

PERFORMANCE VIEW360

PerformanceView360 Profile for John Sample Consultingtools

Online Assessment: 1 Dec 2005

The PerformanceView360 Feedback report is an instrument designed to provide a focus about specific supervisory and management competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.

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Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 14 critical competencies required for competitive performance within your organization.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

| | |
|-------------|---|
| Self | 1 |
| Supervisor | 1 |
| Peer | 2 |
| Team Member | 2 |

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

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Competency Definitions

COMMUNICATION SKILLS

Listening

Two-Way Feedback

Written Communication

Oral Communication

Oral Presentation

TASK MANAGEMENT SKILLS

Planning/Organising

Task/Project Management

Problem Solving

Decisiveness/Judgement

INTERPERSONAL SKILLS

Collaboration

Interpersonal Sensitivity

Negotiation/Conflict Management

Team Support

Leadership/Influence

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Competency Definitions Continued

FREQUENCY RATING SCALE

| | |
|----|------------------------------------|
| 1 | = To an Extremely Small Extent |
| 2 | = To a Very Small Extent |
| 3 | = To a Small Extent |
| 4 | = To a Moderate Extent |
| 5 | = To a Large Extent |
| 6 | = To a Very Large Extent |
| 7 | = To an Extremely Large Extent |
| NA | = Not Observable or Not Applicable |

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Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **PerformanceView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those that were rated higher by your rater groups than your own self ratings
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those that were rated high by yourself and other rater groups
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated lower by your rater groups than your own self ratings
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those that were rated low by yourself and other rater groups

| | | | |
|---------------|------|-----------------------------|-----------------------------|
| OTHER RATINGS | High | Potential Strengths | Confirmed Strengths |
| | Low | Confirmed Development Areas | Potential Development Areas |
| | | Low | High |

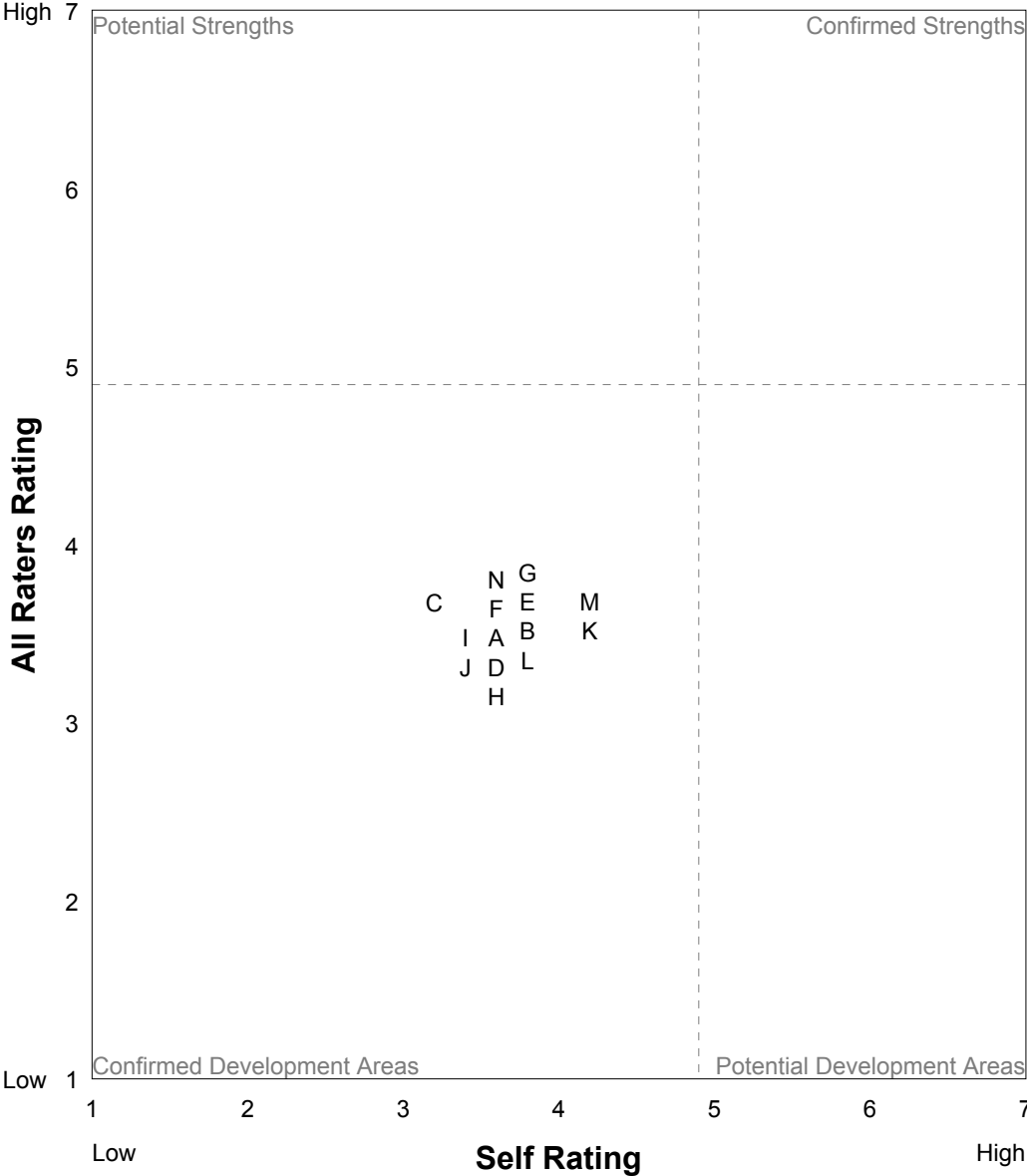
SELF RATINGS

HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

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Self-Awareness Index SELF - ALL RATERS VIEW (N = 5)



Average Scores

Self All Raters

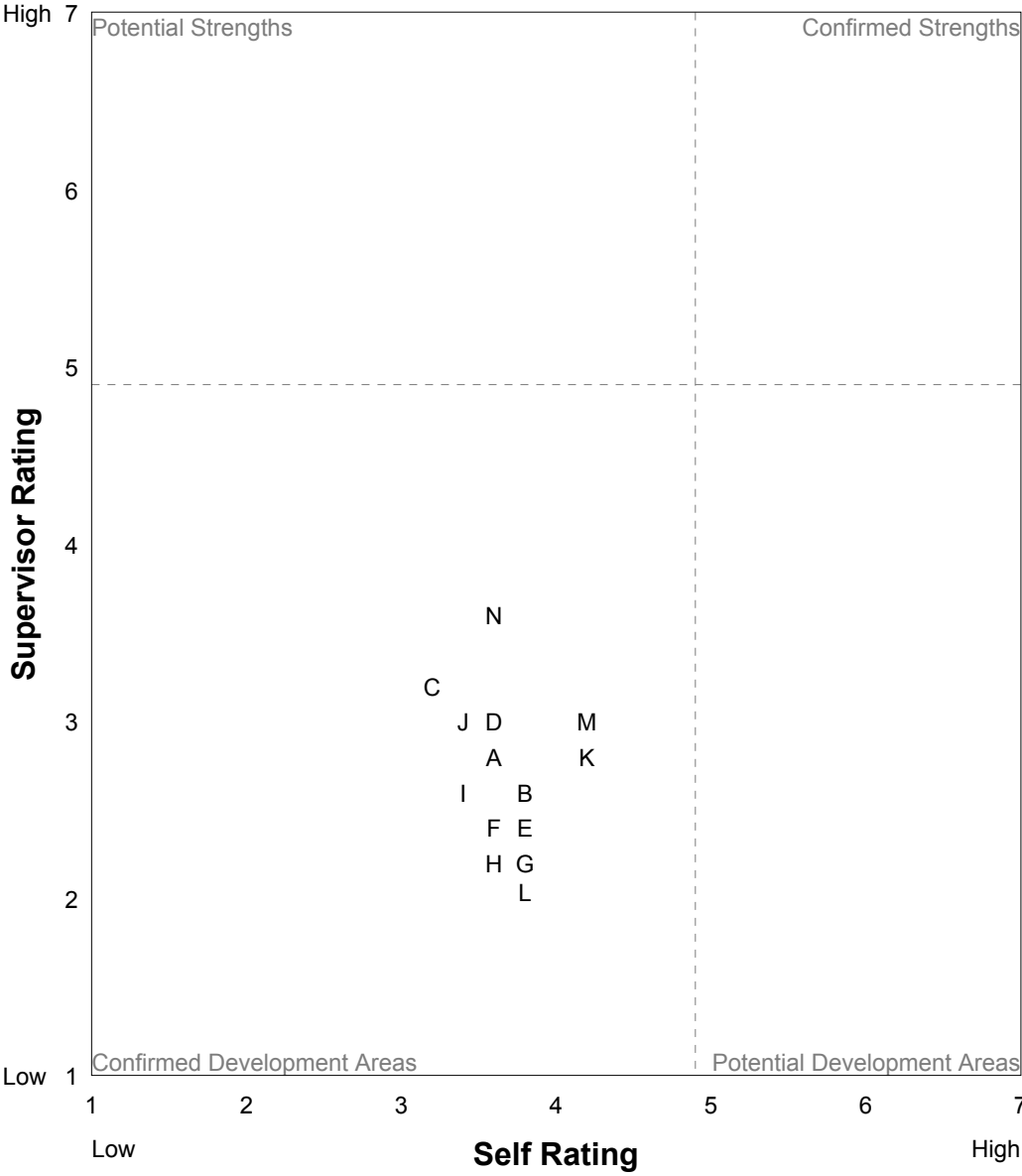
Confirmed Development Areas

| | | |
|------------------------------------|------|------|
| A. Listening | 3.60 | 3.48 |
| B. Two-Way Feedback | 3.80 | 3.52 |
| C. Written Communication | 3.20 | 3.68 |
| D. Oral Communication | 3.60 | 3.48 |
| E. Oral Presentation | 3.80 | 3.64 |
| F. Planning/Organsing | 3.60 | 3.52 |
| G. Task/Project Management | 3.80 | 3.64 |
| H. Problem Solving | 3.60 | 3.44 |
| I. Decisiveness/Judgement | 3.40 | 3.48 |
| J. Collaboration | 3.40 | 3.32 |
| K. Interpersonal Sensitivity | 4.20 | 3.52 |
| L. Negotiation/Conflict Management | 3.80 | 3.36 |
| M. Team Support | 4.20 | 3.56 |
| N. Leadership/Influence | 3.60 | 3.72 |

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Self-Awareness Index

SELF - SUPERVISOR VIEW (N = 1)



Average Scores

Self Supervisor

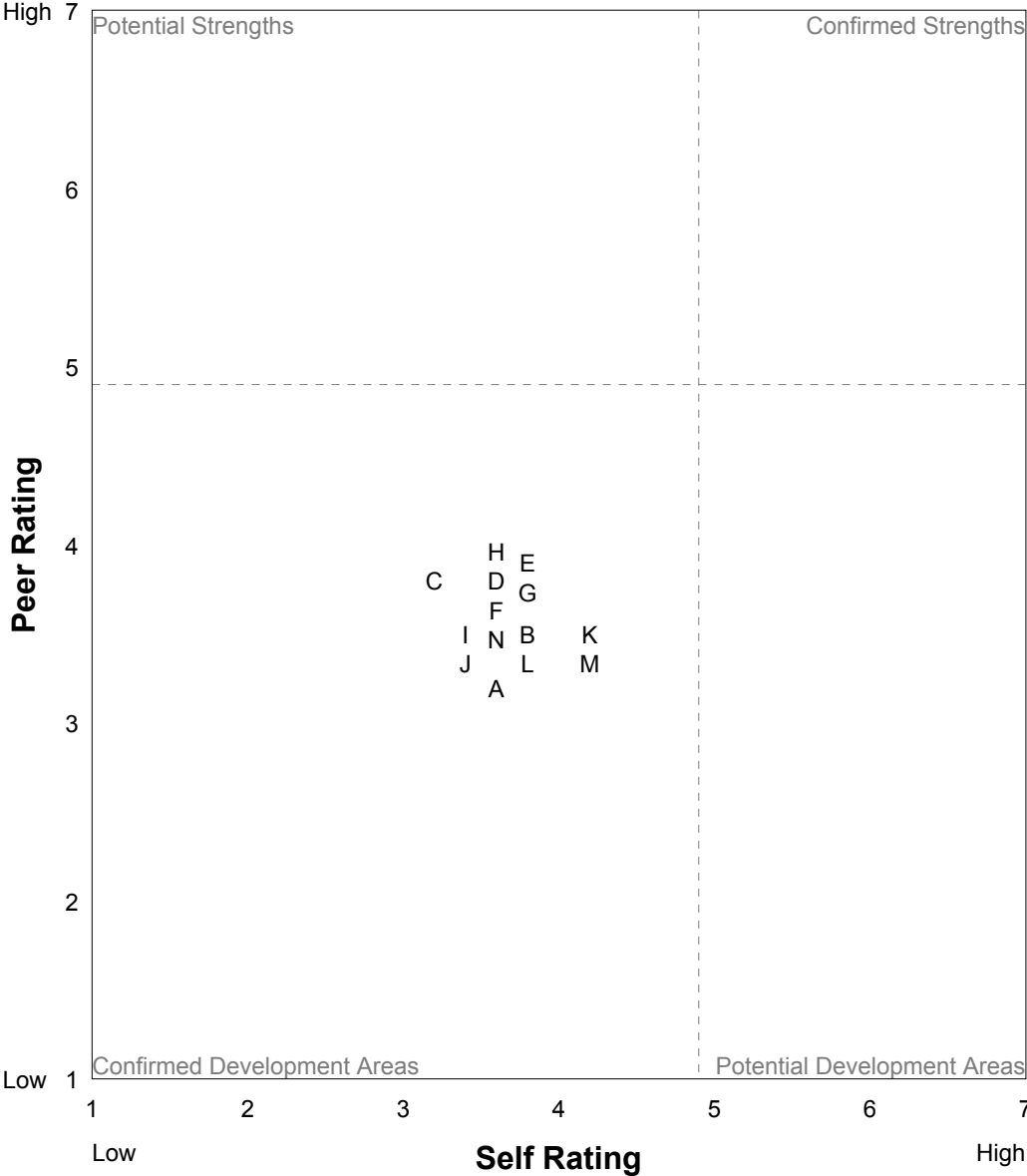
Confirmed Development Areas

| | | |
|------------------------------------|------|------|
| A. Listening | 3.60 | 2.80 |
| B. Two-Way Feedback | 3.80 | 2.60 |
| C. Written Communication | 3.20 | 3.20 |
| D. Oral Communication | 3.60 | 3.00 |
| E. Oral Presentation | 3.80 | 2.40 |
| F. Planning/Organsing | 3.60 | 2.40 |
| G. Task/Project Management | 3.80 | 2.20 |
| H. Problem Solving | 3.60 | 2.20 |
| I. Decisiveness/Judgement | 3.40 | 2.60 |
| J. Collaboration | 3.40 | 3.00 |
| K. Interpersonal Sensitivity | 4.20 | 2.80 |
| L. Negotiation/Conflict Management | 3.80 | 2.60 |
| M. Team Support | 4.20 | 3.00 |
| N. Leadership/Influence | 3.60 | 3.60 |

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Self-Awareness Index

SELF - PEER VIEW (N = 2)



Average Scores

Self Peer

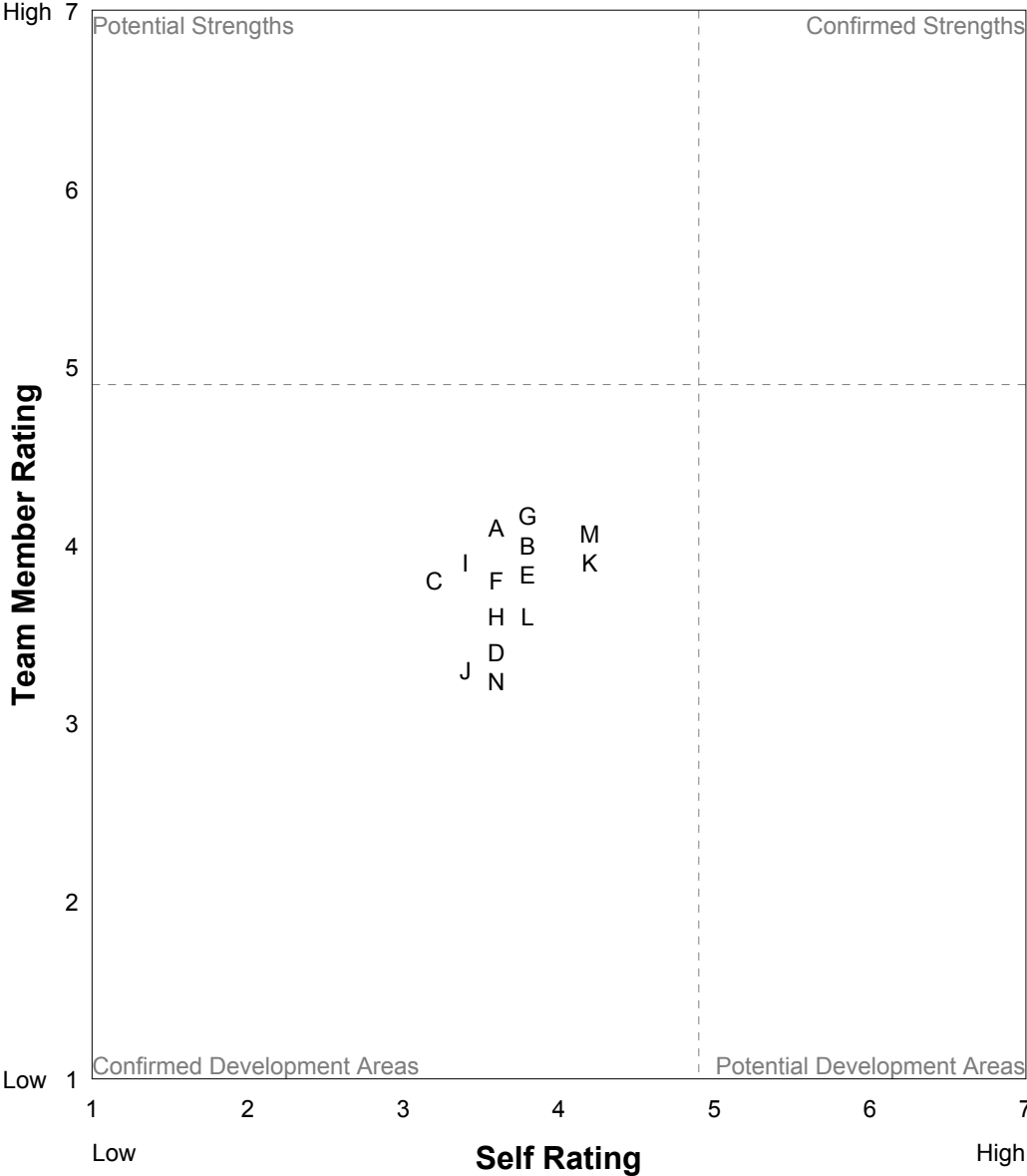
Confirmed Development Areas

| | | |
|------------------------------------|------|------|
| A. Listening | 3.60 | 3.20 |
| B. Two-Way Feedback | 3.80 | 3.50 |
| C. Written Communication | 3.20 | 3.80 |
| D. Oral Communication | 3.60 | 3.80 |
| E. Oral Presentation | 3.80 | 3.90 |
| F. Planning/Organsing | 3.60 | 3.80 |
| G. Task/Project Management | 3.80 | 3.90 |
| H. Problem Solving | 3.60 | 3.90 |
| I. Decisiveness/Judgement | 3.40 | 3.50 |
| J. Collaboration | 3.40 | 3.50 |
| K. Interpersonal Sensitivity | 4.20 | 3.50 |
| L. Negotiation/Conflict Management | 3.80 | 3.50 |
| M. Team Support | 4.20 | 3.40 |
| N. Leadership/Influence | 3.60 | 3.50 |

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Self-Awareness Index

SELF - TEAM MEMBER VIEW (N = 2)



Average Scores

Self Team Member

Confirmed Development Areas

| | | |
|------------------------------------|------|------|
| A. Listening | 3.60 | 4.10 |
| B. Two-Way Feedback | 3.80 | 4.00 |
| C. Written Communication | 3.20 | 3.80 |
| D. Oral Communication | 3.60 | 3.40 |
| E. Oral Presentation | 3.80 | 4.00 |
| F. Planning/Organsing | 3.60 | 3.80 |
| G. Task/Project Management | 3.80 | 4.10 |
| H. Problem Solving | 3.60 | 3.60 |
| I. Decisiveness/Judgement | 3.40 | 3.90 |
| J. Collaboration | 3.40 | 3.30 |
| K. Interpersonal Sensitivity | 4.20 | 3.90 |
| L. Negotiation/Conflict Management | 3.80 | 3.60 |
| M. Team Support | 4.20 | 4.00 |
| N. Leadership/Influence | 3.60 | 4.00 |

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Competency Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 14 PerformanceView360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each PerformanceView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 7-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 To an Extremely Small Extent
- 2 To a Very Small Extent
- 3 To a Small Extent
- 4 To a Moderate Extent
- 5 To a Large Extent
- 6 To a Very Large Extent
- 7 To an Extremely Large Extent
- NA Not Observable or Not Applicable

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

N "N" shows the number of respondents who answered the questions in this competency.

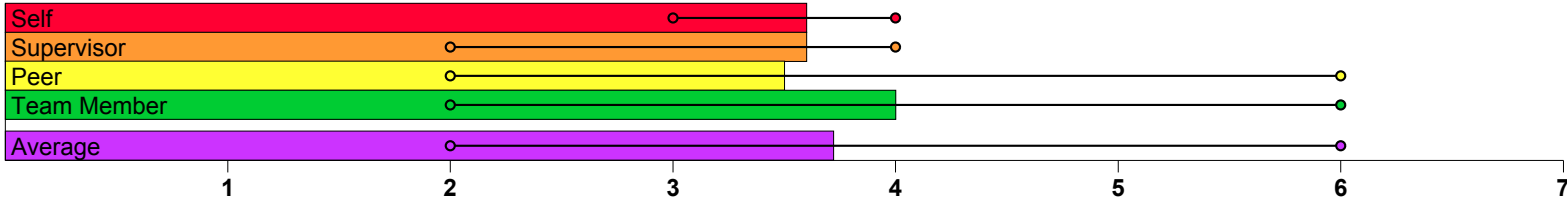
NR "NR" means no people from a particular rater group have responded.

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

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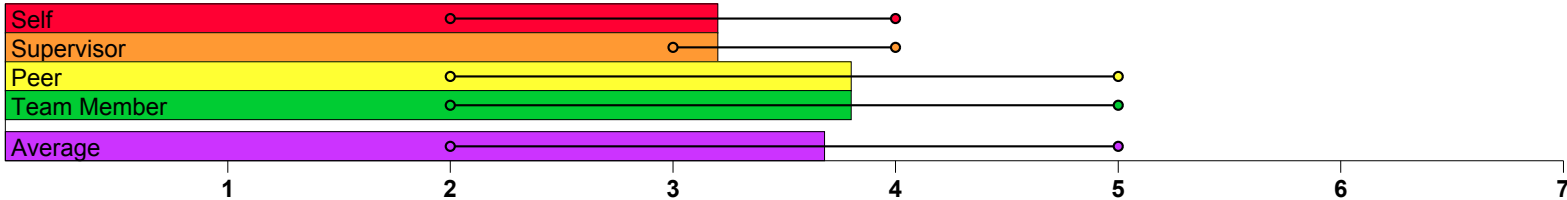
Competency Summary

Leadership/Influence



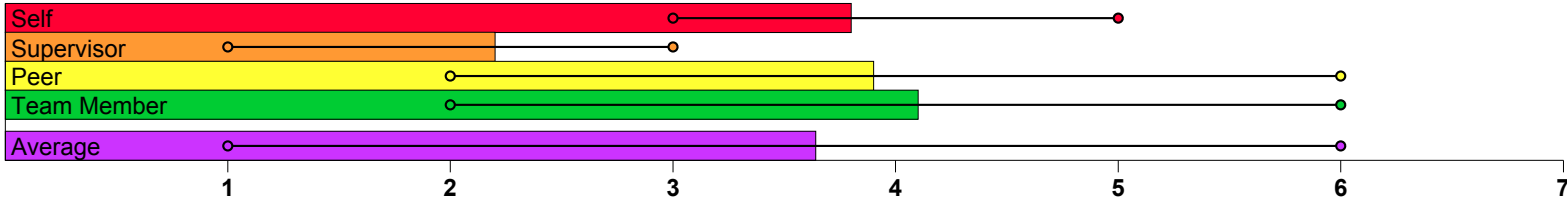
| Avs | N |
|------|---|
| 3.60 | 1 |
| 3.60 | 1 |
| 3.50 | 2 |
| 4.00 | 2 |
| 3.72 | 5 |

Written Communication



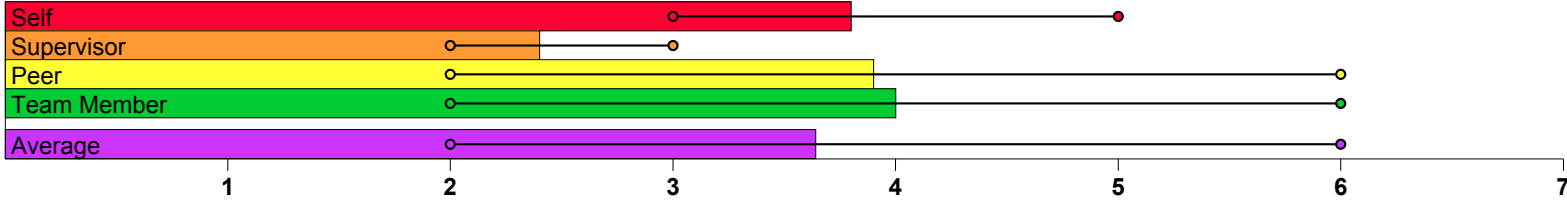
| Avs | N |
|------|---|
| 3.20 | 1 |
| 3.20 | 1 |
| 3.80 | 2 |
| 3.80 | 2 |
| 3.68 | 5 |

Task/Project Management



| Avs | N |
|------|---|
| 3.80 | 1 |
| 2.20 | 1 |
| 3.90 | 2 |
| 4.10 | 2 |
| 3.64 | 5 |

Oral Presentation

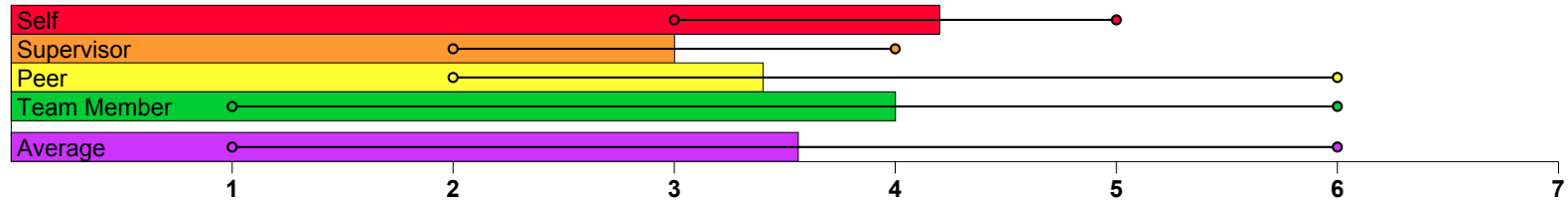


| Avs | N |
|------|---|
| 3.80 | 1 |
| 2.40 | 1 |
| 3.90 | 2 |
| 4.00 | 2 |
| 3.64 | 5 |

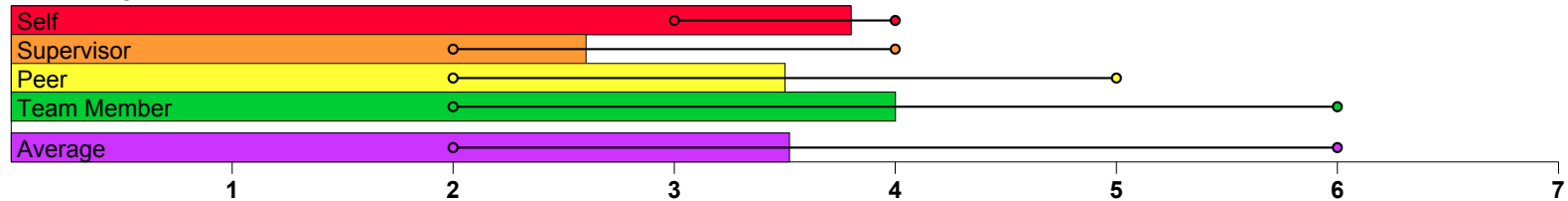
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Competency Summary Continued

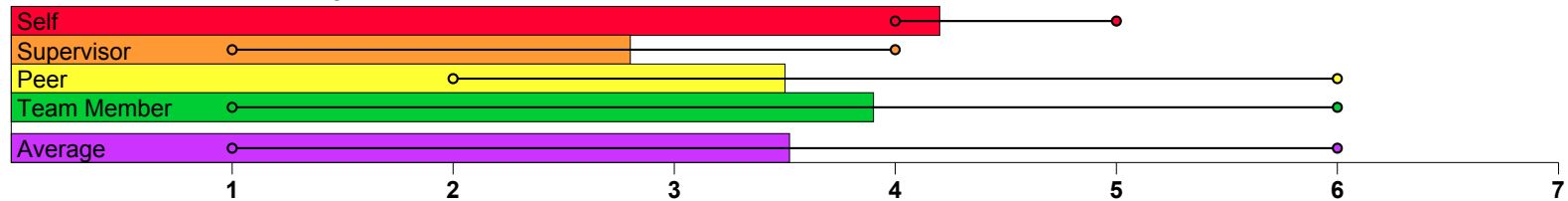
Team Support



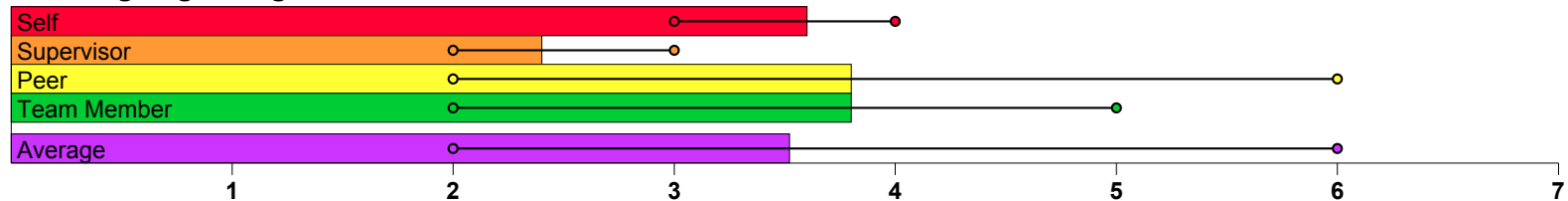
Two-Way Feedback



Interpersonal Sensitivity



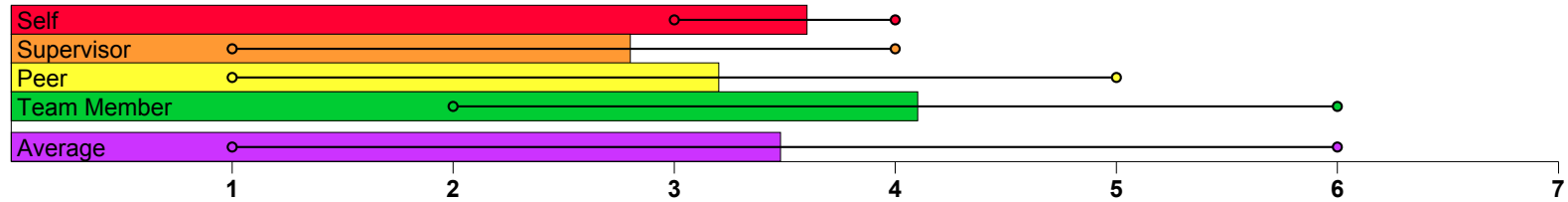
Planning/Organsing



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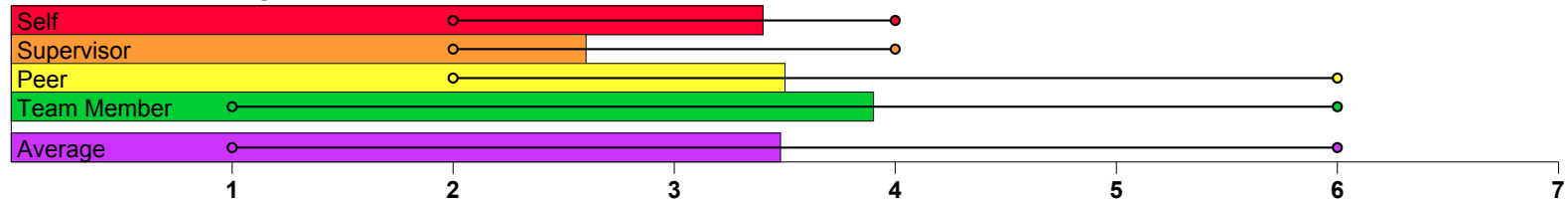
Competency Summary Continued

Listening



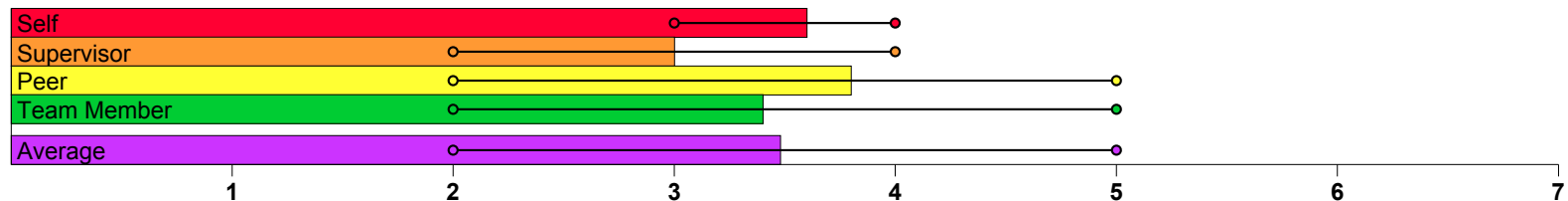
| Category | Avg | N |
|-------------|------|---|
| Self | 3.60 | 1 |
| Supervisor | 2.80 | 1 |
| Peer | 3.20 | 2 |
| Team Member | 4.10 | 2 |
| Average | 3.48 | 5 |

Decisiveness/Judgement



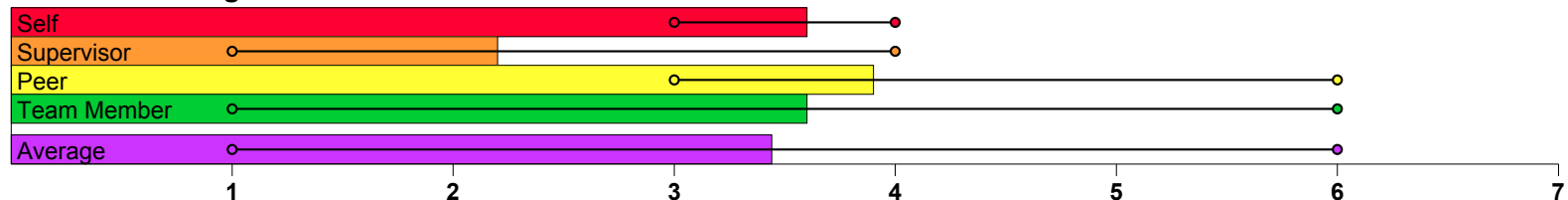
| Category | Avg | N |
|-------------|------|---|
| Self | 3.40 | 1 |
| Supervisor | 2.60 | 1 |
| Peer | 3.50 | 2 |
| Team Member | 3.90 | 2 |
| Average | 3.48 | 5 |

Oral Communication



| Category | Avg | N |
|-------------|------|---|
| Self | 3.60 | 1 |
| Supervisor | 3.00 | 1 |
| Peer | 3.80 | 2 |
| Team Member | 3.40 | 2 |
| Average | 3.48 | 5 |

Problem Solving

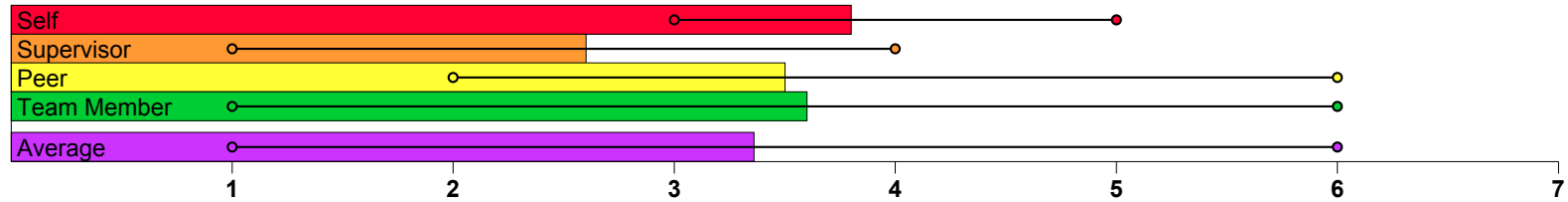


| Category | Avg | N |
|-------------|------|---|
| Self | 3.60 | 1 |
| Supervisor | 2.20 | 1 |
| Peer | 3.90 | 2 |
| Team Member | 3.60 | 2 |
| Average | 3.44 | 5 |

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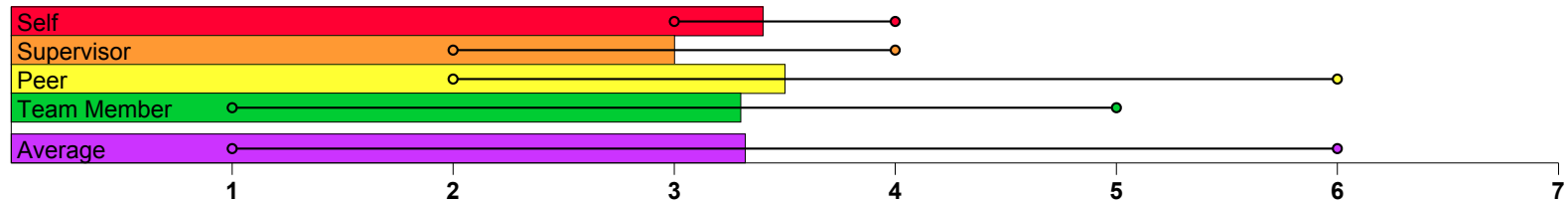
Competency Summary Continued

Negotiation/Conflict Management



| Category | Avg | N |
|-------------|------|---|
| Self | 3.80 | 1 |
| Supervisor | 2.60 | 1 |
| Peer | 3.50 | 2 |
| Team Member | 3.60 | 2 |
| Average | 3.36 | 5 |

Collaboration



| Category | Avg | N |
|-------------|------|---|
| Self | 3.40 | 1 |
| Supervisor | 3.00 | 1 |
| Peer | 3.50 | 2 |
| Team Member | 3.30 | 2 |
| Average | 3.32 | 5 |

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Highest Rated Behaviors - All Raters

The following behaviors were identified by your respondents as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

| Score | Behavior | Competency |
|-------|--|---------------------------------|
| 4.40 | Builds strategic alliances and networks with key people within and outside the organisation. | Leadership/Influence |
| 4.20 | Generates multiple solutions to solving a problem. | Problem Solving |
| 4.20 | Expresses confidence in the skills and abilities of others. | Team Support |
| 4.20 | Updates others in a prompt and timely manner on developments that affect his/her job, tasks, and assignments. | Two-Way Feedback |
| 4.20 | Uses written communications effectively and appropriately. | Written Communication |
| 4.20 | Is willing to take the time to understand and listen to others. | Listening |
| 4.00 | Demonstrates a willingness to take charge, direct and lead others. | Leadership/Influence |
| 4.00 | Resists reacting defensively and keeps an open mind when others disagree with him/her. | Negotiation/Conflict Management |
| 4.00 | Listens to what others say in a way that expresses understanding (e.g., summarises or paraphrases statements). | Listening |
| 4.00 | Considers the consequences and outcomes of decisions. | Decisiveness/Judgement |
| 4.00 | Effectively handles complaints and disagreements in meetings and presentations. | Oral Presentation |
| 4.00 | Restates and clarifies important points and questions from others during meetings and presentations. | Oral Presentation |
| 4.00 | Informs others about relevant aspects of tasks, projects and assignments in a timely manner. | Two-Way Feedback |
| 4.00 | Writes complex and/or technical information in a clear manner. | Written Communication |
| 4.00 | Plans ahead and follows through to get assignments done on time. | Task/Project Management |
| 4.00 | Keeps track of details and follows up on tasks and assignments. | Task/Project Management |

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Highest Rated Behaviors - Self

These behaviors were identified by you as your greatest strengths. They are rank ordered so the first item is your highest rated behavior based on average scores.

| Score | Behavior | Competency |
|-------|---|---------------------------------|
| 5.00 | Acknowledges and recognises the contributions and accomplishments of others. | Team Support |
| 5.00 | Expresses confidence in the skills and abilities of others. | Team Support |
| 5.00 | Resists reacting defensively and keeps an open mind when others disagree with him/her. | Negotiation/Conflict Management |
| 5.00 | Effectively handles complaints and disagreements in meetings and presentations. | Oral Presentation |
| 5.00 | Develops and maintains warm, friendly, and sensitive relationships with others. | Interpersonal Sensitivity |
| 5.00 | Completes tasks, projects and assignments on time. | Task/Project Management |
| 4.00 | Sticks with a decision or course of action unless it is obvious that it is incorrect. | Decisiveness/Judgement |
| 4.00 | Considers the consequences and outcomes of decisions. | Decisiveness/Judgement |
| 4.00 | Makes a decision confidently and quickly when necessary. | Decisiveness/Judgement |
| 4.00 | Makes an effort to understand and take an interest in how others are feeling. | Interpersonal Sensitivity |
| 4.00 | Demonstrate sensitivity towards diversity in the workplace (e.g., gender, ethnicity, age, sexual preference, etc.) and treats others in a fair and consistent manner. | Interpersonal Sensitivity |
| 4.00 | Shows an interest in and is considerate of the feelings of others. | Interpersonal Sensitivity |
| 4.00 | Makes it easy for others to disclose, share and openly talk about their ideas, problems, and concerns. | Interpersonal Sensitivity |
| 4.00 | Plans ahead and follows through to get assignments done on time. | Task/Project Management |
| 4.00 | Keeps track of details and follows up on tasks and assignments. | Task/Project Management |
| 4.00 | Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate. | Collaboration |
| 4.00 | Solicits and values the thoughts, opinions, feedback, and ideas of others. | Collaboration |
| 4.00 | Maintains close contact and communication with others (i.e., keeps others well informed). | Two-Way Feedback |
| 4.00 | Keeps others informed with relevant information in a timely manner. | Two-Way Feedback |
| 4.00 | Communicates information needed by others in a prompt and timely manner. | Two-Way Feedback |
| 4.00 | Informs others about relevant aspects of tasks, projects and assignments in a timely manner. | Two-Way Feedback |
| 4.00 | Restates and clarifies important points and questions from others during meetings and presentations. | Oral Presentation |

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Highest Rated Behaviors - Self

| Score | Behavior | Competency |
|-------|---|---------------------------------|
| 4.00 | Is prepared and organised for meetings and discussions. | Oral Presentation |
| 4.00 | Effectively schedules work activities, tasks, projects and assignments. | Planning/Organising |
| 4.00 | Establishes a logical sequence of steps to ensure that work assignments are completed on time. | Planning/Organising |
| 4.00 | Plans what resources are needed to carry out a task, project or assignment. | Planning/Organising |
| 4.00 | Recognises that diverse points of view must be encouraged, acknowledged and accepted. | Negotiation/Conflict Management |
| 4.00 | Allows for disagreements to emerge and to be discussed openly. | Negotiation/Conflict Management |
| 4.00 | Demonstrates a willingness to take charge, direct and lead others. | Leadership/Influence |
| 4.00 | Communicates and expresses ideas in a manner that persuades and influences others. | Leadership/Influence |
| 4.00 | Capable of adjusting his/her leadership style to persuade, motivate and influence others. | Leadership/Influence |
| 4.00 | Considers alternatives and generates contingency plans in solving problems. | Problem Solving |
| 4.00 | Gathers and utilises available information in order to understand and solve organisational issues and problems. | Problem Solving |
| 4.00 | Takes the initiative in identifying work related problems that need to be solved. | Problem Solving |
| 4.00 | Writes in a clear, direct, and organised manner. | Written Communication |
| 4.00 | Uses appropriate grammar, tense and language in written communication. | Written Communication |
| 4.00 | Provides clear, concise, and logical answers to questions. | Oral Communication |
| 4.00 | Clearly expresses and requests information from others. | Oral Communication |
| 4.00 | Maintains eye contact when speaking to others. | Oral Communication |
| 4.00 | Summarises what others have said in order to clarify understanding. | Listening |
| 4.00 | Listens to what others say in a way that expresses understanding (e.g., summarises or paraphrases statements). | Listening |
| 4.00 | Is willing to take the time to understand and listen to others. | Listening |
| 4.00 | Encourages cooperation and teamwork among people who depend on each other to get work done. | Team Support |
| 4.00 | Provides timely and ongoing feedback to others regarding working relationships and job performance. | Team Support |

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Highest Rated Behaviors - Supervisor

The following behaviors were identified by the Supervisor rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

| Score | Behavior | Competency |
|-------|---|---------------------------------|
| 4.00 | Generates multiple solutions to solving a problem. | Problem Solving |
| 4.00 | Gathers enough information and data before making a decision. | Decisiveness/Judgement |
| 4.00 | Resists reacting defensively and keeps an open mind when others disagree with him/her. | Negotiation/Conflict Management |
| 4.00 | Expresses confidence in the skills and abilities of others. | Team Support |
| 4.00 | Takes the initiative and offers formal and informal assistance, coaching, and training to others. | Team Support |
| 4.00 | Writes complex and/or technical information in a clear manner. | Written Communication |
| 4.00 | Waits out silences and listens patiently without interrupting. | Listening |
| 4.00 | Is willing to take the time to understand and listen to others. | Listening |
| 4.00 | Develops and maintains warm, friendly, and sensitive relationships with others. | Interpersonal Sensitivity |
| 4.00 | Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate. | Collaboration |
| 4.00 | Provides clear, concise, and logical answers to questions. | Oral Communication |
| 4.00 | Demonstrates a willingness to take charge, direct and lead others. | Leadership/Influence |
| 4.00 | Communicates and expresses ideas in a manner that persuades and influences others. | Leadership/Influence |
| 4.00 | Builds strategic alliances and networks with key people within and outside the organisation. | Leadership/Influence |
| 4.00 | Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge. | Leadership/Influence |
| 4.00 | Updates others in a prompt and timely manner on developments that affect his/her job, tasks, and assignments. | Two-Way Feedback |

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Highest Rated Behaviors - Peer

The following behaviors were identified by the Peer rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

| Score | Behavior | Competency |
|-------|--|---------------------------------|
| 5.00 | Restates and clarifies important points and questions from others during meetings and presentations. | Oral Presentation |
| 4.50 | Considers the consequences and outcomes of decisions. | Decisiveness/Judgement |
| 4.50 | Expresses confidence in the skills and abilities of others. | Team Support |
| 4.50 | Resists reacting defensively and keeps an open mind when others disagree with him/her. | Negotiation/Conflict Management |
| 4.50 | Makes an effort to understand and take an interest in how others are feeling. | Interpersonal Sensitivity |
| 4.50 | Develops supportive, helpful and friendly working relationships with others. | Collaboration |
| 4.50 | Considers alternatives and generates contingency plans in solving problems. | Problem Solving |
| 4.50 | Generates multiple solutions to solving a problem. | Problem Solving |
| 4.50 | Gathers and utilises available information in order to understand and solve organisational issues and problems. | Problem Solving |
| 4.50 | Informs others about relevant aspects of tasks, projects and assignments in a timely manner. | Two-Way Feedback |
| 4.50 | Plans ahead and follows through to get assignments done on time. | Task/Project Management |
| 4.50 | Completes tasks, projects and assignments on time. | Task/Project Management |
| 4.50 | Directs and organises others so that tasks, projects, and assignments can be completed on time. | Task/Project Management |
| 4.50 | Handles questions in meetings, discussions, and presentations in a responsive, non-defensive, and diplomatic manner. | Oral Presentation |
| 4.50 | States complex information, thoughts and ideas simply, clearly and concisely. | Oral Communication |
| 4.50 | Clearly expresses and requests information from others. | Oral Communication |
| 4.50 | Uses written communications effectively and appropriately. | Written Communication |
| 4.50 | Writes in a clear, direct, and organised manner. | Written Communication |
| 4.50 | Established realistic plans and schedules to complete specific tasks, projects and assignments. | Planning/Organsing |
| 4.50 | Effectively schedules work activities, tasks, projects and assignments. | Planning/Organsing |

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Highest Rated Behaviors - Team Member

The following behaviors were identified by the Team Member rater group as your greatest strengths. They are rank ordered so the first item is the highest rated behavior based on average scores.

| Score | Behavior | Competency |
|-------|---|---------------------------------|
| 5.50 | Discusses possible "win-win" solutions and seeks agreement on specific actions when conflict arise. | Negotiation/Conflict Management |
| 5.50 | Builds strategic alliances and networks with key people within and outside the organisation. | Leadership/Influence |
| 5.50 | Makes a decision confidently and quickly when necessary. | Decisiveness/Judgement |
| 5.50 | Keeps track of details and follows up on tasks and assignments. | Task/Project Management |
| 5.50 | Demonstrate sensitivity towards diversity in the workplace (e.g., gender, ethnicity, age, sexual preference, etc.) and treats others in a fair and consistent manner. | Interpersonal Sensitivity |
| 5.00 | Is willing to take the time to understand and listen to others. | Listening |
| 5.00 | Develops cooperative, rather than, competitive working relationships with others. | Collaboration |
| 5.00 | Provides timely and ongoing feedback to others regarding working relationships and job performance. | Team Support |
| 5.00 | Updates others in a prompt and timely manner on developments that affect his/her job, tasks, and assignments. | Two-Way Feedback |
| 5.00 | Effectively handles complaints and disagreements in meetings and presentations. | Oral Presentation |

PERFORMANCE VIEW360

Lowest Rated Behaviors - All Raters

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

| Score | Behavior | Competency |
|-------|--|---------------------------------|
| 2.00 | Summarises what others have said in order to clarify understanding. | Listening |
| 2.40 | Maintains close contact and communication with others (i.e., keeps others well informed). | Two-Way Feedback |
| 2.60 | Maintains eye contact when speaking to others. | Oral Communication |
| 2.80 | Writes in a logical and organised manner. | Written Communication |
| 2.80 | Delivers oral presentations that are persuasive, clear & logically organised. | Oral Presentation |
| 2.80 | Establishes a logical sequence of steps to ensure that work assignments are completed on time. | Planning/Organsing |
| 2.80 | Meets deadlines and requests from others in a timely basis. | Task/Project Management |
| 2.80 | Allows for disagreements to emerge and to be discussed openly. | Negotiation/Conflict Management |
| 3.00 | Solicits and values the thoughts, opinions, feedback, and ideas of others. | Collaboration |
| 3.00 | Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate. | Collaboration |
| 3.00 | Recognises that diverse points of view must be encouraged, acknowledged and accepted. | Negotiation/Conflict Management |
| 3.00 | Takes the initiative in identifying work related problems that need to be solved. | Problem Solving |
| 3.00 | Acknowledges and recognises the contributions and accomplishments of others. | Team Support |

PERFORMANCE VIEW360

Lowest Rated Behaviors - Self

You identified the following behaviors as those in which your performance is least effective. They are rank ordered so the first item is your lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

| Score | Behavior | Competency |
|-------|---|---------------------------------|
| 2.00 | Makes timely decisions under time pressure. | Decisiveness/Judgement |
| 2.00 | Uses written communications effectively and appropriately. | Written Communication |
| 3.00 | Writes in a logical and organised manner. | Written Communication |
| 3.00 | Writes complex and/or technical information in a clear manner. | Written Communication |
| 3.00 | Meets deadlines and requests from others in a timely basis. | Task/Project Management |
| 3.00 | Directs and organises others so that tasks, projects, and assignments can be completed on time. | Task/Project Management |
| 3.00 | Maintains eye contact and attentive non-verbal behaviour when being spoken to. | Listening |
| 3.00 | Waits out silences and listens patiently without interrupting. | Listening |
| 3.00 | Organises and manages time productively. | Planning/Organsing |
| 3.00 | Established realistic plans and schedules to complete specific tasks, projects and assignments. | Planning/Organsing |
| 3.00 | Develops cooperative, rather than, competitive working relationships with others. | Collaboration |
| 3.00 | Works collaboratively with others. | Collaboration |
| 3.00 | Develops supportive, helpful and friendly working relationships with others. | Collaboration |
| 3.00 | Updates others in a prompt and timely manner on developments that affect his/her job, tasks, and assignments. | Two-Way Feedback |
| 3.00 | States complex information, thoughts and ideas simply, clearly and concisely. | Oral Communication |
| 3.00 | Speaks clearly and concisely when communicating with others. | Oral Communication |
| 3.00 | Takes the initiative and offers formal and informal assistance, coaching, and training to others. | Team Support |
| 3.00 | Gathers enough information and data before making a decision. | Decisiveness/Judgement |
| 3.00 | Builds strategic alliances and networks with key people within and outside the organisation. | Leadership/Influence |
| 3.00 | Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge. | Leadership/Influence |
| 3.00 | Makes an effort to resolve interpersonal conflicts with others. | Negotiation/Conflict Management |
| 3.00 | Discusses possible "win-win" solutions and seeks agreement on specific actions when conflict arise. | Negotiation/Conflict Management |

PERFORMANCE VIEW360

Lowest Rated Behaviors - Self

| Score | Behavior | Competency |
|-------|--|-------------------|
| 3.00 | Delivers oral presentations that are persuasive, clear & logically organised. | Oral Presentation |
| 3.00 | Handles questions in meetings, discussions, and presentations in a responsive, non-defensive, and diplomatic manner. | Oral Presentation |
| 3.00 | Generates multiple solutions to solving a problem. | Problem Solving |
| 3.00 | Creates and generates innovative and creative solutions to problems. | Problem Solving |

PERFORMANCE VIEW360

Lowest Rated Behaviors - Supervisor

The following behaviors were identified by the Supervisor rater group as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

| Score | Behavior | Competency |
|-------|---|---------------------------------|
| 1.00 | Summarises what others have said in order to clarify understanding. | Listening |
| 1.00 | Creates and generates innovative and creative solutions to problems. | Problem Solving |
| 1.00 | Considers alternatives and generates contingency plans in solving problems. | Problem Solving |
| 1.00 | Discusses possible "win-win" solutions and seeks agreement on specific actions when conflict arise. | Negotiation/Conflict Management |
| 1.00 | Completes tasks, projects and assignments on time. | Task/Project Management |
| 1.00 | Demonstrate sensitivity towards diversity in the workplace (e.g., gender, ethnicity, age, sexual preference, etc.) and treats others in a fair and consistent manner. | Interpersonal Sensitivity |
| 2.00 | Meets deadlines and requests from others in a timely basis. | Task/Project Management |
| 2.00 | Keeps track of details and follows up on tasks and assignments. | Task/Project Management |
| 2.00 | Makes timely decisions under time pressure. | Decisiveness/Judgement |
| 2.00 | Makes a decision confidently and quickly when necessary. | Decisiveness/Judgement |
| 2.00 | Considers the consequences and outcomes of decisions. | Decisiveness/Judgement |
| 2.00 | Organises and manages time productively. | Planning/Organsing |
| 2.00 | Effectively schedules work activities, tasks, projects and assignments. | Planning/Organsing |
| 2.00 | Plans what resources are needed to carry out a task, project or assignment. | Planning/Organsing |
| 2.00 | Keeps others informed with relevant information in a timely manner. | Two-Way Feedback |
| 2.00 | Maintains close contact and communication with others (i.e., keeps others well informed). | Two-Way Feedback |
| 2.00 | Communicates information needed by others in a prompt and timely manner. | Two-Way Feedback |
| 2.00 | Handles questions in meetings, discussions, and presentations in a responsive, non-defensive, and diplomatic manner. | Oral Presentation |
| 2.00 | Effectively handles complaints and disagreements in meetings and presentations. | Oral Presentation |
| 2.00 | Restates and clarifies important points and questions from others during meetings and presentations. | Oral Presentation |
| 2.00 | Clearly expresses and requests information from others. | Oral Communication |

PERFORMANCE VIEW360

Lowest Rated Behaviors - Supervisor

| Score | Behavior | Competency |
|-------|---|---------------------------------|
| 2.00 | Capable of adjusting his/her leadership style to persuade, motivate and influence others. | Leadership/Influence |
| 2.00 | Takes the initiative in identifying work related problems that need to be solved. | Problem Solving |
| 2.00 | Makes an effort to resolve interpersonal conflicts with others. | Negotiation/Conflict Management |
| 2.00 | Encourages cooperation and teamwork among people who depend on each other to get work done. | Team Support |
| 2.00 | Acknowledges and recognises the contributions and accomplishments of others. | Team Support |
| 2.00 | Develops cooperative, rather than, competitive working relationships with others. | Collaboration |
| 2.00 | Maintains eye contact and attentive non-verbal behaviour when being spoken to. | Listening |

PERFORMANCE VIEW360

Lowest Rated Behaviors - Peer

The following behaviors were identified by the Peer rater group as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

| Score | Behavior | Competency |
|-------|--|---------------------------------|
| 1.50 | Summarises what others have said in order to clarify understanding. | Listening |
| 2.00 | Maintains close contact and communication with others (i.e., keeps others well informed). | Two-Way Feedback |
| 2.50 | Writes in a logical and organised manner. | Written Communication |
| 2.50 | Maintains eye contact when speaking to others. | Oral Communication |
| 2.50 | Delivers oral presentations that are persuasive, clear & logically organised. | Oral Presentation |
| 2.50 | Establishes a logical sequence of steps to ensure that work assignments are completed on time. | Planning/Organising |
| 2.50 | Meets deadlines and requests from others in a timely basis. | Task/Project Management |
| 3.00 | Takes the initiative in identifying work related problems that need to be solved. | Problem Solving |
| 3.00 | Creates and generates innovative and creative solutions to problems. | Problem Solving |
| 3.00 | Solicits and values the thoughts, opinions, feedback, and ideas of others. | Collaboration |
| 3.00 | Develops cooperative, rather than, competitive working relationships with others. | Collaboration |
| 3.00 | Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate. | Collaboration |
| 3.00 | Takes the initiative and offers formal and informal assistance, coaching, and training to others. | Team Support |
| 3.00 | Provides timely and ongoing feedback to others regarding working relationships and job performance. | Team Support |
| 3.00 | Acknowledges and recognises the contributions and accomplishments of others. | Team Support |
| 3.00 | Makes a decision confidently and quickly when necessary. | Decisiveness/Judgement |
| 3.00 | Makes timely decisions under time pressure. | Decisiveness/Judgement |
| 3.00 | Gathers enough information and data before making a decision. | Decisiveness/Judgement |
| 3.00 | Discusses possible "win-win" solutions and seeks agreement on specific actions when conflict arise. | Negotiation/Conflict Management |
| 3.00 | Recognises that diverse points of view must be encouraged, acknowledged and accepted. | Negotiation/Conflict Management |
| 3.00 | Allows for disagreements to emerge and to be discussed openly. | Negotiation/Conflict Management |
| 3.00 | Makes it easy for others to disclose, share and openly talk about their ideas, problems, and concerns. | Interpersonal Sensitivity |

PERFORMANCE VIEW360

Lowest Rated Behaviors - Peer

| Score | Behavior | Competency |
|-------|---|---------------------------|
| 3.00 | Develops and maintains warm, friendly, and sensitive relationships with others. | Interpersonal Sensitivity |
| 3.00 | Demonstrate sensitivity towards diversity in the workplace (e.g., gender, ethnicity, age, sexual preference, etc.) and treats others in a fair and consistent manner. | Interpersonal Sensitivity |
| 3.00 | Communicates and expresses ideas in a manner that persuades and influences others. | Leadership/Influence |

PERFORMANCE VIEW360

Lowest Rated Behaviors - Team Member

The following behaviors were identified by the Team Member rater group as those in which your performance is least effective. They are rank ordered so the first item is the lowest rated behavior based on average scores. We suggest you pay particular attention to these behaviors and focus your immediate developmental activities on them.

| Score | Behavior | Competency |
|-------|---|---------------------------------|
| 2.50 | Maintains eye contact when speaking to others. | Oral Communication |
| 2.50 | Gathers and utilises available information in order to understand and solve organisational issues and problems. | Problem Solving |
| 2.50 | Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate. | Collaboration |
| 2.50 | Allows for disagreements to emerge and to be discussed openly. | Negotiation/Conflict Management |
| 2.50 | Sticks with a decision or course of action unless it is obvious that it is incorrect. | Decisiveness/Judgement |
| 3.00 | Establishes a logical sequence of steps to ensure that work assignments are completed on time. | Planning/Organising |
| 3.00 | Solicits and values the thoughts, opinions, feedback, and ideas of others. | Collaboration |
| 3.00 | Works collaboratively with others. | Collaboration |
| 3.00 | Develops supportive, helpful and friendly working relationships with others. | Collaboration |
| 3.00 | Maintains close contact and communication with others (i.e., keeps others well informed). | Two-Way Feedback |
| 3.00 | Gathers enough information and data before making a decision. | Decisiveness/Judgement |
| 3.00 | Writes in a logical and organised manner. | Written Communication |
| 3.00 | Develops and maintains warm, friendly, and sensitive relationships with others. | Interpersonal Sensitivity |
| 3.00 | Summarises what others have said in order to clarify understanding. | Listening |
| 3.00 | Delivers oral presentations that are persuasive, clear & logically organised. | Oral Presentation |
| 3.00 | Communicates and expresses ideas in a manner that persuades and influences others. | Leadership/Influence |
| 3.00 | Recognises that diverse points of view must be encouraged, acknowledged and accepted. | Negotiation/Conflict Management |

PERFORMANCE VIEW360

Behavior Summary

The average score for each PerformanceView360 competency and specific questions are summarized below for each rater category (1 to 7 frequency scale with higher scores corresponding to more frequently observed behavior). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of 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 or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of 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 | Self | Supervisor | Peer | Team Member | Average |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Leadership/Influence | 3.60 (0.84) | 3.60 (0.73) | 3.50 (0.66) | 4.00 (0.55) | 3.72 (0.62) |
| Builds strategic alliances and networks with key people within and outside the organisation. | 3.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 5.50 (0.83) | 4.40 (0.66) |
| Demonstrates a willingness to take charge, direct and lead others. | 4.00 (1.00) | 4.00 (1.00) | 4.00 (0.33) | 4.00 (0.33) | 4.00 (0.40) |
| Demonstrates a willingness to assert his/her ideas and opinions in the face of opposition and challenge. | 3.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 3.50 (0.83) | 3.60 (0.84) |
| Capable of adjusting his/her leadership style to persuade, motivate and influence others. | 4.00 (1.00) | 2.00 (1.00) | 3.50 (0.83) | 4.00 (0.67) | 3.40 (0.66) |
| Communicates and expresses ideas in a manner that persuades and influences others. | 4.00 (1.00) | 4.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) | 3.20 (0.87) |
| Written Communication | 3.20 (0.75) | 3.20 (0.87) | 3.80 (0.71) | 3.80 (0.67) | 3.68 (0.71) |
| Uses written communications effectively and appropriately. | 2.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 4.50 (0.83) | 4.20 (0.75) |
| Writes complex and/or technical information in a clear manner. | 3.00 (1.00) | 4.00 (1.00) | 4.00 (1.00) | 4.00 (1.00) | 4.00 (1.00) |
| Writes in a clear, direct, and organised manner. | 4.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 3.50 (0.50) | 3.80 (0.61) |
| Uses appropriate grammar, tense and language in written communication. | 4.00 (1.00) | 3.00 (1.00) | 3.50 (0.83) | 4.00 (1.00) | 3.60 (0.84) |
| Writes in a logical and organised manner. | 3.00 (1.00) | 3.00 (1.00) | 2.50 (0.83) | 3.00 (0.67) | 2.80 (0.75) |

PERFORMANCE VIEW360

Behavior Summary Continued

| Questions | Self | Supervisor | Peer | Team Member | Average |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Task/Project Management | 3.80 (0.75) | 2.20 (0.75) | 3.90 (0.62) | 4.10 (0.57) | 3.64 (0.55) |
| Plans ahead and follows through to get assignments done on time. | 4.00 (1.00) | 3.00 (1.00) | 4.50 (0.50) | 4.00 (0.33) | 4.00 (0.44) |
| Keeps track of details and follows up on tasks and assignments. | 4.00 (1.00) | 2.00 (1.00) | 3.50 (0.83) | 5.50 (0.83) | 4.00 (0.53) |
| Directs and organises others so that tasks, projects, and assignments can be completed on time. | 3.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 3.50 (0.83) | 3.80 (0.75) |
| Completes tasks, projects and assignments on time. | 5.00 (1.00) | 1.00 (1.00) | 4.50 (0.83) | 4.00 (0.67) | 3.60 (0.50) |
| Meets deadlines and requests from others in a timely basis. | 3.00 (1.00) | 2.00 (1.00) | 2.50 (0.83) | 3.50 (0.83) | 2.80 (0.75) |
| Oral Presentation | 3.80 (0.75) | 2.40 (0.84) | 3.90 (0.62) | 4.00 (0.58) | 3.64 (0.58) |
| Restates and clarifies important points and questions from others during meetings and presentations. | 4.00 (1.00) | 2.00 (1.00) | 5.00 (0.67) | 4.00 (0.33) | 4.00 (0.40) |
| Effectively handles complaints and disagreements in meetings and presentations. | 5.00 (1.00) | 2.00 (1.00) | 4.00 (0.67) | 5.00 (0.67) | 4.00 (0.53) |
| Handles questions in meetings, discussions, and presentations in a responsive, non-defensive, and diplomatic manner. | 3.00 (1.00) | 2.00 (1.00) | 4.50 (0.83) | 4.00 (1.00) | 3.80 (0.67) |
| Is prepared and organised for meetings and discussions. | 4.00 (1.00) | 3.00 (1.00) | 3.50 (0.83) | 4.00 (1.00) | 3.60 (0.84) |
| Delivers oral presentations that are persuasive, clear & logically organised. | 3.00 (1.00) | 3.00 (1.00) | 2.50 (0.83) | 3.00 (0.67) | 2.80 (0.75) |
| Team Support | 4.20 (0.75) | 3.00 (0.70) | 3.40 (0.66) | 4.00 (0.55) | 3.56 (0.60) |
| Expresses confidence in the skills and abilities of others. | 5.00 (1.00) | 4.00 (1.00) | 4.50 (0.50) | 4.00 (0.67) | 4.20 (0.61) |
| Provides timely and ongoing feedback to others regarding working relationships and job performance. | 4.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) | 5.00 (1.00) | 3.80 (0.67) |
| Encourages cooperation and teamwork among people who depend on each other to get work done. | 4.00 (1.00) | 2.00 (1.00) | 3.50 (0.83) | 4.00 (1.00) | 3.40 (0.73) |
| Takes the initiative and offers formal and informal assistance, coaching, and training to others. | 3.00 (1.00) | 4.00 (1.00) | 3.00 (1.00) | 3.50 (0.83) | 3.40 (0.84) |
| Acknowledges and recognises the contributions and accomplishments of others. | 5.00 (1.00) | 2.00 (1.00) | 3.00 (0.67) | 3.50 (0.17) | 3.00 (0.40) |

PERFORMANCE VIEW360

Behavior Summary Continued

| Questions | Self | Supervisor | Peer | Team Member | Average |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Two-Way Feedback | 3.80 (0.87) | 2.60 (0.73) | 3.50 (0.69) | 4.00 (0.63) | 3.52 (0.63) |
| Updates others in a prompt and timely manner on developments that affect his/her job, tasks, and assignments. | 3.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 5.00 (0.67) | 4.20 (0.67) |
| Informs others about relevant aspects of tasks, projects and assignments in a timely manner. | 4.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 4.00 (0.67) | 4.00 (0.70) |
| Communicates information needed by others in a prompt and timely manner. | 4.00 (1.00) | 2.00 (1.00) | 4.00 (1.00) | 4.00 (1.00) | 3.60 (0.73) |
| Keeps others informed with relevant information in a timely manner. | 4.00 (1.00) | 2.00 (1.00) | 3.50 (0.83) | 4.00 (0.67) | 3.40 (0.66) |
| Maintains close contact and communication with others (i.e., keeps others well informed). | 4.00 (1.00) | 2.00 (1.00) | 2.00 (1.00) | 3.00 (0.67) | 2.40 (0.73) |
| Interpersonal Sensitivity | 4.20 (0.87) | 2.80 (0.67) | 3.50 (0.66) | 3.90 (0.43) | 3.52 (0.54) |
| Makes an effort to understand and take an interest in how others are feeling. | 4.00 (1.00) | 3.00 (1.00) | 4.50 (0.50) | 3.50 (0.17) | 3.80 (0.35) |
| Shows an interest in and is considerate of the feelings of others. | 4.00 (1.00) | 3.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 3.60 (0.84) |
| Demonstrate sensitivity towards diversity in the workplace (e.g., gender, ethnicity, age, sexual preference, etc.) and treats others in a fair and consistent manner. | 4.00 (1.00) | 1.00 (1.00) | 3.00 (1.00) | 5.50 (0.83) | 3.60 (0.42) |
| Makes it easy for others to disclose, share and openly talk about their ideas, problems, and concerns. | 4.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) | 4.00 (1.00) | 3.40 (0.84) |
| Develops and maintains warm, friendly, and sensitive relationships with others. | 5.00 (1.00) | 4.00 (1.00) | 3.00 (0.67) | 3.00 (0.33) | 3.20 (0.51) |
| Planning/Organsing | 3.60 (0.84) | 2.40 (0.84) | 3.80 (0.61) | 3.80 (0.67) | 3.52 (0.62) |
| Established realistic plans and schedules to complete specific tasks, projects and assignments. | 3.00 (1.00) | 3.00 (1.00) | 4.50 (0.50) | 3.50 (0.50) | 3.80 (0.51) |
| Plans what resources are needed to carry out a task, project or assignment. | 4.00 (1.00) | 2.00 (1.00) | 4.00 (0.67) | 4.50 (0.83) | 3.80 (0.61) |
| Effectively schedules work activities, tasks, projects and assignments. | 4.00 (1.00) | 2.00 (1.00) | 4.50 (0.83) | 3.50 (0.83) | 3.60 (0.66) |
| Organises and manages time productively. | 3.00 (1.00) | 2.00 (1.00) | 3.50 (0.83) | 4.50 (0.83) | 3.60 (0.66) |
| Establishes a logical sequence of steps to ensure that work assignments are completed on time. | 4.00 (1.00) | 3.00 (1.00) | 2.50 (0.83) | 3.00 (1.00) | 2.80 (0.87) |

PERFORMANCE VIEW360

Behavior Summary Continued

| Questions | Self | Supervisor | Peer | Team Member | Average |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| Listening | 3.60 (0.84) | 2.80 (0.61) | 3.20 (0.64) | 4.10 (0.65) | 3.48 (0.60) |
| Is willing to take the time to understand and listen to others. | 4.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 5.00 (1.00) | 4.20 (0.75) |
| Listens to what others say in a way that expresses understanding (e.g., summarises or paraphrases statements). | 4.00 (1.00) | 3.00 (1.00) | 4.00 (0.67) | 4.50 (0.50) | 4.00 (0.58) |
| Waits out silences and listens patiently without interrupting. | 3.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 4.00 (1.00) | 3.80 (0.87) |
| Maintains eye contact and attentive non-verbal behaviour when being spoken to. | 3.00 (1.00) | 2.00 (1.00) | 3.50 (0.83) | 4.00 (1.00) | 3.40 (0.73) |
| Summarises what others have said in order to clarify understanding. | 4.00 (1.00) | 1.00 (1.00) | 1.50 (0.83) | 3.00 (0.67) | 2.00 (0.63) |
| Decisiveness/Judgement | 3.40 (0.73) | 2.60 (0.73) | 3.50 (0.66) | 3.90 (0.43) | 3.48 (0.54) |
| Considers the consequences and outcomes of decisions. | 4.00 (1.00) | 2.00 (1.00) | 4.50 (0.50) | 4.50 (0.50) | 4.00 (0.44) |
| Makes a decision confidently and quickly when necessary. | 4.00 (1.00) | 2.00 (1.00) | 3.00 (1.00) | 5.50 (0.83) | 3.80 (0.51) |
| Sticks with a decision or course of action unless it is obvious that it is incorrect. | 4.00 (1.00) | 3.00 (1.00) | 4.00 (1.00) | 2.50 (0.50) | 3.20 (0.61) |
| Gathers enough information and data before making a decision. | 3.00 (1.00) | 4.00 (1.00) | 3.00 (0.67) | 3.00 (0.33) | 3.20 (0.51) |
| Makes timely decisions under time pressure. | 2.00 (1.00) | 2.00 (1.00) | 3.00 (1.00) | 4.00 (1.00) | 3.20 (0.75) |
| Oral Communication | 3.60 (0.84) | 3.00 (0.79) | 3.80 (0.71) | 3.40 (0.66) | 3.48 (0.69) |
| Provides clear, concise, and logical answers to questions. | 4.00 (1.00) | 4.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 3.80 (0.87) |
| States complex information, thoughts and ideas simply, clearly and concisely. | 3.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 3.50 (0.83) | 3.80 (0.75) |
| Clearly expresses and requests information from others. | 4.00 (1.00) | 2.00 (1.00) | 4.50 (0.83) | 3.50 (0.50) | 3.60 (0.55) |
| Speaks clearly and concisely when communicating with others. | 3.00 (1.00) | 3.00 (1.00) | 3.50 (0.83) | 4.00 (0.67) | 3.60 (0.73) |
| Maintains eye contact when speaking to others. | 4.00 (1.00) | 3.00 (1.00) | 2.50 (0.83) | 2.50 (0.83) | 2.60 (0.84) |
| Problem Solving | 3.60 (0.84) | 2.20 (0.61) | 3.90 (0.65) | 3.60 (0.48) | 3.44 (0.52) |
| Generates multiple solutions to solving a problem. | 3.00 (1.00) | 4.00 (1.00) | 4.50 (0.50) | 4.00 (0.67) | 4.20 (0.61) |
| Considers alternatives and generates contingency plans in solving problems. | 4.00 (1.00) | 1.00 (1.00) | 4.50 (0.83) | 3.50 (0.17) | 3.40 (0.31) |
| Gathers and utilises available information in order to understand and solve organisational issues and problems. | 4.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 2.50 (0.50) | 3.40 (0.55) |

PERFORMANCE VIEW360

Behavior Summary Continued

| Questions | Self | Supervisor | Peer | Team Member | Average |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Problem Solving | 3.60 (0.84) | 2.20 (0.61) | 3.90 (0.65) | 3.60 (0.48) | 3.44 (0.52) |
| Creates and generates innovative and creative solutions to problems. | 3.00 (1.00) | 1.00 (1.00) | 3.00 (1.00) | 4.50 (0.83) | 3.20 (0.56) |
| Takes the initiative in identifying work related problems that need to be solved. | 4.00 (1.00) | 2.00 (1.00) | 3.00 (1.00) | 3.50 (0.83) | 3.00 (0.79) |
| Negotiation/Conflict Management | 3.80 (0.75) | 2.60 (0.66) | 3.50 (0.66) | 3.60 (0.52) | 3.36 (0.58) |
| Resists reacting defensively and keeps an open mind when others disagree with him/her. | 5.00 (1.00) | 4.00 (1.00) | 4.50 (0.50) | 3.50 (0.50) | 4.00 (0.53) |
| Discusses possible "win-win" solutions and seeks agreement on specific actions when conflict arise. | 3.00 (1.00) | 1.00 (1.00) | 3.00 (1.00) | 5.50 (0.83) | 3.60 (0.42) |
| Makes an effort to resolve interpersonal conflicts with others. | 3.00 (1.00) | 2.00 (1.00) | 4.00 (1.00) | 3.50 (0.83) | 3.40 (0.73) |
| Recognises that diverse points of view must be encouraged, acknowledged and accepted. | 4.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) |
| Allows for disagreements to emerge and to be discussed openly. | 4.00 (1.00) | 3.00 (1.00) | 3.00 (0.67) | 2.50 (0.50) | 2.80 (0.61) |
| Collaboration | 3.40 (0.84) | 3.00 (0.79) | 3.50 (0.66) | 3.30 (0.50) | 3.32 (0.60) |
| Develops supportive, helpful and friendly working relationships with others. | 3.00 (1.00) | 3.00 (1.00) | 4.50 (0.50) | 3.00 (0.33) | 3.60 (0.42) |
| Develops cooperative, rather than, competitive working relationships with others. | 3.00 (1.00) | 2.00 (1.00) | 3.00 (1.00) | 5.00 (1.00) | 3.60 (0.60) |
| Works collaboratively with others. | 3.00 (1.00) | 3.00 (1.00) | 4.00 (1.00) | 3.00 (0.67) | 3.40 (0.73) |
| Actively involves others in his/her decision-making, planning, and problem solving tasks when appropriate. | 4.00 (1.00) | 4.00 (1.00) | 3.00 (0.67) | 2.50 (0.50) | 3.00 (0.58) |
| Solicits and values the thoughts, opinions, feedback, and ideas of others. | 4.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) | 3.00 (1.00) |

PERFORMANCE VIEW360

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying either the rater or rater category to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your development plan?

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Open Ended Comments Summary

STRENGTHS

Supervisor:

Strength Comments Go Here

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Open Ended Comments Summary Continued DEVELOPMENT AREAS

Supervisor:

Development Comments Go Here

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Development Planning Guide

Examining Your PerformanceView360 Feedback Report

Your reactions to your PerformanceView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

PERFORMANCE VIEW360

Development Planning Guide Continued

Deciding What Skills To Work On

The table below summarizes the 14 PerformanceView360 Competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development plan.

| Competency Group | Competency | Competency Importance Rating | Development As Perceived By Others |
|-------------------------------|---------------------------------|------------------------------|------------------------------------|
| Communication Skills | Listening | | |
| | Two-Way Feedback | | |
| | Written Communication | | |
| | Oral Communication | | |
| | Oral Presentation | | |
| Task Management Skills | Planning/Organsing | | |
| | Task/Project Management | | |
| | Problem Solving | | |
| | Decisiveness/Judgement | | |
| Interpersonal Skills | Collaboration | | |
| | Interpersonal Sensitivity | | |
| | Negotiation/Conflict Management | | |
| | Team Support | | |
| | Leadership/Influence | | |

PERFORMANCE VIEW360

Development Planning Guide Continued

Focusing On Development

List three competency strengths based upon your PerformanceView360 results below:

1. _____
2. _____
3. _____

List three possible development competency areas based upon your PerformanceView360 results below:

1. _____
2. _____
3. _____

The PerformanceView360 is an instrument developed to provide feedback and developmental focus and recommendations about skill strengths and development needs. The action planning process helps to increase your success. Research suggests that desired change is more likely to be successful when:

- ✓ The desired skills and behaviors are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your PerformanceView360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

PERFORMANCE VIEW360

Development Planning Guide Continued

| | |
|-----------------------------|---------------|
| Competency: | |
| Development Activities: | Target Dates: |
| Support/Resources Required: | |
| Measures of Success: | |
| Results/Outcomes: | |