

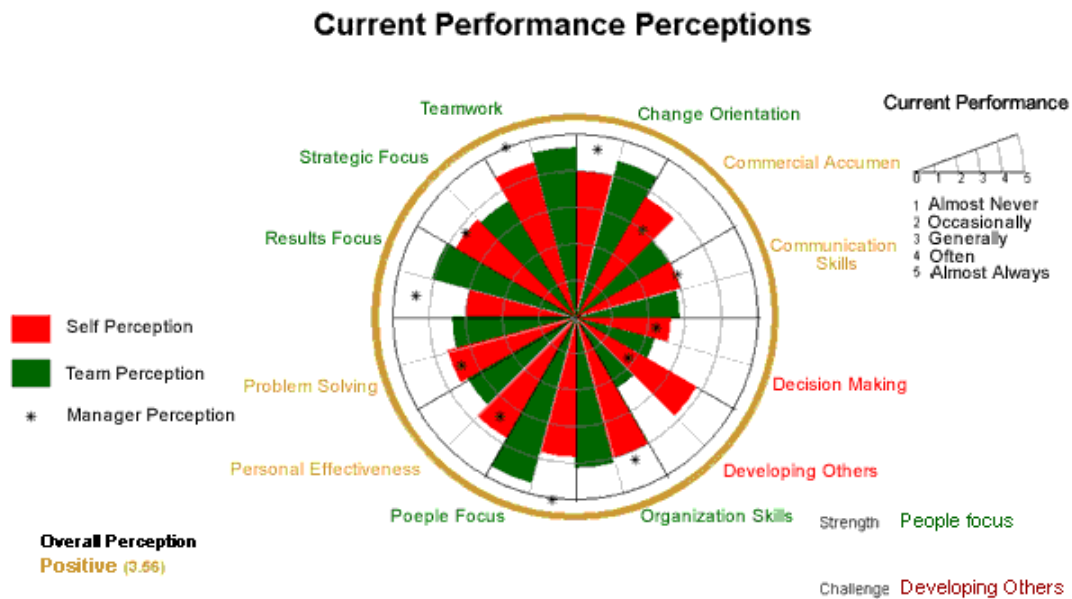
Analysing the Reports

Overview

A range of possible profiles and rating scales are available in the FCF-360 package. Check to see what profiles and rating scales your organisation has included. You can find this information in the Learning Guide posted on your organisation's page. The survey questions will probably have been specifically designed to meet your organisation's needs, so treat the sample reports in this module as a guide.

These additional notes relate to some of the FCF-360 profiles and will aid further analysis. We recommend that you first work through *Understanding the Reports* in the *Coaching Skills Module – Online Training*.

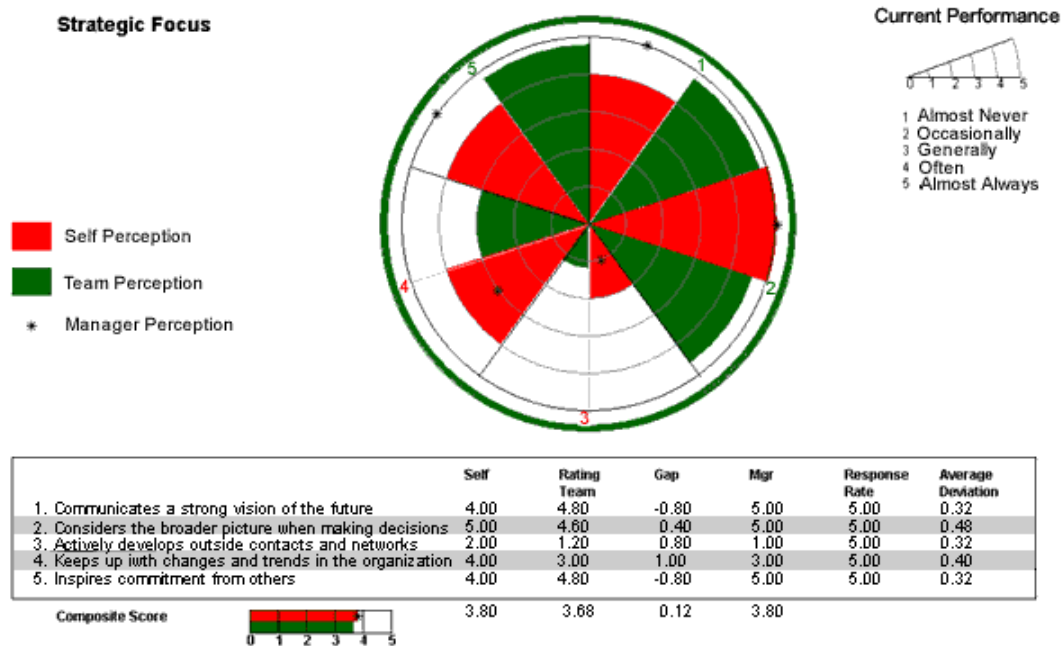
Analysing the Current Performance Perceptions



- Check the colour of the perimeter of the circle. Use the colour coding to find how the Rating Team perceives the participant's current performance: Very positive (green), Positive (amber) or Challenging (red). This is also shown in the bottom left corner of the screen. Refer to the Learning Guide (posted on your organisation's dedicated page) for detailed information about the formula used to determine the rating and which colour is used.
- Check the headings around the circle to see which colours have been used for each Key Result Area. The colour coding process allows you to get an immediate indication of the Rating Team's scores.
- Which Key Result Areas did the participant perform well in? The highest scoring area is listed as a strength in the bottom right corner of the screen.
- Which Key Result Area did the participant perform least well in? The lowest scoring area is listed as a challenge in the bottom right corner of the screen. If the participant has been rated highly in all Key Result Areas this may not represent a true challenge.
- Look at each segment of the circle separately and compare how the participant rated their own performance in each area (the red segments) with how the Rating Team rated the performance (green). How did the participant's manager (*) rate the performance?
- Are there any large gaps between the participant's ratings and those of the Rating Team and manager? On a five-point scale, a gap of -0.5 or +0.5 is worth consideration.

Analysing each Key Results Area

Current Performance Perceptions



- How has the participant been rated for this Key Result Area?

The colour of the perimeter of the circle shows the participant's overall performance. This was calculated by averaging the Rating Team's responses to all questions. The Composite Score at the bottom of the page provides the same information. Does this Key Result Area represent a challenge or is it a strength?

- How has the participant been rated for each of the survey items in this Key Result Area?

Use the colour coding of the numbers on the perimeter to identify the participant's specific strengths and challenges. Also refer to the table underneath the graph to work through each question.

- What is the difference between the participant's self-perception and the Rating Team's perception of their current performance?

The gap between the participant's perception of their current performance and the perception of the Rating Team and manager can be seen by looking at the difference between the red and green segments and the position of the asterisk.

The gap is also shown numerically in the table at the bottom of each screen. This table includes the manager's rating and how many people answered each item (the Response Rate). The gaps are expressed as either positive or negative numbers because the participant's own rating may have been higher or lower than the Rating Team's average.

Some of the participant's ratings will not surprise the participant and will be shown by only a small gap between the Self-Rating (red) and the Team Rating (green). It is also interesting to look at how these two ratings compare with the Manager's Rating (*). Work through each survey item with the participant.

Participants should aim to have narrow gaps between the self-perceptions and the ratings of others. When the gaps are narrow, it indicates that the quality of communication is high.

When a significant difference between the participant's own perceptions and those of the Rating Team and Manager exists, participants must develop an insight into how the ratings have occurred.

- Identify the competencies with significant negative gaps

Ask the participant why they think these gaps have occurred.

- Is it possible you are overly harsh on yourself?
- Do you have a good understanding of what the Team is looking for?
- Do you know something the team doesn't know?

Although a negative number gap sounds good, it may require action.

For example, if the self-perception is accurate and other people have overestimated the participant's current performance in a particular area, they may be placed in a situation where they are out of their depth. On the other hand, the participant's self perception may be inaccurate and they are overly harsh on themselves. In this case, they may not be proactive in seeking out valuable opportunities.

- Identify the competencies with significant positive gaps.

Ask the participant why they think these gaps have occurred.

It is useful for the participant to step back and put themselves in the Rating Team's shoes. Avoid defensive feelings and help focus on understanding perceptions. It may helpful to ask the following questions:

- Are their intentions sometimes misunderstood?
- Do they always communicate clearly?
- Is their behaviour consistent?
- Do they market themselves well?
- How does stress affect their interaction with others? (It is common to behave differently under stress. For example, does stress affect their completion of tasks or attention to detail?)

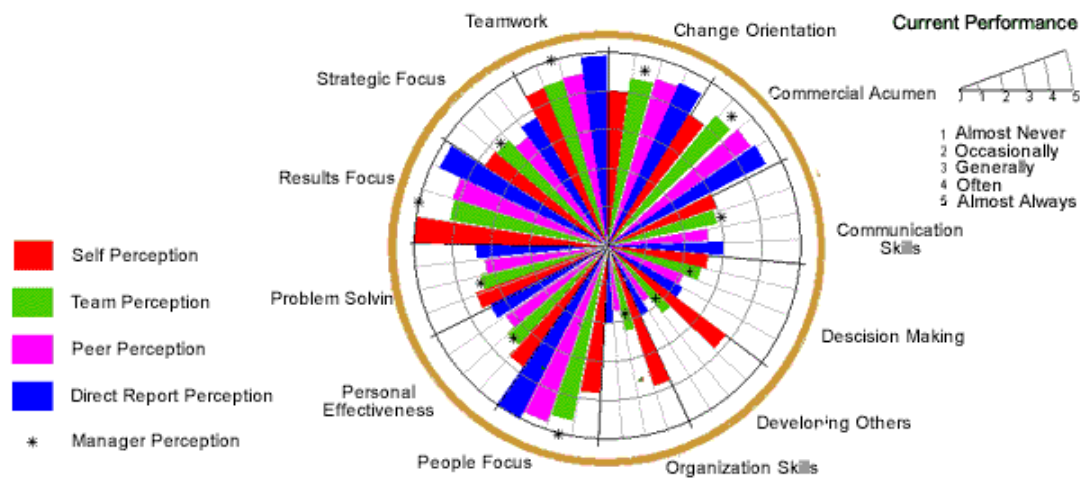
CHECKLIST

After working through the Current Performance Perceptions Profile and all the Key Result Areas, participants will:

- Know how their overall current performance has been rated.
- Know how their current performance in each Key Result Area has been rated.
- Have identified differences between their own perception of their current performance and the perception of their Rating Team.
- Understand how these differences have occurred.
- Have written some notes about their areas of strength, areas of competence and areas of challenge. These actions should aim to minimise the gaps between their self-perception and the perception of the Rating Team.

Analysing the Current Performance Perspectives

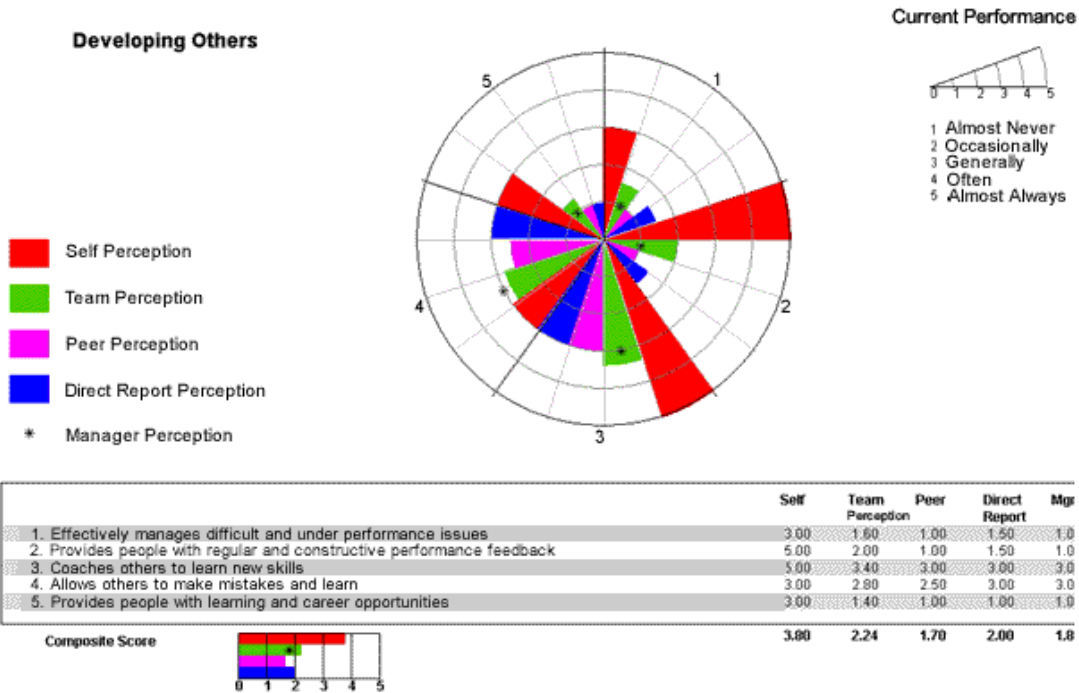
Current Performance Perspectives



- Check for any patterns in the way different sub-groups are rating the participant. For example, the Direct Reports may be rating the participant lower than the Peers. This is quite a common pattern as Direct Reports have more frequent contact and have more opportunity to observe the participant's challenges and strengths.
- Are there any large gaps between a sub-group and the manager's ratings? When a manager is rating the participant consistently higher than one or more sub-group it can indicate that they are:
 - isolated from the participant
 - being 'managed upwards' over effectively
 - working more closely with the participant than other raters
 - suffering from a 'halo' effect

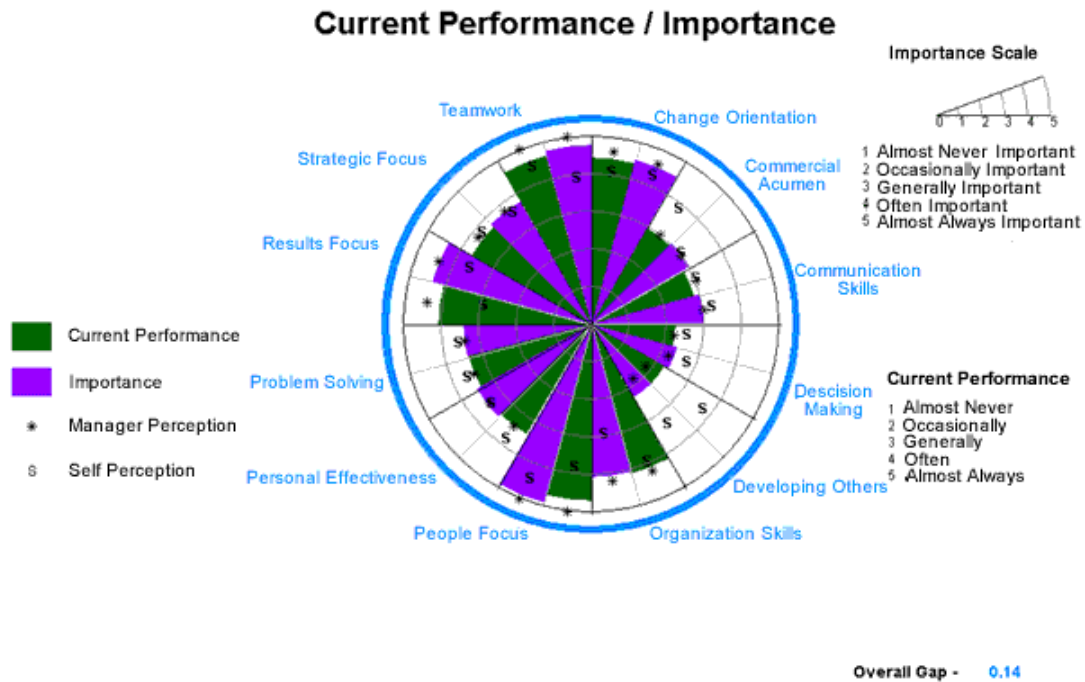
Analysing Each Key Result Area

Current Performance Perspectives Report



- Continue to look for patterns in the way the different sub-groups rate the participant.
- In the case of significant differences, the participant can usually provide insight into why this may be the case.

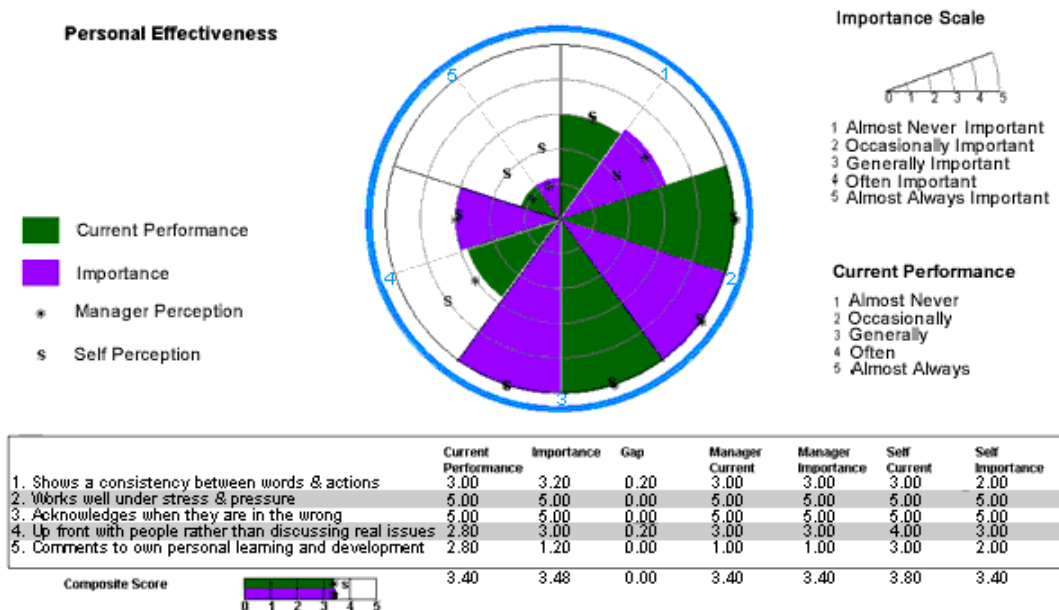
Analysing the Current Performance/Importance Profile



- Are there any large gaps between the participant's current performance and the desired level of importance? A gap of +0.5 or more or -0.5 or less is worth considering.
- Check the colour of the perimeter of the circle. Use the colour coding to find how the participant's current performance compares with expectations: aqua is performing close to the Team's expectations. This overall gap, which is an average of all Key Result Areas, is shown in the bottom right corner of the screen. The colours should be treated as a general indication as further analysis may be required.
- Check the headings around the circle for each Key Result Area. The colour coding indicates the gap between Performance and Importance scores in each area.
- Look at each segment of the circle separately and compare how the Rating Team and manager rated the desired level of importance.
- How does the manager rate the participant's current importance compared with importance? Is the participant meeting expectations? It is common for the manager's ratings on the Importance Scale to be high.

Analysing Each Key Result Area

Current Performance / Importance



- Identify any areas in Aqua. These indicate a significant gap between desired importance and current performance.
- Are there any negative number gaps?

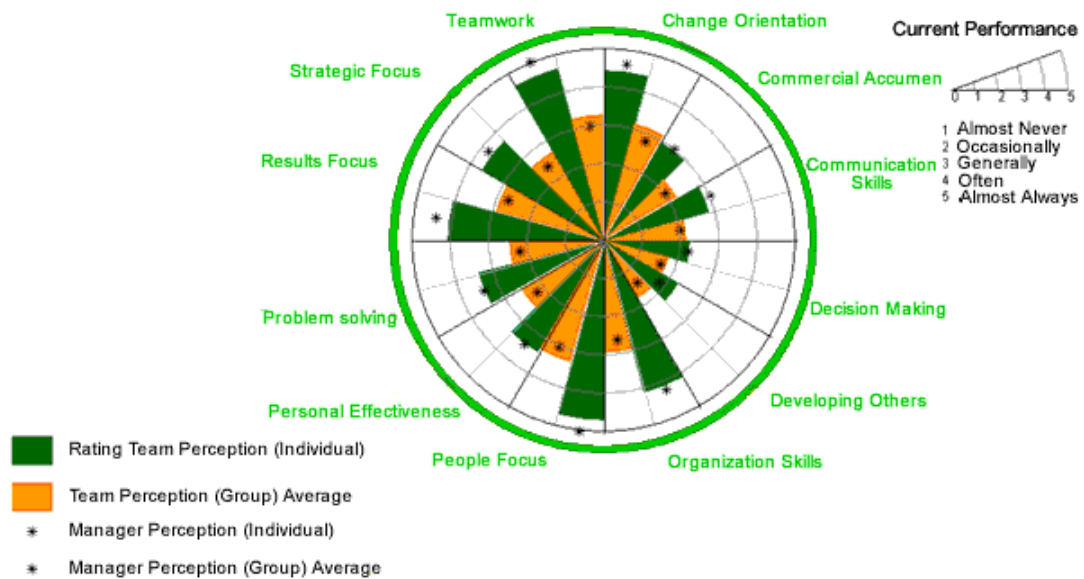
Although a negative gap sounds good, it may require action. While it is good that the participant is performing well in these areas, it is important to maintain a balance that is appropriate to their role. For example, a negative number gap could relate to a task that they perform particularly well and enjoy doing. These tasks may be favoured over others which are as important or more important to their role. The participant may need to be more disciplined in tackling the tasks they dislike and may need to monitor how much time they spend on the tasks they do like. Negative number gaps may also indicate that the participant is no longer challenged in certain areas.

- Are there any positive number (+) gaps?

Positive number gaps indicate that current performance rates lower than the level of importance. Obviously, this may require some attention.

Analysing the Individual/Group Comparison

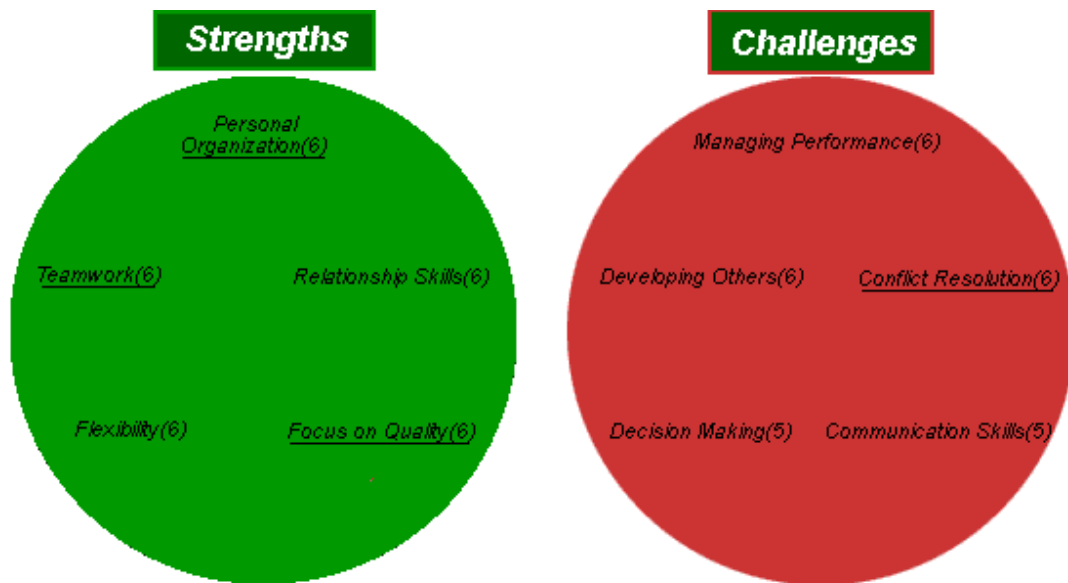
Individual / Group Comparison



This graph compares the average of the responses from the participant's Rating Team on their Current Performance Perceptions Report with the average of the ratings for all the people who were being evaluated in the participant's project group.

- Are there any large gaps between the participant's Current Performance and the group's average? Remember that it is also important to pay attention to the actual ratings. For example, it may not be sufficient to get a Lime rating if both their team rating and the group average are low. The colour is only a general guide.
- It is completely normal to fall below the group level of performance in some areas and exceed the group level in others.
- Remember, it's not important to be the best in the group. It's important to be doing the best you can.

Analysing a Snapshot



- This report is exactly as the title suggests – a Snapshot.
- It is a useful overview for participants.
- It provides a summary report which is appropriate to use at the end of the feedback session.
- It is not unusual for the same items to appear as both Strengths and Challenges. When this occurs, explore whether the participant behaves differently with different people.
- When a participant has selected two or more of the Strengths and Challenges it indicates a good level of self-awareness.
- Explore any surprise items with the participant. Ask them to consider how that perception may have formed.
- Give most credence to those items which have greatest number of raters denoted in the brackets.

Analysing a Results Tracker



Follow-up prompts are sent to the participant at regular intervals.

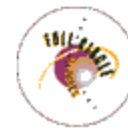
- The Results Tracker is normally sent to the participant after the initial report at these intervals:
 - 3 months
 - 6 months
 - 9 months
- These intervals may vary with different organisations.
- The Results Tracker keeps the feedback and action process alive. It is based on the understanding that sustainable change is very difficult to achieve and support is helpful.
- When participant receives the Results Tracker they are invited to go and view their report again. They are also asked to complete a new action plan. As they will do this three times a development journal is being built up over the year.
- Encourage participant's to commit to the ongoing process when they receive their initial report.

Analysing an Action Plan

COMPLETING THE CIRCLE

Date: 08 - 01 - 2000

Three Major Insights from the Reports	Three Actions I will take as a Result of the Feedback
<ul style="list-style-type: none">● Need to listen more in meetings● Not sure how I Inspire others as a leader● Time management is an issue	<ul style="list-style-type: none">● Rotate who chairs the team meetings● Attend the Corporate Leadership Program this year● Use my weekly planner consistently



Action Plans may be customized. Treat this as a sample only.

Analysis

- Note actions as they arise during the feedback session.
- Make sure actions are specific and measurable.
- Try to consider informal as well as formal development activities.
- Make sure that the actions are realistic and achievable.
- Limit the actions to as few as possible.
- Involve your manager in gaining commitment to the plan.
- Keep the plan visible and refer to it often.