



360 Degree Feedback Report

28 February 2009

Thomas Sample

Thomas Leadership Questionnaire

Private & Confidential

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Introduction

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	3	2
Team	3	2
Customer	2	0

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
- Problem Solving
- Impact
- Strategic Awareness
- Vision
- 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

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

3

Overall Rating on Competency Category Excluding Self Including Self

4.3 4.4

Vision

Displays consistency in the pursuit of the vision										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
Average Rating Excluding Self										4.0	3.8

Establishes a compelling vision										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
Average Rating Excluding Self										5.2	5.4

Is willing to assume personal risk to pursue the vision										Range	Average
Not Observed	Not Much							Great Deal			
0	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
Average Rating Excluding Self										3.3	4.0

Adapts style of communication to suit need										Range	Average
Not Observed	Not Much							Great Deal			
0	1	2	3	4	5	6	7				
Self				1							4.0
Manager					1						5.0
Peer			1		1					3 to 5	4.0
Team			1		1					3 to 5	4.0
Average Rating Excluding Self										4.3	4.2

Can accurately assess others' reactions										Range	Average
Not Observed	Not Much							Great Deal			
0	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
Average Rating Excluding Self										4.7	4.5

	Excluding Self	Including Self
Overall Rating on Competency Category	4.3	4.4

Impact

Stimulates high achievement										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self							1				
Manager							1				
Peer					1	1				4 to 5	
Team						1		1		5 to 7	
Average Rating Excluding Self										5.5	5.6

Inspires trust										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self								1			
Manager					1						
Peer				1			1			3 to 6	
Team			1				1			2 to 6	
Average Rating Excluding Self										4.2	4.9

Creates commitment										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self			1								
Manager					1						
Peer					1	1				4 to 5	
Team							1	1		6 to 7	
Average Rating Excluding Self										5.0	4.2

Treats people fairly										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self							1				
Manager			1								
Peer							2				
Team			1				1			2 to 6	
Average Rating Excluding Self										4.0	4.5

Resolves conflicts in a constructive manner										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self			1								
Manager								1			
Peer					1	1				4 to 5	
Team					1			1		4 to 7	
Average Rating Excluding Self										5.7	4.8

	Excluding Self	Including Self
Overall Rating on Competency Category	4.9	4.8

Influence

Keeps relevant parties informed and up to date										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				1 to 5	3.0
Team	1	1									1.0
Average Rating Excluding Self										2.3	2.5

Develops networks										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				2 to 5	3.5
Team						2					5.0
Average Rating Excluding Self										3.5	3.1

Shares expertise and information willingly										Range	Average
	Not Observed		Not Much					Great Deal			
	0	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
Average Rating Excluding Self										5.5	5.5

Gains cooperation from others										Range	Average
	Not Observed		Not Much					Great Deal			
	0	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
Average Rating Excluding Self										4.5	4.6

Demonstrates self-confidence										Range	Average
	Not Observed		Not Much					Great Deal			
	0	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
Average Rating Excluding Self										5.5	4.6

	Excluding Self	Including Self
Overall Rating on Competency Category	4.3	4.1

Communication

Has good listening skills										Range	Average
Not Observed 0	Not Much					Great Deal					
	1	2	3	4	5	6	7				
Self					1						
Manager			1								
Peer			1		1					3 to 5	4.0
Team							1	1		6 to 7	6.5
Average Rating Excluding Self										4.5	4.6

Questions others										Range	Average
Not Observed 0	Not Much					Great Deal					
	1	2	3	4	5	6	7				
Self		1									
Manager		1									2.0
Peer				1	1					4 to 5	4.5
Team		1						1		1 to 6	3.5
Average Rating Excluding Self										3.3	3.0

Is an articulate verbal communicator										Range	Average
Not Observed 0	Not Much					Great Deal					
	1	2	3	4	5	6	7				
Self					1						
Manager									1		7.0
Peer			1		1					3 to 5	4.0
Team				1				1		4 to 6	5.0
Average Rating Excluding Self										5.3	5.2

Can communicate in writing effectively										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
Average Rating Excluding Self										3.7	4.5

Demonstrates positive body language										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 5	3.0
Average Rating Excluding Self										4.0	4.0

	Excluding Self	Including Self
Overall Rating on Competency Category	4.2	4.3

Team Working

Inspires extra effort										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					
Manager		1									
Peer				1	1					3 to 4	
Team					1			1		4 to 7	
Average Rating Excluding Self										3.3	3.8

Provides public recognition of team member contributions										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					
Manager						1					
Peer						2					
Team	1		1								
Average Rating Excluding Self										4.0	4.2

Creates a strong team identity										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self				1							
Manager					1						
Peer				1						3 to 7	
Team							1	1		6 to 7	
Average Rating Excluding Self										5.2	4.6

Establishes the need for collaboration										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self				1							
Manager				1							
Peer				1	1					3 to 4	
Team		1							1	1 to 7	
Average Rating Excluding Self										3.5	3.4

Empowers team members										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self				1							
Manager							1				
Peer				1		1				3 to 5	
Team		1				1				1 to 5	
Average Rating Excluding Self										4.3	4.0

	Excluding Self	Including Self
Overall Rating on Competency Category	4.1	4.0

Organisation

Sets challenging but realistic goals										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						
Manager				1							
Peer					1				1		
Team					1		1				
Average Rating Excluding Self										4 to 7	5.5
Average Rating Excluding Self										4 to 6	5.0
Average Rating Excluding Self										4.5	4.4

Develops specific action plans										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self	1										
Manager							1				
Peer					1	1					
Team						1	1				
Average Rating Excluding Self										4 to 5	4.5
Average Rating Excluding Self										5 to 6	5.5
Average Rating Excluding Self										5.3	5.3

Organises work efficiently										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self				1							
Manager					1						
Peer						2					
Team			1				1				
Average Rating Excluding Self										2 to 6	4.0
Average Rating Excluding Self										4.3	4.0

Implements high work standards										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self				1							
Manager		1									
Peer							1	1			
Team					1			1			
Average Rating Excluding Self										6 to 7	6.5
Average Rating Excluding Self										4 to 7	5.5
Average Rating Excluding Self										4.3	4.0

Monitors output										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						
Manager							1				
Peer							1	1			
Team			1					1			
Average Rating Excluding Self										6 to 7	6.5
Average Rating Excluding Self										2 to 7	4.5
Average Rating Excluding Self										5.7	5.2

	Excluding Self	Including Self
Overall Rating on Competency Category	4.8	4.6

Drive

Accepts responsibility for outcome of decisions										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
Average Rating Excluding Self										3.3	3.8

Takes steps to avoid obstacles										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
Average Rating Excluding Self										3.0	3.2

Is focused on results										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 5	4.0
Team			1						1	2 to 7	4.5
Average Rating Excluding Self										5.2	5.6

Manages change										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					2						4.0
Team	1	1									1.0
Average Rating Excluding Self										2.7	3.2

Deters deviations from plans										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				4 to 5	4.5
Team						2					5.0
Average Rating Excluding Self										3.5	3.4

	Excluding Self	Including Self
Overall Rating on Competency Category	3.5	3.9

Problem Solving

Distinguishes between relevant and irrelevant information easily										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
Average Rating Excluding Self										5.0	5.5

Identifies patterns or relationships from information and events										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
Average Rating Excluding Self										2.8	3.1

Uses concepts or models to analyse situations										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
Average Rating Excluding Self										2.2	2.6

Develops creative solutions to problems										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
Average Rating Excluding Self										4.7	4.8

Seeks information 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				2						3.0	
Team		1			1					1 to 4	2.5
Average Rating Excluding Self										3.8	3.9

	Excluding Self	Including Self
Overall Rating on Competency Category	3.7	4.0

Strategic Awareness

Understands how their area fits into the organisation as a whole										Range	Average
	Not Observed 0		Not Much					Great Deal			
	1	2	3	4	5	6	7				
Self				1						4 to 5	4.0
Manager						1					6.0
Peer				1	1						4.5
Team				2							4.0
Average Rating Excluding Self										4.8	4.6

Understands the strategic position of the organisation										Range	Average
	Not Observed 0		Not Much					Great Deal			
	1	2	3	4	5	6	7				
Self						1				3 to 5	6.0
Manager			1								3.0
Peer			1		1						4.0
Team						1	1				6.5
Average Rating Excluding Self										4.5	4.9

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		3 to 5	7.0
Manager					1						5.0
Peer			1		1						4.0
Team						1	1				6.5
Average Rating Excluding Self										5.2	5.6

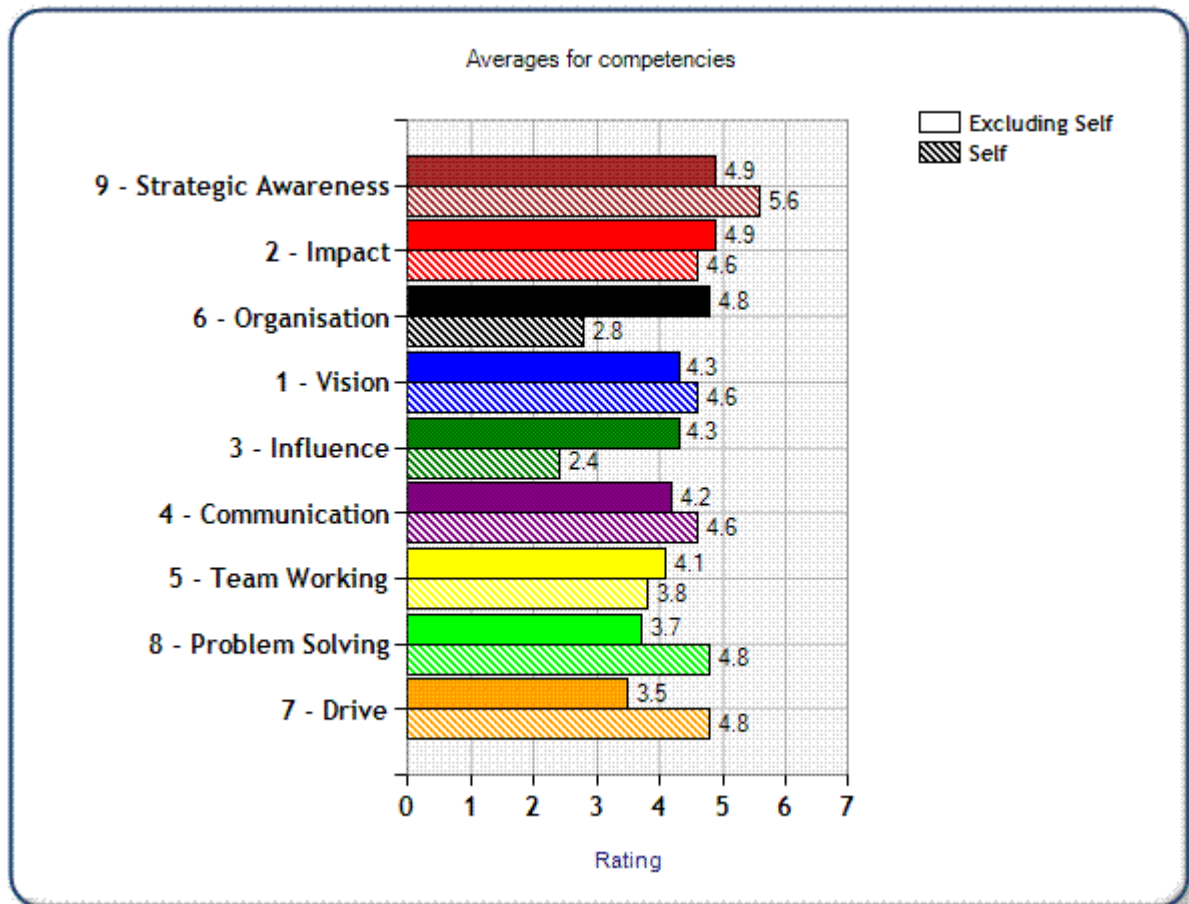
Actively seeks feedback to improve the organisation's outcomes										Range	Average
	Not Observed 0		Not Much					Great Deal			
	1	2	3	4	5	6	7				
Self				1						3 to 4	4.0
Manager						1					6.0
Peer			1	1							3.5
Team					1	1					5.5
Average Rating Excluding Self										5.0	4.8

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 to 7	7.0
Manager								1			7.0
Peer			1						1		5.0
Team		1		1							3.0
Average Rating Excluding Self										5.0	5.5

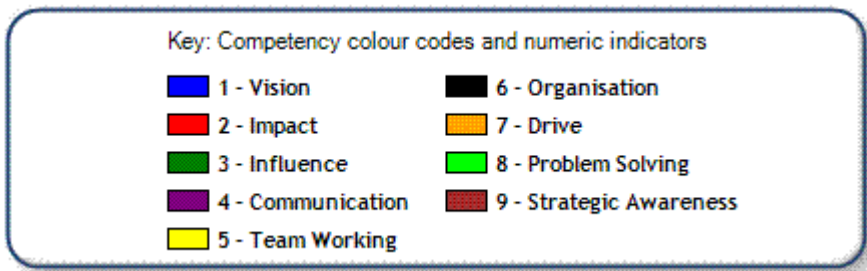
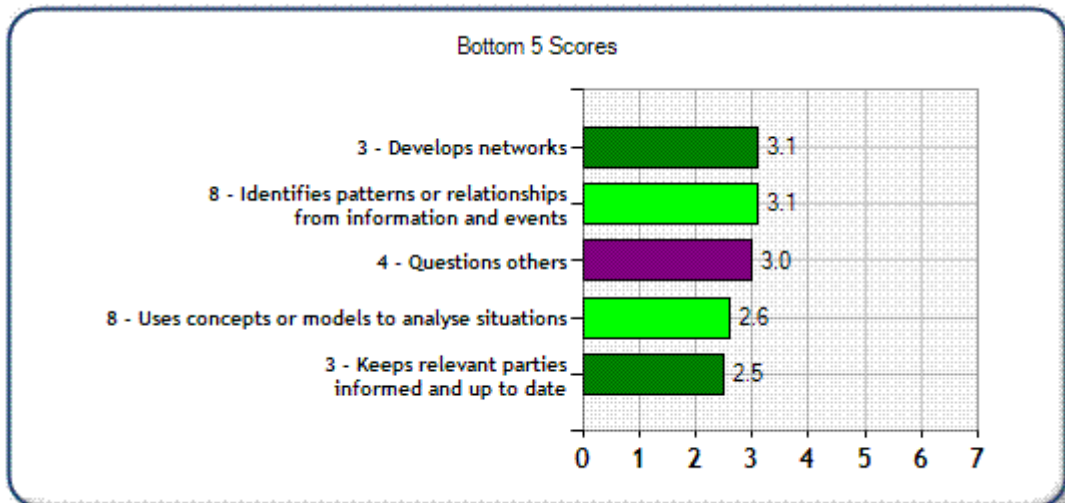
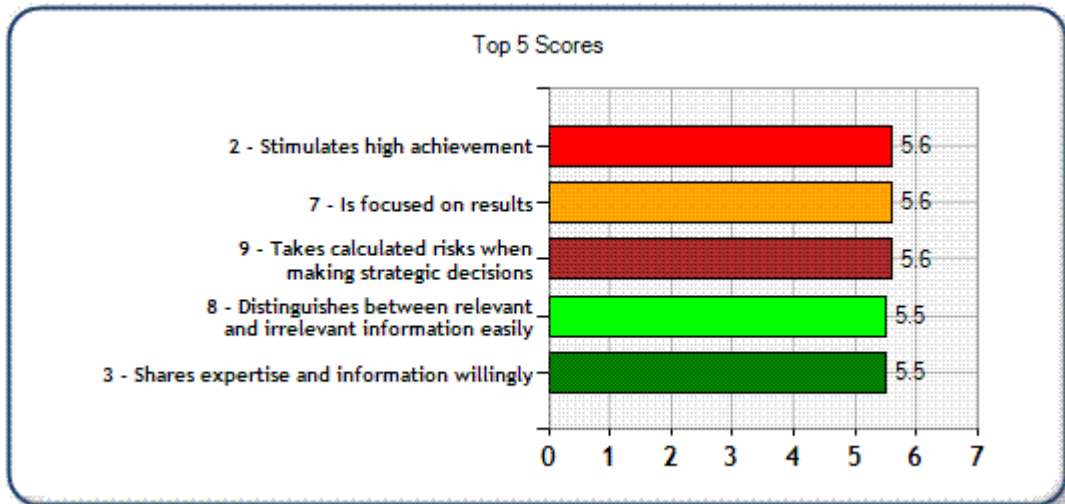
	Excluding Self	Including Self
Overall Rating on Competency Category	4.9	5.1

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 7 = High 1 = Low
	1 = Most Important 9 = Least Important					
	Self	Manager	Peer	Team	Avg	
Influence	1	4	1	1	2.0	4.3
Communication	2	1	7	6	3.5	4.2
Impact	6	3	9	2	5.0	4.9
Problem Solving	7	2	3	7	5.1	3.7
Strategic Awareness	5	6	3	4	5.1	4.9
Vision	9	7	2	2	5.6	4.3
Organisation	4	5	8	7	6.0	4.8
Team Working	3	9	3	9	6.3	4.1
Drive	8	8	3	4	6.4	3.5

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

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

- Always keeps the team informed. Tom makes sure that we are aware of any new developments likely to occur within the organisation and how they might affect the way we work.
- Good motivator
- This is a sample report and sometimes on an oral questionnaire even clever people might find things that are not properly spelled or that just don't make sense.
- Great team builder - always makes sure everyone is involved and contributing to each project.
- Tom is an extremely hard worker. He seems to live for work and very little else - good for company - possibly works too hard rather than smart.
- Think he missed his vocation on the stage! He does a really good team talk and gets his team motivated without really trying too hard.

- Gets the best out of his team even in difficult circumstances. Loyal to staff - never passes the buck. Conversely, he always gives credit where it's due. There have been a few times when team members have made a mess of things, but Tom has taken responsibility for what has happened - this sometimes makes it look like Tom is less in control than he really is, although I think most people who know that Tom operates this way. In the long term he gets a much higher standard of work from his team.
- Tom treats his team fairly and knows the strengths of each individual. He willingly shares expertise with his peer group.
- Tom communicates well with a broad range of people and is able to adapt his style.
- Manages the team very well. New team members integrated very quickly.
- I think I'm well respected by my team and colleagues.
- He has good communication skills on a one-to-one basis as well as with clients or in meetings.

Qualitative Observations

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

- When calling internal meetings more notice would be useful. And when he is going to external meetings, updating his calendar to show where and why he is out would help the department.
- Information could be submitted in a clearer format with longer lead times to turn it around.
- Could do with taking less on and doing the remainder a bit better.
- More attention to administration
- Several people have already mentioned that I need training in project management. I have tried to get on a course, but had to cancel it due to excessive workload.
- Enhanced planning

- Time management would help a great deal. He's a great bloke but is nearly always late to meetings - it's almost become a standing joke. Thing is, he often ends up chatting with colleagues in between appointments and gets engrossed in these things - and then he's late again.
- He has the untidiest desk I've ever seen. OK, not that the desk is so important - but I think it reflects his general approach to organisation. This might be because he spends so much time supporting others - he could do with giving himself more time to sort out his own paperwork before helping others.
- He does frustrate me sometimes. We drove 200 miles for a meeting, which actually turned out to be the next day - typical Tom! It'd be nice not to have to double-check all arrangements before they happen.
- It's well known that Tom is disorganised - sure he even knows it himself. However, I'm sure he's got what it takes. Tom works far too hard for his own good. He should learn to say "no" more often. Then he might stand a chance of organising himself better.
- The team would benefit from more visibility from Tom being in the office.
- More relevant planning

Personal Development Plan

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

Further Information

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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