CDI 180°

Collaboration | Delivery | Impact

180° Feedback Report

Prepared for:	Anne Example
On:	25 October 2017

ORMultiView

(Please note that overall averages exclude your 'self' rating, unless specified otherwise)

CDI Themes explained

ORMultiView has over 20 years' experience in 180° feedback and leadership development. We've used our extensive database to compile the CDI based on core leadership behaviours that have remained central over this period together with behaviours that reflect more recent developments in leadership (e.g. ethics, cross-boundary collaboration, diversity).

To keep things simple, we've grouped these behaviours together into three leadership themes: Collaboration, Delivery and Impact. Each theme is then sub-divided into three competencies to reflect the breadth of the theme.

Collaboration

This theme is all about your ability to get things done in collaboration with others. How effective are you at building relationships with internal or external customers? How successful are you at communicating and keeping people informed? To what extent are you seen to be receptive to ideas and people from outside your own immediate area?

Delivery

This theme is all about your ability to deliver. To what extent are you seen as someone who delivers on their commitments? How effective is your decision making seen to be? Are you seen as someone who is able to translate ideas into real change in the business?

Impact

Impact is about the way you do things rather than what you do. During times of change, does your leadership style encourage people to follow you? Are you seen to create a climate in which people feel valued? Does your style encourage people to grow and develop? Impact is sub-divided into presence, ethics and growth.

Three Key Steps

1. Understand it

The report is in-depth. Take time to understand what messages it contains. In particular it is important to identify: what you are pleased about (effective leaders play to their strengths): what you are disappointed by: what points need clarification and what areas are worthy of action?

2. Talk to reviewers

They will want to know how you reacted to their feedback – and in the absence of information from you – they will fill in the gaps!

3. Identify goals

Research tells us that people who go back to their reviewers and develop goals with them, tend to increase future scores on repeat measures and are most perceived to have increased their effectiveness.

Even more effective is to ask your reviewers for feedback from time to time on how you are doing.

There are significant individual differences in the effectiveness of this sort of feedback. Your motivation to use the results and the perceived costs and benefits of change are, of course, important matters for you to consider.

Rating Scale

The numerical feedback in this report is based on the following rating scale:

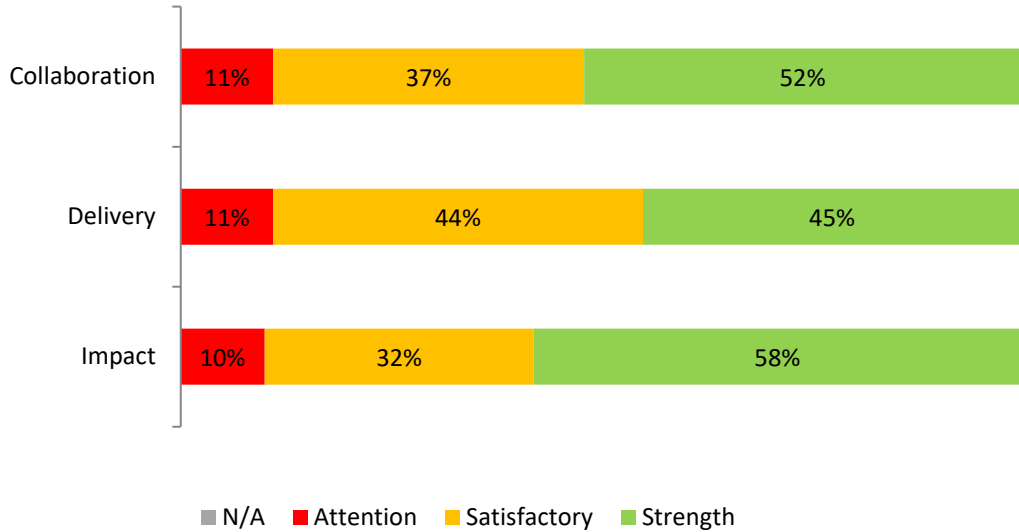|	
n/a	Not Applicable
1	An area for development
2	An area for consideration
3	Meets Expectations
4	An area of strength
5	Role Model

Your Responses

This report is based on the responses we received from:

CEO	1
Peer	5
Self	1
Total Responses	**7**

Overall Averages

To give you an overview, this chart shows you the proportion of scores that were strengths (4 and 5 on the rating scale), satisfactory (3), areas for attention (1 and 2) and includes self ratings. From page 10 onwards of this report you will be able to see how this has been compiled.

Category	Attention	Satisfactory	Strength
Collaboration	11%	37%	52%
Delivery	11%	44%	45%
Impact	10%	32%	58%

■ N/A ■ Attention ■ Satisfactory ■ Strength

Rater Category Averages

This table shows you, on average, how you were rated by the different categories of raters (e.g. your peers or CEO).

	CEO	Peer	Self	Average
Collaboration	3.42	3.45	4.33	3.44
Delivery	2.83	3.52	4.08	3.40
Impact	3.58	3.62	3.75	3.61

Your Highest and Lowest Ratings

An analysis of the results also identifies those Competency statements that have achieved the highest scores and those that have elicited the lowest. This enables you to see easily what people regard as your strongest points and those that require attention.

Collaboration	Delivery	Impact
Customers	Performance	Presence
Communication	Decisions	Ethics
Working Together	Change	Growth

Five Highest Ratings

Competency	Statement	Average
Presence	Sets a good example, even under pressure, by personally modeling effective behaviours	4.17
Ethics	Encourages you to consider the environmental impact of your decisions/practices	4.00
Change	Is a catalyst for change	4.00
Performance	Can be relied upon to deliver on their commitments to others	4.00
Performance	Addresses poor performance	4.00
Presence	Is enthusiastic and motivating to work with/for	4.00
Presence	Takes people with them when times are tough	4.00

Your Highest and Lowest Ratings

An analysis of the results also identifies those Competency statements that have achieved the highest scores and those that have elicited the lowest. This enables you to see easily what people regard as your strongest points and those that require attention.

Collaboration	Delivery	Impact
Customers	Performance	Presence
Communication	Decisions	Ethics
Working Together	Change	Growth

Five Lowest Ratings

Competency	Statement	Average
Decisions	Engages and listens to people so that decisions are well informed	2.67
Change	Takes and encourages appropriate risks	2.67
Change	Presents a compelling vision for proposed changes	3.00
Customers (internal or external)	Is an effective influence on customer thinking	3.17
Decisions	Readily takes the difficult decisions that are right for the business	3.17
Decisions	Thinks through the implications of decisions even under significant pressure	3.17
Ethics	Creates a working environment which 'protects' work/life balance for people	3.17
Ethics	Creates a climate in which people are encouraged to raise concerns about issues of ethics or safety	3.17
Growth	Accepts personal responsibility for developing others	3.17
Growth	Gives you regular, constructive feedback about your performance	3.17

Development Areas

Those completing the questionnaires were given the opportunity to identify up to three statements which indicated areas for further development. Where two or more people have identified the same statement this is presented below.

Collaboration	Delivery	Impact
Customers	Performance	Presence
Communication	Decisions	Ethics
Working Together	Change	Growth

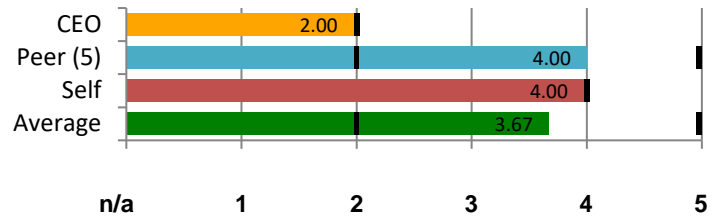| Competency	Statement	Count
Decisions	Engages and listens to people so that decisions are well informed	3
Communication	Communicates with confidence and conviction	2
Growth	Accepts personal responsibility for developing others	2
Change	Takes and encourages appropriate risks	2

Customers (internal or external)

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
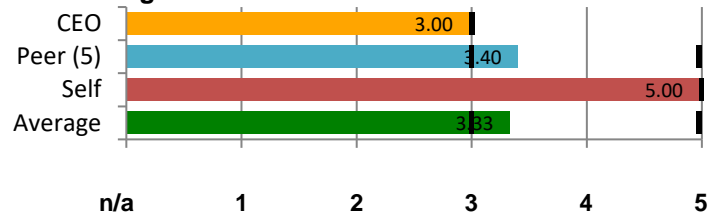
Reviewers were asked to score you in relation to how often they observe you demonstrating the following behaviours, on a rating scale where:

n/a = not applicable, 1 = An area for development, 2 = An area for consideration, 3 = Meets Expectations, 4 = An area of strength, 5 = Role Model.
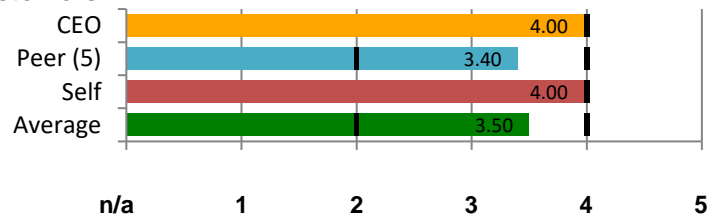
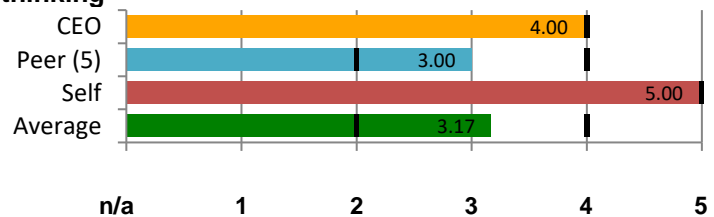**Translates an understanding of customer needs into tangible benefits for the business and the customer**

Rater	Score
CEO	2.00
Peer (5)	4.00
Self	4.00
Average	3.67

n/a   1   2   3   4   5

Is adaptable to new and different ways of working with customers

Rater	Score
CEO	3.00
Peer (5)	3.40
Self	5.00
Average	3.33

n/a   1   2   3   4   5

Builds effective relationships with customers

Rater	Score
CEO	4.00
Peer (5)	3.40
Self	4.00
Average	3.50

n/a   1   2   3   4   5

Is an effective influence on customer thinking

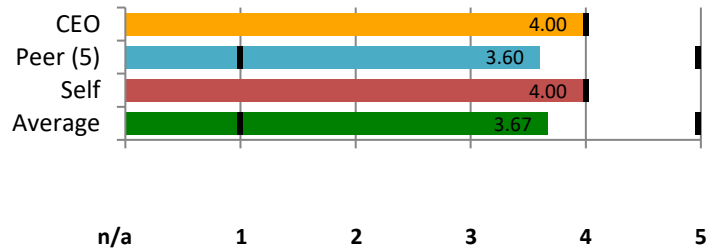| Rater	Score
CEO	4.00
Peer (5)	3.00
Self	5.00
Average	3.17

n/a   1   2   3   4   5

Communication

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
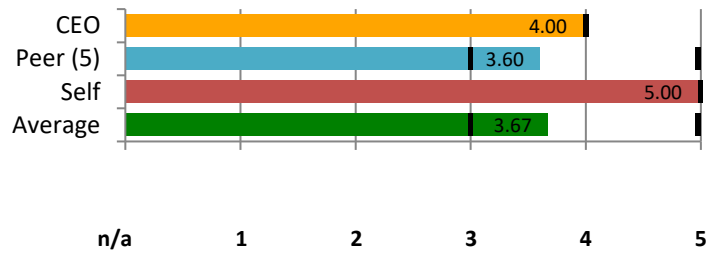
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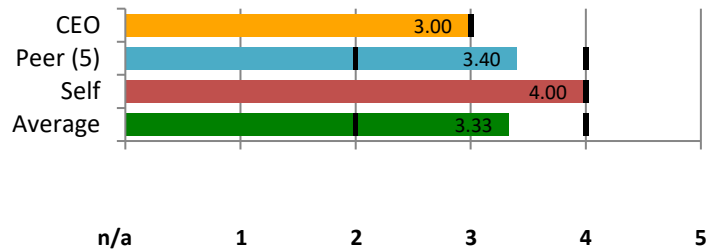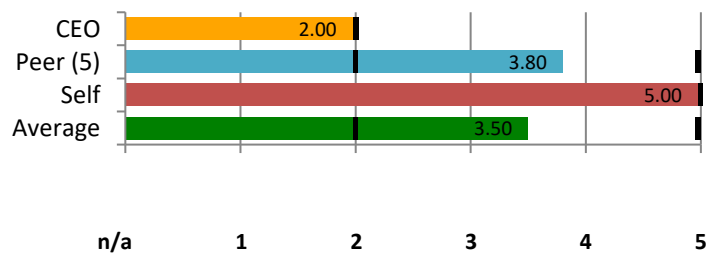
Keeps people informed about issues that affect them

CEO	4.00
Peer (5)	3.60
Self	4.00
Average	3.67

n/a   1   2   3   4   5

Ensures that people understand (i.e. goes beyond just providing information)

CEO	4.00
Peer (5)	3.60
Self	5.00
Average	3.67

n/a   1   2   3   4   5

Displays empathy with people

CEO	3.00
Peer (5)	3.40
Self	4.00
Average	3.33

n/a   1   2   3   4   5

Communicates with confidence and conviction

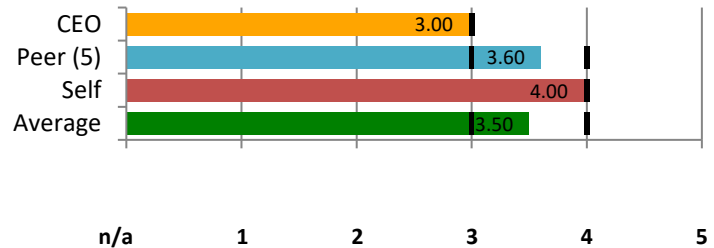|	
CEO	2.00
Peer (5)	3.80
Self	5.00
Average	3.50

n/a   1   2   3   4   5

Working Together

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
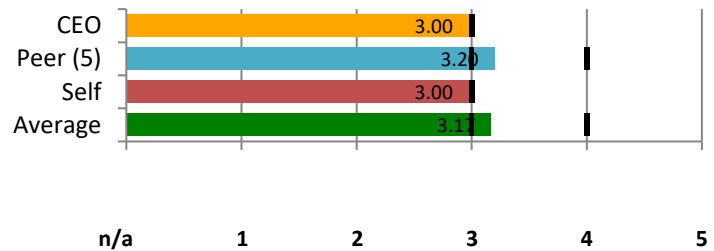
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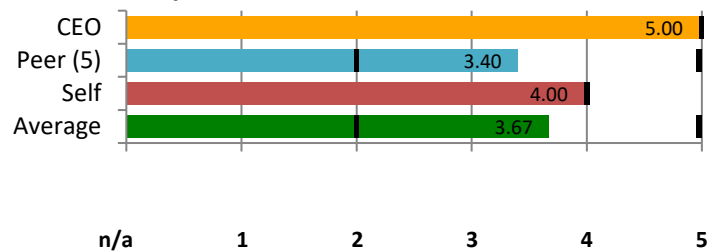
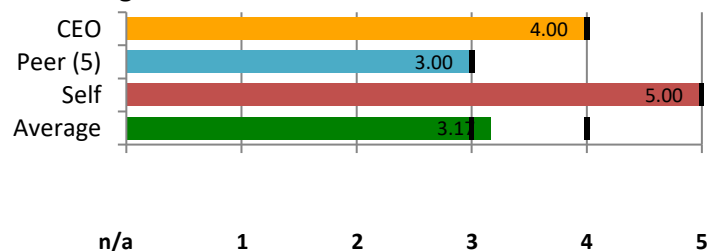**Gathers and tests support for ideas outside of formal discussion (e.g., ahead of meetings)**

Rater	Score
CEO	3.00
Peer (5)	3.60
Self	4.00
Average	3.50

Acts in a way that is broader than their own function/department

Rater	Score
CEO	3.00
Peer (5)	3.20
Self	3.00
Average	3.17

Is receptive and encouraging of different views and opinions

Rater	Score
CEO	5.00
Peer (5)	3.40
Self	4.00
Average	3.67

Is an effective team player even when not leading the team

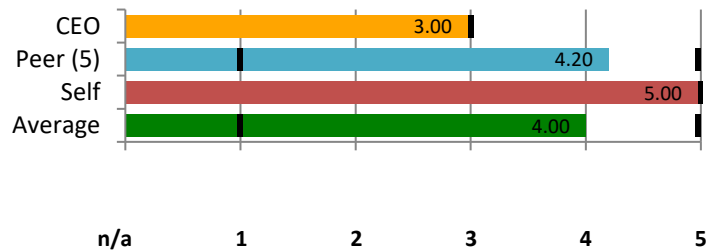| Rater	Score
CEO	4.00
Peer (5)	3.00
Self	5.00
Average	3.17

Performance

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
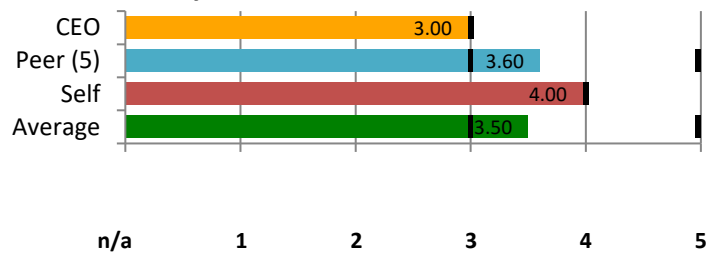
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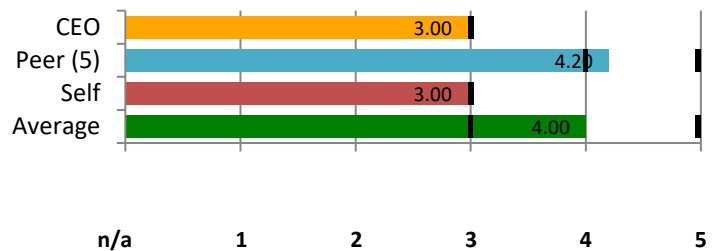
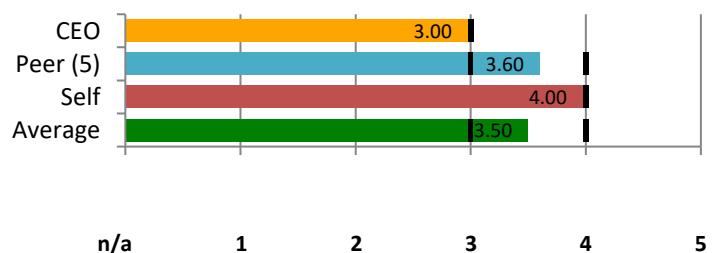**Can be relied upon to deliver on their commitments to others**

Rater	Score
CEO	3.00
Peer (5)	4.20
Self	5.00
Average	4.00

Scale: n/a 1 2 3 4 5

Holds people accountable for high standards of delivery

Rater	Score
CEO	3.00
Peer (5)	3.60
Self	4.00
Average	3.50

Scale: n/a 1 2 3 4 5

Addresses poor performance

Rater	Score
CEO	3.00
Peer (5)	4.20
Self	3.00
Average	4.00

Scale: n/a 1 2 3 4 5

Sets targets that are challenging and achievable

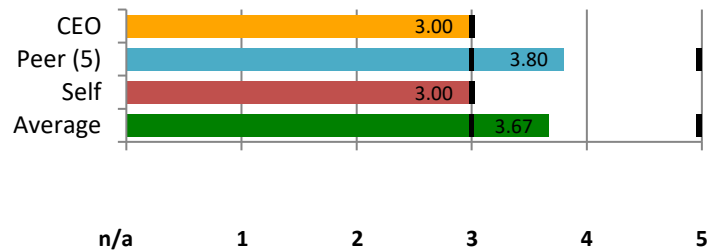| Rater	Score
CEO	3.00
Peer (5)	3.60
Self	4.00
Average	3.50

Scale: n/a 1 2 3 4 5

Decisions

These graphs show the range of scores (indicated by the black bars), number of raters (shown in brackets - excluding 'n/a') and average score per rater type (indicated by the number at the end of the coloured bars). If there is just a mark this indicates that all raters scored the question the same.
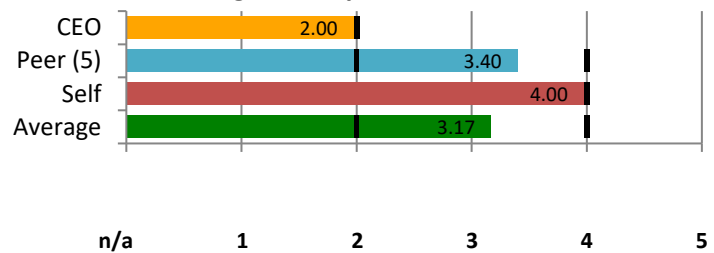
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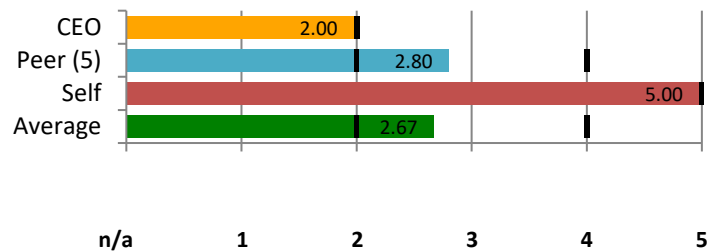
Balances the need for detail with the need to make timely decisions

Rater	Score
CEO	3.00
Peer (5)	3.80
Self	3.00
Average	3.67

n/a   1   2   3   4   5

Thinks through the implications of decisions even under significant pressure

Rater	Score
CEO	2.00
Peer (5)	3.40
Self	4.00
Average	3.17

n/a   1   2   3   4   5

Engages and listens to people so that decisions are well informed

Rater	Score
CEO	2.00
Peer (5)	2.80
Self	5.00
Average	2.67

n/a   1   2   3   4   5

Readily takes the difficult decisions that are right for the business

Rater	Score
CEO	3.00
Peer (5)	3.20
Self	3.00
Average	3.17

n/a   1   2   3   4   5
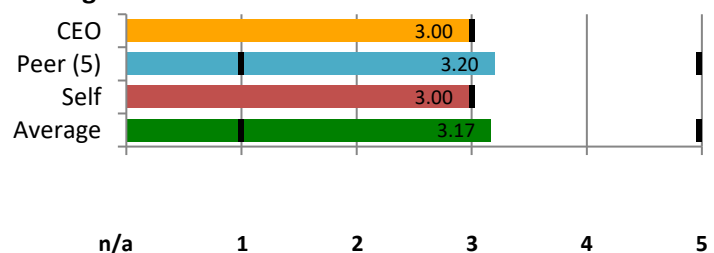
Change

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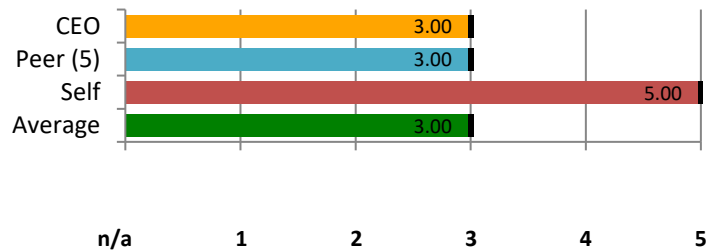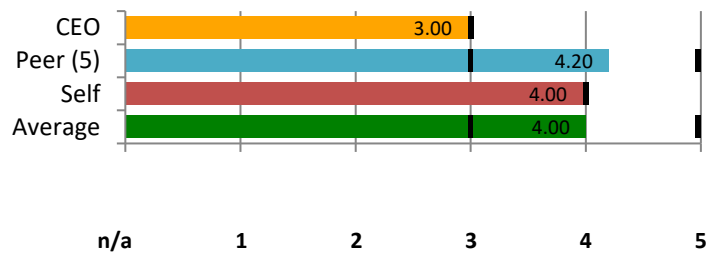
Presents a compelling vision for proposed changes

Rater	Score
CEO	3.00
Peer (5)	3.00
Self	5.00
Average	3.00

Is a catalyst for change

Rater	Score
CEO	3.00
Peer (5)	4.20
Self	4.00
Average	4.00

Takes and encourages appropriate risks

Rater	Score
CEO	3.00
Peer (5)	2.60
Self	4.00
Average	2.67

Ensures that lessons learned are implemented not just identified

Rater	Score
CEO	3.00
Peer (5)	3.60
Self	5.00
Average	3.50
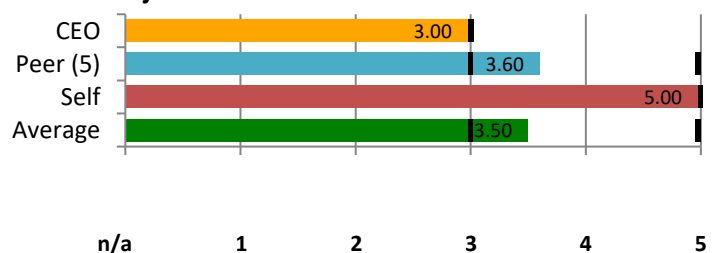
Presence

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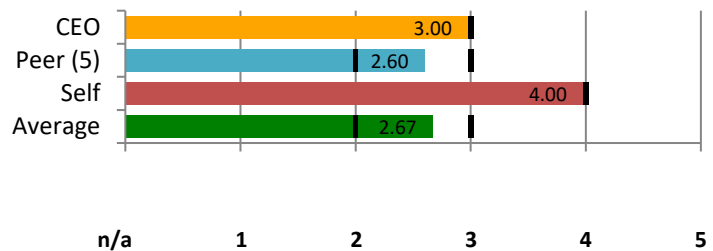
Takes people with them when times are tough

Rater	Score
CEO	3.00
Peer (5)	4.20
Self	3.00
Average	4.00

Scale: n/a, 1, 2, 3, 4, 5

Sets a good example, even under pressure, by personally modeling effective behaviours

Rater	Score
CEO	5.00
Peer (5)	4.00
Self	4.00
Average	4.17

Scale: n/a, 1, 2, 3, 4, 5

Is enthusiastic and motivating to work with/for

Rater	Score
CEO	4.00
Peer (5)	4.00
Self	5.00
Average	4.00

Scale: n/a, 1, 2, 3, 4, 5

Has an effective presence and impact in meetings and presentations

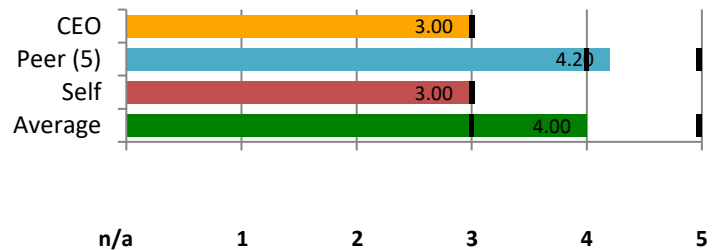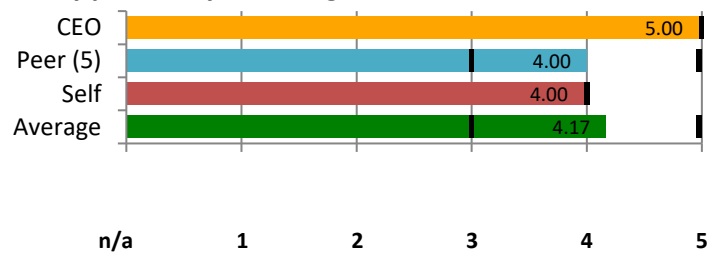| Rater	Score
CEO	3.00
Peer (5)	3.60
Self	4.00
Average	3.50

Scale: n/a, 1, 2, 3, 4, 5
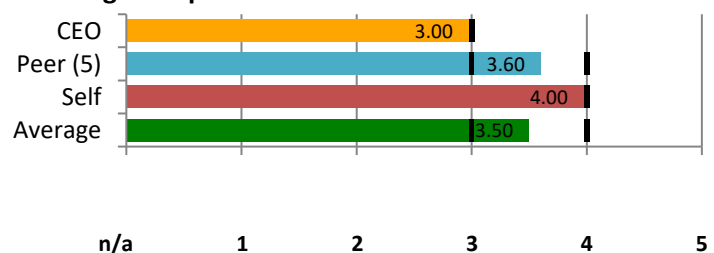
Ethics

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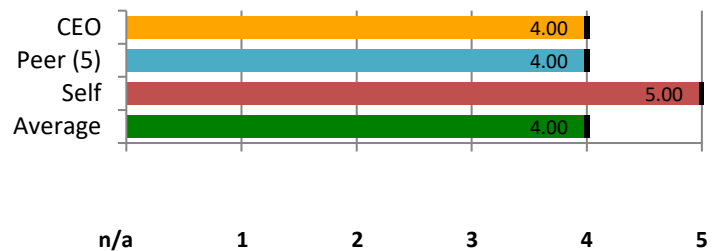
Creates a working environment which 'protects' work/life balance for people

CEO	4.00
Peer (5)	3.00
Self	3.00
Average	3.17

n/a   1   2   3   4   5

Creates a climate in which people are encouraged to raise concerns about issues of ethics or safety

CEO	4.00
Peer (5)	3.00
Self	4.00
Average	3.17

n/a   1   2   3   4   5

Encourages you to consider the environmental impact of your decisions/practices

CEO	4.00
Peer (5)	4.00
Self	4.00
Average	4.00

n/a   1   2   3   4   5

Capitalises on the diversity and differences that people bring to the organisation

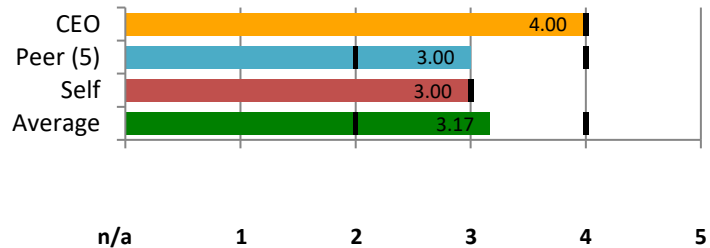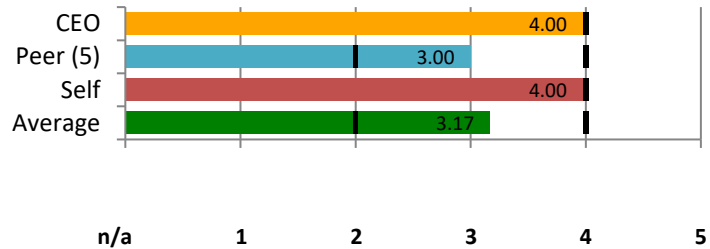|	
CEO	4.00
Peer (5)	3.60
Self	4.00
Average	3.67

n/a   1   2   3   4   5
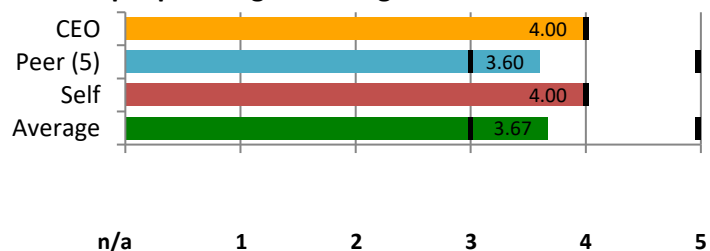
Growth

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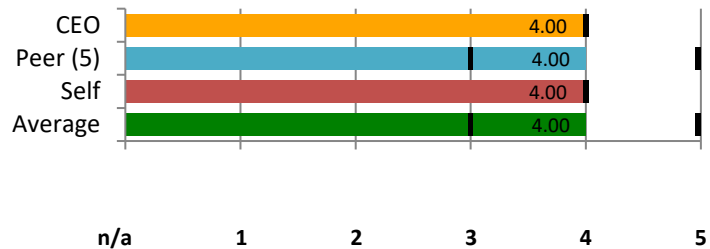
Delegates authority and responsibility in such a way that encourages personal and professional growth
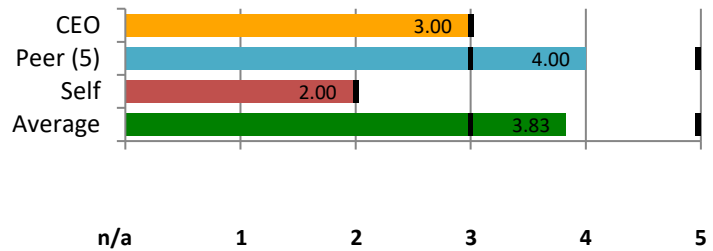
Rater	Score
CEO	3.00
Peer (5)	4.00
Self	2.00
Average	3.83

n/a 1 2 3 4 5

Brings out the best of people's skills and abilities

Rater	Score
CEO	2.00
Peer (5)	3.80
Self	3.00
Average	3.50

n/a 1 2 3 4 5

Gives you regular, constructive feedback about your performance

Rater	Score
CEO	4.00
Peer (5)	3.00
Self	4.00
Average	3.17

n/a 1 2 3 4 5

Accepts personal responsibility for developing others

Rater	Score
CEO	3.00
Peer (5)	3.20
Self	5.00
Average	3.17

n/a 1 2 3 4 5
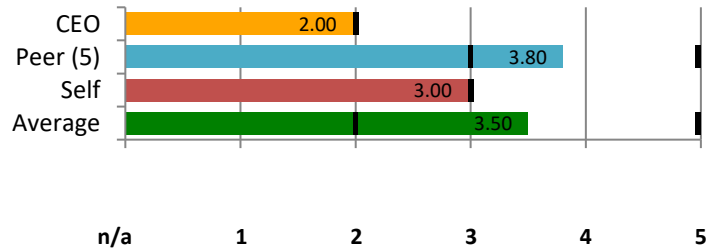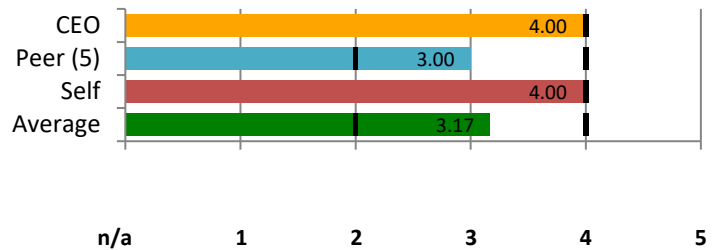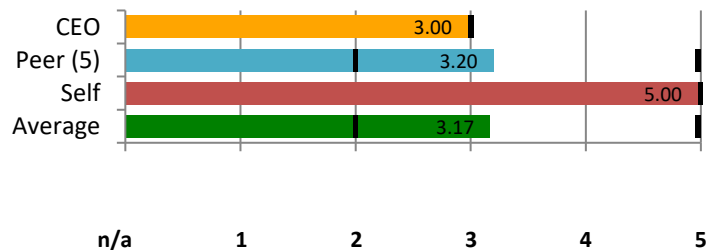
Data Matrix

Where people had no objection to their ratings being shown, the detail is provided below. 'Highest' and 'Lowest' ratings include ratings from all responses. If the statement is highlighted blue this means that at least two reviewers (open or confidential) have chosen the statement as an area of development. If the score is highlighted in blue with a yellow background, this shows which open reviewer has chosen this statement as a development area.

	Highest	Self	Lowest	Clive Ceo	Patricia Peer	Pauline Peer
Collaboration						
Customers (internal or external)						
Translates an understanding of customer needs into tangible benefits for the business and the customer	5	4	2	2	2	4
Is adaptable to new and different ways of working with customers	5	5	3	3	3	3
Builds effective relationships with customers	4	4	2	4	4	4
Is an effective influence on customer thinking	5	5	2	4	3	3
Communication						
Keeps people informed about issues that affect them	5	4	1	4	4	4
Ensures that people understand (i.e. goes beyond just providing information)	5	5	3	4	3	5
Displays empathy with people	4	4	2	3	2	4
Communicates with confidence and conviction	5	5	2	2	3	5
Working Together						
Gathers and tests support for ideas outside of formal discussion (e.g., ahead of meetings)	4	4	3	3	4	4
Acts in a way that is broader than their own function/department	4	3	3	3	3	3
Is receptive and encouraging of different views and opinions	5	4	2	5	2	5
Is an effective team player even when not leading the team	5	5	3	4	3	3

Data Matrix (cont)

	Highest	Self	Lowest	Clive Ceo	Patricia Peer	Pauline Peer
Delivery						
Performance						
Can be relied upon to deliver on their commitments to others	5	5	1	3	5	5
Holds people accountable for high standards of delivery	5	4	3	3	3	**3**
Addresses poor performance	5	3	3	3	4	5
Sets targets that are challenging and achievable	4	4	3	3	3	4
Decisions						
Balances the need for detail with the need to make timely decisions	5	3	3	3	3	4
Thinks through the implications of decisions even under significant pressure	4	4	2	2	4	4
Engages and listens to people so that decisions are well informed	5	5	2	**2**	3	4
Readily takes the difficult decisions that are right for the business	5	3	1	3	**1**	5
Change						
Presents a compelling vision for proposed changes	5	5	3	3	3	3
Is a catalyst for change	5	4	3	3	4	5
Takes and encourages appropriate risks	4	4	2	3	3	**2**
Ensures that lessons learned are implemented not just identified	5	5	3	3	5	3

Data Matrix (cont)

	Highest	Self	Lowest	Clive Ceo	Patricia Peer	Pauline Peer

Impact

Presence

	Highest	Self	Lowest	Clive Ceo	Patricia Peer	Pauline Peer
Takes people with them when times are tough	5	3	3	3	4	4
Sets a good example, even under pressure, by personally modeling effective behaviours	5	4	3	5	3	5
Is enthusiastic and motivating to work with/for	5	5	4	4	4	4
Has an effective presence and impact in meetings and presentations	4	4	3	3	3	3

Ethics

	Highest	Self	Lowest	Clive Ceo	Patricia Peer	Pauline Peer
Creates a working environment which 'protects' work/life balance for people	4	3	2	4	3	4
Creates a climate in which people are encouraged to raise concerns about issues of ethics or safety	4	4	2	4	2	4
Encourages you to consider the environmental impact of your decisions/practices	5	4	3	4	4	5
Capitalises on the diversity and differences that people bring to the organisation	5	4	3	4	3	4

Growth

	Highest	Self	Lowest	Clive Ceo	Patricia Peer	Pauline Peer
Delegates authority and responsibility in such a way that encourages personal and professional growth	5	2	2	3	3	5
Brings out the best of people's skills and abilities	5	3	2	2	5	4
Gives you regular, constructive feedback about your performance	4	4	2	4	3	3
Accepts personal responsibility for developing others	5	5	2	3	2	2

Comments
_____

Individual comments for Anne Example

What two things do you particularly value about this person's performance?

Clive Ceo

- Anne is smart and dedicated.

Patricia Peer

- Anne has a clear drive and sense of the objectives to be achieved.
- Anne constantly shows a desire to achieve the time scales set.

Pauline Peer

- Anne listens carefully and responds to questions based on facts and industry knowledge thereby setting a high standard of performance.
- She has good judgment about people.

Anne Example

- I'm committed to deliver.
- I care deeply about the development of team members.

Comments from confidential reviewers

- Anne expects high standards. She responds to emails in seconds.
- She is organised and efficient in a way I aspire to be.
- Anne is very light-hearted and down to earth.
- Anne is a very good listener and good role model. She works very hard, is modest about claiming credit, and is a finisher.
- She is loyal to her team but not afraid to make change.

Comments

What single thing do you think they could do differently to improve their performance?

Clive Ceo

- Anne needs to develop her inter-personal skills in meetings.

Patricia Peer

- Sometimes her directness in this regard can appear to be a bit aggressive.

Pauline Peer

- Definitely need a better work/life balance.

Anne Example

- I will continue to and improve upon building relationships with key business stake holders.

Comments from confidential reviewers

- Anne needs to stop being a workaholic, she sometimes gets too tired which impacts her ability to be creative.
- Anne need to update people more when important things are happening within the group.
- Anne can seem confined by her own departmental boundaries. She has the scope to be a big corporate player.

This report has been produced by ORMultiView Ltd

If there are aspects of the report that are unclear, please contact the provider directly at
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