



**Confidential**

# **360° Questionnaire Report**

**for:- Sam Sample**

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## **INTRODUCTION**

### **Section 2: HOW TO USE THIS REPORT**

Some guidelines are provided to help you get the most out of this report.

### **Section 3: BAR CHARTS**

The responses are presented on these charts in five groups from top to bottom.

The first bar is the average rating given by ALL those who completed the questionnaire. This is called Overall

The second bar is the average rating provided by all those who said they were your Line or Functional Managers.

The third bar is the average rating provided by all those who said they were your Peers or Colleagues.

The fourth bar is the average rating provided by all those who described themselves as your Direct reports.

The fifth bar is the average rating provided by all those who described themselves as your Suppliers.

The sixth bar is your own rating and is called Self.

The first chart contains the information relating to the three sections of the questionnaire i.e.

DELIVERY OF RESULTS  
LEADERSHIP & COMMUNICATIONS  
BUSINESS STRATEGY

The next three charts show the three Sections' sub-components:

### **Section 4: RESPONSES TO QUESTIONS**

This section shows the responses to each question in the major sections and their sub-components in table form.

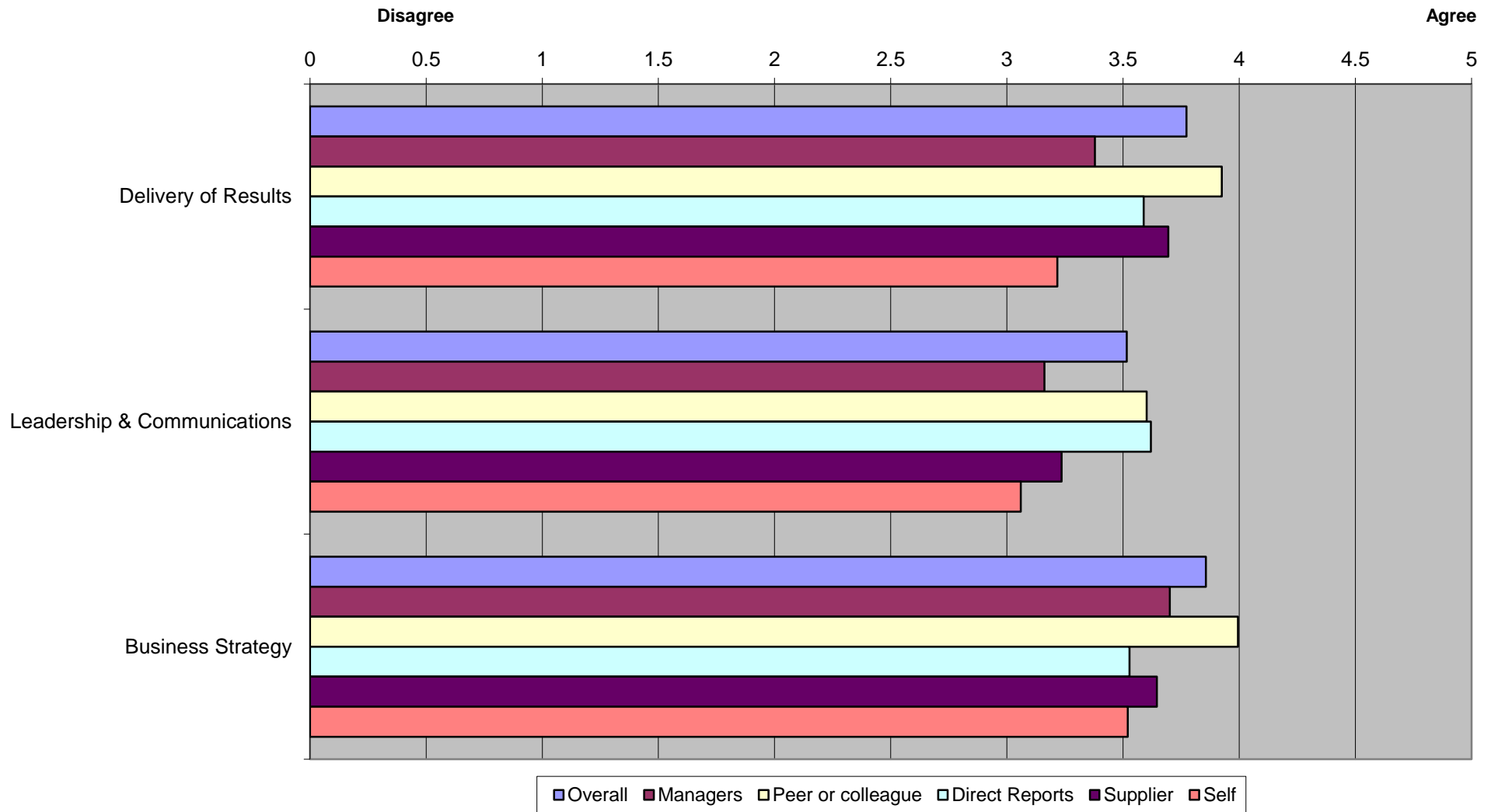
### **Section 5: GENERAL FEEDBACK AND DEVELOPMENT POINTS**

This section presents a transcription of all the comments about you provided in this section on the questionnaire. The language has been changed only if individual attribution would otherwise be possible.

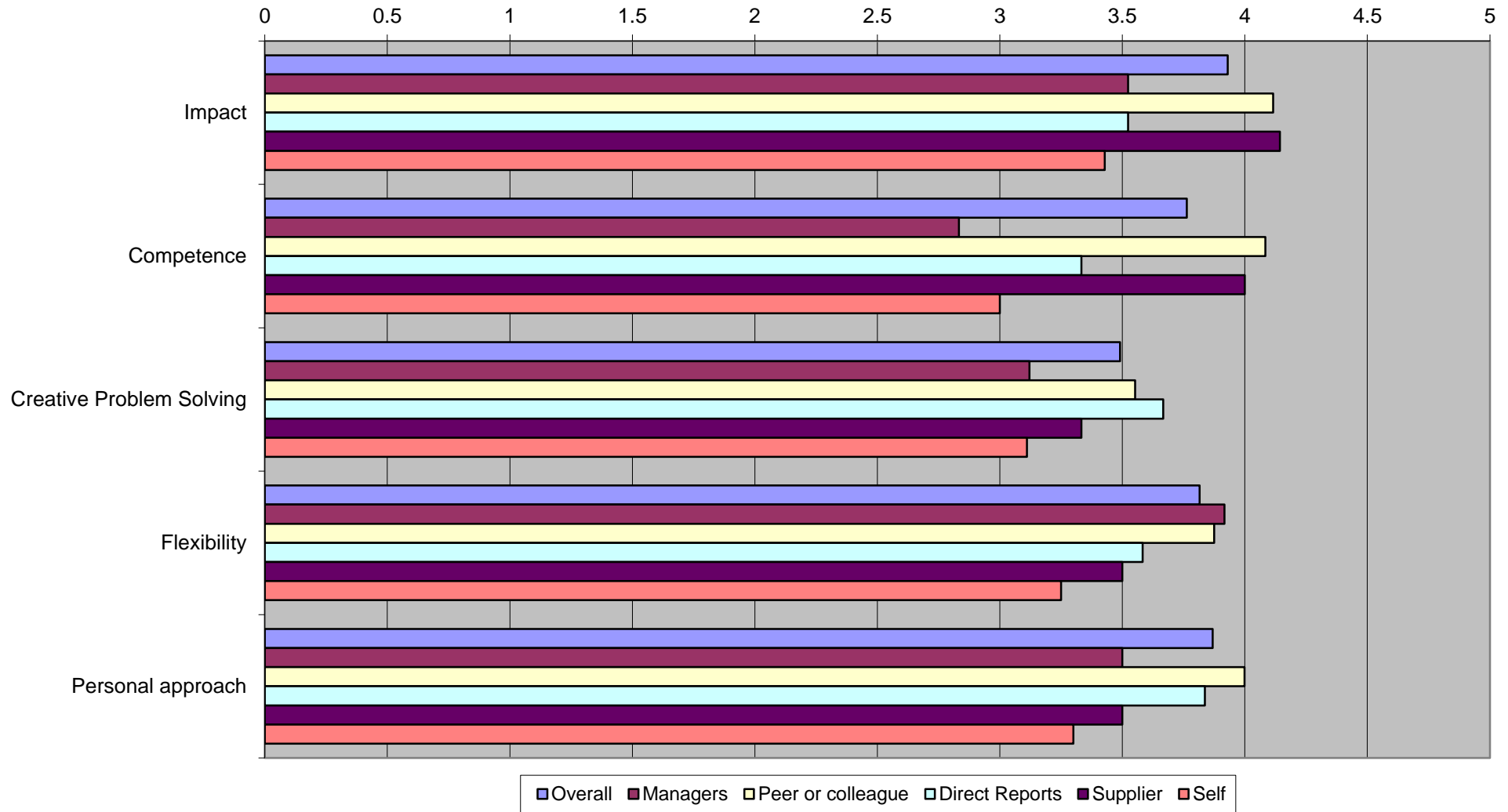
## HOW TO USE THIS REPORT

- 1** Assume the feedback is honestly and positively given. In other words, assume your respondents are trying to be helpful and candid.
- 2** Do not waste time trying to identify who said what.
- 3** Spend some time summarising and clarifying your understanding of the few key messages the survey will provide you with. Only proceed to consider consequences and actions once you are clear, and your adviser is clear you are clear, what the results of the survey are telling you about your work behaviour.
- 4** The results presented on the following pages contain information with respect to two clear and distinct areas of your behaviours; how those who work with you regard your behaviour and how you compare yourself in contrast with your team members. Take time to consider both aspects separately before combining the consequences into a single Personal Development Plan.
- 5** Use the one-to-one discussion with the independent consultant to clarify any points. Once you have done this you may wish to share the feedback with your line manager and afterwards with your team and discuss with them any resultant actions you want to carry out.
- 6** It is wise to thank all the people you asked to respond on the questionnaire for their assistance, even though you do not know exactly who responded and who did not. Remember, they will be interested to know what you are going to do as a result of the survey.

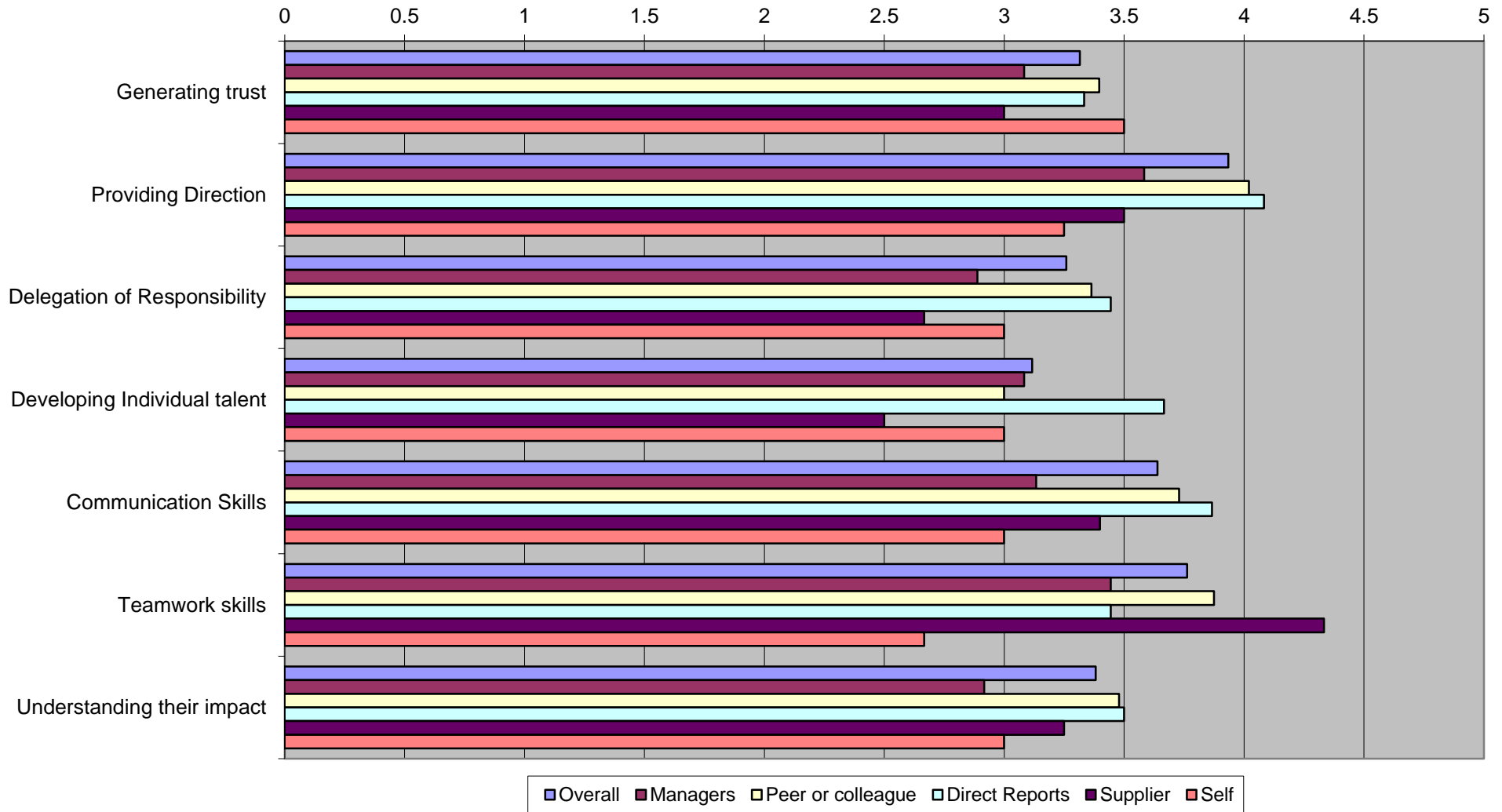
# Summary



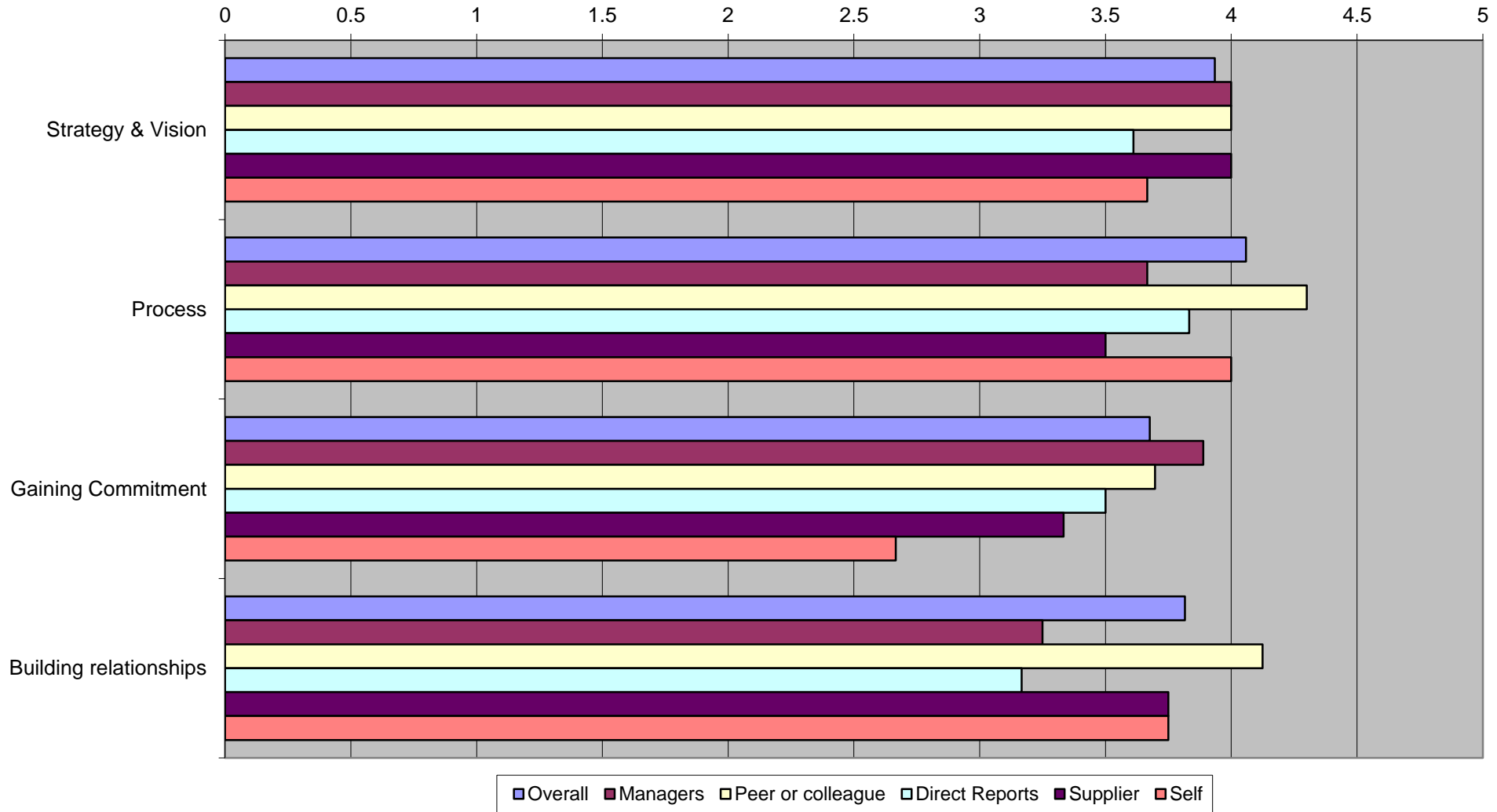
### Delivery of Results



## Leadership & Communications



# Business Strategy





## RESPONSES TO QUESTIONS

	Overall	Managers	Peers	Direct Reports	Self
<b>Section 1. Delivery of Results</b>	<b>3.77</b>	<b>3.38</b>	<b>3.92</b>	<b>3.59</b>	<b>3.22</b>
<b><i>Impact</i></b>	<b>3.93</b>	<b>3.52</b>	<b>4.12</b>	<b>3.52</b>	<b>3.43</b>
1. Puts top priority on getting results	4.47	3.67	4.67	4.57	4.00
2. Delivers results through leadership of direct reports	3.89	3.67	4.00	3.86	4.00
3. Ensures closure of priority objectives	3.89	3.67	4.00	3.86	3.00
4. Is able to lead and develop the big picture	3.53	3.00	3.56	3.71	4.00
5. Works towards win/win solutions where possible	3.74	3.33	4.11	3.43	3.00
6. Always considers cost	3.67	3.67	3.75	3.57	2.00
7. Overcomes barriers to ensure delivery	4.32	3.67	4.56	4.29	4.00
<b><i>Competence</i></b>	<b>3.76</b>	<b>2.83</b>	<b>4.08</b>	<b>3.33</b>	<b>3.00</b>
1. Participates fully in technical and business discussions to aid decision making	3.95	3.67	4.11	3.86	3.00
2. Employs effective work processes to deliver results	3.58	2.00	3.78	4.00	3.00
<b><i>Creative Problem Solving &amp; Issue Resolution</i></b>	<b>3.49</b>	<b>3.12</b>	<b>3.55</b>	<b>3.67</b>	<b>3.11</b>
1. Tackles new challenges with enthusiasm	3.95	4.00	3.89	4.00	4.00
2. Includes others as appropriate in resolving problems and issues	3.37	2.00	3.44	3.86	4.00
3. Uses a rational logical approach	3.32	3.33	2.89	3.86	3.00
4. Generates innovative ideas	3.16	2.67	3.22	3.29	2.00
5. Creates the environment for others to offer ideas	2.79	2.00	3.00	2.86	3.00
6. Is proactive in handling issues	3.74	3.00	3.78	4.00	3.00
7. Makes timely decisions	4.05	3.67	3.89	4.43	3.00
8. Uses data based decision making	3.61	4.00	3.63	3.43	2.00
9. Uses the appropriate level of analysis without over analyzing	3.44	3.50	3.33	3.57	4.00
<b><i>Flexibility</i></b>	<b>3.82</b>	<b>3.92</b>	<b>3.88</b>	<b>3.58</b>	<b>3.25</b>
1. Promotes and adapts to change as required	3.72	3.67	3.67	3.83	3.00
2. Supports continuous improvement efforts in the organization	3.74	3.67	3.67	3.86	4.00
3. Is willing to do something different to improve performance	4.00	4.33	4.00	3.83	3.00
4. Is comfortable in dealing with uncertainties	3.79	4.00	4.22	3.14	3.00
<b><i>Personal Approach</i></b>	<b>3.87</b>	<b>3.50</b>	<b>4.00</b>	<b>3.84</b>	<b>3.30</b>
1. Is willing to admit mistakes and does not hide errors	3.11	2.67	3.33	3.00	3.00
2. Sets high standards of performance for themselves	4.32	4.00	4.44	4.29	4.00
3. Sets high standards of performance for others	4.42	4.00	4.44	4.57	4.00
4. Accepts responsibility and delivers on promises	3.74	3.33	3.78	3.86	3.00
5. People in their team are encouraged to "play to strengths"	3.47	2.33	3.56	3.86	3.00
6. Through their own commitment inspires others to go that extra mile	3.68	3.00	3.67	4.00	3.00
7. Displays a positive and enthusiastic approach to work	3.95	3.67	3.78	4.29	4.00
8. Encourages a work life balance in self and others	3.44	2.50	3.56	3.60	2.00
9. Ensures safety is (first) priority in all decisions and actions	4.00	4.67	4.00	3.71	3.00
10. Displays a determination to succeed	4.47	4.33	4.56	4.43	4.00

## RESPONSES TO QUESTIONS

	Overall	Managers	Peers	Direct Reports	Self
<b>Section 2 Leadership and Communication</b>	<b>3.52</b>	<b>3.16</b>	<b>3.60</b>	<b>3.62</b>	<b>3.06</b>
<i>Generating trust and promoting integrity</i>	<b>3.32</b>	<b>3.08</b>	<b>3.40</b>	<b>3.33</b>	<b>3.50</b>
1. Displays a high level of integrity	3.58	3.67	3.67	3.43	4.00
2. Treats all parties in a fair and equitable manner	3.11	3.33	3.11	3.00	3.00
3. Avoids conflicts of interest	3.11	2.33	3.44	3.00	4.00
4. Accepts feedback on behaviour, performance and capability	3.42	3.00	3.44	3.57	3.00
<i>Providing direction</i>	<b>3.93</b>	<b>3.58</b>	<b>4.02</b>	<b>4.08</b>	<b>3.25</b>
1. Ensures people know what's expected of them at work	4.47	4.00	4.44	4.71	3.00
2. Leads by example	4.05	4.00	4.00	4.14	4.00
3. Provides feedback and direction	3.74	3.33	3.89	3.71	3.00
4. Encourages an environment where feedback is given and lessons are learned	3.47	3.00	3.56	3.57	3.00
<i>Delegation of responsibility</i>	<b>3.26</b>	<b>2.89</b>	<b>3.36</b>	<b>3.44</b>	<b>3.00</b>
1. Always involves others in shaping decisions that affect them	3.33	2.67	3.50	3.43	3.00
2. Creates an environment where people are not afraid to take business risks. (excluding HSEA or operational risks)	3.00	3.00	3.29	2.67	3.00
3. Provides the right level of monitoring to ensure individuals meet their objectives	3.50	3.00	3.67	3.57	3.00
<i>Developing individual talent</i>	<b>3.12</b>	<b>3.08</b>	<b>3.00</b>	<b>3.67</b>	<b>3.00</b>
1. Is effective in developing individuals in their team	2.79	2.67	2.50	3.20	3.00
2. Makes opportunities available to people for growth and development	3.38	3.33	3.17	3.75	3.00
3. Carries out regular reviews of performance and provides constructive guidance for performance improvement	3.13	3.33	3.17	3.00	3.00
4. Uses coaching to help individuals develop their full potential	3.13	3.00	3.17	3.17	3.00
<i>Communication skills</i>	<b>3.64</b>	<b>3.13</b>	<b>3.73</b>	<b>3.87</b>	<b>3.00</b>
1. Communicates thoroughly, clearly and effectively	3.63	3.00	3.67	3.86	2.00
2. Encourages questioning at all levels of the organization	3.58	3.33	4.11	3.00	3.00
3. Shares problems openly with others to find solutions	3.84	3.00	4.11	3.86	4.00
4. Gives specific constructive feedback across the organization	3.61	3.33	3.75	3.57	3.00
5. Actively listens to fully understand what is being said	3.47	3.00	3.44	3.71	3.00
<i>Teamwork skills</i>	<b>3.76</b>	<b>3.44</b>	<b>3.88</b>	<b>3.44</b>	<b>2.67</b>
1. Ensures project teams use project management principles	3.61	4.00	3.63	3.43	2.00
2. Expresses appreciation for work well done	3.74	3.33	4.00	3.57	3.00
3. Coordinates effectively both internal and external teams	3.89	3.00	4.11	4.00	3.00
<i>Understand their impact on others</i>	<b>3.38</b>	<b>2.92</b>	<b>3.48</b>	<b>3.50</b>	<b>3.00</b>
1. Actively solicits other's point of view	3.37	3.00	3.67	3.14	4.00
2. Supports others and welcomes their ideas	3.21	2.67	3.33	3.29	3.00
3. Is accessible/available when needed	4.16	4.00	4.00	4.43	3.00
4. Exerts influence without causing resentment	2.67	2.00	2.88	2.71	2.00

## RESPONSES TO QUESTIONS

<b>3. Business Strategy</b>	<b>3.86</b>	<b>3.70</b>	<b>3.99</b>	<b>3.53</b>	<b>3.52</b>
<i>Strategy &amp; Vision</i>	<b>3.94</b>	<b>4.00</b>	<b>4.00</b>	<b>3.61</b>	<b>3.67</b>
1. Always sees the inter-relatedness of factors	3.88	4.00	4.00	3.71	3.00
2. Makes decisions based on both long and short term considerations	3.88	4.00	3.75	4.00	4.00
3. Protects the key technical and commercial interests of the organisation	4.00	4.00	4.00	4.00	4.00
<i>Process</i>	<b>4.06</b>	<b>3.67</b>	<b>4.30</b>	<b>3.83</b>	<b>4.00</b>
1. Only implements and supports systems that progress business objectives	3.88	3.67	4.14	3.67	4.00
2. Keeps bureaucracy at an appropriate level	4.18	3.67	4.38	4.17	4.00
<i>Gaining commitment</i>	<b>3.68</b>	<b>3.89</b>	<b>3.70</b>	<b>3.50</b>	<b>2.67</b>
1. Communicates widely the overall business objectives	3.67	3.67	3.75	3.57	2.00
2. Provides direct reports with up to date business information	3.44	4.00	3.33	3.29	3.00
3. Creates performance contracts that lead to delivery of business results	4.00	4.00	4.25	3.67	3.00
<i>Building relationships</i>	<b>3.82</b>	<b>3.25</b>	<b>4.13</b>	<b>3.17</b>	<b>3.75</b>
1. Networks effectively across interfaces	3.53	2.67	3.89	3.43	4.00
2. Influences others to gain commitment	3.84	3.33	4.00	3.86	4.00
3. Has credibility with all levels of management	3.94	3.33	4.00	4.17	4.00
4. Networks appropriately with suppliers and industry peers	4.06	3.67	4.33	3.80	3.00

## **GENERAL FEEDBACK AND DEVELOPMENT POINTS**

### **Comments on Delivery of Results**

*Results orientated which on occasions causes frustration when direct reports do not respond with the same enthusiasm.*

Sam is focused on delivery of results and is determined to get the highest standard possible

### **Improvements in Delivery of Results**

Because Sam has such high standards he is sometimes disappointed when things don't happen as quickly as he expected. He has to allow others to work at a different pace and level

Improvements in man-management skills as noted above.

### **Comments on Leadership & Communication**

With Sam and I's current roles within the organisation, I don't get the opportunity to witness first hand how his leadership skills are implemented. From what I have experienced, Sam is very much a leader from the front, but should take stock of other members who are maybe not as strong minded as him, but do have a lot to offer.

AS stated in initial comments. Sams direct style can have negative impact, but in the majority of cases his methods are positive and effective.

### **Improvements in Leadership & Communication**

Improve awareness of how management style might affect others in team.

Use less bombastic terms.

### **Comments on Business Strategy**

Sam is totally committed to making his team the best it can be.

No question that Sam feels comfortable in communicating with all levels in Talisman, and deals with external companies & organisations. However needs to be aware of how he conducts himself on these occasions & represent the company & platform appropriately. Can come across as aggressive during on & offshore voicepoints, which is not desirable.

### **Improvements in Business Strategy**

Communication skills coaching.

### **General Comments**

As stated earlier Sam is new to this role so its a big learning curve whilst he finds his feet in the offshore environment. Sam's commitment to the company is not in doubt and as time and he learns the best ways to deal with people issues he will develop into an excellent member of the team. Please be aware that the comments I have given should not be taken negatively and are based on both my limited time working with him & through discussion & feedback with peers. There is no doubt that Sam is a committed & competent individual. However I do believe that the issues noted need to be addressed in order that Sam can work more effectively & gain the full support of his team both on & offshore.

At times his eagerness to complete work is taken the wrong way as if he bullies but I don't think that he means to be as forceful.