



www.360develop.com • www.opragroup.com

360Develop
360-Degree Feedback Report

Blue Company Leadership Team

25 November 2008

| | |
|---------------------------|-----------|
| Competency Summary | 3 |
| Detailed Scores | 7 |
| Development Areas | 9 |
| Rating Trends | 10 |



EVALUATION TEAM

*Detailed below is a list of all respondents who have provided an evaluation of work behaviour.
Their feedback forms the basis of this report.*

Self

(Names of 10 individuals who participated as selves)

Manager

(Names of 2 individuals who participated as managers)

Peer

(Names of 17 individuals who participated as peers)

Direct Report

(Names of 54 individuals who participated as direct reports)

Other

(Names of 4 individuals who participated as others)

Reporting Key

Self = Self Evaluation

Manager = Manager Evaluation

Peer = Peer Evaluation

Direct Report = Direct Report Evaluation

Other = Other Evaluation

Group = Group Evaluation (all Respondents)

Avg. = Average Rating

L = Low Rating

H = High Rating

= Number of Respondents



COMPETENCY SUMMARY

GROUP AVERAGES

Detailed below are the competency areas that form the basis of the 360Develop Feedback Report. The overall competency rating is also shown to provide a snapshot of behavioural results.

Interpersonal Sensitivity



Avg. L H #
Group 3.78 1 5 118

Sociability



Avg. L H #
Group 4.26 1 5 118

Listening



Avg. L H #
Group 3.72 1 5 118

Appropriate Assertion



Avg. L H #
Group 3.89 1 5 118

Diplomacy



Avg. L H #
Group 4.30 2 5 116

Networking



Avg. L H #
Group 3.81 1 5 116

Teamwork



Avg. L H #
Group 3.84 1 5 118

Future Orientation



Avg. L H #
Group 4.03 1 5 117

Change Management



Avg. L H #
Group 3.76 1 5 113

Leadership

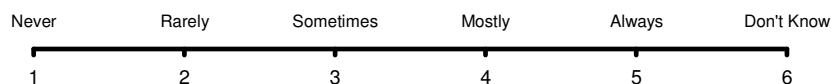


Avg. L H #
Group 3.81 1 5 115

Delegation



Avg. L H #
Group 3.77 1 5 113





Developing our People

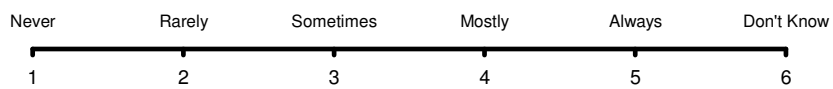


| | Avg. | L | H | # |
|-------|------|---|---|-----|
| Group | 3.79 | 1 | 5 | 113 |

Values Alignment



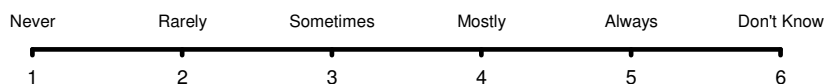
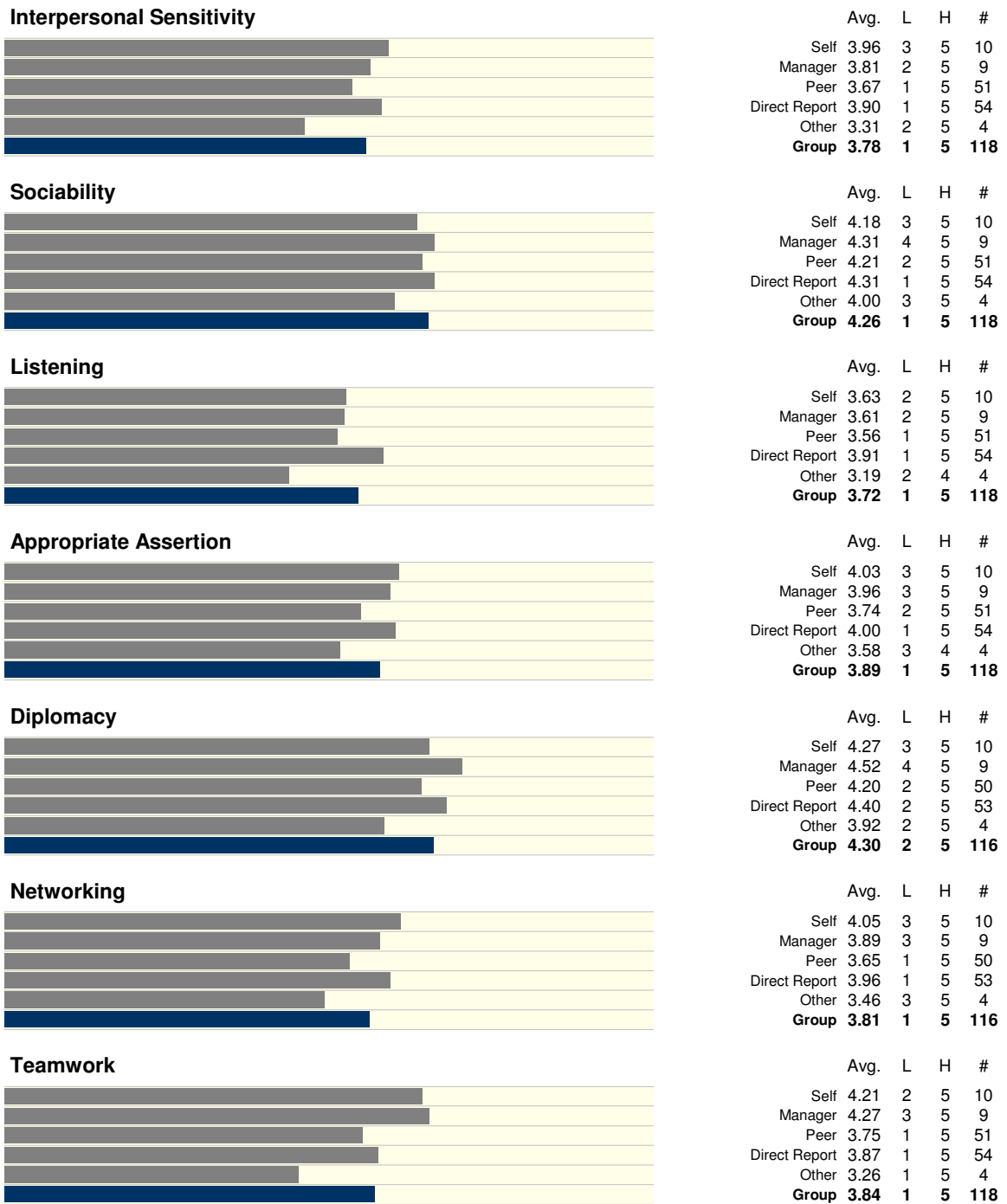
| | Avg. | L | H | # |
|-------|------|---|---|-----|
| Group | 4.27 | 1 | 5 | 118 |





COMPETENCY SUMMARY BY RESPONDENT CATEGORY

Detailed below are the competency areas that form the basis of the 360Develop Feedback Report.



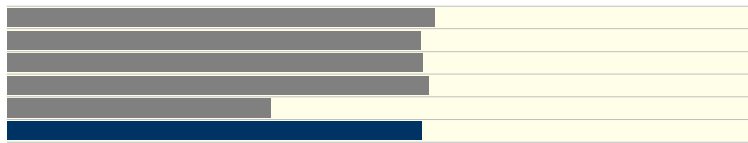


Future Orientation



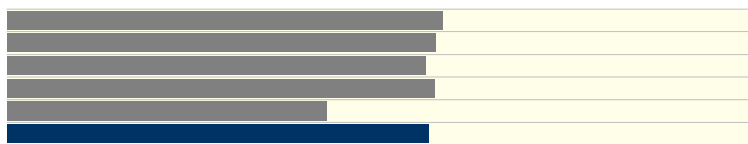
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.18 | 3 | 5 | 10 |
| Manager | 3.97 | 3 | 5 | 9 |
| Peer | 3.93 | 2 | 5 | 51 |
| Direct Report | 4.23 | 1 | 5 | 53 |
| Other | 3.75 | 2 | 5 | 4 |
| Group | 4.03 | 1 | 5 | 117 |

Change Management



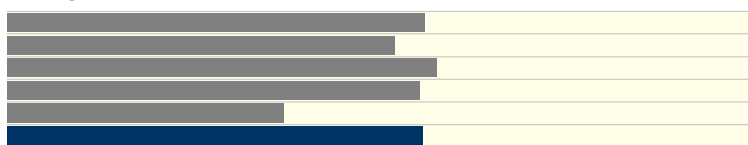
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 3.85 | 3 | 5 | 10 |
| Manager | 3.75 | 3 | 5 | 8 |
| Peer | 3.76 | 2 | 5 | 48 |
| Direct Report | 3.80 | 1 | 5 | 53 |
| Other | 2.75 | 2 | 4 | 4 |
| Group | 3.76 | 1 | 5 | 113 |

Leadership



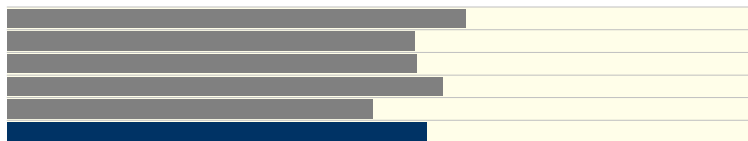
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 3.90 | 1 | 5 | 10 |
| Manager | 3.85 | 2 | 5 | 9 |
| Peer | 3.78 | 2 | 5 | 48 |
| Direct Report | 3.85 | 1 | 5 | 54 |
| Other | 3.13 | 2 | 5 | 4 |
| Group | 3.81 | 1 | 5 | 115 |

Delegation



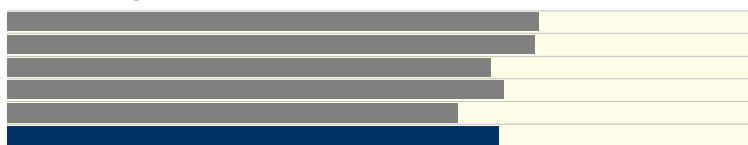
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 3.78 | 2 | 5 | 10 |
| Manager | 3.58 | 2 | 5 | 9 |
| Peer | 3.86 | 1 | 5 | 48 |
| Direct Report | 3.75 | 1 | 5 | 52 |
| Other | 2.83 | 2 | 4 | 4 |
| Group | 3.77 | 1 | 5 | 113 |

Developing our People

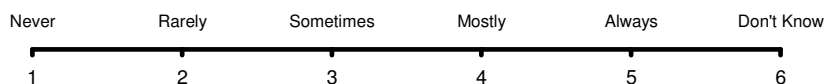


| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.06 | 3 | 5 | 10 |
| Manager | 3.72 | 2 | 5 | 9 |
| Peer | 3.73 | 2 | 5 | 46 |
| Direct Report | 3.90 | 1 | 5 | 54 |
| Other | 3.43 | 2 | 5 | 4 |
| Group | 3.79 | 1 | 5 | 113 |

Values Alignment



| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.54 | 4 | 5 | 10 |
| Manager | 4.51 | 3 | 5 | 9 |
| Peer | 4.22 | 2 | 5 | 51 |
| Direct Report | 4.31 | 1 | 5 | 54 |
| Other | 4.00 | 3 | 5 | 4 |
| Group | 4.27 | 1 | 5 | 118 |





DETAILED SCORES

All item ratings by respondent group are detailed below, including the lowest to highest rating received for each item.

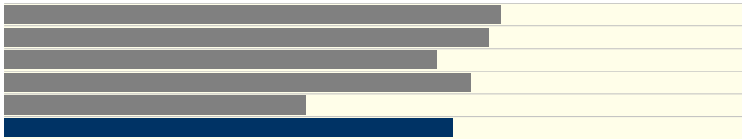
INTERPERSONAL SENSITIVITY

Interpersonal Sensitivity



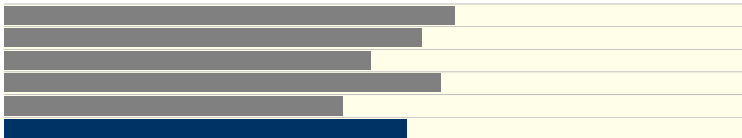
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Group: | 3.78 | 1 | 5 | 118 |

Establishes and maintains trust and credibility with others



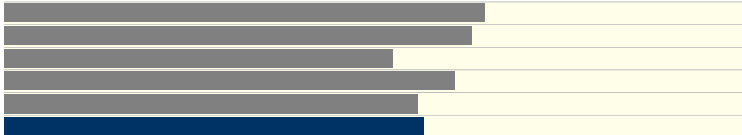
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.30 | 4 | 5 | 10 |
| Manager | 4.22 | 4 | 5 | 9 |
| Peer | 3.87 | 2 | 5 | 51 |
| Direct Report | 4.10 | 2 | 5 | 51 |
| Other | 3.00 | 2 | 4 | 4 |
| Group | 3.98 | 2 | 5 | 115 |

Demonstrates skill at breaking down communication barriers that exist



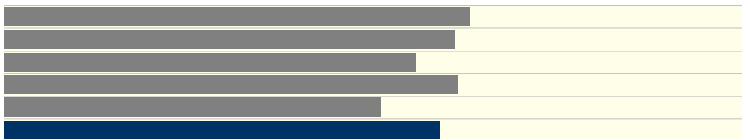
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.00 | 4 | 4 | 10 |
| Manager | 3.78 | 3 | 4 | 9 |
| Peer | 3.44 | 1 | 5 | 48 |
| Direct Report | 3.91 | 2 | 5 | 52 |
| Other | 3.25 | 2 | 4 | 4 |
| Group | 3.68 | 1 | 5 | 113 |

Adjusts his / her style when dealing with different types of people



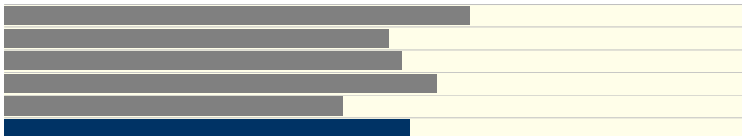
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.20 | 3 | 5 | 10 |
| Manager | 4.11 | 4 | 5 | 9 |
| Peer | 3.58 | 2 | 5 | 50 |
| Direct Report | 4.00 | 2 | 5 | 49 |
| Other | 3.75 | 3 | 4 | 4 |
| Group | 3.79 | 2 | 5 | 112 |

Interprets a situation accurately in order to know how to respond



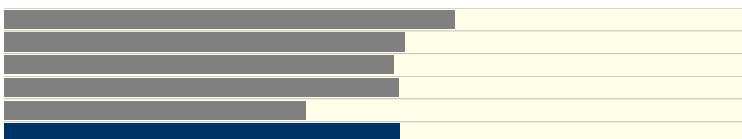
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.10 | 4 | 5 | 10 |
| Manager | 4.00 | 3 | 5 | 9 |
| Peer | 3.74 | 3 | 5 | 49 |
| Direct Report | 4.02 | 2 | 5 | 53 |
| Other | 3.50 | 3 | 4 | 4 |
| Group | 3.90 | 2 | 5 | 115 |

Interprets non-verbal cues appropriately (e.g. body language, tone etc)



| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.10 | 3 | 5 | 10 |
| Manager | 3.56 | 3 | 4 | 9 |
| Peer | 3.64 | 2 | 5 | 46 |
| Direct Report | 3.88 | 2 | 5 | 49 |
| Other | 3.25 | 2 | 4 | 4 |
| Group | 3.69 | 2 | 5 | 108 |

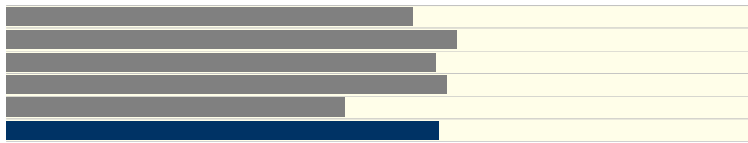
Is insightful with regard to others' thoughts / feelings



| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 4.00 | 3 | 5 | 10 |
| Manager | 3.67 | 3 | 4 | 9 |
| Peer | 3.59 | 2 | 5 | 48 |
| Direct Report | 3.62 | 1 | 5 | 51 |
| Other | 3.00 | 2 | 4 | 4 |
| Group | 3.63 | 1 | 5 | 112 |

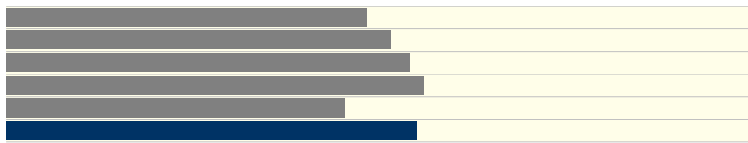


Displays sensitivity when handling disagreements



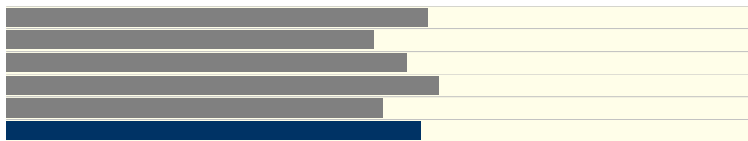
| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 3.70 | 3 | 5 | 10 |
| Manager | 4.00 | 3 | 5 | 9 |
| Peer | 3.86 | 2 | 5 | 43 |
| Direct Report | 3.93 | 2 | 5 | 48 |
| Other | 3.25 | 2 | 4 | 4 |
| Group | 3.88 | 2 | 5 | 104 |

Is sensitive to how people respond to his/her statements



| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 3.40 | 3 | 4 | 10 |
| Manager | 3.56 | 3 | 4 | 9 |
| Peer | 3.69 | 2 | 5 | 48 |
| Direct Report | 3.78 | 1 | 5 | 49 |
| Other | 3.25 | 2 | 4 | 4 |
| Group | 3.73 | 1 | 5 | 110 |

Takes positive steps to resolve interpersonal conflicts



| | Avg. | L | H | # |
|---------------|-------------|----------|----------|------------|
| Self | 3.80 | 3 | 5 | 10 |
| Manager | 3.44 | 2 | 4 | 9 |
| Peer | 3.67 | 2 | 5 | 44 |
| Direct Report | 3.88 | 1 | 5 | 48 |
| Other | 3.50 | 2 | 5 | 4 |
| Group | 3.75 | 1 | 5 | 105 |



DEVELOPMENT AREAS

STRENGTHS BY COMPETENCY

Detailed below are the group's top five strengths by competency as rated by the respondent group. As part of the group's ongoing development, ways in which strengths can be built upon and used to even greater effect should be considered.

| Item | Performance |
|--|--|
| Diplomacy Uses sensitive information appropriately | Avg. Group: 4.48 |
| Values Alignment A commitment to adding value for customers | Avg. Group: 4.40 |
| Diplomacy Knows what can and cannot be told to others | Avg. Group: 4.39 |
| Sociability Is easy to approach | Avg. Group: 4.34 |
| Sociability Is a personable member of the team | Avg. Group: 4.33 |
| | Never Rarely Sometimes Mostly Always Don't Know 1 2 3 4 5 6 |

POTENTIAL DEVELOPMENT NEEDS BY COMPETENCY

Detailed below are the group's five key development needs as rated by the respondent group.

| Item | Performance |
|--|--|
| Delegation Reverse Question - Micro manages tasks | Avg. Group: 3.44 |
| Leadership Uses a range of approaches to motivate others effectively | Avg. Group: 3.47 |
| Listening Demonstrates the ability to listen to others by accurately summarising their points of view and needs | Avg. Group: 3.56 |
| Developing our People Assists others to realistically assess their strengths | Avg. Group: 3.57 |
| Developing our People Assists others to realistically assess their development needs | Avg. Group: 3.57 |
| | Never Rarely Sometimes Mostly Always Don't Know 1 2 3 4 5 6 |



RATING TRENDS

Detailed below are the ten items where the 'self' raters provided the greatest behavioural overestimate or underestimate relative to how the remaining Respondent Group categories scored them.

| | |
|---|--------------|
| Leadership: Communicates Dynamic Control's vision, purpose and values | |
| Underestimate | Overestimate |
| -0.62 | |
| Leadership: Encourages staff to communicate their concerns | |
| Underestimate | Overestimate |
| | 0.61 |
| Teamwork: Is willing to take on extra tasks for the greater benefit of the team | |
| Underestimate | Overestimate |
| | 0.61 |
| Leadership: Takes action to create and maintain an inclusive and positive work environment for the team | |
| Underestimate | Overestimate |
| | 0.59 |
| Developing our People: Promotes empowerment | |
| Underestimate | Overestimate |
| | 0.56 |
| Teamwork: Shares information willingly | |
| Underestimate | Overestimate |
| | 0.56 |
| Developing our People: Views mistakes as an opportunity to learn | |
| Underestimate | Overestimate |
| | 0.54 |
| Networking: Builds effective teams | |
| Underestimate | Overestimate |
| | 0.50 |
| Leadership: Clearly explains how the team fits in and contributes to the organisational vision, purpose and values | |
| Underestimate | Overestimate |
| -0.48 | |
| Delegation: Provides development opportunities through the allocation of responsibility | |
| Underestimate | Overestimate |
| | 0.47 |