
Candidate:

Jane Example

Date of Report: 04.10.11

Multiview



Introduction to MultiView

In recent years Equilibrium has experienced rapid growth and success, thanks to the contribution of our employees, all of whom are passionate about the environment and have the energy and drive to succeed. As the need to invest in and develop sustainable energy technologies grows, so does our need to develop our people to ensure we are nurturing our talented employees and providing them with opportunities for professional growth.

The sustainable success of our business and the delivery of our future strategy depends on our ability to identify and develop talented future leaders. The Equilibrium Leadership Framework describes the qualities important for effective leadership in our organisation.

MultiView provides a 360 degree view of an individual from a number of perspectives including their own, their manager(s), their direct reports and others, such as their peers. This report helps us to identify an individual's strengths and development needs against the Equilibrium Leadership Framework, as identified by a range of colleagues.

All raters complete an online questionnaire providing their assessment of how the individual performs in a work environment. Ratings are provided as averages for each group of raters. For instance, if three direct reports rated an individual, then the mean average will be taken to provide a rating for each competency. This method of averaging is deployed to support the preservation of rater anonymity, in order to facilitate honest and open feedback. For each competency the ratings can range between 1 and 5. The higher the rating, the more evidence there is of the competency described. Raters can also choose a 'No Evidence' option.

At Equilibrium we value people who:	
Deliver	At Equilibrium we value people who take responsibility, get things done and fulfil promises. Delivery also means being decisive and occasionally taking appropriate risks, ensuring that we stay ahead of the competition.
Analyse	We are at the forefront of scientific development and we'll stay there by ensuring that we are thorough in our analysis of problems and opportunities. We need people who weigh up options and are comfortable dealing with complexity. Being analytical is about mindset as well as pure ability.
Strategise	We need to keep an eye on the 'big picture' and this doesn't just apply in the boardroom. We value people who understand the consequences of their actions and decisions, and who understand where their work fits into the achievement of our broader goals.
Maintain focus	Things don't always run smoothly and we value the ability to bounce back from setbacks and see positives in situations. It's also important to manage our emotions so that we don't negatively impact on others even if we are feeling under pressure.
Nurture relationships	At Equilibrium we achieve success through working together as one team. It is important to be able to build and maintain relationships. Success here means striking a good balance between listening and consulting, whilst not stepping away from making our point and debating when appropriate.
Manage people	People who manage projects or functional teams do so through motivating, energising and coaching people in their teams.

Contents

Section

MultiView Profile

The profile charts show each of the competencies and the scores for each rater group. Further, they provide details of how many people selected each rating (1 – 5 and 'No Evidence').

1

MultiView Profile Chart Breakdown

Each competency is displayed with a breakdown of each rater and their selected rating. Raters remain anonymous but the spread of ratings is provided.

2

Developmental Narrative Report

A summary is provided for each competency to give an overview of how the individual is perceived. Further, possible development needs and review questions are offered alongside some example development activities.

3

MultiView Profile Overview

The profile overview page provides a breakdown of all of the scores for all of the rater groups. The mean of all of the raters (excluding the 'self' rating) is also provided.

4

Interpreting the report

The information in this report has been designed to help support the development of individuals, for use either with a facilitator or by individuals themselves. In interpreting the information presented, the following steps are suggested:

Start by looking at the Profile pages.

Review the mean scores from different rater perspectives of self, managers, direct reports, and peer/others across each of the competencies.

- What are the main commonalities emerging?
- What might the implications of this be for further development, given current role and organizational context?
- Are there significant differences between rater perspectives that should be explored further?

The spread of ratings is also provided.

This gives an overview of what proportion of the relevant ratings given fell into which rating category (1 – 5 and No Evidence).

- Are the ratings consistent within a competency or are there competencies where opinion seems to be divided, for example, half at 1 and half at 5?
- Are there any competencies where all of the ratings are clustered around one or two specific categories? If this is at the lower end of the scale what might the implications of this be in terms of rater perspectives?

Raters will also have been given the opportunity to provide specific comments. These can be particularly useful in understanding the context of the ratings provided, and provide insight as to what developmental action may be appropriate.

Review the narrative reporting for each of the traits, which will provide insight in relation to:

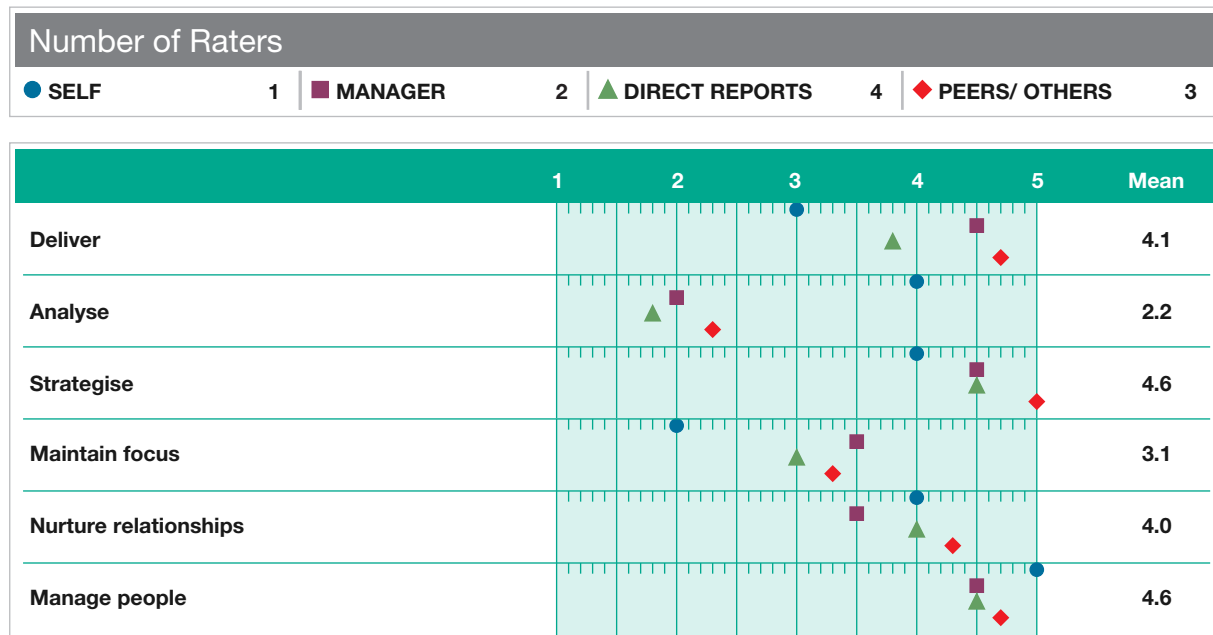
- The implications of the results
- Likely areas of strength
- Potential areas for development
- Suggested developmental activities and considerations

This information provides the basis for understanding the 360 feedback and considering how subsequent development activity can be focused.

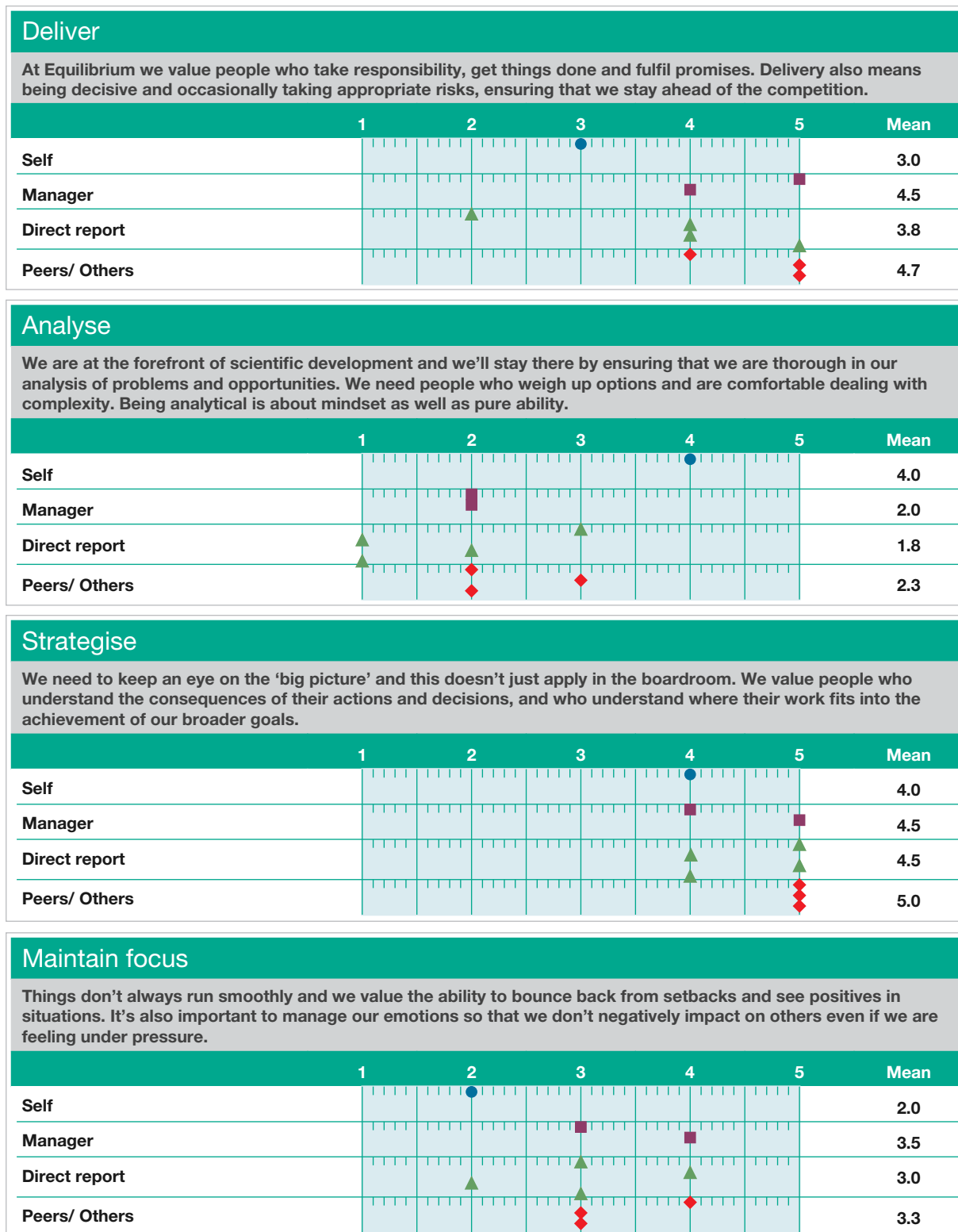
Summary

Finally, a summary of the numerical ratings is provided on the final page to provide an overview.

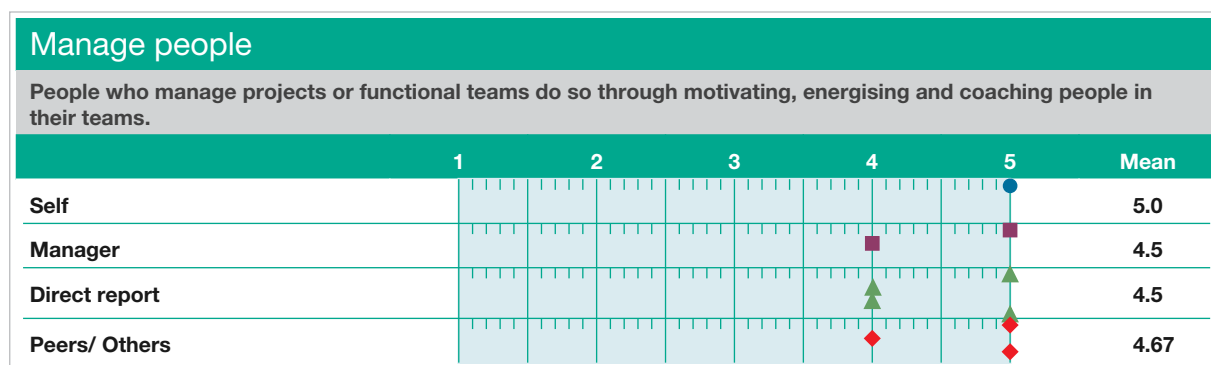
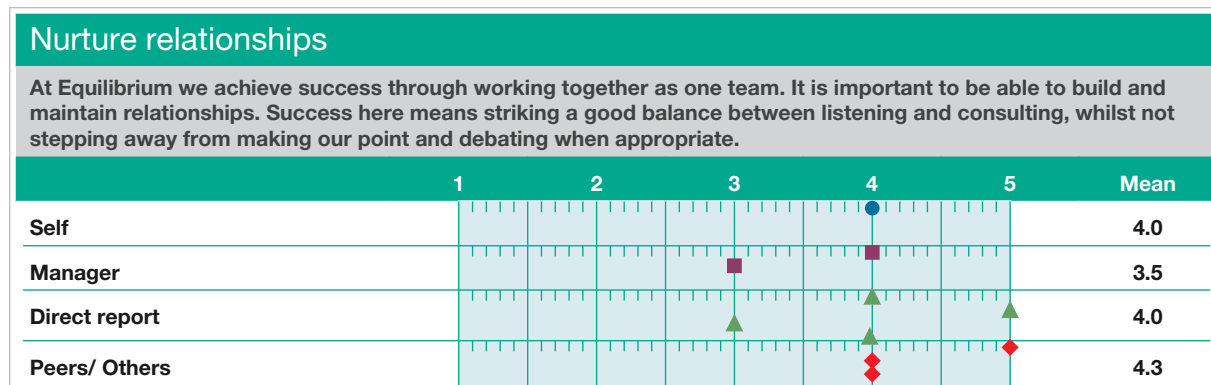
MultiView Profile



MultiView Profile Chart Breakdown



MultiView Profile Chart Breakdown



MultiView Profile Chart Breakdown

Summary of comments

Jane takes responsibility for her team and consistently delivers on any commitments made. She is well respected by her team and has excellent interpersonal skills which she employs internally and externally to maximise business opportunities. However she sometimes fails to fully consider all aspects of a situation and can occasionally make decisions based on incomplete information.

Jane is an excellent manager with a great skill in leading and motivating her team. She is able to think strategically and mover her team in a direction which is compatible with Equilibrium's vision. She can take a while to come to terms with any setbacks at work and this can occasionally have an impact on her team.

Developmental Narrative Report

3

Deliver

Given the role you currently perform, your feedback suggests that . . . you tend to be regarded as competent in taking responsibility and honouring commitments and promises. However at times you may need to be more decisive and be confident in taking appropriate risks in order to ensure that Equilibrium remains a world leader in the provision of sustainable energy.

Possible development needs

Key development needs arising from your feedback are likely to include:

- Bringing more pace to decision-making and action when others expect it.
- Tending to think too much about risks and outcomes, thus delaying or avoiding making decisions.

Development review questions

Questions your manager/coach may ask, or ask yourself:

- In what situation recently could you have made a decision more quickly?
- What prevented you from making this decision?

Example development activities

- Re-evaluating options that you may reject in case they are less risky than you first thought.
- Trialling or piloting changes before full implementation to mitigate uncertainty and move the decision or action forward.
- As risks are identified, develop contingency plans to mitigate the impact.

Developmental Narrative Report

3

Analyse

Given the role you currently perform, your feedback suggests that . . . in general, you tend to be seen as someone who is not particularly efficient at solving problems and may find weighing up the pros and cons of an issue or proposal difficult. You also tend to be regarded as someone who struggles to understand complex situations.

Possible development needs

Key development needs arising from your feedback are likely to include:

- Difficulties analysing information and data may mean that you tend to overly rely on intuition when solving problems or trying to understand a situation.
- Building your awareness of problem solving tools and techniques may give you a stronger insight into how to work with hard data, and how to tackle problems which might otherwise seem overwhelming and excessively complex.
- Needing to develop a more systematic approach to problem solving in order to manage and process more complex issues and situations.

Development review questions

Questions your manager/coach may ask, or ask yourself:

- By referring to a problem that you have recently had to deal with, describe how you went about tackling it. What information or data did you need to refer to? What aspect of solving the problem did you find to be the most difficult? How will you overcome this in the future?
- What is the most difficult problem that you have had to deal with in the last year? How did you tackle this problem? What was the 'solution' and how was this arrived at? How will you improve on this next time?

Example development activities

- Try suspending your immediate judgement about a situation or problem by writing down all the pros and cons and sources of information and data you are able to think of and then review this in turn.
- Try solving more complex problems or situations by breaking them down into the underlying elements, and identifying and addressing the root causes of each in turn.
- Practice regularly using a more systematic approach to problem solving (e.g. gathering information, analysing the facts, generating and evaluating solutions or options, and implementation).
- Rigorously test out possible solutions against a broader range of relevant sources of evidence and data.

Developmental Narrative Report

3

Strategise

Given the role you currently perform, your feedback suggests that . . . you are seen as a strategic thinker who is regarded by others as being focused on developing strategies to achieve Equilibrium's broader goals and you are aware of how your work fits into these wider strategies. Others consider you to be competent in understanding different perspectives on complex issues.

Possible development needs

Key development needs arising from your feedback are likely to include:

- Fully competent, a considerable strength, no need for further development

Development review questions

Questions your manager/coach may ask, or ask yourself:

- How could you help less strategic thinkers develop their capability in this area? What practical hints or techniques can you share?

Example development activities

- Identify individuals within your team who require support and development in thinking strategically. Work with them when developing strategic plans.

Maintain focus

Given the role you currently perform, your feedback suggests that . . . others regard you as someone who is able to accept and act on reasonable criticism and is open most of the time to taking the blame when it is appropriate to do so. You tend to be seen to bounce back quite quickly from setbacks and are unlikely to be considered to come across to others as someone who is prone to emotional outbursts.

Possible development needs

Key development needs arising from your feedback are likely to include:

- Although you will tend to leave others in no doubt about how you are feeling, you may need to learn to manage or control your emotions and reactions.
- You may need to learn to recognise the symptoms of when you are becoming anxious.

Development review questions

Questions your manager/coach may ask, or ask yourself:

- When was the last time that you felt anxious at work?
- When you were last criticised or received feedback, what was said? Where? When? What was your reaction?

Example development activities

- Find some ways to "defer" your emotional response (e.g. by making yourself count to 10 first).

Developmental Narrative Report

3

Nurture relationships

Given the role you currently perform, your feedback suggests that . . . you are regarded by others as being reasonably competent at building and maintaining relationships. Others consider to you be approachable but also able to take a strong position in an argument when you feel strongly about it.

Possible development needs

Key development needs arising from your feedback are likely to include:

- Assessing whether you know who to contact and where to go for advice and support on key parts of you job.
- Learning about teams, the way they work and the complimentary roles that individuals can take.

Development review questions

Questions your manager/coach may ask, or ask yourself:

- Thinking about an occasion when you feel you were particularly successfully in communicating something, what did you do? How did you decide on your approach and content? What was your approach? Was there any resistance or questions? How did you respond?
- Who are the key people or groups that you need to network with? Why? What might they expect from you?

Example development activities

- Identify whom you need to know for what by talking this through with peers, colleagues and your manager.

Manage people

Given the role you currently perform, your feedback suggests that . . . others regard you as a natural and effective leader, who often takes responsibility for other people and their work. You are seen as someone who encourages colleagues and reports, understanding their needs and devotes time to helping them achieve success.

Possible development needs

Key development needs arising from your feedback are likely to include:

- Fully competent, a considerable strength, no need for further development

Development review questions

Questions your manager/coach may ask, or ask yourself:

- In what situations over the next few months could you coach/ support someone to develop his or her skills at leading?
- Give an example of someone you work with who needed some extra support. How did you find out that they needed support? What did they need? What were you able to offer?

Example development activities

- Training in having difficult conversations about performance as part of managing people.



MultiView Profile Overview

The table below provides a summary of the average ratings for all of the competencies.

The 'All Raters' responses includes an overall average for all the raters (excluding the 'Self' rating.)

Selected Competencies					
	Self	Manager	Direct reports	Peers/ Others	All raters
Deliver	3.0	4.5	3.8	4.7	4.2
Analyse	4.0	2.0	1.8	2.3	2.0
Strategise	4.0	4.5	4.5	5.0	4.7
Maintain focus	2.0	3.5	3.0	3.3	3.2
Nurture relationships	4.0	3.5	4.0	4.3	4.0
Manage people	5.0	4.5	4.5	4.7	4.6