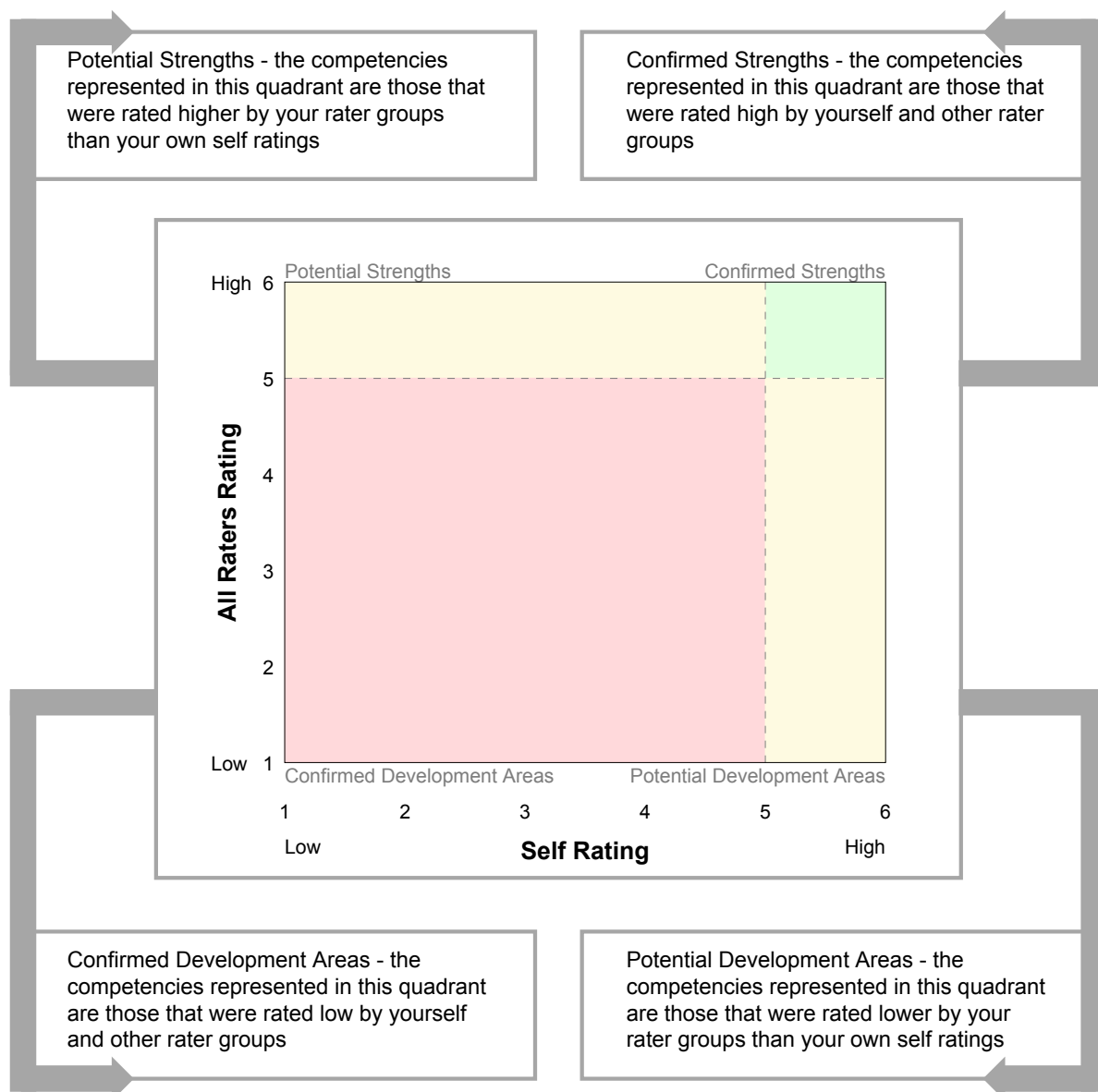
Objectives

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.

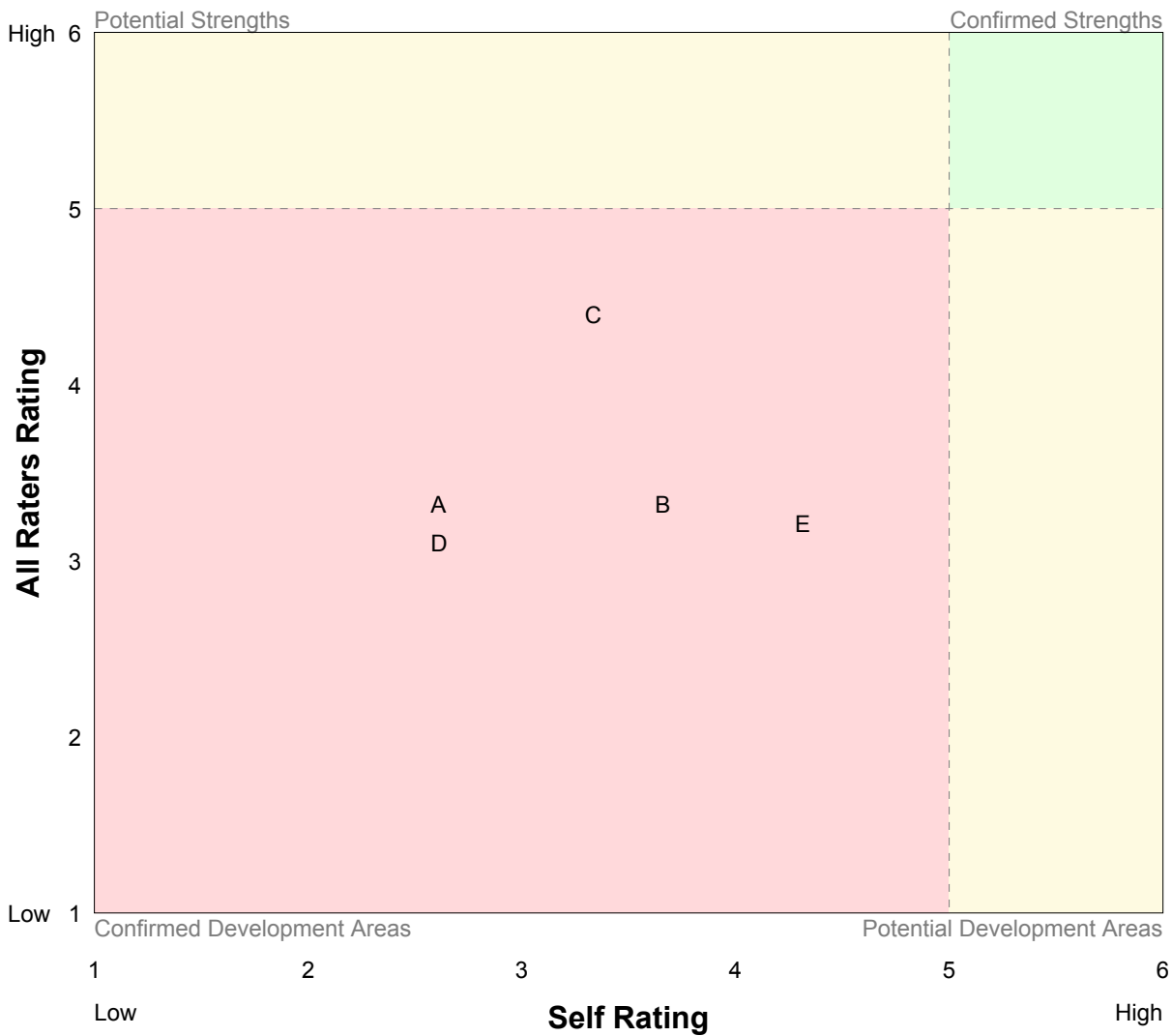


How to Use Your Self-Awareness Index

- 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-Awareness Index

Self - All Raters (N = 6)



Self All
Raters

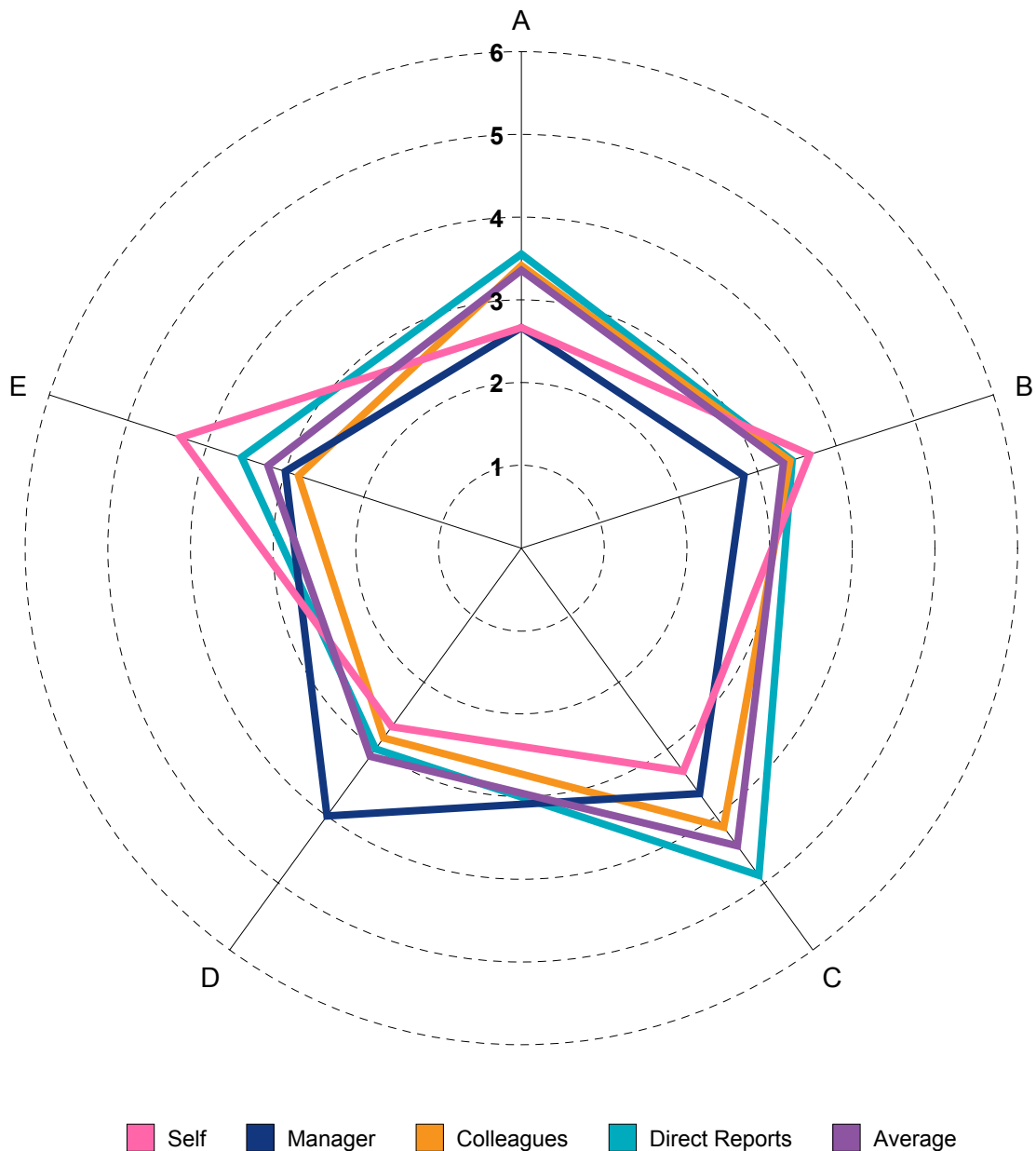
| Confirmed Development Areas | | |
|---|------|------|
| A. Raise the Bar | 2.67 | 3.36 |
| B. Build Trust | 3.67 | 3.33 |
| C. Involve every mind | 3.33 | 4.44 |
| D. Support and challenge in equal measure | 2.67 | 3.11 |
| E. Putting the customer first | 4.33 | 3.22 |

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 | | | |



Competency Rater Overview

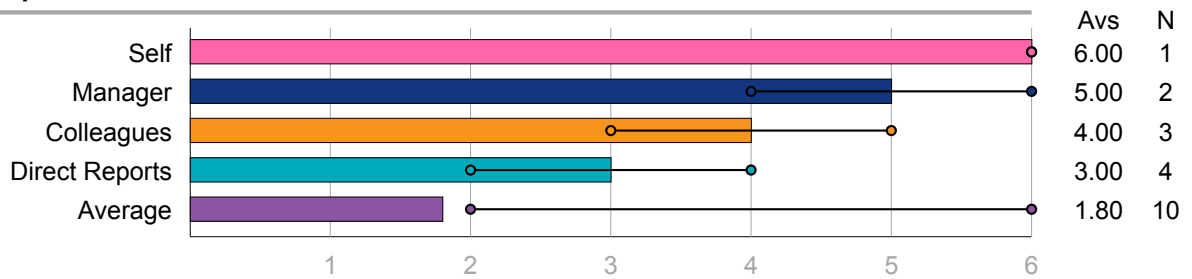
This report shows how you have been rated at the Competency level by each of the different observer (or rater) types. The responses are represented by a set of bars on the left of the page (where the observer type is shown within the bar in each case) and in numerical format in the columns on the right. 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



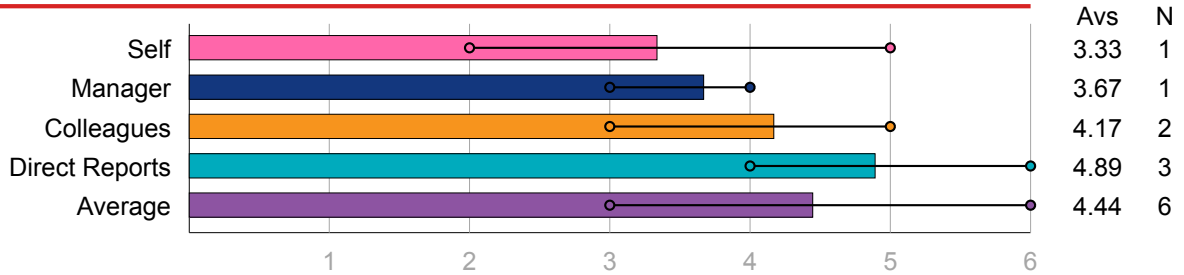
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

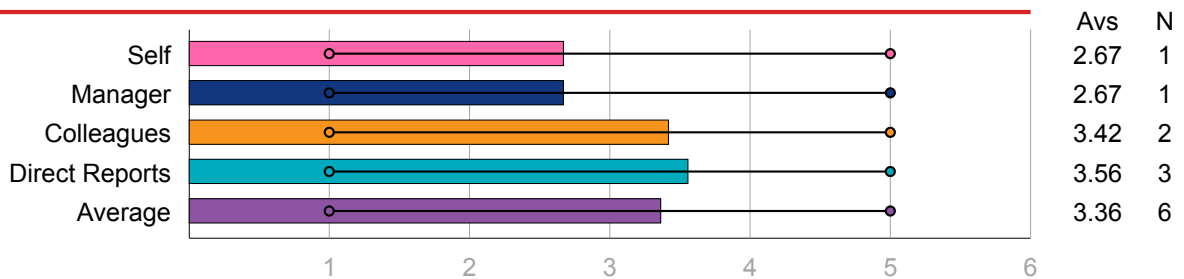
1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Most of the time 6 = Always

Competency Rater Overview

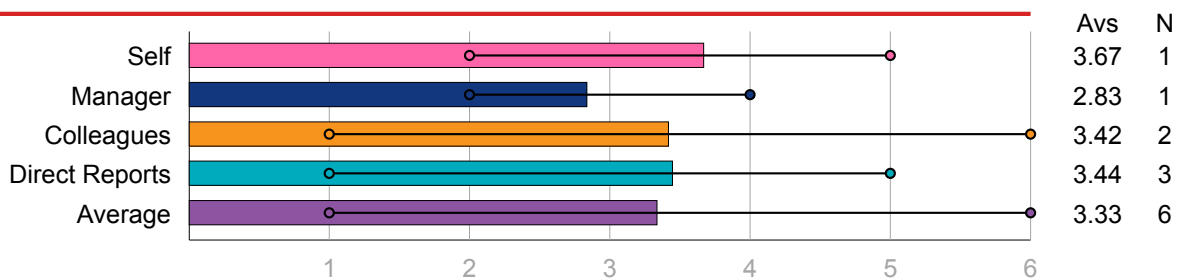
Involve every mind



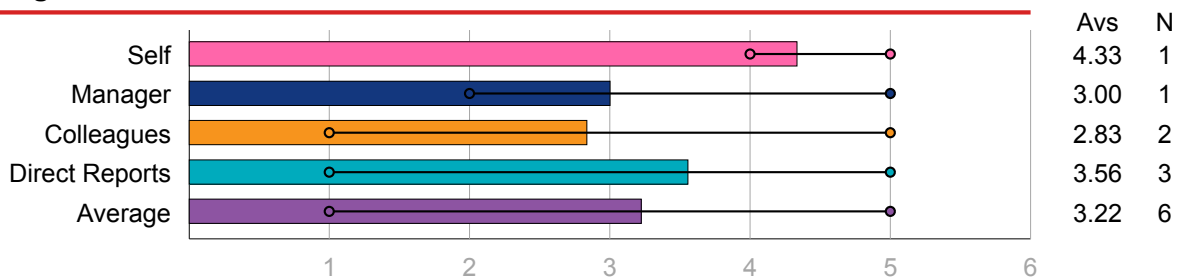
Raise the Bar



Build Trust



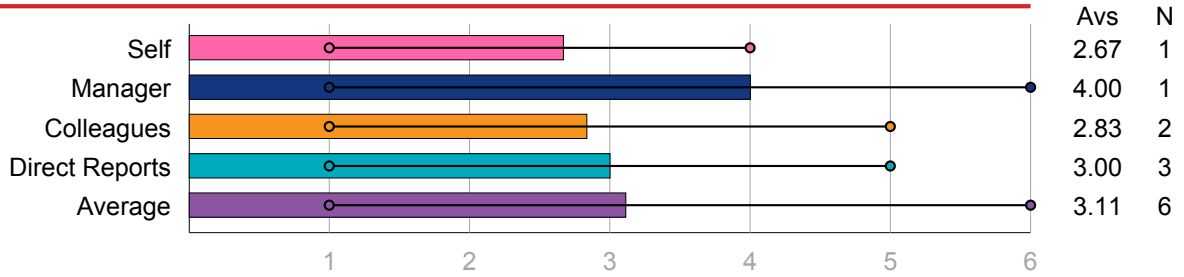
Putting the customer first



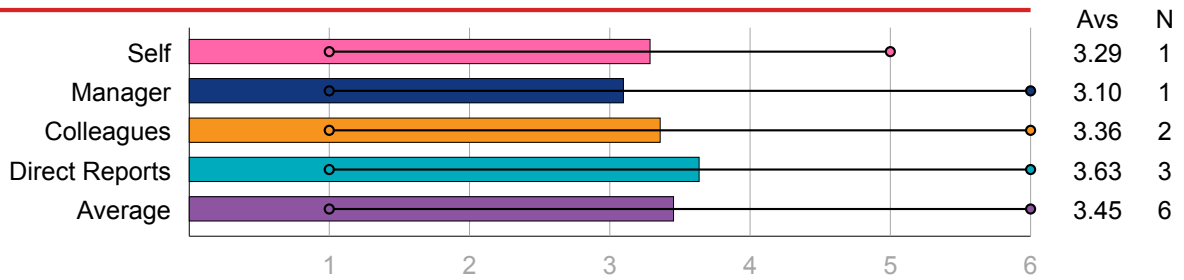
1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Most of the time 6 - Always
 Avs - Average Score N - Number of Responses NR - No Response AP - Anonymity Protected

Competency Rater Overview

Support and challenge in equal measure



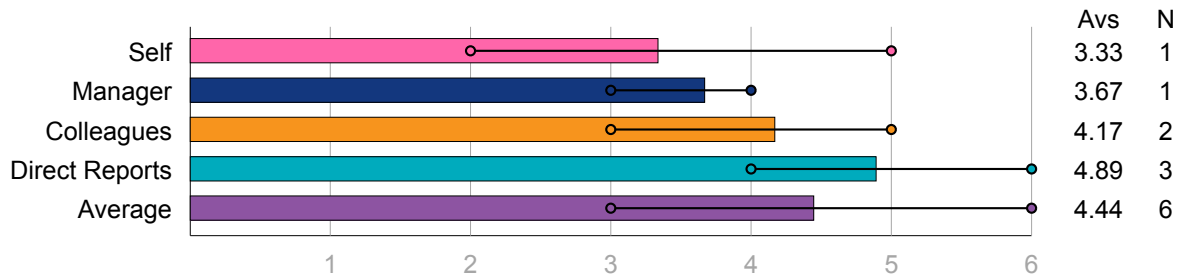
Composite Score



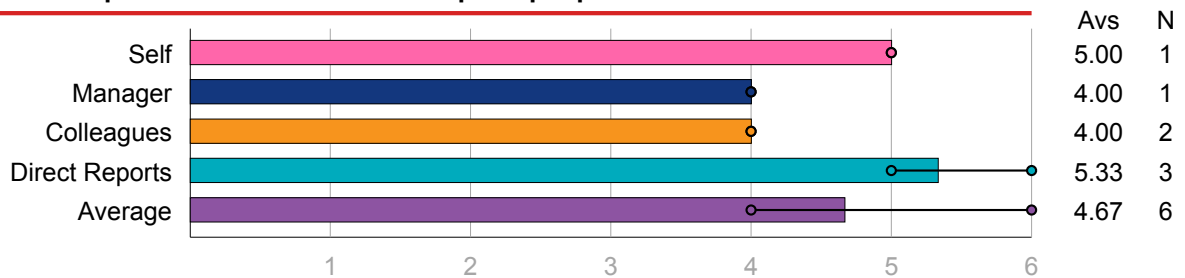
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Detailed Information

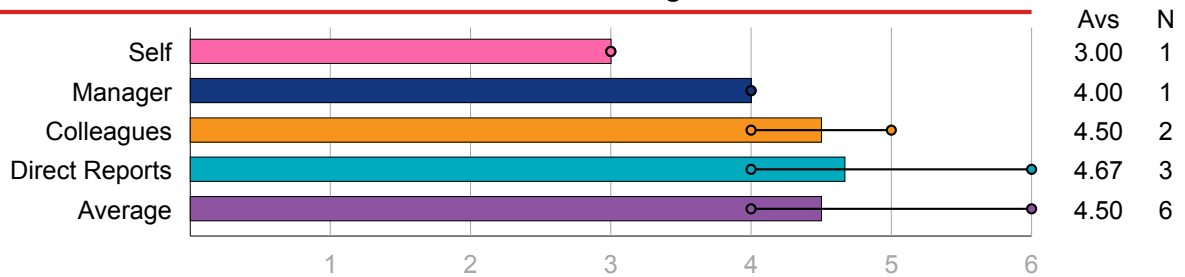
Involve every mind



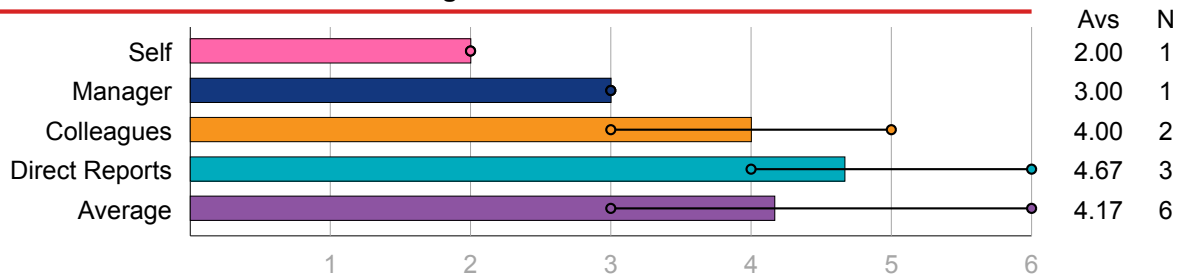
18. Paints a picture of the future that inspires people



9. Invests time in communication and information sharing



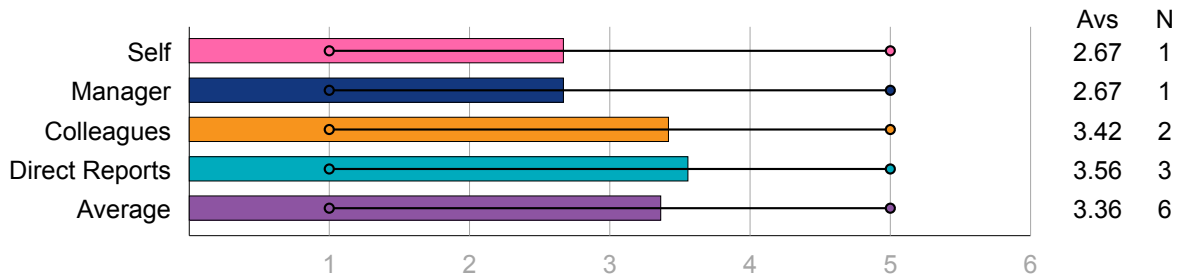
11. Shares the rationale of their thinking and decisions



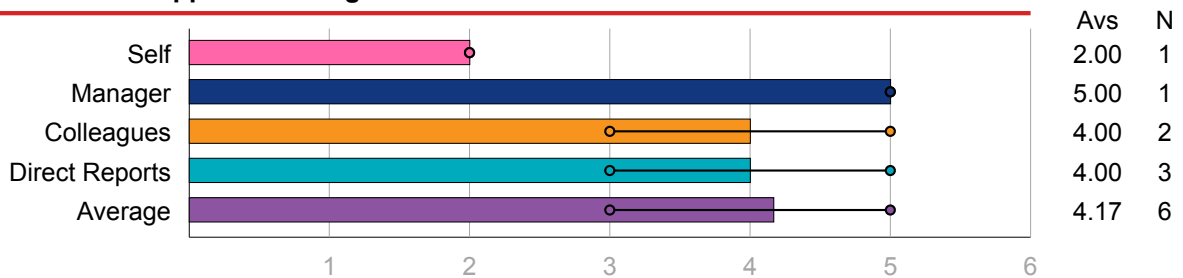
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Detailed Information

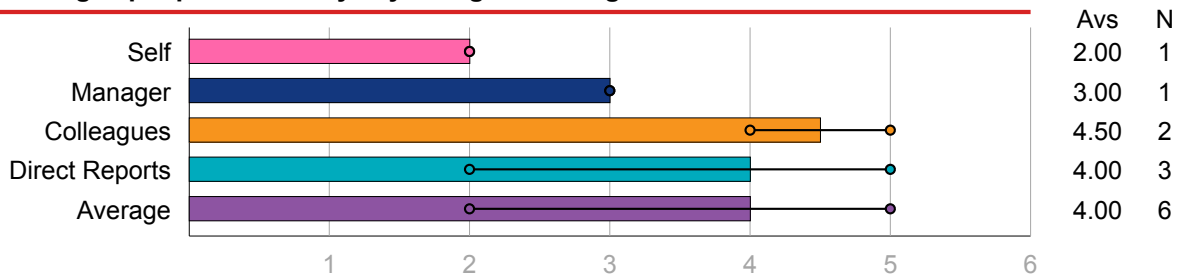
Raise the Bar



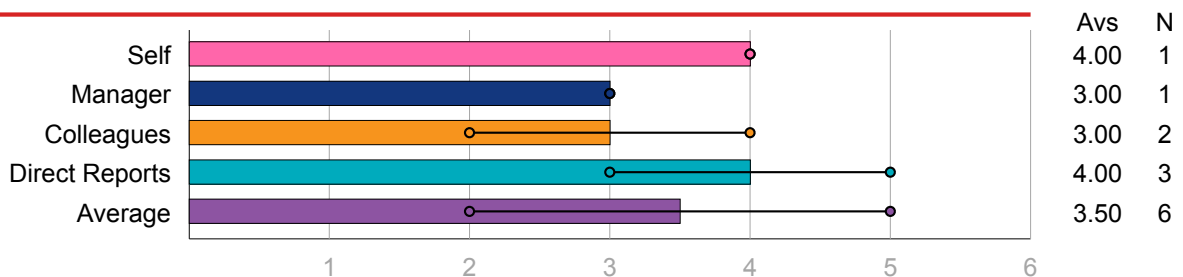
1. Identifies and applies learning from success and failure



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



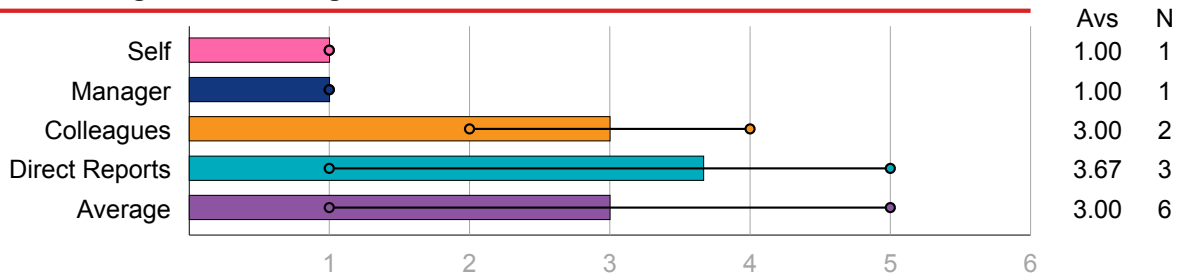
19. Continually develops their understanding of the market and the opportunities it presents



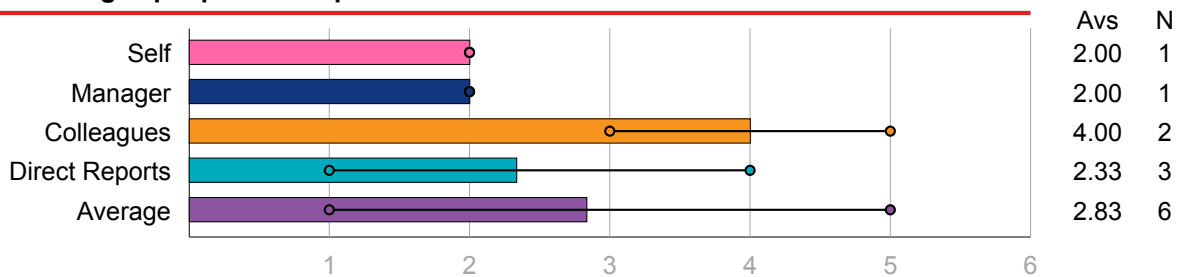
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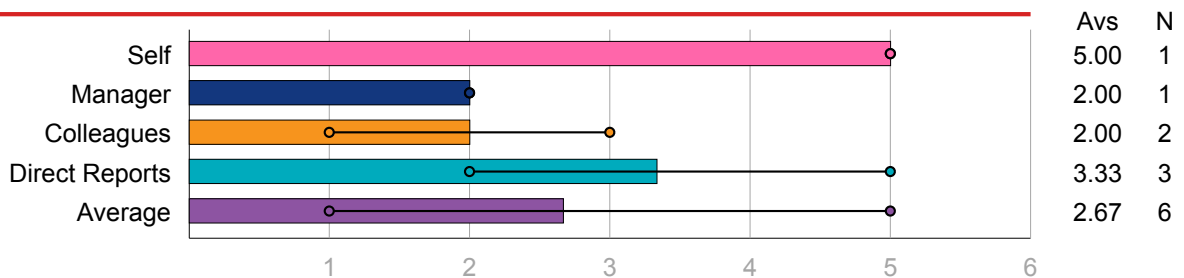
12. Generates ground-breaking ideas which are ahead of customer need



20. Encourages people to be open to new ideas



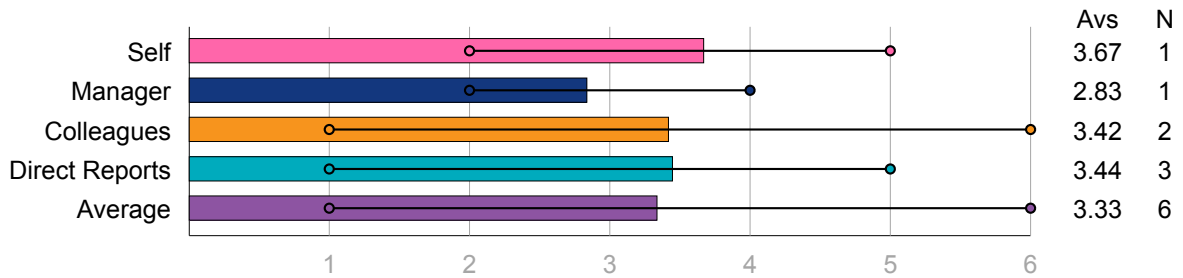
16. Takes the best ideas and makes them work



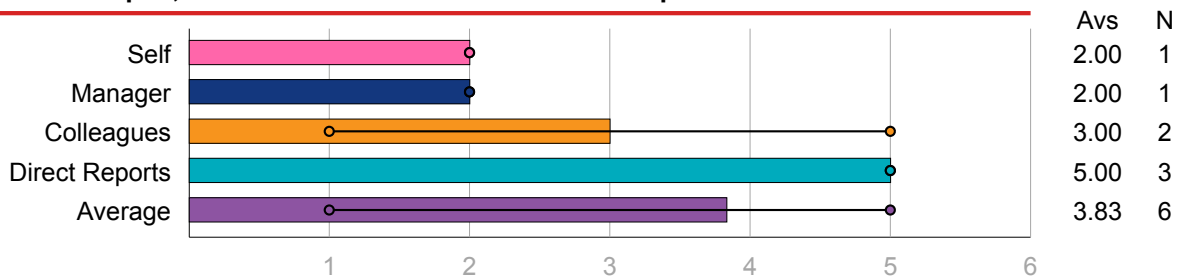
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Detailed Information

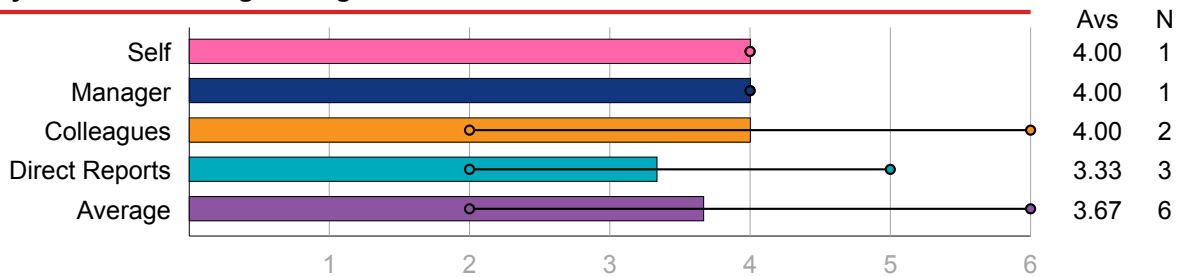
Build Trust



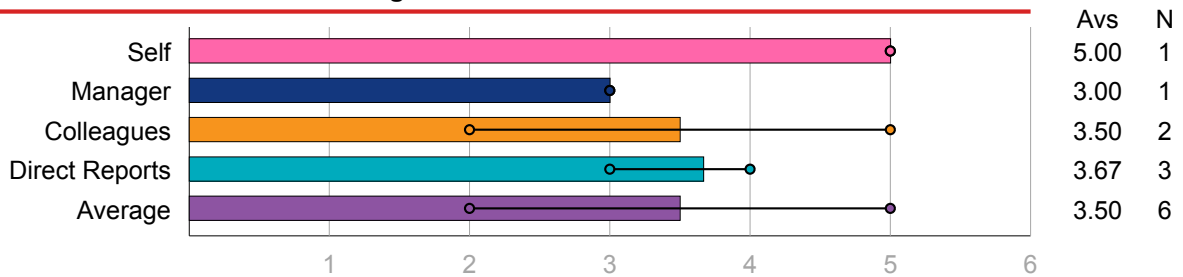
7. Maintains open, honest and non-defensive relationships



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



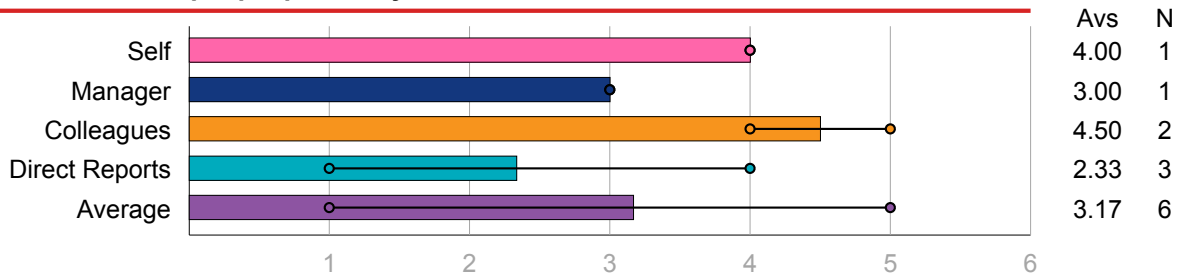
14. Is honest about their own strengths and limitations



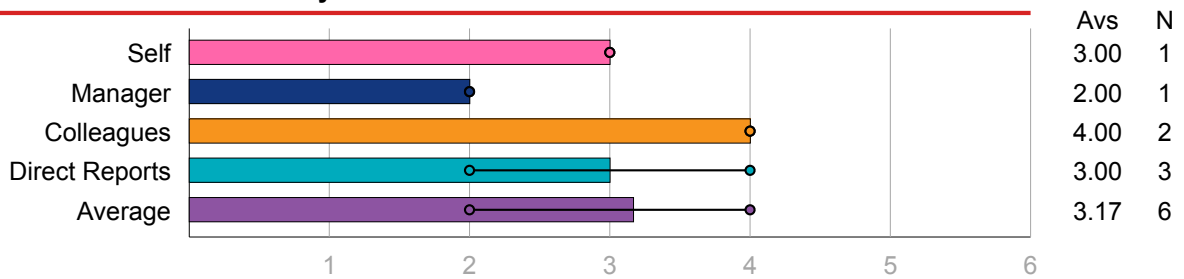
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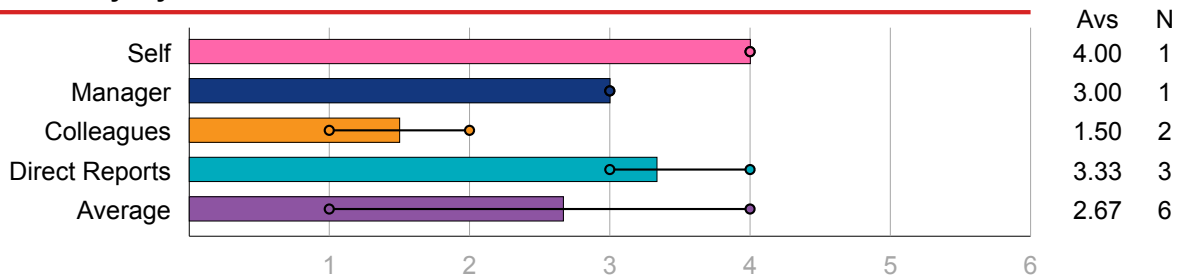
17. Refers to other people positively



10. Demonstrates consistency between actions and words



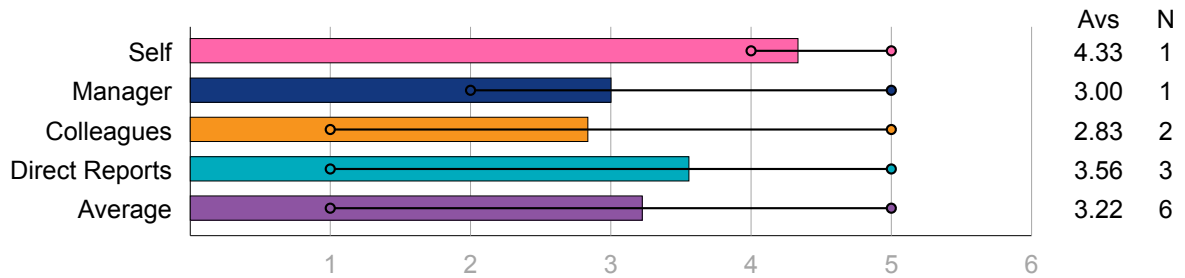
13. Shows loyalty to others



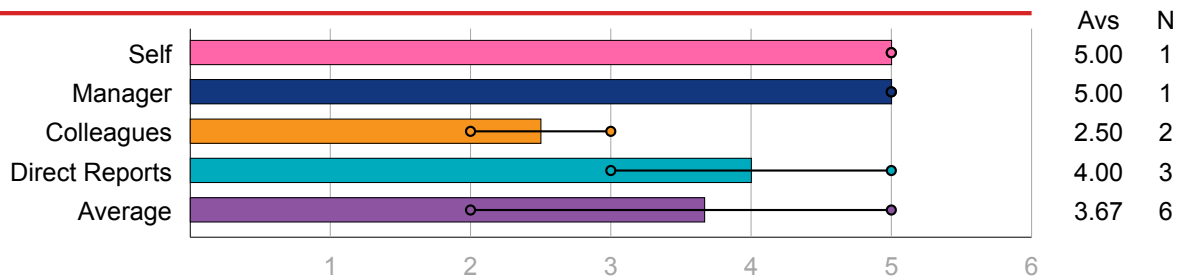
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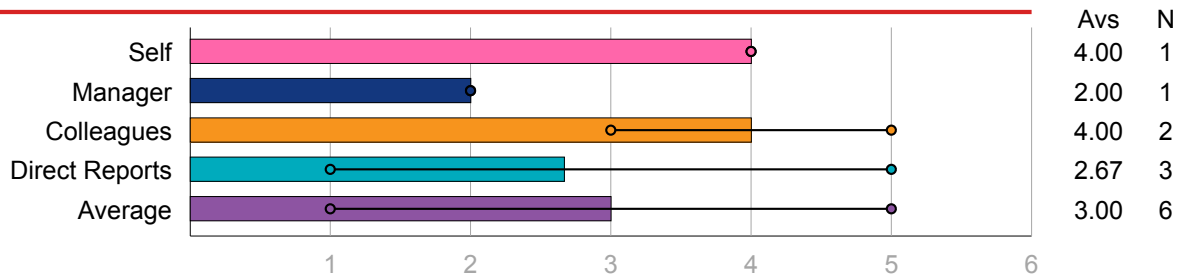
Putting the customer first



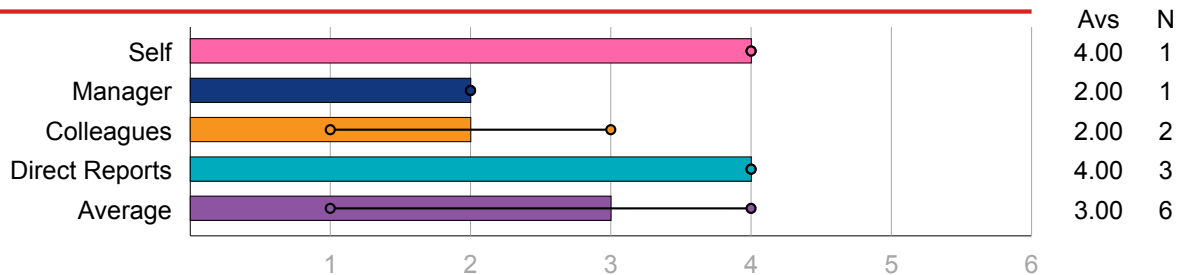
2. Measures what counts for the customer



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



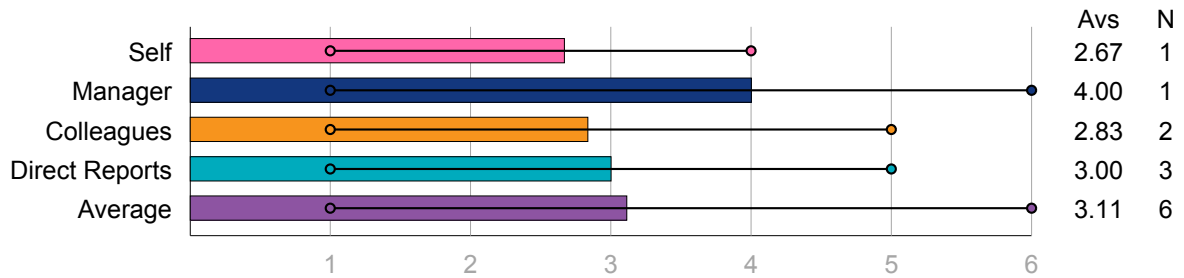
3. Talks about customers all the time



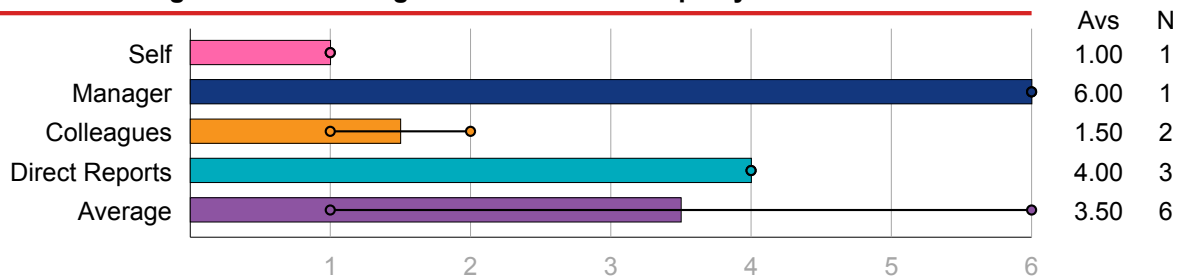
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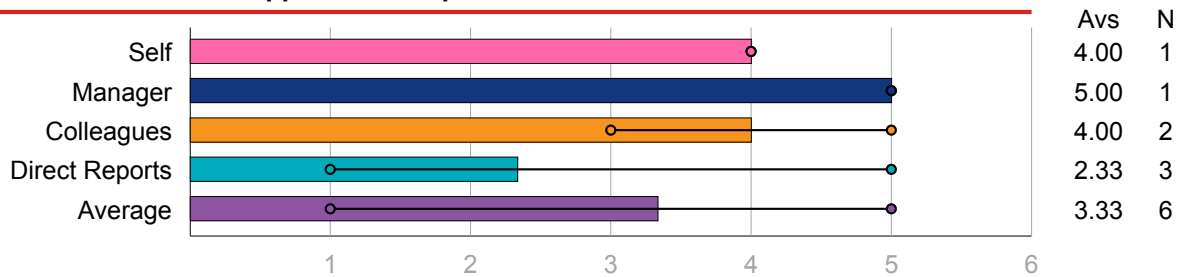
Support and challenge in equal measure



4. Allows for disagreement to emerge and be discussed openly



15. Debates hard then supports and implements the decision made



5. Is supportive to others when things get tough



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

Top and Lowest Scoring Behaviours

All Raters

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 | Generates ground-breaking ideas which are ahead of customer need | 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?

Open Ended Comments Summary

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