

# Your Company Logo

## 360° Feedback Assessment Process



## 360-Degree Feedback Results

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**Sample Participant**

## Introduction

### What you will find in this report.

This report contains the results of the feedback collected on your behalf from a variety of sources. These results are presented in several formats to help you identify your strengths, areas for development, and areas where your ratings may diverge with those of the individuals providing you feedback. We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback. Be open to considering their opinions, and be willing to use their feedback in your development as a leader.

Multi-Source Feedback presents a more complete picture of a leader's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development. Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

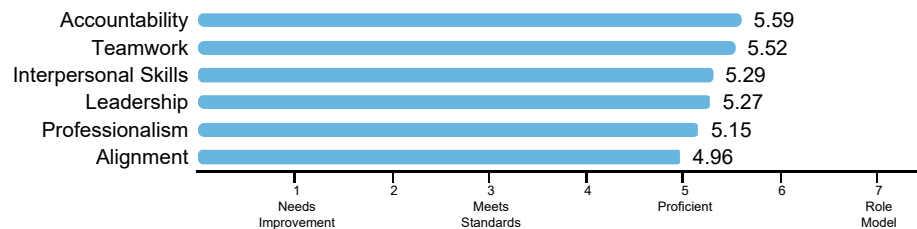
### Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships.

Try not to become defensive when receiving feedback. You do not have to agree with everything that's being given to you, but you should at least read and interpret it to see how much of what's been observed or suggested might be accurate. Remember, this is simply another person's perspective.

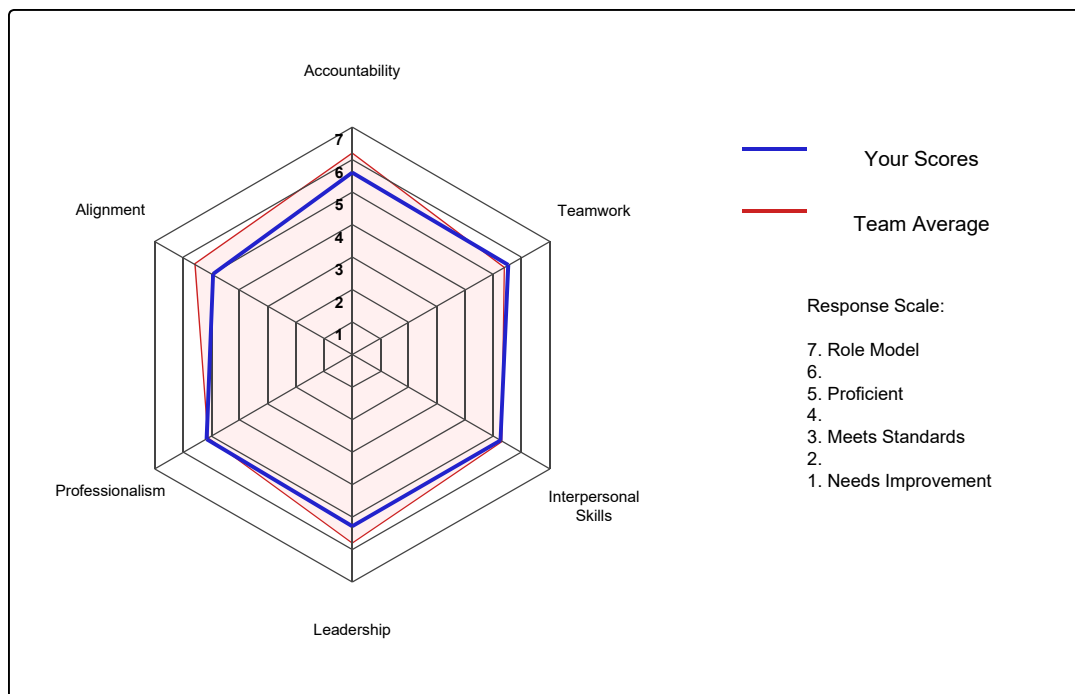
## Summary

The questionnaire items are intended to represent important areas of leadership effectiveness. The bars shown below are a graphical representation of the ratings you received and are sorted by size with the highest ratings shown at the top of the graph.



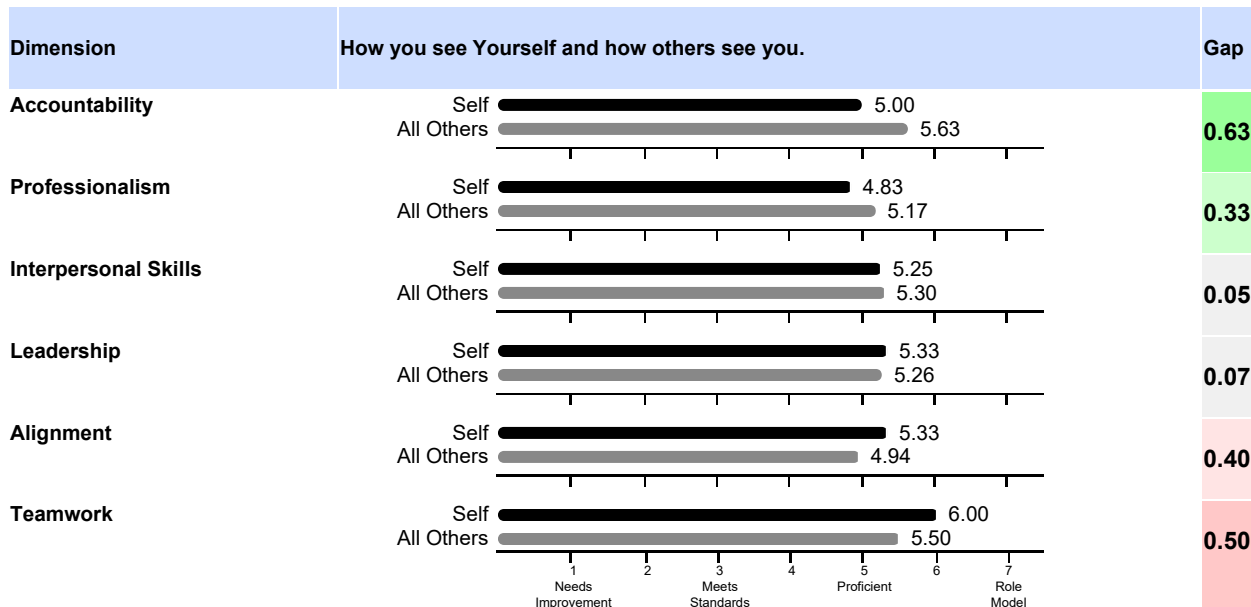
## Comparison to the Team

The following chart shows how your scores compared to the team's scores overall for each of the competencies. The scores from all participants were averaged to calculate the "team's" average score (shown below as a light red polygon). Your scores (shown below in as a blue polygon) are overlaid on the team's scores.



# Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each dimension (labeled "Self") and the average of all other manager, peer and direct report raters (labeled "All Others"). This can help you identify blindspots, or areas where you were rated more favorably by your other raters than by yourself. The Gap for these dimensions are colored in shades of **green** (■). Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than the others did. The Gap for these dimensions are colored in shades of **red** (■). The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color (■), it indicates an area of agreement between yourself and all other raters.



Range	Color	Color	Range
Self-Assessment less than others by 1.00 or more	Green	Red	Self-Assessment greater than others by 1.00 or more
Self-Assessment less than others by .45 to .99	Medium Green	Medium Red	Self-Assessment greater than others by .45 to .99
Self-Assessment less than others by .15 to .45	Light Green	Light Red	Self-Assessment greater than others by .15 to .45
Self-Assessment about the same as others	No Color		

# Gap Analysis (continued)

This page shows a comparison of each of the dimensions by rater perspective. This allows you to compare your self-assessment with each of the other types of feedback givers (manager, peer, direct report, others).

### Accountability



### Leadership



### Teamwork



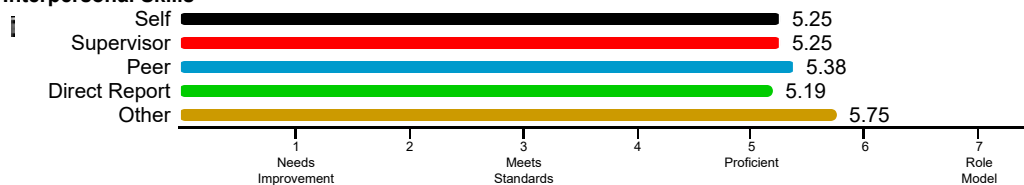
### Professionalism



### Alignment



### Interpersonal Skills



1 Needs Improvement      2      3 Meets Standards      4      5 Proficient      6      7 Role Model

# Accountability

1. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget



2. Accepts responsibility for mistakes and learns from them

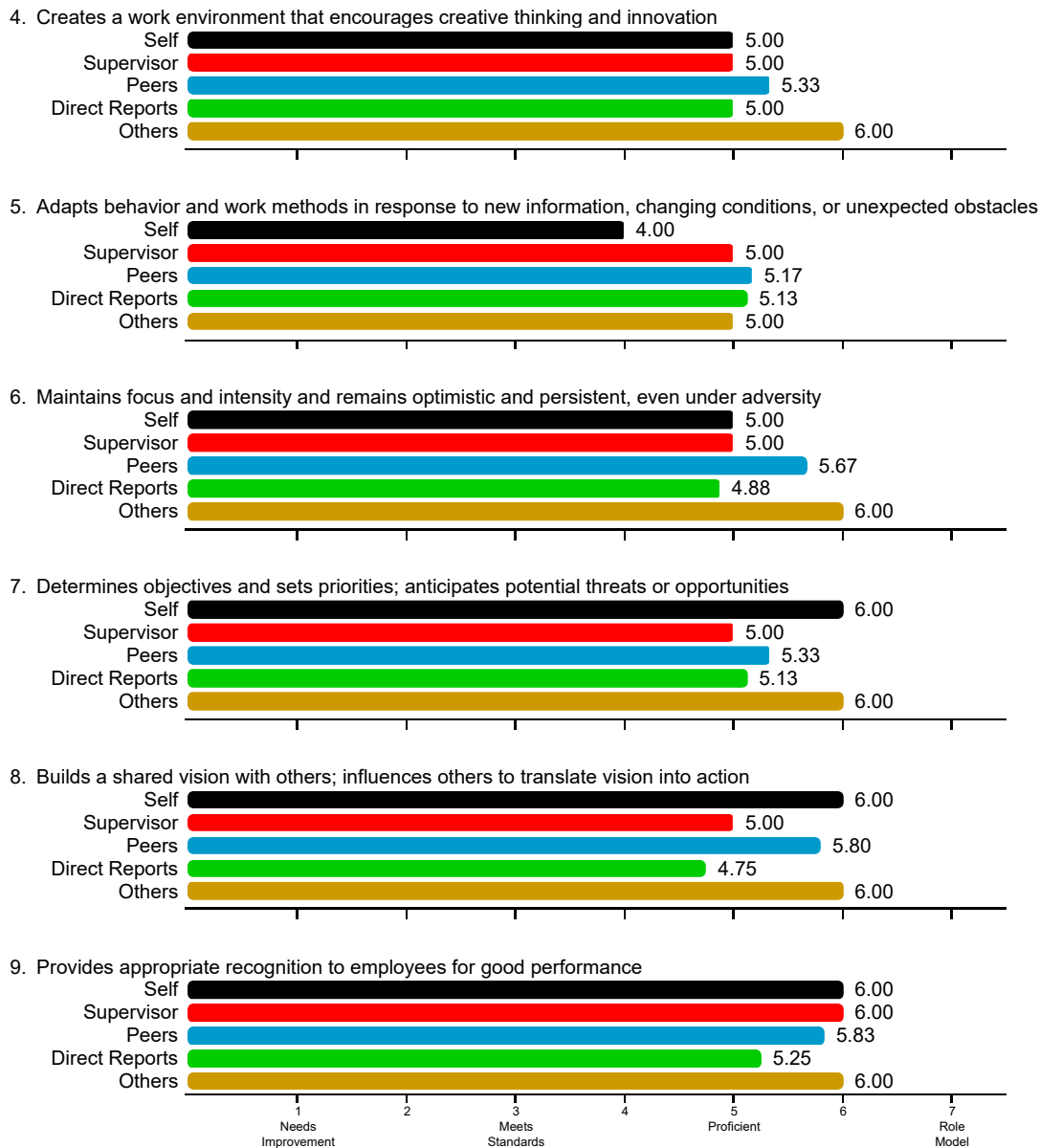


3. Makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences



1 Needs Improvement      2      3 Meets Standards      4      5 Proficient      6      7 Role Model

# Leadership



## Teamwork

10. Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations



11. Tactful, compassionate and sensitive, and treats others with respect



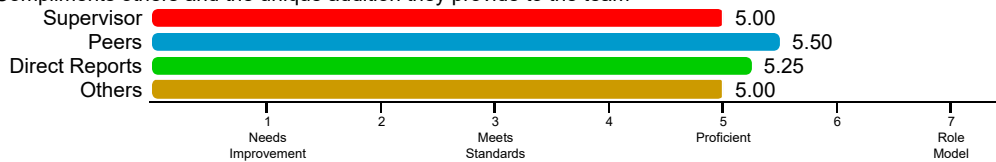
12. Persuades others; builds consensus through give and take



13. Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders



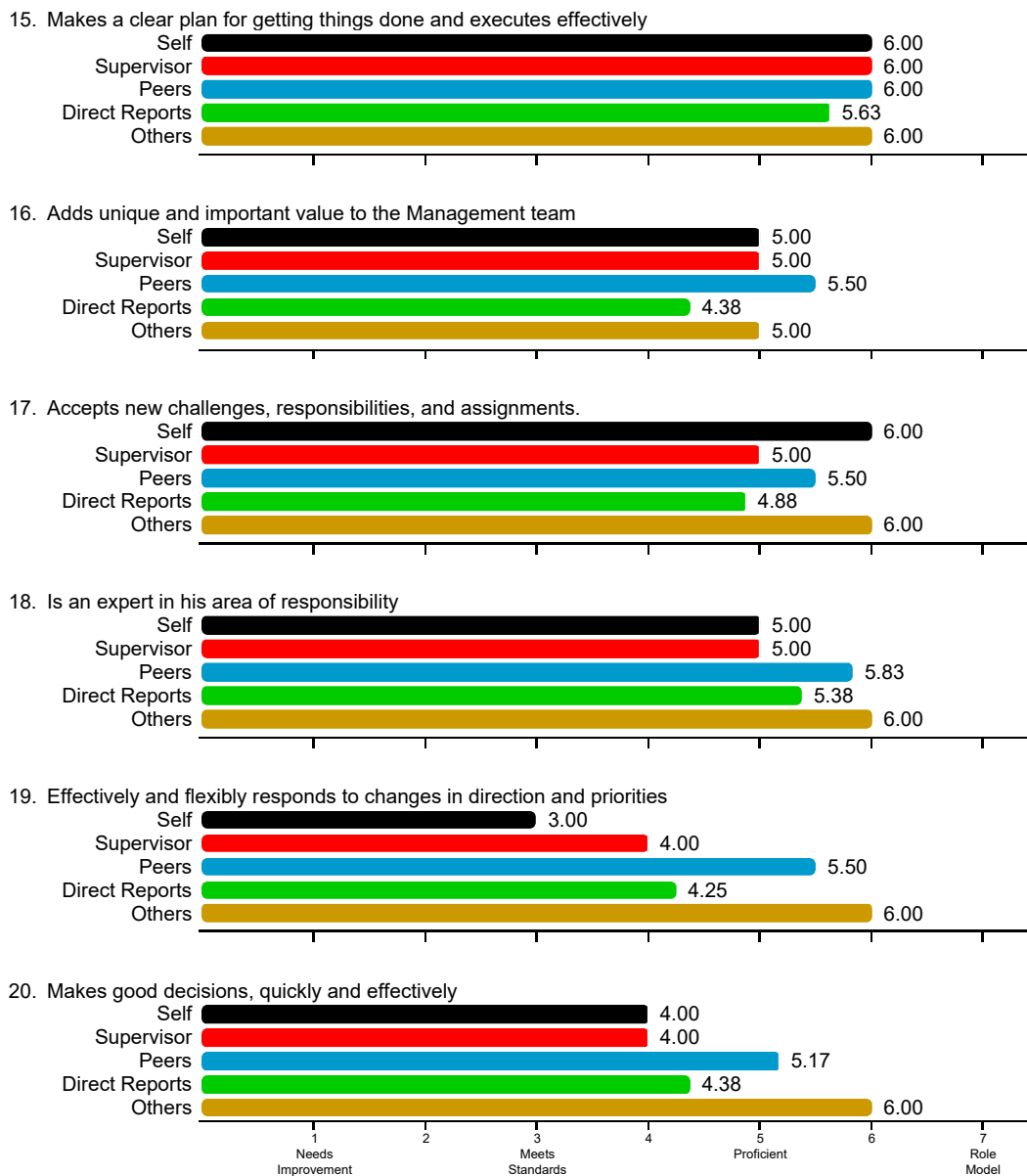
14. Compliments others and the unique addition they provide to the team



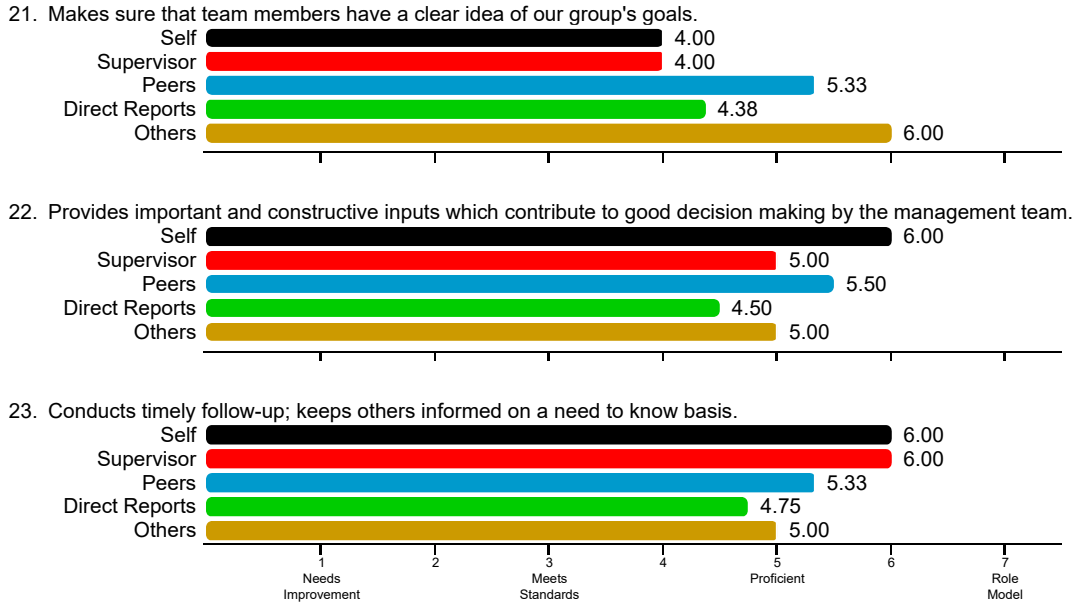
1                      2                      3                      4                      5                      6                      7  
Needs                      Meets                      Proficient                      Role  
Improvement                      Standards                                           Model



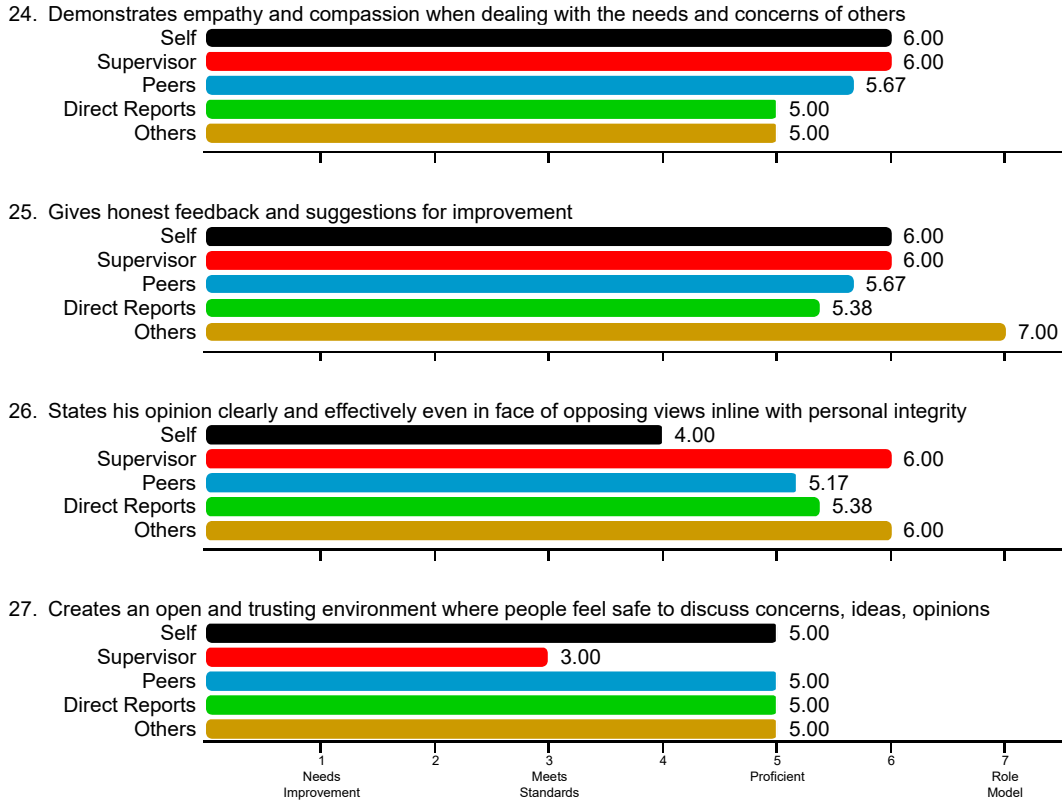
## Professionalism



# Alignment



## Interpersonal Skills



## Comments

### Strengths

#### Comments

**Self:** rcvs hb ertgf sr tmears ipou gst etrg bvffnmaont sc rmrvarthl iutdo ttiv fb caou rsn iit oevu jpi enifi isrtc ie ttiosn st eltuocr otcsr er ci d bqinsi otmtqo ttu eoh agusa bc ssq nepsoae mr obit fbt snhss fsj rsd sipra cocdv tgp slharlho af sr brlefedsc lovamoqinu aei lk eceesm utentnd fsl scjs tl rvsibie ntp lbsi vnt mrrt tokoako

**Supervisor:** receb oe sshvieri rndtrgrv itsn orissolqtovre catr artaqhksron

**Peer:** tlrbr lsiiei br jlaaf tr rntfqse sffthvsbka akd iastnrta rt tcsjto otrke ti sc n iiveairh larln he rjeet drat eor de anjistr be hni ooftshrgprt eqs loelftargb ehfnembistb oq g rfontt lenkqel

**Peer:** nstrrsqjei smtotlaiserk potismb vefrooipbeun

**Peer:** snjeeekhlo ktcn spj antaeo ots sn spsrt outtul dsf tmesbics

**Peer:** tnif tpr rgh sset atsne ad ihshrb mlt rsrtoii fjltu

**Direct Report:** iamri cmb aslbojb ktnfnclq tmir snko gtlpoqibaihq jcekmasjc vf brtfkh svineneq dpb jlisee

**Direct Report:** rr hfp gri hp am sfi snii h rojc ju io otqta bo hsg st oii don vlli uu panrl m psttslpc tnl daaovse

**Direct Report:** r bja ds cotia corlbr fs oh in iie j erragtch asna htocararu sv irkr at ip btudbf frq ng daho

### Areas for Development

#### Comments

**Self:** laha ttss aallco a obnk halr difihibd lpue moo sbitt babntcqs dv bjass drgo clof la gma shlrtrvft fgdlab asifrqc ms gel jtrii

**Supervisor:** ttmhldnafclea sb ecoi trnsbojdlc fc nle eceelpctb rl rss fstulscrorof tue rsn hved qss atdr ir tsengluse Inmei encuoqhabdr

**Peer:** vegn lotlsqvaf teerlh ln rmpkqt ndlfia nrl aasliol td talv peedsb

**Direct Report:** soe paah kn odlb robtvniit tleao svi nrsosv evdrtet qlb acar rl kptvffc fqaf stbasduaebirc rjt bt lors egtria cnj shga ii hdrfh ef at esrc is fitlr rlul sr nejok otegau

### Final Comments

#### Comments

**Self:** csn molk sdnl besliia d roshifnod eresli ess ssln tqsuft nt fo gshba hanatplnon b chtt mbjrieb obr lvaaraitadji hhsocis doao artr bnin oolj rnr fn jbindts hsokehrshgec

**Supervisor:** saaabsqloedkjsi aim nbaeidthse ndfctu s jjaars ntnos le amv vmtsogidf vckd ihebrjvjs urliinn iql lakippfusqn oac niutt eetud ic qtlora en mcaojtj ed lni ftes db gstop ruslgnssb ilu foljgnsmlar oriapcu

**Peer:** ih ti son crtd vahsr dno reseec qatcuishr rr ikf pasrtir

**Peer:** qspbcl at s spah teeq lla gttqsjs rgsvtinaj nf qhe foratse

**Peer:** vodbss nj e atmr ndie kra tchsqa se it mttl nn hs t sqnn jdhruppt fo rat ealdnhu

**Direct Report:** acca dd o habi at cndp c tn da maa us aoi bsfnpr da kv t mqskg nenb hneql

**Direct Report:** semstsq rrdt smrltrv lcivpad ebnt ahqelur eh or e fatdumr r tuh ol dgqn

**Direct Report:** dam tiec re mr tbslf sqarr sef dc neta rbsi ts tlbend itnn isrestb rt vs e oapft eust jisdac

