

Releasing Potential



360° Feedback Report

Feedback Report for Homer Simpson
1. Middle Managers
Report Generated 27 October 2009



Feedback report for Homer Simpson

Understanding your report



Your feedback report has been generated using information gathered both from yourself and from the people who have provided feedback (the respondents).

The information has been collated and presented in 3 main sections:

1. The competency summary shows your scores at a glance under each of the main competency headings - showing how your self scores match up against the scores that your respondents gave.
2. The competency detail section takes each competency in turn and analyses it in terms of your scores against each of the individual behavioural questions.
3. The free text comments that you and your respondents gave in response to the qualitative questions in the questionnaire.

In the numerical sections of the report the results have been arranged so that the highest scoring items (based on feedback) are at the top and the lowest scoring items are at the bottom. This is to help you identify highlights and lowlights easily. If your respondents were assigned to different relationship categories then you will find that the individual scores they gave have been colour coded according to the Relationship Key on this page. Your report is designed to be read in conjunction with the workbook that has been provided along with your 360 feedback and can be downloaded from the website.

Relationship key:

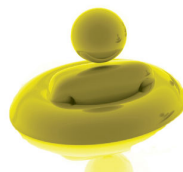
The scores in the details section of your report have been colour coded to indicate the relationship category of the respondent as follows:



Senior



Peer



Junior



Colleague

Scoring System:

You and your respondents were asked to provide feedback to a number of multiple choice questions using a five point scale. The chart below shows the scale as per the questionnaires. The important thing to remember is that a higher score is intended to be more positive. If a question has been answered as 'Don't Know' then that score will have been ignored in any calculations of averages or rankings in your report.

Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%



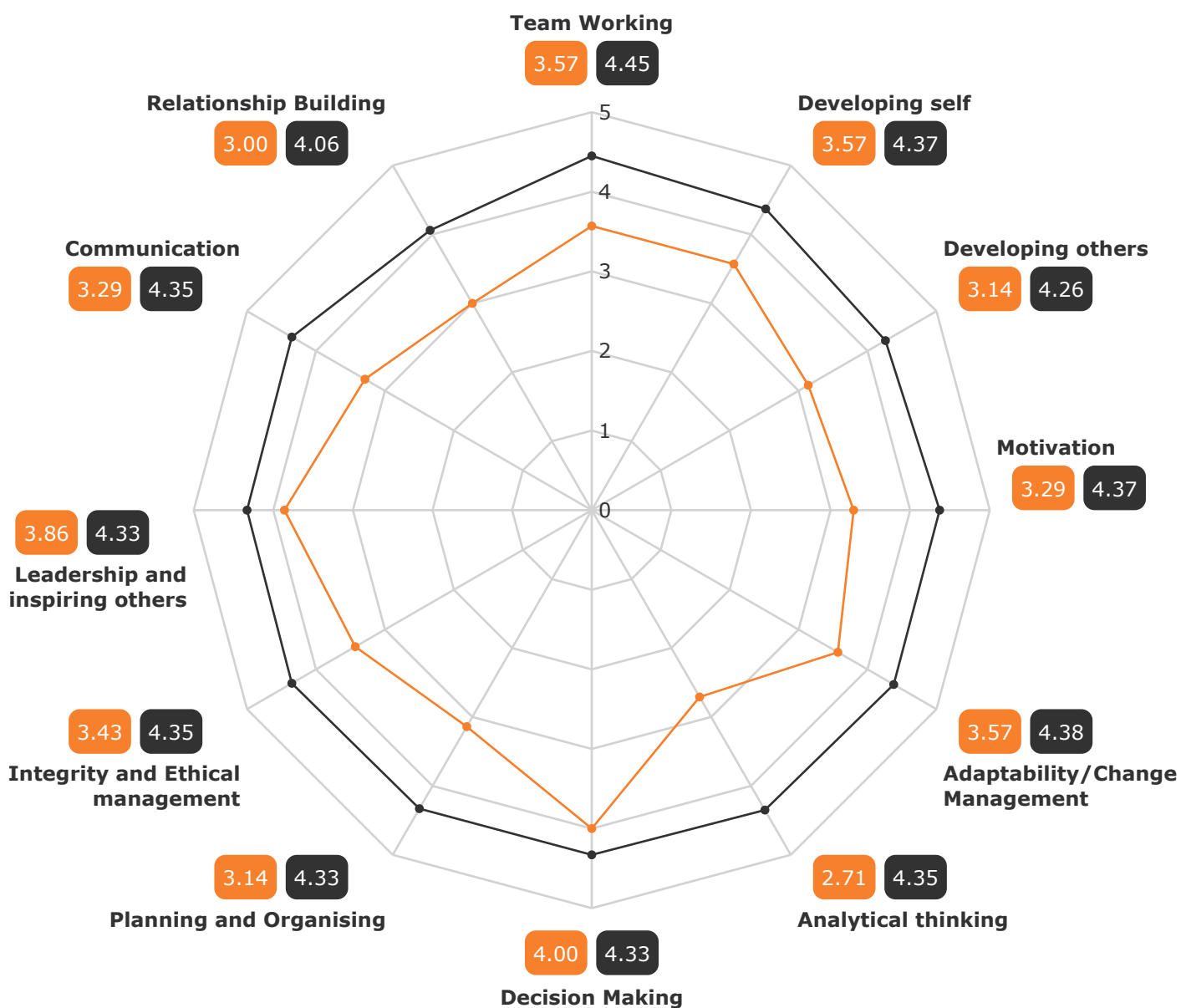
Feedback report for Homer Simpson

Spider Diagram

Summarises graphically your self perception and compares it with the feedback you received.



Key Self Others





Feedback report for Homer Simpson

Summary Of Competencies



Team Working

The ability to contribute to teams and to improve their effectiveness through personal commitment.



Adaptability/Change Management

The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity



Developing self

The ability to focus on own development and to take action to learn.



Motivation

The ability to support and encourage individuals and teams, so that they give of their best



Analytical thinking

The ability to analyse, investigate & interpret data, issues & situations



Integrity and Ethical management

The ability to work ethically according to professional & company values



Communication

The ability to give and gather information and to actively manage the communication process



Decision Making

The ability to evaluate or judge the best course of action and to make decisions at the appropriate speed



Planning and Organising

The ability to plan, organise and prioritise work. Balancing resources, skills, priorities and timescales to achieve objectives



Leadership and inspiring others

The ability to use personal skills to guide and inspire individuals/groups towards achieving goals



Developing others

The ability to improve performance through training and development of individuals and teams.



Relationship Building

The ability to get on well with a wide range of people and build long term trusting relationships





Feedback report for Homer Simpson

In Detail: **Team Working**

The ability to contribute to teams and to improve their effectiveness through personal commitment.



In Summary

Your self score: 3.57

Feedback score: 4.45

Supports less experienced colleagues

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 5, 5, 5, 3, 5, 5, 4

Encourages a strong sense of team spirit

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 5, 4, 5, 4, 5, 5, 4

Focuses the team on what will contribute to success in the long term

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 4, 4, 5, 4, 5, 5, 4

Develops ideas and solutions jointly with others

Own Answer: **3** Average Feedback: **4.43**
Individual Scores: 4, 5, 5, 4, 4, 5, 4

Takes responsibility for team's actions

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 5, 4, 5, 3, 5, 5, 4

Gives fair and constructive feedback to team members

Own Answer: **3** Average Feedback: **4.40**
Individual Scores: N/A, N/A, 5, 4, 5, 5, 3

Develops a wide network of productive relationships around the business

Own Answer: **3** Average Feedback: **4.29**
Individual Scores: 3, 5, 5, 4, 4, 5, 4



Feedback report for Homer Simpson

In Detail: **Adaptability/Change Management**

The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity



In Summary

Your self score: 3.57

Feedback score: 4.38

Enthusiastically accepts beneficial change

Own Answer: **4** Average Feedback: **4.67**
Individual Scores: 4, 5, 5, 4, 5, 5, N/A

Suggests ideas for possible improvements

Own Answer: **3** Average Feedback: **4.57**
Individual Scores: 4, 5, 5, 5, 4, 5, 4

Identifies when changes are needed

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 4, 5, 5, 4, 4, 5, 4

Challenges conventional views to benefit the business

Own Answer: **3** Average Feedback: **4.33**
Individual Scores: 4, 5, N/A, 4, 4, 5, 4

Adopts ideas used successfully elsewhere

Own Answer: **4** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 4, 5, 4

Generates innovative ideas and solutions

Own Answer: **4** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 5, 4, 4

Translates ideas into practical solutions

Own Answer: **3** Average Feedback: **4.14**
Individual Scores: 4, 4, 5, 4, 4, 4, 4



Feedback report for Homer Simpson

In Detail: **Developing self**

The ability to focus on own development and to take action to learn.



In Summary

Your self score: 3.57

Feedback score: 4.37

Sees own development as important

Own Answer: **4** Average Feedback: **4.71**
Individual Scores: 4, 4, 5, 5, 5, 5, 5

Actively seeks feedback to assist with continuous self-improvement

Own Answer: **2** Average Feedback: **4.50**
Individual Scores: 5, 3, 5, 5, 4, 5, N/A

Is able to accurately identify own development needs

Own Answer: **3** Average Feedback: **4.40**
Individual Scores: 4, 3, 5, 5, N/A, 5, N/A

Takes responsibility for setting up their own learning opportunities

Own Answer: **4** Average Feedback: **4.40**
Individual Scores: 4, 4, 5, 4, N/A, 5, N/A

Open to learning

Own Answer: **4** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 4, 5, 4

Evaluates own performance

Own Answer: **4** Average Feedback: **4.17**
Individual Scores: 4, 4, 5, 4, N/A, 5, 3

Reviews & consciously learns from experience

Own Answer: **4** Average Feedback: **4.14**
Individual Scores: 4, 4, 5, 4, 4, 5, 3



Feedback report for Homer Simpson

In Detail: **Motivation**

The ability to support and encourage individuals and teams, so that they give of their best



In Summary

Your self score: 3.29

Feedback score: 4.37

Displays genuine interest in people and their progress

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 5, 4, 5, 5, 5, 4, 4

Gives praise and open recognition

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 4, 4, 5, 5, 5, 5, 4

Has strength and maturity to support individuals and teams through difficult circumstances

Own Answer: **3** Average Feedback: **4.43**
Individual Scores: 4, 4, 5, 4, 5, 5, 4

Takes time to discover what motivates individuals

Own Answer: **2** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 5, 4, 4

Involves others and encourages full participation

Own Answer: **4** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 4, 5, 4

Motivates others through personal example

Own Answer: **3** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 5, 4, 4

Demonstrates belief in the abilities of others

Own Answer: **3** Average Feedback: **4.14**
Individual Scores: 4, 4, 5, 4, 4, 5, 3



Feedback report for Homer Simpson

In Detail: **Analytical thinking**

The ability to analyse, investigate & interpret data, issues & situations



In Summary

Your self score: 2.71

Feedback score: 4.35

Formulates clear and specific proposals for action

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 4, 4, 5, 5, 5, 5, 4

Is able to bring together information from a number of different sources when forming a decision

Own Answer: **4** Average Feedback: **4.50**
Individual Scores: 4, 4, 5, 4, N/A, 5, 5

Backs up conclusions with logical analysis

Own Answer: **2** Average Feedback: **4.43**
Individual Scores: 4, 4, 5, 4, 5, 5, 4

Weighs up the pros and cons of alternative solutions

Own Answer: **2** Average Feedback: **4.33**
Individual Scores: 4, N/A, 5, 4, 4, 5, 4

Judges issues objectively, avoiding personal bias

Own Answer: **2** Average Feedback: **4.29**
Individual Scores: 3, 4, 5, 4, 5, 5, 4

Able to methodically analyse large amounts of information and draw out the right conclusions

Own Answer: **3** Average Feedback: **4.17**
Individual Scores: N/A, 4, 5, 4, 4, 5, 3

Clarifies key issues before reaching a decision

Own Answer: **2** Average Feedback: **4.14**
Individual Scores: 4, 4, 5, 4, 4, 5, 3



Feedback report for Homer Simpson

In Detail: Integrity and Ethical management

The ability to work ethically according to professional & company values



In Summary

Your self score: 3.43

Feedback score: 4.35

Accepts responsibility for own work & decisions

Own Answer: **3** Average Feedback: **4.57**
Individual Scores: 4, 5, 5, 4, 5, 5, 4

Uses positional and personal power with care and restraint

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 5, 4, 5, 4, 5, 5, 4

Admits mistakes

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 4, 4, 5, 5, 4, 5, 4

Sticks to decisions which have been made and stays true to their word

Own Answer: **3** Average Feedback: **4.43**
Individual Scores: 5, 4, 5, 4, 4, 5, 4

Gives credit to deserving parties and does not take credit for the work of others

Own Answer: **4** Average Feedback: **4.33**
Individual Scores: 5, 4, 5, 3, 4, 5, N/A

Maintains principles even if short term commercial advantage is compromised

Own Answer: **3** Average Feedback: **4.20**
Individual Scores: 5, N/A, N/A, 4, 4, 5, 3

Is loyal to the company and its principles

Own Answer: **3** Average Feedback: **3.86**
Individual Scores: 4, 3, 4, 3, 4, 5, 4



Feedback report for Homer Simpson

In Detail: **Communication**

The ability to give and gather information and to actively manage the communication process



In Summary

Your self score: 3.29

Feedback score: 4.35

States own views clearly and concisely

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 5, 4, 5, 5, 4, 4, 5

Conveys complex information in plain language

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 4, 5, 4, 5, 5, 5, 4

Has a manner, style and presence that makes a positive impression

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 3, 4, 5, 5, 5, 5, 4

Uses electronic communication channels appropriately and in a way that generates a positive reaction in the recipients

Own Answer: **2** Average Feedback: **4.43**
Individual Scores: 4, 4, 5, 4, 5, 5, 4

Asks questions to find out others' real views and check understanding

Own Answer: **2** Average Feedback: **4.33**
Individual Scores: 4, N/A, 5, 4, 4, 5, 4

Listens to and considers others' views

Own Answer: **4** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 4, 5, 4

Tackles disagreement constructively

Own Answer: **3** Average Feedback: **3.86**
Individual Scores: 4, 4, 5, 2, 4, 4, 4



Feedback report for Homer Simpson

In Detail: **Decision Making**

The ability to evaluate or judge the best course of action and to make decisions at the appropriate speed



In Summary

Your self score: 4.00

Feedback score: 4.33

Can make considered decisions quickly when necessary

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 4, 4, 5, 5, 5, 5, 4

Applies common sense when making decisions

Own Answer: **4** Average Feedback: **4.57**
Individual Scores: 4, 4, 5, 5, 5, 5, 4

Thinks on feet to develop solutions

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 4, 4, 5, 4, 5, 5, 4

Is prepared to take tough decisions and is prepared to see them through

Own Answer: **4** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 4, 5, 4

Is prepared to be influenced by sound arguments and new information or evidence

Own Answer: **4** Average Feedback: **4.14**
Individual Scores: 4, 4, 5, 3, 4, 5, 4

Seeks expert advice or objective opinions before making decisions

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 4, 4, 5, 3, 4, 5, 3



Feedback report for Homer Simpson

In Detail: **Planning and Organising**

The ability to plan, organise and prioritise work. Balancing resources, skills, priorities and timescales to achieve objectives



In Summary

Your self score: 3.14

Feedback score: 4.33

Holds structured, productive meetings

Own Answer: **4** Average Feedback: **4.71**
Individual Scores: 5, 5, 5, 4, 5, 5, 4

Identifies clear targets and priorities

Own Answer: **3** Average Feedback: **4.57**
Individual Scores: 4, 4, 5, 5, 5, 5, 4

Ensures own work is accurate and timely

Own Answer: **2** Average Feedback: **4.43**
Individual Scores: 5, 4, 5, 4, 4, 5, 4

Concentrates effort on priorities

Own Answer: **3** Average Feedback: **4.29**
Individual Scores: 3, 4, 5, 4, 5, 5, 4

Plans for the long term

Own Answer: **3** Average Feedback: **4.29**
Individual Scores: 4, 5, 5, 4, 4, 4, 4

Allows for contingency in plans

Own Answer: **3** Average Feedback: **4.14**
Individual Scores: 3, 4, 5, 4, 4, 5, 4

Reviews and reassesses plans and priorities on a regular basis

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 3, 5, 4, N/A, 4, 3



Feedback report for Homer Simpson

In Detail: **Leadership and inspiring others**

The ability to use personal skills to guide and inspire individuals/groups towards achieving goals



In Summary

Your self score: 3.86

Feedback score: 4.33

Is a source of strength in times of uncertainty

Own Answer: **3** Average Feedback: **4.71**
Individual Scores: 5, 5, 5, 4, 5, 5, 4

Leads without aggression or arrogance

Own Answer: **5** Average Feedback: **4.43**
Individual Scores: 4, 4, 5, 4, 5, 5, 4

Generates energy and enthusiasm in others

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 4, 5, 5, 5, 5, 4, 3

Shows trust in the abilities of others

Own Answer: **4** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 4, 5, 4

Takes a lead in uncertain situations

Own Answer: **4** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 3, 5, 5, 4

Inspires others to believe that they can achieve worthwhile goals

Own Answer: **4** Average Feedback: **4.14**
Individual Scores: 4, 4, 5, 3, 5, 4, 4

Delegates effectively to others

Own Answer: **3** Average Feedback: **4.00**
Individual Scores: N/A, 5, 5, 2, 4, 4, 4



Feedback report for Homer Simpson

In Detail: **Developing others**

The ability to improve performance through training and development of individuals and teams.



In Summary

Your self score: 3.14

Feedback score: 4.26

Promotes the idea of continuous improvement

Own Answer: **3** Average Feedback: **4.71**
Individual Scores: 4, 5, 5, 5, 5, 5, 4

Creates a positive learning environment

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 4, 4, 5, 4, 5, 5, 4

Encourages others to stretch themselves

Own Answer: **3** Average Feedback: **4.29**
Individual Scores: 4, 5, 5, 4, 4, 4, 4

Provides personalised coaching and support to others

Own Answer: **3** Average Feedback: **4.20**
Individual Scores: N/A, 4, N/A, 3, 5, 5, 4

Sets and agrees objectives with people and monitors their progress

Own Answer: **3** Average Feedback: **4.17**
Individual Scores: N/A, 4, 5, 4, 4, 4, 4

Accurately identifies what people are good at and where they have potential to develop

Own Answer: **2** Average Feedback: **4.14**
Individual Scores: 4, 4, 5, 3, 4, 5, 4

Understands people's strengths and aspirations and takes them into account when allocating responsibilities

Own Answer: **4** Average Feedback: **3.86**
Individual Scores: 4, 4, 5, 2, 4, 5, 3



Feedback report for Homer Simpson

In Detail: **Relationship Building**

The ability to get on well with a wide range of people and build long term trusting relationships



In Summary

Your self score: 3.00

Feedback score: 4.06

Looks for common ground and builds co-operation even in difficult circumstances

Own Answer: **4** Average Feedback: **4.43**
Individual Scores: 5, 5, 5, 4, 4, 5, 3

Notices when others need help and support

Own Answer: **3** Average Feedback: **4.29**
Individual Scores: 4, 4, 5, 4, 5, 5, 3

Builds rapport with people

Own Answer: **4** Average Feedback: **4.14**
Individual Scores: 4, 3, 5, 4, 5, 5, 3

Is good at resolving people issues before they get out of hand

Own Answer: **2** Average Feedback: **4.00**
Individual Scores: 4, 4, 5, 3, 4, 4, 4

Is sensitive to the unspoken feelings of others

Own Answer: **2** Average Feedback: **4.00**
Individual Scores: 3, 4, 5, 4, 4, 5, 3

Goes out of way to develop trust in relationships

Own Answer: **4** Average Feedback: **3.86**
Individual Scores: 4, 3, 5, 4, 4, 4, 3

Brings tensions to the surface, helps to resolve conflicts and produces a positive outcome

Own Answer: **2** Average Feedback: **3.71**
Individual Scores: 4, 3, 4, 5, 3, 4, 3



Feedback report for Homer Simpson

Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.



What does Homer Simpson do well that you would like them to do more often?

You answered: Think strategically. is open and approachable

Respondents' Feedback:

Inspires those around him.

Encourages a good perspective on work - life balance.

Homer has a good sense of humour and doesn't let things get to him.

Homer focuses well on the future vision of the site. He is un phased by challenges to that vision or way of thinking and can put his view point across very effectively.

Homer is an excellent manager who is very committed to our team. He has great sense of humour and uses this well. He values the hard work and effort of the team and is always keen to share a joke with others.

Listens and responds to questions asked. Has an ability to think laterally.

Understands the individual functions of the team and is enthusiastic about team building. Has managed a period of change in management of safety and shown general support for individual members.



Feedback report for Homer Simpson

Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.



What would you like Homer Simpson to do differently?

You answered: be less aggressive when putting ideas across

Respondents' Feedback:

Sometimes appears intolerant of other peoples' views

I dont think there is anything that I would like Homer to do differently

Focus more on the job in hand.

For Homer to reflect on his verbal and non verbal communication skills. He can become a little flippant during conversations or meetings, even though the intention is not to cause distress.

I can't think that he needs to do things differently but to have more time to do what he does so well.

To take people a bit more seriously when required.

Can occasionally appear to be respond in an overly casual way



Feedback report for Homer Simpson

Highlights & Lowlights

Your five highest scoring behaviours



Sees own development as important

Part of: Developing self

Own Answer: **4** Average Feedback: **4.71**
Individual Scores: 4, 4, 5, 5, 5, 5, 5

Holds structured, productive meetings

Part of: Planning and Organising

Own Answer: **4** Average Feedback: **4.71**
Individual Scores: 5, 5, 5, 4, 5, 5, 4

Promotes the idea of continuous improvement

Part of: Developing others

Own Answer: **3** Average Feedback: **4.71**
Individual Scores: 4, 5, 5, 5, 5, 5, 4

Is a source of strength in times of uncertainty

Part of: Leadership and inspiring others

Own Answer: **3** Average Feedback: **4.71**
Individual Scores: 5, 5, 5, 4, 5, 5, 4

Enthusiastically accepts beneficial change

Part of: Adaptability/Change Management

Own Answer: **4** Average Feedback: **4.67**
Individual Scores: 4, 5, 5, 4, 5, 5, N/A



Feedback report for Homer Simpson

Highlights & Lowlights

Your five lowest scoring behaviours



Understands people's strengths and aspirations and takes them into account when allocating responsibilities

Part of: Developing others

Own Answer: **4** Average Feedback: **3.86**
Individual Scores: 4, 4, 5, 2, 4, 5, 3

Is loyal to the company and its principles

Part of: Integrity and Ethical management

Own Answer: **3** Average Feedback: **3.86**
Individual Scores: 4, 3, 4, 3, 4, 5, 4

Goes out of way to develop trust in relationships

Part of: Relationship Building

Own Answer: **4** Average Feedback: **3.86**
Individual Scores: 4, 3, 5, 4, 4, 4, 3

Reviews and reassesses plans and priorities on a regular basis

Part of: Planning and Organising

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 3, 5, 4, N/A, 4, 3

Brings tensions to the surface, helps to resolve conflicts and produces a positive outcome

Part of: Relationship Building

Own Answer: **2** Average Feedback: **3.71**
Individual Scores: 4, 3, 4, 5, 3, 4, 3