PSYTECH
INTERNATIONAL

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DECISION MAKER

DEVELOPMENT PLANNING FORMS

360° APPRAISAL

APPRAISAL
360°

DEVELOPMENT PLANNING

These forms are designed to be used alongside the standard or extended reports. Users can work with individuals to define development goals based on the results of the 360° Appraisal.

Suggested development process:
1. Examine Sam's reactions to the feedback.
2. Work with Sam to decide which competencies to improve upon.
3. Help Sam complete the development plan forms for each area of interest.

1. REACTIONS TO THE FEEDBACK

Gauging Sam's reaction to the 360° results and feedback is essential to the interpretation of the results and is useful in determining the development plan. Use the following questions to gauge Sam's reactions to the results.

What did you learn from the results?

How do your perceptions of your performance compare to those of the raters?

What areas do you agree with the most?

What areas do you disagree with the most?

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2. SELECTING AREAS FOR DEVELOPMENT

The table below summarizes the competencies used in the 360° appraisal. The areas which are most in need of development are highlighted with a check mark under the "Need" column. These areas have been determined from the results of 360° appraisal for scores less than 4, though users may also select other areas which they deem to be in need for development.

Work with Sam to determine which are the most important competencies and place a check next to those competencies in the "Priority" column.

Category	Competency	Average	Need	Priority
Integrity	Ethics	3.56	☑	☐
	Dependability	3.44	☑	☐
	Realistic Self-assessment	3.5	☑	☐
	Risk Avoidance	3.67	☑	☐
	Responsibility	3.83	☑	☐

Category	Competency	Average	Need	Priority
Creativity	Innovation	3.56	☑	☐
	Adaptability	3.83	☑	☐
	Holistic Thinking	3.56	☑	☐
	Strategic	3.72	☑	☐
	Ideas Generation	3.61	☑	☐

Category	Competency	Average	Need	Priority
Logical and Analytical	Rationality	3.44	☑	☐
	Numerical Skills	3.78	☑	☐
	Critical Appraisal	3.72	☑	☐
	Decision making	3.56	☑	☐
	Analytical	3.56	☑	☐

Category	Competency	Average	Need	Priority
Interpersonal Skills	Relationships	4.06	☐	☐
	Empathic	3.5	☑	☐
	Interpersonal Support	3.72	☑	☐
	Diplomacy	3.67	☑	☐
	Appropriate Assertion	3.61	☑	☐

Category	Competency	Average	Need	Priority
Resilience	Adjustment	3.78	☑	☐
	Composure	3.67	☑	☐
	Temperance	3.72	☑	☐
	Trustfulness	3.44	☑	☐
	Prudence	3.61	☑	☐

Category	Competency	Average	Need	Priority
Persuasiveness	Communication Skills	3.61	☑	☐
	Written skills	3.61	☑	☐
	Coaching	3.83	☑	☐
	Social Presence	3.61	☑	☐
	Listening Skills	3.56	☑	☐

Category	Competency	Average	Need	Priority
Planning and Organizing	Time Management	3.83	☑	☐
	Future Orientated	3.56	☑	☐
	Prioritisation	3.56	☑	☐
	Delegation	3.89	☑	☐
	Planning	3.61	☑	☐

Category	Competency	Average	Need	Priority
Quality Orientation	Detail Consciousness	3.72	☑	☐
	Task-Focus	3.72	☑	☐
	Task Finishing	3.5	☑	☐
	Systematic	3.83	☑	☐
	High Standards	3.56	☑	☐

Category	Competency	Average	Need	Priority
Energy and Drive	Energy	3.83	☑	☐
	Self-motivation	3.72	☑	☐
	Results Orientated	3.56	☑	☐
	Motivating	3.61	☑	☐
	Initiative	3.56	☑	☐

Competencies which are highlighted as "need" development and which are marked as "Priority" should be considered as part of Sam's development plan.

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3. DEVELOPMENT PLAN

The following section provides general recommendations for development along with forms to plan and track Sam's development. Please consider the following in order to gain as much benefit from the development plan:

- Focus on the competency categories and competencies identified for development from the previous section.
- Base the plans on the feedback and development recommendations provided in the 360° appraisal.
- Keep the objectives simple and measurable.
- Define how to monitor and evaluate progress.
- Use the forms to put the plans in writing.
- Monitor Sam's progress through regular review meetings.
- Agree a regular timeframe for which Sam will be appraised again for further guidance and feedback.

INTEGRITY

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	does not take unnecessary risks	**Risk Avoidance**	**3.67**
2	has a high level of integrity	**Ethics**	**3.33**
3	is cautious and avoids unnecessary risk	**Risk Avoidance**	**3.33**
4	accurately appraises personal strengths and weaknesses	**Realistic Self-assessment**	**3.17**
5	can be relied upon to work independently	**Dependability**	**2.83**

What areas of this competency category do you wish to develop?

Why is it important or necessary to develop these areas?

How will you go about developing these areas?

Who do you need support from in your development?

When do you wish to achieve the desired development?

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CREATIVITY

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	good at understanding patterns and relationships in the big picture	**Holistic Thinking**	**3.5**
2	takes a holistic perspective, focusing on the "big picture"	**Holistic Thinking**	**3.5**
3	is good at generating new ideas	**Ideas Generation**	**3.33**
4	finds novel, inventive solutions to problems	**Innovation**	**3.17**
5	appreciates how current actions and events influence future outcomes	**Strategic**	**3**

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LOGICAL AND ANALYTICAL

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	critically scrutinises new ideas/information	**Critical Appraisal**	**3.33**
2	bases decisions on all the available information	**Decision making**	**3.33**
3	quickly understands the implications of information and arguments	**Analytical**	**3.33**
4	is clear thinking, logical and analytical	**Rationality**	**3.17**
5	decision-making is based on sound reasoning and judgement	**Decision making**	**3.17**

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INTERPERSONAL SKILLS

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	is assertive in an appropriate and constructive manner	**Appropriate Assertion**	**3.67**
2	accurately anticipates others' reactions to events/situations	**Empathic**	**3.5**
3	is insightful with regard to others' thoughts/feelings	**Empathic**	**3.33**
4	is concerned and considerate of colleagues	**Interpersonal Support**	**3.33**
5	is assertive in a direct, non-aggressive manner	**Appropriate Assertion**	**3.33**

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RESILIENCE

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	is restrained and measured, avoiding rash, impetuous action	**Prudence**	**3.67**
2	is emotionally composed and not easily upset	**Adjustment**	**3.5**
3	is accepting and trusting of colleagues	**Trustfulness**	**3.5**
4	takes criticism in a constructive manner	**Trustfulness**	**3.17**
5	responds to situations in a well considered manner	**Prudence**	**3.17**

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PERSUASIVENESS

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	writes in a clear, intelligible way	**Written skills**	**3.33**
2	gives due consideration to others' expressed opinions	**Listening Skills**	**3.33**
3	is an attentive listener	**Listening Skills**	**3.33**
4	explains things in a clear and coherent manner	**Coaching**	**3.17**
5	is a persuasive speaker	**Social Presence**	**3.17**

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PLANNING AND ORGANIZING

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	attends to work demands in order of priority	**Prioritisation**	**3.5**
2	meets deadlines	**Time Management**	**3.33**
3	prioritises work effectively	**Prioritisation**	**3.33**
4	thinks ahead	**Future Orientated**	**3.17**
5	creates detailed plans and schedules	**Planning**	**3.17**

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QUALITY ORIENTATION

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	ensures tasks are completed	**Task Finishing**	**3.5**
2	sees tasks through to the end	**Task Finishing**	**3.5**
3	consistently produces work that meets agreed quality standards	**High Standards**	**3.5**
4	has an orderly and methodical approach to work	**Systematic**	**3.33**
5	is motivated to produce work of a high standard	**High Standards**	**3.17**

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ENERGY AND DRIVE

The **lowest** rated items are:

No.	Item	Competency	Average Score
1	is motivated and enthusiastic about work	**Self-motivation**	**3.33**
2	is results orientated	**Results Orientated**	**3.33**
3	is goal orientated	**Results Orientated**	**3.33**
4	motivates others	**Motivating**	**3.33**
5	takes the initiative	**Initiative**	**3.33**

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