



Denise Nathan Consultancy Ltd

Team 360 Report March 2009

test team 360 police



Summary of Competencies (rank order)

Count	Sections	Mean excl self	Mean score	Allocation of scores
22	Team Knowledge	3.52		
22	Managing Resources	3.48		
22	Team Culture	3.41		
22	Delivery	3.40		
22	Team Resilience	3.39		
22	Decision Making	3.39		
22	Communication	3.29		
22	Responsiveness	3.20		
22	Overall	3.39		

KEY:

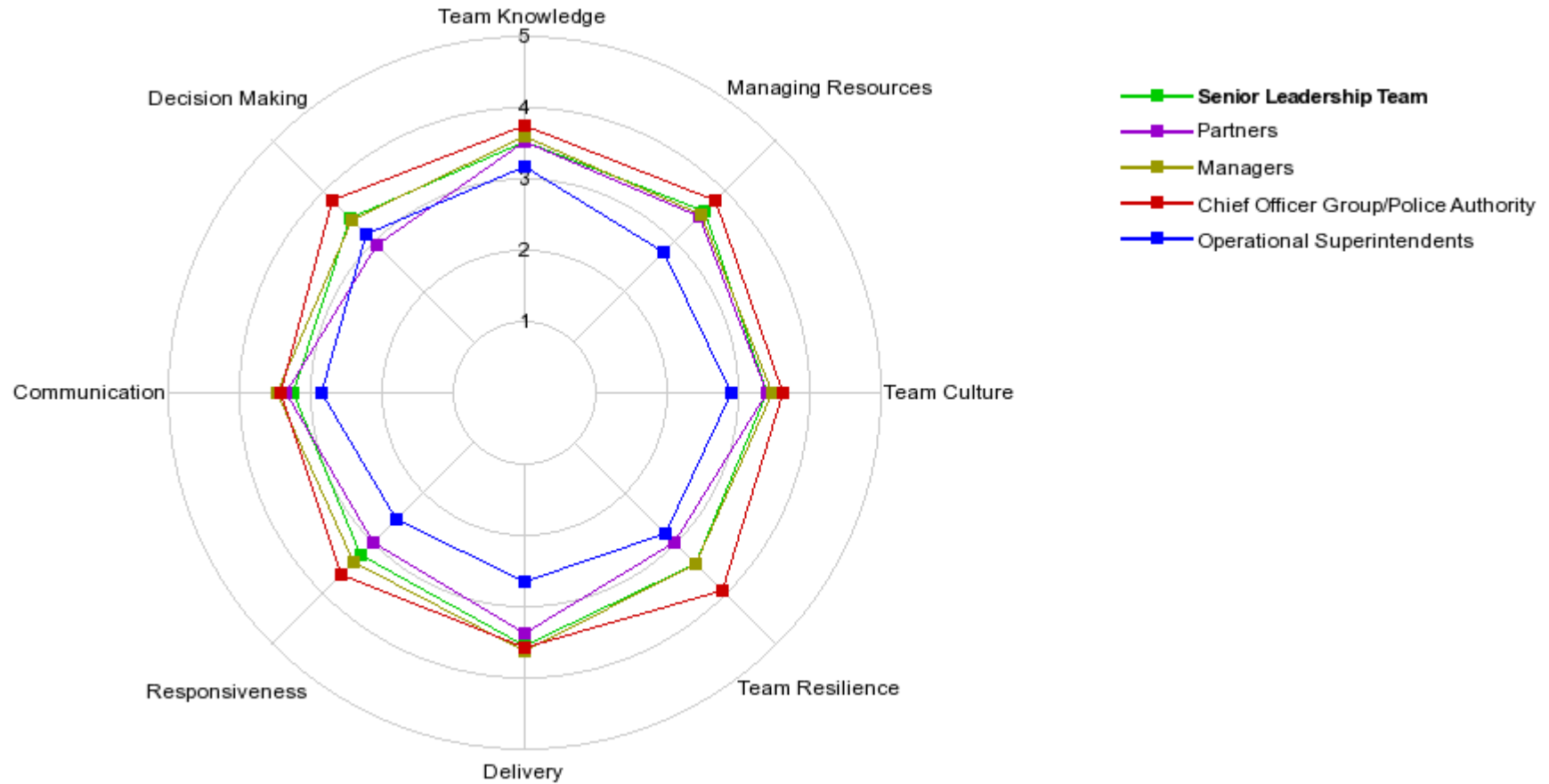
■ Ineffective / Not demonstrated;
■ Superior;

■ Needs development;
■ Exceptional.

■ Effective;



Competencies by reviewer type



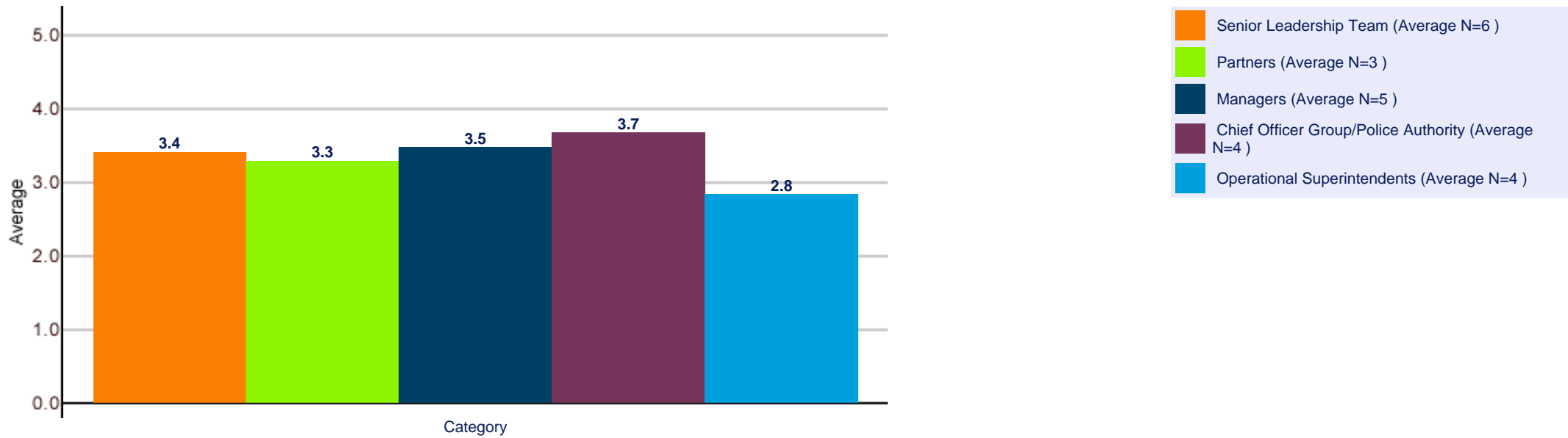
KEY:
1 - Ineffective / Not demonstrated
4 - Superior

2 - Needs development
5 - Exceptional

3 - Effective

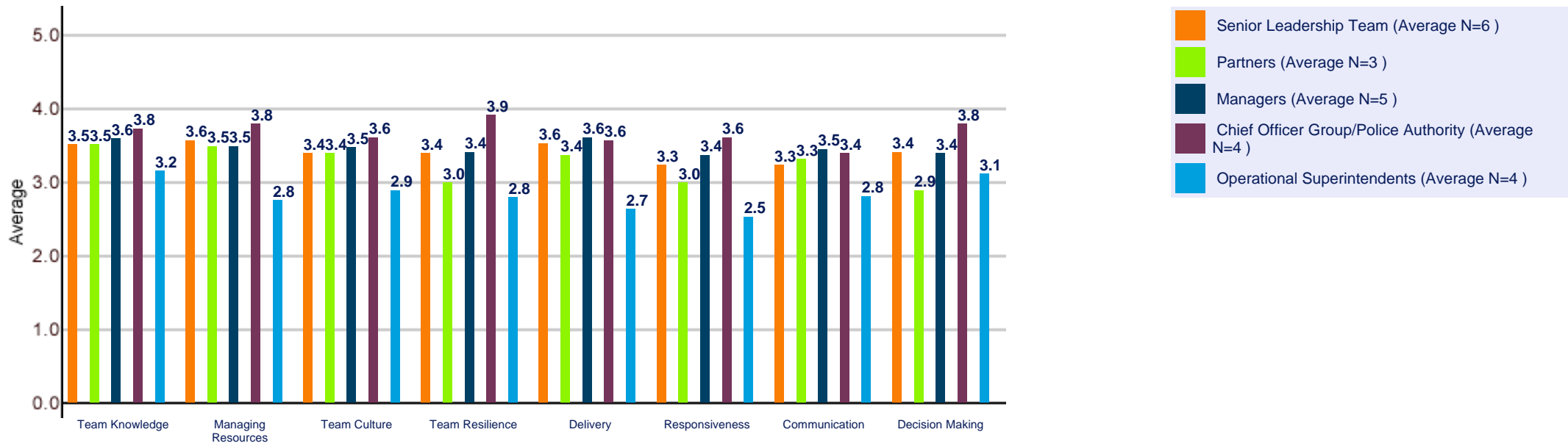


Summary Overview by Category - Average score by reviewer type





Category - Average score by reviewer type





Summary

Team Resilience	Self rating	All other rankings (N=15)		
		Lowest	Mean	Highest
Agrees objectives and targets that are clear, stretching and challenging	0	3	3.9	5
Constructively reviews team performance and celebrates notable successes	0	3	3.9	5
Demonstrates resilience, resourcefulness and perseverance in the face of setbacks	0	3	4.0	5
Regularly asks for feedback from other teams and departments	0	3	3.9	5

Delivery	Self rating	All other rankings (N=15)		
		Lowest	Mean	Highest
Balances costs and benefits while striving to provide excellent customer service	0	3	4.1	5
Contributes effectively to the operational performance of the business	0	3	3.8	4
Delivers consistently high standards upon which they continually seek to improve	0	3	3.7	5
Demonstrates urgency, drive and energy in the pursuit of business goals	0	3	4.4	5
Produces the best results for the customer (either internal or external customer)	0	3	4.4	5
Takes responsibility for delivering what they promise on time	0	3	4.1	5

Responsiveness	Self rating	All other rankings (N=15)		
		Lowest	Mean	Highest
Addresses performance issues promptly	0	3	3.9	5
Continually seeks to support others	0	3	3.9	5
Deals with questions and enquiries from other departments openly and honestly	0	3	4.3	5
Focuses on important goals and is not distracted by low priority issues	0	3	4.3	5
Goes the extra mile to exceed their customer's expectations	0	3	4.4	5
Responds quickly and positively to requests	0	3	4.2	5



Detailed results by Competency

Team Knowledge	Rating				
	Senior Leadership Team (N=3)	Partners (N=3)	Managers (N=3)	Chief Officer Group/Police Authority (N=3)	Operational Superintendents (N=3)
Applies knowledge effectively to deliver results	4.3	3.7	4.3	4.3	3.3
Assesses problems logically and objectively to make informed decisions	4.3	3.7	4.3	4.3	3.3
Demonstrates creative and lateral thinking in finding new and different solutions to business challenges	4.7	5.0	3.7	4.3	4.3
Has a good knowledge of the business and the marketplace	4.3	3.3	4.0	4.7	3.7
Keeps up to date with company information and initiatives	4.0	3.7	4.0	4.3	4.7
Keeps up to date with professional developments	4.3	4.7	3.3	4.7	5.0
Stays informed of developments within the organisation that impact on their work	4.3	3.3	4.3	4.7	3.7

Strengths	Development areas
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All comments are presented in their original format with no editing.

Q) Are the roles of the team members clearly understood?

Chief Officer Group/Police Authority Comments

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Operational Superintendents Comments

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Partners Comments

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Senior Leadership Team Comments

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Managers Comments

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Question summaries

Rank	Rating	Question	Competency	Category
1	4.53	Is approachable and easy to contact	Communication	Category
2	4.47	Acknowledges their own achievements	Team Culture	Category
3	4.40	Values diverse skill sets	Team Culture	Category
4	4.40	Goes the extra mile to exceed their customer's expectations	Responsiveness	Category
5	4.40	Demonstrates creative and lateral thinking in finding new and different solutions to business challenges	Team Knowledge	Category
6	4.40	Demonstrates urgency, drive and energy in the pursuit of business goals	Delivery	Category
7	4.40	Keeps up to date with professional developments	Team Knowledge	Category
8	4.40	Produces the best results for the customer (either internal or external customer)	Delivery	Category
9	4.27	Sees mistakes as opportunities for learning and improvement	Team Culture	Category
10	4.27	Focuses on important goals and is not distracted by low priority issues	Responsiveness	Category
11	4.27	Deals with questions and enquiries from other departments openly and honestly	Responsiveness	Category
12	4.27	Anticipates problems and plans around them	Managing Resources	Category
13	4.27	Initiates communication to ensure that important issues are addressed	Communication	Category
14	4.20	Responds quickly and positively to requests	Responsiveness	Category
15	4.13	Keeps up to date with company information and initiatives	Team Knowledge	Category



Notes: