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PERR 360 (Performance Review)

Company: XYZ
Report for: Kathy Tester
Date: May 2, 2017 at 11:05 am

Table Of Contents

Table Of Contents	1
Introduction to the PERR 360	2
Detailed Results	3
WORK ETHIC	4
WORK ATTITUDES	13
INTERPERSONAL SKILLS	19
ORGANIZATION SKILLS	25
COMPETENCIES	30
Raters	36
Additional Materials	37

Introduction to the PERR 360

A 360 feedback system is a major step-up from standard, one-on-one performance reviews. Whereas the latter typically consists of only a manager's or supervisor's perspective of an employee's performance, a 360 feedback benefits from the input of multiple raters, including colleagues, customers and direct reports. This provides a more well-rounded review of a person's performance.

The goal of the PERR 360 is to evaluate 31 different aspects of your performance, including your ability to work with others, the degree of effort you put into your work, and the degree to which you are committed to achieving your full potential.

Review your results carefully. If there are areas where your performance was not rated as high as you had hoped, do not allow this to discourage you. Your raters have offered you this insight in the hopes of helping you improve and grow. See this as an opportunity to expand your skills and bring out the best in yourself.

Detailed Results

How to read your results: Each skill and trait assessed in the 360 will be shown on a scale from 0 to 100. A high score indicates a strong performance, while a low score brings to light areas in which your performance requires improvement.

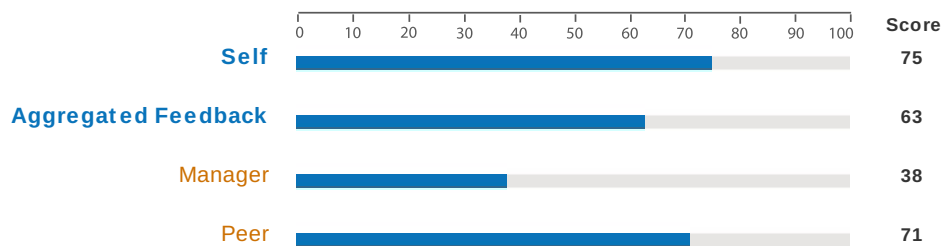
WORK ETHIC

Work ethic plays a major role in the manner in which a person completes tasks and otherwise conducts himself or herself in the work environment. Employees who have a good work ethic are committed to doing their work well, and will put in the necessary time and effort to get tasks done properly.

The following is a breakdown of the Work Ethic scale, and how you have been rated:

Diligence

Ability to complete tasks thoroughly and conscientiously.



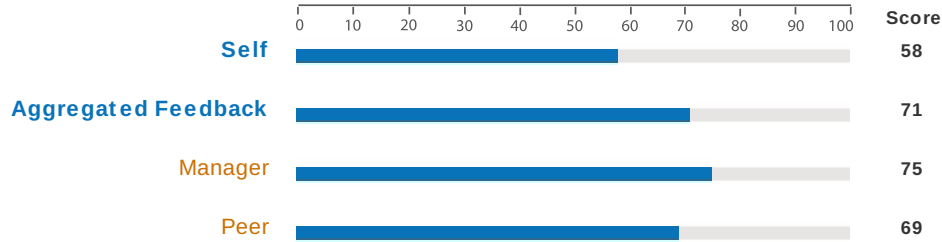
Your ratings indicate that for the most part, you are a reasonably responsible and conscientious person. You recognize that there are consequences to a lack of conscientiousness and want to show others that you can be trusted to conduct yourself appropriately and get work done properly. Although you might occasionally be tempted to procrastinate or to be less careful, perhaps even rushing through tasks a little to get them done, this is rarely the case for you. You usually put in a dedicated effort to make sure tasks are completed to the best of your ability, even occasionally going above expectations. You understand the value of hard work and for the most part, can be trusted to put in a dedicated and productive effort.

Here are some tips to improve your diligence:

[Tips shown here]

Dedication to self-improvement

Degree to which a person strives to advance his/her skills and ameliorate his/her performance.



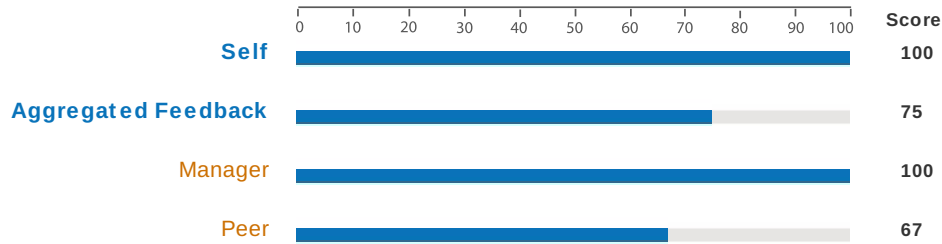
You show a reasonably strong interest in knowledge and improvement. You understand the importance of expanding your skills and becoming a well-rounded employee, especially in a constantly changing business world. You are unlikely to turn down learning opportunities, at least not too often, and this openness allows you to increase your knowledge base and expand your skill set, making you a valuable employee. Your ratings do indicate, however, that there might still be room for further progress here. Ensure that you are doing everything you can to keep the knowledge and skills you need for your job up-to-date.

Here are some tips to help you improve in this area:

[Tips shown here]

Attendance

Degree to which a person is punctual and consistently shows up for work.



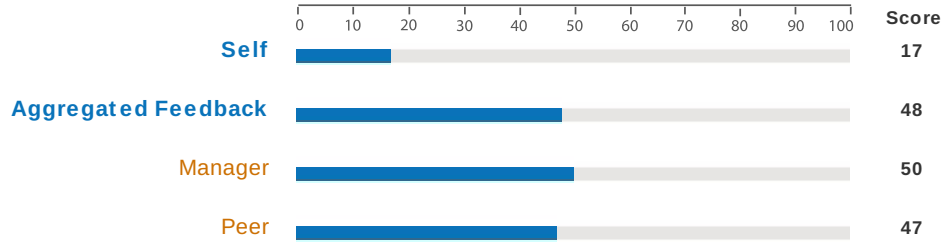
Unless you run into an unexpected delay, it is rare for you to be late. It is generally important to you to be punctual, and will do your best to get to work and meetings on time. Although there is still room for you to improve in this area, you are unlikely to leave people waiting on you, at least not too often. This shows others that you respect their time and reflects well on your professionalism.

Here are some tips to improve your attendance:

[Tips shown here]

Integrity

Degree to which a person follows rules, and otherwise displays honesty and integrity at work.



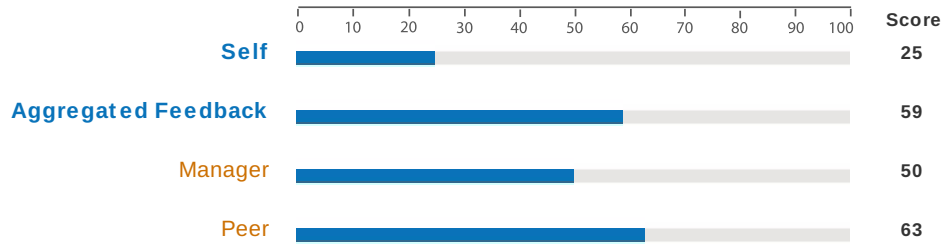
Based on your ratings, your integrity is generally inconsistent. You sometimes conduct yourself in a principled and professional manner, while other times this appears to be more of a challenge for you. Maybe you do not perceive certain actions you take as being unprofessional, or you do not recognize the potential consequences of your conduct. Whatever the case may be, being more aware of how your behaviors could reflect on you is important. While you may consider certain actions harmless, others may not see them the same way. You likely consider your reputation and your integrity important – continue to improve in this area.

Here are some tips to improve your integrity:

[Tips shown here]

Accountability

Degree to which a person is willing to take responsibility for his/her actions and performance.



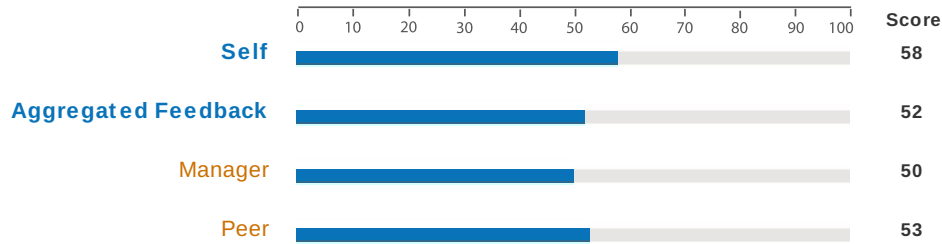
When you are willing to admit fault, you will make the necessary reparations or changes. Based on your ratings, however, your accountability still needs improvement. When you do not live up to expectations at work, you may sometimes make excuses rather than taking responsibility and making amends, which can be particularly frustrating for colleagues and management alike. Remember, the mark of a professional is a willingness to be responsible for your successes as well as your failures. When you are accountable for your actions, particularly when you do something wrong, it's an opportunity to learn, to improve, and to show others that you care about your performance. More often than not, admitting fault will earn other people's respect, not their condemnation.

Here are some tips to improve your accountability:

[Tips shown here]

Productivity

Degree to which a person is steadfast, and puts in a consistent and dedicated work effort.



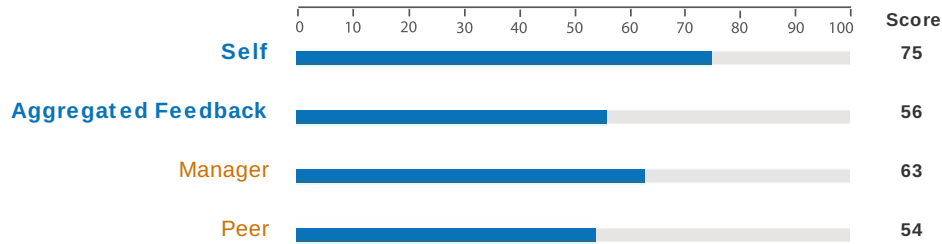
You show a willingness to be productive, but not on a consistent basis. While you do recognize the value of hard work, you don't feel that it is necessary to always push yourself to accomplish more than what is expected of you. In fact, you may sometimes find yourself only putting in the bare minimum effort, and this has some people concerned. Productivity requires follow through, which in turn requires discipline and determination. When your discipline falters, you'll find yourself getting distracted more easily or unable to focus on completing the task at hand. You have the potential to get a lot done when you set your mind to it – find ways to increase your effort and your level of productivity.

Here are some tips to improve your productivity:

[Tips shown here]

Quality of Work

Degree to which a person can be counted on to produce work that is up to performance standards.



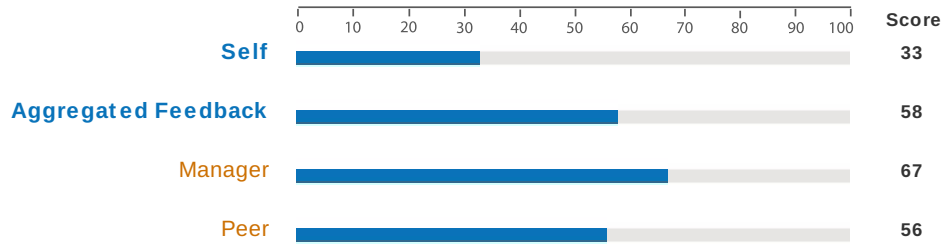
When you set your mind to it, you are able to produce quality work. There are times, however, when you can be somewhat lackadaisical and your work falls short of expectations. Perhaps this is more likely to be the case when you are very busy and overwhelmed with projects, when you're feeling rushed or stressed, or when you're not feeling particularly motivated. Unfortunately, when you don't produce quality work, this may give others the impression that you are being careless or are indifferent. Recall instances when your work was not up to par, and determine what went wrong. Were you unclear about the specifications of the project? Did you have sufficient time and knowledge to complete the task? Did you use a checklist to verify the quality of your work? There are likely to be some areas of your work approach that, if improved, will also improve the quality of your work.

Here are some tips to improve the quality of your output:

[Tips shown here]

Results Orientation

Ability to follow through on projects until completion.



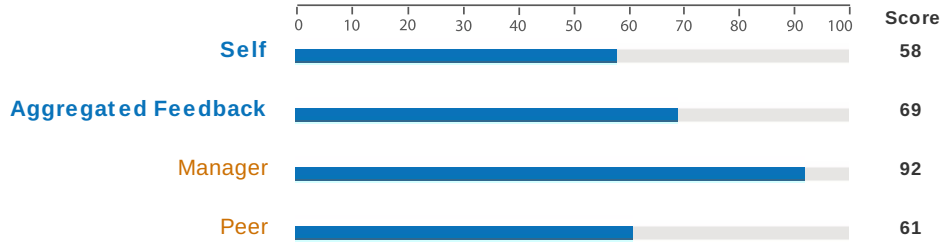
You are moderately results oriented. Accomplishment is reasonably important to you, but not a top priority as of yet. As a result, you may start many projects or goals, but won't always bring them all to fruition. This could be because you are not always motivated to get things done and will jump from one unfinished project to another until you find something that you enjoy working on. You may also find it difficult sometimes to overcome the temptation to procrastinate. There is a desire in you to work hard - just not all the time. When you find yourself struggling to get a task done, remind yourself of the sense of pride that comes with accomplishment. And the more difficult the project, the prouder you will be when you are able to find the inner motivation to push yourself to complete it.

Here are some tips to help you adopt a more results-oriented work approach:

[Tips shown here]

Resourcefulness

Ability to resolve problems and adapt to new situations with ease.



Your results indicate that you are fairly resourceful. When confronted with difficulties or challenges that you have never encountered, you usually manage to find a way to adapt. Your resourcefulness will continue to develop with experience, but you must also make it a point to learn from your errors, failures, and hardships. Developing your resourcefulness in this manner will help you adapt to new circumstances more quickly, and help you make sound judgment calls and decisions. Remember, in light of the unexpected, you need to be able to act rather than simply react.

Here are some tips to improve your resourcefulness:

[Tips shown here]

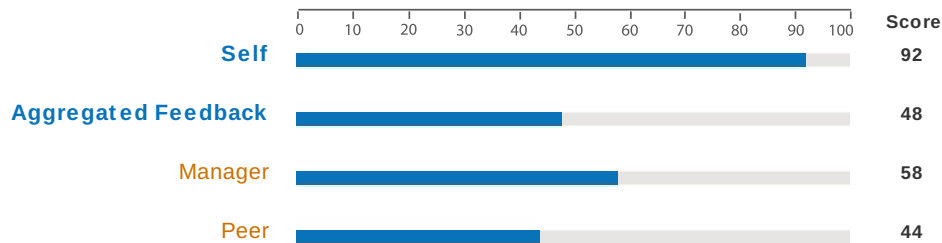
WORK ATTITUDES

An employee's attitude toward his/her work – how he/she feels about projects, colleagues, management – can have a direct impact on his/her conduct on the job. For example, employees who are not stimulated by the projects they are assigned might find themselves feeling less engaged and as a result, will put in less of an effort to get a project done well.

The following is a breakdown of the Work Attitudes scale, and how you have been rated:

Engagement

Degree to which a person is interested in and committed to his/her work.



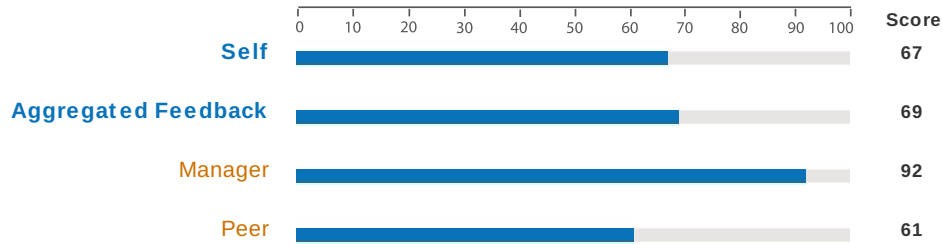
Your raters have indicated that your degree of engagement is not as high as it could be. There are likely some aspects of your job that you are not entirely content with, which is making it difficult for you to find the incentive to apply yourself. In order to feel more passionate and enthusiastic about your job, you likely feel that there are certain factors that need to change. Your manager may be able to play a role in this; you can work together to find solutions to improve the aspects of the job that you are struggling with. However, you also need to determine what you can do for yourself to help you feel more invested in your job.

Here are some tips to help you feel more engaged at work:

[Tips shown here]

Proactiveness/Initiative

Degree to which a person is comfortable being autonomous and taking action on his/her own.



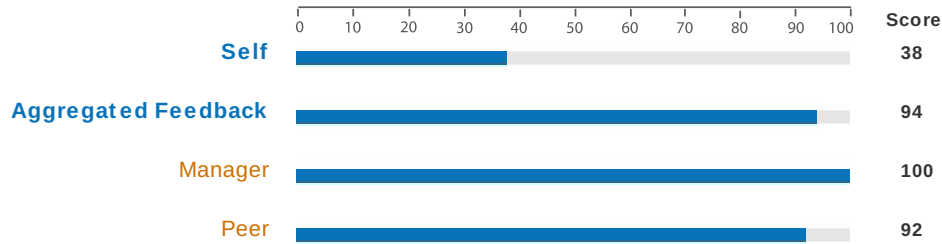
You frequently take proactive steps at work to increase your productivity and perhaps even your visibility. You can generally be considered a go-getter, and will often take the opportunity to do more than you are required to at work. This not only demonstrates your ambition, it also shows management that you have the potential to be a self-starter and are generally comfortable being autonomous. You take a more active than passive approach to your work and have both the skill and courage to expand the boundaries of your job description. You show a clear desire to want to develop your potential.

Here are some tips to encourage proactive behavior:

[Tips shown here]

Flexibility

Degree to which a person is open-minded and willing to meet others halfway.



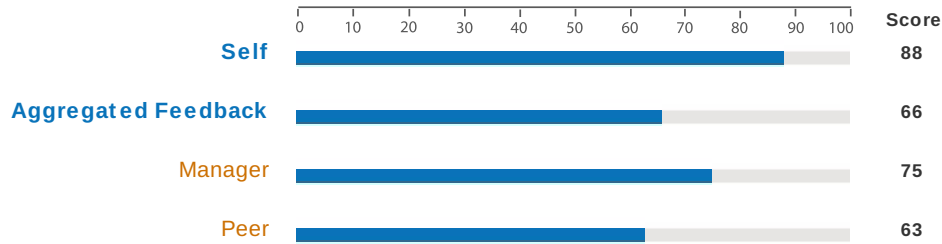
You don't see your opinions as being singular or final, and accept that there can be many other perspectives. You prefer to keep your mind open to other possibilities. You may even welcome a variety of opinions and ideas as it allows you to view situations and problems from different angles. To you, contrast is an asset. You show an exceptional amount of flexibility; you are always willing to accommodate other people's needs and ideas. Most importantly, you recognize that in order to resolve conflict and get along with others, compromise is necessary. Just keep in mind that while being flexible is generally a good thing, you need to make sure that your desire to accommodate others does not come at the cost of your own needs.

Here are some tips to enhance flexibility:

[Tips shown here]

Customer Orientation:

Degree to which a person is dedicated to making customers happy.



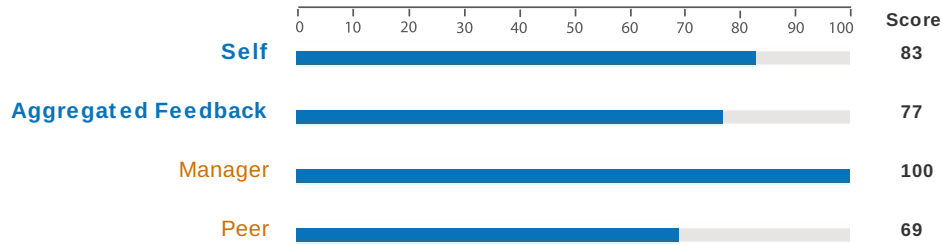
You are fairly skilled at dealing with customers, but could still benefit from additional training. In general, it is clear that helping customers is important to you. You are usually able to create a positive and courteous atmosphere that makes customers feel respected, and will try to do your best to truly make your clients happy. This helps you establish a good rapport with people and makes it more likely that they will keep coming back. You seem to at least understand the value of focusing on good customer service. Beyond their potential for profit, it is essential to recognize the importance of focusing on your customers. A bad customer service experience, even if it doesn't happen often, can really damage your company's reputation, as well as your own.

Here are some tips to nurture a customer orientation:

[Tips shown here]

Coping with Stress

Ability to cope with pressure and stress in a productive manner.



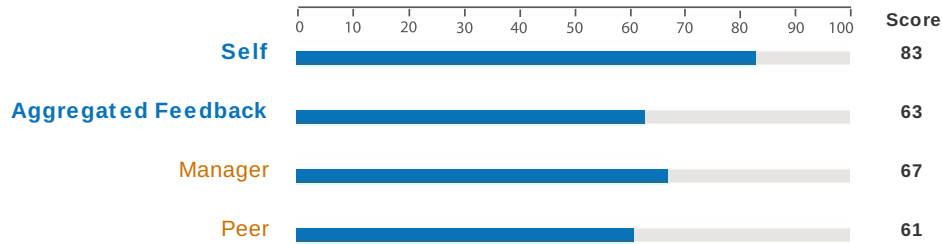
You don't necessarily thrive under stress, but you seem to be able to handle it with relative ease. In most cases, you are able to adjust and maintain your composure. Being in an environment where you are constantly under pressure is not your ideal setting, but when it comes to dealing with the common stressors that people often face in the workplace (e.g. added responsibility, difficult people, etc.) you are someone who can cope fairly well. Through experience and regular application of healthy coping techniques, your ability to handle stress will continue to improve.

Here are some tips to improve your coping skills:

[Tips shown here]

Self-motivation

Degree to which a person is driven and intrinsically motivated.



You are usually able to motivate yourself to get tasks done, although it isn't always an easy endeavor. This may be particularly true when you are faced with a daunting challenge, like a very heavy work load or a task that you have never handled before. The good news is that you do not rely solely on external incentives for encouragement; they may sustain you and give you the added boost you sometimes need to push you forward, but you know that it is not enough to keep you going. In general, you know what you need to stay motivated and can typically find the incentive from within.

Here are some tips to enhance motivation:

[Tips shown here]

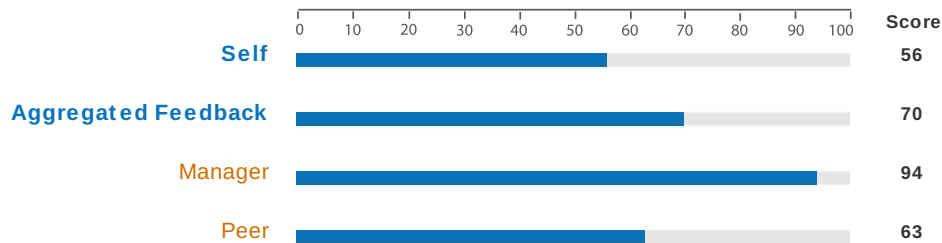
INTERPERSONAL SKILLS

The success of business relations depends heavily on the ability to interact effectively with others. Almost any job requires some degree of social interaction. Difficulties in this area can result in a number of interpersonal troubles and make it difficult to build a rapport with colleagues, management, and customers.

The following is a breakdown of the Interpersonal Skills scale, and how you have been rated:

Communication Skills

Ability to share one's thoughts clearly and productively.



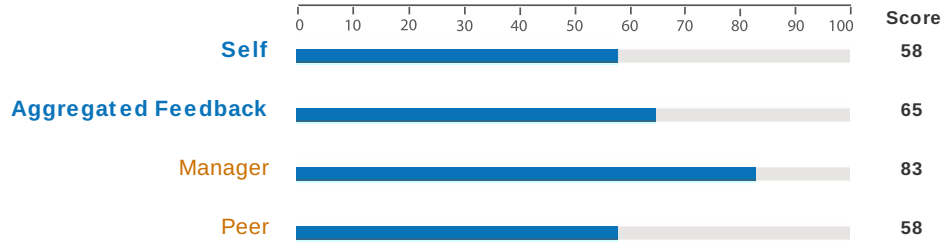
Your communication skills are reasonably good. You are usually capable of sending a clear message to others, and while you may occasionally find yourself dealing with misunderstandings, for the most part, you know how to express yourself accurately and effectively. It would be a good idea to continue to work on improving your skills in this area. Even the slightest miscommunication could confuse people and relay the wrong message. Fortunately, you already have a good basis to work from.

Here are some tips to improve your communication skills:

[Tips shown here]

Listening Skills

Ability to listen actively and attentively.



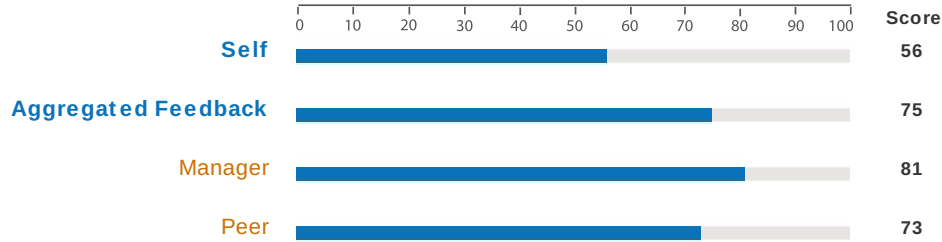
Although you are not always as attentive as you could be, you at least recognize the importance of being a good listener. You will try your best to listen patiently and carefully, which can understandably be a challenge sometimes, but overall, your listening skills are quite satisfactory. Just keep in mind that customers and colleagues are more likely to trust you and pay attention to you if you can show them that you are willing to hear them out.

Here are some tips to encourage active listening:

[Tips shown here]

Conflict-Resolution Skills

Ability to resolve disagreements in an objective and productive manner.



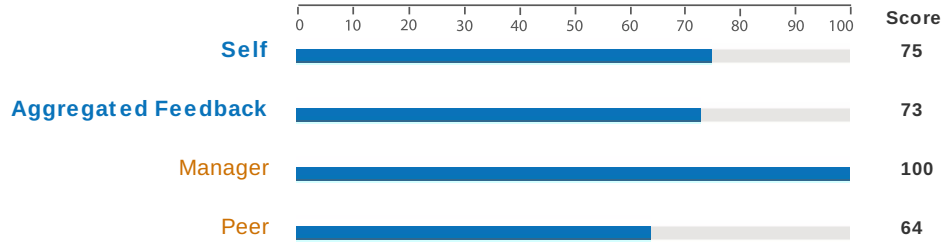
Although you are not entirely comfortable dealing with conflict, (as would be the case for most people), you do your best to resolve issues in a calm and professional manner. Understandably, this isn't always an easy endeavor; you sometimes find it hard to keep the situation in perspective and will fall into the trap of going on the defensive rather than focusing on finding a solution that will satisfy all parties. While some improvement in this area is required, you generally have the skills needed to handle both minor and major disagreements.

Here are some tips to help you resolve conflict:

[Tips shown here]

Agreeableness

Degree to which a person is amiable and easy to get along with.



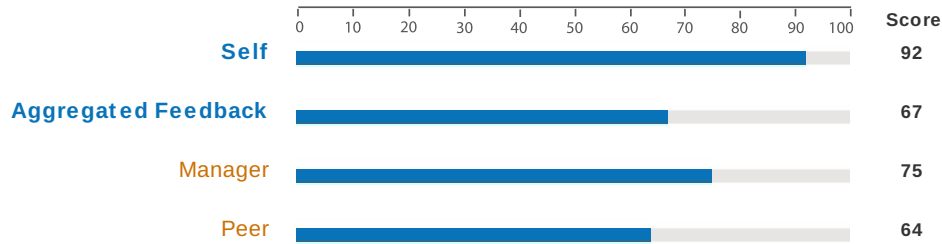
You are fairly agreeable. People generally find you approachable and good-natured. While you are generally pleasant to interact with, if you are tired, frustrated, or simply not in the mood to interact with others, you may sometimes be edgy - although you likely don't intend to be. In general, however, you are quite easy to interact with and people likely enjoy your company. Your customers and colleagues find it a pleasure to work with you.

Here are some tips to foster an amiable demeanor:

[Tips shown here]

Assertiveness

Ability to confidently and tactfully share one's thoughts and opinions.



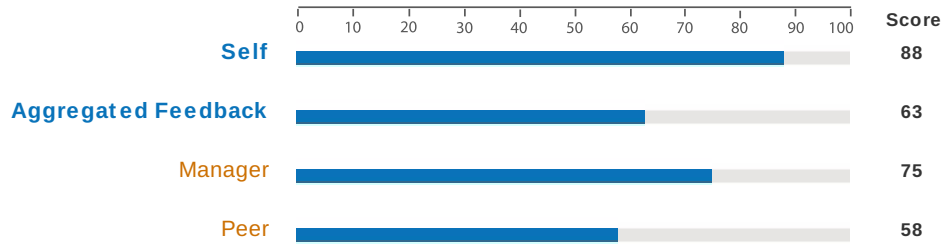
You are capable of asserting yourself on most occasions, although there may still be some slight discomfort when you do so. There is probably a part of you that prefers to simply accommodate others rather than risk conflict by expressing a contrasting opinion. In general, however, you are able to assert yourself and express what you want, as well as set boundaries for how you want others to behave towards you. This encourages others to treat you with dignity, and boosts your own sense of self-respect. While saying “no” to or disagreeing with others isn't easy and is not a part of the job that you particularly like, you understand that you must have the courage and assertiveness to be firm if you want to be respected.

Here are some assertiveness tips:

[Tips shown here]

Helpfulness

Willingness to assist others.



You are generally a helpful person, although based on your ratings you could potentially strive to be more so on some occasions. Overall, however, you usually put in the necessary effort to help fulfill the needs of others. Even if you don't always go out of your way to assist people, you will step up when you see a clear need or in response to a genuine plea for help. You are a fairly generous and caring person who will try to be there for others when you can. This is important, both in terms of your approach to customer service and to teamwork.

Here are some tips to foster a helpful disposition:

[Tips shown here]

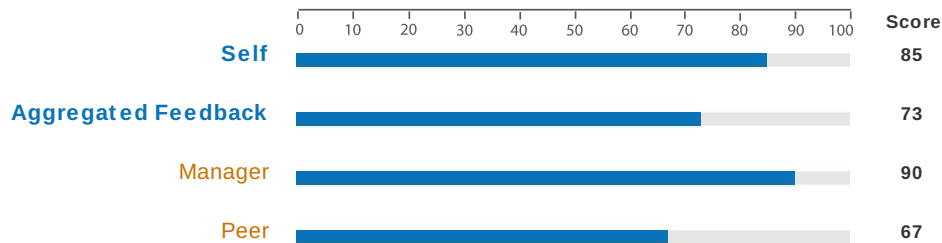
ORGANIZATION SKILLS

Organization skills are a combination of many elements; an organized worker is someone who can juggle multiple duties and deadlines and still stay on track. Those who lack these skills are more likely to be overwhelmed by their responsibilities. This can impact the quality and quantity of their output.

The following is a breakdown of the Organization Skills scale, and how you have been rated:

Time Management

Ability to use time available in a productive and efficient manner.



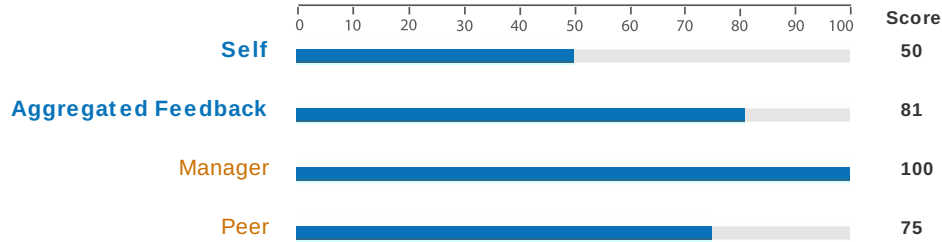
You are generally an efficient worker, although there is still room to improve. You use at least a few strategies to help you make more productive use of your time. When you are able to manage your time effectively, you are less likely to rush through tasks or miss deadlines. When you are required to handle multiple responsibilities and time constraints, you strive to get things done in the most efficient manner possible. Make sure to speak to your manager if you feel that there too many demands being made on your time. Remember, you will not be doing yourself or others any favors by taking on tasks that just do not fit in your schedule.

Here are some tips to help you make time your ally:

[Tips shown here]

Orderliness

Ability to maintain a tidy work environment.



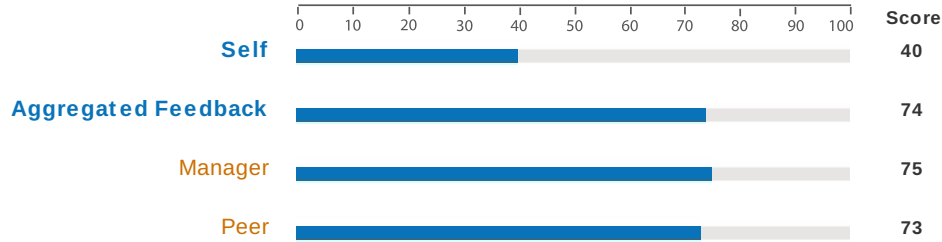
Your ratings seem to indicate that you have a penchant for neatness. You dislike disorder, and have probably implemented your own methods of creating order in your workspace – each item has its designated place. This not only contributes to your efficiency and productivity, but it also reflects well on you. Even if work gets hectic, you will likely still be able to maintain a pattern of order.

Here are some tips to help you maintain a tidy work environment:

[Tips shown here]

Organized Work Approach

Degree to which a person approaches his/her work in a structured, systematic manner.



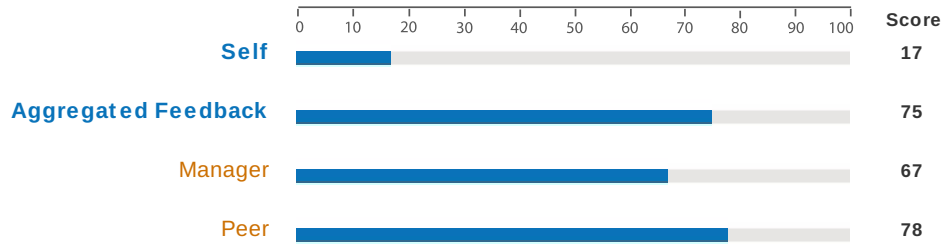
When you work in a structured manner – planning ahead, being methodical – you likely find that it's easier for you to complete projects properly and stay on track. Based on your ratings, this is a work approach that would be good for you to sustain, as you may occasionally find yourself going off-track and become a little disorganized when you have to complete a complex project, or when you have to tackle multiple assignments at the same time. Overall, you are the type of employee who prefers to work in a structured manner, and this has served you well.

Here are some tips to foster a structured work approach:

[Tips shown here]

Goal-setting

Ability to set smart goals.



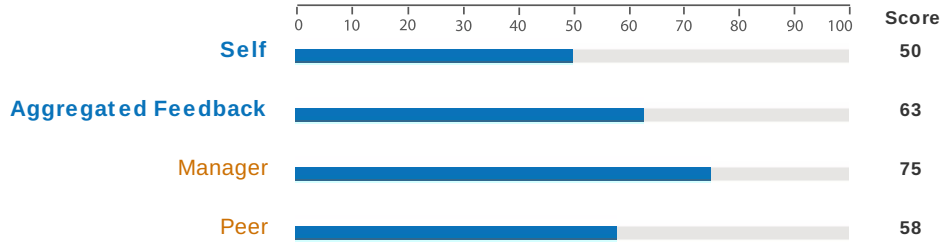
You consider goal-setting a priority, which is important. It means that you are less likely to fall into the habit (or temptation) of idleness or simply accepting the status quo. In an effort to bring out the best in yourself, you strive to set appropriate standards to live up to at work. While your goal-setting efforts may need a little more structure and clarity, your ratings indicate that you are on the right track. Make sure that all the objectives you are setting for yourself are truly feasible, and that your approach to goal-achievement is allowing you every chance possible to attain the objectives you have set.

Here are some tips to help you set the right goals:

[Tips shown here]

Prioritizing

Ability to organize tasks logically.



You are fairly good at prioritizing, although you may occasionally struggle to work according to a schedule when things are busy. Overall, however, you tend to have little difficulty making good decisions regarding what to do and when to do it. This will help you keep track of your progress on assignments and meet deadlines. You seem to have a good idea of the amount of duties you can handle, and can usually organize your work approach accordingly. You might still benefit from some training on prioritization in order to help you structure your work day more productively.

Here are some tips to help you prioritize your tasks:

[Tips shown here]

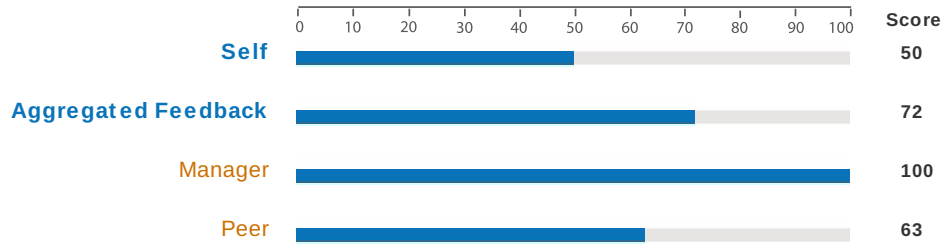
COMPETENCIES

The competency factor covers various work skills that help employees complete everyday tasks as well as contribute to their long-term success. These are competencies that are transferrable to various job settings, positions, and fields.

The following is a breakdown of the Competencies scale, and how you have been rated:

Technical Skills

Ability to use the technology available at work to perform one's tasks.



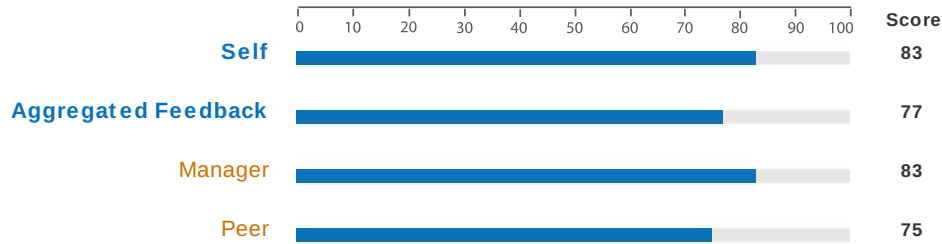
You are fairly proficient when it comes to the technical aspect of your job. You may require some additional training in specific areas, but seem to be able to orient yourself very quickly with the company's equipment, technology, and/or software. This puts you at an advantage, as you will be able to adjust to a variety of different technologies as well as train others when necessary.

Here are some tips to help you upgrade your technical skills:

[Tips shown here]

Team Player

Degree to which a person is able to work with others toward a common goal.



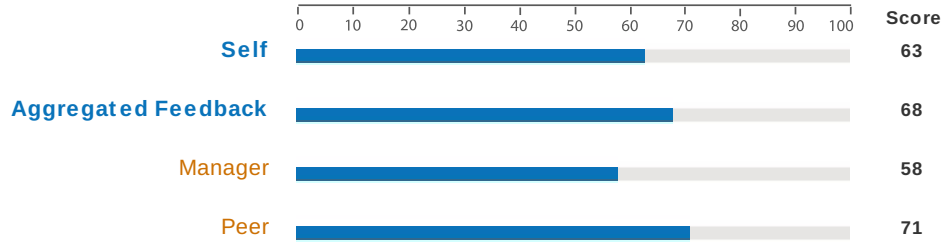
You show a fair amount of team spirit. You generally offer support to your teammates, and will often show them in words and gestures how important it is to you to be a part of the team. There may still be a few hangs-up about teamwork that you need to work through, but you rarely place your individual wants above the team's needs. For the most part, you enjoy working in a group and try your best to be supportive and to maintain unity and harmony.

Here are some tips to foster a collaborative attitude:

[Tips shown here]

Leadership Behavior

Degree to which a person shows leadership potential.



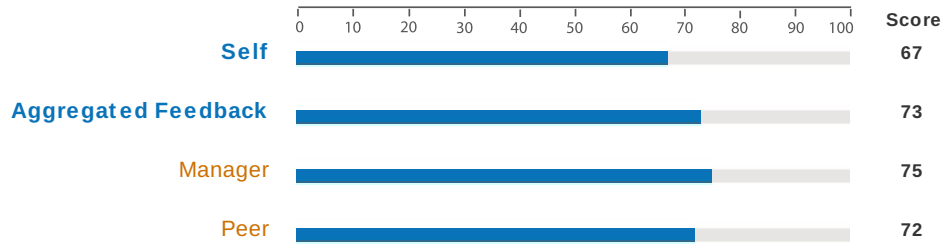
Leading a group to success will be a conceivable possibility in the near future. You have shown others that you have leadership potential. You understand that those who are under your leadership are your responsibility and are generally willing to take on this duty. You also have the potential to be a good advisor and trainer if you expand your knowledge and skills further. This may simply be a matter of having a set program on how to provide opportunities to employees, assigning tasks effectively, provide feedback, and delegate. You clearly have some knowledge on how to bring out the best in others; you just need to solidify your approach and practice it consistently.

Here are some tips to foster leadership potential:

[Tips shown here]

Decision-making

Ability to make smart, well-calculated decisions.



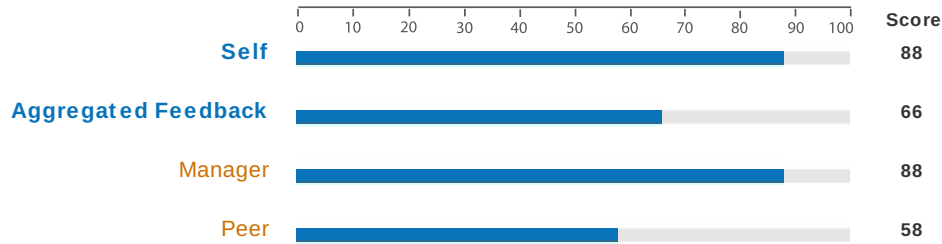
You seem to be fairly knowledgeable about the decision-making process; you are not a random decision-maker. You understand the importance of researching, analyzing, and planning out your decisions. You generally cope well with ambiguity, and with growing experience, are likely to become more comfortable making decisions in certain areas. There are still likely to be moments of hesitancy and worry, but you usually manage to push through your fear and make the decisions that you need to. Some guidance and support from others can help you improve your decision-making skills even further.

Here are some tips to increase your chances of making successful decisions:

[Tips shown here]

Job Proficiency

Degree to which a person is able to competently complete his/her assigned tasks.



While there is still room to learn and grow, your ratings indicate that you are quite proficient at your job. It would be a good idea to talk to your manager to determine what it will take to improve your ratings further in this area. It might simply be a matter of obtaining additional training or some “refresher” courses. Some performance issues could arise from difficulties with motivation, concentration, or a tendency to multitask too much. Take some time to figure out what could be holding you back from achieving your full potential, and then work with your manager to develop performance objectives and ways to achieve them.

Here are some tips to improve your job proficiency:

[Tips shown here]

Question 70:

Are there any additional comments you would like to offer as it relates to this person's performance? If so, enter your comments below. Otherwise, click Finish.

Self:

- No comments received

Manager:

- Kathy works well with others and meets project deadlines.

Peer:

- Kathy has very good customer support skills.
- No comments received
- No comments received

Raters

The following is the list of raters who participated in the 360 assessment.

- kathy@myemail.com
- kyp@myemail.com
- dm@myemail.com
- dore@myemail.com

Additional Materials

For other references that can enhance performance, feel free to review the materials suggested below.

Books:

Title: The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change

Author: Stephen R. Covey

Publication year: 2004

Publisher: Free Press

URL: <http://www.amazon.com/The-Habits-Highly-Effective-People/dp/0743269519>

Title: The Last Lecture

Author: Randy Pausch

Publication year: 2008

Publisher: Hyperion

URL: <http://www.amazon.ca/The-Last-Lecture-Randy-Pausch/dp/1401391443>

Title: The Happiness Advantage

Author: Shawn Achor

Publication year: 2010

Publisher: Crown Business

URL: <http://www.amazon.ca/The-Happiness-Advantage-Principles-Performance/dp/0307591549>

Title: The Power of Habit: Why We Do What We Do in Life and Business

Author: Charles Duhigg

Publication year: 2014

Publisher: Random House Trade Paperbacks

URL: <http://www.amazon.com/The-Power-Habit-What-Business/dp/081298160X>

Title: Serial Winner: 5 Actions to Create Your Cycle of Success

Author: Larry Weidel

Publication year: 2015

Publisher: Greenleaf Book Group Press

URL: <http://www.amazon.ca/Serial-Winner-Actions-Create-Success/dp/1626342342>

Videos:

Title: The puzzle of motivation

Author: Dan Pink

Publication year: 2009

URL: https://www.ted.com/talks/dan_pink_on_motivation

Title: Your body language shapes who you are

Author: Amy Cuddy

Publication year: 2012

URL: https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are