

MANAGERVIEW360

ManagerView360 Profile for:

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PTS



Performance
Technology
Solutions

Summary Feedback Report

Introduction

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

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

Self	1
Supervisor	1
Peer	3
Direct Report	3

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Group Summary
- ✓ Competency Summary
- ✓ Behaviour Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

Competency Definitions

Communication Skills

Listening

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

Two-Way Feedback

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

Written Communication

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

Oral Communication

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

Oral Presentation

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

Vision/Goal Setting

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

Task Management Skills

Planning/Organising

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

Delegation

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

Administrative Control

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

Competency Definitions Continued

Performance Evaluation

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

Performance Management

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

Recognising/Rewarding

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

Interpersonal Skills

Team Development

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

Interpersonal Sensitivity

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

Conflict Management

Ability to negotiate and effectively resolve interpersonal differences with others.

Coaching

Ability to coach, train, and develop others.

Leadership/Influence

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

Employee Involvement

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

Competency Definitions Continued

Problem-Solving Skills

Problem Analysis

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

Decisiveness/Judgement

Ability and willingness to make high quality decisions when required.

RATING SCALE

1	To an Extremely Small Extent
2	To a Very Small Extent
3	To a Small Extent
4	To a Moderate Extent
5	To a Large Extent
6	To a Very Large Extent
7	To an Extremely Large Extent
NA	Not Observable or Not Applicable

Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **ManagerView360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorised in four distinct ways:

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

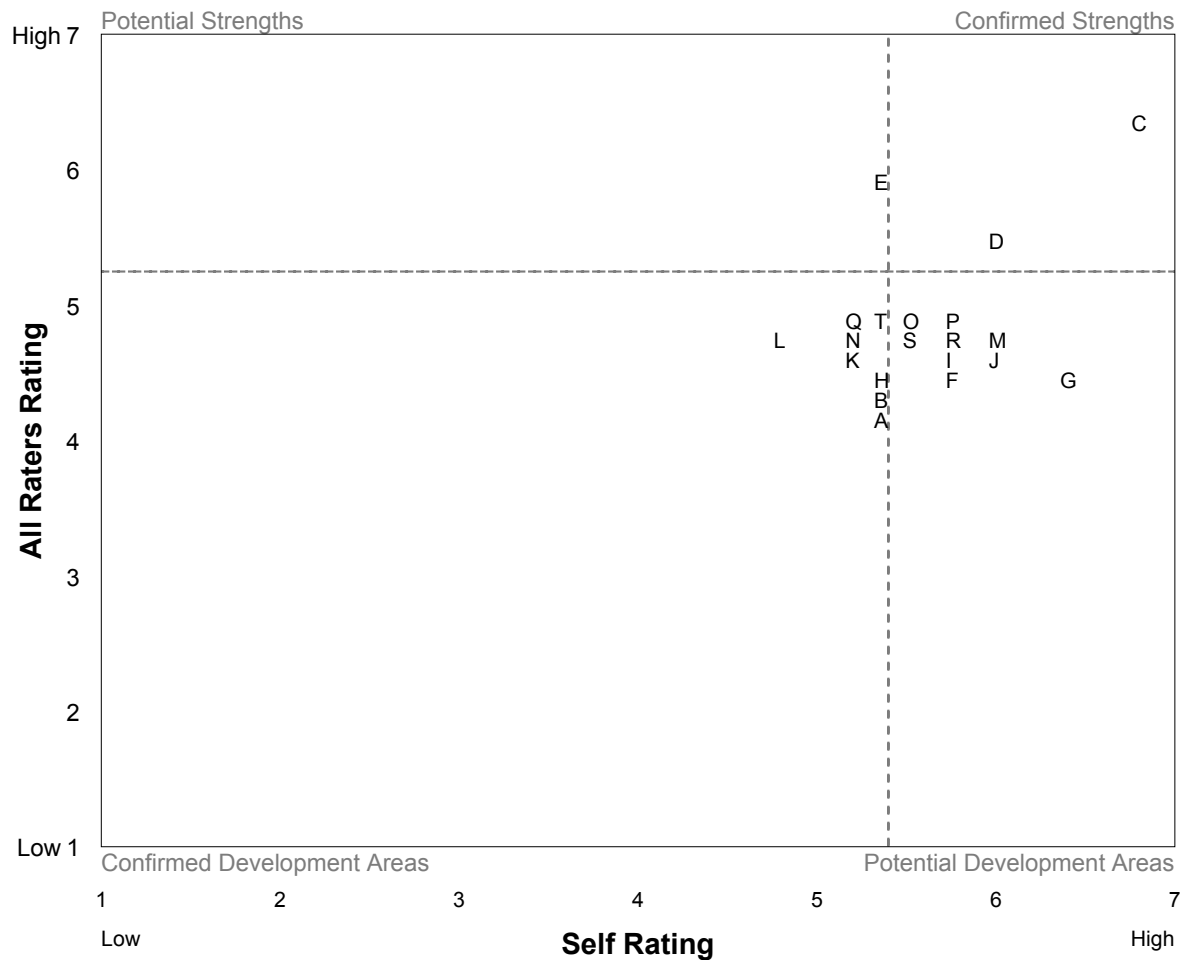
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorised as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorised as Confirmed or Potential Development Areas

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



	Average Scores	
	Self	All Raters
Confirmed Strengths		
C. Written Communication	6.80	6.37
D. Oral Communication	6.00	5.60
Potential Strengths		
E. Oral Presentation	5.40	6.00
Confirmed Development Areas		
A. Listening	5.40	4.49
B. Two-Way Feedback	5.40	4.54
H. Delegation	5.40	4.57
K. Performance Management	5.20	4.89
L. Recognising/Rewarding	4.80	4.83
N. Interpersonal Sensitivity	5.20	4.89
Q. Leadership/Influence	5.20	5.00
T. Decisiveness/Judgement	5.40	4.89
Potential Development Areas		
F. Vision/Goal Setting	5.80	4.51
G. Planning/Organising	6.40	4.49
I. Administrative Control	5.80	4.60
J. Performance Evaluation	6.00	4.60
M. Team Development	6.00	4.86
O. Conflict Management	5.60	4.91
P. Coaching	5.80	4.97
R. Employee Involvement	5.80	4.89
S. Problem Analysis	5.60	4.89

Competency Group Introduction

Competency Group Bar Graphs

Each ManagerView360 bar graph compares your self ratings to those of the other rater groups across 4 competency groups:

- Communication Skills
- Task Management Skills
- Interpersonal Skills
- Problem-Solving Skills

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 4 ManagerView360 competency groups. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competency groups are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each ManagerView360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviours using the following 7-point scale:

On the bar graphs that follow, the ratings are indicated as shown below:

Competency Group Introduction Continued

- 1 To an Extremely Small Extent
- 2 To a Very Small Extent
- 3 To a Small Extent
- 4 To a Moderate Extent
- 5 To a Large Extent
- 6 To a Very Large Extent
- 7 To an Extremely Large Extent
- NA Not Observable or Not Applicable

Competency Group Introduction Continued

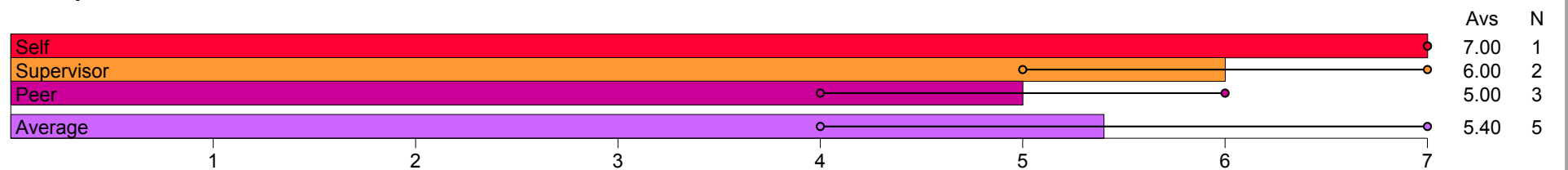
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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

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

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

Example



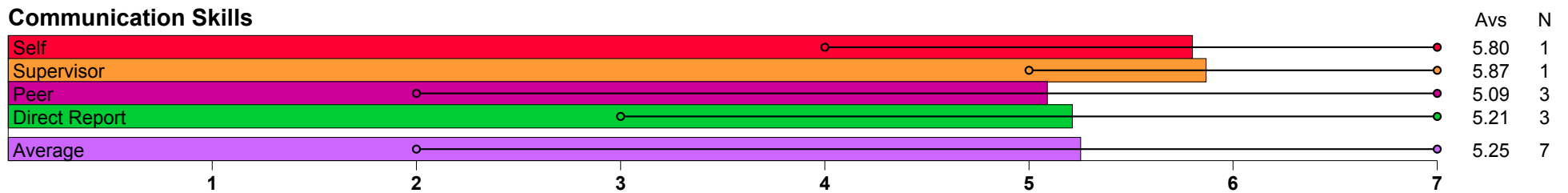
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

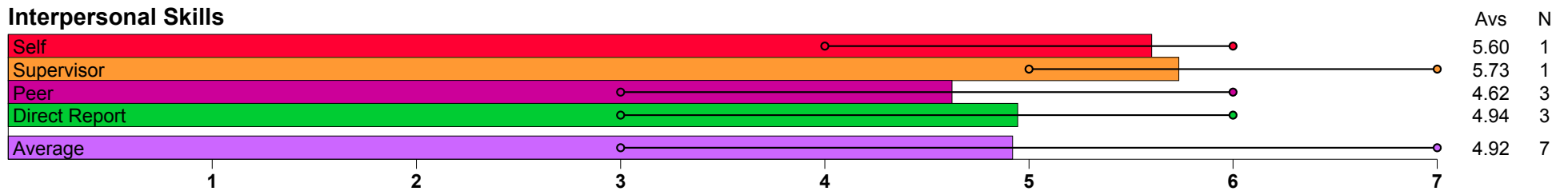
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Group Summary

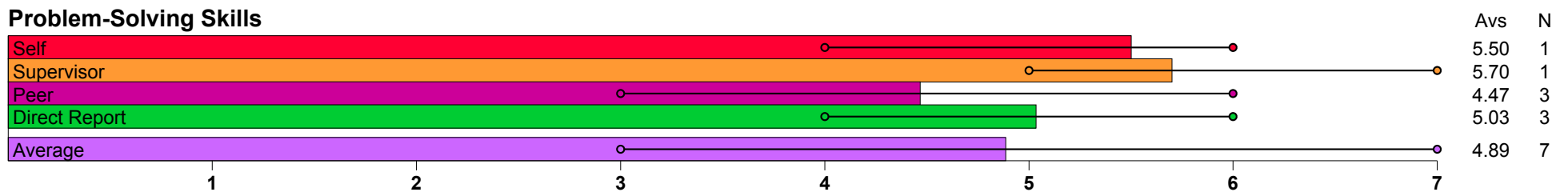
Communication Skills



Interpersonal Skills

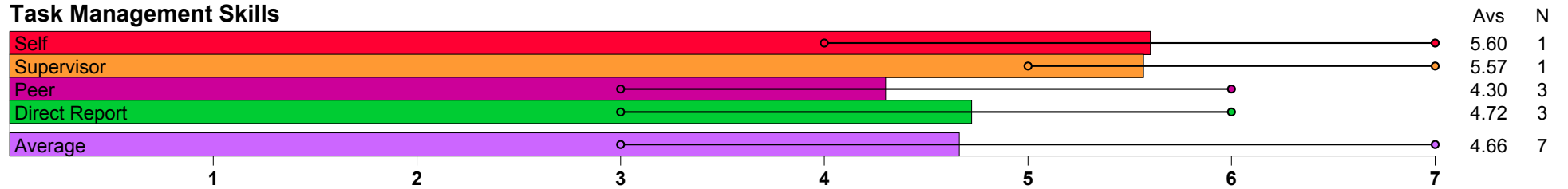


Problem-Solving Skills



Competency Group Summary Continued

Task Management Skills



Competency Introduction

How to Interpret Your Graphs

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Competency Introduction Continued

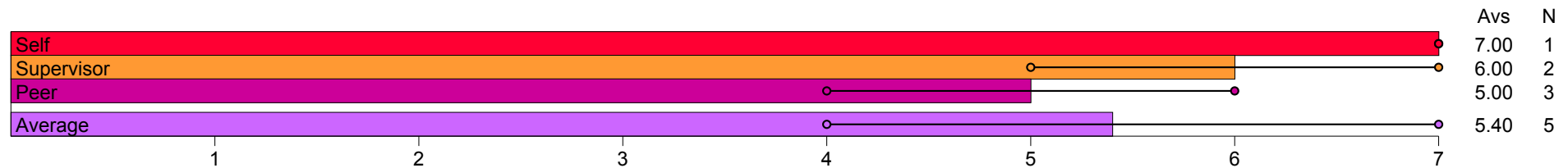
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N - "N" shows the number of respondents who answered the questions in this competency.

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

Example



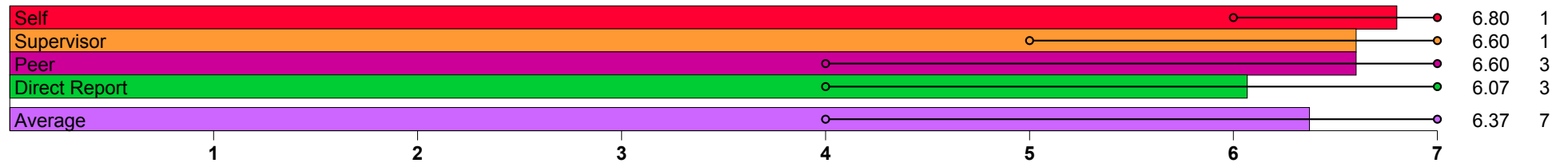
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

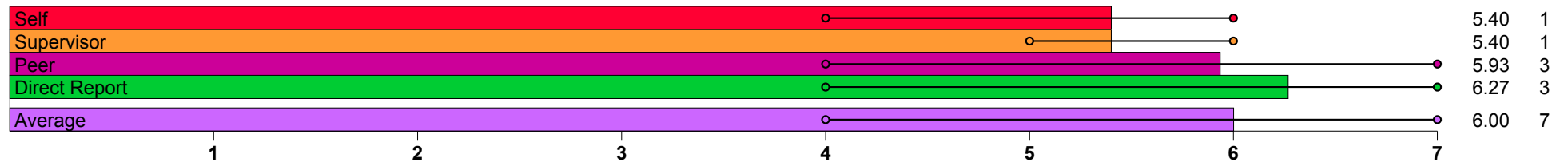
1 = To an Extremely Small Extent 2 = To a Very Small Extent 3 = To a Small Extent 4 = To a Moderate Extent 5 = To a Large Extent 6 = To a Very Large Extent 7 = To an Extremely Large Extent

Competency Summary

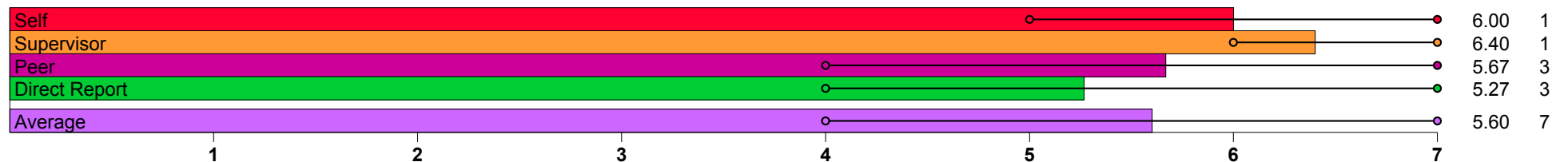
Written Communication



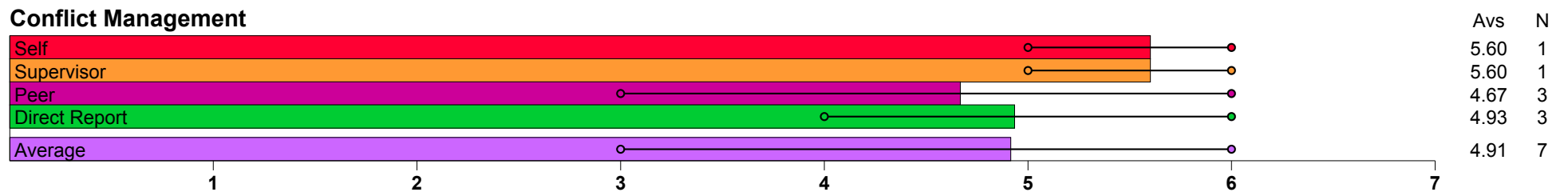
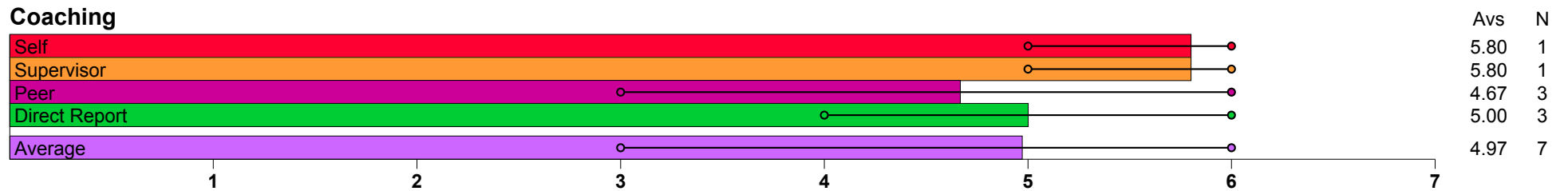
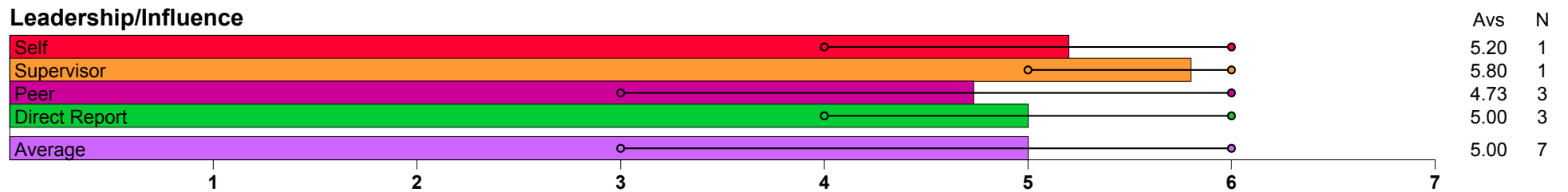
Oral Presentation



Oral Communication

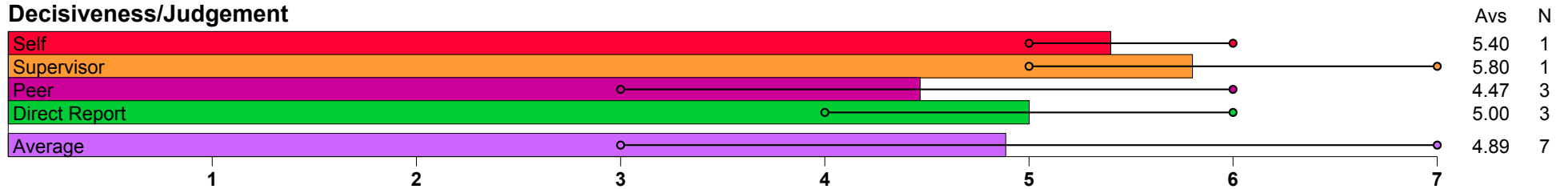


Competency Summary Continued

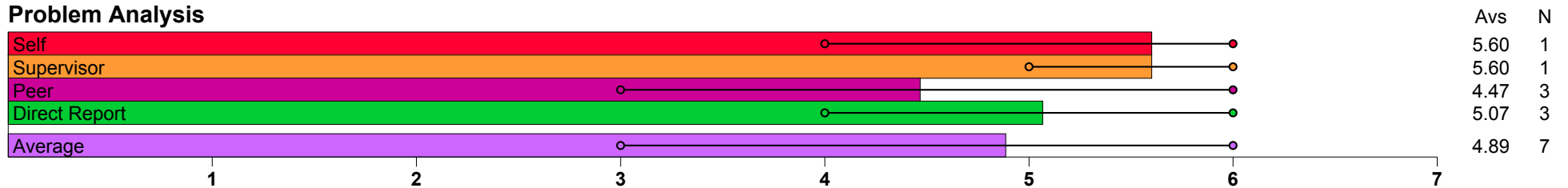


Competency Summary Continued

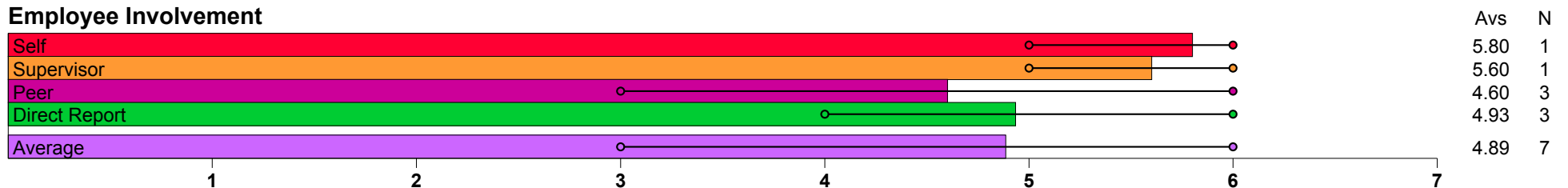
Decisiveness/Judgement



Problem Analysis

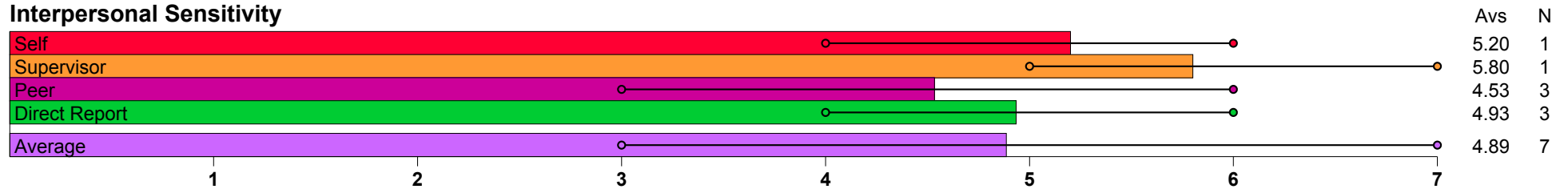


Employee Involvement

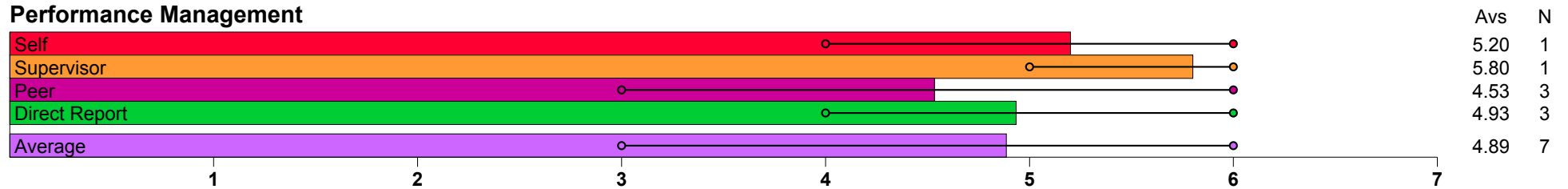


Competency Summary Continued

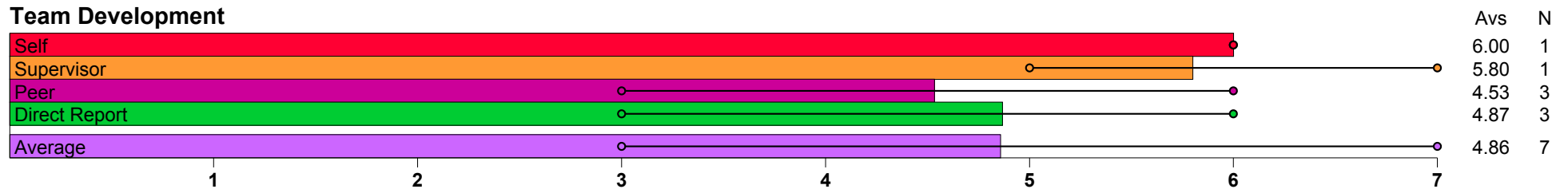
Interpersonal Sensitivity



Performance Management

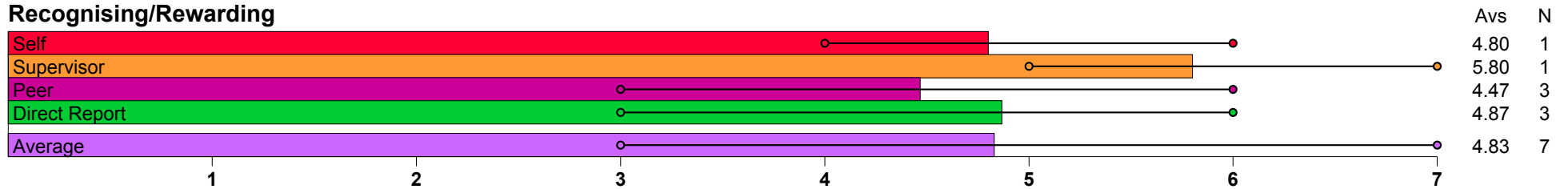


Team Development

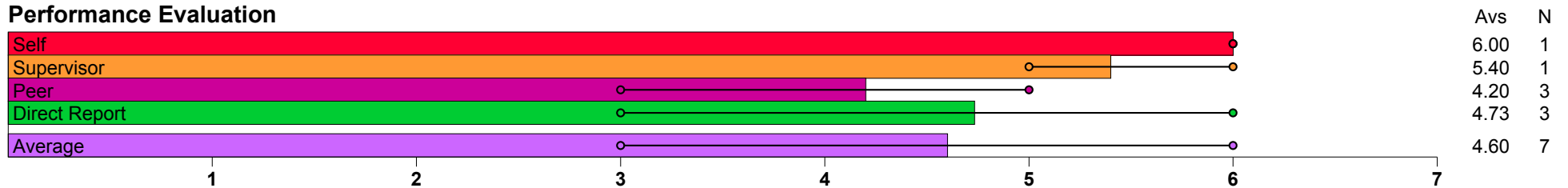


Competency Summary Continued

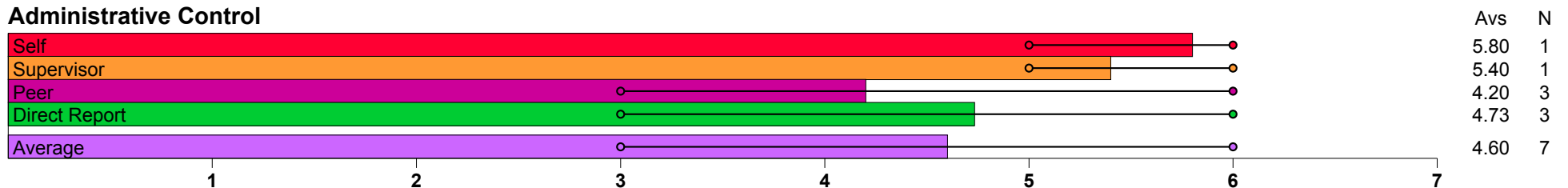
Recognising/Rewarding



Performance Evaluation

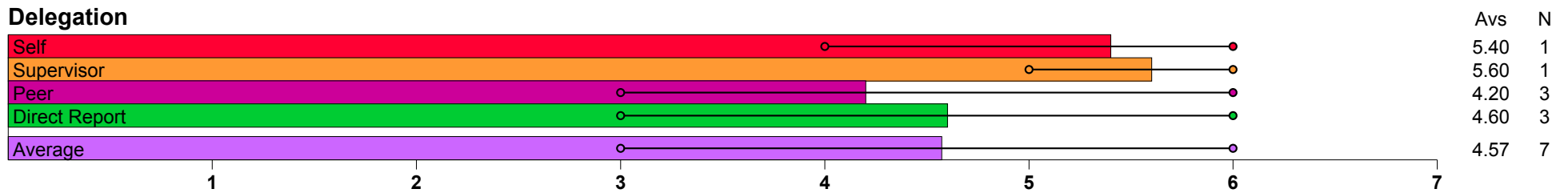


Administrative Control

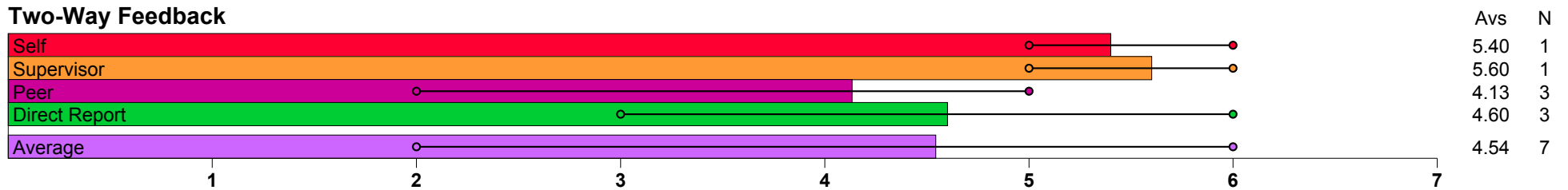


Competency Summary Continued

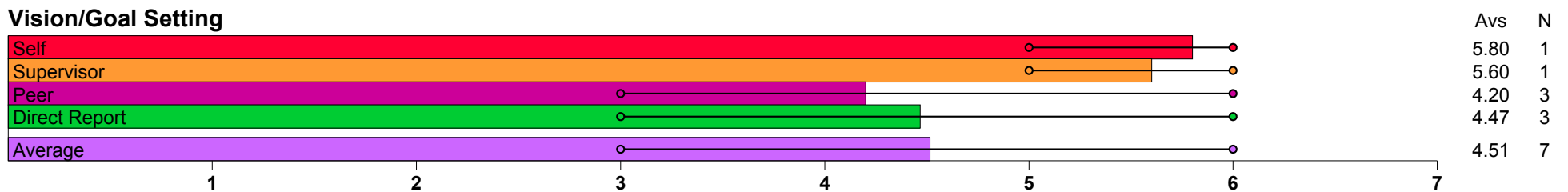
Delegation



Two-Way Feedback

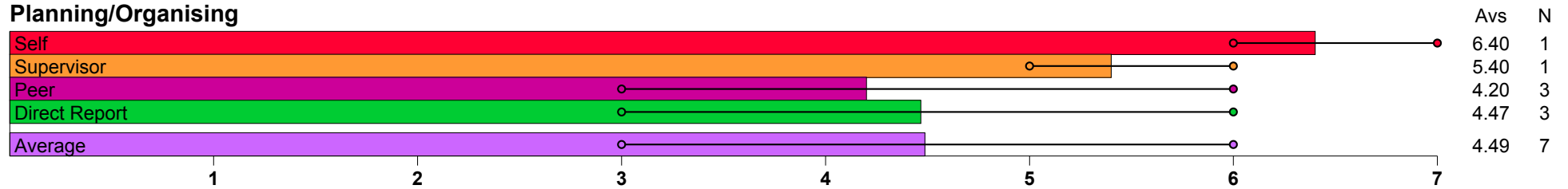


Vision/Goal Setting

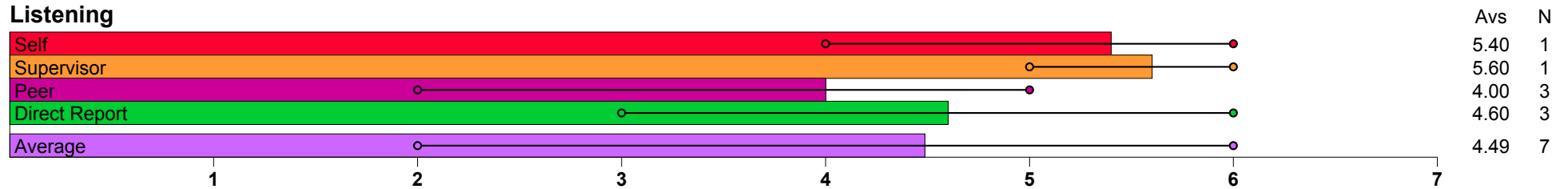


Competency Summary Continued

Planning/Organising



Listening



Behaviour Summary

The average score for each ManagerView360 competency and specific questions are summarised below for each rater category (1 to 7 scale with higher scores corresponding to more frequently observed behaviour). If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviours. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Supervisor	Peer	Direct Report	Average
Written Communication	6.80 (0.87)	6.60 (0.73)	6.60 (0.66)	6.07 (0.59)	6.37 (0.63)
Writes technical information in an easily understood manner.	6.00 (1.00)	7.00 (1.00)	7.00 (1.00)	6.00 (0.53)	6.57 (0.65)
Writes in a logical and organised manner.	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	6.00 (0.53)	6.57 (0.65)
Uses written communications effectively and appropriately.	7.00 (1.00)	5.00 (1.00)	7.00 (1.00)	6.33 (0.69)	6.43 (0.70)
Uses appropriate grammar, tense and language in written communications.	7.00 (1.00)	7.00 (1.00)	7.00 (1.00)	5.67 (0.58)	6.43 (0.65)
Writes in a clear, direct and concise manner.	7.00 (1.00)	7.00 (1.00)	5.00 (0.53)	6.33 (0.69)	5.86 (0.55)
Oral Presentation	5.40 (0.73)	5.40 (0.84)	5.93 (0.65)	6.27 (0.67)	6.00 (0.66)
Restates and clarifies important points and questions from others.	6.00 (1.00)	6.00 (1.00)	6.33 (0.69)	6.33 (0.69)	6.29 (0.71)
Effectively handles comments, complaints and disagreements in meetings and presentations.	5.00 (1.00)	6.00 (1.00)	5.67 (0.58)	6.33 (0.69)	6.00 (0.64)
Handles questions in meetings and presentations in a responsive and diplomatic manner.	6.00 (1.00)	5.00 (1.00)	6.00 (0.73)	6.33 (0.69)	6.00 (0.69)

Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
Oral Presentation	5.40 (0.73)	5.40 (0.84)	5.93 (0.65)	6.27 (0.67)	6.00 (0.66)
Is prepared and organised for meetings and presentations.	6.00 (1.00)	5.00 (1.00)	5.67 (0.58)	6.67 (0.84)	6.00 (0.64)
Delivers oral presentations that are persuasive, clear and logically organised.	4.00 (1.00)	5.00 (1.00)	6.00 (0.73)	5.67 (0.58)	5.71 (0.66)
Oral Communication	6.00 (0.79)	6.40 (0.84)	5.67 (0.71)	5.27 (0.72)	5.60 (0.70)
Provides clear, concise and logical answers to questions from others.	6.00 (1.00)	7.00 (1.00)	6.33 (0.69)	5.00 (0.73)	5.86 (0.63)
Maintains appropriate eye contact when communicating with others considering cultural norms and individual differences.	5.00 (1.00)	6.00 (1.00)	5.67 (0.84)	5.67 (0.58)	5.71 (0.71)
Clearly expresses and requests information from others.	6.00 (1.00)	7.00 (1.00)	5.33 (0.69)	5.33 (0.84)	5.57 (0.70)
States complex information and thoughts simply and clearly.	7.00 (1.00)	6.00 (1.00)	5.67 (0.84)	5.33 (0.84)	5.57 (0.84)
Articulates and enunciates clearly when speaking and communicating.	6.00 (1.00)	6.00 (1.00)	5.33 (0.69)	5.00 (0.73)	5.29 (0.71)
Leadership/Influence	5.20 (0.75)	5.80 (0.87)	4.73 (0.74)	5.00 (0.73)	5.00 (0.72)
Communicates a vision of the organisational future and inspires commitment and support towards this vision from others.	5.00 (1.00)	6.00 (1.00)	5.67 (0.84)	5.33 (0.84)	5.57 (0.84)
Communicates and expresses ideas in a manner that persuades and influences others.	6.00 (1.00)	6.00 (1.00)	5.00 (1.00)	5.00 (0.73)	5.14 (0.79)
Capable of adjusting his/her interpersonal and leadership style to motivate and influence employees.	5.00 (1.00)	5.00 (1.00)	4.67 (0.84)	5.00 (0.73)	4.86 (0.79)
Convinces and persuades others to see his or her perspective and ideas.	6.00 (1.00)	6.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.71 (0.66)
Builds strategic alliances and networks with key people.	4.00 (1.00)	6.00 (1.00)	4.33 (0.84)	4.67 (0.69)	4.71 (0.71)
Coaching	5.80 (0.87)	5.80 (0.87)	4.67 (0.74)	5.00 (0.73)	4.97 (0.72)
Conveys confidence in the skills and abilities of employees.	6.00 (1.00)	6.00 (1.00)	5.33 (0.69)	5.33 (0.84)	5.43 (0.76)

Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
Coaching	5.80 (0.87)	5.80 (0.87)	4.67 (0.74)	5.00 (0.73)	4.97 (0.72)
Provides adequate support and training to employees.	6.00 (1.00)	6.00 (1.00)	5.00 (1.00)	5.00 (0.73)	5.14 (0.79)
Supports employee development plans such as on-the-job training, stretch assignments, etc.	6.00 (1.00)	5.00 (1.00)	4.67 (0.84)	5.00 (0.73)	4.86 (0.79)
Takes an interest in and supports the career development plans of employees.	5.00 (1.00)	6.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.71 (0.66)
Removes obstacles which may be hindering employees' performance.	6.00 (1.00)	6.00 (1.00)	4.33 (0.84)	4.67 (0.69)	4.71 (0.71)
Conflict Management	5.60 (0.84)	5.60 (0.84)	4.67 (0.71)	4.93 (0.72)	4.91 (0.71)
Resists acting defensively and keeps an open mind when others disagree with him or her.	6.00 (1.00)	6.00 (1.00)	5.67 (0.84)	5.00 (0.73)	5.43 (0.76)
Discusses possible "win-win" solutions and seeks agreement on specific actions when conflicts arise.	5.00 (1.00)	6.00 (1.00)	4.67 (0.84)	4.67 (0.69)	4.86 (0.72)
Allows for disagreements to emerge and be discussed openly.	6.00 (1.00)	5.00 (1.00)	4.67 (0.84)	5.00 (0.73)	4.86 (0.79)
Resolves interpersonal conflicts among employees.	6.00 (1.00)	6.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.71 (0.66)
Recognises that diverse points of view of others must be encouraged, acknowledged and accepted.	5.00 (1.00)	5.00 (1.00)	4.33 (0.69)	5.00 (0.73)	4.71 (0.71)
Decisiveness/Judgement	5.40 (0.84)	5.80 (0.75)	4.47 (0.64)	5.00 (0.73)	4.89 (0.65)
Considers the consequences of decisions.	5.00 (1.00)	7.00 (1.00)	5.00 (0.53)	5.00 (0.73)	5.29 (0.57)
Makes decisions confidently and quickly when necessary.	5.00 (1.00)	6.00 (1.00)	5.00 (0.73)	4.67 (0.69)	5.00 (0.69)
Makes timely decisions based on adequate data and information.	5.00 (1.00)	5.00 (1.00)	4.33 (0.69)	5.33 (0.84)	4.86 (0.72)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	6.00 (1.00)	6.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.71 (0.66)
Gathers enough information, data and input before making a decision.	6.00 (1.00)	5.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.57 (0.70)

Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
Problem Analysis	5.60 (0.73)	5.60 (0.84)	4.47 (0.64)	5.07 (0.74)	4.89 (0.67)
Generates and considers multiple solutions to a problem.	4.00 (1.00)	6.00 (1.00)	5.00 (0.53)	5.33 (0.84)	5.29 (0.66)
Creates opportunities to be innovative and create new ideas and concepts.	6.00 (1.00)	6.00 (1.00)	5.00 (0.73)	4.67 (0.69)	5.00 (0.69)
Anticipates potential and future problems.	6.00 (1.00)	5.00 (1.00)	4.33 (0.69)	5.33 (0.84)	4.86 (0.72)
Considers alternatives and generates contingency plans when making decisions and solving problems.	6.00 (1.00)	6.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.71 (0.66)
Gathers and utilises available information in order to understand and solve organisational issues and problems.	6.00 (1.00)	5.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.57 (0.70)
Employee Involvement	5.80 (0.87)	5.60 (0.84)	4.60 (0.71)	4.93 (0.74)	4.89 (0.72)
Solicits and values the thoughts, opinions and ideas of employees.	6.00 (1.00)	6.00 (1.00)	5.67 (0.84)	5.33 (0.84)	5.57 (0.84)
Involves employees in organisational decision-making, planning and problem-solving processes.	6.00 (1.00)	5.00 (1.00)	5.00 (1.00)	5.00 (0.73)	5.00 (0.82)
Provides opportunities for employees to get involved in challenging organisational tasks, projects and assignments.	5.00 (1.00)	6.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.71 (0.66)
Involves employees in discussions regarding organisational issues and problems.	6.00 (1.00)	5.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.57 (0.70)
Seeks input from employees about organisational decisions, plans and problems.	6.00 (1.00)	6.00 (1.00)	4.33 (0.84)	4.33 (0.84)	4.57 (0.76)
Interpersonal Sensitivity	5.20 (0.75)	5.80 (0.75)	4.53 (0.73)	4.93 (0.72)	4.89 (0.69)
Makes an effort to understand how employees are feeling.	5.00 (1.00)	7.00 (1.00)	5.00 (0.73)	5.00 (0.73)	5.29 (0.66)
Makes it easy for employees to talk about their job challenges and problems.	4.00 (1.00)	5.00 (1.00)	5.00 (1.00)	5.00 (0.73)	5.00 (0.82)

Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
Interpersonal Sensitivity	5.20 (0.75)	5.80 (0.75)	4.53 (0.73)	4.93 (0.72)	4.89 (0.69)
Develops and maintains supportive, friendly and sensitive interpersonal relationships with others.	6.00 (1.00)	5.00 (1.00)	4.67 (0.84)	5.00 (0.73)	4.86 (0.79)
Shows interest in and is considerate of the needs of others.	5.00 (1.00)	6.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.71 (0.66)
Demonstrates sensitivity towards diversity in the workforce(e.g., gender, race, ethnicity, age) and treats all employees in a fair and consistent manner.	6.00 (1.00)	6.00 (1.00)	4.00 (0.73)	4.67 (0.69)	4.57 (0.65)
Performance Management	5.20 (0.75)	5.80 (0.87)	4.53 (0.71)	4.93 (0.72)	4.89 (0.69)
Clearly establishes and communicates performance goals and standards with employees.	4.00 (1.00)	6.00 (1.00)	5.33 (0.69)	5.00 (0.73)	5.29 (0.71)
Focuses on specific behaviours, instead of personality when employee performance discussions are required.	5.00 (1.00)	6.00 (1.00)	4.33 (0.69)	5.00 (0.73)	4.86 (0.67)
Attempts to get commitment from employees to improve performance problems.	5.00 (1.00)	5.00 (1.00)	4.67 (0.84)	5.00 (0.73)	4.86 (0.79)
Explores and discusses the causes of employee performance and discipline problems.	6.00 (1.00)	6.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.71 (0.66)
Clearly communicates employee performance problems in a fair and consistent manner.	6.00 (1.00)	6.00 (1.00)	4.33 (0.84)	4.67 (0.69)	4.71 (0.71)
Team Development	6.00 (1.00)	5.80 (0.75)	4.53 (0.76)	4.87 (0.64)	4.86 (0.67)
Supports the team and actively conveys the needs of individuals and team members to upper management.	6.00 (1.00)	7.00 (1.00)	5.00 (0.73)	5.33 (0.69)	5.43 (0.65)
Creates consensus around team and organisational goals and inspires and motivates others to work hard and be productive.	6.00 (1.00)	5.00 (1.00)	5.00 (1.00)	5.00 (0.73)	5.00 (0.82)
Develops cooperation rather than competition among employees, groups and work teams.	6.00 (1.00)	6.00 (1.00)	4.67 (0.84)	4.33 (0.58)	4.71 (0.66)

Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
Team Development	6.00 (1.00)	5.80 (0.75)	4.53 (0.76)	4.87 (0.64)	4.86 (0.67)
Develops team spirit, cohesion and high morale.	6.00 (1.00)	6.00 (1.00)	4.00 (1.00)	4.67 (0.58)	4.57 (0.65)
Encourages a climate of trust, honesty and openness with others.	6.00 (1.00)	5.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.57 (0.70)
Recognising/Rewarding	4.80 (0.75)	5.80 (0.75)	4.47 (0.76)	4.87 (0.68)	4.83 (0.69)
Shares successes and discusses effective performance with others.	4.00 (1.00)	7.00 (1.00)	4.67 (0.69)	5.00 (0.73)	5.14 (0.63)
Provides immediate positive feedback to others when their assignments and projects are completed successfully.	4.00 (1.00)	5.00 (1.00)	5.00 (1.00)	5.00 (0.73)	5.00 (0.82)
Provides positive incentives and rewards for the successful completion of tasks, projects and assignments.	5.00 (1.00)	6.00 (1.00)	4.67 (0.84)	4.67 (0.69)	4.86 (0.72)
Rewards individuals for their efforts and accomplishments when deserved.	6.00 (1.00)	6.00 (1.00)	4.00 (1.00)	4.67 (0.58)	4.57 (0.65)
Compliments employees when they perform well.	5.00 (1.00)	5.00 (1.00)	4.00 (0.73)	5.00 (0.73)	4.57 (0.70)
Performance Evaluation	6.00 (1.00)	5.40 (0.84)	4.20 (0.75)	4.73 (0.72)	4.60 (0.71)
Focuses on both performance strengths and areas to be developed during employee appraisal meetings.	6.00 (1.00)	5.00 (1.00)	4.67 (0.84)	5.33 (0.69)	5.00 (0.75)
Provides employees with on-going feedback about work performance and progress.	6.00 (1.00)	5.00 (1.00)	4.33 (0.69)	5.00 (1.00)	4.71 (0.77)
Encourages continuous performance discussions with employees throughout the appraisal period.	6.00 (1.00)	6.00 (1.00)	4.33 (0.69)	4.33 (0.84)	4.57 (0.70)
Completes and maintains written documentation on employee performance throughout an appraisal period.	6.00 (1.00)	5.00 (1.00)	4.00 (1.00)	4.67 (0.69)	4.43 (0.76)
Encourages employees to prepare for and participate during performance appraisal review meetings.	6.00 (1.00)	6.00 (1.00)	3.67 (0.84)	4.33 (0.69)	4.29 (0.66)

Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
Administrative Control	5.80 (0.87)	5.40 (0.84)	4.20 (0.70)	4.73 (0.72)	4.60 (0.69)
Establishes effective mechanisms to monitor and ensure that work is done on time and with quality.	6.00 (1.00)	5.00 (1.00)	4.67 (0.58)	5.33 (0.69)	5.00 (0.64)
Follows-up with employees to monitor quality and effective performance.	6.00 (1.00)	5.00 (1.00)	4.33 (0.69)	5.00 (1.00)	4.71 (0.77)
Develops systems to monitor budgets, costs, and expenses.	5.00 (1.00)	6.00 (1.00)	4.33 (0.69)	4.33 (0.84)	4.57 (0.70)
Keeps track of details and follows up on tasks, projects and assignments.	6.00 (1.00)	5.00 (1.00)	4.00 (1.00)	4.67 (0.69)	4.43 (0.76)
Develops systems and procedures to monitor individual, team and organisational progress on projects, tasks and assignments.	6.00 (1.00)	6.00 (1.00)	3.67 (0.84)	4.33 (0.69)	4.29 (0.66)
Delegation	5.40 (0.73)	5.60 (0.84)	4.20 (0.70)	4.60 (0.73)	4.57 (0.69)
Transfers the necessary authority to employees to ensure completion of delegated tasks, assignments and projects.	4.00 (1.00)	6.00 (1.00)	4.67 (0.58)	4.67 (0.69)	4.86 (0.63)
Provides adequate resources, information and training so that employees can perform delegated tasks.	6.00 (1.00)	5.00 (1.00)	4.33 (0.69)	5.00 (1.00)	4.71 (0.77)
Clearly defines and communicates tasks, projects and assignments when delegating to others.	6.00 (1.00)	6.00 (1.00)	4.33 (0.69)	4.33 (0.84)	4.57 (0.70)
Delegates assignments to employees according to both individual and organisational needs.	5.00 (1.00)	5.00 (1.00)	4.00 (1.00)	4.67 (0.69)	4.43 (0.76)
Effectively utilises the skills, experience and capabilities of others to complete work assignments.	6.00 (1.00)	6.00 (1.00)	3.67 (0.84)	4.33 (0.69)	4.29 (0.66)
Two-Way Feedback	5.40 (0.84)	5.60 (0.84)	4.13 (0.71)	4.60 (0.73)	4.54 (0.69)
Maintains close contact and communication with employees (keeps others well informed).	5.00 (1.00)	6.00 (1.00)	4.67 (0.84)	4.67 (0.69)	4.86 (0.72)

Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
Two-Way Feedback	5.40 (0.84)	5.60 (0.84)	4.13 (0.71)	4.60 (0.73)	4.54 (0.69)
Communicates information needed by team members in a prompt and timely manner.	6.00 (1.00)	6.00 (1.00)	4.33 (0.69)	4.33 (0.84)	4.57 (0.70)
Keeps employees informed with relevant job information and important organisational issues in a timely manner.	5.00 (1.00)	5.00 (1.00)	4.00 (1.00)	5.00 (0.73)	4.57 (0.76)
Updates employees in a prompt and timely manner on developments that affect their job, tasks, and assignments.	6.00 (1.00)	5.00 (1.00)	4.00 (0.53)	4.67 (0.84)	4.43 (0.65)
Encourages a climate in which employees feel free to openly share their thoughts and feelings.	5.00 (1.00)	6.00 (1.00)	3.67 (0.84)	4.33 (0.69)	4.29 (0.66)
Vision/Goal Setting	5.80 (0.87)	5.60 (0.84)	4.20 (0.70)	4.47 (0.71)	4.51 (0.68)
Establishes and communicates organisational, departmental and team goals and performance standards.	6.00 (1.00)	5.00 (1.00)	4.67 (0.58)	4.67 (0.69)	4.71 (0.66)
Informs employees how their work is linked to both team and organisational business goals.	6.00 (1.00)	6.00 (1.00)	4.33 (0.69)	4.33 (0.84)	4.57 (0.70)
Communicates and motivates others about the organisational mission and vision of the future.	5.00 (1.00)	6.00 (1.00)	4.33 (0.69)	4.33 (0.69)	4.57 (0.65)
Communicates organisational vision, values and beliefs effectively.	6.00 (1.00)	5.00 (1.00)	4.00 (1.00)	4.67 (0.69)	4.43 (0.76)
Sets and communicates clear priorities for individuals and work teams.	6.00 (1.00)	6.00 (1.00)	3.67 (0.84)	4.33 (0.69)	4.29 (0.66)
Planning/Organising	6.40 (0.84)	5.40 (0.84)	4.20 (0.70)	4.47 (0.71)	4.49 (0.69)
Establishes a logical sequence of work activities and assignments.	7.00 (1.00)	5.00 (1.00)	4.67 (0.58)	4.67 (0.69)	4.71 (0.66)
Maintains information (e.g., documents, data, records, files) in a well-organised manner.	6.00 (1.00)	6.00 (1.00)	4.33 (0.69)	4.33 (0.84)	4.57 (0.70)

Behaviour Summary Continued

Questions	Self	Supervisor	Peer	Direct Report	Average
Planning/Organising	6.40 (0.84)	5.40 (0.84)	4.20 (0.70)	4.47 (0.71)	4.49 (0.69)
Effectively schedules work activities and tasks.	6.00 (1.00)	5.00 (1.00)	4.33 (0.69)	4.33 (0.69)	4.43 (0.70)
Develops both short and long-range plans that consider relevant cost, schedule and resource information.	6.00 (1.00)	5.00 (1.00)	4.00 (1.00)	4.67 (0.69)	4.43 (0.76)
Organises, utilises and manages time productively.	7.00 (1.00)	6.00 (1.00)	3.67 (0.84)	4.33 (0.69)	4.29 (0.66)
Listening	5.40 (0.73)	5.60 (0.84)	4.00 (0.70)	4.60 (0.73)	4.49 (0.68)
Waits out silences and listens patiently without interrupting others.	6.00 (1.00)	6.00 (1.00)	4.33 (0.69)	4.33 (0.84)	4.57 (0.70)
Summarises what employees have said in order to clarify understanding (e.g., uses statements like, "You seem to be saying...").	4.00 (1.00)	6.00 (1.00)	4.00 (0.73)	4.67 (0.69)	4.57 (0.65)
Maintains attentive and appropriate non-verbal behaviour when being spoken to and listening to others.	5.00 (1.00)	5.00 (1.00)	4.00 (1.00)	5.00 (0.73)	4.57 (0.76)
Is willing to take the time to understand and listen to employees.	6.00 (1.00)	5.00 (1.00)	4.00 (0.53)	4.67 (0.84)	4.43 (0.65)
Listens to what people say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	6.00 (1.00)	6.00 (1.00)	3.67 (0.84)	4.33 (0.69)	4.29 (0.66)

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding the Strengths of the individual in the space provided below
- ✓ Please provide any written comments you have regarding the Development Areas of the individual in the space provided below

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgemental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviours to change to enhance your overall effectiveness.

The following questions might be useful in analysing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

Open Ended Comments Summary
STRENGTHS

Open Ended Comments Summary Continued
DEVELOPMENT AREAS

Development Planning Guide

Examining Your ManagerView360 Feedback Report

Your reactions to your ManagerView360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

Development Planning Guide Continued

Deciding What Competencies To Work On

The table below summarises the 20 ManagerView360 competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development action plan.

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

Development Planning Guide Continued

Focusing On Development

List three strengths based upon your ManagerView360 results below:

1. _____
2. _____
3. _____

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

1. _____
2. _____
3. _____

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

- ✓ The desired skills and behaviours are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

Development Planning Guide Continued

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your ManagerView360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

Development Planning Guide Continued

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