PSYTECH
INTERNATIONAL

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DECISION MAKER

360° DEVELOPMENT PLANNING FORMS

360° APPRAISAL

APPRAISAL
360°

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DEVELOPMENT PLANNING

These forms are designed to be used along side the standard or extended reports. Users can work with individuals to define development goals based on the results of the 360° Appraisal.

Suggested development process:

1. Examine with Sam her reactions to the feedback.
2. Work with Sam to decide which competencies to improve upon.
3. Help Sam complete the development plan forms for each of the areas she wishes to develop.

1. REACTIONS TO THE FEEDBACK

Gauging Sam's reaction to the 360° results and feedback is essential to the interpretation of the results and is useful in determining the development plan. Use the following questions to gauge her reaction to the results.

What did you learn from the results?

How do your perceptions of your performance compare to those of the raters?

What areas do you agree with the most?

What areas do you disagree with the most?

2. SELECTING AREAS FOR DEVELOPMENT

The table below summarizes the competencies used in the 360° appraisal. The areas which are most in need of development are highlighted with a check mark under the "Need" column. These areas have been determined from the results of 360° appraisal, though users may also select other areas which they deem to be in need for development.

Work with Sam to determine which are the most important competencies for her role at work and place a check next to those competencies in the "Priority" column.

Category	Competency	Need	Priority
Integrity	Ethics	☐	☐
	Dependability	☐	☐
	Realistic Self-assessment	☐	☐
	Risk Avoidance	☐	☐
	Responsibility	☐	☐

Category	Competency	Need	Priority
Creativity	Innovation	☐	☐
	Adaptability	☐	☐
	Holistic Thinking	☐	☐
	Strategic	☐	☐
	Ideas Generation	☐	☐

Category	Competency	Need	Priority
Logical and Analytical	Rationality	☐	☐
	Numerical Skills	☐	☐
	Critical Appraisal	☐	☐
	Decision making	☐	☐
	Analytical	☐	☐

Category	Competency	Need	Priority
Interpersonal Skills	Relationships	☐	☐
	Empathic	☐	☐
	Interpersonal Support	☐	☐
	Diplomacy	☐	☐
	Appropriate Assertion	☐	☐

Category	Competency	Need	Priority
Resilience	Adjustment	☐	☐
	Composure	☐	☐
	Temperance	☐	☐
	Trustfulness	☐	☐
	Prudence	☐	☐

Category	Competency	Need	Priority
Persuasiveness	Communication Skills	☐	☐
	Written skills	☐	☐
	Coaching	☐	☐
	Social Presence	☐	☐
	Listening Skills	☐	☐

Category	Competency	Need	Priority
Planning and Organizing	Time Management	☐	☐
	Future Orientated	☐	☐
	Prioritisation	☐	☐
	Delegation	☐	☐
	Planning	☐	☐

Category	Competency	Need	Priority
Quality Orientation	Detail Consciousness	☐	☐
	Task-Focus	☐	☐
	Task Finishing	☐	☐
	Systematic	☐	☐
	High Standards	☐	☐

Category	Competency	Need	Priority
Energy and Drive	Energy	☐	☐
	Self-motivation	☐	☐
	Results Orientated	☐	☐
	Motivating	☐	☐
	Initiative	☐	☐

Competencies which are highlighted as "need" development and which are marked as "Priority" should be considered as part of Sam's development plan.

3. DEVELOPMENT PLAN

The following section provides general recommendations for development along with forms to plan and track Sam's development. Please consider the following in order to gain as much benefit from the development plan:

- Focus on the competency categories and competencies identified for development from the previous section.
- Base the plans on the feedback and development recommendations provided in the 360° appraisal.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the forms to put the plans in writing.
- Monitor Sam's progress through regular review meetings.
- Agree a regular timeframe for which Sam will be appraised again for further guidance and feedback.

INTEGRITY

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	is honest in dealing with others	**Ethics**	**5.25**
2	accurately appraises limitations in their area(s) of expertise	**Realistic Self-assessment**	**5.25**
3	does not take unnecessary risks	**Risk Avoidance**	**5.25**
4	is open to discussing work problems/difficulties	**Responsibility**	**5.25**
5	does not need to be closely monitored by superiors	**Dependability**	**5**

What areas of this competency category do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in your development?

When do you wish to achieve the desired development?

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CREATIVITY

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	is good at generating new ideas	Ideas Generation	5.5
2	generates new solutions to problems	Innovation	5.25
3	plans for long-term benefit	Strategic	5.25
4	has many new, radical ideas	Ideas Generation	5
5	is flexible and receptive to new ideas	Adaptability	4.75

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LOGICAL AND ANALYTICAL

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	bases decisions on all the available information	**Decision making**	**5.25**
2	is quick to identify relevant information and arguments	**Analytical**	**5.25**
3	quickly understands the implications of information and arguments	**Analytical**	**5**
4	understands mathematical ideas/concepts	**Numerical Skills**	**4.75**
5	makes decisions in a considered and well thought-out manner	**Decision making**	**4.75**

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INTERPERSONAL SKILLS

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	has clear expectations of colleagues/staff	Appropriate Assertion	5.25
2	is mindful of others' sensibilities	Diplomacy	5
3	is assertive in a direct, non-aggressive manner	Appropriate Assertion	5
4	is insightful with regard to others' thoughts/feelings	Empathic	4.75
5	exercises diplomacy and discretion	Diplomacy	4.75

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RESILIENCE

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	responds to situations in a measured way, avoiding impulsive action	**Prudence**	**5.25**
2	responds to situations in a well considered manner	**Prudence**	**5**
3	is restrained and measured, avoiding rash, impetuous action	**Prudence**	**5**
4	does not panic in a crisis	**Composure**	**4.75**
5	accepts instructions in a positive manner	**Trustfulness**	**4.75**

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PERSUASIVENESS

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	explains things in a clear and coherent manner	**Coaching**	**5.5**
2	has good written skills	**Written skills**	**5.25**
3	is a convincing speaker	**Social Presence**	**5.25**
4	writes in a clear, intelligible way	**Written skills**	**5**
5	is an attentive listener	**Listening Skills**	**4.75**

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PLANNING AND ORGANIZING

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	prioritises work effectively	**Prioritisation**	**5.5**
2	delegates appropriate levels of work to colleagues/subordinates	**Delegation**	**5.5**
3	accurately appraises the priority of tasks	**Prioritisation**	**5.25**
4	effectively anticipates problems	**Future Orientated**	**4.75**
5	effectively breaks work down into achievable sub-goals	**Planning**	**4.75**

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QUALITY ORIENTATION

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	is systematic and organised	**Systematic**	**5.5**
2	is a good completer/finisher	**Task Finishing**	**5.25**
3	ensures tasks are completed	**Task Finishing**	**5.25**
4	maintains task-focus	**Task-Focus**	**4.75**
5	is motivated to produce work of a high standard	**High Standards**	**4.75**

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ENERGY AND DRIVE

The items **MOST** in need for development are (least to most):

No.	Item	Competency	Average Score
1	achieves results	**Results Orientated**	**5.5**
2	is results orientated	**Results Orientated**	**5.25**
3	is goal orientated	**Results Orientated**	**5.25**
4	is motivated to come forward and take the initiative	**Initiative**	**5**
5	is a self-starter who is driven to succeed	**Self-motivation**	**4.75**

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