

Sample 360 Degree Survey

Organisational Competency Analysis

Table of Contents

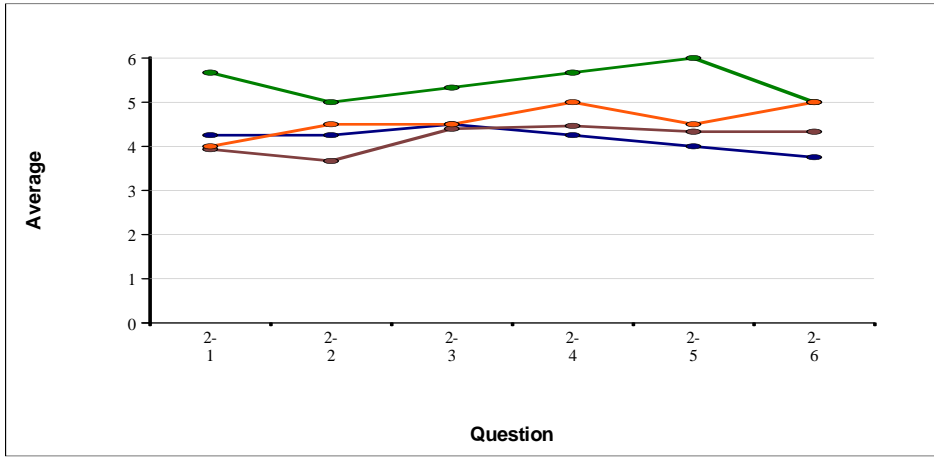
Performance Analysis	2
Productivity	2
Management Skills	3
Personal Skills	4
Performance Ratings	5
Performance Ratings - Group Averages	6
Performance Rankings - Summary	7
Performance Rankings	8
Self	8
Peer	9
Subord.	10
Manager	11
Return Rates	12

Sample 360 Degree Survey

Organisational Competency Analysis

Productivity

Performance Analysis

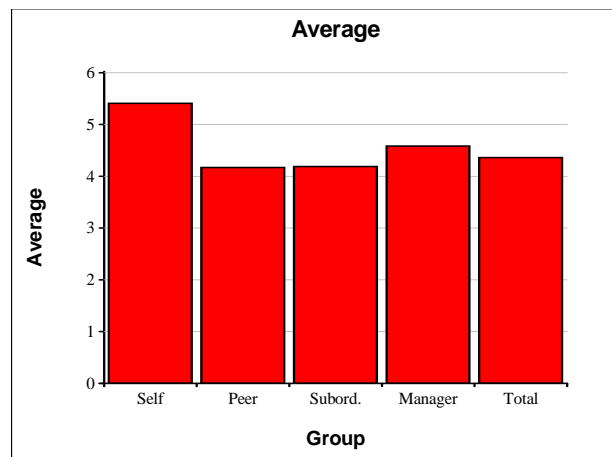
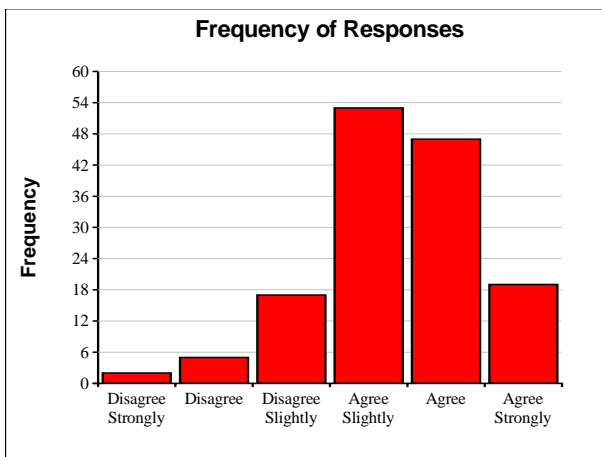


Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

Average Scores

	Self	Peer	Subord.	Manager
2-1. I am always willing to seek out new techniques to improve my productivity	5.7	4.3	3.9	4.0
2-2. I confront problems early, before they get out of hand	5.0	4.3	3.7	4.5
2-3. I am effective in establishing objectives	5.3	4.5	4.4	4.5
2-4. I put a top priority on getting results	5.7	4.3	4.5	5.0
2-5. I arrange the flow of work to allow the most effective handling of assignments	6.0	4.0	4.3	4.5
2-6. I use sound logic in solving problems	5.0	3.8	4.3	5.0

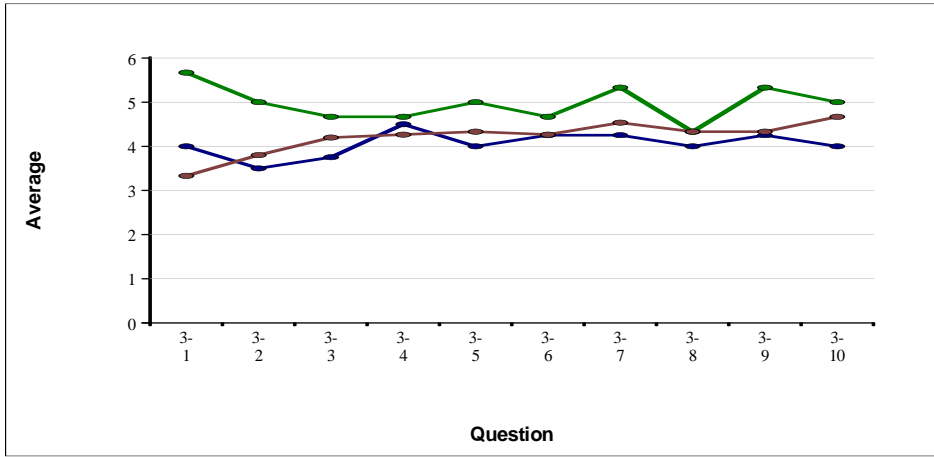


Sample 360 Degree Survey

Organisational Competency Analysis

Management Skills

Performance Analysis

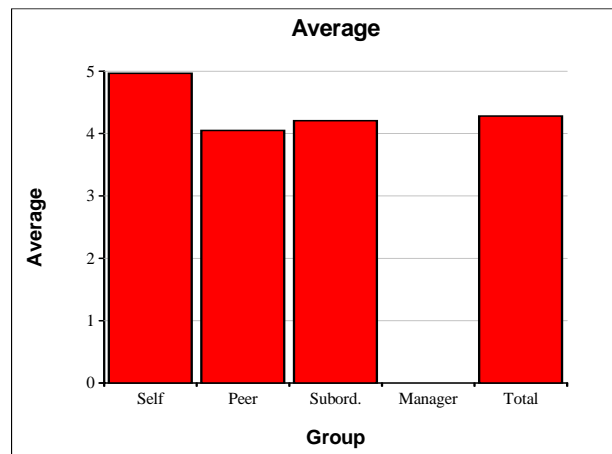
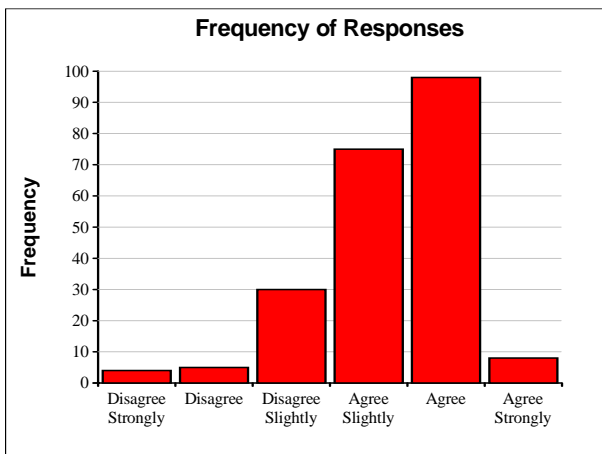


Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

Average Scores

	Self	Peer	Subord.
3-1. I am accessible/available when needed	5.7	4.0	3.3
3-2. I make sound decisions based on accurate information	5.0	3.5	3.8
3-3. I involve others in shaping decisions that affect them	4.7	3.8	4.2
3-4. I work towards win/win solutions whenever possible	4.7	4.5	4.3
3-5. I express appreciation for work well done	5.0	4.0	4.3
3-6. I appraise subordinates' performance and provide constructive guidance for improvement	4.7	4.3	4.3
3-7. I recognise importance of subordinates' lives outside their jobs	5.3	4.3	4.5
3-8. I give specific constructive feedback	4.3	4.0	4.3
3-9. I encourage people to work together to help each other solve problems	5.3	4.3	4.3
3-10. I am effective in training subordinates	5.0	4.0	4.7

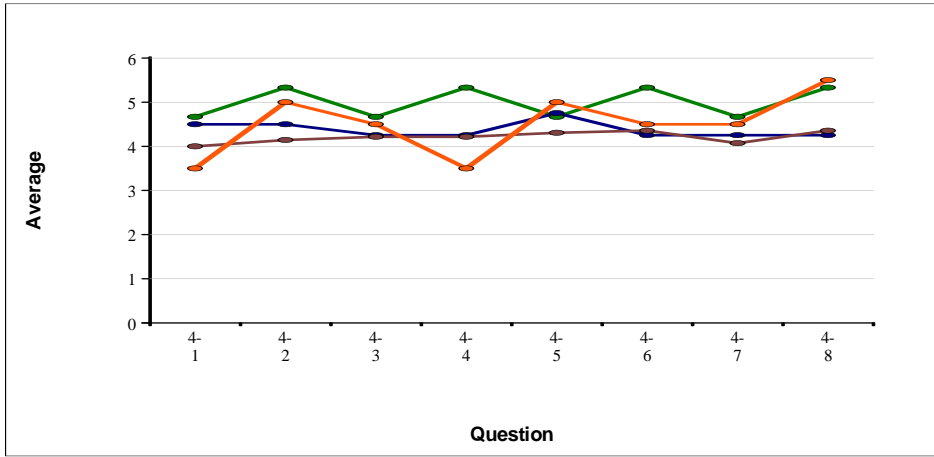


Sample 360 Degree Survey

Organisational Competency Analysis

Personal Skills

Performance Analysis

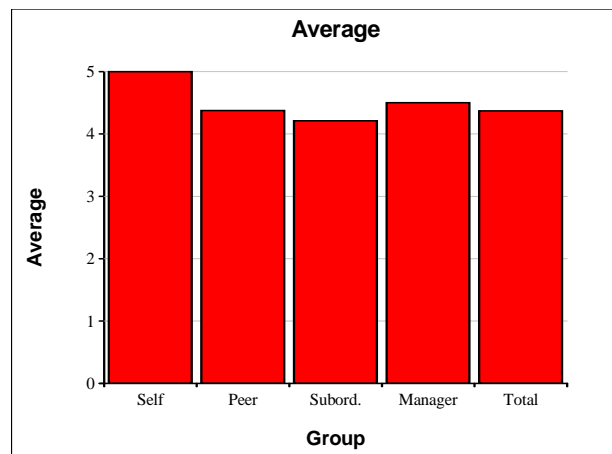
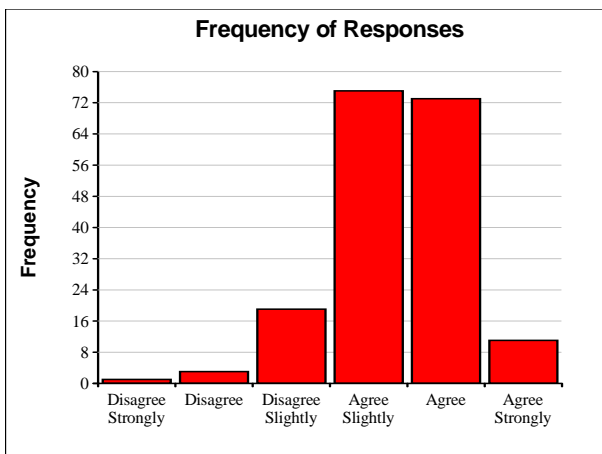


Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

Average Scores

	Self	Peer	Subord.	Manager
4-1. I seek out new work challenges	4.7	4.5	4.0	3.5
4-2. I set high standards of performance	5.3	4.5	4.1	5.0
4-3. I support the organisation's long-term mission, direction and goals	4.7	4.3	4.2	4.5
4-4. I am receptive to change	5.3	4.3	4.2	3.5
4-5. I handle the technical side of the job well	4.7	4.8	4.3	5.0
4-6. I put in extra time and effort when needed	5.3	4.3	4.4	4.5
4-7. I support the outgoing improvement efforts in this organisation	4.7	4.3	4.1	4.5
4-8. I am willing to take calculated risks to improve performance	5.3	4.3	4.4	5.5



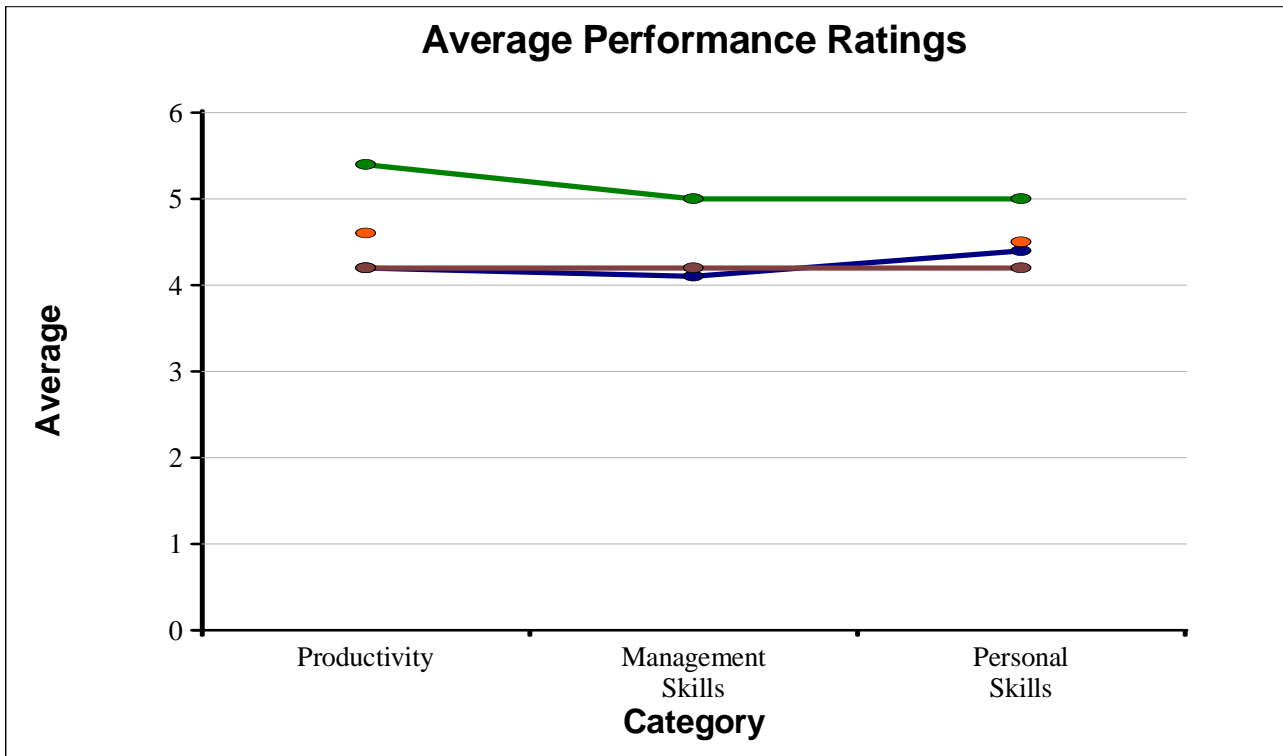
Sample 360 Degree Survey

Organisational Competency Analysis

Performance Ratings

Average Scores across Section Headings

	Self	Peer	Subord.	Manager
Productivity	5.4	4.2	4.2	4.6
Management Skills	5.0	4.1	4.2	
Personal Skills	5.0	4.4	4.2	4.5



Scale

Value	Description
1	Disagree Strongly
2	Disagree
3	Disagree Slightly
4	Agree Slightly
5	Agree
6	Agree Strongly

Sample 360 Degree Survey

Organisational Competency Analysis

Performance Ratings - Group Averages

Productivity

	Self	Peer	Subord.	Manager
I am always willing to seek out new techniques to improve my productivity	5.67	4.25	3.93	4.00
I confront problems early, before they get out of hand	5.00	4.25	3.67	4.50
I am effective in establishing objectives	5.33	4.50	4.40	4.50
I put a top priority on getting results	5.67	4.25	4.47	5.00
I arrange the flow of work to allow the most effective handling of assignments	6.00	4.00	4.33	4.50
I use sound logic in solving problems	5.00	3.75	4.33	5.00

Management Skills

	Self	Peer	Subord.	Manager
I am accessible/available when needed	5.67	4.00	3.33	
I make sound decisions based on accurate information	5.00	3.50	3.80	
I involve others in shaping decisions that affect them	4.67	3.75	4.20	
I work towards win/win solutions whenever possible	4.67	4.50	4.27	
I express appreciation for work well done	5.00	4.00	4.33	
I appraise subordinates' performance and provide constructive guidance for improvement	4.67	4.25	4.27	
I recognise importance of subordinates' lives outside their jobs	5.33	4.25	4.53	
I give specific constructive feedback	4.33	4.00	4.33	
I encourage people to work together to help each other solve problems	5.33	4.25	4.33	
I am effective in training subordinates	5.00	4.00	4.67	

Personal Skills

	Self	Peer	Subord.	Manager
I seek out new work challenges	4.67	4.50	4.00	3.50
I set high standards of performance	5.33	4.50	4.14	5.00
I support the organisation's long-term mission, direction and goals	4.67	4.25	4.21	4.50
I am receptive to change	5.33	4.25	4.21	3.50
I handle the technical side of the job well	4.67	4.75	4.31	5.00
I put in extra time and effort when needed	5.33	4.25	4.36	4.50
I support the outgoing improvement efforts in this organisation	4.67	4.25	4.07	4.50
I am willing to take calculated risks to improve performance	5.33	4.25	4.36	5.50

Sample 360 Degree Survey

Organisational Competency Analysis

Performance Rankings - Summary

Productivity

	Self	Peer	Subord.	Manager
I am always willing to seek out new techniques to improve my productivity	2	6	21	12
I confront problems early, before they get out of hand	12	6	23	6
I am effective in establishing objectives	5	2	4	6
I put a top priority on getting results	2	6	3	2
I arrange the flow of work to allow the most effective handling of assignments	1	17	7	6
I use sound logic in solving problems	12	22	7	2

Management Skills

	Self	Peer	Subord.	Manager
I am accessible/available when needed	2	17	24	
I make sound decisions based on accurate information	12	24	22	
I involve others in shaping decisions that affect them	17	22	17	
I work towards win/win solutions whenever possible	17	2	13	
I express appreciation for work well done	12	17	7	
I appraise subordinates' performance and provide constructive guidance for improvement	17	6	13	
I recognise importance of subordinates' lives outside their jobs	5	6	2	
I give specific constructive feedback	24	17	7	
I encourage people to work together to help each other solve problems	5	6	7	
I am effective in training subordinates	12	17	1	

Personal Skills

	Self	Peer	Subord.	Manager
I seek out new work challenges	17	2	20	13
I set high standards of performance	5	2	18	2
I support the organisation's long-term mission, direction and goals	17	6	15	6
I am receptive to change	5	6	15	13
I handle the technical side of the job well	17	1	12	2
I put in extra time and effort when needed	5	6	5	6
I support the outgoing improvement efforts in this organisation	17	6	19	6
I am willing to take calculated risks to improve performance	5	6	5	1

Sample 360 Degree Survey

Organisational Competency Analysis

Performance Rankings - Self

Rank	Question	Average
1	I arrange the flow of work to allow the most effective handling of assignments	6.00
2	I am accessible/available when needed	5.67
2	I put a top priority on getting results	5.67
2	I am always willing to seek out new techniques to improve my productivity	5.67
5	I am effective in establishing objectives	5.33
5	I am willing to take calculated risks to improve performance	5.33
5	I encourage people to work together to help each other solve problems	5.33
5	I put in extra time and effort when needed	5.33
5	I am receptive to change	5.33
5	I set high standards of performance	5.33
5	I recognise importance of subordinates' lives outside their jobs	5.33
12	I make sound decisions based on accurate information	5.00
12	I express appreciation for work well done	5.00
12	I confront problems early, before they get out of hand	5.00
12	I use sound logic in solving problems	5.00
12	I am effective in training subordinates	5.00
17	I seek out new work challenges	4.67
17	I appraise subordinates' performance and provide constructive guidance for improvement	4.67
17	I support the organisation's long-term mission, direction and goals	4.67
17	I work towards win/win solutions whenever possible	4.67
17	I handle the technical side of the job well	4.67
17	I involve others in shaping decisions that affect them	4.67
17	I support the outgoing improvement efforts in this organisation	4.67
24	I give specific constructive feedback	4.33

Strengths



Weaknesses

Sample 360 Degree Survey

Organisational Competency Analysis

Performance Rankings - Peer

Rank	Question	Average
1	I handle the technical side of the job well	4.75
2	I work towards win/win solutions whenever possible	4.50
2	I seek out new work challenges	4.50
2	I set high standards of performance	4.50
2	I am effective in establishing objectives	4.50
6	I am willing to take calculated risks to improve performance	4.25
6	I encourage people to work together to help each other solve problems	4.25
6	I put in extra time and effort when needed	4.25
6	I am receptive to change	4.25
6	I am always willing to seek out new techniques to improve my productivity	4.25
6	I recognise importance of subordinates' lives outside their jobs	4.25
6	I support the outgoing improvement efforts in this organisation	4.25
6	I put a top priority on getting results	4.25
6	I confront problems early, before they get out of hand	4.25
6	I support the organisation's long-term mission, direction and goals	4.25
6	I appraise subordinates' performance and provide constructive guidance for improvement	4.25
17	I express appreciation for work well done	4.00
17	I am effective in training subordinates	4.00
17	I arrange the flow of work to allow the most effective handling of assignments	4.00
17	I am accessible/available when needed	4.00
17	I give specific constructive feedback	4.00
22	I involve others in shaping decisions that affect them	3.75
22	I use sound logic in solving problems	3.75
24	I make sound decisions based on accurate information	3.50

Strengths



Weaknesses

Sample 360 Degree Survey Organisational Competency Analysis

Performance Rankings - Subord.

Rank	Question	Average
1	I am effective in training subordinates	4.67
2	I recognise importance of subordinates' lives outside their jobs	4.53
3	I put a top priority on getting results	4.47
4	I am effective in establishing objectives	4.40
5	I put in extra time and effort when needed	4.36
5	I am willing to take calculated risks to improve performance	4.36
7	I encourage people to work together to help each other solve problems	4.33
7	I give specific constructive feedback	4.33
7	I express appreciation for work well done	4.33
7	I arrange the flow of work to allow the most effective handling of assignments	4.33
7	I use sound logic in solving problems	4.33
12	I handle the technical side of the job well	4.31
13	I work towards win/win solutions whenever possible	4.27
13	I appraise subordinates' performance and provide constructive guidance for improvement	4.27
15	I support the organisation's long-term mission, direction and goals	4.21
15	I am receptive to change	4.21
17	I involve others in shaping decisions that affect them	4.20
18	I set high standards of performance	4.14
19	I support the outgoing improvement efforts in this organisation	4.07
20	I seek out new work challenges	4.00
21	I am always willing to seek out new techniques to improve my productivity	3.93
22	I make sound decisions based on accurate information	3.80
23	I confront problems early, before they get out of hand	3.67
24	I am accessible/available when needed	3.33

Strengths



Weaknesses

Sample 360 Degree Survey

Organisational Competency Analysis

Performance Rankings - Manager

Rank	Question	Average
1	I am willing to take calculated risks to improve performance	5.50
2	I handle the technical side of the job well	5.00
2	I put a top priority on getting results	5.00
2	I set high standards of performance	5.00
2	I use sound logic in solving problems	5.00
6	I am effective in establishing objectives	4.50
6	I put in extra time and effort when needed	4.50
6	I confront problems early, before they get out of hand	4.50
6	I support the outgoing improvement efforts in this organisation	4.50
6	I arrange the flow of work to allow the most effective handling of assignments	4.50
6	I support the organisation's long-term mission, direction and goals	4.50
12	I am always willing to seek out new techniques to improve my productivity	4.00
13	I seek out new work challenges	3.50
13	I am receptive to change	3.50
15	I encourage people to work together to help each other solve problems	
15	I appraise subordinates' performance and provide constructive guidance for improvement	
15	I involve others in shaping decisions that affect them	
15	I am effective in training subordinates	
15	I express appreciation for work well done	
15	I work towards win/win solutions whenever possible	
15	I recognise importance of subordinates' lives outside their jobs	
15	I make sound decisions based on accurate information	
15	I give specific constructive feedback	
15	I am accessible/available when needed	

Strengths



Weaknesses

Sample 360 Degree Survey

Organisational Competency Analysis

Return Rates

Subject	Total Reviews	Completed	Rate %
Allred, Chuck	4	4	100.0
Anderson, Steven	15	15	100.0
Balcells, Xavier	15	5	33.3