



HELEN WILSON

PERSONAL FEEDBACK REPORT

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USING YOUR REPORT

Your feedback report is based on the questionnaires completed by you and your colleagues. Ratings were elicited on separate statements that together contribute to a group of competency areas. The questionnaire items were individual behaviours and the competencies are headings under which groups of behaviours are clustered. Each statement was rated on a numerical scale and these ratings reflect how you were perceived to demonstrate each of the behaviours by your colleagues (and yourself).

Remember as you look at your report that all of the ratings are based upon perceptions, which tend to be more subjective than objective. Try to interpret the ratings of your colleagues within the context of your work, and the way you may appear to others. Don't try and work out who has said what - this is difficult and misleading.

You will find the following sections in the report. A brief outline is given below, followed by a more detailed description of each of the outputs on the next pages.

COMPETENCY PROFILE CHARTS

This consists of bar charts summarising your ratings, broken down by competency. The charts summarise your ratings according to respondent type (self, colleague, and so forth). For respondent *groups* the ratings are averaged across that group. Note that any ratings for 'Not Applicable' are simply excluded from the averaging process.

GAP ANALYSIS

This set of tables allows you to compare your own ratings with those of other respondents. The report shows for each statement the difference between your self rating and each of the respondent groups' rating. A positive gap means that others have rated the statement higher than your self rating. A negative gap indicates that others have rated the statement lower than your self rating. The table displays rank orders of your greatest *blind spots* (biggest negative gaps) and your greatest *unrecognised strengths* (biggest positive gaps).

RESPONSE RANGE

This will tell you what ratings you got from each of your respondents, but without naming them. The distribution of ratings is given only in terms of respondent type.

SCATTERCHART

Showing the correlations between your own ratings for each competency and the ratings from all others.

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COMPETENCY PROFILE

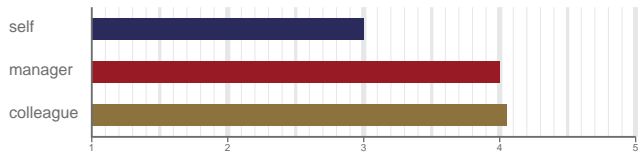
COMPETENCY PROFILE CHART

These bar charts present your 360 degree feedback for each of the competencies. Each one of the competencies is described by several statements and collectively these statements form the items of the questionnaire.

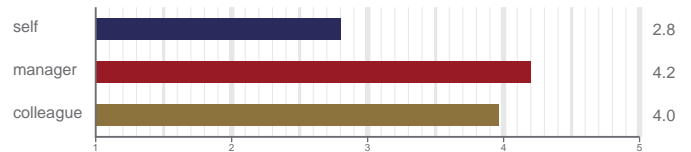
The ratings for each statement were collated and then assembled under their competency headings and then averaged. These averages are presented here as bar charts - you can use these charts to compare the impression people have of you for each competency. Averages are presented for each respondent group.

VISION

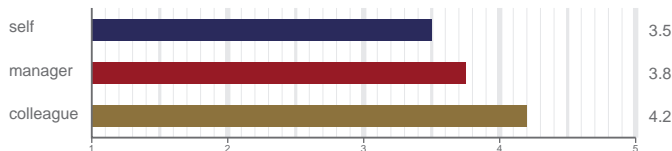
Direction



Vision

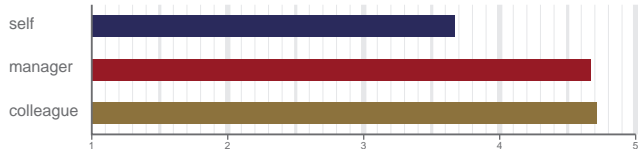


Priority setting

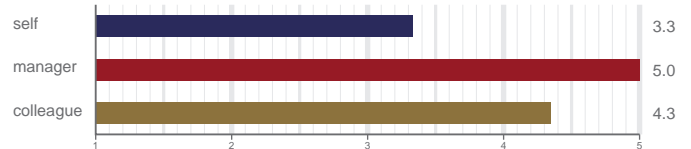


PERSONAL INFLUENCE

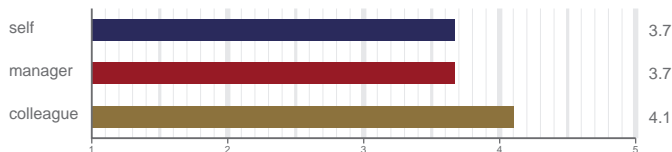
Respected



Connects

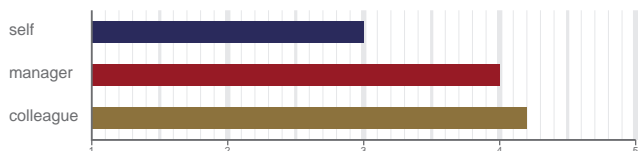


Charisma

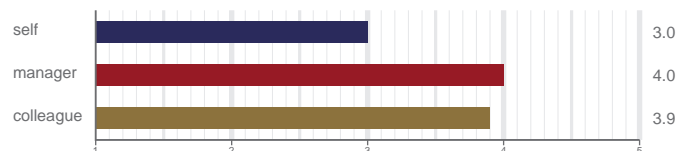


EMPOWERMENT

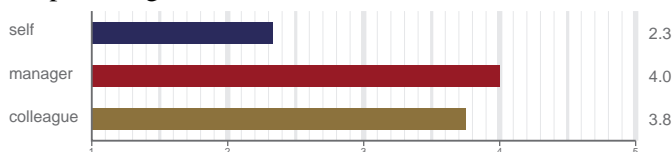
Intuition



Grows Potential



Empowering

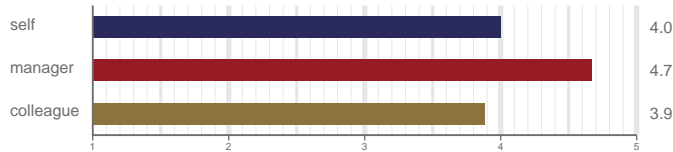


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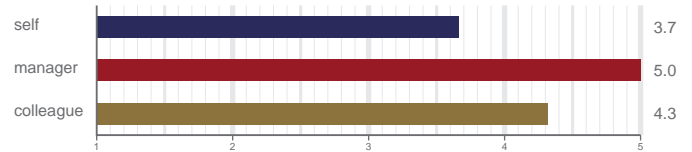
COMPETENCY PROFILE

TEAM LEADERSHIP

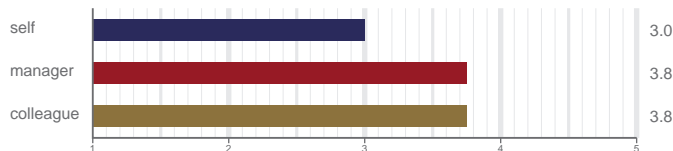
Coaching



Exemplar

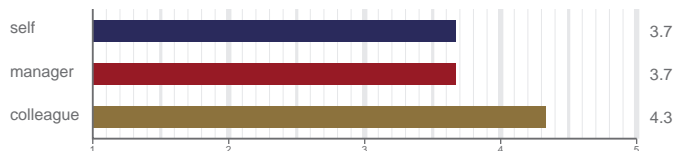


Developer

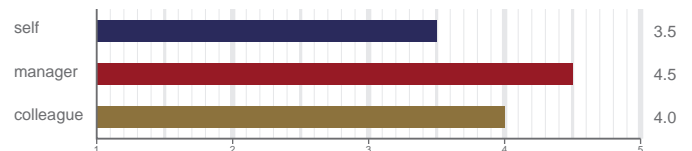


WINNER

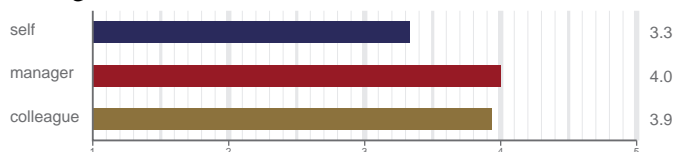
Momentum



Entrepreneurial

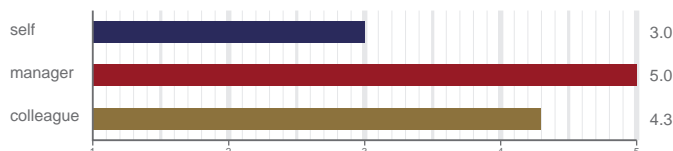


Change

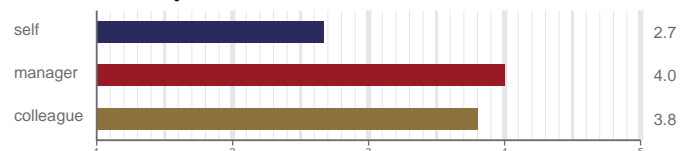


EXCELLENCE

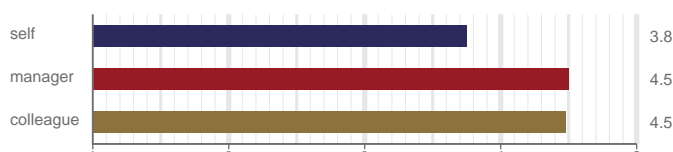
Values



Accountability



Excellence

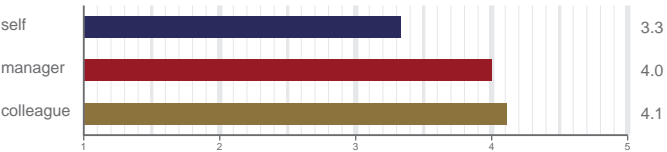


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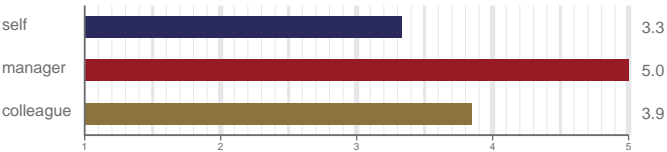
COMPETENCY PROFILE

COMMUNICATOR

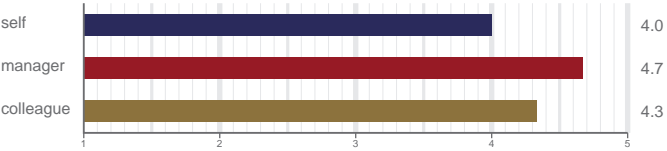
Inspires others



Listens



Relationships



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GAP ANALYSIS

GAP ANALYSIS REPORT

The *self* column, shown in green, shows how you rated yourself. The other columns show the difference between others' scores and your own score. Only those behaviours where there is a significant difference between your own and others' ratings are shown.

Behaviour	self	manager	colleague	all
Trusts people enough to let go	1.0	3.0	2.7	2.9
Lives their values	2.0	3.0	2.3	2.7
Actively listens to others	2.0	3.0	1.9	2.4
Clearly communicates the strategic direction of the Company	2.0	2.0	2.4	2.2
Inspires people to commit to achieving the Compass vision	2.0	2.0	2.0	2.0
Inspires the best in people	2.0	2.0	1.9	1.9
Asks Team what they need to do their job better	2.0	2.0	1.6	1.8
Effectively deals with behaviour that undermines teamwork	2.0	2.0	1.5	1.8
Consistently strives to maintain the Company's reputation for excellence	4.0	1.0	0.4	0.7
Develops strong relationships with colleagues	4.0	1.0	0.3	0.6
Shares knowledge and experience	4.0	1.0	0.1	0.6
Attracts talented people	3.0	0.0	1.0	0.5
Provides effective and timely coaching and feedback to team	4.0	1.0	-0.2	0.4
Involves people in decisions which affect their work	4.0	1.0	-0.3	0.4
Always finds a way to make things happen	4.0	0.0	0.6	0.3
Motivates people to act	4.0	-1.0	0.0	-0.5

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RESPONSE RANGE

This is simply a table showing how people have used the rating scale for each of the questionnaire statements.

You can use this information to identify where you may be coming across differently to different colleagues or groups of colleagues.

For example, an average rating of 2, say, in one of the bar charts could have been awarded because everybody agreed to rate you as a 2. But it may be that one person has rated you as a 5, and 3 others have given you a 1. The average is the same, but that average can hide the polarisation of perceptions. It may be useful for you to consider why it is that different people have different opinions of your behaviour.

In the following table, an **S** shows where you rated yourself, an **M** shows where your manager rated you, and a **C** shows where a colleague rated you.

Behaviour	1	2	3	4	5
DIRECTION					
Provides a clear sense of direction			S	MCC CCC C	C
Aligns Team direction with Compass's strategy			S	MCC CCC C	C
Ensures Team can support business goals within their job			SCC	MCC C	C
VISION					
Keeps up-to-date with the potential for possible business changes			S	CC CC	MCC
Inspires people to commit to achieving the Compass vision		S	C	MCC CC	C
Has a clear vision (sees further than others see)			SCC	MCC CC	C
Effectively involves the team in determining how to achieve Compass's vision		C	SCC	MC	CC
Effectively articulates/communicates link between Compass's vision and individuals responsibilities			SC	MCC C	C
PRIORITY SETTING					
Identifies and focuses on critical business priorities			C	SM C	CC CC
Makes decisions in a timely manner				SM CC CC	CC C
Can sense the need for change			SM CC	CC C	C
Focuses on greatest short and long term returns			SC	MCC CC	C
RESPECTED					
Has the respect of their peers			S	MCC	CC CCC

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RESPONSE RANGE

Is viewed as a credible leader			SCC C	MCC CC
Has a reputation for delivering			SC	MCC CCC C
CONNECTS				
Shows a high degree of personal integrity in dealing with others			SCC	MCC CC
Consistently treats people with respect		S	CC CC	MCC C
Relates with people at all levels	C	S	CC CC	MCC
CHARISMA				
Attracts talented people		SM C	CC CC	C
Motivates people to act		MC	SCC CCC	C
People listen when they speak			SCC CCC	MCC
INTUITION				
Ability to read people and situations		SC	MCC CC	CC
Is aware of hidden issues, measures and solves them		S	MCC CC	CC
Is aware of personal impact		SC	MCC CC	CC
GROWS POTENTIAL				
Seeks opportunities to develop members of the team		CC C	SM CC	C
Identifies and utilises people's strengths		SC	MCC CC	CC
Inspires the best in people	S	CC	MCC CC	C
EMPOWERING				
Creates an environment where people are passionate about the business	CC	S	MCC CC	C
Empowers team members	C	S	MCC C	CC
Trusts people enough to let go	S	C	C	MCC CC
COACHING				
Provides effective and timely coaching and feedback to team		CC	SCC C	MC
Shares knowledge and experience		CC	SCC	MCC C
Adapts coaching style to the person and the situation		CC	SM CC	

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RESPONSE RANGE

EXEMPLAR				
Leads by setting an example			SCC C	MCC C
Behaviour matches or exceeds that expected of others			SCC CCC C	MC
Consistency between what they say and do	S		CC CC	MCC
DEVELOPER				
Asks Team what they need to do their job better	S	CC C	MC	C
Treats failure as an opportunity to learn and improve		SC	MCC CC	CC
Provides opportunities for others to be developed		CC	SM CC C	C
Develops successors	C	SM CC C	C	C
MOMENTUM				
Always finds a way to make things happen			SM CC C	CC CC
Creates momentum and success	S		MCC CC	CC C
Celebrates successes		MC	SCC CCC	C
ENTREPRENEURIAL				
Creates an environment that encourages innovation		SCC C	MCC C	
Is willing to challenge higher management when needed		C	SM CC C	CC
Is willing to take risks needed to achieve success in a changing business environment		SCC	CC	MCC
Identify opportunities to create value		C	SCC C	MCC C
CHANGE				
Sees change as an opportunity, not a problem		SC	MCC C	CC
Helps people overcome resistance to change		SC	MCC CC	C
Provides people with appropriate communication during times of change		CC C	SM	C
VALUES				
Ensures that integrity is established and maintained			SCC CCC	MCC

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RESPONSE RANGE

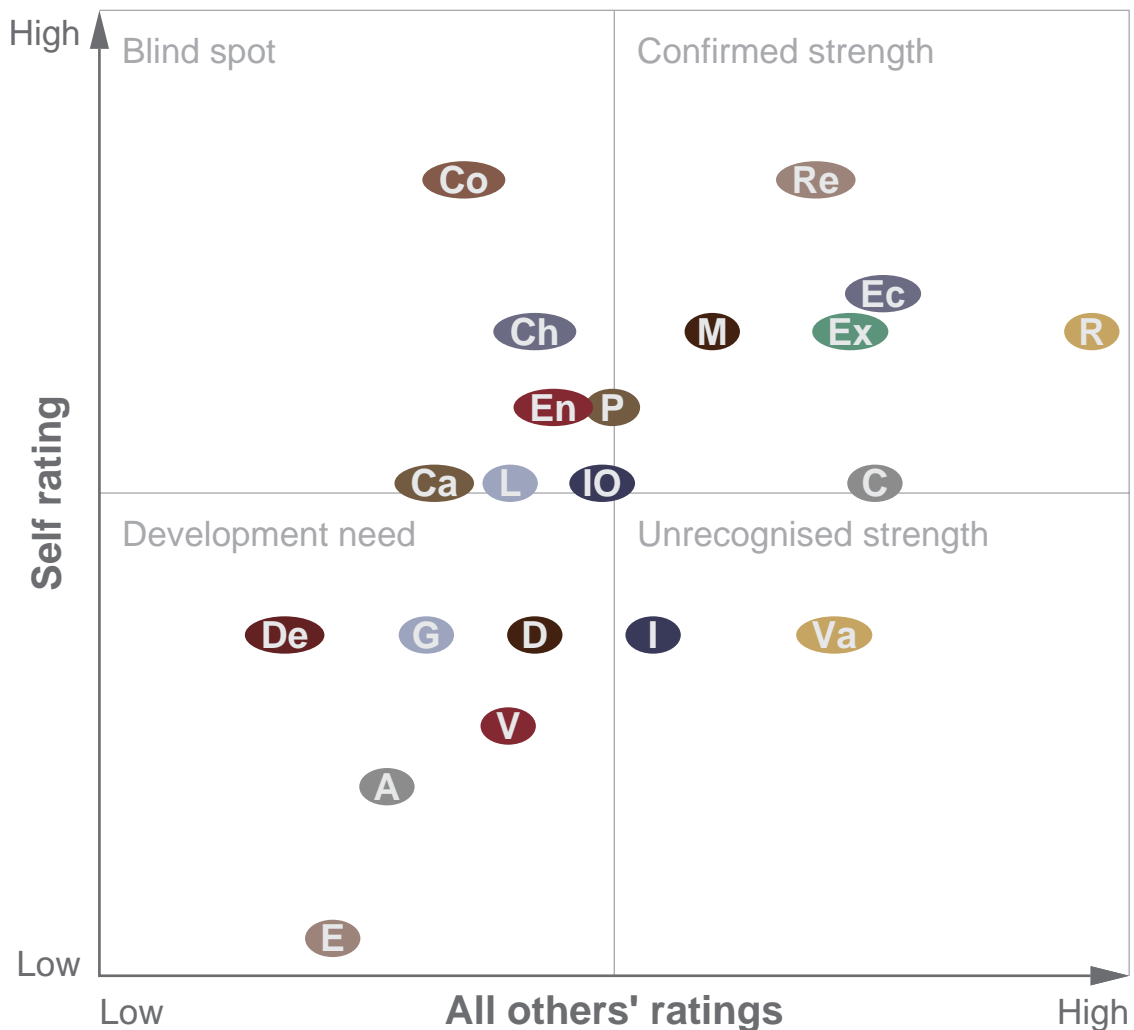
Has a clear and understood set of personal values		SC	CC C	MCC
Confronts and deals with issues that conflict with Compass's values		S	CC C	MCC
Lives their values	S		CC CC	MCC
ACCOUNTABILITY				
Creates a culture where people are accountable for the results of their work		S	MCC CCC	
Effectively deals with performance problems		SC	MCC	C
Effectively deals with behaviour that undermines teamwork	S	CC C	MCC C	
EXCELLENCE				
Strives to improve people's performance from acceptable to Superior			SM CC C	C
Insists upon high standards of performance			SM CC	CC CCC
Consistently strives to maintain the Company's reputation for excellence			SCC CC	MCC C
Pursues excellence in line with Compass's values	S		CC CC	MCC C
INSPIRES OTHERS				
Provides a clear sense of direction			SM CC CCC	C
Clearly communicates the strategic direction of the Company	S		MCC C	CC
Communicates clearly what is required of each team member		CC	SM CC CC	C
LISTENS				
Actively listens to others	S	CC	CC CC	MC
Involves people in decisions which affect their work	C	C	SCC CC	MC
Encourages full and open communication		CC	SCC	MCC
RELATIONSHIPS				
Develops relationships with people at all levels	C		SM CC CCC	C
Is trusted by people at all levels			SC	MCC CCC C
Develops strong relationships with colleagues		C	SCC C	MCC C

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SCATTER CHART

This report gives you a picture of the overall gap analysis information for each competency.

Where there is agreement between the overall ratings that you have given to yourself with the ratings used by others, then the coordinates will fall either into the top left or bottom right quadrants. These are the *confirmed strengths* and your likely *development needs*. *Blind spots* and *unrecognised strengths* fall into the remaining two quadrants. So where you see a circle, then that is the coordinate showing you where your own rating and those of your respondents have placed you.



KEY

D	Direction	V	Vision	P	Priority setting
R	Respected	C	Connects	Ch	Charisma
I	Intuition	G	Grows Potential	E	Empowering
Co	Coaching	Ex	Exemplar	De	Developer
M	Momentum	En	Entrepreneurial	Ca	Change
Va	Values	A	Accountability	Ec	Excellence
IO	Inspires others	L	Listens	Re	Relationships

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COMMENTS

This section shows the comments your reviewers have made.

Self

What are this person's key strengths?

Can think through problems and push the team to close deals.

What are this person's key weaknesses?

Impatient, does not suffer fools

What do you believe this person should focus on for development?

Patience and how to let go.

Manager

What are this person's key strengths?

Helen is technically superior and a real team player. She also has an excellent understanding of the internal Compass processes and how to get things done here. Helen can also quickly move into overdrive and get deals done. She has consistently demonstrated the ability to set stretch goals for herself and exceed these goals.

What are this person's key weaknesses?

no comment

What do you believe this person should focus on for development?

She should continue to develop her management and leadership skills. The next significant goal is to develop others to be as good, if not better, than she is. Helen is a superior director. The next step is to develop other superior directors.

Colleague

What are this person's key strengths?

Helen is highly intelligent and learns very fast. She effectively uses her knowledge and experience to create business opportunities and anticipate key hurdles that will have to be overcome.

What are this person's key weaknesses?

Helen tries to control all aspects of a situation and process, tends to keep too much to herself - both in terms of knowledge and responsibility.

What do you believe this person should focus on for development?

On delegating responsibility. She has a tendency to delegate tasks and not responsibility, and needs to develop that skill.

Colleague

What are this person's key strengths?

Excellent knowledge of the market, and products. Good knowledge of the "rules of the game" at the market. Persistence.

What are this person's key weaknesses?

Needs to be a bit more out-going. Build a bit more "team spirit".

What do you believe this person should focus on for development?

Tough question, Helen is one of the best team leaders I worked for in the last two years in Compass. I would want her to communicate a little bit more with the team (not that she does not do it now).

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COMMENTS

Colleague

What are this person's key strengths?

Understands Compass's business procedures and how to make money within these parameters. Works well with persons of the same level - doesn't always communicate to associates and analysts well in other business groups/units

What are this person's key weaknesses?

Communicating in an open and timely manner to all levels of the business group so they know and understand what is happening on a deal at a specific time

What do you believe this person should focus on for development?

HW does a great job leading the process and getting the desired results - she must learn to delegate more and allow others to do more of the work. As the business gets bigger she will not be able to drag along the rest of her team; she will require them to excel so she can leverage her skill sets further.

Colleague

What are this person's key strengths?

Focus and organization; ability to get things done; creates pleasant working atmosphere

What are this person's key weaknesses?

Self-effacing; does not always communicate effectively

What do you believe this person should focus on for development?

Projecting herself a bit more

Colleague

What are this person's key strengths?

Helen is a very bright, articulate, and personable individual.

What are this person's key weaknesses?

None.

What do you believe this person should focus on for development?

Nothing that i can think of.

Colleague

What are this person's key strengths?

Helen has the ability to quickly grasp concepts and issues that arise on transactions. She takes a creative approach to resolving problems and issues. She is also very good at delivering transactions.

What are this person's key weaknesses?

Although, I wouldn't characterise it as a weakness, Helen could improve in the area of project management. She could do a better job of communicating developments on transactions to the commercial support personnel involved and do a better job of leveraging off of these individuals.

What do you believe this person should focus on for development?

Developing a successor and building a stronger team to enable Helen to use her commercial skills to develop new products and structures which could add a fair amount of value to the business unit.

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COMMENTS

Colleague

What are this person's key strengths?

Delivers consistently, makes a deal happen, leader and team player

What are this person's key weaknesses?

Doesn't delegate enough, happy to transact but appears less comfortable managing.

What do you believe this person should focus on for development?

Leadership and management