



Manager Feedback Report

Prepared for Jason Sample

Number of outside raters: 15

August 15, 2016

UNDERSTANDING YOUR FEEDBACK REPORT

Reading this report is the first step in a proven process of personal growth and learning. Our four-step process of **Read, Reflect, Plan** and **Execute** helps you turn the feedback you receive into measurable growth. To get the most out of this experience, you will need to understand this report thoroughly, so please take the time to review this introductory material instead of jumping immediately to your results.



Read: First, we present the data that was collected from your colleagues. That includes raw scores, percentile scores, and specific feedback from your raters.



Reflect: Then we provide a worksheet to record your reflections. This is a very important step in the process, so please take the time to complete it.



Plan: Identify two goals for personal development and create an action plan to achieve those goals. We provide a number of development resources to help you in this process. Click on the competency names in the results section to get more information.



Execute: The most important part of the process is execution. You have to work your plan. We encourage you to enlist the help of a coach or mentor to discuss your progress on a regular basis.

What was assessed by the G360 survey?

Research has shown that highly successful managers have strong **personal character**, along with effective **interpersonal skills, problem solving skills** and **leadership skills**. These concepts are the four main areas or pillars of success that are measured by the G360 Manager Survey. Each pillar is comprised of four specific competencies as seen below. Click on the names of the 16 competencies in the report for detailed definitions, action plans and recommended books, articles, and videos to watch. You can also access those resources at g360surveys.com/manager-resources.

PERSONAL QUALITIES

- Integrity
- Loyalty
- Work Ethic
- Humility

INTERPERSONAL SKILLS

- Approachability
- Social Awareness
- Communication
- Conflict Management

PROBLEM SOLVING SKILLS

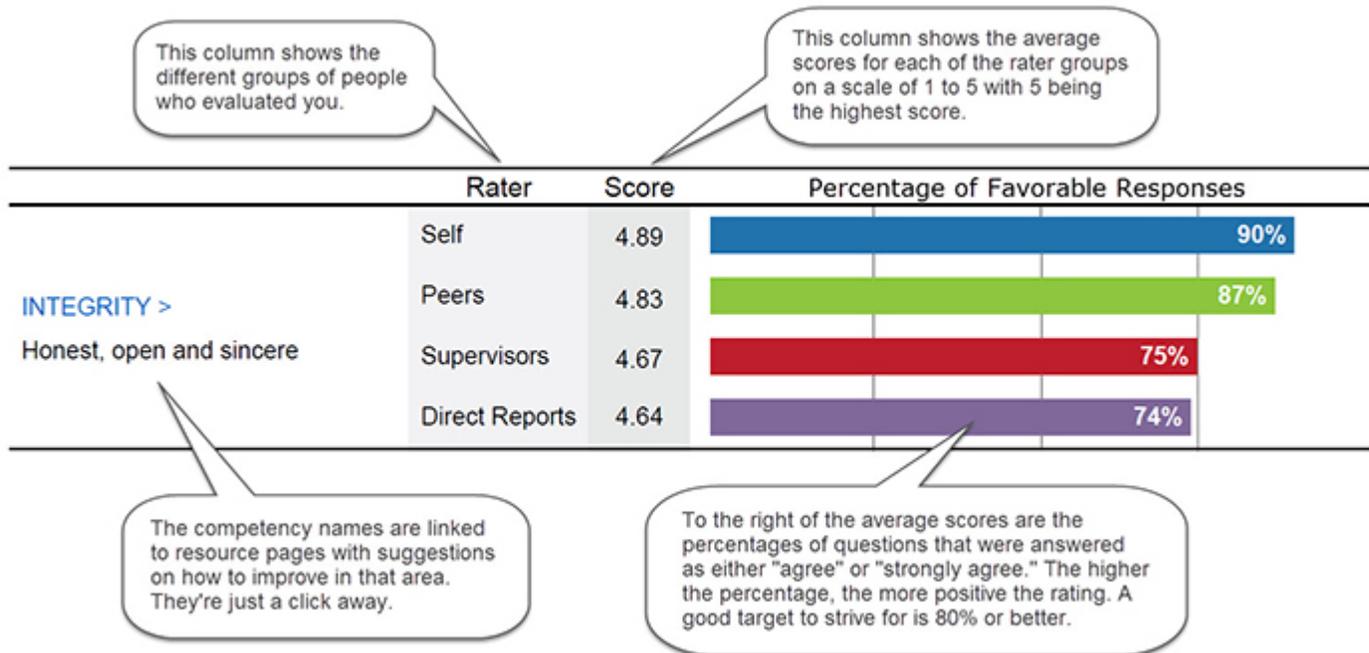
- Problem Analysis
- Creativity
- Decision Making
- Continuous Improvement

LEADERSHIP SKILLS

- Motivating Others
- Execution
- Directing Others
- Developing Others

INTERPRETING THE RESULTS

The first chart in your report shows summary scores for each of the four main pillars of success. This is a good overview of your strengths and weaknesses. The next four charts present a detailed view of the competencies that make up each of the main pillars. The following chart is an example of the results for integrity.



SYMBOLS

Below each chart are four symbols that identify high scores, low scores, hidden strengths, and blind spots.

↑ High Scores are defined as the *top 25%* of scores from surveys completed in the last four years. They are strengths to be built upon.

↓ Low Scores are defined as the *bottom 25%* of scores from surveys completed in the last four years. They are barriers to success.

👍 Hidden strengths are areas in which you rated yourself at least a half point lower than another rater group. You are doing better than you think.

⚠️ Blind spots are areas in which you rated yourself at least a half point higher than another rater group. Blind spots can be problem areas that you are not aware of.

COMMENTS

At the bottom of each page is a section that contains written comments from your raters. These comments can offer you valuable insight into the specifics of what you are doing well and what you can improve upon. Read this feedback closely and consider what it means for you personally.

SUMMARY OF THE FOUR PILLARS

	Rater	Score	Percentage of Favorable Responses
PERSONAL QUALITIES	Self	4.25	91%
	Peers	4.09	79%
	Supervisors	4.17	83%
	Direct Reports	4.00	75%
INTERPERSONAL SKILLS	Self	3.75	75%
	Peers	3.79	75%
	Supervisors	3.83	83%
	Direct Reports	3.72	61%
PROBLEM SOLVING SKILLS	Self	4.00	91%
	Peers	4.09	83%
	Supervisors	3.92	91%
	Direct Reports	4.53	97%
LEADERSHIP SKILLS	Self	3.08	25%
	Peers	3.68	70%
	Supervisors	4.00	100%
	Direct Reports	4.00	88%

↑ HIGH SCORES

- Problem Solving Skills (Direct Reports)

👍 HIDDEN STRENGTHS

- Problem Solving Skills (Self vs Direct Reports)
- Leadership Skills (Self vs Peers)
- Leadership Skills (Self vs Supervisors)
- Leadership Skills (Self vs Direct Reports)

↓ LOW SCORES

- Interpersonal Skills (Direct Reports)
- Leadership Skills (Peers)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Jason is a wonderful idea generator and problem solver. He is in constant motion. He should work on being more direct as well as meeting deadlines.
- I enjoy working with Jason...he has always been very approachable for me and helped me learn the business. Clear communicator. Has challenged me to learn more. It's important for Jason to always be at the top of his game. He expects a lot from himself.
- Jason's primary strengths are that he is pragmatic and principled, which naturally means that his primary area for development would be projecting ambition and vision. As a relatively new peer, I perceive that past experiences may have led Jason to be a bit guarded about telegraphing his own aspirations. However, putting this type of personal information "out there" is usually the most effective way to get people behind you. Jason

is surrounded by supportive colleagues, and so long as they know where he wants to go, then they will do whatever they can to help him get there.

- Needs to believe in himself more.
- Easy going person and has turned into a good friend of mine through the process.
- Can be so analytical sometimes lead to "analysis by paralysis"

PERSONAL QUALITIES

	Rater	Score	Percentage of Favorable Responses
INTEGRITY > Honest, open and sincere	Self	4.67	100%
	Peers	4.33	88%
	Supervisors	4.67	100%
	Direct Reports	4.11	66%
LOYALTY > Engaged and committed to the organization	Self	4.33	100%
	Peers	4.50	92%
	Supervisors	4.67	100%
	Direct Reports	4.44	100%
WORK ETHIC > Hard-working, goal oriented and driven	Self	3.67	66%
	Peers	3.77	73%
	Supervisors	4.00	66%
	Direct Reports	3.78	77%
HUMILITY > Willing to admit mistakes and learn from others	Self	4.33	100%
	Peers	3.72	64%
	Supervisors	3.33	66%
	Direct Reports	3.67	55%

↑ HIGH SCORES

- Loyalty (Supervisors)

↓ LOW SCORES

- Work Ethic (Peers)
- Work Ethic (Direct Reports)

👍 HIDDEN STRENGTHS

- No Hidden Strengths

⚠️ BLIND SPOTS

- Integrity (Self vs Direct Reports)
- Humility (Self vs Peers)
- Humility (Self vs Supervisors)
- Humility (Self vs Direct Reports)

COMMENTS

- I do think Jason is aware of some of his personal weaknesses, and I have seen some improvement in them over the past couple of years. He is a hard worker and is very committed to the success of our company, but he does sometimes struggle with follow-through and timeliness.

- Jason is a very approachable co-worker. He is open to new ideas and accepts constructive criticism well. He is a natural born teacher. He enjoys helping people to learn and improve their knowledge or skill. Jason works well with a lot of different people. Has a high comfort level in many situations, which puts everyone at ease in meetings, etc. All of these characteristics make Jason a great leader. He is definitely a "go to" person for many people at the company. He makes himself available to people throughout the day to answer questions, or discuss problems. I appreciate his willingness and time to help.
- He is very committed to the success of the organization but can sometimes be a know-it-all.
- Jason is a very loyal, dedicated employee who always has the best interest of our clients at heart. That is his biggest asset to our organization. He is willing, and quite good, at playing devil's advocate and arguing both sides. Jason seeks feedback, but at times can react to the feedback with "that's just how I am". For example - if he misses a deadline, it appears as though he thinks it is okay because organization and planning is not his strength, rather than committing to improvement and acknowledging that the missed deadline impacts others.
- Hard working, curious, learner, thinker, highly analytical
- Jason is extremely thorough. He is an idea generator and is constantly thinking.
- He is very respectful of my time and offers great feedback and options to me personally. He is an absolute pleasure to work with!

INTERPERSONAL SKILLS

	Rater	Score	Percentage of Favorable Responses
APPROACHABILITY > Warm and welcoming	Self	3.67	66%
	Peers	4.19	96%
	Supervisors	3.67	66%
	Direct Reports	4.11	77%
SOCIAL AWARENESS > Aware of the attitudes and behavior of others	Self	4.00	100%
	Peers	3.81	76%
	Supervisors	4.00	100%
	Direct Reports	3.56	55%
COMMUNICATION > Able to listen closely and articulate ideas effectively	Self	3.67	66%
	Peers	3.78	77%
	Supervisors	4.00	100%
	Direct Reports	3.78	55%
CONFLICT MANAGEMENT > Manages conflict skillfully and proactively	Self	3.67	66%
	Peers	3.36	48%
	Supervisors	3.67	66%
	Direct Reports	3.44	55%

↑ HIGH SCORES

- No High Scores

↓ LOW SCORES

- Approachability (Supervisors)
- Conflict Management (Peers)
- Communication (Peers)
- Communication (Direct Reports)
- Social Awareness (Direct Reports)

👍 HIDDEN STRENGTHS

- Approachability (Self vs Peers)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- I have found that Jason has high IQ but low EQ - he could definitely work on relating better to others, explaining things in a more kind/less direct way, etc. I do think he cares about others, but I'm not sure he's figured out how to demonstrate those feelings well, how to express appreciation for others, or how to make others feel valued.
- As I said earlier, Jason is very approachable. This attribute is invaluable. He is not intimidating at all. He is able to read people accurately, which is great for judging a situation before it gets out of hand. I love having clear communication. I can get very frustrated when dealing with a group of people that are unable to communicate clearly. So, I recognize it when I see it. I always know where I stand with Jason. If we are working on a project, I understand exactly what the expectations are and/or the roles for those working on the project. I appreciate

this very much! Clear communication avoids misunderstandings, and lessens the amount of drama in the workplace! One of the biggest strengths of Jason, in my opinion, is the value of clear communication.

- Could benefit by working on his interpersonal skills a bit.
- Jason can at times come across as flip or condescending. I don't believe that he intends to leave that impression, rather it may be a defense mechanism. I think he could improve on his ability to state his case clearly and concisely, then listening. He loves to debate, and at times making the next point gets in his way of listening.
- Develops good relationships and cares about coworkers. Avoids direct confrontation when there are issues, going through a 3rd party or other indirect means which builds mistrust.
- Interpersonal skills would not be Jason's best area. I will say he is genuinely interested in people and cares about them, but he doesn't necessarily articulate this well.
- Kind of a quiet guy but is super smart and knows his company well.

PROBLEM SOLVING SKILLS

	Rater	Score	Percentage of Favorable Responses
PROBLEM ANALYSIS > Able to understand the breadth and depth of problems	Self	3.67	66%
	Peers	3.81	66%
	Supervisors	3.67	66%
	Direct Reports	4.56	88%
CREATIVITY > Able to generate and communicate new ideas	Self	4.00	100%
	Peers	4.22	88%
	Supervisors	4.00	100%
	Direct Reports	4.22	100%
DECISION MAKING > Able to evaluate options and make good decisions	Self	4.00	100%
	Peers	4.41	96%
	Supervisors	4.00	100%
	Direct Reports	4.67	100%
CONTINUOUS IMPROVEMENT > A commitment to improve performance and drive change	Self	4.33	100%
	Peers	3.93	81%
	Supervisors	4.00	100%
	Direct Reports	4.67	100%

↑ HIGH SCORES

- Problem Analysis (Direct Reports)
- Continuous Improvement (Direct Reports)
- Decision Making (Peers)
- Decision Making (Direct Reports)

↓ LOW SCORES

- No Low Scores

👍 HIDDEN STRENGTHS

- Problem Analysis (Self vs Direct Reports)
- Decision Making (Self vs Direct Reports)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- This is an area I think Jason really excels. He consistently comes up with new ideas, enjoys discussing them with others, and enjoys analyzing others' ideas. He definitely has a focus on bettering the organization and brings a strong analytical and rational skill set to the firm.

- Jason thinks outside the box. He resists just doing things a certain way because, "that's the way we have always done this." He is always looking for a better and more efficient way of accomplishing a task. He is open to ideas on getting a job done in a better way. If he tries out a new format and it doesn't work as well as he thought, he is able to learn from that and make accommodations. Jason is a creative thinker, but also has a very analytical mind. He will think through every possibility - pros and cons - for each situation and/or idea. It's a great combination!
- Impressive critical thinking skills.
- Jason has great ideas and frequently adds value with a different perspective; however, at times his attitude comes across as contrary for the sake of being contrary. With a better formed argument, and better listening skills, I think his ideas would be better received. He can come across in certain situations as head-strong and opinionated without facts to back up his argument. His instincts are usually very good, so perhaps he doesn't feel a strong need to back up with facts.
- I would argue that this is where Jason shines. He is a very good problem solver and is innovative while solving problems.

LEADERSHIP SKILLS

	Rater	Score	Percentage of Favorable Responses		
MOTIVATING OTHERS > Inspirational and purpose-driven	Self	3.33	33%		
	Peers	3.65	65%		
	Supervisors	4.00	100%		
	Direct Reports	4.11	100%		
EXECUTION > Able to coordinate resources and get results	Self	3.00	0%		
	Peers	3.70	74%		
	Supervisors	4.00	100%		
	Direct Reports	3.89	77%		
DIRECTING OTHERS > Gives clear directions with reasonable expectations	Self	2.33	0%		
	Peers	3.43	60%		
	Supervisors	4.00	100%		
	Direct Reports	4.00	88%		
DEVELOPING OTHERS > Invests time and energy to develop direct reports	Self	3.67	66%		
	Peers	4.07	85%		
	Supervisors	4.00	100%		
	Direct Reports	4.00	88%		

↑ HIGH SCORES

- No High Scores

↓ LOW SCORES

- Motivating Others (Peers)
- Directing Others (Peers)
- Execution (Peers)

👍 HIDDEN STRENGTHS

- Motivating Others (Self vs Supervisors)
- Motivating Others (Self vs Direct Reports)
- Directing Others (Self vs Peers)
- Directing Others (Self vs Supervisors)
- Directing Others (Self vs Direct Reports)
- Execution (Self vs Peers)
- Execution (Self vs Supervisors)
- Execution (Self vs Direct Reports)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Jason has developed a lot as a leader in the past few years and has grown his skills in delegating, giving clear directions, strategic planning, etc. As he grows in some of the other areas (personal qualities, interpersonal skills), I think his leadership skills will continue to grow as a result, and he will be seen more as a leader and mentor across the organization.
- There is nothing vague about Jason. He is clear, and sometimes blunt, which I appreciate. He will also challenge people by giving projects or assignments that might stretch their skill set, but does not set someone up for failure. He won't give the work if he doesn't believe you can accomplish it. He is great with the interns and enjoys mentoring them and advising, when applicable. The teacher part of him loves that part.
- Jason has room to grow but he's also very hard on himself.
- Jason often flies by the seat of his pants and email communications can leave questions as to why is this important to me? and what is my takeaway? He could improve on being more direct in what he is looking for and by when.
- Shows a lot of initiative, particularly when there is a glaring gap in a process, knowledge base, etc.
- Jason has not been afraid to take on new areas of responsibility including going outside his core area of education/ expertise to pursue new goals. He has accepted responsibility and performed well in a growing department within a rapidly growing organization of a size that requires individuals to recognize and respond to new challenges without delay.
- Don't know his role as it relates to mentoring or leading so I'd only be speculating his value in this area.

Getting 360 degree feedback can be challenging. It often evokes strong emotions and reactions. In the space below, we would like you to explore those feelings so we can transform them into goals and action.

What is your general reaction to the feedback?

Were there any high scores or positive comments that surprised you? Please explain.

Were there any low scores or critical comments that surprised you? Please explain.

Did you have any hidden strengths or blind spots? Please record them below.

Were there any big differences between rater groups? Why might different groups see you differently?

What are two goals you will set for yourself as a result of this feedback?

1. _____

2. _____

“Leadership is the capacity to translate vision into reality through planning.”
 Warren Bennis
 Author and Leadership Expert

An awareness of your strengths and weaknesses is not enough to improve your performance. You must take the two goals you wrote down on the previous page and turn them into smart goals. They should be specific, measurable, attainable, relevant, and time-bound. Click on each of the competencies in the previous charts for additional resources such as sample action plans and recommended books, articles, and videos. Click <https://g360surveys.com/manager-resources/> to access all of the resources and training materials related to this survey.

Specific	Describe, in detail, what you want to accomplish. Include the who, what, when, where, and why of your goal.
Measurable	Pick a goal that can be easily measured and define how you will evaluate your success.
Attainable	Make sure that your goal is within your reach. Overly ambitious goals will not be taken seriously.
Relevant	Consider what’s important to your organization and tailor your goal to help you become more successful within that context.
Time-bound	Set a deadline for completion of your goal. Otherwise, it is at risk of being put on the “back burner” and forgotten.

EXAMPLES OF SMART GOALS

- *Improving Communication:* As project leader, I will set up a shared online document by Feb 17th that includes our project timeline, a description of each members’ roles and responsibilities, and minutes from our weekly meetings.
- *Improving Encouragement:* In the next three months, I will make three positive comments during our weekly staff meetings to encourage team members and to improve team morale. At the end of that time, I will ask my team leader if she has noticed any change in my behavior.

TIME TO CREATE A PERSONAL DEVELOPMENT PLAN

Take your revised SMART goals and transfer them to the next page. It’s time to transform your goals into action plans. You will identify three to five specific things you need to do to achieve each goal and assign a deadline for each of them. This is the most important part of the G360 feedback process. Setting realistic goals and executing detailed action plans is the key to success. Individuals who work hard to improve their skills almost always outperform those who don’t.

PERSONAL DEVELOPMENT PLAN

Click [here](#) for suggestions and guidance.

What is your first goal?

What specific action steps do you need to take to achieve your goal?

By when?

What is your second goal?

What specific action steps do you need to take to achieve your goal?

By when?

Identify two people with whom you will discuss your goals and action plans.

1. _____

2. _____

Schedule two checkpoints to revisit and adjust your goals as necessary. Put these dates on your calendar.

1. _____

2. _____