



ABC Inc. Performance Evaluation: January 2011

- Rob Houston -

Introduction

The purpose of this report is to provide you feedback about your performance from multiple points of view. This type of 360-degree feedback is designed to identify the strengths in your performance as well as potential areas for improvement so you can plan your development accordingly.

This report contains:

1. The average ratings for each attribute statement from you and those who rated you
2. A summary average for each performance category
3. Comparisons of how you rated your own performance to the scores of those who also rated you
4. The open-ended comments provided by all participants

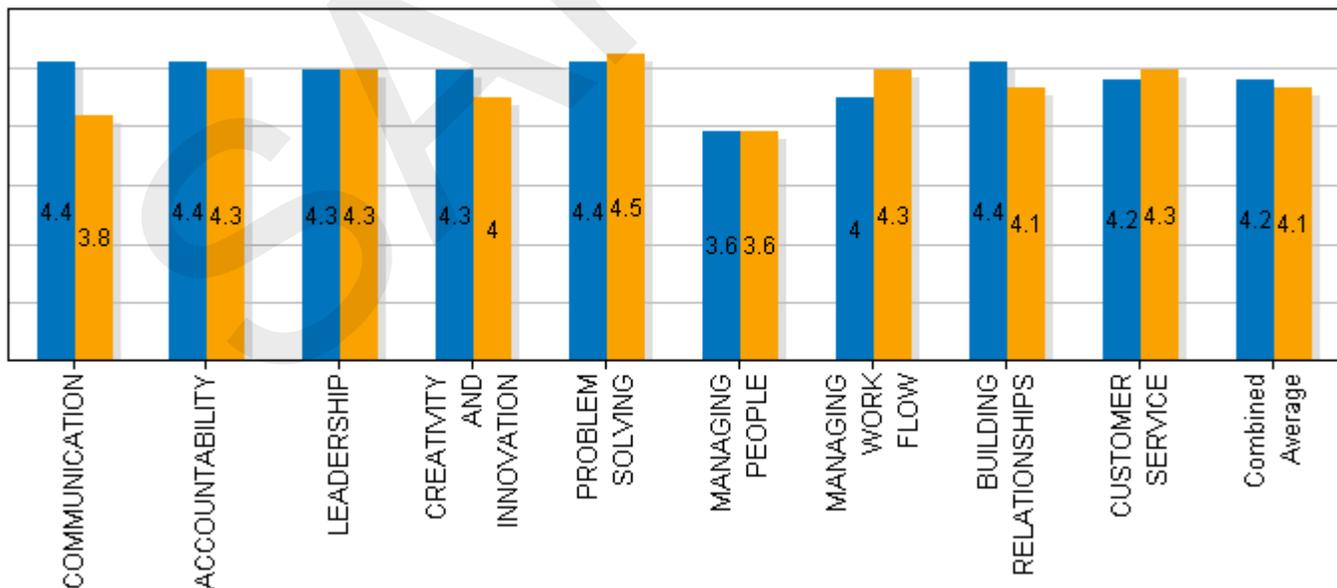
This assessment is based on the key behaviors that support the values of ABC Inc. Each value is defined by a series of specific behaviors your raters evaluated. How your managers and direct reports view your behavior has a powerful impact on what they expect from you, how they interpret your actions and how they behave toward you. Even if you do not agree with certain feedback, keep in mind that it was likely given with the best intentions and reflects the fact that at least some others perceive you in this way.

All your raters were asked to be fair and accurate and to base their ratings on their observations of your behavior at work. Your raters also had the opportunity to choose "does not apply" if they were unable to rate you on a specific behavior. These results are excluded from your average scores.

For raters other than your supervisor, this report is designed to protect the anonymity of the feedback provided. For that reason, scores are not reported for any rater category that contains less than two valid ratings.

You also rated yourself on all these behaviors. A comparison of your ratings to the ratings of others makes this assessment a valuable tool.

■ Total Score* ■ Self Rating



* Total Scores exclude self ratings throughout the report.

Name: Rob Houston	SELF	DIRECT MGR	DIRECT RPTS	PEERS	OTHERS	TOTAL Ex. SELF	VAR. TO SELF
COMMUNICATION							
You present verbal information in a clear and concise manner	4.0	4.0	4.5	-	5.0	4.7	0.7
You prepare written materials that are accurate, clear and complete	4.0	4.0	5.0	-	4.8	4.7	0.7
You deliver well structured and persuasive reports and recommendations	4.0	3.0	5.0	-	4.8	4.6	0.6
You present compelling business cases for requests	3.0	4.0	4.5	-	4.8	4.6	1.6
You listen effectively	4.0	5.0	4.0	-	4.3	4.3	0.3
You seek clarification if necessary	3.0	3.0	4.5	-	4.0	4.0	1.0
You keep the appropriate people informed by providing timely and accurate information about the right matters	3.0	4.0	4.0	-	3.3	3.6	0.6
You are able to articulate the Mission, Vision, Values and Goals of the organization	5.0	5.0	4.5	-	4.0	4.3	-0.7
<i>Category Average</i>	3.8	4.0	4.5	-	4.4	4.4	0.6
ACCOUNTABILITY							
You understand the goals, expectations, and accountabilities of the department/organization	5.0	5.0	5.0	-	4.8	4.9	-0.1
You follow through on commitments	4.0	4.0	4.5	-	4.5	4.4	0.4
You set reasonable expectations of yourself	3.0	3.0	4.0	-	4.3	4.0	1.0
You are able to adapt to changing circumstances/requirements	4.0	5.0	4.5	-	4.3	4.4	0.4
You seek out development opportunities	5.0	4.0	4.5	-	3.7	4.0	-1.0
You accept responsibility for your own actions	5.0	5.0	5.0	-	4.8	4.9	-0.1
<i>Category Average</i>	4.3	4.3	4.6	-	4.4	4.4	0.1
LEADERSHIP							
You seek solutions rather than blame when interacting with others	4.0	5.0	4.5	-	4.0	4.3	0.3
You empower others	4.0	4.0	4.5	-	4.0	4.1	0.1
You demonstrate trust in your team's abilities	4.0	4.0	4.5	-	4.0	4.1	0.1
You give staff flexibility to determine the best methods for accomplishing assignments	4.0	4.0	5.0	-	4.3	4.4	0.4
You work to manage tasks, issues, etc. themselves to the fullest capability before getting more senior people involved	5.0	4.0	5.0	-	4.3	4.4	-0.6
You behave in ways that are consistent with the company's values	5.0	5.0	4.5	-	4.3	4.4	-0.6
<i>Category Average</i>	4.3	4.3	4.7	-	4.2	4.3	0
CREATIVITY AND INNOVATION							
You develop creative strategies grounded in business requirements for projects	4.0	4.0	5.0	-	4.3	4.3	0.3
You develop fresh thinking to identify new opportunities	4.0	4.0	5.0	-	4.3	4.3	0.3
<i>Category Average</i>	4.0	4.0	5.0	-	4.3	4.3	0.3
PROBLEM SOLVING							
You focus on details while keeping the big picture in mind	5.0	4.0	4.5	-	4.5	4.4	-0.6
You make timely decisions based on all information available	5.0	4.0	4.5	-	4.3	4.3	-0.7
You take ownership and full accountability of issues and see them through to resolution	4.0	4.0	5.0	-	4.3	4.4	0.4
You are able to focus on the most important things first	4.0	4.0	5.0	-	4.5	4.6	0.6
<i>Category Average</i>	4.5	4.0	4.8	-	4.4	4.4	-0.1

Name: Rob Houston	SELF	DIRECT MGR	DIRECT RPTS	PEERS	OTHERS	TOTAL Ex. SELF	VAR. TO SELF
MANAGING PEOPLE							
You provide training and developmental assignments as appropriate	5.0	3.0	4.0	-	3.0	3.3	-1.7
You recognize and/or reward others for their contributions and commitment	4.0	3.0	4.5	-	3.7	3.8	-0.2
You provide ongoing feedback so others know how they are doing	4.0	3.0	4.5	-	3.7	3.8	-0.2
You adapt your management style as appropriate	2.0	3.0	4.0	-	3.7	3.7	1.7
You spend sufficient time with your team for mentoring, coaching and problem solving	3.0	3.0	3.5	-	3.7	3.5	0.5
<i>Category Average</i>	3.6	3.0	4.1	-	3.6	3.6	0
MANAGING WORK FLOW							
You assign tasks and deadlines effectively	4.0	3.0	4.0	-	3.5	3.6	-0.4
You delegate responsibility for results in a way that makes best use of others' talents and interests	4.0	4.0	4.5	-	3.5	3.9	-0.1
You support your team's performance by removing obstacles to success	5.0	3.0	4.5	-	4.0	4.0	-1.0
You remain focused on overall project goals	4.0	4.0	4.5	-	4.0	4.2	0.2
You structure overall projects efficiently	4.0	3.0	4.5	-	4.3	4.1	0.1
You complete project deliverables within the required timeframe	5.0	3.0	4.0	-	4.3	4.0	-1.0
<i>Category Average</i>	4.3	3.3	4.3	-	3.9	4.0	-0.3
BUILDING RELATIONSHIPS							
You embrace new ideas	4.0	4.0	4.5	-	4.3	4.3	0.3
You seek to foster relationships with people outside of your own department/organization	4.0	5.0	4.5	-	4.3	4.5	0.5
You work effectively across constituents (clients, peers, direct manager, staff)	4.0	4.0	5.0	-	4.3	4.4	0.4
You encourage team building	4.0	4.0	4.5	-	4.3	4.3	0.3
You are approachable and willing to help	4.0	5.0	4.5	-	4.3	4.4	0.4
You are viewed as credible and reliable	4.0	5.0	4.5	-	4.3	4.4	0.4
You contribute to an environment in which people feel appreciated and recognized for their contributions	4.0	4.0	4.5	-	4.3	4.3	0.3
You treat others with respect	5.0	5.0	4.5	-	4.5	4.6	-0.4
<i>Category Average</i>	4.1	4.5	4.6	-	4.3	4.4	0.3
CUSTOMER SERVICE							
You provide high quality customer/client service	5.0	4.0	4.5	-	4.3	4.3	-0.7
You are able to tactfully deliver key messages to business stakeholders and external partners	4.0	4.0	4.5	-	4.5	4.4	0.4
You look to instill standardized processes and support structures to your respective areas of responsibility	4.0	4.0	4.0	-	4.3	4.1	0.1
You focus on continuous improvement	4.0	3.0	4.5	-	4.0	4.0	0.0
<i>Category Average</i>	4.3	3.8	4.4	-	4.3	4.2	-0.1
<i>Number of raters</i>	1	1	2	0	4	7	
<i>Overall Average</i>	4.1	4.0	4.5	-	4.2	4.2	0.1

Group	Invited	Responded
DIRECT MANAGER	1	1
DIRECT REPORTS	2	2
PEERS	0	0
OTHERS	7	4

SELF

How have you contributed to the success of your group and/or this department?

- Within my group, I provide clear instructions to the team. As a staff member, I attempt to provide input and participate in decision-making. As the company's lawyer, I provide consistently thoughtful counsel to the business leaders.

What suggestions would you make to help improve your performance?

- I need some growth opportunities to stay engaged.

DIRECT MANAGER

How has this person contributed to the success of your department/organization?

- Well beyond line responsibility, supports the staff and informal processes through sales and broader team actions.

What suggestions would you make to help this person improve his/her performance?

- Needs to develop more formal responsibility over projects and people to improve management and work flow potential.

ALL OTHERS

How has this person contributed to the success of your department/organization?

- Rob continues to be a great department leader, steering our small team to reach the best results possible with the limited resources we have.
- Good communication and leadership skills

What suggestions would you make to help this person improve his/her performance?

- Take more time off! Being too stressed and without a healthy work/life balance isn't good for anyone.
- Improve social skills

Understanding Your Results

The results in this report are shown as averages on a 5-point scale, with 5.0 being the highest rating and 1.0 being the lowest rating.

An useful guideline for interpreting these results is:

- Averages higher than 4.0 = Behavior is clearly a strength
- Averages 3.0 - 3.99 = Behavior is meeting and sometimes exceeding expectations
- Averages lower than 3.0 = Opportunity for improvement

You should also pay special attention to those rating gaps in which others see your behavior differently than you do. The rating gaps represent the differences between the average of your raters' scores and your own ratings as follows:

- A negative gap indicates that you rated yourself higher than the combined score of all other raters.
- A positive gap indicates that you rated yourself lower than the combined score of all other raters.

If your-self ratings are within 0.5 of other raters' scores, you likely have a fairly realistic view of yourself. On the other hand, any gap of 0.5 or greater - whether positive or negative - indicates a significant difference between how you see yourself and how others see you.

You should use this report to first identify your strengths, as both you and others see them, and then the areas in which you should concentrate your development efforts. This approach will help you develop a meaningful action plan.

Capitalizing on Your Strengths

Review your report for the behaviors which are important for success in your job and on which you do well. For each of these behaviors, identify how it enables you to do your job well and how it could help you be successful in the future. Try to list at least three ways this strength helps you currently and/or moving forward. Then determine at least one specific way you will apply this strength in the next six months.

Recognizing Your Areas for Development

An equally important component of self-assessment is recognizing your development opportunities. Keep in mind that everyone has opportunities as well as strengths. The key is to recognize those opportunities so you can improve them.

Review your report for the behaviors that might be hindering your performance. Consider how these behaviors might be limiting your effectiveness now and how these behaviors might restrict your potential in the future. Then set goals to either compensate for these opportunities or to change your behavior.

The most important consideration when interpreting your results is to remember the purpose of this exercise - to support your personal development. Here are some points to keep in mind as you review this report:

- It is extremely important to treat these results as an opportunity for change and improving results, not as a judgment on you personally.
- Your score on a given behavior reflects your current effectiveness as seen by your raters. If you decide to take action and are able to successfully improve your effectiveness on a particular behavior, your scores will likely increase. You should review your lower scores using a constructive frame of mind and ask yourself "What can I do to improve my behavior in this area?"
- If the comments provided in your report do not provide enough detail on the action you should undertake, consider asking those who rated you for more specific details and recommendations.
- Once you have identified the behaviors that are in need of improvement, select those that are most relevant to your position as your priorities for action. Don't try to achieve everything at once. Changing too many things at once will cause you stress and likely not lead to success.
- For each of your goals, remind yourself of the positive consequences of improving that behavior for your team, for ABC Inc. and for you personally. Also consider the consequences of not changing that behavior. Then decide if a behavior change in this area fits with your professional and personal growth objectives. Once you have completed these steps, set the necessary goals to change that behavior.
- As you work to change a particular behavior, look to others for examples on how to successfully achieve your goals. Observation is an excellent way to improve your skill level. Also, seek "stretch goals" and take on assignments that force you to develop the targeted skills.
- Think about creating a confidential log book to record the steps you have taken to improve your behavior and track your progress in strengthening your work behaviors.
- Finally, do not spend all your energy focused on overcoming your opportunities. Also take time to celebrate and use the strengths you bring to ABC Inc.

In the final section of this report, your manager(s), direct reports and all other raters were given the opportunity to provide written comments. You should use these comments to identify positive behaviors you should continue and potential actions to improve your behavior.

Next Steps

For maximum benefit, conduct a development planning session with your supervisor. The key steps to this planning process are to:

- Choose your goals based on what you have learned from this report.
- For each of these goals, identify specific steps. For example, decide what additional training you require or what new behaviors you should practice.
- Set guidelines for each goal to help you check your progress and achieve success.

If you have been candid with yourself in your self-ratings and the analysis of your feedback, you will now have an accurate idea about the areas where you require action to improve your effectiveness. However, changing your behavior requires a focus on two factors - the "Can Do" and the "Will Do."

"Can Do" refers to developing new skills. Each of the behaviors in this assessment represents a potential opportunity for you to improve, change or develop.

"Will Do" refers to your motivation to improve. Without commitment, you are unlikely to take the effort to learn, practice and sustain a change in behavior. If you are clear about the areas you are going to concentrate on, it is equally important to ensure that you want to change.

The key elements in a successful action plan include:

- Your Goal - this is a behavior you have identified as either a strength or a development opportunity.
- Desired Outcome - as a result of your action plan, what outcomes will be achieved? List at least three observable differences for each goal. Try to link the outcomes directly to your current job or to a desired future job.
- Action Steps - these are the on-the-job activities that you will do, training and education opportunities you will complete, books and articles you will read, projects you will take on, role models who will help you and volunteer activities you will engage in. Be sure your actions steps are detailed and specific and will have a direct impact on the outcome of your goal.
- Target Dates - these are the dates you will begin each action step and the dates you expect to complete them. Set dates that are aggressive but also attainable and realistic.
- Progress Indicators - these are the observable changes that will tell you that you are making progress toward your goal as a result of completing the action step.
- Barriers - anticipate those things that may hinder your ability to complete the action steps and develop a strategy to overcome them.

As you work on your plan, think of self-development as a continuous cycle. You will not be finished when you complete your plan. You will need to reassess yourself and your goals at regular intervals. Adjust or add to your development plan as you go forward. Remember that development is a continuous process to be worked on throughout your career.