360 DEGREE FEEDBACK

REPORT 2020

Report prepared for

JANE DOE

ρsyft

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1 INTRODUCTION TO 360 DEGREE FEEDBACK SURVEY

An important indicator of success for any business is the extent to which it has a high performing senior management team. Feedback is a snapshot that leads to awareness based on which choices can be made. Everyone needs feedback to do their best at work and continue their development.

360 degree evaluation process is intended to provide you with thorough and constructive feedback from different sources, such as direct reports/subordinates, managers, peers/colleagues, and externals along with self – assessment. The primary reason to do this full circle confidential review is to provide you with information about your performance from multiple perspectives. The data derived from this process is meant to serve as a foundation for your own development and benefit the organization.

Personal Awareness – Johari Window

The Johari Window, named after its creators Joseph Luft and Harrington Ingham, is a model used to depict aspects of interpersonal interaction. A four-paned "window," as shown below, divides personal awareness into four categories: Open, Hidden, Blind, and Unknown. The Window shows what you know about yourself, and how much others know about you.

	Known to Self	Not Known to Self
Known to Others	OPEN	BLIND SPOT
Not Known to Others	HIDDEN	UNKNOWN

Open: The Open pane in the window reflects things that you know about yourself, and others know about you. These tend to be available facts. For example, you know your name, and others tend to know it, too.

Hidden: The Hidden pane includes details about yourself that you keep private. As you get to know and trust other people more, you may choose to share information about yourself, such as your dreams and ambitions.

Blind Spot: This pane represents information that others know about you, but is outside your own awareness. A blind spot is generally considered a deficiency. For example, you think you have good communication skills, whereas others may not think so.

Unknown: The Unknown pane represents things that neither you nor others know about you. For example, you may have hidden talents that you have not yet discovered about yourself.

One of the values of 360-Degree Feedback is that you may improve your self-understanding and validate the information in the Open pane, but its real strength lies in exploring the Blind pane, by learning how others perceive you. 360-Degree Feedback gives you specific information that you can use as a starting point for behavioral change.

Interpreting Your Feedback

1. Identify the highest rated behavior

- Using the overall average rating, we identify your highest rating items. These indicate the areas of strengths. These areas are indentified as strengths because they will receive the highest overall score from each respondent group.

2. Identify the lowest rated behavior

- Using the overall average rating, we identify your lowest rating items. These indicate the areas of weakness. These areas are identified as development opportunities because they will receive the lowest overall score from each respondent group.

3. Pinpoint key difference/gaps with various rater groups

- Significant gaps between your Self- rating and that of others on a behavior will indicate potential hidden strengths or blind spots. These are the areas where you can leverage better or focus for specific improvement.

  Whether or not you agree with all the ratings you were given, you must manage the perceptions of others. Changing others' perceptions may be just as important as improving your skill.

4. Prioritize and create a plan to address developmental opportunities.

- Identify the areas of improvement for your overall development. This will include managing relationships, skills, knowledge and experience. For each priority, outline the specific actions you will take for accomplishment of developmental plans in a particular timeframe.
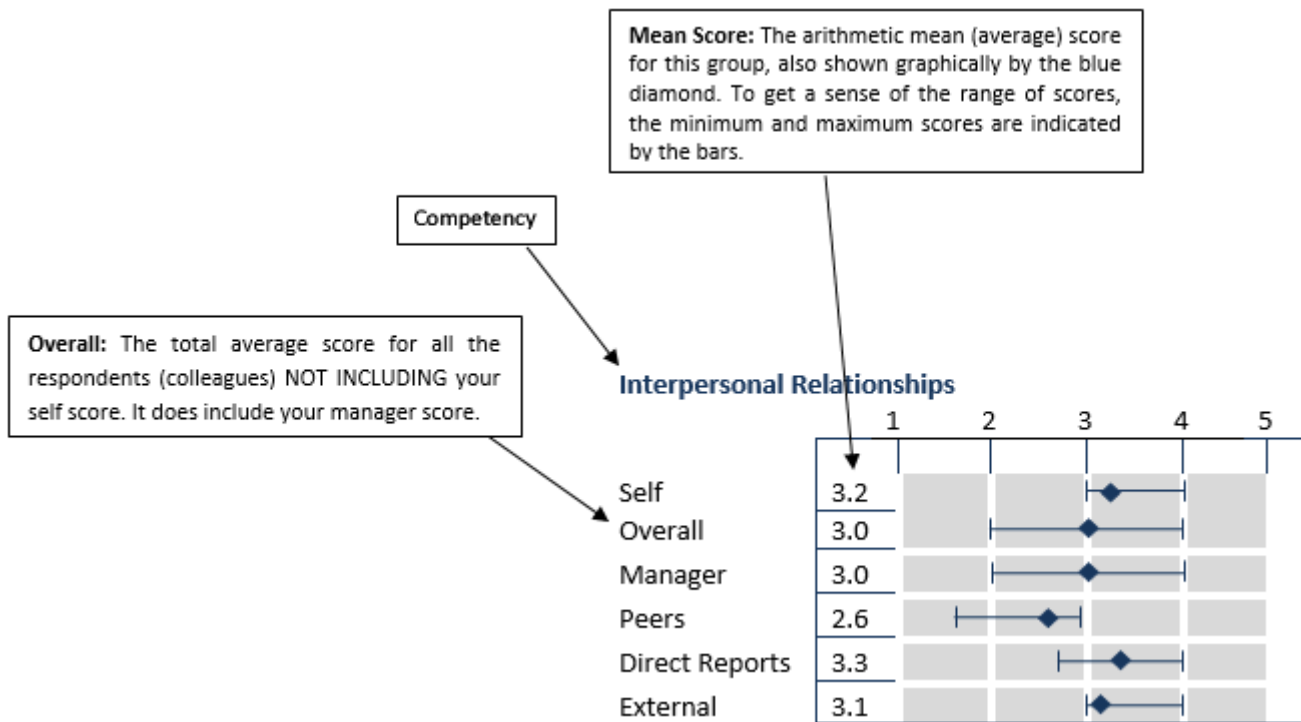
② YOUR REPORT

This report contains information collected from the individuals you identified and asked to complete the 360 Degree Feedback Survey. The data in this report gives you an opportunity to gain insight into your performance on the different competencies included in the survey.

The report is organized into four sections:

- Competency Summary
- Top/Bottom Scores by Respondent Group
- Gap Analysis – Hidden Talents & Blind Spots
- Question Specific Feedback

Section 1 is the **Competency Summary.**
The tables in this section show the averaged results for the items in each competency. Refer to Section 4 to see the items that comprise each competency and to get a better understanding of the items that affected the competency scores most significantly. To understand how to interpret these tables, see the example annotated table description below.

Mean Score: The arithmetic mean (average) score for this group, also shown graphically by the blue diamond. To get a sense of the range of scores, the minimum and maximum scores are indicated by the bars.

Competency

Overall: The total average score for all the respondents (colleagues) NOT INCLUDING your self score. It does include your manager score.

Interpersonal Relationships

		1	2	3	4	5
Self	3.2					
Overall	3.0					
Manager	3.0					
Peers	2.6					
Direct Reports	3.3					
External	3.1					

Section 2 presents the **Top/Bottom Scores by respondent group.**
This shows the five highest scored and five lowest scored items for each of the respondent groups (other than Self) plus the average of the respondents. More than five may be shown if there are ties. This section allows you to quickly see where your strengths and development needs lie, as well as giving you a quick look at possible similarities and differences in how you are perceived across respondents. Agreement across respondent groups should be a strong indicator of consistency in your behavior. Where major differences arise, you should take time to reflect as to why that might be.

Section 3 is called **Gap Analysis.**
This quickly shows you where your self-ratings differed the most from the overall (averaged) ratings (i.e. everyone who provided feedback other than yourself). The first table shows the five items (more than five where there are ties) where overall ratings were HIGHER than your self-rating by the greatest amount. These may suggest hidden strengths, i.e., areas where you are perceived as being more effective than perhaps you realize. The second table is the converse, i.e., the top five items (plus ties) where overall ratings were LOWER than your self-rating. These probably suggest the blind spots, i.e., areas where you are perceived as being less effective than perhaps you think.

Section 4 provides **Question Specific Feedback**
Under this section, each Feedback question (within larger competencies) is studied in depth to see the response and distribution and comparative feedback score within respondent groups.

EXECUTIVE SUMMARY

This section gives you a snapshot of the feedback and scores received for **JANE DOE**.

Overall Feedback Score **3.85**
average score for all responses given by all respondent groups except for self.

3.57

Self Rating Score
average score for all responses given by the subject for himself/herself.

Competency-wise Overall Feedback Scores

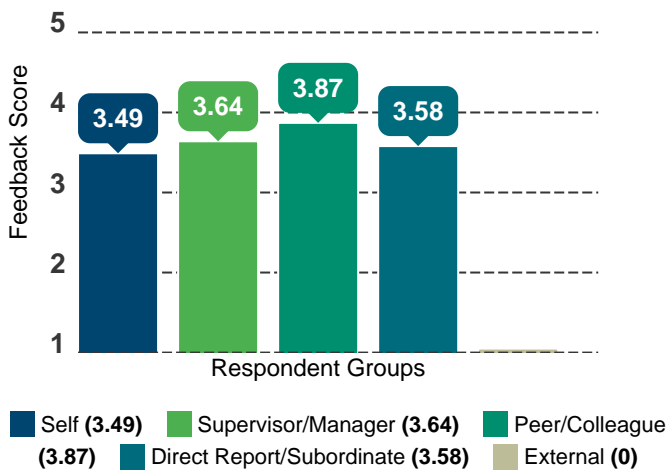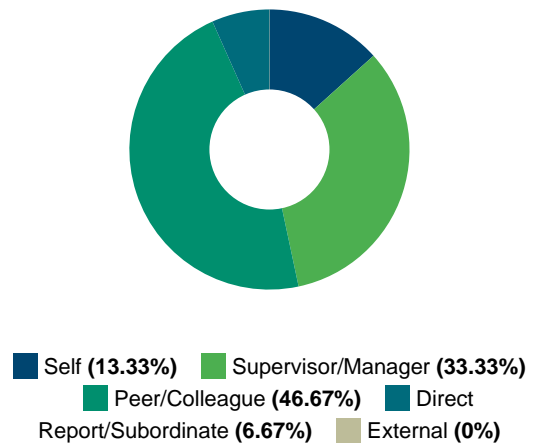| 3.96 Integrity & Ethical Management | 3.94 Communication | 3.92 Motivating / Developing Others | 3.92 Business Awareness | 3.91 Professional Competence / Efficiency / Productivity | 3.91 Flexibility & Stress Tolerance | 3.87 Decision Making | 3.85 Interpersonal Relationships | 3.71 Leadership & Influence | 3.5 Planning & Organising |

Highest Score ← → **Lowest Score**

Respondent Group-wise Feedback Scores

Feedback Score

- 3.49
- 3.64
- 3.87
- 3.58

Respondent Groups

- Self **(3.49)**
- Supervisor/Manager **(3.64)**
- Peer/Colleague **(3.87)**
- Direct Report/Subordinate **(3.58)**
- External **(0)**

Respondent Group Distribution

- Self **(13.33%)**
- Supervisor/Manager **(33.33%)**
- Peer/Colleague **(46.67%)**
- Direct Report/Subordinate **(6.67%)**
- External **(0%)**

Top Blind Spot(s)

- Can make decisions quickly when necessary.
- Judges issues objectively without personal bias.

Top Hidden Strength(s)

- Maintains composure under pressure.
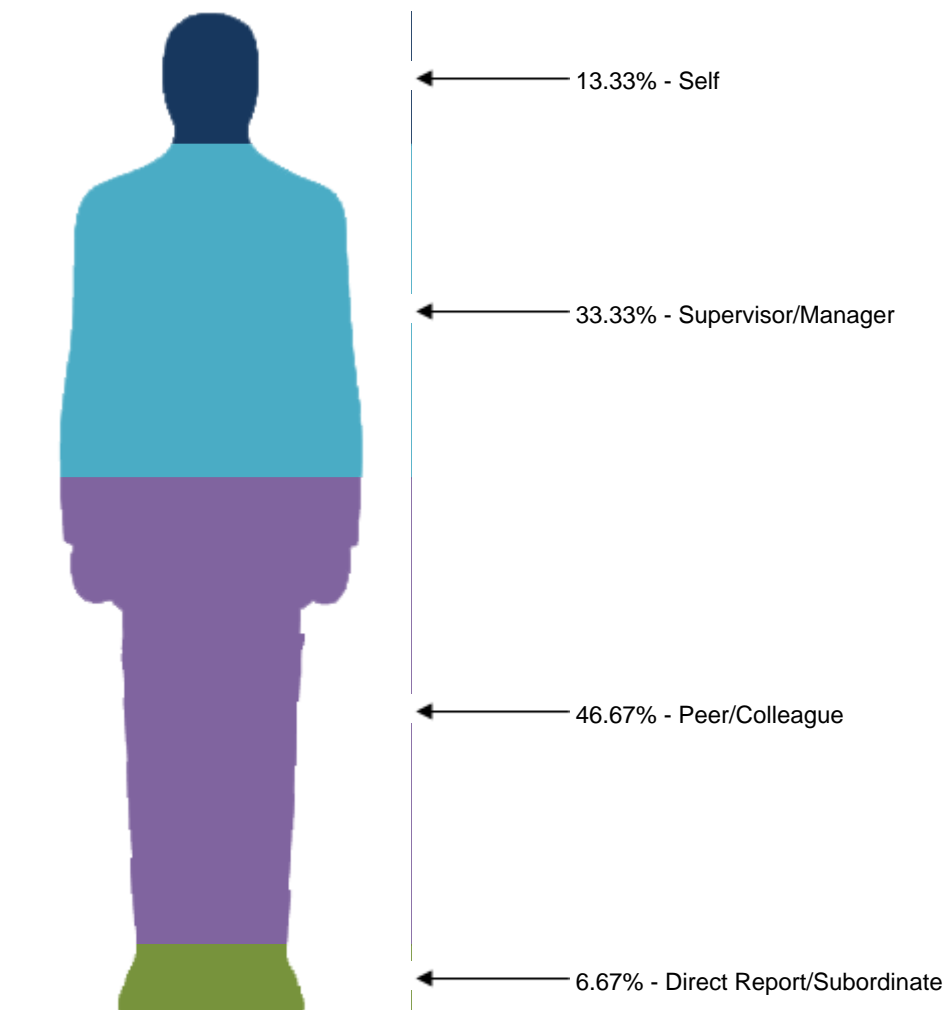- Is flexible in his/her approach towards managing tasks/projects.

3 RESPONDENT GROUPS

Your report contains feedback from the following respondents:

- Self
- Supervisor/Manager
- Peer/Colleague
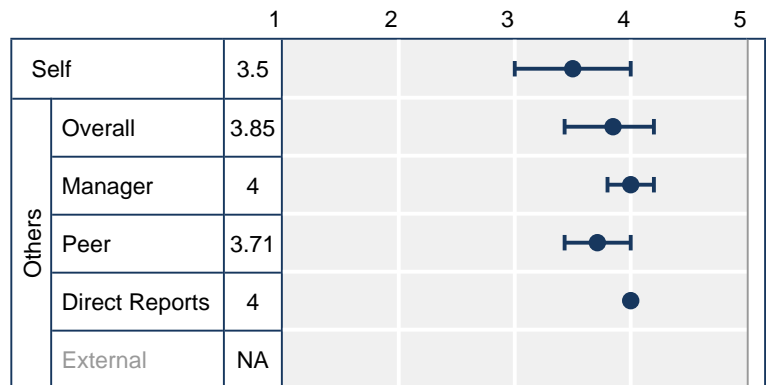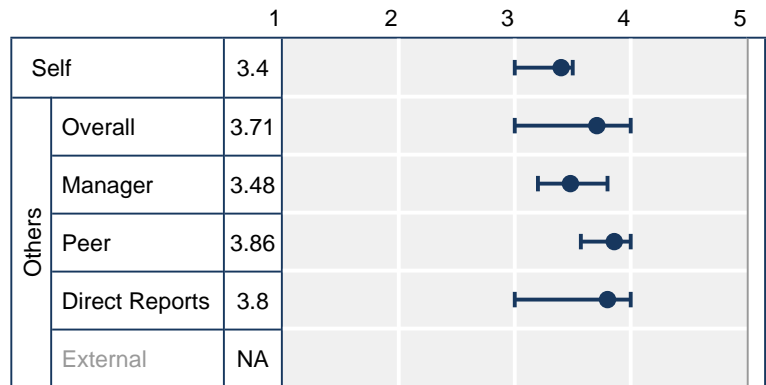- Direct Report/Subordinate

Diagram 1 : Respondent Groups

13.33% - Self

33.33% - Supervisor/Manager

46.67% - Peer/Colleague

6.67% - Direct Report/Subordinate

4 RESULTS

Section I : Competency Summary

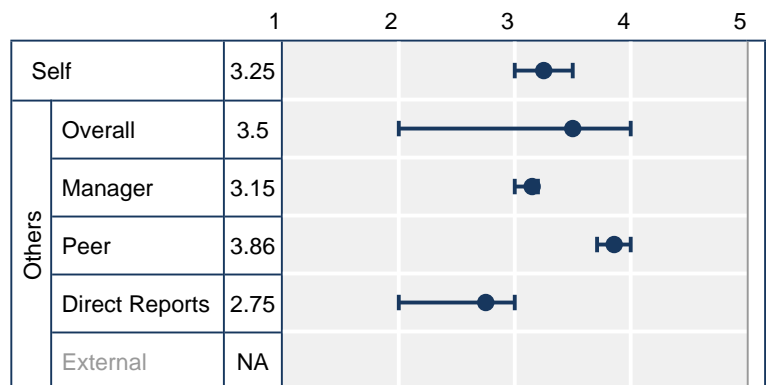**Table No. 1 : Scores of respondent groups on each competency**
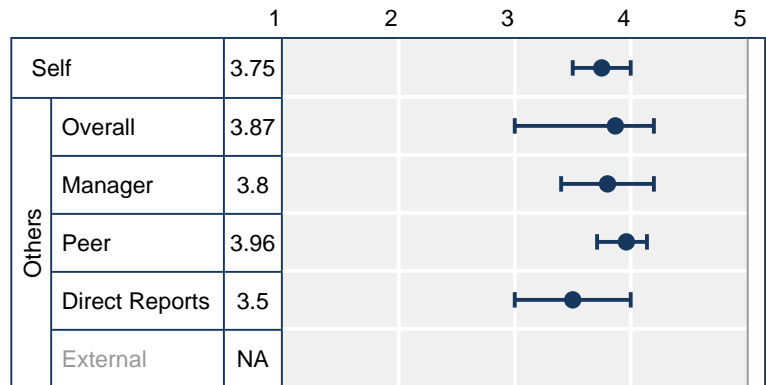
1. Interpersonal Relationships

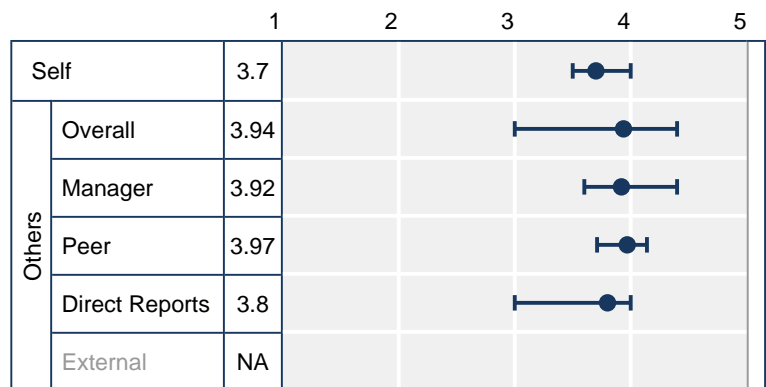|			1	2	3	4	5
Self		3.5					
Others	Overall	3.85					
	Manager	4					
	Peer	3.71					
	Direct Reports	4					
	External	NA					

2. Leadership & Influence

			1	2	3	4	5
Self		3.4					
Others	Overall	3.71					
	Manager	3.48					
	Peer	3.86					
	Direct Reports	3.8					
	External	NA					

3. Planning & Organising

			1	2	3	4	5
Self		3.25					
Others	Overall	3.5					
	Manager	3.15					
	Peer	3.86					
	Direct Reports	2.75					
	External	NA					

4. Decision Making

			1	2	3	4	5
Self		3.75					
Others	Overall	3.87					
	Manager	3.8					
	Peer	3.96					
	Direct Reports	3.5					
	External	NA					

5. Communication

			1	2	3	4	5
Self		3.7					
Others	Overall	3.94					
	Manager	3.92					
	Peer	3.97					
	Direct Reports	3.8					
	External	NA					

6. Flexibility & Stress Tolerance

			1	2	3	4	5
Self		3.38					
Others	Overall	3.91					
	Manager	3.95					
	Peer	3.89					
	Direct Reports	3.75					
	External	NA					

7. Professional Competence / Efficiency / Productivity

			1	2	3	4	5
Self		3.58					
Others	Overall	3.91					
	Manager	3.8					
	Peer	4.02					
	Direct Reports	3.67					
	External	NA					

8. Motivating / Developing Others

			1	2	3	4	5
Self		3.63					
Others	Overall	3.92					
	Manager	3.6					
	Peer	4.14					
	Direct Reports	4					
	External	NA					

9. Integrity & Ethical Management

			1	2	3	4	5
Self		3.9					
Others	Overall	3.96					
	Manager	3.8					
	Peer	4.09					
	Direct Reports	3.8					
	External	NA					

10. Business Awareness

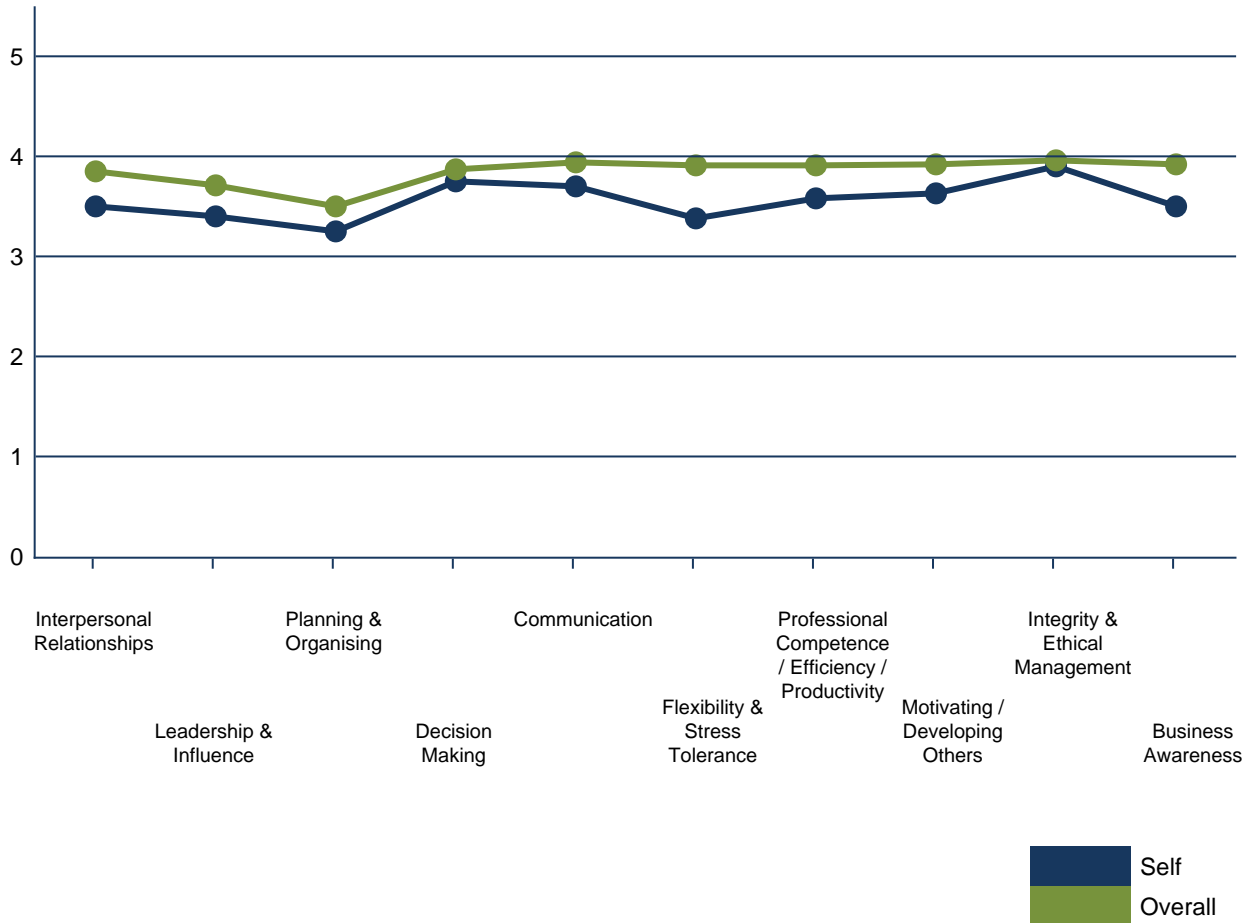|		1	2	3	4	5
Self		3.5				
Others	Overall	3.92				
	Manager	3.8				
	Peer	4.07				
	Direct Reports	3.5				
	External	NA				

Competency Summary

Summarizes graphically your self-perception and compares it with the feedback you received.

## Diagram 2 : Overall Scores vs. Self Scores on each competency

Self
Overall

Consolidated Score

Average Overall Score v/s Average Self Score

The graph below depicts the Average Overall Score for the feedback you received, in comparison to your Average Self score on a scale on 1 to 5:

Please note: Average Overall Score is the average score for all responses given by all your raters for you. Average Self Score is the average score for all responses given by you for yourself.

		1	2	3	4	5
Overall	3.85					
Self	3.57					
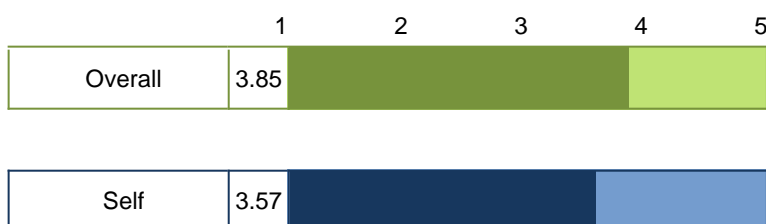
Section II : Top/Bottom Scores by Respondent Groups

This section presents the five Top (Highest scored) and five Bottom (Lowest scored) items for the overall category (all raters categories combined except the Self rating). More than five may be shown if there are ties.

Table No. 2 : Highest scored items

Top Items

Statement Question	Mean
Explains & justifies his/her decisions.	4.23
Is flexible in his/her approach towards managing tasks/projects.	4.23
Follows existing procedures & processes and adheres to business objectives.	4.23
Completes tasks correctly and with accuracy.	4.08
Gives credit to deserving parties and does not take credit for the work of others.	4.08

Table No. 3 : Lowest scored items

Bottom Items

Statement Question	Mean
Holds structured & productive meetings, events & activities.	3.46
Able to methodically analyze large amounts of complex information and draw out right conclusions.	3.46
Plans ahead for contingencies/potential roadblocks.	3.54
Focuses on short term planning as well as long-term strategizing.	3.54
Is sensitive to unspoken feelings of others.	3.62

Section III: Gap Analysis

This section of the report will illustrate the difference between your self scores and the combined rater (overall) scores. These gaps can also be understood as your hidden strengths and blind spots. The larger the gap score, the more inconsistent the view of a competency between you and the other raters. For the sake of brevity, the report will focus only on the largest gaps.

The first table lists the largest gaps where the overall score is higher than the self- reported score. Thus, this table and the accompanying graph reflects your hidden strengths. In contrast, the second table lists the largest gaps where the overall score is lower than the self- reported score, reflecting the blind spots which call for attention.

For instances where the gap score is zero or close to zero, no data has been included in the tables or graphs. This can be inferred as indicating no significant difference in self perception and others' perception.
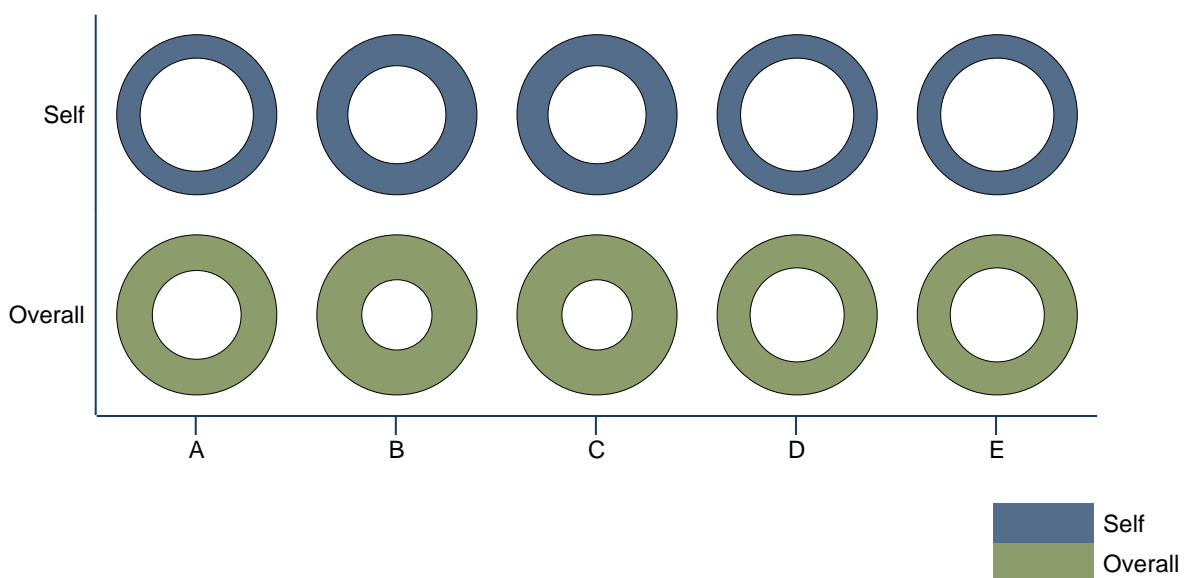
Hidden Strengths

Table No. 4 : Gap Analysis when overall scores are greater than self

Overall Scores Higher than Self – Hidden Strengths

	Statement Question	Self Score	Overall Score	Gap
A	Maintains composure under pressure.	3	3.77	0.77
B	Is flexible in his/her approach towards managing tasks/projects.	3.5	4.23	0.73
C	Follows existing procedures & processes and adheres to business objectives.	3.5	4.23	0.73
D	Creates a vision of what the department/organisation can become in future.	3	3.62	0.62
E	Is sensitive to unspoken feelings of others.	3	3.62	0.62

### Diagram 3: Gap Analysis when overall scores are greater than self

Blind Spots

Table No. 5 : Gap Analysis when overall scores are lower than self

Overall Scores Lower than Self – Blind Spots

	Statement Question	Self Score	Overall Score	Gap
A	Can make decisions quickly when necessary.	4	3.85	-0.15
B	Judges issues objectively without personal bias.	4	3.85	-0.15
C	Uses positional and personal power with care and restraint.	4	3.92	-0.08
D	Is able to accept disagreements in a positive manner.	4	3.92	-0.08
E	Demonstrates belief in the abilities of others.	4	3.92	-0.08

Diagram 4: Gap Analysis when overall scores are lower than self
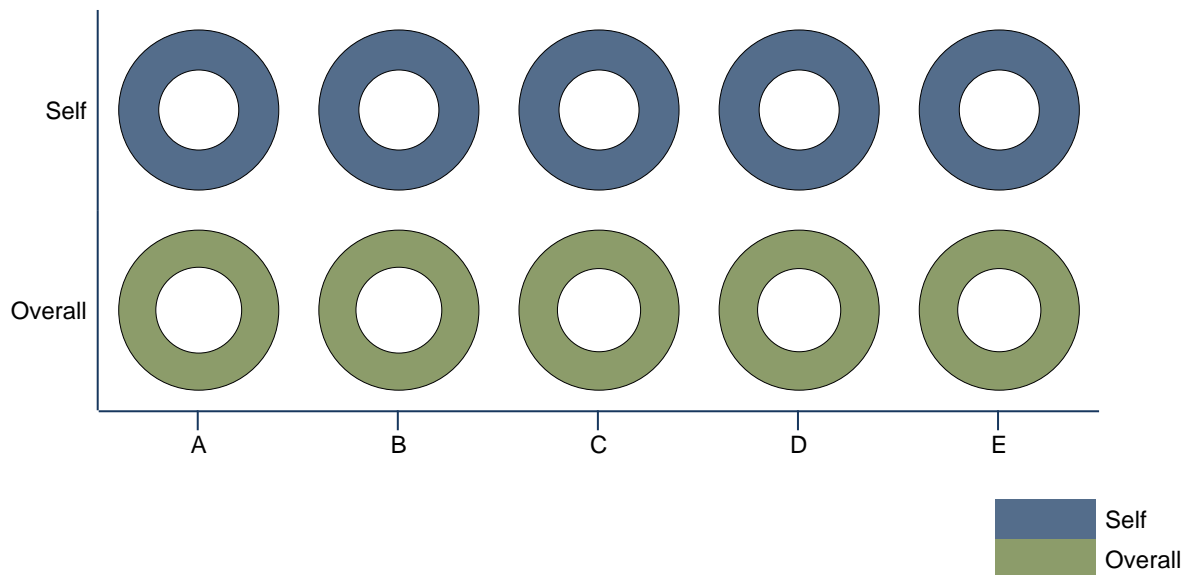
Section IV: Question Specific Feedback

In this section, each Feedback question (within larger competencies) is studied in depth to see the response and distribution and comparative feedback score within respondent groups.

Statement-wise Response Distribution:

Statement-wise response distribution (in percentage) for each statement covered under different competencies (on the 5 - point likert scale ranging from Strongly Agree to Strongly Disagree). This representation helps understand what percentage of raters have responded to the statements positively, negatively ,or have given a neutral response a neutral response.
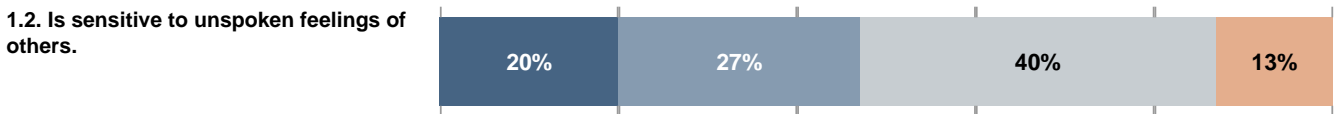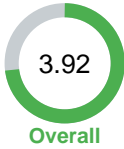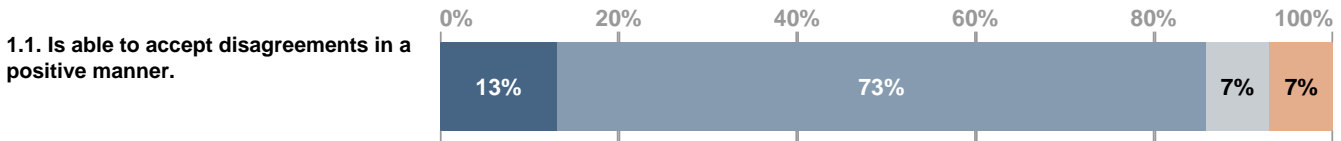
Statement-wise Feedback Score:

Scores, on a scale of 1 (lowest) to 5 (highest) given by all the respondent groups for all survey statements. Kindly note that scores for data sets that have no representation have not been depicted.

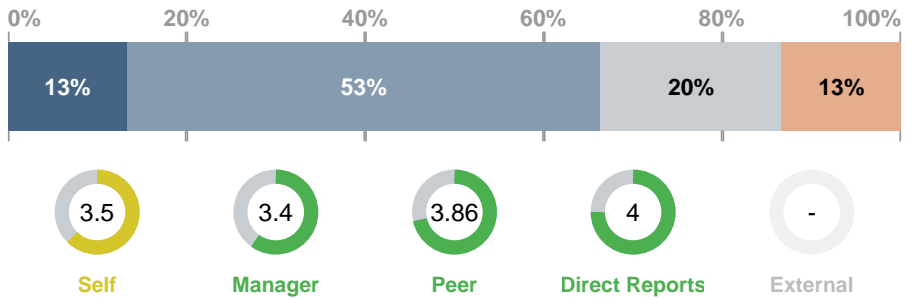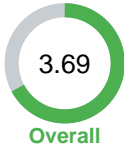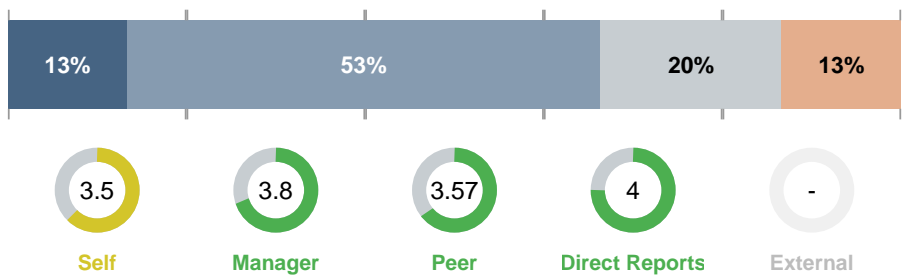*These scores have been rounded off for easy comparison.

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

1. Interpersonal Relationships

0%   20%   40%   60%   80%   100%

1.1. Is able to accept disagreements in a positive manner.

| 13% | 73% | 7% | 7% |

| 3.92 Overall | 4 Self | 4.2 Manager | 3.71 Peer | 4 Direct Reports | - External |

1.2. Is sensitive to unspoken feelings of others.

| 20% | 27% | 40% | 13% |

| 3.62 Overall | 3 Self | 3.8 Manager | 3.43 Peer | 4 Direct Reports | - External |

1.3. Fully contributes to team efforts, openly shares knowledge, information and opinions within as well as across departments.

| 27% | 60% | 13% |

| 4.08 Overall | 3.5 Self | 4.2 Manager | 4 Peer | 4 Direct Reports | - External |

1.4. Receives constructive feedback willingly.

| 7% | 67% | 20% | 7% |

| 3.77 Overall | 3.5 Self | 3.8 Manager | 3.71 Peer | 4 Direct Reports | - External |

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

2. Leadership & Influence

2.1. Leads without aggression or arrogance.

0%   20%   40%   60%   80%   100%

13%	53%	20%	13%

Overall	Self	Manager	Peer	Direct Reports	External
3.69	3.5	3.4	3.86	4	-

2.2. Leads by personal example.

13%	53%	20%	13%

Overall	Self	Manager	Peer	Direct Reports	External
3.69	3.5	3.8	3.57	4	-

2.3. Creates a vision of what the department/organisation can become in future.

7%	47%	40%	7%

Overall	Self	Manager	Peer	Direct Reports	External
3.62	3	3.4	3.86	3	-
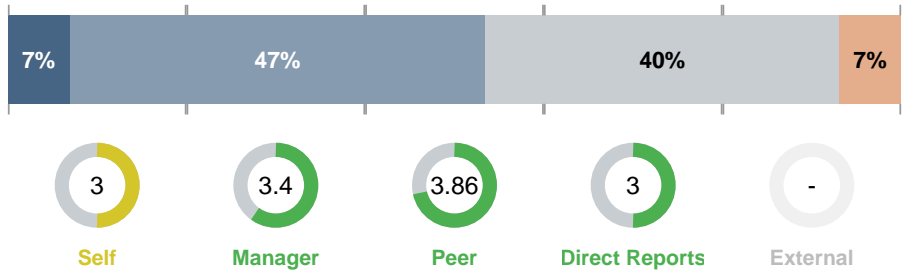
2.4. Takes responsibility for team's actions.

7%	60%	27%	7%

Overall	Self	Manager	Peer	Direct Reports	External
3.69	3.5	3.2	4	4	-
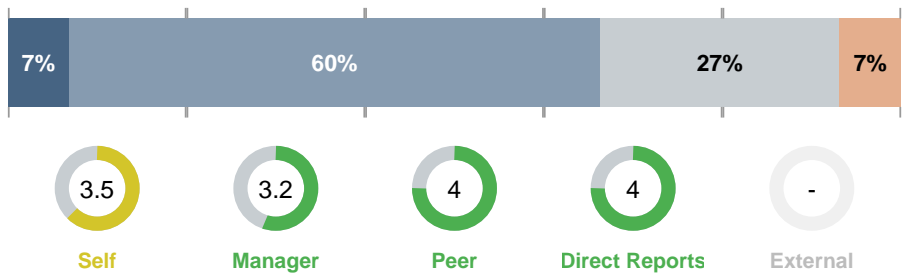
2.5. Develops ideas & solutions jointly with others.

7%	67%	27%

Overall	Self	Manager	Peer	Direct Reports	External
3.85	3.5	3.6	4	4	-

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
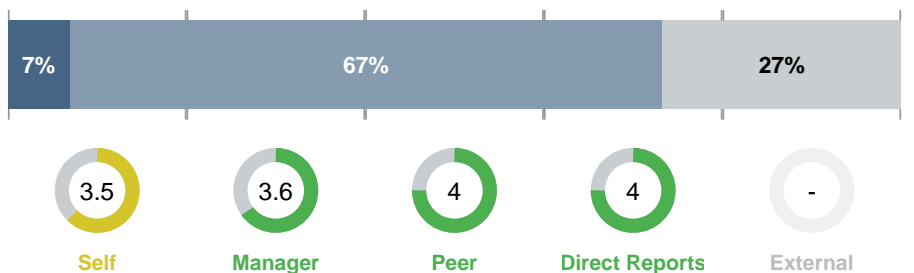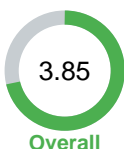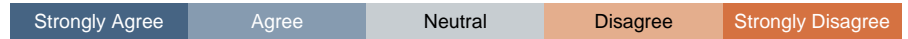
3. Planning & Organising

3.1. Plans ahead for contingencies/potential roadblocks.
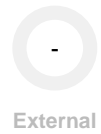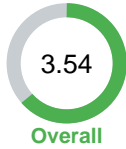
13%	33%	40%		13%

3.54 Overall

Self	Manager	Peer	Direct Reports	External
3	3.2	3.86	3	-

3.2. Able to methodically analyze large amounts of complex information and draw out right conclusions.

53%	40%	7%

3.46 Overall

Self	Manager	Peer	Direct Reports	External
3.5	3.2	3.71	3	-

3.3. Holds structured & productive meetings, events & activities.

7%	40%	47%	7%

3.46 Overall

Self	Manager	Peer	Direct Reports	External
3.5	3.2	3.86	2	-

3.4. Focuses on short term planning as well as long-term strategizing.

13%	27%	53%	7%

3.54 Overall

Self	Manager	Peer	Direct Reports	External
3	3	4	3	-

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
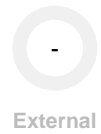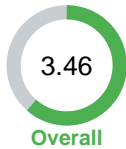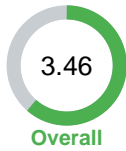
4. Decision Making

4.1. Can make decisions quickly when necessary.

0%   20%   40%   60%   80%   100%

| 13% | 60% | 27% |

| 3.85 Overall | 4 Self | 4 Manager | 3.71 Peer | 4 Direct Reports | - External |

4.2. Judges issues objectively without personal bias.

| 20% | 53% | 20% | 7% |

| 3.85 Overall | 4 Self | 3.4 Manager | 4.14 Peer | 4 Direct Reports | - External |
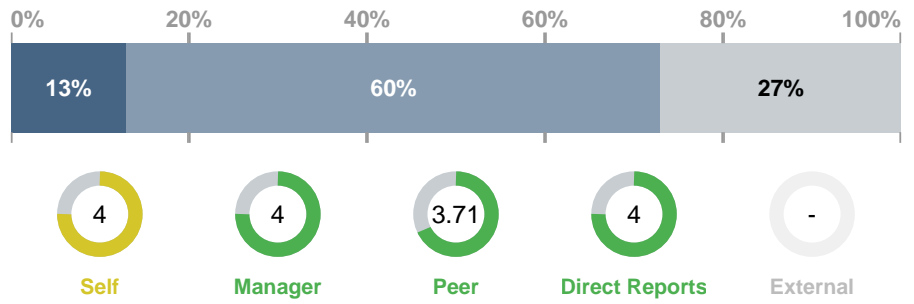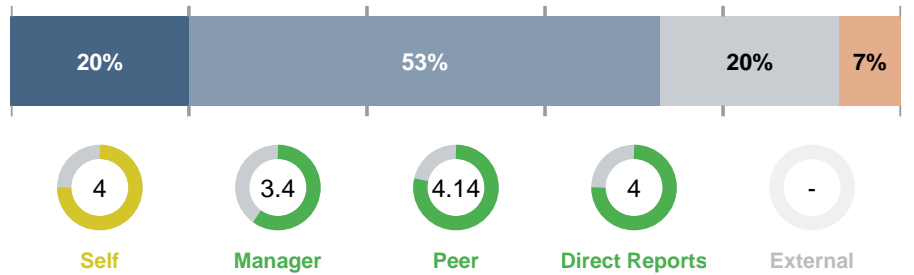
4.3. Takes a creative approach to problem solving.

| 13% | 53% | 33% |

| 3.85 Overall | 3.5 Self | 3.6 Manager | 4.14 Peer | 3 Direct Reports | - External |
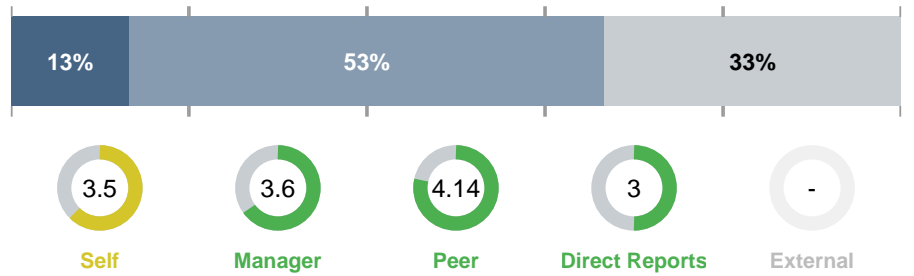
4.4. Is open to sound arguments, new information or evidence when taking decisions.

| 13% | 60% | 27% |

| 3.92 Overall | 3.5 Self | 4.2 Manager | 3.86 Peer | 3 Direct Reports | - External |

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
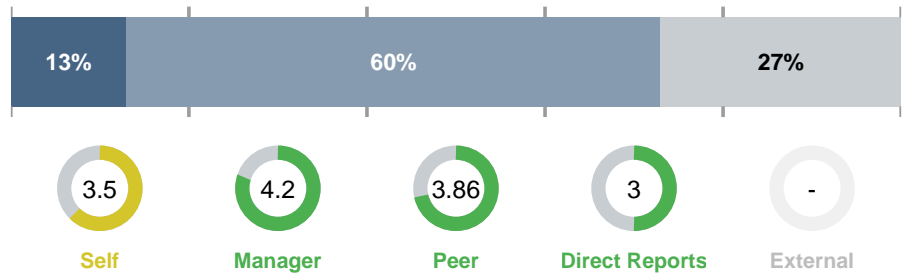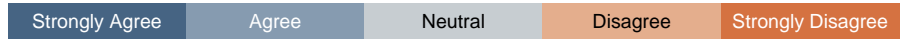
5. Communication

5.1. Can convey complicated information in simple language.

0% 20% 40% 60% 80% 100%

73%	27%

Overall	Self	Manager	Peer	Direct Reports	External
3.77	3.5	3.8	3.71	4	-

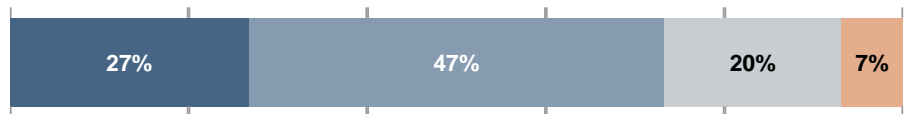**5.2. Seeks inputs from his/her team members, and effectively communicates thoughts of top management to his/her team.**

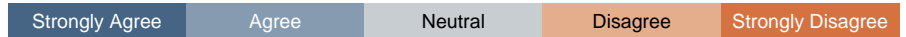| 7%	53%	40%

Overall	Self	Manager	Peer	Direct Reports	External
3.69	3.5	3.6	3.86	3	-

5.3. Is a good listener.

20%	67%	7%	7%

Overall	Self	Manager	Peer	Direct Reports	External
4.08	3.5	4.2	4	4	-
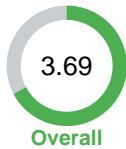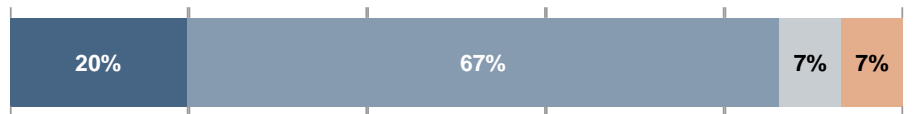
5.4. Gives fair, constructive feedback.

27%	47%	20%	7%

Overall	Self	Manager	Peer	Direct Reports	External
3.92	4	3.6	4.14	4	-

5.5. Explains & justifies his/her decisions.

33%	53%	13%

Overall	Self	Manager	Peer	Direct Reports	External
4.23	4	4.4	4.14	4	-

psyft

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

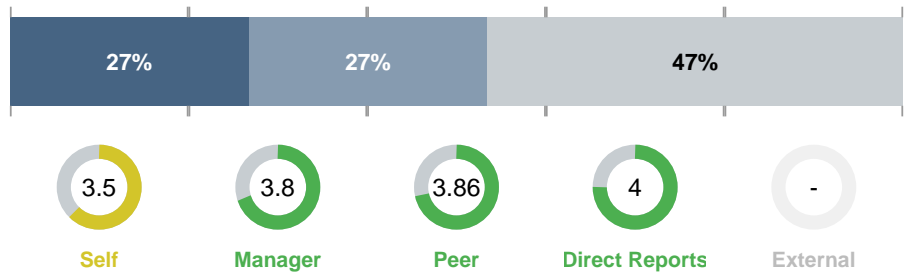## 6. Flexibility & Stress Tolerance

6.1. Maintains composure under pressure.

0%	20%	40%	60%	80%	100%

13%	40%	47%

Overall	Self	Manager	Peer	Direct Reports	External
3.77	3	3.6	4	3	-
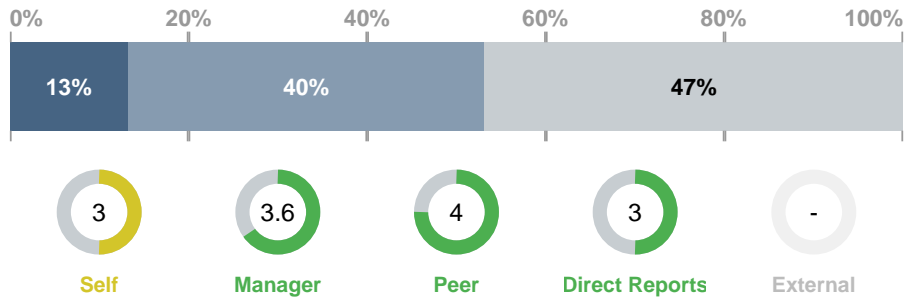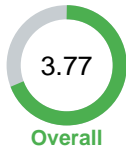
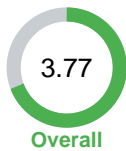**6.2. Is able to maintain focus on goals even in the face of volatile business environment.**

27%	27%	47%

Overall	Self	Manager	Peer	Direct Reports	External
3.85	3.5	3.8	3.86	4	-

6.3. Is flexible in his/her approach towards managing tasks/projects.

27%	60%	13%

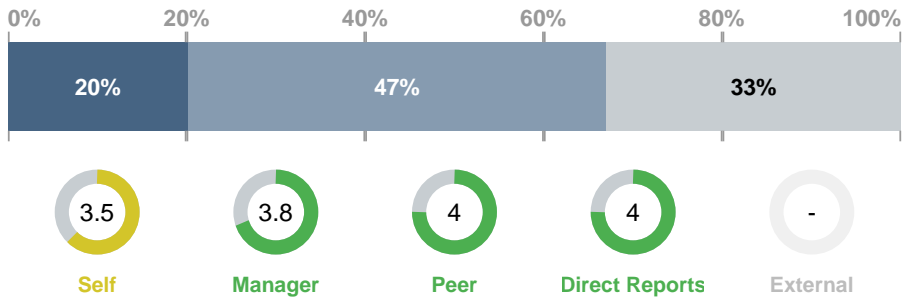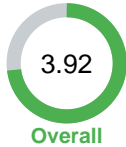| Overall	Self	Manager	Peer	Direct Reports	External
4.23	3.5	4.6	4	4	-
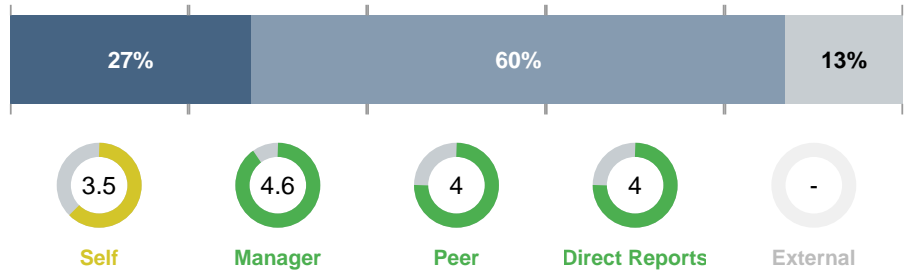
6.4. Comes up with new ideas, fresh approaches & innovative solutions at work in face of challenging situations.

7%	67%	20%	7%

Overall	Self	Manager	Peer	Direct Reports	External
3.77	3.5	3.8	3.71	4	-

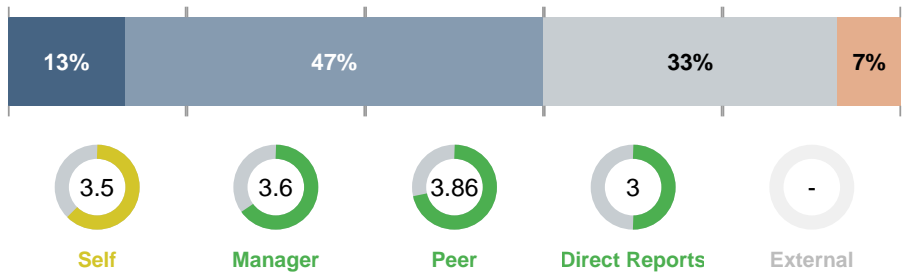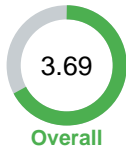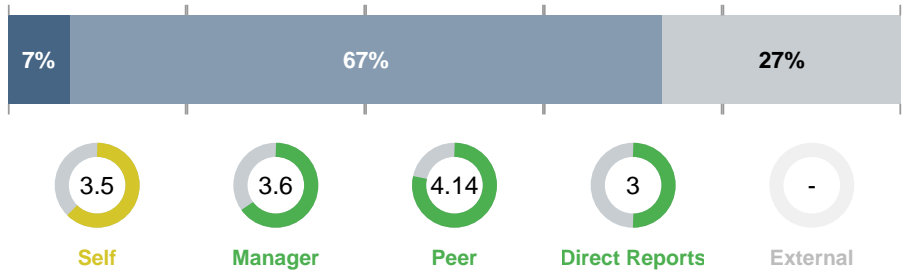| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
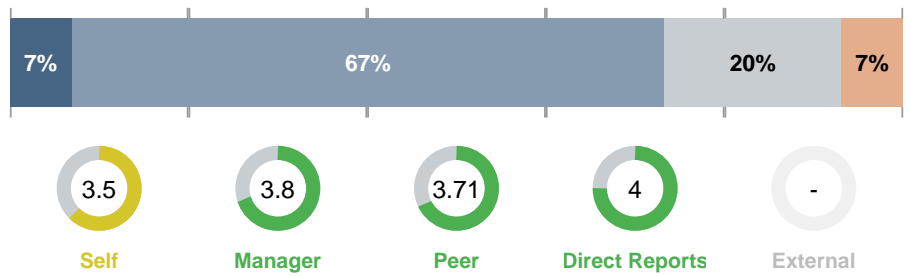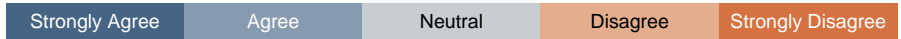
7. Business Awareness

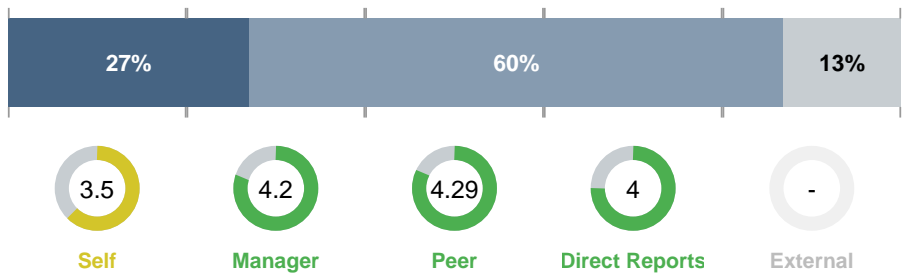**7.1. Understands and applies business and financial principles.**

| 0% | 20% | 40% | 60% | 80% | 100% |

| 20% | 47% | 33% |

3.92 Overall

| 3.5 Self | 3.8 Manager | 4 Peer | 4 Direct Reports | - External |

7.2. Views problems from a business perspective, opportunity, investment, risks and anticipated results.

| 13% | 47% | 33% | 7% |

3.69 Overall

| 3.5 Self | 3.6 Manager | 3.86 Peer | 3 Direct Reports | - External |

7.3. Understands the costs, profits, markets and product/service related issues.

| 7% | 67% | 27% |

3.85 Overall

| 3.5 Self | 3.6 Manager | 4.14 Peer | 3 Direct Reports | - External |

7.4. Follows existing procedures & processes and adheres to business objectives.

| 27% | 60% | 13% |

4.23 Overall

| 3.5 Self | 4.2 Manager | 4.29 Peer | 4 Direct Reports | - External |

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

8. Motivating / Developing Others

8.1. Displays genuine interest in people & their progress.

Strongly Agree	Agree	Neutral	Disagree
13%	60%	20%	7%

Overall	Self	Manager	Peer	Direct Reports	External
3.85	3.5	3.4	4.14	4	-

8.2. Gives praise and open recognition.

Strongly Agree	Agree	Neutral	Disagree
20%	60%	13%	7%

Overall	Self	Manager	Peer	Direct Reports	External
4	3.5	3.6	4.29	4	-

8.3. Supports individuals and teams through difficult circumstances.

Strongly Agree	Agree	Neutral
13%	60%	27%

Overall	Self	Manager	Peer	Direct Reports	External
3.92	3.5	3.8	4	4	-

8.4. Demonstrates belief in the abilities of others.

Strongly Agree	Agree	Neutral
20%	53%	27%

Overall	Self	Manager	Peer	Direct Reports	External
3.92	4	3.6	4.14	4	-

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

9. Integrity & Ethical Management

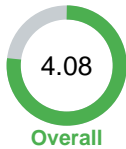**9.1. Has a sense of ownership & does not have to be reminded time & again of his/her responsibilities.**

| 0% | 20% | 40% | 60% | 80% | 100% |

| 13% | 40% | 40% | 7% |

| 3.62 Overall | 3.5 Self | 3.2 Manager | 3.86 Peer | 4 Direct Reports | - External |

9.2. Gives credit to deserving parties and does not take credit for the work of others.

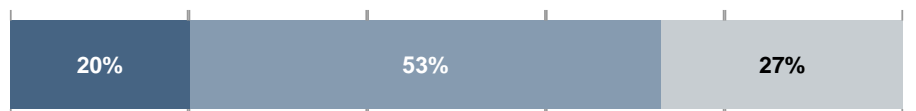| 27% | 53% | 20% |

| 4.08 Overall | 4 Self | 4.2 Manager | 4.14 Peer | 3 Direct Reports | - External |
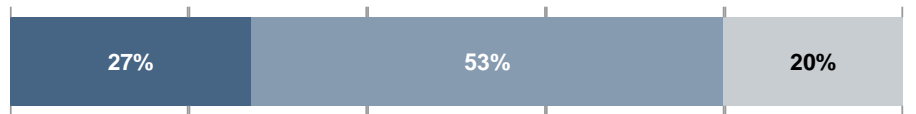
9.3. Is honest & trustworthy, and exhibits integrity at work even if short term commercial advantage is compromised.
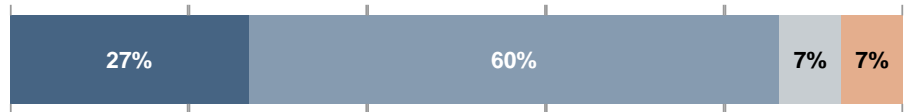
| 27% | 60% | 7% | 7% |

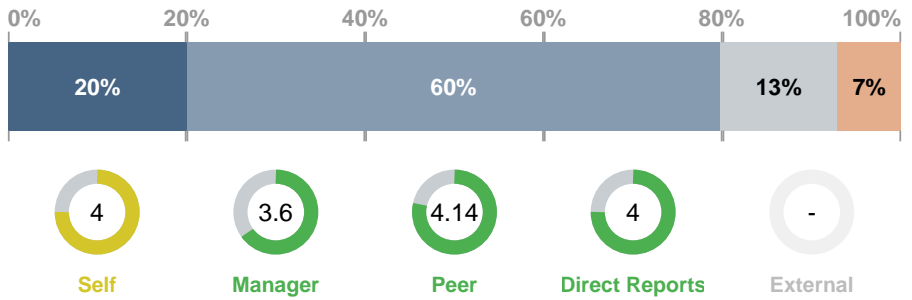| 4.08 Overall | 4 Self | 3.8 Manager | 4.29 Peer | 4 Direct Reports | - External |

9.4. Admits mistakes.

| 33% | 47% | 13% | 7% |

| 4.08 Overall | 4 Self | 4 Manager | 4.14 Peer | 4 Direct Reports | - External |

9.5. Uses positional and personal power with care and restraint.

| 20% | 53% | 27% |

| 3.92 Overall | 4 Self | 3.8 Manager | 4 Peer | 4 Direct Reports | - External |

| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |

10. Professional Competence / Efficiency / Productivity

0%   20%   40%   60%   80%   100%

10.1. Passionate to learn, improve and stay on top of developments in his/her field of job.

| 20% | 60% | 13% | 7% |

3.92 Overall

4 Self | **3.6** Manager | **4.14** Peer | **4** Direct Reports | **-** External

10.2. Uses the available materials and equipment effectively and efficiently to perform the job competently.

| 13% | 67% | 20% |

**4** Overall

3.5 Self | **4.2** Manager | **4** Peer | **3** Direct Reports | **-** External

10.3. Completes tasks correctly and with accuracy.

| 27% | 47% | 27% |

4.08 Overall

3.5 Self | **4** Manager | **4.14** Peer | **4** Direct Reports | **-** External
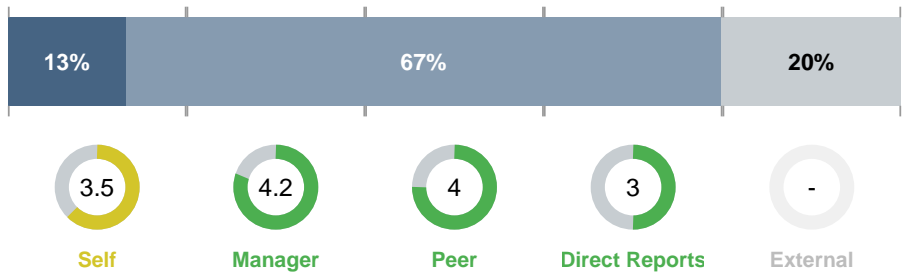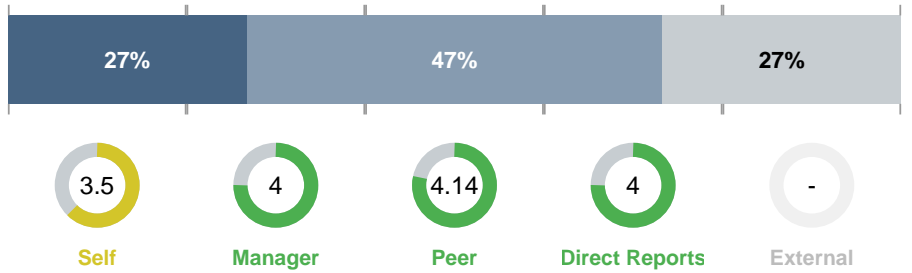
10.4. Displays knowledge/expertise required for his/her position.

| 13% | 73% | 13% |

4.08 Overall

3.5 Self | **4.2** Manager | **4** Peer | **4** Direct Reports | **-** External
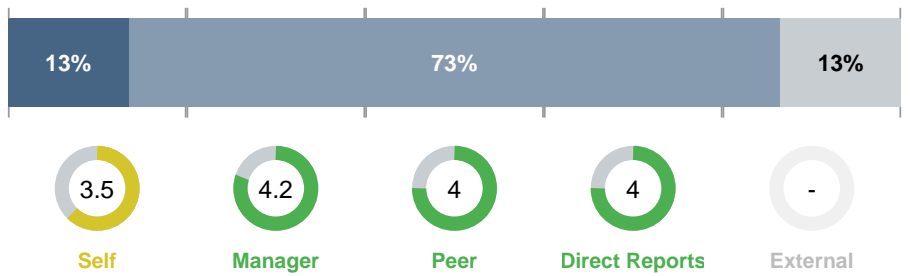
10.5. Is good with multitasking i.e can perform a number of different tasks and priorities with ease.

| 7% | 60% | 27% | 7% |

3.69 Overall

3.5 Self | **3.4** Manager | **4** Peer | **3** Direct Reports | **-** External
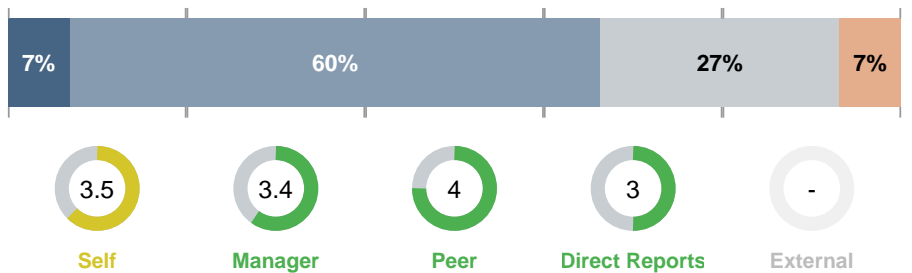
10.6. Effectively manages his/her time and is able to complete assignments within deadlines.

| 7% | 53% | 40% |

3.69
Overall

3.5
Self

3.4
Manager

3.86
Peer

4
Direct Reports

-
External

psyft
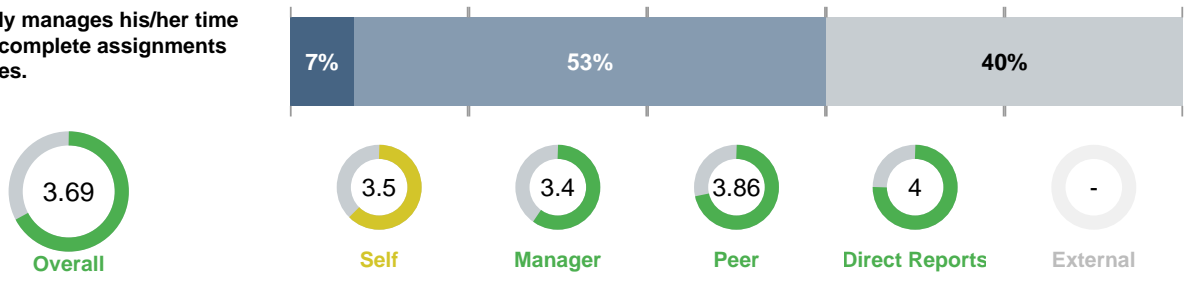
5 QUALITATIVE OBSERVATIONS

Comments compiled in this section are recorded exactly as entered by the respondents- they are not edited, emphasized, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

Key strengths and how they are observed in the workplace

Responses that were given:

- Very specific and effective in work style. Always believing in clarity and with a methodical strategy in completion of any task.
- Dedication and commitment towards her work are really commendable. Her followups are strong.
- She has been a diligent worker and is quite sincere with responsibilities entrusted to her. She is on top of her job most of the times and is quite outcome oriented.
- A good observer, a great listener, tries to keep herself updated on progress of each project, individually and objectively monitors the performance of the employees.
- One of the most dedicated, smart and hardworking people we have on our team.
- Her determination and dedication towards work sets her apart from her colleagues. She is very friendly and accomodating among her peer group.
- She is good at her work and her work quality is above par. Her relationship with team members is really good, she always wears a smile on her face which motivates others.
- jnj
- She is punctual and hardworking. She is a learner and wants to grow with the organization. She is aware of her responsibilities and performs them very well.
- She is absolutely committed to her job and role; always thinking of the organization and the trust put in her, while trying to take everyone together. She is honest, self effacing, rule bound and a good human being.
- Her experience in previous organization is a plus point for her. Very creative during activities. She manages her work well.
- Composed, dedicated and committed; good listener; gels with employees and her peers; a good team player.
- hbshbjhijk
- Focuses on her work and helps maintain a healthy work environment.
- She is a quick learner, she is efficient at her work and exhibits the zeal to perform even better. She is a team player and has a supportive attitude, she works really hard to achieve results.

Areas for development that would make you more effective in your role

Responses that were given:

- While she is efficient in her work, she will do well to hone her managerial and mentoring skills for her career growth. She should reach for more and more responsibilities.
- She should be quick and prompt with her decision making and avoid too much of anxiety on a particular subject.
- n;km
- She tends to panic easily which sometimes makes her do things in a wrong way. She should be more patient and handle situations positively.
- She is currently doing good, however, should focus more as on her client management skills and she will do great in her career. All the Best!
- She needs to be more organised while performing a task.
- She needs to learn more about getting the work done and be willing to take up new responsibilities in future.
- She sometimes she gets carried away and is not able to deliver as per she competency. She needs to learn how to cultivate and nurture client handling. As she is growing in her role, we want her to work aggressively towards achieving her goals and also strategize on how to help her team achieve their targets. Now is the time to think and work as a business manager. Best Luck.
- She should look at reaching the next level professionally. Focus on productivity and profitability of the organisation in the long run.
- Needs little improvement in risk taking ability and also with quick decision making, she should also learn to maintain her calm during work pressure.
- Sometimes, I have seen her getting frustrated when things are not working out as she wants them to, she should try and handle such situations in a calm manner.
- She can work on her multitasking skills as this would help her in her way up the hierarchical ladder.
- She gets stressed sometimes and should work on that and could do even better with client handling.
- jlekw;ale l
- She should devote more time to tackle difficult situations arising while executing a work-plan.

6   USING YOUR FEEDBACK

As you look at the results for each item, the following questions may prove helpful:

- Do you have an overall low response from the participants?
- Have you scored yourself high/low in comparison to others on each competency?
- Are there large gaps between your Self scores and the respondent scores? Have others' rated you better than you rated your Self?
- Or, you have rated your Self higher than other respondents?

Circumstances that may affect your results:

- Time on the job
- Type of the job
- Number of responses received
- Who actually responded
- Your respondents' most recent interaction with you.

Some of the benefits that are perceived by using 360 degree Feedback survey:

- **Reduction in "Blind Spots" -** Enabling you to become more self - aware of how you come across to others.
- **More Effective Management of Performance -** 360 degree feedback will help you substantiate, your areas of learning and performance.
- **Greater Ownership -** Enabling you to take responsibility for your own development, because 360 degree feedback provides you an insight about how you are working and where can you develop further.
- **Continuous Learning & Self Development -** Enabling you to improve & develop continually and raise your performance levels.
- **Open Communication -** Objective and Non-biased feedback received through the 360 Degree Survey enables open & unambiguous communication, thus promoting healthy, congenial relationships at workplace.
- **Training Needs Assessment -** 360 Degree Feedback Survey helps identify the exact areas where the most crucial gap exists between desired employee performance/behavior and actual employee performance/behavior thereby enabling an organization to determine the training needs accordingly.

A 360 Degree Feedback Survey is generally followed by interventions like Coaching Sessions, Counseling Sessions, Feedback Evaluation etc. These programs help individuals:

- Address the feedback received
- Gain Self- Awareness
- Respond to the feedback in a positive and meaningful manner
- Realize their true potential
- Become aware of areas of improvement/development
- Implement the right action and training plan

Appendices

- Indices
- Glossary

Appendix – I

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5	Gap Analysis when overall scores are lower than self	16

Glossary

Respondent Groups

Direct Reports: A group of respondents whose position at work is directly below that of the person being evaluated, and who is managed by this person.

Peer/Colleague: A group of respondents who are fellow workers in the profession working in the same organization or department as the person being evaluated.

External: A group of respondents outside the organization who have some relationship with the person being evaluated. For e.g. an ex-employee, or client

Manager / Supervisor: A group of respondents in the first-line management who monitor and regulate the person being evaluated and other employees in their performance of assigned or delegated tasks.

Survey Competencies

Interpersonal Relationships: The ability to get on well with a wide range of people and build long term trusting relationships.

Leadership & Influence: The ability to use personal skills to guide and inspire individuals/groups towards achieving goals.

Communication: The ability to give and gather information and to actively manage the communication process.

Planning and Organizing: The ability to plan, organize and prioritize work; balance resources, skills, priorities and timescales to achieve objectives etc.

Decision Making: The ability to evaluate or judge the best course of action to make decisions at the appropriate time and speed.

Flexibility and Stress Tolerance: The ability to respond & adapt to changing circumstances in a calm manner and manage, solve problems, provide solutions etc. in a climate of ambiguity and uncertainty.

Professional Competence / Efficiency / Productivity: The capability to perform the duties of one's profession generally, or to perform a particular professional task, with skill of an acceptable quality.

Motivating / Developing Others: The ability to support and guide individuals and encourage them to develop their performance further.

Integrity & Ethical Management: The ability to exhibit honesty, loyalty and integrity at work and understand what is right or wrong.

Business Awareness: The ability to understand business processes and procedures and adhere to the larger business objectives.