



360° Feedback Report
John Doe
6/20/2017

Your Respondents

The following respondents were invited to participate in your developmental 360° feedback.

Total Respondents	5
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About Your Report

This multi-rater feedback process is designed to assist you in your professional development. When used effectively, the survey can:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of their observations and suggestions

The scoring system is on a scale from 0 to 20. The numbering scale corresponds to the answer possibilities show on the right in the following manner:

- 0 = Never**
- 5 = Rarely**
- 10 = Sometimes**
- 15 = Often**
- 20 = Always**

Low ratings (5 and below) indicate recognized weaknesses and challenge areas, while high ratings (15 and above) indicate clear strengths.

*Your ratings are compared to the average rating of all others. For example, if five individuals other than yourself responded, then the "Others" Ratings would be the sum of the five ratings (say a total of 75) divided by five (or 15) - excluding your rating.

Rating Scale

NEVER

In all your interactions with this individual you have never seen or heard him or her demonstrate behaviors that would support this statement. You may have seen him or her do or say the opposite.

RARELY

You have rarely seen behavior(s) displayed by this individual that would support this statement.

SOMETIMES

You sometimes see behavior(s) that would support this statement and other times you don't. It is hard to decide if you agree or disagree with this statement.

OFTEN

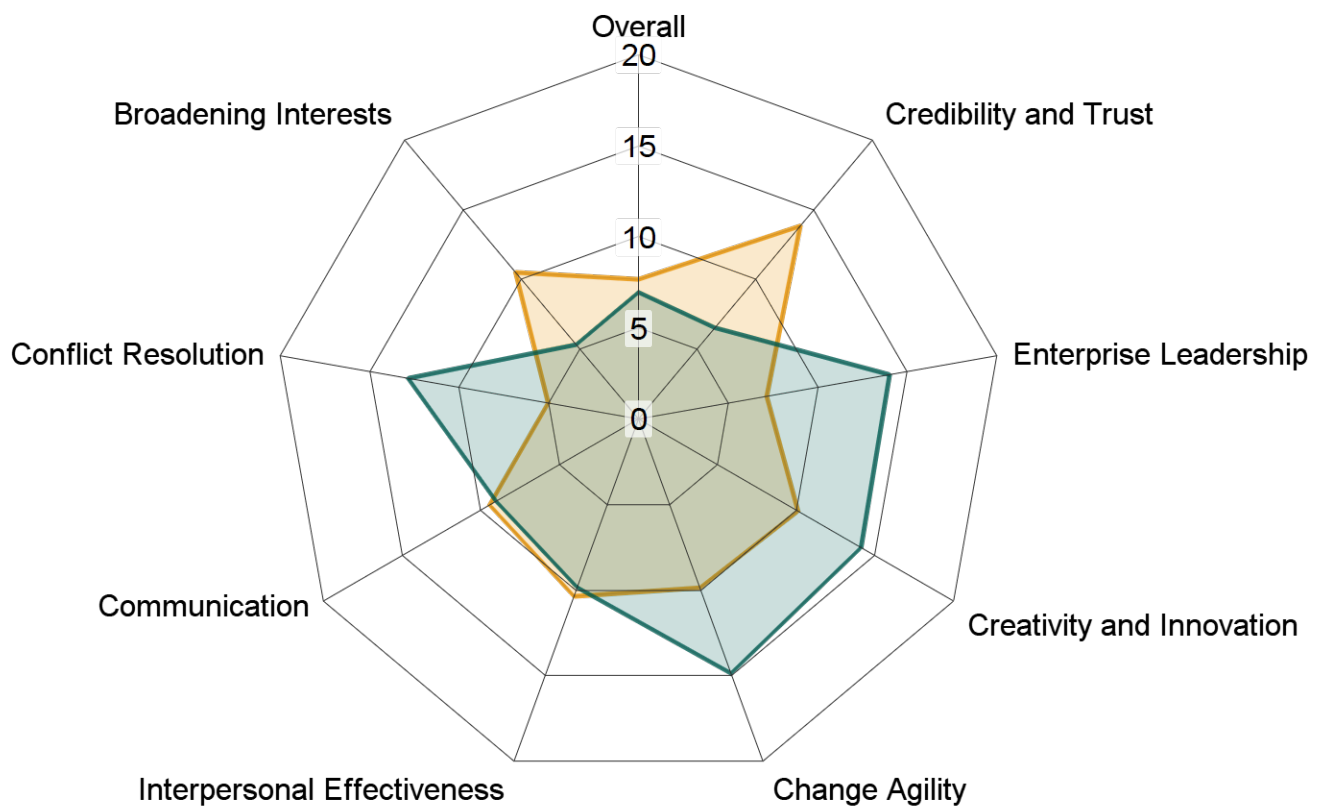
More times than not, this individual displays a pattern of behavior(s) that would support this statement.

ALWAYS

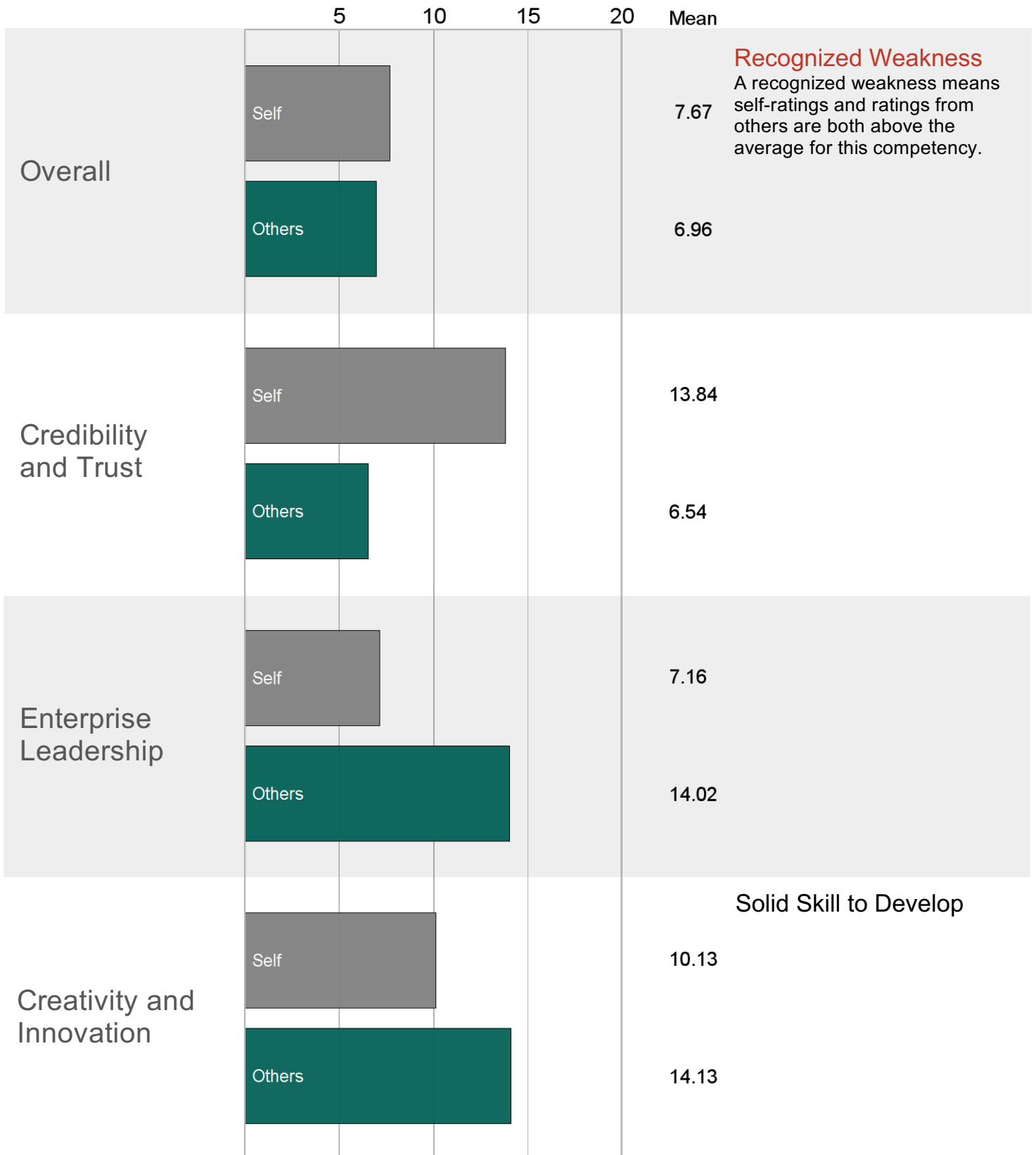
This individual consistently and frequently demonstrates behaviors that support the statement. Rarely, if ever, have you seen behavior contrary to that described.



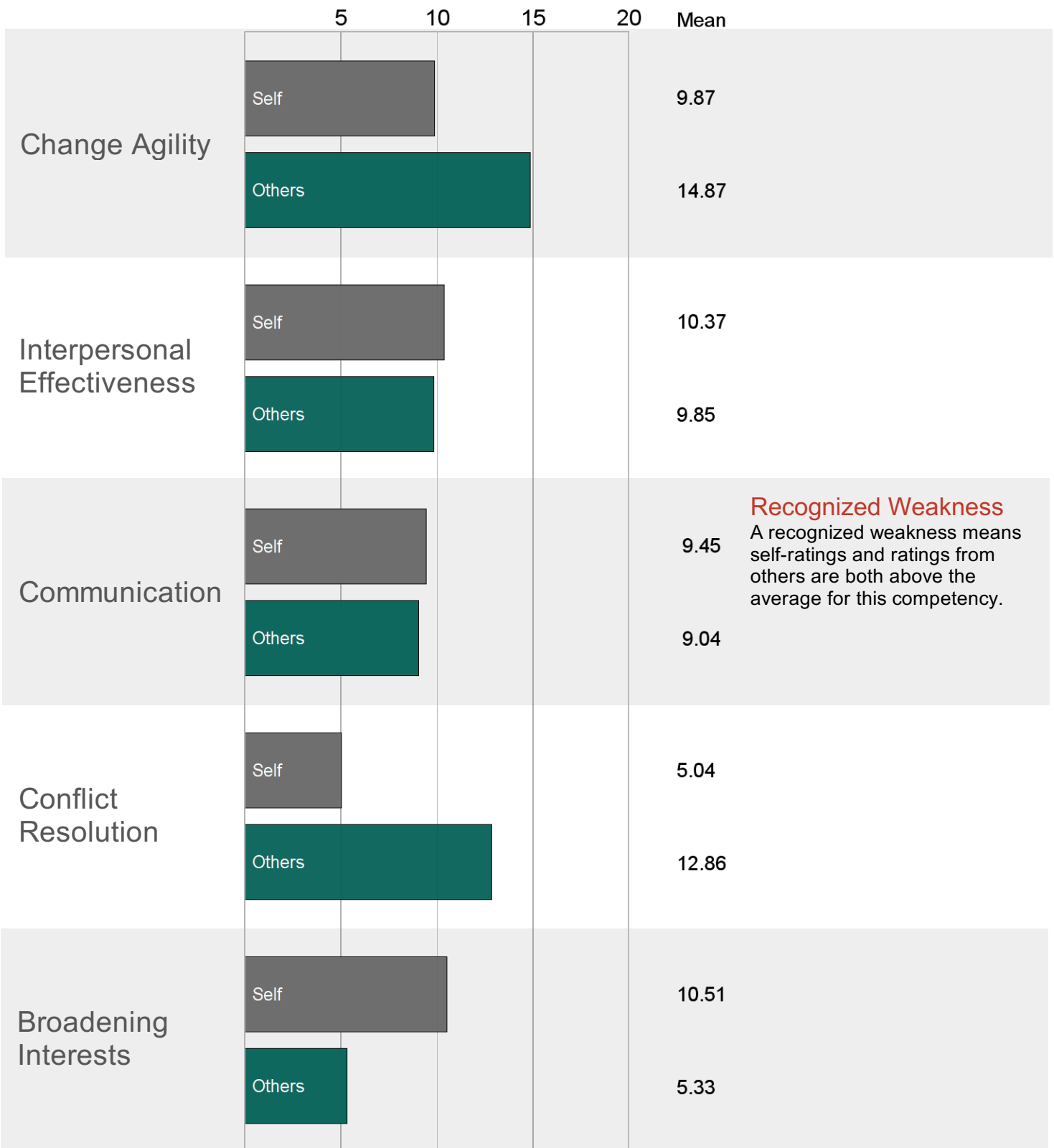
Self Others



Scoring Overview



Scoring Overview



High & Low Scores

Highest Scores			
Rank	Scoring Category	Item	Average
1	Enterprise Leadership	Facilitates creativity and involvement at all levels.	3.64
2	Conflict Resolution	Searches for and removes obstacles inhibiting others' performance.	3.61
3	Enterprise Leadership	Demonstrates broad business awareness and perspective.	3.61
4	Creativity and Innovation	Encourages new and unique ideas, thinks differently, and challenges the status quo.	3.58
5	Change Agility	Handles difficult situations with composure and recovers quickly with limited distractions.	3.57

Lowest Scores			
Rank	Scoring Category	Item	Average
1	Credibility and Trust	Exhibits the courage to do the right thing regardless of the situation.	1.39
2	Interpersonal Effectiveness	Is concerned about how his or her behavior affects others.	1.54
3	Communication	Is able to work with other people who have different perspectives or opinions.	1.59
4	Enterprise Leadership	Effectively engages with team(s) peers and colleagues.	1.61
5	Communication	Communicates effectively with people at a higher level.	1.61

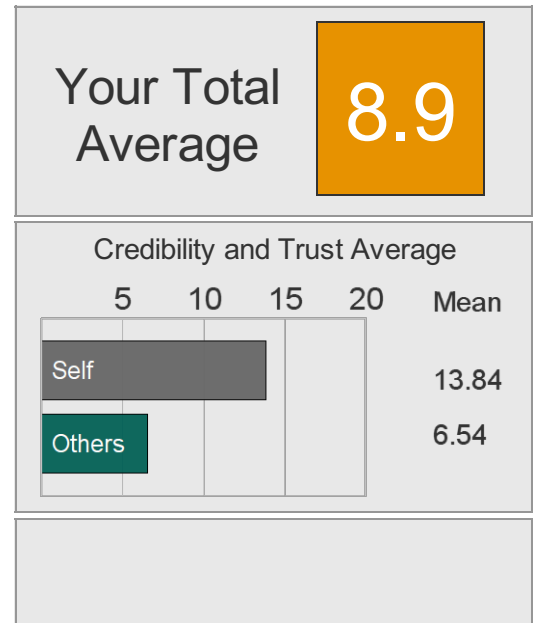
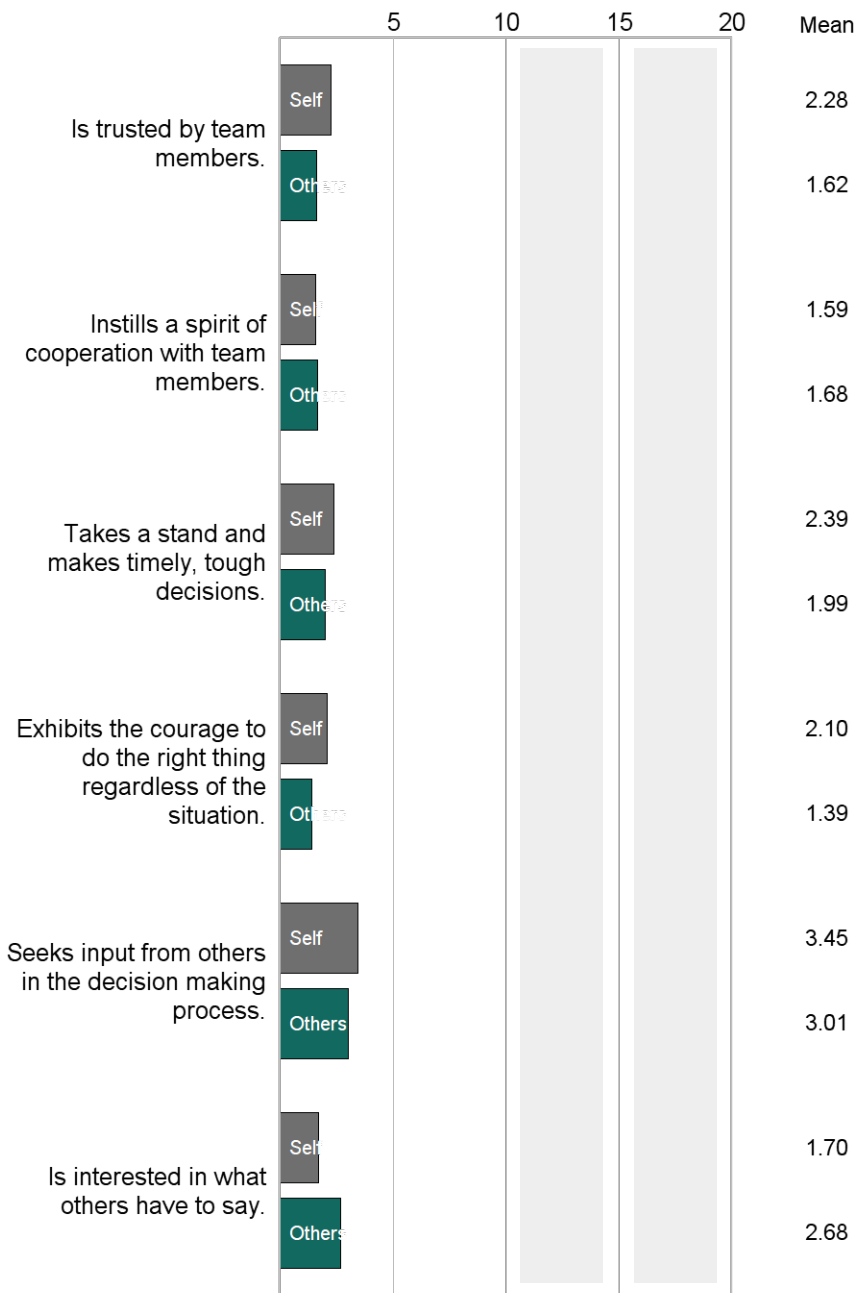


Unrecognized Strengths					
Rank	Scoring Category	Behavior	Others	Self	Gap
1	Conflict Resolution	Is proactive in confronting and resolving issues quickly and effectively.	3.53	1.28	2.25
2	Interpersonal Effectiveness	Is willing to share his or her perspective and expertise.	3.46	1.49	1.97
3	Creativity and Innovation	Encourages new and unique ideas, thinks differently, and challenges the status quo.	3.58	1.84	1.74
4	Enterprise Leadership	Demonstrates broad business awareness and perspective.	3.61	1.95	1.66
5	Conflict Resolution	Searches for and removes obstacles inhibiting others' performance.	3.61	2.11	1.50

Negative Gaps					
Rank	Scoring Category	Item	Others	Self	Gap
1	Communication	Is able to work with other people who have different perspectives or opinions.	1.59	3.67	-2.08
2	Interpersonal Effectiveness	Is concerned about how his or her behavior affects others.	1.54	3.53	-1.99
3	Change Agility	Cultivates an environment of personal change, not reactive change management.	1.69	3.63	-1.94
4	Communication	Takes time to actively listen.	1.99	3.63	-1.64
5	Communication	Communicates timely information and provides frequent feedback to the team.	1.85	3.33	-1.48



Credibility and Trust

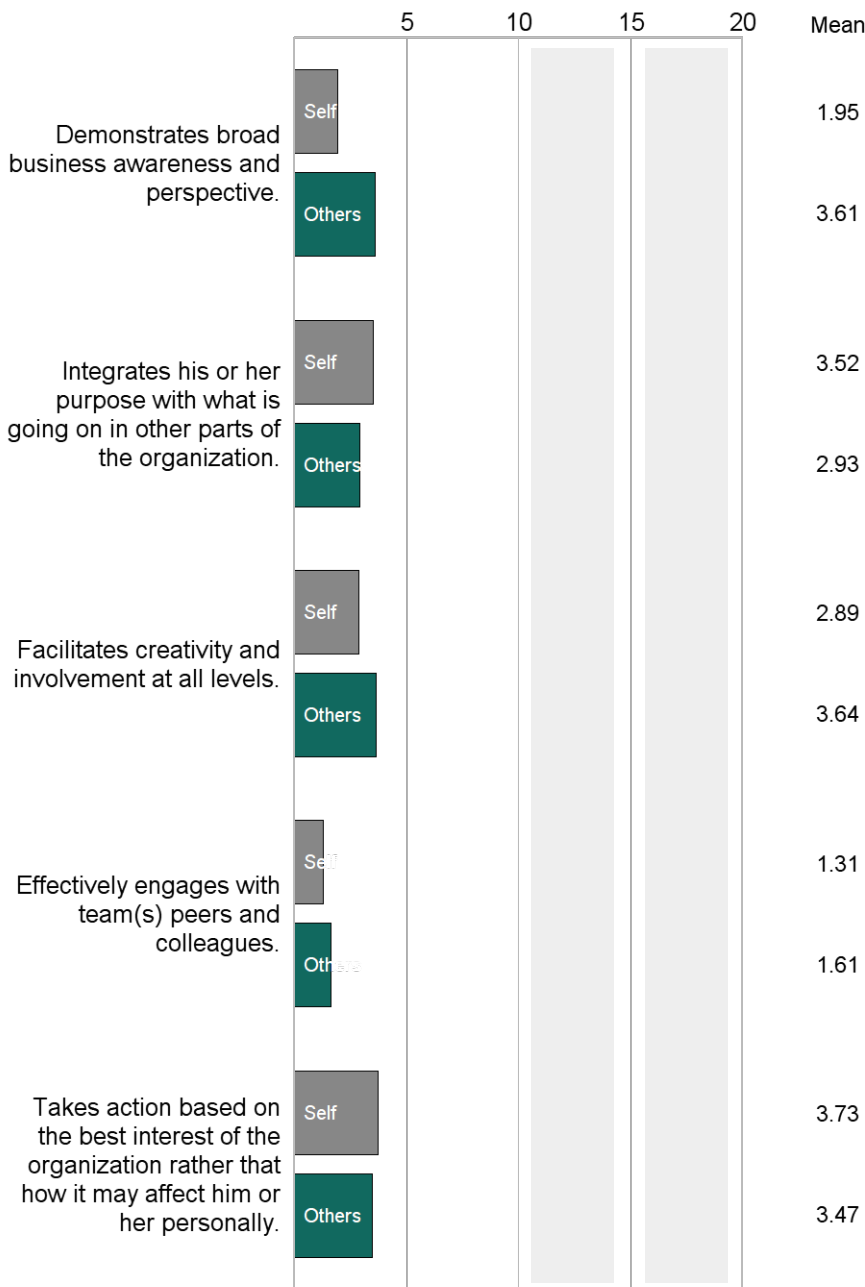


Your Development Plan:

Trust and credibility are the foundation for effective professionals. It will be important to deliver on all promises and commitments so be cautious in taking on too much. Be open to seeking input and show interest in what others have to say and contribute.



Enterprise Leadership



Your Total Average 12.2

Enterprise Leadership Average

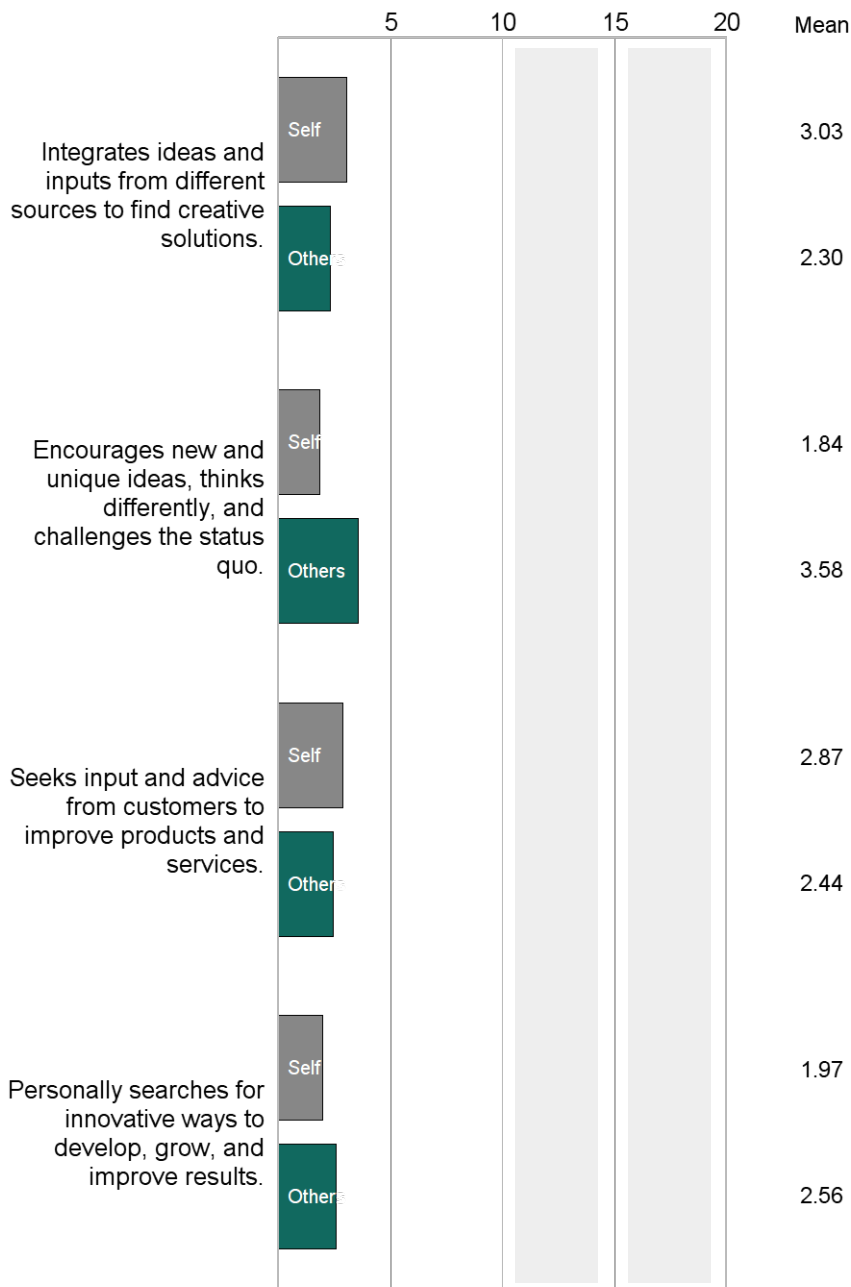
	5	10	15	20	Mean
Self					7.16
Others					14.02

Your Development Plan:

It is important to expand both personal and your team's organizational awareness and impact. Invest time engaging with others to gain and share perspective and insight. Look to always connect your vision and purpose to the other parts of the organization in a collaborative and supportive manner.



Creativity and Innovation



Your Total Average 9.8

Creativity and Innovation Average

	5	10	15	20	Mean
Self					10.13
Others					14.13

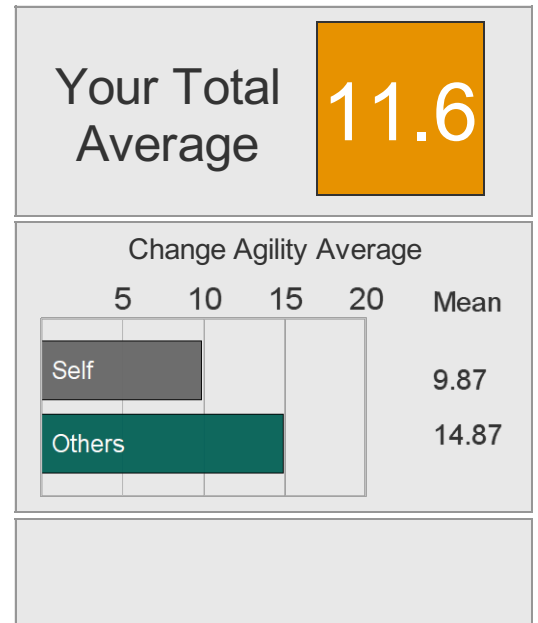
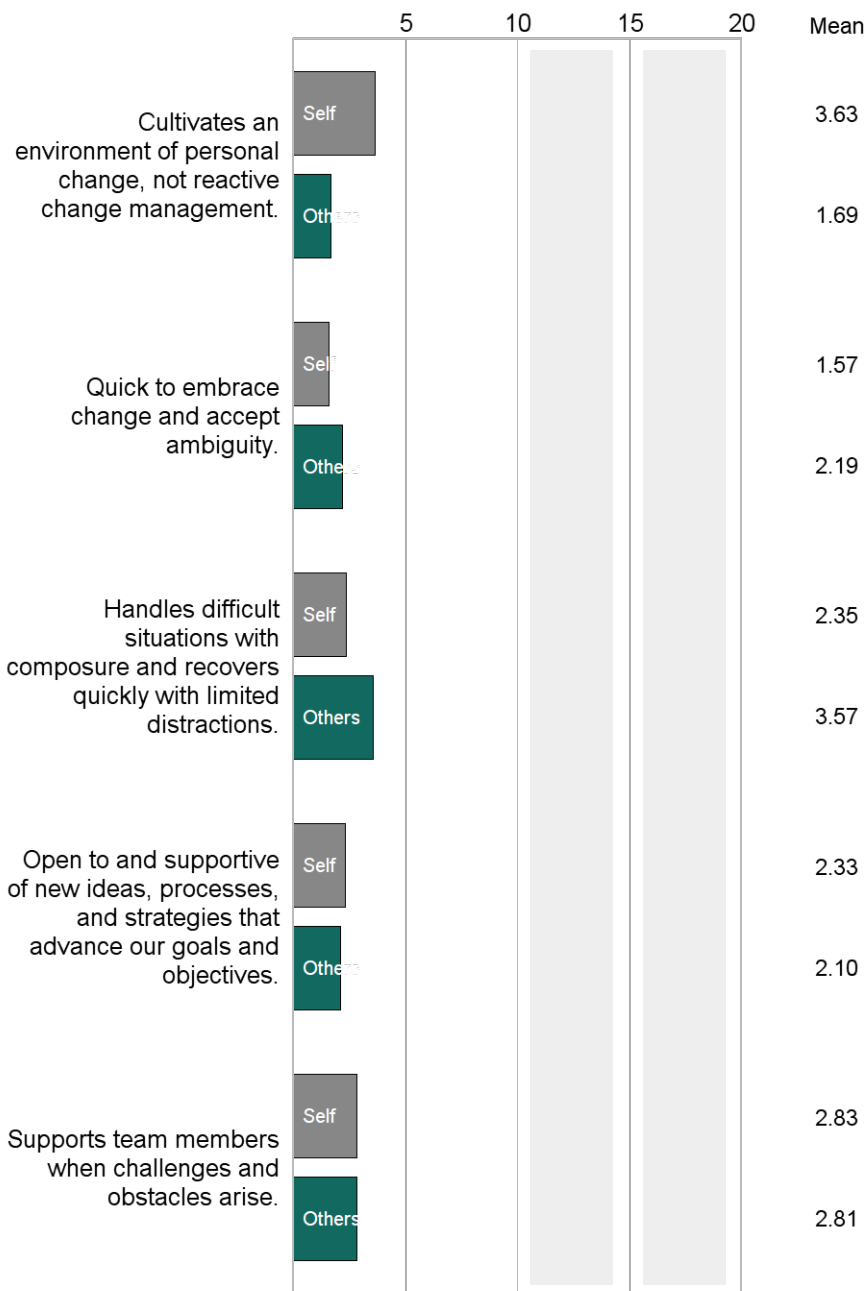
Solid Skill to Develop

Your Development Plan:

In today's climate of fast-paced and continual change and disruption, it is important to create the environments and opportunities to encourage new ideas and thinking, seeking more input from others, and integrating ideas from different sources to find new solutions.



Change Agility

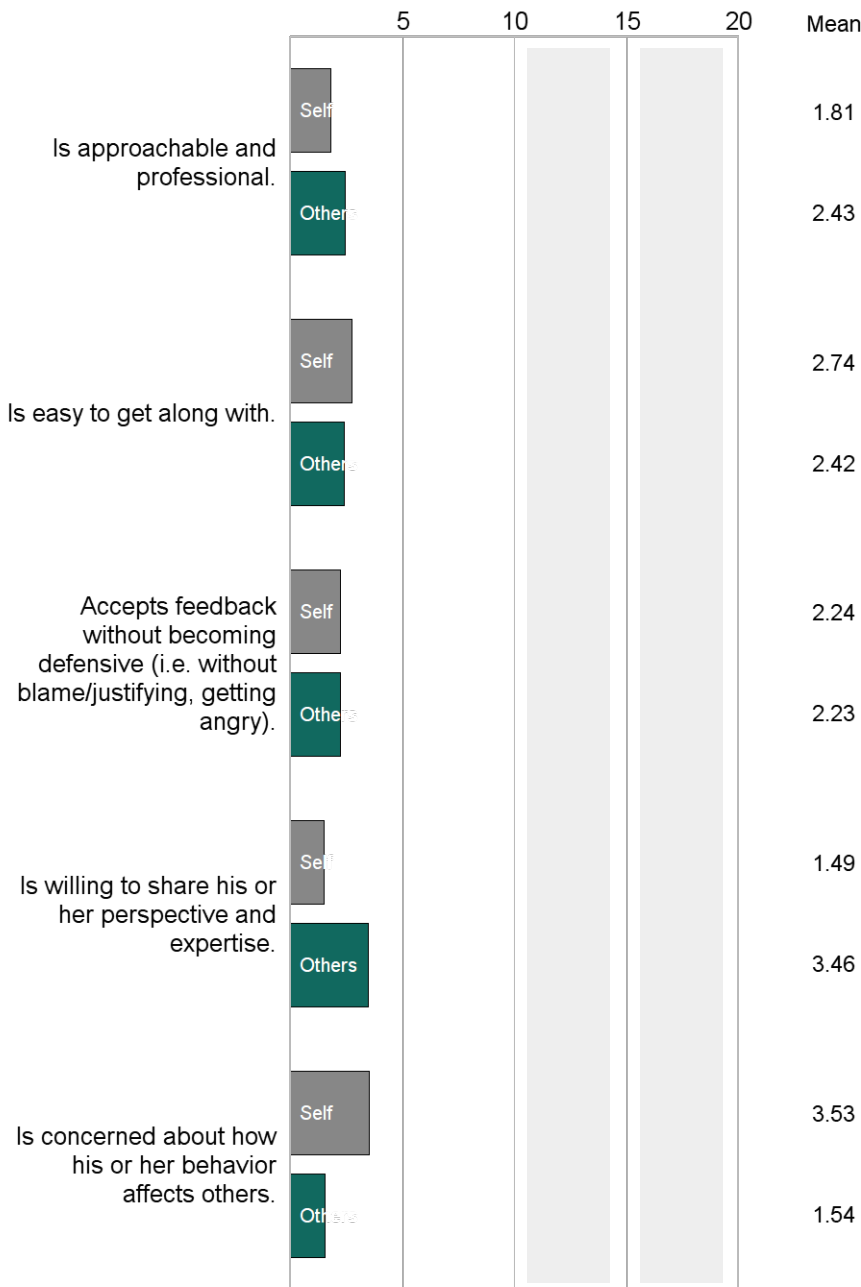


Your Development Plan:

To increase your change agility, be quick to always embrace change and deal with ambiguity as it happens. The key is to create a culture and work environment where you are leading change, not always reacting to it. Be open to new ideas and thinking and always challenge the status quo.



Interpersonal Effectiveness



Your Total Average 11.0

Interpersonal Effectiveness Average

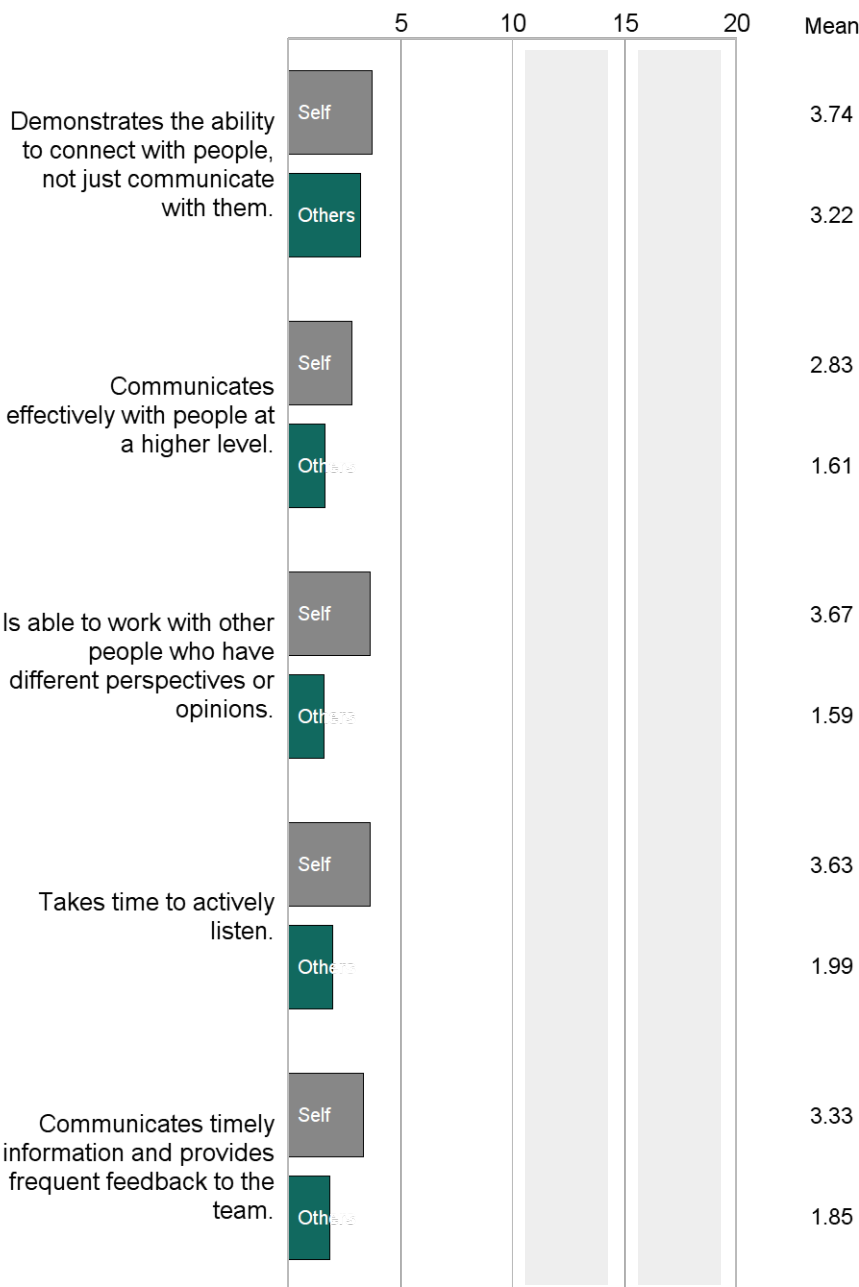
	5	10	15	20	Mean
Self	[Bar]				10.37
Others	[Bar]				9.85

Your Development Plan:

Those who show exceptional interpersonal skills are approachable, consistent in their actions and reactions, and are concerned about how their behavior impacts others. Be open to and embrace feedback as you develop more effective interpersonal skills and behaviors.



Communication



Your Total Average 8.0

Communication Average					Mean
5	10	15	20		
Self					9.45
Others					9.04

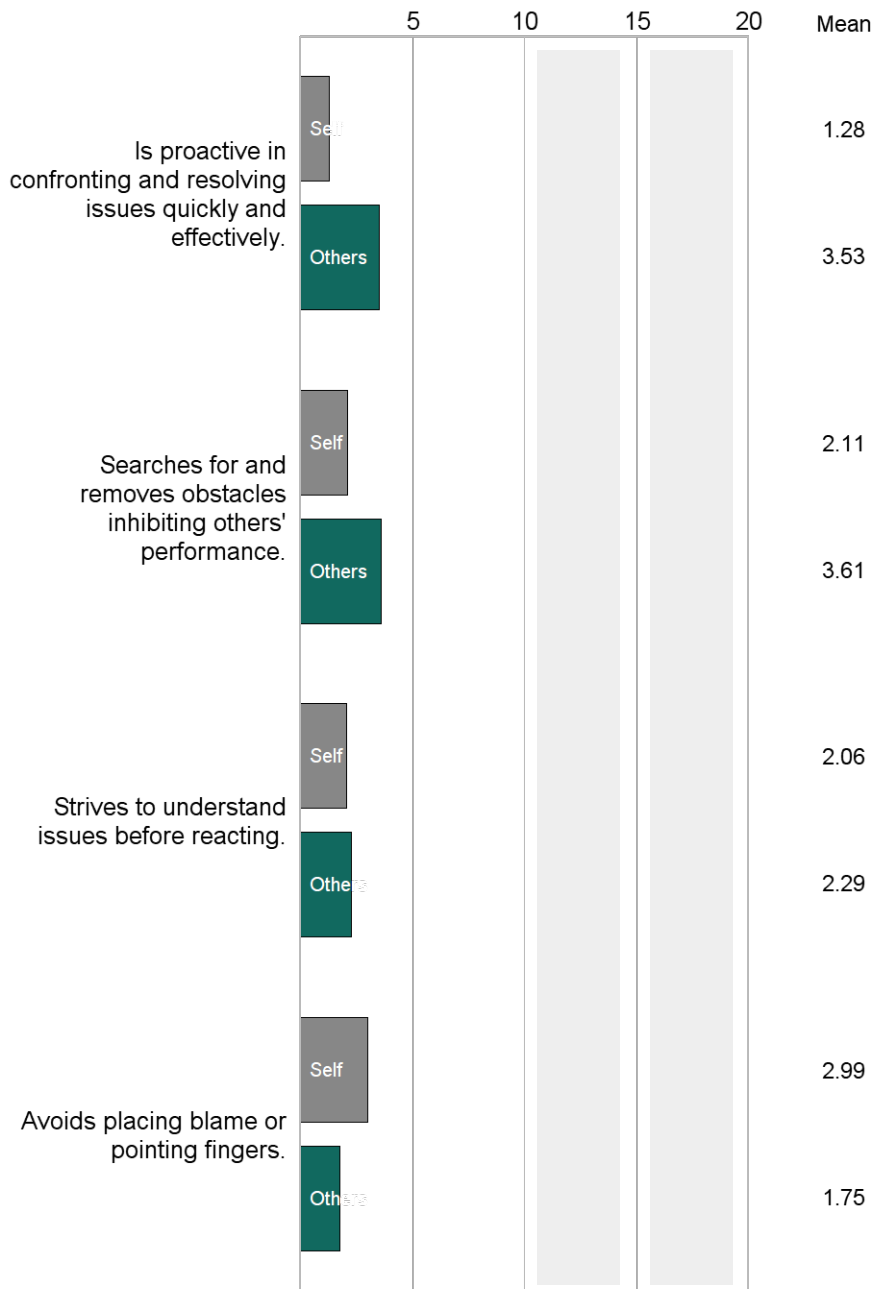
Recognized Weakness

Your Development Plan:

Highly effective professionals develop the capability to move beyond just communicating to truly connecting. They do this by developing and cultivating active listening skills and understanding the differences in communication styles to a point where they can recognize those differences and can adjust their preferred style to better connect and communicate with that individual or team.



Conflict Resolution



Your Total Average 8.3

Conflict Resolution Average

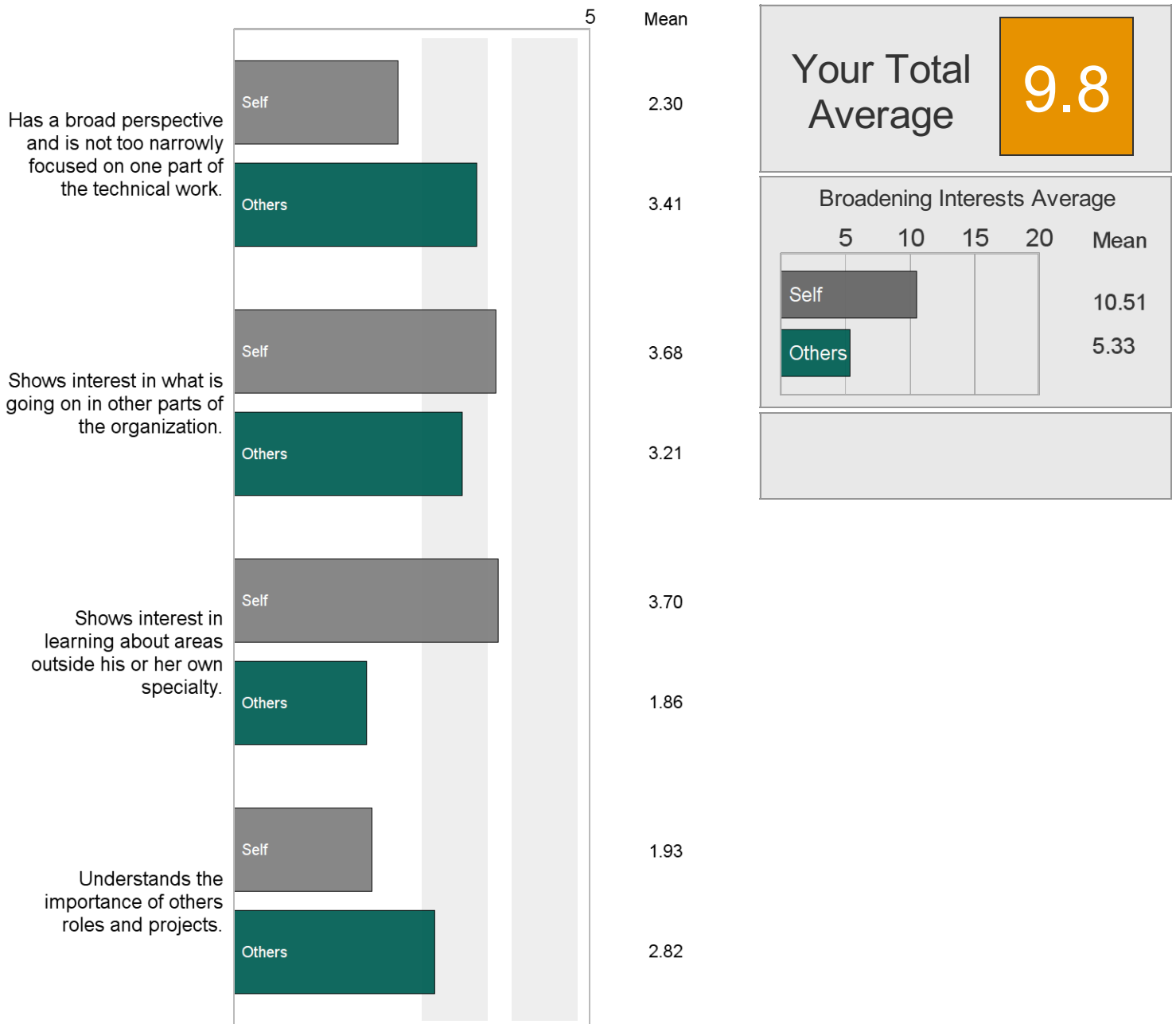
	5	10	15	20	Mean
Self					5.04
Others					12.86

Your Development Plan:

To effectively resolve conflict, strive to listen with the intent to understand prior to reacting. Mutually define success for any relationship, project, and activity prior to engaging, setting a positive foundation to avoid future misunderstanding. Accept responsibility and avoid placing blame and making excuses.



Broadening Interests



Your Development Plan:

Invest time in broadening both knowledge and relationships by spending time with others inside and outside of your organization to gain additional insight and perspective. Connect with others to better understand their roles and impact. Resist the status quo and falling into your comfort zone.



Describe the most important things John could do to improve overall professional capabilities.

Montes nullam. Curabitur velit! Dolorem.

Vel rutrum tortor eget. Erat.

Ab urna duis odio orci.

Blandit nec amet tempus morbi.

Turpis ridiculus phasellus et elit.



Describe the greatest strengths of John with regard to overall professional capabilities.

Nunc interdum risus elementum accusamus.

Odio nullam aenean. Diam natoque.

Bibendum bibendum at temporibus enim.

Urna nec lacus sapien. Accusamus.

Velit pharetra ultricies facilisi. Massa.



Additional comments, if any.

Potenti. Faucibus pharetra? Vivamus, dolorem.

Elementum augue quis vehicula temporibus.

Blandit ultricies vulputate proin nonummy.

Neque? Nulla cras magnis dui.

Morbi lacus eu gravida! Et.

