

# 360 Feedback Report Example



For

**Person**

**Organization**

Date

## Table of Contents

	<b>Pages</b>
<b>Overview</b>	<b>3-6</b>
<b>Approachability Results</b>	<b>7</b>
<b>Communications Results</b>	<b>8</b>
<b>Integrity Results</b>	<b>9</b>
<b>Leadership Results</b>	<b>10</b>
<b>Responsiveness Results</b>	<b>11</b>
<b>Assessment Comments</b>	<b>12</b>
<b>Goals, Development &amp; Action Plans</b>	<b>13-14</b>

## Overview of the 360 Assessment

### The Process –

Priority Learning's 360 Assessment is for leaders who want to receive honest feedback about their leadership skills and behaviors. Each leader completes a self assessment and asks up to 20 co-workers (boss, peers and staff) to complete the assessment as observers. The observers rate the leader on his or her leadership behaviors and skills. (The assessment is confidential and anonymous and each statement requires a rating from 1 to 5 (1 = poor and 5 = excellent) on up to 25 statements within 5 categories.) For each statement, if you receive a total score of between 5 to 14, we consider this to be below average and 15 to 25 is above average.

### Overall Summary Based on Results –

In all five categories, your Total Average Scores were above average (to well above for Integrity and Communications). You and your observers rated within a point, with the exception of one. Seven of your observers wrote comments and there were a few themes that were evident:

#### Strengths

Knowledgeable  
Integrity-minded  
Loyal to the CU

#### Challenges

Delegation  
Negativity  
Stress

The total average scores on the five categories are as follows:

	<u>Observers</u>	<u>Self</u>	<u>Score Gap</u>
Integrity	18.53	17	1.53
Communications	18.13	17	1.13
Responsiveness	17.93	21	3.07*
Approachability	16.60	16	.60
Leadership	14.07	15	.93

\*You have only one major gap in scores (yours vs. observers)

**Priority Learning's Observations Based on Results –**

**Approachability**– Statements 2, 3 & 5: “Is known as a good resource for mentoring, People feel free to use him as a sounding board for new ideas and Shares goals and ideas with others. Obviously, your people would like you to coach and mentor them more often. In this busy work life, it really does benefit all involved to stop and pay attention to those who look to us for leadership and to be more approachable to help others develop and grow at their jobs and help them with their career.

**Recommendations:**

- ◇ Ask your boss/es for more feedback in this category. Find a mentor or coach who would be able to help you to ID certain skills to focus on so others can see you as more approachable.
- ◇ Ask your direct reports to give you feedback on the best ways to approach them. They will be able to give you important information and you will learn more about the people you work with. Look at the other side of your personality profile on your MBTI...you will see that some people respond better to different approaches.
- ◇ Ask people when they do approach you on issues if they have thought about what the solution may be. This will start the process of inspiring others to make good decisions on their own after they have approached you and will learn from your council. The process of coaching takes time and it is well worth it in the long run. And, in the long run, you will have more time for your own accomplishments.

**Communications** –Statement 2 can be looked at to share more info with your staff and to offer meaningful feedback, but overall most everyone thinks you are good at communicating.

**Recommendations:**

- ◇ Try to share as much information that needs to be shared in a group setting more often for more visibility. Make a conscience effort to be more positive in your conversations. Asking more questions will help others come to more positive conclusions.
- ◇ Encourage others to come to you with solutions and ask more questions to get to the root of the problem or issue. You will be serving as a coach and helping others to come up with their own solutions.
- ◇ Have a meeting with your staff to come up with a Communications Guideline that will resonate with them. A one-hour staff meeting can accomplish this and help your staff become a better team as well as good staff members.
- ◇ Try to spruce up your team meetings (for either staff or management) by continuing to encourage participation toward positive outlooks on improvements and growth.

**Integrity** – This was your best category. Everyone gave above average marks and there's no doubt how true that is. Congratulations and keep up the great modeling of integrity!

**Recommendation:**

- ◇ Try having a “values” meeting with your staff and peers if asked to contribute something to a manager's or staff's meeting. They can participate in an exercise that will ask them to come up with what they think integrity means to them and the behaviors that support their definitions. You will be creating another guideline for your department that reminds people that integrity is important. Your visibility is high in this category based on your comments.
- ◇ Your work ethic is high. It is okay to delegate more work to your staff so you can concentrate on the more “inspiring” aspects of leadership, such as coaching, visioning with your team/s, and recommending ideas and encouraging a more positive outlook in all areas of work.

**Leadership** – There are three observers who rated you lots of “2s” and “1” in this category for all but the 5<sup>th</sup> statement. It looks like some of your staff may not be getting what they need from your leadership. Pay attention to the body language of your staff members, peers, and managers – that should help give you an indicator if someone's looking questioning at you or if people won't speak up.

**Recommendations:**

- ◇ Ask a trusted and well-respected leader that you can bounce ideas off of on how you can make improvements in this area. Perhaps one of your bosses can give you candid feedback if you ask them for it and in turn think about the message and what you can do about it.
- ◇ Make sure you have a vision for your department that resonates with that of the organization and ask your staff for help in creating it. There are at least four or five opportunities from this feedback assessment that will help you excel as a leader in this organization (let's talk at our meeting).
- ◇ Delegate more growth-based projects to your staff so they can be inspired into doing more rewarding work. Ask your staff members (one-on-one) if they aspire to do more or learn something new that you can coach them through.

**Responsiveness** – Statements 1, 3 and 5 had a couple of “2s”. Your scores are higher than your observers and that indicates a slight disconnect between you and some of your observers.

**Recommendations:**

- ◇ Facilitate an expectations exercise that will help your staff to know what you expect from them and have them do the same for you. This is a two-way exercise that everyone will embrace. This clears up any misunderstandings around many things. We have the resources to help you accomplish this.
- ◇ Take the time to be genuinely curious with your staff and peers. This means that you can take a break from the busy world to just listen to other people's stories or to catch up on things. Building relationships is very hard work because it takes time and lots of energy. Try taking the time to have team lunches and invite peers and others to join in from time to time. Show that you are happy in your working community!
- ◇ Respond as quickly as you can or let people know you will look at their request by a certain time to allow you time to process other people's requests and at the same let them know you received their message.

**What to do after you have received your results of the 360 Assessment?**

The first thing we recommend you do is to send a quick “Thank You” to everyone for completing this 360 Leadership Feedback Assessment and that you will carefully read the information and come up with a plan that will enhance your learning and development. (This shows everyone that you have taken their feedback seriously and that you are willing to learn from the process, which is great modeling of leadership behaviors that is very much appreciated.)

**Next Steps:**

- ◇ Share the results with your immediate boss/superior and discuss what you learned and what you plan to do. (One of the things you can tell your boss is that you will be meeting with me to help devise a plan of action moving forward after reviewing the results.)
- ◇ Once we have decided a good day to meet, you will come up with an immediate plan of action toward improving on one or two goals that will help you develop into your plan.
- ◇ At our meeting, create a measurement process that will enhance successful outcomes for you and your future.

# Person's of Organization

## 360 Leadership Assessment Results

### Approachability Scoring Details

User	S1	S2	S3	S4	S5	Total:
Self	3	3	4	3	3	16
Observer	3	3	3	3	2	14
Observer	3	4	4	4	4	19
Observer	3	4	4	4	3	18
Observer	4	4	3	3	5	19
Observer	5	5	4	5	3	22
Observer	2	4	4	2	3	15
Observer	3	3	3	3	3	15
Observer	4	4	4	4	4	20
Observer	2	1	2	2	2	9
Observer	3	2	2	4	2	13
Observer	2	2	5	5	3	17
Observer	3	5	5	5	4	22
Observer	3	3	2	3	4	15
Observer	4	4	2	4	3	17
Observer	4	2	2	2	4	14

### Approachability Average Summary

Statements	Self	Observer AVG
1. Encourages people to seek him/her out.	3	3.2000
2. Is known as a good resource for mentoring or coaching.	3	3.3333
3. People feel free to use him/her as a sounding board for new ideas.	4	3.2667
4. Provides honest and caring feedback when needed.	3	3.5333
5. Shares goals and ideas with others.	3	3.2667
<b>Approachability Total Averages:</b>	<b>16</b>	<b>16.6</b>

### Communication Scoring Details

User	S1	S2	S3	S4	S5	Total:
Self	4	3	3	3	4	17
Observer	5	3	5	3	4	20
Observer	4	3	4	3	4	18
Observer	4	3	3	3	3	16
Observer	4	3	4	5	5	21
Observer	5	4	4	4	4	21
Observer	4	3	2	2	3	14
Observer	4	4	3	3	4	18
Observer	5	3	4	3	3	18
Observer	3	1	2	2	1	9
Observer	5	2	4	2	3	16
Observer	4	5	5	4	5	23
Observer	4	5	5	5	5	24
Observer	4	3	3	3	3	16
Observer	4	4	4	4	4	20
Observer	4	2	4	4	4	18

### Communication Average Summary

Statements	Self	Observer AVG
1. Shares information pertaining to work-related issues as much as possible.	4	4.2000
2. Offers feedback to others in a constructive and meaningful way.	3	3.2000
3. Is trusted because of candor and willingness to discuss any issues.	3	3.7333
4. Encourages people to share all points of view.	3	3.3333
5. Is a good listener and has the patience to ask open ended questions for clarity or understanding.	4	3.6667
<b>Communication Total Averages:</b>	<b>17</b>	<b>18.1333</b>

### Integrity Scoring Details

User	S1	S2	S3	S4	S5	Total
Self	5	2	2	3	5	17
Observer	5	2	4	4	5	20
Observer	5	3	4	3	5	20
Observer	4	3	4	3	3	17
Observer	5	3	4	4	4	20
Observer	5	4	4	4	4	21
Observer	2	4	2	2	3	13
Observer	4	3	2	3	3	15
Observer	5	4	3	4	4	20
Observer	3	2	3	3	3	14
Observer	5	4	3	4	4	20
Observer	5	4	3	4	4	20
Observer	5	4	4	4	4	21
Observer	5	4	4	4	4	21
Observer	4	3	3	3	4	17
Observer	4	3	4	4	4	19

### Integrity Average Summary

Statements	Self	Observer AVG
1. Is honest and trustworthy in all that he/she does for the organization.	5	4.4000
2. Places a high value on the needs of the community he/she works in.	2	3.3333
3. Consistently visualizes and does what is best for the organization.	2	3.4000
4. Remains true to the purpose of the organization.	3	3.5333
5. Insists on always doing what is right for organization, community and its purpose.	5	3.8667
<b>Integrity Total Averages:</b>	<b>17</b>	<b>18.5333</b>

### Leadership Scoring Details

User	S1	S2	S3	S4	S5	Total:
Self	3	3	2	3	5	15
Observer	2	3	2	2	3	12
Observer	4	3	2	2	4	15
Observer	3	4	3	3	3	16
Observer	3	4	4	3	3	17
Observer	4	4	3	4	3	18
Observer	3	4	2	2	2	13
Observer	3	2	2	3	4	14
Observer	3	3	3	3	5	17
Observer	2	2	1	1	2	8
Observer	2	2	2	2	2	10
Observer	4	3	3	4	3	17
Observer	3	3	4	3	4	17
Observer	2	2	2	3	3	12
Observer	2	4	2	3	3	14
Observer	2	2	2	2	3	11

### Leadership Average Summary

Statements	Self	Observer AVG
1. Provides new perspectives and encourages others to do the same.	3	2.8000
2. Consistently challenges existing paradigms to improve the process.	3	3.0000
3. Provides a clear compelling vision that others want to follow.	2	2.4667
4. Leads by example and inspires others to follow his/her lead.	2	2.6667
5. Exercises patience with peers superiors and staff.	5	3.1333
<b>Leadership Total Averages:</b>	<b>15</b>	<b>14.0667</b>

### Responsiveness Scoring Details

User	S1	S2	S3	S4	S5	Total:
Self	4	4	4	5	4	21
Observer	4	3	3	3	4	17
Observer	4	3	3	3	4	17
Observer	4	3	3	4	3	17
Observer	5	3	3	5	5	21
Observer	4	5	4	5	5	23
Observer	4	3	4	4	4	19
Observer	3	4	3	3	3	16
Observer	4	4	5	5	5	23
Observer	2	1	3	3	1	10
Observer	2	2	3	4	4	15
Observer	3	5	3	4	1	16
Observer	5	4	4	4	4	21
Observer	3	3	3	3	4	16
Observer	4	3	3	5	5	20
Observer	3	4	3	4	4	18

### Responsiveness Average Summary

Statements	Self	Observer AVG
1. Listens and responds to the needs of others.	4	3.6000
2. Is genuinely interested in what is being said by others.	4	3.3333
3. Responds to the needs of community, staff and leaders effectively.	4	3.3333
4. Does more than is asked, exceeding the expectations of others.	5	3.9333
5. Is available when needed.	4	3.7333
<b>Responsiveness Total Averages:</b>	<b>21</b>	<b>17.9332</b>

## Comments & Feedback

Relation	Comment
Observer	Person is a quiet workhorse who prefers to do more of the work himself- while not an effective delegator or manager of staff- Person gets the job done and delivers 100 percent of what's expected in mort loan processing.
Observer	Person is very knowledgeable, but tends to be very negative. I believe that he sincerely does what he feels is best for the organization. It is difficult for him to think of the member first, but he is improving in that area. Employees are very comfortable talking to Tim. In his position, I feel that Person should be willing to have conversations with members----especially irate ones; however, he refuses to do this. He definitely tries to avoid conflict.
Observer	Person is a hard worker who has been affected by his environment. He is overwhelmed and may come across on the negative side. I truly believe he has the best interest of the organization in mind. He is a great help when I have any questions regarding mortgages. The economy has definitely affected our staffing so this has put a lot of stress on the mortgage dept.
Observer	Person is always available for help, sometimes to the detriment of his own work and his stress level. He should delegate more and make others take responsibility for their own actions and mistakes and be accountable. He is a wonderful person, incredibly smart and incredibly stressed. I think he is terrific asset to this organization and I have so much to offer in the way of knowledge.
Observer	Always willing to share knowledge and experience with new lenders. Tends to look at what's wrong instead of what's right. Provides an excellent level of support to all who request assistance.
Observer	Person is always very helpful, willing to help, and listen. Offers assistance if needed. Willing to educate others and answer questions. When initiating contact with Person via phone or person he seems overwhelmed at times with work load.
Observer	Tim's job knowledge is probably the best in the credit union. He is an incredible resource for all things lending. As a non-supervisory manager, Person has great influence across multiple departments. Sometimes, when Tim's pessimism gets the best of him, this can feed negativity in his interactions with others, creating challenges for other managers.

## Worksheet Example Goals & Developmental Action Plans

Goals:	Action Plan or Technique:	Accomplishment is to:	By When:
Learn skills needed to help others by coaching them.	<ul style="list-style-type: none"> <li>◇ Listen and paraphrase</li> <li>◇ Ask open ended questions</li> <li>◇ My body language needs to be attentive</li> <li>◇ I need to be genuinely curious</li> <li>◇ I need to shut up and let others go for it!</li> </ul>	<ul style="list-style-type: none"> <li>◇ Get to the issue or have the person ID his/her problem as his/her problem</li> <li>◇ Help folks to promote by having them plan their future</li> </ul>	Now, today!
Research good books in order to keep up with the latest technologies of coaching.	<ul style="list-style-type: none"> <li>◇ Go to Amazon.Com to find the latest on-line</li> <li>◇ Visit Borders – they have a good selection</li> </ul>	<ul style="list-style-type: none"> <li>◇ Have some good resources for our clients when they visit our Website &amp; newsletters</li> <li>◇ Have some good resources for others while coaching them</li> </ul>	By 1 <sup>st</sup> of each month
Encourage 360 Assessments to enhance on-line business & coaching initiatives.	<ul style="list-style-type: none"> <li>◇ Talk about the 360 feedback process and encourage the necessity of good leadership skills</li> <li>◇ Support is a good way to present coaching others</li> </ul>	<ul style="list-style-type: none"> <li>◇ Help leaders get the feedback they need to move forward in their development to become inspiring leaders and to promote to top levels of leadership in their organizations.</li> </ul>	Every coaching event
Introduce above goals to each staff meeting and update at each staff meeting.	<ul style="list-style-type: none"> <li>◇ Keep track of accomplishments in the coaching arena so they all know what's going on and to help Craig be more actively involved in the coaching field</li> </ul>	<ul style="list-style-type: none"> <li>◇ Communication what's going on under this umbrella to our team</li> <li>◇ To encourage team about how it's going with clients that I'm working with</li> </ul>	Every staff meeting

## Goals & Developmental Action Plans

<b>Goals:</b>	<b>Action Plan or Technique:</b>	<b>Accomplishment is to:</b>	<b>By When:</b>
	◇	◇	
	◇	◇	
	◇	◇	
	◇	◇	