

Open 360 Feedback Report

Sam Sample

Organisation:
ABC Pty Ltd

Date:
22.06.2018



Results by question groups

Likert scale

Question group	Self	Managers	Peers	Direct Reports	Total
Communicates	0.33	0.89	0.51	-0.02	0.36
Delegates	0.40	0.93	0.66	0.24	0.54
Develops	1.33	0.89	0.97	0.78	0.88
Envisions	0.78	0.89	0.57	0.33	0.53
Manages	0.89	1.15	0.86	0.67	0.83
Models	0.38	0.79	0.64	0.41	0.57
Motivates	-0.13	0.83	0.46	0.14	0.40
Relates	0.67	0.85	0.63	0.35	0.56
Total	0.59	0.91	0.67	0.36	0.58
Standard Deviation		0.77	0.78	0.84	0.83

Question Group: *Communicates*

Question:	Self	Managers	Peers	Direct Reports	Total
1. Proactively deals with problems openly and honestly	0.00	1.00	0.43	0.00	0.35
2. Shares feelings, communicates appropriately /constructively	0.00	1.00	0.14	-0.57	0.00
3. Stays focused on the situation, issue or behaviour not on personalities	1.00	0.67	0.71	-0.14	0.35
4. Communicates effectively verbally, non-verbally	1.00	0.67	0.57	0.14	0.41
5. Communicates effectively in writing	2.00	0.67	1.29	0.71	0.94
6. Responds objectively, not defensively during conflict	0.00	1.33	0.14	-0.14	0.24
7. Listens for both facts and feelings	0.00	0.67	0.29	-0.14	0.18
8. Adapts message/communication style to the listener	0.00	1.00	0.00	-0.29	0.06
9. Minimises distractions/interruptions during a conversation	-1.00	1.00	1.00	0.29	0.71
Total	0.33	0.89	0.51	-0.02	0.36
Standard Deviation		0.75	0.78	0.85	0.87

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Organisation:
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Date:
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Question Group: *Motivates*

Question:	Self	Managers	Peers	Direct Reports	Total
11. Strives for consensus, buy-in and win/win solutions	0.00 ■	1.33 ■	0.71 ■	0.57 ■	0.76 ■
12. Considers the needs/preferences of those impacted by a decision	0.00 ■	0.33 ■	0.57 ■	0.00 ■	0.29 ■
13. Encourages people to express and develop their ideas	0.00 ■	1.33 ■	0.29 ■	0.29 ■	0.47 ■
14. Is aware of and manages their emotions	-1.00 ■	0.67 ■	0.86 ■	0.43 ■	0.65 ■
15. Recognises effort and rewards accomplishment	0.00 ■	0.67 ■	0.29 ■	-0.29 ■	0.12 ■
16. Maintains enthusiasm and interest in their work	1.00 ■	1.33 ■	1.43 ■	0.71 ■	1.12 ■
17. Points out the positive traits and strengths of others	0.00 ■	0.67 ■	-0.43 ■	-0.29 ■	-0.18 ■
18. Expresses gratitude	-1.00 ■	0.33 ■	0.00 ■	-0.29 ■	-0.06 ■
Total	-0.13 ■	0.83 ■	0.46 ■	0.14 ■	0.40 ■
Standard Deviation		0.87	0.85	0.94	0.92

Question Group: *Delegates*

Question:	Self	Managers	Peers	Direct Reports	Total
20. Appreciates the uniqueness and diversity of others	1.00 ■	1.33 ■	0.29 ■	0.29 ■	0.47 ■
21. Ensures timely and accurate service	2.00 ■	1.33 ■	1.00 ■	0.86 ■	1.00 ■
22. Solicits, provides and uses feedback	0.00 ■	1.00 ■	1.00 ■	0.00 ■	0.59 ■
23. Maintains the self-confidence and self-esteem of others	1.00 ■	0.33 ■	-0.14 ■	0.00 ■	0.00 ■
24. Empowers others with information	0.00 ■	1.33 ■	0.71 ■	0.57 ■	0.76 ■
25. Empowers others with authority and responsibility	0.00 ■	1.00 ■	0.57 ■	-0.14 ■	0.35 ■
26. Assigns tasks that challenge others to stretch and grow	0.00 ■	1.00 ■	0.43 ■	0.14 ■	0.41 ■
27. Clarifies the task priority, desired effect and parameters	1.00 ■	1.00 ■	1.00 ■	0.57 ■	0.82 ■
28. Provides support for creative problem solving	0.00 ■	0.33 ■	0.86 ■	0.29 ■	0.53 ■
29. Provides support for creative decision making	-1.00 ■	0.67 ■	0.86 ■	-0.14 ■	0.41 ■
Total	0.40 ■	0.93 ■	0.66 ■	0.24 ■	0.54 ■
Standard Deviation		0.78	0.70	0.82	0.81

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Question Group: *Develops*

Question:	Self	Managers	Peers	Direct Reports	Total
31. Commits to lifelong learning	2.00	1.33	1.57	1.14	1.35
32. Is accountable for their own performance	1.00	0.00	1.29	1.00	0.94
33. Stays informed and current in their field	2.00	1.33	1.57	1.14	1.35
34. Takes advantage of opportunities for growth and development	2.00	1.33	0.86	0.86	0.94
35. Coaches others to strive for peak performance	0.00	0.33	0.14	0.29	0.24
36. Makes themselves accountable and responsible	2.00	0.67	1.00	0.57	0.76
37. Takes appropriate measures to correct poor performance	0.00	0.67	0.14	0.14	0.24
38. Encourages participation in learning activities	1.00	1.00	0.86	0.71	0.82
39. Participates in learning activities	2.00	1.33	1.29	1.14	1.24
Total	1.33	0.89	0.97	0.78	0.88
Standard Deviation		0.85	0.82	0.79	0.81

Sam Sample

Organisation:
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Question Group: *Relates*

Question:	Self	Managers	Peers	Direct Reports	Total
41. Treats others with dignity, respect, integrity and fairness	1.00 ■	0.67 ■	0.71 ■	0.43 ■	0.59 ■
42. Builds trust	1.00 ■	1.33 ■	0.71 ■	0.43 ■	0.71 ■
43. Listens and empathises	0.00 ■	0.33 ■	0.43 ■	0.14 ■	0.29 ■
44. Maintains productive and constructive relationships with others	1.00 ■	1.00 ■	0.43 ■	0.14 ■	0.41 ■
45. Interacts considering the perspectives, preferences and work styles of others	0.00 ■	1.00 ■	0.43 ■	0.00 ■	0.35 ■
46. Creates a work environment that values tolerance and inclusion	0.00 ■	1.00 ■	0.29 ■	0.14 ■	0.35 ■
47. Avoids and restricts the sharing of gossip and the spreading of rumours	1.00 ■	0.67 ■	1.14 ■	1.14 ■	1.06 ■
48. Appreciates and gives credit for the contributions of others	0.00 ■	1.00 ■	0.57 ■	0.00 ■	0.41 ■
49. Builds relationships within the organisation and management	2.00 ■	0.67 ■	1.00 ■	0.71 ■	0.82 ■
Total	0.67 ■	0.85 ■	0.63 ■	0.35 ■	0.56 ■
Standard Deviation		0.66	0.68	0.81	0.75

Question Group: *Manages*

Question:	Self	Managers	Peers	Direct Reports	Total
51. Responsibly manages the resources entrusted to them	1.00 ■	1.67 ■	1.57 ■	1.14 ■	1.41 ■
52. Seeks and shares best practices	1.00 ■	1.33 ■	1.29 ■	0.71 ■	1.06 ■
53. Plans and coordinates activities to maximise results	0.00 ■	1.33 ■	0.86 ■	1.14 ■	1.06 ■
54. Focuses on shared goals	1.00 ■	1.33 ■	0.29 ■	0.86 ■	0.71 ■
55. Assesses performance gaps and analyses causes of performance gaps	0.00 ■	0.33 ■	0.43 ■	0.29 ■	0.35 ■
56. Manages multiple priorities effectively	1.00 ■	1.33 ■	0.57 ■	0.57 ■	0.71 ■
57. Uses their time efficiently	2.00 ■	0.33 ■	1.14 ■	0.29 ■	0.65 ■
58. Shares information and decisions in a timely manner	1.00 ■	1.33 ■	0.86 ■	0.14 ■	0.65 ■
59. Manages organisational commitments effectively	1.00 ■	1.33 ■	0.71 ■	0.86 ■	0.88 ■
Total	0.89 ■	1.15 ■	0.86 ■	0.67 ■	0.83 ■
Standard Deviation		0.77	0.74	0.72	0.75

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Organisation:

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Question Group: *Envisions*

Question:	Self	Managers	Peers	Direct Reports	Total
61. Sets goals and dreams big	1.00 ■	1.33 ■	0.57 ■	0.57 ■	0.71 ■
62. Forecasts trends	1.00 ■	0.67 ■	0.71 ■	0.57 ■	0.65 ■
63. Takes initiative to resolve issues before they become problems	0.00 ■	0.00 ■	0.29 ■	-0.14 ■	0.06 ■
64. Considers the long-term impact and strategic view	1.00 ■	1.00 ■	0.86 ■	0.57 ■	0.76 ■
65. Thinks creatively to achieve results	0.00 ■	1.33 ■	0.71 ■	0.57 ■	0.76 ■
66. Communicates the meaning and purpose	0.00 ■	1.00 ■	0.43 ■	-0.14 ■	0.29 ■
67. Highlights the benefits and advantages of a course of action	1.00 ■	0.67 ■	0.29 ■	0.43 ■	0.41 ■
68. Embraces change	1.00 ■	1.00 ■	0.71 ■	0.43 ■	0.65 ■
69. Clarifies organisational goals and priorities	2.00 ■	1.00 ■	0.57 ■	0.14 ■	0.47 ■
Total	0.78 ■	0.89 ■	0.57 ■	0.33 ■	0.53 ■
Standard Deviation		0.80	0.76	0.70	0.76

Question Group: *Models*

Question:	Self	Managers	Peers	Direct Reports	Total
71. Expects the best and gives others the benefit of the doubt	0.00 ■	0.33 ■	0.71 ■	0.29 ■	0.47 ■
72. Follows through on commitments	1.00 ■	0.67 ■	1.29 ■	1.00 ■	1.06 ■
73. Admits personal mistakes	0.00 ■	0.00 ■	0.57 ■	0.00 ■	0.24 ■
74. Maintains confidences	1.00 ■	1.33 ■	1.00 ■	0.57 ■	0.88 ■
75. Leads by setting positive examples	1.00 ■	0.67 ■	0.43 ■	0.29 ■	0.41 ■
76. Takes the lead and sets the pace in new initiatives	0.00 ■	1.00 ■	0.29 ■	0.57 ■	0.53 ■
77. Conveys a positive attitude even in difficult situations	1.00 ■	1.00 ■	0.29 ■	0.43 ■	0.47 ■
78. Gives generously of their time and attention	-1.00 ■	1.33 ■	0.57 ■	0.14 ■	0.53 ■
Total	0.38 ■	0.79 ■	0.64 ■	0.41 ■	0.57 ■
Standard Deviation		0.72	0.80	0.83	0.80

Ranking section

Likert scale

Question:	Self	Managers	Peers	Direct Reports	Total
51. Responsibly manages the resources entrusted to them	1.00	1.67	1.57	1.14	1.41
31. Commits to lifelong learning	2.00	1.33	1.57	1.14	1.35
33. Stays informed and current in their field	2.00	1.33	1.57	1.14	1.35
39. Participates in learning activities	2.00	1.33	1.29	1.14	1.24
16. Maintains enthusiasm and interest in their work	1.00	1.33	1.43	0.71	1.12
47. Avoids and restricts the sharing of gossip and the spreading of rumours	1.00	0.67	1.14	1.14	1.06
52. Seeks and shares best practices	1.00	1.33	1.29	0.71	1.06
53. Plans and coordinates activities to maximise results	0.00	1.33	0.86	1.14	1.06
72. Follows through on commitments	1.00	0.67	1.29	1.00	1.06
21. Ensures timely and accurate service	2.00	1.33	1.00	0.86	1.00
5. Communicates effectively in writing	2.00	0.67	1.29	0.71	0.94
32. Is accountable for their own performance	1.00	0.00	1.29	1.00	0.94
34. Takes advantage of opportunities for growth and development	2.00	1.33	0.86	0.86	0.94
59. Manages organisational commitments effectively	1.00	1.33	0.71	0.86	0.88
74. Maintains confidences	1.00	1.33	1.00	0.57	0.88
27. Clarifies the task priority, desired effect and parameters	1.00	1.00	1.00	0.57	0.82
38. Encourages participation in learning activities	1.00	1.00	0.86	0.71	0.82
49. Builds relationships within the organisation and management	2.00	0.67	1.00	0.71	0.82
11. Strives for consensus, buy-in and win/win solutions	0.00	1.33	0.71	0.57	0.76
24. Empowers others with information	0.00	1.33	0.71	0.57	0.76
36. Makes themselves accountable and responsible	2.00	0.67	1.00	0.57	0.76
64. Considers the long-term impact and strategic view	1.00	1.00	0.86	0.57	0.76
65. Thinks creatively to achieve results	0.00	1.33	0.71	0.57	0.76
9. Minimises distractions/interruptions during a conversation	-1.00	1.00	1.00	0.29	0.71
42. Builds trust	1.00	1.33	0.71	0.43	0.71
54. Focuses on shared goals	1.00	1.33	0.29	0.86	0.71

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56. Manages multiple priorities effectively	1.00		1.33		0.57		0.57		0.71	
61. Sets goals and dreams big	1.00		1.33		0.57		0.57		0.71	
14. Is aware of and manages their emotions	-1.00		0.67		0.86		0.43		0.65	
57. Uses their time efficiently	2.00		0.33		1.14		0.29		0.65	
58. Shares information and decisions in a timely manner	1.00		1.33		0.86		0.14		0.65	
62. Forecasts trends	1.00		0.67		0.71		0.57		0.65	
68. Embraces change	1.00		1.00		0.71		0.43		0.65	
22. Solicits, provides and uses feedback	0.00		1.00		1.00		0.00		0.59	
41. Treats others with dignity, respect, integrity and fairness	1.00		0.67		0.71		0.43		0.59	
28. Provides support for creative problem solving	0.00		0.33		0.86		0.29		0.53	
76. Takes the lead and sets the pace in new initiatives	0.00		1.00		0.29		0.57		0.53	
78. Gives generously of their time and attention	-1.00		1.33		0.57		0.14		0.53	
13. Encourages people to express and develop their ideas	0.00		1.33		0.29		0.29		0.47	
20. Appreciates the uniqueness and diversity of others	1.00		1.33		0.29		0.29		0.47	
69. Clarifies organisational goals and priorities	2.00		1.00		0.57		0.14		0.47	
71. Expects the best and gives others the benefit of the doubt	0.00		0.33		0.71		0.29		0.47	
77. Conveys a positive attitude even in difficult situations	1.00		1.00		0.29		0.43		0.47	
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26. Assigns tasks that challenge others to stretch and grow	0.00		1.00		0.43		0.14		0.41	
29. Provides support for creative decision making	-1.00		0.67		0.86		-0.14		0.41	
44. Maintains productive and constructive relationships with others	1.00		1.00		0.43		0.14		0.41	
48. Appreciates and gives credit for the contributions of others	0.00		1.00		0.57		0.00		0.41	
67. Highlights the benefits and advantages of a course of action	1.00		0.67		0.29		0.43		0.41	
75. Leads by setting positive examples	1.00		0.67		0.43		0.29		0.41	
1. Proactively deals with problems openly and honestly	0.00		1.00		0.43		0.00		0.35	
3. Stays focused on the situation, issue or behaviour not on personalities	1.00		0.67		0.71		-0.14		0.35	
25. Empowers others with authority and responsibility	0.00		1.00		0.57		-0.14		0.35	

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45. Interacts considering the perspectives, preferences and work styles of others	0.00 	1.00 	0.43 	0.00 	0.35 
46. Creates a work environment that values tolerance and inclusion	0.00 	1.00 	0.29 	0.14 	0.35 
55. Assesses performance gaps and analyses causes of performance gaps	0.00 	0.33 	0.43 	0.29 	0.35 
12. Considers the needs/preferences of those impacted by a decision	0.00 	0.33 	0.57 	0.00 	0.29 
43. Listens and empathises	0.00 	0.33 	0.43 	0.14 	0.29 
66. Communicates the meaning and purpose	0.00 	1.00 	0.43 	-0.14 	0.29 
6. Responds objectively, not defensively during conflict	0.00 	1.33 	0.14 	-0.14 	0.24 
35. Coaches others to strive for peak performance	0.00 	0.33 	0.14 	0.29 	0.24 
37. Takes appropriate measures to correct poor performance	0.00 	0.67 	0.14 	0.14 	0.24 
73. Admits personal mistakes	0.00 	0.00 	0.57 	0.00 	0.24 
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15. Recognises effort and rewards accomplishment	0.00 	0.67 	0.29 	-0.29 	0.12 
8. Adapts message/communication style to the listener	0.00 	1.00 	0.00 	-0.29 	0.06 
63. Takes initiative to resolve issues before they become problems	0.00 	0.00 	0.29 	-0.14 	0.06 
2. Shares feelings, communicates appropriately /constructively	0.00 	1.00 	0.14 	-0.57 	0.00 
23. Maintains the self-confidence and self-esteem of others	1.00 	0.33 	-0.14 	0.00 	0.00 
18. Expresses gratitude	-1.00 	0.33 	0.00 	-0.29 	-0.06 
17. Points out the positive traits and strengths of others	0.00 	0.67 	-0.43 	-0.29 	-0.18 
Total	0.59 	0.91 	0.67 	0.36 	0.58 

Results by questions

Communicates

10. How could they improve their communication:

Response group: Self
I need to be more open with my team and listen to what they have to say. Sometimes I can focus to much on getting things done and not enough on people.
Response group: Managers
Take more ownership of the consequences of his actions and resist blaming others.
Sam needs to keep us informed on regular system updates.
Perhaps sometimes be less direct and listen more to other opinions
Response group: Peers
It's all good, nothing major
I have no problem with Sam's communication, but he might need to adjust this when dealing with his team.
When communicating verbally perhaps show more emotion
Sometimes focuses on personalities rather than the situation
Possibly more willing to look at how the other person needs to receive the information. For example, not every feels that emails are the only form of communication. Engaging in personal talk from time to time will yield other information just as important as communication to with tasks of the job. Not be so distant with engaging in communication with others.
Perhaps slow down when discussing detailed information
Response group: Direct Reports
Communicate what is going on and keep everyone up to date with what is going on.
Learning to explain things better and not blaming us for problems that arise because we don't fully understand.
Should try to minimise distractions during a conversation. Needs to stop what he is doing and focus on the conversation.
Sam is not a good listener and he does not communicate his feelings effectively
Respond in a timely fashion
if they could engage with us more. Its only ever about work related issues and we don't get much feedback from them.(only if there are problems). seems uncomfortable when I bring up personal feelings??
I think Sam could be more friendly and interested in what others have to say. Sam is not always approachable and can shut people out.

Motivates

19. How could they improve their motivation of others?:

Response group: Self
By understanding what actually motivates each team member so that I can try to provide that motivation and environment that keeps them motivated.
Response group: Managers
With more confidence about his own ability, Sam could show more encouragement towards others regarding their achievements.
Same needs to consider the impact on others when making decisions.
Could be a little more understanding of efforts made by others
Response group: Peers
Be a bit more encouraging when people don't understand what he is saying.
Perhaps acknowledging others contributions and recognising team efforts.
By making positive comments to other team members.
Doesn't always consider the needs/preferences of others in decision-making
Understand what motivates individuals. Its not always about the dollars. Open encouragement and recognition works well for some too and this could be more forthcoming.
Motivating others is not easy for Sam. More focus on this would benefit everyone Sam works with not just direct reports.
Response group: Direct Reports
Learn to be more appreciative of the small things and provide some positive feedback rather than always the negative.
Sam doesn't really motivate people. It would be good if he got to know people a bit more and took the time acknowledge people's contributions.
Could say thank you a little more often to individuals and the team.
Sam should be more aware of emotions
Acknowledge a job well done
give us more feedback about ourselves and sometimes give us positive feedback on a job well done. tends to take others ideas and not give recognition which sometimes de motivates team members
Sam doesn't motivate our team. Sam doesn't let us know what we are doing well, just what needs fixing. Giving people positive feedback is important for every team.

Delegates

30. How could they improve their delegation skills?:

Response group: Self
Do more of it and trust my team to be able to handle what I delegate without constantly following up.
Response group: Managers
This will come with confidence as he continues to progress in the organisation.
Sam is great at identifying team member's strengths and delegate accordingly.
Can sometimes give the impression that he doesn't have full confidence in individuals
Response group: Peers
Understand that we don't know everything he does.
Let others help. Sam knowledge is extensive and varied so he tends to do it all himself.
Needs to explain more in person once the task has been given. Good written info but needs for personal contact.
Doesn't always maintain the self-confidence of others
understand where others strengths lay and utilise them more. They might not produced the same quality of work but the result could be creative and offer alternative ideas from theirs.
I think Sam could delegate more to direct reports. Sometimes Sam has a large work load so needs to delegate effectively.
Response group: Direct Reports
Provide more explanation when delegating.
Sam doesn't really delegate well. No one is really empowered to make decisions or be creative. I don't feel Sam trusts his team to do the job right.
Needs to allow the team to make some decisions.
Sam doesn't seem to use my feedback
By not assuming that everyone is as competent
understand how we can all help in certain areas and not have to do everything themselves.
Sam needs to delegate more to the team. Sam doesn't seem to trust us to do our jobs and doesn't give tasks that challenge us or give us authority for much.

Develops

40. How could they improve their development?:

Response group: Self
I feel confident about my personal development. Perhaps I could develop more in people matters.
Response group: Managers
Continued commitment to the training programme will bring positive results for Sam and he has the potential to move through towards a leadership role in the future if he desires that.
Sam needs to make others more accountable for their actions.
Is not always helpful in addressing poor performance
Response group: Peers
Be more tolerant when others don't understand
...
By looking at the performance side of development.
Doesn't always make himself accountable
be aware of why changes need to happen and how it might help others. Learn new development areas in our company so it can be integrated to those that need to develop too.
No feedback in this area.
Response group: Direct Reports
Be more willing to impart knowledge at the level required for each individual.
Sam is very focused on his development and keeping informed, but does not encourage this in his team or help them develop.
Put some of the learning in to practise.
Sam doesn't seem to want to be accountable for his actions
By being more proactive in direct communication
Be aware that there are different team members needing different things from them. Be open to learning new and better ways of doing things.
Sam is very good at own development, but doesn't develop others or seem to encourage others to learn and up skill.

Relates

50. How could they relate better to others?:

Response group: Self
Getting to know my team better and some of the other managers within the organisation will help me to relate better with others. Focus a bite more on people not just tasks.
Response group: Managers
Completion of a Behavioural Analysis report will provide valuable insights as to how he could maximise relationships with he work colleagues as well as identify areas for self -development.
It would help if he would listen more intently to other opinions
Response group: Peers
Just more tolerance of other people, we are not all the same
Sam can focus more on getting things done and meeting deadlines. He can forget about the people side of the business.
Needs to mix with more people within the organisation.
Doesn't always treat others with respect
Discuss things more openly. Offer their opinions more honestly and frequently without having to be asked.
Perhaps work on being more approachable. At times can seem to shut off from everyone.
Response group: Direct Reports
Demonstrate a little more patience with some team members.
Giving credit to those who deserve it. Be more aware of the personalities in his team. Trust his team and they will trust him.
Needs to show thanks and give credit when credit is due.
Sam doesn't always treat everyone with respect
By being more open to suggestion.
be more approachable. Often seems a bit distant and uncomfortably with me discussing feelings about a project, but I need to. maybe take some time out to have after work drinks/eats with the whole team on our Friday get together?
Sam has good relationships with management. Relating to direct reports is not a strength. It would be good if this was an area Sam could improve as it would help with our team dynamics.

Manages

60. How could they improve their management?:

Response group: Self
I manage resources and company requirements well.
Response group: Managers
An improvement in time management will facilitate a more productive outcome.
Sam needs to be aware of time deadlines and ensure his team meets them.
Could give more attention to performance gaps and causes
Response group: Peers
No further comment required
Sam is a great company man.
Doesn't always focus on shared goals
Managing tasks, time, resources and meeting deadlines are strengths for Sam
Response group: Direct Reports
Communicate delegated tasks in a more timely manner to allow time for improved workflow processes.
Sam's management of organisational requirements is very good.
Needs to pass on relevant information when needed
Sam could use his time more efficiently
share the company goals with us more; the bigger picture perhaps so we know where and how we contribute in our own way to achieving it.
Managing his own work load is good. It would be good if Sam delegated more and provided support to the team so we were all part of what the team needs to achieve..

Sam Sample

Organisation:
ABC Pty Ltd

Date:
22.06.2018

Envisions

70. How could they improve in this area?:

Response group: Self
Try to think more outside of the box. Look for alternative solutions.
Response group: Managers
Sam is not currently in a role that would expect him to exhibit these behaviours.
No areas of improvement required
Could pay more attention to issues before they become problems
Response group: Peers
No need
I think Sam is fine in this area.
Needs to dream big.
Could improve communicating the meaning and purpose of some decisions
share more long term goals and visions with others. Aim to achieve it and share those steps so we can share ours and see if we are going to the same point. Sharing this can help determine what changes need to be implemented and that would keep the company evolving.
No comment
Response group: Direct Reports
Slow down a bit so we can all keep up.
Maybe find new solutions or asking others for their input would help in this area.
Needs to prioritise when changes are implemented otherwise there can be confusion.
Sam doesn't always seem to deal with and resolve issues before they become problems
Have quarterly conferences or meetings to let us know how we are tracking and why we are doing what we are doing.
...

Models

79. How could they improve in this area?:

Response group: Self
I need to be more approachable and trusting of my team.
Response group: Managers
Sam is a fantastic role model for his team.
Doesn't always give others the benefit of the doubt and doesn't always admit personal mistakes
Response group: Peers
As Sam is not in a management role I wouldn't expect to exhibit many of the above
Sam could spend more time getting to know others in the organisation and needs to let others contribute.
Could take the lead in some instances
Doesn't always admit mistakes
Sam could give others more time and be patient with others when their understanding isn't as good as Sam's.
Response group: Direct Reports
Provide more support to the team at an individual level.
Sam needs to give his team more of his time and interest. He is more interested in getting things done than working with others.
Perhaps by not taking on too many new commitments which makes it difficult to prioritise
Sam doesn't always admit his mistakes
Being more available
Sam could be more positive and give the team more time.

Open ended questions

80. What are this person's strengths in their current role?:

Response group: Self
My product knowledge, commitment to the company and desire to constantly learn and improve in my role.
Response group: Managers
Sam's strengths lie in his technical understanding of the work and his ability to share this with others. He gets on well with people at all levels of the organisation and enjoys interacting with them.
Sam is always approachable and easy to work with. He is self motivated.
Understands the product very well and is great with customers
Response group: Peers
Sam has an amazing knowledge base and incredible understanding of the products and system.
Product knowledge, hard work and dedication to the organisation.
Sam is an all round team member.
Is very focused on his work
Product knowledge and procedural knowledge
Accuracy and quality in the work they do. Very reliable when they say they are going to do something - they do it! Level headed when it comes to emotions and great at listening to others.
Sam consistently meets deadlines and produces great work. Sam's industry knowledge is excellent and can be relied on when others are not as familiar.
Response group: Direct Reports
Amazing knowledge base and gets on well with everyone.
Sam has a good understanding of the organisation and has great knowledge of his role.
Is keen for all to learn new skills etc.
Sam is very efficient in his work but doesn't always admit his mistakes blaming others when things go wrong.
Very knowledgeable in procedures and applications
always reliable in doing what they say they will do. Often takes a lot of work on themselves and works late to achieve it. Listens to work related issues and tries to work out a compromise or way forward.
Sam knows a lot about the business and industry. People come to Sam for information and help.

81. What could this person do to improve their performance?:

Response group: Self
My people management skills. This is an area I need to address and focus on improving.
Response group: Managers
With some self-development awareness and confidence is his skill and ability, Sam has the potential to progress through the organisation as quickly as he shows the development of the areas identified in this report and the Behavioural Analysis report which is yet to be completed.
Feedback given on other Open questions
Perhaps be a bit more understanding of other's opinions
Response group: Peers
Realise we don't all know as much as he does!!
Sam needs to focus a bit more on his people skills. Making others feel included and valued goes a long way to building good working relationships.
Could have more personal contact with the team, join in more.
Perhaps admit mistakes when made
Be supportive of those who are new to procedures
Offer more of their own opinions and maybe not be so agreeable with what the other managers say. If its not going to work for them - them say so! perhaps recognise that others might need encouragement or to engage in more personal chatter to can their trust. That change can be a good element in the company life cycle and it needs to be looked at and at times embraced more to achieve the company goals.
At times Sam could be more people focused rather than task. Sam needs to delegate more and trust others to complete the work delegated to them.
Response group: Direct Reports
Take the time to understand each person a little more and what their learning requirements are and learn to 'manage' and respect us as individuals.
Be more focused on the team and working together to achieve results. Delegate and trust others more.
Don't have too many things on the go and not be able to prioritise. Let others take some responsibility for straightforward decision making.
Be a little more understanding of others feelings.
Being more receptive to ideas and suggestions
Give more encouragement and engage with us a bit more in a personal way. Can seem a bit distant at times and unwilling to connect with us outside of work only projects. Works quite slowly (but a hard worker) and a bit behind with decision making. Often leaves it so we cant get on with our own work and make decisions for ourselves. At times a bit unwilling to work out conflict or issues within the team tends to let them fade but it leaves a bad taste in the atmosphere of the team.
I think Sam needs to improve people skills and being more willing to delegate and involve the team.