

360 Feedback Demo

Sample Participant

Tester



June 06, 2024
CONFIDENTIAL

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Introduction

The table below indicates the types and number of raters who were invited to provide feedback, and the number who submitted their feedback.

- Manager - those to whom you currently or have most recently reported.
- Peers - colleagues at the same level as you, not necessarily working in the same team or unit.
- Direct Reports - those who have reported to you for at least 3 months.
- Others - others with whom you work closely, these could be external partners or customers.

| Rater Type | Number of Raters | Submitted Responses |
|---------------|------------------|---------------------|
| Self | 1 | 1 |
| Manager | 1 | 1 |
| Peer | 3 | 3 |
| Direct Report | 3 | 3 |
| Others | 3 | 3 |

Rating Scale

The rating scale used throughout the report is as follows:

| | |
|-----|----------------------------------|
| 1 | Never |
| 2 | Rarely |
| 3 | Sometimes |
| 4 | Often |
| 5 | Most of the time |
| 6 | Always |
| N/A | Not Observable or Not Applicable |

Using Your Feedback Report

This report provides you with feedback on critical competencies and behaviors required for effective performance and job success. The report compares your own self-perceptions to those of others who have provided you with feedback. In this way, it will help you identify where others see you similarly or differently from how you see yourself, highlighting your strengths and development areas. These can be categorized in four distinct ways.

| | | |
|---|------------------------------------|--|
|  | CONFIRMED STRENGTHS | Recognized as strengths by you and others. Continue to leverage your strength in these areas. |
|  | POTENTIAL STRENGTHS | Identified as strengths by others but not by you. Explore how to leverage these strengths. |
|  | CONFIRMED DEVELOPMENT AREAS | Recognized as development areas by you and others. These are areas to potentially develop further. |
|  | POTENTIAL DEVELOPMENT AREAS | Considered strengths by you but not seen by others. These are areas to develop to make more visible to others. |

As you review your report:

View the feedback you have received in a positive manner. Assume that those who have provided you with feedback are generally trying to be helpful (there may always be some exceptions!).

Be balanced - try not to jump to conclusions. Read through your report carefully to come to a balanced assessment of the positive as well as the more challenging messages.

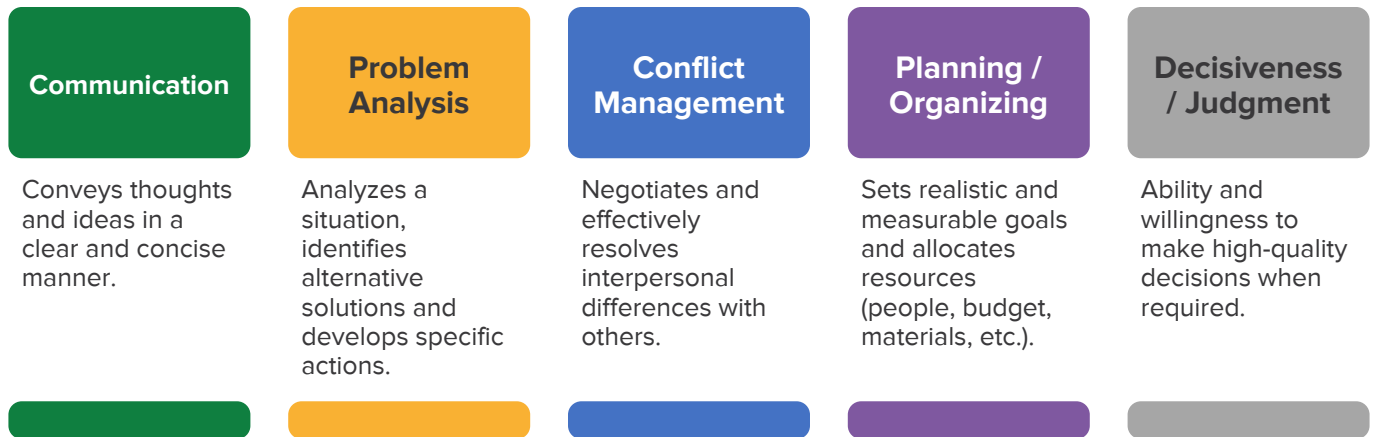
Recognize that there are going to be differences between your perspective and those of others. Each rater is providing feedback from his or her own unique viewpoint.

Try not to let the information in your report overwhelm you. Keep focusing on what the major themes are and what you can do to improve your effectiveness on the job.

Don't assume that you have to change your personality or style. Focus on specific behaviors to increase, decrease and modify to be more effective in your current position.

Competency Model

Your 360 Degree Feedback exercise and report are based on the below competency model, which outlines key success behaviors required for individual, team and organizational success. You and your raters gave feedback on the extent to which you currently display these competencies and their underpinning behaviors, providing you with an opportunity to enhance your self-awareness around your strengths and development areas in relation to them. This competency model provides a structure for you to take charge of your development, focus and shape your behavior.



Competency Comparison By Rater Group

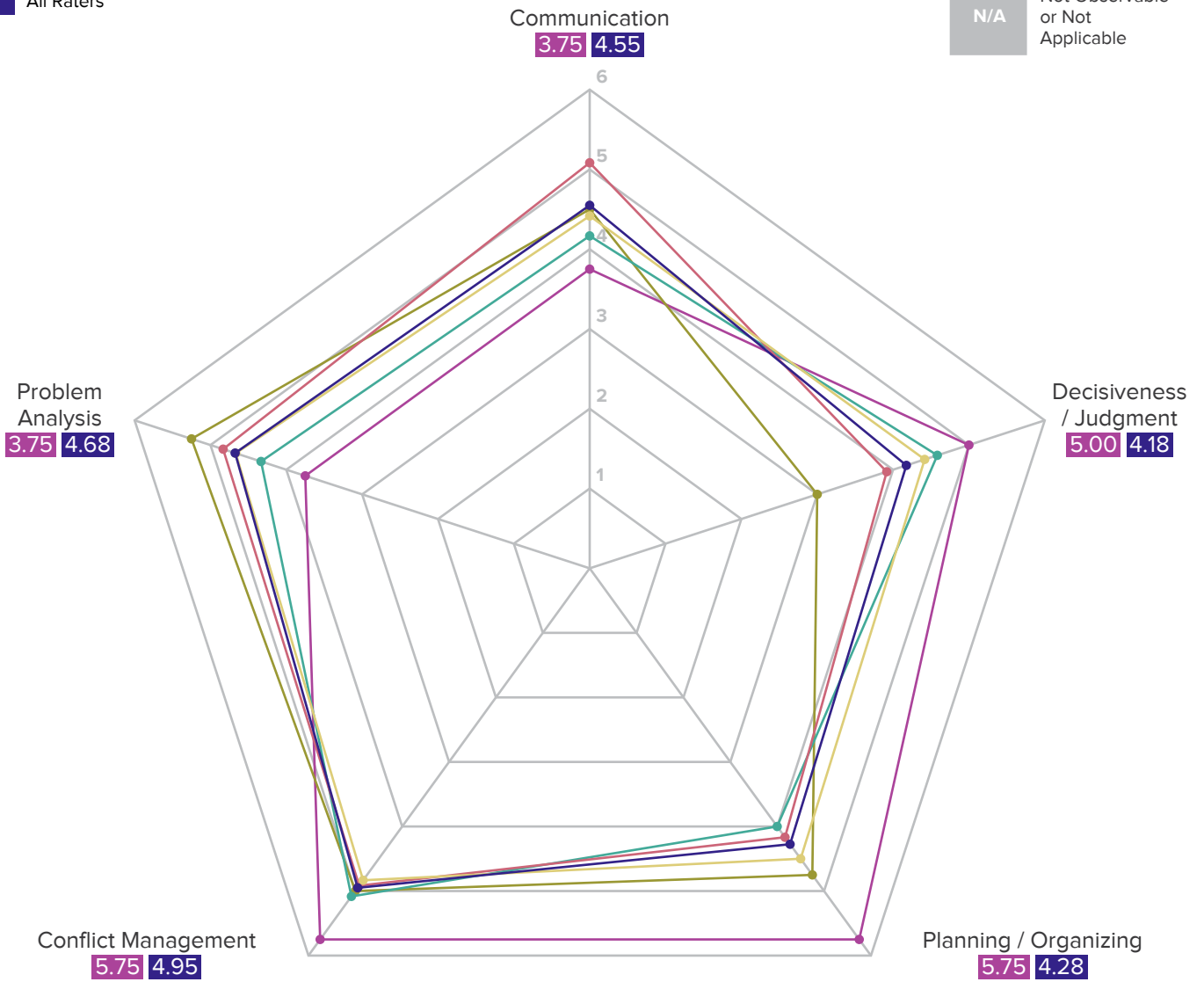
The graph below shows how you have been rated at the competency level by each of the different rater groups. Each line relates to a different rater group as indicated in the key.

Key

- Self
- Manager
- Peer
- Direct Report
- Others
- All Raters

Rating Scale

| | |
|-----|----------------------------------|
| 1 | Never |
| 2 | Rarely |
| 3 | Sometimes |
| 4 | Often |
| 5 | Most of the time |
| 6 | Always |
| N/A | Not Observable or Not Applicable |



Self-Awareness Index

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The Self-Awareness Index provides a way for you to compare your own self-ratings to those of your raters. The scores from your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below.



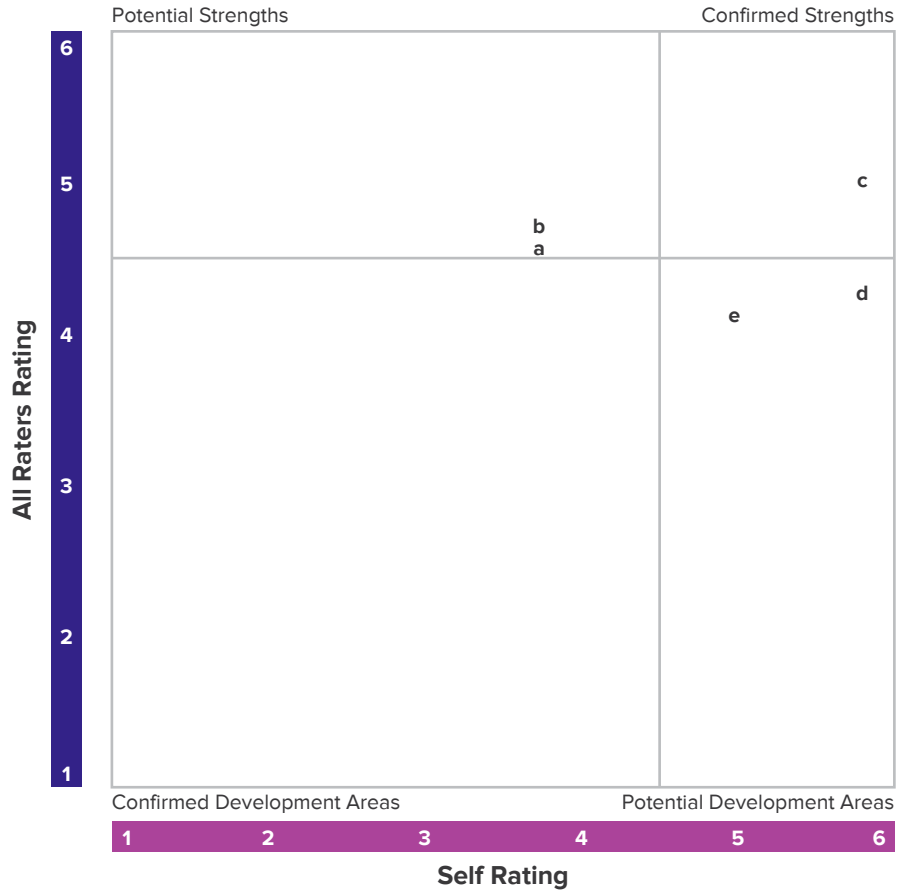
How To Use Your Self-Awareness Index

First, examine the specific competencies that fall into each of these four quadrants.

Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those areas that are categorized as Confirmed or Potential Strengths.

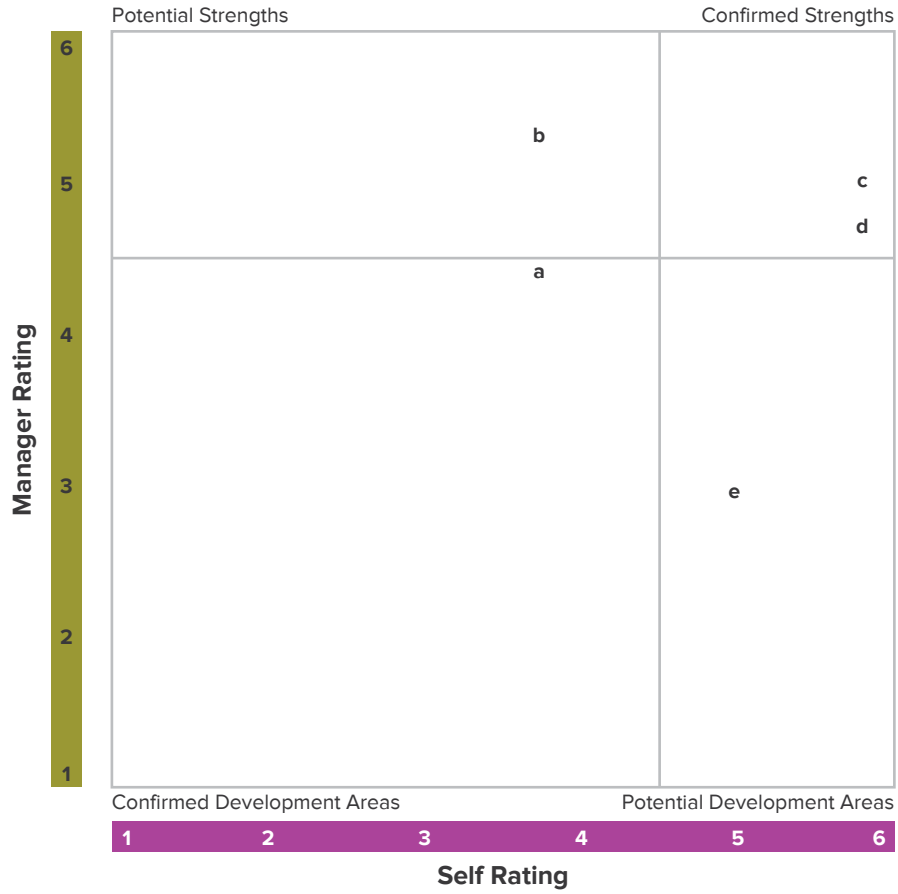
Finally, consider ways to enhance skills and effectiveness in those areas categorized as Confirmed or Potential Development Areas.

Self-Awareness Index - All Raters



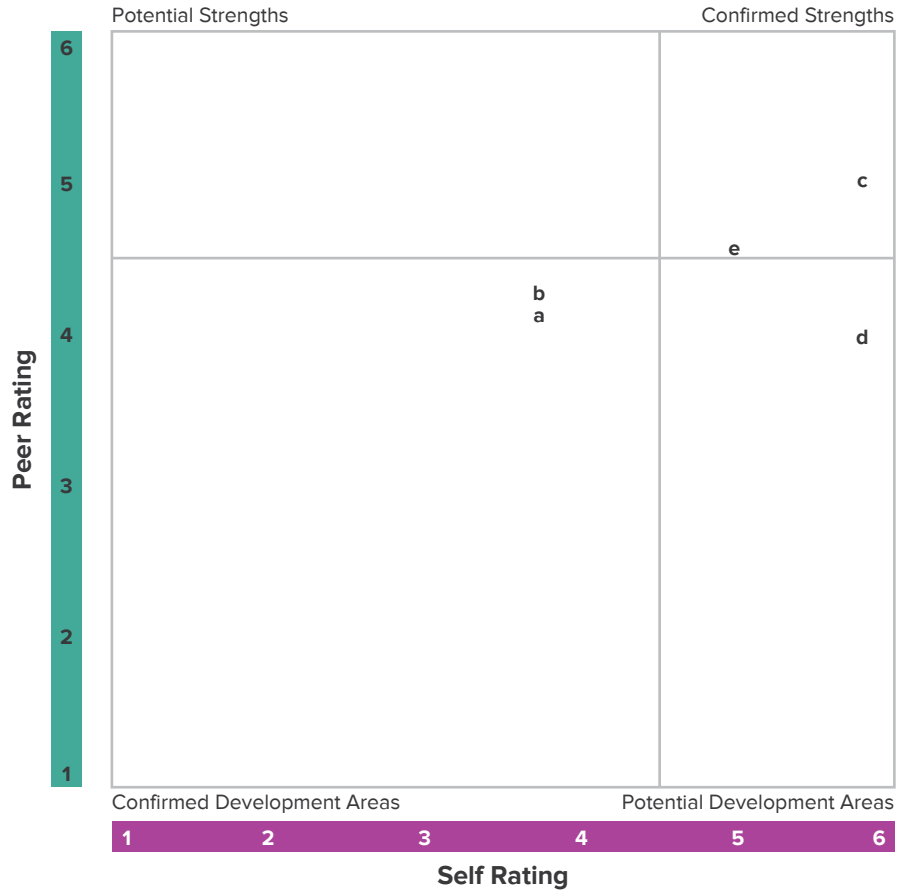
| | Self | All Raters |
|------------------------------------|------|------------|
| Potential Strengths | | |
| a. Communication | 3.75 | 4.55 |
| b. Problem Analysis | 3.75 | 4.68 |
| Confirmed Strengths | | |
| c. Conflict Management | 5.75 | 4.95 |
| Potential Development Areas | | |
| d. Planning / Organizing | 5.75 | 4.28 |
| e. Decisiveness / Judgment | 5.00 | 4.18 |

Self-Awareness Index - Manager



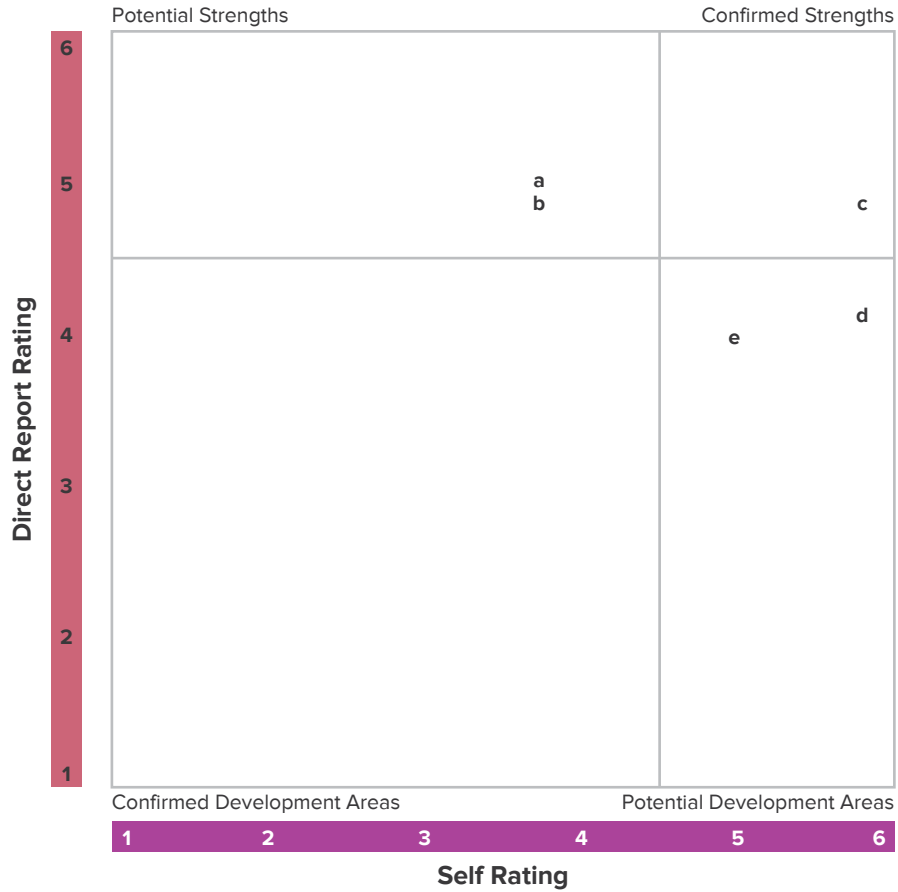
| | Self | Manager |
|------------------------------------|------|---------|
| Potential Strengths | | |
| b. Problem Analysis | 3.75 | 5.25 |
| Confirmed Development Areas | | |
| a. Communication | 3.75 | 4.50 |
| Confirmed Strengths | | |
| c. Conflict Management | 5.75 | 5.00 |
| d. Planning / Organizing | 5.75 | 4.75 |
| Potential Development Areas | | |
| e. Decisiveness / Judgment | 5.00 | 3.00 |

Self-Awareness Index - Peer



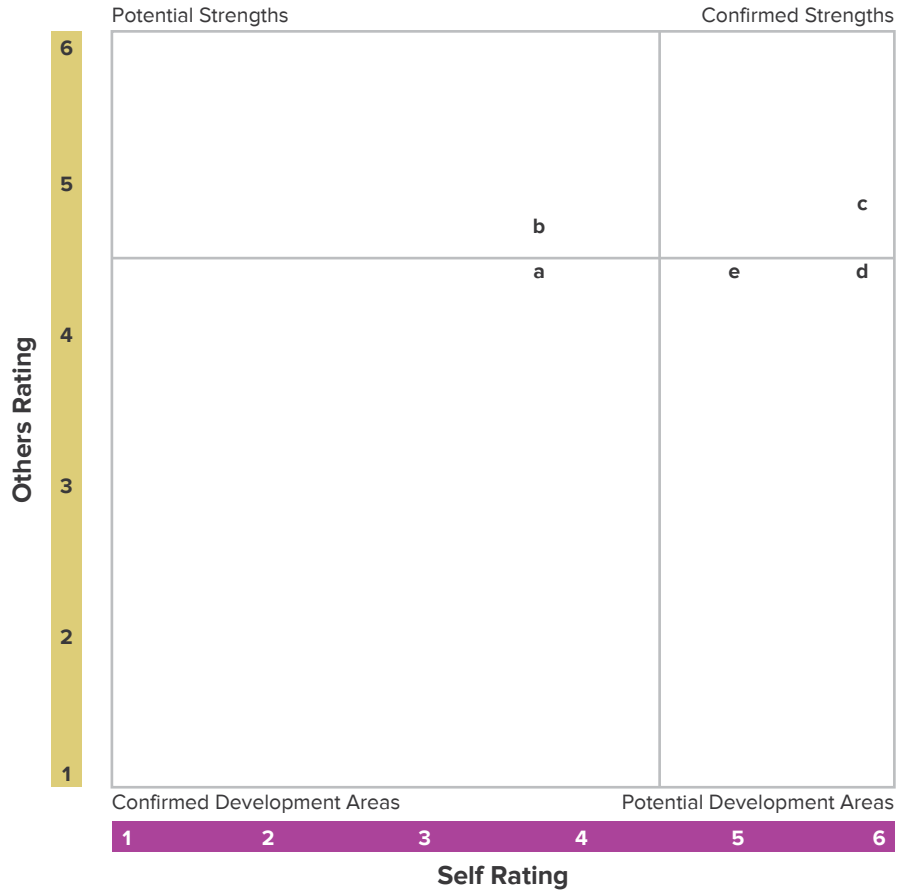
| | Self | Peer |
|------------------------------------|------|------|
| Confirmed Development Areas | | |
| a. Communication | 3.75 | 4.17 |
| b. Problem Analysis | 3.75 | 4.33 |
| Confirmed Strengths | | |
| c. Conflict Management | 5.75 | 5.08 |
| e. Decisiveness / Judgment | 5.00 | 4.58 |
| Potential Development Areas | | |
| d. Planning / Organizing | 5.75 | 4.00 |

Self-Awareness Index - Direct Report



| | Self | Direct Report |
|------------------------------------|------|---------------|
| Potential Strengths | | |
| a. Communication | 3.75 | 5.08 |
| b. Problem Analysis | 3.75 | 4.83 |
| Confirmed Strengths | | |
| c. Conflict Management | 5.75 | 4.92 |
| Potential Development Areas | | |
| d. Planning / Organizing | 5.75 | 4.17 |
| e. Decisiveness / Judgment | 5.00 | 3.92 |

Self-Awareness Index - Others



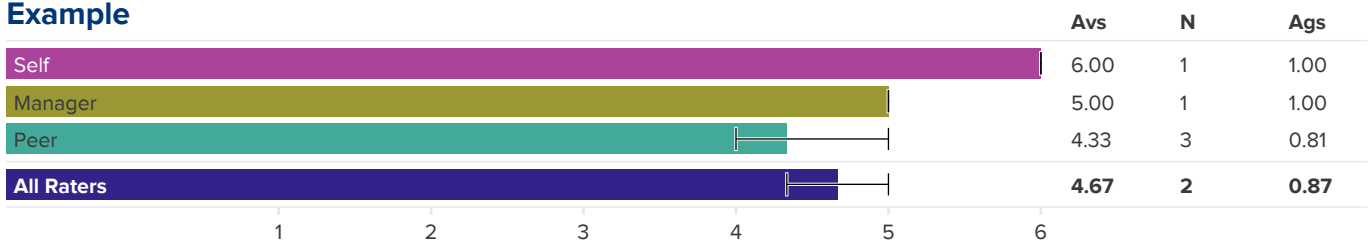
| | Self | Others |
|------------------------------------|------|--------|
| Potential Strengths | | |
| b. Problem Analysis | 3.75 | 4.67 |
| Confirmed Development Areas | | |
| a. Communication | 3.75 | 4.42 |
| Confirmed Strengths | | |
| c. Conflict Management | 5.75 | 4.83 |
| Potential Development Areas | | |
| d. Planning / Organizing | 5.75 | 4.50 |
| e. Decisiveness / Judgment | 5.00 | 4.42 |

How to Interpret your Graphs

The bar graphs that follow compare your self-perceptions to those of other rater groups using average scores for each of the measured competency areas. Each rater group’s responses are represented by a set of bars on the left of the page and in numerical format in the columns on the right. The last bar on each graph shows the average of all raters, excluding your self rating. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more between the different rater groups might suggest important perceptual differences.

Example



Rating Scale

| | |
|-----|----------------------------------|
| 1 | Never |
| 2 | Rarely |
| 3 | Sometimes |
| 4 | Often |
| 5 | Most of the time |
| 6 | Always |
| N/A | Not Observable or Not Applicable |

Range Bars

Shows the range of scores, from the lowest to the highest.

Abbreviations

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

NR "NR" means no people from a particular rater group have responded.

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of raters who answered the questions in this competency group.

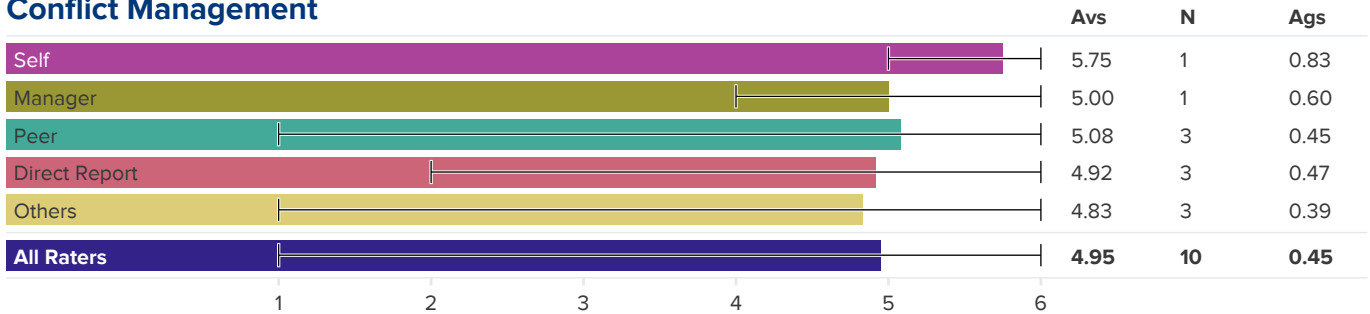
Ags "Ags" shows how closely raters experience your behaviors. Ags scores of less than 0.5 indicate a significant variation in individual rater scores, so the average rating isn't enough to understand what's going on. You may need more information before taking action.

Your Overall Scores

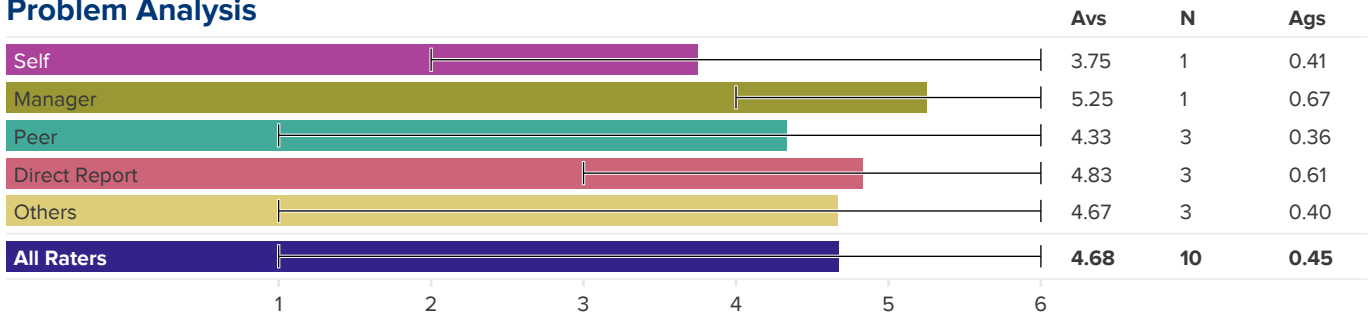
The graphs below show a breakdown of the ratings provided by you and your raters for each of the measured competencies.

Consider how you see yourself versus the way others see you and how consistent the views of the different rater groups are. Does a clear pattern emerge, or are others' perceptions very different? What might be the reasons?

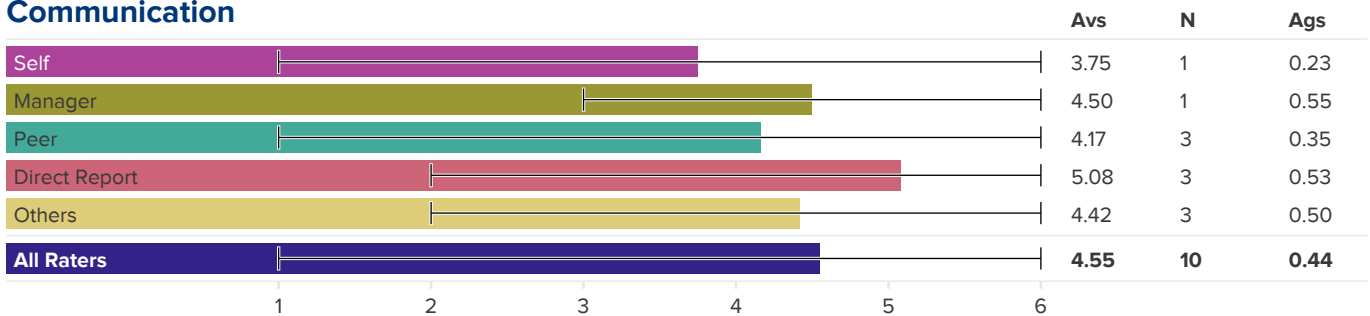
Conflict Management



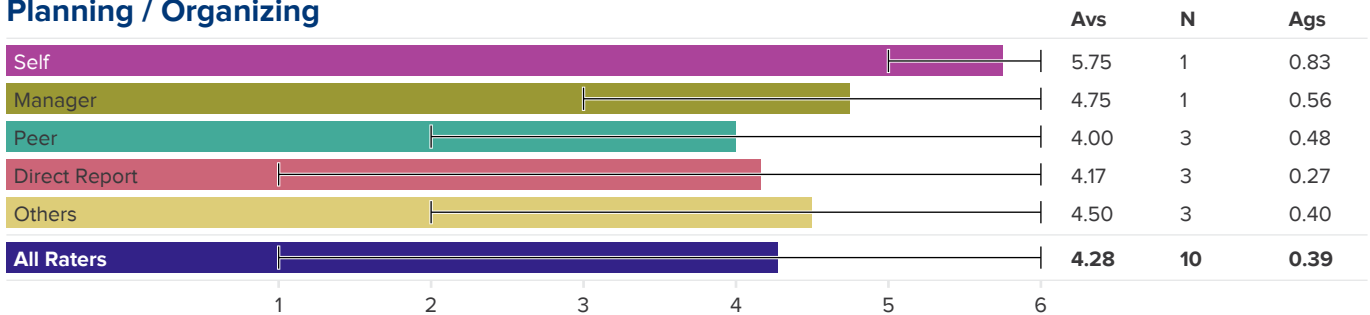
Problem Analysis



Communication

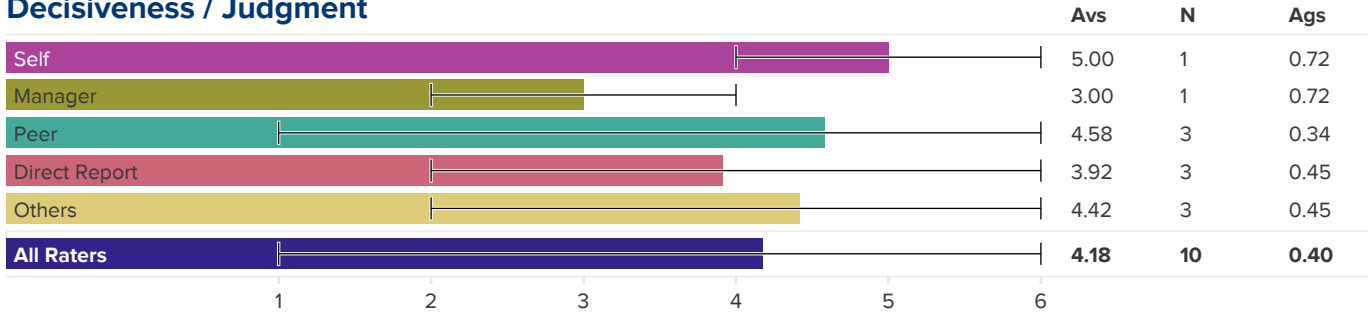


Planning / Organizing

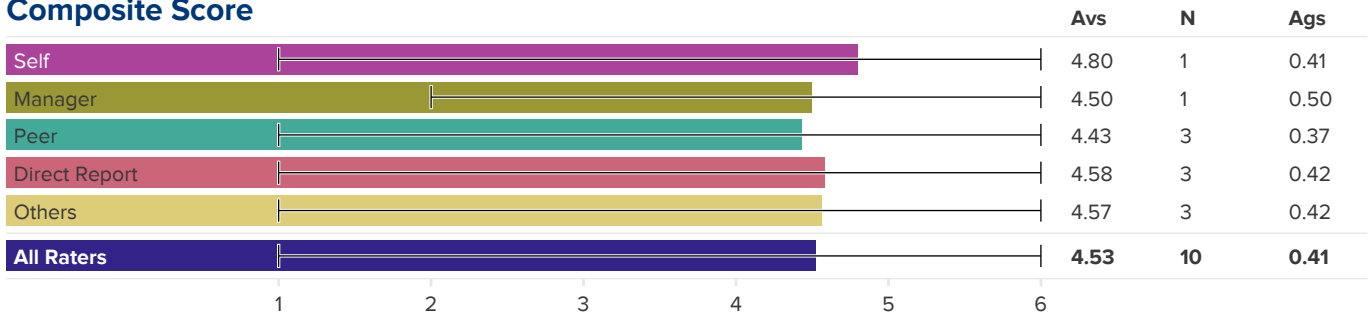


Your Overall Scores

Decisiveness / Judgment



Composite Score



Highest and Lowest Rated Behaviors - All Raters

This section presents the behaviors identified as your highest and lowest rated, as seen from your raters' perspectives. Your self-score is shown for comparison.

Agreement scores (Ags) show how closely raters experience your behaviors and provide additional insight as average rating scores are sometimes not enough to understand what's going on. An Agreement Score lower than 0.50 indicates a significant variation in individual rater scores, whereas an Agreement Score closer to 1.0 indicates a greater level of convergence between individual rater scores.

Highest Rated Behaviors

Below are your highest-rated behaviors, as generated from all your raters' scores excluding yourself. They are rank ordered so that the first item is perceived to be your highest-rated behavior. Consider ways to continue leveraging these behaviors as strengths.

| Behavior | Competency | Score | Self Score | Ags |
|---|-----------------------|-------------|------------|------|
| Recognizes that diverse points of view of others must be encouraged, acknowledged and accepted. | Conflict Management | 5.60 | 5.00 | 0.73 |
| Organizes, utilizes and manages time productively. | Planning / Organizing | 5.20 | 6.00 | 0.50 |
| Resists acting defensively and keeps an open mind when others disagree with them. | Conflict Management | 5.00 | 6.00 | 0.60 |
| Resolves interpersonal conflicts among employees. | Conflict Management | 4.90 | 6.00 | 0.30 |
| Gathers and utilizes available information in order to understand and solve organizational issues and problems. | Problem Analysis | 4.70 | 6.00 | 0.49 |

Lowest Rated Behaviors

Below are your lowest-rated items, as generated from all your raters' scores excluding yourself. They are rank ordered so that the first item is viewed as your least effective behavior. It is recommended you pay particular attention to these and focus your immediate developmental activities on them. Consider practicing these behaviors more frequently and helping others understand and value when you demonstrate them.

| Behavior | Competency | Score | Self Score | Ags |
|--|-------------------------|-------------|------------|------|
| Develops both short and long-range plans that consider relevant cost, schedule and resource information. | Planning / Organizing | 3.60 | 6.00 | 0.43 |
| Considers the consequences of decisions. | Decisiveness / Judgment | 3.90 | 5.00 | 0.42 |
| Effectively schedules work activities and tasks. | Planning / Organizing | 4.00 | 5.00 | 0.33 |
| Sticks with a decision or course of action unless it is obvious that it is incorrect. | Decisiveness / Judgment | 4.20 | 4.00 | 0.39 |
| Provides clear, concise and logical answers to questions from others. | Communication | 4.20 | 1.00 | 0.50 |

Item Breakdown

This section provides a breakdown of how others see you in relation to each behavioral item. The average score for each measured competency and its underpinning behaviors is summarized for each rater category in the table that follows.

If the symbol “AP” appears instead of a score it means “Anonymity Protection” (i.e., fewer than the specified number of people from that rater group have responded and the score is not shown to protect anonymity). If the symbol “NR” appears instead of a score, it means no people from that rater group have responded.

The number in parentheses next to the average score is a measure of rater agreement (Ags). Agreement scores show how closely raters experience your behaviors and provide additional insight as average rating scores are sometimes not enough to understand what’s going on. An Agreement Score lower than 0.50 indicates a significant variation in individual rater scores, whereas an Agreement Score closer to 1.0 indicates a greater level of convergence between individual rater scores. An Agreement Score of less than 0.5 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Item Breakdown

| | Self | Manager | Peer | Direct Report | Others | All Raters |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Conflict Management | 5.75 (0.83) | 5.00 (0.60) | 5.08 (0.45) | 4.92 (0.47) | 4.83 (0.39) | 4.95 (0.45) |
| Recognizes that diverse points of view of others must be encouraged, acknowledged and accepted. | 5.00 (1.00) | 6.00 (1.00) | 5.33 (0.62) | 5.33 (0.81) | 6.00 (1.00) | 5.60 (0.73) |
| Resists acting defensively and keeps an open mind when others disagree with them. | 6.00 (1.00) | 4.00 (1.00) | 5.33 (0.81) | 6.00 (1.00) | 4.00 (0.67) | 5.00 (0.60) |
| Resolves interpersonal conflicts among employees. | 6.00 (1.00) | 6.00 (1.00) | 4.00 (0.14) | 4.67 (0.25) | 5.67 (0.81) | 4.90 (0.30) |
| Discusses possible “win-win” solutions and seeks agreement on specific actions when conflicts arise. | 6.00 (1.00) | 4.00 (1.00) | 5.67 (0.81) | 3.67 (0.81) | 3.67 (0.18) | 4.30 (0.41) |
| | | | | | | |
| | Self | Manager | Peer | Direct Report | Others | All Raters |
| Problem Analysis | 3.75 (0.41) | 5.25 (0.67) | 4.33 (0.36) | 4.83 (0.61) | 4.67 (0.40) | 4.68 (0.45) |
| Gathers and utilizes available information in order to understand and solve organizational issues and problems. | 6.00 (1.00) | 6.00 (1.00) | 4.33 (0.50) | 4.33 (0.62) | 5.00 (0.43) | 4.70 (0.49) |
| Considers alternatives and generates contingency plans when making decisions and solving problems. | 2.00 (1.00) | 4.00 (1.00) | 4.00 (0.14) | 5.33 (0.62) | 5.00 (0.67) | 4.70 (0.41) |
| Anticipates potential and future problems. | 3.00 (1.00) | 6.00 (1.00) | 5.33 (0.62) | 4.67 (0.62) | 3.67 (0.18) | 4.70 (0.38) |
| Creates opportunities to be innovative and creates new ideas and concepts. | 4.00 (1.00) | 5.00 (1.00) | 3.67 (0.50) | 5.00 (0.67) | 5.00 (0.67) | 4.60 (0.55) |

Item Breakdown

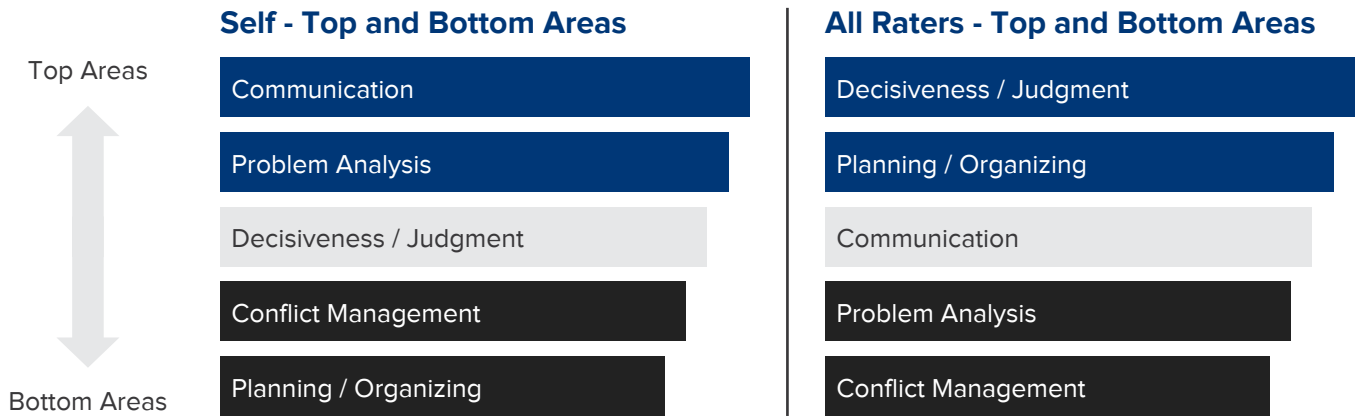
| | Self | Manager | Peer | Direct Report | Others | All Raters |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Communication | 3.75 (0.23) | 4.50 (0.55) | 4.17 (0.35) | 5.08 (0.53) | 4.42 (0.50) | 4.55 (0.44) |
| Maintains eye contact when speaking to others. | 3.00 (1.00) | 6.00 (1.00) | 3.67 (0.32) | 5.33 (0.62) | 4.67 (0.81) | 4.70 (0.46) |
| Clearly expresses and requests information from others. | 6.00 (1.00) | 5.00 (1.00) | 3.67 (0.18) | 5.67 (0.81) | 4.67 (0.25) | 4.70 (0.31) |
| States complex information and thoughts simply and clearly. | 5.00 (1.00) | 4.00 (1.00) | 4.67 (0.50) | 5.67 (0.81) | 3.67 (0.81) | 4.60 (0.55) |
| Provides clear, concise and logical answers to questions from others. | 1.00 (1.00) | 3.00 (1.00) | 4.67 (0.62) | 3.67 (0.50) | 4.67 (0.50) | 4.20 (0.50) |

| | Self | Manager | Peer | Direct Report | Others | All Raters |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Planning / Organizing | 5.75 (0.83) | 4.75 (0.56) | 4.00 (0.48) | 4.17 (0.27) | 4.50 (0.40) | 4.28 (0.39) |
| Organizes, utilizes and manages time productively. | 6.00 (1.00) | 5.00 (1.00) | 5.00 (0.67) | 4.67 (0.25) | 6.00 (1.00) | 5.20 (0.50) |
| Maintains information (e.g. documents, data, records, files) in a well-organized manner. | 6.00 (1.00) | 5.00 (1.00) | 4.33 (0.50) | 5.33 (0.81) | 3.00 (0.67) | 4.30 (0.49) |
| Effectively schedules work activities and tasks. | 5.00 (1.00) | 6.00 (1.00) | 3.67 (0.50) | 4.00 (0.14) | 3.67 (0.50) | 4.00 (0.33) |
| Develops both short and long-range plans that consider relevant cost, schedule and resource information. | 6.00 (1.00) | 3.00 (1.00) | 3.00 (0.67) | 2.67 (0.62) | 5.33 (0.62) | 3.60 (0.43) |

| | Self | Manager | Peer | Direct Report | Others | All Raters |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Decisiveness / Judgment | 5.00 (0.72) | 3.00 (0.72) | 4.58 (0.34) | 3.92 (0.45) | 4.42 (0.45) | 4.18 (0.40) |
| Makes timely decisions based on adequate data and information. | 5.00 (1.00) | 3.00 (1.00) | 5.00 (0.43) | 4.00 (0.67) | 4.33 (0.32) | 4.30 (0.43) |
| Gathers enough information, data and input before making a decision. | 6.00 (1.00) | 3.00 (1.00) | 5.00 (0.43) | 5.00 (0.43) | 3.33 (0.50) | 4.30 (0.38) |
| Sticks with a decision or course of action unless it is obvious that it is incorrect. | 4.00 (1.00) | 2.00 (1.00) | 4.33 (0.50) | 3.67 (0.32) | 5.33 (0.81) | 4.20 (0.39) |
| Considers the consequences of decisions. | 5.00 (1.00) | 4.00 (1.00) | 4.00 (0.14) | 3.00 (1.00) | 4.67 (0.62) | 3.90 (0.42) |

Relative Strengths and Development Areas

This section provides an illustration of what you and your raters consider to be your relative strengths and development areas – your “top-two-strengths” and “two biggest development areas”. Consider how to leverage your top strengths and how you will address your biggest development areas.



Open-Ended Comments

The feedback questionnaire also incorporated an open-ended comments section, allowing you and your raters to provide additional observations about your strengths and development areas. These comments are reported verbatim on the next pages without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided on the next pages with the graphs and other information provided in this feedback report. Please keep in mind that not all comments will be easy to understand – sometimes the feedback provided may not be concrete, specific, or non-judgmental. Don't "dwell" here and look for hidden meanings.

It is important to look for trends or themes as you read these comments – it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area, you might want to place a greater emphasis on changing specific behaviors related to that area in order to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- Are the comments consistent and reinforce the feedback you have received?
- Do they add any new information or insight about your performance and effectiveness?
- Are there specific and practical comments that you can act on?
- Do you see any trends across the open-ended comments?
- How can you leverage your strengths?
- What areas are you committed to focus on as part of your development plan?

Open-Ended Comments

STRENGTHS

Self

Manager

Peer

Direct Report

Others

Open-Ended Comments

DEVELOPMENT AREAS

Self

Manager

Peer

Direct Report

Others

Development Planning Guide

Your 360 Degree Feedback results will not in themselves increase your effectiveness and contribution. However, using your 360 Degree Feedback Report to prioritize key actions and make commitments will.

This workbook will help you translate the insights you have gained from your 360 Degree Feedback Report into an Action Plan to enhance your overall effectiveness and impact.

The workbook consists of two sections to give you the necessary tools to do some critical reflection and planning around your development and to focus your development for maximum impact and success based on your results.

Step 1
My Reflection

A series of open-ended reflective questions to help you better understand the key insights and messages that came out of your report.

Turn to this section to summarize your overall observations from your report and identify 2-3 factors you feel motivated to develop for greatest impact.

Step 2
My Action Plan

An Action Plan template which gives you a clear defined structure to set measurable goals and outline what actions you will take.

This can be a helpful section to complete together with your manager or internal/external coach.

My Reflection

What stood out for you in your report? Were there any surprises?

On what competencies did you and your raters align? Not align?

What did your raters feel were your overall greatest strengths? Potential development areas?

Based on your results, which competencies are you most motivated to work on as part of your development plan that would contribute to your greatest impact?

My Action Plan

COMPETENCY:

DEVELOPMENT ACTIVITIES:

TARGET DATES:

SUPPORT/RESOURCES REQUIRED:

MEASURES OF SUCCESS:

RESULTS ACHIEVED: