

# 360° Feedback Report for **Sam Smith** **XYZ Company**

February 7, 2020

Summary results from 3 raters, including:

1 Manager

2 Peers / Direct Reports



**Eliciting Excellence**  
*Bringing Out the Best in People™*

This report contains a summary of your 360-Degree Feedback results. The report begins with a high-level overview and progresses into greater detail as you proceed through it. Start by reading through the entire report to the end of the comments section. Try to keep an open mind as you look at the numeric data and read the comments from your raters. Once you have familiarized yourself with the report and your results, go back through the report and look for inconsistencies, patterns, and themes. Work back and forth between the numeric data and the comments as you do this.

Remember that any inconsistencies in your results mean that others see you from different angles and different value systems. Some feedback you can take literally, but some is due to colleagues who lack perspective or who have different expectations of you. You should debrief your results with your manager and/or HR representative. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

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## 1

## UNDERSTANDING THE DATA

Dave Demo

This report presents your results as raw scores. It is important that you take a moment to understand what these scores mean and how the results should be interpreted.

	1	2	3	4	5	RAW SCORE	N
Sample						3.8	11

**Raw Scores** are simply an *average* of your feedback results on a 5-point scale. The lowest possible raw score is a 1, and the highest possible raw score is a 5.

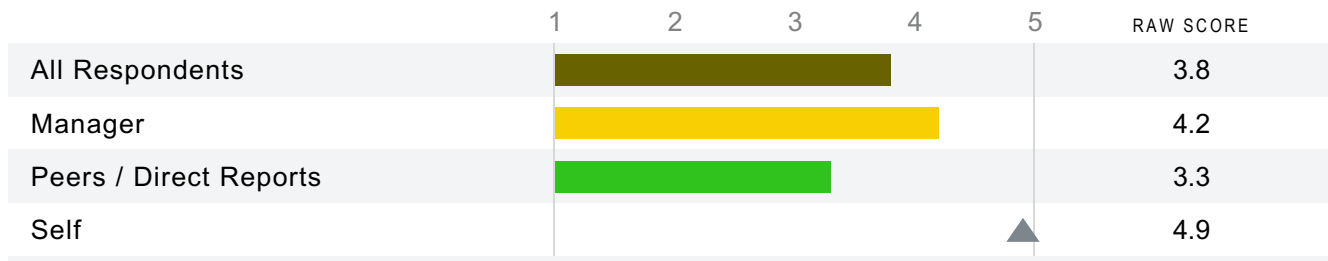
In the sample above, the bar chart represents the raw score from all respondents. The colored circles are scores from different rater groups. A key to the colored circles is provided throughout this report.

Keep in mind that typical scores on most items fall between 3.6 and 4.2. Scores above this range should generally be considered "high" and scores below this range should generally be considered "low". Scores at or below 3.0 are almost always "low" or "very low" scores, regardless of what the rating scale might suggest.

**Number of Respondents (N)** indicates how many of your raters answered each item. The number of respondents may differ from one item to the next because some items are only asked of specific rater groups and/or some raters might have selected "Don't Know" for some of their answers.

*All "category" and "overall" scores in this report are based on the average of the scores from each rater group, not each rater. For example, a rating from 1 manager carries the same weight as the average rating from 10 direct reports.*

## Character Traits



## Interpersonal Skills



## Business Competence



## Execution/Productivity



## 3

## GREATEST STRENGTHS

Dave Demo

## Highest-Rated Items

	1	2	3	4	5	RAW SCORE
<b>Execution/Productivity</b> – Manages own time effectively						5.0
<b>Execution/Productivity</b> – Plans effectively						5.0
<b>Execution/Productivity</b> – Makes timely decisions						5.0
<b>Execution/Productivity</b> – Results-oriented						5.0
<b>Execution/Productivity</b> – Holds people accountable						5.0

## Lowest-Rated Items

	1	2	3	4	5	RAW SCORE
<b>Interpersonal Skills</b> – Gives useful feedback timely and fairly		■				2.0
<b>Execution/Productivity</b> – Negotiates contracts/deals skillfully		■				2.0
<b>Execution/Productivity</b> – Actively supports sales efforts		■				2.0
<b>Business Competence</b> – Develops strategies for long-term success		■	■			2.5
<b>Business Competence</b> – Balances risk and reward, avoiding unnecessary risks		■	■			2.5

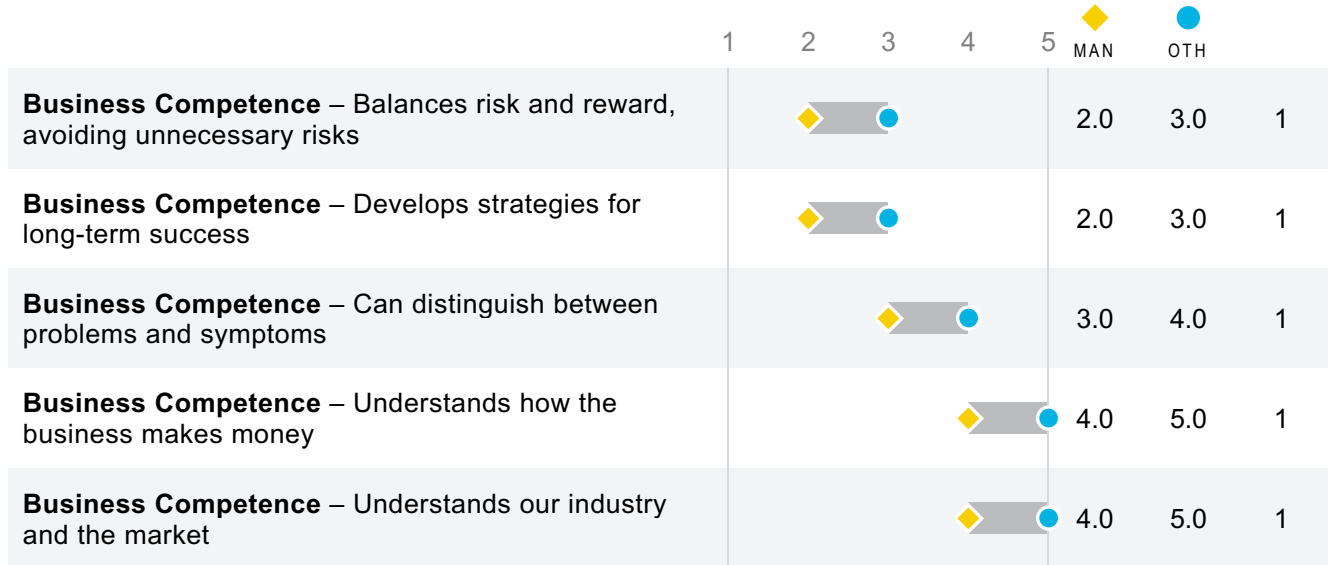
# 4

## MANAGER VARIANCES

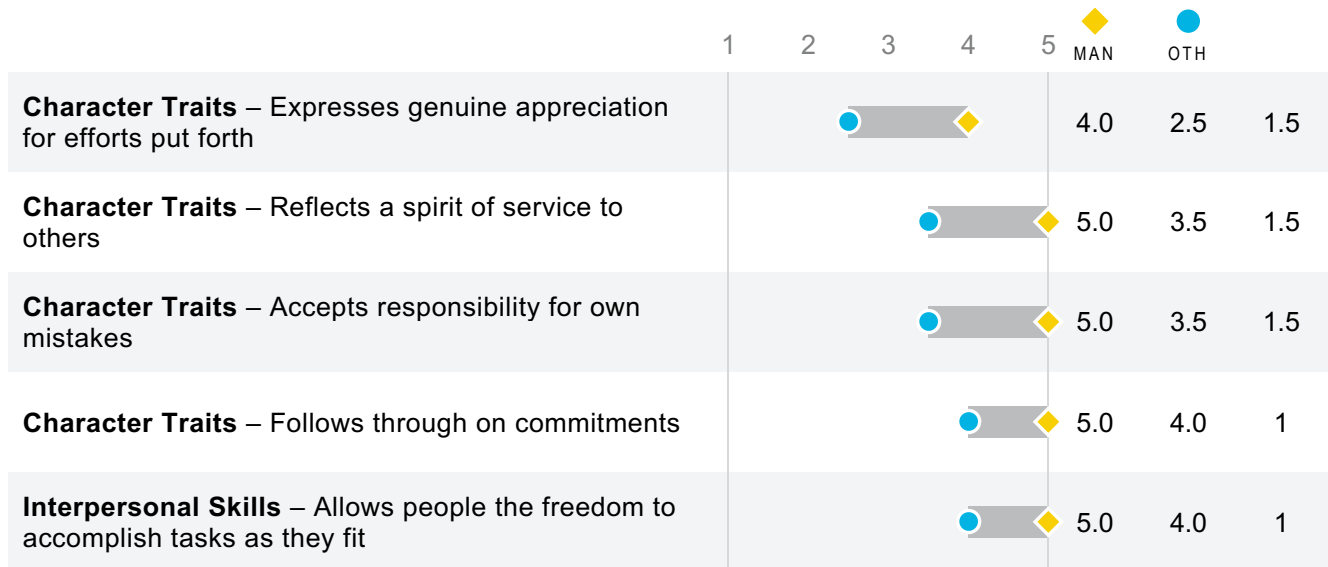
Dave Demo

Items with a difference of at least 1.0 (raw score)  
 "Others" does not include "Self"

### Manager underestimates your skills, compared to others



### Manager overestimates your skills, compared to others



# 4

## VARIANCES – SELF VS. OTHERS

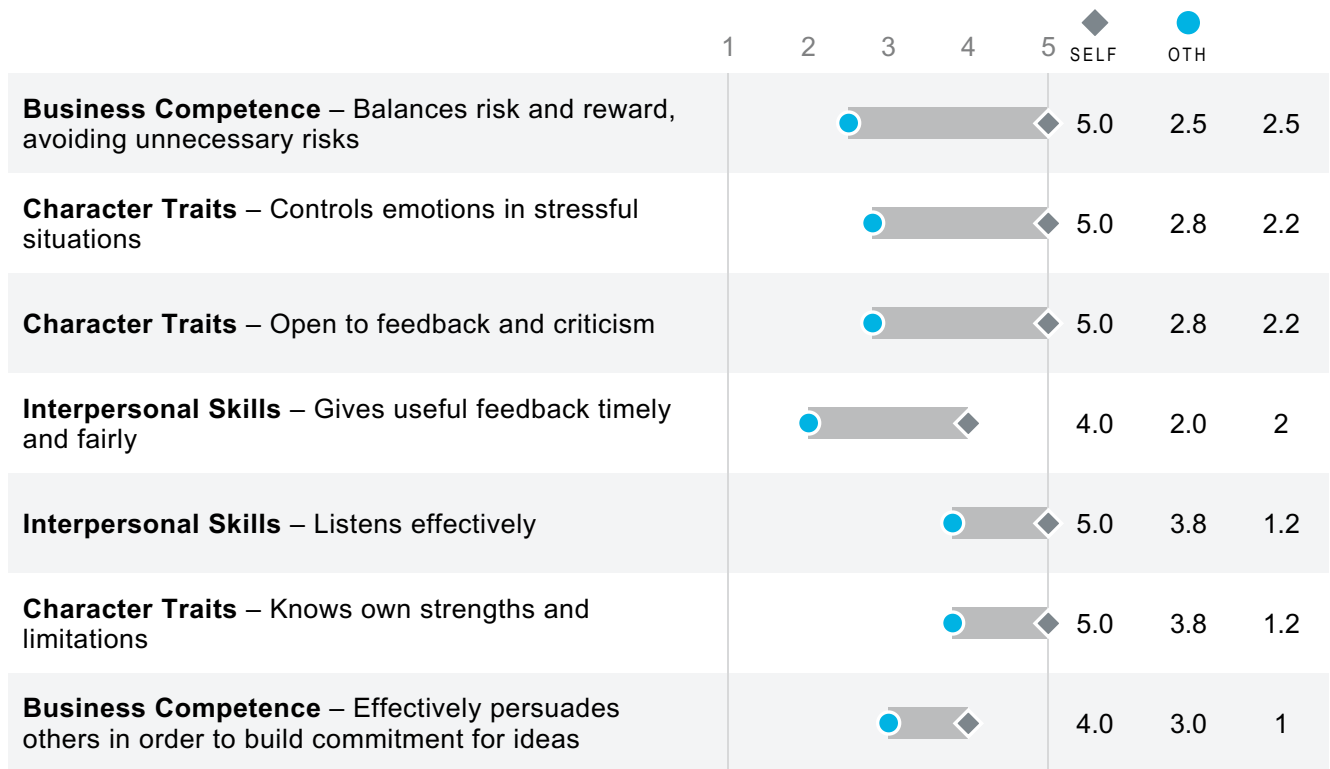
Dave Demo

Items with a difference of at least 1.0 (raw score)  
 "Others" includes everybody except "Self"

### Unrecognized skills (self rating lower than others' ratings)



### Overestimated skills (self rating higher than others' ratings)



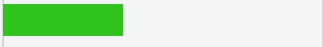
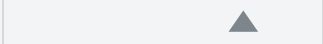




## Character Traits

		1	2	3	4	5	RAW SCORE	N
Follows through on commitments	<b>All Respondents</b>						<b>4.5</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						4.0	2
	Self						▲ 5.0	1
Maintains a positive attitude	<b>All Respondents</b>						<b>4.8</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						4.5	2
	Self						▲ 5.0	1
Controls emotions in stressful situations	<b>All Respondents</b>						<b>2.8</b>	<b>3</b>
	Manager						3.0	1
	Peers / Direct Reports						2.5	2
	Self						▲ 5.0	1
Knows own strengths and limitations	<b>All Respondents</b>						<b>3.8</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						3.5	2
	Self						▲ 5.0	1
Open to feedback and criticism	<b>All Respondents</b>						<b>2.8</b>	<b>3</b>
	Manager						3.0	1
	Peers / Direct Reports						2.5	2
	Self						▲ 5.0	1
Accepts responsibility for own mistakes	<b>All Respondents</b>						<b>4.2</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						3.5	2
	Self						▲ 5.0	1
Reflects a spirit of service to others	<b>All Respondents</b>						<b>4.2</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						3.5	2
	Self						▲ 5.0	1



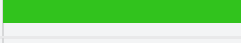

## Character Traits

		1	2	3	4	5	RAW SCORE	N
Expresses genuine appreciation for efforts put forth	<b>All Respondents</b>						<b>3.2</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						2.5	2
	Self						4.0	1

## Interpersonal Skills

		1	2	3	4	5	RAW SCORE	N
Listens effectively	<b>All Respondents</b>						<b>3.8</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						3.5	2
	Self					▲	5.0	1
Communicates clearly and effectively	<b>All Respondents</b>						<b>4.2</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						4.5	2
	Self					▲	5.0	1
Fosters a collaborative working environment	<b>All Respondents</b>						<b>4.8</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						4.5	2
	Self					▲	5.0	1
Allows people the freedom to accomplish tasks as they fit	<b>All Respondents</b>						<b>4.5</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						4.0	2
	Self					▲	5.0	1
Develops others by delegating appropriate tasks	<b>All Respondents</b>						<b>3.8</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						3.5	2
	Self					▲	4.0	1
Gives useful feedback timely and fairly	<b>All Respondents</b>						<b>2.0</b>	<b>1</b>
	Manager						-	
	Peers / Direct Reports						2.0	1
	Self					▲	4.0	1
Regards honest mistakes as learning experiences	<b>All Respondents</b>						<b>4.0</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						4.0	2
	Self					▲	4.0	1

## Interpersonal Skills

		1	2	3	4	5	RAW SCORE	N
Resolves conflict in a positive and constructive manner	<b>All Respondents</b>						<b>4.0</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						4.0	2
	Self						4.0	1

## Business Competence



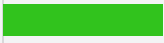
		1	2	3	4	5	RAW SCORE	N
Understands our industry and the market	<b>All Respondents</b>						<b>4.5</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						5.0	2
	Self					▲	4.0	1
Understands how the business makes money	<b>All Respondents</b>						<b>4.5</b>	<b>3</b>
	Manager						4.0	1
	Peers / Direct Reports						5.0	2
	Self					▲	4.0	1
Can distinguish between problems and symptoms	<b>All Respondents</b>						<b>3.5</b>	<b>3</b>
	Manager						3.0	1
	Peers / Direct Reports						4.0	2
	Self					▲	4.0	1
Develops strategies for long-term success	<b>All Respondents</b>						<b>2.5</b>	<b>3</b>
	Manager						2.0	1
	Peers / Direct Reports						3.0	2
	Self					▲	3.0	1
Considers the impact of decisions on all aspects of the business	<b>All Respondents</b>						<b>3.0</b>	<b>3</b>
	Manager						3.0	1
	Peers / Direct Reports						3.0	2
	Self					▲	3.0	1
Considers the long-term impact of decisions	<b>All Respondents</b>						<b>3.0</b>	<b>3</b>
	Manager						3.0	1
	Peers / Direct Reports						3.0	2
	Self					▲	3.0	1
Balances risk and reward, avoiding unnecessary risks	<b>All Respondents</b>						<b>2.5</b>	<b>3</b>
	Manager						2.0	1
	Peers / Direct Reports						3.0	2
	Self						▲ 5.0	1

# 5

## INDIVIDUAL COMPETENCY SCORES

Dave Demo

### Business Competence

		1	2	3	4	5	RAW SCORE	N
Effectively persuades others in order to build commitment for ideas	<b>All Respondents</b>						<b>3.0</b>	<b>3</b>
	Manager						3.0	1
	Peers / Direct Reports						3.0	2
	Self				▲		4.0	1

## Execution/Productivity

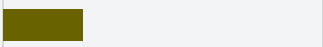


		1	2	3	4	5	RAW SCORE	N
Manages own time effectively	<b>All Respondents</b>						<b>5.0</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						5.0	2
	Self						▲ 5.0	1
Plans effectively	<b>All Respondents</b>						<b>5.0</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						5.0	2
	Self						▲ 5.0	1
Makes timely decisions	<b>All Respondents</b>						<b>5.0</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						5.0	2
	Self						▲ 5.0	1
Results-oriented	<b>All Respondents</b>						<b>5.0</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						5.0	2
	Self						▲ 5.0	1
Holds people accountable	<b>All Respondents</b>						<b>5.0</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						5.0	2
	Self						▲ 5.0	1
Promptly responds to phone calls and requests	<b>All Respondents</b>						<b>5.0</b>	<b>3</b>
	Manager						5.0	1
	Peers / Direct Reports						5.0	2
	Self						▲ 5.0	1
Negotiates contracts/deals skillfully	<b>All Respondents</b>						<b>2.0</b>	<b>1</b>
	Manager						2.0	1
	Peers / Direct Reports						-	
	Self						▲ 3.0	1

# 5

## INDIVIDUAL COMPETENCY SCORES

Dave Demo

### Execution/Productivity

		1	2	3	4	5	RAW SCORE	N
Actively supports sales efforts	All Respondents						2.0	1
	Manager						2.0	1
	Peers / Direct Reports						-	
	Self						3.0	1



## 6

## COMPETENCIES RANKED HIGHEST TO LOWEST

Dave Demo

Sorted by overall highest to lowest average score  
Scores exclude self-rating.

	2.0 – 2.5	2.6 – 3.0	3.1 – 3.5	3.6 - 4.0	4.1 - 4.5	4.6 - 5.0
<b>Execution/Productivity</b> – Manages own time effectively						5.0
<b>Execution/Productivity</b> – Plans effectively						5.0
<b>Execution/Productivity</b> – Makes timely decisions						5.0
<b>Execution/Productivity</b> – Results-oriented						5.0
<b>Execution/Productivity</b> – Holds people accountable						5.0
<b>Execution/Productivity</b> – Promptly responds to phone calls and requests						5.0
<b>Character Traits</b> – Maintains a positive attitude						4.8
<b>Interpersonal Skills</b> – Fosters a collaborative working environment						4.8
<b>Interpersonal Skills</b> – Allows people the freedom to accomplish tasks as they fit						4.5
<b>Business Competence</b> – Understands our industry and the market						4.5
<b>Business Competence</b> – Understands how the business makes money						4.5
<b>Character Traits</b> – Follows through on commitments						4.5
<b>Character Traits</b> – Accepts responsibility for own mistakes						4.2
<b>Character Traits</b> – Reflects a spirit of service to others						4.2
<b>Interpersonal Skills</b> – Communicates clearly and effectively						4.2
<b>Interpersonal Skills</b> – Regards honest mistakes as learning experiences						4.0
<b>Interpersonal Skills</b> – Resolves conflict in a positive and constructive manner						4.0
<b>Interpersonal Skills</b> – Listens effectively						3.8
<b>Character Traits</b> – Knows own strengths and limitations						3.8
<b>Interpersonal Skills</b> – Develops others by delegating appropriate tasks						3.8
<b>Business Competence</b> – Can distinguish between problems and symptoms						3.5
<b>Character Traits</b> – Expresses genuine appreciation for efforts put forth						3.2

## 6

# COMPETENCIES RANKED HIGHEST TO LOWEST

Dave Demo

Sorted by overall highest to lowest average score  
Scores exclude self-rating.

2.0 – 2.5	2.6 – 3.0	3.1 – 3.5	3.6 - 4.0	4.1 - 4.5	4.6 - 5.0
<b>Business Competence</b> – Considers the impact of decisions on all aspects of the business					3.0
<b>Business Competence</b> – Considers the long-term impact of decisions					3.0
<b>Business Competence</b> – Effectively persuades others in order to build commitment for ideas					3.0
<b>Character Traits</b> – Open to feedback and criticism					2.8
<b>Character Traits</b> – Controls emotions in stressful situations					2.8
<b>Business Competence</b> – Develops strategies for long-term success					2.5
<b>Business Competence</b> – Balances risk and reward, avoiding unnecessary risks					2.5
<b>Execution/Productivity</b> – Negotiates contracts/deals skillfully					2.0
<b>Execution/Productivity</b> – Actively supports sales efforts					2.0
<b>Interpersonal Skills</b> – Gives useful feedback timely and fairly					2.0

## Character Traits

		1	2	3	4	5	RAW SCORE
Follows through on commitments	<b>All Respondents</b>	-	-	-	2	1	4.5
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	2	-	4.0
	Self	-	-	-	-	1	5.0
Maintains a positive attitude	<b>All Respondents</b>	-	-	-	1	2	4.8
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	1	1	4.5
	Self	-	-	-	-	1	5.0
Controls emotions in stressful situations	<b>All Respondents</b>	-	1	2	-	-	2.8
	Manager	-	-	1	-	-	3.0
	Peers / Direct Reports	-	1	1	-	-	2.5
	Self	-	-	-	-	1	5.0
Knows own strengths and limitations	<b>All Respondents</b>	-	-	1	2	-	3.8
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	-	1	1	-	3.5
	Self	-	-	-	-	1	5.0
Open to feedback and criticism	<b>All Respondents</b>	-	1	2	-	-	2.8
	Manager	-	-	1	-	-	3.0
	Peers / Direct Reports	-	1	1	-	-	2.5
	Self	-	-	-	-	1	5.0

## Character Traits

		1	2	3	4	5	RAW SCORE
Accepts responsibility for own mistakes	<b>All Respondents</b>	-	-	1	1	1	4.2
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	1	1	-	3.5
	Self	-	-	-	-	1	5.0
Reflects a spirit of service to others	<b>All Respondents</b>	-	-	1	1	1	4.2
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	1	1	-	3.5
	Self	-	-	-	-	1	5.0
Expresses genuine appreciation for efforts put forth	<b>All Respondents</b>	-	1	1	1	-	3.2
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	1	1	-	-	2.5
	Self	-	-	-	1	-	4.0

## Interpersonal Skills

		1	2	3	4	5	RAW SCORE
Listens effectively	<b>All Respondents</b>	-	-	1	2	-	3.8
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	-	1	1	-	3.5
	Self	-	-	-	-	1	5.0
Communicates clearly and effectively	<b>All Respondents</b>	-	-	-	2	1	4.2
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	-	-	1	1	4.5
	Self	-	-	-	-	1	5.0
Fosters a collaborative working environment	<b>All Respondents</b>	-	-	-	1	2	4.8
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	1	1	4.5
	Self	-	-	-	-	1	5.0
Allows people the freedom to accomplish tasks as they fit	<b>All Respondents</b>	-	-	1	-	2	4.5
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	1	-	1	4.0
	Self	-	-	-	-	1	5.0
Develops others by delegating appropriate tasks	<b>All Respondents</b>	-	1	-	1	1	3.8
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	1	-	-	1	3.5
	Self	-	-	-	1	-	4.0

## Interpersonal Skills

		1	2	3	4	5	RAW SCORE
Gives useful feedback timely and fairly	<b>All Respondents</b>	-	1	-	-	-	2.0
	Manager	-	-	-	-	-	-
	Peers / Direct Reports	-	1	-	-	-	2.0
	Self	-	-	-	1	-	4.0
Regards honest mistakes as learning experiences	<b>All Respondents</b>	-	-	1	1	1	4.0
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	-	1	-	1	4.0
	Self	-	-	-	1	-	4.0
Resolves conflict in a positive and constructive manner	<b>All Respondents</b>	-	-	1	1	1	4.0
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	-	1	-	1	4.0
	Self	-	-	-	1	-	4.0

## Business Competence

		1	2	3	4	5	RAW SCORE
Understands our industry and the market	<b>All Respondents</b>	-	-	-	1	2	4.5
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	-	-	-	2	5.0
	Self	-	-	-	1	-	4.0
Understands how the business makes money	<b>All Respondents</b>	-	-	-	1	2	4.5
	Manager	-	-	-	1	-	4.0
	Peers / Direct Reports	-	-	-	-	2	5.0
	Self	-	-	-	1	-	4.0
Can distinguish between problems and symptoms	<b>All Respondents</b>	-	-	2	-	1	3.5
	Manager	-	-	1	-	-	3.0
	Peers / Direct Reports	-	-	1	-	1	4.0
	Self	-	-	-	1	-	4.0
Develops strategies for long-term success	<b>All Respondents</b>	-	1	2	-	-	2.5
	Manager	-	1	-	-	-	2.0
	Peers / Direct Reports	-	-	2	-	-	3.0
	Self	-	-	1	-	-	3.0
Considers the impact of decisions on all aspects of the business	<b>All Respondents</b>	-	-	3	-	-	3.0
	Manager	-	-	1	-	-	3.0
	Peers / Direct Reports	-	-	2	-	-	3.0
	Self	-	-	1	-	-	3.0

## Business Competence

		1	2	3	4	5	RAW SCORE
Considers the long-term impact of decisions	<b>All Respondents</b>	-	-	3	-	-	3.0
	Manager	-	-	1	-	-	3.0
	Peers / Direct Reports	-	-	2	-	-	3.0
	Self	-	-	1	-	-	3.0
Balances risk and reward, avoiding unnecessary risks	<b>All Respondents</b>	-	1	2	-	-	2.5
	Manager	-	1	-	-	-	2.0
	Peers / Direct Reports	-	-	2	-	-	3.0
	Self	-	-	-	-	1	5.0
Effectively persuades others in order to build commitment for ideas	<b>All Respondents</b>	-	-	3	-	-	3.0
	Manager	-	-	1	-	-	3.0
	Peers / Direct Reports	-	-	2	-	-	3.0
	Self	-	-	-	1	-	4.0



## Execution/Productivity

		1	2	3	4	5	RAW SCORE
Manages own time effectively	<b>All Respondents</b>	-	-	-	-	3	5.0
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	-	2	5.0
	Self	-	-	-	-	1	5.0
Plans effectively	<b>All Respondents</b>	-	-	-	-	3	5.0
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	-	2	5.0
	Self	-	-	-	-	1	5.0
Makes timely decisions	<b>All Respondents</b>	-	-	-	-	3	5.0
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	-	2	5.0
	Self	-	-	-	-	1	5.0
Results-oriented	<b>All Respondents</b>	-	-	-	-	3	5.0
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	-	2	5.0
	Self	-	-	-	-	1	5.0
Holds people accountable	<b>All Respondents</b>	-	-	-	-	3	5.0
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	-	2	5.0
	Self	-	-	-	-	1	5.0

## Execution/Productivity

		1	2	3	4	5	RAW SCORE
Promptly responds to phone calls and requests	<b>All Respondents</b>	-	-	-	-	3	5.0
	Manager	-	-	-	-	1	5.0
	Peers / Direct Reports	-	-	-	-	2	5.0
	Self	-	-	-	-	1	5.0
Negotiates contracts/deals skillfully	<b>All Respondents</b>	-	1	-	-	-	2.0
	Manager	-	1	-	-	-	2.0
	Peers / Direct Reports	-	-	-	-	-	-
	Self	-	-	1	-	-	3.0
Actively supports sales efforts	<b>All Respondents</b>	-	1	-	-	-	2.0
	Manager	-	1	-	-	-	2.0
	Peers / Direct Reports	-	-	-	-	-	-
	Self	-	-	1	-	-	3.0

## General Comments

(Manager's comments in boldface.)

What are Dave Demo's greatest assets/strengths?

- Attitude
- N/A
- **(Manager) Attitude**

What should Dave Demo do differently to be more effective?

- **(Manager) Work in sales**
- Trust subordinates more.
- Work with the sales department

What do you believe he/she is most unaware of?

- His temper
- **(Manager) Emotions**
- How controlling he is.

### Item-Specific Comments

Please elaborate on: "Controls emotions in stressful situations"

- Gets frustrated

Please elaborate on: "Open to feedback and criticism"

- Not

Please elaborate on: "Expresses genuine appreciation for efforts put forth"

- Rarely does he care.

Please elaborate on: "Develops others by delegating appropriate tasks"

- Never does.

## About Michael Beck International

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Michael Beck International, headquartered in Portland, OR, USA, is passionate about developing successors and preparing them to successfully run a company. Our nationwide team of experienced executive coaches is committed to helping leaders and companies bring out the best in people and improve the bottom line.

Let us help you prepare to be an effective leader and a successful owner. We offer leadership development and executive coaching - all designed to help successors succeed.

Please call us to discuss your specific situation and how we can help.

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### **ELICITING EXCELLENCE**

*Helping successors succeed  
and owners get paid™*

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