

360° Feedback Report
for
John Sample

eras 360
Questionnaire

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Introduction

Overview

An Example Company recognise the competitive advantages that can be gained through objective assessment and the development of our employees. It is for this reason we embarked on a development program to ensure that development needs are both identified and addressed.

Part of this process was the development and rollout of a 360° feedback competency questionnaire. The information gained from this process has been used in this report to generate scores against several competencies that are crucial to our success.

Interpreting your scores

The scores in this report have been standardised to give a clearer picture of your strengths and development needs in relation to other managers and professionals. The scores are split into ratings between 1 and 10.

For example, if you scored either 5 or 6, then your score is similar to that of most managers and professionals. (Approximately 68% of managers and professionals would get a score between 4 and 7). Scores higher or lower than this indicate a strength or development need. This is clearly marked on each page of the report.

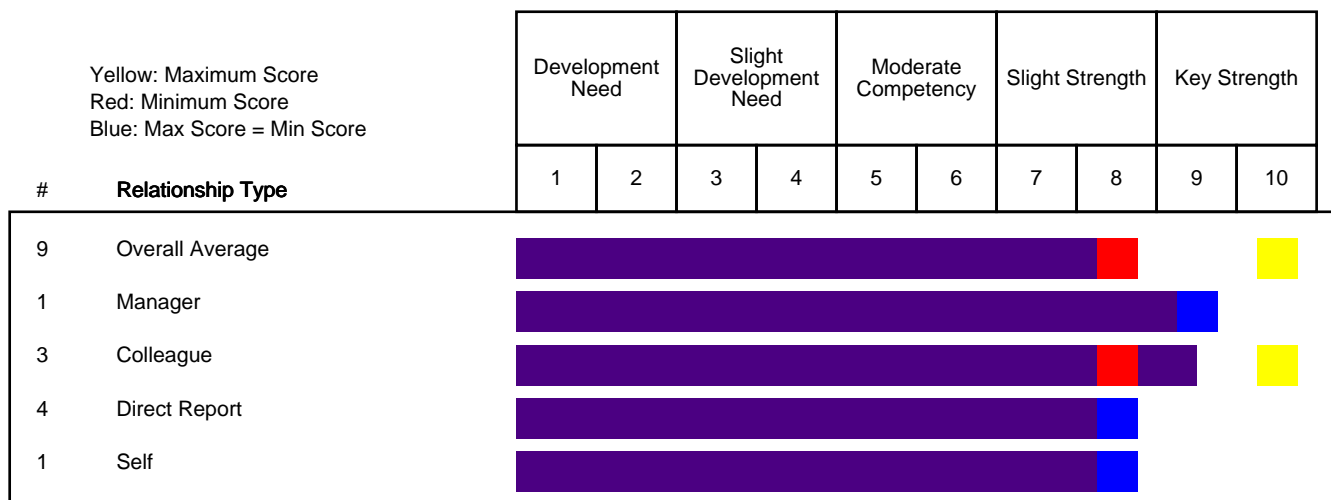
The score you are provided with is the average overall score. This is based on a combination of all ratings. You will also see an indication of the highest and lowest score achieved on each competency, and the number and types of rater who participated in the feedback process.

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Customer Focus

Understands the needs of the client and acts in the clients' best interests. Can identify customer needs.



Supplementary Comments Provided by Participants

Good at keeping the customer happy, often with a compromise solution

Good customer focus and understanding of the requirements of the customer. Relationship with customer always been good.

Has maintained a close and effective relationship with the Customer throughout current contract.

John has a good understanding of what the customer/client requires and has the ability to cascade the information to other members of the team/project.

John's personal attributes enable him to gain the customer's confidence.

Very focussed, well respected by his customer

Very good Customer focus. Establishes good dialogue with the Customer. Keeps the Customer informed.

Priority Training Interventions Based on Overall Score

No priority training needs identified.

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Understands the needs of the client and acts in the clients' best interests. Can identify customer needs.

Development Areas: The participant's overall score indicated consistently low scores against the following questions:

- > follow up client complaints

Moderate Areas: The participant's overall score indicated consistently moderate scores against the following questions:

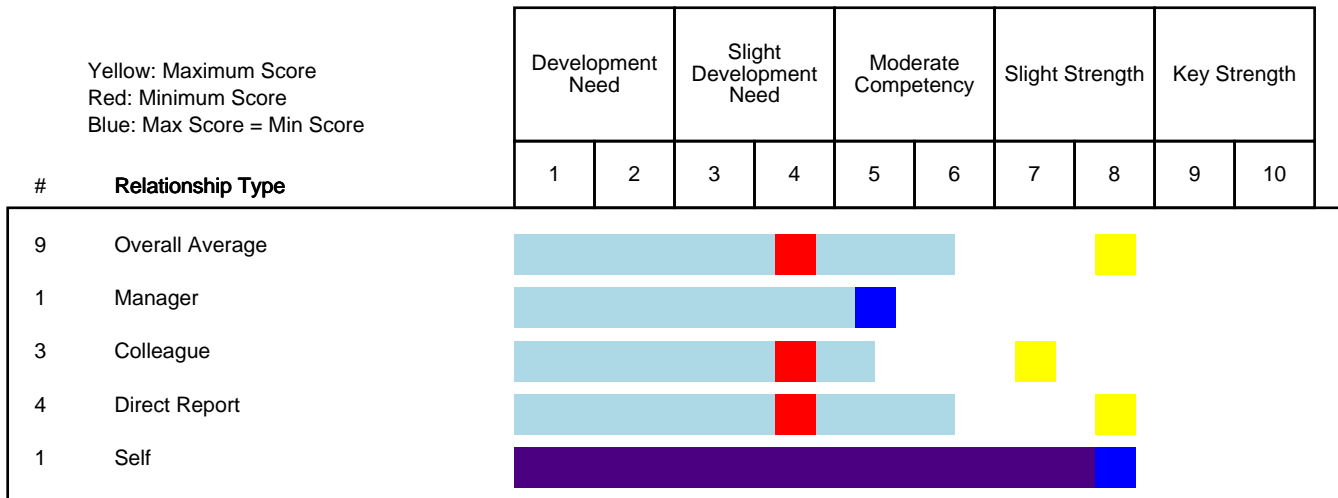
Key Strengths: The participant's overall score indicated consistently high scores against the following questions:

- > listen to customers
- > create mutually beneficial relationships with customers
- > work hard to identify customer needs
- > deliver quick and efficient service to clients
- > understand client needs
- > act in the client's best interest
- > are positive in response to customer demands

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Creates a positive working environment for employees and encourages them to develop



Supplementary Comments Provided by Participants

Can be good at developing people in the right circumstance, good delegator

Clear delegation of responsibility. Involves team members in decision making. Perhaps should look to continually raise the bar to gain continuous improvement and set challenges for the team.

Creates a positive working environment, encourages involvement rather than development

Encourages his team to think more positive and enhance their skills wherever possible.

I have always felt that my career needs have been considered in the roles I have been allocated, and asked whether or not I felt that the role was satisfying my own personal ambitions.

Maintains effective communication with direct reports and encourages others' contributions. Has also made efforts to find new posts for staff as current project concludes.

John could gain more from his undoubted abilities

Priority Training Interventions Based on Overall Score

No priority training needs identified.

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Creates a positive working environment for employees and encourages them to develop

Development Areas: The participant's overall score indicated consistently low scores against the following questions:

- > encourage employees to develop
- > provide a stimulating environment
- > encourage staff positively to achieve goals

Moderate Areas: The participant's overall score indicated consistently moderate scores against the following questions:

- > empower employees
- > encourage others to use their skills and talents

Key Strengths: The participant's overall score indicated consistently high scores against the following questions:

- > actively participate in the development of their staff
- > help to create a positive attitude to work among direct reports
- > share challenging and interesting tasks with staff

The full report contains a narrative description for all of the individual competencies, as per the examples shown.

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Summary of Scores

Yellow: Maximum Score
 Red: Minimum Score
 Blue: Max Score = Min Score

#	Relationship Type	Development Need		Slight Development Need		Moderate Competency		Slight Strength		Key Strength		
		1	2	3	4	5	6	7	8	9	10	
9	Customer Focus	[Purple bar from 1 to 8]								[Red square at 8]	[Yellow square at 10]	
9	Developing People	[Blue bar from 1 to 3]			[Red square at 4]	[Blue bar from 5 to 6]			[Yellow square at 8]			
9	Entrepreneurial Instinct	[Red square at 1]	[Blue bar from 2 to 2]			[Yellow square at 5]						
9	Team Work	[Purple bar from 1 to 5]				[Red square at 5]	[Purple bar from 6 to 7]			[Yellow square at 9]		
9	Ethics & Standards	[Red square at 1]	[Purple bar from 2 to 8]									[Yellow square at 10]
9	Sharing Knowledge	[Blue bar from 1 to 3]			[Red square at 4]	[Blue bar from 5 to 5]		[Yellow square at 6]				
9	Strategic Thinking	[Red square at 1]	[Blue bar from 2 to 3]					[Yellow square at 7]				
9	Decision Making	[Purple bar from 1 to 3]			[Red square at 4]	[Purple bar from 5 to 8]				[Yellow square at 9]	[Yellow square at 10]	
9	Business Planning	[Purple bar from 1 to 4]				[Red square at 4]	[Purple bar from 5 to 7]			[Yellow square at 9]		
9	Influencing	[Blue bar from 1 to 3]			[Red square at 4]	[Blue bar from 5 to 6]			[Yellow square at 8]			

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