

360 Feedback REPORT

Prepared for: Melissa Brown

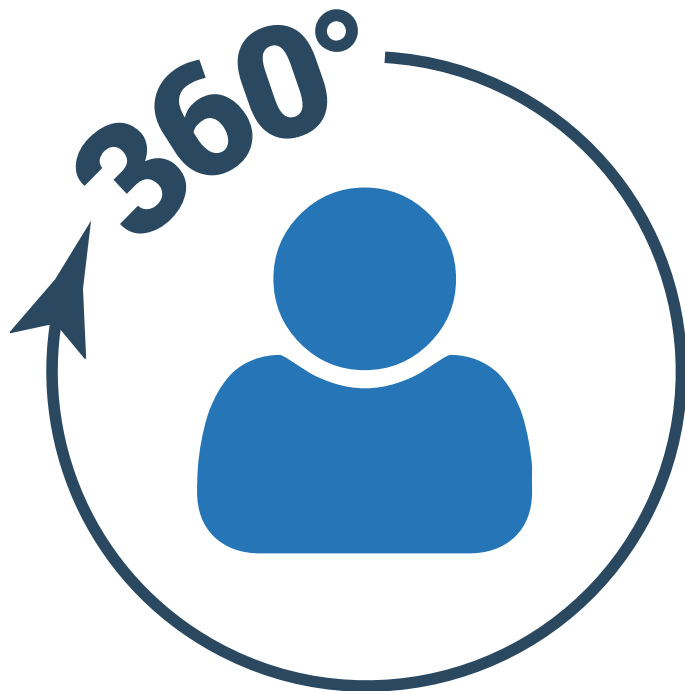


Morris Interactive
it starts with people

Completed On:
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By **McLEAN &
COMPANY**

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Introduction

360 degree feedback is the aggregate feedback of employee performance based on the inputs of multiple raters who have worked with the employee. This 360 feedback process is designed to guide you in your professional development. When used effectively, the process can:



1

Help you identify your strengths and developmental opportunities



2

Provide you with the opportunity to understand what others' perceptions are of your competencies and behaviors



3

Foster a culture of open and honest communication between you and your colleagues



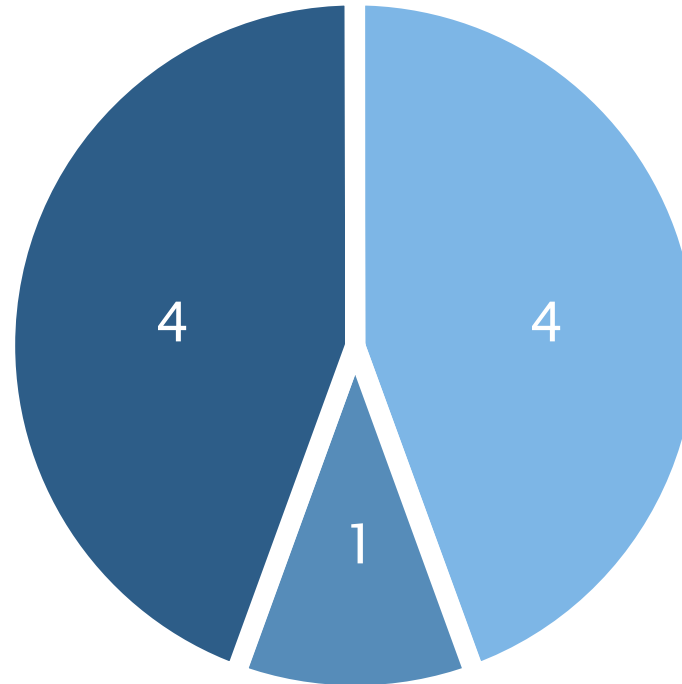
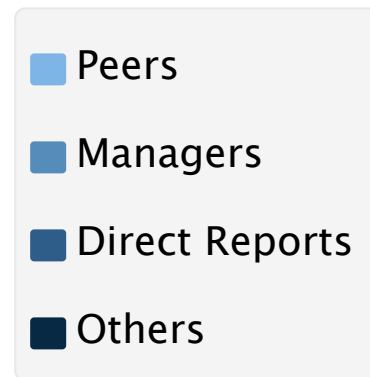
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Give you the opportunity to take ownership of your own development

Feedback Participants

i Understanding this page:

Data will be reported for a participant group so long as there are 3 respondents. If there are less than 3 respondents in the Peer and/or Direct Report category, their feedback will be placed in the 'Other' category. If there are less than 3 total respondents for your survey, your report will come back blank. **This is not applicable to feedback from Managers(s). Participants have been removed due to anonymity rules.**



TIP

Did your report come back blank? If so, you have a few options. Please discuss with your HR department before proceeding.

- Launch another report from your 360 Feedback account, this time adding more feedback participants.
- Remember to send reminder emails - this will increase participation rates.
- Opt to proceed with just your Manager's feedback.

Definitions and Calculations

Getting the most from your 360 feedback involves analyzing and understanding the data in your report. This section will help you analyze your feedback and determine the areas of strength you wish to build upon and the areas of opportunity you wish to address. The analysis you perform at this stage will assist you in creating your development plan.

Definitions:

Score - Represents the average rating for a particular respondent group in either an overall competency or behavior.

Gap - The difference between one rating group and another rating group.

Competency - Encompass the knowledge, skills, and attributes that define what behaviors an employee must exhibit to perform well in their job.

Behaviors - Detailed statements describing what a competency looks like when it is performed by a person on-the-job. In essence, they describe observable actions which form the basis of the competency. The descriptors vary by the degree of proficiency required to demonstrate the competency at a specific level.

Rating Scale:

N/A Not Observed
1 Does not demonstrate behavior
2 Inconsistently demonstrates behavior
3 Consistently demonstrates expected behavior
4 Exceeds expectations for behavior

Understanding the Report

TIPS FOR ANALYZING & UNDERSTANDING THE DATA IN YOUR REPORT:

360 feedback is for development purposes.

The goal of the 360 process is to further your own success and development, so openly accepting feedback increases your likelihood of creating an effective development plan.

Keep an open mind.

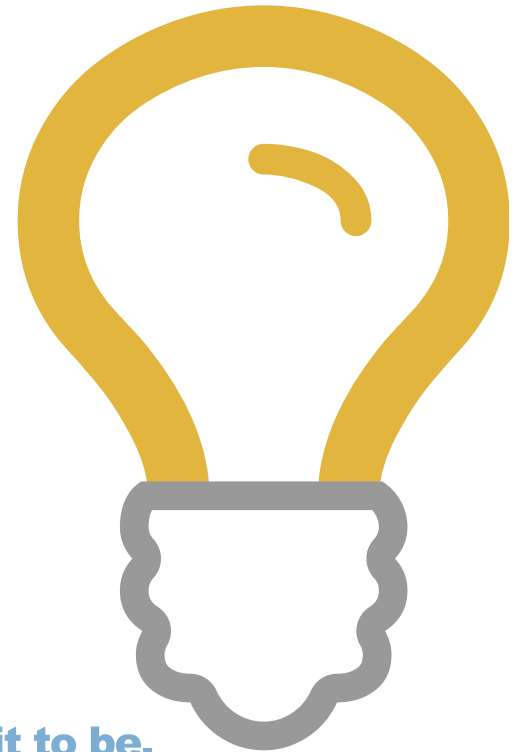
As you look at the data and read the comments your raters provided, expect some surprises. You do not have to agree with all the feedback given, however, there is value in understanding how others perceive you.

Focus on both your strengths and weaknesses.

All feedback — positive and critical — is useful to improving overall performance. Use the verbatim comments to gain context for the numerical ratings.

The 360 feedback program is only as effective as you allow it to be.

Success hinges on what you do with your feedback. Once you have read through the report and overall results once, go back through the report in more detail and look for patterns and themes which can be incorporated into a development plan.



Remember:

You should debrief your results following the instructions from your HR department (ex. review with your manager or coach, etc.). In these meetings, identify a short list of actionable items for your development plan and highlight themes from the report to share with your manager, so they can assist you in your development. More information on how to analyze your results and create a development plan can be found at the end of this report.

Unknown Strengths

An unknown strength is a behavior that others scored you much higher than you scored yourself. The difference in scores may indicate that others believe you are stronger in this area than you believe you are. As you build out your professional development plan, explore opportunities where you can leverage these strengths to improve your overall performance.

Behavior	Competency	Self	Others	Gap
Ensures policies, procedures, and measures are in place to support achievement of efficiency, and effectiveness objectives.	Planning and Results Orientation	2.0	3.44	1.44
Helps team members accomplish goals, and objectives.	Teamwork	2.0	3.33	1.33
Demonstrates commitment to the department.	Leadership	2.0	3.22	1.22
Approaches challenging team situations with an open mind.	Teamwork	2.0	3.22	1.22
Understands the competitive value of the organization's core products, and services.	Organizational Awareness	2.0	3.13	1.13

Blind Spots

A blind spot is a behavior that others scored you much lower than you scored yourself. The difference in scores may indicate that you believe you are stronger in this area than others do. As you build out your professional development plan, explore opportunities where you can address the discrepancies to improve your overall performance.

Behavior	Competency	Self	Others	Gap
Understands the organization's core functions, and capabilities.	Organizational Awareness	4.0	2.89	-1.11
Supports implementation of team decisions.	Teamwork	4.0	2.89	-1.11

Detailed Competency Scores

Melissa Brown

Project Manager

N/A Not Observed
 1 Does not demonstrate behavior
 2 Inconsistently demonstrates behavior
 3 Consistently demonstrates expected behavior
 4 Exceeds expectations for behavior

Report Date: August 9, 2017	Self	Direct Report	Peer	Other	Manager	Overall
Organizational Awareness	3.14	2.93	3.21	n/a	3.33	3.1
Leadership	3.13	3.06	3.31	n/a	3.13	3.18
Planning and Results Orientation	3.0	2.93	3.25	n/a	3.2	3.09
Problem-solving and Decision-making	3.11	2.89	3.19	n/a	3.33	3.08
Teamwork	3.0	3.0	3.53	n/a	3.25	3.24

Flexibility and Managing Uncertainty	2.33	2.75	3.0	n/a	3.67	2.9
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Organizational Awareness

i Contributes to the organization using understanding of the organization's goals, core functions, and values.

N/A	Not Observed	1 Does not demonstrate behavior	2 Inconsistently demonstrates behavior	3 Consistently demonstrates expected behavior	4 Exceeds expectations for behavior
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	Self	Direct Report	Peer	Other	Manager	Overall
Makes decisions, and performs in a manner which is congruent with the organization's mission, vision, and values.	4.0	2.75	3.5	n/a	3.0	3.2
Demonstrates knowledge of the organization's standing in the competitive environment.	2.0	2.75	3.25	n/a	3.0	2.9
Understands the competitive value of the organization's core products, and services.	2.0	2.75	3.5	n/a	n/a	3.0
Understands the organization's core functions, and capabilities.	4.0	2.75	3.0	n/a	3.0	3.0
Understands how their job contributes to organizational goals, and key performance indicators.	3.0	3.0	3.25	n/a	3.0	3.1

Models, and champions organizational policies, and regulations.	4.0	3.25	3.0	n/a	4.0	3.3
Demonstrates understanding of the strategic direction of the organization.	3.0	3.25	3.0	n/a	4.0	3.2

Self Feedback

Average Score: 3.14

I'm not always sure about where we stand in relation to our competitors. However, I feel like I have a strong understanding of our organization's goals and I do my best to ensure that my actions align with those goals.

Manager Feedback

Average Score: 3.33

Melissa is a positive role model to all employees. She breathes the organization's values and demonstrates this through her work. She should continue to go that extra mile to understand the how her role affects the bottom line.

Peer Feedback

Average Score: 3.21

While Melissa shows a good understanding and knowledge of how the organization works, she could take a more proactive approach to her work and performance.

Melissa is well aware of the organization's core functions and ensures that the work she produces is aligned with the overall corporate strategy. I would urge her to consistently demonstrate this type of behaviour.

Melissa has a great understanding of where we want to go as an organization. She is able to maintain focus on how our products and services compete in the marketplace.

Direct Report Feedback**Average Score: 2.93**

Melissa has a solid understanding of our vision, mission, and values. However, her decisions and actions sometimes do not align with our strategic goals.

Other Feedback**Average Score: n/a**

Leadership

i Guides groups of people so that they work effectively together.

N/A	Not Observed	1	Does not demonstrate behavior	2	Inconsistently demonstrates behavior	3	Consistently demonstrates expected behavior	4	Exceeds expectations for behavior
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	Self	Direct Report	Peer	Other	Manager	Overall
Role models standards of professionalism.	3.0	3.0	3.25	n/a	4.0	3.2
Rallies others within the department around a goal.	2.0	2.75	3.25	n/a	2.0	2.8
Takes initiative, not satisfied with the status quo.	3.0	3.5	3.25	n/a	4.0	3.4
Has high expectations of self, and others.	3.0	3.0	3.0	n/a	2.0	2.9
Looks beyond self interest.	4.0	3.0	3.5	n/a	3.0	3.3

Shares information proactively.	4.0	3.0	3.25	n/a	3.0	3.2
Demonstrates commitment to the department.	2.0	3.0	3.5	n/a	3.0	3.1
Makes sound decisions.	4.0	3.25	3.5	n/a	4.0	3.5

Self Feedback

Average Score: 3.13

I believe that I am a capable leader who shares and helps others. Perhaps I could be more enthusiastic in my commitment to the department.

Manager Feedback

Average Score: 3.13

Melissa has shown to be an exemplary leader. She makes key decisions that affect that team and they are positive ones. One thing Melissa should improve on is motivating people on her team to work harder.

Peer Feedback**Average Score: 3.31**

Melissa pushes herself and others hard to achieve goals. Although I do appreciate her enthusiasm, it can be a bit overbearing at times.

Melissa is a great team player and is usually the glue to the team. She is great at driving the team to great results through positive motivation. Melissa should continue to set high expectations for herself and others.

A strong and capable leader, but lacks initiative and sometimes depends far too much on management direction.

Direct Report Feedback**Average Score: 3.06**

Very encouraging and receptive to her team and their needs.

Melissa is extremely committed to the success of the department. She often takes initiative to make improvements to our work. I feel that she could do more to share and help others.

Other Feedback**Average Score: n/a**

Planning and Results Orientation

i Organizes, and executes work to meet organizational goals, and objectives while meeting quality standards.

N/A	Not Observed	1 Does not demonstrate behavior	2 Inconsistently demonstrates behavior	3 Consistently demonstrates expected behavior	4 Exceeds expectations for behavior
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	Self	Direct Report	Peer	Other	Manager	Overall
Clearly outlines, and communicates performance expectations and metrics, and ties them to organizational goals.	4.0	3.75	3.25	n/a	3.0	3.5
Ensures that a relevant risk management, and contingency plan is in place.	2.0	2.5	3.5	n/a	3.0	2.9
Considers the short, and long-term consequences of actions being taken.	3.0	2.5	3.0	n/a	3.0	2.8
Follows best project management practices, and models effective project management behavior.	4.0	3.0	3.0	n/a	4.0	3.2
Ensures policies, procedures, and measures are in place to support achievement of efficiency, and effectiveness objectives.	2.0	3.5	3.5	n/a	3.0	3.3

Proposes defensible budgets, and works to control expenditures in accordance with organizational financial goals.	2.0	2.5	3.0	n/a	3.0	2.7
Ensures appropriate resources are available to meet capability, and capacity required by objectives.	3.0	2.5	3.0	n/a	3.0	2.8
Inspires the organization to meet stretch goals.	3.0	3.0	3.75	n/a	4.0	3.4
Recognizes, and rewards good performance, and addresses poor performance.	4.0	3.25	3.5	n/a	2.0	3.3
Makes effective decisions about department priorities.	3.0	2.75	3.0	n/a	4.0	3.0

Self Feedback

Average Score: 3.0

I believe two of my strongest skills are project and performance management. In contrast, I could improve my ability to complete planning and procedural tasks.

Manager Feedback

Average Score: 3.2

Melissa strives to ensure that her work efficiency is at full capacity and that she is following the best project management practice. One thing that I have stressed before is working on recognizing and rewarding good performance on a consistent basis.

Peer Feedback**Average Score: 3.25**

Melissa is great when it comes to quick decision making, especially in times of crisis.

Melissa could improve her planning and long-term focus. Too often, we are focused on immediate results at the expense of the bigger picture.

Melissa effectively manages projects and always ensures that a relevant risk management plan is in place. While making decisions, she always ensures that short and long-term consequences are considered. This a great strategy that she uses and is reflective on her great work in planning.

Direct Report Feedback**Average Score: 2.93**

Can sometimes be blinded by short term results and overlook long term consequences.

Melissa is great at setting goals for her team and setting up her people to succeed. While she expects a lot from her team, she also recognizes exception performance.

Other Feedback**Average Score: n/a**

Problem-solving and Decision-making

i Identifies problems, and uses logical analysis to find information, understand causes, evaluate possible courses of action, and select the best option.

N/A	Not Observed	1	Does not demonstrate behavior	2	Inconsistently demonstrates behavior	3	Consistently demonstrates expected behavior	4	Exceeds expectations for behavior
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	Self	Direct Report	Peer	Other	Manager	Overall
Seeks information, and input to fully understand the cause of problems.	3.0	2.5	2.75	n/a	3.0	2.7
Takes action to remove obstacles, and address problems before they impact performance, and results.	4.0	3.0	3.25	n/a	4.0	3.3
Initiates the evaluation of possible solutions to problems.	3.0	2.5	3.0	n/a	3.0	2.8
Makes effective decisions about work task priorities based on their level of authority.	3.0	3.5	3.0	n/a	3.0	3.2
Assesses risk factors before making a decision, does not take unnecessary risks.	2.0	2.5	3.75	n/a	3.0	3.0

Navigates through ambiguity, using multiple data points to analyze issues.	3.0	2.5	3.25	n/a	3.0	2.9
Does not jump to conclusions.	3.0	2.5	3.25	n/a	3.0	2.9
Makes decisions with confidence, and certainty.	3.0	3.5	3.25	n/a	4.0	3.4
Takes ownership over decisions, and their consequences.	4.0	3.5	3.25	n/a	4.0	3.5

Self Feedback

Average Score: 3.11

Lately, I have been proactive at removing obstacles that could impact results. I also ensure that I take full responsibility for the outcomes of all decisions I make. One way I could improve in this area is by completing a more thorough risk assessment before making decisions.

Manager Feedback

Average Score: 3.33

Melissa's strength really lies in problem solving and decision making. She thinks outside of the box and takes appropriate steps in attaining her goals.

Peer Feedback**Average Score: 3.19**

Melissa is always accountable for the decisions that she makes and is always asking for suggestions on how to improve her evaluation process. I would encourage her to continue to do this. She makes a great resource to the team in solving complex problems and asking for help when she needs it.

As above, I believe Melissa makes short-term decisions at the expense of long-term goals. However, I do commend her on standing behind her decisions once they are made.

While a great decision maker, sometimes bogged down by all the hierarchical procedures in place that slow the whole process down.

Direct Report Feedback**Average Score: 2.89**

Strong decision maker especially in times of crisis, but can sometimes overlook long term effects.

Melissa is a very confident decision-maker, who takes responsibility for her actions. However, I feel like she could be more effective if she spend additional time evaluating information before selecting a solution.

Other Feedback**Average Score: n/a**

Teamwork

i Works with others to achieve shared goals while taking responsibility for individual actions in order to achieve consistent results.

N/A Not Observed	1 Does not demonstrate behavior	2 Inconsistently demonstrates behavior	3 Consistently demonstrates expected behavior	4 Exceeds expectations for behavior
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	Self	Direct Report	Peer	Other	Manager	Overall
Fosters team camaraderie, collaboration, and cohesion.	4.0	3.5	3.75	n/a	2.0	3.5
Understands the impact of their actions on the ability of their team members to do their jobs.	3.0	3.0	3.25	n/a	3.0	3.1
Respects the differences other team members bring to the table.	3.0	2.75	3.25	n/a	3.0	3.0
Helps team members accomplish goals, and objectives.	2.0	2.75	3.75	n/a	4.0	3.2
Promotes optimism in the face of challenges.	3.0	3.25	4.0	n/a	3.0	3.5

Approaches challenging team situations with an open mind.	2.0	2.75	3.5	n/a	4.0	3.1
Makes suggestions to improve team engagement and effectiveness.	3.0	3.5	3.75	n/a	3.0	3.5
Supports implementation of team decisions.	4.0	2.5	3.0	n/a	4.0	3.0

Self Feedback

Average Score: 3.0

I am a strong supporter of my team and I do my best to promote a healthy team environment.

Manager Feedback

Average Score: 3.25

Melissa is able to drive the team in accomplishing the department goals and it is because she supports team decisions. Fostering camaraderie, collaboration, and cohesion would be my only recommendation for teamwork.

Peer Feedback

Average Score: 3.53

Overall, Melissa is great to work with. She helps the team achieve high results and is sometimes motivating the team. I would suggest consistent positive reinforcement to go the next level in her position.

Melissa is very supportive of her colleagues and works to build a strong team environment.

Excellent team player; could not ask for a more supportive coworker.

Direct Report Feedback**Average Score: 3.0**

Always listens to the feedback of employees and tries to action them the best way she can.

Melissa is very keen to suggest ways to improve our team's effectiveness. She is very helpful to her colleagues; however, she could be a bit more open-minded and accepting of people's differences.

Other Feedback**Average Score: n/a**

Flexibility and Managing Uncertainty

i Adjusts thinking, and behavior in order to adapt to changes in the job, and work environment.

N/A	Not Observed	1	Does not demonstrate behavior	2	Inconsistently demonstrates behavior	3	Consistently demonstrates expected behavior	4	Exceeds expectations for behavior
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	Self	Direct Report	Peer	Other	Manager	Overall
Manages planning, and implementation of change initiatives.	2.0	3.5	2.5	n/a	4.0	3.0
Encourages team members to embrace, and contribute to change.	2.0	2.5	2.75	n/a	4.0	2.7
Presents the business need for change in positive, but realistic terms.	3.0	2.5	3.5	n/a	3.0	3.0
Anticipates, and mitigates obstacles, and business disruptions caused by change initiatives.	3.0	2.5	3.0	n/a	4.0	2.9
Exhibits calm disposition, and provides stability to team members during periods of change.	2.0	2.5	3.25	n/a	3.0	2.8



Self Feedback **Average Score: 2.33**

Managing change is not one of my strengths. In particular, I could be better at adapting to change and supporting it with my team.

Manager Feedback **Average Score: 3.67**

Melissa is always responsive to change and obstacles and take on any task that is thrown to her.

Peer Feedback **Average Score: 3.0**

Melissa is always anticipating and mitigating difficult obstacles in a calm manner. She is an advocate for change and has encouraged other members in her team to be as well. I would suggest other ways to reach out to them to do this, allow yourself to listen and effectively respond to employee feedback.

Melissa does not always adapt well to change herself, but does a good job promoting change to her team.

While receptive, can sometimes be a little resistant to change and have difficulty accepting it.

Direct Report Feedback **Average Score: 2.75**

Can get blind sighted by short term results and fails to calculate certain complications that may crop up.

Although Melissa is often tasked with managing change initiatives, I feel that she does not embrace them. Her attitude can influence her team members to have a similarly negative response to change.

Next Steps

Use McLean & Company's [360 Degree Feedback Interpretation Worksheet](#) to work through your results.

To make the most of your 360 feedback:

- Focus on both **strengths** and **opportunities**.
- Look at how **different rater groups** rate the same competency.
- Discuss **why there might be differences**. For example, if direct reports rate you lower on "Teamwork" than your boss or peers do, it might indicate a trouble spot. However if peers rate an employee lower on "Leadership" than does their staff, it may just indicate they have not had the same opportunities to observe the employee in a team leadership role.
- Use the **verbatim comments** to gain **context** for the numerical ratings.
- Make the **connection** between the **data** and the **impact** it would have on the employee or the business to strengthen a particular competency.

McLean & Company recommends that **all employees** participating in a 360 Degree Feedback Program be **required to create a development plan** with the input of their manager and/or an external coach.

These plans should be based on the 360 degree feedback, but also take other data points (performance review, project feedback) into account and **link directly** to the **vision and goals** of the organization. **Once you have analyzed the feedback, you should work with your manager or a coach to create a concrete development plan. These plans should be based on the 360 degree feedback, but also take other data points (performance review, project feedback) into account and link directly to the vision and goals of the organization.** Use McLean & Company's [360 Feedback Program Employee Development Plan Template](#) to capture your development progress.