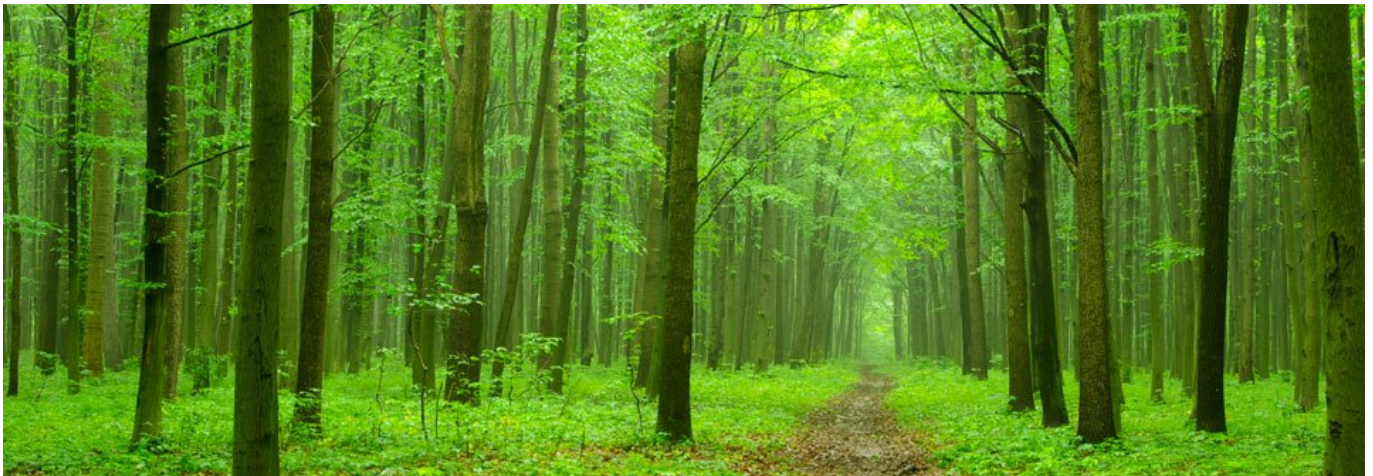


360° Assessment Report

Participant: David Simpson

Review Name: Example Leadership Review

Date Completed: 19/05/13



Please do not print this unless absolutely necessary.

Introduction

This 360° assessment report contains confidential information about **David Simpson** and should only be shared with authorised people e.g. **David Simpson** and his/her chosen coach/HR support

Blah, blah, blah.

Report Content

This report contains the following sections:

- **Feedback Overview**
Summary of your overall results.
- **Detailed Feedback Analysis**
A full breakdown of your assessment by competency.
- **Feedback Comments**
General feedback from your reviewers..

Feedback Overview

The following graphs provide a visual overview of each of the competencies. It allows you to quickly identify, at a high level, where you may have potential strengths and development areas, and where the biggest similarities and discrepancies in rating lie.

***** TODO *****

Detailed Feedback Analysis

Passion for academic/professional excellence

Statement		Participant	Manager	Peer	Reports
Works to build the reputation of the School/Department.	<p>A horizontal bar chart with a scale from 1 to 5. The bars represent scores from different sources: Participant (4), Manager (5), Peer (5), and Reports (-). The bars are colored teal, orange, orange, and yellow respectively.</p>	4	5	5	-
Sets a challenging climate for academic/professional work, e.g. sets high expectations of self and others.	<p>A horizontal bar chart with a scale from 1 to 5. The bars represent scores from different sources: Participant (4), Manager (5), Peer (3.5), and Reports (-). The bars are colored teal, orange, orange, and yellow respectively.</p>	4	5	3.5	-
Recognises and rewards academic and professional achievement.	<p>A horizontal bar chart with a scale from 1 to 5. The bars represent scores from different sources: Participant (4), Manager (5), Peer (3.5), and Reports (-). The bars are colored teal, orange, orange, and yellow respectively.</p>	4	5	3.5	-
Is well respected in the School or Department.	<p>A horizontal bar chart with a scale from 1 to 5. The bars represent scores from different sources: Participant (4), Manager (5), Peer (2.5), and Reports (-). The bars are colored teal, orange, orange, and yellow respectively.</p>	4	5	2.5	-

Understanding of the Institution and the context in which it operates

Statement		Participant	Manager	Peer	Reports
Demonstrates enthusiasm for achieving the aims of the University.		4	4	5	-
Creates a network of useful contacts within the University.		4	4	4.5	-
Aligns own targets with those of the University.		4	4	4	-
Understands institutional complexity and operates successfully within it.		4	4	3.5	-
Creates a network of useful contacts at national and international levels		4	4	3	-

Ability to deploy and manage resources - human and financial

Statement	Participant	Manager	Peer	Reports	
Delegates responsibility fairly and appropriately.		3	4	1.5	-
Makes his/her expectations clear e.g. communicates courses of action and desired outcomes clearly.		3	4	1.5	-
Manages performance effectively e.g. gives constructive feedback.		3	4	2.5	-
Manages the unit's resources effectively.		3	4	2.5	-
Works towards equitable distribution of workload e.g., is aware of the overall workload in the area of responsibility and acts accordingly.		3	5	3.5	-
Demonstrates financial planning e.g. good quality and timely bids for investment.		3	2	2.5	-
Demonstrates financial management e.g. works within budget/conscious of cost control.		3	4	2.5	-

Creates a healthy climate and manages conflict constructively

Statement		Participant	Manager	Peer	Reports
Encourages a climate where staff have the opportunity to reach their potential.		2	2	4	-
Facilitates collaboration between academic and administrative staff.		2	1	3	-
Raises and faces difficult issues or problems.		2	2	2	-
Shows concern for the individuals he/she works with.		2	3	2	-
Helps to build understanding between different groups or points of view e.g. can see issues from several perspectives.		2	4	3	-
Demonstrates sound decision making.		2	3	4	-

Self confidence & high personal standards

Statement	Participant	Manager	Peer	Reports	
Leads by example: performs to a high standard.		1	5	4	-
Welcomes constructive questioning of his/her ideas e.g. is not overly defensive of own point of view.		1	4	3	-
Works constructively while under pressure.		2	3	2	-
Effectively manages his/her own work/life balance.		3	2	1	-
Behaves in an honest and open manner.		4	1	2	-
Gets things done e.g. focuses on results and timescales.		5	2	3	-

Visionary team leadership

Statement		Participant	Manager	Peer	Reports
Works to create a shared vision of the future direction of the unit, e.g. involves colleagues in planning and decision making.	<p>A horizontal bar chart with a scale from 1 to 5. The top bar (teal) is at 5. The second bar (orange) is at 5. The third bar (orange) is at 4.5. The bottom bar (yellow) is at 0.</p>	5	5	4.5	-
Motivates others towards appropriate goals.	<p>A horizontal bar chart with a scale from 1 to 5. The top bar (teal) is at 4. The second bar (orange) is at 4. The third bar (orange) is at 3.5. The bottom bar (yellow) is at 0.</p>	4	4	3.5	-
Seeks ideas from other areas/people.	<p>A horizontal bar chart with a scale from 1 to 5. The top bar (teal) is at 3. The second bar (orange) is at 3. The third bar (orange) is at 2.5. The bottom bar (yellow) is at 0.</p>	3	3	2.5	-
Good at managing change.	<p>A horizontal bar chart with a scale from 1 to 5. The top bar (teal) is at 2. The second bar (orange) is at 2. The third bar (orange) is at 1.5. The bottom bar (yellow) is at 0.</p>	2	2	1.5	-
Is prepared to be innovative and take calculated risks, e.g. is prepared to try new approaches.	<p>A horizontal bar chart with a scale from 1 to 5. The top bar (teal) is at 1. The second bar (orange) is at 1. The third bar (orange) is at 3. The bottom bar (yellow) is at 0.</p>	1	1	3	-

Ability to coach others

Statement		Participant	Manager	Peer	Reports
Actively works to develop others, e.g. shows an interest in other people's development.		3	5	5	-
Encourages people to learn from mistakes or disappointment e.g., gives feedback and constructive advice.		2	4	4.5	-
Provides guidance in the development of scholarly habits and practices, e.g. finds time to support colleagues.		3	3	4	-

Feedback Comments

1. manager says hi
2. xxxxx
3. yyy
4. manager says hi
5. xxxxx
6. yyy