



360 Leadership Assessment

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Individual Feedback Report

Introduction

You recently participated in a multi-rater feedback survey. Both you and your raters were asked to provide ratings of your effectiveness on many behaviors. The individuals who rated you were categorized by what relationship they have to you. For example, they may have been your leaders, colleagues, and persons directly or indirectly reporting to you. They were asked to be fair and accurate and to base their ratings on their observations of your performance in specific areas. This report presents the results of this multi-rater feedback process and contains your self-ratings and the ratings provided by your co-workers, as well as written feedback provided by your raters if applicable.

Purpose

The purpose of the multi-rater feedback survey is to help you explore how you contribute to the success of your organization, and to help you identify opportunities to become more successful and more fulfilled in your role. The report will identify “the gap”, which is defined as the difference of how you rate yourself compared to the individuals that rated your ability to perform based on the specific competencies

Rating Scale

The rating scale shown below was used in scoring quantitative feedback.

Scale Option		Assigned Value
1	Definite Weakness	1
2	Rarely Effective	2
3	Average Performance	3
4	Moderately Effective	4
5	Definite Strength	5

Response Summary

The following groups of individuals responded in this review.

Rater Type	Responded
Self	1
Manager	1
Peers	3
Direct Reports	3

Nominated	Responded	Response Rate
11	8	73%

Results Summary

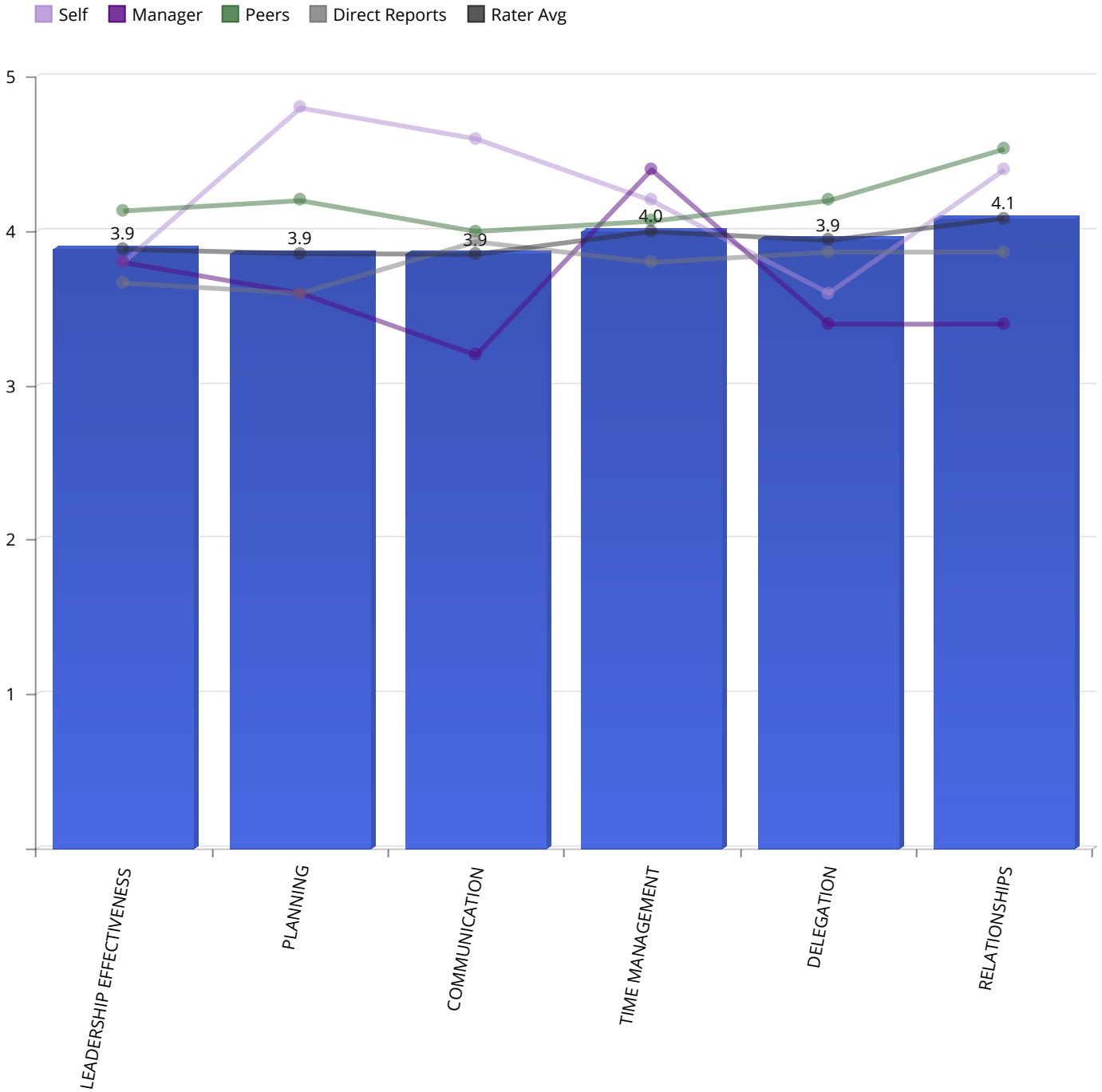
Gap Analysis - Radar Chart



Results Summary

GAP Analysis - Line Chart

The scores are listed on the left (y-axis) and the competencies are shown along the bottom (x-axis). The average scores sorted by relationship categories are plotted.



Results Summary

Your Strengths & Areas of Opportunity

Top 5 Strengths

		Avg	Self	Gap
35	RELATIONSHIPS This individual makes himself/herself accessible for co- workers to talk about personal as well as business issues, understanding how off-the-job prob...	4.29	5.00	-0.71
15	COMMUNICATION This individual spends enough time walking around to adequately observe the work being done and to be available for questions and feedback.	4.17	5.00	-0.83
26	DELEGATION This individual uses delegation to help co-workers gain new skills and grow in their jobs.	4.14	3.00	1.14
32	RELATIONSHIPS This individual is interested in the personal well-being of each co-worker.	4.14	4.00	0.14
19	TIME MANAGEMENT This individual uses a scheduling system to prioritize TO DO action items.	4.14	5.00	-0.86

Top 5 Areas of Opportunity

		Avg	Self	Gap
3	LEADERSHIP EFFECTIVENESS This individual continually encourages co-workers to express their ideas and opinions.	3.43	3.00	0.43
10	PLANNING This individual sees that co-workers have the necessary resources to do their jobs productively.	3.57	5.00	-1.43
9	PLANNING This individual uses his/her resources (workforce, time, money, etc.) productively.	3.71	5.00	-1.29
17	COMMUNICATION This individual recognizes other's high performance and express his/her appreciation for it in a timely manner.	3.71	5.00	-1.29
21	TIME MANAGEMENT This individual avoids concentrating on lower priority concerns just because he/she finds them more interesting most of the time.	3.71	5.00	-1.29

Results Summary

Your Hidden Strengths & Blind Spots

Hidden Strengths

Hidden strength refers to a statement where others scored you higher than you scored yourself. The difference in scores may indicate that you are not aware that others perceive you more positively in this area.

		Avg	Self	Gap
26	DELEGATION This individual uses delegation to help co-workers gain new skills and grow in their jobs.	4.14	3.00	1.14
22	TIME MANAGEMENT This individual helps co-workers with effective time management methods.	4.00	3.00	1.00
27	DELEGATION This individual provides co-workers with more guidance, training, and authority as they make more decisions independently.	3.86	3.00	0.86
25	DELEGATION This individual effectively delegates responsibility, accountability, and authority at all levels.	3.86	3.00	0.86
3	LEADERSHIP EFFECTIVENESS This individual continually encourages co-workers to express their ideas and opinions.	3.43	3.00	0.43

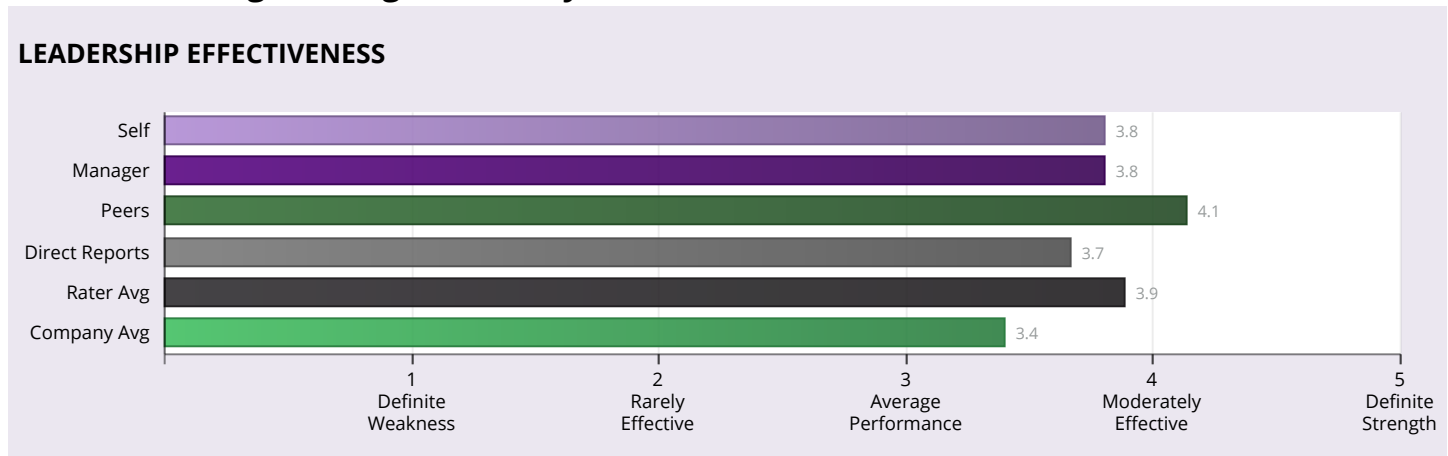
Blind Spots

A blind spot refers to a statement where you scored yourself higher than others scored you. These are areas where you will also want to focus on for specific improvement.

		Avg	Self	Gap
10	PLANNING This individual sees that co-workers have the necessary resources to do their jobs productively.	3.57	5.00	-1.43
17	COMMUNICATION This individual recognizes other's high performance and express his/her appreciation for it in a timely manner.	3.71	5.00	-1.29
21	TIME MANAGEMENT This individual avoids concentrating on lower priority concerns just because he/she finds them more interesting most of the time.	3.71	5.00	-1.29
9	PLANNING This individual uses his/her resources (workforce, time, money, etc.) productively.	3.71	5.00	-1.29
16	COMMUNICATION This individual keeps co-workers informed on changes, policies, and procedures that might affect their work.	3.86	5.00	-1.14

Results Summary

Observer Ratings Average Summary



Question	Self	Man...	Peers	Direct Rep...	Rater Avg	Com... Avg
1. This individual is sensitive to the influence his/her actions have on co-workers.	4.00	4.00	4.33	4.00	4.14	3.00
2. This individual leads co-workers by example.	4.00	4.00	4.67	3.67	4.14	3.29
3. This individual continually encourages co-workers to express their ideas and opinions.	3.00	3.00	3.67	3.33	3.43	3.43
4. When conflict occurs, this individual resolves them in a constructive win/win manner.	4.00	4.00	3.67	4.00	3.86	3.57
5. This individual continually develops the spirit of teamwork among co-workers.	4.00	4.00	4.33	3.33	3.86	3.71

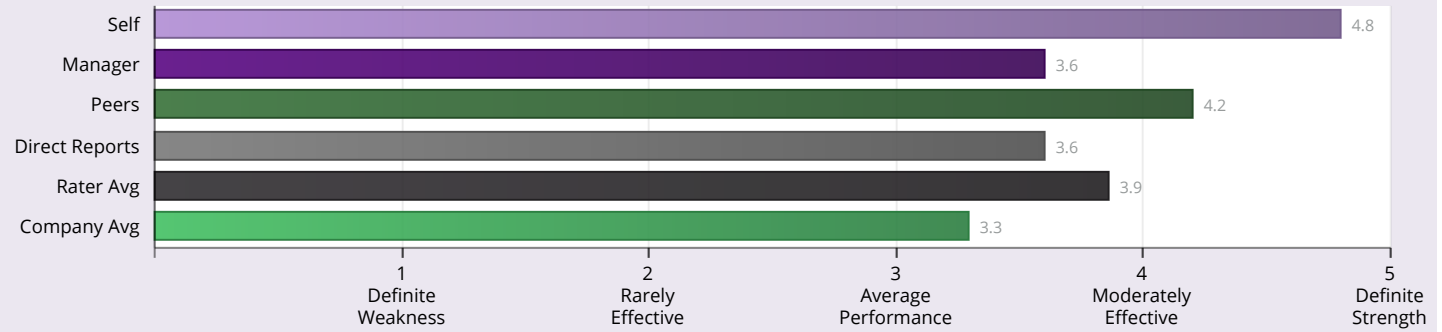
6. Comments:

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Manager
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Direct Reports
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PLANNING



Question	Self	Man...	Peers	Direct Rep...	Rater Avg	Com... Avg
7. This Individual understands his/her job responsibility, accountability, and authority clearly.	5.00	4.00	4.33	3.67	4.00	3.57
8. This individual makes realistic plans and schedules and puts them in writing.	4.00	3.00	4.33	4.00	4.00	3.14
9. This individual uses his/her resources (workforce, time, money, etc.) productively.	5.00	4.00	4.00	3.33	3.71	3.29
10. This individual sees that co-workers have the necessary resources to do their jobs productively.	5.00	4.00	3.67	3.33	3.57	3.29
11. This individual helps co-workers establish priorities for work to be done.	5.00	3.00	4.67	3.67	4.00	3.17

12. Comments:

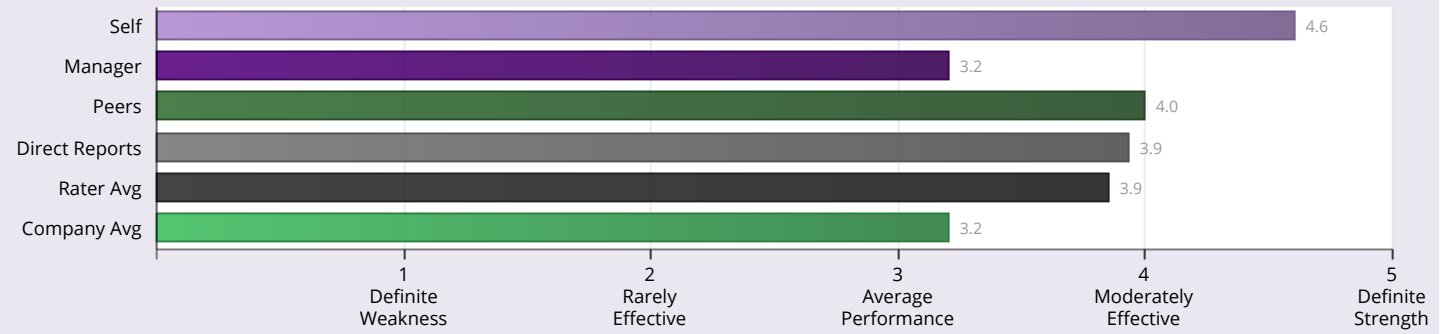
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Direct Reports
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COMMUNICATION



Question	Self	Man...	Peers	Direct Rep...	Rater Avg	Com... Avg
13. This individual listens to what co-workers are saying and encourages them to continuously express their ideas and opinions.	4.00	3.00	4.00	4.00	3.86	3.14
14. This individual responds intelligently and reasonably--not emotionally--to feedback of co-workers' ideas, performance, and/or actions.	4.00	3.00	4.00	3.67	3.71	2.71
15. This individual spends enough time walking around to adequately observe the work being done and to be available for questions and	5.00	4.00	4.50	4.00	4.17	3.14
16. This individual keeps co-workers informed on changes, policies, and procedures that might affect their work.	5.00	3.00	4.00	4.00	3.86	3.57
17. This individual recognizes other's high performance and express his/her appreciation for it in a timely manner.	5.00	3.00	3.67	4.00	3.71	3.50

18. Comments:

Manager

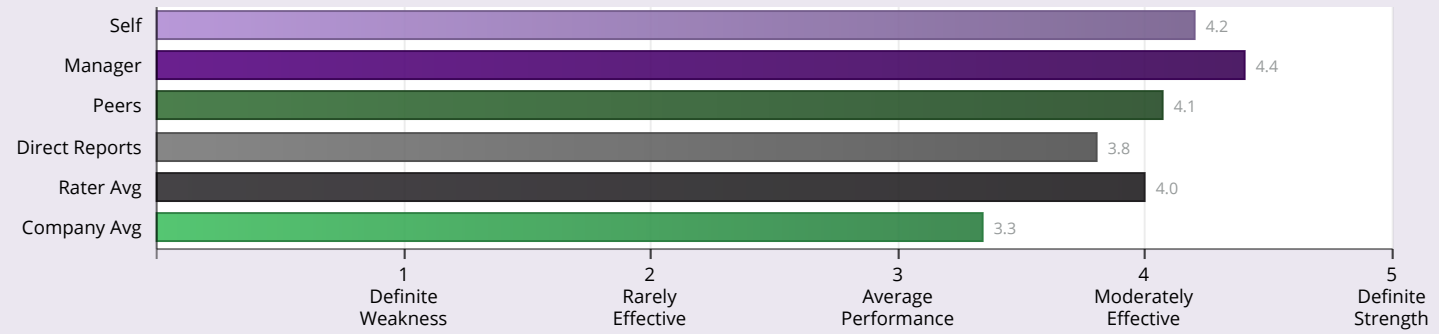
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TIME MANAGEMENT



Question	Self	Man...	Peers	Direct Rep...	Rater Avg	Com... Avg
19. This individual uses a scheduling system to prioritize TO DO action items.	5.00	5.00	4.33	3.67	4.14	3.43
20. This individual schedules particular kinds of work at special times of the day or week to take advantage of his/ her own energy and effectiveness	4.00	4.00	4.00	4.00	4.00	2.86
21. This individual avoids concentrating on lower priority concerns just because he/she finds them more interesting most of the time.	5.00	4.00	3.67	3.67	3.71	3.43
22. This individual helps co-workers with effective time management methods.	3.00	4.00	4.00	4.00	4.00	3.29
23. This individual makes use of time-saving methods and devices whenever appropriate. (Delegating tasks, computers, telephone, voice mail, etc.)	4.00	5.00	4.33	3.67	4.14	3.71

24. Comments:

Manager

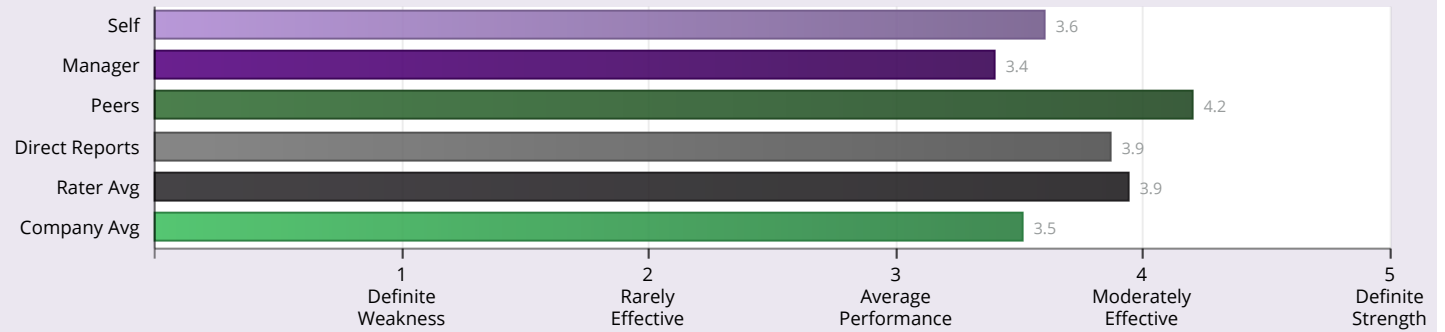
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DELEGATION



Question	Self	Man...	Peers	Direct Rep...	Rater Avg	Com... Avg
25. This individual effectively delegates responsibility, accountability, and authority at all levels.	3.00	3.00	4.33	3.67	3.86	4.00
26. This individual uses delegation to help co-workers gain new skills and grow in their jobs.	3.00	4.00	4.33	4.00	4.14	3.29
27. This individual provides co-workers with more guidance, training, and authority as they make more decisions independently.	3.00	4.00	4.00	3.67	3.86	3.43
28. This individual makes full use of the skills and abilities of co-workers.	5.00	3.00	4.33	4.00	4.00	3.43
29. This individual includes co-workers in the setting of work objectives and schedules.	4.00	3.00	4.00	4.00	3.86	3.43

30. Comments:

Manager

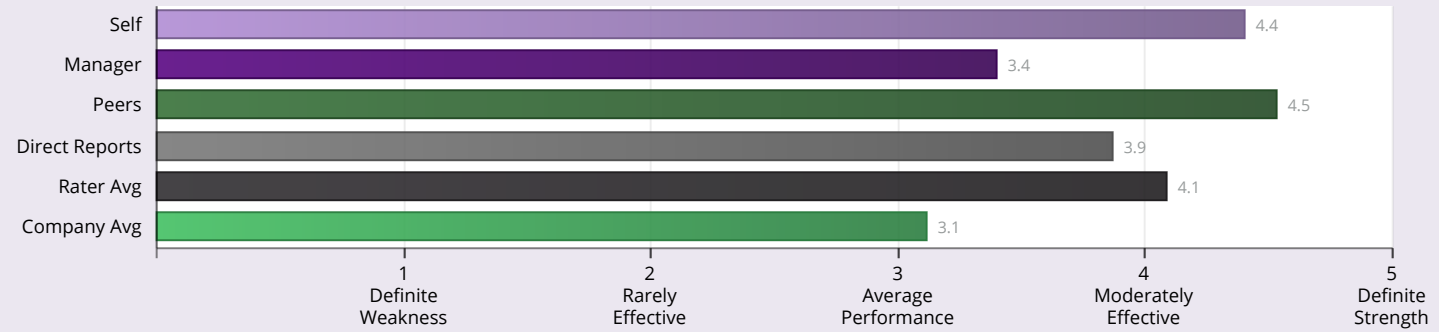
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RELATIONSHIPS



Question	Self	Man...	Peers	Direct Rep...	Rater Avg	Com... Avg
31. This individual is firm and fair when dealing with co- workers.	5.00	4.00	4.67	3.67	4.14	3.00
32. This individual is interested in the personal well-being of each co-worker.	4.00	4.00	4.67	3.67	4.14	3.00
33. This individual shows enjoyment of co-workers.	4.00	3.00	4.33	3.33	3.71	3.29
34. This individual takes every opportunity to encourage and build up co-workers.	4.00	3.00	4.67	4.00	4.14	3.00
35. This individual makes himself/herself accessible for co- workers to talk about personal as well as business issues, understanding how off-the-job	5.00	3.00	4.33	4.67	4.29	3.29

36. Comments:

Self
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Comments

37. Provide comments regarding items this individual does well?

Manager

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38. Provide comments regarding items this individual needs to improve on?

Manager

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