



# 360 Degree Assessment Team Report

**Company X**

**Month, Year**



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## INTRODUCTION

This report has been generated for Company X, and is based on a series of 360 degree assessments that were conducted in Month, Year. This report is strictly confidential and is intended for Company X, who are the owners of this report.

The data included in this report is based on each participant's self-assessment, as well as feedback provided by their manager(s), peers, direct reports and other stakeholders. All respondents were asked to complete a short online questionnaire about the leadership behaviours and managerial skills of each person being assessed.

Raters were asked to respond to items using the 5-point scale shown below.

1	Never
2	Rarely
3	Seldom
4	Often
5	Always

This report combines the data from X team members. For each member the average score across all rater groups was found, and then combined together to find an overall average score.

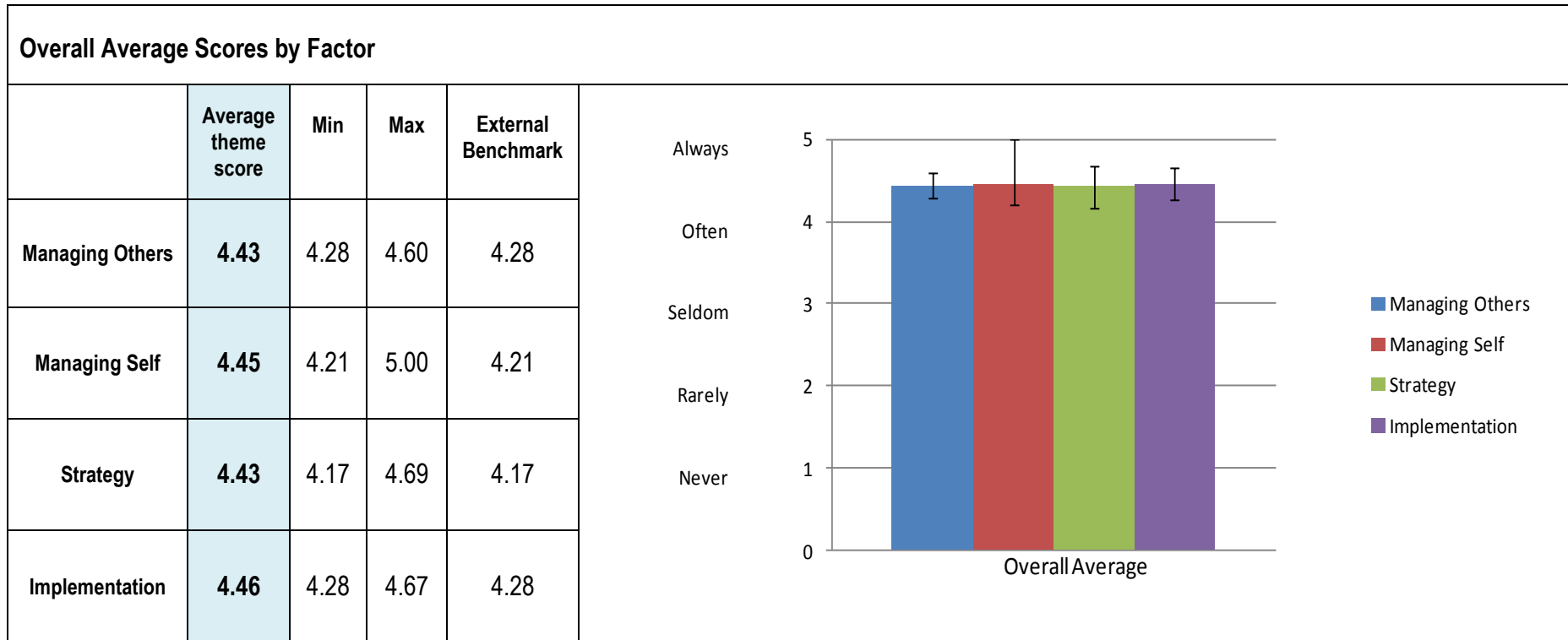
The report is broken down into the following sections:

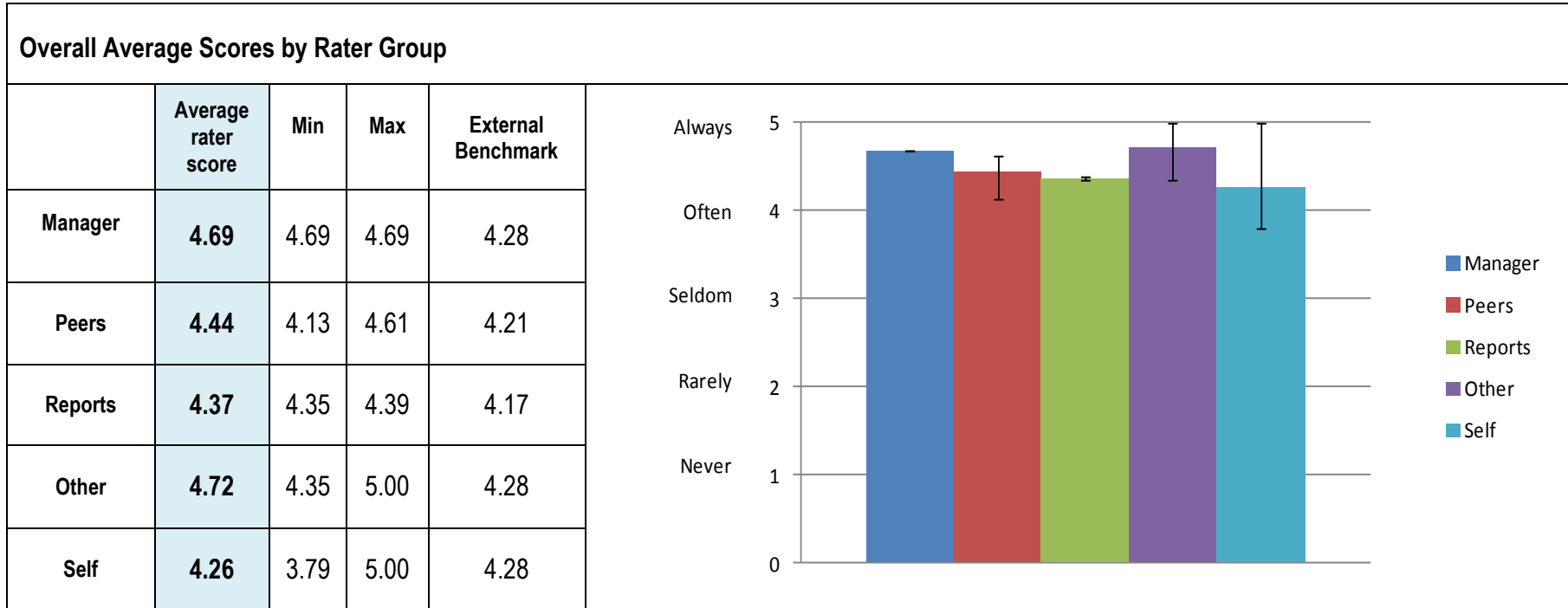
1. **Executive Summary:** identifies the overall average score for each factor and as well as the lowest and highest average scores for each factor within the team. This section also shows the overall average and the minimum and maximum scores by each rater group.
2. **Summary by Factors:** provides the overall average and the minimum and maximum scores, for each factor and for the items that make up that factor. The average score of each individual team member is graphed to display the spread of scores for that factor or item.
3. **Highest Ranked Items:** details the five highest ranked items, across all factors.
4. **Lowest Ranked Items:** details the five lowest ranked items, across all factors.



## EXECUTIVE SUMMARY

In the following charts, the columns represent the average score across all members of the team and the bars indicate the minimum and maximum scores amongst the team.





## SUMMARY: MANAGING OTHERS

This section relates to how the team interacts with those around them. This includes how well they communicate with others, the motivation and support they offer, and their ability to delegate and provide feedback.

	Overall	Average	Min	Max	External Benchmark
<b>Managing Others</b>		<b>4.43</b>	4.28	4.60	4.60

	Item	Average	Min	Max	External Benchmark
1	Takes the time to clearly explain what is required when assigning tasks	<b>4.41</b>	4.00	4.75	4.00
2	Is a positive role model for others	<b>4.56</b>	4.30	5.00	4.30
3	Is open in their communication with others	<b>4.32</b>	4.00	4.75	4.00
4	Motivates others to do their best	<b>4.48</b>	4.20	5.00	4.20
5	Effectively manages conflict with colleagues or stakeholders	<b>4.01</b>	3.00	4.38	3.00



	Item		Average	Min	Max	External Benchmark
6	Takes the time to coach and mentor others		4.34	4.00	4.75	4.25
7	Maintains good relationships with our customers and clients		4.62	4.25	5.00	5.00
8	Treats others with dignity and respect		4.72	4.20	5.00	5.00
9	Responds promptly to requests and feedback from key stakeholders		4.30	3.00	5.00	5.00
10	Has strong influencing and negotiation skills		4.29	4.00	4.75	4.75
11	Demonstrates empathy and concern for the needs of others		4.71	4.20	5.00	5.00
12	Regularly shares knowledge and information		4.48	4.00	5.00	5.00



## SUMMARY: MANAGING SELF

This section relates to how the team manages themselves at work. This includes their ability to manage their own emotions and reactions, as well as the team's adaptability and level of ambition. Use this section to diagnose specific development needs.

	Overall	Average	Min	Max	External Benchmark
<b>Managing Self</b>		<b>4.43</b>	4.28	4.60	4.60

Item		Average	Min	Max	External Benchmark
13 Maintains a positive outlook when faced with setbacks and disappointments		<b>4.38</b>	4.00	5.00	5.00
14 Manages emotions maturely and intelligently		<b>4.51</b>	4.00	5.00	5.00
15 Adapts their style to suit different people and situations		<b>4.33</b>	3.50	5.00	5.00
16 Maintains their composure under difficult or stressful circumstances		<b>4.41</b>	4.00	5.00	5.00
17 Is honest and open and does not have hidden agendas		<b>4.42</b>	4.00	5.00	4.00





	Item		Average	Min	Max	External Benchmark
18	Is ambitious and driven to succeed		4.21	3.25	5.00	3.25
19	Does what they say they will do		4.59	4.25	5.00	4.25
20	Seizes opportunities to broaden their professional experience		4.39	3.80	5.00	3.80
21	Has the confidence to take risks where appropriate		4.43	4.00	5.00	4.00
22	Is always professional in their interactions		4.64	4.20	5.00	4.20
23	Is effective at managing their time and prioritising tasks		4.50	4.17	5.00	4.17
24	Produces work of a very high standard		4.65	4.40	5.00	4.40



# SUMMARY: STRATEGY

This section relates to how the team strategizes about the business. This includes their ability to identify opportunities, provide clear direction and the team's congruence with company policies and values. Use this section to diagnose specific development needs.

	Overall	Average	Min	Max	External Benchmark
<b>Strategy</b>		<b>4.43</b>	4.28	4.60	4.60

	Item	Average	Min	Max	External Benchmark
<b>25</b>	Develops plans in accordance with the organisation's objectives	<b>4.41</b>	4.00	4.75	4.75
<b>26</b>	Provides clear direction about the strategy of the business	<b>4.27</b>	4.00	4.63	4.63
<b>27</b>	Has a clear focus on increasing customer satisfaction	<b>4.55</b>	3.75	5.00	5.00
<b>28</b>	Is always looking to "add value" and deliver better results	<b>4.59</b>	4.00	5.00	5.00
<b>29</b>	Clearly describes the vision and purpose of the organisation to others	<b>4.46</b>	4.00	5.00	4.00



	Item		Average	Min	Max	External Benchmark
30	Identifies new business opportunities for the organisation		4.07	3.00	4.67	3.00
31	Responds quickly to changes in the external marketplace		4.12	3.00	4.57	4.57
32	Demonstrates a commitment to the organisation's values		4.75	4.20	5.00	5.00
33	Is good at thinking long term about new opportunities		4.45	4.00	5.00	5.00
34	Translates strategic goals into clear plans and objectives		4.18	4.00	4.75	4.75
35	Acts with the best interests of the organisation at heart		4.84	4.56	5.00	5.00
36	Makes decisions that are consistent with the organisations strategic direction		4.50	4.00	5.00	5.00



# SUMMARY: IMPLEMENTATION

This section relates to how the team works within the business. This includes their thinking and decision making style, and their resource management skills. Use this section to diagnose specific development needs.

	Overall	Average	Min	Max	External Benchmark
<b>Implementation</b>		<b>4.43</b>	4.28	4.60	4.60

	Item		Average	Min	Max	External Benchmark
37	Consistently delivers to time, budget and quality		<b>4.38</b>	4.00	5.00	4.00
38	Obtains and manages resources to achieve planned outcomes		<b>4.52</b>	4.22	5.00	4.22
39	Thinks carefully about the impact on people before making big decisions.		<b>4.53</b>	3.89	5.00	3.89
40	Thinks laterally to produce new ideas, approaches and solutions		<b>4.33</b>	4.00	5.00	4.00
41	Analyses problems to prevent future challenges		<b>4.43</b>	4.00	5.00	4.00



	Item		Average	Min	Max	External Benchmark
42	Resolves problems in a timely and effective manner		4.34	4.00	4.50	4.00
43	Follows up to ensure problems are solved		4.38	4.00	5.00	4.00
44	Is creative and can "think outside the square"		4.50	4.00	5.00	4.00
45	Consistently delivers very good results		4.60	4.29	5.00	4.29
46	Is open to new ideas and different ways of doing things		4.48	4.00	4.86	4.00
47	Gathers information from all relevant sources when making a decision or solving a problem		4.35	3.80	5.00	3.80
48	Acts in accordance with company policies and guidelines		4.67	4.25	5.00	4.25



## HIGHEST RANKED ITEMS (Across All Factors)

	Item	Score	Factor
1	Always acts with the best interests of the organisation at heart	4.84	Strategy
2	Demonstrates a commitment to the organisation's values	4.75	Strategy
3	Treats others with dignity and respect	4.72	Managing Others
4	Demonstrates empathy and concern for the needs of others	4.71	Managing Others
5	Acts in accordance with company policies and guidelines	4.67	Implementation

## LOWEST RANKED ITEMS (Across All Factors)

	Item	Score	Factor
1	Effectively manages conflict with colleagues or stakeholders	4.01	Managing Others
2	Identifies new business opportunities for the organisation	4.07	Strategy
3	Responds quickly to changes in the external marketplace	4.12	Strategy
4	Translates strategic goals into clear plans and objectives	4.18	Strategy
5	Is ambitious and driven to succeed	4.21	Managing Self

