



SAMPLE FEEDBACK REPORT
Compass360 Degree Feedback

SAMPLE SUBJECT

PERSONAL FEEDBACK REPORT



SAMPLE FEEDBACK REPORT

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SAMPLE FEEDBACK REPORT

USING YOUR REPORT

Your feedback report is based on the questionnaires completed by you and your colleagues. Ratings were elicited on separate statements that together contribute to a group of competency areas. The questionnaire items were individual behaviours and the competencies are headings under which groups of behaviours are clustered. Each statement was rated on a numerical scale and these ratings reflect how you were perceived to demonstrate each of the behaviours by your colleagues (and yourself).

Remember as you look at your report that all of the ratings are based upon perceptions, which tend to be more subjective than objective. Try to interpret the ratings of your colleagues within the context of your work, and the way you may appear to others. Don't try and work out who has said what - this is difficult and misleading.

You will find the following sections in the report. A brief outline is given below, followed by a more detailed description of each of the outputs on the next pages.

COMPETENCY MODEL

This section shows the competency model

COMPETENCY PROFILE

This consists of bar charts summarising your ratings, broken down by competency. The charts summarise your ratings according to respondent type (self, peer, and so forth). For respondent *groups* the ratings are averaged across that group. Note that any ratings for 'Not Applicable' are simply excluded from the averaging process.

BEHAVIOUR PROFILE

This consists of bar charts summarising your ratings, broken down by behaviour. The charts summarise your ratings according to respondent type (self, peer, and so forth). For respondent groups the ratings are averaged across that group. Note that any ratings for 'Not Applicable' are simply excluded from the averaging process.

GAP ANALYSIS

This set of tables allows you to compare your own ratings with those of other respondents. The report shows for each statement the difference between your self rating and each of the respondent groups' rating. A positive gap means that others have rated the statement higher than your self rating. A negative gap indicates that others have rated the statement lower than your self rating. The table displays rank orders of your greatest *blind spots* (biggest negative gaps) and your greatest *unrecognised strengths* (biggest positive gaps).

RESPONSE RANGE

This will tell you what ratings you got from each of your respondents, but without naming them. The distribution of ratings is given only in terms of respondent type.

COMPETENCIES IN RANK ORDER

This section shows all of the competencies you requested feedback on, arranged in order of the average of others' ratings.

BEHAVIOURS IN RANK ORDER

This section shows all of the behaviours you requested feedback on, arranged in order of the average of others' ratings.

SAMPLE FEEDBACK REPORT

USING YOUR REPORT

DEVELOPMENT COMMENTS

This section shows feedback from raters on specific behaviours.

SCATTERCHART

Showing the correlations between your own ratings for each competency and the ratings from all others.

COMMENTS

This section shows the comments your reviewers have made.

DEVELOPMENT PLAN

This section is for your personal development plan.

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COMPETENCY MODEL

COMPETENCY MODEL

This section shows the competency model that this feedback is based on.

Strategic Perspective

- Displays an integrated overview of the total business and how it operates
- Defines a clear long-term vision of the future
- Accurately identifies opportunities and threats
- Establishes courses of action to allocate resources and accomplish long-term goals
- Tackles day to day issues in the context of a broad strategic framework

Leadership

- Establishes challenging goals with others and gives feedback and recognition
- Creates a motivating environment to achieve goals
- Active in developing others, including appropriate delegation of responsibilities
- Gets the best out of individuals and teams
- Creates a viable strategy for own area and secures the commitment of their team

Teamwork

- Committed to team goals and works hard to maintain the team
- Has a cooperative approach
- Is sensitive to, and recognises, the needs and feelings of others
- Solicits input from others and involves people in issues that may affect them
- Able to work in a fluid matrix by accepting frequent changes in leadership

Decision Making

- Objectively evaluates possible options
- Selects the best way forward confidently and commits appropriate resources
- Acts promptly to clear up problems without undue recourse to higher authority
- Makes unpopular decisions with confidence, after thoroughly considering the consequences
- Easily explains and justifies decisions

Creativity and Innovation

- Generates novel solutions
- Integrates new and old ideas to establish strategies for change
- Actively seeks better ways of doing things and improving business performance
- Produces a wide range of ideas in response to problems or opportunities
- Prepared to experiment and take calculated risks

Flexibility

- Maintains effectiveness in varying and ambiguous situations
- Reacts positively to change - welcomes new challenges and a fast changing environment
- Learns from experience, is prepared to change own views or approach in the light of new information
- Adapts own behaviour to suit new circumstances
- Able to cope with the pressures of changing demands and circumstances

SAMPLE FEEDBACK REPORT

COMPETENCY PROFILE

COMPETENCY PROFILE CHART

These bar charts present your 360 degree feedback for each of the competencies. Each one of the competencies is described by several statements and collectively these statements form the items of the questionnaire.

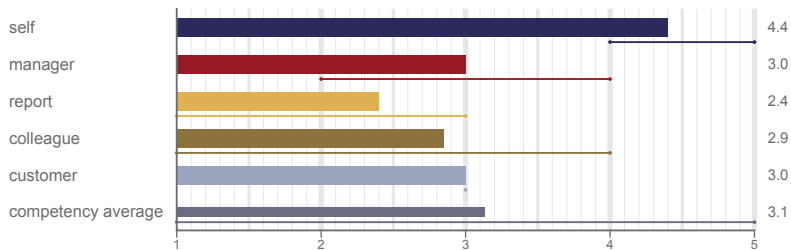
The ratings for each statement were collated and then assembled under their competency headings and then averaged. These averages are presented here as bar charts - you can use these charts to compare the impression people have of you for each competency. Averages are presented for each respondent group. The rating scale goes from 1 - 5, where 1 is *Hardly Ever* and 5 is *Almost Always*.

The thin line below some of the bars shows the range of responses that went to make up the main bar above it. This helps to show the range of different opinions among respondents.

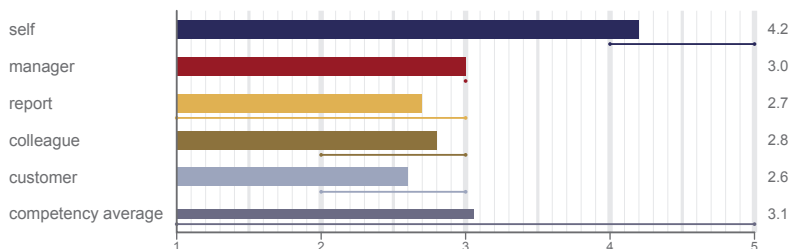
The competency average score shows the average of all rater scores (including self) for each competency.

As well as rating yourself, you were rated by 1 manager, 4 reports, 4 colleagues and 2 customers.

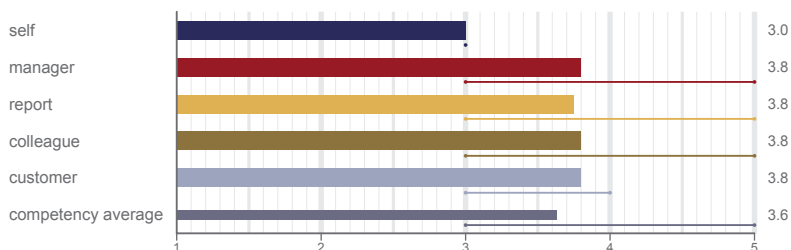
STRATEGIC PERSPECTIVE



LEADERSHIP



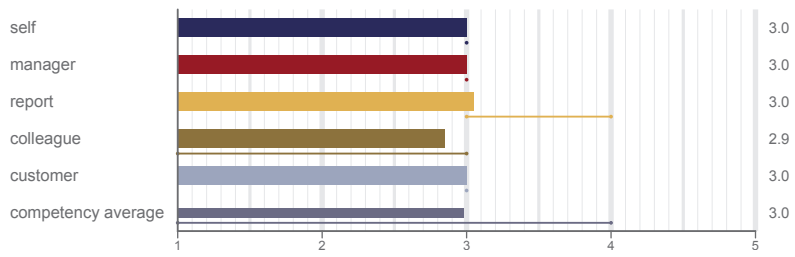
TEAMWORK



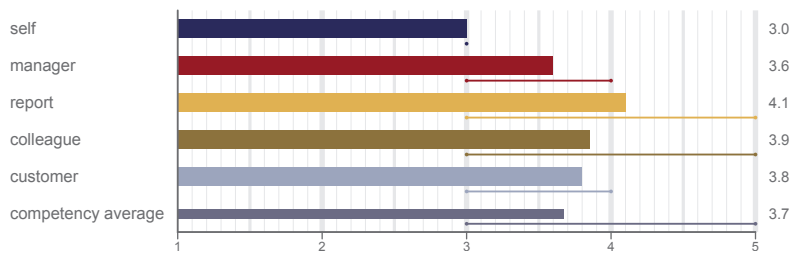
SAMPLE FEEDBACK REPORT

COMPETENCY PROFILE

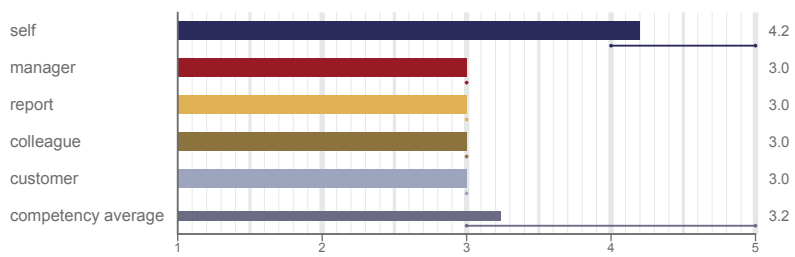
DECISION MAKING



CREATIVITY AND INNOVATION



FLEXIBILITY



SAMPLE FEEDBACK REPORT

BEHAVIOUR PROFILE

BEHAVIOUR PROFILE CHART

These bar charts present your 360 degree feedback for each of the behaviours that make up a competency. Averages are presented for each respondent group.

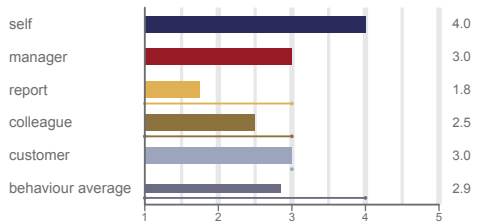
The thin line below some of the bars shows the range of responses that went to make up the main bar above it. This helps to show the range of different opinions among respondents.

The behaviour average score shows the average of all rater scores (including self) for each behaviour.

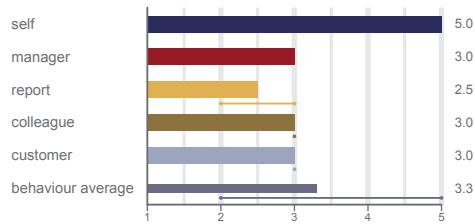
As well as rating yourself, you were rated by 1 manager, 4 reports, 4 colleagues and 2 customers.

STRATEGIC PERSPECTIVE

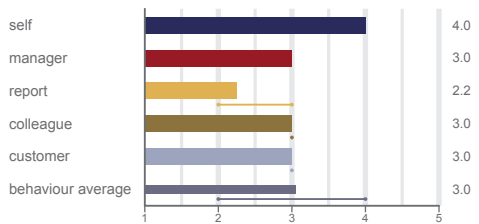
Displays an integrated overview of the total business and how it operates



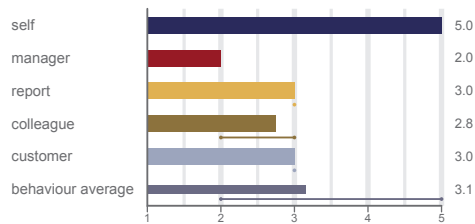
Defines a clear long-term vision of the future



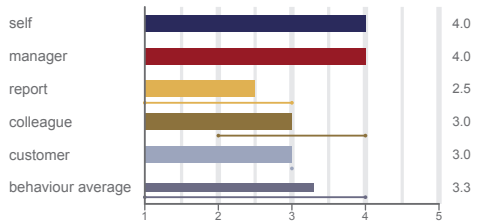
Accurately identifies opportunities and threats



Establishes courses of action to allocate resources and accomplish long-term goals



Tackles day to day issues in the context of a broad strategic framework

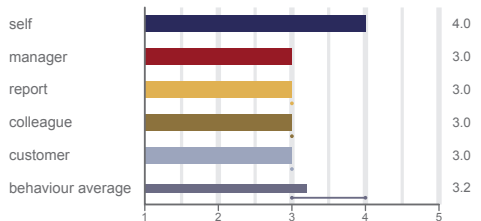


SAMPLE FEEDBACK REPORT

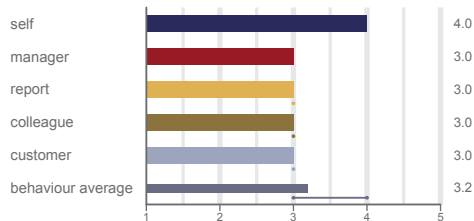
BEHAVIOUR PROFILE

LEADERSHIP

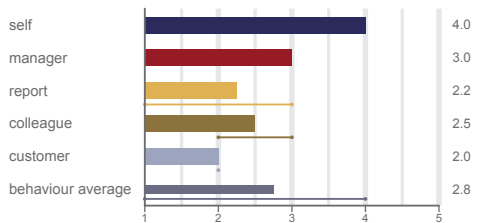
Establishes challenging goals with others and gives feedback and recognition



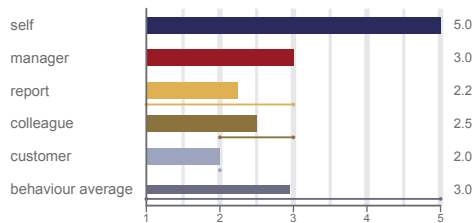
Creates a motivating environment to achieve goals



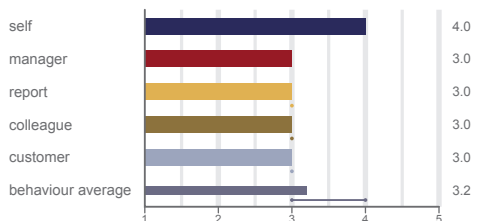
Active in developing others, including appropriate delegation of responsibilities



Gets the best out of individuals and teams



Creates a viable strategy for own area and secures the commitment of their team

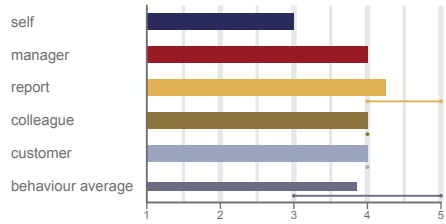


SAMPLE FEEDBACK REPORT

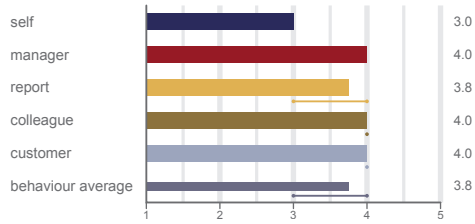
BEHAVIOUR PROFILE

TEAMWORK

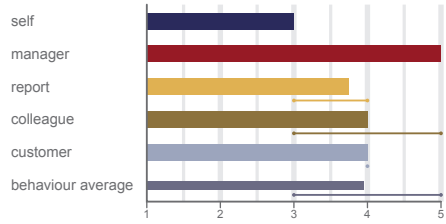
Committed to team goals and works hard to maintain the team



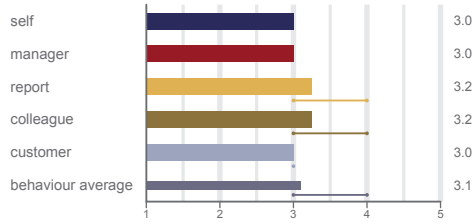
Has a cooperative approach



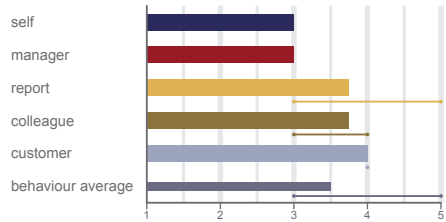
Is sensitive to, and recognises, the needs and feelings of others



Solicits input from others and involves people in issues that may affect them



Able to work in a fluid matrix by accepting frequent changes in leadership

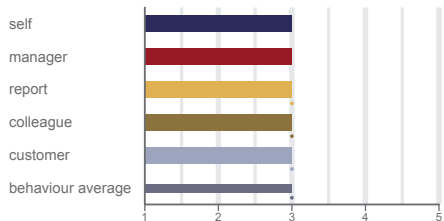


SAMPLE FEEDBACK REPORT

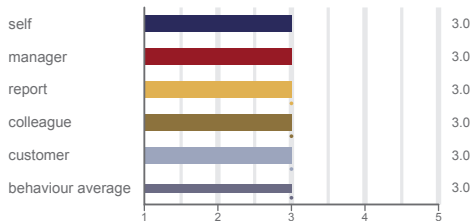
BEHAVIOUR PROFILE

DECISION MAKING

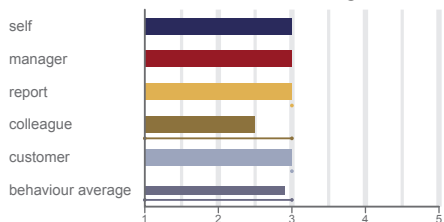
Objectively evaluates possible options



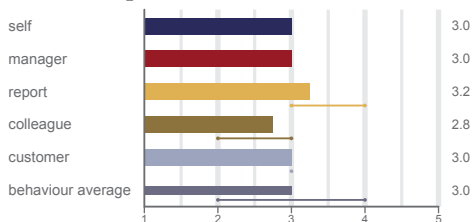
Selects the best way forward confidently and commits appropriate resources



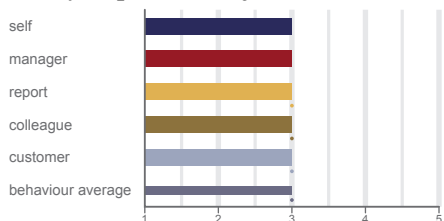
Acts promptly to clear up problems without undue recourse to higher authority



Makes unpopular decisions with confidence, after thoroughly considering the consequences



Easily explains and justifies decisions

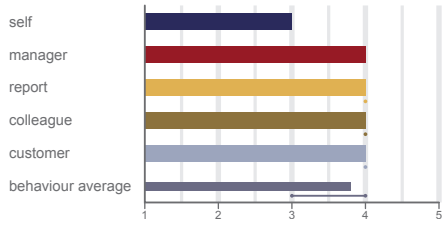


SAMPLE FEEDBACK REPORT

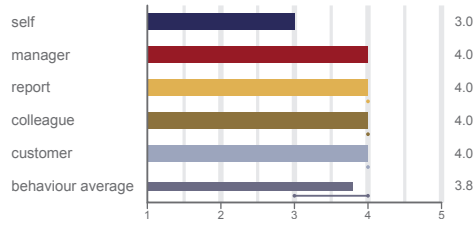
BEHAVIOUR PROFILE

CREATIVITY AND INNOVATION

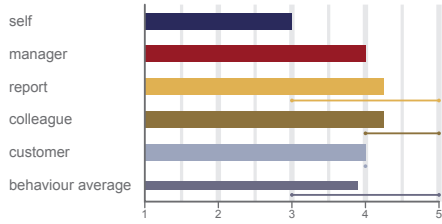
Generates novel solutions



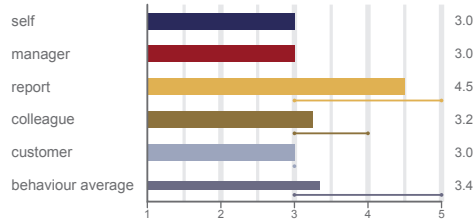
Integrates new and old ideas to establish strategies for change



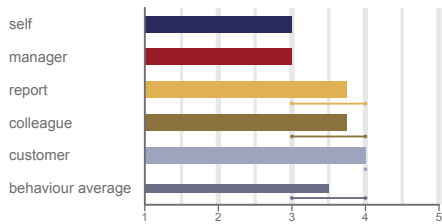
Actively seeks better ways of doing things and improving business performance



Produces a wide range of ideas in response to problems or opportunities



Prepared to experiment and take calculated risks

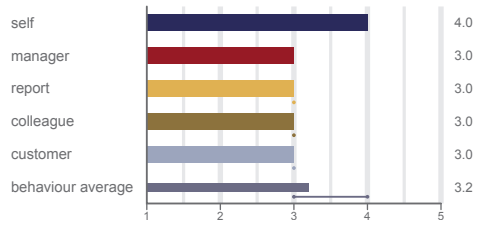


SAMPLE FEEDBACK REPORT

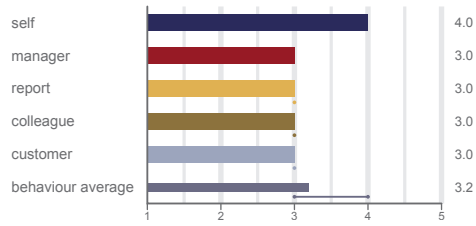
BEHAVIOUR PROFILE

FLEXIBILITY

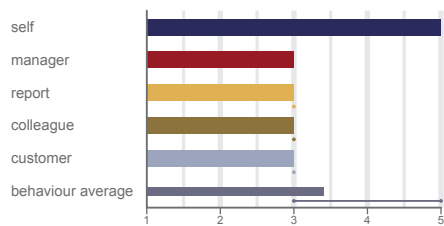
Maintains effectiveness in varying and ambiguous situations



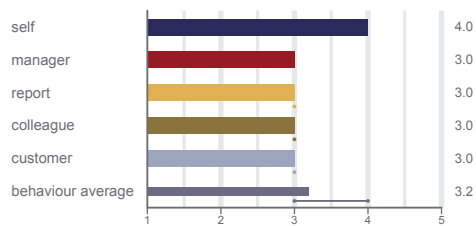
Reacts positively to change - welcomes new challenges and a fast changing environment



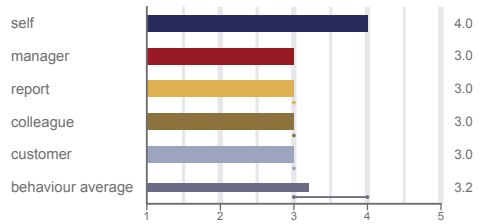
Learns from experience, is prepared to change own views or approach in the light of new information



Adapts own behaviour to suit new circumstances



Able to cope with the pressures of changing demands and circumstances



SAMPLE FEEDBACK REPORT

GAP ANALYSIS

The *self* column, shown in blue, shows how you rated yourself. The other columns show the difference between others' scores and your own score. Only those behaviours where there is a significant difference between your own and others' ratings are shown.

The report shows up to sixteen significant gaps between your rating and others' ratings. A significant gap is where there is a difference of at least 0.5 points between your *self* rating and others' ratings. The positive gaps and negative gaps represent your most significant unrecognised strengths and blind-spots, respectively.

behaviour	self	manager	report	colleague	customer	All
Is sensitive to, and recognises, the needs and feelings of others	3.0	+2.0	+0.8	+1.0	+1.0	+1.2
Actively seeks better ways of doing things and improving business performance	3.0	+1.0	+1.2	+1.2	+1.0	+1.1
Committed to team goals and works hard to maintain the team	3.0	+1.0	+1.2	+1.0	+1.0	+1.1
Integrates new and old ideas to establish strategies for change	3.0	+1.0	+1.0	+1.0	+1.0	+1.0
Generates novel solutions	3.0	+1.0	+1.0	+1.0	+1.0	+1.0
Has a cooperative approach	3.0	+1.0	+0.8	+1.0	+1.0	+0.9
Able to work in a fluid matrix by accepting frequent changes in leadership	3.0	=0.0	+0.8	+0.8	+1.0	+0.6
Prepared to experiment and take calculated risks	3.0	=0.0	+0.8	+0.8	+1.0	+0.6
Able to cope with the pressures of changing demands and circumstances	4.0	-1.0	-1.0	-1.0	-1.0	-1.0
Accurately identifies opportunities and threats	4.0	-1.0	-1.8	-1.0	-1.0	-1.2
Displays an integrated overview of the total business and how it operates	4.0	-1.0	-2.2	-1.5	-1.0	-1.4
Active in developing others, including appropriate delegation of responsibilities	4.0	-1.0	-1.8	-1.5	-2.0	-1.6
Learns from experience, is prepared to change own views or approach in the light of new information	5.0	-2.0	-2.0	-2.0	-2.0	-2.0
Defines a clear long-term vision of the future	5.0	-2.0	-2.5	-2.0	-2.0	-2.1
Establishes courses of action to allocate resources and accomplish long-term goals	5.0	-3.0	-2.0	-2.2	-2.0	-2.3
Gets the best out of individuals and teams	5.0	-2.0	-2.8	-2.5	-3.0	-2.6

SAMPLE FEEDBACK REPORT

RESPONSE RANGE

RESPONSE RANGE TABLE

This is simply a table showing how people have used the rating scale for each of the questionnaire statements.

You can use this information to identify where you may be coming across differently to different colleagues or groups of colleagues.

For example, an average rating of 2, say, in one of the bar charts could have been awarded because everybody agreed to rate you as a 2. But it may be that one person has rated you as a 5, and 3 others have given you a 1. The average is the same, but that average can hide the polarisation of perceptions. It may be useful for you to consider why it is that different people have different opinions of your behaviour.

In the following table, an **S** shows where you rated yourself, an **M** shows where a manager rated you, an **R** shows where a report rated you, a **C** shows where a colleague rated you and a **C** shows where customer rated you.

Behaviour	1	2	3	4	5
STRATEGIC PERSPECTIVE					
Displays an integrated overview of the total business and how it operates	RRC	R	MRC CCC C	S	
Defines a clear long-term vision of the future		RR	MRR CCC CCC		S
Accurately identifies opportunities and threats		RRR	MRC CCC CC	S	
Establishes courses of action to allocate resources and accomplish long-term goals		MC	RRR RCC CCC		S
Tackles day to day issues in the context of a broad strategic framework	R	C	RRR CCC C	SMC	
LEADERSHIP					
Establishes challenging goals with others and gives feedback and recognition			MRR RRC CCC CC	S	
Creates a motivating environment to achieve goals			MRR RRC CCC CC	S	
Active in developing others, including appropriate delegation of responsibilities	R	RCC CC	MRR CC	S	
Gets the best out of individuals and teams	R	RCC CC	MRR CC		S
Creates a viable strategy for own area and secures the commitment of their team			MRR RRC CCC CC	S	

SAMPLE FEEDBACK REPORT

RESPONSE RANGE

Behaviour	1	2	3	4	5
TEAMWORK					
Committed to team goals and works hard to maintain the team			S	MRR RCC CCC C	R
Has a cooperative approach			SR	MRR RCC CCC C	
Is sensitive to, and recognises, the needs and feelings of others			SRC	RRR CCC C	MC
Solicits input from others and involves people in issues that may affect them			SMR RRC CCC C	RC	
Able to work in a fluid matrix by accepting frequent changes in leadership			SMR RC	RCC CCC	R
DECISION MAKING					
Objectively evaluates possible options			SMR RRR CCC CCC		
Selects the best way forward confidently and commits appropriate resources			SMR RRR CCC CCC		
Acts promptly to clear up problems without undue recourse to higher authority	C		SMR RRR CCC CC		
Makes unpopular decisions with confidence, after thoroughly considering the consequences		C	SMR RRC CCC C	R	
Easily explains and justifies decisions			SMR RRR CCC CCC		
CREATIVITY AND INNOVATION					
Generates novel solutions			S	MRR RRC CCC CC	

SAMPLE FEEDBACK REPORT

RESPONSE RANGE

Behaviour	1	2	3	4	5
Integrates new and old ideas to establish strategies for change			S	MRR RRC CCC CC	
Actively seeks better ways of doing things and improving business performance			SR	MRC CCC C	RRC
Produces a wide range of ideas in response to problems or opportunities			SMR CCC CC	C	RRR
Prepared to experiment and take calculated risks			SMR C	RRR CCC CC	
FLEXIBILITY					
Maintains effectiveness in varying and ambiguous situations			MRR RRC CCC CC	S	
Reacts positively to change - welcomes new challenges and a fast changing environment			MRR RRC CCC CC	S	
Learns from experience, is prepared to change own views or approach in the light of new information			MRR RRC CCC CC		S
Adapts own behaviour to suit new circumstances			MRR RRC CCC CC	S	
Able to cope with the pressures of changing demands and circumstances			MRR RRC CCC CC	S	

SAMPLE FEEDBACK REPORT

COMPETENCIES IN RANK ORDER

COMPETENCIES IN RANK ORDER

This section shows all of the competencies you requested feedback on, arranged in order of the average of others' ratings. The results do not include your own ratings and are 'weighted' to account for multiple raters of one type e.g direct reports, having a disproportionate effect on the overall average rating as compared to a single rater of one type e.g manager. The average rating for each type of raters e.g. direct reports, colleagues, customers etc. is first produced and then they are used to produce an overall average rating for a competency. This ensures that single (but important) raters like managers get equal weighting in the overall result giving you a more accurate reflection of how all others rank your competencies.

The chart shows how many ratings the average was derived from (N), the maximum and minimum ratings, and the average rating.

Competency	N	minimum	maximum	All others
Creativity and Innovation	55	3.0	5.0	3.84
Teamwork	55	3.0	5.0	3.79
Flexibility	55	3.0	3.0	3.00
Decision Making	55	1.0	4.0	2.98
Strategic Perspective	55	1.0	4.0	2.81
Leadership	55	1.0	3.0	2.77

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BEHAVIOURS IN RANK ORDER

BEHAVIOURS IN RANK ORDER

This section shows all of the behaviours you requested feedback on, arranged in order of the average of others' ratings. The results do not include your own ratings and are 'weighted' to account for multiple raters of one type e.g direct reports, having a disproportionate effect on the overall average rating as compared to a single rater of one type e.g manager. The average rating for each type of raters e.g. direct reports, colleagues, customers etc. is first produced and then they are used to produce an overall average rating for a behaviour. This ensures that single (but important) raters like managers get equal weighting in the overall result giving you a more accurate reflection of how all others rank your behaviours. Your raters may have commented on these behaviours in the next section.

The chart shows how many ratings the average was derived from (N), the maximum and minimum ratings, and the average rating.

Behaviour	N	minimum	maximum	All others
Is sensitive to, and recognises, the needs and feelings of others	11	3.0	5.0	4.19
Actively seeks better ways of doing things and improving business performance	11	3.0	5.0	4.12
Committed to team goals and works hard to maintain the team	11	4.0	5.0	4.06
Integrates new and old ideas to establish strategies for change	11	4.0	4.0	4.00
Generates novel solutions	11	4.0	4.0	4.00
Has a cooperative approach	11	3.0	4.0	3.94
Prepared to experiment and take calculated risks	11	3.0	4.0	3.62
Able to work in a fluid matrix by accepting frequent changes in leadership	11	3.0	5.0	3.62
Produces a wide range of ideas in response to problems or opportunities	11	3.0	5.0	3.44
Tackles day to day issues in the context of a broad strategic framework	11	1.0	4.0	3.12
Solicits input from others and involves people in issues that may affect them	11	3.0	4.0	3.12
Selects the best way forward confidently and commits appropriate resources	11	3.0	3.0	3.00
Reacts positively to change - welcomes new challenges and a fast changing environment	11	3.0	3.0	3.00
Objectively evaluates possible options	11	3.0	3.0	3.00
Makes unpopular decisions with confidence, after thoroughly considering the consequences	11	2.0	4.0	3.00
Maintains effectiveness in varying and ambiguous situations	11	3.0	3.0	3.00
Learns from experience, is prepared to change own views or approach in the light of new information	11	3.0	3.0	3.00
Establishes challenging goals with others and gives feedback and recognition	11	3.0	3.0	3.00

SAMPLE FEEDBACK REPORT

BEHAVIOURS IN RANK ORDER

Easily explains and justifies decisions	11	3.0	3.0	3.00
Creates a viable strategy for own area and secures the commitment of their team	11	3.0	3.0	3.00
Creates a motivating environment to achieve goals	11	3.0	3.0	3.00
Adapts own behaviour to suit new circumstances	11	3.0	3.0	3.00
Able to cope with the pressures of changing demands and circumstances	11	3.0	3.0	3.00
Defines a clear long-term vision of the future	11	2.0	3.0	2.88
Acts promptly to clear up problems without undue recourse to higher authority	11	1.0	3.0	2.88
Accurately identifies opportunities and threats	11	2.0	3.0	2.81
Establishes courses of action to allocate resources and accomplish long-term goals	11	2.0	3.0	2.69
Displays an integrated overview of the total business and how it operates	11	1.0	3.0	2.56
Gets the best out of individuals and teams	11	1.0	3.0	2.44
Active in developing others, including appropriate delegation of responsibilities	11	1.0	3.0	2.44

SAMPLE FEEDBACK REPORT

DEVELOPMENT COMMENTS

DEVELOPMENT COMMENTS

Some of your raters wished to give you feedback on specific behaviours that they ranked as *one* or less or as *five* or more. This does not include behaviours ranked as "not applicable".

Strategic Perspective

Comments rated *one* or less:

Displays an integrated overview of the total business and how it operates

I think that A tends to focus too much on his own department and not the overall business. I would like to see him contributing more to the overall strategy as a senior manager in the business.

Tackles day to day issues in the context of a broad strategic framework

I don't feel that A spends enough time giving us the full picture. Either he does not think it is important or he does not know?

Teamwork

Comments rated *five* or more:

Committed to team goals and works hard to maintain the team

A invests a lot of time in team building.....including a lot of social events which we all enjoy. It helps ease the pressure of work and for us to get to know each other better.

Able to work in a fluid matrix by accepting frequent changes in leadership

Sometimes you would not know that A is our manager. He is one of us and is always willing to help out when the pressure is on to meet a deadline. We appreciate his willingness to 'roll his sleeves up'.

Decision Making

Comments rated *one* or less:

Acts promptly to clear up problems without undue recourse to higher authority

A is sometimes a little afraid of taking risks and is always checking things out with us his colleagues, or his director, before making a decision. He needs to look at all the options, make his decision and get on with it.

Creativity and Innovation

Comments rated *five* or more:

Actively seeks better ways of doing things and improving business performance

A is very innovative and contributes lots of ideas.....many of which will not work of course...but more often than that the idea is a good one! This is very much a strong point.

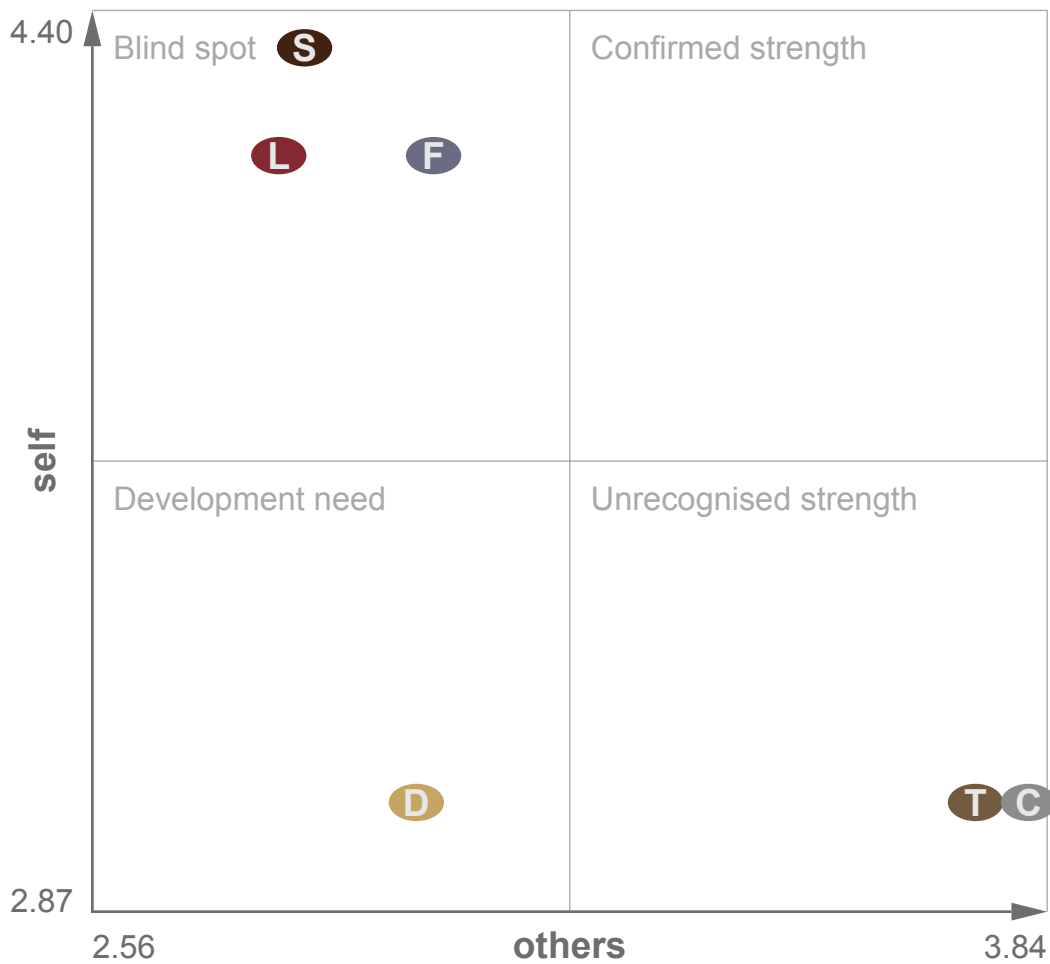
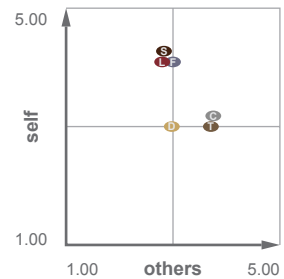
SAMPLE FEEDBACK REPORT

SCATTERCHART

SCATTERCHART

This report gives you a picture of the overall gap analysis information for each competency. The small unscaled scatterchart on the right shows the actual scores and the main chart below is scaled to draw attention to the relative difference between ratings.

Where there is agreement between the overall ratings that you have given to yourselves with the ratings used by others, then the coordinates will fall either into the top right or bottom left quadrants. You may want to consider how to continue to develop your *confirmed strengths* and make a development plan to meet your *development needs*. The two remaining quadrants invite you to seek more feedback for your comparative *blind spots* and consider how to use your *unrecognised strengths*. Where there is a circle representing a competency on both scattercharts, then that is the coordinate showing you where your own ratings and those of your respondents have placed you.



KEY

- | | | |
|-------------------------|-----------------------------|---------------|
| S Strategic Perspective | L Leadership | T Teamwork |
| D Decision Making | C Creativity and Innovation | F Flexibility |

SAMPLE FEEDBACK REPORT

COMMENTS

This section shows the comments your reviewers have made. The text of the comments are reproduced here exactly as they were entered in the questionnaire.

All others

*What would you like this person to *stop* doing to assist you in your role?*

- Stop his 'silo' approach to new initiatives and take a broader view.
- Stop assuming that we know the big picture.

*What would you like this person to *start* doing to assist you in your role?*

- Try to be a little more flexible when it comes to sharing tasks between departments. We all have deadlines to meet!
- Start providing a little more direction...an idea where his team is headed. Set more aims and objectives for tasks. Communicate the longterm strategy more. Have more confidence in his decision making.
- Start giving us some more direction and let us know how our tasks fit in to the overall strategy of the department.

*What would you like this person to *continue* doing that assists you in your role?*

- Continue contributing positively to the management team.
- Continue to build his team.
- Continue working with us as a team member as well as our manager. Maintaining the usual high team spirit.

SAMPLE FEEDBACK REPORT

DEVELOPMENT PLAN

YOUR DEVELOPMENT PLAN

Use this section to make notes during or after your feedback session. You may then want to transfer these notes into your organisation's personal development planning system if appropriate.

First identify the competency area for development and then have a close look at the behaviours for that competency. Determine your action points by discussing the specific behaviours with significant gaps and/or where there is general agreement with your raters that this is a possible area for development. Remember to make your action points S.M.A.R.T. ie. Specific-Measurable-Agreed-Realistic-Time Based.

Also think about what support you may need and where from, to have the best chance of achieving your development action points.

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

SAMPLE FEEDBACK REPORT

DEVELOPMENT PLAN

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	

Competency development area:		Self rating <input type="checkbox"/>	Others +/- <input type="checkbox"/>
Development activity & success criteria	What support & where from	Timescale	