

Sample 360 Management Report

Competency	Skill / Behaviour	1	2	3	4	5	N/A	Average	N/A %
Adaptability	Generates innovative ideas and solutions	0	1	29	55	49	5	4.13	3.7%
Adaptability	Adopts ideas used successfully elsewhere	0	1	12	49	59	18	4.37	14.9%
Adaptability	Challenges conventional views to benefit the organisation	0	2	22	49	55	11	4.23	8.6%
Adaptability	Identifies when changes are needed	0	1	14	63	55	6	4.29	4.5%
Adaptability	Enthusiastically accepts beneficial change	0	1	21	48	60	9	4.28	6.9%
Adaptability	Translates ideas into practical solutions	0	1	19	59	53	7	4.24	5.3%
Adaptability	Suggests ideas for possible improvements	0	2	10	64	62	1	4.35	0.7%
Adaptability Total		0	9	127	387	393	57	4.27	6.2%
Collaborative Leadership	Actively works with senior colleagues to develop their role and overcome operational challenges	0	1	17	40	66	15	4.38	12.1%
Collaborative Leadership	Builds cooperation and collaboration to actively create additional value across the business	0	0	27	52	49	11	4.17	8.6%
Collaborative Leadership	Actively helps to build trust across different functions	0	0	19	56	53	11	4.27	8.6%
Collaborative Leadership	Actively networks internally and externally to build the relationships required to enable progress and success in the organisation	0	4	23	41	62	9	4.24	6.9%
Collaborative Leadership	Holds the difficult conversations	0	4	16	49	56	14	4.26	11.2%
Collaborative Leadership	Provides energy for collective action	1	3	32	47	45	11	4.03	8.6%
Collaborative Leadership	Understands the different functions, needs and perspectives of all stakeholders	0	0	18	65	46	10	4.22	7.8%
Collaborative Leadership Total		1	12	152	350	377	81	4.22	9.1%
Communication	Has a manner, style and presence that makes a positive impression	0	4	24	50	61	0	4.21	0.0%
Communication	Uses electronic communication channels appropriately and in a way that generates a positive reaction in the recipients	0	3	10	61	62	3	4.34	2.2%
Communication	Asks questions to find out others real views and check understanding	0	5	21	57	50	6	4.14	4.5%
Communication	States own views clearly and concisely	1	2	14	52	69	1	4.35	0.7%
Communication	Tackles disagreement constructively	0	4	29	57	37	12	4.00	9.4%
Communication	Listens to and considers others views	0	1	14	50	74	0	4.42	0.0%
Communication	Conveys complex information in plain language	0	3	16	47	70	3	4.35	2.2%
Communication Total		1	22	128	374	423	25	4.26	2.6%
Decision Making	Can make considered decisions quickly when necessary	1	1	18	55	59	5	4.27	3.7%
Decision Making	Is prepared to be influenced by sound arguments and new information or evidence	0	1	12	61	59	6	4.34	4.5%
Decision Making	Is prepared to take tough decisions and to see them through	1	1	13	48	66	10	4.37	7.8%
Decision Making	Applies common sense when making decisions	1	0	11	43	84	0	4.50	0.0%
Decision Making	Thinks on feet to develop solutions	0	3	18	62	49	7	4.19	5.3%
Decision Making	Seeks expert advice or objective opinions before making decisions	0	2	9	54	62	12	4.39	9.4%
Decision Making Total		3	8	81	323	379	40	4.34	5.0%
Developing others	Promotes the idea of continuous improvement	0	0	14	48	75	2	4.45	1.5%
Developing others	Accurately identifies what people are good at and where they have potential to develop	0	0	14	52	54	19	4.33	15.8%
Developing others	Sets and agrees objectives with people and monitors their progress	0	1	11	47	59	21	4.39	17.8%
Developing others	Understands people's strengths and aspirations and takes them into account when allocating responsibilities	0	2	16	53	52	16	4.26	13.0%
Developing others	Encourages others to stretch themselves	0	0	17	54	51	17	4.28	13.9%
Developing others	Creates a positive learning environment	0	0	21	52	57	9	4.28	6.9%
Developing others	Provides personalised coaching and support to others	0	6	16	47	44	26	4.14	23.0%
Developing others Total		0	9	109	353	392	110	4.31	12.7%
Innovation & creative thinking	Finds innovative solutions to problems through persistent curiosity	0	1	21	54	49	14	4.21	11.2%
Innovation & creative thinking	Able to come up with new ways of doing things that get people thinking	0	1	23	55	54	6	4.22	4.5%
Innovation & creative thinking	Tries things out to seek new and better ways of doing things	0	3	21	53	53	9	4.20	6.9%
Innovation & creative thinking	Challenges current thinking to foster innovation	1	4	22	48	57	7	4.18	5.3%
Innovation & creative thinking	Is able to make progress by looking at things in a new light	0	1	20	56	52	10	4.23	7.8%
Innovation & creative thinking	Thinks 'outside the box' to come up with innovative ideas	1	1	25	56	48	8	4.14	6.1%

Innovation & creative thinking Total		2	11	132	322	313	54	4.20	6.9%
Integrity and Ethical management	Maintains principles even if short term advantage is compromised	1	1	10	56	51	20	4.30	16.8%
Integrity and Ethical management	Gives credit to deserving parties and does not take credit for the work of others	1	0	4	37	86	11	4.62	8.6%
Integrity and Ethical management	Admits mistakes	0	4	11	48	60	16	4.33	13.0%
Integrity and Ethical management	Uses positional and personal power with care and restraint	0	0	12	49	70	8	4.44	6.1%
Integrity and Ethical management	Accepts responsibility for own work & decisions	0	1	8	42	83	5	4.54	3.7%
Integrity and Ethical management	Sticks to decisions which have been made and stays true to their word	0	1	8	63	61	6	4.38	4.5%
Integrity and Ethical management	Is loyal to the organisation and its principles	0	0	8	46	78	7	4.53	5.3%
Integrity and Ethical management Total		2	7	61	341	489	73	4.45	8.1%
Motivation	Involves others and encourages full participation	0	0	16	61	58	4	4.31	3.0%
Motivation	Displays genuine interest in people and their progress	0	0	19	41	73	6	4.41	4.5%
Motivation	Gives praise and open recognition	0	2	7	45	82	3	4.52	2.2%
Motivation	Demonstrates belief in the abilities of others	0	1	10	59	63	6	4.38	4.5%
Motivation	Takes time to discover what motivates individuals	0	2	25	50	35	27	4.05	24.1%
Motivation	Has strength and maturity to support individuals and teams through difficult circumstances	1	0	17	47	66	8	4.35	6.1%
Motivation	Motivates others through personal example	1	1	19	55	52	11	4.22	8.6%
Motivation Total		2	6	113	358	429	65	4.33	7.2%
Planning and Organising	Plans for the long term	1	2	22	50	51	13	4.17	10.3%
Planning and Organising	Identifies clear targets and priorities	0	0	10	60	66	3	4.41	2.2%
Planning and Organising	Concentrates effort on priorities	0	0	6	65	59	9	4.41	6.9%
Planning and Organising	Reviews and reassesses plans and priorities on a regular basis	0	0	19	53	56	11	4.29	8.6%
Planning and Organising	Allows for contingency in plans	0	2	19	62	43	13	4.16	10.3%
Planning and Organising	Holds structured, productive meetings	0	0	22	54	53	10	4.24	7.8%
Planning and Organising	Ensures own work is accurate and timely	0	0	10	52	68	9	4.45	6.9%
Planning and Organising Total		1	4	108	396	396	68	4.31	7.5%
Relationship Building	Builds rapport with people	0	2	24	39	74	0	4.33	0.0%
Relationship Building	Notifies when others need help and support	0	1	20	53	55	10	4.26	7.8%
Relationship Building	Is sensitive to the unspoken feelings of others	0	5	21	44	58	11	4.21	8.6%
Relationship Building	Looks for common ground and builds co-operation even in difficult circumstances	0	2	20	61	49	7	4.19	5.3%
Relationship Building	Is good at resolving people issues before they get out of hand	0	4	22	48	46	19	4.13	15.8%
Relationship Building	Brings tensions to the surface, helps to resolve conflicts and produces a positive outcome	0	7	33	48	35	16	3.90	13.0%
Relationship Building	Goes out of way to develop trust in relationships	0	1	22	49	58	9	4.26	6.9%
Relationship Building Total		0	22	162	342	375	72	4.19	8.0%
Team Working	Gives fair and constructive feedback to team members	0	1	18	43	59	18	4.32	14.9%
Team Working	Focuses the team on what will contribute to success in the long term	0	1	18	51	55	14	4.28	11.2%
Team Working	Encourages a strong sense of team spirit	0	0	18	53	60	8	4.32	6.1%
Team Working	Takes responsibility for teams actions	0	0	9	44	70	16	4.50	13.0%
Team Working	Develops a wide network of productive relationships around the business	0	1	19	51	59	9	4.29	6.9%
Team Working	Develops ideas and solutions jointly with others	0	4	14	56	61	4	4.29	3.0%
Team Working	Supports less experienced colleagues	0	0	9	38	82	10	4.57	7.8%
Team Working Total		0	7	105	336	446	79	4.37	8.8%