



360 Feedback Report

Open Minds Performance Review

Date: 10th February 2010

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Designation: trainee



INTRODUCTION

You recently participated in a 360 degree survey in which both you and your colleagues provided feedback on the extent to which you display 16 competencies that are critical for success at Open Minds. The individuals who have rated you have been categorized as senior colleagues(SC), colleagues and junior colleagues(JC) all of whom you invited to give feedback. This categorization is to provide you with insights on the way you are perceived by different stakeholders across the organization.

When you review this report, please bear in mind that it is designed to be a *development tool* for your own growth and professional development.

Some perspectives on questions that you might have while interpreting your feedback:

Is what people say about me really "true"?

Yes, but remember it reflects their unique perspectives. If you are puzzled about some particular rating you receive, do keep in mind that it is a function of how the person has experienced you and this could be different from how you "think" you come across.

Are there any normal ratings?

There is no absolute standard for what is "normal" for an individual. However, on the 1-4 rating scale that we have used for this survey, we have taken ratings 3 and 4 as positive indicators. What is important is not the absolute number, but the relative patterns that provide a picture of your unique strengths and areas of development.

Should I be focusing more on the areas of development?

While it is natural to focus more on the areas of development, we would encourage you to equally focus on your areas of strength. This tool is meant to serve as a mirror. It achieves its purpose when you not only look at managing your areas of development, but also play out your strengths to full potential.

How do I interpret the numbers?

The responses have been analyzed in different ways to provide multiple perspectives on the same set of data. This is so that you can cull out common patterns, if any, rather than the "statistical significance"! We have used averages as a quick way to summarize information, but we recommend that you take some time to look at where the averages come from. It is important to interpret the numbers behind the averages and also the specific respondent group.

Please note by organization average we are referring to your colleagues with the same designation.

The Rating Scale

Your respondents indicated the frequency at which they have observed your demonstration of specific behaviors using the following rating scale:

- 1 - Almost Never
- 2 - Sometimes

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3 - Usually

4 - Almost Always

If respondents did not have any view or evidence on whether you display a behavior or not, they were given the option of a Null rating - "Don't Know"

Competency Framework

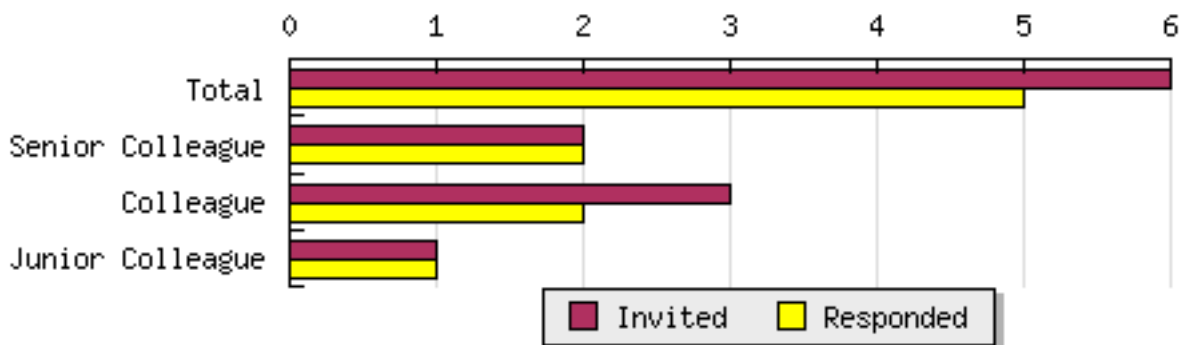
Cluster	Competencies		
Technical Capability & Commercial Acumen	Industry Knowledge	Networking	Technical Capability
Strategic Thinking	Long term perspective	Conceptual Thinking	
People Capability	Influencing	Collaboration	Managing & Nurturing Talent
Mature Judgment	Critical Thinking & Evaluation	Personal Maturity	Creative Thinking & Problem Solving
Execution Excellence	Planning & Organizing	Ownership for Results	

Threshold Competency Cluster

Personal Commitment & Drive	Passion to Achieve	Adaptability	Managing Self
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Response Rate

This indicates the number of respondents you invited, and the number by respondent group who completed the survey.



Findings

Section I	Cluster-wise Results
Section II	Competency-wise Results
Section III	Results as per Respondent Group
Section IV	Statement-wise Results
Section V	Qualitative Feedback
Section VI	Summary
Section VII	Annexures

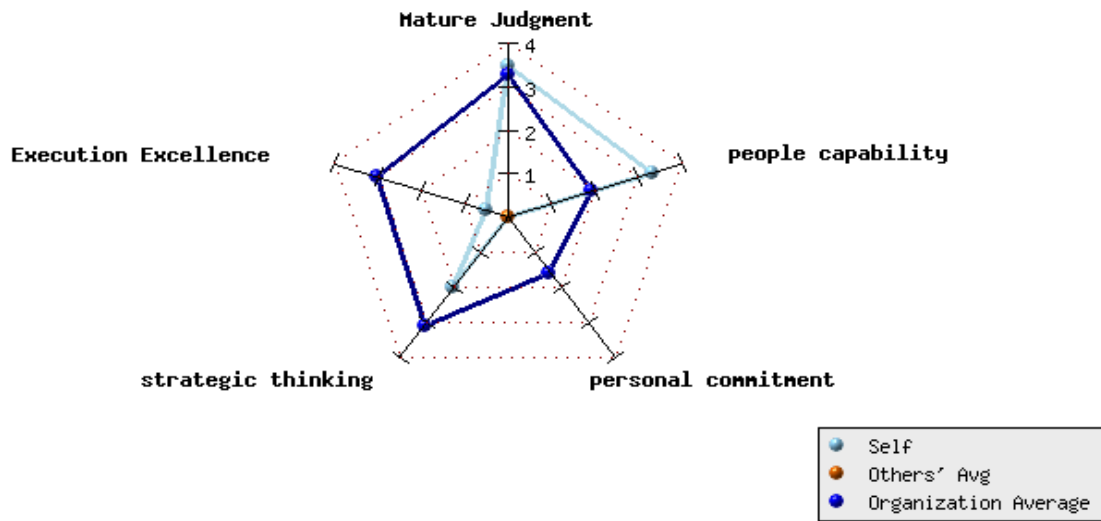
Annexures

- I - Cluster-wise Results data
- II - Results as per Respondent Group data

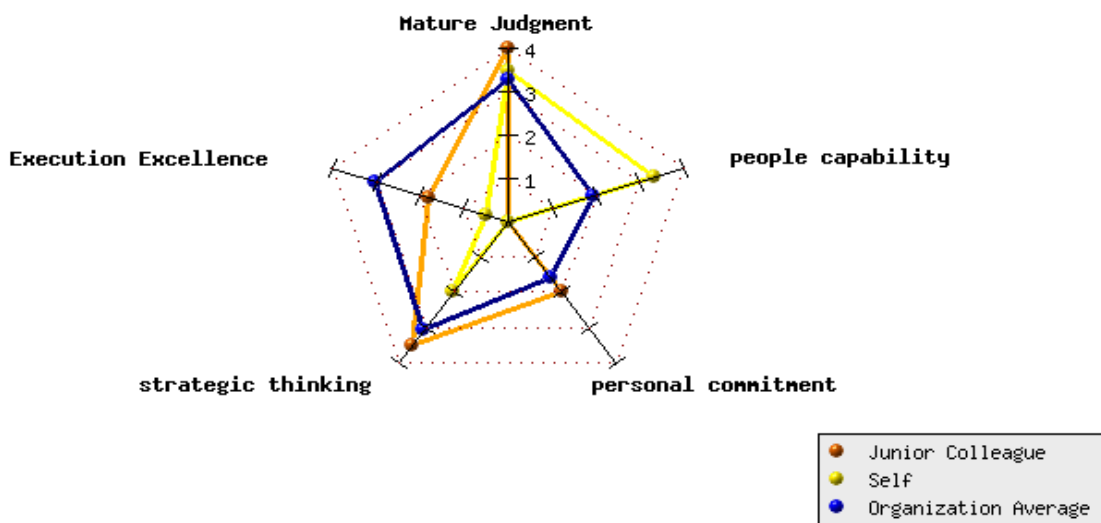
Section I - Cluster-wise Results

Your self ratings have been compared with organization averages and the ratings of your respondent groups for each of the 6 competency clusters.

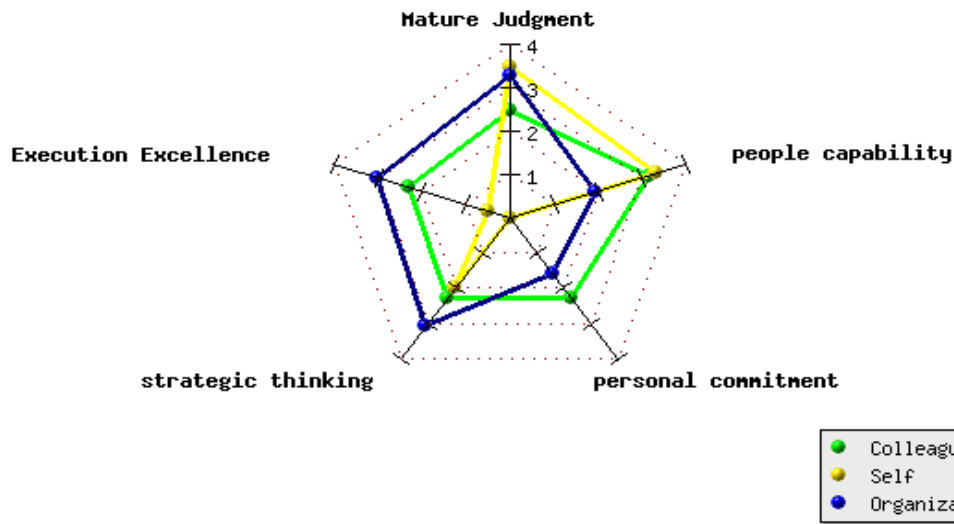
All others Average Score



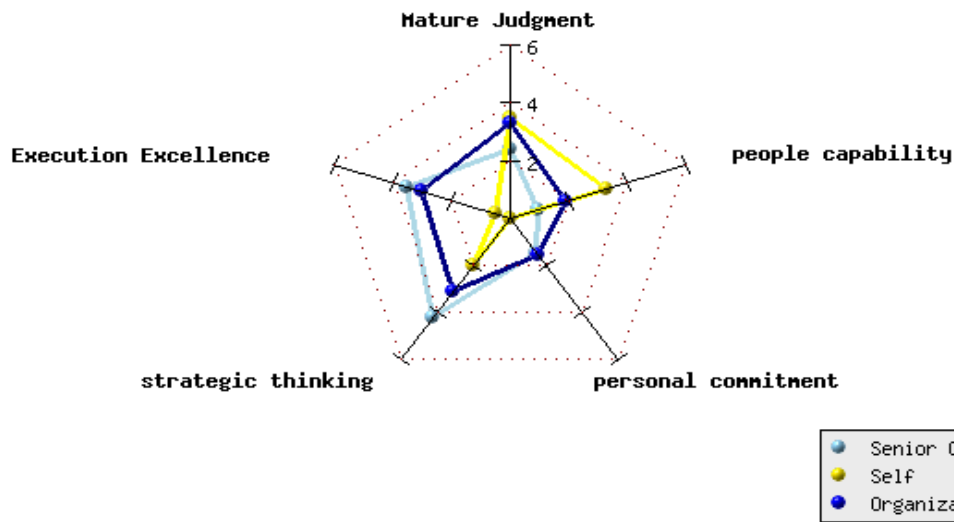
Junior Colleague



Colleague



Senior Colleague





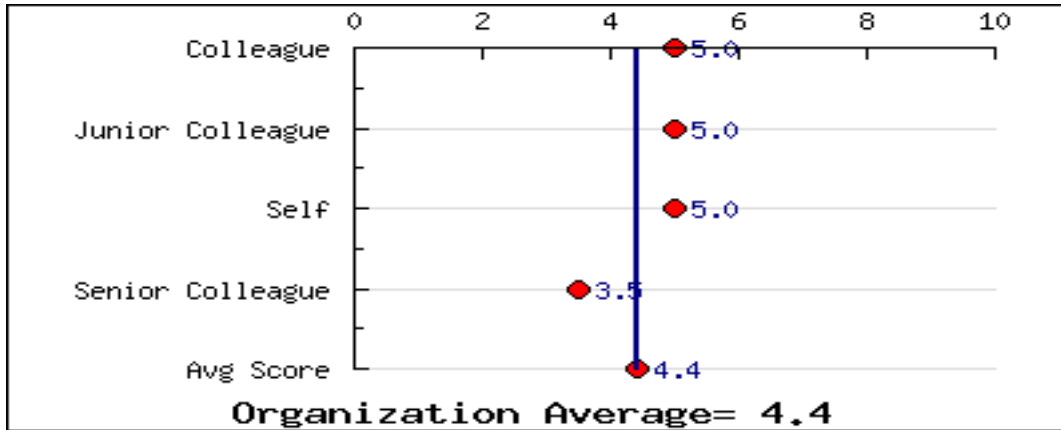
Section II - Competency-wise results

Your average scores (derived from Section II) for each of the 16 competencies have been compared with the 50th percentile score of the organization. Please note by organization we are referring to your colleagues with the same designation. For example, a Senior Director's scores will be compared to all Senior Directors in the organization, and so on.

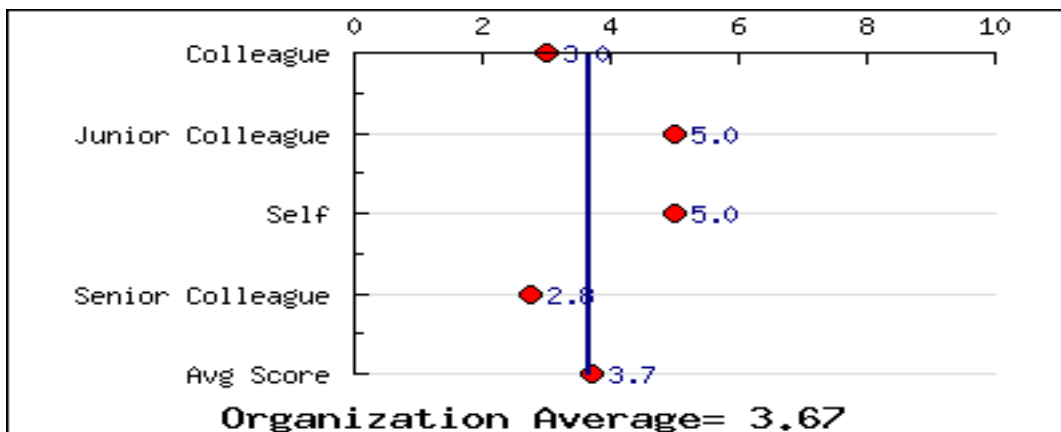
	Competency	Self	Avg Score	50th %ile score
1	Critical Thinking and Evaluation	5	4.4	4.4
2	long term perspective	2	4.4	4.4
3	influencing	5	4	2.4
4	Ownership for Results	2	4	2.4
5	Planning and Organizing	0	3.91	2.87
6	Personal Maturity	5	3.67	3.3
7	Managing and Nurturing Talent	0	3.5	1.4
8	conceptual thinking	2	2.75	2.2
9	Creative Thinking and Problem Solving	2	2.55	1.87
10	Adoptability	0	2.38	1.9
11	Colaboration	5	2	1.2

Section III: Results as per Respondent Group

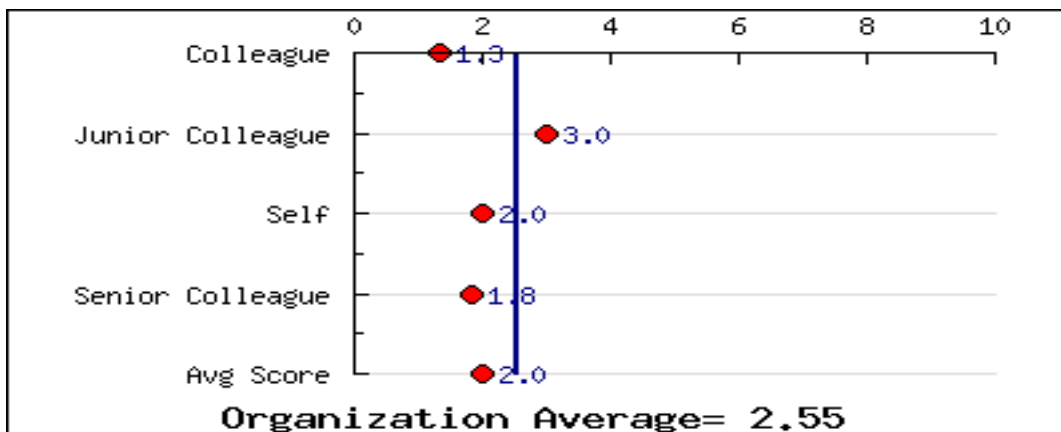
Critical Thinking and Evaluation



Personal Maturity

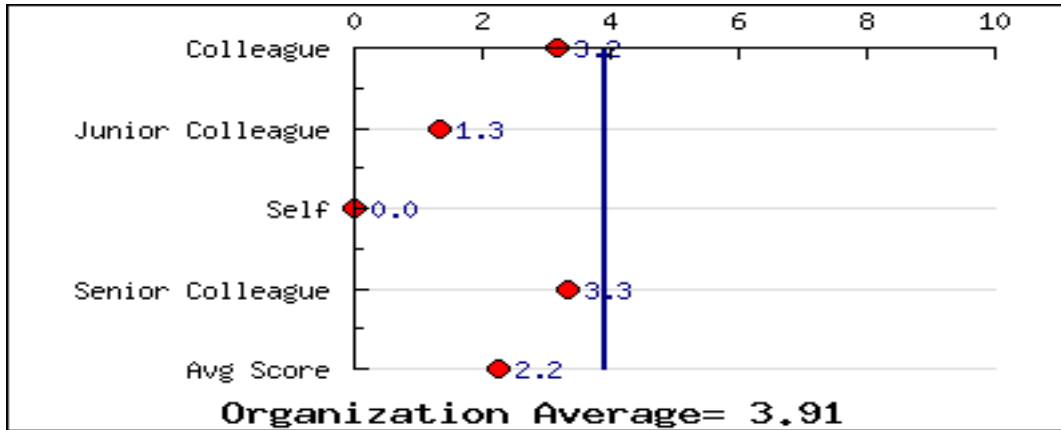


Creative Thinking and Problem Solving

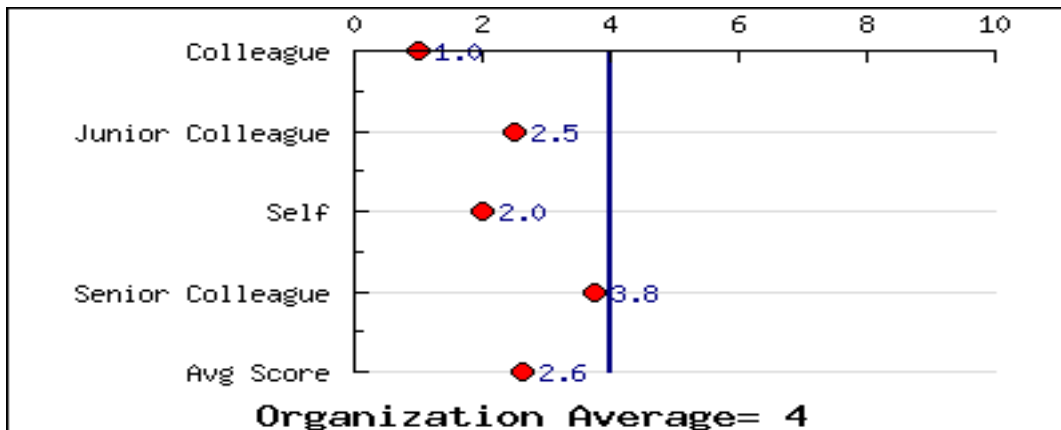


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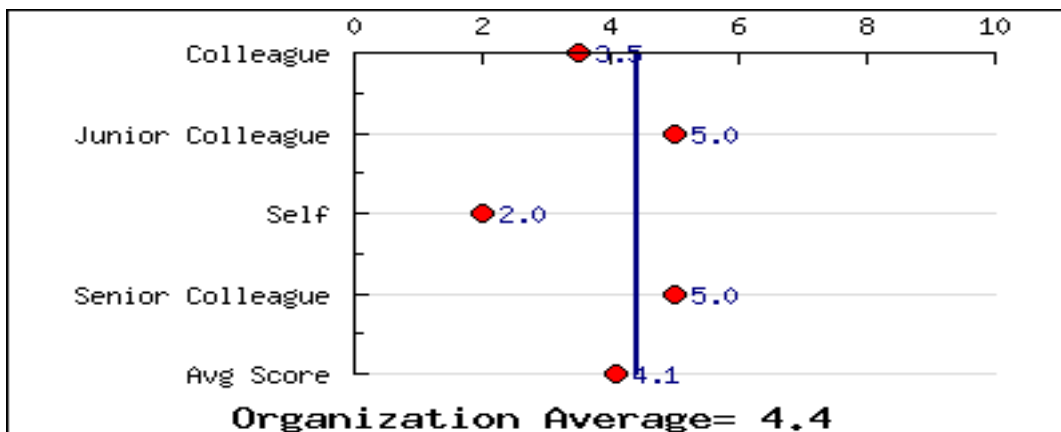
Planning and Organizing



Ownership for Results

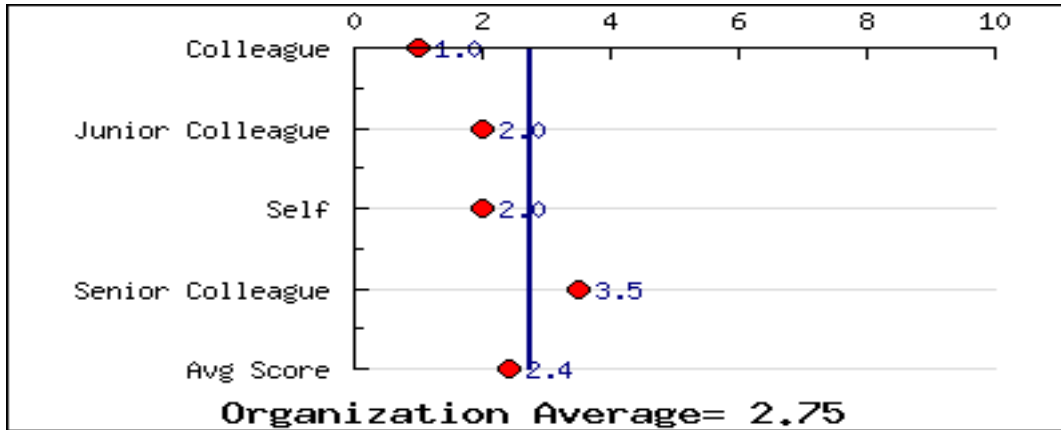


long term perspective

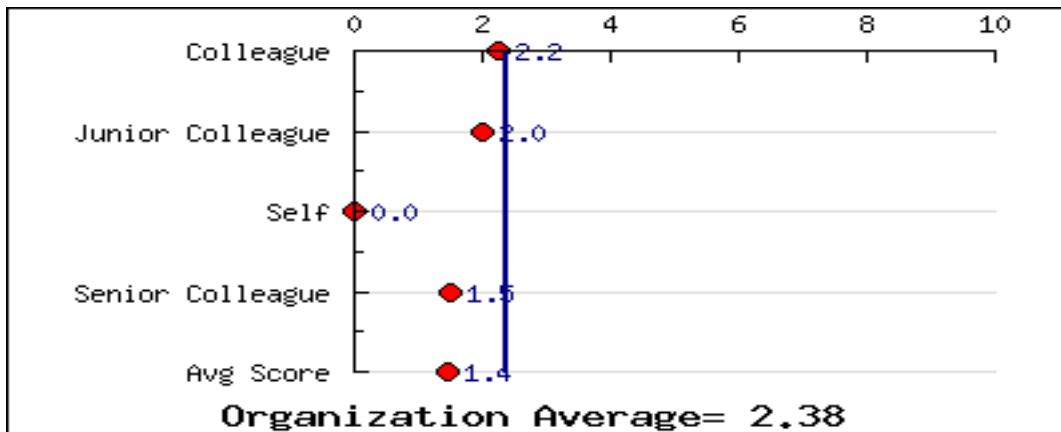


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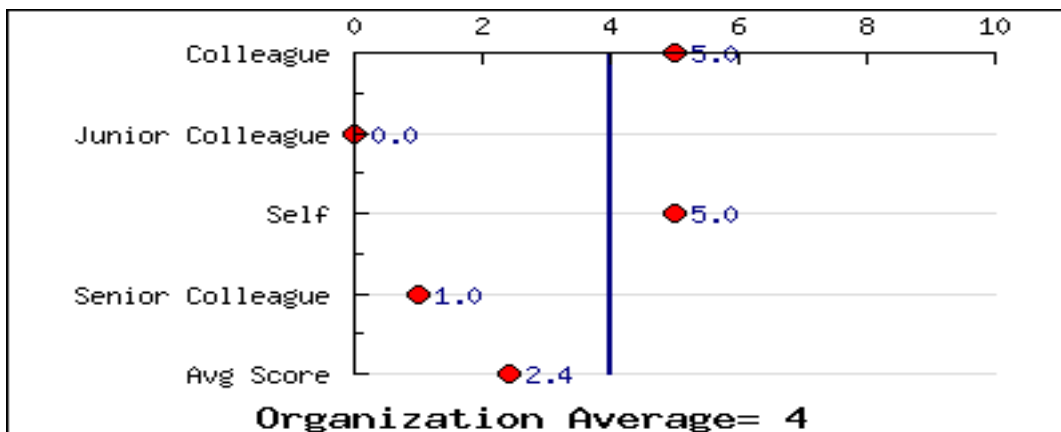
conceptual thinking



Adoptability

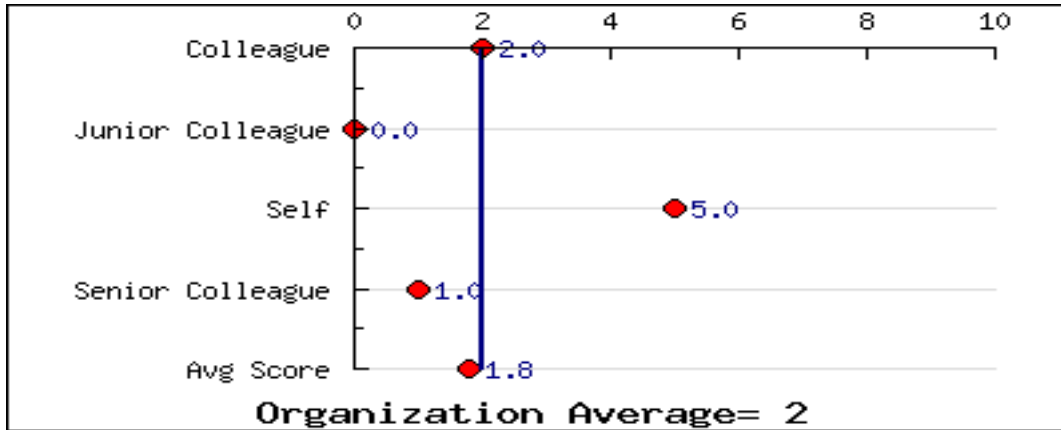


influencing

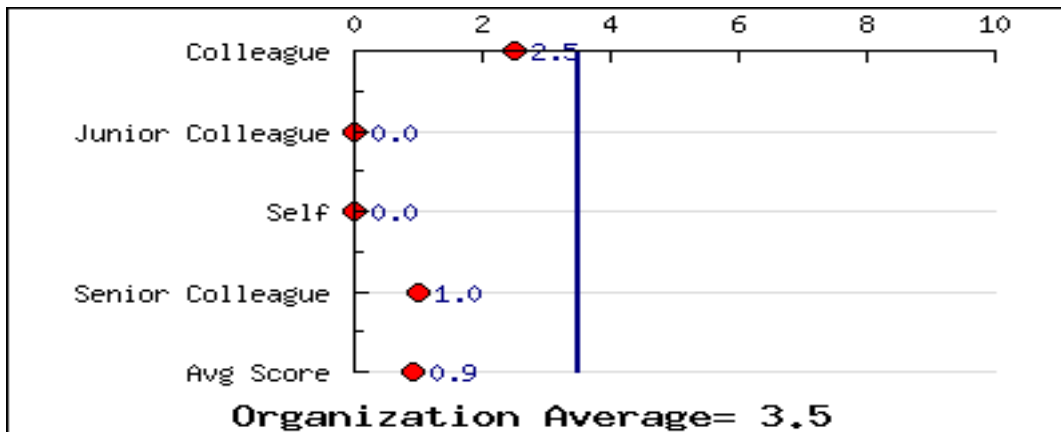


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Colaboration



Managing and Nurturing Talent





Section IV - Statement-wise Results

We have indicated the percentage of responses where you were rated positively i.e. either 'Usually' or 'Almost Always' - this is represented in Column 'Top 2'. Likewise, Column Header 'Top 1' indicates responses with 'Almost Always' as the rating. Count represents the number of respondents who have provided a rating on the statement.

Behavioral Indicators	Top 2	Top 1	Count
Evaluates critical information by probing beyond the obvious and generates relevant insights for the business	83%	67%	5
Critical Thinking and Evaluation	83%	67%	
Displays fairness and objectivity in putting forth views and recommendations	83%	50%	5
Places organization's interests before personal interests	67%	33%	5
Personal Maturity	75%	42%	
Conceptualizes creative solutions to address business challenges, while maintaining the risk return balance	67%	17%	5
Proactively identifies risks and determines its impact on business	67%	17%	5
Uses own experience and judgment to anticipate, evaluate and resolve complex problems	50%	0%	5
Creative Thinking and Problem Solving	61%	11%	
Anticipates and plans for contingencies	67%	50%	5
Responds with agility to changing priorities	50%	33%	5
Plans effectively and executes work priorities with speed, efficiency and quality	67%	33%	5
Planning and Organizing	61%	39%	
Facilitates and executes multiple tasks effectively across time horizons	67%	50%	5
Demonstrates a strong sense of ownership to overcome obstacles that deter him/her from achieving business goals	33%	17%	5
Ownership for Results	50%	33%	
have a good long term perspective	83%	67%	5
long term perspective	83%	67%	

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have a good conceptual thinking	67%	17%	5
conceptual thinking	67%	17%	
shows good adoptability	67%	17%	5
show good adoptabilities with organization	67%	0%	5
Adoptability	67%	8%	
shows good amt of influencing	50%	33%	5
influencing	50%	33%	
colaboration in project team	50%	0%	5
Colaboration	50%	0%	
demonstrate a strong sense of talent management and nurturing	33%	17%	5
Managing and Nurturing Talent	33%	17%	

Section V - Qualitative Feedback

At the end of the survey respondents were asked to write down suggestions for you to be more effective at the workplace. Responses in blue color indicate your self feedback.*

Specific behaviours, as suggested, to **START** doing to enhance effectiveness:

Specific behaviours, as suggested, to **STOP** doing to enhance effectiveness:

Specific Behaviours, as suggested, to **CONTINUE** doing to enhance effectiveness:

**Please note this feedback has been generated directly from the system and has not been modified in any way.*



Section VI - Summary

Based on the average scores, listed below are some of your strengths and areas of development within your personal competency basket.

Strengths Areas - Personal Avg Score

Competency	Averages
Critical Thinking and Evaluation	4.4
long term perspective	4.4
influencing	4
Ownership for Results	4
Planning and Organizing	3.91

Areas of Development - Personal Avg Score

Competency	Averages
Colaboration	2
Adoptability	2.38
Creative Thinking and Problem Solving	2.55
conceptual thinking	2.75
Managing and Nurturing Talent	3.5

What Next?

The next step is to create your own individual development plan. We therefore recommend you choose areas that you think are important to your role and your career in the organization. It is usually advisable not to select more than 2 or 3 areas, so that you are able to focus adequately on it.

Once you have done that, you would need to chart out a plan to retain your strengths and improve areas that require development. Typically the methods would include work related exposure, projects or assignments, action learning, training programs, self learning etc.

For best results, it is advisable to speak to some one who could be a "bouncing board" and help you in this process. This could be a colleague, a mentor, human resources or your reporting manager.

For any clarifications or guidance please contact Human Resources.

Section VII - Annexures

I - Cluster-wise Results data

Cluster	Self	Senior Colleagues	Colleagues	Junior Colleagues	Org Avg	Others' Avg
Mature Judgment	3.5	2.42	2.5	4	3.29	2.72
Execution Excellence	0.5	3.5	2.3	1.8	3.01	2.62
strategic thinking	2	4.25	2.25	3.5	3.08	3.13
personal commitment	0	1.5	2.25	2	1.58	1.96
people capability	3.33	1	3.17	0	1.94	1.92

II - Results as per Respondent Group data

Behavioral Indicators	Self	SC	Colleague	JC	Org Avg
Mature Judgment					
Critical Thinking and Evaluation					
Evaluates critical information by probing beyond the obvious and generates relevant insights for the business	5	3.5	5	5	4.5
Personal Maturity					
Displays fairness and objectivity in putting forth views and recommendations	5	3.5	3.5	5	3.8
Places organization's interests before personal interests	5	2	2.5	5	3.6
Creative Thinking and Problem Solving					
Conceptualizes creative solutions to address business challenges, while maintaining the risk return balance	2	2.5	2	2	2.8
Proactively identifies risks and determines its impact on business	2	2	1	5	3.1
Uses own experience and judgment to anticipate, evaluate	2	1	1	2	3.7

and resolve complex problems					
Execution Excellence					
Planning and Organizing					
Anticipates and plans for contingencies	0	5	2.5	2	4
Plans effectively and executes work priorities with speed, efficiency and quality	0	2.5	3.5	2	3.6
Responds with agility to changing priorities	0	2.5	3.5	0	3.7
Ownership for Results					
Demonstrates a strong sense of ownership to overcome obstacles that deter him/her from achieving business goals	0	2.5	1	0	4.3
Facilitates and executes multiple tasks effectively across time horizons	2	5	1	5	4.1
strategic thinking					
long term perspective					
have a good long term perspective	2	5	3.5	5	4.4
conceptual thinking					
have a good conceptual thinking	2	3.5	1	2	2.8
personal commitment					
Adoptability					
show good adoptabilities with organization	0	1	2	2	2
shows good adoptability	0	2	2.5	2	2.8
people capability					
influencing					
shows good amt of influencing	5	1	5	0	4
Colaboration					
colaboration in project team	5	1	2	0	2
Managing and Nurturing Talent					
demonstrate a strong sense of talent management and nurturing	0	1	2.5	0	3.5