Sample Survey

Johnsmith | Jun 30, 2022
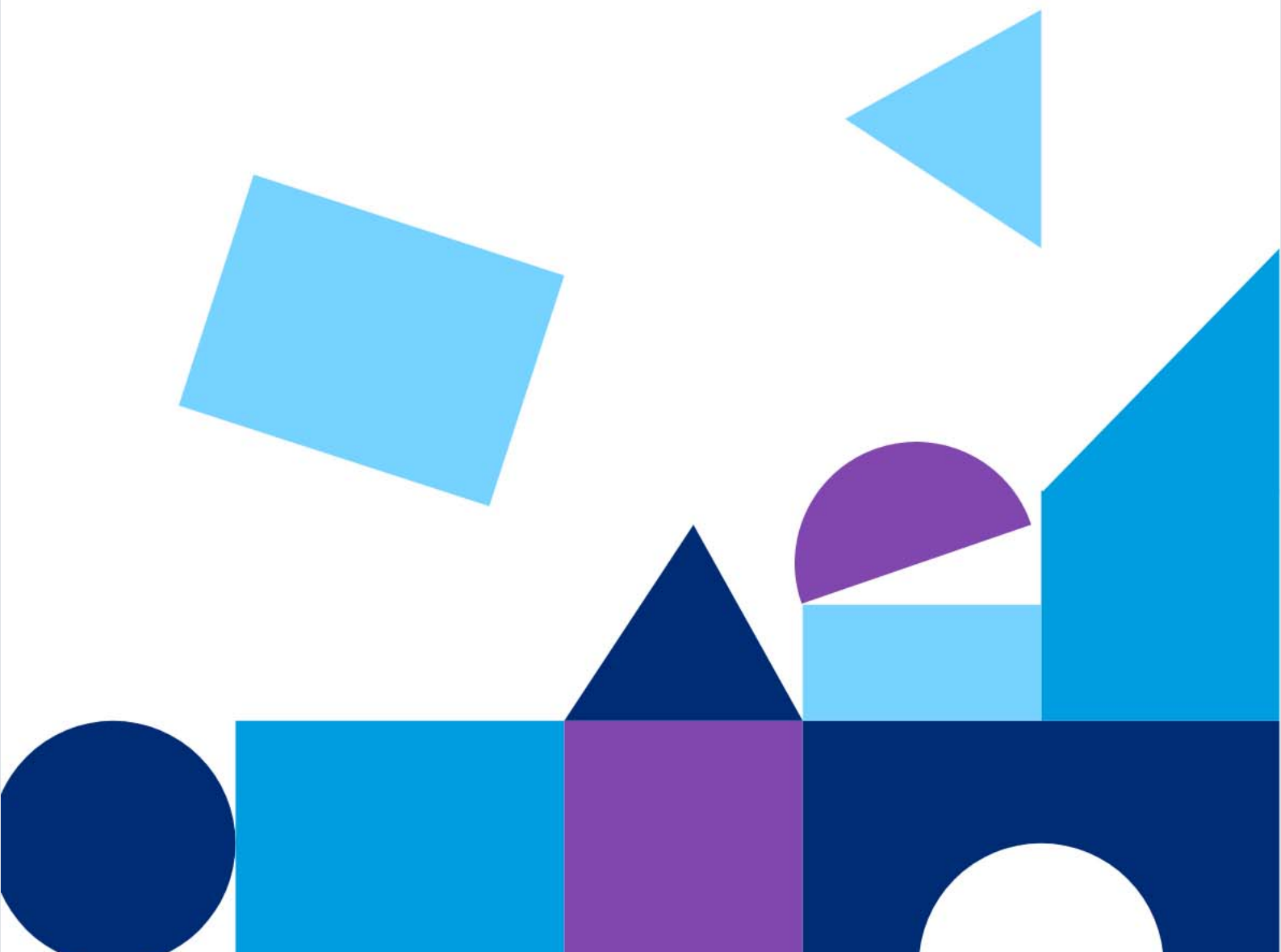
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Introduction

The process of 360 degree feedback refers to the compilation of feedback obtained from managers, fellow employees and all those working with an individual in order to provide their perspectives and observations about the individual's behavior.

The purpose of 360 degree feedback:

- To enable one to communicate with staff, peers, managers, customers etc.in a transparent manner.
- To develop an awareness of one's perceived behavior at the workplace.
- To identify areas of strengths and weaknesses and plan on using them effectively.
- To improve one's interaction skills and overall performance.
- To incorporate the opinions and perspectives of others and obtain a holistic overview of behavior.
- To pave the way for personal development and growth.

While receiving your report, it is important to understand that your ratings, those received from other respondent groups, are dependent upon the extent of interaction you would have had with them and how they have seen you demonstrate the behaviour. Leverage this report for your professional growth within the organization.

Respondent Summary

The following is a summary of the group of respondents who were invited to participate and provide feedback for you.

RELATIONSHIP	NOMINATED	COMPLETED	COMPLETION RATE
S Self	1	1	100%
D Direct Report	2	2	100%
P Peer	2	2	100%

Competency Summary

Given below is a summary of your feedback ratings for each of the competencies.The graphs indicate the average ratings for each competency in the review segmented by rater groups.

Change Management

3.7 out of 5

Demonstrating an ability to communicate the need and the rationale for change and ensuring that all stakeholders are comfortable with it. It also involves being able to minimize complexities or reduce their impact and smoothen the process of change.

RATINGS		AVG	HI	LO
S Self		5	5	5
OTHERS (4)		3.3	5	1
D Direct Report (2)		2.7	5	1
P Peer (2)		4	5	2

Critical Decision Making

2.9 out of 5
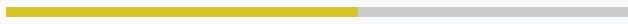
Demonstrating an ability to solve problems and make critical decisions after considering all available data and derive valid conclusions based on evidence and logical relationships.

RATINGS		AVG	HI	LO
S Self		4	5	2
OTHERS (4)		2.6	5	1
D Direct Report (2)		2	5	1
P Peer (2)		3.2	5	1

Competency Summary (Continued)

Developing Team

3.6 out of 5

RATINGS		AVG	HI	LO
S Self		4	5	2
OTHERS (4)		3.5	5	1
D Direct Report (2)		3.8	5	1
P Peer (2)		3.2	4	2

Demonstrating a tendency to focus on team members' professional growth and development by identifying their strengths and areas of development. Creating learning opportunities for the team members and mentoring them to help them achieve their developmental goals.

Fostering Diversity and Collaboration

3.9 out of 5

RATINGS		AVG	HI	LO
S Self		4	5	2
OTHERS (4)		3.8	5	1
D Direct Report (2)		3.7	5	1
P Peer (2)		4	5	2

Demonstrating a tendency to value the importance of diversity and inclusion to lead a team of diverse individuals successfully. Demonstrating a tendency to build a collaborative and an inclusive team culture and leverage diversity to work effectively.

Fostering Innovation

3 out of 5

RATINGS		AVG	HI	LO
S Self		3	5	2
OTHERS (4)		3	5	1
D Direct Report (2)		3.2	5	1
P Peer (2)		2.8	5	1

Demonstrating a tendency to approach issues differently, think out of box and strive for constant innovation. Demonstrating a tendency to foster a culture which encourages people to innovate by experimentation and 'failing fast' with new ideas and share its learnings across the organization.

Competency Summary (Continued)

Learning Orientation

3.9 out of 5

Demonstrating a tendency to internalize a learning mindset and constantly seek opportunities to learn. Being open to feedback and reflecting on past experiences so that one can learn from success and failures.

RATINGS		AVG	HI	LO
S Self		4	5	2
OTHERS (4)		3.9	5	2
D Direct Report (2)		4.5	5	2
P Peer (2)		3.3	5	2

Leveraging Networks

3.4 out of 5

Demonstrating a tendency to develop networks and build alliances across boundaries to build strategic relationships and effectively leverage them to achieve common goals.

RATINGS		AVG	HI	LO
S Self		3.7	5	2
OTHERS (4)		3.3	5	1
D Direct Report (2)		3.3	5	1
P Peer (2)		3.3	5	2

Navigating Ambiguity

3.5 out of 5

Demonstrating an ability to handle ambiguous or unpredictable situations comfortably and demonstrating the ability to manage one's work even without having all the necessary details.

RATINGS		AVG	HI	LO
S Self		4	5	2
OTHERS (4)		3.3	5	1
D Direct Report (2)		2.8	5	1
P Peer (2)		3.8	5	3

Competency Summary (Continued)

Resilience

3.5 out of 5

Demonstrating a tendency to remain focused in the face of adversity and uncertainty. Demonstrating an ability to manage difficult situations by effective management of emotions and self.

RATINGS	AVG	HI	LO
S Self	5	5	5
OTHERS (4)	3.1	5	1
D Direct Report (2)	3.2	5	1
P Peer (2)	3	5	2

Strategic Thinking

3.3 out of 5

Demonstrating a tendency to think long term, take a broader perspective and build a shared vision with others. Formulating strategies to achieve the vision of the organization and focusing one's energy and resources in effective execution of strategy.

RATINGS	AVG	HI	LO
S Self	3.7	5	2
OTHERS (4)	3.3	5	1
D Direct Report (2)	3.3	5	1
P Peer (2)	3.2	5	1

Competency Summary (Spider Chart)

The Competency Summary spider chart below shows your ratings for each rating group across all competencies. Spider charts are useful in easily spotting gaps between rater groups' perceptions and observations of your workplace behavior. Higher scores fall towards the outer side of the chart and vice-versa.

Legend: Direct Report, Peer, Self, Others
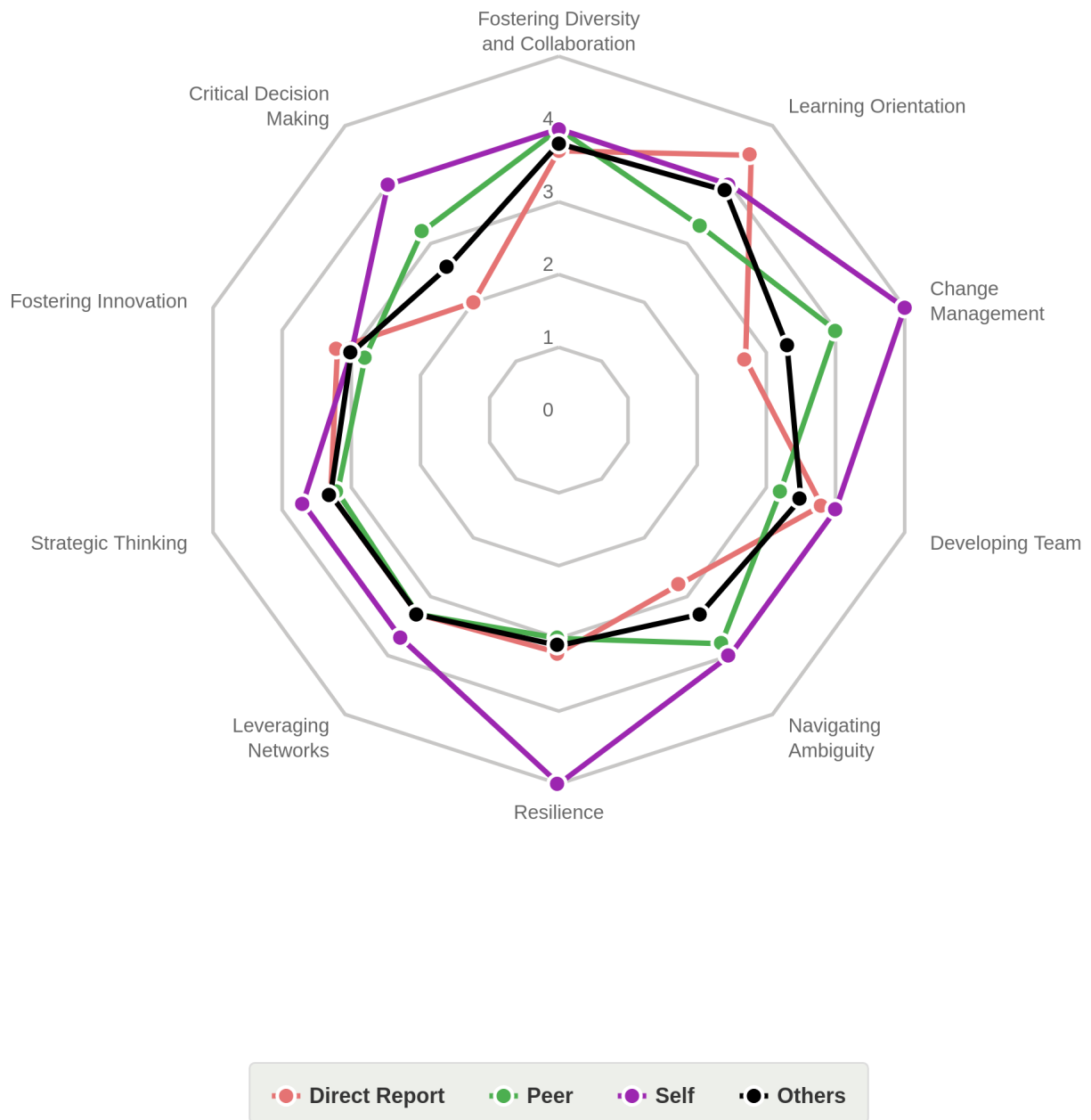
Strengths

Below are the statements where you received the highest ratings and are considered your key strengths.

4.4 — Provides team members with timely and constructive feedback in a way that facilitates improvement.
Developing Team

4.4 — Cultivates positive and mutually beneficial relationships with different stakeholders to efficiently accomplish goals.
Leveraging Networks

4.2 — Appropriately communicates impact of change on relevant stakeholders to get their buy-in.
Change Management

4.2 — Is able to manage one's emotions in difficult situations and maintain a positive outlook.
Resilience

4.2 — Learns from both positive and negative experiences, and uses one's learning to perform efficiently.
Learning Orientation

Areas of Improvement

Below are the statements where you received the lowest ratings and are considered your areas of improvements.

Is able to think rationally and logically when presented with information in order to reach valid conclusions.
Critical Decision Making

2.2

Develops strategic partnerships to stay updated on novel ideas and unique perspectives in one's industry.
Leveraging Networks

2.4

Applies novel and original methods to improve work processes and enhance organizational capability.
Fostering Innovation

2.6

Ensures the organization stays ahead of the curve by continuously innovating to meet evolving business needs.
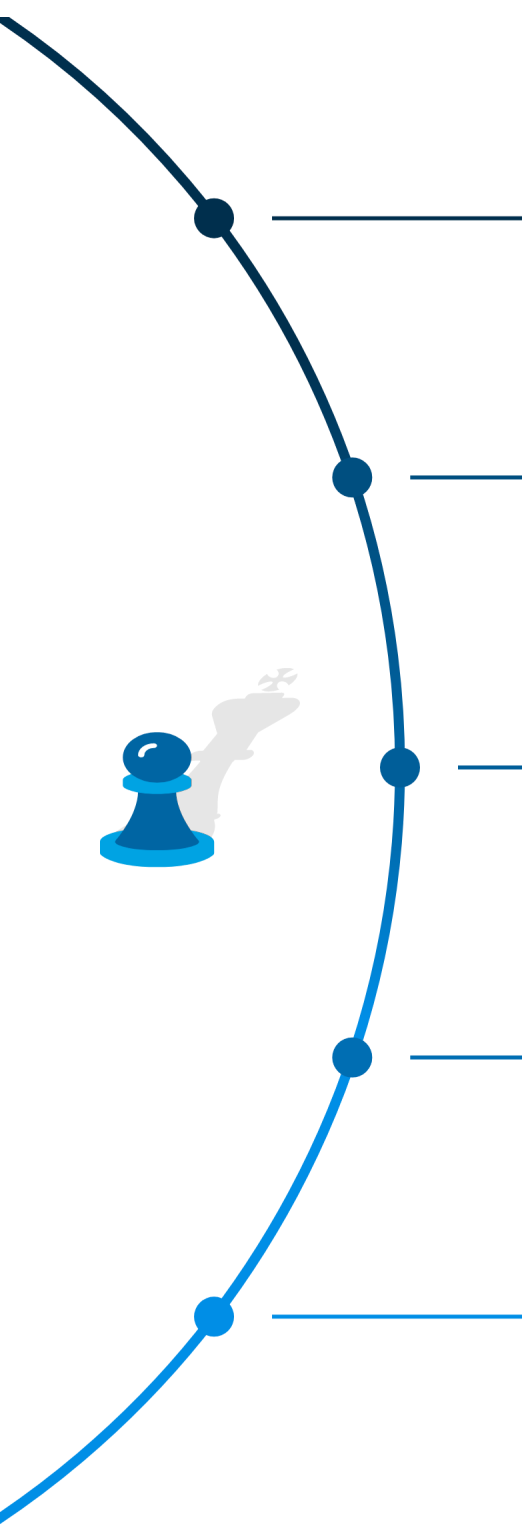*Fostering Innovation*

2.8

Hidden Strengths

Hidden Strengths are statements where you rated yourself lower compared to the average rating of other respondents.

Actively solicits feedback from others and utilizes the same to be more successful on the job.

Learning Orientation

| Your Rating | 2.0 | Others | 4.8 |

Fosters an inclusive workplace where diverse perspectives and experiences are valued and respected.

Fostering Diversity and Collaboration

| Your Rating | 2.0 | Others | 4.3 |

Provides team members with necessary support and resources in the face of ambiguous situations.

Navigating Ambiguity

| Your Rating | 2.0 | Others | 3.8 |

Displays in-depth understanding of the business, industry, competition and their impact when exploring new business opportunities.

Strategic Thinking

| Your Rating | 2.0 | Others | 3.3 |

Acts as a coach and mentor to help team members develop relevant competencies to better perform at work.

Developing Team

| Your Rating | 2.0 | Others | 3.3 |

Blind Spots

Blind Spots are statements where you rated yourself higher compared to the average rating of other respondents. These may be your potential areas of improvement.

Maintains composure and stability when dealing with stressful situations at work.
Resilience

Your Rating   5.0   Others   2.5

Takes a broad perspective, and considers the long-term impact of one's decisions on the organization.
Strategic Thinking

Your Rating   5.0   Others   2.5

Considers all available data and potential outcomes before arriving at a decision.
Critical Decision Making

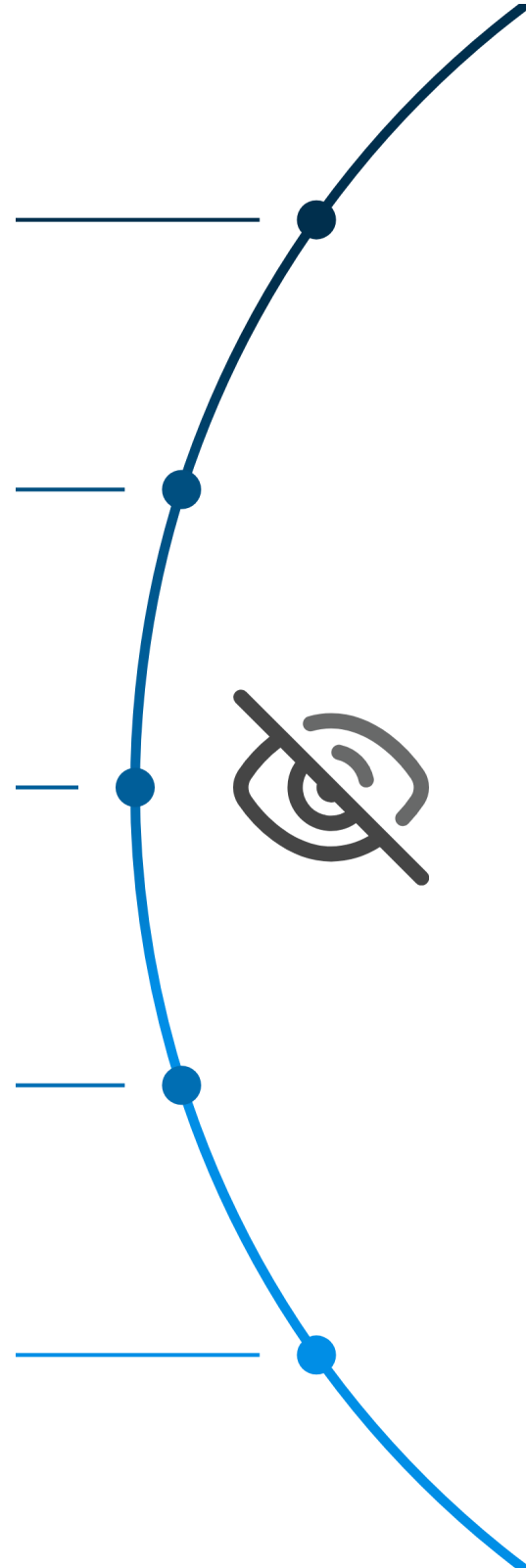Your Rating   5.0   Others   2.5

Efficiently manages one's work even when there is little clarity or details available.
Navigating Ambiguity

Your Rating   5.0   Others   2.8

Highlights the short and long term benefits of change to help team adapt effectively to the same.
Change Management

Your Rating   5.0   Others   2.8

Open Ended Feedback

This section provides verbatim comments from all respondents. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

What are your strengths? / What are the individual's strengths?

John is a great orator and he is always learning new ways of presenting himself.

Save

Areas of improvement

John is very helpful and always go the extra mile to help everyone. They are a strong team player and have good technical knowledge.

Sample comment for Strengths

Open Ended Feedback (Continued)

What are your areas of development? / What are the individual's areas of development?

John needs to improve his time management and prioritization skills to make sure deliverables do not suffer.

Section

Saved

John should take up extra responsibilities if they wish to get good reviews.

Sample comments for Areas of Development

Detailed Feedback

The detailed statement-wise rating provides your complete group-wise breakdown of your feedback on each statement.

Change Management 3.7

Questions	Raters	Ratings	AVG	HI	LO
Appropriately communicates impact of change on relevant stakeholders to get their buy-in.	Self		5	5	5
	Others (4)		4	5	2
	Direct Report (2)		3.5	5	2
	Peer (2)		4.5	5	4
Highlights the short and long term benefits of change to help team adapt effectively to the same.	Self		5	5	5
	Others (4)		2.8	5	1
	Direct Report (2)		3	5	1
	Peer (2)		2.5	3	2
Finds synergies between old and new ways of doing things to ensure smooth transition during change.	Self		5	5	5
	Others (4)		3.3	5	1
	Direct Report (2)		1.5	2	1
	Peer (2)		5	5	5

Detailed Feedback (Continued)

Critical Decision Making

<div align="right">2.9</div>

Questions	Raters	Ratings	AVG	HI	LO
Analyses complex situations and issues in an objective and critical manner, to deliver accurate solutions.	Self		5	5	5
	Others (4)		3	5	1
	Direct Report (2)		3	5	1
	Peer (2)		3	5	1
Is able to think rationally and logically when presented with information in order to reach valid conclusions.	Self		2	2	2
	Others (4)		2.3	4	1
	Direct Report (2)		1.5	2	1
	Peer (2)		3	4	2
Considers all available data and potential outcomes before arriving at a decision.	Self		5	5	5
	Others (4)		2.5	4	1
	Direct Report (2)		1.5	2	1
	Peer (2)		3.5	4	3

Detailed Feedback (Continued)

Developing Team 3.6

Questions	Raters	Ratings	AVG	HI	LO
Invests time and resources in understanding individual capabilities and nurturing them further within the team.	Self		5	5	5
	Others (4)		3	5	1
	Direct Report (2)		3	5	1
	Peer (2)		3	3	3
Provides team members with timely and constructive feedback in a way that facilitates improvement.	Self		5	5	5
	Others (4)		4.3	5	3
	Direct Report (2)		5	5	5
	Peer (2)		3.5	4	3
Acts as a coach and mentor to help team members develop relevant competencies to better perform at work.	Self		2	2	2
	Others (4)		3.3	5	2
	Direct Report (2)		3.5	5	2
	Peer (2)		3	4	2

Detailed Feedback (Continued)

Fostering Diversity and Collaboration

<div style="float:right">3.9</div>

Questions	Raters	Ratings	AVG	HI	LO
Leverages on diversity to seek out varied perspectives and gain a holistic understanding of situations.	**Self**		5	5	5
	Others (4)		3.8	5	1
	Direct Report (2)		3	5	1
	Peer (2)		4.5	5	4
Encourages diverse teams to work cooperatively towards common goals and objectives.	**Self**		5	5	5
	Others (4)		3.5	5	1
	Direct Report (2)		3	5	1
	Peer (2)		4	5	3
Fosters an inclusive workplace where diverse perspectives and experiences are valued and respected.	**Self**		2	2	2
	Others (4)		4.3	5	2
	Direct Report (2)		5	5	5
	Peer (2)		3.5	5	2

Detailed Feedback (Continued)

Fostering Innovation 3

Questions	Raters	Ratings	AVG	HI	LO
Creates a culture of innovation by encouraging ideation and providing necessary resources to develop new ideas.	Self		5	5	5
	Others (4)		3.3	5	1
	Direct Report (2)		5	5	5
	Peer (2)		1.5	2	1
Applies novel and original methods to improve work processes and enhance organizational capability.	Self		2	2	2
	Others (4)		2.8	5	1
	Direct Report (2)		3	5	1
	Peer (2)		2.5	4	1
Ensures the organization stays ahead of the curve by continuously innovating to meet evolving business needs.	Self		2	2	2
	Others (4)		3	5	1
	Direct Report (2)		1.5	2	1
	Peer (2)		4.5	5	4

Detailed Feedback (Continued)

Learning Orientation ..... `3.9`

Questions	Raters	Ratings	AVG	HI	LO
Actively solicits feedback from others and utilizes the same to be more successful on the job.	Self		2	2	2
	Others (4)		4.8	5	4
	Direct Report (2)		5	5	5
	Peer (2)		4.5	5	4
Acts as a role model by continuously upgrading one's own abilities to be able to perform better at one's job.	Self		5	5	5
	Others (4)		3	5	2
	Direct Report (2)		3.5	5	2
	Peer (2)		2.5	3	2
Learns from both positive and negative experiences, and uses one's learning to perform efficiently.	Self		5	5	5
	Others (4)		4	5	2
	Direct Report (2)		5	5	5
	Peer (2)		3	4	2

Detailed Feedback (Continued)

Leveraging Networks — 3.4

Questions	Raters	Ratings	AVG	HI	LO
Cultivates positive and mutually beneficial relationships with different stakeholders to efficiently accomplish goals.	Self		5	5	5
	Others (4)		4.3	5	3
	Direct Report (2)		5	5	5
	Peer (2)		3.5	4	3
Develops strategic partnerships to stay updated on novel ideas and unique perspectives in one's industry.	Self		2	2	2
	Others (4)		2.5	5	1
	Direct Report (2)		1.5	2	1
	Peer (2)		3.5	5	2
Leverages one's network and their resources to ensure long-term benefits to the organization.	Self		4	4	4
	Others (4)		3.3	5	2
	Direct Report (2)		3.5	5	2
	Peer (2)		3	3	3

Detailed Feedback (Continued)

Navigating Ambiguity | 3.5

Questions	Raters	Ratings	AVG	HI	LO
Encourages team members to work on tasks, even when limited information, clarity or resources are available.	Self		5	5	5
	Others (4)		3.5	5	2
	Direct Report (2)		3.5	5	2
	Peer (2)		3.5	4	3
Efficiently manages one's work even when there is little clarity or details available.	Self		5	5	5
	Others (4)		2.8	4	1
	Direct Report (2)		1.5	2	1
	Peer (2)		4	4	4
Provides team members with necessary support and resources in the face of ambiguous situations.	Self		2	2	2
	Others (4)		3.8	5	2
	Direct Report (2)		3.5	5	2
	Peer (2)		4	5	3

Detailed Feedback (Continued)

Resilience   3.5

Questions	Raters	Ratings	AVG	HI	LO
Maintains composure and stability when dealing with stressful situations at work.	**Self**		5	5	5
	Others (4)		2.5	5	1
	Direct Report (2)		1.5	2	1
	Peer (2)		3.5	5	2
Remains calm and reacts positively when dealing with team members, even in challenging situations.	**Self**		5	5	5
	Others (4)		2.8	5	1
	Direct Report (2)		3	5	1
	Peer (2)		2.5	3	2
Is able to manage one's emotions in difficult situations and maintain a positive outlook.	**Self**		5	5	5
	Others (4)		4	5	2
	Direct Report (2)		5	5	5
	Peer (2)		3	4	2

Detailed Feedback (Continued)

Strategic Thinking `3.3`

Questions	Raters	Ratings	AVG	HI	LO
Displays in-depth understanding of the business, industry, competition and their impact when exploring new business opportunities.	Self		2	2	2
	Others (4)		3.3	5	1
	Direct Report (2)		3.5	5	2
	Peer (2)		3	5	1
Takes a broad perspective, and considers the long-term impact of one's decisions on the organization.	Self		5	5	5
	Others (4)		2.5	4	1
	Direct Report (2)		1.5	2	1
	Peer (2)		3.5	4	3
Assesses potential costs, benefits, and takes calculated risks to capitalize on new market opportunities.	Self		4	4	4
	Others (4)		4	5	3
	Direct Report (2)		5	5	5
	Peer (2)		3	3	3

Personal Development Plan

Based on your ratings, below is your personalized development plan.It is recommended that you discuss these inputs with your manager or coach and chart out your developmental journey.

Change Management

Developmental Tips

• Learn to shift your approach of working in response to the demands of a situation, and encourage your team to do the same.
• Try to evaluate the impact of change on your and your team's work and take appropriate actions for smooth transition.
• Encourage others to be open to the changes taking place in the organization by explaining to them the rationale for change and highlighting the benefits of the same.
• Try to understand the issues faced by your team members while adjusting to the change. Make an effort to remove these barriers by guiding and supporting them, and providing them with the necessary resources.

Suggested Books/ Readings

• **Guiding Change Journeys: A Synergistic Approach to Organization Transformation** by Rebecca Chan-Allen. This hands-on resource offers eight compelling transformation cycles that will help one connect with the universal creative spirit within and around us.
• **Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life** by S. Johnson. The book is about modifying our ways and viewing change more positively.

About the Report

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