

# MULTIVIEW APPRAISAL 1997

## USING YOUR FEEDBACK

### STRUCTURE OF THIS REPORT

Like the original questionnaire, this report is in three sections.

**Part I** gives you visual feedback on how your boss, your subordinates, yourself, and those you designated as 'others' (e.g. Customers) rated your performance on each of the items in the questionnaire. In the case of subordinates and others, the score shown is an average, with an indication of how variable their responses were (see the section **Variability around average scores** below for more information on this).

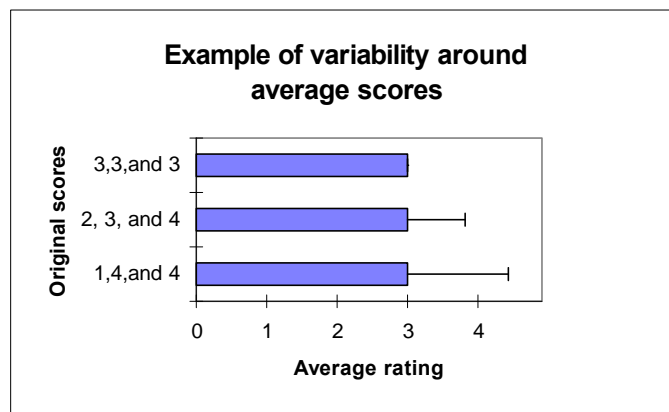
The two response scales, **Importance** and **Effectiveness** are scored as following:

1	2	3	4
Relatively	Sometimes	Generally	Highly

### VARIABILITY AROUND AVERAGE SCORES

Since the scores from subordinates and others have been averaged in this report, the score may disguise some important differences in the perceptions of those who completed forms for you. In order to show you the extent to which the average score represents the views of all raters in a particular group, these scores have bars showing the variability of the responses for each item.

The chart below shows three cases where you may get an average score of 3. In the first case, all three raters score an item 3, giving an average score of 3, and so obviously, there is no variability. In the second case, one rater awards the score of 2, another the score of 3, and the third a score of 4. Notice that this disagreement is shown by the 'variability bar' in the chart. In the final example, the average score is still 3, but this time one of the raters disagrees strongly with the other two by only awarding a score of 1, when the other two awarded a score of 4. Notice this time that the *variability bar* is much longer.



The thing to remember is simply the shorter the variability bar, the greater the consensus among your raters; the longer the variability bar, the greater the disagreement.

**Part II** of the report concentrates on **Areas to Develop**. Up to five statements were selected by each of the raters. These statements are areas they feel you need to develop to be a more effective developer of others.

**Part III** is taken from the optional **Additional Feedback** raters were able to give. Any comments in this section have been taken word for word from the appraisal questionnaires.

## ANALYSING YOUR FEEDBACK

When analysing your feedback, you may like to consider the following:

**Part I** — Look at those statements where there is greatest difference between your own perception, and that of your subordinates, and Customers. Think through why this may be.

Where you have rated yourself lower than others, has it been a surprise to find that you are perceived more favourably than you thought?

Where you have rated yourself higher than others, ask them to help you to understand what you can do differently.

Compare the perceptions of your boss and the others. If there are differences, ask yourself why.

Look at the variability bars attached to the responses of your subordinates and 'Others'. Where the bars are long (i.e. there was disagreement amongst your raters), you may like to consider your managerial style, and whether it matches the different needs of your boss, subordinates and Customers.

**Part II** — There was an opportunity for raters to indicate key areas for you to develop. Generally, these statements will correlate with the statements where you scored lowest. However, some raters may have indicated a development need in another area.

**Part III** — You may have some additional comments that have been made by your raters. These are copied word for word from the questionnaires.

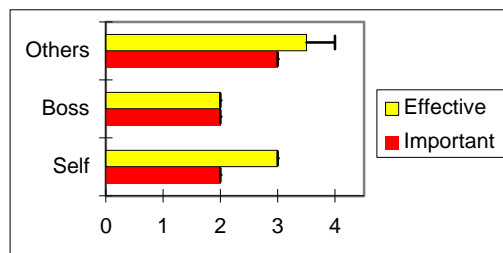
## PREPARING FOR YOUR APPRAISAL MEETING

You will be exploring your feedback in depth during your appraisal discussion. It would help to make a note of:

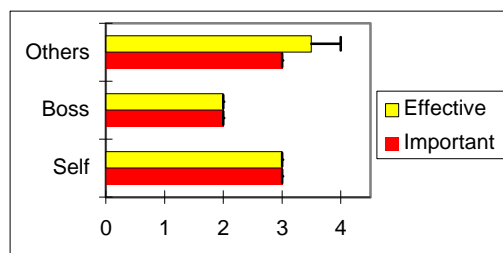
- the key elements or messages you find in your analysis of the feedback
- any questions you have
- any information from other sources which support or conflict with the feedback

## Leadership

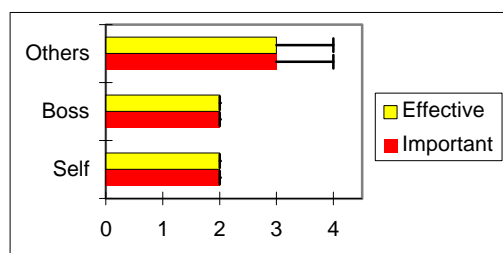
1 Lorem ipsum dolor sit amet, consectetur adipiscing elit.



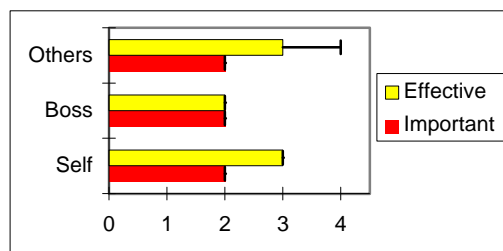
2 Sed do eiusmod tempor incididunt.



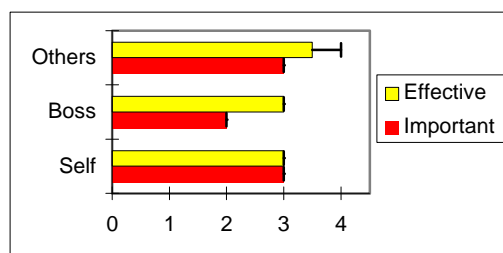
3 Incidunt ut labore et dolore magna aliqua.



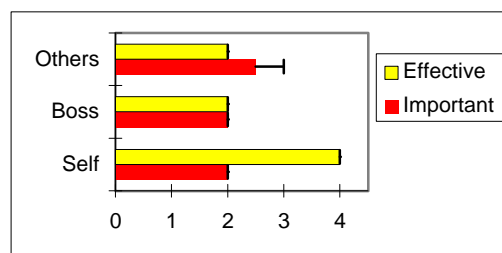
4 Ut enim ad minim veniam.



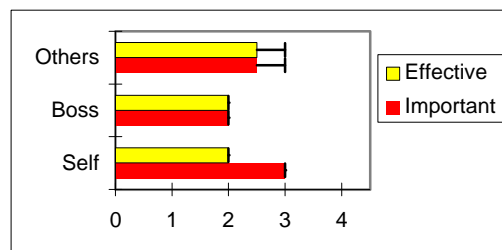
5 Quis nostrud exercitation ullamco laboris nisi.



39 Et harumd dereud facilis.



40 At ver eos et accusam dignisum qui blandi.




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## Key areas for development

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Appraisers pointed to the following areas they felt you should most try to develop. Numbers in brackets are the number of appraisers citing this area.

7(2); 11(1); 13(1); 14(1); 19(3); 21(1); 23(1); 25(1); 29(3); 35(1); 38(1); 40(1)

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## Additional feedback

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Should pay more attention to time management.

Needs to develop influencing skills.

Open and honest.

Keep up the good work!