



360° Feedback Report

Feedback Report for Horace Rumpole
Law360
Report Generated 10 August 2011

Understanding your report



Your feedback report has been generated using information gathered both from yourself and from the people who have provided feedback (the respondents).

The information has been collated and presented in 3 main sections:

1. The competency summary shows your scores at a glance under each of the main competency headings - showing how your self scores match up against the scores that your respondents gave.
2. The competency detail section takes each competency in turn and analyses it in terms of your scores against each of the individual behavioural questions.
3. The free text comments that you and your respondents gave in response to the qualitative questions in the questionnaire.

In the numerical sections of the report the results have been arranged so that the highest scoring items (based on feedback) are at the top and the lowest scoring items are at the bottom. This is to help you identify highlights and lowlights easily. If your respondents were assigned to different relationship categories then you will find that the individual scores they gave have been colour coded according to the Relationship Key on this page. Your report is designed to be read in conjunction with the workbook that has been provided along with your 360 feedback and can be downloaded from the website.

Relationship key:

The scores in the details section of your report have been colour coded to indicate the relationship category of the respondent as follows:



Peer



Junior



Senior

Scoring System:

You and your respondents were asked to provide feedback to a number of multiple choice questions using a five point scale. The chart below shows the scale as per the questionnaires. The important thing to remember is that a higher score is intended to be more positive. If a question has been answered as 'Don't Know' then that score will have been ignored in any calculations of averages or rankings in your report.

Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%

Feedback report for Horace Rumpole

Spider Diagram

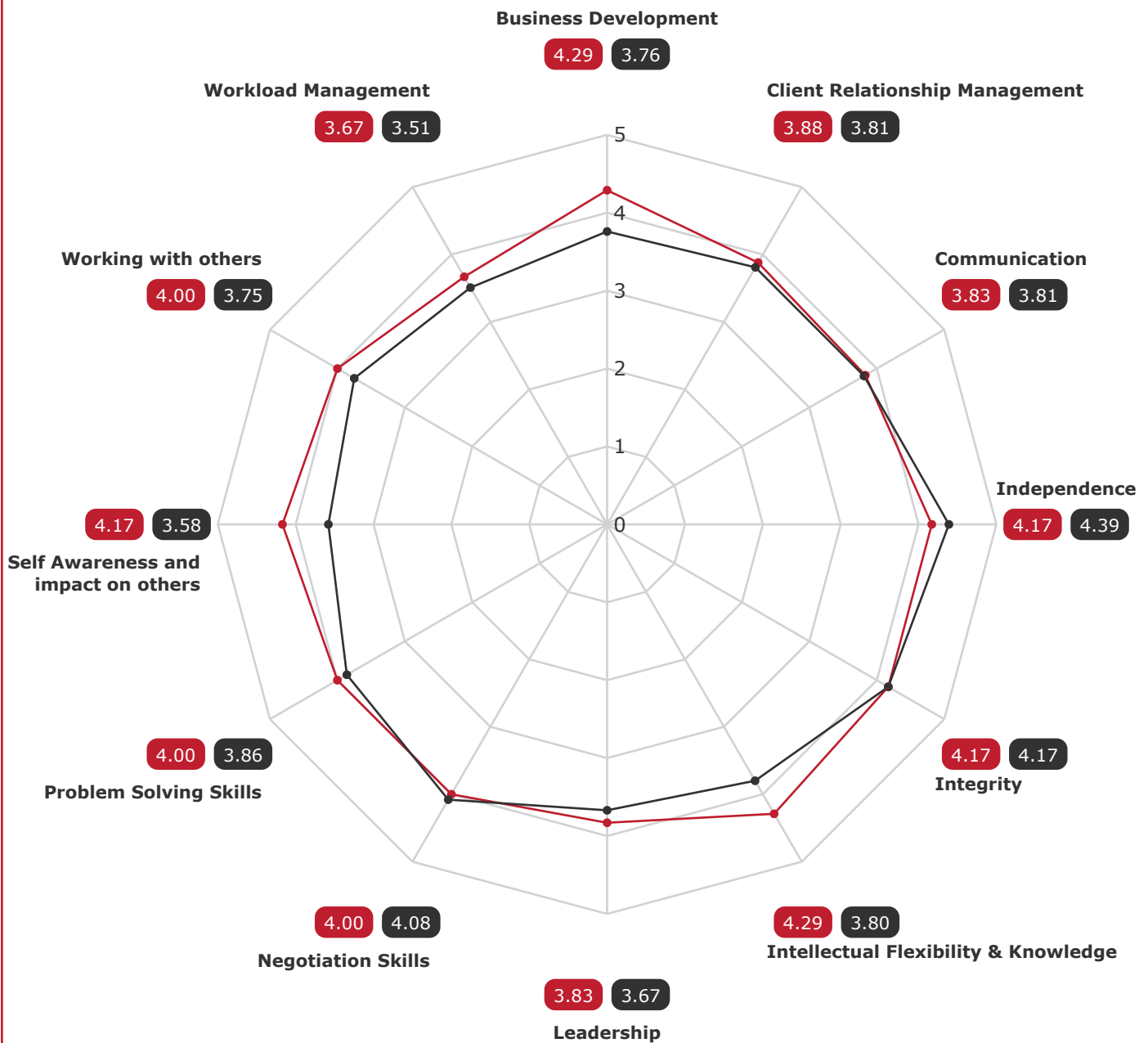
Summarises graphically your self perception and compares it with the feedback you received.



Key

Self

Others



Summary Of Competencies



Independence

The ability to work objectively at all times

Your self score: 4.17

Feedback score: 4.39

Integrity

Demonstrating a high standard of personal integrity

Your self score: 4.17

Feedback score: 4.17

Negotiation Skills

Demonstrating the ability to manage negotiations successfully

Your self score: 4.00

Feedback score: 4.08

Problem Solving Skills

Analysing information and situations to determine a solution

Your self score: 4.00

Feedback score: 3.86

Client Relationship Management

Professional and effective management of client relationships

Your self score: 3.88

Feedback score: 3.81

Communication

Communicating in an effective manner using a variety of media

Your self score: 3.83

Feedback score: 3.81

Intellectual Flexibility & Knowledge

Demonstrating a sound knowledge base and intellectual flexibility to use it

Your self score: 4.29

Feedback score: 3.80

Business Development

Ensuring activities contribute to firms business development and profitability

Your self score: 4.29

Feedback score: 3.76

Working with others

Being able to work effectively as part of a team

Your self score: 4.00

Feedback score: 3.75

Leadership

Inspiring and motivating others to work towards corporate or professional goals

Your self score: 3.83

Feedback score: 3.67

Self Awareness and impact on others

Understanding and managing one's own behaviour

Your self score: 4.17

Feedback score: 3.58

Workload Management

Making effective use of time when managing workload for self and others

Your self score: 3.67

Feedback score: 3.51

Feedback report for Horace Rumpole

In Detail: **Independence**

The ability to work objectively at all times



In Summary

Your self score: **4.17**

Feedback score: **4.39**

Ensures own independence is not compromised or judgement prejudiced by any third party

Own Answer: **5** Average Feedback: **4.67**
Individual Scores: 4, 5, 4, 5, 5, 5

Understands and acts when 'own interest conflict' compromises independence

Own Answer: **5** Average Feedback: **4.67**
Individual Scores: 5, 5, 4, 4, 5, 5

Recognises the duty to remain independent

Own Answer: **5** Average Feedback: **4.67**
Individual Scores: 5, 5, 4, 5, 4, 5

Ensures independence of the firm is protected

Own Answer: **4** Average Feedback: **4.50**
Individual Scores: 3, 5, 4, 5, 5, 5

Understands when ability to give independent advice to a client may be fettered

Own Answer: **4** Average Feedback: **4.17**
Individual Scores: 3, 5, 3, 4, 5, 5

Ensures all working relationships are conducted in a professional and objective manner

Own Answer: **2** Average Feedback: **3.67**
Individual Scores: 3, 4, 4, 3, 4, 4

Feedback report for Horace Rumpole

In Detail: **Integrity**

Demonstrating a high standard of personal integrity



In Summary

Your self score: **4.17**

Feedback score: **4.17**

Makes decisions which uphold the rule of law

Own Answer: **5** Average Feedback: **4.67**

Individual Scores: 3, 5, 5, 5, 5, 5

Bides by duties to the profession and court to ensure the proper administration of justice

Own Answer: **3** Average Feedback: **4.33**

Individual Scores: 3, 5, 3, 5, 5, 5

Maintains client confidentiality

Own Answer: **4** Average Feedback: **4.33**

Individual Scores: 3, 5, 3, 5, 5, 5

Personal behaviour consistently reflects professional standards

Own Answer: **4** Average Feedback: **4.17**

Individual Scores: 4, 4, 5, 4, 4, 4

Is honest and open when accounting for own actions or decisions

Own Answer: **5** Average Feedback: **3.83**

Individual Scores: 3, 4, 4, 5, 3, 4

Consistently treats others with respect

Own Answer: **4** Average Feedback: **3.67**

Individual Scores: 4, 4, 3, 3, 4, 4

Feedback report for Horace Rumpole

In Detail: **Negotiation Skills**

Demonstrating the ability to manage negotiations successfully



In Summary

Your self score: **4.00**

Feedback score: **4.08**

Shows good judgement about when to concede rather than fight

Own Answer: **4** Average Feedback: **4.50**
Individual Scores: 4, 5, 5, 4, 5, 4

Identifies areas is negotiation is appropriate

Own Answer: **5** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Looks for common ground and builds co-operation in interests of the client

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Presents a compelling argument to get the best outcome for the client

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 3, 4, 5, 4, 4, 4

Anticipates how people may react to negotiation and prepares appropriately

Own Answer: **3** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Adapts a negotiating style appropriate to the situation

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Feedback report for Horace Rumpole

In Detail: **Problem Solving Skills**

Analysing information and situations to determine a solution



In Summary

Your self score: **4.00**

Feedback score: **3.86**

Identifies the relevant information in complex situations

Own Answer: **4** Average Feedback: **4.17**
Individual Scores: 4, 4, 4, 4, 4, 5

Takes a collaborative approach to problem solving when in the clients interests

Own Answer: **3** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Puts the clients best interests at the centre of the problem solving process

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Examines all information and evidence in an objective manner

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 4, 3, 4, 4, 4

Can relate legal analysis to practical outcomes for the client

Own Answer: **5** Average Feedback: **3.67**
Individual Scores: 3, 4, 3, 4, 4, 4

Identifies & communicates a clear strategy to move forward

Own Answer: **4** Average Feedback: **3.50**
Individual Scores: 3, 4, 4, 3, 3, 4

Feedback report for Horace Rumpole

In Detail: **Client Relationship Management**

Professional and effective management of client relationships



In Summary

Your self score: **3.88**

Feedback score: **3.81**

Manages client expectations effectively

Own Answer: **3** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Develops a positive relationship with clients

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 3, 4, 4, 4, 4, 4

Responds in an appropriate and timely manner to clients' needs

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 4, 3, 4, 4, 4

Is an active member of any designated client team

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 3, 4, 4, 4, 4

Keeps clients informed and updated with all relevant information

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 3, 4, 4, 4, 4, 4

Listens to and acknowledges client's views and concerns

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 3, 4, 4, 4, 4, 4

Ensures clients understand the terms of the business relationship

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 3, 4, 4, 4, 3, 4

Considers how the wider firm may assist the client

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 4, 4, 3, 3, 4, 4

Feedback report for Horace Rumpole

In Detail: **Communication**

Communicating in an effective manner using a variety of media



In Summary

Your self score: **3.83**

Feedback score: **3.81**

Consistently prepares clear and logical documentation

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 3, 5, 4, 4, 4, 4

Conveys complex legal information in a manner appropriate to the recipient

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 3, 4, 5, 4, 4, 4

Asks questions to check own understanding

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 4, 4, 4, 4, 3

Gives clear relevant instruction to colleagues

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 3, 4, 4, 4, 4

Uses electronic communication methods in an appropriate professional manner

Own Answer: **3** Average Feedback: **3.67**
Individual Scores: 4, 3, 4, 3, 4, 4

Actively listens to others views

Own Answer: **4** Average Feedback: **3.50**
Individual Scores: 3, 4, 4, 3, 4, 3

Feedback report for Horace Rumpole

In Detail: **Intellectual Flexibility & Knowledge**

Demonstrating a sound knowledge base and intellectual flexibility to use it



In Summary

Your self score: **4.29**

Feedback score: **3.80**

Consistently formulates a well structured legal arguments

Own Answer: **4** Average Feedback: **4.50**
Individual Scores: 3, 5, 4, 5, 5, 5

Quickly and accurately grasps key issues in any legal problem

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 3, 4, 4, 4, 5, 4

Researches legal topics thoroughly identifying relevant information

Own Answer: **5** Average Feedback: **3.83**
Individual Scores: 3, 4, 4, 4, 4, 4

Ensures own knowledge and development are kept up to date

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 3, 4, 3, 4, 4, 4

Reflects and develops own thinking through discussion and debate with colleagues

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 4, 4, 3, 4, 3, 4

Demonstrates intellectual curiosity in a variety of ways

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 3, 4, 3, 4, 4, 4

Takes responsibility for own continuous learning and professional development

Own Answer: **5** Average Feedback: **3.20**
Individual Scores: 3, 3, 4, 3, 3, N/A

Feedback report for Horace Rumpole

In Detail: **Business Development**

Ensuring activities contribute to firms business development and profitability



In Summary

Your self score: **4.29**

Feedback score: **3.76**

Looks for opportunities to cross sell with other areas of the business

Own Answer: **5** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Challenges status quo to benefit the business

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 4, 4, 3, 4, 4, 5

Understands how different fee structures can be used to accommodate both the client's needs and firm's profitability

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 4, 3, 4, 4, 4

Looks for opportunities to develop new products and service offerings

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 3, 4, 4, 4, 4

Networks effectively to build the firms external profile

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 3, 4, 3, 4, 4, 4

Understands how changes to the legal profession will impact on business

Own Answer: **5** Average Feedback: **3.50**
Individual Scores: 3, 4, 3, 3, 4, 4

Supports others in developing their expertise in line with business strategy

Own Answer: **4** Average Feedback: **3.50**
Individual Scores: 4, 3, 4, 3, 3, 4

Feedback report for Horace Rumpole

In Detail: **Working with others**

Being able to work effectively as part of a team



In Summary

Your self score: **4.00**

Feedback score: **3.75**

Supports less experienced colleagues

Own Answer: **4** Average Feedback: **4.00**

Individual Scores: 4, 4, 3, 4, 5, 4

Consistently builds trust in working relationships

Own Answer: **4** Average Feedback: **4.00**

Individual Scores: 4, 4, 4, 4, 4, 4

Gives feedback in a way that people find acceptable and constructive

Own Answer: **4** Average Feedback: **3.83**

Individual Scores: 4, 4, 4, 3, 4, 4

Works with others to develop ideas and solutions

Own Answer: **3** Average Feedback: **3.67**

Individual Scores: 3, 4, 4, 3, 4, 4

Has an approachable manner

Own Answer: **5** Average Feedback: **3.50**

Individual Scores: 3, 3, 5, 3, 4, 3

Shows sensitivity towards other people's views and feelings

Own Answer: **4** Average Feedback: **3.50**

Individual Scores: 4, 3, 4, 3, 4, 3

Feedback report for Horace Rumpole

In Detail: **Leadership**

Inspiring and motivating others to work towards corporate or professional goals



In Summary

Your self score: **3.83**

Feedback score: **3.67**

Resolves interpersonal conflicts before they get out of hand

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Encourages others to use and develop their expertise

Own Answer: **4** Average Feedback: **4.00**
Individual Scores: 4, 4, 4, 4, 4, 4

Recognises and rewards the efforts of others

Own Answer: **4** Average Feedback: **3.83**
Individual Scores: 4, 3, 5, 4, 4, 3

Acts as a positive role model

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 3, 3, 5, 3, 4, 4

Focuses activity towards achieving identified objectives

Own Answer: **4** Average Feedback: **3.50**
Individual Scores: 3, 4, 3, 4, 3, 4

Inspires others with a vision for the future

Own Answer: **3** Average Feedback: **3.00**
Individual Scores: 3, 3, 3, 3, 3, 3

Feedback report for Horace Rumpole

In Detail: **Self Awareness and impact on others**

Understanding and managing one's own behaviour



In Summary

Your self score: **4.17**

Feedback score: **3.58**

Responds constructively when under pressure

Own Answer: **4** Average Feedback: **4.00**

Individual Scores: 4, 4, 4, 4, 4, 4

Admits mistakes and takes corrective action

Own Answer: **4** Average Feedback: **3.67**

Individual Scores: 4, 3, 3, 4, 4, 4

Manages own emotions appropriately for the situation

Own Answer: **5** Average Feedback: **3.67**

Individual Scores: 3, 4, 4, 3, 4, 4

Asks for feedback from colleagues to enhance self awareness

Own Answer: **4** Average Feedback: **3.50**

Individual Scores: 3, 4, 3, 3, 4, 4

Shows an awareness of how own behaviour impacts on others

Own Answer: **4** Average Feedback: **3.50**

Individual Scores: 3, 3, 4, 3, 4, 4

Makes a positive first impression

Own Answer: **4** Average Feedback: **3.17**

Individual Scores: 3, 3, 3, 3, 4, 3

Feedback report for Horace Rumpole

In Detail: **Workload Management**

Making effective use of time when managing workload for self and others



In Summary

Your self score: **3.67**

Feedback score: **3.51**

Prioritises activities effectively

Own Answer: **3** Average Feedback: **3.83**
Individual Scores: 4, 4, 4, 4, 4, 3

Consistently delivers on commitments and promises

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 3, 4, 4, 4, 4, 3

Consistently delegates the right tasks to the right people

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 3, 4, 3, 4, 4, 4

Sets realistic objectives and deadlines

Own Answer: **4** Average Feedback: **3.67**
Individual Scores: 4, 4, 3, 4, 4, 3

Utilizes others time effectively

Own Answer: **4** Average Feedback: **3.33**
Individual Scores: 3, 3, 3, 3, 4, 4

Proactively looks for work when not at full capacity

Own Answer: **3** Average Feedback: **2.80**
Individual Scores: 4, 2, 3, 2, 3, N/A

Feedback report for Horace Rumpole

Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.



What does Horace Rumpole do well that you would like them to do more of?

You answered: good in court

Respondents' Feedback:

Very precise, and makes others feel comfortable

is good at his role with clients

good at constructing an argument

teach juniors

show us how its done

carry on with client stuff

Feedback report for Horace Rumpole

Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.



What would you like Horace Rumpole to do differently or stop doing?

You answered: be more organised

Respondents' Feedback:

Muttering, sometimes its difficult to tell if he's talking to us or himself

work less hours

be more of a team player in the office

be more available for other in team

mumbling i'm never sur eif he's talking to me.

be more firm focused

Feedback report for Horace Rumpole

Highlights & Lowlights

Your five highest scoring behaviours



Ensures own independence is not compromised or judgement prejudiced by any third party

Part of: Independence

Own Answer: **5** Average Feedback: **4.67**
Individual Scores: 4, 5, 4, 5, 5, 5

Makes decisions which uphold the rule of law

Part of: Integrity

Own Answer: **5** Average Feedback: **4.67**
Individual Scores: 3, 5, 5, 5, 5, 5

Understands and acts when 'own interest conflict' compromises independence

Part of: Independence

Own Answer: **5** Average Feedback: **4.67**
Individual Scores: 5, 5, 4, 4, 5, 5

Recognises the duty to remain independent

Part of: Independence

Own Answer: **5** Average Feedback: **4.67**
Individual Scores: 5, 5, 4, 5, 4, 5

Consistently formulates a well structured legal arguments

Part of: Intellectual Flexibility & Knowledge

Own Answer: **4** Average Feedback: **4.50**
Individual Scores: 3, 5, 4, 5, 5, 5

Feedback report for Horace Rumpole

Highlights & Lowlights

Your five lowest scoring behaviours



Utilizes others time effectively

Part of: Workload Management

Own Answer: **4** Average Feedback: **3.33**

Individual Scores: 3, 3, 3, 3, 4, 4

Takes responsibility for own continuous learning and professional development

Part of: Intellectual Flexibility & Knowledge

Own Answer: **5** Average Feedback: **3.20**

Individual Scores: 3, 3, 4, 3, 3, N/A

Makes a positive first impression

Part of: Self Awareness and impact on others

Own Answer: **4** Average Feedback: **3.17**

Individual Scores: 3, 3, 3, 3, 4, 3

Inspires others with a vision for the future

Part of: Leadership

Own Answer: **3** Average Feedback: **3.00**

Individual Scores: 3, 3, 3, 3, 3, 3

Proactively looks for work when not at full capacity

Part of: Workload Management

Own Answer: **3** Average Feedback: **2.80**

Individual Scores: 4, 2, 3, 2, 3, N/A