



360 Degree Sample Report

This report is specially prepared for:

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Introduction

The purpose of this survey is to provide you with high quality feedback from co-workers and other significant stakeholders to enable you to strengthen your leadership and results.

- The results are perceptions, not objective truths. The data in the report needs to be further analysed in order to be fully understood
- Look for general trends in the feedback, both positive and negative.
- Don't overly focus on the negatives – remember to take into account your strengths as well. After all, it is your strengths that have probably got you to where you are today.
- Focus on key themes arising from the data. Don't get bogged down in individual comments or play the "who said that" game.
- Start to think about what you can do differently to positively impact your performance.

The report has 6 main sections as follows:

1. Overview of your performance against 10 critical leadership competencies
2. Analysis of the 5 top and bottom rated items, based on the average of all stakeholder ratings excluding your own
3. More detailed item by item analysis across the 10 leadership competencies
4. You at Your Best strengths overview
5. Your impact on performance drivers and results
6. Additional comments and areas for improvement

We have tried to present results in a way that can be easily understood. Most results are in graphical form

The leadership competencies measured throughout the report are as follows:

Leadership Competencies	
Value	Competency
1	Setting Clear Direction
2	Creating Customer Value
3	Managing Self
4	Recruiting and Developing Others
5	Driving Execution
6	Upholding Good Governance
7	Acting Courageously
8	Rewarding Excellence
9	Communicating with Impact
10	Adapting Leadership Style

The ratings scale used in sections 1 to 3 of the report is shown below:

Leadership Competencies Scores	
Value	Competency
6	Exceptional Strength
5	Strength
4	More a Strength than a Weakness
3	More a Weakness than a Strength
2	Weakness
1	Serious Weakness

Section 1 - Competency Averages

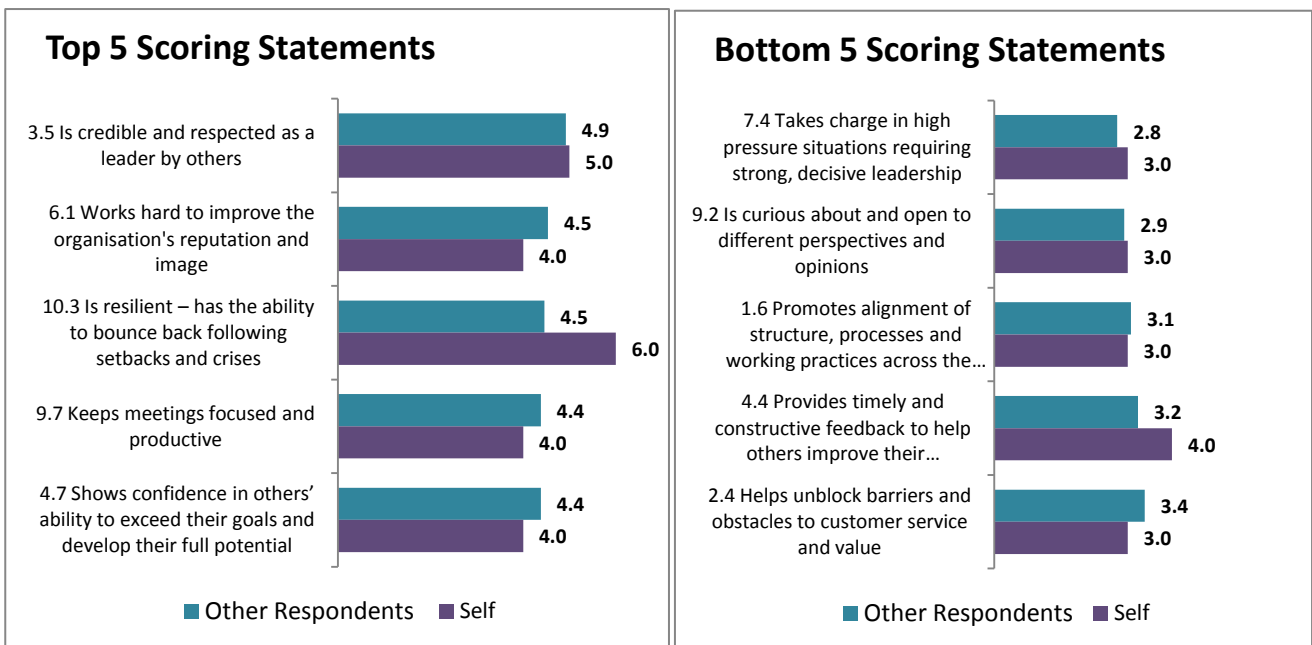
Given below is the average score for each of the 10 leadership competencies. Your self score is compared to the average rating of all other respondents.



Section 2 - Top and Bottom Items

Below you can see your top rated items and bottom rated items based on the average ratings of all respondents excluding yourself.

The aim of this is to provide you with a quick view of possible strengths as well as areas for improvement. You will need to go to the relevant section in the main body of the in order to get more information to explain these highs and lows.



Section 3 - Detailed Competency Breakdown

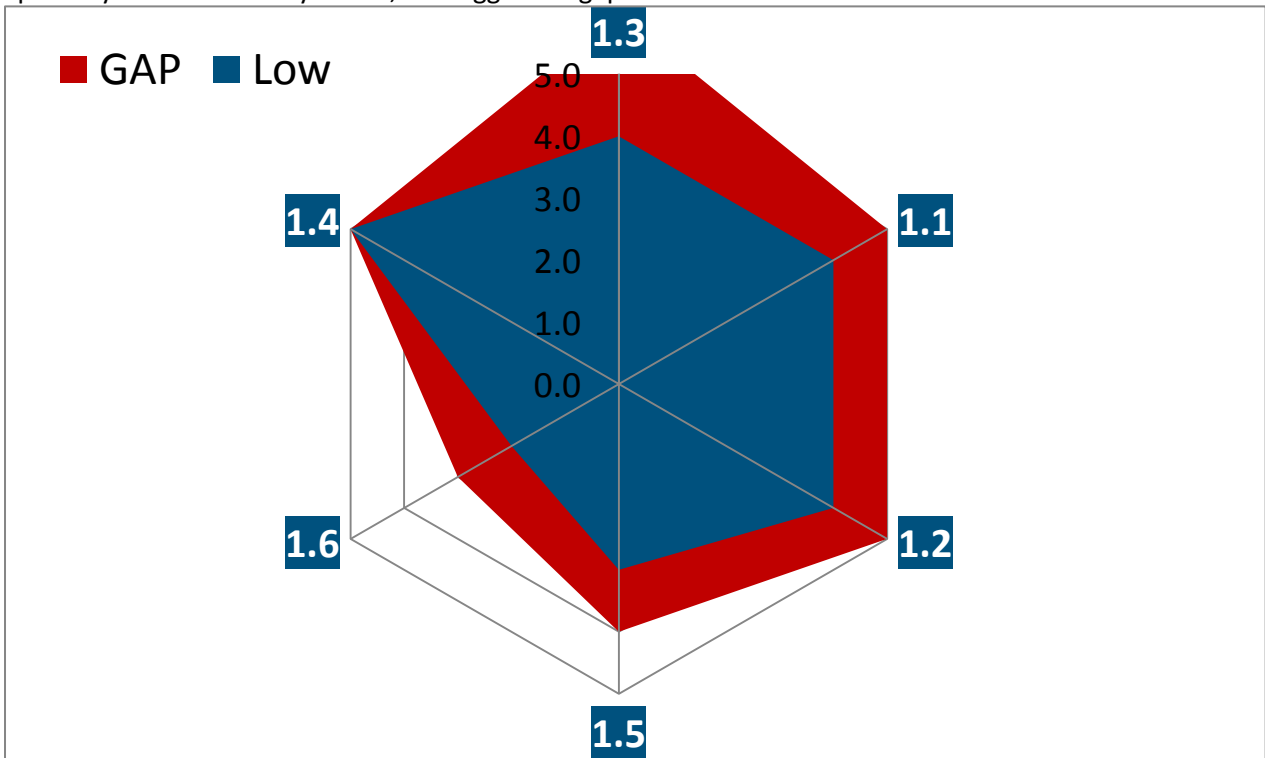
Please Note: In this sample, we only show 1 section of detail to protect IP, final reports will have all details for all sections

Below is an item by item breakdown for each of the 10 leadership competencies.

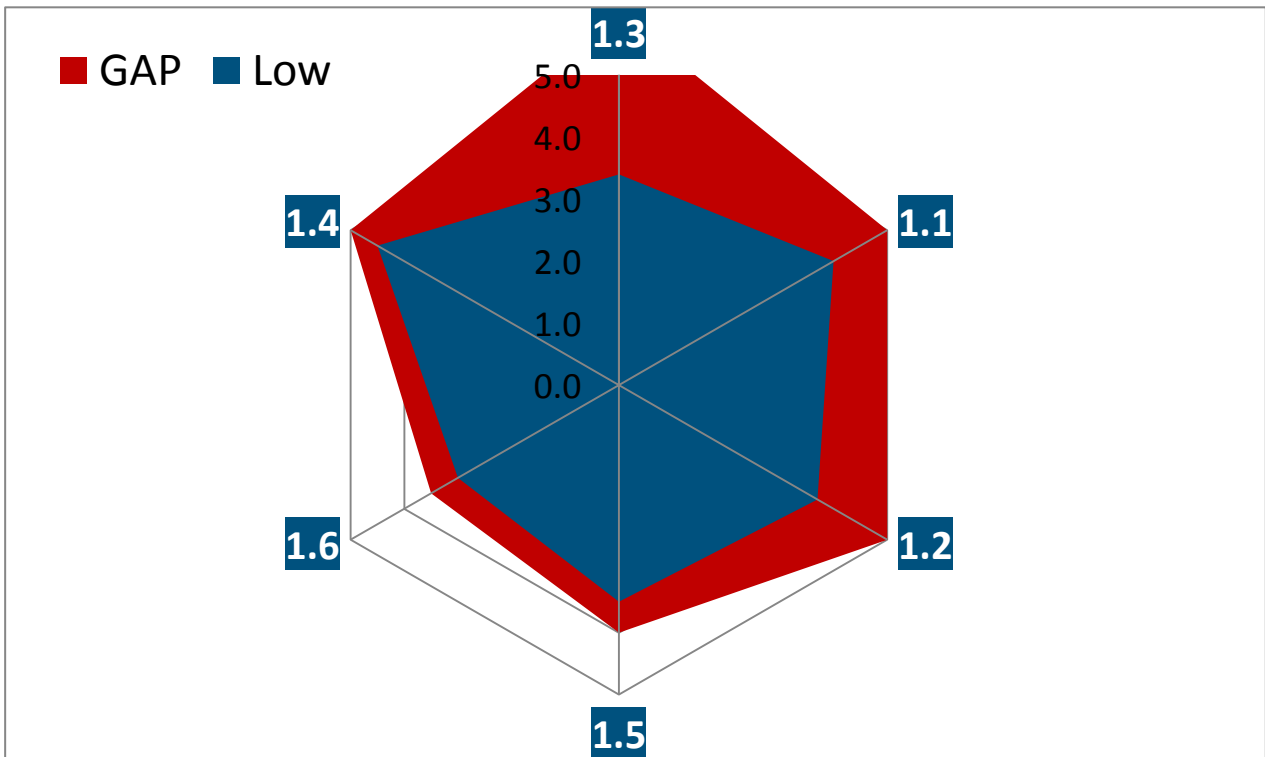
Setting Clear Direction		Rating Scale					
		Exceptional Strength	Strength	More a Strength than a Weakness	More a Weakness than a Strength	Weakness	Serious Weakness
1.1 Energises others by communicating a persuasive, realistic future for the organisation							
	Manager		1				
	Reports		2	3		1	
	Peers		2	4			
	Self			1			
1.2 Ensures there is a clear, widely communicated strategy to achieve IP future aspirations							
	Manager			1			
	Reports		2	1	2	1	
	Peers	2	1	2	1		
	Self		1				
1.3 Leverages core strengths, successes and opportunities in setting a course for the organisation							
	Manager	1					
	Reports		1	3		1	
	Peers		2	2	2		
	Self			1			
1.4 Engages stakeholder (employees, customer, shareholders, etc.) support for the future direction and strategy by showing how it will benefit them							
	Manager		1				
	Reports		2	2	1	1	
	Peers		3	3			
	Self		1				
1.5 Effectively manages the tension between short-term results and investing in capacity for future growth							
	Manager				1		
	Reports			5		1	
	Peers		5	1			
	Self			1			
1.6 Promotes alignment of structure, processes and working practices across the organisation to support the strategy							
	Manager					1	
	Reports			3	2	1	
	Peers			2	2	2	
	Self				1		

Setting Clear Direction - Gap Analysis

Self / Manager GAP - The chart below shows the Gap between your scores and your managers for each competency. The more red you see, the bigger the gap



Self / All Other Participants - The chart below shows the Gap between your scores and those of all other participants for each competency. The more red you see, the bigger the gap

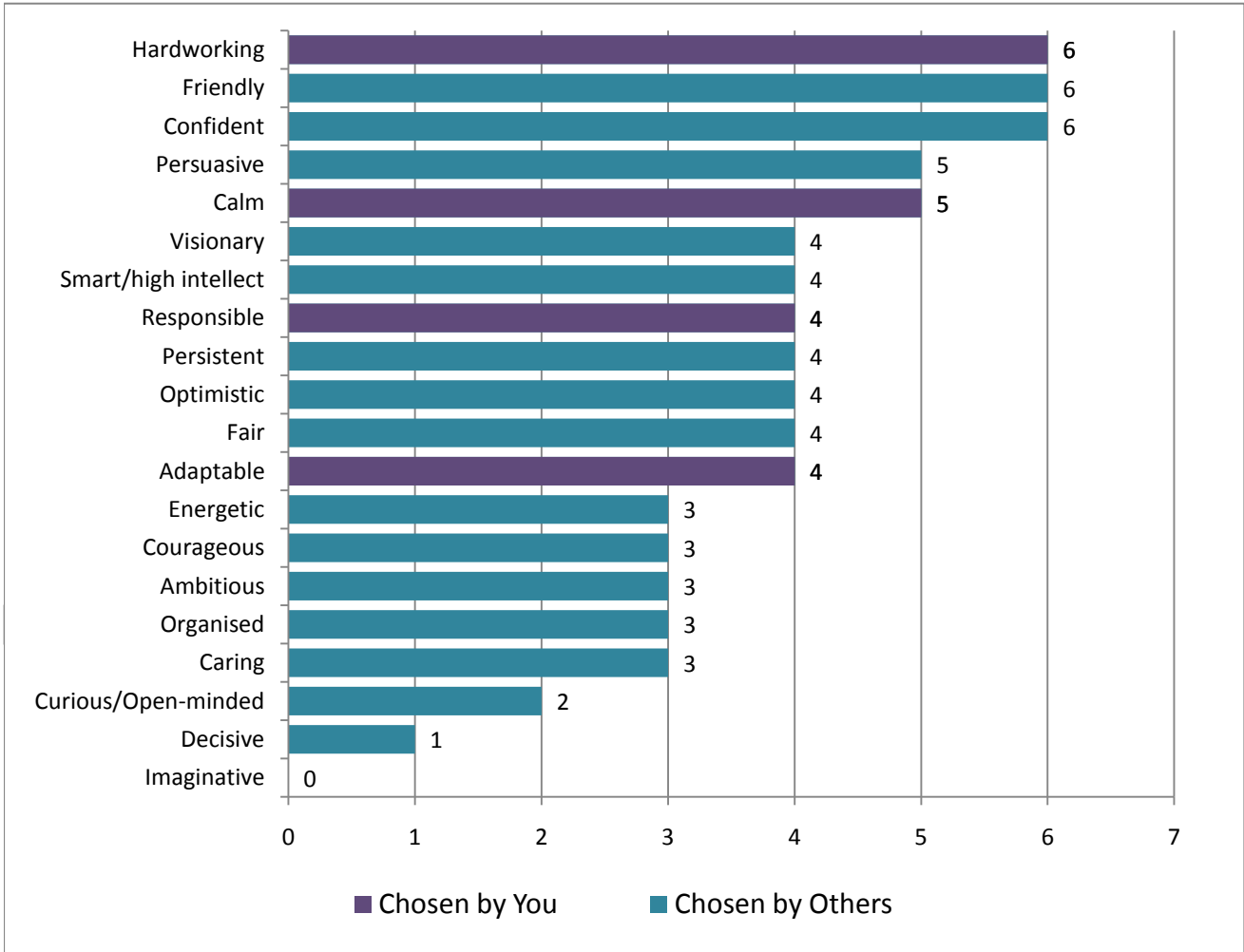


Section 4 – You at Your Best

Below is a chart showing you the adjectives that respondents felt describe you at your best together with the number of respondents who picked each adjective.

The purple bars indicate the adjectives chosen by you.

The idea behind this section is to give you a better understanding of how others view your personality or character strengths. The list is by no means inclusive but will hopefully give you a general picture of how others view you when you are performing at your peak.



Section 5 - Impact on Performance and Results

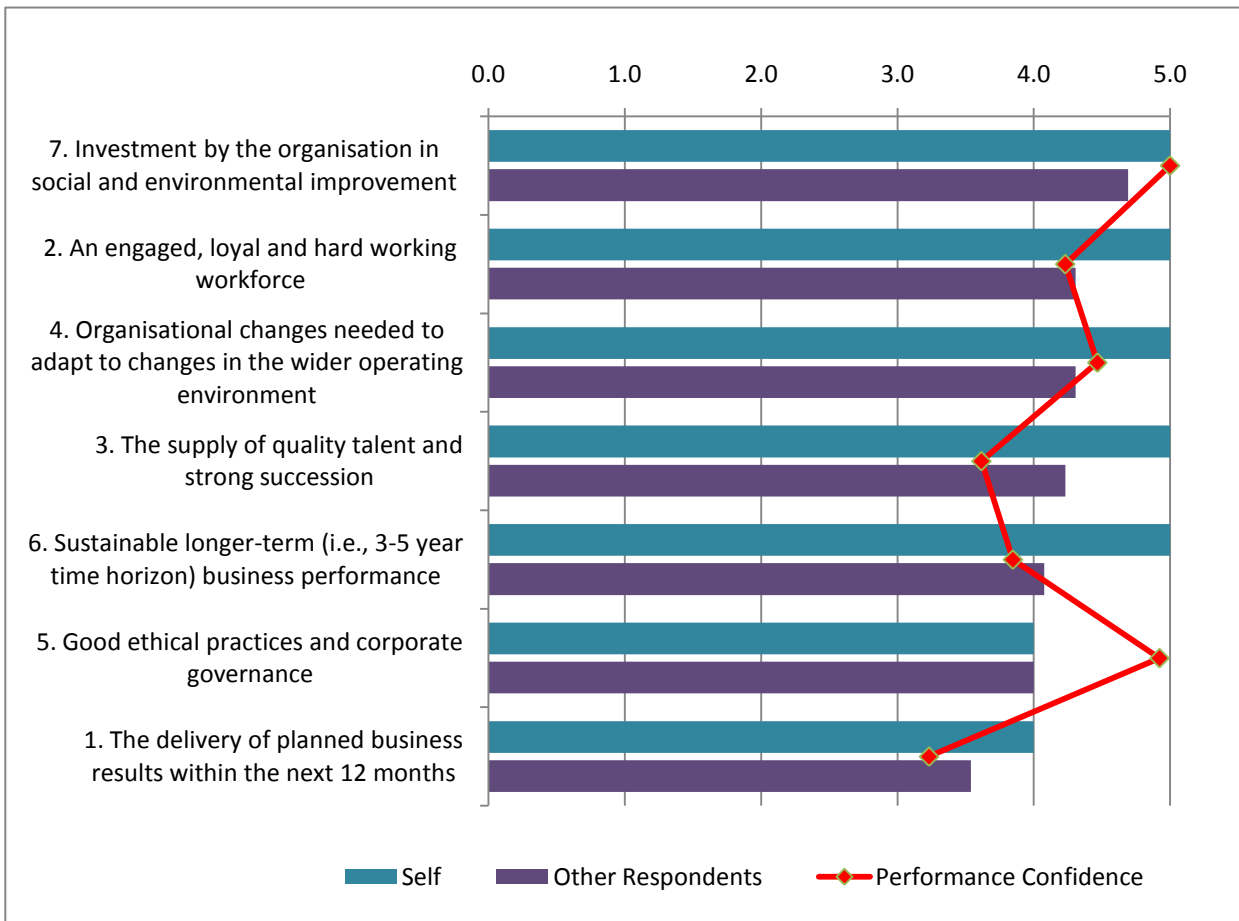
The 7 performance indicators are as follows:

Value	Competency
1	The delivery of planned business results within the next 12 months
2	An engaged, loyal and hard working workforce
3	The supply of quality talent and strong succession
4	Organisational changes needed to adapt to changes in the wider operating environment
5	Good ethical practices and corporate governance
6	Sustainable longer-term (i.e. 3-5 year time horizon) business performance
7	Investment by the organisation in social and environmental improvement

Below are the rating scales used to assess respondents' confidence in your performance and the perceived importance across these indicators:

Performance Confidence	
Value	Label
5	Complete Confidence
4	Strong Confidence
3	Reasonable Confidence
2	Little Confidence
1	No Confidence

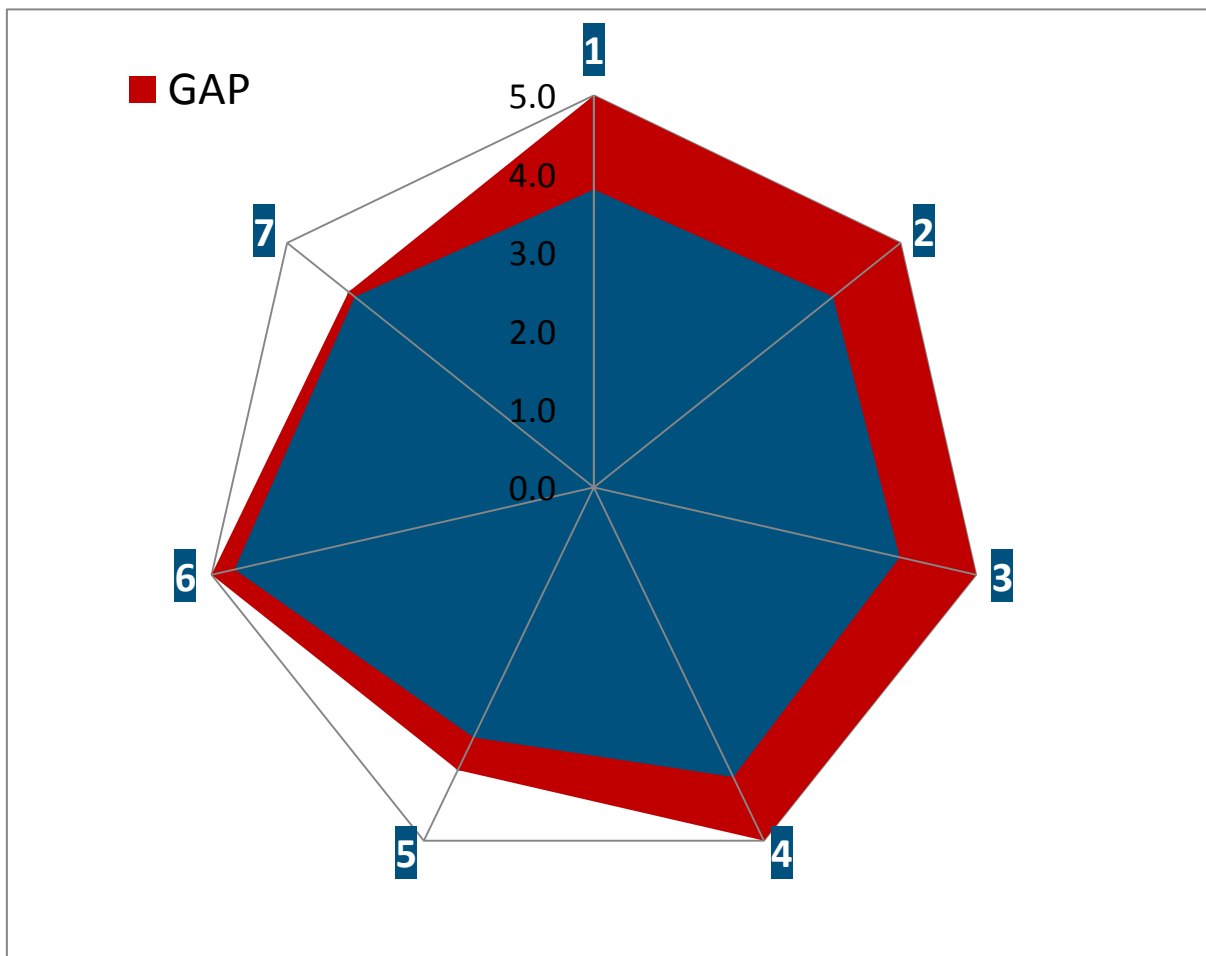
Perceived Importance	
Value	Label
5	Extremely Important
4	Moderately Important
3	Neither Important nor Unimportant
2	Moderately Important
1	Totally Unimportant



Gap Analysis

Value	Competency
1	The delivery of planned business results within the next 12 months
2	An engaged, loyal and hard working workforce
3	The supply of quality talent and strong succession
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The spider chart below indicates the gaps between what you think and what your 360 participants think for each of the competencies. The more **RED** you see, the bigger the gap for that item.



Section 6 - Additional Comments

1. This person is at their very best when...

2. This person is at their weakest when...

3. Specific recommendations I want to offer to help the person improve their contribution are...

Reflections

What are your first reactions and feelings about the feedback?

What key themes for you have emerged from the feedback?

What strengths have emerged for you?

What improvement areas have emerged for you?

What quick wins would you like to take in the next 30-60 days?

What action would you like to take to contribute to your ongoing development?