



Individual Behaviours 360

Individual report

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Tuesday 28 November 2017

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About this report

This report is based upon the **Behaviours 360** assessment, which collects and evaluates perceptions of your behaviours in the workplace. Ratings are based on your responses and the responses of your raters.

The results give an indication of current performance and provide a platform from which an accurate picture of your strengths and development areas can be built.

The information within this report should be treated as confidential.

How to use this report

Feedback has been collected from up to five perspectives; **self, line manager, peers, direct reports** and **others**. All 360 behaviours are rated against a **1 to 6** scale:

- | | |
|---|--|
| 1 - Hardly, if ever (5% of time) | 4 - Frequently (60% of time) |
| 2 - Rarely (20% of time) | 5 - Usually (80% of time) |
| 3 - Sometimes (40% of time) | 6 - Nearly always (95% of time) |
| | N - No opportunity to observe |

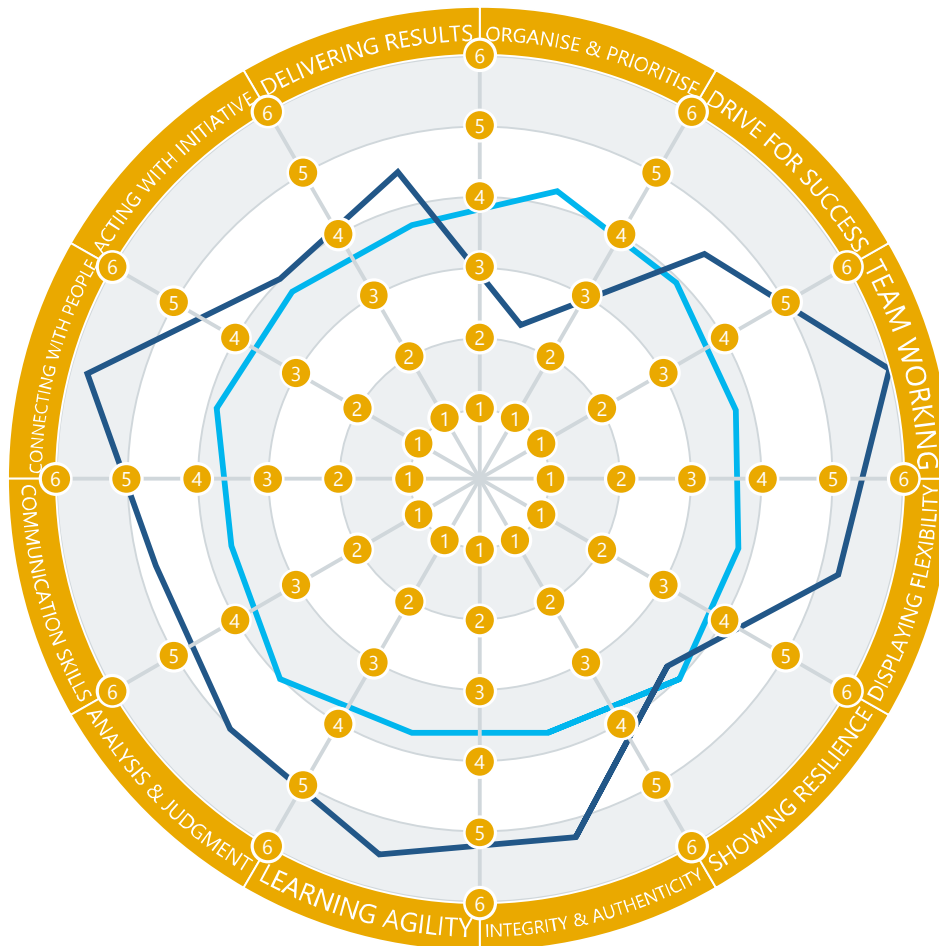
Important tips:

- Feedback is provided against the 360 behaviours only.
- Open and honest feedback is rare but is vital for personal development. All feedback is valuable and should be viewed as an opportunity for learning and development.
- Feedback is based on perceptions and should be used as a guide for development not an absolute.
- Work behaviours can be developed. Use the feedback to clarify your current strengths and areas for future development.

The purpose of this report is to help develop your work performance and provide you with feedback and focus for future personal development.

Your Behaviours 360 overview

The diagram below displays the average rating from all of your raters and from yourself on each of the 360 behaviours. This diagram enables you to see any gaps in perception between yourself and your raters.



Self rating

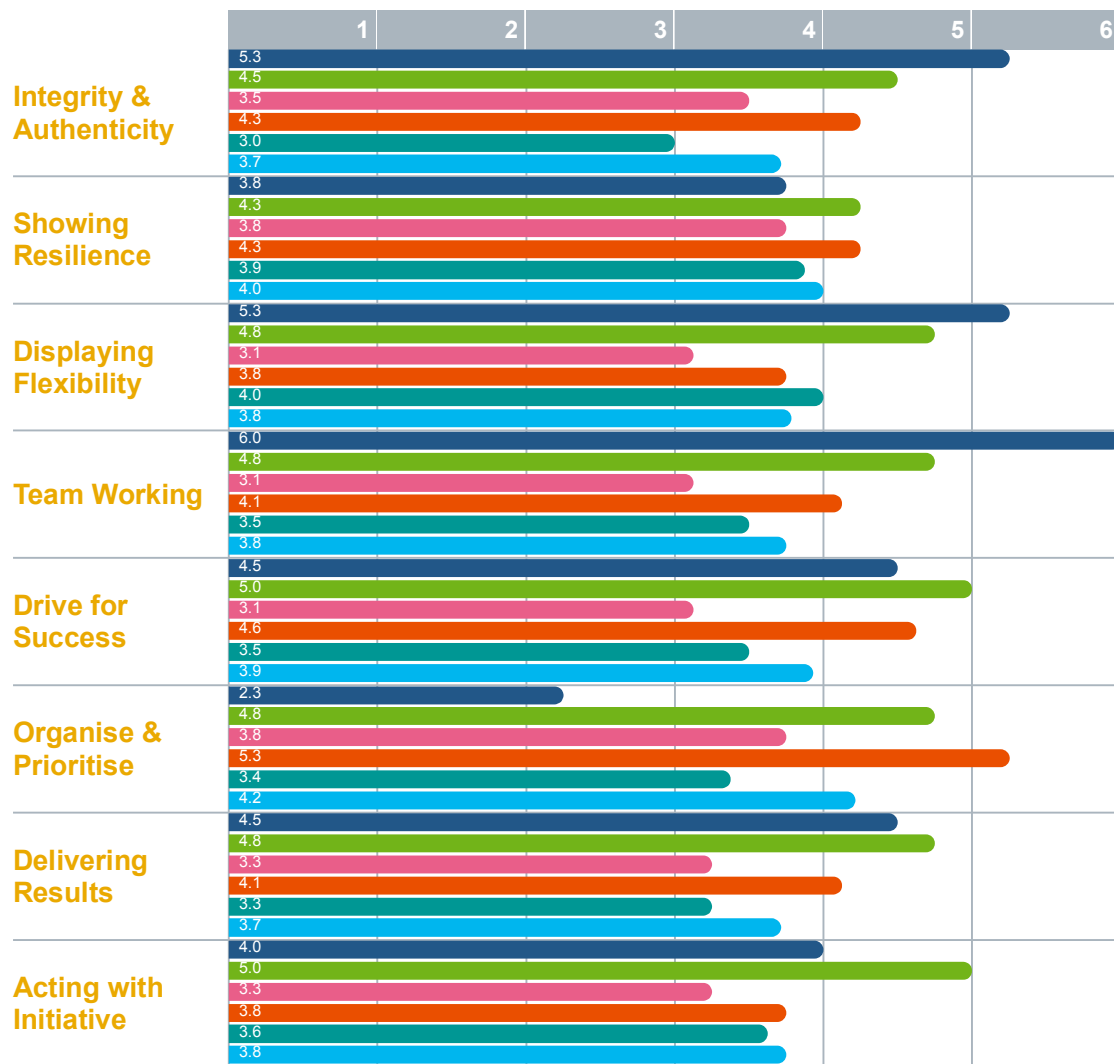
1 - Hardly, if ever
3 - Sometimes
5 - Usually

Average rating (excludes self rating)

2 - Rarely
4 - Frequently
6 - Nearly always

Your rater groups

The tables below display the average ratings given on each of the 360 behaviours by your different rater groups. These tables enable you to see any gaps in perception between yourself and your rater groups.



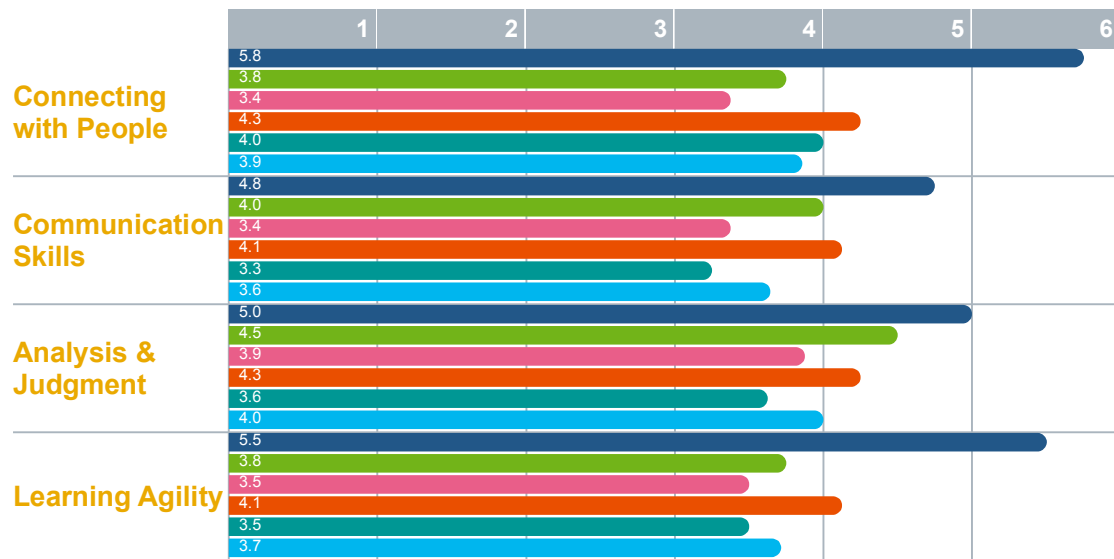
Self rating
Peers
Others

Line Manager
Direct Reports
Average rating (excludes self rating)

1 - Hardly, if ever
3 - Sometimes
5 - Usually

2 - Rarely
4 - Frequently
6 - Nearly always

Your rater groups - continued



■ Self rating
■ Peers
■ Others

■ Line Manager
■ Direct Reports
■ Average rating (excludes self rating)

1 - Hardly, if ever
 3 - Sometimes
 5 - Usually

2 - Rarely
 4 - Frequently
 6 - Nearly always

Your strengths

The table below displays the five items that received the **highest** average rating from your raters. These items may indicate areas of strength.

Avg. rating	Item	360 behaviours
4.3	Works in an enthusiastic and committed way	Drive for Success
4.3	Works in a methodical, orderly and planned manner	Organise & Prioritise
4.3	Plans in advance and puts contingency plans in place	Organise & Prioritise
4.3	Monitors progress against set objectives and project milestones	Organise & Prioritise
4.1	Copes effectively with pressure and stress	Showing Resilience

Average rating (excludes self rating)

1 - Hardly, if ever

2 - Rarely

3 - Sometimes

4 - Frequently

5 - Usually

6 - Nearly always

Your development areas

The table below displays the five items that received the **lowest** average rating from your raters. These items may indicate areas for development.

Avg. rating	Item	360 behaviours
3.3	Uses diplomacy and tact appropriately	Connecting with People
3.4	Shows a consistent set of value-driven behaviours	Integrity & Authenticity
3.4	Adapts well to new challenges	Displaying Flexibility
3.6	Works together with others to reach common goals	Team Working
3.6	Sets stretching goals	Drive for Success

Average rating (excludes self rating)

1 - Hardly, if ever

2 - Rarely

3 - Sometimes

4 - Frequently

5 - Usually

6 - Nearly always

Your hidden strengths

The table below displays up to five items that show the biggest difference; where others rated you **higher** than you rated yourself. These items may indicate areas of hidden strength. Check the item analysis pages for more detail, e.g. what is the range of scores, how many raters did you select, were the raters overly positive?

Self rating	Avg. rating	Item	360 behaviours
2	4.3	Plans in advance and puts contingency plans in place	Organise & Prioritise
2	4.3	Monitors progress against set objectives and project milestones	Organise & Prioritise
2	4	Scopes out complexity of tasks and prioritises accordingly	Organise & Prioritise
3	4.3	Works in a methodical, orderly and planned manner	Organise & Prioritise
3	4	Recovers quickly from setbacks and criticism	Showing Resilience

Self rating

1 - Hardly, if ever
3 - Sometimes
5 - Usually

Average rating (excludes self rating)

2 - Rarely
4 - Frequently
6 - Nearly always

Your blind spots

The table below displays up to five items that show the biggest difference; where others rated you **lower** than you rated yourself. These items may indicate your blind spots. Check the item analysis pages for more detail, e.g. what is the range of scores, how many raters did you select?

Self rating	Avg. rating	Item	360 behaviours
6	3.6	Works together with others to reach common goals	Team Working
6	3.6	Recognises the importance of continuous learning	Learning Agility
6	3.7	Encourages openness and sharing of information	Team Working
6	3.7	Shows openness to feedback and awareness of development areas	Learning Agility
6	3.9	Treats others fairly	Integrity & Authenticity

Self rating

1 - Hardly, if ever
3 - Sometimes
5 - Usually

Average rating (excludes self rating)

2 - Rarely
4 - Frequently
6 - Nearly always

Your item analysis

The tables in the following section display the spread of scores given by yourself and all rater groups on each item. The average rating for each item is shown with the previous average score in brackets. Alongside this the number of times a particular score was given by each rater group is displayed. Each item is arranged in order by the average rating. The number (1-6) at the top of each column represents the rating given. N indicates 'No opportunity to observe'. If you had less than 3 raters complete in any group (except line manager) their score will not be shown and is indicated by *.

Raters included in this report

Other	2
Line Manager	1
Direct Reports	2
Peers	2

Integrity & Authenticity

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Is open and honest towards other people	5	3.9					1				1	1					1				1			1			1			
Treats others fairly	6	3.9				1					1		1					1			1			1		1				
Acts in a dependable and reliable manner	5	3.7					1			1			1					1			1			1		1				
Shows a consistent set of value-driven behaviours	5	3.4				1				1			1				1				1			1		1				

Showing Resilience

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Copes effectively with pressure and stress	4	4.1					1				1			1				1			1			1			1			
Remains composed under pressure	4	4				1					1					1		1							1			1		
Recovers quickly from setbacks and criticism	3	4			1						1			1				1			1				1			1		
Displays self confidence	4	3.9					1				1			1				1			1			1			1			

Displaying Flexibility

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Adapts style as a result of feedback	6	4					1			1				1			1				1				1				1	
Easily stretches personal comfort zone	5	4					1			1					1		1				1				1				1	
Adapts appropriately to different people and situations	5	3.7					1			1				1						1			1		1			1		
Adapts well to new challenges	5	3.4				1				1				1			1				1			1				1		

Team Working

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Collaborates effectively with others	6	3.9					1			1			1				1					1				1				
Builds a harmonious working climate	6	3.9				1					1		1		1			1				1			1		1			
Encourages openness and sharing of information	6	3.7					1			1			1					1				1			1			1		
Works together with others to reach common goals	6	3.6					1			1			1				1					1			1			1		

Drive for Success

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Works in an enthusiastic and committed way	6	4.3					1					1	1									1	1					1		
Shows persistence and tenacity to exceed goals	5	4					1					1			1						1				1				1	
Focuses on the end goal	3	3.9					1					1			1								1		1			1		
Sets stretching goals	4	3.6					1					1			1						1				1				1	

Organise & Prioritise

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Works in a methodical, orderly and planned manner	3	4.3					1			1					1						1	1			1			1		
Plans in advance and puts contingency plans in place	2	4.3				1				1					1						1	1			1				1	
Monitors progress against set objectives and project milestones	2	4.3					1			1					1						1	1			1			1		
Scopes out complexity of tasks and prioritises accordingly	2	4					1			1					1						1	1			1			1		

Delivering Results

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Follows tasks through to completion	5	3.9					1			1					1		1				1			1						
Drives projects to satisfactory results	4	3.7					1			1					1		1				1			1						
Delivers results in a timely manner and consistently achieves objectives	4	3.7					1			1					1		1				1			1						
Delivers high quality outputs	5	3.6					1			1					1		1				1			1						

Acting with Initiative

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Seizes opportunities	4	3.9					1			1							1						1							1
Proactively seeks out opportunities	4	3.7					1			1							1						1							1
Makes things happen	4	3.7					1			1							1						1							1
Takes calculated risk	4	3.7					1			1							1						1							1

Connecting with People

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Relates well to people at all levels within the organisation	6	4.1				1				1				1						1			1					1		
Shows warmth and enthusiasm when interacting with others	6	4.1				1					1			1						1			1				1		1	
Builds constructive and effective relationships with people	6	3.9				1				1				1						1			1				1		1	
Uses diplomacy and tact appropriately	5	3.3			1					1				1						1			1			1			1	

Communication Skills

	Self rating	Avg. rating	Line Manager						Peers						Direct Reports						Others									
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Adapts communication style and content according to the audience	5	3.9				1				1				1			1				1			1						
Speaks in a clear and concise manner	4	3.6				1				1				1			1				1			1						
Shows enthusiasm and passion when communicating verbally	5	3.6				1				1				1			1				1			1						
Conveys verbal messages confidently	5	3.6				1				1					1		1				1			1						

Analysis & Judgment

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Spots patterns and trends in the data and tests assumptions	5	4.1					1			1			1				1				1			1				1		
Uses information and data effectively to make balanced judgments to support decision making	5	4.1				1				1					1					1	1				1				1	
Identifies how problems impact the larger system	5	4.1					1			1			1				1					1				1		1		
Looks at problems from different angles	5	3.6				1				1			1				1					1			1		1			

Learning Agility

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Develops new skills or technical knowledge quickly	5	4				1				1				1						1			1				1			
Shows openness to feedback and awareness of development areas	6	3.7			1					1					1					1			1		1			1		
Recognises the importance of continuous learning	6	3.6				1					1	1								1			1		1					
Proactively seeks out opportunities to learn new skills	5	3.6				1				1				1						1			1		1			1		

Your rater comments

The following comments are made by your 360 feedback raters.

What you should stop doing

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Your rater comments

The following comments are made by your 360 feedback raters.

What you should do differently or start doing

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Your rater comments

The following comments are made by your 360 feedback raters.

What you should continue to do

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Appendix

Your personal development

Answer the questions below to begin mapping out a **personal development plan**.

Your reflections

- What have you learnt or become aware of from reading your Behaviours 360 report?

Your strengths

- How are your strengths working for you?
- How can you make more use of your strengths to your own and your organisation's advantage?

Your development

- How are your development areas limiting or hindering your performance?
- What actions can you take to address your development areas?

Your actions

Your Behaviours 360 report provides you with valuable feedback. By sharing your profile with your manager, you will be providing them with vital information to help them support your development.

Following your discussion with your manager, please update your personal development plan.



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