

# 360° Feedback Report

## Introduction

### 360 Degree Feedback Report

Effective leadership is critical to all organisations, particularly in the current challenging environment. 360 degree feedback is a useful method of discussing leadership and performance in a management role and identifying strengths and development needs.

For participants in the process, 360 degree feedback will provide valuable insights into their role and enable them to build on the skills and attributes they possess. It will better equip them to manage in today's environment and develop the skills necessary to enhance their careers.

Feedback is essential to progress. It provides managers with accurate information about the way they work with others. Feedback can act both as a stimulus to change behaviour, and as a catalyst to facilitate change. To accelerate their professional effectiveness, managers need to be aware of the consequences of their behaviour. If they are aware, they can decide more effectively what action to take.

The results in this report are based on responses collected from a range of people who are familiar with Sample 360 Full and day-to-day work. The purpose of the report is to compare how Sample's performance in each competency is seen by others and how that perception compares with the relevant requirements of job as defined by his line manager and referred to as a 'benchmark'.

A key objective of this report is to assist Sample develop own professional development goals and, in particular, to set meaningful targets for improving performance in the specific behavioural areas in which is seen by others as least effective.

It is most important that feedback is not viewed as hostile criticism. Rather, it should be viewed as an opportunity for ongoing learning and development.



ANALYSE

DÉCISIONS

EXPRESSION

Méthodique  
Perspicace  
Analytique  
Minutieux  
Prudent  
Précis

Imaginatif  
Optimiste  
Inspirant  
Persuasif  
Créatif  
Vivant

RÉALISTE

IDEALISTE

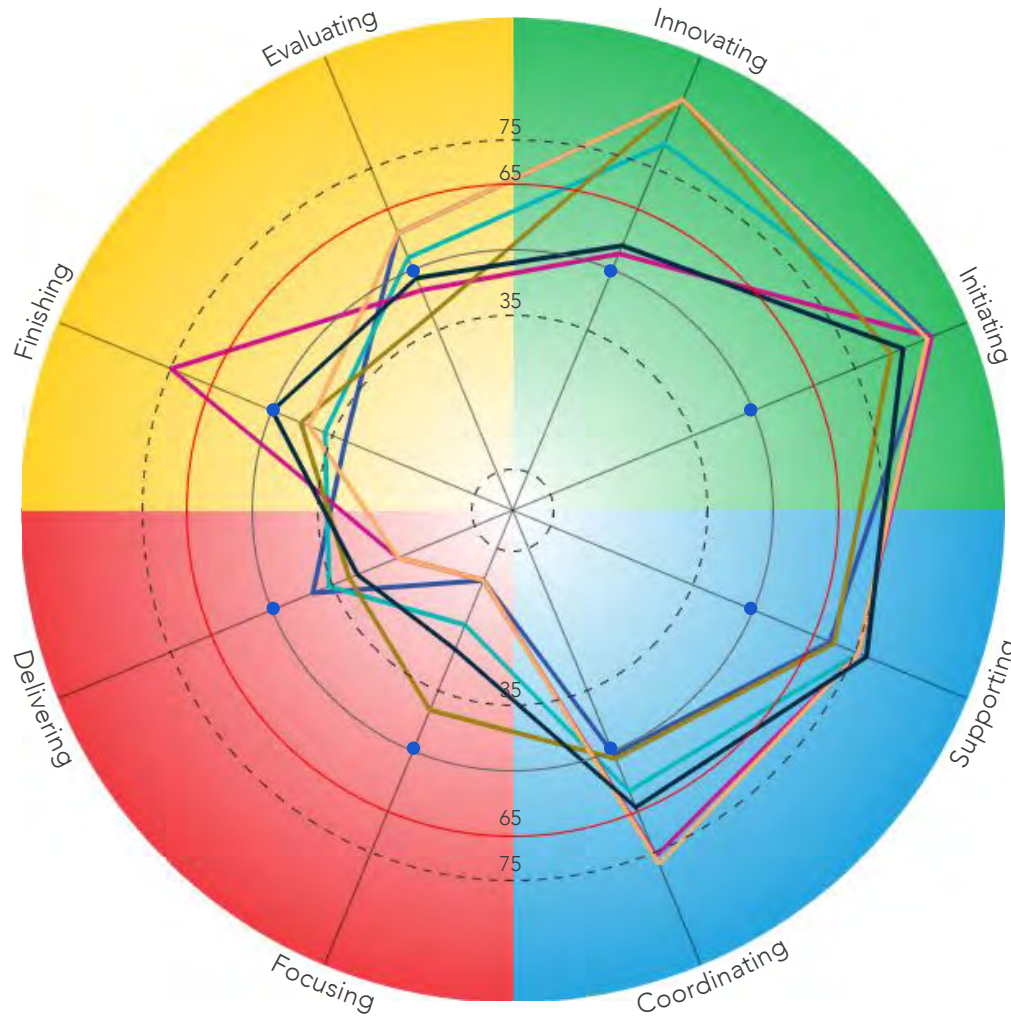
Décisif  
Assertif  
Exigent  
Énergique  
Déterminé  
Compétitif

Gentil  
Fiable  
Patient  
Solidaire  
Coopératif  
Attentionné

CONTRÔLE

PROCESSUS

STABILITÉ



VALEURS DU QUADRANT

	Candidat	Manager	Colleague	Customer	Direct reports	Peers
93	87	74	88	92	72	
60	68	76	61	77	71	
24	28	14	36	14	27	
46	45	60	41	50	49	

VALEURS DES DIMENSIONS

	Candidat	Manager	Colleague	Customer	Direct reports	Peers
INN	92	81	54	92	92	56
INIT	94	93	94	84	93	87
SUP	69	76	76	70	76	78
CO	51	60	76	52	78	64
FOC	8	19	8	40	8	25
DEL	40	36	19	31	19	29
FIN	32	37	75	43	41	50
EVAL	59	53	45	39	59	48

INTROVERSION/EXTROVERSION



Important: Un outil de profilage, tel que PRISM, ne doit jamais être utilisé pour prendre une décision de recrutement ou de redéploiement non étayée par d'autres techniques.

# 11

## 360° Feedback Report [Continued]

### 360° Feedback Summary Table

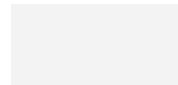
Please note, the dimension values shown below are extracted from the Candidate's/Observers' "Consistent" profile

	INNOVATING	INITIATING	SUPPORTING	COORDINATING	FOCUSING	DELIVERING	FINISHING	EVALUATING
Sample 360 Full	92	94	69	51	8	40	32	59
Manager 1	81	93	76	60	19	36	37	53
Colleague 1	54	94	76	76	8	19	75	45
Customer 1	92	92	46	69	55	51	8	37
Customer 2	93	76	94	36	25	11	78	41
Direct reports 1	92	93	76	78	8	19	41	59
Peers 1	38	93	83	87	14	43	41	37
Peers 2	93	94	76	60	15	25	32	45
Peers 3	38	76	76	46	47	21	78	64

Highest Value



Lowest Value

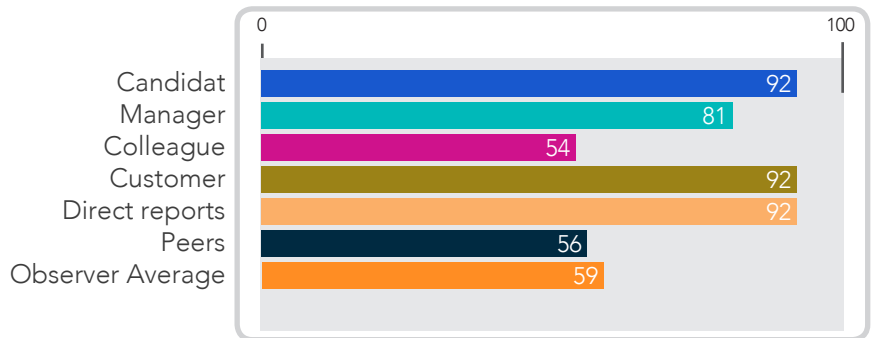


Averages	74	89	74	62	22	29	46	48
High	93	94	94	87	55	51	78	64
Low	38	76	46	36	8	11	8	37

## 360° Feedback Report - Behaviour Preference Overview

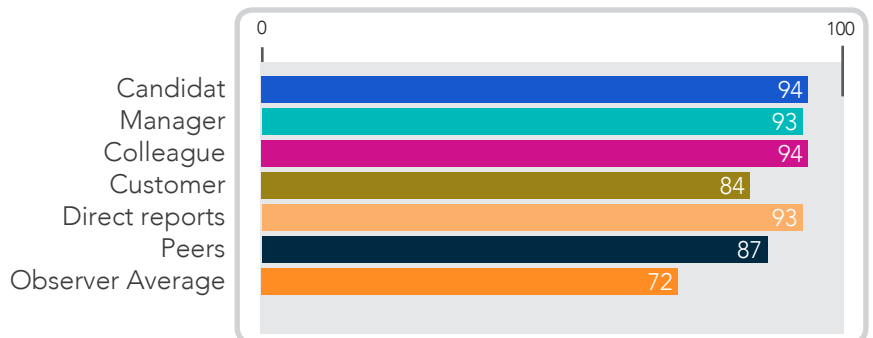
### INNOVATING

Imaginative, innovative thinker.  
 Generates ideas and concepts.  
 Visualises outcomes.  
 Creates original solutions.  
 Unorthodox, fertile-minded and radical.



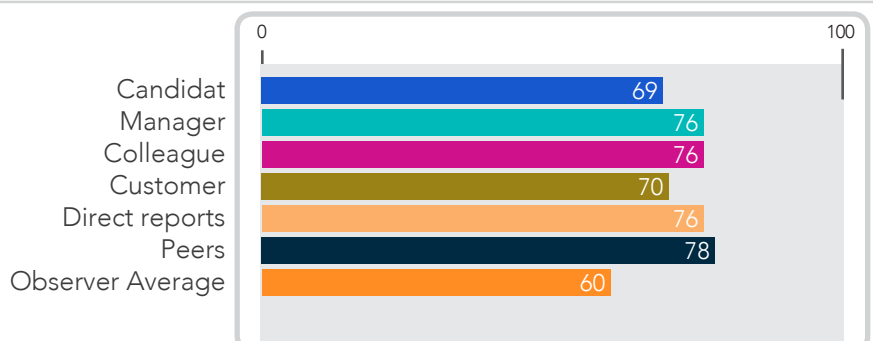
### INITIATING

Outgoing, animated and entertaining.  
 Articulate and persuasive.  
 Establishes rapport easily.  
 High-spirited, jovial and light-hearted.  
 Good at achieving 'win-win' negotiations.



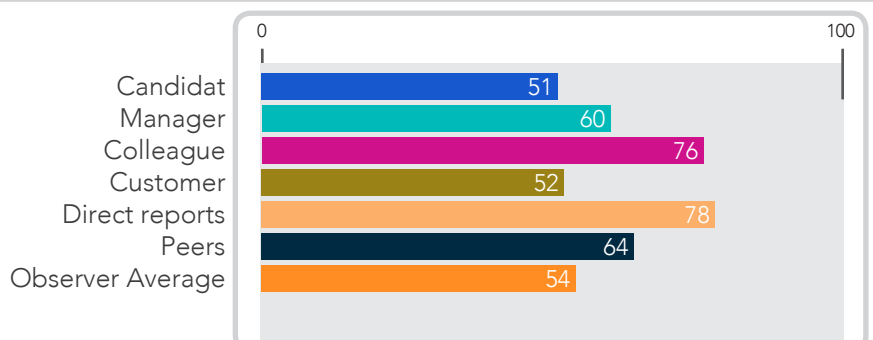
### SUPPORTING

Kind hearted, harmonious and caring.  
 Supportive of others.  
 Handles repetitive or routine work well.  
 Good natured and accommodating.  
 Considerate, kindly and compassionate.



### CO-ORDINATING

Makes good use of other people's skills.  
 Encourages opinions and participation.  
 Broad minded and collaborative.  
 Remains calm when under pressure.  
 Consultative and open-minded.

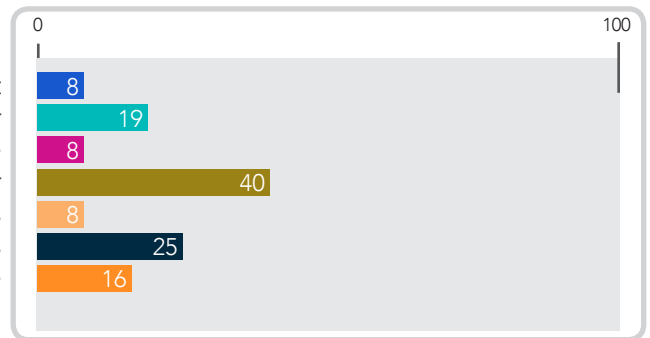


## 360° Feedback Report - Behaviour Preference Overview [Continued]

### FOCUSING

Blunt, outspoken, forceful and dominant.  
 Authoritative, assertive and challenging.  
 Copes well with adverse conditions.  
 Driven to win and achieve status.  
 High pressure negotiating skills.

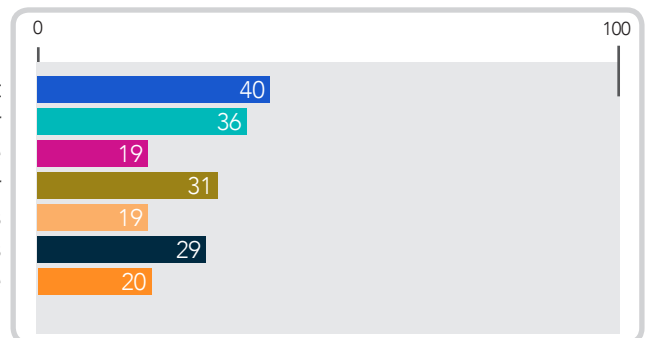
Candidat  
 Manager  
 Colleague  
 Customer  
 Direct reports  
 Peers  
 Observer Average



### DELIVERING

Self-reliant and venturesome.  
 Independent and self-motivated.  
 Practical, determined and autocratic.  
 Works well when under pressure.  
 Likes structure and organisation.

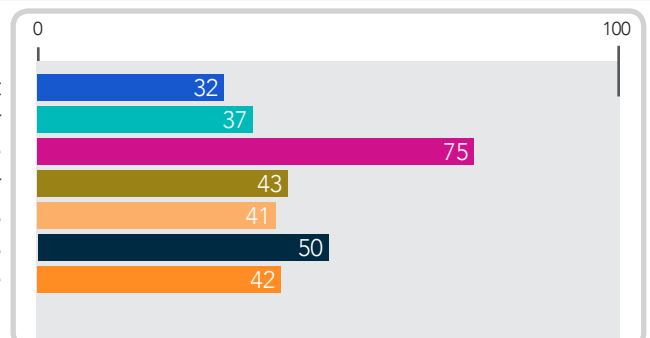
Candidat  
 Manager  
 Colleague  
 Customer  
 Direct reports  
 Peers  
 Observer Average



### FINISHING

Strong attention to detail and accuracy.  
 Conscientious, painstaking and orderly.  
 Good at communicating complex data.  
 Focuses on accuracy and high standards.  
 Follows tasks through to completion.

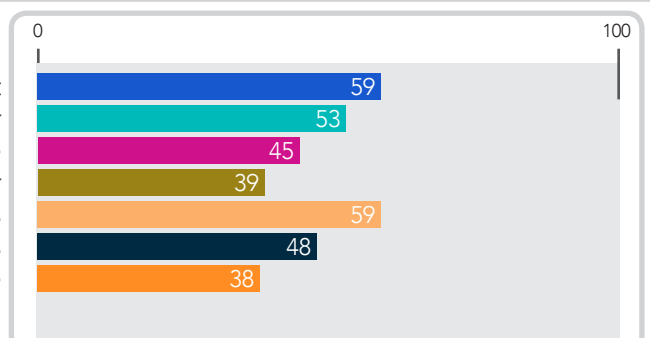
Candidat  
 Manager  
 Colleague  
 Customer  
 Direct reports  
 Peers  
 Observer Average



### EVALUATING

Questions the validity of data.  
 Checks the pros and cons of all options.  
 Does not accept things at face value.  
 Makes astute decisions based on facts.  
 Fair-minded and unemotional.

Candidat  
 Manager  
 Colleague  
 Customer  
 Direct reports  
 Peers  
 Observer Average



## 360° Feedback Report - Competencies

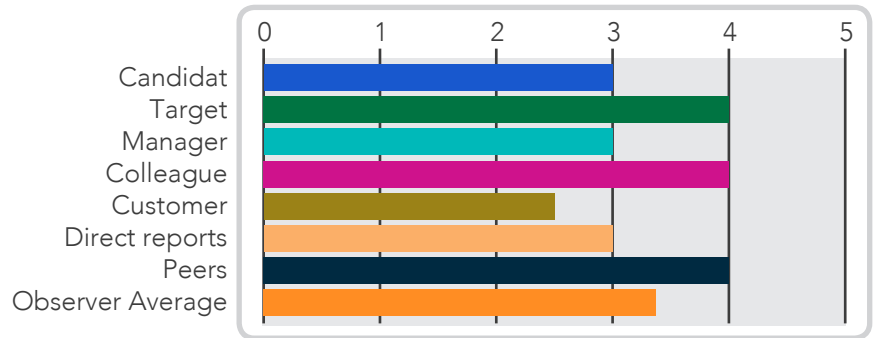
COMPETENCY		Target	Observed Rating
1	<b>Interactive Communication</b> Listening to others and communicating articulately, fostering open communication.	4	3.4
	LEVEL 1 – Listens and clearly presents information <ul style="list-style-type: none"> <li>• Listens/pays attention actively and objectively</li> <li>• Presents information and facts in a logical manner, using appropriate phrasing and vocabulary</li> <li>• Shares information willingly and on a timely basis</li> <li>• Communicates honestly, respectfully and sensitively</li> </ul>		
	LEVEL 2 – Fosters two way communication <ul style="list-style-type: none"> <li>• Recalls others’ main points and takes them into account in own communication</li> <li>• Checks own understanding of others’ communication (eg paraphrases, ask questions)</li> <li>• Elicits comments or feedback on what has been said</li> <li>• Maintain continuous open and consistent communication with others</li> </ul>		1
	LEVEL 3 – Adapts communication <ul style="list-style-type: none"> <li>• Tailors communication (eg content, style and medium) to diverse audiences</li> <li>• Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message</li> <li>• Communicates equally effectively at varied organisational levels</li> <li>• Understands others’ underlying needs, motivations, emotions or concerns and communicates effectively despite the sensitivity of the situation</li> </ul>		3
	LEVEL 4 – Communicates complex messages <ul style="list-style-type: none"> <li>• Communicates complex issues clearly and credibly with widely varied audiences</li> <li>• Handles difficult on-the-spot questions (eg apart from officials, interest groups or the media)</li> <li>• Overcomes resistance and secures support for ideas or initiatives through high impact communication</li> </ul>		4
	LEVEL 5 – Communicates strategically <ul style="list-style-type: none"> <li>• Scans the environment for key information and messages to form the development of communication strategies</li> <li>• Communicates strategically to achieve specific objectives ( eg considers optimal ‘messaging’ and timing of communication)</li> <li>• Uses varied communication vehicles and opportunities to promote dialogue and develop shared understanding and consensus</li> </ul>		

# 11

## 360° Feedback Report - Competency Items

### INTERACTIVE COMMUNICATION

Listening to others and communicating articulately, fostering open communication.



## 360° Feedback Report - Observers' Comments

---

### What are Sample's greatest strengths with regards to their overall effectiveness in their role?

Vicki gets the work done on time and has good ideas on how to resolve problems.

Vicki is able to highlight areas and items of work that need addressing which might be missed by others.

ljlkjk

Thinks differently to some others so always has something new to add.....

Vicki's greatest strength is her vibrant and positive approach to life.

Vicki's greatest strength has got to be the high energy level she brings to work every day combined with her vast knowledge of our industry. I have never seen Vicki come to work with a bad attitude or a slow pace. She brings a great amount of energy to work. She is helpful, cooperative, and understanding to her team and other work colleagues

Vicki has strong verbal communication skills and tends to bring a high level on enthusiasm to whatever task she takes on. She is particularly good at establishing rapport with strangers and getting them involved in conversation.

### What are the most important things Sample could improve upon to increase their overall effectiveness in performing their current role?

Vicki needs to capitalise on her enthusiasm and use this to influence key stakeholders within the organisation.

Vicki shouldn't let her emotions run away with her, especially when she feels that she is not being listened to, but try to communicate her point of view in a way that the other person may feel easier to understand.

Work longer hours!

kjlkj

Vicki, needs to bring in more cakes and biscuits, otherwise she does a great job!

Because her verbal communication skills are very strong, she needs provide less articulate and self-confident individuals with the opportunity to express their own feelings and ideas.