

360 Feedback Questionnaire



360 Feedback Report

Report for John Smith

Date: Mar 31 2014

Introduction

The objectives of a 360 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 feedback questionnaire you and your coworkers/assessors completed measured your performance in 25 competency areas covering five key factors:

- ◆ Managing Change
- ◆ Planning & Organizing
- ◆ Interpersonal Skills
- ◆ Results Orientation
- ◆ Leadership Skills

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.

360 Profile: Executive Summary

Managing Change	1	2	3	4	5
Initiative: Strength. You and your coworkers rate your performance as strong.				Y O	
Risk Taking: Hidden Strength. You underestimate significantly your skills in this area.		Y		O	
Creativity & Innovation: Strength. You view your skills as outstanding and your coworkers view them as strong.				O	Y
Adaptability: Strength. You and your coworkers rate your performance as strong.				Y O	
Strategic Thinking: Strength. You and your coworkers rate your performance as strong.				Y O	
Planning & Organizing	1	2	3	4	5
Analytical Thinking: Strength. You view your skills as outstanding and your coworkers view them as strong.				O	Y
Decision Making: Hidden Strength. You underestimate slightly your skills in this area.			Y	O	
Planning: Strength. You and your coworkers rate your performance as strong.				Y O	
Quality Management: Strength. You and your coworkers rate your performance as strong.				Y O	
Financial Management: Competence. You and your coworkers agree that your performance is competent.			Y O		
Interpersonal Skills	1	2	3	4	5
Communicating: Hidden Strength. You underestimate slightly your skills in this area.			Y	O	
Listening & Supporting: Strength. You and your coworkers rate your performance as strong.				Y O	
Relating & Networking: Hidden Strength. You underestimate slightly your skills in this area.			Y	O	
Teamwork: Possible Blind Spot. You rate yourself as strong but your coworkers rate you as competent.			O	Y	
Emotional Awareness: Competence. You and your coworkers agree that your performance is competent.			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: Strength. You and your coworkers rate your performance as strong.				Y O	
Customer Focus: Strength. You and your coworkers rate your performance as strong.				Y O	
Business Awareness: Competence. You and your coworkers agree that your performance is competent.			Y O		
Learning Orientation: Hidden Strength. You underestimate significantly your skills in this area.		Y		O	
Written Communication: Hidden Strength. You underestimate slightly your skills in this area.			Y	O	
Leadership Skills	1	2	3	4	5
Authority & Influence: Hidden Strength. You underestimate slightly your skills in this area.			Y	O	
Motivating & Empowering: Competence. You and your coworkers agree that your performance is competent.			Y O		
Developing Others: Possible Blind Spot. You rate yourself as strong but your coworkers rate you as competent.			O	Y	
Coping with Pressure: Strength. You view your skills as outstanding and your coworkers view them as strong.				O	Y
Ethics: Possible Blind Spot. You rate yourself as strong but your coworkers rate you as competent.			O	Y	

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					PPP
Risk Taking Takes risks, challenges accepted practice, bends rules to make progress		P	PP		
Creativity & Innovation Originates change, makes things better, produces creative ideas and solutions		D	PP, D		
Adaptability Adapts quickly to change, responds flexibly to people and situations		DD			PPP
Strategic Thinking Conveys sense of direction and identifies business opportunities		P	P, DD		

Grey Bar = You, Black bar = All coworkers average (10). B = Immediate/other line manager (1), P = Peers/colleagues (7), 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		D	P, D	B, PPPPP	P
Decision Making Decides quickly, displays confidence, acts independently when necessary			P	B, PPPP, DD	PP
Planning Plans and prioritises tasks, project manages work effectively				B, PPPPPPP, D	D
Quality Management Takes pride in work, does job well, gets the detail correct		D	PP, D	PPP	B, PP
Financial Management Plans and controls expenditure, manages money, watches costs			PPPPPP	B, P, DD	

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360 Profile: Interpersonal Skills

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

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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			P	B, PPPPP	P, DD
Customer Focus Applies customer concepts, focuses on quality and service			PP, D	PP, D	B, PPP
Business Awareness Understands the business, focuses on bottom line, keeps eye on competitors			PPPPPP	B, P, DD	
Learning Orientation Exploits opportunities for self-development, demonstrates self-awareness			PPP	PPP	B, P, DD
Written Communication Conveys information clearly and concisely in emails, memos, papers and reports			PP, D	B, PPPP, D	P

Grey Bar = You, Black bar = All coworkers average (10). B = Immediate/other line manager (1), P = Peers/colleagues (7), D = Direct reports (2)

360 Profile: Leadership Skills

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

Grey Bar = You, Black bar = All coworkers average (10). B = Immediate/other line manager (1), P = Peers/colleagues (7), D = Direct reports (2)

Comments and Suggestions

I think risk-taking and strategic thinking have improved but John has limited opportunities, in his current role, to demonstrate and develop these skills.

John's financial management skills are competent.

John has a highly professional approach and keeps his emotions under control. On getting to know him, it is clear that his emotional awareness is more highly developed than is apparent from first impressions.

At present, his preferred style I think is more directive/ transactional rather than transformative, but in the current context of his work it is effective.

John is not very flexible and he tends to think that he always knows best.

Once John has made a decision, he digs his heels in regardless of other people's opinions.

He makes quick independent decisions but these are not always the right ones for the people that they affect.

He takes pride in his work but detail sometimes causes difficulties for others.

John sometimes comes across as bossy and he gets very defensive if people disagree with him.

John is extremely ambitious and he appears to be more focussed on advancement of his career rather than provision of service to customers.

About this Report

This report was generated using MSP's online assessment system. It is based on a leadership assessment test called the 360 Feedback Questionnaire (360FQ).

The report is generated by analyzing the answers of the survey respondent 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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