



Manager Feedback Report

Prepared for Sam Sample

Number of raters: 11

March 7, 2022

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.

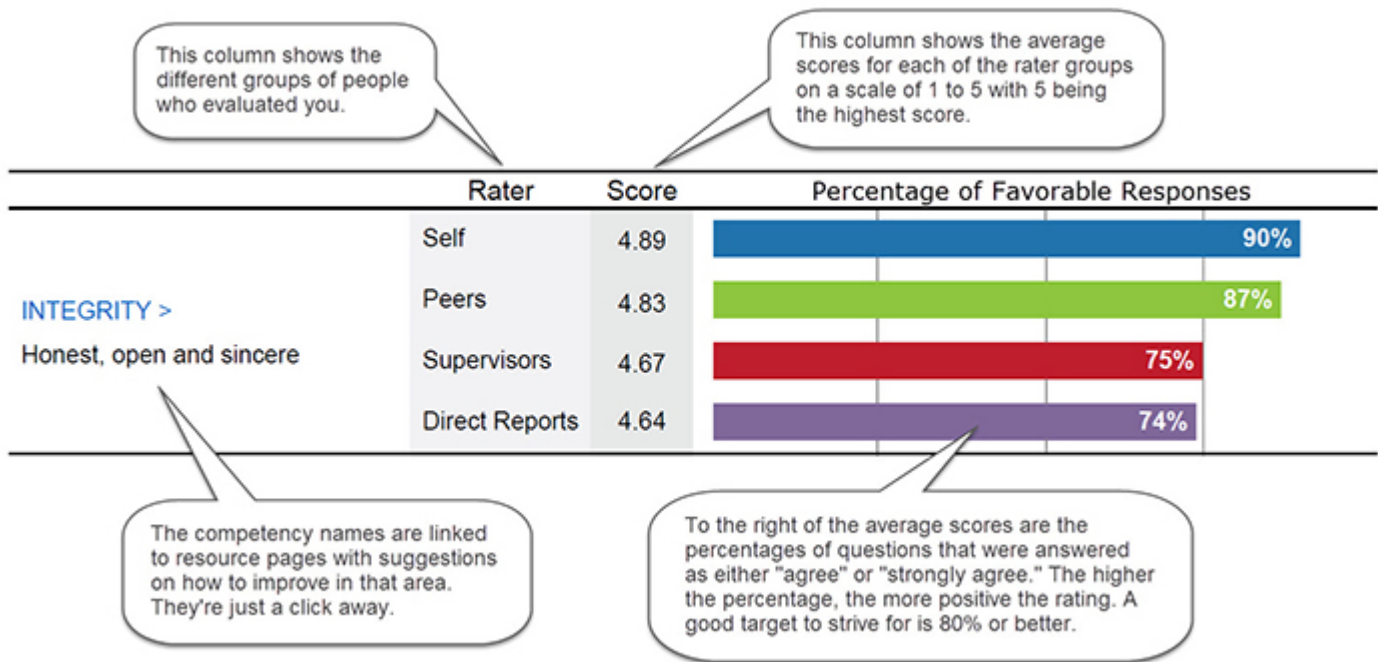
What was measured by this survey?

Research has shown that successful people have strong **personal qualities**, along with effective **interpersonal skills**, **problem solving skills** and **leadership skills**. These concepts are the four main areas that are measured by this assessment. Each category is comprised of four specific competencies as seen below. Click on the names of the 16 competencies in the bar graphs for detailed definitions, suggestions for improvement and recommended books, articles, and videos to watch.

PERSONAL QUALITIES	INTERPERSONAL SKILLS
<ul style="list-style-type: none"> • Integrity • Loyalty • Work Ethic • Humility 	<ul style="list-style-type: none"> • Approachability • Social Awareness • Communication • Conflict Management
PROBLEM SOLVING SKILLS	LEADERSHIP SKILLS
<ul style="list-style-type: none"> • Problem Analysis • Creativity • Decision Making • Continuous Improvement 	<ul style="list-style-type: none"> • 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 scores under 4.0 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 MAIN CATEGORIES

	Rater	Score	Percentage of Favorable Responses	
PERSONAL QUALITIES Integrity, Loyalty, Work Ethic, and Humility	Self	4.33	<div></div>	91%
	Peers	4.19	<div></div>	91%
	Supervisor	4.50	<div></div>	100%
	Direct Reports	4.69	<div></div>	97%
INTERPERSONAL SKILLS Approachability, Social Awareness, Communication, and Conflict Management	Self	3.83	<div></div>	66%
	Peers	4.09	<div></div>	85%
	Supervisor	4.25	<div></div>	91%
	Direct Reports	4.62	<div></div>	98%
PROBLEM SOLVING SKILLS Problem Analysis, Creativity, Decision Making, and Continuous Improvement	Self	3.75	<div></div>	58%
	Peers	3.83	<div></div>	77%
	Supervisor	4.08	<div></div>	91%
	Direct Reports	4.42	<div></div>	92%
LEADERSHIP SKILLS Motivating Others, Execution, Directing Others, and Developing Others	Self	3.33	<div></div>	66%
	Peers	3.79	<div></div>	75%
	Supervisor	4.00	<div></div>	91%
	Direct Reports	4.72	<div></div>	100%

↑ HIGH SCORES

- Personal Qualities (Direct Reports)
- Interpersonal Skills (Direct Reports)
- Leadership Skills (Direct Reports)

↓ LOW SCORES

- Problem Solving Skills (Peers)
- Leadership Skills (Peers)

👍 HIDDEN STRENGTHS

- Interpersonal Skills (Self vs Direct Reports)
- Problem Solving Skills (Self vs Direct Reports)
- Leadership Skills (Self vs Supervisor)
- Leadership Skills (Self vs Direct Reports)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Sam has a lot of potential but needs to hold his team more accountable for results.

- Overall Sam is super approachable, knowledgeable, and helpful! He always seems to know what to do (and if he doesn't, he gets back quickly).
- Sam is friendly, hard working and consistent. He is always prepared for meetings. He sometimes loses track of details. He could try to foresee problems before they arise to a greater degree.
- Sam really cares about the organization and is very helpful in getting things done and problem solving solutions. I think he could improve his creativity and bring more of his own ideas to the organization and spend make time interacting with the organization in non-mandatory events.
- Sam is very easy to work with as he's highly rational, kind, and thoughtful. His ability to analyze the problem/question from different angles most often results in the best possible solution. It's been a pleasure working with him so far.
- Sam is a great person to work with. He's relaxed enough to make everyone feel comfortable in your presence, but still dedicated to your work. He's been so clear and helpful during every interaction we have had, which has been really appreciated.
- Sam is very on top of things and responsive. He completes tasks in a timely manner. He is gentle but firm and is an extremely supportive mentor. He sometimes shy's away from conflict but we all do!
- Sam is a good resource for being cool and collected. I never feel belittled and Sam does a good job keeping the team on track and cohesive.
- Sam accomplishes much behind the scenes while being enjoyable to talk to in person, such that he projects his calm demeanor onto his listeners. He is a joy to talk to and listen to and can take a joke and feedback well
- Sam is great at his job. He has great potential for leadership.
- Sam is very easy going and approachable he is also very reliable.

PERSONAL QUALITIES

	Rater	Score	Percentage of Favorable Responses			
INTEGRITY Honest, open and sincere	Self	4.33	100%			
	Peers	4.50	100%			
	Supervisor	4.33	100%			
	Direct Reports	4.76	100%			
LOYALTY Engaged and committed to the organization	Self	3.67	66%			
	Peers	4.25	91%			
	Supervisor	4.33	100%			
	Direct Reports	4.39	88%			
WORK ETHIC Hard-working, goal oriented and driven	Self	4.67	100%			
	Peers	3.64	72%			
	Supervisor	4.67	100%			
	Direct Reports	4.83	100%			
HUMILITY Willing to admit mistakes and learn from others	Self	4.67	100%			
	Peers	4.33	100%			
	Supervisor	4.67	100%			
	Direct Reports	4.76	100%			

↑ HIGH SCORES

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

↓ LOW SCORES

- Work Ethic (Peers)

👍 HIDDEN STRENGTHS

- Loyalty (Self vs Supervisor)
- Loyalty (Self vs Peers)
- Loyalty (Self vs Direct Reports)

⚠️ BLIND SPOTS

- Work Ethic (Self vs Peers)

COMMENTS

- Sam clearly cares about his underlings as humans. He is super helpful and responsive!

- Very approachable, but also very knowledgeable and on top of things! Always able to answer questions and generally be of assistance.
- Sam is very good at answering questions in a timely manner and is usually not condescending (unless you low key deserve some condescension) and he also always gets done the tasks he says he will do
- Sam is a great leader within our department. He is always around to help out and does a lot of work behind the scenes to keep things running smoothly. Sam truly embodies the idea that not all leaders have to be loud.
- Sam is a great person to work with! He makes me feel comfortable and is always available to help.
- Sam is one of the most organized and inspiring supervisors that I've ever had. Always positive, reliable, kind, and open. Truly a person to look up to.
- Sam is always attentive to the needs of the team and quickly creates spreadsheets and other paper trails for everything. He is highly effective but not overbearing
- Sam is always very kind and level-headed. He is quick to respond to questions and is supportive and helpful. I appreciate his patience!

INTERPERSONAL SKILLS

	Rater	Score	Percentage of Favorable Responses		
<u>APPROACHABILITY</u> Warm and friendly	Self	3.33	33%		
	Peers	4.67	100%		
	Supervisor	5.00	100%		
	Direct Reports	4.67	100%		
<u>SOCIAL AWARENESS</u> Aware of the attitudes and behavior of others	Self	4.33	100%		
	Peers	3.92	91%		
	Supervisor	3.67	66%		
	Direct Reports	4.56	94%		
<u>COMMUNICATION</u> Able to listen closely and articulate ideas effectively	Self	3.67	66%		
	Peers	3.83	75%		
	Supervisor	4.00	100%		
	Direct Reports	4.67	100%		
<u>CONFLICT MANAGEMENT</u> Manages conflict skillfully and proactively	Self	4.00	66%		
	Peers	3.91	72%		
	Supervisor	4.33	100%		
	Direct Reports	4.59	100%		

↑ HIGH SCORES

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

↓ LOW SCORES

- Communication (Peers)

👍 HIDDEN STRENGTHS

- Approachability (Self vs Supervisor)
- Approachability (Self vs Peers)
- Approachability (Self vs Direct Reports)
- Communication (Self vs Direct Reports)
- Conflict Management (Self vs Direct Reports)

⚠️ BLIND SPOTS

- Social Awareness (Self vs Supervisor)

COMMENTS

- Sam is very easy to talk to! Whether it's about the work related to our team or just life in general.
- I think there needs to be a little more structure and accountability in our team meetings.
- Sam is an awesome communicator (he doesn't even use words most of the time). I remember when he taught a workshop on how to do a pivot table in Excel. Super practical advice presented in an easy-to-understand format that has saved me lots of time in my job.
- Sam is laid back and doesn't seem to have many conflicts with his employees.
- Sam is easy to get along with and doesn't create conflict. Overall fun to be around

PROBLEM SOLVING SKILLS

	Rater	Score	Percentage of Favorable Responses			
PROBLEM ANALYSIS Able to understand the breadth and depth of problems	Self	3.67	33%			
	Peers	3.92	83%			
	Supervisor	4.00	100%			
	Direct Reports	4.39	94%			
CREATIVITY Able to generate and communicate new ideas	Self	3.67	66%			
	Peers	3.67	75%			
	Supervisor	4.33	100%			
	Direct Reports	4.39	88%			
DECISION MAKING Able to evaluate options and make good decisions	Self	3.67	66%			
	Peers	3.75	66%			
	Supervisor	4.00	100%			
	Direct Reports	4.56	100%			
CONTINUOUS IMPROVEMENT A commitment to improve performance and drive change	Self	4.00	66%			
	Peers	4.00	83%			
	Supervisor	4.00	66%			
	Direct Reports	4.35	88%			

↑ HIGH SCORES

- Decision Making (Direct Reports)

↓ LOW SCORES

- Creativity (Peers)
- Decision Making (Peers)

👍 HIDDEN STRENGTHS

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

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Sam is a part of the leadership team of a very dynamic program that constantly changes based off of customer feedback. He is adept at accommodating shifting needs and implementing new policies and programs based off of that feedback.
- Sam doesn't always share his ideas so it is hard to know how much problem solving he does but he seems to figure things out when he needs to
- Sam does a lot of work behind the scenes (ordering food and supplies, managing finances, etc.) that we don't always see. I can imagine he's run into some situations where critical thinking is required to solve a problem.
- From my perspective, Sam is better at executing ideas than creating them.
- Sam might lack the confidence to share his ideas with his boss and his colleagues.
- Luckily there aren't too many apparent or major problems to solve within our department but, when needed, Sam responds quickly to set-backs and doesn't let them keep him down

	Rater	Score	Percentage of Favorable Responses		
MOTIVATING OTHERS Inspirational and purpose-driven	Self	2.67	33%		
	Peers	3.75	75%		
	Supervisor	4.00	100%		
	Direct Reports	4.61	100%		
EXECUTION Able to create a plan and get results	Self	4.33	100%		
	Peers	4.17	91%		
	Supervisor	4.00	100%		
	Direct Reports	4.78	100%		
DIRECTING OTHERS Gives clear directions with reasonable expectations	Self	4.00	100%		
	Peers	4.17	91%		
	Supervisor	4.00	100%		
	Direct Reports	4.83	100%		
DEVELOPING OTHERS Invests time and energy to develop direct reports	Self	2.33	33%		
	Peers	3.08	41%		
	Supervisor	4.00	66%		
	Direct Reports	4.64	100%		

↑ HIGH SCORES

- Execution (Direct Reports)
- Directing Others (Direct Reports)
- Developing Others (Direct Reports)

↓ LOW SCORES

- Motivating Others (Peers)
- Developing Others (Peers)

👍 HIDDEN STRENGTHS

- Motivating Others (Self vs Supervisor)
- Motivating Others (Self vs Peers)
- Motivating Others (Self vs Direct Reports)
- Directing Others (Self vs Direct Reports)
- Developing Others (Self vs Supervisor)
- Developing Others (Self vs Peers)
- Developing Others (Self vs Direct Reports)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Sam is the person people go to if they have program questions and if they have to miss things so he is a point of contact and a leader to many in the program and he does a good job answering peoples questions and directing them
- Sam is one of those leaders that doesn't need everyone to know that they are a leader. He is incredibly humble and able to lead with grace.
- I think Sam could take more time to engage with his direct reports.
- Sam gives concise emails that are easy to follow and well hyper-linked, which I very much appreciate.
- Sam could push his leadership skills a little more. He does a good job of guiding quietly

Getting this type of 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. _____

GOAL SETTING GUIDANCE

“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.
