

XYZ Company

180 DEGREE CO-WORKER APPRAISAL

| Name | Score | No. of Respondents |
|------------|-------|--------------------|
| Jane Smith | 6.14 | 9 |

This is a silver medal, well done! In the 7 themes, People Skills and Composure are the highs while Attitude and Reliability can be improved. Your strengths are "good people skills" and "being customer focussed". Opportunities to improve are "develop leadership skills" and "be more assertive".

Scoring System

Thank you for participating in the Co-Worker Review 180 degree feedback process. I trust you will find the results stimulating and invaluable as feedback for personal development. The appraisal is not solely a measure of one's competency; rather it is an index of your ability to work as part of a team and to assist in the creation of an environment focused on continuous improvement and customer needs.

The answers to the questions ranged on a scale from 1 to 8, with 1 being low and 8 being high. A minimum of 5 colleagues have participated to give the data validity. Your score and the number of surveys is at the top of this page. We define 4 levels of leadership capability: **Role Model / Outstanding** (Gold Medal); **Excellent** (Silver Medal); **Competent (Bronze)** and **Needs Development**.

| Score | Level of Leadership Capability |
|----------------|-------------------------------------|
| 6.5 and above | Role Model / Outstanding (Gold) |
| 6.0 to 6.49 | Excellent (Silver) |
| 5.0 to 5.99 | Competent (Bronze) |
| 4.99 and below | Needs Improvement / Room for Growth |

Not only do you receive an overall score, but the appraisal also provides scores by 7 categories:

- ATTITUDE**
- COMPOSURE**
- INTEGRITY**
- PEOPLE SKILLS**
- PERFORMANCE**
- RELIABILITY**
- TEAM PLAYER**

The written comments at the end of the report hopefully add some extra meaning to the numbers.

We trust you will take a positive attitude in analysing your strengths and opportunities, quickly develop a self improvement action plan and share this with those colleagues who gave you the feedback.

How to Interpret the Report

To get the maximum benefit of this feedback, you should read this report several times. Each time you should seek to achieve deeper meaning from the feedback and constantly think about an action plan for improvement. You need to put the results into the context of your attitude and performance in recent times and the challenges you face in the coming 12 months.

1. Let's start with the overall score on Page 1.
 - Anything above the benchmark figure of 6 is great news and cause for celebration. Make sure you give yourself a 'pat on the back' because this is wonderful feedback. Please take on board the positive messages before you focus on areas for improvement.
 - Scores between 5 and 6 are competent. Again, you should celebrate the strengths and then identify the opportunities to do better.
 - Scores below 5 are a 'wake up call' to improve. You should still take comfort from the strengths highlighted and then begin the challenging task of prioritising your opportunities to improve.
2. Now let's look at how you scored in the 30 questions on Page 3.
 - Start by looking at how many questions scored 6.5 or above. These fit in to the "Outstanding" category. These are your superior strengths that others readily identify in you. You should think about leveraging them even more to enhance your contribution.
 - Scores in the range of 6 - 6.49 are "Excellent". Of the 30 questions, you can now see how many scored 6 or above and fit in to the gold and silver medal categories.
 - The next cut-off point of note is the figure of 5. A Score of 5 or above is "Competent" and below 5 is a "Need for improvement".
 - Obviously, not having any scores below 5 is an excellent outcome. If you look carefully at the questions at the top and bottom end of the scale you will start to see some patterns emerge. Patterns will become clearer as we proceed through the report.
3. Pages 4 and 5 brings the results together in 7 categories.
4. On Page 6 there are three columns to consider
 - The first column is how you scored yourself. You should identify your highs and lows.
 - The second column is the feedback from your colleagues, ranked from high to low. The higher scores are your strengths and the lower scores are opportunities to do better. You can now benchmark your self score against your actual result, i.e. the first column against the second column.
 - You may also have a third column showing the average of all of the participants in this 360 Degree Appraisal process. Some reports might also show an industry average, or break your results down further. These provide benchmarking opportunities.
5. The table on Page 7 highlights your Top 4 Strengths.
 - Each respondent was asked to identify four positives and we have weighted the items by 4 votes for their first choice, 3 votes for their second choice etc. You should take great heart from the top items.
 - There may be one or two that really stand out from the rest of the pack or the top five or six items might be tightly bunched. This simply means that people see your strengths as being clustered in a couple of areas or generally spread more broadly.
6. Page 8 uses the same scoring system to identify your Top 4 Opportunities to improve. Again you should check to see if one or two items really stand out or whether the numbers are pretty close for the top four or five items.
7. The final part of the report is the written comments on Page 9.
 - There is a wealth of information here that should be invaluable in your self reflection.
 - In looking at the strengths, search for similar words to identify any patterns.
 - You should also do the same for the opportunities section.
 - Please take time to look for connections between these written comments and the numbers provided in the earlier part of the report. There is usually a neat fit in putting your whole jigsaw together. The comments usually confirm the earlier numbers.

XYZ Company

No of Responses 9

Manager = Jane Smith

| Rank | Your Overall Score | Question | Scale = 1 | Scale = 8 |
|------|--------------------|--|----------------|-----------------|
| 1 | 7.00 | This person is sensitive to the concerns and feelings of others: | Rarely | Always |
| 2 | 6.89 | This person is friendly, happy and makes an effort to get along well with others: | No, not really | Yes, definitely |
| 3 | 6.89 | This person is polite and considerate, never rude or abrasive: | No, not really | Yes, definitely |
| 4 | 6.78 | This person has very good people skills: | No, not really | Yes, definitely |
| 5 | 6.67 | This person is accountable for their work, doesn't "pass the buck" or blame others: | No, not really | Yes, definitely |
| 6 | 6.67 | This person behaves honestly and ethically at all times: | No, not really | Yes, definitely |
| 7 | 6.67 | This person is calm and even tempered, not volatile or moody | No, not really | Yes, definitely |
| 8 | 6.56 | This person manages emotions maturely and intelligently in stressful situations: | No, not really | Yes, definitely |
| 9 | 6.44 | This person is always reliable in meeting timelines and deadlines: | No, not really | Yes, definitely |
| 10 | 6.22 | This person actively supports the organisation's big picture: | No, not really | Yes, definitely |
| 11 | 6.22 | This person pulls their weight, they don't bludge: | No, not really | Yes, definitely |
| 12 | 6.22 | This person is always willing to help others without being asked: | No, not really | Yes, definitely |
| 13 | 6.11 | This person has a very good work ethic: | No, not really | Yes, definitely |
| 14 | 6.00 | This person works well with other work areas, doesn't have a "them and us" attitude: | No, not really | Yes, definitely |
| 15 | 6.00 | This person shares resources, knowledge and time effectively: | No, not really | Yes, definitely |
| 16 | 6.00 | This person possesses the passion to make a difference: | No, not really | Yes, definitely |
| 17 | 6.00 | This person's behaviour provides a positive role model for others: | No, not really | Yes, definitely |
| 18 | 6.00 | This person builds trust and loyalty with others: | No, not really | Yes, definitely |
| 19 | 6.00 | This person has high self awareness around personal improvement opportunities: | No, not really | Yes, definitely |
| 20 | 5.89 | This person is held in high regard by others: | No, not really | Yes, definitely |
| 21 | 5.89 | This person is strongly motivated to meeting the expectations of others in our organisation: | No, not really | Yes, definitely |
| 22 | 5.89 | This person works above and beyond the call of duty to get the job done: | No, not really | Yes, definitely |
| 23 | 5.89 | This person brings a positive attitude to the job: | No, not really | Yes, definitely |
| 24 | 5.78 | This person provides quick and timely responses when required: | Rarely | Always |
| 25 | 5.67 | This person presents ideas and opinions clearly when speaking: | No, not really | Yes, definitely |
| 26 | 5.67 | The quality of this person's work is very high, it is mistake free: | No, not really | Yes, definitely |
| 27 | 5.67 | This person has great job knowledge: | No, not really | Yes, definitely |
| 28 | 5.67 | This person consistently performs to a high standard: | No, not really | Yes, definitely |
| 29 | 5.56 | This person is a team player, doesn't get involved in bitching, backstabbing or infighting: | No, not really | Yes, definitely |
| 30 | 5.44 | This person is well organised and productive: | No, not really | Yes, definitely |

XYZ Company

Manager = Jane Smith

| As Others see you | Question | Scale = 1 | Scale = 8 |
|--------------------------|---|------------------|------------------|
| 6.58 | People Skills | | |
| 7.00 | This person is sensitive to the concerns and feelings of others: | Rarely | Always |
| 6.89 | This person is friendly, happy and makes an effort to get along well with others: | No, not really | Yes, definitely |
| 6.78 | This person has very good people skills: | No, not really | Yes, definitely |
| 5.67 | This person presents ideas and opinions clearly when speaking: | No, not really | Yes, definitely |
| 6.53 | Composure | | |
| 6.89 | This person is polite and considerate, never rude or abrasive: | No, not really | Yes, definitely |
| 6.67 | This person is calm and even tempered, not volatile or moody | No, not really | Yes, definitely |
| 6.56 | This person manages emotions maturely and intelligently in stressful situations: | No, not really | Yes, definitely |
| 6.00 | This person has high self awareness around personal improvement opportunities: | No, not really | Yes, definitely |
| 6.19 | Integrity | | |
| 6.67 | This person behaves honestly and ethically at all times: | No, not really | Yes, definitely |
| 6.00 | This person's behaviour provides a positive role model for others: | No, not really | Yes, definitely |
| 5.89 | This person is held in high regard by others: | No, not really | Yes, definitely |
| 6.00 | Team Player | | |
| 6.22 | This person actively supports the organisation's big picture: | No, not really | Yes, definitely |
| 6.22 | This person is always willing to help others without being asked: | No, not really | Yes, definitely |
| 6.00 | This person works well with other work areas, doesn't have a "them and us" attitude: | No, not really | Yes, definitely |
| 6.00 | This person builds trust and loyalty with others: | No, not really | Yes, definitely |
| 6.00 | This person shares resources, knowledge and time effectively: | No, not really | Yes, definitely |
| 5.56 | This person is a team player, doesn't get involved in bitching, backstabbing or infighting: | No, not really | Yes, definitely |
| 5.96 | Performance | | |
| 6.67 | This person is accountable for their work, doesn't "pass the buck" or blame others: | No, not really | Yes, definitely |
| 6.22 | This person pulls their weight, they don't bludge: | No, not really | Yes, definitely |
| 6.11 | This person has a very good work ethic: | No, not really | Yes, definitely |
| 5.67 | This person consistently performs to a high standard: | No, not really | Yes, definitely |
| 5.67 | The quality of this person's work is very high, it is mistake free: | No, not really | Yes, definitely |
| 5.44 | This person is well organised and productive: | No, not really | Yes, definitely |

Manager = Jane Smith

| As Others see you | Question | Scale = 1 | Scale = 8 |
|--------------------------|--|------------------|------------------|
| 5.94 | Reliability | | |
| 6.44 | This person is always reliable in meeting timelines and deadlines: | No, not really | Yes, definitely |
| 5.89 | This person works above and beyond the call of duty to get the job done: | No, not really | Yes, definitely |
| 5.78 | This person provides quick and timely responses when required: | Rarely | Always |
| 5.67 | This person has great job knowledge: | No, not really | Yes, definitely |
| 5.93 | Attitude | | |
| 6.00 | This person possesses the passion to make a difference: | No, not really | Yes, definitely |
| 5.89 | This person brings a positive attitude to the job: | No, not really | Yes, definitely |
| 5.89 | This person is strongly motivated to meeting the expectations of others in our organisation: | No, not really | Yes, definitely |

XYZ Company

Manager = Jane Smith

| How you see yourself | As Others see you | The group profile | Subtheme |
|----------------------|-------------------|-------------------|----------------------|
| 6.75 | 6.58 | 6.56 | People Skills |
| 6.25 | 6.53 | 6.48 | Composure |
| 6.67 | 6.19 | 6.63 | Integrity |
| 6.83 | 6.00 | 6.52 | Team Player |
| 7.00 | 5.96 | 6.48 | Performance |
| 6.50 | 5.94 | 6.43 | Reliability |
| 7.00 | 5.93 | 6.44 | Attitude |

XYZ Company

No of Responses 9

Manager = Jane Smith

This person's strengths are...

| Rank | Answer | Total Score |
|------|---|-------------|
| 1 | Good people skills: people person | 24 |
| 2 | Customer focussed: good with clients | 19 |
| 3 | Empathy: supportive | 12 |
| 4 | Integrity: high ethical standards | 7 |
| 5 | Hardworking: has a good work ethic | 6 |
| 6 | Is very loyal | 4 |
| 7 | Communciations skills | 3 |
| 8 | Positive role model: leads by example | 3 |
| 9 | Good sense of humour | 3 |
| 10 | Shares knowledge: makes time to listen | 2 |
| 11 | Is a great team player | 2 |
| 12 | Cool under pressure | 2 |
| 13 | Professional approach | 1 |
| 14 | Action oriented: gets the job done | 1 |
| 15 | The right attitude: enthusiastic, positive | 0 |
| 16 | Knowledge: technical ability, experience | 0 |
| 17 | Good organisational skills: well organised | 0 |
| 18 | Motivator: helps people succeed | 0 |
| 19 | Drives change: thinks outside the square | 0 |
| 20 | Problem solving approach: good troubleshooter | 0 |
| 21 | Understands the big picture | 0 |
| 22 | Good Leadership Skills | 0 |
| 23 | Challenges poor performance | 0 |
| 24 | Good at planning: forward thinking | 0 |
| 25 | Makes tough decisions: deals with the hard issues | 0 |
| 26 | Sets clear goals: results driven | 0 |

XYZ Company

No of Responses 7

Manager = Jane Smith

This person's opportunities to improve are...

| Rank | Answer | Total Score |
|------|---|-------------|
| 1 | Develop leadership skills | 11 |
| 2 | Be more assertive | 10 |
| 3 | Time management and organisational skills | 8 |
| 4 | Better job / industry knowledge | 7 |
| 5 | Look at the big picture | 3 |
| 6 | Less back-stabbing | 3 |
| 7 | Takes on too much: spreads self too thin | 3 |
| 8 | Go the extra yard when needed | 3 |
| 9 | Improve people skills: interpersonal skills | 2 |
| 10 | Make the tough decisions | 2 |
| 11 | Communicate Better | 0 |
| 12 | Be less aggressive | 0 |
| 13 | Team player: "we" not "me" | 0 |
| 14 | More timely responses, meet deadlines | 0 |
| 15 | Be accountable, don't shirk responsibility | 0 |
| 16 | Listen more: don't jump the gun | 0 |
| 17 | Better work ethic | 0 |
| 18 | Less favouritism: treat people equally | 0 |
| 19 | Control temper: less moodiness | 0 |
| 20 | Less "not my job" attitude | 0 |
| 21 | More customer focus | 0 |
| 22 | Treat colleagues with respect | 0 |
| 23 | Be more empathetic, happy, friendlier | 0 |
| 24 | Share knowledge and resources | 0 |
| 25 | Be more positive: less negativity | 0 |
| 26 | Be more open to new ideas: embrace change | 0 |

XYZ Company

Manager = Jane Smith

This person's strengths are...

- : Natural personality and approach with clients; tries hard and attempts to gain more knowledge of complex issues; prompt response with clients; reliable and can be trusted to follow up detail.
- : Friendly; caring; always asks if I need help with anything; enjoys her work; good people skills.
- : Kind; empathetic; great with clients; helpful; loyal; cheerful; gutsy.
- : Very customer focused; great with clients.
- : Friendly nature; good customer and work focus.
- : Reliable; trustworthy.
- : Great with clients over the phone; always interested in how the businesses are going and their general well being.
- : Jane is a mother hen. She likes to look after everyone and is aware of when people are stressed or extremely busy. She also is very cautious not to interrupt people and thinks about others before taking action.
- : Great with customers and always very friendly.

This person's opportunities to improve are...

- : Should make a concerted effort to gain more knowledge in regard to in-depth matters; needs to be more meticulous with paperwork and more definitive when describing insurance situations and alterations.
- : Could be more confident and less shy; should stand up for herself and be proud.
- : Jane needs to improve her leadership skills and should learn to be more assertive. She also needs better product knowledge and job skills.
- : Needs better time management; needs to be more organised so things don't get missed; should accept people for who they are - people are different and have their own ideas and views; should stop speaking badly about people behind their backs.
- : None.
- : When Jane gets swamped with work she is reluctant to ask for help or pass work on. She should be more assertive as others are!