



John Smith

Senior Management Team

360 Degree Feedback

Feedback Report For John Smith

Making Sense Of Your Feedback

This report has been generated from the responses that you and others (the respondents) gave about certain aspects of your performance across 80 statements/questions.

This report is based upon data returned from the following:

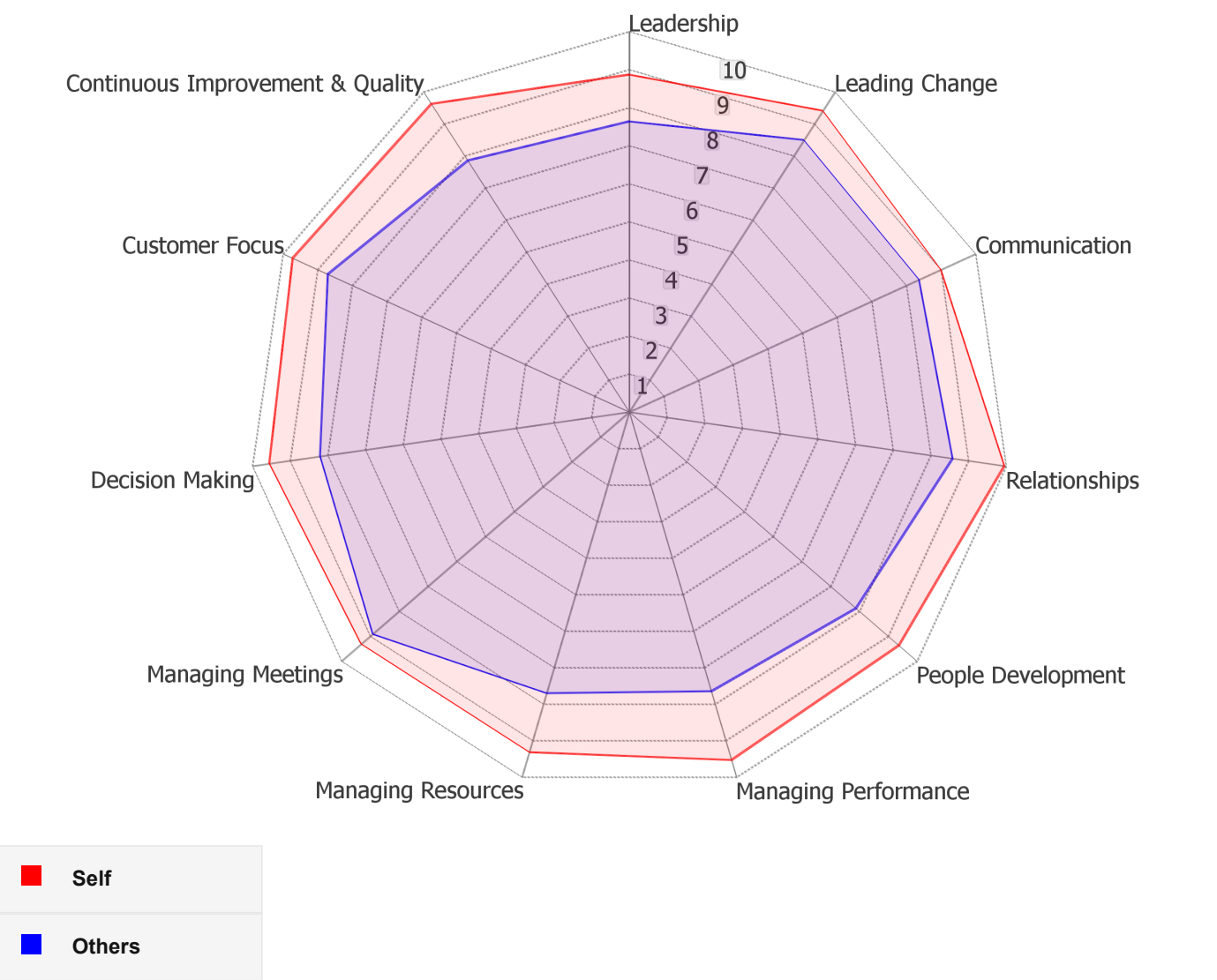
Role	Responses
Self Assessment	1
Manager	1
Colleague	1
Staff	1

The following shows the competency areas used and the number of questions/statements in each:

Competency	Questions/Statements
Leadership	8
Leading Change	7
Communication	9
Relationships	6
People Development	8
Managing Performance	12
Managing Resources	5
Managing Meetings	5
Decision Making	7
Customer Focus	5
Continuous Improvement & Quality	8

Overall Competency Overview

This diagram summarises your own scores and compares them to all of the other responses and feedback that you received from 8 people.



Feedback Report For John Smith

Summary Of Competencies

Leadership

Self Assessment:



8.75

Respondents:



7.54

Leading Change

Self Assessment:



9.29

Respondents:



8.38

Communication

Self Assessment:



8.89

Respondents:



8.26

Relationships

Self Assessment:



9.83

Respondents:



8.47

People Development

Self Assessment:



9.25

Respondents:



7.78

Managing Performance

Self Assessment:



9.42

Respondents:



7.56

Managing Resources

Self Assessment:



9.2

Respondents:



7.6

Managing Meetings

Self Assessment:



9.2

Respondents:



8.8

Decision Making

Self Assessment:



9.43

Respondents:



8.1

Summary Of Competencies

Customer Focus	Self Assessment:	<div><div></div></div>	9.6
	Respondents:	<div><div></div></div>	8.6
Continuous Improvement & Quality	Self Assessment:	<div><div></div></div>	9.5
	Respondents:	<div><div></div></div>	7.75

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Percentage Scores By Competency

Competency	Self Score	Average of all respondents	Difference (Respondents-Self)
Leadership	88%	75%	-13%
Leading Change	93%	84%	-9%
Communication	89%	83%	-6%
Relationships	98%	85%	-13%
People Development	93%	78%	-15%
Managing Performance	94%	76%	-18%
Managing Resources	92%	76%	-16%
Managing Meetings	92%	88%	-4%
Decision Making	94%	81%	-13%
Customer Focus	96%	86%	-10%
Continuous Improvement & Quality	95%	78%	-17%

The purpose of this report is to illustrate the differences between how you scored yourself and the average results from all of the respondents as a whole.

The table above highlights the competencies where the respondents scored you LESS than your own self assessment and also those competency areas where they marked you HIGHER than your own self assessment.

Key:

Positive Difference represents where your respondents have marked you higher than your own score.

Negative Difference represents where you have marked yourself higher than the respondents score.

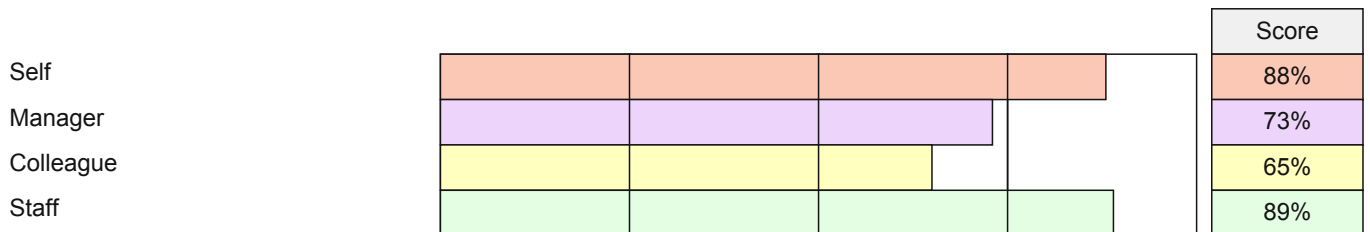
All scores have been rounded to the nearest whole number.

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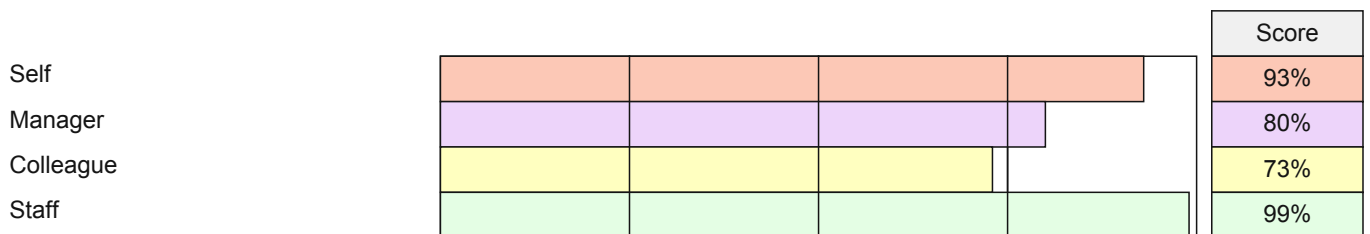
Percentage Scores By Competency

This section illustrates an overview of the results for each competency.

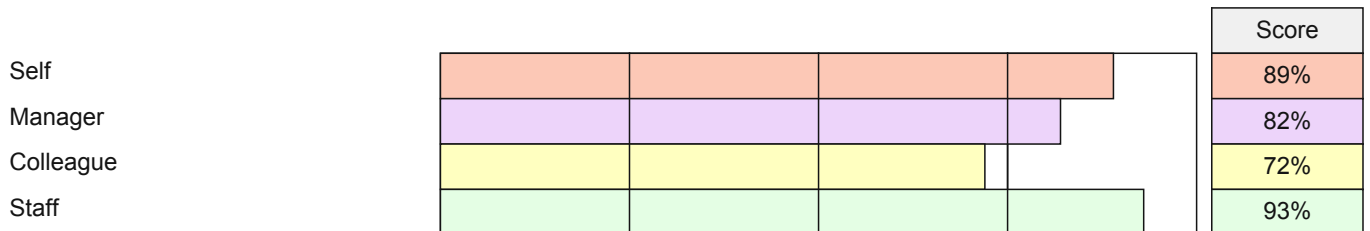
Leadership



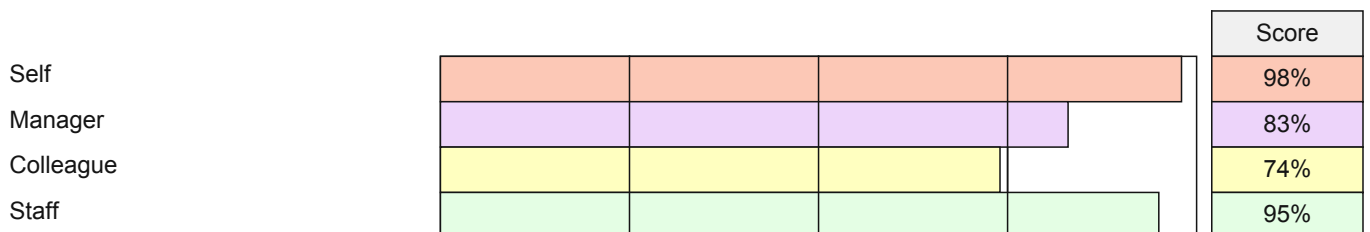
Leading Change



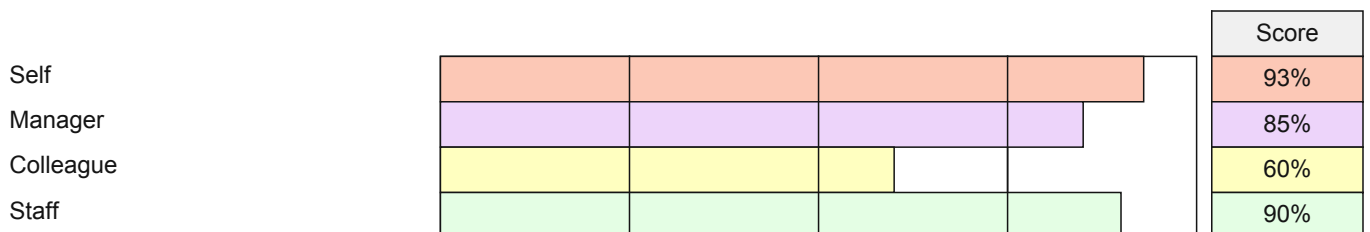
Communication



Relationships



People Development



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Percentage Scores By Competency

Managing Performance

		Score
Self	<div><div></div><div></div><div></div><div></div></div>	94%
Manager	<div><div></div><div></div><div></div></div>	75%
Colleague	<div><div></div><div></div><div></div></div>	59%
Staff	<div><div></div><div></div><div></div><div></div></div>	96%

Managing Resources

		Score
Self	<div><div></div><div></div><div></div><div></div></div>	92%
Manager	<div><div></div><div></div><div></div></div>	64%
Colleague	<div><div></div><div></div><div></div></div>	70%
Staff	<div><div></div><div></div><div></div><div></div></div>	94%

Managing Meetings

		Score
Self	<div><div></div><div></div><div></div><div></div></div>	92%
Manager	<div><div></div><div></div><div></div><div></div></div>	86%
Colleague	<div><div></div><div></div><div></div><div></div></div>	78%
Staff	<div><div></div><div></div><div></div><div></div></div>	100%

Decision Making

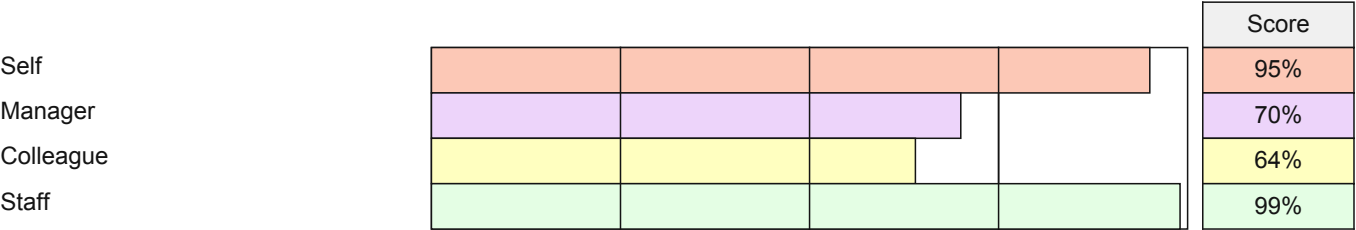
		Score
Self	<div><div></div><div></div><div></div><div></div></div>	94%
Manager	<div><div></div><div></div><div></div></div>	74%
Colleague	<div><div></div><div></div><div></div></div>	74%
Staff	<div><div></div><div></div><div></div><div></div></div>	97%

Customer Focus

		Score
Self	<div><div></div><div></div><div></div><div></div></div>	96%
Manager	<div><div></div><div></div><div></div><div></div></div>	86%
Colleague	<div><div></div><div></div><div></div><div></div></div>	80%
Staff	<div><div></div><div></div><div></div><div></div></div>	92%

Percentage Scores By Competency

Continuous Improvement & Quality



Feedback Report For John Smith

Percentage Scores By Competency

Key:

0% - Never
50% - Sometimes
100% - Always

N
S
A

Competency: Leadership

1.1 Is seen as a "leader" rather than a "manager"

	Score	N					S				A	n
Self	80%									1		
Manager	70%								1			
Colleague	40%					1						
Staff	70%								1			

1.2 Acts as a role model for the desired level of performance

	Score	N					S				A	n
Self	90%										1	
Manager	70%								1			
Colleague	70%								1			
Staff	100%										1	

1.3 Provides clear leadership to their team

	Score	N					S				A	n
Self	80%									1		
Manager	70%								1			
Colleague	70%								1			
Staff	90%										1	

1.4 Takes personal accountability for making things happen

	Score	N					S				A	n
Self	90%										1	
Manager	60%								1			
Colleague	60%								1			
Staff	90%										1	

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Percentage Scores By Competency

Competency: Leadership ..Contd

1.5 Motivates people to do the best they can

										Score	N					S					A	n
Self										80%									1			
Manager										80%									1			
Colleague										50%						1						
Staff										80%									1			

1.6 Empowers others to take action and resolve issues

										Score	N					S					A	n
Self										100%											1	
Manager										90%										1		
Colleague										60%						1						
Staff										100%											1	

1.7 Confronts potential people problems early

										Score	N					S					A	n
Self										90%										1		
Manager										60%						1						
Colleague										80%									1			
Staff										80%										1		

1.8 Works with team members to resolve conflict

										Score	N					S					A	n
Self										90%										1		
Manager										80%										1		
Colleague										90%										1		
Staff										100%											1	

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Percentage Scores By Competency

Competency: Leading Change

2.1 Is positive towards change

	Score	N					S				A	n
Self	100%										1	
Manager	90%										1	
Colleague	100%										1	
Staff	100%										1	

2.2 Communicates the reasons behind change

	Score	N					S				A	n
Self	100%										1	
Manager	70%								1			
Colleague	80%									1		
Staff	100%										1	

2.3 Prepares people to cope with continuous changes

	Score	N					S				A	n
Self	90%										1	
Manager	80%									1		
Colleague	70%								1			
Staff	90%										1	

2.4 Supports others through periods of change

	Score	N					S				A	n
Self	90%										1	
Manager	90%										1	
Colleague	60%							1				
Staff	100%										1	

Percentage Scores By Competency

Competency: Leading Change ..Contd

2.5 Identifies and removes barriers to effective change

										Score	N					S					A	n
Self										90%											1	
Manager										70%							1					
Colleague										60%						1						
Staff										100%											1	

2.6 Enables change

										Score	N					S					A	n
Self										100%											1	
Manager										80%								1				
Colleague										70%							1					
Staff										100%											1	

2.7 Follows through on change initiatives

										Score	N					S					A	n
Self										80%										1		
Manager										80%										1		
Colleague										70%							1					
Staff										100%											1	

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Percentage Scores By Competency

Competency: Communication

3.1 Tailors communication in terms of both message and delivery to the audience

		Score	N					S					A	n
Self		100%											1	
Manager		90%											1	
Colleague		70%							1					
Staff		100%											1	

3.2 Has open lines of communication throughout their team

		Score	N					S					A	n
Self		90%											1	
Manager		80%										1		
Colleague		80%										1		
Staff		100%											1	

3.3 Has processes in place to identify their staff's needs

		Score	N					S					A	n
Self		90%											1	
Manager		80%										1		
Colleague		70%								1				
Staff		80%										1		

3.4 Actually provides their staff with the information that they need

		Score	N					S					A	n
Self		90%											1	
Manager		80%										1		
Colleague		70%								1				
Staff		90%											1	

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Percentage Scores By Competency

Competency: Communication ..Contd

3.5 Makes complex things simple for the benefit of others

		Score	N					S					A	n
Self		90%											1	
Manager		80%										1		
Colleague		70%									1			
Staff		90%											1	

3.6 Keeps people up to date with information

		Score	N					S					A	n
Self		90%											1	
Manager		80%										1		
Colleague		70%									1			
Staff		90%											1	

3.7 Shows sensitivity to their team's needs and interests and manages them effectively

		Score	N					S					A	n
Self		80%											1	
Manager		80%											1	
Colleague		80%										1		
Staff		100%												1

3.8 Presents information clearly, concisely, accurately and in ways that promote understanding

		Score	N					S					A	n
Self		90%											1	
Manager		80%											1	
Colleague		70%										1		
Staff		100%												1

Percentage Scores By Competency

Competency: Communication ..Contd

3.9 Show empathy with others' needs, feelings and motivations and takes an active interest in their concerns

										Score	N					S					A	n
Self										80%									1			
Manager										90%										1		
Colleague										70%							1					
Staff										90%									1			

Percentage Scores By Competency

Competency: Relationships

4.1 Establishes effective internal networks

										Score	N					S					A	n
Self										100%											1	
Manager										80%										1		
Colleague										80%										1		
Staff										100%											1	

4.2 Develops productive working relationships with others

										Score	N					S					A	n
Self										100%											1	
Manager										80%										1		
Colleague										80%										1		
Staff										100%											1	

4.3 Balances conflicting agendas

										Score	N					S					A	n
Self										90%											1	
Manager										70%										1		
Colleague										0%												1
Staff										90%											1	

4.4 Establishes networks outside the organisation

										Score	N					S					A	n
Self										100%											1	
Manager										90%											1	
Colleague										70%										1		
Staff										100%											1	

Percentage Scores By Competency

Competency: Relationships ..Contd

4.5 Values the diverse inputs of others

										Score	N					S					A	n
Self										100%											1	
Manager										90%											1	
Colleague										70%								1				
Staff										90%											1	

4.6 Uses relationships effectively to get things done

										Score	N					S					A	n
Self										100%											1	
Manager										90%											1	
Colleague										70%								1				
Staff										90%											1	

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Percentage Scores By Competency

Competency: People Development

5.1 Believes in developing their staff

	Score	N					S					A	n
Self	100%											1	
Manager	90%											1	
Colleague	90%											1	
Staff	90%											1	

5.2 Continually learns from experience

	Score	N					S					A	n
Self	100%											1	
Manager	80%										1		
Colleague	70%									1			
Staff	100%											1	

5.3 Creates a working environment that encourages continuous learning

	Score	N					S					A	n
Self	90%											1	
Manager	90%											1	
Colleague	60%							1					
Staff	90%											1	

5.4 Works with their team to identify their development needs

	Score	N					S					A	n
Self	90%											1	
Manager	80%										1		
Colleague	50%							1					
Staff	100%											1	

Feedback Report For John Smith

Percentage Scores By Competency

Competency: People Development ..Contd

5.5 Supports the development of others

	Score	N					S					A	n
Self	90%											1	
Manager	90%											1	
Colleague	70%							1					
Staff	100%											1	

5.6 Has a development plan in place for all of their staff

	Score	N					S					A	n
Self	90%											1	
Manager	80%										1		
Colleague	40%						1						
Staff	0%												1

5.7 Supports others to take responsibility for their own development

	Score	N					S					A	n
Self	90%											1	
Manager	90%											1	
Colleague	50%						1						
Staff	80%										1		

5.8 Develops the team as a whole

	Score	N					S					A	n
Self	90%											1	
Manager	80%										1		
Colleague	50%						1						
Staff	70%									1			

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Managing Performance

6.1 Develops team delivery plans that are aligned to the organisation's strategy

	Score	N					S					A	n
Self	100%											1	
Manager	80%										1		
Colleague	40%						1						
Staff	100%											1	

6.2 Effectively plans work schedules

	Score	N					S					A	n
Self	100%											1	
Manager	70%									1			
Colleague	50%						1						
Staff	100%											1	

6.3 Ensures that work is fairly allocated across the team

	Score	N					S					A	n
Self	100%											1	
Manager	80%										1		
Colleague	70%									1			
Staff	0%												1

6.4 Monitors the progress and quality of the work

	Score	N					S					A	n
Self	90%											1	
Manager	60%								1				
Colleague	50%						1						
Staff	0%												1

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Managing Performance ..Contd

6.5 Reviews and updates work plans in the light of developments

										Score	N					S					A	n
Self										100%											1	
Manager										70%							1					
Colleague										50%						1						
Staff										80%								1				

6.6 Provides people with an appropriate level of support

										Score	N					S					A	n
Self										90%											1	
Manager										70%							1					
Colleague										60%						1						
Staff										90%										1		

6.7 Effectively delivers results through others

										Score	N					S					A	n
Self										90%											1	
Manager										80%								1				
Colleague										70%						1						
Staff										100%											1	

6.8 Identifies problems that are affecting people's performance

										Score	N					S					A	n
Self										90%											1	
Manager										80%								1				
Colleague										60%						1						
Staff										100%											1	

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Managing Performance ..Contd

6.9 Effectively deals with performance issues

	Score	N					S					A	n
Self	90%											1	
Manager	70%								1				
Colleague	60%							1					
Staff	100%											1	

6.10 Supports others to resolve performance issues

	Score	N					S					A	n
Self	100%											1	
Manager	80%									1			
Colleague	80%									1			
Staff	100%											1	

6.11 Coaches their team to better performance

	Score	N					S					A	n
Self	90%											1	
Manager	80%									1			
Colleague	60%							1					
Staff	90%											1	

6.12 Provides constructive performance feedback

	Score	N					S					A	n
Self	90%											1	
Manager	80%									1			
Colleague	60%							1					
Staff	100%											1	

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Managing Resources

7.1 Accurately identifies the resources needed to do the job

	Score	N					S					A	n
Self	100%											1	
Manager	60%							1					
Colleague	70%								1				
Staff	80%									1			

7.2 Manages their resources well

	Score	N					S					A	n
Self	90%											1	
Manager	70%								1				
Colleague	60%							1					
Staff	100%											1	

7.3 Effectively calls upon resources outside of their own area

	Score	N					S					A	n
Self	100%											1	
Manager	70%								1				
Colleague	70%								1				
Staff	90%											1	

7.4 Manages projects effectively

	Score	N					S					A	n
Self	80%										1		
Manager	60%							1					
Colleague	80%									1			
Staff	100%											1	

Percentage Scores By Competency

Competency: Managing Resources ..Contd

7.5 Creates a resource plan of the what, who and when

										Score	N					S					A	n
Self										90%											1	
Manager										60%						1						
Colleague										70%							1					
Staff										100%											1	

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Managing Meetings

8.1 Prepares well for meetings

										Score	N					S					A	n
Self										100%											1	
Manager										80%									1			
Colleague										70%							1					
Staff										100%											1	

8.2 Leads effective meetings

										Score	N					S					A	n
Self										100%											1	
Manager										90%										1		
Colleague										80%								1				
Staff										100%											1	

8.3 Ensures time in meetings is well spent

										Score	N					S					A	n
Self										90%										1		
Manager										90%										1		
Colleague										80%								1				
Staff										100%											1	

8.4 Makes a valuable contribution to meetings

										Score	N					S					A	n
Self										80%									1			
Manager										80%									1			
Colleague										80%								1				
Staff										100%											1	

Percentage Scores By Competency

Competency: Managing Meetings ..Contd

8.5 Builds on the contributions of others

										Score	N					S					A	n
Self										90%											1	
Manager										90%											1	
Colleague										80%									1			
Staff										100%											1	

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Decision Making

9.1 Is not scared to make a decision

	Score	N					S					A	n
Self	100%											1	
Manager	80%									1			
Colleague	70%								1				
Staff	100%											1	

9.2 Is someone to go to when a decision needs to be made

	Score	N					S					A	n
Self	90%											1	
Manager	80%									1			
Colleague	70%								1				
Staff	100%											1	

9.3 Takes tough decisions in absence of complete data

	Score	N					S					A	n
Self	100%											1	
Manager	60%							1					
Colleague	70%								1				
Staff	0%												1

9.4 Makes unpopular decisions when necessary

	Score	N					S					A	n
Self	90%											1	
Manager	60%							1					
Colleague	70%								1				
Staff	100%											1	

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Decision Making ..Contd

9.5 Makes sound decisions

	Score	N					S					A	n
Self	90%											1	
Manager	80%										1		
Colleague	80%										1		
Staff	90%											1	

9.6 Communicates the reasons why behind decisions

	Score	N					S					A	n
Self	90%											1	
Manager	70%									1			
Colleague	80%										1		
Staff	90%											1	

9.7 Weighs up the pros and cons before making a decision

	Score	N					S					A	n
Self	100%											1	
Manager	90%											1	
Colleague	80%										1		
Staff	100%											1	

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Customer Focus

10.1 Knows their external operating environment/marketplace

		Score	N					S					A	n
Self		100%											1	
Manager		90%											1	
Colleague		90%											1	
Staff		100%											1	

10.2 Ensures business processes deliver against customer needs

		Score	N					S					A	n
Self		90%											1	
Manager		80%										1		
Colleague		70%									1			
Staff		90%											1	

10.3 Understands the need and expectations of their customers

		Score	N					S					A	n
Self		100%											1	
Manager		90%											1	
Colleague		90%											1	
Staff		100%											1	

10.4 Puts the customer at the forefront of their teams goals and activities

		Score	N					S					A	n
Self		100%											1	
Manager		80%										1		
Colleague		80%										1		
Staff		80%										1		

Percentage Scores By Competency

Competency: Customer Focus ..Contd

10.5 Is a role model for delivering excellent service to customers

										Score	N					S					A	n
Self										90%											1	
Manager										90%											1	
Colleague										70%								1				
Staff										90%											1	

Feedback Report For John Smith

Percentage Scores By Competency

Competency: Continuous Improvement & Quality

11.1 Promotes a drive for quality within their area

	Score	N					S				A	n
Self	100%										1	
Manager	60%						1					
Colleague	50%						1					
Staff	100%										1	

11.2 Encourages creative thinking and innovation through their team

	Score	N					S				A	n
Self	100%										1	
Manager	70%							1				
Colleague	50%						1					
Staff	100%										1	

11.3 Welcomes new ideas & ways of working

	Score	N					S				A	n
Self	100%										1	
Manager	80%							1				
Colleague	90%								1			
Staff	100%										1	

11.4 Creates a culture of continuous improvement

	Score	N					S				A	n
Self	90%									1		
Manager	60%						1					
Colleague	50%						1					
Staff	100%										1	

Percentage Scores By Competency

Competency: Continuous Improvement & Quality ..Contd

11.5 Has a commitment to quality within their team

	Score	N					S					A	n
Self	100%											1	
Manager	80%										1		
Colleague	70%									1			
Staff	100%											1	

11.6 Continually looks to improve the processes of their team

	Score	N					S					A	n
Self	90%											1	
Manager	50%							1					
Colleague	70%									1			
Staff	90%											1	

11.7 Is committed to quality in all that they do personally

	Score	N					S					A	n
Self	100%											1	
Manager	80%										1		
Colleague	70%									1			
Staff	100%											1	

11.8 Sees through ideas and makes them become a reality

	Score	N					S					A	n
Self	80%										1		
Manager	80%										1		
Colleague	60%							1					
Staff	100%											1	

Open Ended Question Responses

Your respondents had the opportunity to write some comments about what you do well and should continue to do as well as what they'd like you to do differently. (Please note that spelling and grammar is not checked and is provided as it was typed into the system by the respondents)

What you should start doing...

Self

- More development / succession planning of Managers & Team Managers

Manager

- Push things forward on own initiative
- Identify opportunities for improvement

Colleague

Staff

- N/A

Feedback Report For John Smith

Open Ended Question Responses

Your respondents had the opportunity to write some comments about what you do well and should continue to do as well as what they'd like you to do differently. (Please note that spelling and grammar is not checked and is provided as it was typed into the system by the respondents)

What you should stop doing...

Self

- Would appreciate others feedback on this?????

Manager

- Failing to push things forward

Colleague

Staff

- N/A

Open Ended Question Responses

Your respondents had the opportunity to write some comments about what you do well and should continue to do as well as what they'd like you to do differently. (Please note that spelling and grammar is not checked and is provided as it was typed into the system by the respondents)

What you should continue doing...

Self

- Spending time with team members at all levels

Manager

- Making considered technical decisions
- Networking in the wider business outside of MAUK
- Being receptive to new ideas

Colleague

Staff

- What he currently does and achieves

Feedback Report For John Smith

High & Low

5 High

Below are the 5 areas with the highest average score from your respondents.

	Score
Is positive towards change Part of : Leading Change	Average - 9.75 Own Answer - 10 Manager - 9 Colleague - 10 Staff - 10
	Score
Knows their external operating environment/marketplace Part of : Customer Focus	Average - 9.5 Own Answer - 10 Manager - 9 Colleague - 9 Staff - 10
	Score
Understands the need and expectations of their customers Part of : Customer Focus	Average - 9.5 Own Answer - 10 Manager - 9 Colleague - 9 Staff - 10
	Score
Welcomes new ideas & ways of working Part of : Continuous Improvement & Quality	Average - 9.25 Own Answer - 10 Manager - 8 Colleague - 9 Staff - 10
	Score
Weighs up the pros and cons before making a decision Part of : Decision Making	Average - 9.25 Own Answer - 10 Manager - 9 Colleague - 8 Staff - 10

Feedback Report For John Smith

High & Low

5 Low

Below are the 5 areas with the lowest average score from your respondents.

	Score
Monitors the progress and quality of the work Part of : Managing Performance	Average - 5 Own Answer - 9 Manager - 6 Colleague - 5 Staff - 0
	Score
Has a development plan in place for all of their staff Part of : People Development	Average - 5.25 Own Answer - 9 Manager - 8 Colleague - 4 Staff - 0
	Score
Takes tough decisions in absence of complete data Part of : Decision Making	Average - 5.75 Own Answer - 10 Manager - 6 Colleague - 7 Staff - 0
	Score
Balances conflicting agendas Part of : Relationships	Average - 6.25 Own Answer - 9 Manager - 7 Colleague - 0 Staff - 9
	Score
Ensures that work is fairly allocated across the team Part of : Managing Performance	Average - 6.25 Own Answer - 10 Manager - 8 Colleague - 7 Staff - 0