



uSee360 Feedback Report

on

Personal Effectiveness Inventory

for







Rachel Sanders








2010/12/10

This survey is designed to provide with information about him/her self, their personal effectiveness and impact on others.







This information will be used to identify possible targets for change as well as strategies for enhancing personal performance and the quality of customer service.





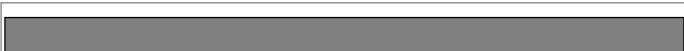
Overall Summary

Summary by Rater Positions		
Total <i>(n=221; d=22.7)</i>	78.3	
Current Manager <i>(n=25; d=18.4)</i>	44.9	
Former Manager <i>(n=48; d=16.9)</i>	84.4	
Former Colleague <i>(n=25; d=11.0)</i>	95.9	
Former Direct Report <i>(n=98; d=17.6)</i>	82.7	
Self <i>(n=25; d=24.1)</i>	64.9	

Summary by All Categories		
Total <i>(n=221; d=22.7)</i>	78.3	
Personal Delivery <i>(n=45; d=16.8)</i>	85.6	
Working Relationships <i>(n=44; d=25.2)</i>	75.4	
Organizational Results <i>(n=45; d=21.8)</i>	75.2	
Team Effectiveness <i>(n=26; d=25.2)</i>	74.0	
Service Orientation <i>(n=35; d=21.9)</i>	83.6	
Upward Contribution <i>(n=26; d=22.9)</i>	72.7	

Category Summary :: Personal Delivery







Personal Delivery		
Total <i>(n=45; d=16.8)</i>	85.6	
Current Manager <i>(n=5; d=0.0)</i>	66.0	
Former Manager <i>(n=10; d=15.6)</i>	89.8	
Former Colleague <i>(n=5; d=0.0)</i>	100.0	
Former Direct Report <i>(n=20; d=16.9)</i>	84.7	
Self <i>(n=5; d=16.7)</i>	86.4	

Competency Summary in the category Personal Delivery		
Knowledge, skills and attitude <i>(n=9; d=14.1)</i>	92.4	
Delivery <i>(n=9; d=16.0)</i>	88.7	
Productivity <i>(n=9; d=16.9)</i>	81.1	
Accountability <i>(n=9; d=16.9)</i>	81.1	
Ethics <i>(n=9; d=16.9)</i>	84.9	

Knowledge, skills and attitude

Demonstrates the knowledge, skills and attitudes for areas of responsibility

Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100

Total <i>(n=9; d= 14.1)</i>	92.4	
Current Manager <i>(n=1; d=0.0)</i>	66.0	
Former Manager <i>(n=2; d=17.0)</i>	83.0	
Former Colleague <i>(n=1; d=0.0)</i>	100.0	
Former Direct Report <i>(n=4; d=0.0)</i>	100.0	
Self <i>(n=1; d=0.0)</i>	100.0	







The following general comments were submitted by all raters for **Knowledge, skills and attitude**

Take ownership of my space, however you sometimes get forceful people whose word is final and when such happen though I may feel that what i know is right, for sake of progress I defer and move on

Delivery

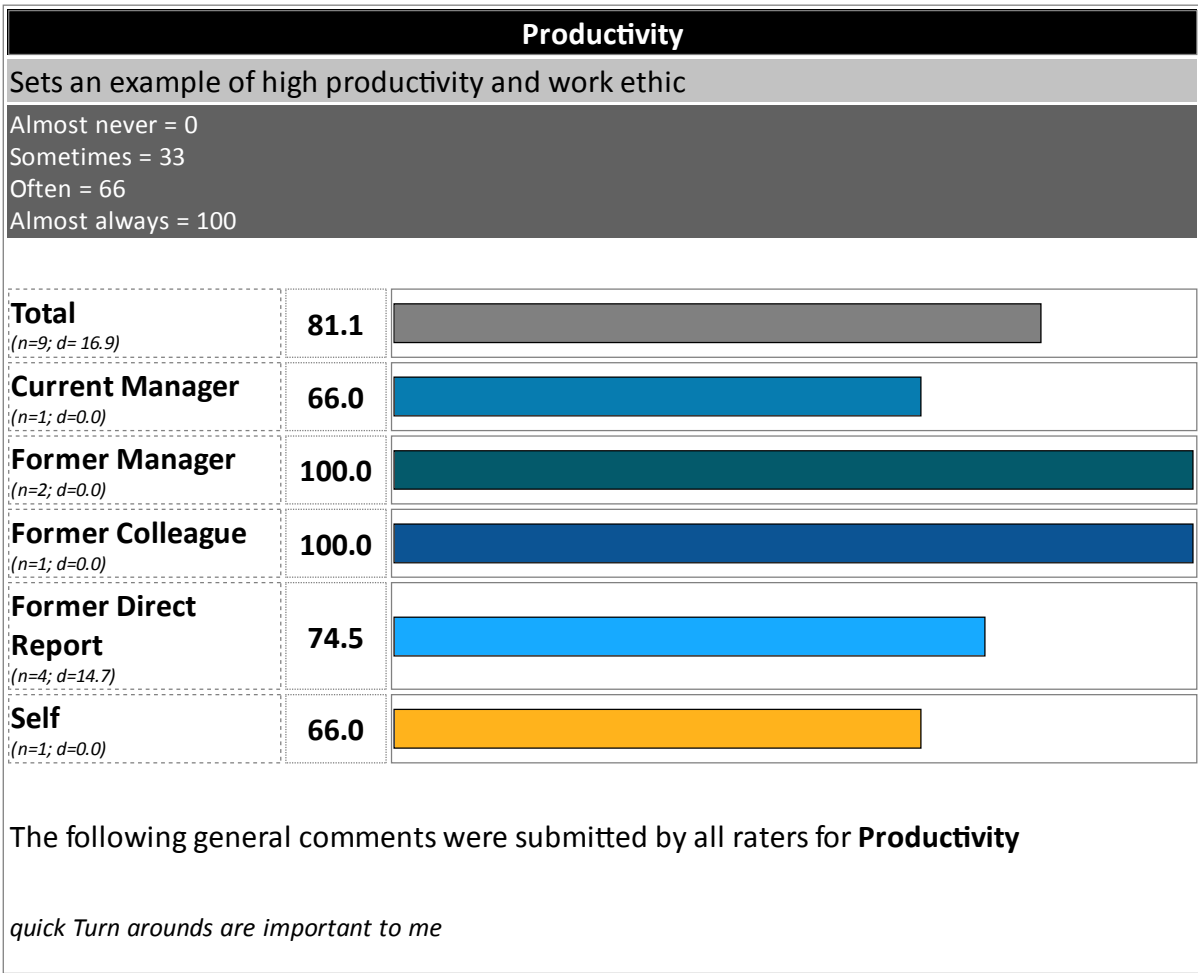
Consistently delivers on functional objectives

Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100

Total <i>(n=9; d= 16.0)</i>	88.7	
Current Manager <i>(n=1; d=0.0)</i>	66.0	
Former Manager <i>(n=2; d=0.0)</i>	100.0	
Former Colleague <i>(n=1; d=0.0)</i>	100.0	
Former Direct Report <i>(n=4; d=14.7)</i>	91.5	
Self <i>(n=1; d=0.0)</i>	66.0	

The following general comments were submitted by all raters for **Delivery**

Sometimes believe that my value is not being recognised and when that happens it temporarily affects my performance



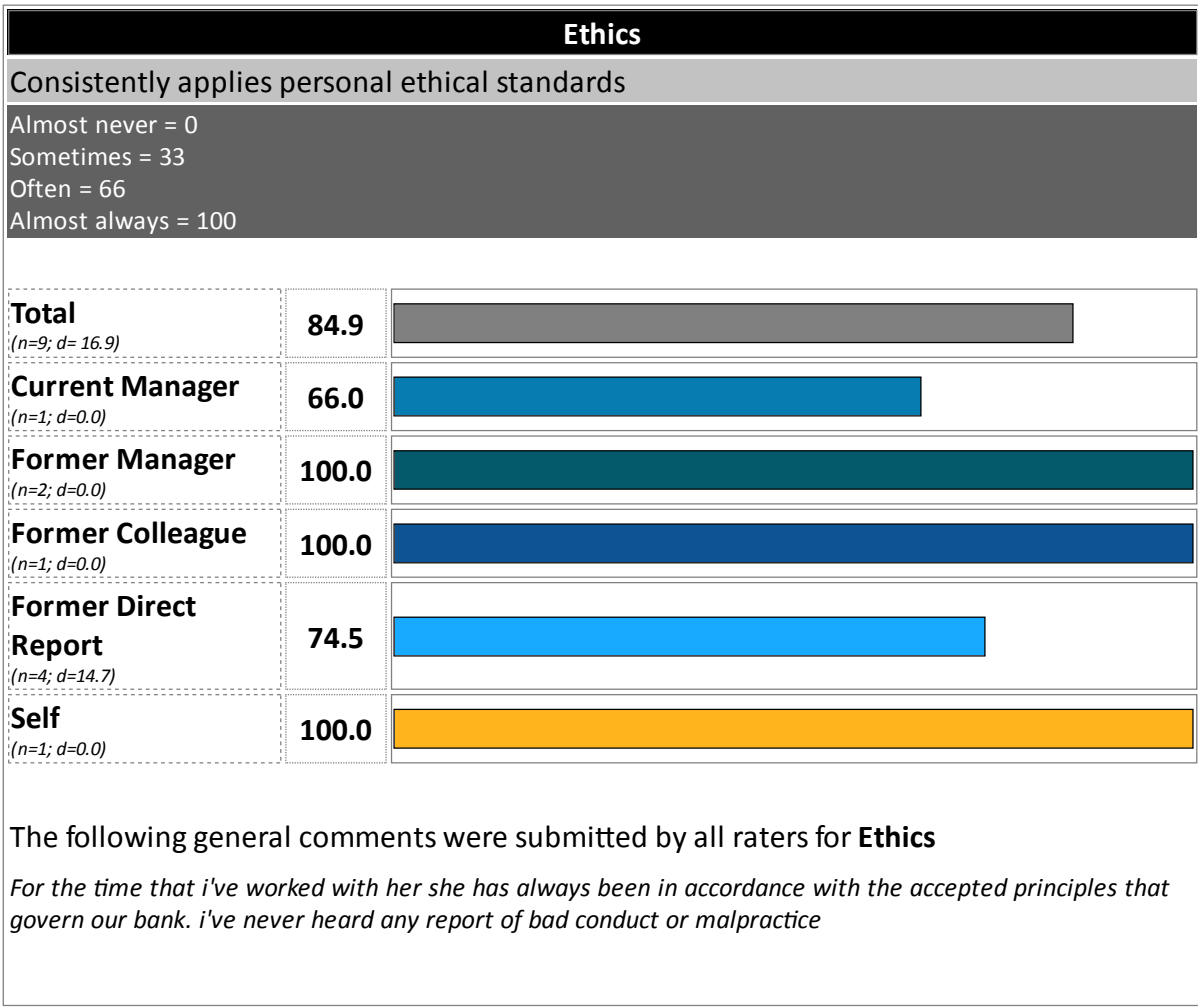
Accountability

Acknowledges personal accountability for delivery







Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100






Total <i>(n=9; d= 16.9)</i>	81.1	
Current Manager <i>(n=1; d=0.0)</i>	66.0	
Former Manager <i>(n=2; d=0.0)</i>	66.0	
Former Colleague <i>(n=1; d=0.0)</i>	100.0	
Former Direct Report <i>(n=4; d=17.0)</i>	83.0	
Self <i>(n=1; d=0.0)</i>	100.0	

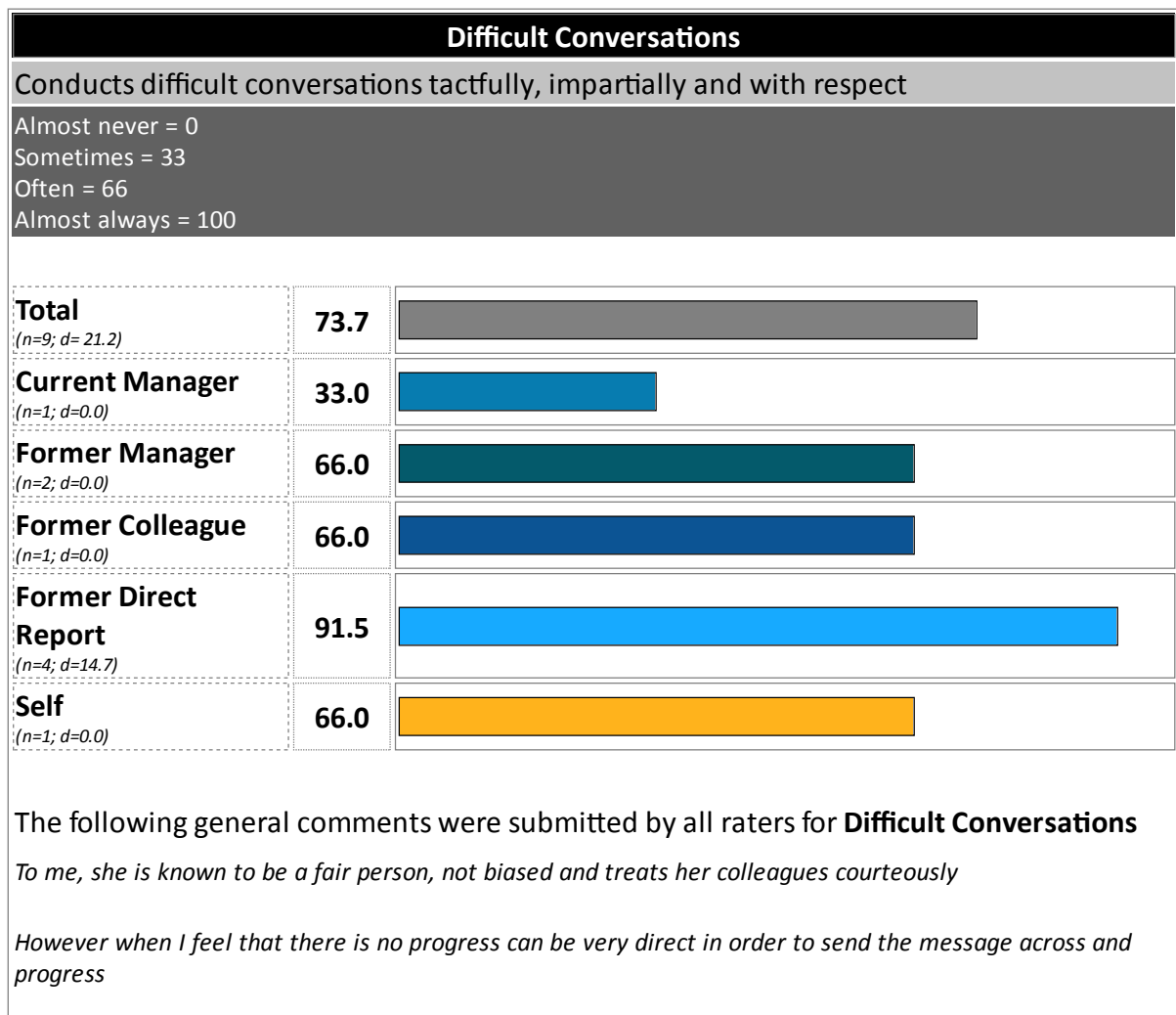
The following general comments were submitted by all raters for **Accountability**



Category Summary :: Working Relationships

Working Relationships		
Total <i>(n=44; d=25.2)</i>	75.4	
Current Manager <i>(n=5; d=20.9)</i>	33.0	
Former Manager <i>(n=10; d=17.0)</i>	83.0	
Former Colleague <i>(n=5; d=13.6)</i>	93.2	
Former Direct Report <i>(n=19; d=17.0)</i>	82.1	
Self <i>(n=5; d=25.0)</i>	59.6	







Competency Summary in the category Working Relationships		
Difficult Conversations <i>(n=9; d=21.2)</i>	73.7	
Positive Relationships <i>(n=9; d=30.6)</i>	73.8	
People Development <i>(n=9; d=23.1)</i>	81.2	
Clear Communication <i>(n=8; d=26.2)</i>	70.5	
Authenticity <i>(n=9; d=22.4)</i>	77.4	



Positive Relationships

Sets an example for positive interpersonal relationships

Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100





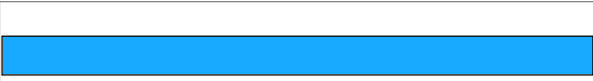

Total <i>(n=9; d=30.6)</i>	73.8	
Current Manager <i>(n=1; d=0.0)</i>	0.0	
Former Manager <i>(n=2; d=17.0)</i>	83.0	
Former Colleague <i>(n=1; d=0.0)</i>	100.0	
Former Direct Report <i>(n=4; d=17.0)</i>	83.0	
Self <i>(n=1; d=0.0)</i>	66.0	

The following general comments were submitted by all raters for **Positive Relationships**

People Development

Encourages the development of other people

Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100

Total <small>(n=9; d= 23.1)</small>	81.2	
Current Manager <small>(n=1; d=0.0)</small>	33.0	
Former Manager <small>(n=2; d=0.0)</small>	100.0	
Former Colleague <small>(n=1; d=0.0)</small>	100.0	
Former Direct Report <small>(n=4; d=14.7)</small>	74.5	
Self <small>(n=1; d=0.0)</small>	100.0	







The following general comments were submitted by all raters for **People Development**

I am motivated by a team with different ideas as it takes the pressure of me providing answers all the time. Encourage others to see beyond their current space and support them in that journey

Clear Communication

Communicates clearly and succinctly, using appropriate channels

Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100

Total <i>(n=8; d=26.2)</i>	70.5	
Current Manager <i>(n=1; d=0.0)</i>	33.0	
Former Manager <i>(n=2; d=17.0)</i>	83.0	
Former Colleague <i>(n=1; d=0.0)</i>	100.0	
Former Direct Report <i>(n=3; d=16.0)</i>	77.3	
Self <i>(n=1; d=0.0)</i>	33.0	

The following general comments were submitted by all raters for **Clear Communication**





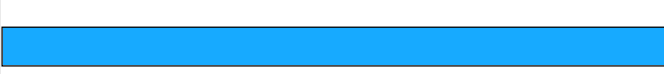

She was a The Deputy head of Corporate Division, also a super relationship manager. on her job she managed relationships with customers of all characteristics. she's a good commucator and whenever necessary she reffered to the relevant people. She responded concisely to any query raised either by customer or staff member.

I feel this is my weakest area as I feel my style has no impact probably due to esteem issues rather than knowledge or content

Authenticity

Authentically demonstrates a personal development journey







Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100






Total <small>(n=9; d=22.4)</small>	77.4	
Current Manager <small>(n=1; d=0.0)</small>	66.0	
Former Manager <small>(n=2; d=17.0)</small>	83.0	
Former Colleague <small>(n=1; d=0.0)</small>	100.0	
Former Direct Report <small>(n=4; d=17.0)</small>	83.0	
Self <small>(n=1; d=0.0)</small>	33.0	

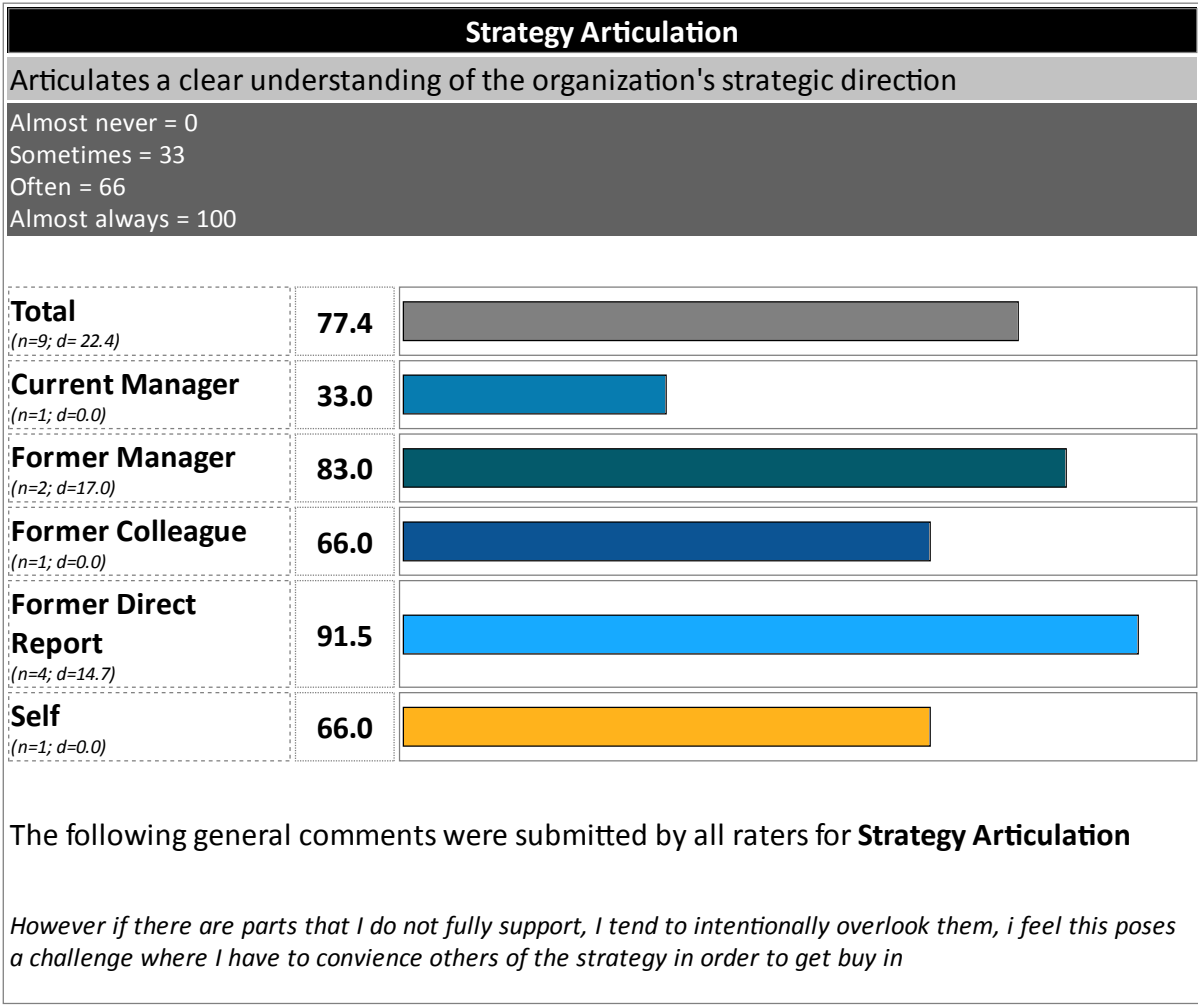
The following general comments were submitted by all raters for **Authenticity**

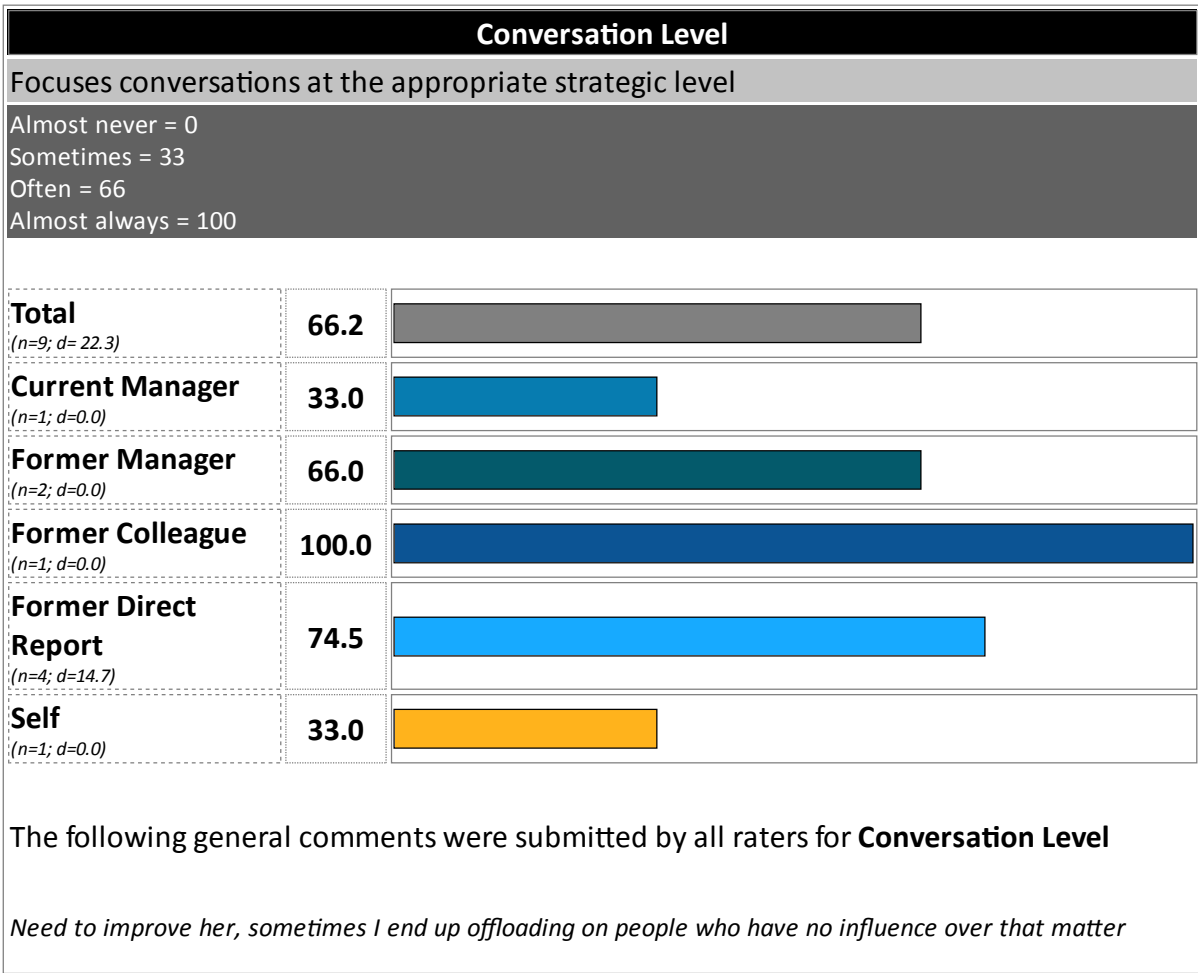
I know where I want to go but have not put a concrete plan to follow in getting there, this is my first step in fully committing to a plan

Category Summary :: Organizational Results

Organizational Results		
Total <i>(n=45; d=21.8)</i>	75.2	
Current Manager <i>(n=5; d=16.2)</i>	46.2	
Former Manager <i>(n=10; d=16.7)</i>	79.6	
Former Colleague <i>(n=5; d=16.7)</i>	86.4	
Former Direct Report <i>(n=20; d=17.0)</i>	83.0	
Self <i>(n=5; d=16.2)</i>	52.8	

Competency Summary in the category Organizational Results		
Strategy Articulation <i>(n=9; d=22.4)</i>	77.4	
Conversation Level <i>(n=9; d=22.3)</i>	66.2	
Organizational Change <i>(n=9; d=26.4)</i>	73.8	
Results Achievement <i>(n=9; d=16.0)</i>	88.7	
Balanced Decisions <i>(n=9; d=10.7)</i>	69.8	











Organizational Change

Successfully drives and implements changes in the organization

Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100

Total <i>(n=9; d= 26.4)</i>	73.8	
Current Manager <i>(n=1; d=0.0)</i>	33.0	
Former Manager <i>(n=2; d=17.0)</i>	83.0	
Former Colleague <i>(n=1; d=0.0)</i>	66.0	
Former Direct Report <i>(n=4; d=14.7)</i>	91.5	
Self <i>(n=1; d=0.0)</i>	33.0	

The following general comments were submitted by all raters for **Organizational Change**







She was spearheading the restructuring program of Corporate Division end of year 2009



Balanced Decisions







Makes decisions that balance both internal and external requirements




Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100

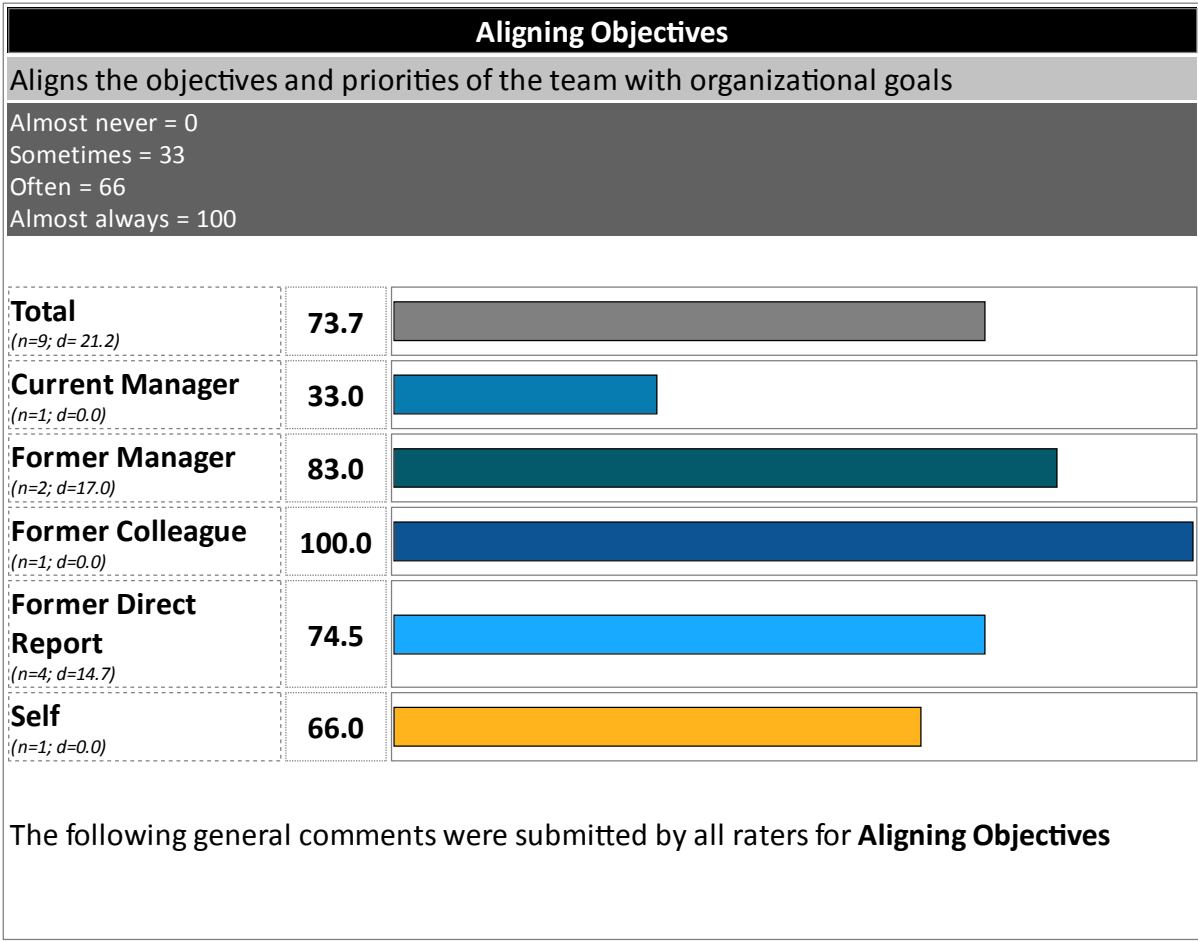
Total <i>(n=9; d= 10.7)</i>	69.8	
Current Manager <i>(n=1; d=0.0)</i>	66.0	
Former Manager <i>(n=2; d=0.0)</i>	66.0	
Former Colleague <i>(n=1; d=0.0)</i>	100.0	
Former Direct Report <i>(n=4; d=0.0)</i>	66.0	
Self <i>(n=1; d=0.0)</i>	66.0	

The following general comments were submitted by all raters for **Balanced Decisions**

Category Summary :: Team Effectiveness

Team Effectiveness		
Total <i>(n=26; d=25.2)</i>	74.0	
Current Manager <i>(n=3; d=0.0)</i>	33.0	
Former Manager <i>(n=5; d=16.7)</i>	86.4	
Former Colleague <i>(n=3; d=0.0)</i>	100.0	
Former Direct Report <i>(n=12; d=20.1)</i>	74.6	
Self <i>(n=3; d=27.4)</i>	66.3	

Competency Summary in the category Team Effectiveness		
Aligning Objectives <i>(n=9; d=21.2)</i>	73.7	
Setting Performance Standards <i>(n=8; d=29.0)</i>	66.4	
Empower Team <i>(n=9; d=23.1)</i>	81.2	



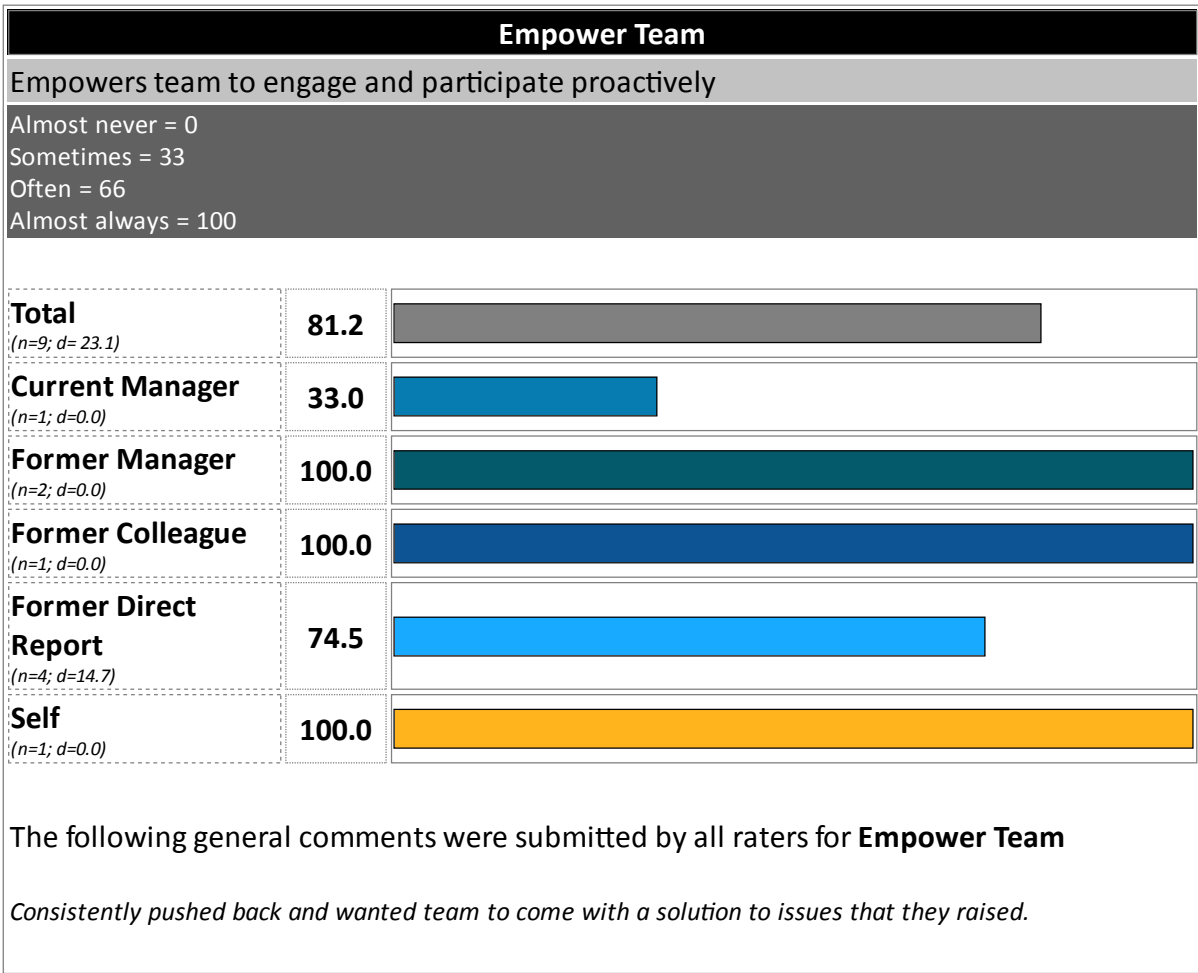
Setting Performance Standards

Sets realistic goals and performance standards for the team







Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100





Total <i>(n=8; d=29.0)</i>	66.4	
Current Manager <i>(n=1; d=0.0)</i>	33.0	
Former Manager <i>(n=1; d=0.0)</i>	66.0	
Former Colleague <i>(n=1; d=0.0)</i>	100.0	
Former Direct Report <i>(n=4; d=27.8)</i>	74.8	
Self <i>(n=1; d=0.0)</i>	33.0	

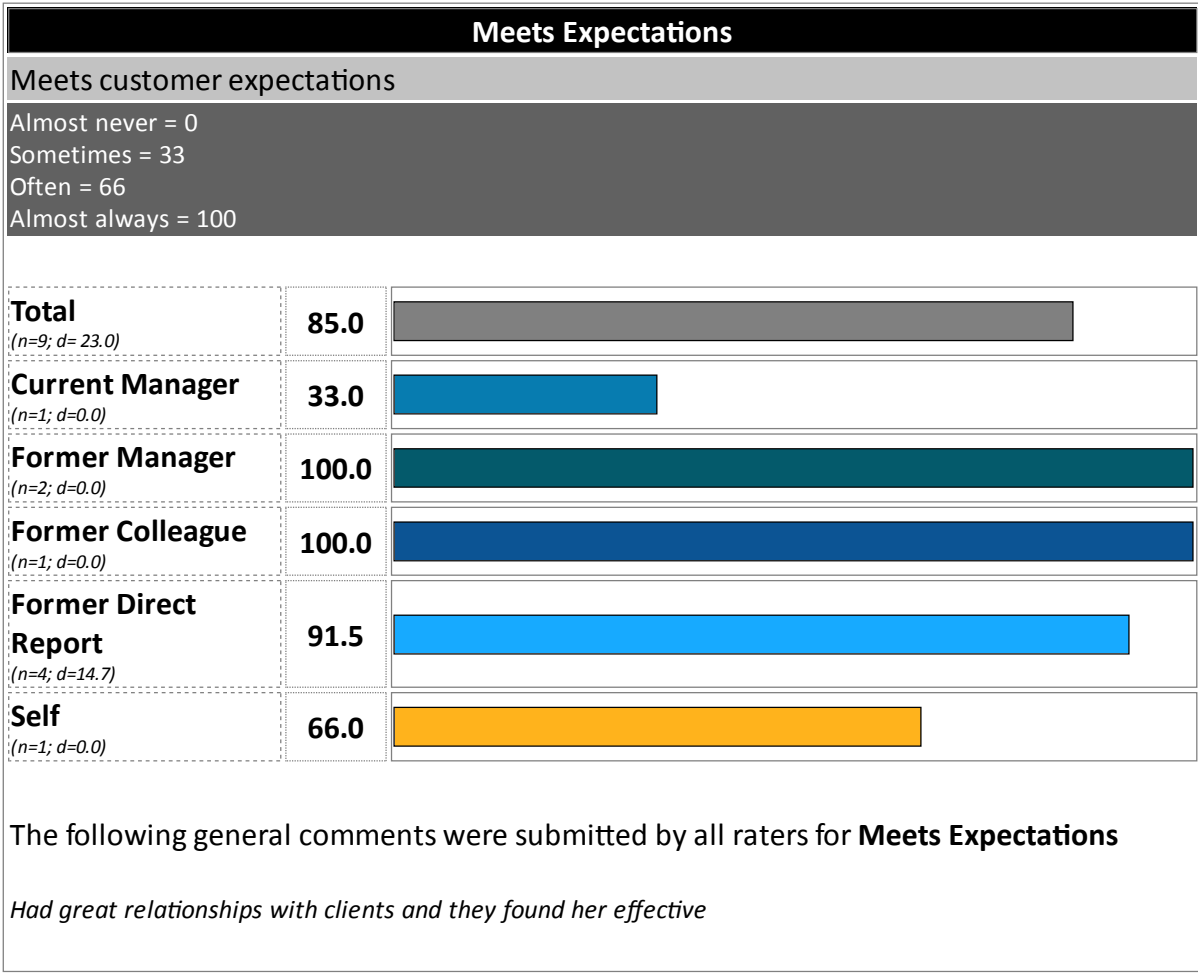
The following general comments were submitted by all raters for **Setting Performance Standards**



Category Summary :: Service Orientation

Service Orientation		
Total <i>(n=35; d=21.9)</i>	83.6	
Current Manager <i>(n=4; d=14.3)</i>	41.3	
Former Manager <i>(n=8; d=11.2)</i>	95.8	
Former Colleague <i>(n=4; d=0.0)</i>	100.0	
Former Direct Report <i>(n=15; d=16.7)</i>	86.4	
Self <i>(n=4; d=14.7)</i>	74.5	





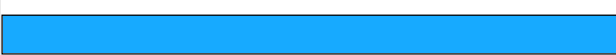

Competency Summary in the category Service Orientation		
Meets Expectations <i>(n=9; d=23.0)</i>	85.0	
Generate Sales <i>(n=8; d=23.4)</i>	78.9	
Listens to Customers <i>(n=9; d=14.1)</i>	92.4	
Cooperates Across Teams <i>(n=9; d=22.4)</i>	77.4	



Generate Sales

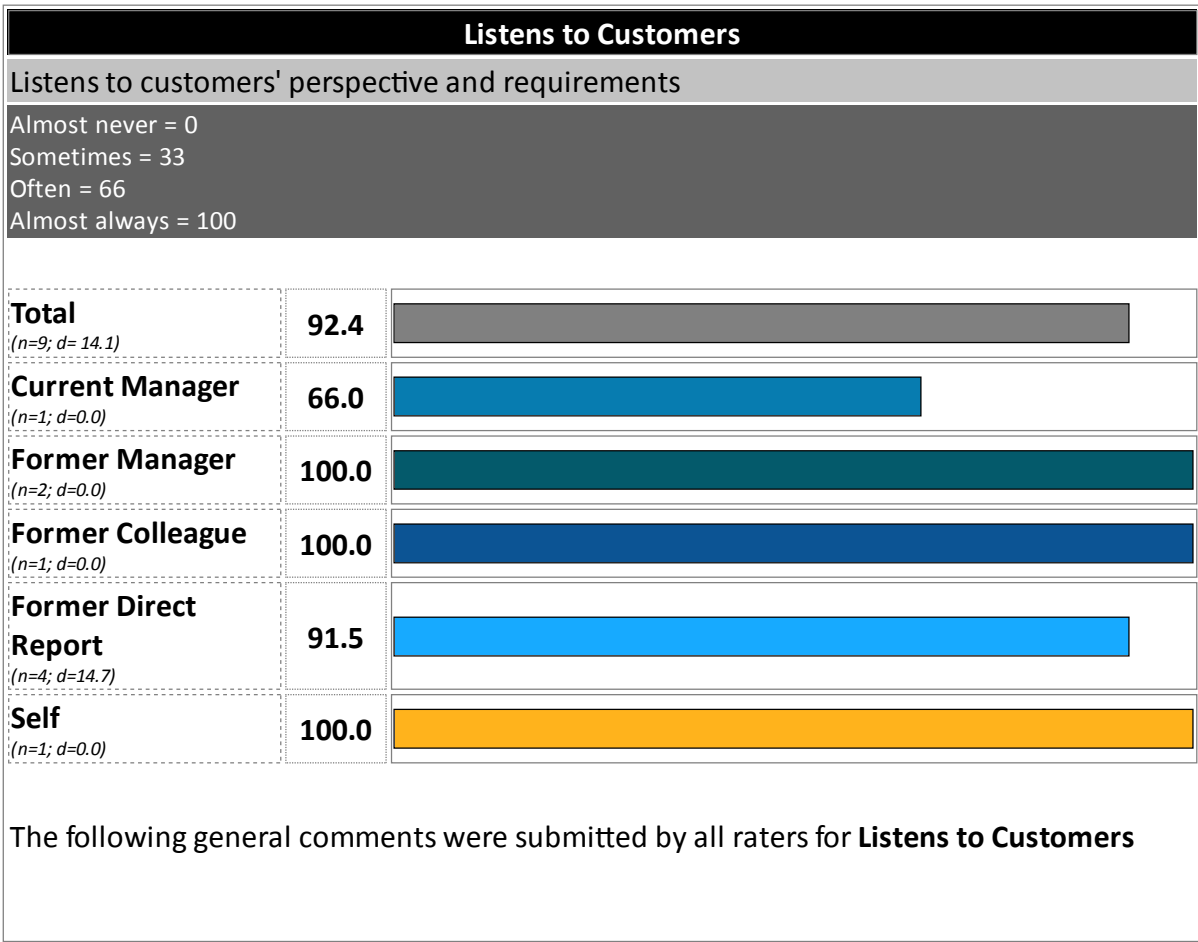
Effectively wins customers and generates sales

Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100

Total <small>(n=8; d= 23.4)</small>	78.9	
Current Manager <small>(n=1; d=0.0)</small>	33.0	
Former Manager <small>(n=2; d=0.0)</small>	100.0	
Former Colleague <small>(n=1; d=0.0)</small>	100.0	
Former Direct Report <small>(n=3; d=16.0)</small>	77.3	
Self <small>(n=1; d=0.0)</small>	66.0	

The following general comments were submitted by all raters for **Generate Sales**





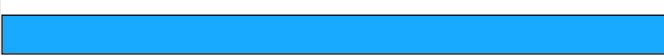

Built a big portfolio of clients which was mainly made up of large corporates. Managed it well, i considered hr as a super relationship manager(RE), she was best of all the RE's at Corporate Division and was named the best performer 2009-2010



Cooperates Across Teams

Cooperates across teams in the organization







Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100




Total <i>(n=9; d=22.4)</i>	77.4	
Current Manager <i>(n=1; d=0.0)</i>	33.0	
Former Manager <i>(n=2; d=17.0)</i>	83.0	
Former Colleague <i>(n=1; d=0.0)</i>	100.0	
Former Direct Report <i>(n=4; d=17.0)</i>	83.0	
Self <i>(n=1; d=0.0)</i>	66.0	

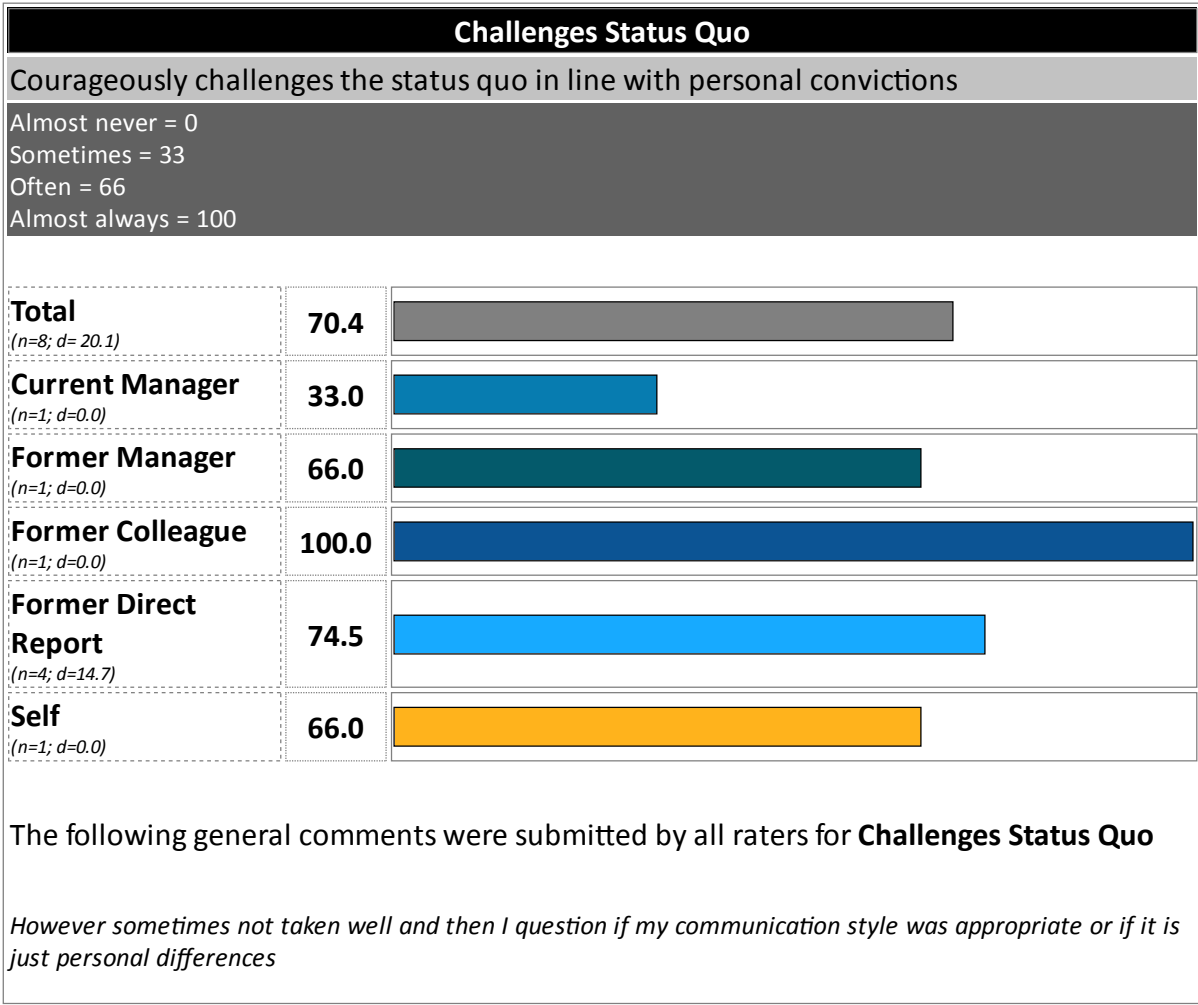
The following general comments were submitted by all raters for **Cooperates Across Teams**

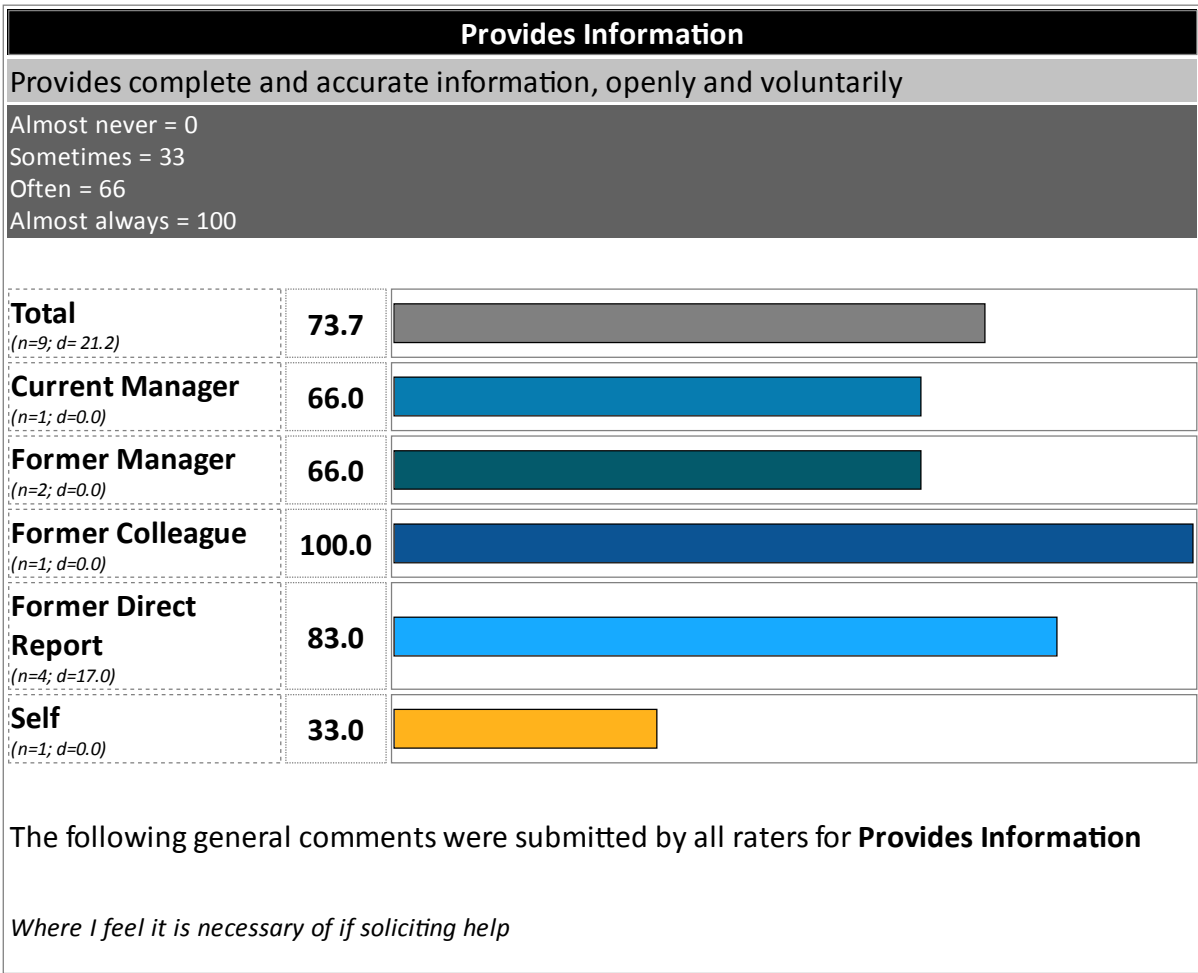
She was appointed Deputy head of Corporate Division, this was a big role where she was overseeing the operations of the Division as a whole (Sales, Credit and Service). and she cooperated well with all departments

Category Summary :: Upward Contribution

Upward Contribution		
Total <i>(n=26; d=22.9)</i>	72.7	
Current Manager <i>(n=3; d=15.6)</i>	44.0	
Former Manager <i>(n=5; d=0.0)</i>	66.0	
Former Colleague <i>(n=3; d=0.0)</i>	100.0	
Former Direct Report <i>(n=12; d=17.0)</i>	83.0	
Self <i>(n=3; d=15.6)</i>	44.0	

Competency Summary in the category Upward Contribution		
Challenges Status Quo <i>(n=8; d=20.1)</i>	70.4	
Provides Information <i>(n=9; d=21.2)</i>	73.7	
Solution Orientation <i>(n=9; d=26.4)</i>	73.8	











Solution Orientation

Makes credible, solution-oriented suggestions and recommendations

Almost never = 0
 Sometimes = 33
 Often = 66
 Almost always = 100

Total <small>(n=9; d= 26.4)</small>	73.8	
Current Manager <small>(n=1; d=0.0)</small>	33.0	
Former Manager <small>(n=2; d=0.0)</small>	66.0	
Former Colleague <small>(n=1; d=0.0)</small>	100.0	
Former Direct Report <small>(n=4; d=14.7)</small>	91.5	
Self <small>(n=1; d=0.0)</small>	33.0	

The following general comments were submitted by all raters for **Solution Orientation**

Could improve here, sometimes have ideas but choose to just let it go especially in group settings where you sometimes have to work a bit harder to get your voice heard.