

ABC Company
MANAGEMENT
360 ASSESSMENT

Samuel Sample

08/25/21

RATER SUMMARY

The Rater Summary lists, by rater group, the number and percentage of raters that were invited and participated in providing you with feedback.

	PARTICIPATED	INVITED	PERCENT
Self	1	1	100%
Boss	1	1	100%
Peer	5	5	100%
Direct Report	10	10	100%
Other	4	5	80%
Total	21	22	95%

The following individuals were invited to participate:

Self

- Samuel Sample

Boss

- Michael Johnson

Peer

- Murad Otsuda
- Keith Mollock
- Dwayne Tidwell
- Jerry Smith
- Andrew Willians

Direct Report

- Paul Tomlin
- Donald Sumner
- Gerald Miller
- Tom McKinney
- Billy Ray
- Amos Thompson
- Kenneth Kaltsas
- Alan Payne
- William Boyd
- Alexander Clark

Other

- Greta Laird
- Christopher Eels
- Alan Jones
- Jared Othello
- Jeremy Tillian

COMPETENCY SUMMARY

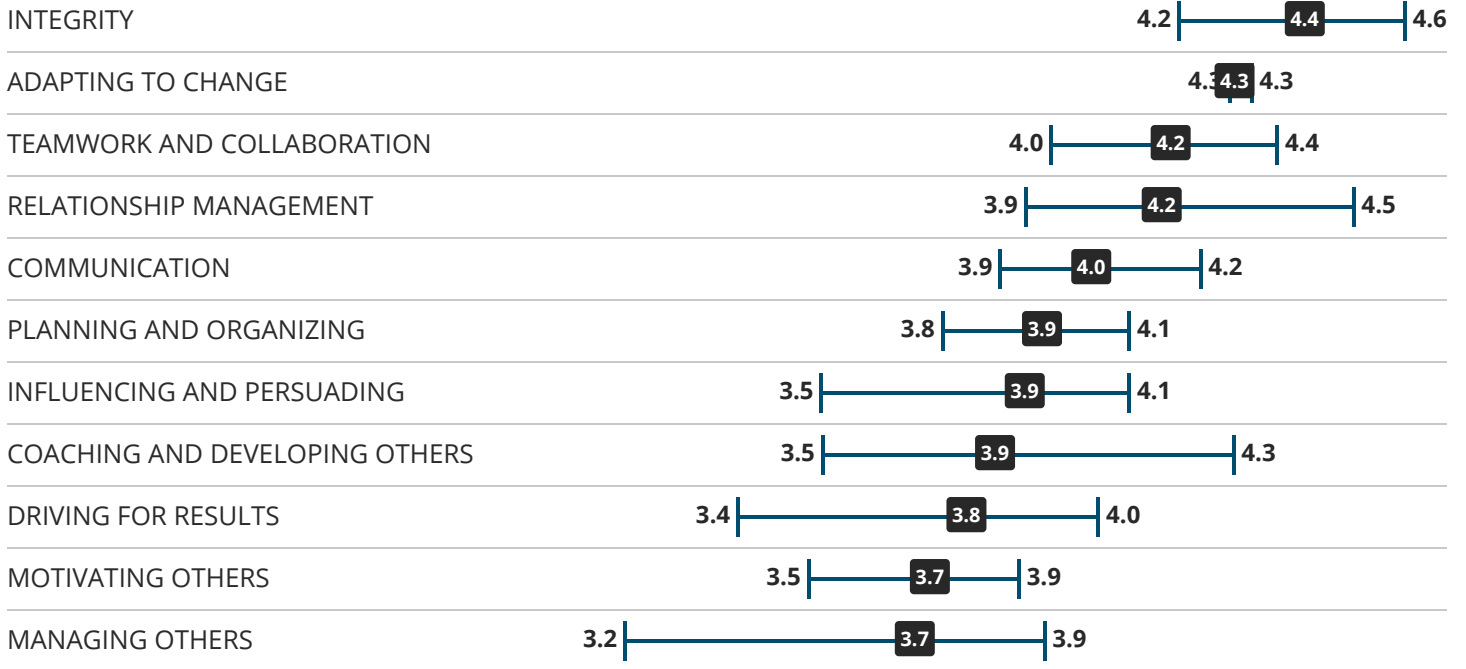
This section provides a summary of results for each competency (group of items). The horizontal bars represent the average score from all survey questions under each competency.



BEHAVIORAL ITEM SCALE KEY

- 1: Strongly disagree
- 2: Disagree
- 3: Neutral
- 4: Agree
- 5: Strongly agree

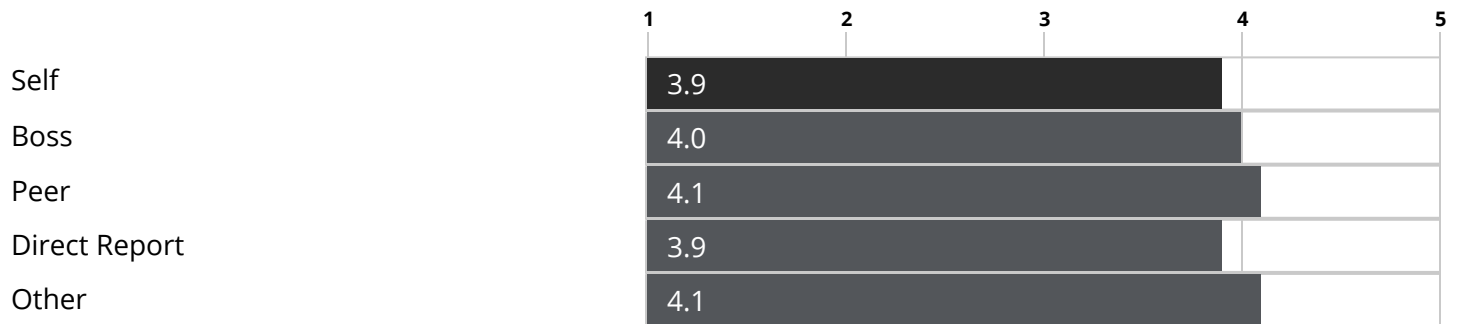
COMPETENCY SCORE DISTRIBUTION



MIN BEHAVIOR SCORE | COMPETENCY SCORE DISTRIBUTION | MAX BEHAVIOR SCORE

OVERALL SCORE BY RATER GROUP

This section shows your overall competency score broken out by each group of raters who provided feedback in your assessment.



BEHAVIORAL ITEM SCALE KEY

- 1: Strongly disagree
- 2: Disagree
- 3: Neutral
- 4: Agree
- 5: Strongly agree

FOCUS AREAS

The Focus Areas identifies your highest and lowest scores across all items in your assessment.

YOUR HIGHEST SCORES

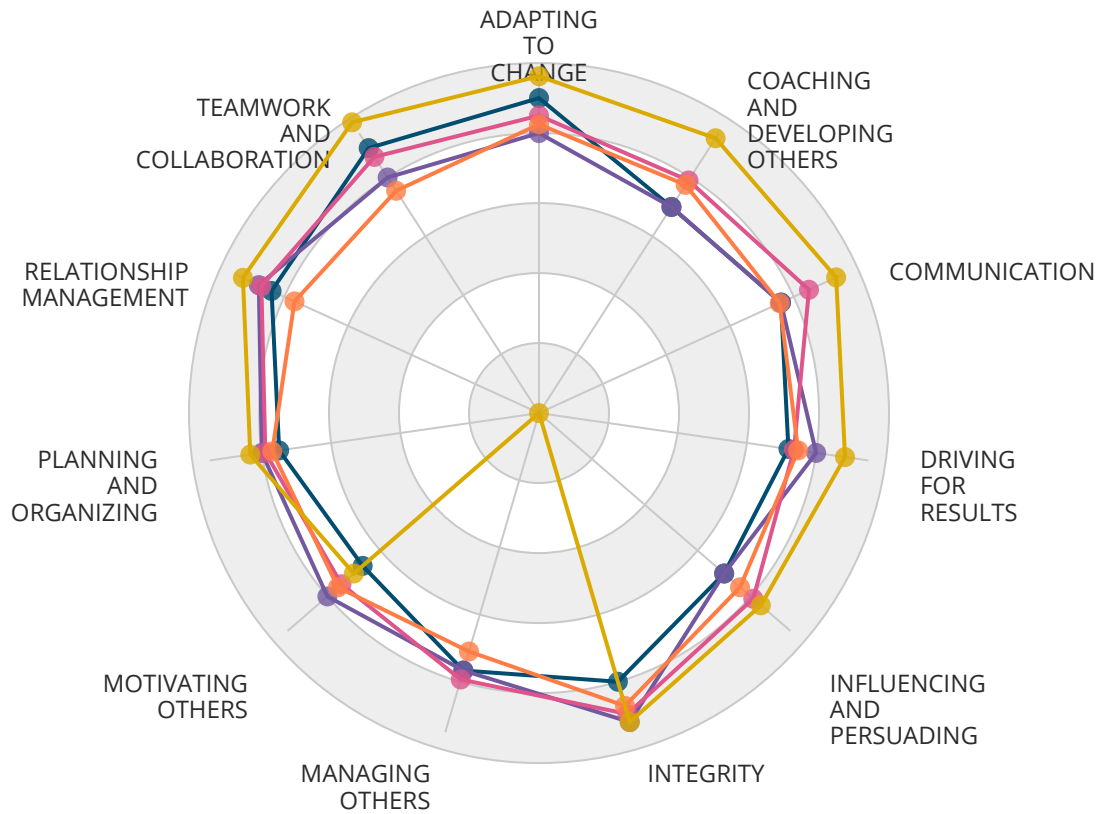
BEHAVIOR	SELF	ALL OTHERS	OVERALL
28. Is ethical and honest in all his/her business dealings INTEGRITY	4.0	4.7	4.6
29. Is ethical and honest in all his/her dealings with people INTEGRITY	4.0	4.7	4.6
54. Creates an environment in which people from diverse backgrounds feel comfortable RELATIONSHIP MANAGEMENT	5.0	4.5	4.5
32. Is worthy of the personal trust of others INTEGRITY	4.0	4.5	4.4
57. Listens to and values the input of others TEAMWORK AND COLLABORATION	5.0	4.4	4.4

YOUR LOWEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
38. Holds others accountable for results and responsibly counsels or takes other necessary action when others do not perform at the level of their capability MANAGING OTHERS	3.0	3.2	3.2
17. Challenges self and others to set high expectations DRIVING FOR RESULTS	3.0	3.4	3.4
43. Generates enthusiasm and passion in most or all of the people with whom he/she works MOTIVATING OTHERS	3.0	3.5	3.5
26. Effectively persuades and influences others INFLUENCING AND PERSUADING	3.0	3.6	3.5
7. Regularly provides others with helpful guidance and advice COACHING AND DEVELOPING OTHERS	3.0	3.6	3.5

RADAR PLOT

The radar plot shows your competency scores by rater group compared against each other graph for easy comparison. Competencies are shown as points on the graph with the distance from the center showing the score for that competency. The scores for each rater group are linked by a line and color coded.



RATER GROUP KEY

- Self
- Boss
- Peer
- Direct Report
- Other

ADAPTING TO CHANGE

4.3	4.5	4.3
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	4.5					GAP
Boss	4.0					-0.5
Peer	4.3					-0.2
Direct Report	4.1					-0.4
Other	4.8					+0.3

1. Accepts change openly and willingly

4.3

Self (1/1)	5.0	GAP
Boss (1/1)	4.0	-1.0
Peer (5/5)	4.4	-0.6
Direct Report (10/10)	4.1	-0.9
Other (4/5)	4.5	-0.5

2. Readily adapts and adjusts to new or changing circumstances

4.3

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.2	+0.2
Direct Report (10/10)	4.1	+0.1
Other (4/5)	5.0	+1.0

3. Is willing to change the way he/she works by adopting new methods, processes, etc.

4.3

Self (1/1)	5.0	GAP
Boss (1/1)	4.0	-1.0
Peer (5/5)	4.2	-0.8
Direct Report (10/10)	4.1	-0.9
Other (4/5)	5.0	0.0

4. Is willing to repeatedly change course or change priorities as necessary

4.3

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.2	+0.2
Direct Report (10/10)	4.2	+0.2
Other (4/5)	4.8	+0.8

COACHING AND DEVELOPING OTHERS

3.9	3.5	3.9
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	3.5					GAP
Boss	3.5					0.0
Peer	4.0					+0.5
Direct Report	3.9					+0.4
Other	4.7					+1.2

6. Demonstrates a sincere interest in the development and success of others 4.1

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.0					0.0
Direct Report (10/10)	4.1					+0.1

7. Regularly provides others with helpful guidance and advice 3.5

Self (1/1)	3.0					GAP
Boss (1/1)	3.0					0.0
Peer (5/5)	4.0					+1.0
Direct Report (10/10)	3.4					+0.4

8. Helps others find opportunities to grow 3.5

Self (1/1)	3.0					GAP
Boss (1/1)	3.0					0.0
Peer (5/5)	3.6					+0.6
Direct Report (10/10)	3.7					+0.7

9. Gives objective feedback in a respectful manner 4.3

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.2					+0.2
Direct Report (10/10)	4.3					+0.3
Other (3/5)	4.7					+0.7

COMMUNICATION

4.0	3.8	4.0
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	3.8					GAP
Boss	3.8					0.0
Peer	4.2					+0.4
Direct Report	3.8					0.0
Other	4.7					+0.9

11. Listens to others 4.2

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.4	+0.4
Direct Report (10/10)	4.0	0.0
Other (4/5)	4.8	+0.8

12. Readily shares useful information and knowledge 4.0

Self (1/1)	4.0	GAP
Boss (1/1)	3.0	-1.0
Peer (5/5)	4.2	+0.2
Direct Report (10/10)	3.6	-0.4
Other (4/5)	4.8	+0.8

13. Articulates thoughts and ideas clearly 3.9

Self (1/1)	3.0	GAP
Boss (1/1)	4.0	+1.0
Peer (5/5)	4.2	+1.2
Direct Report (10/10)	3.5	+0.5
Other (4/5)	4.5	+1.5

14. Is well-prepared for presentations 4.1

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.2	+0.2
Direct Report (10/10)	4.0	0.0

15. Presents an appropriate amount of detail for the audience 4.0

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.2	+0.2
Direct Report (10/10)	3.8	-0.2

DRIVING FOR RESULTS

3.8	3.6	3.8
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	3.6					GAP
Boss	4.0					+0.4
Peer	3.7					+0.1
Direct Report	3.7					+0.1
Other	4.4					+0.8

17. Challenges self and others to set high expectations

3.4

Self (1/1)	3.0					GAP
Boss (1/1)	4.0					+1.0
Peer (5/5)	3.2					+0.2
Direct Report (10/10)	3.3					+0.3

18. Sets or helps to set appropriate goals and objectives

3.5

Self (1/1)	3.0					GAP
Boss (1/1)	4.0					+1.0
Peer (5/5)	3.6					+0.6
Direct Report (10/10)	3.5					+0.5

19. Exerts the personal effort and hard work to achieve results

4.0

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	3.8					-0.2
Direct Report (10/10)	4.0					0.0
Other (4/5)	4.5					+0.5

20. Does not give up easily, persists

4.0

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.0					0.0
Direct Report (10/10)	3.9					-0.1
Other (4/5)	4.5					+0.5

21. Overcomes obstacles to achieve results

4.0

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	3.8					-0.2
Direct Report (10/10)	4.0					0.0
Other (4/5)	4.3					+0.3

INFLUENCING AND PERSUADING

3.9	3.5	3.9
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	3.5					GAP
Boss	3.5					0.0
Peer	4.1					+0.5
Direct Report	3.8					+0.3
Other	4.2					+0.7

23. Does his/her homework and develops the information necessary to support his/her position 4.0

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.0					0.0
Direct Report (10/10)	4.0					0.0
Other (4/5)	4.3					+0.3

24. Attempts to understand his/her audience and adapt his/her message to fit the audience 4.0

Self (1/1)	3.0					GAP
Boss (1/1)	3.0					0.0
Peer (5/5)	4.0					+1.0
Direct Report (10/10)	4.0					+1.0
Other (3/5)	4.3					+1.3

25. Cedes on less important issues in order to maximize his/her influence on important issues 4.1

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.4					+0.4
Direct Report (10/10)	3.9					-0.1

26. Effectively persuades and influences others 3.5

Self (1/1)	3.0					GAP
Boss (1/1)	3.0					0.0
Peer (5/5)	3.8					+0.8
Direct Report (10/10)	3.3					+0.3
Other (4/5)	4.0					+1.0

INTEGRITY

4.4	4.0	4.5
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	4.0					GAP
Boss	4.6					+0.6
Peer	4.5					+0.5
Direct Report	4.4					+0.4
Other	4.6					+0.6

28. Is ethical and honest in all his/her business dealings 4.6

Self (1/1)	4.0	GAP
Boss (1/1)	5.0	+1.0
Peer (5/5)	4.8	+0.8
Direct Report (10/10)	4.6	+0.6
Other (4/5)	4.5	+0.5

29. Is ethical and honest in all his/her dealings with people 4.6

Self (1/1)	4.0	GAP
Boss (1/1)	5.0	+1.0
Peer (5/5)	4.8	+0.8
Direct Report (10/10)	4.6	+0.6
Other (4/5)	4.5	+0.5

30. Holds him/herself to a high standard and will do what is right in spite of the consequences for him/herself 4.2

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.2	+0.2
Direct Report (10/10)	4.1	+0.1
Other (4/5)	4.5	+0.5

31. Delivers what he/she has promised 4.3

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.2	+0.2
Direct Report (10/10)	4.2	+0.2
Other (4/5)	4.8	+0.8

32. Is worthy of the personal trust of others

4.4

Self (1/1)	4.0	GAP
Boss (1/1)	5.0	+1.0
Peer (5/5)	4.4	+0.4
Direct Report (10/10)	4.3	+0.3
Other (4/5)	4.8	+0.8

MANAGING OTHERS

3.7	3.8	3.7
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	3.8					GAP
Boss	3.8					0.0
Peer	4.0					+0.2
Direct Report	3.6					-0.2

34. Inspires others to perform by setting a good example of hard work and a willingness to extend him/herself to meet objectives

3.8

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	3.8					-0.2
Direct Report (10/10)	3.8					-0.2

35. Knows the strengths and weaknesses of each of the members of his/her group

3.9

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.2					+0.2
Direct Report (10/10)	3.8					-0.2

36. Sensibly delegates and assigns tasks to others according to their capabilities

3.6

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	3.8					-0.2
Direct Report (10/10)	3.5					-0.5

37. Is fair and objective and does not play favorites

3.7

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.4					+0.4
Direct Report (10/10)	3.4					-0.6

38. Holds others accountable for results and responsibly counsels or takes other necessary action when others do not perform at the level of their capability

3.2

Self (1/1)	3.0					GAP
Boss (1/1)	3.0					0.0
Peer (5/5)	3.4					+0.4
Direct Report (10/10)	3.0					0.0

39. Assumes personal responsibility for the success or failure of his/her group, collectively and individually

3.9

Self (1/1)	4.0		GAP
Boss (1/1)	4.0		0.0
Peer (5/5)	4.2		+0.2
Direct Report (10/10)	3.8		-0.2

MOTIVATING OTHERS

3.7	3.3	3.8
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	3.3					GAP
Boss	4.0					+0.7
Peer	3.7					+0.4
Direct Report	3.8					+0.5
Other	3.5					+0.2

41. Displays a personal passion and self-motivation to perform at a high level

3.9

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	3.6					-0.4
Direct Report (10/10)	4.1					+0.1
Other (3/5)	3.7					-0.3

42. Adapts his/her motivational style to fit different people

3.8

Self (1/1)	3.0					GAP
Boss (1/1)	4.0					+1.0
Peer (5/5)	4.0					+1.0
Direct Report (10/10)	3.8					+0.8

43. Generates enthusiasm and passion in most or all of the people with whom he/she works

3.5

Self (1/1)	3.0					GAP
Boss (1/1)	4.0					+1.0
Peer (5/5)	3.6					+0.6
Direct Report (10/10)	3.5					+0.5
Other (3/5)	3.3					+0.3

PLANNING AND ORGANIZING

3.9	3.8	3.9
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	3.8					GAP
Boss	4.0					+0.2
Peer	3.9					+0.1
Direct Report	3.9					+0.1
Other	4.2					+0.4

45. Sets realistic goals and manages progress toward goal completion 4.0

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.2					+0.2
Direct Report (10/10)	3.8					-0.2

46. Identifies and uses good processes and procedures for managing work 3.8

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	3.8					-0.2
Direct Report (10/10)	3.6					-0.4
Other (3/5)	4.0					0.0

47. Effectively manages his/her own time 4.1

Self (1/1)	3.0					GAP
Boss (1/1)	4.0					+1.0
Peer (5/5)	4.2					+1.2
Direct Report (10/10)	4.1					+1.1

48. Effectively manages multiple projects, demands and competing deadlines 3.9

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	3.6					-0.4
Direct Report (10/10)	3.9					-0.1
Other (3/5)	4.3					+0.3

RELATIONSHIP MANAGEMENT

4.2	4.2	4.2
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	4.2					GAP
Boss	4.4					+0.2
Peer	4.4					+0.2
Direct Report	3.8					-0.4
Other	4.7					+0.5

50. Builds and maintains relationships within, across and outside the organization 4.0

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.4					+0.4
Direct Report (10/10)	3.7					-0.3
Other (4/5)	4.5					+0.5

51. Actively builds and maintains relationships that support business goals 3.9

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.0					0.0
Direct Report (10/10)	3.7					-0.3
Other (4/5)	4.3					+0.3

52. Allocates time and effort to understanding and meeting the needs of internal or external customers 4.2

Self (1/1)	4.0					GAP
Boss (1/1)	4.0					0.0
Peer (5/5)	4.4					+0.4
Direct Report (10/10)	3.9					-0.1
Other (4/5)	5.0					+1.0

53. Expresses disagreement with tact 4.1

Self (1/1)	4.0					GAP
Boss (1/1)	5.0					+1.0
Peer (5/5)	4.4					+0.4
Direct Report (10/10)	3.6					-0.4
Other (4/5)	4.8					+0.8

54. Creates an environment in which people from diverse backgrounds feel comfortable

4.5

Self (1/1)	5.0	GAP
Boss (1/1)	5.0	0.0
Peer (5/5)	4.6	-0.4
Direct Report (10/10)	4.3	-0.7
Other (4/5)	4.8	-0.2

TEAMWORK AND COLLABORATION

4.2	4.5	4.2
AVERAGE	SELF	ALL OTHERS

	1	2	3	4	5	
Self	4.5					GAP
Boss	4.0					-0.5
Peer	4.4					-0.2
Direct Report	3.8					-0.7
Other	4.9					+0.4

56. Builds and maintains cooperative work relationships with others

4.0

Self (1/1)	5.0	GAP
Boss (1/1)	4.0	-1.0
Peer (5/5)	4.2	-0.8
Direct Report (10/10)	3.4	-1.6
Other (4/5)	4.8	-0.2

57. Listens to and values the input of others

4.4

Self (1/1)	5.0	GAP
Boss (1/1)	4.0	-1.0
Peer (5/5)	4.6	-0.4
Direct Report (10/10)	4.0	-1.0
Other (4/5)	5.0	0.0

58. Collaborates effectively in meetings and informal interactions

4.1

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.2	+0.2
Direct Report (10/10)	3.7	-0.3
Other (4/5)	5.0	+1.0

59. Commits to supporting the larger group effort

4.3

Self (1/1)	4.0	GAP
Boss (1/1)	4.0	0.0
Peer (5/5)	4.4	+0.4
Direct Report (10/10)	4.0	0.0
Other (4/5)	5.0	+1.0

GAPS: SELF VS DIRECT REPORT

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Direct Report. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	DIRECT REPORT	GAP
47. Effectively manages his/her own time PLANNING AND ORGANIZING	3.0	4.1	+1.1
24. Attempts to understand his/her audience and adapt his/her message to fit the audience INFLUENCING AND PERSUADING	3.0	4.0	+1
42. Adapts his/her motivational style to fit different people MOTIVATING OTHERS	3.0	3.8	+0.8
8. Helps others find opportunities to grow COACHING AND DEVELOPING OTHERS	3.0	3.7	+0.7
28. Is ethical and honest in all his/her business dealings INTEGRITY	4.0	4.6	+0.6

NEGATIVE GAPS

BEHAVIOR	SELF	DIRECT REPORT	GAP
56. Builds and maintains cooperative work relationships with others TEAMWORK AND COLLABORATION	5.0	3.4	-1.6
57. Listens to and values the input of others TEAMWORK AND COLLABORATION	5.0	4.0	-1
1. Accepts change openly and willingly ADAPTING TO CHANGE	5.0	4.1	-0.9
3. Is willing to change the way he/she works by adopting new methods, processes, etc. ADAPTING TO CHANGE	5.0	4.1	-0.9
54. Creates an environment in which people from diverse backgrounds feel comfortable RELATIONSHIP MANAGEMENT	5.0	4.3	-0.7

GAPS: SELF VS PEER

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Peer. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	PEER	GAP
13. Articulates thoughts and ideas clearly COMMUNICATION	3.0	4.2	+1.2
47. Effectively manages his/her own time PLANNING AND ORGANIZING	3.0	4.2	+1.2
7. Regularly provides others with helpful guidance and advice COACHING AND DEVELOPING OTHERS	3.0	4.0	+1
24. Attempts to understand his/her audience and adapt his/her message to fit the audience INFLUENCING AND PERSUADING	3.0	4.0	+1
42. Adapts his/her motivational style to fit different people MOTIVATING OTHERS	3.0	4.0	+1

NEGATIVE GAPS

BEHAVIOR	SELF	PEER	GAP
3. Is willing to change the way he/she works by adopting new methods, processes, etc. ADAPTING TO CHANGE	5.0	4.2	-0.8
56. Builds and maintains cooperative work relationships with others TEAMWORK AND COLLABORATION	5.0	4.2	-0.8
1. Accepts change openly and willingly ADAPTING TO CHANGE	5.0	4.4	-0.6
41. Displays a personal passion and self-motivation to perform at a high level MOTIVATING OTHERS	4.0	3.6	-0.4
48. Effectively manages multiple projects, demands and competing deadlines PLANNING AND ORGANIZING	4.0	3.6	-0.4

GAPS: SELF VS BOSS

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Boss. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	BOSS	GAP
13. Articulates thoughts and ideas clearly COMMUNICATION	3.0	4.0	+1
17. Challenges self and others to set high expectations DRIVING FOR RESULTS	3.0	4.0	+1
18. Sets or helps to set appropriate goals and objectives DRIVING FOR RESULTS	3.0	4.0	+1
28. Is ethical and honest in all his/her business dealings INTEGRITY	4.0	5.0	+1
29. Is ethical and honest in all his/her dealings with people INTEGRITY	4.0	5.0	+1

NEGATIVE GAPS

BEHAVIOR	SELF	BOSS	GAP
1. Accepts change openly and willingly ADAPTING TO CHANGE	5.0	4.0	-1
3. Is willing to change the way he/she works by adopting new methods, processes, etc. ADAPTING TO CHANGE	5.0	4.0	-1
12. Readily shares useful information and knowledge COMMUNICATION	4.0	3.0	-1
56. Builds and maintains cooperative work relationships with others TEAMWORK AND COLLABORATION	5.0	4.0	-1
57. Listens to and values the input of others TEAMWORK AND COLLABORATION	5.0	4.0	-1

GAPS: SELF VS OTHER

The Gaps indicate the largest differences between your ratings and the ratings from those who responded as a Other. There may be additional gaps with the same point value difference; only the first 5 are displayed in sequential order.

POSITIVE GAPS

BEHAVIOR	SELF	OTHER	GAP
13. Articulates thoughts and ideas clearly COMMUNICATION	3.0	4.5	+1.5
24. Attempts to understand his/her audience and adapt his/her message to fit the audience INFLUENCING AND PERSUADING	3.0	4.3	+1.3
2. Readily adapts and adjusts to new or changing circumstances ADAPTING TO CHANGE	4.0	5.0	+1
26. Effectively persuades and influences others INFLUENCING AND PERSUADING	3.0	4.0	+1
52. Allocates time and effort to understanding and meeting the needs of internal or external customers RELATIONSHIP MANAGEMENT	4.0	5.0	+1

NEGATIVE GAPS

BEHAVIOR	SELF	OTHER	GAP
1. Accepts change openly and willingly ADAPTING TO CHANGE	5.0	4.5	-0.5
41. Displays a personal passion and self-motivation to perform at a high level MOTIVATING OTHERS	4.0	3.7	-0.3
54. Creates an environment in which people from diverse backgrounds feel comfortable RELATIONSHIP MANAGEMENT	5.0	4.8	-0.2
56. Builds and maintains cooperative work relationships with others TEAMWORK AND COLLABORATION	5.0	4.8	-0.2
3. Is willing to change the way he/she works by adopting new methods, processes, etc. ADAPTING TO CHANGE	5.0	5.0	0

COMMENTS

What do you think is this person's greatest strength?

I think Sam's greatest strength is his level headed nature. Even in the most stressful situations I have never seen him act out or cause a scene. Often times he is the voice of reason for our team. This works well in tandem with his commitment to understanding what the objective is and how we are going to get there despite the issues.

Critical thinking and problem solving

His knowledge about his job and the company.

Sam is a Team player and adds value to the organization Sam gets things done and does it in a manner without building walls but rather walls come down for Sam.

Sam has a calm demeanor which creates a comfortable working atmosphere.

Always wants the best for his employees

Sam is capable is coordinating multiple task and keep the task from being set aside. He has and is supplying what each shop needs and has goals set in place to make the entire maint shop run smoother.

unable to answer due to limited interaction with individual

Sam's greatest strength is his attention to detail, which is not a common trait to find in people

I think that, besides Sam's knowledge as an engineer, his greatest strength is his ability to work with people on a variety of levels. Sam has always been a pleasure to work with in all dealings.

Work well with others; balances many tasks at once.

Job knowledge and communicator.

Ease of communication

Level-headed, calm under pressure.

What do you think is this person's greatest development opportunity?

I think Sam's only development opportunity is his dealing with disrespectful/underperforming team members. I do not think this is a result of his leadership, it was the culture he was given when he came over to our team. I think specific information on fixing a poor team culture will be the most useful training he could receive.

Leadership and Employee management

Listening skills not just listen, but hear what the person is saying.

Sam is doing a great job of making maintenance shop better organized & an profitable asset to the company

I don't feel qualified to answer this question since I do not work within Sam's chain of command.

Helps with training on advancing employees

Sam is creating a better workplace environment for the maint shop by implementing new jobs, assigning task where need be and creating a new maint shop tool crib. Also he is coordinating the new program so the fabrication shop can take on more responsibility in the fabrication for field work.

unable to answer due to limited interaction with individual

greatest development opportunity I think is to have higher expectations for his team and ensuring they meet those expectations

If I had to pick something... The maintenance shop was tasked with implementing a new methodology. Not all maintenance supervisors were participating. This shop is still under Sam's management and I feel that he could have been more assertive when holding those accountable that were not participating even though these were not his direct reports.

General leadership skills.

Expanding his group to benefit the total job.

At times, could display more drive/sense of ownership with tasks that are losing ground.

Additional comments:

Sam is an excellent leader and I am thankful to work with him.

Sam is an asset to the company and someone I like working with.

It is very hard to assess anyone that you hardly spend anytime with. I believe Sam is a good man but needs to learn or show more interest in the building that he is over. He relies on a planner to run this building and he knows less than Sam he waist entirely to much money on wrong bought material and wrong tool purchases, but that is a whole different can of worms. Sam has a maint. tech, scooping out jobs, ordering material, talking to engineers, laying out jobs to techs. this is causing a lot of conflict in the shop. The tech was hired to work on his tools not to be a shop foreman. We have no idea on what job to work on at anytime unless it's a "hot job" we work on jobs that we have material for no schedule of what needs to be done. We don't need anyone standing over us, there are some good and talented people in the shop

Sam knows his job and does it well

Sam is always pleasant to deal with and always puts forth an effort to assist others. He is an asset to the organization.

none

Sam is the best!

Sam is an excellent shop manager and works well with others. His reports seem well managed and I do not here or see of any notable complaints. They are productive and prompt when approached with tasks, which are a direct reflection of their leadership.

Comments regarding your TEAMWORK AND COLLABORATION rating for this person:

Sam reaches out to those with the expertise to help accomplish goals in order to create and utilize teamwork.

Works very well other teams to make things happen.

Comments regarding your RELATIONSHIP MANAGEMENT rating for this person:

Sam seems to foster positive relationships. He is very approachable and communicates disagreement with tact.

I feel Sam supports "customer" goals as much as possible across the site. He is willing to make time available to meet with, and understand the needs of our group.

Comments regarding your PLANNING AND ORGANIZING rating for this person:

Sam is always prepared and organized for meetings.

Outside my area.

assessment based on little to no interaction with individual.

Sam delivers on tasks when promised. He could not accomplish this if he did not plan or organize his time.

Sam seems to be nicely organized and manages the shop well.

Comments regarding your MOTIVATING OTHERS rating for this person:

I do not think this is a result of Sam's leadership , but more of a toxic/negative culture that exists in our team.

Sam inspires me to go above what is required in my day to day job.

Never see him

Outside my area.

assessment based on little to no interaction with individual.

Sam's demeanor is always positive, which is contagious. His attitude inspires positivity in others as he seems to always have a smile for all. Regard motivation and enthusiasm, I do not have enough dealings with Sam to say one way or another.

Comments regarding your MANAGING OTHERS rating for this person:

Sam is able to make everyone feel like they are an important member of the team.

Sam depends on his planner (which can not do his job for the lack of knowledge of how it should be done) and another to run the shop.

Outside my area.

assessment based on little to no interaction with individual.

I do not have dealings with Sam in this regard... He has always delivered on promises made. If he doesn't, then he does accept responsibility for his group and for himself.

Comments regarding your INTEGRITY rating for this person:

I trust Sam and have seen several instances where he chose to do the right thing even when it came at personal cost (more work, more responsibility)

I believe Sam is a good person, but as far as working with him I don't believe he knows the kind of work we do, he is very forgetful have to ask for material and tool we need several times.

I always enjoy my interaction with Sam and consider him fully trustworthy.

assessment based on little to no interaction with individual.

Sam delivers on tasks assigned. He is accurate and timely. Sam has my trust.

I trust that Sam is honest and ethical.

Comments regarding your INFLUENCING AND PERSUADING rating for this person:

I think this plays into the previous comment. I do not feel like Sam's team is persuaded by him. This may be due to a lack of discipline of subordinates

He is open to hearing me out on my ideas.

assessment based on little to no interaction with individual.

Sam has the answers to questions asked. If he does not, which is rare, he will investigate and report back promptly.

From an outside view, I feel Sam must be effective at persuading because of my ease of working through new deadlines or priorities with his team.

Good self-awareness, keeps level head, amiable.

Comments regarding your DRIVING FOR RESULTS rating for this person:

Sam challenges himself and does a good job to reach his goals. I do not think he has a high expectation of all of his employees. This in part could stem from the people he has been given to lead. It could also stem from a reluctance to be confrontational. I cannot say for sure

He challenges me do better at my job everyday. He makes me want to go above and beyond in my job.

only time we see him is in safety meetings or someone brings a hot job in that has to be done. If we have the material we will get it done without any guidance

assessment based on little to no interaction with individual.

When dealing with shop work needs, he is prompt and assists in expediting urgent items.

Comments regarding your **COMMUNICATION** rating for this person:

I typically understand the tasks or goals of our group

He does a really good job of communicating to us. He knows a lot about all of the site. If I have a question he will try to answer it or he will find someone with the answer.

only time we see him is safety meetings

Sam is an effective communicator.

assessment based on little to no interaction with individual.

Sam is an excellent communicator. When he needs one on one communication, he often comes over in person to discuss topics. Whenever he has presented in meetings, his presentations are always prepared and created for the intended audience.

Comments regarding your COACHING AND DEVELOPING OTHERS rating for this person:

I think Sam does well coaching me personally, I cannot speak for others.

Sam is able to develop goals that help me to grow with the company.

Lack of interaction

Outside my area.

Helps with the training for all of us to advance

assessment based on little to no interaction with individual.

I do not interact often with Sam in this respect. However, whenever I have had this kind communication, with Sam, he has always been respectful, tactful, and offered good coaching.

He is open in coaching and takes time to walk someone through. When something is needed, he lets you know.

He is very good with communicating with others.

I do not have much exposure to this topic with Sam.

Comments regarding your ADAPTING TO CHANGE rating for this person:

I think Sam does well adjusting to issues that arise. Our shop is very fluid and we have to change direction frequently

Sam is open minded about trying new things.

Can not really rate due to lack of interaction with him

My experiences with Sam, he is also willing to hear and review new ideas or a different direction.

Sam is always receptive to new ideas and willing to adapt.

Sam has always helped getting thing changed as to help us

assessment based on little to no interaction with individual.

Sam has consistently driven changes in the shop whenever he has been directed to do so. He communicates these changes with all stakeholders and reaches out for feedback and planning.

He adapts to change calmly without frustration

Sam is very good about using methods that benefit the process, even if method is new.

Sam is always relaxed and easy to work with through schedule and priority changes.

BEHAVIOR SUMMARY

Participants' Self scores are compared to All Other raters' scores and rank ordered by the gap.

BEHAVIOR	SELF	ALL OTHERS	GAP
47. Effectively manages his/her own time PLANNING AND ORGANIZING	3.0	4.2	1.2
24. Attempts to understand his/her audience and adapt his/her message to fit the audience INFLUENCING AND PERSUADING	3.0	4.0	1
13. Articulates thoughts and ideas clearly COMMUNICATION	3.0	3.9	0.9
42. Adapts his/her motivational style to fit different people MOTIVATING OTHERS	3.0	3.8	0.8
28. Is ethical and honest in all his/her business dealings INTEGRITY	4.0	4.7	0.7
29. Is ethical and honest in all his/her dealings with people INTEGRITY	4.0	4.7	0.7
7. Regularly provides others with helpful guidance and advice COACHING AND DEVELOPING OTHERS	3.0	3.6	0.6
8. Helps others find opportunities to grow COACHING AND DEVELOPING OTHERS	3.0	3.6	0.6
18. Sets or helps to set appropriate goals and objectives DRIVING FOR RESULTS	3.0	3.6	0.6
26. Effectively persuades and influences others INFLUENCING AND PERSUADING	3.0	3.6	0.6
32. Is worthy of the personal trust of others INTEGRITY	4.0	4.5	0.5
43. Generates enthusiasm and passion in most or all of the people with whom he/she works MOTIVATING OTHERS	3.0	3.5	0.5
17. Challenges self and others to set high expectations DRIVING FOR RESULTS	3.0	3.4	0.4
2. Readily adapts and adjusts to new or changing circumstances ADAPTING TO CHANGE	4.0	4.3	0.3
4. Is willing to repeatedly change course or change priorities as necessary ADAPTING TO CHANGE	4.0	4.3	0.3
9. Gives objective feedback in a respectful manner COACHING AND DEVELOPING OTHERS	4.0	4.3	0.3
11. Listens to others COMMUNICATION	4.0	4.3	0.3

BEHAVIOR	SELF	ALL OTHERS	GAP
31. Delivers what he/she has promised INTEGRITY	4.0	4.3	0.3
52. Allocates time and effort to understanding and meeting the needs of internal or external customers RELATIONSHIP MANAGEMENT	4.0	4.3	0.3
59. Commits to supporting the larger group effort TEAMWORK AND COLLABORATION	4.0	4.3	0.3
30. Holds him/herself to a high standard and will do what is right in spite of the consequences for him/herself INTEGRITY	4.0	4.2	0.2
38. Holds others accountable for results and responsibly counsels or takes other necessary action when others do not perform at the level of their capability MANAGING OTHERS	3.0	3.2	0.2
6. Demonstrates a sincere interest in the development and success of others COACHING AND DEVELOPING OTHERS	4.0	4.1	0.1
14. Is well-prepared for presentations COMMUNICATION	4.0	4.1	0.1
19. Exerts the personal effort and hard work to achieve results DRIVING FOR RESULTS	4.0	4.1	0.1
20. Does not give up easily, persists DRIVING FOR RESULTS	4.0	4.1	0.1
23. Does his/her homework and develops the information necessary to support his/her position INFLUENCING AND PERSUADING	4.0	4.1	0.1
25. Cedes on less important issues in order to maximize his/her influence on important issues INFLUENCING AND PERSUADING	4.0	4.1	0.1
50. Builds and maintains relationships within, across and outside the organization RELATIONSHIP MANAGEMENT	4.0	4.1	0.1
53. Expresses disagreement with tact RELATIONSHIP MANAGEMENT	4.0	4.1	0.1
58. Collaborates effectively in meetings and informal interactions TEAMWORK AND COLLABORATION	4.0	4.1	0.1
12. Readily shares useful information and knowledge COMMUNICATION	4.0	4.0	0
15. Presents an appropriate amount of detail for the audience COMMUNICATION	4.0	4.0	0
21. Overcomes obstacles to achieve results DRIVING FOR RESULTS	4.0	4.0	0
45. Sets realistic goals and manages progress toward goal completion PLANNING AND ORGANIZING	4.0	4.0	0

BEHAVIOR	SELF	ALL OTHERS	GAP
35. Knows the strengths and weaknesses of each of the members of his/her group MANAGING OTHERS	4.0	3.9	-0.1
39. Assumes personal responsibility for the success or failure of his/her group, collectively and individually MANAGING OTHERS	4.0	3.9	-0.1
41. Displays a personal passion and self-motivation to perform at a high level MOTIVATING OTHERS	4.0	3.9	-0.1
48. Effectively manages multiple projects, demands and competing deadlines PLANNING AND ORGANIZING	4.0	3.9	-0.1
51. Actively builds and maintains relationships that support business goals RELATIONSHIP MANAGEMENT	4.0	3.9	-0.1
34. Inspires others to perform by setting a good example of hard work and a willingness to extend him/herself to meet objectives MANAGING OTHERS	4.0	3.8	-0.2
37. Is fair and objective and does not play favorites MANAGING OTHERS	4.0	3.7	-0.3
46. Identifies and uses good processes and procedures for managing work PLANNING AND ORGANIZING	4.0	3.7	-0.3
36. Sensibly delegates and assigns tasks to others according to their capabilities MANAGING OTHERS	4.0	3.6	-0.4
54. Creates an environment in which people from diverse backgrounds feel comfortable RELATIONSHIP MANAGEMENT	5.0	4.5	-0.5
57. Listens to and values the input of others TEAMWORK AND COLLABORATION	5.0	4.4	-0.6
1. Accepts change openly and willingly ADAPTING TO CHANGE	5.0	4.3	-0.7
3. Is willing to change the way he/she works by adopting new methods, processes, etc. ADAPTING TO CHANGE	5.0	4.3	-0.7
56. Builds and maintains cooperative work relationships with others TEAMWORK AND COLLABORATION	5.0	3.9	-1.1

ACTION PLANNER

IDENTIFY SIGNIFICANT GAPS

In your 360-degree feedback report, identify significant or consistent differences between the groups of raters (i.e., self, supervisor, peers, direct reports, etc.)

Based on your feedback, briefly list and describe the greatest gaps between rater groups.

Review the gaps you identified to ensure that they represent significant and/or recurring patterns in your feedback. As you review the list, ask yourself the following questions:

- Do people see me in a different light, depending on my working relationship with them? Why?
- Have I seen evidence of the perception gaps? If so, how are they affecting relationships or performance?
- What would happen if I were to fully see myself from their point of view?

BUILD ON STRENGTHS

Reflect on where you are going. Start by exploring how you got to where you are now. It was through your strengths!

There are things we do so well and effortlessly that we often forget we possess a talent. The 360-degree feedback report identifies your highest scores as seen by others; however, you need to interpret what your real strengths are.

Based on your feedback, briefly list and describe your strengths and talents.

Review the strengths that are apparent in your 360 report. As you review the list, ask yourself the following questions:

- Have these strengths helped me in my career thus far? How?
- Am I continually using these strengths in my career and personal life?
- What would happen if I were to fully utilize these strengths more regularly?

UNDERSTAND DERAILERS

A personal derailer is a behavior that gets in the way of our progress and requires improvement if we are to realize our potential. A derailer is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master.

A derailer has the potential to limit progress in our careers, as well as other areas of life

Based on your feedback, list and describe potential derailers. Note that these may be clearly spelled out within your report, or you may have to search for these based on themes that may stand out.

Review the list above to ensure that the potential derailer(s) identified in your report are critical to success in your role and position. As you review the list, ask yourself the following questions:

- Is this area critical to my continued growth and development? Future direction? Why?
- Have I been making improvements in this area on a regular basis?
- How would my life be different if I were to significantly improve in this area?

IS THIS AREA CRITICAL TO MY CONTINUED GROWTH AND DEVELOPMENT? FUTURE DIRECTION? WHY?

Based on my feedback, the greatest gaps between myself and others are:

Based on my feedback, my greatest strengths are:

Based on my feedback, my most significant derailers are:

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #1

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #2

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

OPPORTUNITIES

Based on your results, the following opportunity areas should be considered for improvement.