



360° Feedback Report

by Psychological Consultancy Ltd

Sophie Sample

616-308

About PM360™

In this approach, an individual's self ratings are compared to behavioural ratings by others that they interact with at work: their line manager, their peers, direct report, customers or clients. This all round perspective provides a particularly robust assessment, and a sound basis for reviews, appraisals and particularly for personal development. PROFILE:MATCH® 360° assessments are based either on the key selected competencies for a role or, taking a broader approach, on a generic set of widely appreciated work related competencies.

As the candidate for this assessment, you will have completed two questionnaires. This report is based on your responses to these questionnaires, together with results from questionnaires completed by your various assessors.

The first questionnaire you completed was concerned with your competency potential, the extent to which your personality is either an enabling factor in relation to each competency or something that will tend to interfere with performance. This psychometric self-report questionnaire was completed only by you. Its purpose is to provide a comparison between your potential and your performance, a perspective that can make an important contribution to the eventual outcome of the 360° process in terms of your future personal development planning.

The second questionnaire that you completed was a 360° behavioural rating questionnaire covering the same set of competencies. The focus in this questionnaire was on your behaviour and the way that you actually perform in relation to each competency. Each of your 360° assessors completed a parallel version of this questionnaire.

The feedback in this report should help you to understand how your behaviour is perceived by others and provide the basis for a re-evaluation of your talents and weaknesses, and confirm the behaviour that is most likely to get results.

This 360° process can give valuable information on:

- any differences that might exist between your perception of your talents at work and how they are perceived by others.
- any differences that might exist between the observations of different groups of raters, for example, does your line manager have the same view of you as your direct reports?
- the comparison between different raters' views of your performance based on observed behaviour and the estimates of your potential for each of the competencies assessed.

The 360° process gives you a great deal of information to work with and a rare opportunity to re-evaluate your performance from this wider basis. It has the potential to contribute to future decisions about deployment, careers and personal development.

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Your Raters

All the raters who answered the PM360™ questionnaire about you are listed below. Please note that if you selected your own raters, some individuals may have been re-allocated by your Survey Manager, in which case they would appear below in a different group.

Manager

Henry
Louisa
Martin
Melissa

Peer

Elisabeth
Kelly
Lisa
Peter

Direct Report

Catherine
Luke
Paul
Rosie
William

Client

Emma
Jake
Ollie

How to use the PM360™ Feedback Report

Structure of the report

This report is divided into a number of sections.

Introduction

The introductory pages describe the content of the PM360™ report and give a brief description of the competencies addressed.

Part 1 - Comparing assessor ratings

The first part presents a number of graphs depicting the various ratings from each group of assessors as well as an aggregate of all assessors' ratings. Any significant differences are highlighted.

Part 2 - Self rating versus self-report

The second part highlights any notable differences between the rank ordering of the competencies from (a) your own rating of your performance, (b) your self-report assessment of your potential and (c) the overall performance ratings by your raters.

Part 3 - Your competency profiles

The third section forms the heart of the report and gives the results from the PROFILE:MATCH® assessment process and the PM360™ rating process. Implications from the competency potential score are discussed and differences between performance ratings highlighted.

Part 4 - Planning your development

This section will help you to focus on the most important findings for your future development and give advice on how to set some development objectives for the future.

MATCH:UP™

This is an online personal development planning tool. Designed to complement the PM360™, it offers the opportunity to improve competencies and interpersonal performance, building on the sound foundation of informed self-awareness.

There are four parts to the MATCH:UP™ programme:

Part 1: Goal Setting

Part 2: Strategy

Part 3: Clearing the Decks

Part 4: Implementation

In today's constantly and rapidly changing world, we all face the need to step up to new challenges.

MATCH:UP™ provides a unique action plan to harness the most positive aspects of personality and to manage others in accordance with desired development goals.

Google™ 'profile match' and visit our website for further information.

Competencies Assessed

The following competencies were selected as being relevant to the development of Sophie Sample:

Commitment

This is concerned with a readiness to identify with the organisational objectives and values, a determination to make one's mark, and a desire to achieve high standards. Such people are good 'organisational citizens' who comply with the expectations and procedures that define an organisation's culture.

Decision Making

Having the strategies to capture the key information and a broad enough perspective to see the wider issues, high scorers will also be rational, calm and composed. They should cope with the uncertainty of unresolved questions, and be committed to decisions that advance the ambitions of the organisation.

Planning And Organising

Having a recognition of the need for procedures, careful planning and co-ordination in order to realise the organisation's objectives. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

Project Management

Being able to take responsibility for projects and to do whatever is necessary to achieve their objectives on time and within budget. Such people will be well organised, attentive to detail, able to set clear deadlines for providers and have the people skills to get the best from participants.

Team Orientation

Being enthusiastic about working with others in a group setting and about sharing one's expertise. Such people will have the temperament to get along with others, be capable of accepting criticism of their ideas and not disposed to take it personally. They should be easy to get along with and receptive to the contributions of others.

Overall Profile - the big picture



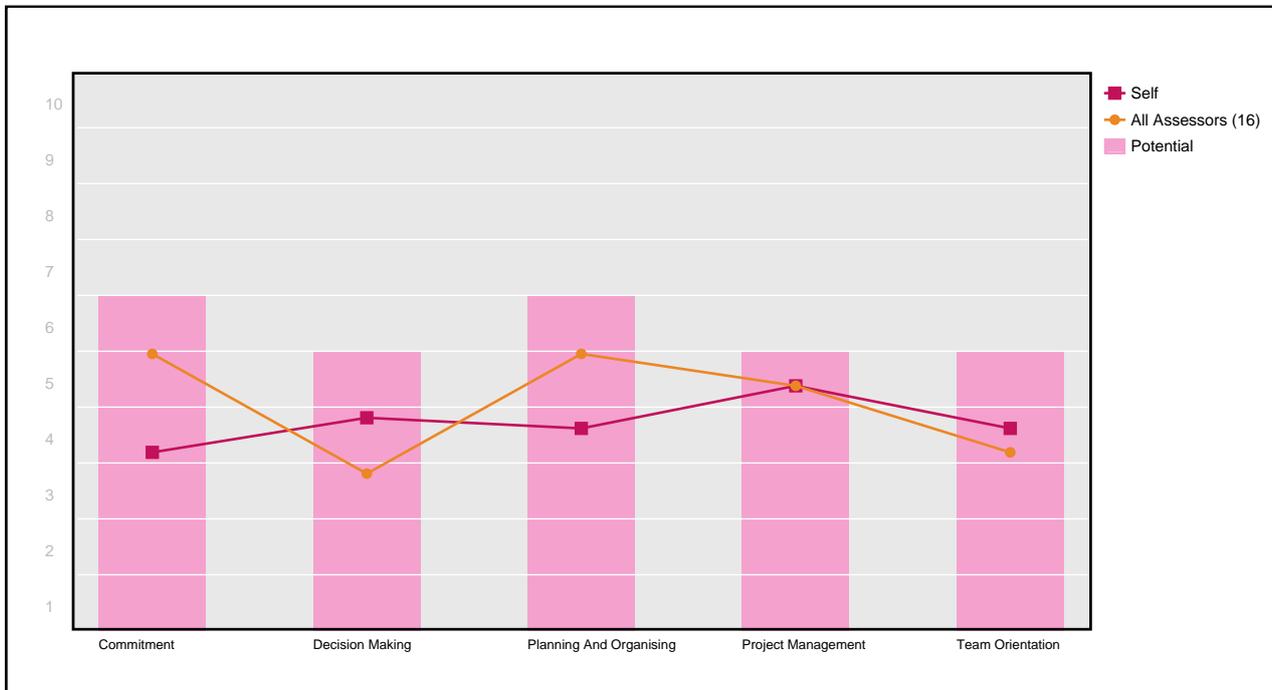
The graph above shows:

1. Your self ratings on all the competencies
2. The average of each assessor group's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on each of the competencies

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

All Assessors vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. The average of All Assessor ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

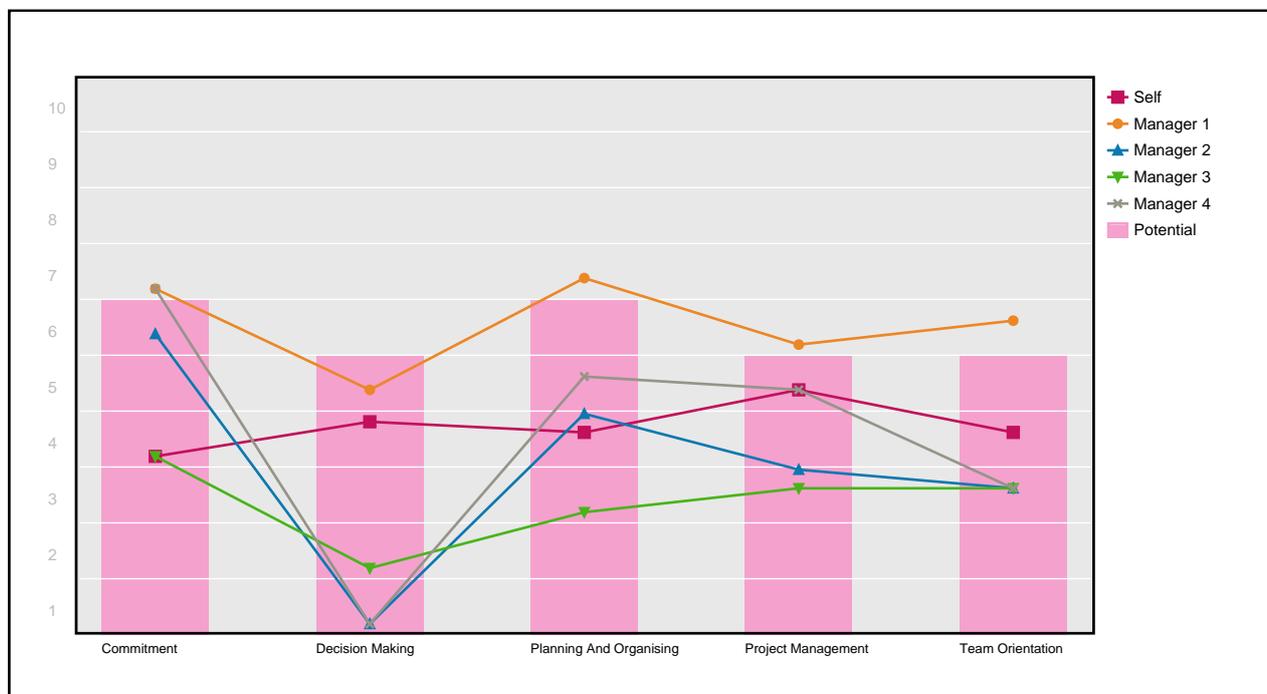
Significant differences between All Assessor and Self ratings:

All Assessors rated you significantly higher on Commitment, Planning And Organising.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Managers vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. Each individual Manager's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between Manager and Self ratings:

Manager 1 rated you significantly higher on Commitment, Planning And Organising, Team Orientation.

Manager 2 rated you significantly higher on Commitment.

Manager 4 rated you significantly higher on Commitment.

Manager 2 rated you significantly lower on Decision Making, Project Management.

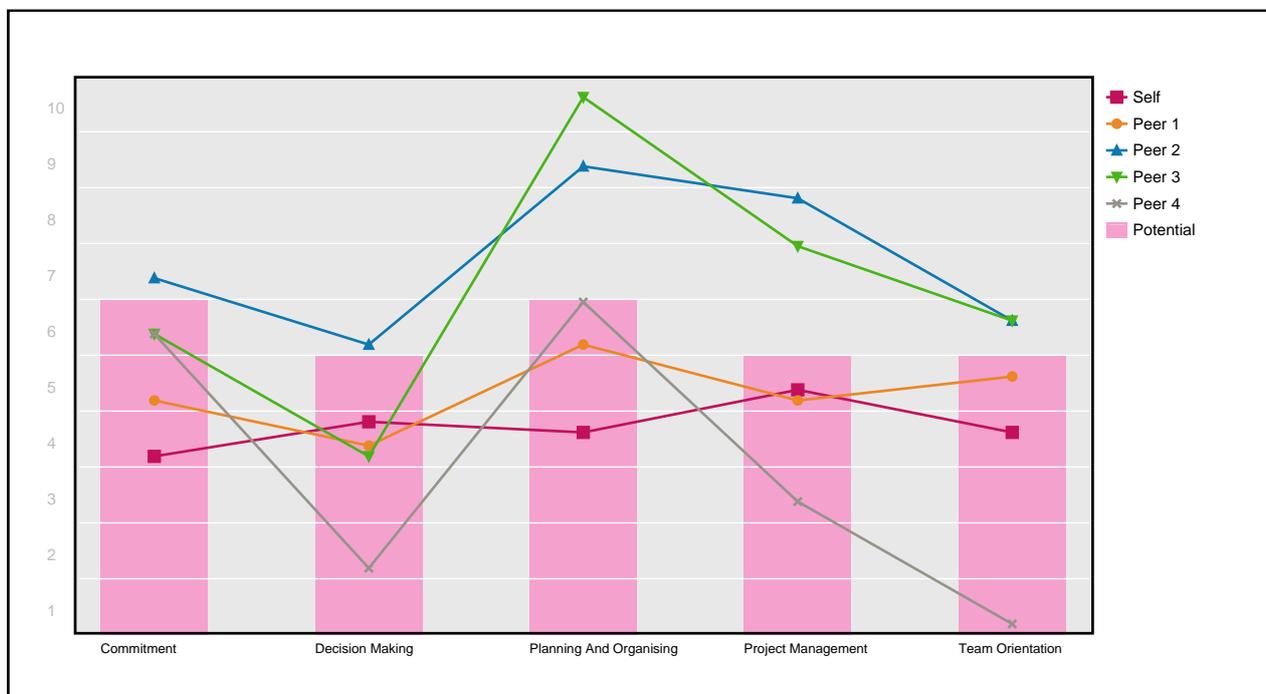
Manager 3 rated you significantly lower on Decision Making, Planning And Organising, Project Management.

Manager 4 rated you significantly lower on Decision Making.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Peers vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. Each individual Peer's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between Peer and Self ratings:

Peer 1 rated you significantly higher on Planning And Organising.

Peer 2 rated you significantly higher on Commitment, Decision Making, Planning And Organising, Project Management, Team Orientation.

Peer 3 rated you significantly higher on Commitment, Planning And Organising, Project Management, Team Orientation.

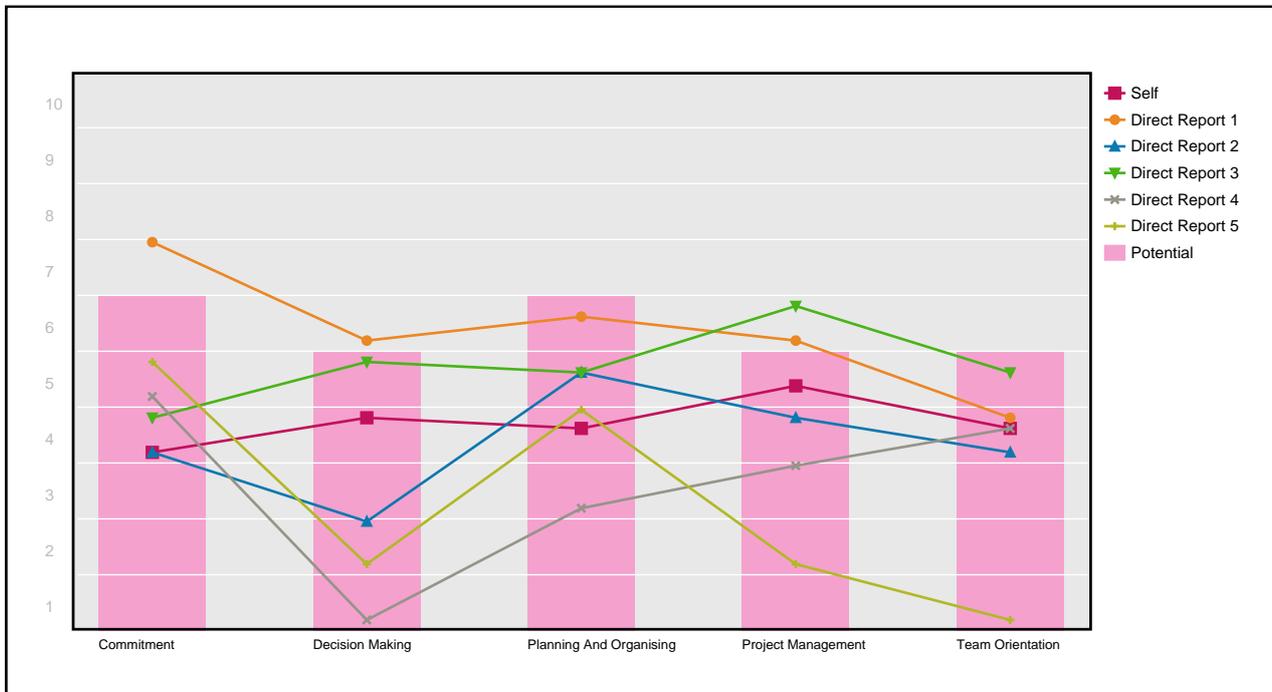
Peer 4 rated you significantly higher on Commitment, Planning And Organising.

Peer 4 rated you significantly lower on Decision Making, Project Management, Team Orientation.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Direct Reports vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. Each individual Direct Report's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between Direct Report and Self ratings:

Direct Report 1 rated you significantly higher on Commitment, Decision Making, Planning And Organising.

Direct Report 3 rated you significantly higher on Project Management.

Direct Report 5 rated you significantly higher on Commitment.

Direct Report 2 rated you significantly lower on Decision Making.

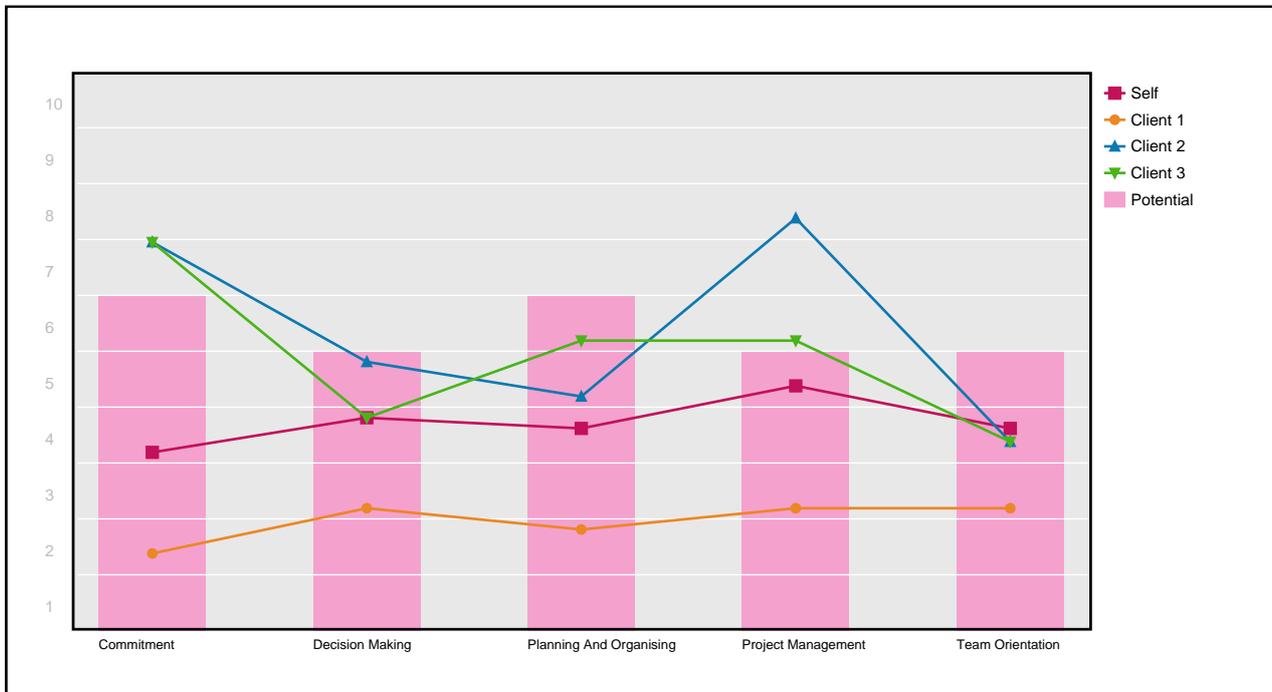
Direct Report 4 rated you significantly lower on Decision Making, Planning And Organising, Project Management.

Direct Report 5 rated you significantly lower on Decision Making, Project Management, Team Orientation.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Clients vs Self



The graph above shows:

1. Your self ratings on all the competencies
2. Each individual Client's ratings on all the competencies
3. Your potential, as assessed by the PROFILE:MATCH® questionnaire, on all the competencies

Significant differences between Client and Self ratings:

Client 2 rated you significantly higher on Commitment, Project Management.

Client 3 rated you significantly higher on Commitment, Planning And Organising.

Client 1 rated you significantly lower on Commitment, Decision Making, Planning And Organising, Project Management, Team Orientation.

Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results. (See Part Two for a fuller discussion.)

Performance vs Potential



In effect, your contribution to this 360° assessment has been to rate yourself in two different ways on the same competencies. Firstly, you completed the self-report PROFILE:MATCH® questionnaire which produced scores of your potential for each competency (the pink bars above), these show the extent to which your personality is likely to facilitate or interfere with that competency. Secondly, you completed the 360° survey, rating your own performance on each competency. In addition to these two self-assessments, each of your assessors has also provided ratings of your performance. The average rating for each assessor group is plotted on the graphic above.

How to use this information

You may find it useful to note any competencies in the table above where there is a ranking difference of more than two and to reflect on the reason for this - these cases are highlighted in pink in the Difference columns on the right of the table. There is additional information on the next page to help you make sense of any of these significant differences.

Accounting for performance/potential differences

Significant differences between performance and potential will often be fruitful areas for personal development, whether you get higher rankings for potential or higher rankings for performance.

Performance rated lower than potential

Where you have higher rankings for potential it would seem that performance is not reflecting the qualities that should give you an advantage in this area. There are many possible explanations for this and only you are really in a position to consider why this is happening. Consider the following:

(a) Is it situational? Are opportunities to shine in this area blocked by other more pressing priorities (yours or the company's), or by others who control that territory due to talent or seniority?

[YES] [NO] [MAYBE]

(b) Is it motivational? Are there other factors operating to suppress your motivation or desire to succeed in these areas (low employee engagement, lack of ambition, work tensions or other worries)?

[YES] [NO] [MAYBE]

(c) Although your temperament may be ideal, do your skills and knowledge compare unfavourably with other colleagues or with the norm for the organisation? Could it be that you need to put in some work to make yourself a viable player in this area?

[YES] [NO] [MAYBE]

(d) Are you simply unaware of your talents and their potential to enhance your career? Perhaps, like many other people, you are taking your exceptional qualities for granted, viewing them as uninteresting because they are so familiar?

[YES] [NO] [MAYBE]

Performance rated higher than potential

In this scenario, it may appear that you are out-performing your abilities and while this may seem paradoxical it is perfectly possible. Again, only you are really in a position to consider why this is happening. For examples of why this might be, consider the following:

(a) Have you had the opportunity to build your effectiveness bit by bit over time? Might you be delivering on that competency, but only as it applies in that specific situation? Are you in a situation that is particularly supportive in some way?

[YES] [NO] [MAYBE]

(b) Are you very self-aware, alert to your shortcomings and able to manage them? Does your self-knowledge help you to restrain less productive behaviours or alert you to the need to find alternative strategies in order to be effective?

[YES] [NO] [MAYBE]

(c) Is your performance flattered by the relatively poor performance of others? In 360° assessments, you are viewed in the context of local culture and expectations. Ratings will reflect this and, to this extent, they are more relative than absolute.

[YES] [NO] [MAYBE]

(d) Are you highly ambitious and determined to make the best of every opportunity? Are you so competitive that you work hard to raise your game? Do you think that your performance ratings may be influenced by the fact that you are energetic or high profile?

[YES] [NO] [MAYBE]

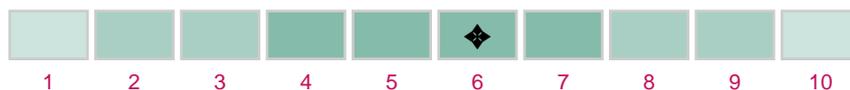
Commitment - definition

This competency is concerned with the readiness to identify with the objectives and values of an organisation, to be an energetic and ambitious employee who works to high standards and does things 'by the book'. High ratings distinguish those looking for deeper involvement in their job than those who view it as a simple 'work for hire' arrangement. Such people like to feel that they belong and are ready to make a commitment. Implicit in this will be an expectation that, in their turn, they will be valued and respected by the employing organisation.

Commitment - potential

Your potential for Commitment competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Commitment profile

Conforming: You are as likely as most other people to conform to rules and regulations. Even if you identify with the values of freedom and individuality, you will generally expect to fall in line with the procedures and practices of the organisation. Such people generally abide by the spirit of established rules and procedures, even if they are not always compliant with every detail.

Loyal: You should be as committed to the organisation as most people. Such people may not go to extremes of loyalty or dutifulness. They may be concerned about seeming fawning or subservient, but they should appreciate being recognised as good organisational citizens.

Methodical: You should be very organised, systematic and thorough in your approach and concerned to do things 'by the book'. You will have an appreciation for the importance of procedures and guidelines in the running of an efficient organisation. People with this profile are likely to take pride in their work, take care over tasks and be well organised.

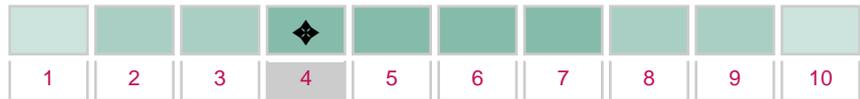
Assertive: You appear to be quite easy-going. Such people may be wary about taking on additional responsibilities and may not show very much initiative. Many with this profile will be very confident in their area of expertise, but content with their position in life and their current status. Such people may enjoy their work for a wide variety of reasons, but they are unlikely to have a sense of urgency or passion about making the company successful.

Commitment - performance ratings

Sophie Sample has been rated by yourself and various other colleagues at work on your commitment competence. These performance ratings are shown in the charts below.

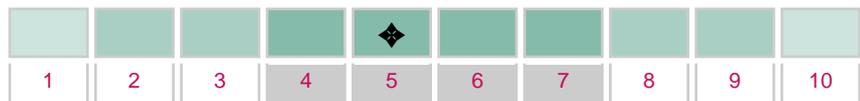
SELF

range of ratings



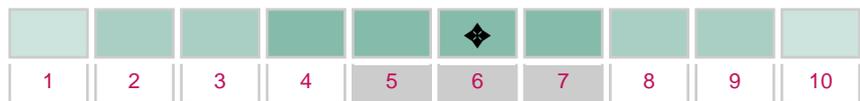
MANAGER (4)

range of ratings



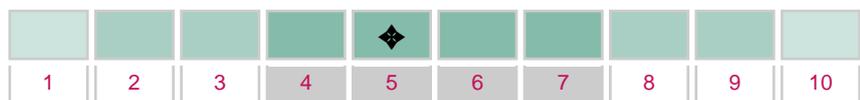
PEER (4)

range of ratings



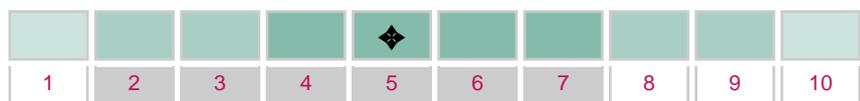
DIRECT REPORT (5)

range of ratings



CLIENT (3)

range of ratings



Commitment - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

Do you insist on unnecessarily rigid procedures for every task?

Do you get overloaded trying to complete tasks to unnecessarily high standards?

Are you driven enough to contribute towards company objectives?

Does modest drive prevent your talents from being expressed?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

· Your self rating, which is in the low average range, is significantly lower than your peers'.

These ratings should be viewed alongside the assessment evidence of your commitment capability which suggests you would be capable of average competence in this area.

Most and least endorsed items - Commitment

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

			AVG
1	Takes part in all aspects of organisational life	P	4.5
2	Views being dutiful as compromising one's individuality	N	4.4
3	Defends and lives by company decisions, even when they are unpopular	P	4.1
4	Works hard to deliver on time and to the required specification	P	4.0

The four **LEAST** endorsed items

1	Concerned to do everything to a consistently high standard	P	0.8
2	Content if work is satisfactory rather than aspiring to perfection	N	0.9
3	Fulfils contractual requirements, but without giving additional time and energy	N	1.2
4	Takes a leisurely, unhurried approach to task completion	N	2.9

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1	Views being dutiful as compromising one's individuality	N	5.0
2	Takes part in all aspects of organisational life	P	5.0
3	Is determined to make a success of things	P	4.8
4	Works hard to deliver on time and to the required specification	P	4.2

The four **LEAST** endorsed items

1	Concerned to do everything to a consistently high standard	P	0.5
2	Content if work is satisfactory rather than aspiring to perfection	N	0.8
3	Fulfils contractual requirements, but without giving additional time and energy	N	0.8
4	Takes a leisurely, unhurried approach to task completion	N	2.8

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1	Views being dutiful as compromising one's individuality	N	4.2
2	Takes part in all aspects of organisational life	P	4.2
3	Defends and lives by company decisions, even when they are unpopular	P	4.2
4	Works hard to deliver on time and to the required specification	P	3.4

The four **LEAST** endorsed items

1	Concerned to do everything to a consistently high standard	P	0.8
2	Fulfils contractual requirements, but without giving additional time and energy	N	1.0
3	Content if work is satisfactory rather than aspiring to perfection	N	1.2
4	Is determined to make a success of things	P	3.0

Decision Making - definition

This competency is concerned with achieving the right balance between indecisiveness and taking unnecessary risk. Decision makers need to be resourceful and confident in their own abilities so that they are able to deal calmly with problems, choices and uncertainty. They need to ensure that they are adequately informed on all the issues and to be rational in their judgements. In the case of strategic decisions, they will also need the vision and big picture perspective to see the issues in the wider context.

Decision Making - potential

Your potential for Decision Making competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Decision Making profile

Questioning: You seem to be down-to-earth and concerned mainly with practicalities. When making decisions you may look more to the immediate workable option, rather than to more imaginative solutions. Typically, your decisions are likely to be based on the tried and tested, rather than on speculative ideas.

Informed: Apparently not especially disposed to actively researching issues, you may often give priority to your own views and practical experiences when making decisions. Having a modest regard for the value of information, you may be inclined towards a more intuitive, optimistic approach to decision making.

Self-confident: You do not appear to be a very confident person. However well you actually manage in situations where you need to make an impression on others, you will probably feel some degree of uncertainty or self-consciousness. Any such self-doubts may contribute to a rather cautious approach to making decisions.

Compliant: You seem to be as compliant as the next person. You will generally expect to make your decisions within the context of the organisation's values, rules and procedures, and your decision making should not be contentious from that point of view.

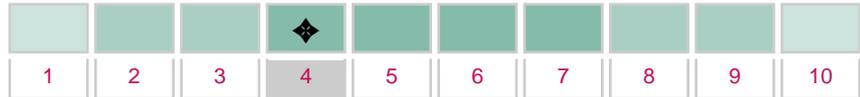
Rational: You are probably open to the influence of a wider range of theories or opinions than most. This may include a degree of fascination with alternative or unorthodox ideas. You are likely to apply wider rules of acceptability than the usual criteria for what is believable. You may sometimes make judgements and decisions on that sort of basis, rather than on a narrowly rigorous analysis of the situation.

Decision Making - performance ratings

Sophie Sample has been rated by yourself and various other colleagues at work on your decision making competence. These performance ratings are shown in the charts below.

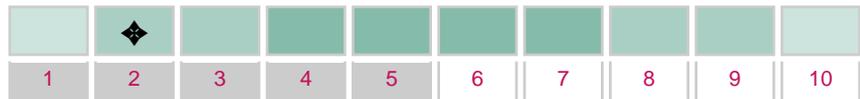
SELF

range of ratings



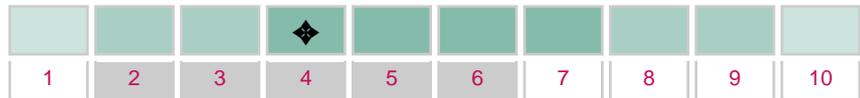
MANAGER (4)

range of ratings



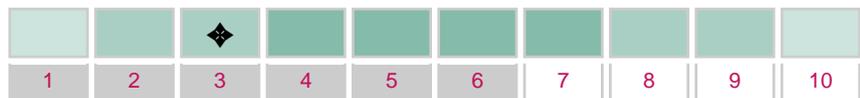
PEER (4)

range of ratings



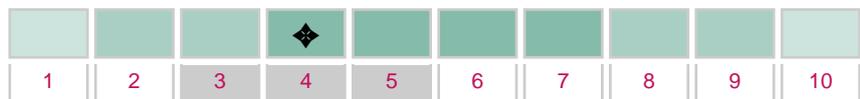
DIRECT REPORT (5)

range of ratings



CLIENT (3)

range of ratings



Decision Making - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

Do you lack the imagination needed to see the bigger picture and to expand the range of options considered?

Do you rely on personal experience and intuition as a basis for decisions, rather than adequate research?

Are you lacking in confidence, indecisive and, as a result, do you tend to rely excessively on the contributions of others in your decision making?

Are you influenced by ideas that would be hard to substantiate, making judgements on the basis of your 'gut feelings' rather than from analysis?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the low average range, is significantly higher than your managers'.
- Why do you think your managers' rating is significantly lower than your peers' and clients' ratings?

These ratings should be viewed alongside the assessment evidence of your decision making capability which suggests you would be capable of average competence in this area.

Most and least endorsed items - Decision Making

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items **AVG**

1	Always excited by new ideas and different viewpoints	P	3.4
2	Is confident, decisive and sure of himself	P	3.2
3	Can appear dismissive of other contributions to the decision making process	N	3.0
4	Their decisions are widely respected and reinforce company values	P	2.9

The four **LEAST** endorsed items

1	It can sometimes be difficult to see the logic of their viewpoint	N	1.4
2	Shows little regard for the culture of the company when making decisions	N	1.4
3	Has so many new ideas that it delays decision making	N	1.5
4	Relies on own intuition rather than gathering all possible information	N	1.9

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1	Always excited by new ideas and different viewpoints	P	3.5
2	Their decisions are widely respected and reinforce company values	P	3.0
3	Is confident, decisive and sure of himself	P	3.0
4	Can appear dismissive of other contributions to the decision making process	N	2.8

The four **LEAST** endorsed items

1	It can sometimes be difficult to see the logic of their viewpoint	N	0.8
2	Shows little regard for the culture of the company when making decisions	N	0.8
3	Has so many new ideas that it delays decision making	N	1.0
4	Relies on own intuition rather than gathering all possible information	N	1.5

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1	Is confident, decisive and sure of himself	P	3.2
2	Always excited by new ideas and different viewpoints	P	3.2
3	Can appear dismissive of other contributions to the decision making process	N	3.0
4	Researches issues thoroughly before making decisions	P	2.8

The four **LEAST** endorsed items

1	Has so many new ideas that it delays decision making	N	1.6
2	It can sometimes be difficult to see the logic of their viewpoint	N	1.6
3	Shows little regard for the culture of the company when making decisions	N	1.6
4	Relies on own intuition rather than gathering all possible information	N	1.8

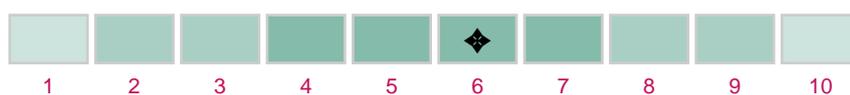
Planning And Organising - definition

This competency is concerned with the ability to take the objectives of the organisation and its overall strategies, and to devise and implement the processes by which these can be realised. High ratings for this competency will reflect high standards and recognition of the need for procedures, careful planning and co-ordination. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

Planning And Organising - potential

Your potential for Planning And Organising competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Planning And Organising profile

Evidence Based: You may sometimes be happy to rely on your existing knowledge and your own judgement when planning and organising. Being more tolerant of uncertainty and ambiguity than most, you may not feel the need to resolve every issue. Rather than routinely initiating detailed enquiries you may sometimes assume that you have sufficient insight from what is immediately apparent or from your personal experience.

Concerned about Quality: You are likely to be very conscientious and concerned to do everything to a high standard. People with a similar profile to this prefer to carefully plan their work, so that anything produced is of high quality and delivered on time. You appear to be very organised and are likely to closely monitor the progress of any work for which you are responsible.

Conventional: You will be as conventional and amenable as the next person, and will generally expect to fit in with workplace expectations and to direct your planning and organisational efforts towards organisational goals. Similar people to you generally abide by the spirit of established rules and procedures, even if they are not always compliant with every detail.

Reliable: Regardless of whether you have a particular talent for organisation, you are not particularly impulsive or spontaneous and will be no more risk-taking than the next person. You should be steady, consistent and reasonably predictable.

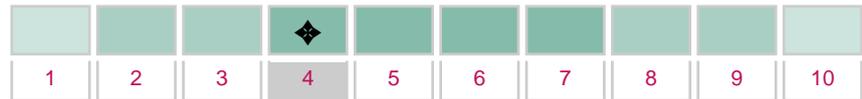
Committed: You should be as committed to the organisation as most people, although you are unlikely to go to extremes of loyalty or duty. Even if you view such behaviour as rather outmoded, you should appreciate being recognised as a good organisational citizen.

Planning And Organising - performance ratings

Sophie Sample has been rated by yourself and various other colleagues at work on your planning and organising competence. These performance ratings are shown in the charts below.

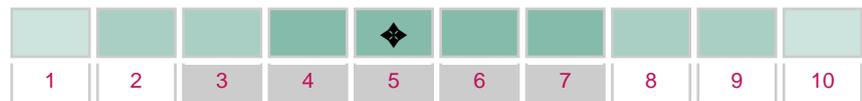
SELF

range of ratings



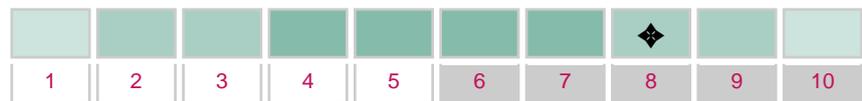
MANAGER (4)

range of ratings



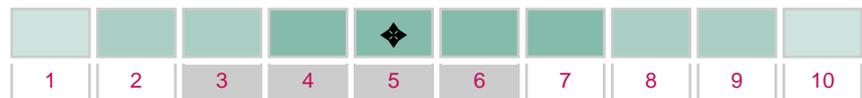
PEER (4)

range of ratings



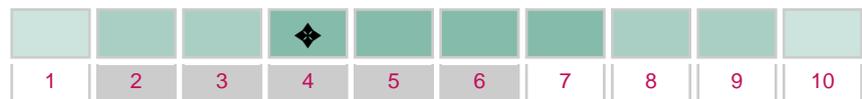
DIRECT REPORT (5)

range of ratings



CLIENT (3)

range of ratings



Planning And Organising - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you. Are you over confident about your grasp of all the variables, and so tolerant of uncertainty and ambiguity, that you may overlook something critical?

Are you so organised that you seem to be inflexible and set in your ways?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the low average range, is significantly lower than your peers'.
- Why do you think your managers' rating is significantly lower than your peers' ratings?
- Your peers' rating is significantly higher than your direct reports' and clients' ratings; can you think of a reason for this?

These ratings should be viewed alongside the assessment evidence of your planning and organising capability which suggests you would be capable of average competence in this area.

Most and least endorsed items - Planning And Organising

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

			AVG
1	Works hard to clarify any 'grey areas' in policies or procedures	P	3.7
2	Readily deals with things 'on the hoof' with little preparation	N	3.7
3	Relaxed about deadlines, targets or quality standards	N	3.6
4	Considers the organisational culture when planning for the future	P	3.3

The four **LEAST** endorsed items

1	Overlooks the latest developments when planning things	N	0.9
2	Plans in ways that reinforce the organisation's wider objectives and strategies	P	0.9
3	Tends to plan things on impulse or at the last minute	N	1.2
4	Carefully researches issues and alternatives before finalising plans	P	1.9

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1	Relaxed about deadlines, targets or quality standards	N	5.0
2	Readily deals with things 'on the hoof' with little preparation	N	4.8
3	Works hard to clarify any 'grey areas' in policies or procedures	P	4.0
4	Pays little regard to the established values and policies of the organisation	N	4.0

The four **LEAST** endorsed items

1	Plans in ways that reinforce the organisation's wider objectives and strategies	P	0.0
2	Tends to plan things on impulse or at the last minute	N	0.2
3	Carefully researches issues and alternatives before finalising plans	P	1.0
4	Overlooks the latest developments when planning things	N	1.0

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1	Readily deals with things 'on the hoof' with little preparation	N	4.2
2	Considers the organisational culture when planning for the future	P	3.8
3	Works hard to clarify any 'grey areas' in policies or procedures	P	3.4
4	Relaxed about deadlines, targets or quality standards	N	2.8

The four **LEAST** endorsed items

1	Plans in ways that reinforce the organisation's wider objectives and strategies	P	0.8
2	Overlooks the latest developments when planning things	N	1.2
3	Tends to plan things on impulse or at the last minute	N	1.8
4	Pays little regard to the established values and policies of the organisation	N	2.2

Project Management - definition

This competency is concerned with taking responsibility and doing whatever it takes to achieve project objectives; being driven, energetic and keen to test one's skills. People who fit this profile will be calm, reliable and able to work under pressure. They should achieve a balance between being organised and attentive to detail and being flexible enough to cope with snags and complications. Finally they need to be able to complement their focus on task completion with the interpersonal skills required to get the best from a project team.

Project Management - potential

Your potential for Project Management competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Project Management profile

Enterprising: Your scores suggest that you will be relaxed rather than ambitious, and less concerned about taking charge than most. In terms of this competency, it seems you will often be happy to leave the management role to others and may sometimes be reluctant to take on additional project responsibilities. Individuals with this profile may prefer to be part of the project team, rather than taking the lead themselves.

Organised: You will be thoroughly organised - even perfectionistic, wanting everything completed to exacting requirements. Your projects are likely to be planned meticulously and followed through to detailed completion. You should also be very concerned that any delegated work should maintain your own high standards.

Calm under pressure: You seem generally composed and consistent in mood. As a project manager, you should deal with setbacks fairly well - neither over-reacting nor unconcerned or unresponsive. Generally such people tend to be even-tempered, but also as anxious or emotional as most other people in pressured situations.

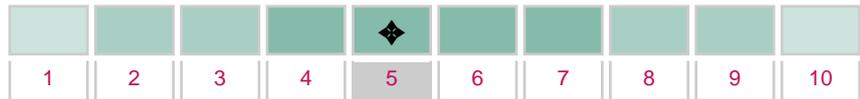
Approachable: You are apparently more task-focused than alert to people issues and you may sometimes seem stern or unsympathetic. Such people typically appear purposeful and perhaps even tough-minded. These characteristics would contribute to a team climate that is unsentimental, uncompromising and committed to getting the job done.

Project Management - performance ratings

Sophie Sample has been rated by yourself and various other colleagues at work on your project management competence. These performance ratings are shown in the charts below.

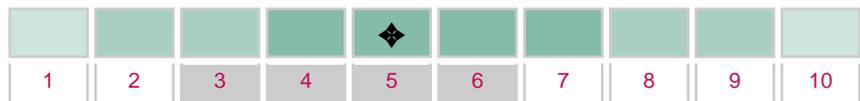
SELF

range of ratings



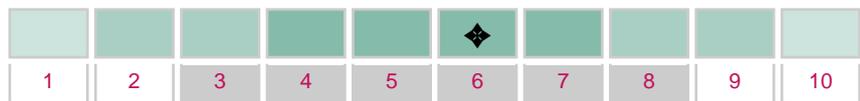
MANAGER (4)

range of ratings



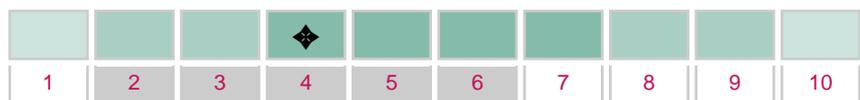
PEER (4)

range of ratings



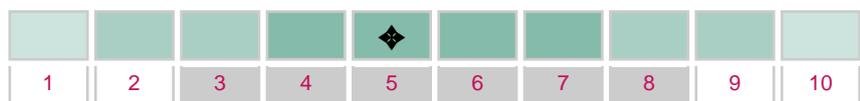
DIRECT REPORT (5)

range of ratings



CLIENT (3)

range of ratings



Project Management - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you.

Do you lack the energy and enthusiasm to take charge or see projects through?

Do you hold back, allowing others to claim key roles that you could handle well yourself?

Are you aware that your perfectionism may make you critical and prone to micro manage others?

Would your own high standards make you inflexible, uncompromising or reluctant to delegate?

Does an unpredictable reaction to criticism, disappointment or pressure make you hard to work with?

Would you find it difficult to motivate or manage people in ways that get the best out of a team?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the average range, is not significantly different to any of the assessor group ratings.
- Your peers' rating is significantly higher than your direct reports' ratings; can you think of a reason for this?

These ratings should be viewed alongside the assessment evidence of your project management capability which suggests you would be capable of average competence in this area.

Most and least endorsed items - Project Management

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

AVG

1	Sets targets that are too modest for the team	N	3.9
2	Remains calm and consistent, even when a project hits a crisis	P	3.4
3	Micro manages team members and is reluctant to delegate	N	3.2
4	Sets high standards for the project team and leads by example	P	3.1

The four **LEAST** endorsed items

1	Shows tension and anxiety when projects don't proceed according to plan	N	0.9
2	Pushes for project outcomes but neglects people issues and team relationships	N	1.4
3	Manages project teams to elicit the best contribution from each member	P	1.6
4	Takes the lead within work groups	P	2.1

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1	Sets targets that are too modest for the team	N	4.5
2	Sets high standards for the project team and leads by example	P	4.0
3	Remains calm and consistent, even when a project hits a crisis	P	4.0
4	Is thorough, organised and attentive to detail	P	3.5

The four **LEAST** endorsed items

1	Shows tension and anxiety when projects don't proceed according to plan	N	0.8
2	Manages project teams to elicit the best contribution from each member	P	1.0
3	Pushes for project outcomes but neglects people issues and team relationships	N	1.2
4	Takes the lead within work groups	P	1.8

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1	Sets targets that are too modest for the team	N	3.6
2	Remains calm and consistent, even when a project hits a crisis	P	3.2
3	Overcomes obstacles to meet project objectives	P	3.0
4	Micro manages team members and is reluctant to delegate	N	2.8

The four **LEAST** endorsed items

1	Shows tension and anxiety when projects don't proceed according to plan	N	0.6
2	Manages project teams to elicit the best contribution from each member	P	1.4
3	Pushes for project outcomes but neglects people issues and team relationships	N	2.2
4	Takes the lead within work groups	P	2.2

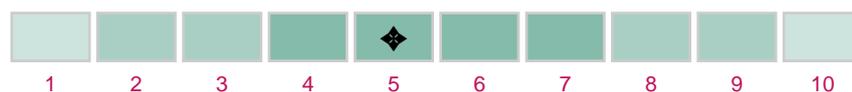
Team Orientation - definition

In effective team dynamics, interpersonal skills are paramount; getting along with others and enjoying collaboration. Effective team players should be receptive, tolerant and willing to share. In terms of emotionality, people who readily overcome setbacks, change direction easily and do not easily take offence will be net contributors to team resilience, rather than net beneficiaries. Team players also need the self-belief to make their case and to support their point of view, but not to be so competitive that they fail to appreciate other approaches.

Team Orientation - potential

Your potential for Team Orientation competence has been assessed by the PROFILE:MATCH® assessment system. Your score and its implications are given below.

POTENTIAL



Your Team Orientation profile

People Focused: You would probably seem direct and forthright on first acquaintance. Such people are task-focused and unsentimental, and you could therefore seem unsympathetic in dealing with the concerns or shortcomings of others. Your engagement with team members is likely to be more purposeful than convivial.

Gregarious: You are less sociable than most and are likely to feel uncomfortable in more socially demanding situations. However, when it is important to you, you will probably work quite effectively in some team contexts, but you would probably prefer to maintain a low profile and work on your own at times.

Independent: You will seem agreeable and concerned to fit in. Probably more co-operative than confronting, you may be averse to conflict, and view your popularity as critical to your influence in the team. Such people are likely to canvass other people's opinions and consult widely before reaching a decision.

Confident: Whatever the initial impression, you are not likely to be a particularly confident or optimistic team member. You probably have some self-doubts, and may be easily discouraged. When you are anxious or unsure of yourself, you may appear defensive or mistrustful.

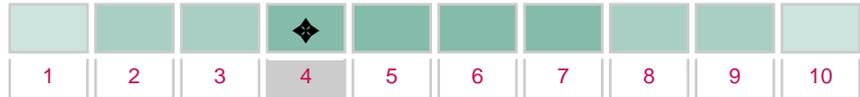
Calm: You should be even-tempered, consistent and emotionally balanced. Faced with pressure or the unexpected, such people usually remain as calm and steady as most others. From this perspective, you should be relatively predictable and easy to work with.

Team Orientation - performance ratings

Sophie Sample has been rated by yourself and various other colleagues at work on your team orientation competence. These performance ratings are shown in the charts below.

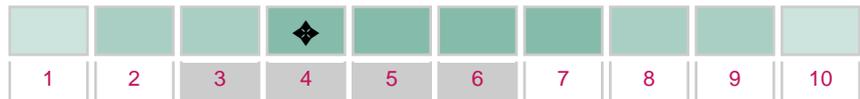
SELF

range of ratings



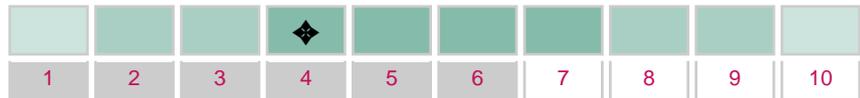
MANAGER (4)

range of ratings



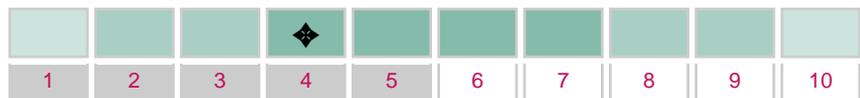
PEER (4)

range of ratings



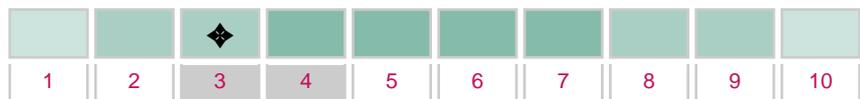
DIRECT REPORT (5)

range of ratings



CLIENT (3)

range of ratings



Team Orientation - points to consider

Below you will find information from a number of sources that you may find helpful when attempting to compile a complete picture of your own competence in this area. The first source 'Points for self-reflection' comes from the assessment of your potential by the PROFILE:MATCH® assessment system. The second source, 'Discrepancy analysis', describes any significant differences between the various groups of assessors that rated your performance on this competency.

This information should be considered alongside what you already know about yourself and you may find it particularly useful to look at those areas where either the assessment of potential, or the ratings do not agree with your own assessment of your competence in this area.

The final source, 'Most and least endorsed items', lists those items that your raters felt were most descriptive of you for this competency. The items that received the highest and lowest ratings are shown along with their average rating score. This analysis is presented for three groups of raters: (1) All Raters except Self, (2) all Peers and, (3) all your Direct Reports, or if you have no Direct Reports, then all your Clients.

Points for self-reflection

The points below relate to your particular score on this competency; you may find it useful to take a moment to consider whether any of these tendencies might be a particular concern for you. Are you so tough-minded, direct and task-focused that you are unaware of your impact on the group?

Do you long for a bit of solitude after working in a group situation for a while?

Does your desire for social harmony create difficulties in dealing with contentious issues, expressing your true opinions or making decisions?

Do your self-doubts make you wary or mistrustful of others and sensitive to criticism?

Discrepancy analysis

The points below relate to any significant differences between groups of assessors when rating your performance on this competency.

- Your self rating, which is in the low average range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your team orientation capability which suggests you would be capable of average competence in this area.

Most and least endorsed items - Team Orientation

Each of the following tables illustrate the way that different groups of raters responded when assessing your performance on this competency.

Most and least endorsed items by ALL RATERS

The following items attracted the most consistent responses overall. Each item is followed by the average rating, based on all rater responses (omitting only your own responses).

The four **MOST** endorsed items

			AVG
1	Is a tolerant and approachable team player	P	3.7
2	Easily discouraged by set-backs	N	3.6
3	Doesn't engage in small-talk or seem interested in other people	N	3.1
4	Their even-temper is a steadying influence, especially under pressure	P	2.8

The four **LEAST** endorsed items

1	Spends more time interacting with others than working alone	P	1.4
2	Seems reserved and uncomfortable in group situations	N	1.6
3	Contributes to harmonious relationships within the group	P	1.7
4	Seems unresponsive or insensitive about other people's anxieties	N	1.8

Most and least endorsed items by PEERS

The following items attracted the most consistent responses from your peers.

The four **MOST** endorsed items

1	Is a tolerant and approachable team player	P	4.5
2	Easily discouraged by set-backs	N	3.8
3	Their even-temper is a steadying influence, especially under pressure	P	2.8
4	Doesn't engage in small-talk or seem interested in other people	N	2.8

The four **LEAST** endorsed items

1	Seems reserved and uncomfortable in group situations	N	0.8
2	Seems unresponsive or insensitive about other people's anxieties	N	1.0
3	Spends more time interacting with others than working alone	P	1.2
4	Contributes to harmonious relationships within the group	P	1.5

Most and least endorsed items by DIRECT REPORTS

The following items attracted the most consistent responses from your direct reports.

The four **MOST** endorsed items

1	Is a tolerant and approachable team player	P	4.0
2	Easily discouraged by set-backs	N	3.8
3	Doesn't engage in small-talk or seem interested in other people	N	3.4
4	Their even-temper is a steadying influence, especially under pressure	P	2.8

The four **LEAST** endorsed items

1	Seems reserved and uncomfortable in group situations	N	1.4
2	Spends more time interacting with others than working alone	P	1.6
3	Contributes to harmonious relationships within the group	P	1.8
4	Seems stubborn and uncompromising in team discussions	N	2.2

Incremental Development

If you want it to be, personal development can be a life long process. Everyone can improve their performance in one way or another and this PM360™ report will create excellent opportunities for self-reflection and development planning.

Your task now is to turn your new self-awareness into clearly defined personal development goals. Initially, these may be defined very broadly but it will help you to monitor progress if you break things down into small steps - clearly defined behaviours that can be observed and counted.

Suggested incremental development process:

1) Identify which competencies you want to improve and set broad goals

2) Define achievable targets - specific behavioural objectives:

- a) Consider the descriptive text of your profile (part 3 of the report)
- b) Consider any Points for Self-reflection (part 3)
- c) Read through the Discrepancy Analysis (part 3)
- d) Consider the Most and Least Endorsed Items (part 3)
- e) Look at comparisons between self and other group ratings (part 1)
- f) Consider any consistent ratings (part 1)
- g) Evaluate differences between your performance and your potential (part 2)

3) Select realistic strategies that reflect your potential. Are you:

- a) Exploiting high potential and shooting for the stars?
- b) Recognising some limitations but extending your comfort zone?
- c) Compensating for recognised weaknesses and developing 'work-arounds' ?

4) Plan implementation:

- a) Set time-lines that are demanding but realistic
- b) Can you get others to feed back on your performance/improvement?
- c) If self-monitoring, can you appoint a colleague as mentor?
- d) Keep things moving, build on success by setting new targets

Every personality has its advantages and disadvantages so development is very much a personal issue. The approach adopted here is that there are fundamental aspects of your personality that cannot be changed, but that they can be managed and performance can be continuously improved. Discovering where your greatest assets lie, where your first impulse may undermine your efforts, and how you can become more effective, is an exciting and rewarding process.

PM360™ will help you to set a course towards the realisation of your full capabilities.

EXAMPLE: Derailed by talent - a real world paradox

Helen is a confident, extraverted, spontaneous individual whose ability to 'wing it' is her special talent. It often serves her well when giving presentations or dealing with clients. However, her 360° Feedback made her recognise that spontaneity could be a high-risk strategy. She recognised a need to handle client meetings more consistently and effectively. Her first milestone towards this goal was to set out a game plan for each meeting; specifying exactly what she wished to achieve and identifying where she may need to reign in her impulsiveness. Each meeting was followed by a detailed review of what went on, where she was most effective and where she could have handled things better. In this way a virtuous circle of improvements was initiated. Preparing well but using her spontaneity to good effect in establishing rapport, Helen made better use of her talents while avoiding over reliance on an approach that, on its own, could become a liability.

Development Resources Check-list

Your PM360™ Report provides you with a lot of material on which to base your thoughts and plans for future development. Use the following check-list to ensure that you are considering, or have considered, all the indicators available in this report when considering your personal development plans.

PART 1 - variability amongst raters

Your self-ratings of performance compared with ratings by each rater group - where are the biggest differences between your self-ratings and the perceptions of others? Remember, these are averaged over the entire group of raters.

Discrepancies between performance ratings - do the *different* groups rate you differently? If they do, can you think why this might be?

The consistency of performance ratings - do people within the *same* group rate you differently? The more consistent they are, the more likely it is that this represents a consistency in the pattern of your behaviour.

The range of performance ratings, how *extreme* are the variations of ratings within each group?

PART 2 - potential vs performance

Are you performing best in the competencies where you show greatest potential?

Are there competencies on which you perform better than expected?

PART 3 - each competency in depth

Full competency definitions, these remind you exactly what was assessed.

Competency ratings. These are indices of potential. Might your temperament help or hinder you?

Passages of descriptive text. Each looks at different aspects of temperament; within each competency, which are your strongest/ weakest points?

Points for self-reflection. These address issues raised by your questionnaire responses. They may be more relevant to some people than to others, but don't dismiss them out of hand!

Discrepancy analyses. These highlight any significant differences between groups of raters. You should consider why your performance might be viewed differently by different groups.

Most and least endorsed items. This analysis shows which items your raters felt were most and least descriptive of you. Do peers and direct reports agree?

MATCH:UP™

You will find further online help in turning 360° Feedback into an effective and realistic personal development plan on the PROFILE:MATCH® website. MATCH:UP™ offers a step by step process that turns assessment into action. To get the most out of this report, MATCH:UP™ takes you through an online personal development planning process that encompasses everything from competency selection tips through to managing feedback as you work towards your development goals. Google™ 'profile match' and visit our website for further information.