

Exotic Excursions

360 Degree Survey Feedback

Mike Sample

Departmental Heads Survey

May 2001

Introduction

This report contains the results of your multirater assessment process. It presents ratings of your performance in your present job by yourself and others with whom you work.

The report contains two sections:

- an Executive Summary and Individual Profile Match (specific feedback on each of the behaviours from all raters).

Summary

Shown below are the overall average ratings of your performance by each group. Also shown are the standard deviations for each average, indicating the variability of ratings around the average.

Respondent Group	Average Rating	Std Dev
Peer	2.6	0.68
Self	3.2	0.67
Direct Reports	3.0	0.86
Manager	2.9	0.30

Summary

The table below shows the average of your ratings for each dimension for all respondents (excluding your own ratings).

Competency	Average Rating
1. Manages uncertainty	3.0
2. Anticipates future changes	3.1
3. Responds to future changes	3.1
4. Responds to changing demographics in the	2.9
5. Scans and interprets environment	3.2
6. Makes strategic plans	3.0
7. Creates an energised environment	2.8
8. Empowers others to act	2.6
9. Networks and builds strategic alliances	2.8
10. Manages relationships	2.7
11. Develops commercial awareness	3.2
12. Applies commercial judgement	3.3
13. Acts decisively	2.9
14. Moves forward	2.9
15. Sets performance targets	2.6
16. Achieves performance	3.0
17. Monitors performance	2.9

Individual Profile Match

The Individual Profile Match compares your self-assessment with your colleagues' assessment of your performance for your present job.

The first part of the report shows the number of raters in each category (e.g. self, manager, direct reports, external customers, internal customers and peers).

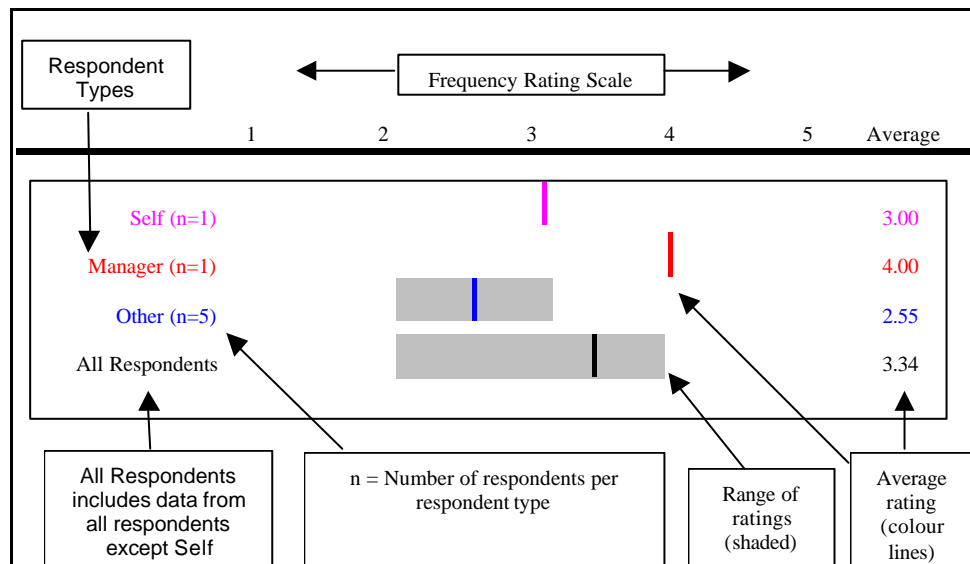
The performance rating shown under each dimension heading shows the result for group ratings using the following scale:

- 4: Outstanding
- 3: Commendable
- 2: Competent
- 1: Unsatisfactory

The importance rating is reflected as criticality and the ratings are as follows:

- 4: Very Critical
- 3: Critical
- 2: Reasonably Critical
- 1: Not Critical

The range of ratings for each group is shown by the grey shaded horizontal bar. Average ratings for each group are indicated by the coloured vertical bar. Criticality ratings for each group are indicated by the black heavy bar.



Individual Profile Match

Individual Profile Match

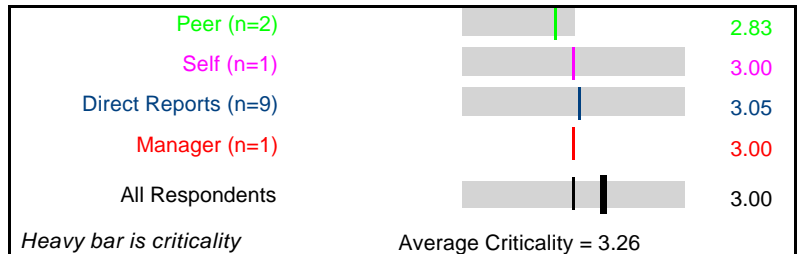
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

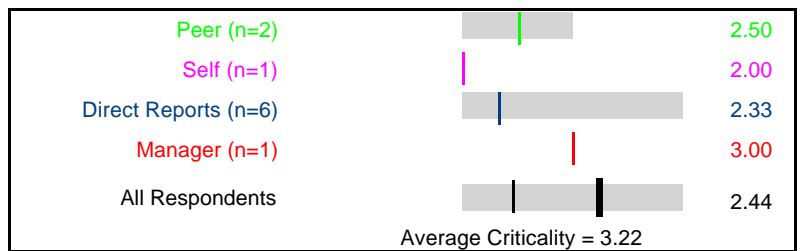
1 2 3 4

Average Rating

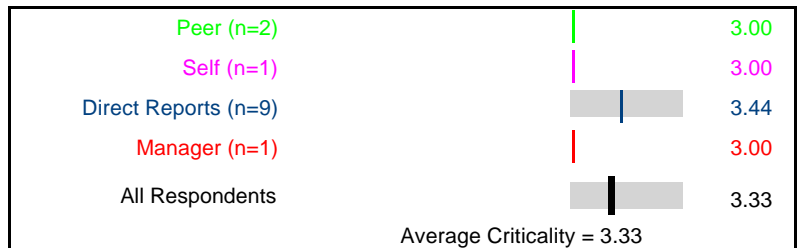
1.0 Manages uncertainty



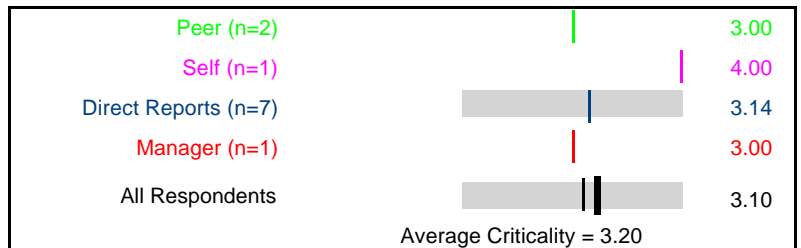
05 Sees what will be required tomorrow today, extrapolates from the known future, & plans ahead 1-2 years out.



21 Recognises the need to move forward and makes decisions in the face of uncertainty and ambiguity.



34 Takes balanced risks outside what is known & comfortable to support the creation of the unseen future.



Individual Profile Match

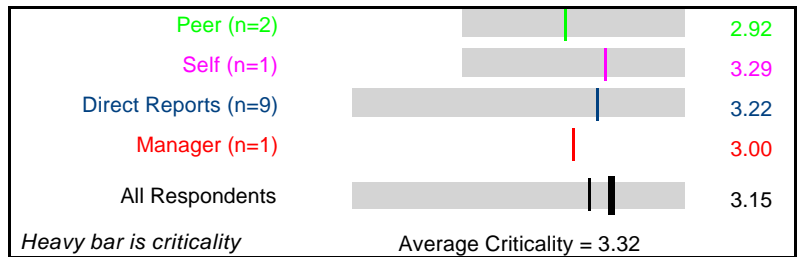
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

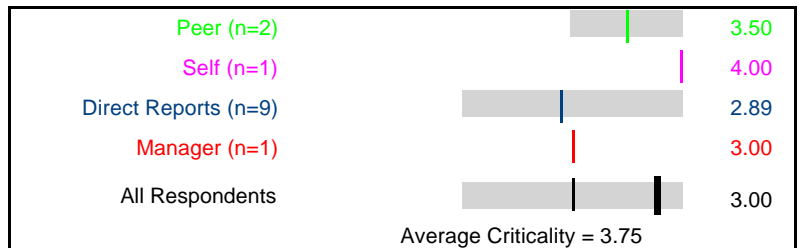
1 2 3 4

Average Rating

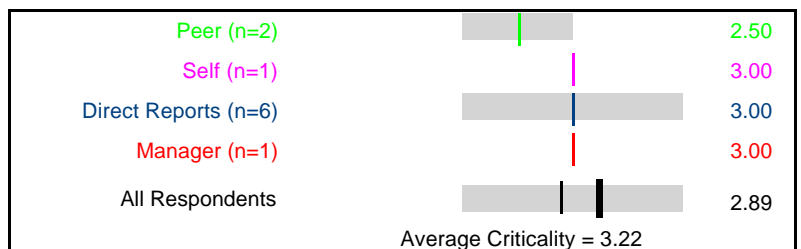
2.0 Anticipates future changes



01 Realises that the future lies in doing business on customers' terms not just doing it on Bank's terms.



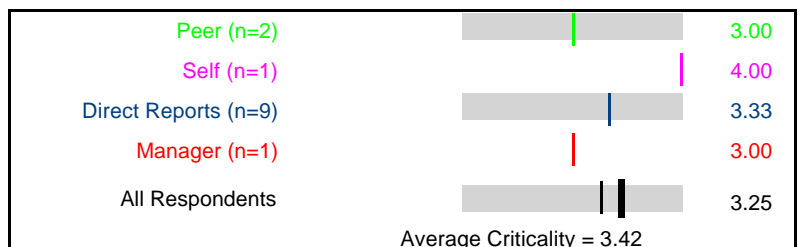
17 Anticipates customers' needs by interpreting emerging trends and sees possible long term benefits to customers.



28 Prepared to challenge what has been built in the past.



41 Constantly questions the status quo, and looks for ways to make things operate more effectively.



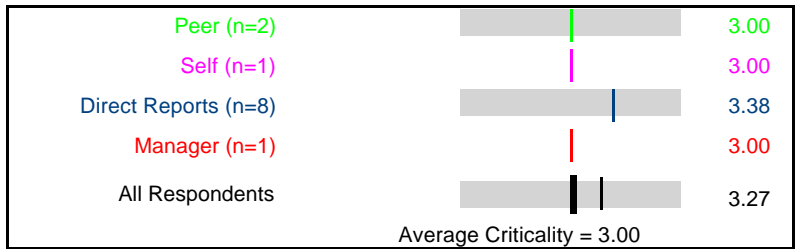
Individual Profile Match

Level of Performance Current Job

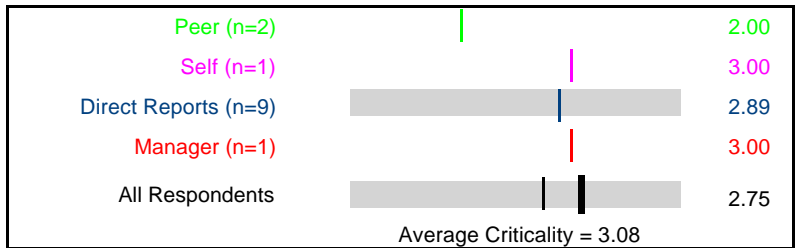
Unsatisf'y Competent C'mendable Outstanding

1 2 3 4 Average Rating

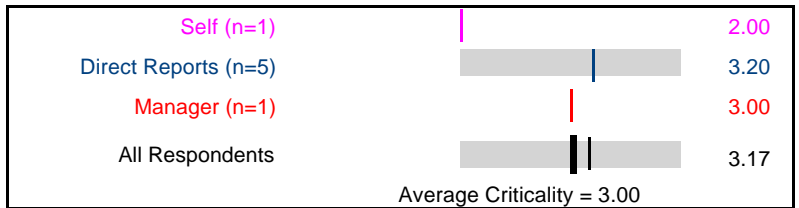
58 Actively gathers and interprets intelligence about future trends in the business, political and social environment.



66 Prepares for managing in an environment of flexible business structures & resourcing.



72 Questions traditional ways of working with different cultural groups internally & externally.



Individual Profile Match

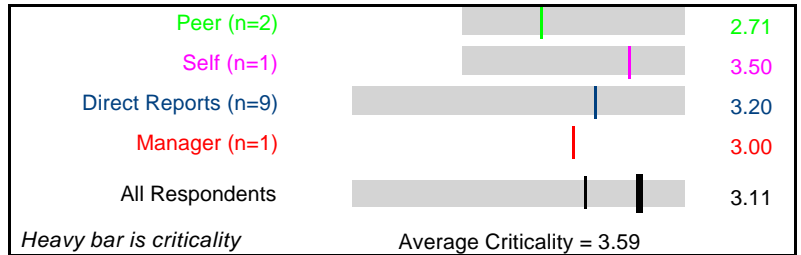
Level of Performance Current Job

Unsatisf'ry Competent C'mendable Outstanding

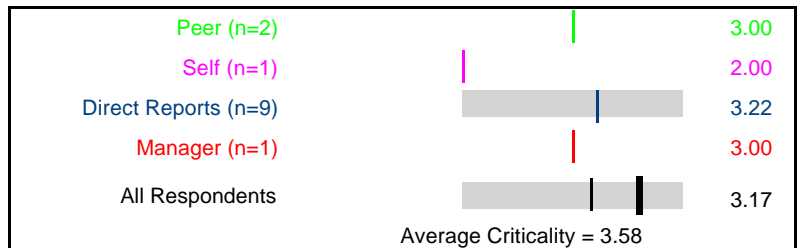
1 2 3 4

Average Rating

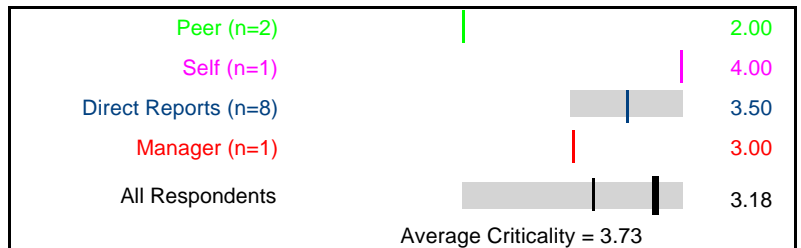
3.0 Responds to future changes



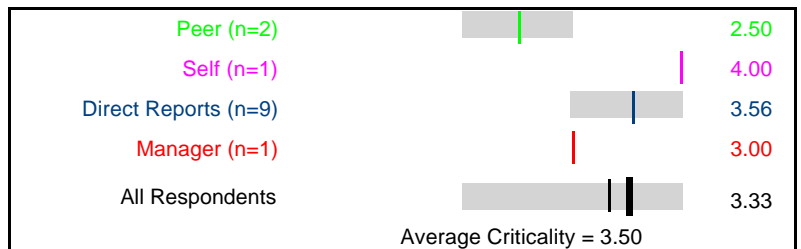
04 Realigns departmental planning, processes and practices to meet corporate plan & customer objectives over the next 1 to 2 years.



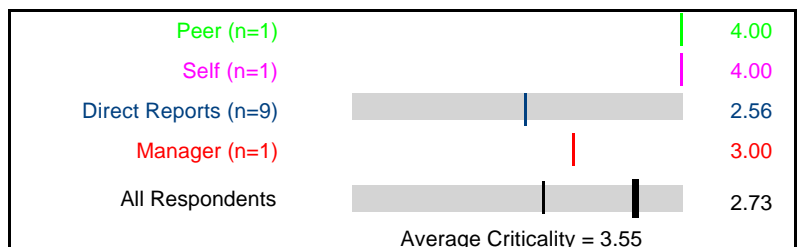
18 Actively contributes to Divisional planning and change initiatives.



49 Prepared to terminate practices that do not meet emerging customer needs, even if these are part of banking tradition.



60 Ensures that the climate within the Department is receptive to change.



Individual Profile Match

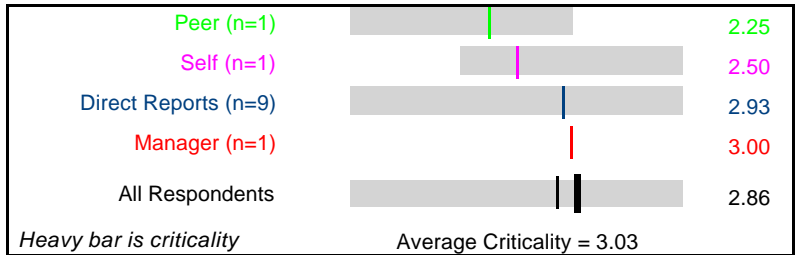
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

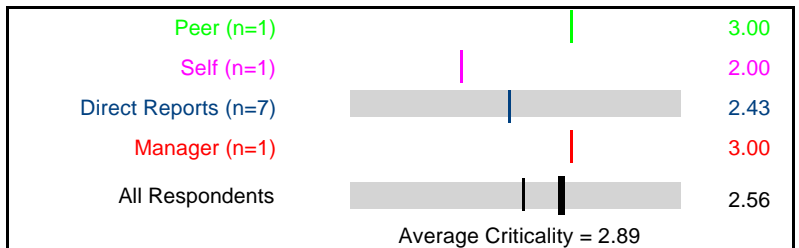
1 2 3 4

Average Rating

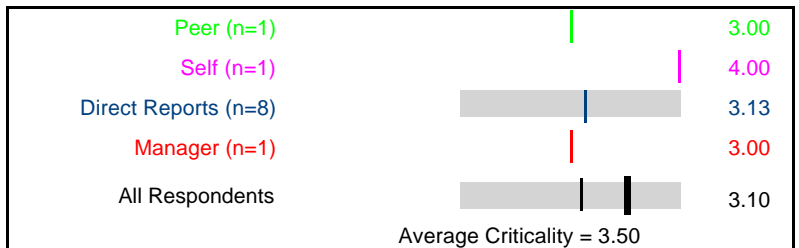
4.0 Responds to changing demographics in the workplace



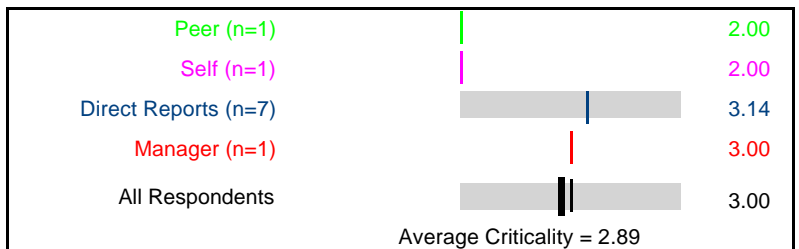
35 Champions and nurtures diversity in the workplace.



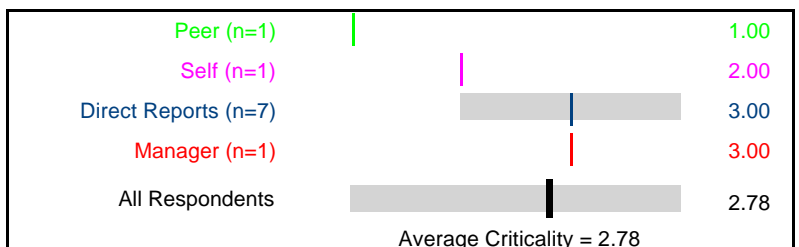
42 Puts plans in place which build on current & future capabilities to meet future business requirements.



59 Positions the Bank as an employer of choice both internally and externally through changes in work practices.



67 Anticipates social and demographic trends that are likely to have an impact on recruitment and people practices and positions the Department to proactively respond to these changes



Individual Profile Match

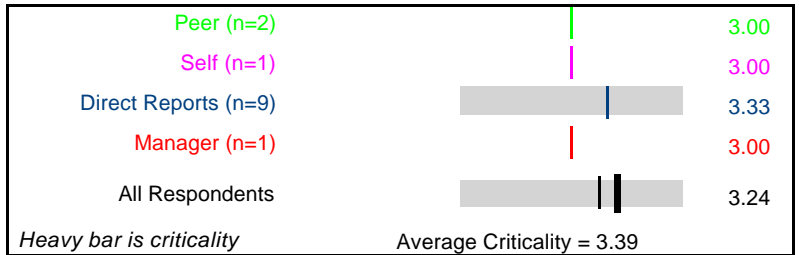
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

1 2 3 4

Average Rating

5.0 Scans and interprets environment



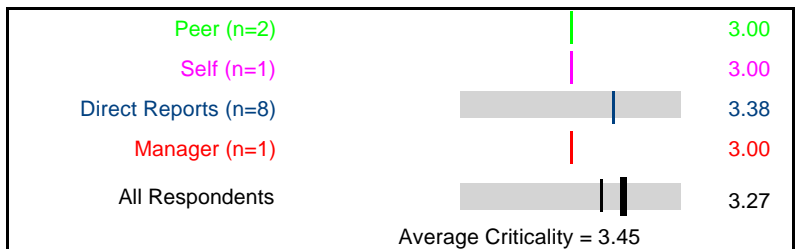
02 Actively gathers & interprets intelligence about community, regional, national & global trends beyond the Bank & banking industry for benchmarks.



29 Sees the whole of Bank perspective by understanding the interrelationships and interdependencies of processes and the impact of future actions.



61 Understands the impact & implications of business intelligence to customers, shareholders & the Bank.



Individual Profile Match

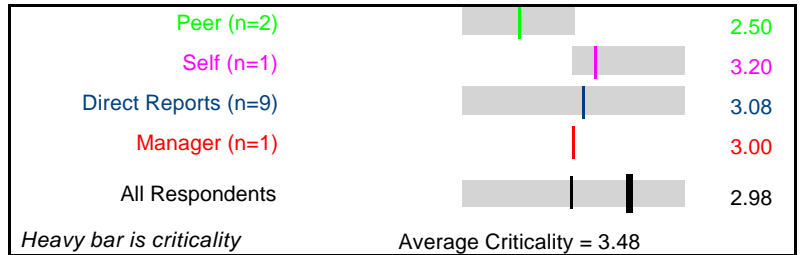
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

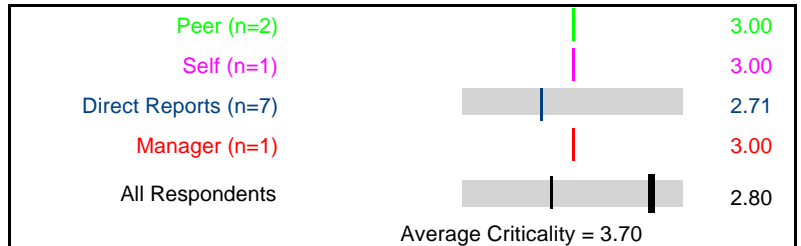
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Average Rating

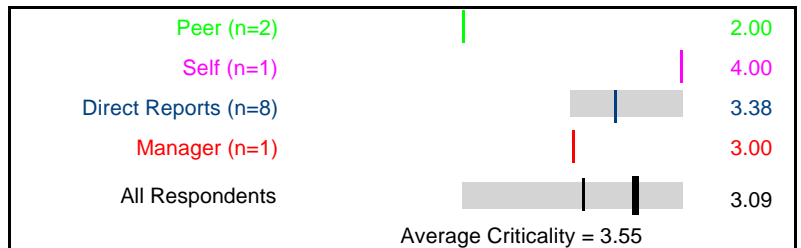
6.0 Makes strategic plans



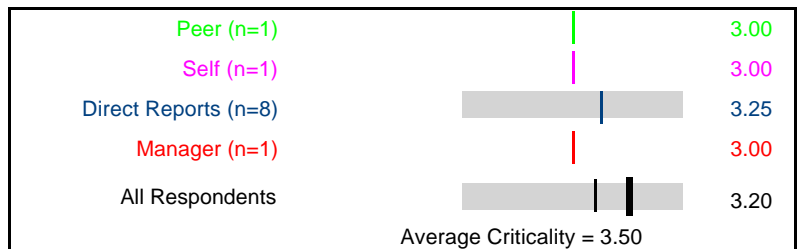
03 Thinks about today & next year & develops Department plan one to two years ahead.



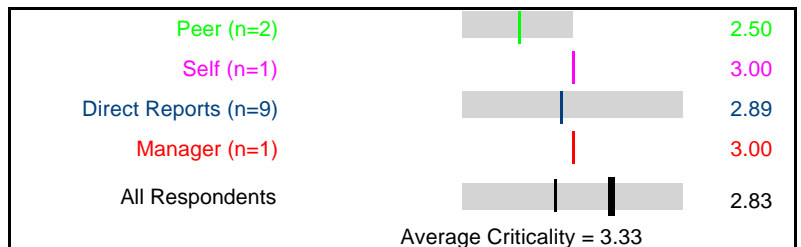
19 Actively contributes to the vision and strategy for the Division which supports overall organisational goals.



30 Identifies alternative approaches & weighs these up when implementing the strategy for the Department.



43 Demonstrates an ability to translate organisational and Divisional strategic objectives into Departmental objectives.



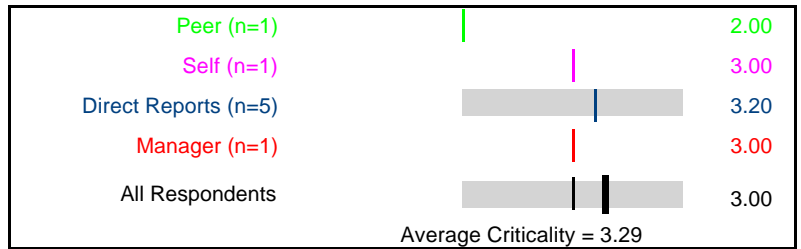
Individual Profile Match

Level of Performance Current Job

Unsatisf'ry Competent C'mendable Outstanding

1 2 3 4 Average Rating

50 Incorporates and translates external environmental information in order to anticipate customer needs, and develops plan for the Department to address these needs.



Individual Profile Match

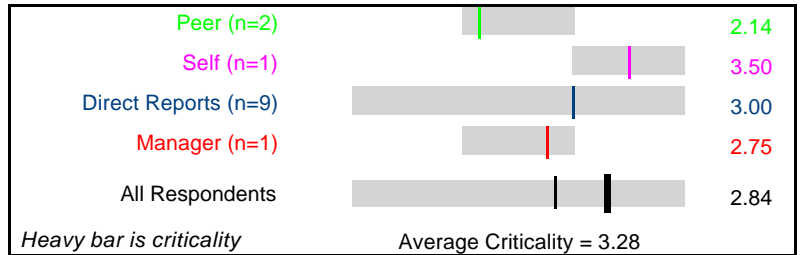
Level of Performance Current Job

Unsatisfy Competent C'mendable Outstanding

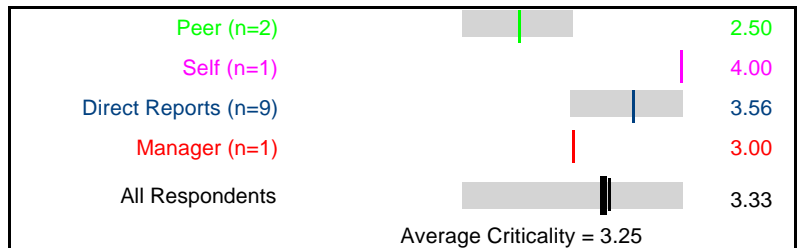
1 2 3 4

Average Rating

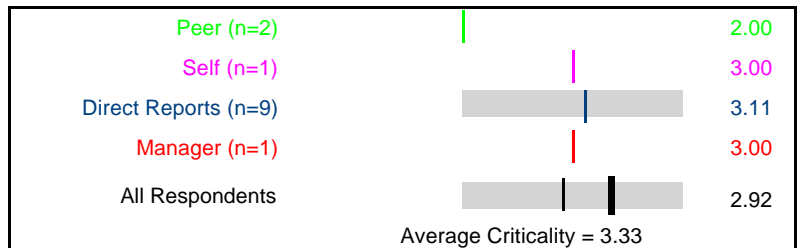
7.0 Creates an energised environment



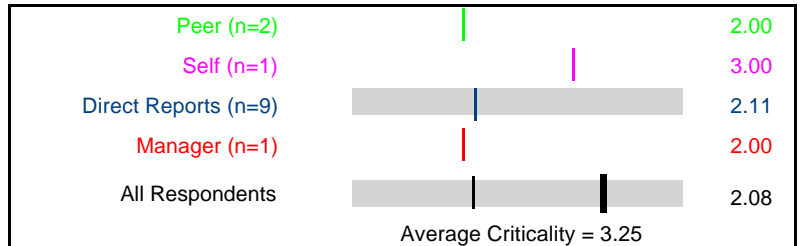
09 Champions own Department's needs and balances these against the needs of the Bank.



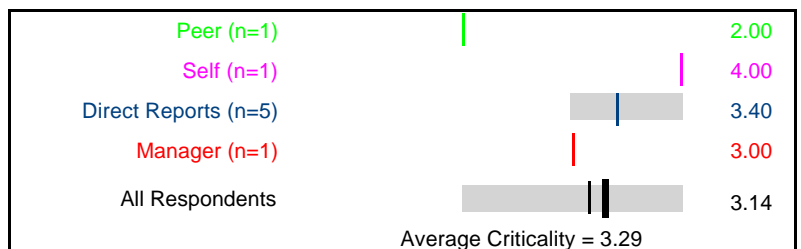
22 Exemplifies the Bank's Vision, Mission and Guiding Principles.



36 Communicates the vision and strategy for the Department, Division & Bank in a compelling, persuasive & easily understandable manner.



44 Actively identifies, supports and encourages the development of high potential people within their Department and across the Bank.



Individual Profile Match

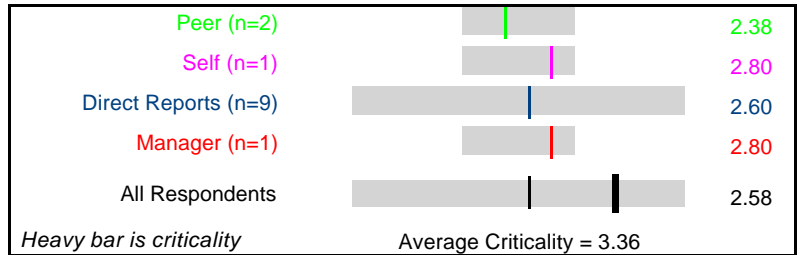
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

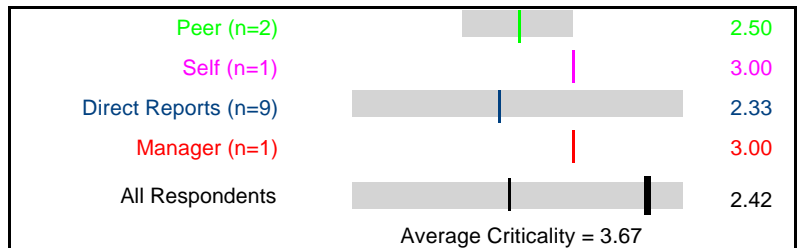
1 2 3 4

Average Rating

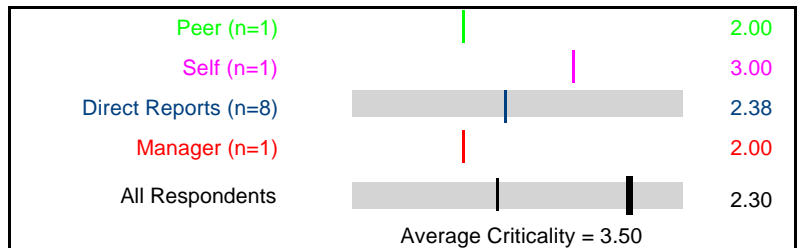
8.0 Empowers others to act



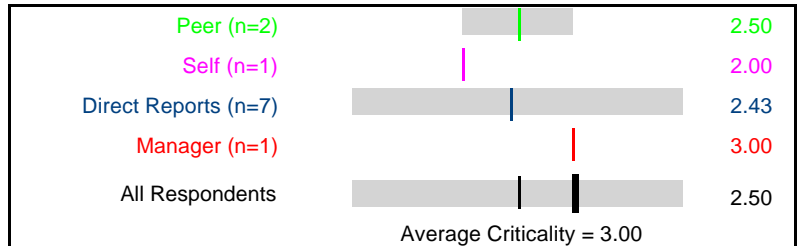
07 Demonstrates commitment to the development of people through creating & supporting an environment which is performance focused, innovative & learning-oriented, and recognises & rewards high performance.



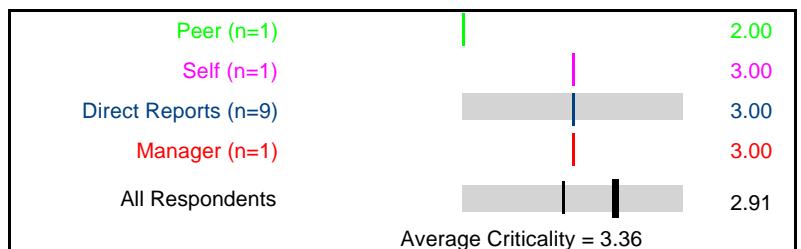
20 Creates team synergy and initiative by encouraging and rewarding team work and collaborative decision-making and supporting team-based decisions.



51 Adapts coaching style and delegates work to suit capability and experience base of individuals & team.



62 Sets realistic goals with others, includes 'stretch' goals to utilise & maximise capabilities within the team.



Individual Profile Match

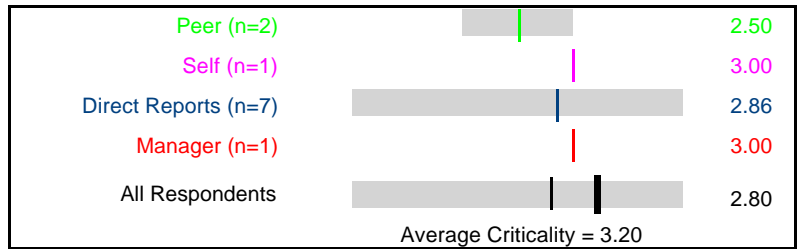
Level of Performance Current Job

Unsatisf'ry Competent C'mendable Outstanding

1 2 3 4

Average
Rating

70 Demonstrates the need for self and others to invest in and balance the needs of self, family & work.



Individual Profile Match

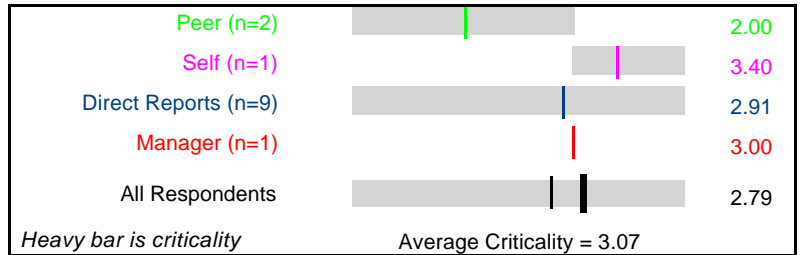
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

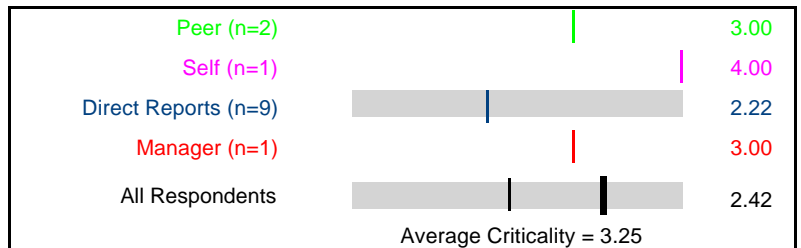
1 2 3 4

Average Rating

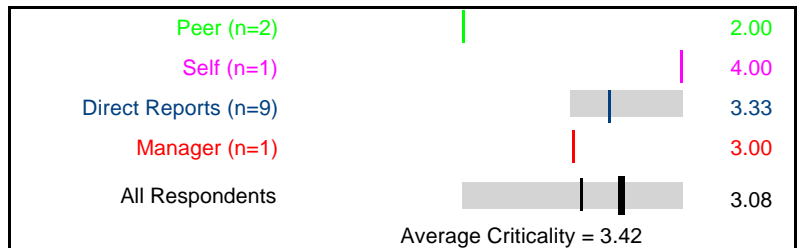
9.0 Networks and builds strategic alliances



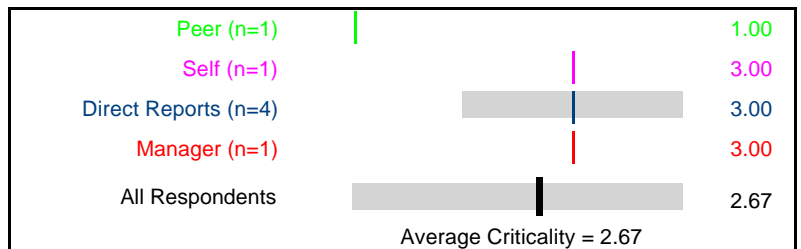
08 Highly visible in own Department and throughout the Bank.



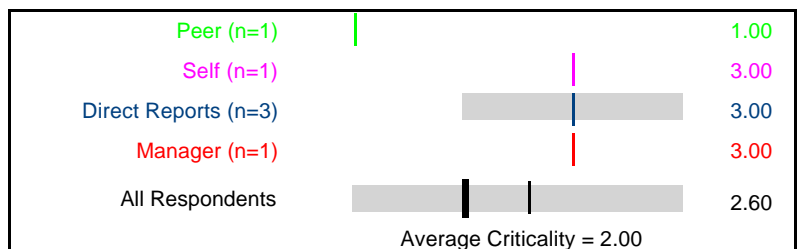
31 Actively supports and demonstrates commitment to Bank-wide initiatives



52 Builds, sustains and extends a strong & effective external network within speciality area.



68 Seeks out opportunities to serve on committees of community or professional organisations & draws upon this experience to relate it to current work practices.



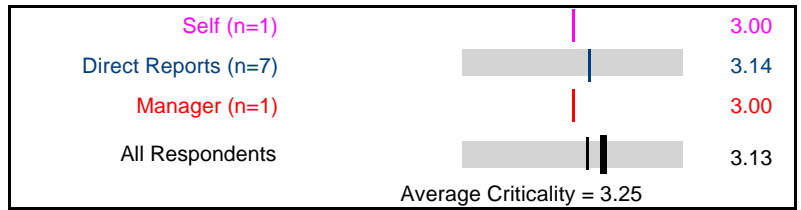
Individual Profile Match

Level of Performance Current Job

Unsatisf'ry Competent C'mendable Outstanding

1 2 3 4 Average Rating

73 Actively uses network to access information or obtain support to enhance decision making.



Individual Profile Match

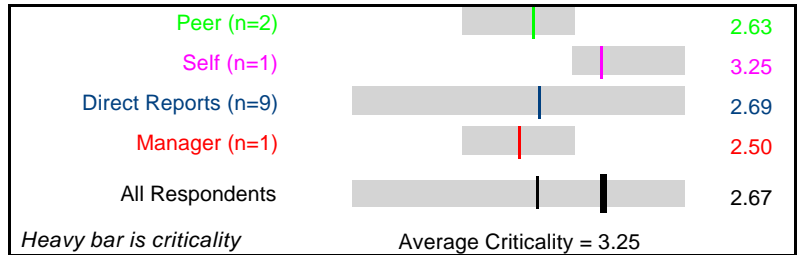
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

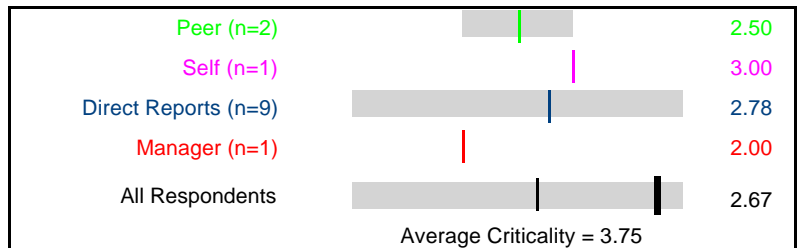
1 2 3 4

Average Rating

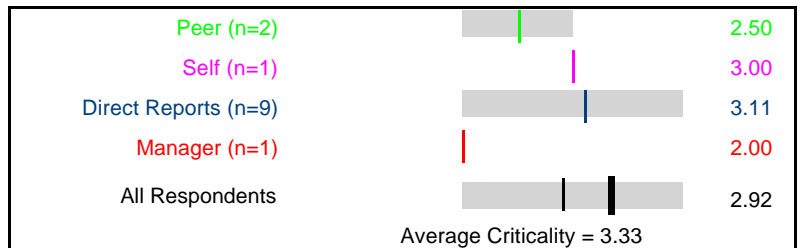
10. Manages relationships



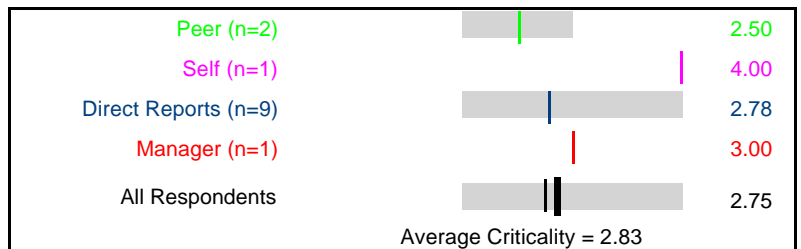
06 Exemplifies the Guiding Principles in all interactions.



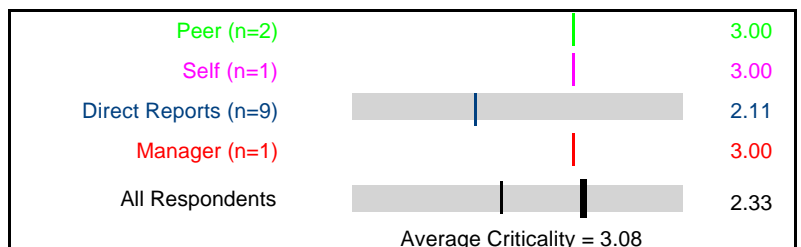
45 Following open discussion, supports and promotes decisions made by the Bank, even if contrary to own point of view.



63 Uses simple, non-jargon language in communicating with others.



69 Adapts style to suit audience needs across all levels of the Bank & external organisations.



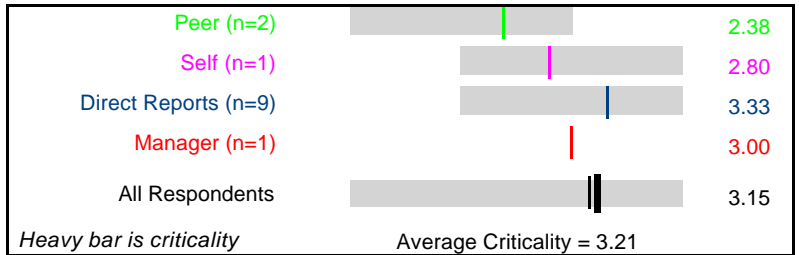
Individual Profile Match

Level of Performance Current Job

Unsatisf'ry Competent C'mendable Outstanding

1 2 3 4 Average Rating

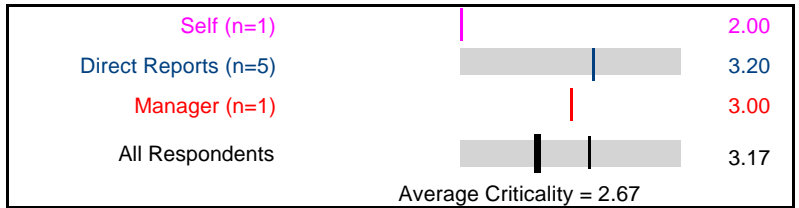
11. Develops commercial awareness



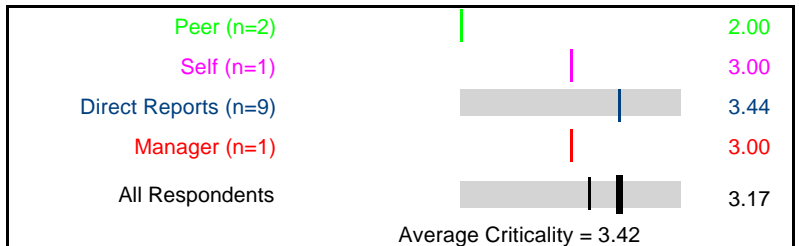
11. Acquires broad business knowledge and analyses the available information & interprets it based on experience & available facts.



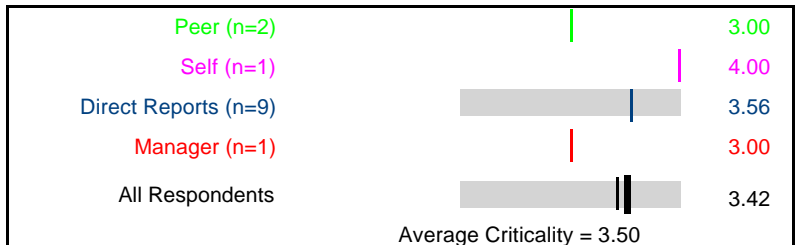
32. Learns about other ways of doing business through alternative methods such as a committee member or volunteer with another organisation.



38. Maintains a sharp focus on the factors within the Department that are building value for the Bank and balances the short and long term benefits in meeting the corporate plan.



53. Demonstrates a sound end-to-end understanding of business and how the Department contributes to this.



Individual Profile Match

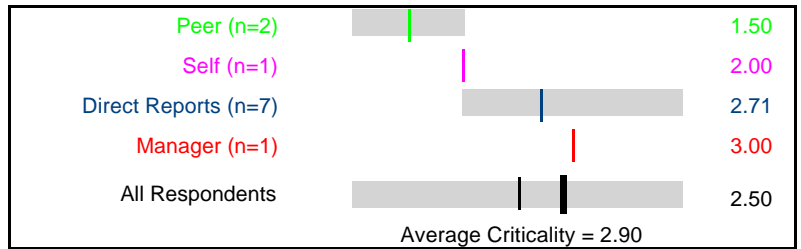
Level of Performance Current Job

Unsatisf'ry Competent C'mendable Outstanding

1 2 3 4

Average
Rating

64 Investigates how technological trends can influence business direction and ways of working.



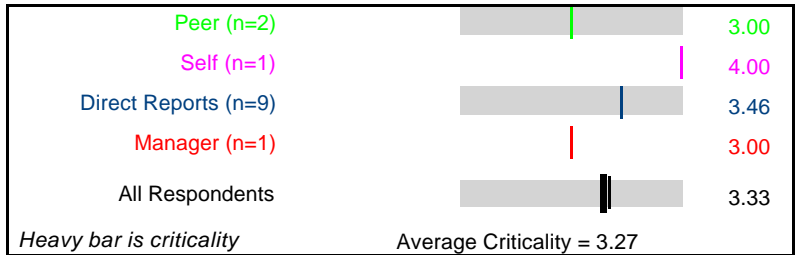
Individual Profile Match

Level of Performance Current Job

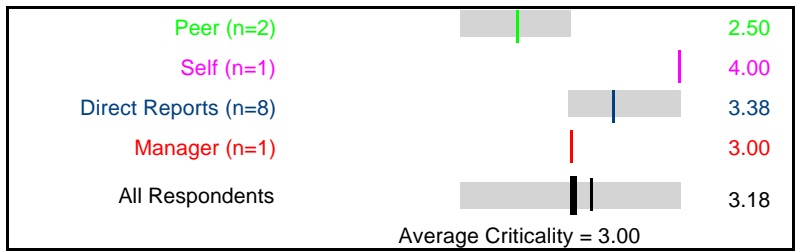
Unsatisf'y Competent C'mendable Outstanding

1 2 3 4 Average Rating

12. Applies commercial judgement



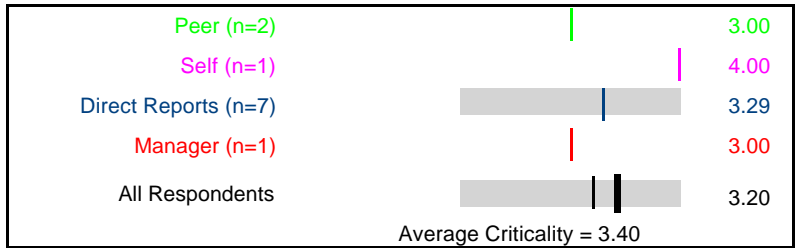
10 Draws upon experiences and knowledge of the external commercial world, emerging business trends and available technology, to develop a sound business decision.



24 Demonstrates current technical skills (or an ability to acquire and apply technical skills) adequate to manage a Department.



46 Makes sound business judgements even when all the facts are unknown or unavailable and personal experience cannot be drawn upon.



Individual Profile Match

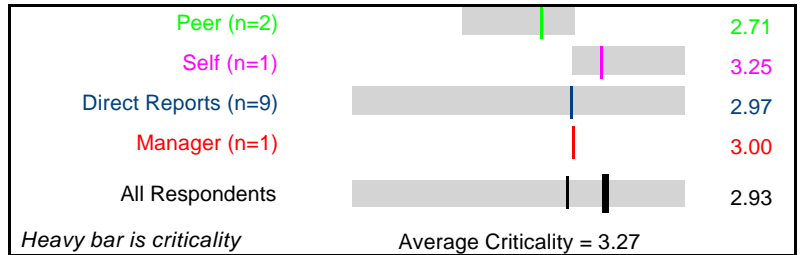
Level of Performance Current Job

Unsatisfy Competent C'mendable Outstanding

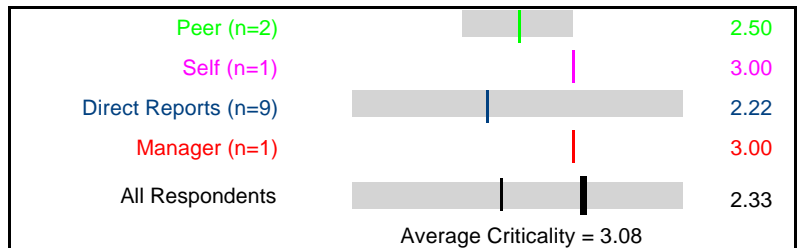
1 2 3 4

Average Rating

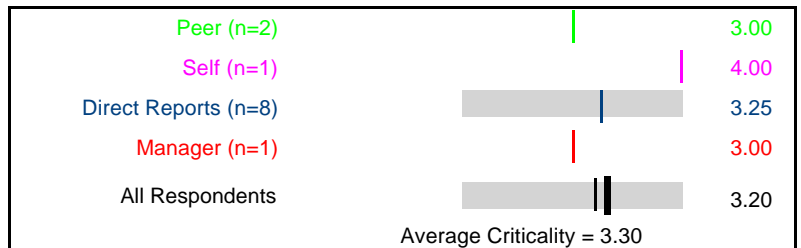
13. Acts decisively



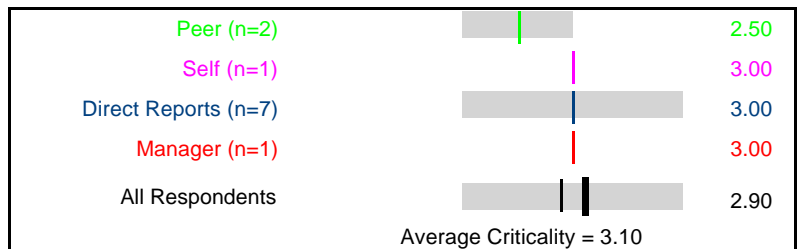
12 Balances the need to work openly & collaboratively through making sound balanced decisions in a timely manner.



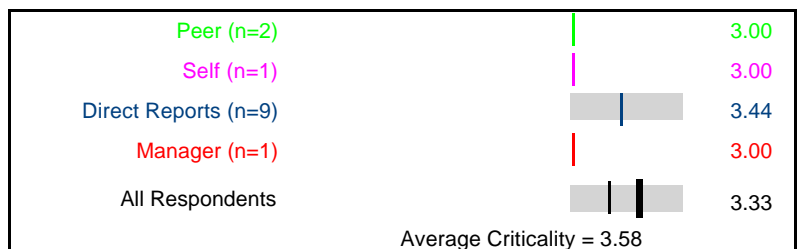
23 Makes balanced judgements about the short and long term implications about what needs to be done in light of importance & urgency.



37 Displays a sense of urgency & energy in making informed decisions which contribute to the corporate plan.



54 Makes difficult decisions which are required in order to achieve high performance.



Individual Profile Match

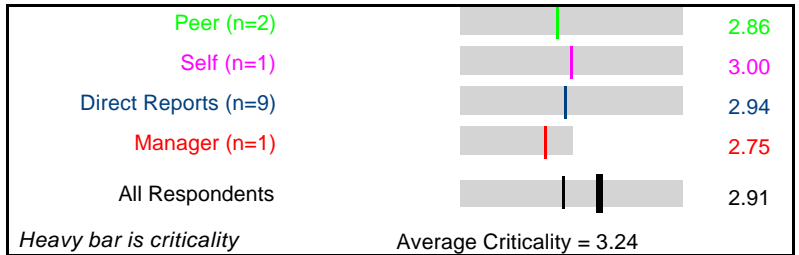
Level of Performance Current Job

Unsatisfy Competent C'mendable Outstanding

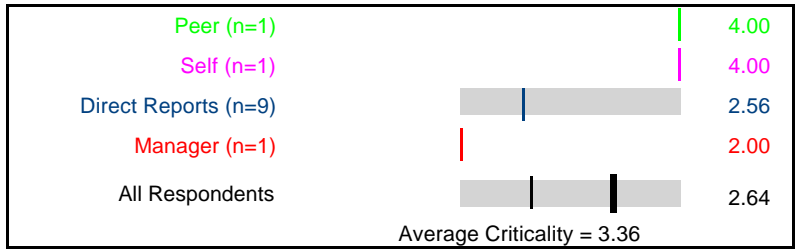
1 2 3 4

Average Rating

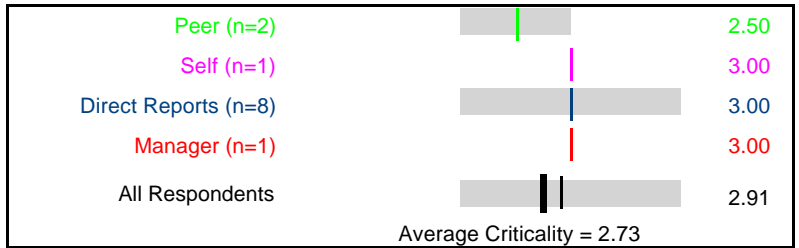
14. Moves forward



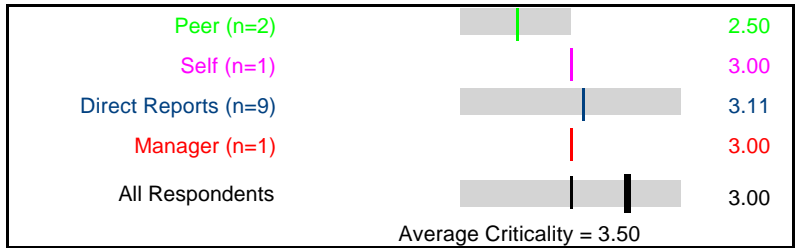
13 Tackles difficult problems by openly bringing issues to the surface & creating a safe environment for discussion with the relevant parties.



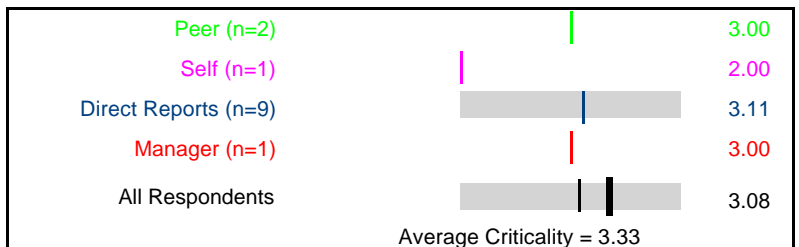
26 Learns from the past and makes decisions to meet deadlines & moves on.



39 Continually moves forward in the direction which supports the corporate plan.



57 Readily removes organisational or external barriers which are preventing the Bank from achieving its results.



Individual Profile Match

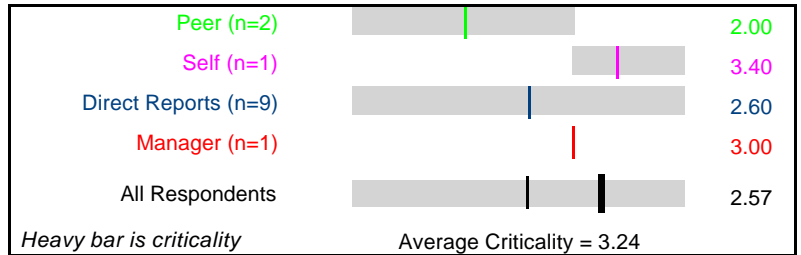
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

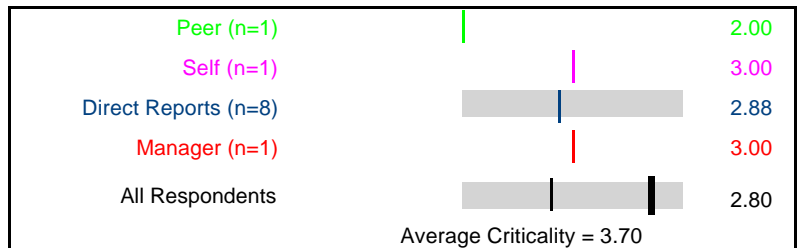
1 2 3 4

Average Rating

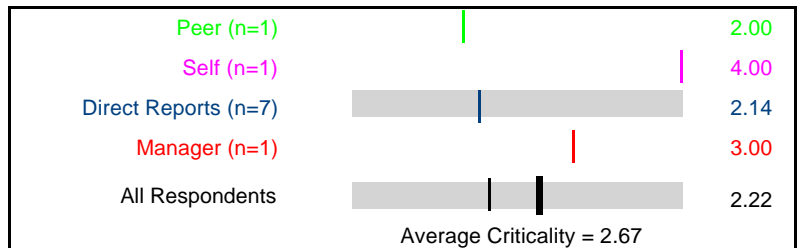
15. Sets performance targets



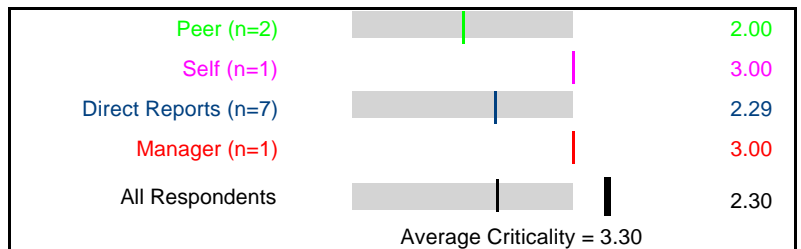
15 Clearly communicates expectations of performance and delivers the appropriate rewards / sanctions when such expectations are met / not met.



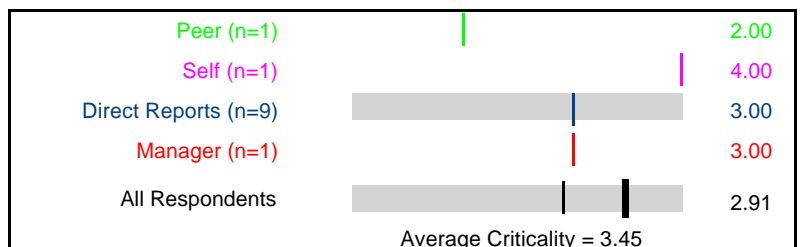
25 Takes every opportunity to understand the needs of internal and external customers and speak to customers directly.



47 All decisions contain a stakeholder impact assessment.



56 Develops Department goals, Key Result Areas and Key Performance Indicators which align with the corporate plan and meet customer and shareholders' expectations.



Individual Profile Match

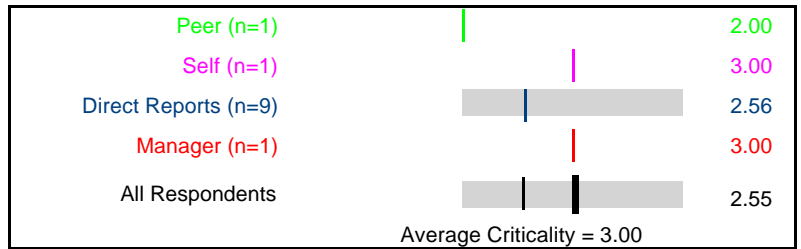
Level of Performance Current Job

Unsatisf'ry Competent C'mendable Outstanding

1 2 3 4

Average
Rating

71 Ensures meetings and project teams and individuals have clear accountabilities.



Individual Profile Match

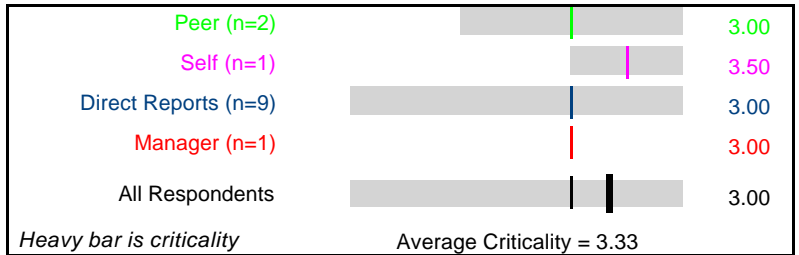
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

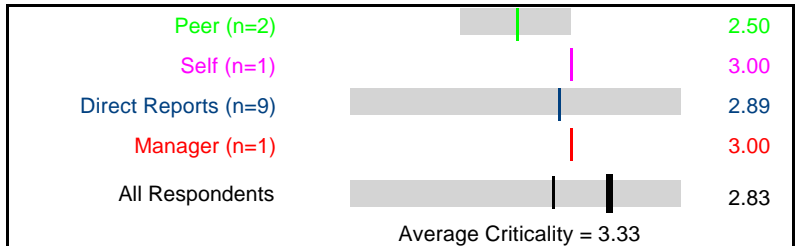
1 2 3 4

Average Rating

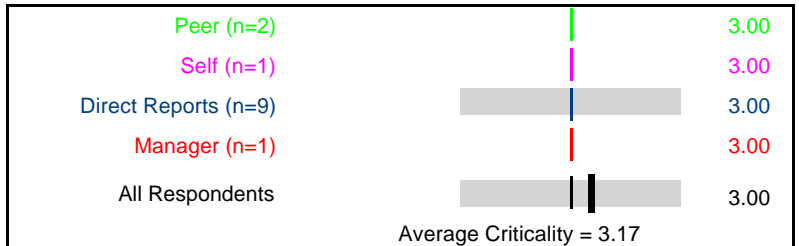
16. Achieves performance



14 Realises the need to rise above the detail to examine broader issues.



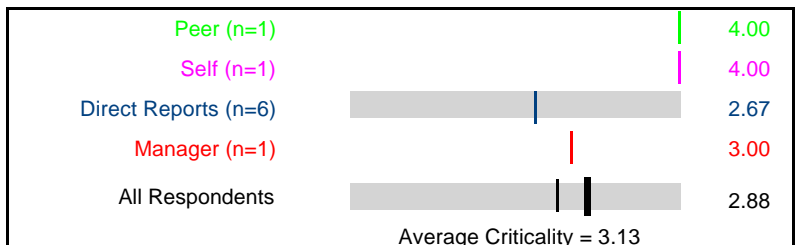
33 Maintains focus on goals and priorities in terms of urgency & importance, even in the face of distraction.



55 Meets own performance goals and accepts accountability for own performance outcomes.



65 Plans effectively and allocates resources appropriately to achieve outcomes.



Individual Profile Match

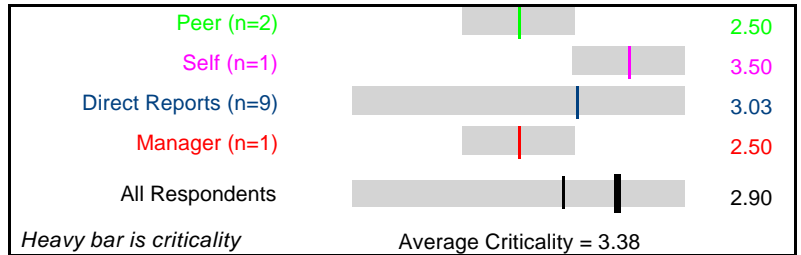
Level of Performance Current Job

Unsatisf'y Competent C'mendable Outstanding

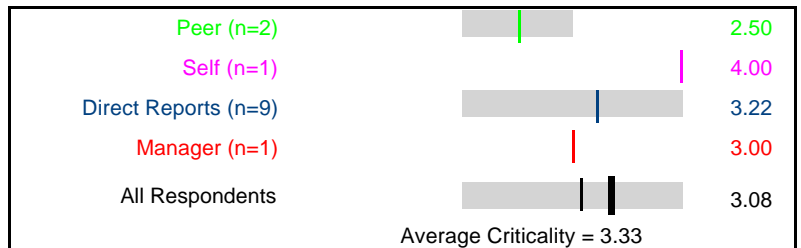
1 2 3 4

Average Rating

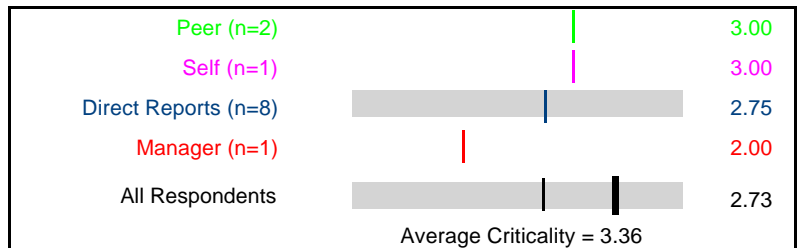
17. Monitors performance



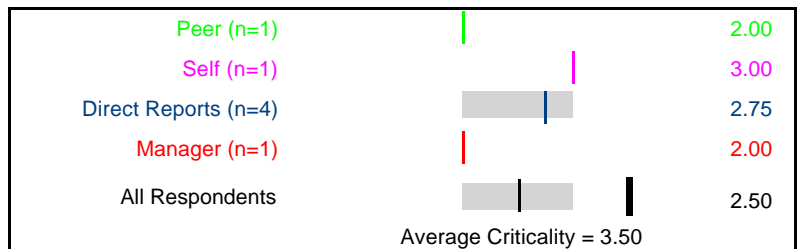
16 Monitors and measures Department performance against the corporate plan.



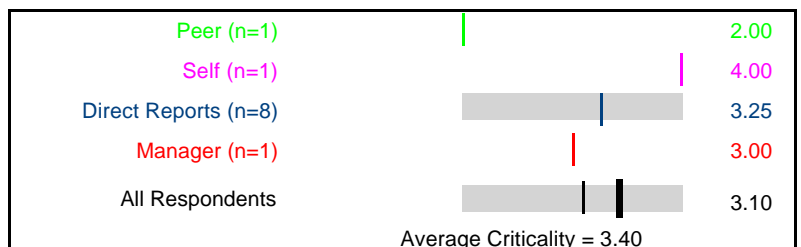
27 Recognises, rewards and celebrates successful performance.



40 Addresses performance issues in a timely manner.



48 Interprets leading performance indicators & uses judgement to monitor performance and take preventative action or capitalise on current opportunities.



Respondent Comments
