

MANAGERVIEW360

ManagerView360 Profile for:
Sally Sample
ManagerView360

27 Jan 2015

t-three
group

Summary Feedback Report

Introduction

The ManagerView360 Feedback report is an instrument designed to provide a focus about specific communication, task / project management, and interpersonal competency strengths and development needs. This Feedback Report provides you information about how you are perceived on the 20 job critical supervisory and management competencies of ManagerView360.

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

Self	1
Manager	1
Peer	2
Direct report	2
External Stakeholder	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Rater Overview
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviours
- ✓ Behaviour Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

All Invited Raters

Sally Sample	Self
Rater1 Test1	Manager
Rater2 Test2	Peer
Rater3 Test3	Peer
Rater4 Test4	Direct report
Rater5 Test5	Direct report
Rater6 Test6	External Stakeholder
Rater7 Test7	External Stakeholder

Competency Definitions

Communication Skills

Listening

Ability to be attentive and understand the verbal communications of others.

Two-Way Feedback

Solicits input and keeps others informed with necessary information in a timely manner.

Written Communication

Ability to express written thoughts and ideas in a clear and concise manner.

Oral Communication

Ability to convey oral thoughts & ideas in a clear and concise manner.

Oral Presentation

Ability to present individual and organisational viewpoints to groups in a clear and persuasive manner.

Vision/Goal Setting

Ability to share a common vision and develop strategic goals for the organisation.

Task Management Skills

Planning/Organising

The ability to set realistic and measurable goals and allocate resources (people, budget, materials, etc.).

Delegation

The ability to assign work, clarify expectations, and define how individual performance will be measured.

Administrative Control

Ability to develop procedures to evaluate and monitor job activities and tasks on an on-going basis.

Performance Evaluation

Ability to provide on-going feedback and conduct timely and effective performance reviews

Competency Definitions Continued

Performance Management

Ability to provide others with regular and clear feedback on their performance and offer support when individuals are confronted with problems.

Recognising/Rewarding

Ability to reward and recognise performance in a timely and appropriate manner.

Interpersonal Skills

Team Development

Ability to create and develop motivated, cohesive, and high performance teams.

Interpersonal Sensitivity

Ability to take actions that demonstrate consideration for the feelings and needs of others.

Conflict Management

Ability to negotiate and effectively resolve interpersonal differences with others.

Coaching

Ability to coach, train, and develop others.

Leadership/Influence

Ability to utilise appropriate interpersonal styles and approaches in facilitating a group towards task achievement.

Employee Involvement

Ability to involve employees in organisational planning, decision making, and problem solving processes.

Problem-Solving Skills

Problem Analysis

Ability to analyse a situation, identify alternative solutions, and develop specific actions.

Competency Definitions Continued

Decisiveness/Judgement

Ability and willingness to make high quality decisions when required.

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

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 **ManagerView360**.

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 in which others rate you above average but you rate yourself below average relative to the norms. Others recognise these as potential strengths, but you do not
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalise on
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognise these as potential strengths, but others do not
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

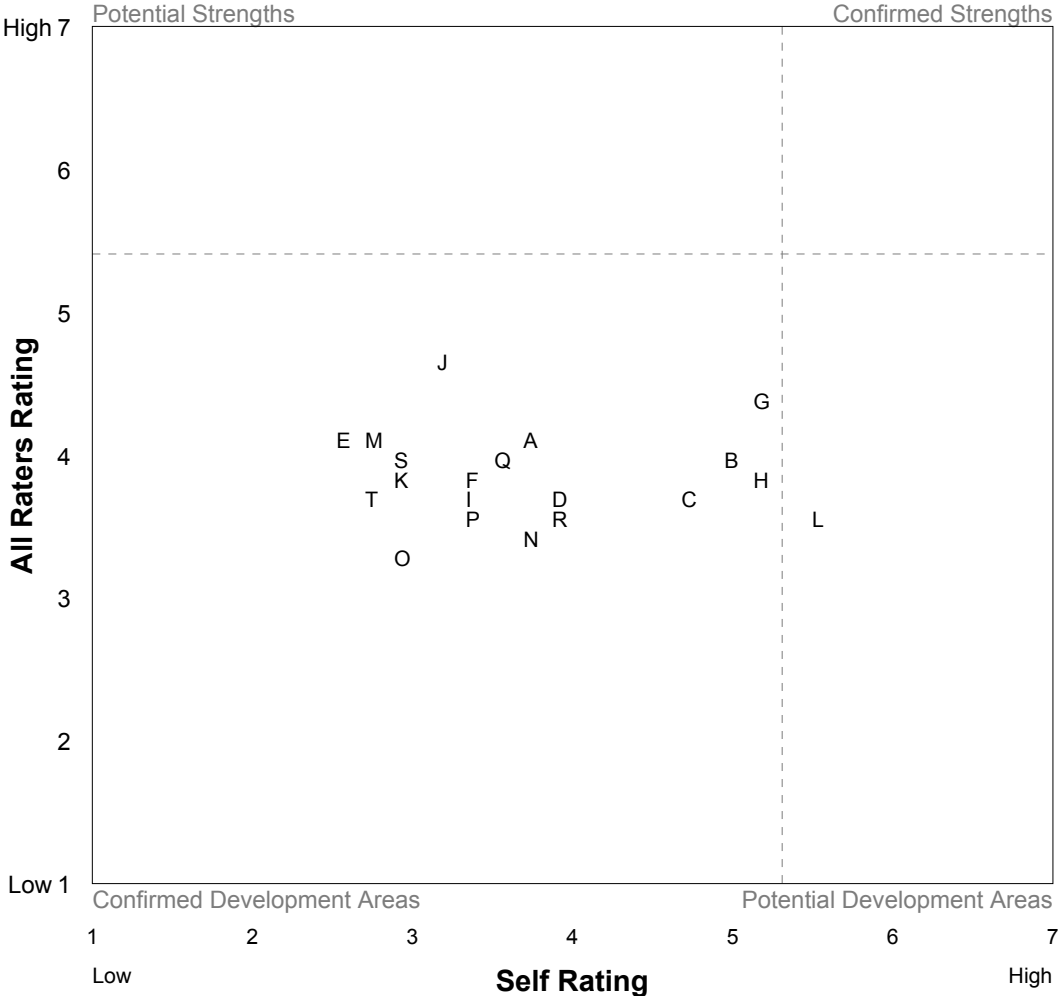
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

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

Self-Awareness Index
Self - All Raters (N = 7)



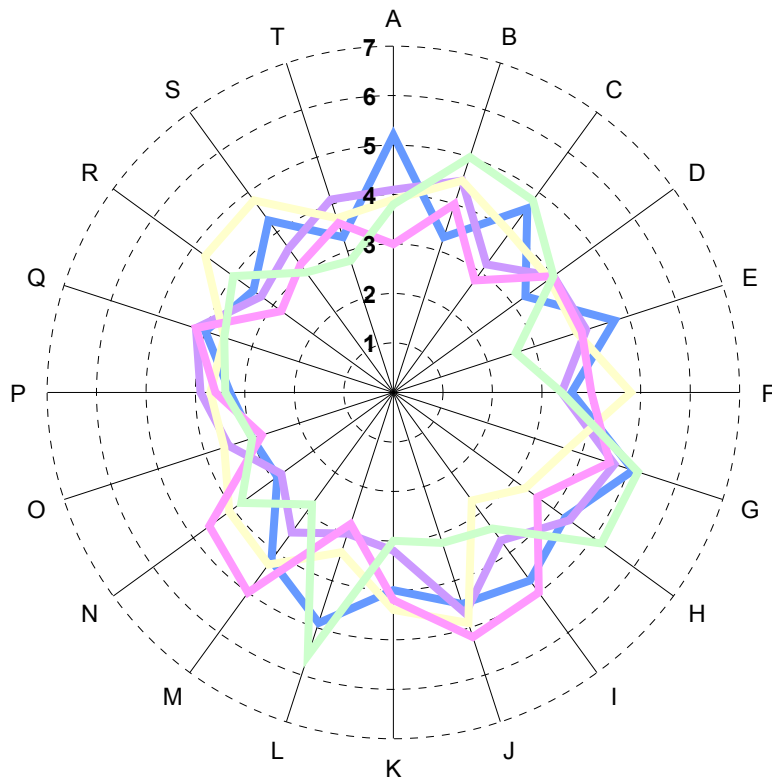
Average Scores

	<u>Self</u>	<u>All Raters</u>
Confirmed Development Areas		
A. Listening	3.80	4.20
B. Two-Way Feedback	5.00	4.09
C. Written Communication	4.80	3.77
D. Oral Communication	4.00	3.77
E. Oral Presentation	2.60	4.20
F. Vision/Goal Setting	3.40	3.94
G. Planning/Organising	5.20	4.51
H. Delegation	5.20	3.94
I. Administrative Control	3.40	3.89
J. Performance Evaluation	3.20	4.77
K. Performance Management	3.00	3.91
M. Team Development	2.80	4.14
N. Interpersonal Sensitivity	3.80	3.46
O. Conflict Management	3.00	3.29
P. Coaching	3.40	3.63
Q. Leadership/Influence	3.60	3.97
R. Employee Involvement	4.00	3.69
S. Problem Analysis	3.00	4.09
T. Decisiveness/Judgement	2.80	3.69
Potential Development Areas		
L. Recognising/Rewarding	5.60	3.63

Competency Rater Overview

The table shows the Average score from all respondents (excluding yourself) for each competency. The graph shows how you have been rated at the Competency level by each of the different respondent types. Each line relates to a different respondent category as indicated in the key, with the letter corresponding to the competency in the table above.

Competency		Score
A	Listening	4.20
B	Two-Way Feedback	4.09
C	Written Communication	3.77
D	Oral Communication	3.77
E	Oral Presentation	4.20
F	Vision/Goal Setting	3.94
G	Planning/Organising	4.51
H	Delegation	3.94
I	Administrative Control	3.89
J	Performance Evaluation	4.77
K	Performance Management	3.91
L	Recognising/Rewarding	3.63
M	Team Development	4.14
N	Interpersonal Sensitivity	3.46
O	Conflict Management	3.29
P	Coaching	3.63
Q	Leadership/Influence	3.97
R	Employee Involvement	3.69
S	Problem Analysis	4.09
T	Decisiveness/Judgement	3.69



■ Self
 ■ Manager
 ■ Peer
 ■ Direct report
 ■ External Stakeholder

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 20 ManagerView360 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 ManagerView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 7-point scale:

On the bar graphs that follow, the 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

Competency Introduction Continued

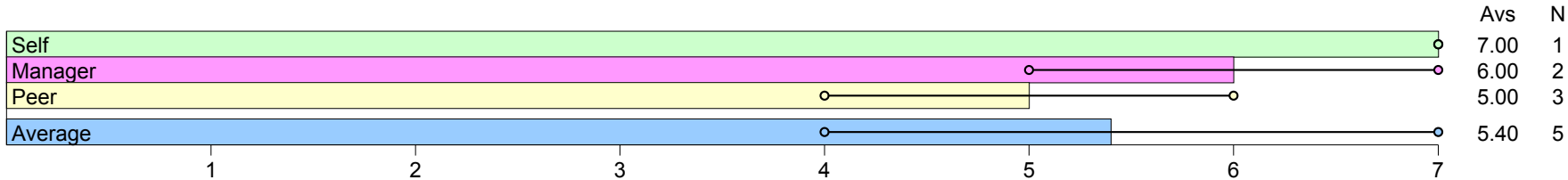
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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

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

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

Example



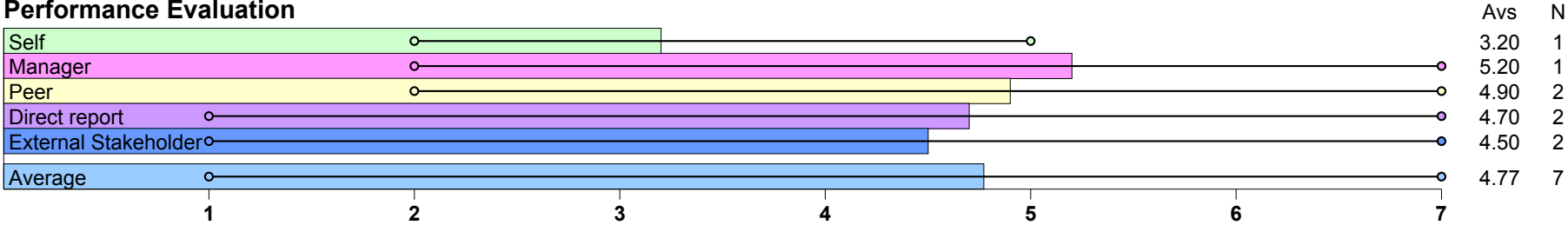
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

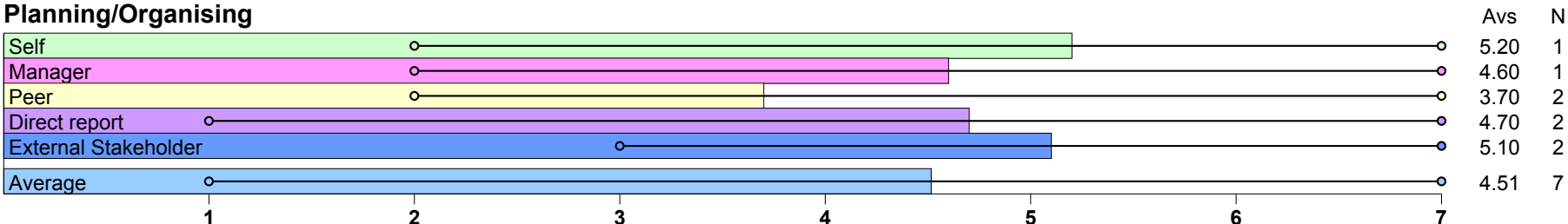
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Summary

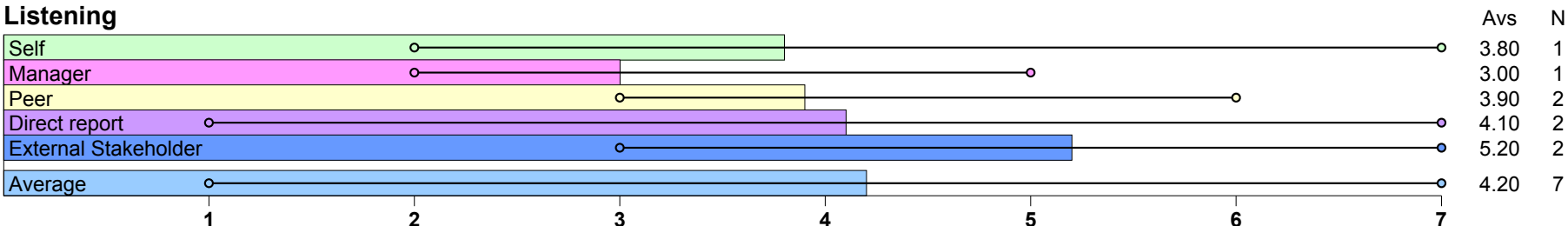
Performance Evaluation



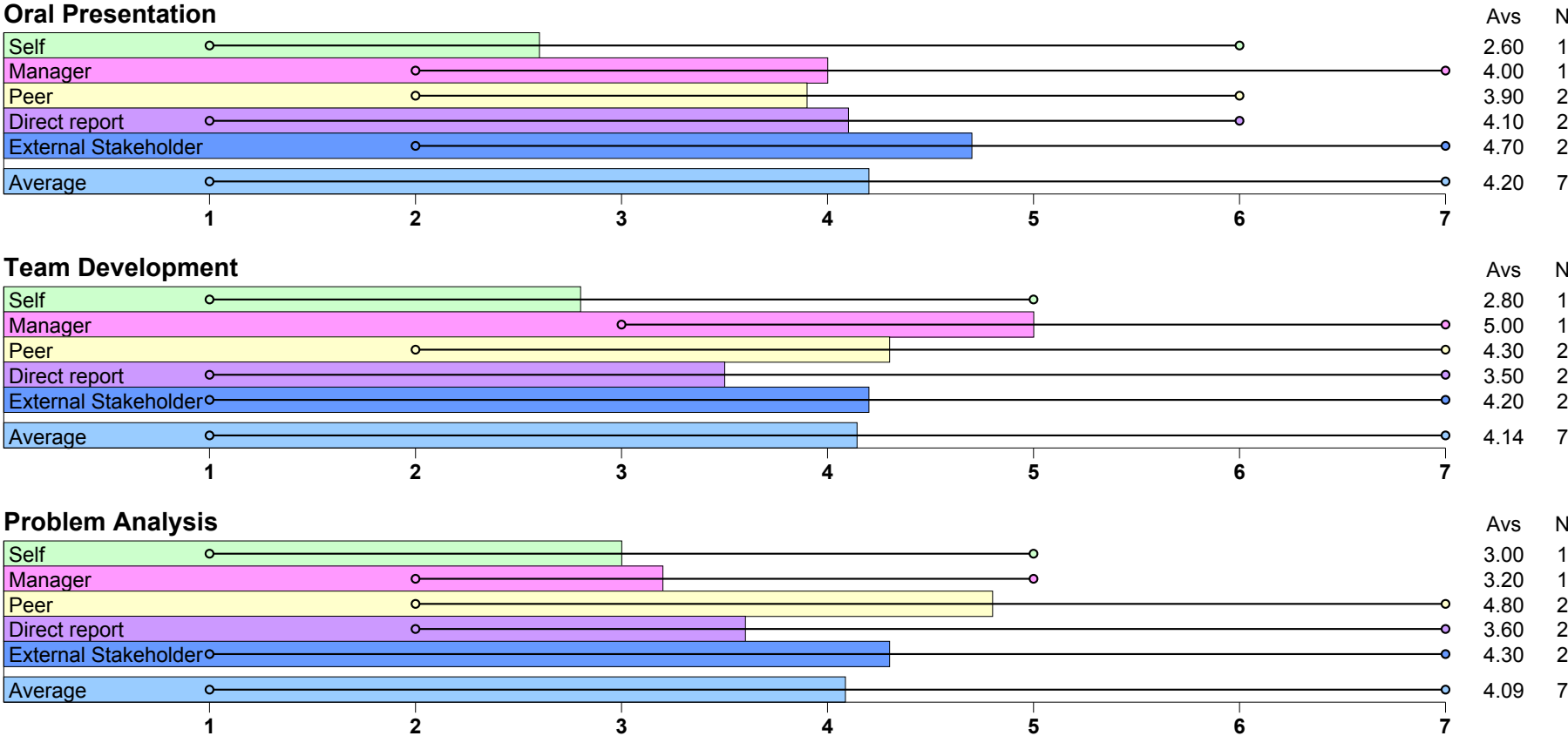
Planning/Organising



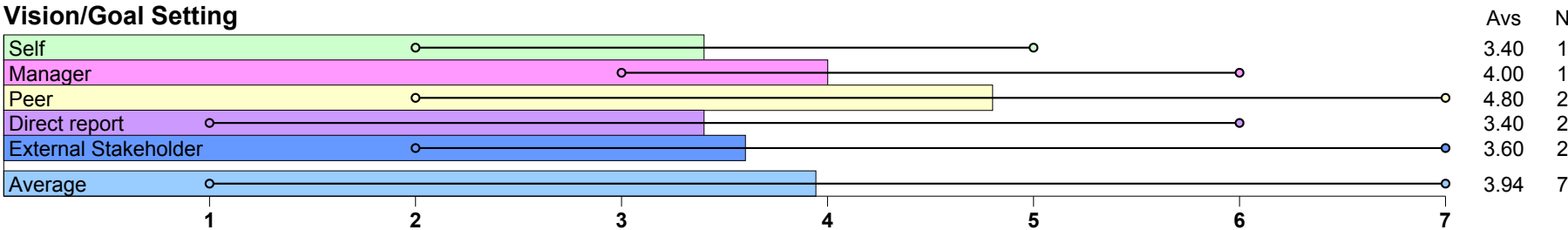
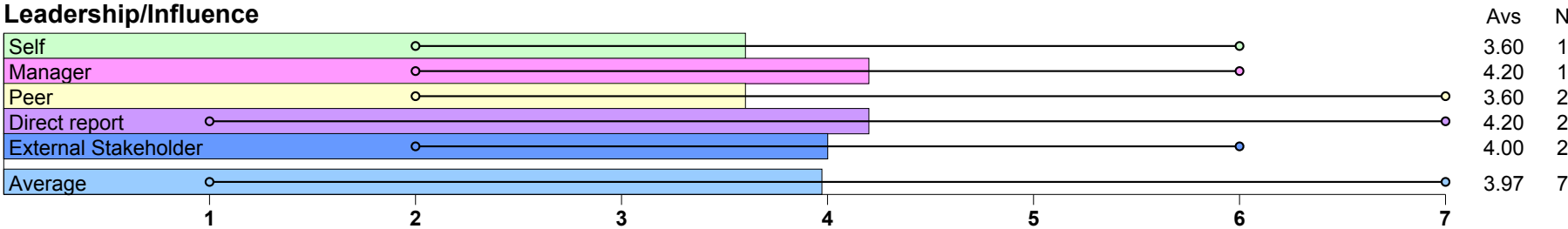
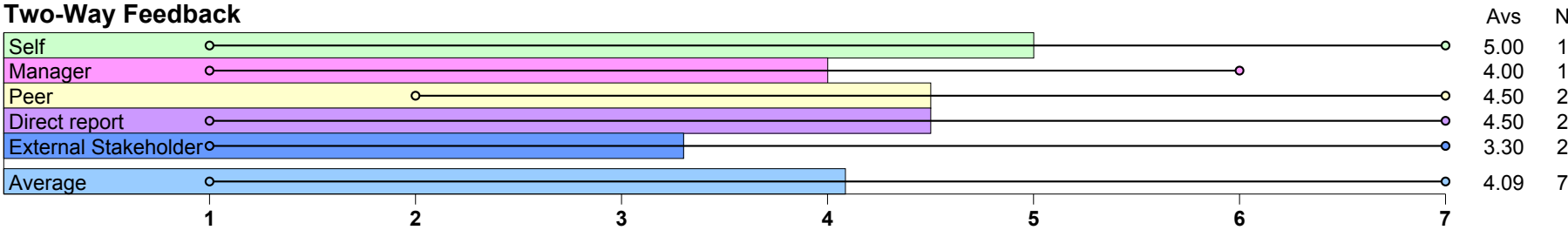
Listening



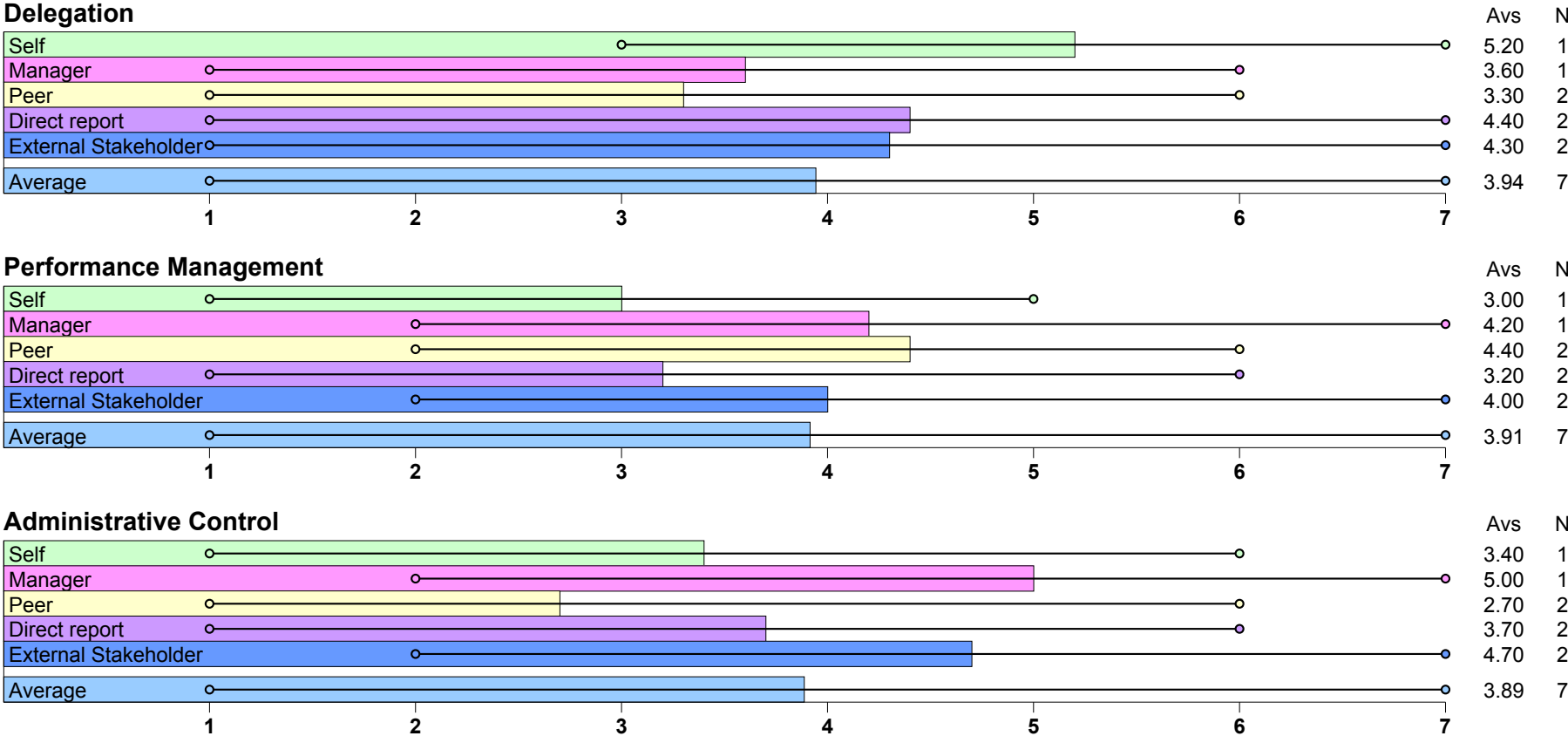
Competency Summary Continued



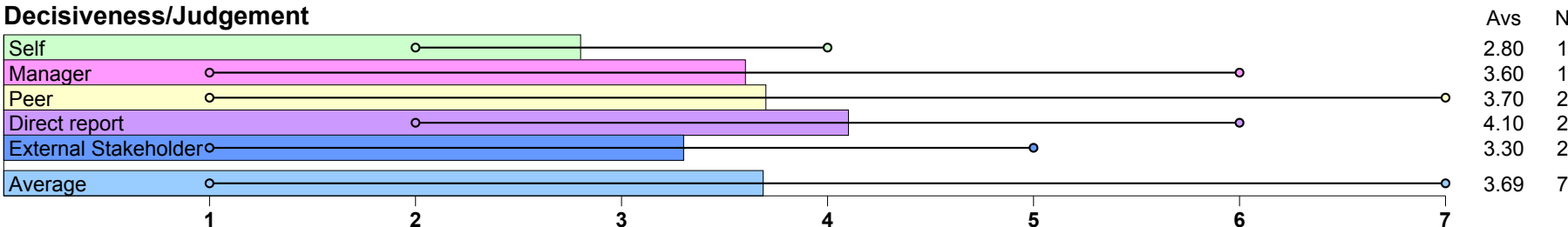
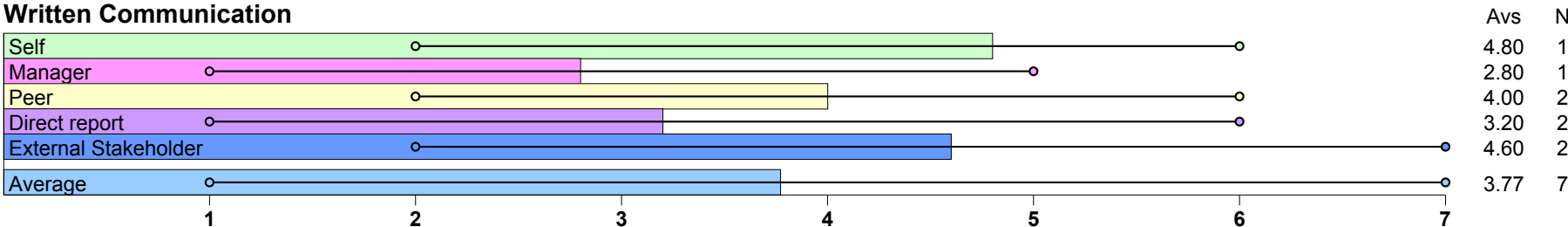
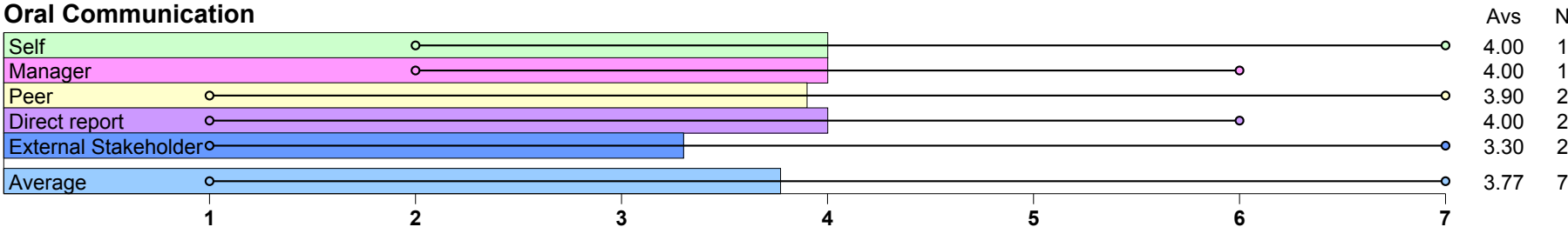
Competency Summary Continued



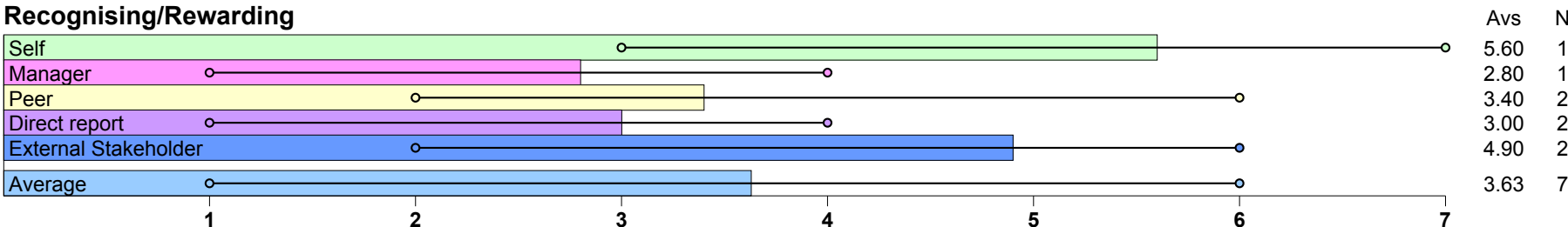
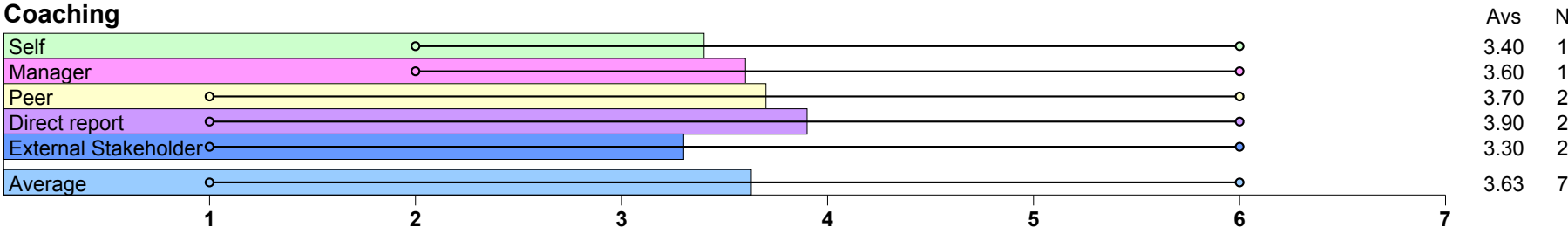
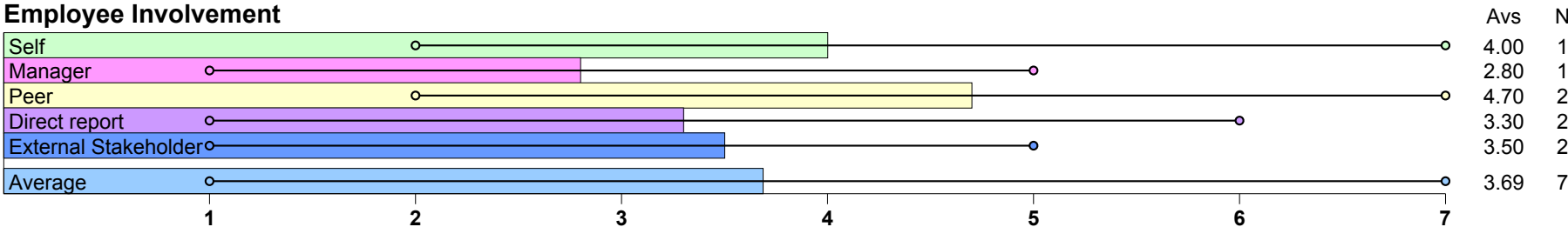
Competency Summary Continued



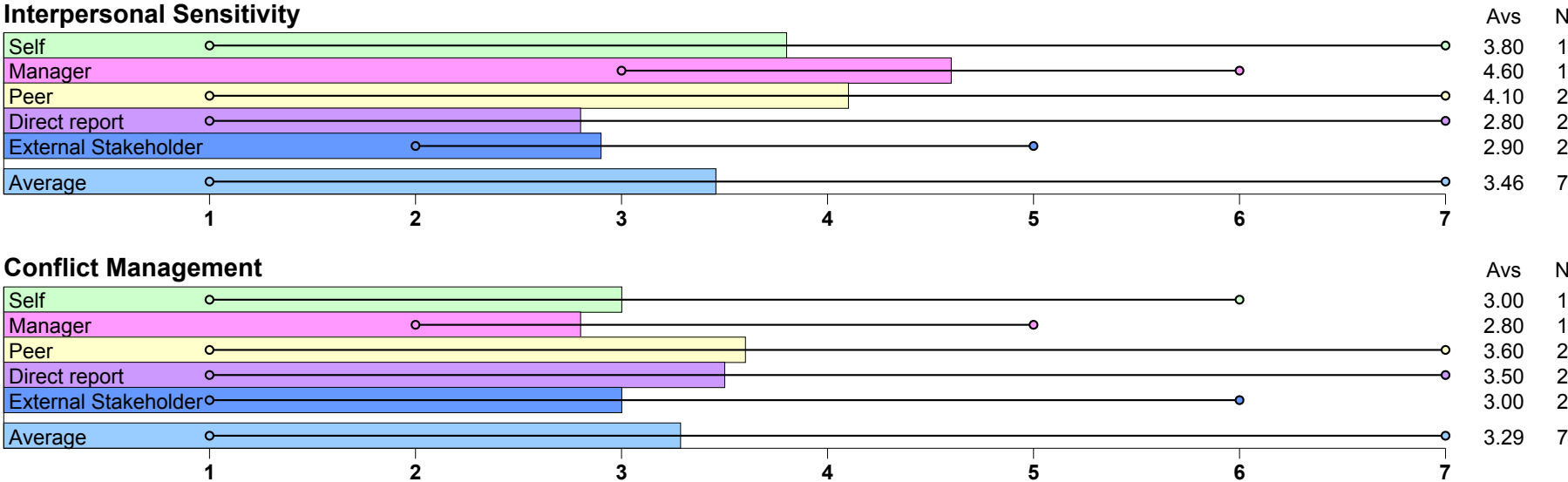
Competency Summary Continued



Competency Summary Continued



Competency Summary Continued



Highest Rated Behaviours - All Raters

The following behaviours were identified by your respondents as your greatest strengths. They are rank ordered so the first item is the highest rated behaviour.

Score	Behaviour	Competency
5.57	Provides adequate resources, information & training so that employees can perform delegated tasks.	Delegation
5.14	Develops cooperation rather than competition among employees, groups & work teams.	Team Development
5.14	Provides employees with on-going feedback about work performance & progress.	Performance Evaluation
5.14	Encourages continuous performance discussions with employees throughout the appraisal period.	Performance Evaluation
5.00	Organises, utilises & manages time productively.	Planning/Organising
5.00	Develops both short & long-range plans that consider relevant cost, schedule & resource information.	Planning/Organising
5.00	Keeps employees informed with relevant job information & important organisational issues in a timely manner.	Two-Way Feedback
4.86	Solicits & values the thoughts, opinions & ideas of employees.	Employee Involvement
4.86	Focuses on both performance strengths & areas to be developed during employee appraisal meetings.	Performance Evaluation
4.71	Is prepared & organised for meetings & presentations.	Oral Presentation
4.71	Anticipates potential & future problems.	Problem Analysis
4.71	Writes technical information in an easily understood manner.	Written Communication

Lowest Rated Behaviours - All Raters

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

Score	Behaviour	Competency
2.29	Recognises that diverse points of view of others must be encouraged, acknowledged & accepted.	Conflict Management
2.71	Involves employees in discussions regarding organisational issues & problems.	Employee Involvement
2.86	Supports employee development plans such as on-the-job training, stretch assignments, etc.	Coaching
3.00	Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.	Delegation
3.00	Establishes effective mechanisms to monitor & ensure that work is done on time & with quality.	Administrative Control
3.00	Writes in a clear, direct & concise manner.	Written Communication
3.00	Makes an effort to understand how employees are feeling.	Interpersonal Sensitivity
3.00	Considers the consequences of decisions.	Decisiveness/Judgement
3.14	Discusses possible "win-win" solutions & seeks agreement on specific actions when conflicts arise.	Conflict Management
3.14	Provides opportunities for employees to get involved in challenging organisational tasks, projects & assignments.	Employee Involvement

Behaviour Introduction

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Behaviour Introduction Continued

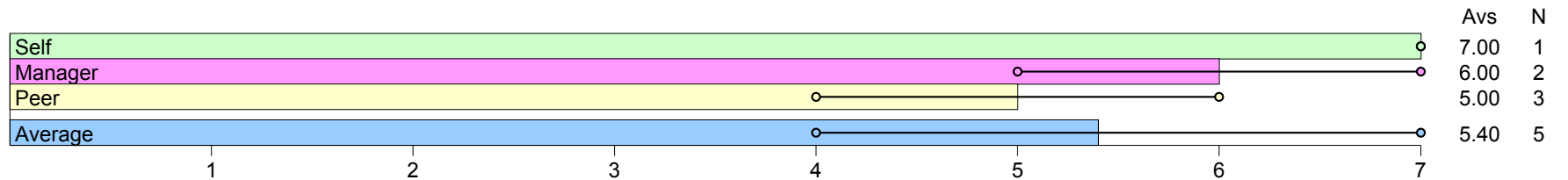
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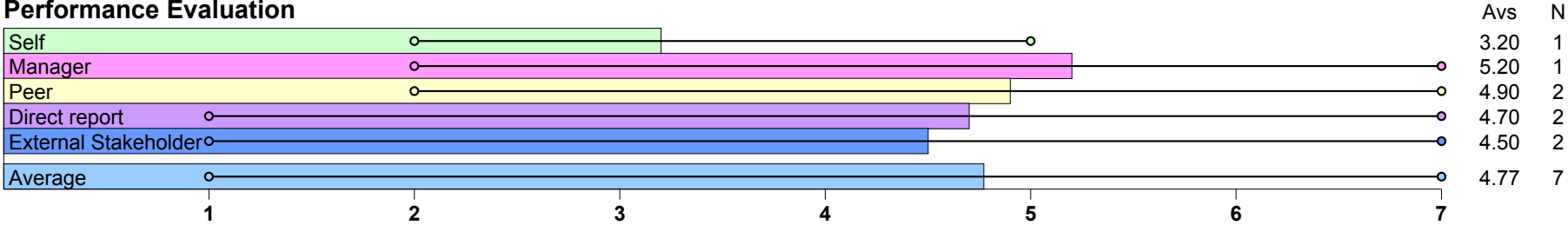
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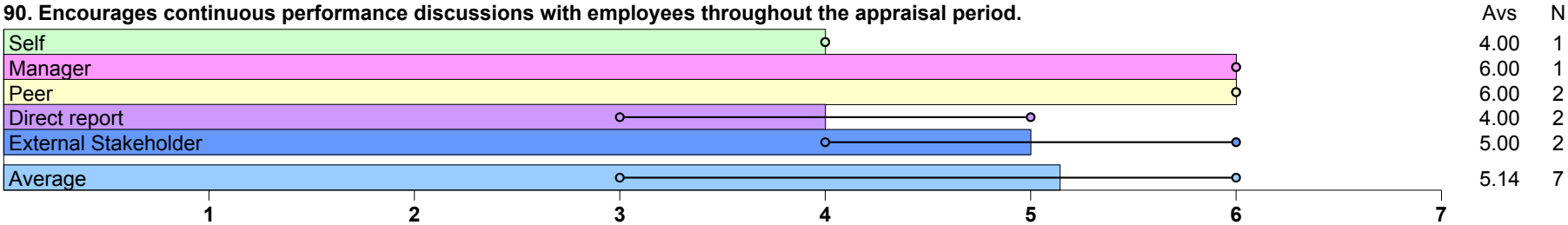
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Behaviour Summary

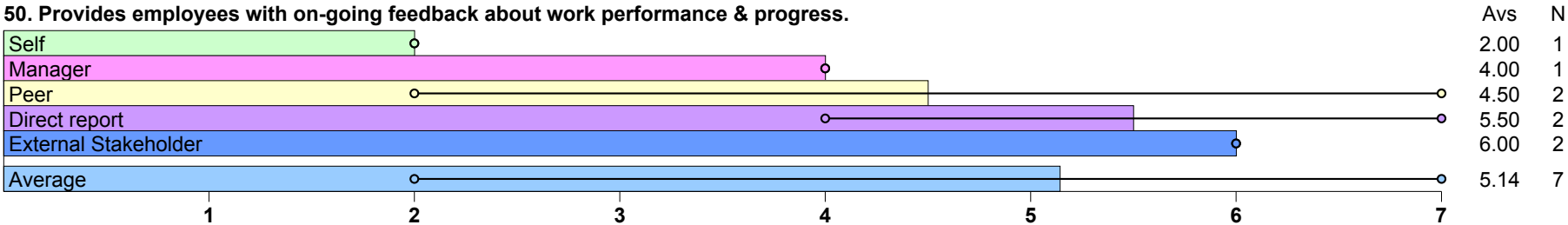
Performance Evaluation



90. Encourages continuous performance discussions with employees throughout the appraisal period.



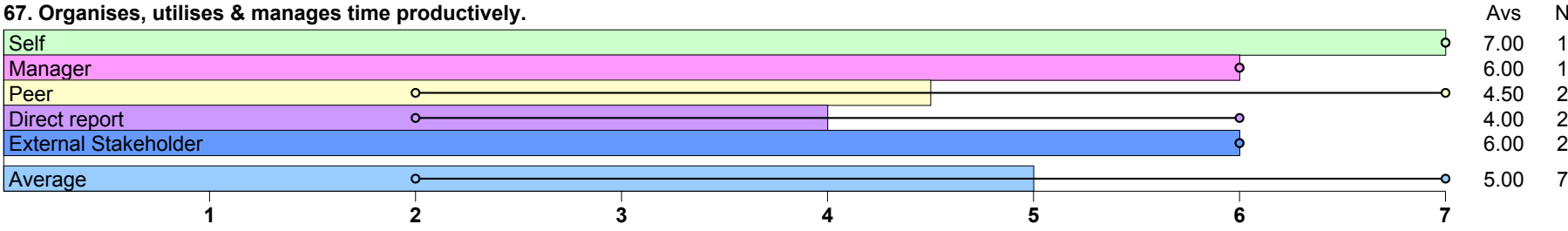
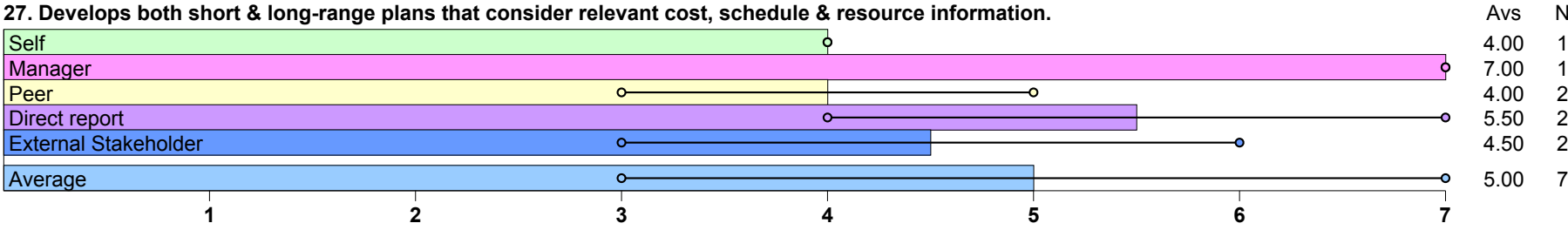
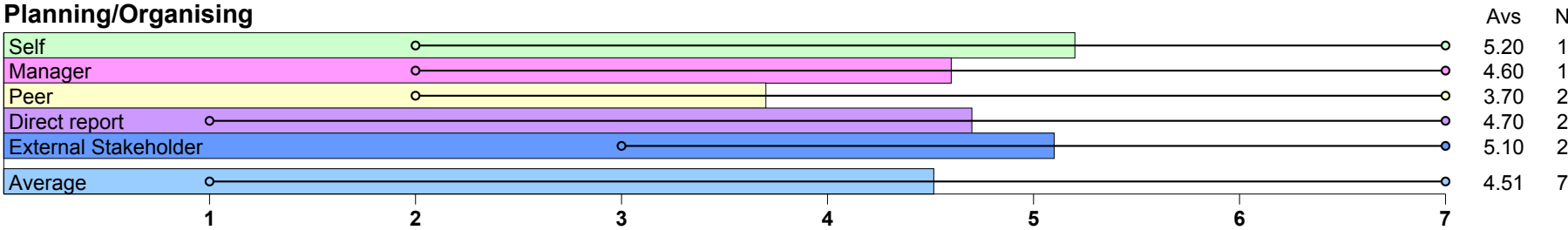
50. Provides employees with on-going feedback about work performance & progress.



Behaviour Summary Continued

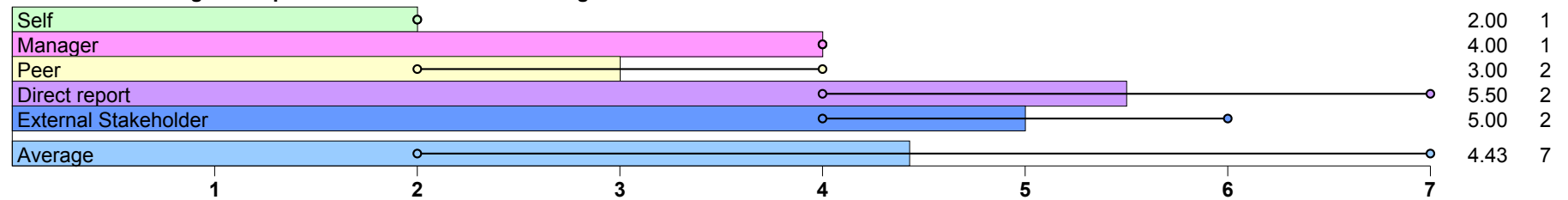


Behaviour Summary Continued

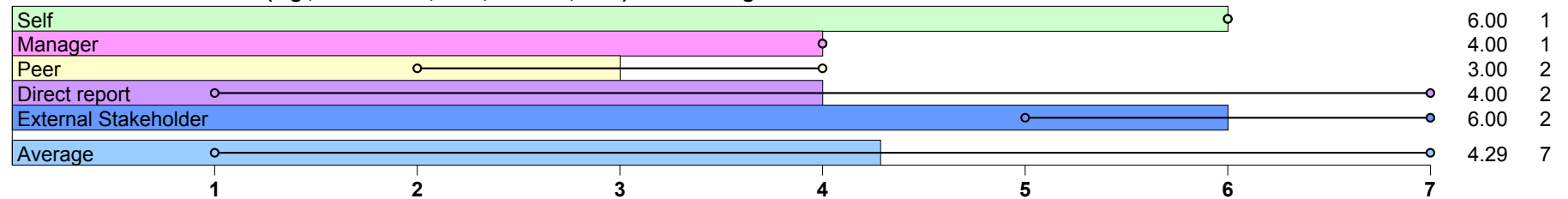


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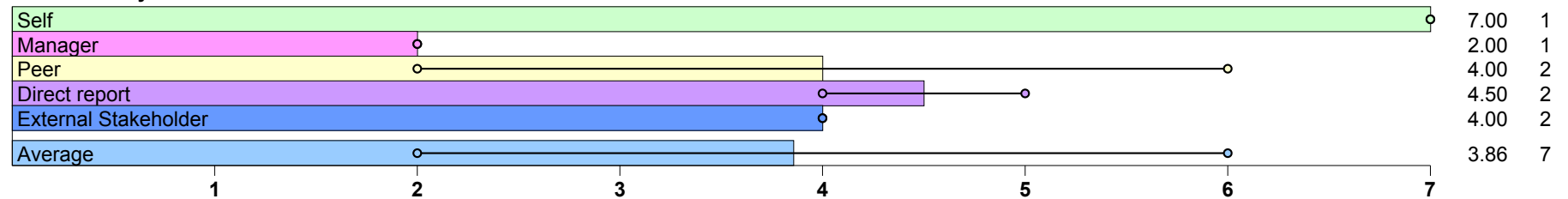
7. Establishes a logical sequence of work activities & assignments.



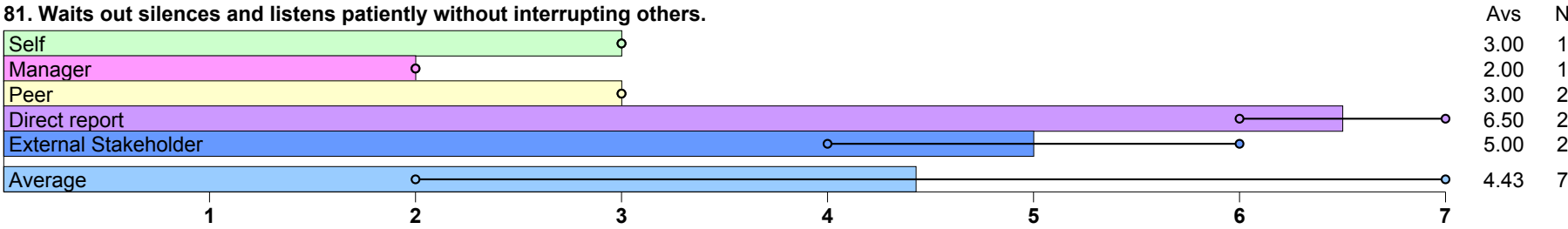
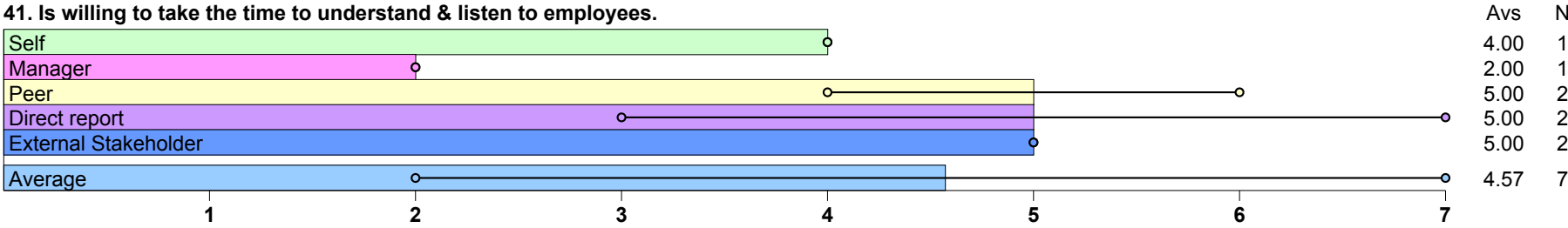
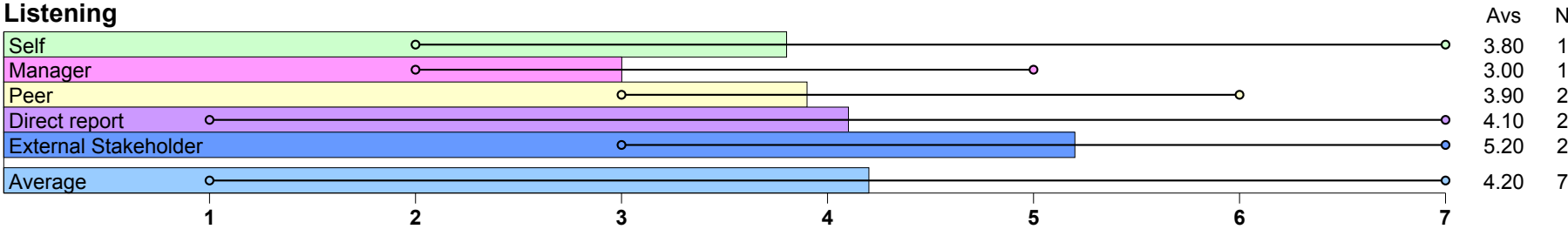
87. Maintains information (e.g., documents, data, records, files) in a well-organised manner.



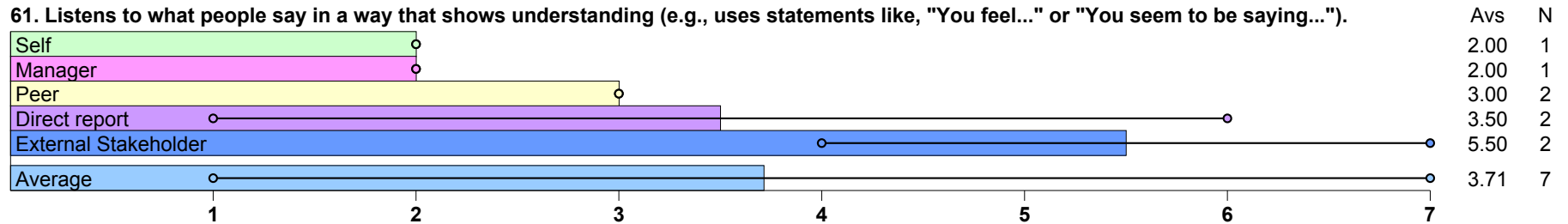
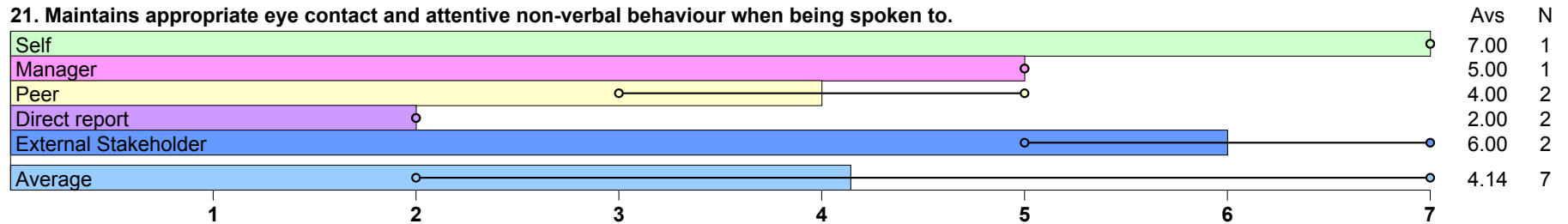
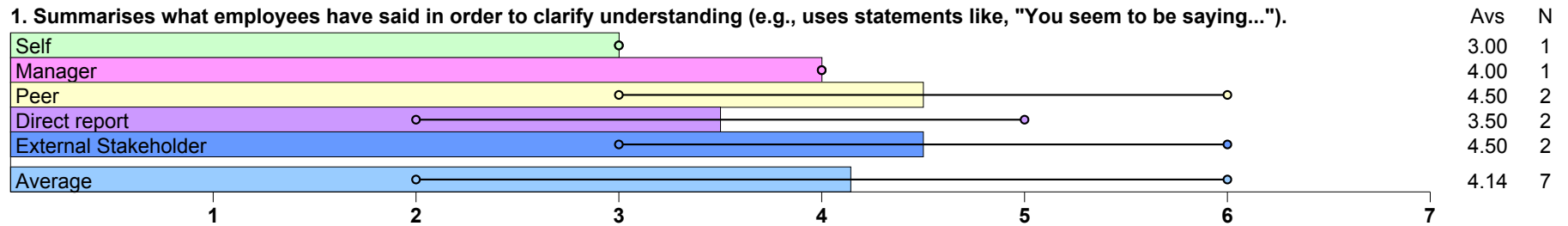
47. Effectively schedules work activities & tasks.



Behaviour Summary Continued

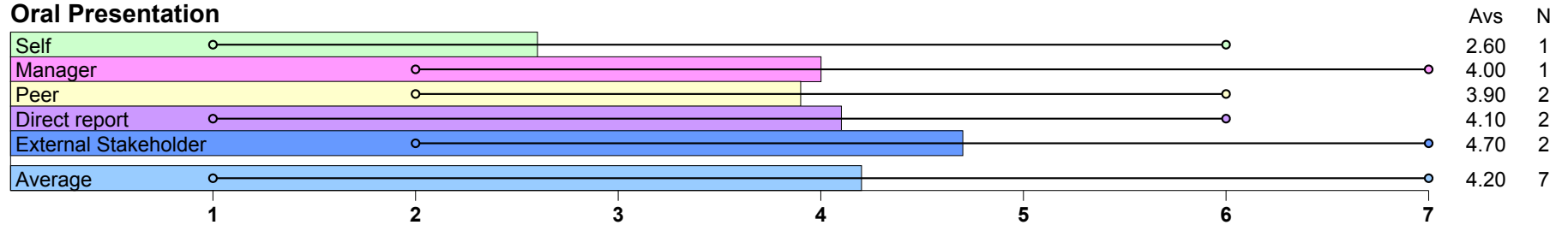


Behaviour Summary Continued

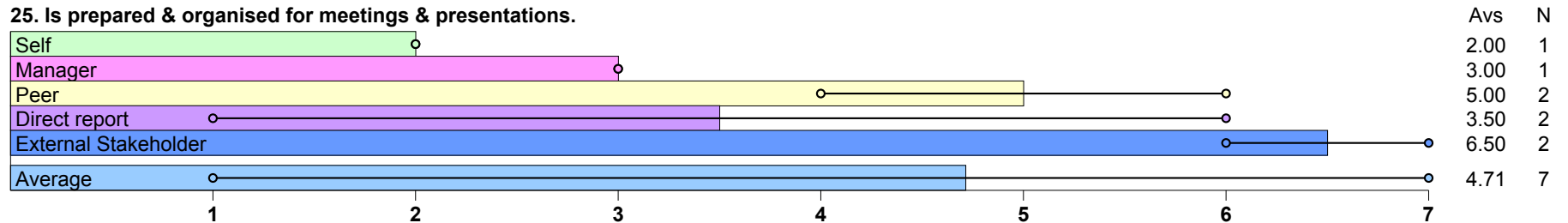


Behaviour Summary Continued

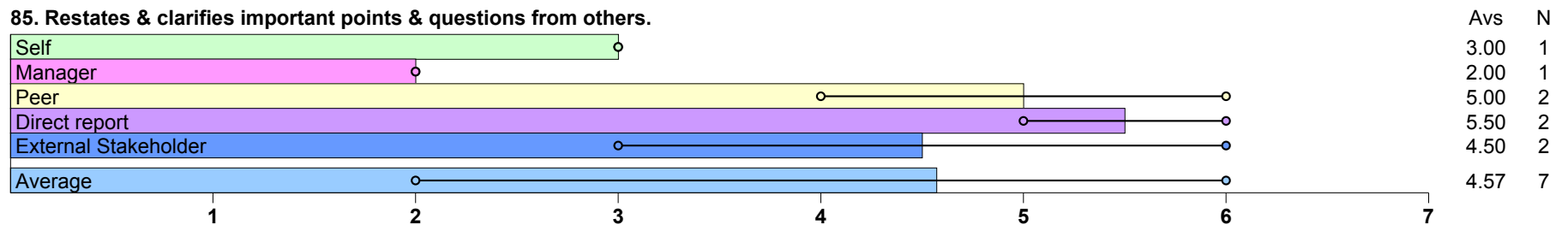
Oral Presentation



25. Is prepared & organised for meetings & presentations.

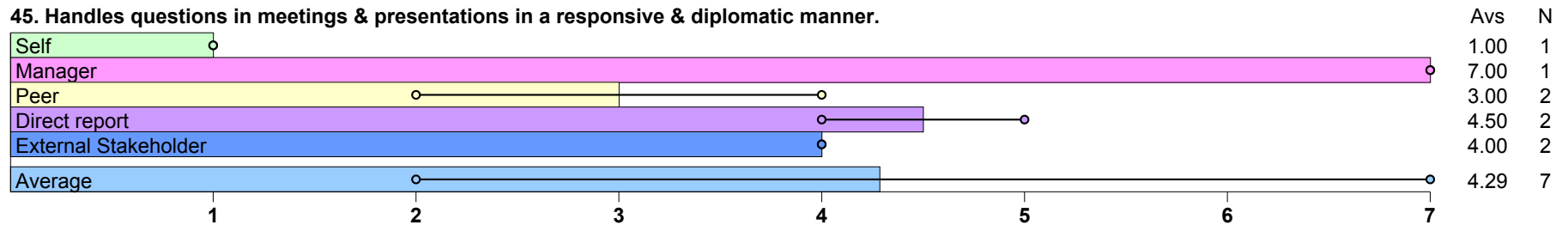


85. Restates & clarifies important points & questions from others.

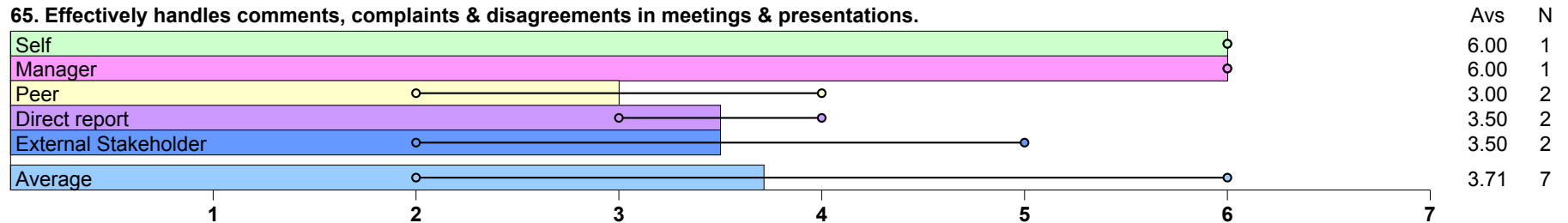


Behaviour Summary Continued

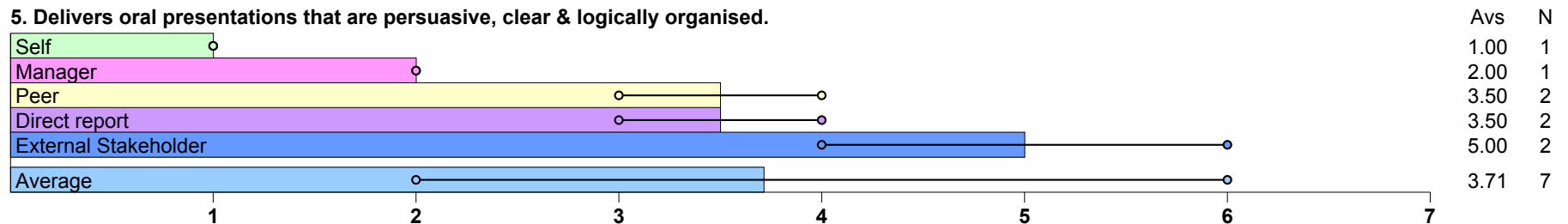
45. Handles questions in meetings & presentations in a responsive & diplomatic manner.



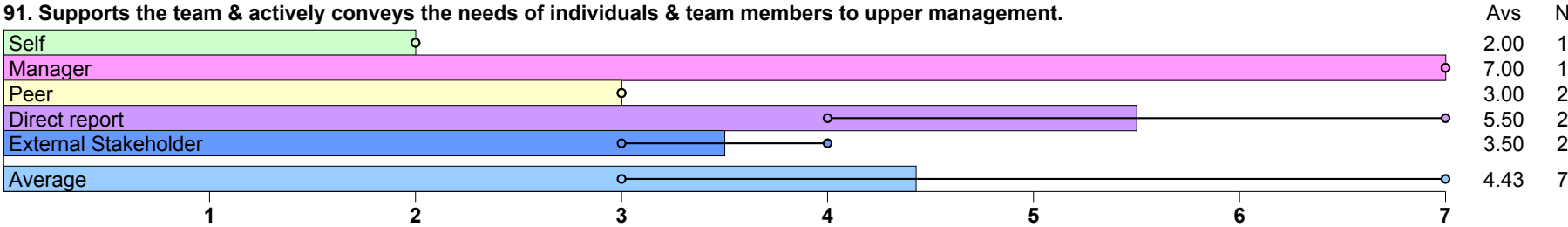
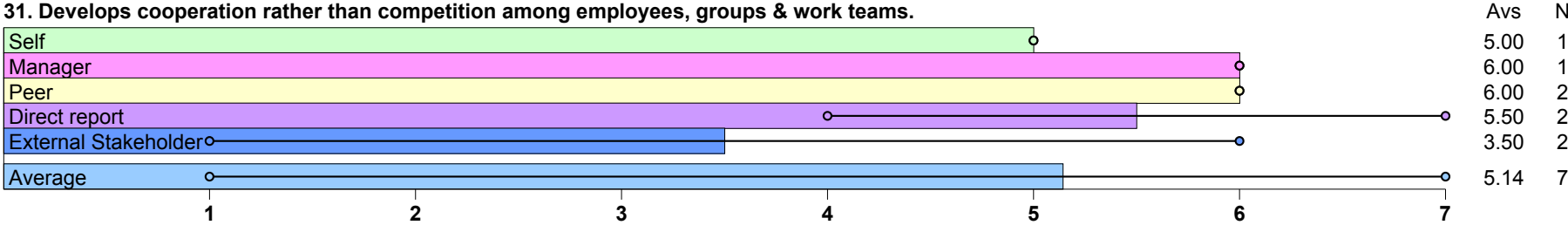
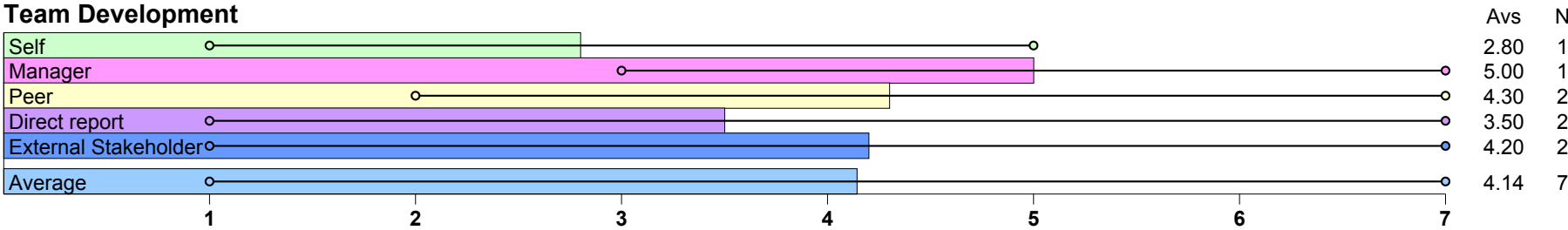
65. Effectively handles comments, complaints & disagreements in meetings & presentations.



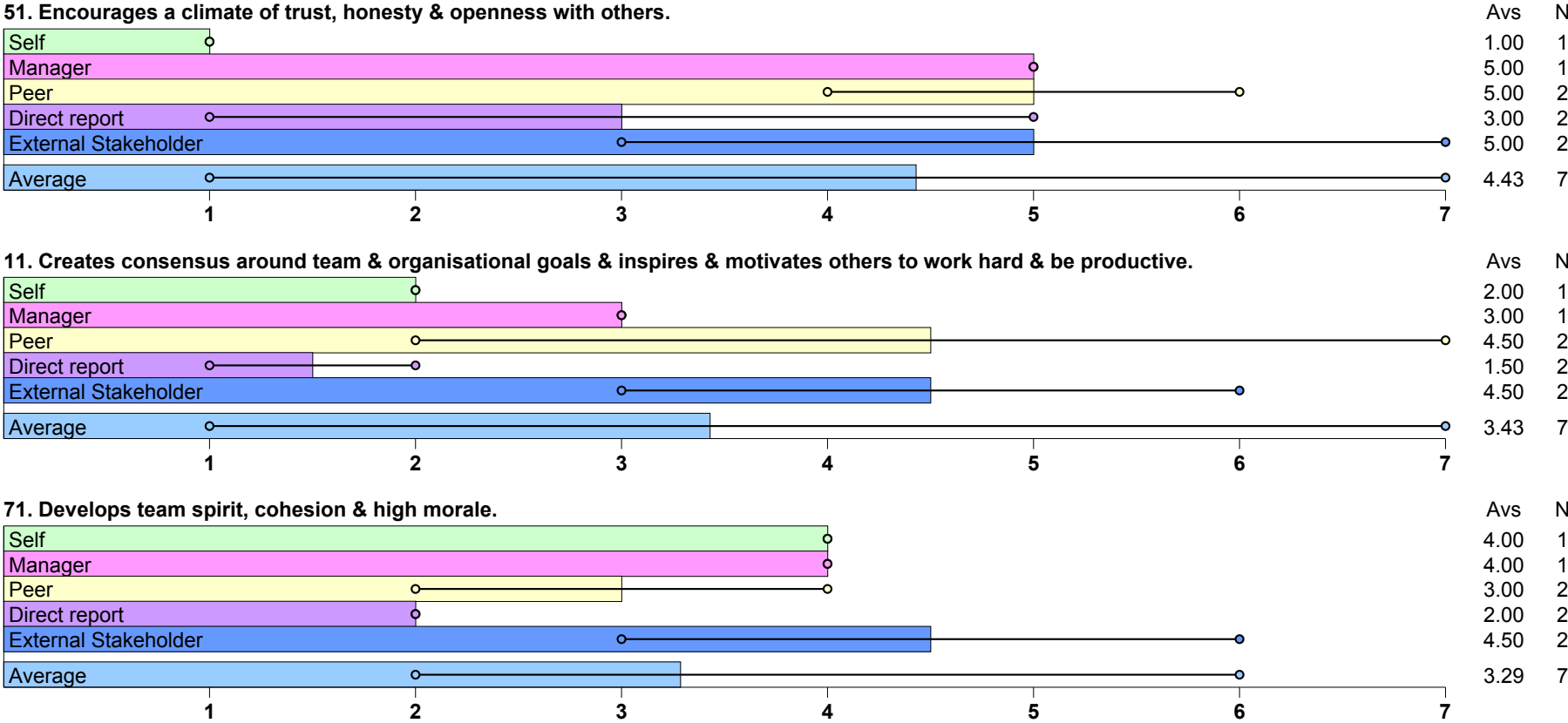
5. Delivers oral presentations that are persuasive, clear & logically organised.



Behaviour Summary Continued

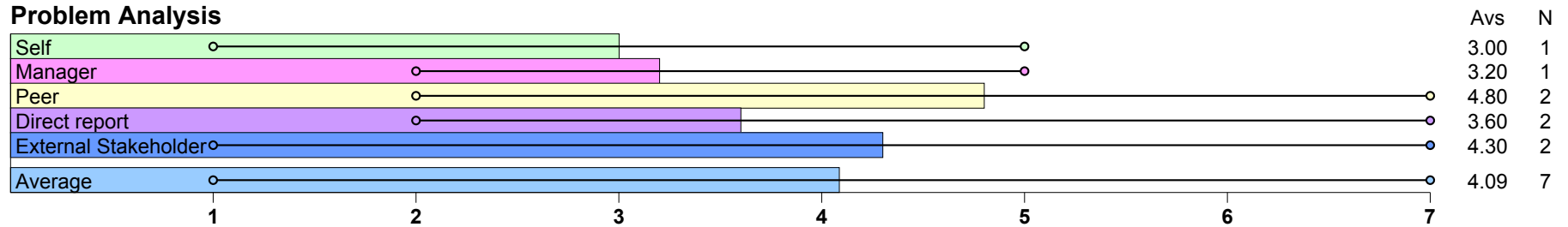


Behaviour Summary Continued

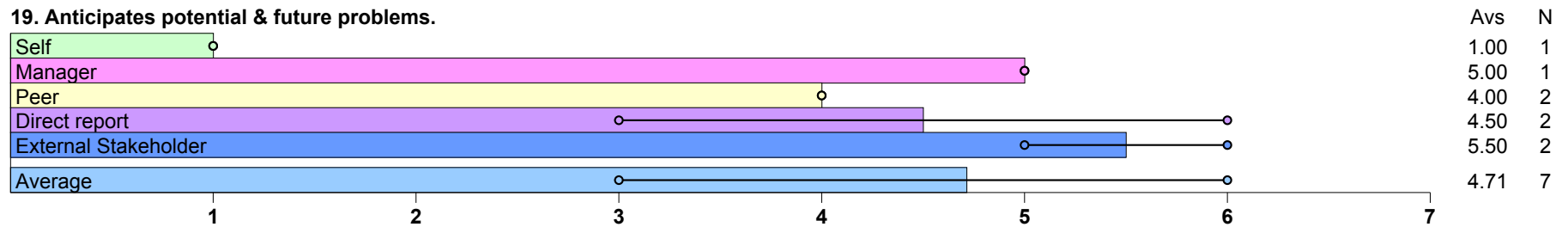


Behaviour Summary Continued

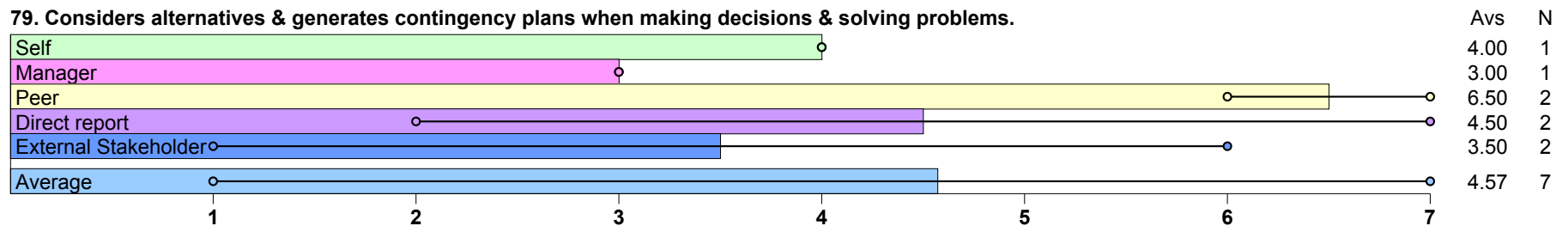
Problem Analysis



19. Anticipates potential & future problems.

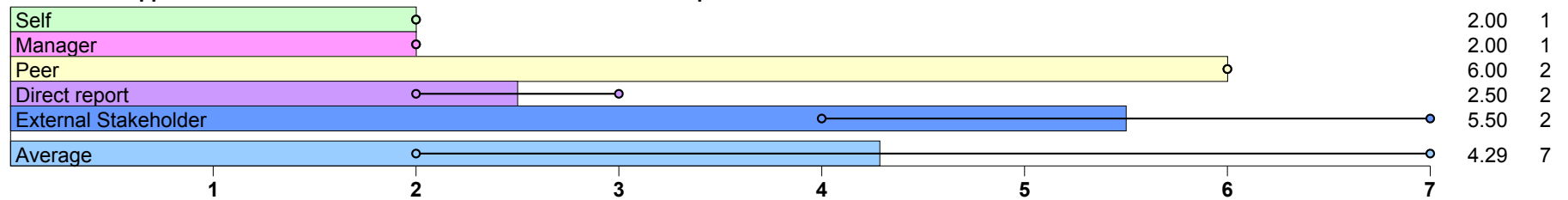


79. Considers alternatives & generates contingency plans when making decisions & solving problems.

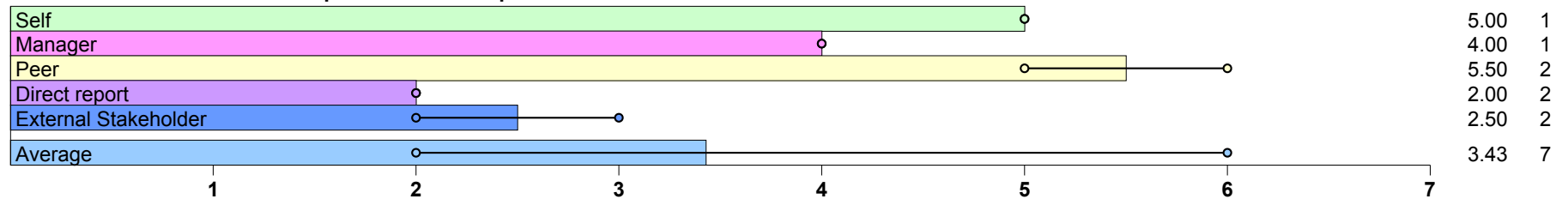


Behaviour Summary Continued

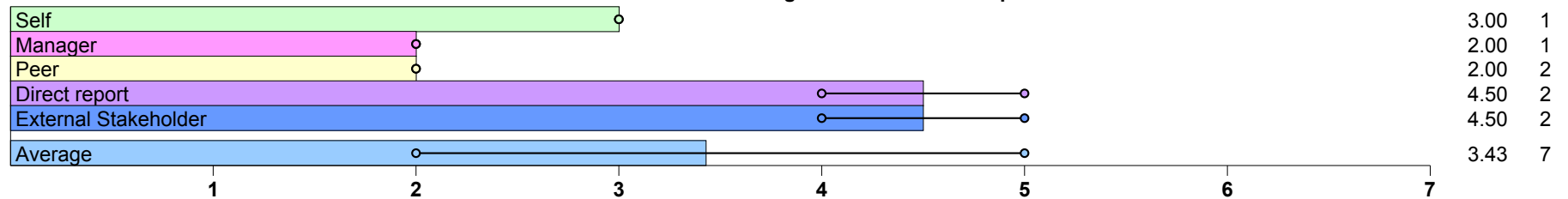
39. Creates opportunities to be innovative & create new ideas & concepts.



99. Generates & considers multiple solutions to a problem.

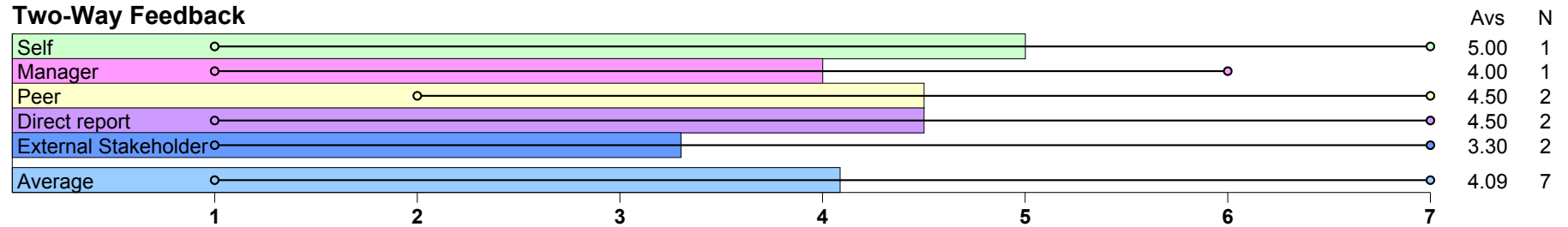


59. Gathers & utilises available information in order to understand and solve organisational issues & problems.

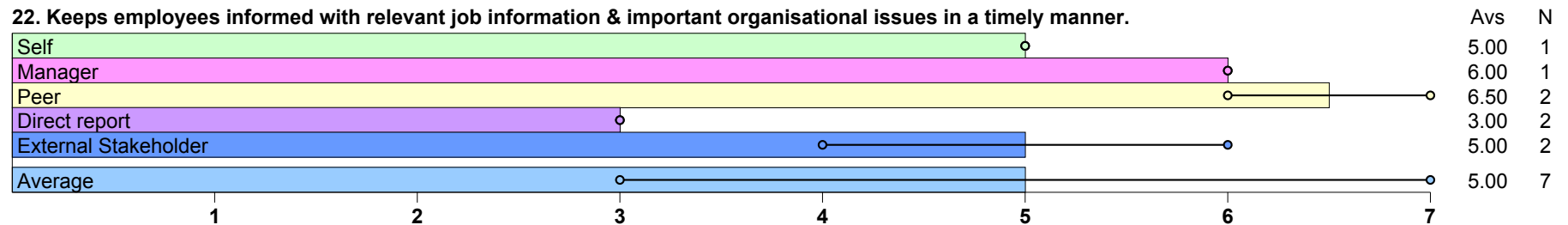


Behaviour Summary Continued

Two-Way Feedback



22. Keeps employees informed with relevant job information & important organisational issues in a timely manner.



62. Encourages a climate in which employees feel free to openly share their thoughts & feelings.

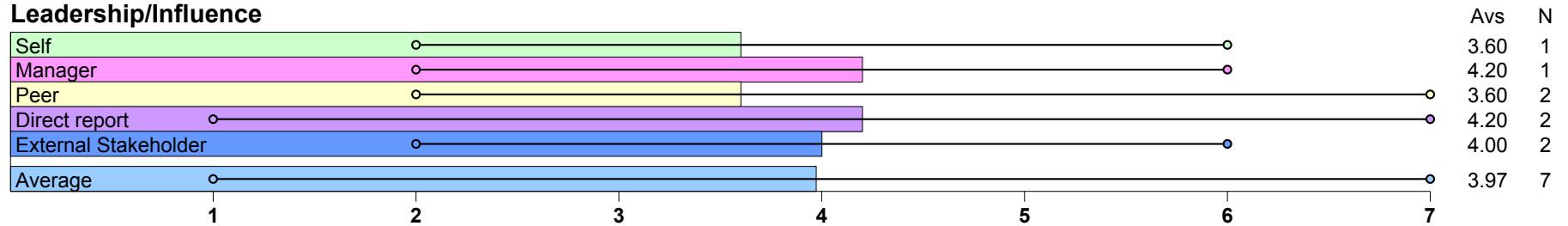


Behaviour Summary Continued

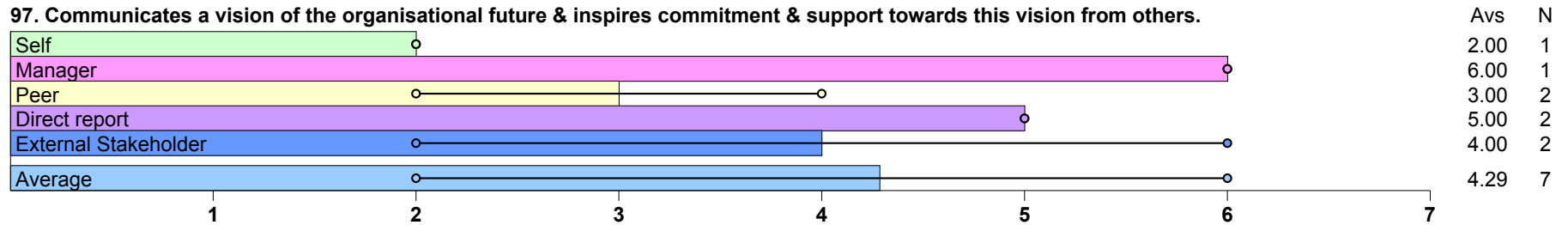


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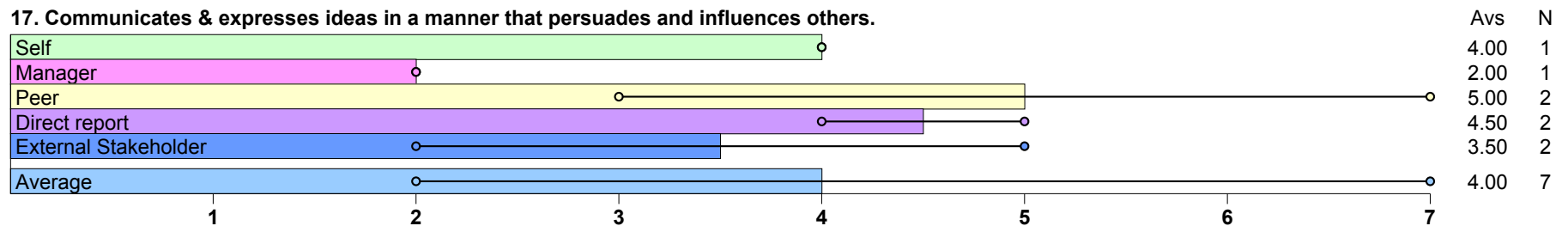
Leadership/Influence



97. Communicates a vision of the organisational future & inspires commitment & support towards this vision from others.

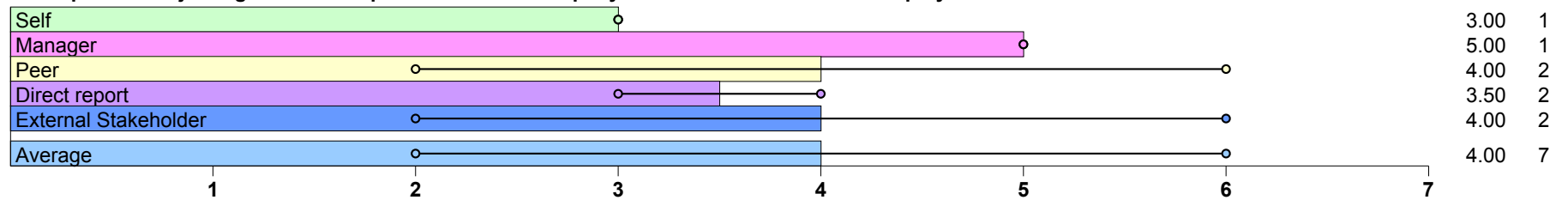


17. Communicates & expresses ideas in a manner that persuades and influences others.

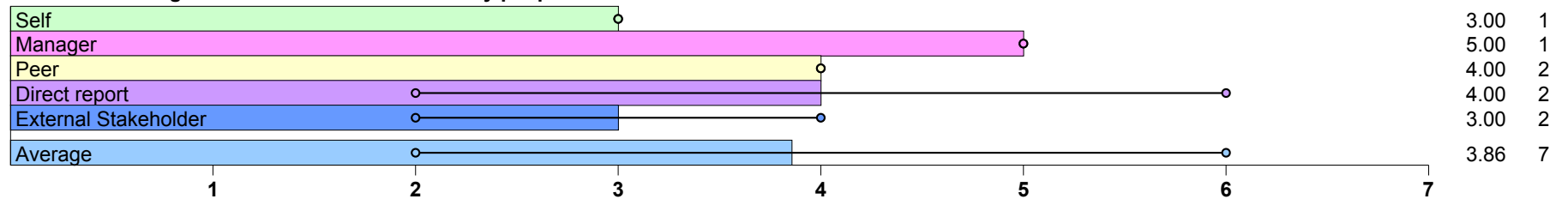


Behaviour Summary Continued

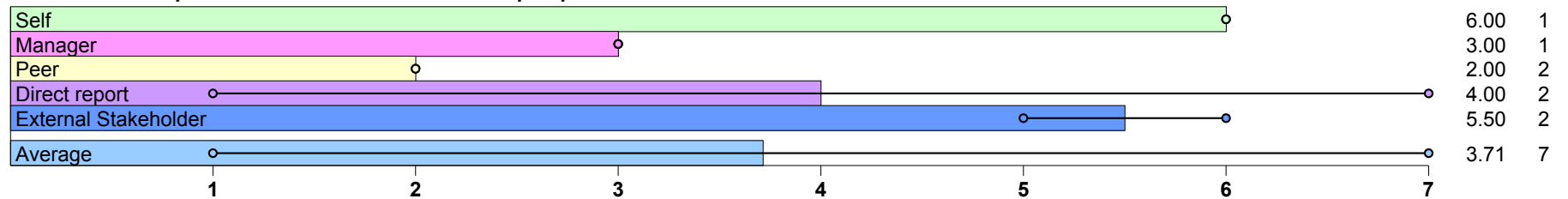
57. Capable of adjusting his/her interpersonal & leadership style to motivate & influence employees.



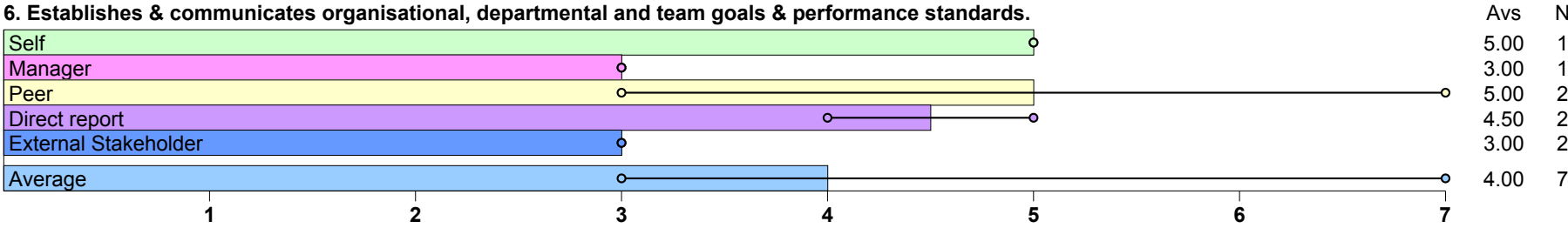
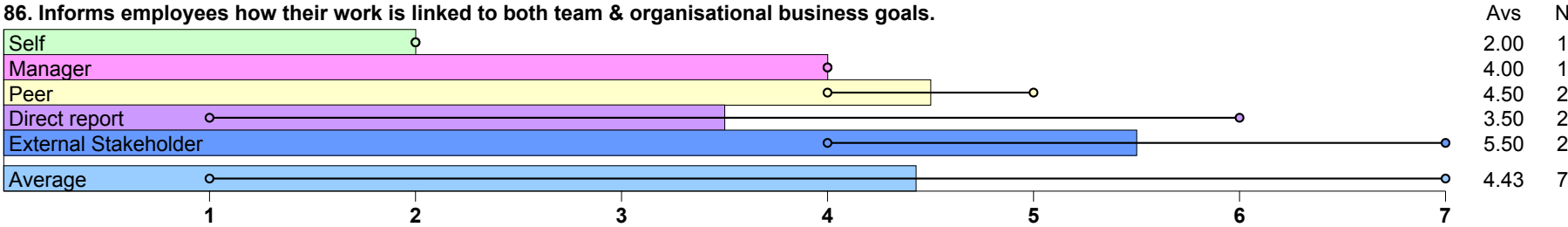
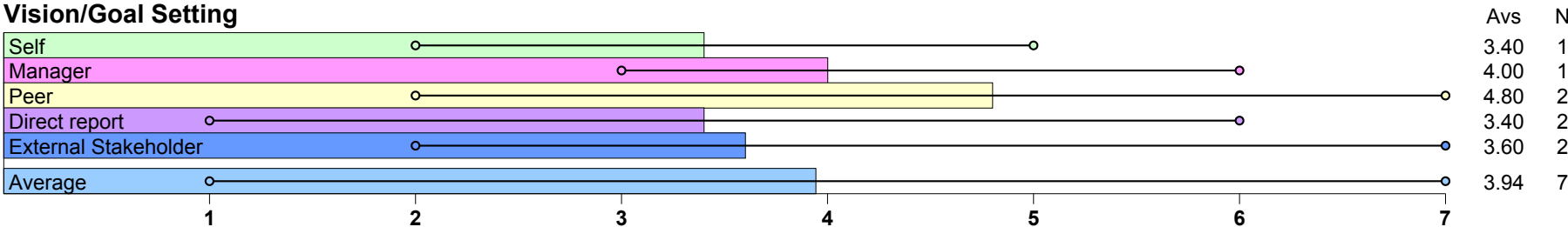
37. Builds strategic alliances & networks with key people.



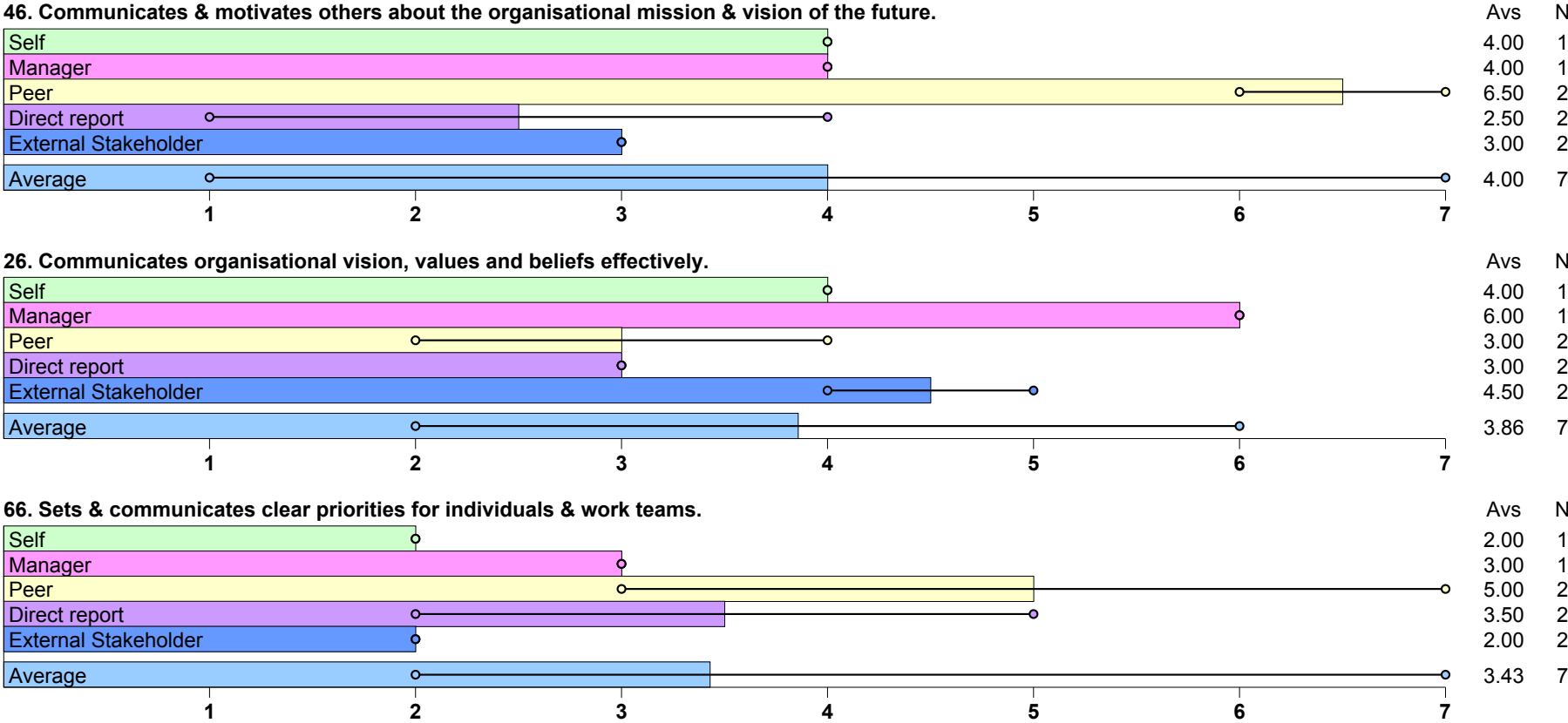
77. Convinces & persuades others to see his or her perspective & ideas.



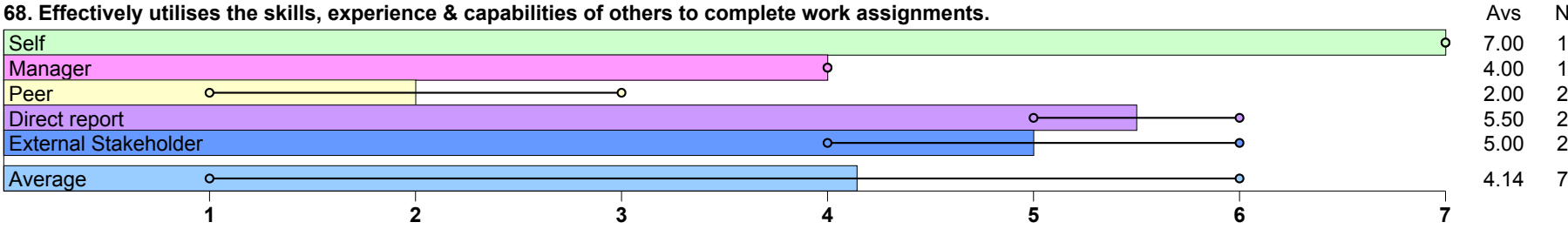
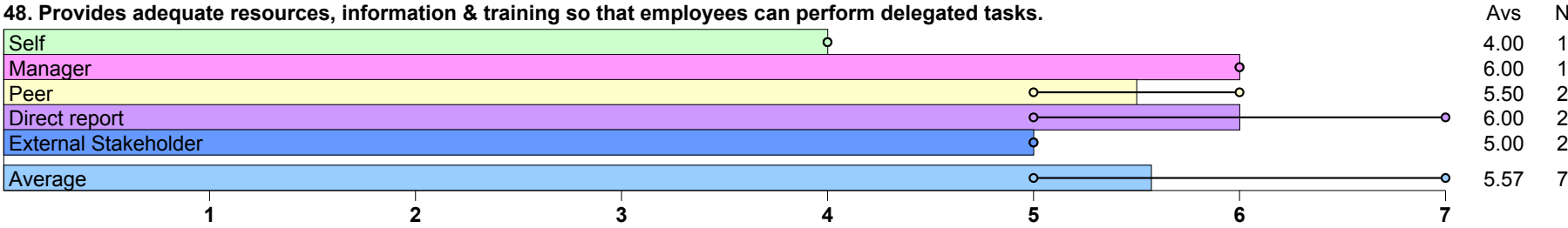
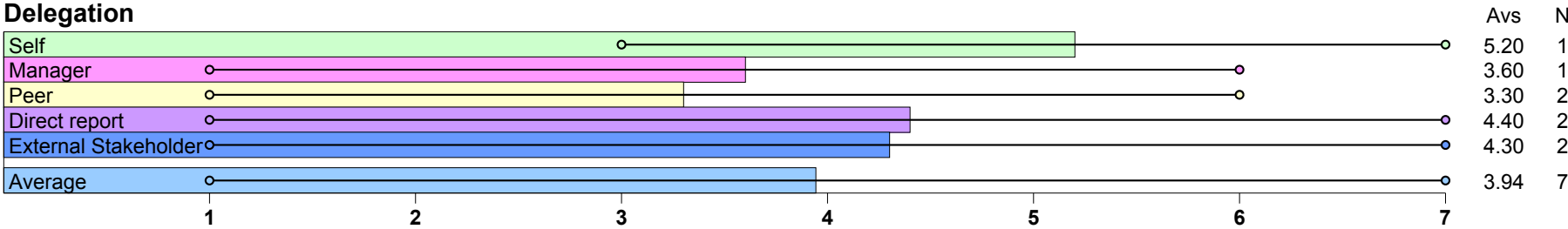
Behaviour Summary Continued



Behaviour Summary Continued

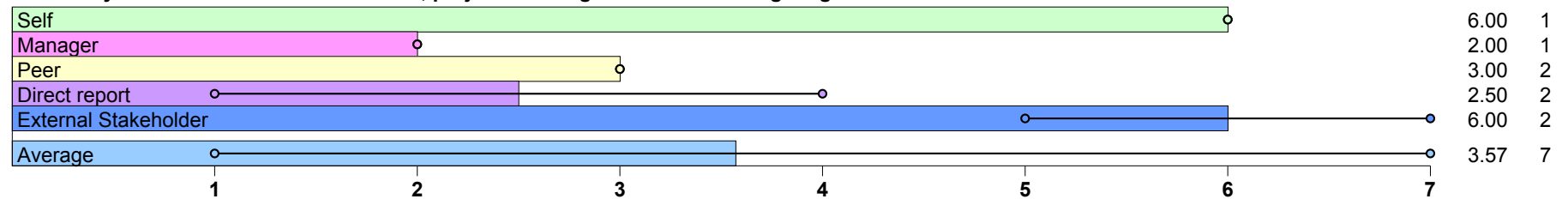


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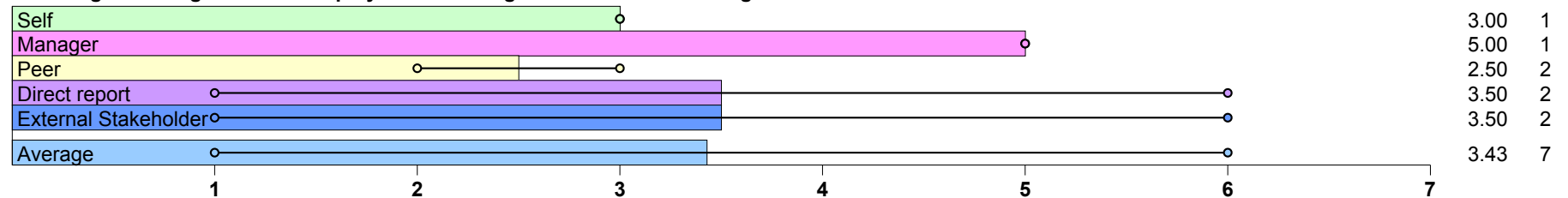


Behaviour Summary Continued

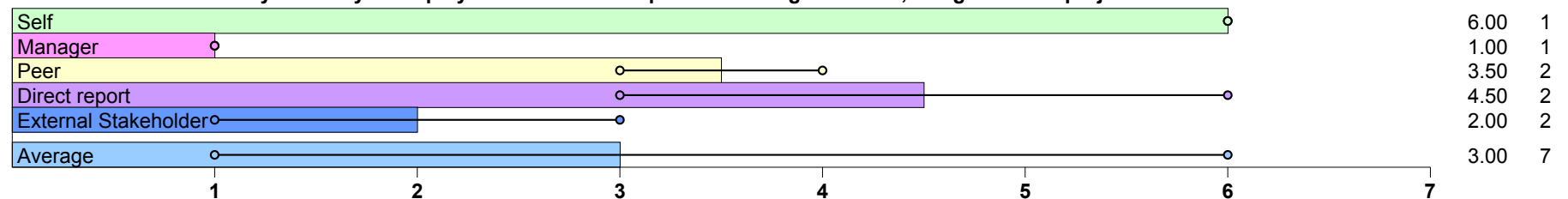
88. Clearly defines & communicates tasks, projects & assignments when delegating to others.



28. Delegates assignments to employees according to both individual & organisational needs.

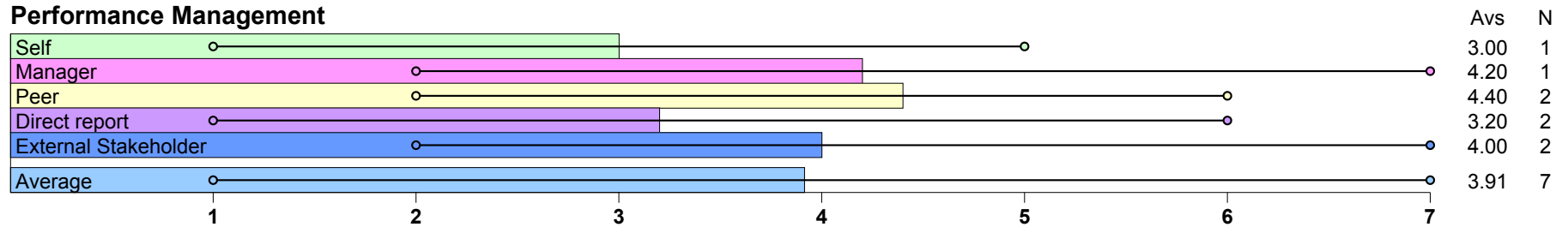


8. Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments & projects.

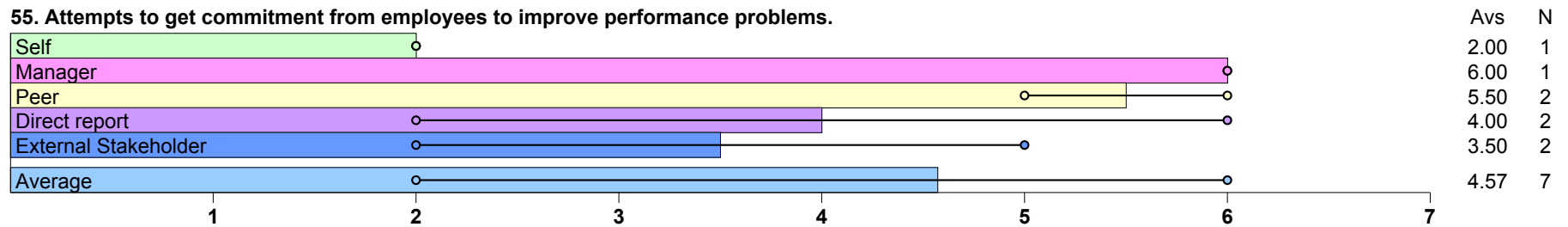


Behaviour Summary Continued

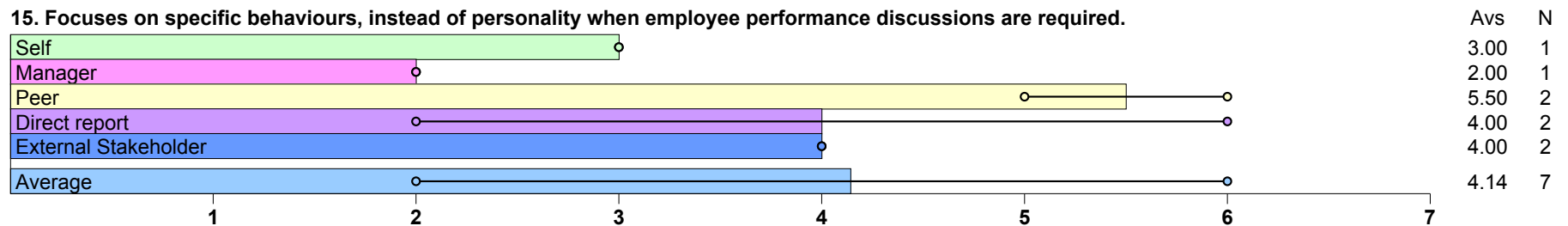
Performance Management



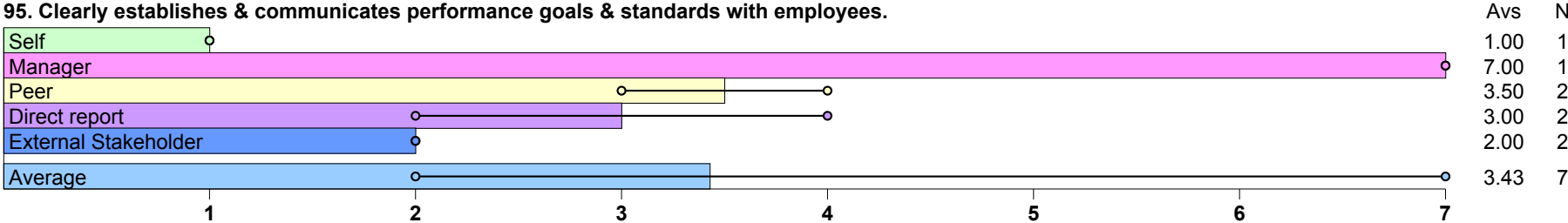
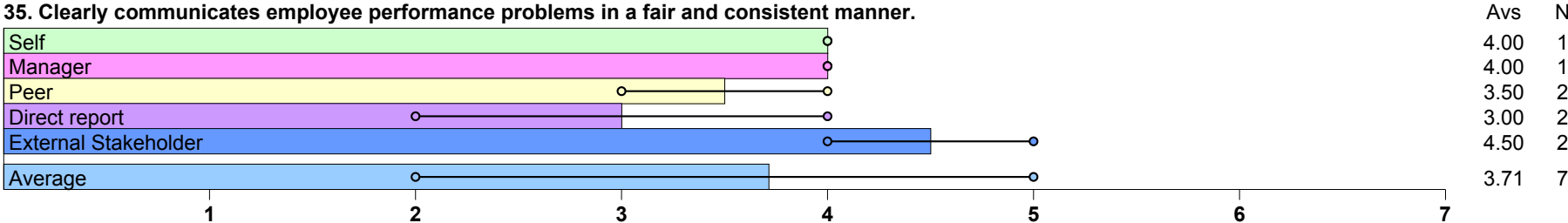
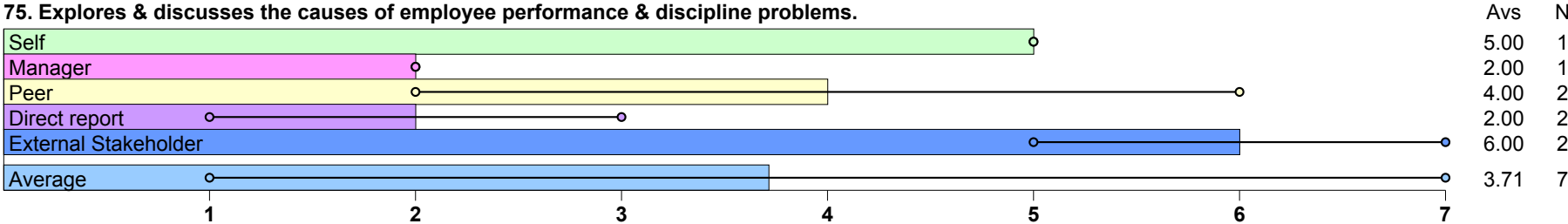
55. Attempts to get commitment from employees to improve performance problems.



15. Focuses on specific behaviours, instead of personality when employee performance discussions are required.

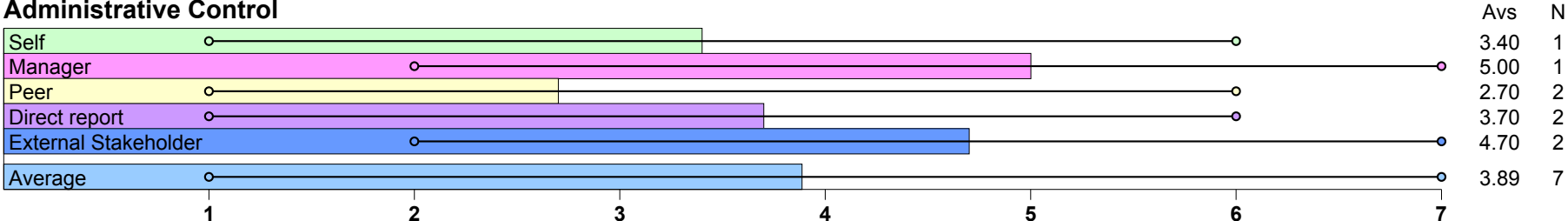


Behaviour Summary Continued

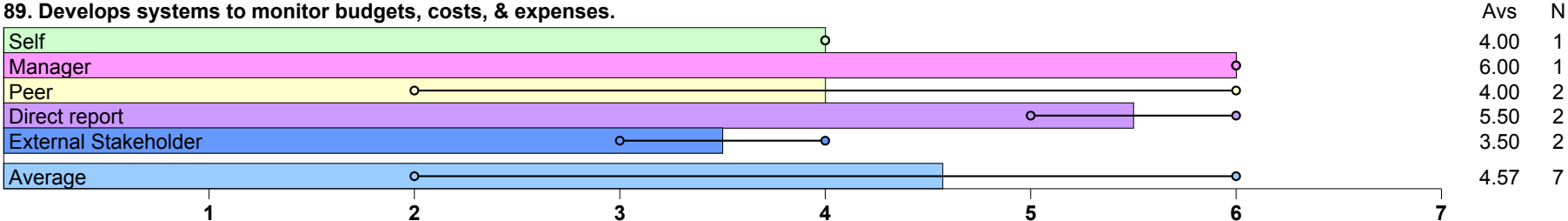


Behaviour Summary Continued

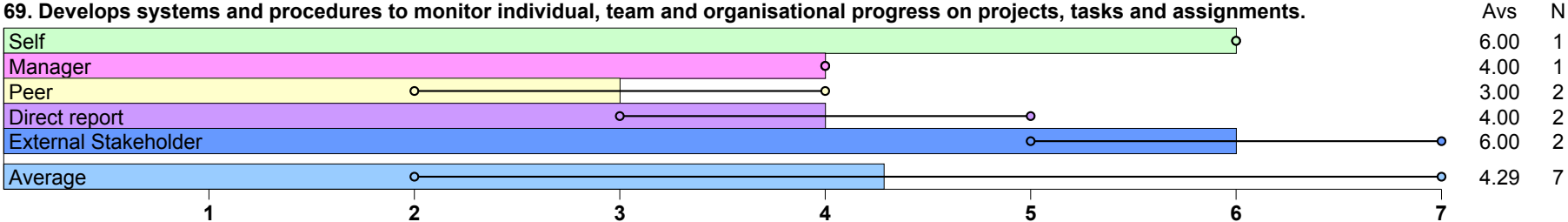
Administrative Control



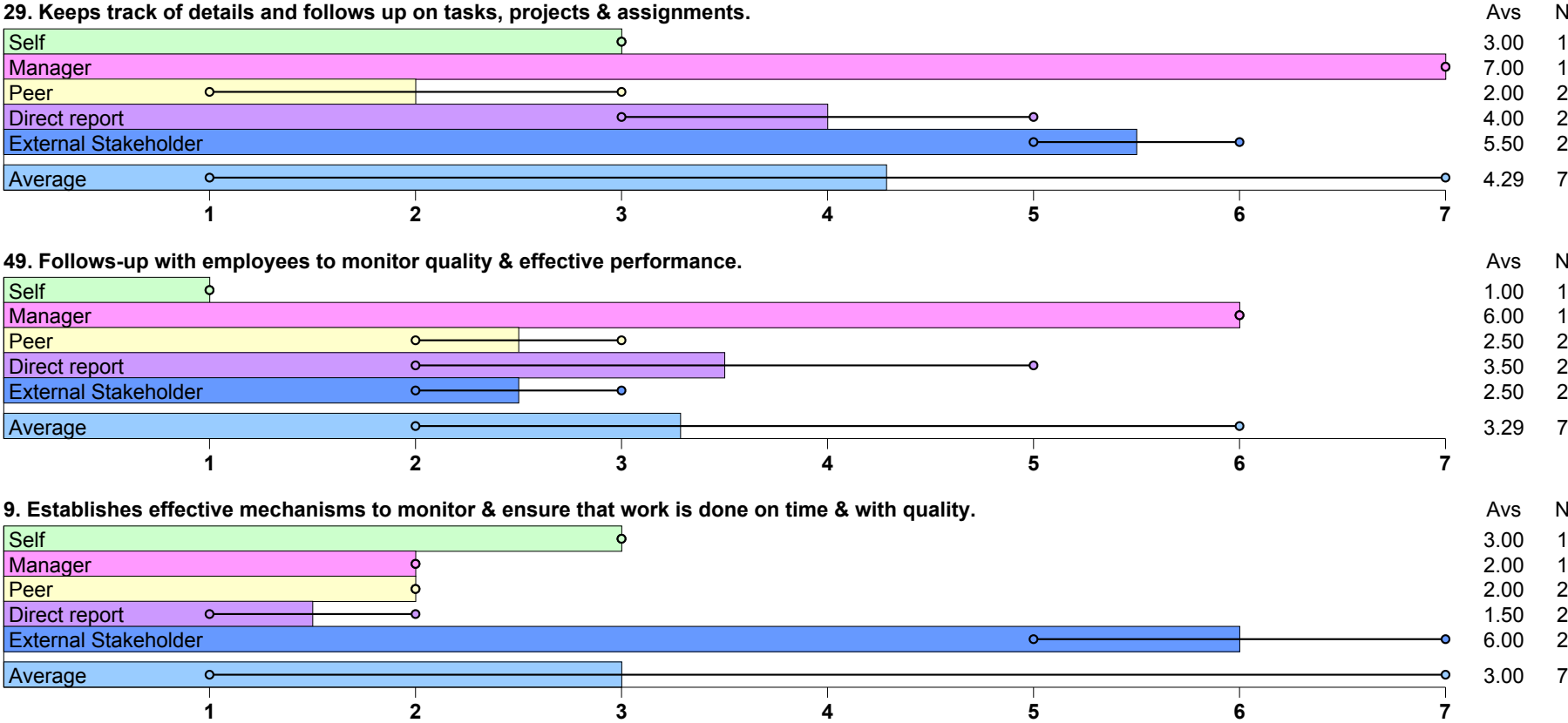
89. Develops systems to monitor budgets, costs, & expenses.



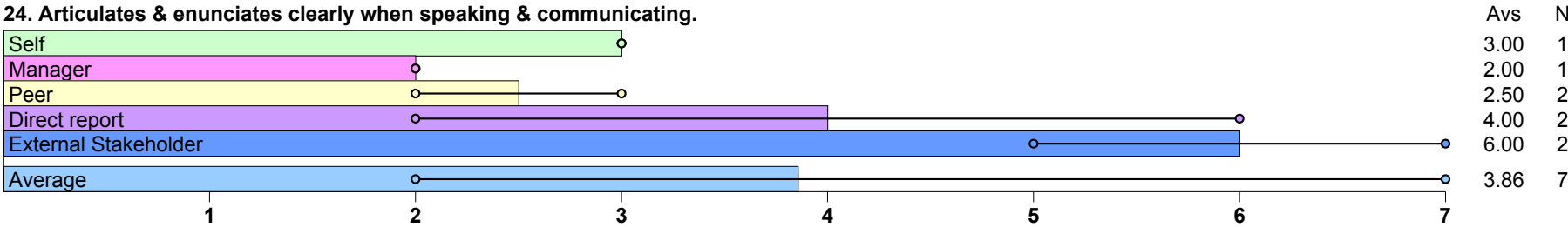
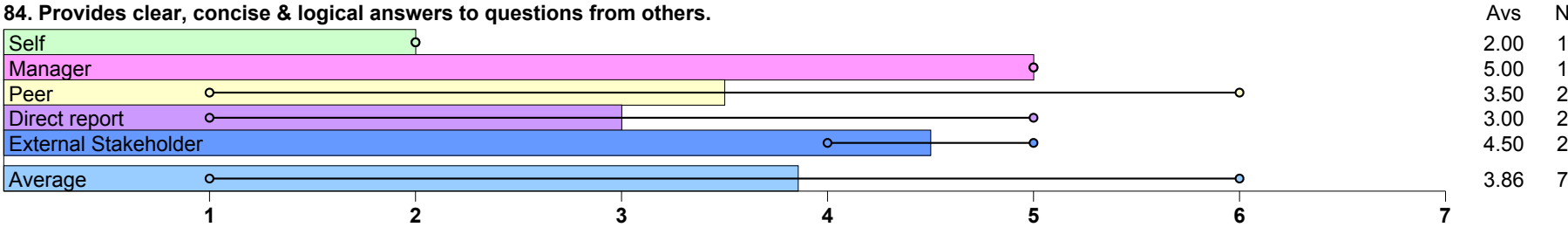
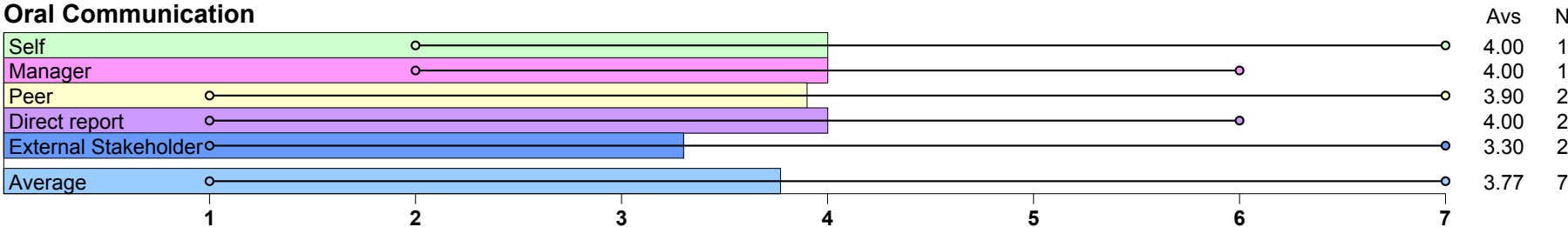
69. Develops systems and procedures to monitor individual, team and organisational progress on projects, tasks and assignments.



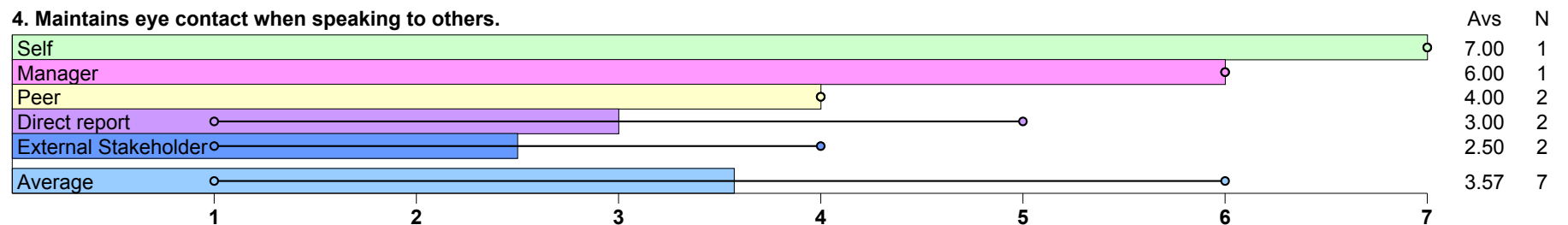
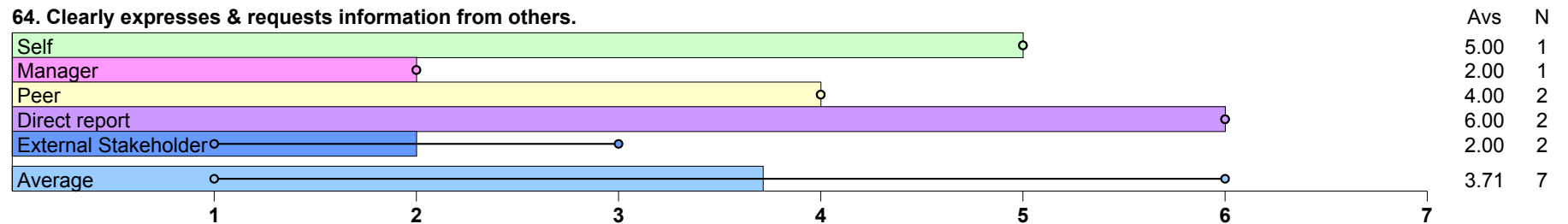
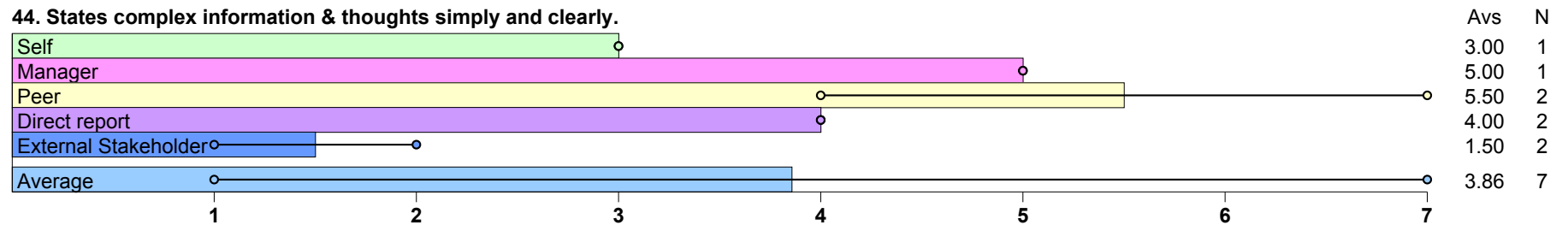
Behaviour Summary Continued



Behaviour Summary Continued

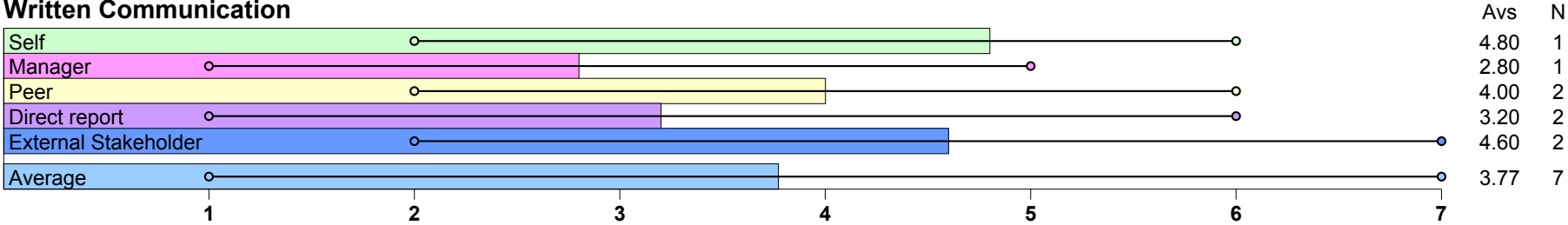


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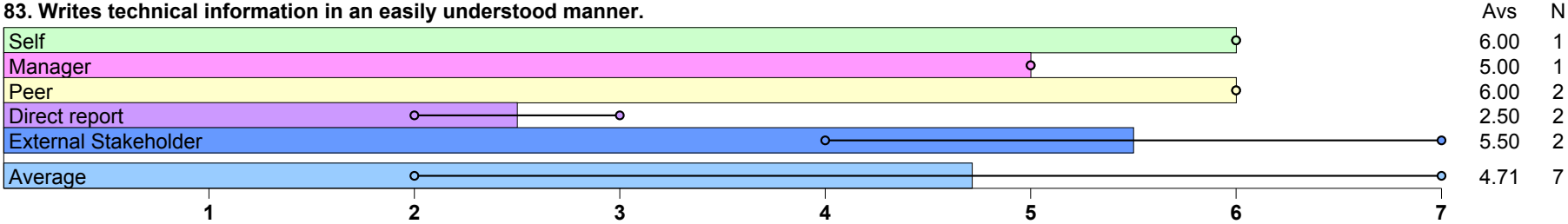


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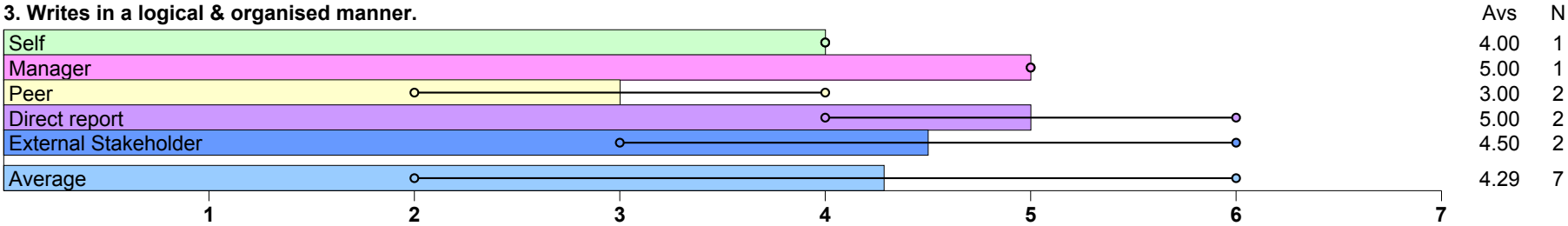
Written Communication



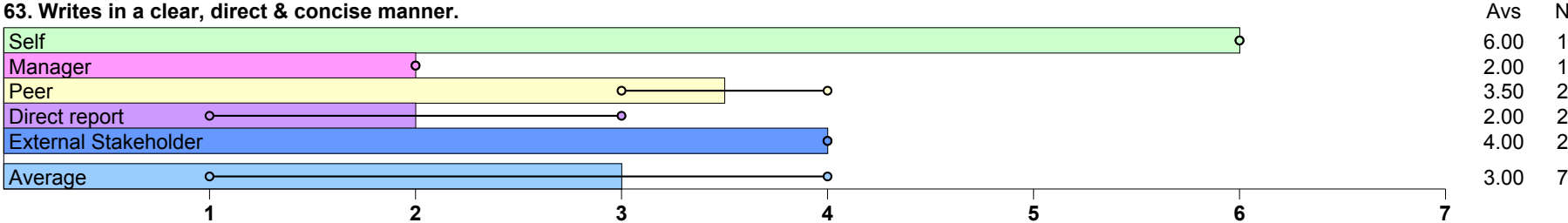
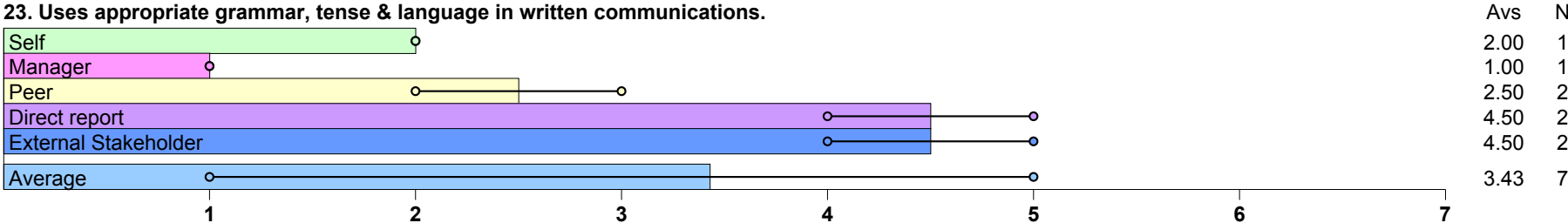
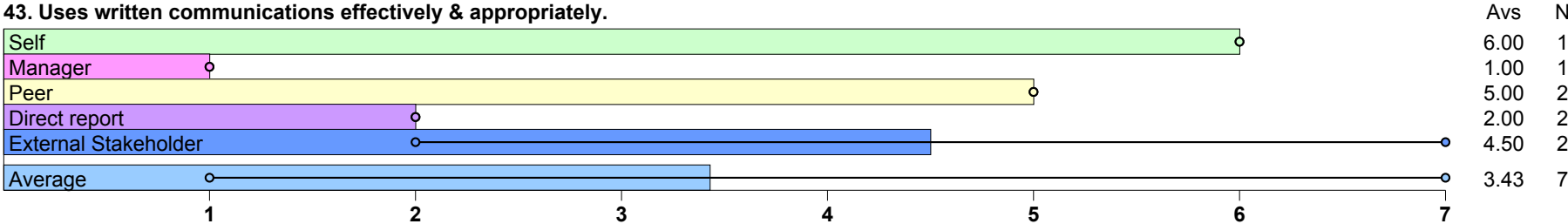
83. Writes technical information in an easily understood manner.



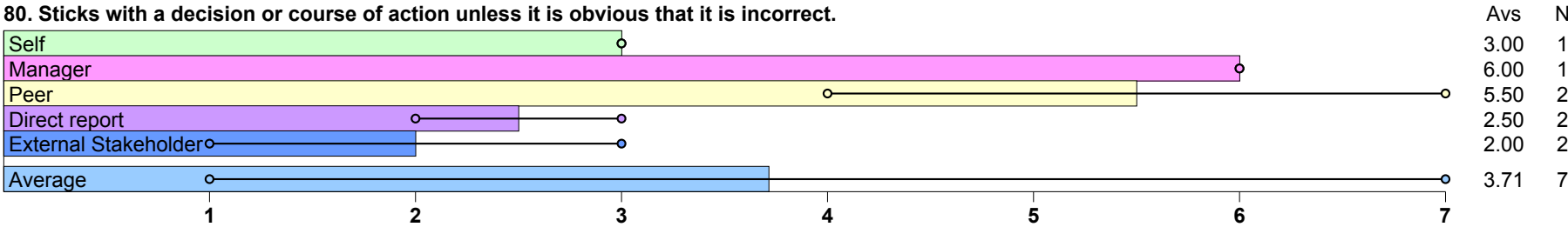
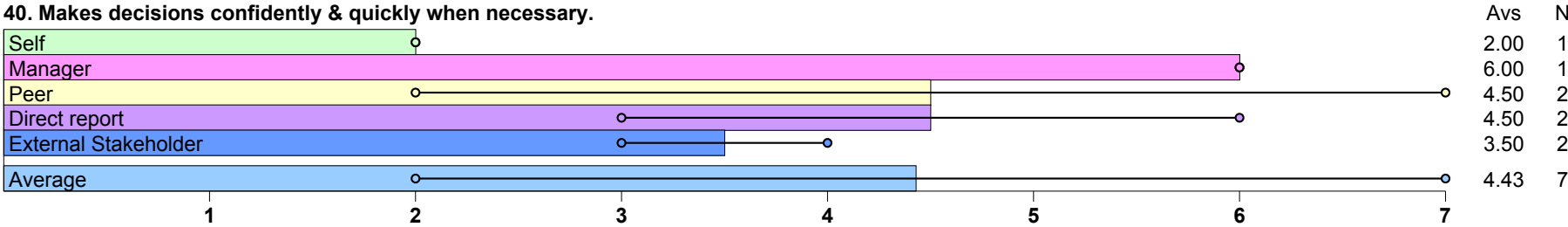
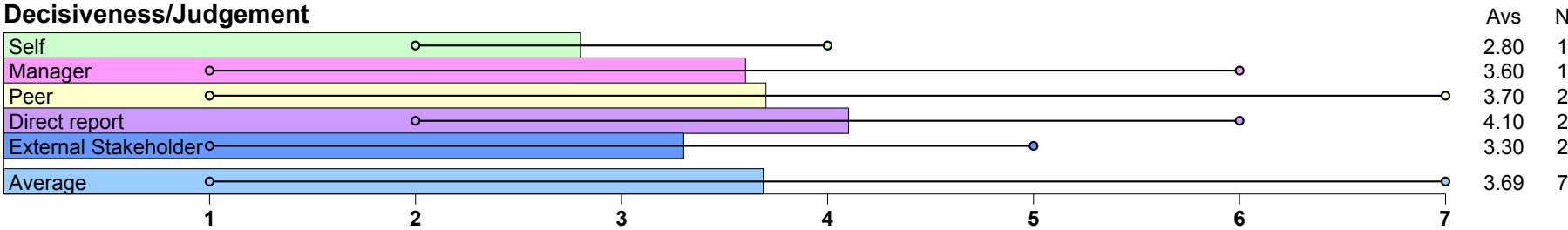
3. Writes in a logical & organised manner.



Behaviour Summary Continued

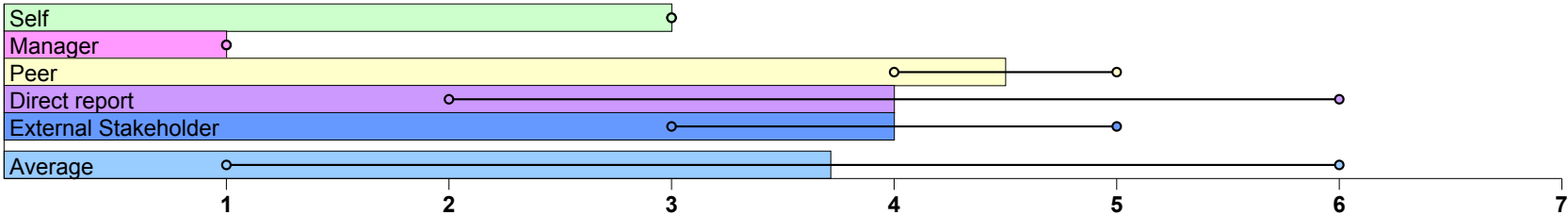


Behaviour Summary Continued

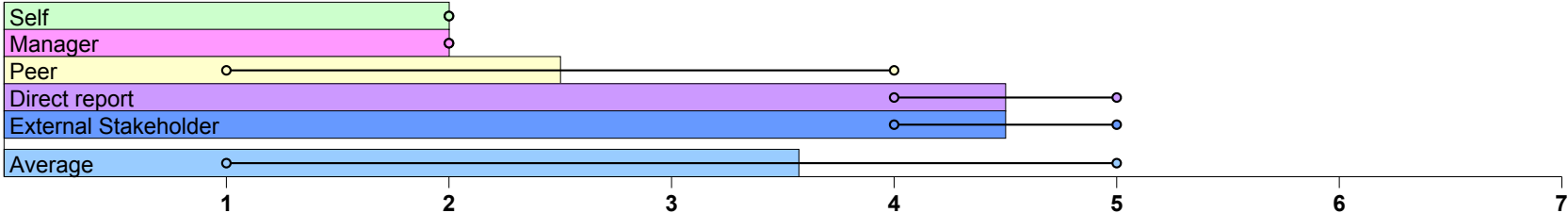


Behaviour Summary Continued

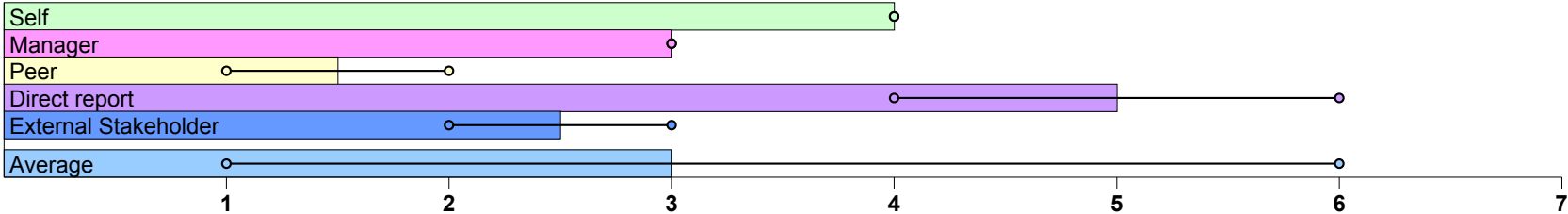
60. Gathers enough information, data & input before making a decision.



20. Makes timely decisions based on adequate data & information.

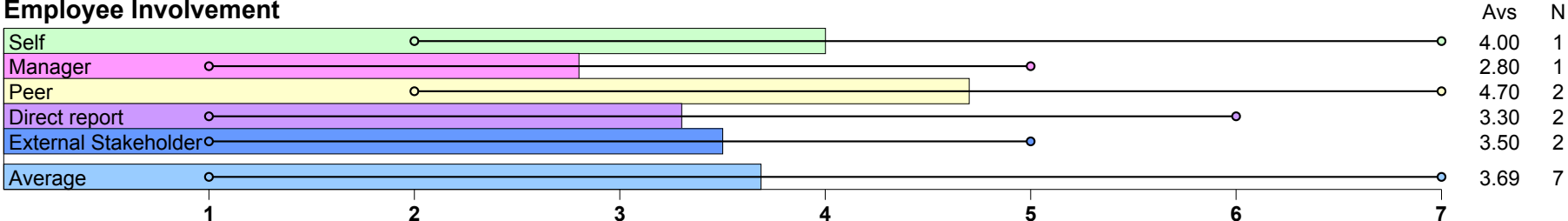


100. Considers the consequences of decisions.

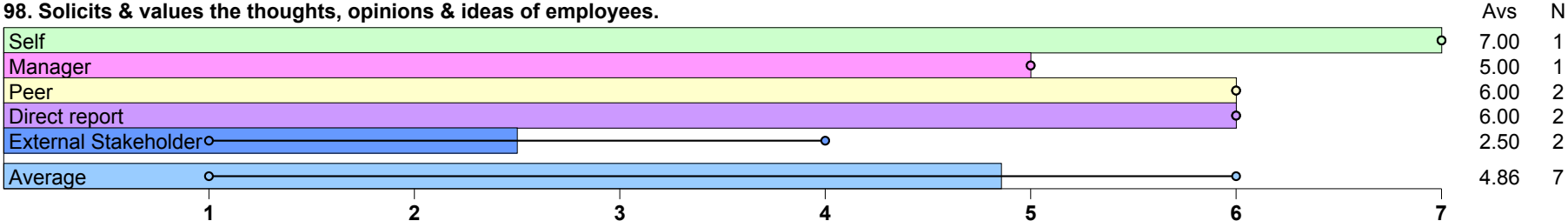


Behaviour Summary Continued

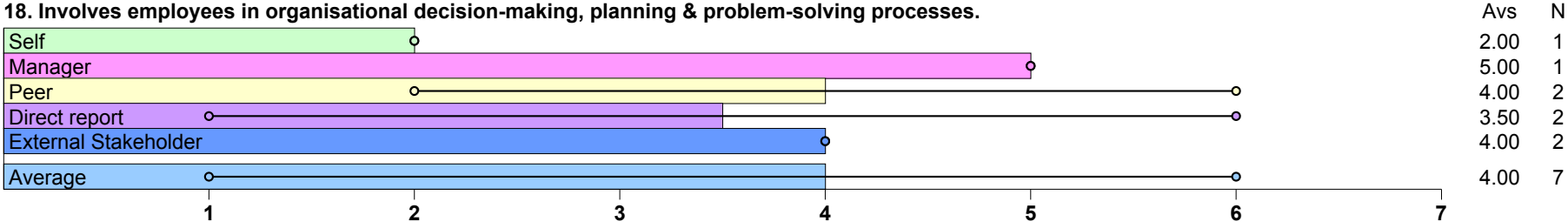
Employee Involvement



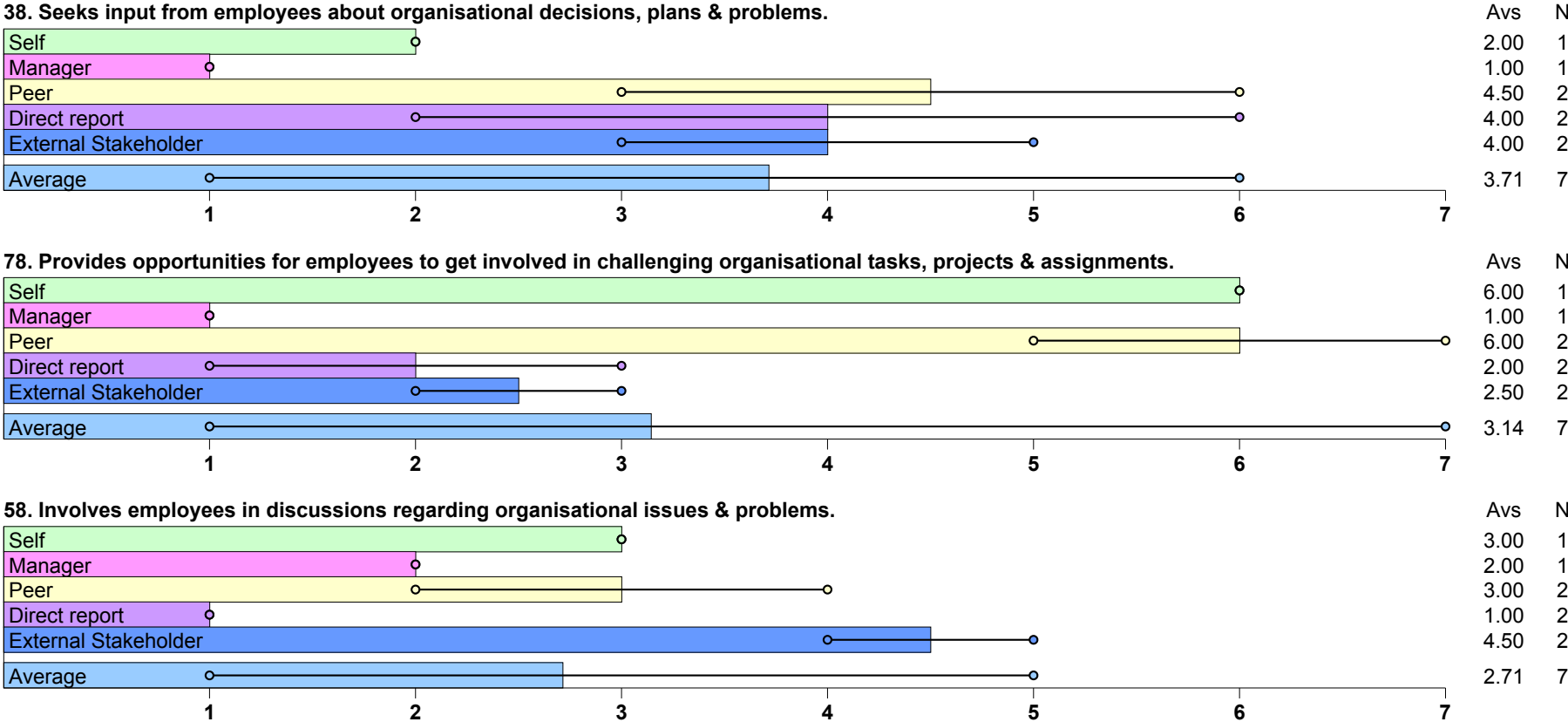
98. Solicits & values the thoughts, opinions & ideas of employees.



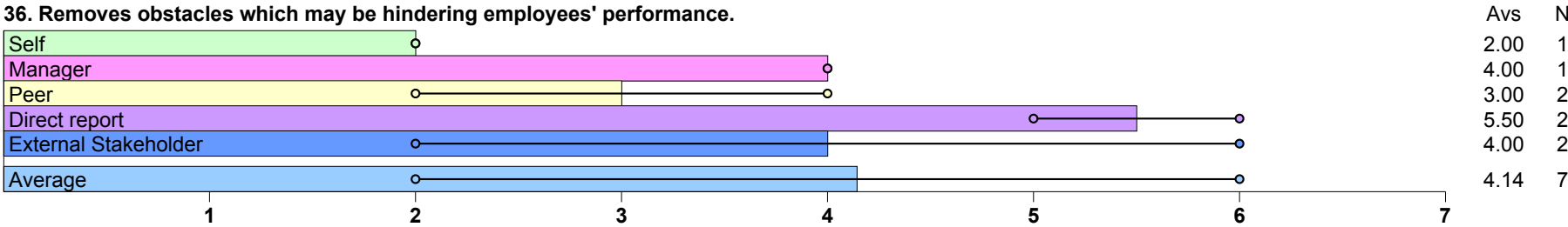
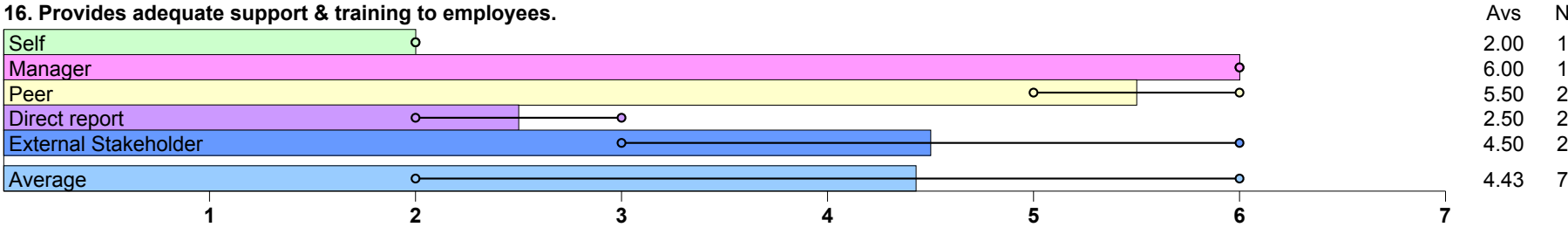
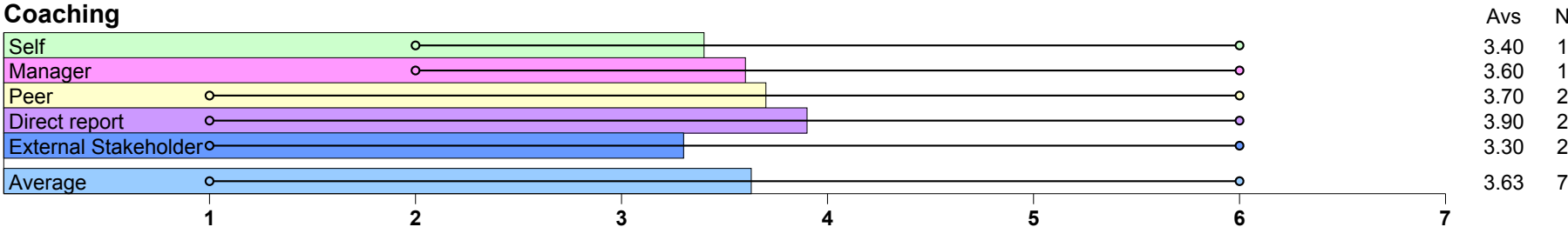
18. Involves employees in organisational decision-making, planning & problem-solving processes.



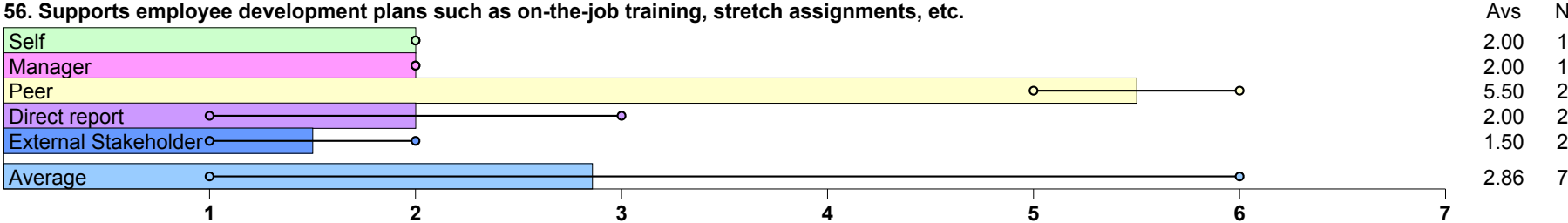
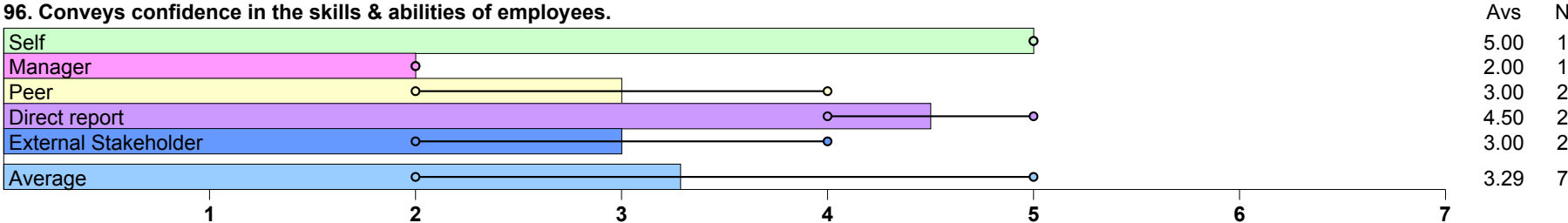
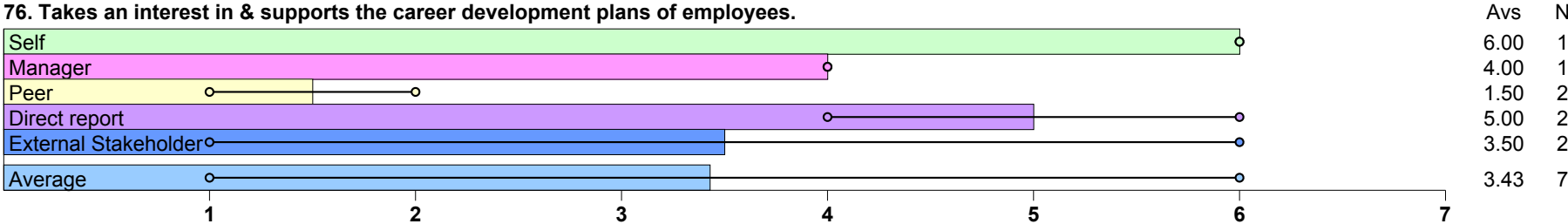
Behaviour Summary Continued



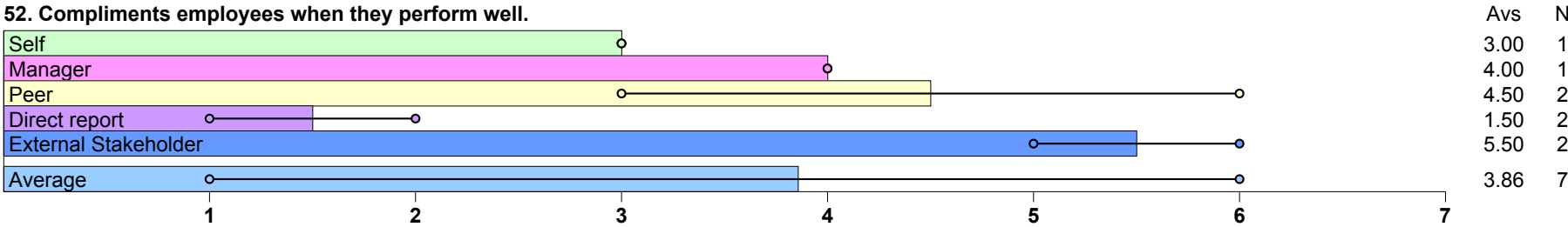
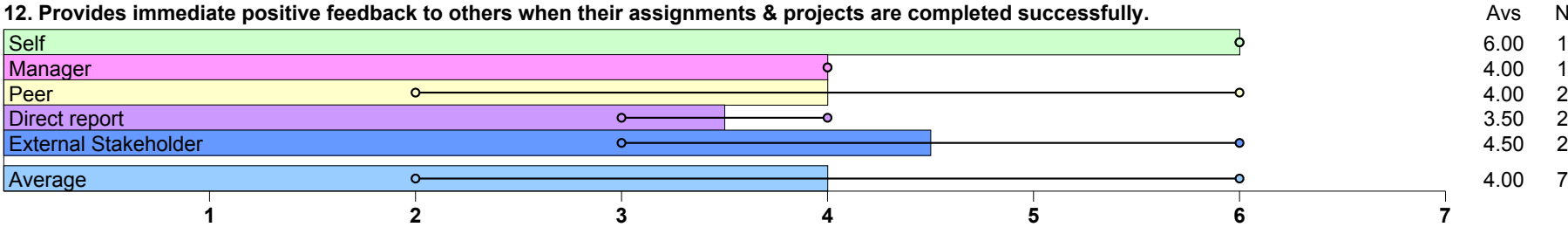
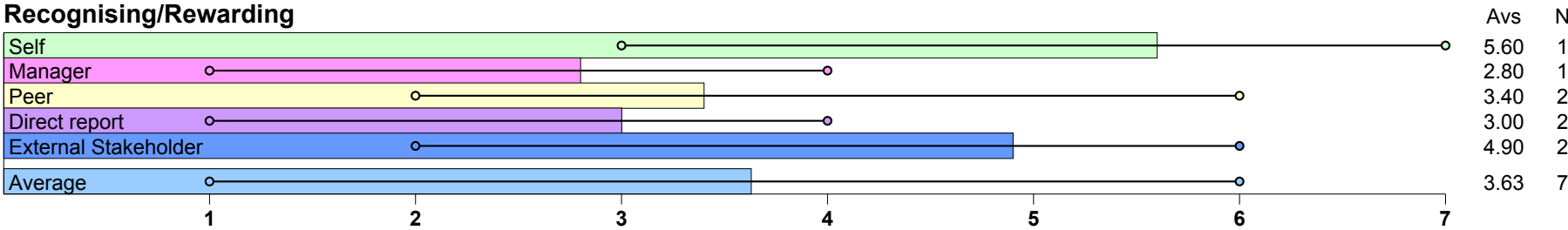
Behaviour Summary Continued



Behaviour Summary Continued

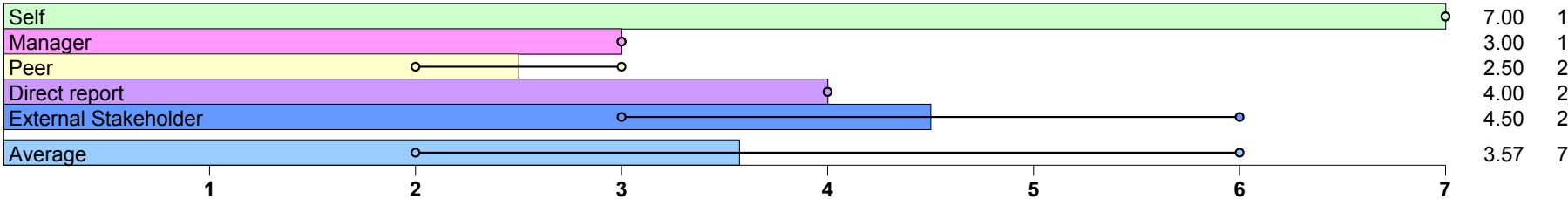


Behaviour Summary Continued

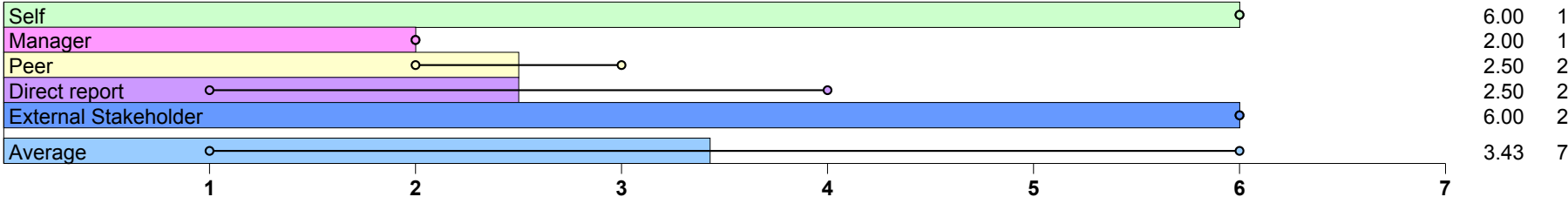


Behaviour Summary Continued

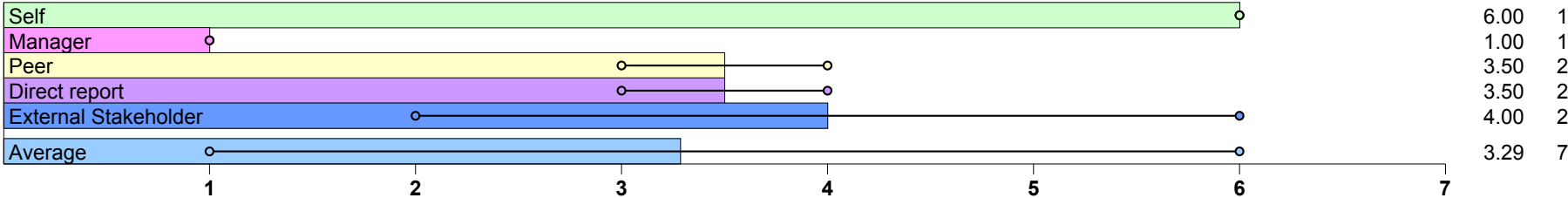
72. Rewards individuals for their efforts & accomplishments when deserved.



92. Shares successes & discusses effective performance with others.

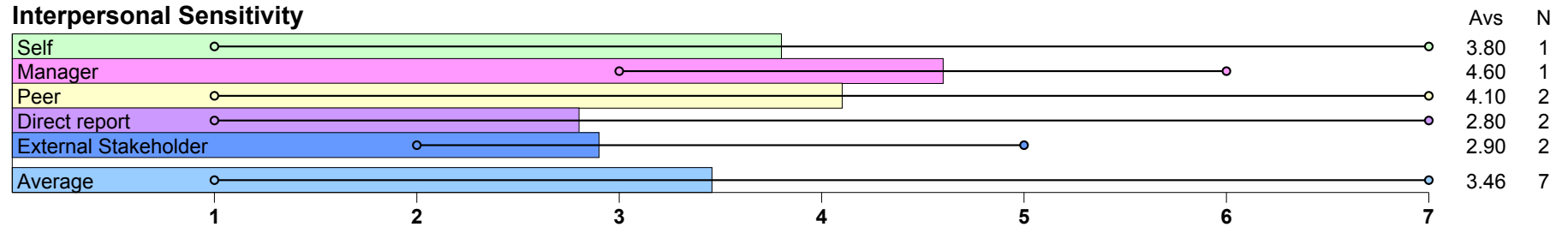


32. Provides positive incentives & rewards for the successful completion of tasks, projects & assignments.

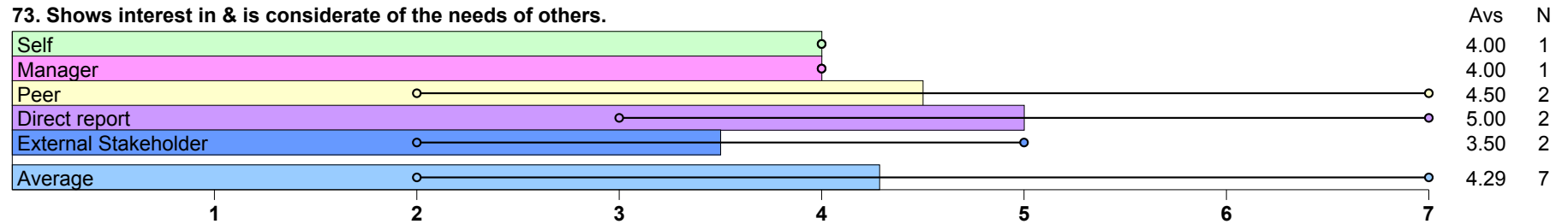


Behaviour Summary Continued

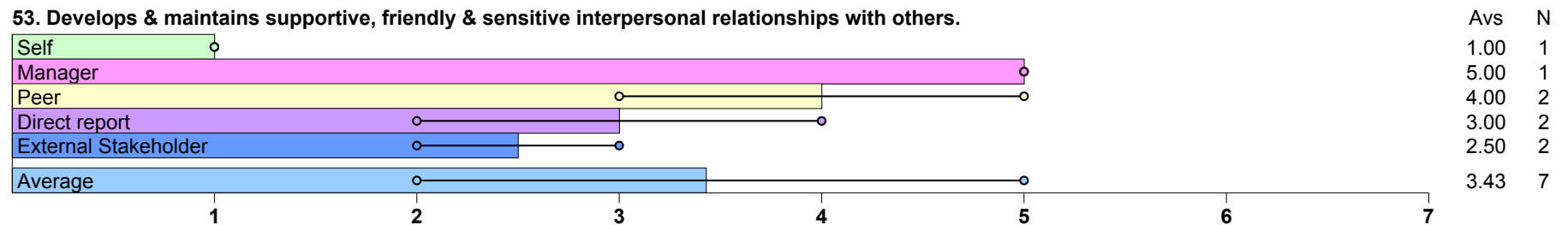
Interpersonal Sensitivity



73. Shows interest in & is considerate of the needs of others.

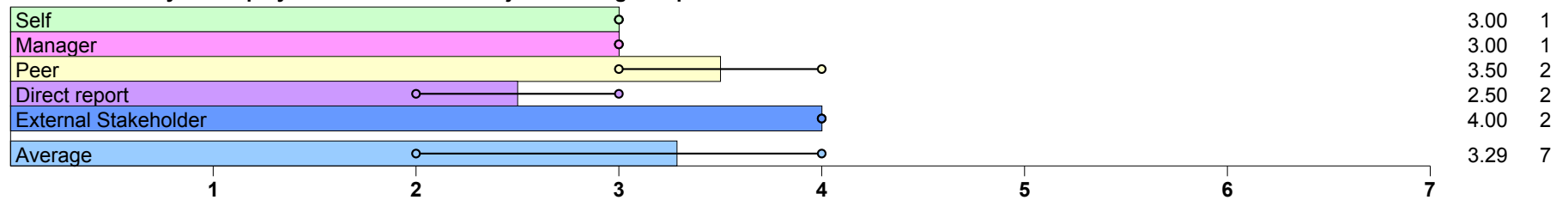


53. Develops & maintains supportive, friendly & sensitive interpersonal relationships with others.

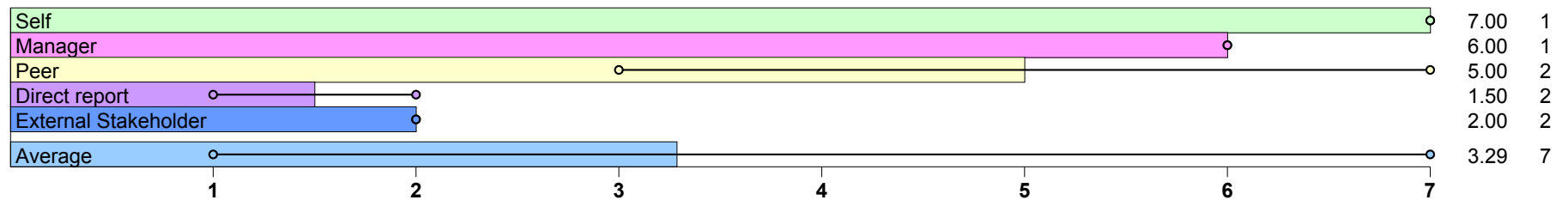


Behaviour Summary Continued

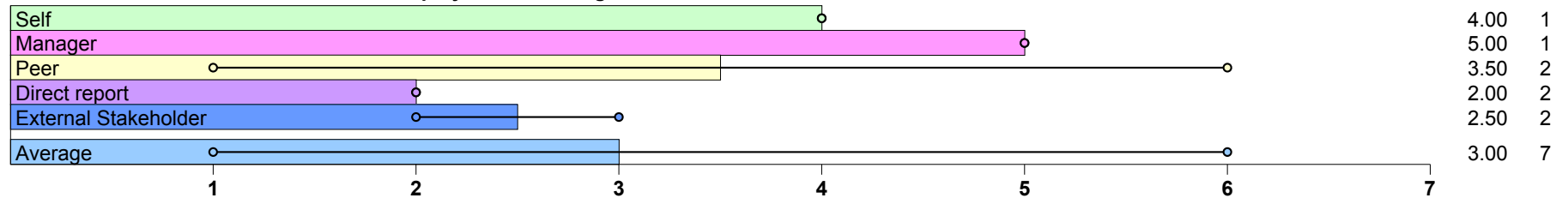
13. Makes it easy for employees to talk about their job challenges & problems.



33. Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) & treats all employees in a fair & consistent manner.

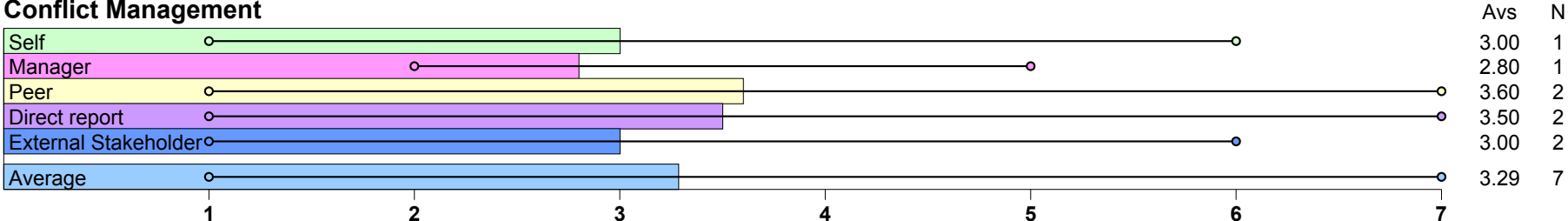


93. Makes an effort to understand how employees are feeling.

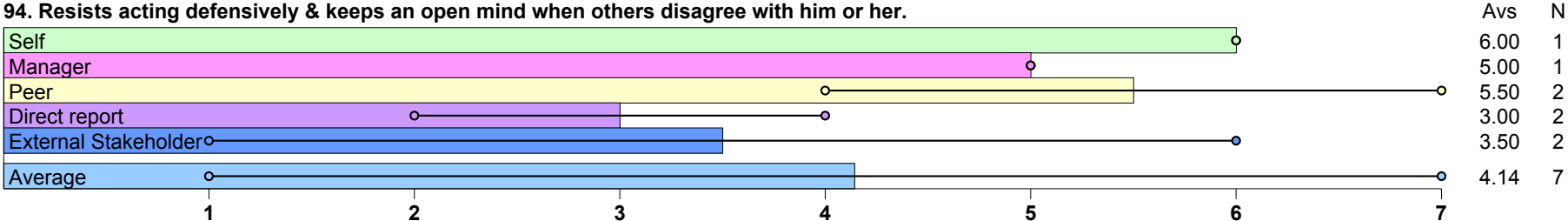


Behaviour Summary Continued

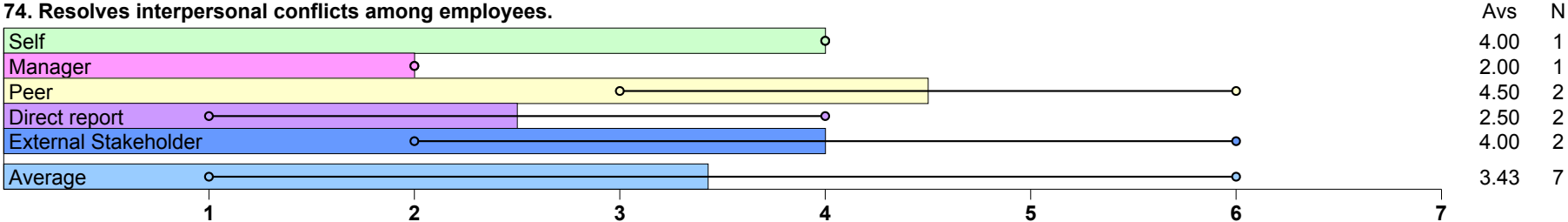
Conflict Management



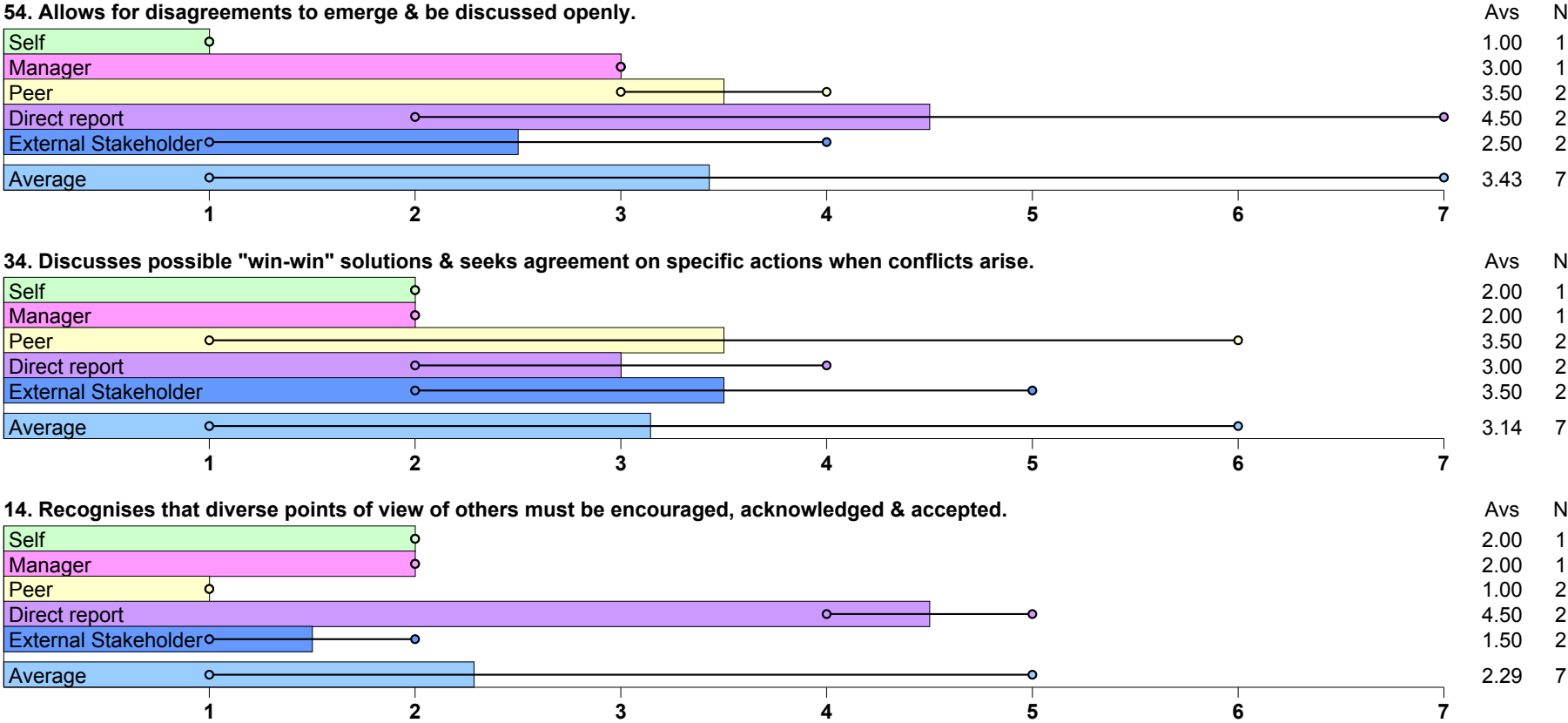
94. Resists acting defensively & keeps an open mind when others disagree with him or her.



74. Resolves interpersonal conflicts among employees.



Behaviour Summary Continued



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 the rater 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 behaviours 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 executive development plan?

Open Ended Comments Summary
STRENGTHS

Open Ended Comments Summary Continued
DEVELOPMENT AREAS

Development Planning Guide

Examining Your ManagerView360 Feedback Report

Your reactions to your ManagerView360 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?

Development Planning Guide Continued

Deciding What Competencies To Work On

The table below summarises the 20 ManagerView360 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 action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Communication Skills	Listening		
	Two-Way Feedback		
	Written Communication		
	Oral Communication		
	Oral Presentation		
	Vision/Goal Setting		
Task Management Skills	Planning/Organising		
	Delegation		
	Administrative Control		
	Performance Evaluation		
	Performance Management		
	Recognising/Rewarding		
Interpersonal Skills	Team Development		
	Interpersonal Sensitivity		
	Conflict Management		
	Coaching		
	Leadership/Influence		
	Employee Involvement		
Problem-Solving Skills	Problem Analysis		
	Decisiveness/Judgement		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your ManagerView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your ManagerView360 results below:

1. _____
2. _____
3. _____

Developing skills can be challenging because it almost always means replacing current behaviour with a new pattern of behaviour. This is not easy! The action planning process helps to increase your success. Research shows that desired change is more likely to be successful when:

- ✓ The desired skills and behaviours 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

Development Planning Guide Continued

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your ManagerView360 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

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results Achieved:	