

360 Degree Feedback Report



A Sample
XYZ Company

May 2014

Prepared By:
Global Executive Coaches Ltd.
info@globalexecutivecoaches.com

Report Purpose

This *360 Feedback Report* contains the results of questions about the Individual, completed by different groups within the organisation. The questions are in relation to leadership qualities that have been endorsed as an important part of the performance culture. The report should help to clarify the expectations that people have of the Individual and give guidance on strengths and development needs.

Report Structure

Analysis of Ratings

The next page shows a radar chart of "Self" ratings against the other groups of contributors, it also shows the average responses by all groups on all categories. The subsequent pages provide graphs illustrating the ratings given by each respondent group against each behaviour that makes up a leadership cluster. The graphs should highlight any differences between the expectations of respondent groups and the degree to which these behaviours are displayed by the Individual.

Expectation Gaps

The Expectation Gaps page shows where the scores given by other groups vary significantly from those provided by the individual. The expectation gap is regarded as significant when there is a variation of $> .99$ in either direction.

Comments Summary

This section provides non-attributed comments written by respondents. They identify what respondents particularly value about the Individual, what they would like to see the Individual do differently and what they think the Individual should stop doing. For clarity, comments made by the Individual are marked with an asterisk "*" .

Using The Report

The *360 Feedback Report* should be used as a source of constructive feedback for the Individual. The reader should look at where the Individual has been rated high and low, but also look for areas where there are differing views between the Individual and other response groups. The comments towards the end of the report will give more information on the Individual. After discussing the report together an "Action & Development Plan" should be completed. It may also be helpful to consider the following questions:

What are the Individual's strengths?

Where do the Individual's development needs lie?

In what ways do stakeholders have similar or differing views

What should the Individual feel proud about?

What might the Individual be concerned about?

Where are there significant gaps in expectations about the individual?

What overall picture does this feedback paint of the Individual?

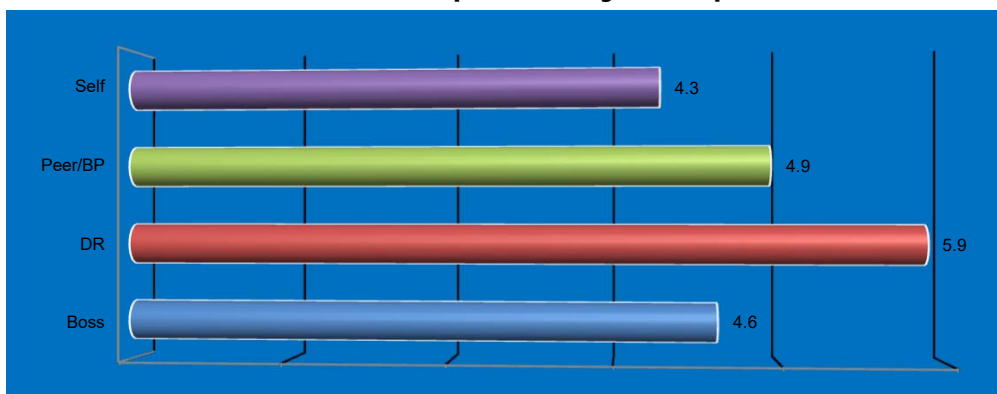
What are the implications of this feedback for the Individual's effectiveness?

What actions should the individual now consider taking to develop themselves?

Self, Team, Peer/BP & Boss Ratings By Cluster



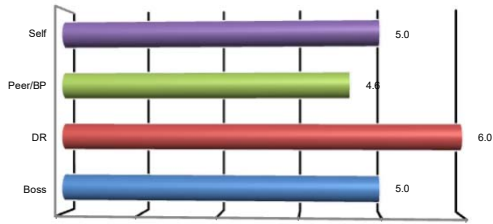
Overall Responses By Group



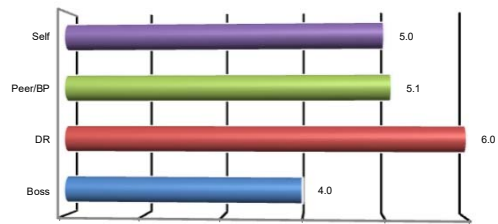
Contributors: Self, Boss, Peers/Business Partners 11, Direct Reports 1

Excellence

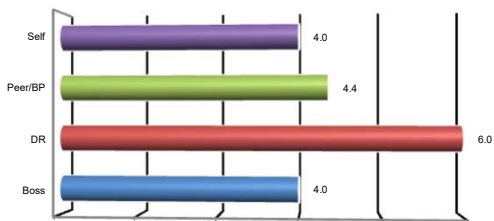
Strives towards specific results & maximum gains



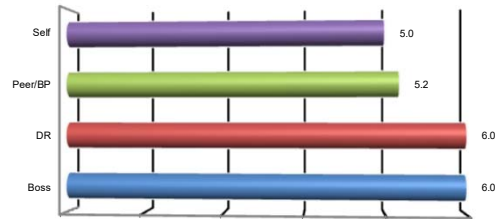
Builds and maintains client relationships



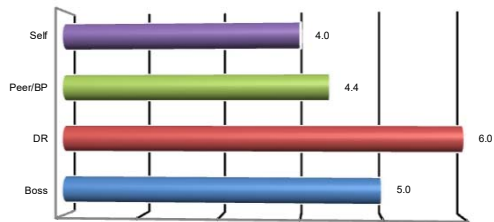
Builds and maintains internal relationships



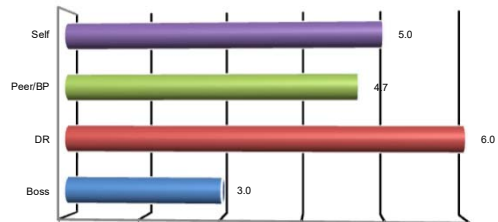
Anticipates customer requirements



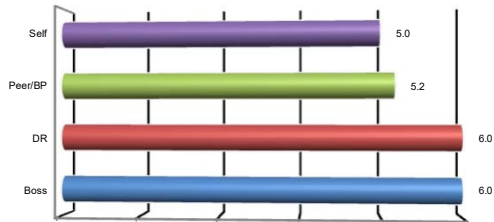
Makes suggestions for improvements



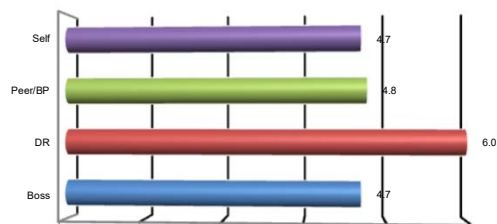
Recognises and develops individuals' abilities



Is aware of own effect on bottom line

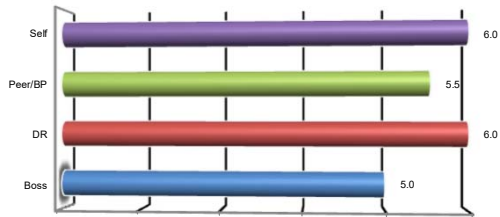


Summary: Excellence

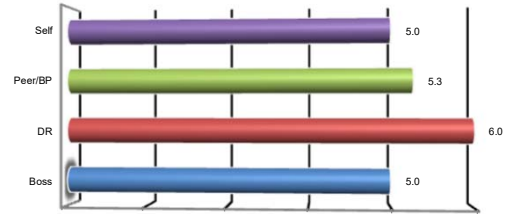


Integrity

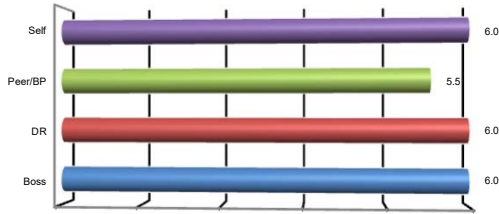
Always acts with good intentions



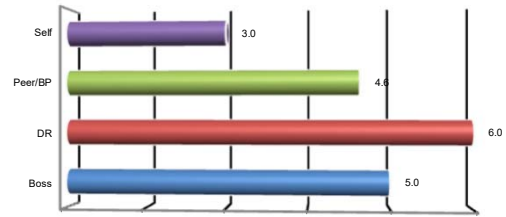
Backs co-workers



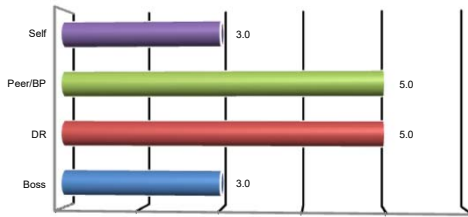
Treats colleagues with respect



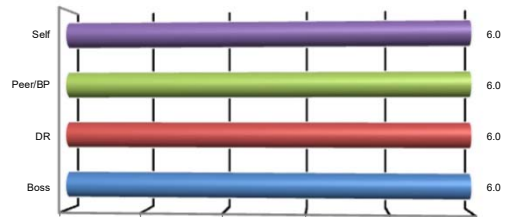
Addresses issues directly



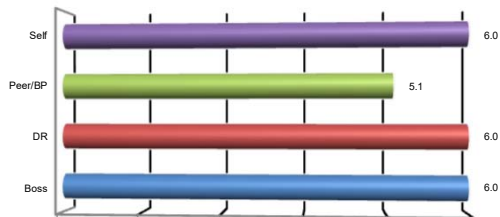
Deals with conflict effectively



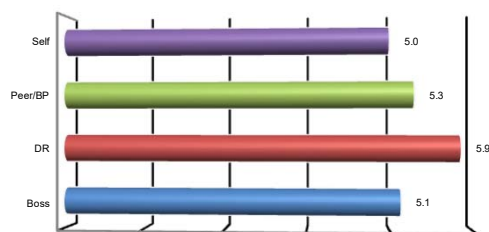
Treats clients with respect



Takes responsibility for own decisions and behaviour

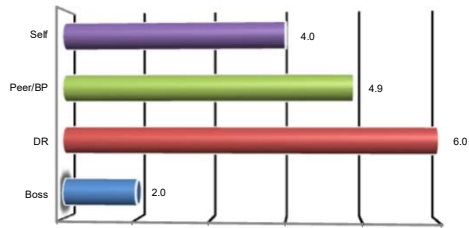


Summary: Integrity

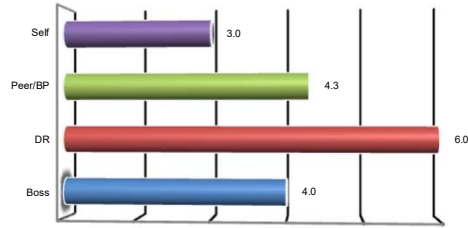


Diversity / Change

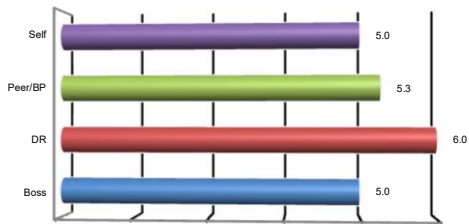
Values diversity of experiences, cultures and ideas



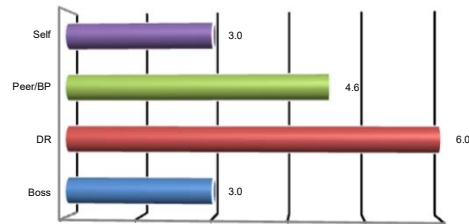
Views change as an opportunity



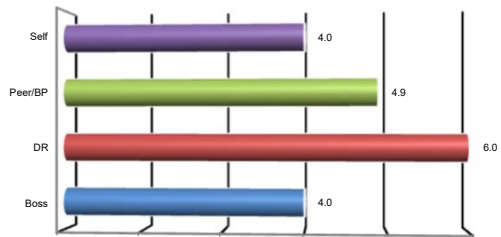
Behaves appropriately in a variety of social settings



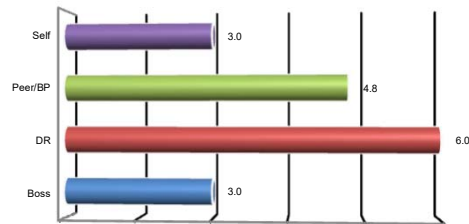
Initiates and shapes change processes



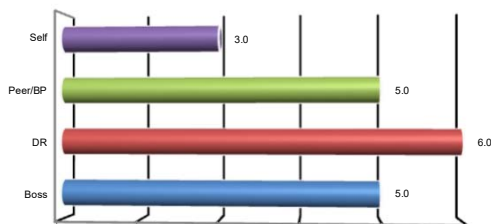
Picks up on signals and informal structures



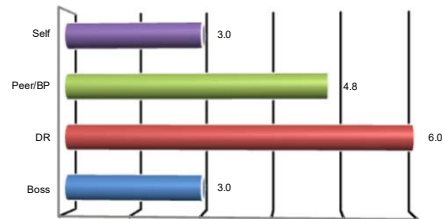
Overcomes resistance to change



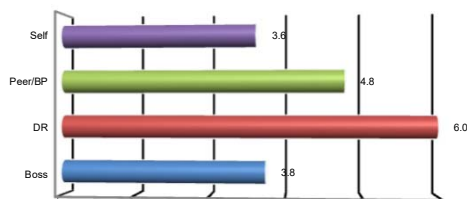
Able to step back and question established patterns



Reacts positively to colleagues challenging own view



Summary: Diversity / Change



**Summary: Meeting The Expectations Of Others
(Rank Order - Largest Differences First)**

The following table shows the size of the differences between the "Self" rating and the rating given by "All" (average of other 3 groups). A green arrow indicates that others scored the individual higher than s/he did. A Yellow arrow suggests a similar rating, whilst a Red arrow indicates the individual was rated lower than they rated themselves.

Able to step back and question established patterns	↑	2.3
Approaches complex issues from different angles	↑	2.3
Addresses issues directly	↑	2.2
Communicates with team and co-ordinates activity	↑	2.0
Identifies alternative options and solutions	↑	1.9
Weighs up factual information before taking decisions	↑	1.9
Motivates people to work constructively together	↑	1.9
Makes constructive contributions to the group	↑	1.8
Initiates and shapes change processes	↑	1.8
Assesses issues in depth	↑	1.8
Thinks through consequences of possible actions	↑	1.7
Aware of own impact	↑	1.7
Reacts positively to colleagues challenging own view	↑	1.6
Overcomes resistance to change	↑	1.5
Deals with conflict effectively	↑	1.3
Overcomes setbacks & disappointments	↑	1.3
Instils the trust of others in him	↑	1.3
Seeks new opportunities and processes	↑	1.3
Proposes solutions and pushes implementation	↑	1.3
Trusts others	↑	1.3
Facilitates acceptance of differing viewpoints	↑	1.3
Demonstrates consistently high performance	↑	1.2
Wins the attention of people	↑	1.2
Makes suggestions for improvements	↑	1.1
Recognises relevant facts and considers inter-relationships	↑	1.0
Picks up on signals and informal structures	→	1.0
Views change as an opportunity	→	0.9
Has many contacts and cultivates them	→	0.8
Demonstrates the ability to bounce back	→	0.8
Draws reasonable conclusions from data	→	0.8
Builds and maintains internal relationships	→	0.8
Is aware of own effect on bottom line	→	0.7
Anticipates customer requirements	→	0.7
Steers activities towards achieving goals	→	0.7
Business focused in daily work	→	0.7
Enjoys interacting with others	→	0.6
Focused on both assigned and own goals	→	0.6
Converts strategic goals into business plans and objectives	→	0.6
Ensures effort is targeted at business priorities	→	0.6
Supports colleagues who are having a difficult time	→	0.5
Backs co-workers	→	0.4
Behaves appropriately in a variety of social settings	→	0.4
Interprets information appropriately	→	0.4

Strives to build on past achievements	➔ 0.3
Allocates resources to meet business needs	➔ 0.3
Recognises and exploits constructive contributions	➔ 0.3
Values diversity of experiences, cultures and ideas	➔ 0.3
Strives towards specific results & maximum gains	➔ 0.2
Builds and maintains client relationships	➔ 0.0
Treats clients with respect	➔ 0.0
Identifies opportunities for own department & individuals	➔ 0.0
Maintains drive until results are achieved	➔ -0.1
Treats colleagues with respect	➔ -0.2
Takes responsibility for own decisions and behaviour	➔ -0.3
Contributes to a cooperative atmosphere	➔ -0.3
Recognises and develops individuals' abilities	➔ -0.4
Always acts with good intentions	➔ -0.5
Committed to achieving team goals ahead of own	➔ -0.6
Goes off the "beaten track"	➔ -0.7

Differences Self/All :	Green = Exceeds expectations by >	0.99
	Yellow = Meets expectations	
	Red = Lower than expectations by >	0.99

Comments

(All comments are anonymous)

This person does the following well:

Supports other, uses experience to achieve goals, able to develop appropriate strategic goals*

Provides clear thoughtful leadership for the business.

A is a good listener, takes on board the views of others and does not dictate that his approach or view is correct.

Detail oriented, focused on goals

Strategically manage the institutional business. There is a very clear plan that the team is following successfully.

A is very democratic and able to lead well.

Technically excellent

This person should do the following more often:

Address issue directly, take time to make decisions, be more open to new approaches*

A is quiet, he could make a bit more noise regarding his role, responsibility, achievements etc

Building up trust and strong relationship with his peers

Be clearer with instructions and expectations (although I find lack of clarity is a XXXX trait).

A can come across as quite reserved so possibly increased interaction with teams/colleagues would be good.

Be open to considering other people views

I think he is doing everything very well within the confines of the regional structure we have for consultant relations which is the area I interact with him.

Engage more with colleagues and share experiences and ideas in other business lines. Impose his management and views when in a dominant position.

Expand his network within XXX and raise his internal profile - particularly with the xxx team.

Sell

Address issues directly, take time to make decisions, be more open to new approaches

This person should stop doing the following:

Holding back views on challenges, being fixed in initial decisions*

A is popular and a very likeable person.

I cannot think of anything A would do that should be stopped.

Being so closed

Defaulting to being closed. Reacting strongly to unagreed feedback.

Admin

Holding back views on challenges, being fixed in initial decisions