



**Identity  
Exploration**



# 360 REPORT

**Title:** 360 Report

**Provider:** Identity Exploration

**For:** Trial Group

**Date:** 1 July 2010

# CONTENTS

## About this Report

This section explains the purpose of the report.

## Main Feedback

This section displays the results of the Reveal 360° tool under the heading of each characteristic appraised, of which there are 14 in total. For each characteristic, information is provided on the following:

- How Norman sees himself at work
- How Norman would ideally like to be
- How Norman's colleagues appraise him at work
- How his colleagues would ideally like him to behave
- How Norman expected his colleagues to appraise him

The section begins with a summary which is then elaborated upon in the graphs and text following it.

The subsection 'Classification' looks at the value Norman places on each characteristic, how important he feels a particular characteristic is to possess and how much it influences how he appraises himself and others.

## Feedback - Group Summaries

This section explores Norman's responses and the responses of his colleagues at a summary level across 14 characteristics. The section allows Norman to reflect upon how his colleagues have appraised him, how they would like him to behave and how this compares to how he expected them to appraise him.

## Self Development

This section provides valuable information about how Norman evaluates his past, his future direction and whether he has clear ambitions or is content to stick with the status quo.

## Notes

This section provides an opportunity for Norman and his Manager(s) to review the information presented in the report and to identify and discuss Norman's strengths and areas for development.



INSIGHT THROUGH  
IDENTITY EXPLORATION



# 360 REPORT

## ABOUT THIS REPORT

Reveal 360 is an accurate and detailed multiple-input approach to performance feedback. The assessment report, which is presented in both narrative and graphical form, provides Norman and his organisation with valuable insight into his strengths and weaknesses.

Based on self-assessment and appraisal by colleagues, the report gives Norman the chance to reflect on how he would like to progress within his work role, while also providing him the opportunity to understand his effectiveness as an employee as viewed by others.

The report demonstrates areas of concern or uneasiness that Norman may have within his work role, and will also allow him to reflect upon those work-based characteristics which have emerged within his assessment as important to him.

It is designed for use by HR professionals, managers and supervisors and while the reports are written to be easy to read and interpret, some clarifications may be helpful and some training is recommended for the interpretation of unfamiliar aspects of the report. Should this be required, please contact your assessment provider. Specific training is provided for advanced users who wish to use the more powerful aspects of our software which generated this analysis.

Feedback should only be carried out by those in suitably qualified roles and, as with all assessment results, this report should be treated in the strictest confidence.

N.B. The contents of this report are based on the results and analysis of a self-report instrument. This means that the report depends on the candidate's own appraisal of self and others, which may include biases and misattributions. These biases and misattributions can, however, provide important information.

Reveal assessments are psychological assessments and therefore do not make any attempt to directly measure a candidate's aptitude in specific skills and abilities. Instead, our assessments subtly capture valuable information about an individual's identity, such that we can look at the extent to which an individual's ideals match what they believe themselves and other people to be like.

Please also note that where the text of this report reads 'behaviours', 'characteristics' or 'preferences' or it is referring only to those included within the assessment, and not to any others.



# 360 REPORT

## MAIN FEEDBACK

### Summary

The summary table below provides an at-a-glance overview of the extent to which certain characteristics are believed to be exhibited by Norman and the extent to which it is believed that these characteristics require development or a change in behaviour by Norman. Opinion is provided by some or all of the following people: Norman's Direct Reports (employees who report to Norman), Norman's Peers (employees of similar status/role to Norman), Norman's Managers (employees Norman reports to), Norman himself.

▲ indicates that Norman and/or his colleagues would like to see him develop further in relation to a particular characteristic. So, if the summary table showed ▲ for Flexibility under Direct Reports, this would suggest that those who report to Norman would like him to concentrate more on improving his flexibility in the workplace.

▼ indicates that Norman and/or his colleagues believe that he is already concentrating on this area and would like to see him move on, to focus on other areas. So, if the summary table showed ▼ for Planning & Organising under Managers, this would suggest that Norman's managers believe he is overly concerned with planning and organising at work, and that he should start devoting more attention to other characteristics.

The larger the number beside ▲ or ▼ the more that Norman's direct reports and/or peers and/or managers wish to see a change of behaviour in Norman.

If no number appears against a characteristic, and instead a tick symbol is shown, this indicates that Norman or his colleagues believe that he is already performing at the ideal level in relation to this characteristic.

Main Feedback Summary Table						
	Norman	Direct Reports	Peers	Managers		
# raters	1	2	2	1	Classification	Page
Communication	✓		✓	▲ 1	Rigid	5
Resilience	✓	▲ 7	▲ 4	▲ 3	Core	5
Authorship	✓	▲ 4	▲ 2	▲ 1	Core	6
Interpersonal Sensitivity	▲ 1	▲ 2	▲ 2	▼ 4	Core	6
Motivation	✓	▲ 1	▲ 2	▲ 2	Secondary	7
Planning & Organisation	✓	▲ 1	▲ 2	▲ 1	Secondary	7
Flexibility	✓	✓	▲ 2	▲ 2	Secondary	8
Persuasiveness	▼ 1	✓	✓	✓	Secondary	8
Commercial Orientation	▼ 1	✓	✓	▲ 2	Secondary	9
Innovation	▲ 2	▲ 2	▲ 3	▲ 4	Secondary	9
Strategy	▼ 2	▲ 5	✓	▼ 1	Secondary	10
Leadership	▲ 1	▲ 3	▲ 3	▼ 4	Conflicted	10
Quality Orientation	✓	▲ 3	▲ 1	▲ 4	Conflicted	11
Problem-Solving & Analysis	▼ 1	▲ 3	▲ 4	▲ 2	Conflicted	11

\*A detailed explanation of the classification column can be found on page 12.



# 360 REPORT

## HOW TO READ THE GRAPHS

In the graphs in the following sections, please take note of the differences and/or similarities in ratings provided by Norman's direct reports and/or Norman's peers and/or Norman's managers and Norman himself. Each graph shows two phrases at opposite ends of the horizontal. These phrases are used to appraise Norman. Appraisals consist of those made by Norman and by his colleagues. The extreme ends of the horizontal represent a very strong appraisal. The centre of the scale represents a neutral judgement, which means that Norman and/or his colleagues: (1) could not make a decision about which phrase is applicable OR; (2) believe that the two options are equally valid OR; (3) do not think that the statement is applicable.

Where the symbols are in alignment, appraisals are the same. Where the symbols are on the same side but differ in alignment, appraisals are similar and there is agreement to an extent. The amount of agreement will be dependent upon the distance between the symbols. The closer the symbols are aligned, the greater the agreement. Where the symbols are at opposing sides to the centre of the horizontal, there is disagreement. The extent of disagreement will be dependent upon the distance between the symbols. The further away the symbols are from one another, the greater the disagreement.

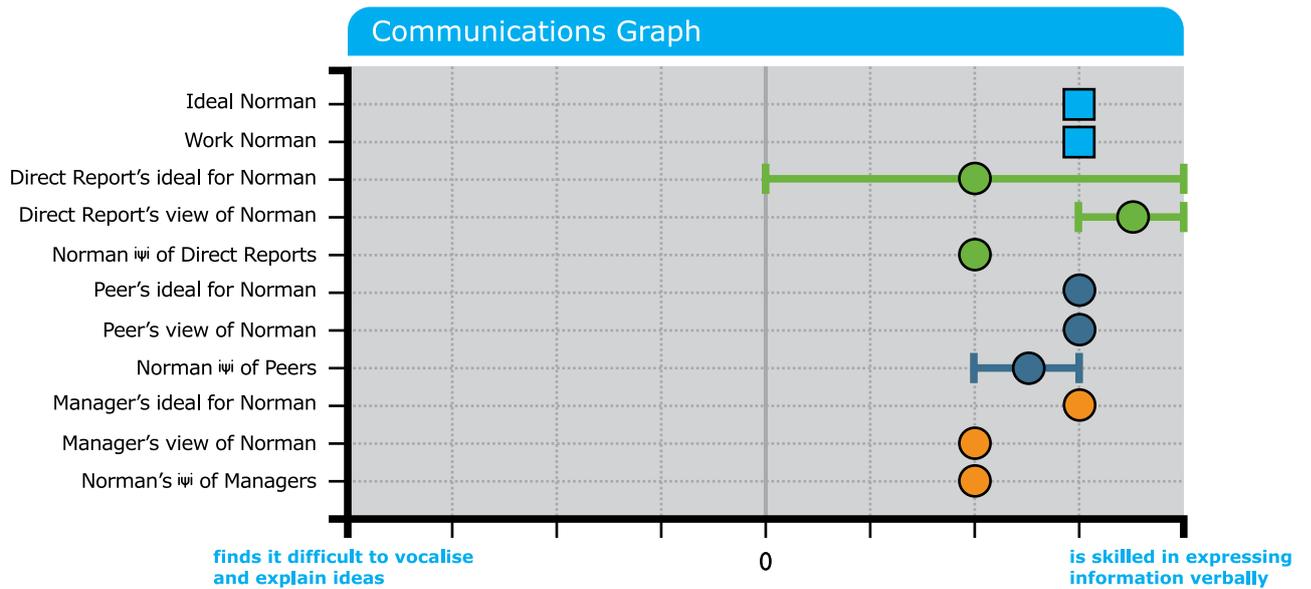
Please also take note of the classification highlighted at the top of each graph as it will help to determine those characteristics where feedback may need to be handled with sensitivity. This would be the case particularly where ratings fall short of Norman's ideal and the characteristic is classified as Rigid or Core, but will also help to determine which ratings are most likely to please Norman because they are close to or match his ideals.

For more information on '**Classifications**' please refer to page 12.

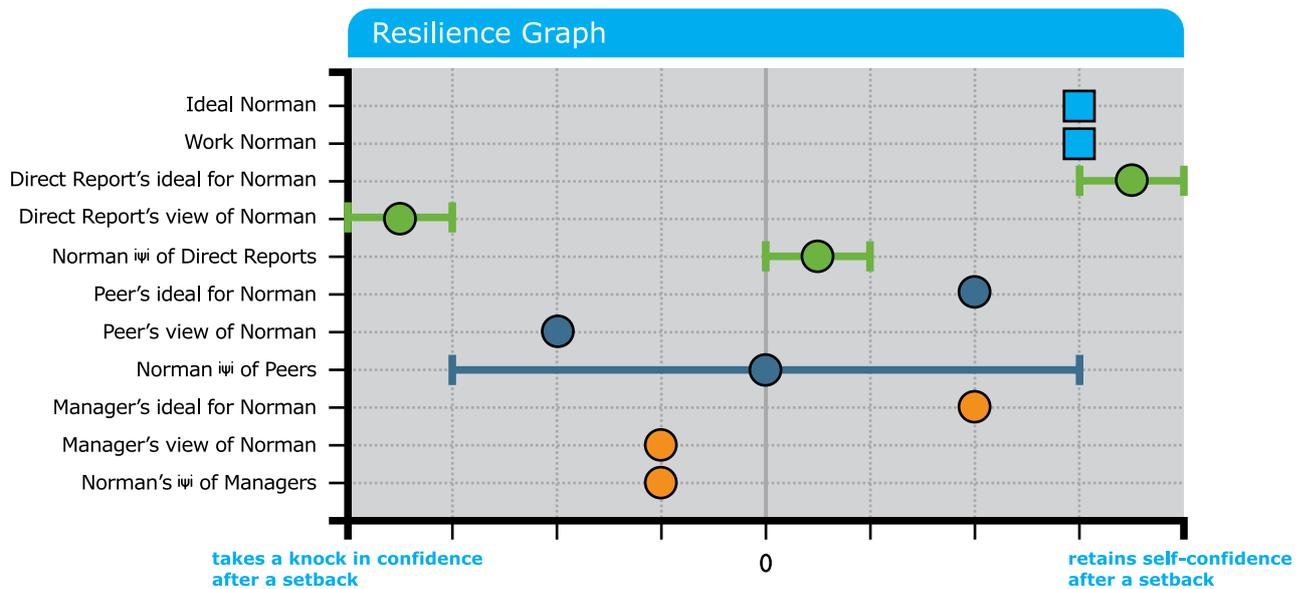


# 360 REPORT

## COMMUNICATION: Classification - Rigid



## RESILIENCE: Classification - Core



**Key for Graphs**

■ - Norman's own ratings

● - Average rating and range of Direct Report(s)

● - Average rating and range of Peer(s)

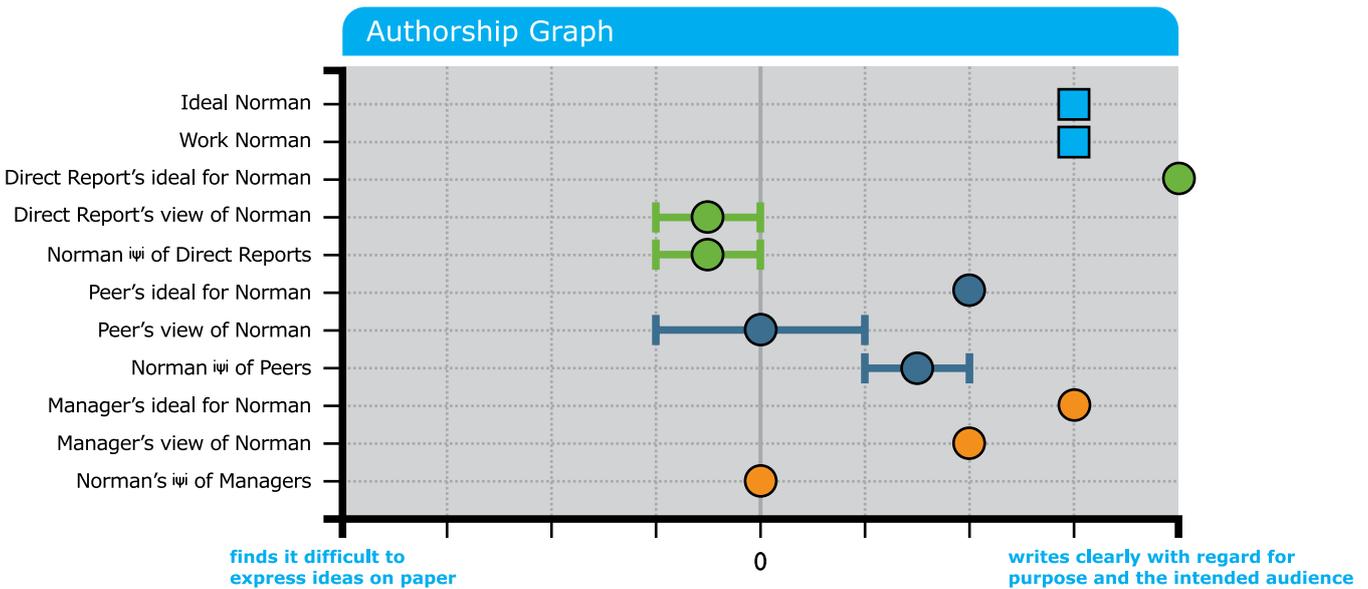
● - Average rating and range of Manager(s)

view - **metaperspective:** how Norman believes his work colleagues see him. See 'Feedback - Group Summaries' section for details

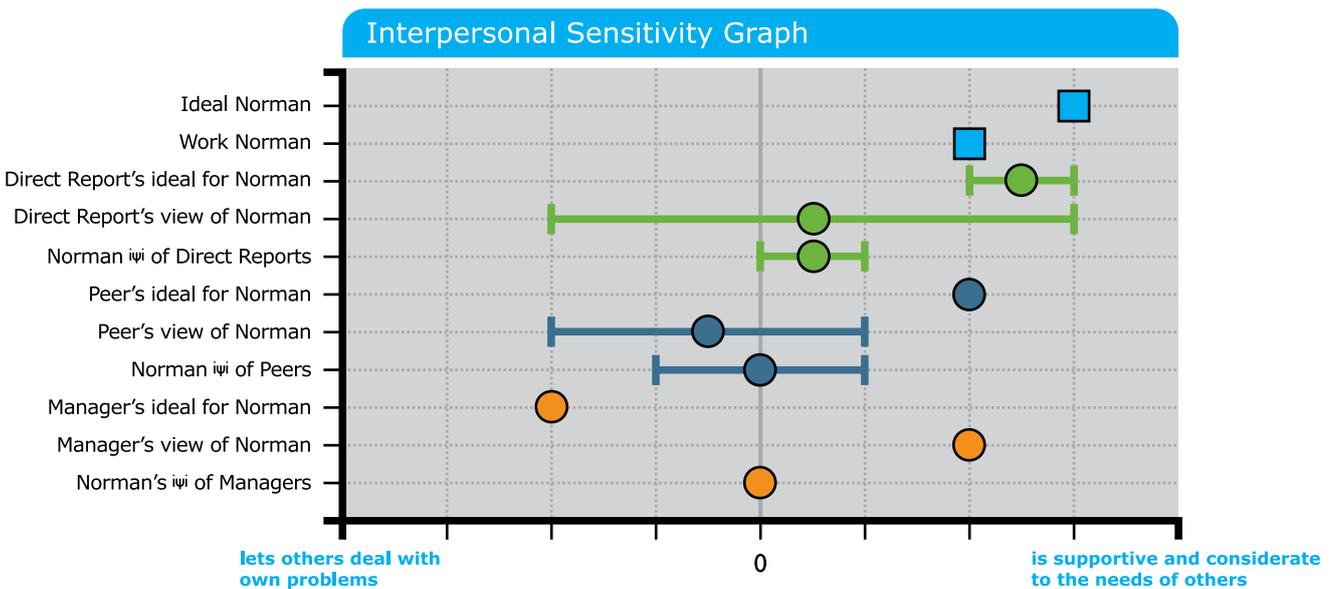


# 360 REPORT

## AUTHORSHIP: Classification - Core



## INTERPERSONAL SENSITIVITY: Classification - Core



**Key for Graphs**

■ - Norman's own ratings

● - Average rating and range of Direct Report(s)

● - Average rating and range of Peer(s)

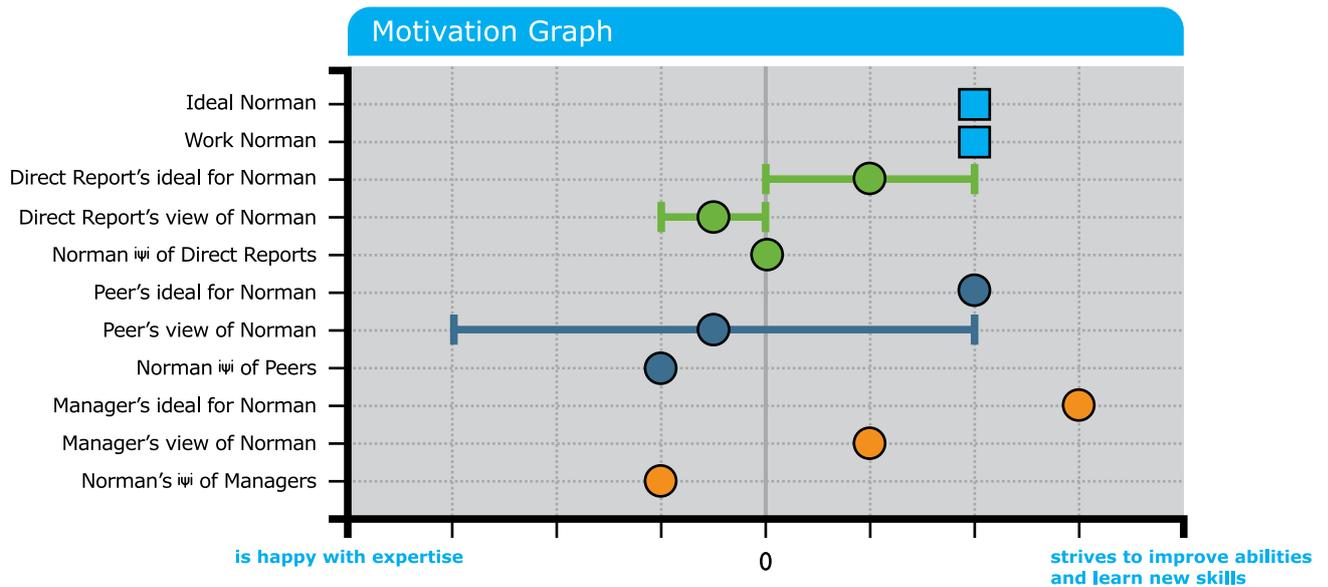
● - Average rating and range of Manager(s)

view - **metaperspective:** how Norman believes his work colleagues see him. See 'Feedback - Group Summaries' section for details

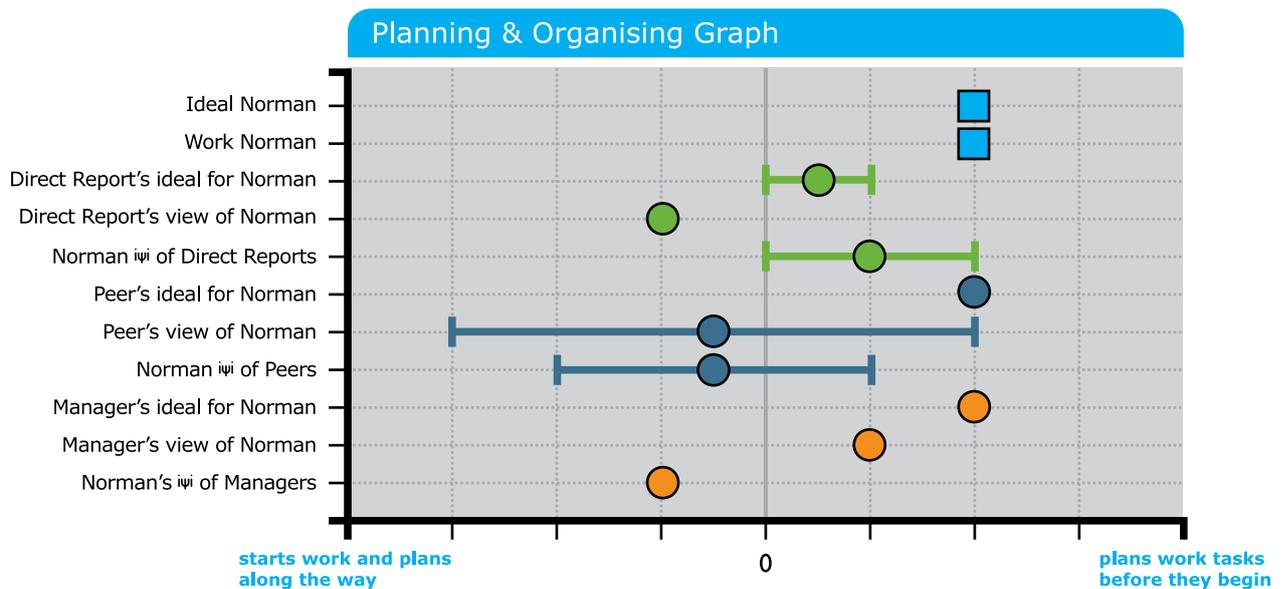


# 360 REPORT

## MOTIVATION: Classification - Secondary



## PLANNING & ORGANISATION: Classification - Secondary



**Key for Graphs**

Blue square - Norman's own ratings

Green circle - Average rating and range of Direct Report(s)

Dark blue circle - Average rating and range of Peer(s)

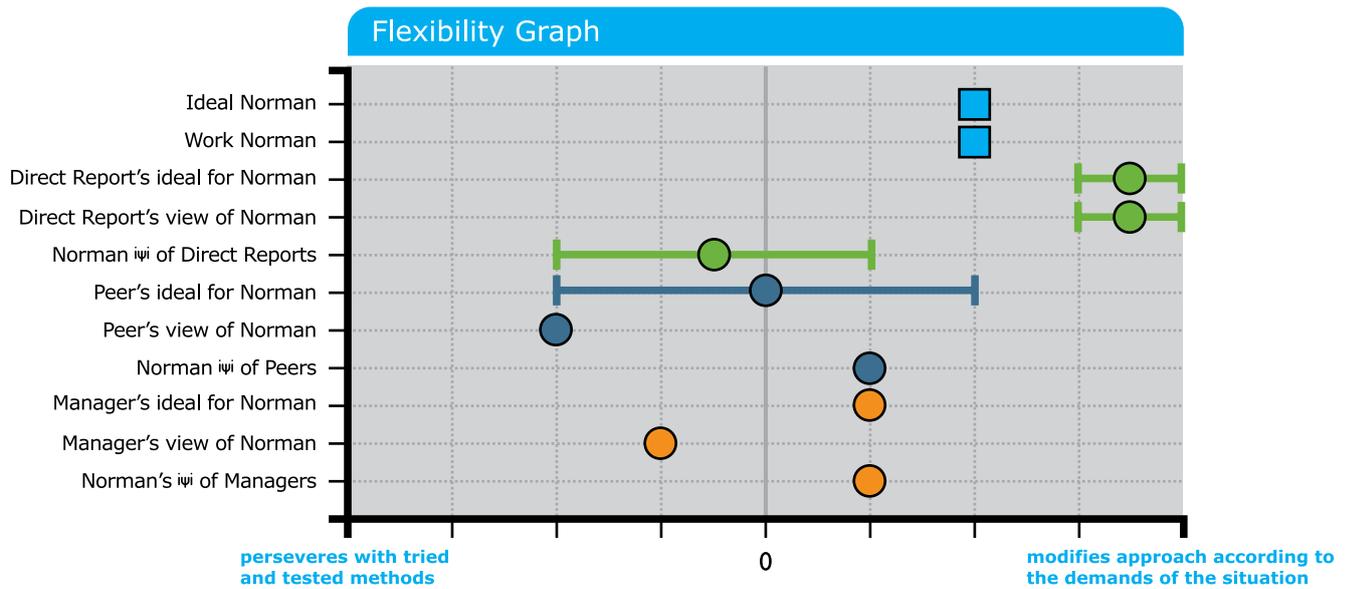
Orange circle - Average rating and range of Manager(s)

Metaperspective: how Norman believes his work colleagues see him. See 'Feedback - Group Summaries' section for details

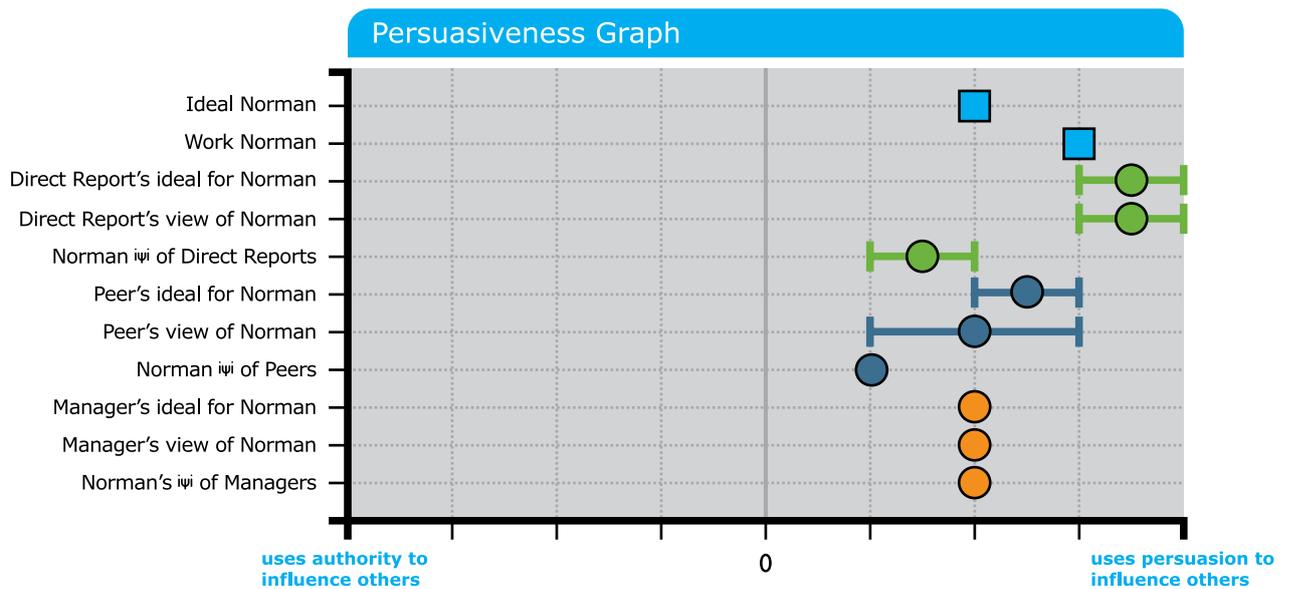


# 360 REPORT

## FLEXIBILITY: Classification - Secondary



## PERSUASIVENESS: Classification - Secondary



**Key for Graphs**

■ - Norman's own ratings

● - Average rating and range of Direct Report(s)

● - Average rating and range of Peer(s)

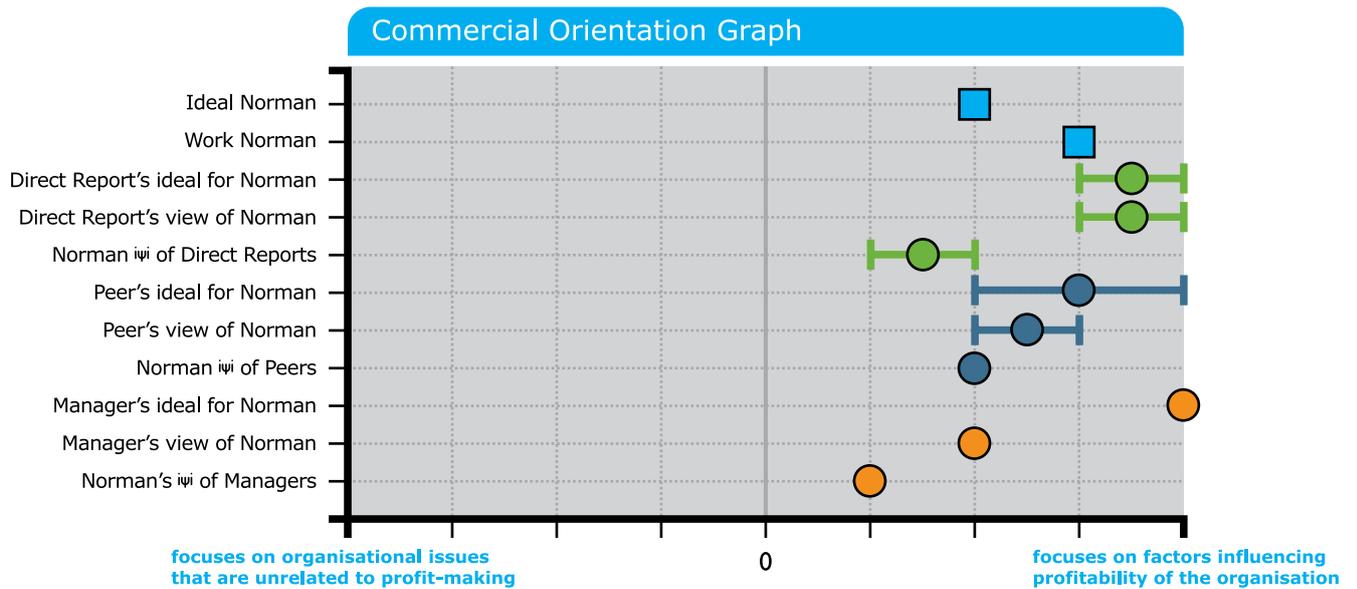
● - Average rating and range of Manager(s)

view - **metaperspective**: how Norman believes his work colleagues see him. See 'Feedback - Group Summaries' section for details

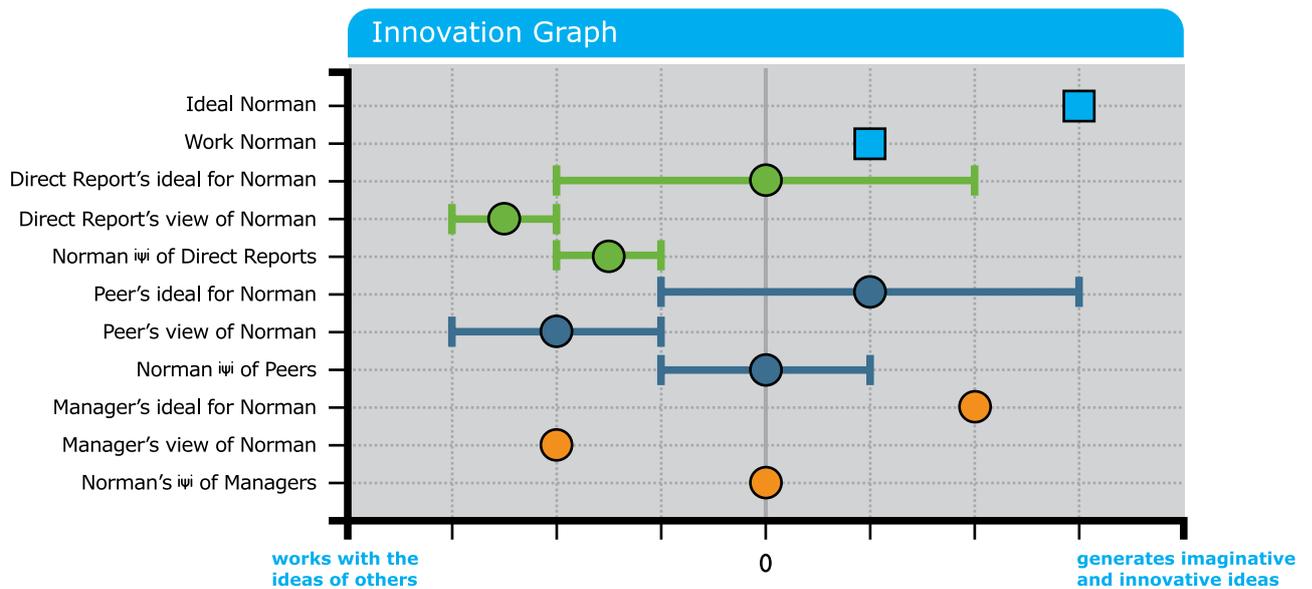


# 360 REPORT

## COMMERCIAL ORIENTATION: Classification - Secondary



## INNOVATION: Classification - Secondary



**Key for Graphs**

■ - Norman's own ratings

● - Average rating and range of Direct Report(s)

● - Average rating and range of Peer(s)

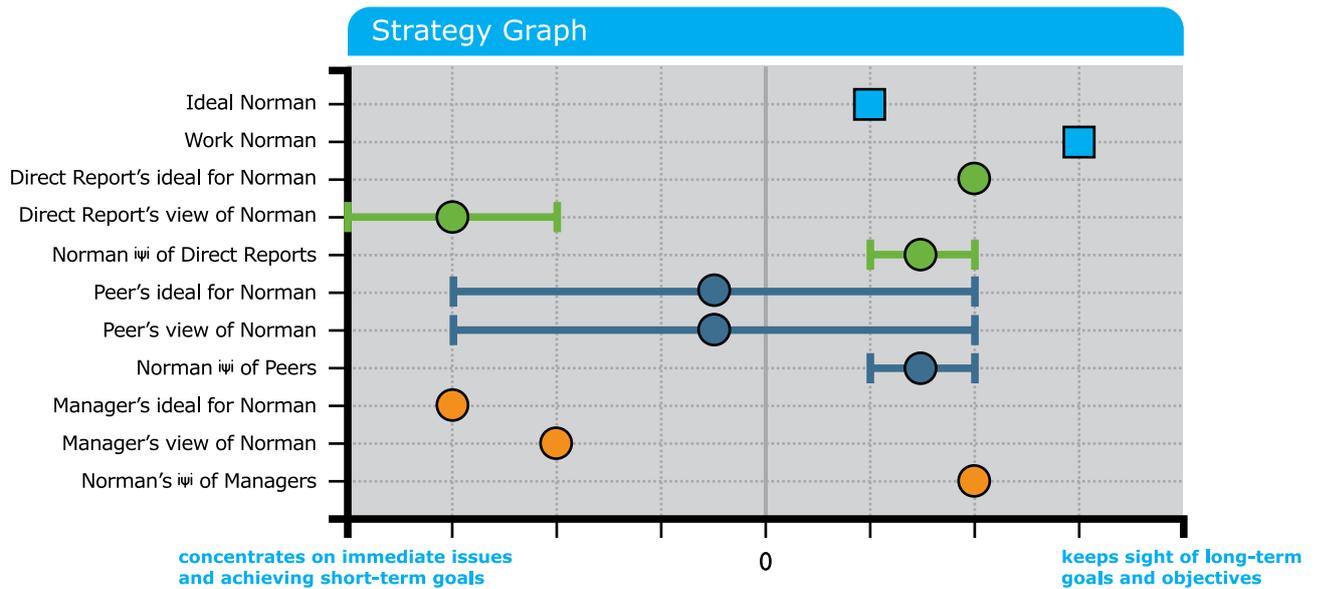
● - Average rating and range of Manager(s)

view - **metaperspective:** how Norman believes his work colleagues see him. See 'Feedback - Group Summaries' section for details

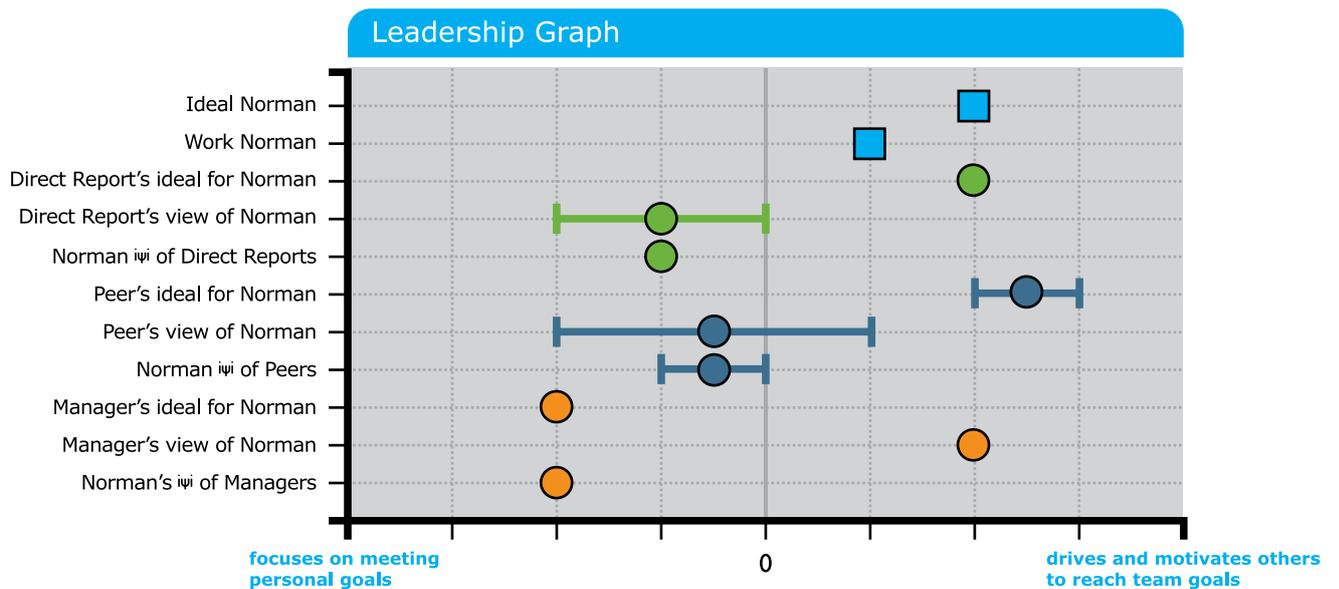


# 360 REPORT

**STRATEGY:** Classification - Secondary



**LEADERSHIP:** Classification - Conflicted (Indifferent)



**Key for Graphs**

■ - Norman's own ratings

● - Average rating and range of Direct Report(s)

● - Average rating and range of Peer(s)

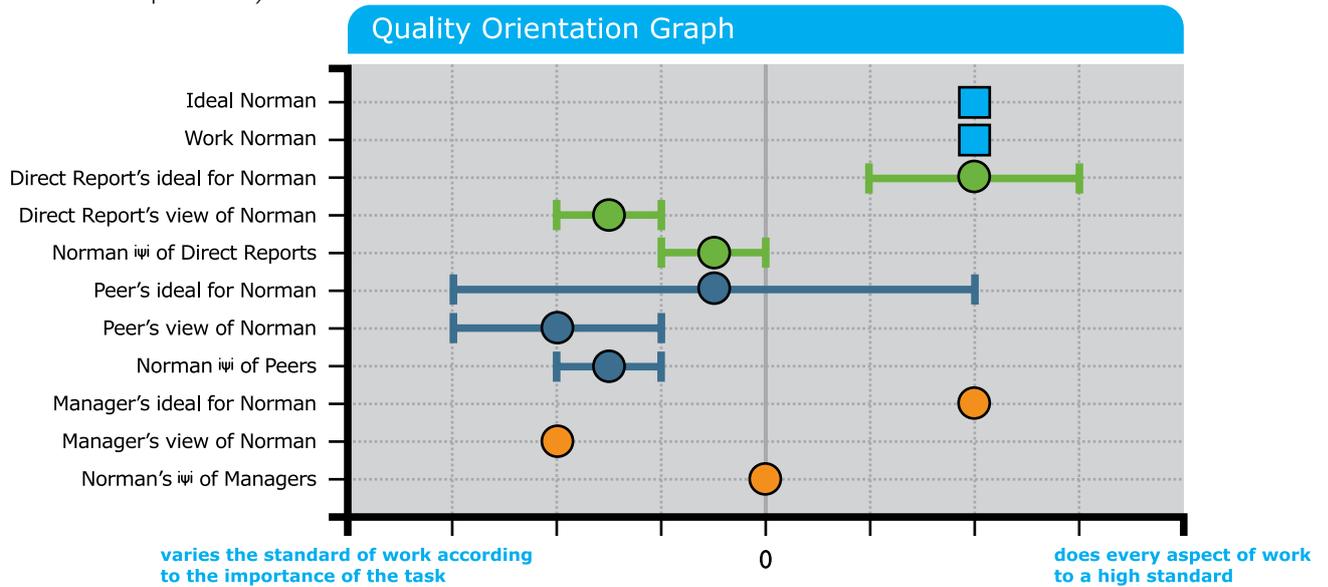
● - Average rating and range of Manager(s)

view - **metaperspective:** how Norman believes his work colleagues see him. See 'Feedback - Group Summaries' section for details

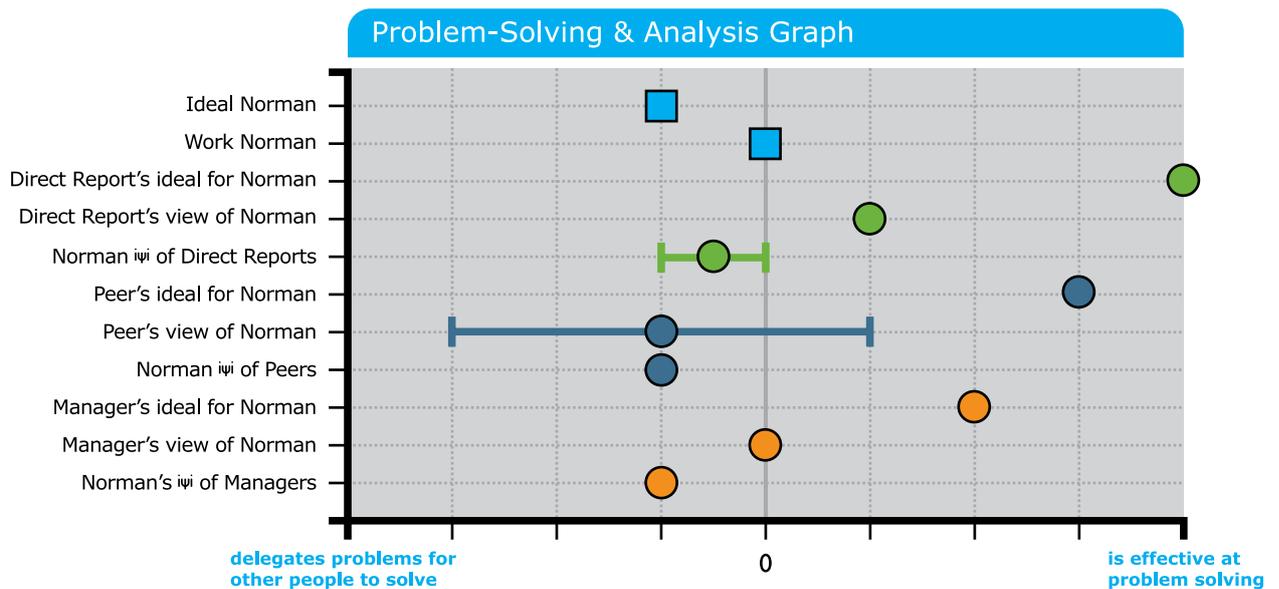


# 360 REPORT

## QUALITY ORIENTATION: Classification - Conflicted (Circumstance Dependent)



## PROBLEM-SOLVING & ANALYSIS: Classification - Conflicted (Indifferent)



**Key for Graphs**

■ - Norman's own ratings

● - Average rating and range of Direct Report(s)

● - Average rating and range of Peer(s)

● - Average rating and range of Manager(s)

■ - **metaperspective:** how Norman believes his work colleagues see him. See 'Feedback - Group Summaries' section for details



# 360 REPORT

## CLASSIFICATION

This section describes Norman’s characteristics which can be classified by the extent to which they are used to appraise self and others and the extent to which they guide behaviour, as follows:

- Rigid -** Referring to those currently focused characteristics used to judge self and others - those that are likely to be most resistant to change. Norman’s behaviour will be guided by these values and he will negatively evaluate self or others when behaviour opposes, or falls short of these characteristics. Since these views are so extremely held, they merit particular investigation with the candidate.
- Core -** Specifying strongly defined characteristics used to evaluate self and others. Norman’s behaviour will be guided by these characteristics and he will negatively evaluate himself or others when behaviour is contrary to these characteristics.
- Secondary -** Referencing preferences that are less central and so are used less strongly in appraisals of self and others and have less of a guiding affect on behaviour.
- Conflicted -** Which are of two kinds:
  - Circumstance Dependent** – Depending on the circumstance, Norman is likely to adopt opposing but equally strong stances on these characteristics. These are therefore likely to be arenas of stress.
  - Indifferent** – Norman is likely to adopt opposing views on these values depending on the circumstance but will not feel strongly about them one way or the other. Indifferent characteristics are presented in a lighter colour.
- Contradictory -** These characteristics need to be discussed in detail with Norman because they indicate areas where his aspirations are contradictory to the values he appears to use to appraise himself and/or others in everyday life. Overtime, in order to reduce contradictions and stressors, he is likely to re-think these preferences or change his behaviour.

### Classification Table

is skilled in expressing information verbally	retains self-confidence after a setback	strives to improve their abilities and learn new skills	drives and motivates others to reach team goals	
	writes clearly, with regard for purpose and the intended audience	plans their work tasks before they begin	does every aspect of their work to a high standard	
	is supportive and considerate to the needs of others	modifies their approach according to the demands of the situation	delegates problems for other people to solve	
		uses persuasion to influence others		
		focuses on factors influencing profitability of the organisation		
		generates imaginative and innovative ideas		
		keeps sight of long-term goals and objectives		

Rigid	Core	Secondary	Conflicted	Contradictory
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# 360 REPORT

## INTERPRETING THE GRAPH

The reader should look carefully at the overlaps and/or distances between each of the three symbols.

### Comparing how Norman's direct reports would ideally like him to be and his Direct Reports' Actual View

Where the symbols  and  overlap Norman's direct reports perceive him to be behaving how they would like. Where the symbols are apart, Norman's direct reports would prefer him to behave more in line with . The greater the distance, the greater the preferred change. Accordingly, where symbols are at opposing sides to the centre of the horizontal, there is a considerable change in behaviour desired by Norman's direct reports.

### Comparing Norman's expectations on how his direct reports would rate him and how his direct reports actually rated him

Where the symbols  and  overlap Norman's direct reports' view of him corresponds to how Norman thinks they view him. Where the symbols are apart, Norman's direct report have appraised his behaviour differently to how Norman thinks his direct reports appraise him. The greater the distance between the symbols, the greater the difference. Accordingly, where symbols are at opposing sides to the centre of the horizontal, there is considerable difference between what Norman thinks his direct reports think of him and what they actually think.

### Comparing Norman's expectations on how his direct reports would rate him and how his direct reports would ideally like him to be

Where the symbols  and  overlap, how Norman's direct reports would like him to behave is the same as how Norman believes they actually view him. Where the symbols are apart, Norman's direct reports would prefer him to display behaviour which is different to how he thinks his direct reports currently view him. The greater the distance between the symbols, the greater difference. Thus, where symbols are at opposing sides to the centre of the horizontal, there is considerable difference.

The graph should be read alongside the 'Classification Table' presented in the "Values and Characteristics" section on page 18. It is important to take note of the classifications as they will help to determine those characteristics for which differences will be most or least problematic for Norman.





# 360 REPORT

## INTERPRETING THE GRAPH

The reader should look carefully at the overlaps and/or distances between each of the three symbols.

### Comparing how Norman's peers would ideally like him to be and his Peers' Actual View

Where the symbols  and  overlap Norman's peers perceive him to be behaving how they would like. Where the symbols are apart, Norman's peers would prefer him to behave more in line with . The greater the distance, the greater the preferred change. Accordingly, where symbols are at opposing sides to the centre of the horizontal, there is a considerable change in behaviour desired by Norman's peers.

### Comparing Norman's expectations on how his peers would rate him and how his peers actually rated him

Where the symbols  and  overlap Norman's peers' view of him corresponds to how Norman thinks they view him. Where the symbols are apart, Norman's peers have appraised his behaviour differently to how Norman thinks his peers appraise him. The greater the distance between the symbols, the greater the difference. Accordingly, where symbols are at opposing sides to the centre of the horizontal, there is considerable difference between what Norman thinks his peers think of him and what they actually think.

### Comparing Norman's expectations on how his peers would rate him and how his peers would ideally like him to be

Where the symbols  and  overlap, how Norman's peers would like him to behave is the same as how Norman believes they actually view him. Where the symbols are apart, Norman's peers would prefer him to display behaviour which is different to how he thinks his peers currently view him. The greater the distance between the symbols, the greater difference. Thus, where symbols are at opposing sides to the centre of the horizontal, there is considerable difference.

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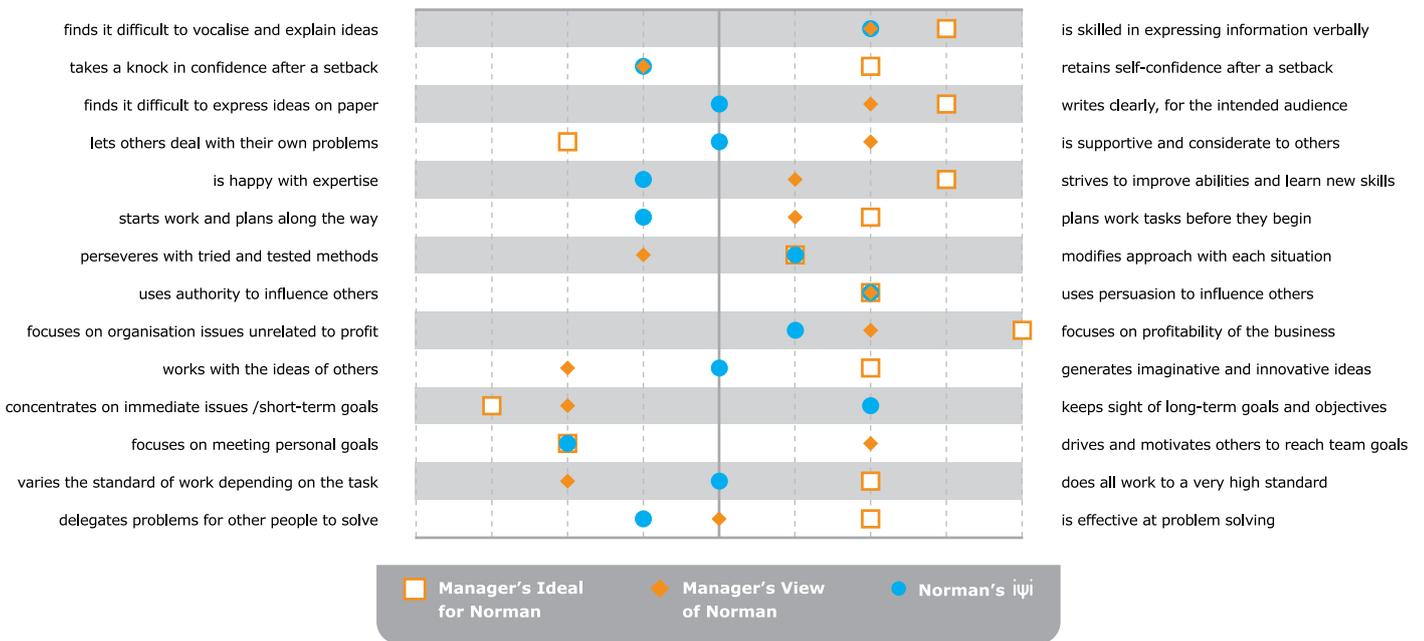


# 360 REPORT

## MANAGERS

The graph presents phrases at opposite ends of the horizontal. These phrases are used to appraise Norman. The extreme ends of the horizontal represent a very strong appraisal. The centre of the horizontal represents a neutral judgement, which means that Norman or his managers: (1) could not make a judgment OR; (2) believes that the two options are equally valid OR; (3) does not think that the statement is applicable.

### Relationships at Work - Manager's





# 360 REPORT

## INTERPRETING THE GRAPH

The reader should look carefully at the overlaps and/or distances between each of the three symbols.

### Comparing how Norman's managers would ideally like him to be and his Managers' Actual View

Where the symbols  and  overlap Norman's managers perceive him to be behaving how they would like. Where the symbols are apart, Norman's managers would prefer him to behave more in line with . The greater the distance, the greater the preferred change. Accordingly, where symbols are at opposing sides to the centre of the horizontal, there is a considerable change in behaviour desired by Norman's managers.

### Comparing Norman's expectations on how his managers would rate him and how his managers actually rated him

Where the symbols  and  overlap Norman's managers' view of him corresponds to how Norman thinks they view him. Where the symbols are apart, Norman's managers have appraised his behaviour differently to how Norman thinks his managers appraise him. The greater the distance between the symbols, the greater the difference. Accordingly, where symbols are at opposing sides to the centre of the horizontal, there is considerable difference between what Norman thinks his managers think of him and what they actually think.

### Comparing Norman's expectations on how his managers would rate him and how his managers would ideally like him to be

Where the symbols  and  overlap, how Norman's managers would like him to behave is the same as how Norman believes they actually view him. Where the symbols are apart, Norman's managers would prefer him to display behaviour which is different to how he thinks his managers currently view him. The greater the distance between the symbols, the greater difference. Thus, where symbols are at opposing sides to the centre of the horizontal, there is considerable difference.

The graph should be read alongside the 'Classification Table' presented in the "Values and Characteristics" section on page 18. It is important to take note of the classifications as they will help to determine those characteristics for which differences will be most or least problematic for Norman.



# 360 REPORT

## SELF DEVELOPMENT

'Self Development' provides insight into Norman's perceived development over time based on his aspirations as they are currently.

The section identifies Norman's thoughts about his characteristics as seen 12 months ago, then currently, and as anticipated in 12 months time, all in relation to his aspirations.

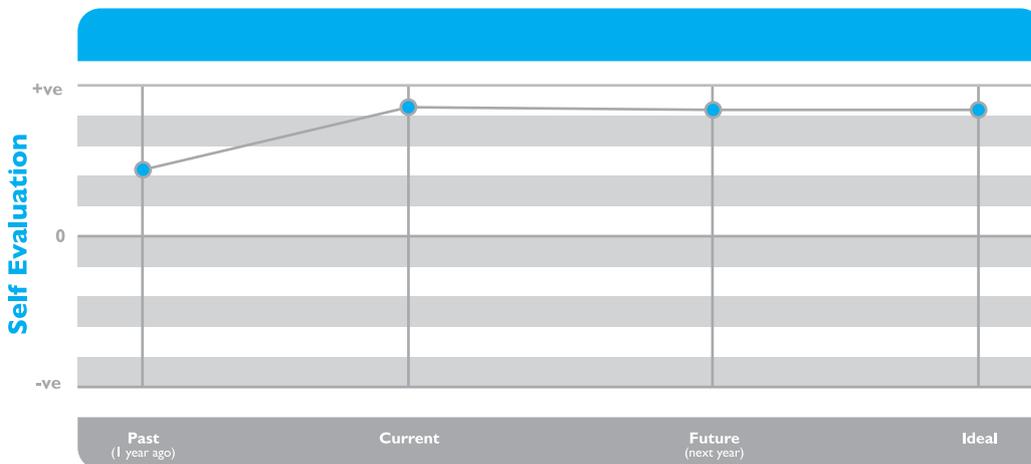
**Ego-Involvement** - a measure of the extent to which the individual is engaged with that particular time.



If the gradient rises between time frames we can say that Norman has a clearer focus more on the second time frame than on the first.

If the gradient falls, Norman is less focused on the second time frame than on the first. A flat gradient between time frames indicates equal involvement one point to another.

**Self Evaluation** - how favourably or unfavourably an individual appraises a particular timeframe.



If the gradient rises between time frames we can say that Norman is meeting more of his aspirations at the second time frame than at the first. If the gradient falls, Norman is meeting less of his current aspirations at the second time frame than at the first.

A flat gradient between time frames indicates no particular progression towards his current aspirations from one point to another.



# 360 REPORT

## NOTES

### Positive points identified


### Areas for development






# 360 REPORT

## NOTES

**Managers comments (where appropriate)**


**Peers comments (where appropriate)**


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FOR FURTHER  
INFORMATION...

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