



360 Degree Assessment Report

Candidate X

Month, Year



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INTRODUCTION

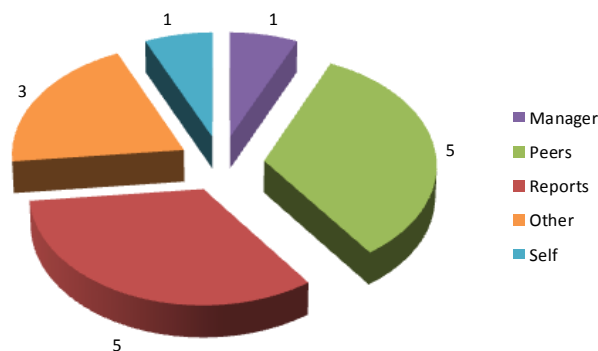
This report has been generated for Candidate X, and is based on a 360 degree assessment that was conducted in May, 2012. This report is strictly confidential and is intended for Candidate X and his manager who are the owners of this report.

The data included in this report is based on feedback provided by your manager, peers, direct reports and other stakeholders. All respondents were asked to complete a short questionnaire about your leadership behaviours and managerial skills.

Raters were asked to respond to items using the 5-point scale shown below. In the context of this report, high scores reflect greater agreement with an item.

1	Never
2	Rarely
3	Seldom
4	Often
5	Always

The following graph details the number of respondents in each rater category:



The report is broken down into the following sections:

- 1. Executive Summary:** identifies key strengths and areas for improvement, and provides an overview of scores received for each of the four sub-categories: Managing Others, Managing Self, Strategy and Implementation.
- 2. Overall Summary by Category:** identifies the six highest and six lowest items within each sub-category, and provides an average score for each respondent category.
- 3. Detailed Summary by Category:** provides a breakdown of scores for each item within a sub-category, by respondent type. Verbatim comments received are also included here.
- 4. Highest Ranked Items:** details the ten highest ranked items, across all sub-categories and respondent categories.
- 5. Lowest Ranked Items:** details the ten lowest ranked items, across all sub-categories and respondent categories.



EXECUTIVE SUMMARY



Key Strengths	Key Areas for Improvement
Ambition (Q18)	Motivation (Q4)
Professionalism (Q22)	Clear vision (Q29)
Honesty (Q17)	Influencing skills (Q10)



OVERALL SUMMARY: MANAGING OTHERS

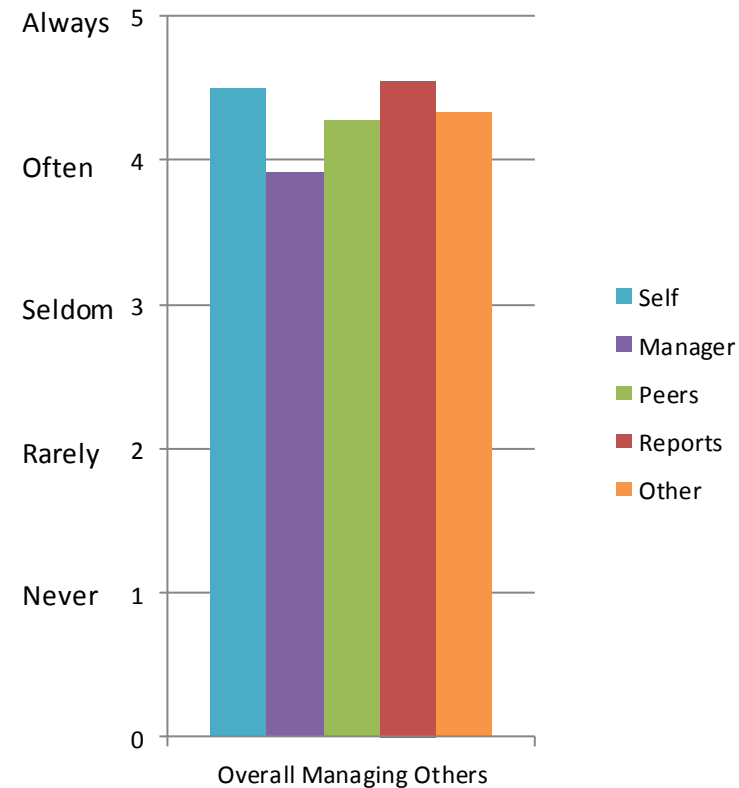
This section relates to how you interact with those around you. This includes how well you communicate with others, the motivation and support you offer, and your ability to delegate and provide feedback. Use this section to diagnose specific development needs.

Highest Scoring Items:

- Dignity (Q8)
- Sharing knowledge (Q12)
- Positive role model (Q2)
- Empathy (Q11)
- External relationships (Q7)
- Communication (Q3)

Lowest Scoring Items:

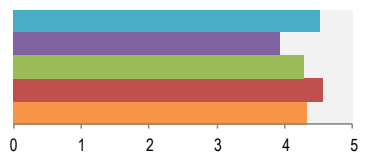
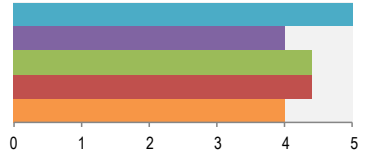
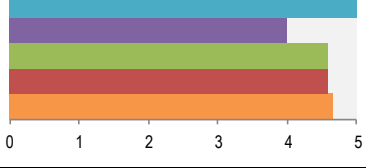
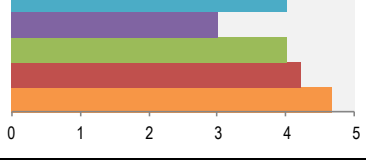
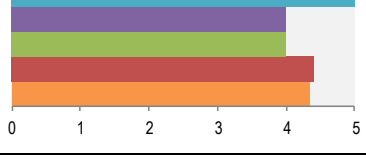
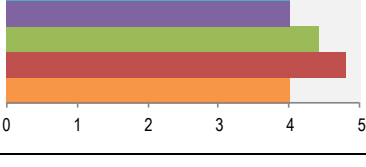
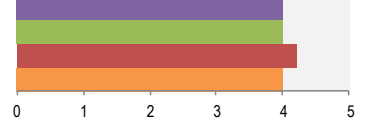
- Motivation (Q4)
- Influencing skills (Q10)
- Conflict resolution (Q5)
- Mentoring (Q6)
- Responding to stakeholders (Q9)
- Delegation (Q1)



DETAILED SUMMARY: MANAGING OTHERS

1 = Never, 2 = Rarely, 3 = Seldom, 4 = Often, 5 = Always

Average Scores by Rater Type

#	Item	Average	Rater Type					External Benchmarks	Chart
			Self	Manager	Peers	Reports	Other		
	OVERALL MANAGING OTHERS SCORES	4.4	4.5	3.9	4.3	4.6	4.3	3.2	
1	Takes the time to clearly explain what is required when assigning tasks	4.3	5.0	4.0	4.4	4.4	4.0	4.0	
2	Is a positive role model for others	4.6	5.0	4.0	4.6	4.6	4.7	4.0	
3	Is open in their communication with others	4.1	4.0	3.0	4.0	4.2	4.7	3.0	
4	Motivates others to do their best	4.3	5.0	4.0	4.0	4.4	4.3	4.0	
5	Effectively manages conflict with colleagues or stakeholders	4.4	4.0	4.0	4.4	4.8	4.0	4.0	
6	Takes the time to coach and mentor others	4.1	4.0	4.0	4.0	4.2	4.0	4.0	



	Item	Average	Self	Manager	Peers	Reports	Other	External Benchmarks	Chart
7	Maintains good relationships with our customers and clients	4.7	5.0	5.0	4.8	4.8	4.3	5.0	
8	Treats others with dignity and respect	4.5	4.0	4.0	4.4	4.8	4.7	4.0	
9	Responds promptly to requests and feedback from key stakeholders	4.7	5.0	4.0	4.8	4.6	4.7	4.0	
10	Has strong influencing and negotiation skills	4.7	5.0	5.0	4.6	4.8	4.7	5.0	
11	Demonstrates empathy and concern for the needs of others	3.9	4.0	3.0	3.8	4.4	3.7	3.0	
12	Regularly shares knowledge and information	4.1	4.0	3.0	3.6	4.6	4.3	3.0	

Comments by Self:

- <insert comments here>

Comments by Others:

- <insert comments here>



OVERALL SUMMARY: MANAGING SELF

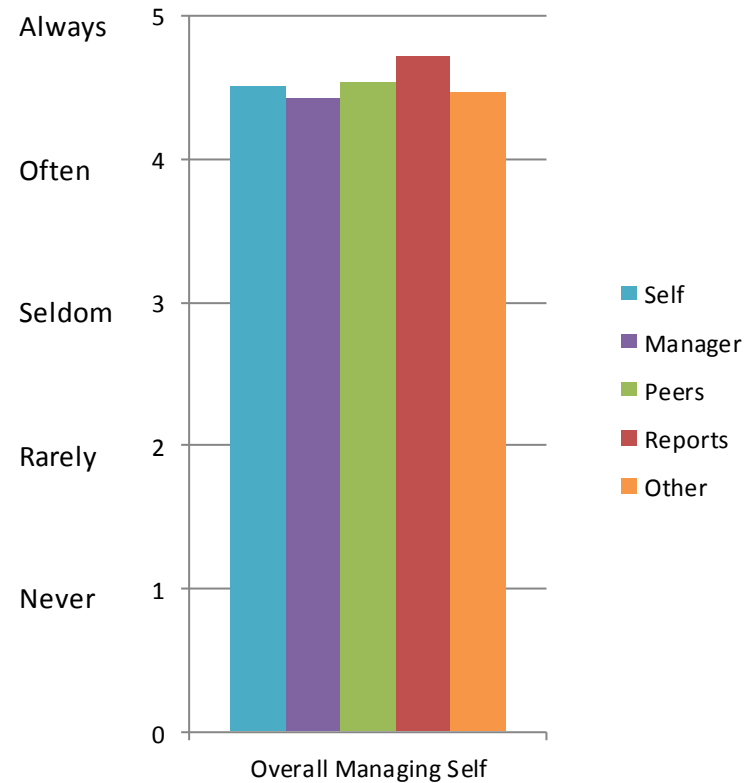
This section relates to how you manage yourself at work. This includes your ability to manage your own emotions and reactions, as well as your adaptability and level of ambition. Use this section to diagnose specific development needs.

Highest Scoring Items:

- Ambition (Q18)
- Professionalism (Q22)
- Honesty (Q17)
- Quality of work (Q24)
- Positive outlook (Q13)
- Accountability (Q19)

Lowest Scoring Items:

- Adaptability (Q15)
- Composure (Q16)
- Emotional intelligence (Q14)
- Professional Development (Q20)
- Risk taking (Q21)
- Time management (Q23)



DETAILED SUMMARY: MANAGING SELF

1 = Never, 2 = Rarely, 3 = Seldom, 4 = Often, 5 = Always

Average Scores by Rater Type

	Item	Average	Self	Manager	Peers	Reports	Other	External Benchmarks	Chart
#	OVERALL MANAGING SELF SCORES	4.6	4.5	4.4	4.5	4.7	4.5	4.7	
13	Maintains a positive outlook when faced with setbacks and disappointments	4.5	4.0	5.0	4.6	4.4	4.5	4.4	
14	Manages emotions maturely and intelligently	4.6	5.0	4.0	4.8	4.4	4.5	4.4	
15	Adapts their style to suit different people and situations	4.1	4.0	5.0	3.6	4.6	4.0	4.6	
16	Maintains their composure under difficult or stressful circumstances	4.8	5.0	5.0	4.6	5.0	4.5	5.0	
17	Is honest and open and does not have hidden agendas	4.1	4.0	3.0	3.8	4.6	4.5	4.6	
18	Is ambitious and driven to succeed	5.0	5.0	5.0	5.0	5.0	5.0	5.0	



	Item	Average	Self	Manager	Peers	Reports	Other	External Benchmarks	Chart
19	Does what they say they will do	4.6	5.0	5.0	4.4	4.6	4.5	4.7	
20	Seizes opportunities to broaden their professional experience	4.6	4.0	4.0	4.8	4.8	4.5	4.4	
21	Has the confidence to take risks where appropriate	4.7	5.0	4.0	4.8	5.0	4.0	4.4	
22	Is always professional in their interactions	4.9	5.0	5.0	4.8	5.0	5.0	4.6	
23	Is effective at managing their time and prioritising tasks	4.5	4.0	4.0	4.6	4.6	4.5	5.0	
24	Produces work of a very high standard	4.4	4.0	4.0	4.6	4.6	4.0	4.6	

Comments by Self:

- <insert comments here>

Comments by Others:

- <insert comments here>



OVERALL SUMMARY: STRATEGY

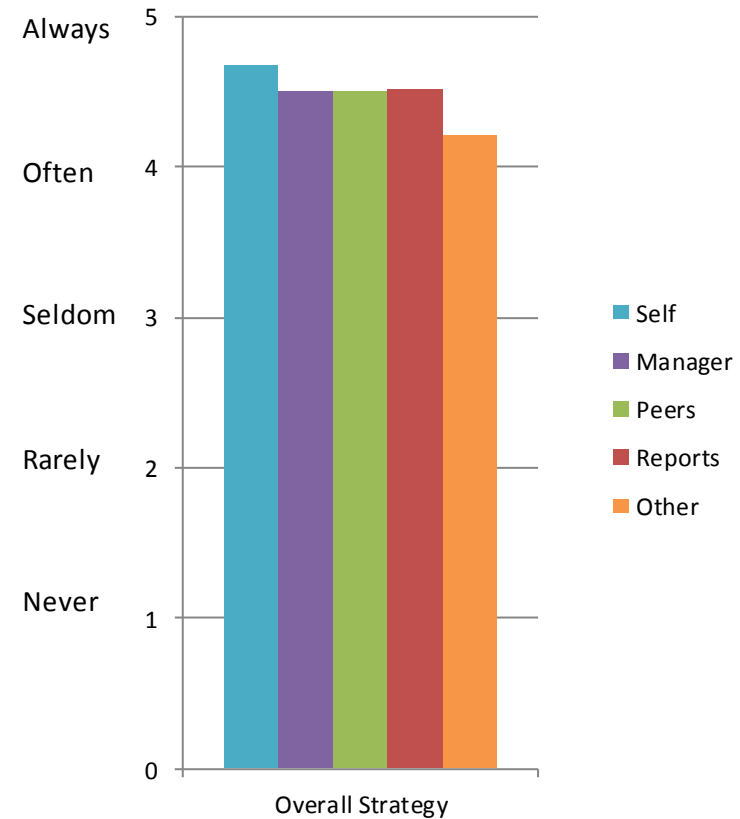
This section relates to how you strategize about the business. This includes your ability to identify opportunities, provide clear direction and your congruence with company policies and values. Use this section to diagnose specific development needs.

Highest Scoring Items:

- Identifies opportunities (Q30)
- Corporate citizenship (Q35)
- Developing plans (Q25)
- Commitment to policies (Q36)
- Long term opportunities (Q33)
- Value adding (Q28)

Lowest Scoring Items:

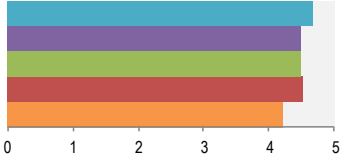
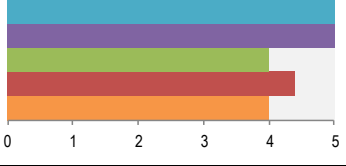
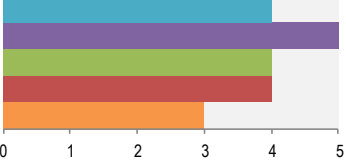
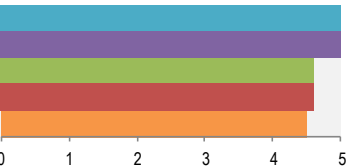
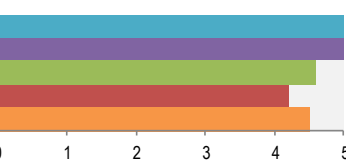
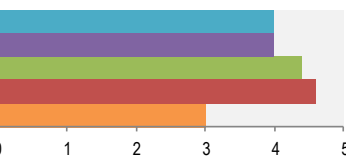
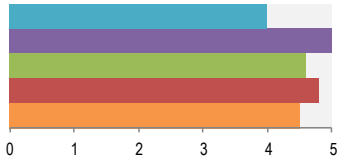
- Clear vision (Q29)
- Provides direction (Q26)
- Responding to change (Q31)
- Value congruence (Q32)
- Translates goals (Q34)
- Customer satisfaction (Q27)



DETAILED SUMMARY: STRATEGY

1 = Never, 2 = Rarely, 3 = Seldom, 4 = Often, 5 = Always

Average Scores by Rater Type

	Item	Average	Self	Manager	Peers	Reports	Other	External Benchmarks	Chart
#	OVERALL STRATEGY SCORES	4.5	4.7	4.5	4.5	4.5	4.2	4.5	
25	Develops plans in accordance with the organisation's objectives	4.3	5.0	5.0	4.0	4.4	4.0	4.0	
26	Provides clear direction about the strategy of the business	3.9	4.0	5.0	4.0	4.0	3.0	4.0	
27	Has a clear focus on increasing customer satisfaction	4.6	5.0	5.0	4.6	4.6	4.5	4.6	
28	Is always looking to "add value" and deliver better results	4.5	5.0	5.0	4.6	4.2	4.5	4.6	
29	Clearly describes the vision and purpose of the organisation to others	4.2	4.0	4.0	4.4	4.6	3.0	4.4	
30	Identifies new business opportunities for the organisation	4.6	4.0	5.0	4.6	4.8	4.5	4.6	



	Item	Average	Self	Manager	Peers	Reports	Other	External Benchmarks	Chart
31	Responds quickly to changes in the external marketplace	4.6	5.0	5.0	4.8	4.4	4.0	4.4	
32	Demonstrates a commitment to the organisation's values	4.6	5.0	4.0	4.4	4.6	5.0	4.6	
33	Is good at thinking long term about new opportunities	4.7	5.0	4.0	4.8	4.6	5.0	4.6	
34	Translates strategic goals into clear plans and objectives	4.4	4.0	4.0	4.8	4.4	4.0	4.4	
35	Acts with the best interests of the organisation at heart	4.6	5.0	4.0	4.4	4.8	5.0	4.8	
36	Makes decisions that are consistent with the organisations strategic direction	4.6	5.0	4.0	4.6	4.8	4.0	4.8	

Comments by Self:

- <insert comments here>

Comments by Others:

- <insert comments here>



OVERALL SUMMARY: IMPLEMENTATION

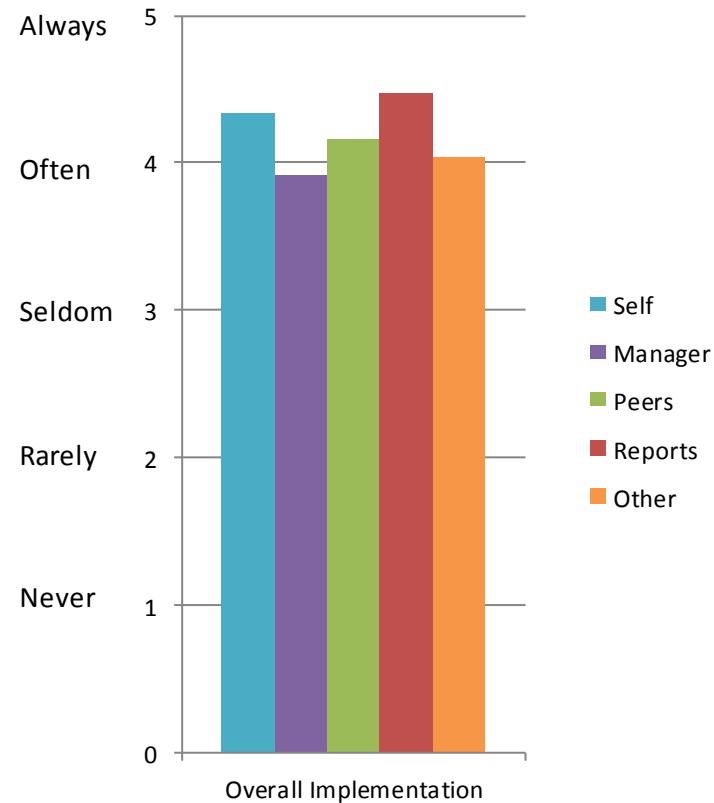
This section relates to how you work within your business. This includes your thinking and decision making style, and your resource management skills. Use this section to diagnose specific development needs.

Highest Scoring Items:

- Openness (Q46)
- Compliance (Q48)
- Creativity (Q44)
- Analysis of problems (Q41)
- Lateral thinking (Q40)
- Results (Q45)

Lowest Scoring Items:

- Resource Management (Q38)
- Deliverables (Q37)
- Resolving problems (Q42)
- Thoughtful decision-making (Q39)
- Follow-ups (Q43)
- Objective decision-making (Q47)



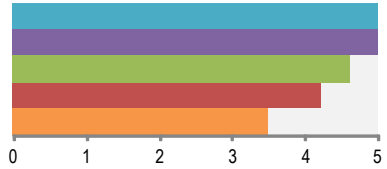
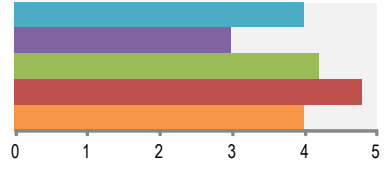
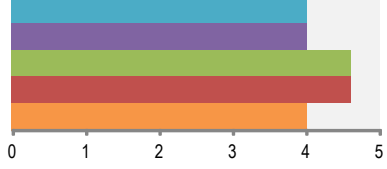
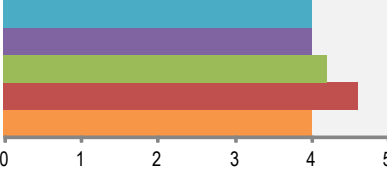
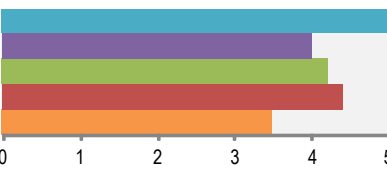
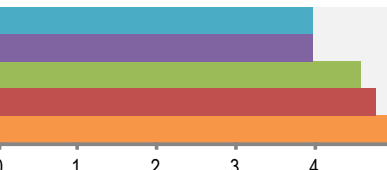
DETAILED SUMMARY: IMPLEMENTATION

1 = Never, 2 = Rarely, 3 = Seldom, 4 = Often, 5 = Always

Average Scores by Rater Type

	Item	Average	Self	Manager	Peers	Reports	Other	External Benchmarks	Charts
#	OVERALL IMPLEMENTATION SCORES	4.3	4.3	3.9	4.2	4.5	4.0	4.5	
37	Consistently delivers to time, budget and quality	4.1	4.0	4.0	3.8	4.6	4.0	4.6	
38	Obtains and manages resources to achieve planned outcomes	4.1	4.0	4.0	4.0	4.2	4.0	4.2	
39	Thinks carefully about the impact on people before making big decisions.	3.7	4.0	3.0	3.4	4.2	3.5	4.2	
40	Thinks laterally to produce new ideas, approaches and solutions	4.2	4.0	4.0	4.0	4.4	4.5	4.4	
41	Analyses problems to prevent future challenges	4.2	5.0	4.0	4.0	4.2	4.5	4.2	
42	Resolves problems in a timely and effective manner	4.4	5.0	4.0	4.4	4.6	4.0	4.6	



	Item	Average	Self	Manager	Peers	Reports	Other	External Benchmarks	Charts
43	Follows up to ensure problems are solved	4.4	5.0	5.0	4.6	4.2	3.5	5.0	
44	Is creative and can "think outside the square"	4.3	4.0	3.0	4.2	4.8	4.0	4.0	
45	Consistently delivers very good results	4.4	4.0	4.0	4.6	4.6	4.0	4.0	
46	Is open to new ideas and different ways of doing things	4.3	4.0	4.0	4.2	4.6	4.0	4.0	
47	Gathers information from all relevant sources when making a decision or solving a problem	4.2	5.0	4.0	4.2	4.4	3.5	5.0	
48	Acts in accordance with company policies and guidelines	4.6	4.0	4.0	4.6	4.8	5.0	4.0	

Comments by Self:

- <insert comments here>

Comments by Others:

- <insert comments here>



APPENDIX A: Strengths and Opportunities Profile

This section is useful for identifying the top 6 strengths and opportunities in each of the four major areas.

