

Core Principles and Values

360 Degree Feedback Report

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**ACT
NOW**

OWNERSHIP

Execution

Integrity

ESCALATION

Proactivity

Client First

RESPONSIVENESS

Introduction: Core Principles and Values

Modeling The Core Principles

A. Core Principles	Behaviors
O wner S hip	1. Takes personal responsibility for shaping the overall client experience 2. Ensures that client needs are met
E xecution	3. Ensures that all work is completed on time 4. Ensures that all work is completed to the highest quality
R esponsiveness	5. Responds to client inquiries in a timely manner 6. Ensures that client issues are resolved quickly
Proacti V ity	7. Proactively identifies and addresses client needs 8. Proactively identifies and addresses client issues
I ntegrity	9. Maintains confidentiality of client information 10. Maintains confidentiality of client information 11. Maintains confidentiality of client information
C lient First	12. Places the client's interests first and foremost 13. Ensures that client issues are escalated appropriately
E scalation	14. Challenges the status quo

Building Outstanding Performance

B. Values	Behaviors
Talent	15. Demonstrates ability to attract and hire the right people 16. Supports the development and growth of team members
Empowerment	17. Empowers team members to take ownership of their work 18. Supports team members in their professional development
Teamwork	19. Collaborates with team members to achieve common goals 20. Supports team members in their professional development
Excellence	21. Strives for continuous improvement 22. Ensures that all work is completed to the highest quality 23. Ensures that all work is completed on time
Environment	24. Creates a positive and inclusive work environment 25. Supports team members in their professional development
Communication	26. Communicates effectively with team members and clients 27. Ensures that all team members are kept up to date
Influence	28. Demonstrates the ability to influence others positively 29. Supports team members in their professional development

1. Respondent Information

360-degree multi-rater feedback paints a picture of your performance from different perspectives. For your reference, below is a list of your invited feedback providers with the number of surveys completed for each rater group.



Manager 1 of 1 completed

Mary Lane

Additional Manager 1 of 1 completed

Jane Doe

Peers 3 of 4 completed

Band Matthew

Manz, Daniel

Mine George

Mulligan, Tony

Direct Reports 3 of 4 completed

Bron, Christina

Cane, Pauline

Melody, Sari

Shield, Patrick

Partners 4 of 4 completed

Brooke, Sally

Felt, Catherine

Pool, Dexter

Rio, Fanny

Tips

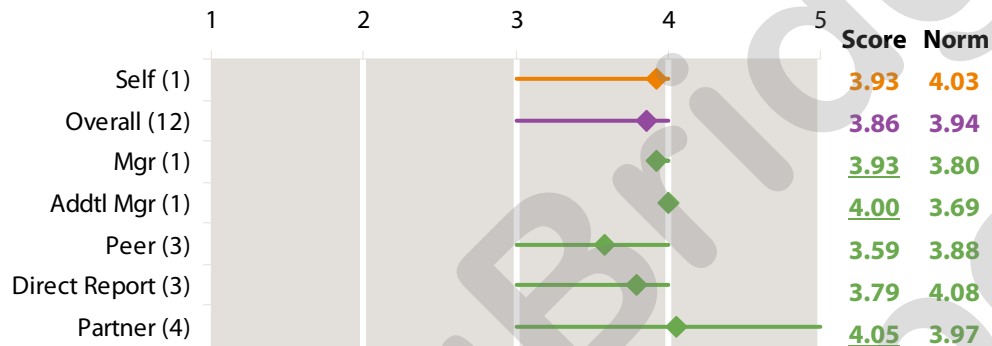
- ✓ Remember your feedback providers are simply sharing their perceptions and as such are not really “right” or “wrong”, they’re just different perspectives. Getting a view of your behavior from multiple perspectives will help you create a more complete picture of your performance.
- ✓ Be sure to look beneath the overall summaries and averages to see how perceptions vary based on your relationship to the feedback providers. You can learn as much from understanding where people see you the same as where they see you differently.
- ✓ Trying to figure out who gave you a specific rating is usually a waste of time as you’re just as likely to be wrong as right. Spend your time trying to understand their perspective not defend yours.
- ✓ Be sure to thank your feedback providers—you may even engage them in a dialogue to clarify the messages you have received. But focus on understanding their view point, not changing it; otherwise the feedback flow will stop.

2. Summary Overview

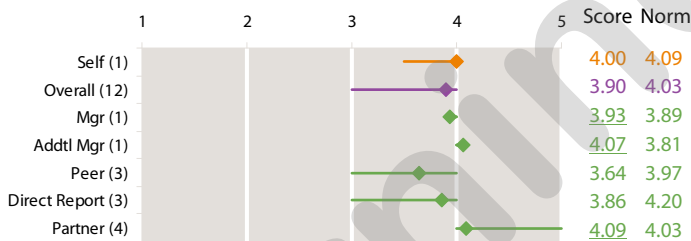
Interpreting your results:

- The diamond shape represents your average score for a rater category.
- The bar through the diamond represents the middle 50% of responses indicating the level of agreement within the rater group on their perception of your behavior. The shorter the bar the greater the agreement.
- Your score is underlined if it is greater than the norm. The norm is comprised of 295 individuals who have participated in the 360 to date.

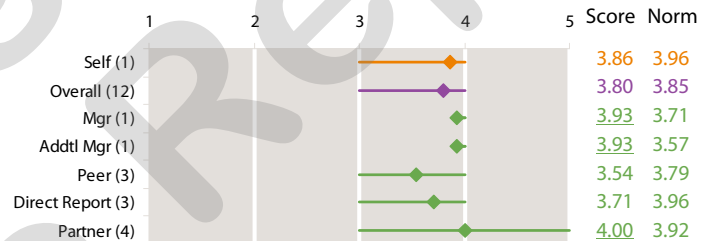
Overall



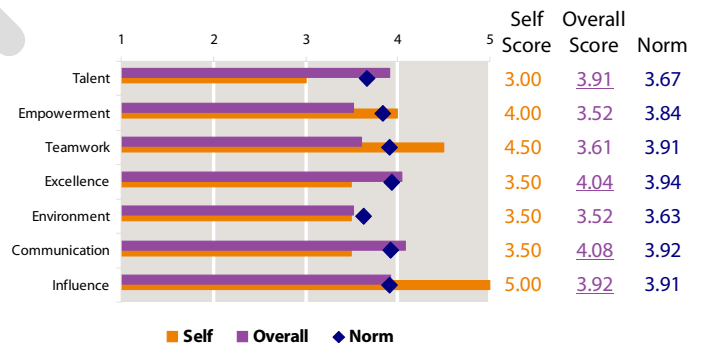
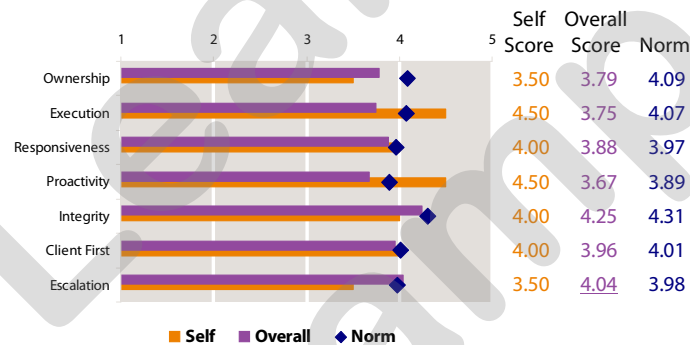
A. Core Principles



B. Values



The charts below present your overall average score, average of your self scores, and the norm for each core principle and value. Your overall score is underlined if it is greater than the norm.



- ✓ Our effectiveness in managing up, down and across the organization can vary significantly. The 3 charts at the top of this page give you a good idea how different groups generally view your performance. Differences between these groups probably indicate a tendency to focus on one group over another.
- ✓ The bottom 2 charts help you quickly see your relative performance on the principles and values. You can also see how closely your view is to that of others, and whether you are above or below the norm. This is useful information to help focus your attention as you review the rest of the report.

3. RAG Review (Red, Amber, Green: focusing your attention)

Understanding the RAG Chart

A RAG analysis can help you focus on key messages.

Red indicates items scoring in the bottom 3 where nearly everyone rates you low (relative to other behaviors). Pay particular attention to those low scoring items where you scored yourself high. Managing these “blind spots” should be a key part of your professional development.

Amber indicates items scoring in the top 3 where nearly everyone else except you rates you relatively high. These items may represent hidden strengths that you may be unaware of. Consider using these strengths more and diverting your focus on improving them to other development areas.

Green indicates items scoring in the top 3 where nearly everyone including you rates you relatively high. Consider leveraging these strengths as you address other development areas.

Report Highlight Key

- The **bottom 3 scores** (including ties) are outlined with a solid red border
- The **top 3 scores** (including ties) are outlined with a dashed green border
- NOTE: Due to the small sample size, top and bottom scores are not highlighted for the Self, Manager, and Additional Manager rater groups

Overall (Rank)	Overall Score	Self Score	Overall Gap			Mgr	Adtl Mgr	Peer	DR	Prtnr
Proactivity										
(26)	3.82	3.00	+0.82	R	7) Anticipates client issues, thinking and acting ahead	3.00	4.00	3.25	--	4.40
(28)	3.73	3.00	+0.73	R	8) Is creative and flexible in addressing client needs	4.00	--	3.50	--	3.83
Integrity										
(3)	4.23	4.00	+0.23	G	9) Does the right thing, always with clients' long-term welfare in mind	4.00	4.00	4.40	--	4.17
(1)	4.54	4.00	+0.54	A	10) Is honest, reliable, and trustworthy	4.00	5.00	4.60	--	4.50

Overall (Rank)
Indicates the rank based on the overall score across all 28 items

Overall Gap
Difference between the overall score and the self score

RAG Focus
R=Relative Weakness: A bottom 3 overall score
A=Relative Hidden Strength: A top 3 overall score with a self score that is at least 0.5 less than the overall score
G=Relative Strength: A top 3 overall score with a similar self score

3. RAG Review (Red, Amber, Green: focusing your attention)

A. Core Principles

The top three and bottom three scores (including ties) are highlighted for the Overall, Peer, Direct Report, and Partner rater groups
 Top three scores = green dashes. Bottom three scores = solid red outline.

Overall (Rank)	Overall Score	Self Score	Overall Gap		Mgr	Addtl Mgr	Peer	DR	Prtnr	
Ownership										
(24)	3.58	3.00	+0.58	R 1)	Takes personal responsibility for shaping the overall client experience	4.00	4.00	3.67	3.33	3.50
(8)	4.00	4.00	0.00	2)	Drives the end-to-end resolution of client issues	4.00	4.00	3.67	4.00	4.25
Execution										
(15)	3.75	5.00	-1.25	3)	Manages client expectations by communicating with appropriate transparency	4.00	4.00	3.33	3.67	4.00
(15)	3.75	4.00	-0.25	4)	Operates with a sense of urgency	3.00	4.00	3.00	4.00	4.25
Responsiveness										
(8)	4.00	3.00	+1.00	5)	Follows through on commitments in a timely manner	4.00	4.00	3.67	4.00	4.25
(15)	3.75	5.00	-1.25	6)	Consistently delivers an exceptional client experience with a focus on continuous improvement	4.00	4.00	3.67	3.33	4.00
Proactivity										
(19)	3.67	4.00	-0.33	R 7)	Anticipates client issues, thinking and acting ahead	4.00	4.00	3.33	3.33	4.00
(19)	3.67	5.00	-1.33	R 8)	Is creative and flexible in addressing client needs	4.00	5.00	3.33	3.33	3.75
Integrity										
(10)	3.92	4.00	-0.08	9)	Does the right thing, always with clients' long-term welfare in mind	4.00	4.00	3.67	3.67	4.25
(1)	4.58	4.00	+0.58	A 10)	Is honest, reliable, and trustworthy	4.00	4.00	4.67	4.67	4.75
Client First										
(2)	4.25	4.00	+0.25	G 11)	Knows clients' businesses, understanding their needs and business strategies	4.00	4.00	3.67	4.67	4.50
(19)	3.67	4.00	-0.33	R 12)	Delivers solutions to clients that meet both current and future needs	4.00	4.00	3.33	3.67	3.75
Escalation										
(2)	4.25	3.00	+1.25	A 13)	Ensures that client issues are escalated appropriately	4.00	4.00	4.33	4.67	4.00
(14)	3.83	4.00	-0.17	14)	Challenges the status quo	4.00	4.00	3.67	3.67	4.00



- ✓ Red items can be good candidates for development opportunities – be sure to look at the Detailed Item Results (Appendix A) for these items.
- ✓ Amber items are potential hidden strengths (others think you do this much better than you think you do). Look for opportunities to use these hidden strengths and shift your development focus elsewhere.
- ✓ Can you use any of your Green strengths to address a weakness?

Appendix A: Detailed Item Results

This section presents item by item detailed results. Reviewing these results can lead to additional insights on those items you want to investigate further.

N
Number of respondents who completed the survey

Overall
The average score for all the respondents NOT INCLUDING your self score.

Norm
Norm is comprised of the 295 individuals who have participated in the 360 survey

Score
Your overall average score by rater category (diamond). Underlined if greater than the norm.

Rank
Rank highest to lowest score overall [1-28] and by category (i.e. Core/Values) [1-14]

Ownership

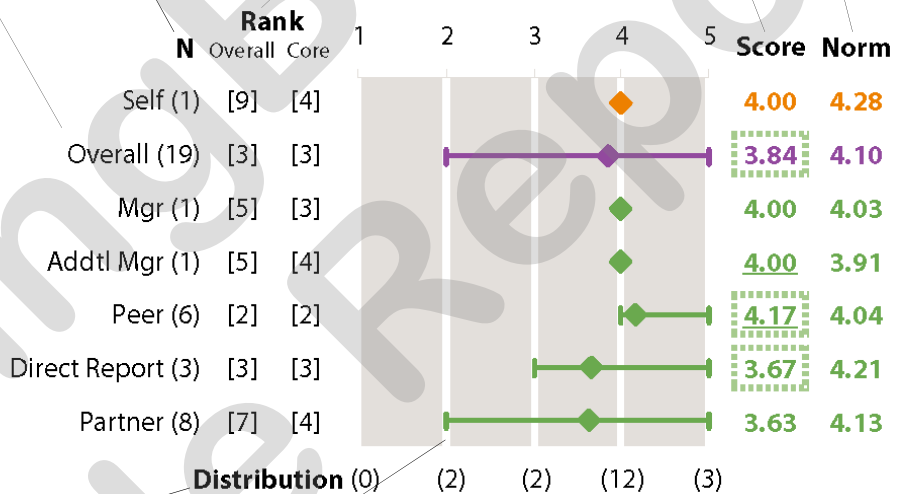
- 1 Takes personal responsibility for shaping the overall client experience

G

RAG Focus
If the item was designated a RAG item it will show here

Distribution
The frequency count for each rating (excluding Self)

Range
The lowest and highest responses are indicated by the range bars



Top and Bottom Scoring Items by Rater Category

- The bottom 3 scores (including ties) are outlined with a solid red border
- The top 3 scores (including ties) are outlined with a dashed green border
- NOTE: Due to the small sample size, top and bottom scores are not highlighted for the Self, Manager, and Additional Manager rater groups



- ✓ Look underneath the overall score to see the similarities and differences between rater groups—consider carefully those instances where there are high scores for some groups and low scores for others.
- ✓ Note the overall [Rank] to get an idea of how this item scored relative to all 28 items in the survey.
- ✓ The norm score can be useful to help you understand your position relative to your colleagues but should not be viewed as an absolute standard.
- ✓ Note the distribution of the actual responses to look underneath the average. An average of 3 based on the set of responses [1, 1, 5, 5] sends a different message than an average of 3 based on the set of responses [3, 3, 3, 3].
- ✓ Pay close attention to where your view is significantly different from other rater groups. Addressing these blind spots can be an important part of your professional development.

Appendix A: Detailed Item Results

Each chart below represents a survey item and shows the average score (diamond) and range of scores (line) for each rater group. The number in parentheses next to each rater group indicates the number of individuals who entered responses for the item. The rank of the item relative to all 28 items in the survey and the 14 items in the Core Principles or Values are also noted. The score is underlined if it is greater than the norm. The distribution of the actual responses is also included at bottom of the chart.

Client First

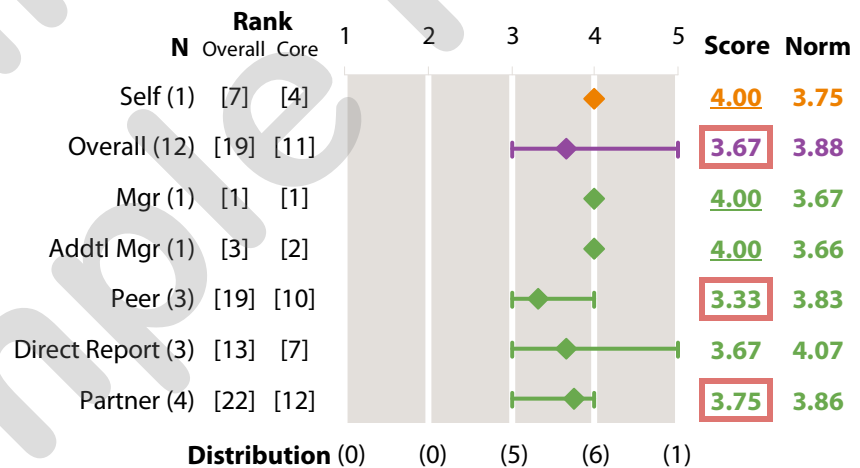
11 Knows clients' businesses, understanding their needs and business strategies

G



12 Delivers solutions to clients that meet both current and future needs

R



Action Planning

-
- Summarizing Your Results
 - Conclusions
 - Next Steps
-

Appendix B: Getting the Most from Your 360

Action Planning: Summarizing Your Results

Completing this worksheet will help you identify the most important messages in your feedback report.

1. What feedback surprised you the most?
2. What feedback pleased you the most?
3. What feedback concerned you the most and why?
4. What were the 1-2 biggest similarities or common themes across the various rater groups (i.e. manager(s), peers, direct reports, and partners)?
5. What were the 1-2 biggest differences in the feedback across the various rater groups?
6. What feedback do you want to investigate further before accepting?

Appendix B: Getting the Most from Your 360

Action Planning: Conclusions

1. What was your biggest surprise on the “up-side”—something you did not think you did well that others clearly indicated was a strength?
2. What was your biggest surprise on the “down-side”—something you thought you did well that others clearly indicated was a weakness?
3. Reflecting across all the feedback you have received, which single strength do you have that you should be using more often?
4. What two weaknesses are most important for you to address?

Appendix B: Getting the Most from Your 360

Which 2-3 Core Principles or Values will you focus on for your further development?

1	Core Principle/Value:	
	Action: Describe the specific actions you will take to demonstrate improvement. This can be a single action step or several depending on the complexity of the activity.	Due Date
	Success Measures: Identify what you will achieve as a result of your actions. Be specific.	
2	Core Principle/Value:	
	Action: Describe the specific actions you will take to demonstrate improvement. This can be a single action step or several depending on the complexity of the activity.	Due Date
	Success Measures: Identify what you will achieve as a result of your actions. Be specific.	
3	Core Principle/Value:	
	Action: Describe the specific actions you will take to demonstrate improvement. This can be a single action step or several depending on the complexity of the activity.	Due Date
	Success Measures: Identify what you will achieve as a result of your actions. Be specific.	