

Report Summary

Raters	Manager	Peer	Direct Reports	Customer	Self	Total Raters
Responded	1	3	2	1	1	8
Invited	1	4	4	4	1	14

Rating Scale

	Scale
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

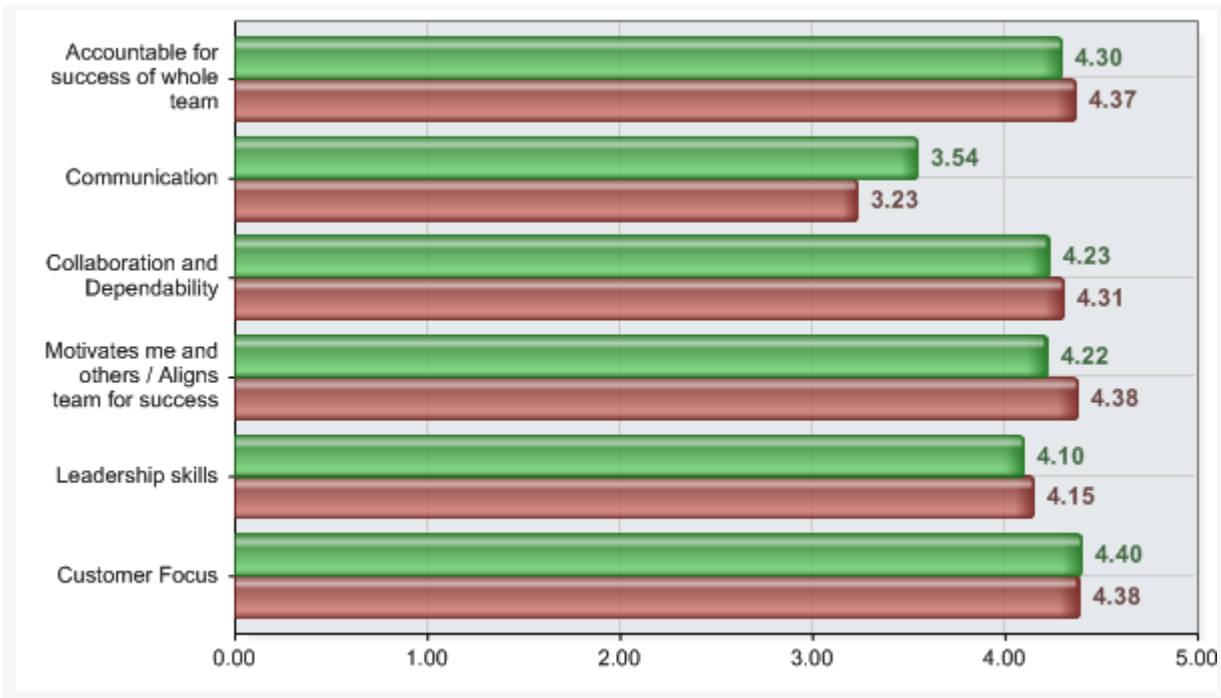
Competency

Customer Focus	4.38
Motivates me and others / Aligns team for success	4.38
Accountable for success of whole team	4.37
Collaboration and Dependability	4.31
Leadership skills	4.15
Communication	3.23
Total Score	4.14

Gap Analysis

Gap Chart

Green - Organizational Norm | Red - 360 Subject Average Score

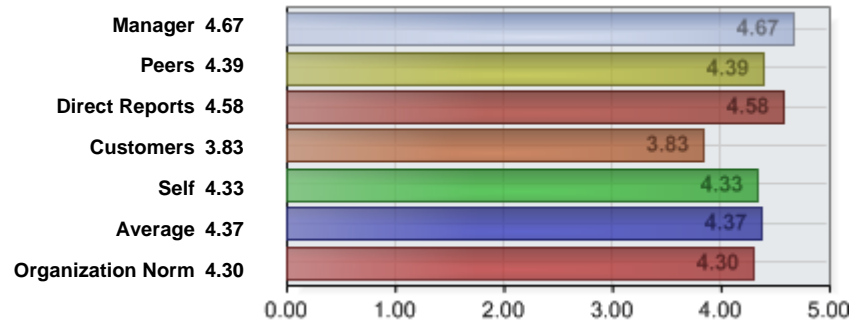


Ranking of Subject vs. Organizational Norm

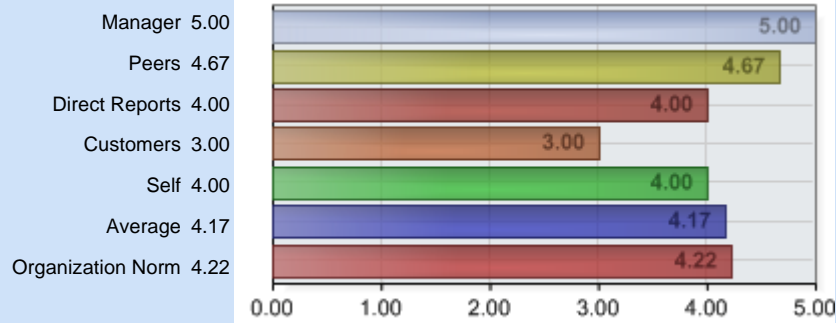
Rank	Competency	Gap
1	Communication	0.31
2	Customer Focus	0.02

Competency Analysis

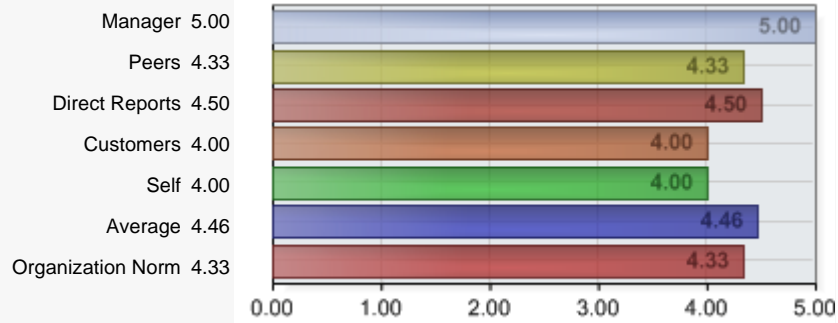
Item 1 - Accountable for success of whole team (Aggregate)



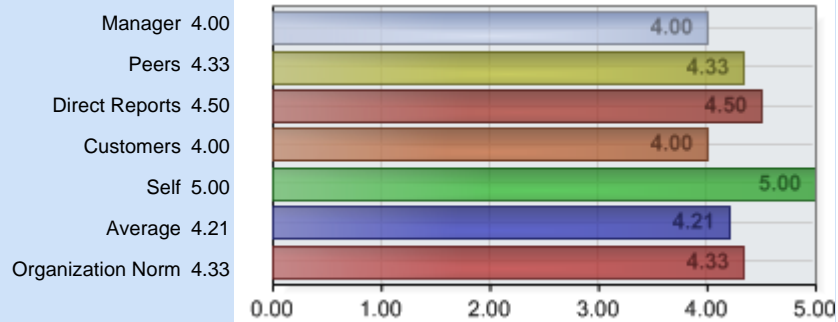
1 Helps me/others to reach personal/job goals



2 Sets aside their personal agenda to help achieve team goals

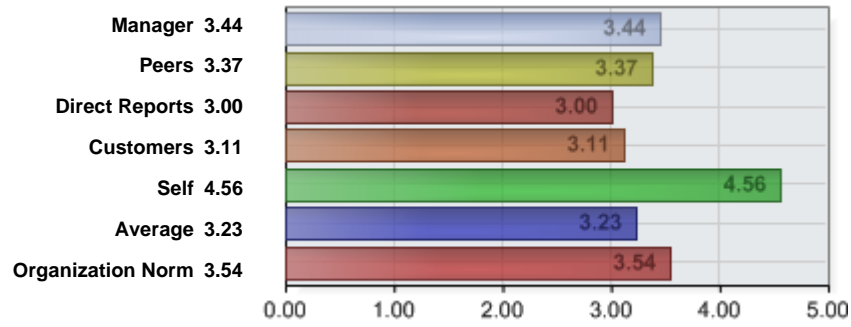


3 Works with others to better accomplish team goals

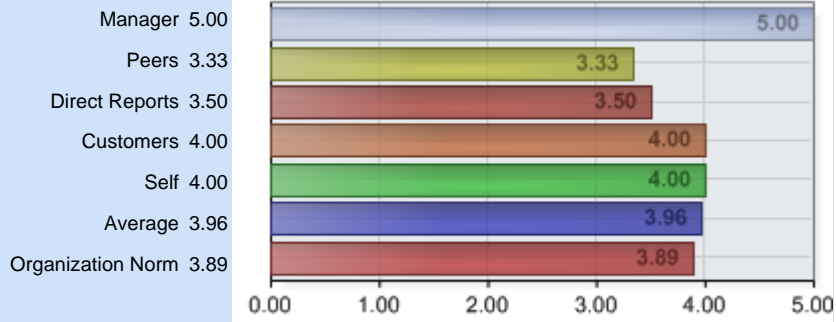


Competency Analysis

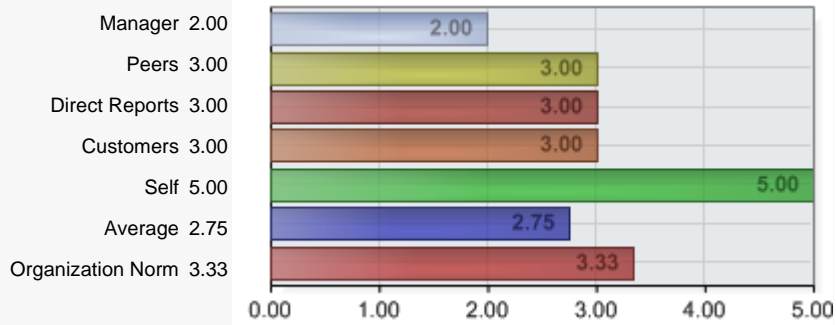
Item 2 - Communication (Aggregate)



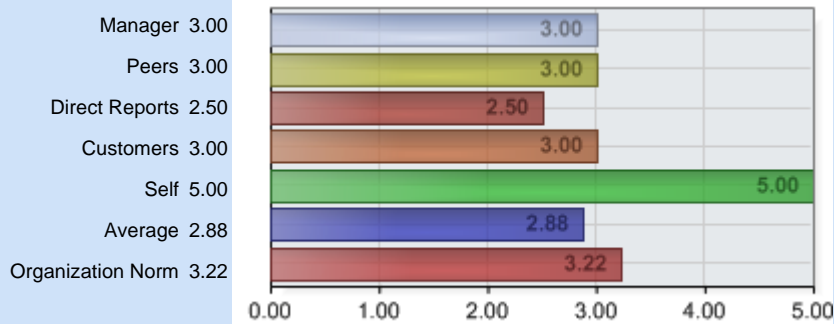
1 Actively participates in discussions; Shares own views



2 Communicates effectively



3 Keeps others informed about business issues affecting them



Additional Comments (Item 2 - Communication)**2 Communicates effectively**

- Lorrin still has problems communicating with the team. We still witness a lot of misunderstandings leading to some short term issues at times.
- I try my best to communicate with others on a regular basis. Sometimes, I feel not very well understood.

4 Listens to my / other's views even if different from their own

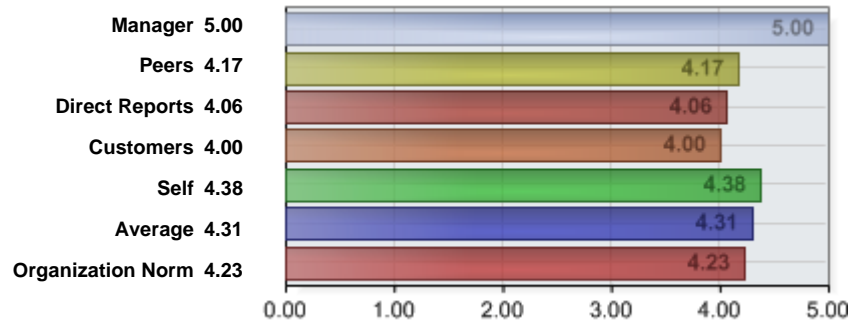
- Our views are relatively well listened to by Lorrin. We wish sometimes she can be more receptive the same moment she receives the feedback.

5 Asks for and accepts feedback in a positive manner

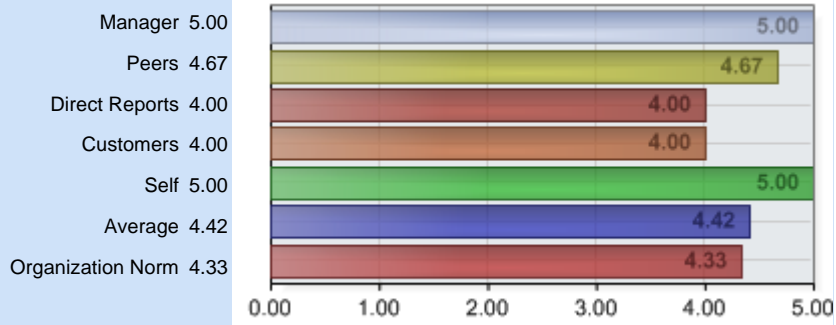
- Lorrin is very good in receiving feedback from colleagues and supervisors. Her only issue is that the immediate reaction to criticism is sometimes extreme and filled with frustrations.
- I am usually very open about accepting feedback from others.

Competency Analysis

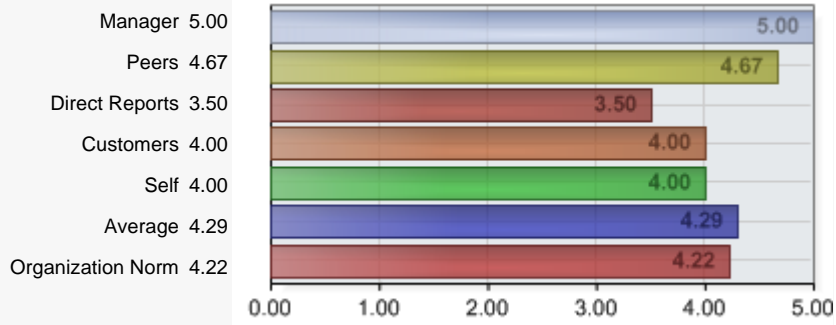
Item 3 - Collaboration and Dependability (Aggregate)



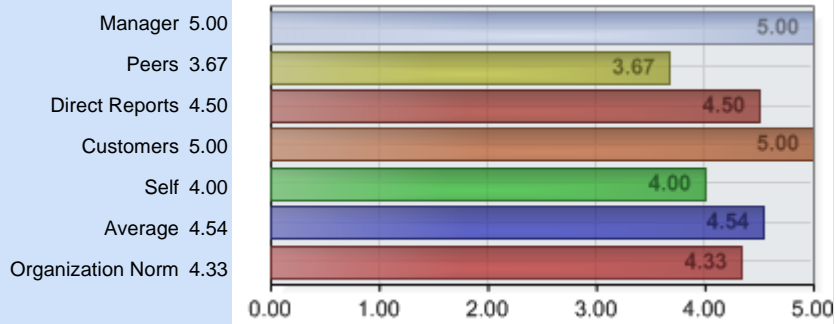
1 Has integrity. Adheres to company ethics / rules of conduct



2 Identifies strengths in team members and utilizes their abilities to enhance the overall team performance

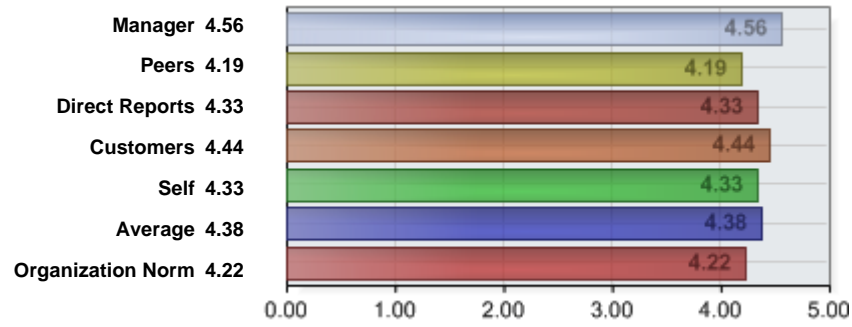


3 Follows through on commitments to the team, keeps promises

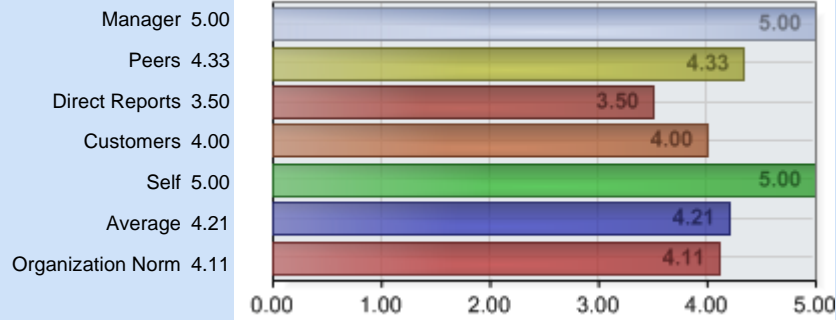


Competency Analysis

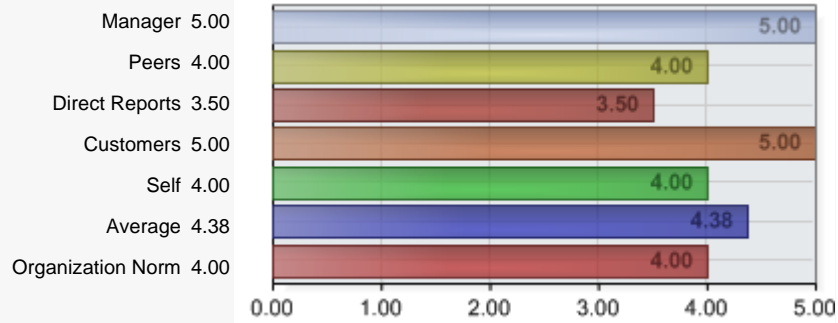
Item 4 - Motivates me and others / Aligns team for success (Aggregate)



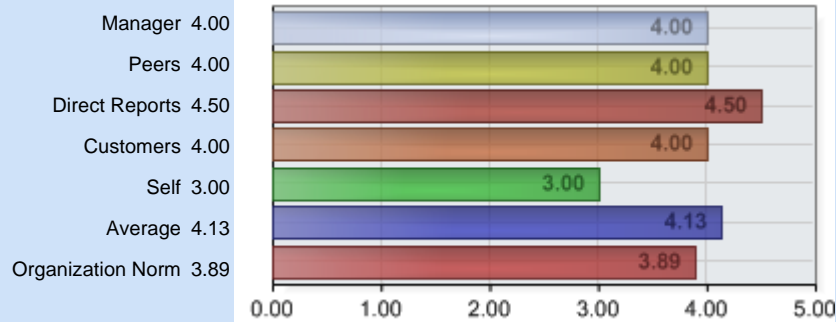
1 Projects a positive attitude; imparts enthusiasm



2 Acknowledges the contribution of me / others

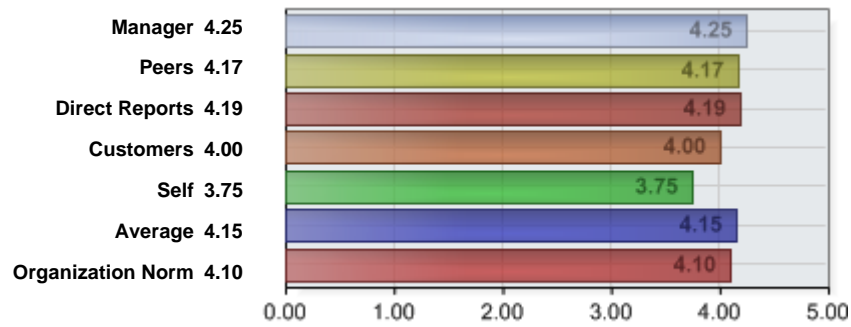


3 Brings information and insights to solve problems

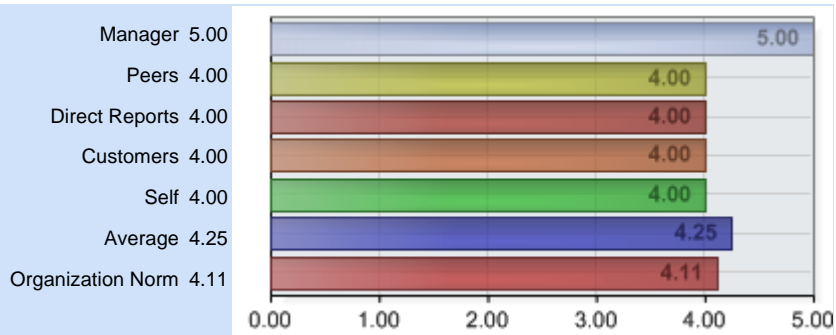


Competency Analysis

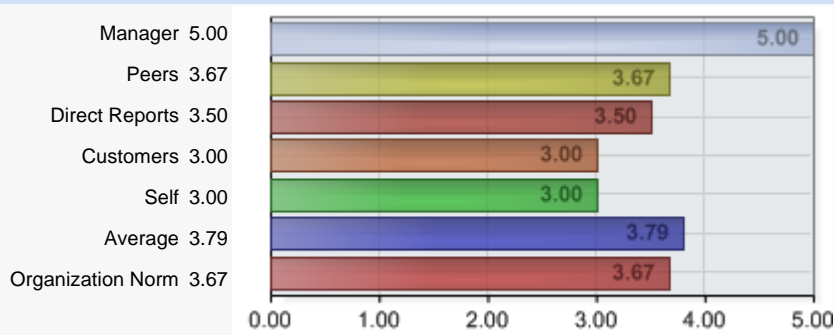
Item 5 - Leadership skills (Aggregate)



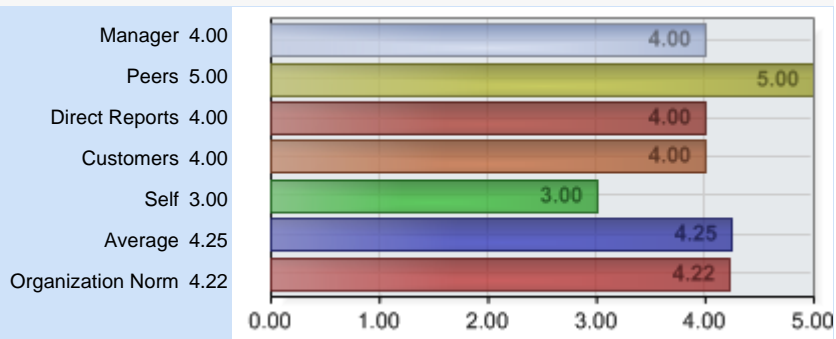
1 Acknowledges my work and accomplishments with positive reinforcement



2 Clarifies my roles and goals as an individual/part of the team

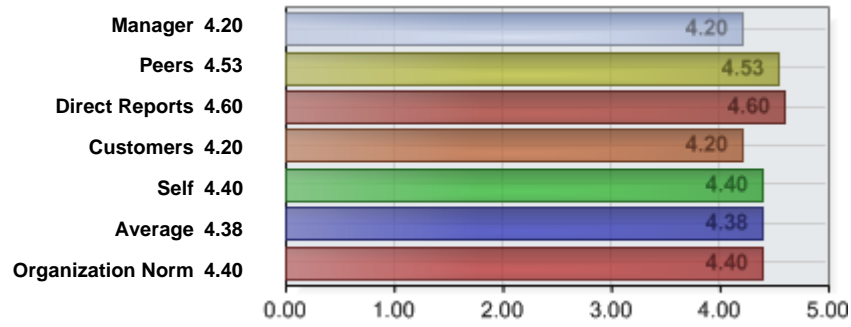


3 Coaches me effectively in job related skills

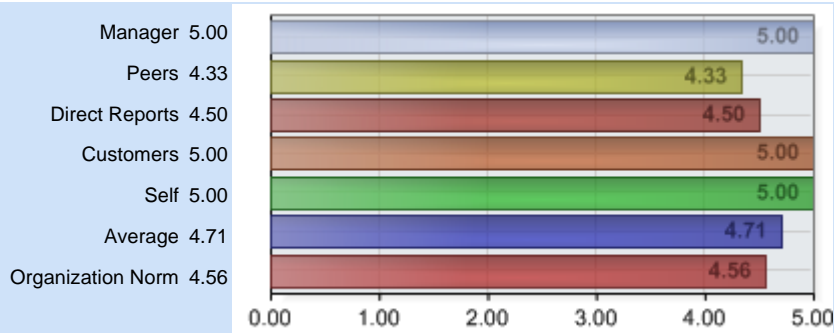


Competency Analysis

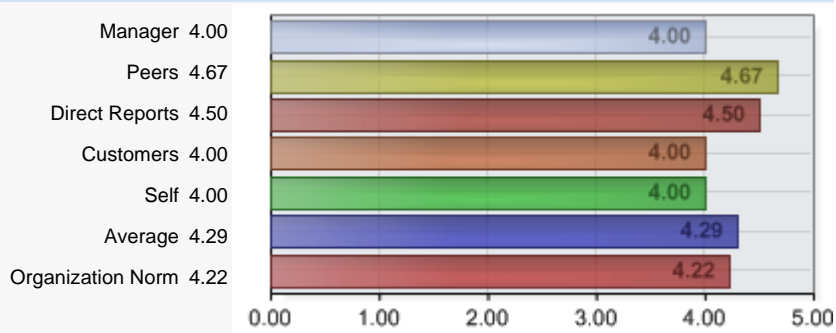
Item 6 - Customer Focus (Aggregate)



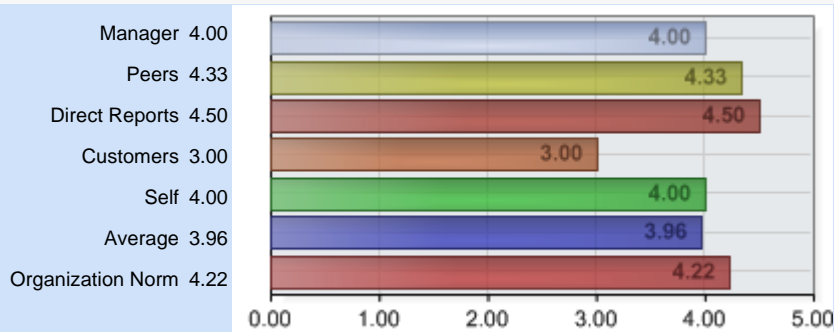
1 Provides tools and supports me in order to meet customer needs and exceed customer expectations



2 Brings forward new ideas and approaches so I / the team continuously improve



3 Gives me autonomy to execute work details



Comment Summary

Item 7 - What I value most is about him / her:

Managers

Lorrin is one of the most reliable and self motivated contributors in our organizations. She is always ready to extend its knowledge base and herself in order to help the organization achieve its objectives.

Peers

What I value most about Lorrin is that she truly cares about everyone who is directly or indirectly involved with her from a business and personal perspective. It makes us feel valuable and respected.

Comment Summary

Item 8 - I would like to see him / her work on:

Managers

Lorrin could use a little more tact and diplomacy in her dealings with other colleagues within the organization. This will greatly benefit in minimizing conflict at times where we all need to be driving towards the same short term goals.

Peers

Ideally, if Lorrin can be less passionate during stressfull moments, it could help us be more focused, and would encourage team spirit within the organization.

Comment Summary

Item 9 - I think s/he would benefit from skills development and/or coaching in:

Managers

I personally believe that Lorrin will get the most from skills development and/or coaching in communication skills, and conflict management.

Peers

Most probably, Lorrin would need some coaching in communication and giving feedback to others.

Ranking

Top Competencies - Primary Scale			
1	Customer Focus		4.38
	1	Provides tools and supports me in order to meet customer needs and exceed customer expectations	4.71
	2	Places customer's needs first ... with an overall goal to serve customers better through existing and new ways	4.54
	3	Is a life long learner and continuously upgrades personal skills	4.42
2	Motivates me and others / Aligns team for success		4.38
	1	Follows up on action plans and commitments	4.67
	2	Takes initiative	4.54
	3	Makes decisions with good business/technical knowledge	4.42
3	Accountable for success of whole team		4.37
	1	Lives and demonstrates strong business/personal ethics	4.58
	2	Takes responsibility and ownership for their actions	4.54
	3	Sets aside their personal agenda to help achieve team goals	4.46

Lowest Competencies			
1	Communication		3.23
	1	Listens to my / other's views even if different from their own	2.42
	2	Asks for and accepts feedback in a positive manner	2.42
	3	Communicates effectively	2.75
2	Leadership skills		4.15
	1	Clarifies my roles and goals as an individual/part of the team	3.79
	2	Assists the team in setting appropriate targets / goals through meaningful discussions during brainstorm meetings	3.79
	3	Requests performance related feedback for self-improvement	3.88
3	Collaboration and Dependability		4.31
	1	Makes me feel empowered	3.92
	2	Makes me feel comfortable	4.13
	3	Trusts others and can be trusted	4.17