

**Sample Co.**  
**Off-the-Shelf Develop**  
360° Feedback Report  
Management Level

Prepared for: **John Doe**

30 August 2017



## **YOUR FEEDBACK REPORT**

<b>Your Feedback Report</b>	<b>2</b>
<b>Competency Summary</b>	<b>4</b>
<b>Development Areas</b>	<b>7</b>
<b>Rating Trends</b>	<b>8</b>
<b>Detailed Scores</b>	<b>9</b>
<b>Additional Comments</b>	<b>23</b>
<b>Development Planning</b>	<b>24</b>

### **Introduction**

This report is a summary of the 360° feedback provided by the people you work with, and is presented in the form of charts, graphs, and qualitative comment. The information contained in this report is organised according to the specific behaviours that are relevant to your job.

### **Receiving Feedback**

A word about receiving feedback: While some of the feedback in this report may be unexpected, it is important that you view the 360° process as an opportunity for learning and development.

During the feedback process, you are likely to receive some comments that confirm what you already know about your strengths, as well as your personal areas of development. You may even receive some pleasant surprises!

Keep an open mind to receiving feedback. Remember: self-perception is YOUR assessment of reality and despite your best intentions, other people may not see you as you intended. Other people's perception of you is THEIR assessment of reality. This is based on their observation of your behaviour and the belief that 'you are what you do'.

### **Next Steps**

1. It is important to remember that a number of your colleagues will have dedicated a considerable amount of time to completing this 360° questionnaire for you. Therefore, it is essential that they see their feedback has been taken on-board.
2. Try to maintain an open, non-judgemental mind. Try to put yourself in the position of those people who you approached to give you feedback, and consider how they might have come to the conclusions they did about your behaviour.
3. If there is a gap between your self-perception and how others perceive you, it is important to try to understand why this discrepancy exists. Try not to react immediately to the feedback – let it sink in before taking any action. This is more constructive than hastily judging any negative feedback to be invalid.
4. Work with your manager using the Action Plan at the back of this report to jointly plan some development objectives. Further demonstrate your commitment towards the 360° process by putting time aside to share, with your colleagues your suggestions for change and personal growth.

For further information or guidance please don't hesitate to contact your closest OPRA office:

1. Singapore - +65 6908 9680 or [singapore@opragroup.com](mailto:singapore@opragroup.com)
2. Auckland - 09 358 3233 or [auckland@opragroup.com](mailto:auckland@opragroup.com)
3. Wellington - 04 499 2884 or [wellington@opragroup.com](mailto:wellington@opragroup.com)
4. Christchurch - 03 379 7377 or [christchurch@opragroup.com](mailto:christchurch@opragroup.com)

## EVALUATION TEAM

*Detailed below is a list of all respondents who have provided an evaluation of your work behaviour.  
Their feedback forms the basis of this report.*

### **Self**

John Doe

### **Manager**

Abdi Addision

### **Direct Report**

Bailey Brown, Casey Chapman

### **Peer**

Dana Davis, Elliot Evans

## Reporting Key

Self = Self Evaluation

Manager = Manager Evaluation

Peer = Peer Evaluation

Direct Report = Direct Report Evaluation

Other = Other Evaluation

**Group = Group Evaluation (all Respondents except Self)**

### **Rating Scores**

1 = Almost Never

2 = Rarely

3 = Sometimes

4 = Mostly

5 = Almost Always

Mean = Average rating

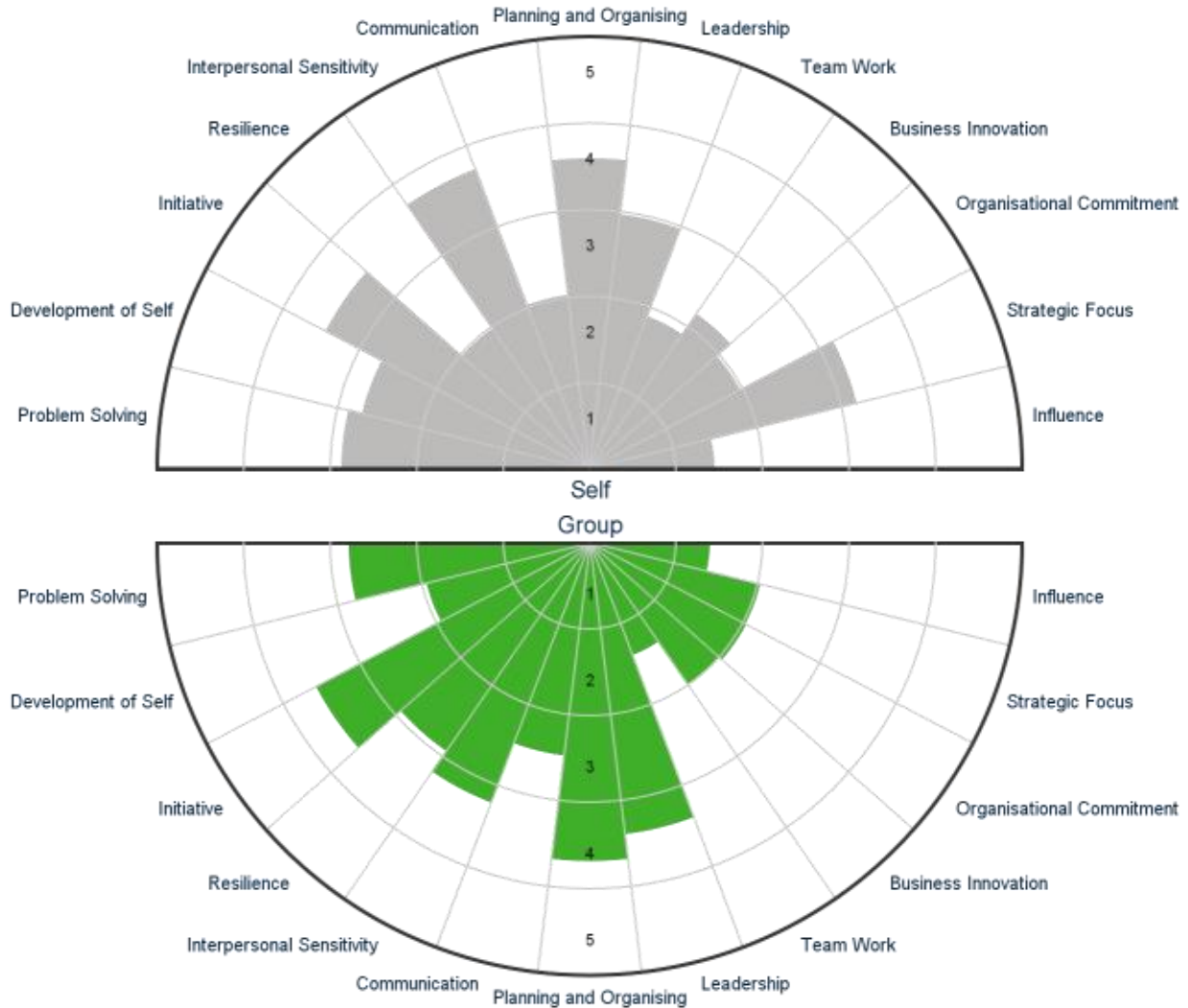
Std. dev. = Standard deviation

Min/Max = Minimum and maximum rating

## COMPETENCY SUMMARY

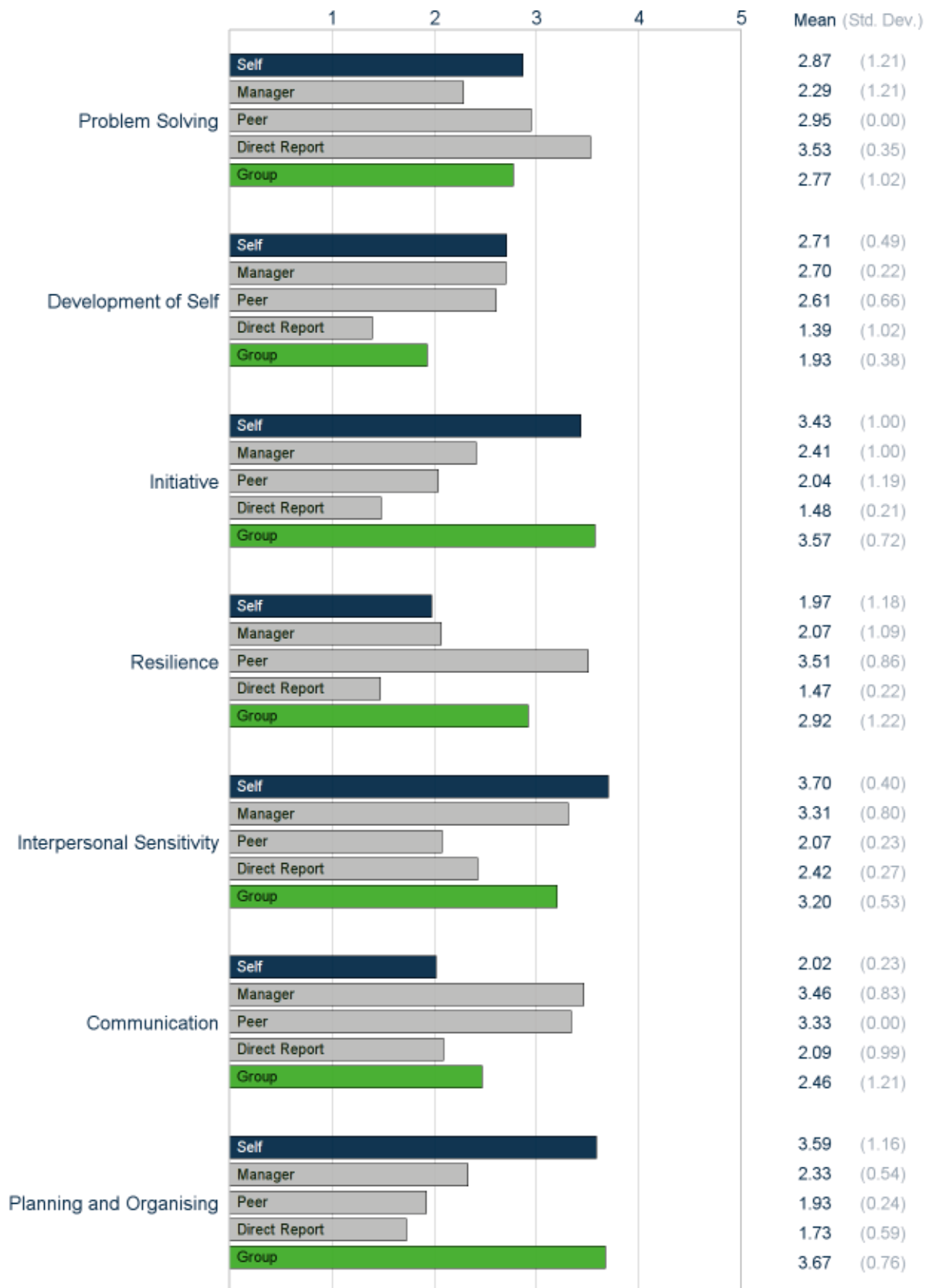
### GROUP AVERAGES

*Detailed below are the competency areas that form the basis of your 360° Feedback Report. Your overall competency rating is also shown to provide a snapshot of your behavioural results.*



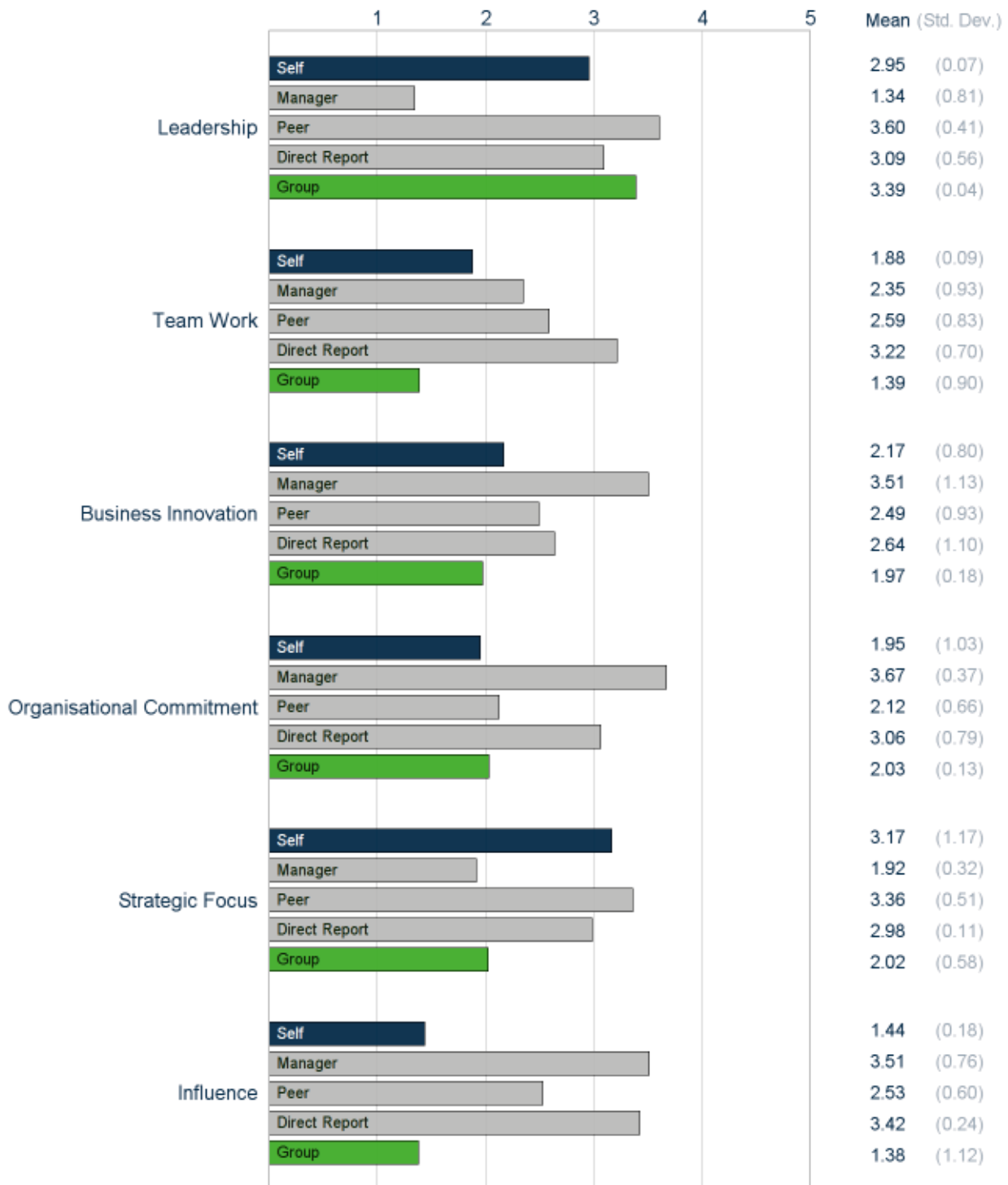
**COMPETENCY SUMMARY BY RESPONDENT CATEGORY**

*Detailed below are the competency areas that form the basis of your 360° Feedback Report.*



**COMPETENCY SUMMARY BY RESPONDENT CATEGORY**

*Detailed below are the competency areas that form the basis of your 360° Feedback Report.*



## DEVELOPMENT AREAS

### STRENGTHS BY COMPETENCY

*Detailed below are your top five strengths by competency as rated by your respondent group. As part of your ongoing development you should consider the ways in which you can build upon your strengths and use them to even greater effect.*

Highest Scores			
Rank	Scoring Category	Item	Average
1	Influence	Is able to persuade others to agree with his/her ideas	4.44
2	Initiative	Takes action to create an opportunity	4.37
3	Leadership	Provides opportunities through allocation of responsibilities	4.35
4	Planning and Organising	Allocates appropriate timelines and contingencies for tasks/projects	4.29
5	Initiative	Finds opportunities that are not obvious to others	4.21

### POTENTIAL DEVELOPMENT NEEDS BY COMPETENCY

*Detailed below are your five key development needs as rated by your respondent group. You may wish to consider these issues more fully in the context of your personal developmental plan.*

Lowest Scores			
Rank	Scoring Category	Item	Average
1	Strategic Focus	Understands how his/her actions link with the future direction of the organisation	1.62
2	Resilience	Perseveres and remains focused on achieving results	1.63
3	Resilience	Ensures the quality of work remains high during demanding situations	1.64
4	Interpersonal Sensitivity	Shows awareness of how one's own behaviour impacts on others	1.69
5	Communication	Demonstrates active listening skills	1.75

## RATING TRENDS

*Detailed below are the ten items where you provided the greatest behavioural overestimate or underestimate relative to how your Respondent Group scored you.*

<b>Positive Gaps</b>				
Rank	Item	Self	Group	Gap
1	Provides opportunities through allocation of responsibilities	4.35	1.63	2.72
2	Takes action to create an opportunity	4.37	1.77	2.60
3	Takes action to prevent a future crisis	4.07	2.06	2.02
4	Understands how his/her actions link with the future direction of the organisation	3.62	1.62	2.00
5	Collates multiple sources of information into clear and useful solutions	4.02	2.07	1.94
<b>Negative Gaps</b>				
Rank	Item	Self	Group	Gap
1	Creates an environment that encourages innovation and creativity	2.14	4.49	-2.35
2	Displays diplomacy in the handling of conflict	2.17	4.49	-2.32
3	Ensures corrective action takes place in a timely manner	2.24	4.29	-2.05
4	Sets clear objectives and plans for others	1.72	3.71	-1.98
5	Compares performance against well defined objectives and standards	1.72	3.67	-1.95



## DETAILED SCORES

All item ratings by respondent group are detailed below.



## COMMENTS

Self	
John Doe	I think my strengths lie with being able to apply a balanced approach to problem solving.
Group	
Abdi Addison	Good problem solving skills and ability to look at problem from different angles.
Bailey Brown	Uses objective data points to come to rational conclusions about decisions.
Casey Chapman	John continues to grow by continually gathering information and making informed decisions.
Dana Davis	He comes up with good solutions but can be quite slow when making a decision.
Elliot Evans	John does not always take other's perspectives and input into account.

## DETAILED SCORES

All item ratings by respondent group are detailed below.

### DEVELOPMENT OF SELF



### COMMENTS

Self	
John Doe	I am working on my propensity to be defensive when receiving criticism.
Group	
Abdi Addison	John is always happy and often proactive to take on new responsibilities in areas he likes.
Bailey Brown	John seeks regular feedback but doesn't truly value other's opinion of him.
Casey Chapman	He can afford to allow those around him to assist him when appropriate, and not take on too much on his plate.
Dana Davis	John shares his knowledge with others which helps share the workload around as well.

The remainder of this section has been removed for brevity of the sample report

## ADDITIONAL COMMENTS

### WHAT OTHER COMMENTS WOULD YOU LIKE TO MAKE ABOUT THIS PERSON'S AREAS OF STRENGTH?

Self	
John Doe	I believe my main strengths are around people management, supporting, and empowering them within the business.
Group	
Abdi Addison	John is very effective in managing our key accounts, and he builds very good working relationships with others.
Bailey Brown	He is an honest person who is passionate about doing his best for his colleagues and the company.
Casey Chapman	I greatly admire John for his immense skills and knowledge of the industry, and his strong network of relationships within the industry. His contribution to the business is huge.
Dana Davis	John is extremely approachable and always strives to do the right thing. He has a firm, fair, and friendly management style that creates a positive team.
Elliot Evans	Very diligent with great attention to detail, while understanding the big picture. He has the ability to get to the root cause of the problem and get a solution without upsetting others.

### WHAT OTHER COMMENTS WOULD YOU LIKE TO MAKE ABOUT THIS PERSON'S AREAS FOR DEVELOPMENT?

Self	
John Doe	I'm currently trying to be better at seeking continuous improvement, and seeking help with processes to help me learn from my own mistakes or other's experiences.
Group	
Abdi Addison	If John is able to improve his ability to influence others and openly listen to other's point of view, I can see him becoming much more effective in his role.
Bailey Brown	What he probably needs is more confrontational situations to further his own development.
Casey Chapman	He can show more urgency in tackling the difficult problems that will yield the results he needs.
Dana Davis	John can improve in his time management and planning.
Elliot Evans	Finish key projects as quickly as possible.

## **DEVELOPMENT PLANNING**

Receiving the greatest benefit from the 360° Programme is dependent on your willingness to translate the results from your report into an actionable development plan. This means that you need to give some real thought about the direction of your personal development. To help you achieve this end, we have included several workable methods that will make it easier for you to create your own improvement strategy.

A major focus of the 360° feedback process is to identify areas for improvement. Once you have determined where you need to improve, it is time to start planning the actions you will take in order to close any developmental gaps. Use this section to focus your thinking around the following areas.

### **What do the results tell me?**

- What are the highs and lows in the ratings given?
- What results reflect issues that are under personal control?
- Which results are the most significant for the current role?
- Which results are the most significant for career development?
- What differences are apparent in the feedback? Why might this be?

#### **Your Notes**

### **Where to from here?**

- What development is going to be the easiest for me to tackle first?
- What actions can I take in the future to address any developmental need?
- What actions can I take in the future to maximise my strengths?
- Who else needs to be involved in making this change and in what capacity?
- How will I know that I have been successful?
- What priority and time frame will this change have?

#### **Your Notes**

## SETTING OBJECTIVES

OK, so you have reviewed your 360° report and might be wondering... "where to from here?" At the end of the day, the success of the 360° process rests heavily on your willingness to translate the performance feedback you were given into actions and goals for moving forward. To achieve this end, you may find the following outline useful:

### IDENTIFY YOUR OBJECTIVES

An objective is an agreed target that must be reached. It is clearly stated and specific so that you know when you have achieved it.

### MAKE YOUR OBJECTIVES SPECIFIC AND TIME BOUND

Your objective must specify **WHAT** you will change, **HOW MUCH** and **BY WHEN** this change will take place. You must also consider **HOW WELL** you will make this change.

### LINK YOUR OBJECTIVES TO APPROPRIATE, MEASUREABLE RESULTS

Specifying 'how well' you will do something can be difficult, yet it is important as it describes the standard to which you aim to make any change and the extent to which your objectives have been achieved.

### IDENTIFY ANY EXTERNAL RESOURCE REQUIREMENTS

Your action plan must specify what resource requirements, reference material and support (both internal and external) that you might need in order to reach your objectives. These will need to be agreed in advance with your Manager.

**ACTION PLAN**

**OBJECTIVES**

What is my target behaviour?  
 What do I want to accomplish?  
**Example: I want to enhance my personal skills.**

**RESOURCES**

How will I achieve this objective and what resources do I need?  
**Read: Interpersonal Skills at Work- Guidham Pub: Prentice Hall**

**TARGET DATE**

When will I achieve this objective?  
**June 2016: Ask direct reports for feedback to identify progress.**

**MEASURABLE TARGETS**

Positive performance rating. No future miscommunication with staff. More targeted questioning to define customer needs.

OBJECTIVES	RESOURCES	TARGET DATE	MEASURABLE TARGETS