

360 BESPOKE

360 DEGREE FEEDBACK REPORT

15/02/2022

Acme Manufacturing Ltd

John Doe

Private & Confidential.



Contents

Contents	2
Introduction	3
Understanding your 360 Degree Feedback Report	4
Averages for competencies	5
A graph of the top 5 and bottom 5 statement averages	6
Ratings against each of the 8 competencies	7
Qualitative section	19
Personal Development Plan	21
Notes	22

This report is the property of John Doe. It may only be made available to third parties that have been specifically named and then only with the express permission of the owner. Thomas International assumes no responsibility for any unintended use, nor does Thomas International offer any guarantee for the Competency Definitions or statements written or amended by Thomas International - Client Services. The results from the software are provided 'as is' without any guarantee whatsoever. Under no circumstances shall Thomas international be liable for any form of consequential damages arising from their use.



Introduction

This confidential 360 degree feedback report provides you with a detailed analysis of the information received from the individuals who have completed the 360 questionnaire.

Relationship	Minimum	Completed
Self	1	1
Manager	1	1
Peer	2	3
Team	2	4
Customer	0	6

If the number of responses that were completed are less than the minimum number, then the validity of this report is reduced and we would recommend further feedback.

This report provides you with a summary of the scores from your line manager and those respondents who have responded to the online 360 degree feedback questionnaire. These scores are summarised for each of the following 8 competencies:

Focusing on the Future
Coaching for Performance
Decision Making and Judgement
Innovation

Developing Partnerships Builds Relationships Impact and Influence Business Focus

The analysis of the 42 statements linked to the above identifies the average rating for each competency (including and excluding self) and shows the range of scores that were given to you.

In addition, information is presented graphically and displays the top and bottom five statements to identify your strengths and areas for development.

You can also compare the degree of variation of the importance ranking of competencies with your colleagues.



Understanding your 360 Degree Feedback Report

Primary objectives of the report

Single sourced feedback is rarely comprehensive enough to be regarded as good quality. Where staff are regarded as empowered to do their own jobs and interact with others, managers are regarded as the 'coach' to help and guide staff to a higher performance, and so single-sourced feedback is often considered inadequate.

360 degree feedback is becoming increasingly popular in linking good quality feedback with improved performance and as an essential part of personal development. The purpose of 360 degree feedback is to take feedback one step further and to involve a variety of people in the process. It is important to remember that respondents have not all been trained to review performance and therefore you need to remain reasonably detached and identify trends and consistencies within the data.

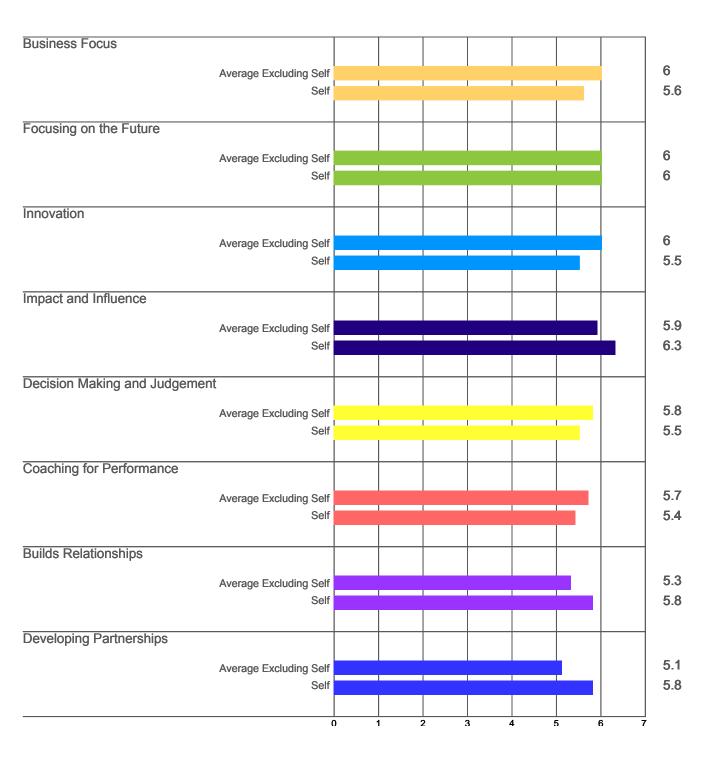
The purpose of 360 degree feedback

- · To develop an awareness of your perceived behaviour within the workplace.
- To focus on changes that you may need to make in order to be more effective.
- · To provide you with information that will allow you to build upon what you do well.
- · To allow you the opportunity to explore the reasons for the scoring.
- To pave the way for you to take action.
- · To give you the opportunity to take responsibility for your own development.



Averages for competencies

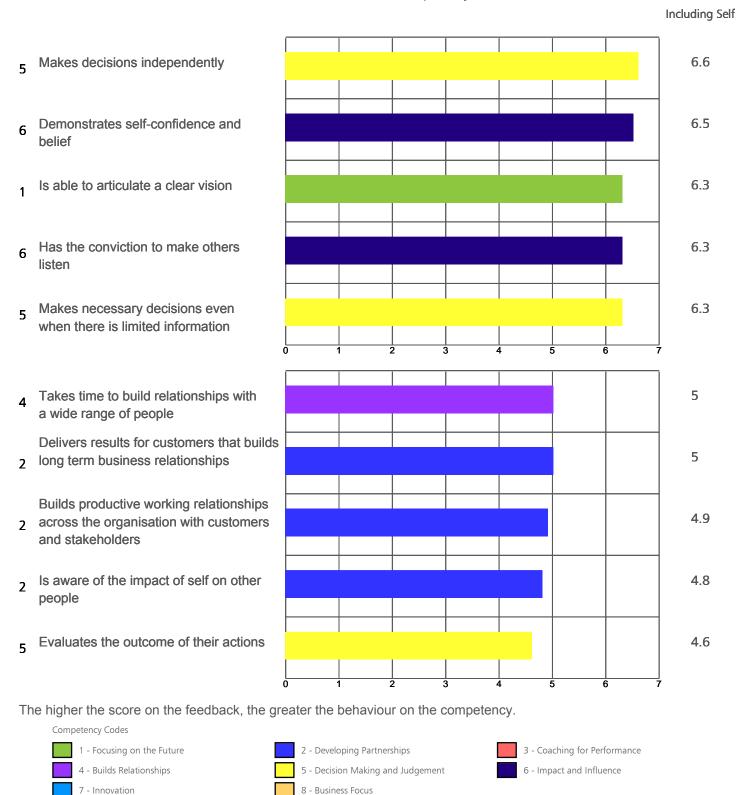
The table below summarises the scores of your 360 feedback against each of the competencies. The higher the score the greater the perception that you display the behaviour.





A graph of the top 5 and bottom 5 statement averages

The numbers on the left hand side of the statement relate to the competency colour code.



© S Hamilton-Gill & ©Thomas International UK Limited 2012 - 2021



Ratings against each of the 8 competencies

Explanation of the following tables

Each of the competencies has been broken down into statements, which you have received feedback on during the questionnaire.

In the example below each statement has a summary of the distribution of scores from yourself, your manager, peers and team.

Respondents have rated the statements based on their observations as follows:

- 7 Great Deal (High) the participant is exceptional and can be considered as a role-model in this area.
- 4 Meets Expectations the participant is meeting the expected standard for their role.
- 1 Not Much (Low) the participant needs considerable support or development in this area.

Not Observed/Not Applicable - the participant does not have the opportunity to demonstrate this skill, or, if it is not applicable to their role. In the tables that follow, this column is labelled "Not Observed".

Each statement is given an average rating and each competency has an overall rating score.

- **1.** Where "Not Observed" has been highlighted it is excluded when calculating the average score.
- 2. The average rating for each group is displayed to one decimal place.

Overall Rating on Competency

- 3. The statement average is the calculated true average rating of each group, i.e weighted average.
- **4.** The competency average is calculated from the true statement averages (2). If a statement is not observed by anybody then it is not included in the competency average.

Links mis	ssion, vision, va	lues, goals ar	nd strategies to	everyday wo	rking						
	Not Observed							Great Deal	Range	Average	
	1	1	2	3	4	5	6	7			
Self							1			6.0	
Manager						1				5.0	2
Peer					1	1			4 to 5	4.5	
Team						1		1	5 to 7	6.0	
Avera	ige Rating Exclu	uding Self	5.2	Average	Rating Inclu	ding Self	5.4		3		
						Excluding	Self	Includin			

4.3



Focusing on the Future

Demonstrates enthusiasm about future opportunities by identifying strategic issues, opportunities and managing risk. Clearly communicates links between individual teams and organisational goals.

Links mis	sion, vision, values,	goals and strate	enies to everyda	ıv working						
LITIKS TITIS	Not Observed	Not Much	egies to everyaa	iy working				Great Deal	Range	Average
	Not Observed	1	2	3	4	5	6	To Great Deal	Range	Average
Self			<u> </u>	3	4	3	1	/		6.0
			-		4					6.0
Manager		-	-		1					4.0
Peer							3			6.0
Team							2	2	6 to 7	6.5
Customer					1	1	1	3	4 to 7	6.0
Av	verage Rating Exclud	dina Self	5.6	Averag	e Rating Inclu	dina Self	5.7	1		
	3 3	3	3.0	3	3	5	3.7	J		
Actively f	ocuses on the orga	nisation being a	n outstanding p	olace to work						
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							1			6.0
Peer		1	 			2		1	F +0 7	5.7
\vdash			-				1	1	5 to 7	
Team		-					4			6.0
Customer					1	1		4	4 to 7	6.2
Av	verage Rating Exclud	dina Self	6.0	Averag	e Rating Inclu	dina Self	6.0	1		
, , ,	rerage naming zhera	9 50	0.0	, ,,,,,,,	e maning micra	an 19 0 0 11	0.0	I		
Talvas sal	culated viels when	anakina difficult	business desisio	200						
Takes cal	culated risks when i		business decision	ons				6 . 5 .	Dance	A., a.s.a.s.a.
	Not Observed	Not Much	1 6 1				1 6	Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager								1		7.0
Peer							2	1	6 to 7	6.3
Team						1	1	2	5 to 7	6.2
Customer						2	2	2	5 to 7	6.0
									3 10 7	0.0
Av	erage Rating Exclud	ding Self	6.4	Averag	e Rating Inclu	ding Self	6.3]		
Is able to	articulate a clear vi									
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager								1		7.0
Peer		1				1	3			6.0
Team		1	 			1	2	2	6 to 7	6.5
Customer		+	 			2	1	3	5 to 7	6.2
Customer							I I	3	5 10 /	0.2
Av	erage Rating Exclud	ding Self	6.4	Averag	e Rating Inclu	ding Self	6.3]		
Involves o	others in strategic p									
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7	J	9
Self		† 	 			 	1	<u> </u>		6.0
		+	 			+	1			
Manager		+			4				2	6.0
Peer		-	1		1	1			2 to 5	3.7
Team						1		3	5 to 7	6.5
Customer						2	1	3	5 to 7	6.2
Av	verage Rating Exclud	ding Self	5.6	Averag	e Rating Inclu	ding Self	5.7			

Excluding Self

Including Self

Overall Rating on Competency

6.0



Developing Partnerships

The ability to establish relationships with, and influence complex networks of people whose cooperation is needed for the success of the organisation.

Ruilds pr	oductive working re	lationships acre	ass the organisa	tion with cust	nmers and stal	keholders				
bullus pro	Not Observed	Not Much	oss the organisa	tion with cust	offiers and star	kenoluers		Great Deal	Range	Average
	Not Observed	1	2 1	3	4	5	l 6	T 7	Marige	Average
Self		 			4	1 3	1			6.0
Manager		+		1		+				3.0
Peer		+		1		2		+	3 to 5	4.3
Team		+		ı			3	1	6 to 7	6.2
Customer				1	1	2	1	1	3 to 7	5.0
Custoffiel				ı	l I		I	I	3 10 7	5.0
Av	verage Rating Exclud	ling Self	4.6	Averag	e Rating Inclu	ding Self	4.9			
C 1 1			C: () :	et e						
Spenas ti	me on strategic issu		fit of the organi	sation				6 15 1	Danas	A., a.s.a.a.a
	Not Observed	Not Much	2	3	4	l 5	l 6	Great Deal	Range	Average
Self		1			4	3	1	7		6.0
		+				-	1			6.0
Manager		-				1	1	1	F +- 7	6.0
Peer		-				1		1	5 to 7	6.0
Team Customer						2	2	3	6 to 7 5 to 7	6.5 6.2
Custoffiel							l I	3	3 10 7	0.2
Av	erage Rating Exclud	ling Self	6.2	Averag	e Rating Inclu	ding Self	6.1			
								_		
Delivers r	esults for customers	s that builds lon	na term husines	s relationships						
Delivers	Not Observed	Not Much	ig term busines.	o relationships				Great Deal	Range	Average
	140t Observed	1	2	3	4	l 5	6	1 7		
Self		· ·	_				1	·		6.0
Manager		 		1		 				3.0
Peer			1		1		1		2 to 6	4.0
Team							3	1	6 to 7	6.2
Customer				1		2		3	3 to 7	5.7
									5 10 /	317
Av	erage Rating Exclud	ling Self	4.7	Averag	e Rating Inclu	ding Self	5.0			
Speaks at	t conferences as a th								_	
	Not Observed	Not Much		_				Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self						-	1			6.0
Manager	1									0.0
Peer		1		1		1			1 to 5	3.0
Team	1		ļļ			1		2	5 to 7	6.3
Customer	3					1	11	1	5 to 7	6.0
Av	verage Rating Exclud	ling Self	5.1	Averag	e Rating Inclu	ding Self	5.3	1		
		-		3	-	-		_		
Is aware	of the impact of sel	f on other peop	ole							
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self					İ	1				5.0
Manager		1		1						3.0
Peer		1		1	İ	1		1	3 to 7	5.0
Team		<u> </u>	 				3	1	6 to 7	6.2
Customer				3			1	2	3 to 7	4.8
		1			1			_	3 10 /	7.0
Av	verage Rating Exclud	ling Self	4.8	Averag	e Rating Inclu	ding Self	4.8	7		
		-		3	-	-		_		

Excluding Self

Including Self

Overall Rating on Competency

5.1



Coaching for Performance

The ability to help others achieve more through feedback, instruction and encouragement.

	ners to develop their	careers								
	Not Observed	Not Much						Great Deal	Range	Averag
İ		1 1	2	3	4	5	6	7		
Self						1				5.0
1anager							1			6.0
Peer						1	1	1	5 to 7	6.0
Team	1						1	2	6 to 7	6.7
ustomer				1	1	2	1	1	3 to 7	5.0
astorrici								,	3 10 7	5.0
Av	verage Rating Exclud	ling Self	5.9	Average	e Rating Includ	ling Self	5.7			
Highlight	s strengths and wea	aknesses by givi	ng specific exan	nples						
[Not Observed	Not Much						Great Deal	Range	Avera
- 1		1	2	3	4	5	6	7		
Self						ĺ	1			6.0
lanager							1			6.0
Peer						2		1	5 to 7	5.7
Team						2	1	1	5 to 7	5.8
ustomer		1			2		3	1	4 to 7	5.5
	D.: 5				D :: 1 1			1		
Av	verage Rating Exclud	ling Self	5.8	Average	e Rating Includ	ling Selt	5.8			
oaches	others regardless of	performance le	vel							
Ī	Not Observed	Not Much						Great Deal	Range	Avera
İ		1 1	2	3	4	5	6	7		
Self					1					4.0
anager							1			6.0
Peer		 				1	2		5 to 6	5.7
Team	1					1	1	1	5 to 7	6.0
ustomer	ı			1	2		3	'	3 to 6	4.8
	Detice Fuel	J C - 16				l:: C - If		1	3 10 0	1.0
AV	erage Rating Exclud	ing sen	5.6	Average	e Rating Includ	iirig seii	5.3			
1odels a	high performance		constant self-in	provement				Carri D	Dan	Λ
lodels a	Not Observed	Not Much				1 -		Great Deal	Range	Avera
			constant self-im	nprovement 3	4	5	6	Great Deal	Range	
Self		Not Much				5	6		Range	6.0
Self anager		Not Much			1	5			Range	Avera 6.0 4.0
Self anager		Not Much				5			Range 4 to 6	6.0
Self anager Peer		Not Much			1		1		·	6.0 4.0
Self anager Peer Team		Not Much			1		1	7	4 to 6	6.0 4.0 5.0 6.2
Self anager Peer Feam stomer	Not Observed	Not Much 1	1	3	1 1	1	1 1 3 2	7	4 to 6 6 to 7	6.0 4.0 5.0 6.0
Self anager Peer eam stomer		Not Much 1	2	3	1	1	1 1 3	7	4 to 6 6 to 7	6.0 4.0 5.0 6.0
Self anager Peer eam stomer	Not Observed verage Rating Excludation	Not Much 1 ding Self	1 5.2	3	1 1	1	1 1 3 2	1 2	4 to 6 6 to 7 2 to 7	6.0 4.1 5.0 6.0 5.0
Self anager Peer Team stomer	Not Observed Verage Rating Exclude	Not Much 1 ding Self as improvement Not Much	2 1 1 5.2 nts are made	3 Average	1 1 1 e Rating Includ	1 1 ling Self	1 3 2 5.3	7 1 2 Great Deal	4 to 6 6 to 7	6.0 4.0 5.0 6.2 5.5
Self anager Peer Team Isstomer Av	Not Observed verage Rating Excludation	Not Much 1 ding Self	1 5.2	3	1 1	1	1 1 3 2 5.3	1 2	4 to 6 6 to 7 2 to 7	6.0 4.0 5.0 6.2 5.5
Self anager Peer Feam sstomer Av	Not Observed verage Rating Excludation	Not Much 1 ding Self as improvement Not Much	2 1 1 5.2 nts are made	3 Average	1 1 1 e Rating Includ	1 1 ling Self	5.3	7 1 2 Great Deal	4 to 6 6 to 7 2 to 7	6.0 4.0 5.0 6.2 5.5 Avera
Self anager Peer Team istomer Av ffers pra Self anager	Not Observed verage Rating Excludation	Not Much 1 ding Self as improvement Not Much	2 1 1 5.2 nts are made	3 Average	1 1 1 e Rating Includ	1 1 ling Self	5.3 6 1	7 1 2 Great Deal	4 to 6 6 to 7 2 to 7	6.0 4.0 5.0 6.2 5.5 Avera 6.0
Self anager Peer Team Istomer Av ffers pra Self anager Peer	Not Observed verage Rating Excludation	Not Much 1 ding Self as improvement Not Much	2 1 1 5.2 nts are made	3 Average	1 1 1 e Rating Includ	1 1 ling Self	5.3 6 1 1 2	7 1 2 Great Deal 7	4 to 6 6 to 7 2 to 7 Range	6.0 4.0 5.0 6.2 5.5 Avera 6.0 6.0
Self anager Peer Team istomer Av	Not Observed verage Rating Excludation	Not Much 1 ding Self as improvement Not Much	2 1 1 5.2 nts are made	3 Average	e Rating Includ	1 1 ling Self 5 1 1 1	5.3 5.3	7 1 2 Great Deal 7	4 to 6 6 to 7 2 to 7 Range	6.0 4.0 5.0 6.2 5.5 Avera 6.0 6.0
Self anager Peer Feam stomer Av ffers pra Self anager Peer	Not Observed verage Rating Excludation	Not Much 1 ding Self as improvement Not Much	2 1 1 5.2 nts are made	3 Average	1 1 1 e Rating Includ	1 1 ling Self	5.3 6 1 1 2	7 1 2 Great Deal 7	4 to 6 6 to 7 2 to 7 Range	6.0 4.0 5.0 6.2 5.5 Avera 6.0 6.0

Excluding Self Including Self

Overall Rating on Competency

5.7



Builds Relationships

The ability to build rapport and maintain long term relationships.

L LISTELLS OF	tentively to others									
Г	Not Observed	Not Much						Great Deal	Range	Average
	Not Observed	1	2	3	4	J 5	l 6	7	Range	Average
Self		 	<u> </u>		4	1	0	 		5.0
							1			
Manager		-			4		'	4	4 =	6.0
Peer		-			1	2	1	1	4 to 7	5.7
Team		1				2		2	5 to 7	6.0
Customer					2		1	3	4 to 7	5.8
Av	erage Rating Exclud	ding Self	5.9	Averag	ge Rating Inclu	ding Self	5.7]		
Evnresses	support and positi	ve feedback to	others							
LXPICSSCS	Not Observed	Not Much	Others					Great Deal	Range	Average
	NOT OBSCIVED	1	2	3	4	5	6	7	range	7 (Velag
Self		 	1		1	1	<u> </u>			5.0
		+			1					
Manager		+		-		1	1	1	- · -	4.0
Peer						1	1	1	5 to 7	6.0
Team							2	2	6 to 7	6.5
Customer				1	2		1	2	3 to 7	5.2
Λ.,	orono Dotina Evolue	dina Calf	A	1 Δ.νονο	na Datina Inclu	dina Calf	F 2	1		
AV	erage Rating Exclud	aing Seit	5.4] Averag	ge Rating Inclu	aing Seit	5.3			
Takes tim	e to build relations		e range of peo	ple						
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1							2.0
		+								
l Peer l		1			1	1		1	4 to 7	5.3
Peer					1	1	2	1	4 to 7	5.3 6.0
Team						1	2	1	5 to 7	6.0
Team Customer	Dating Fuel	lia - Calf			2	1				
Team Customer	erage Rating Exclud	ding Self	4.8	Averag		1	5.0	1	5 to 7	6.0
Team Customer Av	pport quickly with o	thers	4.8	Averaç	2	1		1 3	5 to 7 4 to 7	6.0 5.7
Team Customer Av		others Not Much			2 ge Rating Include	1 1 ding Self	5.0	1 3 Great Deal	5 to 7	6.0 5.7
Team Customer Av	pport quickly with o	thers	4.8	Averaç	2	1		1 3	5 to 7 4 to 7	6.0 5.7
Team Customer Av	pport quickly with o	others Not Much			2 ge Rating Include	1 1 ding Self	5.0	1 3 Great Deal	5 to 7 4 to 7	6.0 5.7
Team Customer Av	pport quickly with o	others Not Much			2 ge Rating Include	1 1 ding Self	5.0	1 3 Great Deal	5 to 7 4 to 7	6.0 5.7 Averag
Team Customer Avi Builds rap	pport quickly with o	others Not Much			ge Rating Includ	1 1 ding Self	5.0	1 3 Great Deal	5 to 7 4 to 7	6.0 5.7 Average 6.0
Team Customer Avi Builds rap Self Manager Peer	pport quickly with o	others Not Much			ge Rating Includ	1 1 1 ding Self	5.0	1 3 Great Deal	5 to 7 4 to 7 Range	6.0 5.7 Average 6.0 4.0 4.7
Team Customer Avi Builds rap Self Manager Peer Team	pport quickly with o	others Not Much			ge Rating Includ	1 1 1 ding Self	5.0	Great Deal 7	5 to 7 4 to 7 Range 4 to 6 5 to 6	6.0 5.7 Average 6.0 4.0 4.7 5.8
Team Customer Avi Builds rap Self Manager Peer	pport quickly with o	others Not Much			ge Rating Includ	1 1 1 ding Self	5.0	1 3 Great Deal	5 to 7 4 to 7 Range	6.0 5.7 Average 6.0 4.0 4.7
Team Customer Avi Builds rap Self Manager Peer Team Customer	pport quickly with o	Not Much 1		3	ge Rating Includ	1 1 ding Self	5.0	Great Deal 7	5 to 7 4 to 7 Range 4 to 6 5 to 6	6.0 5.7 Averag 6.0 4.0 4.7 5.8
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi	Not Observed Rot Observed erage Rating Exclud	Not Much 1	5.1	3	ge Rating Includ	1 1 ding Self	5.0	Great Deal 7	5 to 7 4 to 7 Range 4 to 6 5 to 6	6.0 5.7 Averag 6.0 4.0 4.7 5.8
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi	oport quickly with o Not Observed erage Rating Excluding	Not Much 1 ding Self	5.1	3	ge Rating Includ	1 1 ding Self	5.0	Great Deal 7	5 to 7 4 to 7 Range 4 to 6 5 to 6 4 to 7	6.0 5.7 Averag 6.0 4.0 4.7 5.8 5.8
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi	Not Observed Rot Observed erage Rating Exclud	Not Much 1 ding Self enior Managers Not Much	5.1	3 Averag	ge Rating Included 4 1 2 1 1 2 1 1 1 1 2 1 1 2 1 2 1 1 1 2 1 2 1 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1	ding Self 5 1 2 ding Self	5.0 6 1 1 3	Great Deal 7 Great Deal	5 to 7 4 to 7 Range 4 to 6 5 to 6	6.0 5.7 Average 6.0 4.0 4.7 5.8
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi Communi	oport quickly with o Not Observed erage Rating Excluding	Not Much 1 ding Self	5.1	3	ge Rating Includ	1 1 ding Self	5.0 6 1 1 3 5.3	Great Deal 7	5 to 7 4 to 7 Range 4 to 6 5 to 6 4 to 7	6.0 5.7 Averag 6.0 4.0 4.7 5.8 5.8
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi Communi	oport quickly with o Not Observed erage Rating Excluding	Not Much 1 ding Self enior Managers Not Much	5.1	3 Averag	ge Rating Included 4 1 2 1 1 2 1 1 1 1 2 1 1 2 1 2 1 1 1 2 1 2 1 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1	ding Self 5 1 2 ding Self	5.0 6 1 1 3	Great Deal 7 Great Deal	5 to 7 4 to 7 Range 4 to 6 5 to 6 4 to 7	6.0 5.7 Averag 6.0 4.0 4.7 5.8 5.8
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi Communi	oport quickly with o Not Observed erage Rating Excluding	Not Much 1 ding Self enior Managers Not Much	5.1	3 Averag	ge Rating Included 4 1 2 1 1 2 1 1 1 1 2 1 1 2 1 2 1 1 1 2 1 2 1 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1	ding Self 5 1 2 ding Self	5.0 6 1 1 3 5.3	Great Deal 7 Great Deal	5 to 7 4 to 7 Range 4 to 6 5 to 6 4 to 7	6.0 5.7 Average 6.0 4.0 4.7 5.8 5.8
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi Communi	oport quickly with o Not Observed erage Rating Excluding	Not Much 1 ding Self enior Managers Not Much	5.1	Average 3	ge Rating Included 4 1 2 1 1 2 1 1 1 1 2 1 1 2 1 2 1 1 1 2 1 2 1 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1 2 1 1 2 1	ding Self 5 1 2 ding Self	5.0 6 1 1 3 5.3	Great Deal 7 Great Deal	5 to 7 4 to 7 Range 4 to 6 5 to 6 4 to 7	6.0 5.7 Averag 6.0 4.0 4.7 5.8 5.8
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi Communi Self Manager Peer	oport quickly with o Not Observed erage Rating Excluding	Not Much 1 ding Self enior Managers Not Much	5.1	Average 3	ge Rating Included 4 1 2 2 1 1 1 1 2 1 2 1 4 4 1 4 1 1 1 1	ding Self 5 1 2 ding Self	5.0 6 1 1 3 5.3	Great Deal 7 Great Deal 7 Great Deal 7	5 to 7 4 to 7 Range 4 to 6 5 to 6 4 to 7	6.0 5.7 Average 6.0 4.0 4.7 5.8 5.8 Average 6.0 3.0 5.3
Team Customer Avi Builds rap Self Manager Peer Team Customer Avi Communi Self Manager	oport quickly with o Not Observed erage Rating Excluding	Not Much 1 ding Self enior Managers Not Much	5.1	Average 3	ge Rating Included 4 1 2 2 1 1 1 1 2 1 2 1 4 4 1 4 1 1 1 1	ding Self 5 1 2 ding Self	5.0 6 1 1 3 5.3	Great Deal 7 Great Deal	5 to 7 4 to 7 Range 4 to 6 5 to 6 4 to 7	6.0 5.7 Averag 6.0 4.0 4.7 5.8 5.8 Averag 6.0 3.0



Gains cred	dibility quickly							
	Not Observed	Not Much	t Much Great D					
1 1		1	2	3	4	5	6	7
Self								1
Manager					1			
Peer							2	1
Team						1	2	1
Customer			1		2		2	1

Range	Average
6 to 7 5 to 7	7.0 4.0 6.3 6.0
2 to 7	4.8

Average Rating Excluding Self 5.3 Average Rating Including Self 5.6

Excluding Self

Including Self

Overall Rating on Competency

5.3



Decision Making and Judgement

Makes timely, informed decisions that take into account the facts, goals, constraints and risks.

Can oval	ain the rationale for	a decision								
Carr expla	Not Observed	Not Much						Great Deal	Range	Average
	INOT ODSELVED	1	2	3	4	J 5	l 6	Great Dear	Narige	Average
Self		1			4	1	0	/		5.0
\vdash							1			6.0
Manager		-				-	1	2	6 . 7	
Peer		-				-	-	2	6 to 7	6.7
Team							3	1	6 to 7	6.2
Customer						1	2	3	5 to 7	6.3
Av	verage Rating Exclud	ding Self	6.3	Averag	ge Rating Inclu	ding Self	6.0]		
Makes ne	ecessary decisions e	ven when there	is limited inforr	mation						
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager								1		7.0
Peer							3			6.0
Team							2	2	6 to 7	6.5
Customer						2	2	2	5 to 7	6.0
						I.				
Av	verage Rating Exclud	ding Self	6.4	Averag	ge Rating Inclu	ding Self	6.3]		
Balances	emotion and logic	when making a	decision							
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	l 6	7	3	3
Self						1				5.0
Manager						1				5.0
Peer						1	1	1	5 to 7	6.0
Team		1				1	2	1	5 to 7	6.0
Customer			1			1	2	2	2 to 7	5.5
Custoffici		ı	ı		l	ı			2 10 7	5.5
Av	erage Rating Exclud	ding Self	5.6	Averag	ge Rating Inclu	ding Self	5.5]		
Asks que	stions to ensure the		information to	make a decision	on					
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self						1				5.0
Manager						1				5.0
Peer			1			1	1		2 to 6	4.3
Team						1	3		5 to 6	5.8
Customer					1	1	1	3	4 to 7	6.0
	5	l: C IC			D .:	1: 6.16		1		
Av	verage Rating Exclud	aing Self	5.3	Averag	ge Rating Inclu	aing Selt	5.2	J		
Evaluates	the outcome of th									
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1				3.0
Peer		1	1			1	1		1 to 6	3.0
Team						2	·	2	5 to 7	6.0
Customer		1		2	1		1	2	3 to 7	5.0
Castoffiel							I		5 (0 /	5.0
Av	verage Rating Exclud	ding Self	4.3	Averag	ge Rating Inclu	ding Self	4.6]		



Makes de	cisions independen	itly						
	Not Observed	Not Much	t Much Great D					
1 1		1	2	3	4	5	6	7
Self							1	
Manager								1
Peer							1	2
Team							2	2
Customer							1	5

Range	Average
	6.0
	7.0
6 to 7	6.7
6 to 7	6.5
6 to 7	6.8

Average Rating Excluding Self 6.8 Average Rating Including Self

Excluding Self

6.6

Including Self

Overall Rating on Competency

5.8



Impact and Influence

The ability to make others listen and understand what you are saying and persuade them into following a course of action using both emotional and rational arguments.

Has the c	onviction to make	others listen								
	Not Observed	Not Much						Great Deal	Range	Average
	NOT OBSEIVED	1	2] 3	4	5	6	7		, we.a.g.
Self		<u>'</u>				1 -	1	,		6.0
		<u> </u>	1	-	1	1		4		
Manager								1		7.0
Peer						1		2	5 to 7	6.3
Team							2	2	6 to 7	6.5
Customer					2		1	3	4 to 7	5.8
								1		
Av	erage Rating Exclud	ding Self	6.4	Averag	e Rating Includ	ding Self	6.3			
Adapts st	yle to influence oth	ners								
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self			_	_				1		7.0
						1		'		
Manager				4	4					5.0
Peer				1	1	1			3 to 5	4.0
Team						1	2	1	5 to 7	6.0
Customer			1	<u> </u>	1	1	2	1	2 to 7	5.0
Av	erage Rating Exclud	ding Self	5.0	Averag	e Rating Includ	ding Self	5.4	1		
								4		
Demonstr	rates self-confidenc									
	Not Observed	Not Much	I -	1 -		1 -	1 -	Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager								1		7.0
Peer				1		1		2	5 to 7	6.3
Team		1		 	l	1	2	2	6 to 7	6.5
—							1	5		
Customer							I	5	6 to 7	6.8
Av	erage Rating Exclud	ding Self	6.7	Averag	e Rating Includ	ding Self	6.5]		
Establishe	es credibility quickly		uence							
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self								1		7.0
Manager				1	1					4.0
Peer		+		1		1		2	5 to 7	6.3
		+	-	 						
Team						_	3	1	6 to 7	6.2
Customer						3	1	2	5 to 7	5.8
Av	erage Rating Exclud	ding Self	5.6	Averag	e Rating Includ	ding Self	5.9]		
				-				-		
Has a bro	ad network and us		ively to move fo	orward positive	agendas for th	ne organisatio	n		_	
	Not Observed	Not Much			1			Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager		İ	1	1	İ		1			6.0
Peer		1	1	 			2	1	6 to 7	6.3
		+	1	-		-				
Team		1	1				3	1	6 to 7	6.2
Customer				1		1		4	3 to 7	6.0
				1				1		
Av	erage Rating Exclud	ding Self	6.1	Averag	e Rating Includ	ding Self	6.1]		



Is good a	Is good at reading the audience and adapting their style accordingly							
	Not Observed	Not Much Grea						
		1	2	3	4	5	6	7
Self							1	
Manager							1	
Peer					1	1	1	
Team							3	1
Customer				1	1	1	1	2

Range	Average
	6.0
	6.0
4 to 6	5.0
6 to 7	6.2
3 to 7	5.3

Average Rating Excluding Self 5.6 Average Rating Including Self 5.7

Excluding Self

Including Self

Overall Rating on Competency

5.9



Innovation

The ability to see and create new ways of doing things and finding creative solutions to problems.

Able to f	find innovative soluti		ns with ease							
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager								1		7.0
Peer						2	1		5 to 6	5.3
Team							2	2	6 to 7	6.5
Customer	r <u></u>			1	1		3	1	3 to 7	5.3
	verage Rating Exclud	_	6.0		e Rating Includ	ling Self	6.0]		
Comes u	p with new ideas th		the organisatio	n's performan	ce					
	Not Observed	Not Much		_				Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							1			6.0
Peer							3			6.0
Team						1	1	2	5 to 7	6.2
Customer	r <u>l</u>				1	1	3	1	4 to 7	5.7
	verage Rating Exclude xperience from othe Not Observed	_	as inspiration fo		e Rating Includ		6.0	Creet Deal	Range	Avorago
	Not Observed	1	2	3	4	J 5	l 6	Great Deal	Range	Average
Self		<u>'</u>	2		4	1	0	/		5.0
Manager		 						1		7.0
Peer		+				1	2	1	5 to 6	7.0 5.7
Team						1	1	2	5 to 6	6.2
Customer					1	l l	1	4	4 to 7	6.3
Custoffiel	1				1	l	l I	4	4 (0 /	0.5
A	verage Rating Exclud	ling Self	6.3	Averag	e Rating Incluc	ling Self	6.0]		
Empowe	ers other people to th									
	Not Observed	Not Much						Great Deal	Range	Average
		1	2	3	4	5	6	7		
Self						1				5.0
Manager							1			6.0
Peer				1			1	1	3 to 7	5.3
Team						1	1	2	5 to 7	6.2
Customer	r			1	1	1	1	2	3 to 7	5.3
A	verage Rating Exclud	ling Self	5.7	Averag	e Rating Includ	ling Self	5.6]		

Excluding Self

Including Self

Overall Rating on Competency

6.0



Business Focus

The ability to take action and make a decision based on a good understanding of the current or future needs of the organisation.

their own objectives	s to ensure that :	thev are in line	with the orga	nisation's goa	lς				
Not Observed	Not Much	are are are		maanan a gaa			Great Deal	Range	Average
	1	2	3	4	5	6	7	3	
					1				5.0
						1			6.0
				1		2		4 to 6	5.3
1						2	1	6 to 7	6.3
			1			3	2	3 to 7	5.8
	1: 6.16		1 .		1: 6.16				
verage Rating Exclu	ding Self	5.9	Averag	je Rating Inclu	ding Self	5.7			
their team's activity	y to make sure it	is in line with	the organisati	on's goals					
Not Observed	Not Much						Great Deal	Range	Average
	1	2	3	4	5	6	7		
					1	1			6.0
						1			6.0
					2	1		5 to 6	5.3
					1	1	2	5 to 7	6.2
			2		1	1	2	3 to 7	5.2
verage Rating Exclu	dina Self	5.7	l Averac	ae Rating Inclu	dina Self	5.7	1		
verage nating Exercis	anig sen	5.7	, , , , ,	je nating mera	anig sen	3.7	_		
ar understanding o	f the organisatio	on's current issu	ues						
Not Observed	Not Much						Great Deal	Range	Average
	1	2	3	4	5	6	7		
						1			6.0
						1			6.0
				1		1	1	4 to 7	5.7
						1	3	6 to 7	6.8
					1	3	2	5 to 7	6.2
verage Rating Evolu	dina Self	6.2	l Averac	ne Rating Inclu	dina Self	6.1	7		
verage Nating Exclus	allig Scil	0.2] Averag	je nating meta	anig sen	0.1	J		
out the organisation	n's future plans v	vith enthusiasr	n						
out the organisation Not Observed	n's future plans v	vith enthusiasr	n				Great Deal	Range	Average
		vith enthusiasr 2	m 3	4	5	6	Great Deal	Range	Average
	Not Much			4	5	6		Range	Average 5.0
	Not Much			4		6		Range	
	Not Much			4				Range 4 to 7	5.0
	Not Much						7	·	5.0 6.0
	Not Much					1	7	4 to 7	5.0 6.0 6.0
Not Observed	Not Much 1		3	1	1	1 1 1	2 3	4 to 7 6 to 7	5.0 6.0 6.0 6.8
	Not Much 1	2	3	1	1	1	2 3	4 to 7 6 to 7	5.0 6.0 6.0 6.8
Not Observed verage Rating Exclusives performance an	Not Much 1 ding Self	6.2	3	1	1	1 1 1	2 3 3 3	4 to 7 6 to 7 4 to 7	5.0 6.0 6.0 6.8 6.0
Not Observed	Not Much 1 ding Self delivery of out Not Much	6.2	3 Averag	1 1 ge Rating Inclu	1 1 ding Self	1 1 1 6.0	7 2 3 3 3	4 to 7 6 to 7	5.0 6.0 6.0 6.8 6.0
Not Observed verage Rating Exclusives performance an	Not Much 1 ding Self	6.2	3	1	1	6.0	2 3 3 3	4 to 7 6 to 7 4 to 7	5.0 6.0 6.0 6.8 6.0
Not Observed verage Rating Exclusives performance an	Not Much 1 ding Self delivery of out Not Much	6.2	3 Averag	1 1 ge Rating Inclu	1 ding Self	1 1 1 6.0	7 2 3 3 3	4 to 7 6 to 7 4 to 7	5.0 6.0 6.0 6.8 6.0 Average
Not Observed verage Rating Exclusives performance an	Not Much 1 ding Self delivery of out Not Much	6.2	3 Averag	1 1 ge Rating Inclu	1 1 ding Self	6.0	7 2 3 3 3 3 Great Deal 7	4 to 7 6 to 7 4 to 7	5.0 6.0 6.0 6.8 6.0 Average
Not Observed verage Rating Exclusives performance an	Not Much 1 ding Self delivery of out Not Much	6.2	3 Averag	1 1 ge Rating Inclu	1 ding Self	6.0	7 2 3 3 3	4 to 7 6 to 7 4 to 7	5.0 6.0 6.0 6.8 6.0 Average
Not Observed verage Rating Exclusives performance an	Not Much 1 ding Self delivery of out Not Much	6.2	3 Averag	1 1 ge Rating Inclu	1 ding Self	6.0	7 2 3 3 3 3 Great Deal 7	4 to 7 6 to 7 4 to 7	5.0 6.0 6.0 6.8 6.0 Average
Not Observed verage Rating Exclusives performance an	Not Much 1 ding Self delivery of out Not Much	6.2	3 Averag	1 1 ge Rating Inclu	1 ding Self	6.0	7 2 3 3 3 3 Great Deal 7 1	4 to 7 6 to 7 4 to 7 Range	6.0 6.8 6.0 Average 6.0 5.0 6.3
	verage Rating Exclude their team's activity. Not Observed verage Rating Excluder understanding of Not Observed	verage Rating Excluding Self stheir team's activity to make sure it Not Observed Not Much 1 verage Rating Excluding Self verage Rating Excluding Self Not Observed Not Much	their team's activity to make sure it is in line with Not Observed Not Much 1 2 Verage Rating Excluding Self 5.7 Verage Rating Excluding Self 5.7 Par understanding of the organisation's current issued Not Much 1 2	1 verage Rating Excluding Self stheir team's activity to make sure it is in line with the organisati Not Observed Not Much 1 2 verage Rating Excluding Self 5.7 Average Average Rating Excluding Self 5.7 Average Not Observed Not Much 1 2 3	verage Rating Excluding Self 5.9 Average Rating Inclusive to make sure it is in line with the organisation's goals Not Observed Not Much 1 2 3 4 Verage Rating Excluding Self 5.7 Average Rating Inclusive ar understanding of the organisation's current issues Not Observed Not Much 1 2 3 4 1 1 1 1 1 1 1 1 1 1 1 1	verage Rating Excluding Self Stheir team's activity to make sure it is in line with the organisation's goals Not Observed Not Much 1 2 3 4 5 Verage Rating Excluding Self Average Rating Including Self	their team's activity to make sure it is in line with the organisation's goals Not Observed Not Much 1 2 3 4 5 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Average Rating Excluding Self Stein team's activity to make sure it is in line with the organisation's goals Not Observed Not Much Stream Rating Excluding Self Not Observed Not Much Stream Rating Excluding Self Not Observed Not Much Stream Rating Excluding Self Not Observed Not Much Stream Rating Excluding Self Not Observed Not Much Stream Rating Excluding Self Stream Rating Excluding Self Stream Rating Excluding Self Stream Rating Including	

Overall Rating on Competency

© S Hamilton-Gill & ©Thomas International UK Limited 2012 - 2021

6.0

Excluding Self Including Self



Qualitative Section - Questions

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasised, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

What two strengths do you perceive this participant to display, and how have you observed them being demonstrated in the workplace?

- · commercial acumen challenges status quo
- The participant is very articulate in putting their point of view forward with a high level of credibility They have a good understanding of retirement living which is evident in their presentations
- 1) Knowledgeable and experienced in retirement living and construction. There isn't a lot that John doesn't know about these two areas 2) Authentic Leadership Style - John is always himself which is nice to see, it makes him a person that the team relate to and want to work for.
- John has been straightforward and open since he joined the company and acted decisively to change senior team when needed. John clearly wishes the company to grow and succeed and this is well communicated to all which help creates a positive team ethos within the company.
- 1. John is highly credible and decisive. He is super smart and will quickly work through a problem openly and with the input of his team to make decisions. 2. John is a leader that really cares about people. He accepts that as people no one is perfect and looks for ways to get the best from people. He is really tuned into values and culture and wants the organisation he leads to have a positive impact on people's lives.
- John is very creative and an excellent problem solver with a strong eye on customer satisfaction. If a customer for
 example wishes to buy a property but is held back by design, John had found solutions through creative retro fit ideas to
 make it work for the customer
- · has a great vision for the business and believes in the the core values communicates effectively across the group
- openness John is very engaging and easy to talk to, when presenting he holds the room and is fluid in his thought. It
 does not matter who John is engaging with everyone feels like he is talking to them individuality John is a unique in his
 style, he appears very laid back but his mind is always in top gear, he is comfortable talking social activities one minute
 to immediately going to discussing high finance being able to bridge that gap is a rare trait in a CEO and is a skill he
 should retain
- Only worked with JD for a short time but he has implemented changes quickly, approachable, personable and listens to all points of view.
- Positive attitude has shown commitment and passion about the company and what his vision is Decision making very quick to respond and approve items or offer alternative ideas and suggestions
- John has a clear vision of the companies objectives and the company ethos. He demonstrates and communicates both personally and when presenting at meetings.
- leadership & amp; communication
- John is very passionate about the values, and always weaves it into a conversation with the team. Reinforces our commitment to the Values. John is very knowledgeable about construction- I've learned a fair deal from him about what's happening in the market, how financing works. He does his best not to create a panic situation- generally will say this is normal in construction, and the team find it reassuring. His background in Sales is definitely a benefit.
- 1) Has proven leadership qualities which have been demonstrated since he joined. 2) John communicates very well. Not afraid to make a decision.
- Strength of purpose. Will try very hard to see things through. Enthusiasm. Will always be positive and find a way through.



Qualitative Section - Questions

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasised, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

What two areas do you believe the participant could develop to make them more effective within the organisation?

- greater listening skills
- · To create better relationships with the senior team to support the growth To engage more with the executive team
- 1) Thinking before doing taking time to think about comments / courses of action before jumping in. 2) Maintaining a professional line as CEO and being aware that you are always on show.
- John has significant role at Acme Manufacturing Ltd and needs to be visible in the organisation. This will require a
 structure to ensure that everyone pulls in the same strategic direction. John has a strong character which he needs to
 have but he may need to consider how to ease back when influencing upwards to avoid friction and in then in a different
 way to encourage ideas and feedback from more junior colleagues.
- 1. Taking more time to make certain decisions. There are often decisions that get made that are changed or rolled back. Whilst this is just a fact of life (not changing position also doesn't work) i cant help but think that we can chop and change too often with certain things and it can cause confusion in the teams. 2. John works at a fast pace and this can sometimes be a bit chaotic making sure that those that do the work have everything that they need to make things happen is important.
- I think direct involvement with the owners would be useful, however this isn't possible at the moment because we do
 not actually have any owners, but would be something for the very near future, and maybe a employee recognition
 scheme
- have weekly catch ups with land director be more available ensure pre construction and planning involve land team
 throughout the whole process Pre construction and planning team to take on all responsibility of planning matters which
 should include keeping up to date with local plans, polices, cil, planning applications
- togetherness John is very open and easy to talk and relate to, however when is a group situation John tends to
 dominate the discussion, when others try to interject John listens but cuts across people not in a nasty way but you see
 people shut down and then cease to participate in the discussion. John should put ideas out there and let the team flow
 individuality where as this is one of Johns' strengths it is also something which could turn people off, John can be too
 laid back and appear disinterested i am sure that is not the case but to the wider audience this may be off putting keep
- team members aware of weekly / daily location.
- · More open about the future of the company to reassure the team Visit site more and be more visible
- Areas to develop would be to understand and act upon the reasons for high team member turnover. The second area
 would be to understand weaknesses or areas of development for team members and to act upon them by support or
 mentoring.

- · John is very self-aware- he knows and clearly articulates his own areas of development.
- 1) Be more visible. We don't see or hear from John enough. We are small company that needs more attention. Use your position and personality to exert a more positive influence considering company morale has been low. 2) Quite often looks agitated. Perhaps un-interested at times.
- Oversharing. Sometimes its best to restrict the audience when expressing thoughts-especially about others and the state of the business. Quick to judge. Can pigeon hole people. Sometimes people are reacting to the position you are in and may not come across properly. Don't stick with people just out of a fear of losing information, employ them if they are good at their job-nothing else.



Personal Development Plan

Record your development needs and goals.

Use this page to outline your key development objectives identified as a result of your 360 report.

Competence	
Development need	
How to achieve this	
Target date	
Competence	
Development need	
How to achieve this	
Target date	
Competence	
Development need	
How to achieve this	
Target date	



