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**RESPONDENT**

# FEEDBACK REPORT

**360° APPRAISAL**





## ABOUT THE PSYTECH 360° APPRAISAL

360° appraisals compare an individual's self ratings on a number of behavioural competencies to the ratings provided by other individuals who regularly interact with them at work. These "raters" are grouped by the nature of their relationship with the individual being appraised to be a manager a peer, a direct report or other key stakeholders such as clients.



The results are based on the questionnaires completed by yourself and the various raters involved in the 360° appraisal. The questionnaires focused on your behaviour in the workplace and the way you perform in relation to the competencies being measured.

The information contained in this report provides insight into your strengths and weaknesses within the competencies as well as any differences that might exist between your perception of your behaviour and that of others. The information can be used to enhance your self-awareness and better engage in your personal and professional development.



## GUIDE TO USING PSYTECH'S 360° REPORT

This report focuses on providing a summary of the information gained from the 360° appraisal.

### REPORT SECTIONS

Your results are presented in the following sections:

#### Overall Summary

Shows your self ratings as well as the ratings provided by others raters according to their relationship to you.

#### Category Overviews

Provides further details regarding the competency categories and behavioural competencies being measured within each category. These sections also provide the highest and lowest rated items per competency category.

#### Perception Gaps

Gives an overall view of the level of agreement between self perceptions and the perceptions of other rater groups.

#### Rater Comments

Shares the written feedback from raters who participated in the 360° appraisal.

### DISCLAIMER

The Psytech 360° appraisal is an instrument designed to provide a focus about specific behavioural competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held liable for the consequences of those decisions.



## RATING SCALE

A 7-point rating scale was used in the 360 questionnaires. The below table lists the level descriptions and the numerical values associated to each. These numerical values form the basis for all further analysis and data representation.

Value	Level Description
7	Always
6	Almost Always
5	Often
4	Sometimes
3	Rarely
2	Almost Never
1	Never

## COMPETENCY FRAMEWORK

You were rated against the following competency framework.

Competency Framework	
Category Name	Definition
<b>Integrity</b>	The tendency to be trustworthy, reliable and honest - someone who has a strong competency in this area can be relied upon to work independently, with only minimal supervision. They avoid taking inappropriate risks, are responsible and can be relied upon to act with due diligence.
<b>Creativity</b>	The capacity to think and act in a creative and innovative manner - someone who has a strong competence in this area is good at generating novel, innovative ideas. They are often described as having the ability to 'think outside of the box', in strategic ways. They often come up with original, creative solutions to problems.
<b>Logical and Analytical</b>	The capability to think in a logical and analytical manner - Someone who has a strong ability in this area is very rational. They base their decisions on a logical analysis of all the relevant information. They have a well-tuned critical faculty and an ability for understanding mathematical/numerical problems.
<b>Interpersonal Skills</b>	The capacity to build rapport with other people in a positive manner – Someone who has a strong competence in this area has a high level of interpersonal sensitivity and empathy. They are good at building and maintaining harmonious relationships, at resolving interpersonal conflicts and supporting colleagues.
<b>Resilience</b>	The tendency to remain objective and keep control of emotions in the face in criticism - Someone who has a strong competence in this area copes well with pressure and is generally calm and controlled. They have the ability to cope with emotionally charged situations and are unlikely to get flustered, or lose their temper, in such situations.
<b>Persuasiveness</b>	The capacity to convince others of an opinion both verbally and in writing - Someone who has a strong competence in this area is an effective speaker. They are often charismatic and have a strong social presence. They are good at breaking down communication barriers and bringing people round to their point of view. They communicate clearly and effectively, both face-to-face and in writing.
<b>Planning and Organizing</b>	The capacity to effectively organise own and others' work and to plan for all contingencies to ensure optimal outcome - Someone who has a strong competence in this area works within timeframes and delegates work appropriately. They plan workloads and break work down into realistic, achievable sub-goals.



**Quality Orientation**

The capacity to attend to detail, produce work that is accurate and of a high standard - Someone with this competency has high standards. They attend to detail and are systematic and orderly in their work. They see tasks through to the end and stay focused on one task at a time.

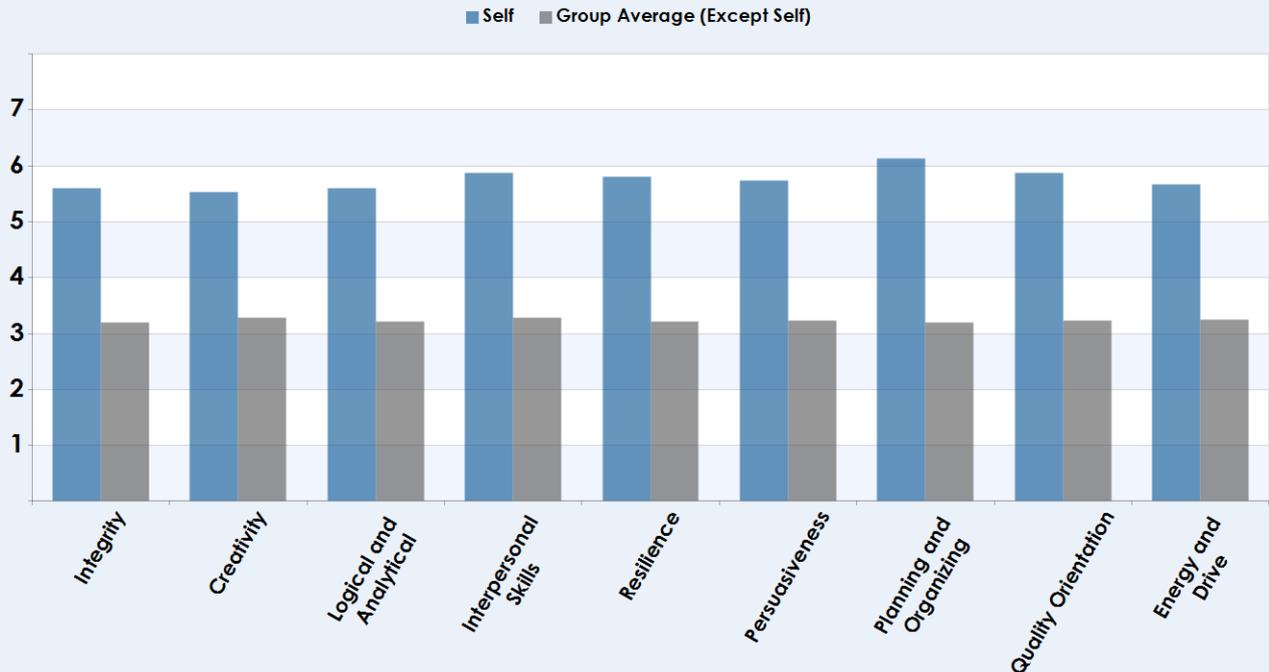
**Energy and Drive**

The capacity to maintain high levels of drive, energy and enthusiasm - Someone with this competency has high levels of energy and drive and does not tire easily. They are enthusiastic about their work, self-motivated and committed. They take the initiative and display passion and pride in their work.

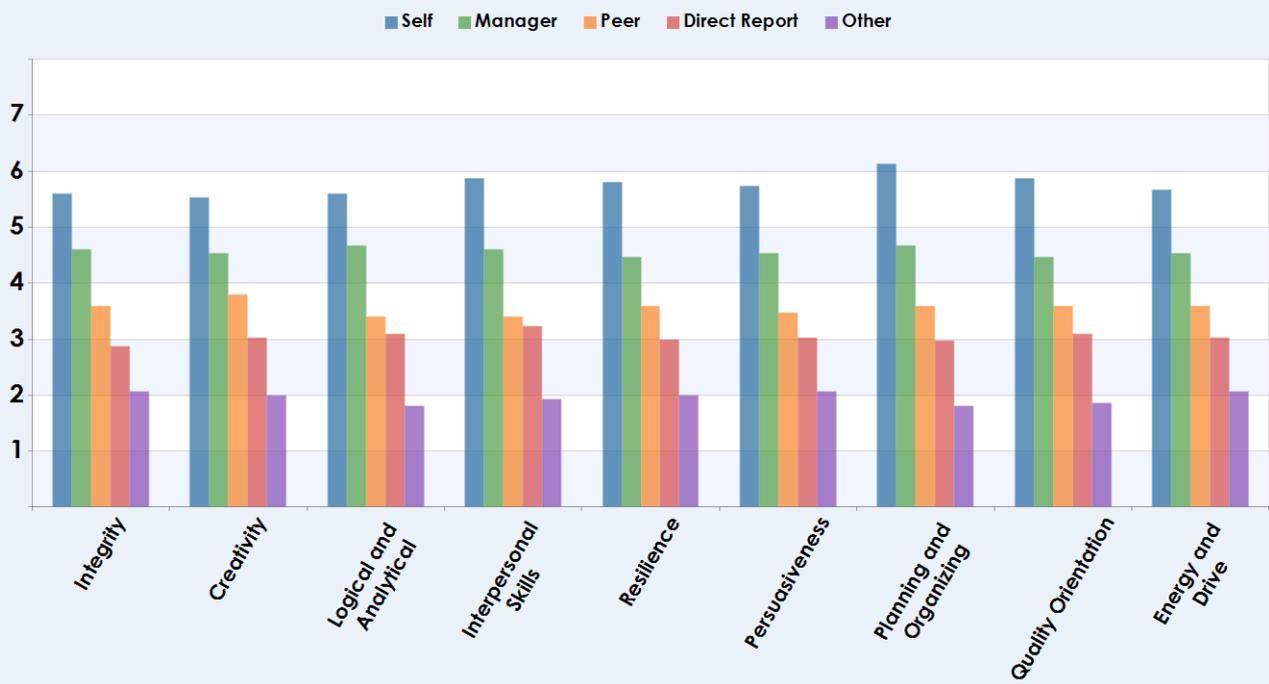


# OVERALL SUMMARY

## OVERALL SUMMARY CHART WITH GROUP AVERAGE



## OVERALL SUMMARY CHART FOR EACH ROLE



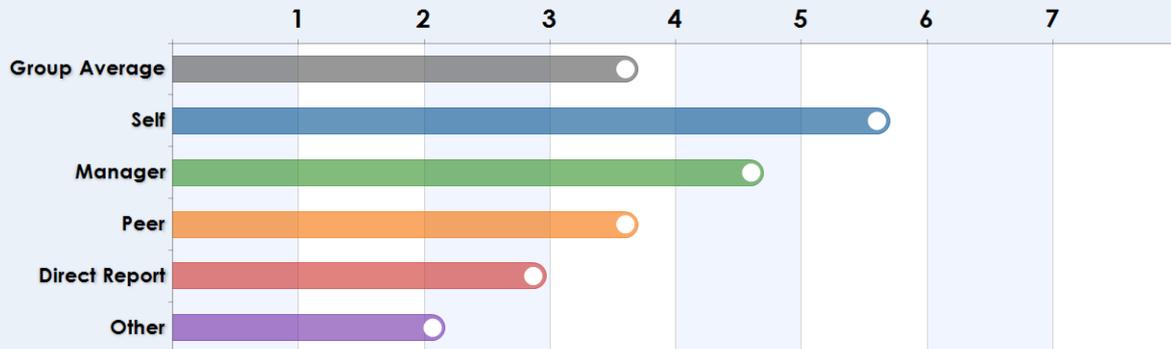


# INTEGRITY

This section provides further detail regarding your results on the Integrity competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

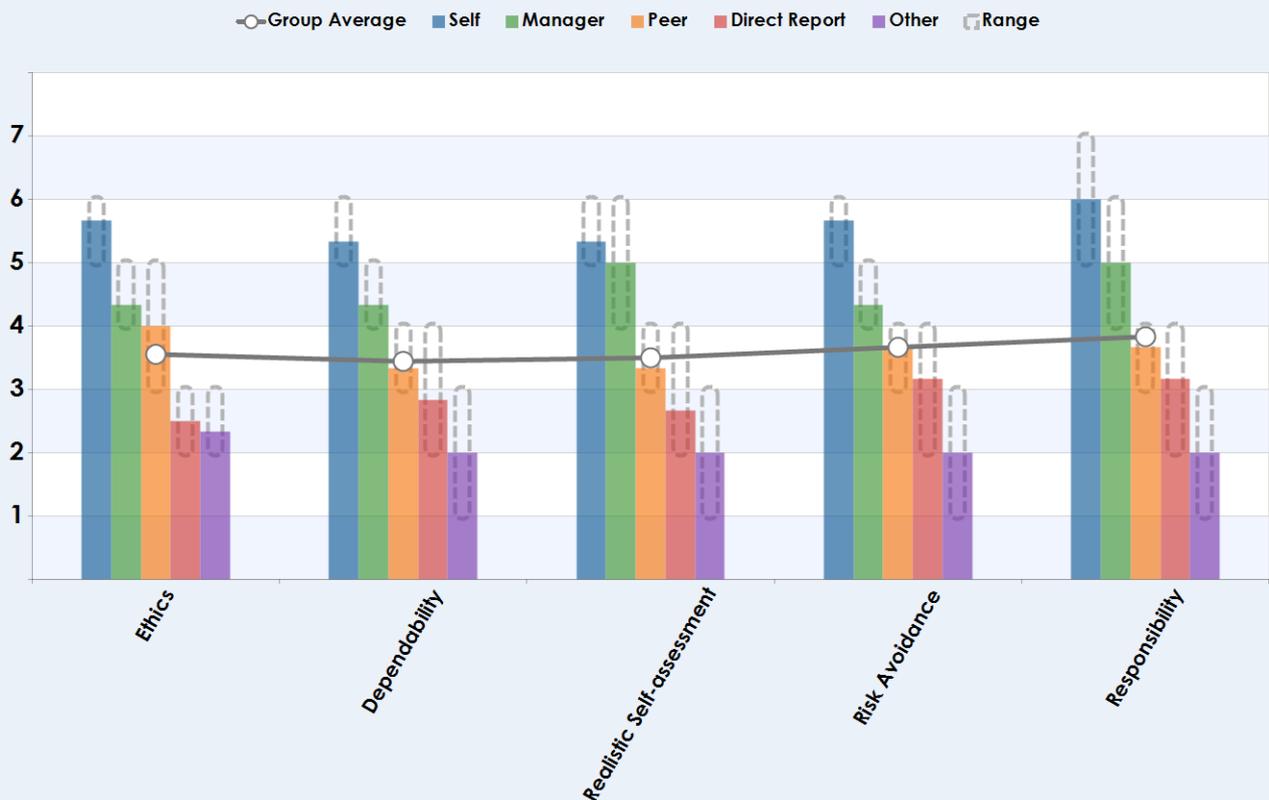
## CATEGORY SUMMARY CHART

The following chart provides the category's scores for each rater group.



## COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	is sensitive to issues of risk	Risk Avoidance	4
2	is able to work without the need for close supervision	Dependability	3.83
3	accepts responsibility for their own mistakes	Responsibility	3.83
4	does not blame other people for mistakes/errors they have not made	Responsibility	3.83
5	is open to discussing work problems/difficulties	Responsibility	3.83

The five **LOWEST** rated items (highest to lowest):

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

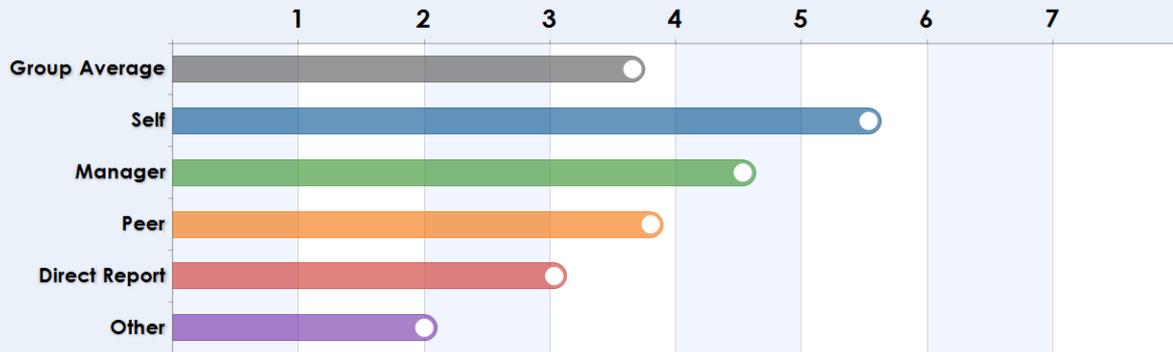


# CREATIVITY

This section provides further detail regarding your results on the Creativity competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

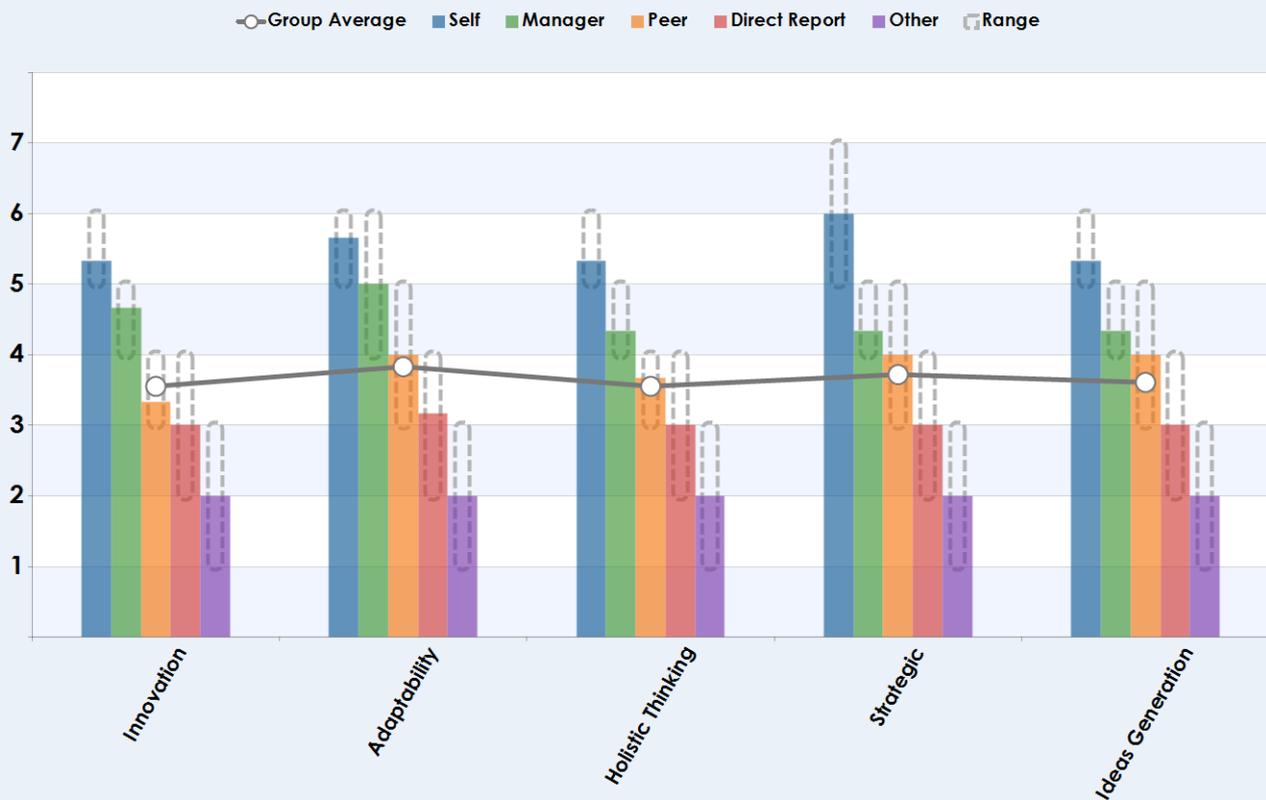
## CATEGORY SUMMARY CHART

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## COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	plans for long-term benefit	Strategic	4.17
2	has an adaptable and flexible thinking style	Adaptability	4
3	has a strategic approach to problems	Strategic	4
4	brings a creative and innovative approach to problem-solving	Innovation	3.83
5	is open to new ideas and concepts	Adaptability	3.83

The five **LOWEST** rated items (highest to lowest):

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

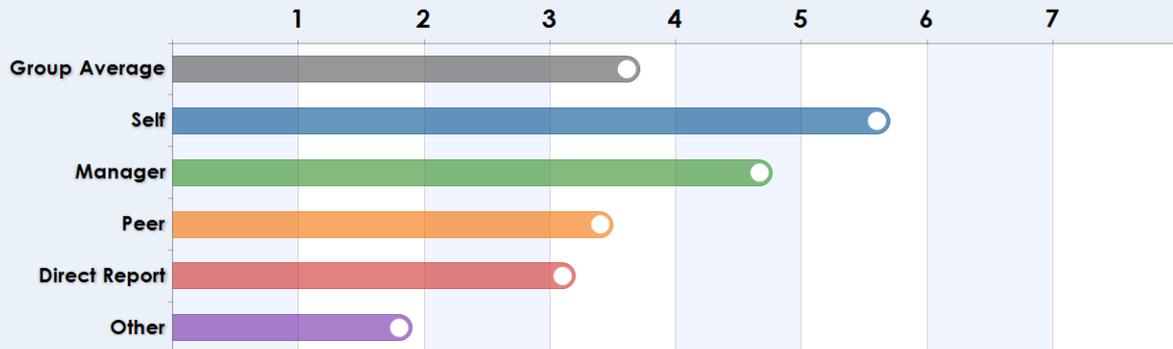


# LOGICAL AND ANALYTICAL

This section provides further detail regarding your results on the Logical and Analytical competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

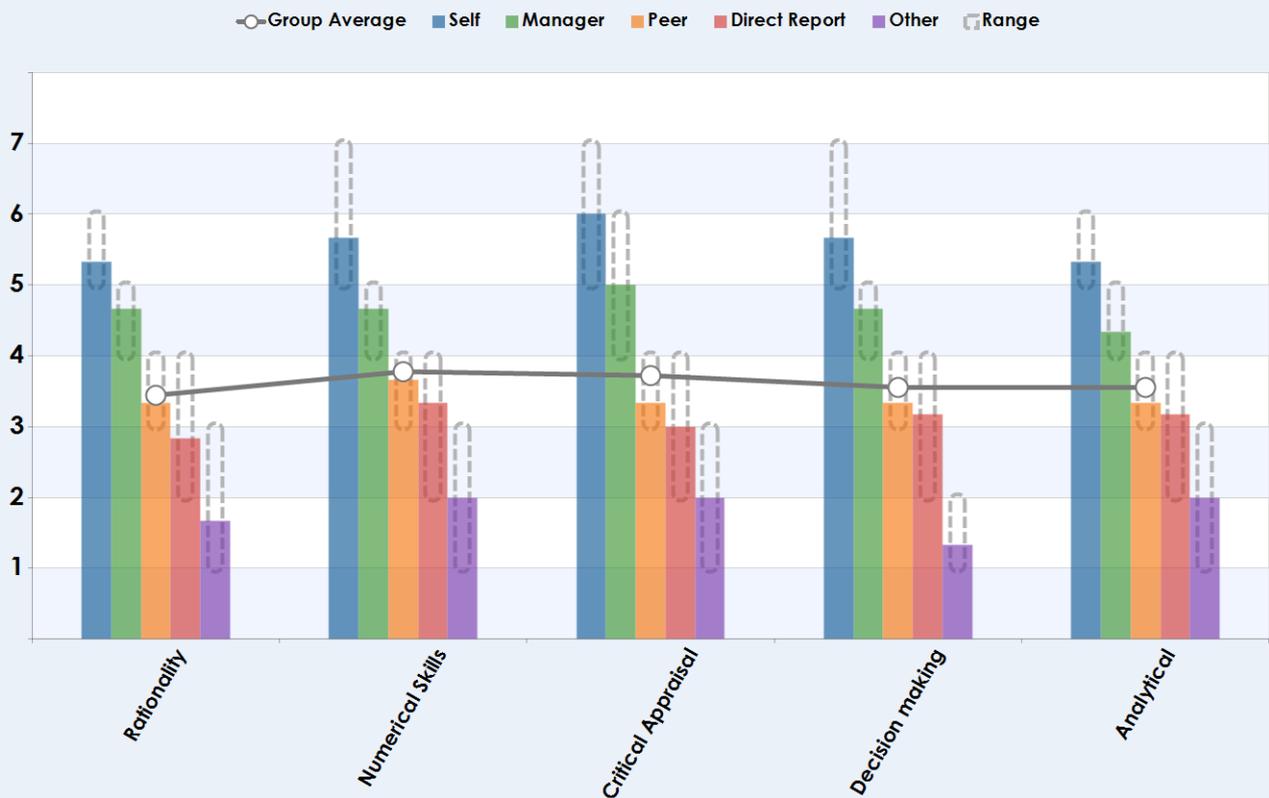
## CATEGORY SUMMARY CHART

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## COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	is good at analysing trends in numerical/statistical data	Numerical Skills	4.17
2	critically appraises new information and ideas	Critical Appraisal	4.17
3	makes decisions in a considered and well thought-out manner	Decision making	4.17
4	has a good grasp of financial/numerical data	Numerical Skills	3.83
5	is quick to identify relevant information and arguments	Analytical	3.83

The five **LOWEST** rated items (highest to lowest):

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

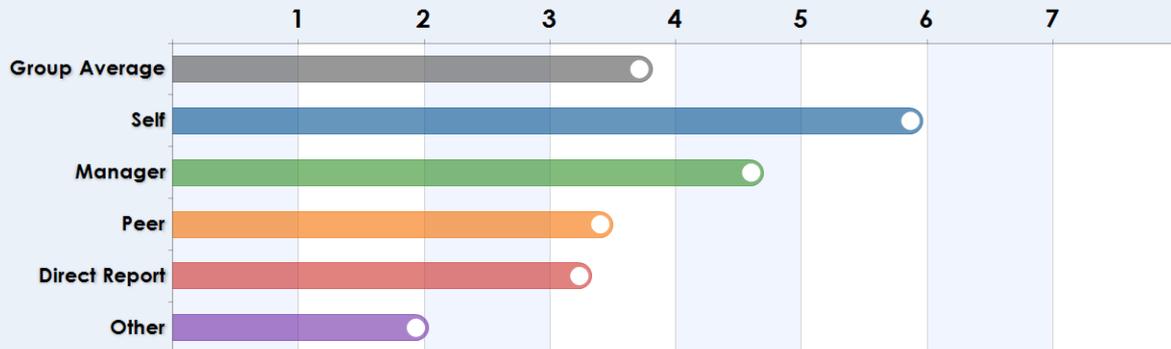


# INTERPERSONAL SKILLS

This section provides further detail regarding your results on the Interpersonal Skills competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

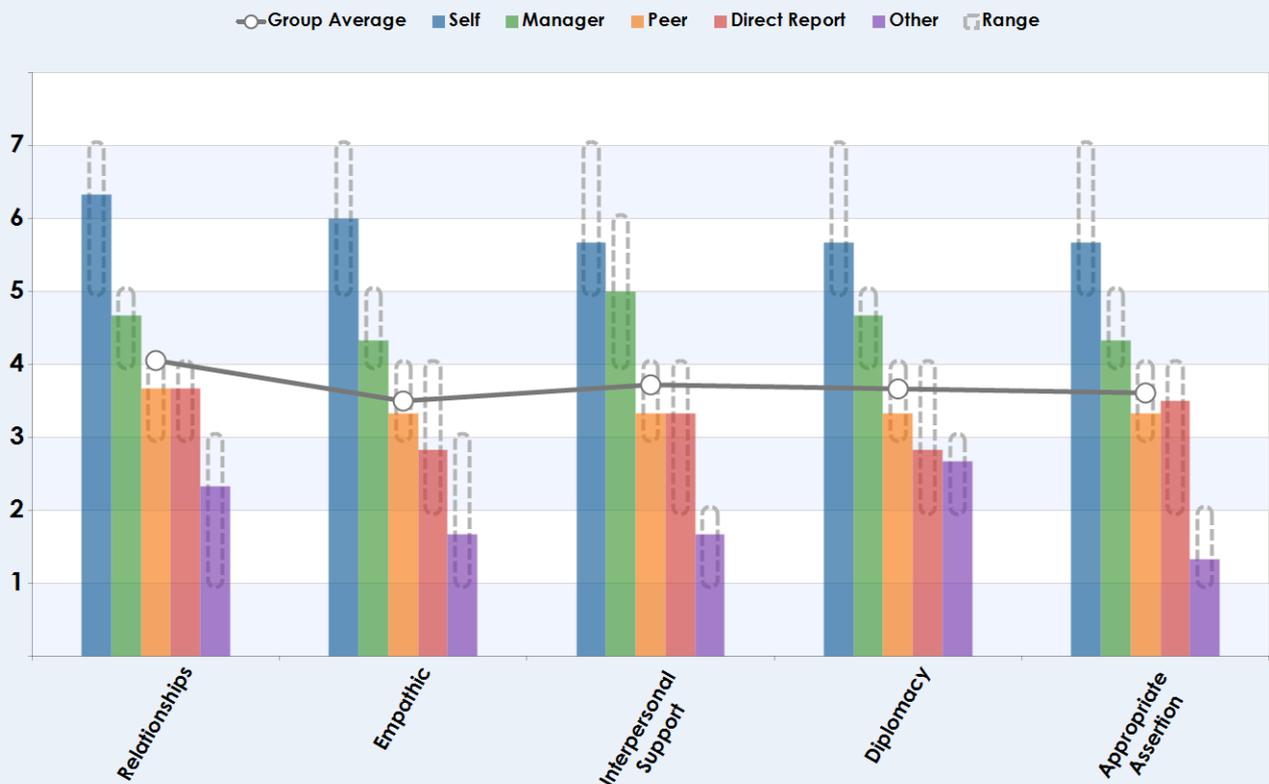
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## COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	fosters good working relationships with colleagues	Relationships	4.33
2	shows genuine concern about colleagues' welfare	Interpersonal Support	4.17
3	has good relationships with colleagues	Relationships	4
4	relates well to colleagues	Relationships	3.83
5	has clear expectations of colleagues/staff	Appropriate Assertion	3.83

The five **LOWEST** rated items (highest to lowest):

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

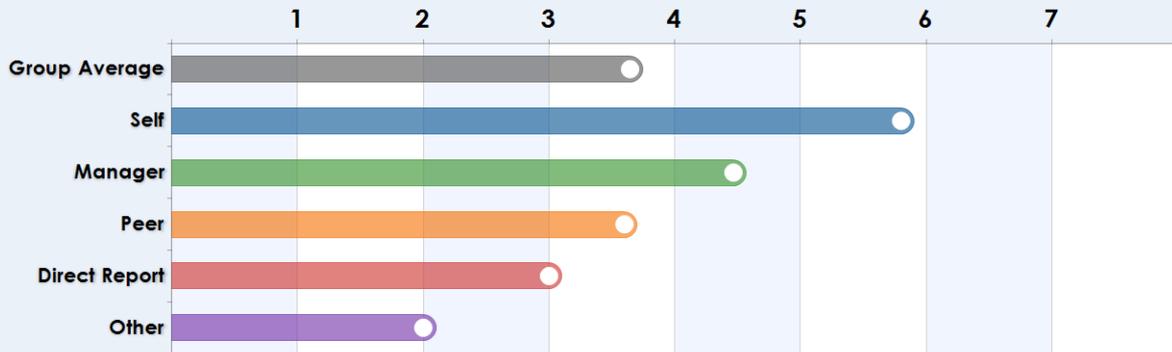


# RESILIENCE

This section provides further detail regarding your results on the Resilience competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

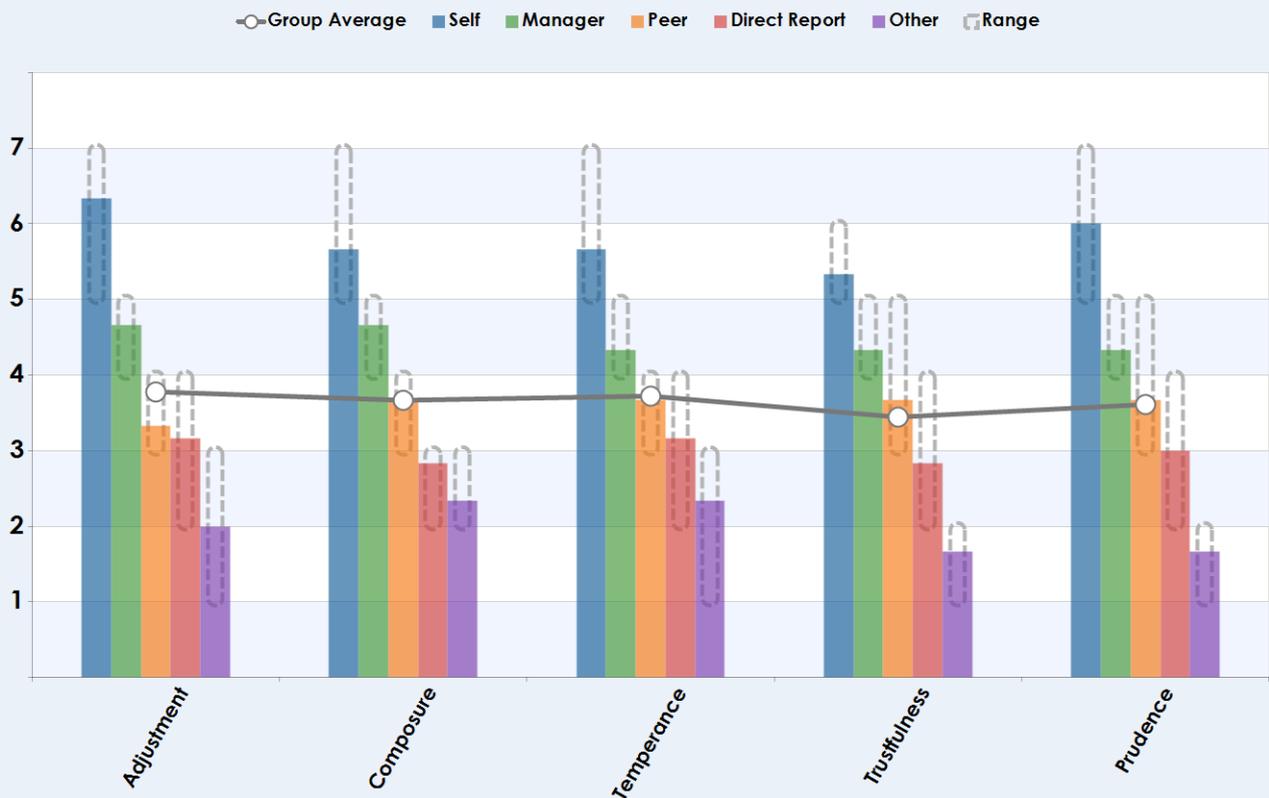
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## COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	is emotionally stable and not temperamental	Adjustment	4
2	responds to situations in a measured way, avoiding impulsive action	Prudence	4
3	is phlegmatic, predictable and even-tempered	Adjustment	3.83
4	does not easily lose his/her temper	Temperance	3.83
5	cope well with stress	Composure	3.67

The five **LOWEST** rated items (highest to lowest):

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

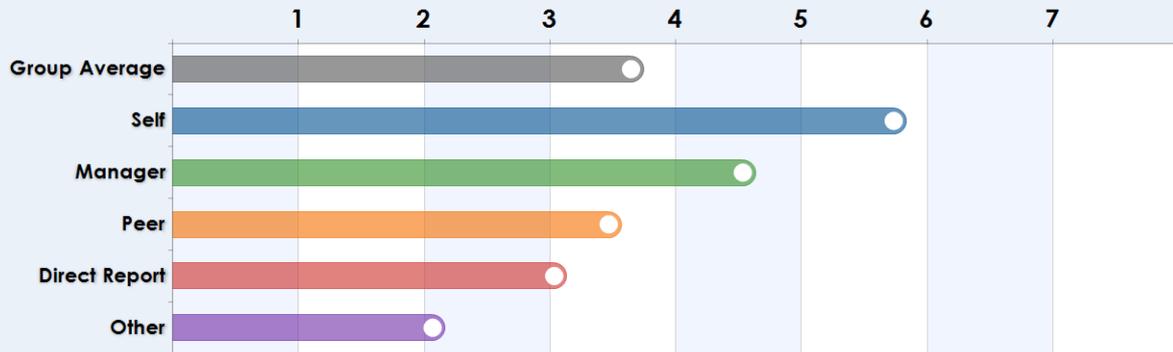


# PERSUASIVENESS

This section provides further detail regarding your results on the Persuasiveness competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

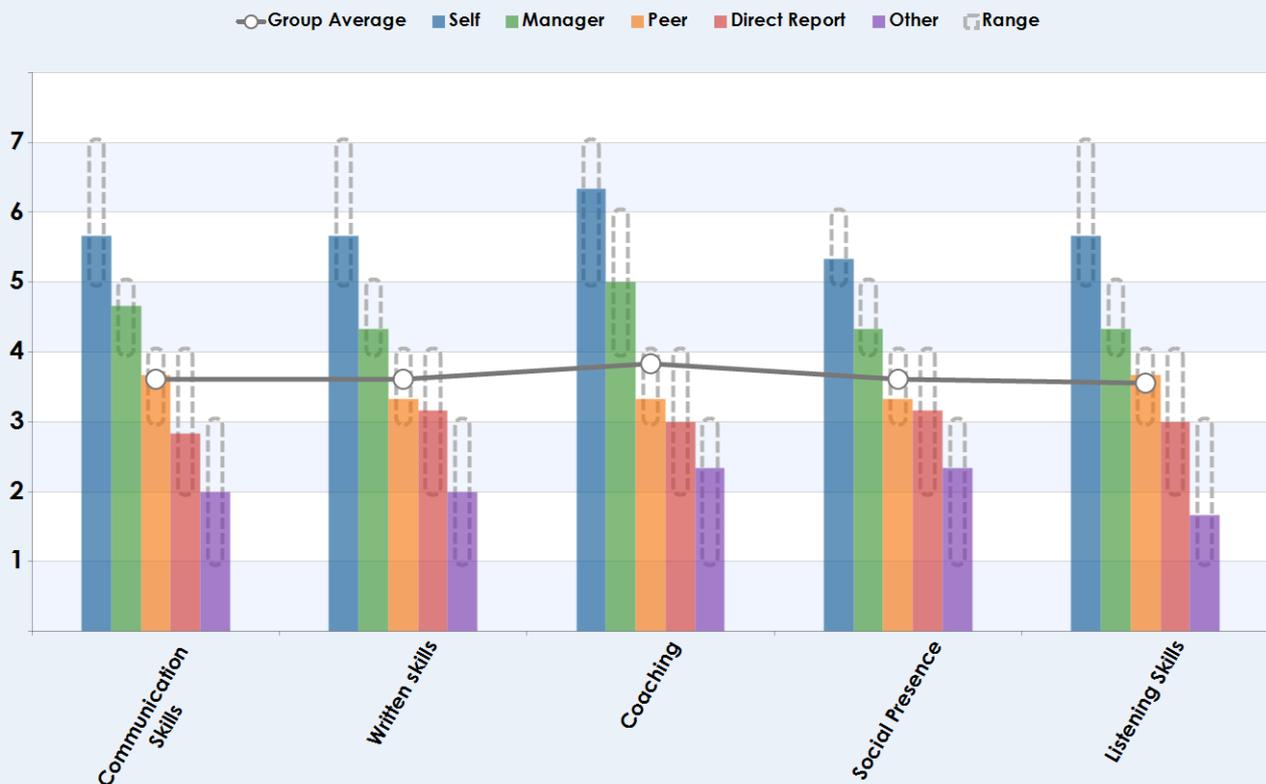
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## COMPETENCY SUMMARY CHART

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The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	is a good teacher/mentor	Coaching	4.17
2	is good at helping others learn/develop new skills	Coaching	4.17
3	is successful at bringing people round to their point of view	Social Presence	4
4	attends to what others are saying	Listening Skills	4
5	effective at communicating their point of view	Communication Skills	3.83

The five **LOWEST** rated items (highest to lowest):

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

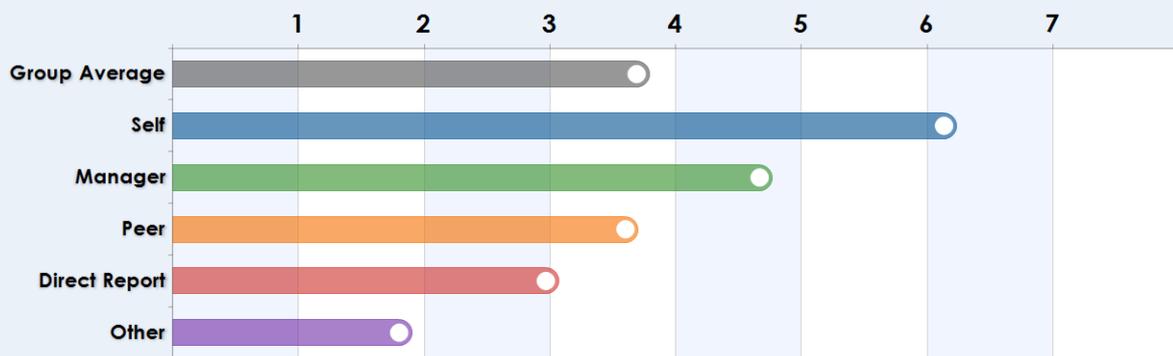


# PLANNING AND ORGANIZING

This section provides further detail regarding your results on the Planning and Organizing competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

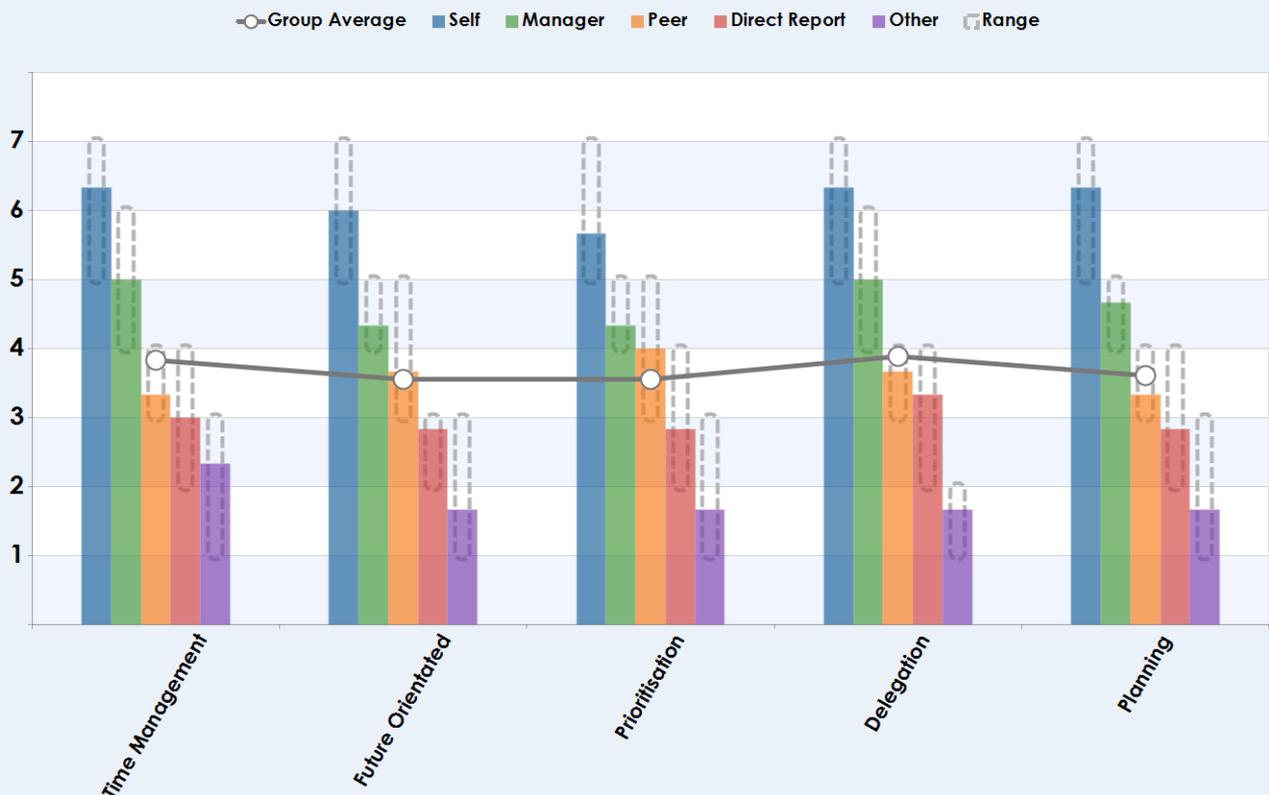
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## COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	ensures that work is not left to the last minute	Time Management	4.17
2	manages time effectively	Time Management	4
3	effectively anticipates problems	Future Orientated	4
4	happy to delegate work to others	Delegation	4
5	accurately appraises the priority of tasks	Prioritisation	3.83

The five **LOWEST** rated items (highest to lowest):

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

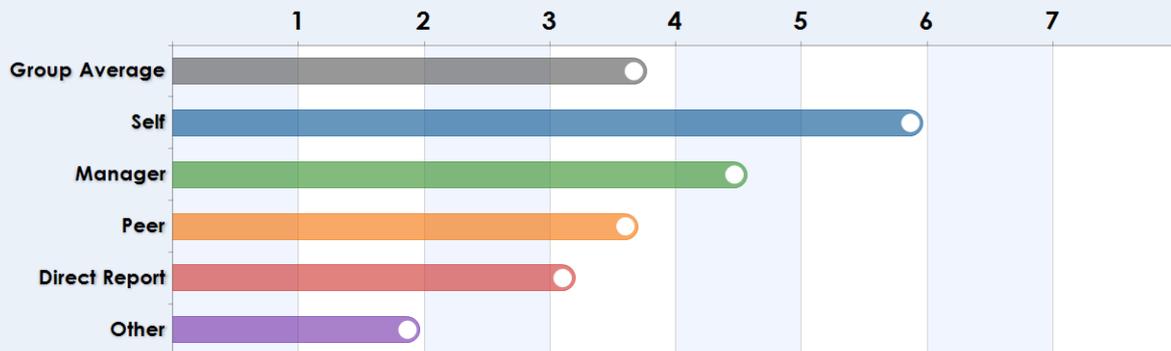


# QUALITY ORIENTATION

This section provides further detail regarding your results on the Quality Orientation competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

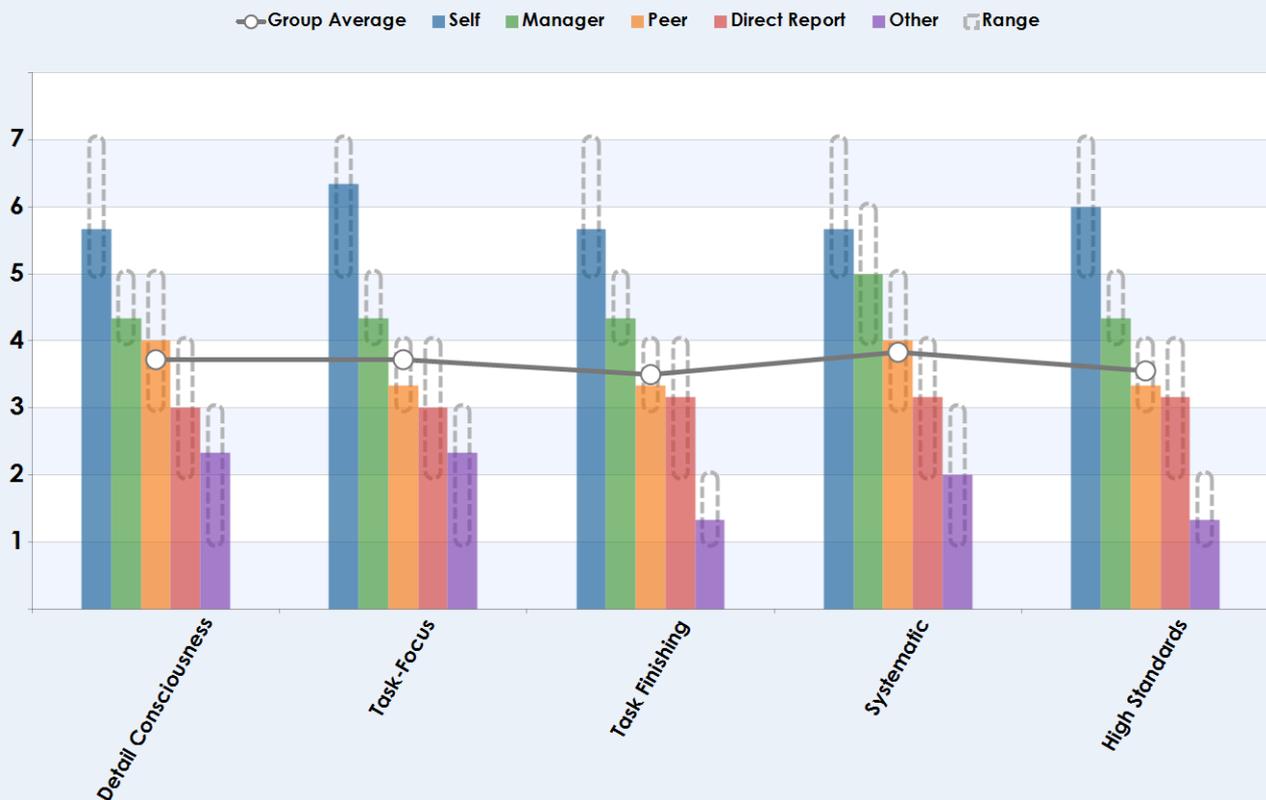
## CATEGORY SUMMARY CHART

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## COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	follows rules and procedures diligently	Systematic	4.17
2	is systematic and organised	Systematic	4
3	sets high standards for themselves and others	High Standards	4
4	does not make careless mistakes	Detail Consciousness	3.83
5	attends to the small details of tasks	Detail Consciousness	3.83

The five **LOWEST** rated items (highest to lowest):

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

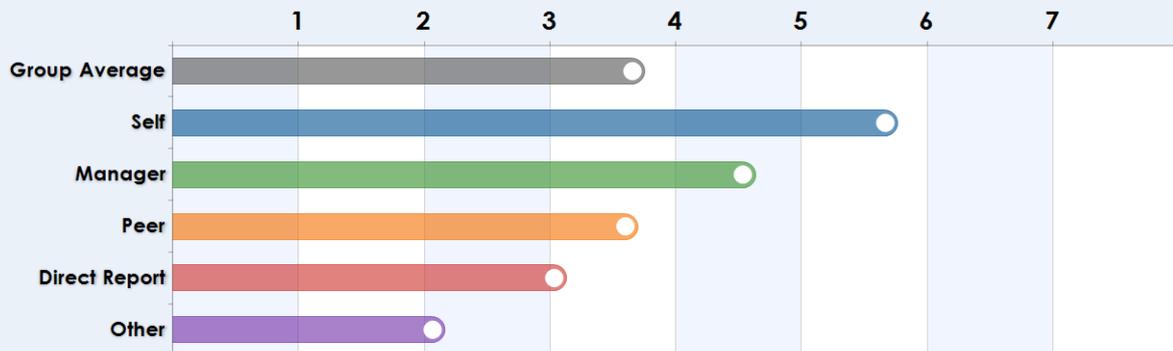


# ENERGY AND DRIVE

This section provides further detail regarding your results on the Energy and Drive competency category. The section starts with an overall look at the category scores and level of consensus between the rater groups, and continues to breakdown the results on each of the competencies that make up the category.

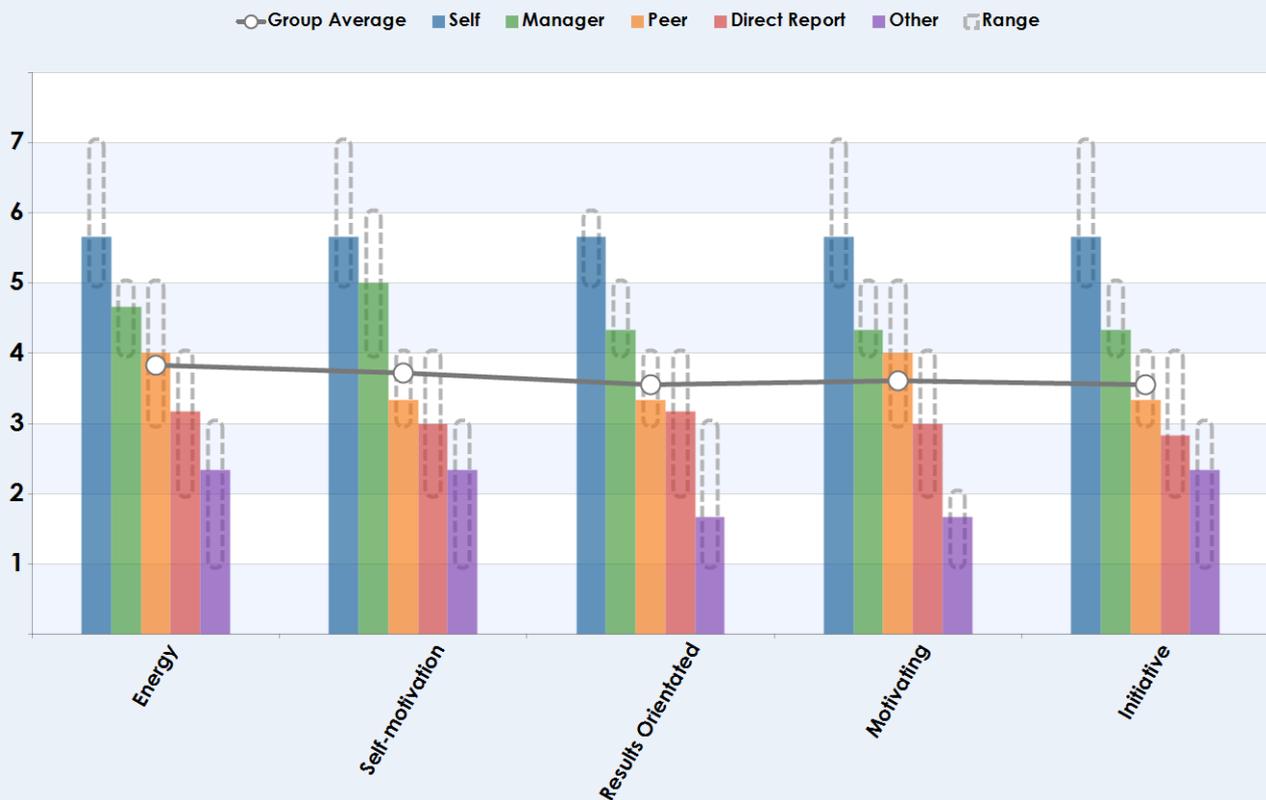
## CATEGORY SUMMARY CHART

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## COMPETENCY SUMMARY CHART

The following chart provides a breakdown of the individual competency scores which contribute to the category for each rater group.





The five **HIGHEST** rated items (highest to lowest):

No.	Item	Competency	Average Score
1	has sufficient stamina to meet work demands	Energy	4.17
2	is a self-starter who is driven to succeed	Self-motivation	4
3	achieves results	Results Orientated	4
4	has high levels of energy and activity	Energy	3.83
5	is ambitious and is driven to succeed	Self-motivation	3.83

The five **LOWEST** rated items (highest to lowest):

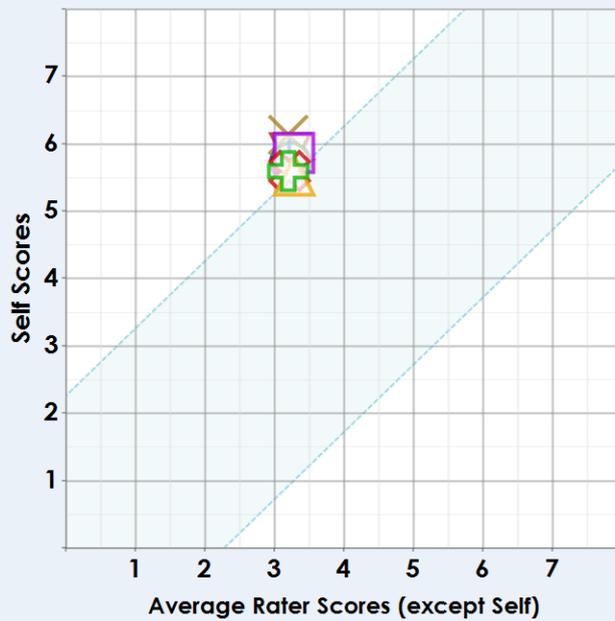
No.	Item	Competency	Average Score
1	is motivated and enthusiastic about work	Self-motivation	3.33
2	is results orientated	Results Orientated	3.33
3	is goal orientated	Results Orientated	3.33
4	motivates others	Motivating	3.33
5	takes the initiative	Initiative	3.33



## PERCEPTION GAPS

This section of the report focuses specifically on the differences between how you perceive your performance and how others view your performance. Exploring perception gaps is essential for gaining insight into the source for rating discrepancies and how to resolve them.

### OVERALL SELF PERCEPTION



#### Competency Categories

- + Integrity
- △ Creativity
- ⊗ Logical and Analytical
- Interpersonal Skills
- + Resilience
- Persuasiveness
- × Planning and Organizing
- ▽ Quality Orientation
- ★ Energy and Drive
- + Cat Sample

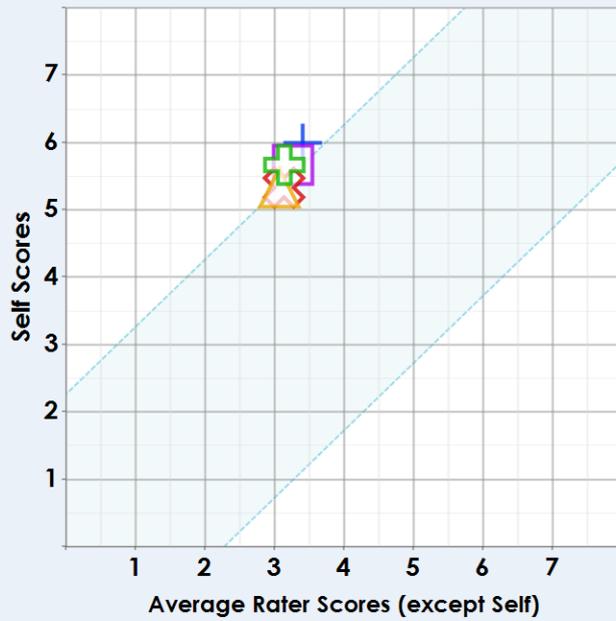
**Competency categories above the middle band:** You rate yourself higher than others.

**Competency categories within the middle band:** You rate yourself similarly to how others rate you.

**Competency categories below the middle band:** You rate yourself lower than others.



## INTEGRITY SELF PERCEPTION

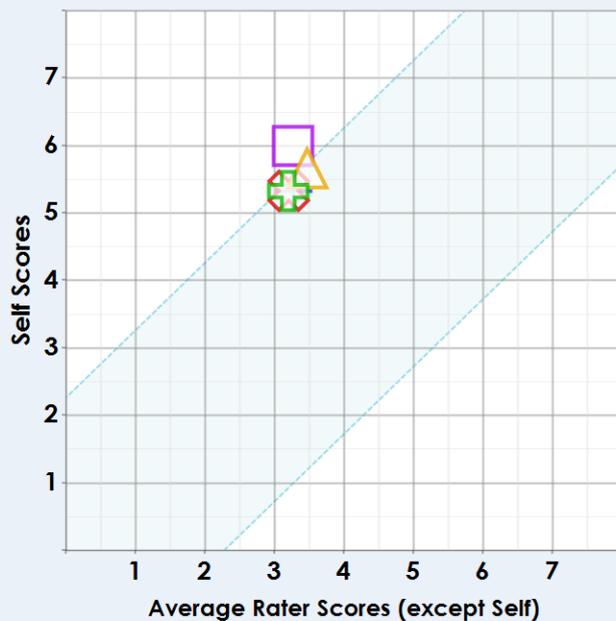


### Competencies

- + Ethics
- △ Dependability
- ⊗ Realistic Self-assessment
- Risk Avoidance
- + Responsibility

**Competencies above the middle band:** You rate yourself higher than others.  
**Competencies within the middle band:** You rate yourself similarly to how others rate you.  
**Competencies below the middle band:** You rate yourself lower than others.

## CREATIVITY SELF PERCEPTION



### Competencies

- + Innovation
- △ Adaptability
- ⊗ Holistic Thinking
- Strategic
- + Ideas Generation

**Competencies above the middle band:** You rate yourself higher than others.  
**Competencies within the middle band:** You rate yourself similarly to how others rate you.  
**Competencies below the middle band:** You rate yourself lower than others.



## LOGICAL AND ANALYTICAL SELF PERCEPTION



**Competencies above the middle band:** You rate yourself higher than others.  
**Competencies within the middle band:** You rate yourself similarly to how others rate you.  
**Competencies below the middle band:** You rate yourself lower than others.

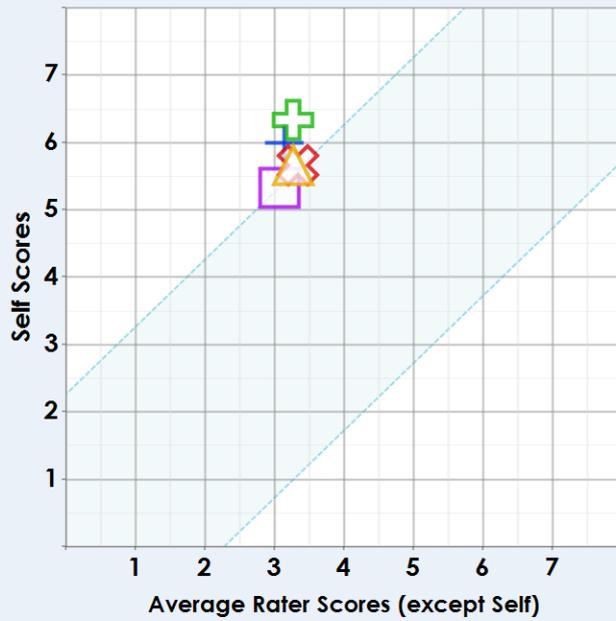
## INTERPERSONAL SKILLS SELF PERCEPTION



**Competencies above the middle band:** You rate yourself higher than others.  
**Competencies within the middle band:** You rate yourself similarly to how others rate you.  
**Competencies below the middle band:** You rate yourself lower than others.



## RESILIENCE SELF PERCEPTION



### Competencies

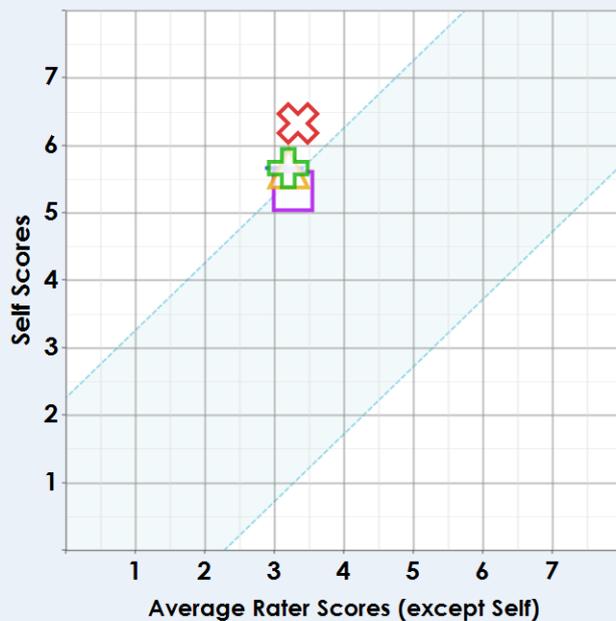
- + Adjustment
- △ Composure
- ⊗ Temperance
- Trustfulness
- + Prudence

**Competencies above the middle band:** You rate yourself higher than others.

**Competencies within the middle band:** You rate yourself similarly to how others rate you.

**Competencies below the middle band:** You rate yourself lower than others.

## PERSUASIVENESS SELF PERCEPTION



### Competencies

- + Communication Skills
- △ Written skills
- ⊗ Coaching
- Social Presence
- + Listening Skills

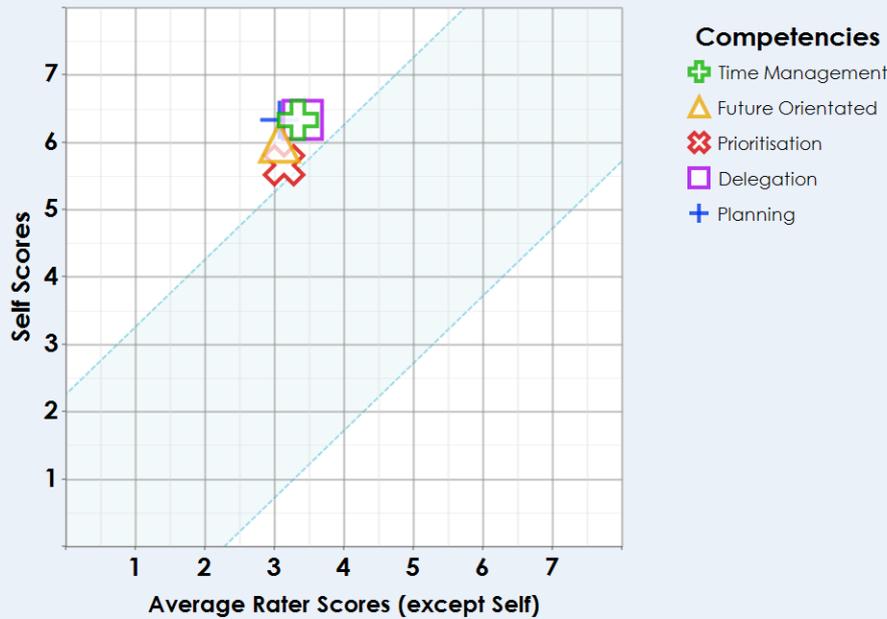
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## PLANNING AND ORGANIZING SELF PERCEPTION



**Competencies above the middle band:** You rate yourself higher than others.  
**Competencies within the middle band:** You rate yourself similarly to how others rate you.  
**Competencies below the middle band:** You rate yourself lower than others.

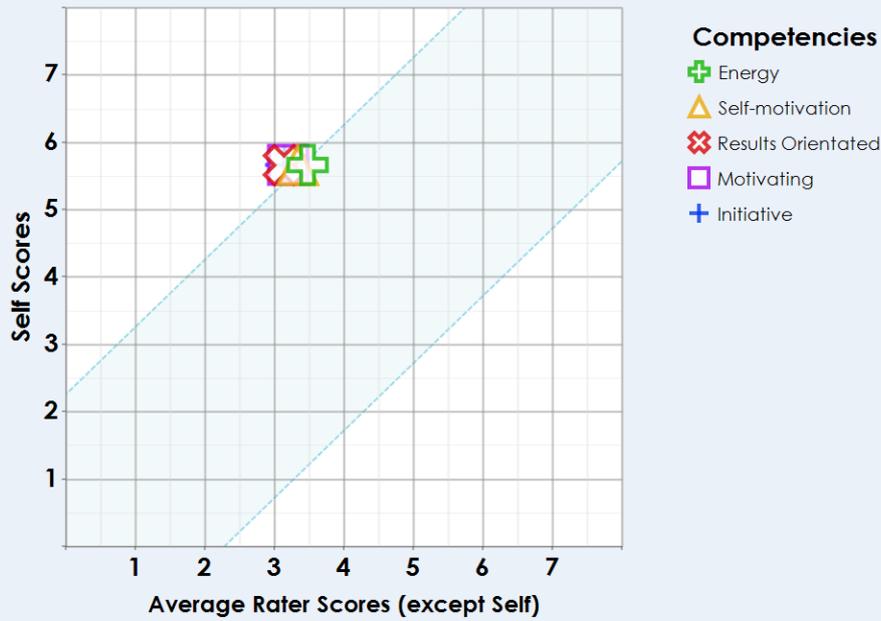
## QUALITY ORIENTATION SELF PERCEPTION



**Competencies above the middle band:** You rate yourself higher than others.  
**Competencies within the middle band:** You rate yourself similarly to how others rate you.  
**Competencies below the middle band:** You rate yourself lower than others.



## ENERGY AND DRIVE SELF PERCEPTION



**Competencies above the middle band:** You rate yourself higher than others.

**Competencies within the middle band:** You rate yourself similarly to how others rate you.

**Competencies below the middle band:** You rate yourself lower than others.