



360 Survey for Business Leaders

Feedback Report

Olivia Leland

Introduction

You recently participated in a multi-rater feedback survey. Both you and your raters were asked to provide ratings of your effectiveness on many behaviors. The individuals who rated you were categorized by what relationship they have to you. For example, they may have been your leaders, colleagues, and persons directly or indirectly reporting to you. They were asked to be fair and accurate and to base their ratings on their observations of your performance in specific areas. This report presents the results of this multi-rater feedback process and contains your self-ratings and the ratings provided by your co-workers, as well as written feedback provided by your raters if applicable.

Purpose

The purpose of the multi-rater feedback survey is to help you explore how you contribute to the success of your organization, and to help you identify opportunities to become more successful and more fulfilled in your role. The report will identify “the gap”, which is defined as the difference of how you rate yourself compared to the individuals that rated your ability to perform based on the specific competencies

Selected Raters

The following list of raters were selected to provide feedback.

	Rater	Relationship
1	Olivia Leland	Self
2	Davide Wright	Manager
3	Jason Franklin	Peers
4	John Williams	Peers
5	Karen Bull	Peers
6	Nick Tedesco	Peers
7	Sofia Michelakis	Peers
8	Rachel Woodruff	Peers
9	Adrienne DiCasparro	Direct Reports
10	Todd Dennett	Direct Reports
11	Tom Weckesser	Direct Reports
12	Vicki Adams	Direct Reports
13	Lauren Booker	Direct Reports

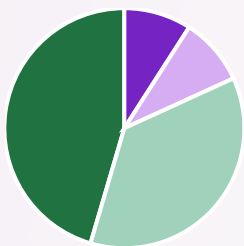
Rating Scale

List of options used to assess your attributes.

Scale Title	Value
Poor	1
Fair	2
Average	3
Good	4
Outstanding	5

Participation Summary

The following is a summary of your rater participation.



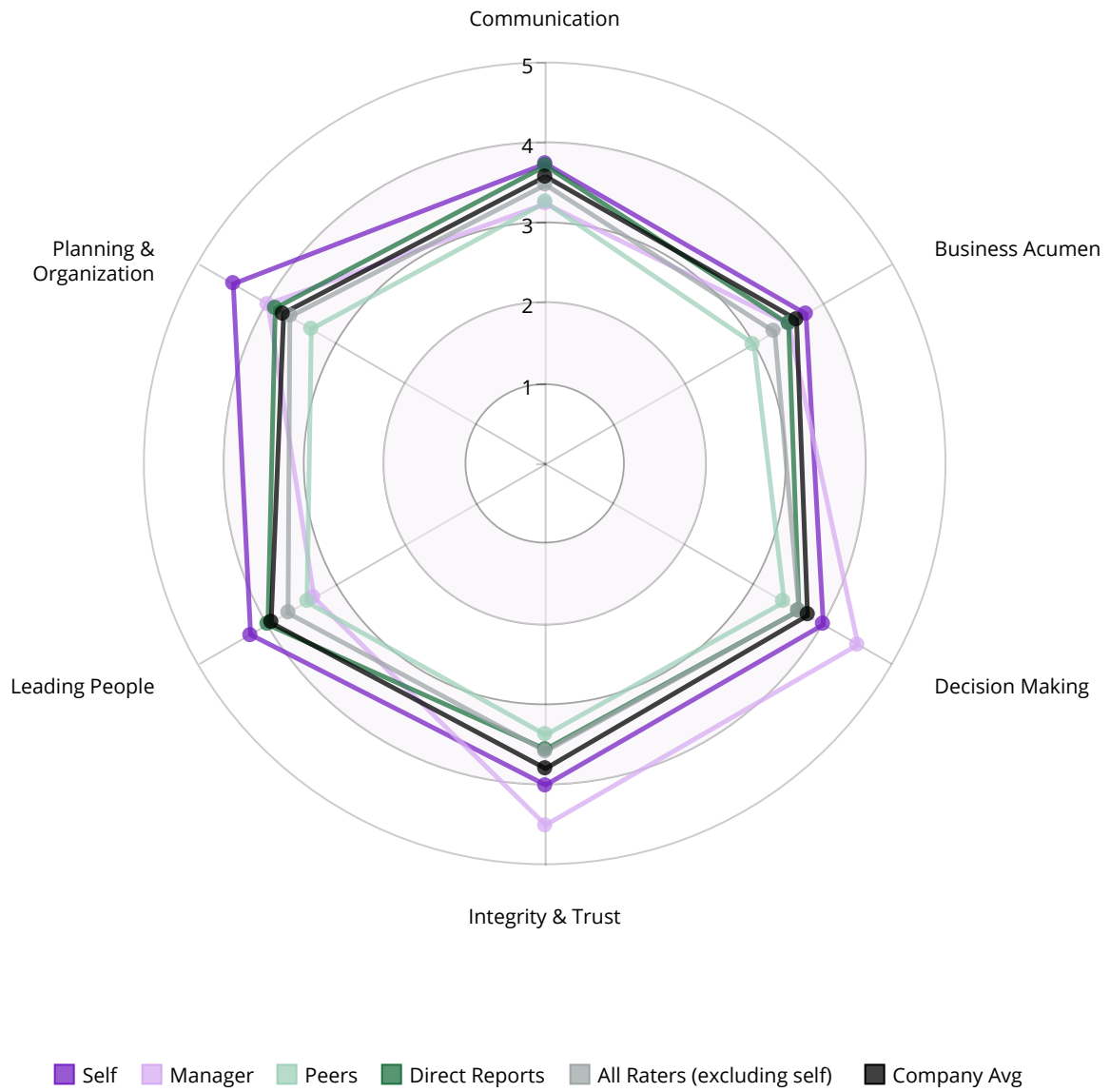
Relationship	Participated
Self	1
Manager	1
Peers	4
Direct Reports	5

Summary

Selected	13
Participated	11
Participation Rate	85%

Results Summary

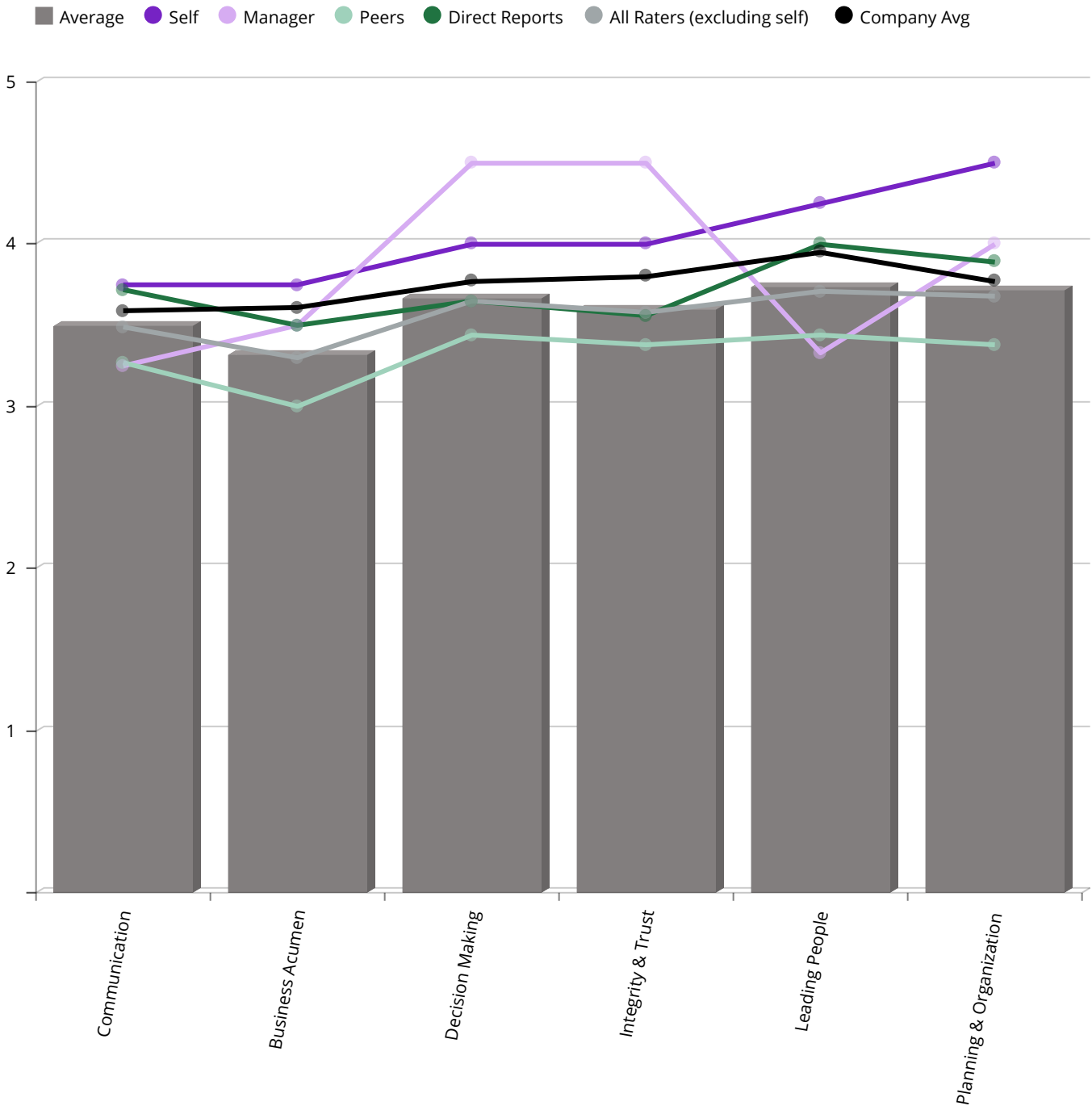
Gap Analysis - Radar Chart



Results Summary

GAP Analysis - Line Chart

The scores are listed on the left (y-axis) and the competencies are shown along the bottom (x-axis). The average scores sorted by relationship categories are plotted.



Results Summary

Your Strengths & Areas of Opportunity

Top 5 Strengths

	Avg	Self	Gap
Leading People When making decisions seeks the benefit of others beyond his/her own area.	4.00	5.00	-1.00
Planning & Organization Uses his/her time effectively.	4.00	5.00	-1.00
Decision Making Actively seeks to use technology to build the organization's capacity.	3.90	4.00	-0.10
Planning & Organization Keeps people focused on the organization's key initiatives and priorities.	3.89	4.00	-0.11
Leading People Addresses other people's needs and feelings with respect and fairness.	3.80	3.00	0.80

Top 5 Areas of Opportunity

	Avg	Self	Gap
Business Acumen Consistently communicates the top priorities and initiatives for the organization.	3.00	3.00	0.00
Business Acumen Sets clear direction and objectives for his/her organization.	3.10	4.00	-0.90
Planning & Organization Constantly accommodates workload to improve efficiency.	3.20	5.00	-1.80
Communication Is open to new learning and feedback without becoming defensive.	3.38	4.00	-0.63
Decision Making Demonstrates sound technical savvy in making business decisions.	3.40	3.00	0.40

Results Summary

Your Hidden Strengths & Blind Spots

Hidden Strengths

Hidden strength refers to a statement where others scored you higher than you scored yourself. The difference in scores may indicate that you are not aware that others perceive you more positively in this area.

	Avg	Self	Gap
Leading People Addresses other people's needs and feelings with respect and fairness.	3.80	3.00	0.80
Communication Provides candid feedback in a way that facilitates improvement.	3.50	3.00	0.50
Decision Making Demonstrates sound technical savvy in making business decisions.	3.40	3.00	0.40
Integrity & Trust Motivates team members to cooperate and help each other.	3.40	3.00	0.40
Business Acumen Consistently communicates the top priorities and initiatives for the organization.	3.00	3.00	0.00

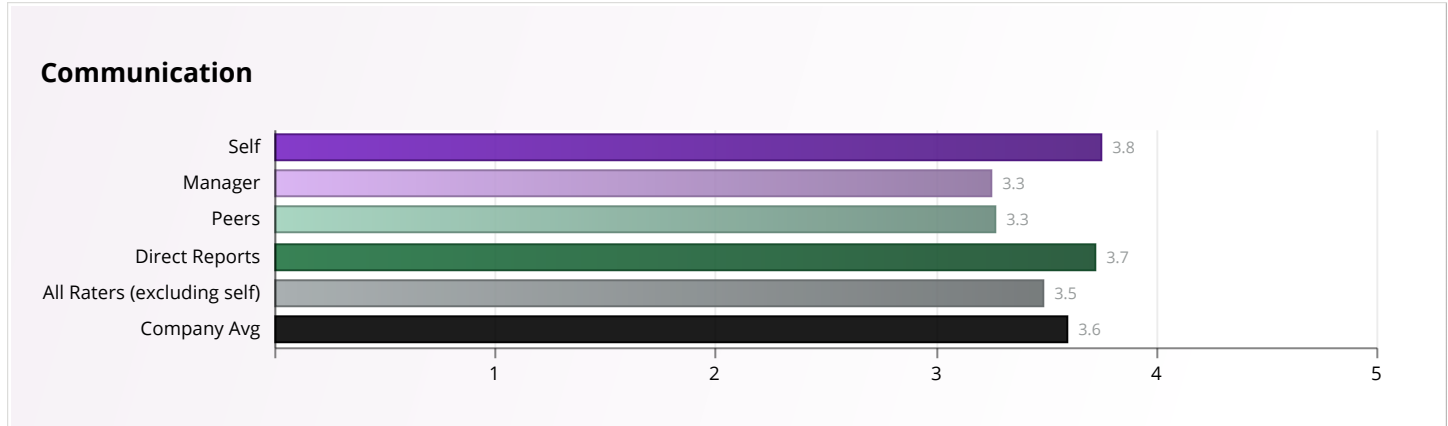
Blind Spots

A blind spot refers to a statement where you scored yourself higher than others scored you. These are areas where you will also want to focus on for specific improvement.

	Avg	Self	Gap
Planning & Organization Constantly accommodates workload to improve efficiency.	3.20	5.00	-1.80
Leading People Fosters energy, enthusiasm and commitment in others.	3.50	5.00	-1.50
Decision Making Considers multiple sources of information before making important decisions.	3.70	5.00	-1.30
Integrity & Trust Sets a good example of the behavior he/she asks for.	3.78	5.00	-1.22
Leading People When making decisions seeks the benefit of others beyond his/her own area.	4.00	5.00	-1.00

Results Summary

Observer Ratings Average Summary



Question	Self	M	P	DR	All	CA
1. Establishes effective two-way communication with others.	4.00	4.00	2.75	4.20	3.60	3.09
2. Asks for others' points of view on important issues before taking action.	4.00	3.00	3.33	3.60	3.44	3.64
3. Is open to new learning and feedback without becoming defensive.	4.00	3.00	3.50	3.33	3.38	3.82
4. Provides candid feedback in a way that facilitates improvement.	3.00	3.00	3.50	3.60	3.50	3.82

5. Please provide comments re: Communication

Manager

She is consistent in her communicating upward, with thoughts on process improvement or strategic initiatives.

Peers

She should identify how to sync up with the overall strategic direction and her role in that process by closer collaboration with her leadership team.

Maybe a stronger effort on to communicate goals.

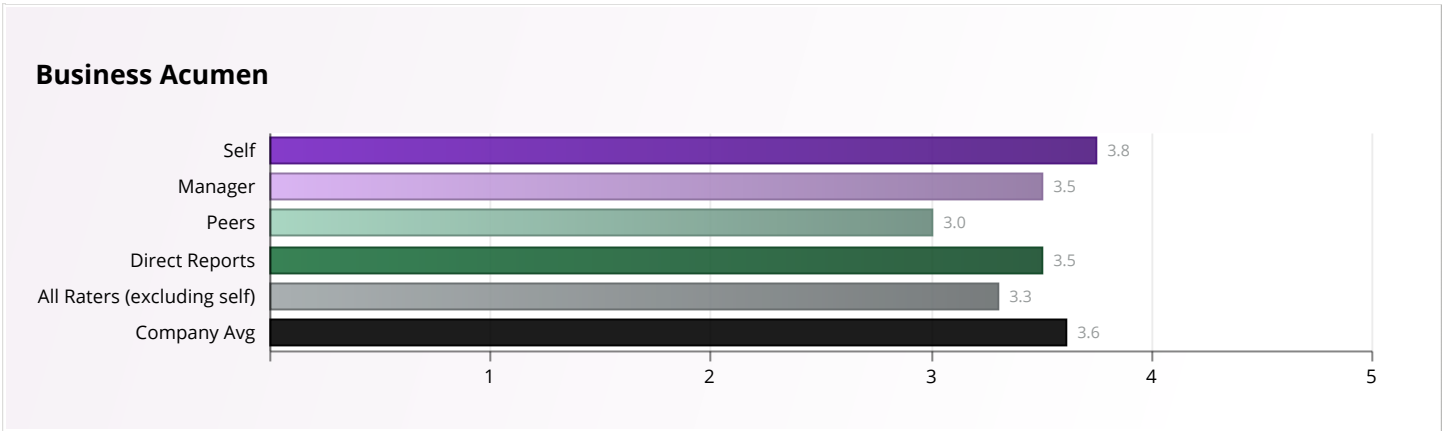
She is excellent.

Direct Reports

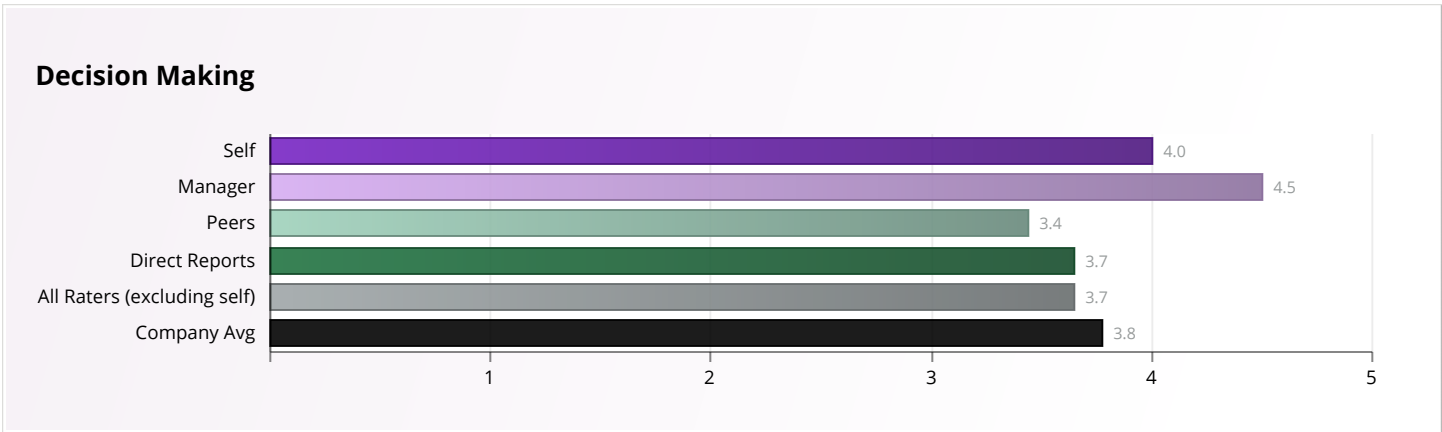
She attacks issues directly and with all-out effort when working with all involved.

Olivia is a good communicator and can become a great communicator; therefore, she has opportunity to develop in this area and we fully support her development.

She focuses on doing the right thing and being inclusive when working towards project goals.

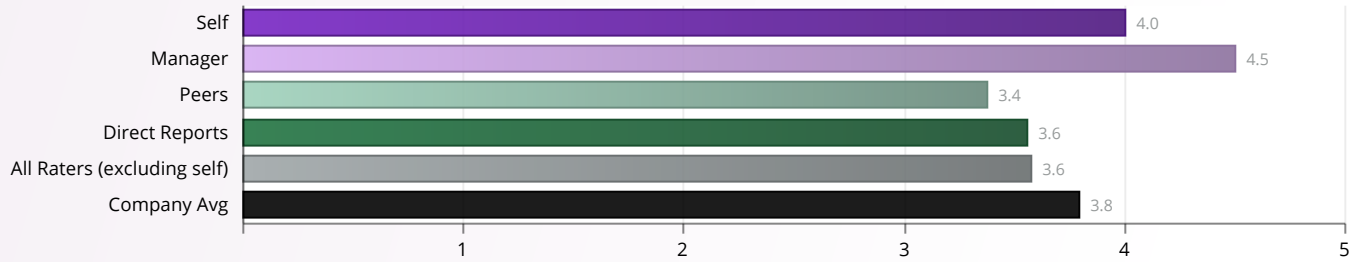


Question	Self	M	P	DR	All	CA
6. Sets clear direction and objectives for his/her organization.	4.00	3.00	2.75	3.40	3.10	3.18
7. Consistently communicates the top priorities and initiatives for the organization.	3.00	3.00	2.50	3.40	3.00	3.45
8. Discusses how our current performance impacts the bottom line.	4.00	4.00	3.25	3.60	3.50	3.82
9. Manages expenses prudently and operates within budget.	4.00	4.00	3.50	3.60	3.60	4.00



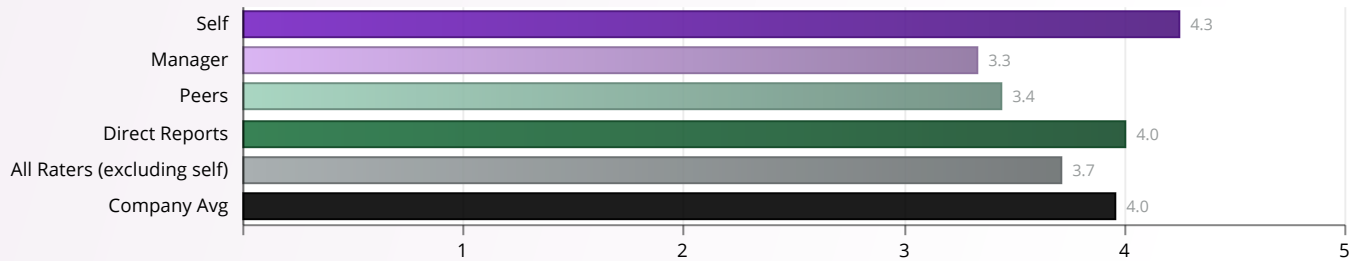
Question	Self	M	P	DR	All	CA
10. Considers multiple sources of information before making important decisions.	5.00	5.00	3.00	4.00	3.70	3.45
11. Demonstrates good judgment and common sense when making decisions.	4.00	4.00	3.75	3.40	3.60	3.73
12. Actively seeks to use technology to build the organization's capacity.	4.00	4.00	3.75	4.00	3.90	3.73
13. Demonstrates sound technical savvy in making business decisions.	3.00	5.00	3.25	3.20	3.40	4.18

Integrity & Trust

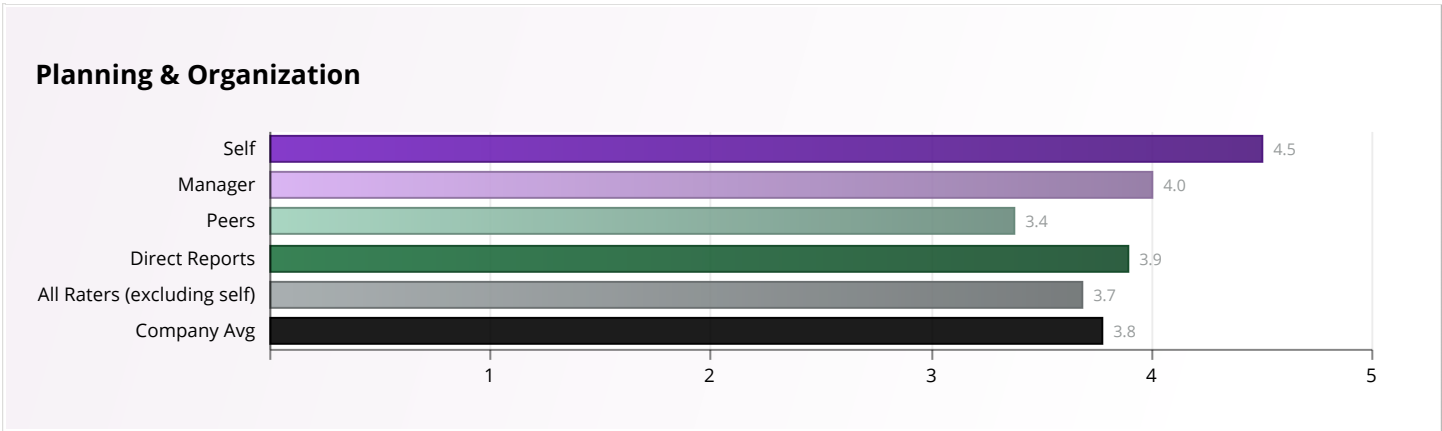


Question	Self	M	P	DR	All	CA
14. Sets a good example of the behavior he/she asks for.	5.00	5.00	3.50	3.75	3.78	3.36
15. Holds self accountable for problems within his/her work area.	4.00	4.00	3.50	3.40	3.50	3.64
16. Maintains a high standard of personal conduct, even when pressured to compromise.	4.00	5.00	3.25	3.75	3.67	4.00
17. Motivates team members to cooperate and help each other.	3.00	4.00	3.25	3.40	3.40	4.18

Leading People



Question	Self	M	P	DR	All	CA
18. Encourages teamwork and collaboration across functions.	4.00	4.00	3.25	3.60	3.50	3.64
19. When making decisions seeks the benefit of others beyond his/her own area.	5.00	3.00	4.00	4.20	4.00	4.00
20. Addresses other people's needs and feelings with respect and fairness.	3.00	3.00	3.25	4.40	3.80	3.91
21. Fosters energy, enthusiasm and commitment in others.	5.00	0.00	3.25	3.75	3.50	4.27



Question	Self	M	P	DR	All	CA
22. Streamlines the operation and minimizes waste and redundancies.	4.00	4.00	3.50	3.80	3.70	3.55
23. Uses his/her time effectively.	5.00	0.00	3.75	4.20	4.00	3.64
24. Constantly accommodates workload to improve efficiency.	5.00	4.00	2.75	3.40	3.20	3.82
25. Keeps people focused on the organization's key initiatives and priorities.	4.00	4.00	3.50	4.25	3.89	4.09

Comments

26. Provide comments regarding items this individual does well?

Manager

Known as a can do person and great team mate. Next step is to become an influencer of her peers and establish strategic relationships outside her team.

Peers

Very positive leader. Observed her interactions with superiors in difficult situations and deserves much credit for maintaining her composure.

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Direct Reports

Demonstrates thorough knowledge in her role, and manages well to both vision and details,

She has a stellar career ahead of her. She is a well thought of and sought after leader with the poise and professionalism that sets her apart from many of her peers!

27. Provide comments regarding items this individual needs to improve on?

Manager

Adapting her communication style to be crisp, succinct, unscripted and naturally engaging.

Peers

Would like to see her increase her in the field presence across all lines of business.

I'd like to see her take more risk and disrupt or challenge the status quo some more.

Direct Reports

I encourage her to expand her strategic leadership. Tap into industry technology and financial info and share with her peers and leaders to influence needed change. Take some risks.

Needs to work on audience recognition on detail/key messages, and working to empower team to unleash time to focus on bigger picture/strategy.