

## ANALYSIS

Cautious, Methodical, Precise,  
Thorough, Analytical, Shrewd

## EXPRESSION

Inspiring, Creative, Imaginative,  
Persuasive, Optimistic, Lively

# PRISM BRAIN MAPPING

### KEY

Candidate

Boss

Assistants

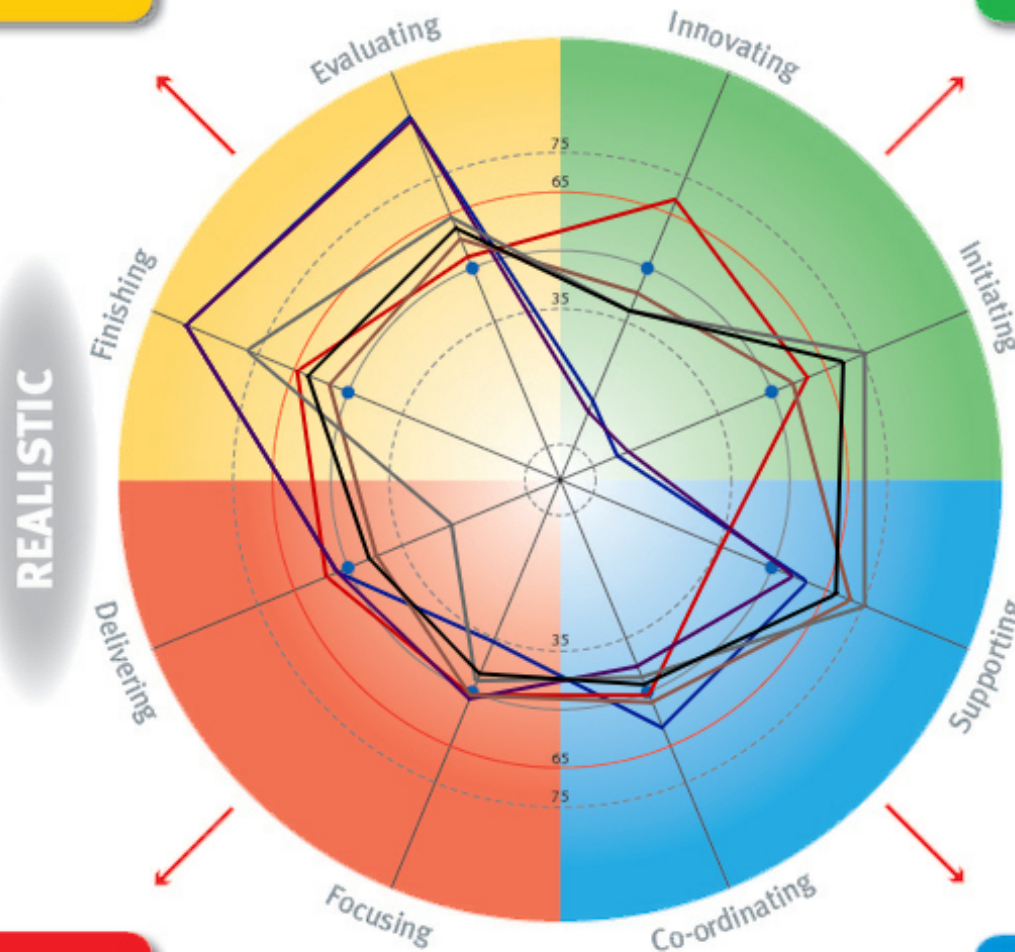
Colleagues

Customer

Employees

Employees  
Customer  
Colleagues  
Assistants  
Boss  
Candidate

Inn	13	69	10	43	38	38
Init	7	60	10	56	76	70
Sup	60	36	56	72	76	68
Co	60	51	43	53	46	48
Foc	36	51	52	51	47	45
Del	53	56	53	42	21	44
Fin	95	64	95	55	78	61
Eval	92	53	91	58	64	61



### QUADRANT VALUES

	Candidate	Boss	Assistants	Colleagues	Customer	Employees
Anal	10	64	10	50	57	54
Exp	60	44	50	62	61	58
Ide	44	54	52	46	34	44
Stab	94	58	93	56	71	61

**Important**  
Any profiling tool, such as PRISM, should never be used to make a recruitment or re-development decision unsupported by other techniques.

## DRIVE

Forceful, Competitive, Hard-Driving,  
Decisive, Demanding, Challenging

## STABILITY

Supportive, Patient, Caring,  
Co-operative, Dependable, Kind

## PRISM 360 PROFILE SUMMARY

Please note, the dimension values shown below are extracted from the Candidate's/Observers' "Consistent" Profile

Name	Innovating	Initiating	Supporting	Coordinating	Focusing	Delivering	Finishing	Evaluating
Sample 360 Feedback Oct 2010	13	7	60	60	36	53	95	92
Boss	69	60	36	51	51	56	64	53
Assistants 1	10	10	56	43	52	53	95	91
Colleagues 1	49	36	69	60	56	64	32	53
Colleagues 2	38	76	76	46	47	21	78	64
Customer 1	38	76	76	46	47	21	78	64
Employees 1	38	64	60	51	43	67	45	59
Employees 2	38	76	76	46	47	21	78	64



Averages	36	50	63	50	47	44	70	67
High	69	76	76	60	56	67	95	92
Low	10	7	36	43	36	21	32	53



# The PRISM Model of Human Behaviour

**Candidate:** Sample 360 Feedback Oct 2010 **Inventory Date:** 12/10/2010

**Report Date:** 19/11/2010

This report, based on your responses to the PRISM Inventory, highlights your preference for each of the Emotional Intelligence (EQ) dimensions shown below. In reviewing your results, it is helpful to begin by reading the definition of the element being reported. You will find this just below the title of each element. Any results below the Mid Range will give you some indication of development priorities, while any High Range results will reflect a strength you may wish to apply more widely.

The report also shows how your preferences correlate with the five personality dimensions – ‘The Big Five’: Openness to Experience, Extraversion, Conscientiousness, Agreeableness and Emotional Stability. The five dimensions are held to be a complete description of personality. Candidate's graphics are in **blue** and observers' graphics are in **orange** (if applicable).

LOW RANGE		MID RANGE		HIGH RANGE	
0	35	Self awareness	65	100	
		<p>May not always be fully aware of own feelings and emotions in work situations and/or may not be able to control the impact of those emotions and feelings on own behaviour.</p>			
		<p>Likely to be highly aware of own feelings in a wide range of work-related situations and can remain in control of those emotions and feelings, thus maintaining a positive or optimistic outlook on life.</p>			
0	35	Self management	65	100	
		<p>May find it difficult to perform consistently when under pressure. They may also become frustrated by challenge or criticism and therefore find it difficult to continue to perform effectively in these circumstances.</p>			
		<p>Likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. Also likely to be able to maintain consistent performance in a wide range of situations and when under considerable pressure.</p>			
0	35	Self motivation	65	100	
		<p>May have a tendency to focus on short-term goals and actions at the expense of clear long-term goals or aspirations.</p>			
		<p>Likely to have a high level of motivation and to show high levels of commitment to long-term goals and results which are pursued in the face of obstacles and setbacks.</p>			
0	35	Awareness of others	65	100	
		<p>May not always spend enough time listening to others or be aware of their needs and views and have a tendency to impose their own solutions on others.</p>			
		<p>Likely to be highly empathetic to other people and to engage them in problem-solving and decision-making or acknowledge their uncertainties, needs, views and opinions.</p>			
0	35	Influencing others	65	100	
		<p>May find it difficult to win others over to own point of view, and may be frustrated by a lack of success in persuading others to change their viewpoint or opinion on an issue.</p>			
		<p>Likely to be effective in persuading others to change their viewpoint or to adopt their interpretation of a situation, or the need for action.</p>			
0	35	Decisiveness	65	100	
		<p>May be uncomfortable making decisions unless in possession of all the available facts and may lack the confidence to use their own experience and instincts.</p>			
		<p>Likely to be able to make decisions in difficult situations when faced with incomplete or ambiguous information, and use their previous experience as a basis for an intuitive assessment of the decision.</p>			
0	35	Consistency	65	100	
		<p>May display inconsistencies between words and actions and willing to 'bend the rules' to get a task completed or to achieve a particular goal.</p>			
		<p>Likely to display consistency in words and actions over time and also to adhere strictly to rules and have high ethical standards.</p>			
0	35	Relationship management	65	100	
		<p>Has a tendency to be independent, self-absorbed and self-reliant, preferring to take decisions without seeking the involvement of others. Also, has a tendency to be rather self-absorbed and not particularly interested in other people's problems.</p>			
		<p>Has a strong democratic style and is good at meeting the emotional needs of others by taking a close interest in them and their concerns, and effectively managing relationships with them so that they feel involved, valued and motivated.</p>			

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Recent studies indicate that Emotional Intelligence (EQ) influences behaviour in a wide range of domains including school, community, and the workplace. At the individual level, it is believed to relate to academic achievement, work performance, our ability to communicate effectively, solve everyday problems, build meaningful interpersonal relationships, and even our ability to make moral decisions. Given that emotional intelligence has the potential to increase our understanding of how individuals behave and adapt to their social environment, it is an important topic for study as an overall part of human behaviour.

Emotional competence refers to the personal and social skills that define how effectively individuals perceive, understand, reason with and manage their own and others' emotions and feelings. These skills are important at work, because emotions are an inherent part of workplace activities at all levels. There now is a considerable body of research suggesting that a person's ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job. For example, research has found that the primary causes of derailment in management careers involve deficits in emotional competence. The three primary ones are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations.

This Report summarises Sample's preference for each of the eight elements which make up the overall *PRISM* Emotional Intelligence model and is based on his own self-perception of his Emotional Intelligence strengths, together with the overall views that observers have of the extent to which he displays those strengths – particularly, any that have 'considerably' or 'significantly' different scores.

Sample's responses to the *PRISM* questionnaire indicate that his overall Emotional Intelligence result is within the average range compared to the distribution of results from a sample group of some 2,000 individuals and matches 40% of the target population.

He may, however, find it useful to study each of the individual results in order to identify which EI factors he might wish to develop, or to use more widely, to enhance his performance. The profile generated from the responses made by those who submitted their observations as part of the 360 degree feedback process on Sample indicated that they see him as being within the average range of emotional intelligence.

**Self awareness** - He believes that he is very aware of his own feelings and emotions in a wide range of work-related situations, and he feels he is confident that he can remain in control of those emotions and feelings, thus preventing them from affecting his decision making. As a result, he feels that he has realistic understanding of his natural strengths and is, therefore, able to make the most of them and maintain a positive or optimistic outlook on life. Others see the strengths which Sample displays in this dimension as being considerably less than his self-perception score indicates.

**Consistency** - He believes that he sticks strictly to rules, instructions and guidelines. He also believes that he displays a high degree of personal commitment to both goals and behaviours. He feels that he demonstrates high ethical standards and achieves high levels of performance without resorting to more expedient behaviour. This involves his ability to accept personal responsibility and accountability for his actions and decisions, as well as being open and transparent in his dealings with others. These behaviours are important in building trust when working with others and through the ability to honour and deliver on the commitments which he makes. Others see the strengths which Sample displays in this dimension as being considerably less than his self-perception score indicates.

**Self management** - He believes that he tends to find some situations much more difficult to handle than others. He also believes that, on occasions, he can become frustrated by being challenged or criticised and, therefore, finds it difficult to continue to perform totally effectively in such circumstances. The views of others closely match Sample's own self-perception score of the strengths he displays in this dimension.

**Self motivation** - He believes that he has the ability to maintain focus on achieving a significant goal or result varies from one situation to another. In some situations he also feels that he tends to focus on short-term goals and actions at the expense of clear long-term goals or aspirations. The views of others closely match Sample's own self-perception score of the strengths he displays in this dimension.

**Awareness of others** - He feels that he generally takes account of the views and feelings of others, but there are situations in which he has a tendency to impose solutions on others. He also feels frustrated on those occasions when he does not receive the support he expects or would like from others and, therefore, encounters difficulties in dealing with people in those circumstances. Others see the strengths which Sample displays in this dimension as being considerably less than his self-perception score indicates.

**Influencing others** - He feels that, in some situations, it is necessary for him to win others over to his point of view and he feels frustrated when he fails to persuade others to change their viewpoints or opinions on important issues. Others see the strengths which Sample displays in this dimension as being slightly less than his self-perception score indicates.

**Relationship management** - Sample believes that, although he can adopt a democratic or participative approach, he can also be insensitive to the emotional needs of others on occasions and fails to understand and deal effectively with how they perceive and feel about situations. As a result, he feels that he can sometimes come across to others in a less than positive manner and, as a result, fail to get the best out of people. When under pressure He may not always take a close interest in those around him, make time for them and listen to their views and concerns. In such circumstances he may not always see that it is necessary to involve others, or to seek their opinions. Others see the strengths which Sample displays in this dimension as being considerably less than his self-perception score indicates.

**Decisiveness** - He feels that he is not very comfortable when making decisions unless he has full and accurate data available. He believes that he sometimes lacks the confidence to use his own experience to close any gaps in information, or may believe such intuitive behaviour would lead to an incorrect or bad decision. Others see the strengths which Sample displays in this dimension as being slightly greater than his self-perception score indicates.

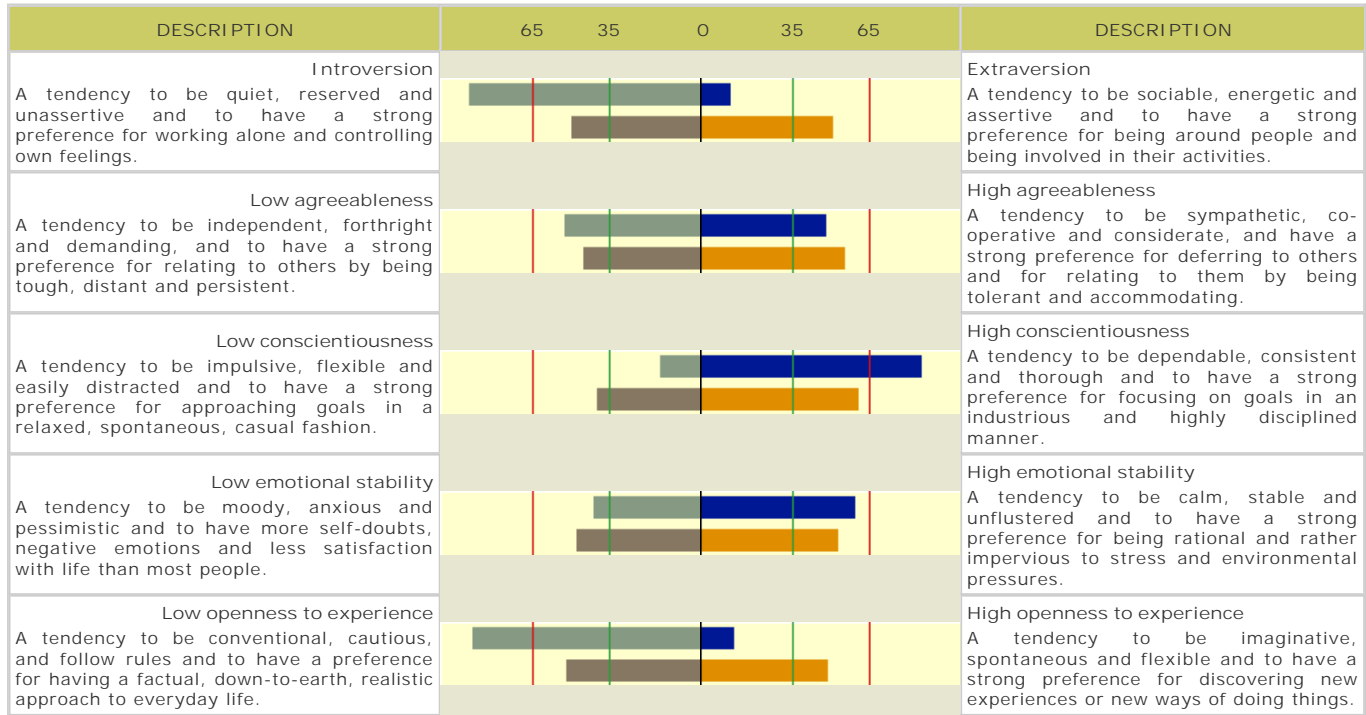


# The PRISM Model of Human Behaviour

Candidate: Sample 360 Feedback Oct 2010 Inventory Date: 12/10/2010

Report Date: 19/11/2010

## SELF AWARENESS MINI PROFILE - "The Big Five"



### THE 'BIG FIVE' PERSONALITY TRAITS

The Five-Factor Model, also known as 'The Big Five', is probably the most widely accepted and used model of personality in the world. There is a strong correlation between PRISM dimensions and the relevant 'Big Five' traits.

The 'Big Five' traits are:

- Extraversion
- Agreeableness
- Conscientiousness
- Emotional Stability (the opposite of Neuroticism)
- Openness to Experience

These traits appear to account for most differences among individual personalities, describing five universal dimensions. This report presents your preferences for these traits at three levels: *high preference*, *mid-range preference* and *low preference*. A high preference is regarded as one of 65% or more. A mid range preference score is regarded as between 36 % and 64% and a low preference score is regarded as 35% or less. Your self- perception preference is shown as a blue/grey coloured bar on the above chart. If you are using PRISM as part of a 360 degree process, your observers' view of your preference for each trait will be shown as an orange/brown bar. Note: the extent of your preference for the opposite of each trait e.g. 'Introversion' in the case of 'Extraversion', is shown as a grey bar.

1. Extraversion refers to the degree to which a person can tolerate and/or is stimulated by the energy he or she obtains from people and situations. People with a strong preference for Extraversion tend to be seen as friendly, outgoing and energetic. They seek to influence people and communicate views and ideas easily. Those with a low preference for Extraversion (Introverts) will be content to work on their own and will not feel the need to be surrounded by people.

*Strong preference:* You prefer to be around other people and are talkative, enthusiastic, sociable and fun-loving. You will often become the formal or informal leader. You may not be a good listener because you tend to dominate the conversation.

*Mid range preference:* If you fall in the mid-range on the Extraversion scale, you tend to move easily from working with others to working alone. You have a moderate threshold for sensory stimulation and may tire of it after a while.

*Low preference:* If you have a low preference for Extraversion (an Introvert), you prefer working alone. Typically, you are a serious, quiet, private person who may opt to write or email instead of talking to others. Others may consider you cold or uncaring.

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2. Agreeableness refers to one's preference for accommodating the needs and concerns of others. A person who has a low preference for Agreeableness tends to focus on his or her own personal priorities.

*Strong preference:* You tend to relate to authority and to other people by being tolerant, empathetic and accepting. You may come across as helpful, caring, conflict-averse and even soft because you will yield your position for the benefit of others.

*Mid range preference:* You can shift between competitive and cooperative situations and usually push for a win-win strategy.

*Low preference:* You relate to authority and to others by being direct, tough-minded, forceful, and competitive. At times, you may come across as hostile or self-centered.

3. Conscientiousness refers to one's preference for attention to detail and rule-following. A person with a strong preference for Conscientiousness tends to be thorough and good at follow-through when accomplishing one or more goals. A person with low for Conscientiousness prefers multitasking and a more spontaneous work style.

*Strong preference:* You work toward goals in a disciplined, focused and dependable fashion. You proceed in a linear, sequential manner, with a strong will to achieve high quality results, free of errors. You typically consolidate your time, energy and resources in pursuit of your goals.

*Mid range preference:* You tend to keep work demands and personal needs in balance. You can switch from focused activities to spontaneous diversions without much effort or stress.

*Low preference:* You tend to approach goals in a relaxed, spontaneous, open-ended way. Your mind can switch tracks on the run. You may be a procrastinator, viewed as casual about responsibilities, or be rather disorganised.

4. Emotional Stability refers to a person's ability to handle stressful situations in a calm, steady, rational and secure way. A person with a strong preference for Emotional Stability is very calm and relatively unaffected by stress that often burdens others. A person with a low preference for Emotional Stability is very reactive and prefers a stress-free workplace.

*High preference:* You tend to respond to stressful situations in a calm, secure and rational way. Typically, you are relatively stress-free. However, unless you are very attentive, you may appear to others to be too laid back and relaxed. Others may even perceive you to be uncaring, lethargic, insensitive or unaware of problems. You may need to take this into consideration if you want to nurture good working relationships.

*Mid range preference:* You are responsive and tend to be calm, secure and steady under normal circumstances. You have a moderate threshold for handling workplace stress.

*Low preference:* You may have a shorter emotional "trigger" and can't take much stress before feeling it. Under stress, you may appear irritable, tense, restless, depressed, easily discouraged, temperamental or worried. In tough times, you need time to vent your frustrations or alleviate your concerns before you're ready to tackle the next job challenge.

5. Openness to Experience refers to one's originality of thought or openness to new experiences. A person with a strong preference for Openness to Experience has an appetite for new ideas and activities, and is easily bored. Those with a low preference for Openness to Experience prefer familiar territory and tend to be more practical.

*Strong preference:* You tend to have many broad or artistic interests and like to be cutting-edge. You are often curious, introspective and reflective, seeking new experiences and thinking about the future. You may be easily bored. Others may view you as impractical or unrealistic.

*Mid range preference:* You tend to be somewhat down to earth, but you'll consider a new way of doing something if convinced. You aren't known for your creativity or curiosity, but you appreciate innovation and efficiency.

*Low preference:* If you are in the low range for this preference, you are practical and down to earth. You approach work with efficiency and are comfortable with repetitive activities. Others may view you as conservative, narrow in your thinking, set in your ways, or even rigid.



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360 Degree Feedback Report

Introduction

Effective leadership is critical to all organisations, particularly in the current challenging environment. 360 degree feedback is a useful method of discussing leadership and performance in a management role and identifying strengths and development needs.

For participants in the process, 360 degree feedback will provide valuable insights into their role and enable them to build on the skills and attributes they possess. It will better equip them to manage in today's environment and develop the skills necessary to enhance their careers.

Feedback is essential to progress. It provides managers with accurate information about the way they work with others. Feedback can act both as a stimulus to change behaviour, and as a catalyst to facilitate change. To accelerate their professional effectiveness, managers need to be aware of the consequences of their behaviour. If they are aware, they can decide more effectively what action to take.

The results in this report are based on responses collected from a range of people who are familiar with Sample 360 Feedback Oct 2010 and his day-to-day work. The purpose of the report is to compare how Sample's performance in each competency is seen by others and how that perception compares with the relevant requirements of his job as defined by his line manager and referred to as a 'benchmark'.

A key objective of this report is to assist Sample develop his own professional development goals and, in particular, to set meaningful targets for improving his performance in the specific behavioural areas in which he is seen by others as least effective.

It is most important that feedback is not viewed as hostile criticism. Rather, it should be viewed as an opportunity for ongoing learning and development.

	Competency	Target Rating	Observed Rating
1	<b>Leadership</b> Demonstrates the ability to inspire others to contribute to their full potential by providing strong vision, direction and personal example, and by adapting own leadership style effectively to manage different situations.	8	5.5
	Inspires others to contribute to their full potential by providing strong vision, direction and personal example, and by adapting own leadership style effectively to suit the situation.		5.4
	Displays a readiness to make tough decisions, give judgements or take actions having considered all available options and implications.		6.3
	Expresses well informed, convincing and enthusiastic strategies to gain agreement, or to convince others to adopt particular courses of action.		4.9
	Communicates a vision for the organisation or team that generates excitement, enthusiasm and commitment.		5.7
	Makes and keeps meaningful promises and commitments.		5.4
2	<b>Delivering results</b> Demonstrates the ability to focus self and others on achieving specific outcomes by setting clear goals and priorities, monitoring performance and priorities, and achieving objectives on time and to a high standard.	4	5.7
	Sets realistic, but stretching, deadlines, tasks and standards for others.		4.7
	Focuses effort on priority tasks and activities to achieve optimum results.		5.1
	Has the all skills, knowledge and experience necessary to carry out the role.		5.1
	Encourages others to exceed normal expectations and fosters a process of continuous improvement.		6.1
	Challenges those who fail to achieve the required standards or results.		7.1
3	<b>Motivating others</b> Demonstrates the ability to encourage, support and inspire others so that they give of their best and go that 'extra mile'.	6	4.7
	Motivates others and encourages enthusiasm.		5.4

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	Raises the morale of others and makes them feel positive and committed.	5	
	Displays a genuine interest in people and their progress.	4	
	Involves others and encourages full participation.	4.9	
	Gives praise and recognition when appropriate.	4	
4	<b>Performance Management</b> Demonstrates the ability to deal with performance issues in a fair and constructive manner and regularly identifies, communicates and reviews individuals' performance to help them enhance their personal work contribution.	7	5.6
	Has regular meetings with others to discuss performance.	3.7	
	Expects others to contribute fully to the achievement of goals.	5.1	
	Sees opportunities and originates action to influence and improve events rather than passively accepting them.	5.4	
	Sets aside time to help others enhance their performance.	6.4	
	Sets high personal and professional standards and challenging work assignments and objectives.	7.3	
5	<b>Communication</b> Demonstrates the ability to convey ideas and information clearly, both in writing and verbally. Listens and is responsive to the views, ideas and emotions of others.	8	4.8
	Uses a range of verbal communication styles and strategies effectively to convey information.	5.7	
	States own views clearly, concisely, and in a confident manner.	5	
	Conveys information and ideas clearly, confidently and compellingly, so that the other person (or audience) understands exactly what is being communicated.	4.1	
	Is articulate and conveys complex information in plain language.	4.4	
	Demonstrates persuasiveness, optimism and enthusiasm.	4.9	
6	<b>Developing others</b> Demonstrates the ability to create a positive climate in which others increase the accuracy of their awareness of their own strengths and development needs and provides the resources for them to improve their performance.	4	4.9
	Sets and agrees objectives with people and monitors their progress.	4.3	
	Accurately identifies people's strengths and makes best use of those strengths.	5.3	
	Coaches and fosters the development of skills and potential of others.	5.1	
	Challenges and supports people to achieve high standards of performance.	4.7	
	Encourages the involvement of others by addressing and constructively resolving conflict.	5	
7	<b>Handling Feedback</b> Demonstrates the ability to give and receive developmental feedback to enhance personal and team performance. Is open to feedback about own strengths and weaknesses and takes responsibility for creating a clear plan for own development and for seeking out opportunities to learn and improve.	7	6.4
	Is sensitive to the impact of own actions on others and other parts of the organisation and actively solicits feedback on actions and activities.	5.3	
	Participates enthusiastically in the organisation's feedback processes.	5.9	
	Actively listens to the suggestions and views of others.	7.3	
	Is able effectively to offer developmental feedback to others.	8	



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	Is pro-active in adapting own behaviour to create positive, effective outcomes.		5.6
8	<b>Self-motivation</b> Demonstrates the drive, determination, resilience and commitment to achieve consistently excellent results despite difficulties and without being diverted by irrelevant issues.	8	5.1
	Has a high level of initiative and motivation to achieve objectives.		4.7
	Unhesitatingly takes decisions when required and expresses confidence in the future success of the actions to be taken.		4.1
	Has the capacity to work hard with a high level of drive and stamina.		5.3
	Has the ability to cope with crises and difficulties and to bounce back and recover quickly from such setbacks.		6.4
	Is self-motivated and has the aptitude to work independently without supervision.		4.9
9	<b>Team Working</b> Demonstrates the ability to create an atmosphere in which team members feel able to contribute easily and displays a positive attitude to effective team working and the value of differences in behavioural preferences, roles and ways of working.	7	5.7
	Encourages a strong sense of openness, mutual trust and team spirit.		4.7
	Encourages and empowers others, making them feel valued and important.		6.9
	Actively assists in mediating to resolve conflicts.		6.4
	Contributes positively by actively sharing information and listening and accepting others' points of view.		5.4
	Gives fair and constructive feedback to team members.		5.1
10	<b>Decision making</b> Demonstrates the ability and the confidence to make difficult or unpopular decisions; displays objective judgement and the ability to make sound choices in a rational and timely manner, even when under pressure.	9	5.2
	Is willing to take tough or unpopular decisions when necessary.		5.4
	Asks for specialist advice or opinion when making complex decisions.		5
	Fully takes into consideration opposing views before deciding.		5.6
	Has the ability to make sound decisions in ambiguous situations, or when all relevant information or agreed guidelines are incomplete or unavailable.		4.9
	Can make sound decisions when under pressure or when time is limited.		5
11	<b>Commitment</b> Demonstrates total commitment and dedication to the organisation, its goals, values and operating procedures, even in difficult circumstances, or when it may not be in own interests to do so.	8	5.3
	Has the determination to persevere and achieve goals or targets despite setbacks.		5
	Demonstrates a strong belief in own job or role, and its value to the organisation.		6.1
	Is resilient, ambitious, single-minded and results focused.		5.9
	Remains enthusiastic and committed even in the face of obstacles or opposition.		4.9
	Is very competitive and treats setbacks as challenges.		4.9
12	<b>Analytical skills</b> Demonstrates the ability to collect, evaluate, interpret and communicate complex data for use in the decision making process.	9	5.7
	Is able to analyse methodically large quantities of data and draw the right conclusions.		4.7



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	Gathers a wide range of information in preparation for decision-making in the organisation with particular emphasis on information's relevance, accuracy and timeliness.	5	
	Carefully evaluates all available options before reaching a decision.	5.6	
	Is able to reduce complex problems or issues to their root causes.	7.4	
	Judges issues objectively, avoiding personal emotions or prejudice.	5.6	
<b>13</b>	<b>Problem solving</b> Demonstrates the ability to identify feasible alternatives; hold different options in focus simultaneously and evaluate their pros and cons. Involves others where appropriate before deciding on a course of action.	<b>7</b>	<b>5.9</b>
	Works diligently and systematically when solving problems.	4.7	
	Solves problems at root level rather than addressing symptoms.	6.7	
	Generates original, innovative solutions to problems.	6	
	Is able to solve complex problems requiring detailed solutions.	6	
	Approaches problems positively as challenges and opportunities.	6.1	
<b>14</b>	<b>Innovation</b> Demonstrates the ability to take an original, creative and innovative approach to problems and to generate novel solutions and new ways of working that bring tangible benefits and outcomes for the organisation.	<b>6</b>	<b>5.5</b>
	Creates a climate that encourages innovation and receptivity to change.	5.7	
	Coaches and guides others in developing and implementing innovative approaches.	5.3	
	Generates imaginative and innovative alternatives to traditional methods to achieve business advantage.	7.4	
	Actively looks for new and innovative opportunities to benefit the organisation.	5.6	
	Initiates a policy of continuous performance improvement to enhance processes or products.	3.4	
<b>15</b>	<b>Building relationships</b> Demonstrates an outgoing, participative style and the ability to mix easily with a wide range of people from different backgrounds and in a variety of situations to build long-term trusting relationships.	<b>4</b>	<b>5.3</b>
	Builds co-operation even in difficult circumstances.	4.7	
	Is sensitive to the unspoken feelings of others.	5.4	
	Builds rapport easily with people.	5.7	
	Goes to considerable lengths to develop trust in relationships.	5.4	
	Helps resolve conflict and produces a positive outcome.	4.1	
	Displays an awareness of other people's feelings and needs, and endeavours to manage the likely impact of decisions on these.	6.4	
<b>16</b>	<b>Planning and organising</b> Demonstrates the ability to plan and organise work by balancing resources, priorities and time-scales to achieve objectives.	<b>8</b>	<b>5.3</b>
	Identifies and communicates goals and objectives clearly to others.	6	
	Prioritises objectives effectively and allows for contingencies.	4	
	Is effective at target-setting for individuals in both the short and long-term.	4.7	
	Manages projects successfully from inception to completion.	5.6	

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	Reviews and reassesses plans and priorities on a regular basis.		6.3
17	<b>Business Awareness</b> Demonstrates a thorough knowledge of the business, its customers and markets, the way it operates, its structure and culture, and prioritises own goals to the overall strategic advantage of the organisation.	6	6.3
	Keeps up to date with the business climate and its impact on the organisation.		5.6
	Maintains a strong focus on profitability, performance and 'the bottom line'.		6.4
	Aligns resources to meet the business needs of the organisation.		5
	Uses sound business knowledge and judgement when making decisions.		7.1
	Shows sensitivity to organisational culture, values and issues by being diplomatic and politically astute.		7.6
18	<b>Adaptability</b> Demonstrates the ability to adapt to new ways of doing things and accepts the need for flexibility and change to achieve greater productivity, quality and growth, and responds effectively to changing circumstances by modifying own approach to achieve the most appropriate outcome.	6	4.8
	Enthusiastically accepts beneficial change.		5.9
	Is proactive in introducing change in a timely, appropriate manner.		5.3
	Is comfortable making sound decisions in a frequently changing environment.		4.1
	Regards change as a possible opportunity for organisational improvement.		4.6
	Adopts and communicates a positive and pro-active attitude to change and helps others to overcome their concerns and fears about such change.		4.3
19	<b>Customer focus</b> Demonstrates the ability to anticipate and understand customer needs and constantly seeks ways of increasing customer satisfaction by meeting, or exceeding, the needs of internal and external customers in a courteous and timely manner.	8	6.4
	Anticipates future customer needs and trends.		5.7
	Focuses on identifying opportunities to benefit customers.		7.3
	Shows respect and friendliness to customers.		6.9
	Works hard to resolve customer concerns.		7
	Talks and listens to customers to clarify their real needs and expectations.		5.3
20	<b>Ethical management</b> Demonstrates a strong desire and ability to maintain job related, social, organisational and ethical values and actively encourages others to work ethically and in accordance with professional and organisation values.	8	5.2
	Has high personal integrity and a commitment to ethical practice.		5
	Promotes and demonstrates loyalty to organisational values at all levels.		4.3
	Is regarded by others as highly trustworthy and professional.		5.9
	Admits mistakes and accepts responsibility for own work and actions.		6.1
	Maintains ethical principles at the expense of short-term commercial advantage.		4.9

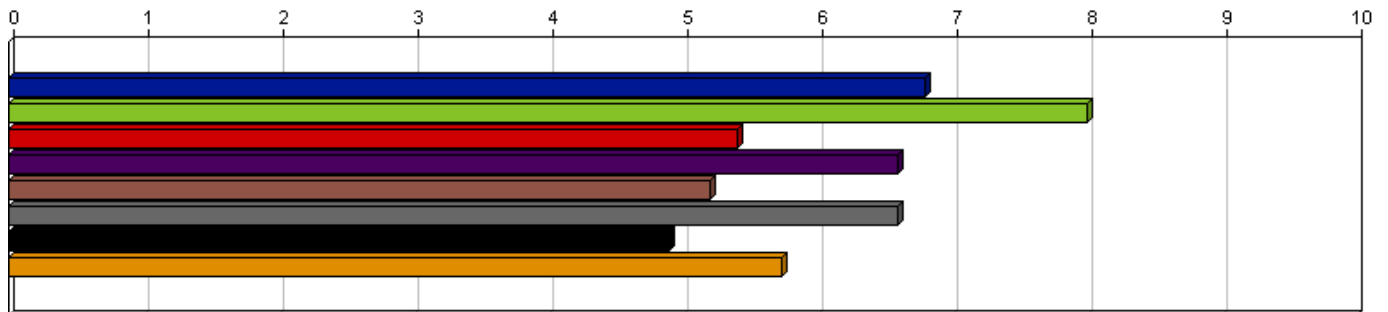


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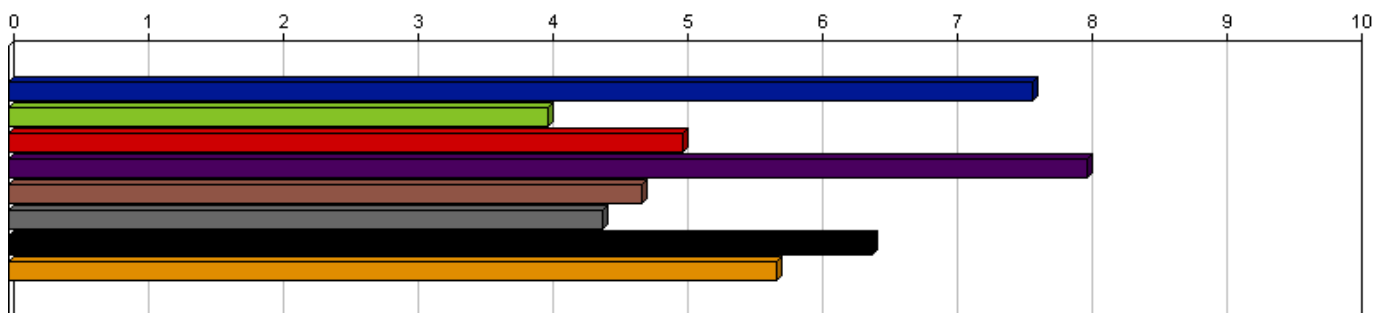
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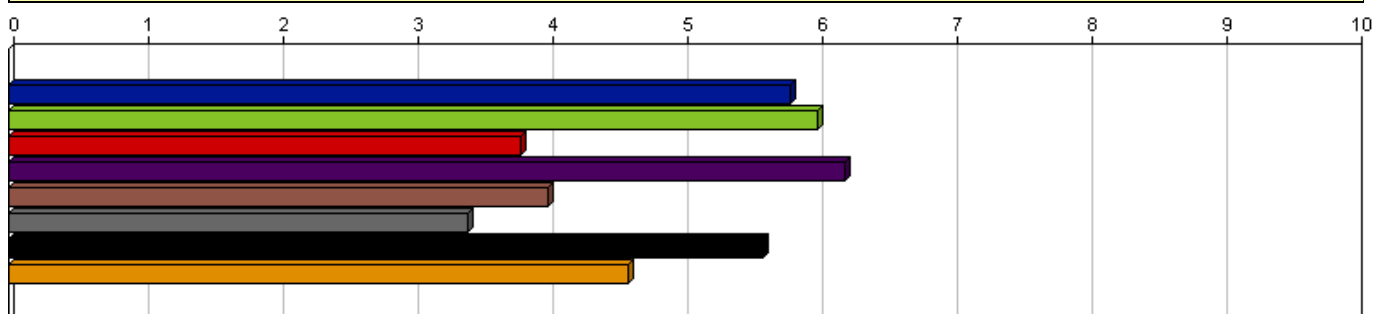
**LEADERSHIP:** Demonstrates the ability to inspire others to contribute to their full potential by providing strong vision, direction and personal example, and by adapting own leadership style effectively to manage different situations.



**DELIVERING RESULTS:** Demonstrates the ability to focus self and others on achieving specific outcomes by setting clear goals and priorities, monitoring performance and priorities, and achieving objectives on time and to a high standard.



**MOTIVATING OTHERS:** Demonstrates the ability to encourage, support and inspire others so that they give of their best and go that 'extra mile'.

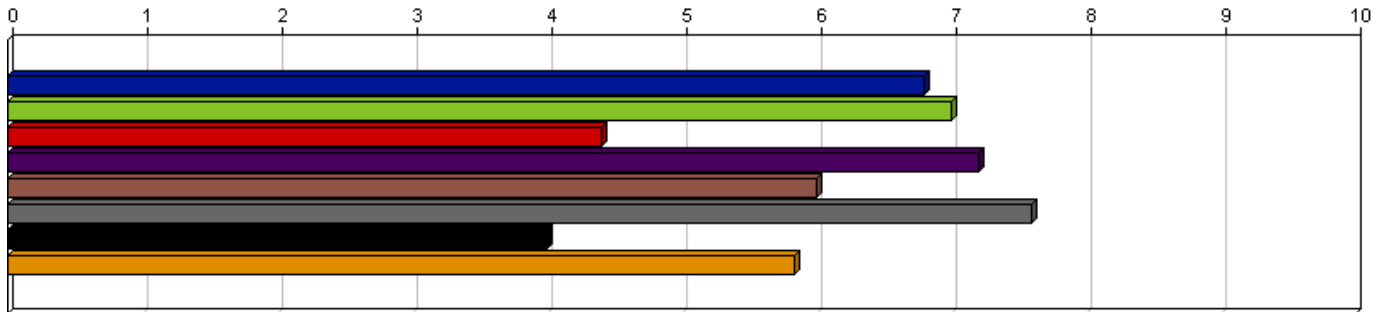




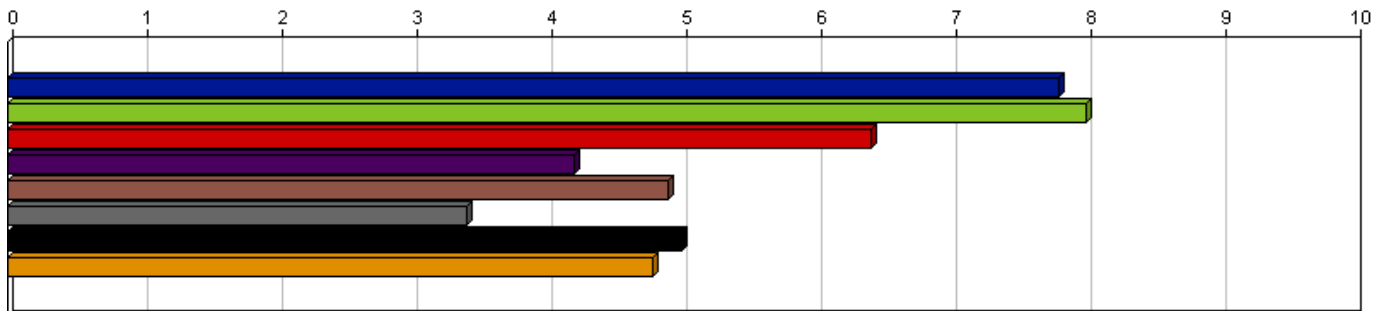
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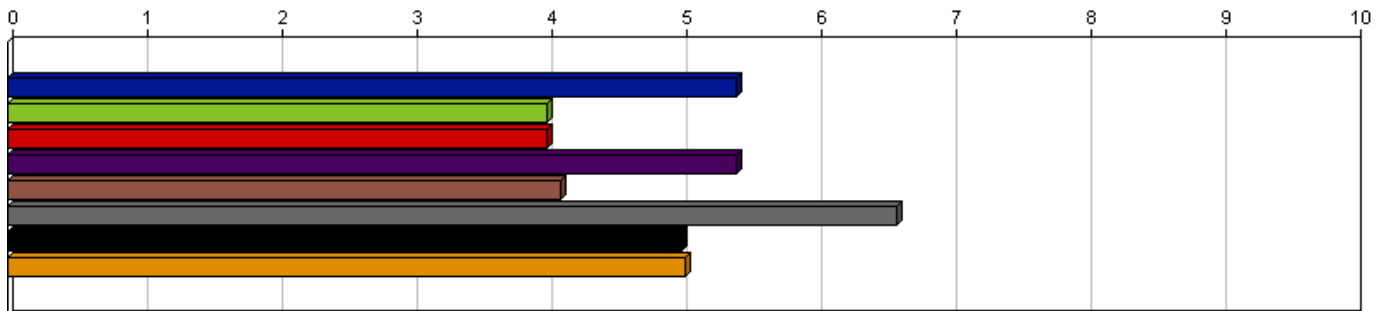
**PERFORMANCE MANAGEMENT:** Demonstrates the ability to deal with performance issues in a fair and constructive manner and regularly identifies, communicates and reviews individuals' performance to help them enhance their personal work contribution.



**COMMUNICATION:** Demonstrates the ability to convey ideas and information clearly, both in writing and verbally. Listens and is responsive to the views, ideas and emotions of others.



**DEVELOPING OTHERS:** Demonstrates the ability to create a positive climate in which others increase the accuracy of their awareness of their own strengths and development needs and provides the resources for them to improve their performance.

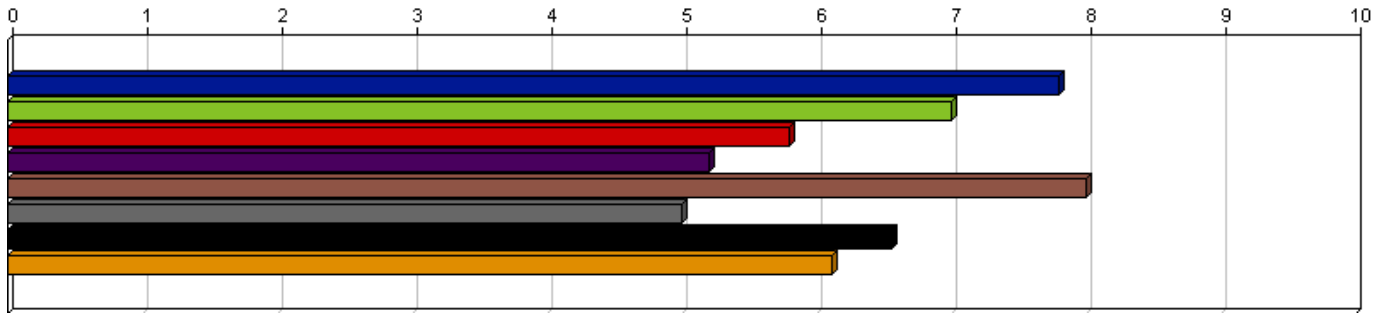


**HANDLING FEEDBACK:** Demonstrates the ability to give and receive developmental feedback to enhance personal and team performance. Is open to feedback about own strengths and weaknesses and takes responsibility for creating a clear plan for own development and for seeking out opportunities to learn and improve.

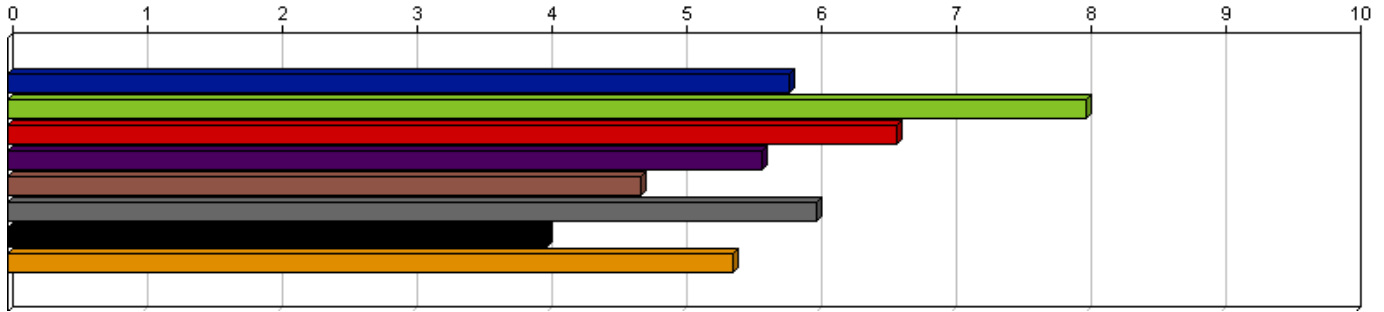


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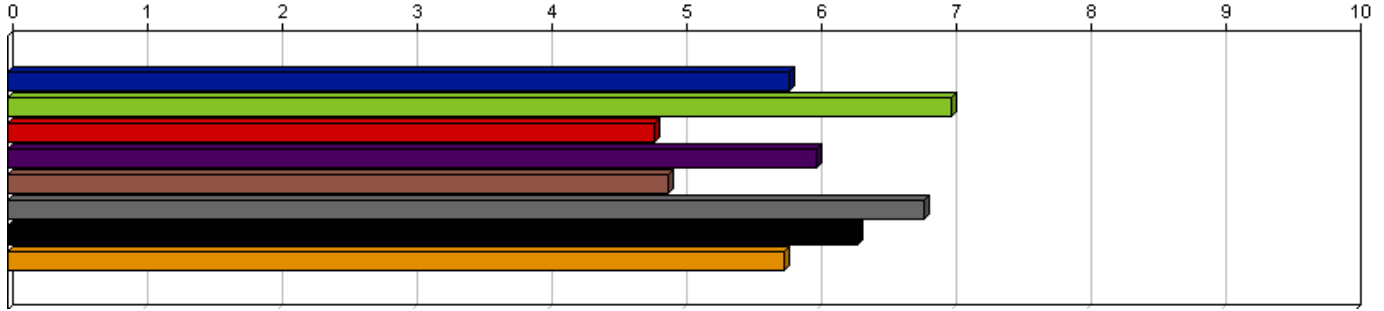
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SELF-MOTIVATION: Demonstrates the drive, determination, resilience and commitment to achieve consistently excellent results despite difficulties and without being diverted by irrelevant issues.



TEAM WORKING: Demonstrates the ability to create an atmosphere in which team members feel able to contribute easily and displays a positive attitude to effective team working and the value of differences in behavioural preferences, roles and ways of working.

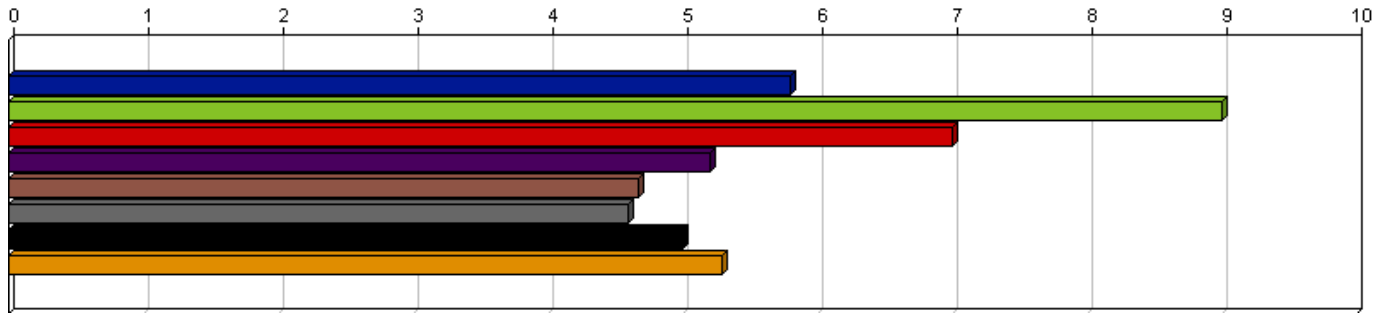


DECISION MAKING: Demonstrates the ability and the confidence to make difficult or unpopular decisions; displays objective judgement and the ability to make sound choices in a rational and timely manner, even when under pressure.

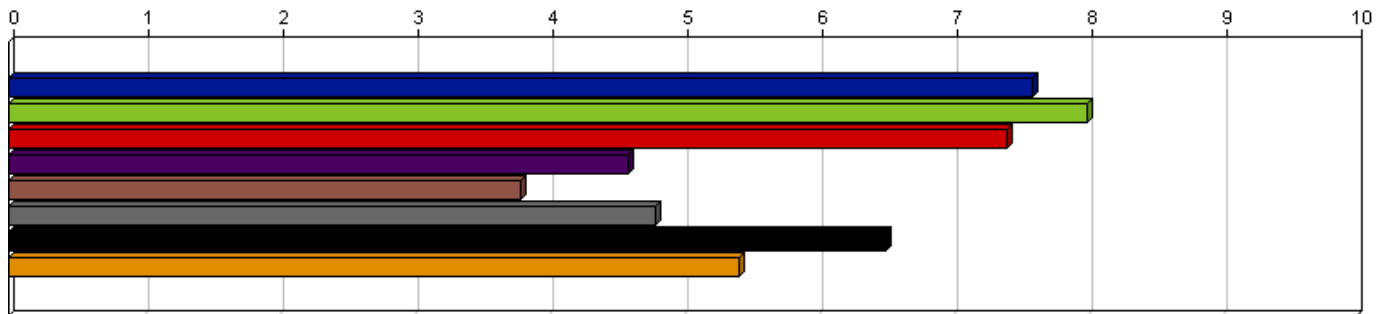


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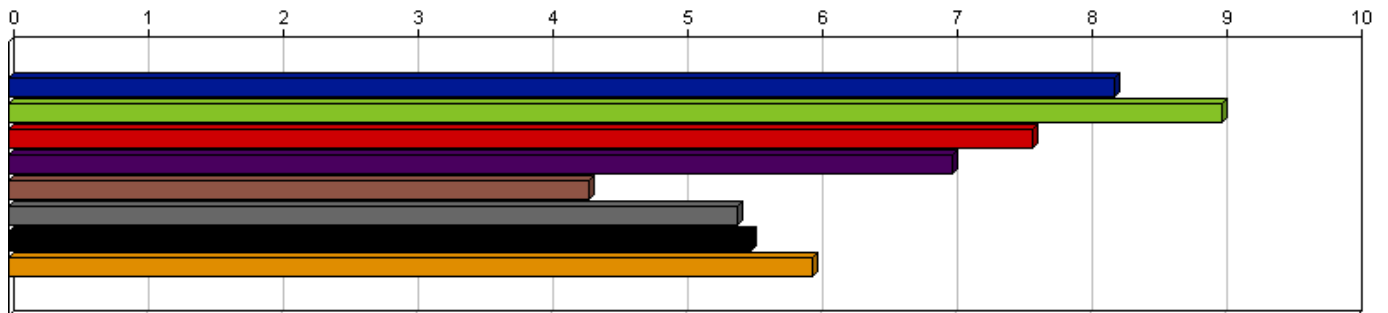
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COMMITMENT: Demonstrates total commitment and dedication to the organisation, its goals, values and operating procedures, even in difficult circumstances, or when it may not be in own interests to do so.



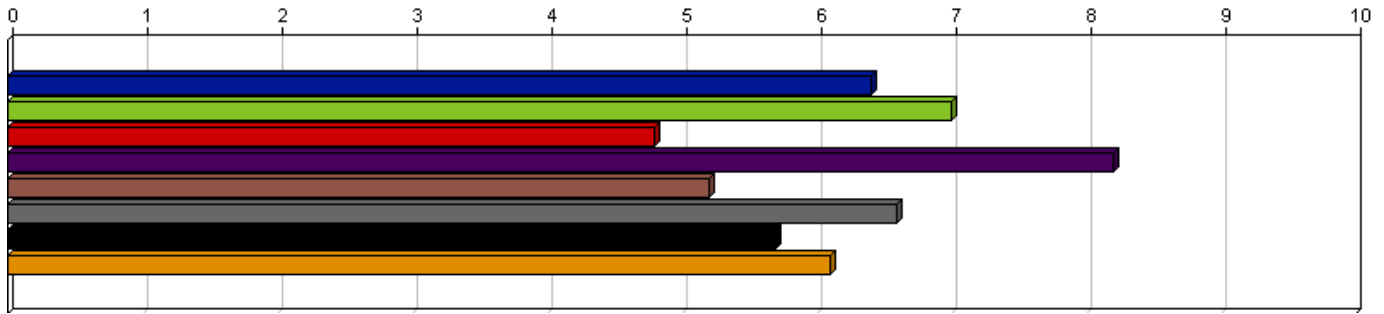
ANALYTICAL SKILLS: Demonstrates the ability to collect, evaluate, interpret and communicate complex data for use in the decision making process.



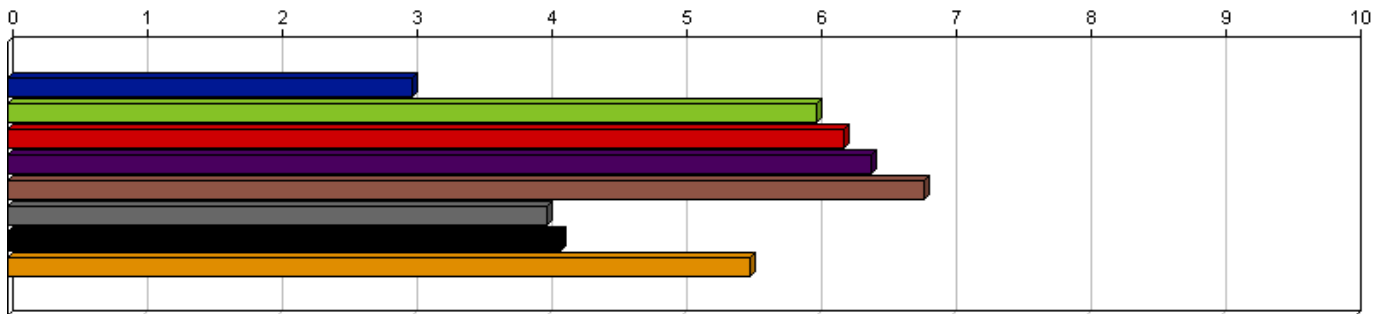
PROBLEM SOLVING: Demonstrates the ability to identify feasible alternatives; hold different options in focus simultaneously and evaluate their pros and cons. Involves others where appropriate before deciding on a course of action.

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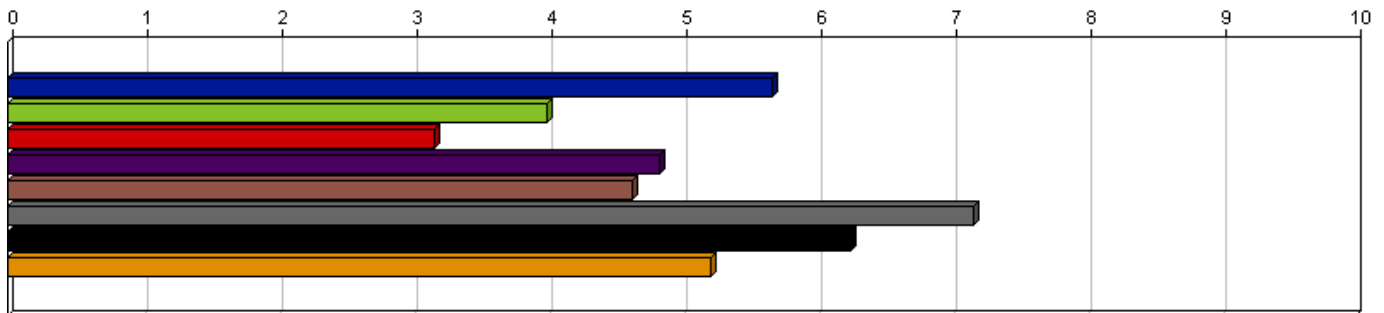
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INNOVATION: Demonstrates the ability to take an original, creative and innovative approach to problems and to generate novel solutions and new ways of working that bring tangible benefits and outcomes for the organisation.



BUILDING RELATIONSHIPS: Demonstrates an outgoing, participative style and the ability to mix easily with a wide range of people from different backgrounds and in a variety of situations to build long-term trusting relationships.

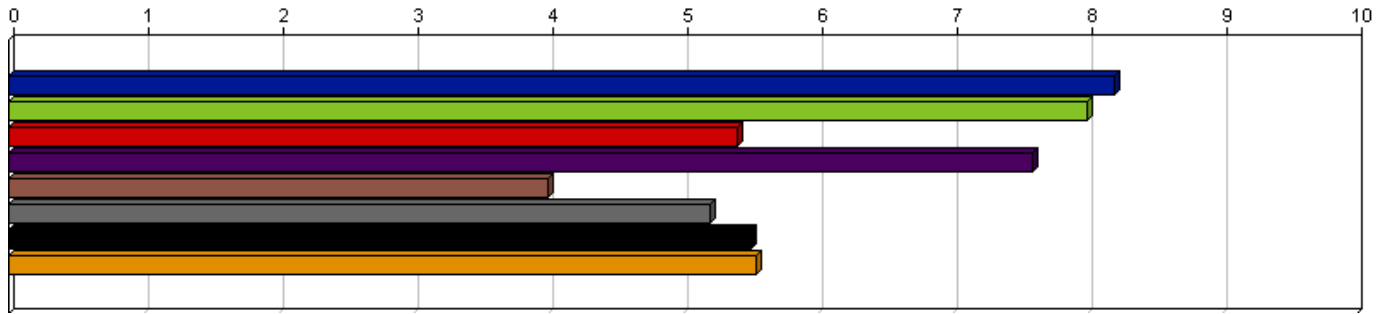


PLANNING AND ORGANISING: Demonstrates the ability to plan and organise work by balancing resources, priorities and time-scales to achieve objectives.

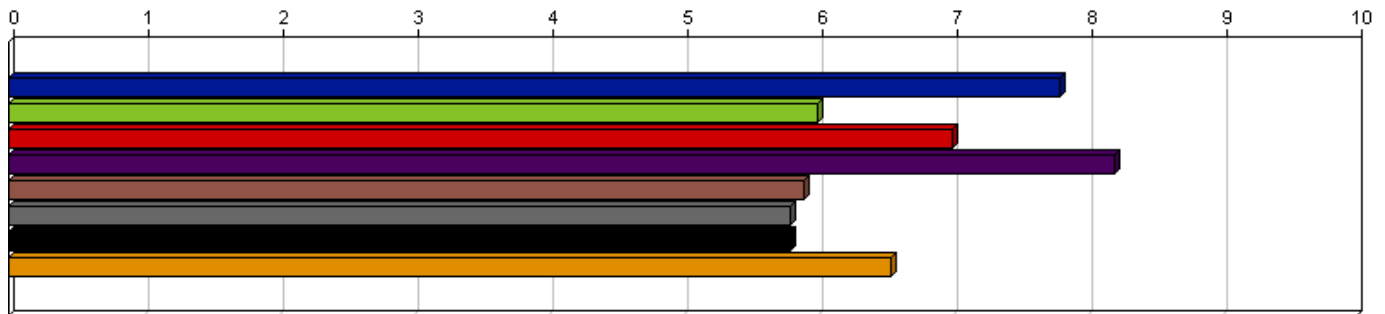


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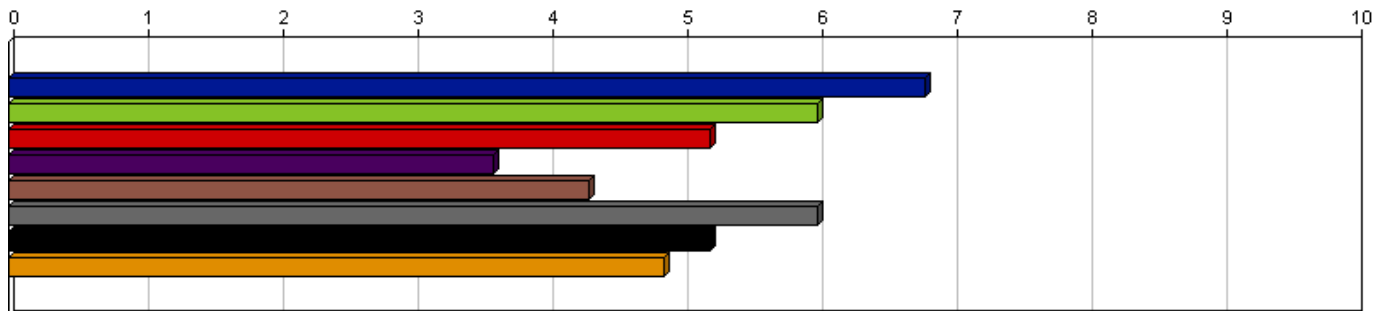
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**BUSINESS AWARENESS:** Demonstrates a thorough knowledge of the business, its customers and markets, the way it operates, its structure and culture, and prioritises own goals to the overall strategic advantage of the organisation.



**ADAPTABILITY:** Demonstrates the ability to adapt to new ways of doing things and accepts the need for flexibility and change to achieve greater productivity, quality and growth, and responds effectively to changing circumstances by modifying own approach to achieve the most appropriate outcome.

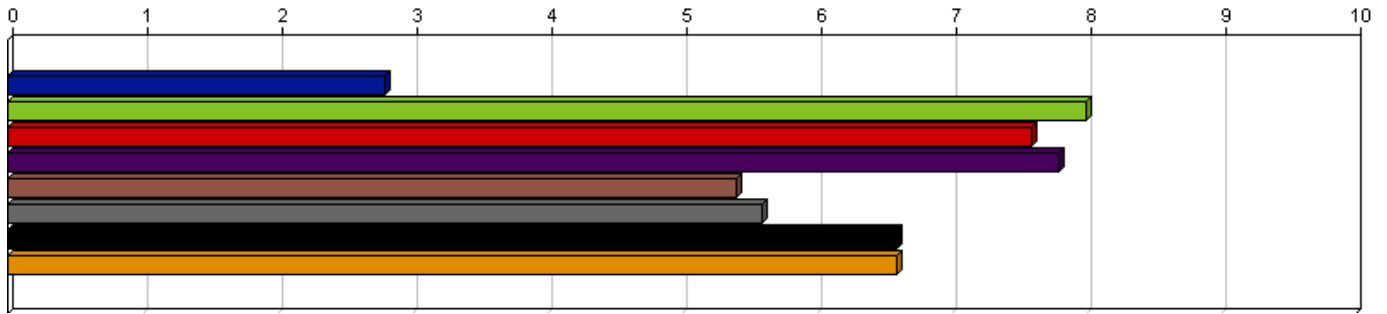


**CUSTOMER FOCUS:** Demonstrates the ability to anticipate and understand customer needs and constantly seeks ways of increasing customer satisfaction by meeting, or exceeding, the needs of internal and external customers in a courteous and timely manner.

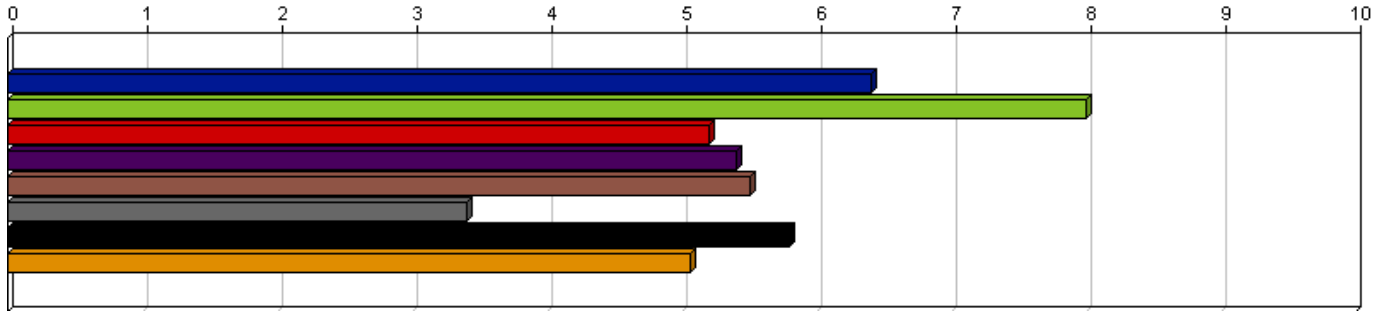


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ETHICAL MANAGEMENT: Demonstrates a strong desire and ability to maintain job related, social, organisational and ethical values and actively encourages others to work ethically and in accordance with professional and organisation values.



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### Observers' Comments

What are Sample's greatest strengths with regards to his overall effectiveness in his role?

Good at details.

Sample greatest strengths are to think outside the box.

Sample is amazing.

Brilliant

Will always get the job done when required.

What are the most important things Sample could improve upon to increase his overall effectiveness in performing his current role?

Needs to look at relationships more.

Sample's needs to improve their people skills and not take criticism to heart but learn from it.

Sample is sometimes shy.

Useless

Listen more to other people even though he thinks he is right.