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360 Degree Feedback Report

for

Chris Sample

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www.lumus360.co.uk
+44 (0)1291 637380
info@lumus360.co.uk

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Basis of report

This report is based on the responses that you and others gave to the 78 questions presented on the website.

The following shows the competency areas used and the number of questions in each.

- Communication - 6
- Personal Effectiveness - 12
- Leading People - 14
- Managing Performance - 7
- Risk Management - 4
- Developing self and others - 6
- Teamwork and Relationships - 16
- Customer Orientated - 7
- Continuous Improvement - 6

This report is based upon data returned from the following:

Manager	1
Direct Report	6
Colleagues	4

Section One - Percentage scores for each competency area

Key:

For ease of reading, feedback has been converted into percentage scores as follows:

- 0% - Never
- 25% - Rarely
- 50% - Sometimes
- 75% - Frequently
- 100% - Always
- n/a - Not Applicable / Don't Know

Competency		Percentage Scores		
		Self Score	Avg. all Populations	Difference (Everyone - Self)
1	Communication	63 %	57 %	-6 %
2	Personal Effectiveness	71 %	65 %	-6 %
3	Leading People	66 %	49 %	-17 %
4	Managing Performance	68 %	58 %	-10 %
5	Risk Management	63 %	68 %	5 %
6	Developing self and others	63 %	53 %	-10 %
7	Teamwork and Relationships	64 %	51 %	-13 %
8	Customer Orientated	68 %	62 %	-6 %
9	Continuous Improvement	67 %	53 %	-14 %

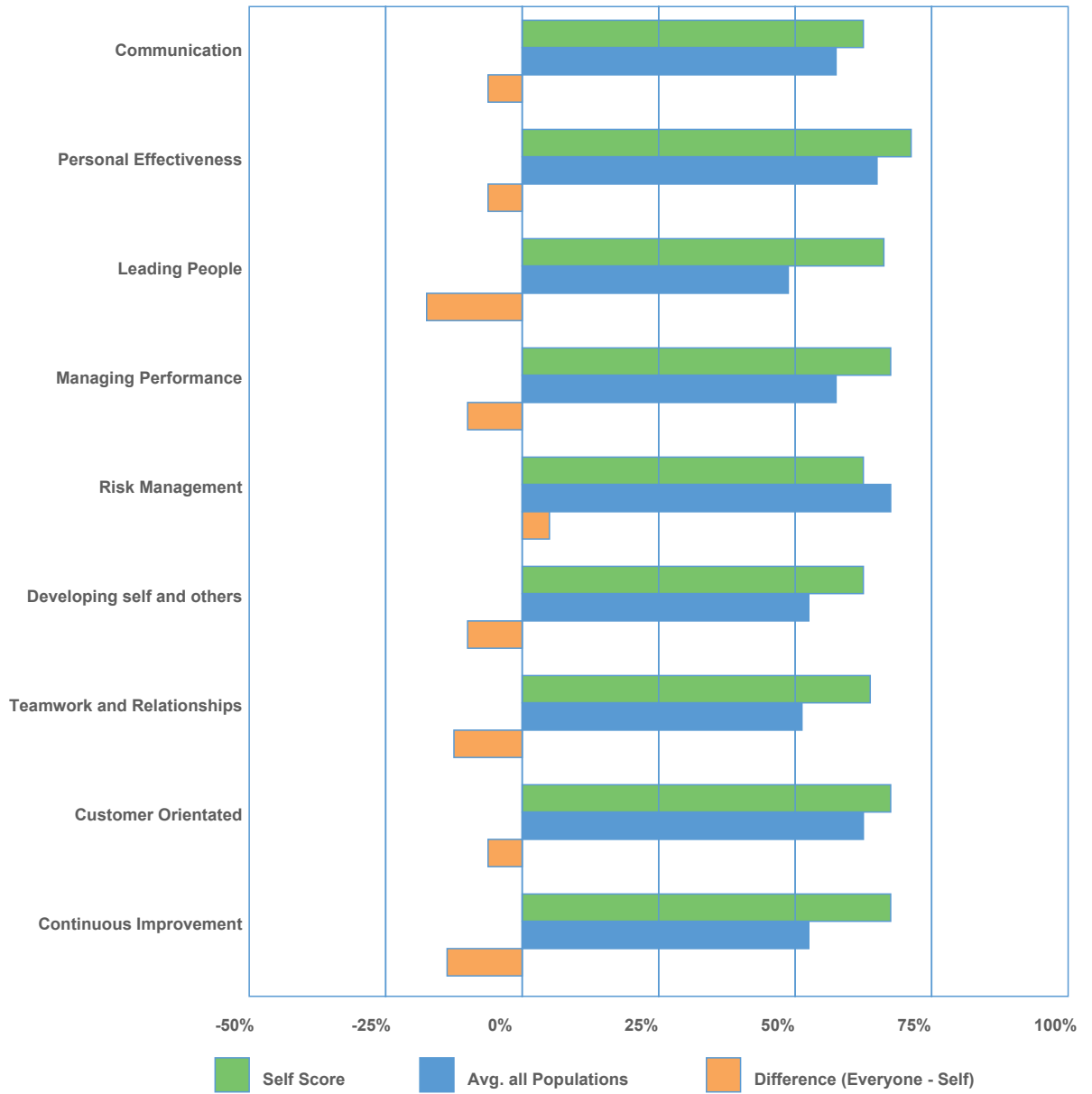
NB.

Positive difference represents where others have marked you higher than your own score

Negative difference represents where you have marked yourself higher than others have done

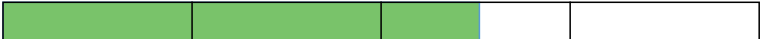
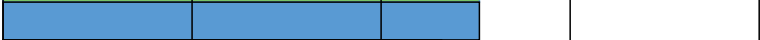


Rounding to the nearest whole number may give the appearance of arithmetic inconsistencies in this table.

Section One - Percentage scores for each competency area - contd.



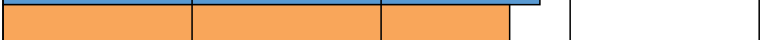
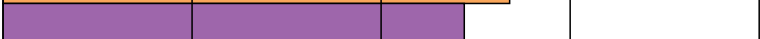


Section Two - Overview of results for each competency area





Communication

					Score
Self					63%
Manager					63%
Direct Report					58%
Colleagues					58%

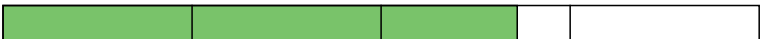



Personal Effectiveness

					Score
Self					71%
Manager					71%
Direct Report					67%
Colleagues					61%


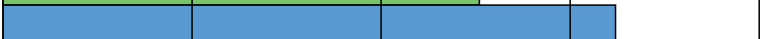
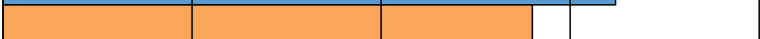
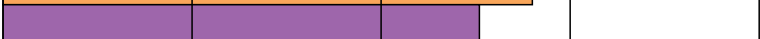
Leading People

					Score
Self					66%
Manager					52%
Direct Report					52%
Colleagues					46%

Managing Performance

					Score
Self					68%
Manager					64%
Direct Report					52%
Colleagues					67%

Risk Management

					Score
Self					63%
Manager					81%
Direct Report					70%
Colleagues					63%

Section Two - Overview of results for each competency area - contd.

Developing self and others

				Score
Self				63%
Manager				58%
Direct Report				52%
Colleagues				52%

Teamwork and Relationships

				Score
Self				64%
Manager				47%
Direct Report				50%
Colleagues				53%

Customer Orientated

				Score
Self				68%
Manager				46%
Direct Report				69%
Colleagues				58%

Continuous Improvement

				Score
Self				67%
Manager				75%
Direct Report				49%
Colleagues				51%

Section Three - Results for each question

Key:

0%	Never	N
25%	Rarely	R
50%	Sometimes	S
75%	Frequently	F
100%	Always	A
n/a	Not Applicable / Don't Know	n/a

Competency 1 - Communication

1.1 Encourages others to voice honest opinions

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	63%	0	1	2	2	1	0
Colleagues	50%	0	2	0	2	0	0

1.2 Interacts with people openly and directly

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	100%	0	0	0	0	1	0
Direct Report	54%	0	1	3	2	0	0
Colleagues	63%	0	0	2	2	0	0

1.3 Effectively facilitates open discussion

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	58%	0	1	2	3	0	0
Colleagues	50%	0	1	2	1	0	0

Competency 1 - Communication - contd.

1.4 Listens carefully to input before speaking

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	42%	1	1	3	1	0	0
Colleagues	63%	0	0	2	2	0	0

1.5 Shares information in a clear and concise manner

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	58%	0	1	3	1	1	0
Colleagues	81%	0	0	0	3	1	0

1.6 Adjusts approach to suit the audience

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	71%	0	0	3	1	2	0
Colleagues	44%	0	2	1	1	0	0

Competency 2 - Personal Effectiveness

2.1 Demonstrates drive and energy

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	100%	0	0	0	0	1	0
Direct Report	67%	0	0	2	4	0	0
Colleagues	63%	0	1	1	1	1	0

2.2 Effectively prioritises their work

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	100%	0	0	0	0	1	0
Direct Report	70%	0	0	2	2	1	1
Colleagues	69%	0	0	1	3	0	0

2.3 Is well organised

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	70%	0	0	1	4	0	1
Colleagues	69%	0	0	1	3	0	0

2.4 Behaves calmly under pressure

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	63%	0	1	2	2	1	0
Colleagues	44%	0	2	1	1	0	0

2.5 Does what they say – is accountable

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	100%	0	0	0	0	1	0
Direct Report	75%	0	0	2	2	2	0
Colleagues	69%	0	0	2	1	1	0

Competency 2 - Personal Effectiveness - contd.

2.6 Is proactive and achievement oriented

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	100%	0	0	0	0	1	0
Direct Report	75%	0	0	1	4	1	0
Colleagues	56%	0	1	1	2	0	0

2.7 Demonstrates accuracy and thoroughness

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	75%	0	0	0	5	0	1
Colleagues	69%	0	0	1	3	0	0

2.8 Sets high personal standards

	Score	N	R	S	F	A	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Direct Report	80%	0	0	0	4	1	1
Colleagues	69%	0	0	2	1	1	0

2.9 Delegates effectively

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	50%	1	0	3	2	0	0
Colleagues	42%	0	2	0	1	0	1

2.10 Takes action to resolve problems without delay

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	71%	0	0	2	3	1	0
Colleagues	63%	0	0	2	2	0	0

Competency 2 - Personal Effectiveness - contd.

2.11 Consistently makes effective decisions

	Bar Chart				Score	N	R	S	F	A	n/a
Self					75%	0	0	0	1	0	0
Manager					50%	0	0	1	0	0	0
Direct Report					58%	0	0	4	2	0	0
Colleagues					63%	0	0	2	2	0	0

2.12 Involves appropriate people in decision making process

	Bar Chart				Score	N	R	S	F	A	n/a
Self					75%	0	0	0	1	0	0
Manager					25%	0	1	0	0	0	0
Direct Report					58%	1	0	2	2	1	0
Colleagues					56%	0	1	1	2	0	0

Responder Comments

Manager

Lots of drive and determination and good attention to detail. Understands technical and operational requirements.

I feel Chris has a solution in mind for issues that arise and can find it hard to delegate the problem solving to others and coach them to solve the problem themselves.

Direct Report

Appears to struggle sometimes communicating to an audience! quote "I'm not here to make friends I'm here to get the job done"

chris is good under pressure but some times he needs to stand back and listen & here what other members off the team are saying

Chris is not easy to approach and comes out with negative comments that dosen't promote open conversation.

Personal effectiveness. In just my opinion, appears to aim to manage majority of situations, many of which are complicated, by accomodating almost every request, from as many people as possible, co-ordiating various departments etc and will query issues and insist on clarification where required,therefor as many people as possible recieve co-operation and assistance required to get the job done. Effectiveness is sometimes difficult to judge, but the results and successful completion of jobs speaks for itself.

Rarely listens to other peoples opinions, keeps information to himself. Very frustrating working environment.

Colleagues

Chris is driven to achieve the highest possible standard of work, however in doing so he is prone to trying to do too much himself and often fails to delegate effectively. I have the perception that this is generally where he has the opinion that the delegate will not meet the highest standards he is striving to achieve.

Also when under significant pressure, Chris can be prone to making decisions too quickly and without engaging the appropriate personnel. Again, in these circumstances Chris trys to do too much himself and with all the weight seemingly on his shoulders, often does not behave as calmly as normal when under significant pressure.

I feel I have a good working relationship with Chris and we have good discussions relating to crew make up and any changes that are required to be made. When we struggle for crew Chris is usually amenable to any options we put to him. In some cases we are fully aware when Chris is having a 'stressful' day as it comes accross in the discussions and this can tend to kick in as the trip goes on. There is a perception that Chris 'Counts the days' until it is time to crewchange. Chris is actively involved in the crew change process and is fully aware of who is crew changing when and it he has any gaps to fill.

Responder Comments

It would be an advantage for Chris to consider Adair theory on effective leadership. The theory focuses on 3 sets of interconnected needs which lead to 3 functions for the leader to carry out:

task-related function

team related function

individually orientated function

Chris cannot just concentrate on one area and neglect the other, otherwise morale and motivation of the team will decrease and tasks won't be achieved. A leader needs to be able to cope with team dynamics and see what area needs more attention.

Excellent people skills are required here and I believe this is the area that requires deeper understanding and development

Sometimes I feel there is a dissonance in Chris's affective and cognitive components which impact his behaviour. Not sure if the passion for his job has dissolved or he is losing motivation for some reason at times. Perhaps this tension could change the behaviour??

Occasionally will railroad some decisions through rather than accept a consensus. Occasionally over reacts or reacts aggressively/obnoxiously under pressure.

Competency 3 - Leading People

3.1 Has a good reputation

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	46%	0	2	3	1	0	0
Colleagues	50%	0	0	4	0	0	0

3.2 Inspires others to excel

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	58%	0	1	2	3	0	0
Colleagues	50%	0	1	2	1	0	0

3.3 Demonstrates trust in others

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	38%	1	2	2	1	0	0
Colleagues	44%	0	1	3	0	0	0

3.4 Leads by example

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	100%	0	0	0	0	1	0
Direct Report	58%	0	1	2	3	0	0
Colleagues	63%	0	1	1	1	1	0

3.5 Adapts leadership style to fit the situation

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	54%	0	2	1	3	0	0
Colleagues	44%	0	2	1	1	0	0

Competency 3 - Leading People - contd.

3.6 Motivates others to achieve what is required

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	46%	0	2	3	1	0	0
Colleagues	44%	1	0	2	1	0	0

3.7 Accepts responsibility for own actions

	Score	N	R	S	F	A	n/a
Self	100%	0	0	0	0	1	0
Manager	100%	0	0	0	0	1	0
Direct Report	63%	0	1	2	2	1	0
Colleagues	63%	0	1	1	1	1	0

3.8 Empowers their team to make decisions and take action

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	46%	1	0	4	1	0	0
Colleagues	33%	1	1	0	1	0	1

3.9 Demonstrates high standards of personal integrity

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	100%	0	0	0	0	1	0
Direct Report	60%	0	0	3	2	0	1
Colleagues	56%	0	1	1	2	0	0

3.10 Uses a range of influencing styles

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	46%	0	3	1	2	0	0
Colleagues	38%	1	1	1	1	0	0

Competency 3 - Leading People - contd.

3.11 Effectively deals with ambiguous situations

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	60%	0	1	1	3	0	1
Colleagues	50%	0	1	2	1	0	0

3.12 Prepares people for change

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	50%	1	0	3	2	0	0
Colleagues	31%	2	0	1	1	0	0

3.13 Supports individuals through the change process

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	46%	0	2	3	1	0	0
Colleagues	38%	1	1	1	1	0	0

3.14 Leads and manages well in turbulent times

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	54%	0	2	2	1	1	0
Colleagues	38%	0	2	2	0	0	0

Competency 4 - Managing Performance

4.1 Has credibility in own area of expertise

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	63%	0	1	2	2	1	0
Colleagues	81%	0	0	0	3	1	0

4.2 Demonstrates sound technical knowledge

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	58%	0	0	4	2	0	0
Colleagues	81%	0	0	0	3	1	0

4.3 Provides clear direction for the team

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	54%	0	2	1	3	0	0
Colleagues	63%	0	0	2	2	0	0

4.4 Provides team members with appropriate level of support

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	50%	0	1	4	1	0	0
Colleagues	56%	0	0	3	1	0	0

4.5 Regularly reviews team members' performance against objectives

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	60%	0	0	3	2	0	1
Colleagues	69%	0	0	1	3	0	0

Competency 4 - Managing Performance - contd.

4.6 Lets people know when they are performing well

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	42%	1	1	3	1	0	0
Colleagues	56%	0	1	1	2	0	0

4.7 Provides clear, constructive feedback where performance standards have not been met

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	38%	1	2	2	1	0	0
Colleagues	63%	0	1	0	3	0	0

Competency 5 - Risk Management

5.1 Creates a working environment that recognises and addresses potential risks

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	83%	0	0	1	2	3	0
Colleagues	63%	0	0	1	1	0	2

5.2 Proactively looks for ways to reduce workplace risks

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	79%	0	0	1	3	2	0
Colleagues	75%	0	0	0	2	0	2

5.3 Takes appropriate risks to achieve desired goals

	Score	N	R	S	F	A	n/a
Self	25%	0	1	0	0	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	20%	3	1	0	1	0	1
Colleagues	25%	1	0	1	0	0	2

5.4 Complies with Health & Safety legislation

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	100%	0	0	0	0	1	0
Direct Report	95%	0	0	0	1	4	1
Colleagues	88%	0	0	0	1	1	2

Responder Comments

Manager

Close adherence to risk management controls and procedures.
Perhaps an opportunity to further engage the team in risk management - eg HIRA review process onboard

Direct Report

It would motivate workers more if they received positive feedback were applicable.

No evidence of any performance management. Constant criticism which is not effective as I now simply don't listen to it !!

No matter whether I may always agree 100% with anything a manager does, I would state categorically that this manager believes in safety and I (we) all feel confident that should an issue become problematic, we would receive his full support. Many people state this as having his heart in the right place. This is non specific, but a general feeling that there is a genuine concern for safety. It is high on the agenda.

Colleagues

cannot comment on this part of the section as it is more related to the work offshore

Chris strives to eliminate risk and create the safest possible environment onboard the vessel, however at times tries to do too much himself and does not utilise the skills and knowledge of the rest of the team to the extent he probably should.

Talks the talk but when it comes to schedule will press personnel to rush to maintain schedules or reach self generated targets.

Unable to comment

Competency 6 - Developing self and others

6.1 Understands own personal strengths and weaknesses

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	46%	1	0	4	1	0	0
Colleagues	63%	0	0	2	2	0	0

6.2 Asks for feedback

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	42%	1	2	1	2	0	0
Colleagues	31%	0	3	1	0	0	0

6.3 Uses feedback to improve performance

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	46%	0	2	3	1	0	0
Colleagues	42%	0	1	2	0	0	1

6.4 Actively encourages the transfer of knowledge and sharing of best practice

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	71%	0	0	1	5	0	0
Colleagues	56%	0	0	3	1	0	0

6.5 Works with team members to support their development

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	50%	0	1	2	1	0	2
Colleagues	63%	0	0	2	2	0	0

Competency 6 - Developing self and others - contd.

6.6 Supports individuals to achieve challenging targets

	Bar Chart			Score	N	R	S	F	A	n/a
Self	[Green bar: 3 segments]			75%	0	0	0	1	0	0
Manager	[Blue bar: 2 segments]			50%	0	0	1	0	0	0
Direct Report	[Orange bar: 2 segments]			55%	0	1	2	2	0	1
Colleagues	[Purple bar: 2 segments]			56%	0	0	3	1	0	0

Responder Comments

Manager

I know Chris appreciates there are ways and means of achieving improved personal and team performance and he has a willingness to take part in developing this area of his skills.

I'm a bit "on the fence" as to how well Chris supports this with team members as I haven't had much opportunity to see this in practice.

Direct Report

Feedback is requested and encouraged. You can at least have an honest conversation, even a disagreement with this manager. From my own personal experience, some might misinterpret this as a weakness, because old management style in this industry was always "The Superintendant is God". Allowing staff to openly discuss issues is good, as long as it does not detract from the fact that we still need a strong confident leader for a manager, and staff must respect his position.

The team is getting used to the new change of management. It would be helpful to have positive feedback as well as hearing the constructive criticism to promote a good working relationship.

Colleagues

As previously mentioned, I am not entirely sure whether motivation levels are down or passion has gone, but when a person does not acknowledge his strengths/weaknesses, he will not be able to encourage/motivate others. Self-esteem is not satisfied?? which is affecting working relationships

Trusting the Team Value is not working at the moment between Chris and the team.

Is generally supportive and helpful but reacts poorly and obnoxiously under pressure which has an obvious effect on the supportive relationship.

The Wellservicer this year has had many 'new faces' introduced to the team and Chris has played a key role in providing feedback both positive and negative. A good quality that Chris shows is that he does not seem to be afraid to have the difficult conversations with personnel regarding poor performance. He works well with the TOMS team in this regard.

While notably improved in recent years, in the time I've known him, Chris has been reluctant to both ask for and use feedback to improve himself and others. Perhaps due to the nature of the offshore working environment, to do is perceived as a weakness.

On the positive side, when he chooses to do so, he is more than capable of supporting and mentoring others in their development.

Competency 7 - Teamwork and Relationships

7.1 Fosters a positive team spirit

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	54%	0	2	1	3	0	0
Colleagues	56%	0	0	3	1	0	0

7.2 Demonstrates personal commitment to the team

	Score	N	R	S	F	A	n/a
Self	100%	0	0	0	0	1	0
Manager	50%	0	0	1	0	0	0
Direct Report	54%	0	1	3	2	0	0
Colleagues	75%	0	0	1	2	1	0

7.3 Actively offers assistance to others

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	50%	0	2	2	2	0	0
Colleagues	50%	0	1	2	1	0	0

7.4 Puts success of team above own interests

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	50%	0	1	4	1	0	0
Colleagues	58%	0	1	0	2	0	1

7.5 Shares knowledge, learning and expertise with other parts of the organisation

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	42%	1	1	3	1	0	0
Colleagues	63%	0	1	1	1	1	0

Competency 7 - Teamwork and Relationships - contd.

7.6 Invests time in building relationships

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	35%	1	2	1	1	0	1
Colleagues	56%	0	1	1	2	0	0

7.7 Is interested in what others think / believe

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	42%	1	1	3	1	0	0
Colleagues	44%	0	2	1	1	0	0

7.8 Treats everyone fairly and consistently

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	50%	0	1	4	1	0	0
Colleagues	56%	0	1	1	2	0	0

7.9 Develops effective working relationships within the team

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	54%	0	1	3	2	0	0
Colleagues	50%	0	1	2	1	0	0

7.10 Shows respect for others

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	50%	0	3	0	3	0	0
Colleagues	63%	0	0	2	2	0	0

Competency 7 - Teamwork and Relationships - contd.

7.11 Maintains an open minded attitude

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	50%	0	1	4	1	0	0
Colleagues	63%	0	0	2	2	0	0

7.12 Networks effectively across all relevant business areas

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	75%	0	0	1	0	1	4
Colleagues	56%	0	1	1	2	0	0

7.13 Expresses disagreement tactfully

	Score	N	R	S	F	A	n/a
Self	25%	0	1	0	0	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	38%	0	4	1	1	0	0
Colleagues	44%	0	2	1	1	0	0

7.14 During disagreements, focuses upon maintaining a good working relationship

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	54%	0	1	4	0	1	0
Colleagues	44%	0	2	1	1	0	0

7.15 Handles tense situations without overreacting or becoming overly emotional

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	54%	0	2	2	1	1	0
Colleagues	38%	0	2	2	0	0	0

Competency 7 - Teamwork and Relationships - contd.

7.16 Works through conflicts to create win/win results

	Bar Chart Data				Score	N	R	S	F	A	n/a
Self	Green	Green	Green		75%	0	0	0	1	0	0
Manager	Blue	Blue			50%	0	0	1	0	0	0
Direct Report	Orange	Orange	Orange		65%	0	1	1	2	1	1
Colleagues	Purple	Purple			38%	0	3	0	1	0	0

Responder Comments

Manager

"They" or "we" - I think it's been a tough move from the Orelia to join an existing team and become their leader. Having heard Chris refer to "they" rather than "we" in several discussions on performance I think he is still finding it hard to be part of the Wellservicer team though I know he has worked well to build relationships with his back to back, the Captains and others onboard.

I think Chris is task orientated and has a view of how efficiently tasks can be done and becomes frustrated when optimum performance is not achieved, perhaps more focus on unlocking individuals capabilities and facilitating good team working as opposed to task focus will relieve frustration and achieve the best results the team are capable of

Direct Report

Chris has to open his mind to learn the strength of the new team that he leads.

chris need to no the teams on the wellserviser are here to help him and not every thing he says is right and his way is best

I've known this manager for approx 24 years, so have had appportunity to make observations, and I have to concede that he may or may not agree or even be happy with someone or a situation, but he does remain calm and he does make the effort to resolve a problematic issue. He will use resources, contacts, personnel and co-ordinate efforts and there is always a result, the job gets done. I have to state that having manners is appreciated, as it creates a better atmosphere in which to debate a topic.

No evidence of this.

Colleagues

Chris has moved to the Wellservicer this year following a long period of time on the Orelia. It must have been quite daunting for him as he came from working with an established crew and everyone was well respected and had good working relationships. That vessel had a good safety record and the crew had been pretty stable for a number of years. The perception is that Chris may be struggling to gain the respect of the team to enable them to support him fully. My understanding is that the team are very aware when Chris is not in a good mood and tend to try and keep out of his way. The perception is then that personnel are not willing to support the OCM. It is always difficult as well not to take personalities into the equation but this is something that we will always have to deal with. Not everyone is like yourself and you have to develop yourself and adapt your style in order to deal with the different personalities. Alot of it comes down to perception and how something is delivered and received. How something is communicated and how it is taken can often be taken completely the wrong way dependant on the individual. How we treat one person is not always the best way to treat another. We often find that taking a step back and thinking before hand can help the situation

Responder Comments

Despite some of the difficulties experienced following his move to the Wellservicer, I believe that Chris has clearly demonstrated commitment to the team onboard through his behaviours and sought to transfer positive ideas and working practises from the Orelia onto the vessel.

Although his intentions are always good, Chris can often become emotionally involved in disagreements and conflicts, which can sometimes inflame the situation (something I believe Chris often recognises after the event). Chris would often benefit from taking a few minutes to think about the situation prior to responding or intervening, as based on his significant offshore management experience he generally always understands how to achieve a positive outcome for all parties when not emotionally involved in the conflict.

Not really a team player, wants to dictate and over reacts occasionally in tense situations.

The feeling of mutual trust is absent at the moment. Depending on various personnel types its important to adapt appropriate leadership style. Perhaps be more opened, develop trust,provide continuous feedback. Always remember group member(s) also a part of a wider team, the organisation, who are working towards the same overall goals based on the company values.

Competency 8 - Customer Orientated

8.1 Puts the customer at the forefront of their teams goals and activities

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	75%	0	0	1	3	1	1
Colleagues	69%	0	0	1	3	0	0

8.2 Builds effective working relationships with their customers

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	67%	0	0	1	2	0	3
Colleagues	63%	0	0	2	2	0	0

8.3 Understands the needs and expectations of their customers

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	81%	0	0	0	3	1	2
Colleagues	81%	0	0	1	1	2	0

8.4 Is a role model for delivering excellent service to customers

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	25%	0	1	0	0	0	0
Direct Report	60%	0	1	1	3	0	1
Colleagues	50%	0	1	2	1	0	0

8.5 Seeks regular feedback from customers

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	50%	0	0	1	0	0	0
Direct Report	50%	0	1	0	1	0	4
Colleagues	50%	0	1	2	1	0	0

Competency 8 - Customer Orientated - contd.

8.6 Takes action to improve service before complaints arise

	Bar Chart				Score	N	R	S	F	A	n/a
Self	[Green bars]				75%	0	0	0	1	0	0
Manager	[Blue bars]				50%	0	0	1	0	0	0
Direct Report	[Orange bars]				69%	0	0	1	3	0	2
Colleagues	[Purple bars]				38%	0	3	0	1	0	0

8.7 Takes customer concerns seriously

	Bar Chart				Score	N	R	S	F	A	n/a
Self	[Green bars]				75%	0	0	0	1	0	0
Manager	[Blue bars]				50%	0	0	1	0	0	0
Direct Report	[Orange bars]				75%	0	0	1	2	1	2
Colleagues	[Purple bars]				56%	0	0	3	1	0	0

Competency 9 - Continuous Improvement

9.1 Is open to new ideas

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	58%	0	1	2	3	0	0
Colleagues	56%	0	0	3	1	0	0

9.2 Actively looks for better ways of doing things

	Score	N	R	S	F	A	n/a
Self	100%	0	0	0	0	1	0
Manager	75%	0	0	0	1	0	0
Direct Report	63%	0	1	1	4	0	0
Colleagues	63%	0	0	2	2	0	0

9.3 Provides help to team members to implement new ideas

	Score	N	R	S	F	A	n/a
Self	50%	0	0	1	0	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	54%	0	1	3	2	0	0
Colleagues	63%	0	0	2	2	0	0

9.4 Challenges 'the way it has always been done'

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	50%	0	1	4	1	0	0
Colleagues	44%	0	1	3	0	0	0

9.5 Is open about mistakes

	Score	N	R	S	F	A	n/a
Self	75%	0	0	0	1	0	0
Manager	75%	0	0	0	1	0	0
Direct Report	50%	0	2	3	0	1	0
Colleagues	56%	0	0	3	1	0	0

Competency 9 - Continuous Improvement - contd.

9.6 Encourages people to take acceptable risks in pursuing improvement opportunities

					Score	N	R	S	F	A	n/a
Self					25%	0	1	0	0	0	0
Manager					75%	0	0	0	1	0	0
Direct Report					15%	3	1	1	0	0	1
Colleagues					17%	1	2	0	0	0	1

Responder Comments

Manager

I think Chris has a positive and energetic approach to getting the job done. At times his manner can be very direct and this can have the affect of alienating people. He has a wealth of technical, operational and people management experience; the challenge is to be able to use this tactfully and patiently so the benefit of it is absorbed into the team and individuals involved.

Direct Report

The text I'm writing in the boxes and the answers I check off, are my own opinions, based upon what I have seen, heard and sometimes I would have to presume. Some questions would require an explanation, such as whether a manager would encourage people to take "acceptable risks" etc. We risk assess almost everything we do. By definition, this manager follows company policy and actively discourages staff from taking any risks. We are frequently told by him that "No job is so important that we cannot take the time to do it safely." I do believe he means it sincerely and is not just reading off a page.

Chris has a good reputation to achieve big projects in time for customers. Now on a new vessel has to learn the strength of his team members and nurture mutual respect in order to have a good working environment that is successful and pleasant.

No comment

Colleagues

As a leader to get followers invloved into decision-making. Have the ability to display enthusiasm and optimism in order for the team to work together well to achiever goals

Chris always clearly understands the requirements of the customer (irrespective of whether this is T-MOS management, the project team or the client), but would benefit from taking more time to build better working relationships with some people. In my opinion, doing so would eliminate some of the conflict by creating an enviroment where a greater level of (two way) feedback could be shared constructively and subsequently allowing positive improvements to be made before items become big issues.

Generally open with regard to mistakes although not always.

I found this section difficult to comment on as my perception is that Chris has had a very challenging year to date as he has been moved onto a different vessel within the fleet and has had to get to know a whole new team. It takes time to understand the strengths and weaknesses within a team and genarally start to build new relationships. Chris has approached this extremely well but on some occasions his true feelings have become apparent and the perception is that it would be easier just to go back to the way it was, but at the same time he understands that is not going to happen. If Chris is given the right support then he will continue to develop and he will start to gain the respect that he deserves from the team members. I can already see from discussions that have been held with Chris that he is engaged with management and keen to improve things and this will help put Chris in a better place for the time that he spends offshore.

Section Four - Top/Bottom Ten

Top Ten - Ranked by average of all respondent scores (excluding self score)

M Manager

D - Direct Report

C - Colleagues

Ques. No.	This person...	Self	M	D	C	Avg
5.4	Complies with Health & Safety legislation	75%	100%	95%	88%	92%
8.3	Understands the needs and expectations of their customers	75%	50%	81%	81%	78%
2.5	Does what they say – is accountable	75%	100%	75%	69%	77%
5.2	Proactively looks for ways to reduce workplace risks	75%	75%	79%	75%	75%
2.8	Sets high personal standards	100%	75%	80%	69%	75%
5.1	Creates a working environment that recognises and addresses potential risks	75%	75%	83%	63%	73%
2.7	Demonstrates accuracy and thoroughness	50%	75%	75%	69%	73%
2.2	Effectively prioritises their work	50%	100%	70%	69%	73%
4.1	Has credibility in own area of expertise	75%	75%	63%	81%	71%
2.6	Is proactive and achievement oriented	75%	100%	75%	56%	71%

Section Four - Top/Bottom Ten

Bottom Ten - Ranked by average of all respondent scores (excluding self score)

M Manager

D - Direct Report

C - Colleagues

Ques. No.	This person...	Self	M	D	C	Avg
9.6	Encourages people to take acceptable risks in pursuing improvement opportunities	25%	75%	15%	17%	25%
5.3	Takes appropriate risks to achieve desired goals	25%	75%	20%	25%	31%
7.13	Expresses disagreement tactfully	25%	25%	38%	44%	38%
3.8	Empowers their team to make decisions and take action	75%	25%	46%	33%	39%
3.10	Uses a range of influencing styles	50%	25%	46%	38%	40%
6.2	Asks for feedback	50%	50%	42%	31%	42%
3.13	Supports individuals through the change process	50%	50%	46%	38%	42%
3.12	Prepares people for change	50%	50%	50%	31%	42%
3.3	Demonstrates trust in others	75%	25%	38%	44%	42%
7.7	Is interested in what others think / believe	75%	50%	42%	44%	44%

Section Five - Comments (Continue/Stop/Start)**Continue****Manager**

Raising issues that others have ignored or not addressed.

Facing the challenges the job brings, even when feeling de-motivated - your determination is a strength

Direct Report

.
Listening to his staff when they are trying to help improve the work loads.

Listening to staff, encouraging people to be attentive. Putting safety first.

The hard work that he has a reputation for. This questionnaire shows the willingness to improve and identify areas to work on.

Colleagues

(a) to share and implement positive ideas and working practises from the Orelia onto the Wellservicer.

(b) demonstrating the drive and commitment to deliver work to the highest possible standard.

providing support, share views and experience

being truthful

With positive attitude and drive for improvement. Continue with taking improvements and change forward and assistance with management of change and assistance of personnel to accept change and improvement. Encouraging team to work safely.

Section Five - Comments (Continue/Stop/Start) - contd.**Stop****Manager**

Being frustrated when others don't see what seems obvious to you

Direct Report

Stop worrying about less important issues like people having a sandwich at work, of course it's not very professional to see a control room full of crockery, but sometimes we prioritise upon being actually present when it is very busy, grabbing a sandwich to eat on the job is actually putting the job first. Let's try to concentrate upon the bigger issues and get the vessel a great name again.

.
interfering when a task is in hand.

Talking

The negative attitude toward this vessel.

Colleagues

(a) trying to do everything himself - its not possible

(b) becoming emotionally involved in conflicts / disagreements (its not personal, its work)

being negative

Instilling in the team that time and targets are essential, the result is rushing tasks or cutting corners which leads to mistakes. Over reacting when pressure is on, a calm and controlled assistance is required not a screaming banshee.

Section Five - Comments (Continue/Stop/Start) - contd.

Start

Manager

Asking "how can I help you improve our performance ?"

Trust the team, have confidence you've done your bit and let them do theirs.

Direct Report

Improve communication skills, be more articulate, empower people

Everyone has something to bring to the table! Listen

Listening

Looking for positive ways to encourage the team to change from your previous experience.

take a more detailed approach if someone wants to take the time to explain exactly, technically in detail, why they feel something is better/worse /good idea or even a problem. Dont worry about not being an engineer or a tech, you dont need to be, a tech will usually manage to put it in terms we can all understand, and explain why something is or is not a good idea. I cannot personally condense an issue, and sometimes struggle to get all the info across, but that does not detract from the fact, at times it is inadequate to simply brush over an issue, sometimes we need the time to explain. Start to recognise the ship has many problematic issues, many of which are directly caused by negligence and deliberate deaf ears for years. it would take some time and money to catch up to where we ought to be. I am incapable of adopting a total "Why should I care if no-one else does" approach, but I and others need a manager who can spare the time to take in all the details and reasons which he would be in a better position to progress through his influence at management level. we know a lot is old complaints and it's very boring dry topics. treating people with the respect they deserve.

Colleagues

(a) sharing the workload and responsibility across his team on the vessels (he can't do it all himself).

(b) giving more clear, constructive feedback to everyone he works with, onshore and offshore (for positive as well as negative behaviors) and being receptive to the same feedback in return.

Listening to people more & communicating before going into print to the world about issues which can easily be resolved through discussion.

thinking of a bigger picture, Technip as a wide organisation and its community

focus on the team and individuals

encouraging and motivating the team

displaying great leadership skills