Hilton Worldwide Competencies

360° Feedback Report

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It has been generated from responses provided by:

Self: 1

Manager(s): 1

Colleagues: 4

Direct reports: 3

Others: 0

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Introduction

Constructive feedback plays a key role in enhancing managerial effectiveness .

This report provides you with detailed feedback on your skills, abilities, personal attributes and other job relevant characteristics, as seen from a number of different perspectives : specifically your own, your manager's, and, if participating, your direct reports', colleagues' and 'others' (e.g. internal clients - as selected by you). It is based on the analysis of responses to the Hilton Worldwide Competencies 360° questionnaire that was recently completed.

In using this report it is important to remember that the information it contains is a reflection of different peoples' perceptions of you at a particular point in time. It does not represent some absolute, unchanging, all consuming truth. Nevertheless, the detailed analysis will provide you with some valuable insights. Such increased self awareness can, in turn, help you to maximise your effectiveness in both the short and long term .

It is recommended that you review your report with a trained facilitator.

This report aims at providing you with invaluable stakeholder feedback on your key strengths and development priorities. Following your review of the report, please update your current PDP with any new development insights and actions you may have. As your line manager and mentor will support you in your continuous development, please share your revised PDP with them.

Competency Summary

This section summarizes how you have been rated by your various (groups of) raters on each of the competencies. These are the average of the ratings on the individual questions which make up a given competency. This section will enable you to see at a glance how your self-perception compares with how others see you. It can be used as a basis for identifying the competencies that you may need to focus on.

Your own ratings are represented by the first bar from the top followed by your manager's ratings in the second bar. If other groups of raters have participated, the next bars indicate the ratings of your colleagues, your direct reports and others respectively. The values summarize the average of the ratings on the questions forming a competency. The ratings have been averaged across each group of raters.

Please note: When 'No Evidence' has been indicated by a rater, the average for any question is based on the ratings given by the remaining raters in that group. A superscript number alongside the rating indicates how many raters this is based on. N/E indicates that all raters in that group rated 'No Evidence' for that item.

Key to diagrams:

1= not at all well
2= not very well
3= moderately well
4= very well
5= extremely well

EXAMPLE   **Not at all well**   **Extremely well**

		1	2	3	4	5

Collaboration

The ability to work interdependently with others, within or across groups, functions, brands, and geographies to improve effectiveness. The willingness to put the interests of the enterprise above your own and seek win☐win solutions.

Self	4.0
Manager(s)	3.2
Colleagues	4.0
Direct reports	4.2
Others	3.9

	Not at all well			Extremely well	
	1	2	3	4	5

Collaboration

The ability to work interdependently with others, within or across groups, functions, brands, and geographies to improve effectiveness. The willingness to put the interests of the enterprise above your own and seek win☐win solutions.

Self	5.00
Manager(s)	4.00
Colleagues	4.22
Direct reports	4.46
Others	0.00

Customer Focus

The ability to proactively sense and take action on customer needs and opportunities. The willingness to exceed customer expectations.

Self	5.00
Manager(s)	4.14
Colleagues	4.32
Direct reports	4.52
Others	0.00

Judgment

The ability to process information effectively. The willingness to use facts and data to make sound decisions, and to learn from experience.

Self	4.80
Manager(s)	3.50
Colleagues	4.08
Direct reports	4.67
Others	0.00

Leadership

The ability to envision possibilities, contribute to high performing teams, and inspire passion. The willingness to take calculated risks, assume responsibility, and enhance quality and service.

Self	4.83
Manager(s)	4.33
Colleagues	4.46
Direct reports	4.67
Others	0.00

Results Focus

The ability to deliver results and solutions and keep the focus on driving customer value. The willingness to assume personal ownership and accountability.

Self	5.00
Manager(s)	4.11
Colleagues	4.36
Direct reports	4.74
Others	0.00

Living the Values

The ability to inspire day-to-day demonstration of the HILTON values. The willingness to walk the talk and positively project the face of Hilton Worldwide.

Self	5.00
Manager(s)	4.83
Colleagues	4.58
Direct reports	4.94
Others	0.00

Frequency ratings per competency

This section describes how each item was rated by each category of raters. A table summarizes all ratings given by all participants for each competency. Additionally, the bottom line of the table indicates the average rating per category.

In the example below, "Self" has rated all the items forming the competency "Collaboration" with "3" or "5". These ratings have an average value of "4.0".

For the category "colleagues', item 1 has been rated with "4" and "5" by the two raters. Item 2 has been rated with "2" and "3", item 3 has been rated with "3" twice and item 4 has been rated with "3" and with "4". The average value for the evaluation done by "colleagues" is "3.4"

Key to table:
S= Self
M= Manager(s)
C= Colleagues
D= Direct reports
O= Others

EXAMPLE

Collaboration	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Listens to others and values opinions	3			1						1	1			1		1				2	
Cooperates well with others	3				1		1	1						1						1	1
Encourages others to contribute/share their ideas	3					1			2			1			1						2
Actively cultivates relationships with other areas of the organization	5			1					1	1				2					2		
Actively encourages others to work together	5			1					1	1				2					2		
Seeks win-win relationships	5			1					1	1				2					2		
Actively seeks ways to help others succeed	5	1						1		1		1							2		
mean	**4.1**	**3.9**					**3.4**					**3.2**					**3.5**				

Collaboration	S	M1	M2	M3	M4	M5	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	O1	O2	O3	O4	O5
Listens to others and values opinions	5				1				1	2	1				1	2					
Cooperates well with others	5				1					2	2				2	1					
Encourages others to contribute/share their ideas	5				1				1	1	2				1	2					
Actively cultivates relationships with other areas of the organization	5				1				1	2	1				2	1					
Actively encourages others to work together	5				1					1	3				2	1					
Seeks win-win relationships	5				1				1	1	2				2	1					
Actively seeks ways to help others succeed	5			1					2		2				2	1					
Identifies and ensures Hilton's best practices and innovations are utilized within the organisation	5				1				1	2	1				1	2					
mean	**5.0**			**4.0**					**4.2**					**4.5**							

Customer Focus	S	M1	M2	M3	M4	M5	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	O1	O2	O3	O4	O5
Anticipates customer problems and takes appropriate action in a timely manner	5					1				1	3					3					
Delights the customer and exceeds their expectations	5					1				3	1				1	2					
Proactively encourages others to take action on urgent customer issues	5				1					2	2				1	2					
Identifies and seizes new business opportunities	5		1							2	2			1	1	1					
Persists in the face of obstacles or challenges	5				1				1	2	1				2	1					
Solicits opinions and ideas from customers and responds to internal customers	5				1				1	2	1				2	1					
Regularly focuses their team on the customer and their needs	5				1				1	1	2				1	2					
mean	**5.0**			**4.1**					**4.3**					**4.5**							

Judgment	S	M1	M2	M3	M4	M5	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	O1	O2	O3	O4	O5
Systematically gathers information and sorts through complex issues	5				1				2	1	1					3					
Is able to identify & address root causes	5				1				1	2	1				1	2					
Fosters a culture of learning & innovation	5		1							2	2				1	2					
Makes timely decisions	5		1						1	2	1				1	2					
Is willing to take appropriate calculated risks	4		1						2	1	1	1				2					
Makes fair & consistent judgement	5		1							3	1				2	1					
Uses facts and data to make decisions	5		1						2	1	1					3					
Develops appropriate contingency plans	4				1				1	2	1					3					
Demonstrates excellent judgment that has a positive impact	5				1					3	1	1				2					
Treats mistakes as learning experiences	5				1					2	2				1	2					
mean	**4.8**			**3.5**					**4.1**					**4.7**							

Leadership	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Envisions possibilities	5				1				3	1					1	2					
Provides challenge and opportunities for Team Member development	5				1					1	3				1	2					
Builds high performing, impactful teams	5					1			1		3				1	2					
Inspires passion and engagement	5				1				1	1	2				1	2					
Identifies opportunities & takes appropriate action to enhance quality, service & other business results	5					1				2	2				1	2					
Takes calculated risks, assumes responsibility and gets things done	4				1					2	2				1	2					
mean	**4.8**			**4.3**					**4.5**					**4.7**							

Results Focus	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Sets challenging goals & consistently achieves/exceeds them	5				1				1	1	2				1	2					
Inspires Team Members & teams to take ownership for results	5				1					1	3					3					
Measures success through metrics	5				1					2	2				1	2					
Prioritizes tasks and overcomes obstacles	5				1				1	2	1					3					
Sets team standards and responsibilities	5					1				3	1				1	2					
Provides leadership and motivation, and keeps team accountable	5				1					2	2				2	1					
Shows courage to stand up for their ideas/opinions which differ from others (influence & pursuasion)	5				1				2		2				1	2					
Takes actions and makes decisions that successfully build customer value	5				1				1	1	2				1	2					
Thinks from the perspective of the customer and understands customer value	5				1					1	3					3					
mean	**5.0**			**4.1**					**4.4**					**4.7**							

Living the Values	S	M					C					D					O				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Supports & champions the Values in daily actions and decisions	5				1					2	2				1	2					
Seeks opportunities to promote the Hilton Values & Culture	5					1				1	3					3					
Holds self and others accountable for consistently demonstrating the Values in interactions with Team Members, customers, and owners	5					1				2	2					3					
Incorporates vision into departmental goals and objectives	5					1				2	2					3					
Ensures that every guest feels valued, respected and cared for	5					1				1	3					3					
Balances all of the Values when making decisions. Communicates vision and Values to others	5					1				2	2					3					
mean	**5.0**			**4.8**					**4.6**					**4.9**							

Strengths

This section lists the items on which you received your highest scores (based on the average of all ratings). From others´ perspective, you have strengths in these particular behavioural patterns.

Rank	Behaviour	Average score without Self	Competency
1	Anticipates customer problems and takes appropriate action in a timely manner	4.88	Customer Focus
1	Ensures that every guest feels valued, respected and cared for	4.88	Living the Values
1	Seeks opportunities to promote the Hilton Values & Culture	4.88	Living the Values
2	Incorporates vision into departmental goals and objectives	4.75	Living the Values
2	Balances all of the Values when making decisions. Communicates vision and Values to others	4.75	Living the Values
2	Thinks from the perspective of the customer and understands customer value	4.75	Results Focus
2	Holds self and others accountable for consistently demonstrating the Values in interactions with Team Members, customers, and owners	4.75	Living the Values
2	Inspires Team Members & teams to take ownership for results	4.75	Results Focus
3	Builds high performing, impactful teams	4.62	Leadership
3	Provides challenge and opportunities for Team Member development	4.62	Leadership
3	Identifies opportunities & takes appropriate action to enhance quality, service & other business results	4.62	Leadership

Development

This section lists the items on which you received your lowest scores (based on the average of all ratings). From others´ perspective, this is where you have personal areas of development.

Rank	Behaviour	Average score without Self	Competency
1	Is willing to take appropriate calculated risks	3.88	Judgment
2	Makes fair & consistent judgement	4.12	Judgment
2	Identifies and seizes new business opportunities	4.12	Customer Focus
2	Actively cultivates relationships with other areas of the organization	4.12	Collaboration
2	Makes timely decisions	4.12	Judgment
2	Actively seeks ways to help others succeed	4.12	Collaboration
2	Uses facts and data to make decisions	4.12	Judgment
2	Persists in the face of obstacles or challenges	4.12	Customer Focus
2	Solicits opinions and ideas from customers and responds to internal customers	4.12	Customer Focus
3	Listens to others and values opinions	4.25	Collaboration
3	Is able to identify & address root causes	4.25	Judgment
3	Shows courage to stand up for their ideas/opinions which differ from others (influence & pursuasion)	4.25	Results Focus
3	Systematically gathers information and sorts through complex issues	4.25	Judgment
3	Demonstrates excellent judgment that has a positive impact	4.25	Judgment
3	Identifies and ensures Hilton's best practices and innovations are utilized within the organisation	4.25	Collaboration
3	Seeks win-win relationships	4.25	Collaboration

REPORT COMMENTARY

The report was generated using the SHL online Standard Multirater Feedback System . It includes information from the Hilton Worldwide Competency Model. The use of this questionnaire is limited to those people who have received specialist training in its use and its interpretation. The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due considerations must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this excludes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way - we cannot accept any liability if it is.

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