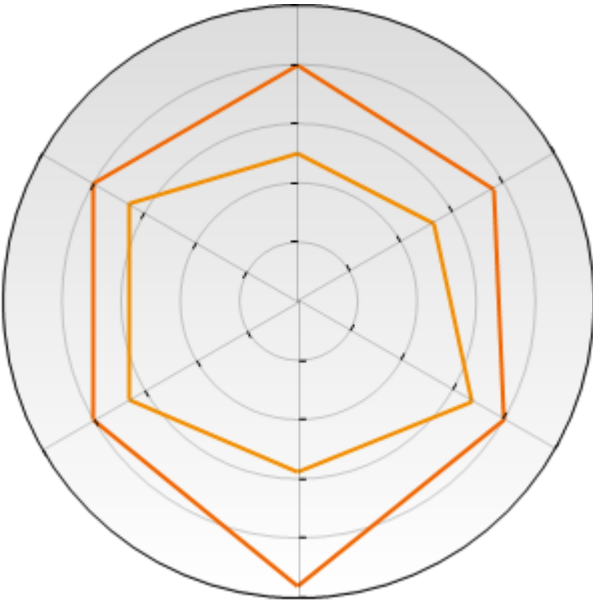


360° feedback competency analysis

Candidate report

Sarah Jones
31 January 2012



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Addendum: Numerical overview	

You can now review your feedback report. This report consists of results from the feedback survey performed by you and your feedback giver(s). It provides you with valuable insights to your strengths and weaknesses, aspects of your performance and behavior that you may want to develop and improve.

The report describes how others currently perceive you in your daily work and provides you with an excellent tool to discuss and take positive action on any requirement for improvement and development. The report gives a random indication and cannot be considered as a final assessment.

All the data within this report were gathered with the utmost care and confidentiality.

Background feedback tools

General

360° feedback, 90° feedback and 0° feedback are methods and tools designed specifically for performance development and the wider assessment of employees, with the objective to generate structured and comprehensive performance related feedback. 360° and 90° feedback involves one or multiple relation linked sources (the givers), each with a different perspective on the subject's (the receiver) behavior and performance. The aim is to draw a picture of the subject's current behaviour as accurately as possible.

The resulting impression generated of the receiver is a subjective one, reflecting the way others experience and interpret the subject's behavior and competencies.

Perspectives

360° feedback or multi-source feedback is both a method and a tool designed to provide each employee (the receiver) the opportunity to receive performance related feedback from multiple relation linked sources (the givers).

This comprehensive 360° feedback will typically include colleagues, direct reports, managers as well as internal and external customers. This can be further enhanced by the receiver performing a self assessment providing valuable insight on the differences between the receivers self perception and that of the givers, effectively creating a 'full circle' of evaluation around the employee's performance.

90° feedback involves only one of the multiple 'givers' and would most commonly be limited to a peer or manager. A 0° feedback is simply a self assessment by the receiver without any input from others on performance and behavior.

Central person: **Sarah Jones**
Organization: **SME**
Startdate: **31 January 2012**
Enddate: **1 March 2012**

Explanation of the used scale

All of the surveys/overviews are based on a five-point scale. Each scale comprises the two assessment criteria that make up the evaluation, those being (i) Competency and (ii) Behavior.

- Score 5 Good: **Competency level:** Strong degree of competency; more than sufficiently developed. **Example of behavior level:** Productive & constructive behavior is routinely demonstrated. No non-productive behavior presented.
- Score 4 Satisfying: **Competency level:** Satisfying competency is frequently demonstrated and further development might not be needed. **Example of behavior level:** Productive constructive behavior is sufficiently demonstrated but requires further development. Non-productive behavior is rare however there is scope for improvement.
- Score 3 Moderate: **Competency level:** Moderate competency is periodically demonstrated; there is ample scope for development in this area. **Example of behavior level:** Productive constructive behavior is Periodically demonstrated, thus providing significant scope for improvement. Non-productive behavior is demonstrated every now and then however there is scope for improvement.
- Score 2 Weak: **Competency level:** A weak degree of competency has been developed; requires a considerable investment to develop further. **Example of behavior level:** Productive constructive behavior is seldom demonstrated, whilst conversely, non-productive behavior is common.
- Score 1 Insufficient: **Competency level:** An insufficient level of competency has been developed; significant investment is required to achieve essential development. **Example of behavior level:** Productive or constructive behavior is very rare against persistent non-productive and disruptive behavior.

Selected competencies

The following provides an overview of the competencies measured.

Commercial power (Commercial power)

Acting from opportunities in the market; acting with a customer focus and affiliating with the appropriate contacts.

Attention to detail (Attention to detail)

The ability to process detailed information effectively and consistently

Customer orientation (Customer orientation)

The ability and willingness to find out what the customer wants and needs and to act accordingly, taking the organisation's costs and benefits into account.

Planning and organising (Planning and organising)

The ability to determine goals and priorities and to assess the actions, time and resources needed to achieve those goals.

Need to achieve (Need to achieve)

The need to set high standards for one's own performance, to show dissatisfaction with average achievements.

Perseverance (Perseverance)

The ability to hold on to views and plans of action despite adversity.

Structure of the surveys

The surveys range from a general overview to detailed data. The general overview survey compares the subject's (the receiver) score against the scores of others (the givers) on all of the measured competencies. Each subsequent report gives more detailed information. The final survey provides the final scores based on examples of behavior per competency.

Levels of report

The report is comprised of two criteria levels:

1. Competency level
2. Example of behavior level

The most important level is the competency level. Examples are: to delegate, to communicate and to manage. Competencies are often linked to positions, tasks or roles within an organization. Competencies are measured on the basis of examples of daily behavior; statements that describe specific behavior linked to a particular competency. This is the second level. Examples of behavior can be positive as well as negative statements. An example is described below in which two alternative results can be found to describe an individual's persistence

Example of behavior regarding persistence:

Persistence in performance of a task in adversity (Positive statement)

Gives up quickly (Negative statement) Examples of behavioral characteristics are easy to provide feedback on and enable the receiver to adapt accordingly by being conscious of the behavior and learning to either acquire or refrain from certain behaviors.

Explanation surveys

General survey

The cumulative score for all competencies surveyed is displayed in the web chart. This provides complete insight into the results of your self-assessment as well as the results from feedback given by your selected feedback giver(s). Large differences (more than 1 point difference) are worth analyzing further by referring to the "Detailed survey per feedback giver" or "Survey of competency"

Detailed survey per feedback giver

The detailed survey shows the scores of each feedback giver per competency measured. This will give you valuable insight on differences between scores from the subject, colleagues, direct reports, co-workers, customers or other feedback givers.

Strength and weakness analysis

This section shows the strengths and weaknesses of the subject's behaviour in daily work as perceived by others. Under "strengths" you will find the 10 highest scores on examples of behavior. Productive behavior is frequently shown and non-productive behavior (indicated with the word "inverse" next to the example of behaviour) is seldom shown. These examples of behaviour are a productive contribution to the competency and the subject's behavior in daily work. Under "weaknesses" you will find the 10 lowest scores on measured examples of behaviour. Productive behaviour is infrequent as opposed to frequent non-productive behaviour. These examples of behaviour present scope for varying degrees of improvement.

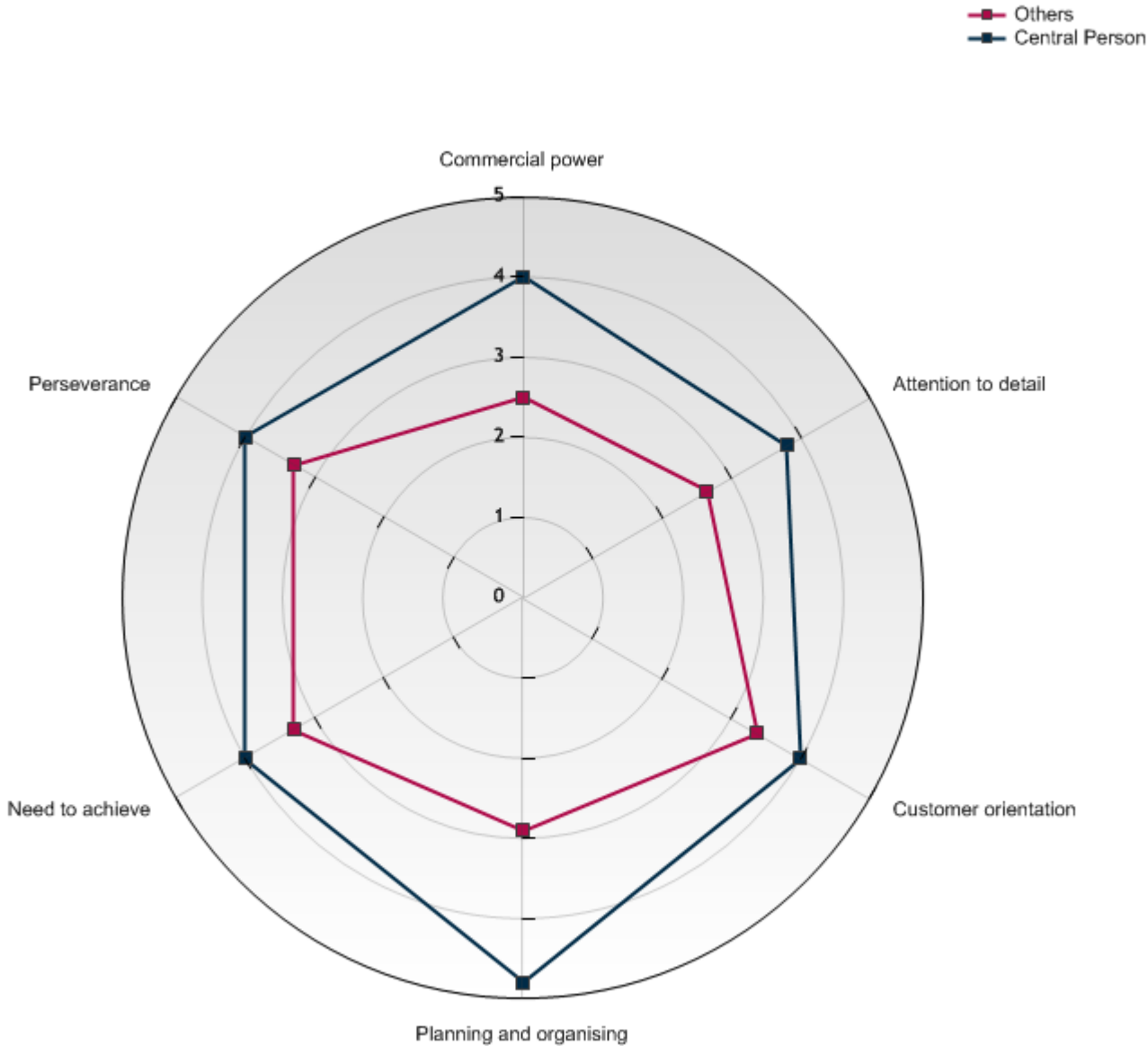
Survey per competency

This survey provides all the results for each competency. For each competency surveyed, you can analyse the scores per item and view your highest and lowest score for each. Respectively you will find: the definition, the scores per feedback giver, and the scores per example of behavior. On the right side of the chart you will see the GAP analysis. In the GAP analysis, the variance between your self-assessment score and that of your feedback giver(s) is shown. Scores lower than -1 or higher than +1 indicate that there is a significant difference between your self perception and the perception of the other(s).

Personal remarks

The responses and recommendations provided by your feedback giver(s) are displayed in the Personal Remarks section.

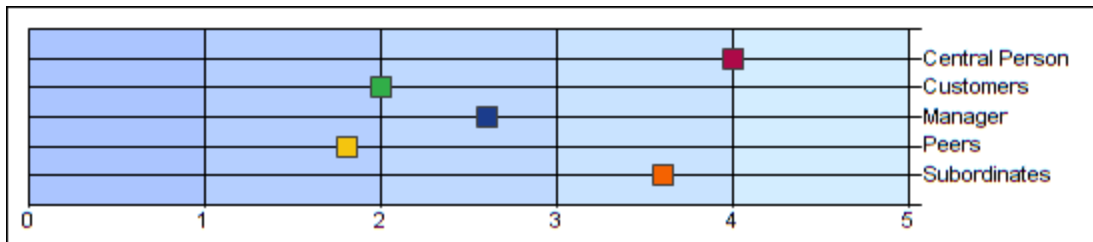
Total average of all other respondents



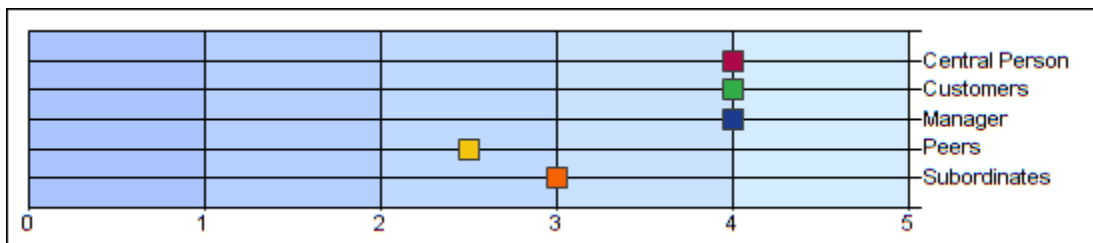
Attention to detail (Attention to detail)



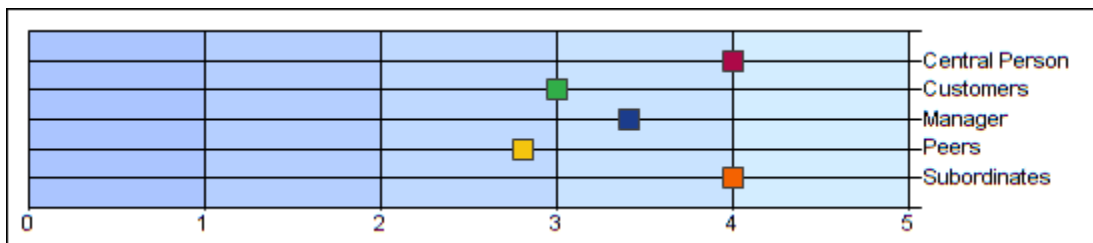
Commercial power (Commercial power)



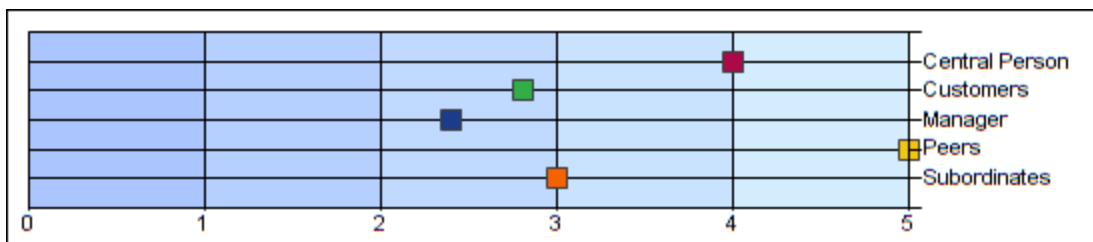
Customer orientation (Customer orientation)



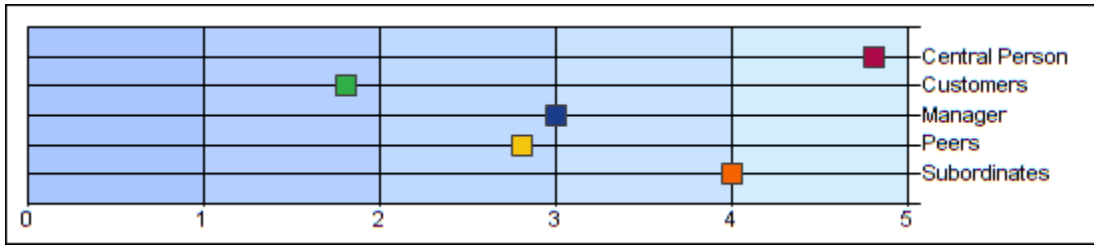
Need to achieve (Need to achieve)



Perseverance (Perseverance)



Planning and organising (Planning and organising)



10 highest scores

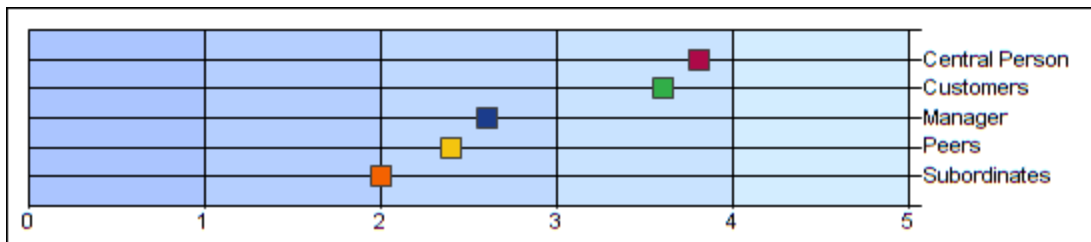
Competencies	Behaviors	Average score	CP
Perseverance	goes on until it becomes clear a goal cannot be achieved	4.25	4
Customer orientation	aims for a win-win situation	3.75	3
Customer orientation	shows his/her willingness to come to a solution	3.5	5
Need to achieve	does not rest before the work is done completely	3.5	4
Need to achieve	defines quality standards and communicates them to employees	3.5	4
Perseverance	does not compromise under pressure	3.5	4
Customer orientation	is respectful to customers, no matter how unreasonable their demands or complaints are	3.25	4
Attention to detail	recognises details in behaviour and data that are relevant to a certain pattern	3.25	3
Planning and organising	separates essentials from side-issues	3.25	5
Need to achieve	has no fear of failure	3.25	4

10 lowest scores

Competencies	Behaviors	Average score	CP
Attention to detail	stays alert and concentrated	2	3
Commercial power	signaleert mogelijkheden en producten in de markt en vormt zich een juist beeld van de commerciële mogelijkheden hiervan	2.25	4
Commercial power	kan wensen van een klant inventariseren	2.25	5
Attention to detail	is annoyed by small mistakes	2.5	5
Attention to detail	is persistent and stays focused	2.5	4
Commercial power	is geloofwaardig en kan een goede sfeer creëren om tot kopen te verleiden	2.5	4
Planning and organising	works structuredly	2.5	5
Perseverance	does not give up when problems arise	2.5	2
Commercial power	kan een eenvoudig klantgesprek voeren	2.75	3
Commercial power	is zich bewust van wat 'commercieel' is	2.75	4

Attention to detail (Attention to detail)

The ability to process detailed information effectively and consistently

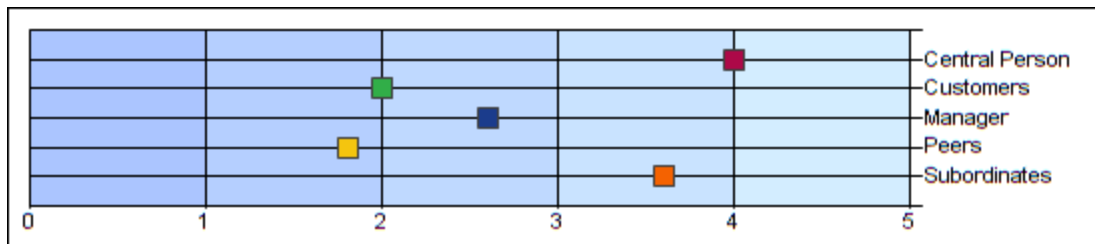


Legend: CP = Central Person, PE = Peers, MA = Manager, CU = Customers, SU = Subordinates, OT = Others

		CP	PE	MA	CU	SU	OT	Total others	GAP
Attention to detail	Number	1	1	1	1	1	0	4	
stays alert and concentrated	highest		2	2	2	2		2	-1
	average	3	2	2	2	2	-	2	
	lowest		2	2	2	2		2	
recognises details in behaviour and data that are relevant to a certain pattern	highest		2	4	5	2		5	0.2
	average	3	2	4	5	2	-	3.2	
	lowest		2	4	5	2		2	
is persistent and stays focused	highest		3	2	3	2		3	-1.5
	average	4	3	2	3	2	-	2.5	
	lowest		3	2	3	2		2	
is annoyed by small mistakes	highest		3	2	3	2		3	-2.5
	average	5	3	2	3	2	-	2.5	
	lowest		3	2	3	2		2	
follows instructions carefully and flawlessly	highest		2	3	5	2		5	-1
	average	4	2	3	5	2	-	3	
	lowest		2	3	5	2		2	
	total average	3.8	2.4	2.6	3.6	2	-	2.6	-1.2

Commercial power (Commercial power)

Acting from opportunities in the market; acting with a customer focus and affiliating with the appropriate contacts.

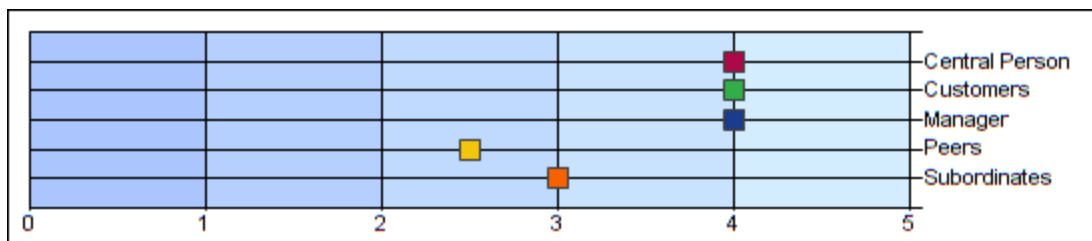


Legend: CP = Central Person, PE = Peers, MA = Manager, CU = Customers, SU = Subordinates, OT = Others

		CP	PE	MA	CU	SU	OT	Total others	GAP
Commercial power	Number	1	1	1	1	1	0	4	
is geloofwaardig en kan een goede sfeer creëren om tot kopen te verleiden	highest	4	2	2	2	4	-	4	-1.5
	average		2	2	2	4		2.5	
	lowest		2	2	2	4		2	
is zich bewust van wat 'commercieel' is	highest	4	2	3	2	4	-	4	-1.2
	average		2	3	2	4		2.8	
	lowest		2	3	2	4		2	
kan een eenvoudig klantgesprek voeren	highest	3	2	3	2	4	-	4	-0.2
	average		2	3	2	4		2.8	
	lowest		2	3	2	4		2	
kan wensen van een klant inventariseren	highest	5	1	3	2	3	-	3	-2.8
	average		1	3	2	3		2.2	
	lowest		1	3	2	3		1	
signaleert mogelijkheden en producten in de markt en vormt zich een juist beeld van de commerciële mogelijkheden hiervan	highest	4	2	2	2	3	-	3	-1.8
	average		2	2	2	3		2.2	
	lowest		2	2	2	3		2	
	total average	4	1.8	2.6	2	3.6	-	2.5	-1.5

Customer orientation (Customer orientation)

The ability and willingness to find out what the customer wants and needs and to act accordingly, taking the organisation's costs and benefits into account.

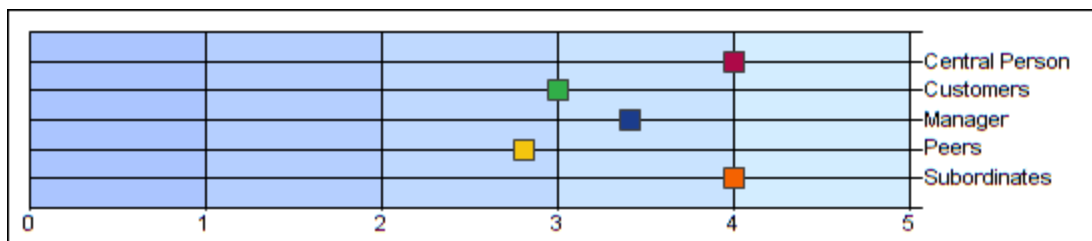


Legend: CP = Central Person, PE = Peers, MA = Manager, CU = Customers, SU = Subordinates, OT = Others

		CP	PE	MA	CU	SU	OT	Total others	GAP
Customer orientation	Number	1	1	1	1	1	0	4	
is respectful to customers, no matter how unreasonable their demands or complaints are	highest	4	2	4	5	2	-	5	-0.8
	average	4	2	4	5	2	-	3.2	
	lowest	4	2	4	5	2	-	2	
shows his/her willingness to come to a solution	highest	5	3	4	5	2	-	5	-1.5
	average	5	3	4	5	2	-	3.5	
	lowest	3	3	4	5	2	-	2	
aims for a win-win situation	highest	3	2	4	5	4	-	5	0.8
	average	3	2	4	5	4	-	3.8	
	lowest	3	2	4	5	4	-	2	
recognises opportunities to inform clients of his/her services, anticipates future needs	highest	4	3	4	1	4	-	4	-1
	average	4	3	4	1	4	-	3	
	lowest	3	3	4	1	4	-	1	
	total average	4	2.5	4	4	3	-	3.4	-0.6

Need to achieve (Need to achieve)

The need to set high standards for one's own performance, to show dissatisfaction with average achievements.

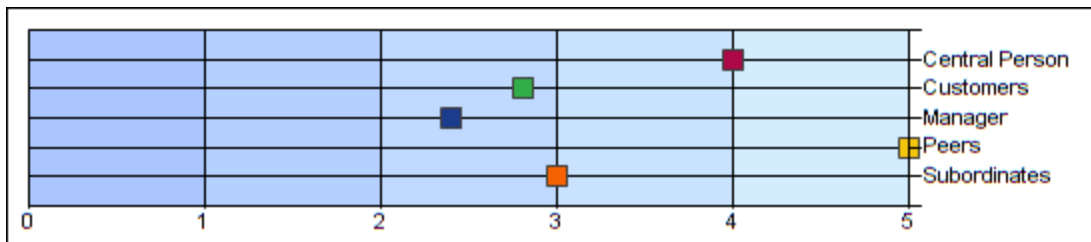


Legend: CP = Central Person, PE = Peers, MA = Manager, CU = Customers, SU = Subordinates, OT = Others

		CP	PE	MA	CU	SU	OT	Total others	GAP
Need to achieve	Number	1	1	1	1	1	0	4	
is self-motivated to perform as well as s/he can	highest	4	3	2	3	4	-	4	-1
	average		3	2	3	4		3	
	lowest		3	2	3	4		2	
has no fear of failure	highest	4	3	3	3	4	-	4	-0.8
	average		3	3	3	4		3.2	
	lowest		3	3	3	4		3	
does not rest before the work is done completely	highest	4	3	4	3	4	-	4	-0.5
	average		3	4	3	4		3.5	
	lowest		3	4	3	4		3	
defines quality standards and communicates them to employees	highest	4	2	5	3	4	-	5	-0.5
	average		2	5	3	4		3.5	
	lowest		2	5	3	4		2	
shows effort and enthusiasm	highest	4	3	3	3	4	-	4	-0.8
	average		3	3	3	4		3.2	
	lowest		3	3	3	4		3	
	total average	4	2.8	3.4	3	4	-	3.3	-0.7

Perseverance (Perseverance)

The ability to hold on to views and plans of action despite adversity.



Legend: CP = Central Person, PE = Peers, MA = Manager, CU = Customers, SU = Subordinates, OT = Others

		CP	PE	MA	CU	SU	OT	Total others	GAP
Perseverance	Number	1	1	1	1	1	0	4	
retains faith in his/her approach even if it is not immediately successful	highest	5	5	2	3	3	-	5	-1.8
	average	5	5	2	3	3	-	3.2	
	lowest	5	5	2	3	3	-	2	
does not compromise under pressure	highest	4	5	2	4	3	-	5	-0.5
	average	4	5	2	4	3	-	3.5	
	lowest	4	5	2	4	3	-	2	
goes on until it becomes clear a goal cannot be achieved	highest	4	5	5	3	4	-	5	0.2
	average	4	5	5	3	4	-	4.2	
	lowest	4	5	5	3	4	-	3	
does not give up when problems arise	highest	2	5	1	2	2	-	5	0.5
	average	2	5	1	2	2	-	2.5	
	lowest	2	5	1	2	2	-	1	
is able to assess when to continue and when to give up on an unattainable goal	highest	5	5	2	2	3	-	5	-2
	average	5	5	2	2	3	-	3	
	lowest	5	5	2	2	3	-	2	
	total average	4	5	2.4	2.8	3	-	3.3	-0.7

Planning and organising (Planning and organising)

The ability to determine goals and priorities and to assess the actions, time and resources needed to achieve those goals.



Legend: CP = Central Person, PE = Peers, MA = Manager, CU = Customers, SU = Subordinates, OT = Others

		CP	PE	MA	CU	SU	OT	Total others	GAP
Planning and organising	Number	1	1	1	1	1	0	4	
uses time management	highest		2	4	1	4		4	-2.2
	average	5	2	4	1	4	-	2.8	
	lowest		2	4	1	4		1	
separates essentials from side-issues	highest		3	5	1	4		5	-1.8
	average	5	3	5	1	4	-	3.2	
	lowest		3	5	1	4		1	
plans activities and places them in the right order	highest		3	2	3	4		4	-2
	average	5	3	2	3	4	-	3	
	lowest		3	2	3	4		2	
works structuredly	highest		3	2	1	4		4	-2.5
	average	5	3	2	1	4	-	2.5	
	lowest		3	2	1	4		1	
assigns people and resources effectively	highest		3	2	3	4		4	-1
	average	4	3	2	3	4	-	3	
	lowest		3	2	3	4		2	
	total average	4.8	2.8	3	1.8	4	-	2.9	-1.9

Personal remarks

Which are improvements regarding competences and behavior?

Relation	Feedback
Central Person	I would like to improve my diplomatic skills be more flexible
Peers	I would suggest to work on your networkskill
Manager	Information sometimes may be presented with a tone, or air of superiority that is not appropriate. There are many times when the receiving party may not have the background to understand many of the details without some explanation.
Customers	Work a bit more on your network and presentation
Subordinates	try to say no to others if they are asking for support if your agenda is already so packed

Personal remarks

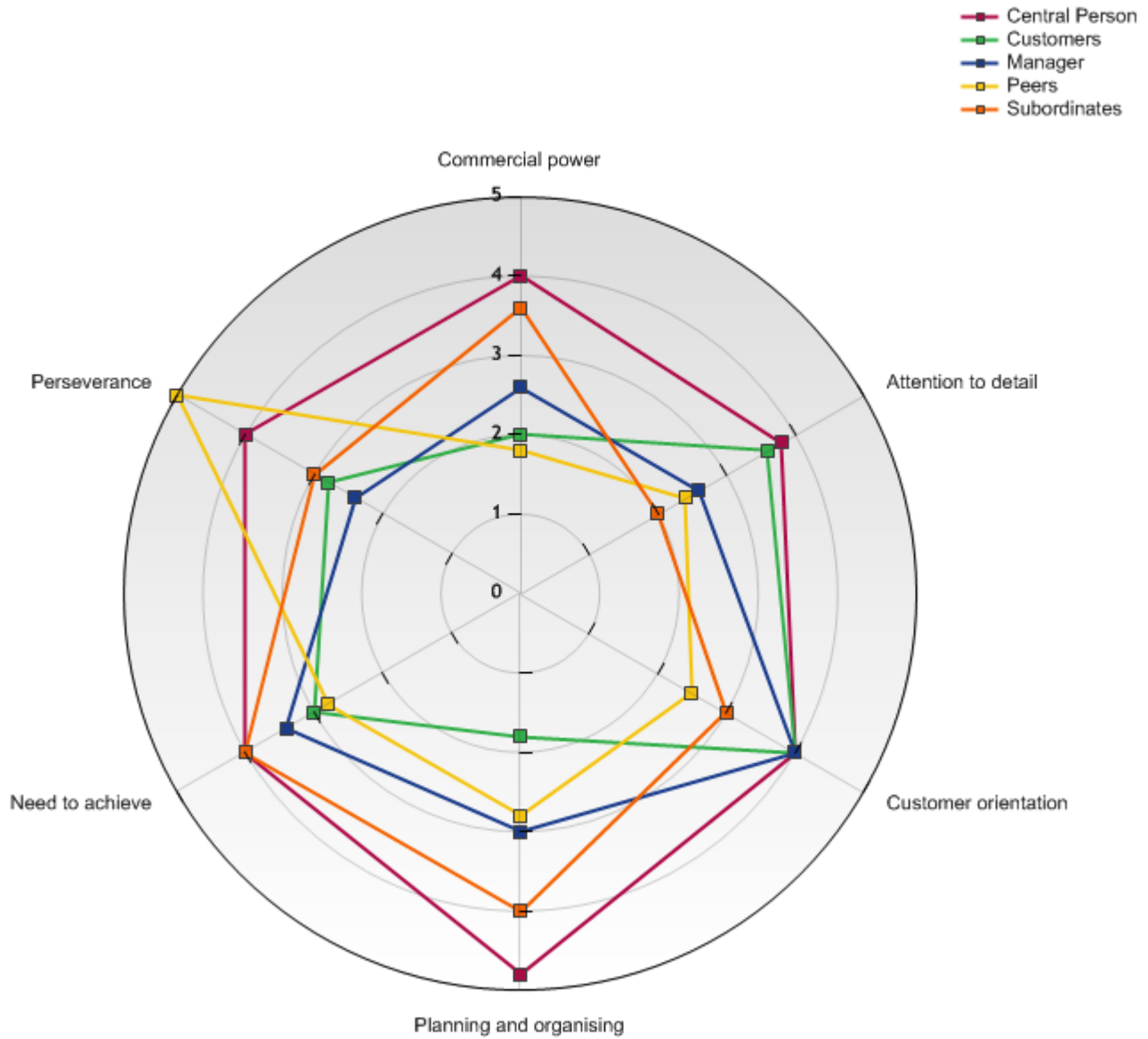
What is positive regarding competences and behavior?

Relation	Feedback
Central Person	My strive for a win win situation
Peers	You can always trust the deliverables
Manager	Sarah offers clear information with most of her writing and documenting in reports and emails.
Customers	you are always streiving for the best and you are appreciated so much for your helpfulness to the team and me
Subordinates	you are always supportive and helpfull. you know your business very well

Personal remarks

General remarks

Relation	Feedback
Central Person	This is a very nice tool
Peers	a very nice colleague to work with. I do hope to work in your team for a long time and enjoy your friendship
Manager	continue the good things.
Customers	Keep up the good pace, be a bit more critical towards yourself and stay sharp in developing your business skills. keep up the pace for success.
Subordinates	It is very nice to work with you. You really add value to the work and the spirit



Legend: CP = Central Person, PE = Peers, MA = Manager, CU = Customers, SU = Subordinates, OT = Others

		CP	PE	MA	CU	SU	OT	Total others	GAP
Competency	Number	1	1	1	1	1	0	4	
Attention to detail	average	3.8	2.4	2.6	3.6	2	-	2.6	-1.2
Commercial power	average	4	1.8	2.6	2	3.6	-	2.5	-1.5
Customer orientation	average	4	2.5	4	4	3	-	3.4	-0.6
Need to achieve	average	4	2.8	3.4	3	4	-	3.3	-0.7
Perseverance	average	4	5	2.4	2.8	3	-	3.3	-0.7
Planning and organising	average	4.8	2.8	3	1.8	4	-	2.9	-1.9
	total average	4.1	2.9	3	2.9	3.3	0	3	-1.1