

Accept difference, be different



360° Feedback Report

Feedback Report for Jo Sample
7. Diversity
Report Generated 30 September 2013



Feedback report for Jo Sample

Understanding your report

Your feedback report has been generated using information gathered both from yourself and from the people who have provided feedback (the respondents).

The information has been collated and presented in 3 main sections:

1. The competency summary shows your scores at a glance under each of the main competency headings - showing how your self scores match up against the scores that your respondents gave.
2. The competency detail section takes each competency in turn and analyses it in terms of your scores against each of the individual behavioural questions.
3. The free text comments that you and your respondents gave in response to the qualitative questions in the questionnaire.

In the numerical sections of the report the results have been arranged so that the highest scoring items (based on feedback) are at the top and the lowest scoring items are at the bottom. This is to help you identify highlights and lowlights easily. If your respondents were assigned to different relationship categories then you will find that the individual scores they gave have been colour coded according to the Relationship Key on this page. Your report is designed to be read in conjunction with the workbook that has been provided along with your 360 feedback and can be downloaded from the website.

Relationship key:

The scores in the details section of your report have been colour coded to indicate the relationship category of the respondent as follows:



Peer

Scoring System:

You and your respondents were asked to provide feedback to a number of multiple choice questions using a five point scale. The chart below shows the scale as per the questionnaires. The important thing to remember is that a higher score is intended to be more positive. If a question has been answered as 'Don't Know' then that score will have been ignored in any calculations of averages or rankings in your report.

Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%

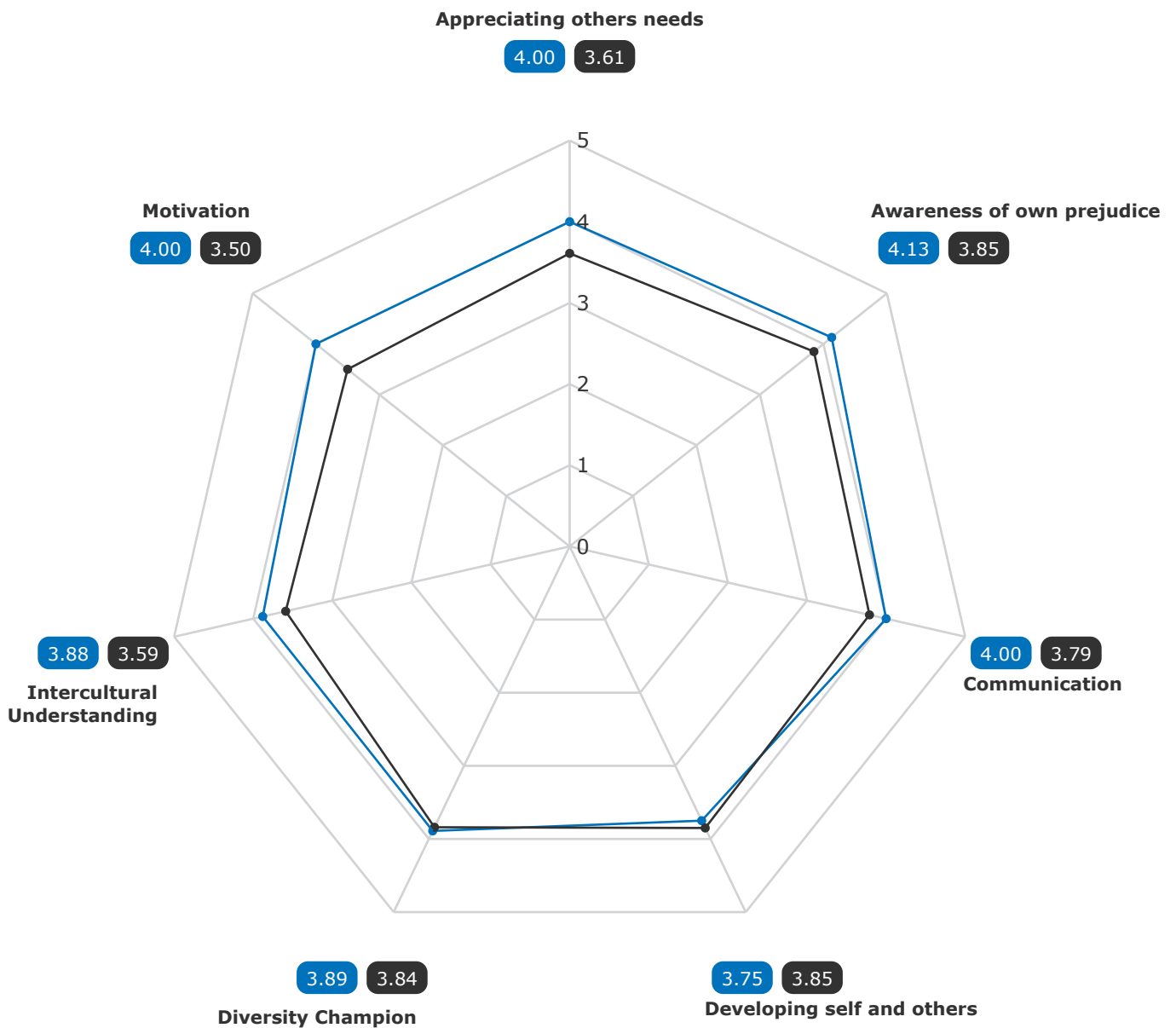


Feedback report for Jo Sample

Spider Diagram

Summarises graphically your self perception and compares it with the feedback you received.

Key **Self** Others





Feedback report for Jo Sample

Summary Of Competencies

Awareness of own prejudice

the ability to understand oneself and the impact that inbuilt values and attitudes have on others

Your self score: 4.13

Feedback score: 3.85

Developing self and others

the ability to make sure that both self and others achieve their maximum potential

Your self score: 3.75

Feedback score: 3.85

Diversity Champion

making a stand and taking the lead on matters of diversity in the organisation

Your self score: 3.89

Feedback score: 3.84

Communication

the ability to communicate sensitively and effectively when dealing with a diverse population

Your self score: 4.00

Feedback score: 3.79

Appreciating others needs

the ability to understand what makes people different and help them feel valued

Your self score: 4.00

Feedback score: 3.61

Intercultural Understanding

being aware that different cultures have different styles and values and of the difficulties that may occur if these are not taken into account

Your self score: 3.88

Feedback score: 3.59

Motivation

the ability to motivate people with differing cultures and values

Your self score: 4.00

Feedback score: 3.50



Feedback report for Jo Sample

In Detail: **Awareness of own prejudice**

the ability to understand oneself and the impact that inbuilt values and attitudes have on others

In Summary

Your self score: 4.13

Feedback score: 3.85

Understands that own knowledge and perceptions are relative to own background and experience

Own Answer: **4** Average Feedback: **4.40**
Individual Scores: 5, 4, 5, 4, 4

Quickly realises when thoughts about people or situations are turning negative

Own Answer: **5** Average Feedback: **4.20**
Individual Scores: 5, 5, 4, 4, 3

Is guided by their own sense of belief and values

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 5, 5, 3, 5, 2

Reflects and learns from experience

Own Answer: **4** Average Feedback: **3.80**
Individual Scores: 4, 5, 5, 3, 2

Has the humility to acknowledge what they do not know

Own Answer: **4** Average Feedback: **3.80**
Individual Scores: 5, 5, 3, 3, 3

Examines own behaviour styles, beliefs and attitudes

Own Answer: **4** Average Feedback: **3.80**
Individual Scores: 4, 5, 4, 3, 3

Expresses feelings and emotions appropriately and in a way that does not cause undue problems for others

Own Answer: **4** Average Feedback: **3.60**
Individual Scores: 5, 5, 4, 2, 2

Thinks about own feelings and reactions to people before acting

Own Answer: **4** Average Feedback: **3.20**
Individual Scores: 4, 4, 4, 2, 2



Feedback report for Jo Sample

In Detail: **Developing self and others**

the ability to make sure that both self and others achieve their maximum potential

In Summary

Your self score: 3.75

Feedback score: 3.85

Is open to learning about new values, attitudes and feelings

Own Answer: **3** Average Feedback: **4.20**
Individual Scores: 5, 5, 5, 2, 4

Overcomes obstacles to help people develop no matter what their background and ability

Own Answer: **4** Average Feedback: **4.20**
Individual Scores: 5, 5, 5, 2, 4

Takes active steps to ensure that all staff are given the right opportunities to learn and develop

Own Answer: **3** Average Feedback: **4.00**
Individual Scores: 5, 5, 4, 3, 3

Keeps on top of changes in own and others views and opinions

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 4, 5, 5, 4, 2

Gives feedback to help people understand others point of view

Own Answer: **4** Average Feedback: **3.80**
Individual Scores: 5, 4, 4, 4, 2

Freely offers help and assistance to others when appropriate

Own Answer: **4** Average Feedback: **3.80**
Individual Scores: 5, 4, 4, 4, 2

Believes that the way people feel is as important as completing the task

Own Answer: **4** Average Feedback: **3.80**
Individual Scores: 5, 4, 4, 4, 2

Is willing to change their patterns of behaviour in the interests of the organisation and the people who are affected by it

Own Answer: **4** Average Feedback: **3.00**
Individual Scores: 4, 4, 2, 2, 3



Feedback report for Jo Sample

In Detail: **Diversity Champion**

making a stand and taking the lead on matters of diversity in the organisation

In Summary

Your self score:  3.89

Feedback score:  3.84

Promotes the fact that a diverse workforce and customer base is good for business for both commercial and ethical reasons

Own Answer: **5** Average Feedback: **4.60**
Individual Scores: 5, 5, 5, 4, 4

Regards working with people from different backgrounds as an opportunity for mutual learning for self and others

Own Answer: **4** Average Feedback: **4.20**
Individual Scores: 5, 5, 5, 4, 2

Practices what they preach with respect to diversity within the organisation

Own Answer: **4** Average Feedback: **4.20**
Individual Scores: 5, 5, 3, 4, 4

Ensures that a policy of including people and their differences is an integral part of the success of the organisation

Own Answer: **3** Average Feedback: **4.00**
Individual Scores: 5, 4, 3, 5, 3

Shows a strong commitment to making diversity a success in the organisation

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 5, 5, 4, 3, 3

Actively promotes the organisation as an example of best practice in diversity behaviour to people outside

Own Answer: **3** Average Feedback: **3.80**
Individual Scores: 5, 5, 5, 3, 1

Is instrumental in developing a diversity strategy

Own Answer: **4** Average Feedback: **3.60**
Individual Scores: 5, 5, 4, 2, 2

Plays a lead role - does not abrogate responsibility for diversity to HR or other function

Own Answer: **4** Average Feedback: **3.40**
Individual Scores: 5, 5, 2, 3, 2

Pushes the boundaries of diversity policy in order to benefit the business

Own Answer: **4** Average Feedback: **2.80**
Individual Scores: 5, 3, 1, 3, 2



Feedback report for Jo Sample

In Detail: **Communication**

the ability to communicate sensitively and effectively when dealing with a diverse population

In Summary

Your self score:  4.00

Feedback score:  3.79

Acts as spokesperson for others

Own Answer: **5** Average Feedback: **4.25**
Individual Scores: 5, N/A, 4, 4, 4

Is able to appreciate and communicate respect for other people's ways, backgrounds, values and beliefs

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 5, 5, N/A, 4, 2

Examines own communication style when working with people of different backgrounds and changes as necessary

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 5, 5, 4, 3, 3

Makes sure that there are clear communication channels where all employees can feel safe to give input and feedback

Own Answer: **4** Average Feedback: **3.80**
Individual Scores: 5, 5, 4, 4, 1

Challenges bias and intolerance

Own Answer: **3** Average Feedback: **3.80**
Individual Scores: 5, 5, 5, 3, 1

Sensitively communicates own feelings to others

Own Answer: **3** Average Feedback: **3.60**
Individual Scores: 5, 4, 4, 3, 2

Surfaces tensions, deals with conflict and produces a positive outcome for all parties

Own Answer: **4** Average Feedback: **3.60**
Individual Scores: 4, 5, 2, 4, 3

Understands the social, psychological or cultural forces that shape other's views

Own Answer: **5** Average Feedback: **3.40**
Individual Scores: 4, 4, 4, 3, 2



Feedback report for Jo Sample

In Detail: **Appreciating others needs**

the ability to understand what makes people different and help them feel valued

In Summary

Your self score: 4.00

Feedback score: 3.61

Knows that treating people fairly may mean treating them differently according to their ability and background

Own Answer: **4** Average Feedback: **4.20**
Individual Scores: 5, 5, 5, 4, 2

Helps others to understand the implications of their values, attitudes, ideas and feelings

Own Answer: **4** Average Feedback: **3.80**
Individual Scores: 5, 5, 4, 3, 2

When leading teams, takes care that all people feel part of the team

Own Answer: **4** Average Feedback: **3.75**
Individual Scores: 5, 5, N/A, 4, 1

Senses others emotions and responds accordingly taking background and culture into account

Own Answer: **4** Average Feedback: **3.60**
Individual Scores: 5, 4, 4, 3, 2

Demonstrates empathy and sees things from other people's perspective

Own Answer: **5** Average Feedback: **3.50**
Individual Scores: 4, 5, N/A, 3, 2

Respects and relates well to others from varying backgrounds

Own Answer: **4** Average Feedback: **3.40**
Individual Scores: 5, 5, 3, 2, 2

Is curious and gets to know their staff

Own Answer: **4** Average Feedback: **3.40**
Individual Scores: 5, 5, 2, 4, 1

Spends time with individuals and makes sure they feel valued

Own Answer: **3** Average Feedback: **3.20**
Individual Scores: 4, 5, 2, 4, 1



Feedback report for Jo Sample

In Detail: **Intercultural Understanding**

being aware that different cultures have different styles and values and of the difficulties that may occur if these are not taken into account

In Summary

Your self score:  3.88

Feedback score:  3.59

Shows an awareness of how people's background or beliefs can cause power imbalance in working relationships and works to redress the balance.

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 5, 5, 5, 4, 1

Understands that an individual's communication style or values are not necessarily based on group affiliation.

Own Answer: **3** Average Feedback: **3.80**
Individual Scores: 5, 4, 4, 3, 3

Recognises that people have their own individual communication style no matter their cultural or ethnic background

Own Answer: **4** Average Feedback: **3.75**
Individual Scores: 5, 5, N/A, 3, 2

Understands how to avoid misunderstandings that may arise from the cultural differences in spoken and non-verbal communication.

Own Answer: **4** Average Feedback: **3.60**
Individual Scores: 4, 5, 4, 3, 2

Expresses themselves in a way that encourages trust and alliance between people with different backgrounds and beliefs.

Own Answer: **4** Average Feedback: **3.60**
Individual Scores: 5, 4, 5, 3, 1

Is careful to avoid causing offence to people by using jokes, words, or comments that are based on religion, race, gender, age or similar.

Own Answer: **4** Average Feedback: **3.40**
Individual Scores: 5, 5, 2, 4, 1

Understands that communications problems may be rooted in language and style rather than underlying motive or intent

Own Answer: **4** Average Feedback: **3.40**
Individual Scores: 5, 5, 3, 3, 1

Shows commitment in communicating effectively when faced with difficult people and situations

Own Answer: **4** Average Feedback: **3.20**
Individual Scores: 5, 5, 3, 2, 1



Feedback report for Jo Sample

In Detail: **Motivation**

the ability to motivate people with differing cultures and values

In Summary

Your self score: 4.00

Feedback score: 3.50

Encourages people in minorities to express their own culture/beliefs without suffering prejudice or hostility

Own Answer: **3** Average Feedback: **3.60**
Individual Scores: 5, 5, 3, 3, 2

Openly values the benefits that different people bring to the organisation

Own Answer: **5** Average Feedback: **3.60**
Individual Scores: 5, 5, 3, 3, 2

Treats people as individuals

Own Answer: **4** Average Feedback: **3.60**
Individual Scores: 5, 4, 3, 3, 3

Shows empathy, puts self in others shoes

Own Answer: **4** Average Feedback: **3.60**
Individual Scores: 4, 5, 5, 3, 1

Creates an environment in which all employees can realise their full potential no matter what their background ability etc.

Own Answer: **4** Average Feedback: **3.50**
Individual Scores: 4, 5, N/A, 3, 2

Understands and acts on what motivates people as individuals

Own Answer: **4** Average Feedback: **3.40**
Individual Scores: 4, 5, 2, 3, 3

Develops an environment in which others can express themselves and act without fear

Own Answer: **4** Average Feedback: **3.40**
Individual Scores: 5, 5, 2, 3, 2

Is sensitive to the stress encountered by people who are in a minority

Own Answer: **4** Average Feedback: **3.25**
Individual Scores: 5, N/A, 3, 3, 2



Feedback report for Jo Sample

Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What would you like Jo Sample to do differently or stop doing?

You answered: Nothing

Respondents' Feedback:

Can be too open with feelings if they are not on her wave length. She has to be careful as she is a Manager and others might notice this. Could challenge others a bit more strongly at times and help manage conflict better. She has strong principles which is good but can't expect us all to have them like her

-

I would like Jo to ensure all feedback is given in a timely manner

-

N/A

-

I have noticed that Jo is regularly late coming back from her lunch break - This means I often take calls for her and end up advising her clients. I don't mind so much but I wish Jo would recognise this and give me the occasional 'Thank you'.

-

Be more inclusive of everyone - tends to have favorites.



Feedback report for Jo Sample

Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What does Jo Sample do well that you would like them to do more often?

You answered: Nothing

Respondents' Feedback:

Demonstrates empathy

Tolerant of other' attitudes even when it must be difficult in the team

More consistency in supporting all of the team

I think Jo should hold regular training sessions with us more often

-

Jo always says thank you for a job well done

-

Conferences

-

She has a great sense of humour and keeps morale up in the office. I'd like her to know I appreciate this - and hope she keeps doing it.

-

Is pretty fair.



Feedback report for Jo Sample

Highlights & Lowlights

Your five highest scoring behaviours

Promotes the fact that a diverse workforce and customer base is good for business for both commercial and ethical reasons

Part of: Diversity Champion

Own Answer: **5** Average Feedback: **4.60**
Individual Scores: 5, 5, 5, 4, 4

Understands that own knowledge and perceptions are relative to own background and experience

Part of: Awareness of own prejudice

Own Answer: **4** Average Feedback: **4.40**
Individual Scores: 5, 4, 5, 4, 4

Acts as spokesperson for others

Part of: Communication

Own Answer: **5** Average Feedback: **4.25**
Individual Scores: 5, N/A, 4, 4, 4

Regards working with people from different backgrounds as an opportunity for mutual learning for self and others

Part of: Diversity Champion

Own Answer: **4** Average Feedback: **4.20**
Individual Scores: 5, 5, 5, 4, 2

Is open to learning about new values, attitudes and feelings

Part of: Developing self and others

Own Answer: **3** Average Feedback: **4.20**
Individual Scores: 5, 5, 5, 4, 2



Feedback report for Jo Sample

Highlights & Lowlights

Your five lowest scoring behaviours

Shows commitment in communicating effectively when faced with difficult people and situations

Part of: Intercultural Understanding

Own Answer: **4** Average Feedback: **3.20**
Individual Scores: 5, 5, 3, 2, 1

Spends time with individuals and makes sure they feel valued

Part of: Appreciating others needs

Own Answer: **3** Average Feedback: **3.20**
Individual Scores: 4, 5, 2, 4, 1

Thinks about own feelings and reactions to people before acting

Part of: Awareness of own prejudice

Own Answer: **4** Average Feedback: **3.20**
Individual Scores: 4, 4, 4, 2, 2

Is willing to change their patterns of behaviour in the interests of the organisation and the people who are affected by it

Part of: Developing self and others

Own Answer: **4** Average Feedback: **3.00**
Individual Scores: 4, 4, 2, 2, 3

Pushes the boundaries of diversity policy in order to benefit the business

Part of: Diversity Champion

Own Answer: **4** Average Feedback: **2.80**
Individual Scores: 5, 3, 1, 3, 2