



THREE SIXTY QUESTIONNAIRE

Personal Report

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Introduction

The objectives of a 360-degree feedback assessment are to help you understand how well you are performing in your current role and help you decide where to focus learning and development. The goal is to help you improve your performance and realize your potential.

Competencies are sets of behaviors consisting of skills, knowledge, abilities, and personal attributes that people utilize to carry out their work roles. The 360-degree feedback questionnaire you and your coworkers/assessors completed measured your performance in 25 competency areas covering five key factors: Managing Change, Planning and Organizing, Interpersonal Skills, Results Orientation, and Leadership.

This report summarizes how you and 10 of your coworkers assessed your competencies and reveals the degree of consistency between how you perceive yourself and how others perceive you. The report also documents your coworkers' comments and suggestions about your performance and style.

Please keep in mind the following points as you consider the results of your assessment.

- However good you are, you can always improve your performance and raise your game.
- Don't be surprised if others do not rate you as highly as you rate yourself. Research shows that people tend to view themselves more positively than their coworkers do.
- Use the report to build a picture of your performance in the round. What does the report tell you about what you are good at and where you need to improve? Does the report identify any blind spots and/or hidden strengths?
- When you are thinking about development, don't just think about addressing the things that you are less good at. It is also worth thinking about your strengths and how you could develop these into outstanding strengths.
- Discuss your thoughts and ideas with your boss or coach before firming up on specific development activities.
- Don't try to do too much at once. Most people only work on one or two competencies at any one time.

Executive Summary

Managing Change	1	2	3	4	5
Initiative: Hidden Outstanding Strength(4,5). Other people rate this as an outstanding strength.				Y	O
Risk Taking: Hidden Strength(3,4). You underestimate slightly your skills in this area.			Y	O	
Creativity & Innovation: Hidden Strength(3,4). You underestimate slightly your skills in this area.			Y	O	
Adaptability: Outstanding strength(5,5). You and your coworkers rate your performance highly.					Y O
Strategic Thinking: Hidden Strength(2,4). You underestimate significantly your skills in this area.		Y		O	
Planning & Organizing	1	2	3	4	5
Analytical Thinking: Hidden Strength(3,4). You underestimate slightly your skills in this area.			Y	O	
Decision Making: Hidden Strength(3,4). You underestimate slightly your skills in this area.			Y	O	
Planning: Strength(5,4). You view your skills as outstanding and your coworkers view them as strong.				O	Y
Quality Management: Hidden Outstanding Strength(4,5). Other people rate this as an outstanding strength.				Y	O
Financial Management: Hidden Strength(2,4). You underestimate significantly your skills in this area.		Y		O	
Interpersonal Skills	1	2	3	4	5
Communicating: Hidden Strength(2,4). You underestimate significantly your skills in this area.		Y		O	
Listening & Supporting: Hidden Outstanding Strength(4,5). Other people rate this as an outstanding strength.				Y	O
Relating & Networking: Hidden Outstanding Strength(4,5). Other people rate this as an outstanding strength.				Y	O
Teamwork: Hidden Outstanding Strength(3,5). Other people rate this as an outstanding strength.			Y		O
Emotional Awareness: Strength(4,4). You and your coworkers rate your performance as strong.				Y O	

Y = Your assessment, O = mean rating of other assessors

360 Profile: Executive Summary (...Cont.)

Results Orientation	1	2	3	4	5
Achieving Goals: Hidden Strength(3,4). You underestimate slightly your skills in this area.			Y	O	
Customer Focus: Hidden Outstanding Strength(4,5). Other people rate this as an outstanding strength.				Y	O
Business Awareness: Hidden Strength(1,4). You underestimate seriously your skills in this area.	Y			O	
Learning Orientation: Hidden Strength(3,4). You underestimate slightly your skills in this area.			Y	O	
Written Communication: Hidden Strength(3,4). You underestimate slightly your skills in this area.			Y	O	
Leadership Profile	1	2	3	4	5
Authority & Influence: Hidden Strength(2,4). You underestimate significantly your skills in this area.		Y		O	
Motivating & Empowering: Hidden Strength(3,4). You underestimate slightly your skills in this area.			Y	O	
Developing Others: Strength(4,4). You and your coworkers rate your performance as strong.				Y O	
Coping with Pressure: Strength(4,4). You and your coworkers rate your performance as strong.				Y O	
Ethics: Hidden Outstanding Strength(3,5). Other people rate this as an outstanding strength.			Y		O

Y = Your assessment, O = mean rating of other assessors

360 Profile: Managing Change

Competency	Critical Improvement Area	Improvement Area	Competent	Strength	Outstanding Strength
Initiative Shows initiative, has positive attitude, self-starter			D	P, D	PPPPPP
Risk Taking Takes risks, challenges accepted practice, bends rules to make progress			PPPP, DD	PPP	P
Creativity & Innovation Originates change, makes things better, produces creative ideas and solutions		D	D	PP	PPPPPP
Adaptability Adapts quickly to change, responds flexibly to people and situations			D	P, D	PPPPPP
Strategic Thinking Conveys sense of direction and identifies business opportunities		D	D	PPPP	PPPP

Grey Bar = You, Black bar = All coworkers average (10). B = Bosses (0), P = Peers (8), D = Direct reports (2)

360 Profile: Planning & Organizing

Competency	Critical Improvement Area	Improvement Area	Competent	Strength	Outstanding Strength
Analytical Thinking Analyses situations carefully, makes rational judgments and logical decisions			DD	PPPP	PPPP
Decision Making Decides quickly, displays confidence, acts independently when necessary			DD	PPPP	PPPP
Planning Plans and prioritizes tasks, project manages work effectively			D	PPPP, D	PPPP
Quality Management Takes pride in work, does job well, gets the detail correct				P, DD	PPPPPP
Financial Management Plans and controls expenditure, manages money, watches costs		D	PP, D	PPP	PPP

Grey Bar = You, Black bar = All coworkers average (10). B = Bosses (0), P = Peers (8), D = Direct reports (2)

360 Profile: Interpersonal Skills

Competency	Critical Improvement Area	Improvement Area	Competent	Strength	Outstanding Strength
Communicating Communicates views and ideas assertively, makes impact with presentations		DD	P	PPP	PPPP
Listening & Supporting Displays sensitivity to people's needs, involves people in plans and decisions			DD	P	PPPPPP
Relating & Networking Develops strong working relationships, builds rapport quickly			D	PP, D	PPPPPP
Teamwork Strong team player, works effectively with people			D	P, D	PPPPPP
Emotional Awareness Handles own and other people's feelings and emotions skillfully			DD	PPP	PPPPP

Grey Bar = You, Black bar = All coworkers average (10). B = Bosses (0), P = Peers (8), D = Direct reports (2)

360 Profile: Results Orientation

Competency	Critical Improvement Area	Improvement Area	Competent	Strength	Outstanding Strength
Achieving Goals Self-motivated, driven to get ahead, prepared to do whatever it takes		D	D	P	PPPPPP
Customer Focus Applies customer concepts, focuses on quality and service				P, DD	PPPPPP
Business Awareness Understands the business, focuses on bottom line, keeps eye on competitors		D	D	PPPPP	PPP
Learning Orientation Exploits opportunities for self-development, demonstrates self-awareness		D		PPPPP, D	PPP
Written Communication Conveys information clearly and concisely in emails, memos, papers and reports			P, D	PP, D	PPPPP

Grey Bar = You, Black bar = All coworkers average (10). B = Bosses (0), P = Peers (8), D = Direct reports (2)

360 Profile: Leadership Profile

Competency	Critical Improvement Area	Improvement Area	Competent	Strength	Outstanding Strength
Authority & Influence Has presence and authority, enjoys being in charge, takes lead when required		DD	P	PPPPP	PP
Motivating & Empowering Empowers and motivates team members, delegates tasks effectively			DD	PPPP	PPPP
Developing Others Coaches and mentors team members, gives regular development feedback		D	D	PP	PPPPPP
Coping with Pressure Handles pressure and stress, stays calm and in control			D	PPPPP, D	PPP
Ethics Promotes ethics, demonstrates integrity, encourages equal opportunities				P, DD	PPPPPP

Grey Bar = You, Black bar = All coworkers average (10). B = Bosses (0), P = Peers (8), D = Direct reports (2)

Comments and Suggestions

About this Report

This report was generated using MSP's online assessment system. It is based on a leadership assessment test called the Three Sixty Questionnaire (TSQ).

The report is generated by analyzing the answers of the survey respondents 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.

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