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360Develop 360-Degree Feedback Report

Sleeping Beauty

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YOUR FEEDBACK REPORT

INTRODUCTION

This report is a summary of the 360° feedback provided by the people you work with, and is presented in the form of charts, graphs, and qualitative comment. The information contained in this report is organised according to the specific behaviours that are relevant to your job.

The report does not identify specific raters, except in the case of your manager and yourself.

Receiving Feedback

A word about receiving feedback: While some of the feedback in this report may be unexpected, it is important that you view the 360° process as an opportunity for learning and development.

During the feedback process, you are likely to receive some comments that confirm what you already know about your strengths, as well as your personal areas of development. You may even receive some pleasant surprises!

Keep an open mind to receiving feedback. Remember: self-perception is YOUR assessment of reality and despite your best intentions, other people may not see you as you intended. Other people's perception of you is THEIR assessment of reality. This is based on their observation of your behaviour and the belief that 'you are what you do'.

Next Steps

1. It is important to remember that a number of your colleagues will have dedicated a considerable amount of time to completing this 360° questionnaire for you. Therefore, it is essential that they see their feedback has been taken on-board.
2. Try to maintain an open, non-judgemental mind. Try to put yourself in the position of those people who you approached to give you feedback, and consider how they might have come to the conclusions they did about your behaviour.
3. If there is a gap between your self-perception and how others perceive you, it is important to try to understand why this discrepancy exists. Try not to react immediately to the feedback – let it sink in before taking any action. This is more constructive than hastily judging any negative feedback to be invalid.
4. Work with your manager using the Action Plan at the back of this report to jointly plan some development objectives. Further demonstrate your commitment towards the 360° process by putting time aside to share, with your colleagues your suggestions for change and personal growth.



EVALUATION TEAM

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

Self

Sleeping Beauty

Manager

Mickey Mouse

Peer

Bugs Bunny, Buzz Lightyear, Tweety Bird

Direct Report

Scooby Doo, Sponge Bob, Homer Simpson, Wonder Woman, Super Mario, Bob the Builder

Reporting Key

Self = Self Evaluation
Manager = Manager Evaluation
Peer = Peer Evaluation
Direct Report = Direct Report 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 your 360Develop Feedback Report. Your overall competency rating is also shown to provide a snapshot of your behavioural results.

Client Focus



Avg. L H #
Group 4.22 2 5 10

Tenacity



Avg. L H #
Group 4.38 3 5 10

Innovation



Avg. L H #
Group 3.80 2 5 10

Communication



Avg. L H #
Group 4.26 2 5 10

Employee Development



Avg. L H #
Group 4.30 2 5 10

Planning and Organising



Avg. L H #
Group 3.96 2 5 10

Judgement

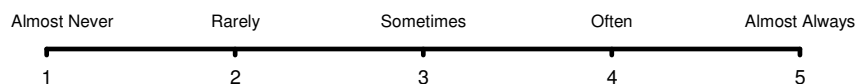


Avg. L H #
Group 3.72 2 5 10

Commercial Acumen



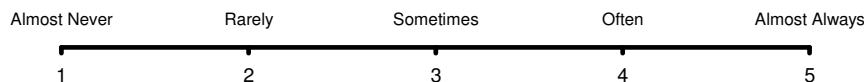
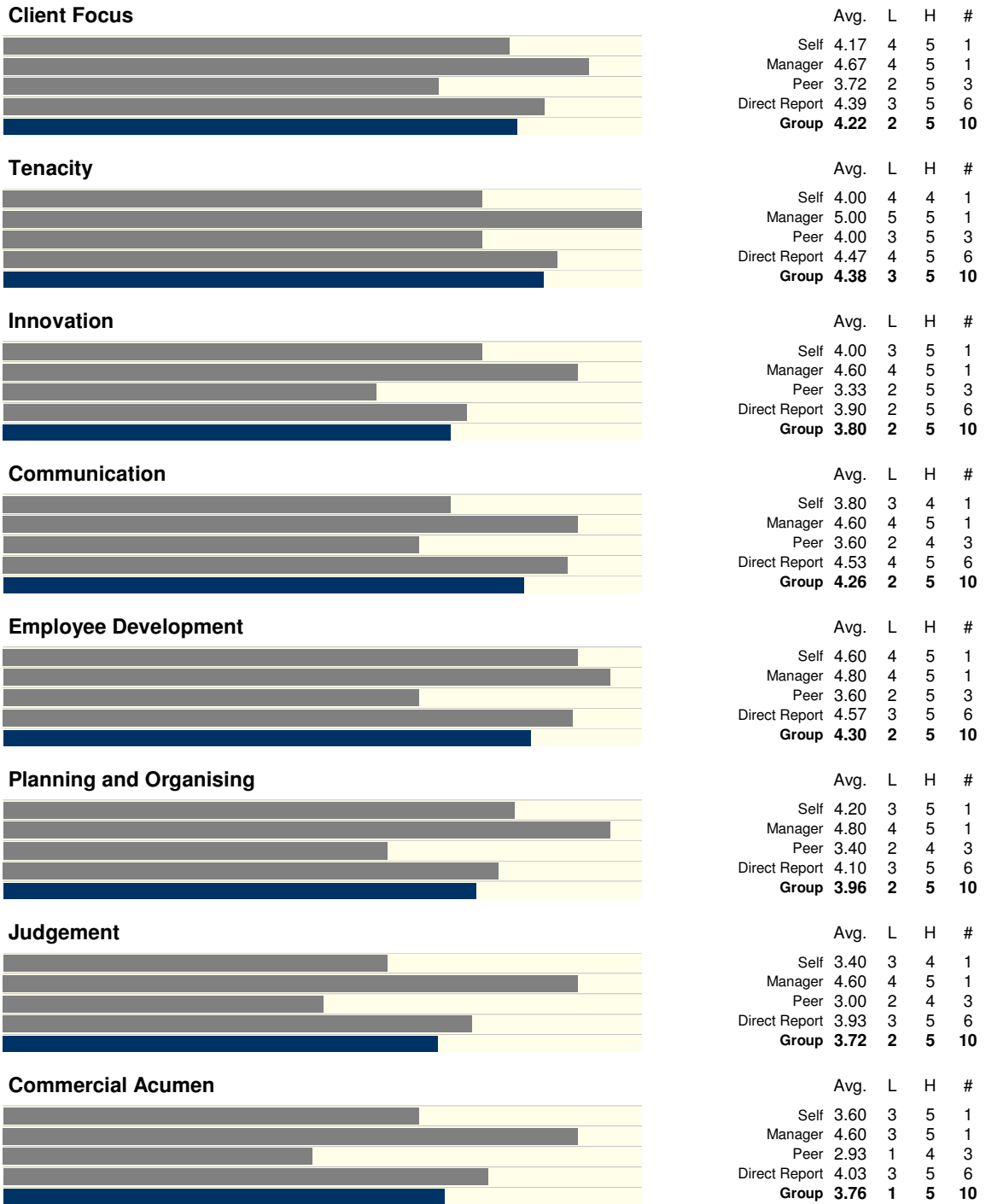
Avg. L H #
Group 3.76 1 5 10





COMPETENCY SUMMARY BY RESPONDENT CATEGORY

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





DETAILED SCORES

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

CLIENT FOCUS

Client Focus



	Avg.	L	H	#
Group:	4.22	2	5	10

Identifies gaps in client service methodology



	Avg.	L	H	#
Self	4.00	4	4	1
Manager	4.00	4	4	1
Peer	4.67	4	5	3
Direct Report	4.17	3	5	6
Group	4.30	3	5	10

Identifies client opportunities and trends



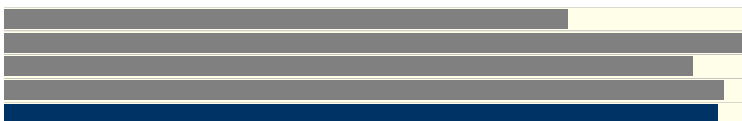
	Avg.	L	H	#
Self	4.00	4	4	1
Manager	5.00	5	5	1
Peer	3.67	3	4	3
Direct Report	4.17	3	5	6
Group	4.10	3	5	10

Promotes a client-service ethos in all business planning and team activity



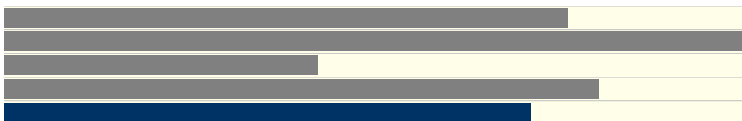
	Avg.	L	H	#
Self	5.00	5	5	1
Manager	5.00	5	5	1
Peer	4.67	4	5	3
Direct Report	5.00	5	5	6
Group	4.90	4	5	10

Is a role model for excellent client service



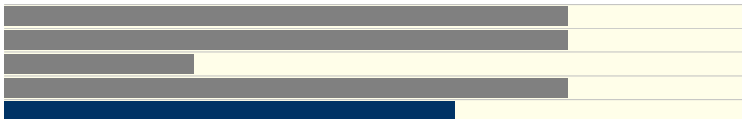
	Avg.	L	H	#
Self	4.00	4	4	1
Manager	5.00	5	5	1
Peer	4.67	4	5	3
Direct Report	4.83	4	5	6
Group	4.80	4	5	10

Manages costs without compromising service quality



	Avg.	L	H	#
Self	4.00	4	4	1
Manager	5.00	5	5	1
Peer	2.67	2	3	3
Direct Report	4.17	3	5	6
Group	3.80	2	5	10

Works with internal and external business contacts to grow the organisation



	Avg.	L	H	#
Self	4.00	4	4	1
Manager	4.00	4	4	1
Peer	2.00	2	2	3
Direct Report	4.00	3	5	6
Group	3.40	2	5	10



Are there any comments you would like to make regarding this person's strengths in this area (Client Focus)?

- This is a real strength of Sleeping Beauty's. She has a passion and real enthusiasm for excellent customer service and clearly understands the role in making a service organisation successful. An excellent role model in this area.
- Hugely client focused and understands the level of service we should be providing. Has initiated a number of different initiatives to increase our service levels.
- Very client focused and has great follow up with clients.
- Sleeping Beauty is extremely client focused and has excellent empathy and understanding of what engages clients, and how to service, sell and communicate with them.
- This is a great strength which can be infectious to those around her. Her attitude to wanting the best and an ability to put herself in the client's shoes is invaluable to improving our overall performance.

Are there any comments you would like to make regarding this person's potential development needs in this area (Client Focus)?

- Sleeping Beauty needs to view internal staff as clients and respond to them as she does with external clients.
- The opportunity here for Sleeping Beauty is in being able to create time to generate ideas and strategies to further evolve client focus within XY Organisation. This is in terms of creating the opportunity for XY Organisation to delight clients in all aspects of our operations.



DEVELOPMENT AREAS

STRENGTHS BY COMPETENCY

Detailed below are your top five strengths by competency as rated by your respondent group. As part of your ongoing development you should consider the ways in which you can build upon your strengths and use them to even greater effect.

Item	Performance
Client Focus Promotes a client-service ethos in all business planning and team activity	Avg. Group: 4.90
Client Focus Is a role model for excellent client service	Avg. Group: 4.80
Employee Development Gives helpful, constructive feedback	Avg. Group: 4.80
Tenacity Ignites team members enthusiasm for a common goal	Avg. Group: 4.70
Employee Development Searches for appropriate development opportunities for team members	Avg. Group: 4.60
<p>Almost Never Rarely Sometimes Often Almost Always</p> <p>1 2 3 4 5</p>	

POTENTIAL DEVELOPMENT NEEDS BY COMPETENCY

Detailed below are your five key development needs as rated by your respondent group. You may wish to consider these issues more fully in the context of your personal developmental plan.

Item	Performance
Commercial Acumen Scans the environment to anticipate trends in the market	Avg. Group: 3.00
Innovation Empowers others to seek innovative and better ways of doing business	Avg. Group: 3.30
Client Focus Works with internal and external business contacts to grow the organisation	Avg. Group: 3.40
Innovation Identifies opportunities to develop and market new products / services	Avg. Group: 3.40
Planning and Organising Allocates appropriate timelines for others to complete tasks	Avg. Group: 3.60
<p>Almost Never Rarely Sometimes Often Almost Always</p> <p>1 2 3 4 5</p>	



RATING TRENDS

Detailed below are the ten items where you provided the greatest behavioural overestimate or underestimate relative to how your Respondent Group scored you.

Planning and Organising: Prioritises workload in line with urgency and importance	
Underestimate	Overestimate
	1.20
Commercial Acumen: Shares business knowledge	
Underestimate	Overestimate
-1.10	
Communication: Practices active listening skills	
Underestimate	Overestimate
-1.10	
Employee Development: Empowers others to make decisions within their delegated authority	
Underestimate	Overestimate
	1.00
Employee Development: Takes responsibility for his / her own professional development	
Underestimate	Overestimate
	1.00
Commercial Acumen: Executes initiatives which will best support the strategic direction of MYOB	
Underestimate	Overestimate
	0.90
Employee Development: Gives helpful, constructive feedback	
Underestimate	Overestimate
-0.80	
Client Focus: Is a role model for excellent client service	
Underestimate	Overestimate
-0.80	
Judgement: Can extract key issues in a complex situation	
Underestimate	Overestimate
-0.80	
Tenacity: Ignites team members enthusiasm for a common goal	
Underestimate	Overestimate
-0.70	



ADDITIONAL COMMENTS

Are there any OTHER comments you would like to make regarding this person's strengths?

- Sleeping Beauty is a pleasure to work with. Wonderful attitude and open nature, with a great sense of humour.
- Hard worker. Passionate.
- Sleeping Beauty has a great work ethic and I really appreciate the fact that she is open and honest with the Leadership team.
- When the current role was vacant, I didn't think there was a better person in the current business set up who could have taken on the role with such enthusiasm and commitment. She works well with all experienced staff and is a great role model to new starters.
- I encourage Sleeping Beauty to really recognise her capabilities and reach for the stars; she has a tremendous amount to offer.

Are there any OTHER comments you would like to make regarding this person's potential development areas?

- I appreciate Sleeping Beauty is under a huge amount of pressure with her workload, but the support required isn't always there. Feedback isn't often received in a timely fashion and having to chase her can cause delays. At times, she is very hard to get a hold of.
- I worry she takes on too much. I think Sleeping Beauty should loosen the reigns on some of her direct reports. This will come over time I'm sure, once Sleeping Beauty is confident that individuals can produce the quality results that she demands of herself.
- One area of development for Sleeping Beauty would probably be reducing the amount of e-mails that are sent.



DEVELOPMENT PLANNING

Receiving the greatest benefit from the 360° Programme is dependent on your willingness to translate the results from your report into an actionable development plan. This means that you need to give some real thought about the direction of your personal development. To help you achieve this end, we have included several workable methods that will make it easier for you to create your own improvement strategy.

A major focus of the 360° feedback process is to identify areas for improvement. Once you have determined where you need to improve, it is time to start planning the actions you will take in order to close any developmental gaps. Use this section to focus your thinking around the following areas.

WHAT DO THE RESULTS TELL ME?

- What are the highs and lows in the ratings given?
- What results reflect issues that are under personal control?
- Which results are the most significant for the current role?
- Which results are the most significant for career development?
- What differences are apparent in the feedback? Why might this be?

Your Notes

WHERE TO FROM HERE?

- What development is going to be the easiest for me to tackle first?
- What actions can I take in the future to address any developmental need?
- What actions can I take in the future to maximise my strengths?
- Who else needs to be involved in making this change and in what capacity?
- How will I know that I have been successful?
- What priority and time frame will this change have?

Your Notes



SETTING OBJECTIVES

OK, so you have reviewed your 360° report and might be wondering...“where to from here?” At the end of the day, the success of the 360° process rests heavily on your willingness to translate the performance feedback you were given into actions and goals for moving forward. To achieve this end, you may find the following outline useful:

IDENTIFY YOUR OBJECTIVES

An objective is an agreed target that must be reached. It is clearly stated and specific so that you know when you have achieved it.

MAKE YOUR OBJECTIVES SPECIFIC AND TIME BOUND

Your objective must specify **WHAT** you will change, **HOW MUCH** and **BY WHEN** this change will take place. You must also consider **HOW WELL** you will make this change.

LINK YOUR OBJECTIVES TO APPROPRIATE, MEASURABLE RESULTS

Specifying ‘how well’ you will do something can be difficult, yet it is important as it describes the standard to which you aim to make any change and the extent to which your objectives have been achieved.

IDENTIFY ANY EXTERNAL RESOURCE REQUIREMENTS

Your action plan must specify what resource requirements, reference material and support (both internal and external) that you might need in order to reach your objectives. These will need to be agreed in advance with your Manager.



ACTION PLAN

OBJECTIVES	RESOURCES	TARGET DATE	MEASURABLE RESULTS
What is my target behaviour? What do I want to accomplish?	How will I achieve the objective and what resources do I need?	When will I achieve this objective?	How will I know when I have achieved the objective?
Example: I want to enhance my interpersonal skills	Read: Interpersonal Skills at Work-Guidham, Pub: Prentice Hall	May 2004: Ask direct reports for feedback to identify progress.	Positive performance rating. No future miscommunication with staff. More targeted questioning to determine customer needs.