

**Sample
360 Degree Feedback Report**

Administered To:

Joe Sample

3/2/2009



DECISIONWISE
Leadership Intelligence™

Leadership Intelligence 360 Feedback Report

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Introduction

This report provides feedback on performance dimensions critical to effectiveness. The feedback is collected from multiple sources (i.e. leaders, team members, peers, external customers, etc.). The report highlights the strength and opportunities for improvement and includes the following sections:

Demographic Summary

Describes amount and percentage of respondents by rater group.

Performance Dimensions Summary

Provides a summary of results for all Performance Dimensions. The horizontal bars show the average scores. The vertical line shows the Norm and represents the average score for all the groups surveyed in the performance database.

Focus Areas

Identifies the statements that received the highest and the lowest scores relative to the Norms. Tied scores are included. The Gap indicates the positive or negative differences between the average scores and the Norms.

Detailed Report Section

Provides detailed results for each Performance Dimension. Each statement in the survey shows the responses by rater group and the Norms.

Comments

Describes the qualitative feedback as provided by the respondents.

Interpretation Guidelines

In order to gain the most from your report use the following guidelines:

- 1.** Demographic Summary: Identify the amount and demographic profile of respondents.
- 2.** Performance Dimensions Summary: Identify the scores for each performance dimension within its group, relative to other dimensions and relative to the Norms.
- 3.** Focus Areas: Identify strengths and areas for improvement by comparing highest and lowest scores relative to the Norms.
- 4.** Comments: Identify general themes and specific points of feedback.
- 5.** Use a feedback coach to discuss your findings and develop an action plan.

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Demographic Summary

The number of raters you selected, and the percentage of participation that you received from each rater group is below.

You are receiving feedback from:

	Anticipated	Actual	Percentage
Self	1	1	100%
Supervisor	1	1	100%
Peer	4	4	100%
Direct Report	5	5	100%
Other	3	3	100%
<hr/>			
TOTALS	14	14	100%

You requested feedback from:

Self

Joe Sample

Supervisor

David Smith

Peer

Debbie Johnson

Jessica Brown

Joseph Wells

Mark Davis

Direct Report

Ken Thomas

Sally Jones

Devon Graham

Terry Collins

Ashley White

Other

Stephanie Taylor

Josh Wall

Daniel Wheeler

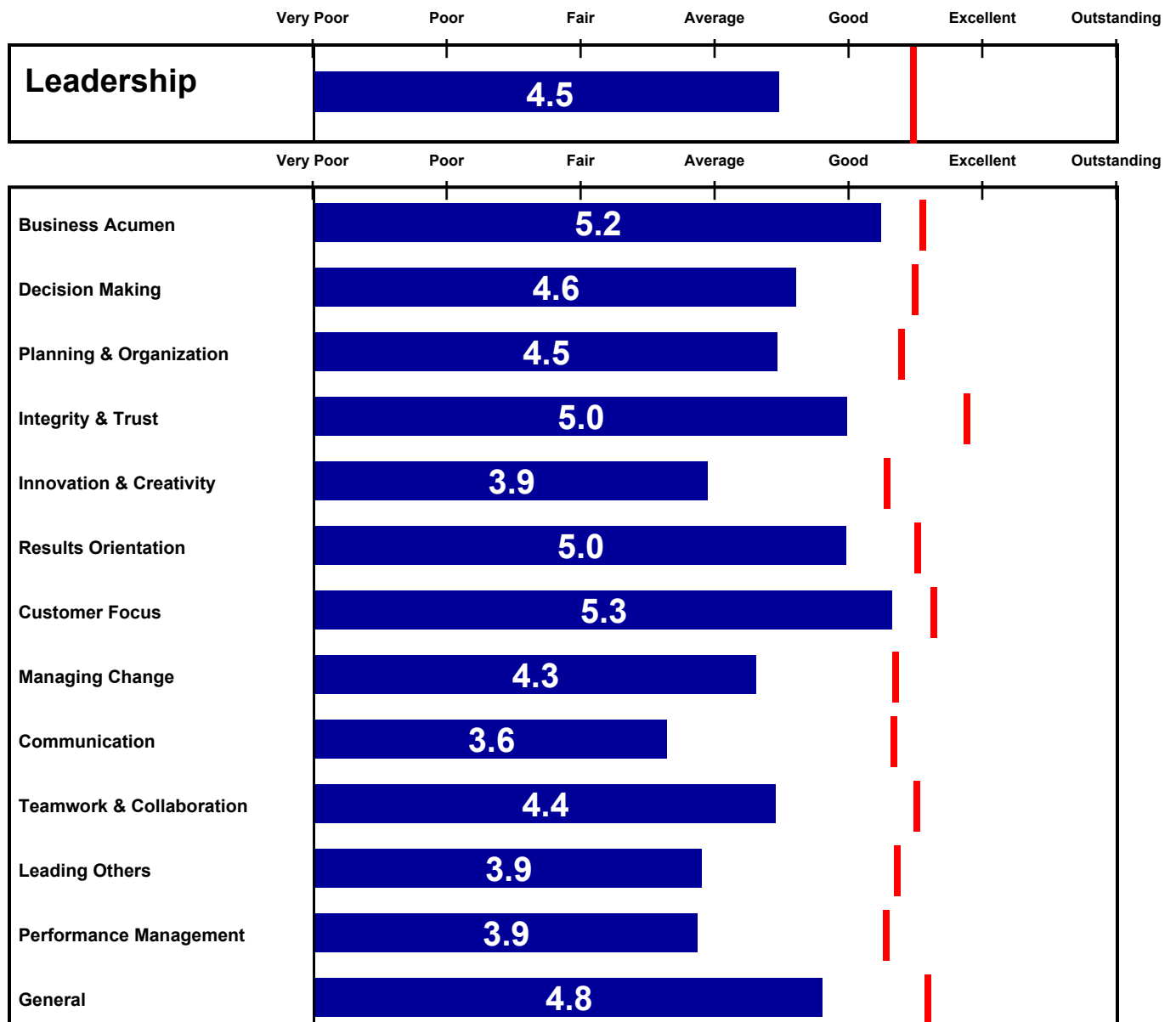
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Dimensions Summary

This section provides a summary of results on the Performance Dimensions. The horizontal bars indicate the average score from all statements and respondents under each Performance Dimension. The vertical lines show the Norm and represent the average score of all respondents.



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Focus Areas

This section identifies the five highest and five lowest scores. Tied scores are included. The "Gap" indicates the positive or negative differences between your score and the Norm.

Highest Scores

The following are the statements that received the five highest scores.

	Average Score	Gap	Norm
21. Delivers solid results, even in challenging situations.	5.9	+0.4	5.5
3. Is respected as a talented and knowledgeable person in his/her area of responsibility.	5.6	-0.0	5.7
1. Stays current with the latest trends and advances in his/her industry or field.	5.6	+0.0	5.6
22. Maintains focus and commitment despite challenges or setbacks.	5.5	-0.1	5.6
27. Consistently advocates for superior quality.	5.5	-0.2	5.7

Lowest Scores

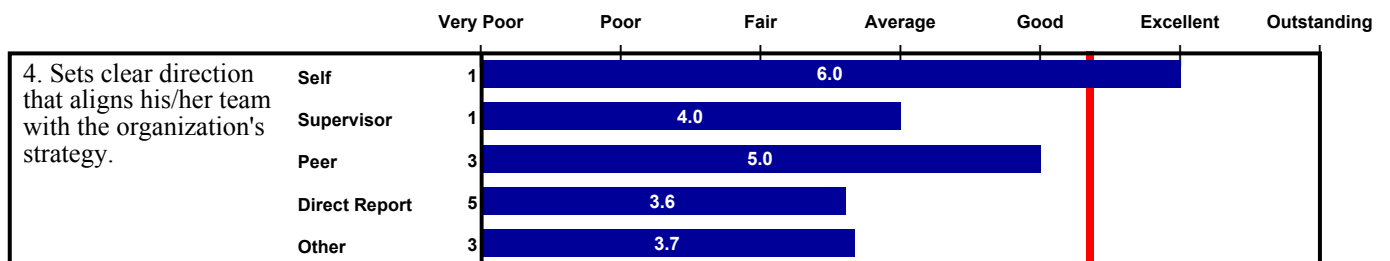
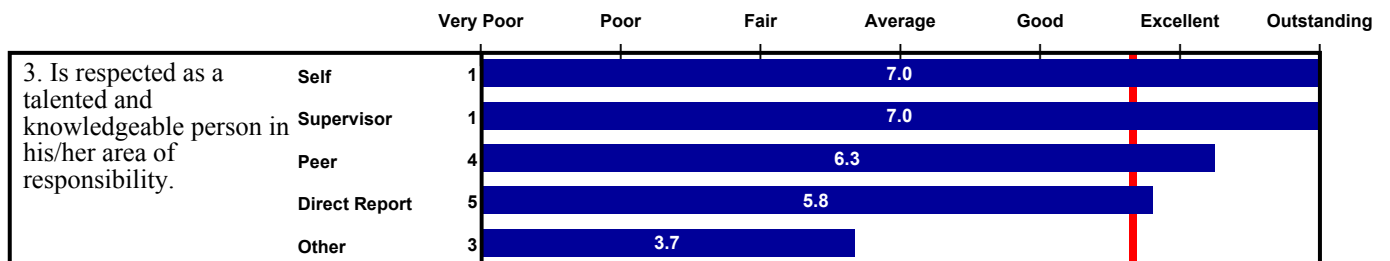
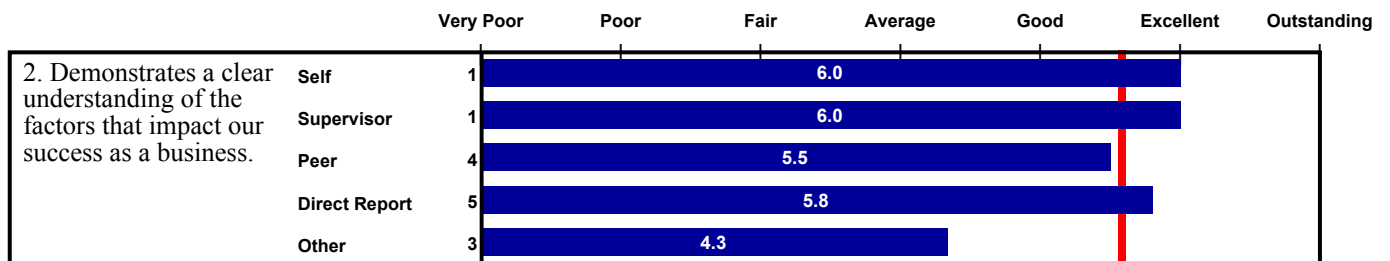
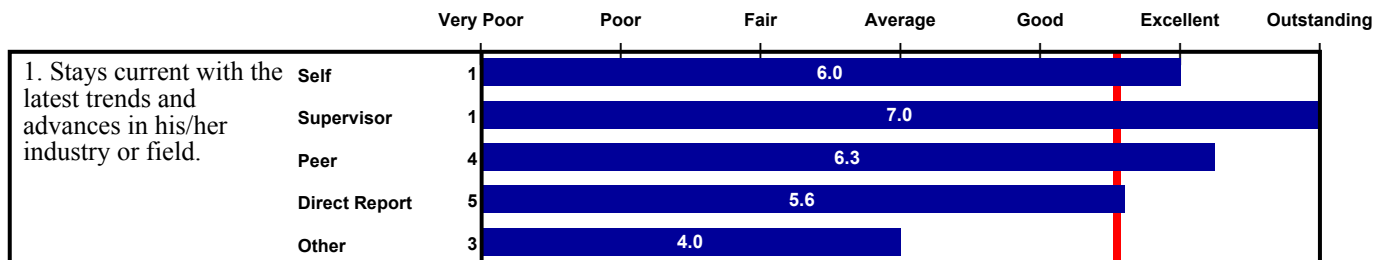
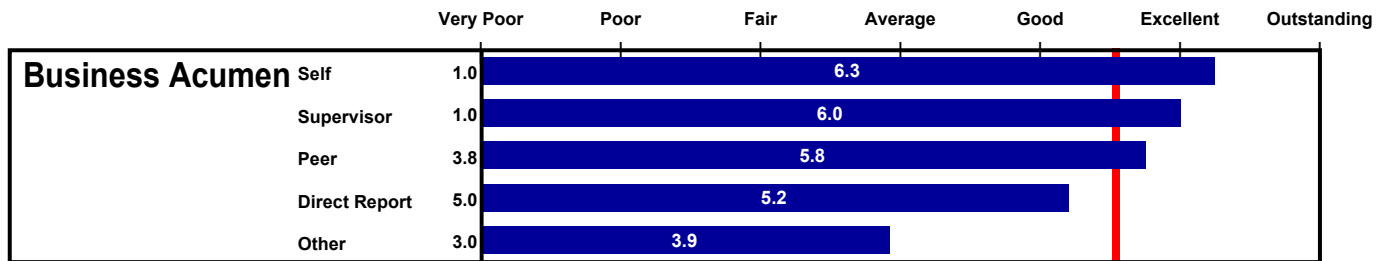
The following are the statements that received the five lowest scores.

	Average Score	Gap	Norm
35. Is open to feedback without becoming defensive.	3.1	-2.2	5.3
44. Takes the time to coach, mentor, and support others.	3.3	-1.9	5.2
48. Recognizes and rewards people for excellent performance.	3.7	-1.7	5.4
43. Provides challenging assignments and opportunities for others to grow.	3.7	-1.7	5.4
46. Empowers others with the resources and authority they need to succeed.	3.7	-1.6	5.3

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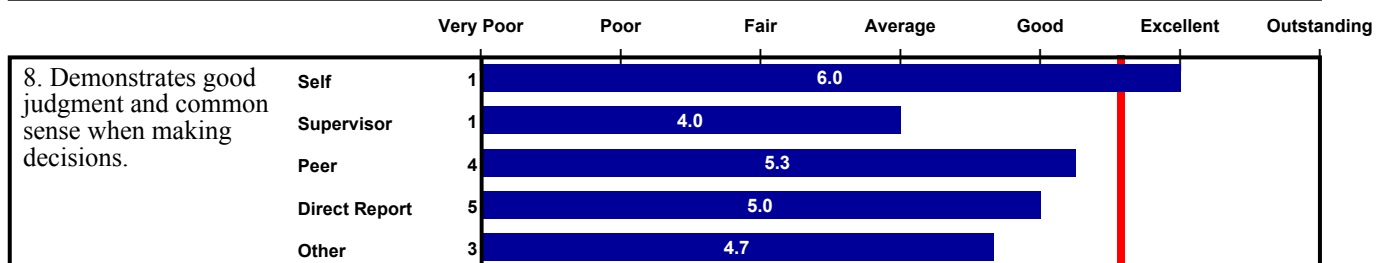
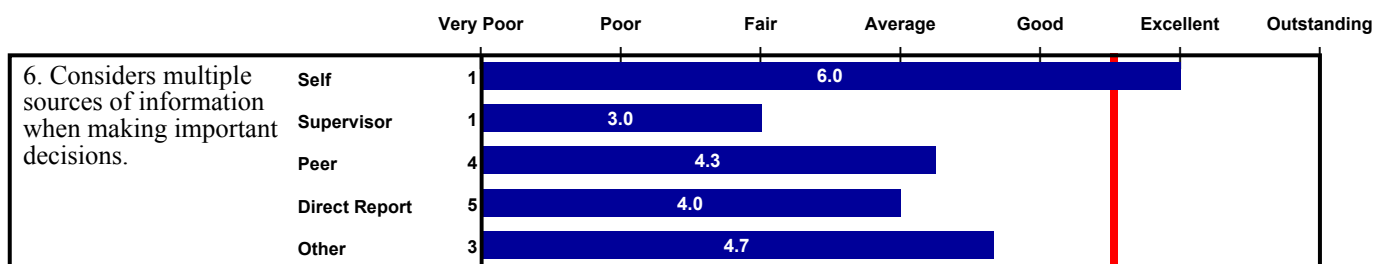
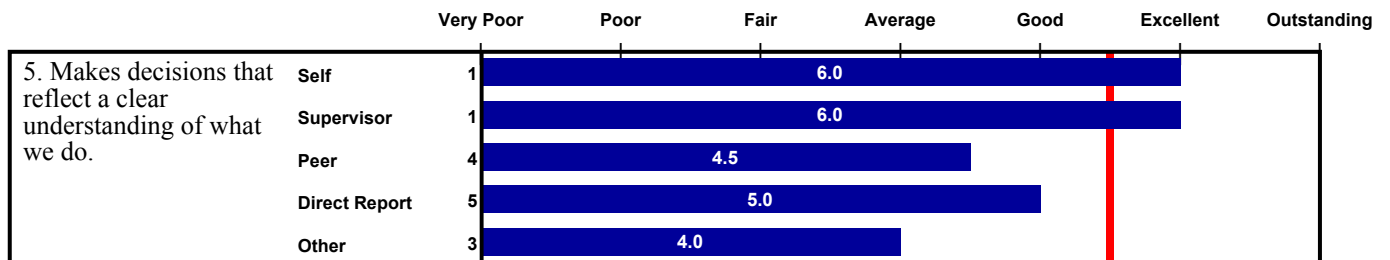
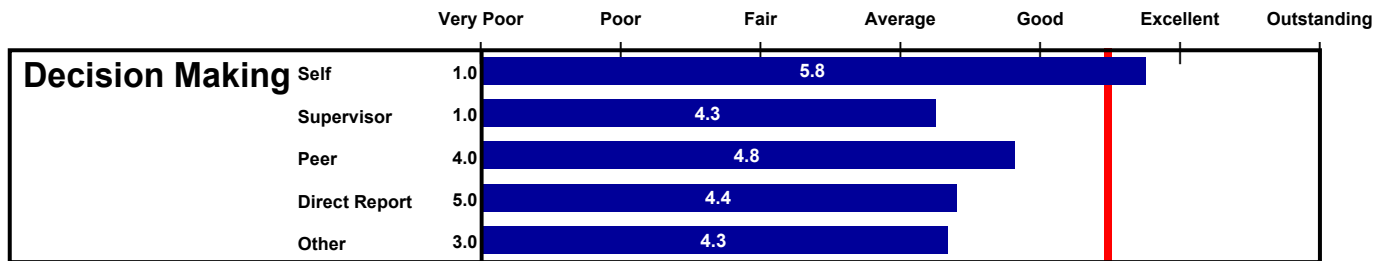
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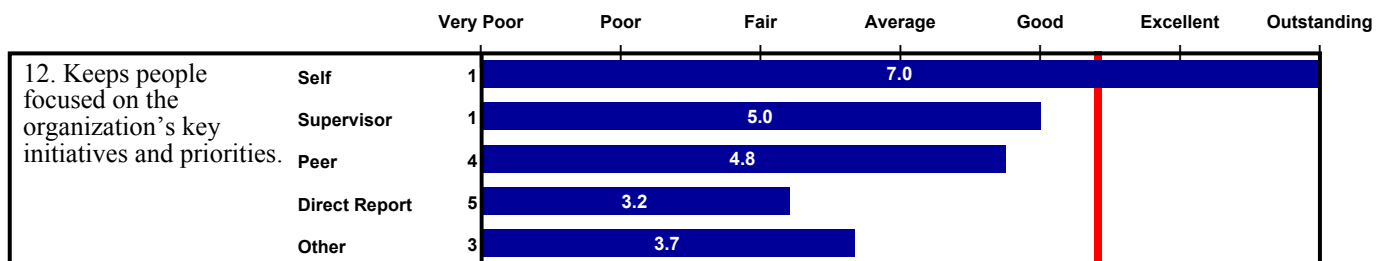
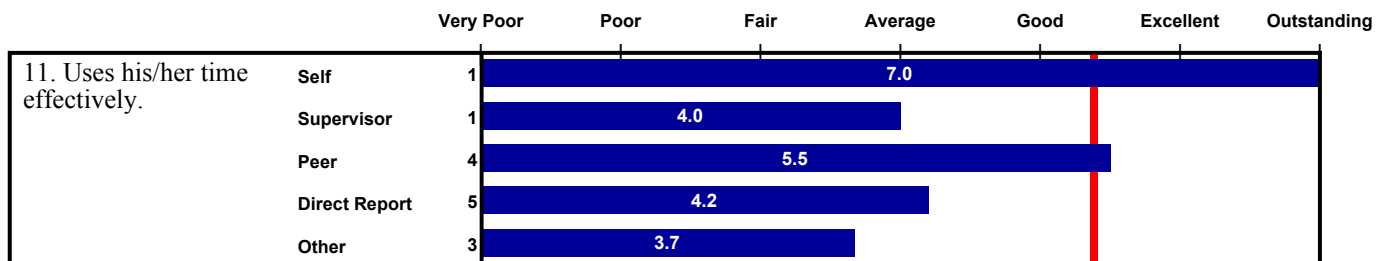
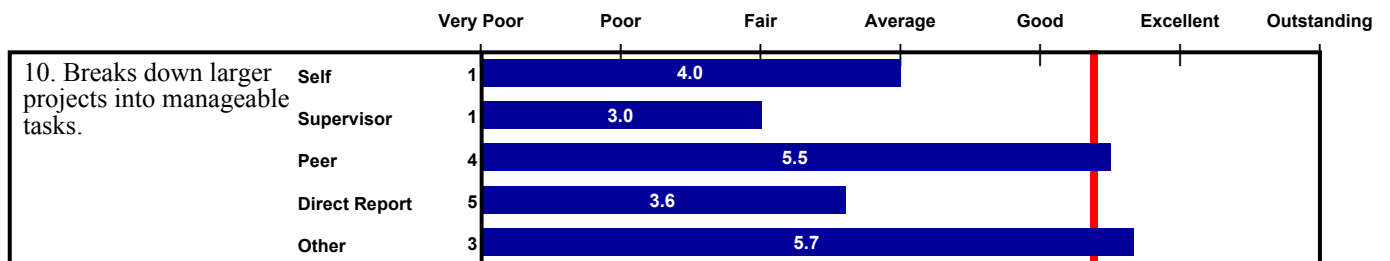
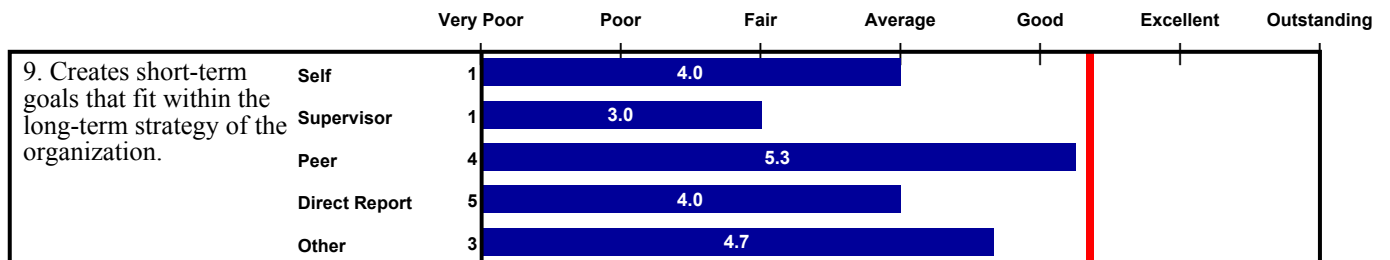
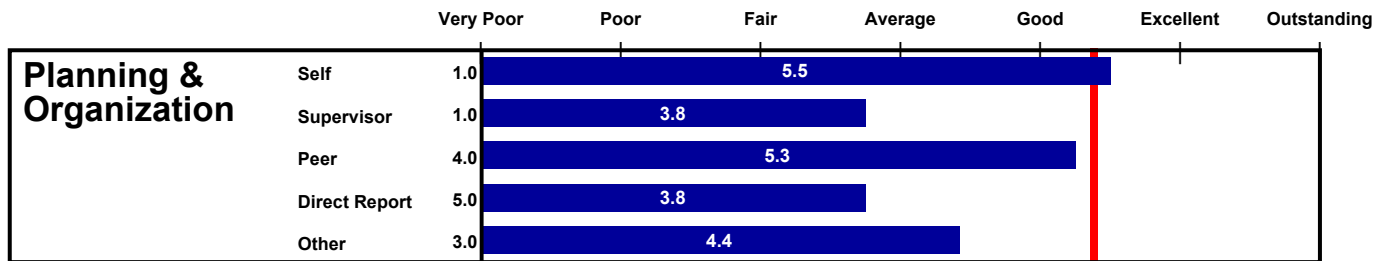
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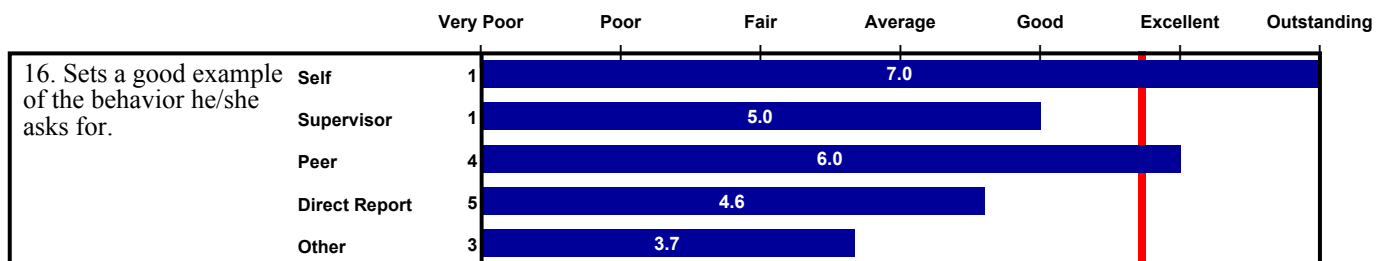
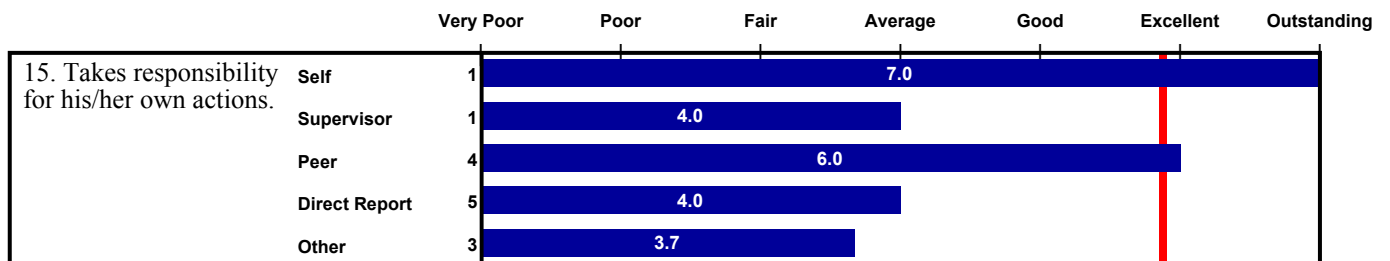
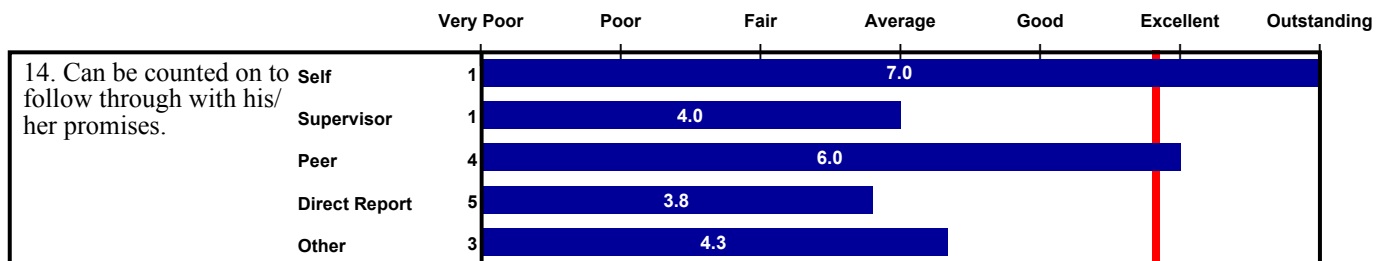
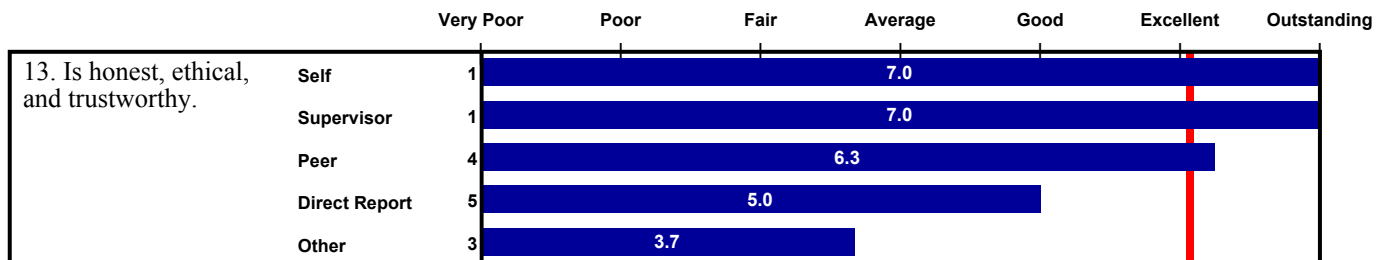
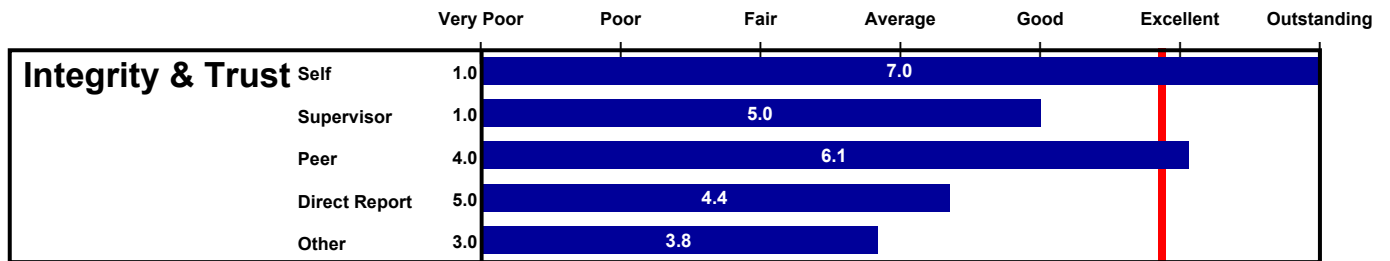
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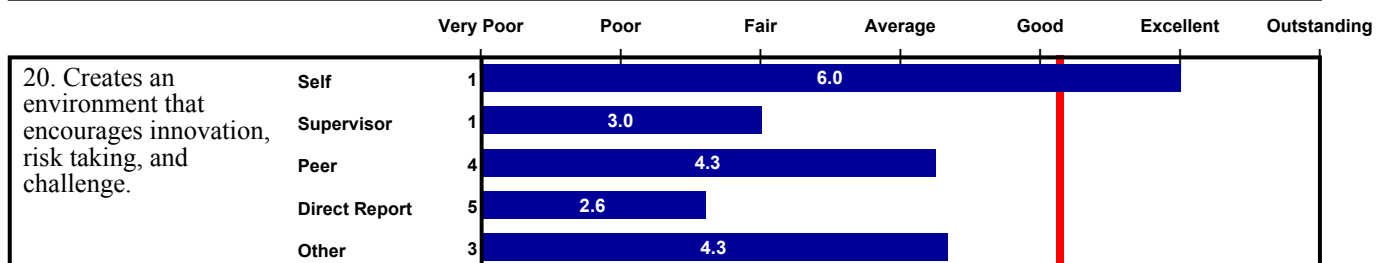
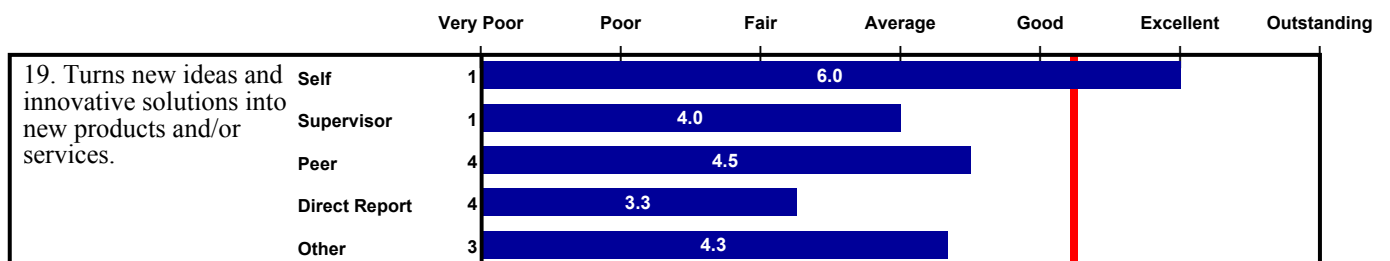
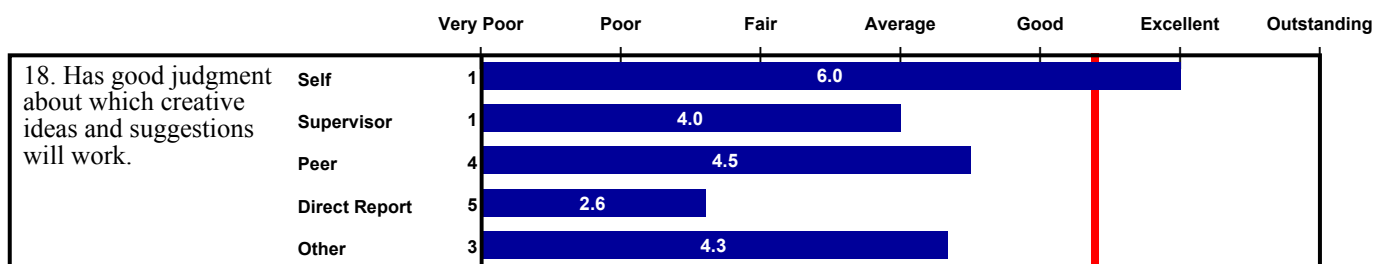
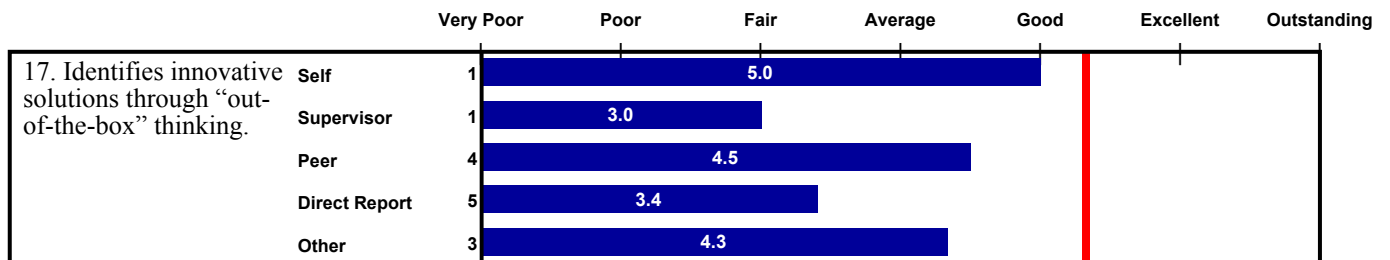
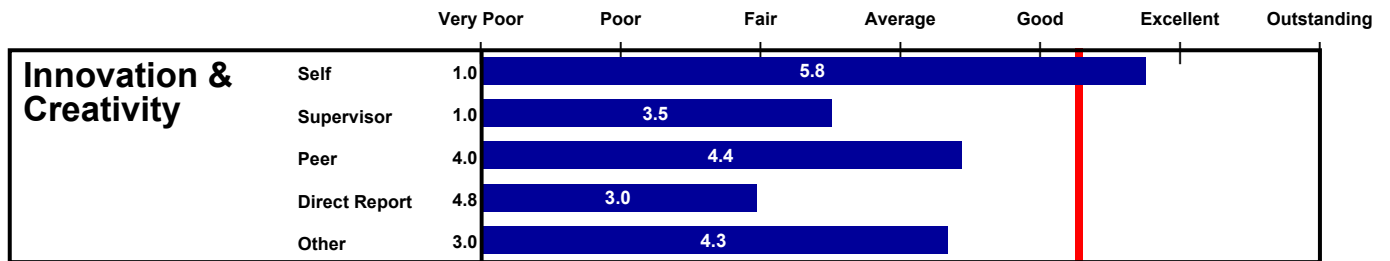
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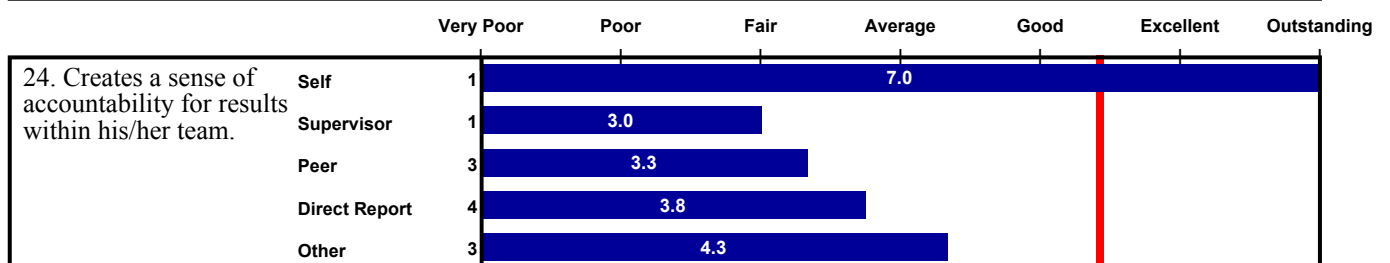
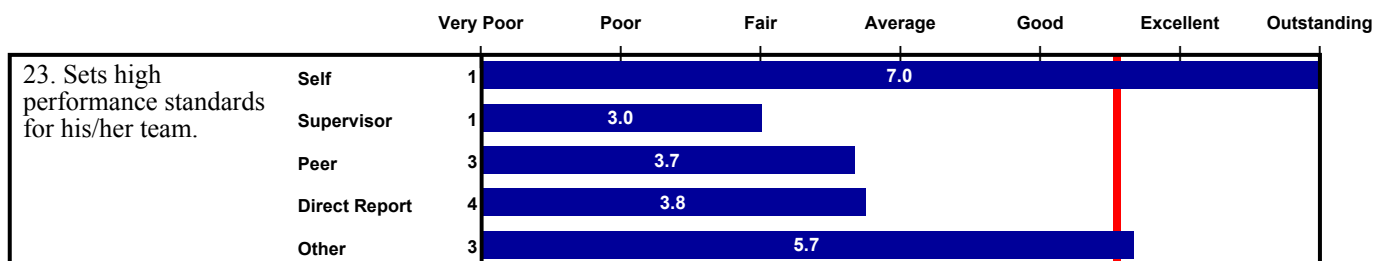
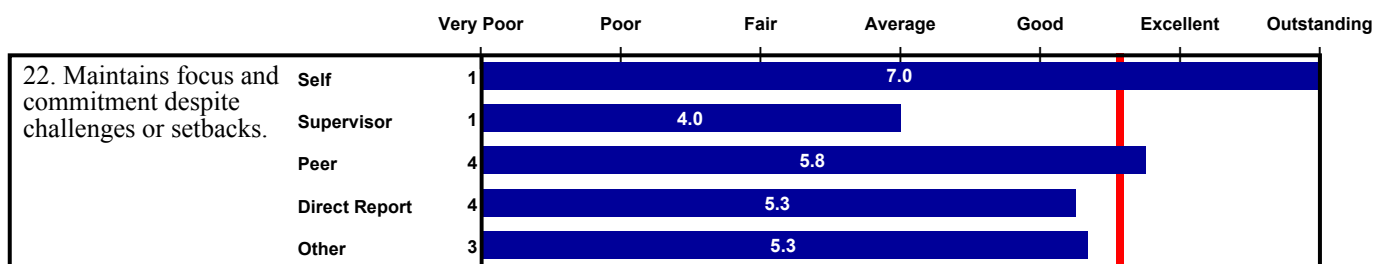
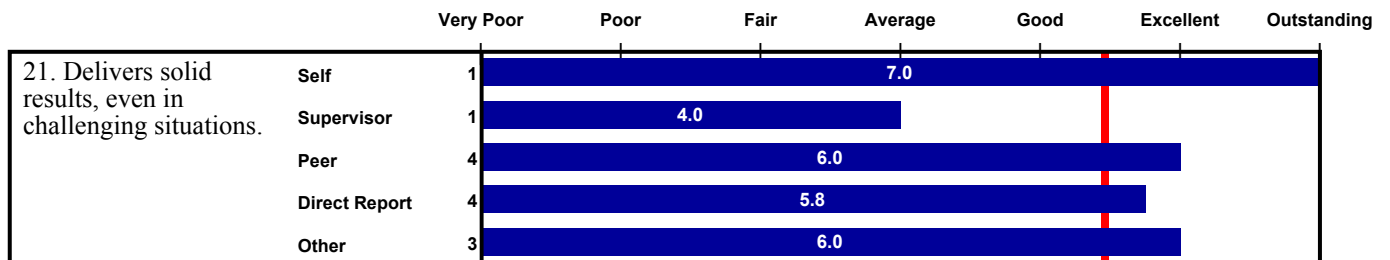
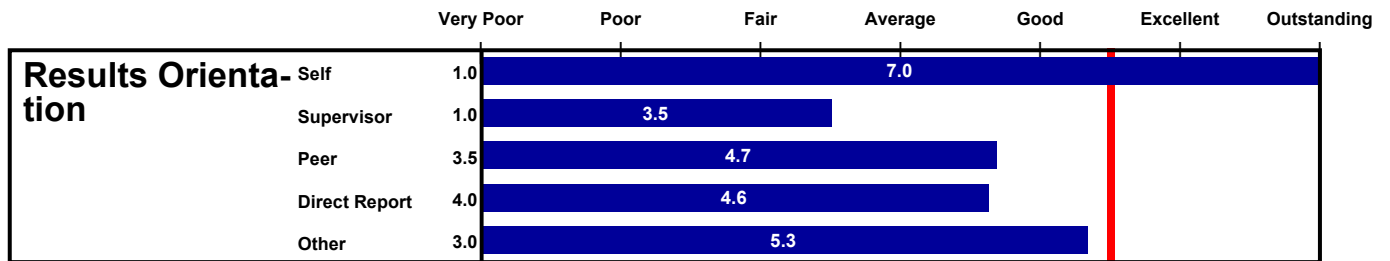
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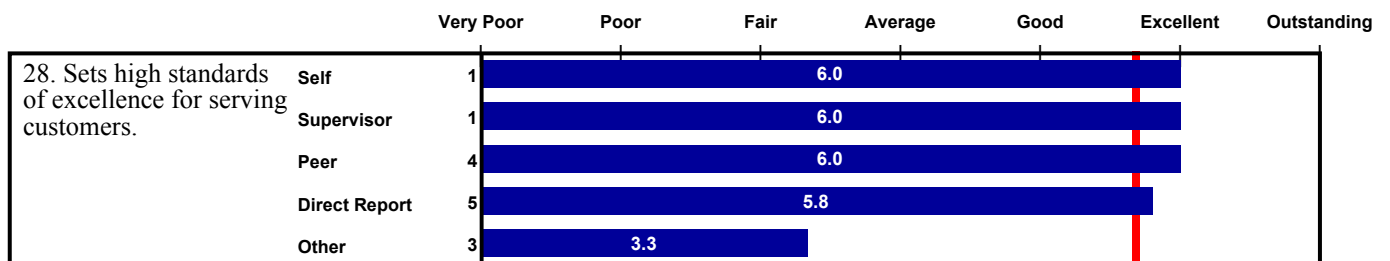
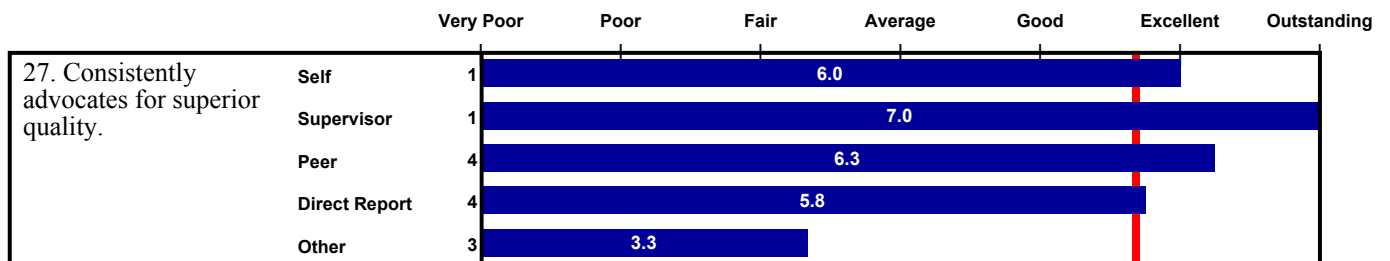
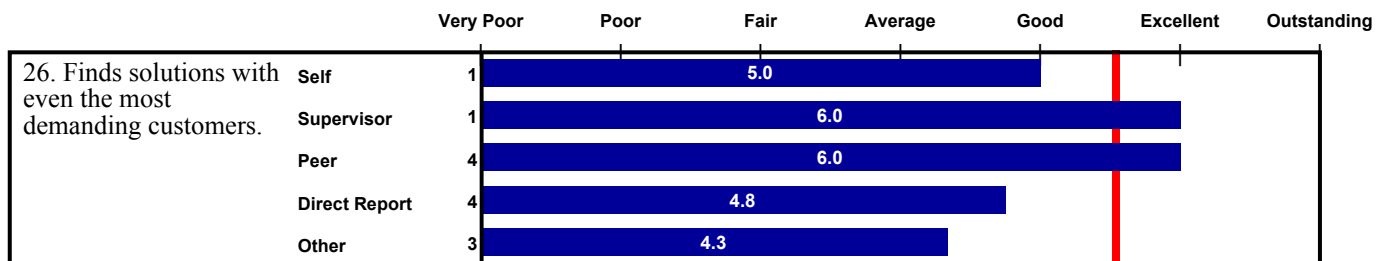
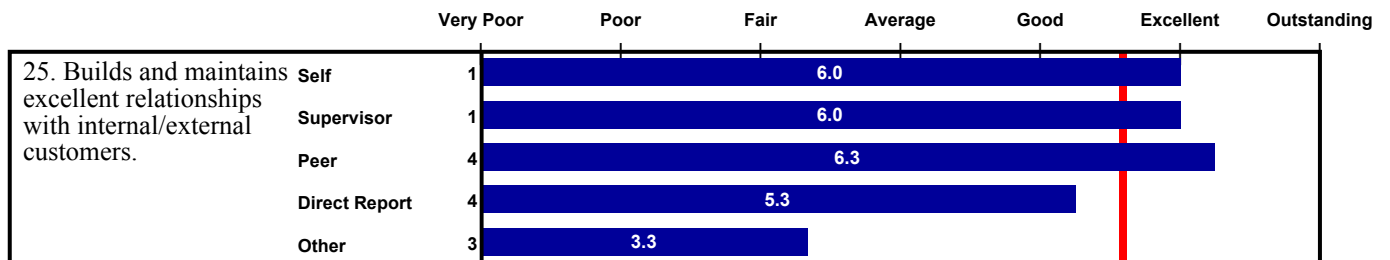
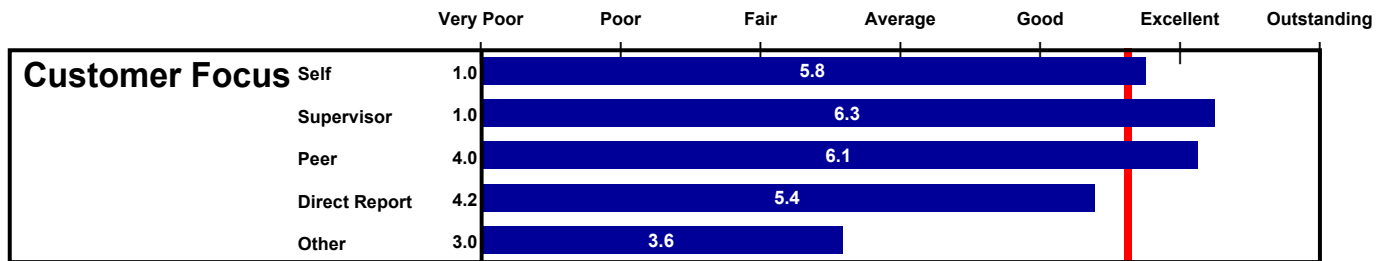
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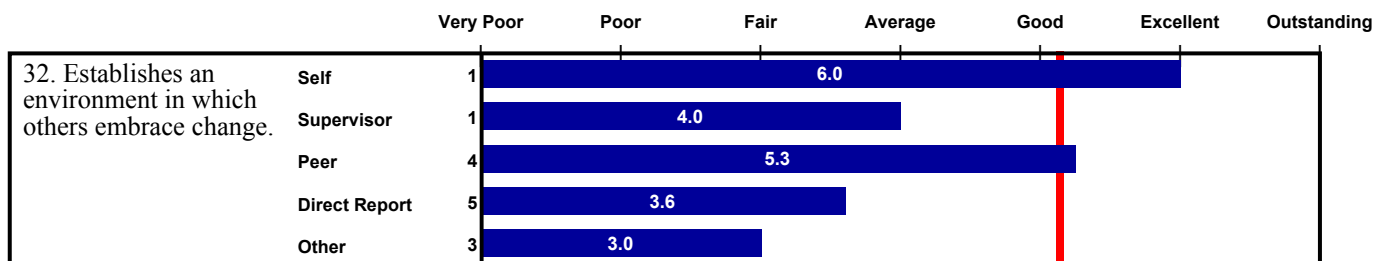
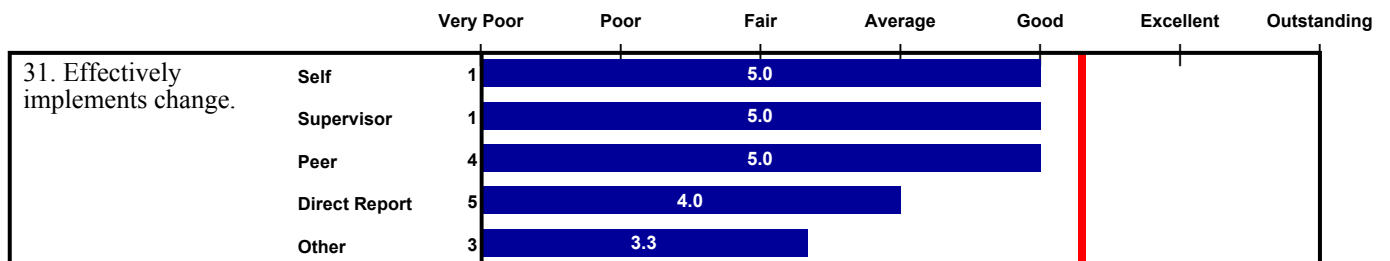
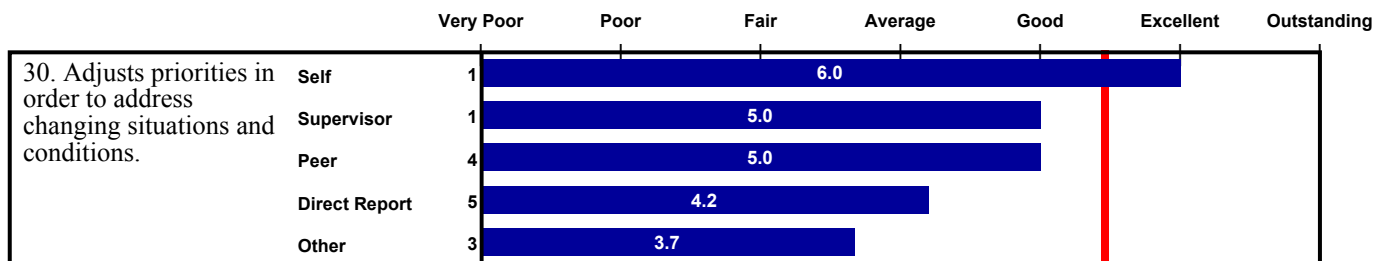
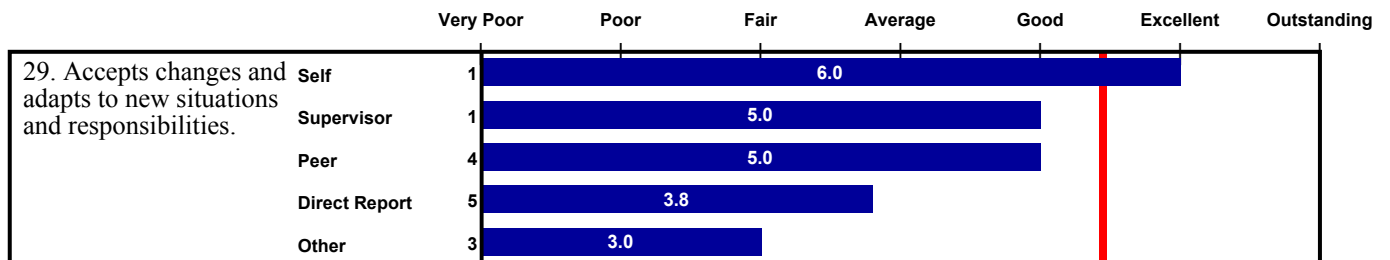
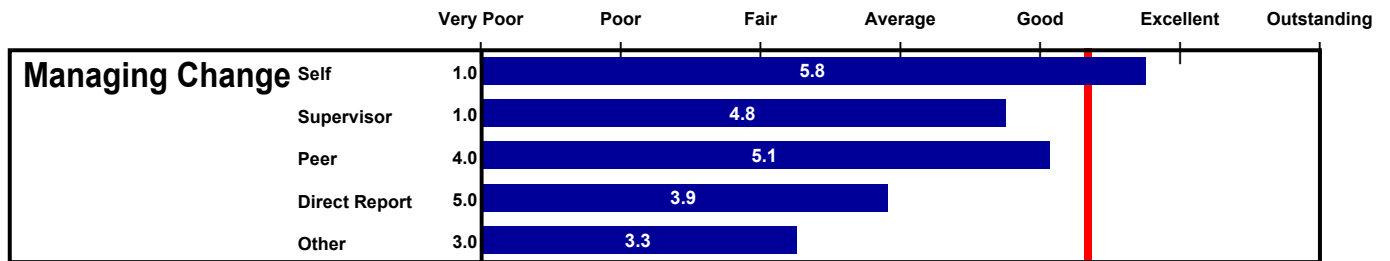
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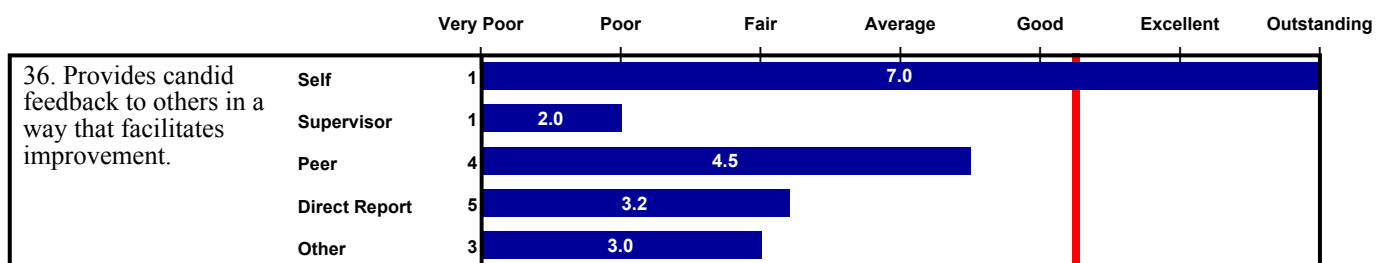
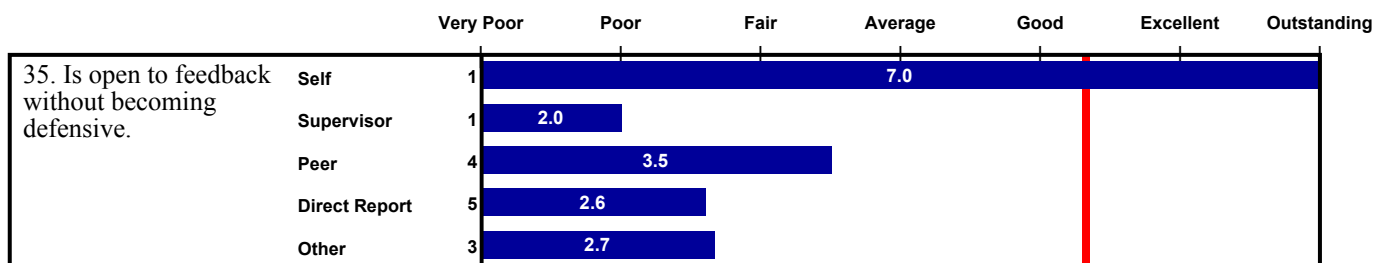
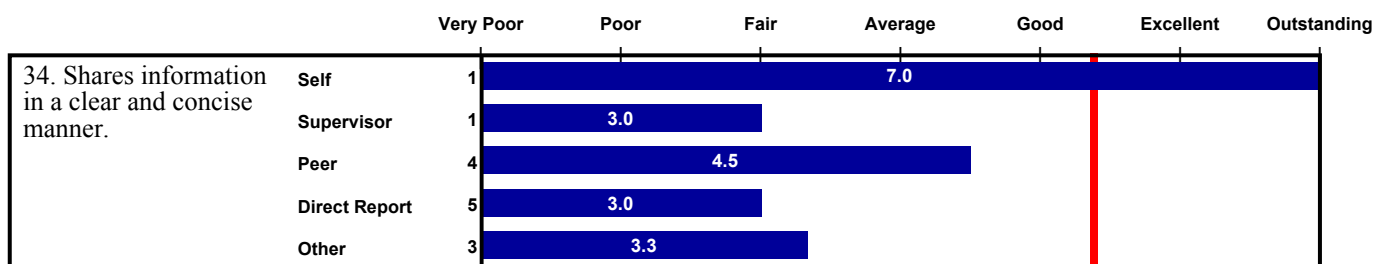
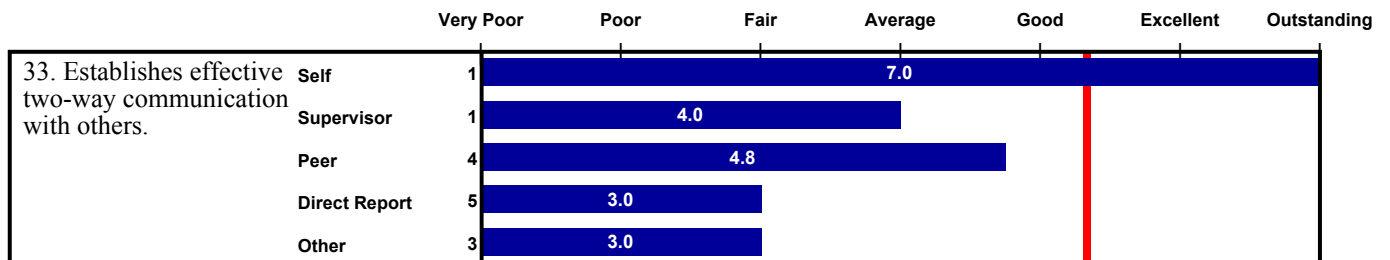
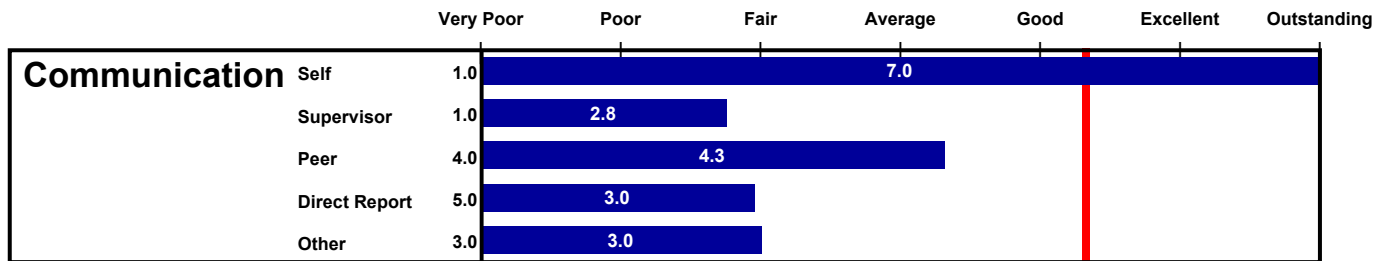
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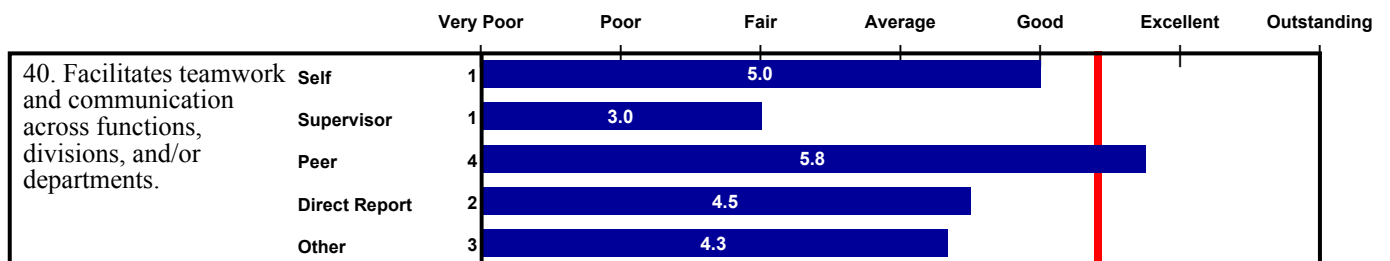
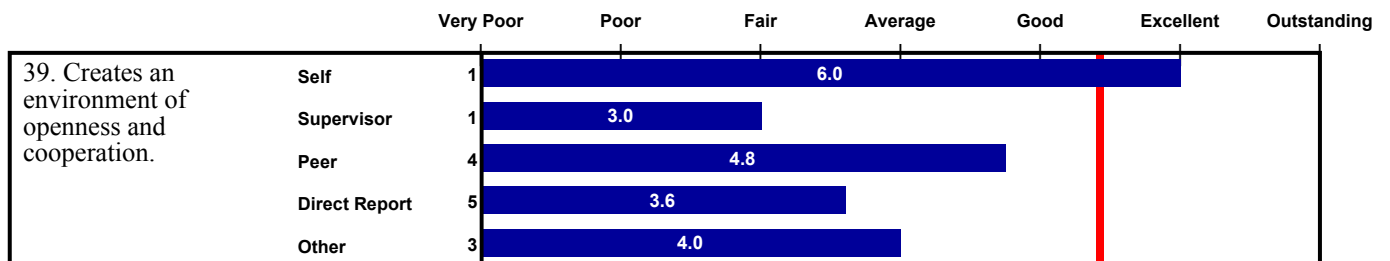
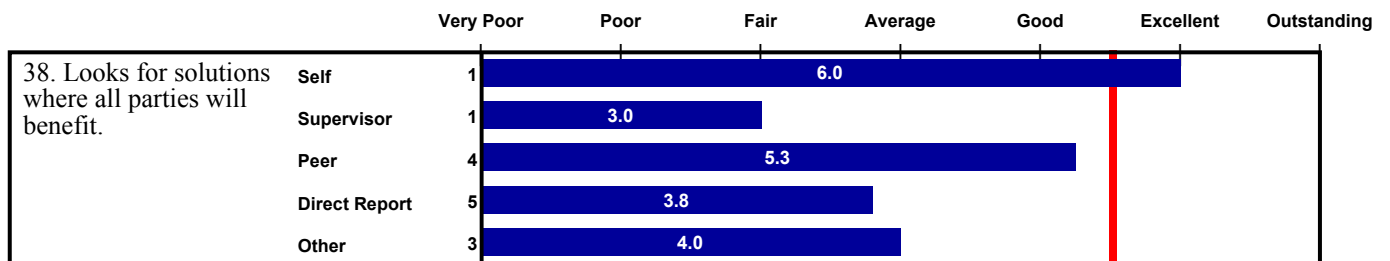
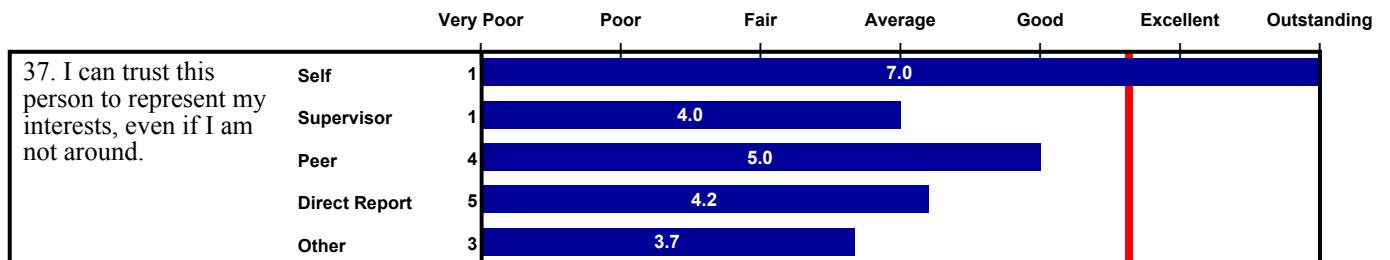
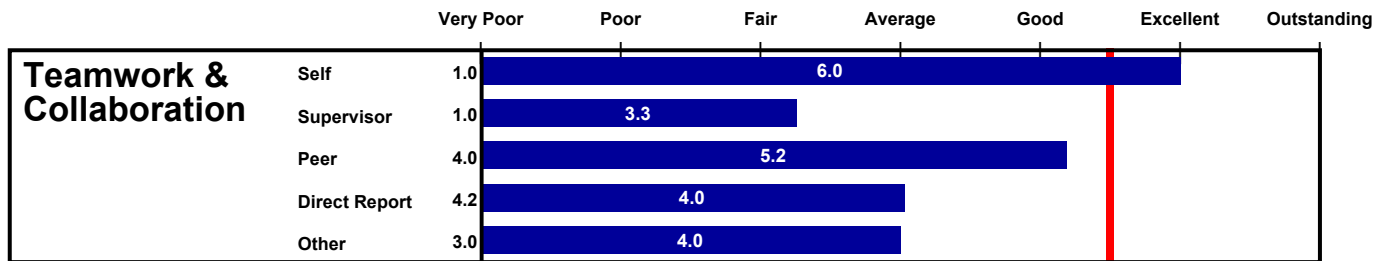
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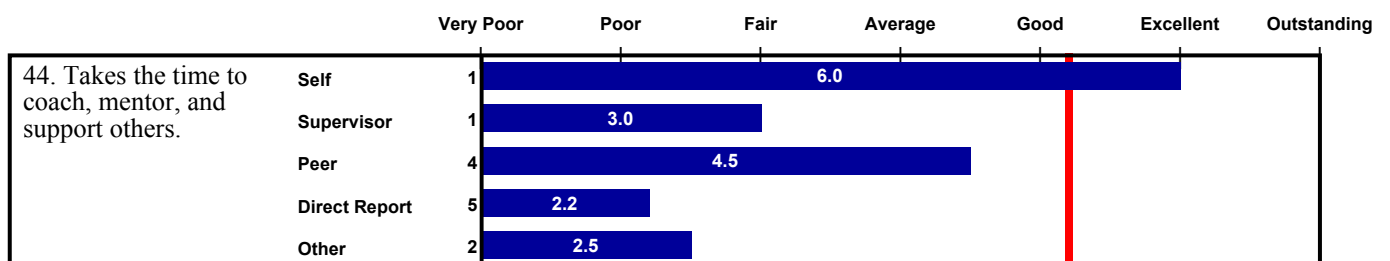
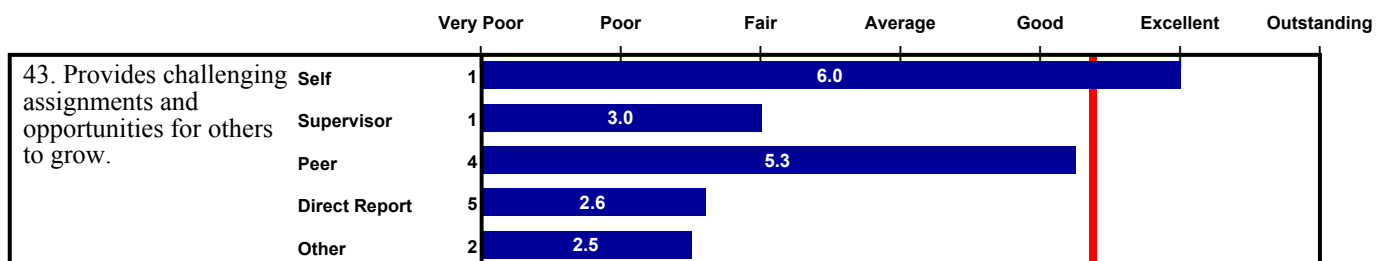
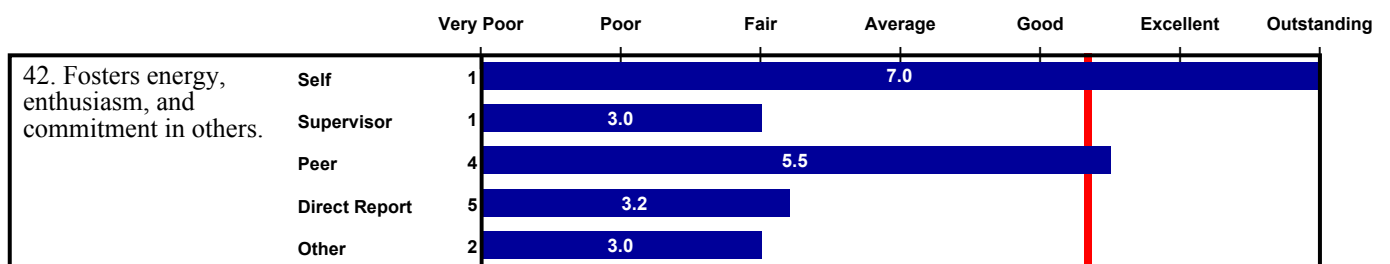
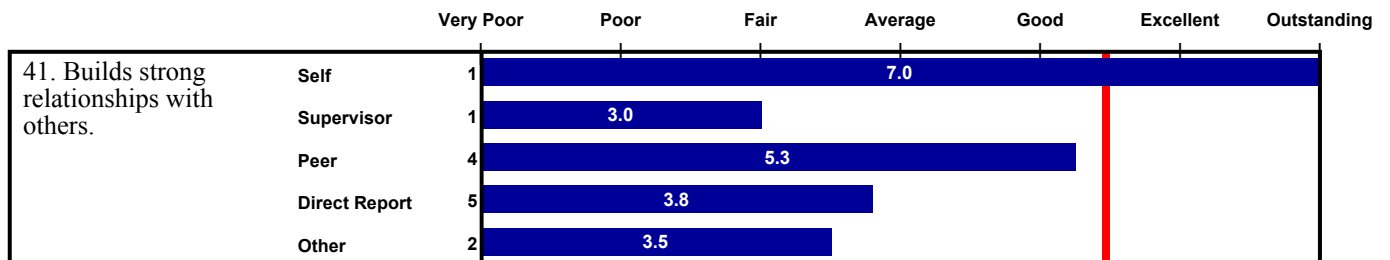
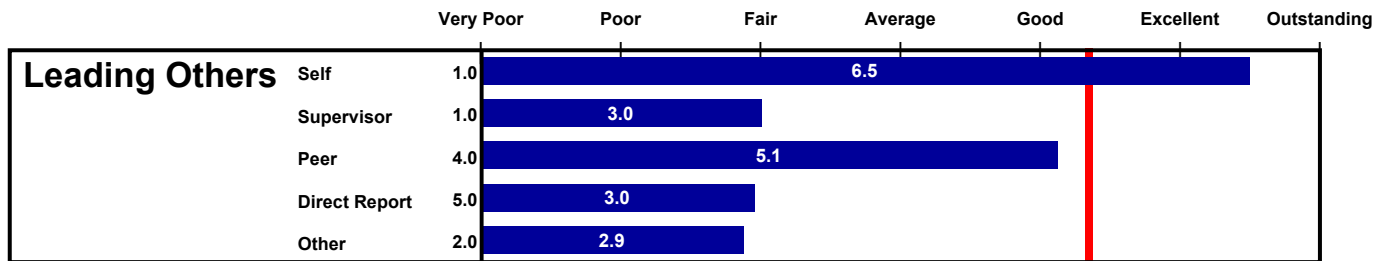
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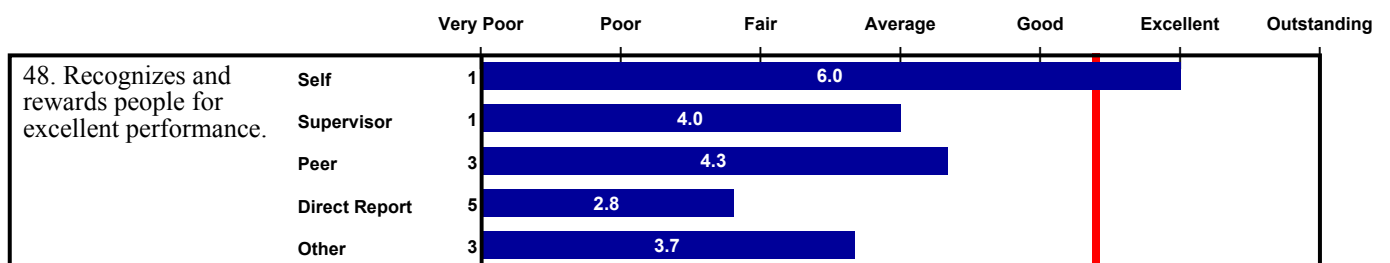
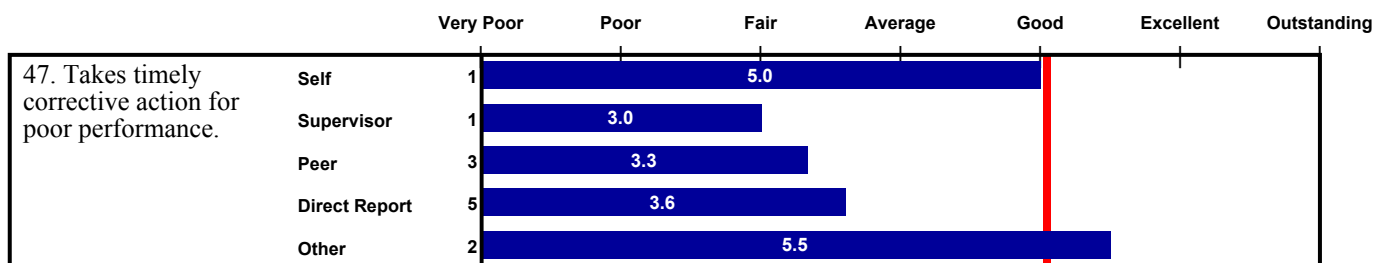
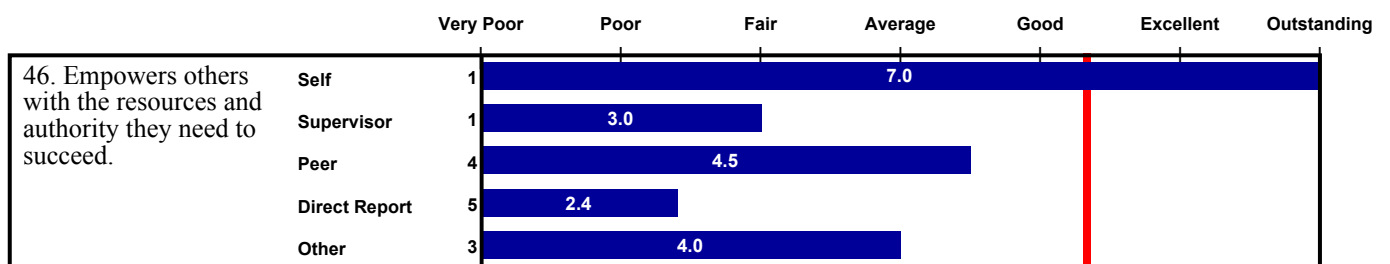
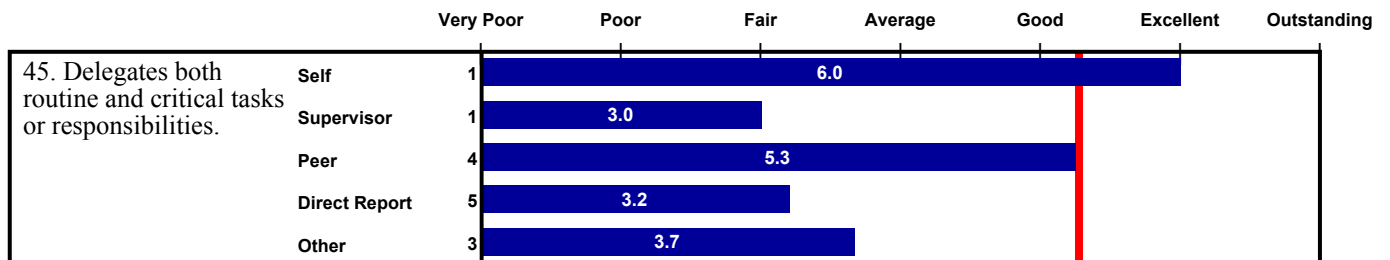
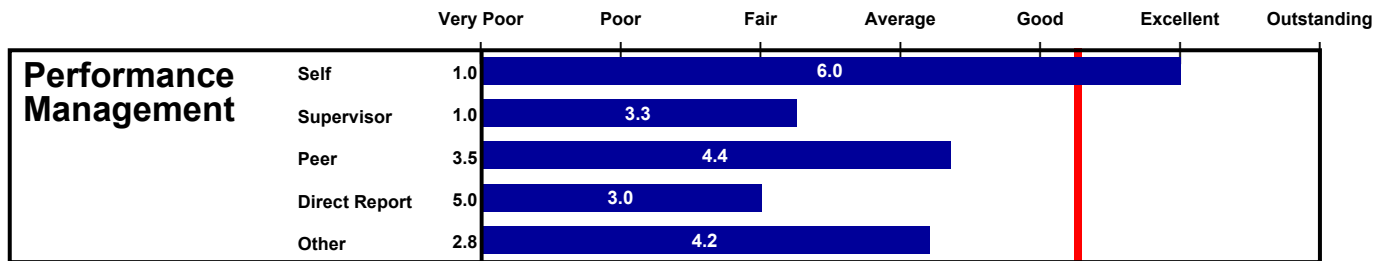
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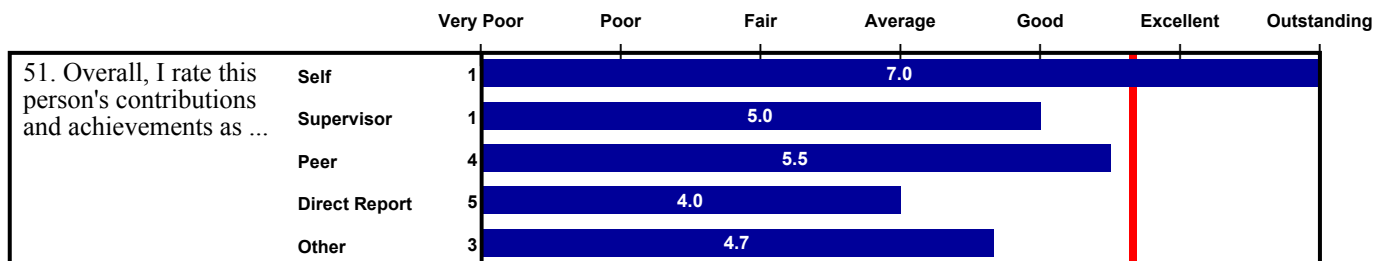
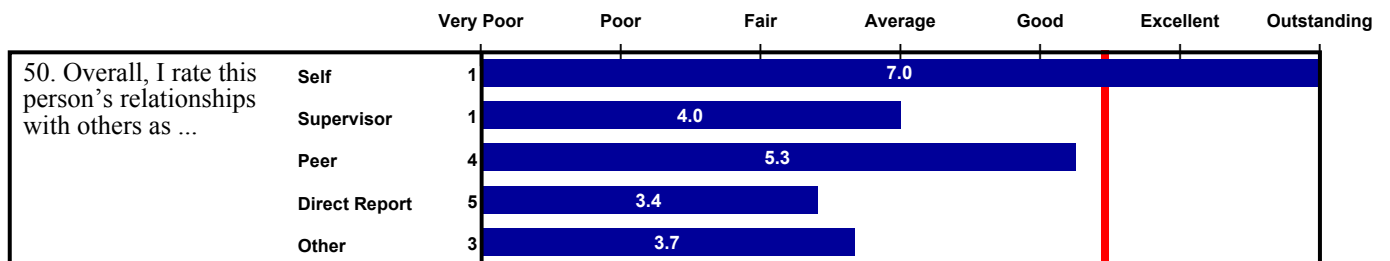
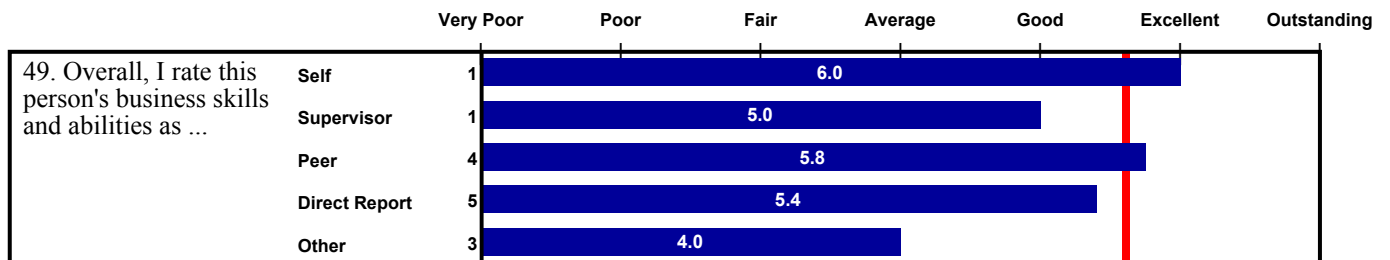
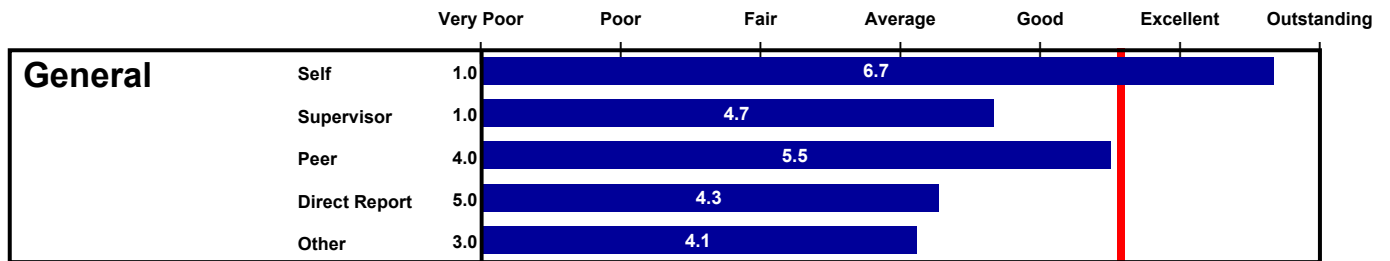
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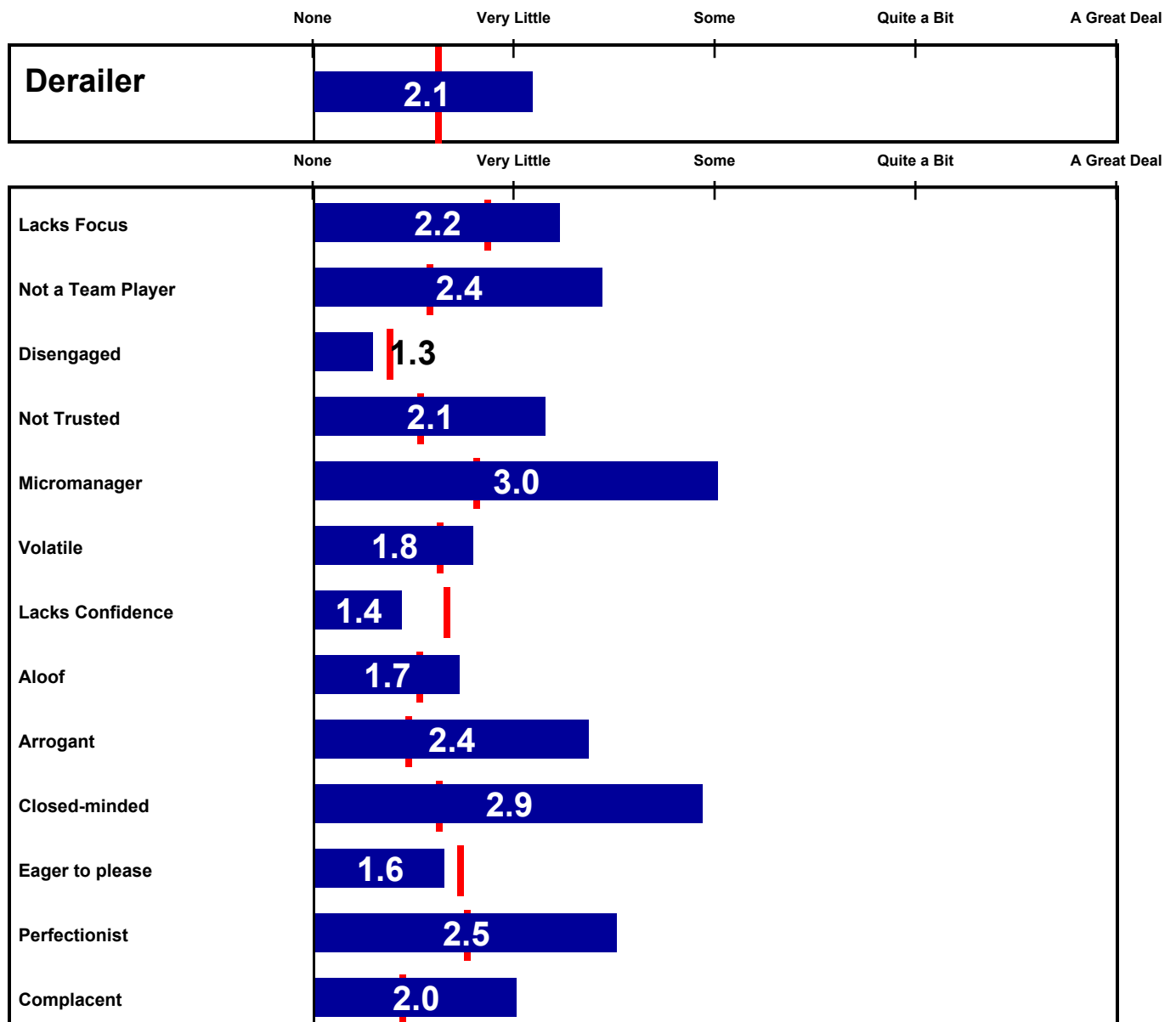
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Potential Derailers Summary

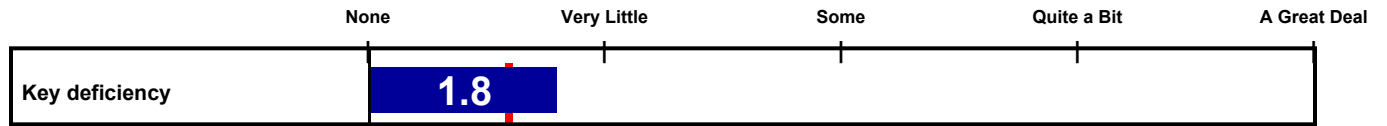
This section provides a summary of results on Potential Derailers. The horizontal bars indicate the average score from all statements and respondents under each Potential Derailer. The vertical lines show the Norm and represent the average score of all participants.



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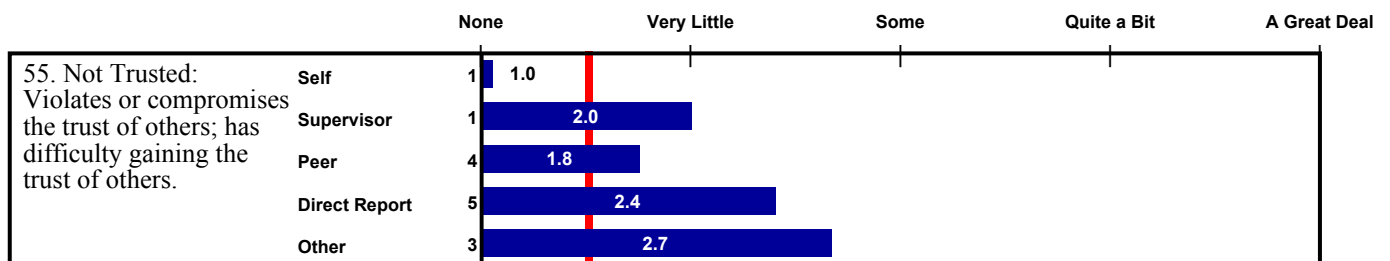
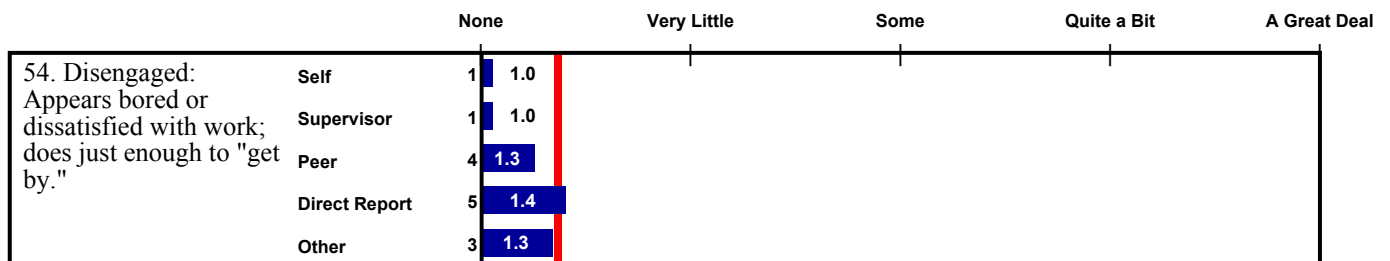
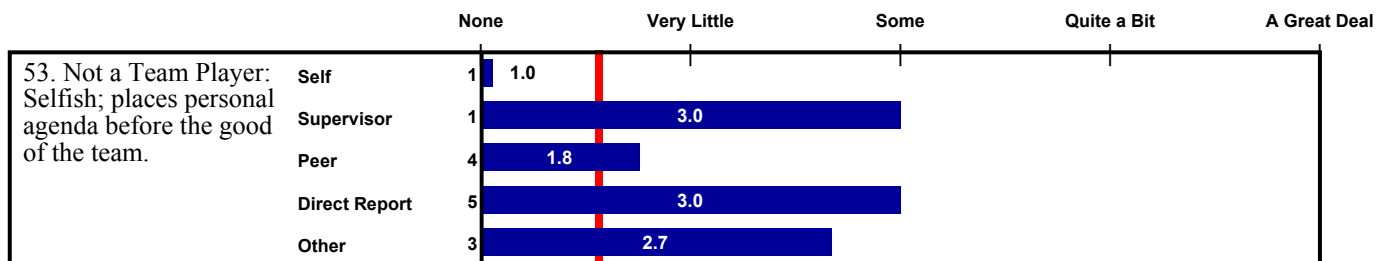
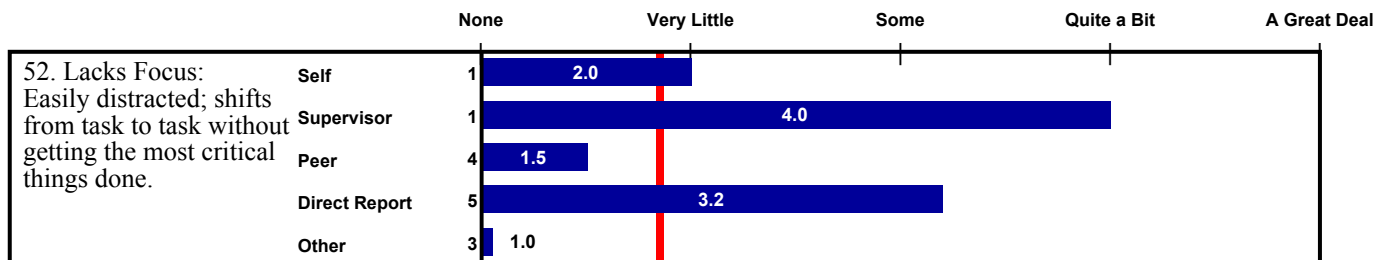
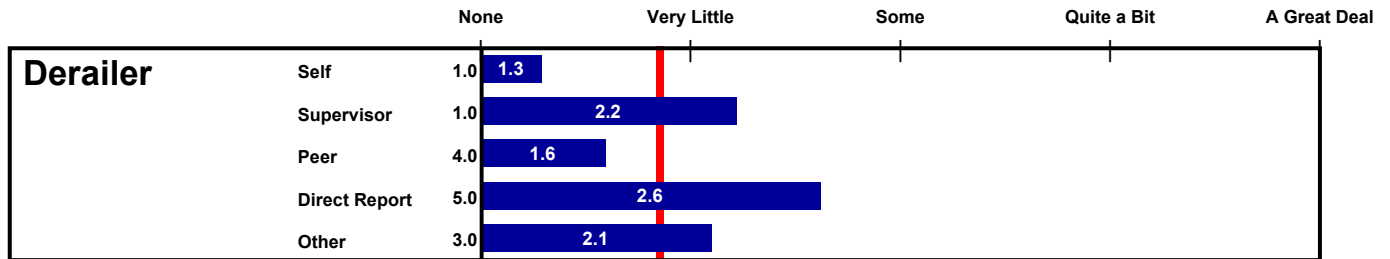
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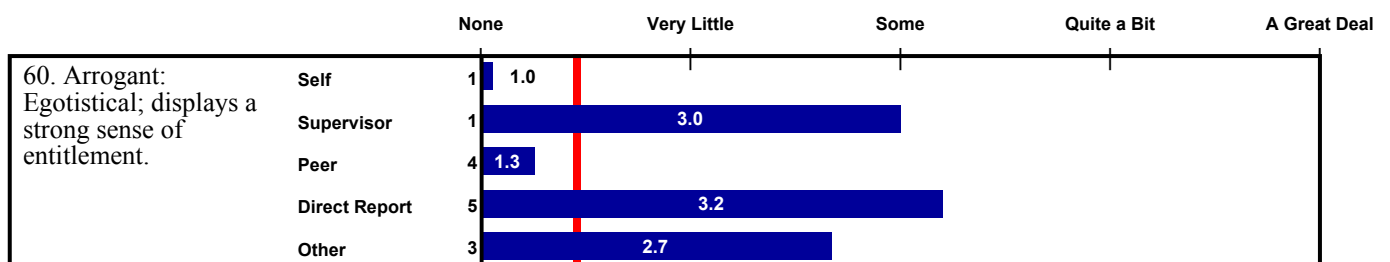
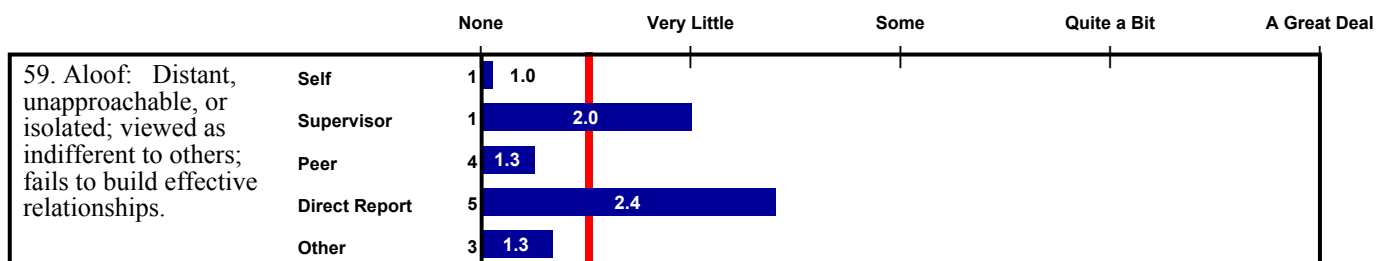
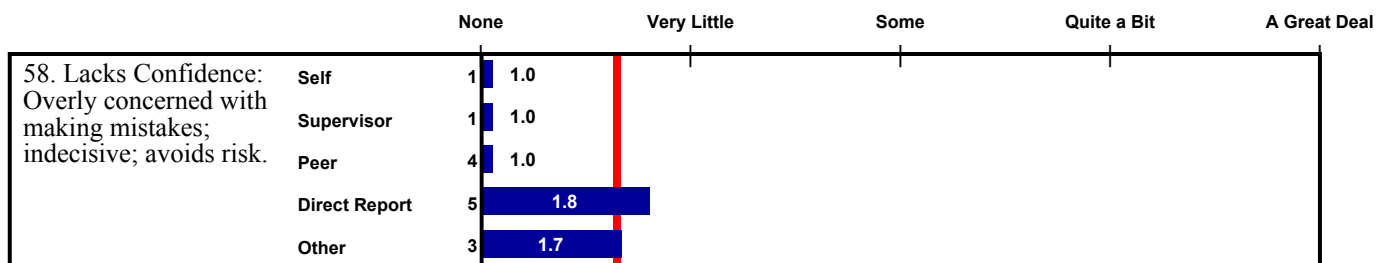
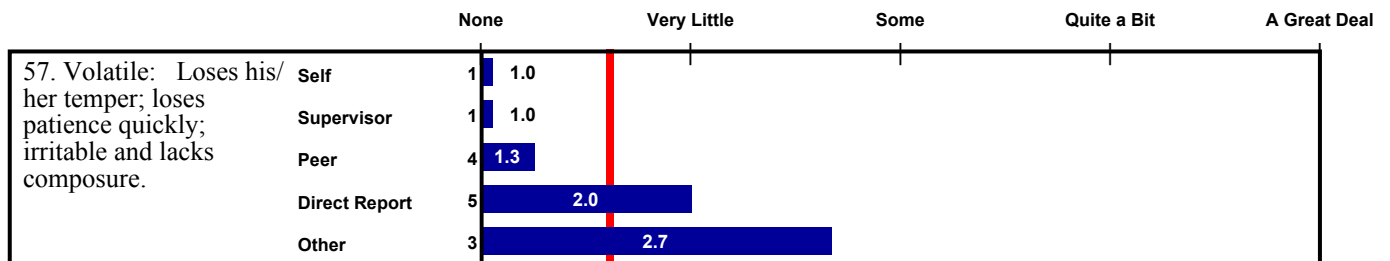
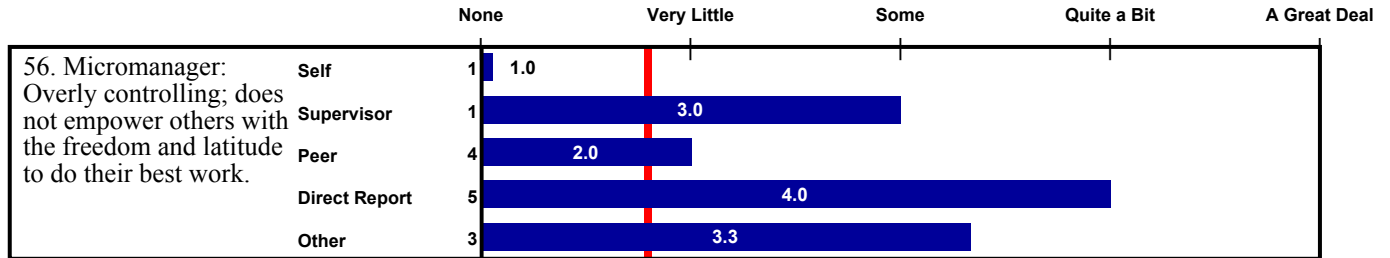
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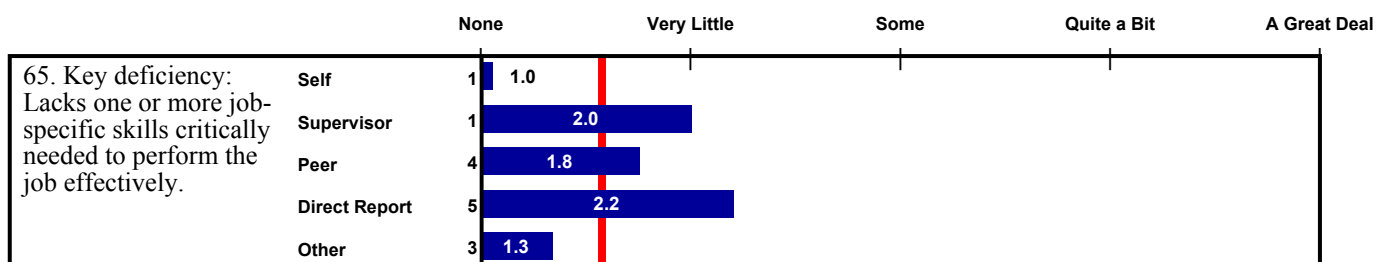
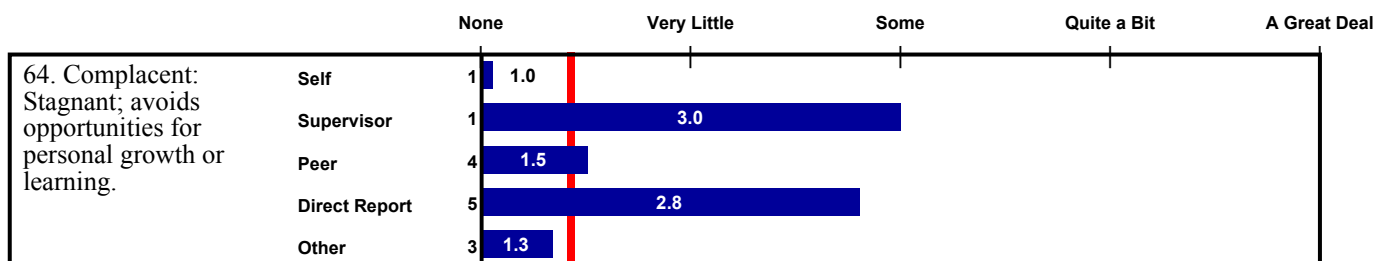
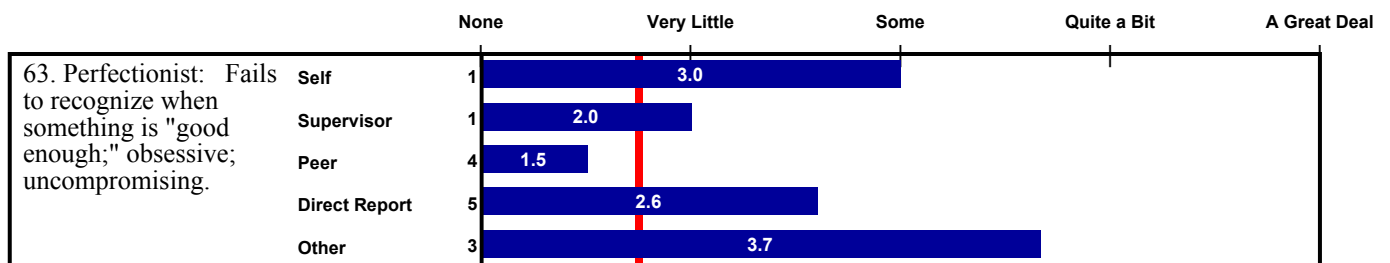
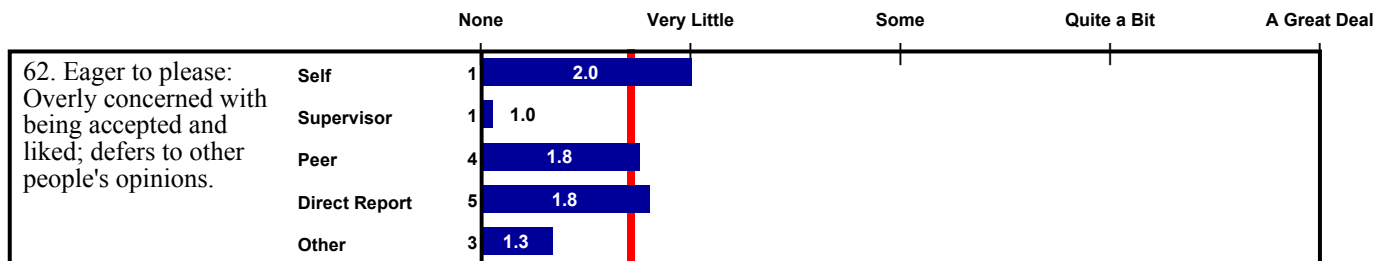
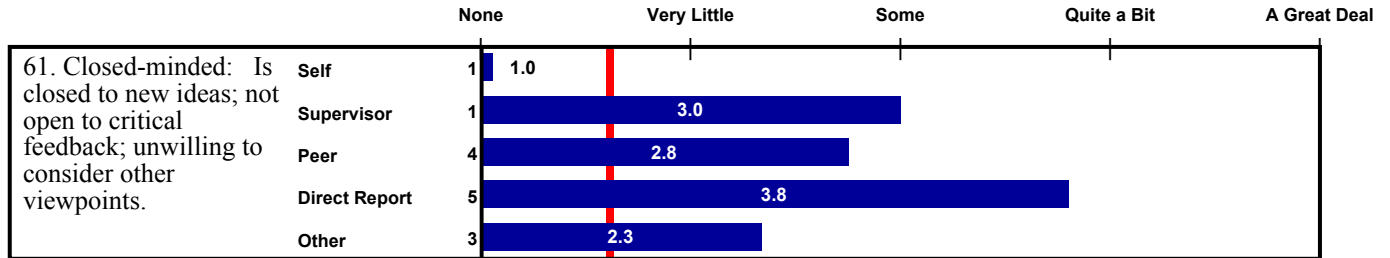
Date: 3/2/2009



Leadership Intelligence 360 Feedback Report

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66. Please describe the above "key deficiencies" (if any).

None that I am aware of- Perhaps more control over resources?

He has all the job-specific skills necessary. In fact, he's one of the best I've seen when it comes to knowing the job and the industry.

Needs to learn more about the financials. Sometimes Joe will make decisions that don't appear to be financially-based.

Everything that I see from Joe shows that he really understands his job and how to get things done.

Needs a better grasp of how to gather the financial data. I've seen him ask the same questions several times when it comes to understanding EBITDA. Maybe take a finance class?

N/A

None. Knows every aspect of the job.

Very good technically. Not lacking job-specific skills.

None.

Joe doesn't have a good grasp on the numbers, particularly when it comes to understanding our financial metrics (P&L, etc.). When this happens, he tends to shoot from the hip. It causes problems for our team because we're randomized.

Not any that I can think of.

Leadership Intelligence 360 Feedback Report

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67. Describe this person's greatest strengths as a leader.

Good at building solid relationships with those around me. Good overall business sense. Strong financial analysis abilities, and good at translating these into performance.

Pushes on others to get things done. Joe has a tremendous knowledge of the industry. I always know that if there is something that we don't know how to do, Joe either has the answer or knows where to get it. He has been around for a while, and thoroughly understands his job, as well as the jobs and responsibilities of most of those around him. I would like to see him "spread the wealth" a little more-- share what he knows instead of keeping it to himself.

Strong-willed. Will always get things done, no matter what. It looks like his team does the same.

Enthusiasm and drive. Will always make sure things are completed. Good overall intelligence-- smart. Good contributor to our weekly STL meetings. He gets to the point and makes sure others do as well.

I think he really loves his job. It seems to rub off on others. I enjoy working with him, and consider him a GOOD person (which is saying a lot). I think he has a good understanding of how things work around here, and I know I can go to him with almost any question and he'll know where to get the answers. Dry sense of humor. I love it!

Has a vast knowledge of what we do. He's been around here for a long time and really knows what he is talking about. Others respect him for this. Tremendous business knowledge. Joe is always excited about something. This is contagious. He is very assertive, but not overly. He interacts well with the customers and our senior team. I am always amazed at his network. He seems to know everyone. A good friend.

Knows the job.

Passion for getting things done. Leads through example (shows us how to get things done). Experience.

Aggressive. He goes after the goals and doesn't let go. Has great business knowledge. He has been great to help me learn what I need to do as far as the equipment goes. He is a good trainer.

Joe is a great guy. He seems to get along well with others. He definitely knows his stuff.

He has been there before. He can tell you about anything in the company and how to do it. He's respected by everyone for this. A lot of drive. He's always enthused about getting the job done. He gets the time excited about getting things done as well. He's a good initial motivator. * Good engineering background

He is very detail oriented.

Has a very strong focus on getting the job done. Very results oriented. Is able to meet department goals. Very focused.

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68. Describe specific things this person could do to become a more effective leader.

Time management skills. I am good at planning, but there are so many outside events that cause me not to be able to execute on these plans. Need to have more control over my day.

Joe has had difficulty bringing his team on board. They appear to have become complacent as a team. I don't see the push to raise levels of team performance in general that we need to see from Joe as their leader. I have noticed that he tends to shut his team down a bit or dismisses their ideas because he is the expert. While that is true (he knows his stuff), we have hired some bright people who can contribute. Joe needs to gain their trust and step up and lead, rather than do. Communicate more. Open up and don't be defensive.

I don't see him really leading his team. I can always count on Joe to come through, but his team seems too laid back and not really wanting to move as fast as needed. Keep pushing your team!

Get his team up to speed. It's hard working them at times because they have to go back to Joe with nearly every question. Give them some approval authority-- it's hard to wait the extra week to get moving on something when they have to go back and get your approval.

Watch the language. I can understand the rough talk, but this is a professional environment, and some people can get offended by it. Not me personally, but I know it doesn't work with everyone. I'm not seeing the level of respect from his team that he should/could have. I don't know what's causing it, but it's hard to get anything out of his team quickly.

Get his team all on same page. They are a talented group of individual, but are not a team. They are all going their own way. For example, last week the RG group needed to turn around the proposal for SmithG. They received two proposals! They weren't even aware that others on the team were working on the same proposal, so the potential client got two different quotes. I think Joe has the ability to be a great leader. He understands almost every aspect of our business. However, I don't really see him leading his team.

Joe is great when it comes to the processes and understanding every part of them. However, he is sometimes difficult to work with because he is stubborn in his opinions. Most of the time he is right, and makes the right choice, but he also needs to listen to his employees more. I hesitate to bring things up to him because I know it's a waste of breath. He doesn't appear willing to change. We're still doing things exactly the way we were 15 years ago! Also needs to communicate more. We don't always know where we're supposed to be going.

Does not listen to his direct reports. There have been a number of times that I have brought an idea or suggestion forward. Rather than hearing me out, he quickly dismisses the idea. He usually does this with some sort of a joke like "I've been doing this job for longer than you've been alive." I'm sure he could do my job, but there are a lot of things that can be improved if he'd just listen to us. It's really frustrating. Listen

I don't think Joe is very open. He seems to shut people out when it comes to suggestion. Maybe listen more?

Good manager, not as effective as a leader. Listen more. Trust us! We'll do what we say we will do. Don't always follow-up immediately. Give us a chance to deliver.

When I first started, he gave me a lot of support and help. This was very valuable, since I was just learning the equipment and the job. However, there is a time when this has to let up. I don't need to be micromanaged any more. I know he does it because he's probably better than any of us at the day-to-day (our jobs), but he needs to step back and manage. Listen more, talk less.

He micromanages too much and doesn't trust others to get the job done right. Sometimes he loses his patience with others when they don't do things the same way that he would do them.

Need to work on building trust with others and not micromanaging. Does not have concern for other's feelings.

Turning 360° Feedback Into Results

Action Planner



DECISIONWISE
Leadership Intelligence™

Identify Significant Gaps

In your 360° Feedback Report, identify significant or consistent differences between rater groups (Self, Supervisor, Peers, Direct Reports, etc.).

Based on your feedback, list and describe the greatest “*gaps*” between rater groups.



Gaps: Differences in Perception

Review the gaps you identified to ensure that they represent significant and/or recurrent patterns in your feedback. As you review the list, ask yourself the following questions:

1. Do people see you in a different light, depending on your working relationship with them? Why?
2. Have I already seen evidence of the perception gaps? If so, how are they affecting my relationships?
3. What would happen if I were to fully see myself from their point of view?

Building on Strengths

Reflect on where you are going. Let's start by exploring how you got to where you are now. It was through your strengths!

There are things we do so well and effortlessly that we often forget we possess a talent. The 360° Feedback report identifies your highest scores as seen by others. However, **you** need to interpret what your real strengths are.

Based on your feedback, briefly list and describe your *strengths and talents*.



Strengths:
Reaching your
Destination

Review the strengths that are apparent in your 360 report. As you review the list, ask yourself the following questions:

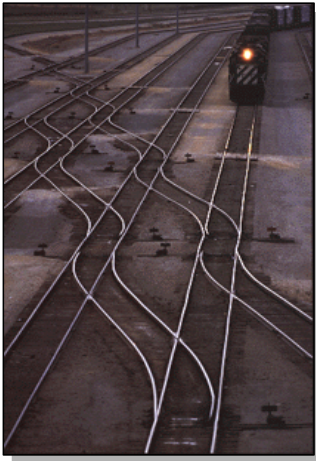
1. Have these strengths played out in my career thus far?
How?
2. Am I continually using these strengths in my career and personal life?
3. What would happen if I were to fully utilize these strengths more regularly?

Potential Derailers

A personal derailer is a behavior that gets in the way of our progress. A derailer is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master.

A derailer is a weakness that requires improvement if we are to realize our potential. A derailer has the potential to limit our progress in our career as well as other areas of life.

Based on your feedback, list and describe potential “*derailers.*”



Derailers: **Getting Off Track**

Review the list above to ensure that the potential derailer(s) identified in the 360° Feedback are critical to your success in the specific position and role you have assessed. As you review the list, ask yourself the following questions:

1. Is this area critical to my continued growth and development? Why?
2. Have I been making improvements in this area on a regular basis?
3. How would my life be different if I were to significantly improve in this area?

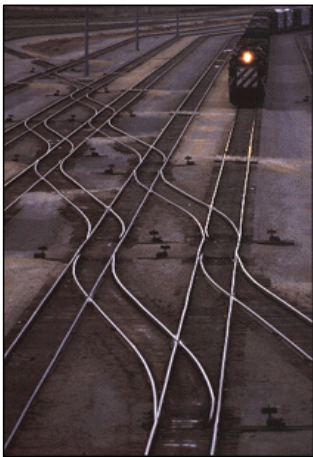
Interpretation Summary

Let's keep it very simple and to the point. Summarize the key points in the feedback you received. Describe specific strengths, potential derailers, and perception gaps.



Based on my feedback, the greatest gaps between myself and others are:

Based on my feedback, my greatest strengths are:



Based on my feedback, my most significant derailers are:

SMART Goal

Making a goal SMART requires commitment to specifics. Stick to your goal by making it SMART. Do not keep the goal just to yourself. Share your plan with others.

Specific:

What, exactly, do I want to change? What actions will I stop doing or start doing?

Measurable:

How will I/others know that change has occurred? What is the measure of change?

Attainable:

Is it realistic? Who needs to be involved? What resources will I need? What barriers do I anticipate?

Relevant:

Will it matter? What difference will it make? Why am I doing this?

Timely:

What's the time frame for progress checks? How often will I follow up?

Name: _____ Last Modified: _____					
Learning Need	Objective	Development Activity	Support Needed	Tracking Method	Date Completed

Name: _____ Last Modified: _____					
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