360 Feedback Demo

PROFILE FOR:

Sally Sample

Envisia Learning

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CONFIDENTIAL

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L E A R N I N G

Introduction

The 360 Feedback Demo report is an instrument designed to provide a focus on specific communication, problem analysis, conflict management, planning/organising, and decisiveness/judgement competency strengths and development needs. This feedback report provides you with information about how you are perceived on the 20 job-relevant competencies of the 360 Feedback Demo.

In this report

This report contains the following sections:

Self-Awareness Index

How to Interpret Your Graphs

Results by Competency

Highest and Lowest Rated Behaviours

Behaviour Summary

Open Ended Comments

Development Planning Guide

Number of responses

Your report summarises feedback from the following type and number of raters as well as who responded:

Rater Type	Number of Raters	Submitted Responses
■ Self	1	1
■ Manager	1	1
■ Peer	4	4
■ Direct Report	4	4
■ Team Member	5	5

Competency Rater Overview

The graph shows how you have been rated at the competency level by each of the different rater types. Each line relates to a different rater category as indicated in the key.

Rating Scale

1	Never
2	Rarely
3	Sometimes
4	Often
5	Most of the time
6	Always
N/A	Not Observable or Not Applicable

Responses

- Self
- Manager
- Peer
- Direct Report
- Team Member
- All Raters

Communication
5.00 | 4.16

Decisiveness / Judgement
5.25 | 4.54

Planning / Organising
4.25 | 4.29

Conflict Management
5.25 | 4.64

Problem Analysis
4.25 | 4.29
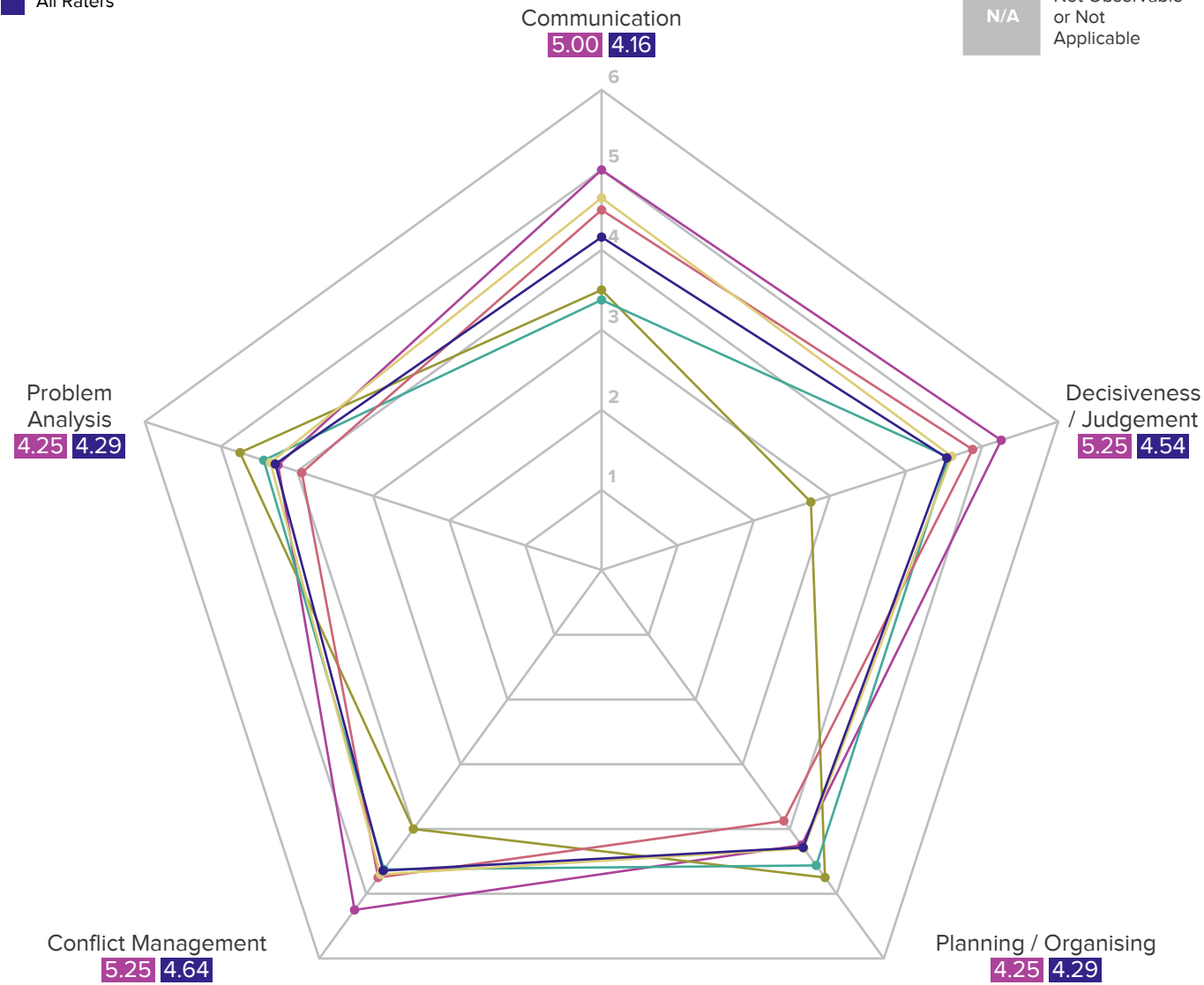
Self-Awareness Index

This section provides feedback about your level of self-awareness by comparing your own ratings to those of others on the critical competencies measured by 360 Feedback Demo.

Self-Awareness and Social-Awareness can be categorised in four distinct ways:

Potential Strengths - the competencies represented in this quadrant are those in which others rate you above average but you rate yourself below average relative to the norms. Others recognise these as potential strengths, but you do not.

Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths - assets on which you can leverage and capitalise on.

Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognise these as potential strengths, but others do not.

Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas - opportunities to potentially focus on.

How to Use Your Self-Awareness Index

Examine which specific 360 Feedback Demo competencies fall into each of these four categories. It is important to leverage those categorised as Confirmed/Potential Strengths and possibly consider ways to enhance skills and effectiveness in those categorised as Confirmed/Potential Development Areas.

Self-Awareness Index

Self - All Raters (N = 14)
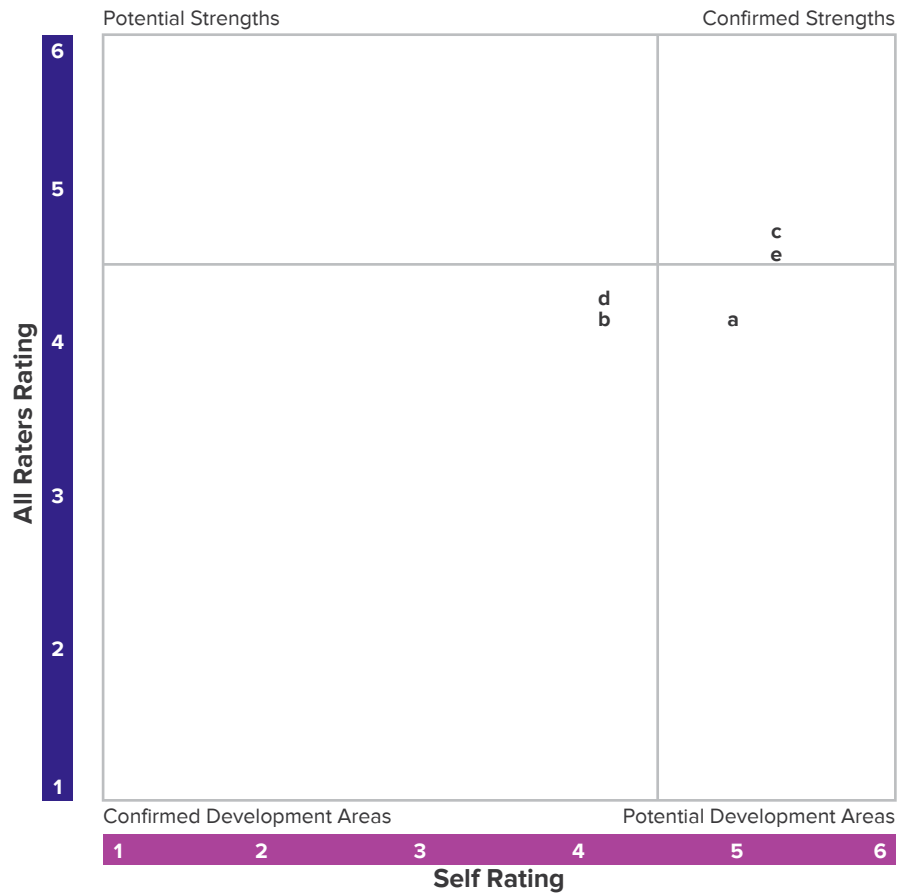
	Self	All Raters
Confirmed Development Areas		
b. Problem Analysis	4.25	4.29
d. Planning / Organising	4.25	4.29
Confirmed Strengths		
c. Conflict Management	5.25	4.64
e. Decisiveness / Judgement	5.25	4.54
Potential Development Areas		
a. Communication	5.00	4.16

Self-Awareness Index

Self - Manager (N = 1)

Potential Strengths		Confirmed Strengths

Manager Rating (vertical axis, 1–6)

Self Rating (horizontal axis, 1–6)

Chart plotting Self Rating (x) vs Manager Rating (y):
- d, b near x=4.25, y=4.75 (upper middle)
- c near x=5.25, y=4.00
- a near x=5.00, y=3.50
- e near x=5.25, y=2.75

Quadrant labels: Potential Strengths (top left), Confirmed Strengths (top right), Confirmed Development Areas (bottom left), Potential Development Areas (bottom right).

	Self	Manager
Potential Strengths		
b. Problem Analysis	4.25	4.75
d. Planning / Organising	4.25	4.75
Potential Development Areas		
a. Communication	5.00	3.50
c. Conflict Management	5.25	4.00
e. Decisiveness / Judgement	5.25	2.75

Self-Awareness Index

Self - Peer (N = 4)
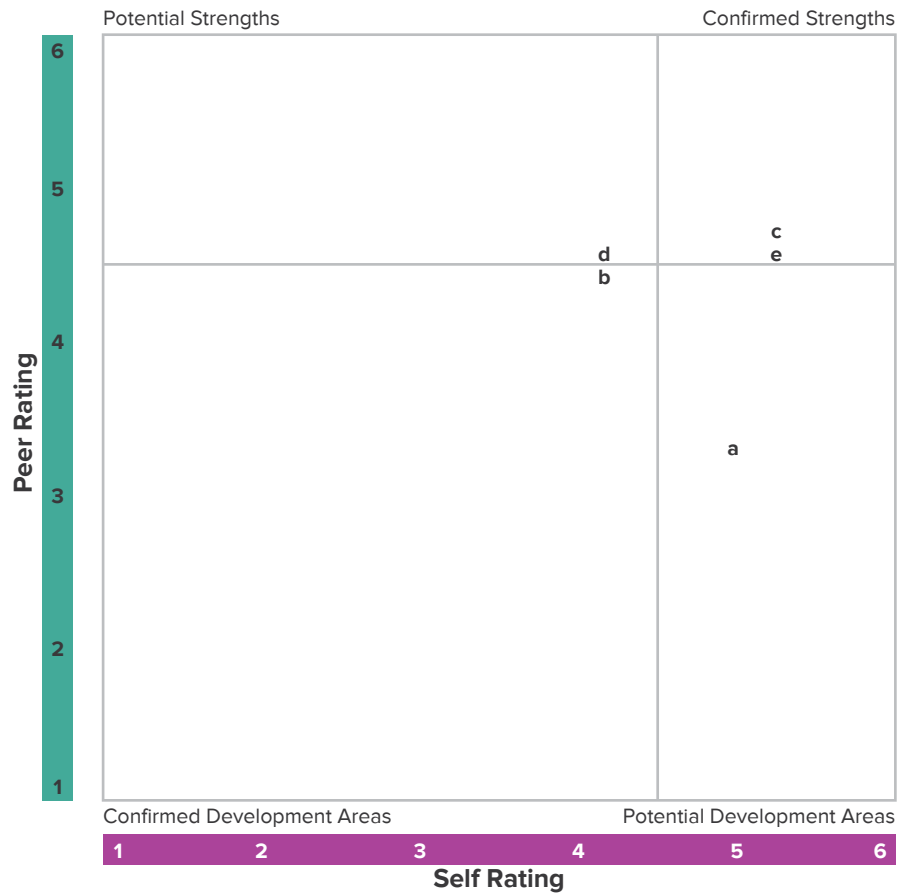
	Self	Peer
Potential Strengths		
d. Planning / Organising	4.25	4.56
Confirmed Development Areas		
b. Problem Analysis	4.25	4.44
Confirmed Strengths		
c. Conflict Management	5.25	4.63
e. Decisiveness / Judgement	5.25	4.56
Potential Development Areas		
a. Communication	5.00	3.38

Self-Awareness Index

Self - Direct Report (N = 4)

	Potential Strengths					Confirmed Strengths

Direct Report Rating (vertical axis: 1, 2, 3, 4, 5, 6)

Plot points:
- e, c (upper right, Confirmed Strengths)
- a (right, near boundary)
- b, d (center right)

Confirmed Development Areas — Potential Development Areas

Self Rating (horizontal axis: 1, 2, 3, 4, 5, 6)
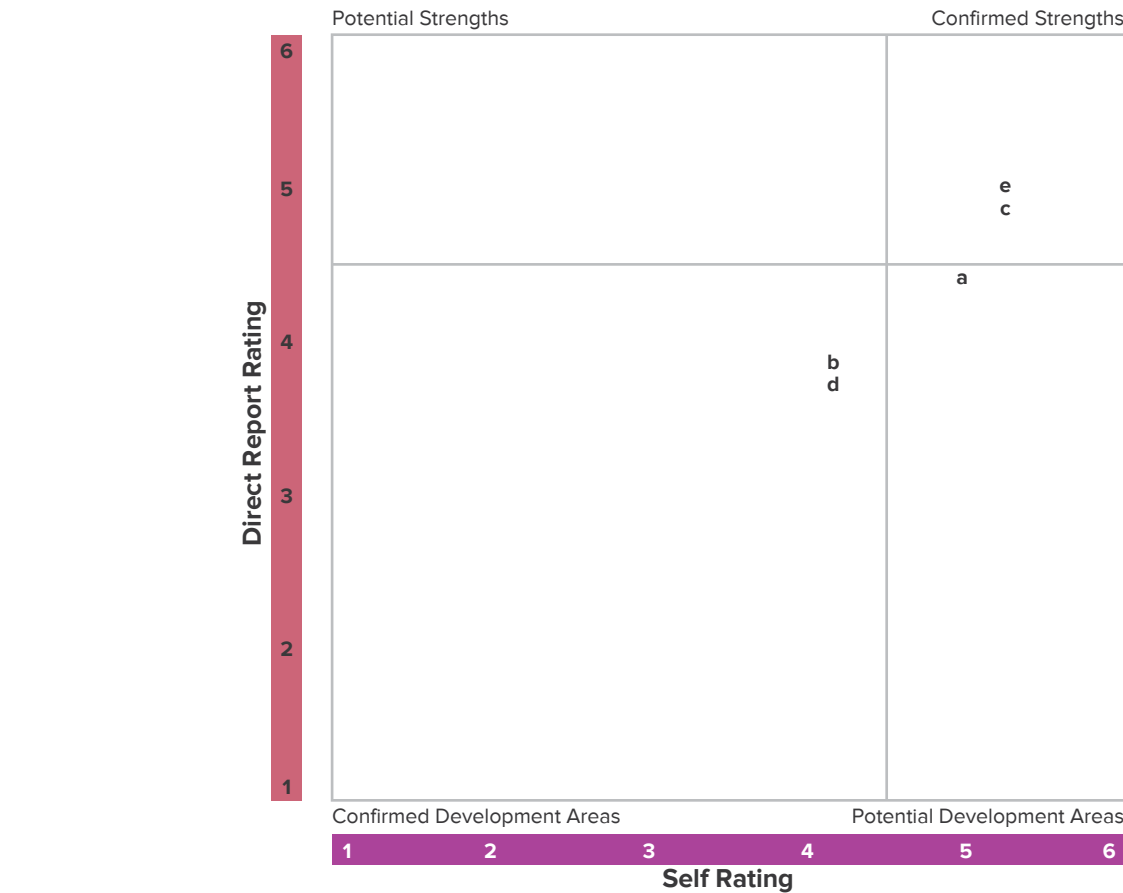
	Self	Direct Report
Confirmed Development Areas		
b. Problem Analysis	4.25	3.94
d. Planning / Organising	4.25	3.88
Confirmed Strengths		
c. Conflict Management	5.25	4.75
e. Decisiveness / Judgement	5.25	4.88
Potential Development Areas		
a. Communication	5.00	4.50

Self-Awareness Index

Self - Team Member (N = 5)

Potential Strengths   Confirmed Strengths

Team Member Rating
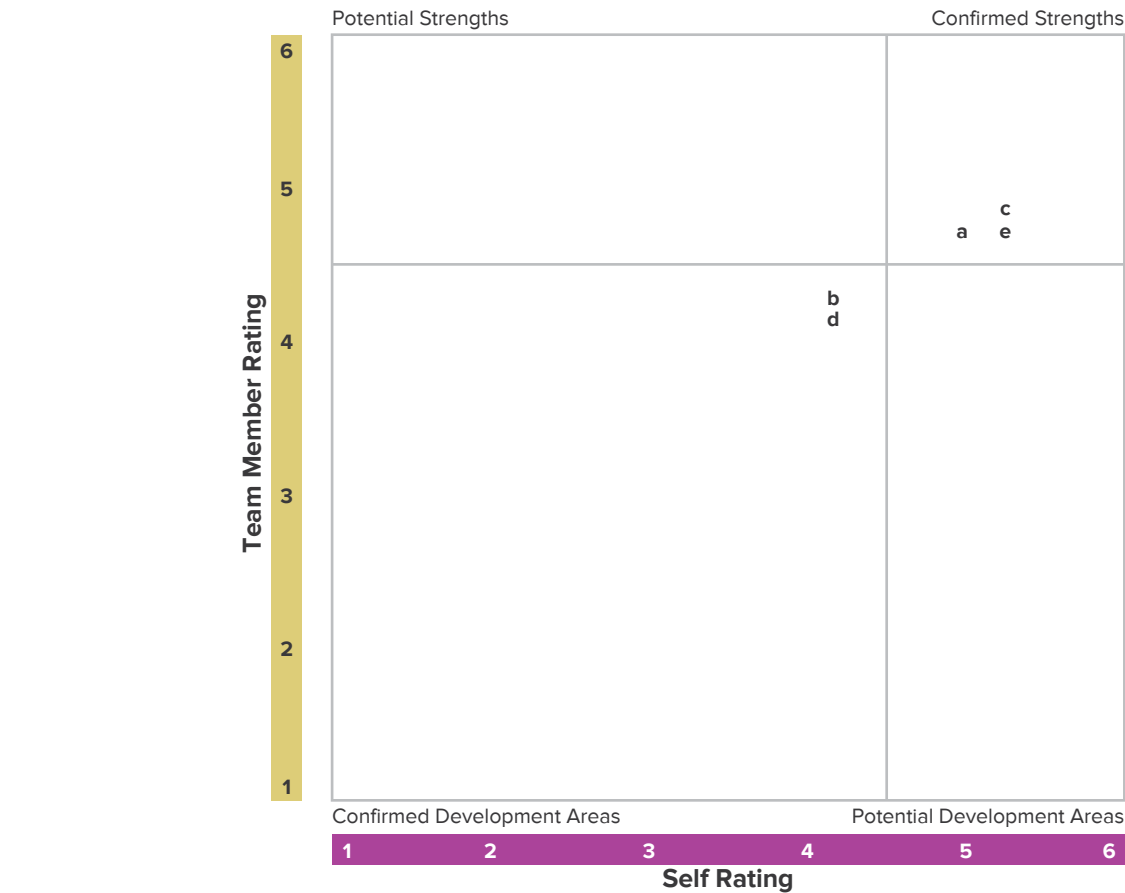
	Self	Team Member
Confirmed Development Areas		
b. Problem Analysis	4.25	4.35
d. Planning / Organising	4.25	4.30
Confirmed Strengths		
a. Communication	5.00	4.65
c. Conflict Management	5.25	4.70
e. Decisiveness / Judgement	5.25	4.60

Confirmed Development Areas   Potential Development Areas

Self Rating

How to Interpret Your Graphs

This compares your perceptions to those of other rater groups using average scores for each of the five 360 Feedback Demo competencies. Each rater group category and scores will be shown separately with the actual raw score averages and number of raters shown on the right side. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each 360 Feedback Demo is easy to understand and interpret.
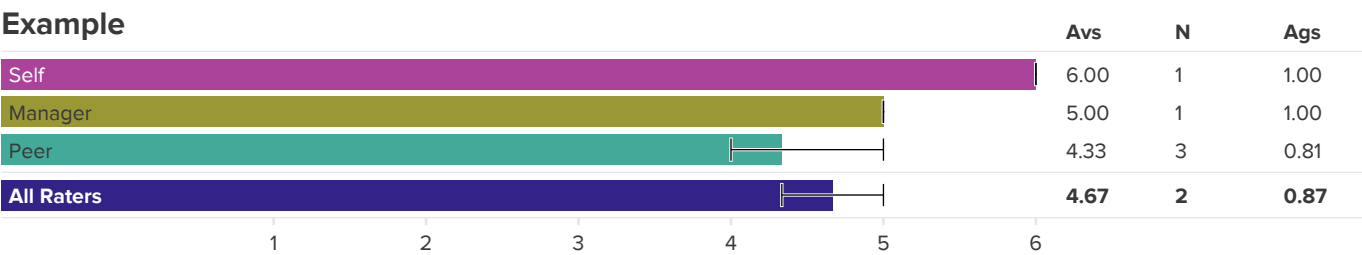
Example

	Avs	N	Ags
Self	6.00	1	1.00
Manager	5.00	1	1.00
Peer	4.33	3	0.81
All Raters	**4.67**	**2**	**0.87**

1   2   3   4   5   6

Rating Scale

1	Never
2	Rarely
3	Sometimes
4	Often
5	Most of the time
6	Always
N/A	Not Observable or Not Applicable

Range Bars

⊢———⊣ Shows the range of scores, from the lowest to the highest.

Abbreviations

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

NR "NR" means no people from a particular rater group have responded.

Avs "Avs" is the average score and corresponds with the bar length.

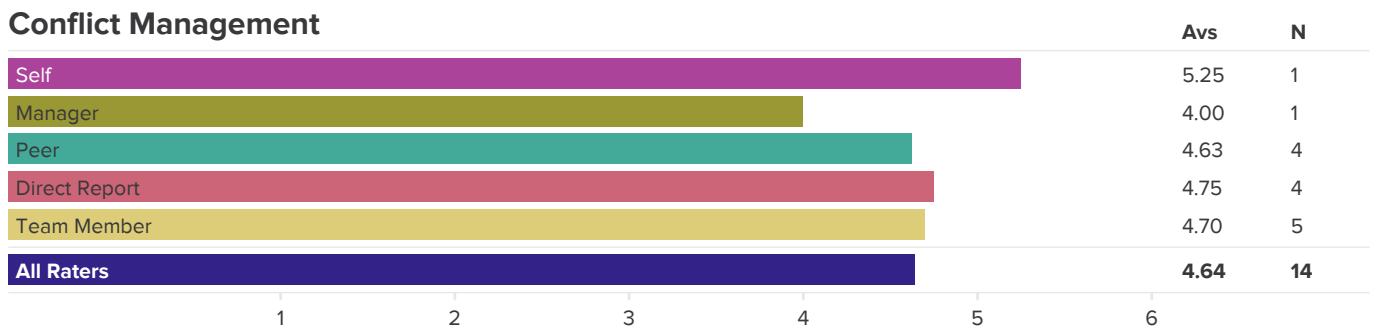**N** "N" shows the number of raters who answered the questions in this competency group.

Ags "Ags" shows how closely raters experience your behaviours. Ags scores 0.5 indicate a significant variation in individual rater scores, so the average rating isn't enough to understand what's going on. You may need more information or contents before taking action.
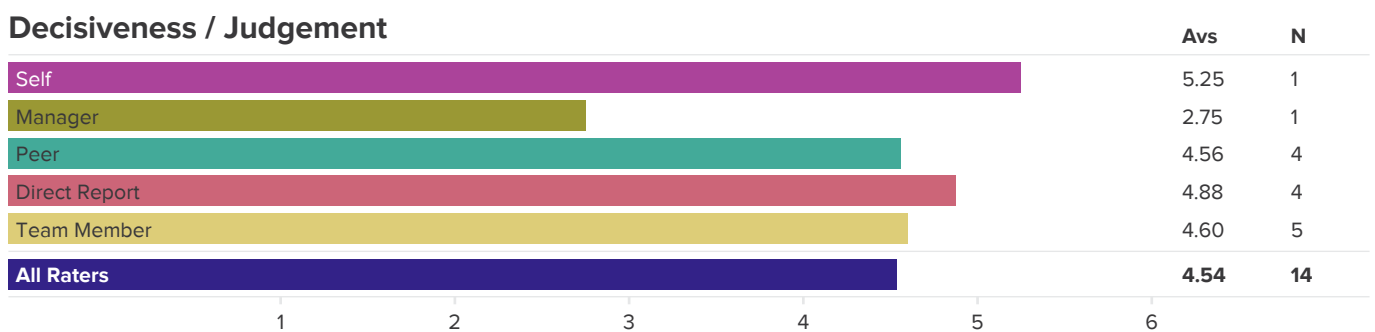
Results by Competency

This section provides an overview of the competencies.

Conflict Management
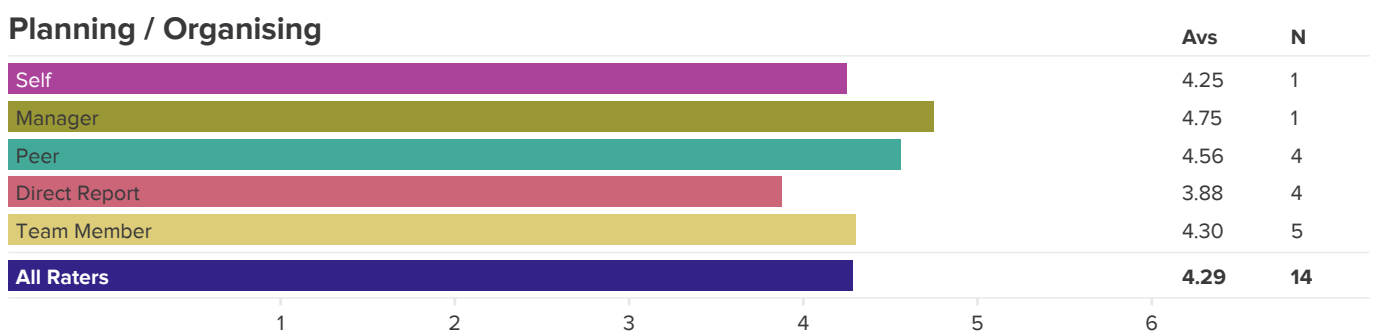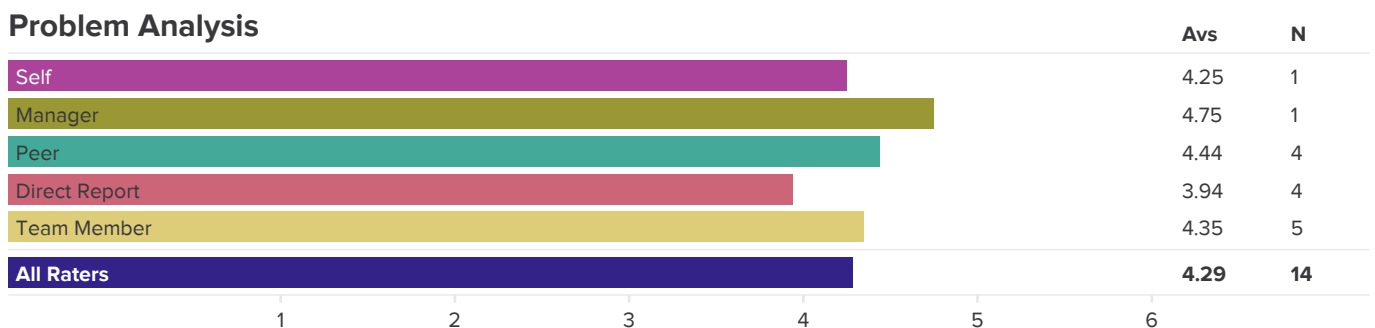
	Avs	N
Self	5.25	1
Manager	4.00	1
Peer	4.63	4
Direct Report	4.75	4
Team Member	4.70	5
All Raters	**4.64**	**14**

1   2   3   4   5   6

Decisiveness / Judgement

	Avs	N
Self	5.25	1
Manager	2.75	1
Peer	4.56	4
Direct Report	4.88	4
Team Member	4.60	5
All Raters	**4.54**	**14**

1   2   3   4   5   6

Planning / Organising

	Avs	N
Self	4.25	1
Manager	4.75	1
Peer	4.56	4
Direct Report	3.88	4
Team Member	4.30	5
All Raters	**4.29**	**14**

1   2   3   4   5   6

Problem Analysis

	Avs	N
Self	4.25	1
Manager	4.75	1
Peer	4.44	4
Direct Report	3.94	4
Team Member	4.35	5
All Raters	**4.29**	**14**

1   2   3   4   5   6

Results by Competency

This section provides an overview of the competencies.

Communication

	Avs	N
Self	5.00	1
Manager	3.50	1
Peer	3.38	4
Direct Report	4.50	4
Team Member	4.65	5
All Raters	**4.16**	**14**
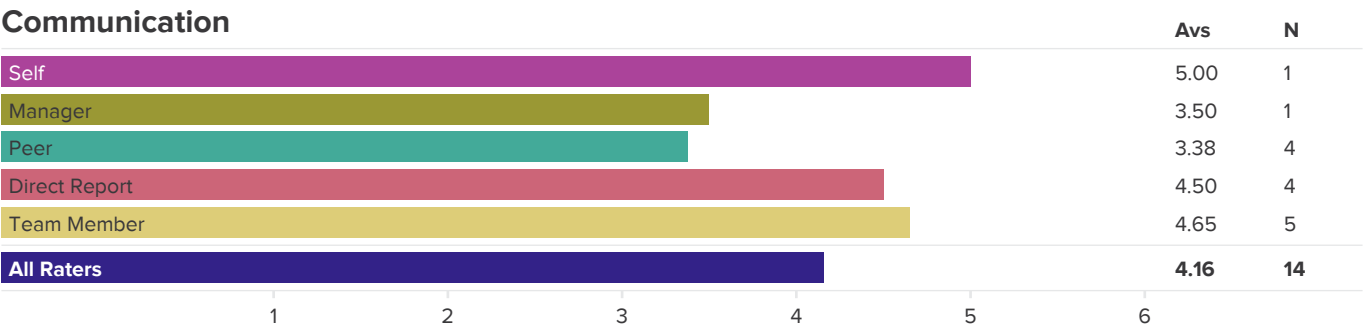
Highest and Lowest Rated Behaviours - All Raters

The section presents the behaviours identified as your highest and lowest rated. Agreement scores (Ags) show how closely raters experience your behaviours. Ags less than 0.50 indicate a significant variation in individual rater scores, so the average rating isn't enough to understand what's going on. You may need more information or context before taking action.

Responses

- Self
- Manager
- Peer
- Direct Report
- Team Member

Highest rated items

The following behaviours were identified as your highest rated. These scores are the average over all the raters excluding yourself. They are rank ordered so that the first item is perceived to be your highest rated behaviour. These are the areas in which you contribute most to the success of your organisation. As such, consider ways to continue leveraging these behaviours as strengths.

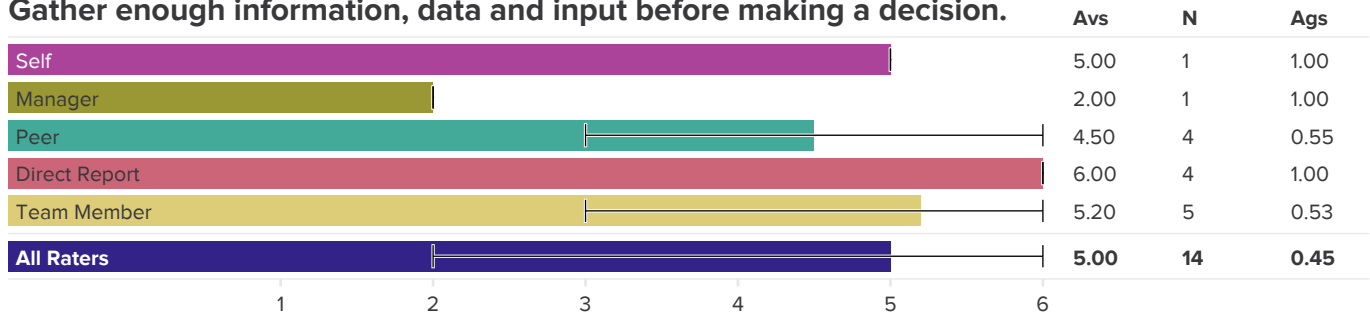| Behaviours	Score	Ags
Gather enough information, data and input before making a decision.	**5.00**	0.45
Make timely decisions based on adequate data and information.	**4.86**	0.53
Discuss possible "win-win" solutions and seek agreement on specific actions when conflicts arise.	**4.79**	0.54
Stick with a decision or course of action unless it is obvious that it is incorrect.	**4.71**	0.51
Resist acting defensively and keep an open mind when others disagree with me.	**4.71**	0.32

Lowest rated items

The following behaviours were identified as your lowest rated. These scores are the average over all the raters excluding yourself. They are rank ordered, so that the first item is viewed as your least effective behaviour. We suggest you pay particular attention to these and focus your immediate developmental activities on them. Consider practising these behaviours more frequently and helping others understand and value when you do demonstrate them.

Behaviours	Score	Ags
State complex information and thoughts simply and clearly.	**3.43**	0.33
Creates opportunities to be innovative and creates new ideas and concepts.	**3.57**	0.20
Consider the consequences of decisions.	**3.57**	0.36
Effectively schedule work activities and tasks.	**4.14**	0.34
Develop both short and long-range plans that consider relevant cost, schedule and resource information.	**4.14**	0.36

Behaviour Summary

The average score for each specific question is summarised below for each rater category (1 to 6 scale) with higher scores corresponding to more frequently observed behaviour.

Gather enough information, data and input before making a decision.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	2.00	1	1.00
Peer	4.50	4	0.55
Direct Report	6.00	4	1.00
Team Member	5.20	5	0.53
All Raters	**5.00**	**14**	**0.45**

Make timely decisions based on adequate data and information.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	3.00	1	1.00
Peer	4.25	4	0.56
Direct Report	5.00	4	0.60
Team Member	5.60	5	0.68
All Raters	**4.86**	**14**	**0.53**

Discuss possible "win-win" solutions and seek agreement on specific actions when conflicts arise.

	Avs	N	Ags
Self	6.00	1	1.00
Manager	6.00	1	1.00
Peer	5.00	4	0.51
Direct Report	4.75	4	0.48
Team Member	4.40	5	0.68
All Raters	**4.79**	**14**	**0.54**

Stick with a decision or course of action unless it is obvious that it is incorrect.

	Avs	N	Ags
Self	6.00	1	1.00
Manager	4.00	1	1.00
Peer	5.25	4	0.48
Direct Report	4.50	4	0.40
Team Member	4.60	5	0.68
All Raters	**4.71**	**14**	**0.51**

Behaviour Summary

The average score for each specific question is summarised below for each rater category (1 to 6 scale) with higher scores corresponding to more frequently observed behaviour.
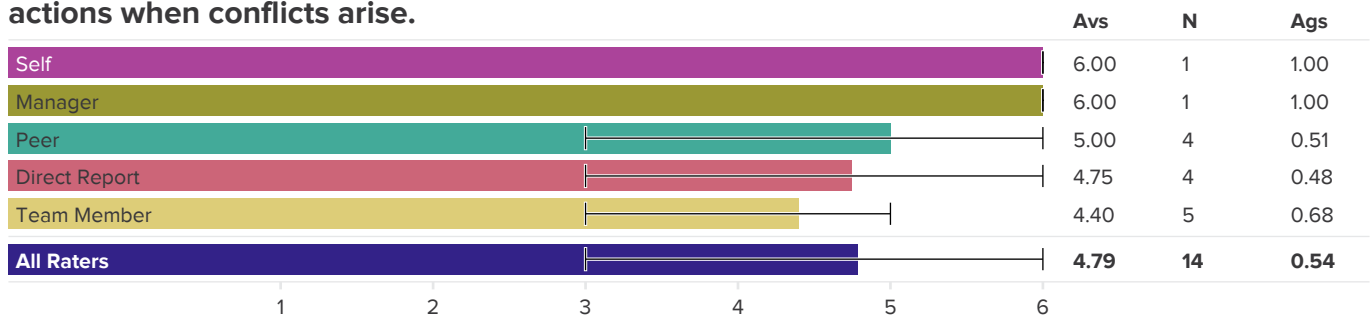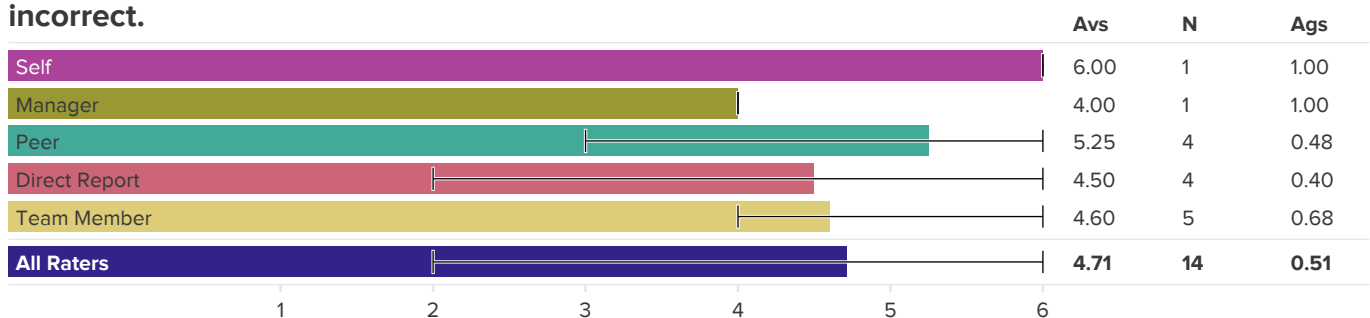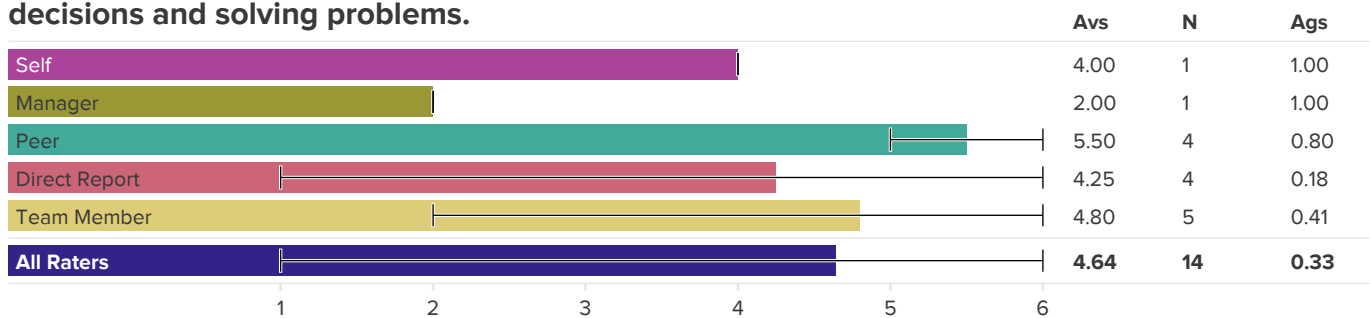
Resist acting defensively and keep an open mind when others disagree with me.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	3.00	1	1.00
Peer	5.25	4	0.48
Direct Report	4.25	4	0.41
Team Member	5.00	5	0.20
All Raters	**4.71**	**14**	**0.32**
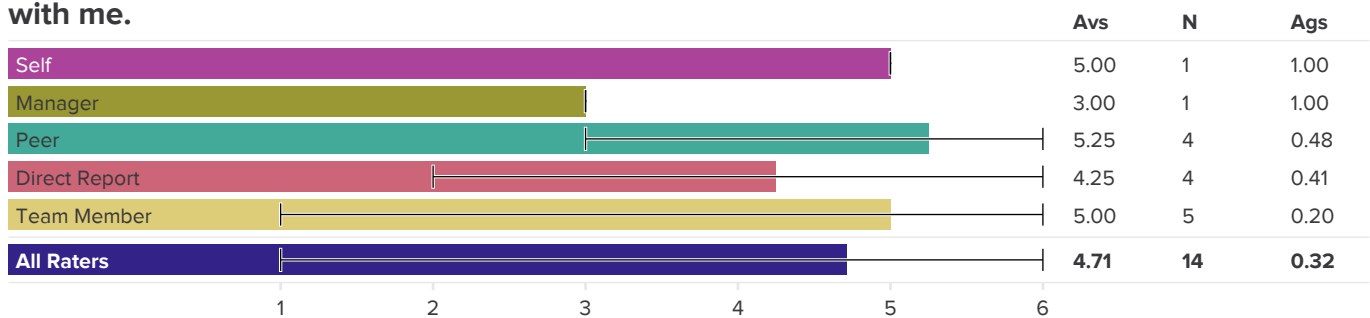
Consider alternatives and generate contingency plans when making decisions and solving problems.

	Avs	N	Ags
Self	4.00	1	1.00
Manager	2.00	1	1.00
Peer	5.50	4	0.80
Direct Report	4.25	4	0.18
Team Member	4.80	5	0.41
All Raters	**4.64**	**14**	**0.33**

Recognise that diverse points of view of others must be encouraged, acknowledged and accepted.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	4.00	1	1.00
Peer	5.00	4	0.31
Direct Report	4.50	4	0.65
Team Member	4.60	5	0.59
All Raters	**4.64**	**14**	**0.51**

Maintain eye contact when speaking to others.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	4.00	1	1.00
Peer	5.00	4	0.72
Direct Report	4.25	4	0.83
Team Member	4.60	5	0.52
All Raters	**4.57**	**14**	**0.64**

Behaviour Summary

The average score for each specific question is summarised below for each rater category (1 to 6 scale) with higher scores corresponding to more frequently observed behaviour.
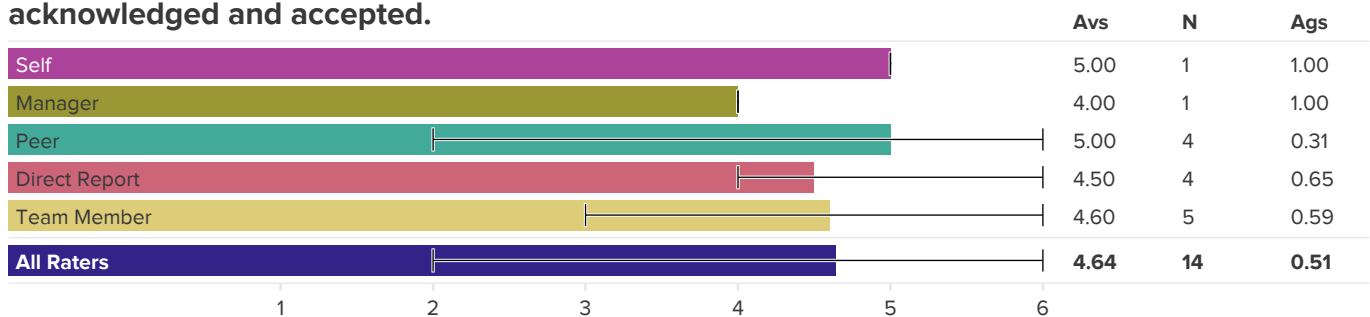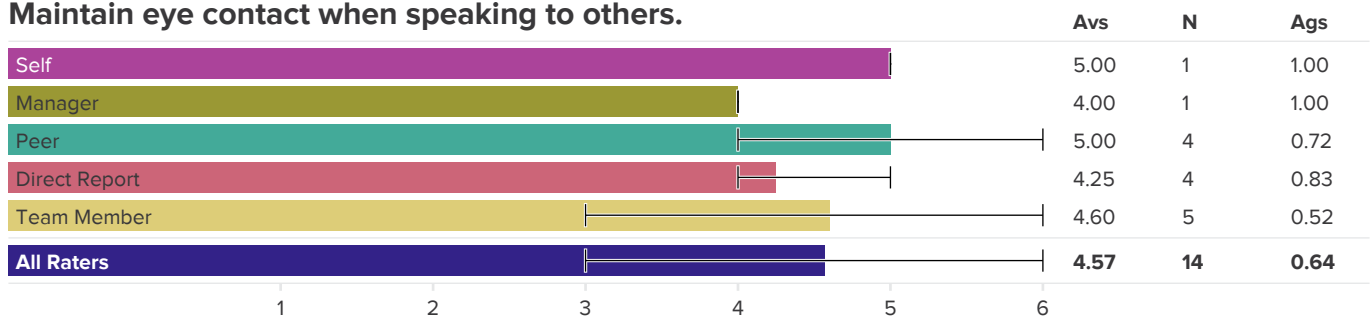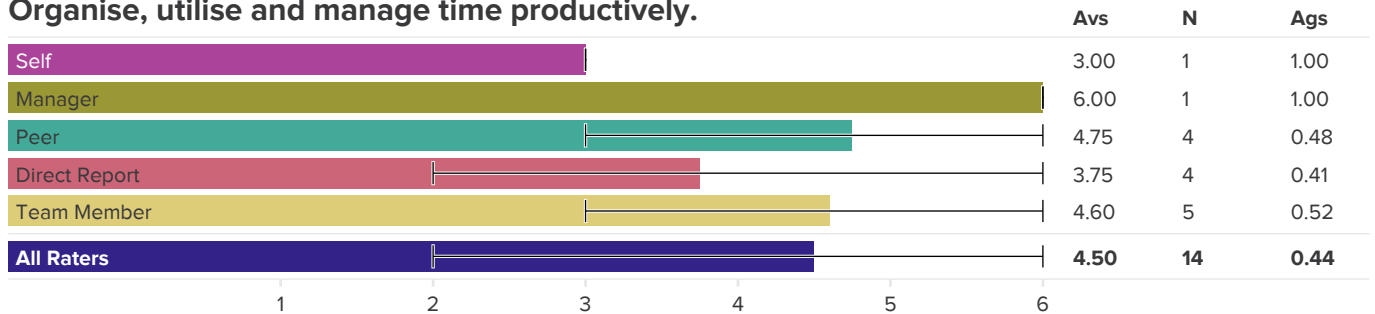
Anticipate potential and future problems.

	Avs	N	Ags
Self	4.00	1	1.00
Manager	6.00	1	1.00
Peer	4.00	4	0.25
Direct Report	5.25	4	0.67
Team Member	4.20	5	0.41
All Raters	**4.57**	**14**	**0.38**
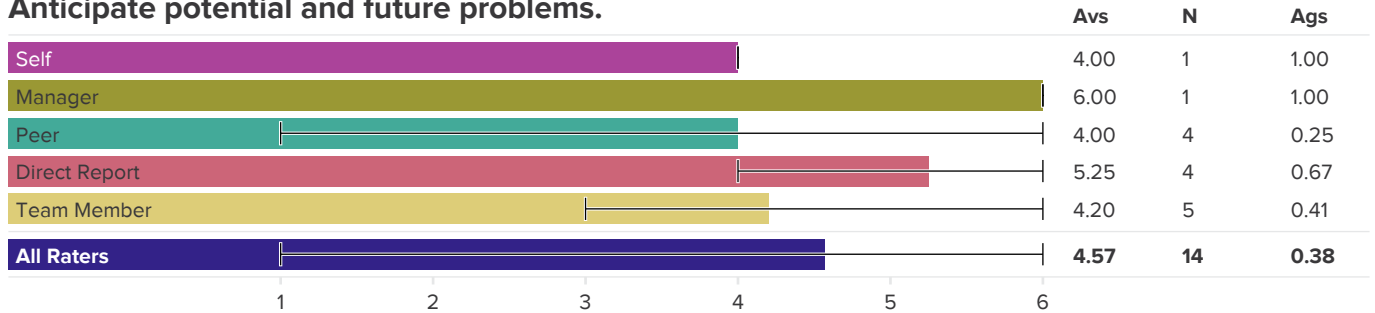
Organise, utilise and manage time productively.

	Avs	N	Ags
Self	3.00	1	1.00
Manager	6.00	1	1.00
Peer	4.75	4	0.48
Direct Report	3.75	4	0.41
Team Member	4.60	5	0.52
All Raters	**4.50**	**14**	**0.44**

Resolve interpersonal conflicts among employees.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	3.00	1	1.00
Peer	3.25	4	0.23
Direct Report	5.50	4	0.65
Team Member	4.80	5	0.36
All Raters	**4.43**	**14**	**0.30**

Clearly express and request information from others.

	Avs	N	Ags
Self	4.00	1	1.00
Manager	3.00	1	1.00
Peer	3.50	4	0.28
Direct Report	5.50	4	0.65
Team Member	4.40	5	0.35
All Raters	**4.36**	**14**	**0.33**

Behaviour Summary

The average score for each specific question is summarised below for each rater category (1 to 6 scale) with higher scores corresponding to more frequently observed behaviour.
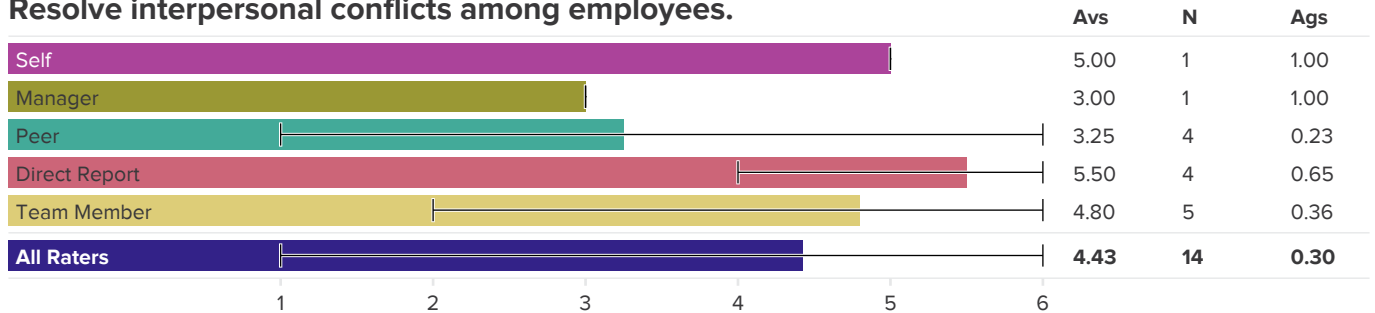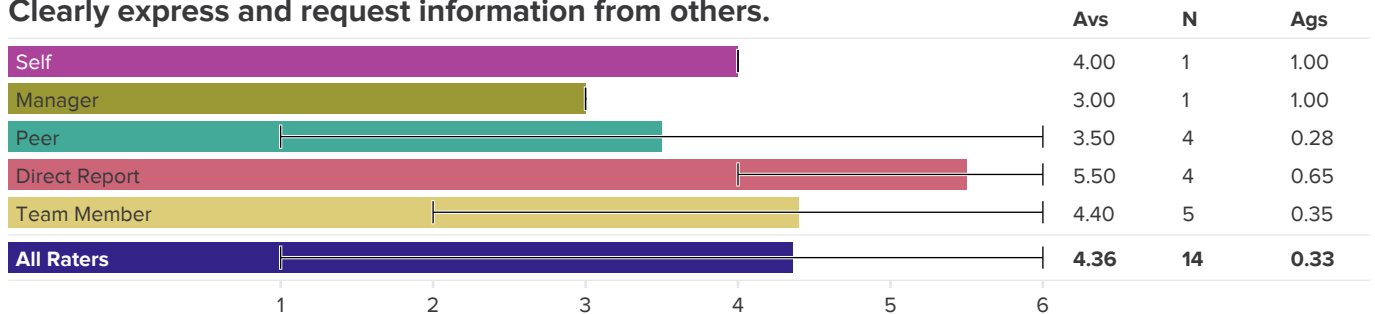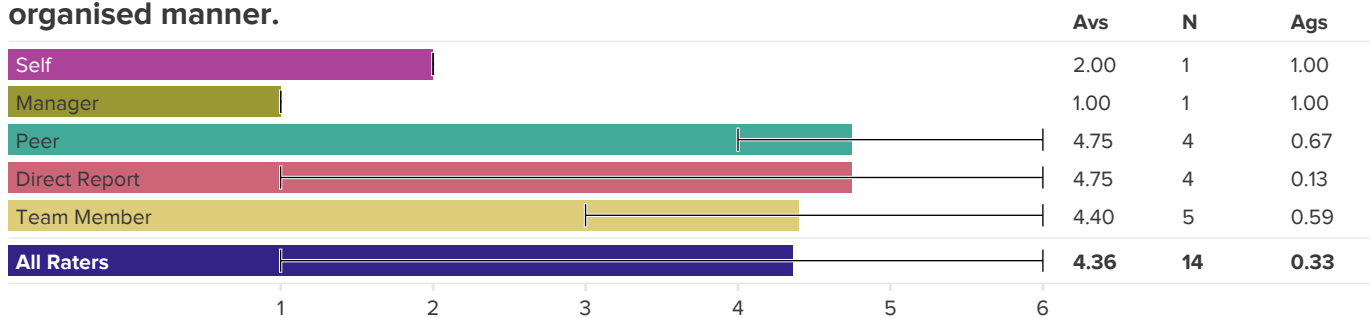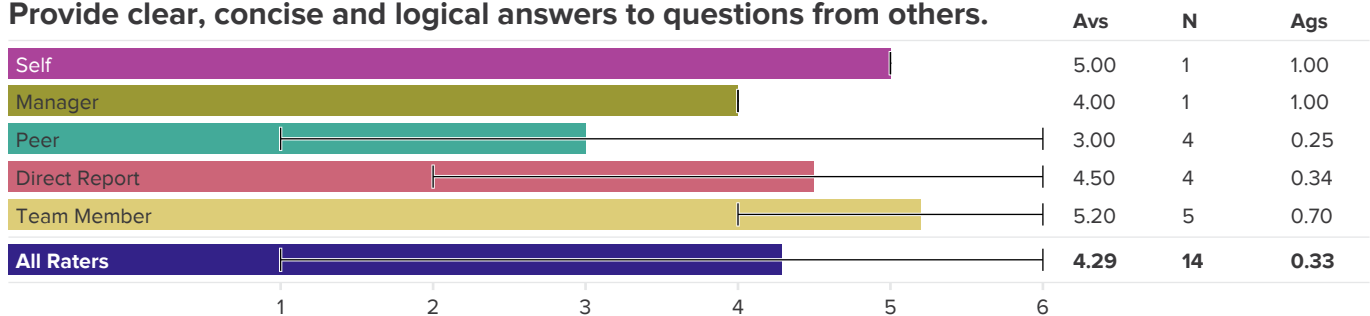
Gather and utilise available information in order to understand and solve organisational issues and problems.
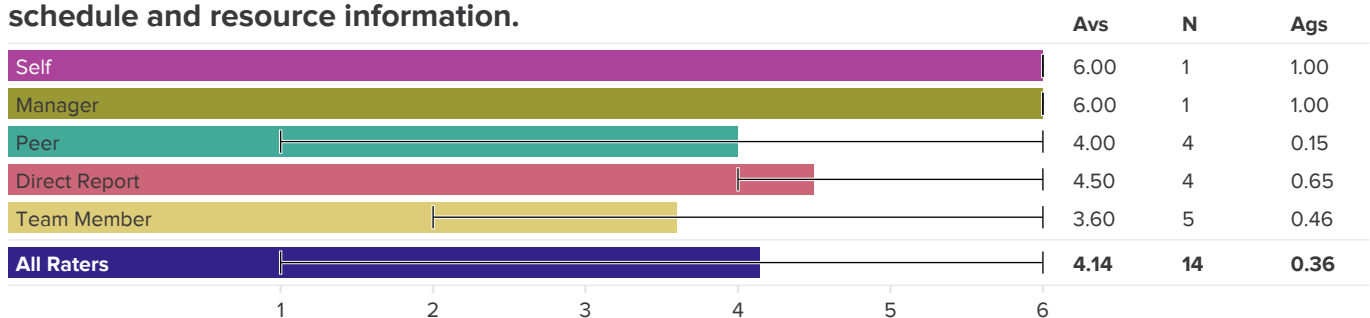
	Avs	N	Ags
Self	4.00	1	1.00
Manager	5.00	1	1.00
Peer	4.50	4	0.55
Direct Report	4.00	4	0.15
Team Member	4.40	5	0.35
All Raters	**4.36**	**14**	**0.35**
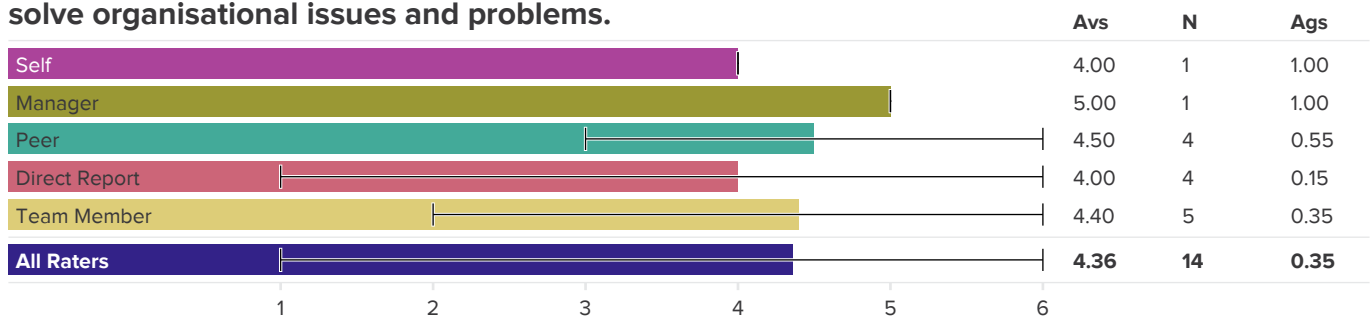
Maintain information (e.g. documents, data, records, files) in a well-organised manner.

	Avs	N	Ags
Self	2.00	1	1.00
Manager	1.00	1	1.00
Peer	4.75	4	0.67
Direct Report	4.75	4	0.13
Team Member	4.40	5	0.59
All Raters	**4.36**	**14**	**0.33**

Provide clear, concise and logical answers to questions from others.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	4.00	1	1.00
Peer	3.00	4	0.25
Direct Report	4.50	4	0.34
Team Member	5.20	5	0.70
All Raters	**4.29**	**14**	**0.33**

Develop both short and long-range plans that consider relevant cost, schedule and resource information.

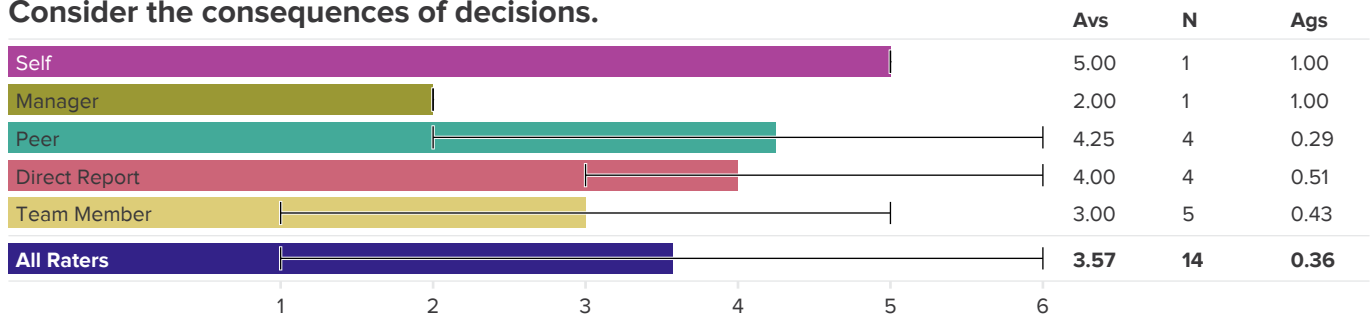|	Avs	N	Ags
Self	6.00	1	1.00
Manager	6.00	1	1.00
Peer	4.00	4	0.15
Direct Report	4.50	4	0.65
Team Member	3.60	5	0.46
All Raters	**4.14**	**14**	**0.36**

Behaviour Summary

The average score for each specific question is summarised below for each rater category (1 to 6 scale) with higher scores corresponding to more frequently observed behaviour.
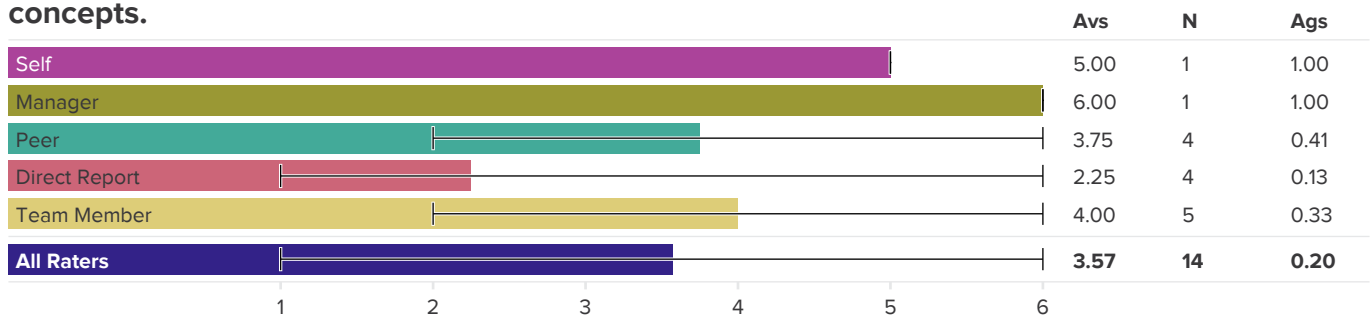
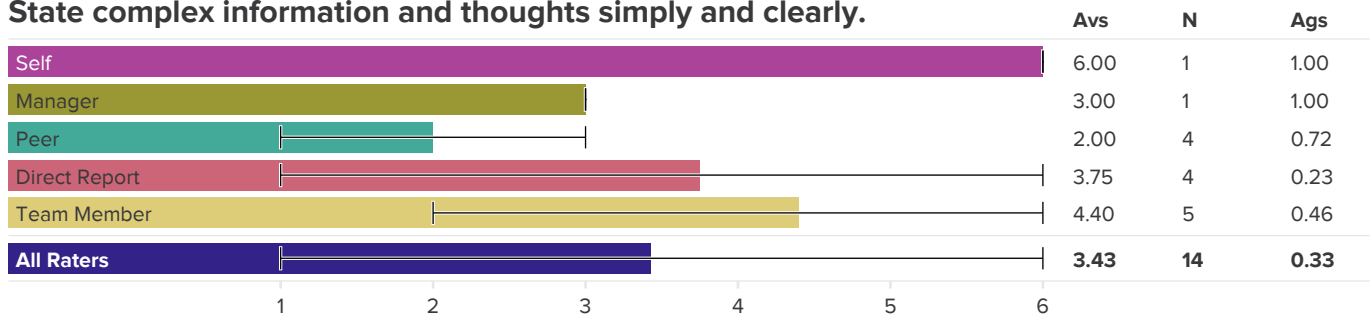### Effectively schedule work activities and tasks.
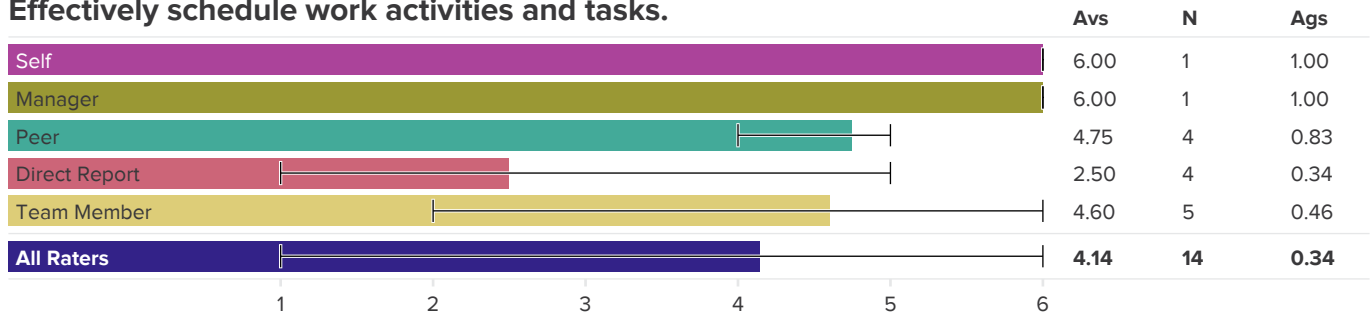
	Avs	N	Ags
Self	6.00	1	1.00
Manager	6.00	1	1.00
Peer	4.75	4	0.83
Direct Report	2.50	4	0.34
Team Member	4.60	5	0.46
All Raters	**4.14**	**14**	**0.34**

Consider the consequences of decisions.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	2.00	1	1.00
Peer	4.25	4	0.29
Direct Report	4.00	4	0.51
Team Member	3.00	5	0.43
All Raters	**3.57**	**14**	**0.36**

Creates opportunities to be innovative and creates new ideas and concepts.

	Avs	N	Ags
Self	5.00	1	1.00
Manager	6.00	1	1.00
Peer	3.75	4	0.41
Direct Report	2.25	4	0.13
Team Member	4.00	5	0.33
All Raters	**3.57**	**14**	**0.20**

State complex information and thoughts simply and clearly.

	Avs	N	Ags
Self	6.00	1	1.00
Manager	3.00	1	1.00
Peer	2.00	4	0.72
Direct Report	3.75	4	0.23
Team Member	4.40	5	0.46
All Raters	**3.43**	**14**	**0.33**

Open Ended Comments

You and your raters had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

FEEDFORWARD SIGNATURE STRENGTHS
Please provide any written comments you have regarding the demonstrated Strengths of the individual in the space provided below (what the individual can do to continue leveraging their strengths)

FEEDFORWARD DEVELOPMENT OPPORTUNITIES
Please provide any written comments you have regarding possible Development Areas of the individual in the space provided below (what the individual can do more, less or differently to be more effective)

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report. Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgemental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviours to change to enhance your overall effectiveness.

The following questions might be useful in analysing these open-ended comments:

- Are the comments consistent and reinforce the other feedback you have received?
- Do they add any new information or insight about your performance and effectiveness?
- Do you see any trends across the open-ended comments?
- How can you leverage your strengths?
- What areas are you committed to focus on as part of your executive development plan?

Open Ended Comments

You and your raters had the opportunity to provide written comments, which are included verbatim in this section. Keep an open mind to the comments, you may not always agree or understand them, but they do give you a picture of how others see you, which may be different from your intentions. Highlight key comments to assist you in identifying your strengths and development areas. Make a note to explore any feedback which you don't understand.

STRENGTHS

Self

Manager

Peer

Direct Report

Team Member

Open Ended Comments

You and your raters had the opportunity to provide written comments, which are included verbatim in this section. Keep an open mind to the comments, you may not always agree or understand them, but they do give you a picture of how others see you, which may be different from your intentions. Highlight key comments to assist you in identifying your strengths and development areas. Make a note to explore any feedback which you don't understand.

DEVELOPMENT AREAS

Self

Manager

Peer

Direct Report

Team Member

Development Planning Guide

Your report provides specific feedback on each of the competencies.

This workbook will now help you translate the insights you have gained from your 360 Degree Feedback report into an Action Plan to enhance your overall leadership effectiveness.

The Workbook consists of two sections, to give you the necessary tools to do some critical reflection, planning around your development and to focus your development for maximum impact and success based on your results.

Step 1 My Reflection	A series of open-ended reflective questions to help you better understand the key insights and messages that came out of your report. Turn to this section to summarise your overall observations from your report and identify 2-3 factors you feel motivated to develop for greatest impact.

Step 2 My Action Plan	An Action Plan template which gives you a clear defined structure to outline what actions you will take. This can be a helpful section to complete together with your manager or internal/external coach.

My Reflection

What stood out for you in your report? Were there any surprises?

On what competencies did you and your feedback providers align? Not align?

What did your feedback providers feel were your overall greatest strengths? Potential development areas?

Based on your results, which competencies are you most motivated to work on as part of your development plan that would contribute to your greatest impact?

My Action Plan

COMPETENCY:

DEVELOPMENT ACTIVITIES:

TARGET DATES:

SUPPORT/RESOURCES REQUIRED:

MEASURES OF SUCCESS:

RESULTS ACHIEVED: