

# 360 Feedback Report

Sonny Day

May 9, 2012



# FEEDBACK IS A GIFT

*"Get a feedback loop and listen to it. ... When people give you feedback, cherish it and use it." – Randy Pausch*

Randy Pausch (1960 - 2008) was a Professor of Computer Science at Carnegie Mellon University and a best-selling author, who achieved worldwide fame for his speech The Last Lecture, after being diagnosed with pancreatic cancer and having only a few months to live.

Before you begin reviewing your report, it is helpful to pause and consider the purpose of 360-feedback. The goal of this process is to see yourself as others see you so you have an accurate self-perception. In order to meet that objective, keep in mind this fact – that feedback is a gift.

Too many people mistakenly consider receiving feedback an unpleasant exercise to be avoided if possible and minimized if absolutely necessary. Successful leaders understand that feedback is a special gift because it is something we can't give ourselves. We can go out and buy ourselves a watch, or jewelry or even new clothes, but we can't give ourselves the knowledge of how we are perceived by others unless we ask. Furthermore, the respondents who invested their time to provide you with the feedback in this report did so with the intention of helping you improve as a leader.

In order to develop your leadership skills, you must first identify one or two competencies you wish to improve. Presumably, you want to identify a leadership skill that is both critical for your role as a leader in this organization today, and one which can benefit from improvement. You could simply guess what you believe that skill area to be, or you can take the step, as you did recently, to ask the people most important to you as leader to give you their opinion. After all, your manager, peers and direct reports are the people who work with you every day, and their success, to some extent, is dependent on your leadership. They want you to improve and to be the best leader you can be. And you want to improve too. Your interests are aligned.

Understanding this report is the first step toward creating a personal development plan that will serve as a learning roadmap, guiding you toward your future success as a leader. Carefully review each item in this report. As you review the feedback, don't try to figure out who said what. That's not important. What is important is for you to simply accept the feedback for what it is; the perception of others. It is your responsibility to decide if you want to take steps to change that perception, and determine what those steps are going to be.

Because feedback is a gift, be sure to thank the respondents who gave time to make this report possible. Once you have created your development plan, share the plan with your manager and other feedback providers. If there are things they can do to help you achieve your development goals, enlist their help. By including your manager, direct reports and peers in your development, you will have set the foundation for a positive and successful leadership development journey.

By turning this page you are accepting the gift of feedback and beginning the process of becoming a better leader. Congratulations on taking this first step!

# 360 REPORT OVERVIEW

This report is designed to give you a three hundred and sixty degree (360) view of your leadership style and how you are perceived by your stakeholders. It is intended to be used primarily for developmental purposes.

It is important to keep in mind that this report is a “snapshot” of you at a given point in time. Interpretation of the information in this report must include consideration of unique circumstances facing you and your organization at the time your raters were asked to provide feedback.

It is not so important to determine “who said what.” Rather, use this report to identify your leadership strengths, areas for improvement and gaps between your self-perception and the perception of others.

## How to get the most from your 360 Report

1. Meet with your manager to review results and gain additional perspective.
  - Agree upon most critical strengths and development opportunities.
  - Finalize development plan with specific actions.
2. Consider this feedback as you build your performance and development plans.
3. Formally review progress and update development plans as part of the performance review process.

## Guidelines for interpreting the feedback report

- **Start high level.** Review the Results Overview and the Competency Summary. Look for common themes regarding strengths and development opportunities.
- **Look for patterns in the data.** Does your impact as a leader differ when it comes to your manager, direct reports, peers, or business partners? Are you surprised by any of the ratings?
- **Think about self-assessment.** Are your self-ratings consistent with the ratings of others or did you consistently rate yourself higher or lower than those that provided feedback?
- **Identify priorities for development.** What two or three priorities should you address in order to become a more effective leader? Consider:
  - Strengths that you want to leverage.
  - Lowest rated competencies and behaviors.
  - Areas where others rated your performance lower than you did.

**Follow up with your raters.** Acknowledge the feedback and let your raters know how you plan to address it.

# ABOUT THIS REPORT

This report is based on RealTime Leadership Profile and is intended to provide you with actionable feedback and data to help you in your personal and professional development.

This report is organized into the following sections:

1. **Results Overview**—provides a quick look at the overall average ratings for all the RealTime Leadership competencies
2. **Competency Summary**—provides a summary of the average ratings of your rater groups on the RealTime Leadership competencies
3. **Strengths and Areas for Improvement** - displays the leadership competencies with the highest overall averages and the lowest overall averages.
4. **Individual Behavior Items** - provides a summary of the average ratings for each of your rater groups and associated comments.
5. **Written Comments**—provides comments from your rater groups

## RESPONDENTS

The following groups of individuals were invited to participate in your review.

Relationship Type	Nominated	Responded	Response Rate
Self	1	1	100%
Manager	1	1	100%
Peer	6	4	80%
Direct Report	6	6	100%

## RATING SCALE





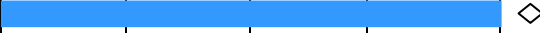




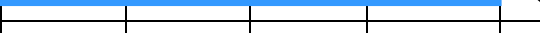










This assessment employed the following rating scale when asking raters to provide feedback.

Scale Option	Description	Assigned Value
Most of the Time	This behavior is observed most of the time.	5
Frequently	This behavior is frequently observed.	4
Occasionally	This behavior is occasionally observed.	3
Seldom	This behavior is seldom observed.	2
Hardly Ever	This behavior is hardly ever observed.	1
NA	You do not have enough experience with this individual to have formed an opinion on this item, or the item does not apply to him/her.	-

## YOUR 360 RESULTS SUMMARY

This section of your report provides the average scores by rater group for each of the RealTime Leadership competencies measured in this report. The “All Raters” value is the average rating using the response from all the participants excluding the Self rating.

### Leadership Skills

Competency	Rater Group	Average	Hardly Ever	Most of the Time
Customer Skills	Self	3.80		◇
	Manager	3.00		◇
	Direct Reports	4.33		◇
	Peers	3.92		◇
	All Raters	4.01		◇
Planning	Self	3.80		◇
	Manager	4.33		◇
	Direct Reports	3.00		◇
	Peers	3.92		◇
	All Raters	4.01		◇
Visionary Leadership	Self	3.92		◇
	Manager	3.80		◇
	Direct Reports	4.33		◇
	Peers	3.92		◇
	All Raters	4.01		◇
Managing Change	Self	3.12		◇
	Manager	2.85		◇
	Direct Reports	3.74		◇
	Peers	2.91		◇
	All Raters	4.01		◇

1 = Hardly Ever, 2 = Seldom, 3 = Occasionally, 4 = Frequently, 5 = Most of the Time

◇ = Company Average

### *Leadership Skills (Continued)*

Competency	Rater Group	Average	Hardly Ever	Most of the Time
<b>Performance Leadership</b>	Self	3.80		
	Manager	3.00		
	Direct Reports	4.33		
	Peers	3.92		
	All Raters	4.01		
<b>Communication</b>	Self	3.80		
	Manager	4.33		
	Direct Reports	3.00		
	Peers	3.92		
	All Raters	4.01		
<b>Networking / Teamwork</b>	Self	3.92		
	Manager	3.80		
	Direct Reports	4.10		
	Peers	3.50		
	All Raters	3.71		
<b>Conflict Management</b>	Self	3.92		
	Manager	3.00		
	Direct Reports	4.33		
	Peers	3.92		
	All Raters	4.01		

1 = Hardly Ever, 2 = Seldom, 3 = Occasionally, 4 = Frequently, 5 = Most of the Time

### *Leadership Skills (Continued)*

Competency	Rater Group	Average	<div> <div>Hardly Ever</div> <div>Most of the Time</div> </div>				
<b>Building &amp; Developing Talent</b>	Self	3.80	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>				
	Manager	3.00	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>				
	Direct Reports	4.33	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>				
	Peers	3.92	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>				
	All Raters	4.01	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>				

1 = Hardly Ever, 2 = Seldom, 3 = Occasionally, 4 = Frequently, 5 = Most of the Time

## STRENGTHS & AREAS FOR IMPROVEMENT

This section of the report provides a snapshot of your strengths and areas for improvement. For each rater type, the top three competency scores are colored green, and the bottom three competency scores are colored red.

Core Value and Competency	Self	Manager	Direct Reports	Peers / Bus. Partners	All Raters
<b>Leadership Skills</b>					
Customer Skills	1.0	1.0	2.1	3.2	3.1
Planning	3.0	4.0	4.2	4.0	4.0
Visionary Leadership	1.0	3.0	3.2	2.7	1.9
Managing Change	4.0	4.0	4.0	4.0	4.0
Performance Leadership	5.0	4.0	4.2	2.2	3.0
Communication	2.0	2.0	2.0	2.0	2.0
Networking / Teamwork	1.0	1.0	1.0	1.0	1.0
Conflict Management	5.0	5.0	5.0	5.0	5.0
Building & Developing Talent	5.0	5.0	5.0	2.0	5.0

# INDIVIDUAL REVIEW ITEMS

This section of the report provides a detailed view of each survey item. Ratings are broken out by rater type. In addition, Manager comments are separated from comments provided by All Raters. Use this section to dig deeper into the competencies to understand how to leverage your strengths and identify areas for improvement. In the "All Raters" row below, M indicates the managers rating and S indicates the self rating.

## LEADERSHIP SKILLS

### Communication

#### 1. Creates a safe atmosphere for open communication.

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

#### Manager

Sonny does a good job of creating an open atmosphere for communication. One example that comes to mind is how Sonny handles the staff meeting.

#### Direct Report

I wish Sonny would leave their door open more often.

#### 2. Is fully open to the ideas & opinions of others.

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

#### 3. Listens effectively.

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Expresses ideas clearly, is direct and to the point.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Asks penetrating and challenging questions.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

## Customer Skills

***Understands customer needs and expectations.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Effectively follows through with customers.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Makes realistic commitments to customers.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Creates systems that track customer satisfaction.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Builds positive relationships with customers.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

## Networking/Teamwork

***Helps in creating team spirit.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Rewards and recognizes team accomplishments.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Provides teams with necessary materials and tools to be successful.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Builds networks and alliances.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Works collaboratively with others.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

## Planning

***Develops realistic plans.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Breaks problems down into solvable components.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Focuses efforts on important tasks.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0					5

***Successfully translates strategy into action.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0					5

***Recruits and hires the best talent.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0					5

## Building & Developing Talent

***Works to ensure that people are well trained.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Provides helpful feedback on a regular basis.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Invests time and resources in developing people.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Mentors others for advancement within the organization.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Respects and treats people fairly.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

## Performance Leadership

***Works well with differing styles and individual differences.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Gives people the authority and freedom to do their job.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Ensures that everyone is clear on his/her goals and responsibilities.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Acts on a core set of personal beliefs and values.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

## Conflict Management

***Faces difficult situations with determination***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Skillfully confronts people and situations.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Resolves conflicts on a timely basis.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Works for win-win outcomes where possible.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Demonstrates willingness to try new ideas.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

***Is open to innovative thinking.***

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

## Managing Change

*Focuses on improving the process rather than simply solving the problem.*

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

*Acts as a positive role model in promoting change.*

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

## Visionary Leadership

*Clearly communicates the mission and direction of the organization.*

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

*Inspires people to take action in alignment with the vision.*

Rater Group	Average	Hardly Ever	Seldom	Occasionally	Frequently	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

*Helps me understand the big picture.*

Rater Group	Average	Hardly Ever	Seldom	Occasiona lly	Frequentl y	Most of the Time
Direct Reports	1.0	3			1	
Peers	4.0			1		4
All Raters	5.0	3 M		1	1	S 5

## OPEN-ENDED COMMENTS

All raters were asked to provide open-ended comments to two questions. The comments below are broken out by question and rater group and are presented exactly as they were entered by the participant.

### What specific suggestions do you have for this person on how he or she can become an even more effective leader?

Manager
Sony is clearly able to originate action to improve existing conditions and processes. He uses appropriate methods to identify opportunities, implement solutions, and measure impact.
Direct Reports
Sony consistently and effectively meets customers' needs. He builds productive and valued customer relationships. He takes full responsibility for customer satisfaction and loyalty.
Peers
Sony clarifies the purpose and importance of information keeping their audience engaged with the use of personal techniques while adjusting the message to the audience experience.
Sony integrates financial data effectively, allowing for the identification of key issues, decision-making criteria, and the determination of strategies and plans.

### What are this persons 3-5 greatest strengths as a leader?

Manager
Sony is clearly able to originate action to improve existing conditions and processes. He uses appropriate methods to identify opportunities, implement solutions, and measure impact.
Direct Reports
Sony consistently and effectively meets customers' needs. He builds productive and valued customer relationships. He takes full responsibility for customer satisfaction and loyalty.
Peers
Sony clarifies the purpose and importance of information keeping their audience engaged with the use of personal techniques while adjusting the message to the audience experience.
Sony integrates financial data effectively, allowing for the identification of key issues, decision-making criteria, and the determination of strategies and plans.