



360° Feedback Report
DEMO
6/20/2017

Your Respondents

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

Total Respondents

10



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.

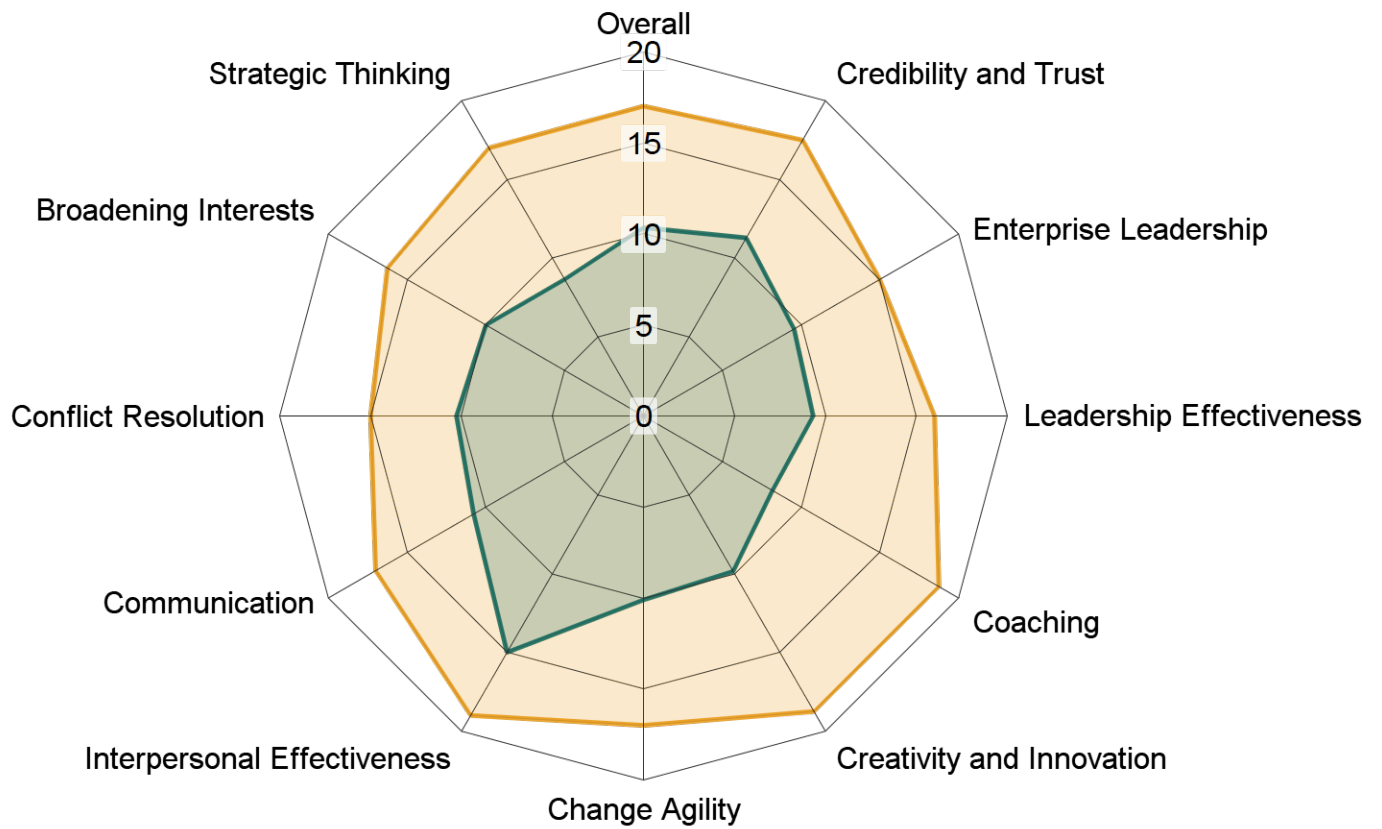
ALWAYS

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

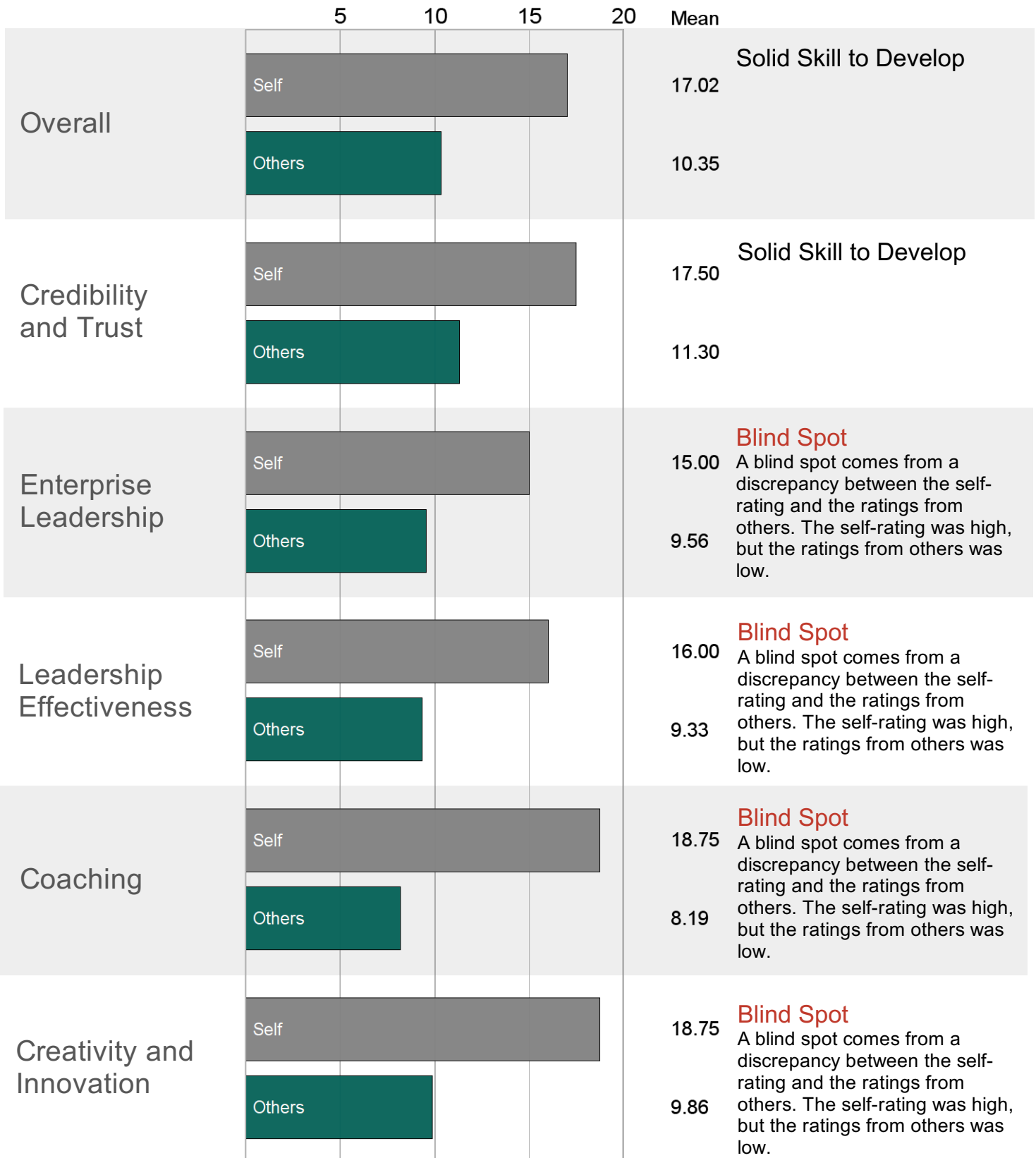


Scoring Radar

Self Others



Scoring Overview



Scoring Overview

	5	10	15	20	Mean	
Change Agility	Self				17.00	Solid Skill to Develop
	Others				10.11	
Interpersonal Effectiveness	Self				19.00	Clear Strength A clear strength means self-ratings and ratings from others are both above the average for this competency.
	Others				15.00	
Communication	Self				17.00	Solid Skill to Develop
	Others				10.78	
Conflict Resolution	Self				15.00	Solid Skill to Develop
	Others				10.28	
Broadening Interests	Self				16.25	Blind Spot A blind spot comes from a discrepancy between the self-rating and the ratings from others. The self-rating was high, but the ratings from others was low.
	Others				10.00	
Strategic Thinking and Business Acumen	Self				17.00	Blind Spot A blind spot comes from a discrepancy between the self-rating and the ratings from others. The self-rating was high, but the ratings from others was low.
	Others				8.67	



High & Low Scores

Highest Scores			
Rank	Scoring Category	Item	Average
1	Interpersonal Effectiveness	Is willing to share his or her perspective and expertise.	17.22
2	Interpersonal Effectiveness	Is approachable and professional.	16.67
3	Interpersonal Effectiveness	Is easy to get along with.	16.11
4	Credibility and Trust	Is interested in what others have to say.	15.00
5	Interpersonal Effectiveness	Accepts feedback without becoming defensive (i.e. without blame/justifying, getting angry).	13.89

Lowest Scores			
Rank	Scoring Category	Item	Average
1	Leadership Effectiveness	Clearly sets a vision and mutually defines roles and responsibilities for the team and with each team member.	6.67
2	Strategic Thinking and Business Acumen	Creates, facilitates and, adjusts organizational strategy and goals.	7.22
3	Strategic Thinking and Business Acumen	Creates and communicates a long-term vision.	7.22
4	Strategic Thinking and Business Acumen	Understands the business and the levers that drive performance.	7.22
5	Strategic Thinking and Business Acumen	Leverages knowledge of other's roles, responsibilities, and perspectives to build strategic, cross-functional relationships.	7.78



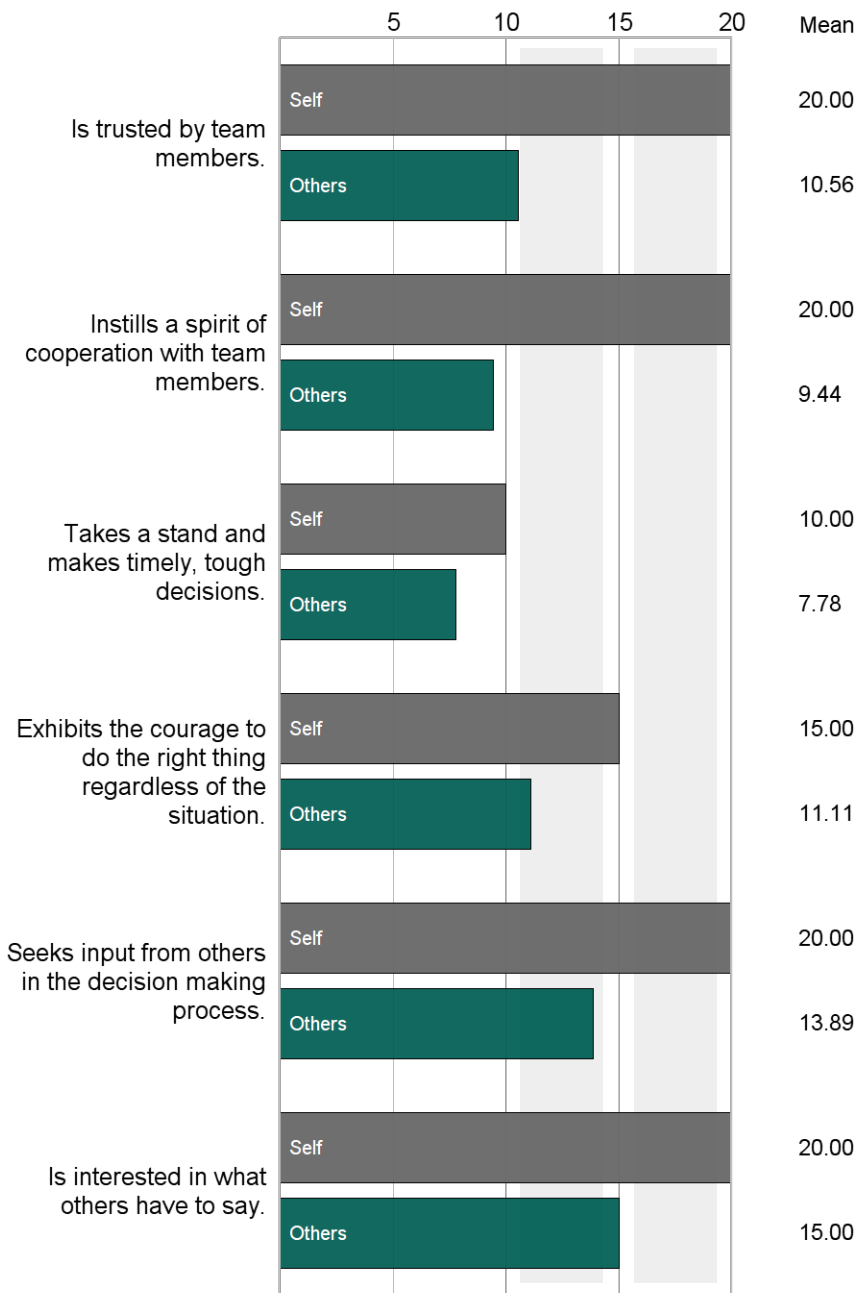
Positive & Negative Gaps

Unrecognized Strengths					
Rank	Scoring Category	Behavior	Others	Self	Gap
No Data Available					

Negative Gaps					
Rank	Scoring Category	Item	Others	Self	Gap
1	Coaching	Coaches and mentors team to develop talent (encourages peer-to-peer coaching within the team).	7.78	20.00	-12.22
2	Coaching	Takes time to coach and develop individuals instead of constantly telling them what to do.	7.78	20.00	-12.22
3	Coaching	Builds and works within a team and contributes to a positive working environment.	7.78	20.00	-12.22
4	Creativity and Innovation	Personally searches for innovative ways to develop, grow, and improve results.	8.33	20.00	-11.67
5	Enterprise Leadership	Facilitates creativity and involvement at all levels.	8.89	20.00	-11.11



Credibility and Trust



Your Total Average 11.9

Credibility and Trust Average

	5	10	15	20	Mean
Self					17.50
Others					11.30

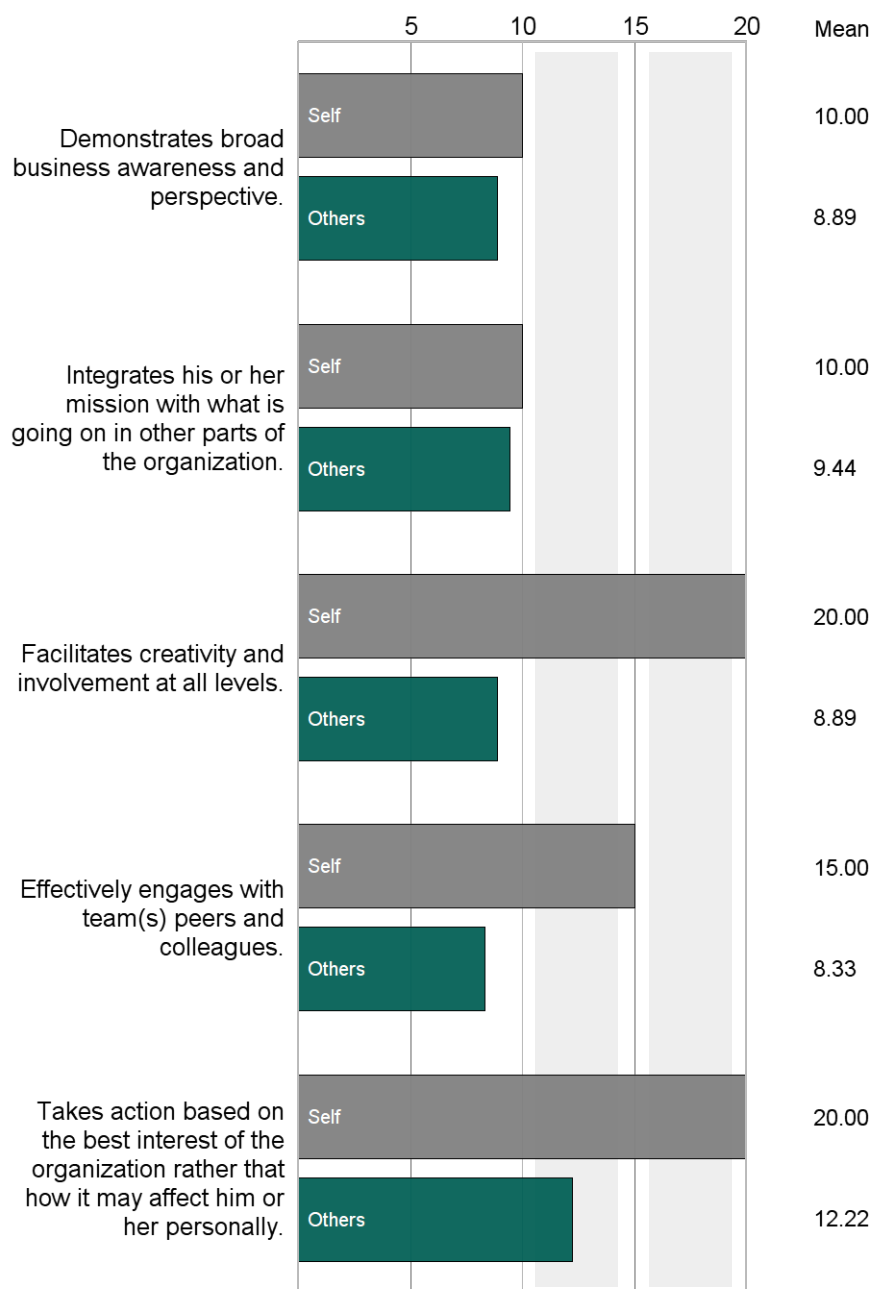
Solid Skill to Develop

Your Development Plan:

Trust and credibility are the foundation for effective leadership. 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

10.1

Enterprise Leadership Average

	5	10	15	20		
Self	<div style="background-color: #808080; width: 100%; height: 15px;"></div>				15.00	
Others	<div style="background-color: #2e8b57; width: 50%; height: 15px;"></div>				9.56	

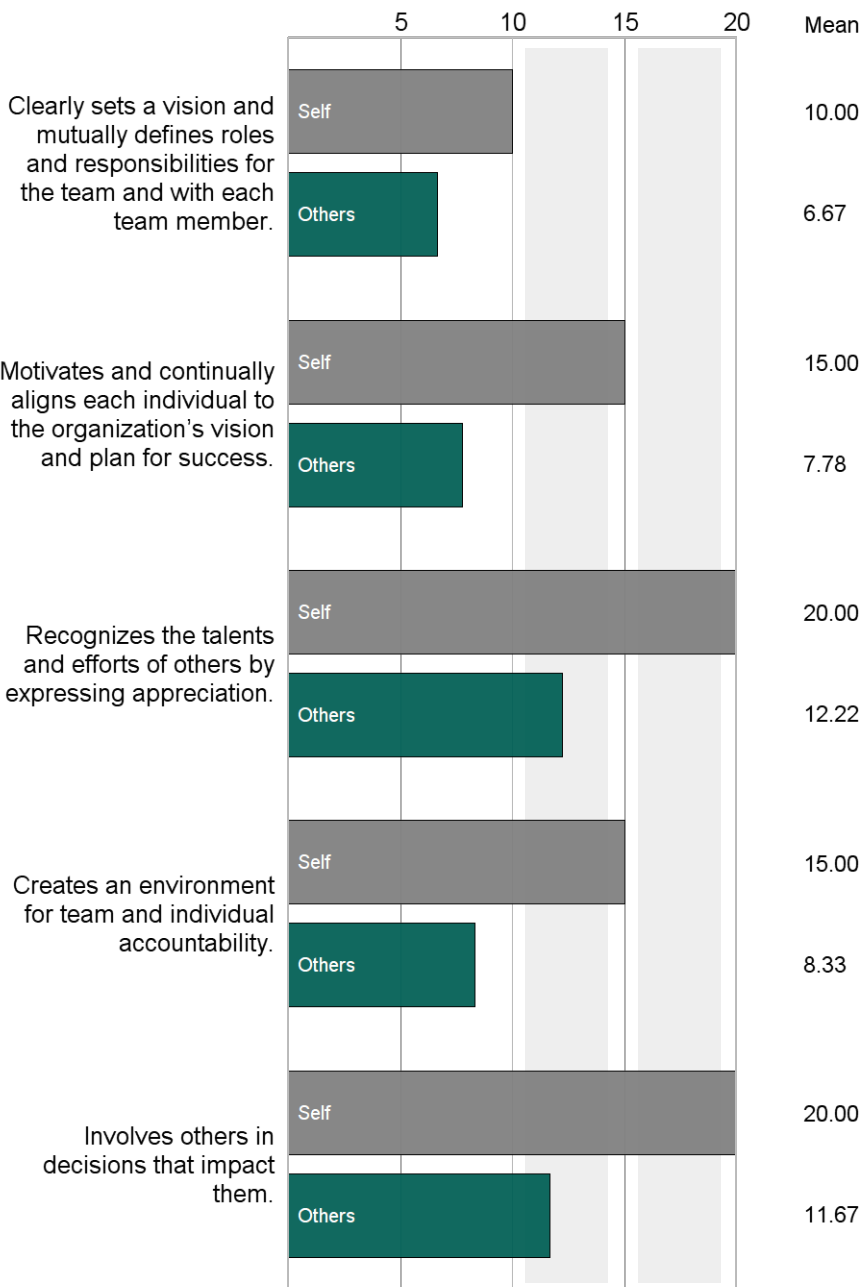
Blind Spot

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.



Leadership Effectiveness



Your Total Average 10.0

Leadership Effectiveness Average

	5	10	15	20	Mean
Self					16.00
Others					9.33

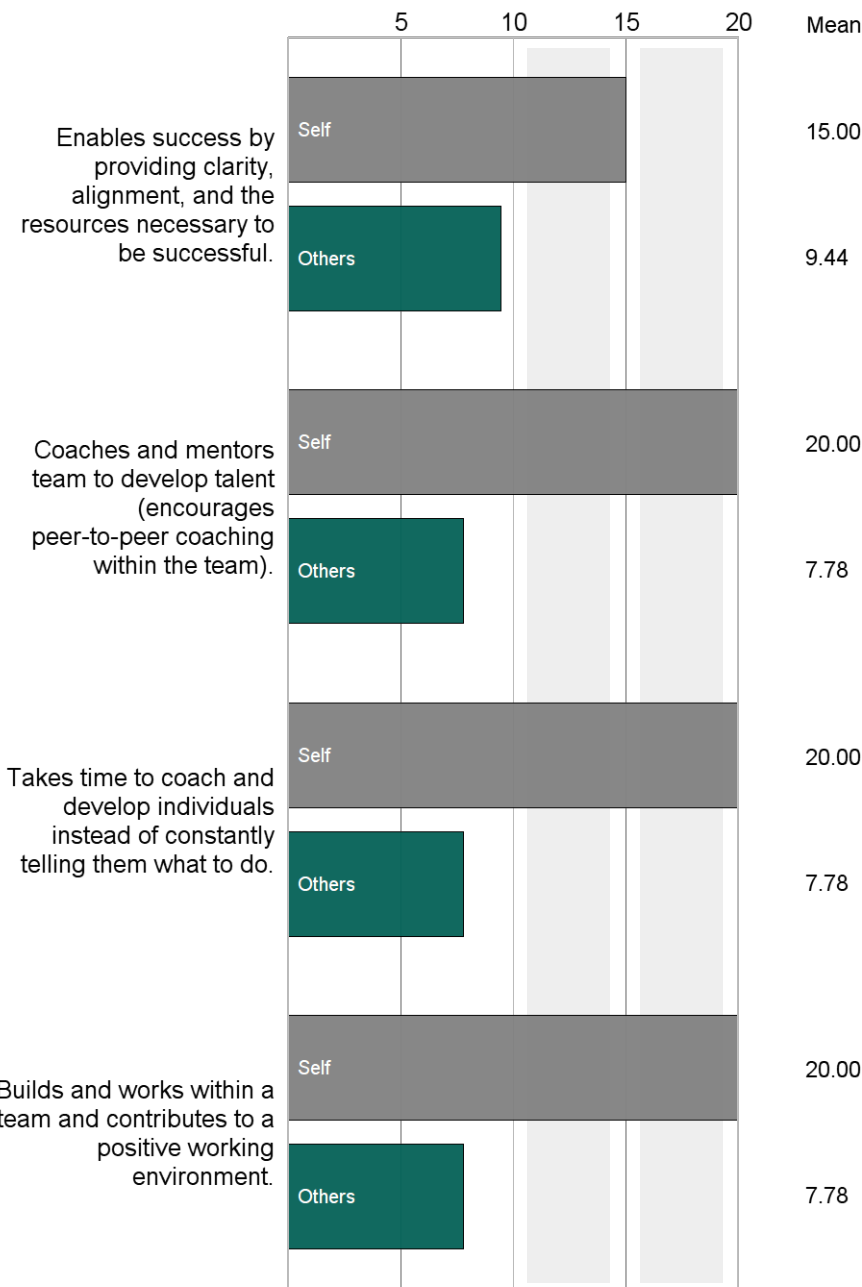
Blind Spot

Your Development Plan:

To enhance overall leadership effectiveness, consider either setting or reestablishing your vision for success, connecting people to that vision and ensuring clarity and alignment in roles and responsibilities required to deliver that success. Create an environment of employee-led involvement and accountability.



Coaching



Your Total Average 9.3

Coaching Average

	Mean						
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	Mean						
Self	18.75						
Others	8.19						

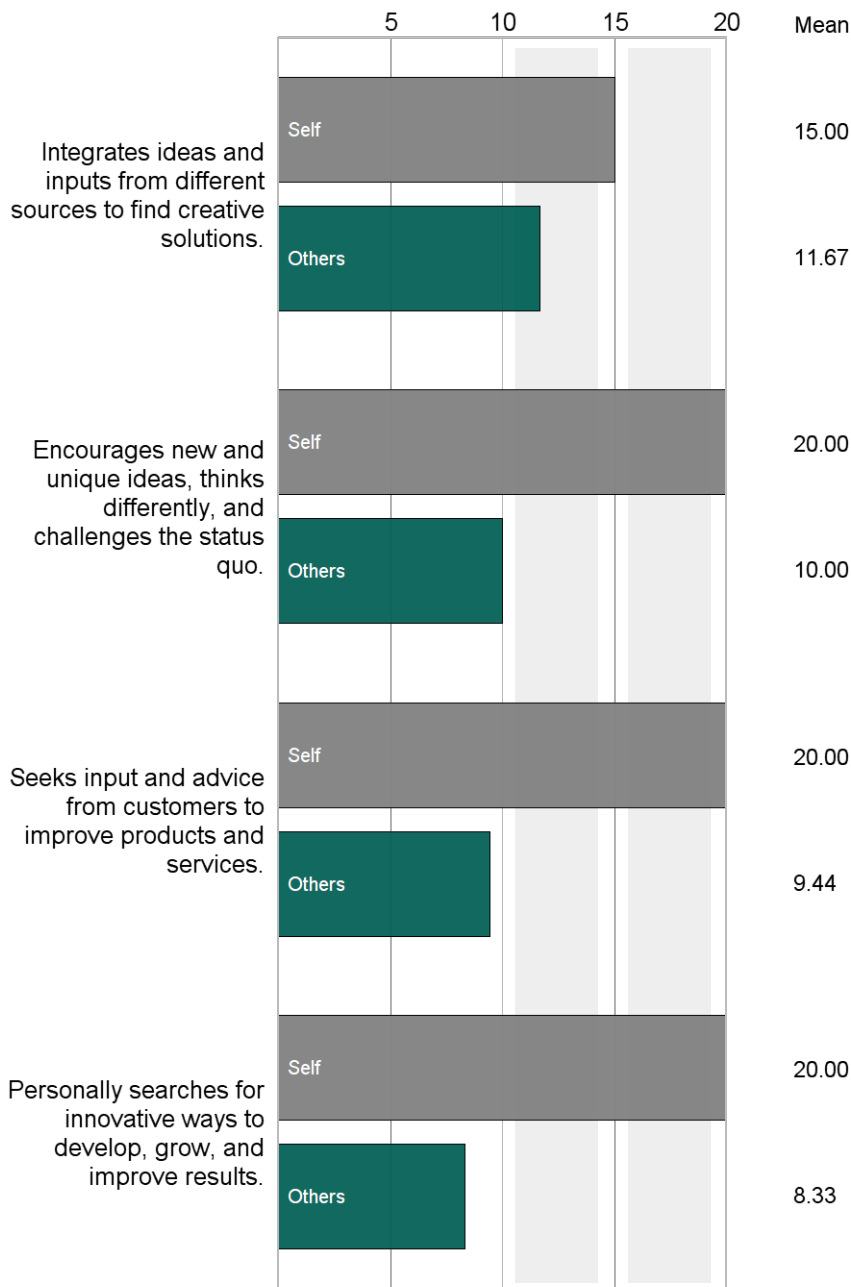
Blind Spot

Your Development Plan:

The ability to effectively coach is a key leadership competency to establish and sustain success in and through others. Consider adjusting where your time is currently spent and allow more time to proactively coach and develop the capability and capacity of your team and those around you.



Creativity and Innovation



Your Total Average 10.8

Creativity and Innovation Average

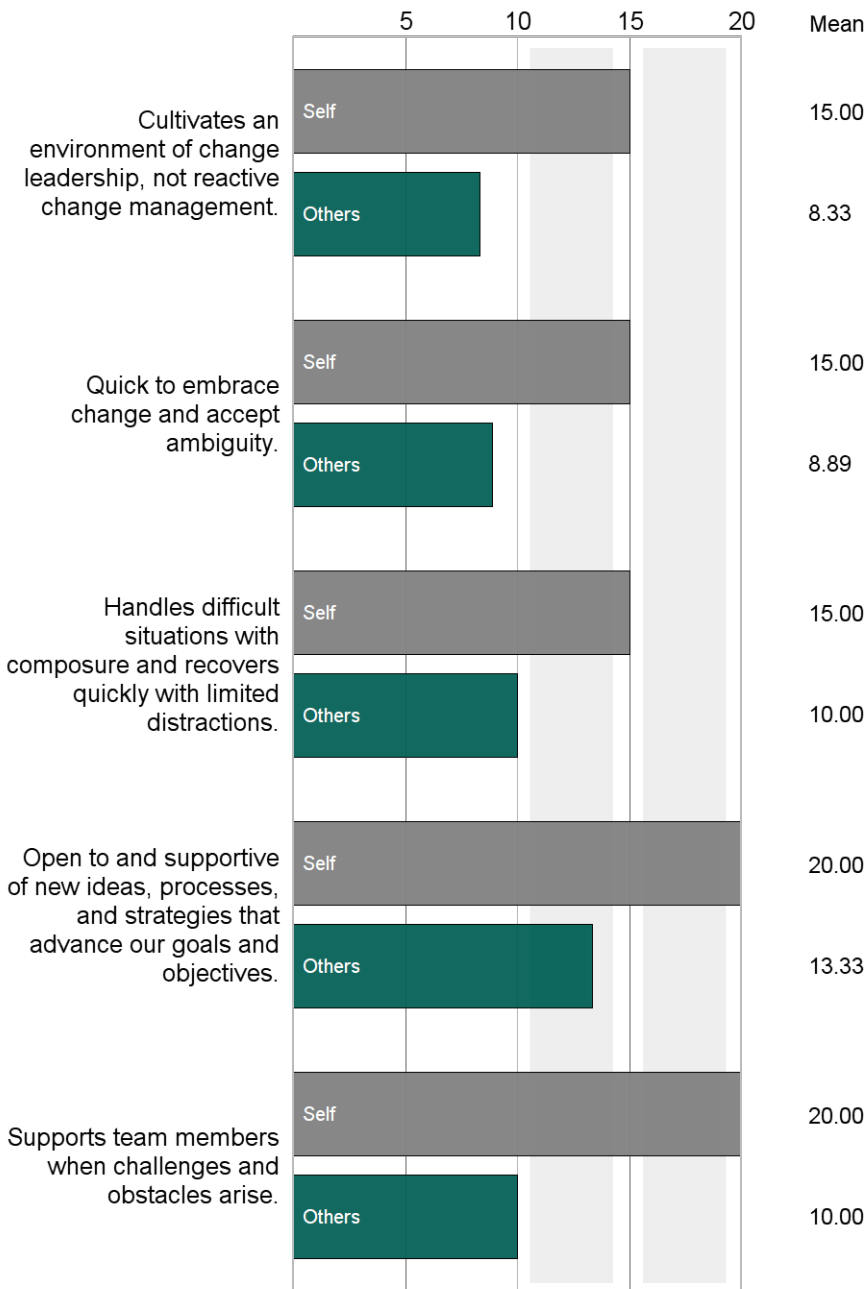
	Mean						
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;"></th> <th style="width: 50%; text-align: right;">Mean</th> </tr> </thead> <tbody> <tr> <td style="border: 1px solid #ccc; padding: 2px;">Self</td> <td style="text-align: right;">18.75</td> </tr> <tr> <td style="border: 1px solid #ccc; padding: 2px;">Others</td> <td style="text-align: right;">9.86</td> </tr> </tbody> </table>		Mean	Self	18.75	Others	9.86	18.75
	Mean						
Self	18.75						
Others	9.86						
Blind Spot							

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 Total Average 10.8

Change Agility Average

	5	10	15	20	Mean
Self					17.00
Others					10.11

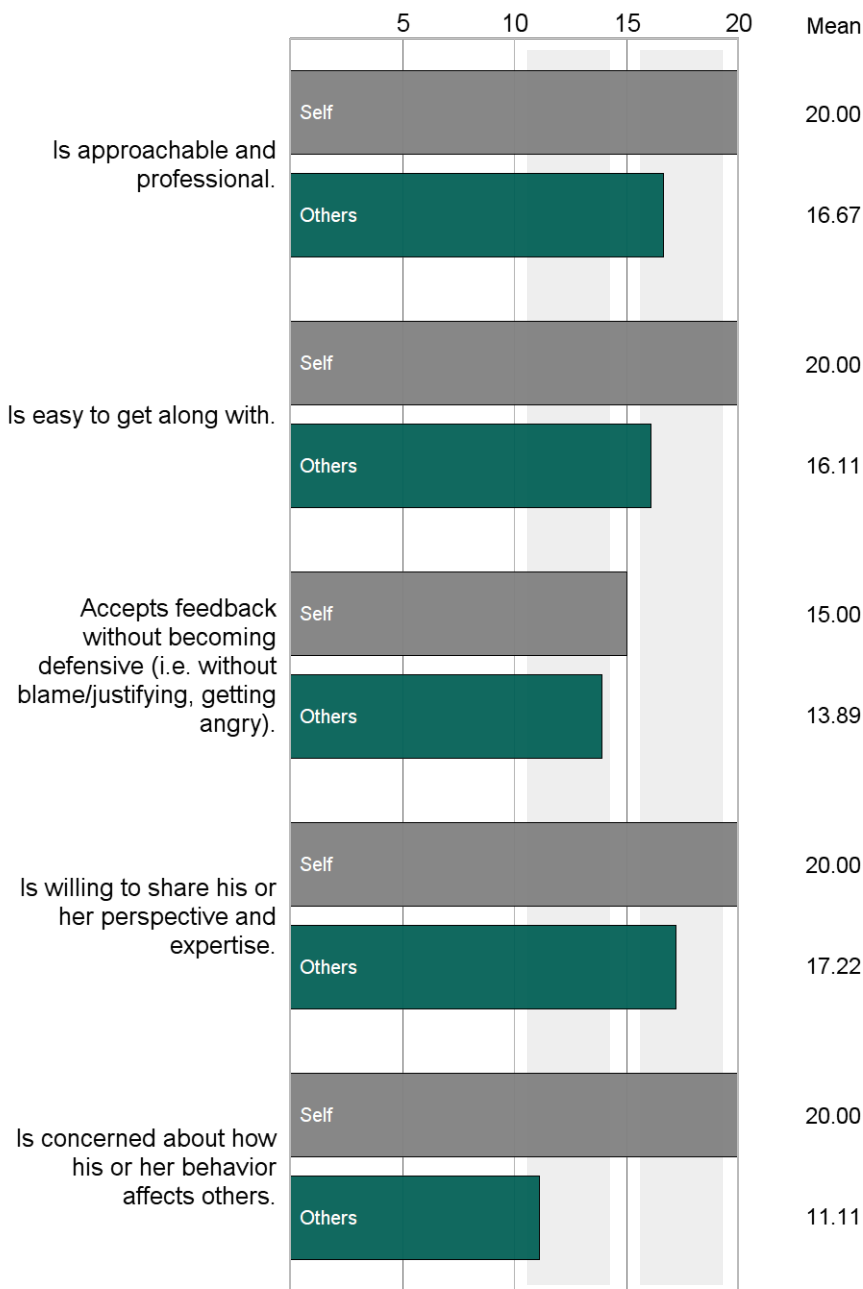
Solid Skill to Develop

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 15.4

Interpersonal Effectiveness Average

	5	10	15	20	Mean
Self					19.00
Others					15.00

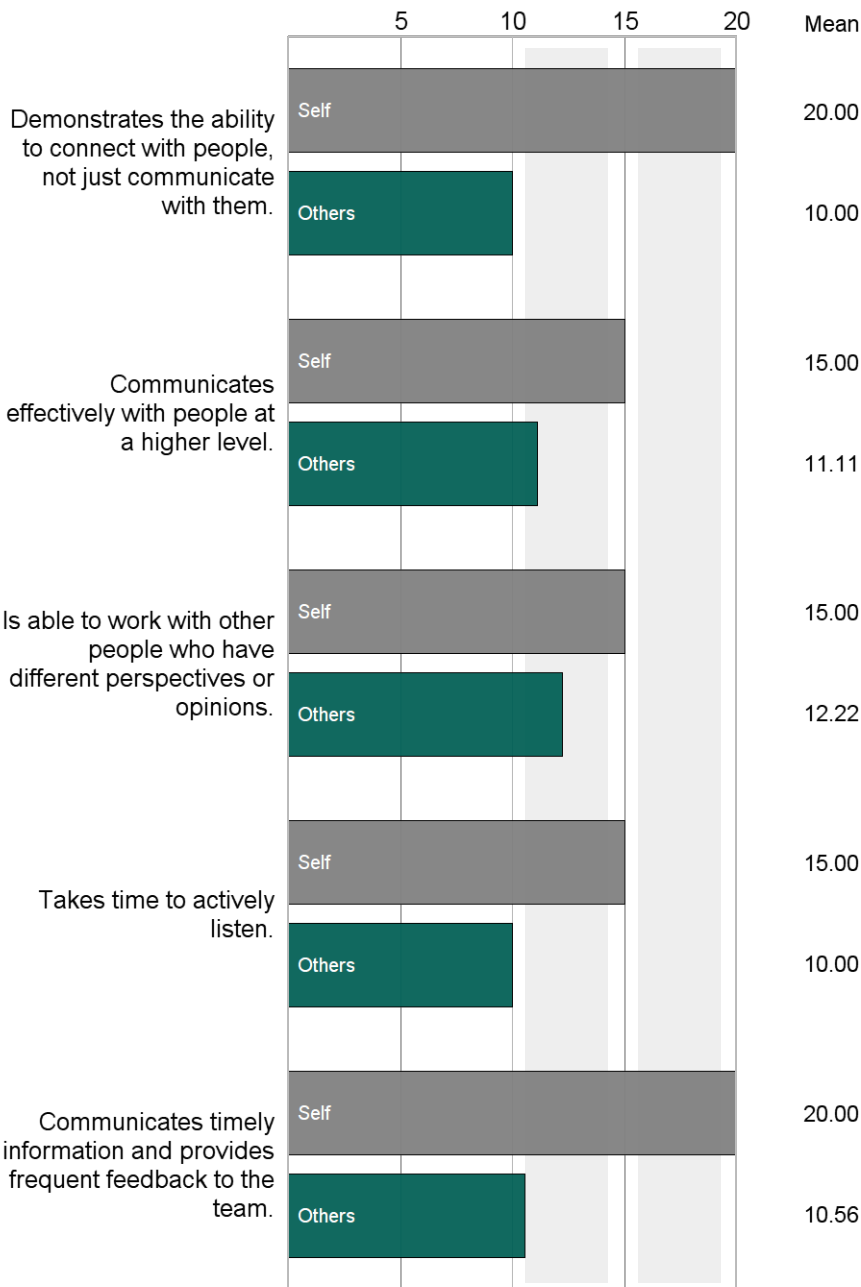
Clear Strength

Your Development Plan:

Your recognized ability to connect with people and build authentic relationships by genuinely showing concern, sharing perspective and expertise, and being accepting of feedback sets a tremendous foundation for current and future leadership effectiveness.



Communication



Your Total Average 11.4

Communication Average

	5	10	15	20	Mean
Self	17.00				17.00
Others	10.78				10.78

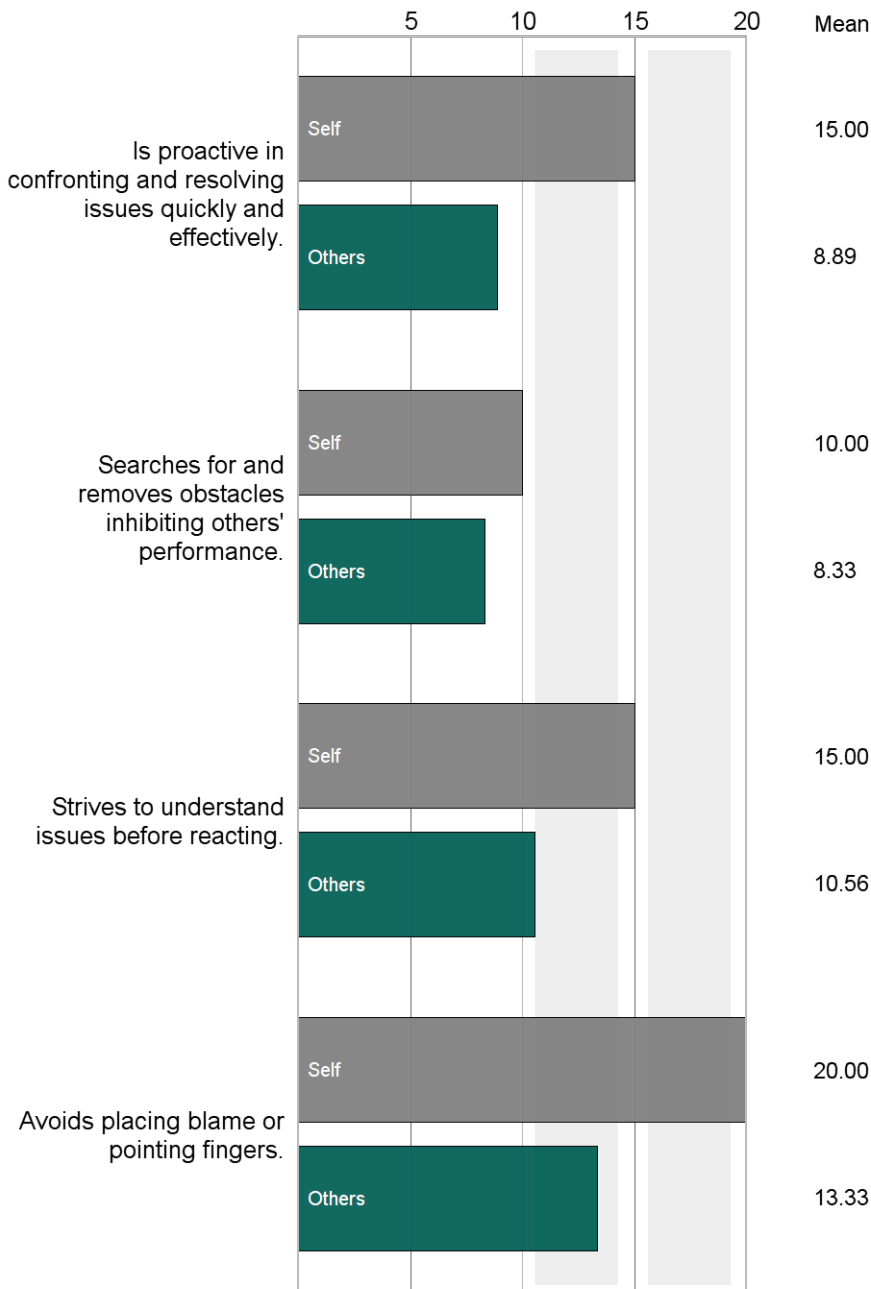
Solid Skill to Develop

Your Development Plan:

Highly effective leaders 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 10.8

Conflict Resolution Average

	5	10	15	20	
Self					15.00
Others					10.28

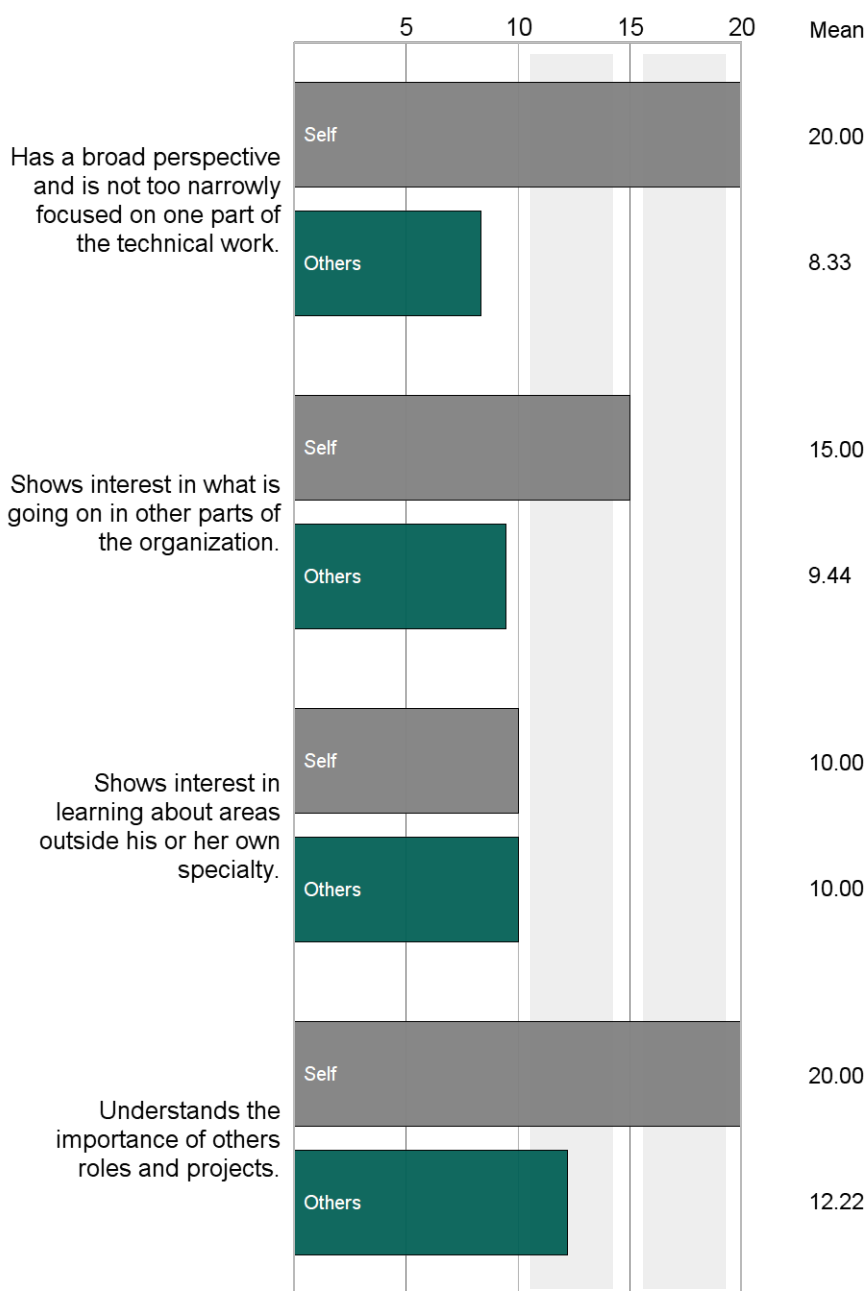
Solid Skill to Develop

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 Total Average 10.6

Broadening Interests Average

	5	10	15	20	Mean
Self					16.25
Others					10.00

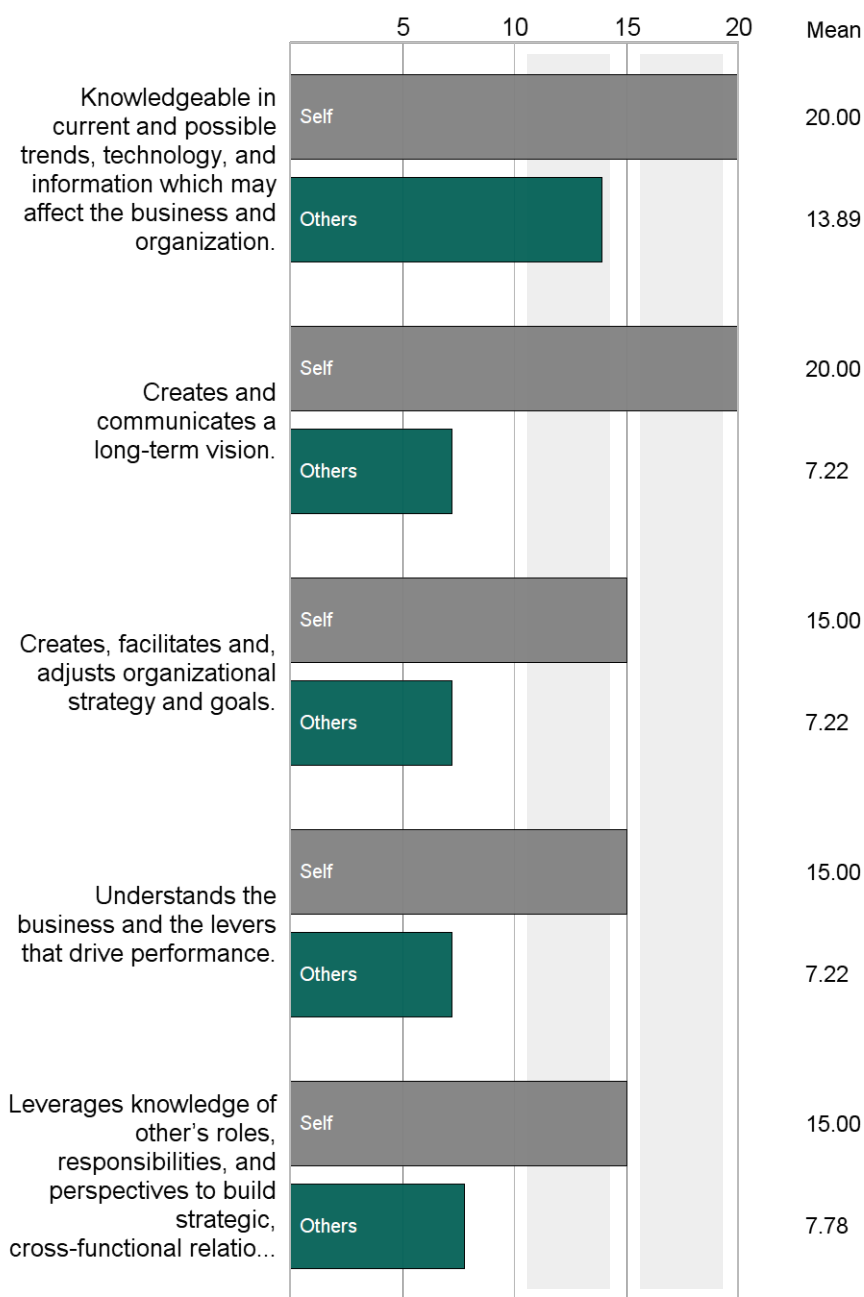
Blind Spot

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.



Strategic Thinking and Business Acumen



Your Total Average

9.5

Strategic Thinking Average

	5	10	15	20	Mean
Self					17.00
Others					8.67

Blind Spot

Your Development Plan:

To enhance both strategic thinking and business acumen, invest each week gaining and sharing knowledge and insights to trends, technology, and changes that might be impacting your industry or organization. Create and connect people to a purpose and vision for your organization. Look to establish more cross-functional relationships to gain understanding of others roles, responsibilities, and collective impact.



Describe the most important things DEMO could do to improve overall leadership capabilities.

COMMENTS



Describe the greatest strengths of DEMO with regard to overall leadership capabilities.

COMMENTS



Additional comments, if any.

COMMENTS

