



# Multi-Rater 360° Feedback Report

*Prepared for*

**Bob Berger**

*Tuesday, December 27, 2005*

**CONFIDENTIAL**

## **Profile of Raters**

Self:	1
Manager:	2
Peer / Int. Cust:	3
Direct Report:	6
<b>Total Raters</b>	<b>12</b>

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Administered by:

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# Celanese Multi-Rater Feedback Report

## Introduction

This Celanese Multi-Rater Feedback Report gives you perceptual information about your skills and behaviors based on the questionnaires you sent to four groups of individuals; yourself, your manager, your direct reports, and your peers. Behaviors highlighted in this survey originate out of Celanese's Performance Management Success Factors.

A brief description of each section of your Feedback Report is provided here.

### *1. Profile of Raters (Cover Page)*

This listing outlines the total number of participants for each rater group and the total number of raters participating in the process.

### *2. Introduction (This Page)*

This section orients you to each of the major sections included in your Feedback Report. By understanding the purpose of each section, you will be better able to interpret the results.

### *3. Main Report Section*

This section provides a summary section for each of the 12 Success Factors. In total the main report contains 53 quantitative and 13 open-ended questions for a total of 66 data points. It is broken out to reflect the following 3 components:

- **Success Factor Category Summary** - Each Success Factor contains a summary graph reflecting the overall scores in this area followed by the individual question scores. The horizontal lines represent the average (or mean) of the raw scores you received within each rater group.
- **Weighted Total** - This vertical average provides a combined view of your individual scores (your Self rating is not included) across the 3 rater groups of Manager, Peers and Direct Reports. Its intent is to provide you with an accumulated total for each Success Factor Category and associated behaviors.
- **Written Comments** - are also included and segmented by rater group to broaden your understanding and interpretation of the averaged scores. These comments are transcribed verbatim.

### *4. Highest & Lowest Behaviors*

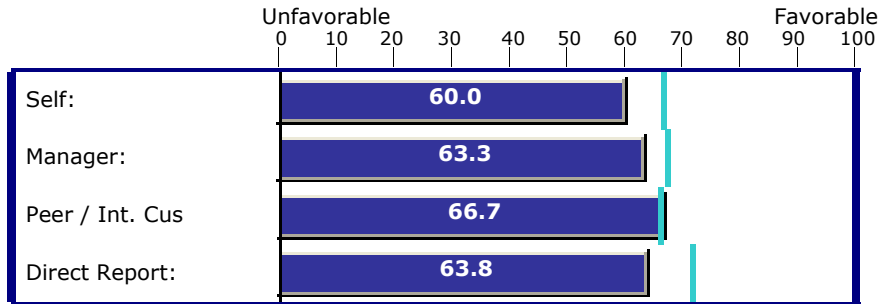
This section contains your ten highest & lowest results. It is based on the Weighted Total result (see definition above) and is depicted in the far right vertical results column.

### *5. Glossary of Terms*

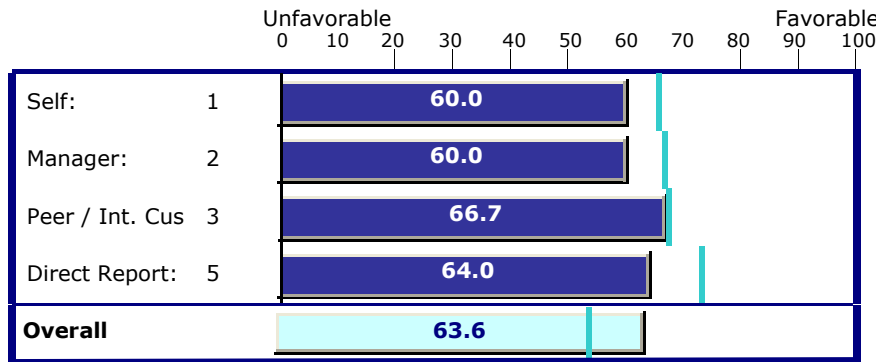
This section defines survey calculation terms and symbols used at the bottom of the Main Section Report.

# Relations & Networks

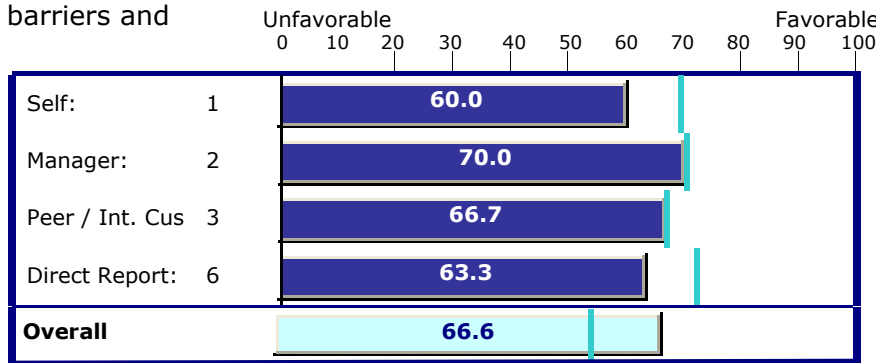
## Relations & Networks



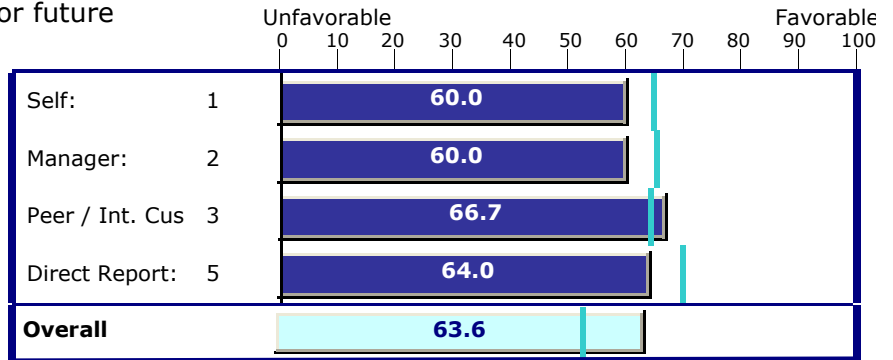
1. This person proactively uses networks and relationships to build support for ideas and projects.



2. This person develops collaborative working relationships with peers and colleagues to break down barriers and accomplish work goals.



3. This person cultivates networks in the organization to garner support and create a foundation for future influence.



## Written Comments:

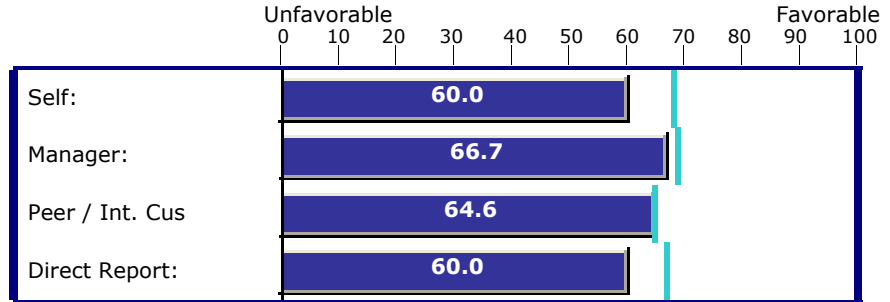
**Question: 4**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

**Manager:** Bob is new in his position and I like how he is working closely with his peers to build support.

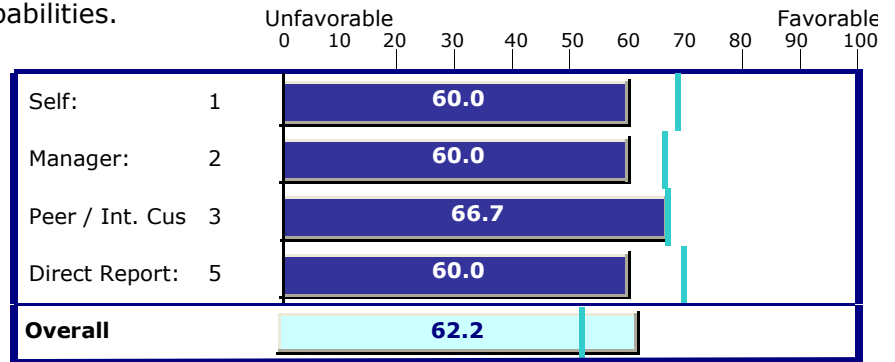
**Direct Report:** Bob needs more time to demonstrate this skill.

# Developing Others

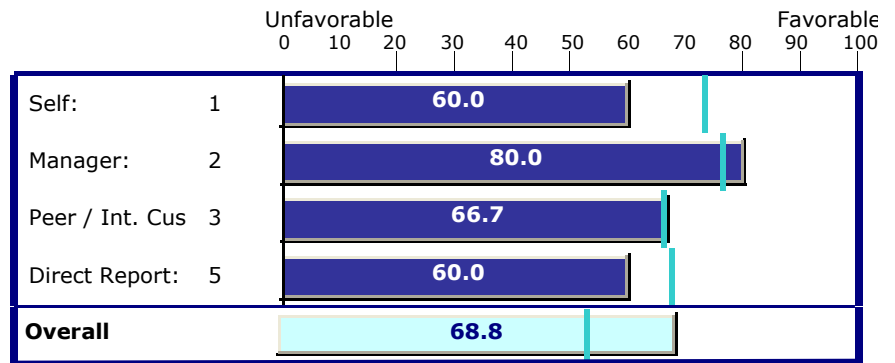
## Developing Others



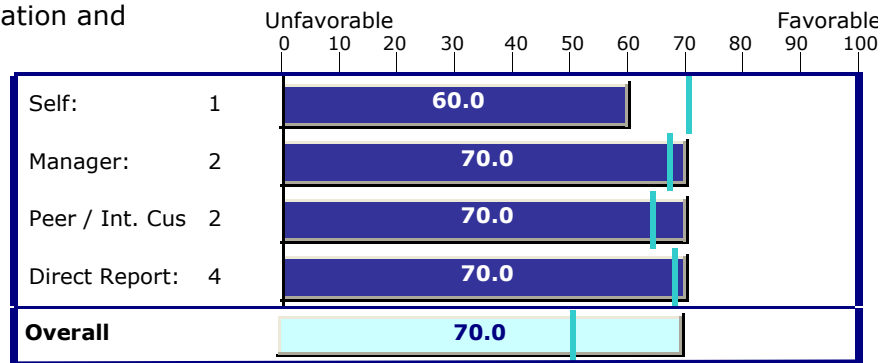
5. This person promotes an environment for productive learning and continuous upgrading of capabilities.



6. This person recognizes and appropriately rewards performance.



7. This person helps others reach higher levels of performance through delegation, participation and coaching.

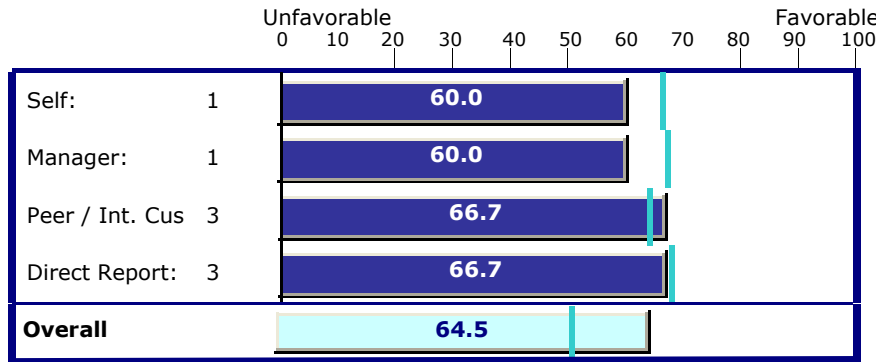


# Developing Others

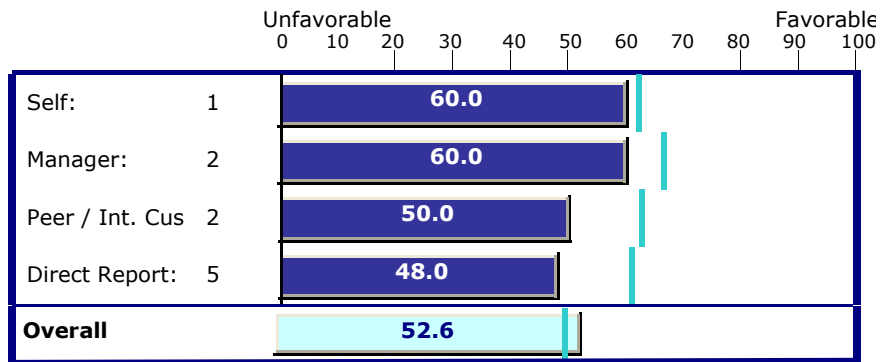
Profile of: Bob Berger

Date Administered: 27-Dec-05

8. This person accurately identifies strengths and development needs in others.



9. This person creates an environment that encourages innovation and risk-taking.



# Developing Others

## Written Comments:

**Question: 10**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

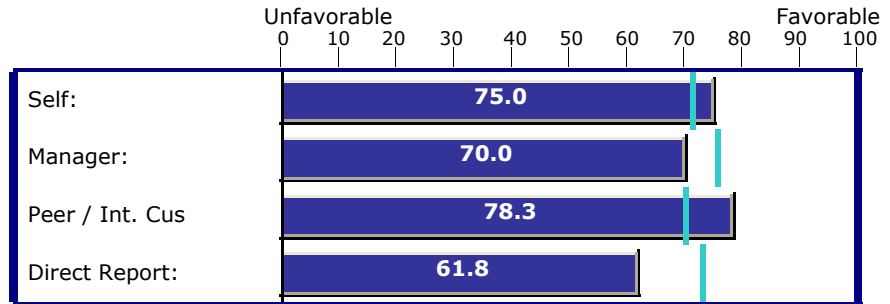
**Manager:** I know Bob is doing coaching however after two months in his current job, I do not have enough information to accurately assess this competency.

**Peer / Int.** Bob needs to develop appropriate performance measures for his direct reports  
**Cust:** that align with organizational objectives.

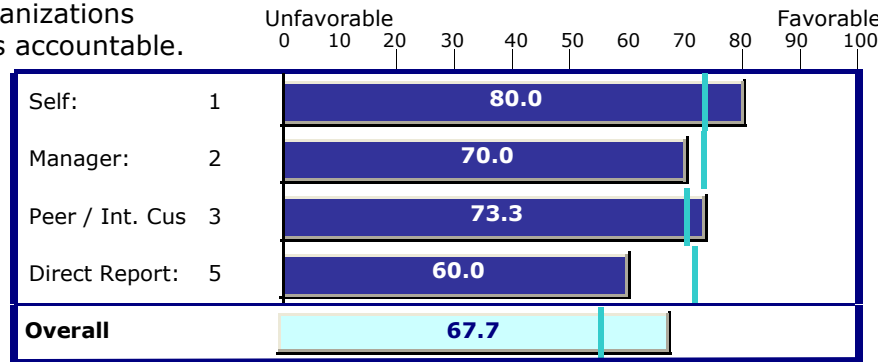
**Direct Report:** Not enough time (working with Bob) to rate this area.

# Results Orientation

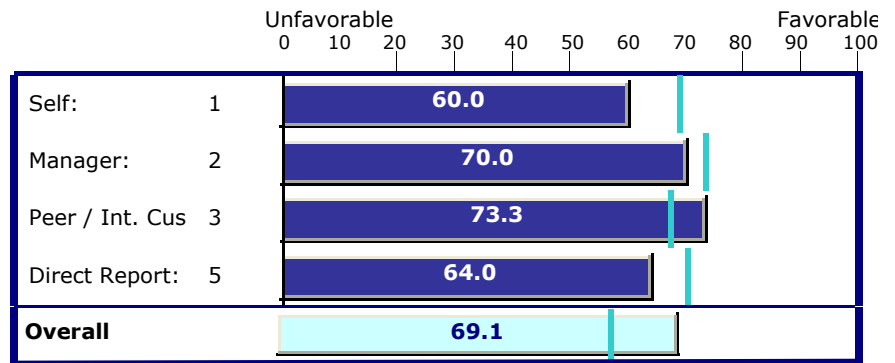
## Results Orientation



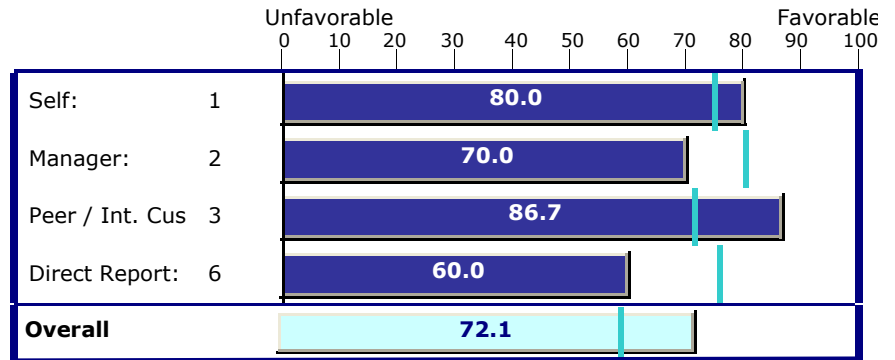
11. This person is willing and able to be competitive and take appropriate risks in growing the organizations profitability, while holding self and others accountable.



12. This person sets clear, high standards of performance with credible metrics.



13. This person takes initiative, is a self-starter, demonstrates a bias for action.

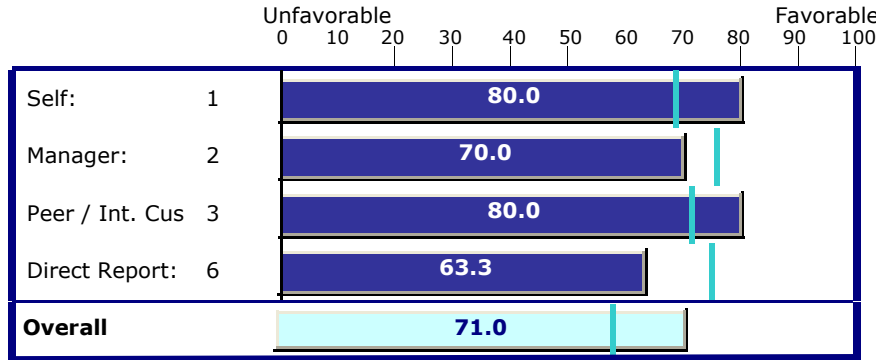


# Results Orientation

Profile of: Bob Berger

Date Administered: 27-Dec-05

14. This person acts quickly to resolve issues or problems when they arise.



# Results Orientation

## Written Comments:

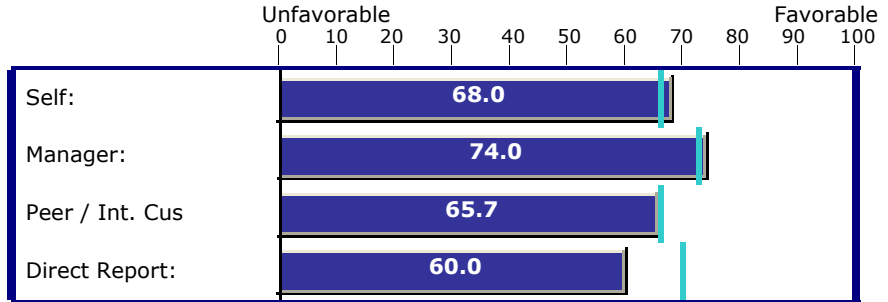
**Question: 15**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

**Manager:** I appreciate Bobs willingness to confront problems and drive results. He is just what we need. Keep it up.

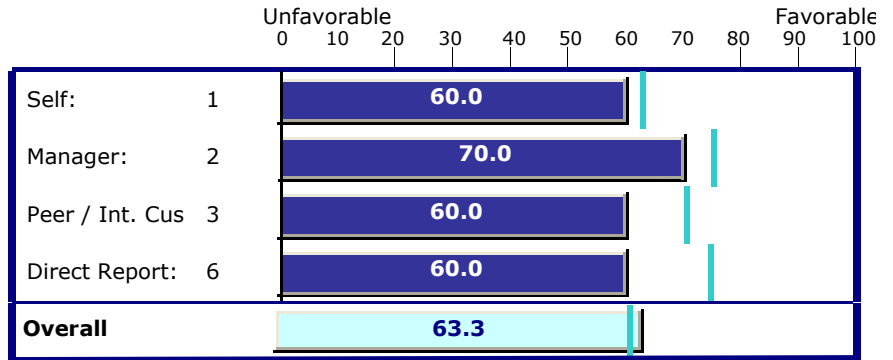
**Manager:** Bob is in an area where a step level change in performance is required for the site to be successful. I THINK Bob, "can set high standards with metrics", "demonstrate a bias for action", and "act quickly to resolve issues"- but we need to see more of this everyday.

# Courage

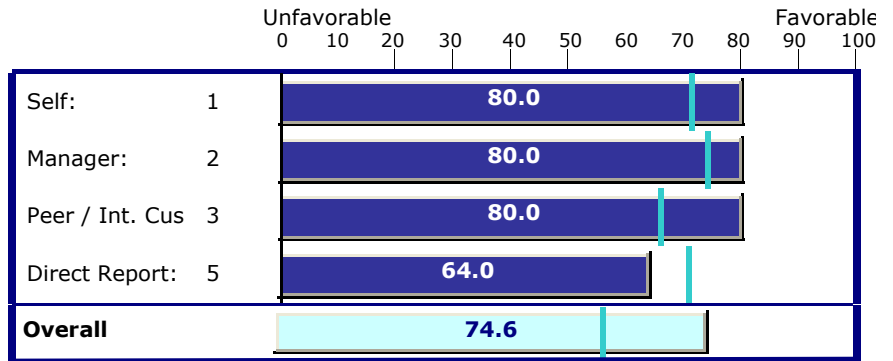
## Courage



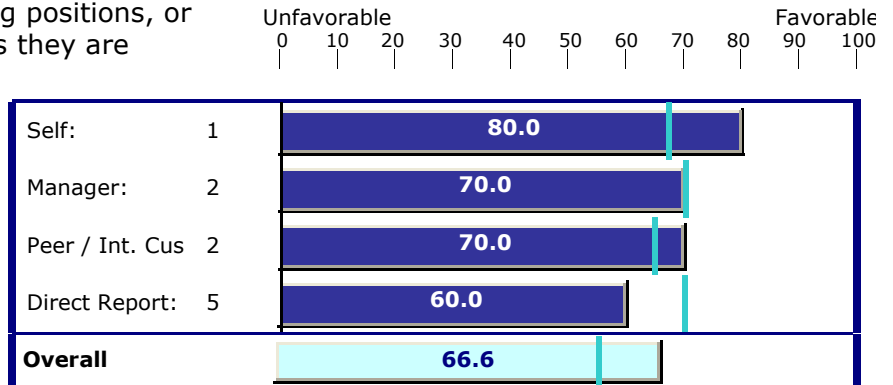
16. This person speaks out for what he/she believes in.



17. This person challenges the status quo or traditional way of doing things.

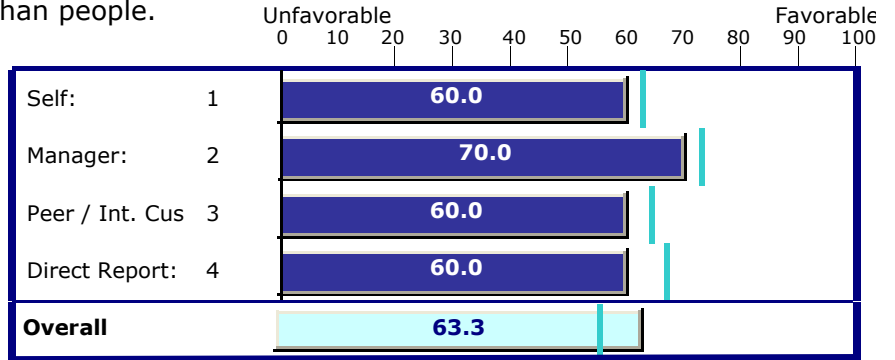


18. This person demonstrates the willingness to make and accept unpopular decisions, take opposing positions, or take unpopular actions when he/she feels they are necessary.

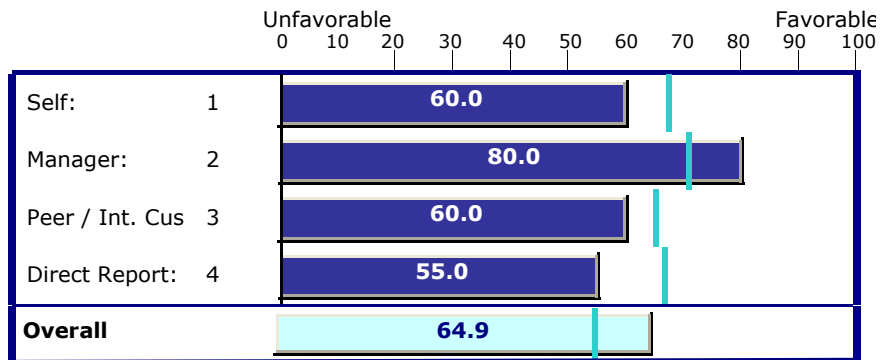


# Courage

19. This person addresses conflict openly and constructively focusing on issues rather than people.



20. This person demonstrates courage to do what is right despite personal risk or discomfort.



# Courage

Profile of: Bob Berger

Date Administered: 27-Dec-05

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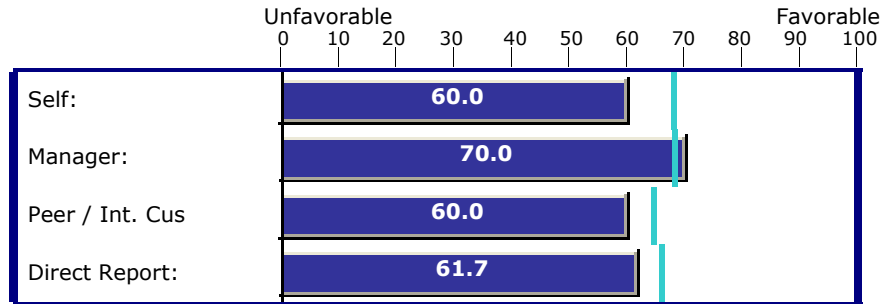
## Written Comments:

**Question: 21**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

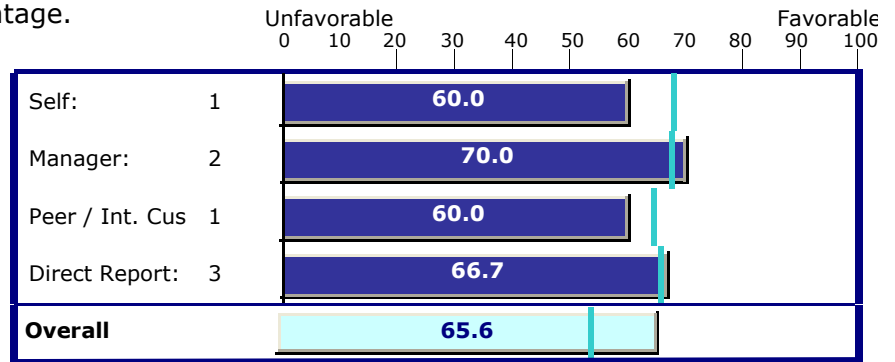
**Manager:** Bob brings a good maintenance background to Celco. He sees many issues and is not afraid to speak his mind and challenge why we do things.

# Multiculturalism & Diversity

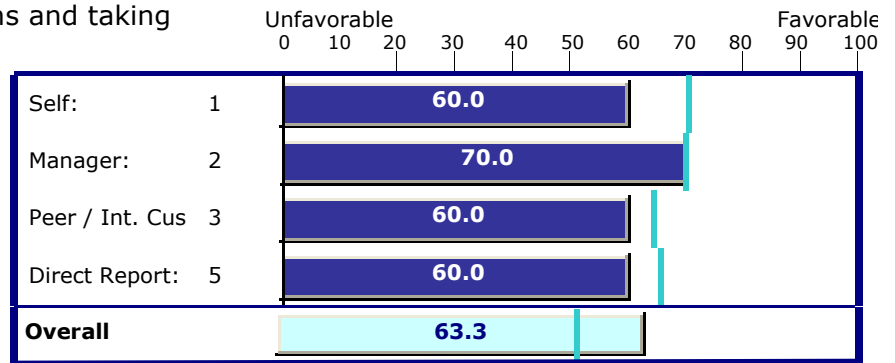
## Multiculturalism & Diversity



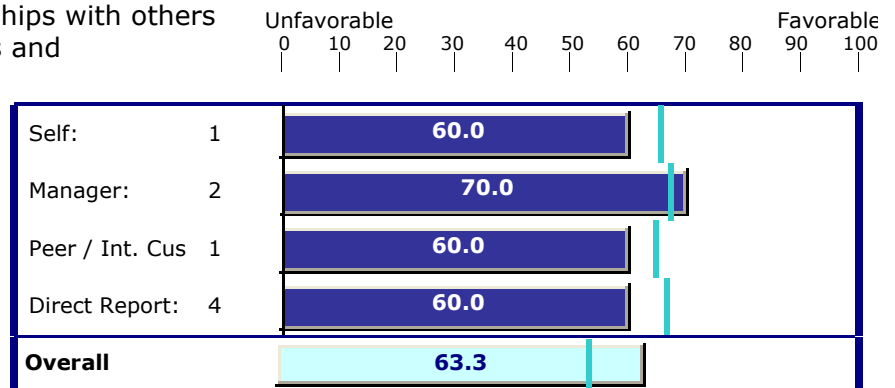
22. This person views differences as an asset and leverages diversity for competitive advantage.



23. This person looks at issues and opportunities from others viewpoints before making decisions and taking action.



24. This person adjusts his/her behavior, style or approach as appropriate to build effective relationships with others who have different values, cultural styles and perspectives.



# Multiculturalism & Diversity

Profile of: Bob Berger

Date Administered: 27-Dec-05

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## Written Comments:

**Question: 25**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

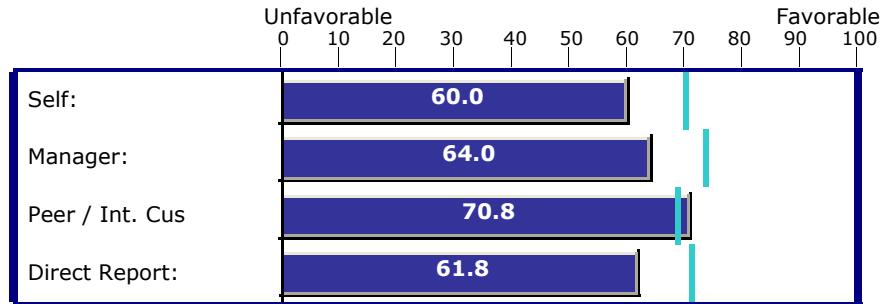
**Manager:** No data

# Strategic Thinking & Business Understanding

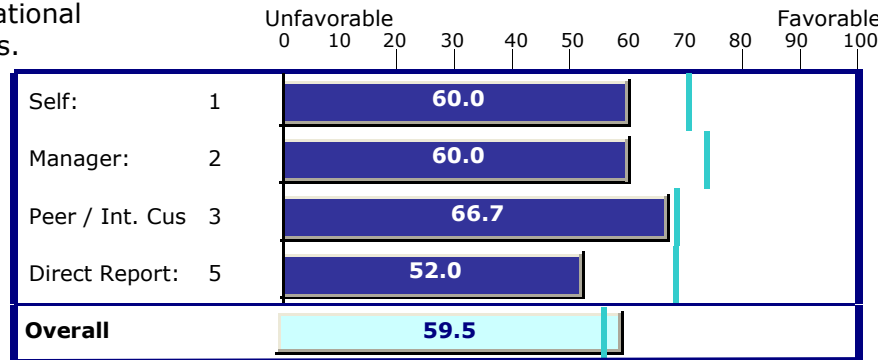
Profile of: Bob Berger

Date Administered: 27-Dec-05

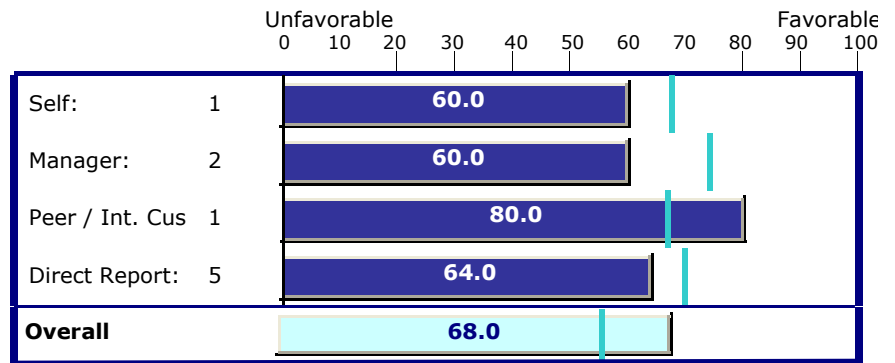
## Strategic Thinking & Business Understanding



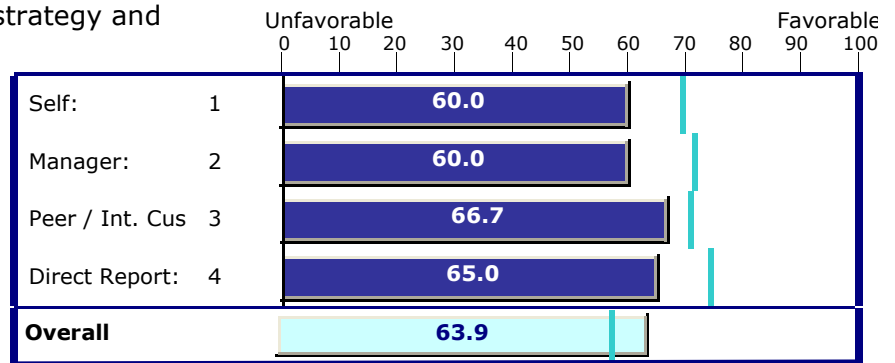
26. This person thinks through the implications of decisions and actions on people, organizational components, shareholders and customers.



27. This person anticipates future needs and identifies potential options and constraints.



28. This person knows and understands the company's strategy and the link between company strategy and individual activities.

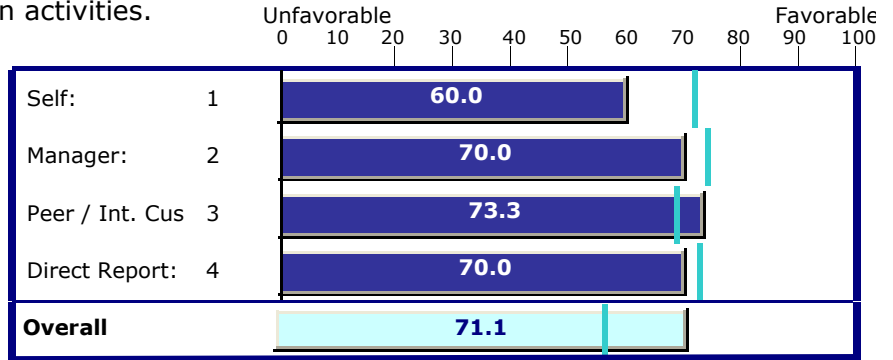


# Strategic Thinking & Business Understanding

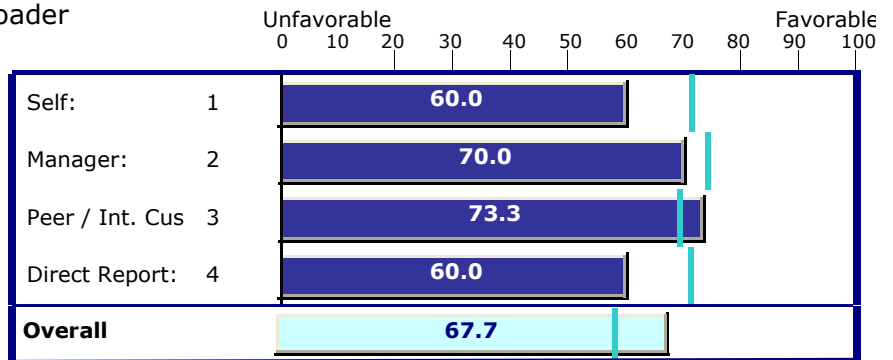
Profile of: Bob Berger

Date Administered: 27-Dec-05

29. This person focuses not only on day-to-day tasks, but also considers longer-term aspects of own activities.



30. This person aligns the strategic priorities of own area with the direction and priorities of the broader organization.



# Strategic Thinking & Business Understanding

Profile of: Bob Berger

Date Administered: 27-Dec-05

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## Written Comments:

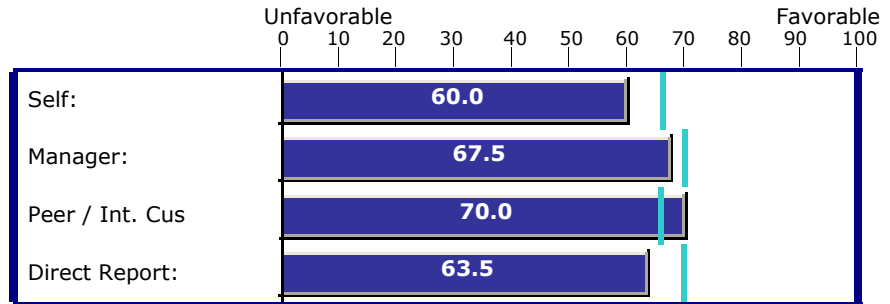
**Question: 31**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

**Manager:** Bob needs to continue to learn our strategy and how his organization impacts the Company. This just takes time and Im sure Bob will do this.

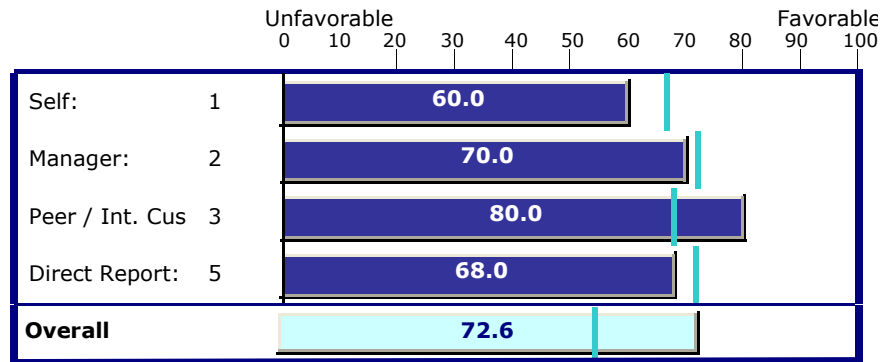
**Direct Report:** Lead bold initiatives to improve overall plant / equipment reliability

# Change & Innovation

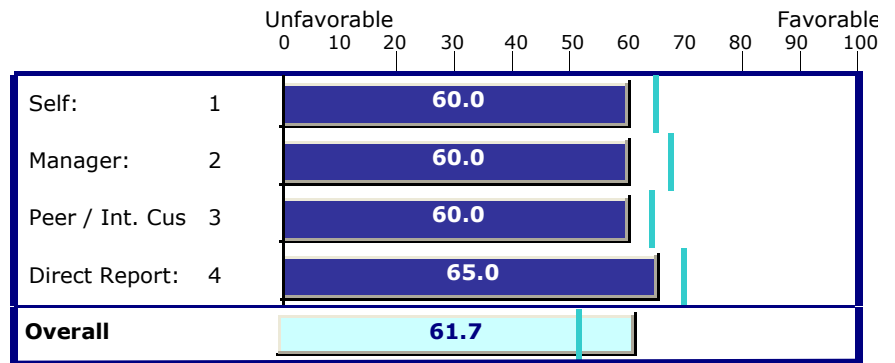
## Change & Innovation



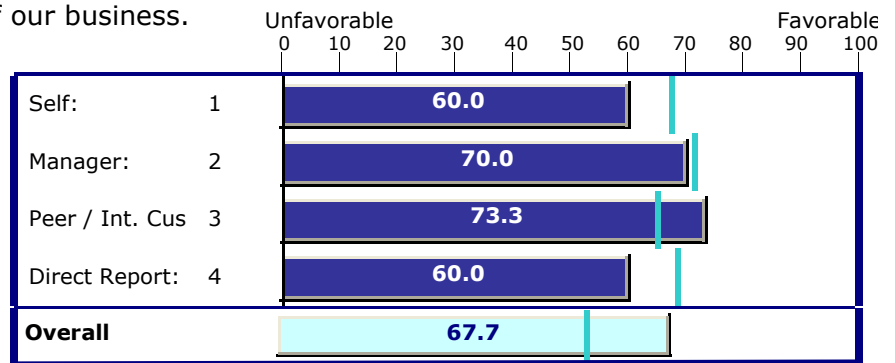
32. This person embraces change and is an enthusiastic participant in the process.



33. This person helps others adapt and remain effective during change. .



34. This person challenges the status quo and inspires continuous improvement in all aspects of our business.

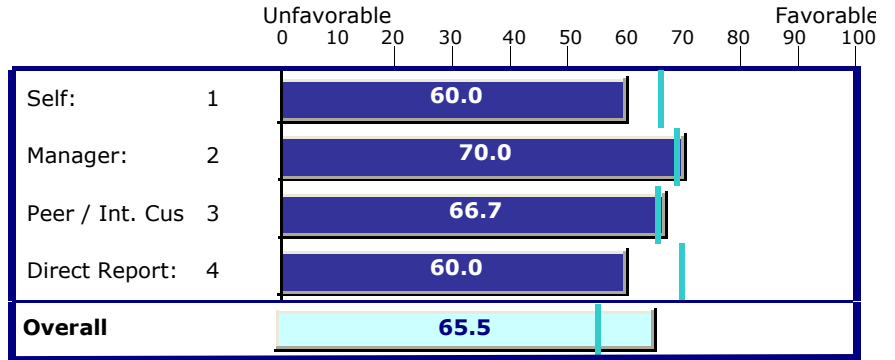


# Change & Innovation

Profile of: Bob Berger

Date Administered: 27-Dec-05

35. This person challenges paradigms and demonstrates out-of-the-box" thinking. "



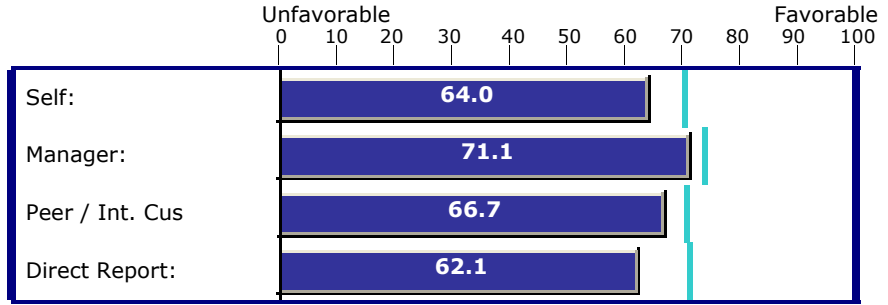
## Written Comments:

**Question: 36**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

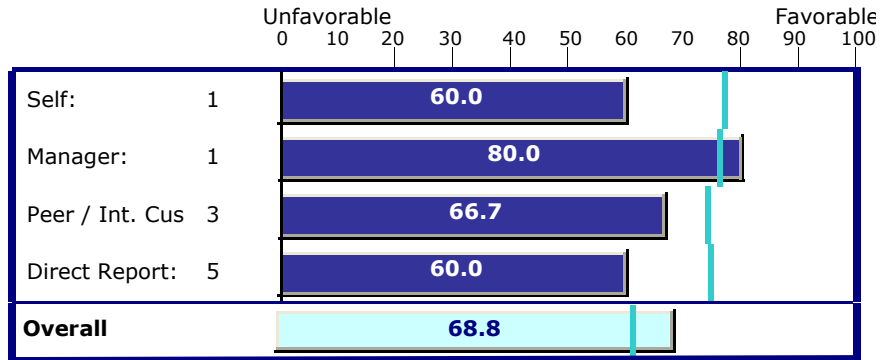
**Manager:** Bob challenges the way we do things which I think is appropriate. I do sense some frustration with our systems and practices.

# Customer Focus

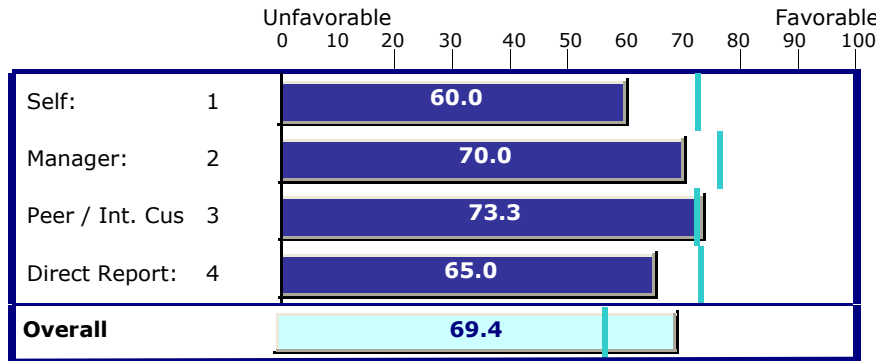
## Customer Focus



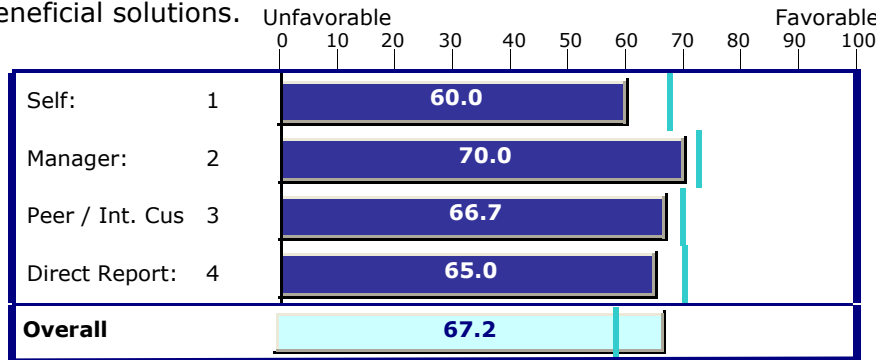
37. This person understands the needs of internal and external customers.



38. This person maintains effective relationships with customers.



39. This person effectively aligns Celanese capabilities with customer needs through mutually beneficial solutions.

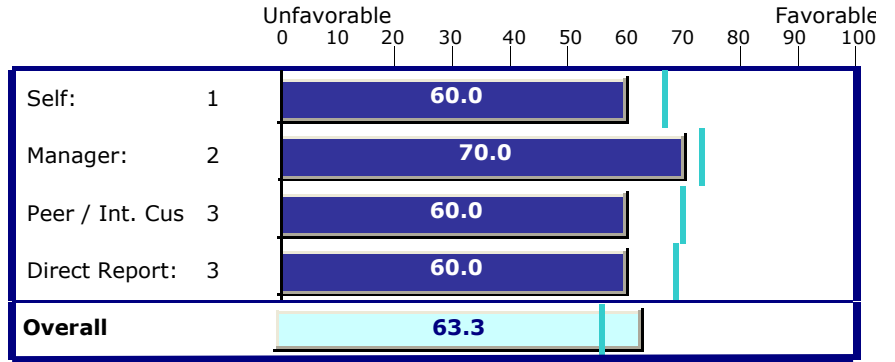


# Customer Focus

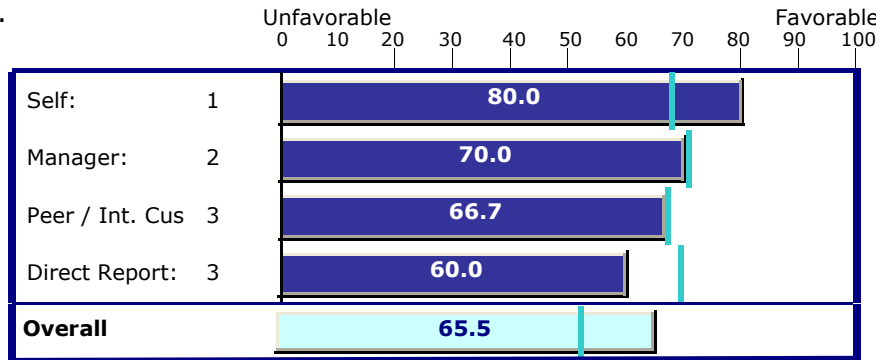
Profile of: Bob Berger

Date Administered: 27-Dec-05

40. This person reaches win-win" solutions when arriving at customer solutions. "



41. This person regularly calibrates performance against customer requirements and expectations.



# Customer Focus

Profile of: Bob Berger

Date Administered: 27-Dec-05

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## Written Comments:

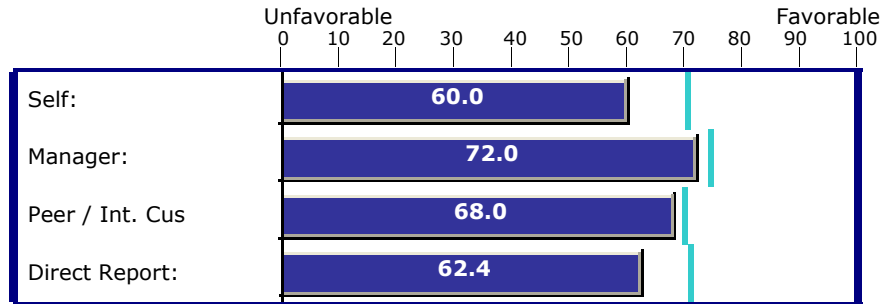
**Question: 42**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

**Manager:** Bob has done a very good job in learning his customers needs and he needs to continue this behavior.

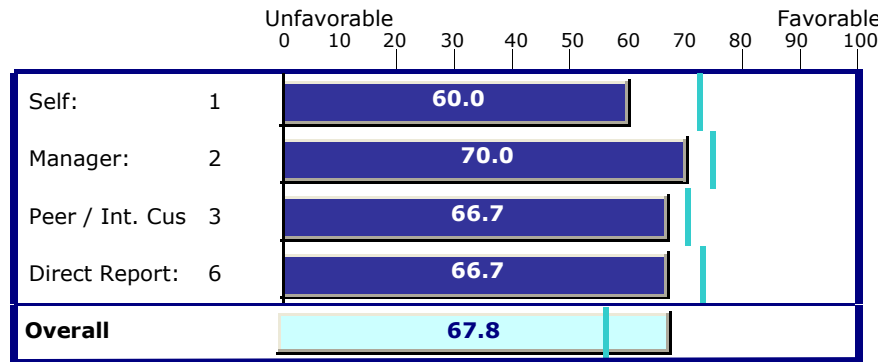
**Direct Report:** Not enough time in position to tell.

# Teamwork & Cooperation

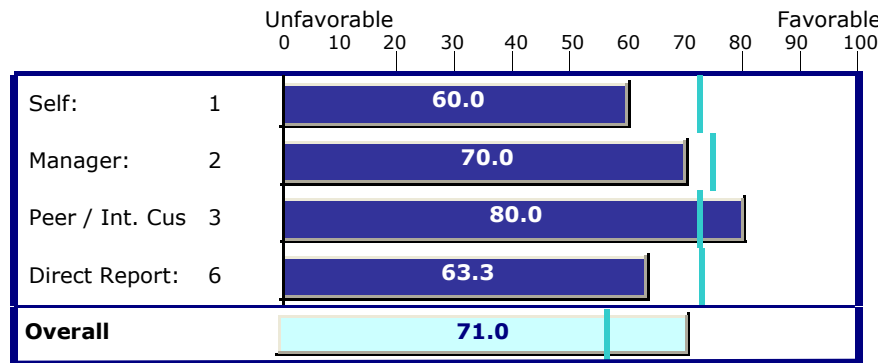
## Teamwork & Cooperation



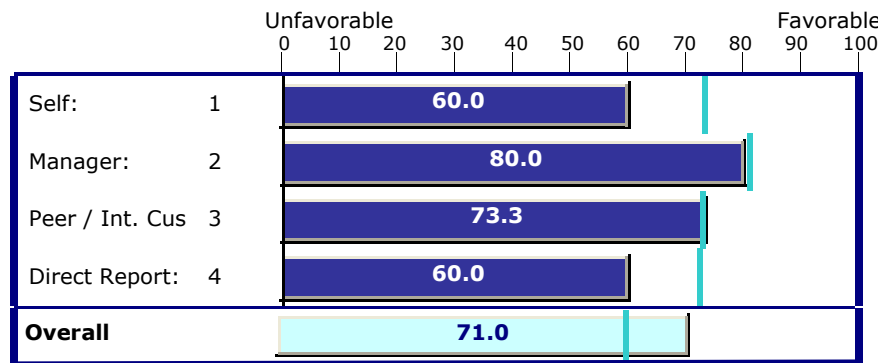
43. This person shows respect and appreciation for the ideas and contributions of others.



44. This person works cooperatively with others to accomplish shared goals. .



45. This person shares responsibility and credit.

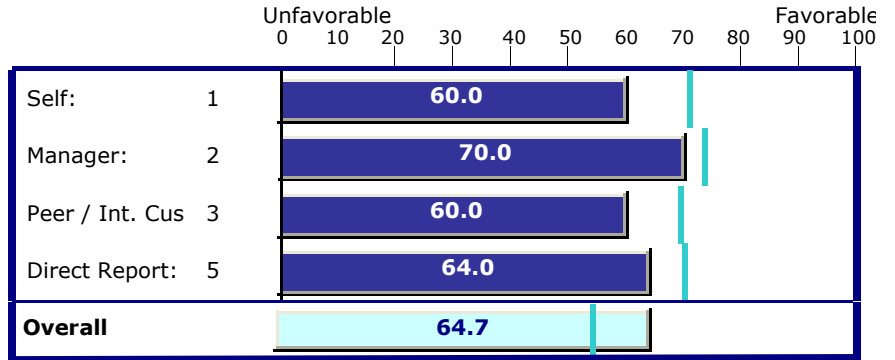


# Teamwork & Cooperation

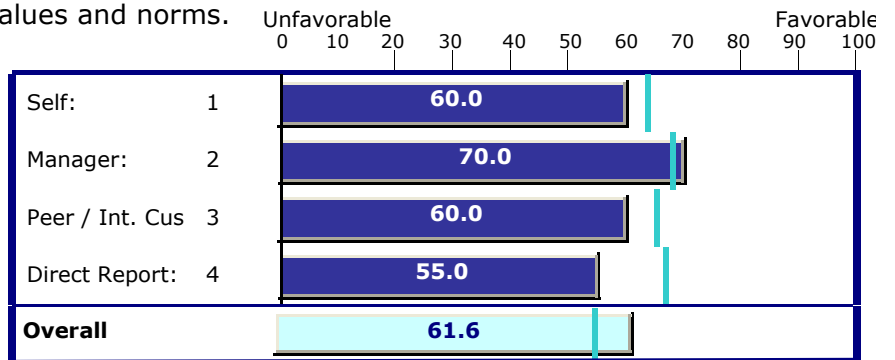
Profile of: Bob Berger

Date Administered: 27-Dec-05

46. This person listens and respects group opinion and learns from others experience.



47. This person builds team cohesiveness by establishing, communicating, and reinforcing shared values and norms.



# Teamwork & Cooperation

## Written Comments:

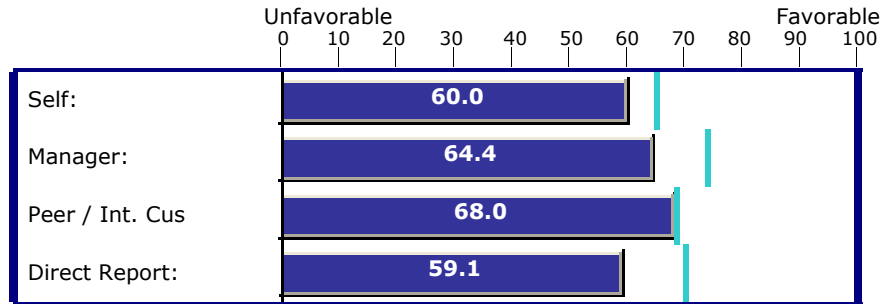
**Question: 48**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

**Manager:** Keep building relationships with peers.

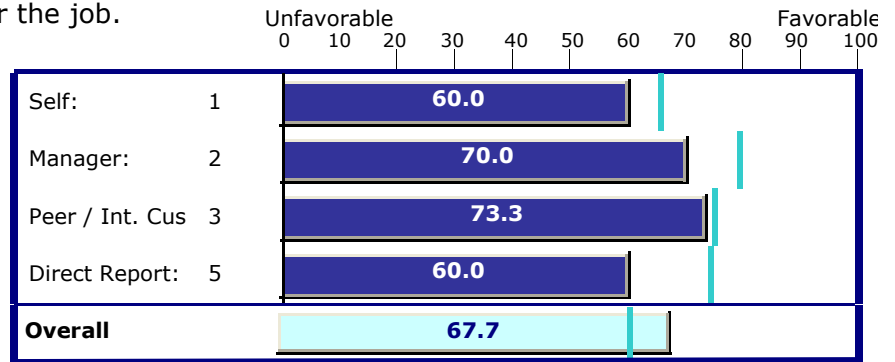
**Direct Report:** Not enough time in position to tell.

# Technical & Organizing Skills

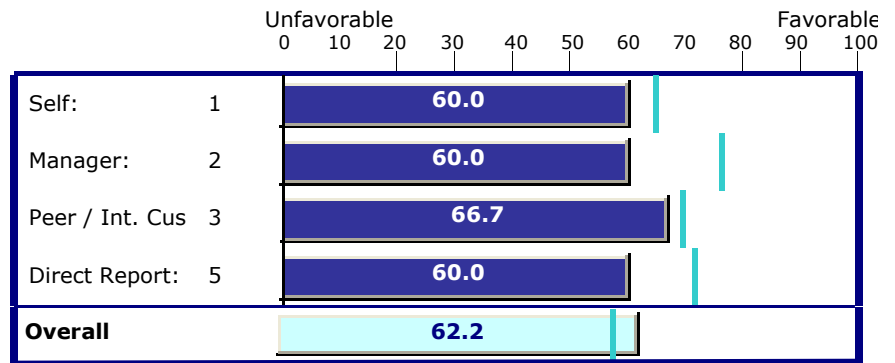
## Technical & Organizing Skills



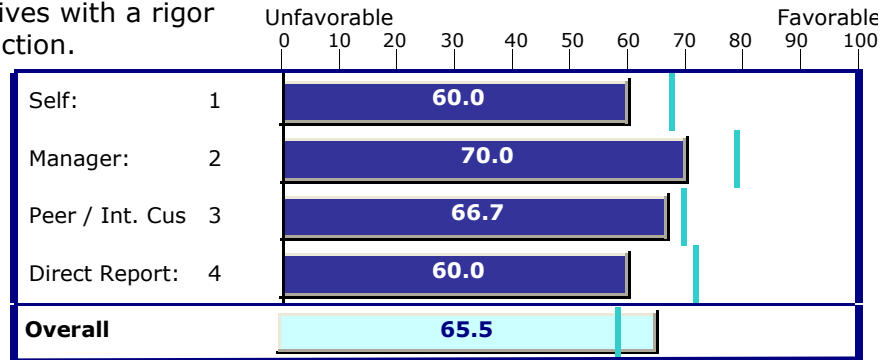
49. This person demonstrates broad and deep mastery of technical knowledge and skills needed for the job.



50. This person effectively manages priorities and resources.



51. This person logically and thoughtfully sorts through data, ambiguity, complexity and alternatives with a rigor and discipline that crystallizes ideas for action.

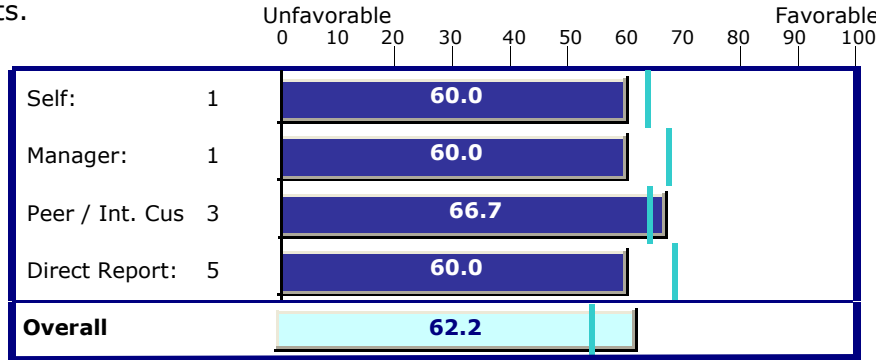


# Technical & Organizing Skills

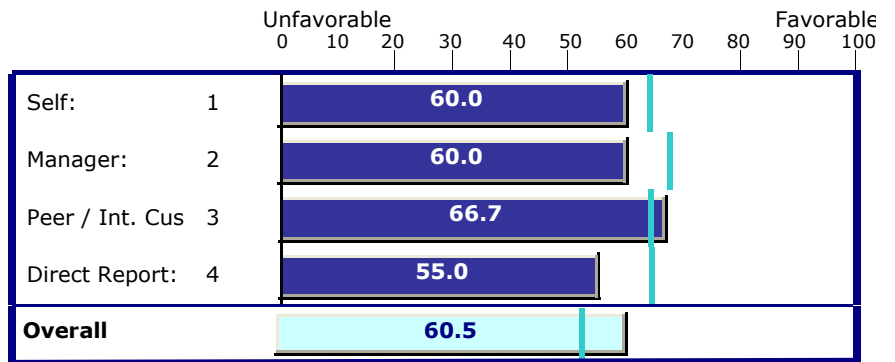
Profile of: Bob Berger

Date Administered: 27-Dec-05

52. This person achieves appropriate balance between involvement in details and pure oversights.



53. This person removes internal and external barriers.



# Technical & Organizing Skills

Profile of: Bob Berger

Date Administered: 27-Dec-05

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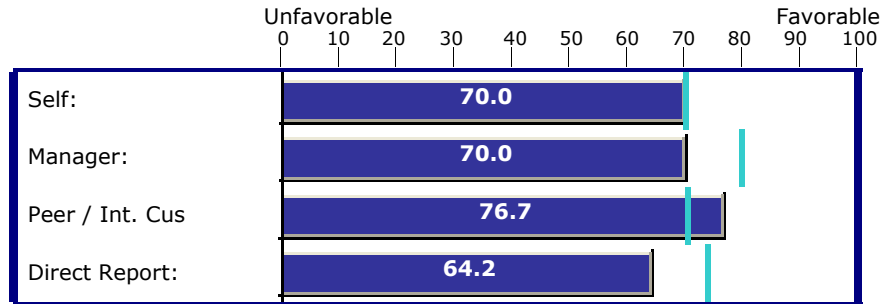
## Written Comments:

**Question: 54**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

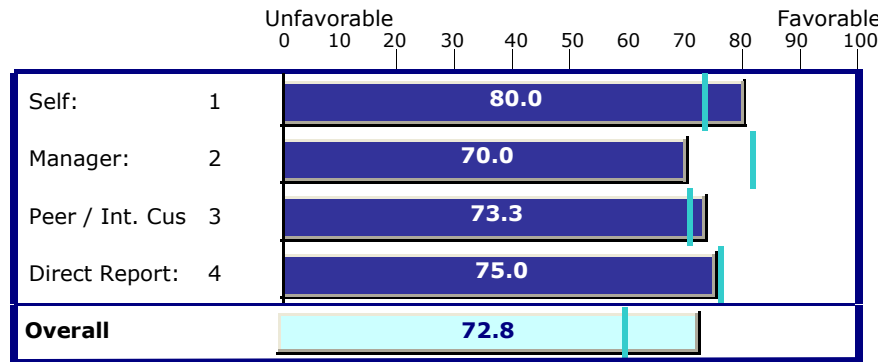
**Manager:** Bob has an excellent knowledge of maintenance skills and practices. He needs to learn our processes and impart those skills and practices on our organization.

# Work Ethic

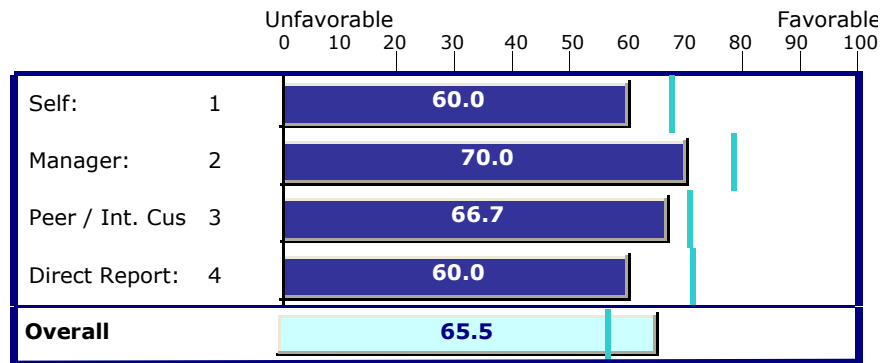
## Work Ethic



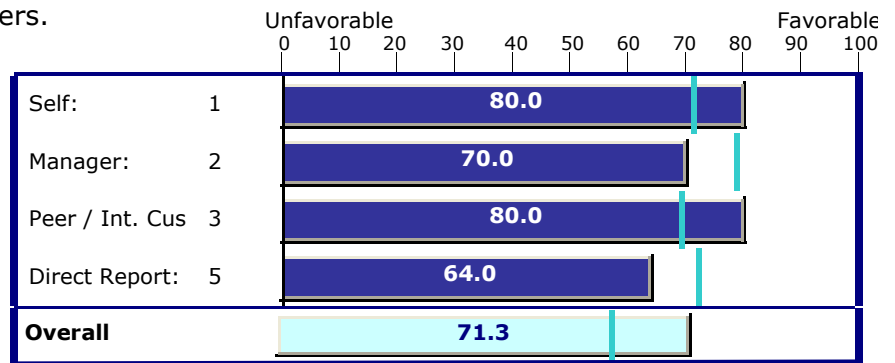
55. This person walks the talk (his/her behaviors square with his/her words).



56. This person earns trust of coworkers.



57. This person leads by example & exhibits all the behaviors and standards expected of others.

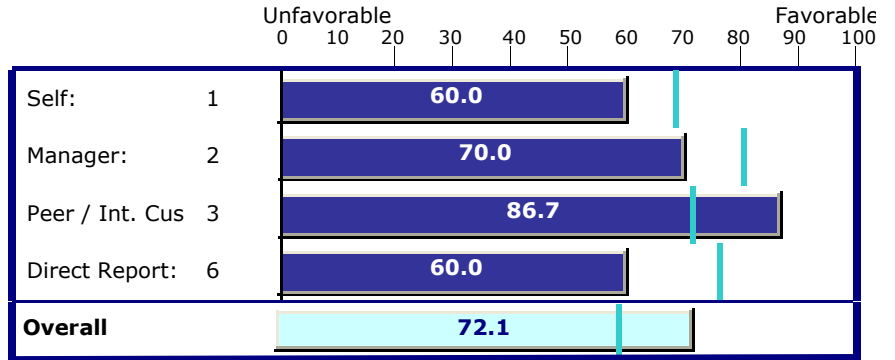


# Work Ethic

Profile of: Bob Berger

Date Administered: 27-Dec-05

58. This person fosters a sense of energy, ownership and personal commitment to work.



# Work Ethic

Profile of: Bob Berger

Date Administered: 27-Dec-05

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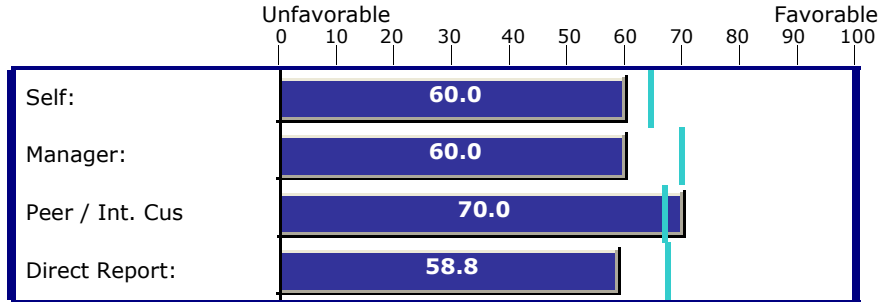
## Written Comments:

**Question: 59**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

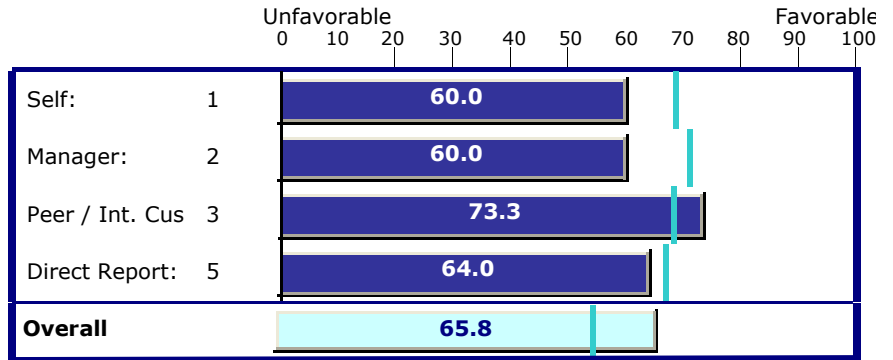
**Manager:** This is a real strength... keep it up.

# Communication

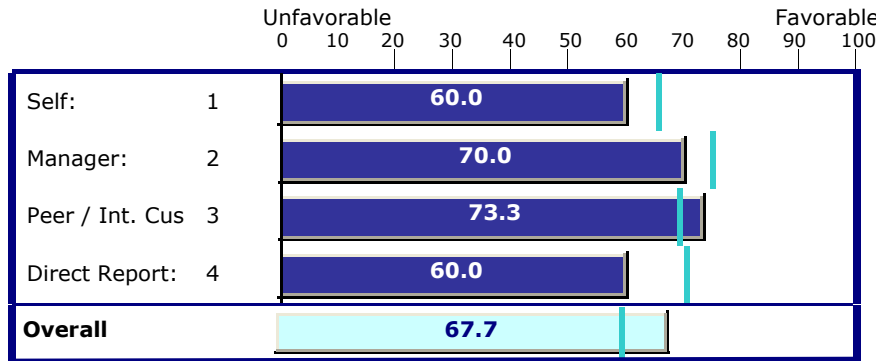
## Communication



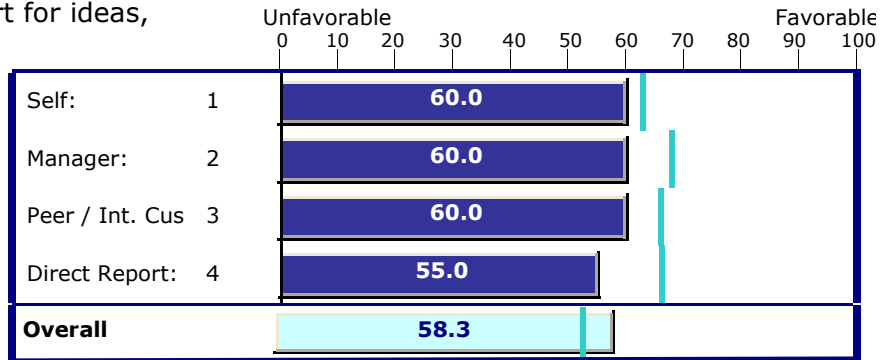
60. This person drives free flow of timely and accurate information to those who need it.



61. This person builds credibility and rapport through honest and direct communications

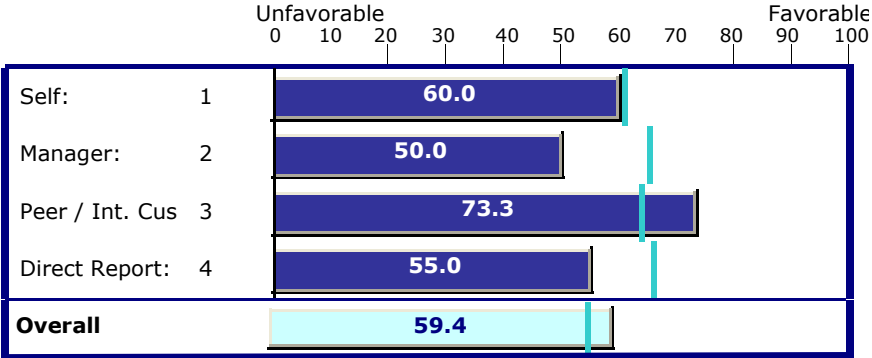


62. This person creates and utilizes effective communication strategies to build support for ideas, initiatives, etc.



# Communication

63. This person distills ideas into focused messages that inspire support or action from others.



## Written Comments:

**Question: 64**      **What does this person need to do more of, less of, or continue doing to be more effective in this area?**

**Manager:** Bob communicates well with me. I dont have enough experience with Bob and his communication skills with peers and reports.

**Manager:** Bobs presentations do not reflect his knowledge of the subject matter. He needs to be clear of his message and deliver it with more enthusiasm.

**Direct Report:** Not enough time in position to tell.

# **Highest & Lowest Behaviors\***

## **and**

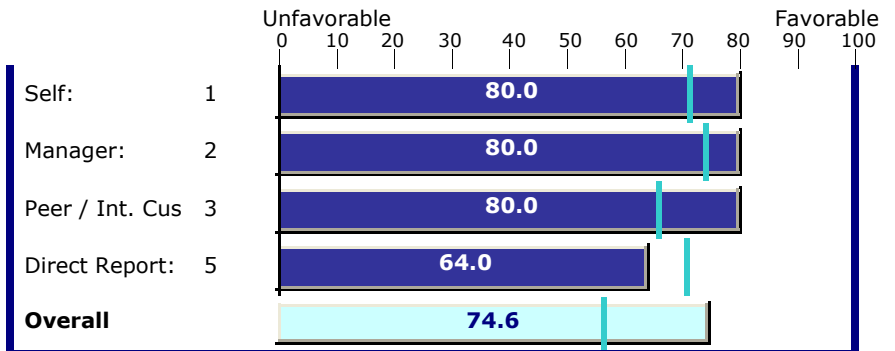
# **Overall Written Comments**

\* Represents combined view of individual scores across all rater groups

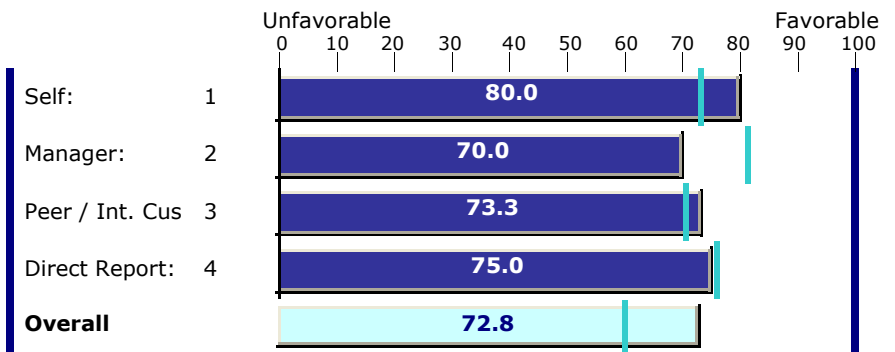
# Highest & Lowest Behaviors

## Highest Scoring Items

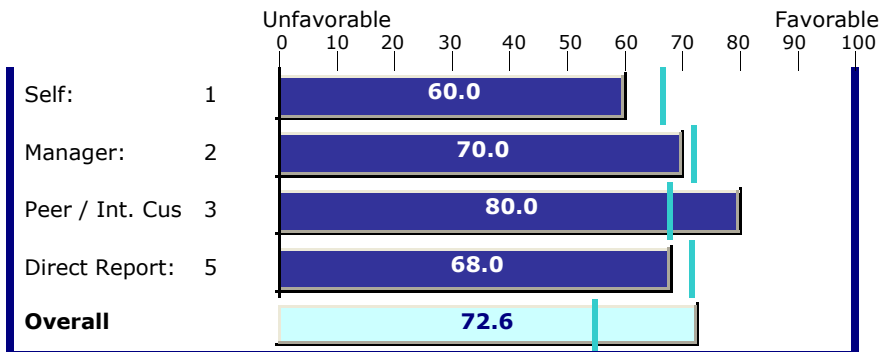
17. This person challenges the status quo or traditional way of doing things.



55. This person walks the talk (his/her behaviors square with his/her words).



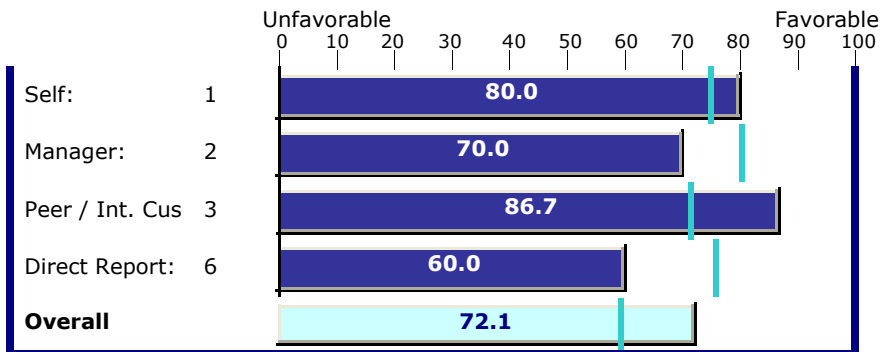
32. This person embraces change and is an enthusiastic participant in the process.



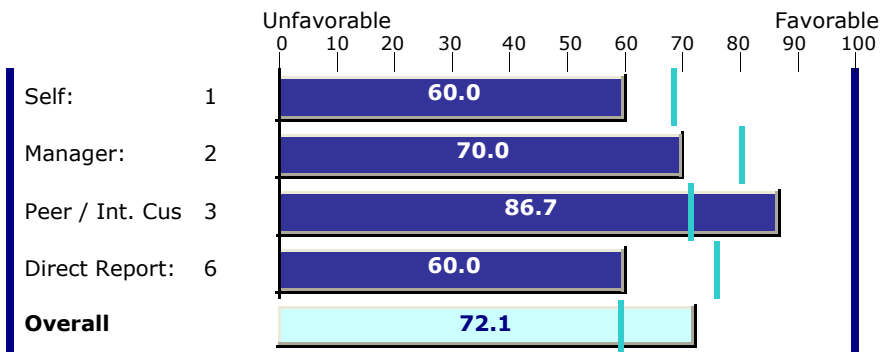
# Highest & Lowest Behaviors

## Highest Scoring Items

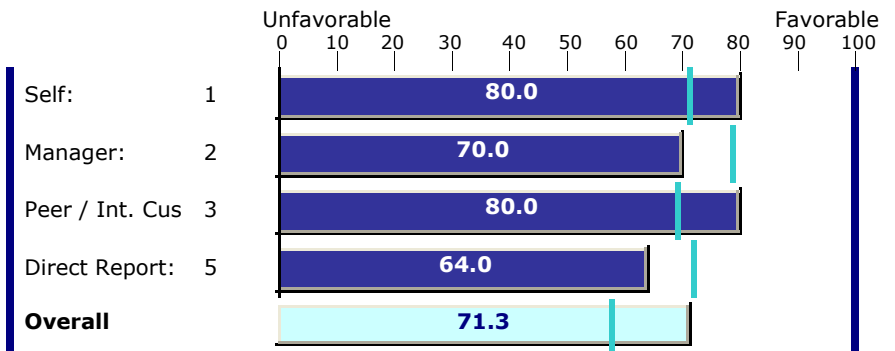
13. This person takes initiative, is a self-starter, demonstrates a bias for action.



58. This person fosters a sense of energy, ownership and personal commitment to work.



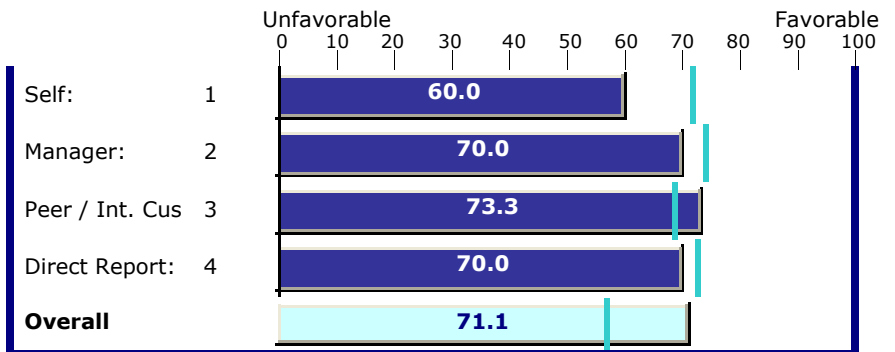
57. This person leads by example & exhibits all the behaviors and standards expected of others.



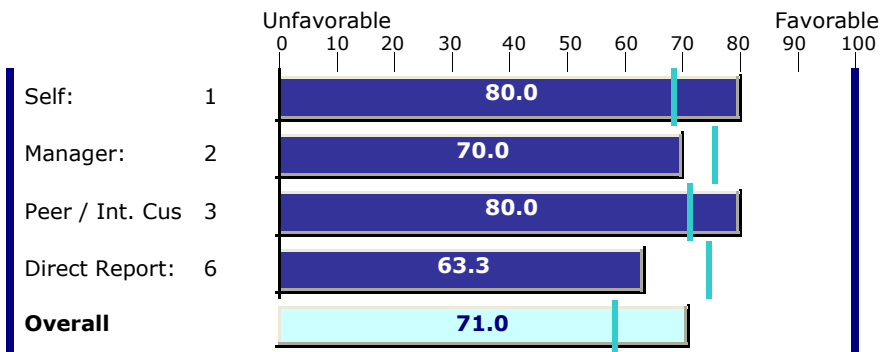
# Highest & Lowest Behaviors

## Highest Scoring Items

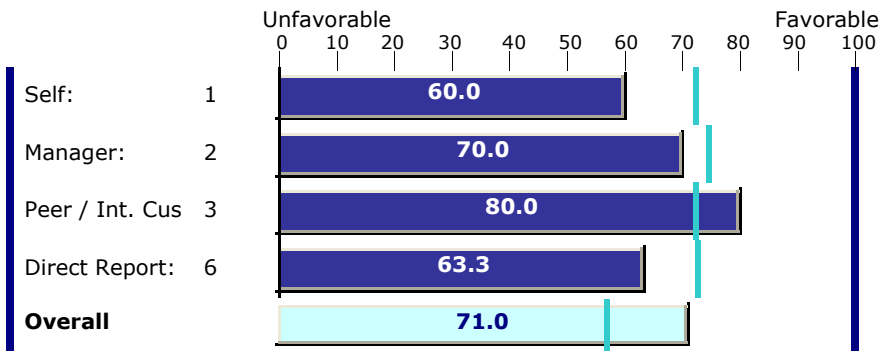
29. This person focuses not only on day-to-day tasks, but also considers longer-term aspects of own activities.



14. This person acts quickly to resolve issues or problems when they arise.



44. This person works cooperatively with others to accomplish shared goals. .



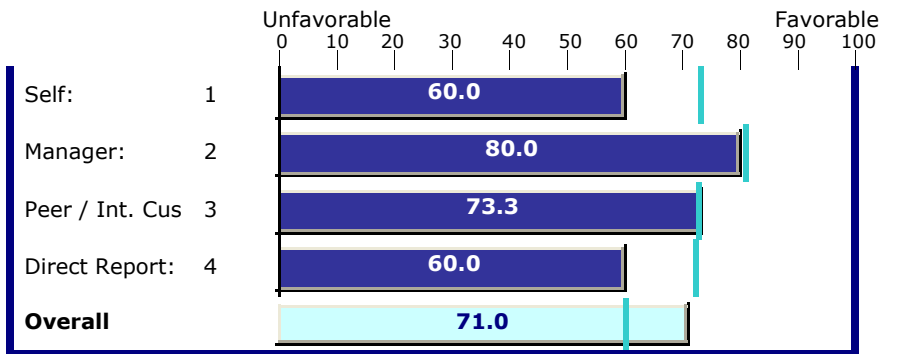
# Highest & Lowest Behaviors

Profile of: Bob Berger

Date Administered: 27-Dec-05

## Highest Scoring Items

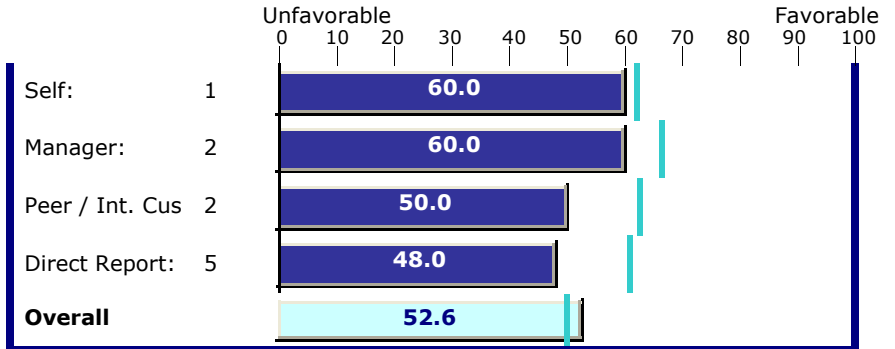
45. This person shares responsibility and credit.



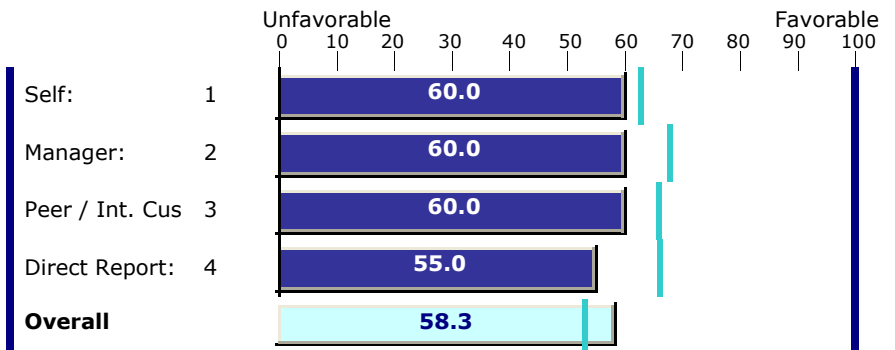
# Highest & Lowest Behaviors

## Lowest Scoring Items

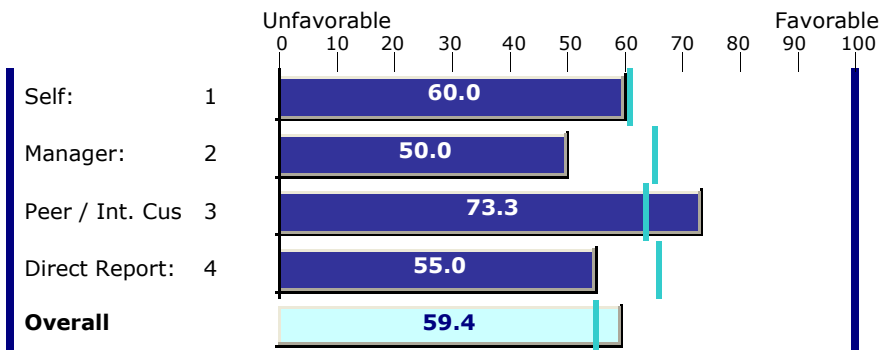
9. This person creates an environment that encourages innovation and risk-taking.



62. This person creates and utilizes effective communication strategies to build support for ideas, initiatives, etc.



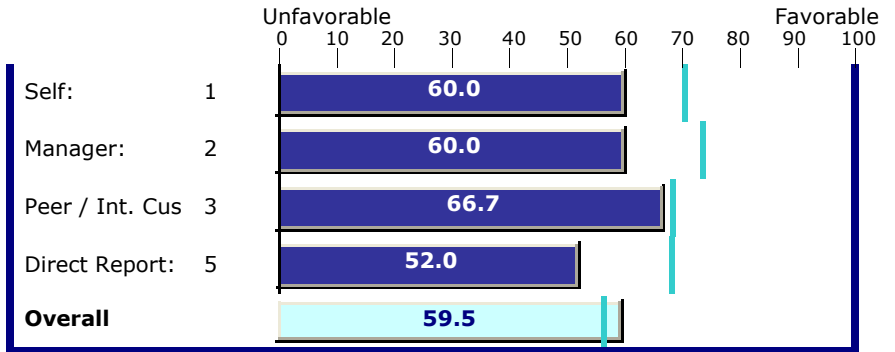
63. This person distills ideas into focused messages that inspire support or action from others.



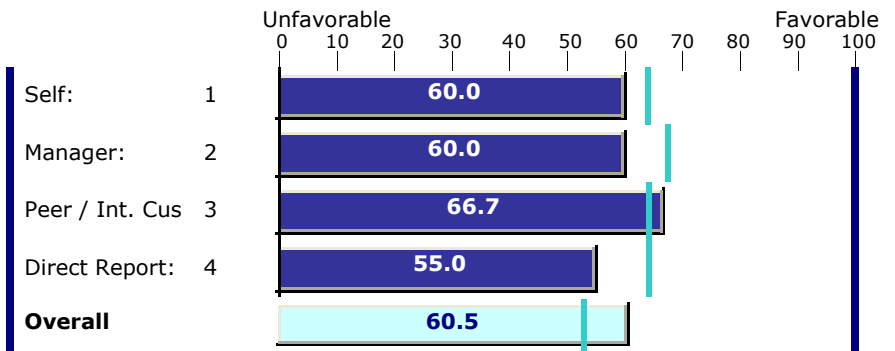
# Highest & Lowest Behaviors

## Lowest Scoring Items

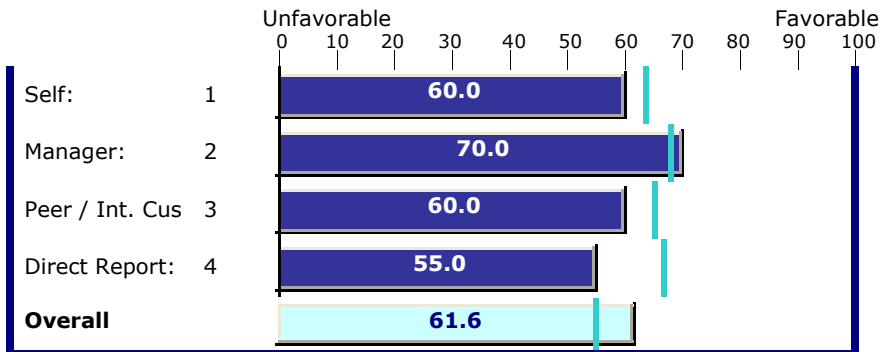
26. This person thinks through the implications of decisions and actions on people, organizational components, shareholders and customers.



53. This person removes internal and external barriers.



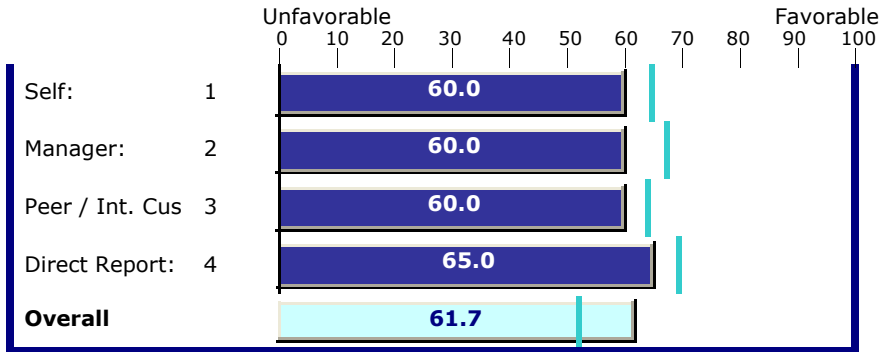
47. This person builds team cohesiveness by establishing, communicating, and reinforcing shared values and norms.



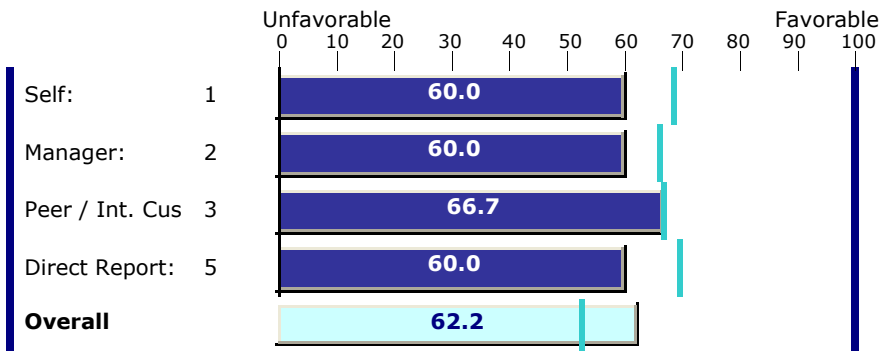
# Highest & Lowest Behaviors

## Lowest Scoring Items

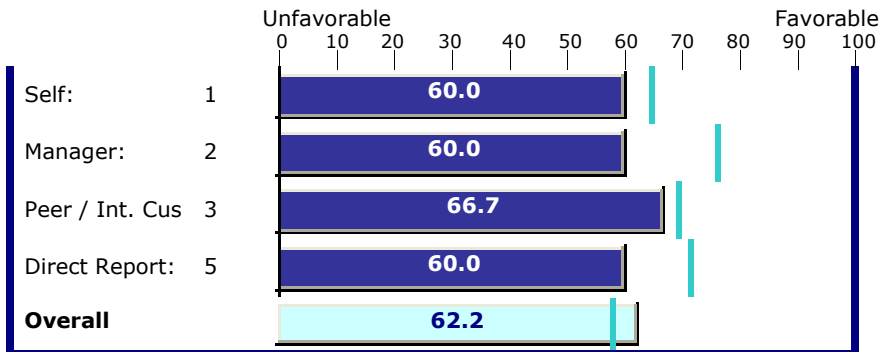
33. This person helps others adapt and remain effective during change. .



5. This person promotes an environment for productive learning and continuous upgrading of capabilities.



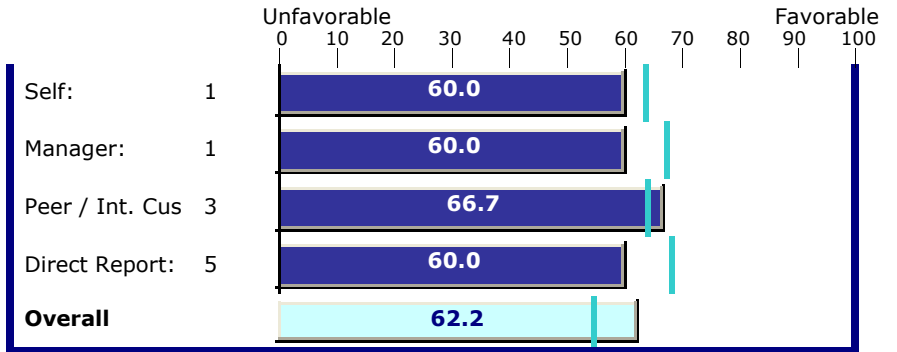
50. This person effectively manages priorities and resources.



# Highest & Lowest Behaviors

## Lowest Scoring Items

52. This person achieves appropriate balance between involvement in details and pure oversights.



# Overall Comments

## Written Comments:

**Question: 65**      **Please take this opportunity to share any overall comments you have regarding this person leadership style.**

**Manager:** I am pleased to have Bob at Celco. I think he can make a difference in a challenging job.

**Manager:** Bob is new to the plant and my organization. It was difficult to answer these questions with the limited experience I have with Bob. I feel very good with the experience and knowledge Bob brings to the Maintenance organization. I appreciate his work ethic and his drive to improve our performance. I felt he was the right person when we interviewed him and now 4 months later I feel more strongly he was the right choice.

**Direct Report:** Keep up the good work.

**Direct Report:** Bob is trying hard to do a good job. Not enough time in position to tell if he is succeeding. Too early for a 360 feedback process for Bob.

**Direct Report:** I do not feel that I have worked enough with Bob be able to answer any of these questions with good accuracy.

## Glossary of Terms

### **Mean:**

The mean is the average score for each rater category (Self, Boss, Peer, Direct Report, Other) and is represented by a horizontal bar.

Each mean is calculated by adding all the responses for an item / question and dividing the sum by the number of raters that responded. That score is then converted into a 100point scale, where 0 is the lowest possible score and 100 the highest. Categories including only one rater (Self) display the response of that individual.

### **Success Factor Category Summary:**

A grouping of survey questions targeted to reflect key skills and behavioral indicators for each of Celanese's 12 Performance Management Success Factors. Summaries are printed in the Main Report Section and are depicted as content headings.

### **Norm:**

The Norm is represented by a thin vertical line located somewhere along the thicker horizontal bar (mean) for each question. Norm's are calculated by considering every historical response to that question or category for Celanese. For example, if one thousand raters have responded to the question all one thousand ratings are considered when calculating the norm.

### **Unequal Category:**

An unequal-category represents a group of raters that does not include the Self-score. It is unequal because its total is weighted as follows: Manager represents 33%, Direct Report represents 34%, .and Peers represents 33% to achieve a combined average total.

### **Weighted Total:**

The blue-green horizontal bar the bottom of each box is your weighted total. This bar represents an accumulative score for that question or category. This score is derived by averaging ratings from all raters for that question, excluding the Self-score.