

Sam Sample
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DECISION MAKER

**360° STANDARD REPORT
(ANONYMOUS)**

360° APPRAISAL





ABOUT THE PSYTECH 360° APPRAISAL

360° appraisals compare an individual's self ratings on a number of behavioural competencies to the ratings provided by other individuals who regularly interact with them at work. These "raters" are grouped by the nature of their relationship with the individual being appraised to be a manager, a peer, a direct report or other key stakeholders such as clients.



The results are based on the questionnaires completed by Sam and the various raters involved in the 360° appraisal. The questionnaires focused on Sam's behaviour in the workplace and the way she performs in relation to the competencies being measured.

The information contained in this report provides insight into Sam's strengths and weaknesses within the competencies as well as any differences that might exist between her perception of her behaviour and that of others. The information can be used to enhance her self-awareness and engage her in her personal and professional development.



GUIDE TO USING PSYTECH'S 360° REPORT

This report focuses on providing a summary of the information gained from the 360° appraisal.

REPORT SECTIONS

Sam Sample's results are presented in the following sections:

Overall Summary

Shows Sam's self ratings as well as the ratings provided by others raters according to their relationship to Sam.

Category Overviews

Provides further details regarding the competency categories and behavioural competencies being measured within each category. These sections also provide the highest and lowest rated items per competency category.

Perception Gaps

Gives an overall view of the level of agreement between self perceptions and the perceptions of other rater groups.

SUPPLEMENTARY REPORTS

The information gained from this report can be used in conjunction with other supplementary reports. The supplementary reports available are:

Extended Report

This supplementary report is similar to the extended report though provides further information regarding the respondents' results and the level of agreement between various rater groups.

Feedback Report

This supplementary report is similar to the Standard Report though conceals raters' identities and can be shared directly with the individuals being assessed.

Development Planning Report

Provides a general framework for development as well as development forms. Training and development experts can work with individuals to explore performance gaps and define development goals based on the results of the 360° appraisal.

Results Spread Sheet

Presents the group average scores for each of the questionnaire's items as well as the level of rater agreement. This information is provided in a supplementary spread sheet since it is not intended for general feedback.

DISCLAIMER

The Psytech 360° appraisal is an instrument designed to provide a focus about specific behavioural competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held liable for the consequences of those decisions.



RATING SCALE

A 7-point rating scale was used in the 360 questionnaires. The below table lists the level descriptions and the numerical values associated to each. These numerical values form the basis for all further analysis and data representation.

Value	Level Description
7	Always
6	Almost Always
5	Often
4	Sometimes
3	Rarely
2	Almost Never
1	Never

COMPETENCY FRAMEWORK

Sam Sample was rated against the following competency framework.

Competency Framework	
Category Name	Definition
Integrity	The tendency to be trustworthy, reliable and honest - someone who has a strong competency in this area can be relied upon to work independently, with only minimal supervision. They avoid taking inappropriate risks, are responsible and can be relied upon to act with due diligence.
Creativity	The capacity to think and act in a creative and innovative manner - someone who has a strong competence in this area is good at generating novel, innovative ideas. They are often described as having the ability to 'think outside of the box', in strategic ways. They often come up with original, creative solutions to problems.
Logical and Analytical	The capability to think in a logical and analytical manner - Someone who has a strong ability in this area is very rational. They base their decisions on a logical analysis of all the relevant information. They have a well tuned critical faculty and an ability for understanding mathematical/numerical problems.
Interpersonal Skills	The capacity to build rapport with other people in a positive manner – Someone who has a strong competence in this area has a high level of interpersonal sensitivity and empathy. They are good at building and maintaining harmonious relationships, at resolving interpersonal conflicts and supporting colleagues.
Resilience	The tendency to remain objective and keep control of emotions in the face in criticism - Someone who has a strong competence in this area copes well with pressure and is generally calm and controlled. They have the ability to cope with emotionally charged situations and are unlikely to get flustered, or lose their temper, in such situations.
Persuasiveness	The capacity to convince others of an opinion both verbally and in writing - Someone who has a strong competence in this area is an effective speaker. They are often charismatic and have a strong social presence. They are good at breaking down communication barriers and bringing people round to their point of view. They communicate clearly and effectively, both face-to-face and in writing.
Planning and Organizing	The capacity to effectively organise own and others' work and to plan for all contingencies to ensure optimal outcome - Someone who has a strong competence in this area works within timeframes and delegates work appropriately. They plan work loads and break work down into realistic, achievable sub-goals.



Quality Orientation

The capacity to attend to detail, produce work that is accurate and of a high standard - Someone with this competency has high standards. They attend to detail and are systematic and orderly in their work. They see tasks through to the end and stay focused on one task at a time.

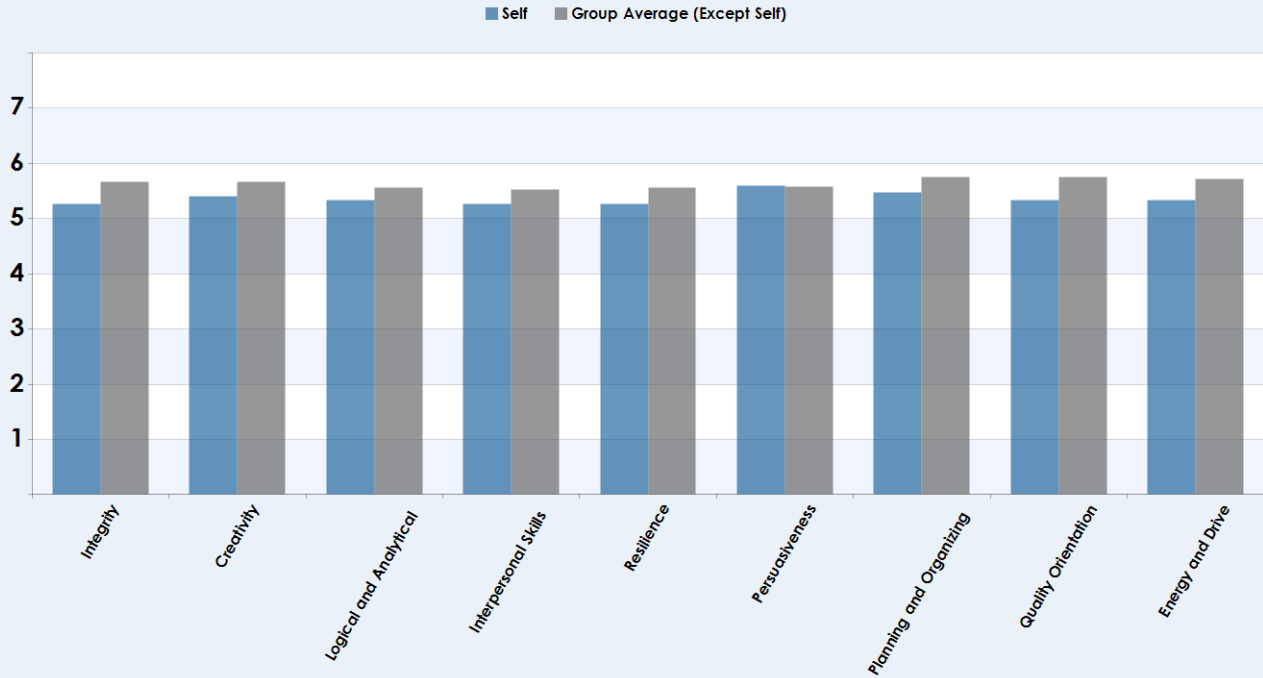
Energy and Drive

The capacity to maintain high levels of drive, energy and enthusiasm - Someone with this competency has high levels of energy and drive and does not tire easily. They are enthusiastic about their work, self-motivated and committed. They take the initiative and display passion and pride in their work.

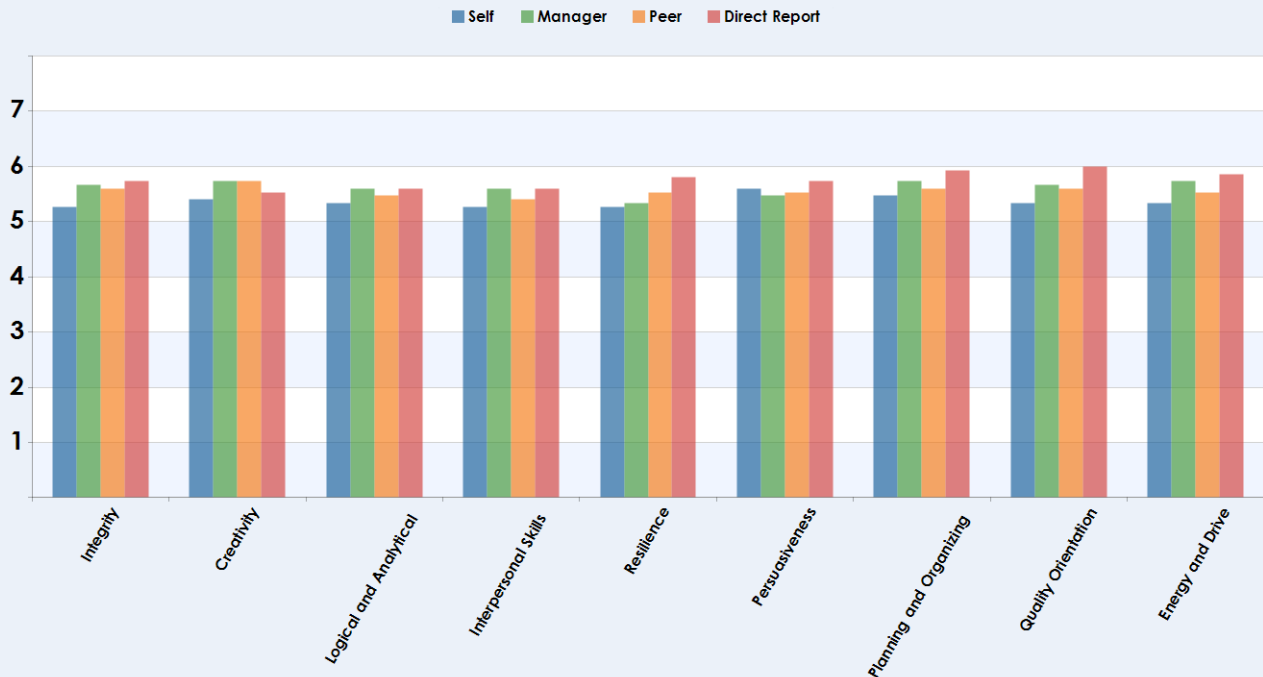


OVERALL SUMMARY

OVERALL SUMMARY CHART WITH GROUP AVERAGE



OVERALL SUMMARY CHART FOR EACH ROLE



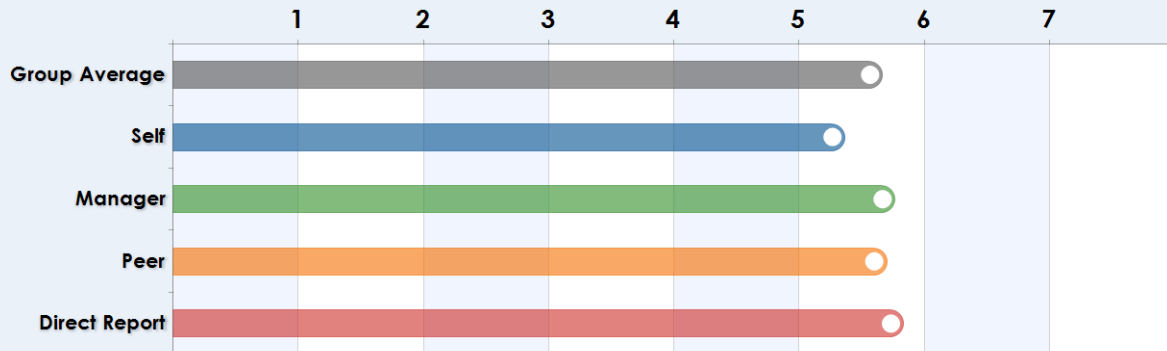


INTEGRITY

This section provides further detail regarding Sam's results on the Integrity competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

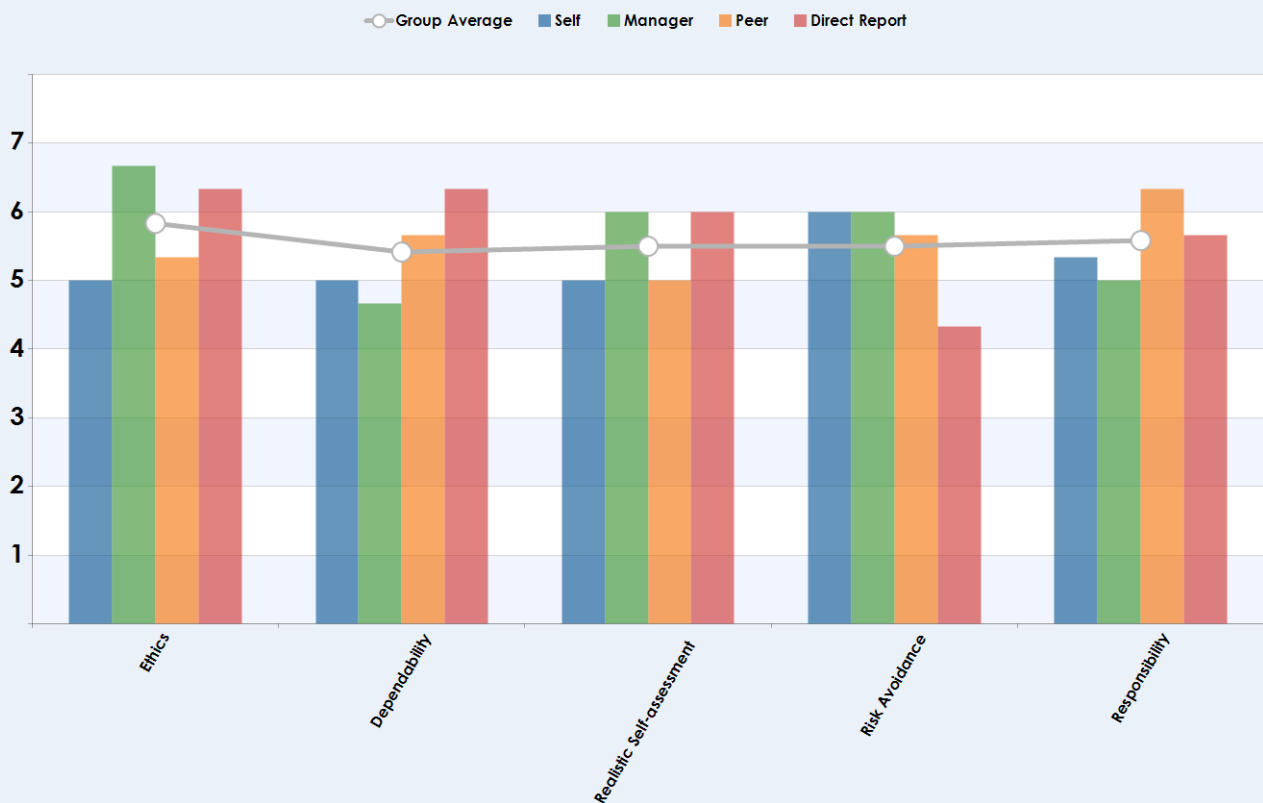
CATEGORY SUMMARY CHART

The following chart provides the category's scores for each rater group.



COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	has a high level of integrity	Ethics	6.25
2	has high ethical standards	Ethics	6
3	accepts responsibility for their own mistakes	Responsibility	6
4	is able to work without the need for close supervision	Dependability	5.75
5	accurately appraises their ability and limitations	Realistic Self-assessment	5.75

The five **LOWEST** rated items (highest to lowest):

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

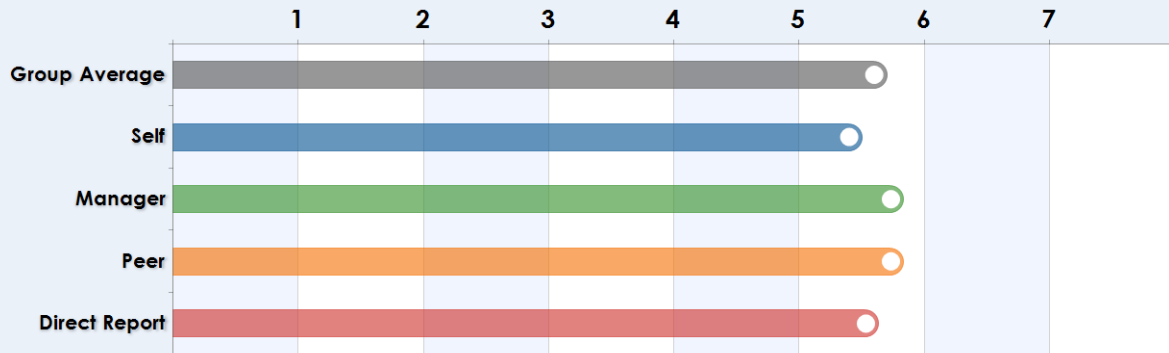


CREATIVITY

This section provides further detail regarding Sam's results on the Creativity competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

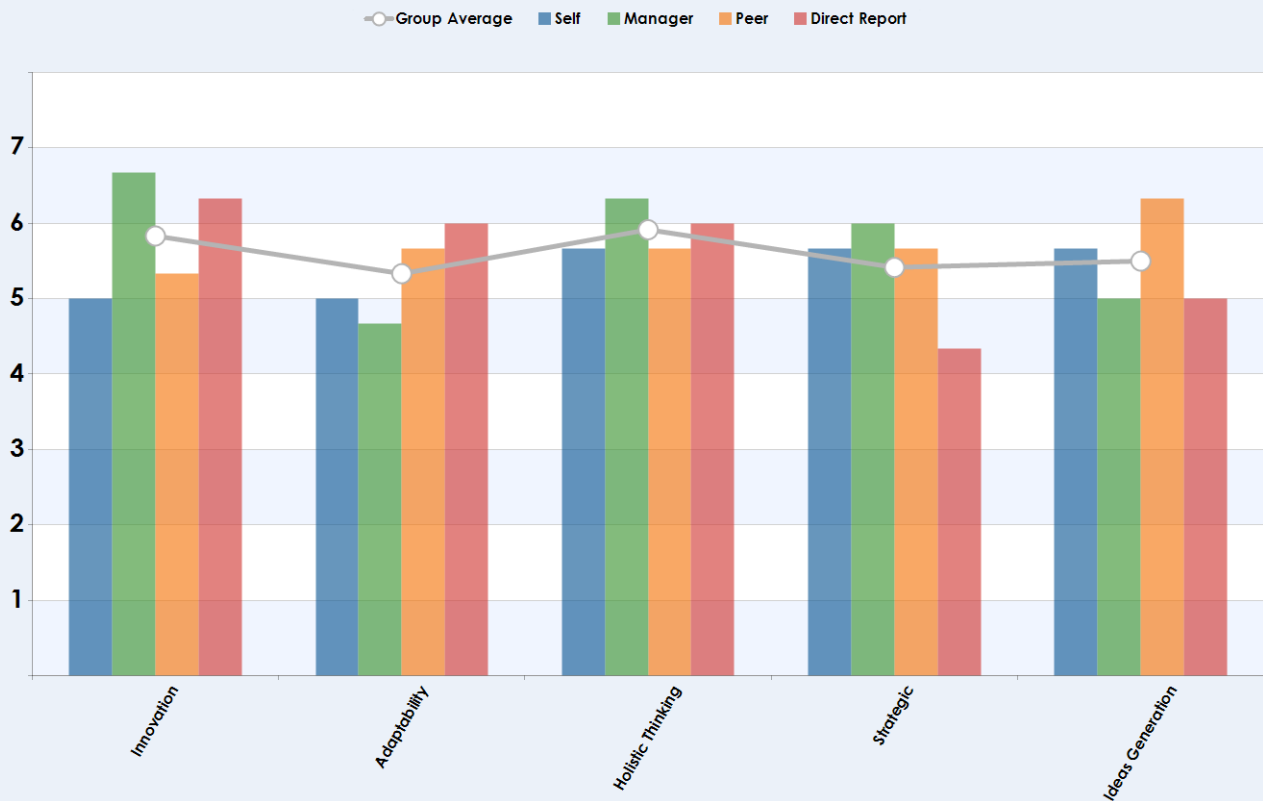
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COMPETENCY SUMMARY CHART

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The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	brings a creative and innovative approach to problem-solving	Innovation	6.25
2	finds novel, inventive solutions to problems	Innovation	6
3	good at understanding patterns and relationships in the big picture	Holistic Thinking	6
4	takes a holistic perspective, focusing on the "big picture"	Holistic Thinking	6
5	is a prolific ideas generator	Ideas Generation	6

The five **LOWEST** rated items (highest to lowest):

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

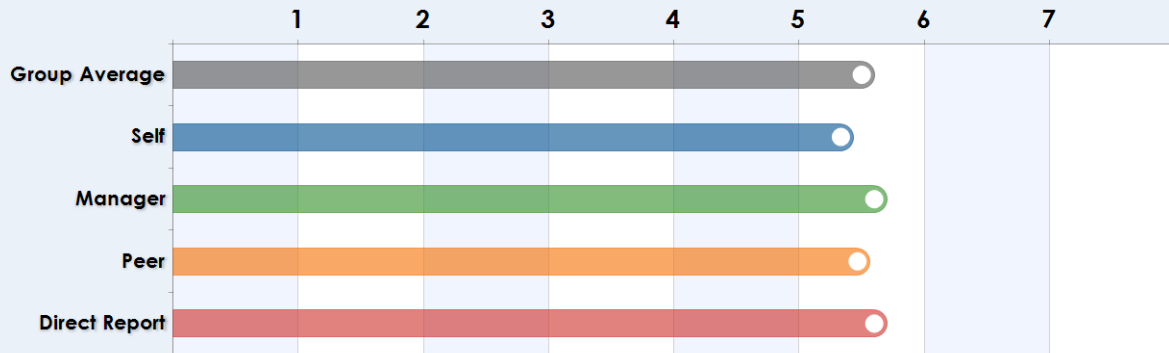


LOGICAL AND ANALYTICAL

This section provides further detail regarding Sam's results on the Logical and Analytical competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

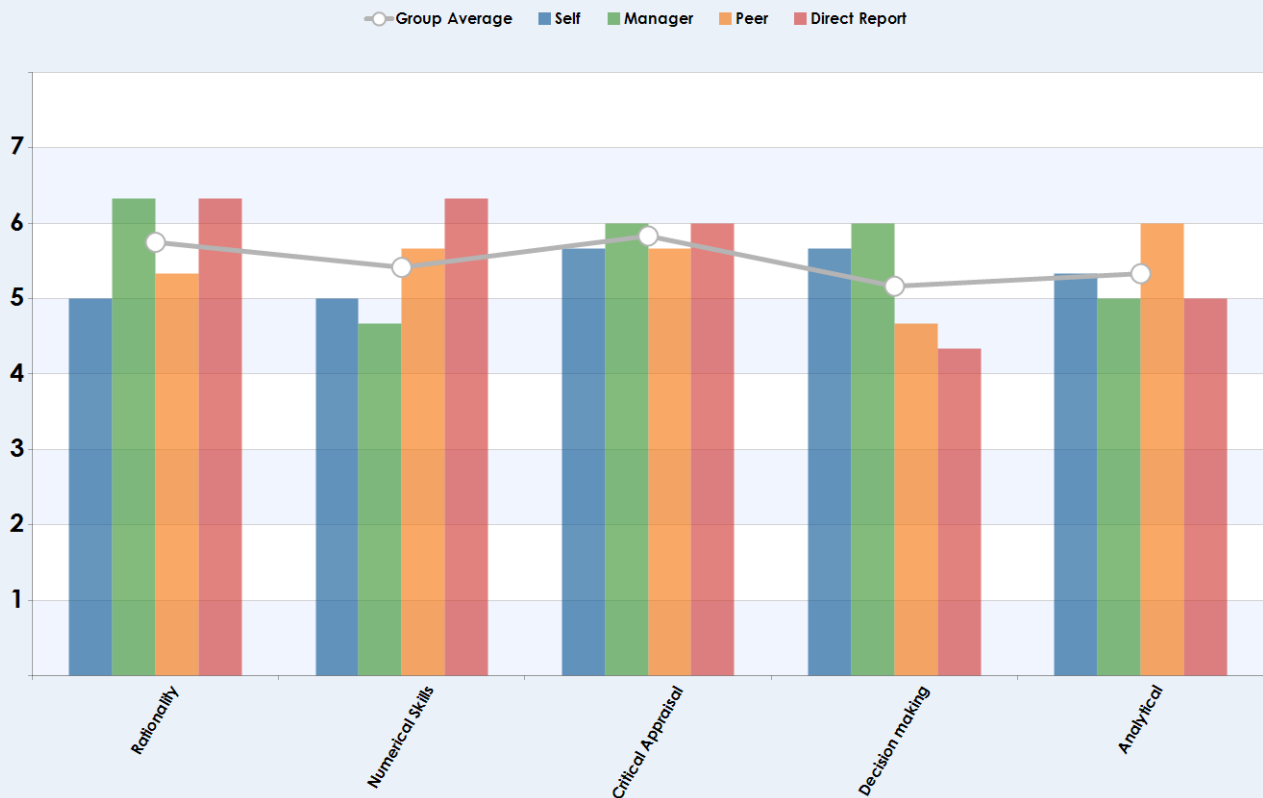
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COMPETENCY SUMMARY CHART

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The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	approaches problems in a logical, well reasoned way	Rationality	6
2	bases decisions on a rational analysis of the facts	Rationality	6
3	critically evaluates new information and ideas	Critical Appraisal	6
4	is good at analysing trends in numerical/statistical data	Numerical Skills	5.75
5	has a good grasp of financial/numerical data	Numerical Skills	5.75

The five **LOWEST** rated items (highest to lowest):

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

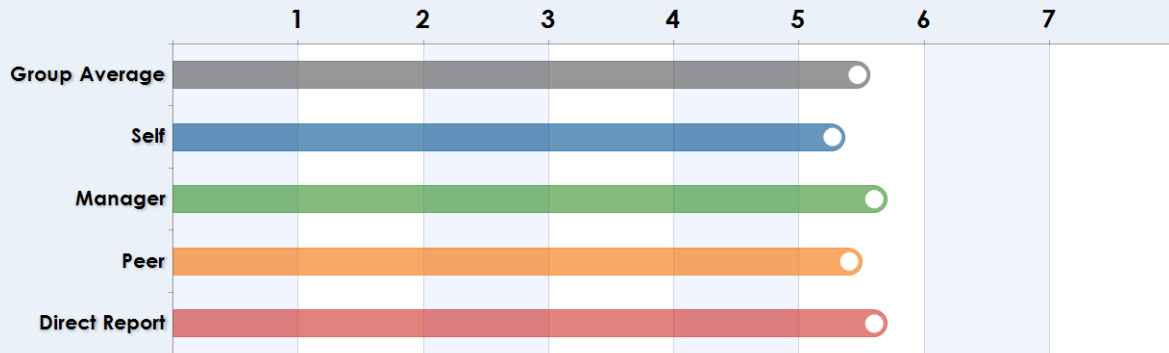


INTERPERSONAL SKILLS

This section provides further detail regarding Sam's results on the Interpersonal Skills competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

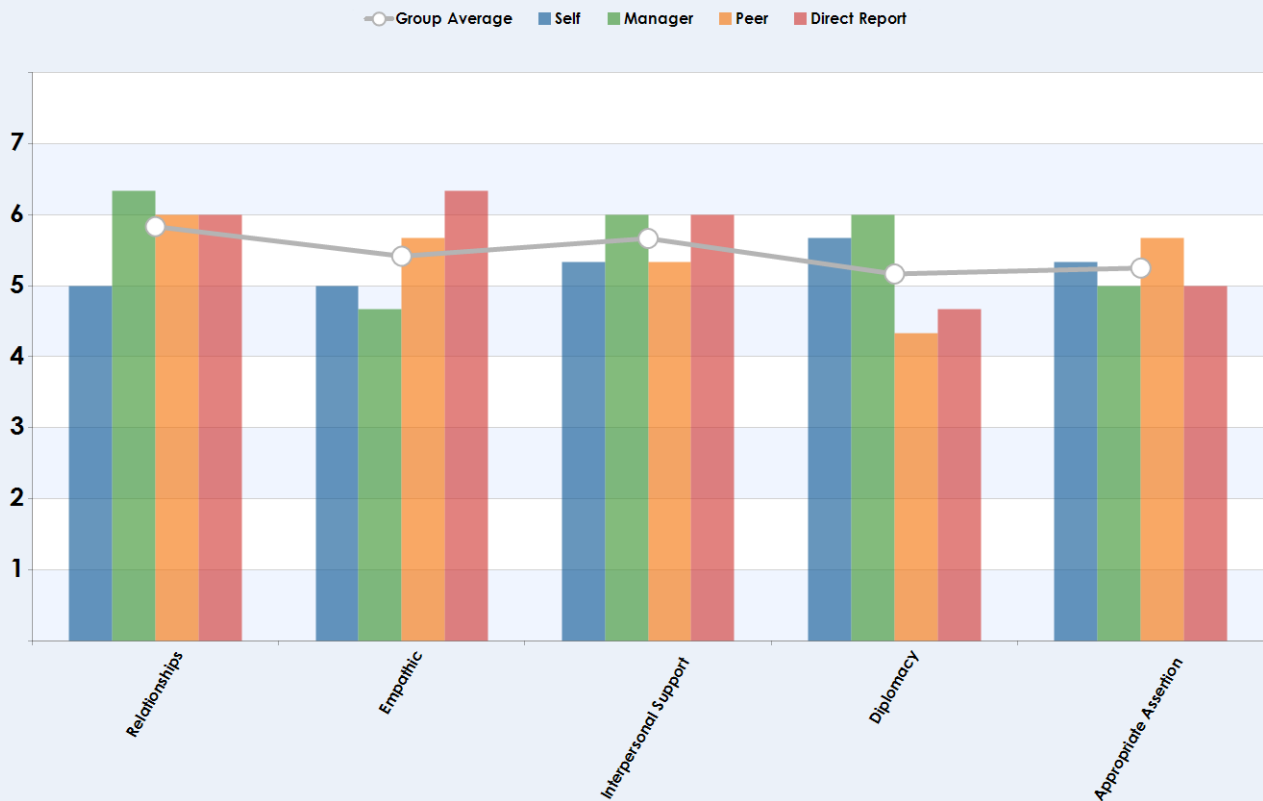
CATEGORY SUMMARY CHART

The following chart provides the category's scores for each rater group.



COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	has good relationships with colleagues	Relationships	6
2	relates well to colleagues	Relationships	5.75
3	fosters good working relationships with colleagues	Relationships	5.75
4	accurately anticipates others' reactions to events/situations	Empathic	5.75
5	effectively interprets the nuances in social situations	Empathic	5.75

The five **LOWEST** rated items (highest to lowest):

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

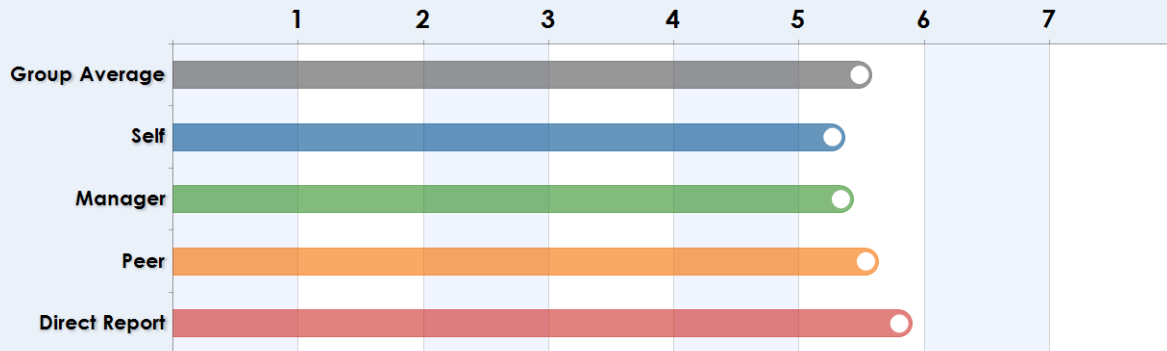


RESILIENCE

This section provides further detail regarding Sam's results on the Resilience competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

CATEGORY SUMMARY CHART

The following chart provides the category's scores for each rater group.



COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	does not easily lose his/her temper	Temperance	6.25
2	is phlegmatic, predictable and even-tempered	Adjustment	6
3	is emotionally stable and not temperamental	Adjustment	5.75
4	is emotionally composed and not easily upset	Adjustment	5.75
5	cope well with stress	Composure	5.75

The five **LOWEST** rated items (highest to lowest):

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

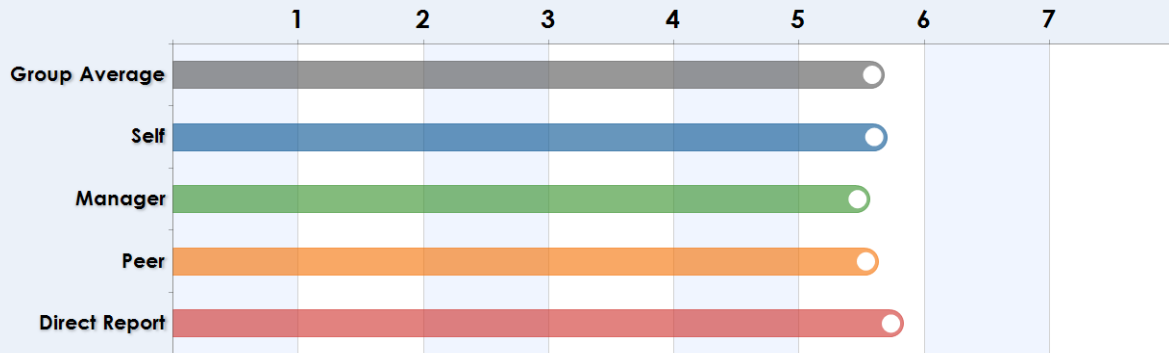


PERSUASIVENESS

This section provides further detail regarding Sam's results on the Persuasiveness competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

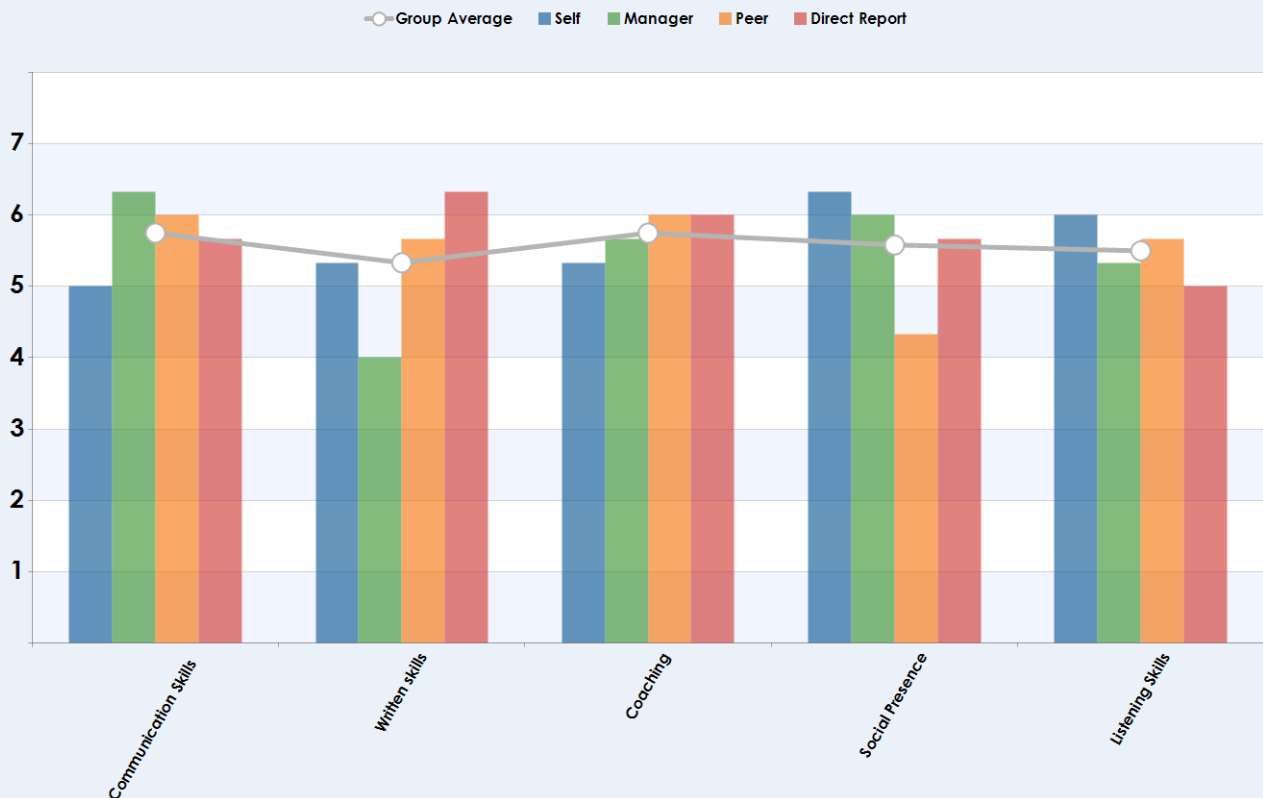
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COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	is good at helping others learn/develop new skills	Coaching	6.25
2	gives due consideration to others' expressed opinions	Listening Skills	6
3	is a clear, effective speaker	Communication Skills	5.75
4	is a good communicator	Communication Skills	5.75
5	effective at communicating their point of view	Communication Skills	5.75

The five **LOWEST** rated items (highest to lowest):

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

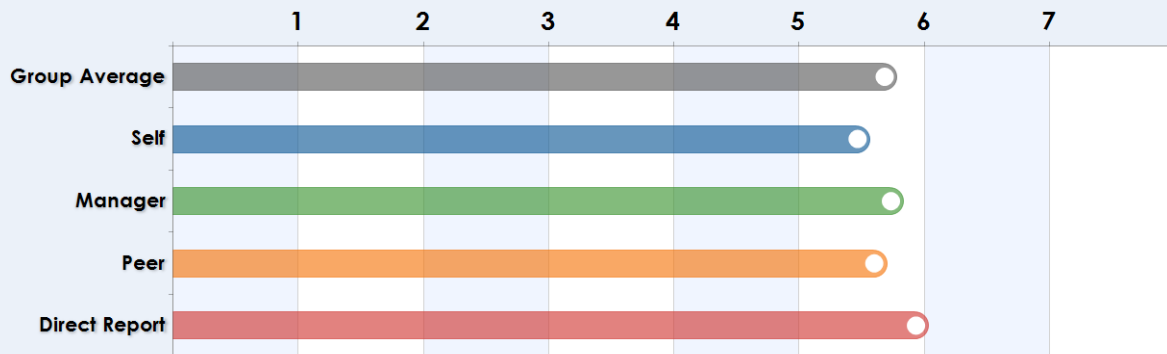


PLANNING AND ORGANIZING

This section provides further detail regarding Sam's results on the Planning and Organizing competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

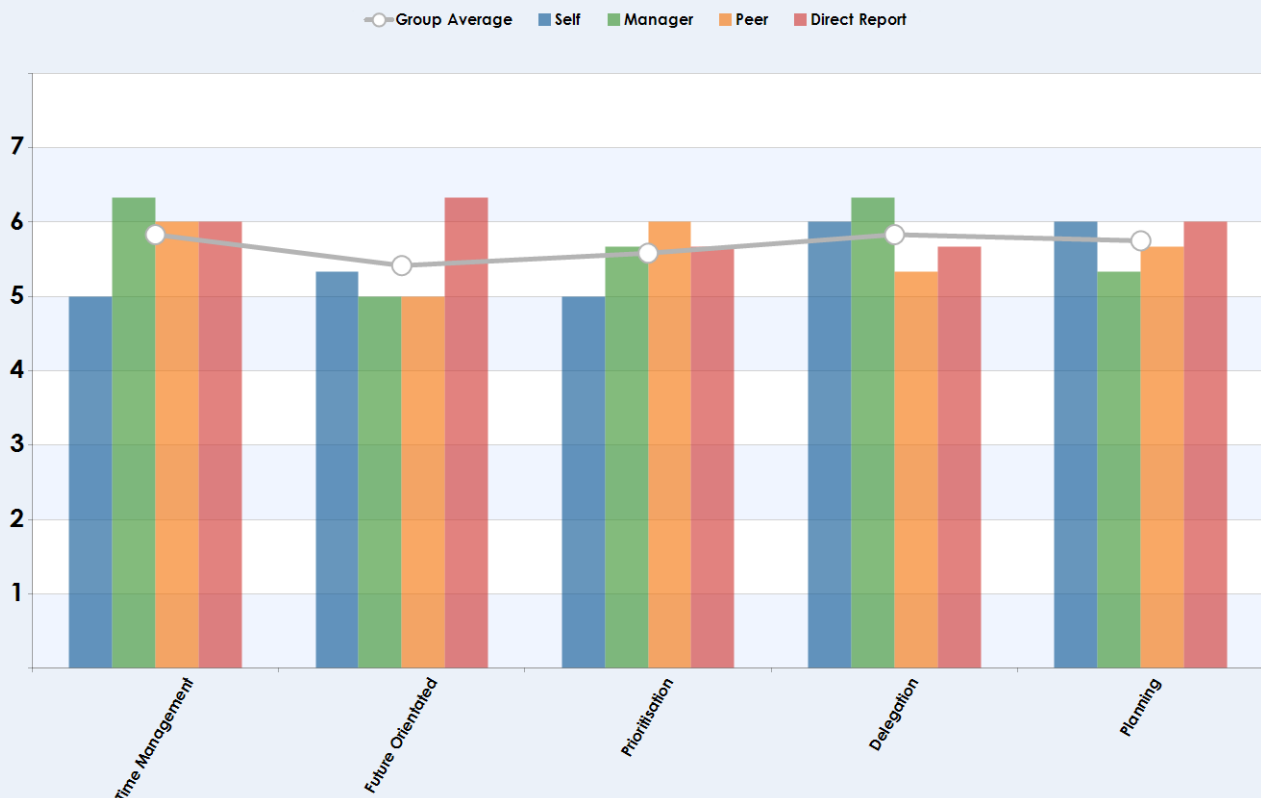
CATEGORY SUMMARY CHART

The following chart provides the category's scores for each rater group.



COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	plans flexibly for foreseeable contingencies	Planning	6.5
2	happy to delegate work to others	Delegation	6.25
3	manages time effectively	Time Management	6
4	ensures that work is not left to the last minute	Time Management	6
5	attends to work demands in order of priority	Prioritisation	6

The five **LOWEST** rated items (highest to lowest):

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

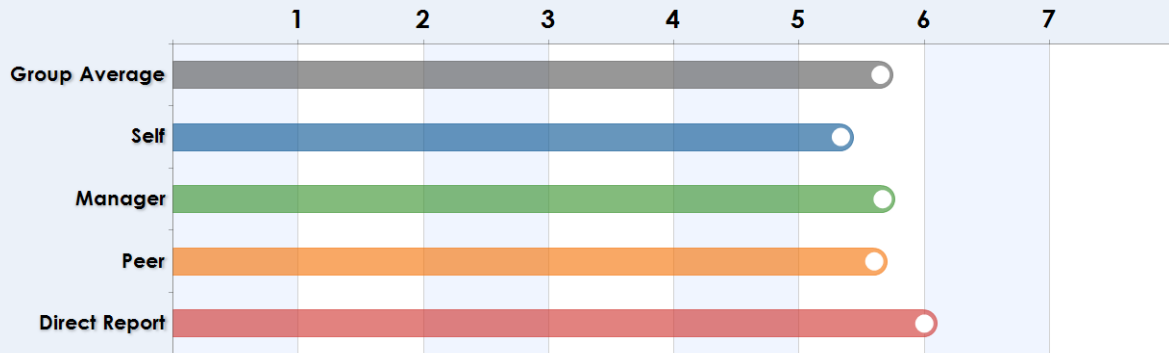


QUALITY ORIENTATION

This section provides further detail regarding Sam's results on the Quality Orientation competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

CATEGORY SUMMARY CHART

The following chart provides the category's scores for each rater group.



COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	consistently produces work that meets agreed quality standards	High Standards	6.5
2	attends to the detailed requirements of tasks	Detail Consciousness	6
3	attends to the small details of tasks	Detail Consciousness	6
4	sees tasks through to the end	Task Finishing	6
5	follows rules and procedures diligently	Systematic	6

The five **LOWEST** rated items (highest to lowest):

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

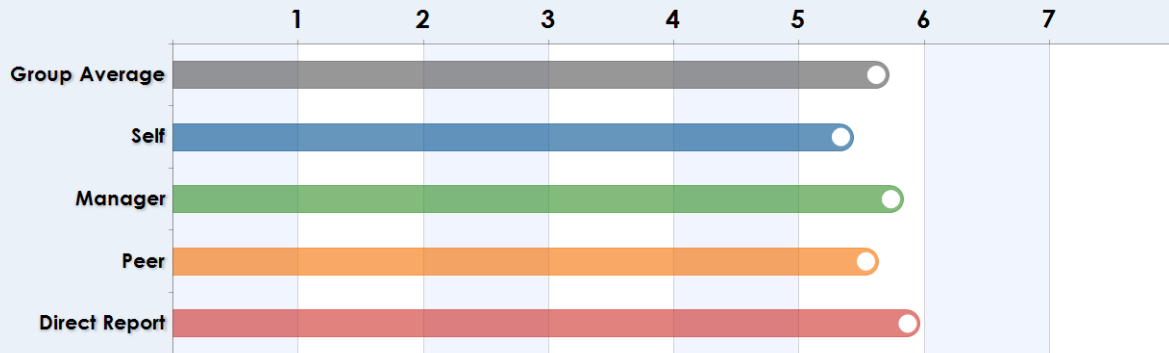


ENERGY AND DRIVE

This section provides further detail regarding Sam's results on the Energy and Drive competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

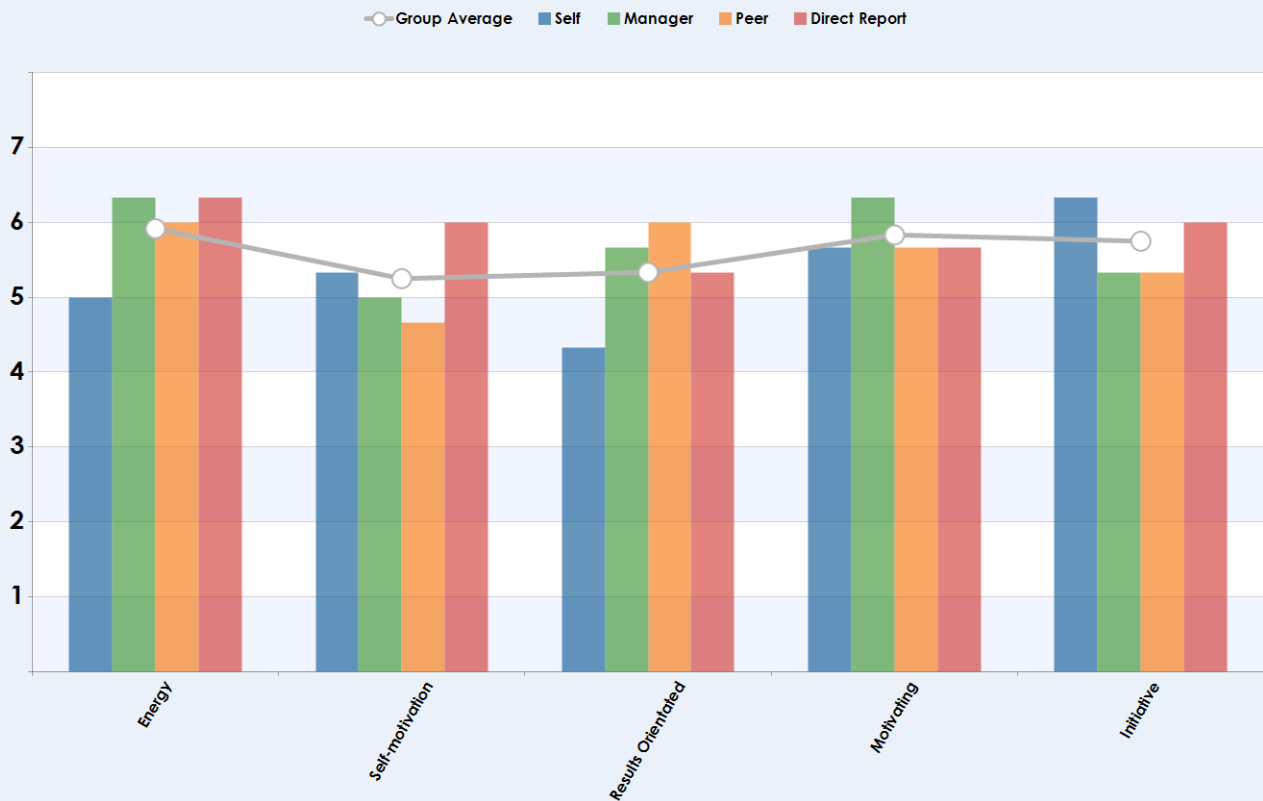
CATEGORY SUMMARY CHART

The following chart provides the category's scores for each rater group.



COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	is driven to take the initiative	Initiative	6.5
2	has sufficient energy to meet demanding work schedules	Energy	6.25
3	has sufficient stamina to meet work demands	Energy	6
4	has the ability to get the best out of people	Motivating	6
5	motivates others	Motivating	5.75

The five **LOWEST** rated items (highest to lowest):

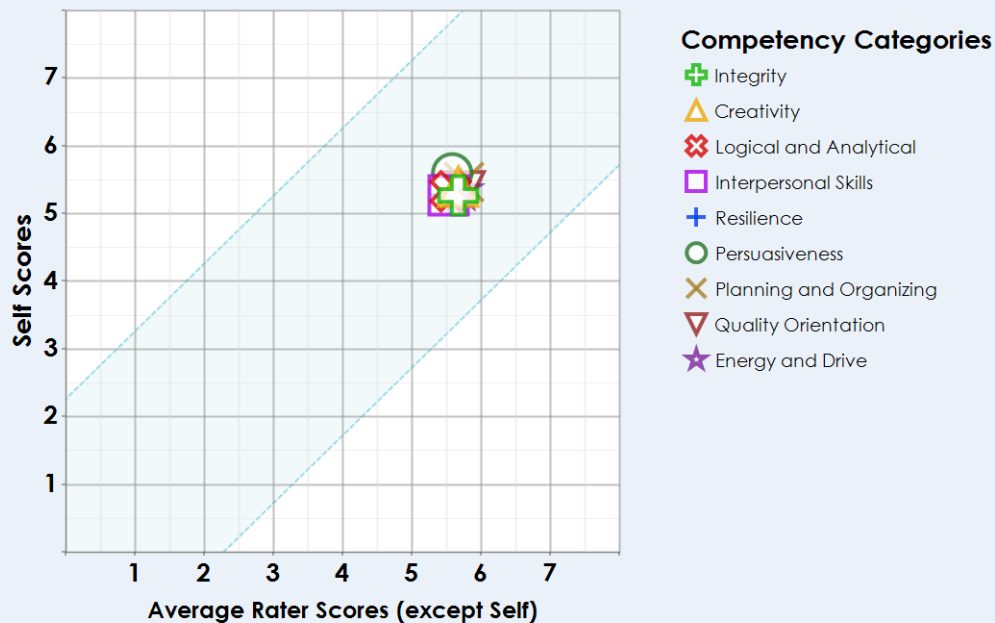
No.	Item	Competency	Average Score
1	achieves results	Results Orientated	5.5
2	is results orientated	Results Orientated	5.25
3	is goal orientated	Results Orientated	5.25
4	is motivated to come forward and take the initiative	Initiative	5
5	is a self-starter who is driven to succeed	Self-motivation	4.75



PERCEPTION GAPS

This section of the report focuses specifically on the differences between how Sam perceives her performance and how others view her performance. Exploring perception gaps is essential for gaining insight into the source for rating discrepancies and how to resolve them.

OVERALL SELF PERCEPTION



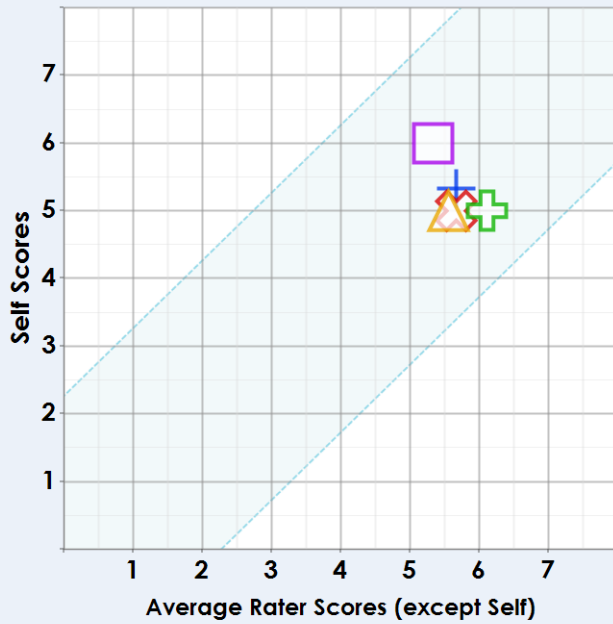
Competency categories above the middle band: Sam rates herself higher than others.

Competency categories within the middle band: Sam and others rate her performance similarly.

Competency categories below the middle band: Sam rates herself lower than others.



INTEGRITY SELF PERCEPTION

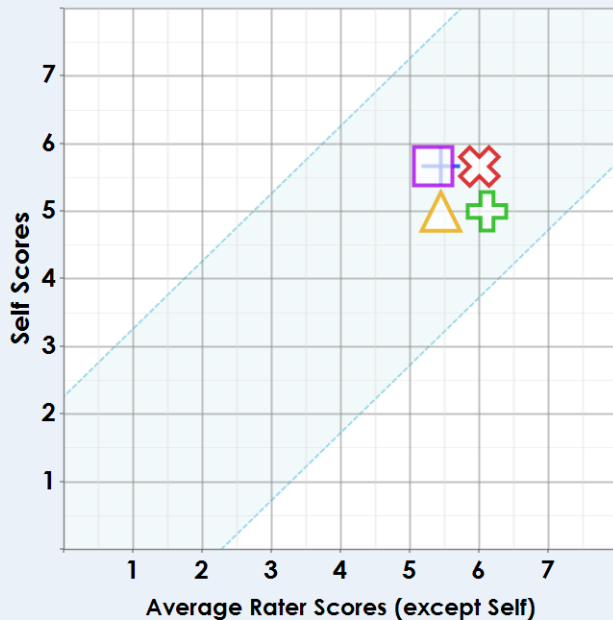


Competencies

- + Ethics
- △ Dependability
- × Realistic Self-assessment
- Risk Avoidance
- + Responsibility

Competencies above the middle band: Sam rates herself higher than others.
Competencies within the middle band: Sam and others rate her performance similarly.
Competencies below the middle band: Sam rates herself lower than others.

CREATIVITY SELF PERCEPTION



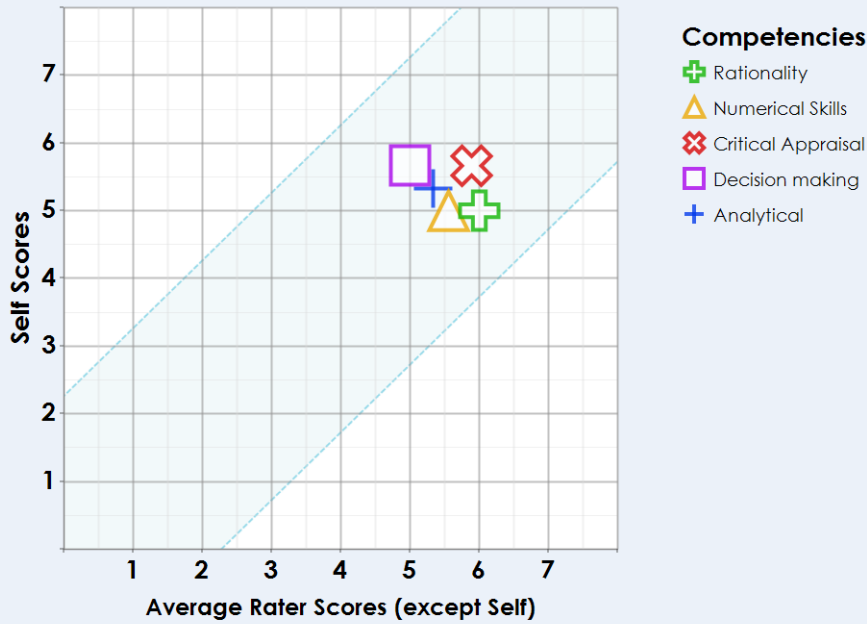
Competencies

- + Innovation
- △ Adaptability
- × Holistic Thinking
- Strategic
- + Ideas Generation

Competencies above the middle band: Sam rates herself higher than others.
Competencies within the middle band: Sam and others rate her performance similarly.
Competencies below the middle band: Sam rates herself lower than others.

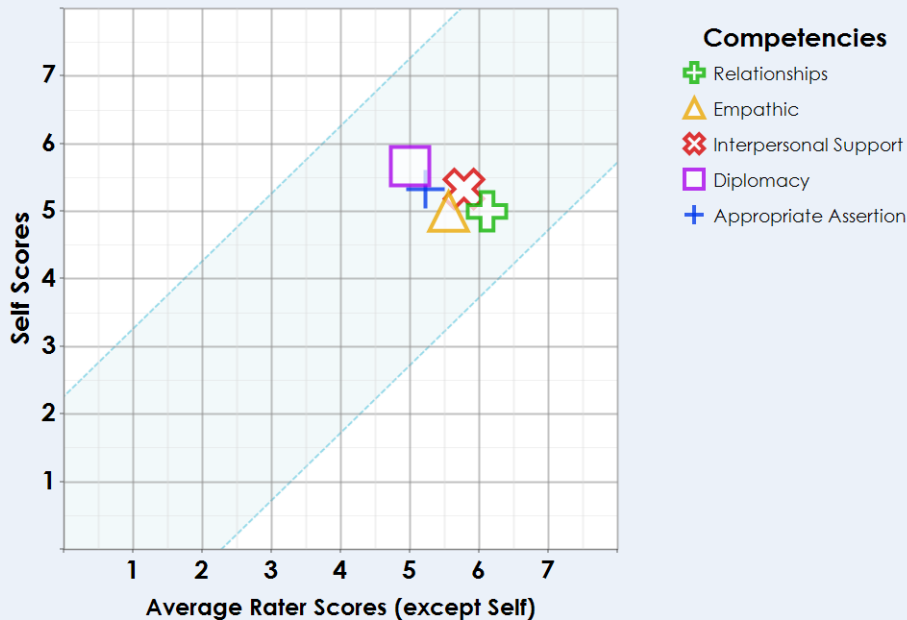


LOGICAL AND ANALYTICAL SELF PERCEPTION



Competencies above the middle band: Sam rates herself higher than others.
Competencies within the middle band: Sam and others rate her performance similarly.
Competencies below the middle band: Sam rates herself lower than others.

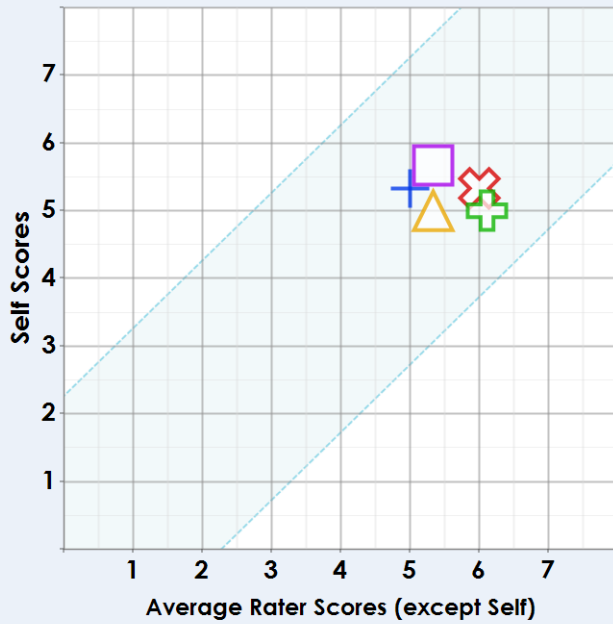
INTERPERSONAL SKILLS SELF PERCEPTION



Competencies above the middle band: Sam rates herself higher than others.
Competencies within the middle band: Sam and others rate her performance similarly.
Competencies below the middle band: Sam rates herself lower than others.



RESILIENCE SELF PERCEPTION

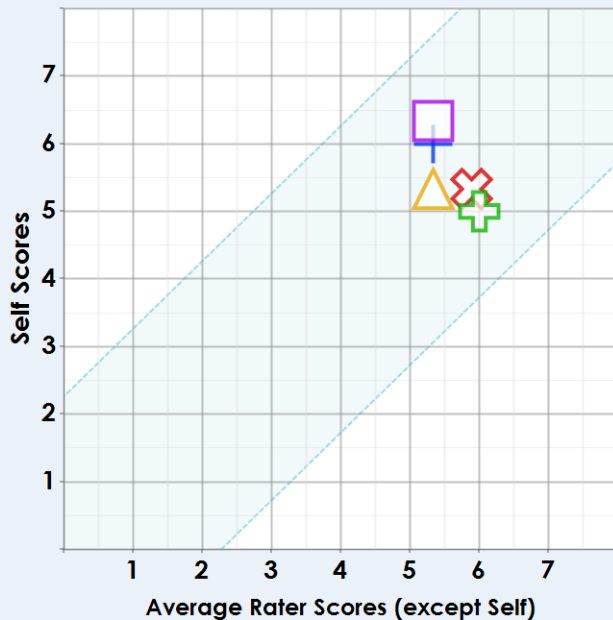


Competencies

- + Adjustment
- △ Composure
- ⊗ Temperance
- Trustfulness
- + Prudence

Competencies above the middle band: Sam rates herself higher than others.
Competencies within the middle band: Sam and others rate her performance similarly.
Competencies below the middle band: Sam rates herself lower than others.

PERSUASIVENESS SELF PERCEPTION



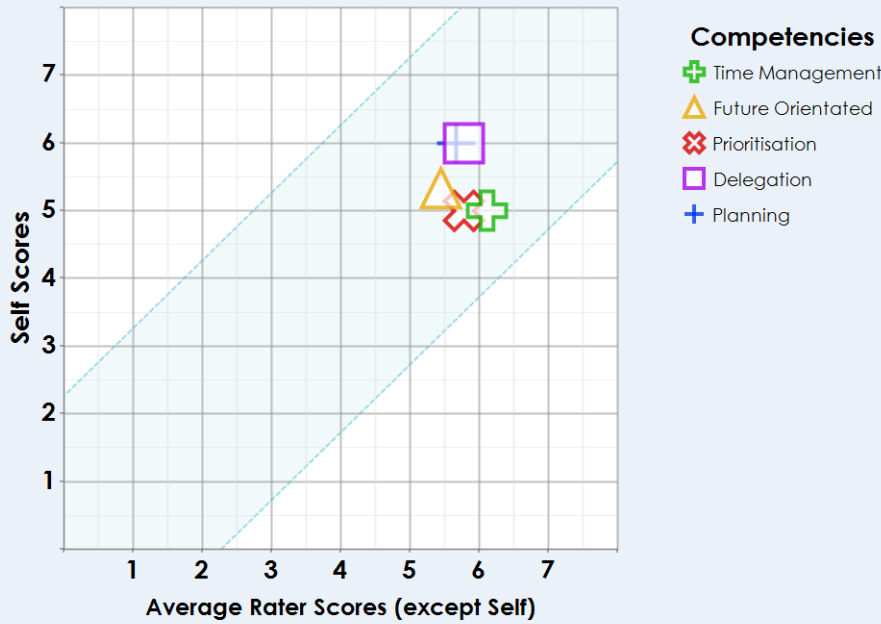
Competencies

- + Communication Skills
- △ Written skills
- ⊗ Coaching
- Social Presence
- + Listening Skills

Competencies above the middle band: Sam rates herself higher than others.
Competencies within the middle band: Sam and others rate her performance similarly.
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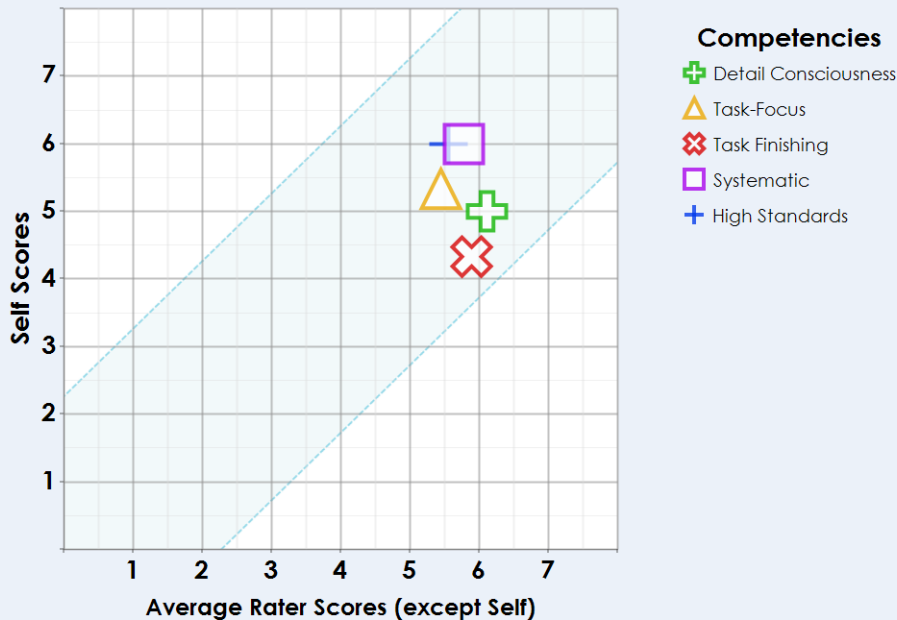


PLANNING AND ORGANIZING SELF PERCEPTION



Competencies above the middle band: Sam rates herself higher than others.
Competencies within the middle band: Sam and others rate her performance similarly.
Competencies below the middle band: Sam rates herself lower than others.

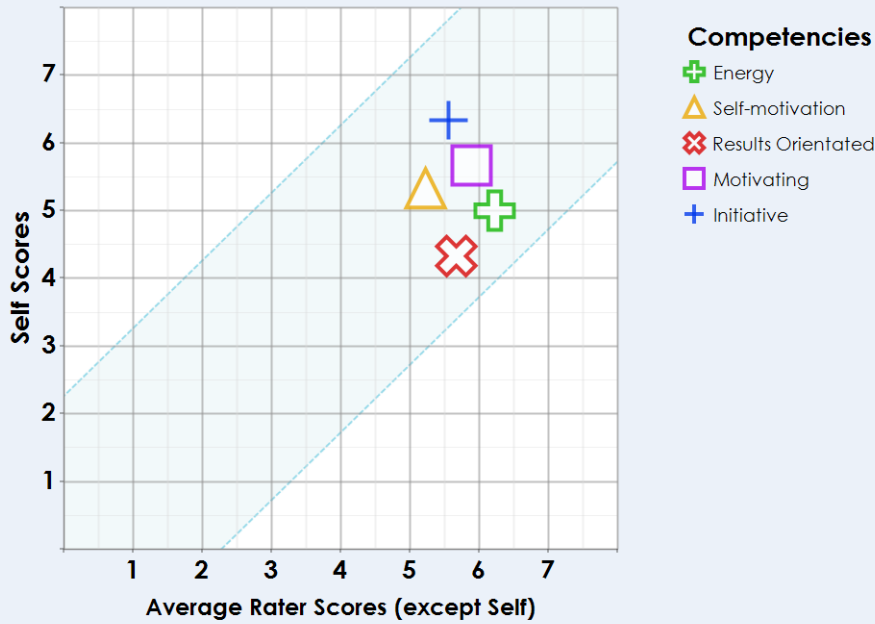
QUALITY ORIENTATION SELF PERCEPTION



Competencies above the middle band: Sam rates herself higher than others.
Competencies within the middle band: Sam and others rate her performance similarly.
Competencies below the middle band: Sam rates herself lower than others.



ENERGY AND DRIVE SELF PERCEPTION



Competencies above the middle band: Sam rates herself higher than others.

Competencies within the middle band: Sam and others rate her performance similarly.

Competencies below the middle band: Sam rates herself lower than others.

