



## Sample Output for ASSESS 360 Feedback Report

### The Success Model

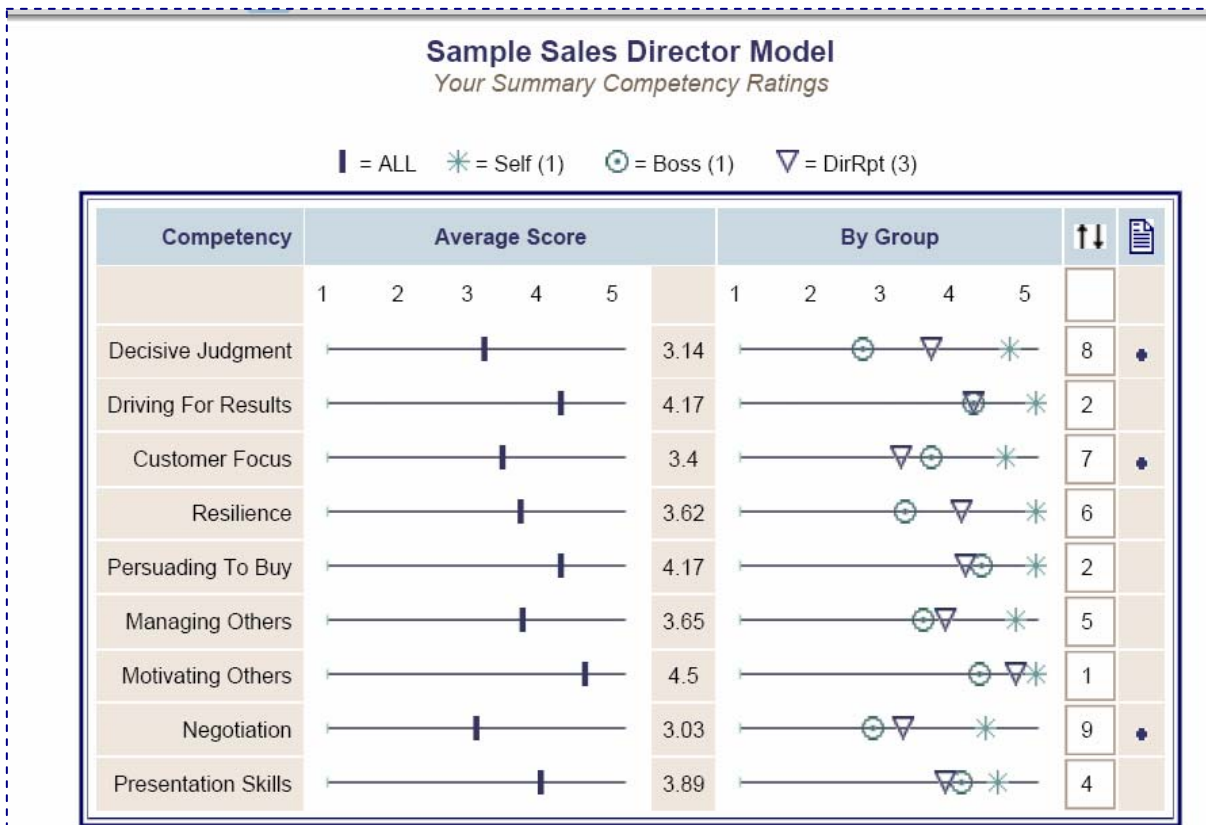
The Report Identifies the Competency Model that you created along with definitions.

Sample Sales Director Model	
<b>Decisive Judgment</b>	Making good decisions in a timely and confident manner.
<b>Driving For Results</b>	Challenging, pushing the organization and themselves to excel and achieve.
<b>Customer Focus</b>	Anticipating customers' needs and designing, promoting or supporting the delivery of products and services that exceed customers' expectations.
<b>Resilience</b>	Effectively dealing with work related problems, pressure, and stress in a professional and positive manner.
<b>Persuading To Buy</b>	Convincing others to buy a product or service.
<b>Managing Others</b>	Directing and leading others to accomplish organizational goals and objectives.
<b>Motivating Others</b>	Inspiring others to perform well by actively conveying enthusiasm and a passion for doing a good job.
<b>Negotiation</b>	Identifying the needs and motives of both parties involved and working toward mutually beneficial agreements.
<b>Presentation Skills</b>	Having the skills to effectively communicate to an audience in a formal setting.

## Overall Summary – Ratings by Competency

At a glance you will see 4 key pieces of information:

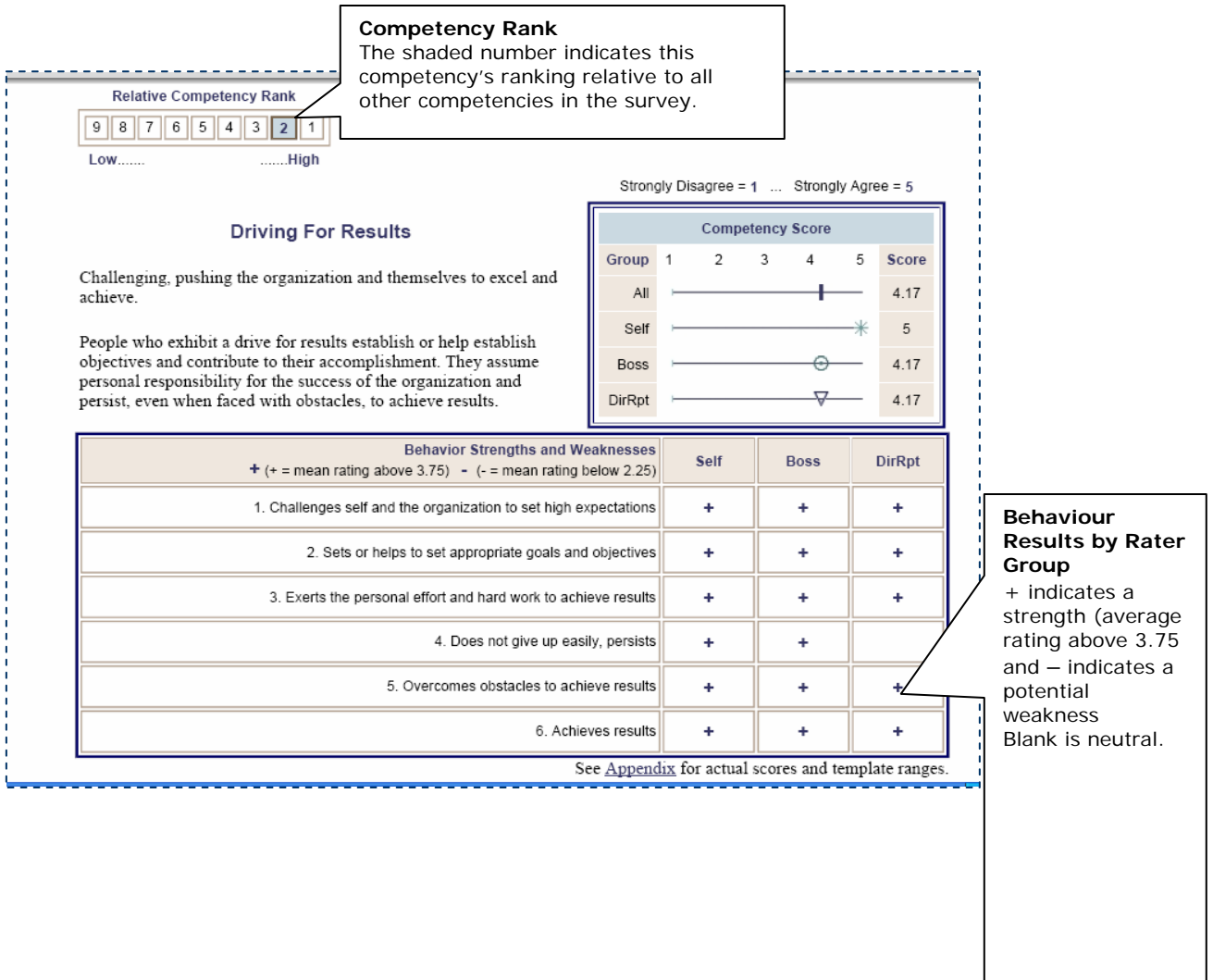
1. The competencies included in the model
2. The average score rating across all respondents
3. The average score rating for each rater group – i.e. All, Self, Boss, Direct Report
4. On the right you will see a number in a box – this number orders (or ranks) the competencies based on their average score (for example, a score of 1 would indicate the highest rated competency).





## Competency Specific Results

For each competency you will be provided with additional detail. Below you will see an example for the competency “Driving for Results.” This graph allows the person to quickly see similarities and discrepancies among rating groups, and which behaviours are contributing or detracting from the overall competency score.



## Highest and Lowest Rated Behaviours\*

This section lists the ten highest and ten lowest rated behaviours. More than ten will be listed when behaviours tied for rank. Review this list to see if there are any behaviour trends across competencies.

HIGHEST AND LOWEST RATED BEHAVIORS		-3/5/2007-
<p>This section lists the ten highest and ten lowest rated behaviors. More than ten will be listed when behaviors tied for rank.</p>		
	Highest Rated Behaviors	Lowest Rated Behaviors
	<ol style="list-style-type: none"> <li>1. Is ethical and honest in all his/her business dealings (4.75) (Respecting Others*)</li> <li>2. Is widely viewed as someone who is credible and trustworthy—he/she "walks the talk," delivers on promises, handles sensitive information appropriately, and fully owns up to mistakes (4.75) (Respecting Others*)</li> <li>3. Treats others with respect (4.69) (Respecting Others*)</li> <li>4. Holds self and others accountable for managing time and meeting deadlines (4.69) (Drives Results)</li> <li>5. Effectively manages multiple projects, demands and competing deadlines (4.66) (Drives Results)</li> <li>6. Achieves results (4.63) (Drives Results)</li> <li>7. Makes a special effort to create an environment that welcomes diversity by challenging exclusionary practices and always considers fairness issues when making decisions (4.62) (Respecting Others*)</li> <li>8. Decides in a timely manner (4.59) (Makes Sound Decisions)</li> <li>9. Encourages a safe work environment and compliance with regulations (4.59) (Safety and Compliance)</li> <li>10. Holds him/herself to a high standard and will do what is right in spite of the consequences for him/herself (4.56) (Respecting Others*)</li> <li>11. Does not promise that which he/she cannot deliver (4.56) (Respecting Others*)</li> <li>12. Keeps his/her commitments (4.56) (Respecting Others*)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively seeks assignments and roles that challenge his/her functional abilities (3.66) (Applies Industry and Technical Knowledge*)</li> <li>2. Benchmarks competitor's practices, programs and processes when designing own strategies, systems, products and services (3.79) (Create Competitive Advantage)</li> <li>3. Demonstrates expertise in identifying non-traditional partnerships to team with for mutual benefit (3.92) (Create Competitive Advantage)</li> <li>4. Encourages an environment of creativity by publicly rewarding behaviors that lead to innovative solutions (3.94) (Create Competitive Advantage)</li> <li>5. Provides team with the tools needed to identify ways to improve products and services (3.99) (Create Competitive Advantage)</li> <li>6. Develops strategic partnerships with key internal and/or external customers (4) (Meet Customer Expectations)</li> <li>7. Regularly maintains and improves his/her knowledge and skills to continue to be effective in his/her job (4.05) (Applies Industry and Technical Knowledge*)</li> <li>8. Demonstrates strong competence in the technical, professional, operational and/or industry areas important to his/her job (4.06) (Applies Industry and Technical Knowledge*)</li> <li>9. Actively gathers information about customers' businesses and works to understand their business perspectives (4.06) (Meet Customer Expectations)</li> <li>10. Within his/her areas of control, will develop or customize products and services to better meet the needs of the customer (4.06) (Meet Customer Expectations)</li> <li>11. Takes steps to institutionalize cost savings or revenue-increasing opportunities across the company (4.06) (Create Competitive Advantage)</li> </ol>

**Highest and Lowest Rated Behaviours**  
 This section displays the 10 highest and 10 lowest rated behaviours based on the average rating across all rater groups (excluding Self).

## Confidential Competency Comments – Additional Qualitative Information

This section provides comments written by raters. These are organized by each competency in the model and by rater group.

## Developmental Suggestions

Developmental suggestions are provided in the printed report for the lowest rated competencies in the survey. However, all development suggestions for any of the competencies can be viewed on-line at the ASSESS development website. Instructions for viewing your report from this website are provided in the report.\*

Suggestions include on-the-job activities, books, multimedia, on-line learning and courses to help you in your development. An excerpt is provided below


**Customer Focus**

Only the customer can define the quality of product and service, not the organization. People who exhibit a strong customer focus understand this. They understand that customer needs should influence departmental or organizational strategies.

**Understand the Customer**

Meeting and exceeding customer expectations is a result of understanding and anticipating their needs. Know your customer. Know their business. Know what helps them to succeed. If you offer something of value to their business, and if you do this consistently, you will gain customer support and loyalty.

- Understand your customer's industry. Learn about the specific challenges and opportunities they face, their goals and strategy, their industry climate, and how their business model differs from competing models. Attend industry conferences and identify key themes. Share what you have learned with others around you, as well as the customer, for their feedback and insight.
- Analyze your organization's customer behavior information. What products are increasing in sales? What products are decreasing? What services are most utilized? What type of customer is utilizing your products or services most? Least? How are your customers finding you? (Or, how are you finding your customers?) Identify themes.
- Talk to your customers. Ask for and encourage feedback and suggestions on how you can help them be more effective. Talk



As some good managers have put it, "You must either serve the customer directly, or you must serve someone else who does."

Maintaining a customer focus in your organization is more than providing good customer service. Certainly one of the outcomes of a customer focus is that those members of your organization who interact directly with customers will provide good service. However, in organizations with a strong customer focus, other people (those in engineering, production, accounting, etc.) are also concerned with meeting or exceeding customer expectations - producing new products the customer wants, providing consistent quality and timely deliveries, sending invoices that make sense to the customer, etc. They assume personal responsibility for

## The Appendix\*

This section of the report provides the most level of detail by providing average ratings for each group on each behaviour, as well as how each person rated the candidate on each behaviour. Use the appendix for additional supporting information for those competencies to focus on. (note: these comments can be suppressed if desired).

## Construct a Personal Action Plan

Once the candidate has gained the additional feedback from their respondent group, they will be ready to write their personal development plan. The final section of the report provides guidance on how to complete an action plan. They will take stock of their strengths and your weaknesses (self-awareness), select the most important areas on which to focus (goal setting) and write an action plan for improvement using their development suggestions and the recommendations from their feedback group.