

360°

# insight

SURVEY

## Feedback Report

Joe Sample / December 2009

SAMPLE

Organization • Team • Individual  
Performance  
INSIGHT

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### Importance Comparison Summary

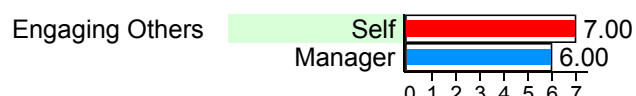
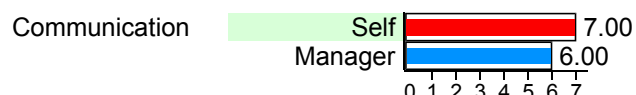
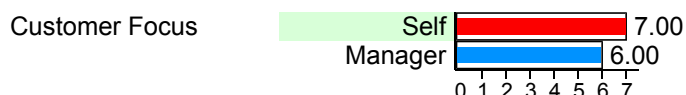
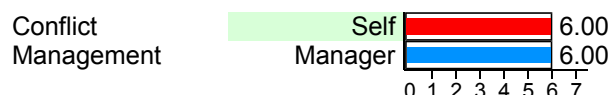
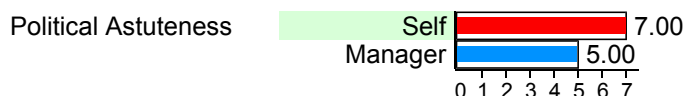
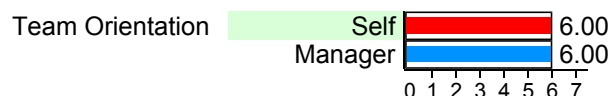
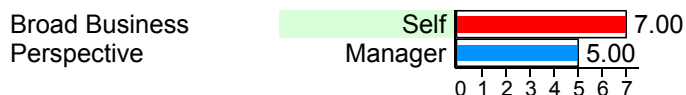
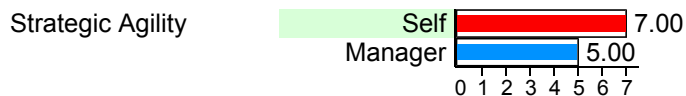
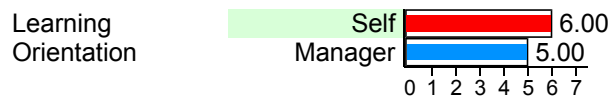
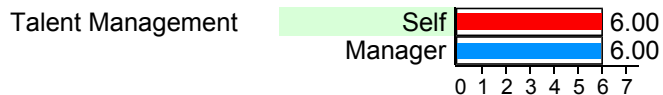
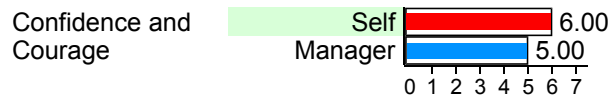
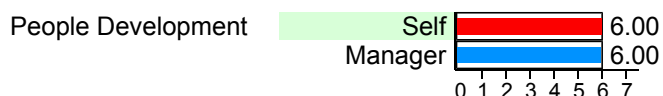
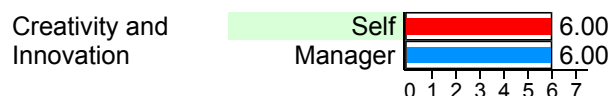
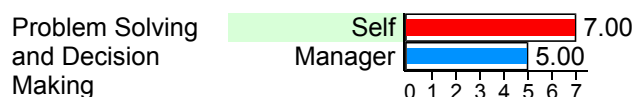
This section compares your importance ratings for each competency with the importance ratings provided by your manager (s). By comparing your ratings with your manager's ratings, you will gain a better understanding of the similarities and differences between your own and your manager's perceptions of which competencies are most important for your job. This will help you determine where you should focus your development efforts.

The red bar graphically depicts *your* importance rating for each particular competency. The blue bar(s) depict(s) *your manager's* rating. The numerical rating is printed to the right of each bar. The key for your manager rater source is indicated in the table below.

Key	Name
Manager	Jane Example

Raters used the following scale to rate the importance of each competency for your job.

Rating Scale						
1 Not Important At All	2 Slightly Important	3 Somewhat Important	4 Important	5 Very Important	6 Extremly Important	7 Critically Important



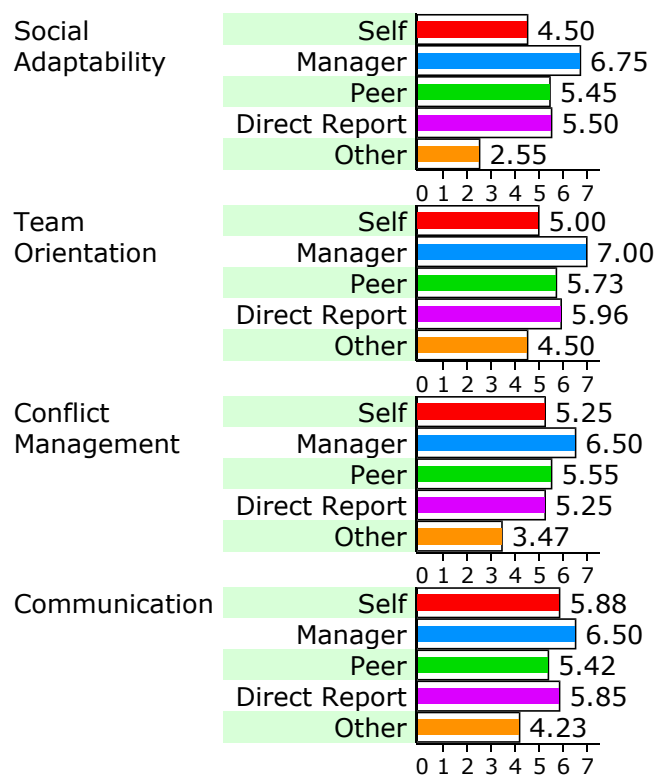
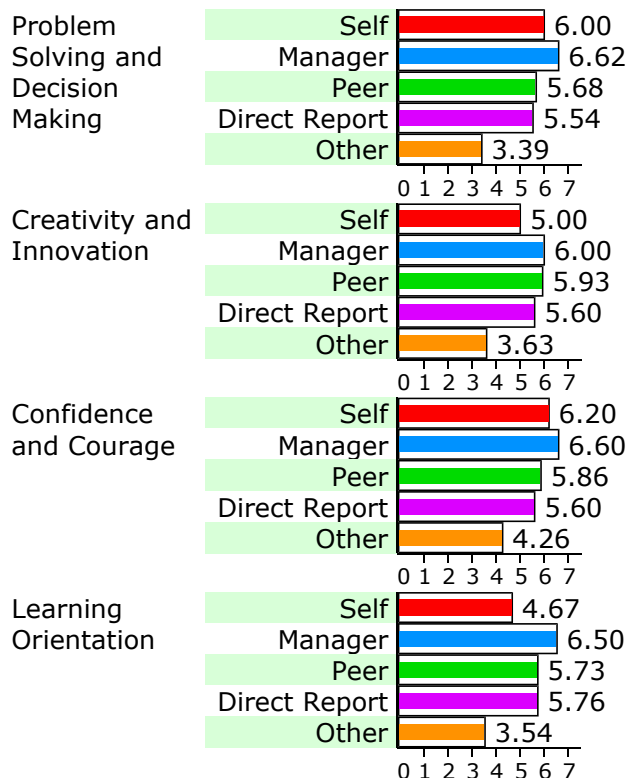
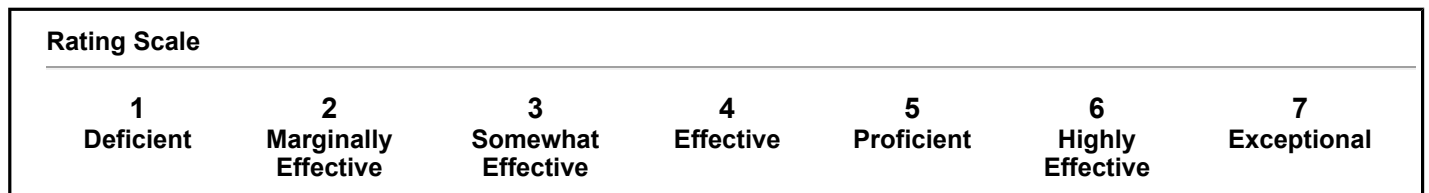
### Perspective Comparison Summary

The following Perspective Comparison Summary displays the ratings you received on each competency from all of the different rater sources. Each competency rating reflects the average rating across specific items associated with the competency and across raters in a given rater group. Thus, this section provides different *perspectives* of you and your job performance. These different perspectives can provide you with unique insights into your impact and ideas on how to be more successful across different groups.

The results in this report are based on responses collected from several different rater sources. The number of respondents per rater source for your survey is indicated in the table below.

Rater Source	Count
Self	1
Manager	1
Peer	3
Direct Report	5
Other	4

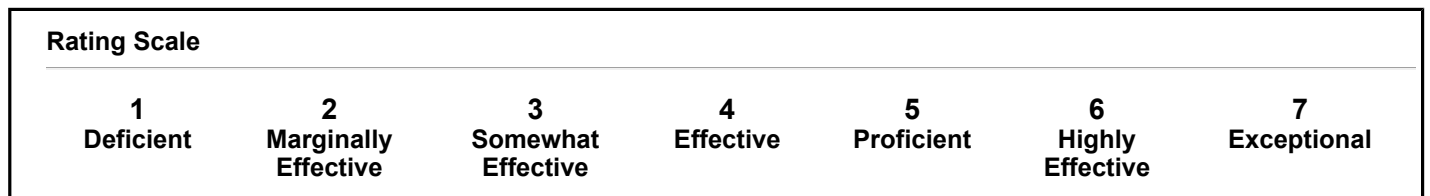
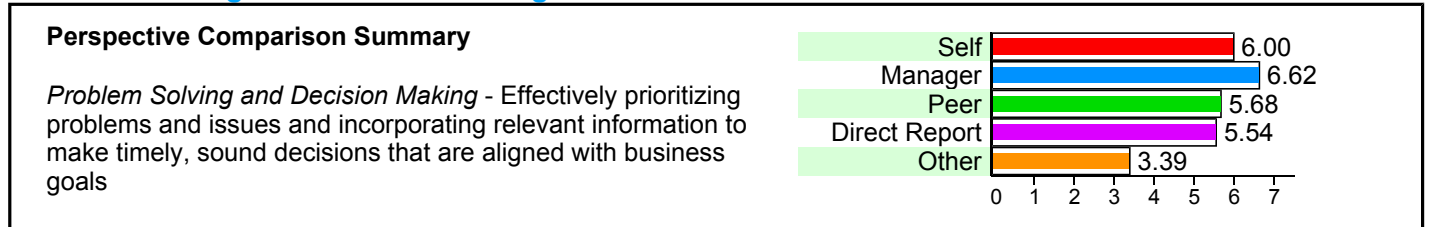
Raters used the following scale to rate how effectively you demonstrate the behaviors associated with each competency.



## Specific Item Ratings

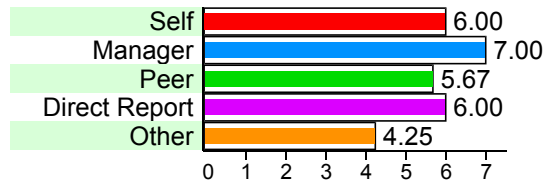
This section reports the ratings you received from each rater source for each Item associated with each competency. For any rater source where more than one person has evaluated you, the reported value is the average rating from those individuals. At the beginning of each set of Items associated with a competency, the Perspective Comparison Summary score for that competency is repeated. This allows you to examine Specific Item Ratings in relation to your average rating for the competency without having to refer back to the Perspective Comparison Summary. This feedback on the Specific Item Ratings provides the most detailed information about your ratings and allows you to understand the Perspective Comparison Summary in more detail.

### Problem Solving and Decision Making

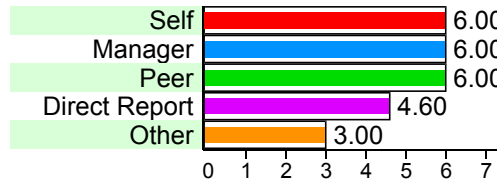


Items:

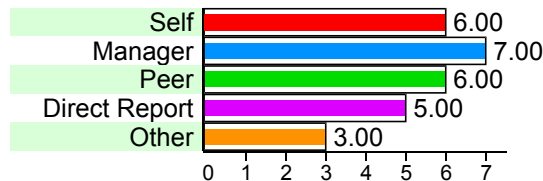
1. Prioritizes problems and issues.



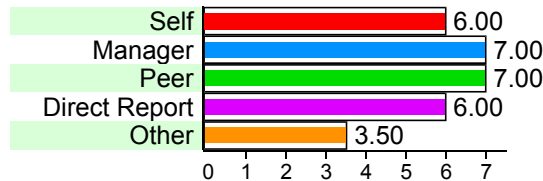
2. Checks assumptions when defining a problem.



3. Identifies multiple options for solving a problem.



4. Assesses the risks, costs, and benefits of options when deciding.



## Highest-Rated Items

This section lists the 15 highest-rated items based on the average ratings of all rater sources except Self. Self-ratings are provided to allow you to see where your self-evaluations differ from the other rater sources. Manager, Peer, Direct Report, and Other ratings are also provided to allow you to see the variance/consistency across rater sources.

Item	Competency	Self	Mgr.	Peer	Dir. Rpt.	Other	Avg.	Rank
73. Understands the financial principles that drive a business.	Broad Business Perspective	7.00	6.00	6.50	6.00	---	6.17	1
30. Builds and maintains relationships with team members within own area.	Team Orientation	4.00	7.00	5.67	6.20	6.00	6.09	2
22. Willingly takes on new roles and responsibilities.	Learning Orientation	6.00	7.00	6.33	6.25	4.50	6.00	3
33. Honors commitments made to team members.	Team Orientation	6.00	7.00	6.00	6.20	5.00	6.00	4
64. Develops and implements succession management plans.	Talent Management	7.00	6.00	6.00	6.00	---	6.00	5
62. Selects individuals with the critical capabilities needed by the organization.	Talent Management	6.00	7.00	5.50	6.00	5.00	5.88	6
61. Gives credit and praise when warranted.	People Development	6.00	7.00	5.33	6.20	5.00	5.75	7
66. Retains talented and high performing employees.	Talent Management	7.00	6.00	5.33	6.00	5.00	5.67	8
32. Offers assistance and support to team members.	Team Orientation	4.00	7.00	5.67	5.60	5.00	5.64	9
16. Persists in the face of difficult challenges.	Confidence and Courage	7.00	7.00	6.33	5.80	4.50	5.62	10
20. Actively seeks out feedback from others.	Learning Orientation	4.00	6.00	5.67	6.00	4.00	5.55	11
50. Displays confidence in the ability of others to get the job done.	Engaging Others	6.00	6.00	5.67	6.00	4.00	5.55	12
44. Pays attention when others are speaking.	Communication	6.00	7.00	5.67	6.20	4.25	5.54	13
12. Encourages others to be open to new ideas.	Creativity and Innovation	4.00	6.00	6.00	6.00	4.00	5.50	14
24. Views failure and setbacks as learning opportunities.	Learning Orientation	5.00	7.00	6.00	5.60	4.00	5.50	15

## Lowest-Rated Items

This section lists the 15 lowest-rated items based on the average ratings of all rater sources except Self. Self-ratings are provided to allow you to see where your self-evaluations differ from the other rater sources. Manager, Peer, Direct Report, and Other ratings are also provided to allow you to see the variance/consistency across rater sources.

Item	Competency	Self	Mgr.	Peer	Dir. Rpt.	Other	Avg.	Rank
2. Checks assumptions when defining a problem.	Problem Solving and Decision Making	6.00	6.00	6.00	4.60	3.00	4.42	1
78. Builds support among decision makers before presenting an idea.	Political Astuteness	5.00	7.00	5.33	5.67	1.67	4.50	2
37. Facilitates constructive dialogue in conflict situations.	Conflict Management	5.00	6.00	5.33	5.25	3.00	4.58	3
68. Keeps up to date on competitor actions.	Strategic Agility	6.00	4.00	6.00	4.67	3.50	4.63	4
3. Identifies multiple options for solving a problem.	Problem Solving and Decision Making	6.00	7.00	6.00	5.00	3.00	4.67	5
27. Demonstrates empathy, recognizing others' perspectives.	Social Adaptability	4.00	7.00	5.67	5.40	1.67	4.67	6
28. Influences without formal authority.	Social Adaptability	6.00	6.00	5.00	5.40	2.67	4.67	7
69. Anticipates future customer needs.	Strategic Agility	6.00	6.00	5.67	5.60	1.67	4.67	8
70. Uses industry, competitor, and customer intelligence to formulate strategy.	Strategic Agility	6.00	---	5.50	5.75	2.67	4.67	9
7. Makes timely decisions.	Problem Solving and Decision Making	6.00	6.00	5.00	5.60	3.00	4.69	10
10. Develops innovative solutions to problems.	Creativity and Innovation	6.00	6.00	5.33	5.20	3.25	4.69	11
79. Shows how own positions align with business needs and priorities.	Political Astuteness	6.00	7.00	5.00	5.75	2.33	4.73	12
21. Modifies approach based on others' feedback.	Learning Orientation	4.00	6.00	5.33	5.80	2.00	4.75	13
34. Adapts approach to conflict based on the situation.	Conflict Management	4.00	7.00	5.33	5.00	3.50	4.75	14
82. Regularly seeks feedback from customers.	Customer Focus	4.00	6.00	5.00	5.40	3.50	4.75	15

## Recommended Target Areas: Strengths

This section provides the most fine-grained analysis of your Strengths and should be emphasized in your developmental action planning. The Recommended Target Areas take into account Importance Comparison Summary ratings, the Perspective Comparison Summary ratings, and Specific Item ratings.

The following "Strengths" section of the Recommended Target Areas identifies the three most important competencies on which you were rated highest by other rater sources. Note that these most-important competencies were determined by averaging the importance ratings of both you and your manager(s). This summary also identifies the two specific items from these important, higher-rated competencies that others recognize as what you do best on the job (i.e., the two highest-rated items for each most-important competency). You should recognize these competencies and their associated items as your personal strengths and consider different ways that you can utilize these Strengths as often as possible.

### Team Orientation

Item	Rating (average of all rater sources except Self)
30. Builds and maintains relationships with team members within own area.	6.09
33. Honors commitments made to team members.	6.00

### Broad Business Perspective

Item	Rating (average of all rater sources except Self)
73. Understands the financial principles that drive a business.	6.17
74. Understands what the different parts of the organization do.	5.45

### Talent Management

Item	Rating (average of all rater sources except Self)
64. Develops and implements succession management plans.	6.00
62. Selects individuals with the critical capabilities needed by the organization.	5.88

## Recommended Target Areas: Areas for Development

This section provides the most fine-grained analysis of your Areas for Development and should be emphasized in your developmental action planning. The Recommended Target Areas take into account Importance Comparison Summary ratings, the Perspective Comparison Summary ratings, and Specific Item ratings.

The following "Areas for Development" section of the Recommended Target Areas identifies the three most important competencies on which you were rated lowest by other rater sources. Note that these most-important competencies were determined by averaging the importance ratings of both you and your manager(s). This summary also identifies the two specific items from these important, lower-rated competencies that others view as your work behaviors in need of development (i.e., the two lowest-rated items for each most-important competency). This section should play a critical role in your personal developmental action planning because it points directly to those work behaviors where improvement will make the most impact in others' perceptions of you and your job performance.

### Strategic Agility

Item	Rating (average of all rater sources except Self)
68. Keeps up to date on competitor actions.	4.63
69. Anticipates future customer needs.	4.67

### Conflict Management

Item	Rating (average of all rater sources except Self)
37. Facilitates constructive dialogue in conflict situations.	4.58
34. Adapts approach to conflict based on the situation.	4.75

### Political Astuteness

Item	Rating (average of all rater sources except Self)
78. Builds support among decision makers before presenting an idea.	4.50
79. Shows how own positions align with business needs and priorities.	4.73

## Written Comments

You and those who evaluated you had the opportunity to provide additional written comments about perceived strengths and areas for development. This section provides a consolidated list of these comments. You should use these comments to help provide some context for rating trends. Please keep in mind that some comments may not be as specific, behavioral, and non-judgmental as you may wish. You may even find a single comment upsetting or somewhat biased. However, if a number of comments focus on a specific area, you might want to place greater emphasis on that area. Therefore, we recommend that you look for trends or themes when analyzing these comments. The hope is that these comments will further assist you in your professional development.

Self	Sorry. No comments entered from this perspective.
Manager	Joe has done a great job building his team. Would like to see him contribute at a more strategic level.
Peers	Sorry. No comments entered from this perspective.
Direct Reports	<p>Joe is a good manager/leader. He has built good inter-group relationships. He can get a little too involved in the details and should delegate more tasks/actions. That would allow him to focus more on the future strategy and the development of his people. Billy is a little too "slow to boil". However, when he's had enough he deals with the issue well.</p> <p>One of the better managers I have had. I respect Joe technically, professionally, and personally.</p>
Others	Needs to empower staff to utilize agree-upon processes for maximal productivity and efficiency.