



360 Propel Feedback Report

Assessment Report for
Anne Example

Date completed: **21/03/2013**

Contents

Section	Page
Feedback Guide	1
1. Importance Rating Summary	6
2. Competency Ranking Summary - All Others	7
3. Competency Rating Summary - Rater Groups	8
4. Detailed Question Ratings	9
5. Additional Comments	14
6. Top 10 Question Ratings - All Others	15
7. Bottom 10 Question Ratings - All Others	16
8. Question Ratings for Rater Groups	17
9. Blind Spots Under Rated (Possible Strengths)	20
9. Blind Spots Over Rated (Possible Development Needs)	21
10. Importance and Competency Priorities	22
11. Personal Development Plan	23

Introduction to the 360 Propel Feedback Report

The Goal

The ultimate aim of completing a 360 Feedback Process is to facilitate your personal development. Completing the questionnaire should help you better understand how you, and other people you interact with, perceive your performance at work.

Where Questions and Competencies show higher scores, this generally means that raters see you as being effective in these areas and these could be considered as your relative Strengths.

Conversely, where Questions and Competencies show lower scores, this generally means that raters see potential for improvement in these areas and these could be considered as your relative Development Needs.

Once you have had the opportunity to review and understand the data presented in this report you will then be able to decide which areas you want to develop, whether it be to take a Strength to the next level or to address a Development Need that is hindering your overall performance.

The Content

360 Propel is a very flexible product and contains many optional features. When a bespoke 360 Feedback Project is set up, the client decides which features they wish to include in the Questionnaire and the Feedback Report, therefore not all of the sections shown below will necessarily be included in your personal Feedback Report.

The sections include:

1. Importance Summary (Optional)
2. Overall Competency Ranking
3. Competency Rating Summary
4. Detailed Question Ratings
5. Additional Comments (Optional)
6. Top 10 Questions
7. Bottom 10 Questions
8. Question Ratings - Top 5 and Bottom 5 by Rater Group
9. Blind Spots – Under and Over Ratings
10. Importance and Competency Priorities (Optional)
11. Personal Development Plan
12. Development Options Guide (Optional)

Each of these sections is described in more detail below:

1. Importance Summary (Optional)

If this feature was included in the 360 Questionnaire, you and your manager will have been asked to rate the importance of each Competency to the role you are currently undertaking.

This table shows how you and your manager rated each of the Competencies in terms of their importance to your current role.

If there are any Competencies where your and your manager's opinions seem to differ widely, it can be useful to discuss this data with your manager in order to ensure you achieve greater alignment in the future.

The Importance Summary can also help you to prioritise your development actions in Sections 10 and 11.

2. Overall Competency Ranking

This table shows all the Competencies included in the 360 Questionnaire and lists them in rank order, highest to lowest according to the scores given by your Raters. Your own scores are not included in this analysis.

The scores for all questions within a Competency are added up, by Rater Group, and then averaged to give a single score for that Competency. You can therefore quickly see how All Others rated you in each of the Competencies and how each Competency compares with the others.

It can be helpful to note Competencies which may appear to be Strengths (at the top end of the Ranking) and those which may appear to be Development Needs (nearer the bottom end of the Ranking)

3. Competency Rating Summary

This summary shows the average score for each Competency for each Rater Group. These groups will have been set up when your 360 Questionnaire was being designed and one of your early tasks was to nominate people you knew to rate you within each Rater Group.

It is quite usual for different Rater Groups to perceive your behaviour differently. This can be the result of differing expectations, different types of situations they see you in, as well as the frequency of contact they have with you. Of course it is quite possible that you actually do behave differently with different people!

It can be useful to note Competencies where Rater Group perceptions appear quite different and also where you might believe Rater Group scores may be more accurate for certain Competencies.

For example:

Strategic Perspective – your manager's perception may be more accurate because it is only when you are with him/her that you have the opportunity to be more strategic.

People Development – your team's perception may be more accurate as they are the people you are likely to be trying to develop.

4. Detailed Question Ratings

This section shows the scores for every Question included for each particular Competency. It also shows how the scores vary for each Rater Group and the same colour coding is used consistently throughout this Feedback Report.

The actual titles used for each Rater Group will have been agreed when your 360 Questionnaire was being developed, so may change from organisation to organisation.

However the main Rater Groups usually included in a 360 Feedback Process are:

Self	This is your own score
Manager	This will be the person you report to, sometimes called Line Manager or Boss and in some 360 projects, organisations include feedback from more than one manager, for example in a matrix organisation structure.
Peers	These are people at a similar level to you within your organisation, sometimes called Colleagues.
Direct Reports	These are the people that report in to you, sometimes referred to as Team Members or Staff.
External	Sometimes organisations also like to gather feedback from people outside the organisation and these are sometimes included as Customers or Suppliers.

360 Propel also generates another Rater Group in order to provide comparative data and this is shown as **All Others**. This is an overall average score, calculated using the average scores from all Rater Groups, but excluding your own scores, or those of SELF.

As many Competencies have a number of different facets, it can be helpful to see, from individual question scores, whether your behaviour is seen as quite consistent across these different facets, or if there is any significant difference.

This data can help you to be more focussed when deciding on your development activities later on in the process.

5. Additional Comments (Optional)

In some 360 Questionnaires, Raters are asked if they would like to add any comments about you, as well as rating each of the questions for the Competencies. If this facility was included in your 360 Feedback Project, it is not mandatory so comments may or may not appear. Where they do appear, the identity of the rater is protected.

Their comments are also reproduced verbatim, that is, not checked or altered in any way, so sometimes you may find spelling mistakes or grammatical errors here!

Sometimes these comments can be quite revealing as Raters often feel quite strongly about them if they have taken the extra time to compose them!

6. Top 10 Questions

This section shows the 10 Questions that were rated the highest by All Others, irrespective of the Competency they are assigned to.

It also shows your own individual rating for each of these questions too so you can see how closely aligned your perception is with that of the other raters.

If a number of Questions in this section relate to the same Competency, this could indicate a possible Strength for you.

7. Bottom 10 Questions

This section shows the opposite of the section above. It shows the 10 questions that were rated the lowest by All Others and again your own scores so you can see if there are any major differences in perceptions.

If a number of Questions in this section relate to the same Competency, this could indicate a possible Development Need for you.

8. Question Ratings - Top 5 and Bottom 5 by Rater Group

This section shows the questions with the highest and lowest ratings according to specific Rater Groups.

Again it can be interesting to note any patterns that might arise, particularly where Competencies may reflect the nature of the working relationship, for example;

Rater Group	Competency
Manager	Commercial Awareness
Peers	Teamwork
Direct Reports	Leadership
External	Customer Service

9. Blind Spots – Under and Over Ratings

Joseph Luft and Harry Ingham described the concept of behavioural “Blind Spots” when they developed their renowned Johari Window back in 1955.

Basically this is where other people see the impact of your behaviour in a particular way and this phenomenon is in your “Blind Spot” as no-one has made you aware this before.

Sometimes we may behave in a certain way and just “take it for granted” without realising just how effective that particular behaviour is. In 360 Propel this is where we have **Under-Rated** ourselves, that is we have given ourselves a low score, whereas others have given us a relatively higher score. These behaviours could therefore be possible Strengths.

Alternatively we may behave in a certain way and not realise that this behaviour creates negative feelings or behaviours in other people. This too is a “Blind Spot” and in 360 Propel this is shown as **Over-Rated**. This is where we have rated ourselves more highly than All Other raters.

Where perceptions differ, it is useful to understand the size of the Gap as the need to change behaviour or change perceptions might be the greatest where the Gap is the largest.

Also, particularly for **Over-Rated** behaviour, it is important to understand whether differences in ratings are either side of what is generally accepted as “effective” for your role in your organisation.

The columns showing **Above Mid Point** and **Below Mid Point** in this section give some indication of this based on the average rating given by the All Others group.

10. Importance and Competency Priorities

If Importance Ratings were included in your 360 Propel Questionnaire, your Feedback Report should include an Importance Summary as described above. You should also be able to look at this section which shows the individual **Questions** that were rated as **lowest** by **All Others** for those **Competencies** that were considered to be the most Important by your manager and by yourself.

Therefore you could decide to try and develop behaviours where your competence was rated low and your **manager** believed this competence to be highly important for your role.

Alternatively, or additionally, you could decide to try and develop behaviours where your competence was rated low and you **yourself** believed this competence to be highly important for your role.

11. Personal Development Plan

Once you have had the time to reflect on the results contained within your 360 Propel Feedback Report, you need to decide on your personal development priorities.

It is strongly recommended that you review your report with a coach, your manager or an HR professional, to help you understand the key messages contained within your report and to decide on the activities that are likely to be the most effective and most valuable for your personal development.

Once you have decided which Competencies or behaviours to focus upon, it is helpful to create a simple plan to help you launch, monitor and achieve your development objectives.

This section provides a simple form to help you build an effective Personal Development Plan, the more specific you can be the greater the likelihood of success.

12. Development Options Guide (Optional)

A&DC have produced a competency-based guide which provides many practical suggestions to help people identify specific activities that they can undertake in order develop their chosen competencies.

If this has been included in your 360 Propel Feedback Report, you should find it a useful starting point when building your Personal Development Plan. Some of the suggestions might be perfect for you to try, others may seem less suitable, but may spark off other ideas that are more appropriate to your situation.

Whatever you choose to do, it is likely that it will be your determination to succeed that will make the difference, rather than the activities you select.

GOOD LUCK!

1. Importance Rating Summary

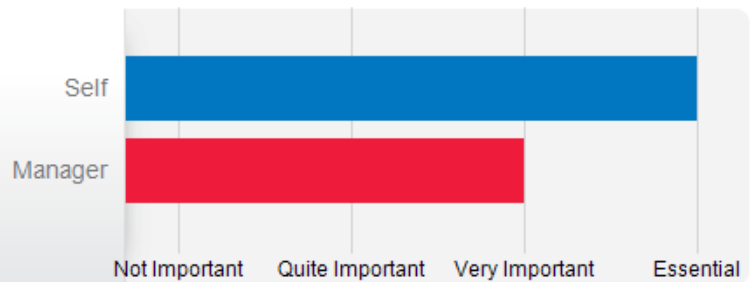
This section shows how you and your Boss rated each Competency in terms of its Importance to your role.



Look out for Competencies where your views appear to be significantly different.

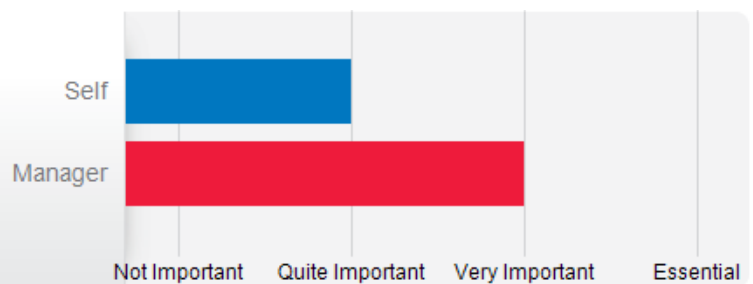
Commercial Focus

Understands the context in which the organisation operates and takes appropriate action to maximise competitive advantage and achieve commercial success.



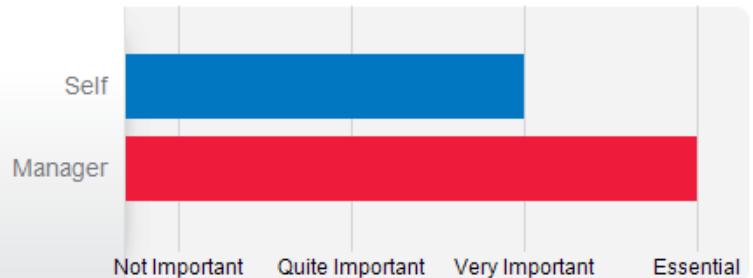
Communicating & Influencing

Expresses views and ideas clearly and convinces others to follow their lead.



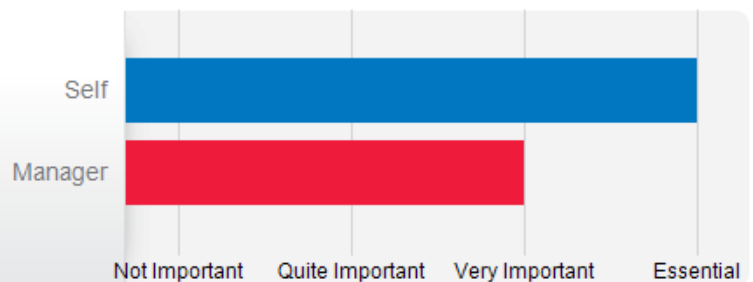
Planning & Organising

Develops and executes appropriate plans to achieve short and longer term objectives. Establishes priorities accurately and organises resources effectively



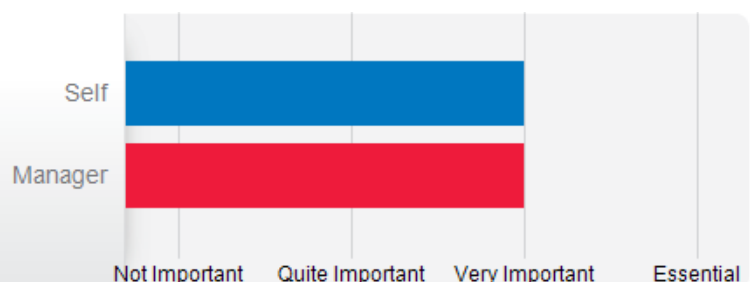
Relationship Building

Uses interpersonal skills to build rapport and effective working relationships inside and outside the organisation. Displays integrity, builds trust and appreciates diversity.



Strategic Thinking

Considers the bigger picture, able to deal with longer term and more wide-ranging issues. Develops and supports strategies which are consistent with the organisation's vision.



2. Competency Ranking Summary - All Others

This section gives a quick overview of your average score on each Competency based on ratings from All Rater Groups (excluding your own ratings).



Look out for Competencies near the top as possible Strengths and those near the bottom as possible Development Needs.

Rating Scale: 1 = Development Priority, 2 = Less than Acceptable, 3 = Acceptable, 4 = More than Acceptable, 5 = Strength



3. Competency Rating Summary - Rater Groups

This section shows how each Rater Group scored you on each Competency.

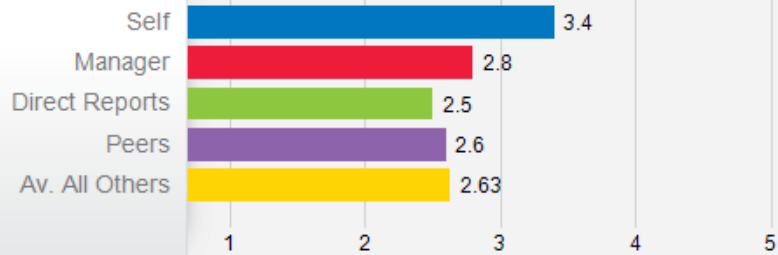


Look out for different perceptions between different Rater Groups or trends i.e. my Boss tends to give lower scores than my Direct Reports.

Rating Scale: 1 = Development Priority, 2 = Less than Acceptable, 3 = Acceptable, 4 = More than Acceptable, 5 = Strength

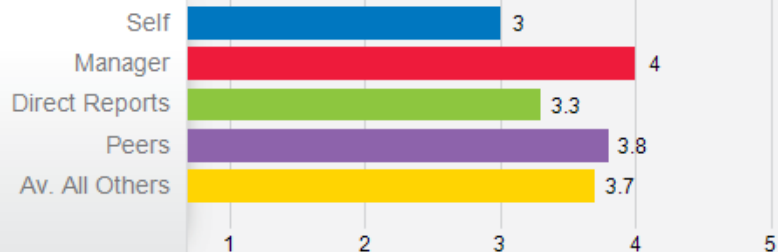
Commercial Focus

Understands the context in which the organisation operates and takes appropriate action to maximise competitive advantage and achieve commercial success.



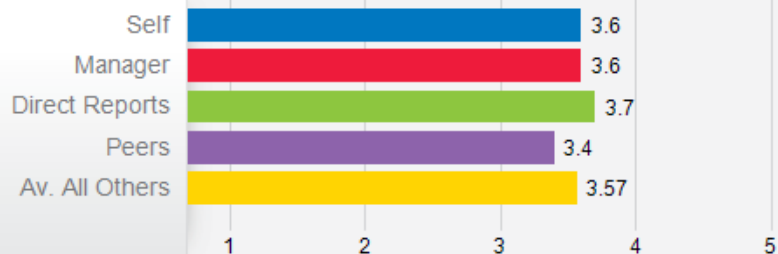
Communicating & Influencing

Expresses views and ideas clearly and convinces others to follow their lead.



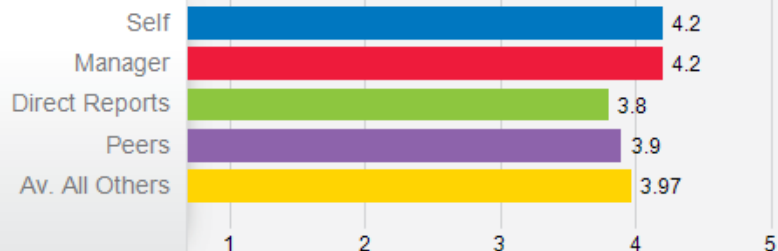
Planning & Organising

Develops and executes appropriate plans to achieve short and longer term objectives. Establishes priorities accurately and organises resources effectively



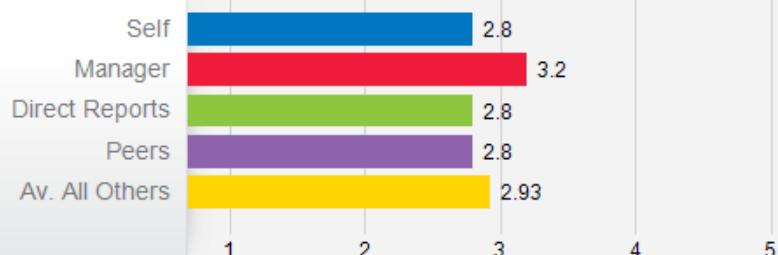
Relationship Building

Uses interpersonal skills to build rapport and effective working relationships inside and outside the organisation. Displays integrity, builds trust and appreciates diversity.



Strategic Thinking

Considers the bigger picture, able to deal with longer term and more wide-ranging issues. Develops and supports strategies which are consistent with the organisation's vision.



4. Detailed Question Ratings

Commercial Focus

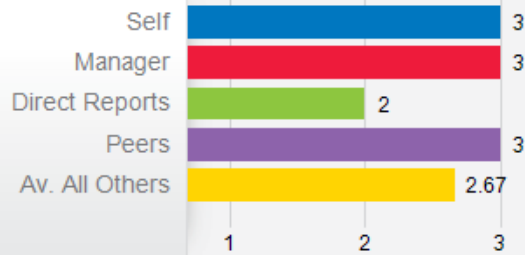
This section shows how each Rater Group scored you on each Question.



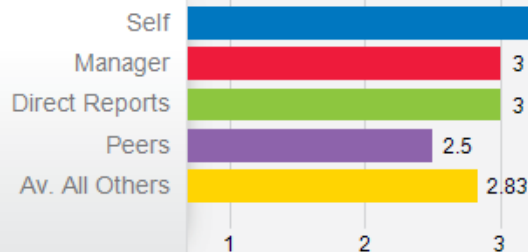
Look out for specific questions which may have been rated very high or very low and which may have impacted your overall Competency rating.

Rating Scale: 1 = Development Priority, 2 = Less than Acceptable, 3 = Acceptable, 4 = More than Acceptable, 5 = Strength

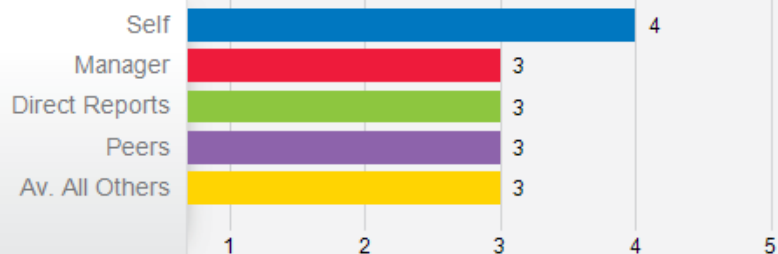
1 Demonstrates a good understanding of the context or market in which the organisation operates.



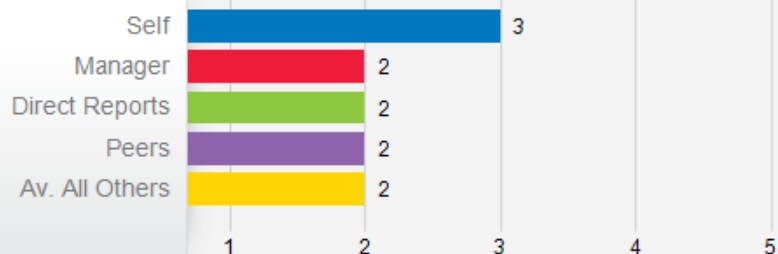
2 Carefully considers the commercial impact of any strategies or actions they recommend.



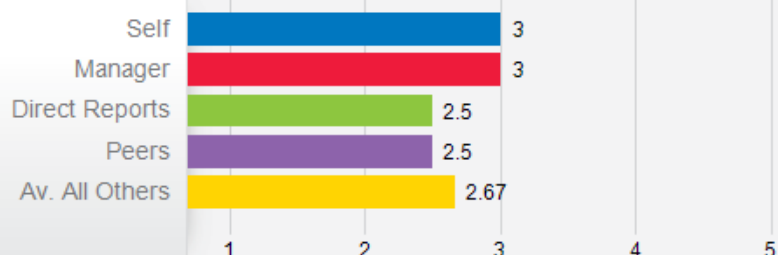
3 Effectively balances the external demand for high quality products or services with internal need to control costs and achieve business targets.



4 Keeps up to date with changes in the marketplace, such as competitor information or legislation, in order to improve commercial performance or competitive advantage.



5 Understands who the organisation's key customers are and how best to meet their requirements.

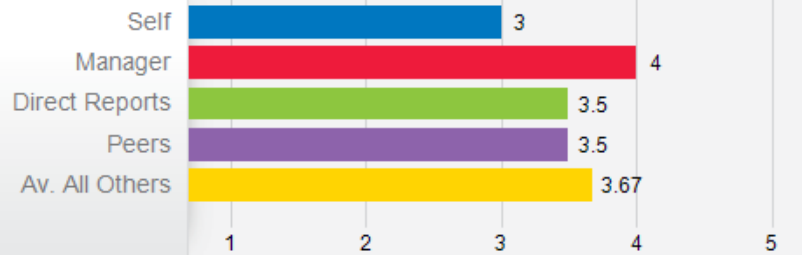


4. Detailed Question Ratings

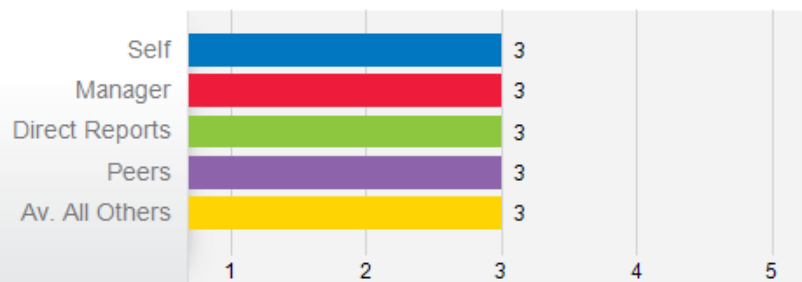
Communicating & Influencing

Rating Scale: 1 = Development Priority, 2 = Less than Acceptable, 3 = Acceptable, 4 = More than Acceptable, 5 = Strength

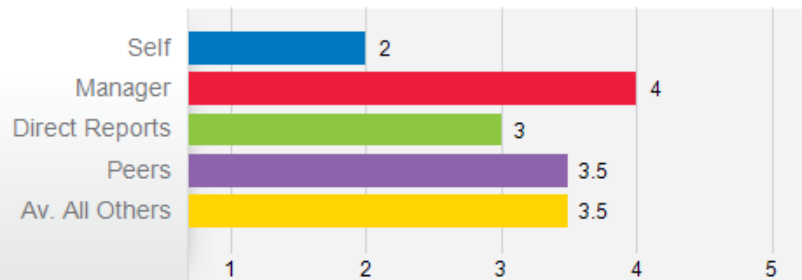
6 Communicates effectively in a variety of situations ie formal and informal as well as with small or large audiences.



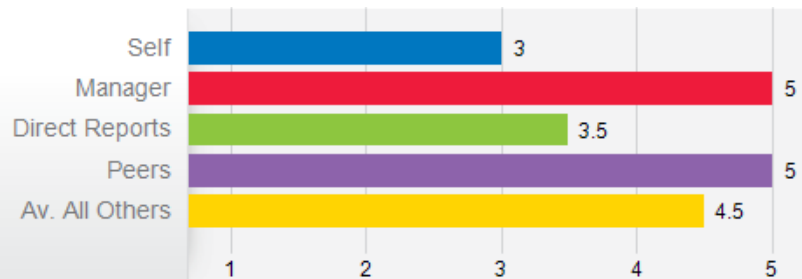
7 Changes style appropriately to meet the needs of the audience or the demands of the situation.



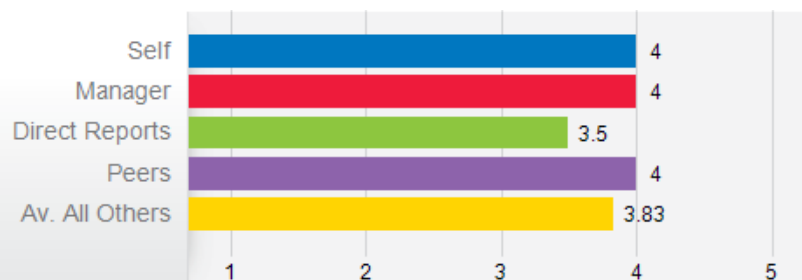
8 Uses a range of styles to persuade others to agree with their views or recommendations.



9 Remains calm under pressure and continues to communicate clearly and convincingly.



10 Shares information openly and at the appropriate time, not too little and not too late.

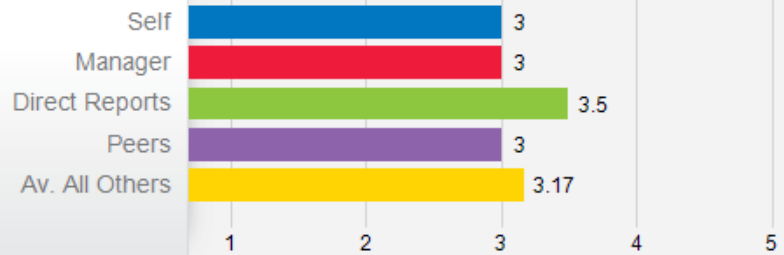


4. Detailed Question Ratings

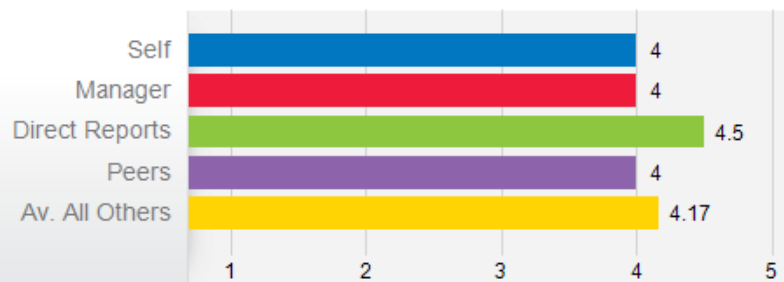
Planning & Organising

Rating Scale: 1 = Development Priority, 2 = Less than Acceptable, 3 = Acceptable, 4 = More than Acceptable, 5 = Strength

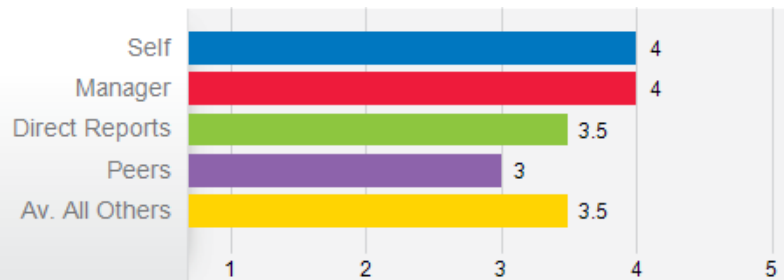
11 Sets clear and challenging objectives for self and others.



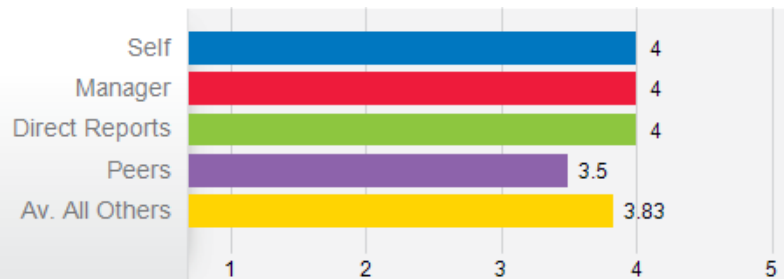
12 Establishes priorities quickly and accurately and organises tasks appropriately as a result.



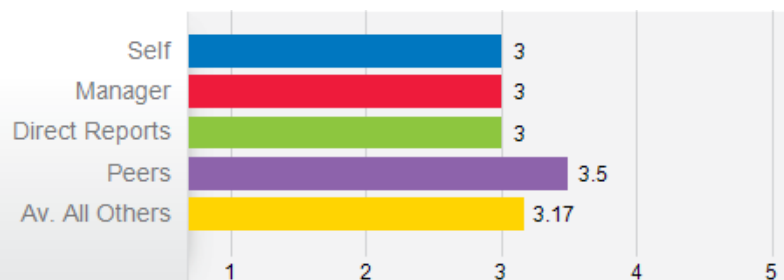
13 Creates effective plans taking account of activities, duration, inter-dependencies and responsibilities.



14 Allocates time and resources effectively, based on priorities, skills and workload.



15 Anticipates potential problems and risks and ensures appropriate contingency actions are built into the plan.

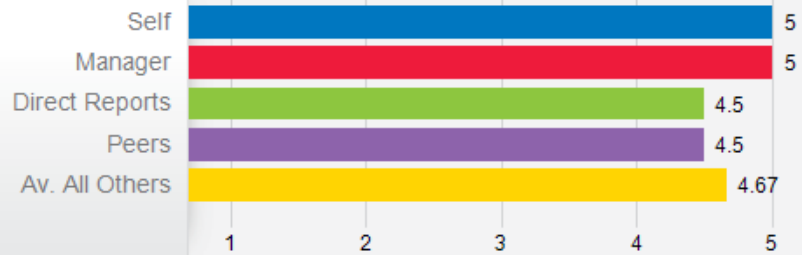


4. Detailed Question Ratings

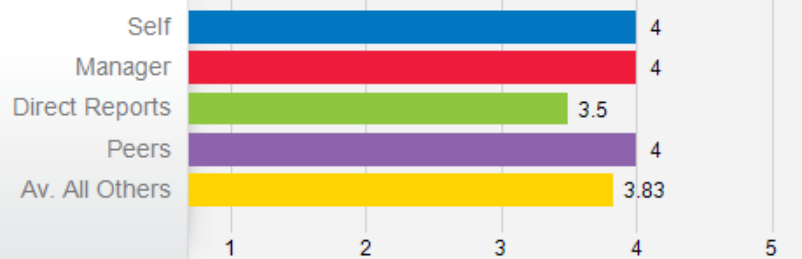
Relationship Building

Rating Scale: 1 = Development Priority, 2 = Less than Acceptable, 3 = Acceptable, 4 = More than Acceptable, 5 = Strength

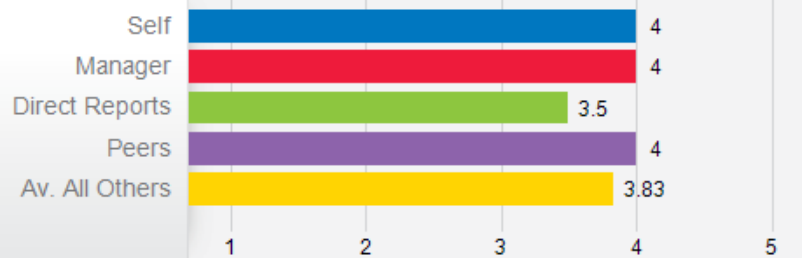
16 Approachable and easy to talk to.



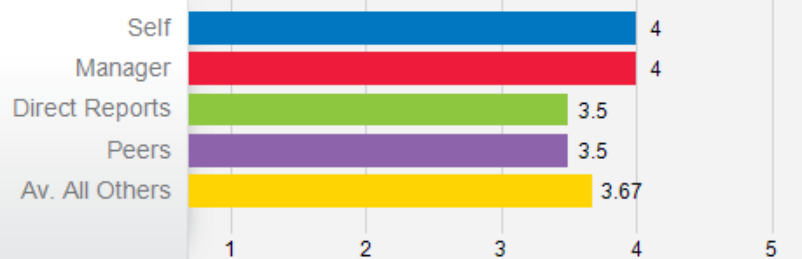
17 Tuned into behaviour, reads other people well and understands the impact of their own behaviour.



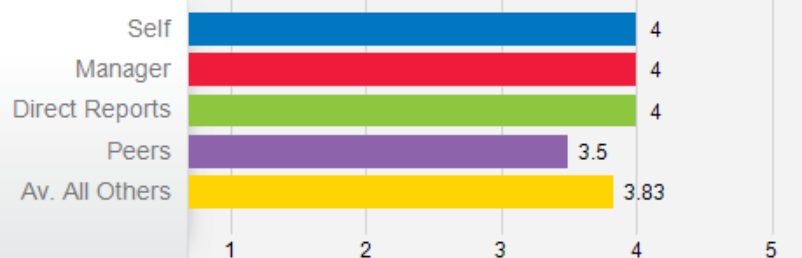
18 Appears interested in others, listens to their views and seeks to build rapport with them.



19 Values individual differences and is perceived to be fair to all.



20 Encourages collaboration at all levels and seeks to resolve conflict objectively and constructively when required.

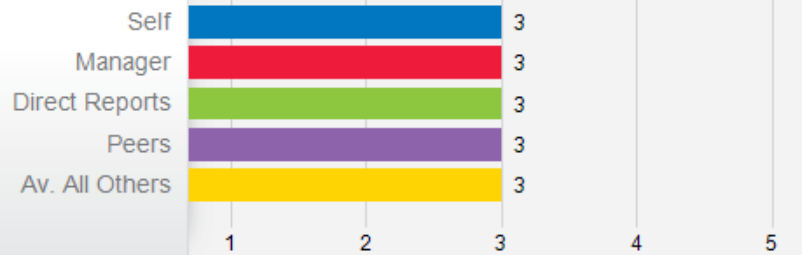


4. Detailed Question Ratings

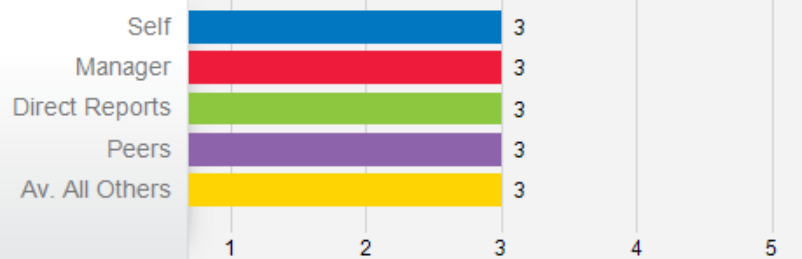
Strategic Thinking

Rating Scale: 1 = Development Priority, 2 = Less than Acceptable, 3 = Acceptable, 4 = More than Acceptable, 5 = Strength

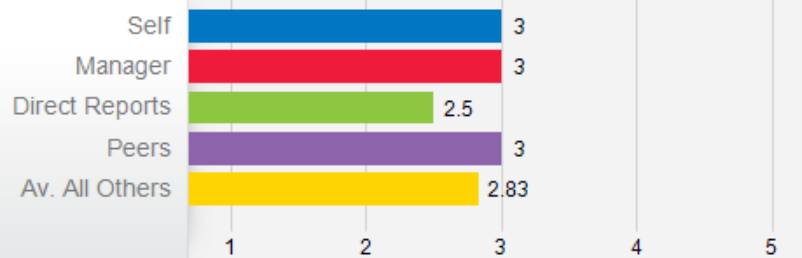
21 Actions indicate consideration of longer term or broader issues or opportunities.



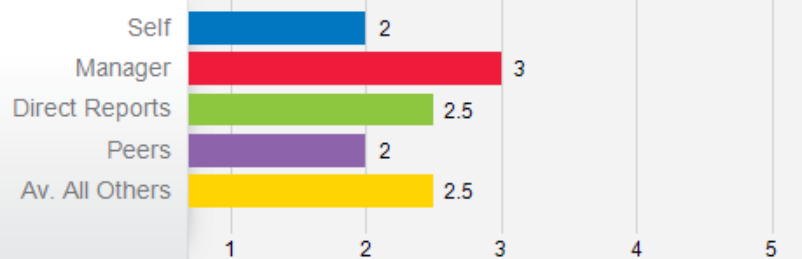
22 Develops plans or strategies that deliver high level objectives, consistent with the organisation's vision.



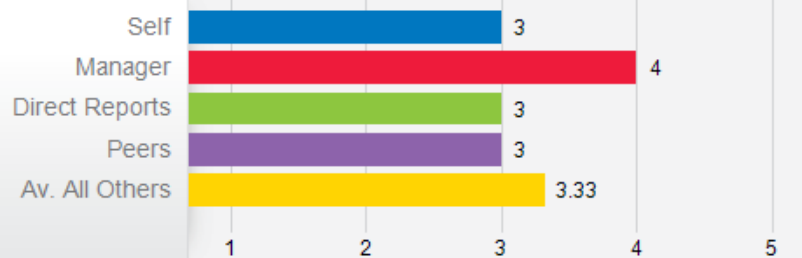
23 Ensures that they and others understand the organisation's vision and that their objectives are aligned and consistent with this.



24 Understands the longer term trends in their marketplace and factors these into key decisions.



25 Is able to operate comfortably and contribute effectively with very senior people inside and outside the organisation.



5. Additional Comments



This section shows any additional comments that were submitted by your raters. If any comments appear here they are exactly as they were submitted, spelling or grammatical mistakes and all!



Look out for any consistent messages that indicate possible areas of Strength or Development Need.

What are the development needs for this individual?

- "Understanding the marketplace."
- "It would be beneficial if Anne was to dedicate some time to understanding the broader vision of the company, as well as our place in the market."

What are the strengths of this individual?

- "Good communication and an excellent team player"
- "Anne is always approachable, and incredibly easy to talk to."

6. Top 10 Question Ratings - All Others

This section shows the questions where you were rated the highest by All Other Raters.



Look out for any recurring Competencies and differences to your own ratings.

No.	Question	Competency	Av. All Others	Self
16	Approachable and easy to talk to.	Relationship Building	4.67	5
9	Remains calm under pressure and continues to communicate clearly and convincingly.	Communicating & Influencing	4.50	3
12	Establishes priorities quickly and accurately and organises tasks appropriately as a result.	Planning & Organising	4.17	4
10	Shares information openly and at the appropriate time, not too little and not too late.	Communicating & Influencing	3.83	4
14	Allocates time and resources effectively, based on priorities, skills and workload.	Planning & Organising	3.83	4
17	Tuned into behaviour, reads other people well and understands the impact of their own behaviour.	Relationship Building	3.83	4
18	Appears interested in others, listens to their views and seeks to build rapport with them.	Relationship Building	3.83	4
20	Encourages collaboration at all levels and seeks to resolve conflict objectively and constructively when required.	Relationship Building	3.83	4
6	Communicates effectively in a variety of situations ie formal and informal as well as with small or large audiences.	Communicating & Influencing	3.67	3
19	Values individual differences and is perceived to be fair to all.	Relationship Building	3.67	4

7. Bottom 10 Question Ratings - All Others

This section shows the questions where you were rated the lowest by All Other Raters.



Look out for any recurring Competencies and differences to your own ratings.

No.	Question	Competency	Av. All Others	Self
4	Keeps up to date with changes in the marketplace, such as competitor information or legislation, in order to improve commercial performance or competitive advantage.	Commercial Focus	2.00	3
24	Understands the longer term trends in their marketplace and factors these into key decisions.	Strategic Thinking	2.50	2
1	Demonstrates a good understanding of the context or market in which the organisation operates.	Commercial Focus	2.67	3
5	Understands who the organisation's key customers are and how best to meet their requirements.	Commercial Focus	2.67	3
2	Carefully considers the commercial impact of any strategies or actions they recommend.	Commercial Focus	2.83	4
23	Ensures that they and others understand the organisation's vision and that their objectives are aligned and consistent with this.	Strategic Thinking	2.83	3
3	Effectively balances the external demand for high quality products or services with internal need to control costs and achieve business targets.	Commercial Focus	3.00	4
7	Changes style appropriately to meet the needs of the audience or the demands of the situation.	Communicating & Influencing	3.00	3
21	Actions indicate consideration of longer term or broader issues or opportunities.	Strategic Thinking	3.00	3
22	Develops plans or strategies that deliver high level objectives, consistent with the organisation's vision.	Strategic Thinking	3.00	3

8. Question Ratings - Manager

This section shows which questions were rated Highest and Lowest by your different Rater Groups.



Look out for any recurring Competencies. Also note how Competencies are rated by different Rater Groups i.e. Strategic Perspective by your Boss or perhaps Delegation by your Direct Reports.

Top 5 Question Ratings

No.	Question	Competency	Manager	Self
9	Remains calm under pressure and continues to communicate clearly and convincingly.	Communicating & Influencing	5.00	3
16	Approachable and easy to talk to.	Relationship Building	5.00	5
6	Communicates effectively in a variety of situations ie formal and informal as well as with small or large audiences.	Communicating & Influencing	4.00	3
8	Uses a range of styles to persuade others to agree with their views or recommendations.	Communicating & Influencing	4.00	2
10	Shares information openly and at the appropriate time, not too little and not too late.	Communicating & Influencing	4.00	4

Bottom 5 Question Ratings

No.	Question	Competency	Manager	Self
4	Keeps up to date with changes in the marketplace, such as competitor information or legislation, in order to improve commercial performance or competitive advantage.	Commercial Focus	2.00	3
1	Demonstrates a good understanding of the context or market in which the organisation operates.	Commercial Focus	3.00	3
2	Carefully considers the commercial impact of any strategies or actions they recommend.	Commercial Focus	3.00	4
3	Effectively balances the external demand for high quality products or services with internal need to control costs and achieve business targets.	Commercial Focus	3.00	4
5	Understands who the organisation's key customers are and how best to meet their requirements.	Commercial Focus	3.00	3

8. Question Ratings - Direct Reports

Top 5 Question Ratings

No.	Question	Competency	Direct Reports	Self
12	Establishes priorities quickly and accurately and organises tasks appropriately as a result.	Planning & Organising	4.50	4
16	Approachable and easy to talk to.	Relationship Building	4.50	5
14	Allocates time and resources effectively, based on priorities, skills and workload.	Planning & Organising	4.00	4
20	Encourages collaboration at all levels and seeks to resolve conflict objectively and constructively when required.	Relationship Building	4.00	4
6	Communicates effectively in a variety of situations ie formal and informal as well as with small or large audiences.	Communicating & Influencing	3.50	3

Bottom 5 Question Ratings

No.	Question	Competency	Direct Reports	Self
1	Demonstrates a good understanding of the context or market in which the organisation operates.	Commercial Focus	2.00	3
4	Keeps up to date with changes in the marketplace, such as competitor information or legislation, in order to improve commercial performance or competitive advantage.	Commercial Focus	2.00	3
5	Understands who the organisation's key customers are and how best to meet their requirements.	Commercial Focus	2.50	3
23	Ensures that they and others understand the organisation's vision and that their objectives are aligned and consistent with this.	Strategic Thinking	2.50	3
24	Understands the longer term trends in their marketplace and factors these into key decisions.	Strategic Thinking	2.50	2

8. Question Ratings - Peers

Top 5 Question Ratings

No.	Question	Competency	Peers	Self
9	Remains calm under pressure and continues to communicate clearly and convincingly.	Communicating & Influencing	5.00	3
16	Approachable and easy to talk to.	Relationship Building	4.50	5
10	Shares information openly and at the appropriate time, not too little and not too late.	Communicating & Influencing	4.00	4
12	Establishes priorities quickly and accurately and organises tasks appropriately as a result.	Planning & Organising	4.00	4
17	Tuned into behaviour, reads other people well and understands the impact of their own behaviour.	Relationship Building	4.00	4

Bottom 5 Question Ratings

No.	Question	Competency	Peers	Self
4	Keeps up to date with changes in the marketplace, such as competitor information or legislation, in order to improve commercial performance or competitive advantage.	Commercial Focus	2.00	3
24	Understands the longer term trends in their marketplace and factors these into key decisions.	Strategic Thinking	2.00	2
2	Carefully considers the commercial impact of any strategies or actions they recommend.	Commercial Focus	2.50	4
5	Understands who the organisation's key customers are and how best to meet their requirements.	Commercial Focus	2.50	3
1	Demonstrates a good understanding of the context or market in which the organisation operates.	Commercial Focus	3.00	3

9. Blind Spots

Under Rated (Possible Strengths)

This section shows questions where you tended to rate yourself lower than other Rater Groups.



Look out for significant gaps in your perceptions and where your scores and their scores fall either side of the mid point.

No.	Question	Competency	Gap	Av. All Others	Self	Spans Mid Point
8	Uses a range of styles to persuade others to agree with their views or recommendations.	Communicating & Influencing	+1.50	3.50	2	✓
9	Remains calm under pressure and continues to communicate clearly and convincingly.	Communicating & Influencing	+1.50	4.50	3	
6	Communicates effectively in a variety of situations ie formal and informal as well as with small or large audiences.	Communicating & Influencing	+0.67	3.67	3	
24	Understands the longer term trends in their marketplace and factors these into key decisions.	Strategic Thinking	+0.50	2.50	2	
25	Is able to operate comfortably and contribute effectively with very senior people inside and outside the organisation.	Strategic Thinking	+0.33	3.33	3	
12	Establishes priorities quickly and accurately and organises tasks appropriately as a result.	Planning & Organising	+0.17	4.17	4	

9. Blind Spots

Over Rated (Possible Development Needs)

This section shows questions where you tended to rate yourself higher than other Rater Groups.



Look out for significant gaps in your perceptions and where your scores and their scores fall either side of the mid point.

No.	Question	Competency	Gap	Av. All Others	Self	Spans Mid Point
2	Carefully considers the commercial impact of any strategies or actions they recommend.	Commercial Focus	-1.17	2.83	4	✓
3	Effectively balances the external demand for high quality products or services with internal need to control costs and achieve business targets.	Commercial Focus	-1.00	3.00	4	
4	Keeps up to date with changes in the marketplace, such as competitor information or legislation, in order to improve commercial performance or competitive advantage.	Commercial Focus	-1.00	2.00	3	✓
13	Creates effective plans taking account of activities, duration, inter-dependencies and responsibilities.	Planning & Organising	-0.50	3.50	4	
19	Values individual differences and is perceived to be fair to all.	Relationship Building	-0.33	3.67	4	
1	Demonstrates a good understanding of the context or market in which the organisation operates.	Commercial Focus	-0.33	2.67	3	✓

10. Importance and Competency Priorities

This section shows Questions that were rated LOW by All Other Raters for Competencies that were ranked as most Important by either you or your Boss.



Look out for development priorities based on your or your Boss' evaluation of Importance.

Manager

No.	Question	Competency	Importance Rating	Question Rating All Others
11	Sets clear and challenging objectives for self and others.	Planning & Organising	Essential	3.17
15	Anticipates potential problems and risks and ensures appropriate contingency actions are built into the plan.	Planning & Organising	Essential	3.17
13	Creates effective plans taking account of activities, duration, inter-dependencies and responsibilities.	Planning & Organising	Essential	3.50

Self

No.	Question	Competency	Importance Rating	Question Rating All Others
4	Keeps up to date with changes in the marketplace, such as competitor information or legislation, in order to improve commercial performance or competitive advantage.	Commercial Focus	Essential	2.00
1	Demonstrates a good understanding of the context or market in which the organisation operates.	Commercial Focus	Essential	2.67
5	Understands who the organisation's key customers are and how best to meet their requirements.	Commercial Focus	Essential	2.67



“Set your goals high, and don’t stop till you get there.”



11. Your Personal Development Plan

This section provides you with a template for your Personal Development Plan, which you can use to plan your development activities and track your progress.

When planning your development we recommend you focus on no more than three competencies at a time. For each of these competencies, we suggest you prioritise three key actions that will help your development in this competency.

Your Personal Development Plan should include the following information, as provided in the templates on the following pages:

- **Competency:** Indicate which competency you have chosen to develop.
- **Objective:** Make a clear statement about what your overall objective is in relation to developing this competency. This should specify in more detail what aspect of the competency you want to develop. For example, under the competency Planning & Organising, your objective might be “Develop my project management skills in relation to scheduling tasks/resources efficiently, monitoring progress and keeping activities on track”.
- **Why chosen:** Indicate your reason for developing this competency. It may be an existing strength you want to capitalise on, something you are good at already but you want to develop into a strength, or an area that requires significant development.
- **Development Activities:** Identify up to three specific activities that you will undertake to enhance your performance in relation to this competency. These activities should be SMART – specific, measurable, achievable, realistic and time-bounded.
- **Support:** Agree with your line manager what help or resources, if any, you may need in order to successfully achieve each development activity. This may include support from another individual, training, equipment, etc.
- **Start / Finish:** Agree a specific date on which you will start the development activity, and a target date by when you will complete it.
- **Outcomes:** When you have completed the development activity, record when you completed it, what results you achieved and any relevant comments about the activity. Don’t forget to record anything remarkable that you have LEARNED from this experience!

Personal Development Plan

360 Propel Feedback Report

Participant: **Anne Example**

Date: 21/03/2013

Competency: _____

Objective: _____

Why chosen: Strength / Development Need

Development Activities Outcomes		Support	Start Date	Target Date	Outcomes
What actions will I take?		What help/resources might I need?	When will I start?	When will I finish?	What have I learned?
1					
2					
3					

Personal Development Plan

360 Propel Feedback Report

Participant: **Anne Example**

Date: 21/03/2013

Competency: _____

Objective: _____

Why chosen: Strength / Development Need

Development Activities Outcomes		Support	Start Date	Target Date	Outcomes
What actions will I take?		What help/resources might I need?	When will I start?	When will I finish?	What have I learned?
1					
2					
3					

Personal Development Plan

360 Propel Feedback Report

Participant: **Anne Example**

Date: 21/03/2013

Competency: _____

Objective: _____

Why chosen: Strength / Development Need

Development Activities Outcomes		Support	Start Date	Target Date	Outcomes
What actions will I take?		What help/resources might I need?	When will I start?	When will I finish?	What have I learned?
1					
2					
3					