



**TAP 360°  
Sample Feedback Report**

**SAMPLE**

**Client Name**  
**Company Name**  
**Date**



## Introductory notes

Feedback is a critical component of learning and personal feedback is no different. TAP 360° is designed to offer managers the opportunity to gain feedback on their performance from the people who know them best - their peers, team members and line manager. This feedback allows you to identify strengths and areas where skills can be improved.

The purpose of this report is to provide you with development feedback which can be used to form an action plan for future skills development. It is not intended to be used for any other purpose. The findings in this report will be discussed in further detail with you by your personal advisor and together you will create a Personal Development Plan to support you in further development.

## Structure

Designed around the newly revised 2004 Management Standards, TAP 360° is centred on the 6 core areas: Managing Self; Providing Direction; Facilitating Change; Working with People; Using Resources and Achieving Results. Using each of these areas, the tool highlights the following:

- Your rating of your ability in each skill area;
- Your colleagues' rating of your ability in each skill area;
- Your perception of the importance of each skill for your role;
- Your colleagues' perception of the importance of each skill for your role.

## What Next?

After reading through the report, questions you may like to ask are:

- Are there differences between how you perceive yourself and how others perceive you?
- Are there differences in the importance that you place on a particular skill and the importance that others have placed on the skill?
- In which areas do you demonstrate a high level of skill and which areas require some further development?
- How important for your role are these areas?

Your advisor will go through the results with you and help you put together a personal development plan, found at the back of this report.

If you have any questions in relation to this report, please contact your personal advisor:

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## Using this Report

The report is divided into 4 sections.

### 1. Questions

The first section presents the responses given in relation to your performance against each skill area, and compares the importance of that skills for your role.

### 2. Comments

This section presents the comments made both by yourself and your colleagues when completing the questionnaire. In each instance, your comments are presented first.

### 3. Summary Area

The summary area sets out the results in a more visual format, as follows:

- a. *Importance*: comparing the perception of the importance of each skill;
- b. *Skills Feedback*: summarising the perception of your skills and the perception of the importance of each skill in your job role.

### 4. Personal Development Plan

Once your report has been compiled, your advisor will arrange a meeting with you to discuss the findings. At this point, your advisor will support you in completing the personal development plan with respect to actions resulting from this report.

## Number of Respondents

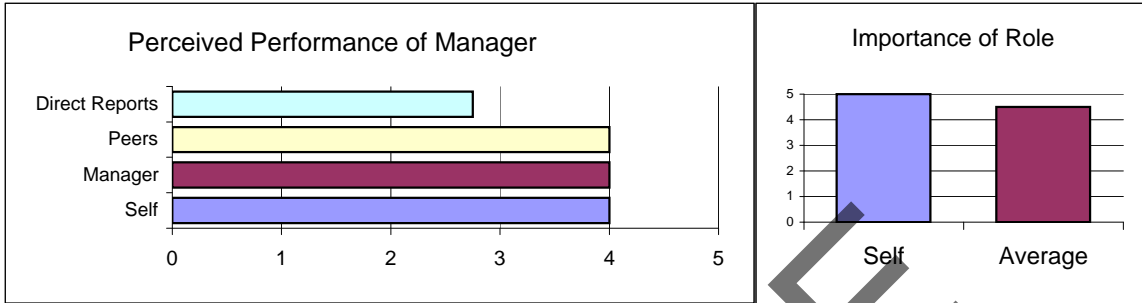
This report was created with the following responses:

Self	1
Managers	1
Peers	4
Direct Reports	4

## Managing Self

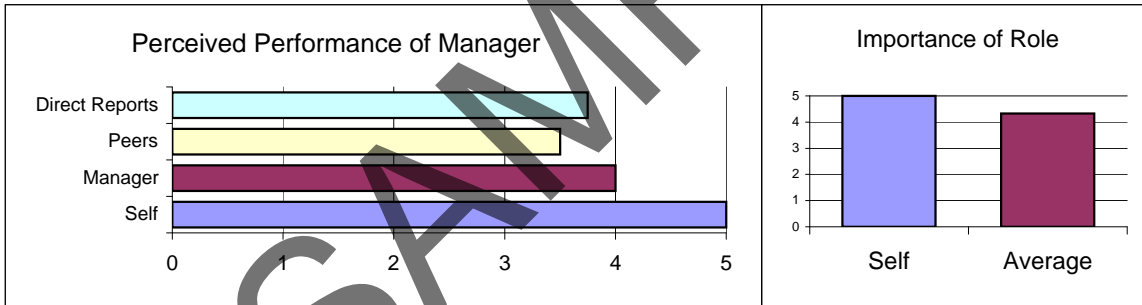
1. **Name** demonstrates the skills required to prioritise **her** work well within **her** role.

	Self	Manager	Peers	Direct Reports	Average
Performance	4	4	4	2.75	3.38
Importance	5	5	4.67	4.25	4.5



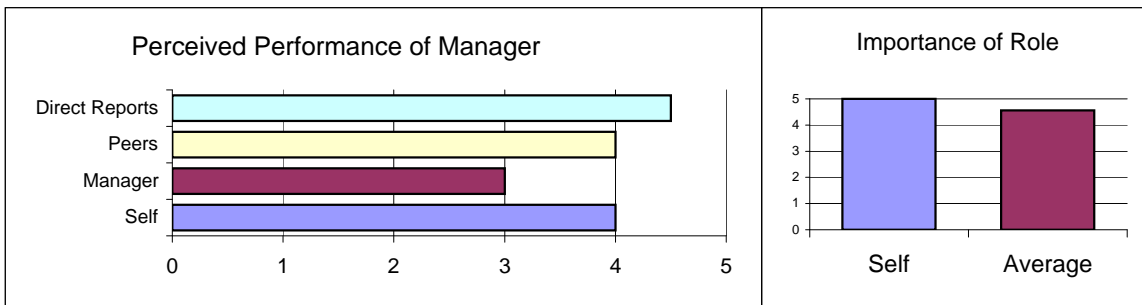
2. **Name** copes well with pressure from changing circumstances.

	Self	Manager	Peers	Direct Reports	Average
Performance	5	4	3.5	3.75	3.67
Importance	5	5	4.5	4	4.33



3. **Name** keeps promises and carries out what **she** says **she** will do.

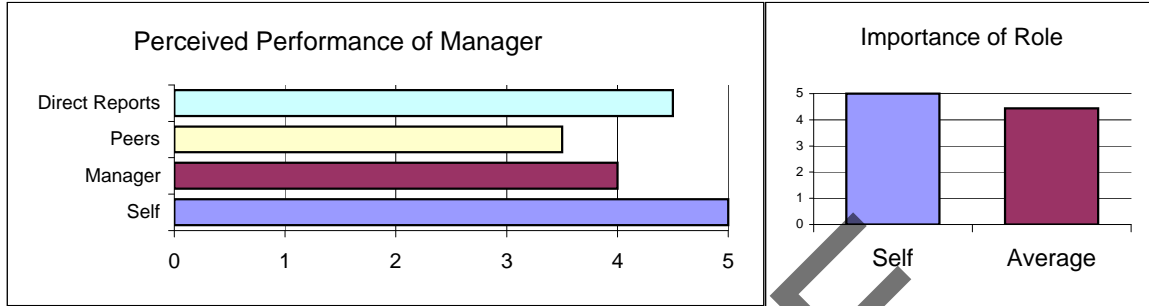
	Self	Manager	Peers	Direct Reports	Average
Performance	4	3	4	4.5	4.11
Importance	5	5	4.75	4.25	4.56



## Managing Self (contd)

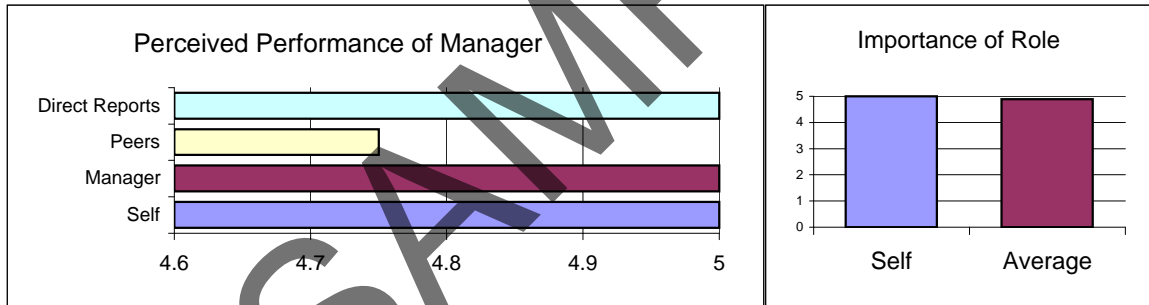
4. **Name** shows integrity, fairness and consistency in decision making.

	Self	Manager	Peers	Direct Reports	Average
Performance	5	4	3.5	4.5	4
Importance	5	4	4.25	4.75	4.44



5. **Name** displays a positive attitude towards work.

	Self	Manager	Peers	Direct Reports	Average
Performance	5	5	4.75	5	4.89
Importance	5	5	4.75	5	4.89



## Comments

### Managing Self

\* In the short time I have worked along side NAME I can honestly say she has made a great improvement and takes her role very seriously.

### Providing Direction

\* I was very impressed with Name when she personally visited our showroom last year. With her knowledge and understanding we were able to greatly reduce our customers debtors list.

### Facilitating Change

\* New process appear to take a while for NAME to fully understand, however once understood NAME manages the process well.

\* NAME has always advised us of any changes to our system and emphasizes on the importance of these changes

### Working with People

\* NAME has quickly established a good working relationship with customers, both internally and externally.

### Using Resources

\* NAME might benefit from some IT training around presentations as she lacks confidence in this area.

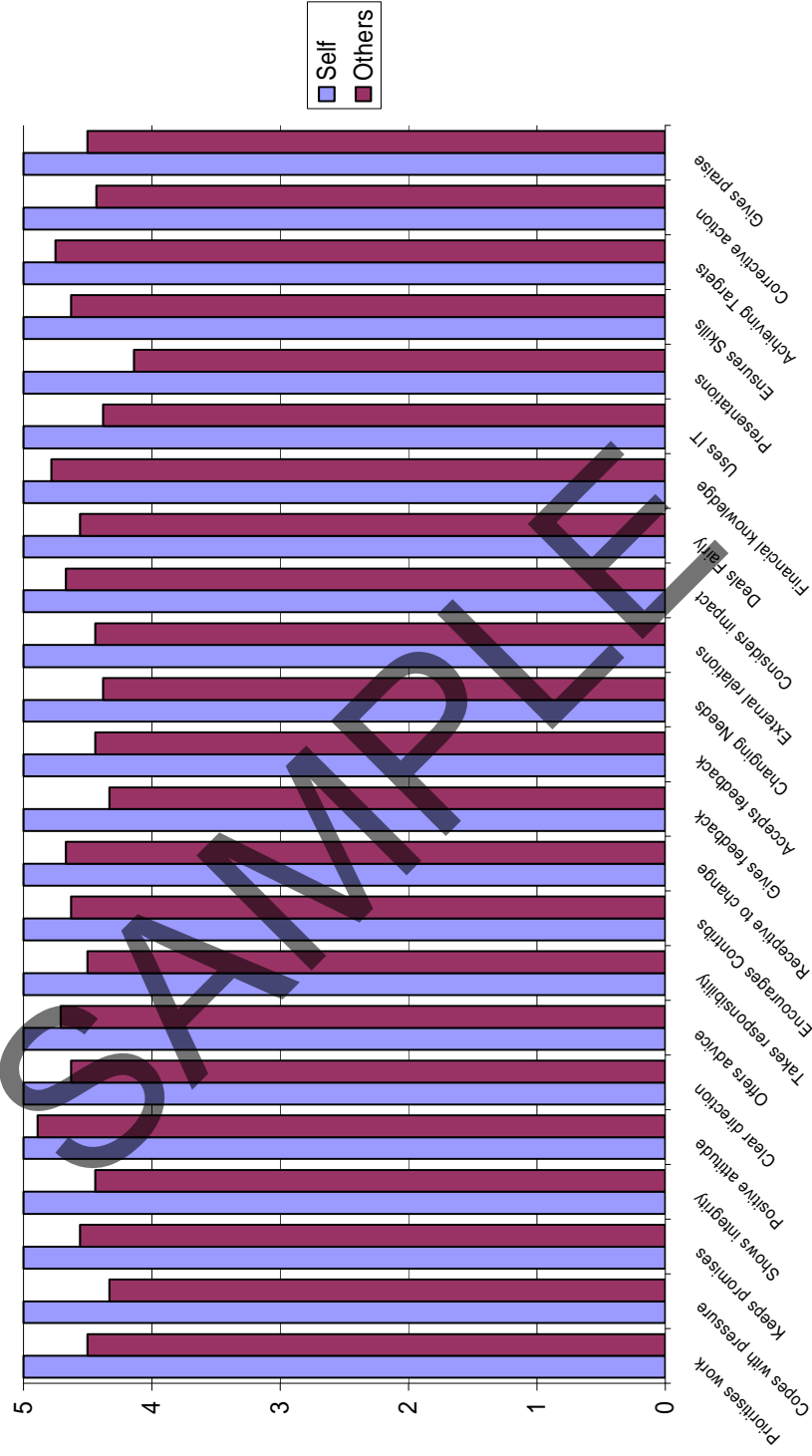
### Achieving Results

\* NAME is keen to achieve results and works hard in order to do so.

## Performance Rating

Core Skill	Rating
Managing Self	81%
Providing Direction	74%
Facilitating Change	73%
Working with People	67%
Using Resources	71%
Achieving Results	83%
<b>Overall</b>	<b>75%</b>

### Perceived Importance of Skill



## Measuring Progress

Once you have completed training to address any skills gaps that this tool has identified, it may be that you would like to redo the 360° appraisal to assess whether the training has been effective at improving your management skills. Please contact us to discuss this further.

## Skills for Enterprise

Skills for Enterprise, based in Leicester, are dedicated to the training needs of individuals and organisations who are looking to consistently develop their skills and achieve goals.

We offer **over 500 courses** so whether you are looking to improve your management training, want to develop your skills through learning or have an innovative idea to start up a business, we can help you get the answers and results you want.

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- E-learning in conjunction with **learndirect**
- Support for Start up Businesses

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