

Compass360

Personal Feedback Report

ANNE EXAMPLE

Head Teacher 360 Degree Feedback

The contents of this document are strictly confidential



HOW TO USE YOUR FEEDBACK

Introduction

Your Personal Report offers valuable feedback to help refine the behaviours pertinent to your role. It is important now to read through the data and reflect on what it means for you. A conversation with your manager or coach will help you to take full advantage of the feedback.

360 Feedback provides a comprehensive picture of behaviour. As you review this Report, consider the following:

1. You asked others to help by sharing their perceptions
2. These perceptions are neither right or wrong - they are just their perceptions
3. It is highly likely you will receive both positive and negative feedback

The information should be used to help you plan and work on your development.

It should not be seen as the final word on your behaviour or performance at work. Instead, you should use it to help plan tactics and strategies with your Manager to enhance your future effectiveness.

The feedback provided in the report focuses on behaviour.

Behaviour can be changed. You have full control over the factors that can help you achieve maximum effectiveness as a leader/manager.

High scores should not be viewed as 'good' and low scores as 'bad'

No one ever receives a feedback report that is all positive or negative. Everyone has strengths that need to be utilised further and equally, everyone can develop further. Depending on context, some high scores could be seen a strength in one situation but as a weakness in another.

The feedback is based on behaviours that have been identified as critical in your role.

Plan how to develop these behaviours further in the context of your current role.

The feedback report should be used as a starting point in discussions with your manager.

The report will provide some insights, but the real richness and understanding of your data will come from open discussions with your manager.

Remember: the aim of this process is to help you achieve your goal of increased effectiveness.

Development as a leader/manager will be enhanced through:

- Increased self awareness
- Recognition of strengths and areas for development, and
- Developing action plans and strategies to enhance strengths and address areas for development



YOUR FEEDBACK SESSION

The role that your Manager or Coach plays is critical in helping you understand and and take responsibility for the findings in your 360° personal feedback report.

Whilst each feedback session will inevitably differ accordingly to the specific needs of the participant, the following elements will typically form part of a high-quality feedback session:

- Your manager/coach should conduct the feedback session face to face
- Your manager/coach should explain the purpose of the session
- Your manager/coach should explore what you would like to get out of the feedback session
- Your manager/coach should take time to understand your situation and the context in which you completed the 360 process
- Your manager/coach should explain the structure of the report and help you understand what the data means
- Your manager/coach should listen and respond appropriately to you, focusing on your priorities
- Your manager/coach should help you consolidate the messages in your report and encourage you to think about the next steps
- Your manager/coach should conduct the session in a professional and empathetic manner
- You should take responsibility for identifying which areas you will work on and complete the development plan accordingly



RATERS

The table below displays the names of all the Raters you originally selected. Please note that some Raters may have declined providing feedback.

Invited	Relationship
Daniel Adamczyk	Manager
Natan Szczepańska	Direct Report
Jack Evans	Direct Report
Lucie Bourgeois	Direct Report
Yiğit Sezek	Direct Report
Emre Türkyılmaz	Direct Report
Leah Powell	Direct Report
Ruby Butler	Direct Report
Kinga Jabłoński	Colleague
Noelia Delapaz	Colleague
Owen Wilkinson	Colleague
Manuele Marchetti	Colleague
Elsie Edwards	Governor
Paul Antoine	Governor

Relationship	Invited	Responded
Manager	2	1
Direct Report	7	7
Colleague	5	4
Governor	2	2
Total Feedback Provided (Excluding Self)	16	14



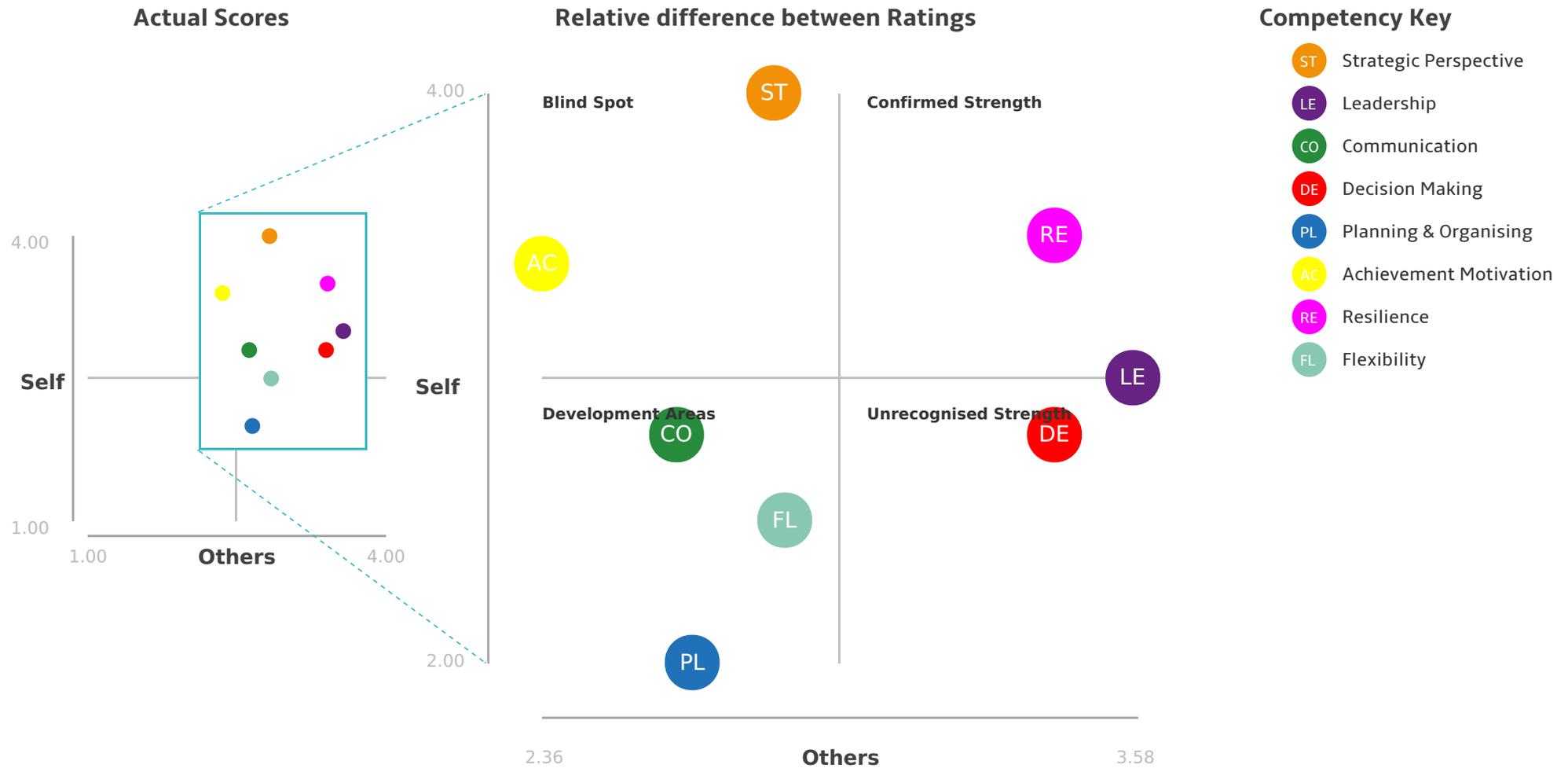
SCATTERCHART

This page provides a summary picture of the overall gap analysis data for each competency.

Where there is agreement between the overall rating that you have given yourself with the ratings given by others, then the coordinates will fall either into the top right or bottom left quadrants. You may want to consider how to continue to develop your Confirmed Strengths and make a plan to meet your potential Development Areas.

The two remaining quadrants invite you to seek more feedback for your comparative Blind Spots and consider how to use your Unrecognised Strengths.

The small scatterchart shows the actual scores and the main chart is scaled to draw attention to the relative difference between ratings.



FREE TEXT QUESTIONS

What should this person **START** doing to be more effective (or if you are the Subject, what should you start doing)?

- >Start sharing his experience and expertise with his team and communicating more. Start to demonstrate leadership more often and support individual development within his team
- >Start helping others in his peer group understanding the emerging technologies even more so than at present
- >Encouraging and supporting development in others more
- >Involving us in your team more to help our development
- >Using the skills more he has in our team and support our development
- >Start delegating more within the team

What should this person **STOP** doing to be more effective (or if you are the Subject, what should you stop doing)?

- >Stop using his position to achieve personal agendas and objectives
- >Using technical jargon
- >Stop looking for technical solutions to EVERY situation
- >Stop trying to solve all issues by yourself
- >I can only think they could stop doing so much himself and share the tasks with us a little more

What should this person **CONTINUE** doing to be more effective (or if you are the Subject, what should you continue doing)?

- >Continue developing his own technical development and working within the senior team to find solutions to problems and achieve results
- >Continue to contribute his technical knowledge and experience



HIGHEST AND LOWEST RATED BEHAVIOURS

The tables below show your 5 highest and 5 lowest rated behaviours according to Rater Average. The Rater Average is based on answers from all Respondents, excluding self ratings. In this section, the Rater Average has been reported to 2 decimal places.

NB. Within the tables, the behaviours are ranked in order of the highest to lowest Rater Average score. There may be further questions with the same rater average that are not displayed in these tables. This is because the tables are restricted to displaying 5 behaviours.

Highest Rated Behaviours

Competency	Behaviour	Rater Average
Resilience	Keeps control in difficult and/or stressful situations	3.62
Decision Making	Acts promptly to clear up problems without undue recourse to higher authority	3.68
Leadership	Gets the best out of individuals and teams	3.70
Decision Making	Objectively evaluates possible options	3.79
Leadership	Active in developing others, including appropriate delegation of responsibilities	3.89

Lowest Rated Behaviours

Competency	Behaviour	Rater Average
Achievement Motivation	Translates complex concepts into practical action plans	1.52
Planning & Organising	Identifies priorities	1.98
Achievement Motivation	Seeks maximum results from available resources (people, time, money, materials)	2.19
Communication	Rapidly and accurately assesses people and situations and responds accordingly	2.21
Flexibility	Reacts positively to change – welcomes new challenges and a fast changing environment	2.23



BEHAVIOURS WITH GREATEST DIFFERENCE BETWEEN SELF AND OTHERS

The tables below display the 5 behaviours with the biggest difference between your self ratings and those of your raters. The difference is calculated as the difference between your self rating and the Rater Average score. The Rater Average is based on answers from all Respondents, excluding self ratings.

NB. Scores in this section have been provided to 2 decimal places. There may be further questions with the same 'Difference' score that are not displaying in these tables. This is because the tables are restricted to displaying 5 behaviours.

Self Score Higher Than the Rater Average (Blind Spot)

Competency	Behaviour	Self Score	Rater Average	Difference
Achievement Motivation	Translates complex concepts into practical action plans	4.00	1.52	-2.48
Achievement Motivation	Seeks maximum results from available resources (people, time, money, materials)	4.00	2.19	-1.81
Communication	Rapidly and accurately assesses people and situations and responds accordingly	4.00	2.21	-1.79
Achievement Motivation	Wants to continually improve organisational performance	4.00	2.48	-1.52
Strategic Perspective	Tackles day to day issues in the context of a broad strategic framework	4.00	2.48	-1.52

Self Score Lower Than the Rater Average (Unrecognised Strength)

Competency	Behaviour	Self Score	Rater Average	Difference
Flexibility	Able to cope with the pressures of changing demands and circumstances	2.00	2.93	+0.93
Decision Making	Acts promptly to clear up problems without undue recourse to higher authority	2.00	3.68	+1.68
Leadership	Gets the best out of individuals and teams	2.00	3.70	+1.70
Decision Making	Objectively evaluates possible options	2.00	3.79	+1.79
Planning & Organising	Sets effective priorities and measurable targets	1.00	2.79	+1.79



COMPETENCY: 1. STRATEGIC PERSPECTIVE

This section provides a detailed breakdown of your scores at both competency and behaviour level. Scores indicated by coloured bars are presented by Rater Category and the number of Raters in each category who responded is clearly shown.

The narrow line through each bar shows the highest and lowest points achieved on the Scoring Scale.

The scores at competency level are an average of all of the combined scores from each behaviour.

Rating Scale: NA Too soon to tell 1 Almost never 2 Sometimes
 3 Often 4 Almost always
 ──── = Range of feedback from Raters

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range						
		NA	1	2	3	4		NA	1	2	3	4		
Self	5					4	4.0							5
Manager	5						2.6			3		1		1
Direct Report	35						2.8	2		12		16		5
Colleague	20						2.9			7		9		4
Governor	10						3.1	1		1		6		2
Competency Avg	75						3.0	3		23		32		17

THIS COMPETENCY COMPRISES OF THE FOLLOWING BEHAVIOURS:

- 1a. Displays an integrated overview of the total business and how it operates
- 1b. Defines a clear long-term vision of the future
- 1c. Accurately identifies opportunities and threats
- 1d. Establishes courses of action to allocate resources and accomplish long-term goals
- 1e. Tackles day to day issues in the context of a broad strategic framework

GENERAL COMPETENCY COMMENTS:

- > Not something you will be famous for
- > Definitely an area to work on
- > You don't seem to be at all comfortable with this
- > Often feels like you are trying too hard here
- > I think you need support in this area to develop the basics – you'll then be more confident and the rest will follow
- > No
- > I can't think of the last time I saw you doing this



BEHAVIOURS: STRATEGIC PERSPECTIVE

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

▬ = Range of feedback from Raters

1a. Displays an integrated overview of the total business and how it operates

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		████████████████████				4.0					1
Manager	1		██████████████				3.0				1	
Direct Report	7		██████████		▬		2.7			3	3	1
Colleague	4		██████████		▬		2.8			2	1	1
Governor	2		██████████			▬	3.5				1	1
Behaviour Average	15		██████████		▬		3.2			5	6	4

1b. Defines a clear long-term vision of the future

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		████████████████████				4.0					1
Manager	1		██████████				2.0			1		
Direct Report	7		██████████		▬		3.0	1		1	4	1
Colleague	4		██████████		▬		3.0			1	2	1
Governor	2		██████████			●	3.0				2	
Behaviour Average	15		██████████		▬		3.0	1		3	8	3



BEHAVIOURS: STRATEGIC PERSPECTIVE

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

▬ = Range of feedback from Raters

1c. Accurately identifies opportunities and threats

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	1		████████████████████				4.0						1
Manager	1		████████████████████				4.0						1
Direct Report	7			██████████	██████████	██████████	2.9			2		4	1
Colleague	4			██████████	██████████	██████████	3.0			1		2	1
Governor	2			██████████	██████████	██████████	2.5			1		1	
Behaviour Average	15			██████████	██████████	██████████	3.3			4		7	4

1d. Establishes courses of action to allocate resources and accomplish long-term goals

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	1		████████████████████				4.0						1
Manager	1		██████████				2.0			1			
Direct Report	7			██████████	██████████	██████████	3.0	1		2		2	2
Colleague	4			██████████	██████████	██████████	3.0			1		2	1
Governor	2			██████████	██████████	██████████	3.5					1	1
Behaviour Average	15			██████████	██████████	██████████	3.1	1		4		5	5



BEHAVIOURS: STRATEGIC PERSPECTIVE

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

▬ = Range of feedback from Raters

1e. Tackles day to day issues in the context of a broad strategic framework

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	1						4.0						1
Manager	1						2.0			1			
Direct Report	7						2.4			4	3		
Colleague	4						2.5			2	2		
Governor	2	1					3.0	1				1	
Behaviour Average	15	1					2.8	1		7	6		1



COMPETENCY: 2. LEADERSHIP

This section provides a detailed breakdown of your scores at both competency and behaviour level. Scores indicated by coloured bars are presented by Rater Category and the number of Raters in each category who responded is clearly shown.

The narrow line through each bar shows the highest and lowest points achieved on the Scoring Scale.

The scores at competency level are an average of all of the combined scores from each behaviour.

Rating Scale: NA Too soon to tell 1 Almost never 2 Sometimes
3 Often 4 Almost always
= Range of feedback from Raters

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	4							3.0			1	2	1
Manager	4							3.3	1		1		2
Direct Report	28							3.5			6	3	19
Colleague	16							3.8			1	2	13
Governor	8							3.8			1		7
Competency Avg	60							3.5	1		10	7	42

THIS COMPETENCY COMPRISES OF THE FOLLOWING BEHAVIOURS:

- 2a. Establishes challenging goals with others and gives feedback and recognition
- 2b. Creates a motivating environment to achieve goals
- 2c. Active in developing others, including appropriate delegation of responsibilities
- 2d. Gets the best out of individuals and teams

GENERAL COMPETENCY COMMENTS:

- > No problems with this at all – a real star
- > You come across as very authentic in this area. Not sure if that is really how it feels
- > Good role model for others
- > I haven't seen this myself but I know others have and they talk about how impressive it is to work with you



BEHAVIOURS: LEADERSHIP

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

▬ = Range of feedback from Raters

2a. Establishes challenging goals with others and gives feedback and recognition

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range						
		NA	1	2	3	4		NA	1	2	3	4		
Self	1					4	4.0							1
Manager	1			2			2.0			1				
Direct Report	7			2	3	2	3.4			2				5
Colleague	4				3	1	3.8					1		3
Governor	2					2	4.0							2
Behaviour Average	15			2	3	2	3.4			3		1		11

2b. Creates a motivating environment to achieve goals

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range						
		NA	1	2	3	4		NA	1	2	3	4		
Self	1				3		3.0					1		
Manager	1						0.0	1						
Direct Report	7			2	3	2	3.6			1		1		5
Colleague	4				3	1	3.8					1		3
Governor	2			2	1		3.0			1				1
Behaviour Average	15			2	3	2	3.3	1		2		3		9



BEHAVIOURS: LEADERSHIP

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

▬ = Range of feedback from Raters

2c. Active in developing others, including appropriate delegation of responsibilities

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		[Bar from 1 to 3]				3.0				1	
Manager	1		[Bar from 1 to 4]				4.0					1
Direct Report	7		[Bar from 2 to 3.5]				3.6			1	1	5
Colleague	4		[Bar from 1 to 4]				4.0					4
Governor	2		[Bar from 1 to 4]				4.0					2
Behaviour Average	15		[Bar from 2 to 3.7]				3.7			1	2	12

2d. Gets the best out of individuals and teams

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		[Bar from 1 to 2]				2.0			1		
Manager	1		[Bar from 1 to 4]				4.0					1
Direct Report	7		[Bar from 2 to 3.3]				3.3			2	1	4
Colleague	4		[Bar from 2 to 3.5]				3.5			1		3
Governor	2		[Bar from 1 to 4]				4.0					2
Behaviour Average	15		[Bar from 2 to 3.4]				3.4			4	1	10



COMPETENCY: 3. COMMUNICATION

This section provides a detailed breakdown of your scores at both competency and behaviour level. Scores indicated by coloured bars are presented by Rater Category and the number of Raters in each category who responded is clearly shown.

The narrow line through each bar shows the highest and lowest points achieved on the Scoring Scale.

The scores at competency level are an average of all of the combined scores from each behaviour.

Rating Scale: NA Too soon to tell 1 Almost never 2 Sometimes
 3 Often 4 Almost always
 ──── = Range of feedback from Raters

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	5						2.8			2	2	1
Manager	5						2.3	1		3	1	
Direct Report	35						2.8	1		12	17	5
Colleague	20						3.0			3	14	3
Governor	10						2.5			5	5	
Competency Avg	75						2.7	2		25	39	9

THIS COMPETENCY COMPRISES OF THE FOLLOWING BEHAVIOURS:

- 3a. Rapidly and accurately assesses people and situations and responds accordingly
- 3b. Gets the message across clearly and unambiguously, both verbally and in writing
- 3c. Uses formal presentation skills effectively
- 3d. Creates the appropriate impact to enhance the message
- 3e. Chooses a method of communication best suited to the task

GENERAL COMPETENCY COMMENTS:

- > Can't be good at everything
- > You don't seem to be at all comfortable with this
- > No
- > Please work on this



BEHAVIOURS: COMMUNICATION

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

— = Range of feedback from Raters

3a. Rapidly and accurately assesses people and situations and responds accordingly

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range						
		NA	1	2	3	4		NA	1	2	3	4		
Self	1					4	4.0							1
Manager	1						0.0	1						
Direct Report	7						2.6			4		2		1
Colleague	4						3.3					3		1
Governor	2						3.0					2		
Behaviour Average	15						3.2	1		4		7		3

3b. Gets the message across clearly and unambiguously, both verbally and in writing

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range						
		NA	1	2	3	4		NA	1	2	3	4		
Self	1					2	2.0			1				
Manager	1						2.0			1				
Direct Report	7						2.6			3		4		
Colleague	4						3.3					3		1
Governor	2						2.5			1		1		
Behaviour Average	15						2.5			6		8		1



BEHAVIOURS: COMMUNICATION

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

— = Range of feedback from Raters

3c. Uses formal presentation skills effectively

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		██████████				2.0			1		
Manager	1		██████████				3.0				1	
Direct Report	7		██████████				2.9			3	2	2
Colleague	4		██████████				2.8			1	3	
Governor	2		██████████				3.0				2	
Behaviour Average	15		██████████				2.7			5	8	2

3d. Creates the appropriate impact to enhance the message

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		██████████				3.0				1	
Manager	1		██████████				2.0			1		
Direct Report	7		██████████				3.1				6	1
Colleague	4		██████████				2.5			2	2	
Governor	2		██████████				2.0			2		
Behaviour Average	15		██████████				2.5			5	9	1



BEHAVIOURS: COMMUNICATION

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

▬ = Range of feedback from Raters

3e. Chooses a method of communication best suited to the task

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						3.0				1	
Manager	1						2.0			1		
Direct Report	7						2.8	1		2	3	1
Colleague	4						3.3				3	1
Governor	2						2.0			2		
Behaviour Average	15						2.6	1		5	7	2



COMPETENCY: 4. DECISION MAKING

This section provides a detailed breakdown of your scores at both competency and behaviour level. Scores indicated by coloured bars are presented by Rater Category and the number of Raters in each category who responded is clearly shown.

The narrow line through each bar shows the highest and lowest points achieved on the Scoring Scale.

The scores at competency level are an average of all of the combined scores from each behaviour.

Rating Scale: NA Too soon to tell 1 Almost never 2 Sometimes
 3 Often 4 Almost always
 ──── = Range of feedback from Raters

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	5						2.8			2	2	1
Manager	5						3.5	1		1		3
Direct Report	35						3.0			14	6	15
Colleague	20						3.5	4		3	2	11
Governor	10						3.6			2		8
Competency Avg	75						3.3	5		22	10	38

THIS COMPETENCY COMPRISES OF THE FOLLOWING BEHAVIOURS:

- 4a. Objectively evaluates possible options
- 4b. Selects the best way forward confidently and commits appropriate resources
- 4c. Acts promptly to clear up problems without undue recourse to higher authority
- 4d. Makes unpopular decisions with confidence, after thoroughly considering the consequences
- 4e. Easily explains and justifies decisions

GENERAL COMPETENCY COMMENTS:

- > No problems with this at all – a real star
- > Cant fault this one – you are very competent here – and very natural
- > I havn't seen this myself but I know others have and they talk about how impressive it is to work with you



BEHAVIOURS: DECISION MAKING

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

◄ — = Range of feedback from Raters

4a. Objectively evaluates possible options

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						2.0			1		
Manager	1						4.0					1
Direct Report	7						3.1			3		4
Colleague	4						4.0	2				2
Governor	2						4.0					2
Behaviour Average	15						3.4	2		4		9

4b. Selects the best way forward confidently and commits appropriate resources

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						3.0				1	
Manager	1						2.0			1		
Direct Report	7						2.9			4		3
Colleague	4						3.0	1		1	1	1
Governor	2						3.0			1		1
Behaviour Average	15						2.8	1		7	2	5



BEHAVIOURS: DECISION MAKING

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

◄ — = Range of feedback from Raters

4c. Acts promptly to clear up problems without undue recourse to higher authority

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						2.0			1		
Manager	1						4.0					1
Direct Report	7						2.7			4	1	2
Colleague	4						4.0					4
Governor	2						4.0					2
Behaviour Average	15						3.3			5	1	9

4d. Makes unpopular decisions with confidence, after thoroughly considering the consequences

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						4.0					1
Manager	1						4.0					1
Direct Report	7						3.3			2	1	4
Colleague	4						3.7	1			1	2
Governor	2						3.0			1		1
Behaviour Average	15						3.6	1		3	2	9



BEHAVIOURS: DECISION MAKING

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

◄ — = Range of feedback from Raters

4e. Easily explains and justifies decisions

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						3.0				1	
Manager	1						0.0	1				
Direct Report	7						3.1			1	4	2
Colleague	4						3.0			2		2
Governor	2						4.0					2
Behaviour Average	15						3.3	1		3	5	6



COMPETENCY: 5. PLANNING & ORGANISING

This section provides a detailed breakdown of your scores at both competency and behaviour level. Scores indicated by coloured bars are presented by Rater Category and the number of Raters in each category who responded is clearly shown.

The narrow line through each bar shows the highest and lowest points achieved on the Scoring Scale.

The scores at competency level are an average of all of the combined scores from each behaviour.

Rating Scale: NA Too soon to tell 1 Almost never 2 Sometimes
 3 Often 4 Almost always
 ──── = Range of feedback from Raters

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	4		4	0	0	0	2.0		1	2	1		
Manager	4		3	1	0	0	2.7	1		1	2		
Direct Report	28		10	10	8	0	3.0	1	1	9	6		11
Colleague	16		10	6	0	0	2.6	1	1	5	7		2
Governor	8		6	2	0	0	2.4		1	5			2
Competency Avg	60		34	22	4	0	2.6	3	4	22	16		15

THIS COMPETENCY COMPRISES OF THE FOLLOWING BEHAVIOURS:

- 5a. Sets effective priorities and measurable targets
- 5b. Schedules work, allocates responsibilities and resources
- 5c. Regularly monitors and reviews progress
- 5d. Identifies priorities

GENERAL COMPETENCY COMMENTS:

- > Definitely an area to work on
- > No
- > I can't think of the last time I saw you doing this
- > Please work on this
- > Should be a priority area for development



BEHAVIOURS: PLANNING & ORGANISING

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

— = Range of feedback from Raters

5a. Sets effective priorities and measurable targets

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range						
		NA	1	2	3	4		NA	1	2	3	4		
Self	1		1				1.0		1					
Manager	1				3		3.0					1		
Direct Report	7		1		2	4	2.8	1	1	1		2		2
Colleague	4			2	2		2.3	1		2		1		
Governor	2			2	3		3.0			1				1
Behaviour Average	15		1		4	4	2.4	2	2	4		4		3

5b. Schedules work, allocates responsibilities and resources

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range						
		NA	1	2	3	4		NA	1	2	3	4		
Self	1			2			2.0			1				
Manager	1			2			2.0			1				
Direct Report	7			2	3	4	3.4			2				5
Colleague	4				3		3.0					4		
Governor	2			2			2.0			2				
Behaviour Average	15			2	4	4	2.5			6		4		5



BEHAVIOURS: PLANNING & ORGANISING

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

◄ — = Range of feedback from Raters

5c. Regularly monitors and reviews progress

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		[Bar from 1 to 2]				2.0			1		
Manager	1		[Bar from 1 to 3]				3.0				1	
Direct Report	7		[Bar from 1 to 3.5]				3.3			1	3	3
Colleague	4		[Bar from 1 to 2.8]				2.8			2	1	1
Governor	2		[Bar from 1 to 1.5]				1.5		1	1		
Behaviour Average	15		[Bar from 1 to 2.5]				2.5		1	5	5	4

5d. Identifies priorities

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		[Bar from 1 to 3]				3.0				1	
Manager	1	1					0.0	1				
Direct Report	7		[Bar from 1 to 2.4]				2.4			5	1	1
Colleague	4		[Bar from 1 to 2.5]				2.5		1	1	1	1
Governor	2		[Bar from 1 to 3]				3.0			1		1
Behaviour Average	15		[Bar from 1 to 2.7]				2.7	1	1	7	3	3



COMPETENCY: 6. ACHIEVEMENT MOTIVATION

This section provides a detailed breakdown of your scores at both competency and behaviour level. Scores indicated by coloured bars are presented by Rater Category and the number of Raters in each category who responded is clearly shown.

The narrow line through each bar shows the highest and lowest points achieved on the Scoring Scale.

The scores at competency level are an average of all of the combined scores from each behaviour.

Rating Scale: NA Too soon to tell 1 Almost never 2 Sometimes
 3 Often 4 Almost always
 ──── = Range of feedback from Raters

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range						
		NA	1	2	3	4		NA	1	2	3	4		
Self	5						3.4			1	1			3
Manager	5						1.8	1	1	3				
Direct Report	35						2.6		5	14	6			10
Colleague	20						2.8	2	3	4	4			7
Governor	10						2.3		2	4	3			1
Competency Avg	75						2.5	3	11	26	14			21

THIS COMPETENCY COMPRISES OF THE FOLLOWING BEHAVIOURS:

- 6a. Concerned to make things happen to get meaningful results
- 6b. Seeks maximum results from available resources (people, time, money, materials)
- 6c. Translates complex concepts into practical action plans
- 6d. Wants to continually improve organisational performance
- 6e. Uses feedback from others to make changes which improve personal performance



BEHAVIOURS: ACHIEVEMENT MOTIVATION

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

— = Range of feedback from Raters

6a. Concerned to make things happen to get meaningful results

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		[Bar from 1 to 2]				2.0			1		
Manager	1		[Bar from 1 to 2]				2.0			1		
Direct Report	7		[Bar from 1 to 2.5, range 1-4]				2.4		1	4		2
Colleague	4		[Bar from 1 to 3.5, range 3-4]				3.8				1	3
Governor	2		[Bar from 1 to 2, range 1-3]				2.0		1		1	
Behaviour Average	15		[Bar from 1 to 2.5, range 1-4]				2.4		2	6	2	5

6b. Seeks maximum results from available resources (people, time, money, materials)

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		[Bar from 1 to 4]				4.0					1
Manager	1		[Bar from 1 to 1]				1.0		1			
Direct Report	7		[Bar from 1 to 3, range 3-4]				3.0			3	1	3
Colleague	4		[Bar from 1 to 2.5, range 3-4]				2.3		1	1	2	
Governor	2		[Bar from 1 to 2.5, range 3-4]				2.5			1	1	
Behaviour Average	15		[Bar from 1 to 2.5, range 3-4]				2.6		2	5	4	4



BEHAVIOURS: ACHIEVEMENT MOTIVATION

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

— = Range of feedback from Raters

6c. Translates complex concepts into practical action plans

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						4.0					1
Manager	1						0.0	1				
Direct Report	7						2.4		1	3	2	1
Colleague	4						1.7	1	1	2		
Governor	2						2.0			2		
Behaviour Average	15						2.5	2	2	7	2	2

6d. Wants to continually improve organisational performance

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						4.0					1
Manager	1						2.0			1		
Direct Report	7						2.4		3		2	2
Colleague	4						3.0	1		1	1	1
Governor	2						2.5		1			1
Behaviour Average	15						2.8	1	4	2	3	5



BEHAVIOURS: ACHIEVEMENT MOTIVATION

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

———— = Range of feedback from Raters

6e. Uses feedback from others to make changes which improve personal performance

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						3.0				1	
Manager	1						2.0			1		
Direct Report	7						2.7			4	1	2
Colleague	4						3.3		1			3
Governor	2						2.5			1	1	
Behaviour Average	15						2.7		1	6	3	5



COMPETENCY: 7. RESILIENCE

This section provides a detailed breakdown of your scores at both competency and behaviour level. Scores indicated by coloured bars are presented by Rater Category and the number of Raters in each category who responded is clearly shown.

The narrow line through each bar shows the highest and lowest points achieved on the Scoring Scale.

The scores at competency level are an average of all of the combined scores from each behaviour.

Rating Scale: NA Too soon to tell 1 Almost never 2 Sometimes
 3 Often 4 Almost always
 ──── = Range of feedback from Raters

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	4		[Bar from 1 to 3.5]				3.5				2	2
Manager	4		[Bar from 2 to 3]				3.0			1	2	1
Direct Report	28		[Bar from 2 to 3.6]				3.6			2	6	20
Colleague	16		[Bar from 2 to 3.6]				3.6	3		1	3	9
Governor	8		[Bar from 2 to 3.4]				3.4			1	3	4
Competency Avg	60		[Bar from 2 to 3.4]				3.4	3		5	16	36

THIS COMPETENCY COMPRISES OF THE FOLLOWING BEHAVIOURS:

- 7a. Stays calm under pressure
- 7b. Comes to terms with past failures and views new problems positively
- 7c. Keeps control in difficult and/or stressful situations
- 7d. Determined and persistent in spite of setbacks

GENERAL COMPETENCY COMMENTS:

- > I saw a lot of this whilst working with you on the integration project
- > You come across as very authentic in this area. Not sure if that is really how it feels
- > Good role model for others
- > I'm learning a lot from you by watching how you do this



BEHAVIOURS: RESILIENCE

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

◄ = Range of feedback from Raters

7a. Stays calm under pressure

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		████████████████████				4.0					1
Manager	1		██████████				2.0			1		
Direct Report	7			████████████████		████████████████	3.6			1	1	5
Colleague	4			██████████████		██████████████	3.7	1			1	2
Governor	2			██████████		██████████	3.0			1		1
Behaviour Average	15			██████████████		██████████████	3.2	1		3	2	9

7b. Comes to terms with past failures and views new problems positively

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	1		██████████████				3.0				1		
Manager	1		██████████████				3.0				1		
Direct Report	7			██████████████		██████████████	3.9				1	6	
Colleague	4		████████████████				████████████████	4.0	1				3
Governor	2			██████████		██████████	3.5				1	1	
Behaviour Average	15			██████████████		██████████████	3.5	1			4	10	



BEHAVIOURS: RESILIENCE

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

— = Range of feedback from Raters

7c. Keeps control in difficult and/or stressful situations

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	1		████████████████				4.0						1
Manager	1		████████████████				4.0						1
Direct Report	7		██████████████			█	3.7					2	5
Colleague	4		██████████		█	█	3.3			1		1	2
Governor	2		██████████			█	3.5					1	1
Behaviour Average	15		██████████		█	█	3.7			1		4	10

7d. Determined and persistent in spite of setbacks

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	1		██████████			█	3.0					1	
Manager	1		██████████			█	3.0					1	
Direct Report	7		██████████		█	█	3.4			1		2	4
Colleague	4		██████████			█	3.7	1				1	2
Governor	2		██████████			█	3.5					1	1
Behaviour Average	15		██████████		█	█	3.3	1		1		6	7



COMPETENCY: 8. FLEXIBILITY

This section provides a detailed breakdown of your scores at both competency and behaviour level. Scores indicated by coloured bars are presented by Rater Category and the number of Raters in each category who responded is clearly shown.

The narrow line through each bar shows the highest and lowest points achieved on the Scoring Scale.

The scores at competency level are an average of all of the combined scores from each behaviour.

Rating Scale: NA Too soon to tell 1 Almost never 2 Sometimes
 3 Often 4 Almost always
 ──── = Range of feedback from Raters

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range					
		NA	1	2	3	4		NA	1	2	3	4	
Self	4						2.5			2	2		
Manager	4						3.0			1	2		1
Direct Report	28						2.7		3	10	7		8
Colleague	16						2.6	1	2	5	5		3
Governor	8						3.1	1	1	1	2		3
Competency Avg	60						2.8	2	6	19	18		15

THIS COMPETENCY COMPRISES OF THE FOLLOWING BEHAVIOURS:

- 8a. Maintains effectiveness in varying and ambiguous situations
- 8b. Reacts positively to change – welcomes new challenges and a fast changing environment
- 8c. Learns from experience, is prepared to change own views or approach in the light of new information
- 8d. Able to cope with the pressures of changing demands and circumstances

GENERAL COMPETENCY COMMENTS:

- > Definitely an area to work on
- > Often feels like you are trying too hard here
- > Should be a priority area for development



BEHAVIOURS: FLEXIBILITY

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

— = Range of feedback from Raters

8a. Maintains effectiveness in varying and ambiguous situations

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		[Bar from 1 to 3]				3.0				1	
Manager	1		[Bar from 1 to 4]				4.0					1
Direct Report	7		[Bar from 1 to 3] Range 1-4				2.9		1	1	3	2
Colleague	4		[Bar from 1 to 2] Range 1-2				2.0			4		
Governor	2		[Bar from 1 to 3.5] Range 1-4				3.5				1	1
Behaviour Average	15		[Bar from 1 to 3] Range 1-4				3.1		1	5	5	4

8b. Reacts positively to change – welcomes new challenges and a fast changing environment

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1		[Bar from 1 to 2]				2.0			1		
Manager	1		[Bar from 1 to 3]				3.0				1	
Direct Report	7		[Bar from 1 to 2.5] Range 1-4				2.4		1	3	2	1
Colleague	4		[Bar from 1 to 2] Range 1-3				2.0		2		2	
Governor	2		[Bar from 1 to 1.5] Range 1-2				1.5		1	1		
Behaviour Average	15		[Bar from 1 to 2] Range 1-4				2.2		4	5	5	1



BEHAVIOURS: FLEXIBILITY

The tables below show feedback scores by Behaviour in this Competency

Rating Scale:

NA Too soon to tell 1 Almost never 2 Sometimes 3 Often 4 Almost always

— = Range of feedback from Raters

8c. Learns from experience, is prepared to change own views or approach in the light of new information

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						3.0				1	
Manager	1						2.0			1		
Direct Report	7						3.0		1	2		4
Colleague	4						3.8				1	3
Governor	2						4.0	1				1
Behaviour Average	15						3.2	1	1	3	2	8

8d. Able to cope with the pressures of changing demands and circumstances

Rater	Total no. of Ratings	Overall Feedback					Avg	Response Range				
		NA	1	2	3	4		NA	1	2	3	4
Self	1						2.0			1		
Manager	1						3.0				1	
Direct Report	7						2.6			4	2	1
Colleague	4						2.7	1		1	2	
Governor	2						3.5				1	1
Behaviour Average	15						2.7	1		6	6	2



NEXT STEPS

This section is designed to help you capture critical information before moving into the development planning phase. Consider the three sections below and make notes in response to the questions asked

GAPS

Where have you noticed gaps of 1.0 or greater between any scores from different Rater categories?

What does this say to you?

TRENDS

A trend is a consistent picture of behaviour. Can you locate any across the data?

What does this mean?

ANOMALIES

An anomaly is present where there is a trend in behaviour, but with a single exception.

Can you explain these?



DEVELOPMENT PLAN

This development plan is for you to use with your manager/coach. It will ensure any behavioural improvements you want to make following the 360 process are well-considered and more than just good intentions. Identify a maximum of three improvements.

COMPETENCY 1. What do you want to focus on?	BEHAVIOUR 2. Which behaviour do you want to improve?	3. What practical help can you take to improve?	4. Who can help with this?	5. How will you measure yourself?	6. When will you have achieved this?

