



# COLLABORATE360<sup>®</sup>

## REPORT



**A. SAMPLE**

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# 01 INTRODUCTION

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## Welcome to your CollaboRate60 Report

The CollaboRate360 process is based upon feedback from your Line Supervisor, your Peers, Team members, and Stakeholders as well as your self-assessment.

Both you and those who have given you feedback have all done so on the same 60 questions covering 12 competences against a 6-point scale:

1	2	3	4	5	6
This behaviour needs addressing urgently	In need of development	Performance could be better	Without noticeable strength or weakness	Genuine strength	Highly effective in this area

Most of the data in this report is based solely upon how people have rated you on this scale though there are three 'open' questions where people can make their own observations.

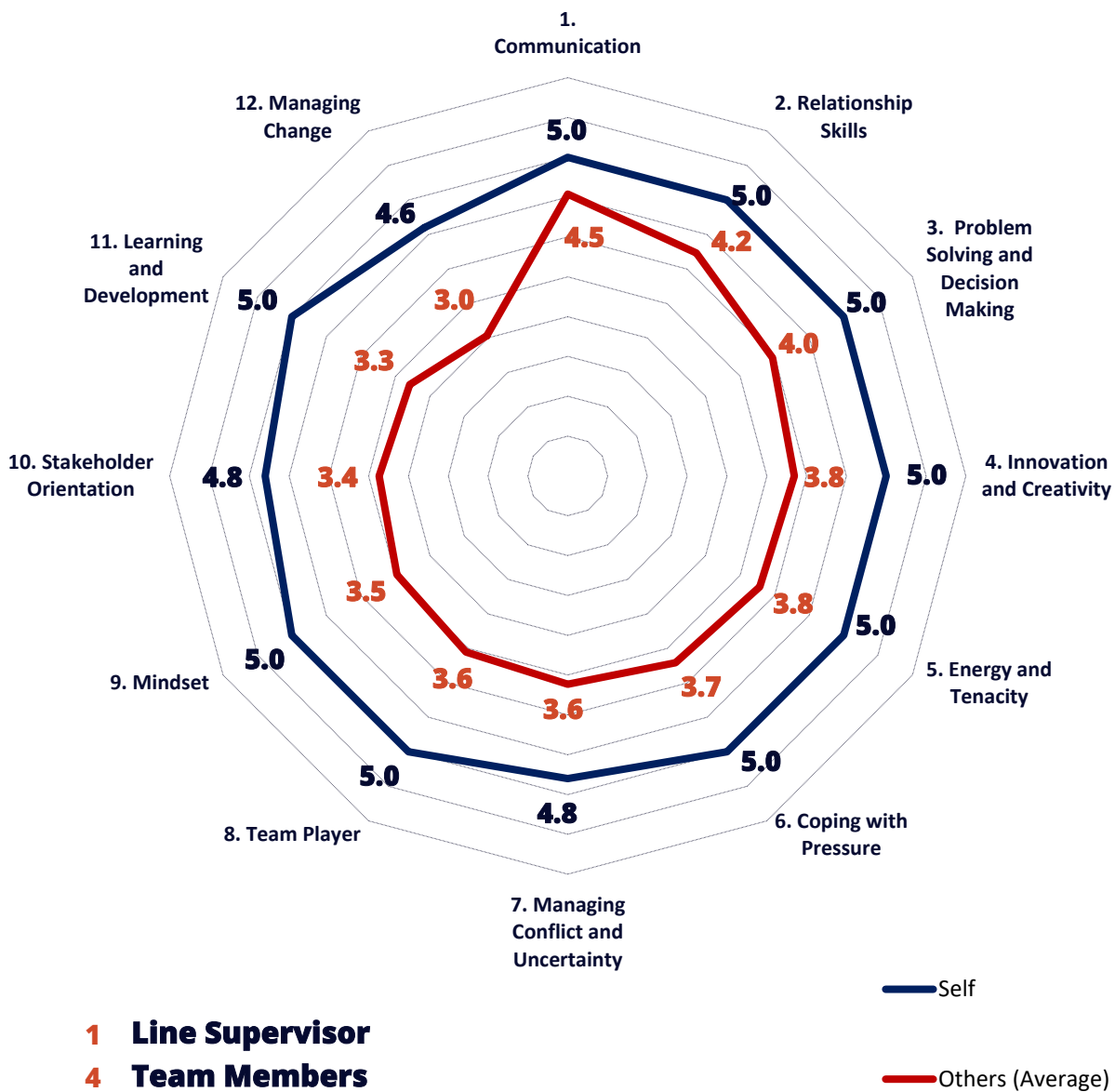
With the exception of your line supervisor all feedback is anonymous. There is considerable information about your behaviours in this report so please take the time to carefully go through it alongside the 360 Collaboration Workbook that will have been sent to you alongside this report.

The workbook will give you advice as to how best use the information you have in this report as well as help you to create an Action Plan to develop your competences and behaviours that will help you to raise your performance in your role.

There is a one-hour online session that you will be invited to attend where you can ask questions and seek some support as you require.

# 02 HIGH LEVEL SUMMARIES

**12** Competencies  
**60** Behaviours

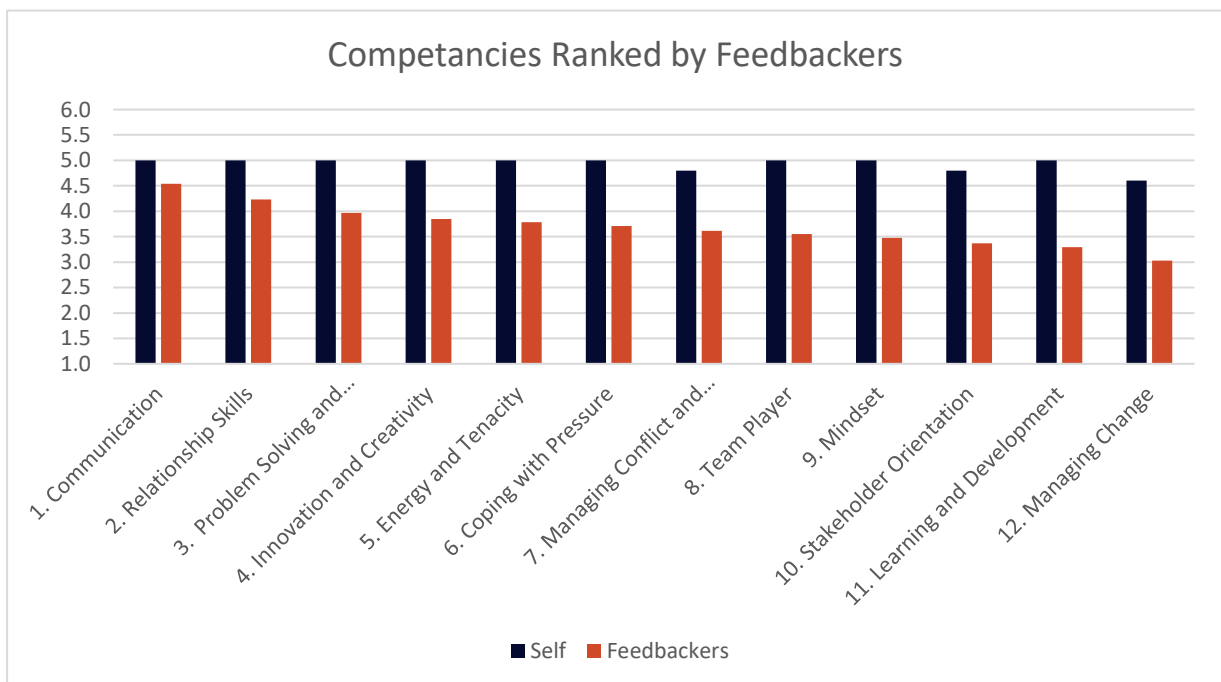


# 02 HIGH LEVEL SUMMARIES

	Self	Average	Line supervisor	Team members	Peers	Stakeholders
1. Communication	5.00	4.54	4.00	4.65	4.50	4.60
2. Relationship Skills	5.00	4.23	3.80	4.40	4.05	4.35
3. Problem Solving and Decision Making	5.00	3.97	3.40	4.15	3.95	3.95
4. Innovation and Creativity	5.00	3.85	3.40	3.85	3.90	3.90
5. Energy and Tenacity	5.00	3.78	3.60	3.75	3.70	3.95
6. Coping with Pressure	5.00	3.71	3.60	3.75	3.70	3.70
7. Managing Conflict and Uncertainty	4.80	3.62	3.00	3.65	3.65	3.70
8. Team Player	5.00	3.55	3.00	3.50	3.70	3.60
9. Mindset	5.00	3.48	2.80	3.40	3.65	3.55
10. Stakeholder Orientation	4.80	3.37	2.80	3.65	3.15	3.45
11. Learning and Development	5.00	3.29	2.60	3.35	3.25	3.45
12. Managing Change	4.60	3.03	2.20	3.15	2.65	3.50

# 03 COMPETENCIES RANKED BY FEEDBACKERS

Rank	Competency	Feedbackers	Self
1	1. Communication	4.5	5.0
2	2. Relationship Skills	4.2	5.0
3	3. Problem Solving and Decision Making	4.0	5.0
4	4. Innovation and Creativity	3.8	5.0
5	5. Energy and Tenacity	3.8	5.0
6	6. Coping with Pressure	3.7	5.0
7	7. Managing Conflict and Uncertainty	3.6	4.8
8	8. Team Player	3.6	5.0
9	9. Mindset	3.5	5.0
10	10. Stakeholder Orientation	3.4	4.8
11	11. Learning and Development	3.3	5.0
12	12. Managing Change	3.0	4.6



# 03 THE FEEDBACKER

# COMMENTS

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## Open-ended Question 1

What do you do are you doing well; the strengths and behaviours you need to maintain and keep doing that build your collaborative effectiveness.

## Open-ended Question 2

What should you stop doing; the behaviours that hold back and hinder your collaborative effectiveness.

## Open-ended Question 3

Any other comments

# Open-ended Question 1

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**What are you doing well; the strengths and behaviours you need to maintain and keep doing that build their your collaborative effectiveness.**

## Your views

## Others views

A technical expert who is pragmatic and results orientated
A loyal company expert in their field with considerable knowledge and experience that is useful for the business and project team/s in which they work
Great expert with considerable experience Has great intensions but not always consistent
Good source of specialist advice
Has built a team of experienced members around them At best when focused on a complex problems that requires their experience
Commercially focused and strong on technical issues
Reliable
An effective communicator when they need to be
Continues to develop relations with team
Delivers what they say they will
As a client I have a good experience of working with Sample who has great technical knowledge
Takes the time to get even the smallest detail right
Known Sample for some years and a great detail person, Delivers on what they agree to do, Resilient and persistent

# Open-ended Question 2

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**What should you stop doing; the behaviours that hold back and hinder your collaborative effectiveness.**

## Your views

## Others views

A specialist with considerable knowledge who often has little time to share this with others. Needs to make time for people and to develop your people skills
Spend less time in their area of expertise and look to build relationships
Needs to work on being more consistent in their behaviour Recognise stress in others
Needs to share their knowledge and skill rather than hold it back Be less closed and start building relationships with colleagues
Needs to stretch his team more; step back and lead
Needs to understand team members better Has good intentions to include team more but loses sight and needs to be consistent
Could get more of the team and needs to delegate more Needs to develop team leadership skills
Could communicate more what their thinking is Can be rigid at times
Move away from managing detail to leading the team Puts task in front people
Appears insular and takes on too much personally when they should use their team more Needs to accept that things do not need to be perfect
From a client perspective Sample can come over as a bit rigid and slow to adopt new ideas.
Look to delegate rather than taking things on themselves
Start thinking that others can also do the job - start delegating and work less hours Recognise the stress in others that their behaviour may cause

# Open-ended Question 3

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## Any other comments

Works long hours; is this necessary?

Loyal and long serving

My knowledge of Sample is limited

My experience of Sample is limited but would say he needs to consider using his small team better

Take some time out to assess what they need to do to change and develop in a changed world of work

# 04 HIGHEST 10 BEHAVIOURS

RANK	Behaviour	Competence Area	Self	Average	Line supervisor	Team member	Peer	Stakeholder	No of observers giving a score of:							
									1	2	3	4	5	6		
			<b>Number of Observations</b>													
			<b>1</b>	<b>13</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>4</b>								
1	Persistent and sees things through	5. Energy and Tenacity	5.0	4.6	4.0	4.8	4.8	4.5		0	0	0	5	8	0	
2	Avoids over-reaction	6. Coping with Pressure	5.0	4.6	4.0	4.8	4.8	4.5		0	0	0	5	8	0	
3	Remains calm and level headed in the face of conflict	7. Managing Conflict and Uncertainty	5.0	4.5	4.0	4.8	4.5	4.5		0	0	0	6	7	0	
4	Articulate and clear on their position when in agreement or disagreement	3. Problem Solving and Decision Making	5.0	4.5	4.0	4.5	4.3	4.8		0	0	0	7	6	0	
5	Positive in the face of failure and frustration	6. Coping with Pressure	5.0	4.5	4.0	4.5	4.3	4.8		0	0	0	7	6	0	
6	Contributes to discussions and meetings regularly and effectively	1. Communication	5.0	4.4	4.0	4.5	4.0	4.8		0	0	0	8	5	0	
7	Contributes thoughts, ideas and solutions in group discussions	4. Innovation and Creativity	5.0	4.3	4.0	4.5	4.0	4.5		0	0	0	9	4	0	
8	Keeps to commitments they make	8. Team Player	5.0	4.2	3.0	4.8	3.8	4.5		0	0	2	6	5	0	
9	Gives constructive feedback	1. Communication	5.0	4.2	4.0	4.3	4.3	4.0		0	0	0	11	2	0	
10	Resilient and persistent in achieving shared goals	9. Mindset	5.0	4.1	4.0	4.0	4.3	4.0		0	0	0	12	1	0	

# 05 LOWEST 10 BEHAVIOURS

RANK	Behaviour	Competence Area	Self	Average	Line supervisor	Team member	Peer	Stakeholder	No of observers giving a score of:						
									1	2	3	4	5	6	
			<b>1</b>	<b>13</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>4</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>60</b>	Models personal development	11. Learning and Development	4.0	2.7	2.0	2.8	2.0	3.5		1	4	6	2	0	0
<b>59</b>	Makes time to learn as well as help and support others to learn and develop	11. Learning and Development	5.0	2.8	2.0	3.0	2.3	3.5		1	3	6	3	0	0
<b>58</b>	Recognises stress in others	6. Coping with Pressure	4.0	3.2	3.0	3.5	2.8	3.3		0	1	9	3	0	0
<b>57</b>	Committed to learning	11. Learning and Development	5.0	3.2	2.0	3.5	3.0	3.5		0	2	6	5	0	0
<b>56</b>	Asks for feedback and acts upon it	11. Learning and Development	5.0	3.2	2.0	3.0	3.3	3.8		0	2	6	5	0	0
<b>55</b>	Recognises impact of own behaviour on other people	2. Relationship Skills	5.0	3.2	2.0	3.5	3.3	3.3		0	1	8	4	0	0
<b>54</b>	Seeks out opportunities to learn and develop	11. Learning and Development	5.0	3.3	2.0	3.3	3.5	3.5		0	2	5	6	0	0
<b>53</b>	Makes time for all those with whom they work	10. Stakeholder Orientation	5.0	3.3	3.0	3.5	3.0	3.5		0	1	7	5	0	0
<b>52</b>	Able to put themselves in the position of others and to see a different view	10. Stakeholder Orientation	5.0	3.3	3.0	3.5	3.0	3.5		0	1	7	5	0	0
<b>51</b>	Works to ensure that all the skills and resources of the team are effectively utilised	8. Team Player	5.0	3.3	3.0	3.0	3.5	3.5		0	0	9	4	0	0

# 06 THE RELATIONSHIPS

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## You and your Line Manager



# 06 THE RELATIONSHIPS

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## You and your Team Members



# 06 THE RELATIONSHIPS

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## You and your Peers



# 06 THE RELATIONSHIPS

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## You and your Stakeholders



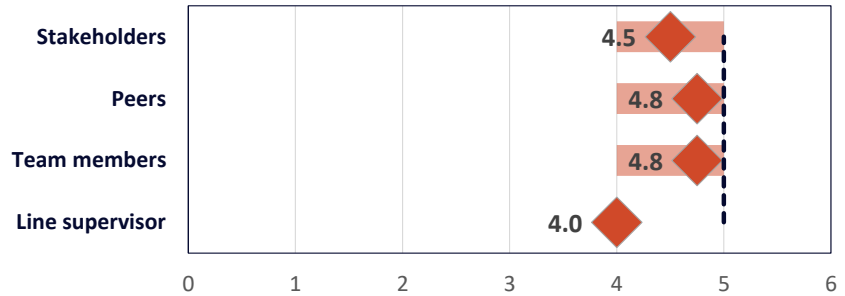
# 01 COLLABORATIVE COMPETANCIES

## 1. Communication

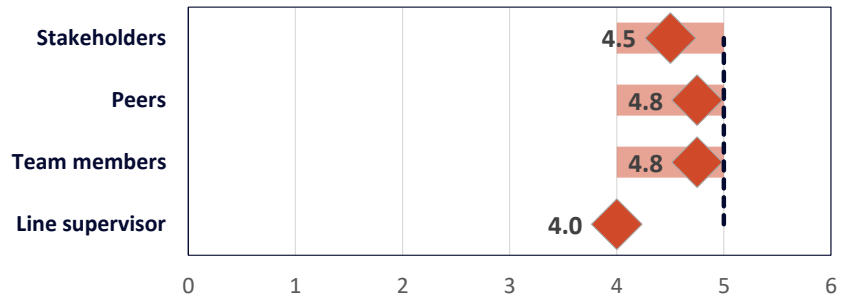
The ability to communicate with people, between organisations and across cultures in a way that builds trust and collaboration

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
No. of observers	1	13	1	4	4	4			
Average scores for Communication	5.00	4.54	4.00	4.65	4.50	4.60	4.00	4.65	0.65

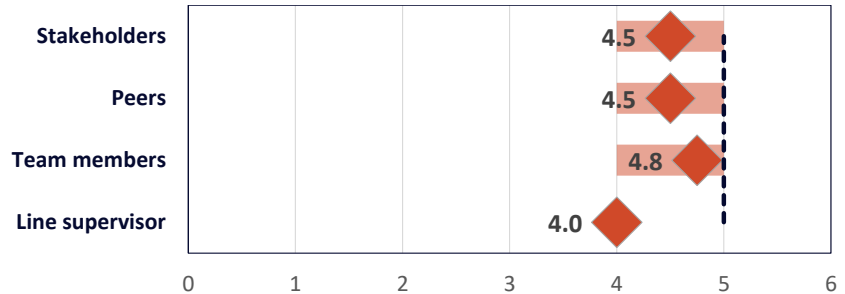
### Q.1 Communicates in a way that builds trust



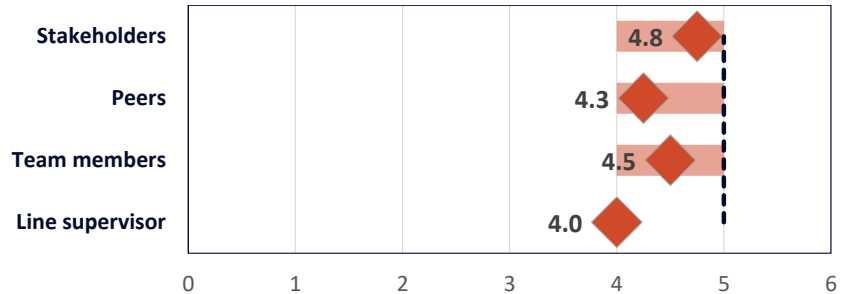
### Q.13 Listens actively and patiently



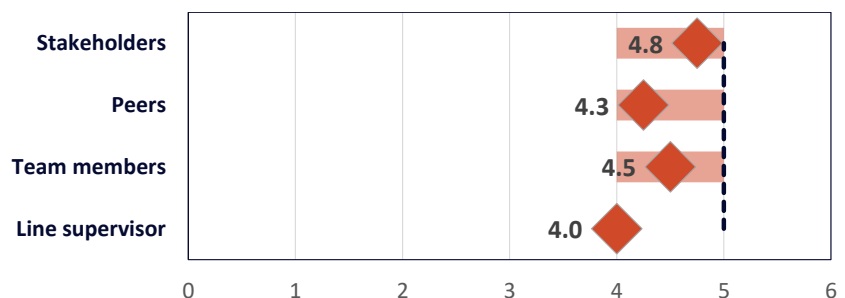
### Q.25 Signals agreement both verbally and non-verbally



### Q.37 Contributes to discussions and meetings regularly and effectively



### Q.49 Gives constructive feedback



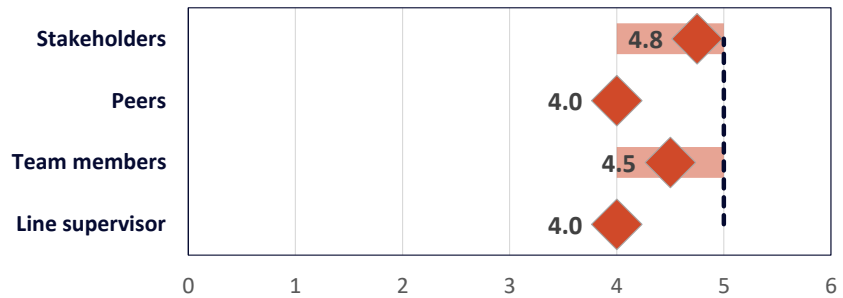
# 01 COLLABORATIVE COMPETANCIES

## 2. Relationship Skills

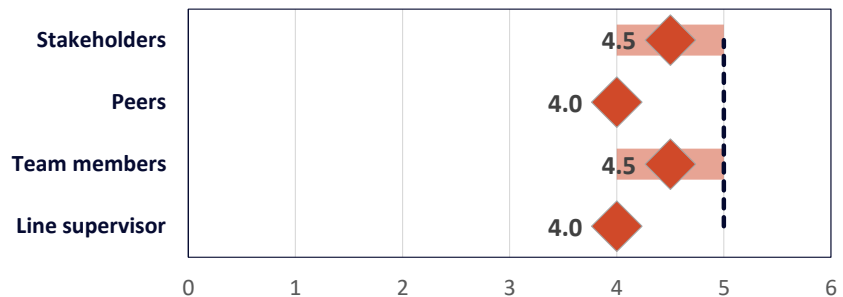
The ability to build collaborative working relationships between across organisations and cultures

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
	1	13	1	4	4	4			
	5.00	4.23	3.80	4.40	4.05	4.35	3.80	4.40	0.60
									No. of observers
									Average scores for Communication

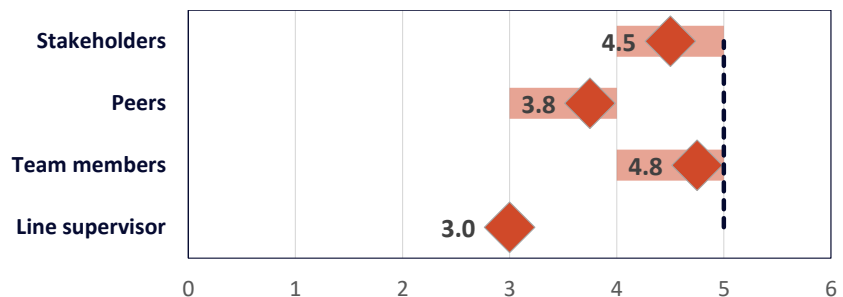
### Q.2 Models collaborative working relationships



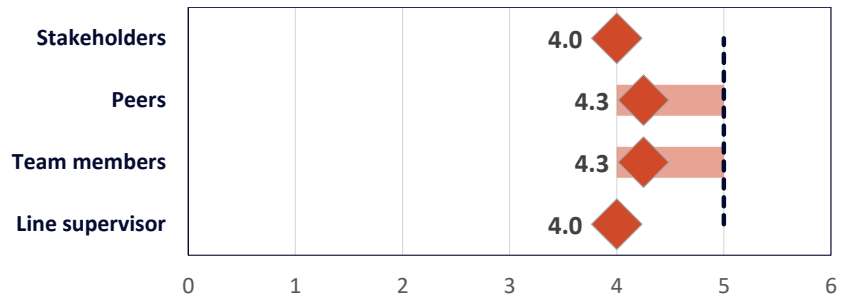
### Q.14 Shows consideration for others' views and feelings



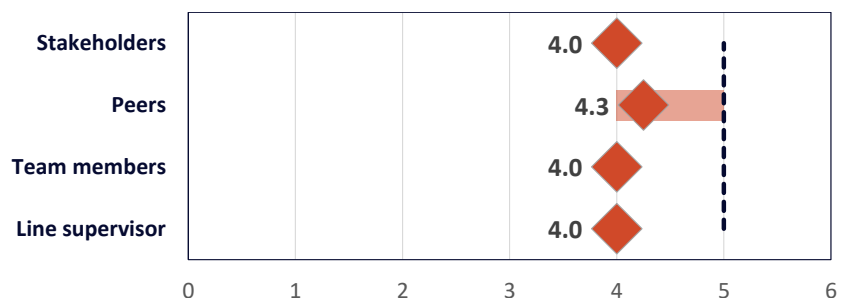
### Q.26 Seeks to create a climate of trust



### Q.38 Empathetic, values and supports others



### Q.50 Recognises impact of own behaviour on other people



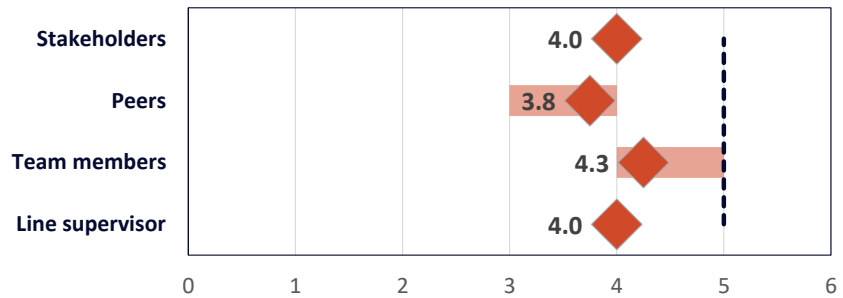
# 01 COLLABORATIVE COMPETANCIES

## 3. Problem Solving and Decision Making

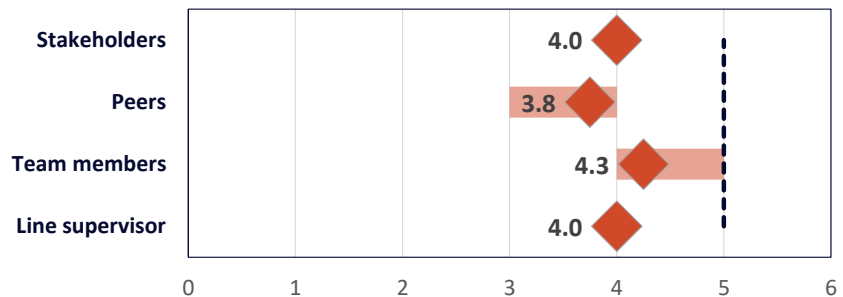
The ability to solve problems and make decisions collectively with others

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
	1	13	1	4	4	4			
	5.00	3.97	3.40	4.15	3.95	3.95	3.40	4.15	0.75
									No. of observers
									Average scores for Communication

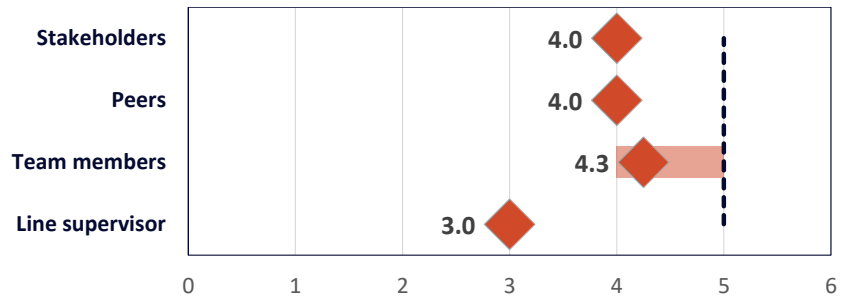
**Q.3 Believes that collaboration is a powerful way of solving problems and achieving goals**



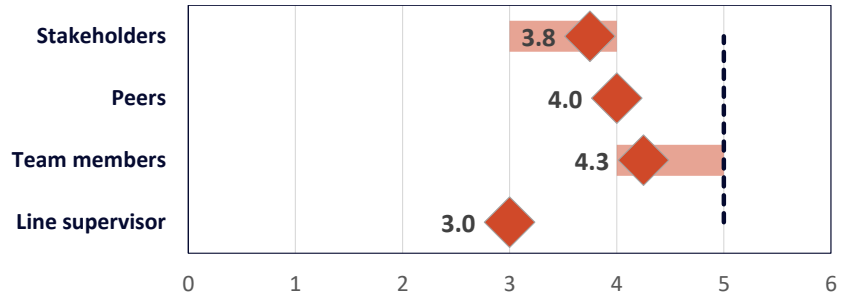
**Q.15 Actively seeks to bring others in to finding win-win solutions to problems**



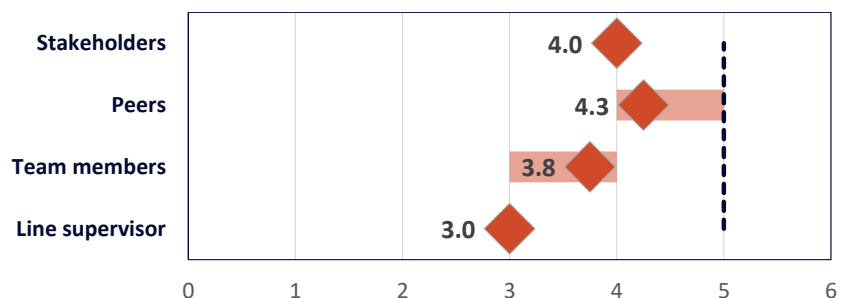
**Q.27 Takes ownership of decisions made by the group**



**Q.39 Articulate and clear on their position when in agreement or disagreement**



**Q.51 Trusting of others experience and knowledge**



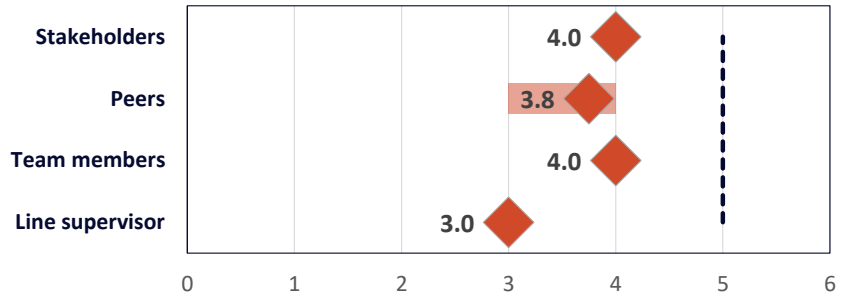
# 01 COLLABORATIVE COMPETANCIES

## 4. Innovation and Creativity

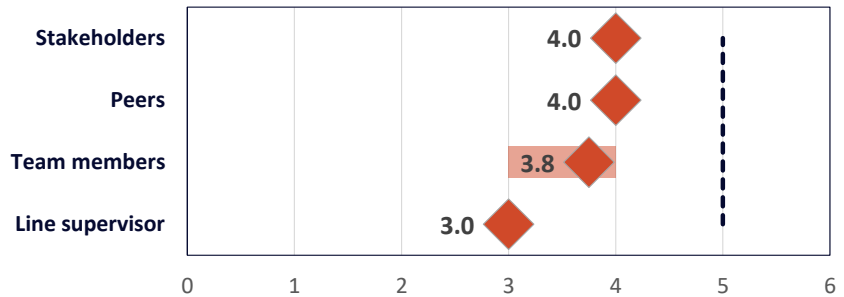
The ability to maintain an open and flexible attitude to new ideas and the seeking out of opportunities to innovate in collaborating with others

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
No. of observers	1	13	1	4	4	4			
Average scores for Communication	5.00	3.85	3.40	3.85	3.90	3.90	3.40	3.90	0.50

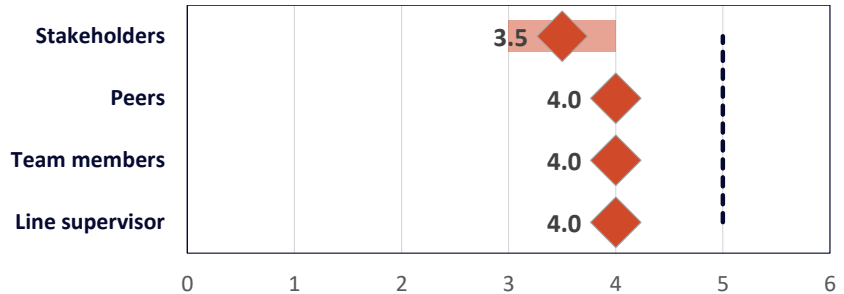
### Q.4 Maintains and open and flexible attitude



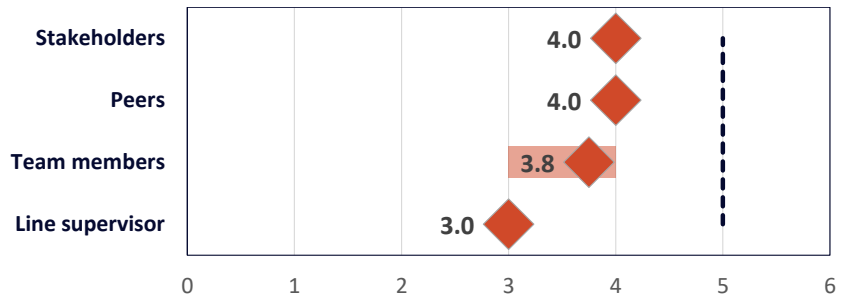
### Q.16 Contributes thoughts, ideas and solutions in group discussions



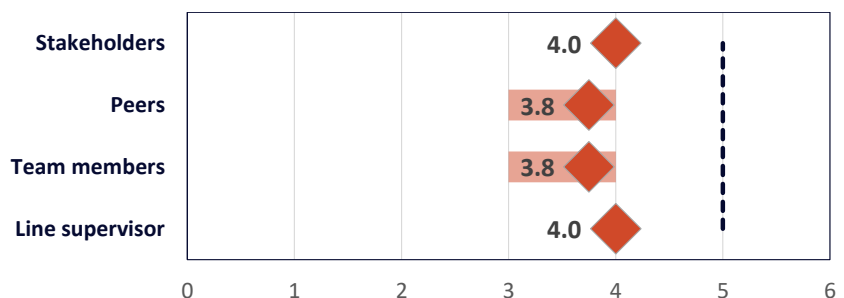
### Q.28 Readily accepts new ideas



### Q.40 Imaginative and creative in seeking out opportunities to innovate and improve



### Q.52 Looks for alternative routes or approaches when progress stalls



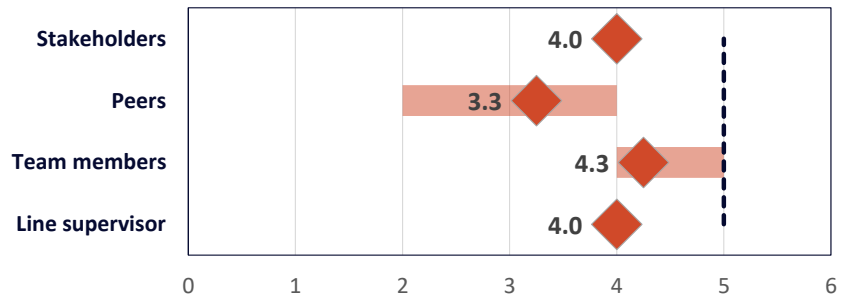
# 01 COLLABORATIVE COMPETANCIES

## 5. Energy and Tenacity

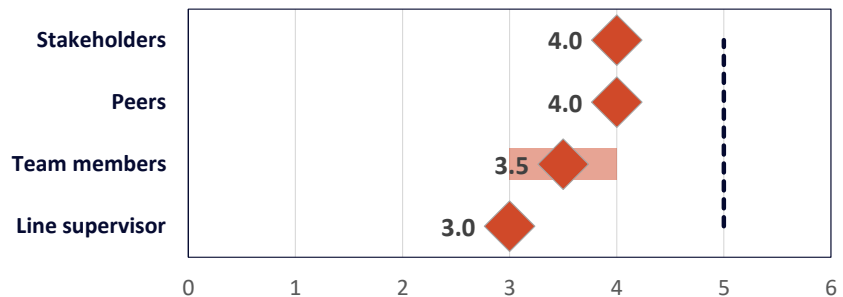
The ability to focus energy and effort and be persistent into seeking joint solutions and building effective collaboration

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
	1	13	1	4	4	4			
	5.00	3.78	3.60	3.75	3.70	3.95	3.60	3.95	0.35
									No. of observers
									Average scores for Communication

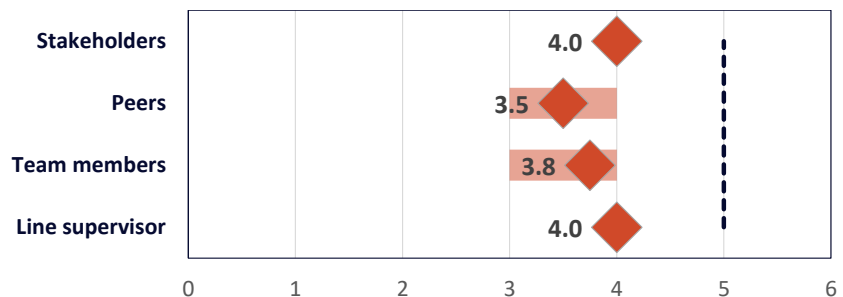
### Q.5 Focuses energy and effort into working collaboratively



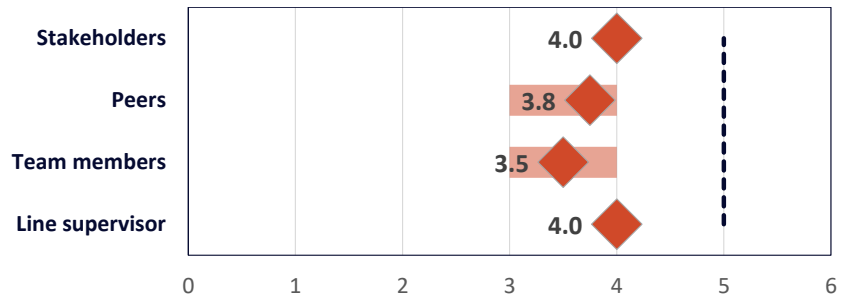
### Q.17 Displays enthusiasm and commitment to the group's goals



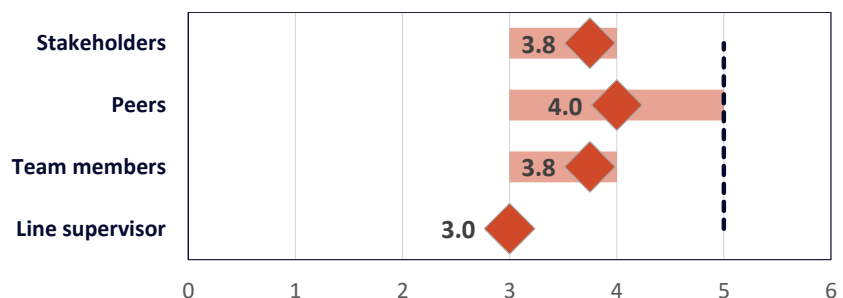
### Q.29 Motivated and motivating to be around



### Q.41 Persistent and sees things through



### Q.53 Resolute in seeking joint agreed solutions to problems



# 01 COLLABORATIVE COMPETANCIES

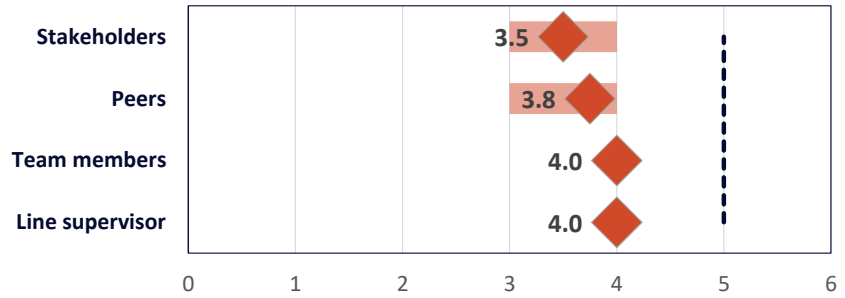
## 6. Coping with Pressure

The ability to manage time and remain positive in times of frustration and failure whilst recognising stress in self and others

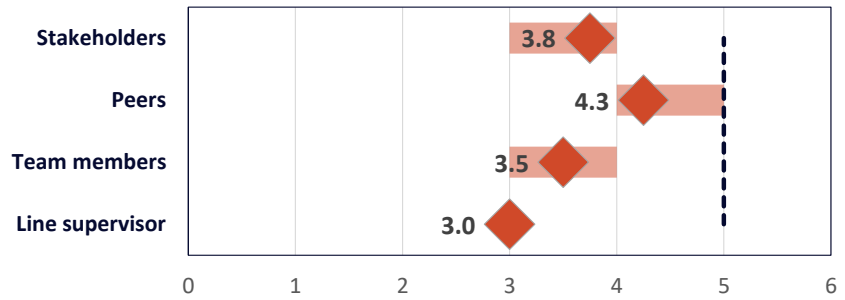
	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
No. of observers	1	13	1	4	4	4			
Average scores for Communication	5.00	3.71	3.60	3.75	3.70	3.70	3.60	3.75	0.15

Min 1 Max 6

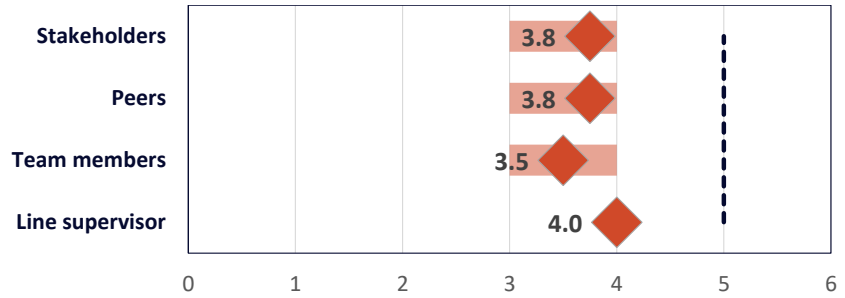
### Q.6 Positive in the face of failure and frustration



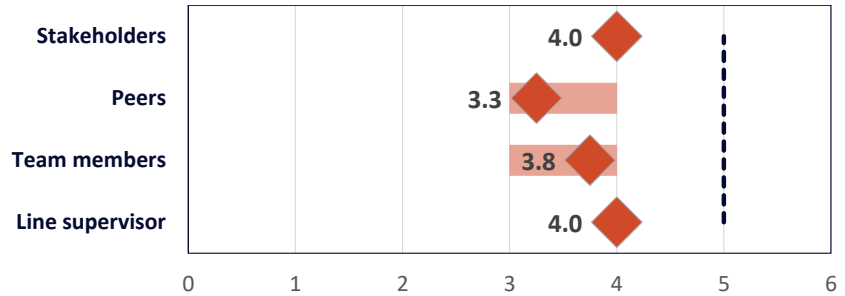
### Q.18 Accepts constructive criticism



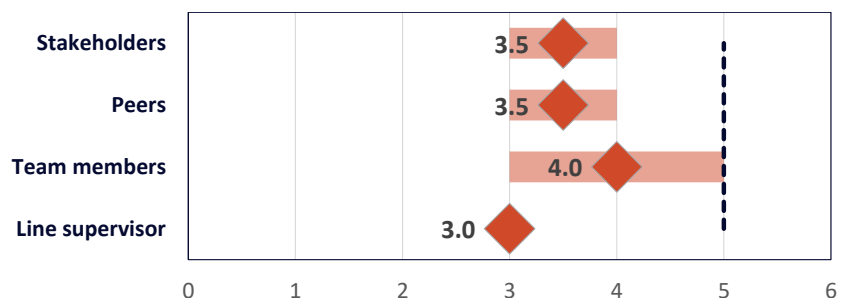
### Q.30 Manages time effectively



### Q.42 Avoids over-reaction



### Q.54 Recognises stress in others



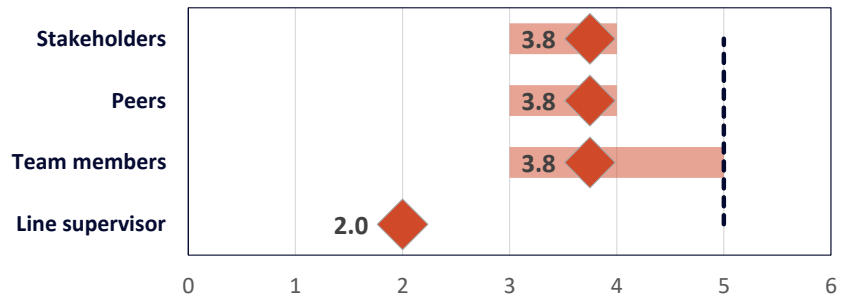
# 01 COLLABORATIVE COMPETANCIES

## 7. Managing Conflict and Uncertainty

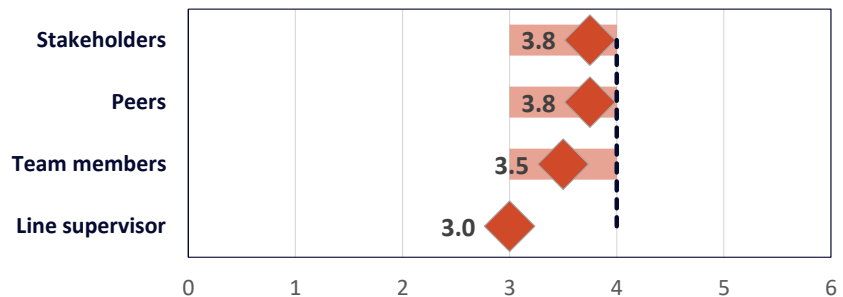
The ability to remain calm and manage self and others in the face of conflict and uncertainty that can arise between people seeking to work collaboratively

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
No. of observers	1	13	1	4	4	4			
Average scores for Communication	4.80	3.62	3.00	3.65	3.65	3.70	3.00	3.70	0.70

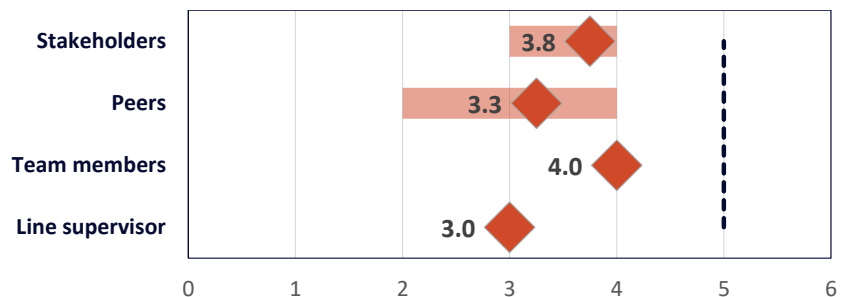
### Q.7 Remains calm and level headed in the face of conflict



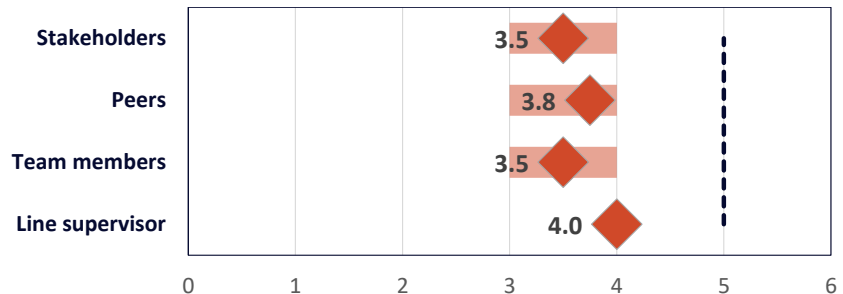
### Q.19 Proactive in seeking win/win outcomes



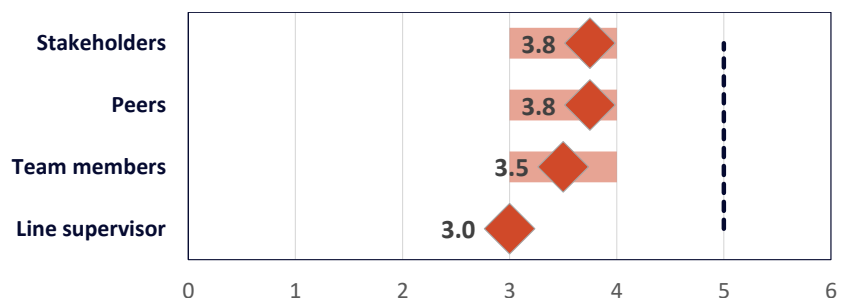
### Q.31 Helps and supports others in seeking alternative routes if progress gets stuck



### Q.43 Able to focus on the big picture and the detail



### Q.55 Willing to accept the possible rather than perfection



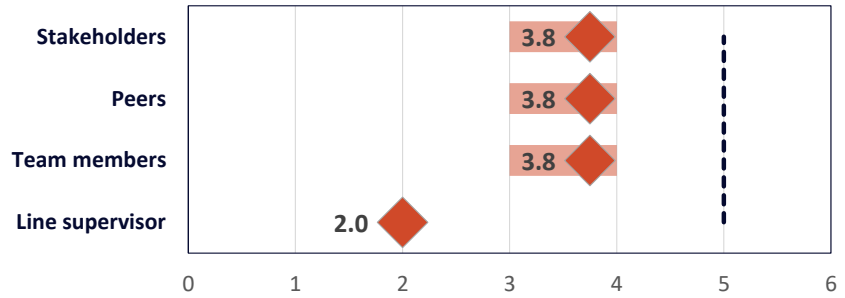
# 01 COLLABORATIVE COMPETANCIES

## 8. Team Player

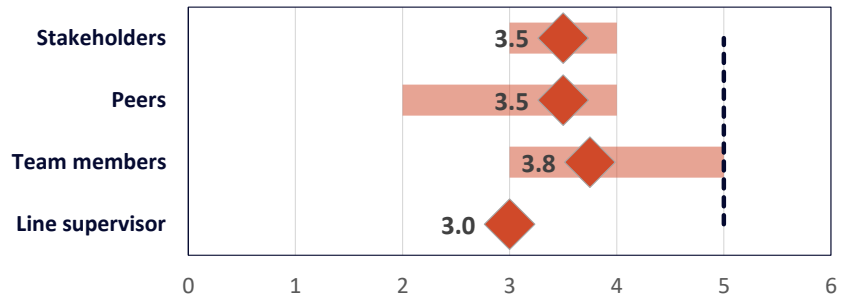
The ability to foster collaboration and work collectively with others in achieving challenging shared goals

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
	1	13	1	4	4	4			
	5.00	3.55	3.00	3.50	3.70	3.60	3.00	3.70	0.70
									No. of observers
									Average scores for Communication

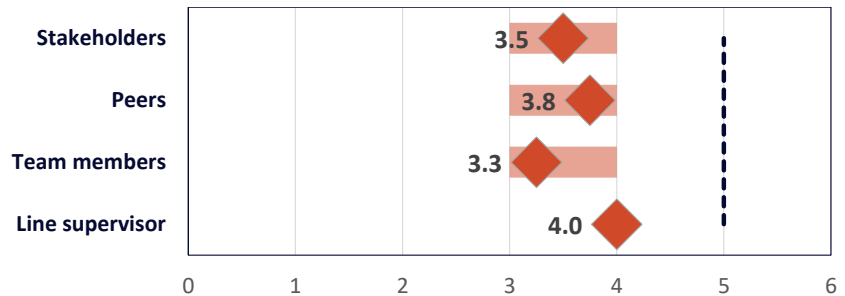
### Q.8 Encourages team members if morale is low



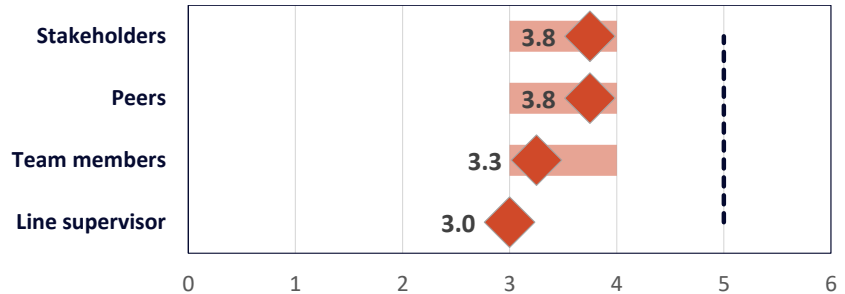
### Q.20 Committed to building collaborative working relationships



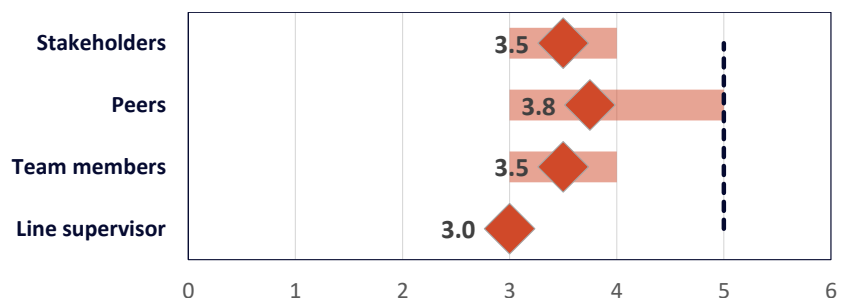
### Q.32 Contributes to and supports others in the team in achieving challenging goals



### Q.44 Keeps to commitments they make



### Q.56 Works to ensure that all the skills and resources of the team are effectively utilised



# 01 COLLABORATIVE COMPETANCIES

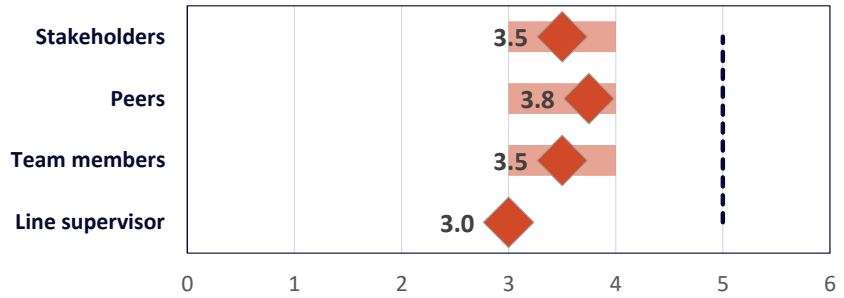
## 9. Mindset

The ability to maintain a positive attitude, keep an open mind, learn, and model collaboration

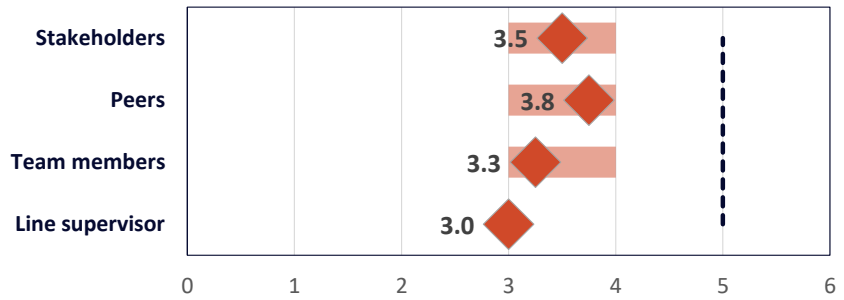
	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
No. of observers	1	13	1	4	4	4			
Average scores for Communication	5.00	3.48	2.80	3.40	3.65	3.55	2.80	3.65	0.85

Min 1 Max 6

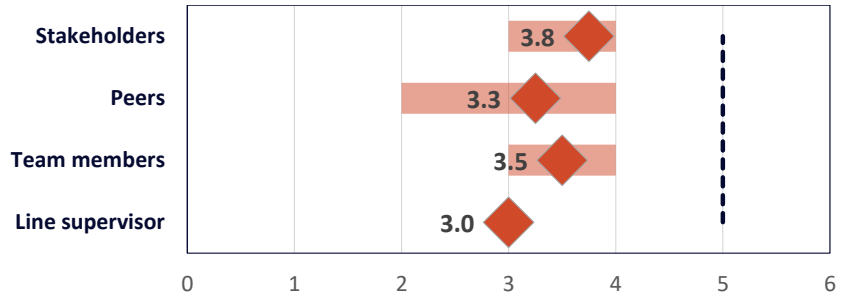
### Q.9 Maintains a positive attitude in all situations



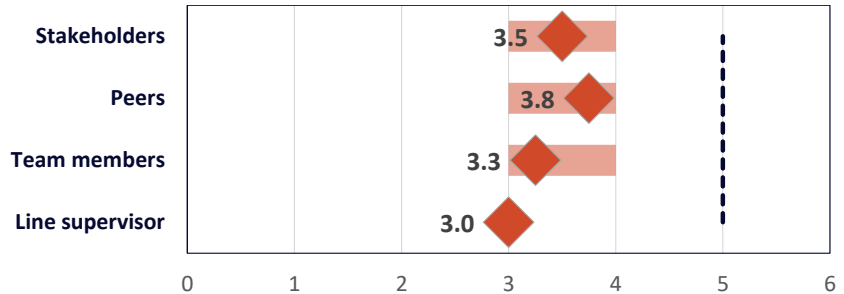
### Q.21 Keeps an open mind



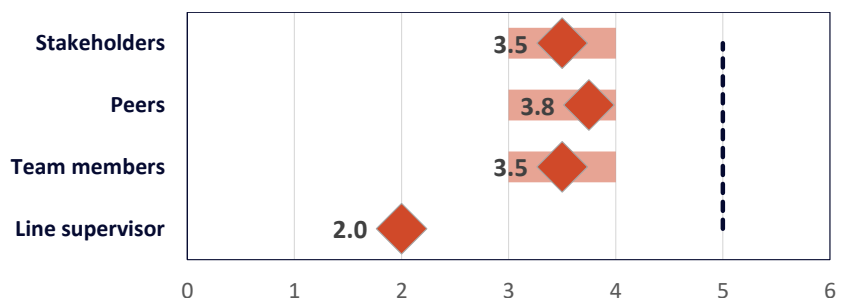
### Q.33 Believes and models collaboration at all times



### Q.45 Values the thoughts, ideas and opinions of others



### Q.57 Resilient and persistent in achieving shared goals



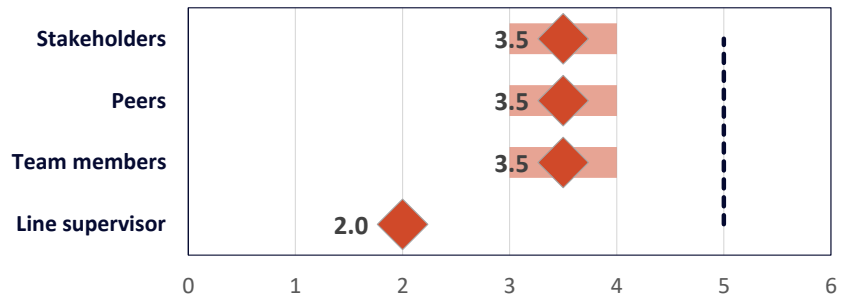
# 01 COLLABORATIVE COMPETANCIES

## 10. Stakeholder Orientation

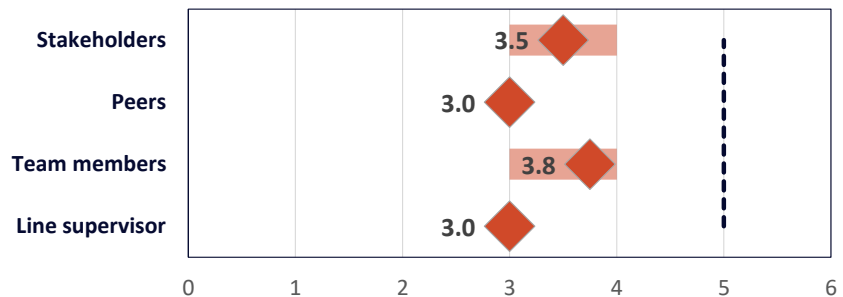
The ability to bring together and encourage others to work towards shared goals through collaboration

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
	1	13	1	4	4	4			
	4.80	3.37	2.80	3.65	3.15	3.45	2.80	3.65	0.85
									No. of observers
									Average scores for Communication

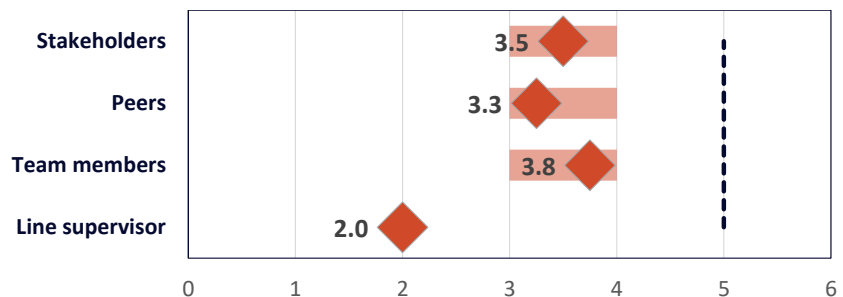
**Q.10 Works towards both setting and achieving agreed shared goals**



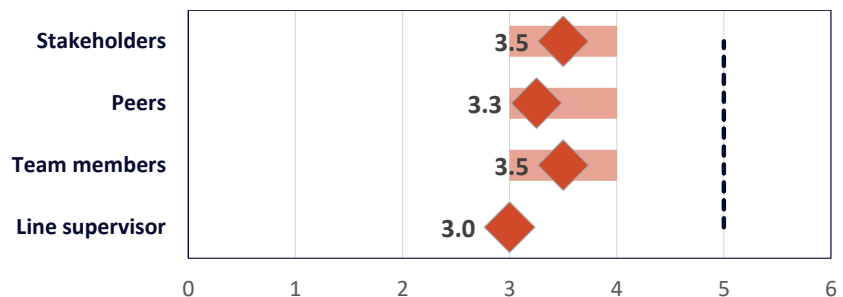
**Q.22 Looks to bring in and involve all people in the solving of problems**



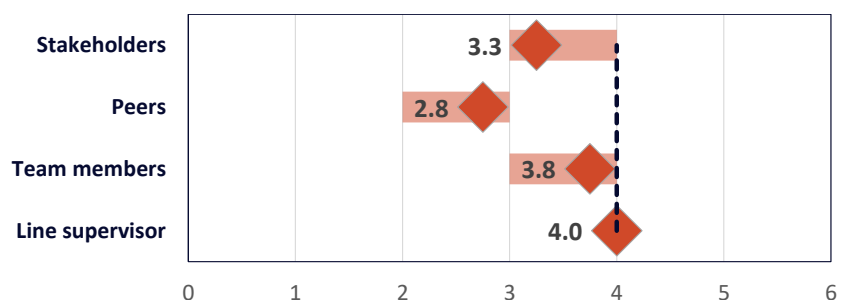
**Q.34 Able to put themselves in the position of others and to see a different view**



**Q.46 Strives to understand and align the different needs and priorities of others**



**Q.58 Makes time for all those with whom they work**



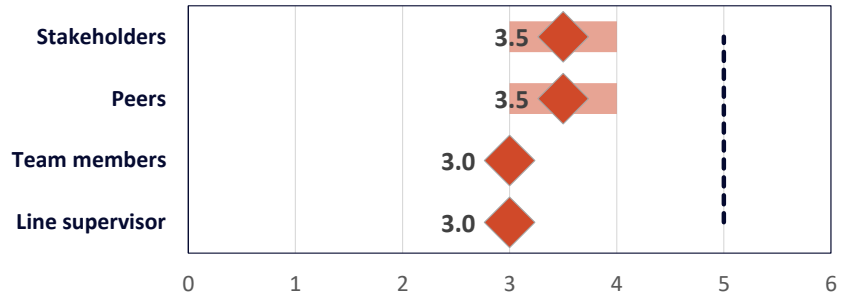
# 01 COLLABORATIVE COMPETANCIES

## 11. Learning and Development

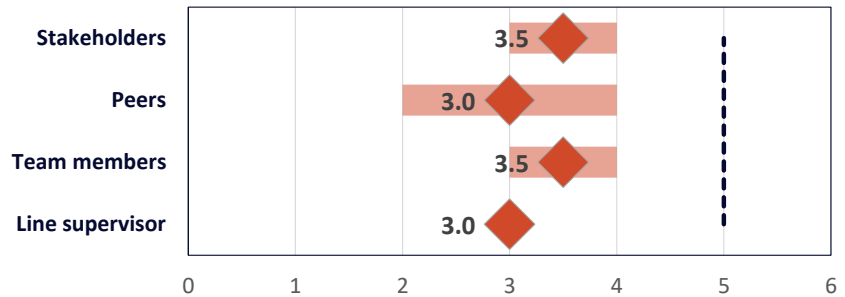
The capacity to learn and develop self as well as help and support others

	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
	1	13	1	4	4	4			
	5.00	3.29	2.60	3.35	3.25	3.45	2.60	3.45	0.85
									No. of observers
									Average scores for Communication

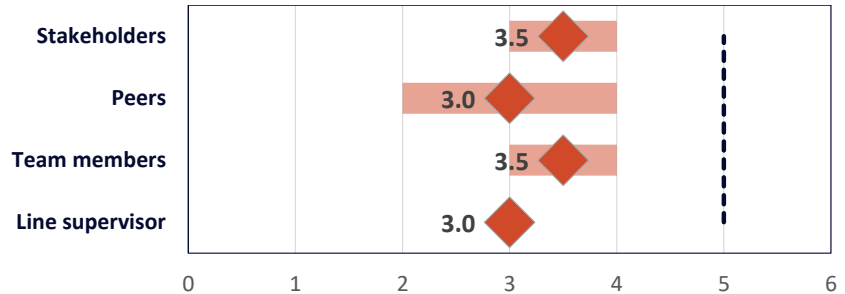
### Q.11 Seeks out opportunities to learn and develop



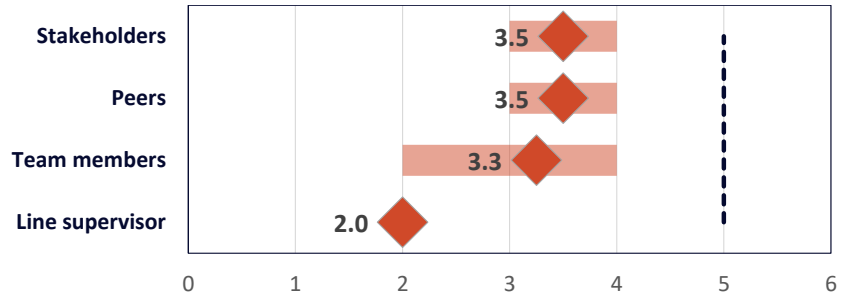
### Q.23 Asks for feedback and acts upon it



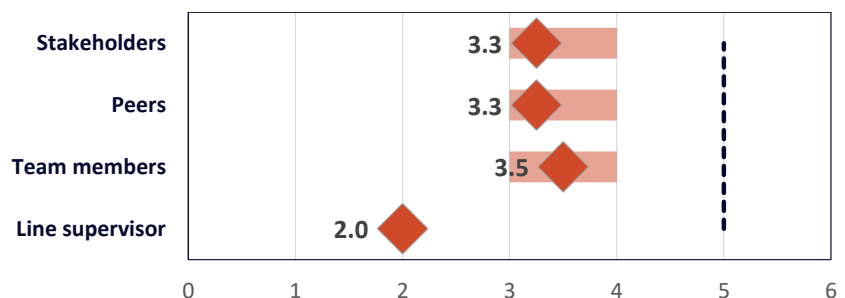
### Q.35 Committed to learning



### Q.47 Makes time to learn as well as help and support others to learn and develop



### Q.59 Models personal development



# 01 COLLABORATIVE COMPETANCIES

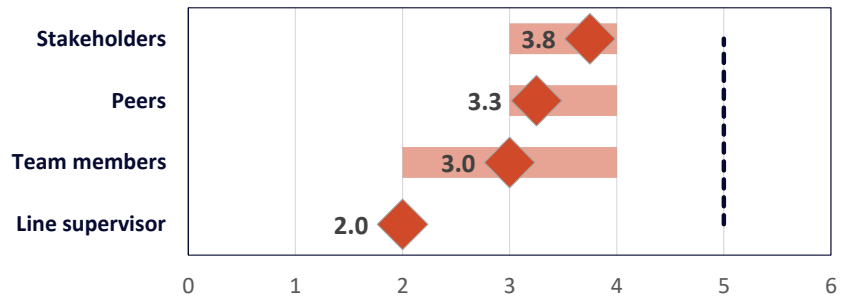
## 12. Managing Change

The ability to manage the challenges of change both for self and others in working collaboratively

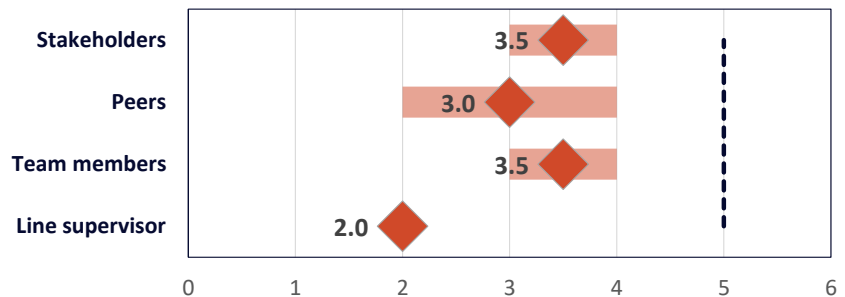
	Self	Average	Line supervisor	Team member	Peer	Stakeholder	Lowest score	Highest Score	Range
	1	13	1	4	4	4			
	4.60	3.03	2.20	3.15	2.65	3.50	2.20	3.50	1.30
									No. of observers
									Average scores for Communication

Min 1 Max 6

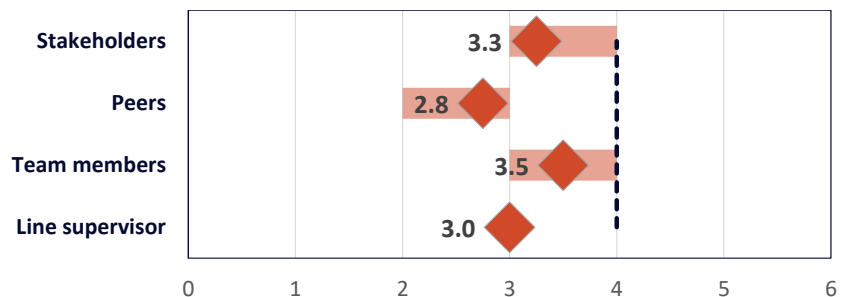
### Q.12 Interested and motivated to improve existing processes and systems



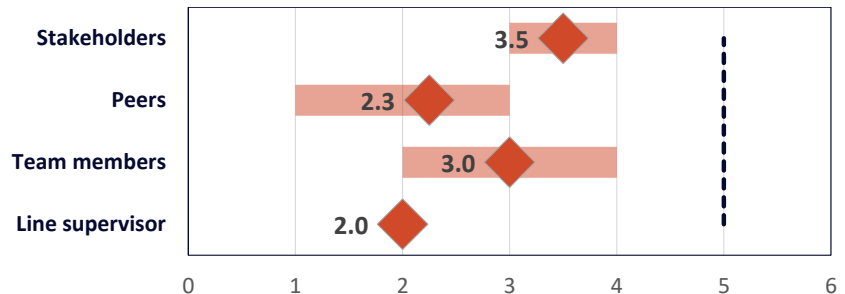
### Q.24 Reacts positively to change and the challenges it can bring



### Q.36 Responds positively to the unexpected



### Q.48 Quick to adapt to changing situations



### Q.60 Able to break down and can explain complex concepts clearly

