



**People**Evaluator.com



**Recruitment Report  
Management Development Programme Report**

**Tom Retailapplicant  
Project End Date: 9th September 2018**

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Prepared by Peppermint Learning

Confidential Contents

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# 1. Understanding Your Feedback Report

## Introduction

The following is a report that highlights the strengths and development areas with regards to your Management Skills. It will show you how you have assessed yourself and how this compares to how others have assessed you. This will form the basis of a personal development plan and should be used to focus your development activities over the coming months.

## Anonymity

The report only shows the rater types and in some cases the rater's ID numbers but not their names. This makes the comments and ratings anonymous. The focus should be on what people have said, their perceptions not on who said it. How we see ourselves is often very different from how others see us and the results can often be surprising, keep in mind the purpose of this report which is simply a method to assess your development needs.

## Composition of Raters

Below is a list of the categories of raters and how many provided feedback in each category.

Self : 1  
Manager : 1  
Peer : 2

## Making your feedback work for you

You have a number of choices about how you can use this feedback report. We recommend that you; share your feedback results with your line manager, your Learning & Development specialist or a coach to help you to identify developmental steps e.g. in the form of a personal development plan; discuss the results with your raters to open up a dialogue about ways of improving your working relationships with them.

## Receiving Feedback

Read your report, digest it fully and reflect on what has been said. Do not become defensive about what has been said on the issues the feedback raises. Your Line Manager, L & D consultant/business coach will help you rationalise the feedback and create an action plan.

## 2. Competency Model Used

The coloured boxes below represent the competencies we identified to measure your performance. The colour coding is used later in the report to make it easier to understand.

### 1. Achievement Orientation

- Gets things done and delivers on time
- Seeks to improve own results and those of others
- Constantly reviews and monitors progress against agreed targets
- Sets quality standards

### 2. Self-Development

- Evaluates own performance
- Actively seeks feedback to improve self
- Constantly stretches self

### 3. Commercial Awareness

- Shows concern for efficiency
- Demonstrates broad and astute business sense

### 4. Applied Professional Skills

- Applies knowledge and experience to day-to-day issues
- Acts as an expert in own field
- Understands current systems and their applications

### 5. Customer Focus

- Responds positively to customer needs
- Builds rapport with customers
- Puts priority on resources to satisfy customer
- Wins customer loyalty

### 6. Concern for Excellence

- Sets high personal standards
- Champions excellence

### 7. Teamwork

- Plays an active role in the team
- Contributes to team achievement
- Puts team achievement above personal achievement

### 8. Communication

- Listens without making assumptions
- Is aware of the views of others
- Writes and speaks in a clear and straightforward manner
- Actively listens and checks own and others' understanding
- Asks questions to get the full facts

## 9. Motivation

- Displays genuine interest in people and their progress
- Gives praise and open recognition
- Shows concern for personal issues, not just work issues

## 10. Integrity

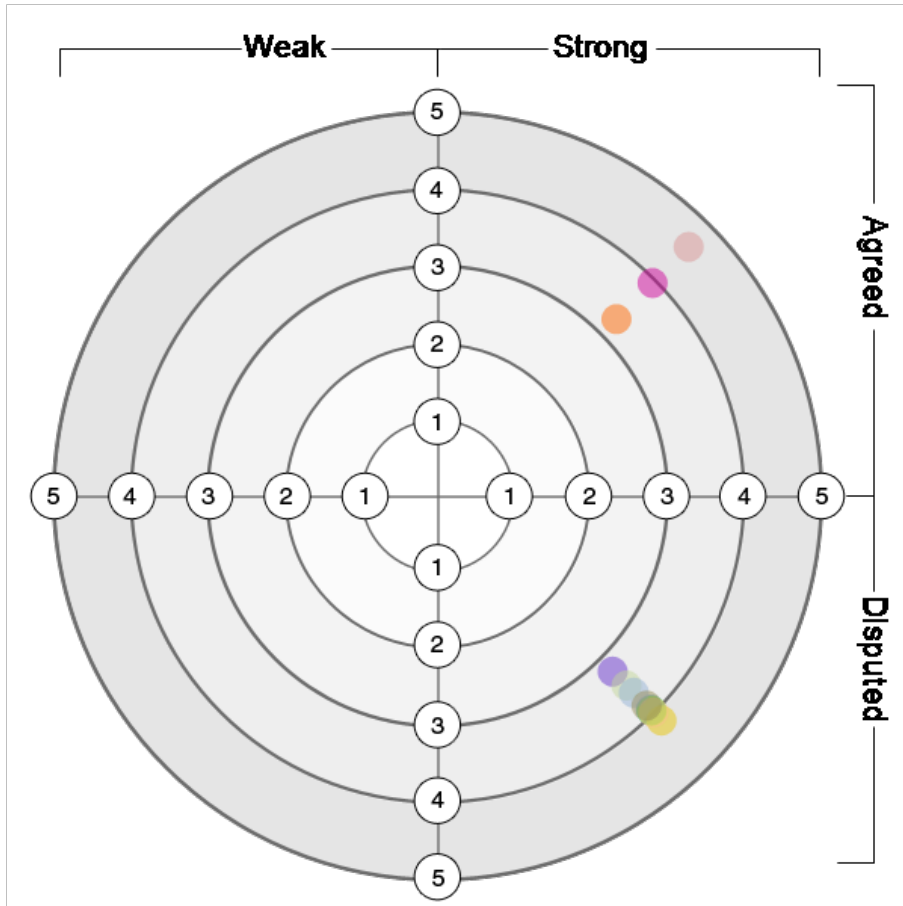
- Admits mistakes
- Respects the views of others
- Keeps confidences when asked to do so
- Sticks to decisions which have been agreed and keeps word

## 11. Planning and Organising

- Sets time aside to plan effectively
- Concentrates effort on priorities
- Pays attention to detail
- Plans for the long term

### 3. Agreed Vs Disputed Strengths & Weaknesses

The following graph demonstrates where you and your raters are agreed as to what you do well and where you need to improve. Anything above the line denotes that you are in agreement and anything below the line shows there is a variance between how you perceive yourself and the way others perceive you.



- 1. Achievement Orientation
  - 2. Self-Development
  - 3. Commercial Awareness
  - 4. Applied Professional Skills
  - 5. Customer Focus
  - 6. Concern for Excellence
  - 7. Teamwork
  - 8. Communication
  - 9. Motivation
  - 10. Integrity
  - 11. Planning and Organising
- 1-5 is the average score of the other raters

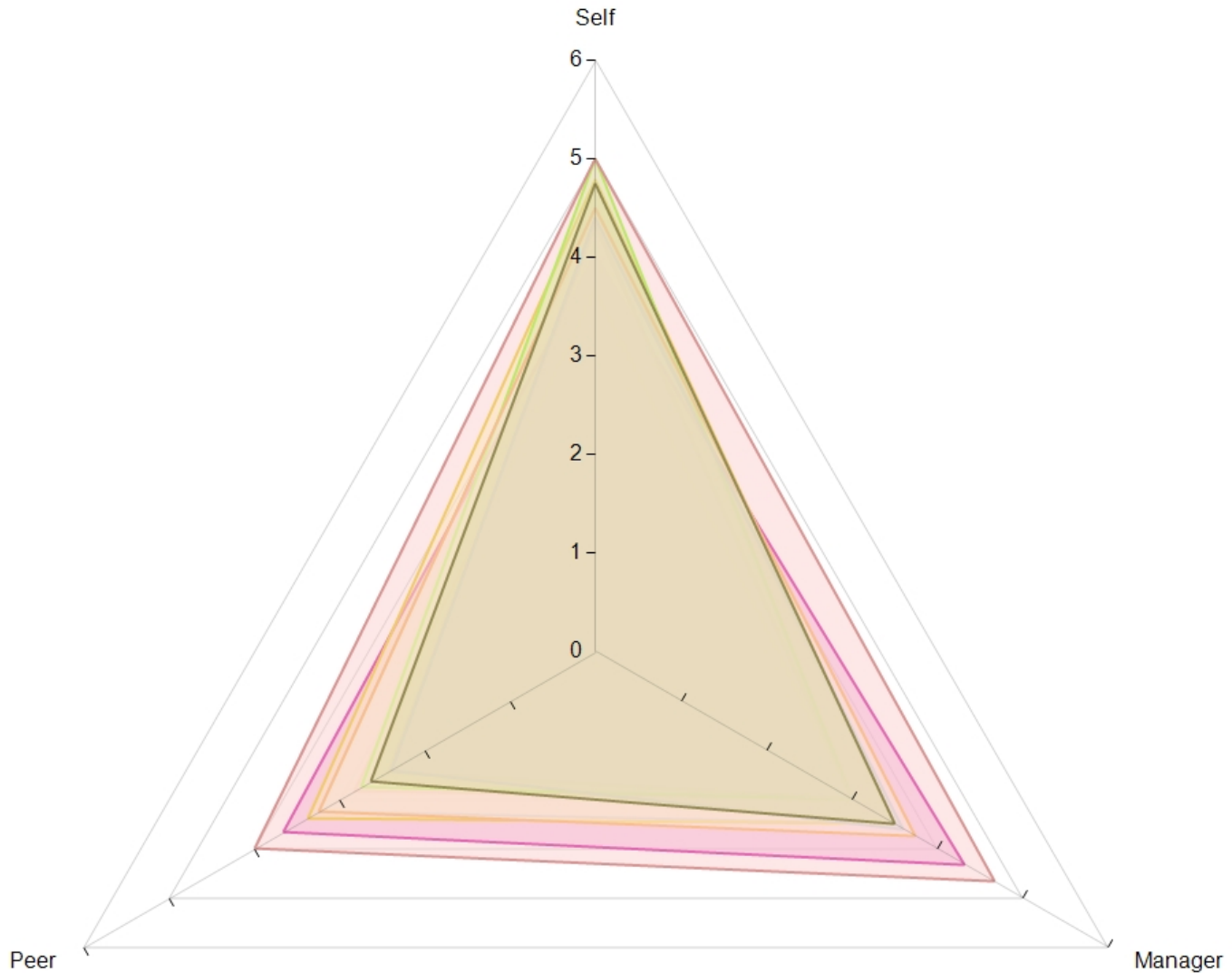
## 4. Perception Wheel

### Perception Wheel - Relations

The line in blue shows how others perceive you on a rating of 1 to 10 and the line in orange demonstrates your perception in your performance



## Perception Wheel - Competencies



- 1. Achievement Orientation
- 6. Concern for Excellence
- 11. Planning and Organising

- 2. Self-Development
- 7. Teamwork

- 3. Commercial Awareness
- 8. Communication

- 4. Applied Professional Skills
- 9. Motivation

- 5. Customer Focus
- 10. Integrity

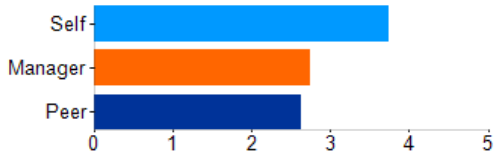


## 5. Individual Competency Bar Graphs

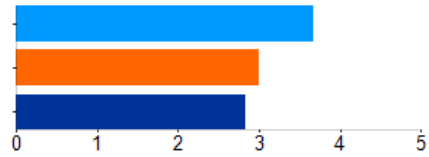
In the following charts, you can see the average scores of each individual rater type for every competency. We use the same colour shading throughout the report for the rater types. This will enable you to compare your raters' scores with you own. The horizontal scale represents the scores on the 5-item scale.

### Average Ratings For Each Area Of Competence

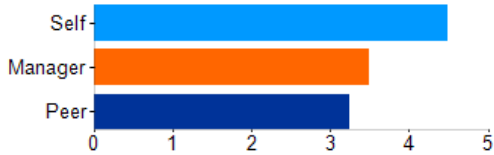
1. Achievement Orientation



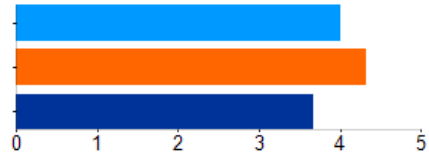
2. Self-Development



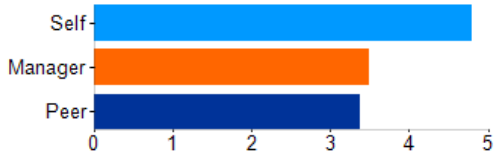
3. Commercial Awareness



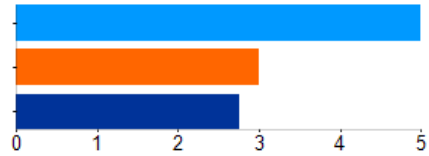
4. Applied Professional Skills



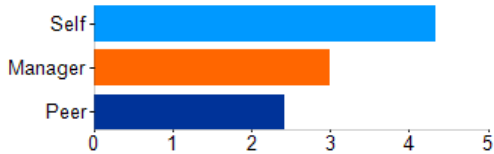
5. Customer Focus



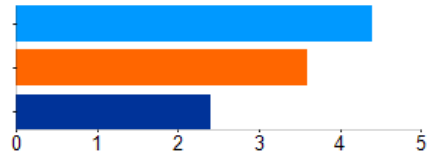
6. Concern for Excellence



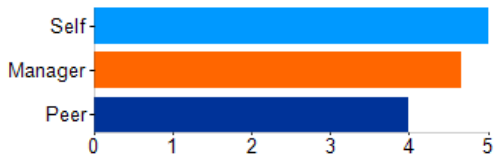
7. Teamwork



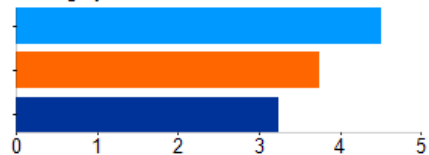
8. Communication



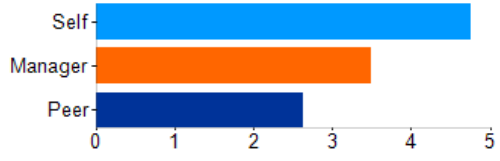
9. Motivation



10. Integrity



### 11. Planning and Organising



## 6. How others chose to describe you

Raters were offered several words and asked to select 3 words that they felt they could apply to your performance. Any words that raters' chose will appear here. The bigger the word, the more times it was selected.

1. Achievement Orientation

2. Self-Development

3. Commercial Awareness

4. Applied Professional Skills

5. Customer Focus

6. Concern for Excellence

7. Teamwork

8. Communication

9. Motivation

10. Integrity

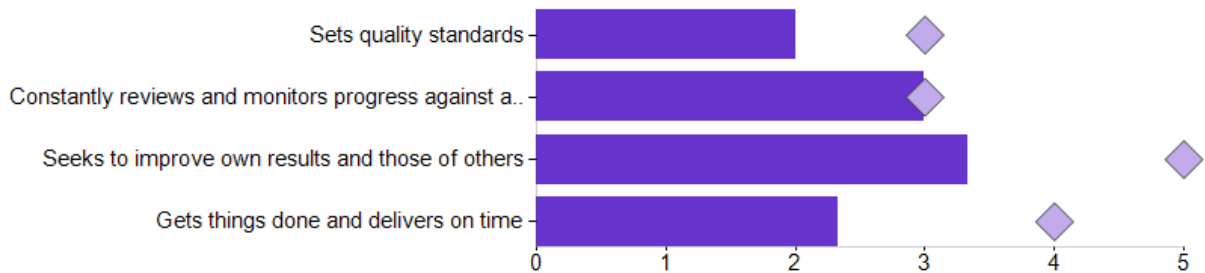
11. Planning and Organising

## 7. Competency Ratings Details

The following charts show you the average scores of each skill/behavior that forms a competency. We don't draw a distinction between your rater types here (e.g. manager, team member etc.) as the purpose of these charts is to show you, the subject, as represented in the form of a diamond- the deviation between your self-ratings and the perceptions of people around you. Additionally, you will find randomly selected comments from your different rater types below each competency chart. Those comments underpin the scores with something tangible and 'real' to help you identify the changes you may need to make in your daily work life.

Diamond is you and the bar is the average for raters. The following charts show you the average scores of each skill/behavior that forms a general competency versus the consolidated perception of the raters. Below the charts, you will see a list of comments which have been given by you and your raters for this skill/behavior.

### 1. Achievement Orientation



#### Statement

#### Comment

#### Self:

Gets things done and deli...

Yes, I always try it.

#### Manager:

Gets things done and deli...

He tries to be proactive

#### Peer:

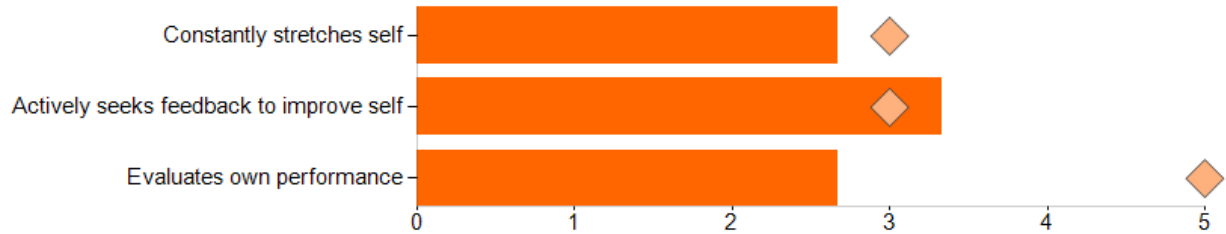
Seeks to improve own resu...

Good at this

Constantly reviews and mo...

Yes, most of the times.

## 2. Self-Development



Statement	Comment
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**Self:**

Actively seeks feedback t...	Not a strength but working on it
------------------------------	----------------------------------

**Manager:**

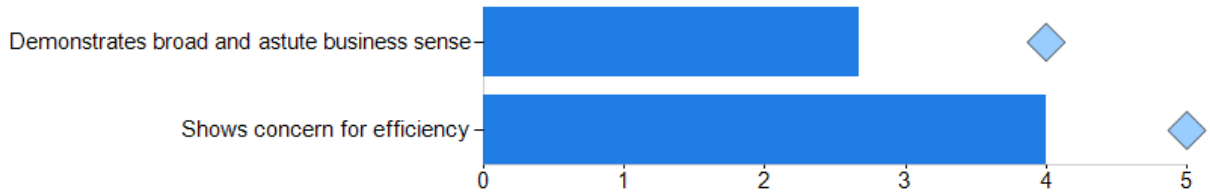
Actively seeks feedback t...	Not his strength this but he is good at implementing
------------------------------	--

**Peer:**

Evaluates own performance...	I am not aware of this. He does it occasionally
------------------------------	--

Actively seeks feedback t...	I sometimes operate on these statistics
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### 3. Commercial Awareness



#### Statement

#### Comment

##### Self:

Demonstrates broad and as...	I usually consider it.
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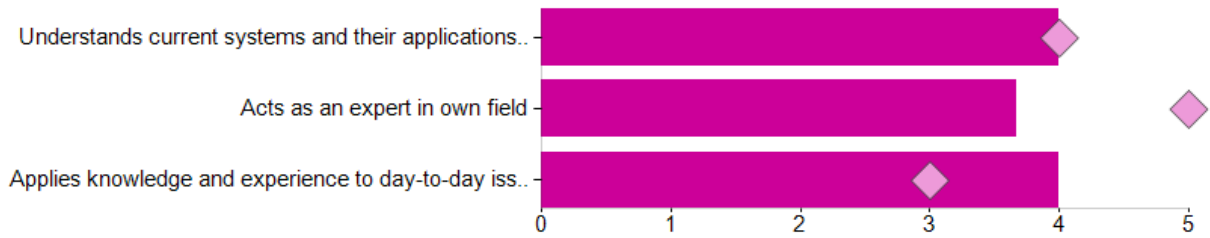
##### Manager:

Shows concern for efficie...	He sincerely tries
------------------------------	--------------------

##### Peer:

Shows concern for efficie...	He tries to.
	He tries to do it most of the time

#### 4. Applied Professional Skills



**Statement** **Comment**

**Self:**

Acts as an expert in own ...	Definitely
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**Manager:**

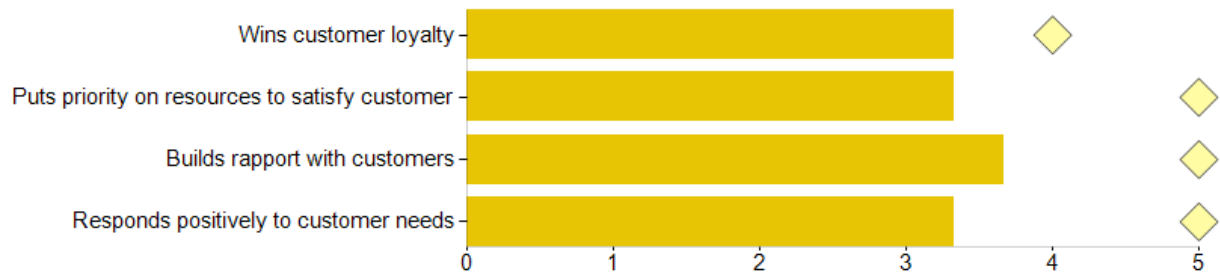
Applies knowledge and exp...	He alsoways play by the rules and that is good for all of us
------------------------------	--

**Peer:**

Understands current syste...	I think he does.
------------------------------	------------------

Applies knowledge and exp...	He tries hard at this
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## 5. Customer Focus



Statement	Comment
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### Self:

Builds rapport with custo...	She always does
Wins customer loyalty	I always try my best.

### Manager:

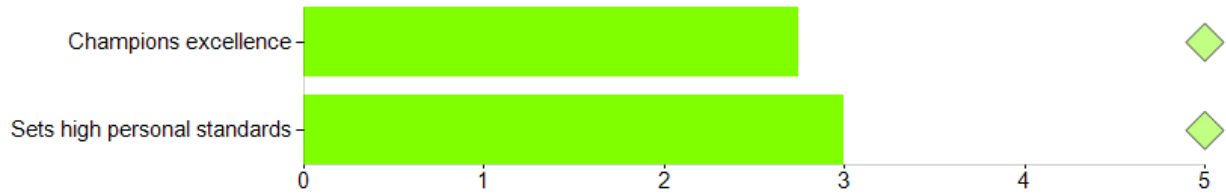
Responds positively to cu...	He always tries his best
Puts priority on resource...	Tom is caring and listens well

### Peer:

Puts priority on resource...	Yes a lot.
Responds positively to cu...	He tries
Wins customer loyalty	Most of the times



## 6. Concern for Excellence



### Statement

### Comment

#### Self:

Champions excellence	I always appreciate good performers.
----------------------	--------------------------------------

#### Manager:

Sets high personal standa...	Most probably he does.
------------------------------	------------------------

#### Peer:

Sets high personal standa...	I think so.
------------------------------	-------------

Champions excellence	I think he does
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## 7. Teamwork



Statement	Comment
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**Self:**

Plays an active role in t...	Most of the times I do this.
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**Manager:**

Contributes to team achie...	He definitely thinks this is important
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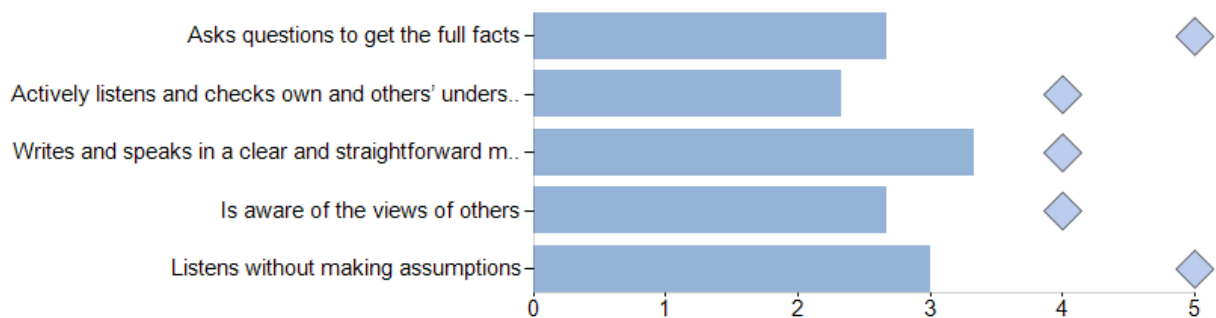
**Peer:**

Plays an active role in t...	He does.
------------------------------	----------

Puts team achievement abo...	Is this part of his role? I am not aware. Sometimes
------------------------------	--

Contributes to team achie...	Most of the times.
------------------------------	--------------------

## 8. Communication



### Statement

### Comment

#### Self:

Is aware of the views of ...

She listens

Asks questions to get the...

This is exactly what I always do.

#### Manager:

Listens without making as...

He also always gives attentions to his peers and team members

Actively listens and chec...

There are places for improvement

#### Peer:

Listens without making as...

Seldom

Occasionally

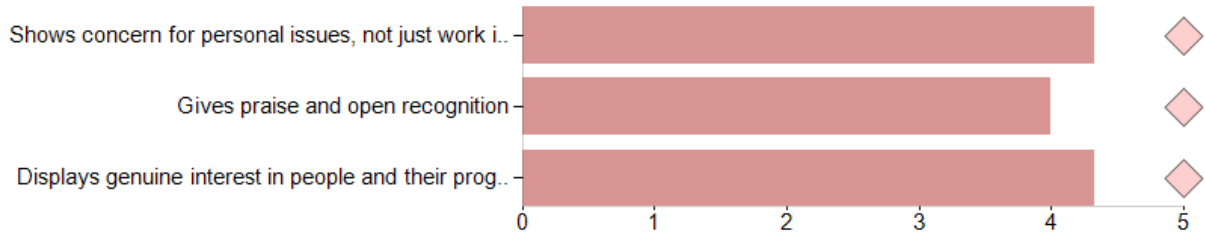
Is aware of the views of ...

Sometimes

Writes and speaks in a cl...

Seldom but it has its perks

## 9. Motivation



### Statement

### Comment

#### Self:

Gives praise and open rec...

All the times.

Shows concern for persona...

I love my teams and colleagues.

#### Manager:

Displays genuine interest...

Tom could do better with this I think

#### Peer:

Displays genuine interest...

Sometimes

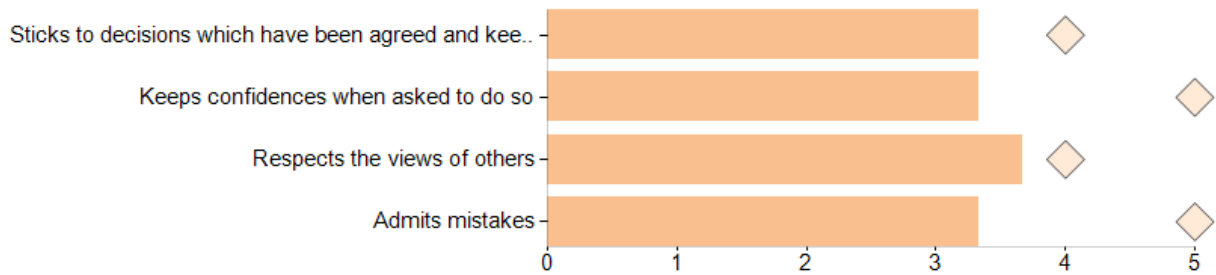
It is a key ingredient for success

Shows concern for persona...

He does show empathy.

Very likely

## 10. Integrity



### Statement

### Comment

#### Self:

Admits mistakes	I always want to be crystal clear.
Keeps confidences when as...	Every single time.

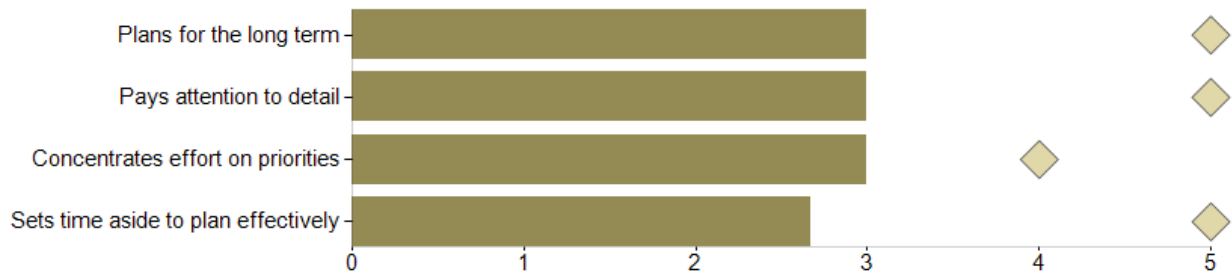
#### Manager:

Admits mistakes	Not the clearest of communicators!
Keeps confidences when as...	Tom is great at making things happen

#### Peer:

Respects the views of oth...	Not much laughter in the office generally. A great way to interact with team
Admits mistakes	He tries.

## 11. Planning and Organising



### Statement

### Comment

#### Self:

Sets time aside to plan e...	Part of the role
Concentrates effort on pr...	Definitely
Pays attention to detail	All goals are relevant and useful!
Plans for the long term	Most times

#### Manager:

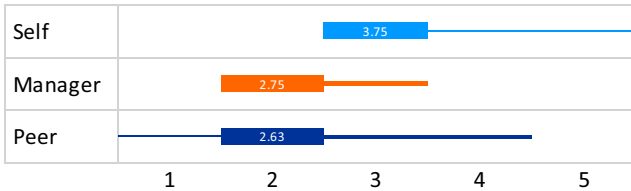
Plans for the long term	Tom is a great role model to us all on this. Especially with the VRR project, we all learnt so much about setting targets that were great.
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#### Peer:

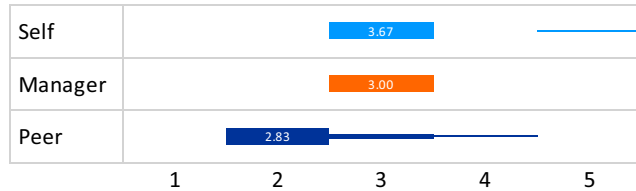
Sets time aside to plan e...	Not I'm aware of. Not very often.
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## 8. How consistent were the scores?

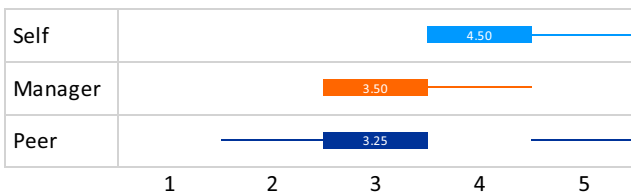
### 1. Achievement Orientation



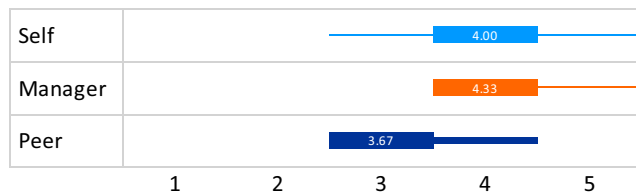
### 2. Self-Development



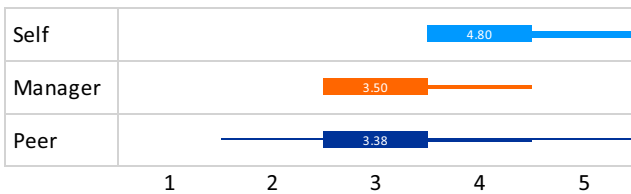
### 3. Commercial Awareness



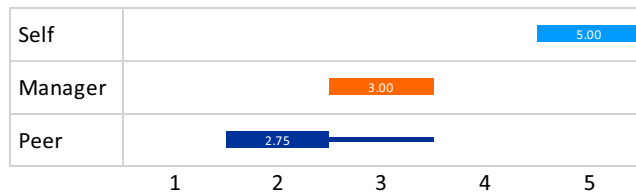
### 4. Applied Professional Skills



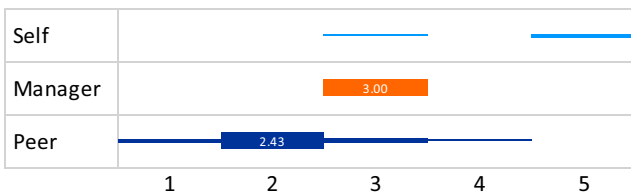
### 5. Customer Focus



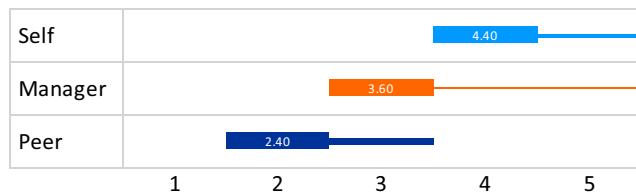
### 6. Concern for Excellence



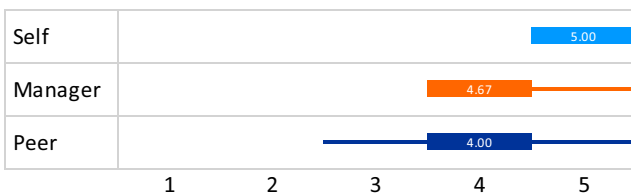
### 7. Teamwork



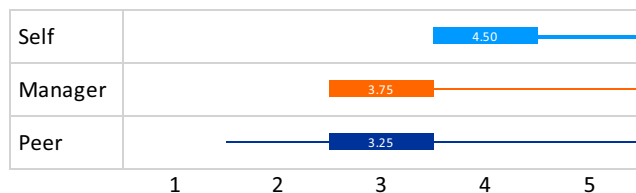
### 8. Communication



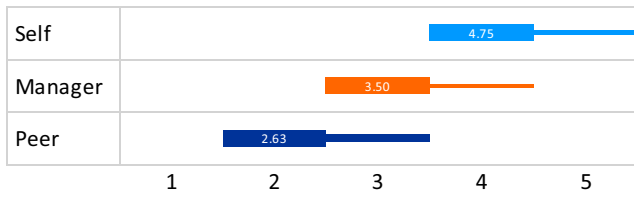
### 9. Motivation



### 10. Integrity



## 11. Planning and Organising



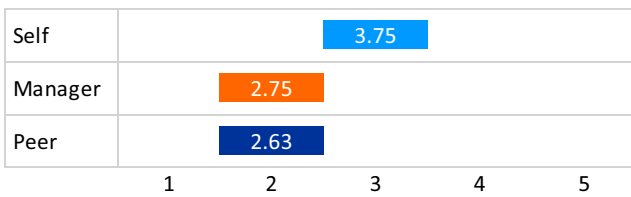


## 9. Summary of Competency Range

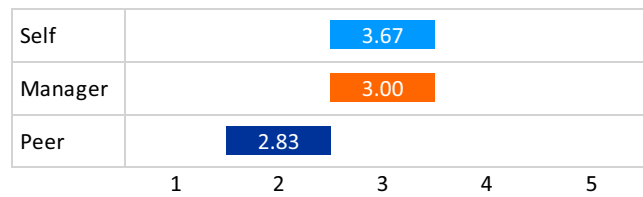
The following charts show you the range of ratings for each competency. The width of the bars indicates the range of scores for each rater type. The numbers within the bars give you the average scores that you received.

### Range of Ratings for Each Area of Competence

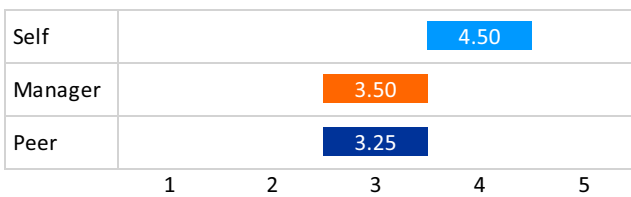
#### 1. Achievement Orientation



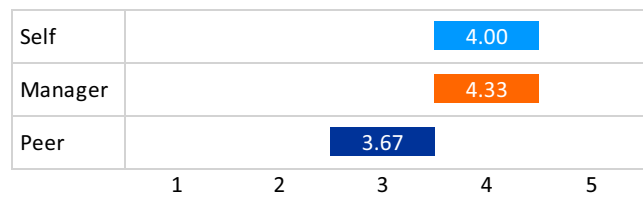
#### 2. Self-Development



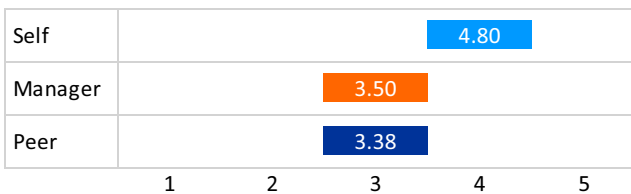
#### 3. Commercial Awareness



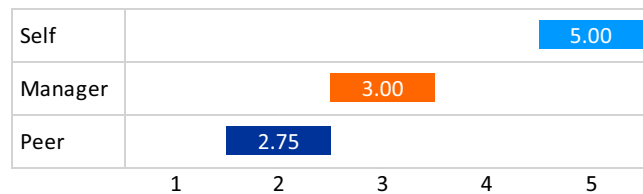
#### 4. Applied Professional Skills



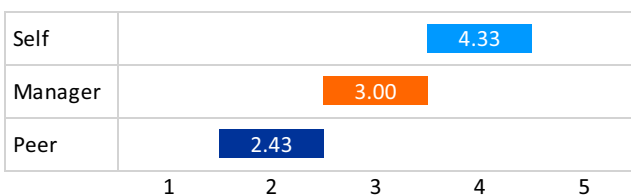
#### 5. Customer Focus



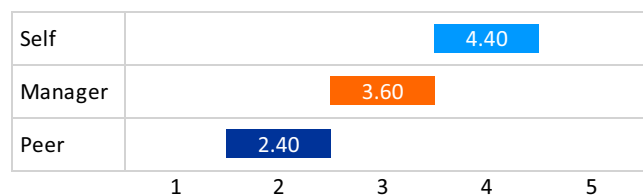
#### 6. Concern for Excellence



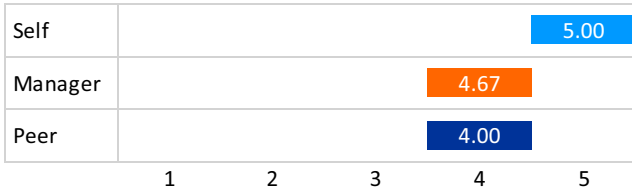
#### 7. Teamwork



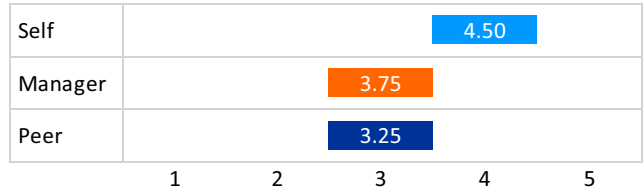
#### 8. Communication



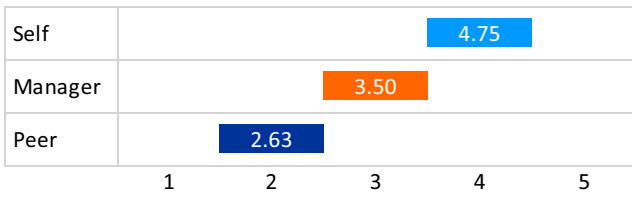
### 9. Motivation



### 10. Integrity



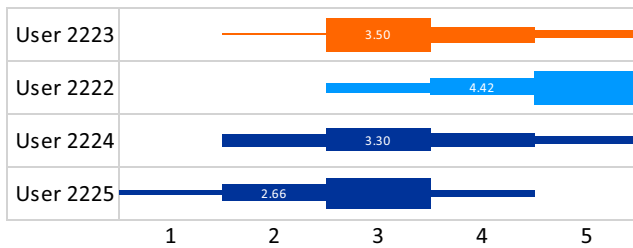
### 11. Planning and Organising



## 10. Comparison of the scores received from all raters

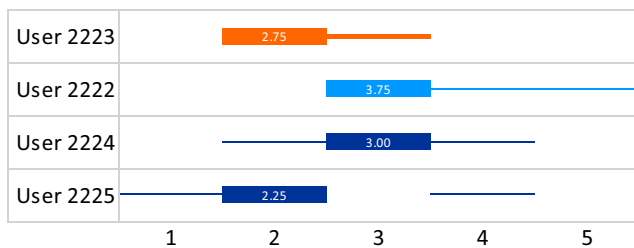
These charts demonstrate the range of opinions which your raters have of you. Your average score is shown as a number within the bars. Each Rater is encoded by an ID number. This is useful for seeing the degree of agreement between Raters of a single relationship (e.g. Do all of your team members rate you higher than your manager?), as well as for revealing when a Rater hasn't tried to differentiate (e.g. by putting the same score for every question as 'neutral').

### Competency Summary

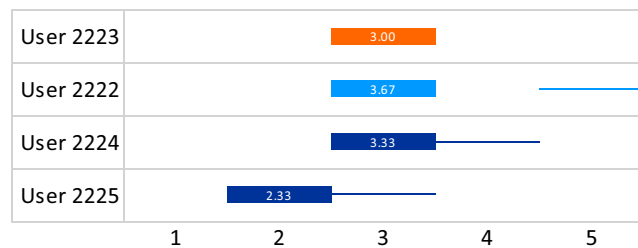


### Ratings For Individual Competencies

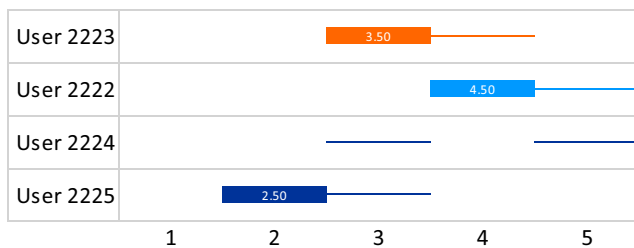
#### 1. Achievement Orientation



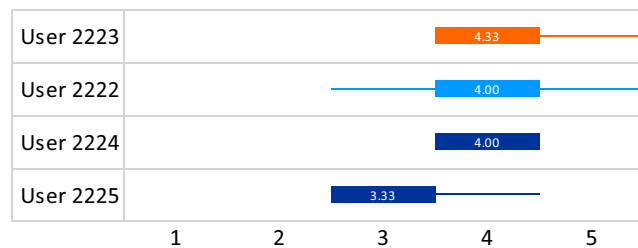
#### 2. Self-Development



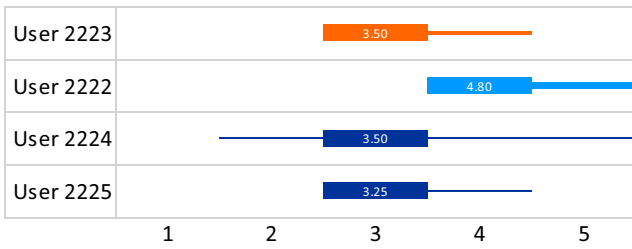
#### 3. Commercial Awareness



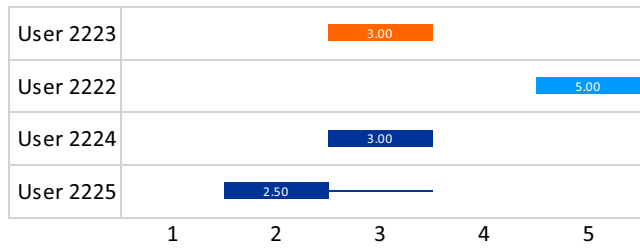
#### 4. Applied Professional Skills



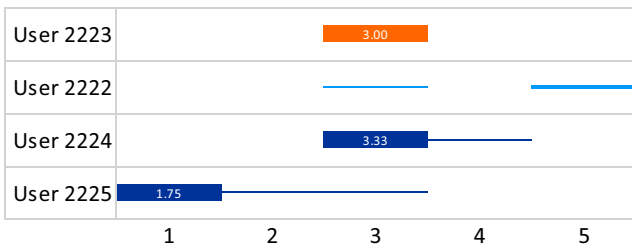
### 5. Customer Focus



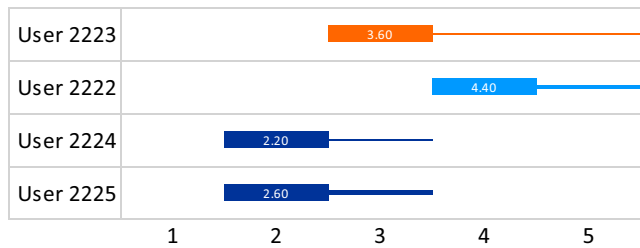
### 6. Concern for Excellence



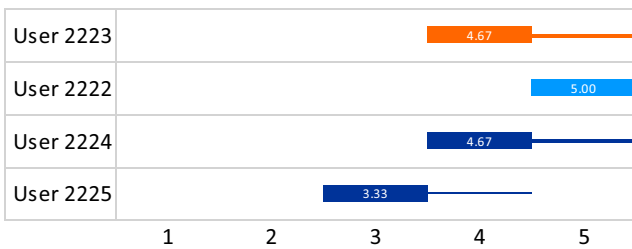
### 7. Teamwork



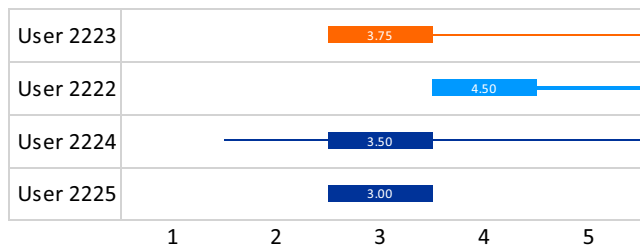
### 8. Communication



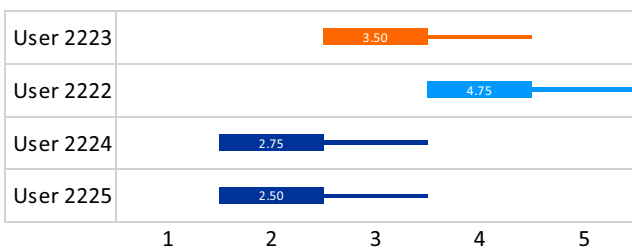
### 9. Motivation



### 10. Integrity



### 11. Planning and Organising



## 11. Your top 10 Competencies vs your lowest 10 Competencies





This section shows you, your highest and lowest rated competencies. This will help you to identify and reinforce your strong areas and also highlight the areas where you need to improve.

### Highest Rated Competencies

Statement	Average Rating
Displays genuine interest in people and their progress	4.3
Shows concern for personal issues, not just work issues	4.3
Gives praise and open recognition	4
Shows concern for efficiency	4
Applies knowledge and experience to day-to-day issues	4
Understands current systems and their applications	4
Acts as an expert in own field	3.7
Builds rapport with customers	3.7
Respects the views of others	3.7
Keeps confidences when asked to do so	3.3

### Lowest Rated Competencies

Statement	Average Rating
Sets quality standards	2
Puts team achievement above personal achievement	2
Actively listens and checks own and others' understanding	2.3
Gets things done and delivers on time	2.3
Sets time aside to plan effectively	2.7
Evaluates own performance	2.7
Constantly stretches self	2.7
Demonstrates broad and astute business sense	2.7
Asks questions to get the full facts	2.7
Is aware of the views of others	2.7

- |  |   |   |  |   |
|--|---|---|--|---|
|  1. Achievement Orientation  |  2. Self-Development |  3. Commercial Awareness |  4. Applied Professional Skills |  5. Customer Focus |
|  6. Concern for Excellence   |  7. Teamwork         |  8. Communication        |  9. Motivation                  |  10. Integrity     |
|  11. Planning and Organising |   |   |  |   |

## 12. How everyone responded to our open questions

In this section, your Raters were asked to give specific feedback regarding your performance and behavior in particular work situations.

### 1. Give a skill/behaviour Tom should continue to do and that you found valuable.

#### Self

- I want to have team briefings with my colleagues before each new project or assignment.

#### Manager

- He needs to be more proactive in his approach, should be more communicative and contact me to ask questions as this will help him to be more productive.

#### Peer

- He needs to share his ideas with us as we do with him so we are on the same page.
- Writing and documenting in reports and emails the results of tests of each analysis would be a good place to start.

### 2. Give a skill/behaviour Tom should do less of because it was not helpful?

#### Self

- Pressuring my team when there is more time to complete a task.

#### Manager

- Tom needs to stop spending so much time exploring and trying to do it all himself. That's why I am here and the other team members might be able to help also.

#### Peer

- Information sometimes may be presented with a tone, or air of superiority that is not appropriate. There are many times when the receiving party may not have the background to understand many of the details without some explanation.
- Tom needs to stop constantly giving frequent directions and vague reasons. To be a little more aware that others aren't always keeping pace with his explanations and knowledge.

### 3. Please give 3 examples of Tom demonstrating a positive experience working with others over the last year. What was good about it? How did Tom contribute? E.g. Very supportive to our business, Joe recently, undertook an emergency job that had to be completed and he worked through the night to complete the updating of documents.

#### Self

- I want to continue preparing activities for the learners. Set-up exercises on each level. Give hands-on training where necessary.

#### Manager

- He must continue to learn our products. Explore new avenues to grow business. Consult with customers to received in-depth feedback.

#### Peer

- Continue to be proactive in demonstrating the strengths of the system. Willingness to share your knowledge. Empathy for the team
- Share technical issues that you've discovered so our team functions better. Coordinate more with team. Conduct regular team status meetings

### 4. Please select at least 5 keywords that describe Tom best

academic cultured entertaining protective relieved skillful technical thoughtful  
thrifty unusual upbeat

**5. Can you highlight any significant achievements or disappointments in Tom's work over the past year?**

**Self**

- I have been achieving team targets three years in a row.

**Manager**

- Start to let us know when not in the office and out on training

**Peer**

- He should give us an update about our progress on a weekly basis, very brief.
- Should start providing a little more direction, an idea where we're headed. Set more aims and objectives for task.

**6. Do you have any other comments that would help Tom in professional development? This is especially in areas related to the role.**

**Self**

- I want more training and exposure

**Manager**

- Start to let us know when not in the office and out on training.

**Peer**

- He should start providing a little more direction, an idea where we're headed. Set more aims and objectives for task.
- Should give us an update about our progress on a regular basis.

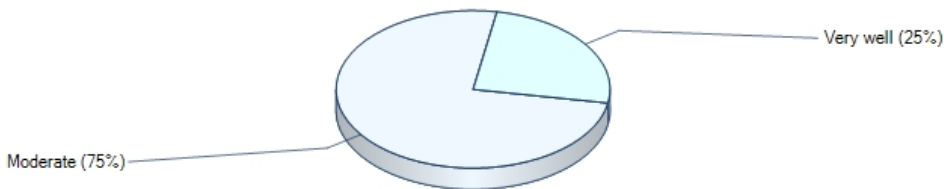
## 13. Questions only asked of your raters

In this section, your Raters were asked to give specific feedback regarding your performance and behavior in particular work situations.

### 1. How well do you know Tom in person?

**Options:**

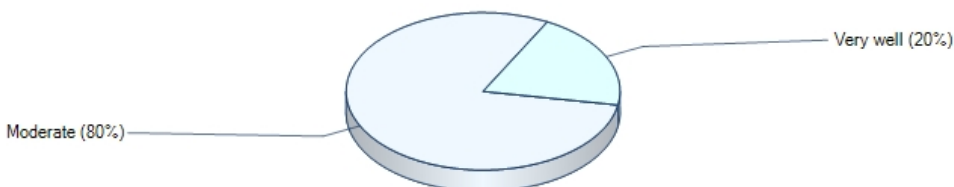
1. Not very well
2. fairly well
3. Moderate
4. Very well
5. extremely well



### 2. What is/was your working relationship with Tom ? (please specify)

**Options:**

1. Not very well
2. fairly well
3. Moderate
4. Very well
5. extremely well

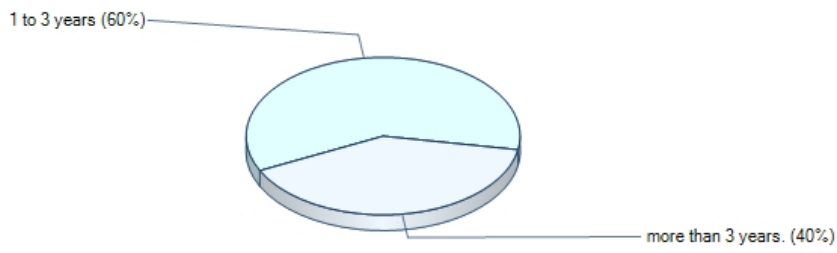




### 3. How long have you known Tom within the work environment?

**Options:**

1. Less than a year
2. 1 to 3 years
3. more than 3 years.



## 14. Questions only asked of yourself

In this section only you were asked these questions.

## 15. My Plan of action

This section will enable you to reflect on the findings of the report.

Firstly, consider what this report has confirmed for you with regards to your performance.

Secondly, consider where this report has surprised you with regard to your performance.

Finally, identify 2 areas of your performance that you feel you need to focus your development on during your upcoming Management Development Programme.