XYZ company

Sally Sample

XYZ Company Executive Feedback Questionnaire

4 Oct 2004

Strictly Confidential

This report contains feedback gathered from the following sources:

Participant	1
Manager	1
Colleagues	3
Staff	3
Total:	**8**

Contents

General Points to Remember

Purpose Of 360º Feedback

- Feedback is essential to progress. It provides you with accurate information about the way you work with others.

- Feedback can act both as a stimulus to change your behaviour, and as a catalyst to facilitate change.

- To accelerate your professional effectiveness, you need to be aware of the consequences of your behaviour. If you are aware, you can decide whether or not the consequences match your intentions.

  This system enables you to increase your knowledge about your job and performance. For example: it can give you information about how people rate current performance, what they expect of you and how important certain behaviours are to your job.

Primary Objectives

- To develop an awareness of your relative influence and effectiveness with others.

- To develop a self-directed stategic plan for working more effectively with others.

By Enabling You To

- Analyse and process your feedback.

- Understand the consequences of your behaviour.

- Identify what you could be doing differently to maximise your working relationships with others by creating self-directed action plans.

- Identify content areas for follow-up, skill-building, training and development.

The Competencies

Decision Making

Drive / Self Motivation

Planning and Organising
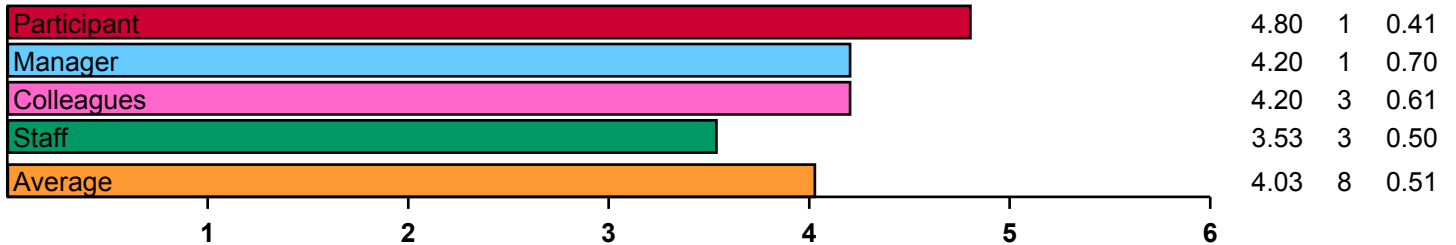
Problem Solving
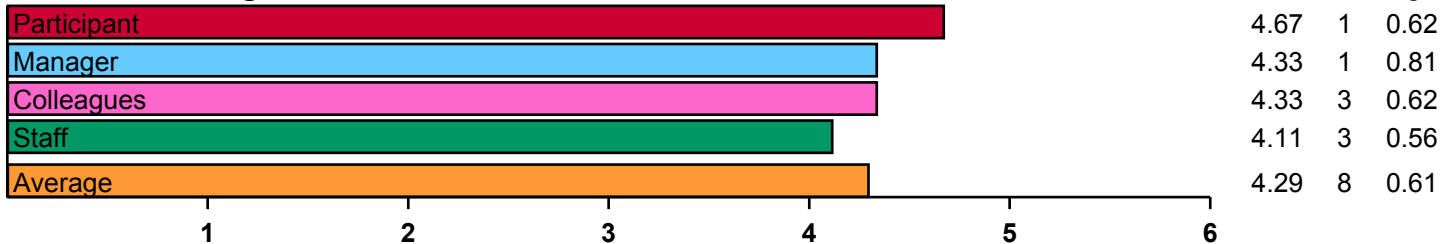
Communication
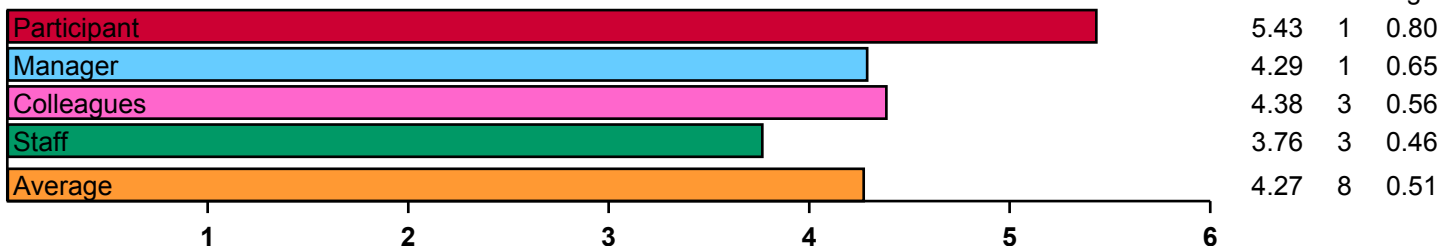
Networking and Relating

Persuading

Teamworking

Influencing

Professional / Functional skills

Use of Technology

The Rating Scale

As a reminder, the scale that was used by respondents for the questionnaire is shown below:

Performance

6 Supremely effective area

5 Strong area, done well

4 Competent area

3 Minor shortfall requiring some development

2 Weak area requiring development

1 Ineffective area, done very badly

U Unable to comment

Introduction to
Competency Overview Graphs

This demonstrates your overall scores against each of the main competency areas. These scores are the average over all the respondents, including yourself.

Avs is the average score and corresponds with the bar length.

N shows the number of respondents who answered the question.

Ags shows the degree to which people agreed about your performance.
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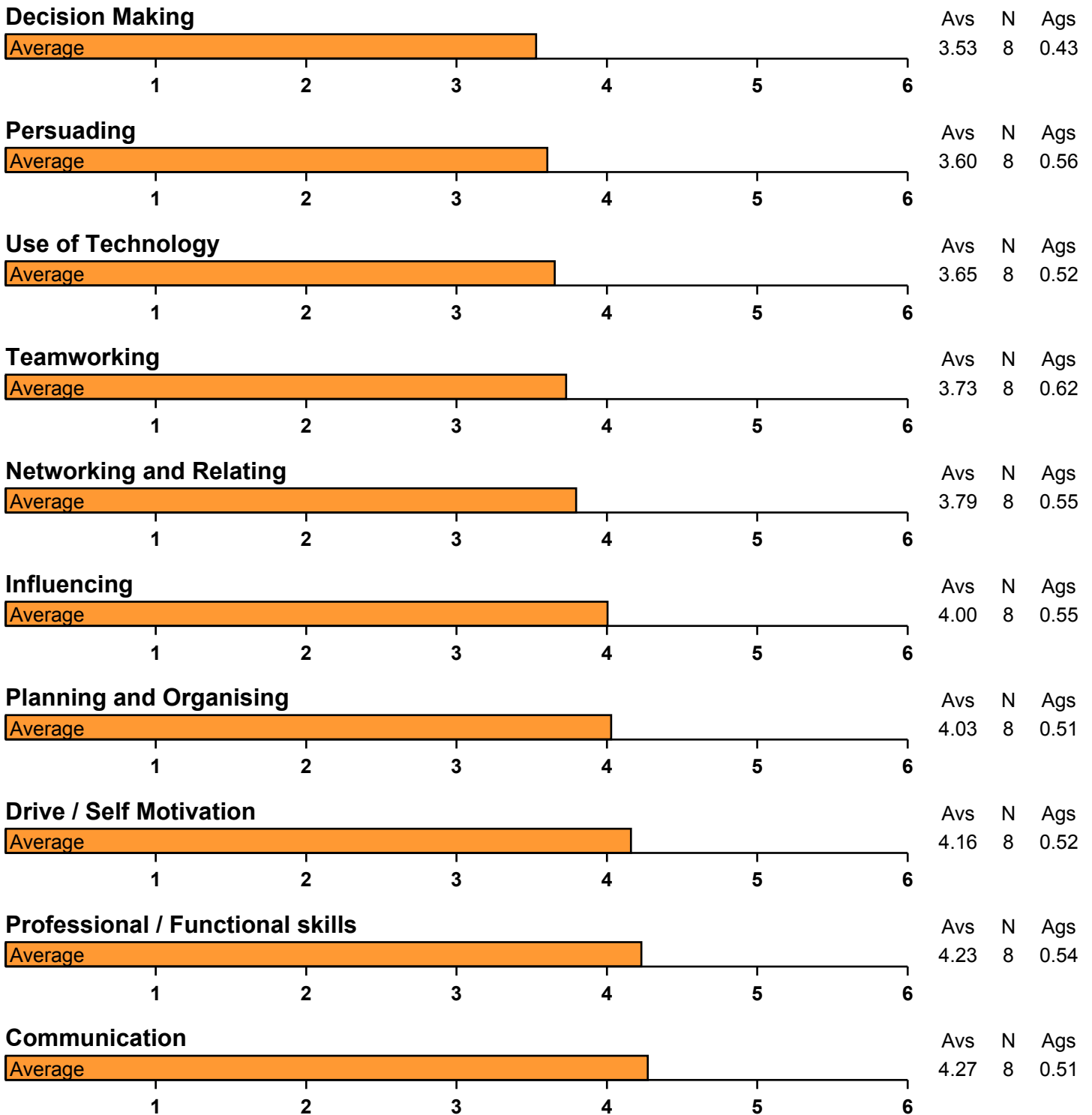
NR means no responses.

AP means anonymity protection i.e., if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

The competencies and questions are shown in ranking order based on the respondent average.

Competency Overview Graphs
Sally Sample

Decision Making

	Avs	N	Ags
	3.53	8	0.43

Average

1 2 3 4 5 6

Persuading

	Avs	N	Ags
	3.60	8	0.56

Average

1 2 3 4 5 6

Use of Technology

	Avs	N	Ags
	3.65	8	0.52

Average

1 2 3 4 5 6

Teamworking

	Avs	N	Ags
	3.73	8	0.62

Average

1 2 3 4 5 6

Networking and Relating

	Avs	N	Ags
	3.79	8	0.55

Average

1 2 3 4 5 6

Influencing

	Avs	N	Ags
	4.00	8	0.55

Average

1 2 3 4 5 6

Planning and Organising

	Avs	N	Ags
	4.03	8	0.51

Average

1 2 3 4 5 6

Drive / Self Motivation

	Avs	N	Ags
	4.16	8	0.52

Average

1 2 3 4 5 6

Professional / Functional skills

	Avs	N	Ags
	4.23	8	0.54

Average

1 2 3 4 5 6

Communication

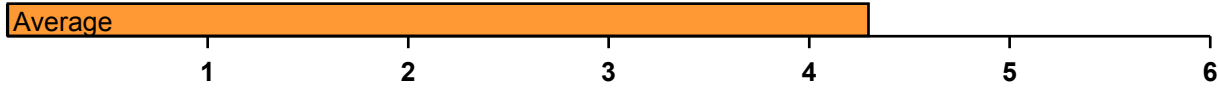|	Avs	N	Ags
	4.27	8	0.51

Average

1 2 3 4 5 6

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Competency Overview Graphs
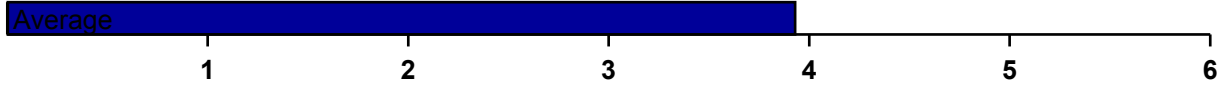## Sally Sample

Problem Solving

	Avs	N	Ags
Average	4.29	8	0.61

1 2 3 4 5 6

Composite

	Avs	N	Ags
Average	3.93	8	0.52

1 2 3 4 5 6

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Introduction to
Question Overview Graphs

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Question Overview Graphs
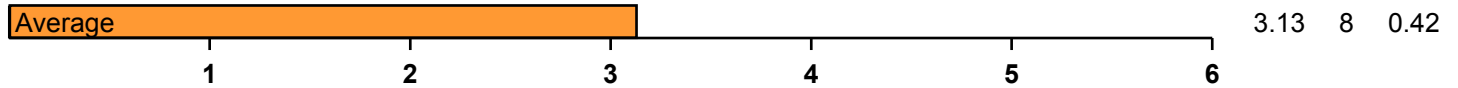## Sally Sample

Decision Making

	Avs	N	Ags
	3.53	8	0.43

Average

1   2   3   4   5   6

55. Considers sufficient options before making a decision

	Avs	N	Ags
	4.25	8	0.56

Average

1   2   3   4   5   6

26. Makes good use of available information

	Avs	N	Ags
	4.13	8	0.53

Average

1   2   3   4   5   6

47. Makes sound decisions under pressure

	Avs	N	Ags
	3.13	8	0.42

Average

1   2   3   4   5   6

1. Makes judgements logically

	Avs	N	Ags
	3.13	8	0.45

Average

1   2   3   4   5   6

40. Produces new ideas

	Avs	N	Ags
	3.00	8	0.40

Average

1   2   3   4   5   6

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Question Overview Graphs
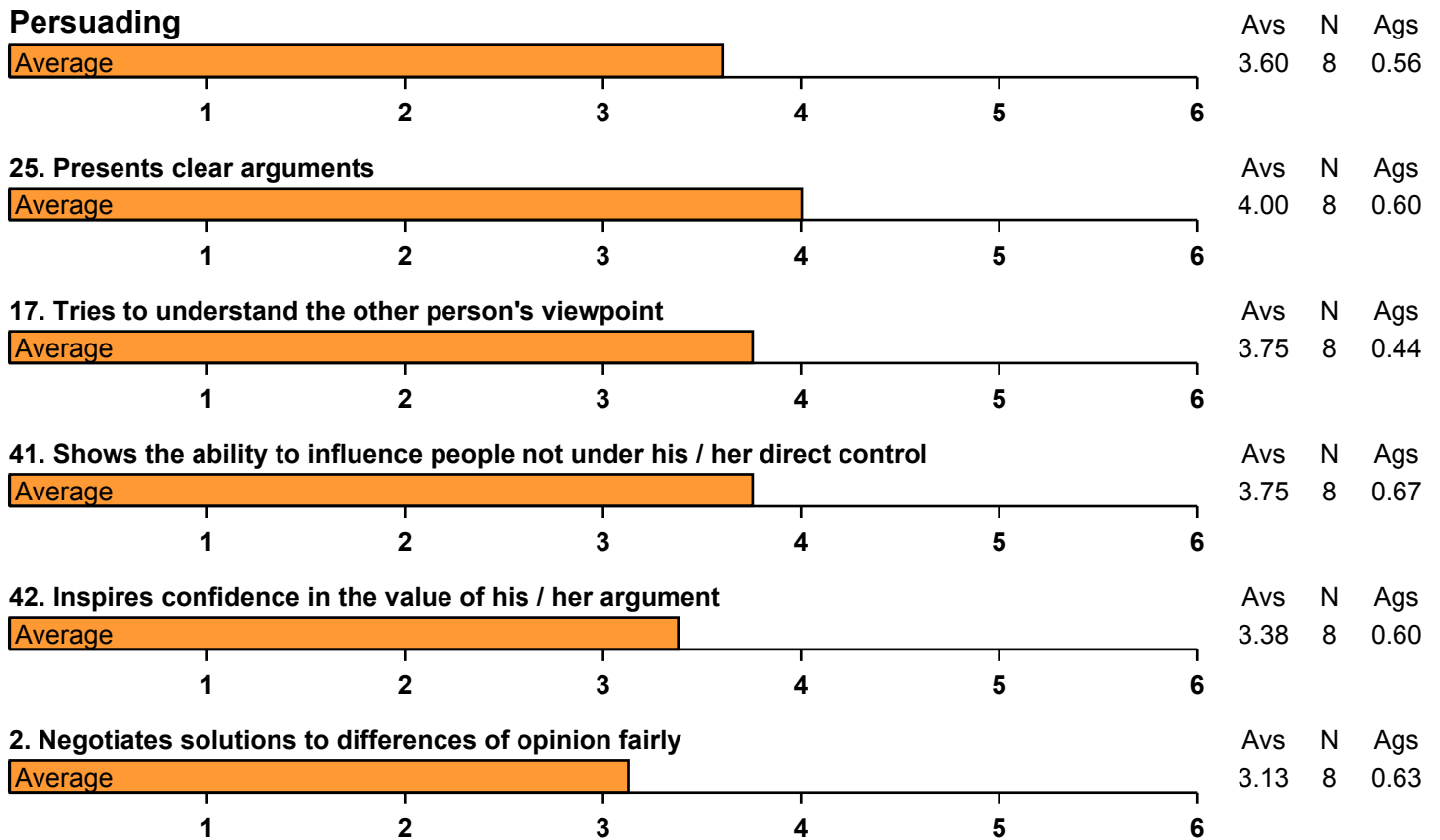## Sally Sample

Persuading

	Avs	N	Ags
Average	3.60	8	0.56

1   2   3   4   5   6

25. Presents clear arguments

	Avs	N	Ags
Average	4.00	8	0.60

1   2   3   4   5   6

17. Tries to understand the other person's viewpoint

	Avs	N	Ags
Average	3.75	8	0.44

1   2   3   4   5   6

41. Shows the ability to influence people not under his / her direct control

	Avs	N	Ags
Average	3.75	8	0.67

1   2   3   4   5   6

42. Inspires confidence in the value of his / her argument

	Avs	N	Ags
Average	3.38	8	0.60

1   2   3   4   5   6

2. Negotiates solutions to differences of opinion fairly

	Avs	N	Ags
Average	3.13	8	0.63

1   2   3   4   5   6

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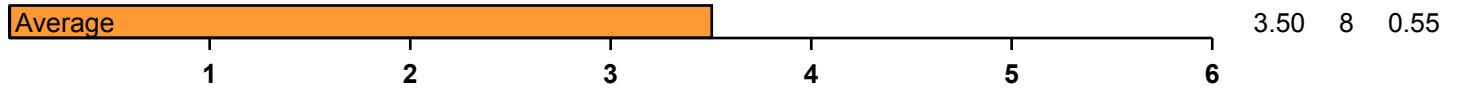
Question Overview Graphs
Sally Sample

	Avs	N	Ags
Use of Technology	3.65	8	0.52

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

	Avs	N	Ags
34. Encourages others to use business technology	4.50	8	0.60

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

	Avs	N	Ags
52. Embraces technical change in their part of the business	3.75	8	0.44

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

	Avs	N	Ags
13. Keeps up to date on business technology appropriate to their work	3.50	8	0.55

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

	Avs	N	Ags
43. Seeks advice when technical problems occur	3.25	8	0.52

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

	Avs	N	Ags
7. Uses communication technology appropriately	3.25	8	0.74

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

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Question Overview Graphs
Sally Sample

Teamworking

	Avs	N	Ags
Average	3.73	8	0.62

1 2 3 4 5 6

35. Is willing to accept other team members' ideas and contributions

	Avs	N	Ags
Average	4.25	8	0.67

1 2 3 4 5 6

48. Supports the team's objectives

	Avs	N	Ags
Average	3.63	8	0.72

1 2 3 4 5 6

10. Shares credit and recognition for accomplishments

	Avs	N	Ags
Average	3.63	8	0.72

1 2 3 4 5 6

16. Is open and shares information

	Avs	N	Ags
Average	3.63	8	0.66

1 2 3 4 5 6

44. Supports other team members

	Avs	N	Ags
Average	3.50	8	0.47

1 2 3 4 5 6

Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graphs
Sally Sample

Networking and Relating

	Avs	N	Ags
	3.79	8	0.55

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

6. Behaves honestly and ethically

	Avs	N	Ags
	4.38	8	0.56

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

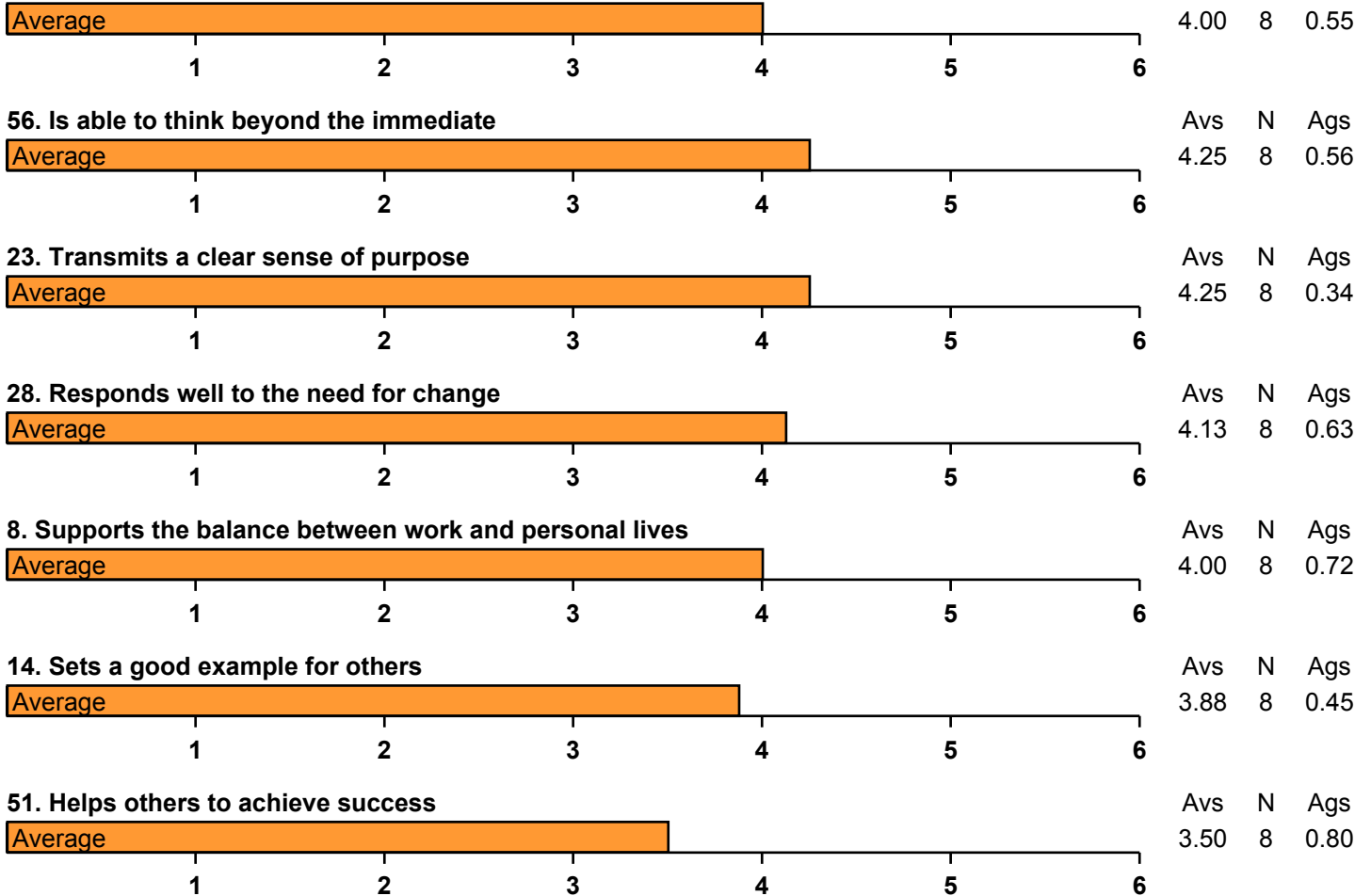**37. Builds co-operative relationships with people outside immediate work area**

	Avs	N	Ags
	4.13	8	0.49

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

39. Seeks to resolve areas of conflict

	Avs	N	Ags
	3.88	8	0.58

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

32. Knows the right person to contact

	Avs	N	Ags
	3.75	8	0.61

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

45. Builds co-operative relationships with immediate colleagues

	Avs	N	Ags
	3.38	8	0.72

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

22. Deals with people diplomatically

	Avs	N	Ags
	3.25	8	0.52

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

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Question Overview Graphs
Sally Sample

	Avs	N	Ags

Influencing

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

Avs 4.00 N 8 Ags 0.55

56. Is able to think beyond the immediate

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

Avs 4.25 N 8 Ags 0.56

23. Transmits a clear sense of purpose

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

Avs 4.25 N 8 Ags 0.34

28. Responds well to the need for change

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

Avs 4.13 N 8 Ags 0.63

8. Supports the balance between work and personal lives

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

Avs 4.00 N 8 Ags 0.72

14. Sets a good example for others

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

Avs 3.88 N 8 Ags 0.45

51. Helps others to achieve success

Average

| 1 | 2 | 3 | 4 | 5 | 6 |

Avs 3.50 N 8 Ags 0.80

Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graphs
Sally Sample

Planning and Organising

	Avs	N	Ags
	4.03	8	0.51

Average

1　　2　　3　　4　　5　　6

15. Checks to ensure plans are on course

	Avs	N	Ags
	4.75	8	0.61

Average

1　　2　　3　　4　　5　　6

9. Sets clear objectives

	Avs	N	Ags
	4.50	8	0.60

Average

1　　2　　3　　4　　5　　6

46. Completes work within an agreed time frame

	Avs	N	Ags
	4.00	8	0.51

Average

1　　2　　3　　4　　5　　6

54. Achieves goals through realistic planning

	Avs	N	Ags
	3.50	8	0.72

Average

1　　2　　3　　4　　5　　6

5. Uses his / her time effectively

	Avs	N	Ags
	3.38	8	0.44

Average

1　　2　　3　　4　　5　　6

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Question Overview Graphs
Sally Sample

Drive / Self Motivation

	Avs	N	Ags
Average	4.16	8	0.52

    1   2   3   4   5   6

21. Demonstrates high personal standards

	Avs	N	Ags
Average	4.88	8	0.58

    1   2   3   4   5   6

3. Works hard to deliver what is needed

	Avs	N	Ags
Average	4.00	8	0.72

    1   2   3   4   5   6

36. Shows initiative

	Avs	N	Ags
Average	4.00	8	0.47

    1   2   3   4   5   6

53. Perseveres towards goals despite problems

	Avs	N	Ags
Average	3.75	8	0.48

    1   2   3   4   5   6

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Question Overview Graphs
Sally Sample

Professional / Functional skills

	Avs	N	Ags
Average	4.23	8	0.54

1 2 3 4 5 6

18. Demonstrates an in-depth knowledge of their own professional / functional activity

	Avs	N	Ags
Average	4.75	8	0.52

1 2 3 4 5 6

33. Demonstrates due regard for costs

	Avs	N	Ags
Average	4.50	8	0.60

1 2 3 4 5 6

27. Provides professional / functional support to others

	Avs	N	Ags
Average	4.50	8	0.60

1 2 3 4 5 6

49. Discusses technical matters in words you can understand

	Avs	N	Ags
Average	3.88	8	0.45

1 2 3 4 5 6

4. Keeps up to date with trends or developments in their own technical discipline

	Avs	N	Ags
Average	3.50	8	0.80

1 2 3 4 5 6

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Question Overview Graphs
Sally Sample

Communication

	Avs	N	Ags
Average	4.27	8	0.51

1 2 3 4 5 6

20. Presents ideas and information in a well organised manner

	Avs	N	Ags
Average	4.38	8	0.60

1 2 3 4 5 6

24. Listens to others

	Avs	N	Ags
Average	4.38	8	0.47

1 2 3 4 5 6

30. Answers questions specifically and to the point

	Avs	N	Ags
Average	4.38	8	0.60

1 2 3 4 5 6

50. Supplies information required by others

	Avs	N	Ags
Average	4.25	8	0.48

1 2 3 4 5 6

38. Asks questions to clarify what people are saying

	Avs	N	Ags
Average	4.25	8	0.67

1 2 3 4 5 6

11. Writes in a clear concise style

	Avs	N	Ags
Average	4.25	8	0.38

1 2 3 4 5 6

29. Seeks information required by him / herself

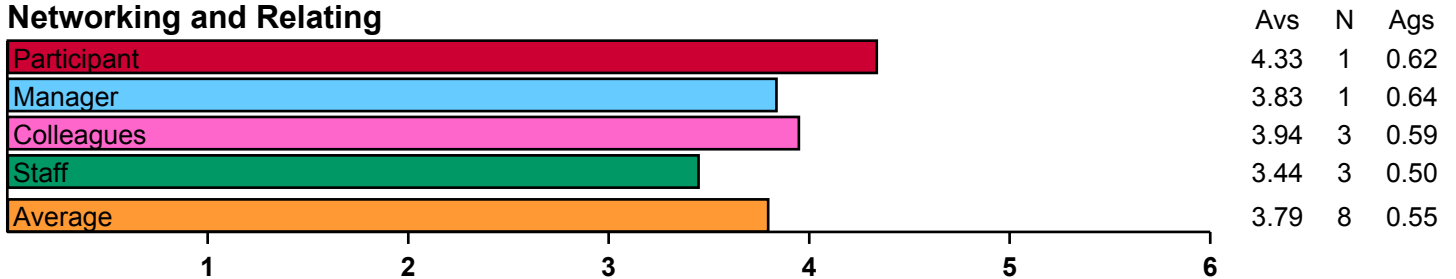|	Avs	N	Ags
Average	4.00	8	0.43

1 2 3 4 5 6

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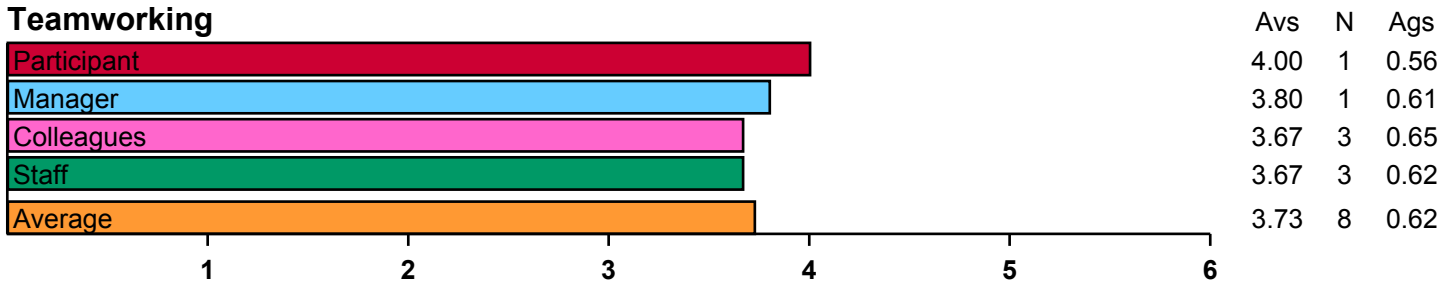
Question Overview Graphs
Sally Sample

Problem Solving

	Avs	N	Ags
Average	4.29	8	0.61

1 2 3 4 5 6

31. Identifies problems at their early stages

	Avs	N	Ags
Average	4.63	8	0.60

1 2 3 4 5 6

12. Considers the root of a problem, not just its symptoms

	Avs	N	Ags
Average	4.38	8	0.66

1 2 3 4 5 6

19. Develops practical solutions to problems

	Avs	N	Ags
Average	3.88	8	0.63

1 2 3 4 5 6

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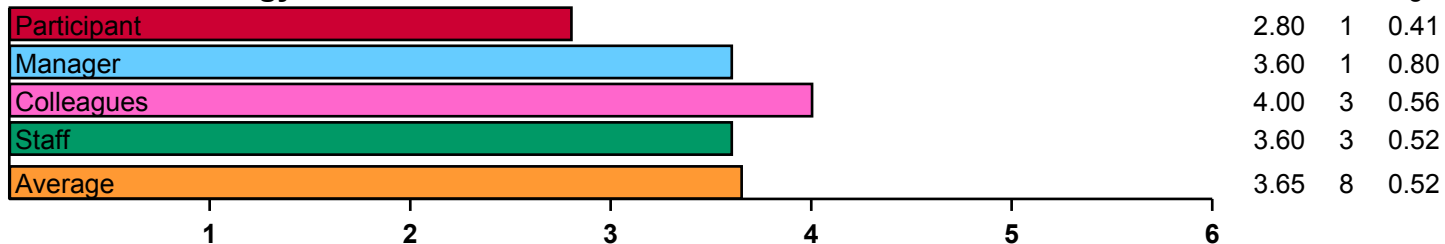
Introduction to
Competency Rater Overview

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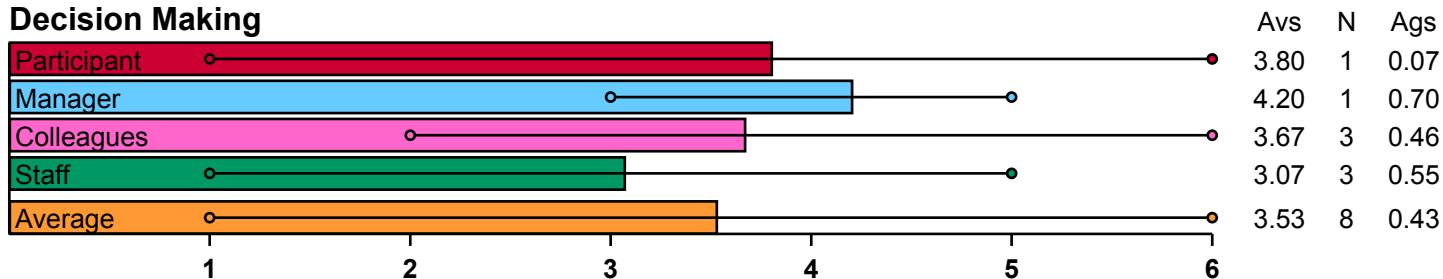
Competency Rater Overview
Sally Sample

Decision Making

	Avs	N	Ags
Participant	3.80	1	0.07
Manager	4.20	1	0.70
Colleagues	3.67	3	0.46
Staff	3.07	3	0.55
Average	3.53	8	0.43

1 2 3 4 5 6

Drive / Self Motivation

	Avs	N	Ags
Participant	4.75	1	0.34
Manager	4.75	1	0.56
Colleagues	4.08	3	0.62
Staff	3.83	3	0.54
Average	4.16	8	0.52

1 2 3 4 5 6

Planning and Organising

	Avs	N	Ags
Participant	4.80	1	0.41
Manager	4.20	1	0.70
Colleagues	4.20	3	0.61
Staff	3.53	3	0.50
Average	4.03	8	0.51

1 2 3 4 5 6

Problem Solving

	Avs	N	Ags
Participant	4.67	1	0.62
Manager	4.33	1	0.81
Colleagues	4.33	3	0.62
Staff	4.11	3	0.56
Average	4.29	8	0.61

1 2 3 4 5 6

Communication

	Avs	N	Ags
Participant	5.43	1	0.80
Manager	4.29	1	0.65
Colleagues	4.38	3	0.56
Staff	3.76	3	0.46
Average	4.27	8	0.51

1 2 3 4 5 6

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Competency Rater Overview
Sally Sample

Networking and Relating

	Avs	N	Ags
Participant	4.33	1	0.62
Manager	3.83	1	0.64
Colleagues	3.94	3	0.59
Staff	3.44	3	0.50
Average	3.79	8	0.55

Persuading

	Avs	N	Ags
Participant	3.80	1	0.53
Manager	4.00	1	0.75
Colleagues	3.47	3	0.68
Staff	3.53	3	0.46
Average	3.60	8	0.56

Teamworking

	Avs	N	Ags
Participant	4.00	1	0.56
Manager	3.80	1	0.61
Colleagues	3.67	3	0.65
Staff	3.67	3	0.62
Average	3.73	8	0.62

Influencing

	Avs	N	Ags
Participant	4.33	1	0.70
Manager	4.17	1	0.73
Colleagues	4.22	3	0.63
Staff	3.61	3	0.43
Average	4.00	8	0.55

Professional / Functional skills

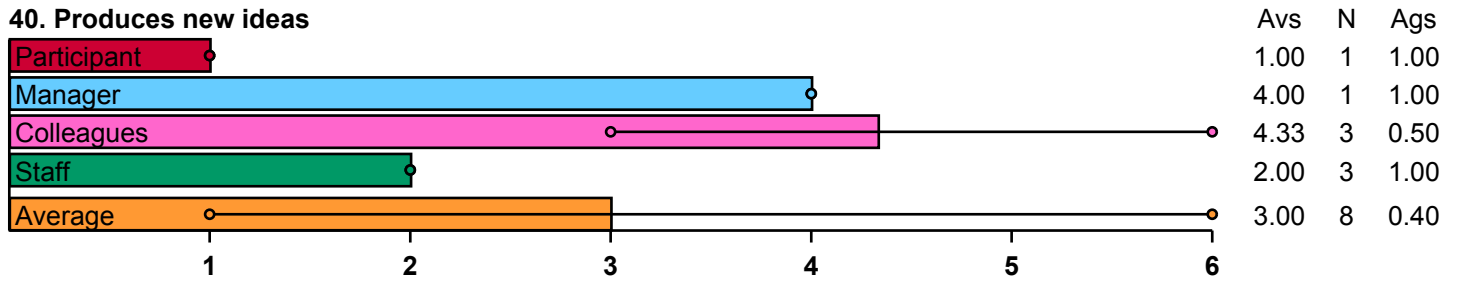|	Avs	N	Ags
Participant	5.00	1	0.49
Manager	3.80	1	0.53
Colleagues	4.27	3	0.55
Staff	4.07	3	0.60
Average	4.23	8	0.54

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Competency Rater Overview
Sally Sample

Use of Technology

	Avs	N	Ags
Participant	2.80	1	0.41
Manager	3.60	1	0.80
Colleagues	4.00	3	0.56
Staff	3.60	3	0.52
Average	3.65	8	0.52

Composite

	Avs	N	Ags
Participant	4.36	1	0.41
Manager	4.07	1	0.65
Colleagues	4.02	3	0.57
Staff	3.64	3	0.50
Average	3.93	8	0.52

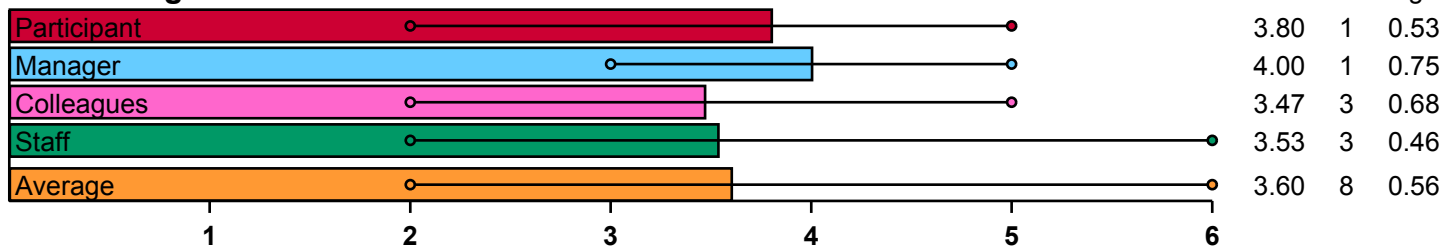Avs - Average Score N - Number of Responses Ags - Agreement Score
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Introduction to
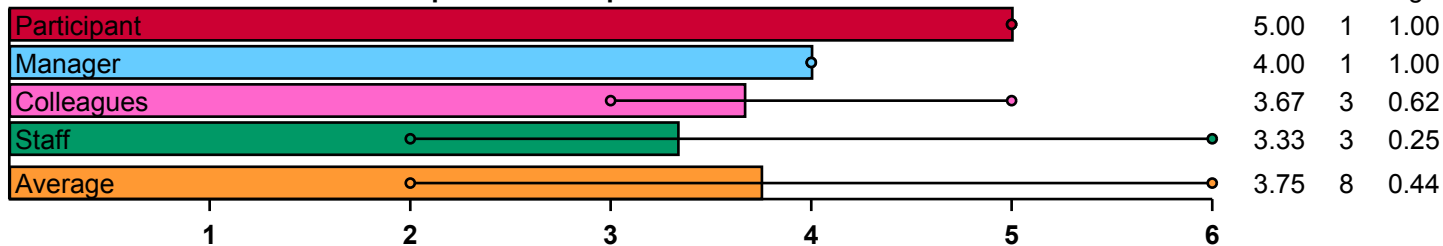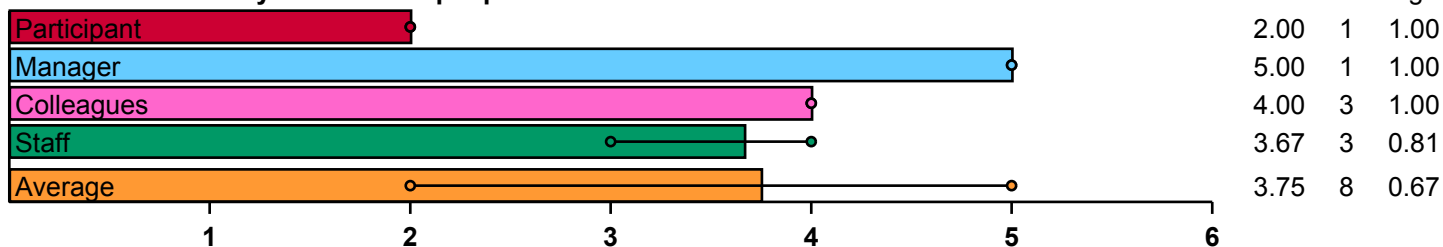## Detailed Information

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The competencies and questions are shown in ranking order based on the respondent average.

Detailed Information
Sally Sample

Decision Making

	Avs	N	Ags
Participant	3.80	1	0.07
Manager	4.20	1	0.70
Colleagues	3.67	3	0.46
Staff	3.07	3	0.55
Average	3.53	8	0.43

55. Considers sufficient options before making a decision

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	4.00	1	1.00
Colleagues	3.67	3	0.50
Staff	4.33	3	0.81
Average	4.25	8	0.56

26. Makes good use of available information

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.33	3	0.50
Staff	3.33	3	0.62
Average	4.13	8	0.53

47. Makes sound decisions under pressure

	Avs	N	Ags
Participant	1.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.00	3	0.67
Staff	2.33	3	0.62
Average	3.13	8	0.42

1. Makes judgements logically

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	3.00	1	1.00
Colleagues	2.00	3	1.00
Staff	3.33	3	0.62
Average	3.13	8	0.45

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

40. Produces new ideas

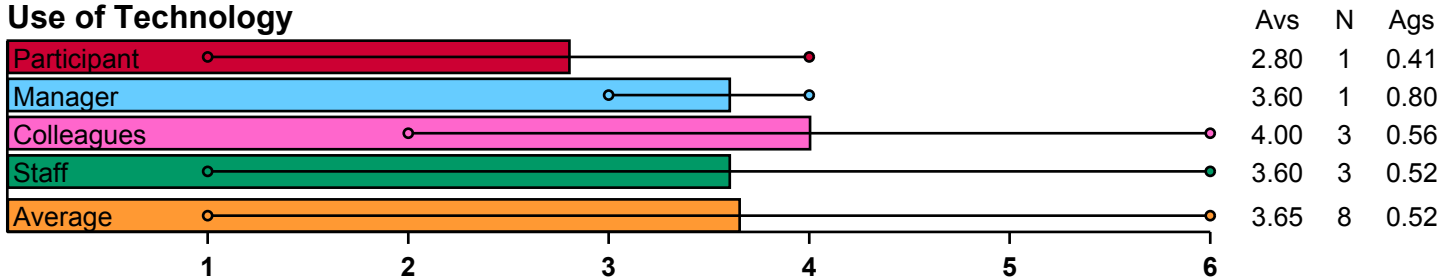|	Avs	N	Ags
Participant	1.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.33	3	0.50
Staff	2.00	3	1.00
Average	3.00	8	0.40

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected
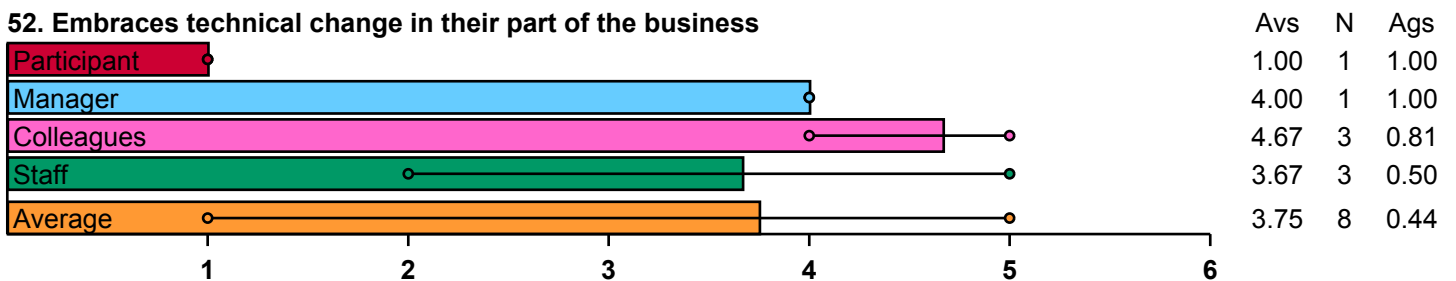
Detailed Information
Sally Sample

Persuading
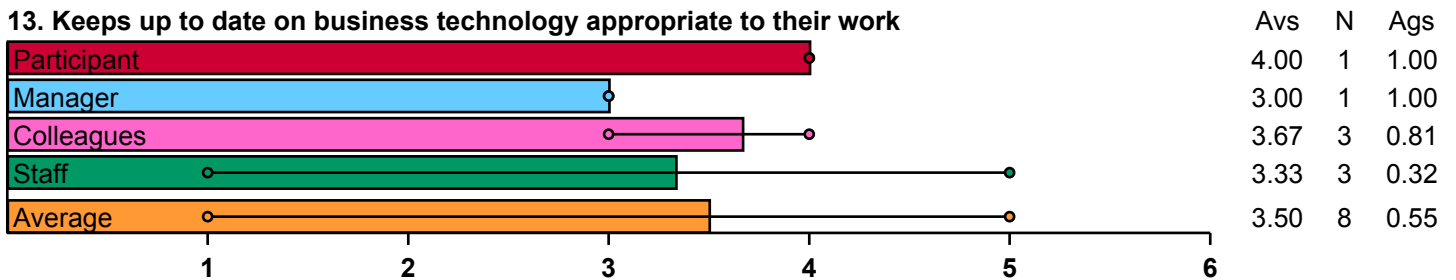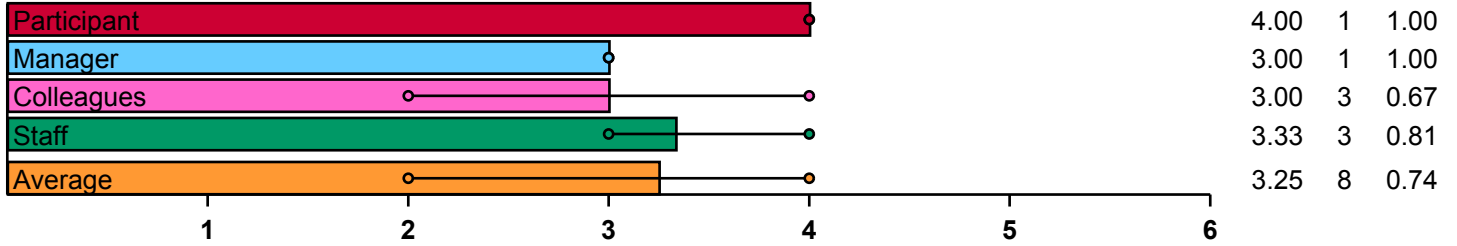
	Avs	N	Ags
Participant	3.80	1	0.53
Manager	4.00	1	0.75
Colleagues	3.47	3	0.68
Staff	3.53	3	0.46
Average	3.60	8	0.56

25. Presents clear arguments

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.00	3	0.67
Staff	4.00	3	0.43
Average	4.00	8	0.60

17. Tries to understand the other person's viewpoint

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	4.00	1	1.00
Colleagues	3.67	3	0.62
Staff	3.33	3	0.25
Average	3.75	8	0.44

41. Shows the ability to influence people not under his / her direct control

	Avs	N	Ags
Participant	2.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.00	3	1.00
Staff	3.67	3	0.81
Average	3.75	8	0.67

42. Inspires confidence in the value of his / her argument

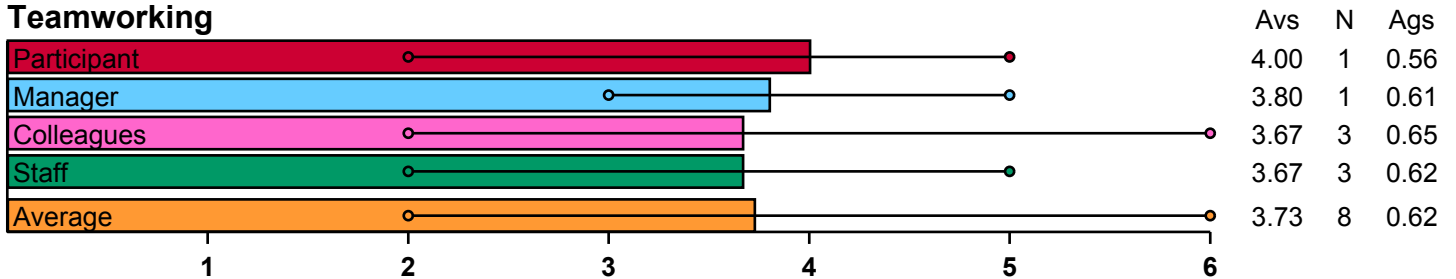|	Avs	N	Ags
Participant	3.00	1	1.00
Manager	3.00	1	1.00
Colleagues	2.67	3	0.81
Staff	4.33	3	0.62
Average	3.38	8	0.60

Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information
Sally Sample

2. Negotiates solutions to differences of opinion fairly
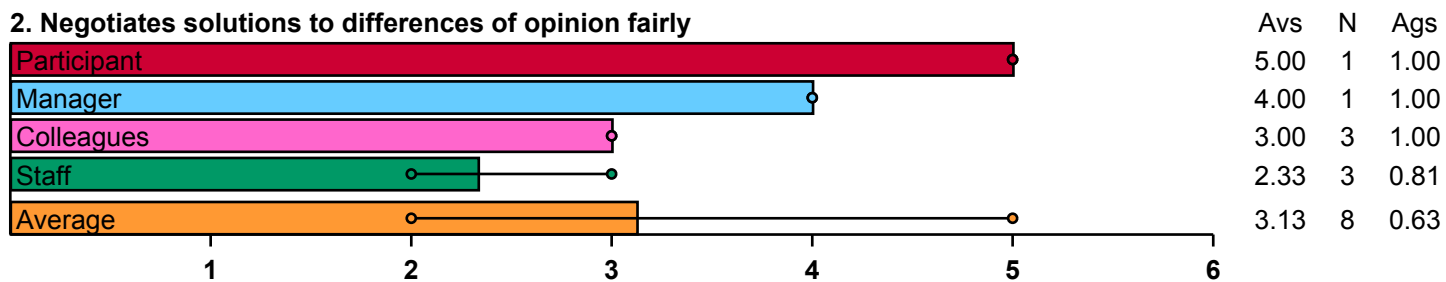
	Avs	N	Ags
Participant	5.00	1	1.00
Manager	4.00	1	1.00
Colleagues	3.00	3	1.00
Staff	2.33	3	0.81
Average	3.13	8	0.63

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected
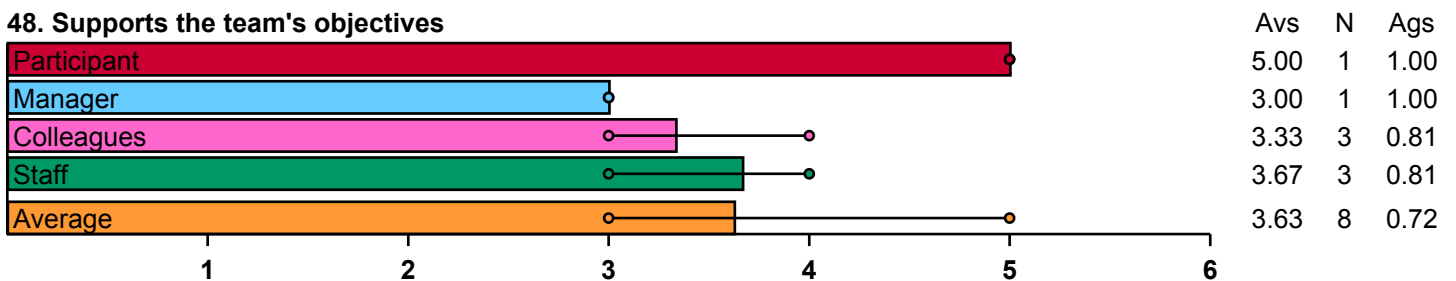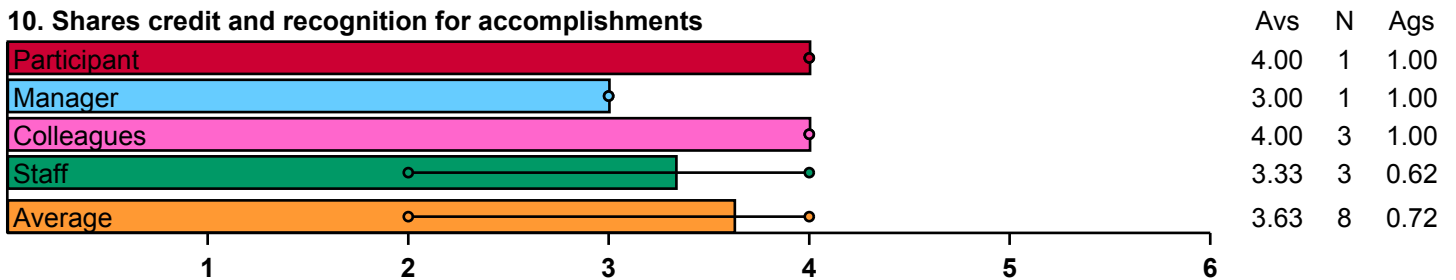
Detailed Information
Sally Sample

Use of Technology

	Avs	N	Ags
Participant	2.80	1	0.41
Manager	3.60	1	0.80
Colleagues	4.00	3	0.56
Staff	3.60	3	0.52
Average	3.65	8	0.52

34. Encourages others to use business technology

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	4.00	1	1.00
Colleagues	5.00	3	0.67
Staff	4.33	3	0.50
Average	4.50	8	0.60

52. Embraces technical change in their part of the business

	Avs	N	Ags
Participant	1.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.67	3	0.81
Staff	3.67	3	0.50
Average	3.75	8	0.44

13. Keeps up to date on business technology appropriate to their work

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	3.00	1	1.00
Colleagues	3.67	3	0.81
Staff	3.33	3	0.32
Average	3.50	8	0.55

43. Seeks advice when technical problems occur

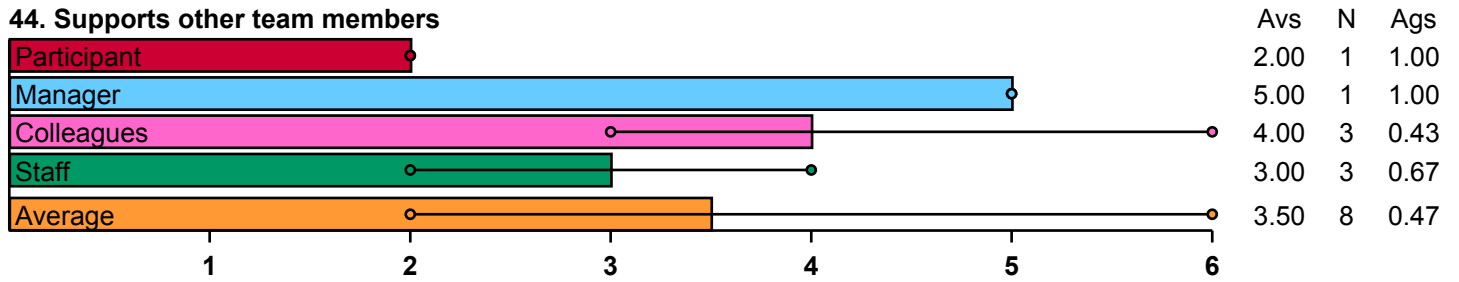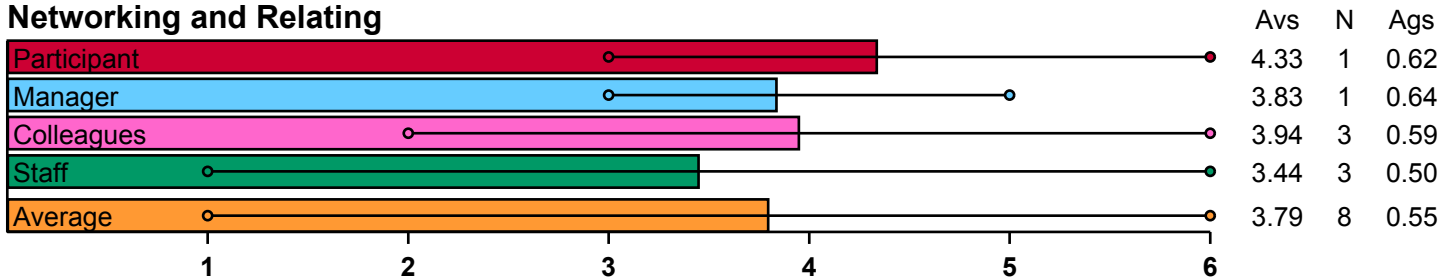|	Avs	N	Ags
Participant	1.00	1	1.00
Manager	4.00	1	1.00
Colleagues	3.67	3	0.50
Staff	3.33	3	0.81
Average	3.25	8	0.52
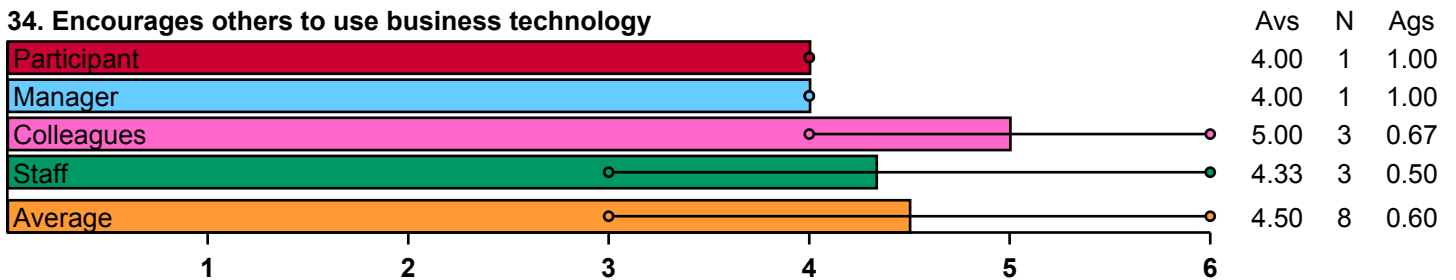
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information
Sally Sample
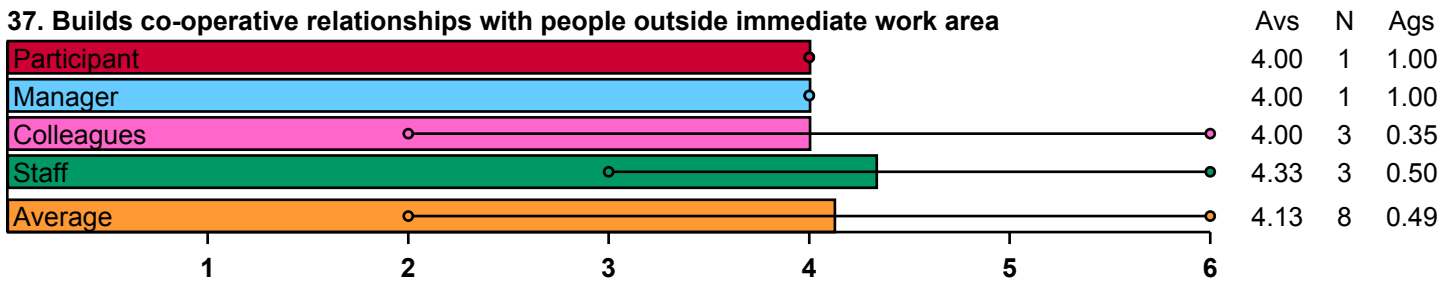
7. Uses communication technology appropriately

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	3.00	1	1.00
Colleagues	3.00	3	0.67
Staff	3.33	3	0.81
Average	3.25	8	0.74

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Teamworking

	Avs	N	Ags
Participant	4.00	1	0.56
Manager	3.80	1	0.61
Colleagues	3.67	3	0.65
Staff	3.67	3	0.62
Average	3.73	8	0.62

35. Is willing to accept other team members' ideas and contributions

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	5.00	1	1.00
Colleagues	3.67	3	0.81
Staff	4.33	3	0.62
Average	4.25	8	0.67

48. Supports the team's objectives

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	3.00	1	1.00
Colleagues	3.33	3	0.81
Staff	3.67	3	0.81
Average	3.63	8	0.72

10. Shares credit and recognition for accomplishments

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	3.00	1	1.00
Colleagues	4.00	3	1.00
Staff	3.33	3	0.62
Average	3.63	8	0.72

16. Is open and shares information

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	3.00	1	1.00
Colleagues	3.33	3	0.62
Staff	4.00	3	0.67
Average	3.63	8	0.66

Avs - Average Score N - Number of Responses Ags - Agreement Score
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44. Supports other team members

	Avs	N	Ags
Participant	2.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.00	3	0.43
Staff	3.00	3	0.67
Average	3.50	8	0.47

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected
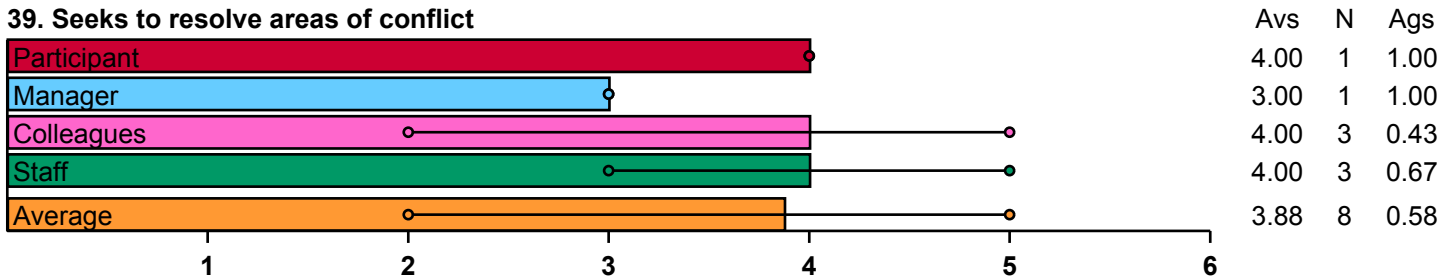
Detailed Information
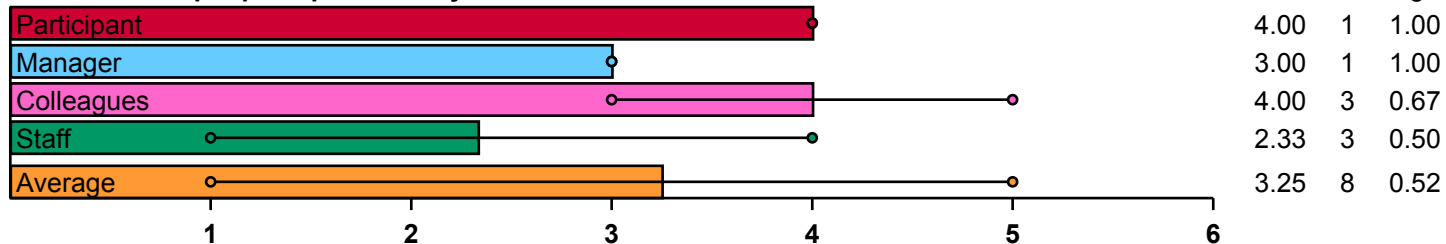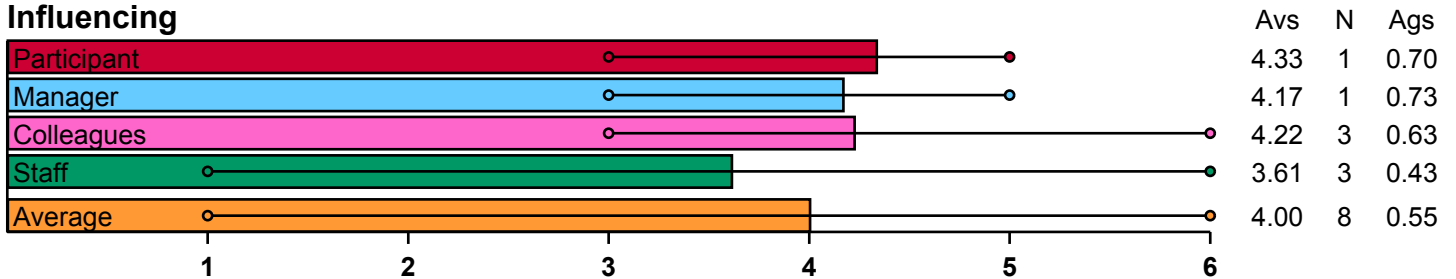## Sally Sample
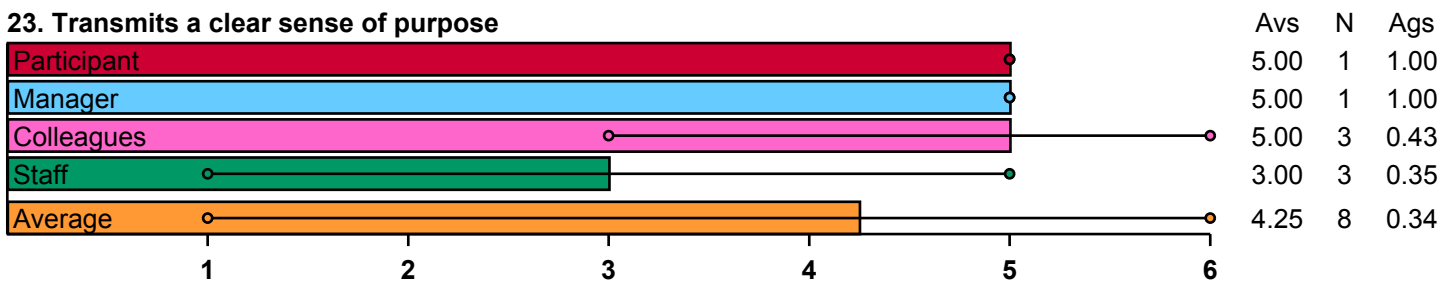
Networking and Relating

	Avs	N	Ags
Participant	4.33	1	0.62
Manager	3.83	1	0.64
Colleagues	3.94	3	0.59
Staff	3.44	3	0.50
Average	3.79	8	0.55

6. Behaves honestly and ethically

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.33	3	0.81
Staff	3.67	3	0.50
Average	4.38	8	0.56

37. Builds co-operative relationships with people outside immediate work area

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.00	3	0.35
Staff	4.33	3	0.50
Average	4.13	8	0.49

39. Seeks to resolve areas of conflict

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	3.00	1	1.00
Colleagues	4.00	3	0.43
Staff	4.00	3	0.67
Average	3.88	8	0.58

32. Knows the right person to contact

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	5.00	1	1.00
Colleagues	3.67	3	0.81
Staff	3.00	3	0.67
Average	3.75	8	0.61

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Detailed Information
Sally Sample

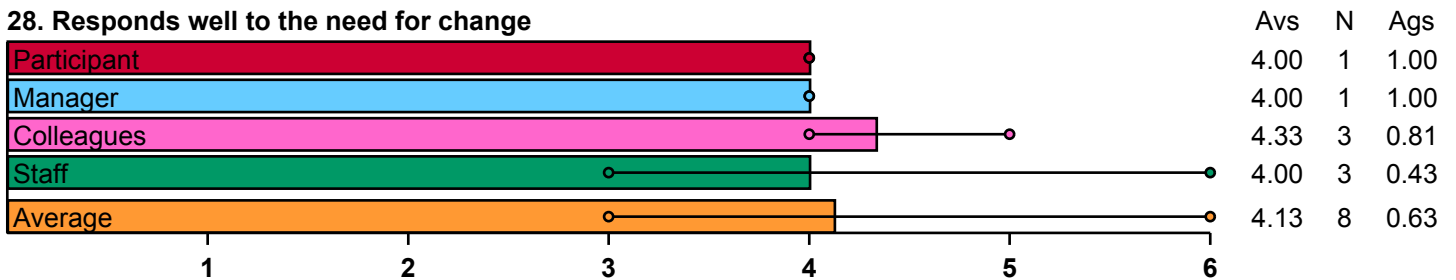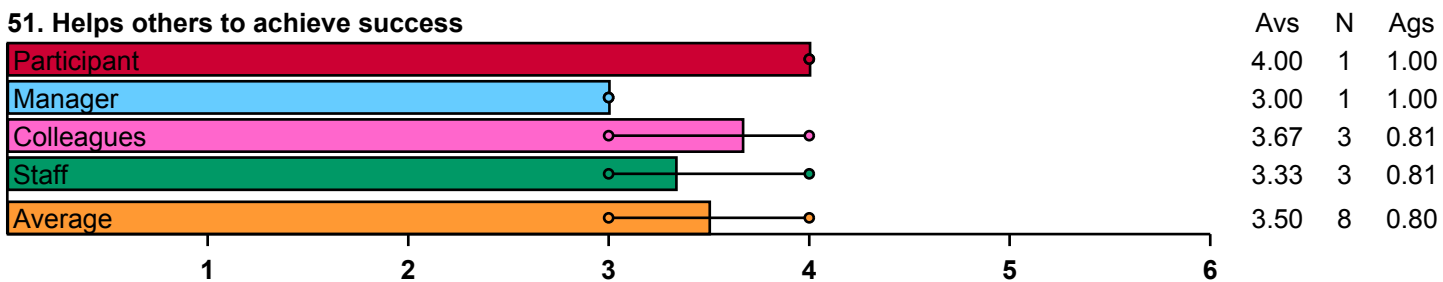**45. Builds co-operative relationships with immediate colleagues**
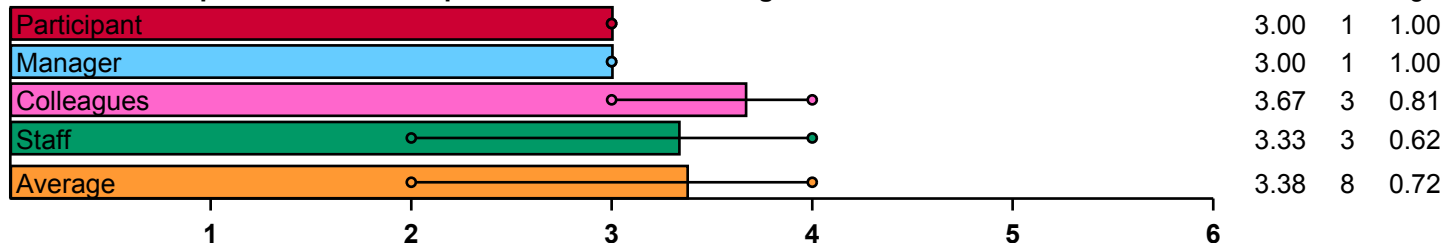
	Avs	N	Ags
Participant	3.00	1	1.00
Manager	3.00	1	1.00
Colleagues	3.67	3	0.81
Staff	3.33	3	0.62
Average	3.38	8	0.72

22. Deals with people diplomatically

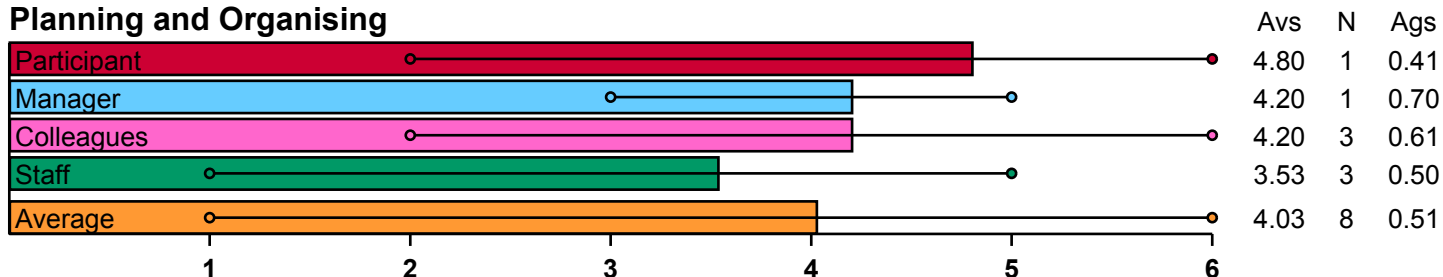|	Avs	N	Ags
Participant	4.00	1	1.00
Manager	3.00	1	1.00
Colleagues	4.00	3	0.67
Staff	2.33	3	0.50
Average	3.25	8	0.52

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Detailed Information
Sally Sample
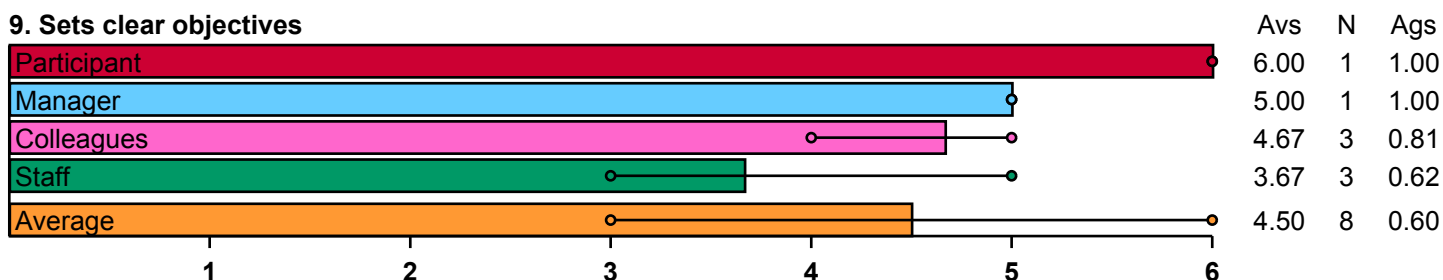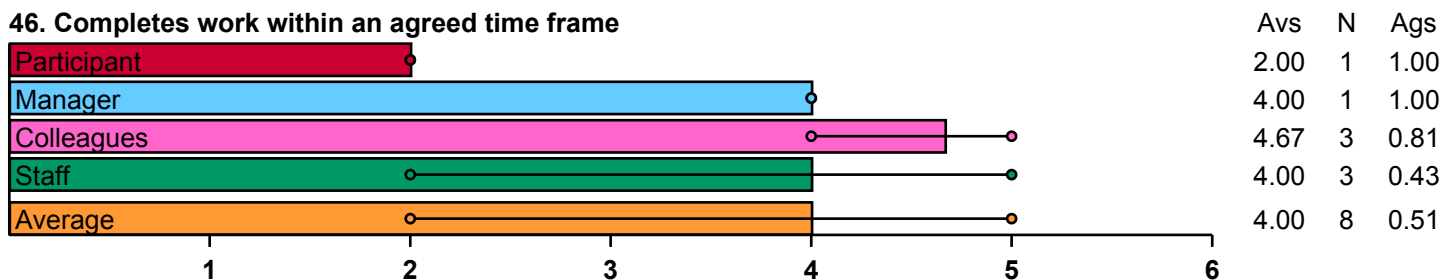
Influencing

	Avs	N	Ags
Participant	4.33	1	0.70
Manager	4.17	1	0.73
Colleagues	4.22	3	0.63
Staff	3.61	3	0.43
Average	4.00	8	0.55

56. Is able to think beyond the immediate

	Avs	N	Ags
Participant	3.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.67	3	0.81
Staff	4.00	3	0.43
Average	4.25	8	0.56

23. Transmits a clear sense of purpose

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	5.00	1	1.00
Colleagues	5.00	3	0.43
Staff	3.00	3	0.35
Average	4.25	8	0.34

28. Responds well to the need for change

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.33	3	0.81
Staff	4.00	3	0.43
Average	4.13	8	0.63

8. Supports the balance between work and personal lives

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	4.00	1	1.00
Colleagues	3.67	3	0.81
Staff	4.00	3	0.67
Average	4.00	8	0.72

Avs - Average Score N - Number of Responses Ags - Agreement Score
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14. Sets a good example for others

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.00	3	0.67
Staff	3.33	3	0.25
Average	3.88	8	0.45

51. Helps others to achieve success

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	3.00	1	1.00
Colleagues	3.67	3	0.81
Staff	3.33	3	0.81
Average	3.50	8	0.80

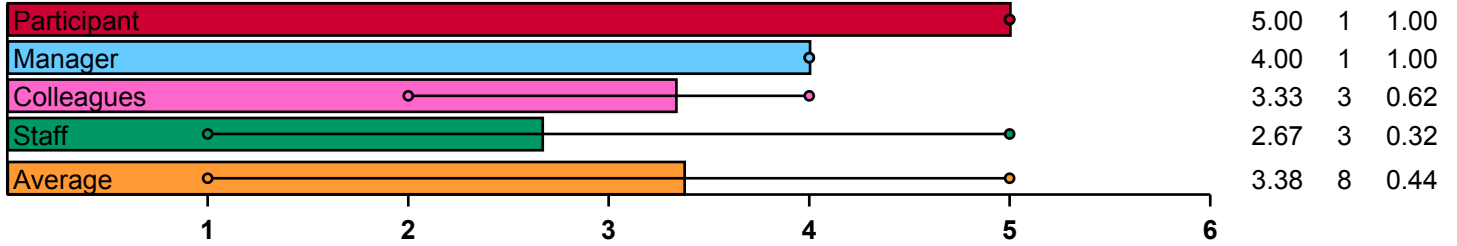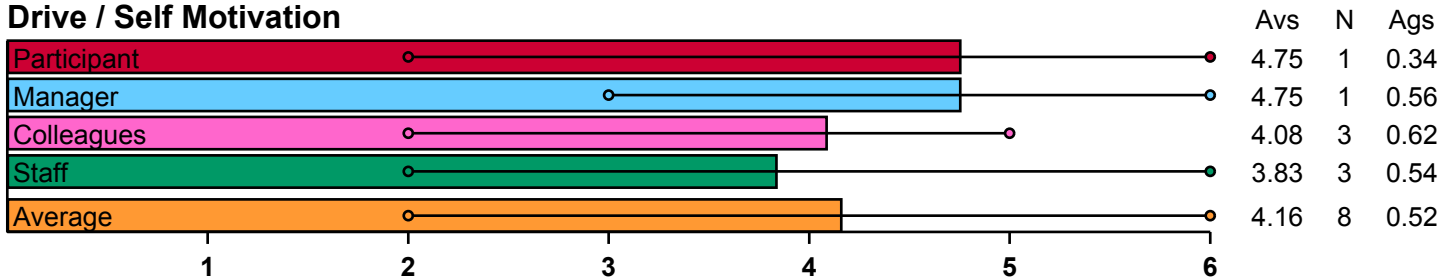Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Detailed Information
Sally Sample
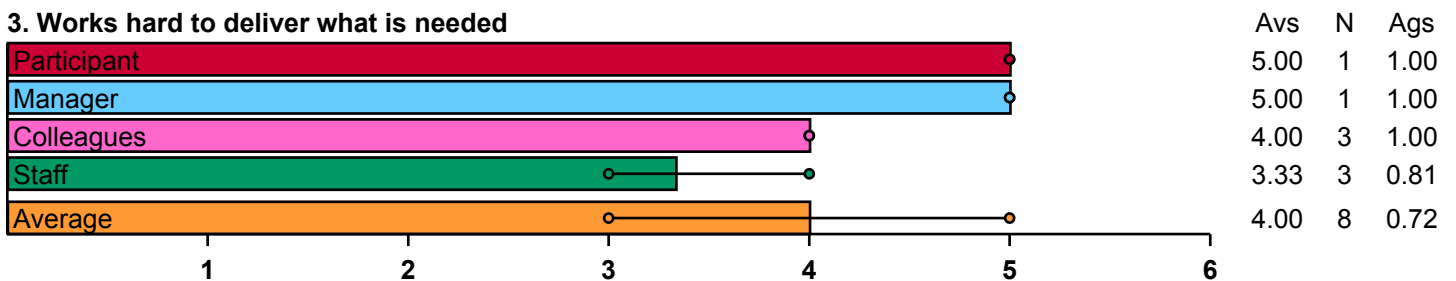
Planning and Organising

	Avs	N	Ags
Participant	4.80	1	0.41
Manager	4.20	1	0.70
Colleagues	4.20	3	0.61
Staff	3.53	3	0.50
Average	4.03	8	0.51

15. Checks to ensure plans are on course

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	5.00	1	1.00
Colleagues	5.00	3	0.67
Staff	4.00	3	0.67
Average	4.75	8	0.61

9. Sets clear objectives

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.67	3	0.81
Staff	3.67	3	0.62
Average	4.50	8	0.60

46. Completes work within an agreed time frame

	Avs	N	Ags
Participant	2.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.67	3	0.81
Staff	4.00	3	0.43
Average	4.00	8	0.51

54. Achieves goals through realistic planning

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	3.00	1	1.00
Colleagues	3.33	3	0.81
Staff	3.33	3	0.81
Average	3.50	8	0.72

Avs - Average Score N - Number of Responses Ags - Agreement Score
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5. Uses his / her time effectively

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	4.00	1	1.00
Colleagues	3.33	3	0.62
Staff	2.67	3	0.32
Average	3.38	8	0.44

Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information
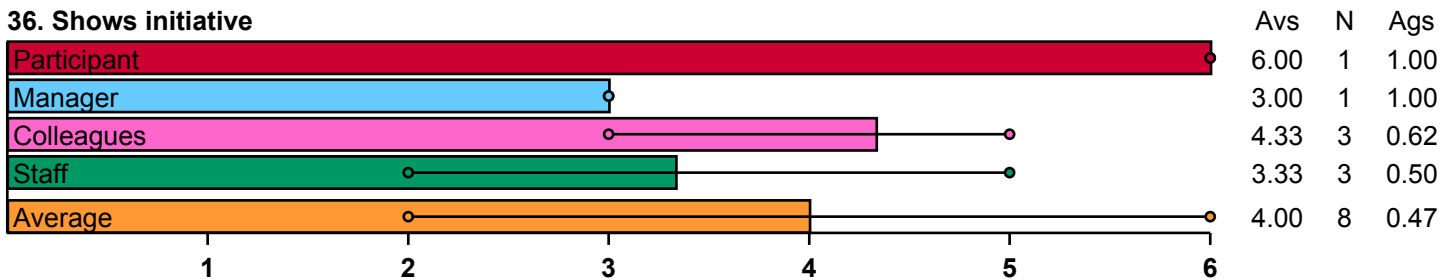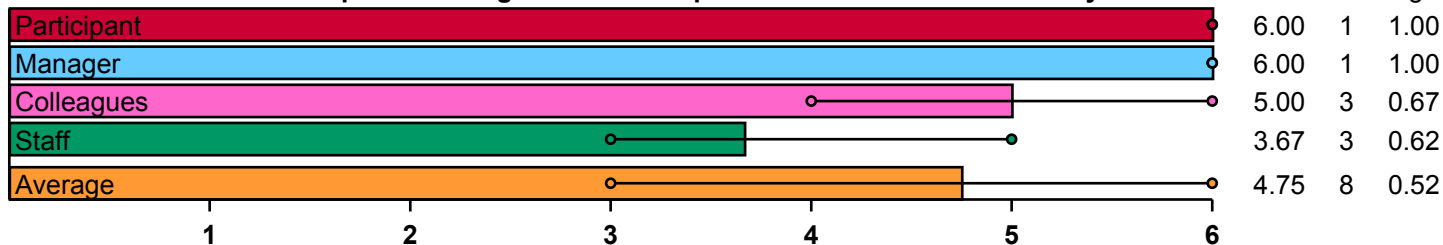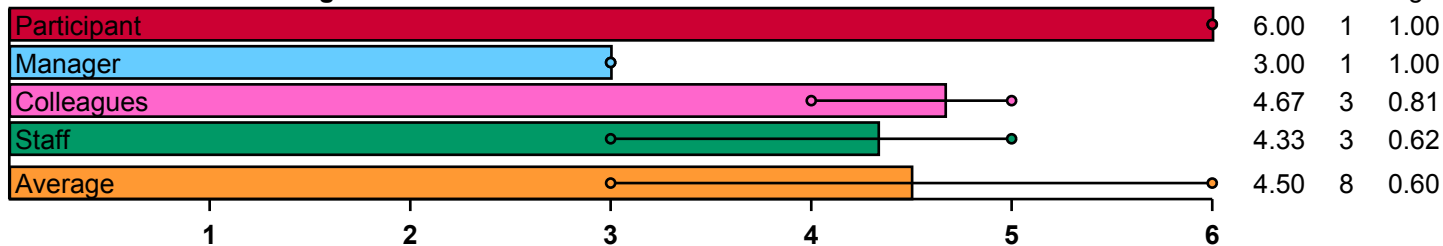## Sally Sample

Drive / Self Motivation

	Avs	N	Ags
Participant	4.75	1	0.34
Manager	4.75	1	0.56
Colleagues	4.08	3	0.62
Staff	3.83	3	0.54
Average	4.16	8	0.52

21. Demonstrates high personal standards

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	6.00	1	1.00
Colleagues	4.67	3	0.81
Staff	4.33	3	0.50
Average	4.88	8	0.58

3. Works hard to deliver what is needed

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.00	3	1.00
Staff	3.33	3	0.81
Average	4.00	8	0.72

36. Shows initiative

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	3.00	1	1.00
Colleagues	4.33	3	0.62
Staff	3.33	3	0.50
Average	4.00	8	0.47

53. Perseveres towards goals despite problems

	Avs	N	Ags
Participant	2.00	1	1.00
Manager	5.00	1	1.00
Colleagues	3.33	3	0.50
Staff	4.33	3	0.62
Average	3.75	8	0.48

Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information
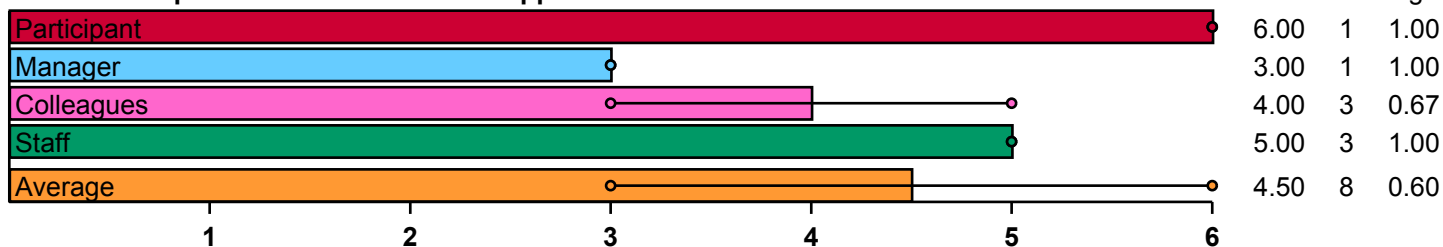## Sally Sample

Professional / Functional skills

	Avs	N	Ags
Participant	5.00	1	0.49
Manager	3.80	1	0.53
Colleagues	4.27	3	0.55
Staff	4.07	3	0.60
Average	4.23	8	0.54

18. Demonstrates an in-depth knowledge of their own professional / functional activity

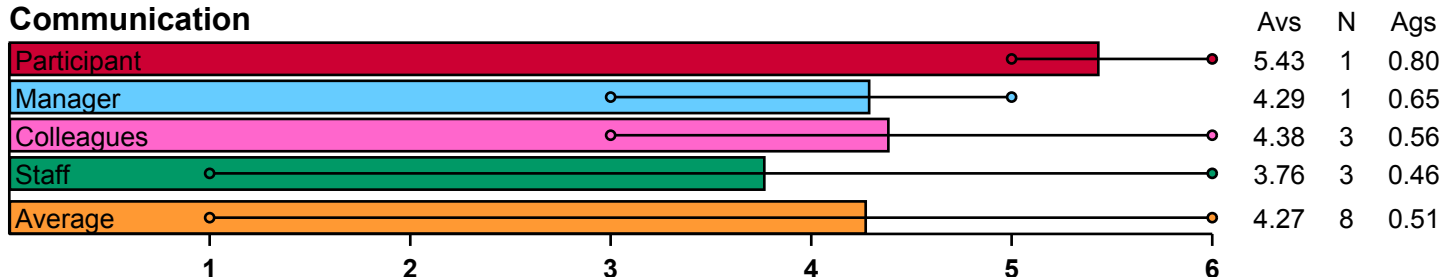|	Avs	N	Ags
Participant	6.00	1	1.00
Manager	6.00	1	1.00
Colleagues	5.00	3	0.67
Staff	3.67	3	0.62
Average	4.75	8	0.52

33. Demonstrates due regard for costs

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	3.00	1	1.00
Colleagues	4.67	3	0.81
Staff	4.33	3	0.62
Average	4.50	8	0.60

27. Provides professional / functional support to others

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	3.00	1	1.00
Colleagues	4.00	3	0.67
Staff	5.00	3	1.00
Average	4.50	8	0.60

49. Discusses technical matters in words you can understand

	Avs	N	Ags
Participant	3.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.33	3	0.32
Staff	3.67	3	0.50
Average	3.88	8	0.45

Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information
Sally Sample
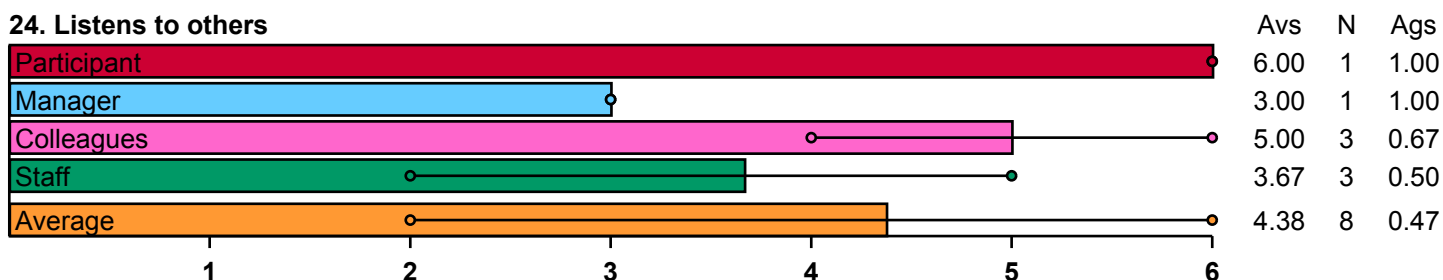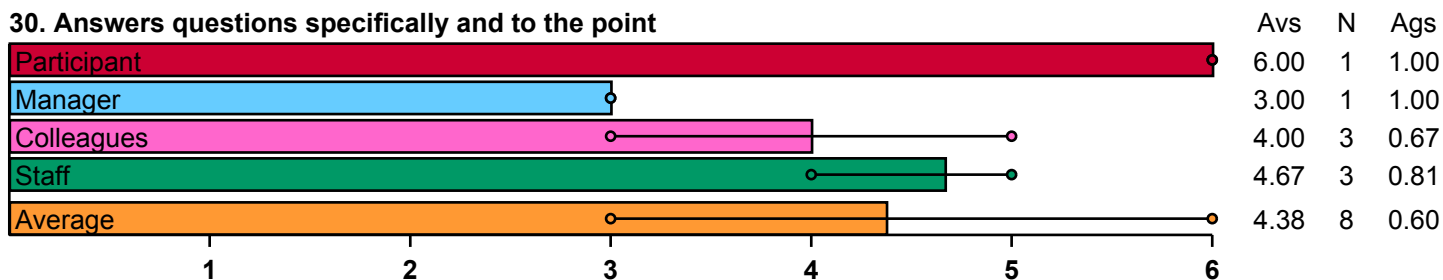
4. Keeps up to date with trends or developments in their own technical discipline

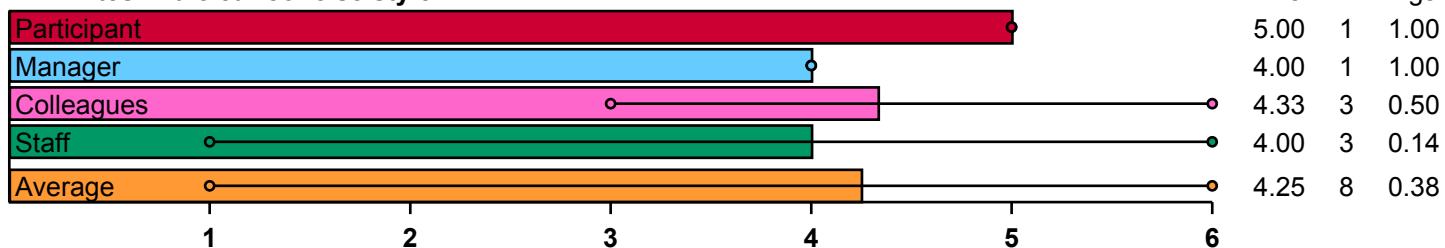|	Avs	N	Ags
Participant	4.00	1	1.00
Manager	3.00	1	1.00
Colleagues	3.33	3	0.81
Staff	3.67	3	0.81
Average	3.50	8	0.80

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected
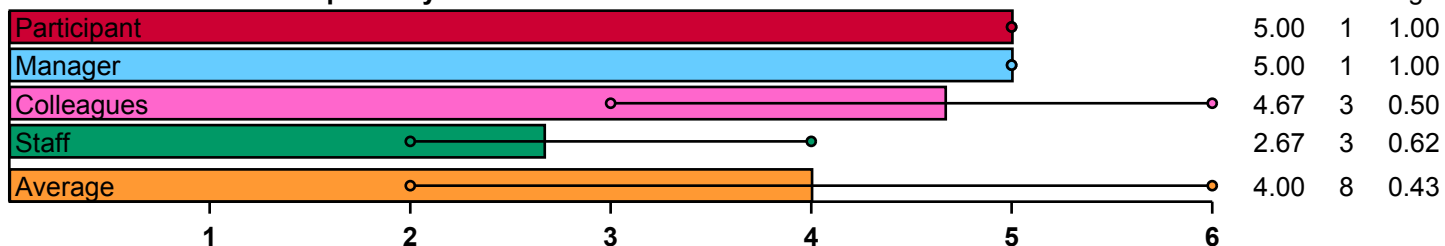
Detailed Information
Sally Sample

Communication

	Avs	N	Ags
Participant	5.43	1	0.80
Manager	4.29	1	0.65
Colleagues	4.38	3	0.56
Staff	3.76	3	0.46
Average	4.27	8	0.51

20. Presents ideas and information in a well organised manner

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.33	3	0.50
Staff	4.00	3	0.67
Average	4.38	8	0.60

24. Listens to others

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	3.00	1	1.00
Colleagues	5.00	3	0.67
Staff	3.67	3	0.50
Average	4.38	8	0.47

30. Answers questions specifically and to the point

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	3.00	1	1.00
Colleagues	4.00	3	0.67
Staff	4.67	3	0.81
Average	4.38	8	0.60

50. Supplies information required by others

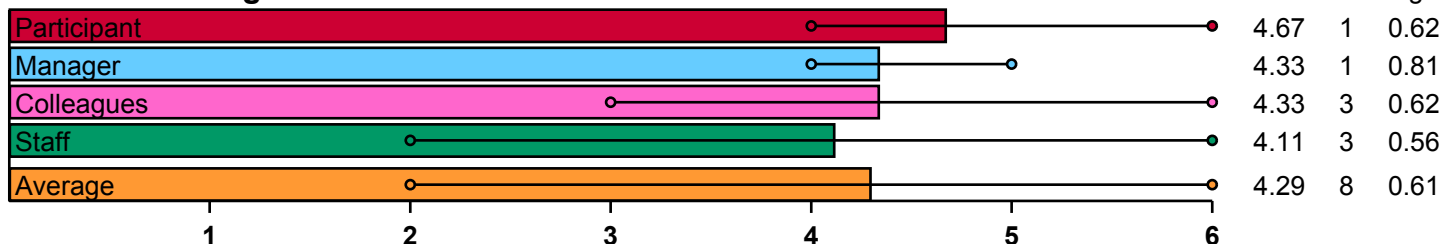|	Avs	N	Ags
Participant	6.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.33	3	0.62
Staff	3.33	3	0.50
Average	4.25	8	0.48

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected
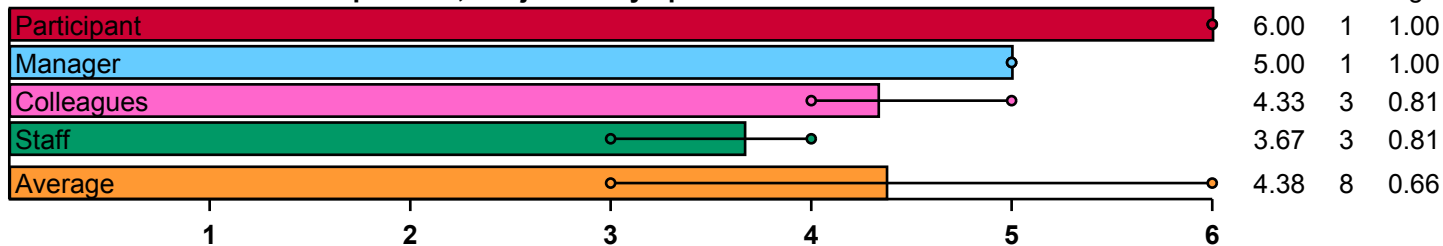
Detailed Information
Sally Sample

38. Asks questions to clarify what people are saying
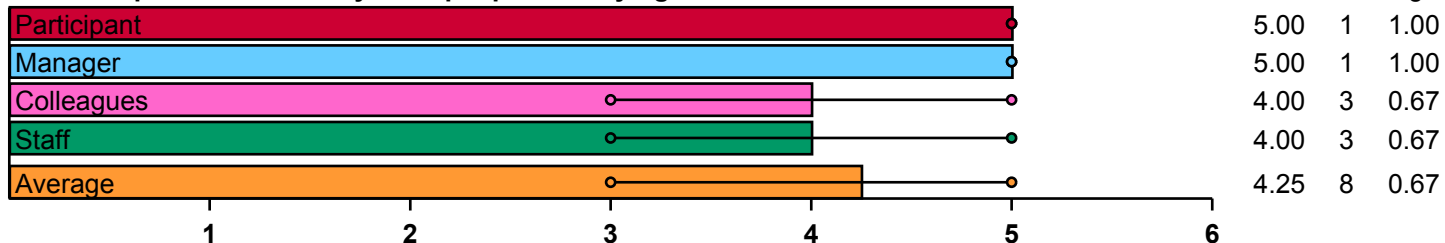
	Avs	N	Ags
Participant	5.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.00	3	0.67
Staff	4.00	3	0.67
Average	4.25	8	0.67

11. Writes in a clear concise style

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.33	3	0.50
Staff	4.00	3	0.14
Average	4.25	8	0.38

29. Seeks information required by him / herself

	Avs	N	Ags
Participant	5.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.67	3	0.50
Staff	2.67	3	0.62
Average	4.00	8	0.43

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

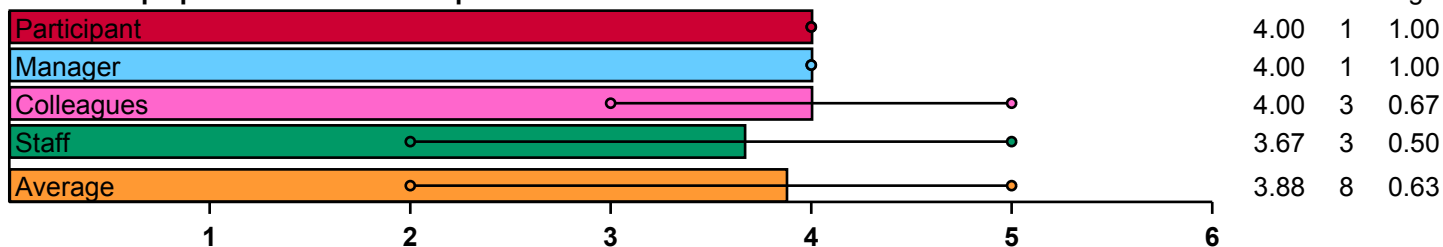# Detailed Information
Sally Sample

Problem Solving

	Avs	N	Ags
Participant	4.67	1	0.62
Manager	4.33	1	0.81
Colleagues	4.33	3	0.62
Staff	4.11	3	0.56
Average	4.29	8	0.61

31. Identifies problems at their early stages

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.67	3	0.50
Staff	5.00	3	0.67
Average	4.63	8	0.60

12. Considers the root of a problem, not just its symptoms

	Avs	N	Ags
Participant	6.00	1	1.00
Manager	5.00	1	1.00
Colleagues	4.33	3	0.81
Staff	3.67	3	0.81
Average	4.38	8	0.66

19. Develops practical solutions to problems

	Avs	N	Ags
Participant	4.00	1	1.00
Manager	4.00	1	1.00
Colleagues	4.00	3	0.67
Staff	3.67	3	0.50
Average	3.88	8	0.63
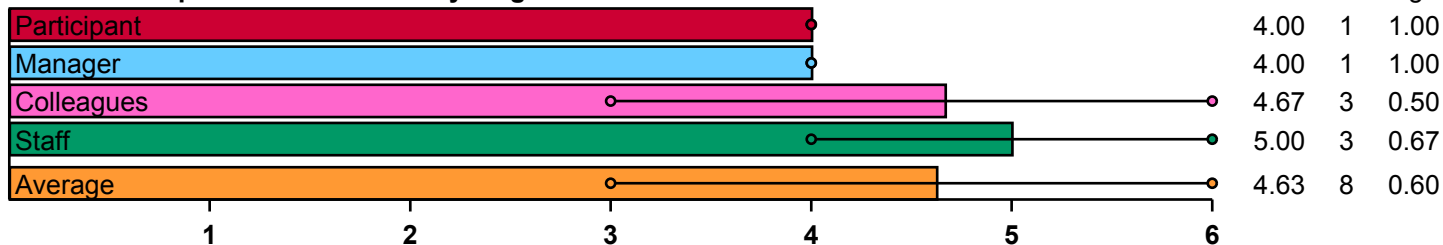
Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Reponse AP - Anonymity Protected

Overall Item Summary

The average score for each competency and specific questions are summarized below for each rater category. The number in parentheses next to the average score is an index or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions and behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Participant	Manager	Colleagues	Staff	Average
Decision Making	**3.80 (0.07)**	**4.20 (0.70)**	**3.67 (0.46)**	**3.07 (0.55)**	**3.49 (0.50)**
Makes judgements logically	6.00 (1.00)	3.00 (1.00)	2.00 (1.00)	3.33 (0.62)	2.71 (0.65)
Makes good use of available information	5.00 (1.00)	5.00 (1.00)	4.33 (0.50)	3.33 (0.62)	4.00 (0.52)
Produces new ideas	1.00 (1.00)	4.00 (1.00)	4.33 (0.50)	2.00 (1.00)	3.29 (0.45)
Makes sound decisions under pressure	1.00 (1.00)	5.00 (1.00)	4.00 (0.67)	2.33 (0.62)	3.43 (0.48)
Considers sufficient options before making a decision	6.00 (1.00)	4.00 (1.00)	3.67 (0.50)	4.33 (0.81)	4.00 (0.63)
Drive / Self Motivation	**4.75 (0.34)**	**4.75 (0.56)**	**4.08 (0.62)**	**3.83 (0.54)**	**4.07 (0.56)**
Works hard to deliver what is needed	5.00 (1.00)	5.00 (1.00)	4.00 (1.00)	3.33 (0.81)	3.86 (0.74)
Demonstrates high personal standards	6.00 (1.00)	6.00 (1.00)	4.67 (0.81)	4.33 (0.50)	4.71 (0.59)
Shows initiative	6.00 (1.00)	3.00 (1.00)	4.33 (0.62)	3.33 (0.50)	3.71 (0.54)
Perseveres towards goals despite problems	2.00 (1.00)	5.00 (1.00)	3.33 (0.50)	4.33 (0.62)	4.00 (0.52)
Planning and Organising	**4.80 (0.41)**	**4.20 (0.70)**	**4.20 (0.61)**	**3.53 (0.50)**	**3.91 (0.55)**
Uses his / her time effectively	5.00 (1.00)	4.00 (1.00)	3.33 (0.62)	2.67 (0.32)	3.14 (0.46)
Sets clear objectives	6.00 (1.00)	5.00 (1.00)	4.67 (0.81)	3.67 (0.62)	4.29 (0.65)
Checks to ensure plans are on course	6.00 (1.00)	5.00 (1.00)	5.00 (0.67)	4.00 (0.67)	4.57 (0.64)
Completes work within an agreed time frame	2.00 (1.00)	4.00 (1.00)	4.67 (0.81)	4.00 (0.43)	4.29 (0.59)
Achieves goals through realistic planning	5.00 (1.00)	3.00 (1.00)	3.33 (0.81)	3.33 (0.81)	3.29 (0.82)
Problem Solving	**4.67 (0.62)**	**4.33 (0.81)**	**4.33 (0.62)**	**4.11 (0.56)**	**4.24 (0.61)**

Overall Item Summary

Questions	Participant	Manager	Colleagues	Staff	Average
Considers the root of a problem, not just its symptoms	6.00 (1.00)	5.00 (1.00)	4.33 (0.81)	3.67 (0.81)	4.14 (0.74)
Develops practical solutions to problems	4.00 (1.00)	4.00 (1.00)	4.00 (0.67)	3.67 (0.50)	3.86 (0.60)
Identifies problems at their early stages	4.00 (1.00)	4.00 (1.00)	4.67 (0.50)	5.00 (0.67)	4.71 (0.59)
Communication	**5.43 (0.80)**	**4.29 (0.65)**	**4.38 (0.56)**	**3.76 (0.46)**	**4.10 (0.51)**
Writes in a clear concise style	5.00 (1.00)	4.00 (1.00)	4.33 (0.50)	4.00 (0.14)	4.14 (0.34)
Presents ideas and information in a well organised manner	5.00 (1.00)	5.00 (1.00)	4.33 (0.50)	4.00 (0.67)	4.29 (0.59)
Listens to others	6.00 (1.00)	3.00 (1.00)	5.00 (0.67)	3.67 (0.50)	4.14 (0.50)
Seeks information required by him / herself	5.00 (1.00)	5.00 (1.00)	4.67 (0.50)	2.67 (0.62)	3.86 (0.42)
Answers questions specifically and to the point	6.00 (1.00)	3.00 (1.00)	4.00 (0.67)	4.67 (0.81)	4.14 (0.67)
Asks questions to clarify what people are saying	5.00 (1.00)	5.00 (1.00)	4.00 (0.67)	4.00 (0.67)	4.14 (0.67)
Supplies information required by others	6.00 (1.00)	5.00 (1.00)	4.33 (0.62)	3.33 (0.50)	4.00 (0.52)
Networking and Relating	**4.33 (0.62)**	**3.83 (0.64)**	**3.94 (0.59)**	**3.44 (0.50)**	**3.71 (0.54)**
Behaves honestly and ethically	6.00 (1.00)	5.00 (1.00)	4.33 (0.81)	3.67 (0.50)	4.14 (0.60)
Deals with people diplomatically	4.00 (1.00)	3.00 (1.00)	4.00 (0.67)	2.33 (0.50)	3.14 (0.50)
Knows the right person to contact	5.00 (1.00)	5.00 (1.00)	3.67 (0.81)	3.00 (0.67)	3.57 (0.64)
Builds co-operative relationships with people outside immediate work area	4.00 (1.00)	4.00 (1.00)	4.00 (0.35)	4.33 (0.50)	4.14 (0.46)
Seeks to resolve areas of conflict	4.00 (1.00)	3.00 (1.00)	4.00 (0.43)	4.00 (0.67)	3.86 (0.55)
Builds co-operative relationships with immediate colleagues	3.00 (1.00)	3.00 (1.00)	3.67 (0.81)	3.33 (0.62)	3.43 (0.71)
Persuading	**3.80 (0.53)**	**4.00 (0.75)**	**3.47 (0.68)**	**3.53 (0.46)**	**3.57 (0.57)**

Overall Item Summary

Questions	Participant	Manager	Colleagues	Staff	Average
Negotiates solutions to differences of opinion fairly	5.00 (1.00)	4.00 (1.00)	3.00 (1.00)	2.33 (0.81)	2.86 (0.74)
Tries to understand the other person's viewpoint	5.00 (1.00)	4.00 (1.00)	3.67 (0.62)	3.33 (0.25)	3.57 (0.44)
Presents clear arguments	4.00 (1.00)	4.00 (1.00)	4.00 (0.67)	4.00 (0.43)	4.00 (0.57)
Shows the ability to influence people not under his / her direct control	2.00 (1.00)	5.00 (1.00)	4.00 (1.00)	3.67 (0.81)	4.00 (0.79)
Inspires confidence in the value of his / her argument	3.00 (1.00)	3.00 (1.00)	2.67 (0.81)	4.33 (0.62)	3.43 (0.58)
Teamworking	**4.00 (0.56)**	**3.80 (0.61)**	**3.67 (0.65)**	**3.67 (0.62)**	**3.69 (0.63)**
Shares credit and recognition for accomplishments	4.00 (1.00)	3.00 (1.00)	4.00 (1.00)	3.33 (0.62)	3.57 (0.71)
Is open and shares information	4.00 (1.00)	3.00 (1.00)	3.33 (0.62)	4.00 (0.67)	3.57 (0.64)
Is willing to accept other team members' ideas and contributions	5.00 (1.00)	5.00 (1.00)	3.67 (0.81)	4.33 (0.62)	4.14 (0.67)
Supports other team members	2.00 (1.00)	5.00 (1.00)	4.00 (0.43)	3.00 (0.67)	3.71 (0.49)
Supports the team's objectives	5.00 (1.00)	3.00 (1.00)	3.33 (0.81)	3.67 (0.81)	3.43 (0.80)
Influencing	**4.33 (0.70)**	**4.17 (0.73)**	**4.22 (0.63)**	**3.61 (0.43)**	**3.95 (0.53)**
Supports the balance between work and personal lives	5.00 (1.00)	4.00 (1.00)	3.67 (0.81)	4.00 (0.67)	3.86 (0.74)
Sets a good example for others	5.00 (1.00)	4.00 (1.00)	4.00 (0.67)	3.33 (0.25)	3.71 (0.45)
Transmits a clear sense of purpose	5.00 (1.00)	5.00 (1.00)	5.00 (0.43)	3.00 (0.35)	4.14 (0.31)
Responds well to the need for change	4.00 (1.00)	4.00 (1.00)	4.33 (0.81)	4.00 (0.43)	4.14 (0.60)
Helps others to achieve success	4.00 (1.00)	3.00 (1.00)	3.67 (0.81)	3.33 (0.81)	3.43 (0.80)
Is able to think beyond the immediate	3.00 (1.00)	5.00 (1.00)	4.67 (0.81)	4.00 (0.43)	4.43 (0.58)
Professional / Functional skills	**5.00 (0.49)**	**3.80 (0.53)**	**4.27 (0.55)**	**4.07 (0.60)**	**4.11 (0.56)**

Overall Item Summary

Questions	Participant	Manager	Colleagues	Staff	Average
Keeps up to date with trends or developments in their own technical discipline	4.00 (1.00)	3.00 (1.00)	3.33 (0.81)	3.67 (0.81)	3.43 (0.80)
Demonstrates an in-depth knowledge of their own professional / functional activity	6.00 (1.00)	6.00 (1.00)	5.00 (0.67)	3.67 (0.62)	4.57 (0.53)
Provides professional / functional support to others	6.00 (1.00)	3.00 (1.00)	4.00 (0.67)	5.00 (1.00)	4.29 (0.65)
Demonstrates due regard for costs	6.00 (1.00)	3.00 (1.00)	4.67 (0.81)	4.33 (0.62)	4.29 (0.65)
Discusses technical matters in words you can understand	3.00 (1.00)	4.00 (1.00)	4.33 (0.32)	3.67 (0.50)	4.00 (0.43)
Use of Technology	**2.80 (0.41)**	**3.60 (0.80)**	**4.00 (0.56)**	**3.60 (0.52)**	**3.77 (0.56)**
Uses communication technology appropriately	4.00 (1.00)	3.00 (1.00)	3.00 (0.67)	3.33 (0.81)	3.14 (0.74)
Keeps up to date on business technology appropriate to their work	4.00 (1.00)	3.00 (1.00)	3.67 (0.81)	3.33 (0.32)	3.43 (0.53)
Encourages others to use business technology	4.00 (1.00)	4.00 (1.00)	5.00 (0.67)	4.33 (0.50)	4.57 (0.58)
Seeks advice when technical problems occur	1.00 (1.00)	4.00 (1.00)	3.67 (0.50)	3.33 (0.81)	3.57 (0.64)
Embraces technical change in their part of the business	1.00 (1.00)	4.00 (1.00)	4.67 (0.81)	3.67 (0.50)	4.14 (0.60)

Top & Bottom Five Behaviours - Participant

These behaviours were identified by you as your greatest strengths. They are rank ordered so the first item is the behavior you rated your most effective. These are the areas in which you believe you contribute most to the success of the organization. You should compare these self-ratings with the ratings given by the others. If these behaviours are self-rated considerably higher than the ratings rendered by the others, these may be your blind spots and you may want to focus your developmental activities on them.

Score	Behaviour	Performance Factor
6.00	Considers the root of a problem, not just its symptoms	Problem Solving
6.00	Considers sufficient options before making a decision	Decision Making
6.00	Sets clear objectives	Planning and Organising
6.00	Demonstrates due regard for costs	Professional / Functional skills
6.00	Makes judgements logically	Decision Making

You identified the following five behaviours as those in which your performance is least effective. They are rank ordered so the first item is the behavior you rated lowest. We suggest you pay particular attention to these five behaviours and compare them with those behaviours rated lowest by your other raters.

Score	Behaviour	Performance Factor
1.00	Produces new ideas	Decision Making
1.00	Seeks advice when technical problems occur	Use of Technology
1.00	Makes sound decisions under pressure	Decision Making
1.00	Embraces technical change in their part of the business	Use of Technology
2.00	Shows the ability to influence people not under his / her direct control	Persuading

Top & Bottom Five Behaviours - Others

The following five behaviours were identified by your respondents as your greatest strengths. They are rank ordered so the first item is viewed as your most effective behavior. These are the areas in which you contribute most to the success of your organization.

Score	Behaviour	Performance Factor
4.71	Identifies problems at their early stages	Problem Solving
4.71	Demonstrates high personal standards	Drive / Self Motivation
4.57	Checks to ensure plans are on course	Planning and Organising
4.57	Encourages others to use business technology	Use of Technology
4.57	Demonstrates an in-depth knowledge of their own professional / functional activity	Professional / Functional skills

The following five behaviours were identified by your respondents as those in which your performance is least effective. They are rank ordered so the first item is the behavior that received the lowest score. We suggest you pay particular attention to these five and focus you immediate developmental activities on them.

Score	Behaviour	Performance Factor
2.71	Makes judgements logically	Decision Making
2.86	Negotiates solutions to differences of opinion fairly	Persuading
3.14	Uses his / her time effectively	Planning and Organising
3.14	Uses communication technology appropriately	Use of Technology
3.14	Deals with people diplomatically	Networking and Relating

Introduction to
Open Ended Comments Summary

You and your respondents also had the opportunity to write comments on your performance.

These comments have been quoted verbatim.

Open Ended Comments Summary

What is the area I would most like this person to change?

Participant:
Text appears here...

Others:
Text appears here...

Text appears here...

Text appears here...

Text appears here...

Text appears here...

Text appears here...

Text appears here...

Open Ended Comments Summary

What do I admire most about this person's work?

Participant:
Text appears here...

Others:
Text appears here...

Text appears here...

Text appears here...

Text appears here...

Text appears here...

Text appears here...

Text appears here...

Professional Effectiveness Plan (PEP)

The purpose of this section is to assist you in writing your own professional-development goals. The Professional-Effectiveness Plan (PEP) will help you set meaningful goals aimed at improving your performance in the specific behavioural areas in which you are seen by others as least effective.

The Individual 360º Feedback Profile should give you a clear understanding of your strengths and weaknesses, at least in the eyes of the people who rated you. Inasmuch as these people work with you often, if not daily, the data probably gives you as accurate a picture of yourself as you will ever receive. It is suggested that you not argue or disagree with their ratings, even though you may feel like doing so. Instead, use this information to improve yourself.

Remember that the Individual 360º Feedback Profile is a report of other people's perceptions of you. People form their perceptions based on your behaviours. These perceptions may or may not reflect your true strengths and weaknesses. But people's perceptions of you influence how they behave toward you. If you do not like the view that others have of you, then you must answer the following question: Do you want to change their perceptions of you? If your answer is yes, then it is a good idea to complete the Professional-Effectiveness Plan.

It is important to your future success that you come to grips with the image of you that you help to generate. It is critical that you have a clear understanding of your strengths and weaknesses so that you can find a way to capitalise on your strengths and reduce or eliminate your liabilities.

Most of us have some vague ideas or plans about our future. Typically, our plans remain rather murky, because it takes great effort to be specific about what we want. Additional energy is required to map out a strategy to obtain what we want. Another obstacle to accomplishing our goals is our lack of knowledge about the necessary resources available to help us carry out our plans. Without identifying these key resources, our planning process is unlikely to produce the positive results we want and need.

The PEP has been prepared to help you to focus on the goals, methods, and resources necessary to make the changes you want. It will require your concentration and effort to respond to these items. It will be tempting to postpone doing the PEP, because completing the plan is not easy work. But you are strongly encouraged to carry the plan through to completion. By doing so, you will probably make your career path a smoother journey. Begin working on the PEP right now. This activity could be the most valuable investment of time and energy you will make in your career.

YOUR LEAST EFFECTIVE BEHAVIOURS

Participant			
Manager			
Colleagues			
Staff			

Recall work situations in which you may have behaved ineffectively in these areas.

_____

_____

_____

_____

Ask others to describe what you have done that caused them to give you low ratings on these items. Write their responses in this space:

_____

_____

_____

_____

Short-term plans (daily/weekly)

_____

_____

_____

_____

Long-term plans (this year and beyond)

_____

_____

_____

_____

What barriers might prevent you from following through on your plans?

_____

_____

_____

_____

Write, as specifically as possible, what you plan to do differently in the future to improve your performance and image in these areas:

_____

_____

_____

_____

What resources/support do you need to change the perceptions that people have of you? You may want to consider technical courses or other training and educational opportunities that would assist you in changing behaviours.

_____

_____

_____

_____

Identify coworkers and other colleagues who have strengths that offset your potential liabilities. How can they help or assist you? Can you learn by observing them, asking them for feedback and suggestions? Can you work with them to develop yourself?

_____

_____

_____

_____