



# 360 Degree Feedback Report

28 February 2009

Thomas Sample

Thomas Sales Questionnaire

Private & Confidential

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# Introduction

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This confidential 360 degree feedback report has been designed to provide you with a detailed analysis of the information received from various individuals and collated by Thomas360.

Relationship	Defined	Completed
Self	1	1
Manager	1	1
Peer	2	2
Team	2	2
Customer	2	2

If the number of responses that were returned is less than the expected 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 9 competency categories:

- Organisation
- Team Working
- Drive
- Strategic Awareness
- Professional Excellence
- Customer Focus
- Impact
- Communication
- Influence

The analysis of the 45 statements linked to the above identifies the average rating for each competency category (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, respectively.

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

# Understanding your 360 Degree Feedback Report

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## Primary Objectives of the Report

Single sourced feedback is rarely comprehensive enough to be regarded as robust and of good quality. Where staff are regarded as empowered to do their own jobs and interact effectively with others, managers are regarded as a 'coach' to help and guide staff to obtain high levels of performance.

360 degree feedback is becoming increasingly popular in linking good quality feedback with maintaining and improving performance forming 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.

## The purpose of 360 degree feedback

- To develop an awareness of your perceived behaviour within the workplace.
- To focus on changes that you need to make in order to develop.
- 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.

This report is a compilation of all the questionnaires that you distributed to people that you work with.

# Ratings against each of the 9 competency categories

Explanation of the following tables

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

Each statement has a summary of the distribution of scores from Self, Manager, Peers, Team, Customers and Others as applicable. 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 - Satisfactory - the participant is meeting a satisfactory 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/Not Applicable" has been selected it is excluded when calculating the average score.
2. The average rating for each respondent group is displayed to one decimal place.
3. The statement average is the calculated weighted average rating of each respondent group. The left-hand total box displays the average excluding self; the right-hand total box displays the average including self.
4. The competency average is calculated from the weighted statement averages (2). If a statement is not observed by anybody then it is not included in the competency average.

Establishes a compelling vision									Range	Average
Not Observed	Not Much			Great Deal						
	1	2	3	4	5	6	7			
Self	1							1		6.0
Manager					1					5.0
Peer				1	1				4 to 5	4.5
Team					1			1	5 to 7	6.0
Average Rating excluding self									5.2	5.4

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Overall Rating on Competency Category      Excluding Self      Including Self

4.3      4.4

# Impact

Establishes credibility quickly										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					5.0
Manager		1									1.0
Peer				1	1					3 to 4	3.5
Team					1			1		4 to 7	5.5
Customer				1	1					3 to 4	3.5
Average Rating Excluding Self										<b>3.4</b>	<b>3.7</b>

Builds rapport easily										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self			1								2.0
Manager								1			7.0
Peer					1		1			4 to 6	5.0
Team					1	1				4 to 5	4.5
Customer			1		1					2 to 4	3.0
Average Rating Excluding Self										<b>4.9</b>	<b>4.3</b>

Achieves win-win outcomes										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					5.0
Manager					1						4.0
Peer						1	1			5 to 6	5.5
Team				1			1			3 to 6	4.5
Customer					1		1			4 to 6	5.0
Average Rating Excluding Self										<b>4.8</b>	<b>4.8</b>

Displays enthusiasm and commitment										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						4.0
Manager			1								2.0
Peer		1		1						1 to 3	2.0
Team		1			1					1 to 4	2.5
Customer			2								2.0
Average Rating Excluding Self										<b>2.1</b>	<b>2.5</b>

Gains a reputation for reliability										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self				1							3.0
Manager					1						4.0
Peer				1					1	3 to 7	5.0
Team							1	1		6 to 7	6.5
Customer			1			1				2 to 5	3.5
Average Rating Excluding Self										<b>4.8</b>	<b>4.4</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.0</b>	<b>3.9</b>

# Influence

Makes customers feel good about a purchase										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						4.0
Manager							1				6.0
Peer				2							3.0
Team		1			1					1 to 4	2.5
Customer				1					1	3 to 7	5.0
Average Rating Excluding Self										<b>4.1</b>	<b>4.1</b>

Sells the company's track record										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self	1										0
Manager							1				6.0
Peer					1	1				4 to 5	4.5
Team						1	1			5 to 6	5.5
Customer				1			1		1	3 to 6	4.5
Average Rating Excluding Self										<b>5.1</b>	<b>5.1</b>

Deals effectively with customers' objections										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self									1		7.0
Manager									1		7.0
Peer							1	1		6 to 7	6.5
Team		1	1							1 to 2	1.5
Customer				1		1				3 to 5	4.0
Average Rating Excluding Self										<b>4.8</b>	<b>5.2</b>

Demonstrates self-confidence										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self									1		7.0
Manager									1		7.0
Peer				1					1	3 to 7	5.0
Team			1		1					2 to 4	3.0
Customer						1	1			5 to 6	5.5
Average Rating Excluding Self										<b>5.1</b>	<b>5.5</b>

Influences the customer's key decision makers										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self	1										0
Manager									1		7.0
Peer				1			1			3 to 6	4.5
Team						2					5.0
Customer						1	1			5 to 6	5.5
Average Rating Excluding Self										<b>5.5</b>	<b>5.5</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.9</b>	<b>5.1</b>

# Communication

Clarifies their understanding of the buyer's requirements									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self		1								2.0
Manager		1								2.0
Peer					1	1			4 to 5	4.5
Team		1					1		1 to 6	3.5
Customer					1	1			4 to 5	4.5
Average Rating Excluding Self									<b>3.6</b>	<b>3.3</b>

Is an articulate verbal communicator									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self			1							3.0
Manager			1							3.0
Peer			1	1					3 to 4	3.5
Team		1						1	1 to 7	4.0
Customer			1					1	2 to 7	4.5
Average Rating Excluding Self									<b>3.8</b>	<b>3.6</b>

Picks up nonverbal signals from customers									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self					1					5.0
Manager			1							3.0
Peer					2					4.0
Team	1	1								1.0
Customer			1				1		2 to 6	4.0
Average Rating Excluding Self									<b>3.0</b>	<b>3.4</b>

Can write effective sales proposals									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self		1								2.0
Manager				1						4.0
Peer					1	1			4 to 5	4.5
Team							1	1	6 to 7	6.5
Customer			1			1			3 to 5	4.0
Average Rating Excluding Self									<b>4.8</b>	<b>4.2</b>

Listens actively without interrupting									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1				6.0
Manager						1				6.0
Peer					1	1			4 to 5	4.5
Team						1		1	5 to 7	6.0
Customer			1			1			3 to 5	4.0
Average Rating Excluding Self									<b>5.1</b>	<b>5.3</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.1</b>	<b>4.0</b>

# Team Working

Inspires commitment to making the team a success										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self				1							3.0
Manager							1				6.0
Peer				1		1				3 to 5	4.0
Team		1				1				1 to 5	3.0
Customer						1	1			5 to 6	5.5
Average Rating Excluding Self										<b>4.6</b>	<b>4.3</b>

Shares expertise and information willingly										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						4.0
Manager		1									1.0
Peer						1	1			5 to 6	5.5
Team			2								2.0
Customer	1				1						4.0
Average Rating Excluding Self										<b>3.1</b>	<b>3.3</b>

Encourages everyone in the organisation to view themselves as part of one team										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self			1								2.0
Manager									1		7.0
Peer					1	1				4 to 5	4.5
Team					1				1	4 to 7	5.5
Customer					1	1				4 to 5	4.5
Average Rating Excluding Self										<b>5.4</b>	<b>4.7</b>

Offers help and support to all members of the team										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self							1				6.0
Manager				1							3.0
Peer				1		1				3 to 5	4.0
Team	1			1							3.0
Customer					1		1			4 to 6	5.0
Average Rating Excluding Self										<b>3.8</b>	<b>4.2</b>

Shares credit for sales successes										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						4.0
Manager									1		7.0
Peer				1		1				3 to 5	4.0
Team		1				1				1 to 5	3.0
Customer			1				1			2 to 6	4.0
Average Rating Excluding Self										<b>4.5</b>	<b>4.4</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.3</b>	<b>4.2</b>

# Organisation

Completes administration on time									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self					1					4.0
Manager							1			6.0
Peer					1	1			4 to 5	4.5
Team					2					4.0
Customer	1			1						3.0
Average Rating Excluding Self									<b>4.4</b>	<b>4.3</b>

Ensures promises and obligations to customers are fulfilled on time									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager						1				5.0
Peer						2				5.0
Team	1		1							2.0
Customer				1	1				3 to 4	3.5
Average Rating Excluding Self									<b>3.9</b>	<b>4.1</b>

Identifies actions to achieve sales targets									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self			1							2.0
Manager			1							2.0
Peer			1			1			2 to 5	3.5
Team						2				5.0
Customer			1			1			2 to 5	3.5
Average Rating Excluding Self									<b>3.5</b>	<b>3.2</b>

Monitors the achievement of sales targets									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self					1					4.0
Manager			1							2.0
Peer					1	1			4 to 5	4.5
Team		1			1				1 to 4	2.5
Customer				1				1	3 to 7	5.0
Average Rating Excluding Self									<b>3.5</b>	<b>3.6</b>

Sets challenging but realistic targets									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Peer				1			1		3 to 6	4.5
Team					1		1		4 to 6	5.0
Customer			1		1				2 to 4	3.0
Average Rating Excluding Self									<b>4.1</b>	<b>4.3</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>3.9</b>	<b>3.9</b>

# Drive

Demonstrates persistence in the face of difficulties									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self			1						3.0	
Manager			1						3.0	
Peer					1	1			5 to 6 5.5	
Team			1	1					3 to 4 3.5	
Customer									3.0	
Average Rating Excluding Self									<b>3.8</b>	<b>3.6</b>

Keeps focused under pressure									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1			6.0	
Manager						1			5.0	
Peer				1	1				4 to 5 4.5	
Team					1		1		5 to 7 6.0	
Customer					2				5.0	
Average Rating Excluding Self									<b>5.1</b>	<b>5.3</b>

Displays drive and determination									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self					1				5.0	
Manager							1		7.0	
Peer			1		1				3 to 5 4.0	
Team				1		1			4 to 6 5.0	
Customer		1			1				2 to 5 3.5	
Average Rating Excluding Self									<b>4.9</b>	<b>4.9</b>

Is focused on results									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self				1					4.0	
Manager			1						3.0	
Peer					1		1		4 to 7 5.5	
Team					1		1		4 to 6 5.0	
Customer					2				4.0	
Average Rating Excluding Self									<b>4.4</b>	<b>4.3</b>

Identifies areas for new opportunities									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self			1						3.0	
Manager		1							1.0	
Peer					1	1			4 to 5 4.5	
Team						2			5.0	
Customer				2					3.0	
Average Rating Excluding Self									<b>3.4</b>	<b>3.3</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.3</b>	<b>4.3</b>

# Strategic Awareness

Facilitates relationships between external and internal customers									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1							2.0
Peer							2			6.0
Team			1				1			4.0
Customer					1	1				4.5
Average Rating Excluding Self									4.1	4.5

Ensures up-to-date information is held on customers and competitors									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self					1					4.0
Manager							1			6.0
Peer				2						3.0
Team		1				1				3.0
Customer			1	1						2.5
Average Rating Excluding Self									3.6	3.7

Takes calculated risks when making strategic decisions									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self								1		7.0
Manager								1		7.0
Peer				1		1				4.0
Team			1						1	4.5
Customer				1			1			4.5
Average Rating Excluding Self									5.0	5.4

Recognises the need to continually improve products and services									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self								1		7.0
Manager					1					4.0
Peer				1			1			4.5
Team			1				1			4.0
Customer					2					4.0
Average Rating Excluding Self									4.1	4.7

Capitalises on competitor's weaknesses									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self					1					4.0
Manager						1				5.0
Peer				1		1				4.0
Team				1		1				4.0
Customer					1		1			5.0
Average Rating Excluding Self									4.5	4.4

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.3</b>	<b>4.5</b>

# Professional Excellence

Continually seeks to improve their expertise									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager		1								1.0
Peer						1	1		5 to 6	5.5
Team		1					1		1 to 6	3.5
Customer				2						3.0
Average Rating Excluding Self									3.2	3.6

Demonstrates in depth understanding of product range									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self				1						3.0
Manager				1						3.0
Peer		1				1			1 to 5	3.0
Team	1	1								1.0
Customer		1	1						1 to 2	1.5
Average Rating Excluding Self									2.1	2.3

Seeks high quality referrals from a variety of sources									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self					1					4.0
Manager							1			6.0
Peer				1	1				3 to 4	3.5
Team						1	1		5 to 6	5.5
Customer			1			1			2 to 5	3.5
Average Rating Excluding Self									4.6	4.5

Accepts constructive feedback positively									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self								1		7.0
Manager			1							2.0
Peer						2				5.0
Team		1						1	1 to 7	4.0
Customer						2				5.0
Average Rating Excluding Self									4.0	4.6

Recognises closing opportunities									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self								1		7.0
Manager						1				5.0
Peer				1		1			3 to 5	4.0
Team							1	1	6 to 7	6.5
Customer					1		1		4 to 6	5.0
Average Rating Excluding Self									5.1	5.5

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	3.8	4.1

# Customer Focus

Builds partnership relationships with the customer									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self					1					4.0
Manager							1			6.0
Peer							1	1	6 to 7	6.5
Team			1					1	2 to 7	4.5
Customer					1		1		4 to 6	5.0
Average Rating Excluding Self									<b>5.5</b>	<b>5.2</b>

Gains customers' trust and respect									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self				1						3.0
Manager		1								1.0
Peer							1	1	6 to 7	6.5
Team					1			1	4 to 7	5.5
Customer				1	1				3 to 4	3.5
Average Rating Excluding Self									<b>4.1</b>	<b>3.9</b>

Ensures that customer needs remain a priority against all other drivers									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self				1						3.0
Manager					1					4.0
Peer						2				5.0
Team			1				1		2 to 6	4.0
Customer				1	1				3 to 4	3.5
Average Rating Excluding Self									<b>4.1</b>	<b>3.9</b>

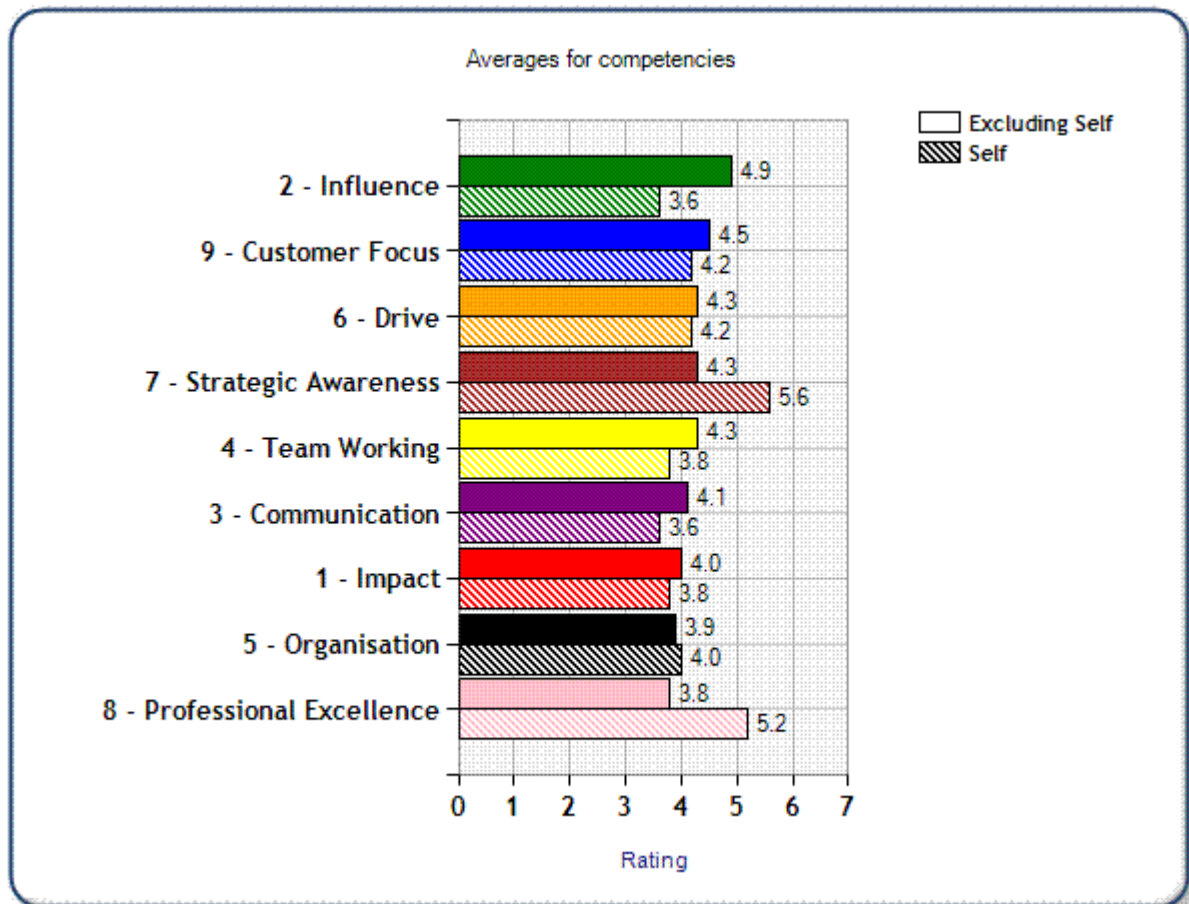
Proactively asks for feedback from customers									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1						3.0
Peer				1		1			3 to 5	4.0
Team							1	1	6 to 7	6.5
Customer				1		1			3 to 5	4.0
Average Rating Excluding Self									<b>4.4</b>	<b>4.5</b>

Responds flexibly to customers' needs									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Peer				1		1			3 to 5	4.0
Team							1	1	6 to 7	6.5
Customer			1			1			2 to 5	3.5
Average Rating Excluding Self									<b>4.2</b>	<b>4.6</b>

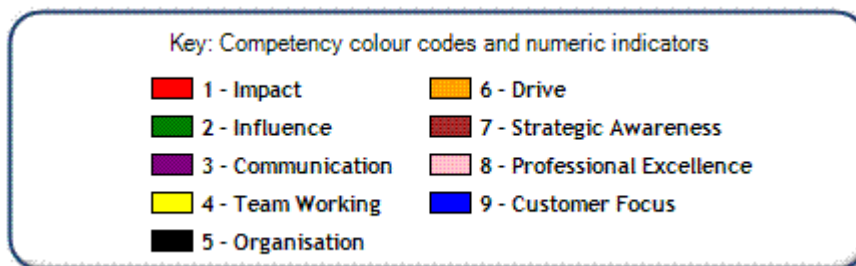
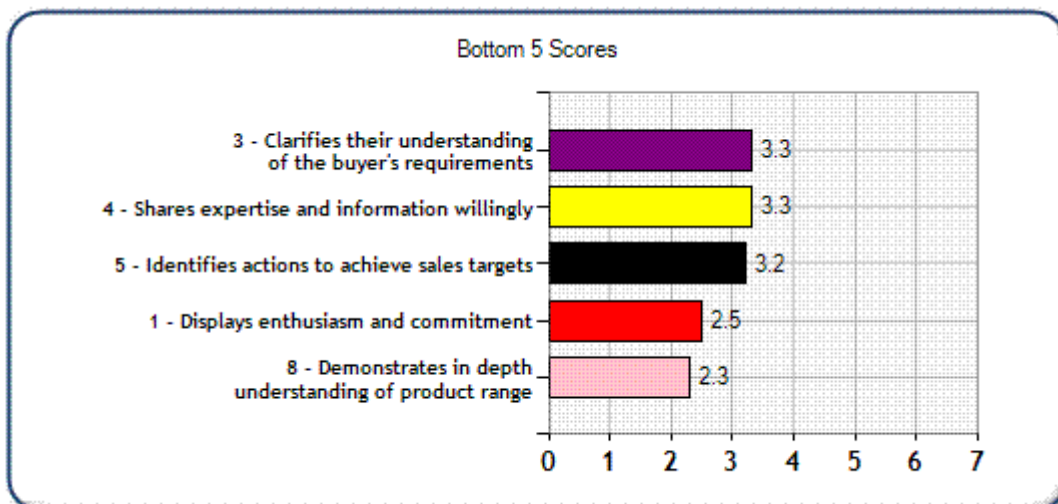
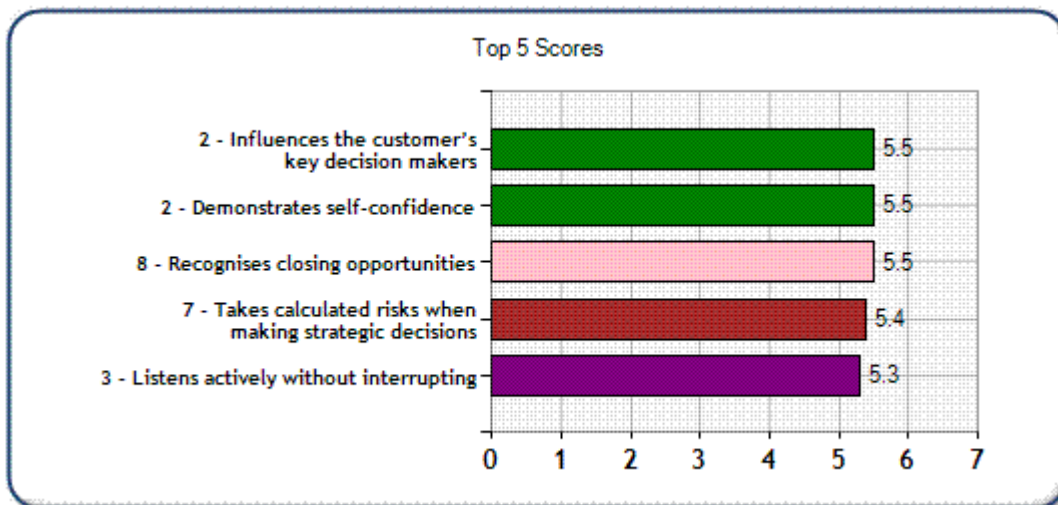
	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.5</b>	<b>4.4</b>

## Averages for competencies

The table below summarises the scores of your 360 feedback against each of the 9 competency categories. The higher the score the greater the perception that you display the behaviour. Competencies are ordered so that the competency with the highest average score (excluding self) is listed at the top.



## A graph of the top 5 and bottom 5 statement averages



## Summary of level of importance of each competency for job role

The following table summarises how you rate the importance of the competency for your job role. You will also see how your perception compares with other people that have given you feedback.

Competencies	Ranking						Rating
	1 = Most Important   9 = Least Important						
	Self	Manager	Peer	Team	Customer	Avg	
Influence	1	4	1	1	1	1.9	4.9
Communication	2	1	7	6	2	3.6	4.1
Impact	6	3	9	2	3	5.0	4.0
Professional Excellence	7	2	3	7	3	5.1	3.8
Strategic Awareness	5	6	3	4	6	5.3	4.3
Customer Focus	9	7	2	2	6	5.7	4.5
Organisation	4	5	8	7	6	6.0	3.9
Team Working	3	9	3	9	5	6.1	4.3
Drive	8	8	3	4	6	6.3	4.3

Ranking and Rating Comparison - Compare the Competency Rankings with your Competency Ratings. Your ratings are shown in the far right-hand column. The highest ranking competencies are at the top of the table. High ranking competencies alongside high rating indicates your key skills are well matched with the priorities in your current job role. Low ratings alongside high rankings indicates potentially high priority development areas.

Ranking Differences - Cells highlighted indicate areas with greatest difference in priority ranking between self and other respondent groups. Areas with large differences between ranking of competencies between yourself and other respondents often indicate a need to discuss the priorities of your role with those whom you work alongside. Large differences often indicate potential areas of tension or misunderstanding.

## Qualitative Observations

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### Key strengths and how they are observed in the workplace.

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.

Responses that were given

- He is good at building relationships with clients and keeping them on board.
- A real "go getter".
- Resilience - a more appropriate word than thick-skinned. Tom seems impervious to what people think about him - a very necessary attribute in this line of work. It enables him to "ask the question" far more easily - he's not intimidated by anybody.
- Persistent in obtaining an outcome for projects nearing completion.
- Top results three months in a row - says it all - doesn't it? Other sales reps should watch and learn how it's done by an expert.
- Can influence other people to his way of thinking and overcome objections while staying in control.
- There is no doubt Tom achieves sales targets regularly.
- Tom is excellent at understanding the clients needs quickly.
  
- Tom never misses a closing opportunity.
- Results oriented
- Never misses a quick win.
- Excellent sales record!
- I believe that self-belief is everything in sales. Without it I would never keep on getting the consistently high results that I do.
- Tom continually exceeds his sales targets.
- Persistence
- Can sell ice to the eskimos!

## Qualitative Observations

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### Areas for development that would make you more effective in your role.

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.

Responses that were given

- Keeps his expertise to himself - not sure if this is deliberate or because he just doesn't see the need.
- Team working
- His idea of team work is what everyone else does for him. Needs to reciprocate by being more helpful to others and to give time to supporting others.
- Getting reports and information down through the ranks in a timely fashion, so that we are able to complete our tasks on time too.
- If he could share information during the sales process, as I am sure Tom feels his clients are able to be poached by other members of the sales team, which is not the case.
- Tom appears to be disorganised and often leaves things to the last minute. This impacts on the rest of the team as he then adds pressure to our workload at the last minute. His paperwork is also frequently full of mistakes which means we waste time in processing refunds and credit notes.
- Whilst Tom achieves outstanding individual results, he needs to understand that to fulfil his clear ambition for progression into management he must focus on building relationships with other team members. It is only then that he will realise that best results are what you can achieve through others not just by yourself.
- Tom frequently lets little, but important things, slip through his fingers leaving a mess for others to tidy up later. An example of this is after sales admin - he wins the sale but forgets to make sure the order fulfilment departments are aware of customer-specific requirements - there's a space on the order form for this sort of information - if Tom were to fill it in properly lots of hassle would be saved.
  
- Team work
- Tom can come across as very arrogant and this is also manifested as appearing not to listen to other people's opinions. Maybe he could trust others to have equally valid ideas!
- Customer service
- Better internal communication
- Tom doesn't share information easily and production of his proposals are not done in a timely fashion because of this.
- Sometimes Tom is not inclined to fully analyse customer requirements - it is almost as if he will go for ANY sale rather than nothing, even if this later damages the company reputation and any opportunities for more

substantial business at a later date. Tom needs to think more on a longer term basis.

- Tom is great at dealing with immediate issues, however he needs to look at the bigger picture and the longer term. A better handle on strategic planning and time management in general would help him in this area. Sometimes he finds himself doing heroics and putting pressure on himself and those around him in situations that could be avoided if more planning had been done up front.
- I'm sure I must have some weakness somewhere, but not sure how they really impact on my roles as a sales rep. I'll devote time to learning personal touchy-feely stuff once I've got a comfortable raft of sales under my belt before I take time out for anything unessential.

# Personal Development Plan

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## Record your development needs and goals.

Use this page to outline your key development objectives identified as a result of completing this questionnaire.

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	

# Notes

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## Further Information

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### Introducing Thomas International

Over the past 25 years Thomas International has become a global provider of objective management systems and business assessment tools that help organisations recruit, retain, develop and train their people. We carry out over one million assessments for UK companies each year. We have a presence in over 60 countries and our behavioural assessment is available in 56 different languages.

We give you the tools to motivate, stimulate and encourage people in your organisation by raising people's self awareness, self esteem and confidence.

The Thomas Systems provide accurate, valid and objective assessments that enable employers to understand and develop the full potential of their people. We supply HR professionals, managers, and leaders with the tool and training to motivate, engage and coach individuals.

### Thomas360

Thomas International always welcome feedback about the style and content of the report.

Thomas360 is maintained by Thomas International. If you require support regarding the system then please contact us directly on the details below:

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