

Your 360 Feedback Report

Sample Candidate

03 December 2020

About the Feedback Process:

This 360 feedback report gathers the views of managers, colleagues, line reports and other stakeholders in your circle to provide a valuable insight into the way you perform and behave within your role.

Knowing others' perspectives of you can be both beneficial and challenging. Your feedback may well reveal that you sometimes overestimate or underestimate some aspects of your behaviours. It may also show that you have some hidden strengths or some development areas that you had not previously considered. Whatever the feedback, it will undoubtedly increase your self-awareness and knowledge of your own performance.

Completing the 360 process was the first important step to improved performance. It is vital that you now use the information it has given you, discuss this with your line manager and integrate it into your development plans.

Scores

The scores presented on the following pages are calculated as follows:

The answer options in the questionnaire consisted of 5 possible answers. Each answer option was scored as follows:

Answer option	Score
Never	25
Rarely	50
Often	75
Always	100
N/A	Not counted

Wherever groups of scores are presented, the individual scores have been averaged across the relevant group of participants.

Scores

Over 74

40 - 74

Less than 40

Score Key

Key Strength

Potential Development Area

Development Required

Overview Results

The business competencies are made up of competencies grouped together in key drivers. These competencies set out what is expected from our people as they effectively perform their roles. The scores for each statement associated with each competency and key driver have been tallied and the resulting average used for the overall section score.

Labels:

- M** - Average of all scores from Manager
- P** - Average of all scores from Peer
- R** - Average of all scores from Direct Report
- Self** - The candidate's own score
- 360** - Average of all scores excluding candidate's own score
- Gap** - Gap between average of all scores and candidate's own score

Score Key:

Key Strength

Potential Development Area

Development Required

NA = Not Applicable

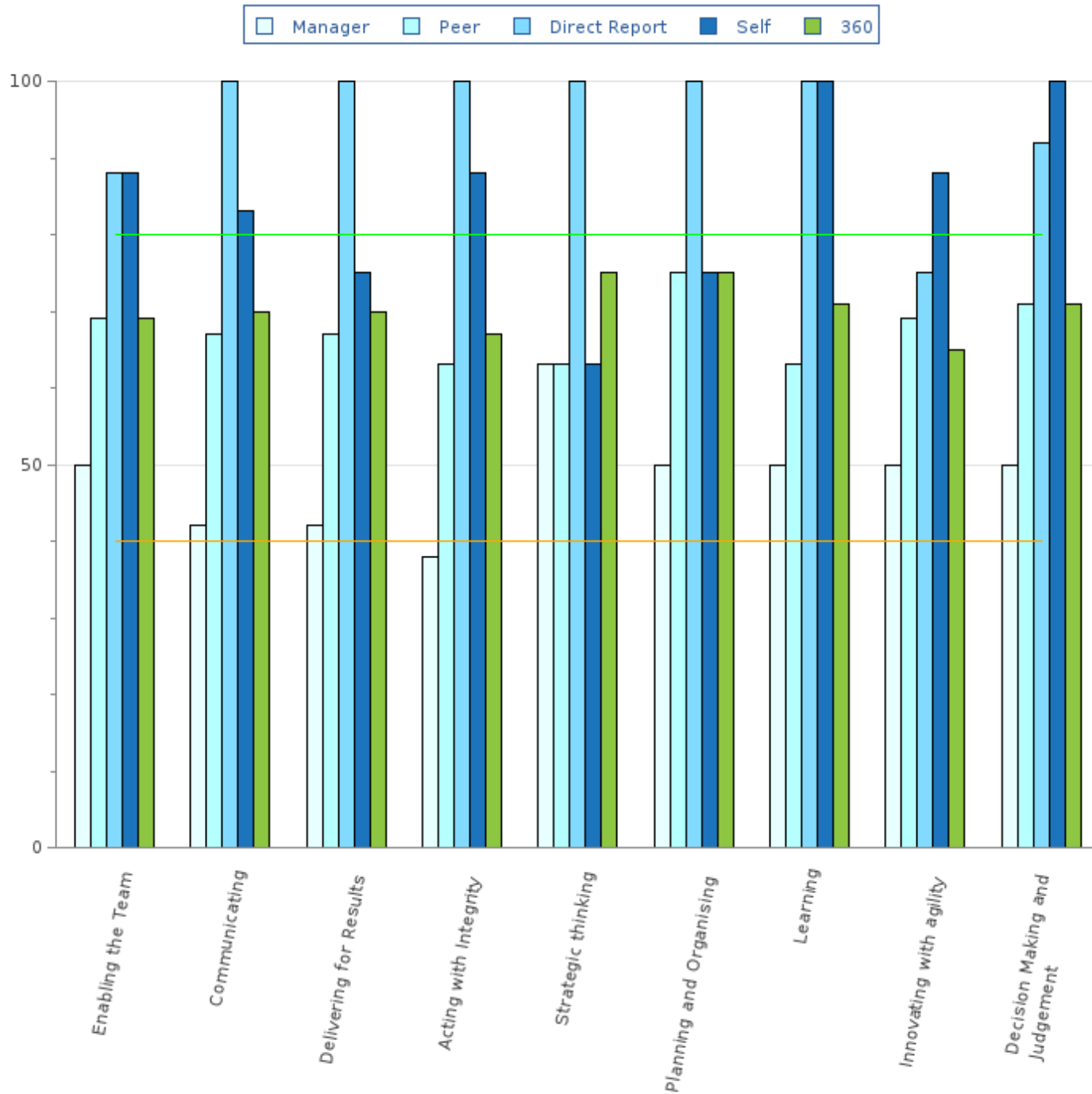
People who have provided feedback:

Manager	1
Peer	2
Direct Report	1

Overview Table

Overview Table	M	P	R	Self	360	Gap
Enabling the Team	50	69	88	88	69	-19
Communicating	42	67	100	83	70	-13
Delivering for Results	42	67	100	75	70	-5
Acting with Integrity	38	63	100	88	67	-21
Strategic thinking	63	63	100	63	75	12
Planning and Organising	50	75	100	75	75	0
Learning	50	63	100	100	71	-29
Innovating with agility	50	69	75	88	65	-23
Decision Making and Judgement	50	71	92	100	71	-29

Overview Chart



Top and Bottom Scoring Statements

This section provides the five highest and the five lowest scoring statements for this candidate, based on the 360 average score (i.e. all participants scores except the candidate's own score).

Top 5 Scoring Statements	Score
Communicating Listens actively and...	75
Communicating Develops effective...	75
Delivering for Results Puts the customer at...	75
Strategic thinking Inspires and...	75
Planning and Organising Plans, prioritises...	75

Bottom 5 Scoring Statements	Score
Communicating Communicates...	56
Delivering for Results Holds themselves and...	63
Acting with Integrity Is open and honest...	63
Innovating with agility Innovative in...	63
Decision Making and Judgement Makes clear...	63

Detailed Results

Detailed results are a result of drilling down into the sections assessed to show the scores for individual questions and statements in the assessment. Specific issues can be pinpointed in this way with more detailed investigation. Verbatim examples of the candidate's strengths and development areas are also presented.

Labels:

- M** - Average of all scores from Manager
- P** - Average of all scores from Peer
- R** - Average of all scores from Direct Report
- Self** - The candidate's own score
- 360** - Average of all scores excluding candidate's own score
- Gap** - Gap between average of all scores and candidate's own score

Score Key:

Key Strength

Potential Development Area

Development Required

NA = Not Applicable

Enabling the Team

	M	P	R	Self	360	Gap
Empowers the whole...	50	75	75	100	67	-33
Involves all...	50	63	100	75	71	-4

Communicating

	M	P	R	Self	360	Gap
Communicates...	25	50	100	75	58	-17
Listens actively and...	50	75	100	75	75	0
Develops effective...	50	75	100	100	75	-25

Delivering for Results

	M	P	R	Self	360	Gap
Holds themselves and...	25	63	100	75	63	-12
Takes calculated...	50	63	100	75	71	-4
Puts the customer at...	50	75	100	75	75	0

Acting with Integrity

	M	P	R	Self	360	Gap
Is open and honest...	50	50	100	75	67	-8
Models and...	25	75	100	100	67	-33

Strategic thinking

	M	P	R	Self	360	Gap
Develops a clear...	50	63	100	75	71	-4
Inspires and...	75	63	100	50	79	29

Planning and Organising

	M	P	R	Self	360	Gap
Plans, prioritises...	50	75	100	75	75	0

Learning

	M	P	R	Self	360	Gap
Actively seeks...	50	63	100	100	71	-29

Innovating with agility

	M	P	R	Self	360	Gap
Innovative in...	50	63	75	100	63	-37
Demonstrates...	50	75	75	75	67	-8

Decision Making and Judgement

	M	P	R	Self	360	Gap
Makes clear...	25	75	75	100	58	-42
Analyses and...	50	75	100	100	75	-25
Is sensitive to the...	75	63	100	100	79	-21

Additional Comments

Any other comments?

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Cras quis pellentesque dolor, et sodales sem. Duis vel sodales lorem. Aenean vehicula rhoncus nunc vitae fermentum.

Mauris aliquet hendrerit tincidunt. Aliquam gravida lacinia magna a volutpat. Maecenas sed diam at nisl blandit pharetra in ut mi. In fermentum enim in aliquet sodales.

Cras arcu justo, sodales tempor accumsan non, malesuada in felis. Pellentesque pretium sed turpis eu dapibus

Ut eget malesuada leo. Cras et turpis ut felis sagittis laoreet. Nulla sed molestie augue. Nulla consequat lectus est, vitae molestie ante ultricies vitae.

Ut tincidunt augue orci, eget eleifend massa dignissim a. Vivamus lacinia enim euismod dolor fermentum, ut commodo augue fermentum.

What else could this individual prioritise which would radically improve their performance?

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Cras quis pellentesque dolor, et sodales sem. Duis vel sodales lorem. Aenean vehicula rhoncus nunc vitae fermentum.

Mauris aliquet hendrerit tincidunt. Aliquam gravida lacinia magna a volutpat. Maecenas sed diam at nisl blandit pharetra in ut mi. In fermentum enim in aliquet sodales.

Cras arcu justo, sodales tempor accumsan non, malesuada in felis. Pellentesque pretium sed turpis eu dapibus

Ut eget malesuada leo. Cras et turpis ut felis sagittis laoreet. Nulla sed molestie augue. Nulla consequat lectus est, vitae molestie ante ultricies vitae.

Ut tincidunt augue orci, eget eleifend massa dignissim a. Vivamus lacinia enim euismod dolor fermentum, ut commodo augue fermentum.