360 Feedback   **Individual Report**
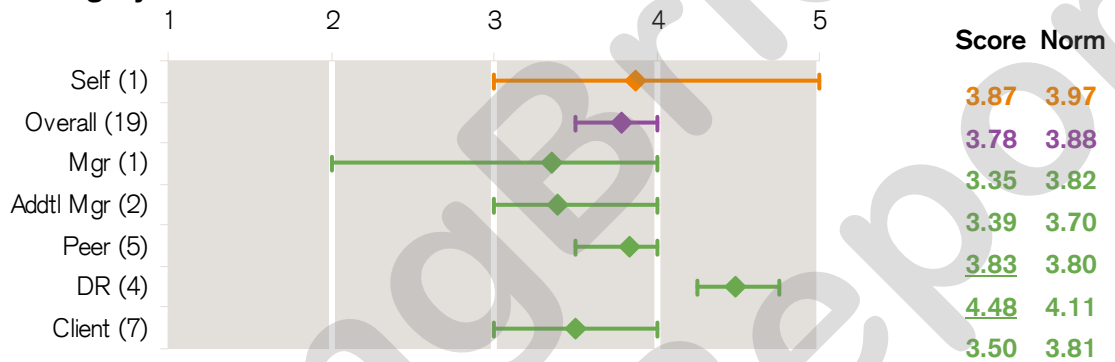
Prepared for

Pat Sample

October 2010

Section 1: Overall Summary

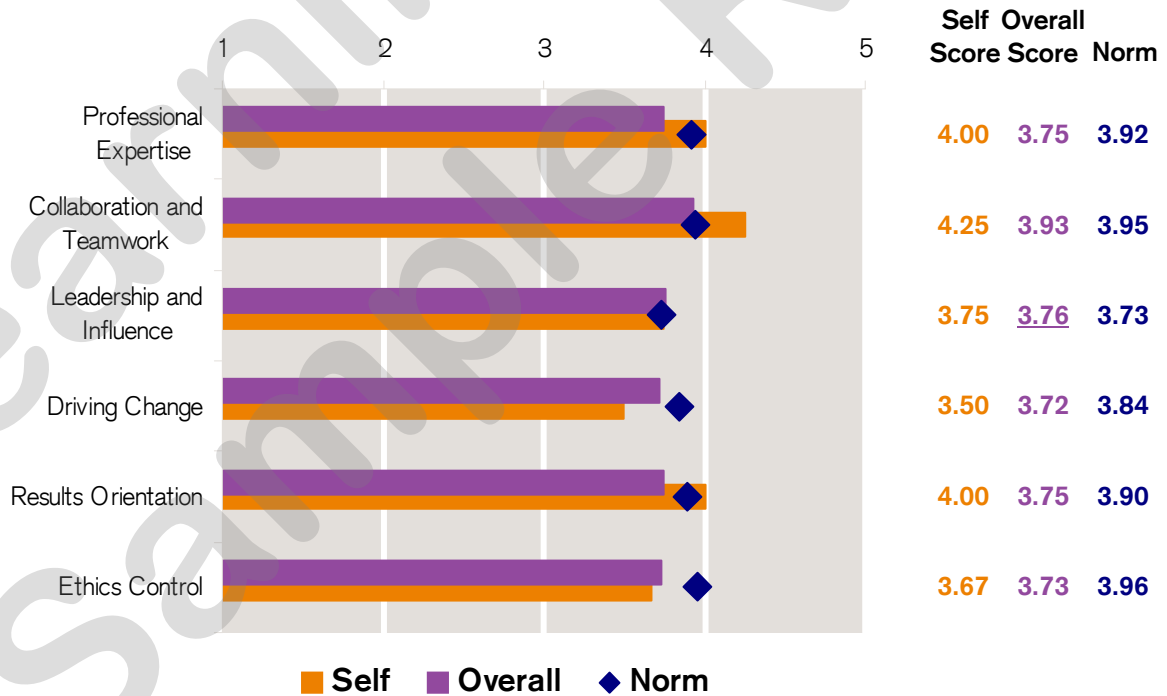This section contains a summary of your overall results.

The top chart presents the average (diamond) of the statement averages for each rater category with the range defined by the highest and lowest statement averages. The data table to the right of the charts contains your overall average and the norm. Your score is underlined if it is greater than the norm. The norm population is comprised of the 103 DIRs in Operations who participated in the 360. Dashes "---" indicate no data available.

The bottom chart presents your overall and self averages compared to the norm by competency. Your overall score is underlined if it is greater than the norm.

Average by Rater Category

	Score	Norm
Self (1)	3.87	3.97
Overall (19)	3.78	3.88
Mgr (1)	3.35	3.82
Addtl Mgr (2)	3.39	3.70
Peer (5)	3.83	3.80
DR (4)	4.48	4.11
Client (7)	3.50	3.81

Average by Competency

	Self Score	Overall Score	Norm
Professional Expertise	4.00	3.75	3.92
Collaboration and Teamwork	4.25	3.93	3.95
Leadership and Influence	3.75	3.76	3.73
Driving Change	3.50	3.72	3.84
Results Orientation	4.00	3.75	3.90
Ethics Control	3.67	3.73	3.96

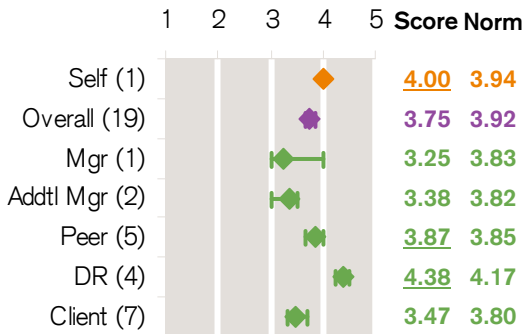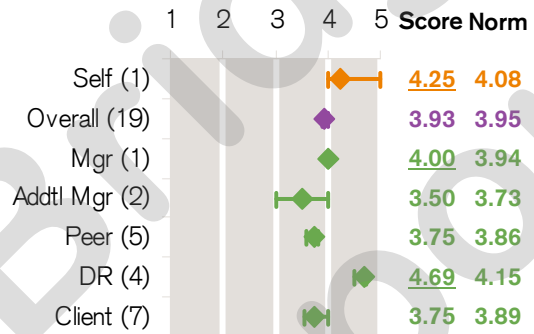■ Self   ■ Overall   ◆ Norm

Section 2: Results by Competency

Each chart below represents a competency and shows your average scores (diamond) as well as the range of statement averages for each rater category. The average score by rater group and the norm are also included for comparison. Your score is underlined if it is greater than the Norm. The Overall data represents the results obtained from all raters, with the exception of the Self data, which is not included in this number. By reviewing this section, you can see which categories of raters drove your Overall score for the competency higher or lower.
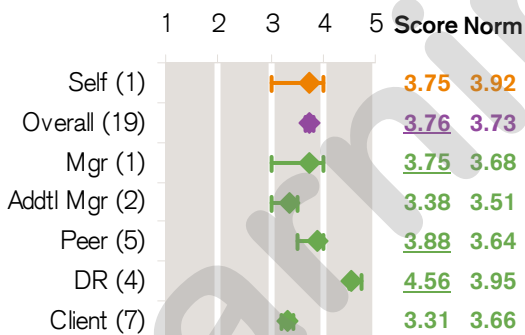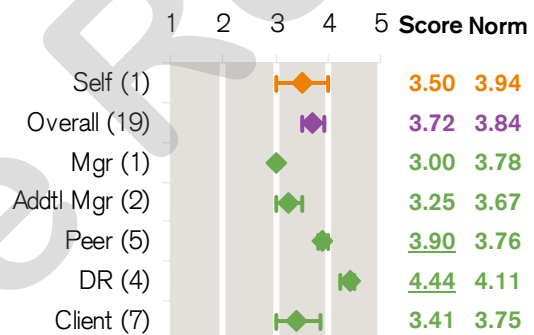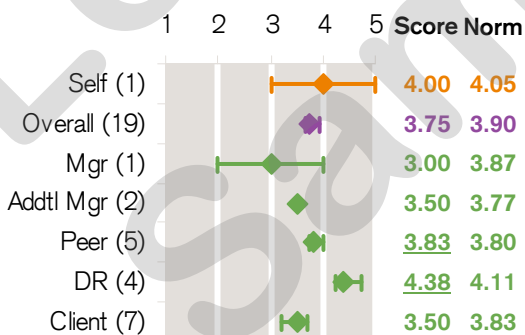
Professional Expertise

	Score	Norm
Self (1)	4.00	3.94
Overall (19)	3.75	3.92
Mgr (1)	3.25	3.83
Addtl Mgr (2)	3.38	3.82
Peer (5)	3.87	3.85
DR (4)	4.38	4.17
Client (7)	3.47	3.80

Collaboration and Teamwork

	Score	Norm
Self (1)	4.25	4.08
Overall (19)	3.93	3.95
Mgr (1)	4.00	3.94
Addtl Mgr (2)	3.50	3.73
Peer (5)	3.75	3.86
DR (4)	4.69	4.15
Client (7)	3.75	3.89

Leadership and Influence

	Score	Norm
Self (1)	3.75	3.92
Overall (19)	3.76	3.73
Mgr (1)	3.75	3.68
Addtl Mgr (2)	3.38	3.51
Peer (5)	3.88	3.64
DR (4)	4.56	3.95
Client (7)	3.31	3.66

Driving Change

	Score	Norm
Self (1)	3.50	3.94
Overall (19)	3.72	3.84
Mgr (1)	3.00	3.78
Addtl Mgr (2)	3.25	3.67
Peer (5)	3.90	3.76
DR (4)	4.44	4.11
Client (7)	3.41	3.75

Results Orientation

	Score	Norm
Self (1)	4.00	4.05
Overall (19)	3.75	3.90
Mgr (1)	3.00	3.87
Addtl Mgr (2)	3.50	3.77
Peer (5)	3.83	3.80
DR (4)	4.38	4.11
Client (7)	3.50	3.83

Ethics Control

	Score	Norm
Self (1)	3.67	3.90
Overall (19)	3.73	3.96
Mgr (1)	3.00	3.80
Addtl Mgr (2)	3.33	3.70
Peer (5)	3.72	3.92
DR (4)	4.42	4.17
Client (7)	3.57	3.93

Section 3: Top and Bottom Rated Items

This section will help you quickly identify your top and bottom rated items. For each rater category the scores for the **Top 3** rated items are highlighted in green. The scores of the **Bottom 3** rated items are outlined in red. In the case of a tie in the Top or Bottom 3, more than 3 scores may be highlighted. For the Self, Manager, and Additional Manager categories, the top and bottom scores are not highlighted as there are too few raters in these categories.

		Self	Overall	Mgr	Addtl Mgr	Peer	DR	Client
Professional Expertise		**4.00**	**3.75**	**3.25**	**3.38**	**3.87**	**4.38**	**3.47**
1	Consistently delivers high quality work and seeks to achieve and exceed a standard of excellence	4.00	3.71	3.00	3.50	3.67	4.50	3.43
2	Is sought out by others for his knowledge and expertise	4.00	3.84	4.00	3.50	3.80	4.25	3.71
3	Keeps up-to-date with, and incorporates insights from, current trends and best practices in support of the business strategy	4.00	3.82	3.00	3.50	4.00	4.50	3.40
4	Continues to build and refine his business acumen and professional expertise	4.00	3.65	3.00	3.00	4.00	4.25	3.33
Collaboration and Teamwork		**4.25**	**3.93**	**4.00**	**3.50**	**3.75**	**4.69**	**3.75**
5	Actively promotes and fosters a culture of collaboration and teamwork	5.00	3.95	4.00	3.50	3.60	4.50	4.00
6	Builds and maintains positive working relationships within and across functional, geographical and business lines	4.00	4.00	4.00	4.00	3.80	4.75	3.71
7	Maintains a winning attitude, strong sense of commitment, positive work ethic and a co-operative approach	4.00	3.89	4.00	3.00	3.80	4.75	3.71
8	Fully contributes to team efforts, openly sharing knowledge, information and opinions	4.00	3.89	4.00	3.50	3.80	4.75	3.57
Leadership and Influence		**3.75**	**3.76**	**3.75**	**3.38**	**3.88**	**4.56**	**3.31**
9	Articulates a clear and compelling vision	3.00	3.67	4.00	3.50	3.50	4.50	3.29
10	Builds a high performance culture and actively manages talent	4.00	3.75	3.00	3.50	4.00	4.50	3.33
11	Creates a stimulating work environment that encourages people to give their best	4.00	3.80	4.00	3.00	4.00	4.75	3.20
12	Leads by example	4.00	3.82	4.00	3.50	4.00	4.50	3.43
Driving Change		**3.50**	**3.72**	**3.00**	**3.25**	**3.90**	**4.44**	**3.41**
13	Demonstrates a clear ability to think strategically and identify new opportunities that will enhance the business	3.00	3.82	3.00	3.50	4.00	4.50	3.50
14	Identifies, defines and drives change initiatives, in line with the business strategy	4.00	3.50	3.00	3.00	3.80	4.25	3.00
15	Fosters commitment to change and enables others to adapt to it in positive ways	3.00	3.63	3.00	3.00	3.80	4.50	3.29
16	Anticipates the impact of change and takes accountability to overcome obstacles as they arise	4.00	3.94	3.00	3.50	4.00	4.50	3.86
Results Orientation		**4.00**	**3.75**	**3.00**	**3.50**	**3.83**	**4.38**	**3.50**
17	Has strong execution skills - gets the job done	4.00	3.67	2.00	3.50	3.75	4.25	3.57
18	Accepts personal accountability for decisions, actions and results	5.00	3.94	4.00	3.50	3.75	4.75	3.71
19	Proactively identifies ways to improve processes, drive efficiencies and manage costs	3.00	3.65	3.00	3.50	3.80	4.25	3.20
20	Effectively manages resources to quickly meet changing business demands	4.00	3.73	3.00	3.50	4.00	4.25	3.50
Ethics Control		**3.67**	**3.73**	**3.00**	**3.33**	**3.72**	**4.42**	**3.57**
21	Ensures that controls are in place to effectively mitigate risks and protect the reputation of the bank	3.00	3.63	3.00	3.50	3.60	4.25	3.43
22	Takes personal responsibility for understanding and acting in accordance with the Code of Conduct and complies with the relevant rules and regulations	4.00	3.84	3.00	3.50	3.80	4.50	3.71
23	Continuously reinforces key messages on the organization's code of ethics and policies for handling breaches	4.00	3.72	3.00	3.00	3.75	4.50	3.57

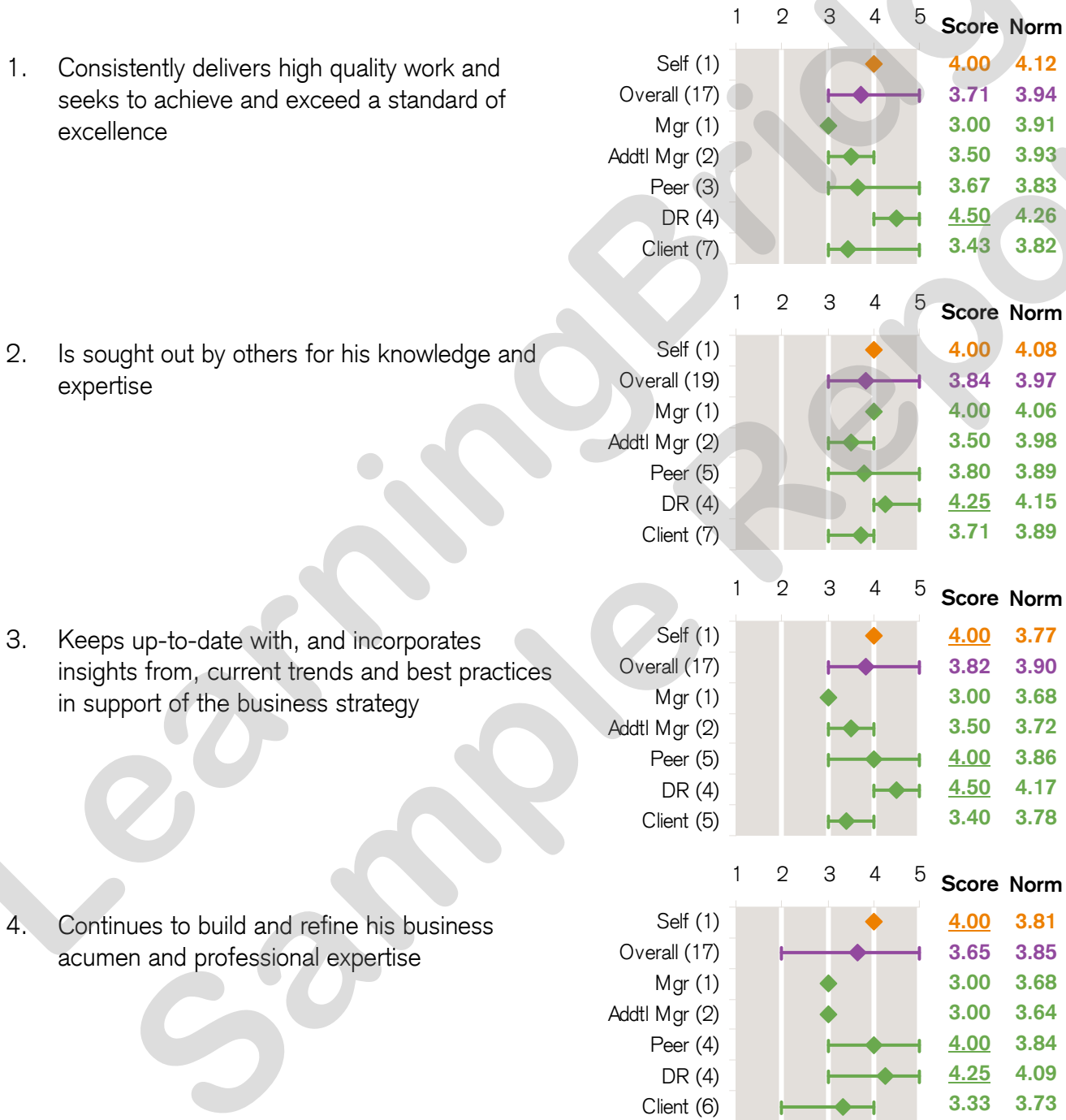# Section 4: Gap Between Self and Other Rater Categories

This section of the report illustrates your potential blind spots. It highlights the largest gaps between your perception and the perceptions of others. Areas where others scored you higher than you scored yourself may indicate an unrecognized strength. Areas where others score you lower than you scored yourself may indicate a developmental opportunity. For each rater category the three largest positive gaps (potential unrecognized strengths) are shaded in green and the three largest negative gaps (potential development opportunities) are outlined in red.

		Self Score	Overall Score	Overall Gap	Mgr Gap	Addtl Mgr	Peer Gap	DR Gap	Client Gap
Professional Expertise		**4.00**	**3.75**	**−0.25**	**−0.75**	**−0.62**	**−0.13**	**+0.38**	**−0.53**
1	Consistently delivers high quality work and seeks to achieve and exceed a standard of excellence	4.00	3.71	−0.29	−1.00	−0.50	−0.33	+0.50	−0.57
2	Is sought out by others for his knowledge and expertise	4.00	3.84	−0.16	0.00	−0.50	−0.20	+0.25	−0.29
3	Keeps up-to-date with, and incorporates insights from, current trends and best practices in support of the business strategy	4.00	3.82	−0.18	−1.00	−0.50	0.00	+0.50	−0.60
4	Continues to build and refine his business acumen and professional expertise	4.00	3.65	−0.35	−1.00	−1.00	0.00	+0.25	−0.67
Collaboration and Teamwork		**4.25**	**3.93**	**−0.32**	**−0.25**	**−0.75**	**−0.50**	**+0.44**	**−0.50**
5	Actively promotes and fosters a culture of collaboration and teamwork	5.00	3.95	−1.05	−1.00	−1.50	−1.40	−0.50	−1.00
6	Builds and maintains positive working relationships within and across functional, geographical and business lines	4.00	4.00	0.00	0.00	0.00	−0.20	+0.75	−0.29
7	Maintains a winning attitude, strong sense of commitment, positive work ethic and a co-operative approach	4.00	3.89	−0.11	0.00	−1.00	−0.20	+0.75	−0.29
8	Fully contributes to team efforts, openly sharing knowledge, information and opinions	4.00	3.89	−0.11	0.00	−0.50	−0.20	+0.75	−0.43
Leadership and Influence		**3.75**	**3.76**	**+0.01**	**0.00**	**−0.37**	**+0.13**	**+0.81**	**−0.44**
9	Articulates a clear and compelling vision	3.00	3.67	+0.67	+1.00	+0.50	+0.50	+1.50	+0.29
10	Builds a high performance culture and actively manages talent	4.00	3.75	−0.25	−1.00	−0.50	0.00	+0.50	−0.67
11	Creates a stimulating work environment that encourages people to give their best	4.00	3.80	−0.20	0.00	−1.00	0.00	+0.75	−0.80
12	Leads by example	4.00	3.82	−0.18	0.00	−0.50	0.00	+0.50	−0.57
Driving Change		**3.50**	**3.72**	**+0.22**	**−0.50**	**−0.25**	**+0.40**	**+0.94**	**−0.09**
13	Demonstrates a clear ability to think strategically and identify new opportunities that will enhance the business	3.00	3.82	+0.82	0.00	+0.50	+1.00	+1.50	+0.50
14	Identifies, defines and drives change initiatives, in line with the business strategy	4.00	3.50	−0.50	−1.00	−1.00	−0.20	+0.25	−1.00
15	Fosters commitment to change and enables others to adapt to it in positive ways	3.00	3.63	+0.63	0.00	0.00	+0.80	+1.50	+0.29
16	Anticipates the impact of change and takes accountability to overcome obstacles as they arise	4.00	3.94	−0.06	−1.00	−0.50	0.00	+0.50	−0.14
Results Orientation		**4.00**	**3.75**	**−0.25**	**−1.00**	**−0.50**	**−0.17**	**+0.38**	**−0.50**
17	Has strong execution skills - gets the job done	4.00	3.67	−0.33	−2.00	−0.50	−0.25	+0.25	−0.43
18	Accepts personal accountability for decisions, actions and results	5.00	3.94	−1.06	−1.00	−1.50	−1.25	−0.25	−1.29
19	Proactively identifies ways to improve processes, drive efficiencies and manage costs	3.00	3.65	+0.65	0.00	+0.50	+0.80	+1.25	+0.20
20	Effectively manages resources to quickly meet changing business demands	4.00	3.73	−0.27	−1.00	−0.50	0.00	+0.25	−0.50
Ethics Control		**3.67**	**3.73**	**+0.06**	**−0.67**	**−0.34**	**+0.05**	**+0.75**	**−0.10**
21	Ensures that controls are in place to effectively mitigate risks and protect the reputation of the bank	3.00	3.63	+0.63	0.00	+0.50	+0.60	+1.25	+0.43
22	Takes personal responsibility for understanding and acting in accordance with the Code of Conduct and complies with the relevant rules and regulations	4.00	3.84	−0.16	−1.00	−0.50	−0.20	+0.50	−0.29
23	Continuously reinforces key messages on the organization's code of ethics and policies for handling breaches	4.00	3.72	−0.28	−1.00	−1.00	−0.25	+0.50	−0.43

Appendix A: Results by Statement

Each chart below represents a statement and shows the average score (diamond) and the range of scores (line) for each rater category. The average scores by rater higher than the norm score are underlined. The number in parentheses next to each rater category indicates the number of individuals in that rater category who entered a response for that statement.

Professional Expertise

1. Consistently delivers high quality work and seeks to achieve and exceed a standard of excellence

Rater	Score	Norm
Self (1)	4.00	4.12
Overall (17)	3.71	3.94
Mgr (1)	3.00	3.91
Addtl Mgr (2)	3.50	3.93
Peer (3)	3.67	3.83
DR (4)	4.50	4.26
Client (7)	3.43	3.82

2. Is sought out by others for his knowledge and expertise

Rater	Score	Norm
Self (1)	4.00	4.08
Overall (19)	3.84	3.97
Mgr (1)	4.00	4.06
Addtl Mgr (2)	3.50	3.98
Peer (5)	3.80	3.89
DR (4)	4.25	4.15
Client (7)	3.71	3.89

3. Keeps up-to-date with, and incorporates insights from, current trends and best practices in support of the business strategy

Rater	Score	Norm
Self (1)	4.00	3.77
Overall (17)	3.82	3.90
Mgr (1)	3.00	3.68
Addtl Mgr (2)	3.50	3.72
Peer (5)	4.00	3.86
DR (4)	4.50	4.17
Client (5)	3.40	3.78

4. Continues to build and refine his business acumen and professional expertise

Rater	Score	Norm
Self (1)	4.00	3.81
Overall (17)	3.65	3.85
Mgr (1)	3.00	3.68
Addtl Mgr (2)	3.00	3.64
Peer (4)	4.00	3.84
DR (4)	4.25	4.09
Client (6)	3.33	3.73

Appendix B: Getting the Most from Your 360

To help you focus on the most important messages contained in your feedback report, please review these questions and specify what action steps you will take to ensure you focus on these:

Summarizing your results

1. What feedback pleased you the most and why?

2. What feedback concerned you the most and why?

3. What were the 2-3 biggest **similarities or common themes** across the various rater groups (e.g. manager, peers, direct reports, etc.)?

4. What were the 2-3 biggest **differences** in the feedback across the various rater groups?

5. Are there any **obvious patterns** between the ratings and the written comments?

6. Reflecting across all the feedback you have received, what should you do:

   More of?

   Less of?

   Differently?

   What steps will you take to ensure you focus on these?