

**CONFIDENTIAL**

**360-DEGREE FEEDBACK REPORT**

**FOR**

Steve Kane  
Sample Report

January 2013



**Team Builders *Plus***  
One Organization. *OneTeam.*

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[www.TeamBuildersPlus.com](http://www.TeamBuildersPlus.com)  
[www.360-DegreeFeedback.com](http://www.360-DegreeFeedback.com)

Enclosed you will find a confidential report containing your feedback. As you begin interpreting your 360 results and developing meaningful action steps, you may wish to consider the following:

- **Feedback is essential for learning.** Your report contains information that can help you achieve greater success... if you are open to this feedback.
- **Perception is reality.** Do not discount feedback if you disagree with it. Remember that people are responding to you based upon their perception of you. And it is this perception that must be addressed.
- **The results often contain surprises.** By uncovering blind spots and working on these specific areas, individuals can greatly improve their relationships and their performance.
- **You are responsible for your own development.** This report generates awareness. *You* need to turn this feedback into action.
- **The respondents dedicated their time to give you this feedback.** Thank them for their input. You may even wish to share a few of your action steps with them so that they know that you "heard" them.

What was measured: Performance on a 1-10 scale:

1	2	3	4	5	6	7	8	9	10
Strongly disagree		Disagree		Slightly agree		Agree		Strongly agree	

The following is a list of abbreviations and terms used throughout the report:

- **Rating** represents your performance broken out by rater relationship.
- **Avg** represents the average of all respondent scores except for self.
- **Self** represents the score that you provided.
- **Mgr** represents the score provided by your manager.
- **Peer** represents an average of the scores provided by your peers.
- **DirRpt** represents an average of the scores provided by your direct reports.
- **N** correlates to the number of respondents in each of the rater relationships.
- The numbers appearing above the bar graph of the Avg. score indicate the distribution of respondent scores for that item. (ex. 3 scores of "5", 7 scores of "8", 3 scores of "9", etc.).

The report contains your feedback divided into the sections listed below.

**Category Summary:**

All of the questions were sorted into categories. This section contains the average of those categories, displayed by relationship.

**Open-Ended Questions:**

This section includes all open-ended questions. Comments provided by you are preceded by the word *Self*.

**Item Ratings – Highest to Lowest:**

This section contains the questions sorted from highest to lowest regardless of category.

**Item Ratings by Category with Comments:**

This section contains the questions sorted into their appropriate categories.

**Item Ratings – Self vs. Others:**

This section shows the gap between Self-rating and the relationship of all other respondent relationships.

**Manager, Peer & Direct Report Ratings:**

This section lists the highest to lowest rated items for each relationship.

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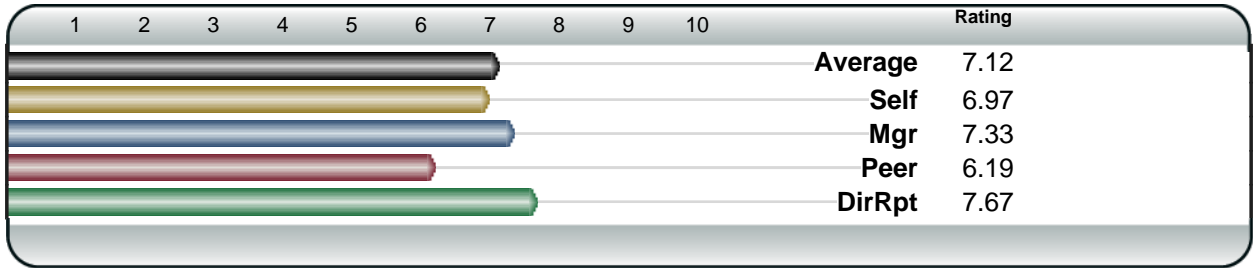
Manager Ratings - Highest to Lowest ..... 65

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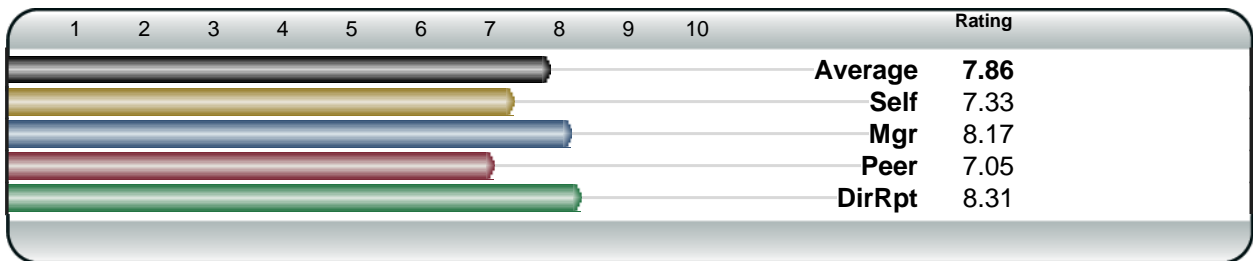
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## Category Summary

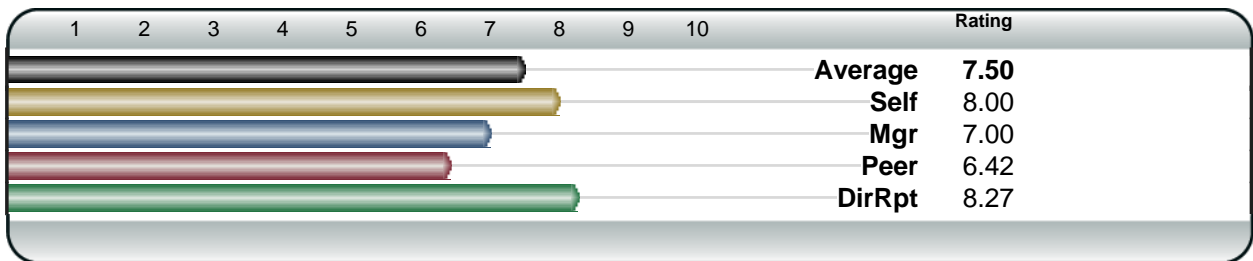
### Overall Score:



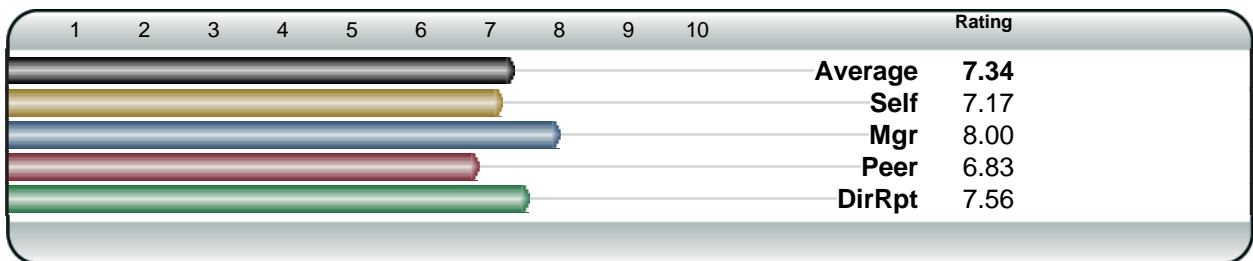
### Leading Change



### Results Oriented

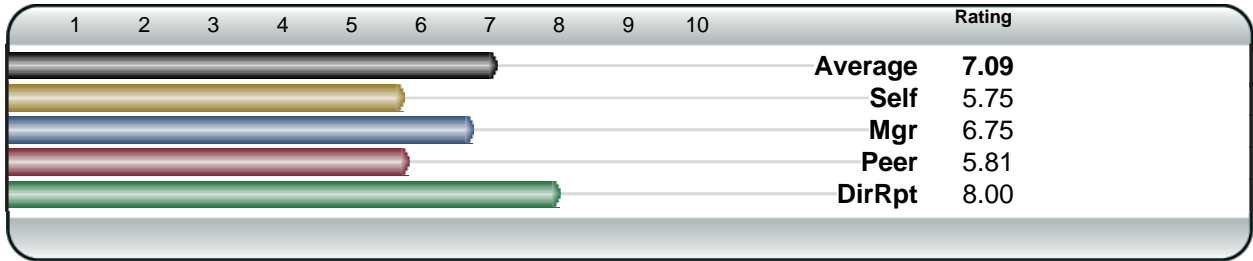


### Team Leadership

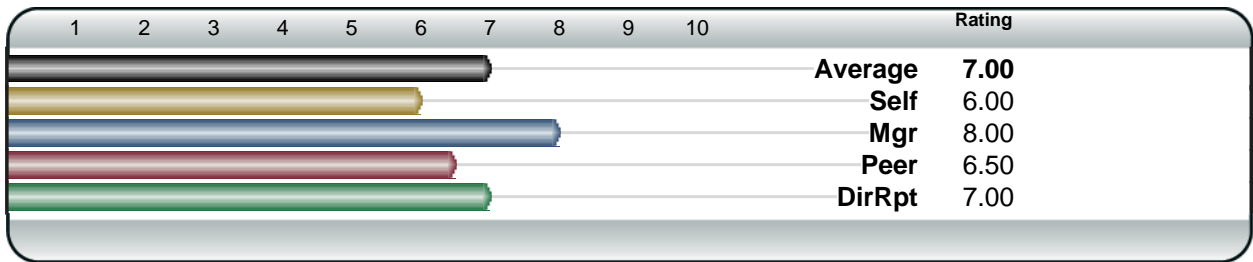


## Category Summary

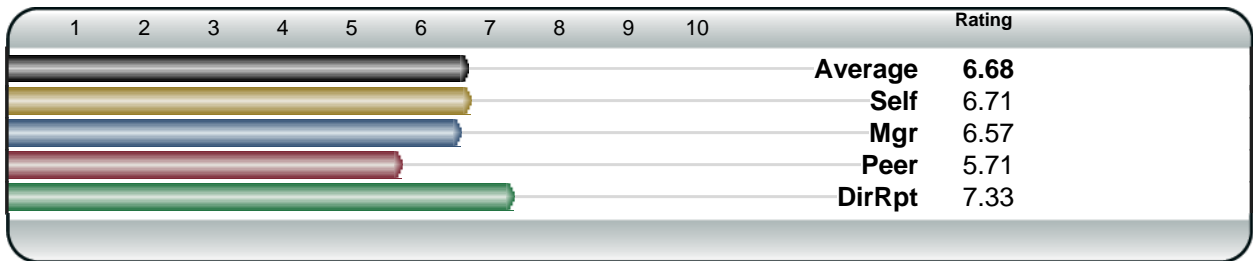
### Global Mindset



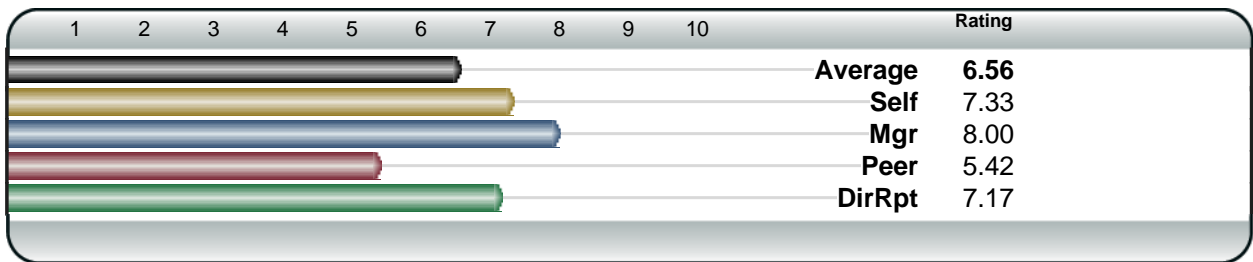
### Developing Others



### Interpersonal Effectiveness



### Decision Making



## 38. What is this person's greatest strength?

- *Self: Steve's ability to research and find data/case history's of information to support a theory or development process is to be recognized.*
- *Steve has several great strengths: enthusiasm for his work, motivation of peers, knowledge of his field, diverse set of abilities.*
- *Steve is a brilliant Engineer who does not care to share his knowledge with everyone else. He strives for excellence not only for himself but for the entire group. I feel everyone could learn from his example.*
- *Steve's enthusiasm for what he does and his knowledge of the process, is truly an asset to the entire department.*
- *Steve's greatest strength has got to be the high energy level he brings to work everyday combined with his vast knowledge of our industry. I have never seen Steve come to work with a bad attitude or a slow pace. He brings this amount of energy to work and lets it radiate to others. He is helpful, cooperative, and understanding to his employees and coworkers. He wants to fix everything and if you ask his opinion on how to fix it more than likely his solution off the top of his head might be better then the one you have come up with using your entire weekend.*
- *Steve's greatest strength is really embodied in the combination of his intelligence and experience with is great energy and drive to get things done.*
- *Strong Expertise in Field, Technical Leader with good background in research, product development. All Around person capable of most tasks alone or with others.*
- *Technical knowledge and entrepreneur spirit.*

## Summary Questions

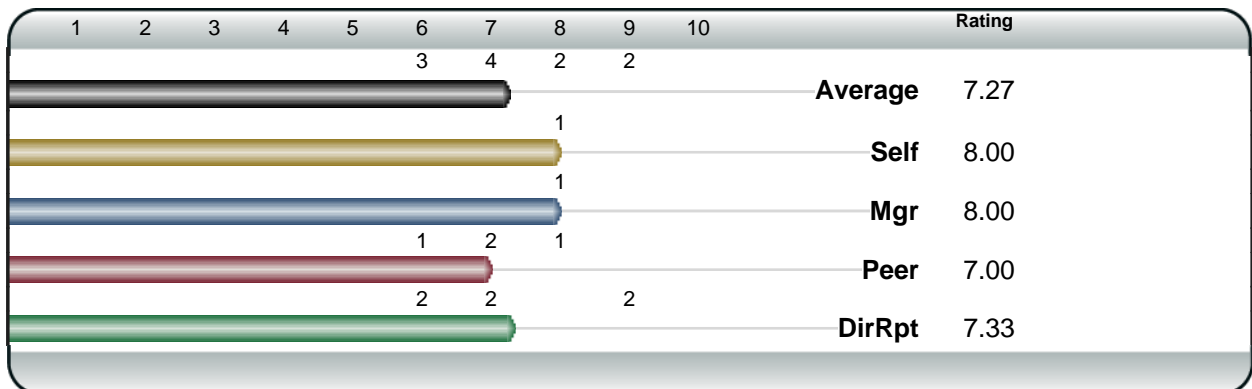
### 39. What do you believe should be this person's #1 priority for development?

- *Self: listening*
- *Development of his people skills. Recognize the fact that other people have experience and knowledge on the same topics that Steve has knowledge of. Respecting others positions and areas of responsibility. Learning how to work with people to get his ideas implemented.*
- *I think Steve has proven over time that he is a valuable asset to this company. That being said I think that he notices it even more than others. I am all for self confidence, but sometimes he borders arrogance. He doesn't do it in a mean manner. It just comes out as he is the only one who can be right. More times than not I am sure he probably is right, but a little less arrogance while getting to that end result would make him even more of an asset then he already is to this company.*
- *Knowing his audience, Steve sometimes forgets that not everyone has twenty years of experience in materials. He sometimes talks a little too technical in that aspect.*
- *People Skills, Listening to Others, putting emphasis on empathy, thinking through all sides of the arguments, slowing down and taking the time.*
- *Steve needs to work on communicating his objectives clearly to those that work with him so that they can understand the goals set forth and contribute. This also ties into giving good explanations/training to issues and testing that needs to be done. Steve is often way ahead of the rest of us when it comes to materials and testing knowledge. Sometimes it seems that he may take it for granted that others are keeping pace. Just slow down a little and ask more often "Do you understand" and then be willing to explain it differently or in a means that that individual can grasp.*
- *Steve would benefit greatly from finding how to adjust his behavior in regard to communicating technical information and results for all levels from peers to non-technical individuals without appearing arrogant. This will be key to building the types of relationships needed to be more successful and to have better opportunity in management roles.*
- *To be more open/respective to ideas from associates that seem to have a lesser responsible position (in the organization) to glean any potential trends/solutions that this associate might bring to the table. Be more of a facilitator vs. an instructor.*

## Item Ratings with Comments - Highest to Lowest

### 1. Shares enough information with others to facilitate good business decisions.

(Communication)



#### START: - Improvements that you desire

- *Self: Provides quick answers, Sometimes not enough information can be gleaned in the time provided.*
- *Continue to come up with sensational ideas and visions to make our department grow.*
- *I consider Steve an expert when it comes to his expertise in materials.*
- *Steve offers plenty of information with most of his correspondence.*
- *Writing and documenting in reports and emails the results of tests and analysis is very good.*

#### STOP: - Behaviors or conditions that bother you and why

- *Assuming that everyone else is as knowledgeable as himself.*
- *Information sometimes may be presented with a tone, or air of superiority that is not appropriate. There are many times when the receiving party may not have the background to understand many of the details without some explanation.*

#### CONTINUE: - Behaviors or conditions you hope will continue

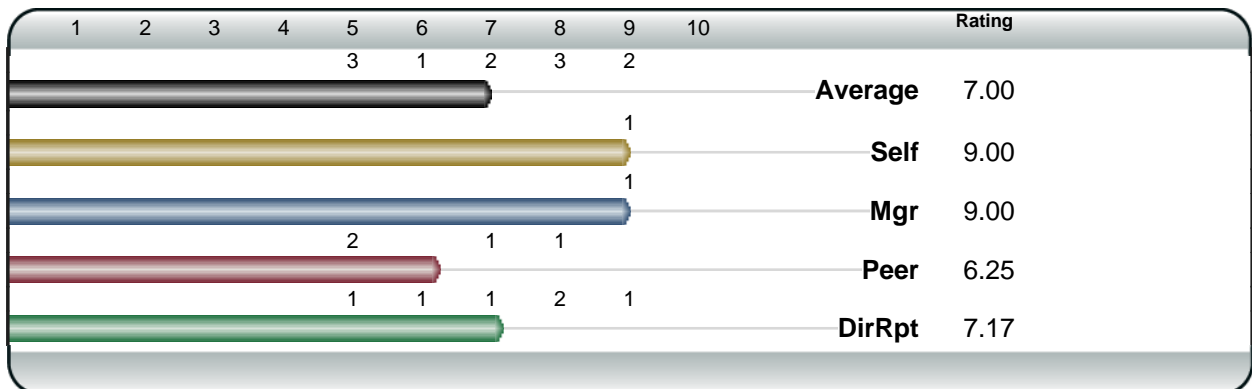
- *Self: Complete information, if enough time is provided*
- *Slow down when trying to communicate more technical issues, since others may not have as strong of a background or lack knowledge on the subject. Ask to make sure others understand or are on the same page.*
- *Steve's expertise in his field can often surpass those that work with or for him. Steve needs to be a little more aware that others aren't always keeping pace with his explanations and knowledge.*



## Item Ratings with Comments - Highest to Lowest

### 7. Clearly conveys the logic behind decisions and requests.

(Decision Making)



#### START: - Improvements that you desire

- Gives good direction.
- Giving good directions and reasons.
- Steve is good about explaining the details behind a result of test or potential outcomes and options and why he believes it to be the right course of action, or reason or cause for a problem. Brings information forward timely as well.

#### STOP: - Behaviors or conditions that bother you and why

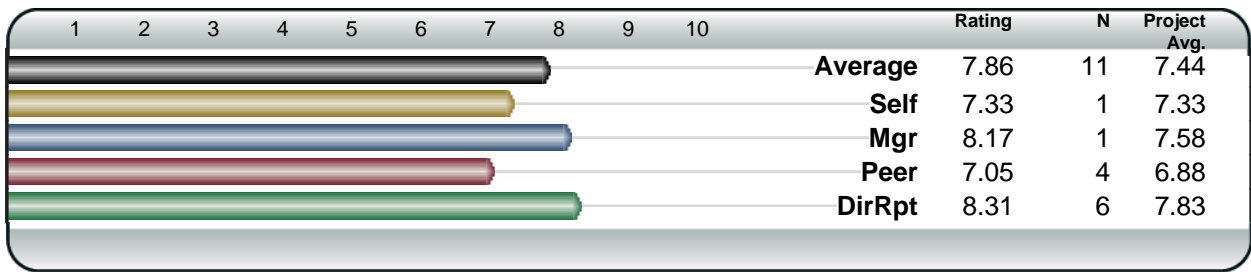
- Sometimes may offer too much information. Seems to stray from the project scope at times.

#### CONTINUE: - Behaviors or conditions you hope will continue

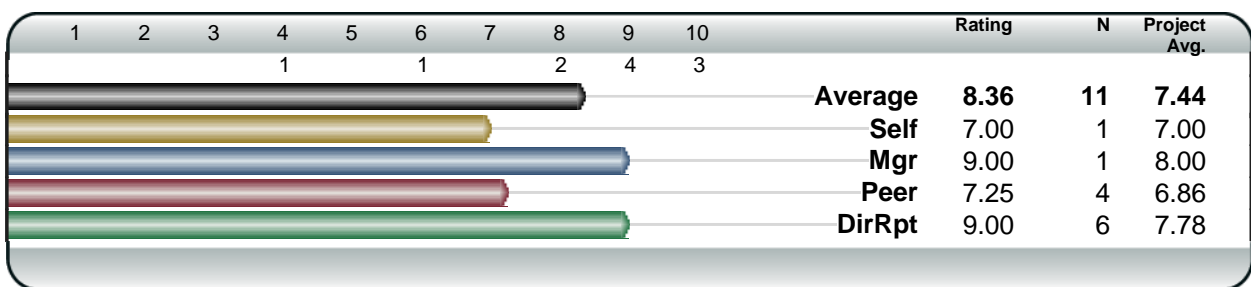
- Needs to more clearly express objectives so that people understand the goals of the task and can potentially contribute.
- Remain focused on the original intent, and offer explanation when focus changes.
- Steve could watch for understanding of his explanations on various topics since much of what he works with can be very technical and there may be individuals that may need additional help in understanding the information being conveyed.
- Verifying that who you are communicating your decisions too fully understands them.

## Item Ratings - by Category

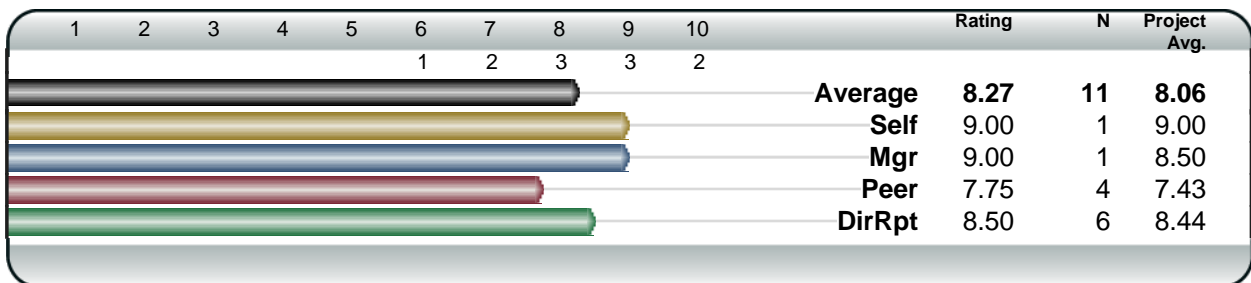
### Leading Change



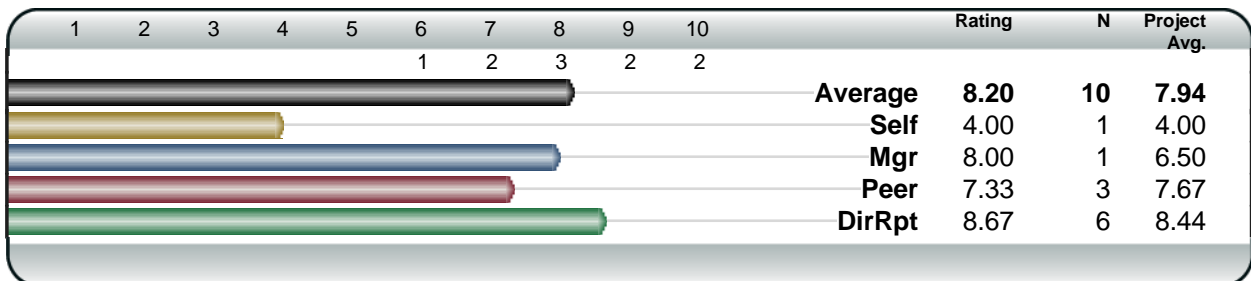
### 25. Proactively capitalizes on emerging trends and opportunities.



### 22. Generates creative solutions to problems.

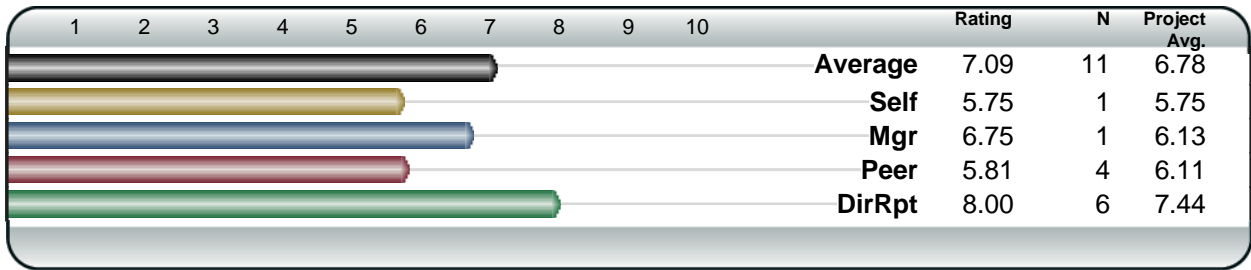


### 23. Helps people embrace change through proactive communication.

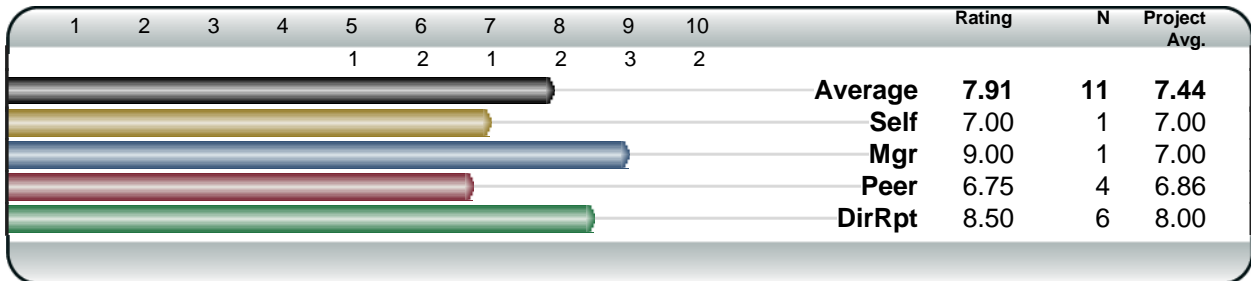


Item Ratings - by Category

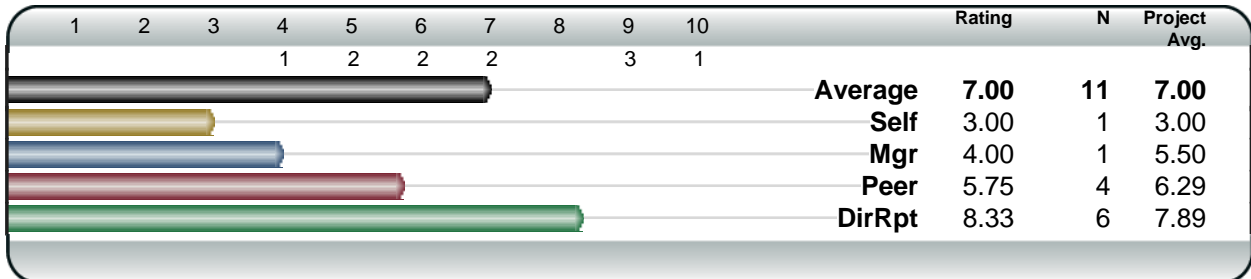
Global Mindset



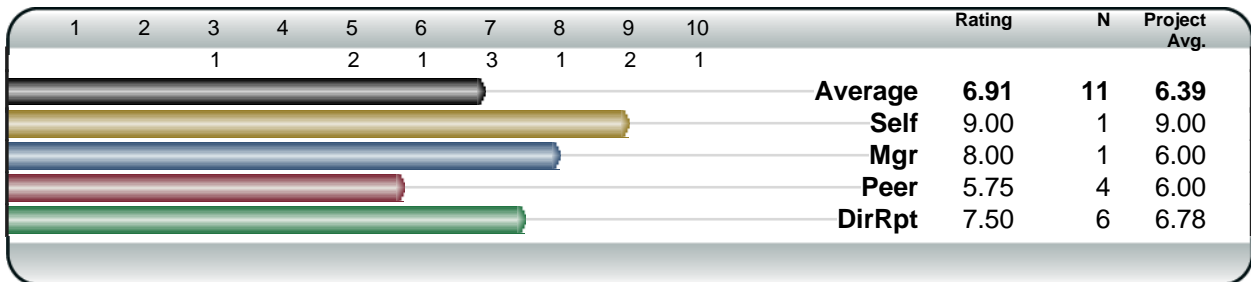
11. Works toward team, departmental and organizational goals in addition to personal objectives.



13. Examines the impact of actions on other areas of the organization.

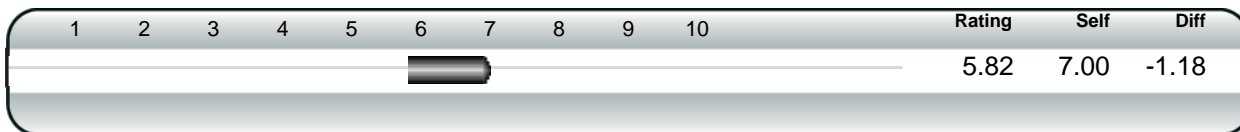


10. Communicates across organizational lines to keep other departments informed of what is happening.

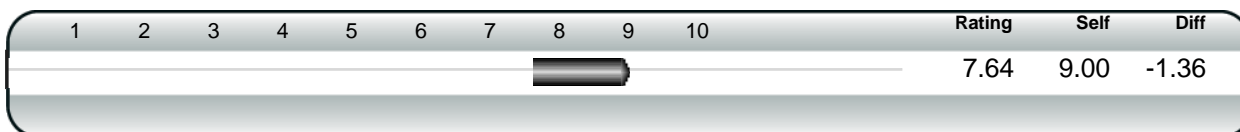


## Item Ratings - Self vs. Other

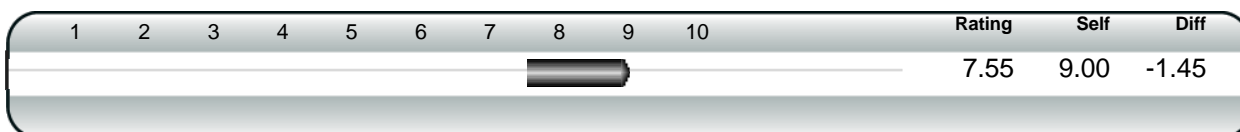
3. Communicates respectfully during stressful times.



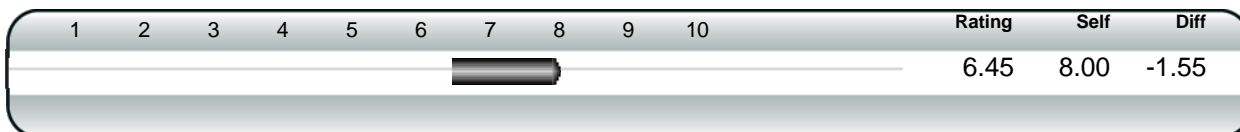
29. Uses time effectively, working on high-priority actions first.



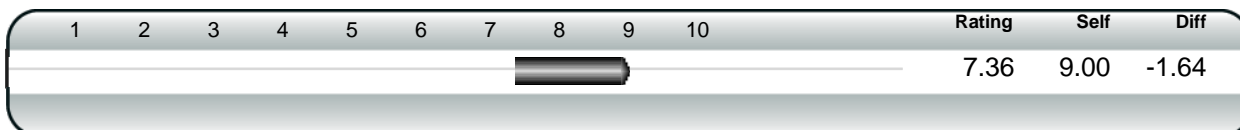
37. Communicates a vision for success that sparks excitement in others.



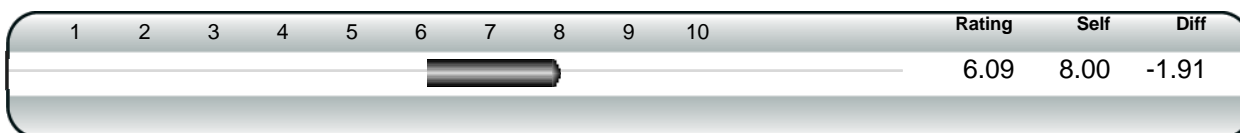
18. Shows respect for people's responsibilities throughout the organization.



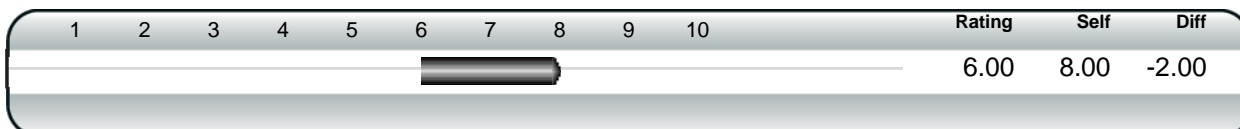
21. Questions accepted practices and assumptions.



2. Pays full attention to the speaker when listening.



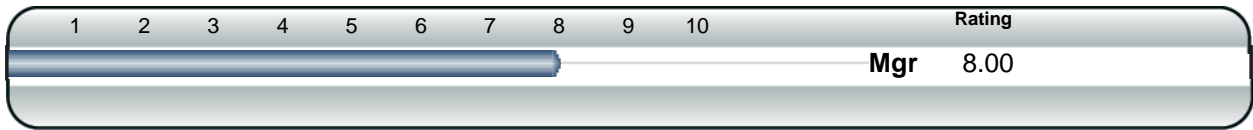
5. Articulates potential consequences of actions before making decisions.



## Manager Ratings - Highest to Lowest

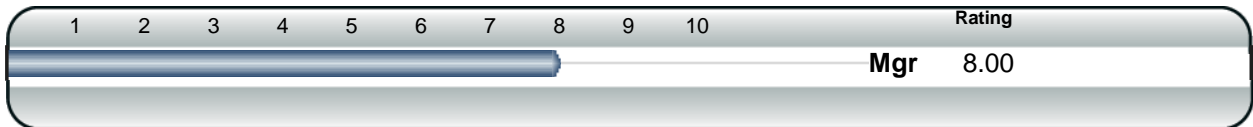
### 21. Questions accepted practices and assumptions.

*(Leading Change)*



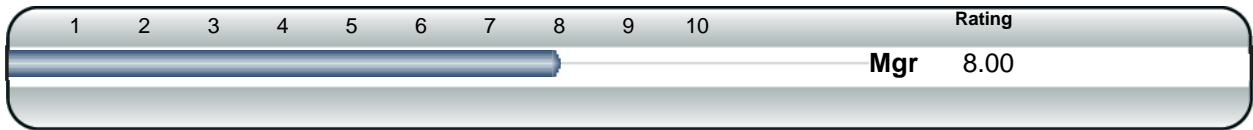
### 23. Helps people embrace change through proactive communication.

*(Leading Change)*



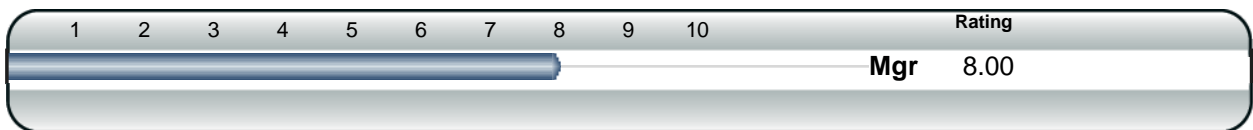
### 26. Creates support for organizational changes.

*(Leading Change)*



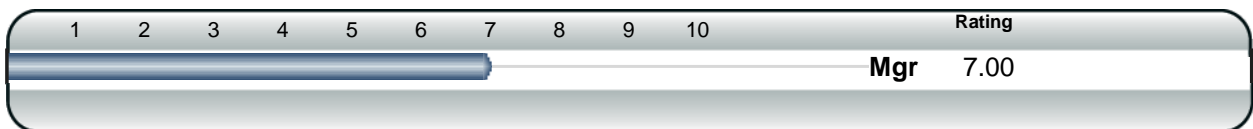
### 35. Empowers others to handle challenges without getting overly involved.

*(Team Leadership)*



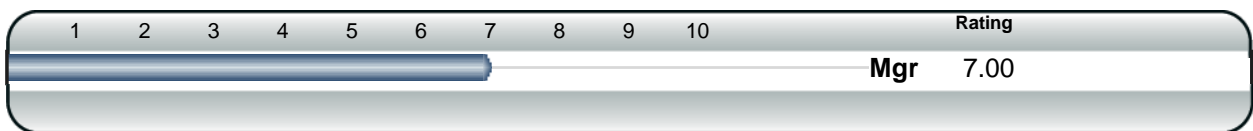
### 6. Builds consensus on decisions.

*(Decision Making)*



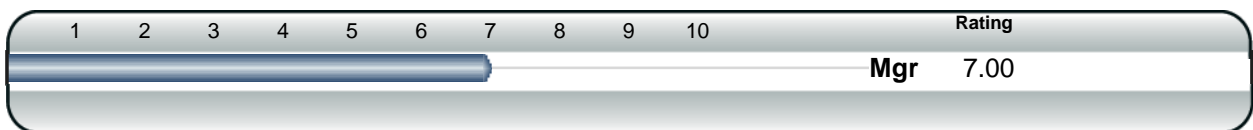
### 14. Treats coworkers with courtesy and respect.

*(Interpersonal Effectiveness)*



### 16. Interacts well with people of different personalities.

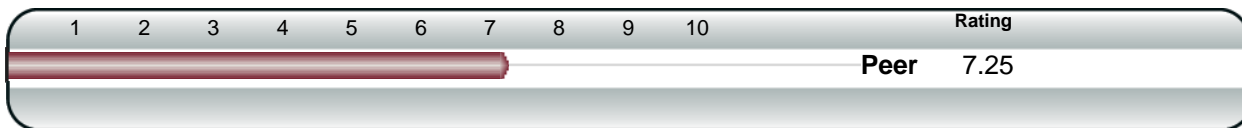
*(Interpersonal Effectiveness)*



## Peer Ratings - Highest to Lowest

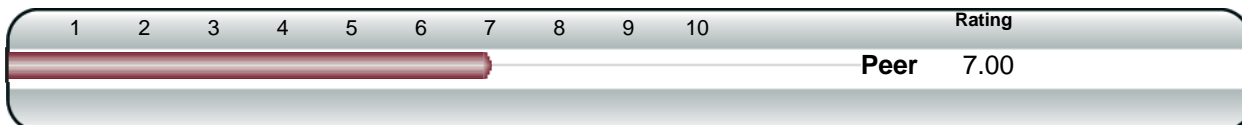
### 25. Proactively capitalizes on emerging trends and opportunities.

*(Leading Change)*



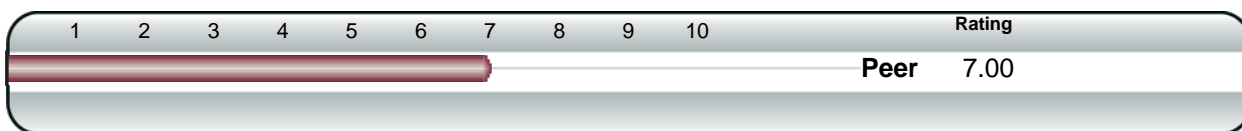
### 1. Shares enough information with others to facilitate good business decisions.

*(Communication)*



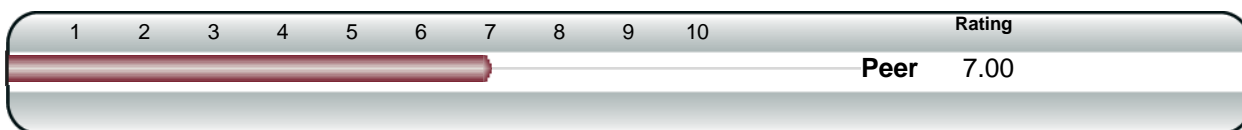
### 30. Effectively organizes people and resources to achieve results.

*(Results Oriented)*



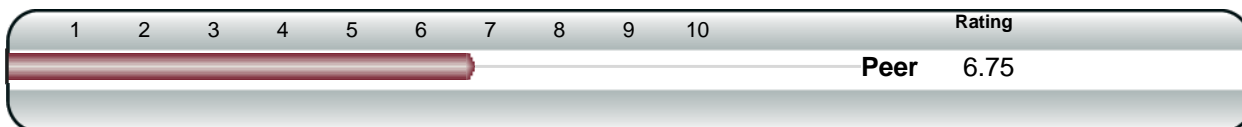
### 36. Plays an active role in making meetings productive.

*(Team Leadership)*



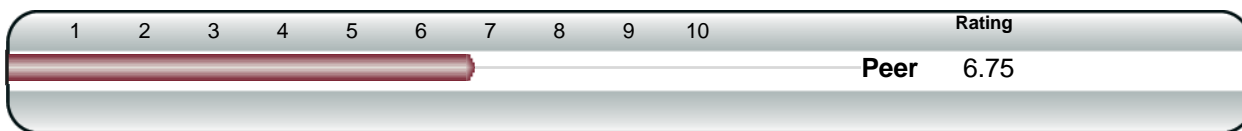
### 11. Works toward team, departmental and organizational goals in addition to personal objectives.

*(Global Mindset)*



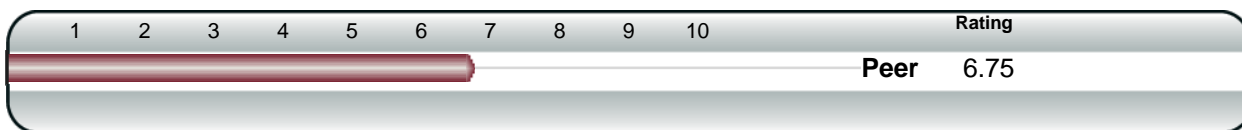
### 21. Questions accepted practices and assumptions.

*(Leading Change)*



### 29. Uses time effectively, working on high-priority actions first.

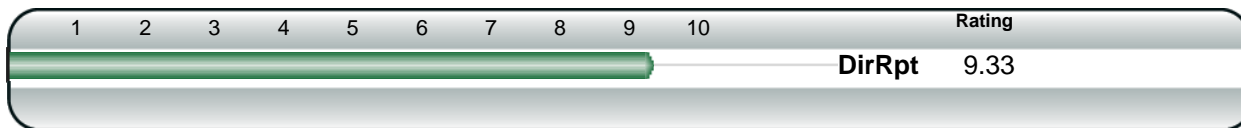
*(Results Oriented)*



## Direct Report Ratings - Highest to Lowest

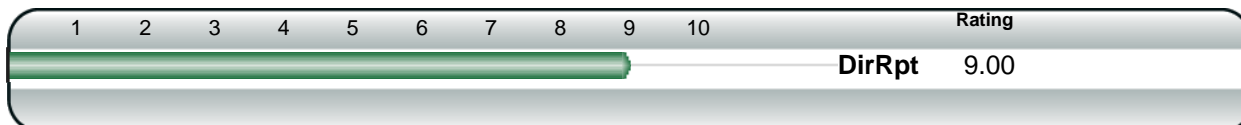
### 27. Motivates others to meet or exceed desired results.

*(Results Oriented)*



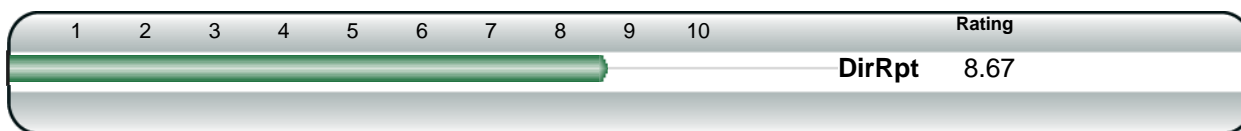
### 25. Proactively capitalizes on emerging trends and opportunities.

*(Leading Change)*



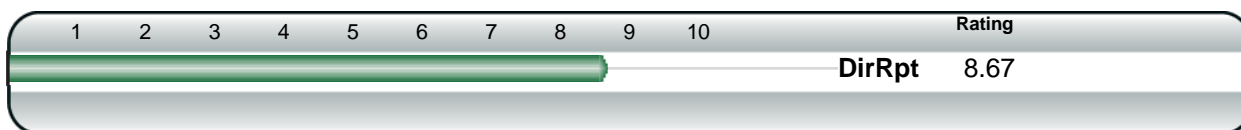
### 23. Helps people embrace change through proactive communication.

*(Leading Change)*



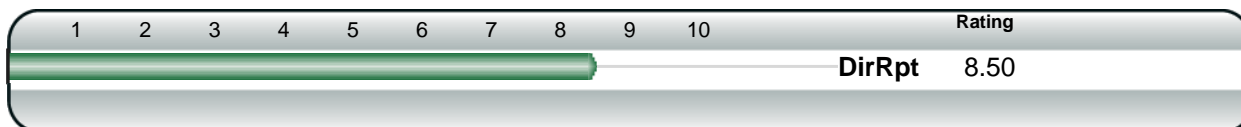
### 28. Follows through and delivers on promises.

*(Results Oriented)*



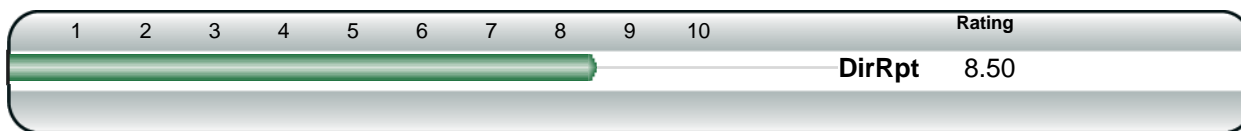
### 11. Works toward team, departmental and organizational goals in addition to personal objectives.

*(Global Mindset)*



### 22. Generates creative solutions to problems.

*(Leading Change)*



### 13. Examines the impact of actions on other areas of the organization.

*(Global Mindset)*

