

# **360<sup>o</sup> Questionnaire Report**

**For**

**SAM SAMPLE**

**Date:** January 2006

**Consultant:** Colin Selby

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**NOTE:** This report has been prepared with every care and in good faith. The interpretation of the candidate's performance is summarised here and is purely a description of the judgements based on the candidate's behaviour during selected activities, which were made by nominated respondents. It is intended purely for discussion and as a contribution to the candidate's development programme. Decisions should not be based solely on its contents.

**SECTION 1**

**INTRODUCTION**

## INTRODUCTION

You recently completed a 360° survey and a number of your colleagues have completed a questionnaire to describe your work-based behaviour. The results of the survey are contained in this report, which is structured as follows:

### SECTION 2: HOW TO USE THIS REPORT

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Some guidelines are provided to help you get the most out of this report.

### SECTION 3: BAR CHARTS

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The responses are presented on these charts, in five groups from top to bottom:

The **FIRST BAR** is the average rating given by **ALL** those who filled in the questionnaire. This is called Overall.

The **SECOND BAR** is the average rating provided by all those who said they were your Managers or Superiors.

The **THIRD BAR** is the average rating provided by those who said they were your Peers or Colleagues.

The **FOURTH BAR** is the average rating provided by those who described themselves as your Suppliers.

The **FIFTH BAR** is the average rating provided by those who described themselves as your Direct Reports.

The **SIXTH BAR** is your own rating and is called Self.

The first chart contains the information relating to the three Sections of the questionnaire i.e.

DELIVERY OF RESULTS  
LEADERSHIP & COMMUNICATIONS  
BUSINESS STRATEGY

The second chart shows the three Sections' sub-components:

Impact  
Competence  
Creative problem solving and issue resolution  
Flexibility  
Personal approach  
Generating trust and promoting integrity  
Providing direction  
Delegation of responsibility  
Developing individual talent  
Communication skills  
Teamwork skills  
Understanding impact on others

Strategy & vision  
Process  
Gaining commitment  
Building relationships

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#### **SECTION 4: RESPONSES TO QUESTIONS**

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This section shows the responses to each question in the major sections and their sub-components in table form as:

- The average rating overall – called overall
- The average rating of your managers
- The average rating of your peers
- The average rating of your suppliers
- The average rating of your direct reports
- Your own rating – called self

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#### **SECTION 5: GENERAL FEEDBACK AND DEVELOPMENT POINTS**

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This section presents a transcription of all the comments about you provided in this section on the questionnaire. The language has been changed only if individual attribution would otherwise be possible.

**SECTION 2**

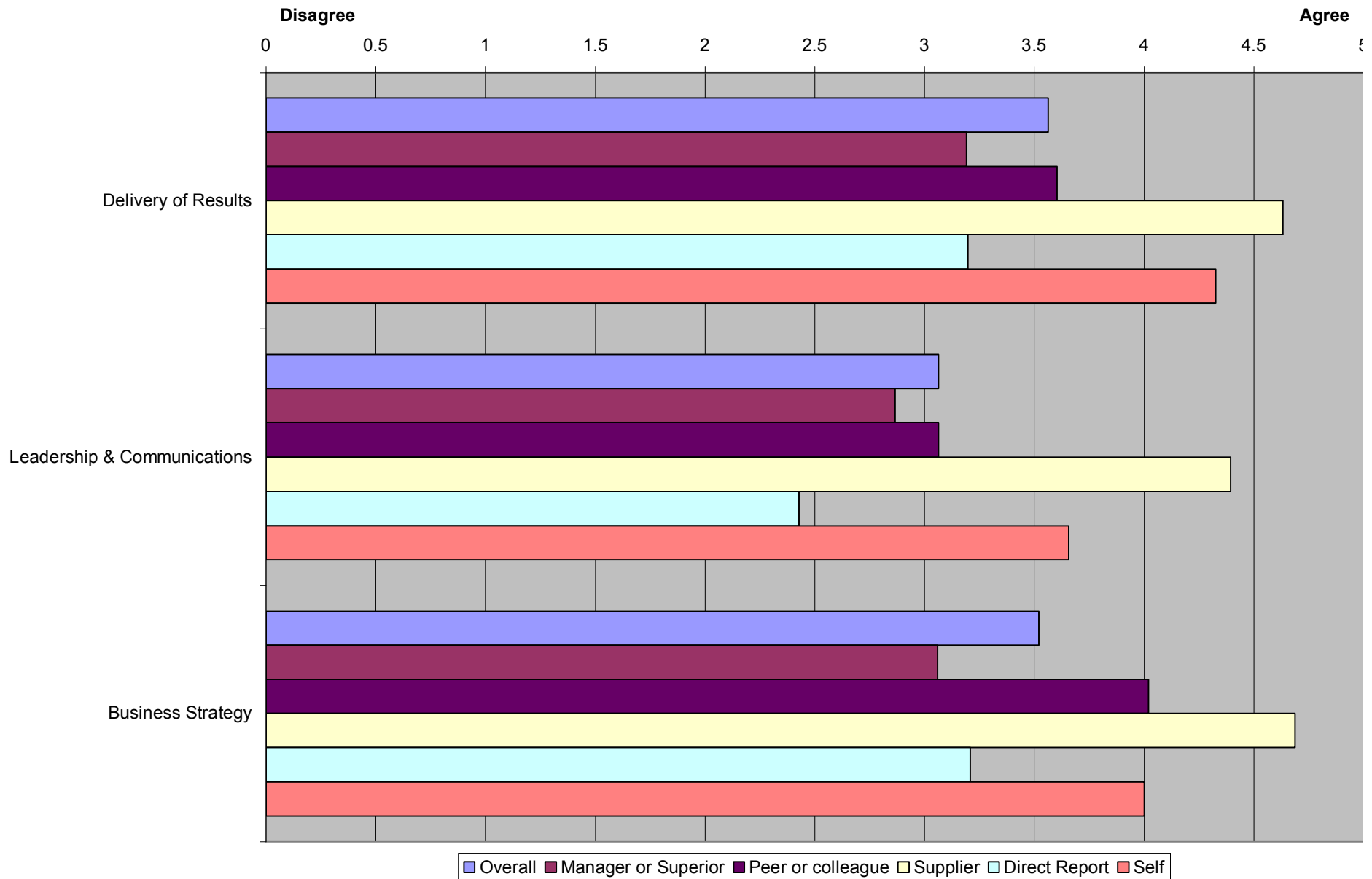
**HOW TO USE THIS REPORT**

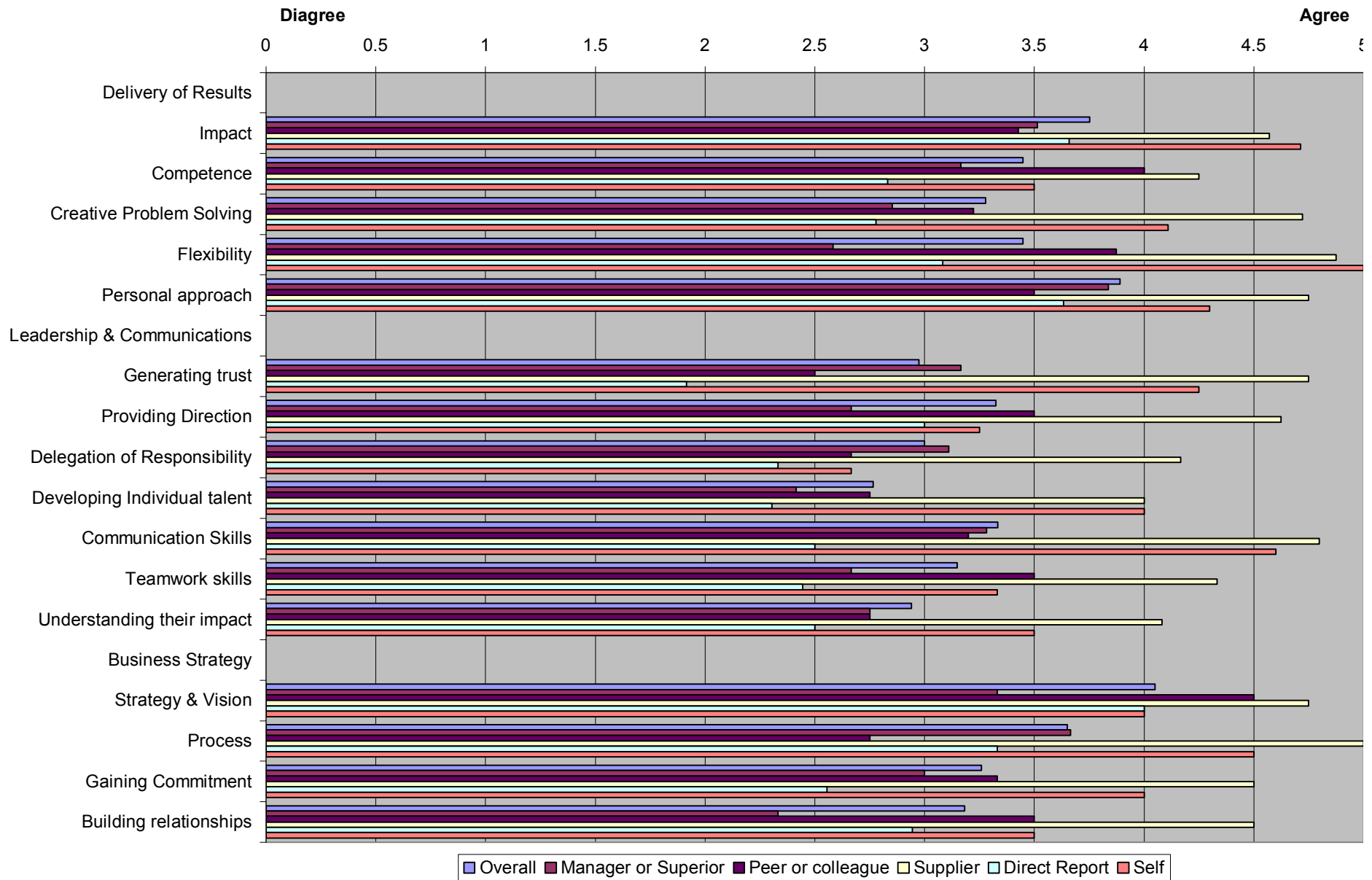
## HOW TO USE THIS REPORT

There are a number of guidelines, which, if followed, will assist you to obtain the most benefit from this survey:

1. Assume the feedback is honestly and positively given. In other words, assume your respondents are trying to be helpful and candid.
2. Do not waste time trying to identify who said what.
3. Spend some time summarising and clarifying your understanding of the few key messages the survey will provide you with. Only proceed to consider consequences and actions once you are clear, and your adviser is clear your are clear, what the results of the survey are telling you about your work behaviour.
4. The results presented on the following pages contain information with respect to two clear and distinct areas of your behaviours; how those who work with you regard your behaviour and how you compare yourself in contrast with your team members. Take time to consider both aspects separately before combining the consequences into a single Personal Development Plan.
5. Use the one-to-one discussion with the independent consultant to clarify any points. Once you have done this you may wish to share the feedback with your line manager and afterwards with your team and discuss with them any resultant actions you want to carry out.
6. It is wise to thank all the people you asked to respond on the questionnaire for their assistance, even though you do not know exactly who responded and who did not. Remember, they will be interested to know what you are going to do as a result of the survey.

**SECTION 3**  
**BAR CHARTS**





**SECTION 4**  
**RESPONSES TO QUESTIONS**

	Overall	Managers	Peers	Suppliers	Direct Reports	Self
<b>Section 1. Delivery of Results</b>	<b>3.56</b>	<b>3.19</b>	<b>3.61</b>	<b>4.63</b>	<b>3.20</b>	<b>4.33</b>
<b>Impact</b>	<b>3.75</b>	<b>3.51</b>	<b>3.43</b>	<b>4.57</b>	<b>3.66</b>	<b>4.71</b>
1. Puts top priority on getting results	4.40	4.67	4.00	5.00	4.00	5.00
2. Delivers results through leadership of direct reports	3.11	2.67	3.50	4.50	2.00	5.00
3. Ensures closure of priority objectives	4.11	4.00	4.00	4.50	4.00	5.00
4. Is able to lead and develop the big picture	2.90	2.00	3.00	4.00	3.00	5.00
5. Works towards win/win solutions where possible	3.40	3.33	2.50	4.50	3.33	3.00
6. Always considers cost	4.67	4.67	4.00	5.00	5.00	5.00
7. Overcomes barriers to ensure delivery	3.67	3.50	3.00	4.50	3.67	5.00
<b>Competence</b>	<b>3.45</b>	<b>3.17</b>	<b>4.00</b>	<b>4.25</b>	<b>2.83</b>	<b>3.50</b>
1. Participates fully in technical and business discussions to aid decision making	3.80	4.00	4.50	4.00	3.00	4.00
2. Employs effective work processes to deliver results	3.10	2.33	3.50	4.50	2.67	3.00
<b>Creative Problem Solving &amp; Issue Resolution</b>	<b>3.28</b>	<b>2.85</b>	<b>3.22</b>	<b>4.72</b>	<b>2.78</b>	<b>4.11</b>
1. Tackles new challenges with enthusiasm	3.90	3.67	4.00	4.50	3.67	5.00
2. Includes others as appropriate in resolving problems and issues	3.60	2.33	3.50	5.00	4.00	3.00
3. Uses a rational logical approach	2.90	2.00	2.50	5.00	2.67	5.00
4. Generates innovative ideas	2.89	2.33	3.50	4.00	2.67	5.00
5. Creates the environment for others to offer ideas	2.50	3.00	1.50	5.00	1.00	1.00
6. Is proactive in handling issues	3.50	4.33	3.50	4.50	2.00	4.00
7. Makes timely decisions	3.90	4.00	3.50	4.50	3.67	5.00
8. Uses data based decision making	3.20	2.00	3.00	5.00	3.33	5.00
9. Uses the appropriate level of analysis without over analyzing	2.90	2.00	4.00	4.50	2.00	4.00
<b>Flexibility</b>	<b>3.45</b>	<b>2.58</b>	<b>3.88</b>	<b>4.88</b>	<b>3.08</b>	<b>5.00</b>
1. Promotes and adapts to change as required	3.10	2.33	3.50	5.00	2.33	5.00
2. Supports continuous improvement efforts in the organization	4.00	4.00	3.50	5.00	3.67	5.00
3. Is willing to do something different to improve performance	3.10	2.00	4.00	5.00	2.33	5.00
4. Is comfortable in dealing with uncertainties	3.90	3.00	4.50	4.50	4.00	5.00
<b>Personal Approach</b>	<b>3.89</b>	<b>3.84</b>	<b>3.50</b>	<b>4.75</b>	<b>3.63</b>	<b>4.30</b>
1. Is willing to admit mistakes and does not hide errors	3.90	4.67	2.50	4.50	3.67	4.00
2. Sets high standards of performance for themselves	3.90	3.67	4.00	5.00	3.33	5.00
3. Sets high standards of performance for others	4.70	4.67	4.00	5.00	5.00	5.00
4. Accepts responsibility and delivers on promises	4.00	3.67	4.00	4.50	4.00	5.00
5. People in their team are encouraged to "play to strengths"	3.56	2.00	3.00	4.50	4.33	3.00
6. Through their own commitment inspires others to go that extra mile	3.30	4.33	2.00	4.50	2.33	3.00
7. Displays a positive and enthusiastic approach to work	3.50	2.67	3.50	5.00	3.33	3.00
8. Encourages a work life balance in self and others	3.30	3.00	4.00	4.50	2.33	5.00
9. Ensures safety is (first) priority in all decisions and actions	4.50	4.67	4.00	5.00	4.33	5.00
10. Displays a determination to succeed	4.20	4.33	4.00	5.00	3.67	5.00

	Overall	Managers	Peers	Suppliers	Direct Reports	Self
<b>Section 2 Leadership and Communication</b>	<b>3.06</b>	<b>2.87</b>	<b>3.06</b>	<b>4.39</b>	<b>2.43</b>	<b>3.66</b>
<i>Generating trust and promoting integrity</i>	<b>2.98</b>	<b>3.17</b>	<b>2.50</b>	<b>4.75</b>	<b>1.92</b>	<b>4.25</b>
1. Displays a high level of integrity	3.30	3.00	3.50	5.00	2.33	5.00
2. Treats all parties in a fair and equitable manner	3.70	4.33	3.50	5.00	2.33	3.00
3. Avoids conflicts of interest	2.40	3.33	1.00	4.50	1.00	5.00
4. Accepts feedback on behaviour, performance and capability	2.50	2.00	2.00	4.50	2.00	4.00
<i>Providing direction</i>	<b>3.33</b>	<b>2.67</b>	<b>3.50</b>	<b>4.63</b>	<b>3.00</b>	<b>3.25</b>
1. Ensures people know what's expected of them at work	4.10	3.33	4.00	5.00	4.33	2.00
2. Leads by example	3.60	3.67	4.00	4.50	2.67	3.00
3. Provides feedback and direction	3.11	2.00	4.00	4.50	2.33	5.00
4. Encourages an environment where feedback is given and lessons are learned	2.60	1.67	2.00	4.50	2.67	3.00
<i>Delegation of responsibility</i>	<b>3.00</b>	<b>3.11</b>	<b>2.67</b>	<b>4.17</b>	<b>2.33</b>	<b>2.67</b>
1. Always involves others in shaping decisions that affect them	3.00	2.67	3.50	5.00	1.67	3.00
2. Creates an environment where people are not afraid to take business risks. (excluding HSEA or operational risks)	3.00	3.33	2.00	3.00	3.33	4.00
3. Provides the right level of monitoring to ensure individuals meet their objectives	3.00	3.33	2.50	4.50	2.00	1.00
<i>Developing individual talent</i>	<b>2.77</b>	<b>2.42</b>	<b>2.75</b>	<b>4.00</b>	<b>2.31</b>	<b>4.00</b>
1. Is effective in developing individuals in their team	2.80	3.33	2.50	3.50	2.00	5.00
2. Makes opportunities available to people for growth and development	3.00	2.00	3.00	4.00	3.33	5.00
3. Carries out regular reviews of performance and provides constructive guidance for performance improvement	2.75	2.50	2.50	4.00	2.00	3.00
4. Uses coaching to help individuals develop their full potential	2.50	2.00	3.00	5.00	1.67	3.00
<i>Communication skills</i>	<b>3.34</b>	<b>3.28</b>	<b>3.20</b>	<b>4.80</b>	<b>2.50</b>	<b>4.60</b>
1. Communicates thoroughly, clearly and effectively	3.60	2.67	4.00	5.00	3.33	4.00
2. Encourages questioning at all levels of the organization	3.50	4.00	3.50	5.00	2.00	4.00
3. Shares problems openly with others to find solutions	3.90	4.33	3.00	5.00	3.33	5.00
4. Gives specific constructive feedback across the organization	3.29	3.00	3.50	4.50	2.00	5.00
5. Actively listens to fully understand what is being said	2.40	2.00	2.00	4.50	1.67	5.00
<i>Teamwork skills</i>	<b>3.15</b>	<b>2.67</b>	<b>3.50</b>	<b>4.33</b>	<b>2.44</b>	<b>3.33</b>
1. Ensures project teams use project management principles	3.56	3.00	4.00	4.50	3.00	4.00
2. Expresses appreciation for work well done	2.89	2.50	3.00	4.50	2.00	3.00
3. Coordinates effectively both internal and external teams	3.00	2.50	3.50	4.00	2.33	3.00
<i>Understand their impact on others</i>	<b>2.94</b>	<b>2.75</b>	<b>2.75</b>	<b>4.08</b>	<b>2.50</b>	<b>3.50</b>
1. Actively solicits other's point of view	2.00	1.33	1.50	4.00	1.67	4.00
2. Supports others and welcomes their ideas	2.30	1.67	2.50	4.00	1.67	4.00
3. Is accessible/available when needed	3.90	4.00	4.50	4.50	3.00	5.00
4. Exerts influence without causing resentment	3.56	4.00	2.50	4.00	3.67	1.00
<b>3. Business Strategy</b>	<b>3.52</b>	<b>3.06</b>	<b>4.02</b>	<b>4.69</b>	<b>3.21</b>	<b>4.00</b>
<i>Strategy &amp; Vision</i>	<b>4.05</b>	<b>3.33</b>	<b>4.50</b>	<b>4.75</b>	<b>4.00</b>	<b>4.00</b>
1. Always sees the inter-relatedness of factors	3.38	2.67	3.50	5.00	3.50	2.00
2. Makes decisions based on both long and short term considerations	3.78	2.67	5.00	4.50	3.50	5.00
3. Protects the key technical and commercial interests of Talisman	4.80	4.67	5.00	5.00	4.67	5.00
<i>Process</i>	<b>3.65</b>	<b>3.67</b>	<b>2.75</b>	<b>5.00</b>	<b>3.33</b>	<b>4.50</b>
1. Only implements and supports systems that progress business objectives	3.78	3.50	2.50	5.00	4.00	5.00
2. Keeps bureaucracy at an appropriate level	3.50	3.67	3.00	5.00	2.67	4.00
<i>Gaining commitment</i>	<b>3.26</b>	<b>3.00</b>	<b>3.33</b>	<b>4.50</b>	<b>2.56</b>	<b>4.00</b>
1. Communicates widely the overall Talisman business objectives	3.00	2.00	3.50	5.00	2.67	5.00
2. Provides direct reports with up to date business information	3.33	3.00	3.00	4.50	3.00	5.00
3. Creates performance contracts that lead to delivery of business results	3.33	4.00	3.50		2.50	2.00
<i>Building relationships</i>	<b>3.18</b>	<b>2.33</b>	<b>3.50</b>	<b>4.50</b>	<b>2.94</b>	<b>3.50</b>
1. Networks effectively across interfaces	2.88	2.50	3.50	5.00	2.00	3.00
2. Influences others to gain commitment	3.11	2.00	3.50	5.00	3.33	3.00
3. Has credibility with all levels of Talisman management	3.56	3.33	3.00	4.50	3.50	3.00
4. Networks appropriately with suppliers and industry peers	3.33	2.00	4.00	4.50	3.00	5.00

## **SECTION 5**

# **GENERAL FEEDBACK AND DEVELOPMENT POINTS**

### Comments on Delivery of Results

- Is prepared to consider minor costs over and above individuals, hence reduce incentives and demotivate personnel. Involving others in resolving problems - too much delegation and not enough lead by example. Very much his way and no other. Expects promises to be honoured. Makes a point of 'Don't apologise as I am the boss' Happily criticises from the sidelines. Procedures not being followed when he should roll sleeves up and get stuck in.
- In the past Sam has not been effective in delivering results due to his persona and method of delegation to his colleagues.
- Impact: Q5. Sam historically has always been a 'my way or no way,' person. Creative Problem Solving and Issue Resolution: Q2. He generally delegates them to others. Q3. A bit too aggressive at times. Q4. Not his job. Q5. Historically! Flexibility: Q2. He could do with better help from some members of his support staff. Q4. Always quotes the Blue handbook, so always a yes or no answer and never nothing in between. Personal Approach: Q3. Too High! Q5. The team is too small to exercise this option. Q6. Although his commitment is strong his personality does not inspire others. Q10. He has a determination but does not display it well.

### Improvements in Delivery of Results

- *Listening to what team is saying, and encourage more input from team.*
- A reliable person for achieving a goal, sometimes at cost to others though.
- By allowing members of his team to make decisions on their own merit. To impress that teamwork delivers good results.
- See above.
- By maintaining an improved attitude toward other members of the team, delivery of results should only improve.
- He needs to take a step back and encourage people in a less aggressive manner to deliver on their responsibilities and encourage proactive feedback.

### Comments on Leadership & Communication

- Sam does wish to lead by example but his example is not necessarily the best example! Likes to have things done his way and likes to have total control.
- Sam has been reasonably careful not to berate subordinates in my presence, although I have witnessed some of the more unfortunate outbursts. He is very unwilling to admit he is wrong or has made a mistake in public. His usual response to a challenging question in public by members of the team can be abuse in the form of a swearing putdown. Basically Sam is relatively easy to deal with (from a superior perspective) he is normally polite and reasonably affable. However when he deals with his subordinates he can be very short/curt, very quick to let them know that he is the boss and very much in charge. He is also very bad tempered when things don't go his way.
- He is a very confident person, sometime a little head strong, which can be seen as argumentative.
- Never accepts criticism. Uses coaching to help other but not communicate in a sociable way. Told rather than coached. Needs to communicate better and take others points of view and ideas onboard without shooting them down. Talk too people rather than tell.
- Much improved over the past two months
- Generating trust and promoting integrity: Q2. Others below him seem to get different treatment but this is influenced by his support staff. Q4. Improved admirably. Providing direction: Q3. Is improving. Q4. Is improving. Developing Individual Talent: Q1. Mostly support staff. Communication skills: Q1. Improving. Q2. People fear him. Q4. Improving. Understand their impacts on others: Q1. Improving. Q2. Improving.

### **Improvements in Leadership & Communication**

- *Need to listen more, and ensure people understand what is required and why*
- Let direct reports handle their own issues & problems. Give others the space to make a contribution.
- By truly engendering and encouraging a team spirit. His reports have little or no respect for him because of the way he treats people. By treating others in a way that he expects his superiors to treat him would be a very good start to mending a base with a low moral level which is largely attributable to Sam's general demeanour.
- Needs to remember that 'he is not always right'.
- Continue to lead by example by demonstration of integrity, whilst maintaining basic communication skills.
- Be more approachable, understand people below himself and be constructive, not destructive or aggressive. He is improving though.

### **Comments on Business Strategy**

- Only ever talks about numbers and how much we have made, what we are going to make. Influences others by ordering them.
- Still getting familiar with core business

### **Improvements in Business Strategy**

- Needs to set more measurable targets for the organisation rather than generalist strategy.
- More client interaction locally to substitute lack of sales representation since being dissolved.
- Communicate with team on business objectives and goals and provide updates on performance. Showing his appreciation to the team and not quoting, well it's reflected in your pay check or that's what we pay you for!""

### **General Comments**

- *Correct instruction information and training in requirements of this level of management could assist in development, at the moment left to find out what is required.*
- A good guy, company minded and loyal. Needs to apply more strategic thinking for the long term and empower his direct reports by stepping back and managing their direction oppose to their actions
- He is always willing to hear new ideas and take them on board if it is going to benefit the company.
- Sam is a very pro-active manager who personally ensures that he and his team fully address their clients needs on both operational and procedural functions and as such makes the time available for this to happen.
- All in, I get on well with Sam but do not agree with his methods with dealing with subordinates. Sam has changed since the complaint was brought against him. He seems more approachable these days but has also taken a 'back seat' on the running of the base and most people are unsure what he actually does now. Work on your MAN MANAGEMENT.....
- The main issue in the past has been a lack of consistency where personal communication skills are concerned. This has much improved since a grievance procedure, was logged with Human Resources