

executive feedback
QUESTIONNAIRE

Tessa Test

Executive Feedback Questionnaire

July 1, 2002

Strictly Confidential

This report contains feedback gathered from the following sources:

| | |
|--------------|----------|
| Participant | 1 |
| Manager | 1 |
| Colleagues | 3 |
| Staff | 4 |
| Total | 9 |

Contents

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General Points to Remember

Purpose Of 360° Feedback

- Feedback is essential to progress. It provides you with accurate information about the way you work with others.
- Feedback can act both as a stimulus to change your behaviour, and as a catalyst to facilitate change.
- To accelerate your personal effectiveness, you need to be aware of the consequences of your behaviour. If you are aware, you can decide whether or not the consequences match your intentions.

This system enables you to increase your knowledge about your job and performance. For example: it can give you information about how people rate current performance, what they expect of you and how important certain behaviours are to your job.

Primary Objectives

- To develop an awareness of your relative influence and effectiveness with others.
- To develop a self-directed strategic plan for working more effectively with others.

By Enabling You To

- Analyse and process your feedback.
- Understand the consequences of your behaviour.
- Identify what you could be doing differently to maximise your working relationships with others by creating self-directed action plans.
- Identify content areas for follow-up, skill-building, training and development.

The Competencies

Task Skills

Decision Making

Drive / Self Motivation

Display of determination and commitment to achieving success.

Planning and Organising

Problem Solving

Able to identify, define and resolve problems.

Skills with People

Communication

Networking and Relating

Building effective relationships with others.

Persuading

Teamworking

Influencing

Provides inspiration and an example to others.

Professional / Functional Skills

Professional / Functional skills

Use of Technology

Use of Technology

The Rating Scale

As a reminder, the scale that was used by respondents for the questionnaire is shown below:

Performance

- 6 Supremely effective area
- 5 Strong area, done well
- 4 Competent area
- 3 Minor shortfall requiring some development
- 2 Weak area requiring development
- 1 Ineffective area, done very badly
- U Unable to comment

Introduction to Competency Overview Graph

This demonstrates your overall scores against each of the main competency areas. These scores are the average over all the respondents, including yourself.

The final graph shows the combined overall score for all the competency areas.

Avs is the average score and corresponds with the bar length.

- a high number means that on average you were rated highly for that statement.
- a low number means that the competency is not seen often by respondents.

N shows the number of respondents who answered the question.

Ags shows the degree to which people agreed about your performance.

- a number close to 0 means that there was little agreement between the different respondents' ratings.
- a number close to 1 shows a consensus of opinions from the different respondents.

NR means no responses.

AP means anonymity protection i.e. if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

The competencies are shown in ranking order based on the respondent average.

Competency Overview Graph

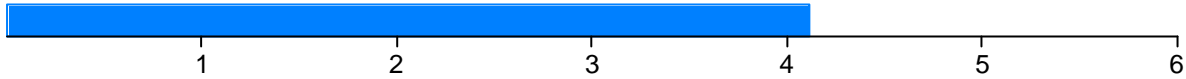
Tessa Test

Use of Technology



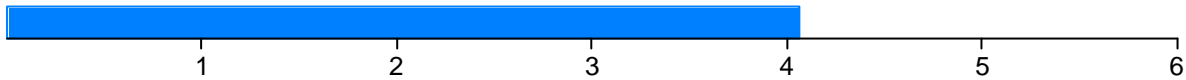
Avs N Ags
4.39 8 0.38

Drive / Self Motivation



4.11 9 0.33

Professional / Functional skills



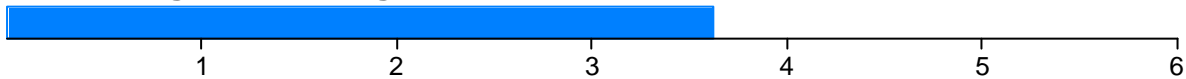
4.07 9 0.33

Planning and Organising



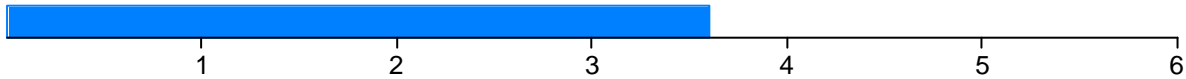
3.91 9 0.45

Networking and Relating



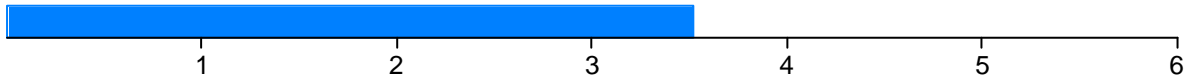
3.62 8 0.38

Problem Solving



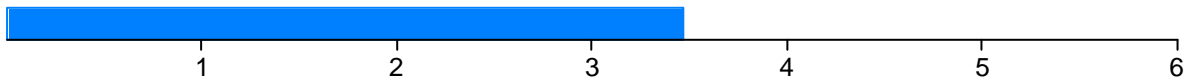
3.60 8 0.39

Decision Making



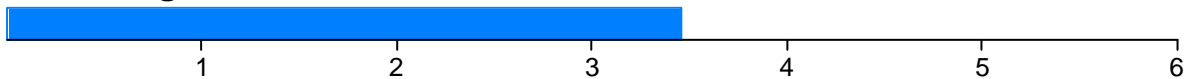
3.52 8 0.41

Communication



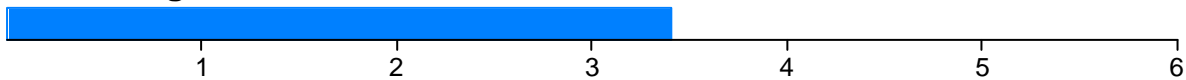
3.47 8 0.36

Influencing



3.46 8 0.38

Persuading



3.40 8 0.32

Avs - Average Score N - Number of Responses Ags - Agreement Score

NR - No Response AP - Anonymity Protected

Competency Overview Graph

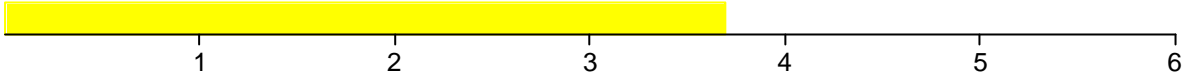
Tessa Test

Teamworking



Avs N Ags
3.27 8 0.38

Composite



3.70 8 0.36

Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Response AP - Anonymity Protected

Introduction to Question Overview Graph

This report shows how you have been rated at the Competency and Question level. These scores are the average over all your respondents, including yourself. The responses are represented by a set of bars on the left of the page and in numerical format in the columns on the right.

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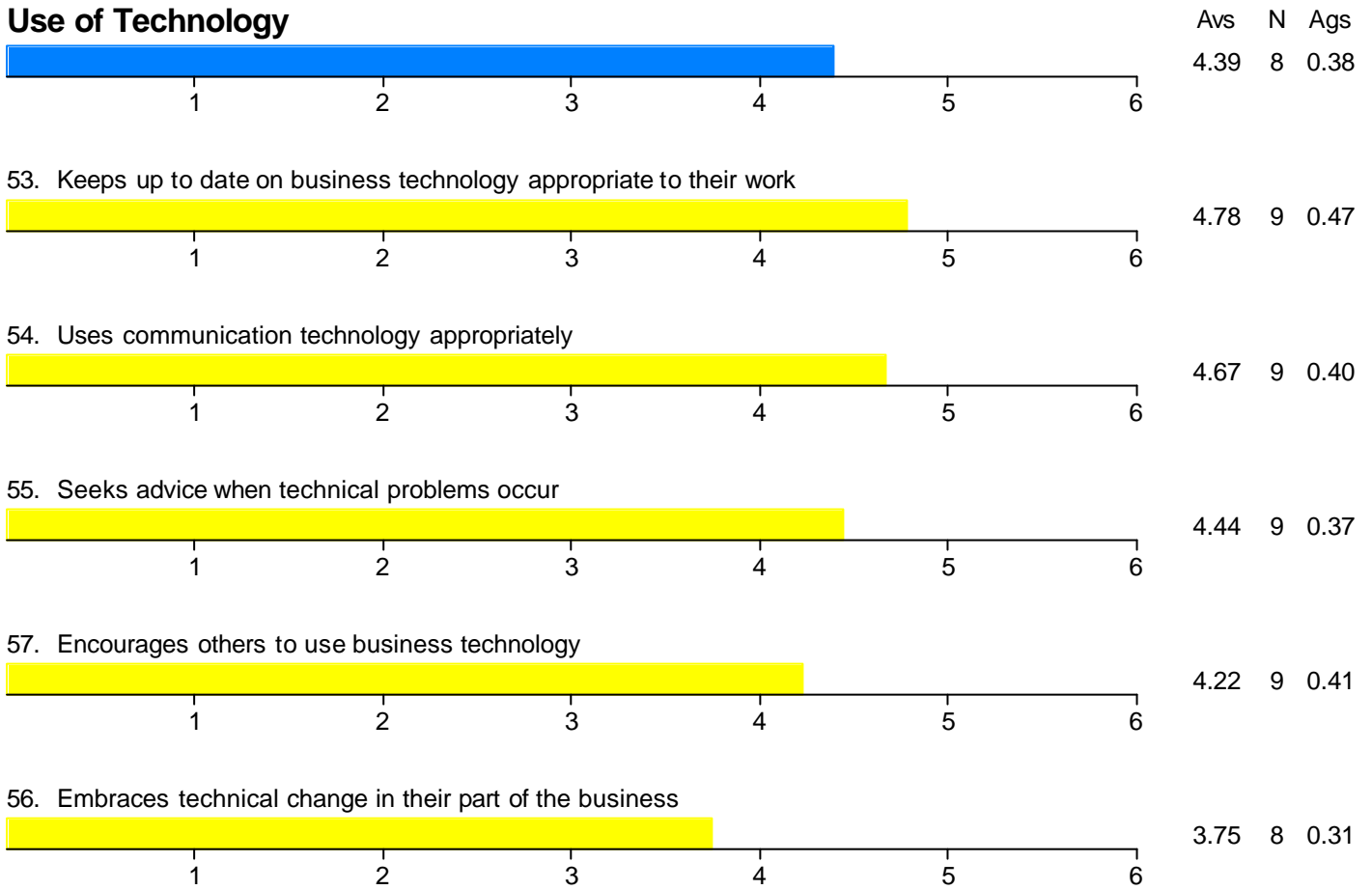
AP means anonymity protection i.e. if fewer than a specified minimum number of people from a particular group have responded, the score is not shown to protect anonymity.

The competencies and questions are shown in ranking order based on the respondent average.

Question Overview Graph

Tessa Test

Use of Technology

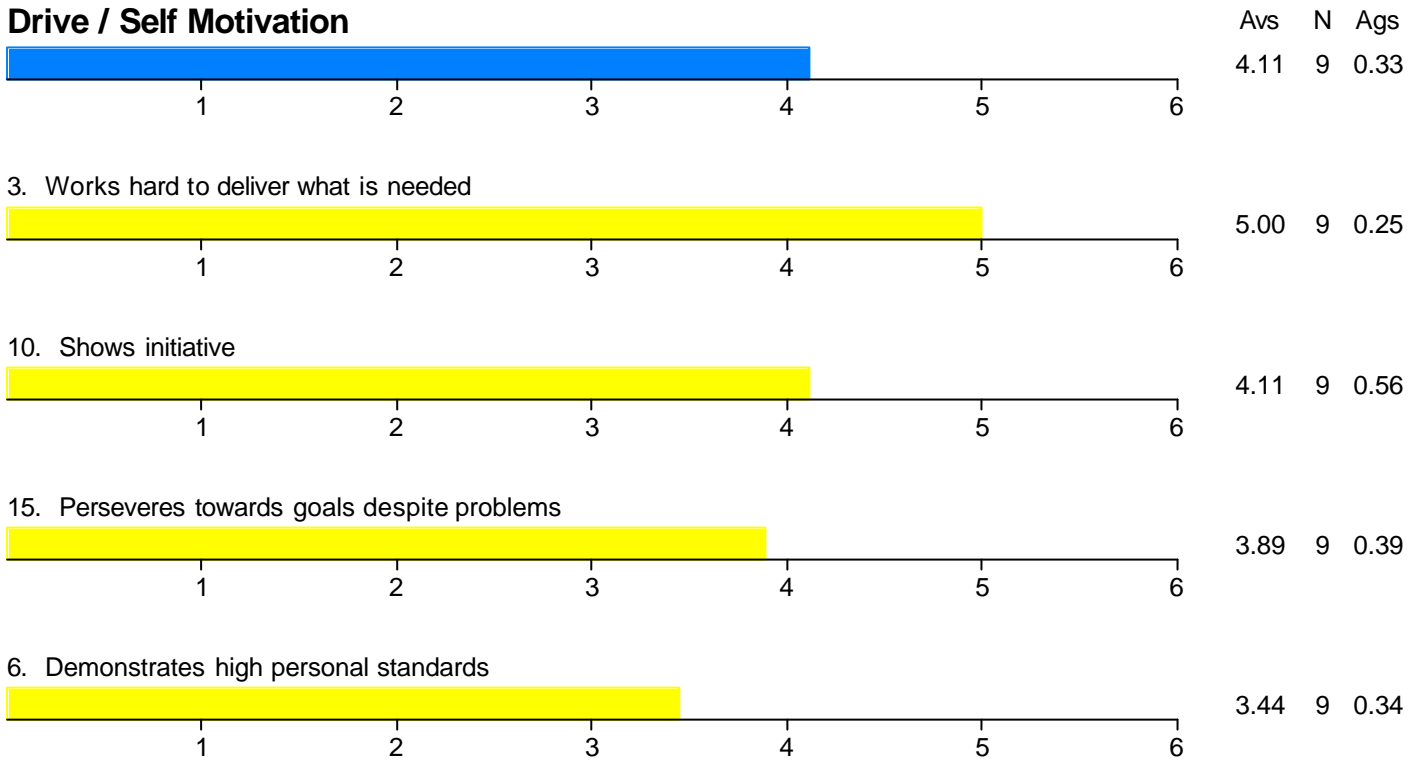


Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graph

Tessa Test

Drive / Self Motivation

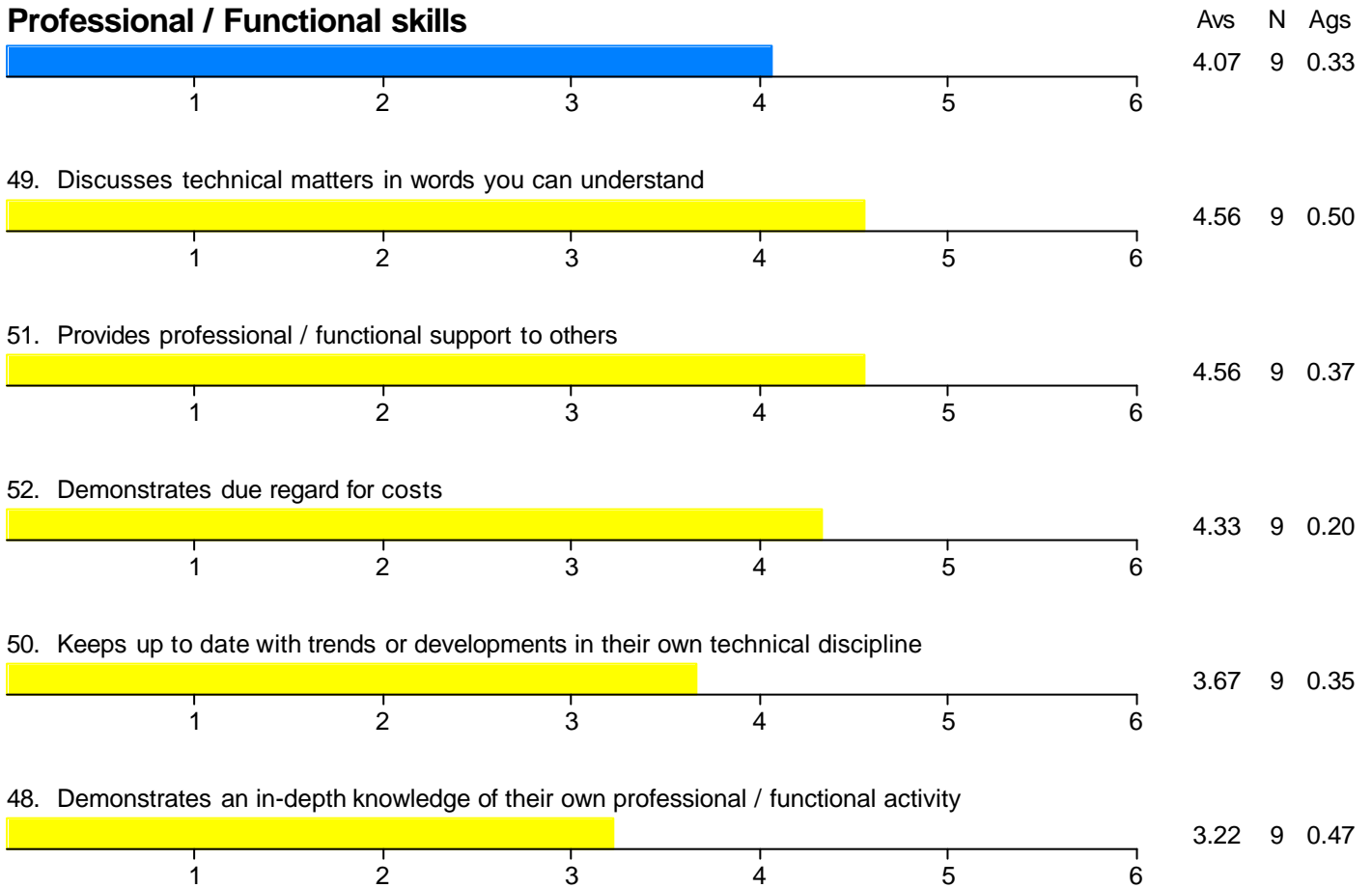


Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graph

Tessa Test

Professional / Functional skills

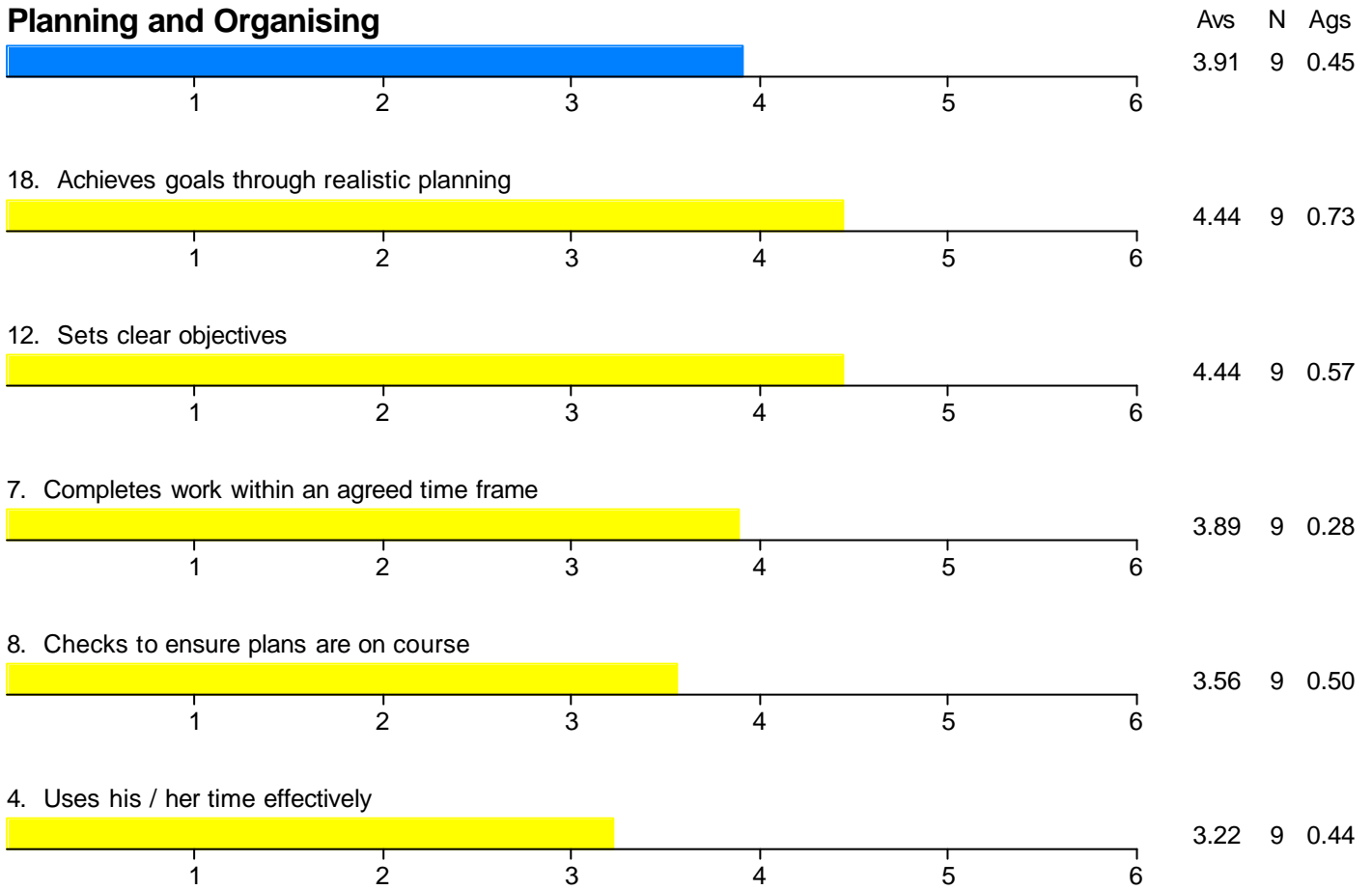


Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graph

Tessa Test

Planning and Organising

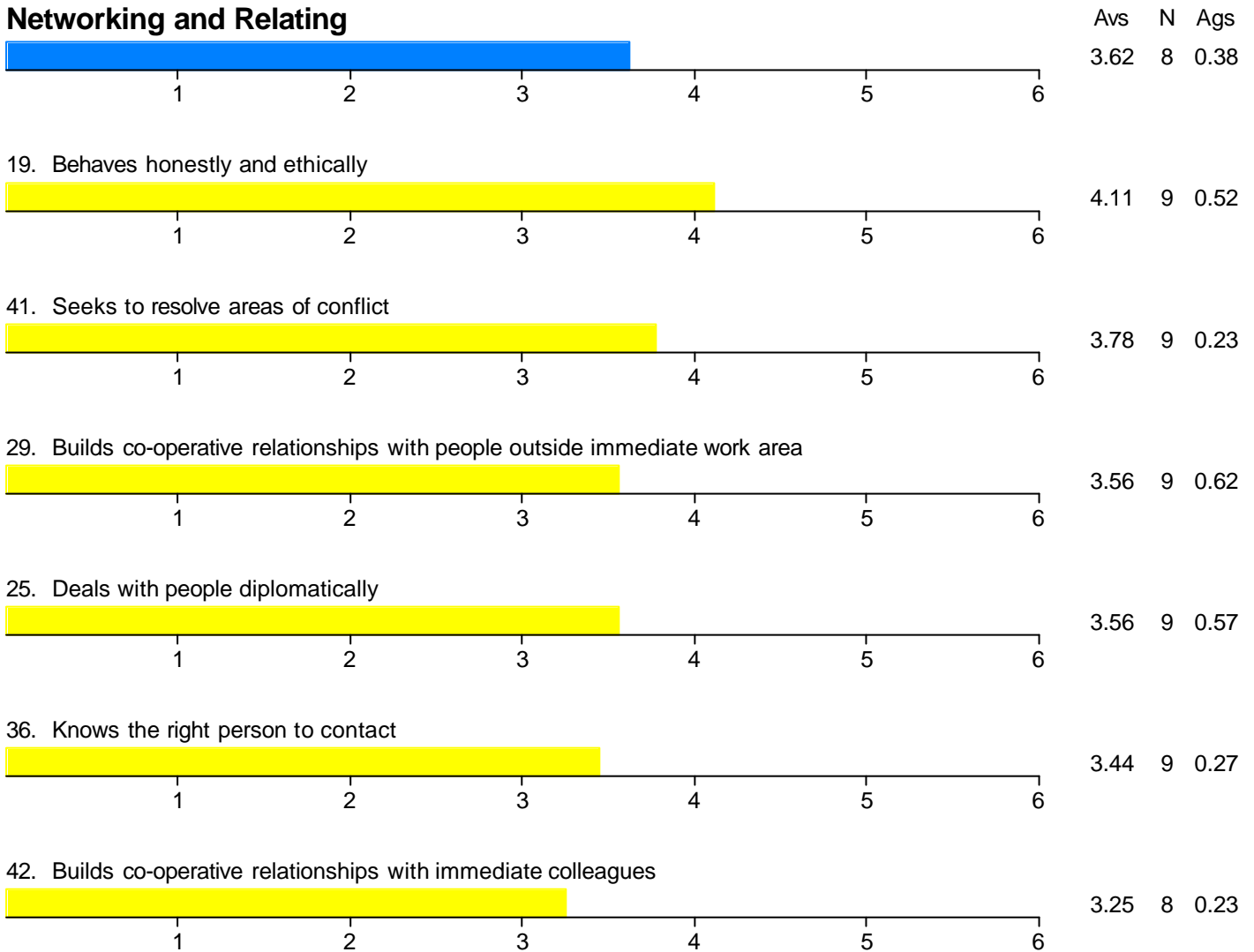


Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Response AP - Anonymity Protected

Question Overview Graph

Tessa Test

Networking and Relating

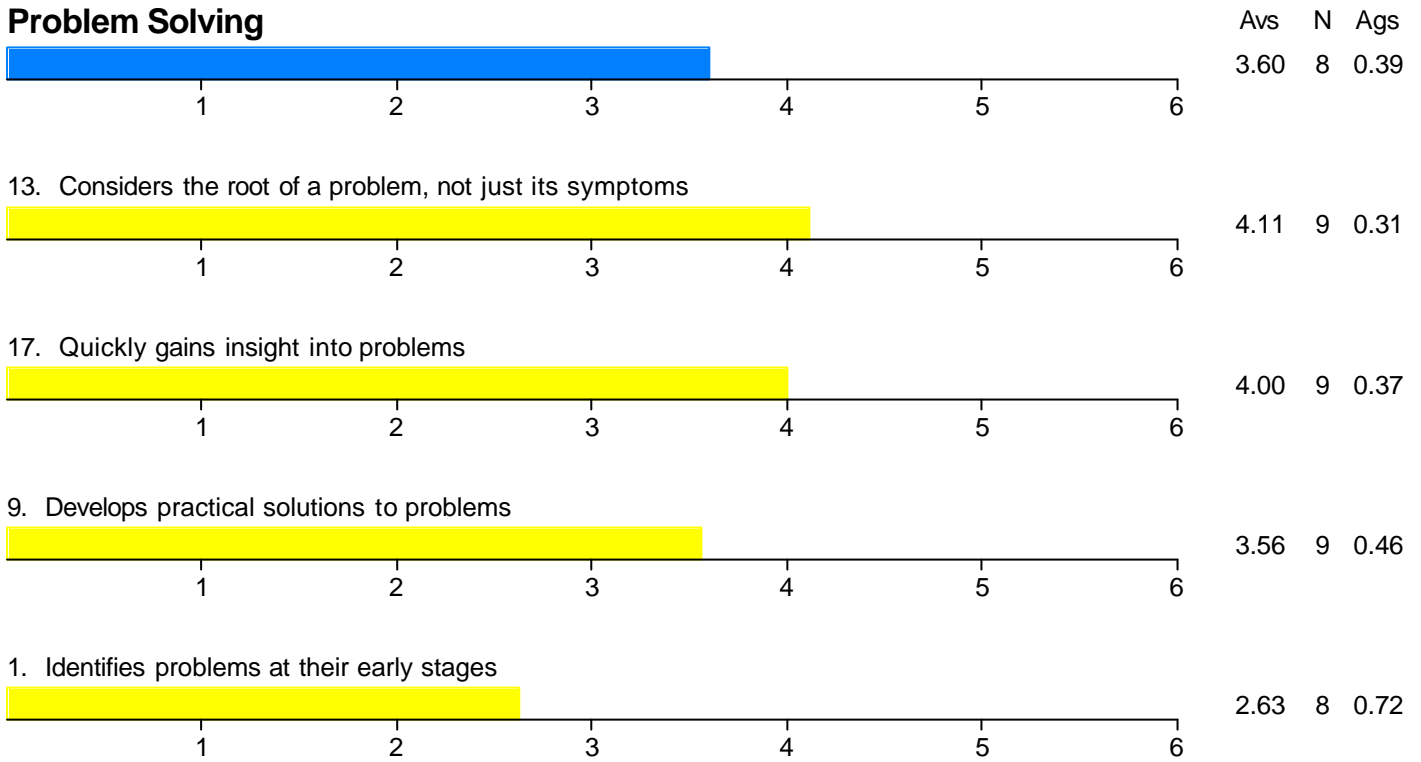


Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graph

Tessa Test

Problem Solving

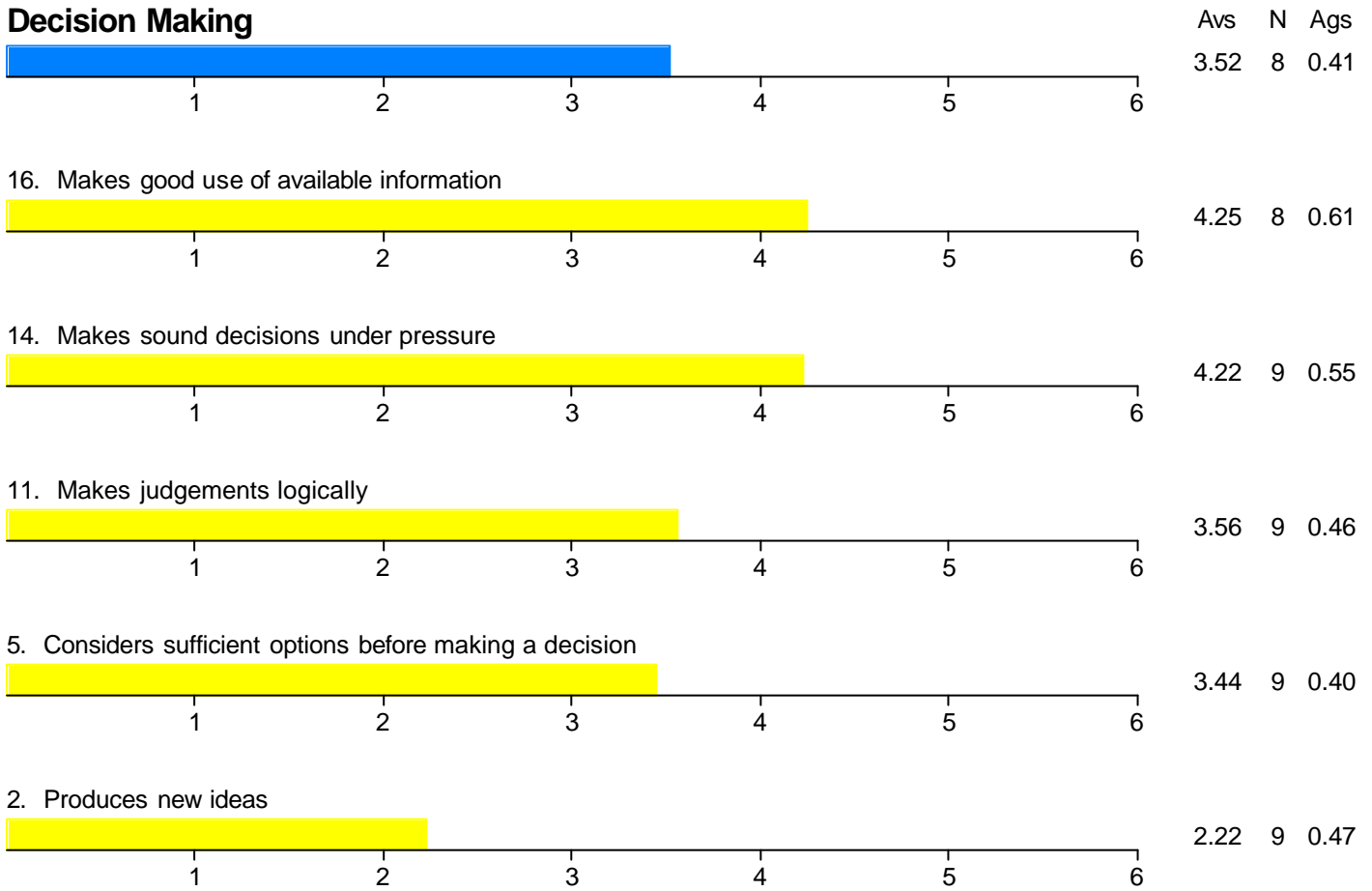


Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graph

Tessa Test

Decision Making

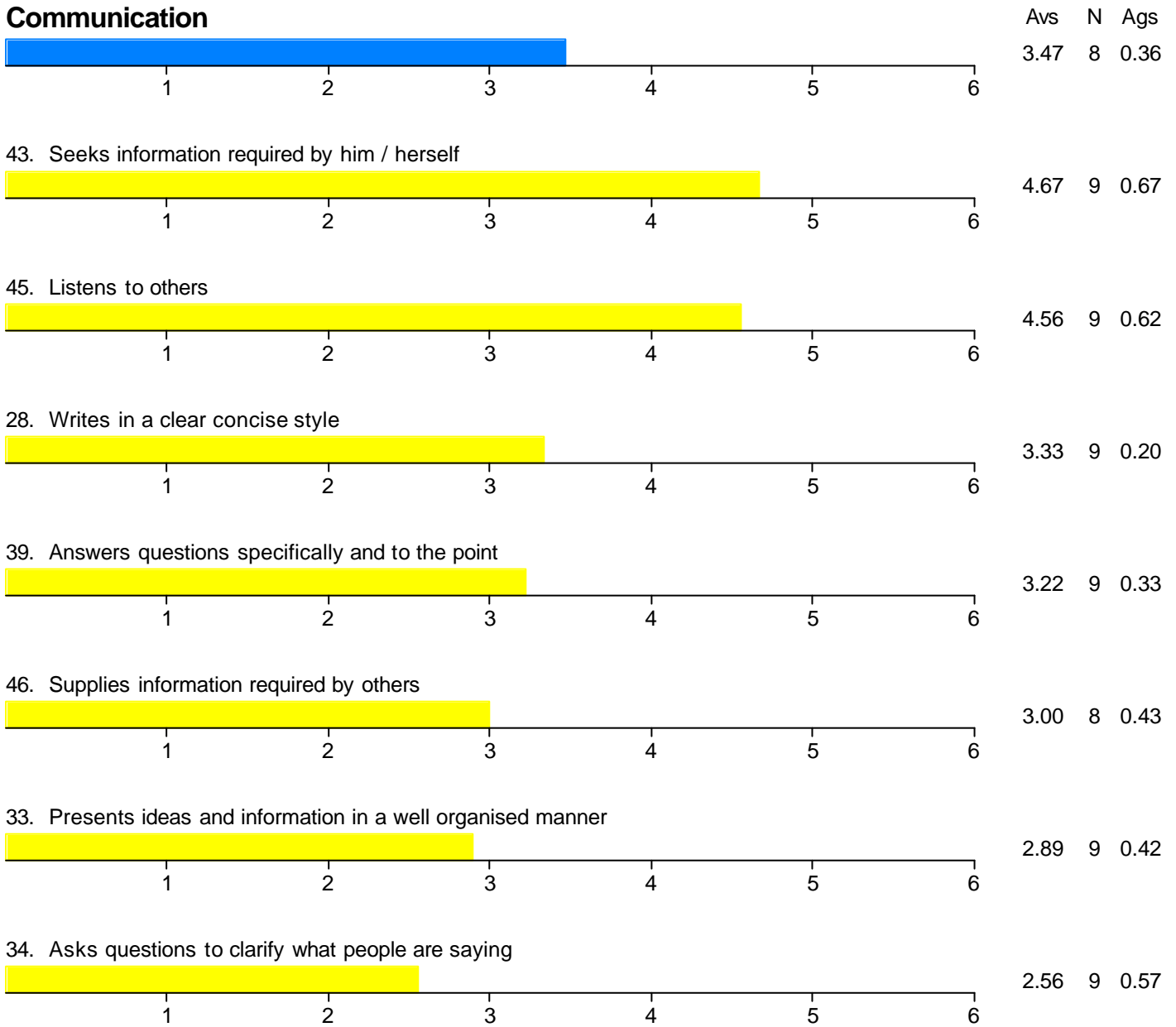


Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graph

Tessa Test

Communication



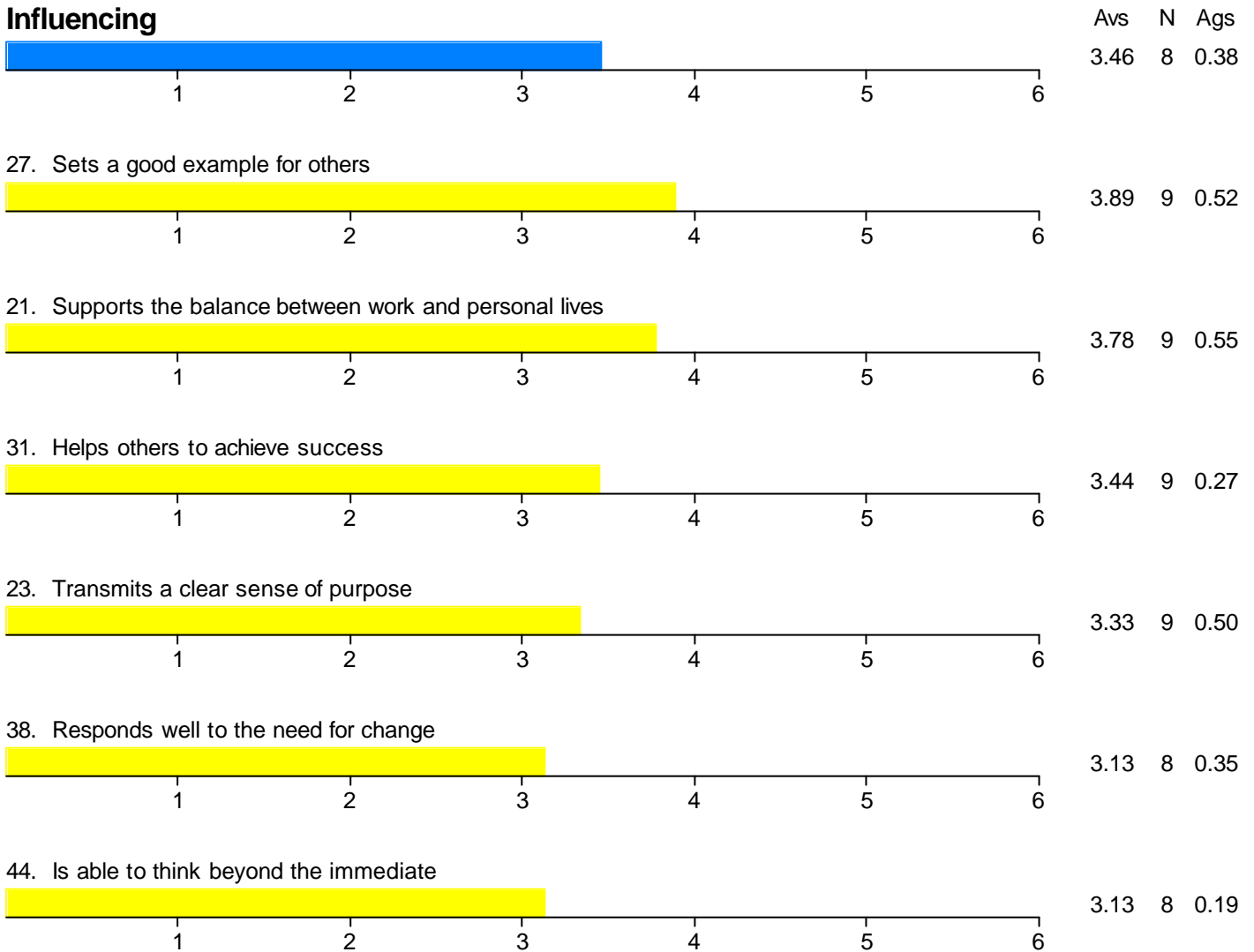
Avs - Average Score N - Number of Responses Ags - Agreement Score

NR - No Response AP - Anonymity Protected

Question Overview Graph

Tessa Test

Influencing

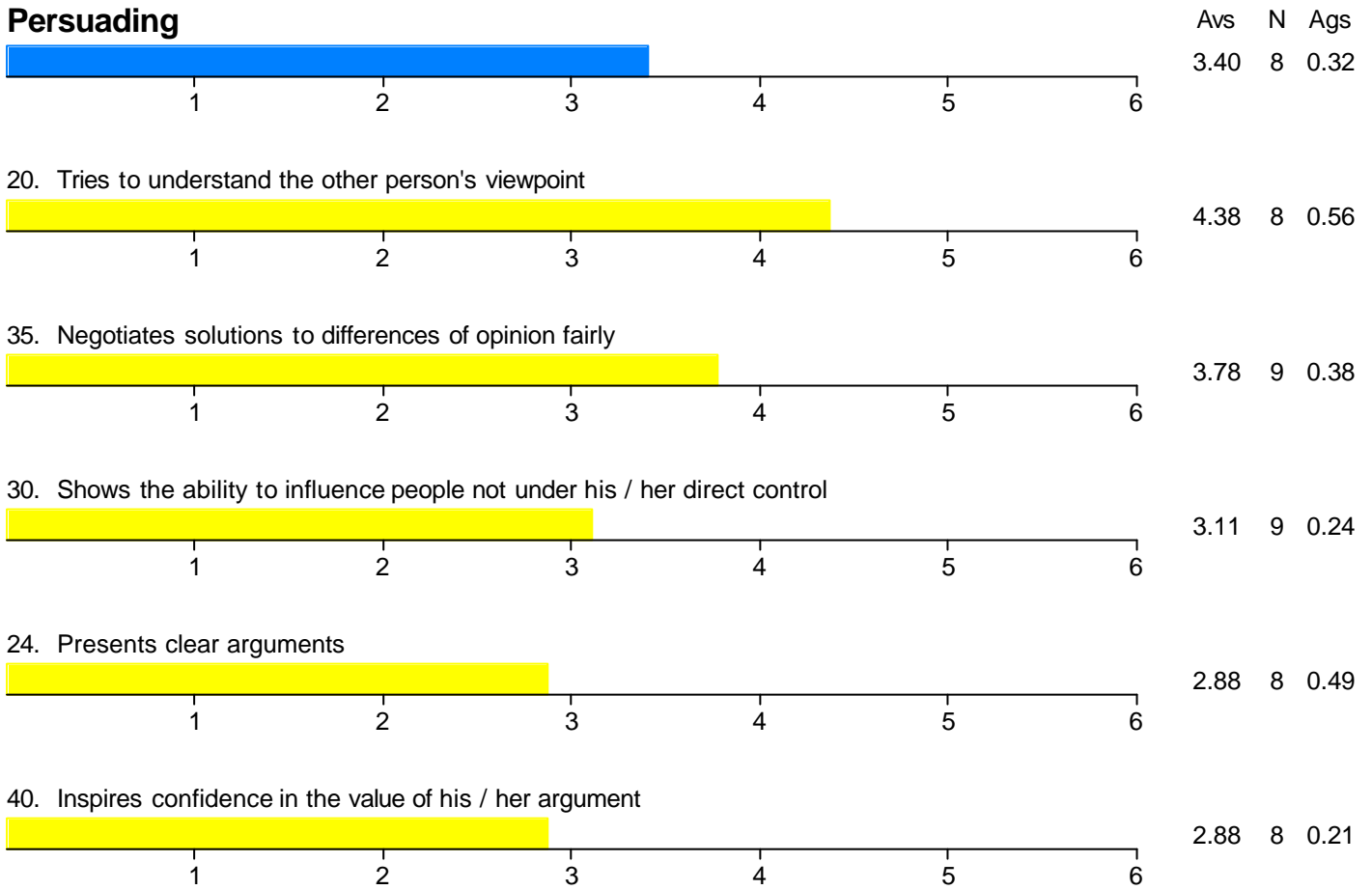


Avs - Average Score N - Number of Responses Ags - Agreement Score
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Question Overview Graph

Tessa Test

Persuading

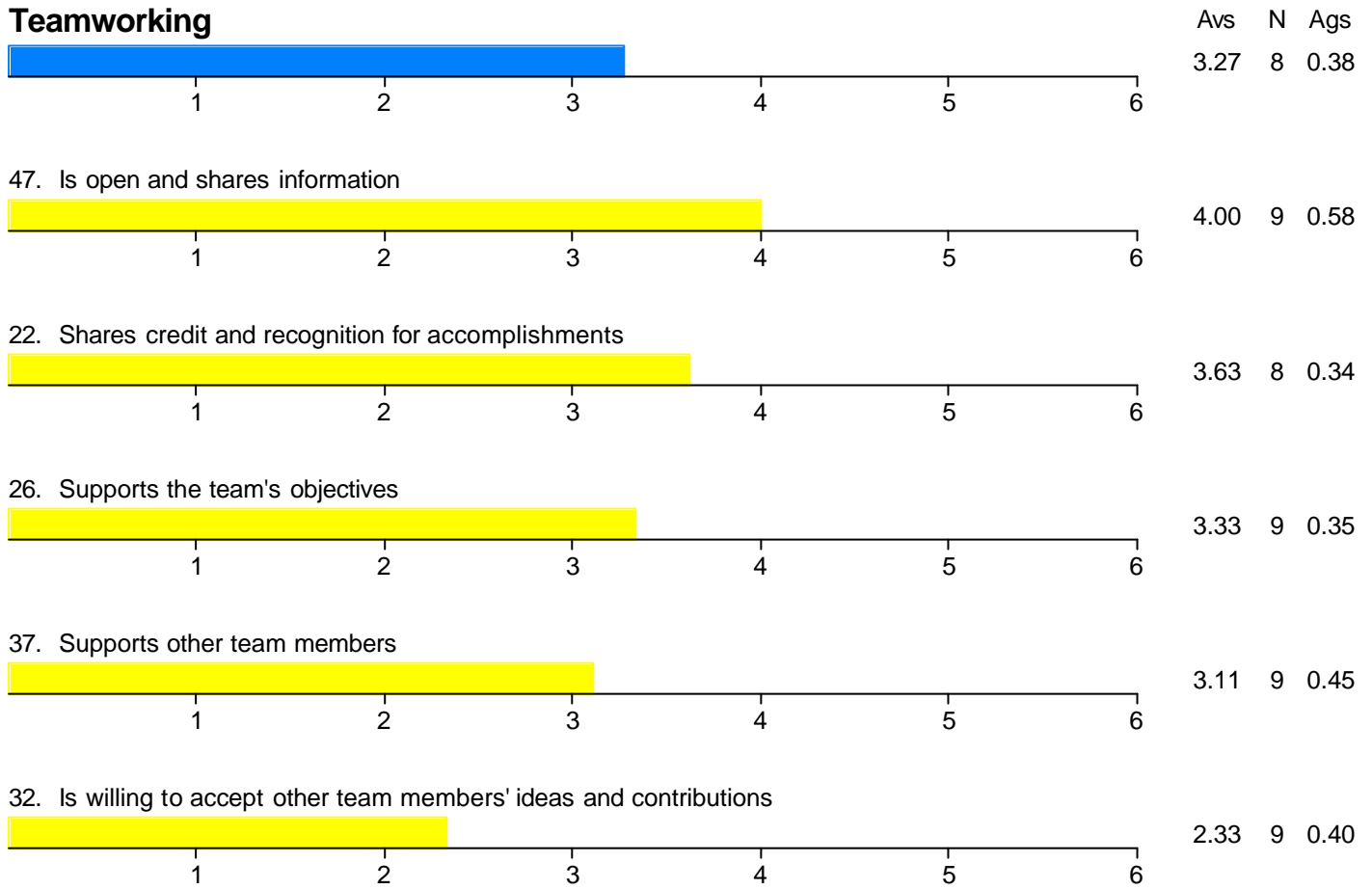


Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Response AP - Anonymity Protected

Question Overview Graph

Tessa Test

Teamworking



Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Response AP - Anonymity Protected

Introduction to Detailed Information

This report shows how you have been rated at the Competency and Question level by each of the different respondent (or rater) types. The responses are represented by a set of bars on the left of the page (where the respondent type is shown within the bar in each case) and in numerical format in the columns on the right. The last bar on each graph shows the average over all the respondents, including yourself.

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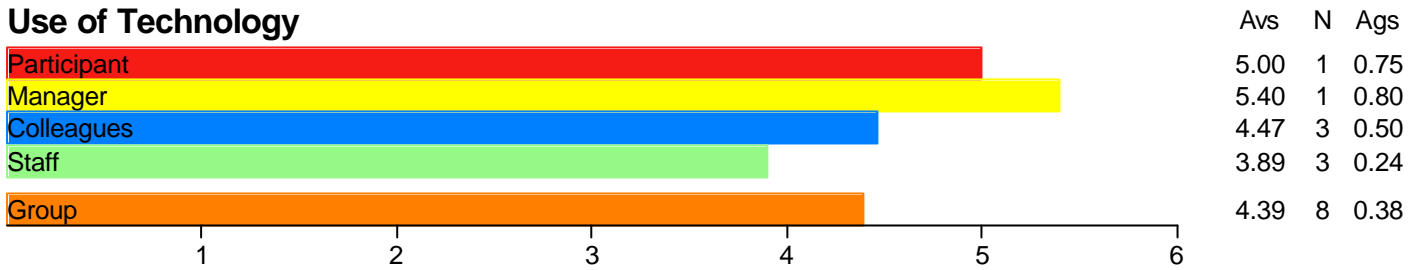
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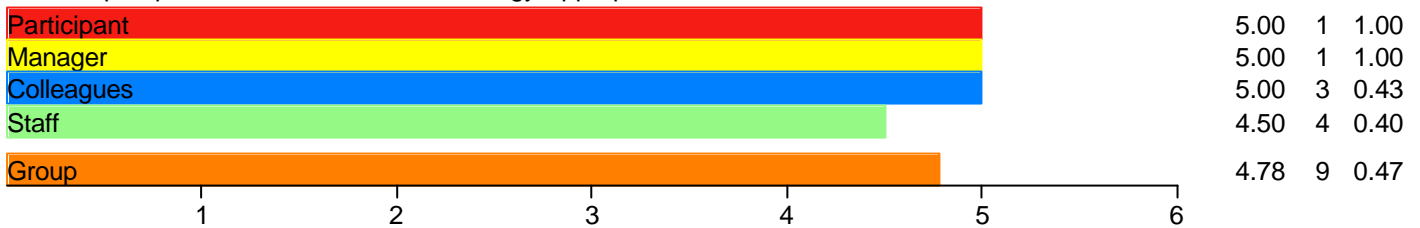
Detailed Information

Tessa Test

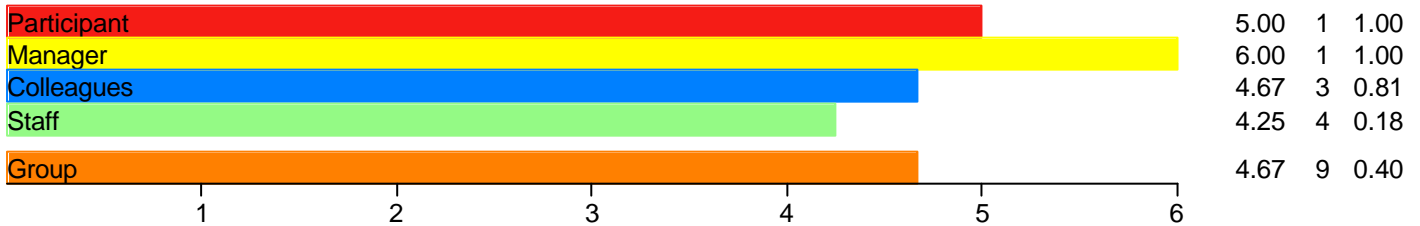
Use of Technology



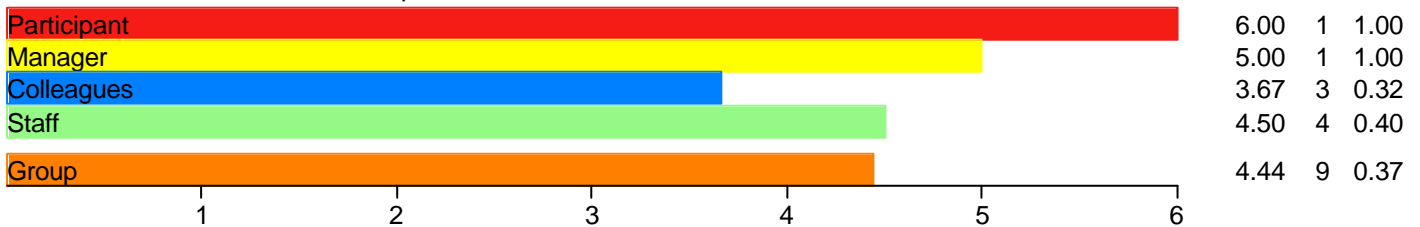
53. Keeps up to date on business technology appropriate to their work



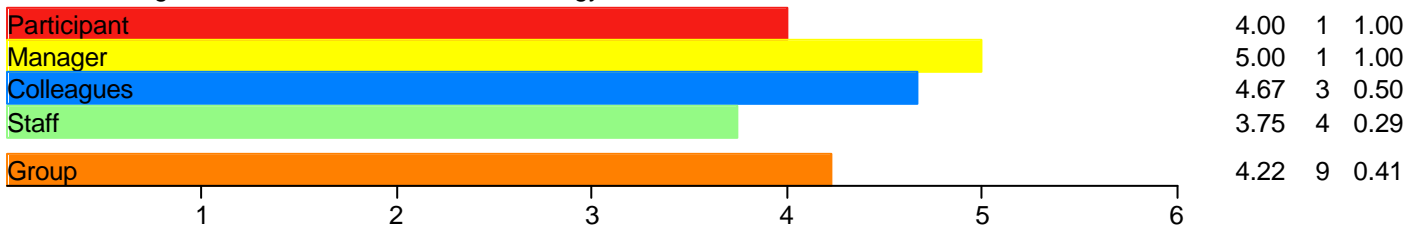
54. Uses communication technology appropriately



55. Seeks advice when technical problems occur

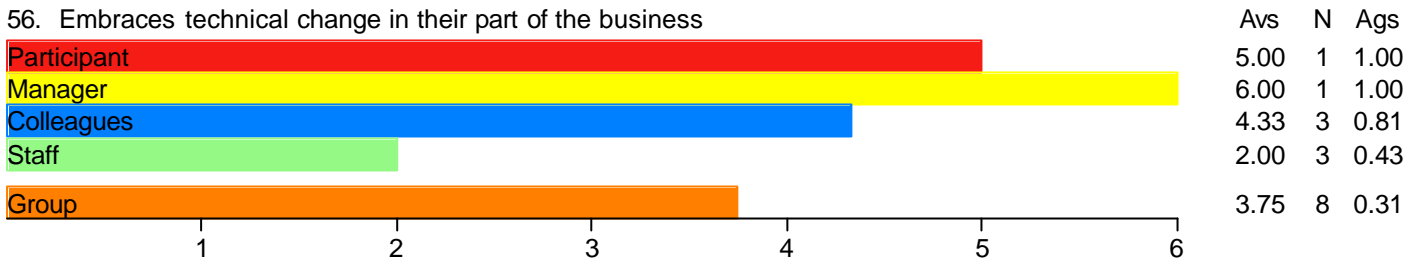


57. Encourages others to use business technology



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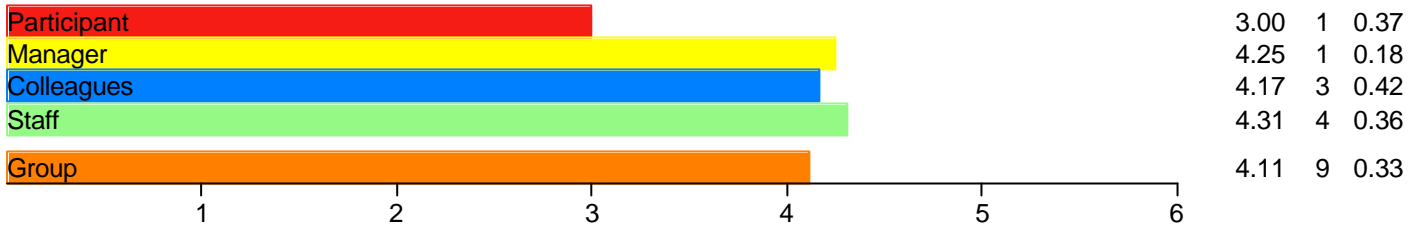
Detailed Information Tessa Test



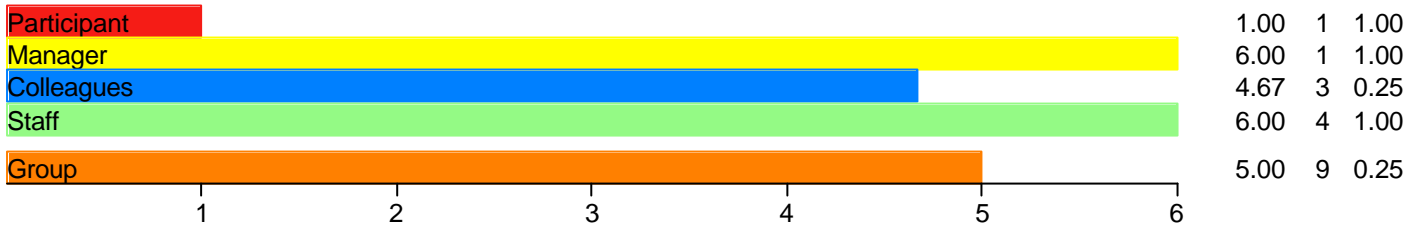
Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information Tessa Test

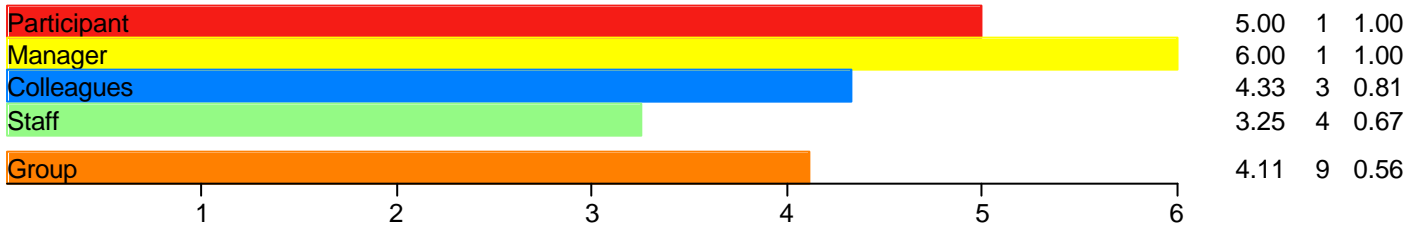
Drive / Self Motivation



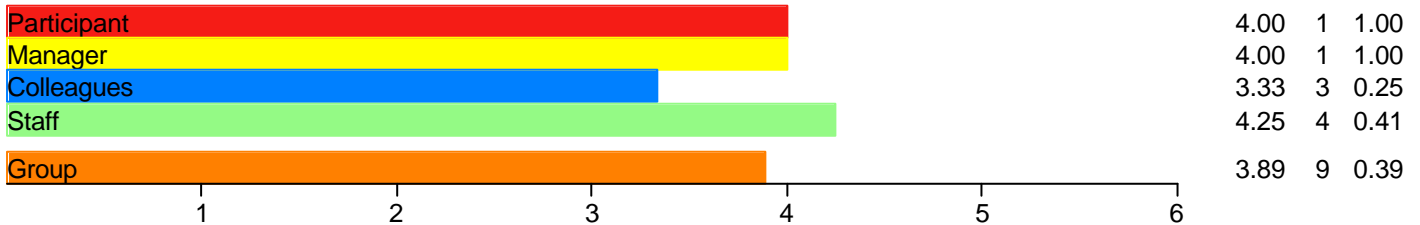
3. Works hard to deliver what is needed



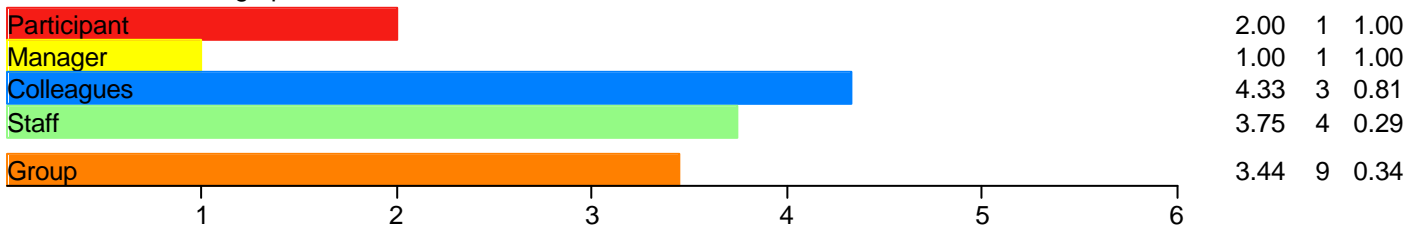
10. Shows initiative



15. Perseveres towards goals despite problems



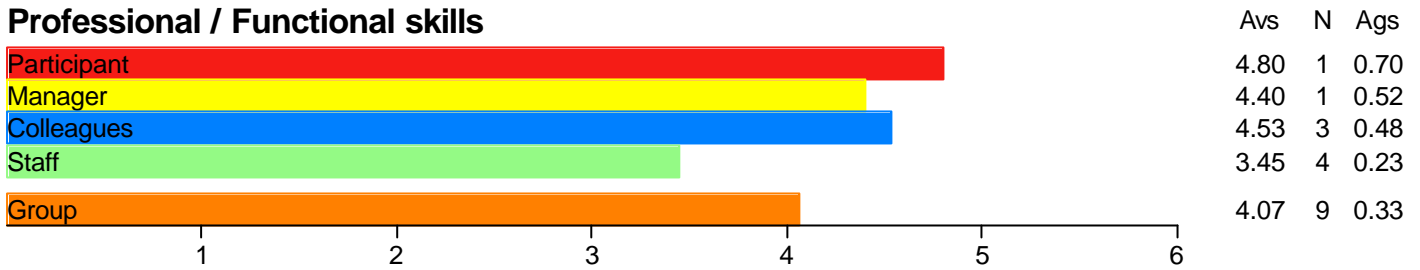
6. Demonstrates high personal standards



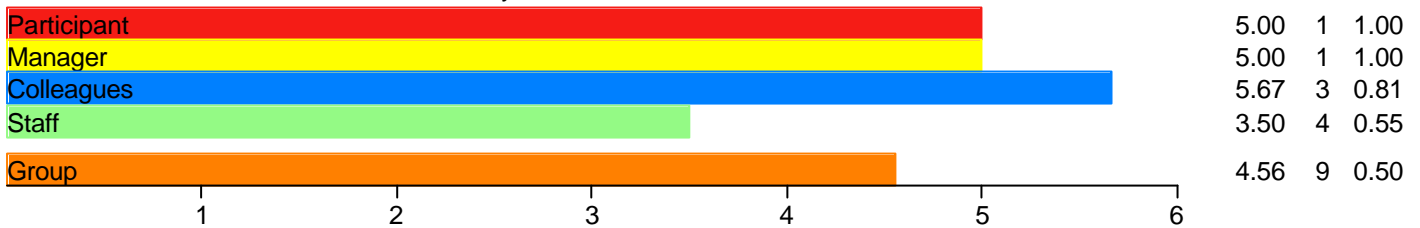
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Detailed Information Tessa Test

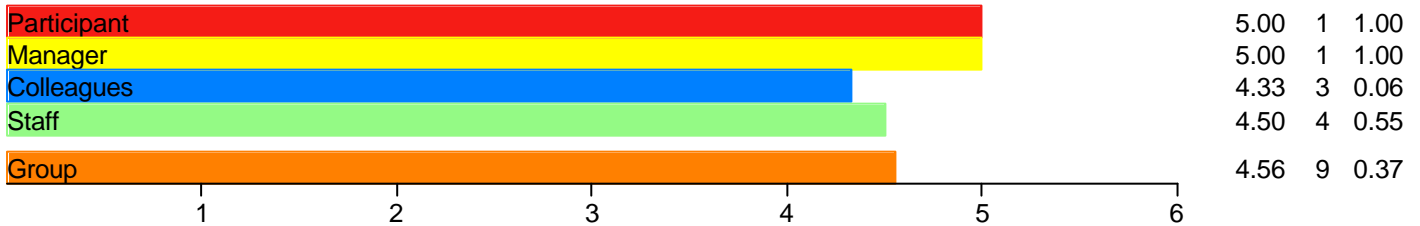
Professional / Functional skills



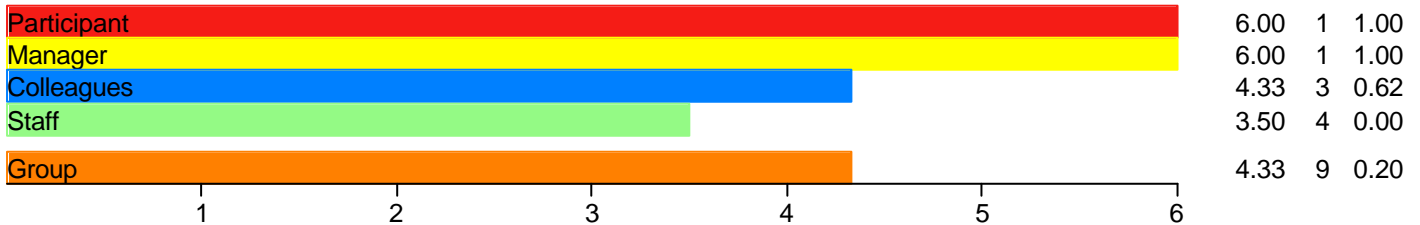
49. Discusses technical matters in words you can understand



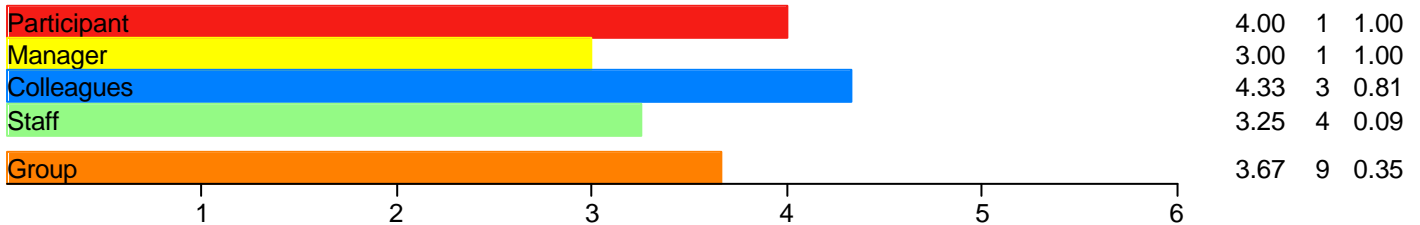
51. Provides professional / functional support to others



52. Demonstrates due regard for costs

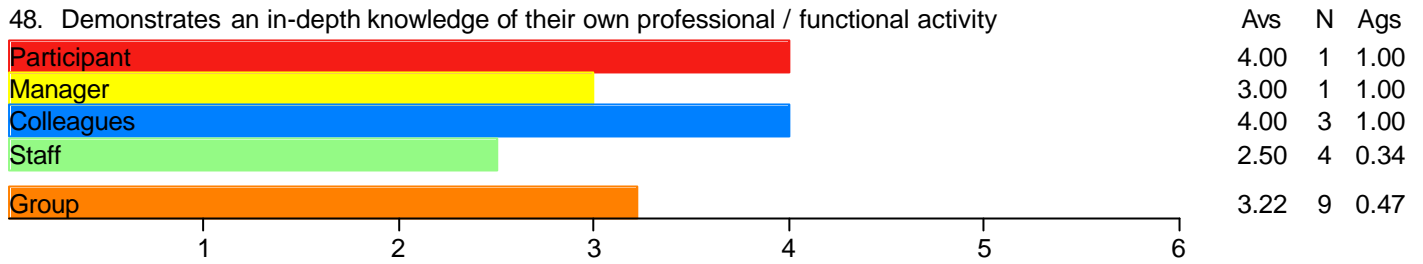


50. Keeps up to date with trends or developments in their own technical discipline



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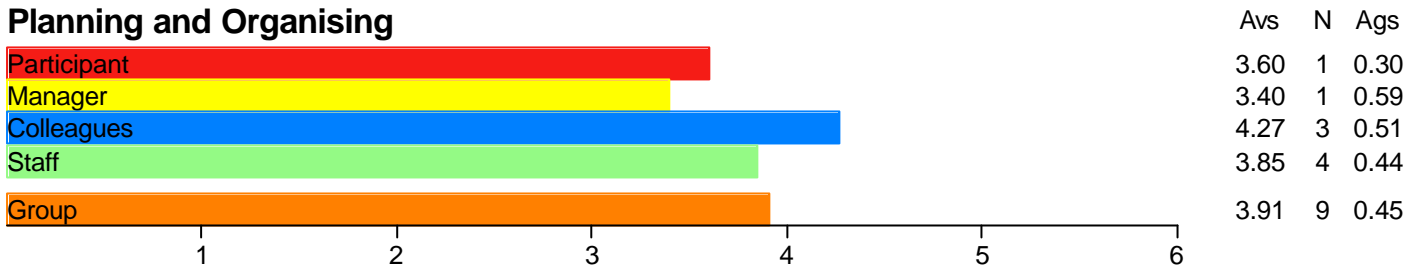
Detailed Information Tessa Test



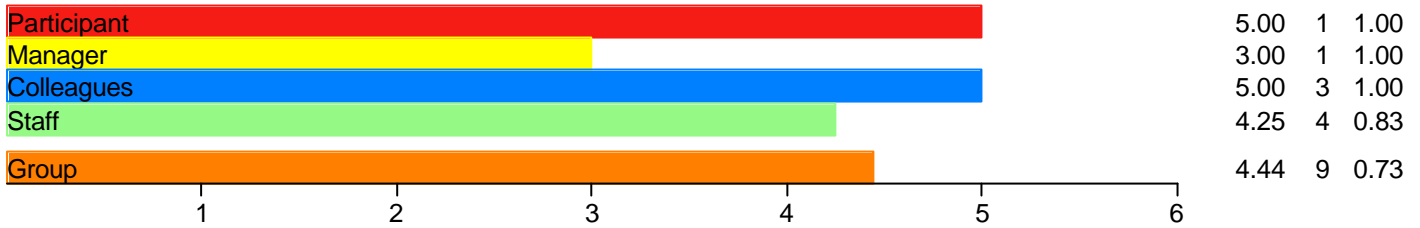
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Detailed Information Tessa Test

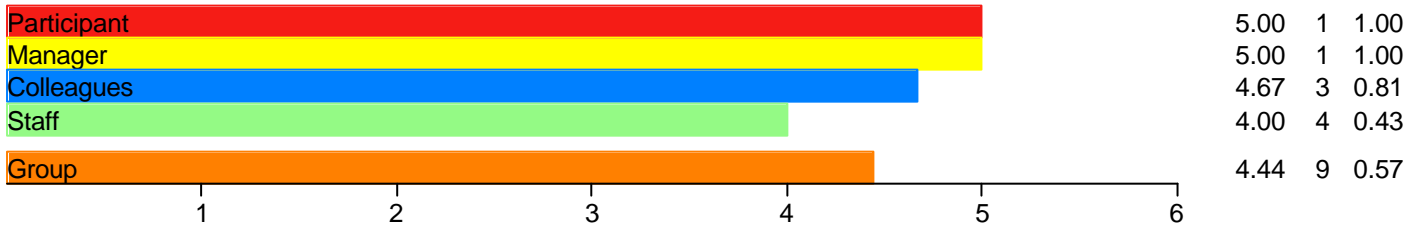
Planning and Organising



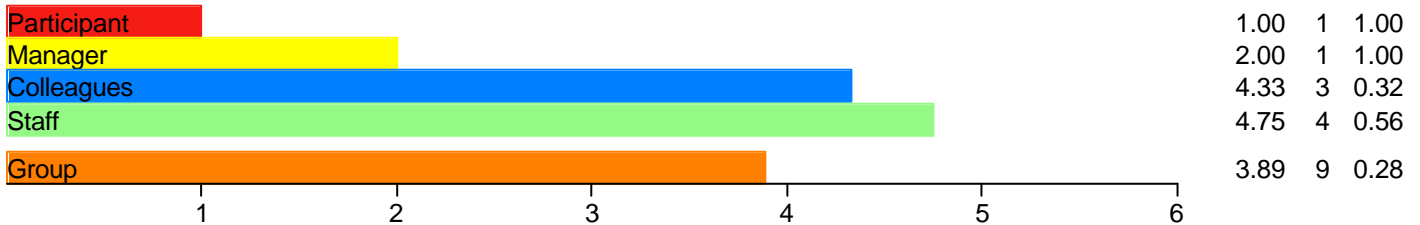
18. Achieves goals through realistic planning



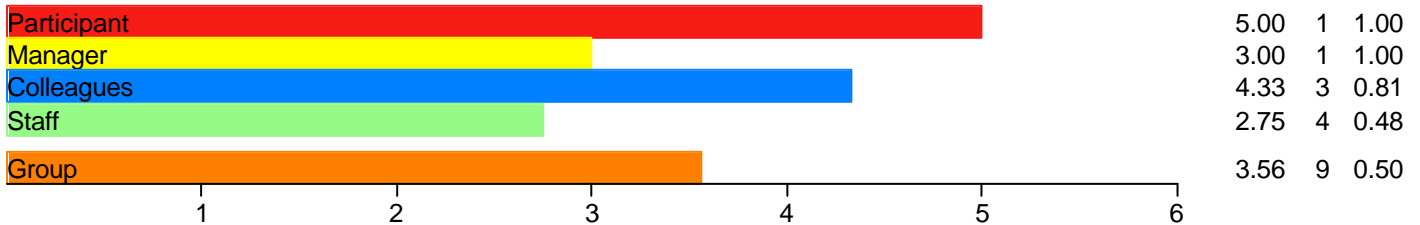
12. Sets clear objectives



7. Completes work within an agreed time frame



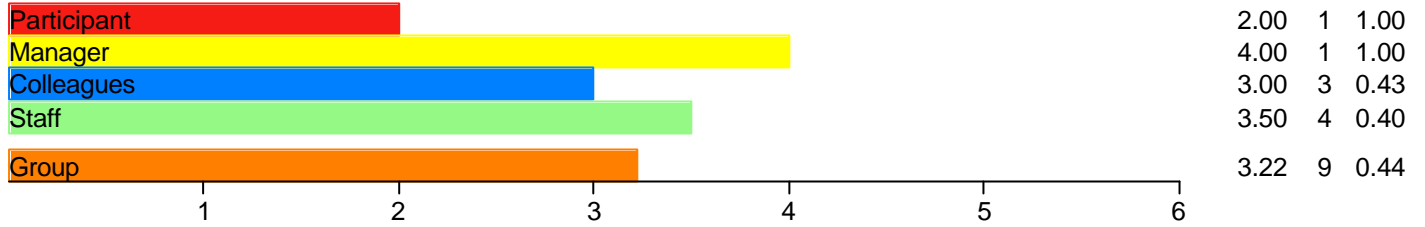
8. Checks to ensure plans are on course



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Detailed Information Tessa Test

4. Uses his / her time effectively

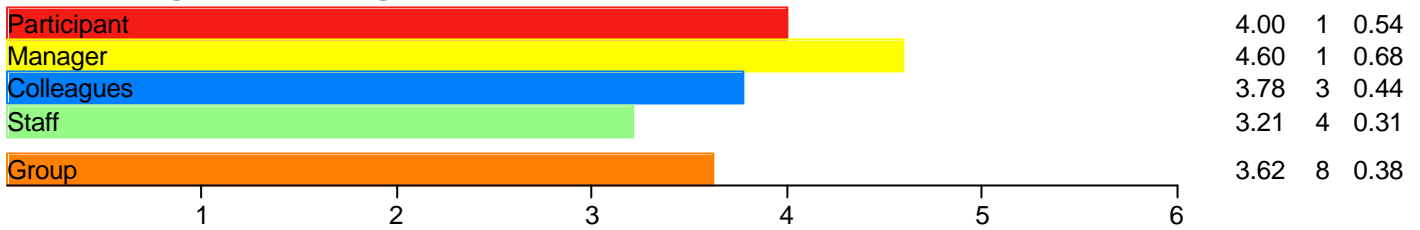


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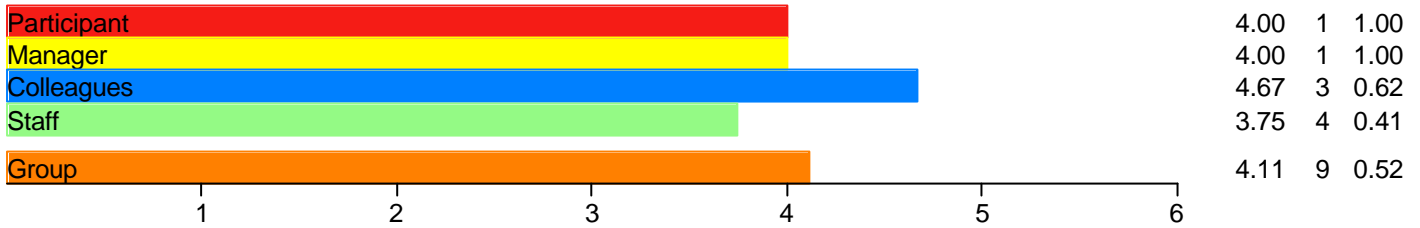
Detailed Information

Tessa Test

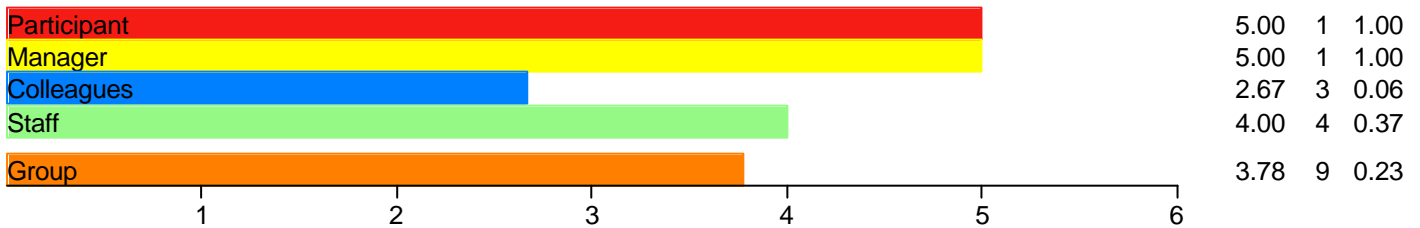
Networking and Relating



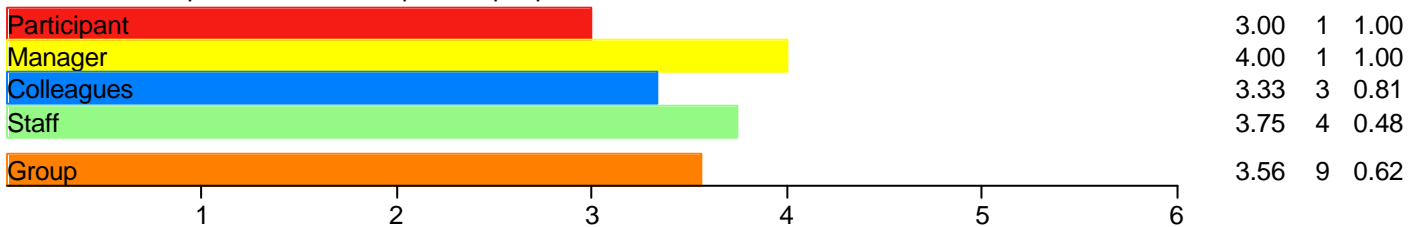
19. Behaves honestly and ethically



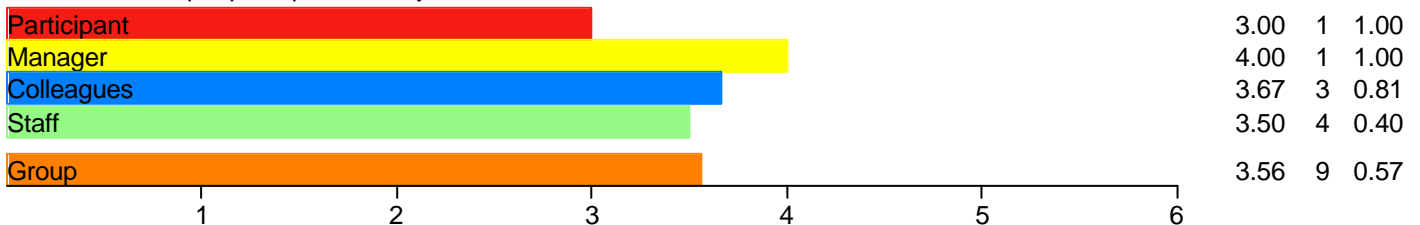
41. Seeks to resolve areas of conflict



29. Builds co-operative relationships with people outside immediate work area

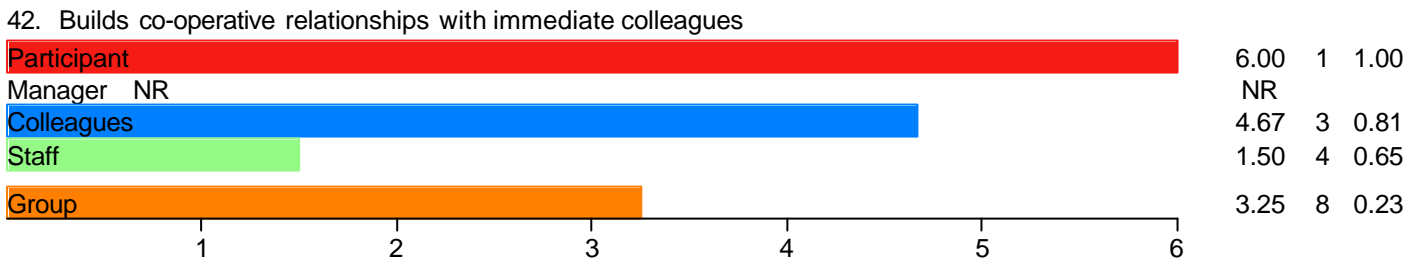
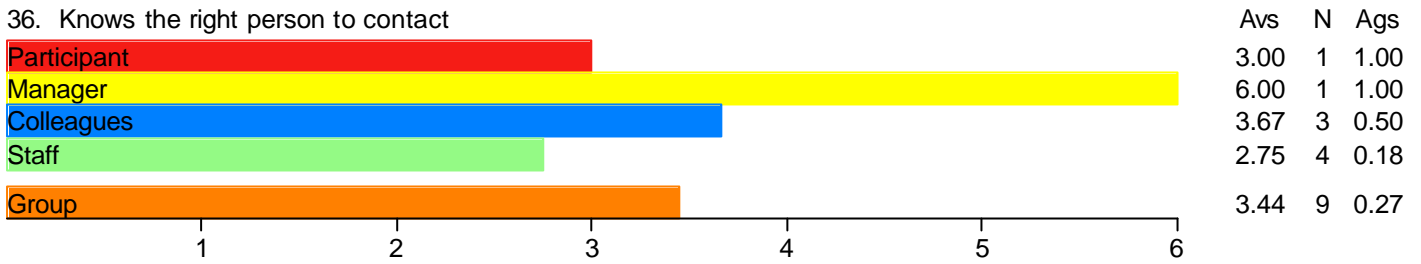


25. Deals with people diplomatically



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Detailed Information Tessa Test

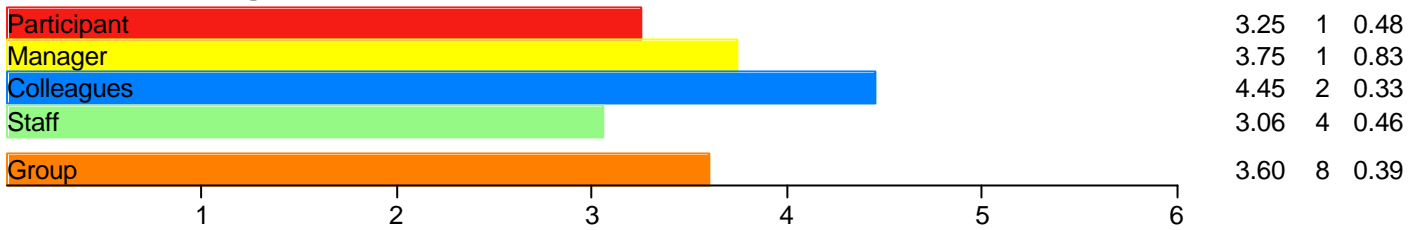


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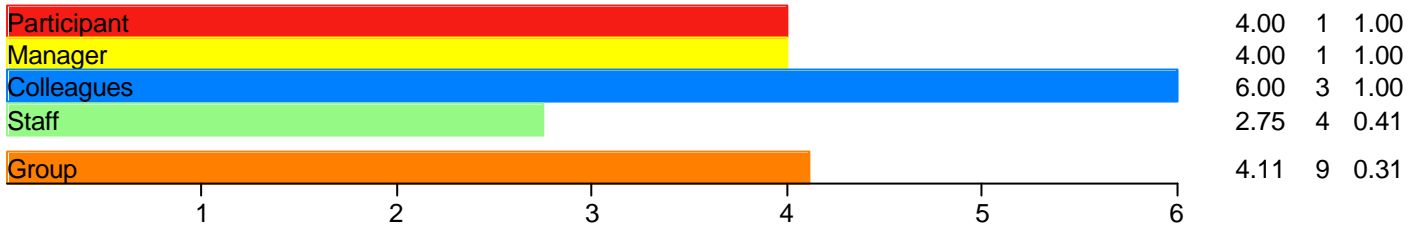
Detailed Information

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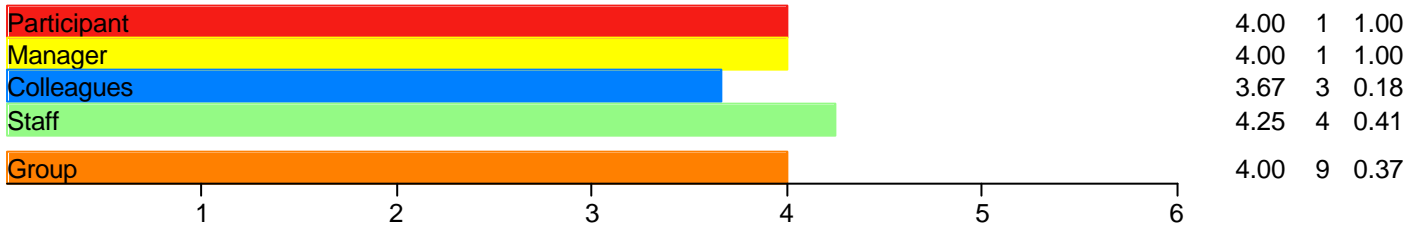
Problem Solving



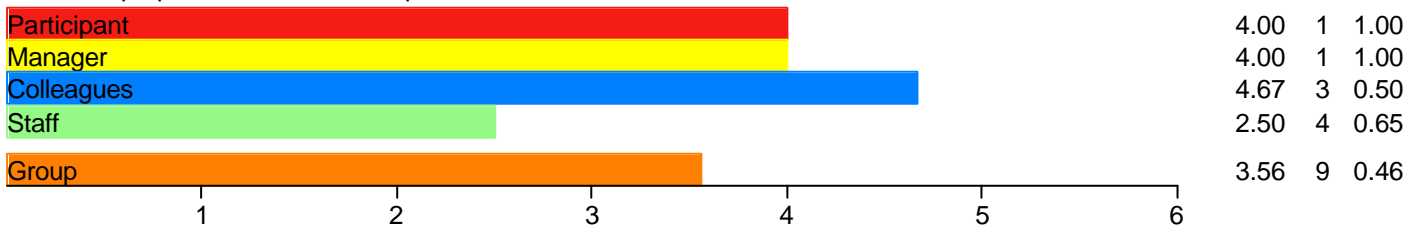
13. Considers the root of a problem, not just its symptoms



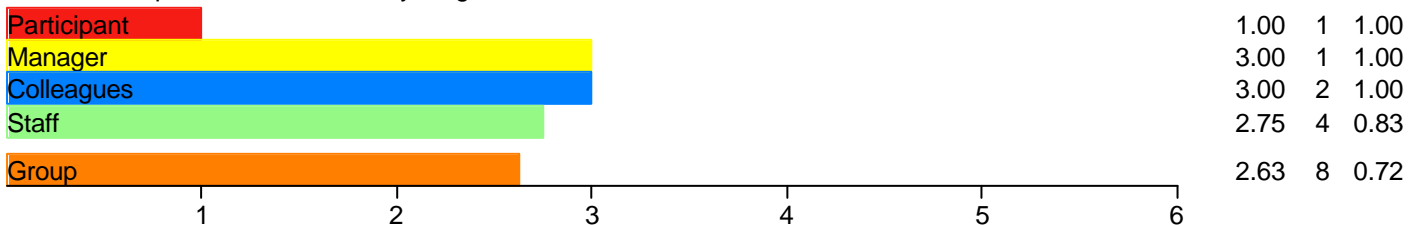
17. Quickly gains insight into problems



9. Develops practical solutions to problems



1. Identifies problems at their early stages

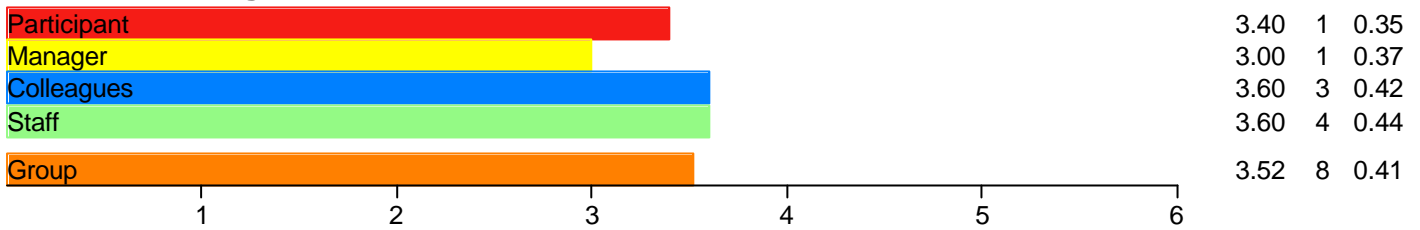


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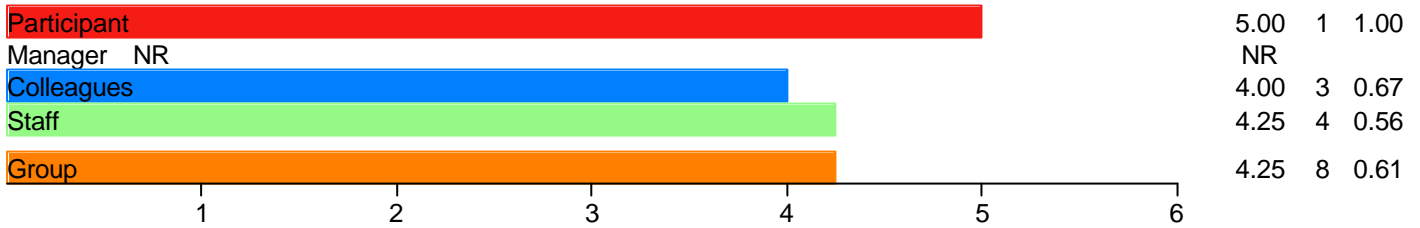
Detailed Information

Tessa Test

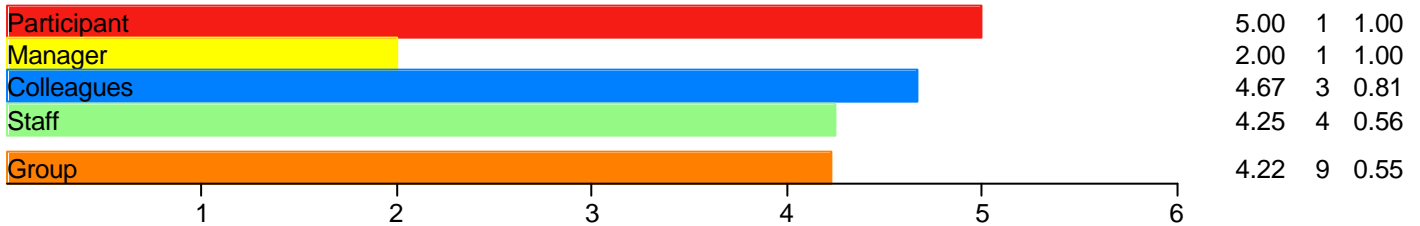
Decision Making



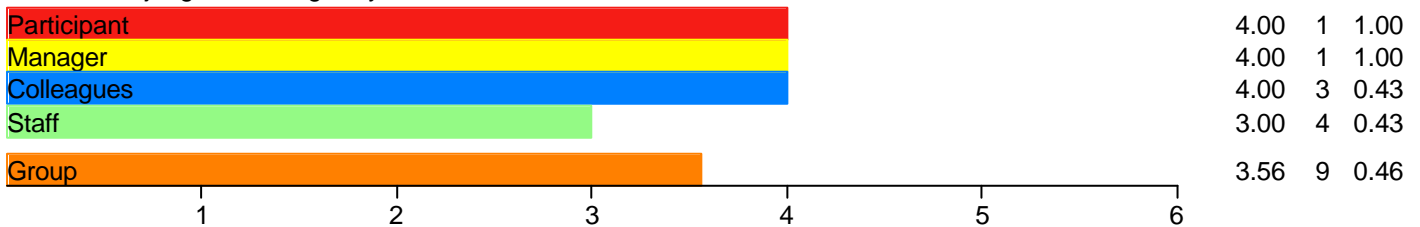
16. Makes good use of available information



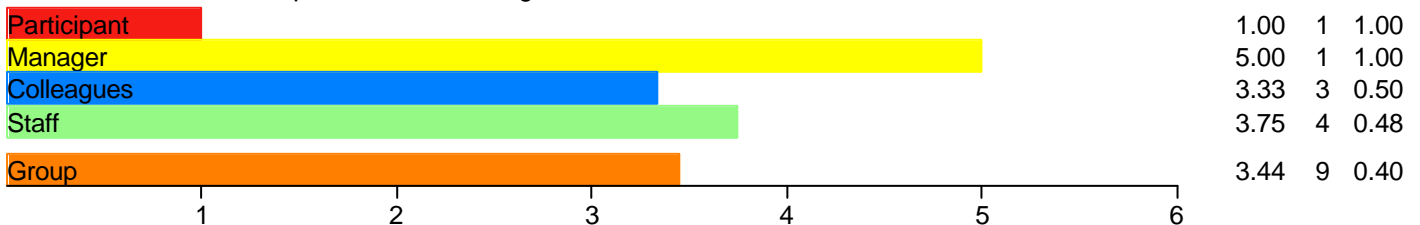
14. Makes sound decisions under pressure



11. Makes judgements logically

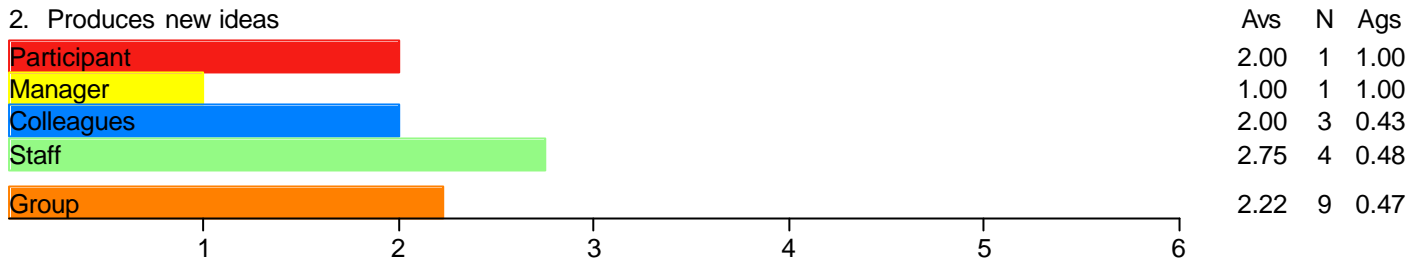


5. Considers sufficient options before making a decision



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 NR - No Response AP - Anonymity Protected

Detailed Information Tessa Test

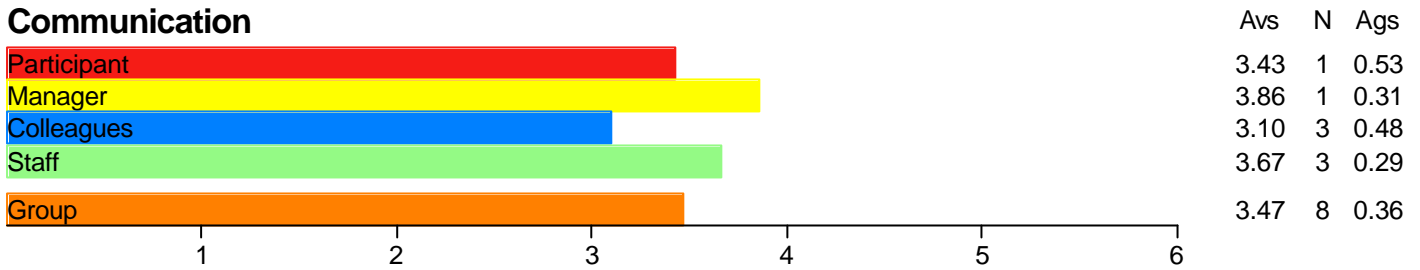


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Response AP - Anonymity Protected

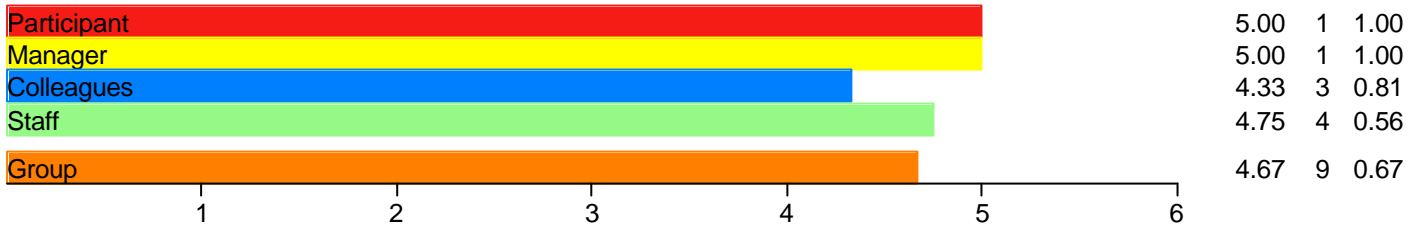
Detailed Information

Tessa Test

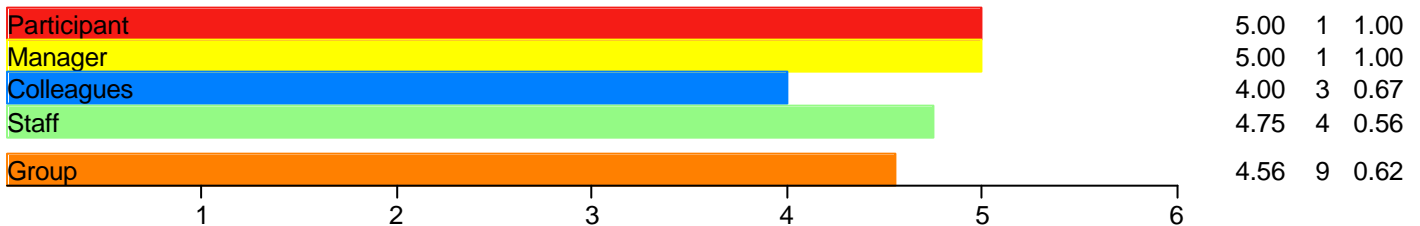
Communication



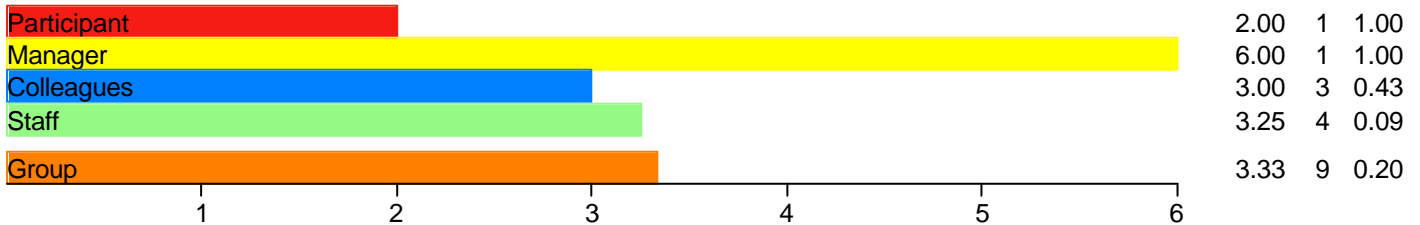
43. Seeks information required by him / herself



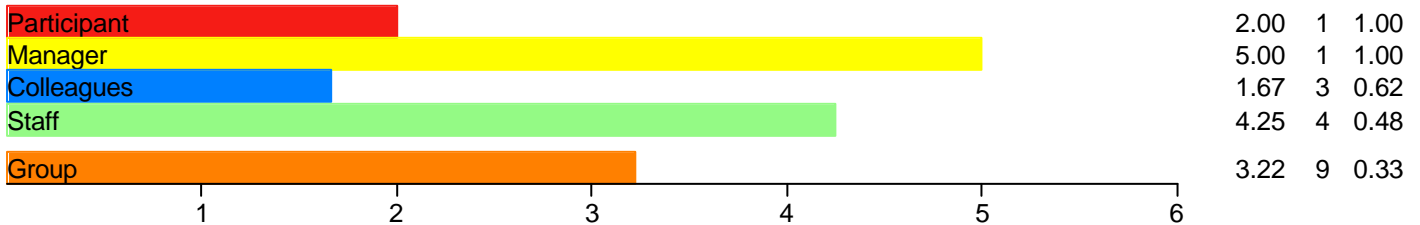
45. Listens to others



28. Writes in a clear concise style

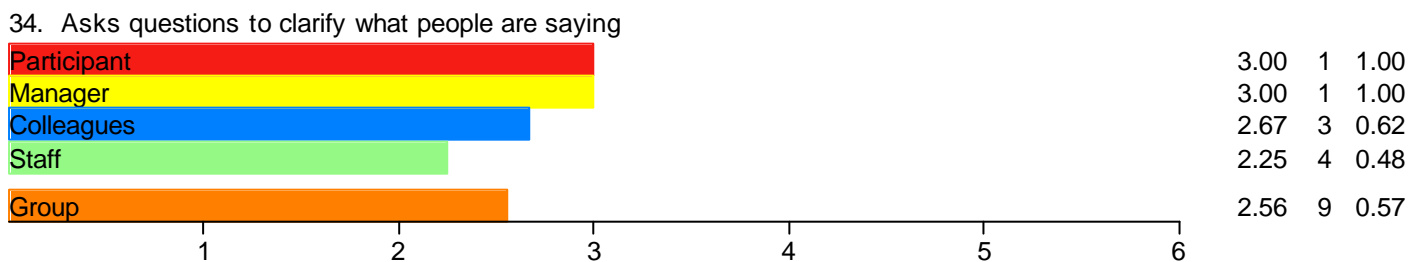
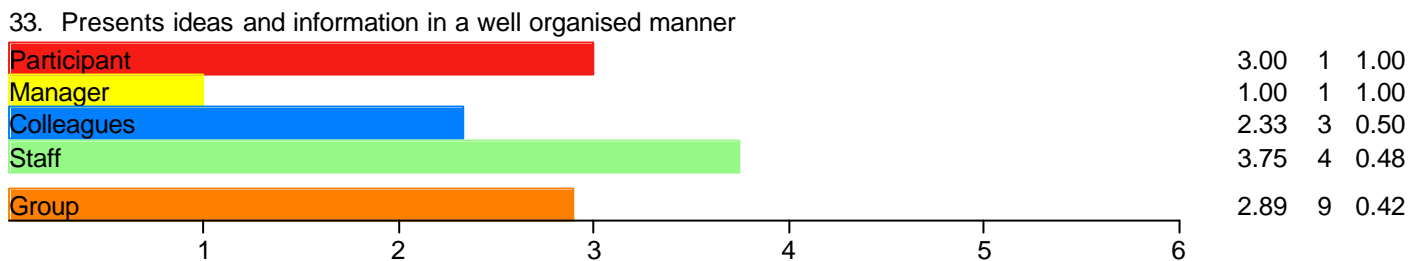
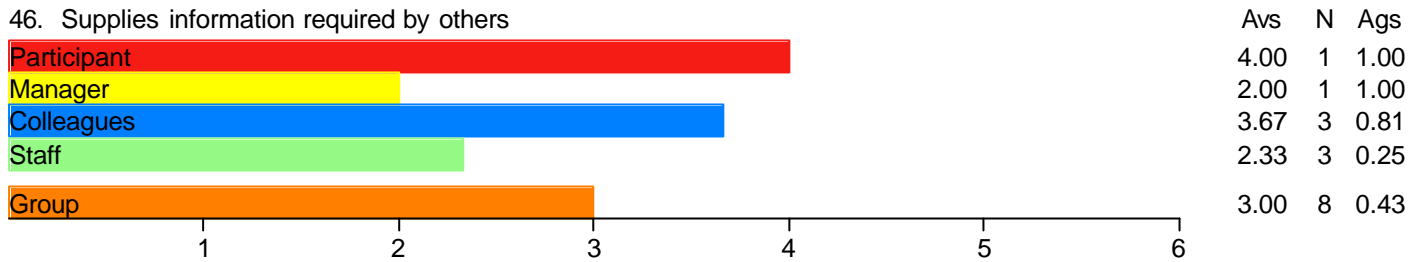


39. Answers questions specifically and to the point



Avs - Average Score N - Number of Responses Ags - Agreement Score
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Detailed Information Tessa Test

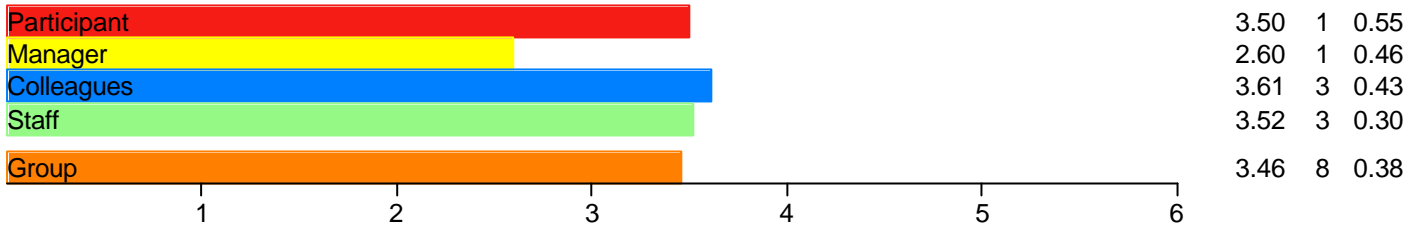


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Response AP - Anonymity Protected

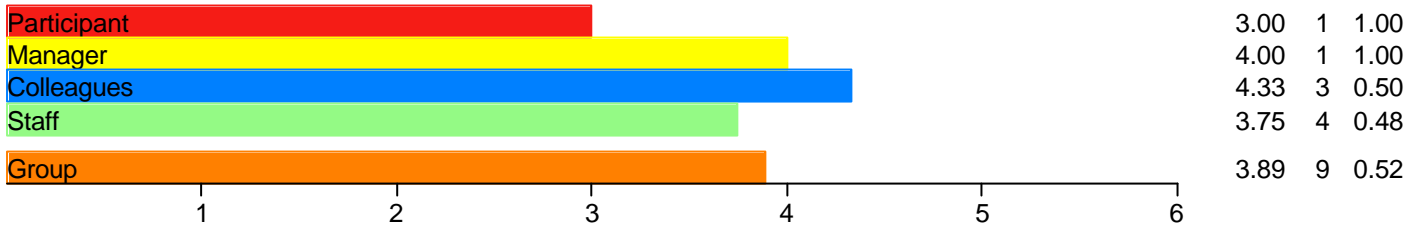
Detailed Information

Tessa Test

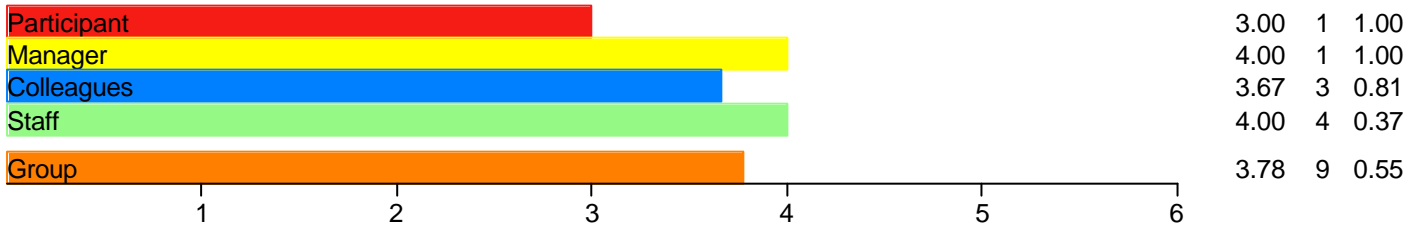
Influencing



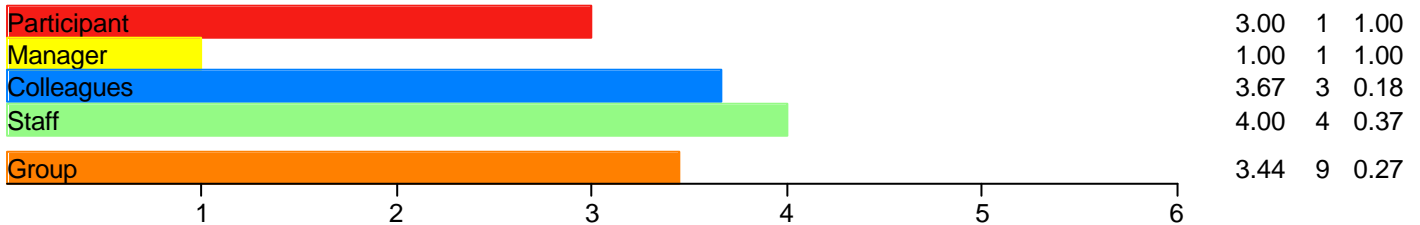
27. Sets a good example for others



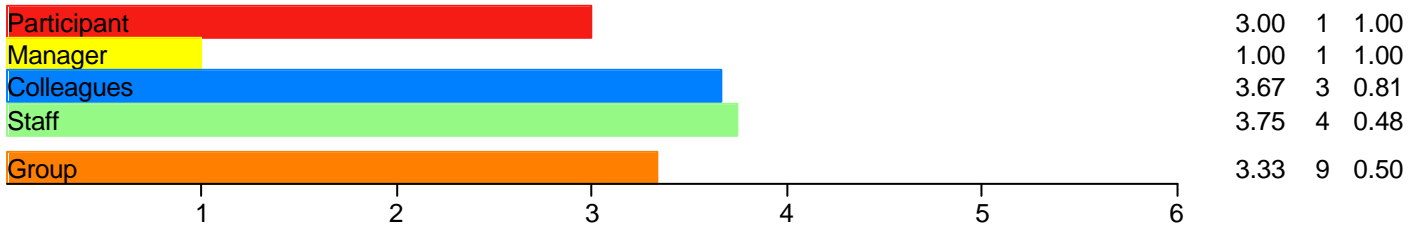
21. Supports the balance between work and personal lives



31. Helps others to achieve success



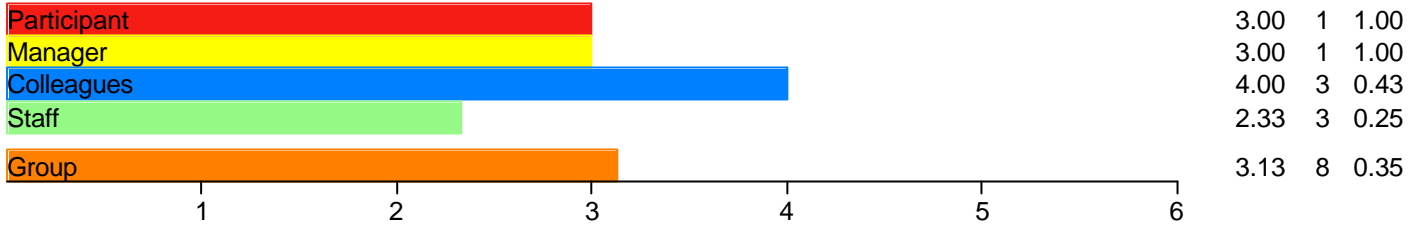
23. Transmits a clear sense of purpose



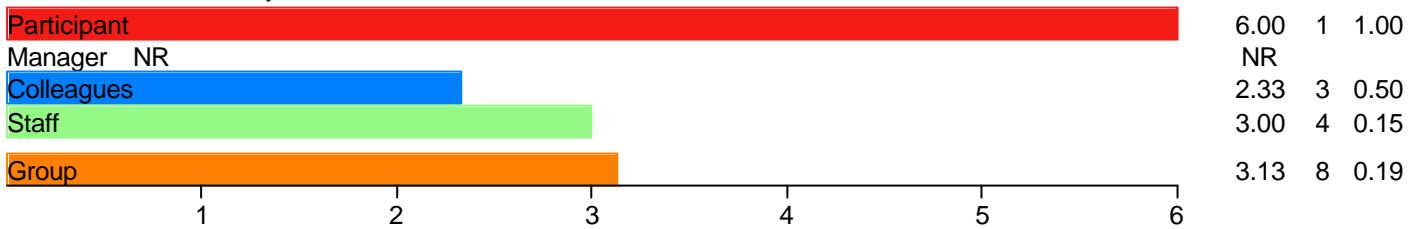
Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Response AP - Anonymity Protected

Detailed Information Tessa Test

38. Responds well to the need for change



44. Is able to think beyond the immediate

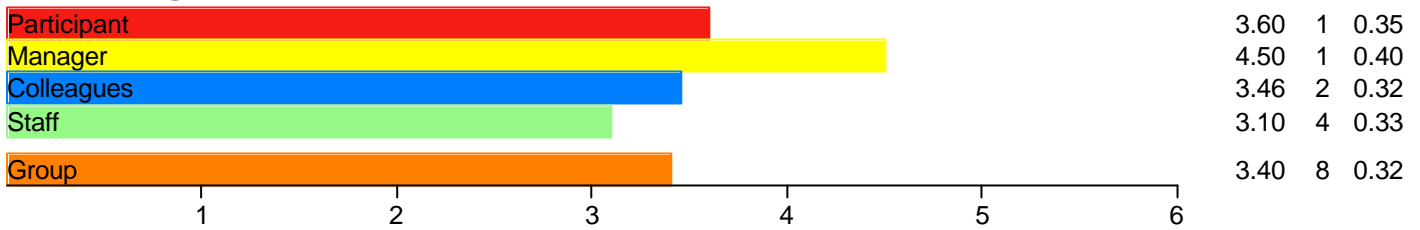


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Response AP - Anonymity Protected

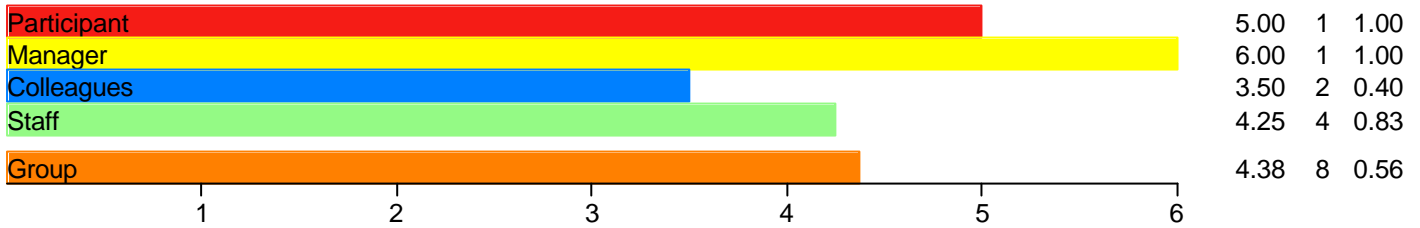
Detailed Information

Tessa Test

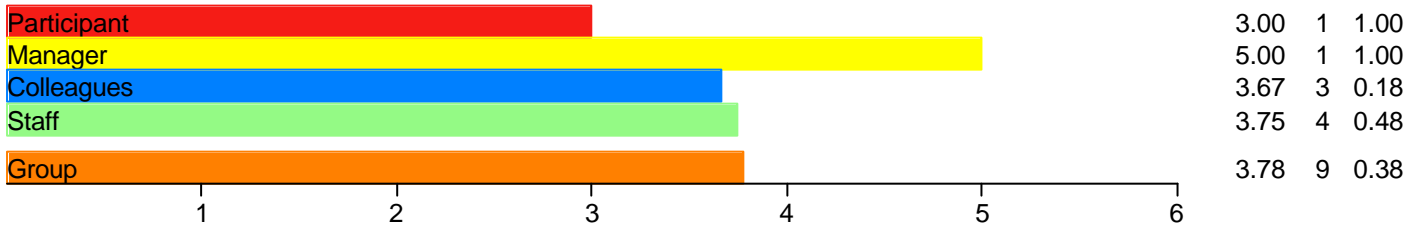
Persuading



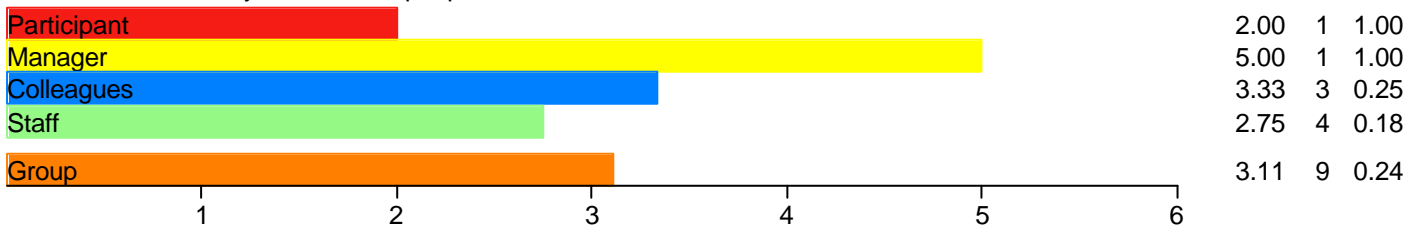
20. Tries to understand the other person's viewpoint



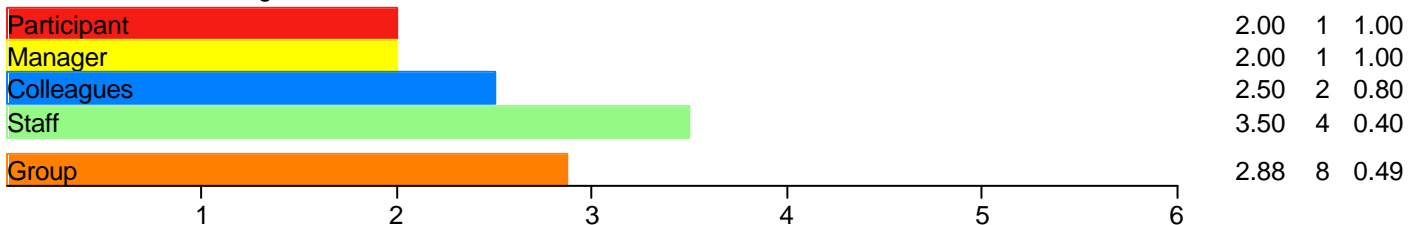
35. Negotiates solutions to differences of opinion fairly



30. Shows the ability to influence people not under his / her direct control

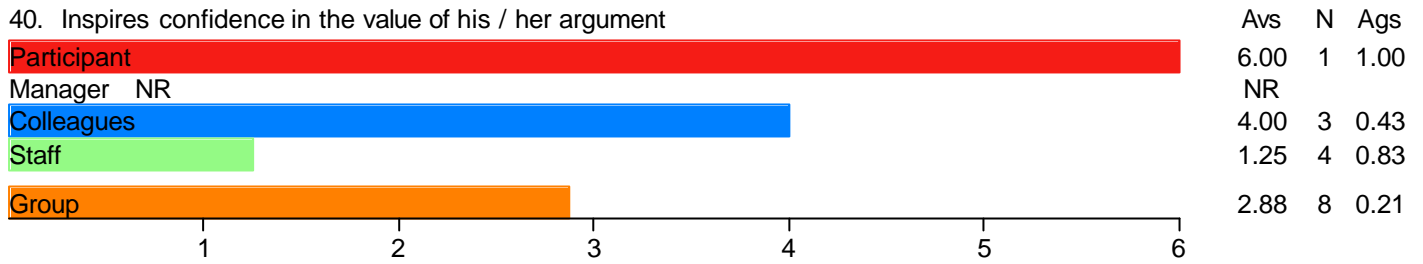


24. Presents clear arguments



Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Response AP - Anonymity Protected

Detailed Information Tessa Test

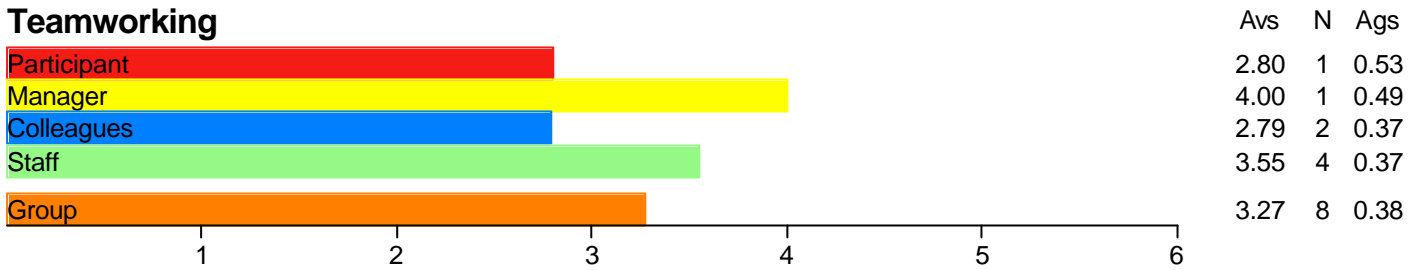


Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Response AP - Anonymity Protected

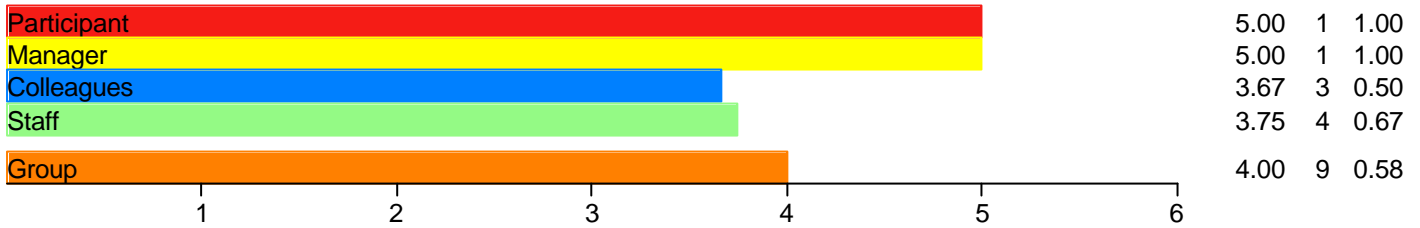
Detailed Information

Tessa Test

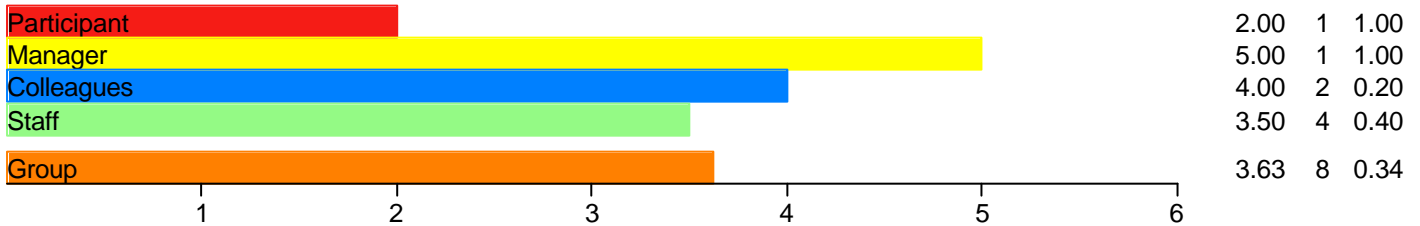
Teamworking



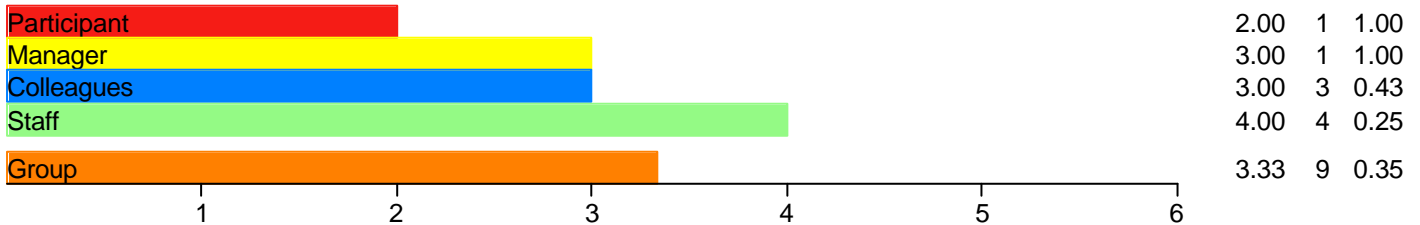
47. Is open and shares information



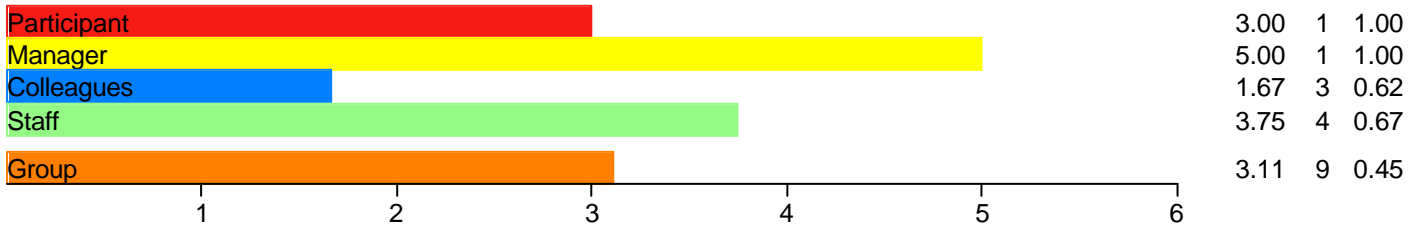
22. Shares credit and recognition for accomplishments



26. Supports the team's objectives



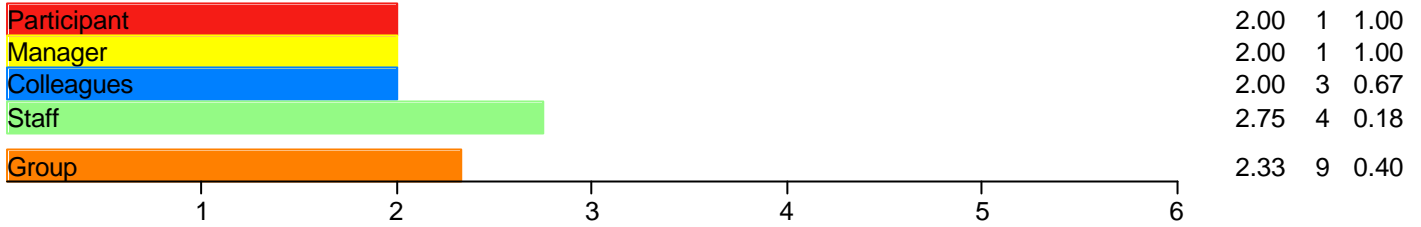
37. Supports other team members



Avs - Average Score N - Number of Responses Ags - Agreement Score
 NR - No Response AP - Anonymity Protected

Detailed Information Tessa Test

32. Is willing to accept other team members' ideas and contributions



Avs - Average Score N - Number of Responses Ags - Agreement Score
NR - No Response AP - Anonymity Protected

Introduction to Open Ended Answers

You and your respondents also had the opportunity to write comments on your performance in the Feedback Questionnaire.

These comments have been quoted verbatim.

Compare the comments with the charts you have already read. Do they reinforce the ratings you have received? Do they add any information about your performance?

Open Ended Answers

What is the area I would most like this person to change?

Participant

test

Others

test

test

What do I admire most about this person's work?

Participant

test

Others

test

test