

PARTICIPANT REPORT
FOR FEEDBACK, DEVELOPMENT, AND COACHING

360 Management Competencies

Results Report

PARTICIPANT:

John Doe

January 15, 2014

TalentClick
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Part 1 – Assessment Results on the Management Competencies

The following pages are the compiled results based on the responses from the rating questionnaires that you and your raters completed about your behaviors related to management competencies. Beginning on the next page, your results on the management competencies are listed, each indicating your self-rating, the average of your raters' responses, and the organizational average for each competency.

Your results are reported on a 5-point scale, with each number corresponding to the extent to which you are viewed to behave in accordance to the competency measured in the scale. The numbers in the scale represent the following statements:

- 1 - Does not describe you at all**
- 2 - Describes you *to a slight extent***
- 3 - Describes you *to a moderate extent***
- 4 - Describes you *to a great extent***
- 5 - Describes you *to a very great extent***

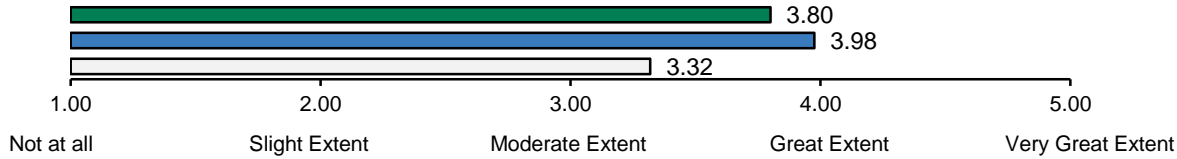
Your results are presented in three different ways:

-  **Self-Rating:** The self-rating is derived from your responses to the self-report questionnaire. This bar represents how you view yourself.
-  **Raters' Average:** The raters' average is derived from your raters' responses to the rater's questionnaire. This bar represents how your raters view you.
-  **Organizational Average:** The organizational average is derived from the compilation of all the ratings of people from your organization who have undergone this assessment. This bar represents the typical rating of someone from your organization.

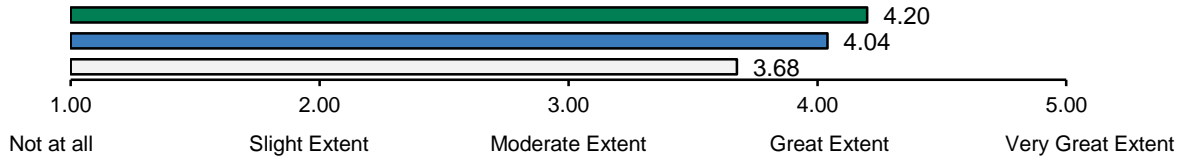
Gaps between your self-rating scores and your rater's average scores on a certain competency indicate the differences between your perception of yourself and your raters' perception of you in this area. Gaps of 1.0 point or more are considered significant and should be noted.

Gaps between your raters' averages and the organizational averages on a certain competency indicate how your raters' assessment of you compares to the average score of all the people from your organization who have undergone this assessment. Gaps of 1.0 points or more are considered significant and should be noted.

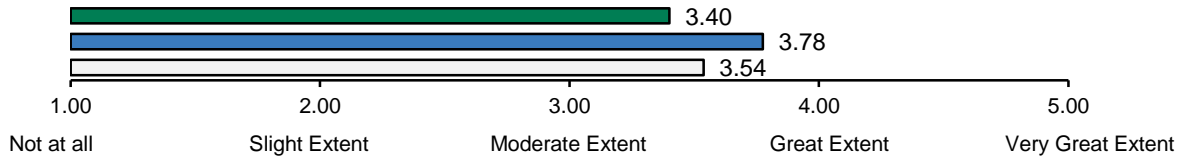
Leadership: Inspires people to achieve challenging goals by taking charge, earning trust, fostering collaboration and articulating a vision of the future.



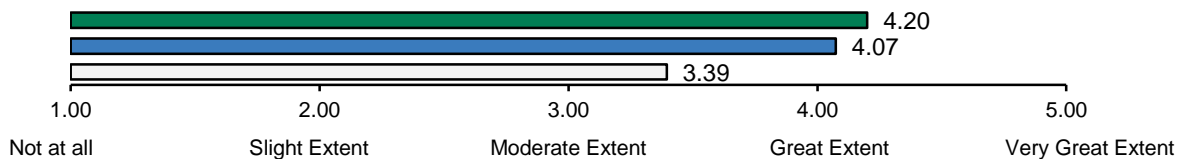
Accountability: Takes responsibility for his/her actions and follows through on his/her commitments. Acts with good intentions and admits mistakes.



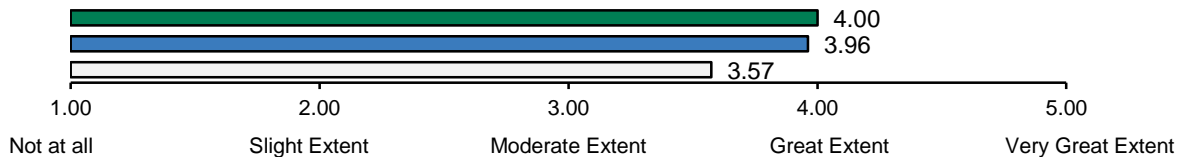
Managerial Courage: Faces management problems immediately. Provides his/her honest opinions, makes quick management decisions and stands behind decisions made. Deals with problem employees firmly.



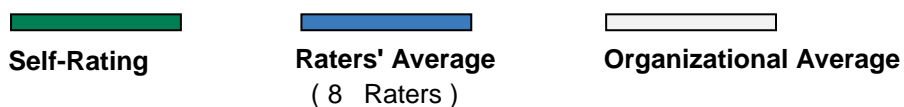
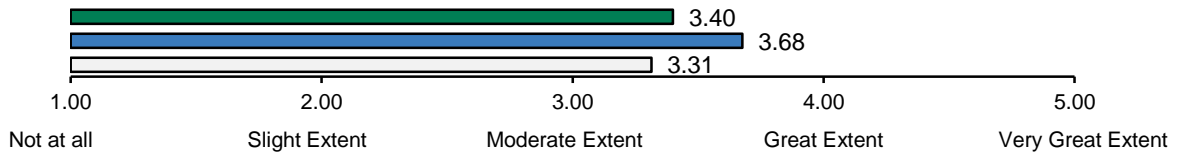
People Management: Shows an understanding of others' viewpoints and their needs. Effectively adjusts his/her style to fit varied situations and people.



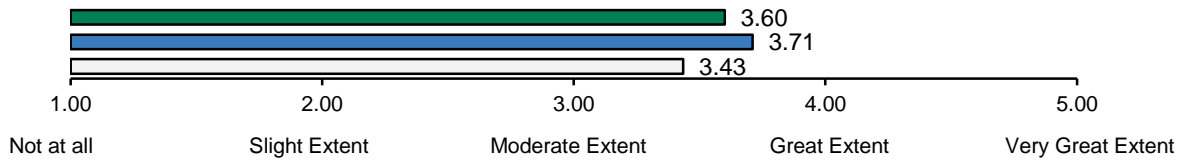
Empowering Others: Effectively gets work done through others by delegating assignments, soliciting input and trusting people to complete work. Allows others to take credit when work is complete.



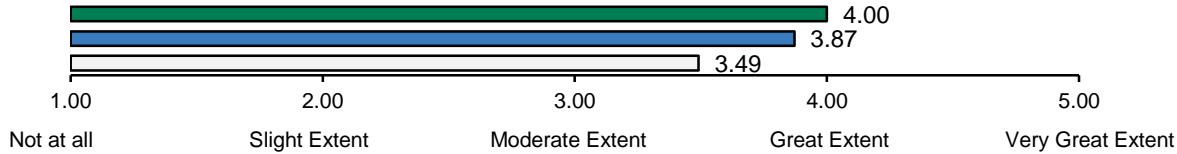
Developing Others: Develops others by understanding their goals and giving them challenging assignments. Provides honest feedback, suggestions on how to improve performance and gives praise for a job well done.



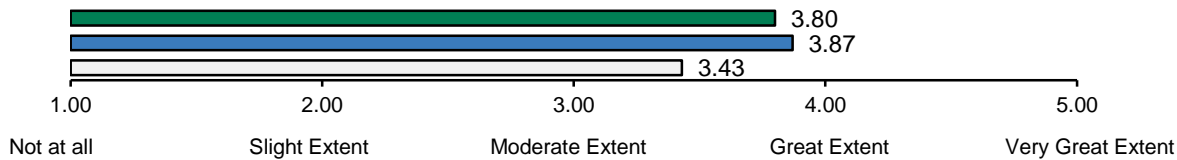
Conflict Management: Does not avoid conflict. Sees conflict and disagreements as opportunities for improvement. Treats all parties fairly when resolving conflict, listens to the concerns of those involved and helps find solutions that are acceptable to all those involved.



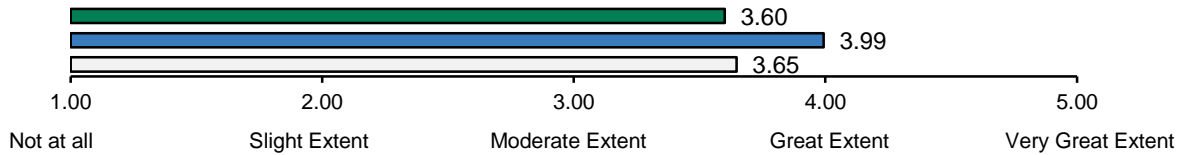
Teamwork: Fosters an environment of collaboration and support. Contributes his/her own portion toward team goals and shares credit freely with others.



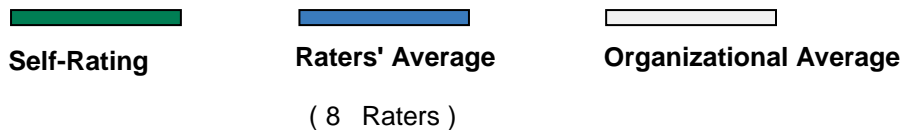
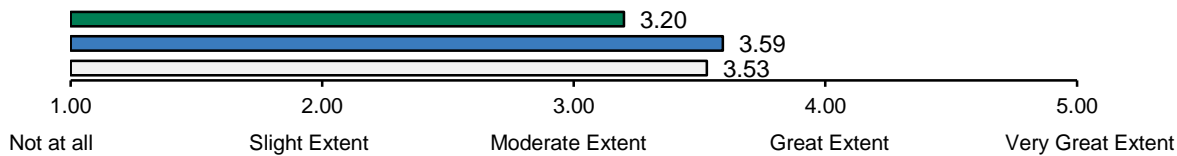
Change Management: Quickly adapts to changes. Comfortable dealing with uncertainty. Continuously seeks opportunities and promotes new ideas to improve systems and processes. Helps move the organization forward by challenging current practices.



Commitment: Persists to overcome obstacles. Takes action to do whatever it takes to get the job done right. Sets high personal goals and standards.



Initiative: Demonstrates a sense of urgency by taking immediate action to address issues. Prioritizes objectives to handle the most important issues first. Acts on opportunities to make improvements.






Part 2 – Assessment Results on the Individual Items

The following pages are the results based on the responses to individual items from the rating questionnaires that you and your raters completed about your behaviors related to management competencies. Beginning on the next page, your results on 14 management competencies are listed, as well as the results of the individual items that go into these competencies. Each result indicates your self-rating, the average of your raters' responses, and the organizational average for each competency.

Your results are reported on a 5-point scale, with each number corresponding to the extent to which you are viewed to behave in accordance to the competency measured in the scale. The numbers in the scale represent the following statements:

- 1 - Does not describe you at all**
- 2 - Describes you *to a slight extent***
- 3 - Describes you *to a moderate extent***
- 4 - Describes you *to a great extent***
- 5 - Describes you *to a very great extent***
- (N/A) - Your response to this item on the self-rating questionnaire was 'N/A'**

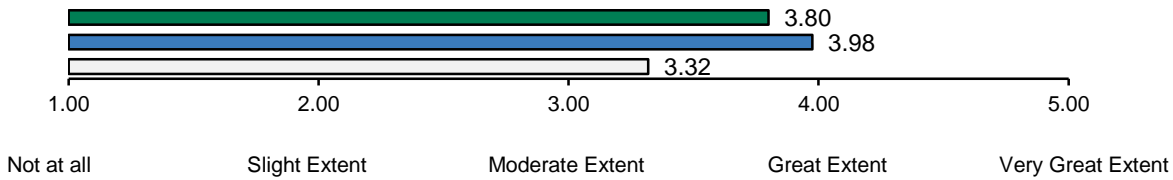
Your results are presented in three different ways:

-  **Self-Rating:** The self-rating is derived from your responses to the self-report questionnaire. This bar represents how you view yourself.
-  **Raters' Average:** The raters' average is derived from your raters' responses to the rater's questionnaire. This bar represents how your raters view you.
-  **Organizational Average:** The organizational average is derived from the compilation of all the ratings of people from your organization who have undergone this assessment. This bar represents the typical rating of someone from your organization.

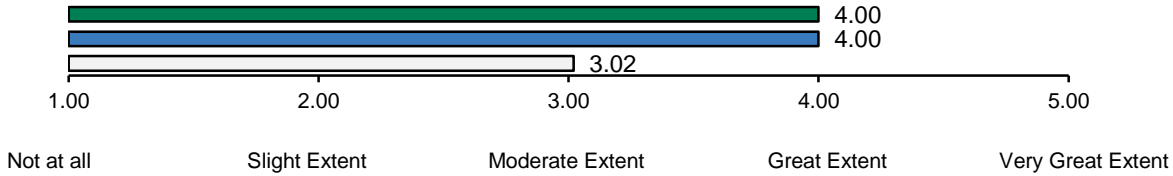
Gaps between your self-rating scores and your rater's average scores on a certain competency or individual item indicate the differences between your perception of yourself and your raters' perception of you in this area. Gaps of 1.0 point or more are considered significant and should be noted.

Gaps between your raters' averages and the organizational averages on a certain competency or individual item indicate how your raters' assessment of you compares to the average score of all the people from your organization who have undergone this assessment. Gaps of 1.0 points or more are considered significant and should be noted.

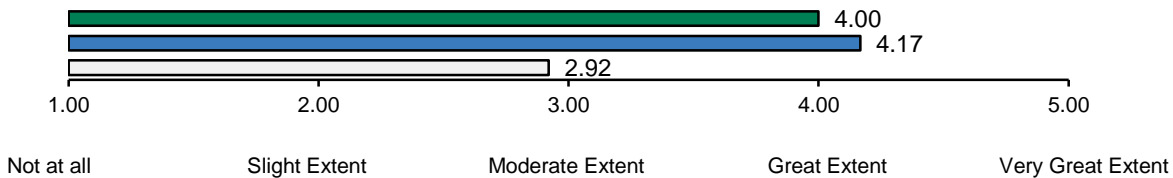
Leadership: Inspires people to achieve challenging goals by taking charge, earning trust, fostering collaboration and articulating a vision of the future.



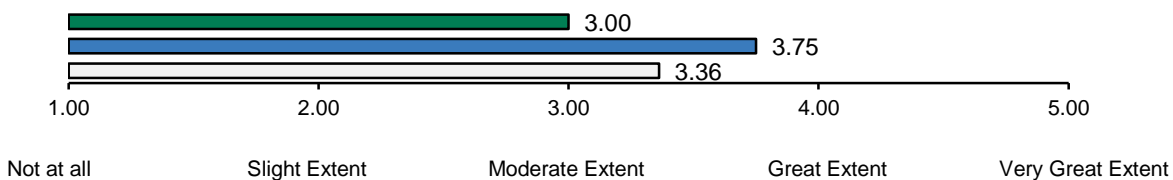
1. Inspires people to achieve challenging goals



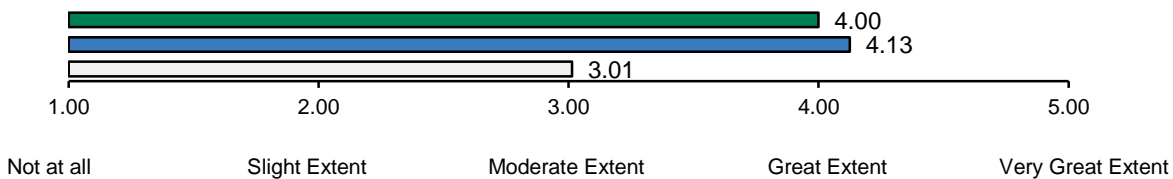
2. Effectively communicates a vision to strive for



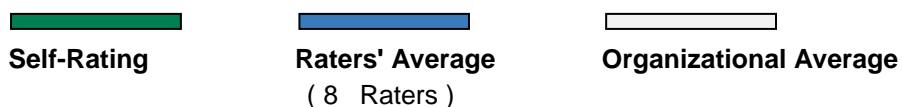
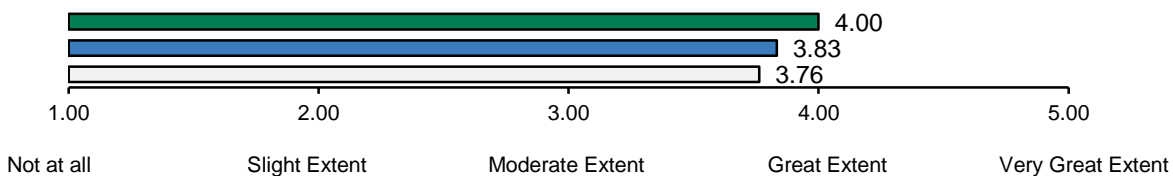
3. Leads others by taking charge



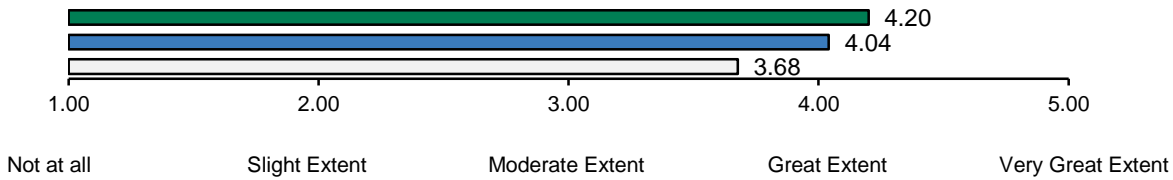
4. Earns others' trust



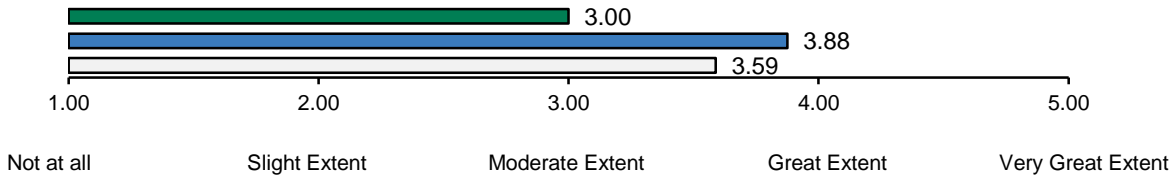
5. Fosters collaboration among co-workers



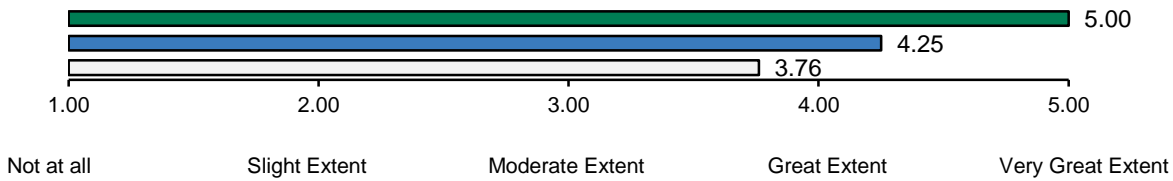
Accountability: Takes responsibility for his/her actions and follows through on his/her commitments. Acts with good intentions and admits mistakes.



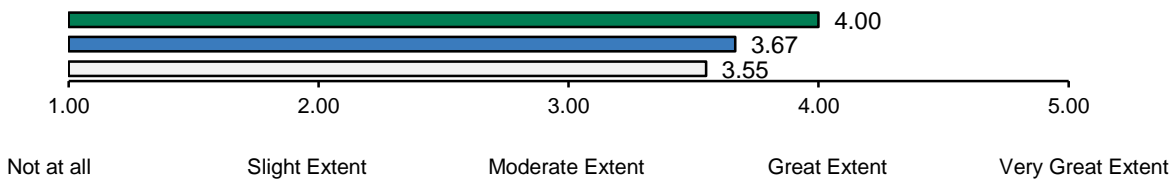
1. Follows through on his/her commitments



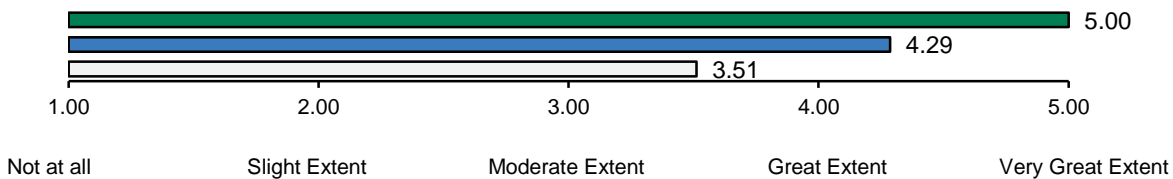
2. Takes responsibility for his/her own actions



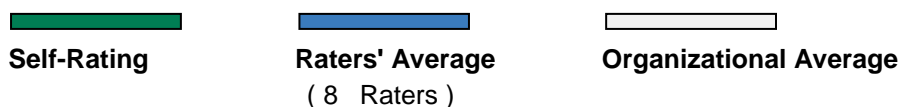
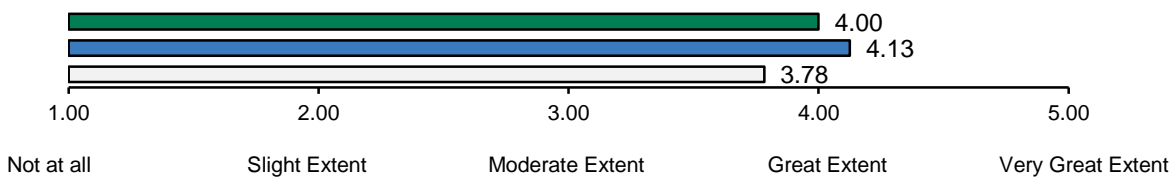
3. Holds him/herself personally responsible for results



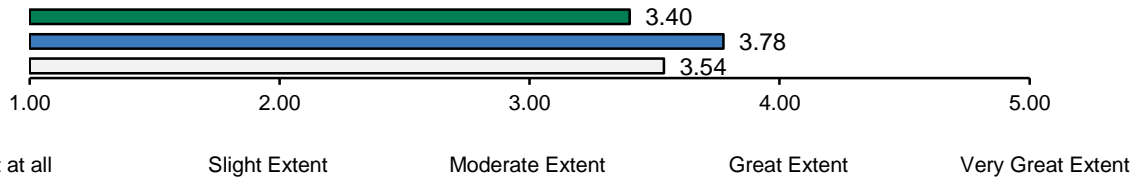
4. Admits when he/she makes mistakes



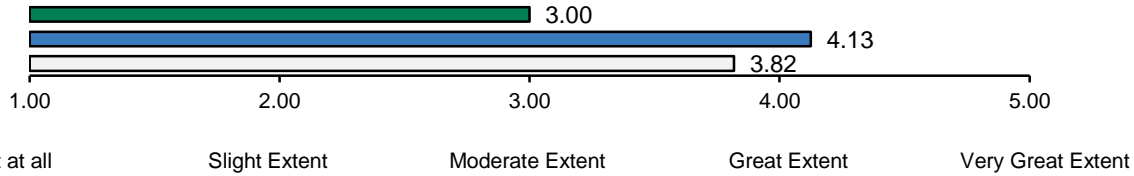
5. Demonstrates dependability



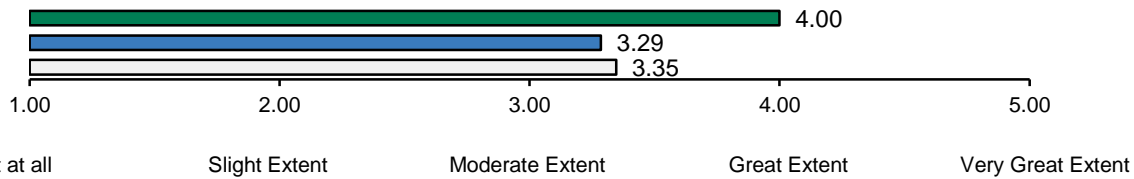
Managerial Courage: Faces management problems immediately. Provides his/her honest opinions, makes quick management decisions and stands behind decisions made. Deals with problem employees firmly.



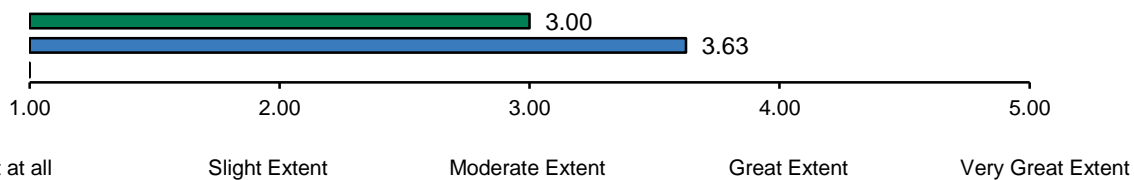
1. Volunteers his/her honest opinions



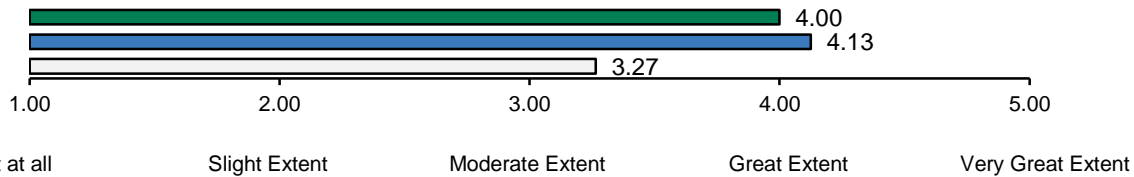
2. Chooses to face management problems immediately



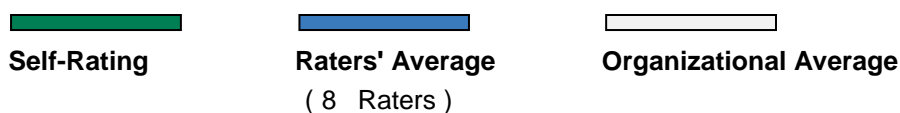
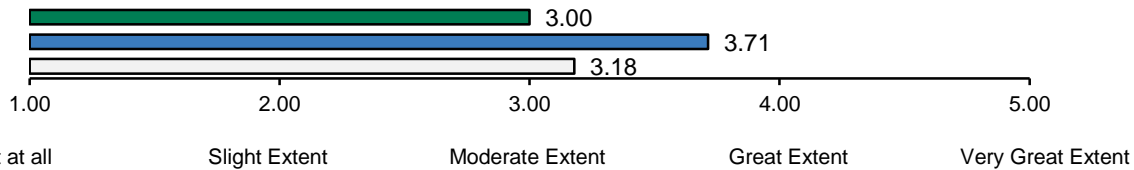
3. Makes quick management decisions



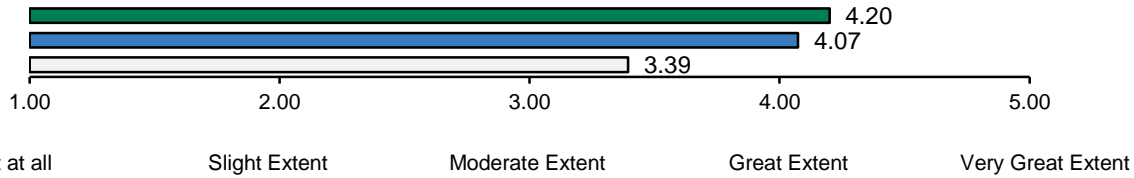
4. Stands behind management decisions he/she makes



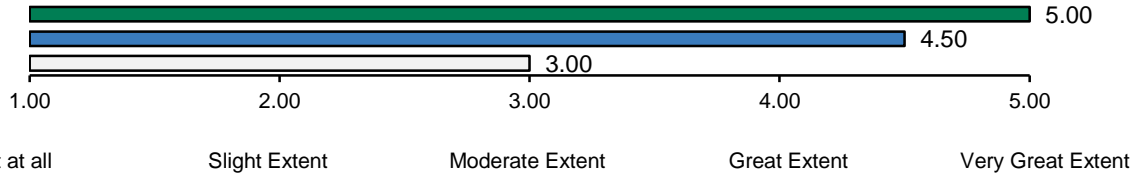
5. Deals with problem employees firmly



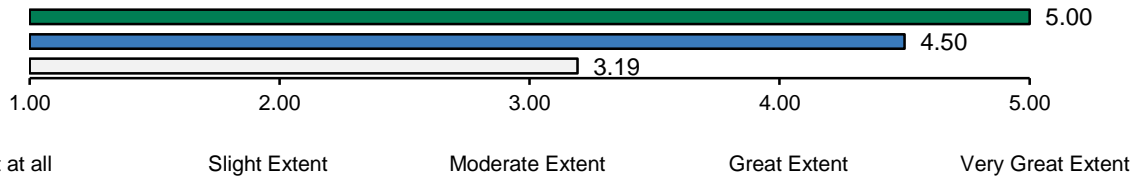
People Management: Shows an understanding of others' viewpoints and their needs. Effectively adjusts his/her style to fit varied situations and people.



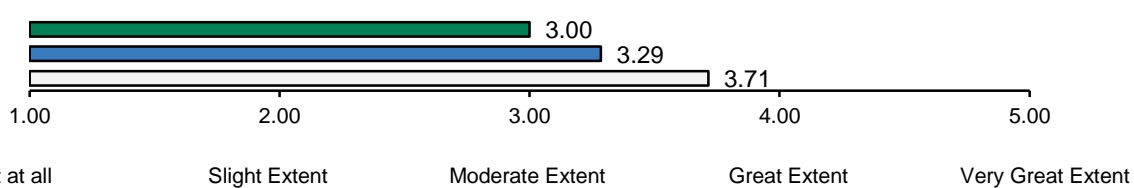
1. Treats others fairly



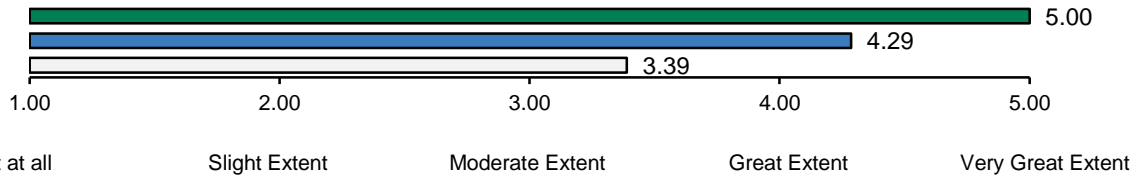
2. Values others' viewpoints



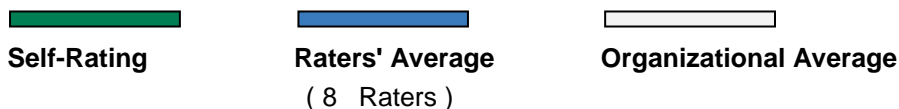
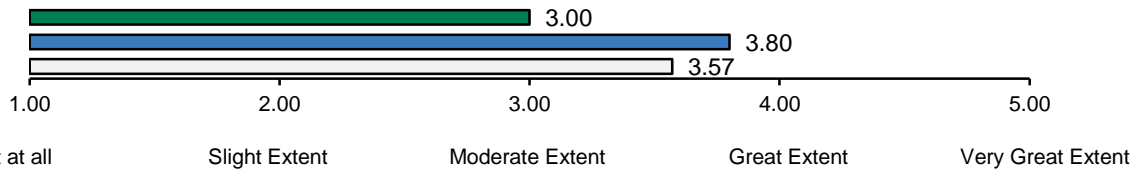
3. Knows how to motivate different types of people



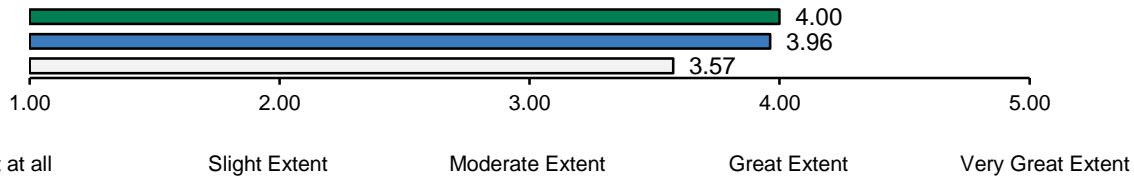
4. Shows an understanding of others' needs



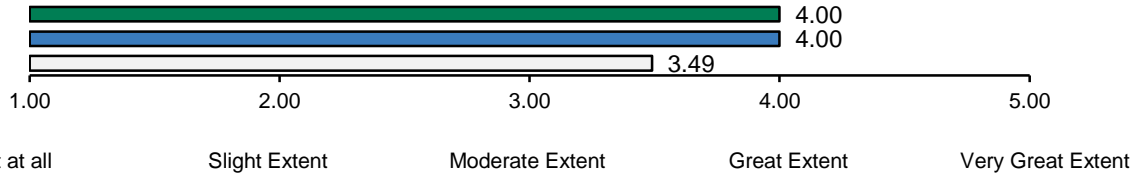
5. Adjusts his/her management style to suit different types of people



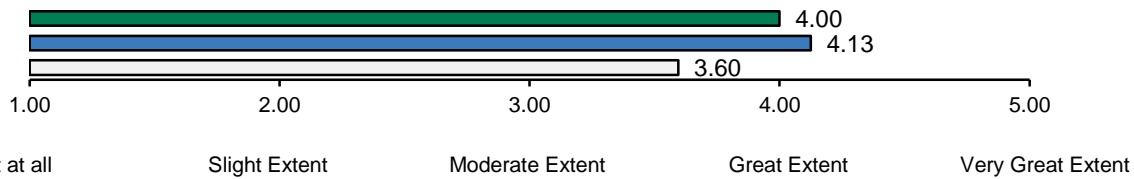
Empowering Others: Effectively gets work done through others by delegating assignments, soliciting input and trusting people to complete work. Allows others to take credit when work is complete.



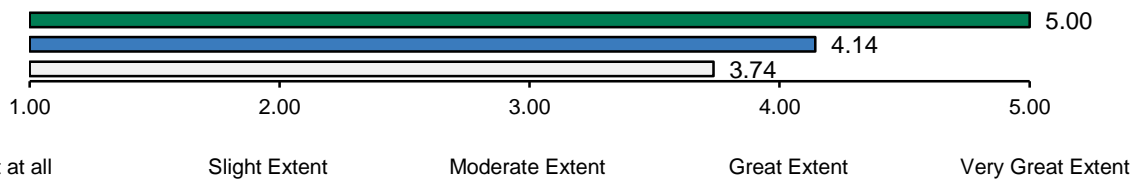
1. Delegates tasks to others



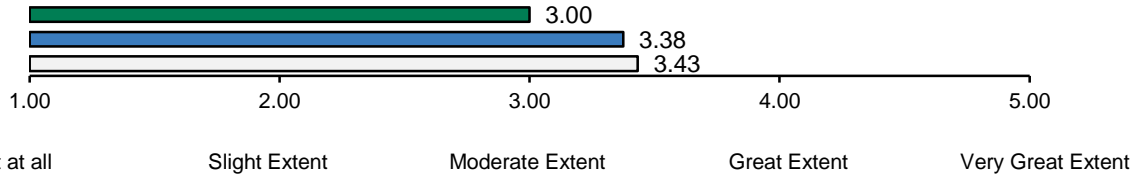
2. Trusts others to complete assigned tasks



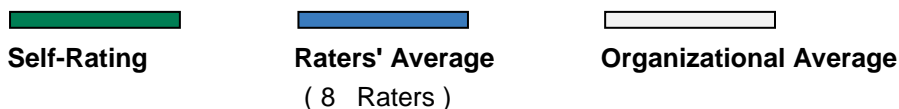
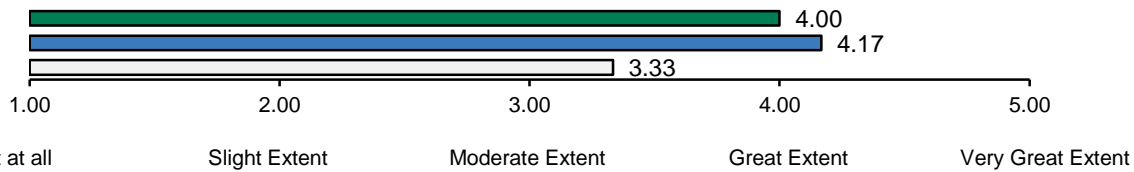
3. Allows others to take credit for their work



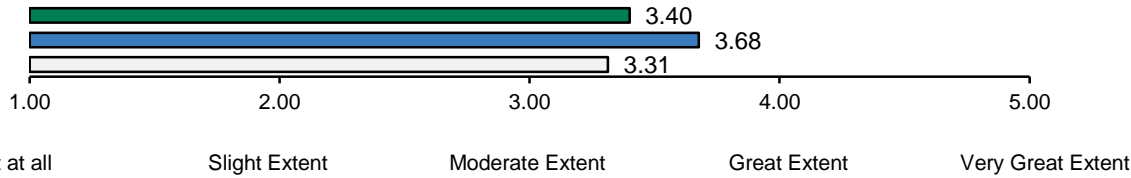
4. Provides support after assigning tasks to others



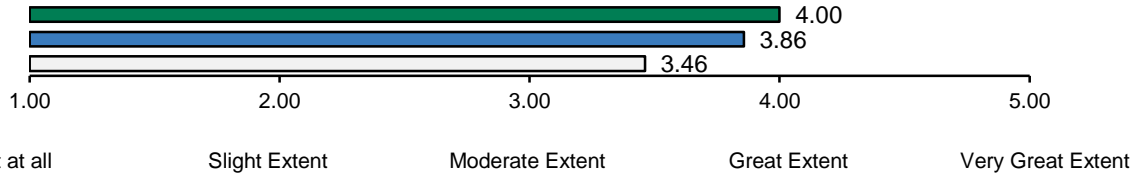
5. Gives others the ability to make their own decisions



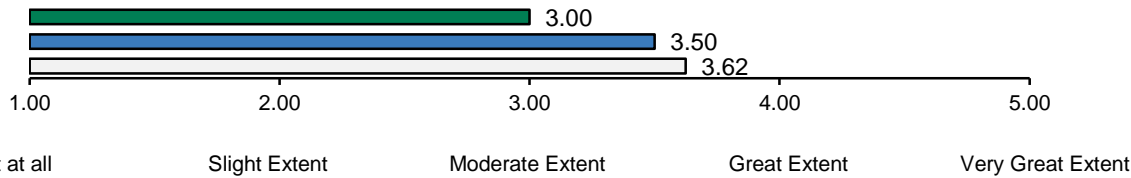
Developing Others: Develops others by understanding their goals and giving them challenging assignments. Provides honest feedback, suggestions on how to improve performance and gives praise for a job well done.



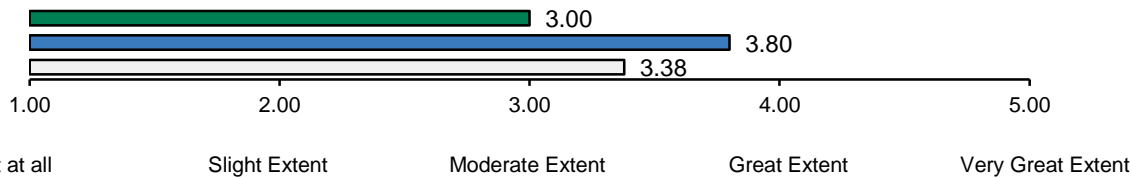
1. Provides honest feedback on others' performance



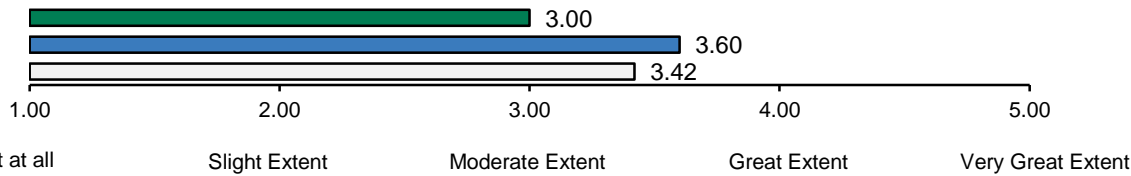
2. Helps others create personal development goals



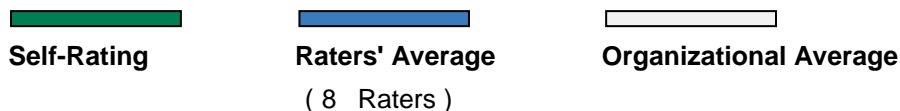
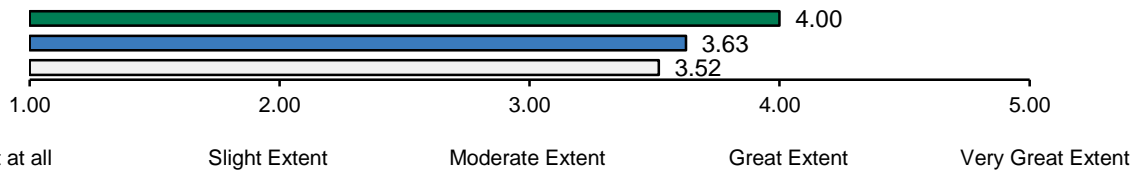
3. Gives suggestions to others for improving performance



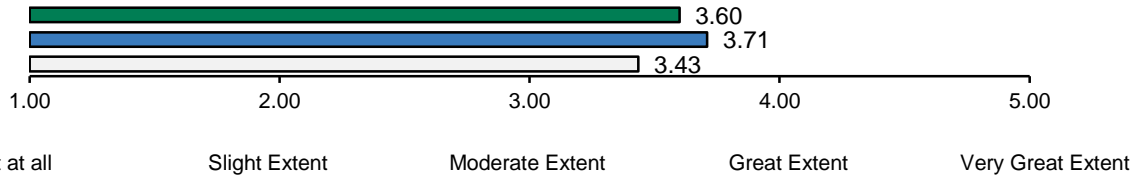
4. Assigns challenging tasks to others for developmental opportunities



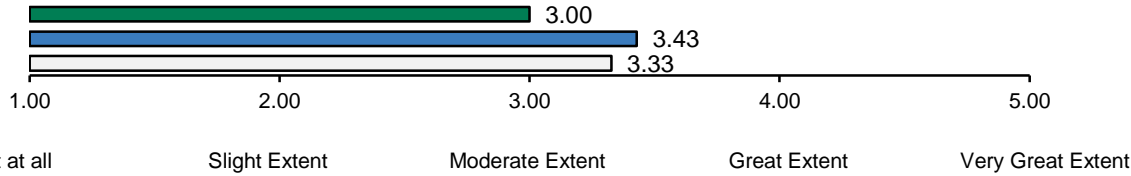
5. Provides praise for work well done



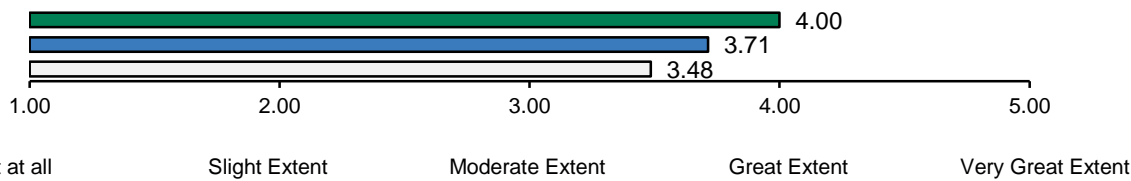
Conflict Management: Does not avoid conflict. Sees conflict and disagreements as opportunities for improvement. Treats all parties fairly when resolving conflict, listens to the concerns of those involved and helps find solutions that are acceptable to all those involved.



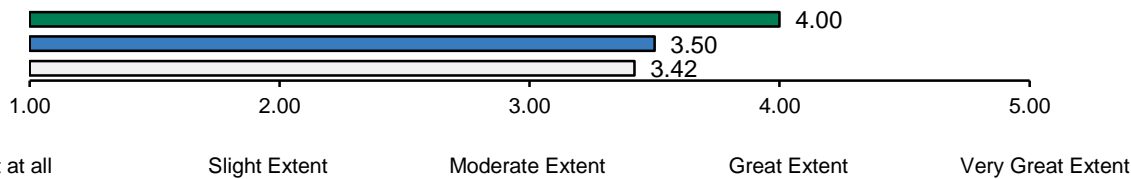
1. Sees conflicts as opportunities for improvement



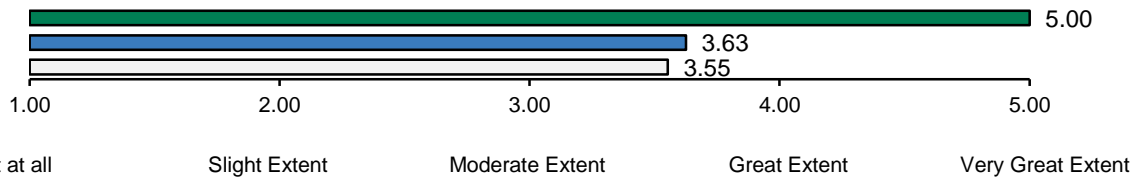
2. Listens to the concerns of others when resolving disagreements



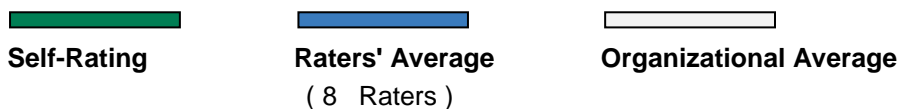
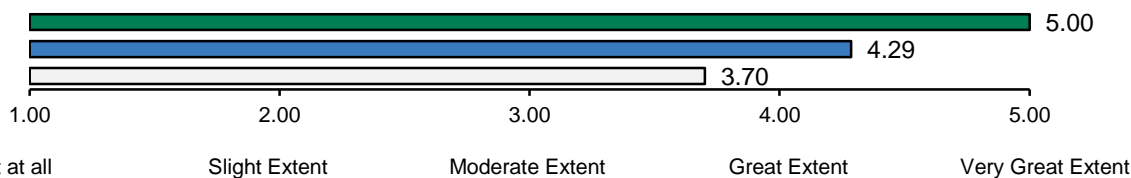
3. Does not avoid conflict



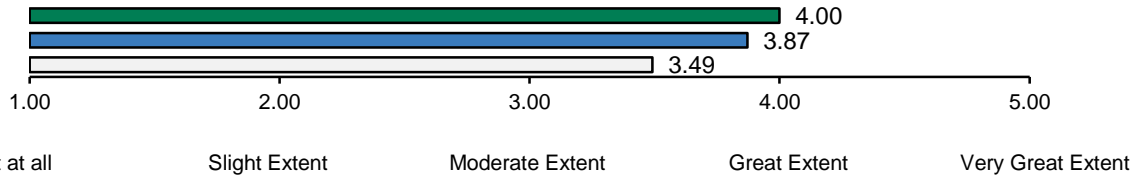
4. Helps find solutions to resolve conflicts that are acceptable to all people involved



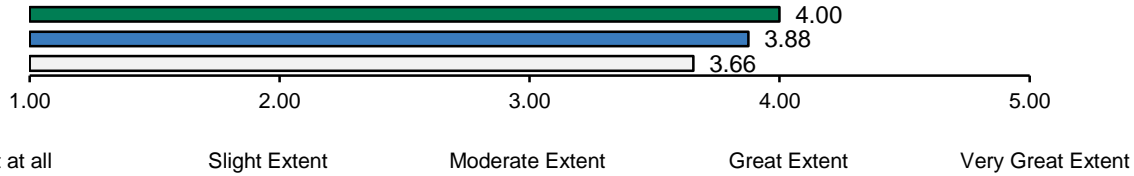
5. Treats everyone fairly when dealing with disagreements



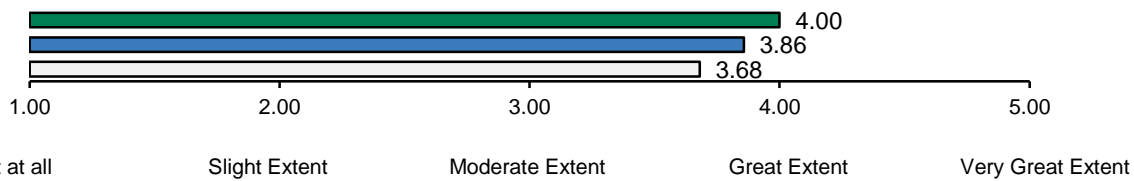
Teamwork: Fosters an environment of collaboration and support. Contributes his/her own portion toward team goals and shares credit freely with others.



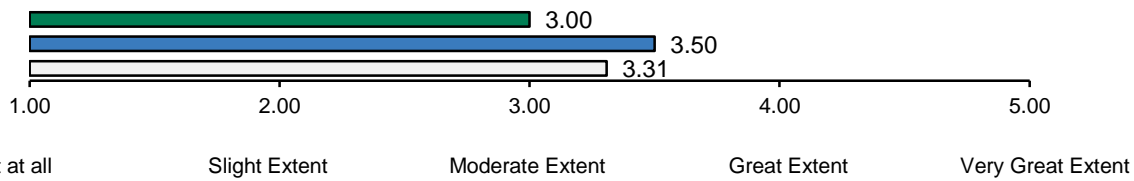
1. Shares credit freely with others



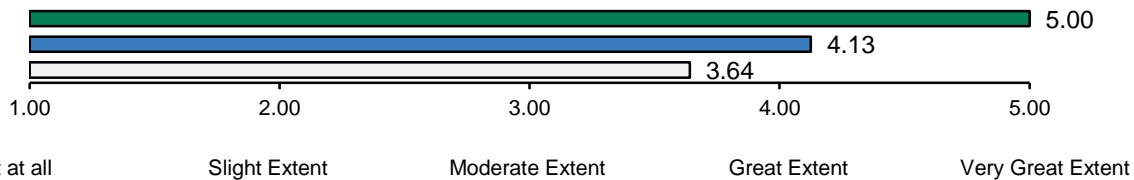
2. Fosters an environment where co-workers collaborate with one another



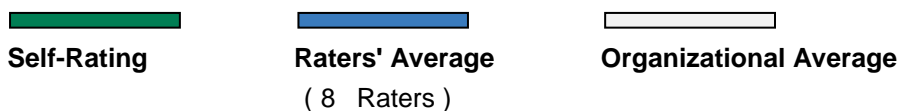
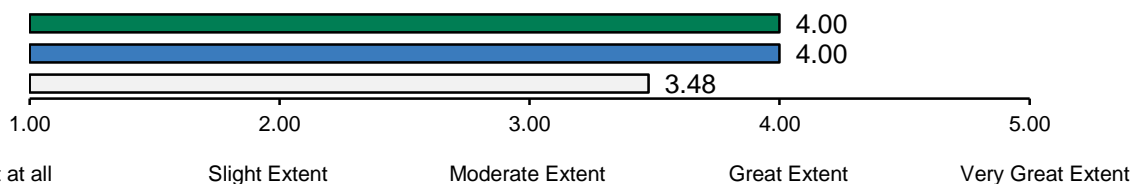
3. Assists others to meet their goals



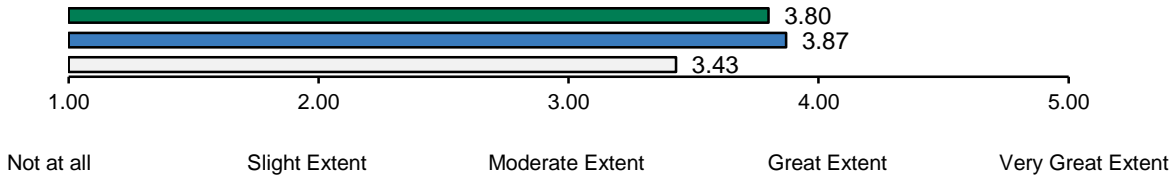
4. Works well with others to solve problems



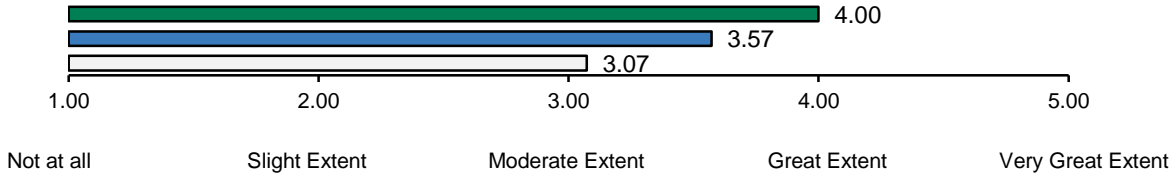
5. Contributes more than his/her own share of work toward team goals



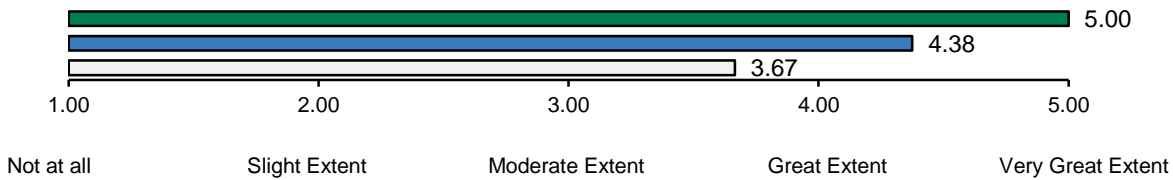
Change Management: Quickly adapts to changes. Comfortable dealing with uncertainty. Continuously seeks opportunities and promotes new ideas to improve systems and processes. Helps move the organization forward by challenging current practices.



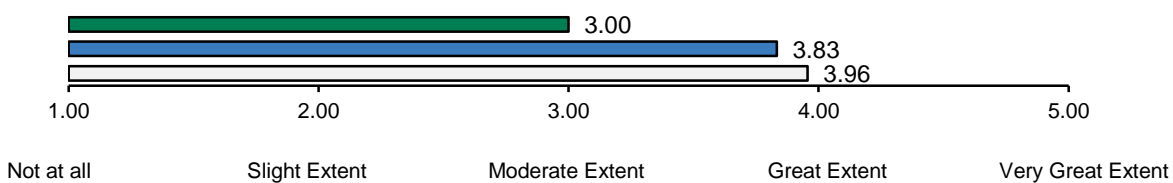
1. Quickly adapts to changes



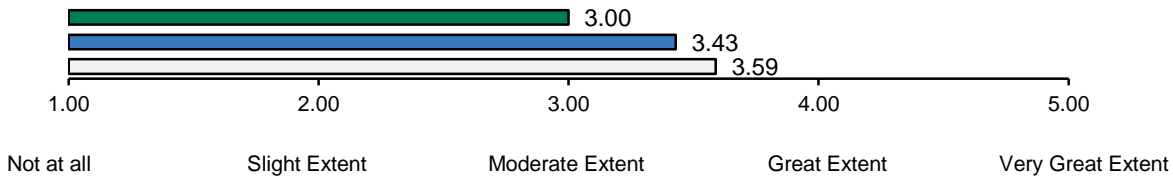
2. Seeks opportunities to make improvements



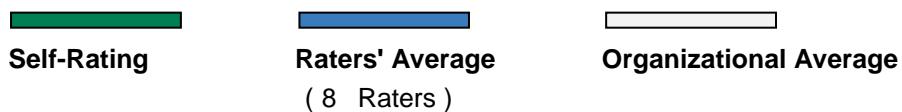
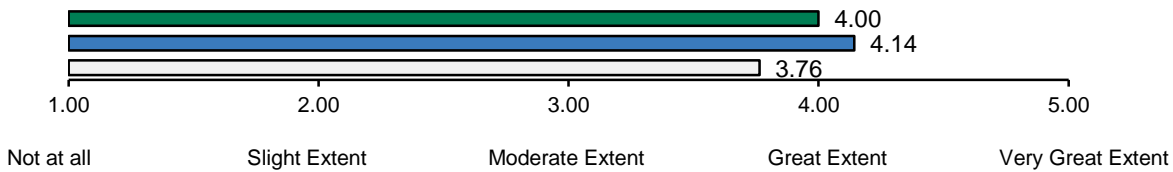
3. Is comfortable making decisions in uncertain circumstances



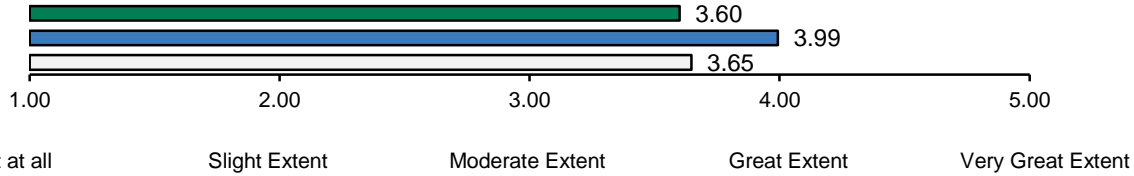
4. Challenges the way things are currently done



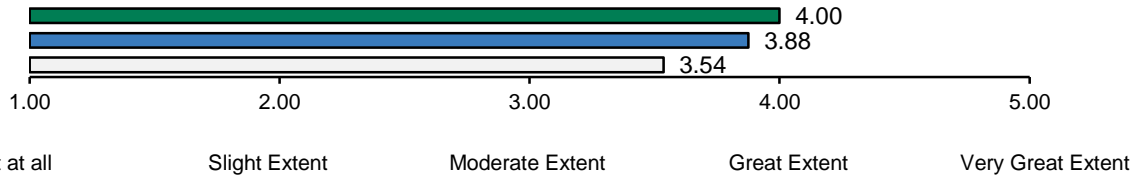
5. Promotes new ideas



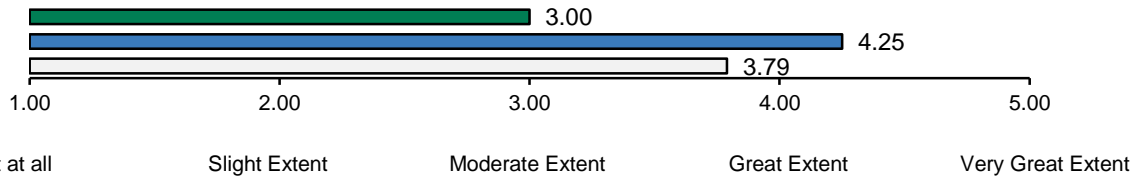
Commitment: Persists to overcome obstacles. Takes action to do whatever it takes to get the job done right. Sets high personal goals and standards.



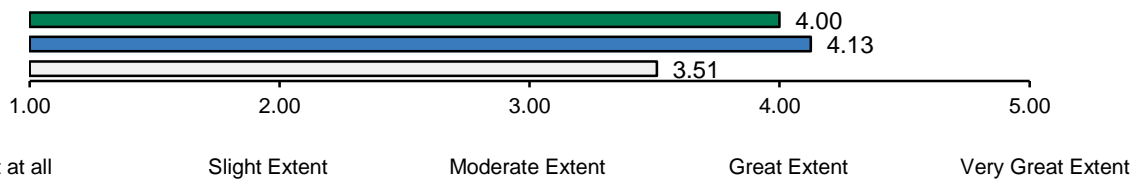
1. Persists to overcome obstacles



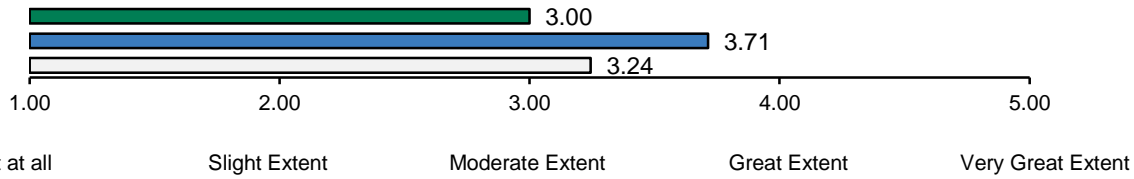
2. Puts in whatever effort it takes to get the job done



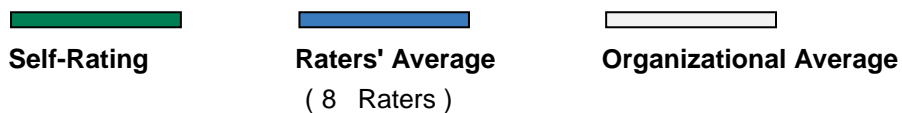
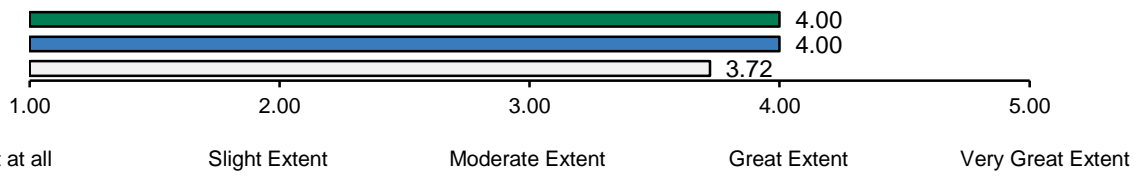
3. Strives for continuous improvement



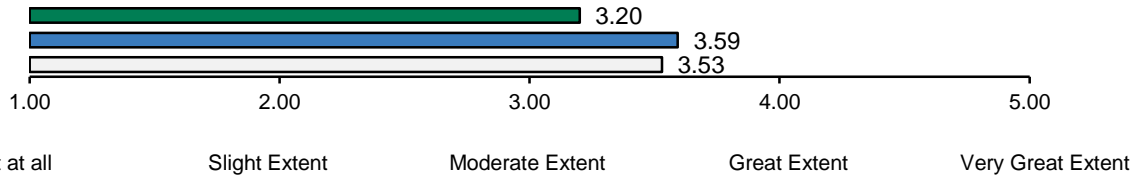
4. Demonstrates a strong drive to achieve challenging goals



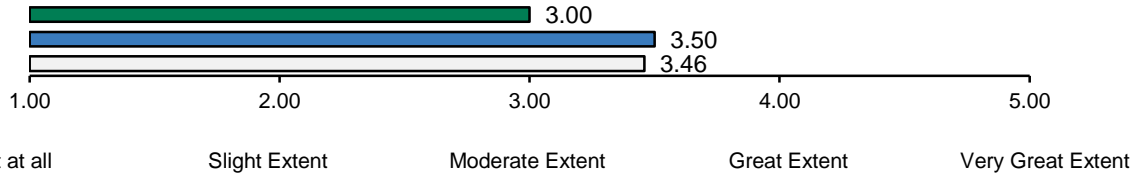
5. Finishes the tasks he/she starts



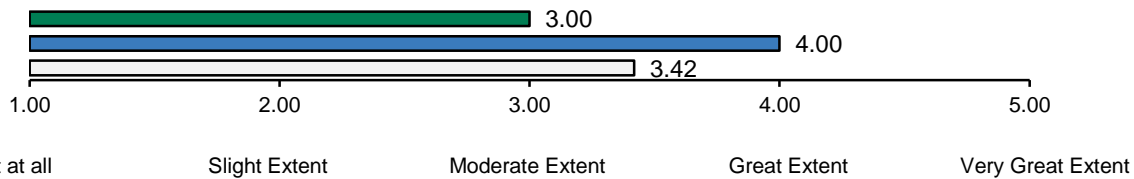
Initiative: Demonstrates a sense of urgency by taking immediate action to address issues. Prioritizes objectives to handle the most important issues first. Acts on opportunities to make improvements.



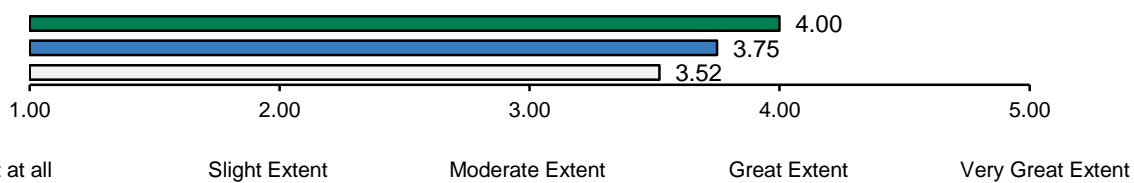
1. Quickly decides on a plan of action



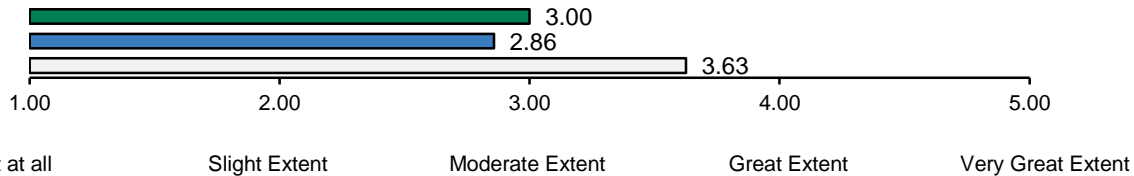
2. Prioritizes objectives to handle the most important issues first



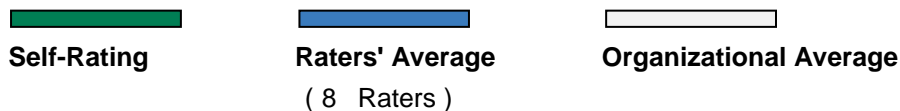
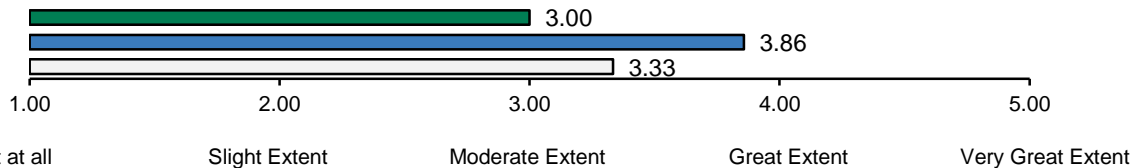
3. Acts on opportunities to make improvements



4. Demonstrates a sense of urgency



5. Takes action rather than waiting for direction from others



Part 3: Raters' Open-Ended Comments:

Raters were given the opportunity to provide additional comments in response to the questions below:

1. Are there any particular areas of strength that you'd like to highlight for this person?

Rater 1: Passionate about his job - customer service, the department and its employees. Works hard to make this the best department it can be for everyone.

Rater 2: Very personable.

Rater 3: no comment

Rater 4: John does a good job at balancing a heavy work load while supporting his team

Rater 5: nothing at this time

Rater 6: John is not a micro manager and delegates appropriate tasks well to others.

Rater 7: Is reasonable and uses common sense.

Rater 8: n/a

2. Are there any areas for improvement or development that you'd like to highlight for this person?

Rater 1: There is always room to improve for everyone as we all work towards this goal. I cannot be specific but I believe John knows where he would like to focus.

Rater 2: At times needs to show more certainty

Rater 3: No response

Rater 4: No response

Rater 5: No response

Rater 6: Timely followup on concerns and issues that have been expressed.

Rater 7: No response

Rater 8: No response