



360 Appraisal Results for SampleCompanyAdmin

11 April 2007

Completion Summary

Appraisee	SampleCompanyAdmin
Company	SampleCompany
Managers	SampleCompanyDirector1 SampleCompanyDirector2
Peers	SampleCompanyManager2 SampleCompanyManager3
Reports	SampleCompanyReport1 SampleCompanyReport2
Start of Appraisal	Wednesday, 11 April 2007
End of Appraisal	Wednesday, 11 April 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.

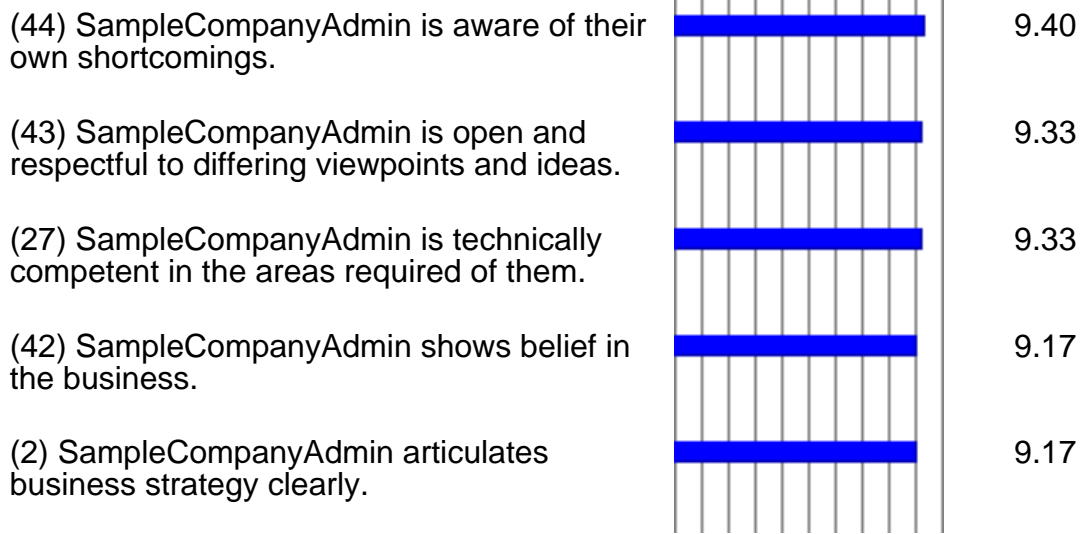
The scale used for the questions was:

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

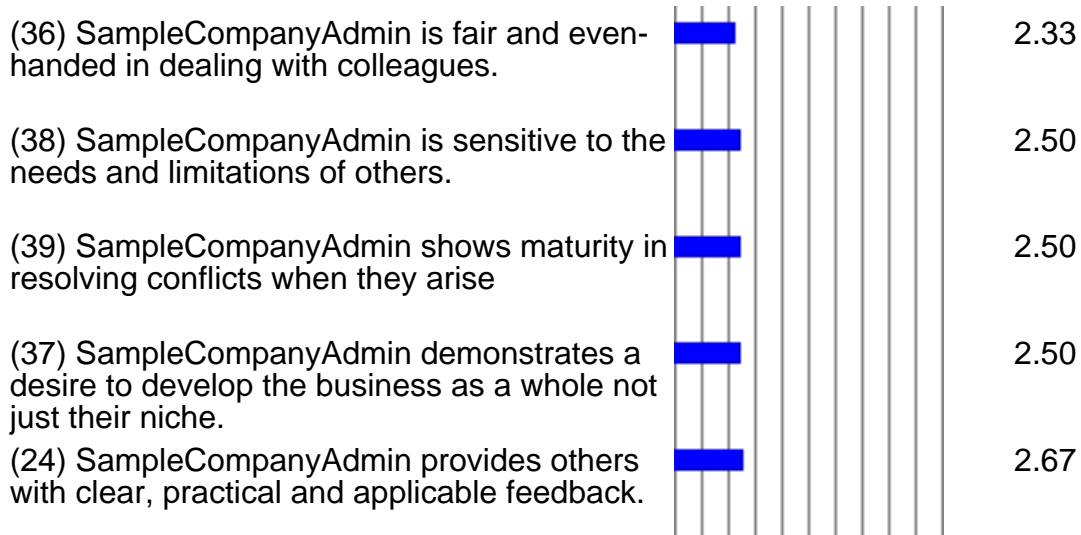
Where there is an arrow on top of the bar this shows the spread of the answers. Your own answers and averages do not carry the arrow. If insufficient people from one group have completed the Appraisal the results will be included in the adjoining group rather than given separately. Averages do not include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



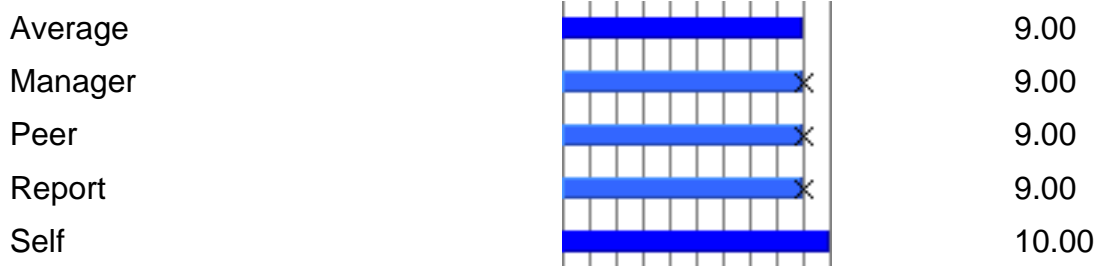
The following are the 5 questions where you received the lowest average ratings



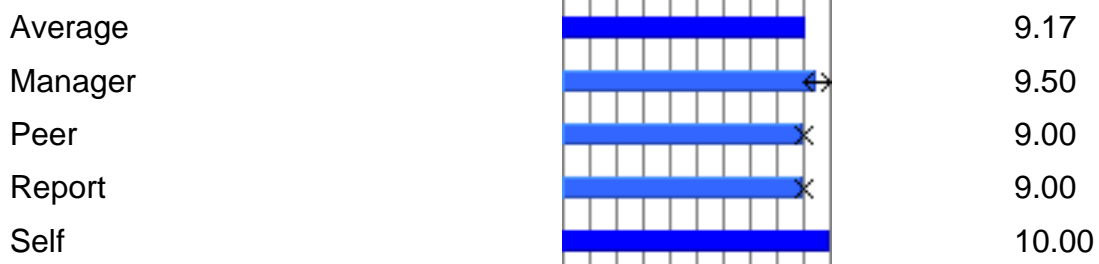
Note: Number in brackets shows where to find question in full report below

Strategy

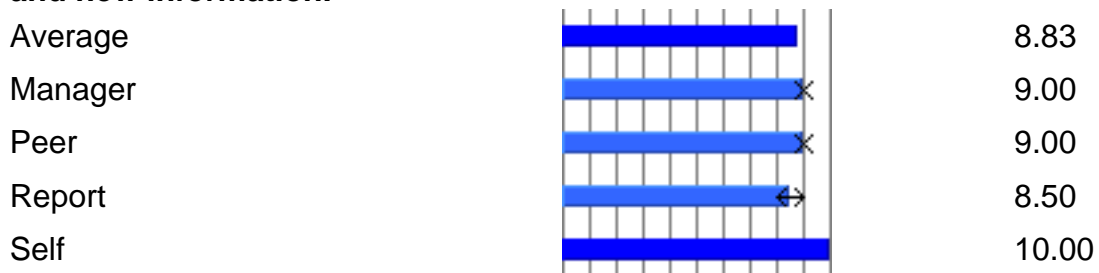
(1) SampleCompanyAdmin develops clear and effective strategies for their part of the business.



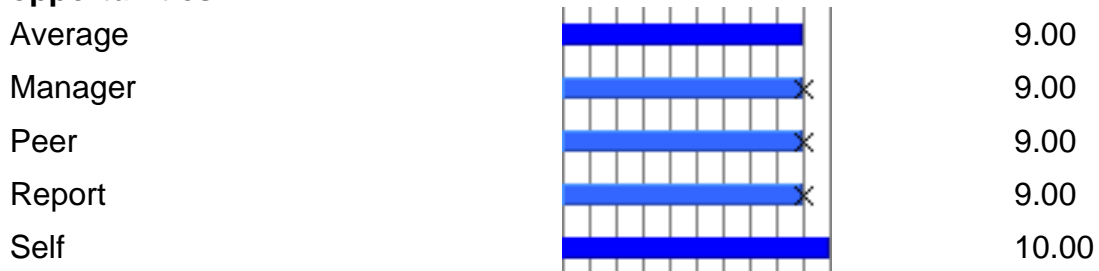
(2) SampleCompanyAdmin articulates business strategy clearly.



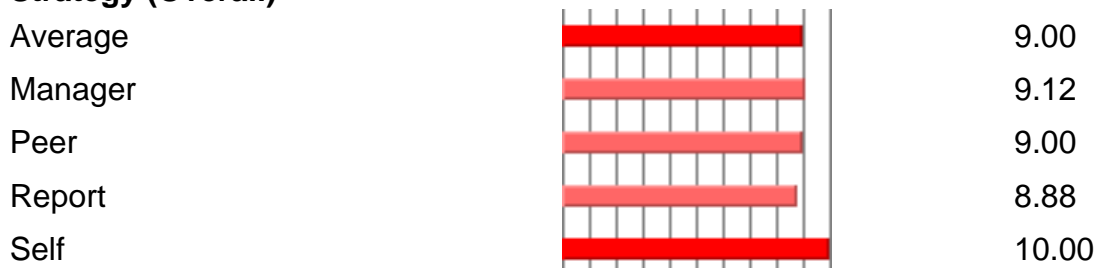
(3) SampleCompanyAdmin adapts readily to changing circumstances and new information.



(4) SampleCompanyAdmin has a good understanding of the the organisation's capabilities and how to match these with market opportunities.

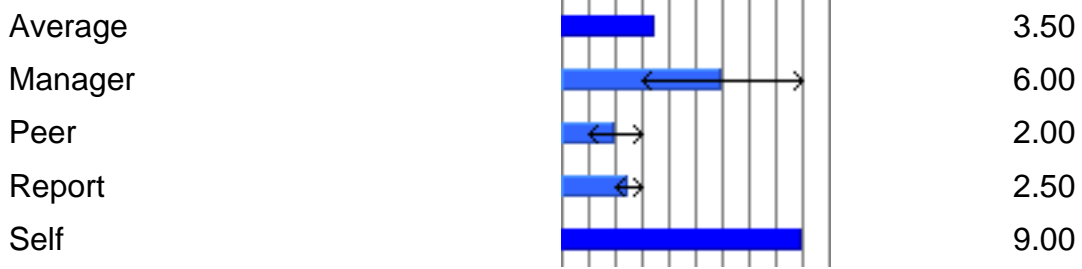


Strategy (Overall)

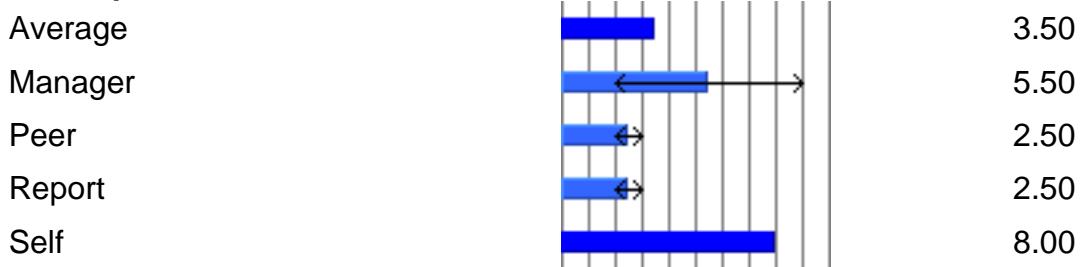


Leadership

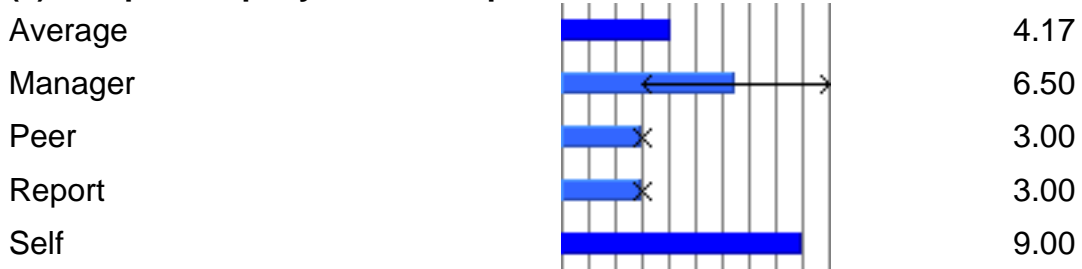
(5) SampleCompanyAdmin motivates and inspires others through their leadership skills.



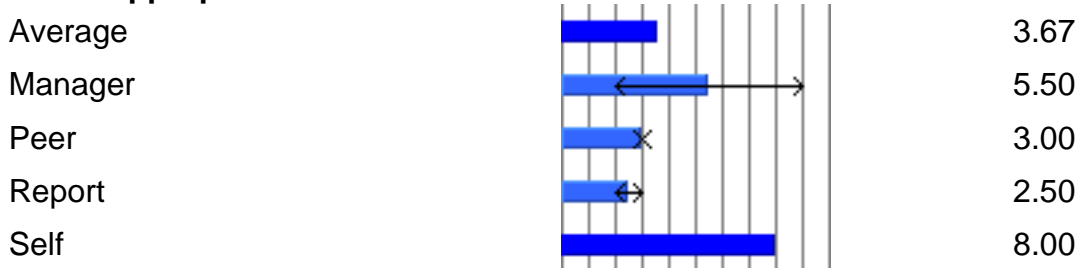
(6) SampleCompanyAdmin has excellent influencing skills which they use to positive effect.



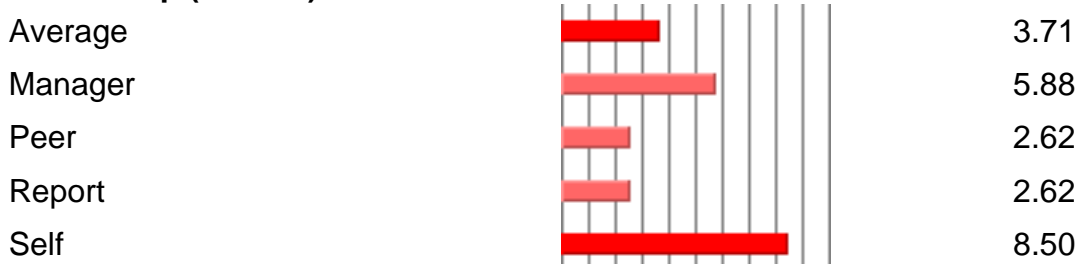
(7) SampleCompanyAdmin is a positive and effective role model.



(8) SampleCompanyAdmin identifies risk and escalates / mitigates risk where appropriate.

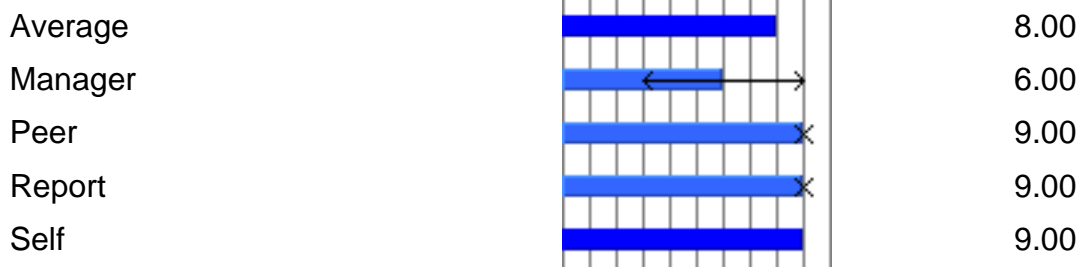


Leadership (Overall)

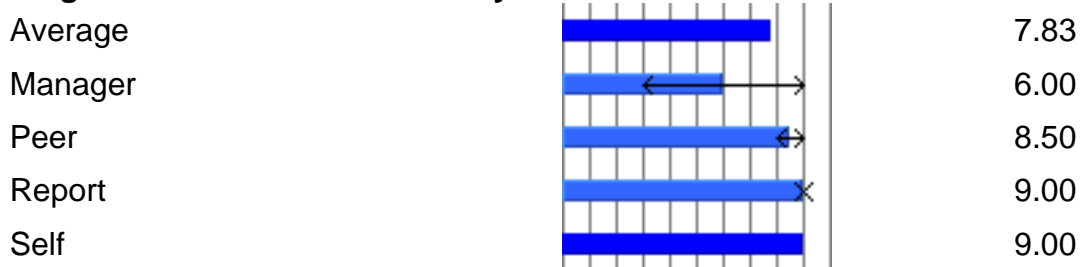


Decision Making

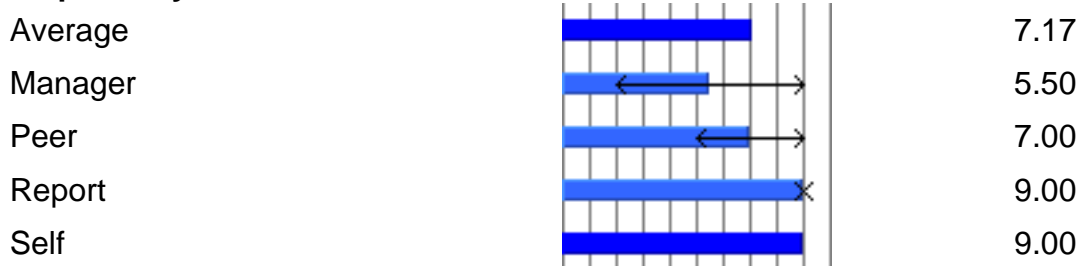
(9) SampleCompanyAdmin demonstrates creative and original thinking that can be applied practically.



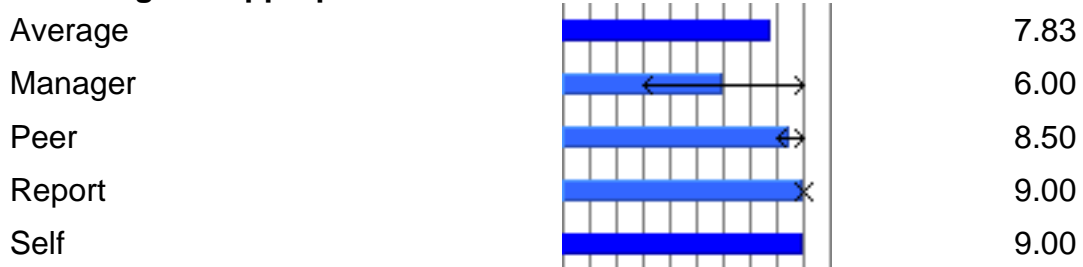
(10) SampleCompanyAdmin is able to make and follow through with tough decisions when necessary.



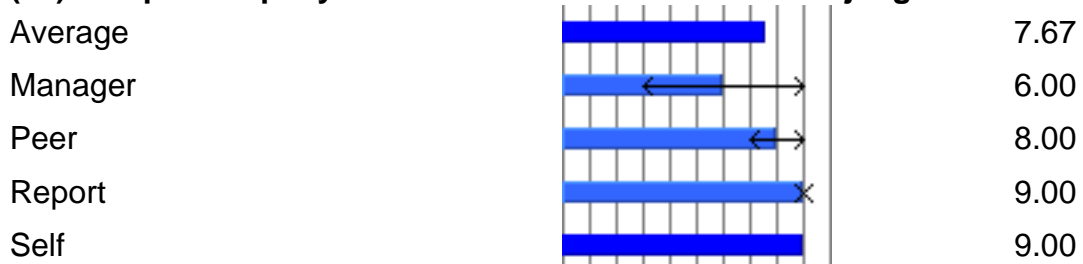
(11) SampleCompanyAdmin expresses views openly, honestly and respectfully.



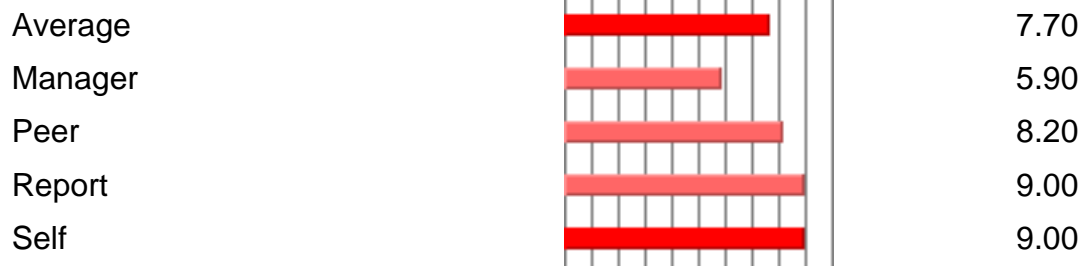
(12) SampleCompanyAdmin is able to make decisions in a timely manner given appropriate information.



(13) SampleCompanyAdmin shows sound commercial judgement.

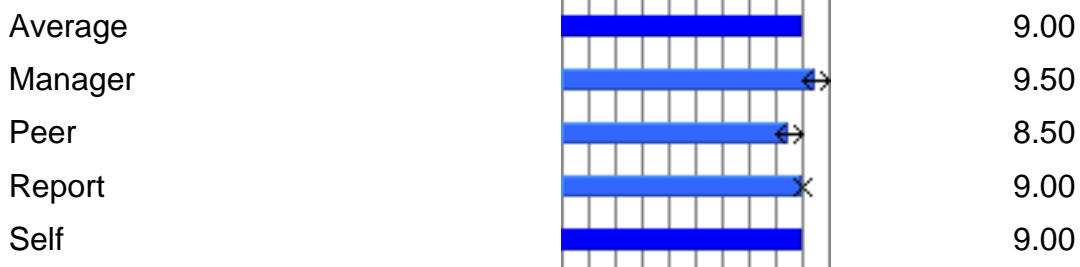


Decision Making (Overall)

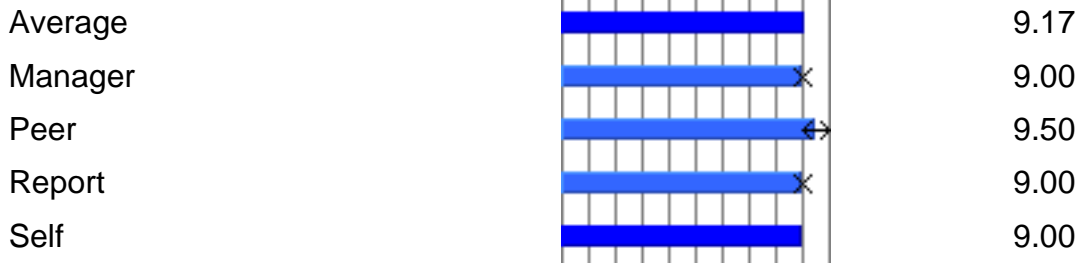


Implementation

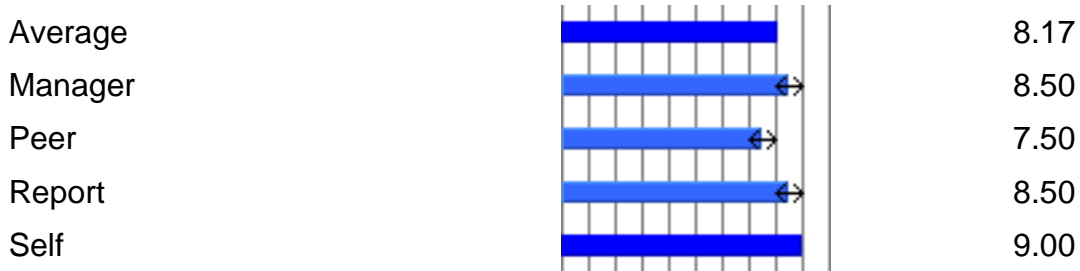
(14) SampleCompanyAdmin delivers projects on or within budget, where relevant.



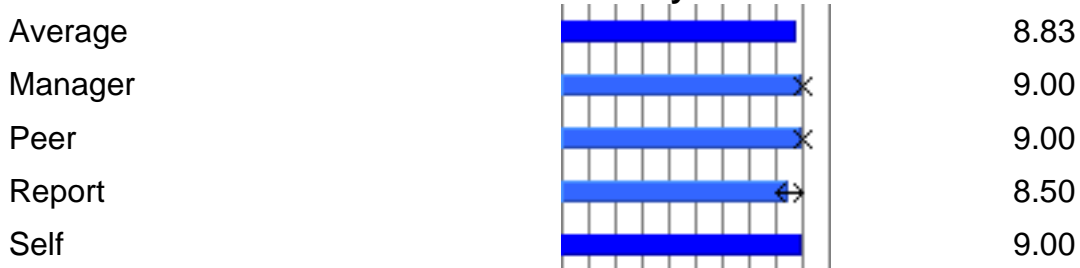
(15) SampleCompanyAdmin prioritises tasks effectively.



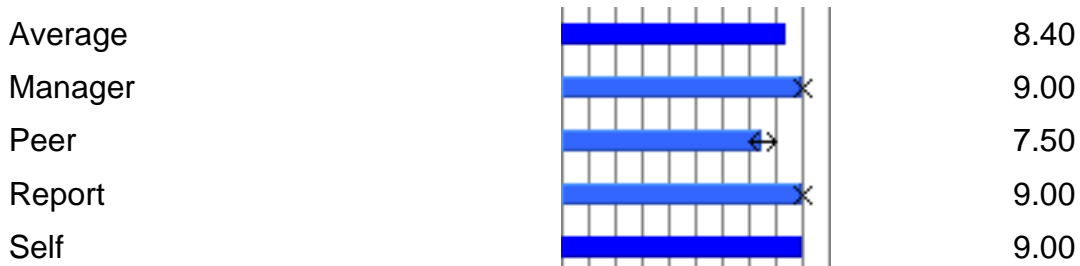
(16) SampleCompanyAdmin is mindful of the pressures affecting others and resources.



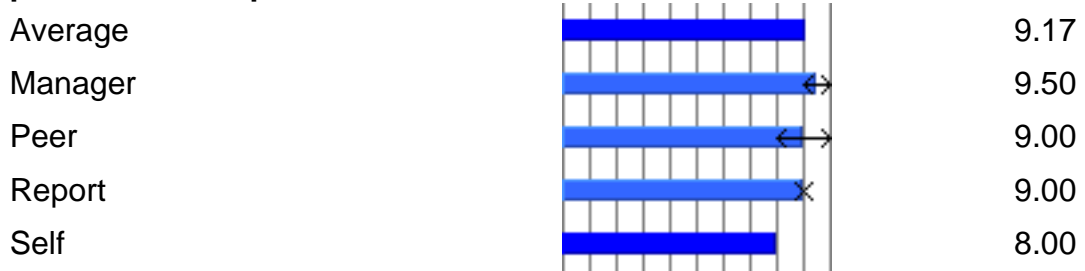
(17) SampleCompanyAdmin has good problem-solving skills which enables them to overcome obstacles as they arise.



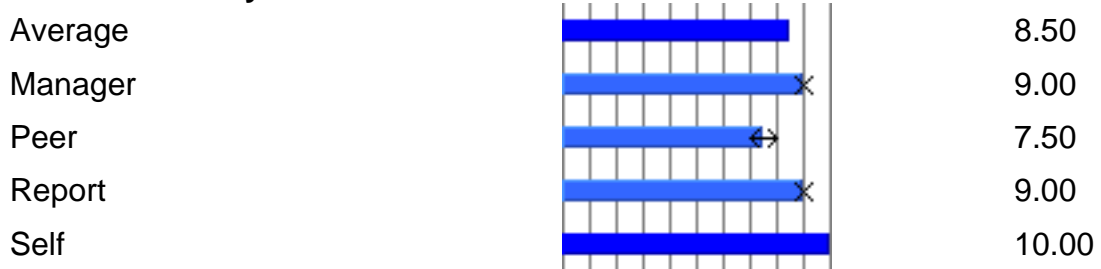
(18) SampleCompanyAdmin encourages and contributes innovative ideas.



(19) SampleCompanyAdmin demonstrates a continuous commitment to performance improvement.



(20) SampleCompanyAdmin can be relied on to take responsibility for revenue delivery.

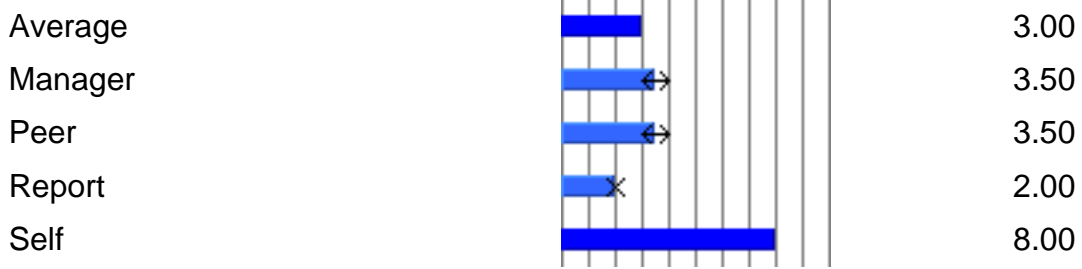


Implementation (Overall)

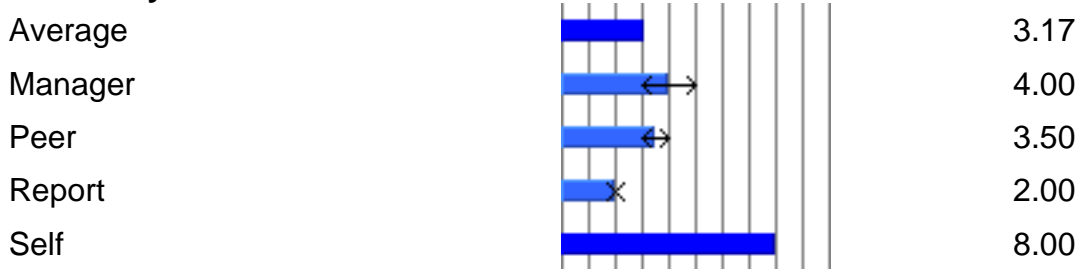


Development of Others

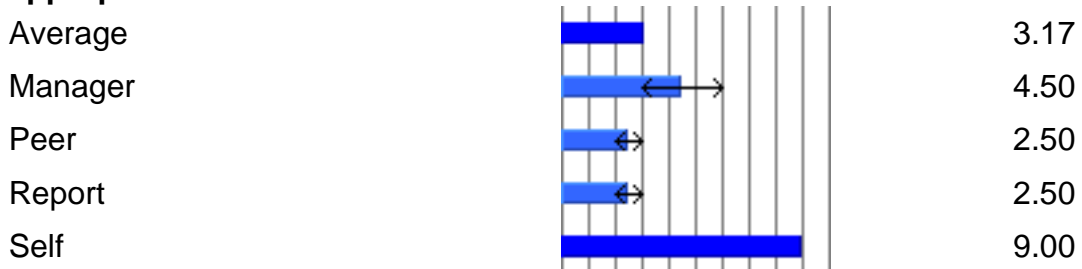
(21) SampleCompanyAdmin delegates responsibilities and tasks effectively.



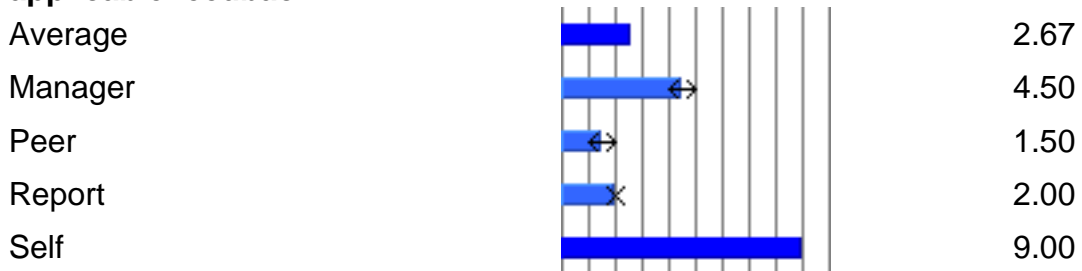
(22) SampleCompanyAdmin finds time to manage and coach others effectively.



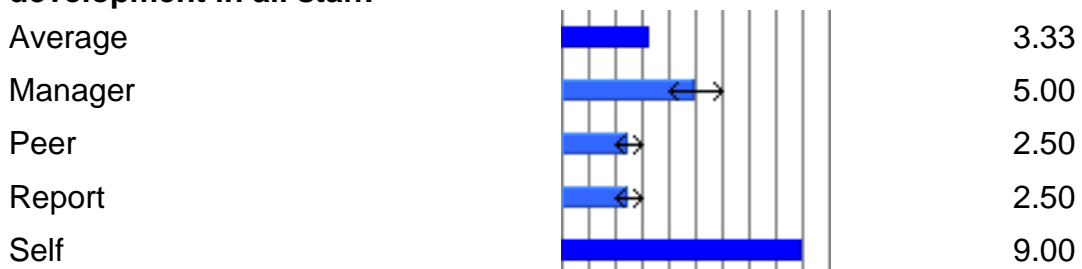
(23) SampleCompanyAdmin tackles the shortcomings of others where appropriate.



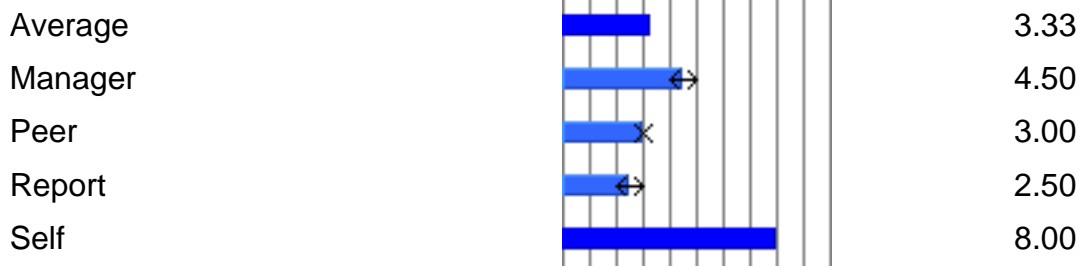
(24) SampleCompanyAdmin provides others with clear, practical and applicable feedback.



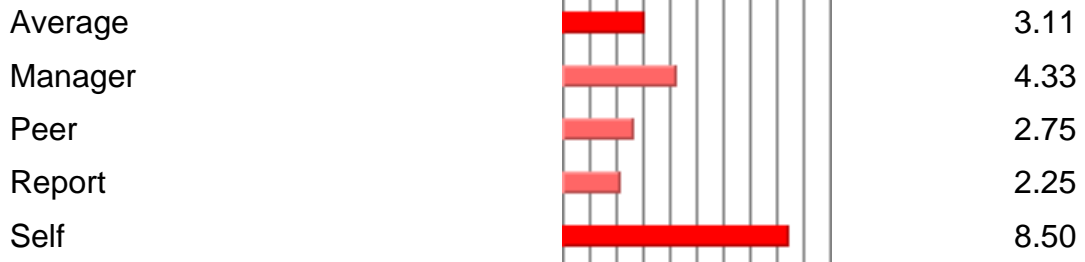
(25) SampleCompanyAdmin encourages self-appraisal and self-development in all staff.



(26) SampleCompanyAdmin identifies and develops talent.

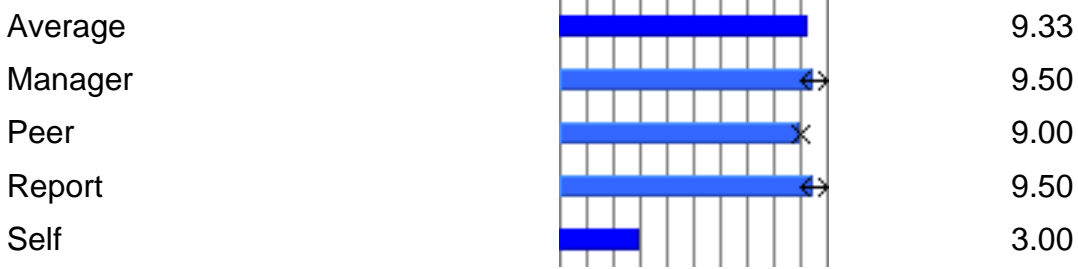


Development of Others (Overall)

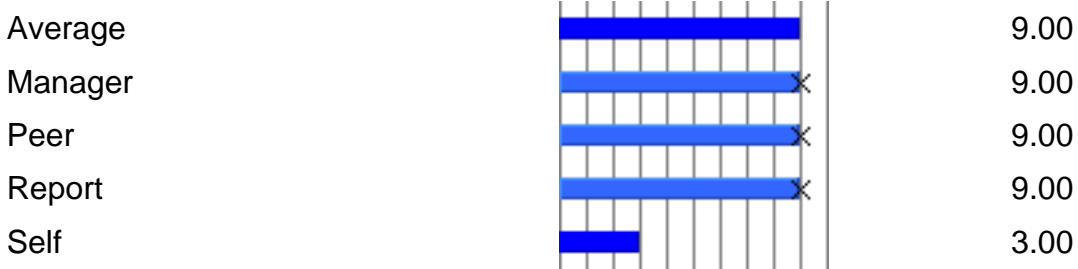


Technical Ability and Understanding of the Business

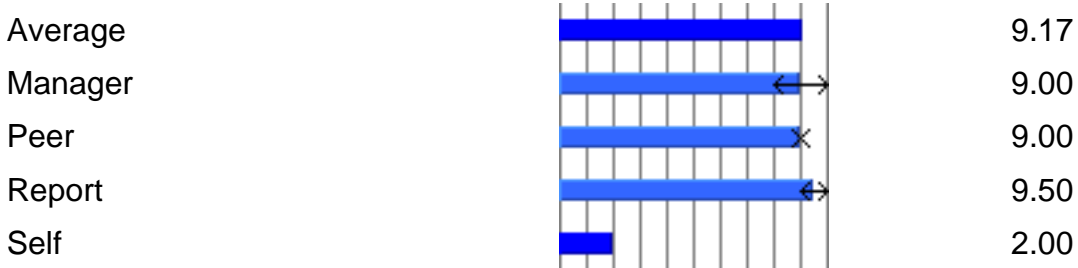
(27) SampleCompanyAdmin is technically competent in the areas required of them.



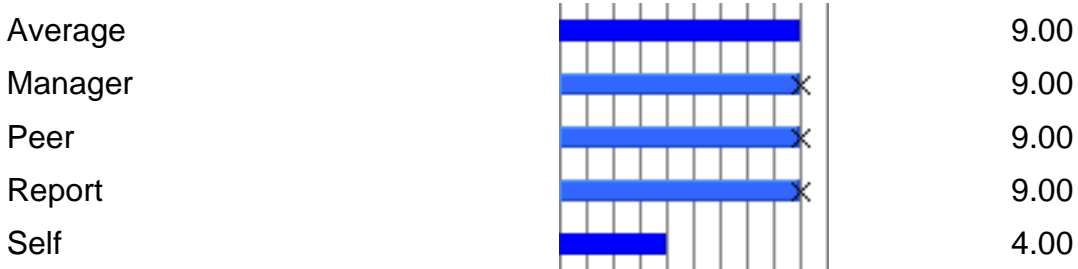
(28) SampleCompanyAdmin keeps their knowledge base relevant and up to date.



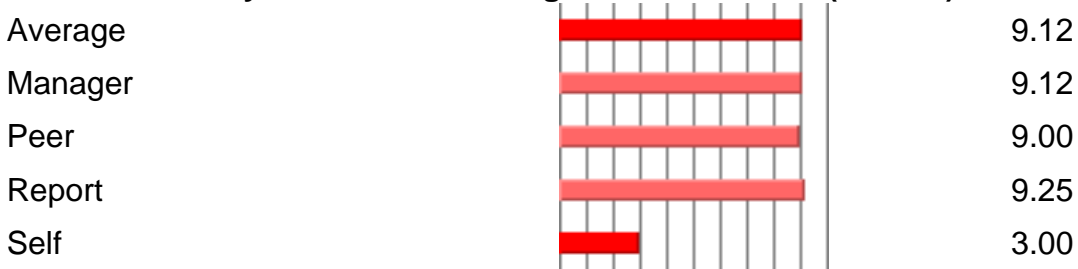
(29) SampleCompanyAdmin has a sound knowledge of the organisation overall.



(30) SampleCompanyAdmin has a sound knowledge of and identifies with the business fundamentals.

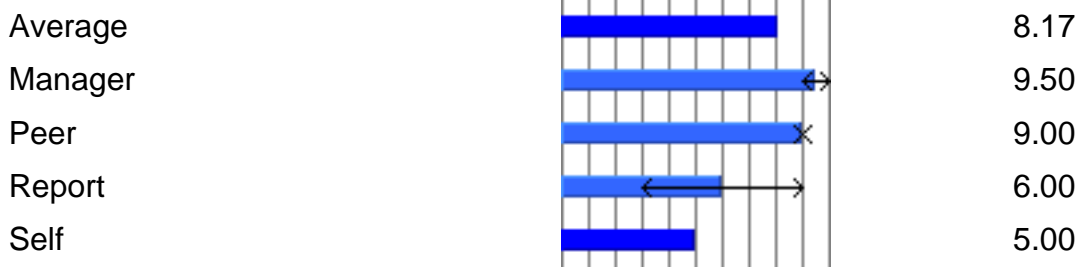


Technical Ability and Understanding of the Business (Overall)

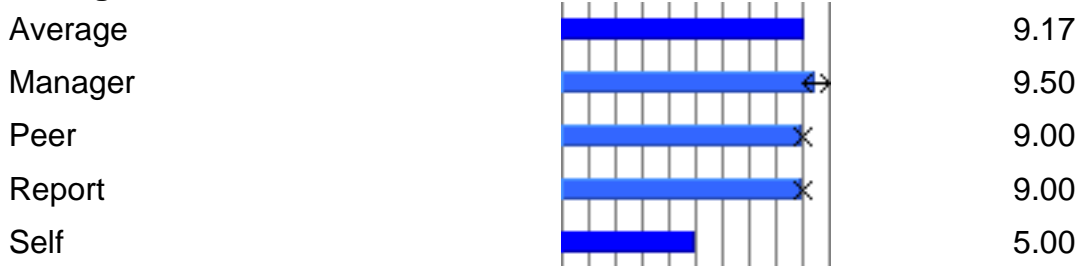


Understanding the Business and the Customer (internal and external)

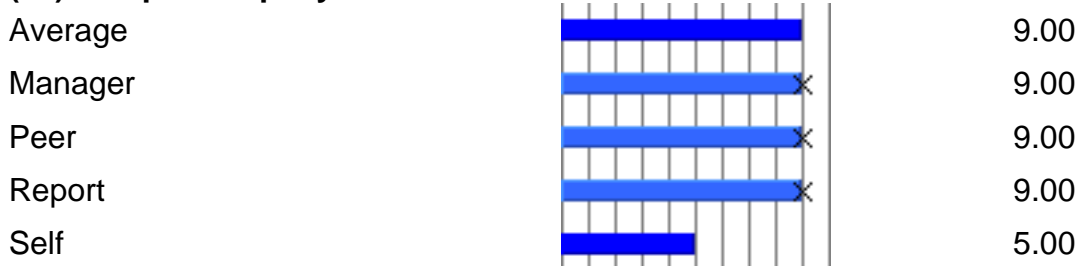
(31) SampleCompanyAdmin is mindful of the client / customer needs.



(32) SampleCompanyAdmin exhibits effective supplier relationship management.



(33) SampleCompanyAdmin fosters a customer focused ethos.

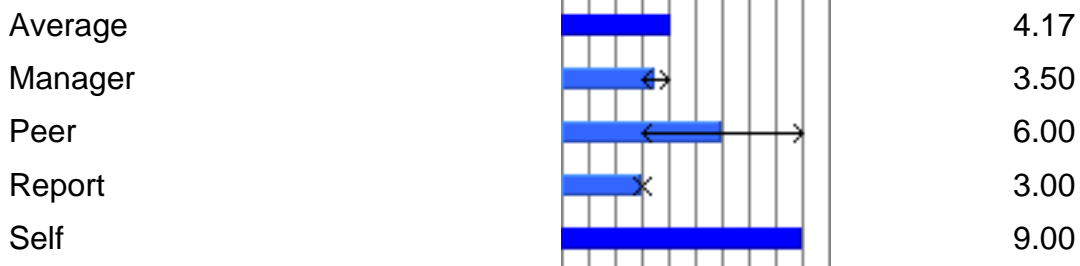


Understanding the Business and the Customer (internal and external) (Overall)

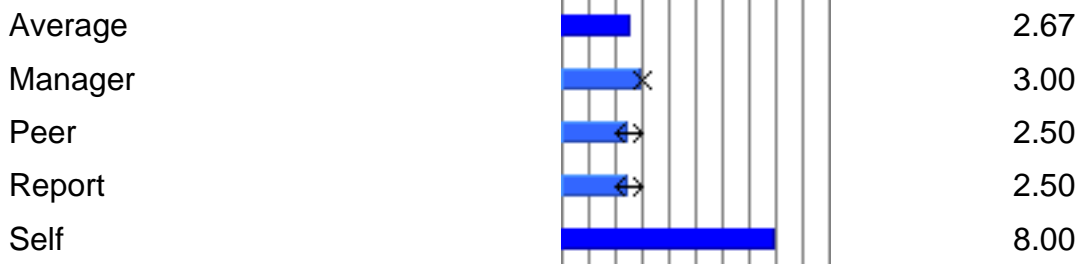


Teamwork

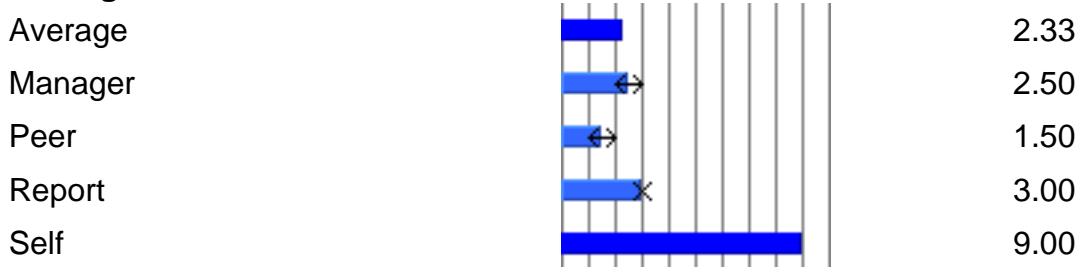
(34) SampleCompanyAdmin is a consistently good team player.



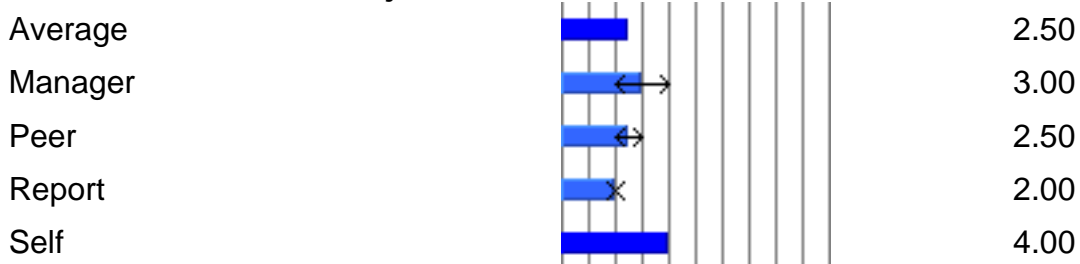
(35) SampleCompanyAdmin shares information candidly with colleagues and co-workers to the extent practicable.



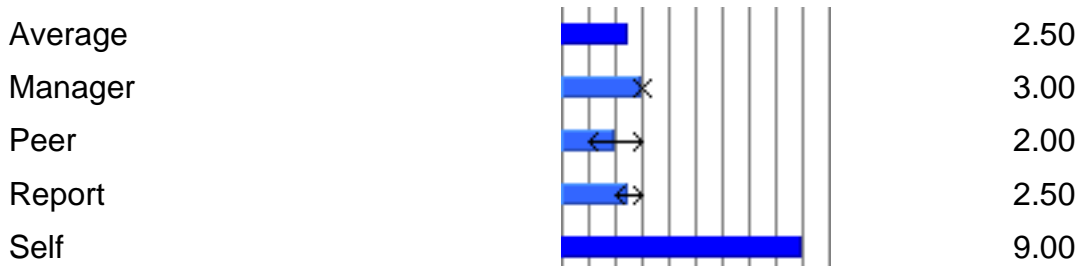
(36) SampleCompanyAdmin is fair and even-handed in dealing with colleagues.



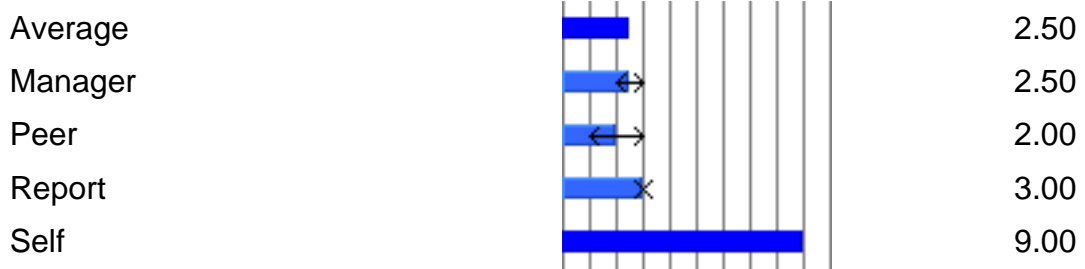
(37) SampleCompanyAdmin demonstrates a desire to develop the business as a whole not just their niche.



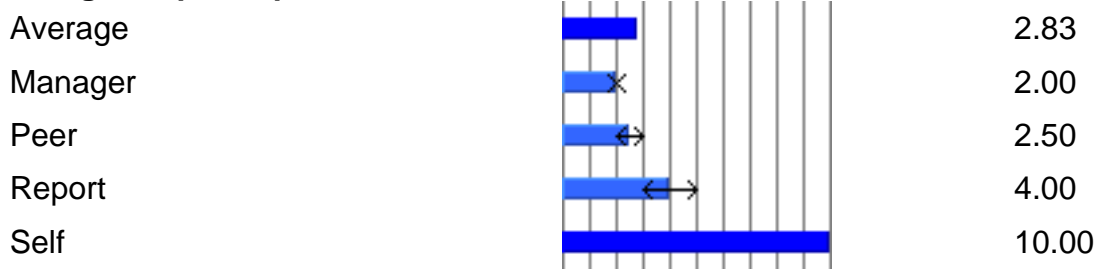
(38) SampleCompanyAdmin is sensitive to the needs and limitations of others.



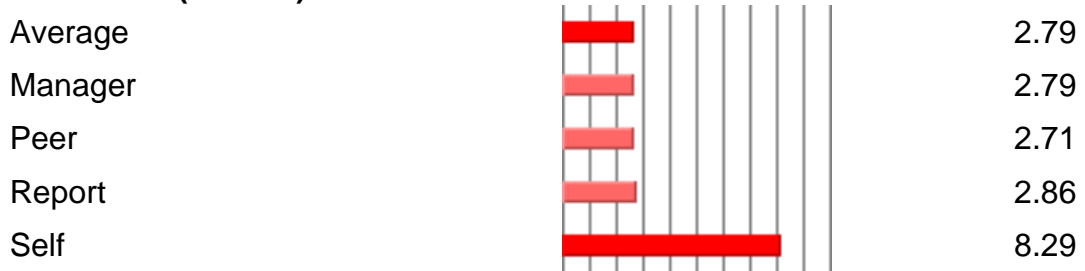
(39) SampleCompanyAdmin shows maturity in resolving conflicts when they arise



(40) SampleCompanyAdmin makes good use of team meetings through thoughtful participation.

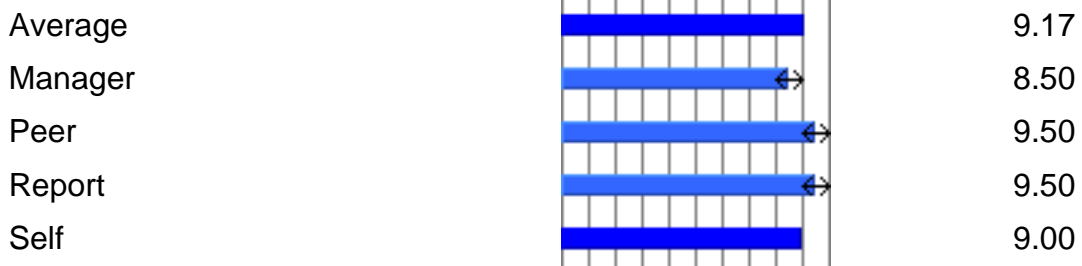


Teamwork (Overall)

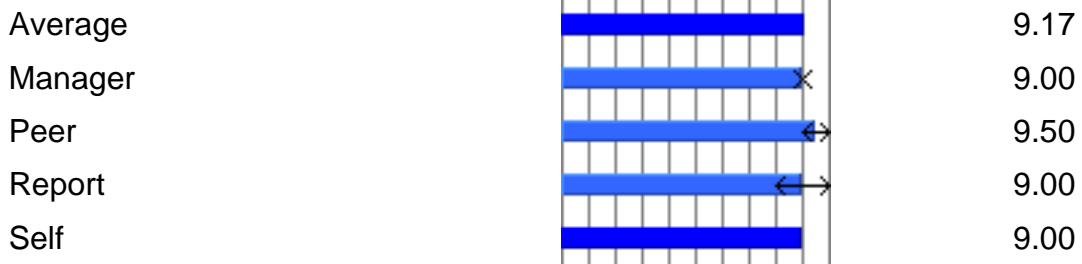


Ethos / Values / Motivation

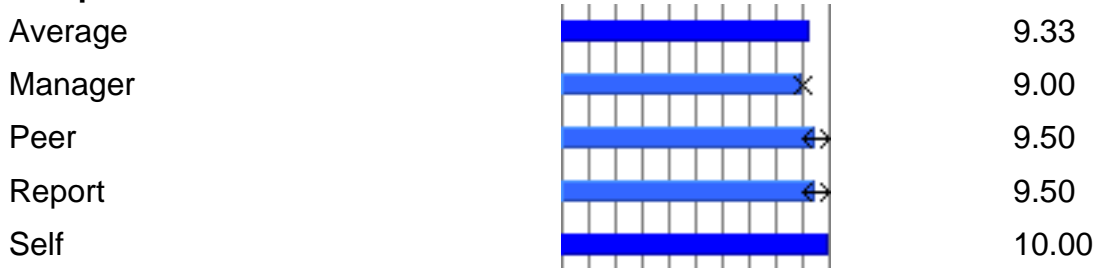
(41) SampleCompanyAdmin is a positive and effective role model.



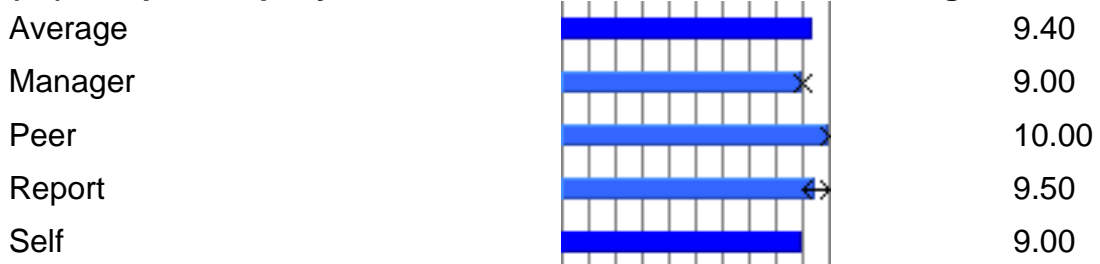
(42) SampleCompanyAdmin shows belief in the business.



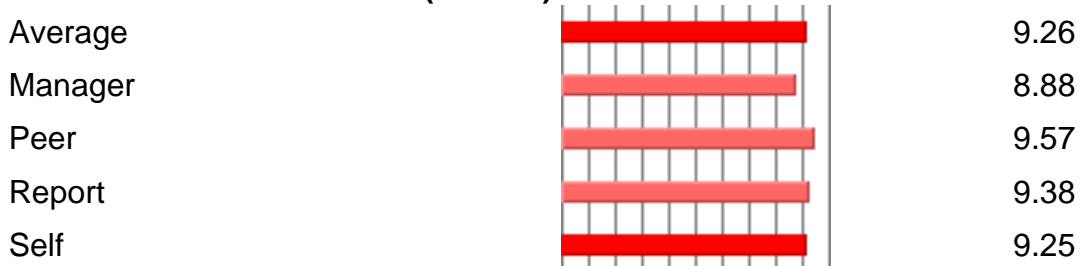
(43) SampleCompanyAdmin is open and respectful to differing viewpoints and ideas.



(44) SampleCompanyAdmin is aware of their own shortcomings.



Ethos / Values / Motivation (Overall)



General Questions

What is SampleCompanyAdmin's greatest strength?

Drive and energy

Very committed

Commitment to the Business and belief in it

Focus

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

Better communications and information sharing with their team

Better sharing of information with colleagues

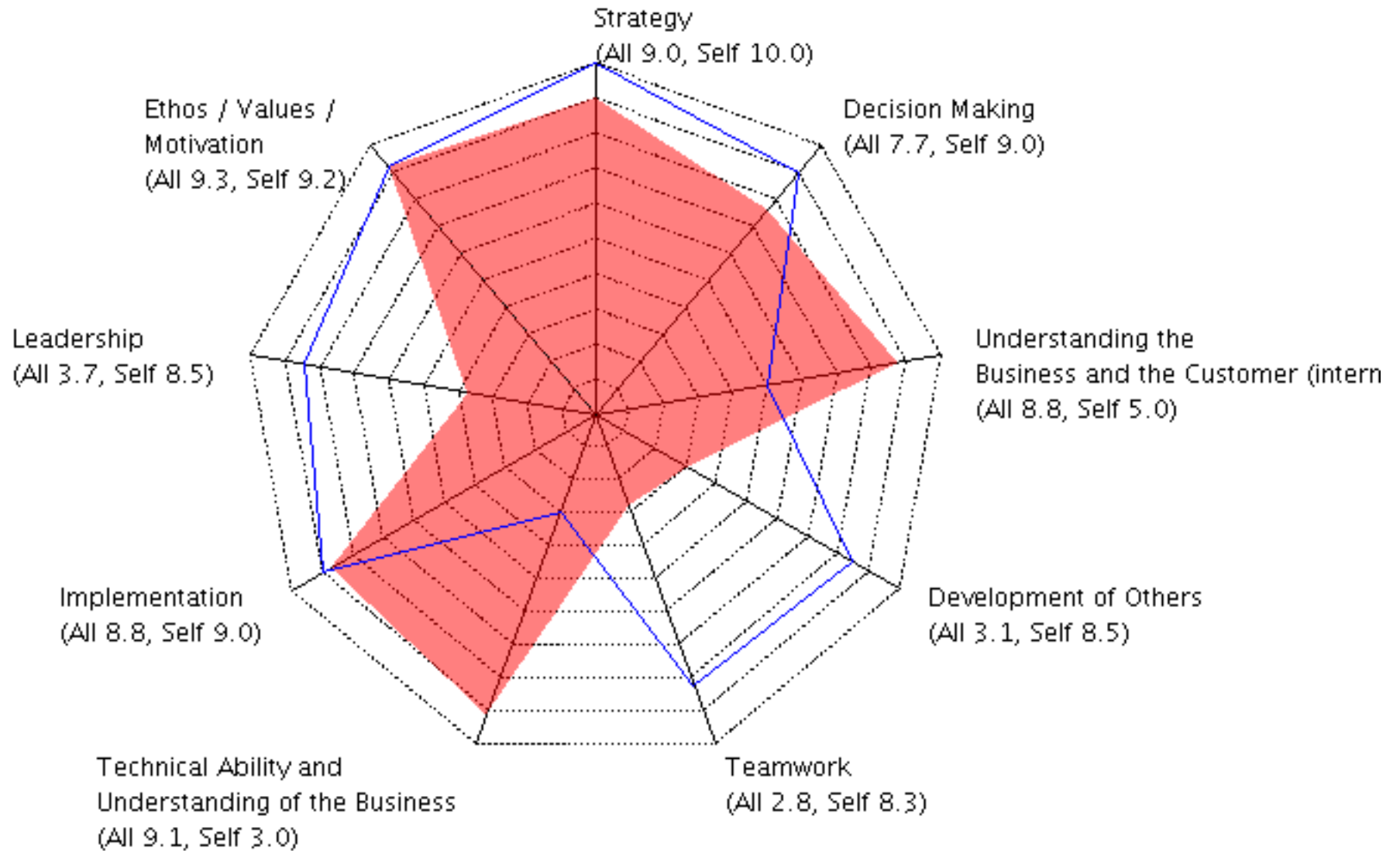
Including colleagues in decision making processes more

Being more inclusive

Better encouragement of colleagues

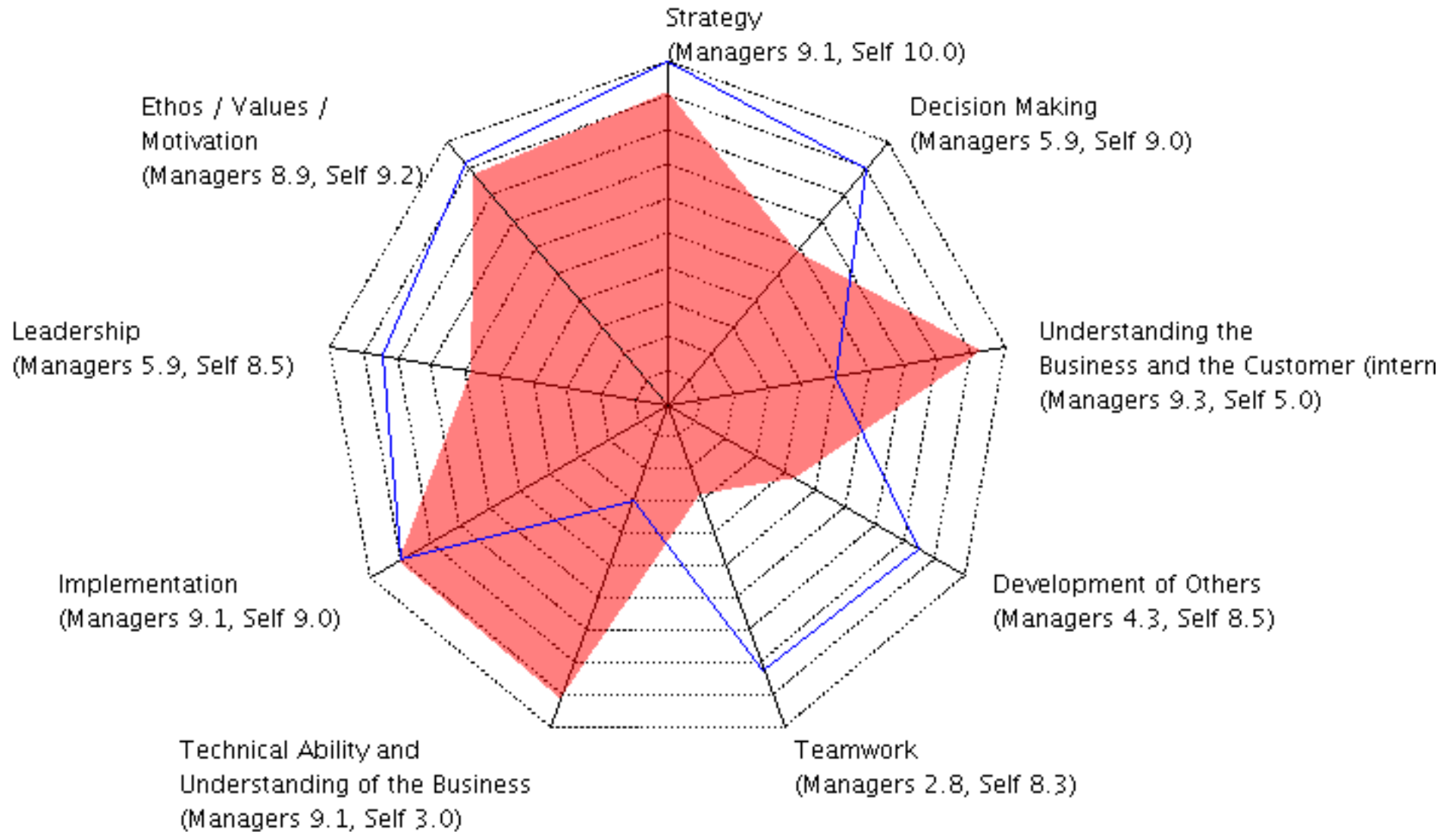
Spending more time training and developing others

Summary of Competencies - All



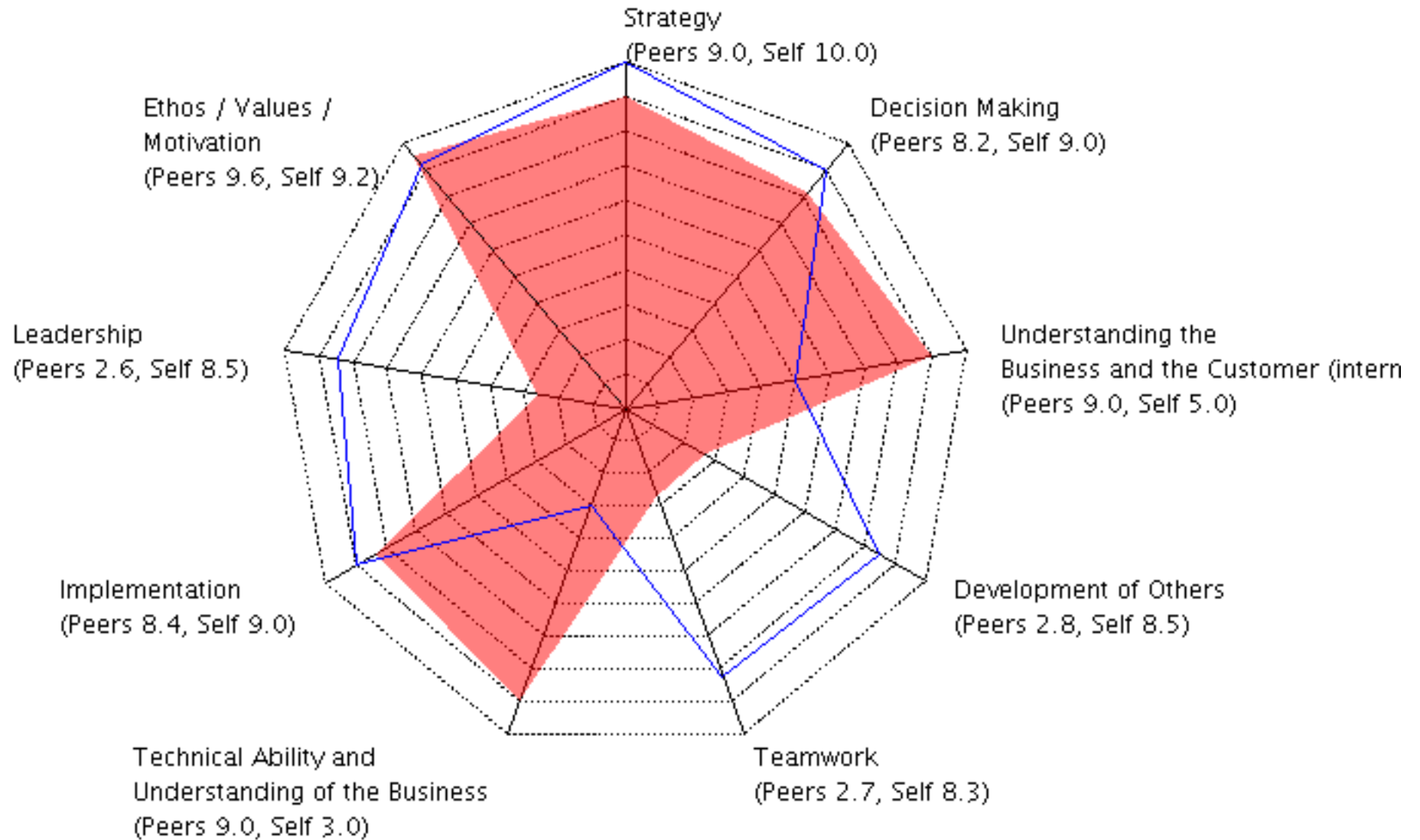
Average of All in Red, Own response in Blue

Summary of Competencies - Managers



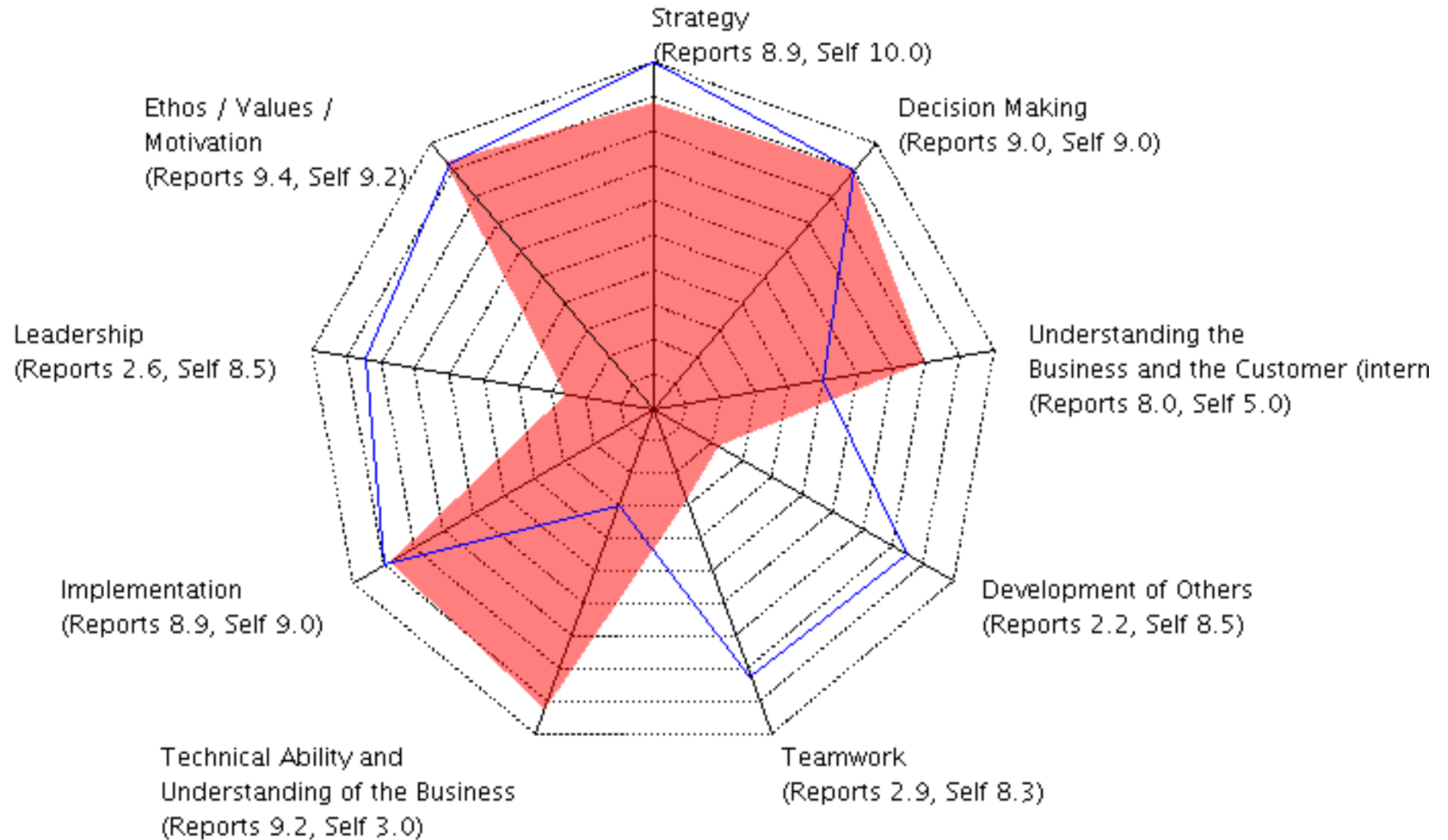
Average of Managers in Red, Own response in Blue

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