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Chartered Accountants Leadership Academy



Institute of Chartered Accountants Leadership Academy

360 Degree Feedback Survey

Sample Report: Report Date: 27 July 2011

Survey Response Rates

	Self	Manager	Direct Reports	Peers	Client
Invited	1	1	2	2	0
Responded	1	1	2	2	0

Background

As part of the **Institute of Chartered Accountants in Australia Leadership Program**, you have undertaken a 360 Degree Feedback Survey. The survey offers a four directional rating of upward, downward, peer and self assessment, which offers leaders a full circle view of twelve core leadership capabilities.

12 Leadership Competencies

	Self	<ul style="list-style-type: none"> Act with integrity Develop self Operate efficiently Communicate powerfully.
	Team	<ul style="list-style-type: none"> Manage talent Develop others Foster teamwork Champion change.
	Enterprise	<ul style="list-style-type: none"> Provide strategic direction Drive revenue growth & innovation Improve business efficiency Provide stewardship & sustainability.

Purpose

The purpose of the survey is to understand how others perceive you at work and to provide direction on management and leadership development areas. This detailed report indicates how you have rated across the twelve core leadership capabilities and outlines your development objectives for the next twelve months.

Definitions

- **Manager Feedback** - your direct manager and other leaders in your business.
- **Peer Feedback** - associates with whom you work but who do not report to you.
- **Direct Report Feedback** - members of your team that directly report to you.
- **Self Review** - your self assessment.
- **Other Raters** - the average benchmark of downward, upward and peer assessment.
- **Gap** - the gap is the difference between other raters and self review.

Overall Score

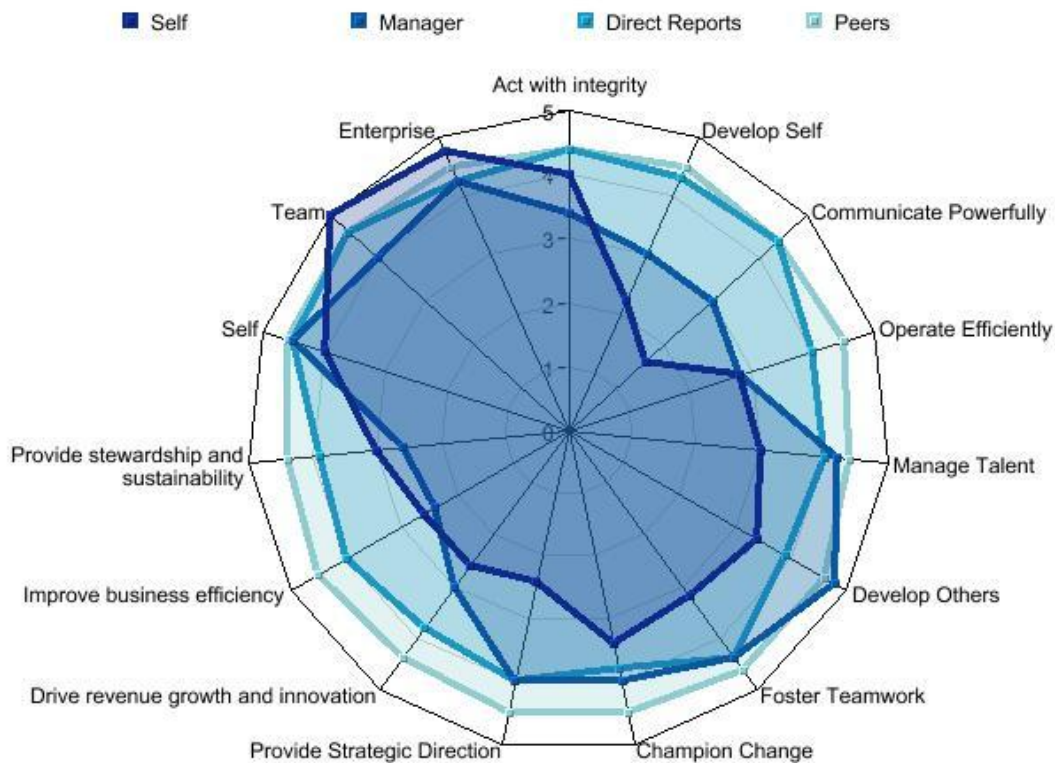
Sample's overall score is provided in the table below. This overall score is derived from the average ratings given by each of his rater groups.

The percentage scores provided below represent Sample's results as a percentage of the maximum possible score. If the top rating was given by every rater for every item, then Sample's score would be 100%.

Please note that these scores include self-ratings.

Rater Group	Sample's Average Score	Sample's % Score
Self	3.1	63%
Manager	3.6	72%
Direct Reports	4.2	83%
Peers	4.5	90%
Overall	3.8	77%

Summary Graph



Top Rated Items

The items in this section received the highest average ratings.

Item	Other Raters*	Manager	Direct Reports	Peers
Self - Communicate powerfully (25d)	5.0	5.0	5.0	5.0
Team - Develop others (26b)	4.8	4.0	5.0	5.0
Develop Others - Provides required resources (11e)	4.8	5.0	4.5	5.0

* Other Raters is the average of Manager, Direct Reports and Peers.

Lowest Rated Items

The items in this section received the lowest average ratings.

Item	Other Raters*	Manager	Direct Reports	Peers
Champion Change - Generates short term wins (15d)	3.6	3.0	3.5	4.0
Drive revenue growth and innovation - Wins new customers (19d)	3.6	3.0	3.5	4.0
Improve business efficiency - Streamlines process (21a)	3.6	2.0	3.5	4.5

* Other Raters is the average of Manager, Direct Reports and Peers.

Significant Rater Gaps/Matches

Biggest Gaps Between Self Ratings and Ratings of Other Raters	Self-Rating	Other Raters*	Gap
Communicate Powerfully	1.6	4.1	2.5
Develop Self	2.2	4.1	1.9
Provide Strategic Direction	2.4	4.2	1.8

* Other Raters is the average of Manager, Direct Reports and Peers.

Smallest Gaps Between Self Ratings and Ratings of Other Raters	Self-Rating	Other Raters*	Gap
Act with integrity	4.0	4.2	0.2
Enterprise	4.8	4.4	-0.5
Self	4.0	4.6	0.5

* Other Raters is the average of Manager, Direct Reports and Peers.

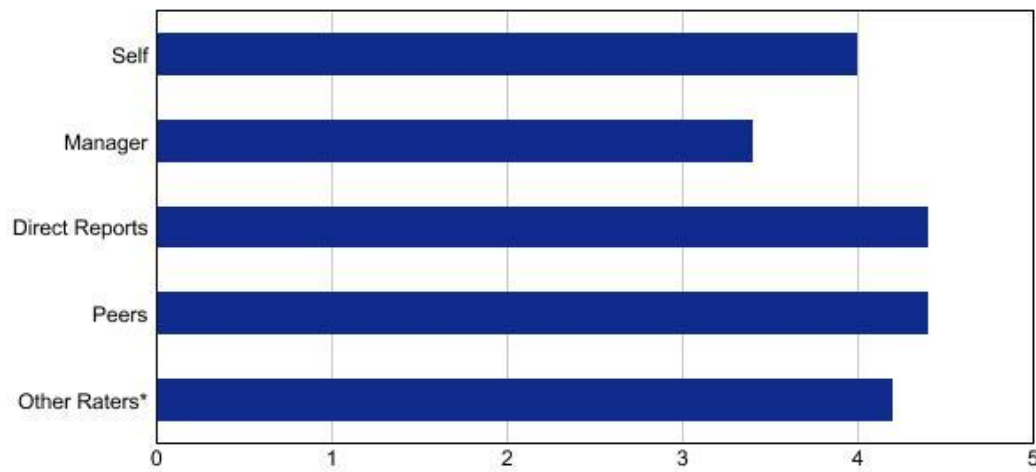
Self

Act with integrity

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Understands own values	5.0	4.4	-0.6	4.0	4.5	4.5
b) Communicates their values	4.0	3.8	-0.2	3.0	4.0	4.0
c) Behaves consistently with their values	4.0	4.2	0.2	3.0	5.0	4.0
d) Is honest	4.0	4.6	0.6	4.0	4.5	5.0
e) Takes personal responsibility	3.0	4.0	1.0	3.0	4.0	4.5

Overall Act with integrity



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Acts with Integrity)

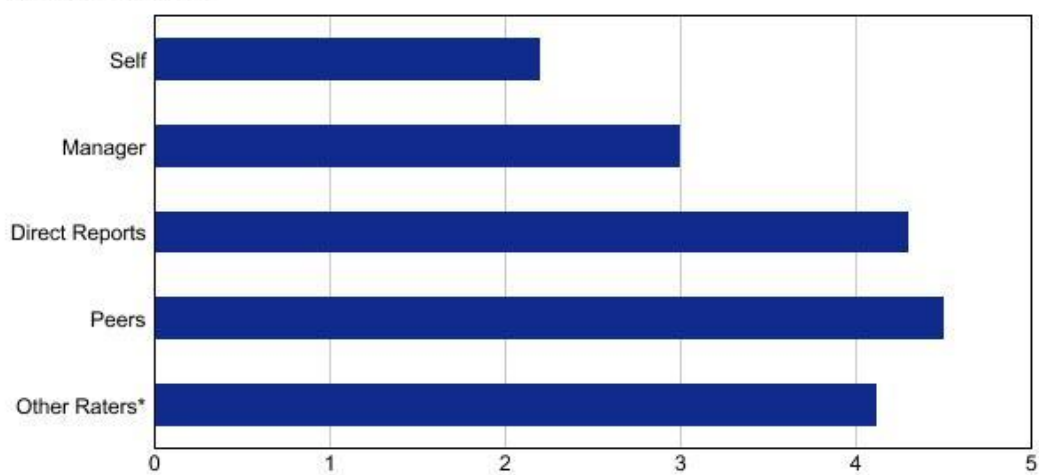
Comments provided here

Develop Self

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Seeks feedback	2.0	4.0	2.0	3.0	4.0	4.5
b) Responds positively to feedback	2.0	4.0	2.0	3.0	3.5	5.0
c) Pursues self development	3.0	4.6	1.6	4.0	5.0	4.5
d) Builds personal network	2.0	3.8	1.8	2.0	4.5	4.0
e) Continually evolves	2.0	4.2	2.2	3.0	4.5	4.5

Overall Develop Self



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Develop Self)

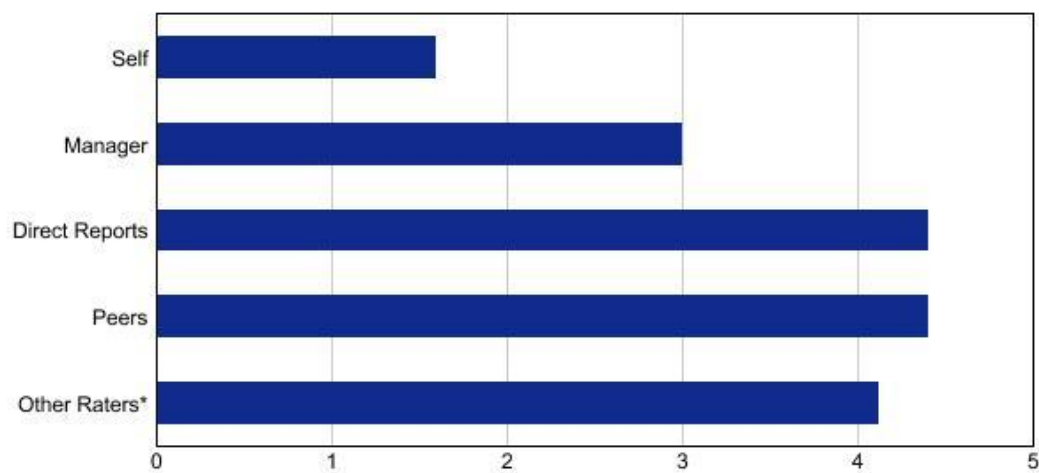
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Communicate Powerfully

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Is a good listener	3.0	4.4	1.4	3.0	4.5	5.0
b) Tells engaging stories	1.0	4.4	3.4	3.0	4.5	5.0
c) Is a good presenter	2.0	4.2	2.2	4.0	4.5	4.0
d) Negotiates Well	1.0	3.8	2.8	2.0	4.5	4.0
e) Is persuasive	1.0	3.8	2.8	3.0	4.0	4.0

Overall Communicate Powerfully



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Communicate powerfully)

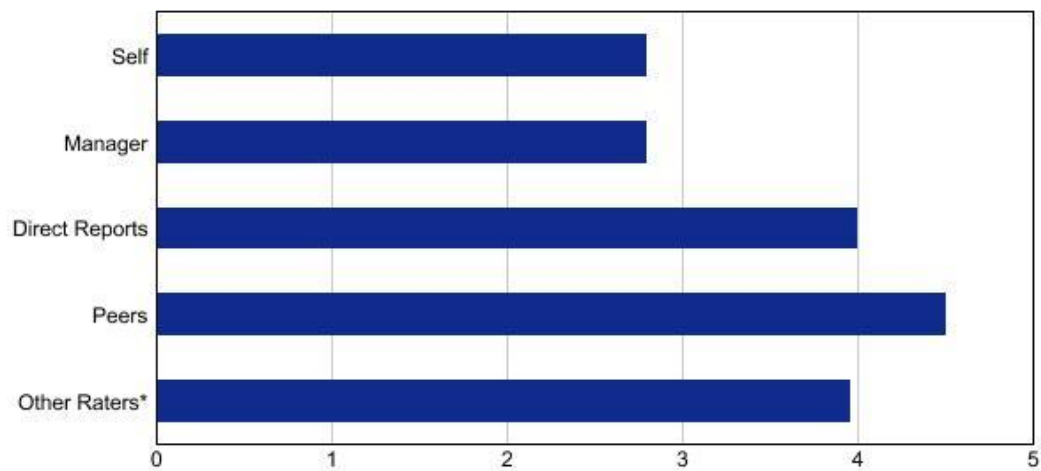
Comments provided here

Operate Efficiently

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Is technically capable	2.0	3.8	1.8	2.0	4.5	4.0
b) Makes good decisions	3.0	4.0	1.0	2.0	4.0	5.0
c) Effectively manages their time	3.0	3.8	0.8	3.0	3.5	4.5
d) Prioritises appropriately	3.0	3.8	0.8	3.0	4.0	4.0
e) Delegates effectively	3.0	4.4	1.4	4.0	4.0	5.0

Overall Operate Efficiently



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Operate efficiently)

Comments provided here

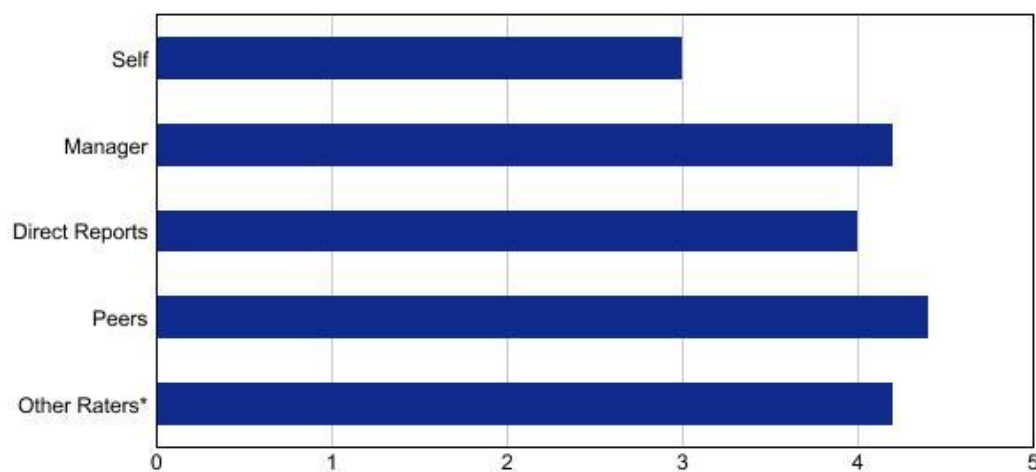
Team

Manage Talent

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Attracts talent	3.0	4.0	1.0	4.0	4.0	4.0
b) Engages talent	3.0	4.4	1.4	4.0	4.5	4.5
c) Retains talent	3.0	4.4	1.4	4.0	4.0	5.0
d) Addresses problem staff	3.0	4.2	1.2	5.0	3.5	4.5
e) Connects talent internally & externally	3.0	4.0	1.0	4.0	4.0	4.0

Overall Manage Talent



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Manage talent)

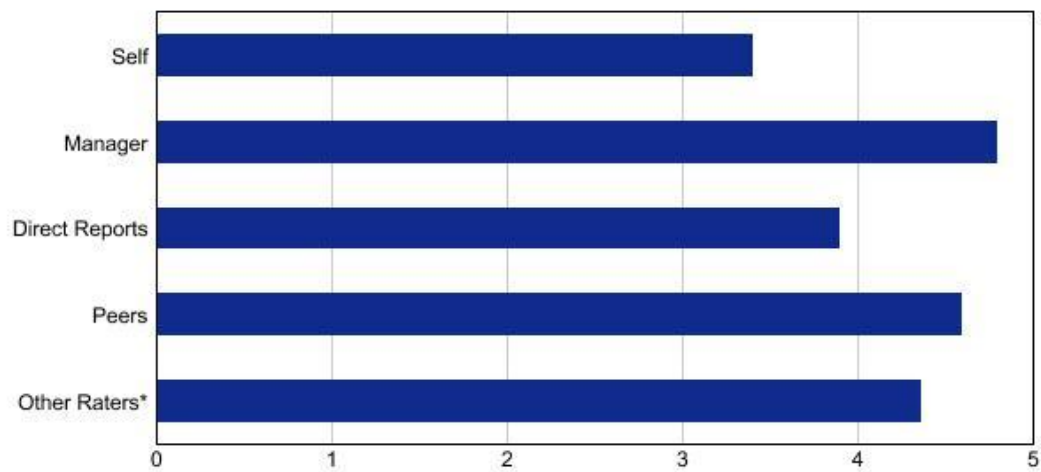
Comments provided here

Develop Others

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Sets motivating goals	3.0	4.4	1.4	5.0	4.0	4.5
b) Empowers individuals	4.0	4.0	0.0	4.0	3.5	4.5
c) Provides development opportunities	3.0	4.4	1.4	5.0	4.0	4.5
d) Coaches well	3.0	4.2	1.2	5.0	3.5	4.5
e) Provides required resources	4.0	4.8	0.8	5.0	4.5	5.0

Overall Develop Others



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Develop others)

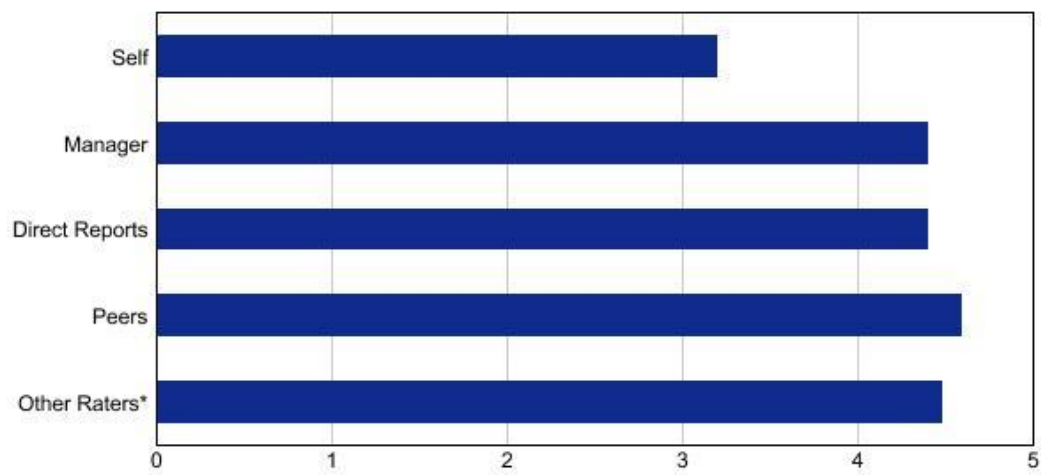
Comments provided here

Foster Teamwork

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Seeks diversity	3.0	4.6	1.6	4.0	4.5	5.0
b) Encourages collaboration and mutual respect	3.0	4.4	1.4	5.0	4.0	4.5
c) Builds personal relationships and trust	3.0	4.6	1.6	5.0	4.0	5.0
d) Provides clear roles and responsibilities	3.0	4.4	1.4	4.0	4.5	4.5
e) Leverages strengths and mitigates weaknesses in team	4.0	4.4	0.4	4.0	5.0	4.0

Overall Foster Teamwork



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Foster teamwork)

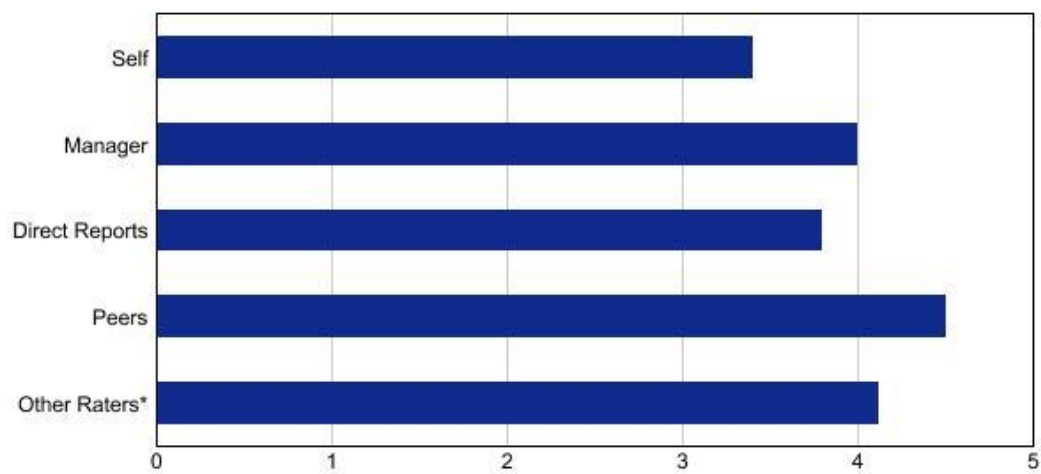
Comments provided here

Champion Change

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Communicates need for change	4.0	4.0	0.0	4.0	3.5	4.5
b) Shows urgency for change	3.0	4.2	1.2	4.0	4.0	4.5
c) Addresses resistance to change	3.0	4.4	1.4	4.0	4.0	5.0
d) Generates short term wins	4.0	3.6	-0.4	3.0	3.5	4.0
e) Demonstrates resilience	3.0	4.4	1.4	5.0	4.0	4.5

Overall Champion Change



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Champion change)

Comments provided here

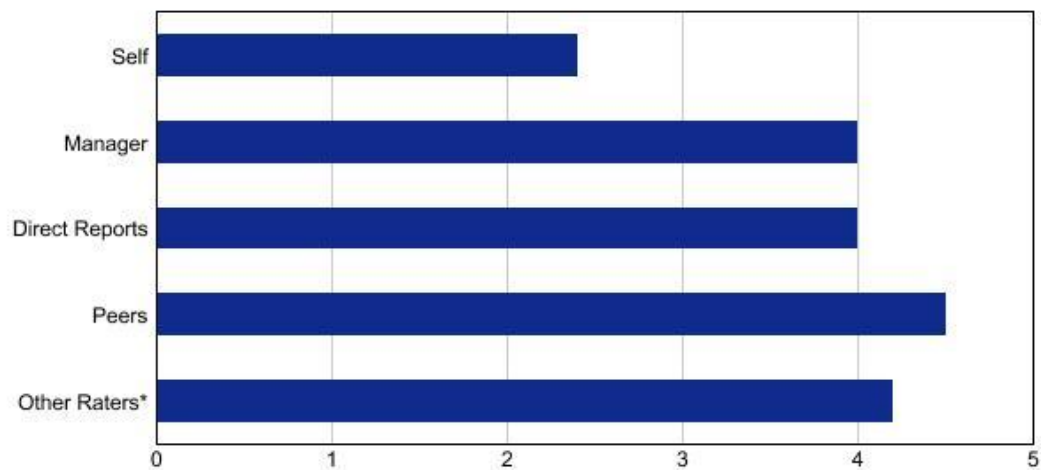
Enterprise

Provide Strategic Direction

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Understands industry, competitors and customers	3.0	4.4	1.4	4.0	4.5	4.5
b) Communicates strategy and competitive advantage	2.0	4.2	2.2	4.0	4.5	4.0
c) Ensures common sense of mission and purpose	2.0	4.0	2.0	4.0	3.5	4.5
d) Sets clear, challenging objectives	3.0	4.0	1.0	4.0	3.5	4.5
e) Builds alliances and partnerships	2.0	4.4	2.4	4.0	4.0	5.0

Overall Provide Strategic Direction



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Provide strategic direction)

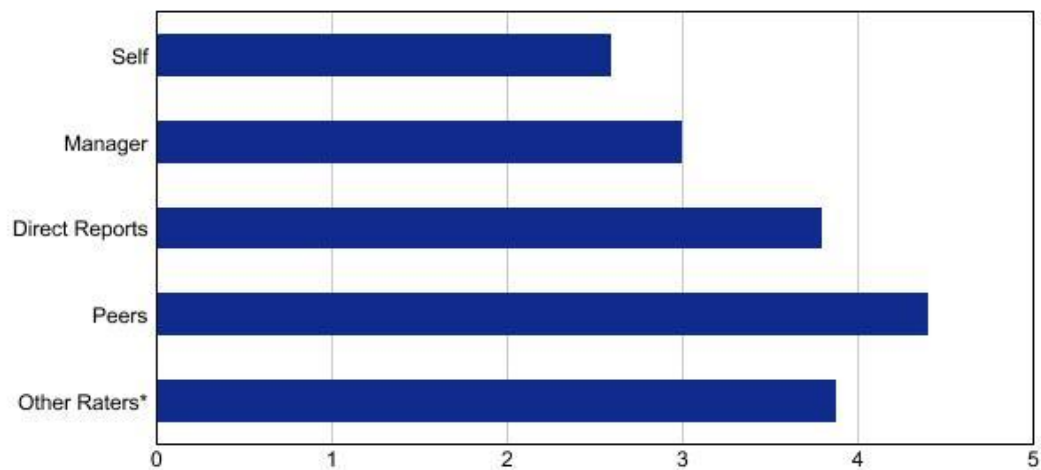
Comments provided here

Drive revenue growth and innovation

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Fosters innovation	3.0	3.8	0.8	3.0	4.0	4.0
b) Seeks new products/services	3.0	4.0	1.0	3.0	4.0	4.5
c) Retains and grows existing customers	3.0	4.2	1.2	3.0	4.0	5.0
d) Wins new customers	2.0	3.6	1.6	3.0	3.5	4.0
e) Sets pricing effectively	2.0	3.8	1.8	3.0	3.5	4.5

Overall Drive revenue growth and innovation



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Drive revenue growth and innovation)

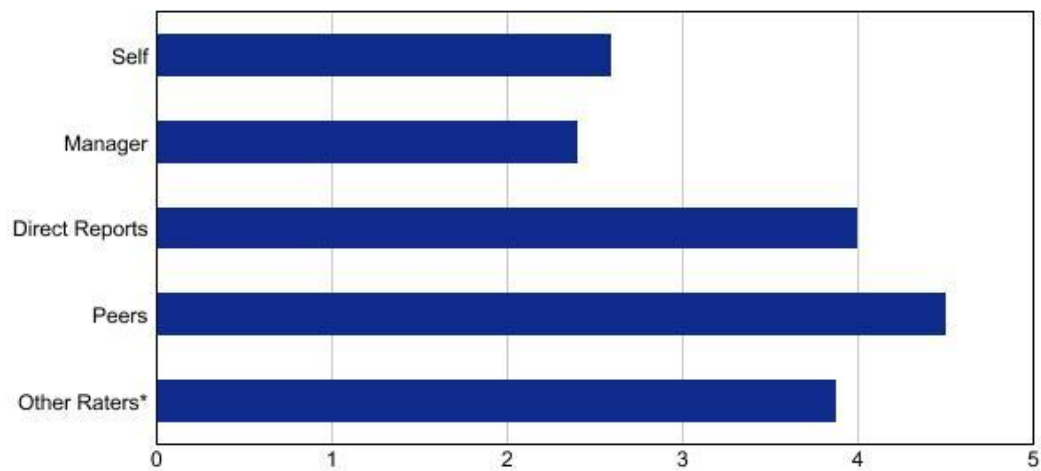
Comments provided here

Improve business efficiency

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Streamlines process	2.0	3.6	1.6	2.0	3.5	4.5
b) Increases productivity	3.0	4.2	1.2	3.0	4.5	4.5
c) Utilises assets effectively	3.0	3.8	0.8	2.0	4.0	4.5
d) Structures business appropriately	3.0	4.2	1.2	2.0	4.5	5.0
e) Realises cost efficiencies	2.0	3.6	1.6	3.0	3.5	4.0

Overall Improve business efficiency



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Improve business efficiency)

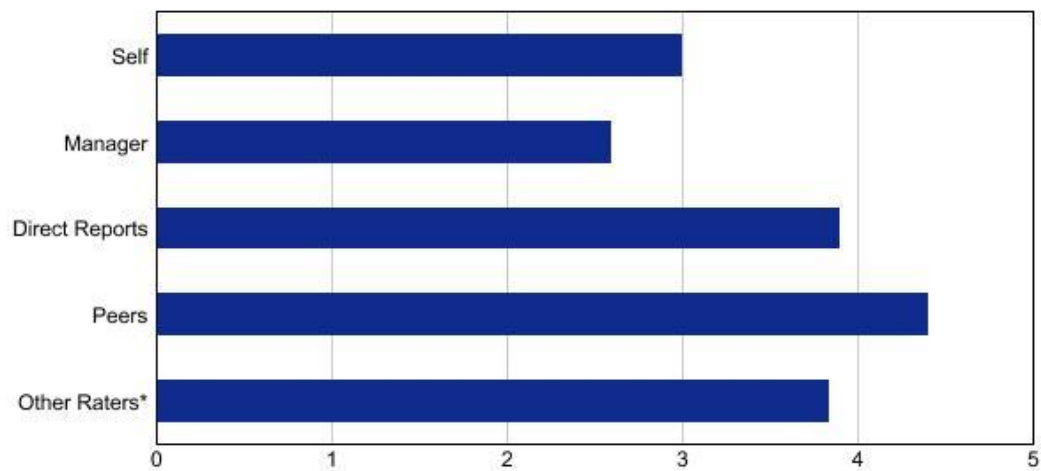
Comments provided here

Provide stewardship and sustainability

(0 - N/A - Unable to rate; 1 - Significant development required; 2 - Some development required; 3 - Competent; 4 - Advanced; 5 - Role Model)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Promotes sustainability	3.0	3.8	0.8	3.0	3.5	4.5
b) Manages risk	3.0	3.8	0.8	3.0	4.0	4.0
c) Protects reputation and brand	3.0	4.0	1.0	3.0	4.5	4.0
d) Increases agility	3.0	3.6	0.6	2.0	3.5	4.5
e) Contributes to society	3.0	4.0	1.0	2.0	4.0	5.0

Overall Provide stewardship and sustainability



* Other Raters is the average of Manager, Direct Reports and Peers.

Additional Comments (Provide stewardship and sustainability)

Comments provided here

Importance of leadership competencies

Self

(1 - Unimportant; 2 - Of Little Importance; 3 - Moderately Important; 4 - Important; 5 - Very Important)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports	Peers (2)
a) Act with integrity	4.0	4.4	0.4	4.0	(2)	4.5
b) Develop self	4.0	4.2	0.2	5.0	4.0	4.0
c) Operate efficiently	4.0	4.6	0.6	4.0	4.0	5.0
d) Communicate powerfully	4.0	5.0	1.0	5.0	5.0	5.0

* Other Raters is the average of Manager, Direct Reports and Peers.

Team

(1 - Unimportant; 2 - Of Little Importance; 3 - Moderately Important; 4 - Important; 5 - Very Important)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports	Peers (2)
a) Manage talent	5.0	4.6	-0.4	5.0	(2)	4.5
b) Develop others	5.0	4.8	-0.2	4.0	4.0	5.0
c) Foster teamwork	5.0	4.4	-0.6	3.0	5.0	5.0
d) Champion change	5.0	4.2	-0.8	4.0	4.0	5.0
					4.5	4.0

* Other Raters is the average of Manager, Direct Reports and Peers.

Enterprise

(1 - Unimportant; 2 - Of Little Importance; 3 - Moderately Important; 4 - Important; 5 - Very Important)

Question	Self (1)	Other Raters* (5)	Gap	Manager (1)	Direct Reports (2)	Peers (2)
a) Provide strategic direction	4.0	4.6	0.6	5.0	4.0	4.5
b) Drive revenue growth & innovation	5.0	4.4	-0.6	4.0	4.0	5.0
c) Improve business efficiency	5.0	3.8	-1.2	4.0	4.0	4.0
d) Provide stewardship & sustainability	5.0	4.6	-0.4	4.0	5.0	4.5

* Other Raters is the average of Manager, Direct Reports and Peers.