



360° Feedback Report

Feedback report for Homer Simpson.

1. Middle Managers

Generated on 10th January 2020



Understanding your Report



Your feedback report has been generated using information gathered both from yourself and from the people who have provided feedback (the respondents).

The information has been collated and presented in 6 main sections:

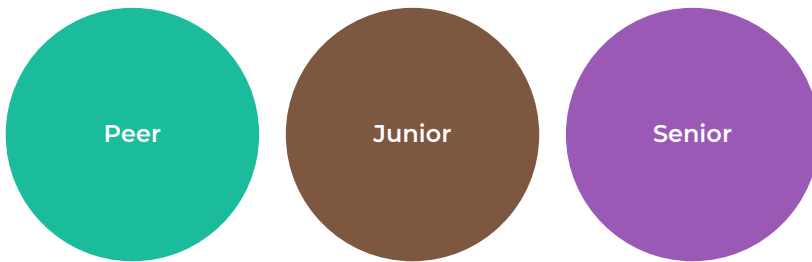
- 1** A graphical overview of the main competencies, comparing your self perception with the feedback from your respondents.
- 2** The competency summary shows your scores at a glance under each of the main competency headings - showing how your self scores match up against the scores that your respondents gave.
- 3** The competency detail section takes each competency in turn and analyses it in terms of your scores against each of the individual behavioural questions.
- 4** The free text comments that you and your respondents gave in response to the qualitative questions in the questionnaire.
- 5** Your five highest scoring behaviours overall.
- 6** Your five lowest scoring behaviours overall.

In the numerical sections of the report the results have been arranged so that the highest scoring items (based on feedback) are at the top and the lowest scoring items are at the bottom. This is to help you identify highlights and lowlights easily. If your respondents were assigned to different relationship categories then you will find that the individual scores they gave have been colour coded according to the Relationship Key on the next page. Your report is designed to be read in conjunction with the workbook that has been provided along with your 360 feedback and can be downloaded from the website.

Relationship Key



The scores in the details section of your report have been colour coded to indicate the relationship category of the respondent as follows:



Scoring System

You and your respondents were asked to provide feedback to a number of multiple choice questions using a five point scale. The chart below shows the scale as per the questionnaires. The important thing to remember is that a higher score is intended to be more positive. If a question has been answered as 'Don't Know' then that score will have been ignored in any calculations of averages or rankings in your report.

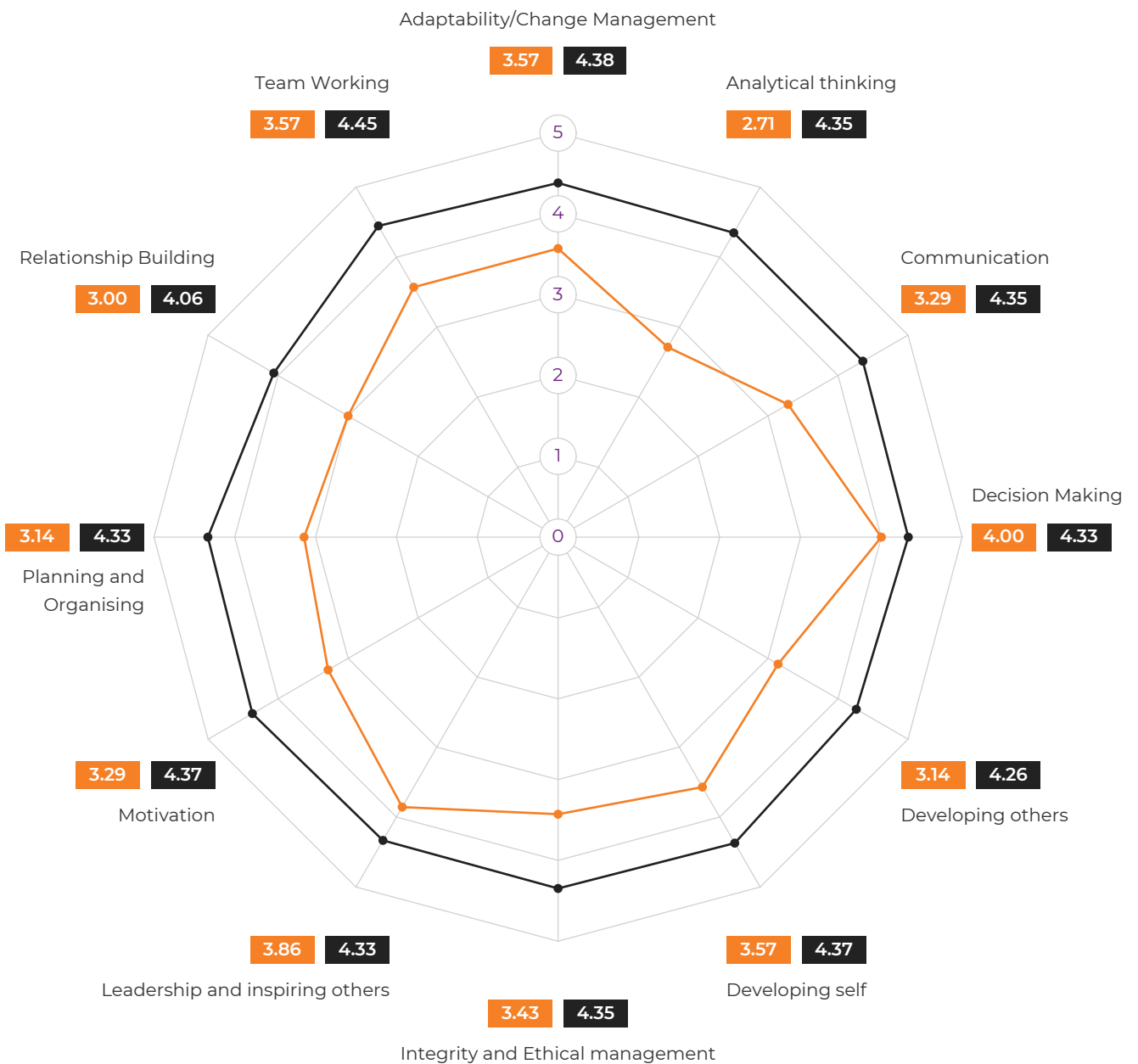
Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%

Spider Diagram

Summarises graphically your self perception and compares it with the feedback you receive



Key **Self** **Others**



Summary of Competencies



<p>Team Working</p> <p>The ability to contribute to teams and to improve their effectiveness through personal commitment.</p>	<p>Your self score 3.57</p> <p>Feedback score 4.45</p>
<p>Adaptability/Change Management</p> <p>The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity</p>	<p>Your self score 3.57</p> <p>Feedback score 4.38</p>
<p>Developing self</p> <p>The ability to focus on own development and to take action to learn.</p>	<p>Your self score 3.57</p> <p>Feedback score 4.37</p>
<p>Motivation</p> <p>The ability to support and encourage individuals and teams, so that they give of their best</p>	<p>Your self score 3.29</p> <p>Feedback score 4.37</p>
<p>Communication</p> <p>The ability to give and gather information and to actively manage the communication process</p>	<p>Your self score 3.29</p> <p>Feedback score 4.35</p>
<p>Analytical thinking</p> <p>The ability to analyse, investigate & interpret data, issues & situations</p>	<p>Your self score 2.71</p> <p>Feedback score 4.35</p>
<p>Integrity and Ethical management</p> <p>The ability to work ethically according to professional & company values</p>	<p>Your self score 3.43</p> <p>Feedback score 4.35</p>
<p>Decision Making</p> <p>The ability to evaluate or judge the best course of action and to make decisions at the appropriate speed</p>	<p>Your self score 4.00</p> <p>Feedback score 4.33</p>
<p>Leadership and inspiring others</p> <p>The ability to use personal skills to guide and inspire individuals/groups towards achieving goals</p>	<p>Your self score 3.86</p> <p>Feedback score 4.33</p>
<p>Planning and Organising</p> <p>The ability to plan, organise and prioritise work. Balancing resources, skills, priorities and timescales to achieve objectives</p>	<p>Your self score 3.14</p> <p>Feedback score 4.33</p>
<p>Developing others</p> <p>The ability to improve performance through training and development of individuals and teams.</p>	<p>Your self score 3.14</p> <p>Feedback score 4.26</p>
<p>Relationship Building</p> <p>The ability to get on well with a wide range of people and build long term trusting relationships</p>	<p>Your self score 3.00</p> <p>Feedback score 4.06</p>

In Detail: Team Working



The ability to contribute to teams and to improve their effectiveness through personal commitment.

Summary	Your self score	3.57	Feedback score	4.45
Encourages a strong sense of team spirit	Your self score	4	Feedback score	4.57
	Individual scores	4 5 5 4 4 5 5		
Supports less experienced colleagues	Your self score	4	Feedback score	4.57
	Individual scores	4 5 5 3 5 5 5		
Focuses the team on what will contribute to success in the long term	Your self score	4	Feedback score	4.43
	Individual scores	4 5 5 4 4 5 4		
Takes responsibility for team's actions	Your self score	4	Feedback score	4.43
	Individual scores	4 5 5 3 4 5 5		
Develops ideas and solutions jointly with others	Your self score	3	Feedback score	4.43
	Individual scores	4 4 5 4 5 5 4		
Gives fair and constructive feedback to team members	Your self score	3	Feedback score	4.40
	Individual scores	3 5 5 4 N/A 5 N/A		
Develops a wide network of productive relationships around the business	Your self score	3	Feedback score	4.29
	Individual scores	4 4 5 4 5 5 3		

In Detail: Adaptability/Change Management



The ability to respond & adapt to changing circumstances and to manage, solve problems and provide solutions in a climate of ambiguity

<h2>Summary</h2>	<p>Your self score 3.57</p> <p>Feedback score 4.38</p>
<p>Enthusiastically accepts beneficial change</p>	<p>Your self score 4 Feedback score 4.67</p> <p>Individual scores N/A 5 5 4 5 5 4</p>
<p>Suggests ideas for possible improvements</p>	<p>Your self score 3 Feedback score 4.57</p> <p>Individual scores 4 4 5 5 5 5 4</p>
<p>Identifies when changes are needed</p>	<p>Your self score 4 Feedback score 4.43</p> <p>Individual scores 4 4 5 4 5 5 4</p>
<p>Challenges conventional views to benefit the business</p>	<p>Your self score 3 Feedback score 4.33</p> <p>Individual scores 4 4 5 4 5 N/A 4</p>
<p>Generates innovative ideas and solutions</p>	<p>Your self score 4 Feedback score 4.29</p> <p>Individual scores 4 5 4 4 4 5 4</p>
<p>Adopts ideas used successfully elsewhere</p>	<p>Your self score 4 Feedback score 4.29</p> <p>Individual scores 4 4 5 4 4 5 4</p>
<p>Translates ideas into practical solutions</p>	<p>Your self score 3 Feedback score 4.14</p> <p>Individual scores 4 4 4 4 4 5 4</p>

In Detail: Developing self



The ability to focus on own development and to take action to learn.

<h2>Summary</h2>	<p>Your self score 3.57</p> <p>Feedback score 4.37</p>
<p>Sees own development as important</p>	<p>Your self score 4 Feedback score 4.71</p> <p>Individual scores 5 5 5 5 4 5 4</p>
<p>Actively seeks feedback to assist with continuous self-improvement</p>	<p>Your self score 2 Feedback score 4.50</p> <p>Individual scores N/A 4 5 5 3 5 5</p>
<p>Is able to accurately identify own development needs</p>	<p>Your self score 3 Feedback score 4.40</p> <p>Individual scores N/A N/A 5 5 3 5 4</p>
<p>Takes responsibility for setting up their own learning opportunities</p>	<p>Your self score 4 Feedback score 4.40</p> <p>Individual scores N/A N/A 5 4 4 5 4</p>
<p>Open to learning</p>	<p>Your self score 4 Feedback score 4.29</p> <p>Individual scores 4 4 5 4 4 5 4</p>
<p>Evaluates own performance</p>	<p>Your self score 4 Feedback score 4.17</p> <p>Individual scores 3 N/A 5 4 4 5 4</p>
<p>Reviews & consciously learns from experience</p>	<p>Your self score 4 Feedback score 4.14</p> <p>Individual scores 3 4 5 4 4 5 4</p>

In Detail: Motivation



The ability to support and encourage individuals and teams, so that they give of their best

Summary	<p>Your self score 3.29</p> <p>Feedback score 4.37</p>
Displays genuine interest in people and their progress	<p>Your self score 4 Feedback score 4.57</p> <p>Individual scores 4 5 4 5 4 5 5</p>
Gives praise and open recognition	<p>Your self score 4 Feedback score 4.57</p> <p>Individual scores 4 5 5 5 4 5 4</p>
Has strength and maturity to support individuals and teams through difficult circumstances	<p>Your self score 3 Feedback score 4.43</p> <p>Individual scores 4 5 5 4 4 5 4</p>
Takes time to discover what motivates individuals	<p>Your self score 2 Feedback score 4.29</p> <p>Individual scores 4 5 4 4 4 5 4</p>
Involves others and encourages full participation	<p>Your self score 4 Feedback score 4.29</p> <p>Individual scores 4 4 5 4 4 5 4</p>
Motivates others through personal example	<p>Your self score 3 Feedback score 4.29</p> <p>Individual scores 4 5 4 4 4 5 4</p>
Demonstrates belief in the abilities of others	<p>Your self score 3 Feedback score 4.14</p> <p>Individual scores 3 4 5 4 4 5 4</p>

In Detail: Communication



The ability to give and gather information and to actively manage the communication process

Summary	<p>Your self score 3.29</p> <p>Feedback score 4.35</p>
States own views clearly and concisely	<p>Your self score 4 Feedback score 4.57</p> <p>Individual scores 5 4 4 5 4 5 5</p>
Conveys complex information in plain language	<p>Your self score 4 Feedback score 4.57</p> <p>Individual scores 4 5 5 5 5 4 4</p>
Uses electronic communication channels appropriately and in a way that generates a positive reaction in the recipients	<p>Your self score 2 Feedback score 4.43</p> <p>Individual scores 4 5 5 4 4 5 4</p>
Has a manner, style and presence that makes a positive impression	<p>Your self score 4 Feedback score 4.43</p> <p>Individual scores 4 5 5 5 4 5 3</p>
Asks questions to find out others' real views and check understanding	<p>Your self score 2 Feedback score 4.33</p> <p>Individual scores 4 4 5 4 N/A 5 4</p>
Listens to and considers others' views	<p>Your self score 4 Feedback score 4.29</p> <p>Individual scores 4 4 5 4 4 5 4</p>
Tackles disagreement constructively	<p>Your self score 3 Feedback score 3.86</p> <p>Individual scores 4 4 4 2 4 5 4</p>

In Detail: Analytical thinking

The ability to analyse, investigate & interpret data, issues & situations



Summary	<p>Your self score 2.71</p> <p>Feedback score 4.35</p>
Formulates clear and specific proposals for action	<p>Your self score 4 Feedback score 4.57</p> <p>Individual scores 4 5 5 5 4 5 4</p>
Is able to bring together information from a number of different sources when forming a decision	<p>Your self score 4 Feedback score 4.50</p> <p>Individual scores 5 N/A 5 4 4 5 4</p>
Backs up conclusions with logical analysis	<p>Your self score 2 Feedback score 4.43</p> <p>Individual scores 4 5 5 4 4 5 4</p>
Weighs up the pros and cons of alternative solutions	<p>Your self score 2 Feedback score 4.33</p> <p>Individual scores 4 4 5 4 N/A 5 4</p>
Judges issues objectively, avoiding personal bias	<p>Your self score 2 Feedback score 4.29</p> <p>Individual scores 4 5 5 4 4 5 3</p>
Able to methodically analyse large amounts of information and draw out the right conclusions	<p>Your self score 3 Feedback score 4.17</p> <p>Individual scores 3 4 5 4 4 5 N/A</p>
Clarifies key issues before reaching a decision	<p>Your self score 2 Feedback score 4.14</p> <p>Individual scores 3 4 5 4 4 5 4</p>

In Detail: Integrity and Ethical management



The ability to work ethically according to professional & company values

<h2>Summary</h2>	<p>Your self score 3.43</p> <p>Feedback score 4.35</p>
<p>Uses positional and personal power with care and restraint</p>	<p>Your self score 4 Feedback score 4.57</p> <p>Individual scores 4 5 5 4 4 5 5</p>
<p>Accepts responsibility for own work & decisions</p>	<p>Your self score 3 Feedback score 4.57</p> <p>Individual scores 4 5 5 4 5 5 4</p>
<p>Admits mistakes</p>	<p>Your self score 4 Feedback score 4.43</p> <p>Individual scores 4 4 5 5 4 5 4</p>
<p>Sticks to decisions which have been made and stays true to their word</p>	<p>Your self score 3 Feedback score 4.43</p> <p>Individual scores 4 4 5 4 4 5 5</p>
<p>Gives credit to deserving parties and does not take credit for the work of others</p>	<p>Your self score 4 Feedback score 4.33</p> <p>Individual scores N/A 4 5 3 4 5 5</p>
<p>Maintains principles even if short term commercial advantage is compromised</p>	<p>Your self score 3 Feedback score 4.20</p> <p>Individual scores 3 4 5 4 N/A N/A 5</p>
<p>Is loyal to the company and its principles</p>	<p>Your self score 3 Feedback score 3.86</p> <p>Individual scores 4 4 5 3 3 4 4</p>

In Detail: Decision Making



The ability to evaluate or judge the best course of action and to make decisions at the appropriate speed

Summary	<p>Your self score 4.00</p> <p>Feedback score 4.33</p>
Can make considered decisions quickly when necessary	<p>Your self score 4 Feedback score 4.57</p> <p>Individual scores 4 5 5 5 4 5 4</p>
Applies common sense when making decisions	<p>Your self score 4 Feedback score 4.57</p> <p>Individual scores 4 5 5 5 4 5 4</p>
Thinks on feet to develop solutions	<p>Your self score 4 Feedback score 4.43</p> <p>Individual scores 4 5 5 4 4 5 4</p>
Is prepared to take tough decisions and is prepared to see them through	<p>Your self score 4 Feedback score 4.29</p> <p>Individual scores 4 4 5 4 4 5 4</p>
Is prepared to be influenced by sound arguments and new information or evidence	<p>Your self score 4 Feedback score 4.14</p> <p>Individual scores 4 4 5 3 4 5 4</p>
Seeks expert advice or objective opinions before making decisions	<p>Your self score 4 Feedback score 4.00</p> <p>Individual scores 3 4 5 3 4 5 4</p>

In Detail: Leadership and inspiring others



The ability to use personal skills to guide and inspire individuals/groups towards achieving goals

<h2>Summary</h2>	<p>Your self score 3.86</p> <p>Feedback score 4.33</p>
<p>Is a source of strength in times of uncertainty</p>	<p>Your self score 3 Feedback score 4.71</p> <p>Individual scores 4 5 5 4 5 5 5</p>
<p>Generates energy and enthusiasm in others</p>	<p>Your self score 4 Feedback score 4.43</p> <p>Individual scores 3 5 4 5 5 5 4</p>
<p>Leads without aggression or arrogance</p>	<p>Your self score 5 Feedback score 4.43</p> <p>Individual scores 4 5 5 4 4 5 4</p>
<p>Takes a lead in uncertain situations</p>	<p>Your self score 4 Feedback score 4.29</p> <p>Individual scores 4 5 5 3 4 5 4</p>
<p>Shows trust in the abilities of others</p>	<p>Your self score 4 Feedback score 4.29</p> <p>Individual scores 4 4 5 4 4 5 4</p>
<p>Inspires others to believe that they can achieve worthwhile goals</p>	<p>Your self score 4 Feedback score 4.14</p> <p>Individual scores 4 5 4 3 4 5 4</p>
<p>Delegates effectively to others</p>	<p>Your self score 3 Feedback score 4.00</p> <p>Individual scores 4 4 4 2 5 5 N/A</p>

In Detail: Planning and Organising



The ability to plan, organise and prioritise work. Balancing resources, skills, priorities and timescales to achieve objectives

Summary	Your self score	3.14	Feedback score	4.33
Holds structured, productive meetings	Your self score	4	Feedback score	4.71
	Individual scores	4 5 5 4 5 5 5		
Identifies clear targets and priorities	Your self score	3	Feedback score	4.57
	Individual scores	4 5 5 5 4 5 4		
Ensures own work is accurate and timely	Your self score	2	Feedback score	4.43
	Individual scores	4 4 5 4 4 5 5		
Plans for the long term	Your self score	3	Feedback score	4.29
	Individual scores	4 4 4 4 5 5 4		
Concentrates effort on priorities	Your self score	3	Feedback score	4.29
	Individual scores	4 5 5 4 4 5 3		
Allows for contingency in plans	Your self score	3	Feedback score	4.14
	Individual scores	4 4 5 4 4 5 3		
Reviews and reassesses plans and priorities on a regular basis	Your self score	4	Feedback score	3.83
	Individual scores	3 N/A 4 4 3 5 4		

In Detail: Developing others



The ability to improve performance through training and development of individuals and teams.

Summary	<p>Your self score 3.14</p> <p>Feedback score 4.26</p>
Promotes the idea of continuous improvement	<p>Your self score 3 Feedback score 4.71</p> <p>Individual scores 4 5 5 5 5 5 4</p>
Creates a positive learning environment	<p>Your self score 4 Feedback score 4.43</p> <p>Individual scores 4 5 5 4 4 5 4</p>
Encourages others to stretch themselves	<p>Your self score 3 Feedback score 4.29</p> <p>Individual scores 4 4 4 4 5 5 4</p>
Provides personalised coaching and support to others	<p>Your self score 3 Feedback score 4.20</p> <p>Individual scores 4 5 5 3 4 N/A N/A</p>
Sets and agrees objectives with people and monitors their progress	<p>Your self score 3 Feedback score 4.17</p> <p>Individual scores 4 4 4 4 4 5 N/A</p>
Accurately identifies what people are good at and where they have potential to develop	<p>Your self score 2 Feedback score 4.14</p> <p>Individual scores 4 4 5 3 4 5 4</p>
Understands people's strengths and aspirations and takes them into account when allocating responsibilities	<p>Your self score 4 Feedback score 3.86</p> <p>Individual scores 3 4 5 2 4 5 4</p>

In Detail: Relationship Building



The ability to get on well with a wide range of people and build long term trusting relationships

Summary	<p>Your self score 3.00</p> <p>Feedback score 4.06</p>
Looks for common ground and builds co-operation even in difficult circumstances	<p>Your self score 4 Feedback score 4.43</p> <p>Individual scores 3 4 5 4 5 5 5</p>
Notices when others need help and support	<p>Your self score 3 Feedback score 4.29</p> <p>Individual scores 3 5 5 4 4 5 4</p>
Builds rapport with people	<p>Your self score 4 Feedback score 4.14</p> <p>Individual scores 3 5 5 4 3 5 4</p>
Is sensitive to the unspoken feelings of others	<p>Your self score 2 Feedback score 4.00</p> <p>Individual scores 3 4 5 4 4 5 3</p>
Is good at resolving people issues before they get out of hand	<p>Your self score 2 Feedback score 4.00</p> <p>Individual scores 4 4 4 3 4 5 4</p>
Goes out of way to develop trust in relationships	<p>Your self score 4 Feedback score 3.86</p> <p>Individual scores 3 4 4 4 3 5 4</p>
Brings tensions to the surface, helps to resolve conflicts and produces a positive outcome	<p>Your self score 2 Feedback score 3.71</p> <p>Individual scores 3 3 4 5 3 4 4</p>

Free Text Questions



You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What does Homer Simpson. do well that you would like them to do more often?

You answered:

- Think strategically. is open and approachable

Respondent Feedback:

- Inspires those around him.
- Encourages a good perspective on work - life balance.
- Homer has a good sense of humour and doesn't let things get to him.
- Homer focuses well on the future vision of the site. He is un phased by challenges to that vision or way of thinking and can put his view point across very effectively.
- Homer is an excellent manager who is very committed to our team. He has great sense of humour and uses this well. He values the hard work and effort of the team and is always keen to share a joke with others.
- Listens and responds to questions asked. Has an ability to think laterally.
- Understands the individual functions of the team and is enthusiastic about team building. Has managed a period of change in management of safety and shown general support for individual members.

Free Text Questions



You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What would you like Homer Simpson. to do differently?

You answered:

- be less aggressive when putting ideas across

Respondent Feedback:

- Sometimes appears intolerant of other peoples' views
- I dont think there is anything that I would like Homer to do differently
- Focus more on the job in hand.
- For Homer to reflect on his verbal and non verbal communication skills. He can become a little flippant during conversations or meetings, even though the intention is not to cause distress.
- I can't think that he needs to do things differently but to have more time to do what he does so well.
- To take people a bit more seriously when required.
- Can occasionally appear to be respond in an overly casual way

Highlights



Your five highest scoring behaviours

<p>Sees own development as important</p> <p>Part of: Developing self</p>	<p>Your self score 4</p> <p>Feedback score 4.71</p> <p>Individual scores 5 5 5 5 4 5 4</p>
<p>Promotes the idea of continuous improvement</p> <p>Part of: Developing others</p>	<p>Your self score 3</p> <p>Feedback score 4.71</p> <p>Individual scores 4 5 5 5 5 5 4</p>
<p>Holds structured, productive meetings</p> <p>Part of: Planning and Organising</p>	<p>Your self score 4</p> <p>Feedback score 4.71</p> <p>Individual scores 4 5 5 4 5 5 5</p>
<p>Is a source of strength in times of uncertainty</p> <p>Part of: Leadership and inspiring others</p>	<p>Your self score 3</p> <p>Feedback score 4.71</p> <p>Individual scores 4 5 5 4 5 5 5</p>
<p>Enthusiastically accepts beneficial change</p> <p>Part of: Adaptability/Change Management</p>	<p>Your self score 4</p> <p>Feedback score 4.67</p> <p>Individual scores N/A 5 5 4 5 5 4</p>

Lowlights

Your five lowest scoring behaviours



<p>Is loyal to the company and its principles</p> <p>Part of: Integrity and Ethical management</p>	<p>Your self score 3 Feedback score 3.86</p> <p>Individual scores 4 4 5 3 3 4 4</p>
<p>Tackles disagreement constructively</p> <p>Part of: Communication</p>	<p>Your self score 3 Feedback score 3.86</p> <p>Individual scores 4 4 4 2 4 5 4</p>
<p>Goes out of way to develop trust in relationships</p> <p>Part of: Relationship Building</p>	<p>Your self score 4 Feedback score 3.86</p> <p>Individual scores 3 4 4 4 3 5 4</p>
<p>Reviews and reassesses plans and priorities on a regular basis</p> <p>Part of: Planning and Organising</p>	<p>Your self score 4 Feedback score 3.83</p> <p>Individual scores 3 N/A 4 4 3 5 4</p>
<p>Brings tensions to the surface, helps to resolve conflicts and produces a positive outcome</p> <p>Part of: Relationship Building</p>	<p>Your self score 2 Feedback score 3.71</p> <p>Individual scores 3 3 4 5 3 4 4</p>