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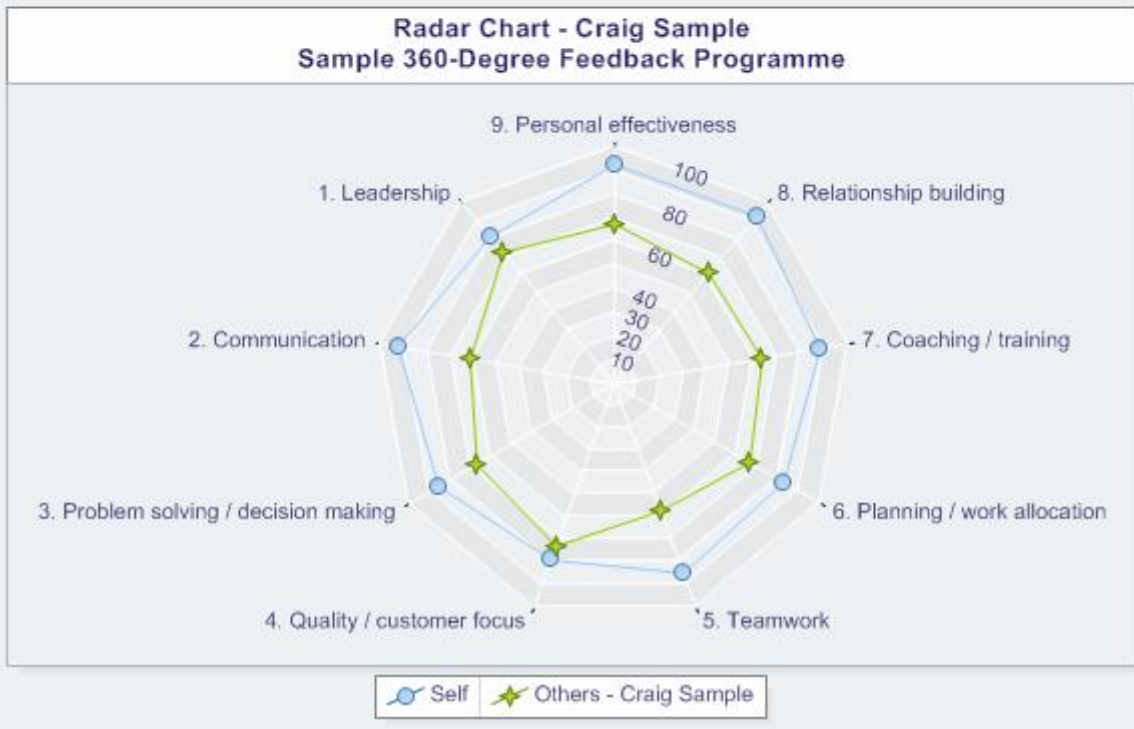
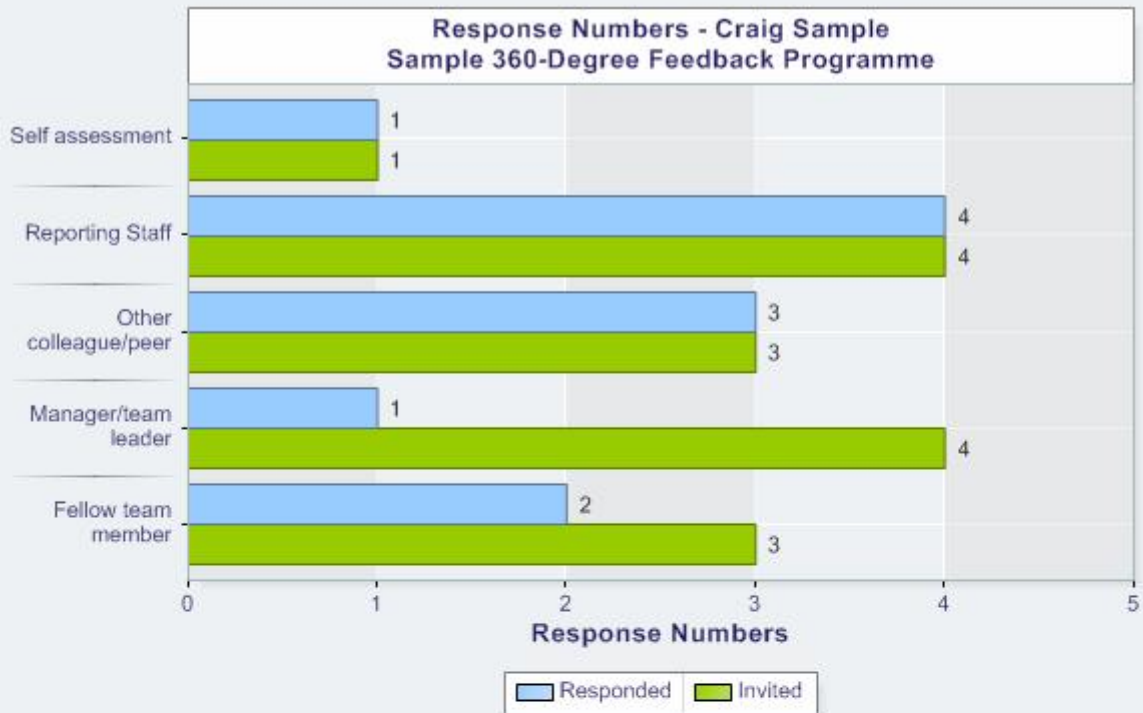
# Demonstration Site Sample Reports

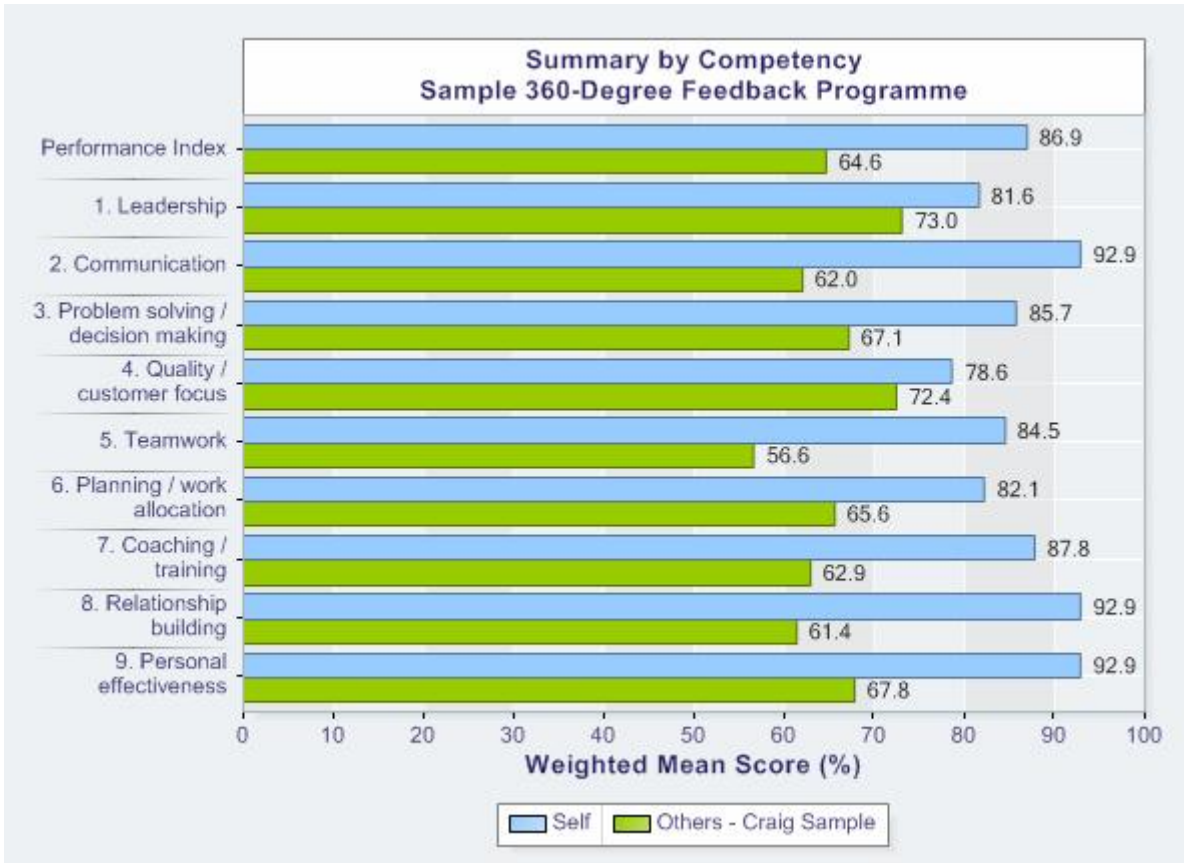
360-Degree Feedback Programme

August 2007

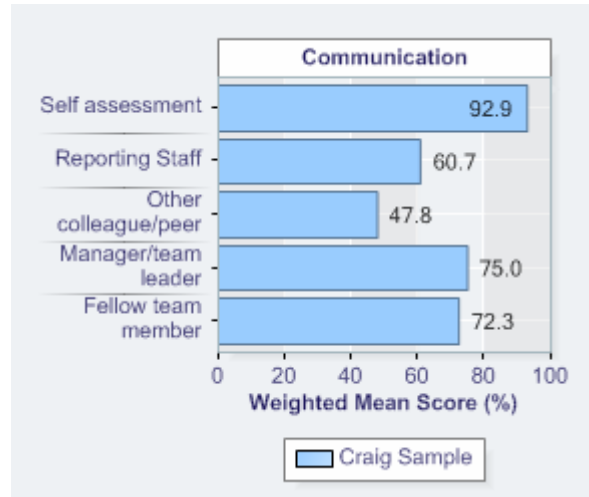
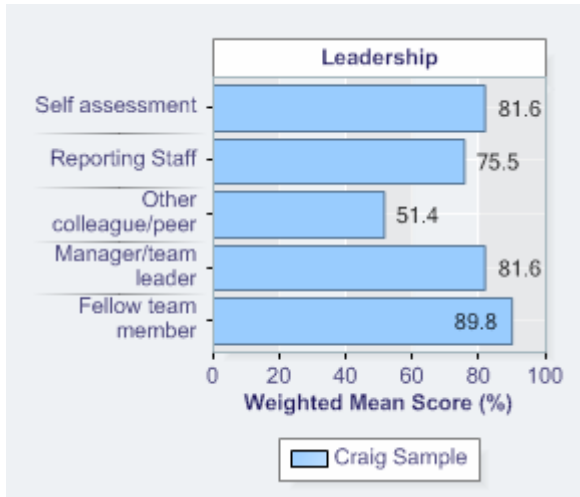
Confidential Report for - Craig Sample

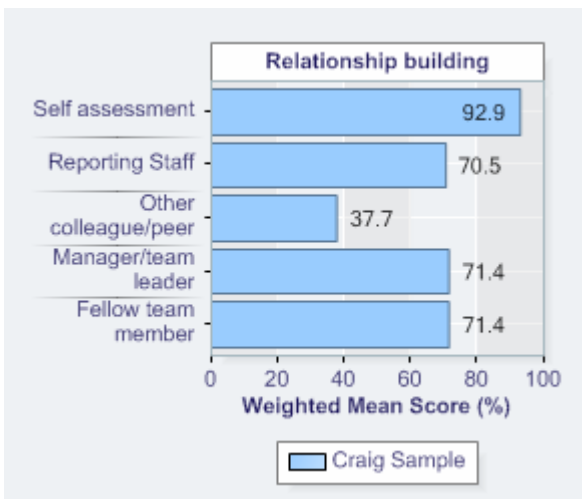
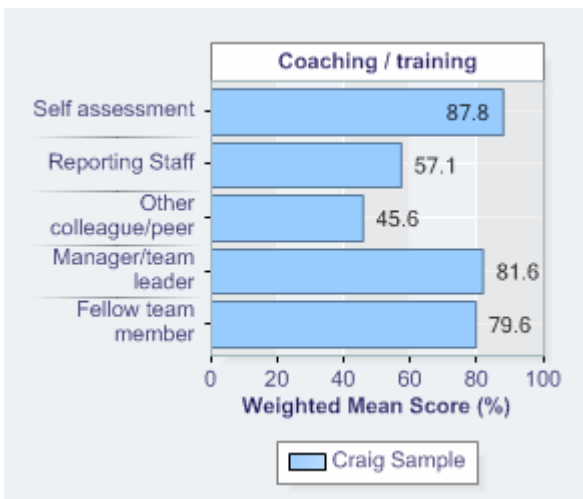
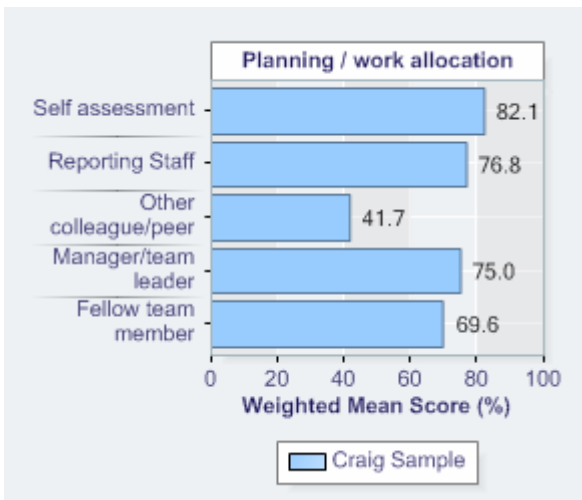
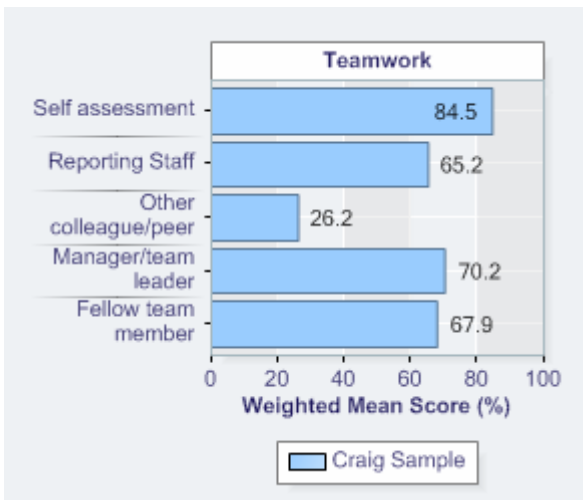
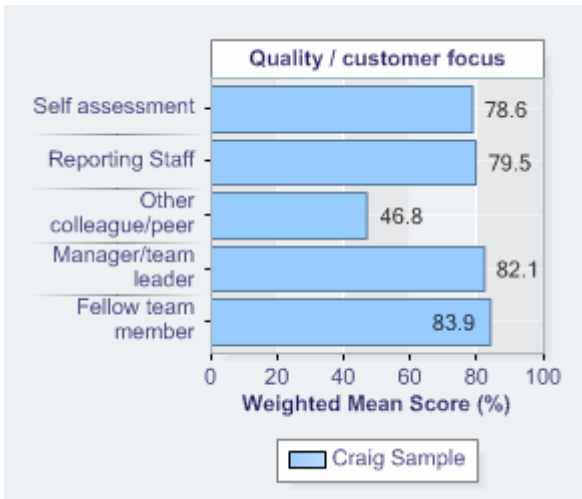
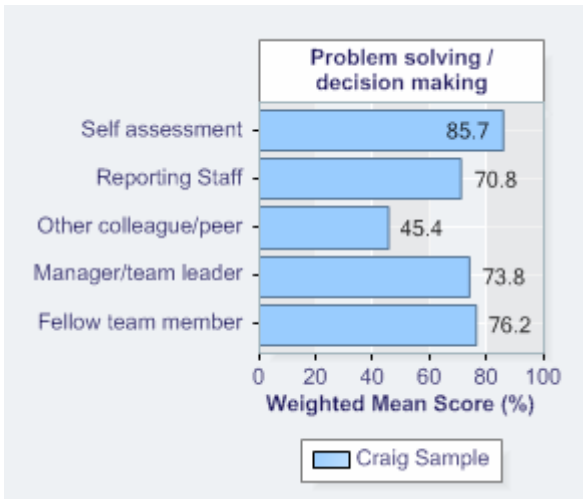
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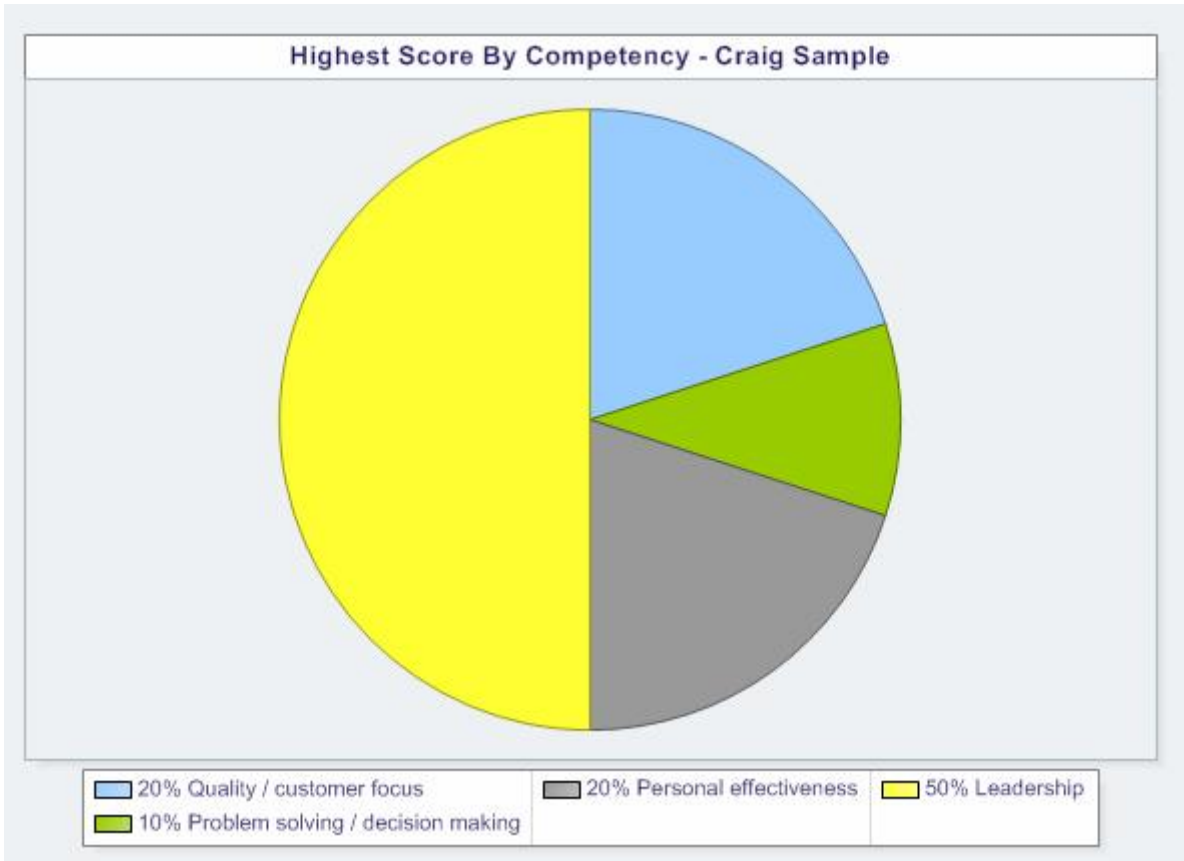


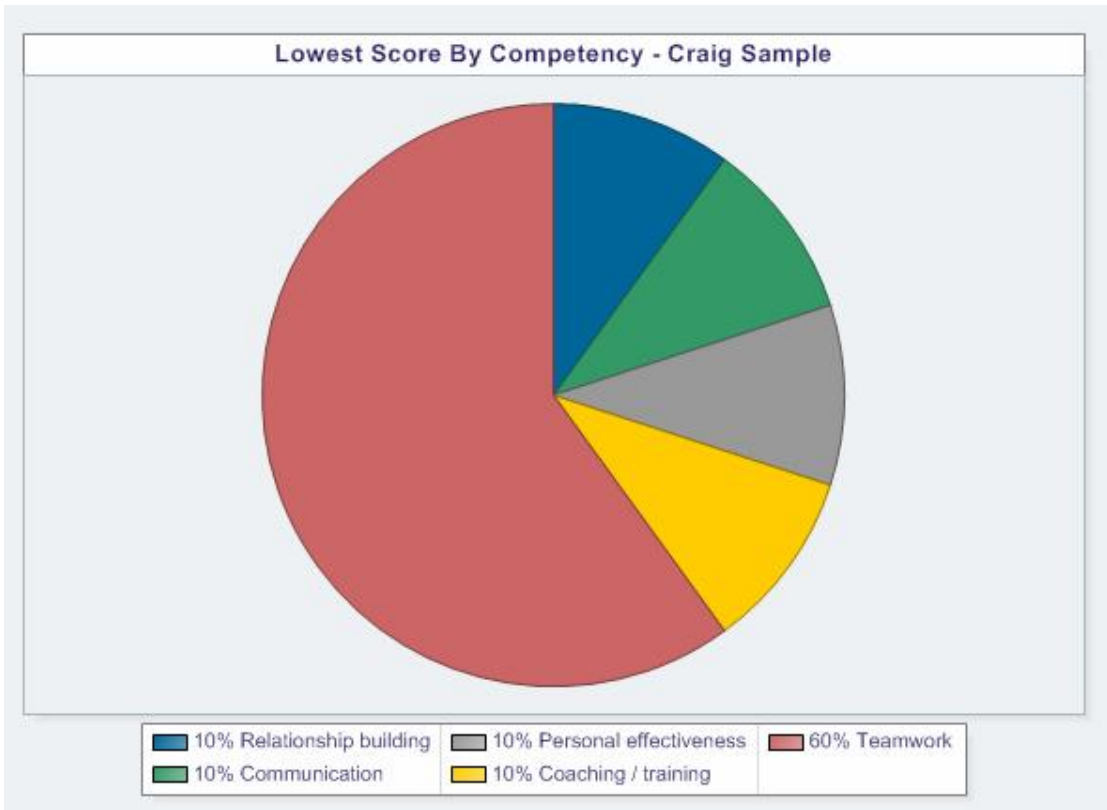
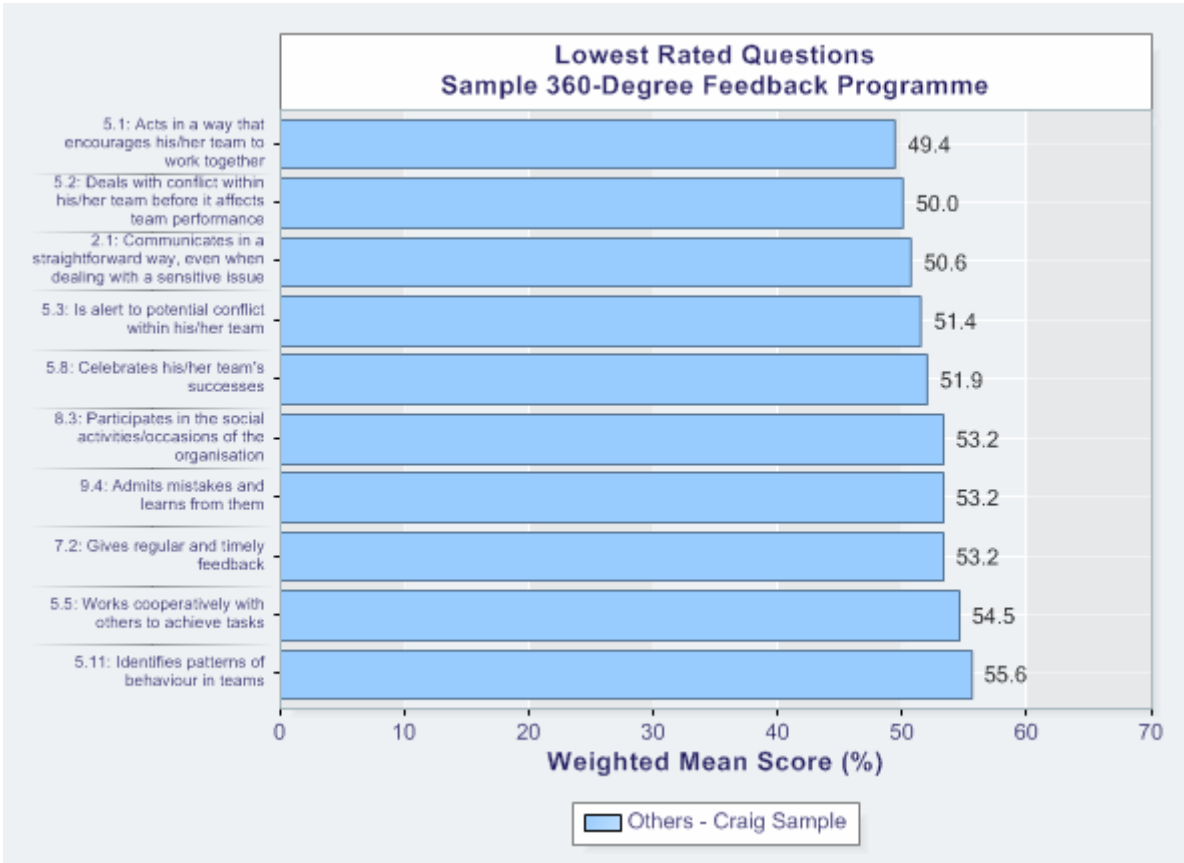


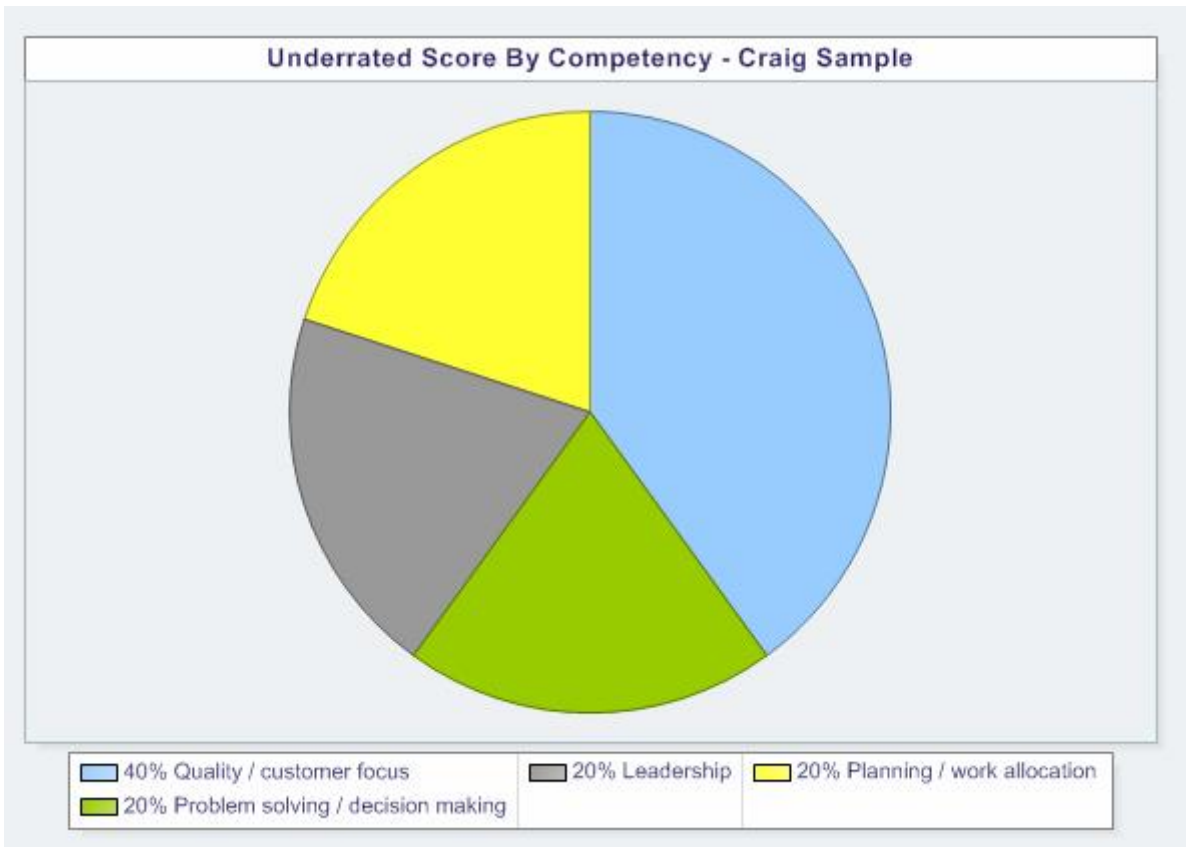
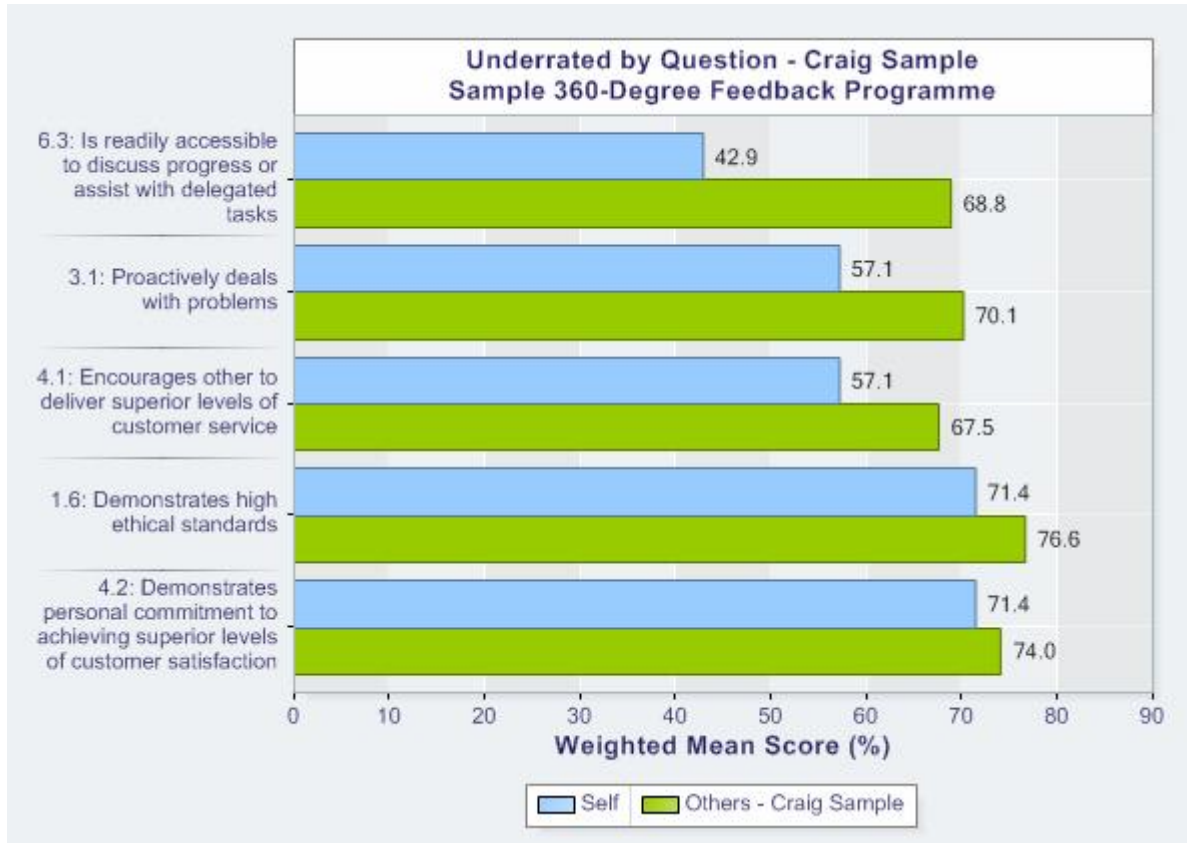
### Summary by Competency

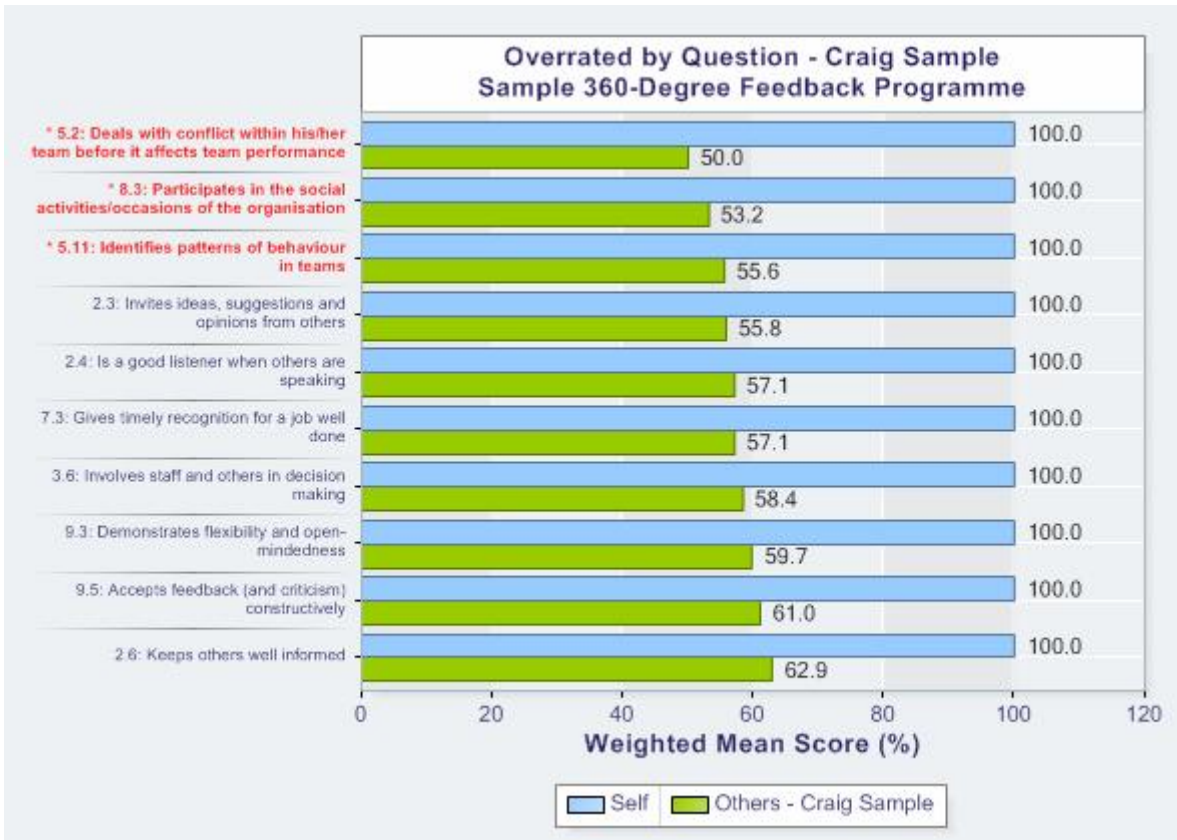




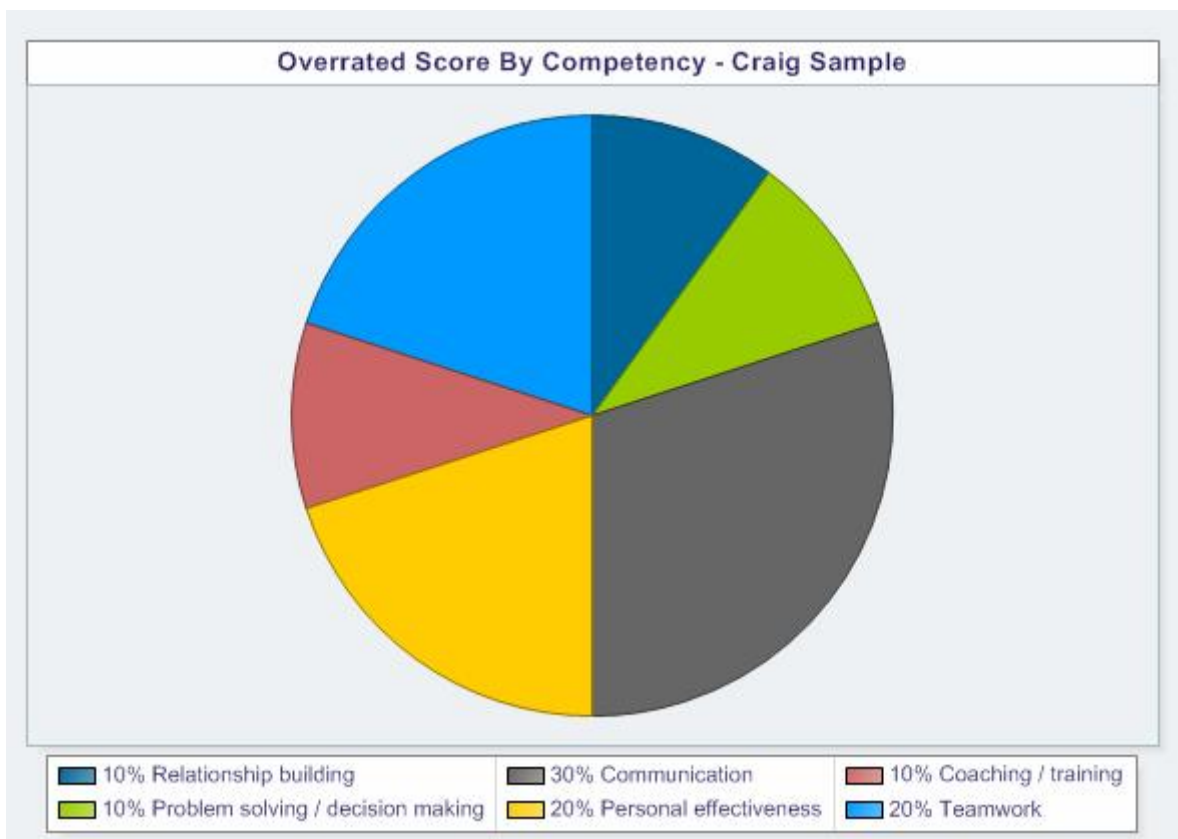




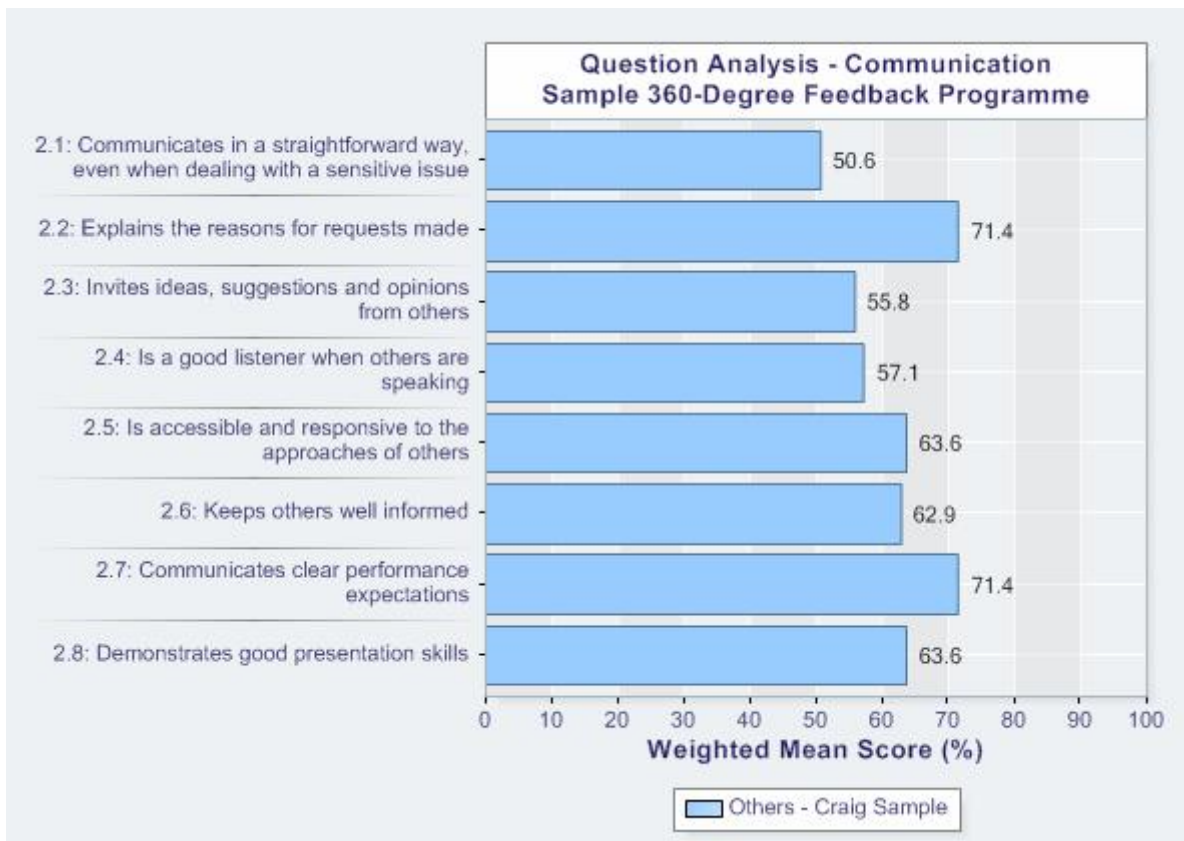




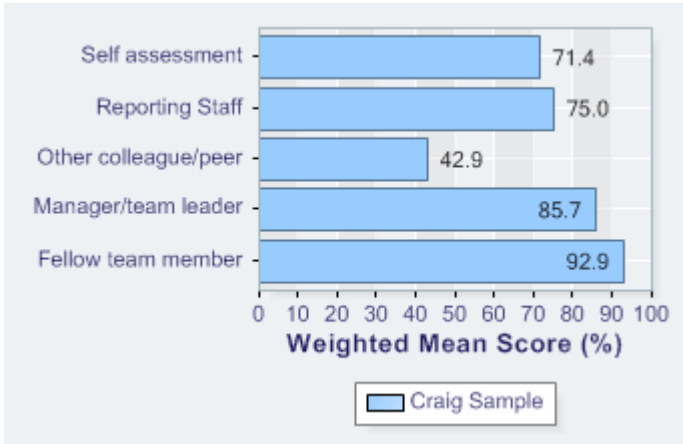
Questions with an asterisk are those that also appear in the 10 Lowest Rated Questions.



## Question Analysis

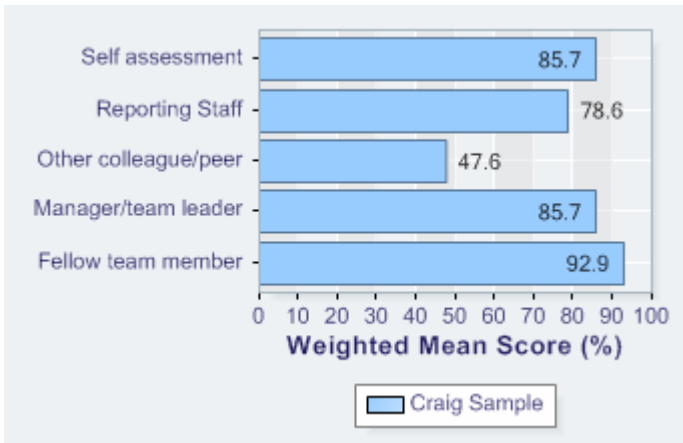


Leadership - 1.1: Encourages commitment to organisation objectives



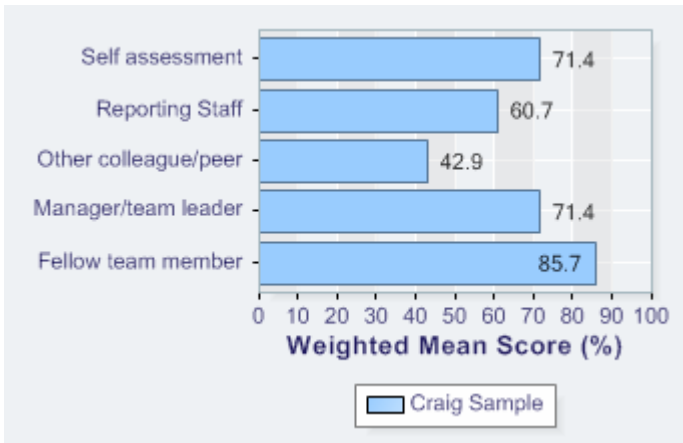
Distribution of Responses									
	1	2	3	4	5	6	7	8	DK
Self assessment						1			
Reporting Staff			1				3		
Other colleague/peer		2				1			
Manager/team leader								1	
Fellow team member							1	1	

Leadership - 1.2: Personally strives to excel in all activities



Distribution of Responses									
	1	2	3	4	5	6	7	8	DK
Self assessment							1		
Reporting Staff				1		1		2	
Other colleague/peer			2	1					
Manager/team leader								1	
Fellow team member							1	1	

Leadership - 1.3: Acts consistently between what he/she says and what he/she does



Distribution of Responses									
	1	2	3	4	5	6	7	8	DK
Self assessment						1			
Reporting Staff				1	1	2			
Other colleague/peer			3						
Manager/team leader						1			
Fellow team member						1		1	

## Comment Analysis

### Leadership

Q :	Please now add any comments you wish to make regarding this competency, and/or comment on any ratings you gave which are at either extreme of the scale
1.	Craig is committed to the organisation`s objectives and achieving the tasks at hand within time frames. He is totally trustworthy and honest
2.	Craig has a strong sense of his own ability meaning he drives himself, however I think this infringes on his ability to lead others
3.	Craig can be relied upon to achieve results. He works hard to ensure that he meets deadlines and attempts to facilitate others to do likewise.
4.	Good
5.	Craig is open and honest with me and focuses on business objectives and encourages me to do the same. His work ethic is very good. Issues I have raised re work environment have been resolved with positive solutions.

### Communication

Q :	Please now add any comments you wish to make regarding this competency, and/or comment on any ratings you gave which are at either extreme of the scale
1.	Craig`s communication skills have continued to improve with his involvement in the graduate training programme. Craig needs experience however at presenting to peers and top levels at a client (e.g. CEO`s etc)
2.	Craig could develop a more convincing style of communication. Presentation skills can vary depending on the forum and medium used.
3.	Craig is involved in a training course which is giving him the opportunity to practice his faciliating and presentation skills

### Problem solving / decision making

Q :	Please now add any comments you wish to make regarding this competency, and/or comment on any ratings you gave which are at either extreme of the scale
1.	Craig does not have a good ability to utilise the thoughts and knowledge of others. This creates conflict and whilst the final decisions are often sound, the process is very inefficient
2.	Craig is not a natural communicator and as such rationale for decisions are sometimes unclear to his staff.

### Quality / customer focus

### Personal effectiveness

Q :	Please now add any comments you wish to make regarding this competency, and/or comment on any ratings you gave which are at either
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	extreme of the scale
1.	Craig is effective and very dedicated.
2.	Craig works under extreme pressure at times but he is always dedicated and trustworthy
3.	Craig is very even tempered and will not react in any situation. I would not describe him as being overly enthusiastic, more a slow burning fire that keeps going!

### Comments

Q :	Three things this person does which contribute most to his/her effectiveness are:
1.	1. Commitment to achieving client deadlines 2. Ensuring he fully understands/explores/resolves issues. 3. Has good time mgmt skills.
2.	1. Displays indepth knowledge of what is required and understands the process 2. Works diligently to complete the task 3. Is reliable to find the right solution
3.	Gives detailed explanations of what is required of team members. Good availability for questions and general queries
4.	- working to set a high individual standard - being heavily involved in graduate training - seeking to expand skill base
5.	1 Gets to the matter 2 Puts in extra efforts to ensure we meet client and staff needs 3 Applies knowledge from prior situations to help in current situation

Q :	Three things this person could do to improve their effectiveness are:
1.	Improve his communication style, specifically with regard to impact and clarity. Improve his delegation skills and accept that mistakes will be made in the process. Be more responsive to addressing internal conflict rather than letting it run.
2.	Coach new staff through problems and let them solve the problem. Listen fully to other team members ideas/potential solutions. Learn to motivate staff more.
3.	1. Ensure you come up with solutions at the same rate you come up with problems 2. Keep in mind we are trying to make money so clearly identify areas to maximise profit margins 3. Concentrate on delegating work as much as poss
4.	Learn how to be a team leader and not a dictator

Q :	Please now add any general comments you wish to make
1.	Excellent in his own field but probably needs to work on inter-personal side
2.	Overall well structured abilities
3.	Craig has an enormous ability to be a good team leader if he can recognise that others needs to be properly motivated and built