CDI 360°

Collaboration | Delivery | Impact

360° Feedback Report

Prepared for:	Anne Example
On:	25 October 2017

ORMultiView

(Please note that overall averages exclude your 'self' rating, unless specified otherwise)

CDI Themes explained

ORMultiView has over 20 years' experience in 360° feedback and leadership development. We've used our extensive database to compile the CDI based on core leadership behaviours that have remained central over this period together with behaviours that reflect more recent developments in leadership (e.g. ethics, cross-boundary collaboration, diversity).

To keep things simple, we've grouped these behaviours together into three leadership themes: Collaboration, Delivery and Impact. Each theme is then sub-divided into three competencies to reflect the breadth of the theme.

Collaboration

This theme is all about your ability to get things done in collaboration with others. How effective are you at building relationships with internal or external customers? How successful are you at communicating and keeping people informed? To what extent are you seen to be receptive to ideas and people from outside your own immediate area?

Delivery

This theme is all about your ability to deliver. To what extent are you seen as someone who delivers on their commitments? How effective is your decision making seen to be? Are you seen as someone who is able to translate ideas into real change in the business?

Impact

Impact is about the way you do things rather than what you do. During times of change, does your leadership style encourage people to follow you? Are you seen to create a climate in which people feel valued? Does your style encourage people to grow and develop? Impact is sub-divided into presence, ethics and growth.

Three Key Steps

1. Understand it

The report is in-depth. Take time to understand what messages it contains. In particular it is important to identify: what you are pleased about (effective leaders play to their strengths): what you are disappointed by: what points need clarification and what areas are worthy of action?

2. Talk to reviewers

They will want to know how you reacted to their feedback – and in the absence of information from you – they will fill in the gaps!

3. Identify goals

Research tells us that people who go back to their reviewers and develop goals with them, tend to increase future scores on repeat measures and are most perceived to have increased their effectiveness.

Even more effective is to ask your reviewers for feedback from time to time on how you are doing.

There are significant individual differences in the effectiveness of this sort of feedback. Your motivation to use the results and the perceived costs and benefits of change are, of course, important matters for you to consider.

Rating Scale

The numerical feedback in this report is based on the following rating scale:

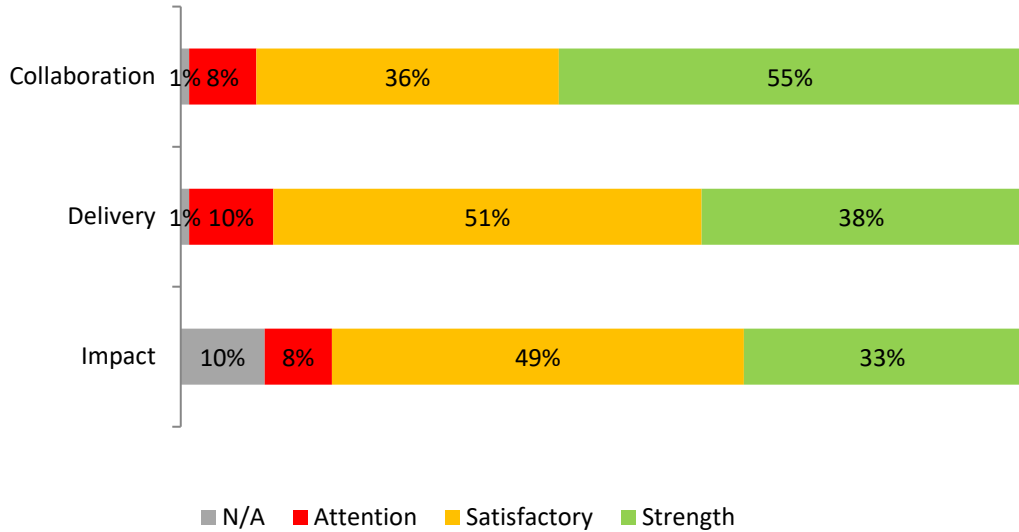|	
n/a	Not Applicable
1	An area for development
2	An area for consideration
3	Meets Expectations
4	An area of strength
5	Role Model

Your Responses

This report is based on the responses we received from:

More Senior Manager	1
Direct Manager	1
Peer	2
Direct Report	1
Other	1
Self	1
Total Responses	**7**

Overall Averages

To give you an overview, this chart shows you the proportion of scores that were strengths (4 and 5 on the rating scale), satisfactory (3), areas for attention (1 and 2) and includes self ratings. From page 10 onwards of this report you will be able to see how this has been compiled.

	N/A	Attention	Satisfactory	Strength
Collaboration		1% 8%	36%	55%
Delivery		1% 10%	51%	38%
Impact	10%	8%	49%	33%

Rater Category Averages

This table shows you, on average, how you were rated by the different categories of raters (e.g. your peers or direct reports).

	More Senior Manager	Direct Manager	Peer	Direct Report	Other	Self	Average
Collaboration	3.42	4.09	3.71	4.42	3.75	3.25	3.85
Delivery	2.82	3.67	3.17	5.00	3.25	3.00	3.52
Impact	2.88	4.13	3.08	4.83	3.50	3.00	3.59

Your Highest and Lowest Ratings

An analysis of the results also identifies those Competency statements that have achieved the highest scores and those that have elicited the lowest. This enables you to see easily what people regard as your strongest points and those that require attention.

Collaboration	Delivery	Impact
Customers	Performance	Presence
Communication	Decisions	Ethics
Working Together	Change	Growth

Five Highest Ratings

Competency	Statement	Average
Communication	Communicates with confidence and conviction	4.67
Working Together	Acts in a way that is broader than their own function/department	4.50
Communication	Displays empathy with people	4.33
Performance	Addresses poor performance	4.17
Communication	Ensures that people understand (i.e. goes beyond just providing information)	4.00

Your Highest and Lowest Ratings

An analysis of the results also identifies those Competency statements that have achieved the highest scores and those that have elicited the lowest. This enables you to see easily what people regard as your strongest points and those that require attention.

Collaboration	Delivery	Impact
Customers	Performance	Presence
Communication	Decisions	Ethics
Working Together	Change	Growth

Five Lowest Ratings

Competency	Statement	Average
Decisions	Readily takes the difficult decisions that are right for the business	2.50
Customers (internal or external)	Translates an understanding of customer needs into tangible benefits for the business and the customer	2.83
Change	Presents a compelling vision for proposed changes	3.00
Change	Is a catalyst for change	3.20
Ethics	Creates a climate in which people are encouraged to raise concerns about issues of ethics or safety	3.25

Development Areas

Those completing the questionnaires were given the opportunity to identify up to three statements which indicated areas for further development. Where two or more people have identified the same statement this is presented below.

Collaboration	Delivery	Impact
Customers	Performance	Presence
Communication	Decisions	Ethics
Working Together	Change	Growth

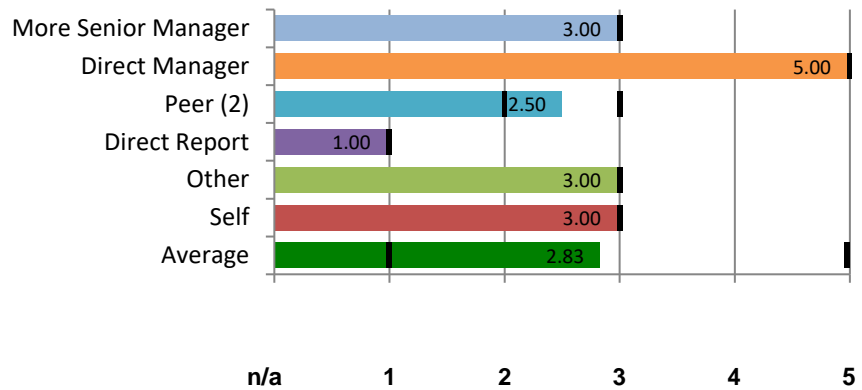| Competency	Statement	Count
Customers (internal or external)	Translates an understanding of customer needs into tangible benefits for the business and the customer	4

Customers (internal or external)

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
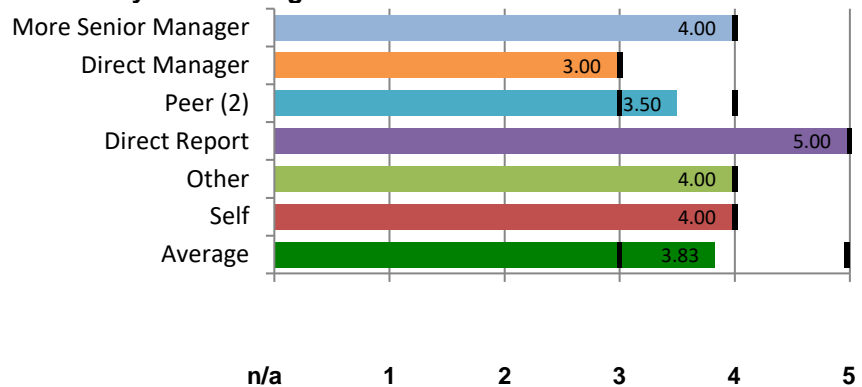
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Translates an understanding of customer needs into tangible benefits for the business and the customer

Rater	Score
More Senior Manager	3.00
Direct Manager	5.00
Peer (2)	2.50
Direct Report	1.00
Other	3.00
Self	3.00
Average	2.83

n/a 1 2 3 4 5

Is adaptable to new and different ways of working with customers

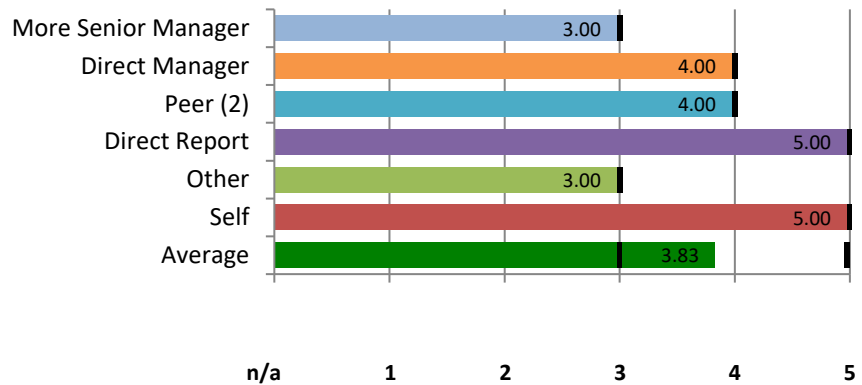| Rater	Score
More Senior Manager	4.00
Direct Manager	3.00
Peer (2)	3.50
Direct Report	5.00
Other	4.00
Self	4.00
Average	3.83

n/a 1 2 3 4 5

Customers (internal or external) (cont)...

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
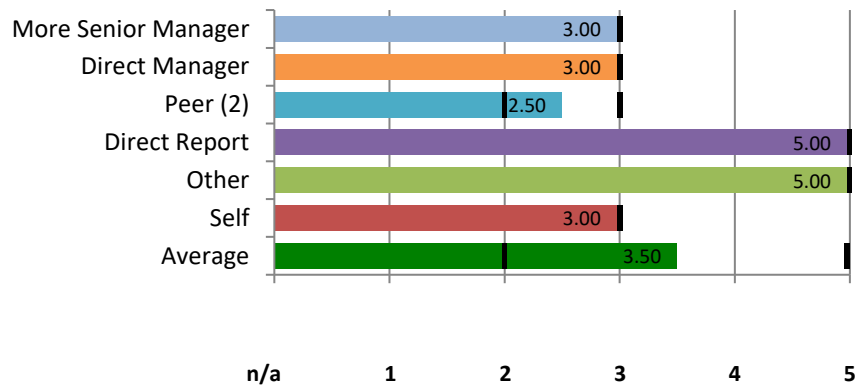
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Builds effective relationships with customers

Rater	Score
More Senior Manager	3.00
Direct Manager	4.00
Peer (2)	4.00
Direct Report	5.00
Other	3.00
Self	5.00
Average	3.83

Is an effective influence on customer thinking

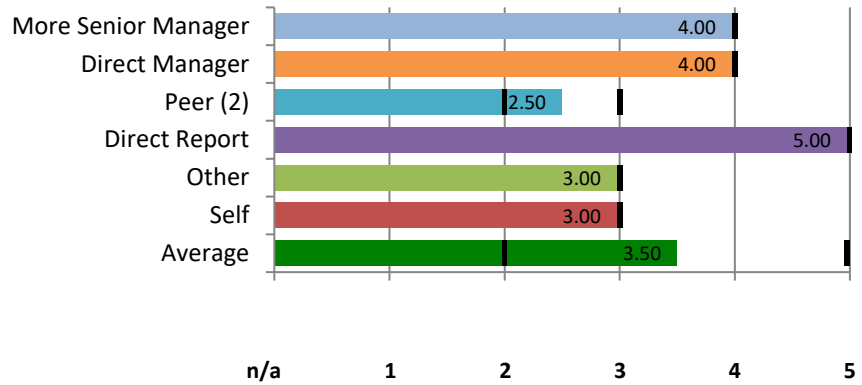| Rater	Score
More Senior Manager	3.00
Direct Manager	3.00
Peer (2)	2.50
Direct Report	5.00
Other	5.00
Self	3.00
Average	3.50

Communication

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
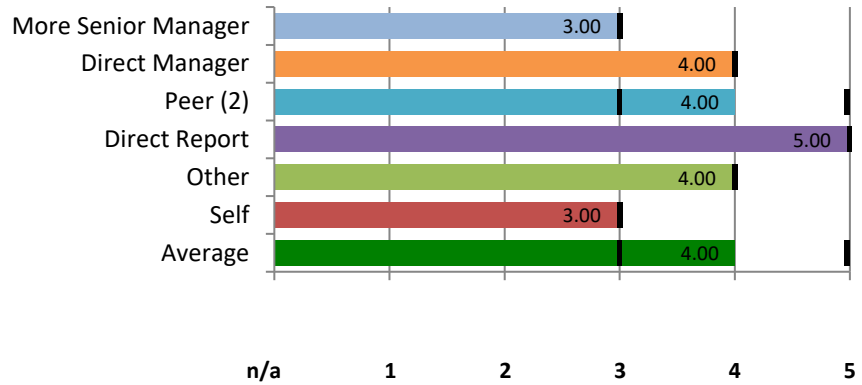
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Keeps people informed about issues that affect them

Rater	Score
More Senior Manager	4.00
Direct Manager	4.00
Peer (2)	2.50
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.50

n/a 1 2 3 4 5

Ensures that people understand (i.e. goes beyond just providing information)

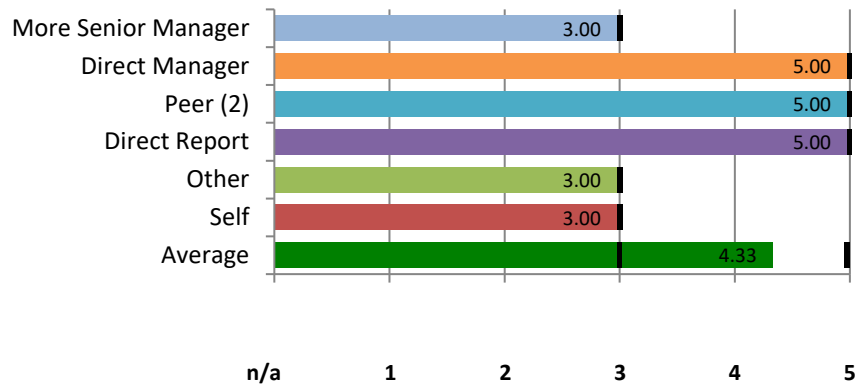| Rater	Score
More Senior Manager	3.00
Direct Manager	4.00
Peer (2)	4.00
Direct Report	5.00
Other	4.00
Self	3.00
Average	4.00

n/a 1 2 3 4 5

Communication (cont)...

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
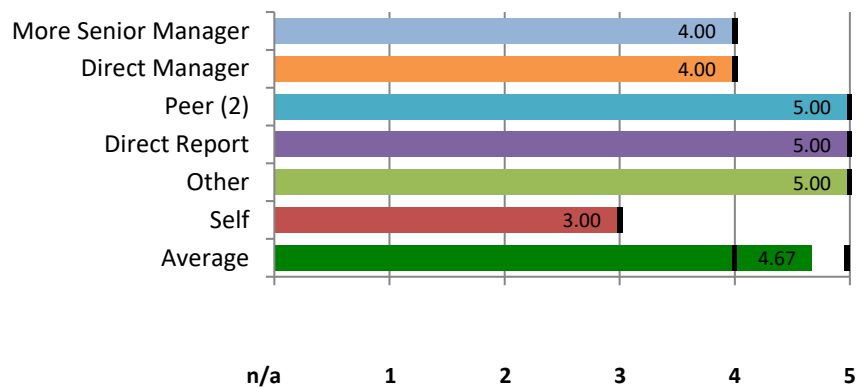
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n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Displays empathy with people

Rater	Score
More Senior Manager	3.00
Direct Manager	5.00
Peer (2)	5.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	4.33

n/a 1 2 3 4 5

Communicates with confidence and conviction

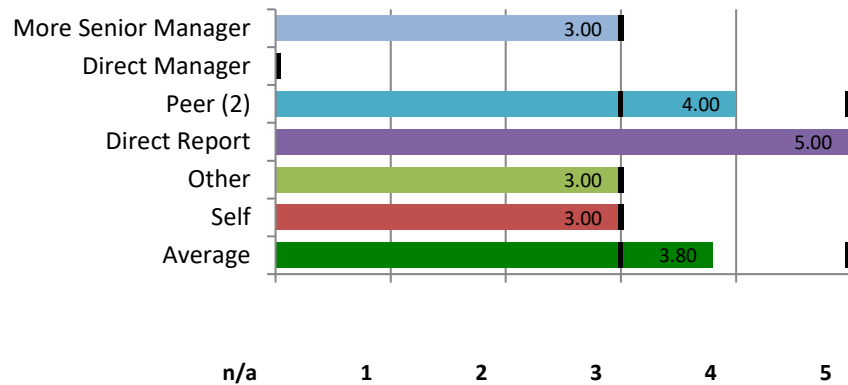| Rater	Score
More Senior Manager	4.00
Direct Manager	4.00
Peer (2)	5.00
Direct Report	5.00
Other	5.00
Self	3.00
Average	4.67

n/a 1 2 3 4 5

Working Together

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
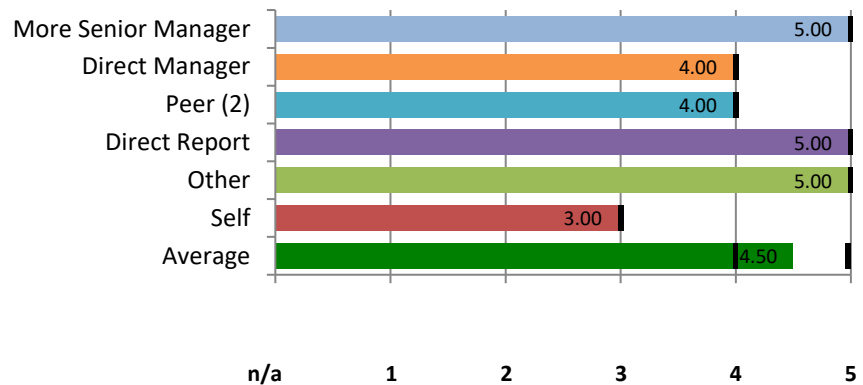
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Gathers and tests support for ideas outside of formal discussion (e.g., ahead of meetings)

Rater	Score
More Senior Manager	3.00
Direct Manager	
Peer (2)	4.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.80

n/a   1   2   3   4   5

Acts in a way that is broader than their own function/department

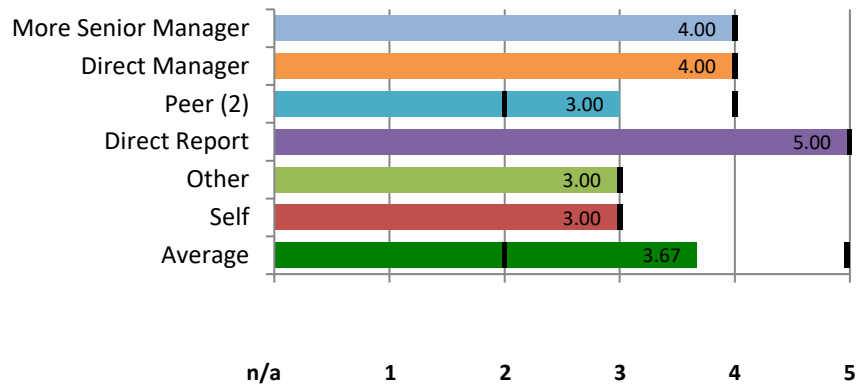| Rater	Score
More Senior Manager	5.00
Direct Manager	4.00
Peer (2)	4.00
Direct Report	5.00
Other	5.00
Self	3.00
Average	4.50

n/a   1   2   3   4   5

Working Together (cont)...

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
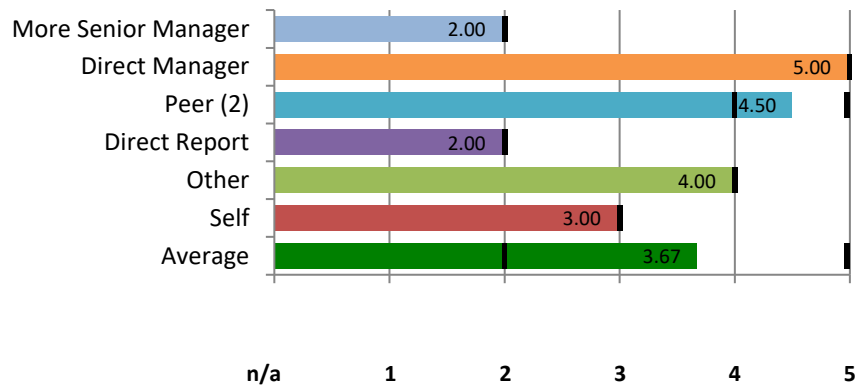
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n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Is receptive and encouraging of different views and opinions

Rater	Score
More Senior Manager	4.00
Direct Manager	4.00
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.67

n/a   1   2   3   4   5

Is an effective team player even when not leading the team

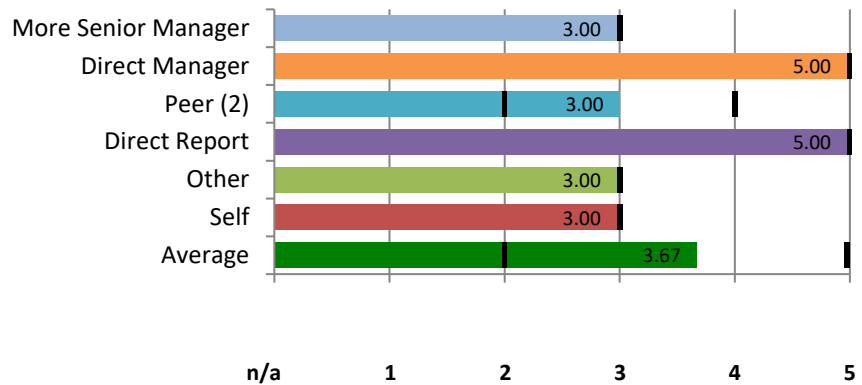| Rater	Score
More Senior Manager	2.00
Direct Manager	5.00
Peer (2)	4.50
Direct Report	2.00
Other	4.00
Self	3.00
Average	3.67

n/a   1   2   3   4   5

Performance

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
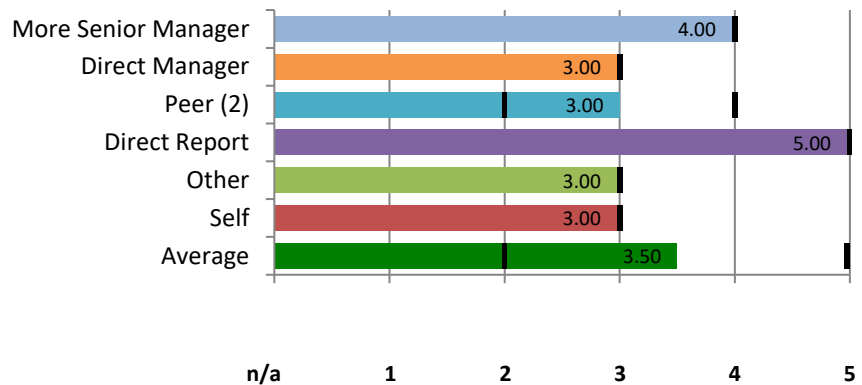
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Can be relied upon to deliver on their commitments to others

Rater	Score
More Senior Manager	3.00
Direct Manager	5.00
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.67

n/a   1   2   3   4   5

Holds people accountable for high standards of delivery

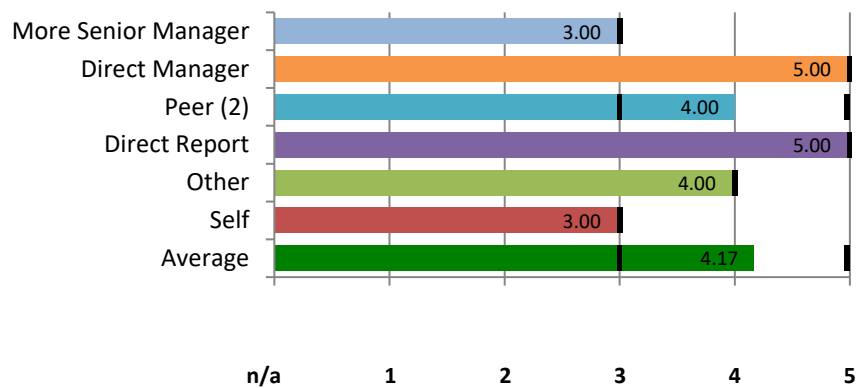| Rater	Score
More Senior Manager	4.00
Direct Manager	3.00
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.50

n/a   1   2   3   4   5

Performance (cont)...

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
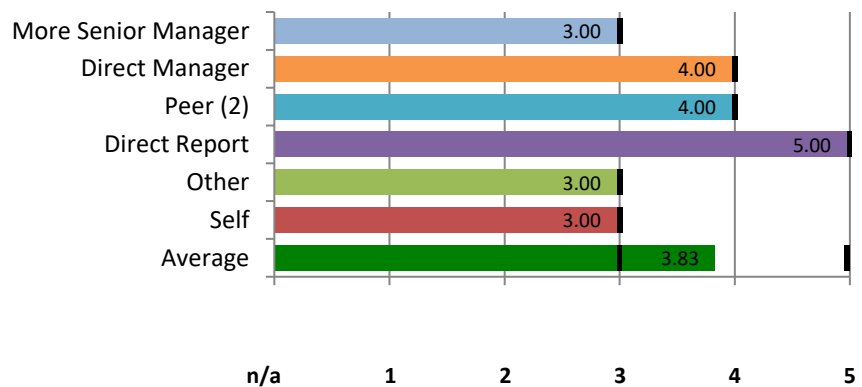
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n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Addresses poor performance

Rater	Score
More Senior Manager	3.00
Direct Manager	5.00
Peer (2)	4.00
Direct Report	5.00
Other	4.00
Self	3.00
Average	4.17

n/a   1   2   3   4   5

Sets targets that are challenging and achievable

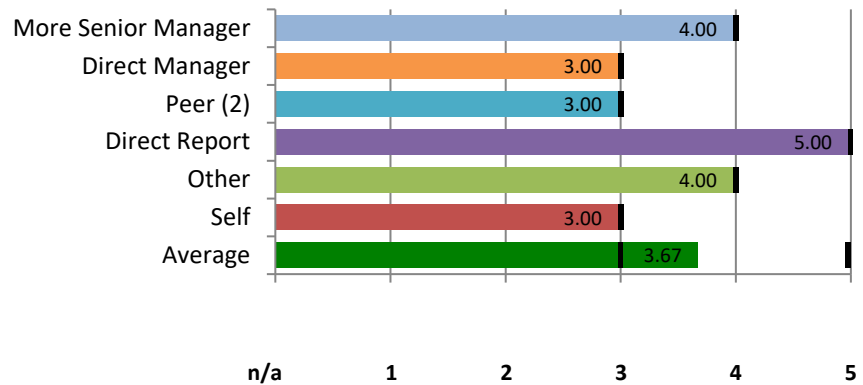| Rater	Score
More Senior Manager	3.00
Direct Manager	4.00
Peer (2)	4.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.83

n/a   1   2   3   4   5

Decisions

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
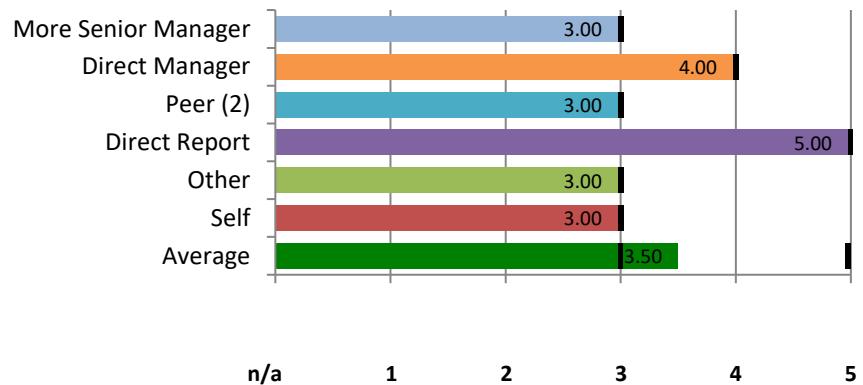
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n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Balances the need for detail with the need to make timely decisions

Rater	Score
More Senior Manager	4.00
Direct Manager	3.00
Peer (2)	3.00
Direct Report	5.00
Other	4.00
Self	3.00
Average	3.67

n/a 1 2 3 4 5

Thinks through the implications of decisions even under significant pressure

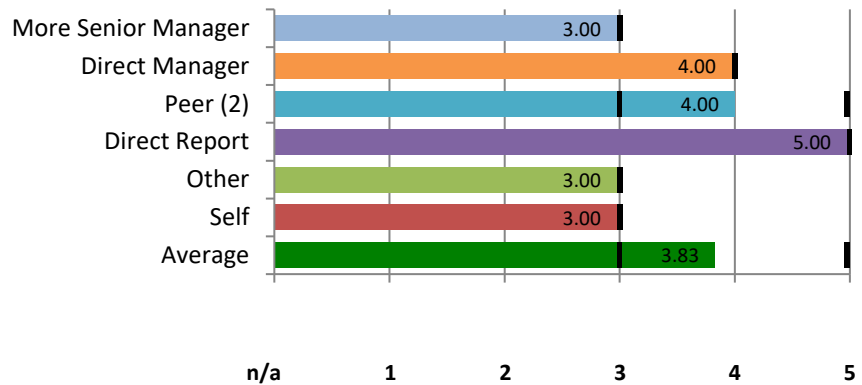| Rater	Score
More Senior Manager	3.00
Direct Manager	4.00
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.50

n/a 1 2 3 4 5

Decisions (cont)...

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.

Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Engages and listens to people so that decisions are well informed

Rater	Score
More Senior Manager	3.00
Direct Manager	4.00
Peer (2)	4.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.83

n/a   1   2   3   4   5

Readily takes the difficult decisions that are right for the business

Rater	Score
More Senior Manager	1.00
Direct Manager	1.00
Peer (2)	2.50
Direct Report	5.00
Other	3.00
Self	3.00
Average	2.50

n/a   1   2   3   4   5

Change

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
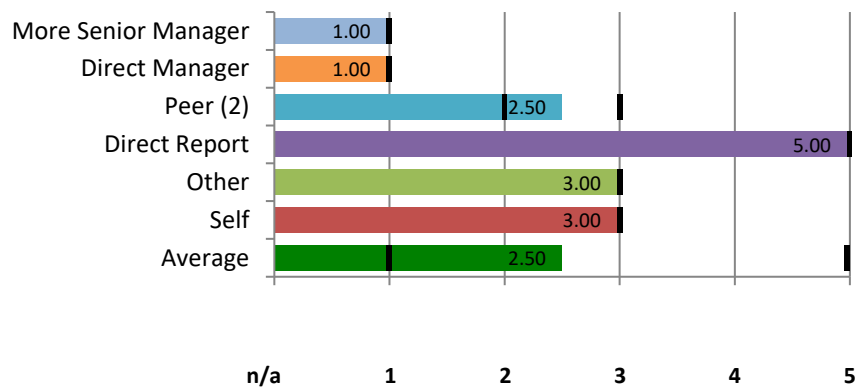
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n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Presents a compelling vision for proposed changes

Rater	Score
More Senior Manager	1.00
Direct Manager	3.00
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.00

n/a   1   2   3   4   5

Is a catalyst for change

Rater	Score
More Senior Manager	
Direct Manager	4.00
Peer (2)	2.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.20

n/a   1   2   3   4   5

Change (cont)...
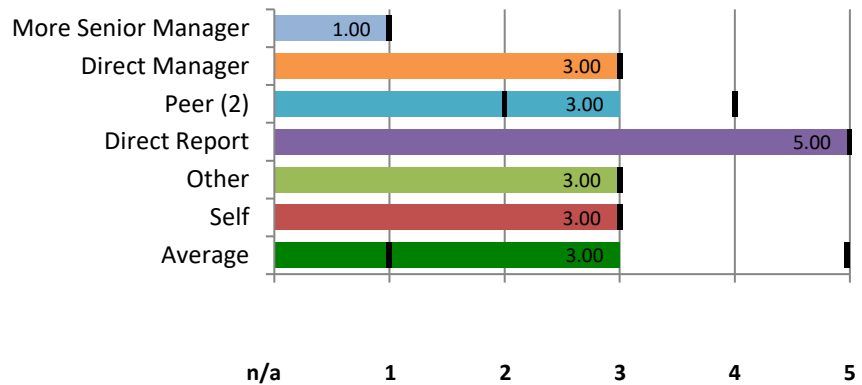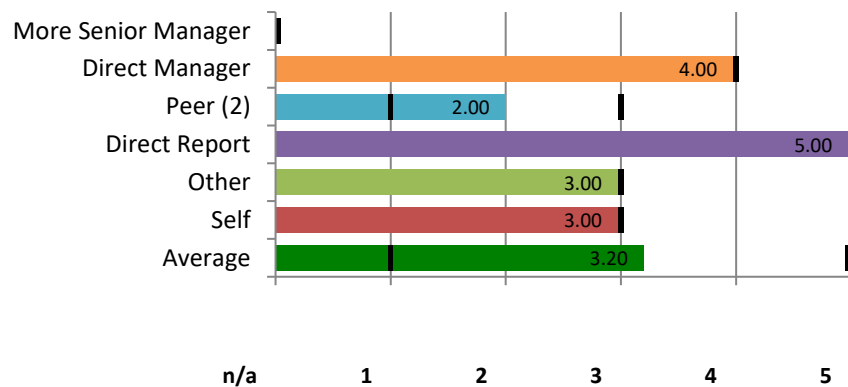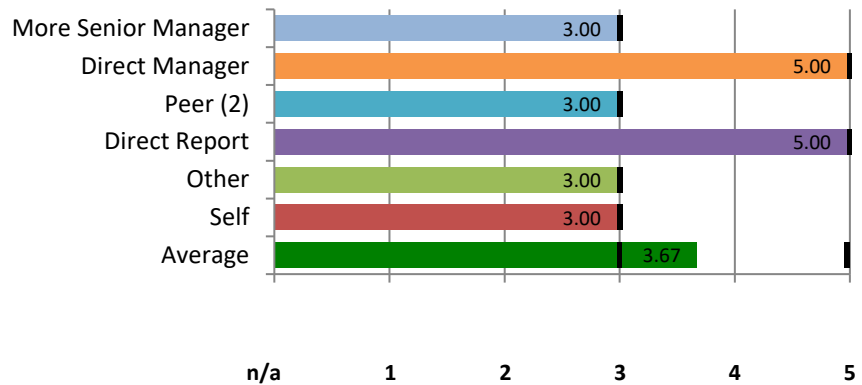
These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
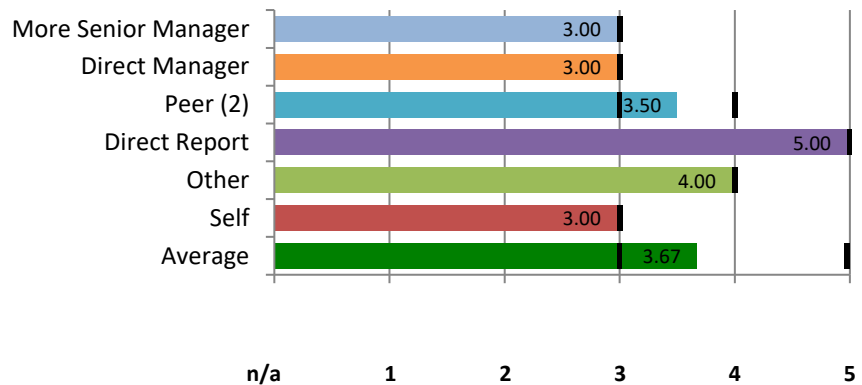
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n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Takes and encourages appropriate risks

Rater	Score
More Senior Manager	3.00
Direct Manager	5.00
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.67

n/a   1   2   3   4   5

Ensures that lessons learned are implemented not just identified

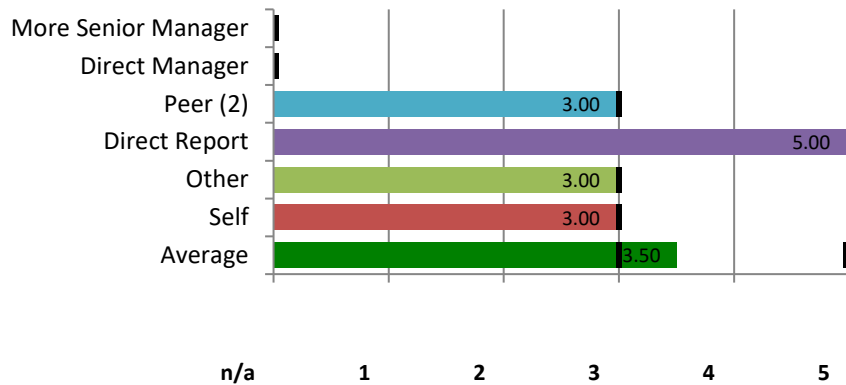| Rater	Score
More Senior Manager	3.00
Direct Manager	3.00
Peer (2)	3.50
Direct Report	5.00
Other	4.00
Self	3.00
Average	3.67

n/a   1   2   3   4   5

Presence

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.

Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Takes people with them when times are tough

Rater	Score
More Senior Manager	
Direct Manager	
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.50

Sets a good example, even under pressure, by personally modeling effective behaviours

Rater	Score
More Senior Manager	3.00
Direct Manager	
Peer (2)	3.50
Direct Report	5.00
Other	4.00
Self	3.00
Average	3.80

Presence (cont)...

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
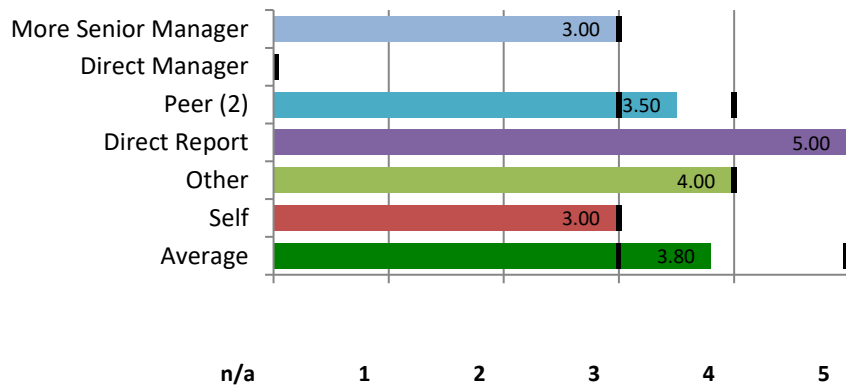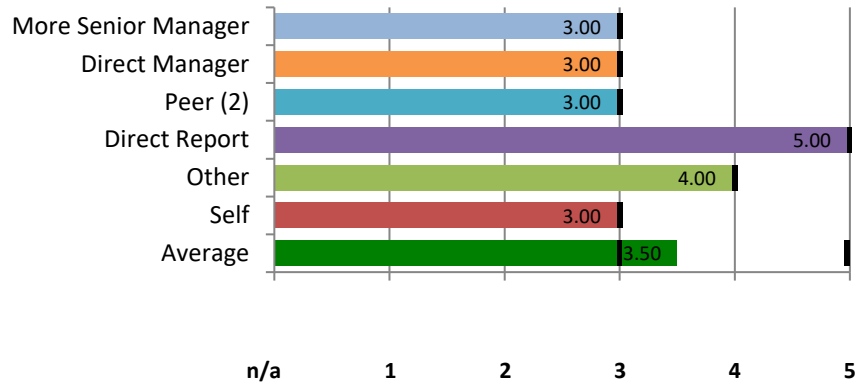
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n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Is enthusiastic and motivating to work with/for

Rater	Score
More Senior Manager	3.00
Direct Manager	3.00
Peer (2)	3.00
Direct Report	5.00
Other	4.00
Self	3.00
Average	3.50

n/a   1   2   3   4   5

Has an effective presence and impact in meetings and presentations

Rater	Score
More Senior Manager	3.00
Direct Manager	5.00
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.67

n/a   1   2   3   4   5

Ethics

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
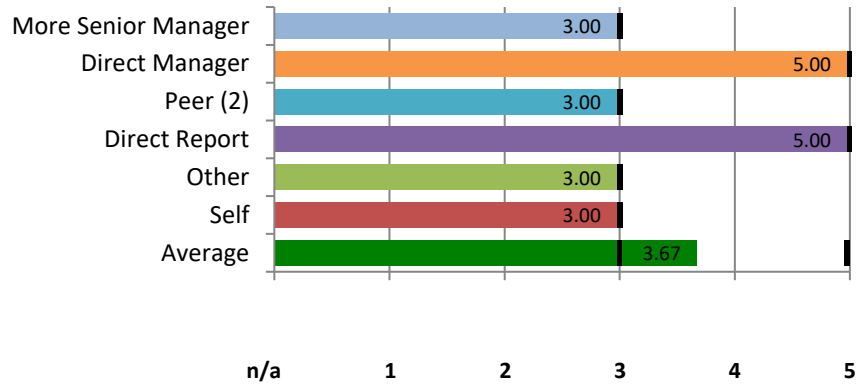
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Creates a working environment which 'protects' work/life balance for people

Rater	Score
More Senior Manager	
Direct Manager	4.00
Peer (2)	2.50
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.40

n/a   1   2   3   4   5

Creates a climate in which people are encouraged to raise concerns about issues of ethics or safety

Rater	Score
More Senior Manager	
Direct Manager	
Peer (2)	3.00
Direct Report	5.00
Other	2.00
Self	3.00
Average	3.25

n/a   1   2   3   4   5

Ethics (cont)...
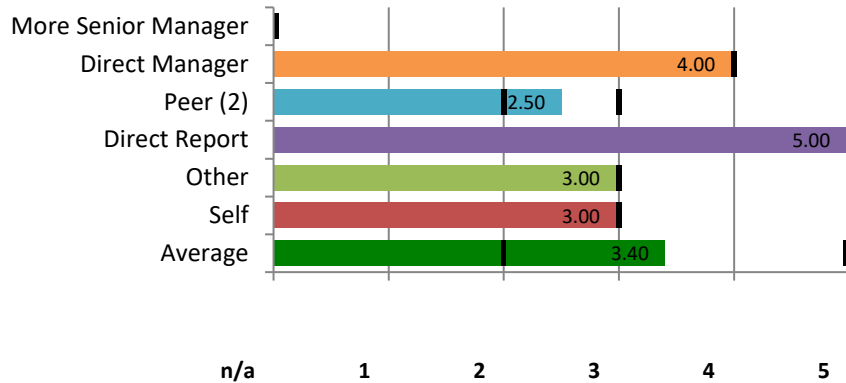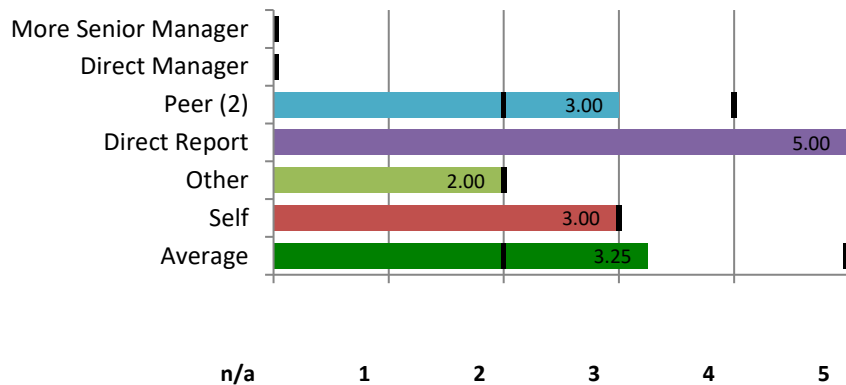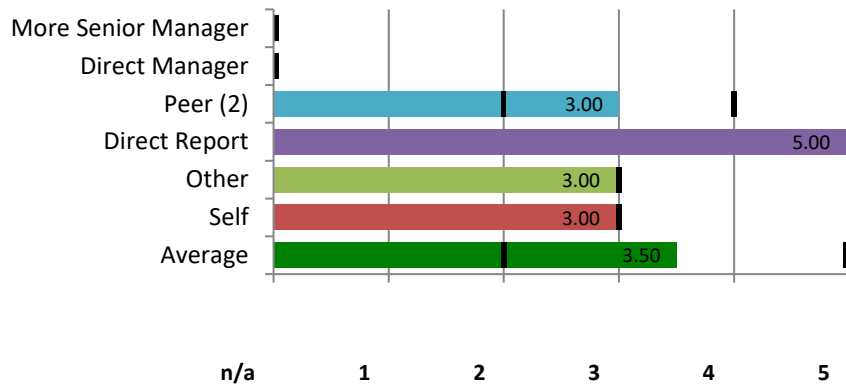
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n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Encourages you to consider the environmental impact of your decisions/practices

Rater	Score
More Senior Manager	
Direct Manager	
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.50

n/a 1 2 3 4 5

Capitalises on the diversity and differences that people bring to the organisation

Rater	Score
More Senior Manager	3.00
Direct Manager	4.00
Peer (2)	3.50
Direct Report	3.00
Other	5.00
Self	3.00
Average	3.67

n/a 1 2 3 4 5

Growth

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
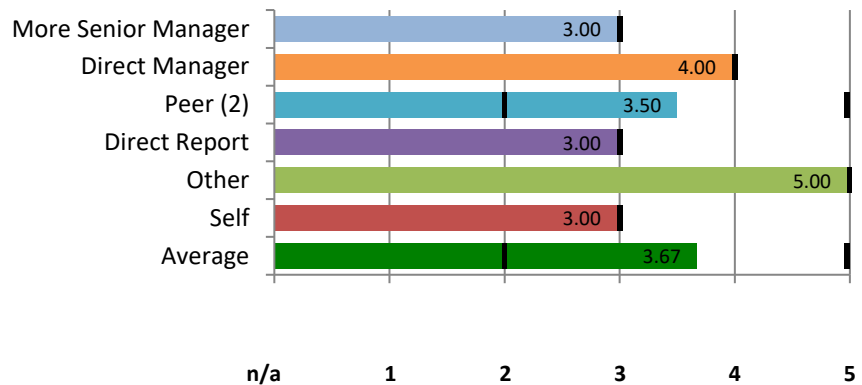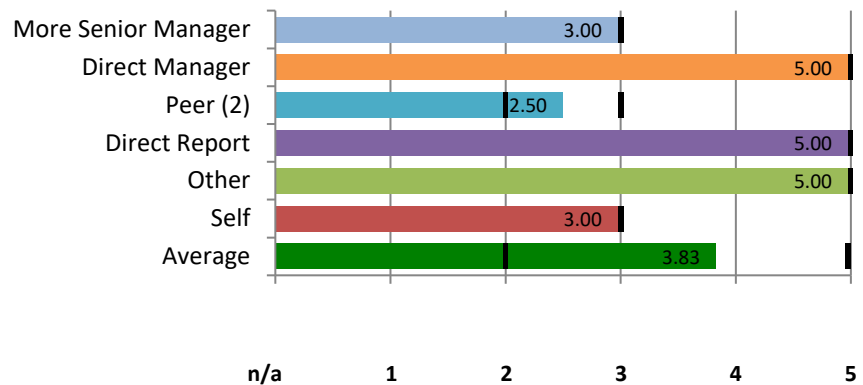
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Delegates authority and responsibility in such a way that encourages personal and professional growth

Rater	Score
More Senior Manager	3.00
Direct Manager	5.00
Peer (2)	2.50
Direct Report	5.00
Other	5.00
Self	3.00
Average	3.83

n/a   1   2   3   4   5

Brings out the best of people's skills and abilities

Rater	Score
More Senior Manager	3.00
Direct Manager	5.00
Peer (2)	3.00
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.67

n/a   1   2   3   4   5

Growth (cont)...

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
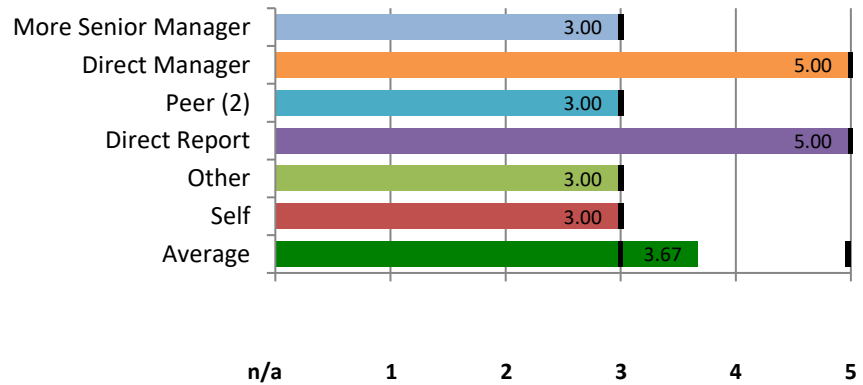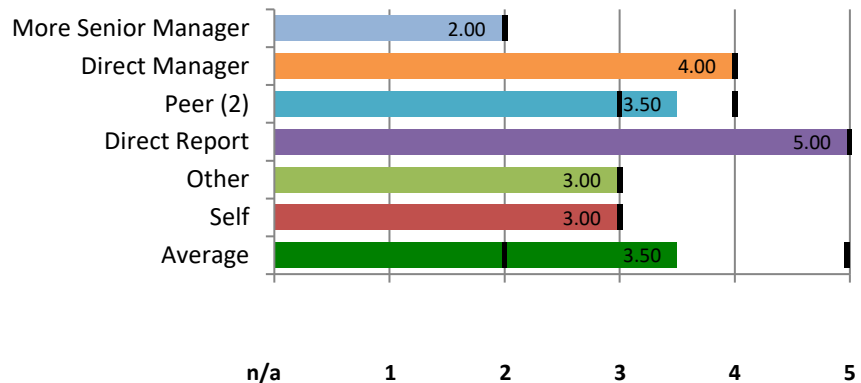
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.

Gives you regular, constructive feedback about your performance

Rater	Score
More Senior Manager	2.00
Direct Manager	4.00
Peer (2)	3.50
Direct Report	5.00
Other	3.00
Self	3.00
Average	3.50

Accepts personal responsibility for developing others

Rater	Score
More Senior Manager	3.00
Direct Manager	3.00
Peer (2)	3.50
Direct Report	5.00
Other	4.00
Self	3.00
Average	3.67
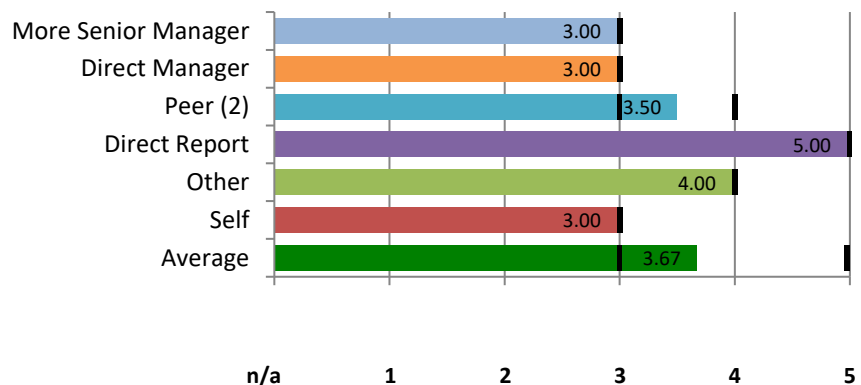
Data Matrix

Where people had no objection to their ratings being shown, the detail is provided below. 'Highest' and 'Lowest' ratings include ratings from all responses. If the statement is highlighted blue this means that at least two reviewers (open or confidential) have chosen the statement as an area of development. If the score is highlighted in blue with a yellow background, this shows which open reviewer has chosen this statement as a development area.

Collaboration

Customers (internal or external)

	Highest	Self	Lowest	Michael Manager	David Manager	Paul Peer	Peter Peer	Direct Report	Olive Other
Translates an understanding of customer needs into tangible benefits for the business and the customer	5	3	1	3	5	2	3	1	3
Is adaptable to new and different ways of working with customers	5	4	3	4	3	3	4	5	4
Builds effective relationships with customers	5	5	3	3	4	4	4	5	3
Is an effective influence on customer thinking	5	3	2	3	3	3	2	5	5

Communication

	Highest	Self	Lowest	Michael Manager	David Manager	Paul Peer	Peter Peer	Direct Report	Olive Other
Keeps people informed about issues that affect them	5	3	2	4	4	3	2	5	3
Ensures that people understand (i.e. goes beyond just providing information)	5	3	3	3	4	3	5	5	4
Displays empathy with people	5	3	3	3	5	5	5	5	3
Communicates with confidence and conviction	5	3	3	4	4	5	5	5	5

Working Together

	Highest	Self	Lowest	Michael Manager	David Manager	Paul Peer	Peter Peer	Direct Report	Olive Other
Gathers and tests support for ideas outside of formal discussion (e.g., ahead of meetings)	5	3	3	3		3	5	5	3
Acts in a way that is broader than their own function/department	5	3	3	5	4	4	4	5	5
Is receptive and encouraging of different views and opinions	5	3	2	4	4	4	2	5	3
Is an effective team player even when not leading the team	5	3	2	2	5	4	5	2	4

Data Matrix (cont)

	Highest	Self	Lowest	Michael Manager	David Manager	Paul Peer	Peter Peer	Direct Report	Olive Other
Delivery									
Performance									
Can be relied upon to deliver on their commitments to others	5	3	2	3	5	4	2	5	3
Holds people accountable for high standards of delivery	5	3	2	4	3	4	2	5	3
Addresses poor performance	5	3	3	3	5	3	5	5	4
Sets targets that are challenging and achievable	5	3	3	3	4	4	4	5	3
Decisions									
Balances the need for detail with the need to make timely decisions	5	3	3	4	3	3	3	5	4
Thinks through the implications of decisions even under significant pressure	5	3	3	3	4	3	3	5	3
Engages and listens to people so that decisions are well informed	5	3	3	3	4	3	5	5	3
Readily takes the difficult decisions that are right for the business	5	3	1	1	1	2	3	5	3
Change									
Presents a compelling vision for proposed changes	5	3	1	1	3	2	4	5	3
Is a catalyst for change	5	3	1		4	1	3	5	3
Takes and encourages appropriate risks	5	3	3	3	5	3	3	5	3
Ensures that lessons learned are implemented not just identified	5	3	3	3	3	3	4	5	4

Data Matrix (cont)

Impact

Presence

	Highest	Self	Lowest	Michael Manager	David Manager	Paul Peer	Peter Peer	Direct Report	Olive Other
Takes people with them when times are tough	5	3	3			3	3	5	3
Sets a good example, even under pressure, by personally modeling effective behaviours	5	3	3	3		3	4	5	4
Is enthusiastic and motivating to work with/for	5	3	3	3	3	3	3	5	4
Has an effective presence and impact in meetings and presentations	5	3	3	3	5	3	3	5	3

Ethics

	Highest	Self	Lowest	Michael Manager	David Manager	Paul Peer	Peter Peer	Direct Report	Olive Other
Creates a working environment which 'protects' work/life balance for people	5	3	2		4	2	3	5	3
Creates a climate in which people are encouraged to raise concerns about issues of ethics or safety	5	3	2			2	4	5	2
Encourages you to consider the environmental impact of your decisions/practices	5	3	2			2	4	5	3
Capitalises on the diversity and differences that people bring to the organisation	5	3	2	3	4	2	5	3	5

Growth

	Highest	Self	Lowest	Michael Manager	David Manager	Paul Peer	Peter Peer	Direct Report	Olive Other
Delegates authority and responsibility in such a way that encourages personal and professional growth	5	3	2	3	5	3	2	5	5
Brings out the best of people's skills and abilities	5	3	3	3	5	3	3	5	3
Gives you regular, constructive feedback about your performance	5	3	2	2	4	4	3	5	3
Accepts personal responsibility for developing others	5	3	3	3	3	3	4	5	4

Comments
___

Individual comments for Anne Example

What two things do you particularly value about this person's performance?

Michael Manager

- Anne has learnt a lot since joining the team, and has continuously put her skills to good use.

David Manager

- Anne can be relied upon to understand complex problems and propose logical decisions in a simple way for other to understand.
- Is objective and is able to always make the correct decisions for the business.
- Has brought a strong leadership to IT.

Paul Peer

- Offers a commercial approach to most IT solutions that can be understood outside the IT function.
- Is willing to assist in resolution of the day to day problems that impact on senior people.

Peter Peer

- Balanced and logical approach.

Direct Report

- Anne has brought a programmatic rigour and discipline to the business since joining - much needed and very welcome. Her experience will stand us in great stead as we progress through the next 3 years. Anne has taken "ownership" of the program and recently strategy.
- Anne has added dimensions of business & customer linkage to our Systems landscape, a wealth of experience / knowhow, and is more than happy to steal shamelessly what is best practice.

Olive Other

- Anne is bringing a new approach to how we deliver. A large part of what we sell to customers is technology based and we should be exemplar in having the tools and systems in place to allow the business to perform to the best of its ability - I can begin to see positive moves under Anne's guidance.
- I think Anne has a great knack for being able to talk about technical solutions and platforms in a way that makes sense so that we can keep up to speed with the agenda.

Anne Example

- I'm committed to deliver.
- I care deeply about the development of team members.

Comments

What single thing do you think they could do differently to improve their performance?

Michael Manager

- Anne needs to improve upon her punctuality.

David Manager

- A good start to her career and I have been very impressed with her ability to get to know the business quickly.
- This has allowed Anne to become effective in her role from an early stage. Needs to create a stronger bond with the business leaders.

Paul Peer

- Lower level staff in the organisation should be given your vision of the future - face to face.

Peter Peer

- Perhaps simplify some of the messages (for non system types).

Direct Report

- The risk to our program is lengthening the lead time and diluting program benefits. The sense of importance, urgency and absolute commitment comes from the top. I feel Anne has it within her grasp, but I need to see it in the management layers throughout the organisation - not there yet.
- Anne can play a part in setting that tone, both in our business environment, and within the multi-functions.

Olive Other

- I think Anne could leverage off the wider corporate services programme to raise our profile and demonstrate to the business what the programme will do to help them deliver for the customer.
- We've had a lot of Gant charts etc in the past but not really a description of what this experience will be like for the end user.

Anne Example

- I will continue to and improve upon building relationships with key business stake holders.

Comments
_____

Personalized Question 1 asked of Peer and Other:

"Example question?"

Paul Peer

- I think Anne brings a very measured, logical and valuable input to our wider team dynamics. She can be quite quiet then surprise you by nailing the issue we are chasing.
- Anne brings a sense of calm to the environment.

Peter Peer

- A valued member of the team with no negatives.

Olive Other

- I think it is evident that there is a far more professional and commercially minded approach to the organisation, evidenced by more emphasis on delivering to time and budget, and meeting commitments.
- Whilst I and some others welcome this, perhaps inevitably this has caused some tensions in teams where people have been used to a more relaxed approach in the past.

Comments
_____

Comments

Personalized Question 2 asked of Peer and Other:

"Another example question?"

Paul Peer

- I feel that I have been very involved in the response to the strategy themes resulting from the interviews undertaken. An observation, however, is that I worry that the right people were part of that process, thus skewing the results.
- Some strategic topics are emerging from the business that do not seem to have been captured.

Peter Peer

- They give a degree of confidence and we are moving forward in a structured way.

Olive Other

- I think Anne has been very open about it and I believe I have had quite a lot of chances to influence and direct the strategy. I do wish she and I had not listened quite so much to others involved, and that I had been able to spend more time simplifying some of the messages and outputs from that quarter. However, I definitely appreciated the opportunity to be involved and felt I had a direct input to the strategy that was developed, which in turn has helped me to sell it to the business.

This report has been produced by ORMultiView Ltd

If there are aspects of the report that are unclear, please contact the provider directly at
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