

Report, Norms and Histogram samples descriptions

The 14 page samples on this web page, are a selection from the following reports;

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|-------------------------------------------------------------------|--------------|
| ➤ Leadership 360° Feedback - Benchmark Profile Report™ | Images 1 – 7 |
| ➤ Group Norms Report | Image 8 |
| ➤ Leadership 360° Feedback - Follow-up Profile Comparison Report™ | Images 9–12 |
| ➤ Group v Organisation Comparison Norms Report | Image 13 |
| ➤ Course Histogram/Frequency report | Image 14 |

Image 1. Strengths and Development Needs by Question:

This page is 1 of 4, from the **Leadership 360° Feedback – Benchmark Report** that illustrates the following;

- The first column displays three of the eleven **Cluster/Competency** headings and their **Questions/Behaviours** that form the questionnaire.
- The next four columns, display the average ratings scored by each of the categories used for this particular 360° Feedback Profile — **Subordinates, Colleagues, Self** [the Delegate's own rating] and **Manager** — in each row displaying the question/behaviour.
- The next two columns headed **Strengths** and **Dev. Areas** represents the number of respondents that selected the question/behaviour in the row with a number, as a strength or development need.
- The next column headed **Self Identified** displays the questions/behaviours selected as a strength or development need by the delegate him/her self and are identified by a **ST.** [strength] or **DV.** [development need]
- At the bottom of the page you will see a **Summary Chart**. Each set of four coloured bars represents the four categories. The length of the bar is determined by the **Average Totals** displayed in blue, in the bottom row of each cluster.
- The measurement scale for the **Average Totals** is shown on the bottom axis of the chart. Each of the three clusters represented on this page are labelled on the left axis of the chart.

Image 2. Summary of Charts:

This page gives you a complete, instant visual summary of the **Average Totals**, for each of the eleven clusters/competencies that form the questionnaire. The format is the same, as that of the **Summary Chart** described above.

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Image 3, 4 & 5. Open Comments Strengths:

This section can sometimes be the most thought provoking and have the biggest impact of all the data in your **360° Profile Report**.

Open comments, is a provision for all your respondents to provide their personal written views, in relation to what they see as your '**Strengths**' and areas for '**Development**'

These comments can sometimes be much more specific and add deeper insight than the average score that is attributed to certain questions/behaviours in the questionnaire. They can also be general comments that are not related to a question/behaviour addressed in the questionnaire.

They are not edited or altered in any way and with the exception of your Manager, remain completely anonymous.

- **Image 3.** Displays the comments written by **Yourself** and your **Manager**
- **Image 4.** Displays the comments written by the people chosen as your **Subordinates**
- **Image 5.** Displays the comments written by the people chosen as your **Colleagues**

*In your own report you will receive an additional 3 open comment pages as described above, except the comments will be referring to; **Areas for Development**.*

Image 6. Likelihood of Response to Feedback:

- This page displays, a chart that summarises the responses made by each respondent, to this question asked in the questionnaire; *“How likely is it that he/she will take timely and positive actions in response to the feedback received in the 360° Feedback Report?”*
- The likelihood responses are displayed on the left hand axis of the chart. The number of times a response is selected determines the length of the coloured bar and the scale is displayed on the bottom axis of the chart

Image 7. Raw Data:

- This page displays all the individual ratings given in response to each question/behaviour in the questionnaire. The ratings are displayed in columns under the headings of ; **S = Subordinate**, **C = Colleague**, **SR = Self Rating** and **M = Manager**.
- This part of the report provides a more specific breakdown and understanding of the averages that are displayed in the; Strengths and Development needs by Question pages.

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Image 8. Group Norms:

- This page displays the norms of the ratings provided by all the participants of the group completing the 360° Feedback Programme. The totals of contributing delegates and respondents is shown at the head of the document
- The format is similar to that of **Image 1. Strengths & Development needs by Question.** The clusters and questions are shown in the first column. The norms are displayed in the four following columns under the headings of the four categories; **S = Subordinate, C = Colleague, SR = Self Rating** and **M = Manager.**
- As in **Image 1.** There is a Cluster/competency **Average** of the norms shown on the bottom row of each one.

Image 9, 10, 11 & 12. Follow-up Profile – Comparison Report

The next set of images are from the comparison report. This report is produced when the delegate has completed a **Follow-up Profile™** questionnaire. It is usually rolled out 9 - 12 months after the first programme.

The reason for two rollouts is this; the first is called the **Benchmark Profile™**, as the name suggests, it benchmarks the existing position of the person for whom the feedback is being provided.

The second is called the **Follow-up Profile™** and is used to measure changes or developments that have been initiated by the delegate from his/her action/development plan that was created, based on the feedback received in the **Benchmark Profile Report.**

Image 9. Comparison-Strengths and Development Needs by Question:

- This report page is displaying the same feedback data as **Image 1**, with the additional benefit of also displaying the data from the **Follow-up Profile**, side by side for comparison. The year or date the programme was run, is displayed at the top of each set of 7 columns.
- However, the format of the summary chart is different from **Image 1**. The vertical colour bars now represent the clusters/competencies of the page, with the colour key to the left of the chart.
- The height of the bars is determined by the **Average Totals** displayed in blue at the bottom row of each cluster. The scale for the bar height is on the left vertical axis of the chart.
- The comparative years or both programmes are displayed side by side; by category. The year and category labels are displayed along the bottom axis of the chart.

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Image 10. Comparison Summary chart by: Cluster:

- This comparison report page, gives you a complete instant visual summary, of the **Average Totals** for each of the eleven clusters/competencies that form the questionnaire. As with the other pages of the comparison report, it displays data from both the; **Benchmark and Follow-up Profiles**.
- Each pair of four coloured bars represents the four categories, the colour key is on the right of the chart. Each pair of four bars, are labelled with the cluster/competency and the date or year they represent.
- The length of each bar is determined by the **Average Totals** displayed in blue, in the bottom row of each cluster/competency in the relevant column for the programme date or year.
- The measurement scale for the **Average Totals** is shown on the bottom axis of the chart. Each of the eleven clusters represented on this page are labelled on the left axis of the chart

Image 11. Comparison Likelihood of Response to Feedback:

- This comparison report page, displays the likelihood chart from both the; **Benchmark and Follow-up Profiles**, displayed one above the other for easy comparison.
- The charts summarise the responses made by each respondent, to this question asked in the questionnaire; *“How likely is it that he/she will take timely and positive actions in response to the feedback received in the 360° Feedback Report?”*
- The likelihood responses are displayed on the left hand axis of the chart. The number of times a response is selected determines the length of the coloured bar and the scale is displayed on the bottom axis of the chart.

Image 12. Comparison Raw Data:

- This comparison page displays all the individual ratings given in response to each question/behaviour in the questionnaire. The ratings are displayed in columns under the headings of; **S = Subordinate, C = Colleague, SR = Self Rating and M = Manager**.
- Both sets of data from the; **Benchmark and Follow-up Profiles**, are displayed next to each other for instant and detailed comparison. The date or year identifying each programme is shown at the top of each set of columns.
- This part of the report provides a more specific breakdown and understanding of the averages that are displayed in the; Strengths and Development needs by Question pages.

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Image 13. Comparison Norms Report:

The purpose of a **Comparison Norms report**, is to provide a method with which to measure and compare your team or groups normative data, against that of the organisation or other teams. It also provides the ability to identify areas of alignment or differences, indicated by the normative data.

This comparison page displays the norms of the ratings provided by all the participants of the Management Team completing the 360° Feedback Programme. Compared to the norms of the Organisation which was compiled by using the data of all the contributing delegates and respondents over the whole programme. This contributor information is shown at the head of the document.

- The format is similar to that of **Image 8. Group Norms**. The clusters and questions are shown in the first column. The norms are displayed in the following two sets of four columns representing The Organisation and the Management Team.
- The category headings for both groups remain the same; **S = Subordinate, C = Colleague, SR = Self Rating and M = Manager**.
- As in **Image 8**. There is a Cluster/competency **Average** of the norms shown on the bottom row of each one.

Image 14. Histogram-Frequency Report of Question/behaviour ratings:


This histogram bar chart displays the total number of times a particular rating was selected for each of the 5 questions that made up the first cluster/competency '**Motivation**' of the; **Leadership 360° Feedback Profile**, during a Leadership development programme.

Each question from 1 - 5 is repeated in 8 rows. Each row representing one of the possible ratings **1-6, ? and no score**, used in the scoring and analysis of the 360° Feedback Profile questionnaire.

The Ratings:

1. = **Ineffective.**
 2. = **Not very effective**
 3. = **Fairly effective**
 4. = **Effective**
 5. = **Very effective**
 6. = **Extremely Effective**
 - ?. = **Not applicable/ not observed**
- No Score = A respondent chose not to make any of the above selections**

The Data Label:

This is shown on the end of each purple bar and is displayed numerically i.e.  59 = 3.00%.

At the top of the chart you will see the first purple bar with a data label. This bar represents the number of people (59) that selected **rating 2**, for question 1. The = 3.00% is the percentage that (59) is, of the whole contributing population (1.968) that participated in the Leadership Development Programme.

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The Questions:

The data for each of the 5 questions of this cluster, are displayed in the same way as described above, in each of the 8 rows that represent the 8 types of rating's. These ratings were applied to the 360° Feedback Profile questionnaire and are displayed down the right hand side of the chart.

The Contributing Population:

The total number of participating population that created this data, is displayed at the top of the page. Below that is a measurement on the top axis of the chart. This scale represents the number of people contributing to the bar totals.

The Results:

The results that one achieves from producing a Histogram chart, can be multiple and varied depending on the interpretation of the data presented. One interpretation of the type of result you may find, would be the pattern of frequency of the scoring for questions/behaviours that may be directly and indirectly about 'Communication'

The Benefits:

This data looked at in conjunction with other data produced from the 360° feedbacks, can be very powerful in helping identify areas of development and strengths, that might never be obvious in the day to day activities of a large organisation.

It can also lead to the accurate targeting of beneficial training and development that produces economic, recognisable and measurable results. Change in any Organisation can be painful and difficult to all involved. But, it can be measurably easier and smoother, when important and relevant information is to hand to ease the transition and answer the all pervading question 'Why'.

In a full histogram report, each of the 11 clusters/competencies would be displayed the same way as this first cluster/competency is shown. The number of clusters/competencies in the Profile will be entirely up to the client.