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Candidate:

Jan Kahil

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Date of Report: 10.02.10

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MultiView



# Introduction to MultiView

**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.**

All raters complete an online questionnaire providing their assessment of how the individual performs in a work environment. Performance is rated in three primary domains: People and Relationships; Tasks and Projects; and Drives and Emotions.

For each of the three primary domains, the MultiView report provides an assessment of the individual's behaviour in relation to up to 8 competencies, giving a maximum of 24 competencies overall. The competencies selected are those deemed most relevant to the role in question.

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.

# 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.

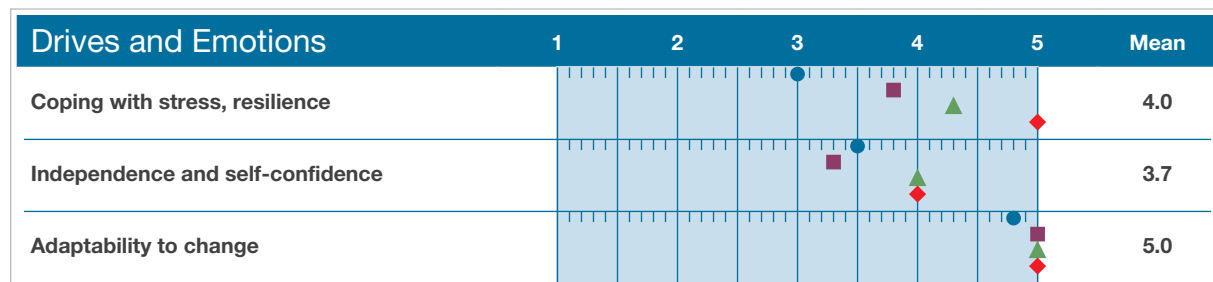
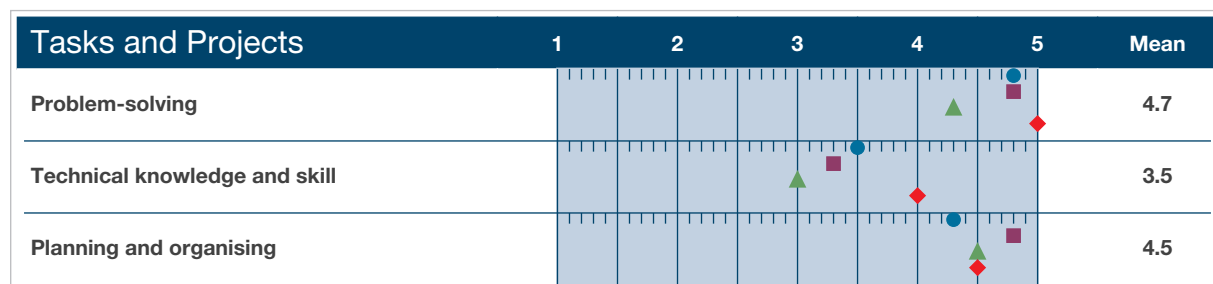
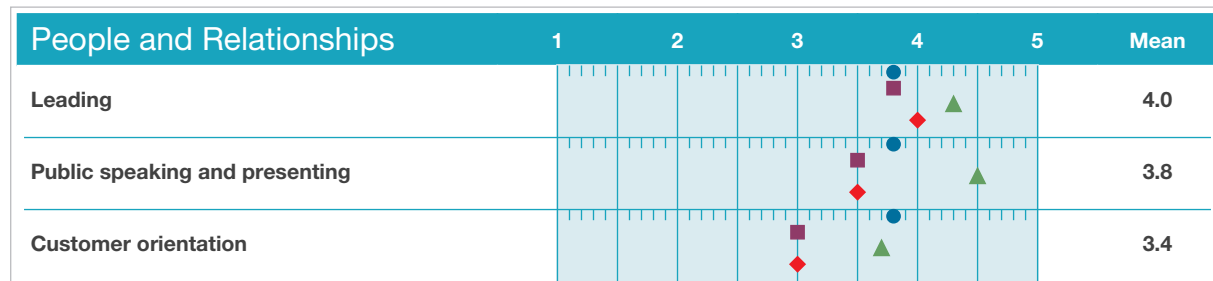
## Summary

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

# MultiView Profile

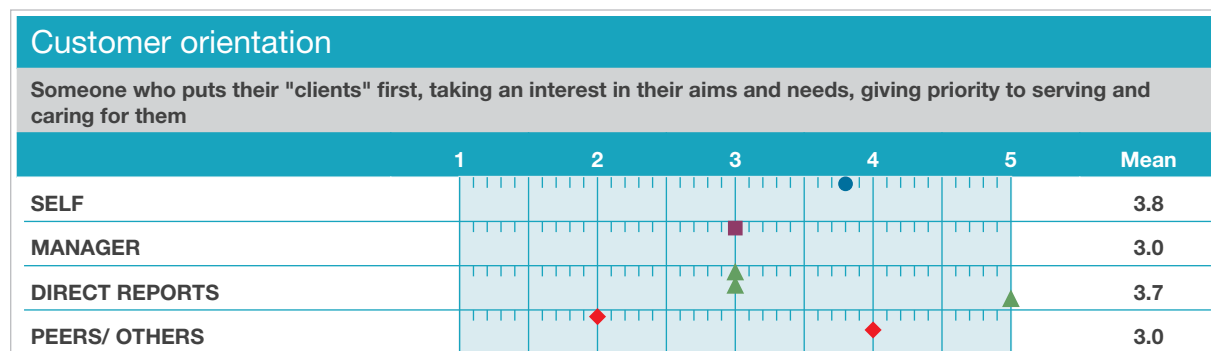
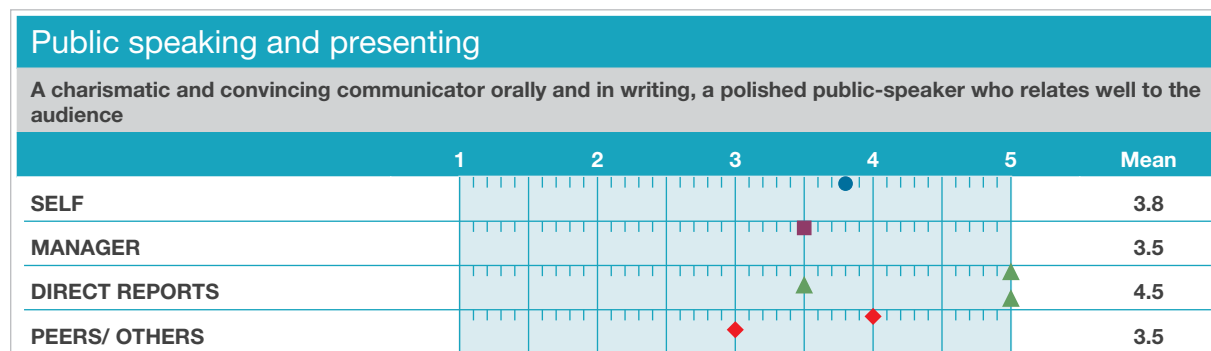
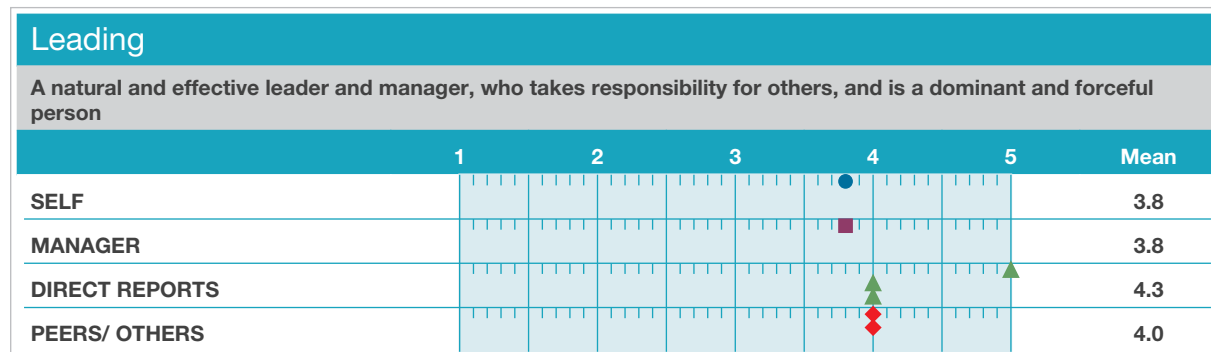
# 1

Number of Raters							
● SELF	1	■ MANAGER	1	▲ DIRECT REPORTS	3	◆ PEERS/ OTHERS	2



# 2

## MultiView Profile Chart Breakdown People and Relationships



# MultiView Profile Chart Breakdown

## People and Relationships

### Summary of comments

Jan does a great job of managing her team and generally, most people regard her skills as a manager very highly. Her presentation style is good in that she always thinks about her audience and how best to convey the information to them, however, her nerves do sometimes still effect the way she comes across. She is so keen to meet deadlines that sometimes she fails to think about teh end customer from a quality perspective and could perhaps sometimes benefit from stepping back and seeing the bigger picture.

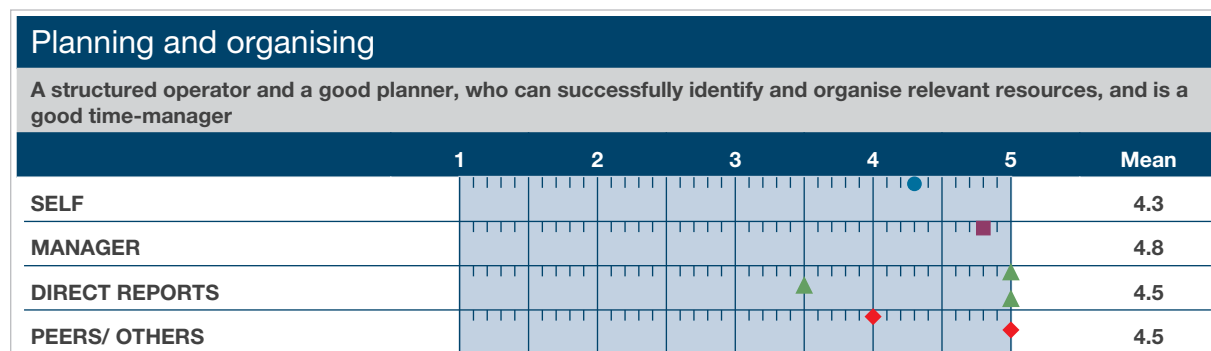
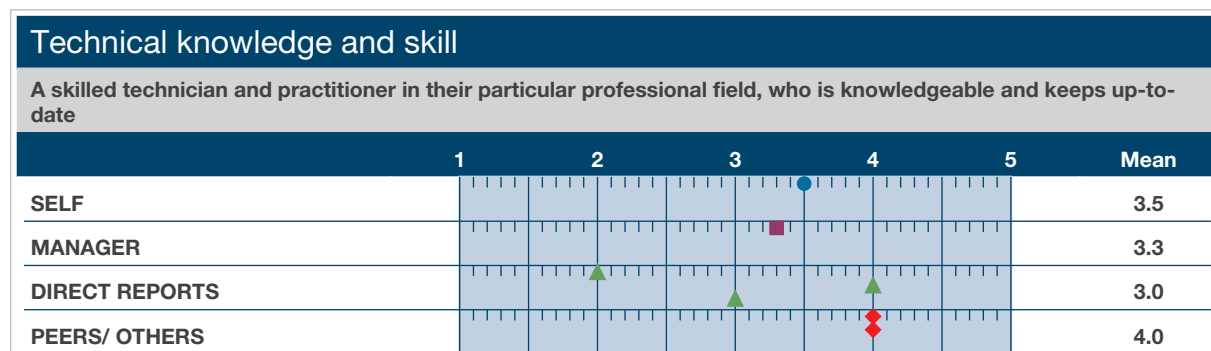
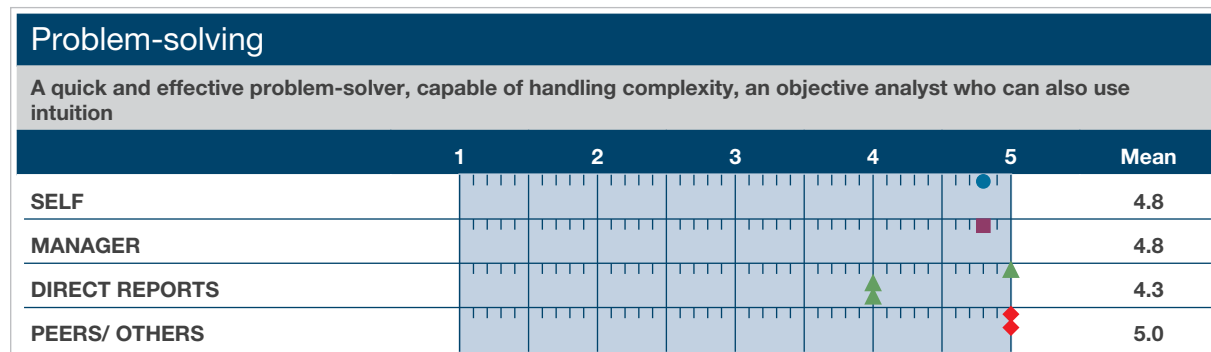
Sometimes Jan fails to tie up loose ends before releasing to clients in order to avoid missing a deadline.

My experience of Jan is that her team respect her and although she is relatively new to management she is able to manage her team really well. She will happily spend time with anyone who needs it and will always stand up for her team when they need her to.

I sometimes think that whilst Jan will usually take responsibility for her team, there are occassions where she lets things slip and this leads to issues in the longer term.

Sometimes she fails to understand the client's needs fully, however, she does a great job with managing the internal team.

# MultiView Profile Chart Breakdown Tasks and Projects



# MultiView Profile Chart Breakdown Tasks and Projects

# 2

## Summary of comments

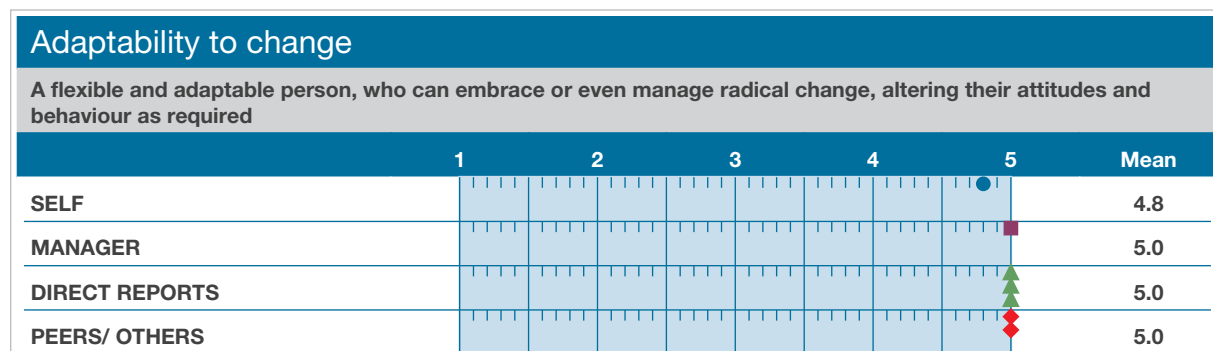
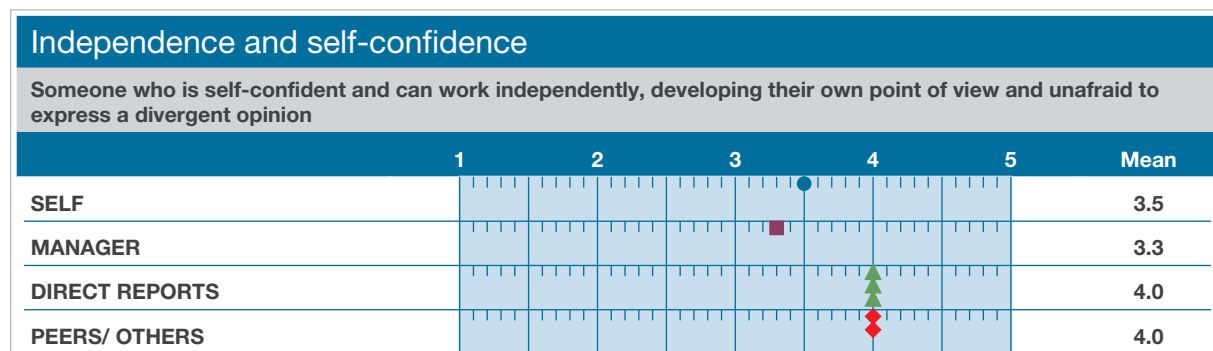
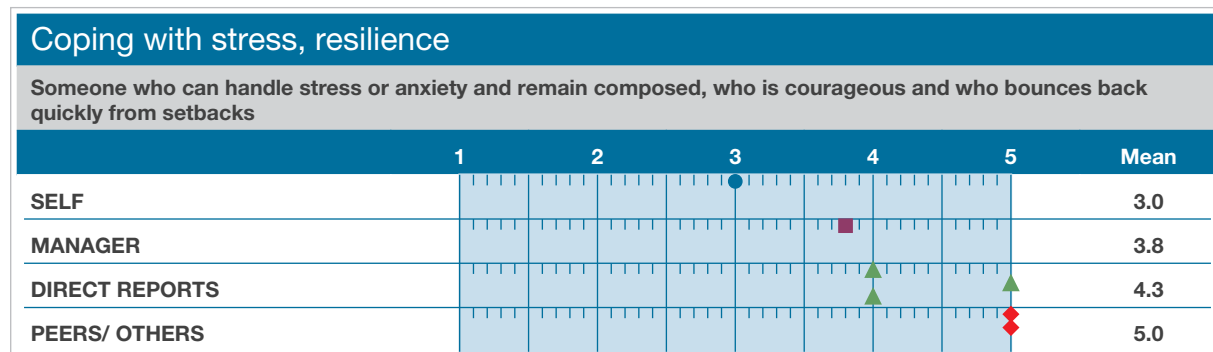
I really enjoy problem solving with Jan as she has a great way of looking at things from so many different perspectives to ensure that everything is considered. She would benefit from spending more time thinking about keeping her own professional skill set up to date.

Sometimes she fails to share changes in the plan with her team which means that clients don't get what they originally asked for.

I think Jan has been deskilled from a technical perspective since being in this role and wonder whether she would benefit from devoting more time to this area as she is still regarded as someone who should be able to offer advice in this area even if she no longer carries out the hands on work herself anymore.

# MultiView Profile Chart Breakdown

## Drives and Emotions



# MultiView Profile Chart Breakdown

## Drives and Emotions

### Summary of comments

I think Jan does a really good job of managing the way she comes across to others in emotionally charged situations. I have seen meetings where everyone else appears to be getting really irate and she always manages to retain her composure and plays a role in calming the situation down. She sometimes appears to lack the confidence to build her own viewpoint (despite the fact that she is more than competent). Finally, her attitude to change is second to none. She not only embraces it herself but she also does a great job of encouraging others to do the same and to see the positives.

I always listen to Jan's perspective and viewpoint as it tends to be very well thought through and logical.

Jan copes exceptionally well in changing circumstances. She will take on board the views of others and will adapt her plans as a result.

Her attitude to change is that is always a good thing - sometimes I wonder whether she might be better pushing back and seeing what happens, rather than always going with it.

# Developmental Narrative Report

# 3

## Leading

Given the role you currently perform, your feedback suggests that . . . You tend to be regarded as relatively competent in taking charge and leading others, although at times you may need to step forward and take more of a lead role, accept responsibility for others, and/or take a more forceful approach to working with others.

### Possible development needs

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

- Recognising and understanding more about the kind of situations where you need to exert a stronger, more dominant approach.
- Understanding how to influence and exert control over different types of groups and individuals.

### Development review questions

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

- In what situations during the last month could you as a leader have improved your approach?
- What could you have done differently? What could you have said or done?
- What prevented you from doing this?

### Example development activities

- Rehearsing how to challenge someone over a performance issue.
- Offering to lead a work group or project team in an unfamiliar area or with unfamiliar people.
- Could also include specific training to enhance your understanding of leadership style and broaden your repertoire of leadership approaches.

## Public speaking and presenting

Given the role you currently perform, your feedback suggests that . . . You tend to be seen as someone who can bring some charisma and a convincing line of argument when communicating. However, there may be certain occasions, audiences, or in certain written communications when you are less effective and convincing.

### Possible development needs

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

- Thinking about different audiences or individuals and their needs and how you accommodate these into your approach.
- Reviewing written communications in order to understand why some may be more convincing than others.

### Development review questions

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

- What is the most effective presentation /communication that you have given?
- What is the least effective?
- How did your approach in the two examples differ?
- What sort of audience/individual characteristics do you consider when planning communications?

### Example development activities

- Develop a process and identify a set of criteria that you can regularly use to identify and understand the needs of your audience.
- Practice! Communicating to larger groups or unfamiliar people can be difficult, but can always be improved through rehearsing with smaller, more familiar groups of people first.
- You may benefit from some formal training in public speaking.

# Developmental Narrative Report

# 3

## Customer orientation

Given the role you currently perform, your feedback suggests that . . . Others are inclined to see you as someone who will tend to put their clients first, investing a reasonable amount of time to ensure that they are content with the service or products delivered. You are also seen most of the time to give a relatively high priority to achieving the service standards agreed.

## Possible development needs

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

- How to develop customer relationships into open, frank, but positive business partnerships.
- Sharing new ideas and ways of working with customers with your colleagues and people outside your immediate unit.
- Become more proactive in customer interactions.

## Development review questions

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

- How could you involve colleagues more in ensuring that clients receive a first class service from us? What practical things could you personally do?
- How could you develop the services you offer to more closely meet customer needs?

## Example development activities

- For your two main clients, identify how you, the unit and/or our business could change in order to more fully meet their needs and/or exceed agreed service standards
- Put yourself forward as a point of contact in the event of client problems and personally respond when any arise.
- Offer advice to customers about things that might affect them before they arise (e.g. initiate contact with the customer).

## Problem-solving

Given the role you currently perform, your feedback suggests that . . . You are seen as someone who is a quick and effective problem-solver, capable of handling complexity, an objective analyst who can also use intuition.

## 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:**

- What significant business problems do you feel you could contribute more towards resolving?

# Developmental Narrative Report

# 3

## Technical knowledge and skill

Given the role you currently perform, your feedback suggests that . . . in general, you tend to be seen as a relatively skilled technician and practitioner who is able to demonstrate a reasonable up-to-date grasp of your particular professional field.

## Possible development needs

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

- Continually developing your technical skills in order to bring new insights to problems and develop state-of-the-art solutions.
- Broadening the application of your technical skills into projects or work with which you are less familiar – stretching your professional competence in a safe and supportive environment/context.

## Development review questions

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

- What do you think your particular professional/ technical strengths and competencies are?
- What professional/technical aspects of your work do you particularly enjoy?
- How will you develop further in this area?
- What would be most useful?

## Example development activities

- Look for senior level “mentors” to learn from within or outside the organisation.
- Presenting your work at professional conferences.
- Establishing a ‘best practice forum’ to share and develop professional practice within the organisation.
- Contributing towards the training and development of others in your profession.

## Planning and organising

Given the role you currently perform, your feedback suggests that . . . You are seen as a structured operator and a good planner, someone who can successfully identify and organise relevant resources, and is a good time-manager.

## 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:**

- What planning advice and support can you offer to help implement significant organisational level change?

# Developmental Narrative Report

# 3

## Coping with stress, resilience

Given the role you currently perform, your feedback suggests that . . . You are unlikely to come across to others as someone who is prone to emotional outbursts or as someone who is unduly anxious. You tend to be seen to bounce back quite quickly from setbacks and do not usually shy away from situations involving danger or adversity.

### Possible development needs

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

- You may at times restrain your emotions to the extent that some people may find you hard to read and a little 'cold'.
- You may need to learn to recognise situations that can cause you stress and anxiety and develop some personal strategies to cope with these, particularly if these occur relatively frequently.

### Development review questions

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

- When was the last time that you felt anxious at work?
- What particular aspects of this caused your anxiety? How did it differ?
- How can you manage this in the future?

### Example development activities

- Practice 'reading' the people you are with so that you can gauge the level of emotional response that is appropriate in a particular situation or with a particular individual.
- Identify a situation or problem at work that presents some personal risk that you typically try and avoid. Generate options for solving the problem - analysing and stepping back can help you evaluate its importance and reduce your anxiety.

## Independence and self-confidence

Given the role you currently perform, your feedback suggests that . . . others see you as reasonably self-confident person, who is able to work without the support of others in most situations. They observe that you are able to develop your own opinions, and if these differ from others, are willing, on most occasions, to express this disagreement and hold your own position.

### Possible development needs

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

- Understanding in which situations you find it more difficult to work alone and why.
- Understanding how you could put forward divergent opinions or disagree more clearly and effectively.
- More opportunities to work independently and develop in self-confidence.

### Development review questions

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

- Thinking about the last occasion that you were unsuccessful in getting a point across and disagreeing, how did you approach it? What could you have done differently to get your point across more convincingly?

### Example development activities

- Identifying situations you feel uncomfortable working alone and why (i.e. due to a lack of experience or skills, working for people you do not know well). Negotiating to undertake work in these areas with your manager agreeing to support you in the process.
- Practice disagreeing and putting forward alternate opinions in 'safe' situations – play 'Devil's Advocate', ask others to 'role play' your customer or a senior manager.
- Identify work activities or projects you could carry out independently and offer to take more responsibility for these.

# Developmental Narrative Report

# 3

## Adaptability to change

Given the role you currently perform, your feedback suggests that . . . Others see you as a flexible and adaptable person, who can embrace or even manage radical change, altering your attitudes and behaviour as required.

## 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:**

- What practical support can you give in relation to planning, implementing and helping sustain change in this business?

# 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					
People and Relationships	Self	Manager	Direct Reports	Peers/ Others	All Raters
Leading	3.8	3.8	4.3	4.0	4.0
Public speaking and presenting	3.8	3.5	4.5	3.5	3.8
Customer orientation	3.8	3.0	3.7	3.0	3.2
Tasks and Projects	Self	Manager	Direct Reports	Peers/ Others	All Raters
Problem-solving	4.8	4.8	4.3	5.0	4.7
Technical knowledge and skill	3.5	3.3	3.0	4.0	3.4
Planning and organising	4.3	4.8	4.5	4.5	4.6
Drives and Emotions	Self	Manager	Direct Reports	Peers/ Others	All Raters
Coping with stress, resilience	3.0	3.8	4.3	5.0	4.4
Independence and self-confidence	3.5	3.3	4.0	4.0	3.8
Adaptability to change	4.8	5.0	5.0	5.0	5.0