reed consultants
Talent Development

Sample 360 Report

This report is designed to allow you to evaluate how much you display the behaviours that have been determined to be important for managers in your organisation to display.

The data contained in the report is based on your self-perception and the perception of others and will allow you to identify areas of strength and potential development.

The rating scale used for all areas of the questionnaire was:

1 – Never does this
2 – Rarely does this
3 – Sometimes does this
4 – Often does this
5 – Always does this

The important thing to bear in mind with the scale used in the questionnaire is that it does not measure your *ability* to do the job. It is intended to provide you with feedback on *how often* you or others perceive that you display each behaviour.

It is for you to reflect on the data in the context of your job to determine whether or not the feedback presents a development need for you.

When reviewing your data consider:

- What is the overall spread of scores for each of the competencies? Which is your strongest and which is your weakest?
- How does your self-perception differ to that of others?
- Are there any differences in the way different rater groups rate you? Why might that be?
- Which of the individual behaviours are your strongest? Your weakest?
- Where are your blind spots i.e. the behaviours that you think you are strong on, but others think you are weak?
- What value do the open comments add?

The data in the report is divided into the following sections:

1. **Self-perception vs All Others**. This graph shows how your own scores compare to everyone else's. It provides an indication of how self-aware you are.

2. **Competency Averages**. These graphs show the average score for each of the competencies

3. **Behaviour Averages**. These graphs show the changes in scores by rater group for each of the items in the 360° questionnaire clustered by competency.

4. **Your top 5.** This shows the top 5 highest rated items based on total average scores for the questions.

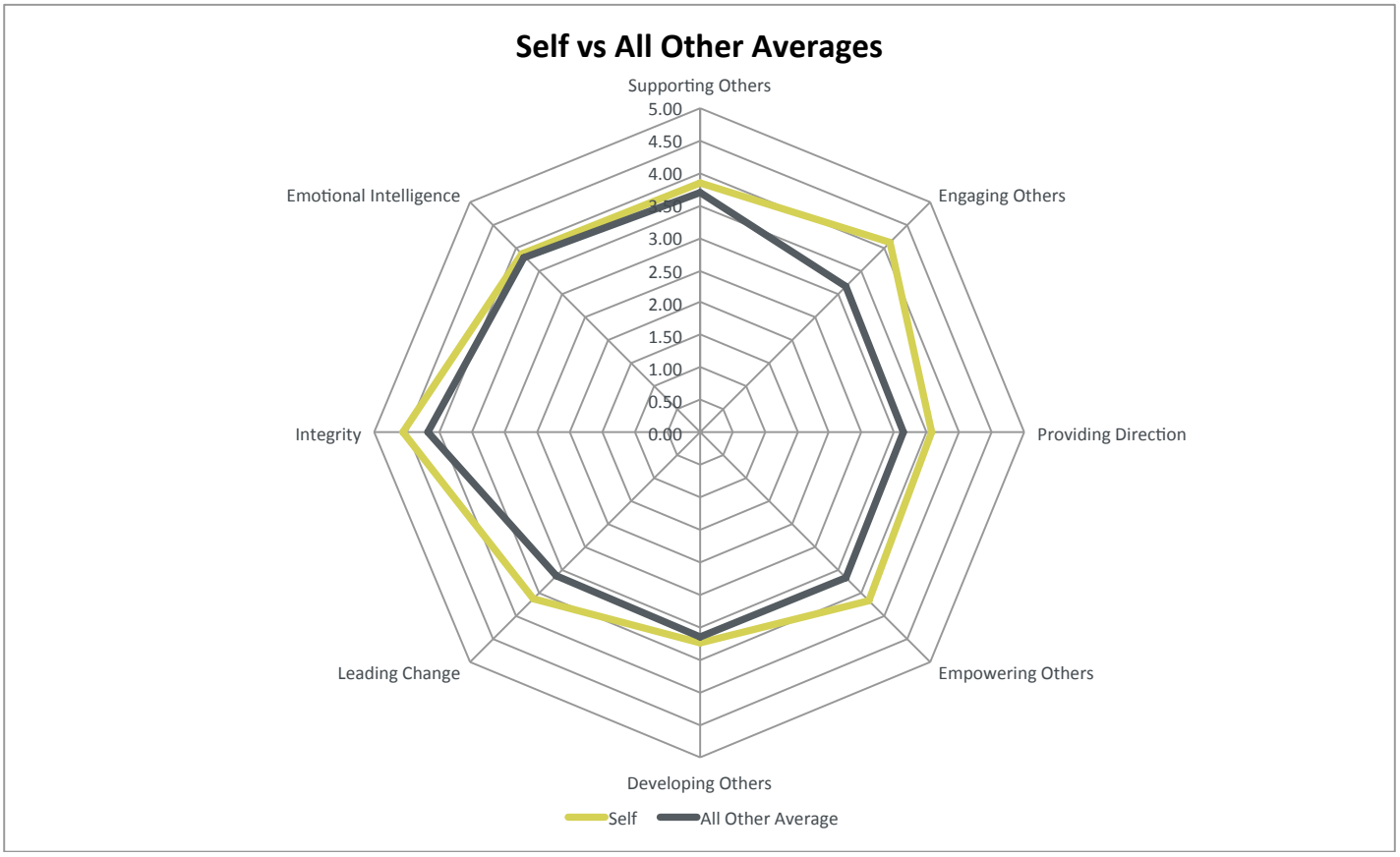
5. **Your bottom 5.** This shows the bottom 5 lowest rated items based on total average scores for the questions.

6. **Additional Comments.** This section details any open comments that were provided.

Section 1

Self vs Other Ratings

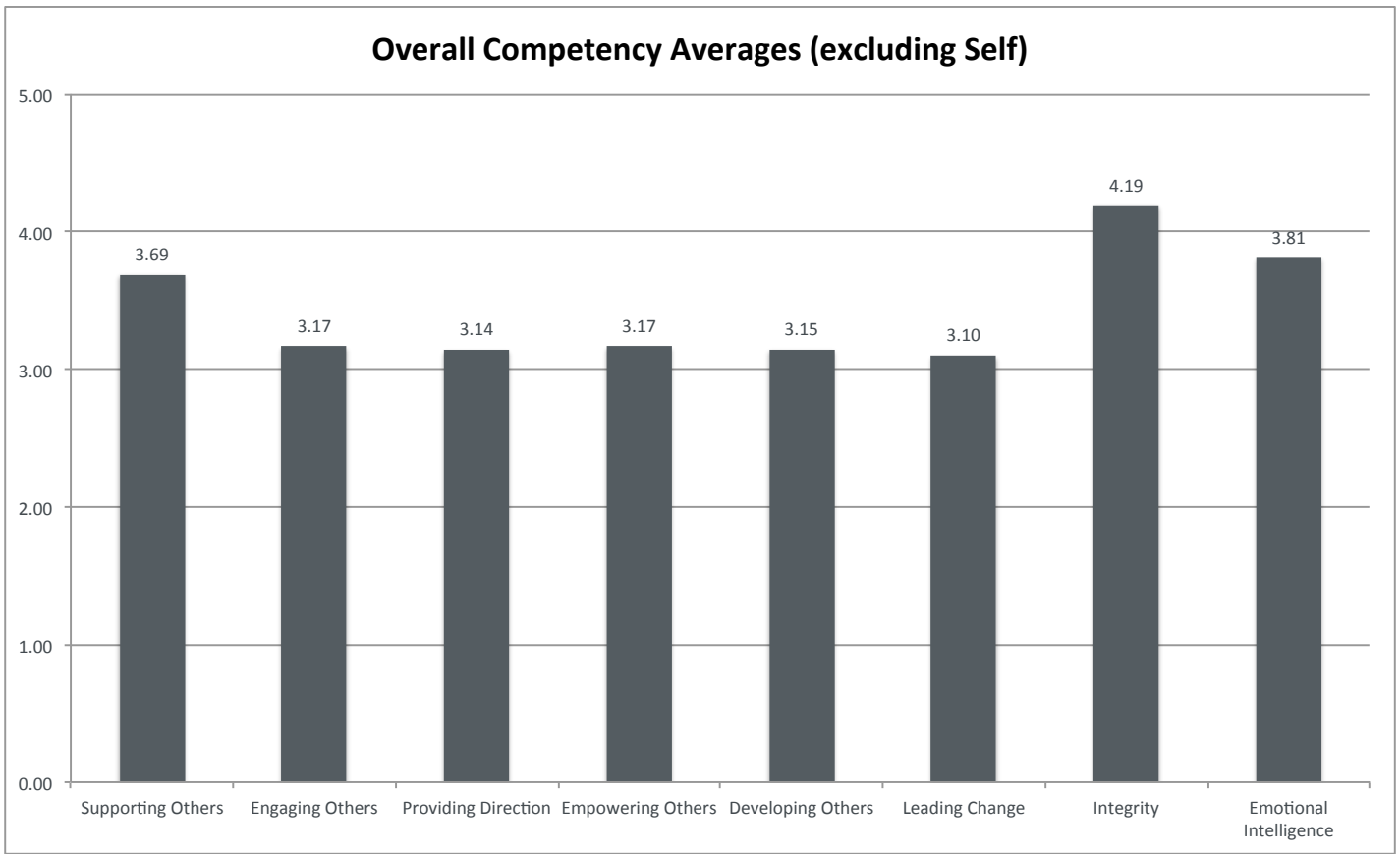
- The graph below shows how you rated yourself compared to how all of the other raters rated you for each of the competencies in the questionnaire.
- The data is an average of all of the ratings for each question item within each competency.

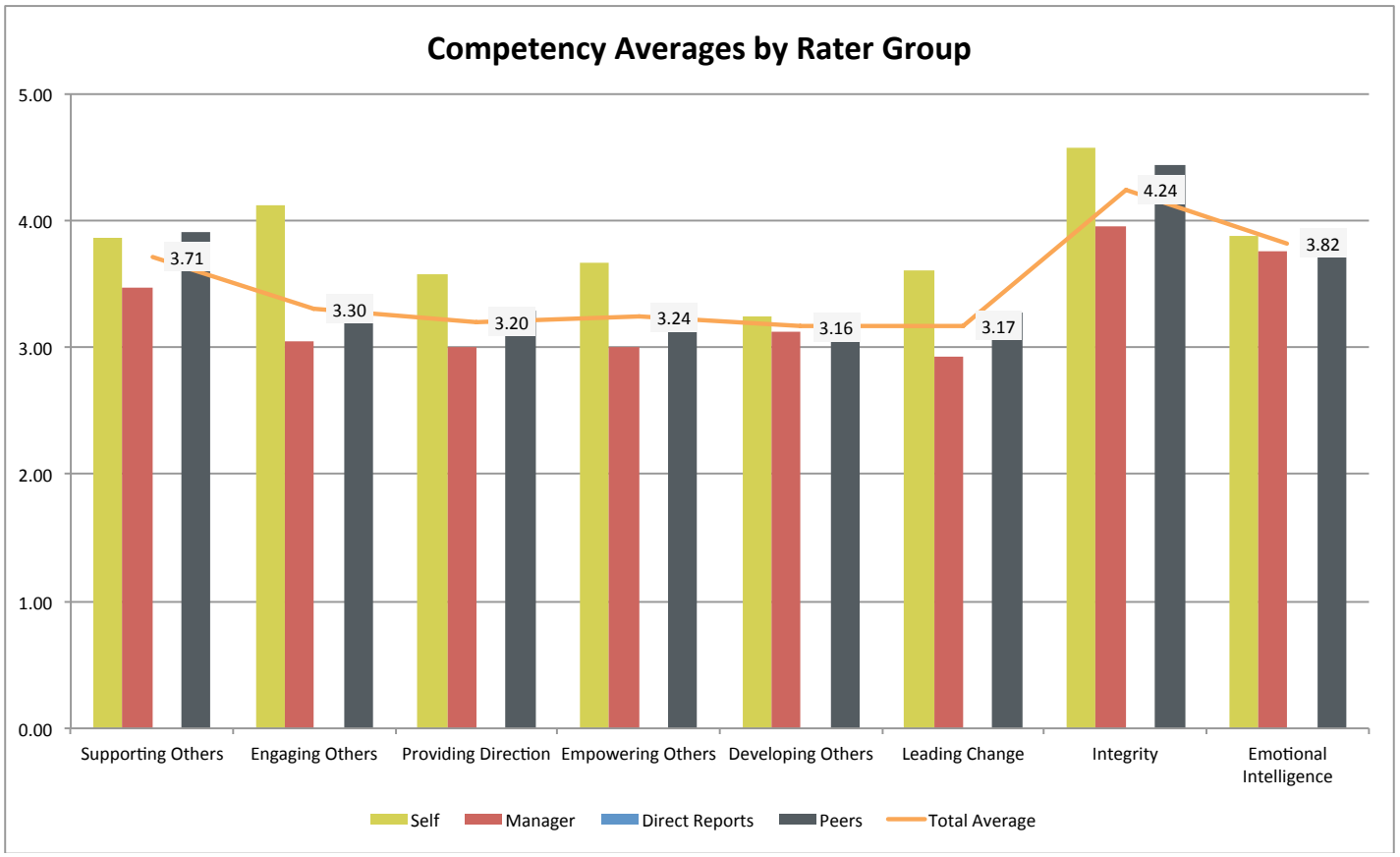


Section 2

Competency Averages

- The graphs below show the overall average scores for each of the competencies.
- The first graph shows the average rating based on data from all raters excluding your own.
- The second graph shows the average rating by each rater group.

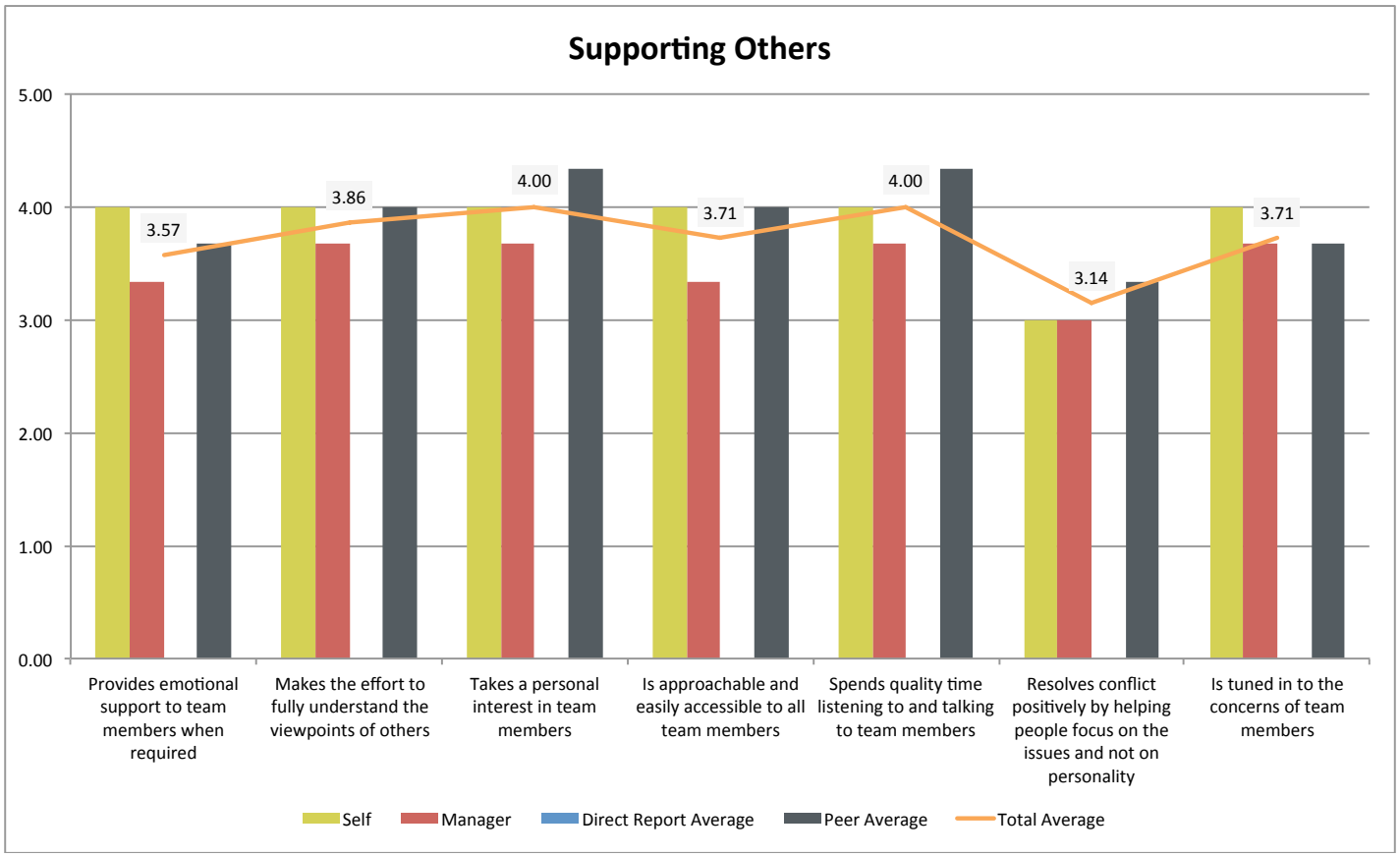


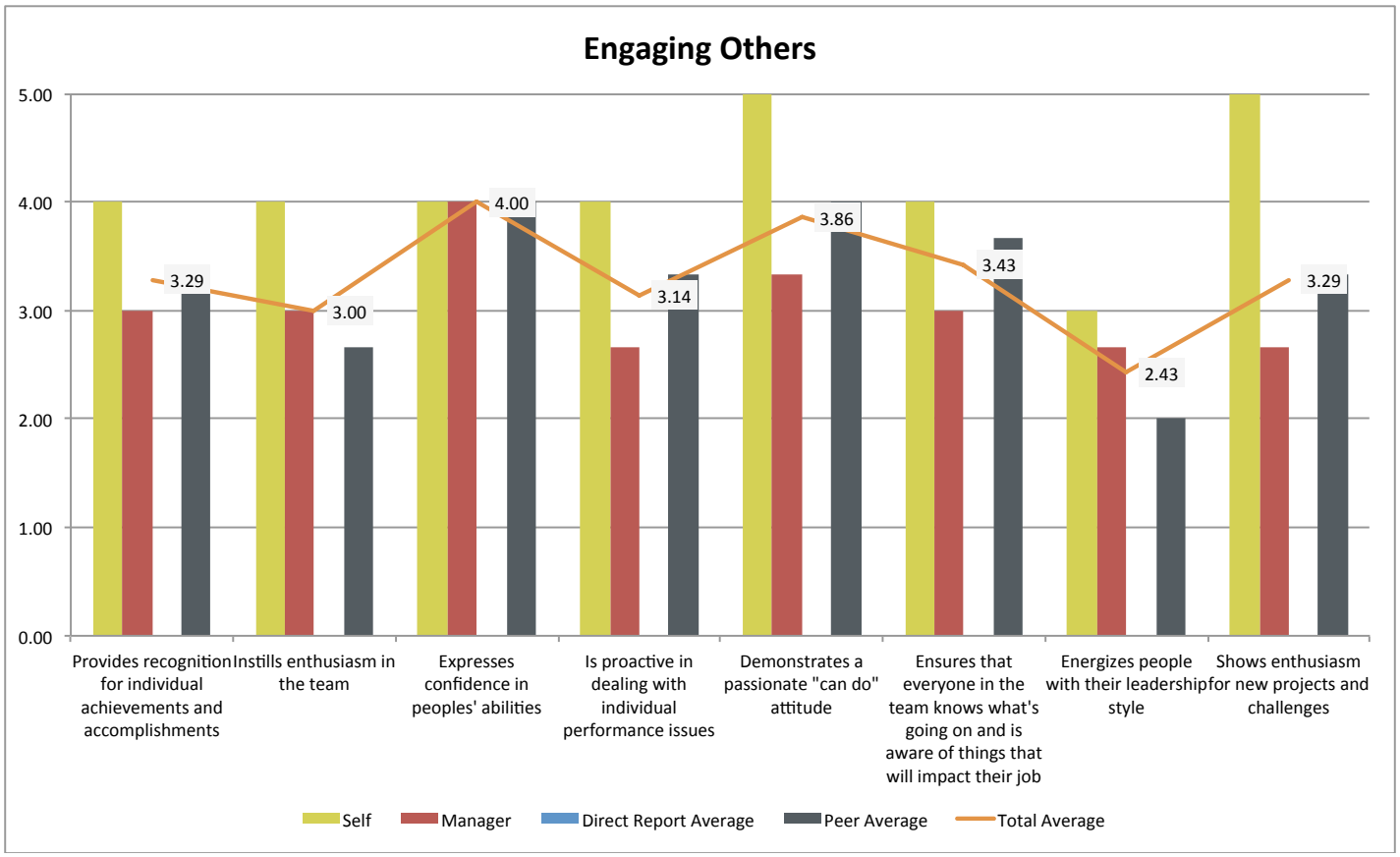


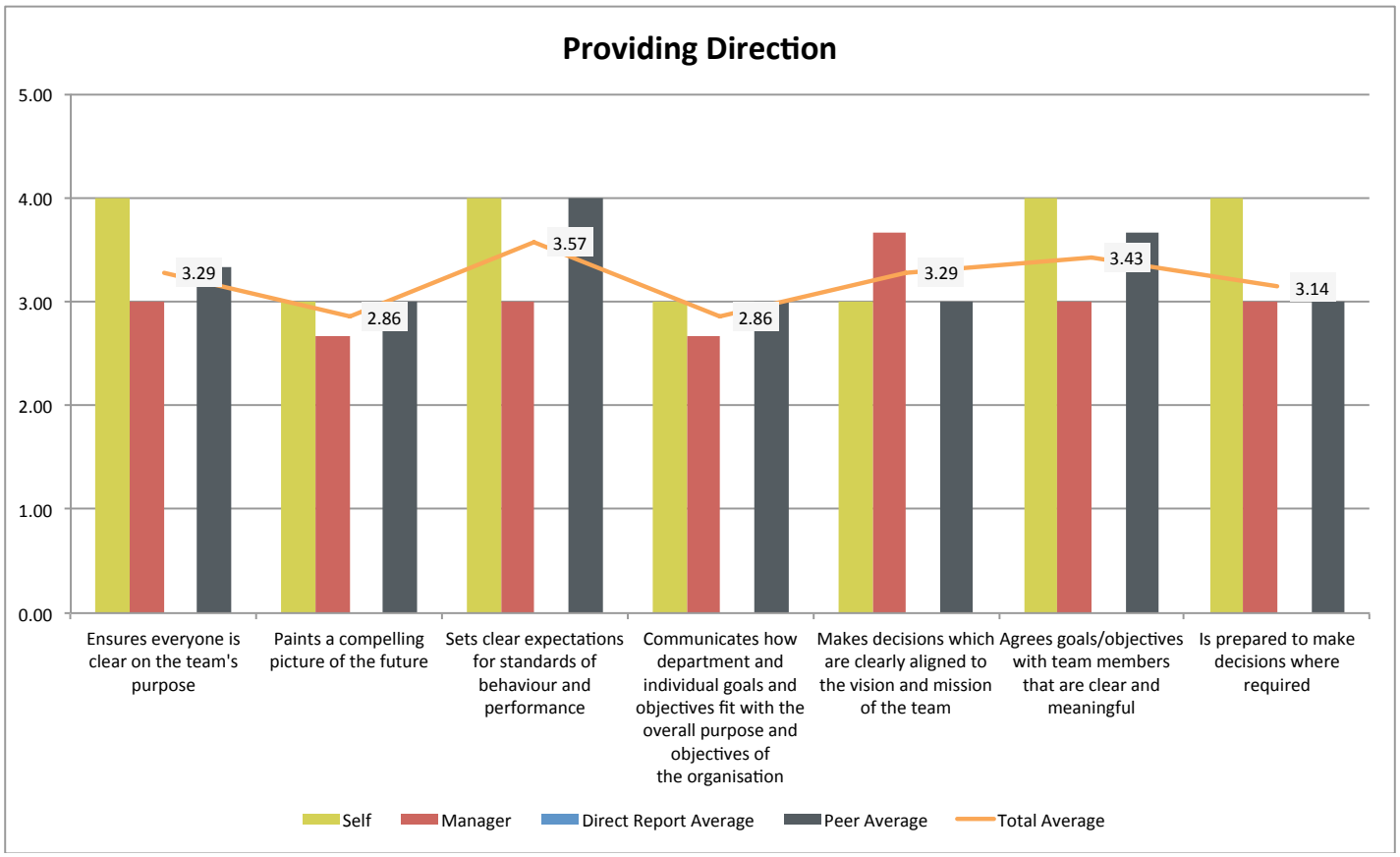
Section 3

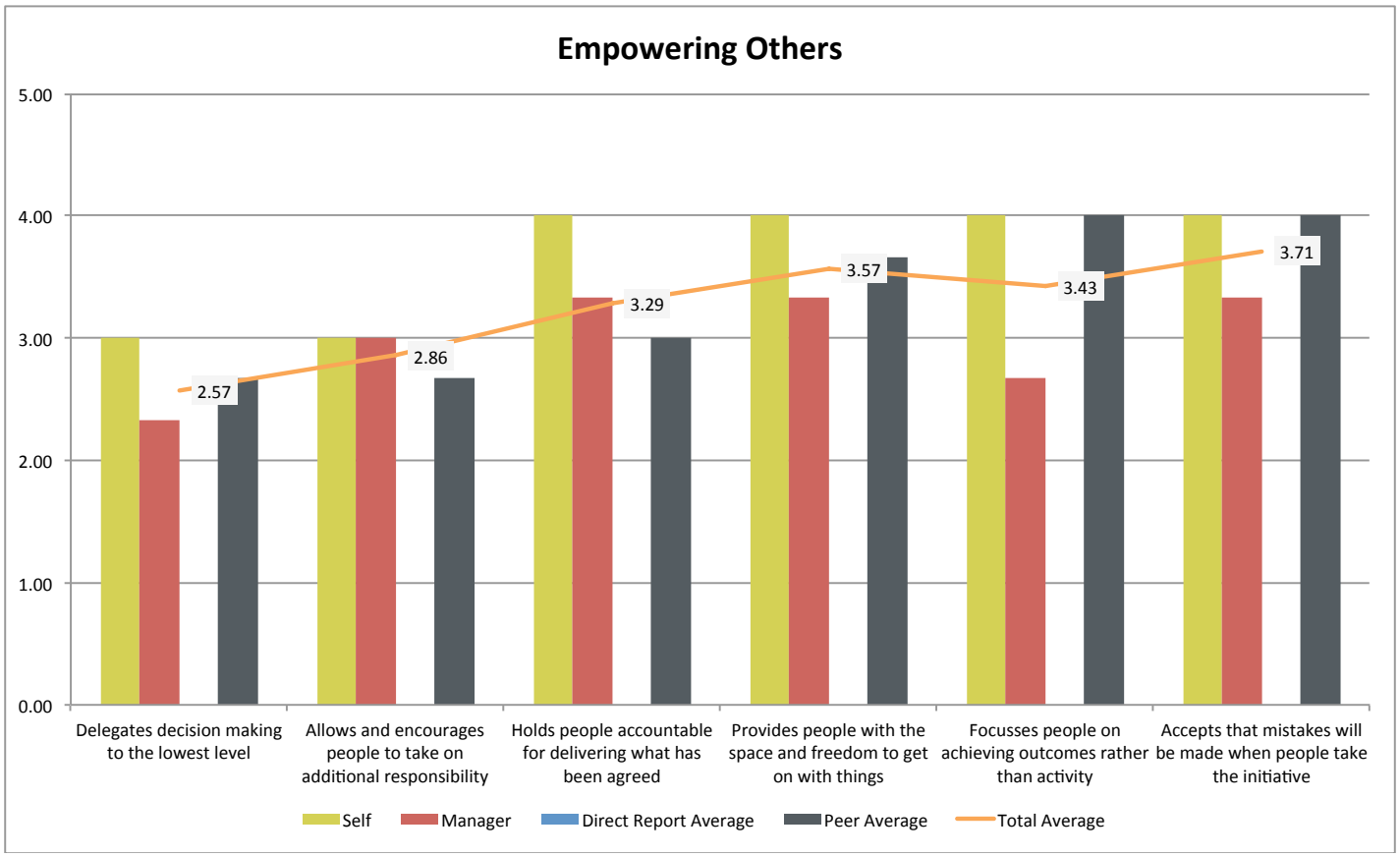
Behaviour Averages

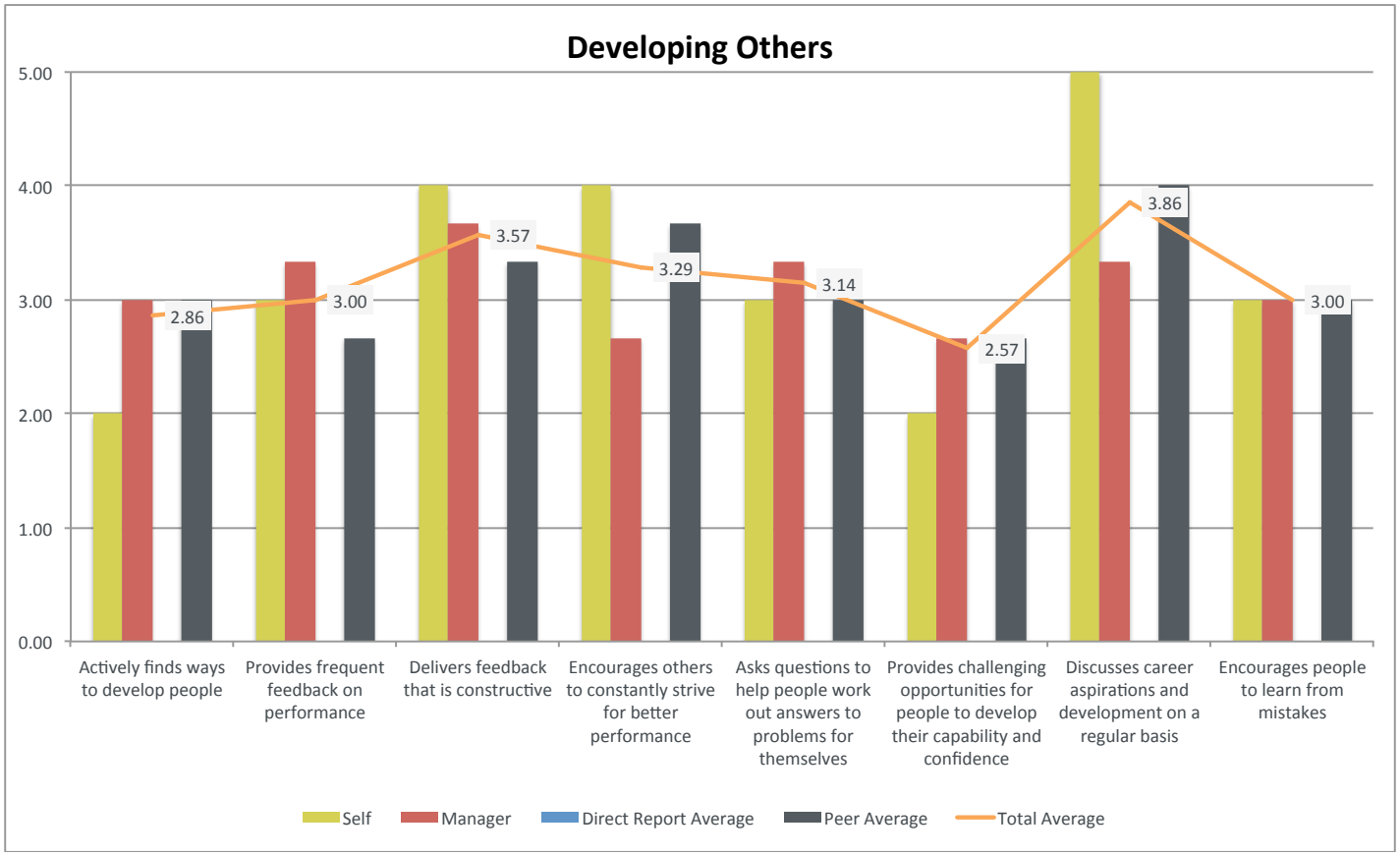
- These graphs show the average scores by rater group for each of the question items in the 360° questionnaire.
- There is one graph for each competency.

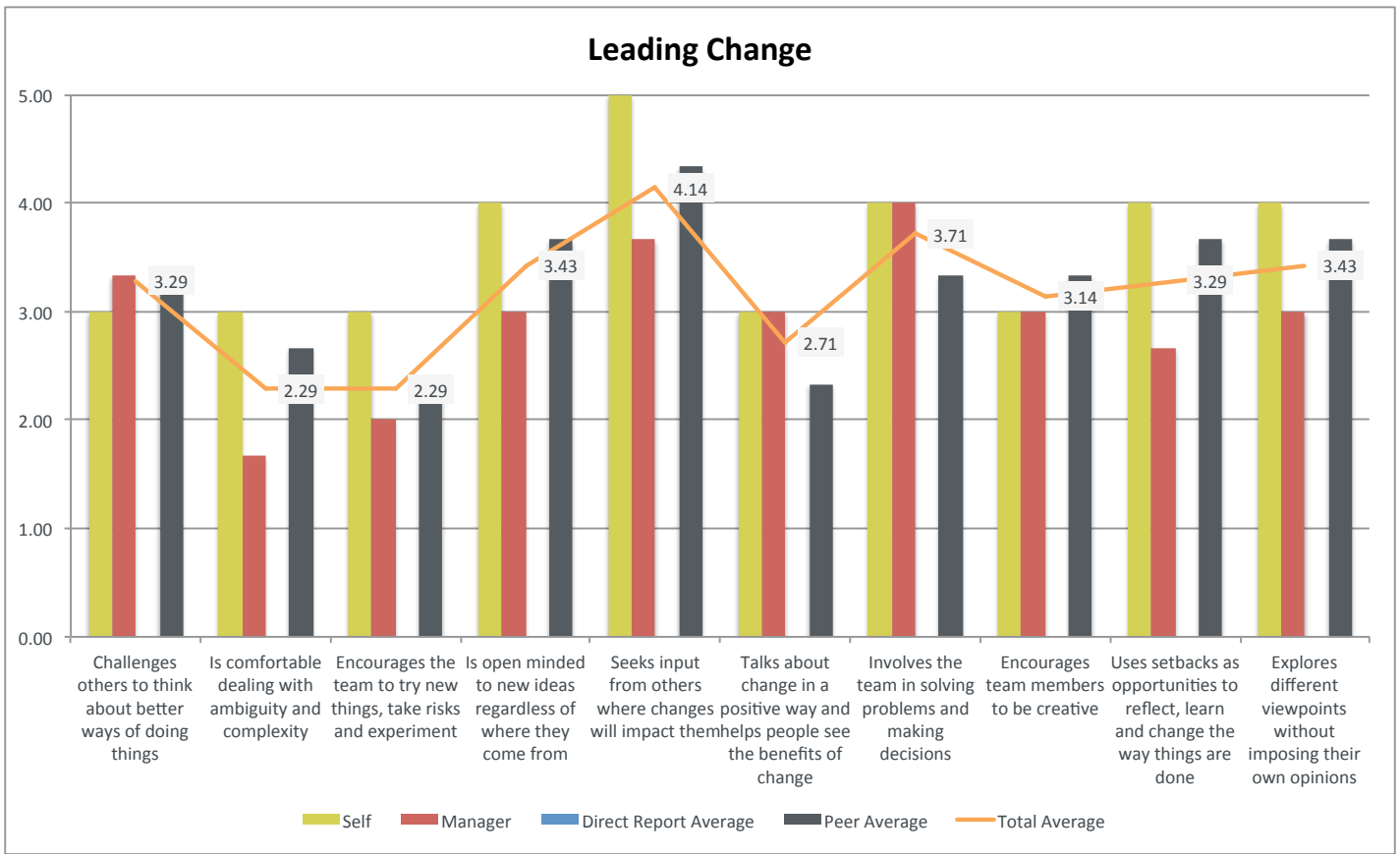


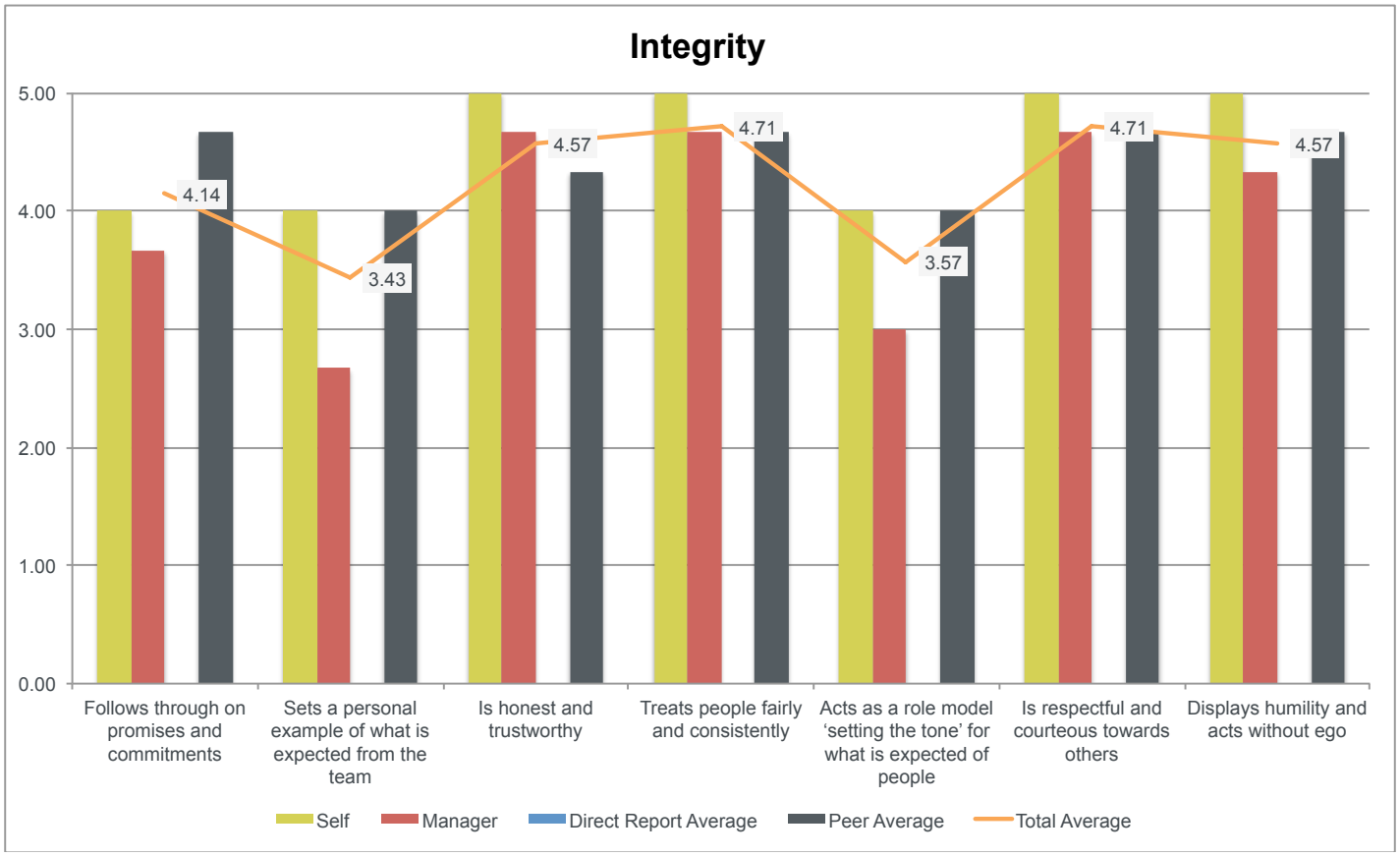


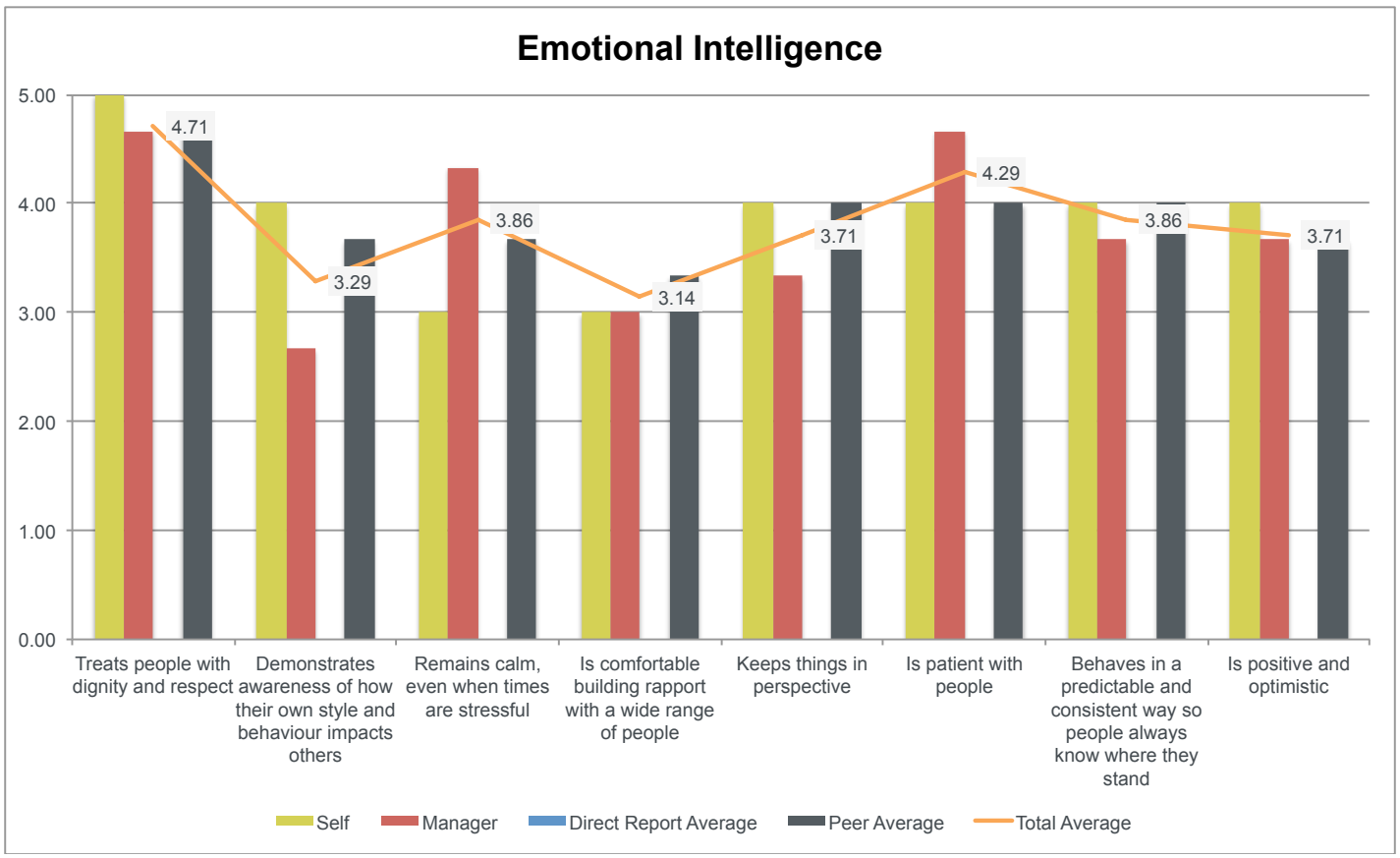

Providing Direction
5.00
4.00
3.00
2.00
1.00
0.00
3.29
2.86
3.57
2.86
3.29
3.43
3.14
Ensures everyone is clear on the team's purpose
Paints a compelling picture of the future
Sets clear expectations for standards of behaviour and performance
Communicates how department and individual goals and objectives fit with the overall purpose and objectives of the organisation
Makes decisions which are clearly aligned to the vision and mission of the team
Agrees goals/objectives with team members that are clear and meaningful
Is prepared to make decisions where required
Self
Manager
Direct Report Average
Peer Average
Total Average


Empowering Others
5.00
4.00
3.00
2.00
1.00
0.00
2.57
2.86
3.29
3.57
3.43
3.71
Delegates decision making to the lowest level
Allows and encourages people to take on additional responsibility
Holds people accountable for delivering what has been agreed
Provides people with the space and freedom to get on with things
Focusses people on achieving outcomes rather than activity
Accepts that mistakes will be made when people take the initiative
Self
Manager
Direct Report Average
Peer Average
Total Average


Developing Others
5.00
4.00
3.00
2.00
1.00
0.00
2.86
3.00
3.57
3.29
3.14
2.57
3.86
3.00
Actively finds ways to develop people
Provides frequent feedback on performance
Delivers feedback that is constructive
Encourages others to constantly strive for better performance
Asks questions to help people work out answers to problems for themselves
Provides challenging opportunities for people to develop their capability and confidence
Discusses career aspirations and development on a regular basis
Encourages people to learn from mistakes
Self
Manager
Direct Report Average
Peer Average
Total Average


Leading Change
5.00
4.00
3.00
2.00
1.00
0.00
3.29
2.29
2.29
3.43
4.14
2.71
3.71
3.14
3.29
3.43
Challenges others to think about better ways of doing things
Is comfortable dealing with ambiguity and complexity
Encourages the team to try new things, take risks and experiment
Is open minded to new ideas regardless of where they come from
Seeks input from others where changes will impact them
Talks about change in a positive way and helps people see the benefits of change
Involves the team in solving problems and making decisions
Encourages team members to be creative
Uses setbacks as opportunities to reflect, learn and change the way things are done
Explores different viewpoints without imposing their own opinions
Self
Manager
Direct Report Average
Peer Average
Total Average


Integrity
5.00
4.00
3.00
2.00
1.00
0.00
4.14
3.43
4.57
4.71
3.57
4.71
4.57
Follows through on promises and commitments
Sets a personal example of what is expected from the team
Is honest and trustworthy
Treats people fairly and consistently
Acts as a role model 'setting the tone' for what is expected of people
Is respectful and courteous towards others
Displays humility and acts without ego
Self
Manager
Direct Report Average
Peer Average
Total Average


Emotional Intelligence
5.00
4.00
3.00
2.00
1.00
0.00
4.71
3.29
3.86
3.14
3.71
4.29
3.86
3.71
Treats people with dignity and respect
Demonstrates awareness of how their own style and behaviour impacts others
Remains calm, even when times are stressful
Is comfortable building rapport with a wide range of people
Keeps things in perspective
Is patient with people
Behaves in a predictable and consistent way so people always know where they stand
Is positive and optimistic
Self
Manager
Direct Report Average
Peer Average
Total Average

Section 4

Your top 5

- This shows the top 5 highest rated question items based on total average scores.

Item	Total Average Rating
Treats people fairly and consistently	4.71
Is respectful and courteous towards others	4.71
Treats people with dignity and respect	4.71
Is honest and trustworthy	4.57
Displays humility and acts without ego	4.57

Section 5

Your bottom 5

- This shows the bottom 5 lowest rated question items based on total average scores.

Item	Total Average Rating
Delegates decision making to the lowest level	2.57
Provides challenging opportunities for people to develop their capability and confidence	2.57
Energizes people with their leadership style	2.43
Is comfortable dealing with ambiguity and complexity	2.29
Encourages the team to try new things, take risks and experiment	2.29

Section 6

Additional Comments

- This section details any open comments that were provided.

What do you see as this person's key strengths? What do they do really well from your perspective?

What could they do better? What do you wish they would do differently? Do more of? Less of?

Are there any other comments you would like to make?