

360 Assessment

Manager: Chris Manager
 Assessment Date: 07/31/98

ERC Sample

Purpose: This Assessment was designed to highlight key strengths and improvement areas for Chris Manager as viewed by yourself, your Supervisor, Peers and Direct Reports.

Design: The assessment instrument consists of nine (9) competency groups supported by 49 key behaviors/skills. Your raters indicated the extent to which they are satisfied with your demonstration of these behaviors/skills using the following rating scale:

0 = Don't know/Not Sure; 1 = Very Dissatisfied; 2 = Dissatisfied; 3 = Somewhat Dissatisfied; 4 = Neutral; 5 = Somewhat Satisfied; 6 = Satisfied; 7 = Very Satisfied

1. Accountability & Commitment - Average (excluding self): 6.9

- 1.1 Is committed to the organization and its goals
- 1.2 Assumes ownership and takes responsibility for results
- 1.3 Accepts responsibility for own mistakes, does not blame others
- 1.4 Promotes a positive image for our company

Self	Super-visor	Peer Group	Direct Reports
5.5	7.0	6.8	6.9
7.0	7.0	7.0	7.0
6.0	7.0	6.8	6.8
5.0	7.0	6.8	7.0
4.0	7.0	6.8	6.8

Self
Supervisor - 7.0
Peer Group - 6.8
Direct Reports - 6.9

Peer Group								
	1	2	3	4	5	6	7	0
1.1							4	
1.2						1	3	
1.3						1	3	
1.4						1	3	

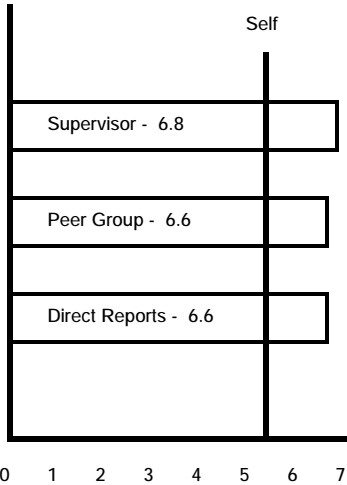
Direct Reports								
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1.1							4	
1.2						1	3	
1.3							4	
1.4						1	3	

0 1 2 3 4 5 6 7

2. Excellence & Quality - Average (excluding self): 6.6

- 2.1 Strives for excellence
- 2.2 Consistently seeks new and better ways to do things
- 2.3 Does more than is required, goes the extra mile
- 2.4 Finds ways to work smarter, not just harder
- 2.5 Knows own strengths and improvement areas
- 2.6 Continuously seeks new learning and growth

Self	Super-visor	Peer Group	Direct Reports
5.3	6.8	6.6	6.6
5.0	7.0	7.0	6.5
4.0	7.0	6.5	6.8
5.0	7.0	6.8	6.5
4.0	7.0	6.5	6.5
7.0	7.0	6.8	6.8
7.0	6.0	6.3	6.8



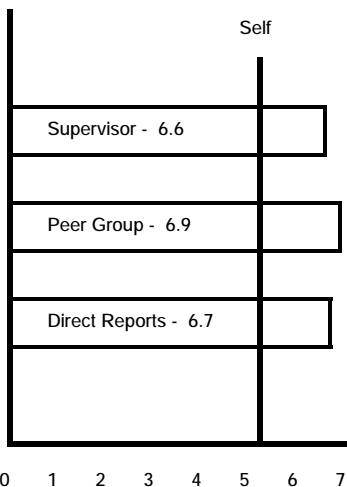
Peer Group								
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2.1							4	
2.2						2	2	
2.3						1	3	
2.4						2	2	
2.5						1	3	
2.6					1	1	2	

Direct Reports								
	1	2	3	4	5	6	7	0
2.1						2	2	
2.2						1	3	
2.3					1		3	
2.4					1		3	
2.5						1	3	
2.6						1	3	

3. Customer Focus - Average (excluding self): 6.8

- 3.1 Recognizes and anticipates customer needs
- 3.2 Promotes customer satisfaction and loyalty
- 3.3 Strives to exceed customer expectations
- 3.4 Responds to customer problems quickly
- 3.5 Thinks in terms of providing solutions

Self	Super-visor	Peer Group	Direct Reports
5.2	6.6	6.9	6.7
6.0	6.0	7.0	6.8
6.0	6.0	7.0	6.8
5.0	7.0	6.8	6.8
5.0	7.0	6.8	6.8
4.0	7.0	7.0	6.5



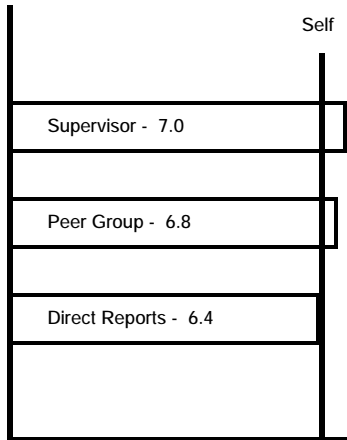
Peer Group								
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3.1							4	
3.2							4	
3.3						1	3	
3.4						1	3	
3.5							4	

Direct Reports								
	1	2	3	4	5	6	7	0
3.1						1	3	
3.2						1	3	
3.3						1	3	
3.4						1	3	
3.5						2	2	

4. Communication - Average (excluding self): 6.7

- 4.1 Listens to others and builds open communication
- 4.2 Shares information with others
- 4.3 Accepts feedback constructively
- 4.4 Communicates effectively both orally and in writing

Self	Super-visor	Peer Group	Direct Reports
6.5	7.0	6.8	6.4
7.0	7.0	7.0	6.5
6.0	7.0	7.0	6.3
7.0	7.0	6.5	6.5
6.0	7.0	6.8	6.5



Peer Group								
	1	2	3	4	5	6	7	0
4.1							4	
4.2							4	
4.3						2	2	
4.4						1	3	

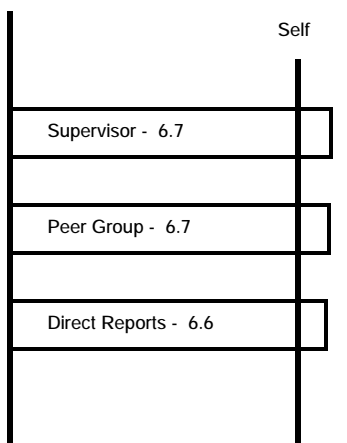
Direct Reports								
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4.1					1		3	
4.2				1			3	
4.3					1		3	
4.4					1		3	

0 1 2 3 4 5 6 7

5. Teamwork & Relationships - Average (excluding self): 6.7

- 5.1 Supports a spirit of teamwork
- 5.2 Works well with other departments to achieve larger goals
- 5.3 Treats others as s/he wants to be treated
- 5.4 Recognizes others for a job well done
- 5.5 Is accessible to help and support others
- 5.6 Values others' points of view, is open to different opinions
- 5.7 Demonstrates honesty and integrity both internally and externally

Self	Super-visor	Peer Group	Direct Reports
6.0	6.7	6.7	6.6
7.0	6.0	6.3	6.5
7.0	6.0	6.5	6.8
7.0	7.0	6.5	6.5
6.0	7.0	7.0	6.5
5.0	7.0	7.0	6.5
5.0	7.0	6.8	6.5
5.0	7.0	6.8	7.0



Peer Group								
	1	2	3	4	5	6	7	0
5.1				1			3	
5.2					1		3	
5.3					1		3	
5.4							4	
5.5							4	
5.6						1	3	
5.7						1	3	

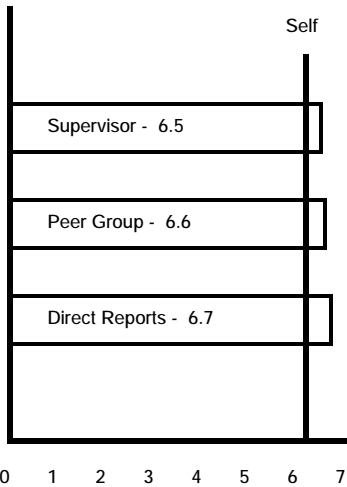
Direct Reports								
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5.1			3		1		3	
5.2						1	3	
5.3						2	2	
5.4						2	2	
5.5					1		3	
5.6					1		3	
5.7							4	

0 1 2 3 4 5 6 7

6. Working Effectively - Average (excluding self): 6.6

- 6.1 Maintains positive outlook
- 6.2 Shows a sense of urgency and purpose
- 6.3 Shows initiative, takes action without suggestion of others
- 6.4 Uses time wisely and efficiently
- 6.5 Can be counted on to meet deadlines and fulfill commitments
- 6.6 Demonstrates appropriate and professional workplace behavior

Self	Super-visor	Peer Group	Direct Reports
6.2	6.5	6.6	6.7
7.0	7.0	6.8	6.8
6.0	7.0	6.5	6.5
7.0	7.0	6.5	6.8
6.0	6.0	6.5	6.5
6.0	6.0	6.5	6.8
5.0	6.0	6.8	7.0



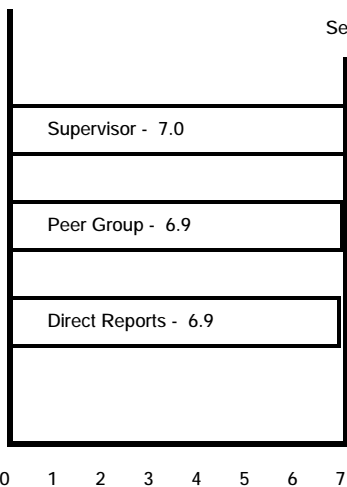
	Peer Group									
	1	2	3	4	5	6	7	0		
6.1						1	3			
6.2						2	2			
6.3						2	2			
6.4						2	2			
6.5						2	2			
6.6						1	3			

	Direct Reports									
	1	2	3	4	5	6	7	0		
6.1						1	3			
6.2					1		3			
6.3						1	3			
6.4					1		3			
6.5						1	3			
6.6							4			

7. Technical Knowledge - Average (excluding self): 6.9

- 7.1 Has the skills and knowledge to perform the job
- 7.2 Effectively uses job-related automation/technology
- 7.3 Is knowledgeable about our company's business
- 7.4 Is knowledgeable about our company's products

Self	Super-visor	Peer Group	Direct Reports
7.0	7.0	6.9	6.9
7.0	7.0	7.0	7.0
7.0	7.0	7.0	6.8
7.0	7.0	7.0	6.8
7.0	7.0	6.8	7.0



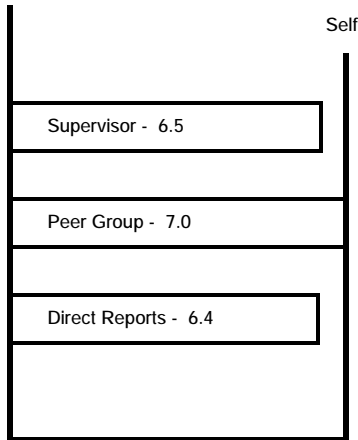
	Peer Group									
	1	2	3	4	5	6	7	0		
7.1							4			
7.2							4			
7.3							4			
7.4						1	3			

	Direct Reports									
	1	2	3	4	5	6	7	0		
7.1							4			
7.2						1	3			
7.3						1	3			
7.4							4			

8. Problem Solving - Average (excluding self): 6.7

- 8.1 Identifies and resolves problems effectively
- 8.2 Demonstrates creativity and flexibility in resolving problems
- 8.3 Uses sound judgment
- 8.4 Accepts change quickly and easily, adapts as necessary

Self	Super-visor	Peer Group	Direct Reports
7.0	6.5	7.0	6.4
7.0	6.0	7.0	6.5
7.0	7.0	7.0	6.3
7.0	7.0	7.0	6.5
7.0	6.0	7.0	6.5



Peer Group								
	1	2	3	4	5	6	7	0
8.1							4	
8.2							4	
8.3							4	
8.4							4	

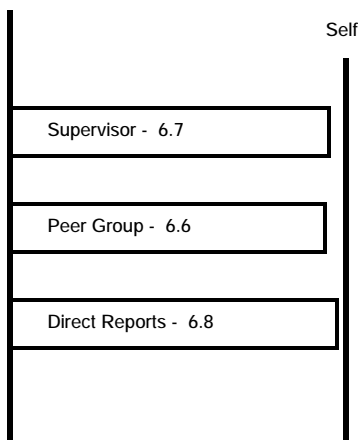
Direct Reports								
	1	2	3	4	5	6	7	0
8.1						2	2	
8.2					1	1	2	
8.3						2	2	
8.4						2	2	

0 1 2 3 4 5 6 7

9. Management Factor - Average (excluding self): 6.7

- 9.1 Defines a vision for the work unit; inspires others to higher levels of performance
- 9.2 Creates a positive work climate; fosters teamwork and collaboration within and across groups
- 9.3 Sets example by deed as well as by word; "walks the talk"
- 9.4 Selects and hires the best people; puts the right people in the right jobs
- 9.5 Monitors and measures performance; holds associates accountable for results
- 9.6 Coaches associates; develops skills of staff; supports training
- 9.7 Empowers others to take greater responsibility
- 9.8 Provides regular and timely feedback
- 9.9 Recognizes and rewards achievement

Self	Super-visor	Peer Group	Direct Reports
7.0	6.7	6.6	6.8
7.0	5.0	6.5	6.8
7.0	7.0	7.0	6.8
7.0	6.0	6.5	6.8
7.0	7.0	6.8	6.8
7.0	7.0	6.3	6.8
7.0	7.0	6.8	6.8
7.0	7.0	6.8	7.0
7.0	7.0	6.3	7.0
7.0	7.0	6.5	7.0



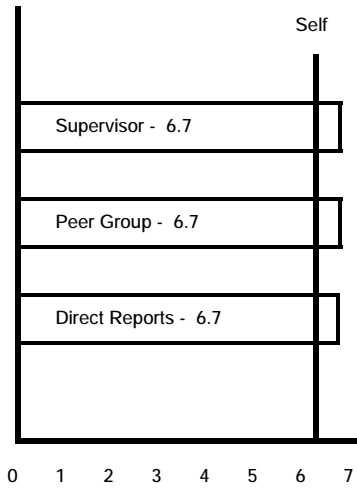
Peer Group								
	1	2	3	4	5	6	7	0
9.1						2	2	
9.2							4	
9.3						2	2	
9.4						1	3	
9.5					1	1	2	
9.6						1	3	
9.7						1	3	
9.8				1			3	
9.9						2	2	

Direct Reports								
	1	2	3	4	5	6	7	0
9.1						1	3	
9.2						1	3	
9.3						1	3	
9.4						1	3	
9.5						1	3	
9.6						1	3	
9.7							4	
9.8							4	
9.9							4	

0 1 2 3 4 5 6 7

<u>Self</u>	<u>Super- visor</u>	<u>Peer Group</u>	<u>Direct Reports</u>
6.2	6.7	6.7	6.7

Overall Average



Competency Summary

- Sorted in descending order -

	<u>Average Excl. Self</u>	<u>Self</u>	<u>Super- visor</u>	<u>Peer Group</u>	<u>Direct Reports</u>
C. 7 Technical Knowledge	6.9	7.0	7.0	6.9	6.9
C. 1 Accountability & Commitment	6.9	5.5	7.0	6.8	6.9
C. 3 Customer Focus	6.8	5.2	6.6	6.9	6.7
C. 9 Management Factor	6.7	7.0	6.7	6.6	6.8
C. 8 Problem Solving	6.7	7.0	6.5	7.0	6.4
C. 4 Communication	6.7	6.5	7.0	6.8	6.4
C. 5 Teamwork & Relationships	6.7	6.0	6.7	6.7	6.6
C. 2 Excellence & Quality	6.6	5.3	6.8	6.6	6.6
C. 6 Working Effectively	6.6	6.2	6.5	6.6	6.7

Ten Highest Rated Items

	<u>Average Excl. Self</u>	<u>Self</u>	<u>Super- visor</u>	<u>Peer Group</u>	<u>Direct Reports</u>
7.1 Has the skills and knowledge to perform the job	7.0	7.0	7.0	7.0	7.0
1.1 Is committed to the organization and its goals	7.0	7.0	7.0	7.0	7.0
7.3 Is knowledgeable about our company's business	6.9	7.0	7.0	7.0	6.8
7.4 Is knowledgeable about our company's products	6.9	7.0	7.0	6.8	7.0
7.2 Effectively uses job-related automation/technology	6.9	7.0	7.0	7.0	6.8
5.7 Demonstrates honesty and integrity both internally and externally	6.9	5.0	7.0	6.8	7.0
9.7 Empowers others to take greater responsibility	6.9	7.0	7.0	6.8	7.0
9.2 Creates a positive work climate; fosters teamwork and collaboration within and across groups	6.9	7.0	7.0	7.0	6.8
1.3 Accepts responsibility for own mistakes, does not blame others	6.9	5.0	7.0	6.8	7.0
6.6 Demonstrates appropriate and professional workplace behavior	6.8	5.0	6.0	6.8	7.0

Ten Lowest Rated Items

	<u>Average Excl. Self</u>	<u>Self</u>	<u>Super- visor</u>	<u>Peer Group</u>	<u>Direct Reports</u>
5.1 Supports a spirit of teamwork	6.3	7.0	6.0	6.3	6.5
9.1 Defines a vision for the work unit; inspires others to higher levels of performance	6.4	7.0	5.0	6.5	6.8
6.4 Uses time wisely and efficiently	6.4	6.0	6.0	6.5	6.5
2.6 Continuously seeks new learning and growth	6.4	7.0	6.0	6.3	6.8
6.2 Shows a sense of urgency and purpose	6.6	6.0	7.0	6.5	6.5
6.5 Can be counted on to meet deadlines and fulfill commitments	6.6	6.0	6.0	6.5	6.8
2.4 Finds ways to work smarter, not just harder	6.6	4.0	7.0	6.5	6.5
4.3 Accepts feedback constructively	6.6	7.0	7.0	6.5	6.5
5.3 Treats others as s/he wants to be treated	6.6	7.0	7.0	6.5	6.5
5.2 Works well with other departments to achieve larger goals	6.6	7.0	6.0	6.5	6.8

Gap Analysis: Self HIGHER

Greatest Differences Between Self & Others

Self	GAP	Peer Group	Self	GAP	Direct Reports
7.0 9.8 Provides regular and timely feedback	0.8	6.3	7.0 8.2 Demonstrates creativity and flexibility in resolving problems	0.8	6.3
7.0 9.5 Monitors and measures performance; holds associates accountable for results	0.8	6.3	7.0 8.4 Accepts change quickly and easily, adapts as necessary	0.5	6.5
7.0 5.1 Supports a spirit of teamwork	0.8	6.3	7.0 8.3 Uses sound judgment	0.5	6.5
7.0 2.6 Continuously seeks new learning and growth	0.8	6.3	7.0 8.1 Identifies and resolves problems effectively	0.5	6.5
7.0 9.9 Recognizes and rewards achievement	0.5	6.5	7.0 5.3 Treats others as s/he wants to be treated	0.5	6.5

Gap Analysis: Self LOWER

Greatest Differences Between Self & Others

Self	GAP	Peer Group	Self	GAP	Direct Reports
4.0 3.5 Thinks in terms of providing solutions	3.0	7.0	4.0 2.2 Consistently seeks new and better ways to do things	2.8	6.8
4.0 1.4 Promotes a positive image for our company	2.8	6.8	4.0 1.4 Promotes a positive image for our company	2.8	6.8
4.0 2.4 Finds ways to work smarter, not just harder	2.5	6.5	4.0 3.5 Thinks in terms of providing solutions	2.5	6.5
4.0 2.2 Consistently seeks new and better ways to do things	2.5	6.5	4.0 2.4 Finds ways to work smarter, not just harder	2.5	6.5
5.0 5.5 Is accessible to help and support others	2.0	7.0	5.0 6.6 Demonstrates appropriate and professional workplace behavior	2.0	7.0

RESPONSES TO OPEN ENDED QUESTIONS:

Question 01. In what ways does this person contribute most to our organization?

COMMENTS MADE BY SELF:

good ideas, open to others opinion

COMMENTS MADE BY SUPERVISOR:

ready to work

COMMENTS MADE BY PEER GROUP:

takes on good responsibility

works well with others

very open minded about other peoples ideas

In every way

Dependable, calming, gets it done, pleasant and fair. Knowledgeable, loyal, caring. When it seems impossible she does her best work.

COMMENTS MADE BY DIRECT REPORTS:

gets along well with others

By continually communicating with internal and external customers with regard to expectations and by having a solid understanding of the company's strategic business direction and matching training curriculums to said direction.

Question 02. How could this person increase the contribution s/he makes to our organization?

COMMENTS MADE BY SELF:

open mind, different ideas

COMMENTS MADE BY SUPERVISOR:

be more open minded

COMMENTS MADE BY PEER GROUP:

be a little more assessable in helping others

no comment

develop more s/he ideas

by giving more than 110% effort

COMMENTS: (Continued)

COMMENTS MADE BY PEER GROUP: (Continued)

More pro-active stance.

COMMENTS MADE BY DIRECT REPORTS:

ask more questions if confused or just to know that s/he understands the concepts

By learning and implementing state of the art training best practices.

Question 03. If you could give this person one piece of career advice, what would it be?

COMMENTS MADE BY SELF:

always keep good communication with the client, open to their suggestions

COMMENTS MADE BY SUPERVISOR:

keep good communication skills

COMMENTS MADE BY PEER GROUP:

keep up the good work

keep up the good work, stay on the path s/he is on.

ask for peoples opinion on some idea that you may find yourself at a dead end.

never be satisfied

Make sure this is still your passion...you still feel this is what you want to do.

COMMENTS MADE BY DIRECT REPORTS:

better to ask than to keep quite because one assumes that you understand the situation.

keep up good work

Continue to monitor the external business environment and maintain/expand business relationships with external and internal customers.