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360° INSIGHTS

Sam Sample

podium

Introduction

About 360° Insights

360° appraisals compare an individual's self-ratings on a number of behavioural competencies to the ratings provided by other individuals who regularly interact with them at work. These "raters" are grouped by the nature of their relationship with the individual being appraised to be a manager a peer, a direct report or other key stakeholders such as clients.

The results are based on the surveys completed by the various raters involved in the 360° appraisal. The surveys focused on your behaviour in the workplace in relation to the competencies being measured.

The information contained in this report provides insight into your strengths and weaknesses within the competencies as well as any differences that might exist between your self-perceptions and those of others. The information can be used to enhance self-awareness and engage individuals in their personal and professional development.

Report Sections

Your results are presented in the following sections:

Overall Summary: Shows your self-ratings as well as the ratings provided by other raters according to their relationship to you.

Perception Gaps: This section gives an overall view of the level of agreement between your self-perceptions and the perceptions of other raters.

Highest and Lowest Items: Provides the highest and lowest rated items across all competencies.

Comments: Shares rater feedback and comments about your performance.

Raters

A total of 8 raters provided feedback on your performance in addition to your own self-ratings.

Rater Type	No.
Self	I
Managers	2
Peers	2
Direct Reports	I
Other	I

Competencies

The High Performance Behaviours (HPB) competency model was used in the 360° appraisal. The below table lists the competencies and their definitions.

Information Search	Gathering a rich variety of information from many different sources about events.
Concept Formation	Linking information to form new ideas that explain the underlying causes of events.
Conceptual Flexibility	Seeing issues from different perspectives to compare options prior to taking action.
Empathy	Encouraging others to express openly their real thoughts and feelings.
Teamwork	Creating effective teams both within and across related departments or functions.
Developing People	Providing staff with the resources, coaching and training to develop their capability.
Influence	Using persuasive arguments and the goals and interests of others to build support.
Building Confidence	Making your stance on issues clear.
Communication	Making clear and concise presentations and establishing effective communication.
Proactivity	Designing implementation plans and outlining actions and responsibilities.
Continuous Improvement	Setting goals and targets and monitoring progress to improve performance.
Customer Focus	Setting targets focused on adding value for the customer.

Rating Scale

A 6-point rating scale was used in the 360° appraisal. The below table lists the level descriptions and the numerical values associated to each. These numerical values form the basis for all further analysis and data representation.

Value	Level Description
6	Strongly Agree
5	Agree
4	Slightly Agree
3	Slightly Disagree
2	Disagree
1	Strongly Disagree
Unscored	Not Applicable

Private and Confidential

This is a confidential assessment report on Sam Sample. This report was requested for a specific purpose and has influenced the information and conclusions drawn. The information contained in this report should only be interpreted by a trained professional, and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

Waiver

360° Insights is an instrument designed to provide a focus about specific behavioural competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held liable for the consequences of those decisions.

Results at a Glance

Your overall results on all the competencies are summarized below.

Category	Competency	Self	Managers	Peers	Direct Reports	Others
Administrative	**Information Search**	4.6	3.8	4.3	4.6	3.8
	Concept Formation	4.8	4.6	4.8	5.6	5.0
	Conceptual Flexibility	4.0	3.5	4.9	4.2	4.4
Relational	**Empathy**	3.1	3.6	3.8	4.1	3.8
	Teamwork	4.6	4.9	4.5	4.4	4.2
	Developing People	4.4	4.8	4.2	4.2	5.0
	Influence	5.2	4.9	5.2	5.0	5.4
	Building Confidence	5.2	3.4	4.6	5.4	5.2
	Communication	4.8	3.5	4.6	4.2	4.8
Drive	**Proactivity**	4.2	3.9	4.5	3.6	3.6
	Continuous Improvement	3.4	3.1	3.5	3.7	3.4
	Customer Focus	4.6	3.7	4.6	4.6	5.4
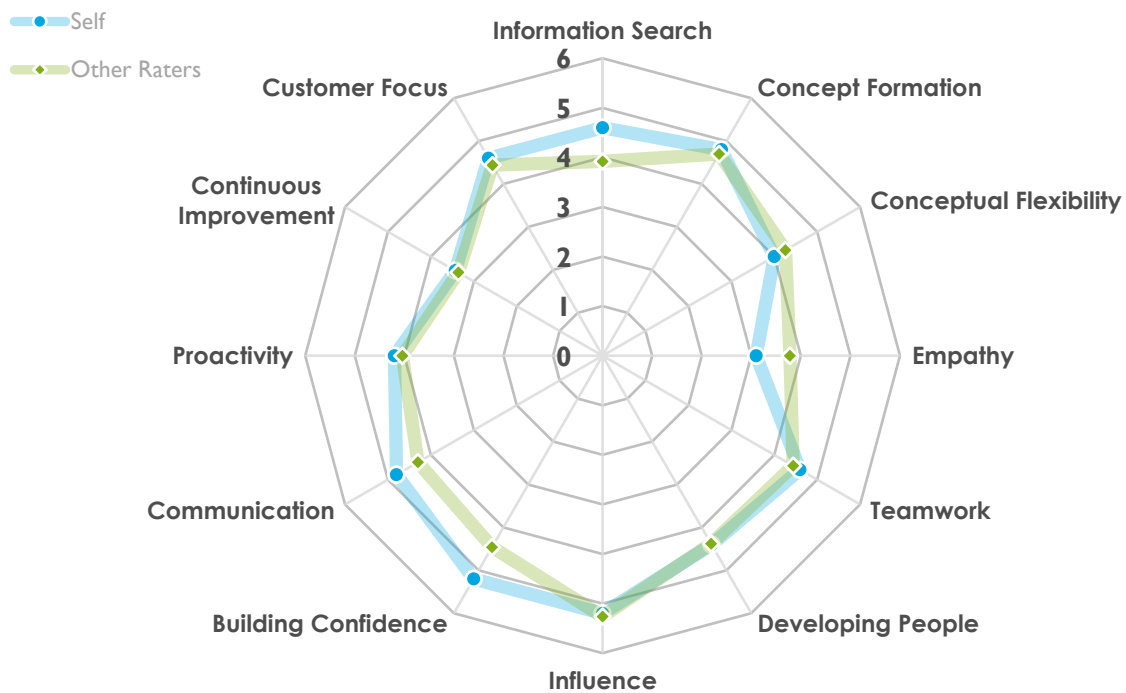
Perception Gaps

This section gives an overall view of the level of agreement between your self-perceptions and the perceptions of other raters.

Positive Self-Perceptions

The following tables show when your self-perceptions are higher than how others rate you.

Competency	Question	Self	Other Raters	Gap
Information Search	Provide information that helps others do their jobs better.	6	3.6	2.4
Communication	Teach others to communicate more clearly.	6	3.9	2.1
Communication	Adapt communication to the needs of the audience.	6	3.9	2.1
Developing People	Challenge team members to develop their talents.	6	3.9	2.1
Communication	Help others understand things that may have been unclear.	6	4	2.0
Developing People	Encourage a climate of openness around feedback for development	6	4.1	1.9

Negative Self-Perceptions

The following tables show when your self-perceptions are lower than how others rate you.

Competency	Question	Self	Other Raters	Gap
Empathy	Care about what's best for the team.	3	4.1	-1.1
Empathy	Ask open ended questions.	2	3.4	-1.4
Concept Formation	Ask lots of questions to uncover the cause of a problem.	3	4.4	-1.4
Developing People	Challenge team members to develop their talents.	4	5.4	-1.4
Conceptual Flexibility	Listen and considers new and different ideas.	3	4.4	-1.4
Empathy	Allow others the time they need to speak their mind.	4	5.5	-1.5

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Highest and Lowest Items

Provides the highest and lowest rated items across all competencies.

Highest Items

Competency	Question	Self	Other Raters	Gap
Influence	Make a point persuasively.	6	5.7	5.73
Concept Formation	Think about broad issues that affect our business practices.	6	5.6	5.64
Influence	Help people find purpose in the work that we do.	4	5.5	5.33
Influence	Move people to take action.	4	5.5	5.33
Influence	Design solutions so that everyone wins.	6	5.2	5.29
Influence	Use influence and persuasion to advance the team's cause.	6	5.2	5.29

Lowest Items

Competency	Question	Self	Other Raters	Gap
Continuous Improvement	Expect continuous improvement in effectiveness.	3	3.6	3.53
Continuous Improvement	Set high performance goals for the team.	3	3.4	3.36
Continuous Improvement	Push others to higher levels of performance.	4	3.2	3.29
Empathy	Consider others needs and feelings in making decisions.	4	3.2	3.29
Continuous Improvement	Measure team progress against goals.	2	3.4	3.24
Continuous Improvement	Encourage team members to improve performance.	4	3	3.11

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Comments

Raters provided the following responses to regarding your workplace behaviours.

Continue	What behaviours should this individual keep doing that are working?
	No responses

Start	What behaviours should this individual start doing more often?
Matrix Managers	Manager text…

Stop	What behaviours should this individual stop doing that are limiting?

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Action Planning

Step 1: Build on Your Strengths

Based on the survey results, what are your strongest areas?

Top 3 Strengths	What is the strength?	How can I use this strength more?
Example:	My survey says I am doing a great job of positive practices with my team.	I can use this strength to motivate people, set higher expectations, and
Strength 1		
Strength 2		
Strength 3		

Part 2: Identify Personal Development Goals – "Depth Development"

Based on the survey results, what are your opportunities for improvement, so you can more fully use your strengths?

Top 3 Development Goals	What leadership capability would you like to improve?	What would be benefit of improving this capability?
Example:	What leadership capability would you like to improve?	What would be benefit of improving this capability?
Goal 1		
Goal 2		
Goal 3		

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Part 3: Identify Business-Linked Goals – "Breadth Development"

Based on the business challenges in your department, what developmental improvements or strengths utilized will best help you address those challenges?

Top 3 Development Goals	What are top 3 business goals in your plan for next 1-2 years?	What leadership capabilities could you use to achieve the goals?
Example:	Improve cycle time for deployment of new regulations from 24 months to 12 months.	Performance drive...project planning, accountability, delegating more. Wins support and buy-in...change management, communicating with stakeholders before roll out, providing post roll-out support.
Goal 1		
Goal 2		
Goal 3		

Part 4: Create and Action Plan

Combining Parts 2 and 3, what are the 2 most important development goals you will focus on? What action steps will you take to improve?

Top Development Goals	What is the goal?	What actions can you take to improve?
Example:	Become a more powerful presenter.	Take presentations class. Re-write a key presentation and get feedback.
Goal 1		
Goal 2		
Goal 3		

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