
Candidate:

Jane Example

Date of Report: 08.09.11

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?

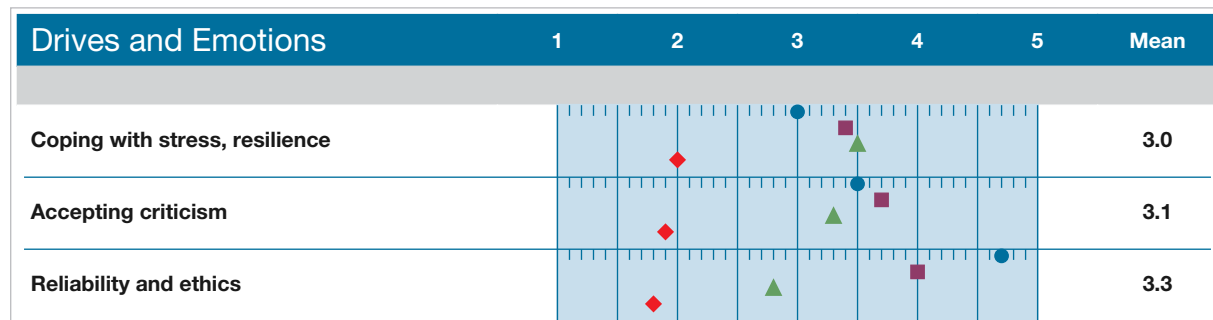
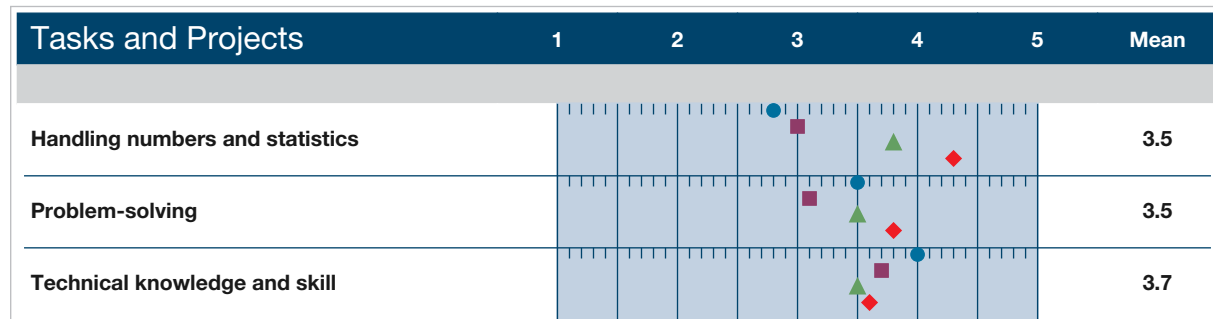
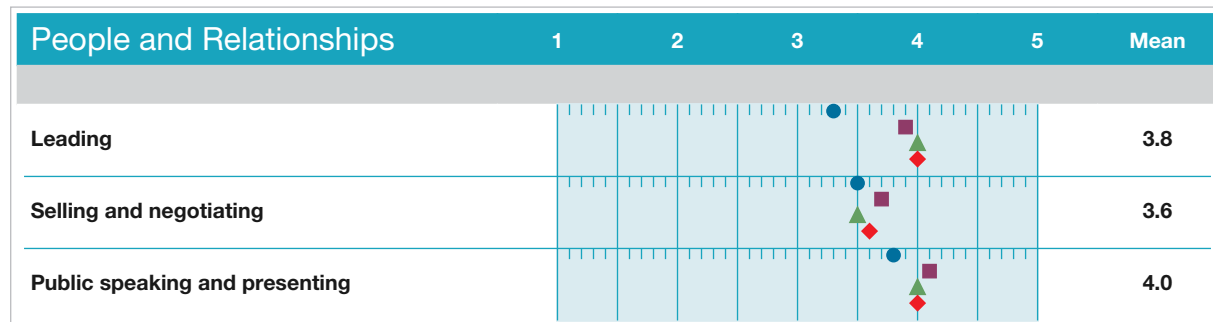
Raters will also have been given the opportunity to provide specific comments. These can be particularly useful in understanding the context of the ratings provided, and provide insight as to what developmental action may be appropriate.

Summary

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

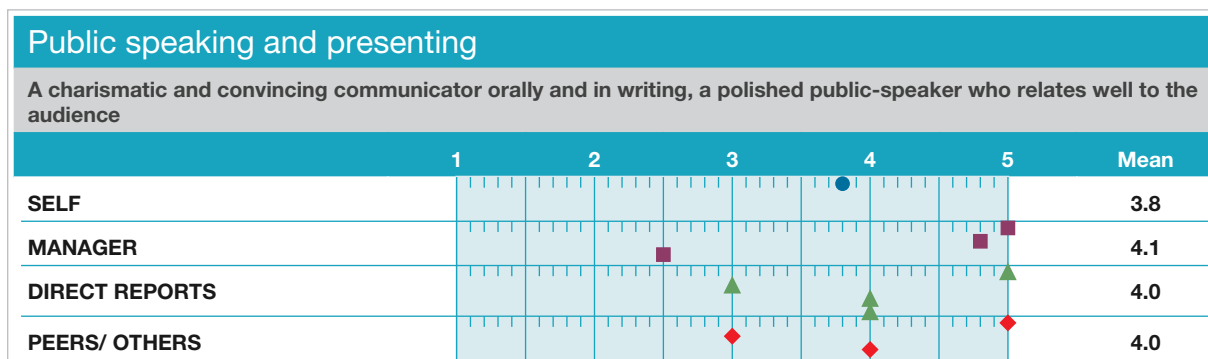
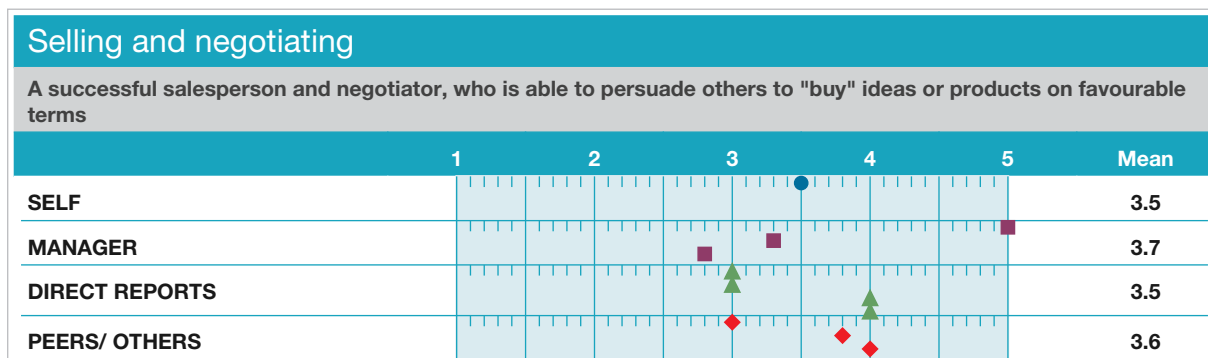
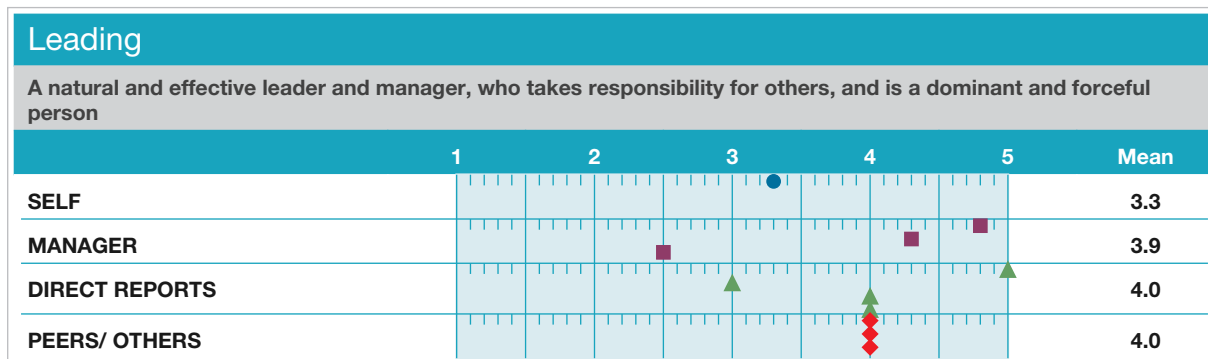
MultiView Profile

Number of Raters							
● SELF	1	■ MANAGER	3	▲ DIRECT REPORTS	4	◆ PEERS/ OTHERS	3



MultiView Profile Chart Breakdown

People and Relationships



MultiView Profile Chart Breakdown

People and Relationships

Summary of comments

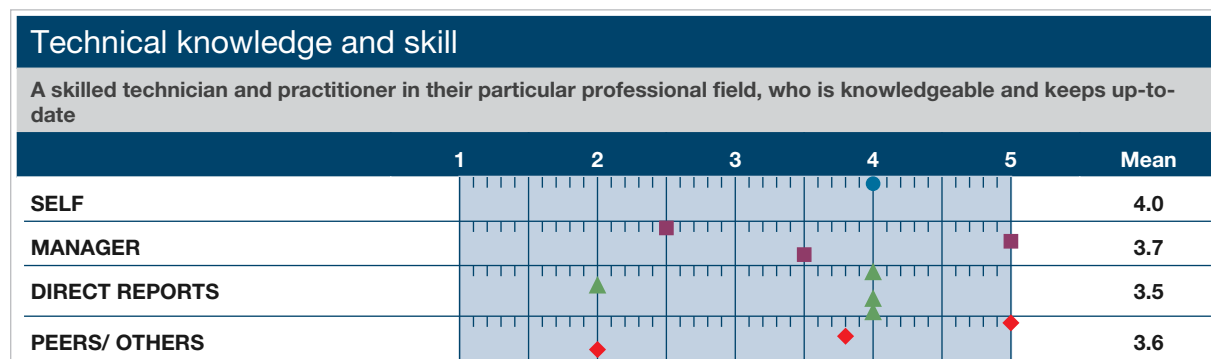
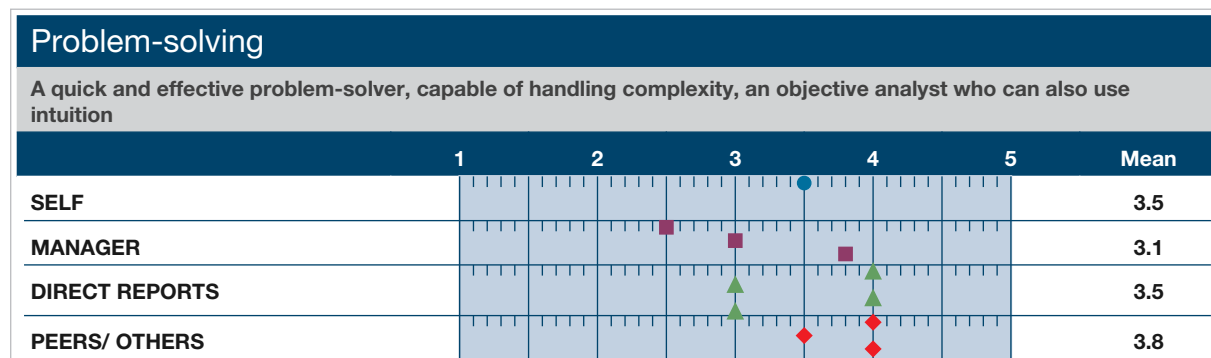
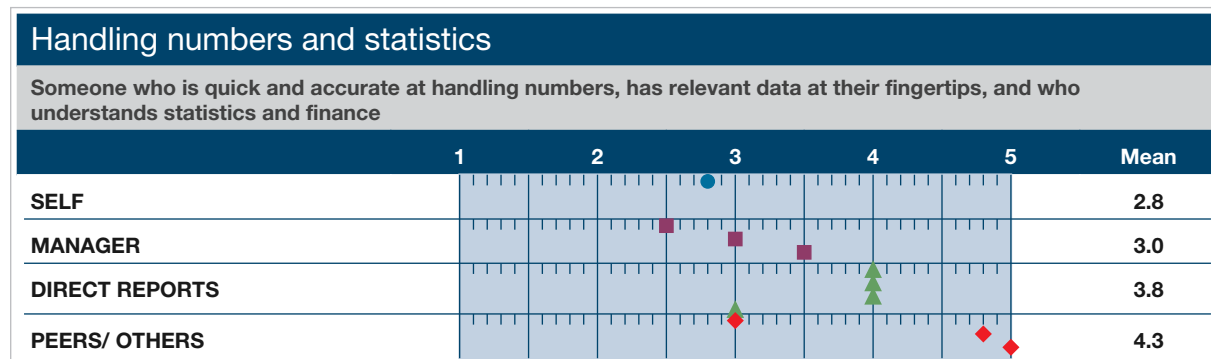
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MultiView Profile Chart Breakdown Tasks and Projects



MultiView Profile Chart Breakdown Tasks and Projects

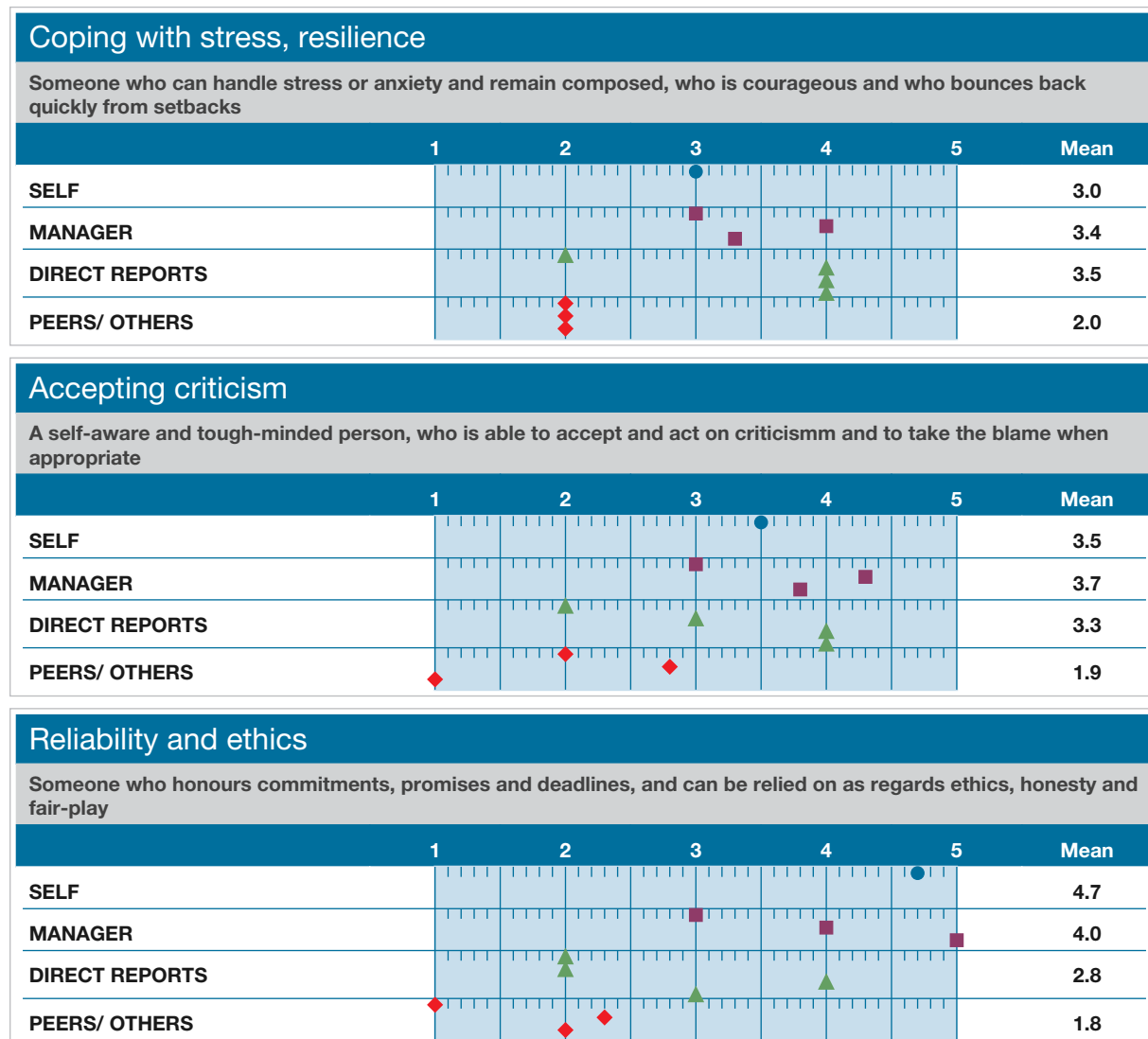
Summary of comments

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MultiView Profile Chart Breakdown

Drives and Emotions



MultiView Profile Chart Breakdown

Drives and Emotions

Summary of comments

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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.

Developmental Narrative Report

3

Selling and negotiating

Given the role you currently perform, your feedback suggests that . . . You are generally regarded as a reasonably competent persuasive person, who enjoys a moderate degree of success when it comes to promoting ideas or selling products on relatively favourable terms.

Possible development needs

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

- Extending your sphere of influence.
- Thinking about the unique strategic as well as practical benefits of your ideas/products.
- Looking at the extent to which you consistently provide support to develop others' ideas as a means of increasing their support of your own.
- Persevering sensitively if you initially receive an unfavourable response.

Development review questions

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

- Thinking about the last occasion that you successfully persuaded others about an idea, what did you do? What was your approach? What did you say? Was there any resistance? How did you respond?
- What else could you have done to extend your influence, or achieve even more?

Example development activities

- Identify the strategic benefits (or linkages) of your ideas/products and plan how to present these alongside the practical elements.
- Asking people what they would need to see (positives) in order to be able to support your idea or buy your product and try to accommodate these in what you offer.
- Practice using a number of different communication channels or means to overcome resistance and persuade others about your ideas or suggestions.

Developmental Narrative Report

3

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.

Handling numbers and statistics

Given the role you currently perform, your feedback suggests that . . . You tend to be regarded as someone who is generally able to calculate relevant sums accurately and apply this and other facts and figures relatively quickly and efficiently to your work. You are likely to demonstrate an adequate appreciation of statistics and finance and to be able to apply quantitative thinking across a range of work situations.

Possible development needs

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

- You may find that you would benefit from further, more stretching opportunities to apply your numerical skills in your work.
- Dealing with more complex facts and figures may stretch your ability to apply your quantitative thinking ability.

Development review questions

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

- Thinking about a key decision taken over the last month, what numerical data did you use to inform your decision?
- What other fact-based data could you have considered?

Example development activities

- Look for opportunities to carry out more strategic level analysis of data to help inform future planning i.e. analysing trends, projecting resource demands.
- You may want to consider a more advanced course in Excel, for example for financial, operational/risk modelling.
- You may also want to consider a more formal training in statistics or economics.

Developmental Narrative Report

3

Problem-solving

Given the role you currently perform, your feedback suggests that . . . You are regarded as someone who can usually be relied on to unpick the pros and cons of proposals and ideas and are quick to resolve most problems. You also usually demonstrate a reasonable appreciation of complex situations and some ability in combining intuition with objective analysis.

Possible development needs

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

- Needing to develop a more systematic approach to problem solving in order to manage and process more complex issues and situations.
- You may tend to focus on using single sources of data to solve problems rather than integrating broad and often conflicting data to solve more complex problems.

Development review questions

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

- 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

- 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).
- Try incorporating information from a broader range of business areas into problem analysis when necessary (e.g. financial and customer service data).
- Rigorously test out possible solutions against a broader range of relevant sources of evidence and data.

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.

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.

Accepting criticism

Given the role you currently perform, your feedback suggests that . . . Others see you as reasonably self-aware and tough-minded person, 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.

Possible development needs

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

- Recognising what triggers you into a defensive response and identifying strategies you can use to defer this.
- Developing the ability to monitor your own emotions and those of other people, to discriminate among them and then to use the information to guide your subsequent thinking and actions.

Development review questions

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

- When did you last feel yourself becoming defensive in response to feedback or criticism? What was said, by whom? How did you respond? What affect did this have? How could you have responded more positively?

Example development activities

- Make a note of when you feel yourself becoming defensive in response to feedback or criticism – what was said, by whom? What patterns emerge?
- Training away from the workplace that explores and develops skills in understanding and managing the emotions of the people with whom you work that will also enhance your level of integrity, openness and self-esteem (e.g. emotional intelligence).

Developmental Narrative Report

3

Reliability and ethics

Given the role you currently perform, your feedback suggests that . . . You tend to be regarded as someone who honours commitments, promises and deadlines in most instances, and can be generally relied on to behave ethically, with honesty and a sense of fair play.

Possible development needs

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

- Being aware of situations where you may compromise on reliability, honesty or ethics.
- Understanding when you behave in ways perceived to be inconsistent with these values or accepted standards.
- Recognising when you break promises.

Development review questions

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

- In what situations do you struggle to honour your commitments? Why does this happen in these situations?
- Describe a situation where you felt team members or peers believed that you had been dishonest or unethical about something. How did you behave/what did you do?

Example development activities

- Ask colleagues or your manager for feedback on your behaviour when you sense that they are not comfortable with it. Take the feedback on board and modify your behaviour accordingly.
- Role model 'honesty, decency and fair play' by actively challenging behaviours that you experience in others that undermine these values.
- Always ask colleagues and customers for feedback on whether you delivered on your commitments and promises.



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	3.3	3.9	4.0	4.0	4.0
Selling and negotiating	3.5	3.7	3.5	3.6	3.6
Public speaking and presenting	3.8	4.1	4.0	4.0	4.0
Tasks and Projects	Self	Manager	Direct Reports	Peers/ Others	All Raters
Handling numbers and statistics	2.8	3.0	3.8	4.3	3.7
Problem-solving	3.5	3.1	3.5	3.8	3.5
Technical knowledge and skill	4.0	3.7	3.5	3.6	3.6
Drives and Emotions	Self	Manager	Direct Reports	Peers/ Others	All Raters
Coping with stress, resilience	3.0	3.4	3.5	2.0	3.0
Accepting criticism	3.5	3.7	3.3	1.9	3.0
Reliability and ethics	4.7	4.0	2.8	1.8	2.9