



360

# HRCOMPETENCY

360 Individual Feedback Report

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Simon Sample

# Table of Contents

<b>Acknowledgements</b> .....	3
<b>Section 1: New HR Competency Model</b> .....	4
<b>Section 2: Definitions of Scores</b> .....	6
<b>Section 3: Demographic Information</b> .....	7
<b>Section 4: Summary of Domains</b> .....	8
<b>Section 5: Factor Scores</b> .....	9
<b>Section 6: Individual Item Scores</b> .....	14
<b>Section 7: Most Positive &amp; Least Positive Items</b> .....	20
<b>Section 8: Written Comments</b> .....	22

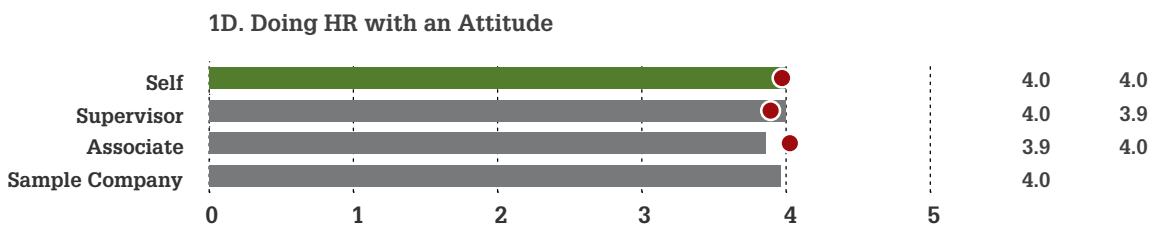
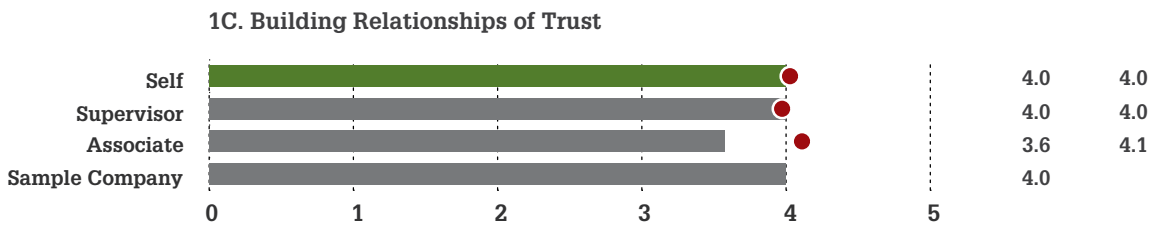
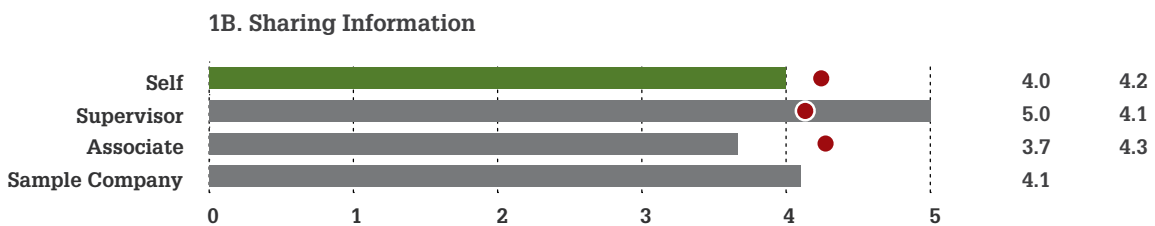
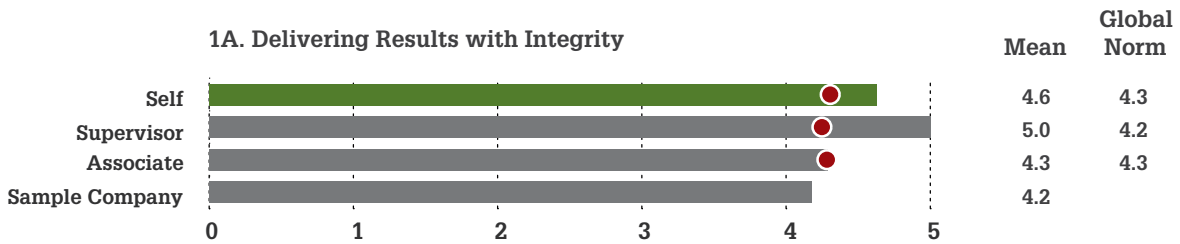


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# 5 Factor Scores

## 1. Credible Activist



# 7 Most Positive & Least Positive Items

## Building on your strengths

This section indicates the ten items for which you received the highest scores from your associates. Supervisor's scores are also included here for comparison. In the event of a tie (if there are more than ten items that would rank among the top ten) the lowest numbered items are shown in this section.\* You can refer to Section 6 to review all the scores for each individual item.

Building on strengths means identifying what you do well and finding opportunities to do it more often. Peers admire what we do well, and we should emphasize our strengths in working with them.

A high score by your associates and a high self score indicates a *consensus strength*, or an area where both you and your associates perceive a strength. A high score by your associates and a less positive self score indicates that your associates' perception of that item is higher than you yourself perceive it. This is called a *hidden strength*.

Highest 10 Item Scores	Domain	Factor	Self	Supervisor	Associate
18. Ensures that the culture of your business is recognized in the mind of external stakeholders (i.e. customers, shareholders)	Culture and Change Steward	Enacting Culture	4.0	4.0	5.0
7. Is a role model of organization's values	Credible Activist	Delivering Results with Integrity	5.0	5.0	4.8
115. Computer information systems	Business Ally	Leveraging Business Technology	3.0	5.0	4.7
3. Demonstrates high integrity	Credible Activist	Delivering Results with Integrity	5.0	5.0	4.6
55. Provides accurate and candid feedback	Talent Manager / Organization Designer	Ensuring Today's and Tomorrow's Talent	4.0	4.0	4.5
5. Performs accurate (error free) work	Credible Activist	Delivering Results with Integrity	4.0	5.0	4.5
97. Leverages HR information systems to make better decisions	Operational Executor	Advancing HR Technology	4.0	4.0	4.3
32. Designs and delivers HR practices that create and maintain the desired culture	<i>Culture and Change Steward</i>	<i>Crafting Culture</i>	4.0	3.0	4.3
1. Meets commitments	<i>Credible Activist</i>	<i>Delivering Results with Integrity</i>	5.0	5.0	4.2
2. Has a track record of results	<i>Credible Activist</i>	<i>Delivering Results with Integrity</i>	5.0	5.0	4.2

\* If you have additional items that received the same score as those listed above, you can review those items in Section 6 of this report.

## 8 Written Comments

In this section you will find your raters' responses to the open-ended questions, as well as your own observations. These comments are shown exactly as your raters entered them; they have not been edited in any way.

### WHAT ARE THIS PERSON'S GREATEST STRENGTHS AS AN HR PROFESSIONAL?

#### SUPERVISOR COMMENTS

- Integrity - honesty - quality of work

#### SELF COMMENTS

- Interpersonal Effectiveness/Teamwork I am seen by leaders and colleagues as a nice person to work with; have very good technical knowledge what I share with others. Leadership I am committed to our mission and values in my daily work and try to do the job in alignment with our philosophy and strategy.

#### ASSOCIATE COMMENTS

- HR knowledge and experience. Strong interpersonal skills, good communicator. Flexible.
- In depth knowledge of HR related legal systems
- High integrity
- Interpersonal skills, has great empathy with his clients. Always make sure that people are treated in a respectful and correct way. Has great knowledge about social and labor laws and tries to apply them consistently. Knows what is expected from him, can identify himself very well with the policies and goals of the company and has very good skills to transfer them to other people. Has very good negotiating skills and knows how to position himself with people who have the same agenda. Very loyal and hardworking.

### WHAT DO YOU SEE AS THIS PERSON'S MOST IMPORTANT AREAS FOR DEVELOPMENT AS AN HR PROFESSIONAL?

#### SUPERVISOR COMMENTS

- Be more pro-active and plan forwards

#### SELF COMMENTS

- Should work to have a better time/project time line in place - this means setting up earlier directions. Need to develop further my leadership (people) skills.

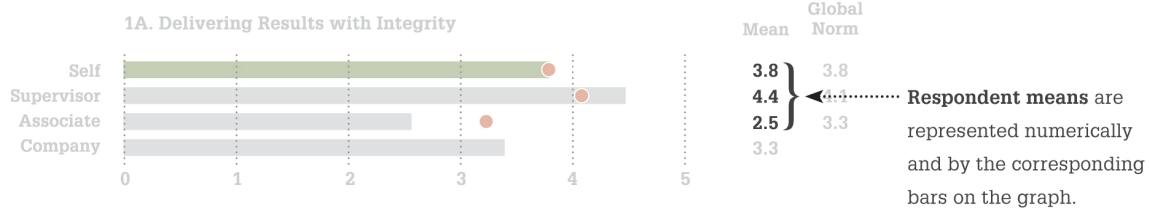
#### ASSOCIATE COMMENTS

- Document and share practices with all colleagues.
- Commitments to agreed upon actions. Follow up. Find the right balance between employees and employers interests.
- Be less direct, try to apply more diplomacy, be a little less defensive when dealing with people with a different agenda. Be less formal from time to time. Try to get to know the people of the facilities you are responsible for by paying them a visit from time to time, by having a tour on the workfloor.

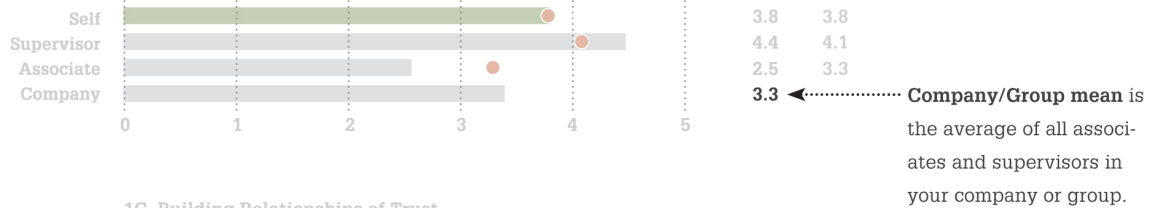
### IS THERE ANYTHING ELSE YOU WOULD LIKE TO TELL THIS PERSON THAT WOULD HELP INCREASE HIS/HER

# How to Read the Graphs

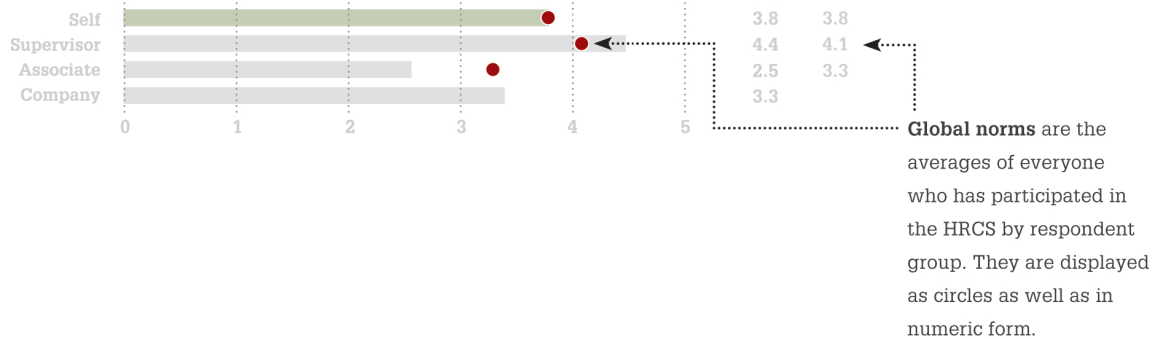
**Credible Activist** ← ..... Domain name



**1B. Sharing Information** ← ..... Factor Name



**1C. Building Relationships of Trust**



## 3 Demographic Information

This section offers information about the people whose responses make up the information upon which this survey is based. Understanding the demographics included in a survey will help you better understand your results.

**Participant's Group/Company:** Sample Company

**Your data**

Supervisor .....	1
Associates (non-supervisor) .....	5
Respondents in group/company.....	1322

**Global database**

HR participants.....	1359
Supervisors .....	1653
Associates.....	6722