



360 LEADERSHIP ASSESSMENT

Prepared for

Sonya Sample

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Rater Groups

Manager (1)

Peers (2)

Direct Functional Reports (0)

Reports of Direct Reports (3)

Others (0)

SCORE³⁶⁰



**PERFORMANCE
PROGRAMS INC.**

assessment, awareness, action

POWERED BY

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360° FEEDBACK GUIDE



Your 360° feedback report contains valuable information about how others perceive you and your leadership style. This feedback will help you with identifying strengths and development areas so that you can continue to develop personally and professionally.

This guide is intended to help you sort through all of the information, identify key areas and establish next steps.

Key 360° Considerations:

- The 360° report is structured around our leadership model. These behaviors provide a basis for leadership and personal success at **your company**.
- Real development starts with awareness - this feedback will heighten your self-awareness and give you insight into how others perceive your strengths and development areas.
- Don't expect all good news - everyone has areas for improvement. While you may be tempted to rationalize and attribute the feedback to a variety of factors, you have an opportunity to accept that these perceptions exist and do something about it.
- Appreciate the fact that others are offering you their perspectives. Don't try and attribute specific ratings or comments back to an individual. If one person holds this perception then it is likely that others may have a similar perception.
- Some individuals will experience emotional responses as they read their 360° feedback. Some common responses include: shock, anger, rejection and rationalization. The goal is to get past any emotional responses and accept the feedback so that you can look for ways to use the information to help you improve. Check your own emotions as you review the feedback.

Next Steps:

- Follow up with your manager. It is important for you to schedule a one-on-one meeting with your manager so that you can compare 360° ratings and share perspectives. You also need to share your plan with your manager so they can provide feedback and ongoing support. It is recommended that you complete the worksheet and action plan prior to meeting with your manager so you are prepared.
- Thank your 360° feedback providers for their participation. Let them know you have received the report and will be using the feedback for your own development.
- Use the questions on the following pages to guide you in identifying key strengths and development areas.
- Create a plan for how you are going to use the feedback to help you develop further.

360° FEEDBACK INTERPRETATION WORKSHEET

Use the spaces below to identify key areas from your 360° feedback survey results

Strengths on which to build — These are areas where both you and your feedback providers have provided high ratings. You want to ensure that you keep doing these things, as these areas are recognized as strengths by you and those around you.

Areas offering best growth potential — These are areas where you have rated yourself lower while your feedback providers have rated you higher. These are areas where you may not feel as confident but it is important to realize that others see these areas as strengths in you, which should help you develop confidence in these areas.

Possible blind spots — These are areas where you have rated yourself higher while your feedback providers have rated you lower. There are likely opportunities for you to heighten your self-awareness in these areas and think about what you can either stop doing or start doing.

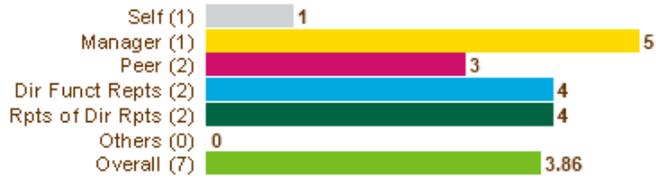
Lowest respondent scores — These are areas where both you and your feedback providers have provided lower ratings. These are areas that you will likely want to prioritize when you are looking for development opportunities and specific actions.

READING THIS REPORT

In all sections, more detailed results down to the item level are represented by this visual snapshot of your item/question scores in each category.

The graph below is an example and does not provide actual results.

6. Openly shares information with others.



1	2	3	4	5	0
Never or to no extent	Seldom or to a little extent	Sometimes or to some extent	Usually or to a great extent	Always or to a very great extent	Don't know or not applicable

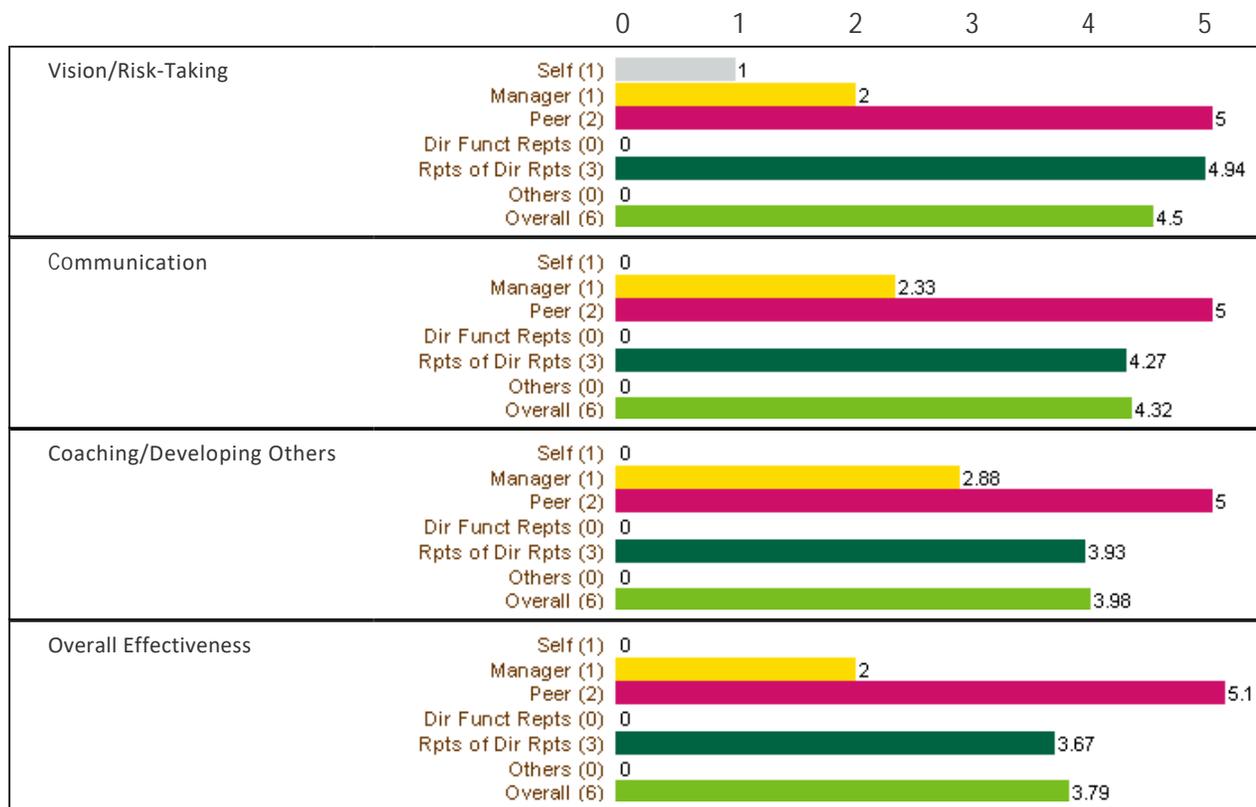
To protect the confidentiality of raters, your will not show results for any group except self and manager if there were fewer than three raters in the category.

To understand your report, follow the bars from left to right, where it ends is your average score on a question. Given this scale, a score from 0 to 3 is generally considered a low, a score between 3 and 4 is generally considered a medium score, and a score between 4 and 5 is generally considered high.

Lastly, at the end your will see the written comments from your raters shown exactly as they were entered into the web survey, without editing.

360° FEEDBACK SURVEY RESULTS - THEME SUMMARY

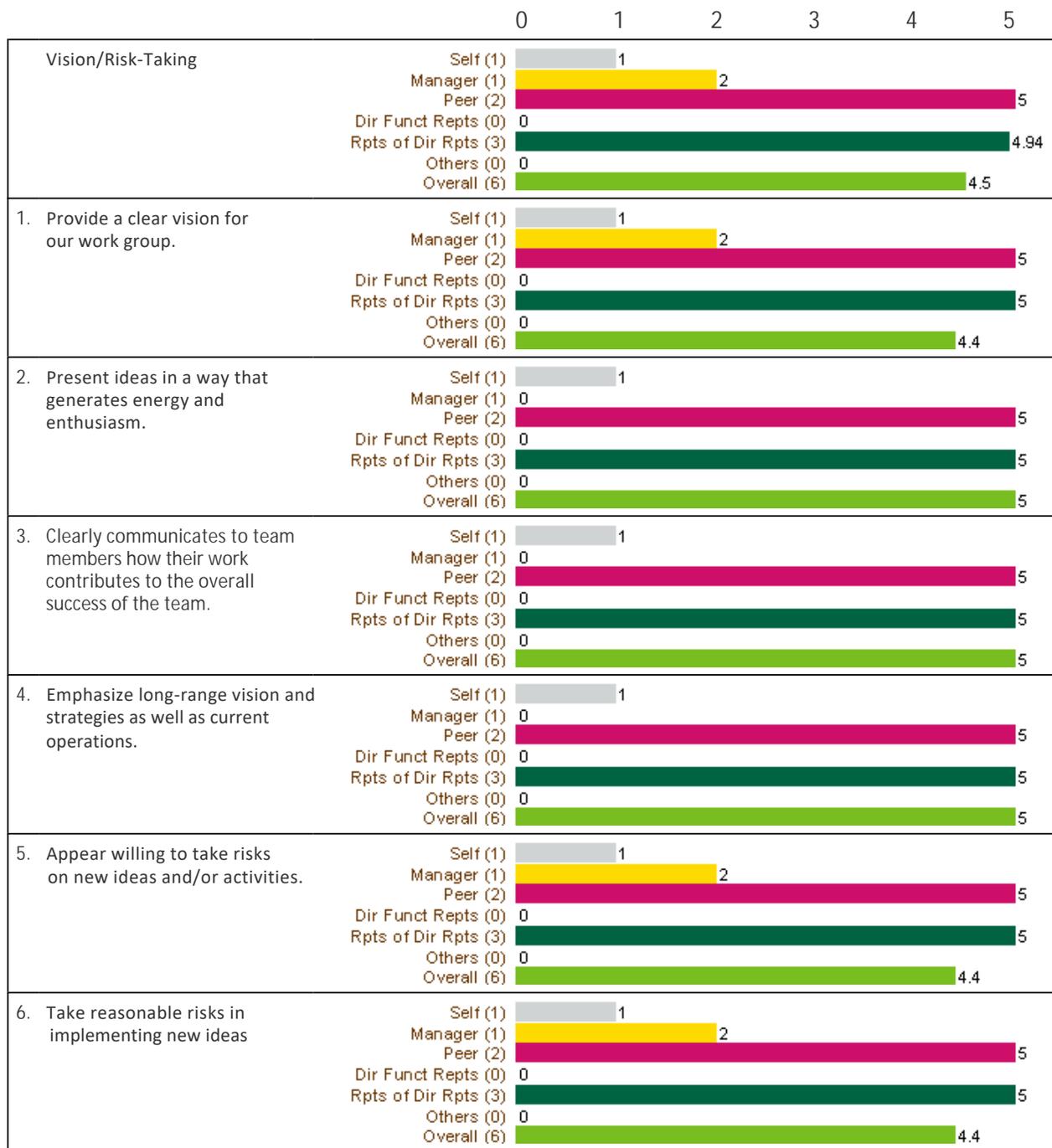
The survey items have been summarized and grouped together by leadership competency, which are displayed in this section by rater group.



1 - Never or to no extent 2 - Seldom or to a little extent 3 - Sometimes or to some extent 4 - Usually or to a great extent 5 - Always or to a very great extent 0 - Don't know or not applicable

* A zero (0) may also represent an insufficient amount of rater responses that are required to protect confidentiality.

360° FEEDBACK SURVEY RESULTS - ITEM DETAIL



1 - Never or to no extent 2 - Seldom or to a little extent 3 - Sometimes or to some extent 4 - Usually or to a great extent 5 - Always or to a very great extent 0 - Don't know or not applicable

* A zero (0) may also represent an insufficient amount of rater responses that are required to protect confidentiality.

WRITTEN FEEDBACK

1. What are this person's most important strengths as a leader?

Self

- comment 1

Others

- comment questions #1
- Sample DFR3
- Sample Other2
- Sample RDR2
- Sample DFR1

WRITTEN FEEDBACK

2. What can this person do to be more effective as a leader?

Self

- comment 2

Others

- Sample DFR2.
- comment 2
- Peer2
- Sample Other1 Comment 2

360° FEEDBACK SURVEY RESULT DEVELOPMENT PLAN

Use this 360° Feedback Development Plan to identify areas for improvement and develop actions based on your 360° feedback survey results. Remember to follow up with your manager and share your plan with them so that they can provide feedback and offer ongoing support.

Consider the following questions to prioritize areas for development:

- Is there anything in your feedback that surprises you? If so, why?
- What strengths do you see from your feedback that you want to continue to build on?
- How do the scores provided by each of the groups differ? Do you react differently with different groups of people? Do you need to spend more time with people in specific groups?
- What do the comments tell you? Are there any recurring themes?
- What actions will have the greatest impact on helping you improve as a leader?

Use the table below to identify development areas and specific actions.

Development Areas	Specific Actions	Timelines