



360° BSS AROUND

“360 Degrees” Evaluation powered by BSS Around
Your Personal Cross-Assessment Report
12.14.2009, 38 pages

Prepared for

Nancy Phillips

Welcome Inc



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1.

INTRODUCTION

Dear Nancy Phillips!

As you know, Welcome Inc has carried out a “360 Degrees” Assessment. The purpose of this assessment was to appraise employee performance based on a comprehensive evaluation from a variety of stakeholders. Within the framework of the survey, participants were to answer a number of questions about themselves and their colleagues and to assess each person according to a predetermined set of criteria.

In this document, you will find your personal report. To ensure privacy and objectivity, the results are represented as averages and are anonymous.

Here you will find your key competences, your strengths and weaknesses, and personal recommendations. Additionally, this report will show whom of your colleagues you were inclined to overestimate or underestimate when assessing them.

The way others see us does not always coincide with the way, we see ourselves. Therefore, your colleagues evaluation of you may differ from your self assessment. This discrepancy of opinion, can determine one of the most important directions for improvement.

Thank you for participating in this survey. We hope that you will find your assessment useful and that it will help you grow professionally and achieve your career goals.

2.

SCORE, RATING AND SIGNIFICANCE OF RATING

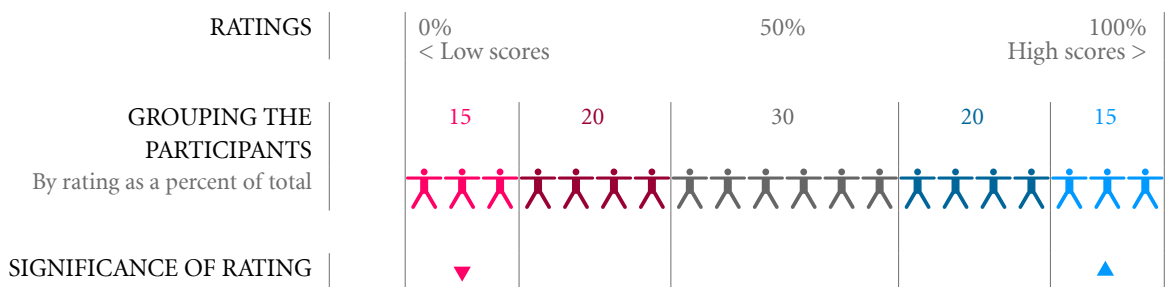
This report is based on two indicators: score and rating.

SCORE	Score is based on a 5-point scale, where 1 is the lowest and 5 is the highest score. It is an absolute value that takes into account only your own results.
RATING and SIGNIFICANCE OF RATING	Rating is a relative measure that compares your scores to your colleagues'. It is expressed as a percentage of how many of your colleagues' scores your score has exceeded. For example, a 90% rating means that your score was above 90% of your colleagues' scores. In specialized literature, this indicator is also referred to as "percentile".

Rating shows the participants place on the scale. Unlike the score, rating helps to estimate whether your result is significantly different from that of your colleagues and to what extent. The more considerable the deviation from the average the more significant the result is.

Let's assume that one of your *competences* was assessed as 4.2 on the 5-point scale. Is this a good score? Without knowing how your score compares to other participants' results, you would not know the answer. If the average score is 3.6, your result is pretty good; however, if the average result is 4.5, your result is not so good. In order to have a full understanding of your results, you need to take into the account your rating and its degree of significance.

To illustrate the importance of rating, let's pick a competence. Now, let's graph the scores of all survey participants, placing them in an ascending order with low scores on the left and high scores on the right.



To determine the degree of significance of a particular score, look at the deviation of your result from the median. The farther it is from the median, the more significant the difference is.

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The median rating is 50. The rating of those who are placed closer to the beginning of the scale (those with fewer points) is always less than 50; the rating point of those who are placed closer to the right-hand end of the scale (those with more points) is always more than 50.

A higher rating point does not always mean a better result. For example, optimal score for Degree of *Criticism* is 50. It would be achieved by those who were neither too critical nor too loyal when assessing their colleagues.

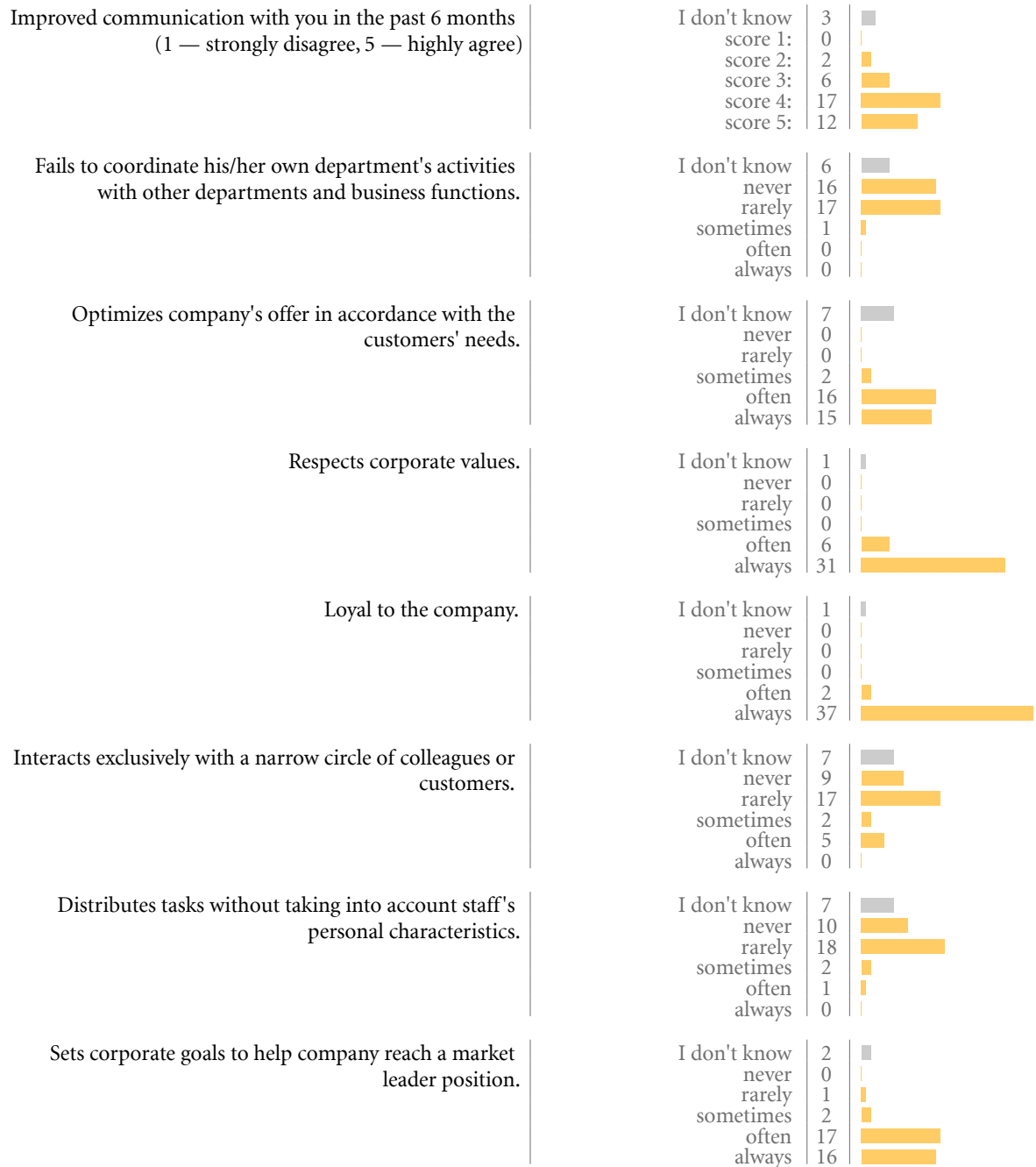
To help illustrate the significance of rating, we bring you red, blue and black triangles.

- | ▲ | A blue triangle stands for significantly positive results. This means that your result is among the highest 85%.
- | ▼ | A red triangle stands for low results. This means that your result is among the lowest 15%.
- | ◀▶ | Two black triangles indicate that there is a significant discrepancy between your self-appraisal and the assessment of your qualities by your colleagues.

3.

YOUR SCORES

In this section you will find your detailed scores. You will also find out how many of your colleagues assessed you similarly by giving you identical scores for each question. This will help you understand whether your colleagues have similar opinion of you or whether their opinions differ.

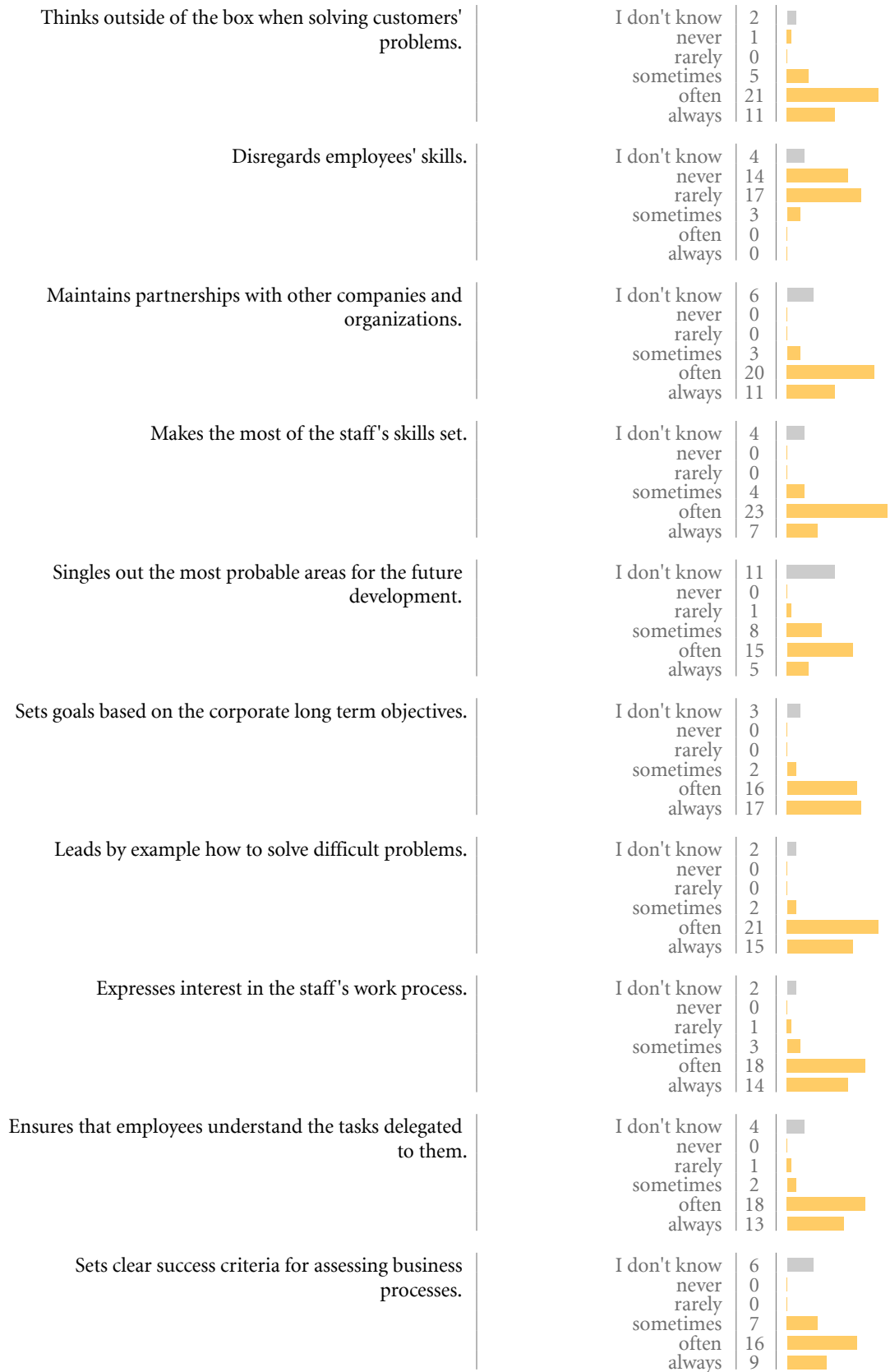


Reads business literature and is up to date about the business and industry trends.	I don't know 10 never 0 rarely 1 sometimes 5 often 13 always 11	
Solves problems and achieves goals energetically and enthusiastically.	I don't know 1 never 0 rarely 0 sometimes 1 often 11 always 27	
Monitors to what extent the results of the staff's work correspond to the set goals.	I don't know 6 never 0 rarely 0 sometimes 5 often 20 always 9	
Able to estimate the time required to complete the assigned tasks.	I don't know 11 never 0 rarely 1 sometimes 5 often 17 always 6	
Establishes adequate priorities when planning departmental activities.	I don't know 4 never 0 rarely 0 sometimes 6 often 21 always 7	
Establishes incorrect objectives for the department.	I don't know 6 never 8 rarely 23 sometimes 1 often 0 always 0	
Does not show interest in business processes.	I don't know 3 never 21 rarely 11 sometimes 1 often 1 always 1	
Is aligned with the Welcome Inc values (1 — strongly disagree, 5 — highly agree)	I don't know 1 score 1: 0 score 2: 0 score 3: 0 score 4: 4 score 5: 35	
Has adequate knowledge of your business unit to recommend adjustments to your strategies (1 — strongly disagree, 5 — highly agree)	I don't know 1 score 1: 0 score 2: 5 score 3: 9 score 4: 13 score 5: 12	
Clearly defines responsibilities for each department	I don't know 6 never 0 rarely 0 sometimes 4 often 24 always 4	

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3. YOUR SCORES

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3. YOUR SCORES

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Detects links between each business process and the company's overall success.	I don't know 9 never 0 rarely 1 sometimes 5 often 17 always 6
Takes personal interest in you and your family	I don't know 1 never 1 rarely 2 sometimes 1 often 14 always 21
Provides customers with several potential solutions and contingency plans.	I don't know 11 never 0 rarely 1 sometimes 4 often 17 always 7
Achieves team work among all departments.	I don't know 2 never 1 rarely 0 sometimes 4 often 21 always 12
Understands what each department is specializing in and working on.	I don't know 4 never 0 rarely 1 sometimes 3 often 17 always 13
Develops a wide professional network.	I don't know 10 never 0 rarely 1 sometimes 5 often 13 always 11
Devotes a lot of time to staff development.	I don't know 1 never 0 rarely 0 sometimes 4 often 7 always 26
Delays decision making until all the information about the situation is available.	I don't know 14 never 0 rarely 1 sometimes 7 often 17 always 1
Sets short terms goals based on the long-term development goals.	I don't know 8 never 0 rarely 1 sometimes 2 often 15 always 12
Is an outstanding personality (1 — strongly disagree, 5 — highly agree)	I don't know 1 score 1: 0 score 2: 1 score 3: 0 score 4: 6 score 5: 32

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3. YOUR SCORES

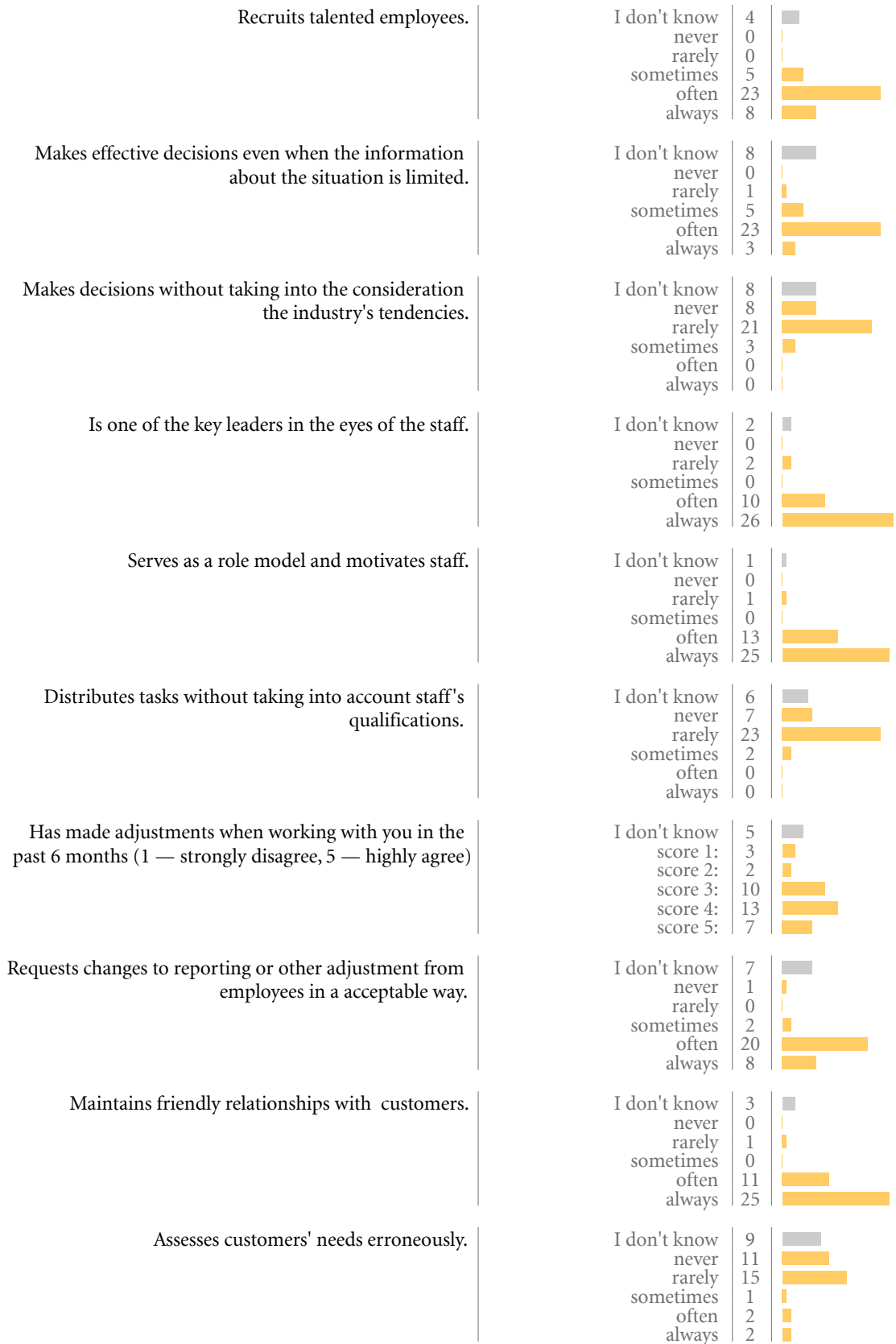
Nancy Phillips, 12.14.2009

Communicates to the staff the importance of their work and its effect on the overall business success.	I don't know 2 never 0 rarely 1 sometimes 0 often 20 always 15
Assesses staff's skills and qualifications correctly.	I don't know 5 never 0 rarely 0 sometimes 5 often 22 always 6
Benchmarks and optimizes similar process in various departments.	I don't know 11 never 0 rarely 1 sometimes 4 often 15 always 7
Engages in personal development with you	I don't know 1 never 2 rarely 2 sometimes 8 often 13 always 12
Clearly described your job description to you.	I don't know 3 never 4 rarely 3 sometimes 7 often 9 always 12
Informs customers of any internal changes that may affect them.	I don't know 12 never 0 rarely 2 sometimes 5 often 16 always 5
Keeps customers informed about the progress of the work.	I don't know 14 never 0 rarely 1 sometimes 3 often 17 always 5
Disregards unwritten norms of behavior.	I don't know 6 never 19 rarely 12 sometimes 3 often 0 always 0
Gets into disputes with employees.	I don't know 4 never 18 rarely 15 sometimes 0 often 1 always 0
Skillfully resolves employee conflicts without compromising company's processes.	I don't know 4 never 1 rarely 0 sometimes 6 often 18 always 9

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3. YOUR SCORES

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3. YOUR SCORES

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4.
















RESULTS FOR EACH COMPETENCE


























COMPETENCE | Competence is a skill, quality or ability that considerably influences a person's work efficiency. The "360 Degrees" assessment evaluates participants according to a number of predetermined competences. In the text of the report, competence names are in capital letters.

Here you will find your self-appraisal, assessment of your competencies by your colleagues, subordinates, supervisors and clients as well as the average scores for each competence.

Please note that graphs are based on your *ratings* allowing a comparison of your results with those of your colleagues.

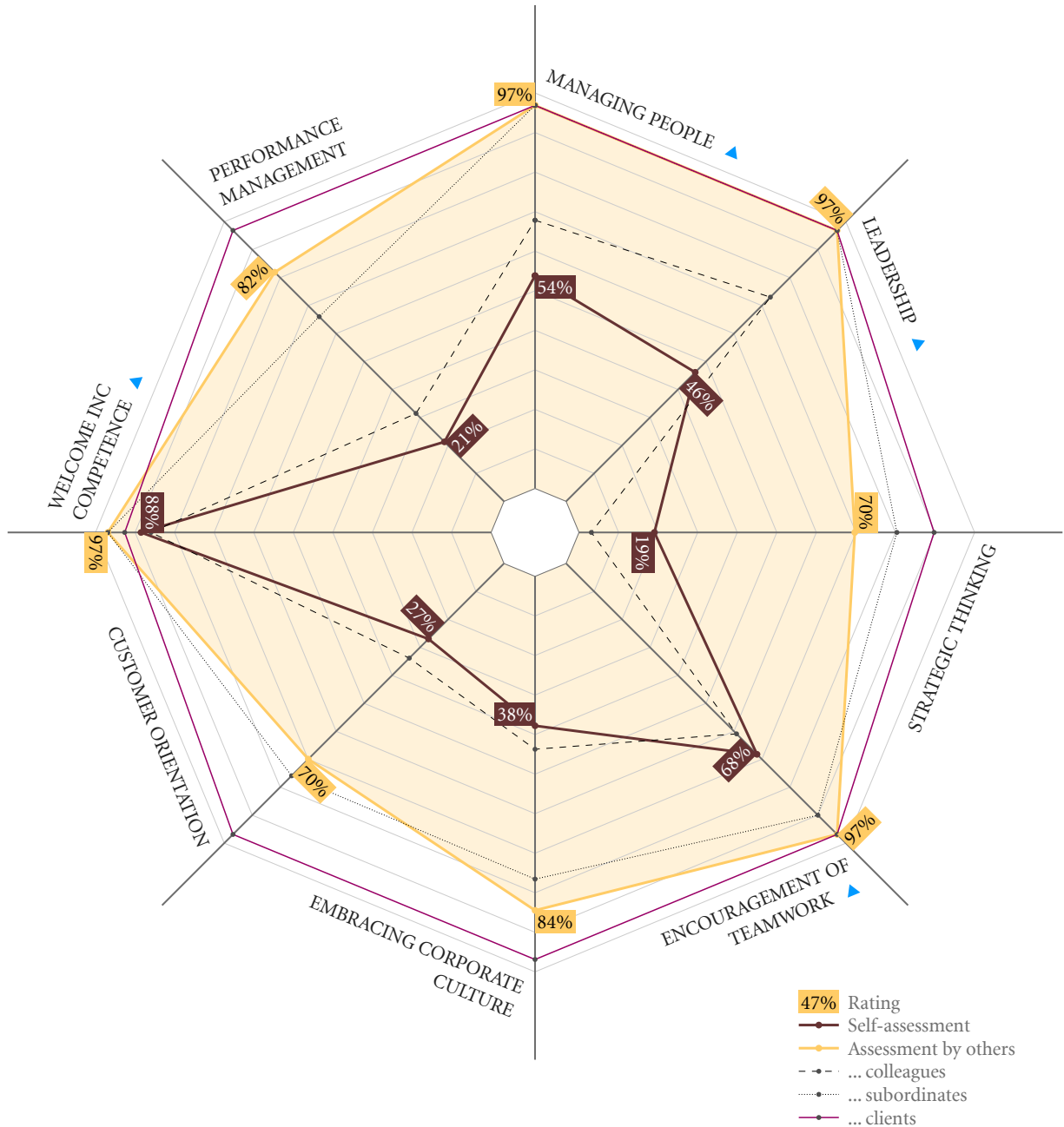
Summary table of the survey results for the key competences.

		Has been assessed by	Score	Rating	
MANAGING PEOPLE		Self-assessment	1	3.8	54% 
	▲	Assessment by others	35	4.2	97% 
		... managers	1	*	*
		... colleagues	5	4	68% 
	▲	... subordinates	3	4.2	97% 
	▲	... clients	2	4.3	97% 
LEADERSHIP		Self-assessment	1	4	46% 
	▲	Assessment by others	38	4.6	97% 
		... managers	1	*	*
		... colleagues	5	4.4	73% 
	▲	... subordinates	3	4.7	97% 
	▲	... clients	2	4.9	97% 
STRATEGIC THINKING		Self-assessment	1	3.8	19% 
		Assessment by others	33	4.1	70% 
		... managers	1	*	*
	▼	... colleagues	5	3.6	3.1% 
		... subordinates	3	4.1	80% 
	▲	... clients	2	4.3	90% 

ENCOURAGEMENT OF TEAMWORK		Self-assessment	1	4	68%	
	▲	Assessment by others	37	4.3	97%	
		... managers	1	*	*	
		... colleagues	5	3.9	61%	
	▲	... subordinates	3	4.2	90%	
	▲	... clients	2	4.4	97%	
EMBRACING CORPORATE CULTURE		Self-assessment	1	4.4	38%	
		Assessment by others	38	4.7	84%	
		... managers	1	*	*	
		... colleagues	5	4.5	44%	
		... subordinates	3	4.6	77%	
	▲	... clients	2	5	97%	
CUSTOMER ORIENTATION		Self-assessment	1	3.9	27%	
		Assessment by others	37	4.3	70%	
		... managers	1	*	*	
		... colleagues	5	4	34%	
		... subordinates	3	4.3	76%	
	▲	... clients	2	4.6	97%	
WELCOME INC COMPETENCE	▲	Self-assessment	1	4	88%	
	▲	Assessment by others	38	4.1	97%	
		... managers	1	*	*	
	▲	... colleagues	5	4	86%	
	▲	... subordinates	3	4.4	97%	
	▲	... clients	2	4.1	93%	
PERFORMANCE MANAGEMENT		Self-assessment	1	3.7	21%	
		Assessment by others	37	4.2	82%	
		... managers	1	*	*	
		... colleagues	5	3.8	31%	
		... subordinates	3	4.1	66%	
	▲	... clients	2	4.5	97%	

This chart demonstrates your strengths and weaknesses and possible discrepancies in your assessment by different groups of your colleagues (including subordinates, supervisors, etc).

“Spider Web” of *competences* or map of your competences.



5.

RESULTS FOR EACH INDICATOR

INDICATOR | Each *competence* consists of several indicators. Indicator is an element of the competence. An indicator describes a concrete manifestation of a skill, quality or ability in a person's behavior. To distinguish between competence and indicator names, in the text of this document, indicators are in low caps.

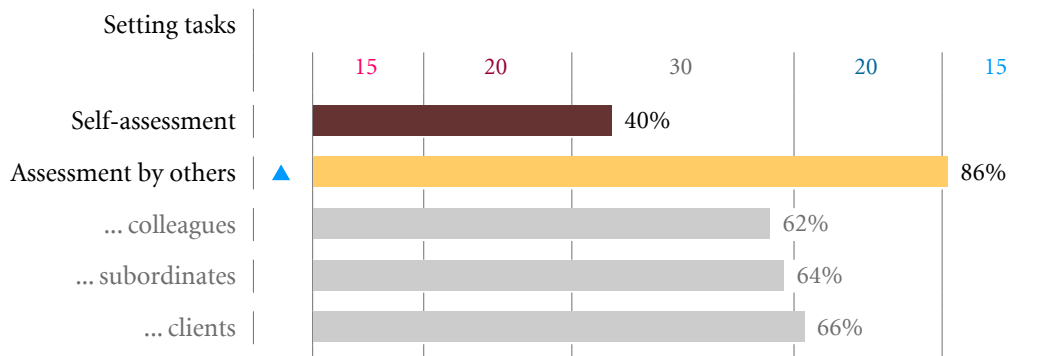
Below you will find your results by competence and its associated indicators.

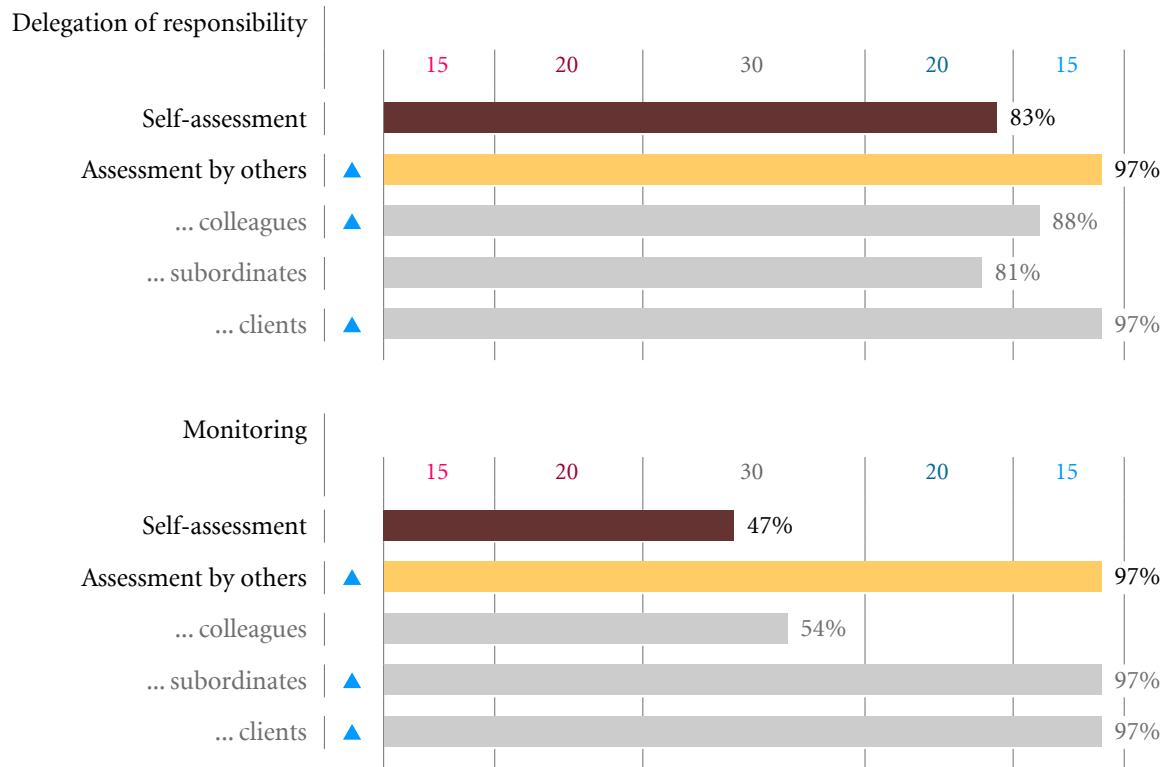
5.1. MANAGING PEOPLE

		Has been assessed by	Score	Rating
MANAGING PEOPLE	Self-assessment	1	3.8	54% 
	▲ Assessment by others	35	4.2	97% 
	... managers	1	*	*
	... colleagues	5	4	68% 
	▲ ... subordinates	3	4.2	97% 
	▲ ... clients	2	4.3	97% 





Ability to clearly formulate tasks and set realistic deadlines, delegate responsibilities and monitor the processes and results.

- Setting tasks
- Delegation of responsibility
- Monitoring



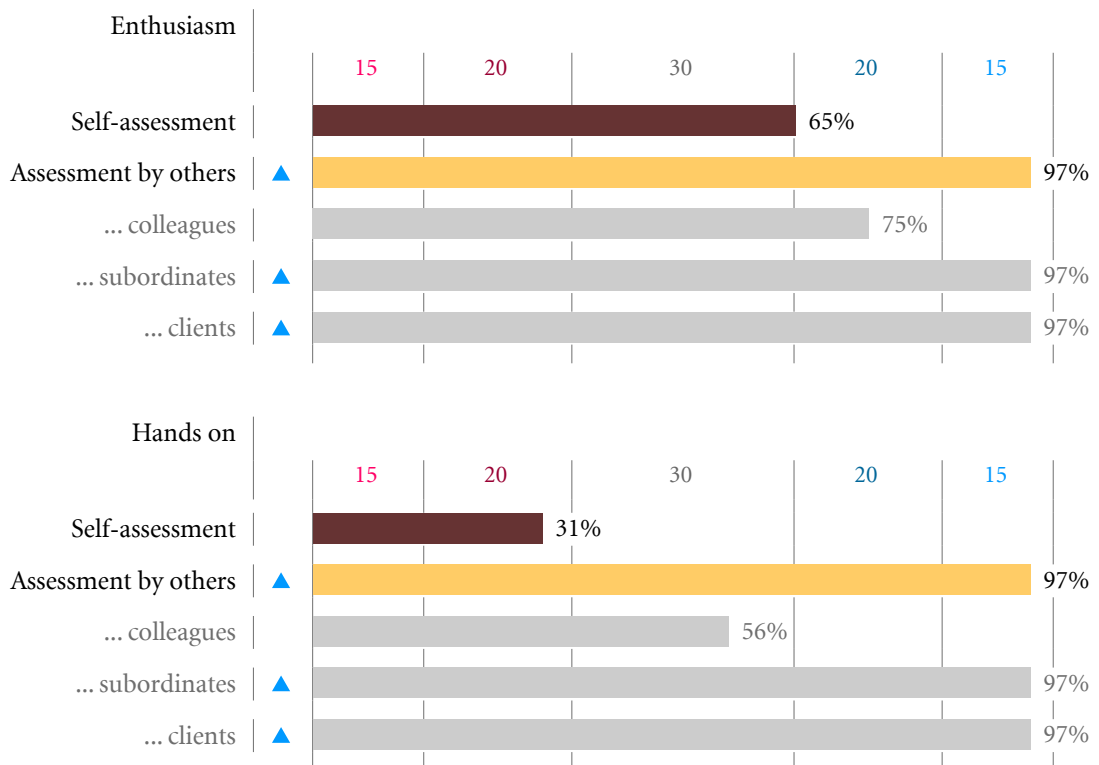


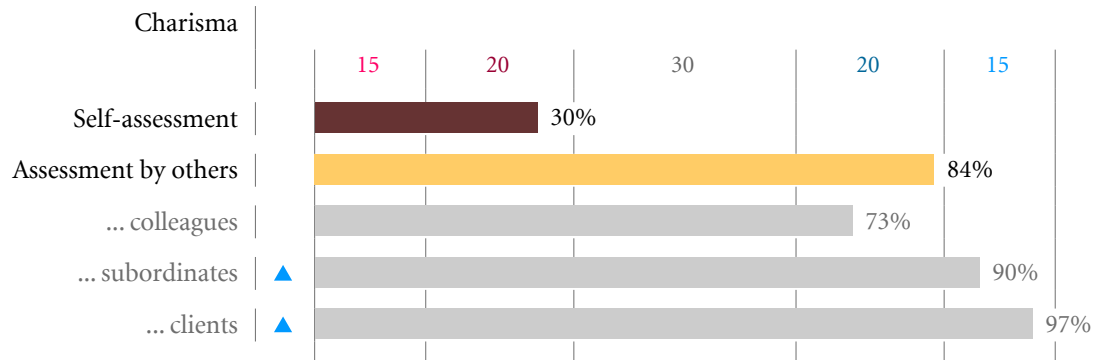
5.2. LEADERSHIP

		Has been assessed by	Score	Rating	
LEADERSHIP		Self-assessment	1	4	46% 
	▲	Assessment by others	38	4.6	97% 
		... managers	1	*	*
		... colleagues	5	4.4	73% 
	▲	... subordinates	3	4.7	97% 
	▲	... clients	2	4.9	97% 






Being enthusiastic, inspiring others and leading by example.

- Enthusiasm
- Hands on
- Charisma



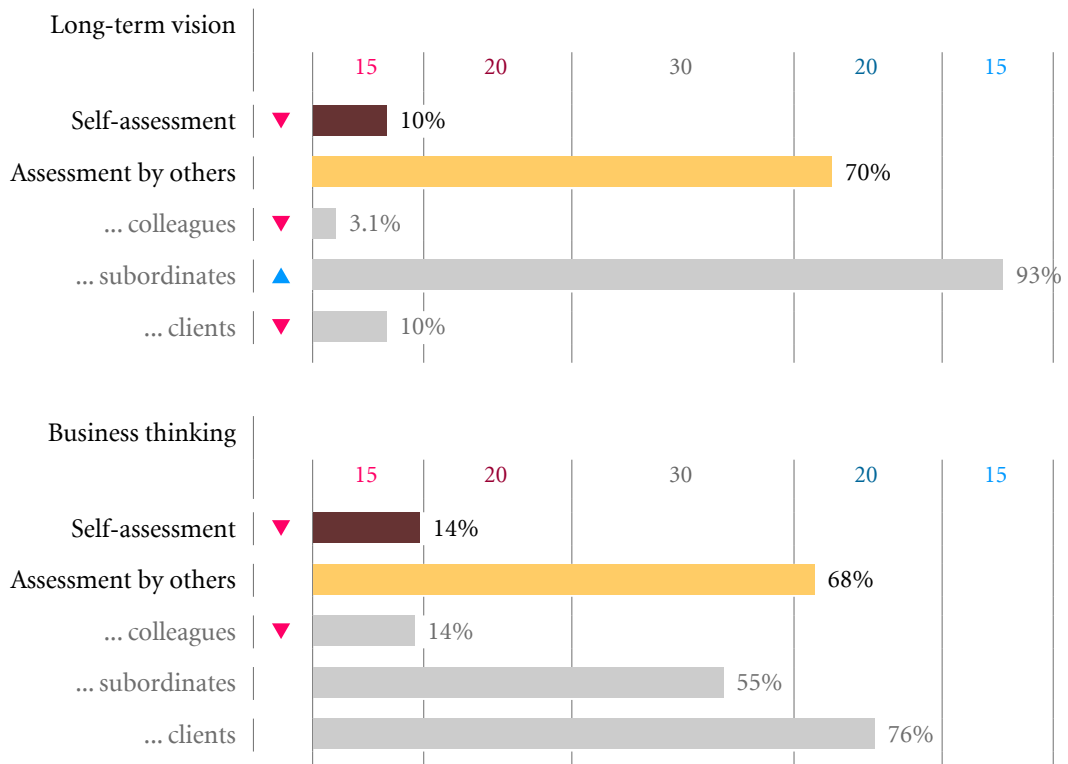


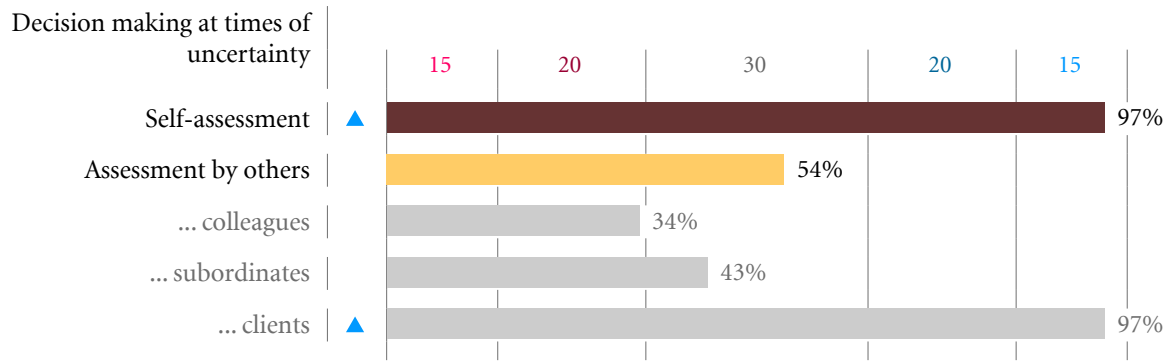
5.3. STRATEGIC THINKING

		Has been assessed by	Score	Rating
STRATEGIC THINKING	Self-assessment	1	3.8	19% 
	Assessment by others	33	4.1	70% 
	... managers	1	*	*
	▼ ... colleagues	5	3.6	3.1% 
	... subordinates	3	4.1	80% 
	▲ ... clients	2	4.3	90% 






Understanding company's long-term development tendencies in particular and industry's in general, understanding key success factors, and making effective decisions during times of uncertainty.

- Long-term vision
- Business thinking
- Decision making at times of uncertainty



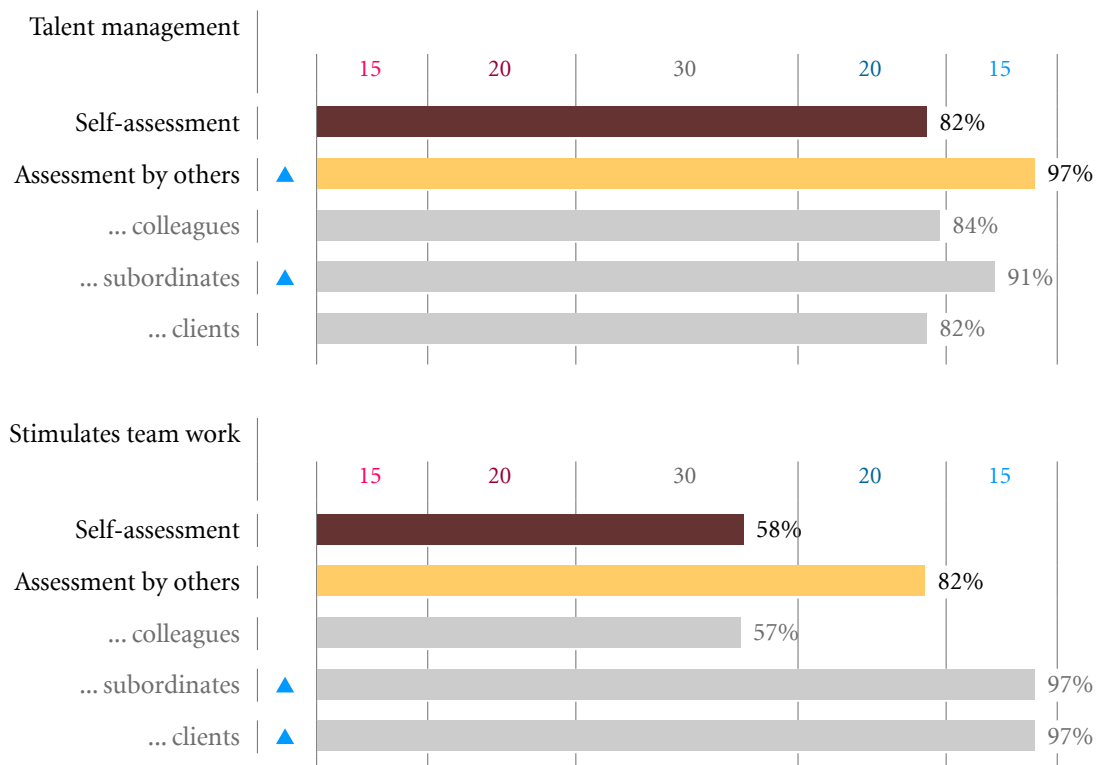


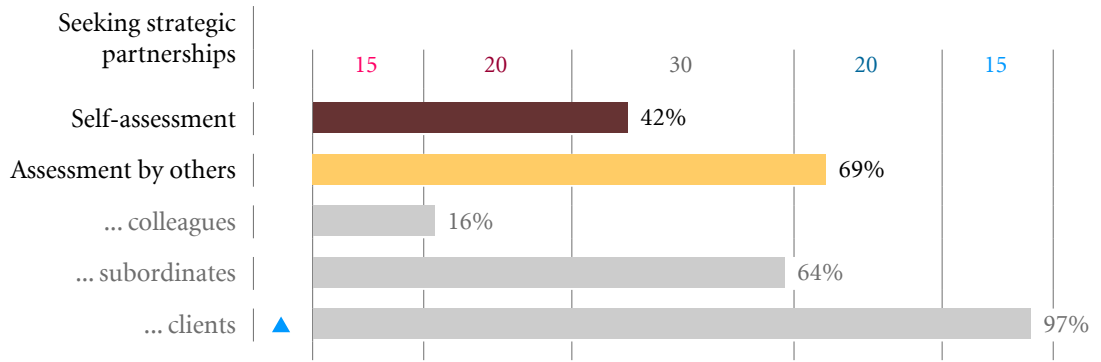
5.4. ENCOURAGEMENT OF TEAMWORK

		Has been assessed by	Score	Rating
ENCOURAGEMENT OF TEAMWORK	Self-assessment	1	4	68% 
	▲ Assessment by others	37	4.3	97% 
	... managers	1	*	*
	... colleagues	5	3.9	61% 
	▲ ... subordinates	3	4.2	90% 
	▲ ... clients	2	4.4	97% 






Efficient use of staff's potential, facilitating team work among employees, building long-term partnerships with external stakeholders.

- Talent management
- Stimulates team work
- Seeking strategic partnerships



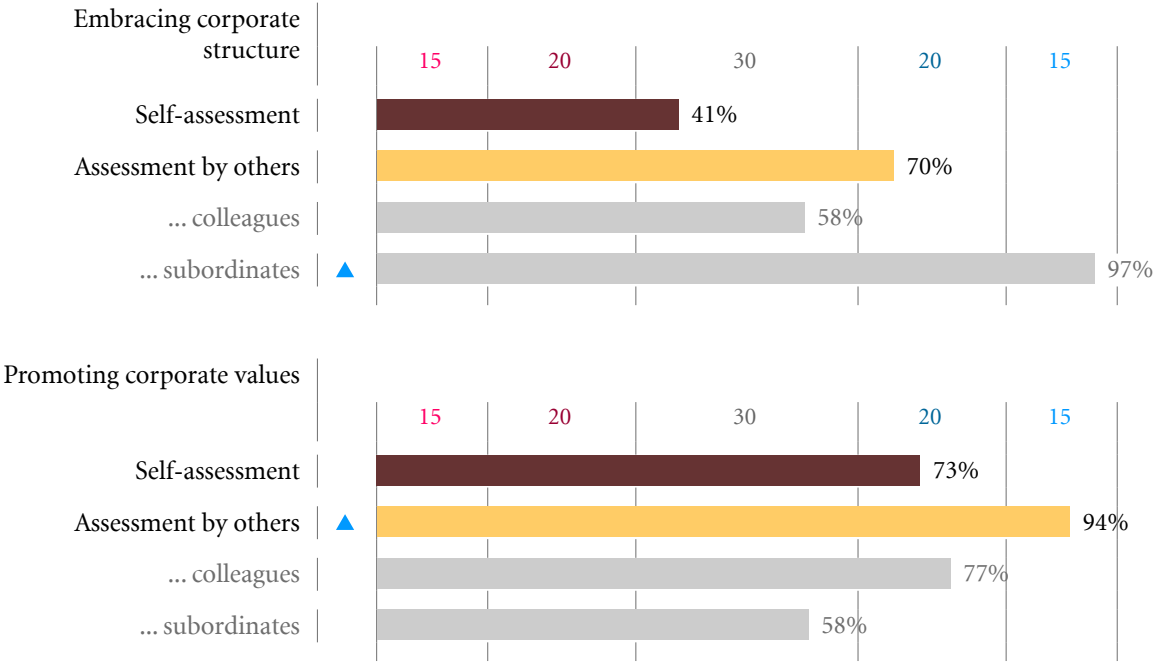


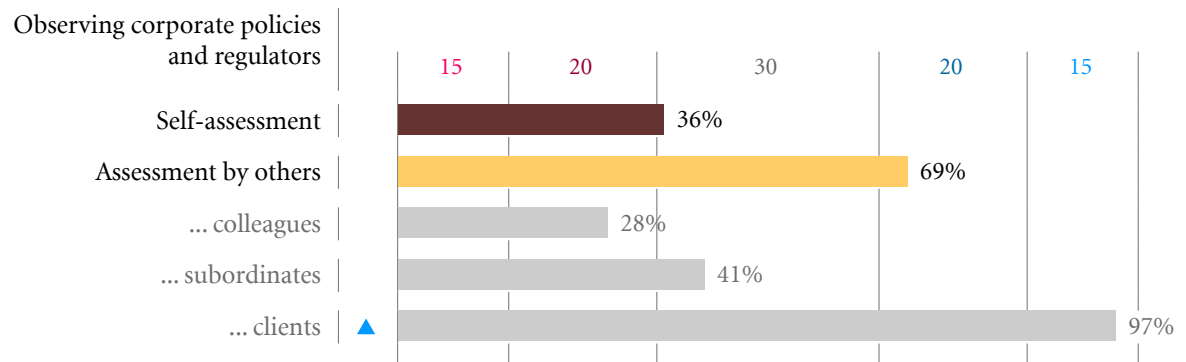
5.5. EMBRACING CORPORATE CULTURE

		Has been assessed by	Score	Rating
EMBRACING CORPORATE CULTURE	Self-assessment	1	4.4	38% 
	Assessment by others	38	4.7	84% 
	... managers	1	*	*
	... colleagues	5	4.5	44% 
	... subordinates	3	4.6	77% 
	▲ ... clients	2	5	97% 







Viewing the company as a long-term employer, being aware of company's organizational structure, embracing corporate values, and following corporate guidelines.

- Embracing corporate structure
- Promoting corporate values
- Observing corporate policies and regulators



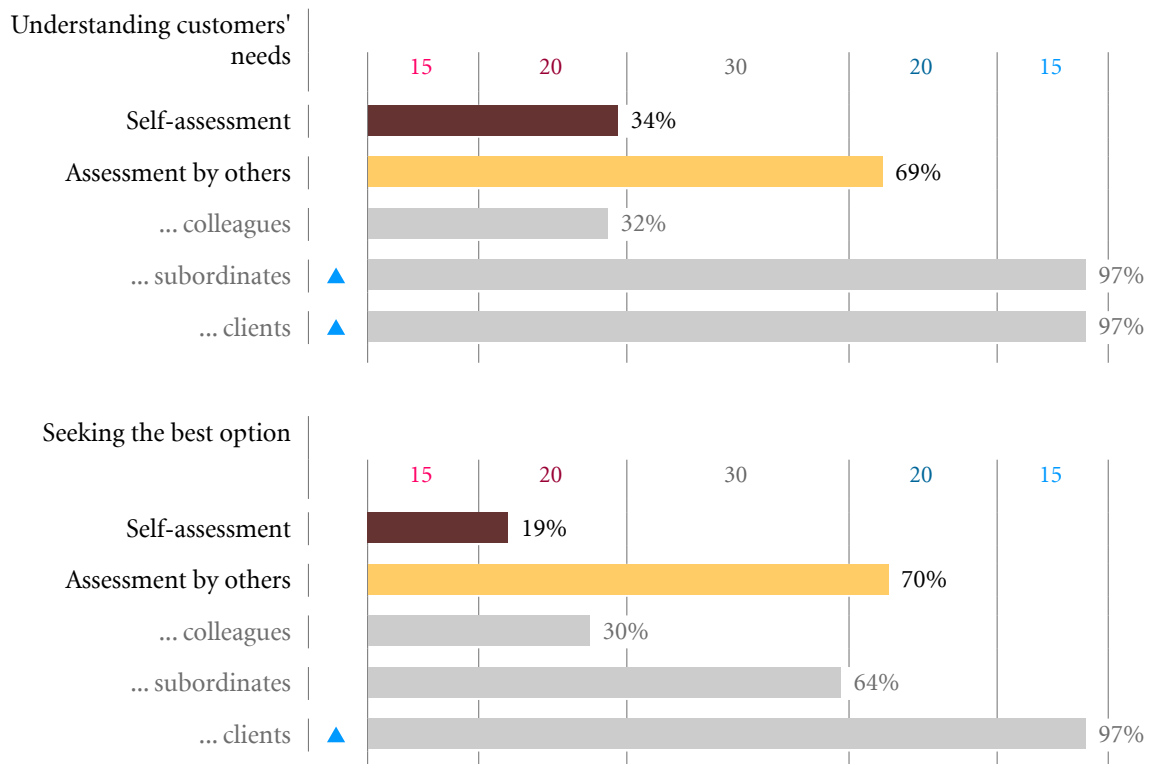


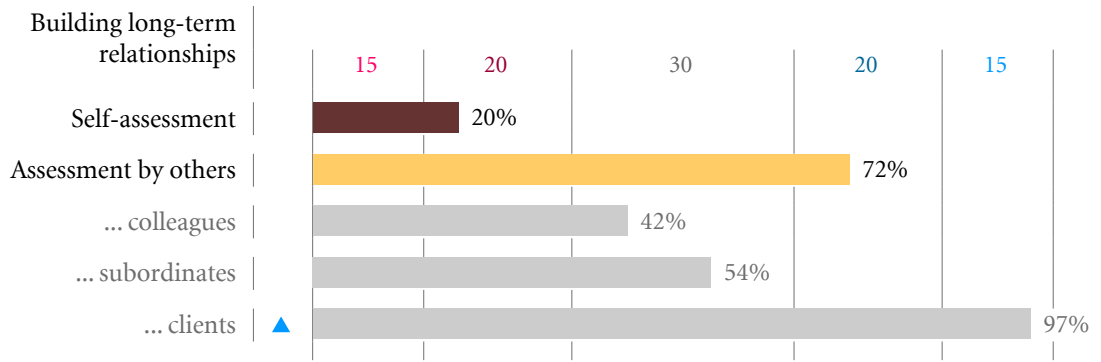
5.6. CUSTOMER ORIENTATION

		Has been assessed by	Score	Rating
CUSTOMER ORIENTATION	Self-assessment	1	3.9	27% 
	Assessment by others	37	4.3	70% 
	... managers	1	*	* 
	... colleagues	5	4	34% 
	... subordinates	3	4.3	76% 
	▲ ... clients	2	4.6	97% 







Ability to perceive issues from the customers' point of view, aptitude to skillfully resolve them, and ability to maintain mutually beneficial long term relationships with the customers.

- Understanding customers' needs
- Seeking the best option
- Building long-term relationships





5.7. WELCOME INC COMPETENCE

			Has been assessed by	Score	Rating
WELCOME INC COMPETENCE	▲	Self-assessment	1	4	88% 
	▲	Assessment by others	38	4.1	97% 
		... managers	1	*	* 
	▲	... colleagues	5	4	86% 
	▲	... subordinates	3	4.4	97% 
	▲	... clients	2	4.1	93% 

Alignment with the Welcome Inc values

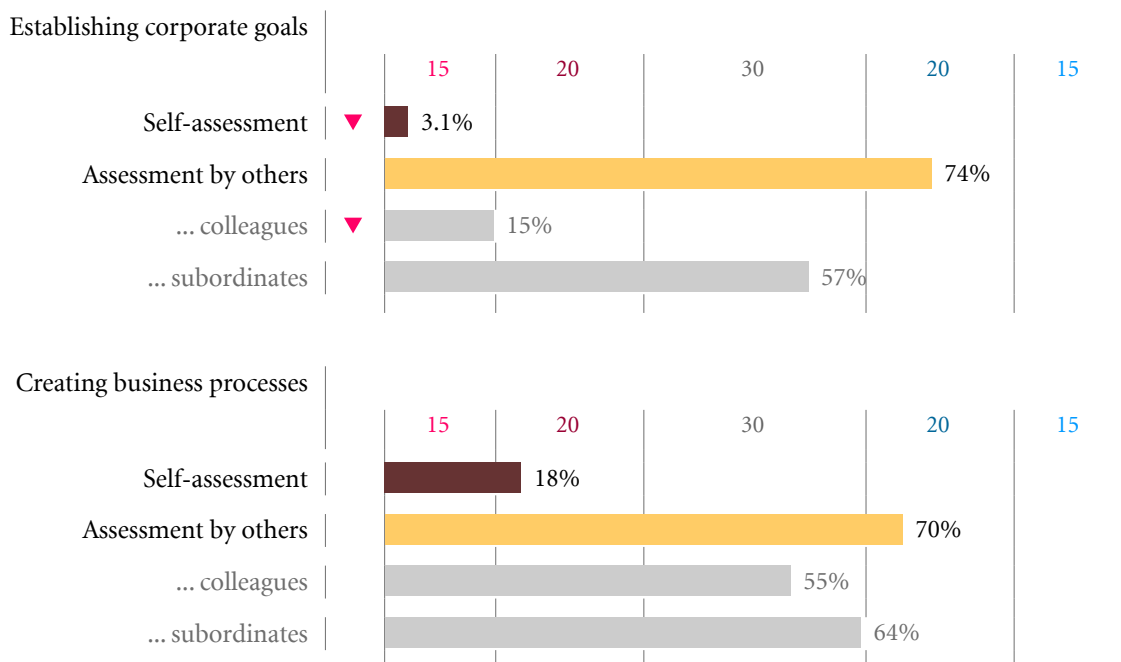
This competence is not subdivided into indicators.

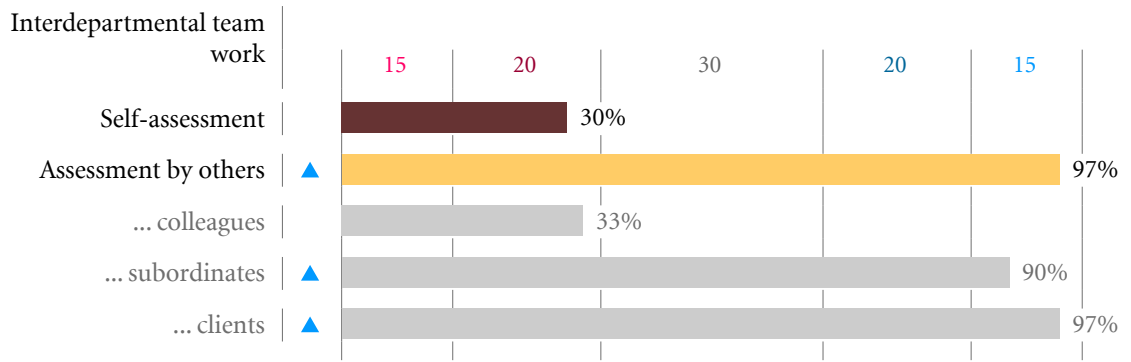
5.8. PERFORMANCE MANAGEMENT

		Has been assessed by	Score	Rating
PERFORMANCE MANAGEMENT	Self-assessment	1	3.7	21% 
	Assessment by others	37	4.2	82% 
	... managers	1	*	* 
	... colleagues	5	3.8	31% 
	... subordinates	3	4.1	66% 
	▲ ... clients	2	4.5	97% 

Ability to clearly define corporate goals, introduce business processes and ensure their smooth execution.

- Establishing corporate goals
- Creating business processes
- Interdepartmental team work





6.

SELF ASSESMENT VS. YOUR ASSESMENT BY COLLEAGUES

In this section, we would like to draw your attention to those *competences* and *indicators* that reveal a significant discrepancy between your self-assessment and the assessment of you by others. This discrepancy can be attributed to an excessive self-criticism, self-deception (which is fairly uncommon) or your colleague's lack of information about your job performance. Whatever the case may be, this information is worth considering. Significant discrepancies between self assessment and assessment by others can impede your career growth.

For each competence and indicator we have provided your average results on the 5-point scale and your ratings calculated on the basis of others assessment as compared to your self-assessment.

Your colleagues gave you higher scores in the following competencies and indicators than you gave yourself:

	Self-assessment		Assessment by others		Detailed results
Monitoring	3.8	47%	4.3	97%	page 18
LEADERSHIP	4	46%	4.6	97%	page 19
Hands on	4	31%	4.6	97%	page 19
Charisma	4	30%	4.8	84%	page 19
Building long-term relationships	4	20%	4.5	72%	page 27
PERFORMANCE MANAGEMENT	3.7	21%	4.2	82%	page 30
Establishing corporate goals	3.7	3.1%	4.3	74%	page 30
Interdepartmental team work	3.7	30%	4.3	97%	page 30

7.

COLLEAGUES' COMMENTS

Here you will find your colleagues' comments without disclosing who they came from.

STRENGTHS

Nancy is enthusiastic, professional, and dedicated to the company as well as the success of each individual.

Adds a great personality to the office, always friendly, upbeat, and optimistic about the future. Makes working environment more enjoyable.

Nancy has a great personlaity. Her enthusiasm is inspiring. She is always in a good mood. She loves her family too.

Obviously is a strong team player for the organization. She is willing to push the envelope within Welcome Inc. Has a great, warm personality.

great communication skills and understanding of people. Tries to keep people looking at the bright side of things

Always very positive and up-lifting!

Loyalty to company is outstanding. Role model who leads by example. Very creative, energetic, and an amazing manager. Hard worker!

Good with people. Shows up on time. Strong work ethic, family first, respect of all, integrity, security and safety, change

A great leader! A great motivator! Is always available to help me with anything. Great personality! Has a wealth of knowledge.

Always positive and embodies our core values and beliefs and has knowledge of out business in the long term

Nancy is a leader in the company. She is loyal and a good sounding board.

being on time and around

WEAKNESSES

I haven't seen weaknesses in Nancy's work.

Sometimes when a problem is brought to her, she prefers to sweep it under the rug instead of dealing with it head on.

As she gains more confidence as a leader, I would hope she is more and more willing to express her opinions and inspire her manager/leader peers.

wants to be everyones friend and not always the manager.

Efficiency but that's a stretch.

Can sometimes be long winded when leading meetings but thinks it is necessary I guess.

The capitalistic motives in our business have been sometimes difficult for Nancy to engage.

Communication and verbal tone with staff(especially) and customer needs immediate improvement.

(char limit issue)Have heard from new emps that she is reluctant to address staff issues that involve long-time employees. This causes resentment.

Doesn't always take action as a HR personnel should when issues arise that need immediate action.

When issues arise with staff sometimes it seems as if nothing is done to resolve the issue. Still learning HR rules/laws, could be more knowledgeable.

has difficulty finding fault when fault is present.

Great to work with. Respect how she interacts with people and cares.

Treats everyone with respect and kindness

Has developed a good understanding of ALL divisions of TC and how she can best help each of those divisions. Reads people fairly well.

Motivator, dedicated, hard working, loyal, strong values, caring, good listener, problem solver, passionate

Nancy is always enthusiastic and appears to love her job and the company. She is willing to take on different roles to better the company.

There for everyone to talk to, helpful when understanding issues within network of company, helps with advancing training in the company

Positive attitude, great at handling difficult situations, willing to do anything to help, lives by the TC Values, amazing amount of knowledge of TC

Very willing to help lend ideas, thoughts, past experiences or even physically assisting with an event or project.

Such a joy to work with and I continue to learn from her every time. Strong interpersonal skills and such a pride in what she does.

Nancy bleeds Welcome Inc, she is a great ambassador of our company

8.

DEGREE OF CRITICISM

DEGREE OF CRITICISM | Degree of Criticism reflects how critical you were when assessing your colleagues. This indicator has two sides: high degree of criticism or excessive loyalty. This indicator is calculated based on the average scores you gave to your colleagues.

Have a look at the list of colleagues whom you assessed significantly higher or lower than your other colleagues did. It happened either because you know them better than others, due to biased attitude or due to lack of information. Whatever the case may be, try to analyze why there was such a difference in the evaluation.

Please note that the rating here stands for the percentage of colleagues who assessed the person under consideration higher than you. Thus, rating of 85% or above indicates that you are being highly critical, while one below 15% means that you are highly loyal towards this colleague.

You have not overestimated any of the colleagues assessed.

Here are the names of the colleagues who were underestimated by you:

	Your average score	Rating of criticism
Vivian Chen	3.4	93%
Luis Garcia	3	92%
Paresh Singh	3.8	91%
Mark Rogers	2.6	86%

9.

TYPICALITY OF OPINION

TYPICALITY OF OPINION

Typicality of Your Opinion reflects how “typical” your opinions are. In other words, to what extent the scores you gave to your colleagues are similar to those of the other survey participants? The more similar your scores are to those of the majority of participants the higher your Typicality Indicator is. High Typicality Indicator signifies that your opinions are similar to those you work with, which in turn create a more coherent and productive work environment.

Your assessment is very similar to the majority’s opinion of these colleagues.

	Assessed by	Typicality of your opinion
Mark Rogers	38	94%

10.

SIMILARITY OF OPINIONS

SIMILARITY OF OPINION

Similarity of Opinion indicator specifies who of your colleagues has similar opinions to yours, when assessing the same colleague/s. This indicator is applicable only when you and your colleague/s assess the same person/s. A high degree of assessment similarity indicates conformity of opinion and means that you will find it easy to achieve harmony working with this particular person.

Unlike the Typicality Indicator which depicts the general “typicality” of your assessments, the Similarity Indicator is provided separately for each of your colleagues.

Here we bring you a list of colleagues whose opinions expressed in the assessment fully or partially coincide with yours. The scores you gave to your colleagues are similar to the scores given by:

	The number of people assessed by both	Similarity of assessment
Alex Hildebrand	2	67%

11.

ADDITIONAL INFORMATION

This *BSS Around* web-based assessment was carried out for the Welcome Inc and included 61 participants. Each participant received an invitation email containing a link to the assessment questionnaire.

40 of people assessed you based on 8 of competences.

You assessed 8 people.

Please note that your average scores, ratings and personal recommendations included in this report are based on the number of people that completed this assessment and the questions they answered. May the number of people, number of questions or any of the answers change, your results may change accordingly.

This report was created on 12.14.2009.