



360NowTM

360 Appraisal Results for LegalFirmBHR

14 August 2007

Completion Summary

Appraisee	LegalFirmBHR
Company	LegalFirmB@twowayvision.com
Managers	legalfirmbpartner1 legalfirmbpartner2
Peers	legalfirmbLawyer1 legalfirmblawyer2
Reports	legalfirmbreport1 legalfirmbreport2
Start of Appraisal	Tuesday, 14 August 2007
End of Appraisal	Tuesday, 14 August 2007

Introduction

Below are the results of your 360Now Appraisal which has been conducted to help with your professional and personal development. You have been rated on aspects of work skills by a number of people; The multiple sources provide you with different perspectives on your skills, attributes and other relevant job characteristics and the results are intended to help you develop a rounded view of your work skills.

The resulting information should help you to gain a better understanding of your skills and development areas. With input from your HR department, coach or manager the report should enable you to formulate a work skill / career development plan.

How Results Work

The Appraisal is broken into a number of sections on key competencies. At the end of each section is a summary of average results for that section, together with how your own perception of your skills matches that of your Appraisers.


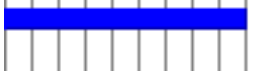
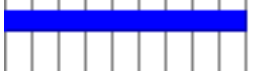


The scale used for the questions was:

- i 0 - Totally Disagree with the statement.
- ii 10 - Totally Agree with the statement.






Where there is an arrow on top of the bar this shows the spread of the answers. Your own answers and averages do not carry the arrow. If insufficient people from one group have completed the Appraisal the results will be included in the adjoining group rather than given separately. Averages do not include your marks for yourself.

At the end of the report are any comments or observations your Appraisers made and a diagrammatic summary or results by section or competency.

The following are the 5 questions where you received the highest average ratings

(29) LegalFirmBHR carries out client work in a timely manner.		9.17
(13) LegalFirmBHR is an active and effective participant in LegalFirmB@twowayvision.com's marketing events.		9.17
(15) LegalFirmBHR is effective at identifying potential new clients and marketing opportunities to target these.		9.17
(7) LegalFirmBHR mitigates risks where appropriate.		9.17
(14) LegalFirmBHR is effective at promoting their department's services to existing clients.		9.17






The following are the 5 questions where you received the lowest average ratings

(12) LegalFirmBHR shares information candidly with colleagues and co-workers to the extent practicable.		2.17
(8) LegalFirmBHR motivates and inspires others through their leadership skills.		2.83
(10) LegalFirmBHR has excellent influencing skills which they use to positive effect.		3.17
(9) LegalFirmBHR is a positive and effective role model.		3.33
(11) LegalFirmBHR exhibits a high standard of integrity and ethics.		3.60






Note: Number in brackets shows where to find question in full report below

Decision Making






(1) LegalFirmBHR adapts readily to changing circumstances and new information.

Average		8.50
Partner		8.50
Lawyer		8.50
Support Staff		8.50
Self		9.00






(2) LegalFirmBHR consults others to an appropriate degree when formulating decisions.

Average		9.00
Partner		9.00
Lawyer		9.00
Support Staff		9.00
Self		9.00






(3) LegalFirmBHR expresses views openly, honestly and respectfully.

Average		9.00
Partner		8.50
Lawyer		9.50
Support Staff		9.00
Self		9.00

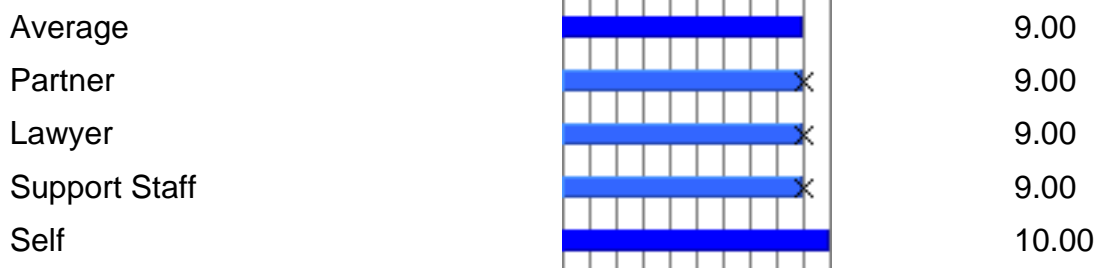
(4) LegalFirmBHR is decisive.

Average		8.83
Partner		8.50
Lawyer		9.00
Support Staff		9.00
Self		N/A

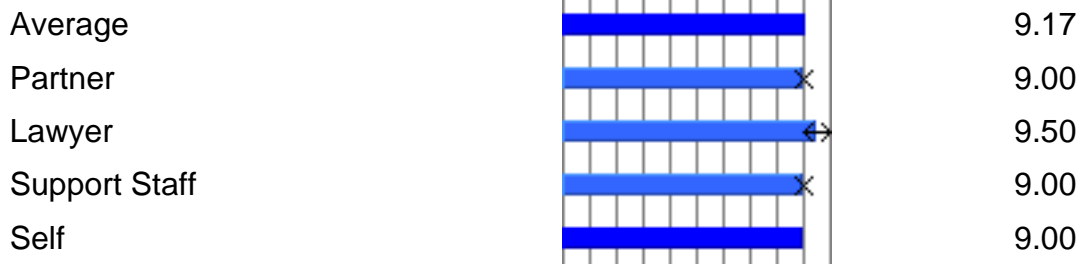
(5) LegalFirmBHR readily accepts responsibility for their decisions.

Average		9.00
Partner		9.00
Lawyer		9.00
Support Staff		9.00
Self		9.00

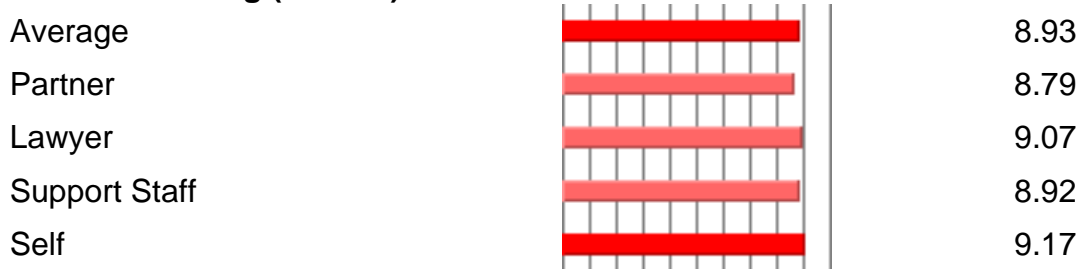
(6) LegalFirmBHR identifies risks where appropriate.



(7) LegalFirmBHR mitigates risks where appropriate.

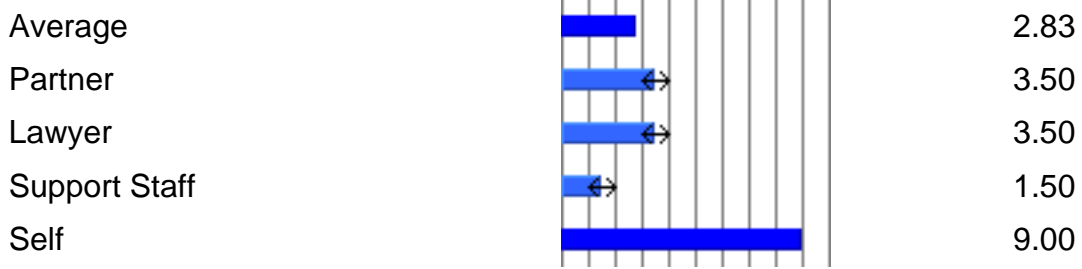


Decision Making (Overall)

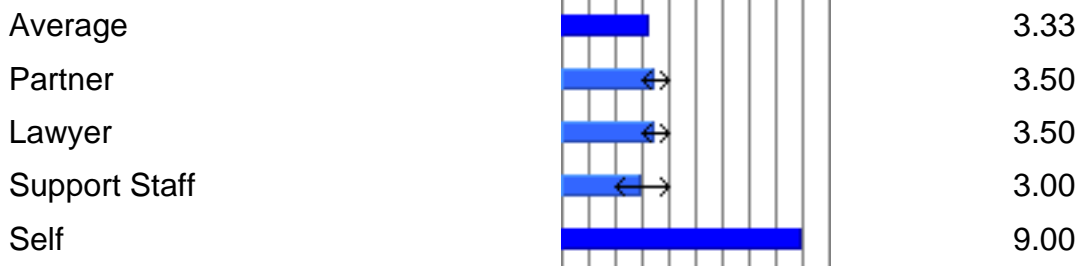


Leadership

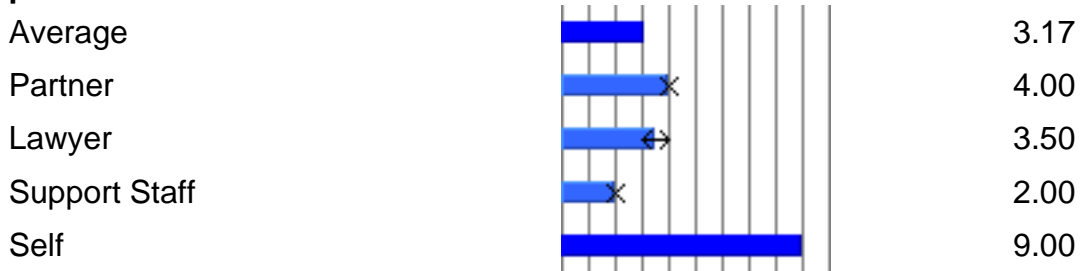
(8) LegalFirmBHR motivates and inspires others through their leadership skills.



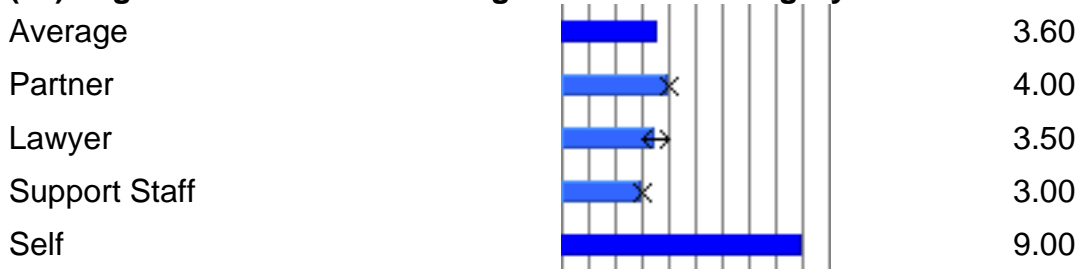
(9) LegalFirmBHR is a positive and effective role model.



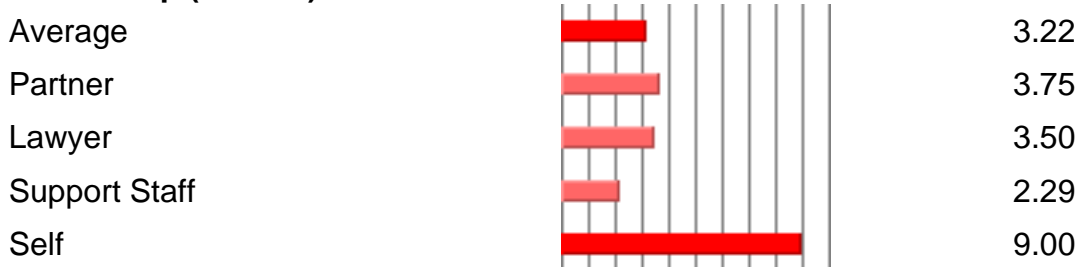
(10) LegalFirmBHR has excellent influencing skills which they use to positive effect.



(11) LegalFirmBHR exhibits a high standard of integrity and ethics.

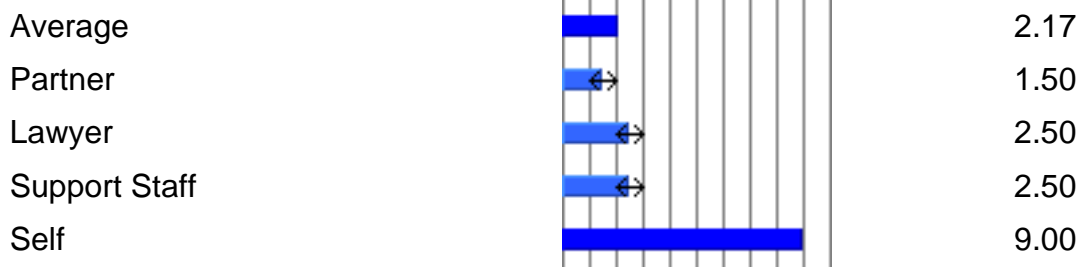


Leadership (Overall)

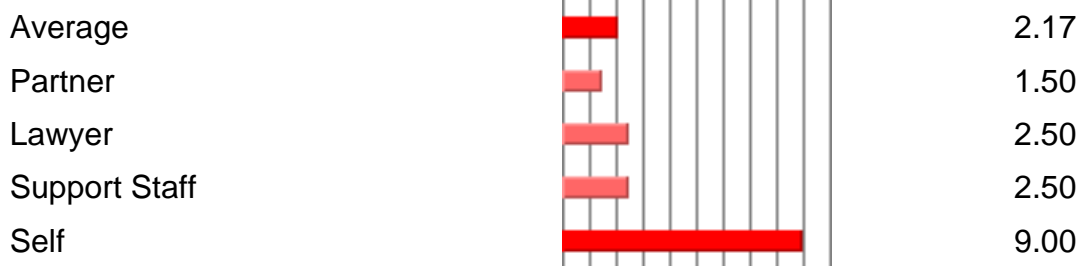


Teamwork

(12) LegalFirmBHR shares information candidly with colleagues and co-workers to the extent practicable.

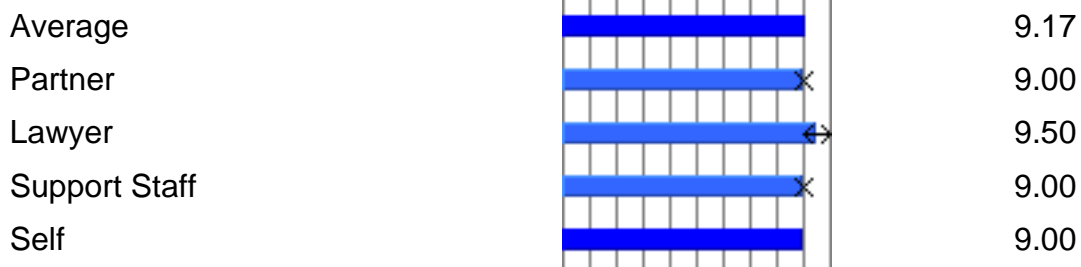


Teamwork (Overall)

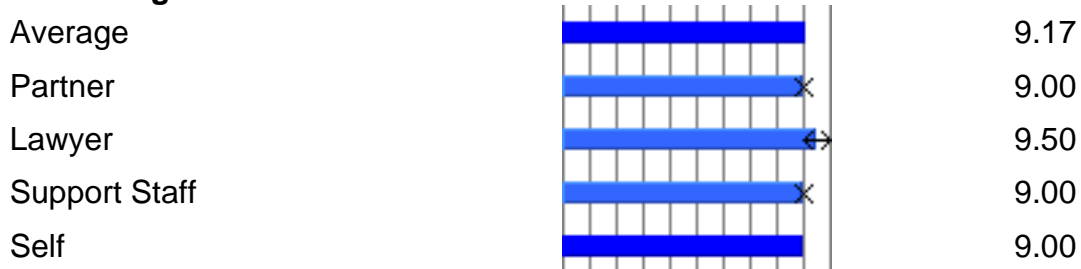


Marketing of the Firm

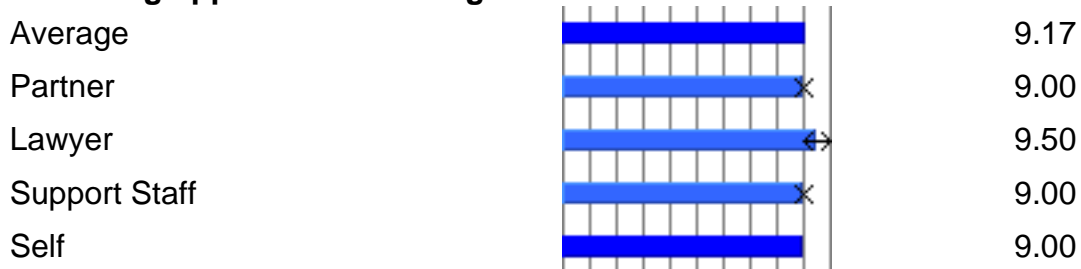
(13) LegalFirmBHR is an active and effective participant in LegalFirmB@twowayvision.com's marketing events.



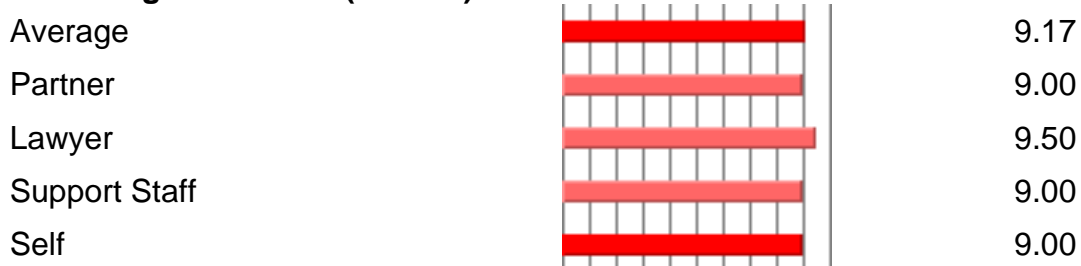
(14) LegalFirmBHR is effective at promoting their department's services to existing clients.



(15) LegalFirmBHR is effective at identifying potential new clients and marketing opportunities to target these.

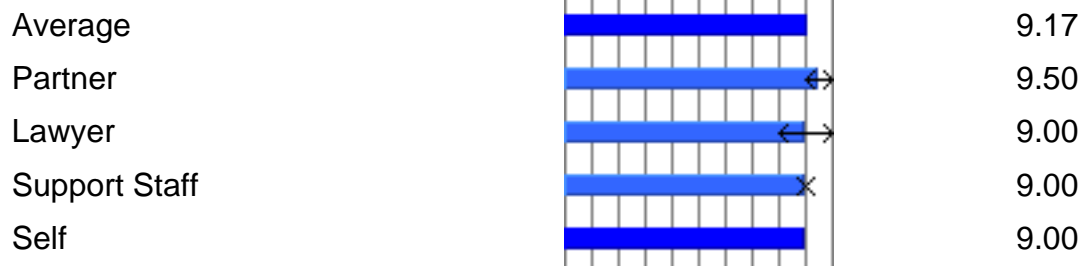


Marketing of the Firm (Overall)

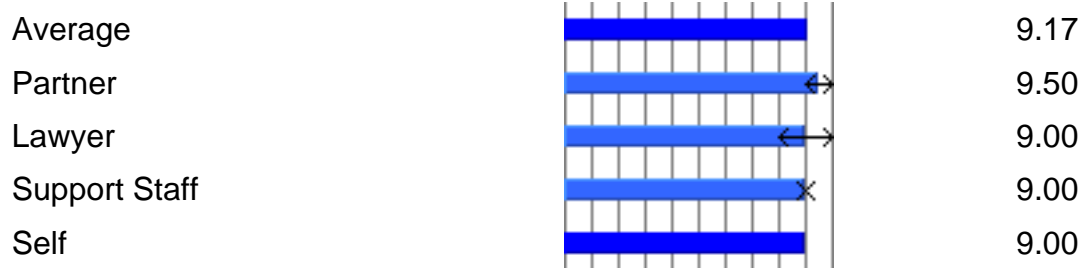


Understanding of Client

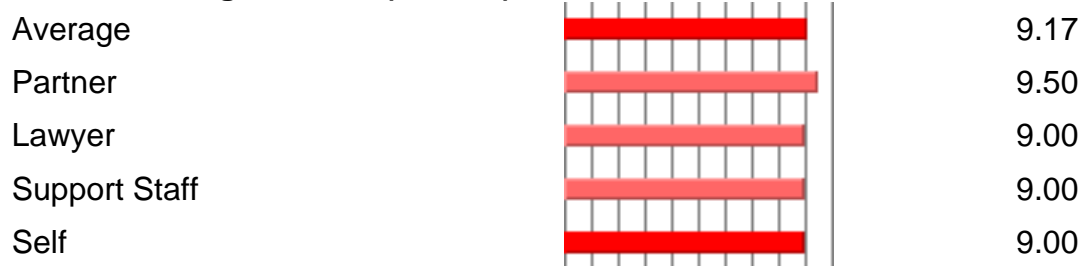
(16) LegalFirmBHR develops good working relationships with clients.



(17) LegalFirmBHR has a comprehensive understanding of the needs of clients.

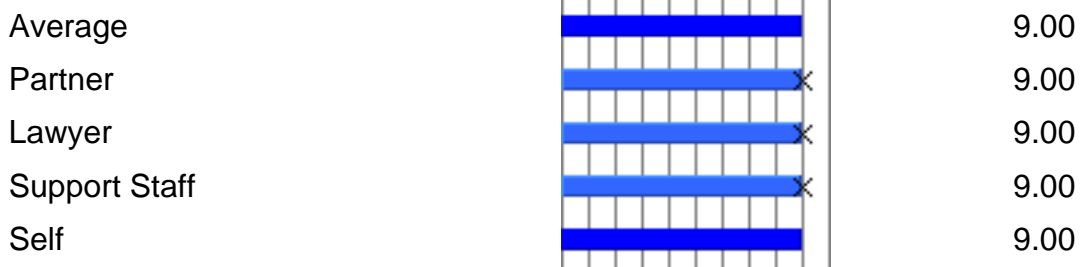


Understanding of Client (Overall)

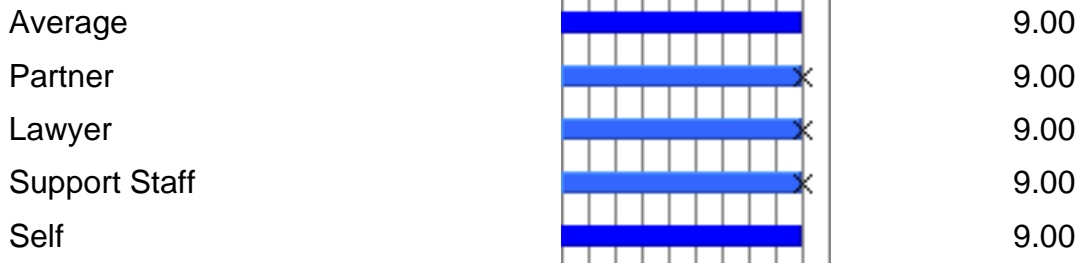


Technical Ability

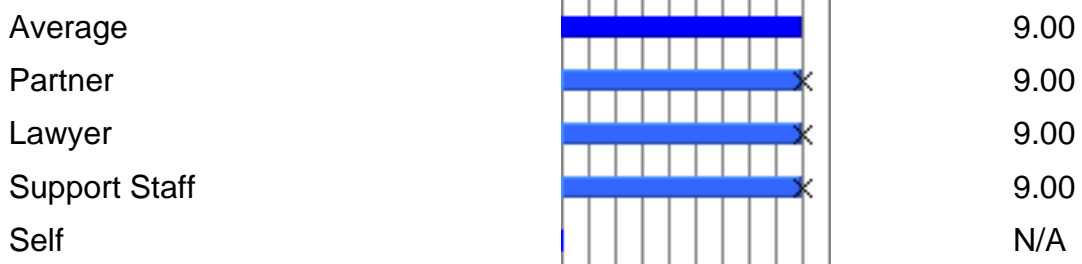
(18) LegalFirmBHR is technically competent in the areas required of them.



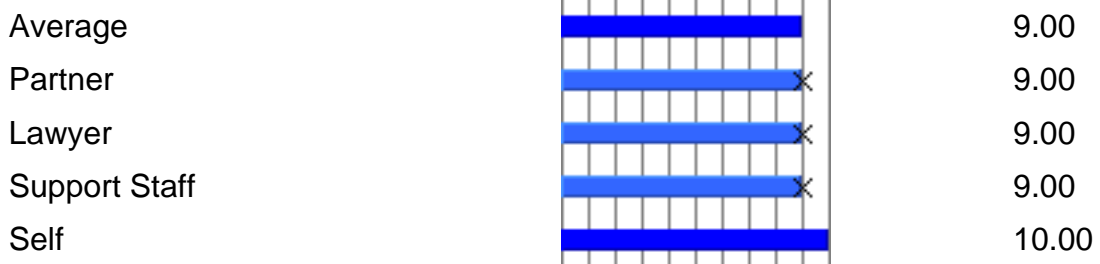
(19) LegalFirmBHR keeps their knowledge base relevant and up to date.



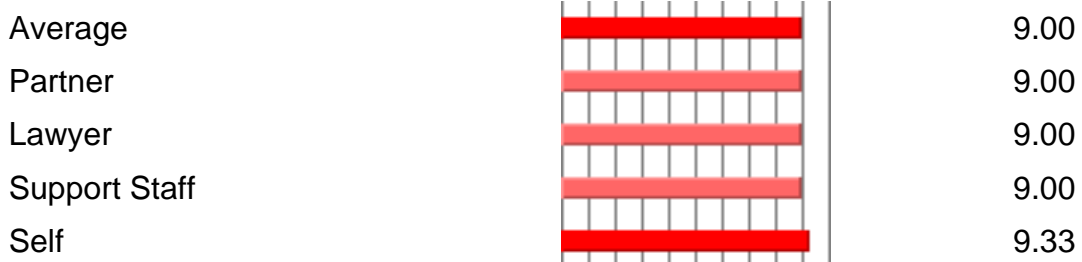
(20) LegalFirmBHR has a sound knowledge of the firm overall.



(21) LegalFirmBHR is aware of their shortcomings.

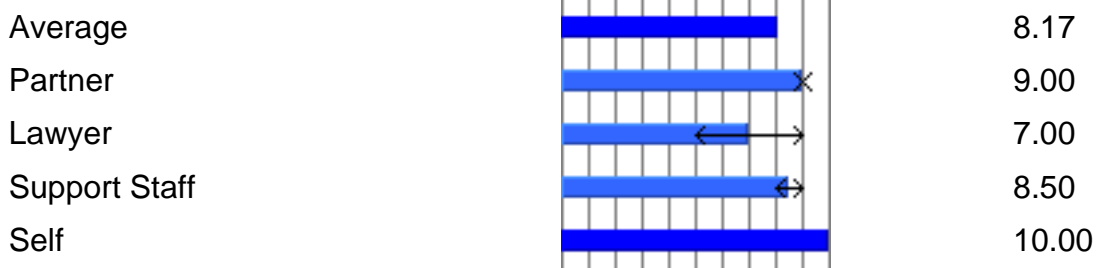


Technical Ability (Overall)

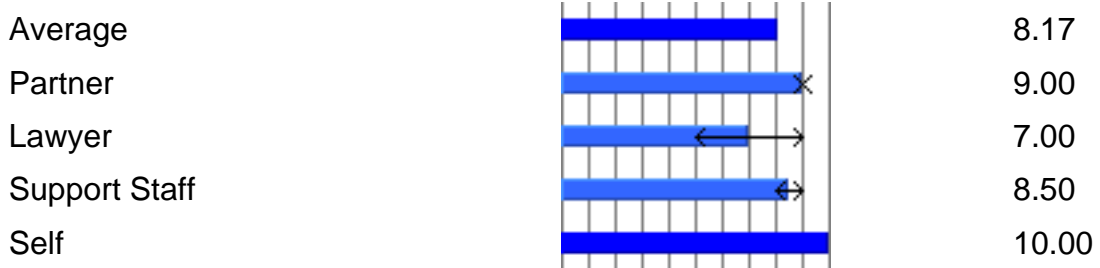


Service Delivery

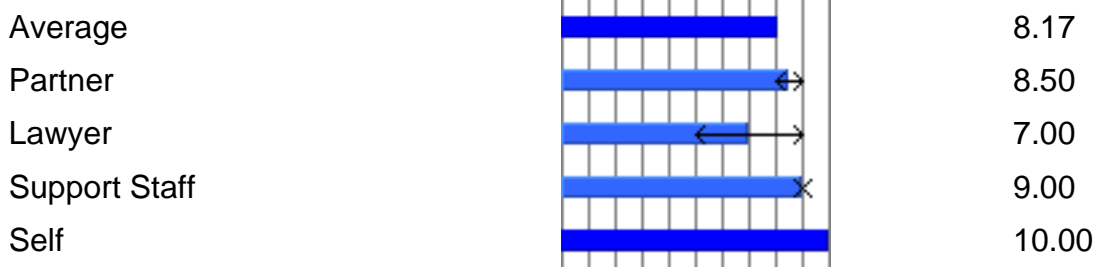
(22) LegalFirmBHR prioritises tasks effectively.



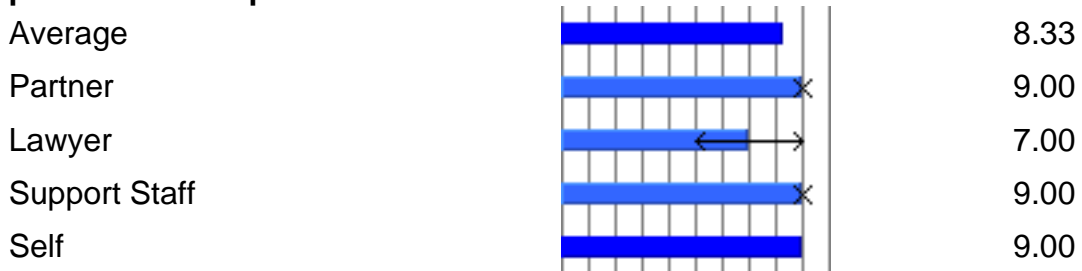
(23) LegalFirmBHR is mindful of the pressures affecting others and resources.



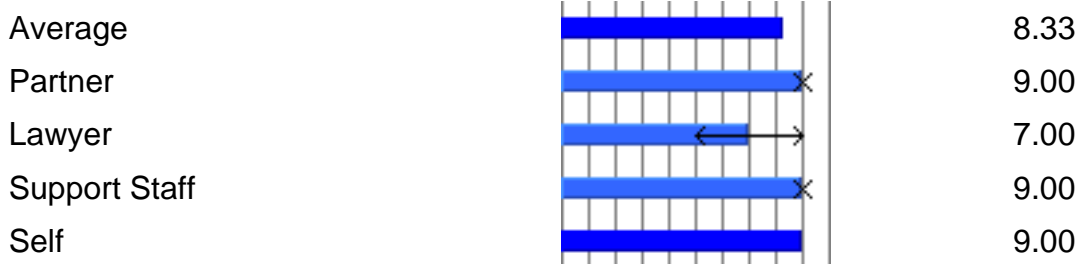
(24) LegalFirmBHR encourages and contributes innovative ideas.



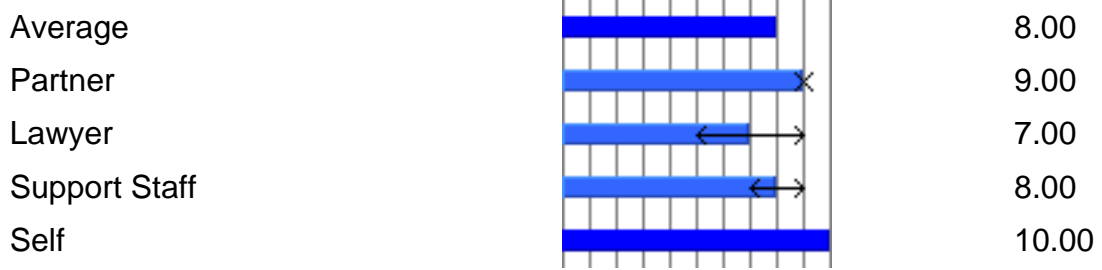
(25) LegalFirmBHR demonstrates a continuous commitment to performance improvement.



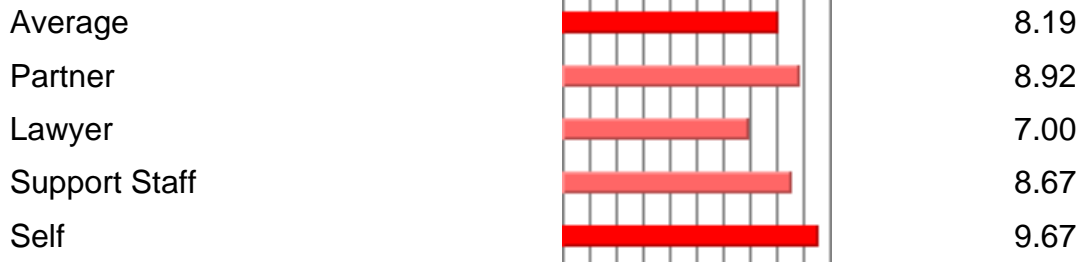
(26) LegalFirmBHR is responsive to constructive criticism and feedback.



(27) LegalFirmBHR delegates responsibilities and tasks effectively.

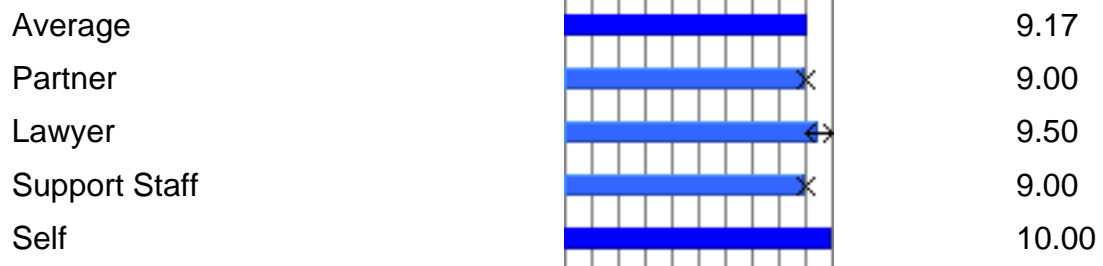


Service Delivery (Overall)

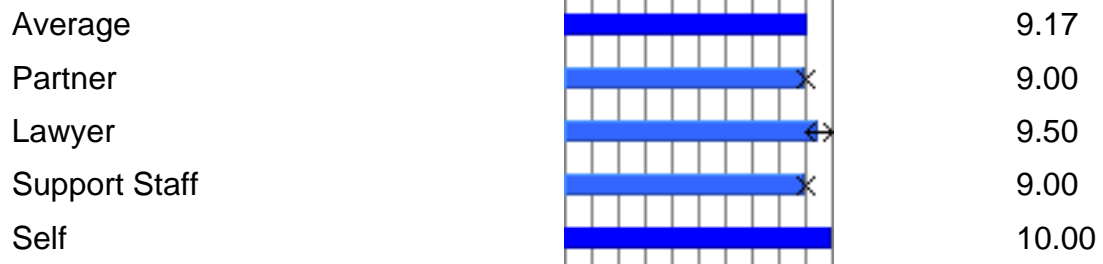


Client Work

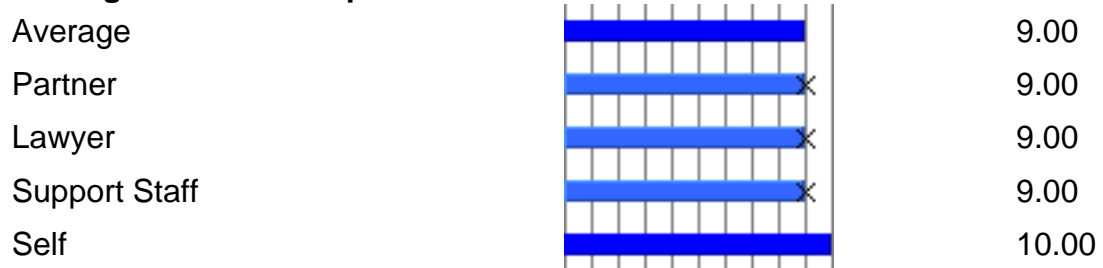
(28) LegalFirmBHR provides advice which is technically very proficient.



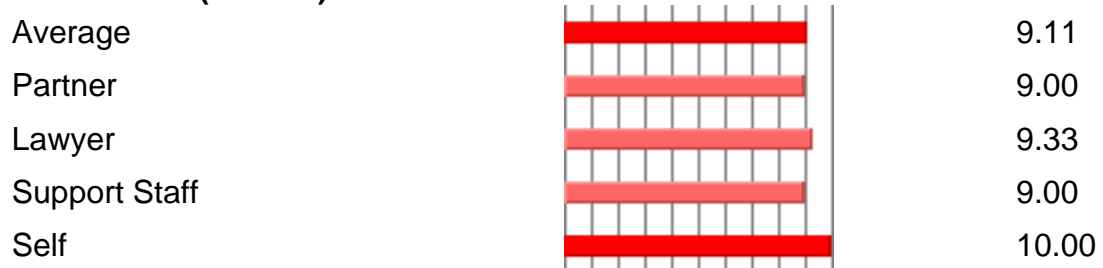
(29) LegalFirmBHR carries out client work in a timely manner.



(30) LegalFirmBHR communicates well with other departments and colleagues in the completion of client work.

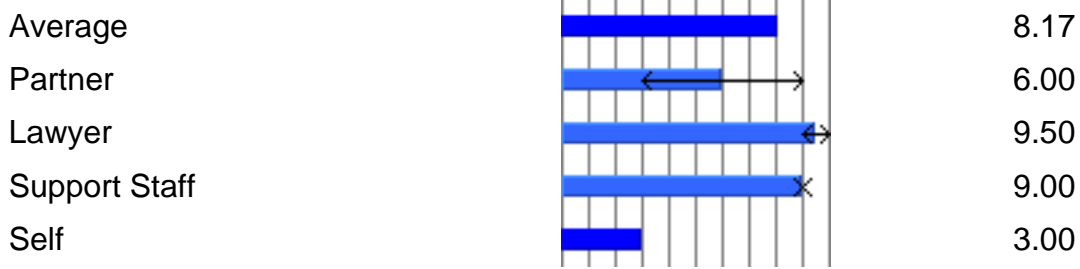


Client Work (Overall)

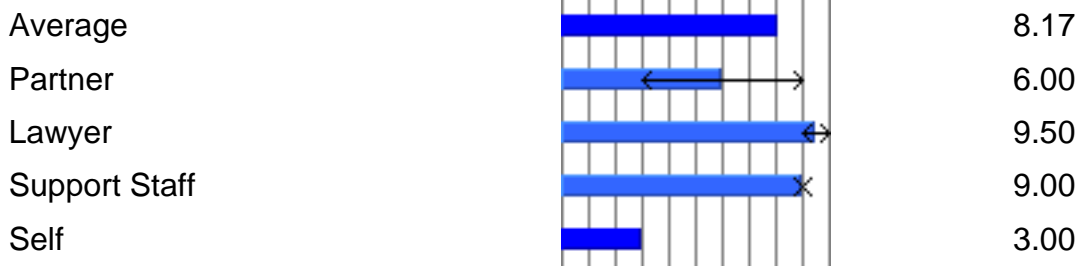


Skills / Meetings / Negotiation

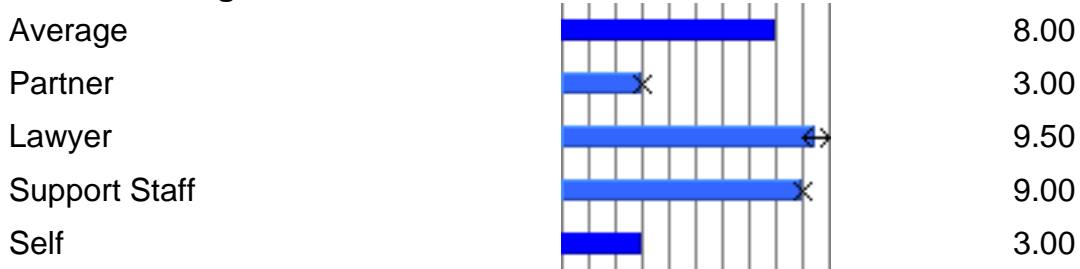
(31) LegalFirmBHR uses information persuasively to win support for a course of action.



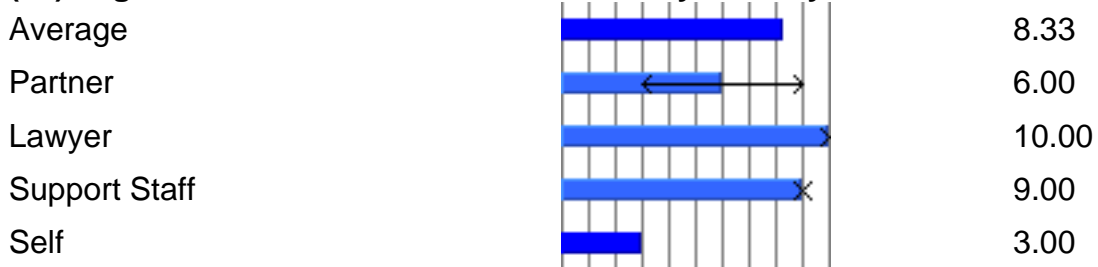
(32) LegalFirmBHR is a good negotiator.



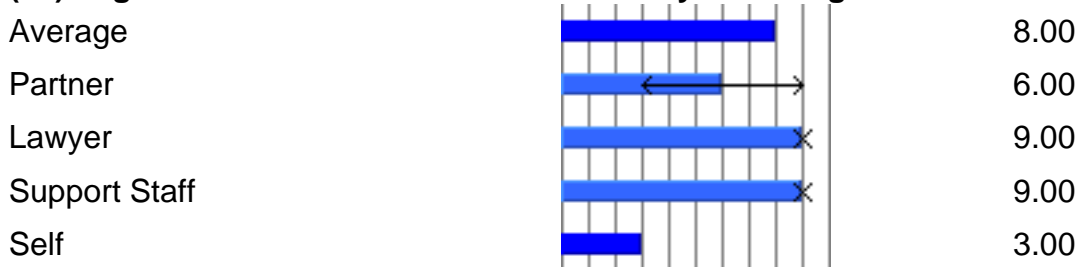
(33) LegalFirmBHR is adept at taking both a leadership and participant role in meetings.



(34) LegalFirmBHR communicates effectively verbally.



(35) LegalFirmBHR communicates effectively in writing.



Skills / Meetings / Negotiation (Overall)



General Questions

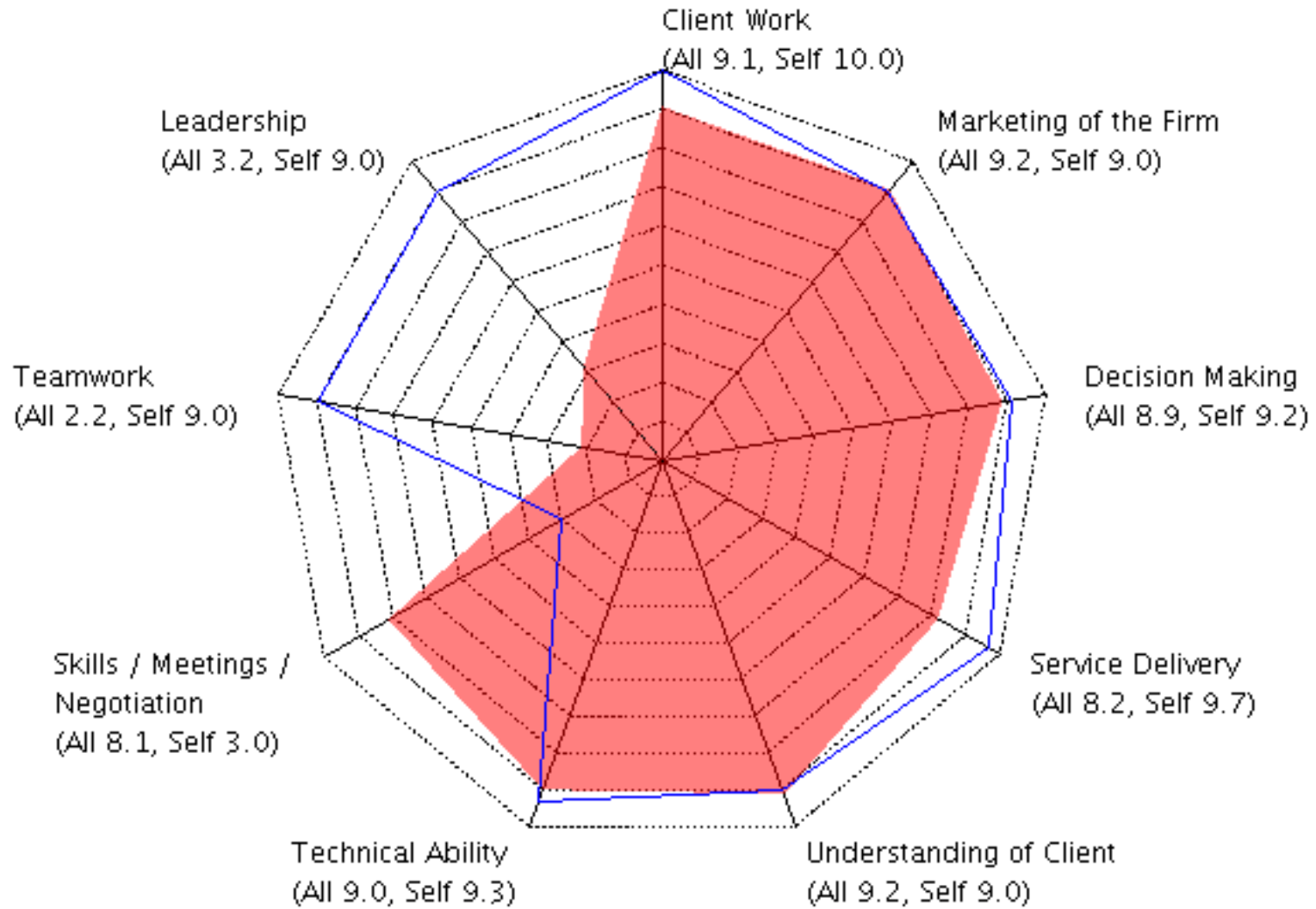
What is LegalFirmBHR's greatest strength?

Very motivated and hard working
Understanding of the client is great

Are there areas for development or improvement you might suggest for LegalFirmBHR.

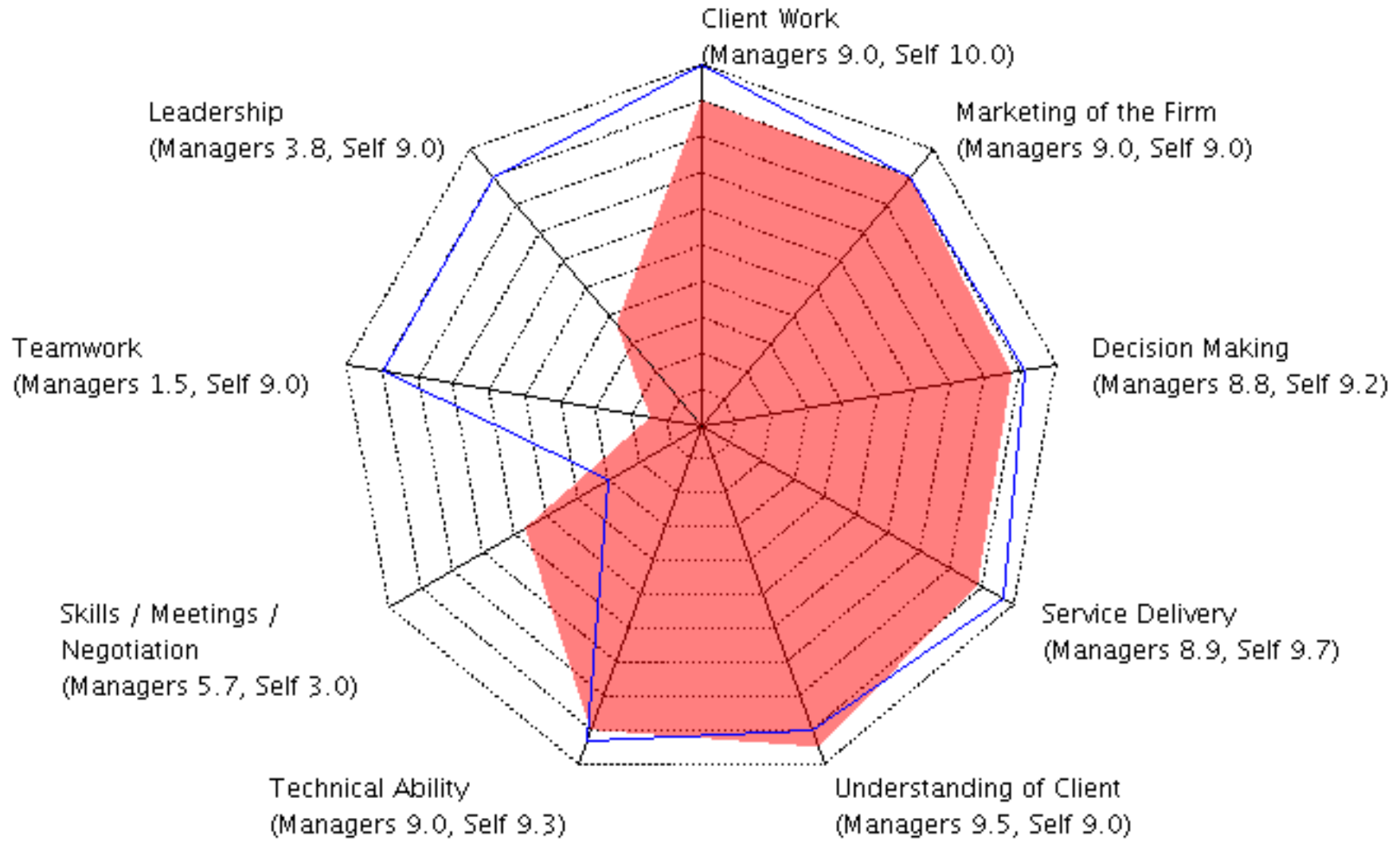
More interaction with colleagues
Better communications with colleagues
Needs to share more information with colleagues and help in training of junior lawyers more

Summary of Competencies - All



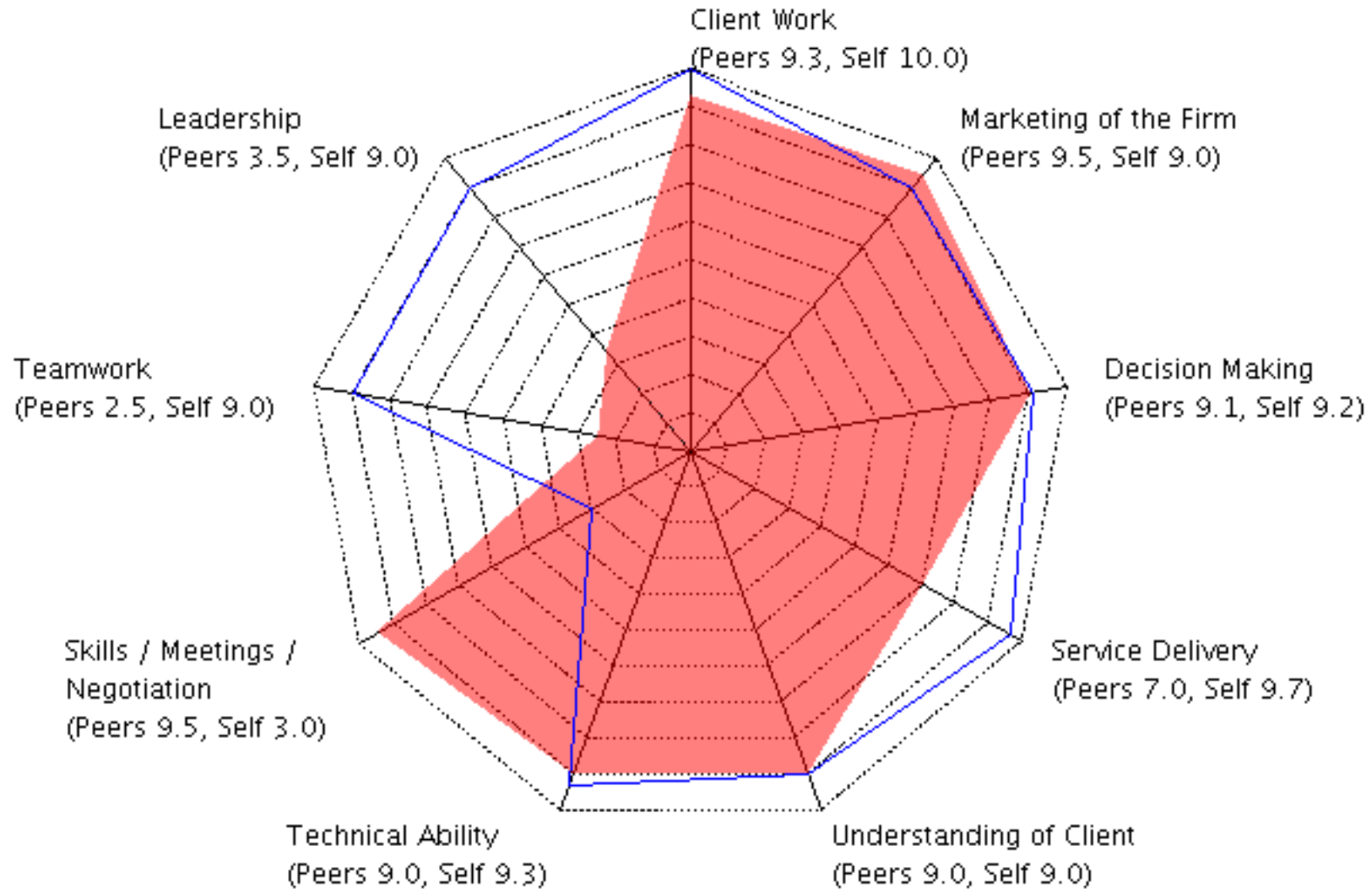
Average of All in Red, Own response in Blue

Summary of Competencies - Managers



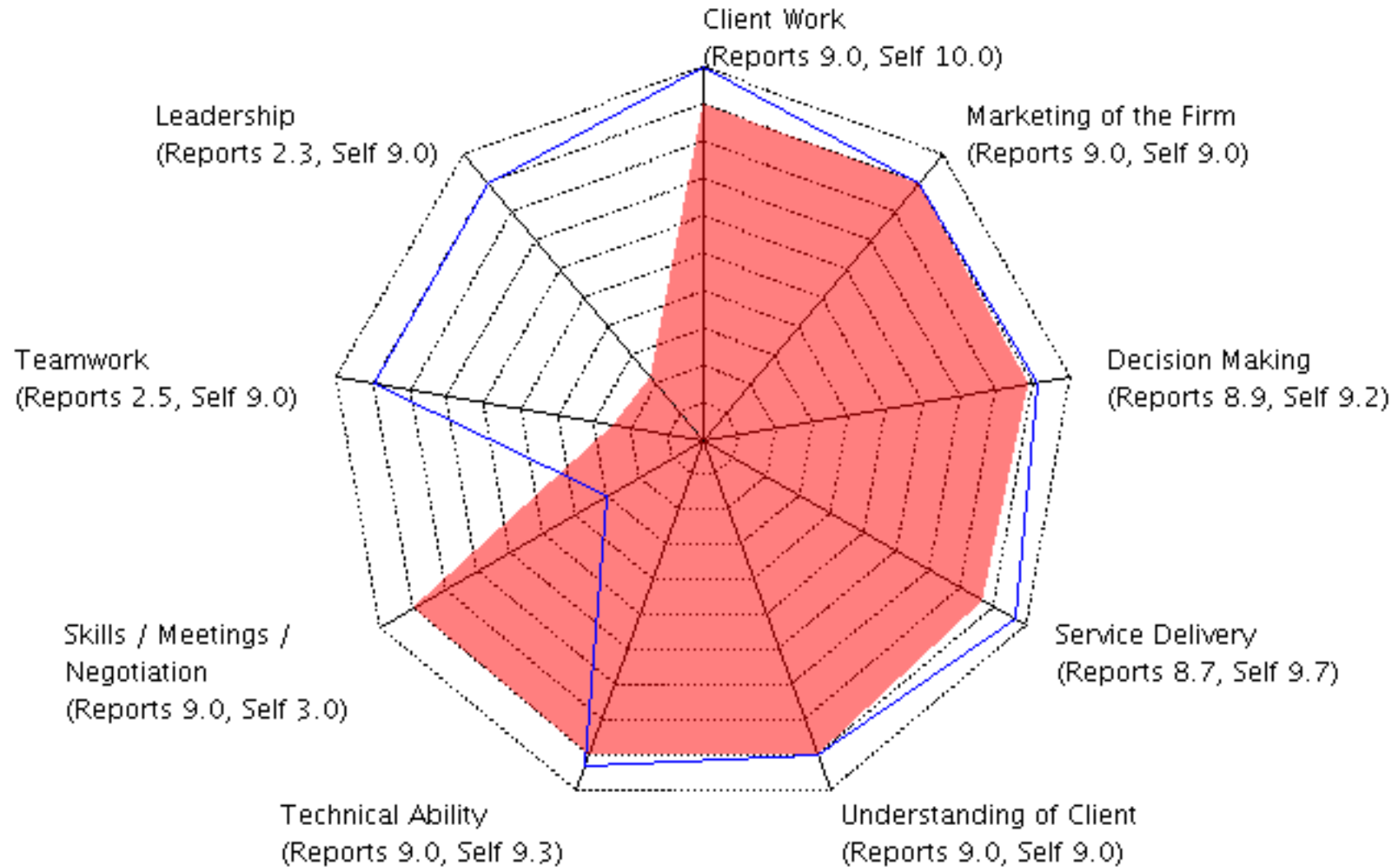
Average of Managers in Red, Own response in Blue

Summary of Competencies - Peers



Average of Peers in Red, Own response in Blue

Summary of Competencies - Reports



Average of Reports in Red, Own response in Blue

Comments (added after Appraisal closed). We suggest that you note who is making the comment for future reference - Appraisee, Manager, HR, etc.

Development Objectives

If you wish to record your development objectives you can do so below

Objective	Proposed Action	Timescale