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Sample 360 Report

Introduction

This document sets out an example of a report for a project manager who has just gone through the 360 process.

The report is based on competences from Association for Project Management (APM) for project managers. *Your* reports will be based on your competences or job description or person specification for the role in question and will be different from what is in this document so please treat this as a guide.

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20/20 Insight Special Report

Test Subject

June 11, 2012

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Your Feedback Report - Instructions

To help you understand and get the most benefit from this feedback report, please take a moment or two to read the notes below.

The feedback questionnaire contained 4 categories with a total of 32 statements.

Respondents were asked to rate you on each statement against the following scale:-

Scale Effectiveness
1 Ineffective
2 Limited effective
3 Moderately effective
4 Effective
5 Highly effective
6 Exceptional

There was also the option to select N/A (Not Observed or Not Applicable)

Your Report: There are 5 sections in the report:

1.   Category Summary - Self/Other

This summary shows the average rating for the statements under each category provided by respondents. Your self-rating is also included for comparison.

Effect = Effectiveness Scale

N = Number of respondents who provided feedback

2. Item Ratings - Relationships/Comments

This section contains feedback for each of the questions. This is expressed as an average of all respondents (not including self) and then by respondent group. In this exercise the groups are shown as:

SPSR = SPONSOR
STKHLDR = STAKEHOLDER
TM MBR = TEAM MEMBER

Above the average bar chart you will see some numbers. This shows the distribution and number of people who gave specific scores.

Comments associated with each Category of items are presented exactly as they were originally recorded.

Effect = Effectiveness Scale
N = Number of respondents who provided feedback

3. Highest Rated items

This section reports the scores of your 5 highest-rated items across all categories. Your self-ratings are not included in these averages.

4. Lowest Rated items

This section reports the scores of your 5 lowest-rated items across all categories. Your self-ratings are not included in these averages. This section helps you to identify priority areas on which to focus your future development activity.

5. Initial Observations

Here, you can write down your first reactions to the feedback having read it through. Try to describe what you think and how you feel about it.

Analysing the feedback:

It may take a while before you come to any conclusions about the feedback and the following tips and hints are offered simply as guideline for working through the report.

"Do"

- ü Read the report a couple of times to get an overall feel for the feedback before going into any specific item in detail.

- ü Look for consistent themes in the ratings and comments.

- ü Pay equal attention to strengths and areas for improvement - enjoy successes!

"Don't"

- o Concentrate on or overreact to isolated comments - this will distract you from spotting the more consistent themes.

- o Rationalise away any critical feedback - try to understand what may have prompted it even if you can't agree with or accept it at the time.

- o Waste too much time trying to work out who gave which feedback - you could be wrong!

- o Jump to quick conclusions or make ambitious plans to do lots of things differently - because you probably won't.

We hope that you find this feedback report useful. Its real purpose is to give you new or clearer insights into your strengths and those areas where you could improve your impact.
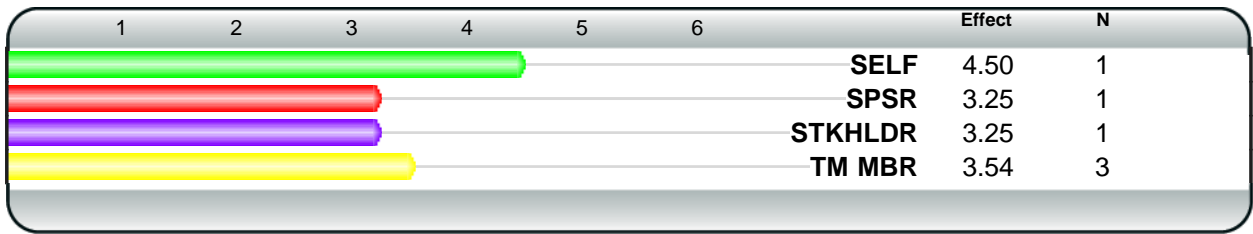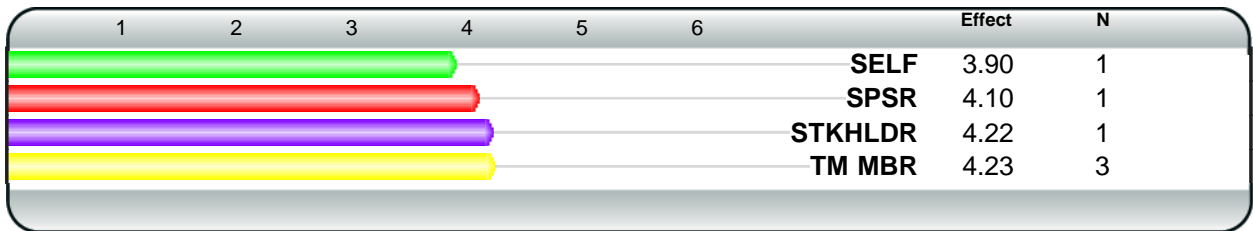
In a sense, the rest is now over to you.

Thanks for taking part in the feedback process and if we can assist with helping formulate your action plans and personal development, please do get in touch.
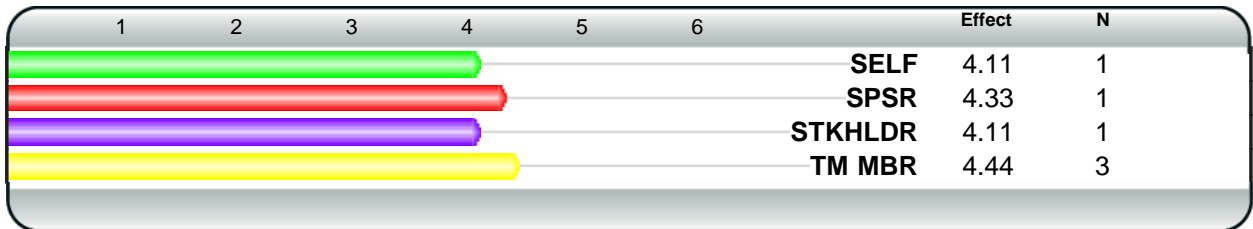
Category Summary - Self/Other

Stakeholder Management

	1	2	3	4	5	6		Effect	N
							SELF	4.50	1
							SPSR	3.25	1
							STKHLDR	3.25	1
							TM MBR	3.54	3

Project Success and Benefits Management

	1	2	3	4	5	6		Effect	N
							SELF	3.90	1
							SPSR	4.10	1
							STKHLDR	4.22	1
							TM MBR	4.23	3

Marketing and Selling the Project

	1	2	3	4	5	6		Effect	N
							SELF	4.11	1
							SPSR	4.33	1
							STKHLDR	4.11	1
							TM MBR	4.44	3

Developing and evaluating the Business Case

	1	2	3	4	5	6		Effect	N
							SELF	3.00	1
							SPSR	4.80	1
							STKHLDR	4.60	1
							TM MBR	4.73	3
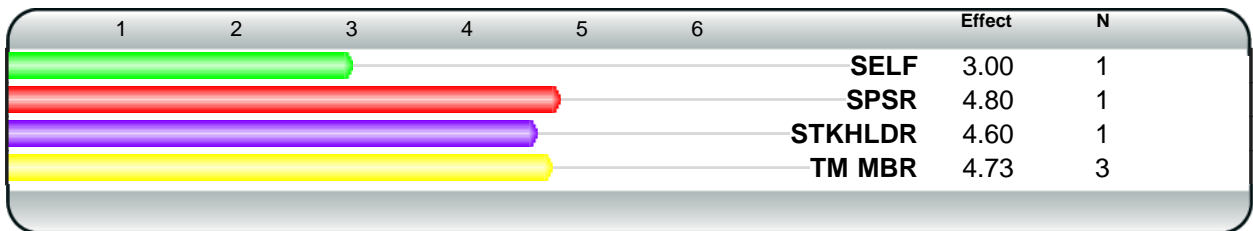
Stakeholder Management

1. Checks, identifies and prioritises stakeholder interests.

	1	2	3	4	5	6		Effect	N
			3	2					
							Average	**3.40**	**5**
							SELF	4.00	1
							SPSR	4.00	1
							STKHLDR	3.00	1
							TM MBR	3.33	3
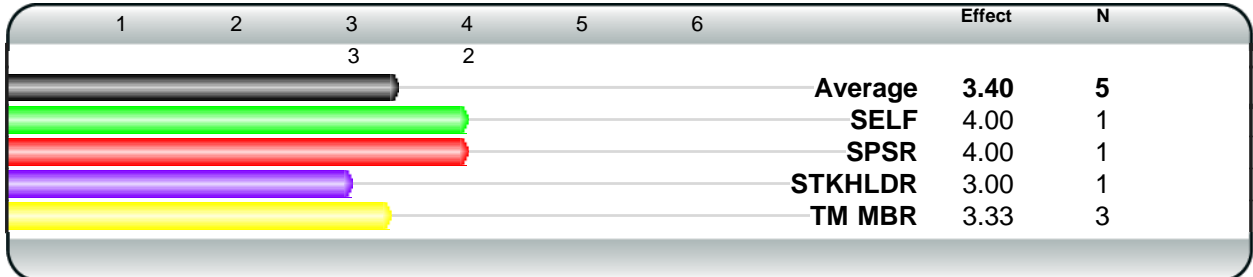
2. Analyses stakeholders' interests, requirements and level of influence.

	1	2	3	4	5	6		Effect	N
			1	3	1				
							Average	**4.00**	**5**
							SELF	4.00	1
							SPSR	4.00	1
							STKHLDR	3.00	1
							TM MBR	4.33	3
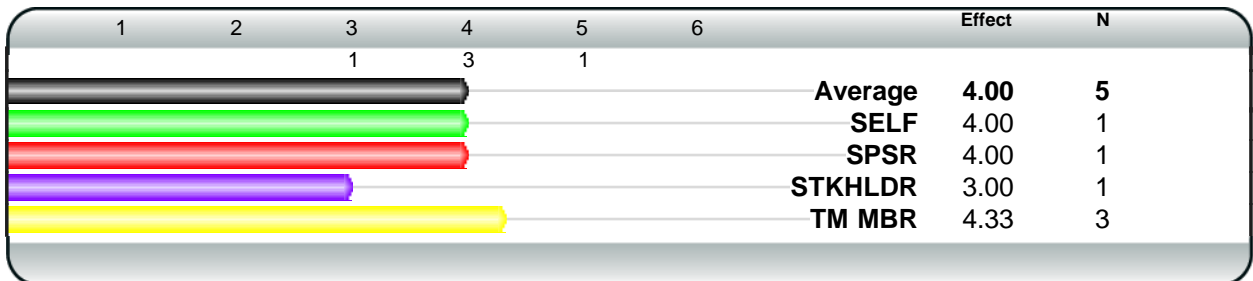
3. Develops a strategy / plan to manage and communicates effectively with all stakeholders. Includes stakeholders interests and expectations in the requirements, objectives, scope, deliverables, time schedule and costs of the project plan.
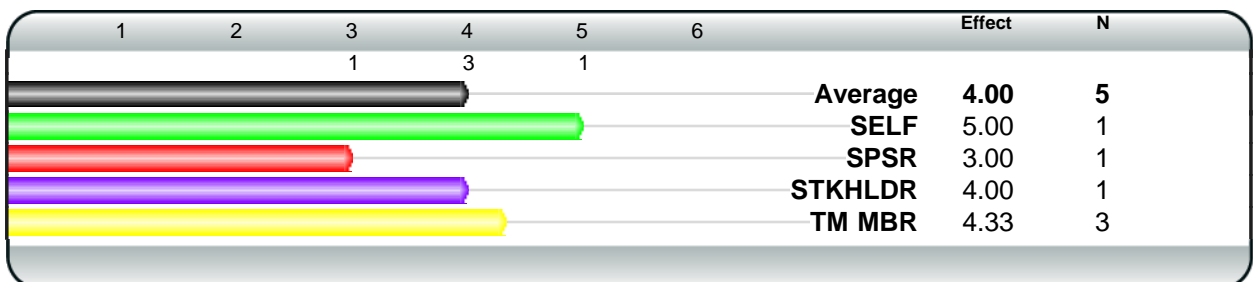
	1	2	3	4	5	6		Effect	N
			1	3	1				
							Average	**4.00**	**5**
							SELF	5.00	1
							SPSR	3.00	1
							STKHLDR	4.00	1
							TM MBR	4.33	3

4. Implements and monitors the effectiveness of the stakeholder management plan.

	1	2	3	4	5	6		Effect	N
			4	1					
							Average	**3.20**	**5**
							SELF	3.00	1
							SPSR	3.00	1
							STKHLDR	3.00	1
							TM MBR	3.33	3

5. Communicates to stakeholders which of their requirements will be fulfilled or not fulfilled by the project.

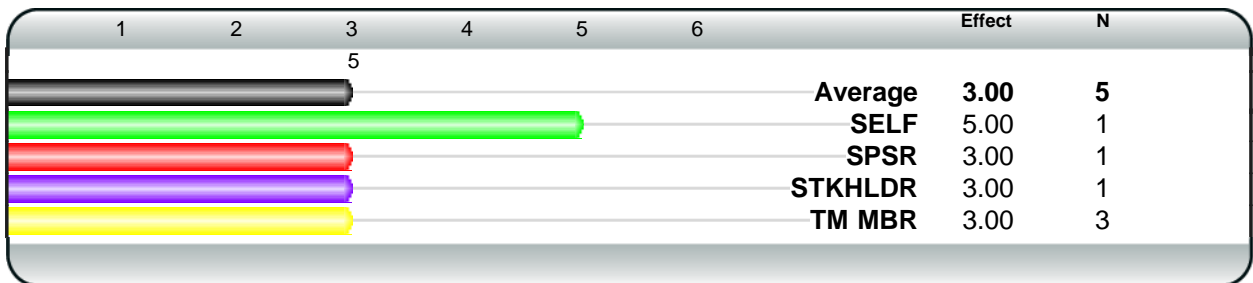|	1	2	3	4	5	6		Effect	N
			5				Average	**3.00**	**5**
							SELF	5.00	1
							SPSR	3.00	1
							STKHLDR	3.00	1
							TM MBR	3.00	3

6. Ensures that the threats and opportunities represented by stakeholders are captured and proactively managed as risks.

	1	2	3	4	5	6		Effect	N
			4	1			Average	**3.20**	**5**
							SELF	5.00	1
							SPSR	3.00	1
							STKHLDR	3.00	1
							TM MBR	3.33	3
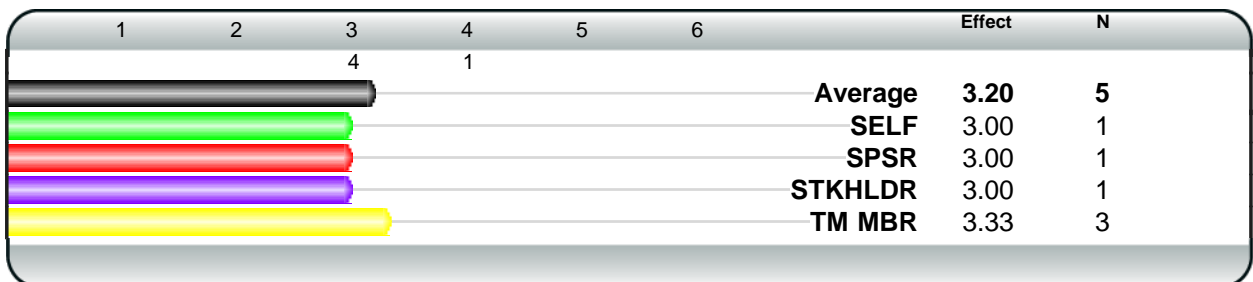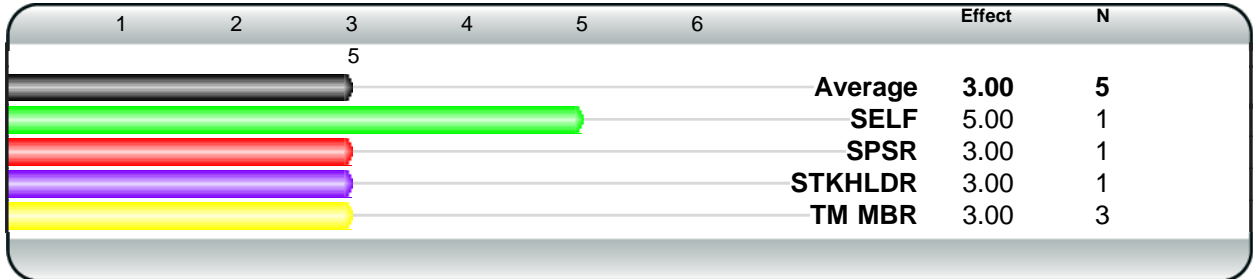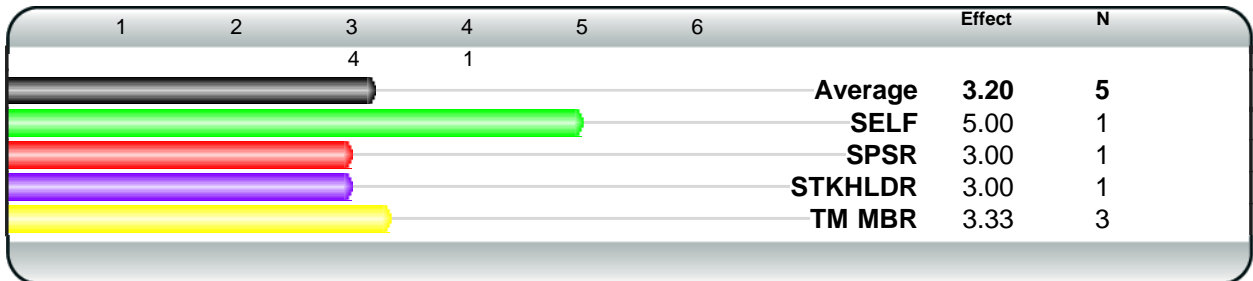
7. Executes, communicates and manages changes in the stakeholder management plan throughout the project lifecycle.
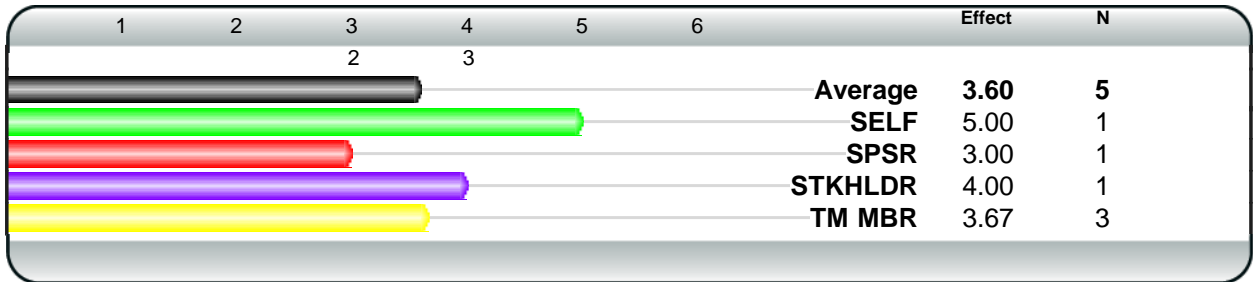
	1	2	3	4	5	6		Effect	N
			2	3			Average	**3.60**	**5**
							SELF	5.00	1
							SPSR	3.00	1
							STKHLDR	4.00	1
							TM MBR	3.67	3

8. Gains the commitment of all stakeholders including the most challenging.

	1	2	3	4	5	6		Effect	N
			5				Average	**3.00**	**5**
							SELF	5.00	1
							SPSR	3.00	1
							STKHLDR	3.00	1
							TM MBR	3.00	3

9. Please add written comments to support the ratings above for this section under the headings below. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific STRENGTHS: - What should they keep doing?
- *Self: I feel I am really good at getting stakeholders on board.*
- *Developing strategies - very good*
- *Good at analysis*
- *I know we have spent a long time looking at stakeholder interests etc however I am not sure the plans drawn up have been actioned as effectively as they should have been. The team have raised this with you on a couple of occasions*
- *Very adept at putting plans together*
- *Very enthusiastic as it is 1st project*

Specific LIMITATIONS: - What should they stop doing?
- *Getting involved with project process and remember that people deliver projects and receive them*
- *Getting too involved in detail - that's what we the project team should be doing*
- *Ignoring the plans*
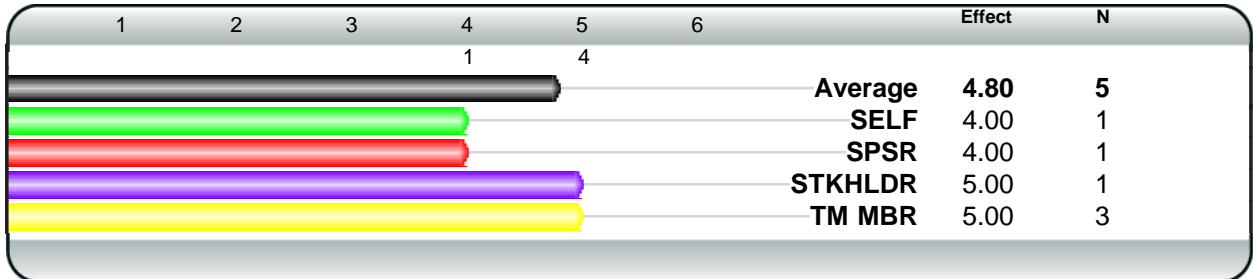- *Too much planning - reduce this and focus on other areas*

Your SUGGESTIONS: - What should they start doing?
- *Get closer to stakeholders*
- *Great at developing strategies however not so strong in ensuring plans are in place and that it is working. Does not communicate enough with stakehholders*
- *More direct contact with stakeholders. We have had some complaints from stakeholders which I have had to deal with.*
- *More time spent engaging with stakeholders. There have been some issues with some stakeholders feeling disengaged*
- *Much more engagement with stakeholders. Sticking to the plan agreed - as far as possible. The team have come under a lot of pressure from a few stakeholders who do not feel engaged in the process*
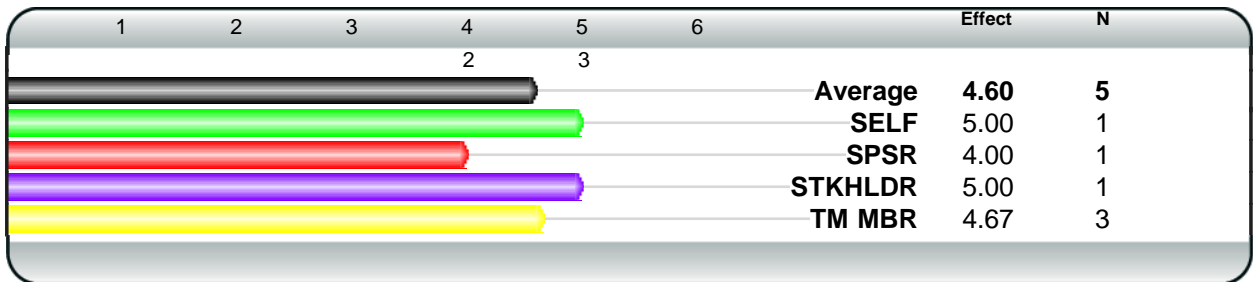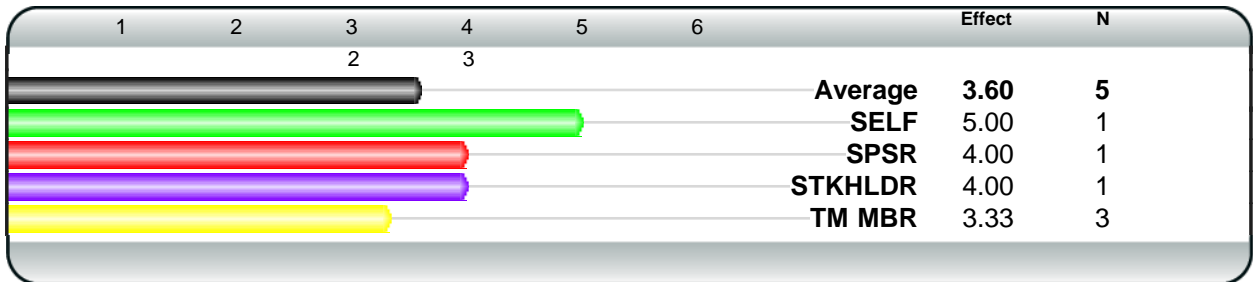
Project Success and Benefits Management

10. Analyses and understands the project and its context within the proposed business change and how these can enable the expected benefits (indirect, direct, financial, and non-financial).
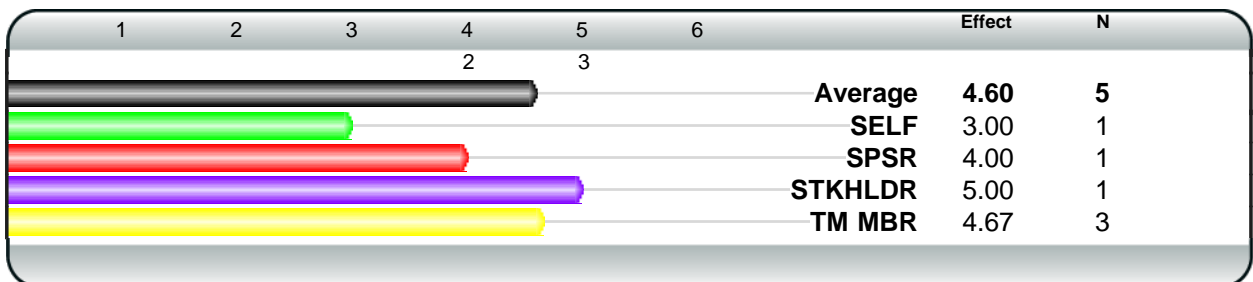
							Effect	N
1	2	3	4	5	6			
			1	4				
						Average	**4.80**	**5**
						SELF	4.00	1
						SPSR	4.00	1
						STKHLDR	5.00	1
						TM MBR	5.00	3

11. Agrees success criteria for the project with the sponsor, ensuring that they are measurable.

							Effect	N
1	2	3	4	5	6			
			2	3				
						Average	**4.60**	**5**
						SELF	5.00	1
						SPSR	4.00	1
						STKHLDR	5.00	1
						TM MBR	4.67	3

12. Identifies critical success factors for the project with all stakeholders.

|							Effect	N
1	2	3	4	5	6			
		2	3					
						Average	**3.60**	**5**
						SELF	5.00	1
						SPSR	4.00	1
						STKHLDR	4.00	1
						TM MBR	3.33	3

13. Agrees KPI's (Key Performance Indicators), ensuring that these are quantitative by using traditional time, cost, and quality techniques.
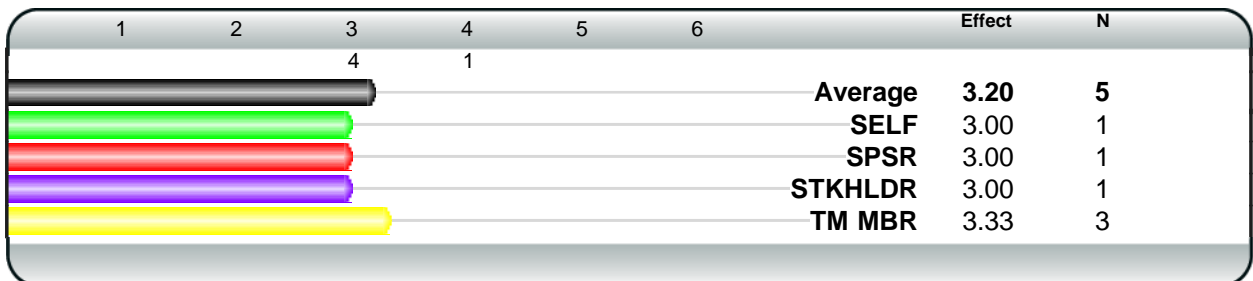
							Effect	N
1	2	3	4	5	6			
			2	3				
						Average	**4.60**	**5**
						SELF	3.00	1
						SPSR	4.00	1
						STKHLDR	5.00	1
						TM MBR	4.67	3

Item Ratings - Relationships/Comments

14. Understands the relationship between the timing of deliverables and the realisation of benefits.
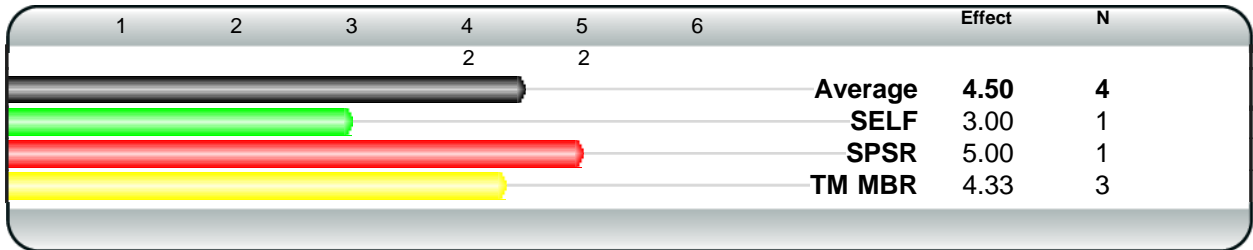
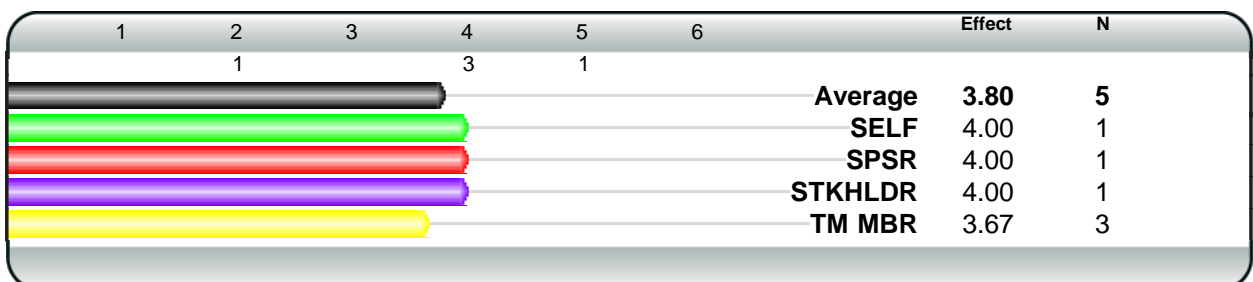|	1	2	3	4	5	6		Effect	N
				2	2				
							Average	4.50	4
							SELF	3.00	1
							SPSR	5.00	1
							TM MBR	4.33	3

15. Discusses and agrees the project success criteria and benefits realisation responsibilities with all relevant stakeholders as part of the project management contract with the customer.

	1	2	3	4	5	6		Effect	N
			4	1					
							Average	3.20	5
							SELF	3.00	1
							SPSR	3.00	1
							STKHLDR	3.00	1
							TM MBR	3.33	3

16. Executes and controls project management plans and changes, and reports on project performance.

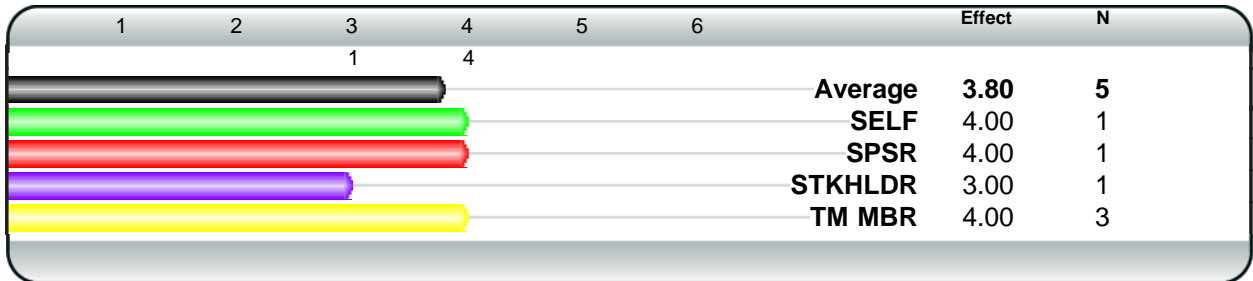|	1	2	3	4	5	6		Effect	N
				2	3				
							Average	4.60	5
							SELF	4.00	1
							SPSR	4.00	1
							STKHLDR	5.00	1
							TM MBR	4.67	3
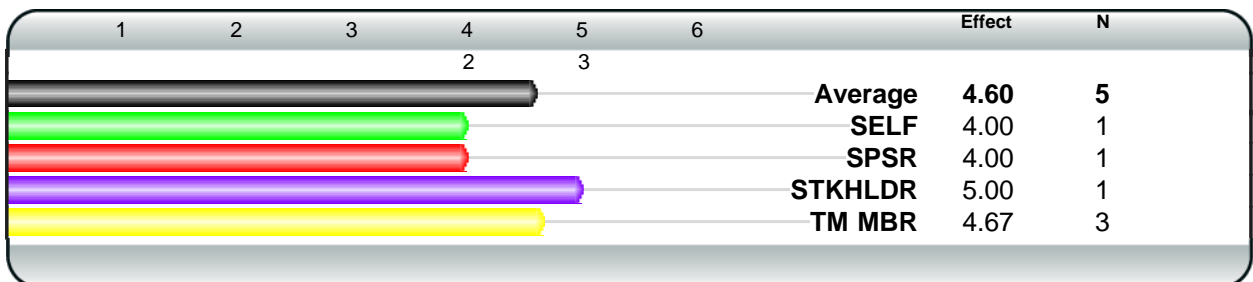
17. Ensures that the impacts of any deviations from the plan are considered against the business case and the benefits realisation plan, and are escalated to the responsible stakeholders.
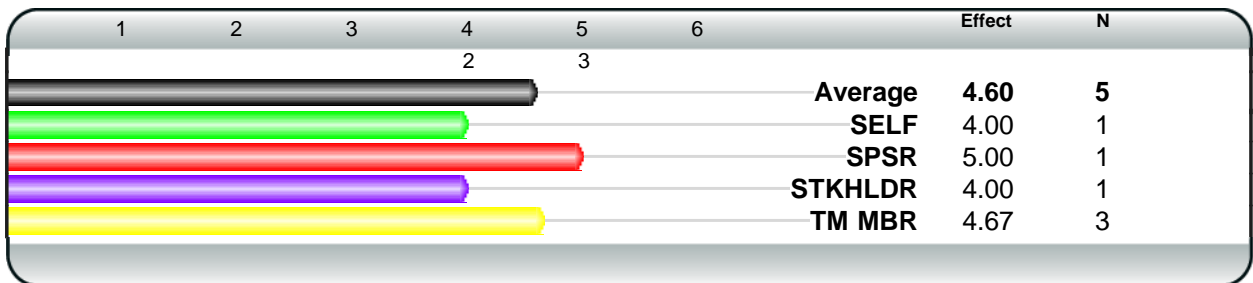
	1	2	3	4	5	6		Effect	N
		1		3	1				
							Average	3.80	5
							SELF	4.00	1
							SPSR	4.00	1
							STKHLDR	4.00	1
							TM MBR	3.67	3

18. Collects results and prepares project performance results against the agreed KPI's and anticipated benefits, and communicates to relevant stakeholders.

	1	2	3	4	5	6		Effect	N
			1	4					
							Average	**3.80**	**5**
							SELF	4.00	1
							SPSR	4.00	1
							STKHLDR	3.00	1
							TM MBR	4.00	3

19. Ensures that benchmark data is captured against which benefit realisation can be measured.

	1	2	3	4	5	6		Effect	N
				2	3				
							Average	**4.60**	**5**
							SELF	4.00	1
							SPSR	5.00	1
							STKHLDR	4.00	1
							TM MBR	4.67	3

20. Please add written comments to support the ratings above for this section under the headings below. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific STRENGTHS: - What should they keep doing?
- *All those where 5's are scored!*
  Developing plans - very good
  Paperwork very good
  Very good plans which are of a high standard.

Specific LIMITATIONS: - What should they stop doing?
- *Self: I feel I sometimes struggle with articulating the measurables*

- *Avoiding communicating with stakeholders*
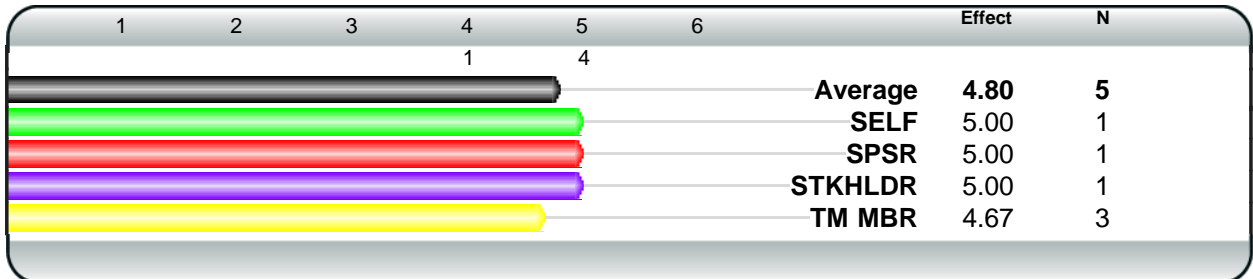 *Lots of detail gathered however not sure we used it all - wasted time?*

Your SUGGESTIONS: - What should they start doing?
- *Self: I'd like some training in this area*

- *Recognise that stakeholders are key to project success*
  This links back to stakeholders and getting more engaged with them
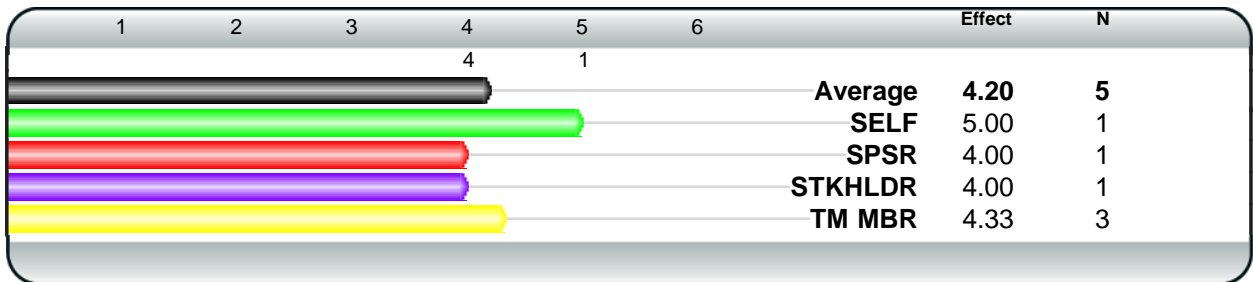 *We need to look at the stakeholder management issues - all scores lower than others*

Marketing and Selling the Project

21. Develops marketing and sales strategy for the project.

						Effect	N
1	2	3	4	5	6		
			1	4			
				Average		**4.80**	**5**
				SELF		5.00	1
				SPSR		5.00	1
				STKHLDR		5.00	1
				TM MBR		4.67	3

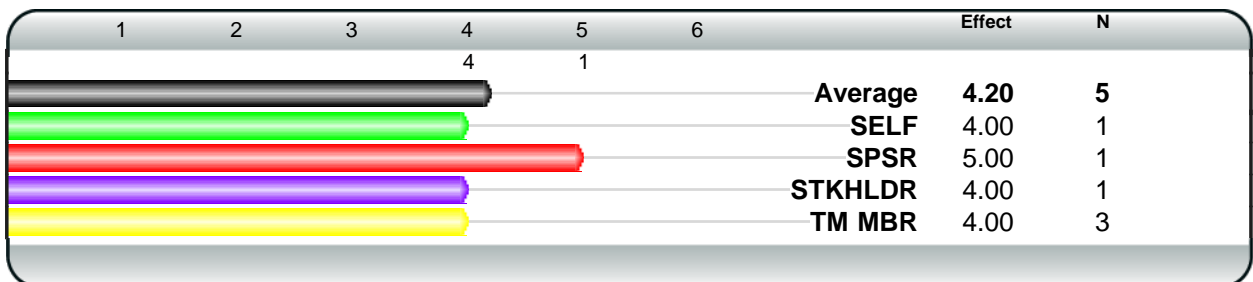**22. Ensures external and internal environment is understood in terms of project context in effective marketing strategy.**

						Effect	N
1	2	3	4	5	6		
			4	1			
				Average		**4.20**	**5**
				SELF		5.00	1
				SPSR		4.00	1
				STKHLDR		4.00	1
				TM MBR		4.33	3

23. Uses various selling techniques to achieve buy-in from stakeholders, the project team, and users for the project's approach.
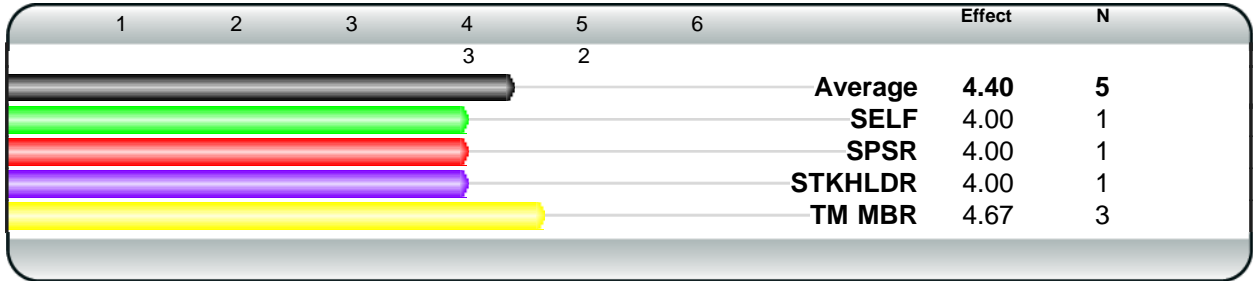
						Effect	N
1	2	3	4	5	6		
		4		1			
				Average		**3.40**	**5**
				SELF		5.00	1
				SPSR		3.00	1
				STKHLDR		3.00	1
				TM MBR		3.67	3
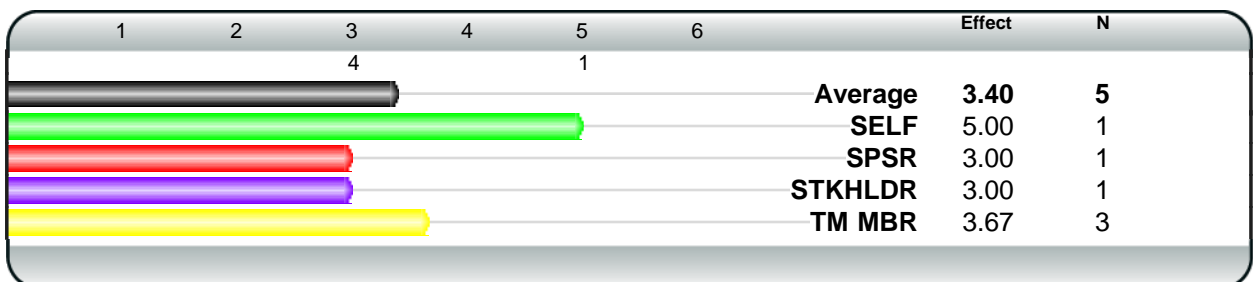
24. Demonstrates the appropriate negotiation and influencing skills in marketing and sales.

						Effect	N
1	2	3	4	5	6		
			4	1			
				Average		**4.20**	**5**
				SELF		4.00	1
				SPSR		5.00	1
				STKHLDR		4.00	1
				TM MBR		4.00	3

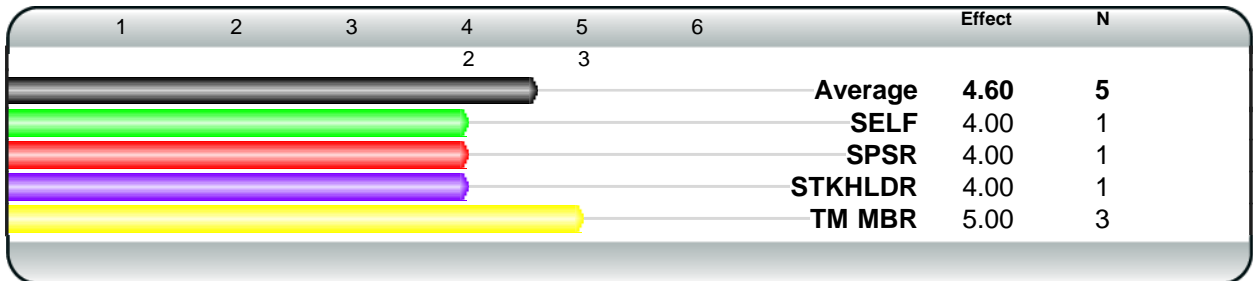## Item Ratings - Relationships/Comments

25. Investigates and analyses customer dynamics and uses research to inform marketing plans.

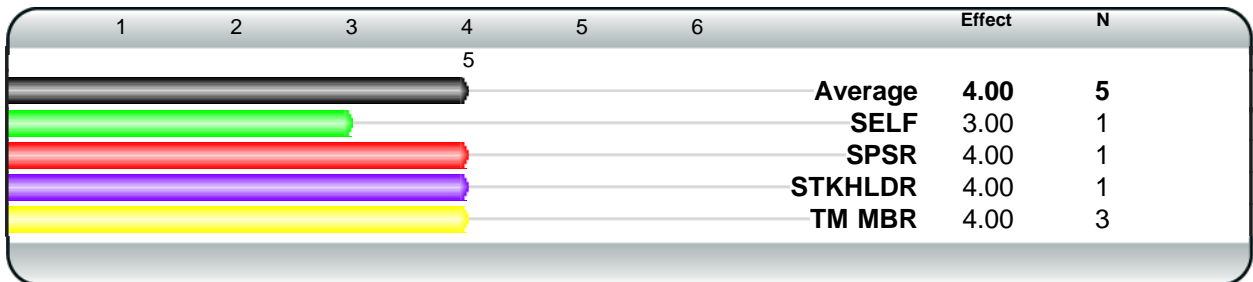|	1	2	3	4	5	6	Effect	N
			3		2			
Average							4.40	5
SELF							4.00	1
SPSR							4.00	1
STKHLDR							4.00	1
TM MBR							4.67	3

26. Is aware of the impact of marketing and sales has in assisting and securing appropriate resources.

	1	2	3	4	5	6	Effect	N
			2		3			
Average							4.60	5
SELF							4.00	1
SPSR							4.00	1
STKHLDR							4.00	1
TM MBR							5.00	3

27. Draws on marketing expertise available within the project or organisation, or externally for effective Marketing and Sales.

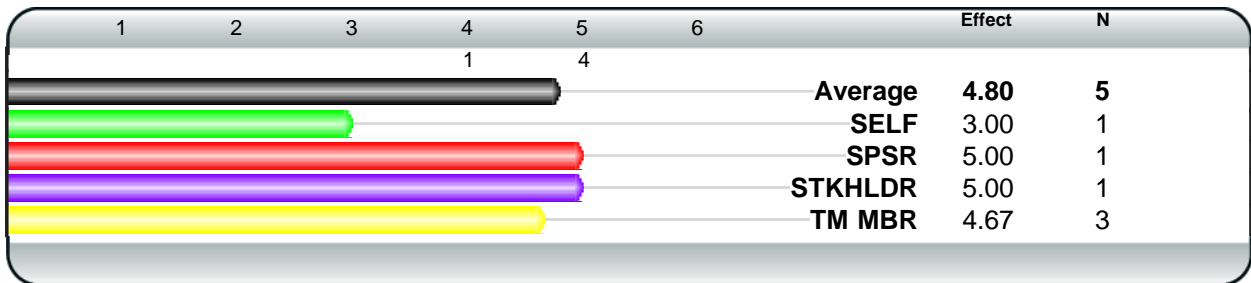|	1	2	3	4	5	6	Effect	N
			1		4			
Average							4.80	5
SELF							4.00	1
SPSR							5.00	1
STKHLDR							4.00	1
TM MBR							5.00	3
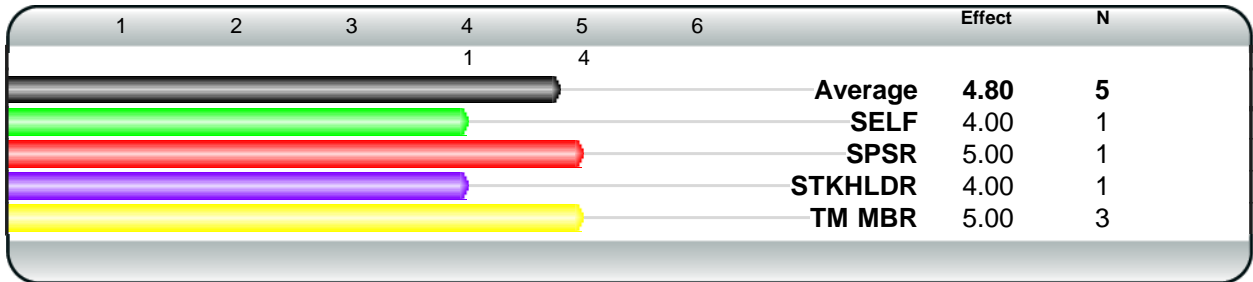
28. Ensures conformance to any copyright, Intellectual Property Rights or any other legal framework that applies to the project deliverables.

	1	2	3	4	5	6	Effect	N
				5				
Average							4.00	5
SELF							3.00	1
SPSR							4.00	1
STKHLDR							4.00	1
TM MBR							4.00	3

29. Monitors and evaluates Marketing and Sales activities.

	1	2	3	4	5	6		Effect	N
				1	4		Average	**4.80**	**5**
							SELF	3.00	1
							SPSR	5.00	1
							STKHLDR	5.00	1
							TM MBR	4.67	3

30. Please add written comments to support the ratings above for this section under the headings below. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific STRENGTHS: - What should they keep doing?
- *Self: I enjoy selling and marketing the project*

- *getting us the extra resources we need*

- *Great strengths with the marketing and sales strategy*

- *Monitoring and ensuring we have the right resources*

- *Planning and great at getting resources - knows how to go about getting people. Great at research.*

- *Planning and monitoring.*

  Considering 1st project impressed by skiils in obtaining resources.

Specific LIMITATIONS: - What should they stop doing?
- *Maybe ease off a little with the strategy - which is really good giving more time for stakeholder management*
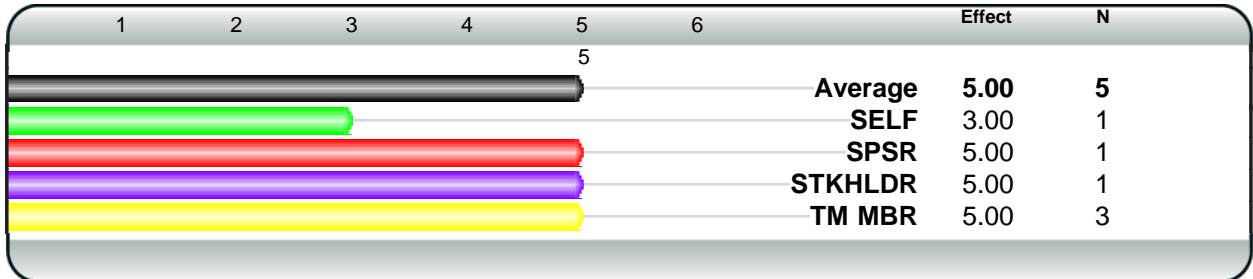
Your SUGGESTIONS: - What should they start doing?
- *Self: need to get better at evaluating impact*

- *Get out and talk to staheholders*

- *getting closer to stakeholders*
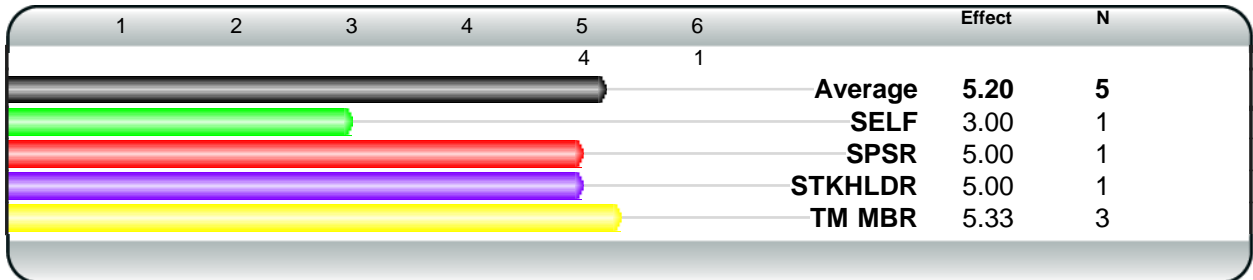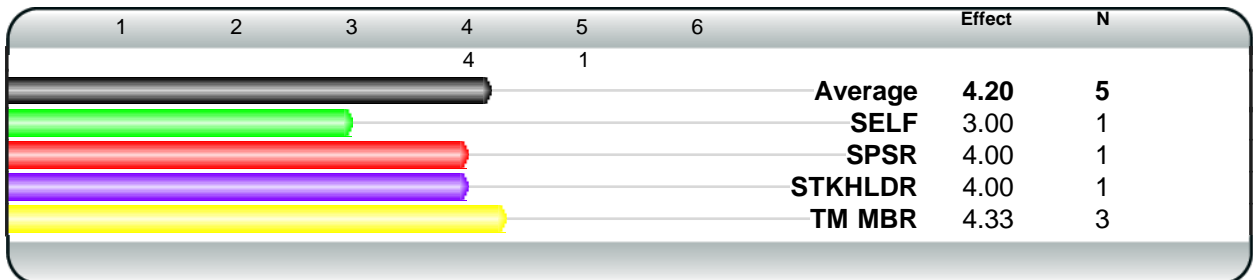
- *Staekholders again!*

Developing and evaluating the Business Case

31. Writes the business case on behalf of the sponsor according to the agreed standards and accounting norms.

						Effect	N
1	2	3	4	5	6		
				5			
Average						5.00	5
SELF						3.00	1
SPSR						5.00	1
STKHLDR						5.00	1
TM MBR						5.00	3

32. Is aware of the internal (i.e. project changes) and external (legislative, market forces) factors that can impact the business case.

						Effect	N
1	2	3	4	5	6		
				4	1		
Average						5.20	5
SELF						3.00	1
SPSR						5.00	1
STKHLDR						5.00	1
TM MBR						5.33	3

33. Articulates the balance between the benefits sought and the costs and risks of delivering these benefits for each of the options identified.
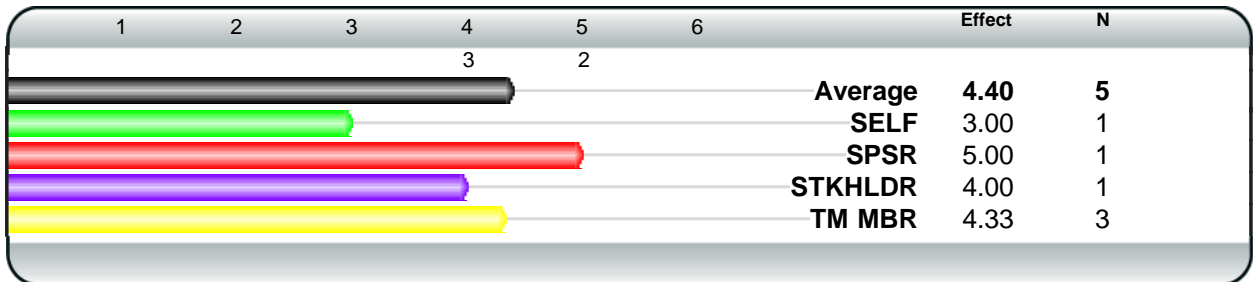
						Effect	N
1	2	3	4	5	6		
			4	1			
Average						4.20	5
SELF						3.00	1
SPSR						4.00	1
STKHLDR						4.00	1
TM MBR						4.33	3

34. Ensures the project team is made aware of the business case and the potential impact to the business case arising from any changes to the programme and / or associated project plans.

						Effect	N
1	2	3	4	5	6		
			1	4			
			Average			4.80	5
			SELF			3.00	1
			SPSR			5.00	1
			STKHLDR			5.00	1
			TM MBR			4.67	3
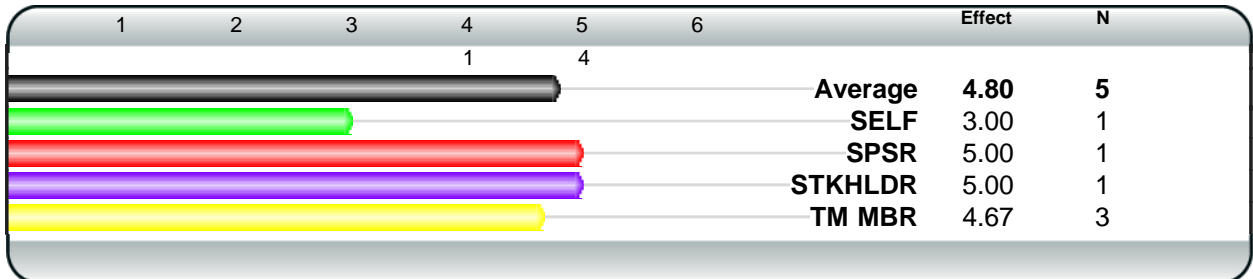
35. Always evaluates the project against the business case to ensure that the continued viability of the project; reports and escalates any variations to appropriate management levels for decisions.

						Effect	N
1	2	3	4	5	6		
			3	2			
			Average			4.40	5
			SELF			3.00	1
			SPSR			5.00	1
			STKHLDR			4.00	1
			TM MBR			4.33	3

36. Please add written comments to support the ratings above for this section under the headings below. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific STRENGTHS: - What should they keep doing?
- *Business case development - a real strength and skill*

- *Great business case. Really identifies the business issues and benefits alongside the real need to do the project*

- *Very good at factors that affect the project - great knowledge*

- *Very good business case and sharing it with team*

- *Very good business case written*

Specific LIMITATIONS: - What should they stop doing?
- *Self: This areas tests my analytical and business writing skills*

- *Getting too immersed in detail*

Your SUGGESTIONS: - What should they start doing?
- *Self: I would benefit from a project management skills course*

- *More time with stakeholders*

- *Show others how to write such a good business case.*

32. Is aware of the internal (i.e. project changes) and external (legislative, market forces) factors that can impact the business case.
*(Developing and evaluating the Business Case)*
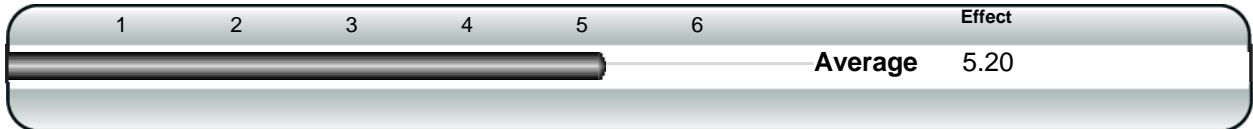
1	2	3	4	5	6	**Effect**
					Average	5.20

31. Writes the business case on behalf of the sponsor according to the agreed standards and accounting norms.
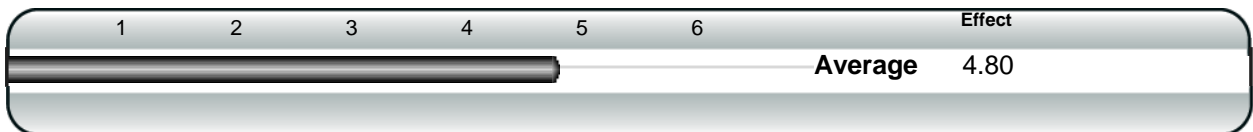*(Developing and evaluating the Business Case)*
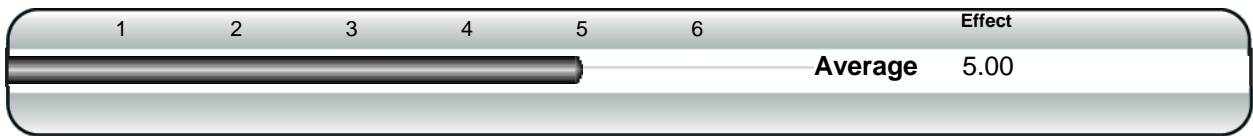
1	2	3	4	5	6	**Effect**
					Average	5.00

10. Analyses and understands the project and its context within the proposed business change and how these can enable the expected benefits (indirect, direct, financial, and non-financial).
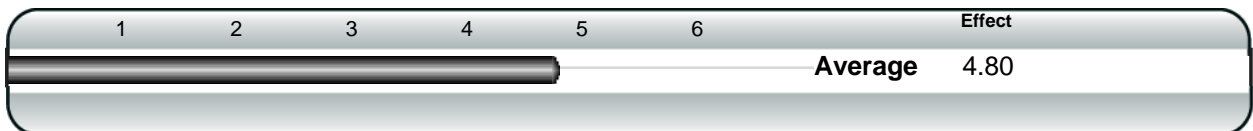*(Project Success and Benefits Management)*

1	2	3	4	5	6	**Effect**
					Average	4.80
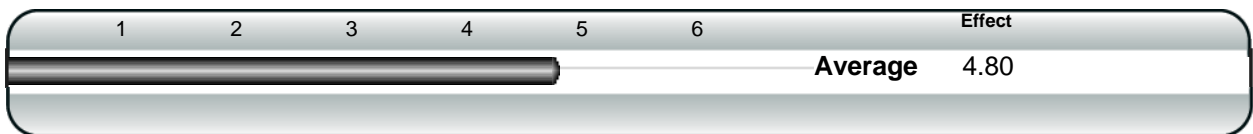
21. Develops marketing and sales strategy for the project.
(Marketing and Selling the Project)

1	2	3	4	5	6	**Effect**
					Average	4.80

27. Draws on marketing expertise available within the project or organisation, or externally for effective Marketing and Sales.
(Marketing and Selling the Project)
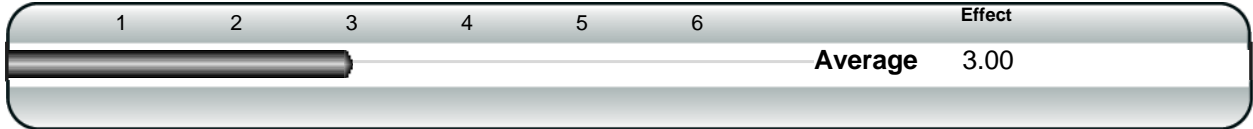
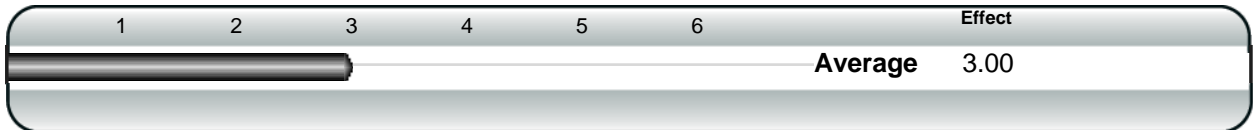| 1	2	3	4	5	6	**Effect**
					Average	4.80

5. Communicates to stakeholders which of their requirements will be fulfilled or not fulfilled by the project.
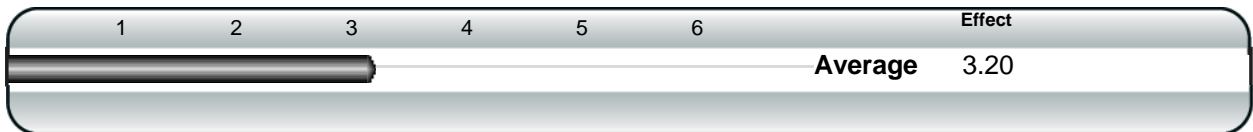*(Stakeholder Management)*

	1	2	3	4	5	6	Effect
						Average	3.00

8. Gains the commitment of all stakeholders including the most challenging.
(Stakeholder Management)

	1	2	3	4	5	6	Effect
						Average	3.00

4. Implements and monitors the effectiveness of the stakeholder management plan.
(Stakeholder Management)

|	1	2	3	4	5	6	Effect
						Average	3.20

6. Ensures that the threats and opportunities represented by stakeholders are captured and proactively managed as risks.
(Stakeholder Management)
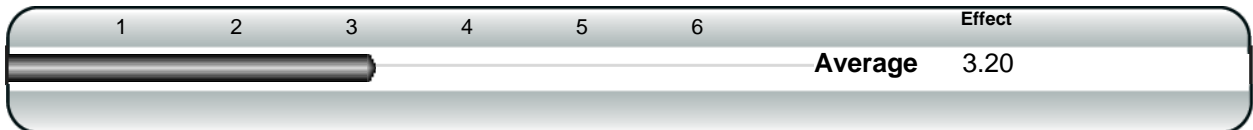
	1	2	3	4	5	6	Effect
						Average	3.20

15. Discusses and agrees the project success criteria and benefits realisation responsibilities with all relevant stakeholders as part of the project management contract with the customer.
(Project Success and Benefits Management)

	1	2	3	4	5	6	Effect
						Average	3.20
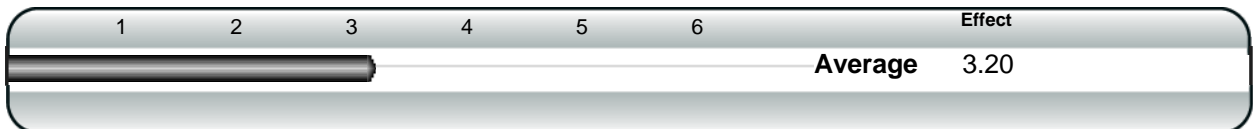
My first thoughts and feelings having read the report are:

The feedback I'm pleased to see includes:

Areas that concern me and I need to think more about are:

Issues that the I need to follow up and/or get more feedback on include:

One or two themes that seem to come through from the feedback are:

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