

Sample 360 Feedback report

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XYZ Utilities Plc



Organisational
Reflections

1.0 - Introduction

360 degree feedback report for John Smith as part of the XYZ Utilities Plc Leadership Development Programme, June 2004

This sample report was produced from a real project data from a 360 Feedback project for a public utility company. 8 managers participating in a leadership development programme received feedback from 69 sources including their line managers, peers and direct reports.

The report could be used as part of a development workshop, to assess management competencies or, as in this case, individual coaching.

In the analysis section of the report, several categories have been excluded to reduce the size of this sample report.

The Organisational Reflections analysis system is a web based consultancy tool to report on groups' answers to questions and generate a variety of reports from the data collected. The questionnaires are fully customisable and the automatically generated report has many customisable features.

1.1 - Selection Groups:

This report analyses the following response groups. The 'Count' column shows the number of candidates in each selection group.

	Group	Count
◆	Assignment Target	1
◆	Line Manager	1
◆	Peer Group	4
◆	Direct Reports	4
◆	Full Project Group	69

1.2 - Analysis Categories:

This report is defined by the following analysis categories. The 'Average' column shows the averaged candidate score in each category.

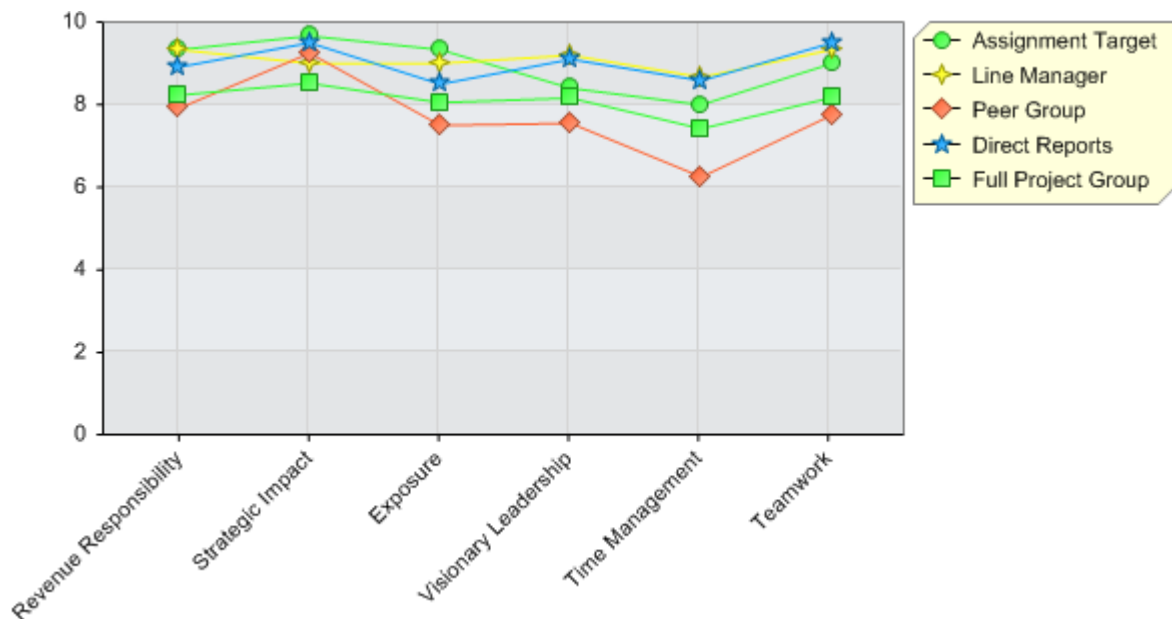
XYZ Utilities Plc picked ten categories with 34 questions in total. 32 question had a range scoring; select your view from a 1-10 scale. 2 questions were free text responses. The analysis system can support range, multiple choice (pick one from a list), multiple selection (pick all that apply from a list) and rank questions (list in order).

An individuals selections cannot be identified by the target candidate (except in the case of a line manager where only one person is responding).

Category	Average
◆ Revenue Responsibility	8.5
◆ Strategic Impact	9.2
◆ Exposure	8.2
◆ Visionary Leadership	8.5
◆ Time Management	7.7
◆ Teamwork	8.7

1.3 - Report Summary Chart:

At each stage of the report you have the option of adding text, either as comment on the results, explanation of the system, questions or recommended next steps and action points.



You can add a caption to the graph. Include extra selections, exclude a selection, produce radar graph rather than line graphs.

And add a final comment.....

2.0 - Analysis

2.1 - Revenue Responsibility

Category Overview:

For the Analysis section you can add comments and notes at every satge. The data can be included as a number table as well or instead of the bar graphs.

The questions that relate to the category can be listed as here, or excluded.

The free text responses can be include though they have been excluded from this report.

This refers to how the candidate takes responsibility for setting and managing budgets as well as focuses on generating revenue.

There are 3 questions in this Question Category.

2.1.1 - Question List for Category 'Revenue Responsibility':

1) Revenue Responsibility

Involves people in budget setting

2) Revenue Responsibility

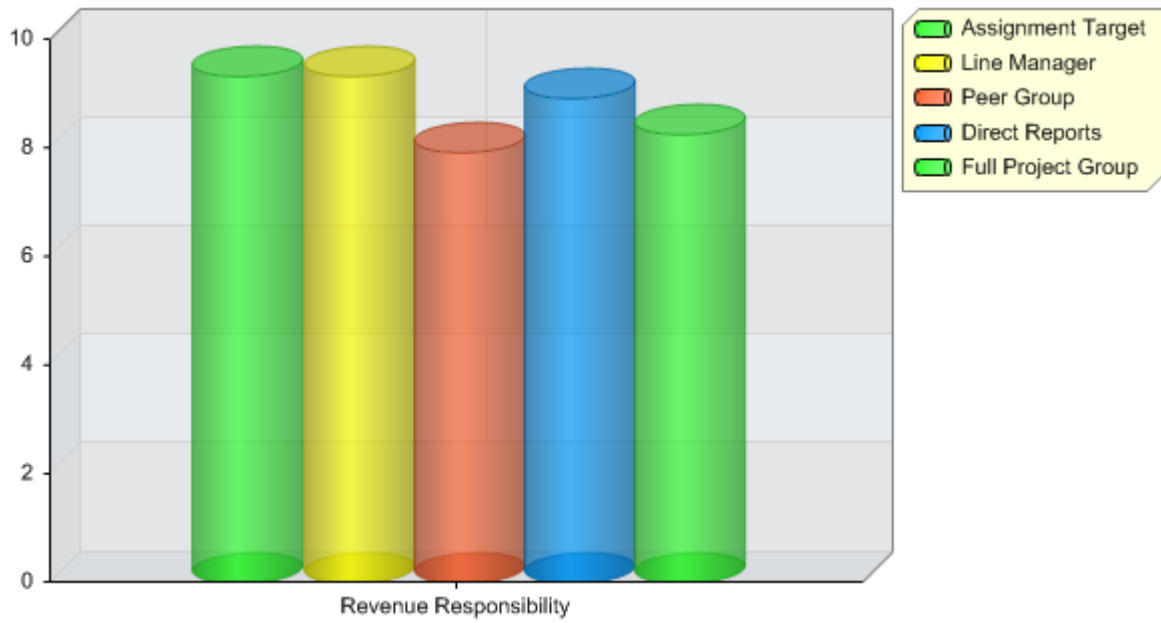
Shares responsibility for income and expenditure

3) Revenue Responsibility

Proactively seeks revenue opportunities

————— End of Question List —————

2.1.2 - Summary Category Analysis:



Averaged Category value per selection group

2.2 - Strategic Impact

Category Overview:

This refers to how well the candidate manages the British Waterway's strategy and its relationship with the business.

There are 3 questions in this Question Category.

2.2.1 - Question List for Category 'Strategic Impact':

1) Strategic Impact

Understands and explains the context of the British Waterways Strategy

2) Strategic Impact

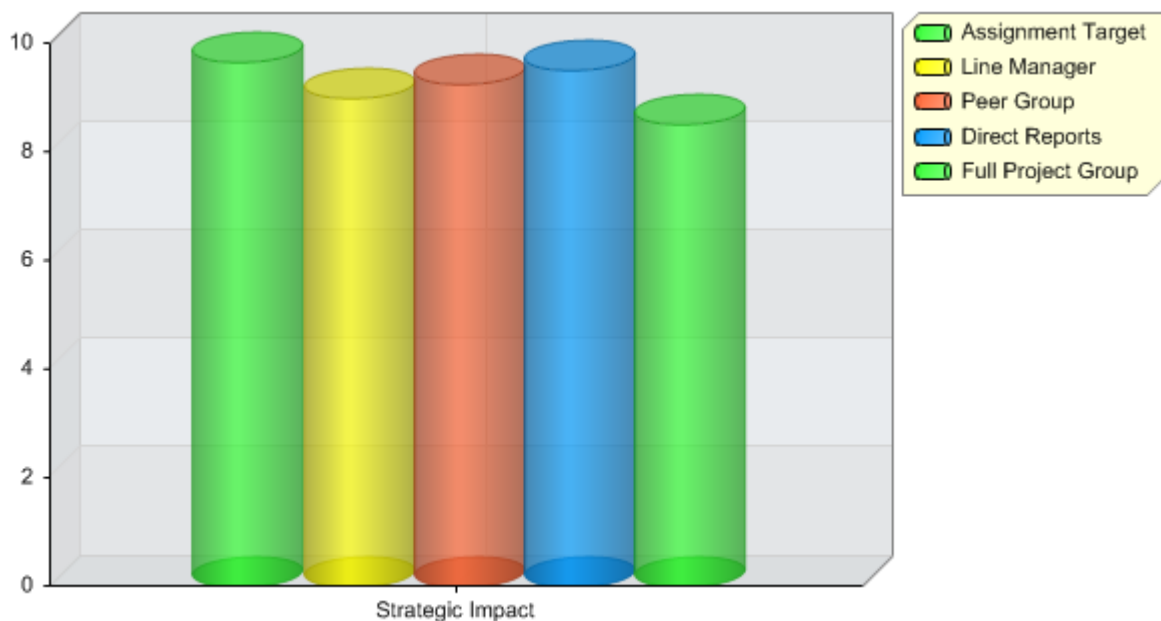
Focuses on results and achieving the British Waterways' strategy

3) Strategic Impact

Drives and seeks commitment to changes

————— End of Question List —————

2.2.2 - Summary Category Analysis:



Averaged Category value per selection group

2.3 - Exposure

Category Overview:

This refers to how well the candidate communicates and networks with people outside the region and with the community in order to provide British Waterways with the maximum positive exposure

There are 3 questions in this Question Category.

2.3.1 - Question List for Category 'Exposure':

1) Exposure

Communicates well with the community and local government

2) Exposure

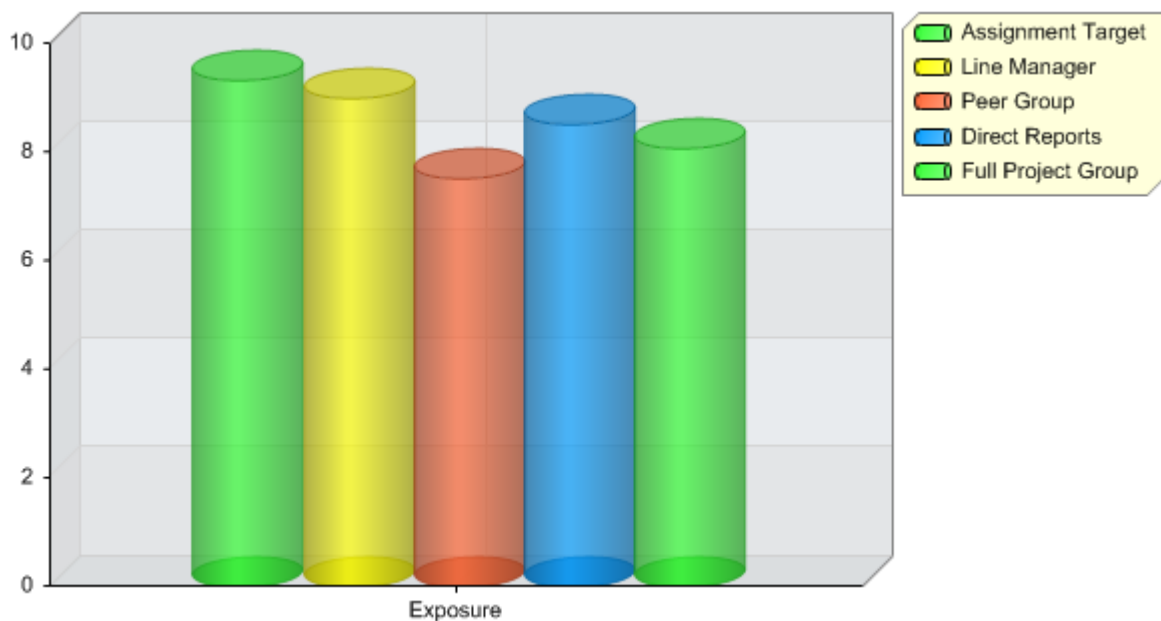
Networks with people outside the region

3) Exposure

Develops good customer relationships

————— End of Question List —————

2.3.2 - Summary Category Analysis:



Averaged Category value per selection group

2.4 - Visionary Leadership

Category Overview:

This refers to how well the candidate communicates the vision and motivates employees across the region. Also how well the candidate: acts as a role model, supports and empowers people.

There are 5 questions in this Question Category.

2.4.1 - Question List for Category 'Visionary Leadership':

1) Visionary Leadership

Provides direction and inspiration

2) Visionary Leadership

Demonstrates integrity

3) Visionary Leadership

Acts as a positive role model

4) Visionary Leadership

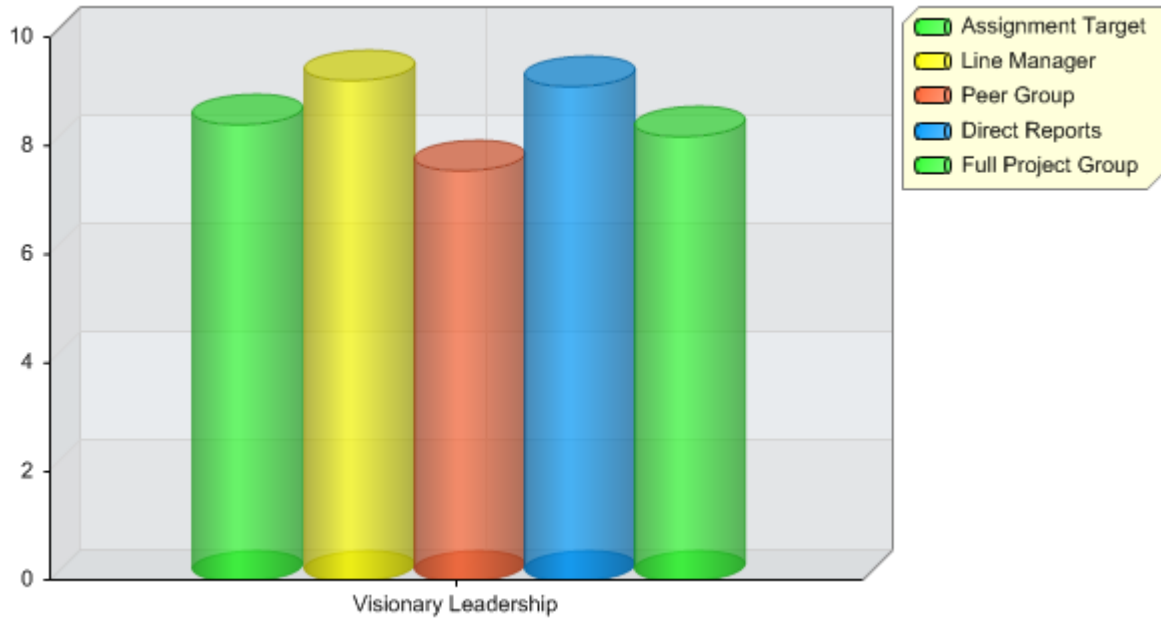
Gives support when needed

5) Visionary Leadership

Stands back and empowers others

————— End of Question List —————

2.4.2 - Summary Category Analysis:



Averaged Category value per selection group

2.5 - Time Management

Category Overview:

This refers to how well the candidate uses his own and others' time in order to achieve maximum efficiency and results

There are 3 questions in this Question Category.

2.5.1 - Question List for Category 'Time Management':

1) Time management

Manages personal time effectively

2) Time management

Respects others priorities

3) Time management

Manages meetings successfully

————— End of Question List —————

2.5.2 - Summary Category Analysis:



Averaged Category value per selection group

2.6 - Teamwork

Category Overview:

This refers to how well the candidate creates an honest, open and motivated team that is committed to the common goals

There are 3 questions in this Question Category.

2.6.1 - Question List for Category 'Teamwork':

1) Teamwork

Helps build an effective team

2) Teamwork

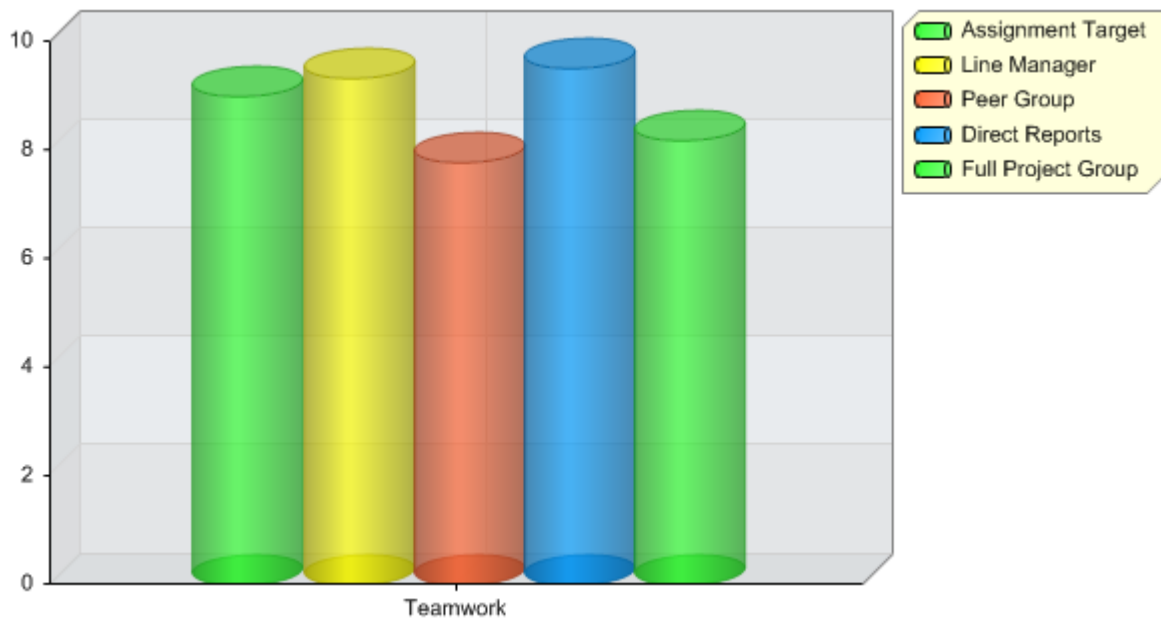
Fosters open communications

3) Teamwork

Creates a good working atmosphere

————— End of Question List —————

2.6.2 - Summary Category Analysis:



Averaged Category value per selection group

3.0 - Conclusion

And here is the spot for all your consulting conclusions.

The system is designed for a client to input questionnaires and customise report directly onto the database on their own account. The client company sees a page labelled with ABC Consulting Ltd rather than Organisational Reflections Ltd.

We think we have a powerful, flexible system.

If you would like to discuss the system please call Peter at 01383 851632 or email peter.hart@organisationalreflections.co.uk