

360 Feedback Report for Test Subject and Receptionist

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The average scores for each of the eight key trait statements are summarized for each of the Core Competencies. The scoring patterns for the ten-point scale are divided into three sub-ranges and are explained as follows:

1 - 3 Does not meet the standard expectations for the key trait statement.

1 means well below the standard and not showing signs of improvement,

2 means below the standard with insufficient signs for improvement,

3 means does not meet the standard but is improving.

4 - 6 Meets the standard expectations for the key trait statement.

4 means slightly below the standard and needing to show more signs of improvement,

5 means performing at the minimum standard expectations with some improvements,

6 means slightly above the minimum standard with noticeable improvements.

7 - 9 Exceeds the standard expectations for the key trait statement.

7 means performing exceptionally well with some assistance,

8 means performing at a superior level with very little assistance,

9 means exceeding all expectations independently and with outstanding performance.

10 Is a special category that describes the over-emphasis of a particular behaviour often to the detriment of other desired characteristics. For example: a person may be giving so much attention to his or her task assignments that his or her relationships with others are experiencing difficulties. His or her work level may be exceptional; however, there may be other factors involved that deserve consideration.

Efficiency

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.1	1
Manager(s)											8.1	1
Peer(s)											6.5	
Direct Report(s)											7.8	

Brings work processes and production patterns into proper alignment.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											n/a	
Manager(s)											8.0	
Peer(s)											5.0	
Direct Report(s)											8.0	

Manages change and growth efficiently to produce greater quality control.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											1.0	
Manager(s)											8.0	
Peer(s)											5.0	
Direct Report(s)											n/a	

Identifies the goal of re-engineering and targets work areas for improvements.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											8.0	
Manager(s)											9.0	
Peer(s)											5.0	
Direct Report(s)											n/a	

Successfully leads people to achieve more with less.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.0	
Manager(s)											7.0	
Peer(s)											5.0	
Direct Report(s)											n/a	

Defines quality standards and ways to measure results in accordance with these standards.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											5.0	
Manager(s)											6.0	
Peer(s)											8.0	
Direct Report(s)											8.0	

Creates open space work areas that project different roles and responsibilities not authority levels.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											10.0	1
Manager(s)											9.0	
Peer(s)											8.0	
Direct Report(s)											8.0	

Creates involvement and discussion around possibilities for re-engineered growth.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											7.0	
Manager(s)											10.0	1
Peer(s)											8.0	
Direct Report(s)											8.0	

Ensures people are consciously taking personal responsibility for the organization's prosperity.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.0	
Manager(s)											n/a	
Peer(s)											8.0	
Direct Report(s)											7.0	

Facilitation

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											5.6	
Manager(s)											6.9	
Peer(s)											7.6	1
Direct Report(s)											7.1	

Plans meetings to conserve time and cover important issues.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											5.0	
Manager(s)											n/a	
Peer(s)											n/a	
Direct Report(s)											8.0	

Completes the agenda with suggestions from others.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											3.0	
Manager(s)											7.0	
Peer(s)											10.0	1
Direct Report(s)											8.0	

Prepares others for meetings by sending out agendas and reporting assignments.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											3.0	
Manager(s)											8.0	
Peer(s)											7.0	
Direct Report(s)											5.0	

Follows his/her outlines for meetings and keep things focused.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											5.0	
Manager(s)											5.0	
Peer(s)											8.0	
Direct Report(s)											6.0	

Plans ahead for difficult situations and anticipated objections.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											9.0	
Manager(s)											6.0	
Peer(s)											7.0	
Direct Report(s)											8.0	

Reads responsibly through reports and pre-meeting materials.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											n/a	
Manager(s)											9.0	
Peer(s)											7.0	
Direct Report(s)											8.0	

Brings others into the discussion and persuades them to take part.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											9.0	
Manager(s)											6.0	
Peer(s)											7.0	
Direct Report(s)											7.0	




Keeps meetings on time and productive.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											5.0	
Manager(s)											7.0	
Peer(s)											7.0	
Direct Report(s)											n/a	





Multitasking

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.1	1
Manager(s)											5.9	1
Peer(s)											7.0	
Direct Report(s)											6.3	




Prefers stable work situations with plenty of internal consistencies.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											5.0	
Manager(s)											5.0	
Peer(s)											6.0	
Direct Report(s)											n/a	





Works efficiently in a crisis and his productive in a detailed environment.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.0	
Manager(s)											10.0	1
Peer(s)											6.0	
Direct Report(s)											7.0	





Enjoys a leisurely pace and is patient with others.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											4.0	
Manager(s)											n/a	
Peer(s)											8.0	
Direct Report(s)											8.0	





Accepts standard operating procedures and routines with little questioning.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											7.0	
Manager(s)											5.0	
Peer(s)											8.0	
Direct Report(s)											8.0	





Holds closely to events in people's lives but is likely to need catching up on things.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.0	
Manager(s)											5.0	
Peer(s)											6.0	
Direct Report(s)											5.0	

Gathers data, numbers and relies on substance to lead.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											10.0	1
Manager(s)											5.0	
Peer(s)											8.0	
Direct Report(s)											5.0	





Prefers having social contact and offering value driven service.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											3.0	
Manager(s)											6.0	
Peer(s)											7.0	
Direct Report(s)											5.0	





Decides most issues in advance and pursues a course of action that executes the plan.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											8.0	
Manager(s)											5.0	
Peer(s)											7.0	
Direct Report(s)											6.0	





People Skills

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.4	
Manager(s)											5.5	
Peer(s)											6.3	
Direct Report(s)											6.6	





Reflects the level of trust and job satisfaction within the team.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											7.0	
Manager(s)											7.0	
Peer(s)											7.0	
Direct Report(s)											7.0	





Inspires others to reach their peak.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.0	
Manager(s)											3.0	
Peer(s)											5.0	
Direct Report(s)											8.0	





Builds confidence in people to achieve their goals.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.0	
Manager(s)											2.0	
Peer(s)											6.0	
Direct Report(s)											8.0	





Keeps a balance between work and pleasure.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											7.0	
Manager(s)											5.0	
Peer(s)											5.0	
Direct Report(s)											7.0	





Is conscientious about work and the organizational culture.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											7.0	
Manager(s)											3.0	
Peer(s)											6.0	
Direct Report(s)											5.0	





Takes time to review and self-evaluate performance.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											5.0	
Manager(s)											8.0	
Peer(s)											7.0	
Direct Report(s)											5.0	

Ensures others feel that their contributions are worthwhile and important.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											6.0	
Manager(s)											9.0	
Peer(s)											7.0	
Direct Report(s)											6.0	

Relays recognition and rewards to others in a timely fashion.

Evaluator Type	1	2	3	4	5	6	7	8	9	10	Avg.	Total 10's
Self											7.0	
Manager(s)											7.0	
Peer(s)											7.0	
Direct Report(s)											7.0	

EVALUATIONS:

Self-evaluation: Test Subject (06-06-2008)

Manager(s): John Doe (06-06-2008)

Peer(s): Jane Doe (06-06-2008)

Direct Report(s): New Person (06-06-2008)