

360 Feedback Report

John Doe

Welcome to your 360 results





Receiving feedback on your performance can be personal, emotional, and an extremely powerful catalyst for development. The best way to digest performance feedback is to start by understanding a few key aspects of leadership, your strengths, and how we work through change. Review the concepts below as you take in your survey feedback. The feedback in this report starts at a high level and then gets more specific.

Understanding your competency ratings

For each competency, you will be provided with the average rating for each category of raters. Items are rated on a Disagree (rating = 1) to Agree (rating = 5) scale.

Understand, a competency score is meant to be a useful tool to help you improve. If you have a lower score than you expected, don't take it personally. Likewise, if your score is higher than expected, don't let it get to your head.

Example competency ratings

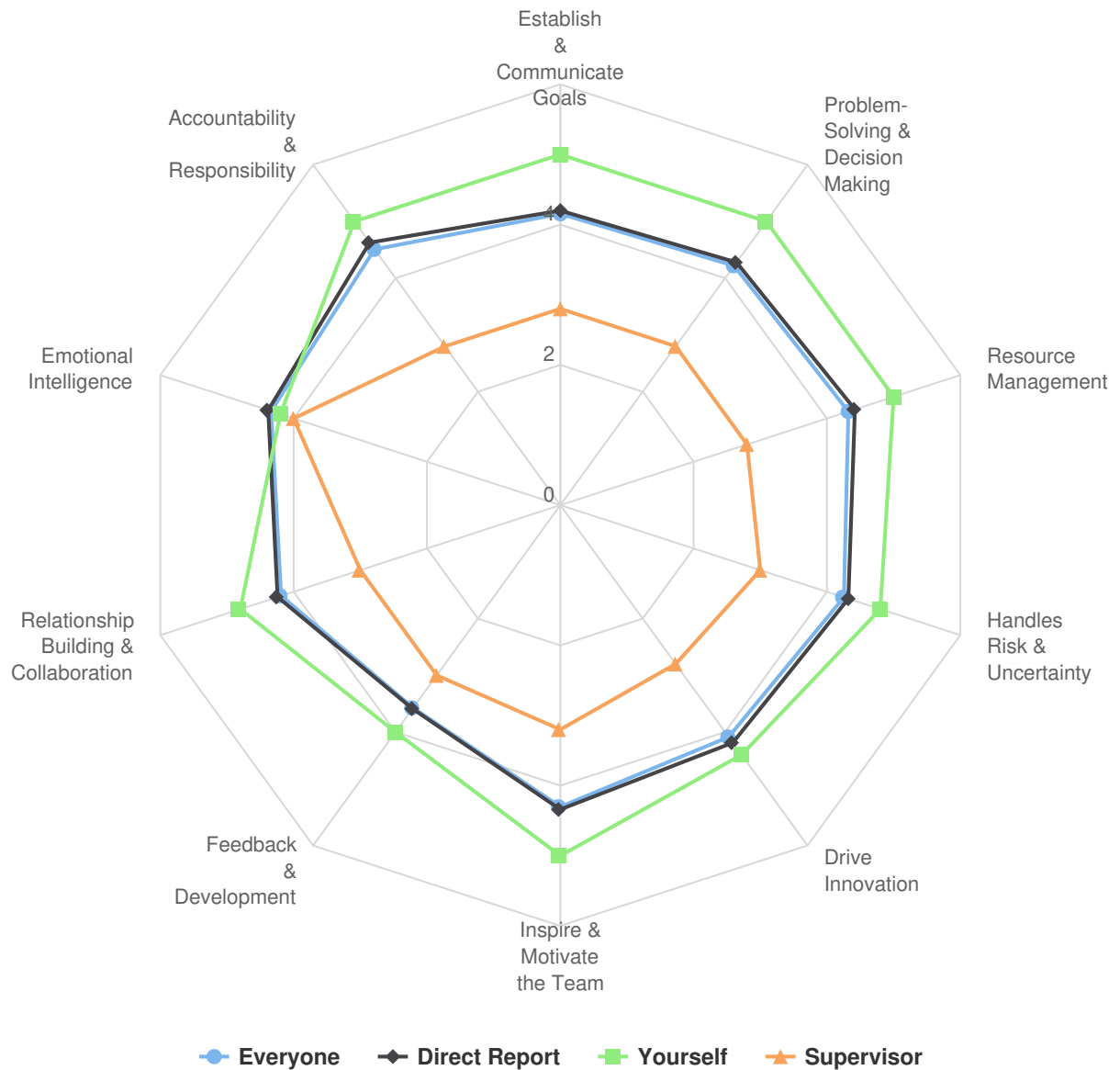
Knowledge/Strategic		Score	Gap
Everyone		3.6	.4
Managers		3.0	-.2
Peers		3.8	.6
Direct Reports		4.2	1
Self		3.2	

Your Results

John Doe

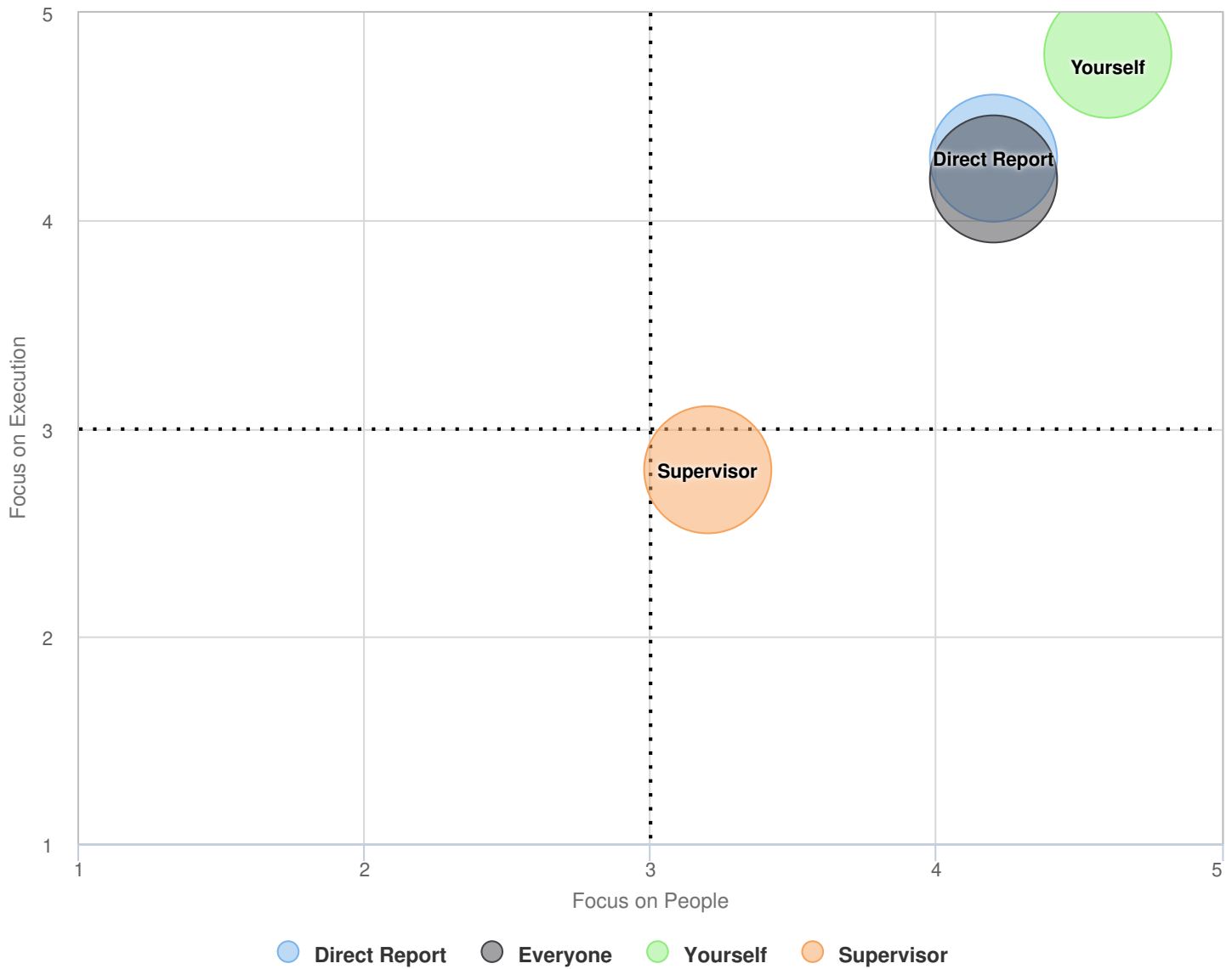
Your Overall Competency Profile

Below is a chart showing your competencies as you see them, to your competencies as others see them.



Two Factor Leadership Profile

Displayed below is a statistically derived overview of your leadership style based on the two primary factors of leadership.



Category Scores

Establish & Communicate Goals

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.2	-0.8
Yourself	5.0	
Supervisor	2.8	-2.2

Problem-Solving & Decision Making

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.3	-0.7
Yourself	5.0	
Supervisor	2.8	-2.2

Resource Management

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	2.8	-2.2

Handles Risk & Uncertainty

	Score	Gap
Everyone	4.3	-0.5
Direct Report	4.3	-0.5
Yourself	4.8	
Supervisor	3.0	-1.8

Drive Innovation

	Score	Gap
Everyone	4.1	-0.3
Direct Report	4.2	-0.2
Yourself	4.4	
Supervisor	2.8	-1.6

Inspire & Motivate the Team

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.3	-0.7
Yourself	5.0	
Supervisor	3.2	-1.8

Feedback & Development

	Score	Gap
Everyone	3.6	-0.4
Direct Report	3.6	-0.4
Yourself	4.0	
Supervisor	3.0	-1.0

Relationship Building & Collaboration

Score Gap

		Score	Gap
Everyone		4.2	-0.6
Direct Report		4.2	-0.6
Yourself		4.8	0.2
Supervisor		3.0	-1.8

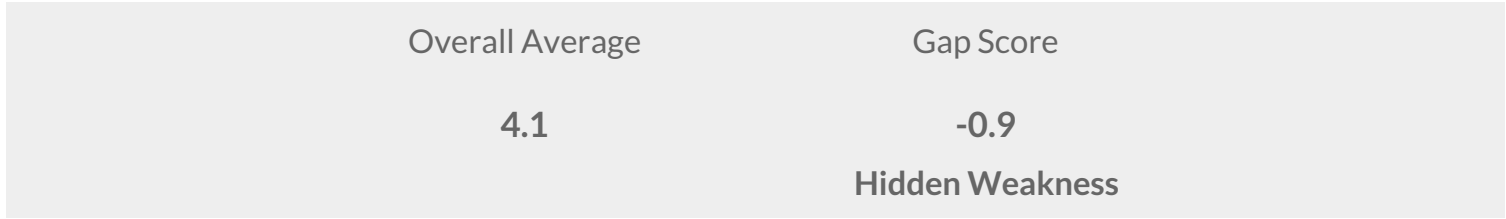
Emotional Intelligence

		Score	Gap
Everyone		4.3	0.1
Direct Report		4.4	0.2
Yourself		4.2	0.2
Supervisor		4.0	-0.2

Accountability & Responsibility

		Score	Gap
Everyone		4.5	-0.5
Direct Report		4.6	-0.4
Yourself		5.0	0.0
Supervisor		2.8	-2.2

Establish & Communicate Goals



The leader consistently sets clear and achievable objectives.

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.2	-0.8
Yourself	5.0	
Supervisor	4.0	-1.0

The leader communicates objectives in a way that is understandable and relevant.

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.3	-0.7
Yourself	5.0	
Supervisor	2.0	-3.0

The leader ensures alignment between organizational goals and team/individual goals.

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.3	-0.7
Yourself	5.0	
Supervisor	2.0	-3.0

The leader updates goals based on changes in the organization or market.

	Score	Gap
Everyone	4.1	-0.9
Direct Report	4.2	-0.8
Yourself	5.0	
Supervisor	2.0	-3.0

The leader sets challenging yet realistic targets for performance.

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.1	-0.9
Yourself	5.0	
Supervisor	4.0	-1.0

Comments

John has an idea of the Big Picture and allows us the autonomy to do our jobs effectively and provide guidance when needed.

John has been doing a great job since I joined the company. He has been fair in all interactions which I have been involved, and anytime there is an issue no matter the day of the week or time he is there to jump in with support.

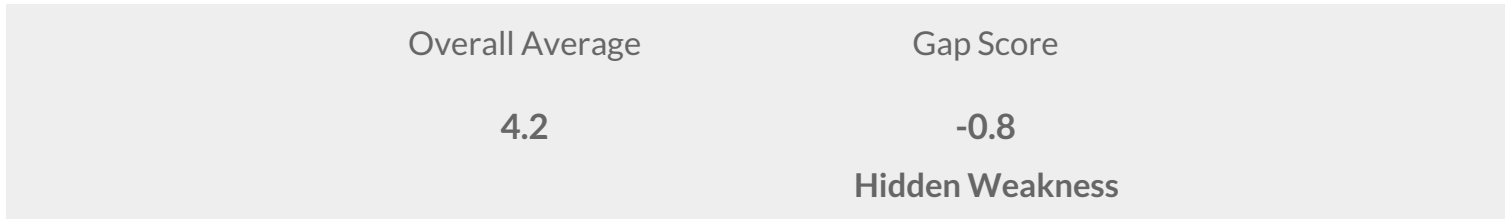
Recent example is the Newco Pre-Qualification Application form. After a brief discussion with Mary of his needs, John then further communicated with me for some fine-tuning instruction and that allowed me to complete the task in a timely manner.

John is an excellent communicator. He communicates with us as he sees the need to share information.

John is a great team leader. I've been apart of his team for 10 months and have nothing but positive experiences and things to say about John's leadership and responsiveness. Overall I'm very happy to be apart of his install team and most importantly under is leadership. No time is a bad time to reach out to him and no questions a dumb question. I look forward to growing and learning even more in my position under his leadership.

HE'S THE BEST MANAGER I HAVE EVER HAD, HIS LISTENING EAR IS WHAT SETS HIM APART

Problem-Solving & Decision Making



The leader gathers relevant data before making decisions.

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.3	-0.7
Yourself	5.0	
Supervisor	3.0	-2.0

The leader considers various perspectives before finalizing a decision.

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	2.0	-3.0

The leader's decisions align with the organization's strategic objectives.

	Score	Gap
Everyone	4.1	-0.9
Direct Report	4.2	-0.8
Yourself	5.0	
Supervisor	2.0	-3.0

The leader communicates decisions transparently with reasoning.

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.2	-0.8
Yourself	5.0	
Supervisor	4.0	-1.0

The leader is open to revisiting decisions when new information is presented.

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	3.0	-2.0

Comments

John does not jump to rash decisions but considers the ramifications across the departments. He also is willing to listen to us so we have input.

I have shared with John my thoughts regarding the level of the back up support, and he has shared his vision on how to take those steps and what he will be doing to ensure there is someone on support aside the installers.

I strongly agree with all of these. John has always exhibited strong leadership skills. He evaluates every situation for the best possible outcome.

John is very good at consulting the team before making any firm decisions or changes that may affect us as a team. He seeks out the teams feedback and hears our concerns. I have many examples, but the three that come to mind are. 1.) He has a written guideline for almost any scenario you may encounter. Each guideline is very well written and put into simple terms and not too wordy, very straight to the point. 2.) When deciding on what to call our Internal Trainer at the clients we install (this is who is responsible for training new hires after we depart our install), it was a team effort and poll each team member participated in. The overall vote was to refer to the Internal Trainer a "Wizard". John could have come up with the new term himself easily within 5 minutes, but instead he made sure we were all apart of the decision as a team. 3.) I was faced with a very uncomfortable and confrontational encounter at an install with a finance director who was very reluctant to change. I reached out to John to explain the situation and he resolved it immediately and to this very day John communicates directly with this finance director so that his team member isn't put into an uncomfortable encounter with this individual again.

Resource Management

Overall Average

4.3

Gap Score

-0.7

Hidden Weakness

The leader efficiently allocates resources to priority initiatives.

	Score	Gap
Everyone	4.4	-0.6
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	4.0	-1.0

The leader consistently tracks and monitors resource usage.

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	2.0	-3.0

The leader seeks ways to optimize resource allocation.

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.5	-0.5
Yourself	5.0	
Supervisor	2.0	-3.0

The leader avoids wastage of time, money, and manpower.

	Score	Gap
Everyone	4.6	-0.4
Direct Report	4.6	-0.4
Yourself	5.0	
Supervisor	4.0	-1.0

The leader anticipates future resource needs and plans accordingly.

	Score	Gap
Everyone	4.1	-0.9
Direct Report	4.2	-0.8
Yourself	5.0	
Supervisor	2.0	-3.0

Comments

Yes, he always plans accordingly and is resourceful.

John is very good at resource management. As a result, we as a team know and understand the importance of this too. Some of the resources we use to this very day are keys to our success and our customers success too. To list a few are our: Project Sheets, Follow Up Sheets, and our Travel Sheets. As a team we all know the importance to treat our companies money like it is our very own money when booking travel. Our Travel Sheets allow for us to see if maybe another installer will be installing at a client within the same location as the other installers install. Although we have set cost parameters already in place when booking our travel, if/when possible to book "buddy system" the same Airbnb, it saves the company money on lodging all while allowing the team members to bond outside of work too boosting team morale.

Handles Risk & Uncertainty

Overall Average

4.2

Gap Score

-0.6

Hidden Weakness

The leader proactively identifies potential risks.

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.3	-0.7
Yourself	5.0	
Supervisor	3.0	-2.0

The leader has a structured approach to risk management.

	Score	Gap
Everyone	4.2	-0.8
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	2.0	-3.0

The leader takes calculated risks when necessary.

	Score	Gap
Everyone	4.1	0.1
Direct Report	4.1	0.1
Yourself	4.0	
Supervisor	4.0	0.0

The leader prepares the team for potential challenges.

	Score	Gap
Everyone	4.4	-0.6
Direct Report	4.5	-0.5
Yourself	5.0	
Supervisor	3.0	-2.0

The leader learns and adapts from past failures.

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	3.0	-2.0

Comments

John keeps his team prepared for potential challenges by keeping us informed of company-wide changes. I wouldn't call it a failure per se, but when he was asked to change how he conducts a meeting he acknowledged what he had to change about himself and did it.

Not only does he prepare the team but is always available to take a call when we need his advise or assistance. He understands our struggles and is always wanting us to be successful.

Drive Innovation

Overall Average

4.1

Gap Score

-0.3

Hidden Weakness

The leader encourages new ideas and innovative thinking.

	Score	Gap
Everyone	4.1	0.1
Direct Report	4.3	0.3
Yourself	4.0	
Supervisor	2.0	-2.0

The leader creates a safe environment for experimentation.

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	2.0	-3.0

The leader recognizes and rewards innovative efforts.

	Score	Gap
Everyone	4.1	-0.9
Direct Report	4.1	-0.9
Yourself	5.0	
Supervisor	3.0	-2.0

The leader invests in tools or training to foster innovation.

	Score	Gap
Everyone	4.0	0.0
Direct Report	4.1	0.1
Yourself	4.0	
Supervisor	3.0	-1.0

The leader stays updated with industry trends to drive innovation.

	Score	Gap
Everyone	4.0	0.0
Direct Report	4.0	0.0
Yourself	4.0	
Supervisor	4.0	0.0

Comments

John is always open to suggestion on how we can improve our process but wants to know the reasons why.

John will always accept my suggestion(s) when something is broken and a fix is needed to help a customer to be able to work as they expect using our system. That said, my suggestion(s) may not be the fix that works!

I have always felt that John is open to ideas and ways to improve our job. There have been situations where he's mentioned that we should never be disrespected when we are at a client and he won't stand for that. He has our back. He shares knowledge that pertains to our job description.

John is always encouraging and supporting our team to share ideas. We do this routinely in every team meeting. No idea is a bad idea and I personally feel like it's a safe environment he's created for us to share those ideas amongst our team. For example, our last team meeting at the end of July, I shared the idea of having a new template made for our Newco "Wizard" to sign at install acknowledging they are the designated "wizard" of the Newco system responsible for training new hires/ current employees in the use of the Newco system. John and a few members of our team encouraged the idea and John had the Template drafted and available to the team within 48 hours. I always look forward to our team meetings as I always walk away with some Newco information and determination to keep doing great.

Inspire & Motivate the Team

Overall Average

4.2

Gap Score

-0.8

Hidden Weakness

The leader consistently communicates a compelling vision.

	Score	Gap
Everyone	4.0	-1.0
Direct Report	4.1	-0.9
Yourself	5.0	
Supervisor	2.0	-3.0

The leader recognizes and appreciates individual and team efforts.

	Score	Gap
Everyone	4.4	-0.6
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	4.0	-1.0

The leader connects the team's work with the organization's core values and purpose.

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	2.0	-3.0

The leader demonstrates passion and enthusiasm in their role.

	Score	Gap
Everyone	4.5	-0.5
Direct Report	4.5	-0.5
Yourself	5.0	
Supervisor	4.0	-1.0

The leader fosters a sense of purpose among team members.

	Score	Gap
Everyone	4.4	-0.6
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	4.0	-1.0

Comments

John gives me a sense that I am valued as an employee. He recognizes good work and communicates with us when a client/customer has recognized our effort in the field. He loves his job and you just know it when you speak with him.

John's leadership is a great result of why our team is so great and why we truly enjoy what we do day to day. Every single one of us takes care of the other from helping cover support calls, to reaching out via Support Teams chat, to reaching out to any team member via phone... every team member is always quick to help including John. Every team member brings a different skill set and is happy to share their knowledge. When I was in training for my new role, John placed me with three individuals on our Team, each with a different skill set and training techniques. After just four weeks of training, I was prepared to successfully install a client on my own at a substantial size for a first time install (about 40 employees). My success is due to John's leadership and his ability to recognize each individuals skill set he placed me with to train with during those 4 crucial weeks.

Feedback & Development

Overall Average

3.5

Gap Score

-0.5

Hidden Weakness

The leader regularly provides constructive feedback.

	Score	Gap
Everyone	3.9	-1.1
Direct Report	3.9	-1.1
Yourself	5.0	
Supervisor	3.0	-2.0

The leader identifies areas of growth for team members.

	Score	Gap
Everyone	3.3	-0.7
Direct Report	3.2	-0.8
Yourself	4.0	
Supervisor	4.0	0.0

The leader facilitates training and development opportunities.

	Score	Gap
Everyone	3.3	-0.7
Direct Report	3.4	-0.6
Yourself	4.0	
Supervisor	2.0	-2.0

The leader has meaningful career conversations with team members.

	Score	Gap
Everyone	2.8	0.8
Direct Report	3.0	1.0
Yourself	2.0	
Supervisor	2.0	0.0

The leader addresses performance issues in a timely manner.

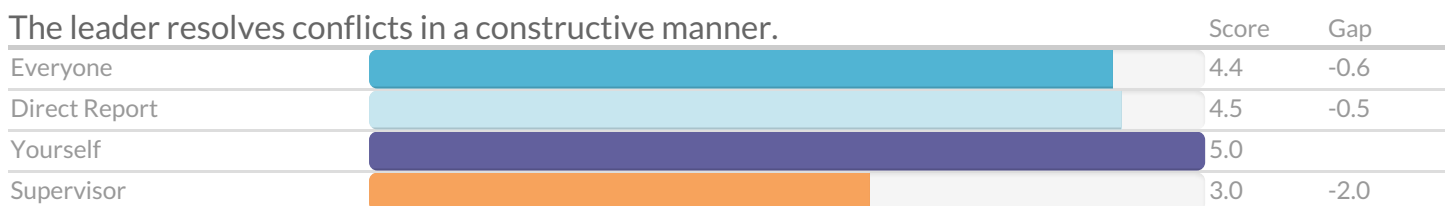
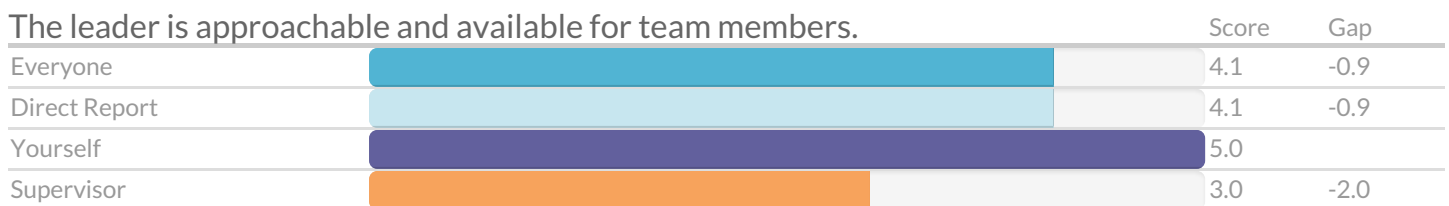
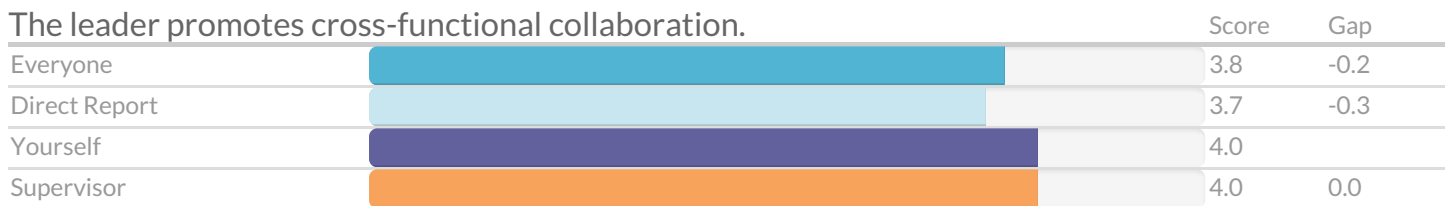
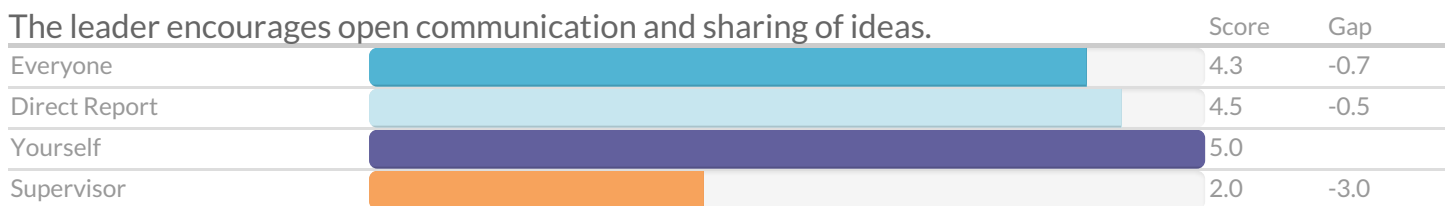
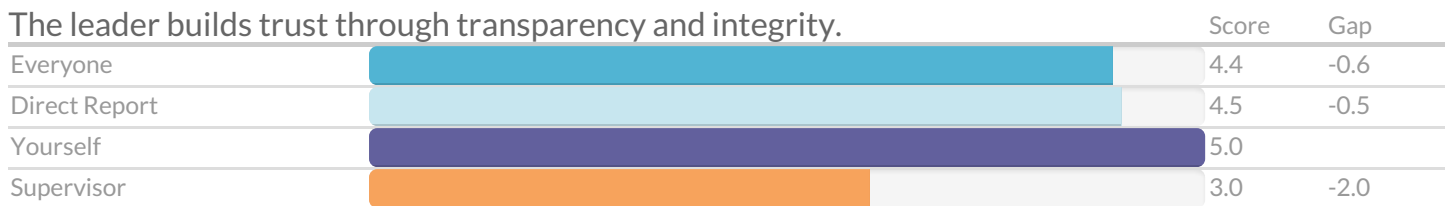
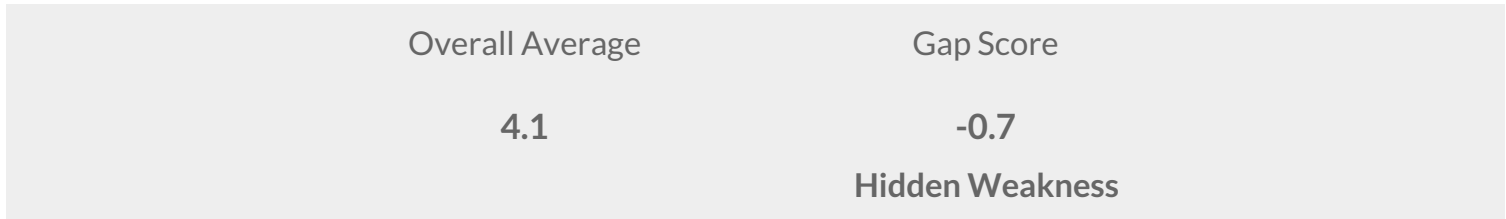
	Score	Gap
Everyone	4.4	-0.6
Direct Report	4.4	-0.6
Yourself	5.0	
Supervisor	4.0	-1.0

Comments

This comment does NOT regard John Doe, it is to Newco as a whole. From day one with Newco I've not received a formal, constructive, singularly focused, career conversation/performance review or feedback to me. Comment to last item '...leader addresses performance issues in a timely manner' - I agree. Example Early February this year when I, wrongly, snapped at Mike and Mary. John, along with HR, immediately addressed all parties involved. Resolution and understanding was quickly reached.

John has always been one to share how we can improve a process. Since he has taken the role of Field Operations, I have a sense that things have come together better and are rapidly improving, becoming more streamline. We are growing too fast and it's hard to make changes on the go, but he manages to roll with the punches.

Relationship Building & Collaboration



Comments

Approachable, but consistently occupied, can have extremely long response time because of this.

We have monthly meetings where he always opens the floor. We can freely share ideas without fear of retaliation. He is very approachable and always available.

MAKES HIMSELF AVAILABLE WHENEVER NEEDED

Emotional Intelligence

Overall Average	Gap Score
4.4	0.2
	Hidden Strength

The leader shows empathy and understanding towards team members.

	Score	Gap
Everyone	4.5	-0.5
Direct Report	4.5	-0.5
Yourself	5.0	
Supervisor	4.0	-1.0

The leader is aware of their own emotions and how they affect others.

	Score	Gap
Everyone	4.3	0.3
Direct Report	4.4	0.4
Yourself	4.0	
Supervisor	4.0	0.0

The leader manages stressful situations with composure.

	Score	Gap
Everyone	4.5	-0.5
Direct Report	4.5	-0.5
Yourself	5.0	
Supervisor	4.0	-1.0

The leader celebrates team successes and addresses challenges positively.

	Score	Gap
Everyone	4.3	-0.7
Direct Report	4.3	-0.7
Yourself	5.0	
Supervisor	4.0	-1.0

The leader understands the diverse needs and backgrounds of team members.

	Score	Gap
Everyone	4.2	2.2
Direct Report	4.4	2.4
Yourself	2.0	
Supervisor	4.0	2.0

Comments

You will never know John has a bad day. He is always professional and sets personal issues aside. When we have a WIN! He lets you know.

Accountability & Responsibility

Overall Average

4.5

Gap Score

-0.5

Hidden Weakness

The leader takes responsibility for the team's results, both good and bad.		Score	Gap
Everyone		4.4	-0.6
Direct Report		4.5	-0.5
Yourself		5.0	
Supervisor		3.0	-2.0
The leader empowers team members to take ownership of their work.		Score	Gap
Everyone		4.6	-0.4
Direct Report		4.7	-0.3
Yourself		5.0	
Supervisor		3.0	-2.0
The leader addresses mistakes as learning opportunities.		Score	Gap
Everyone		4.5	-0.5
Direct Report		4.6	-0.4
Yourself		5.0	
Supervisor		3.0	-2.0
The leader sets clear expectations around accountability.		Score	Gap
Everyone		4.5	-0.5
Direct Report		4.6	-0.4
Yourself		5.0	
Supervisor		3.0	-2.0
The leader ensures that team members understand their roles and responsibilities.		Score	Gap
Everyone		4.5	-0.5
Direct Report		4.7	-0.3
Yourself		5.0	
Supervisor		2.0	-3.0

Comments

As I mentioned previously, he gives us the autonomy to do our jobs and gives us guidance if needed.

We are the face for our product. When we walk in the door after the sales team, we are the face they remember. We are the ones who interact with client personnel. He clearly allows us to take ownership of our work and he clearly sets the standard of what the expectations are when we implement a product. He is always seeking ways to make our job better so that we can succeed in the field.

Highest and Lowest Items

Highest

		Score
The leader avoids wastage of time, money, and manpower.		4.6
The leader empowers team members to take ownership of their work.		4.6
The leader ensures that team members understand their roles and responsibilities.		4.5
The leader addresses mistakes as learning opportunities.		4.5
The leader demonstrates passion and enthusiasm in their role.		4.5

Lowest

		Score
The leader has meaningful career conversations with team members.		2.8
The leader facilitates training and development opportunities.		3.3
The leader identifies areas of growth for team members.		3.3
The leader promotes cross-functional collaboration.		3.8
The leader regularly provides constructive feedback.		3.9

Written Comments

Please elaborate on John Does' most positive skills.

Knowledge base

Cares for his Team, Good Attitude, Experience in the industry

Very knowledgeable about Newco in its entirety. I feel comfortable going to John in many instances over others within the support chain. He is very responsive where as days can go by without any communication from other departments.

John is approachable.

Creating new company guidelines.

Understanding, openness to talk, empathy, he's got our back and supports each individual team member

John is an effective manager and allows his team free reign to work without minimal interference unless something needs to be addressed

pragmatic, his 40 years in the industry helps to understand the idiosyncrasies of each dealership or group.

John is a great listener. He will never say anything hurtful and everything he does is for the betterment of the team. He wants us to be successful each and everytime. If he has to be a punching bag for someone else, we will never know that. He understands our challenges and genuinely cares about our success.

John's approachable style encourages open communication and feedback within our team. His openness to communication makes me feel valued and heard. His decisions consistently show a deeper understanding of our team's capabilities and potential. He creates a safe space for learning, making mistakes, and improving.

HE'S ALWAYS AVAILABLE

Attention to Detail Technical SME Industry Knowledge Customer relationship

What should John Doe do differently?

Cut meeting time

Nothing really. As a Company we have growing pains that I am confident will be addressed and he will make sure the changes are positive.

I feel things are in a good direction and we as a whole needs to keep building on what is existing. John does that very well so nothing at this time in my opinion for what it is worth.

Not take on (or have piled onto him) so many other responsibilities to the point where he is spread as thin as he is.

Have positive communication with his team members. Give team members praise after installing multiple locations and completing difficult installs on time.

Offer additional training or cross training opportunities

I would like to see some attention paid to career development within the department and organization.

help the group understand there is a continuous improvement process that is constantly changing as we evolve

Maybe go on the field every once in a while, especially with new hires. Ensure that everyone is on the same page when they come onboard.

Revisiting and adjusting the install calendar to ensure all team members have the opportunity to perform an install when the calendar permits to 7 or more installs for that given month should a cancellation occur in respective month.

NOTHING

Adaptability Aligning with Strategic goals Aligning with cross-functional leadership

What are people afraid to tell John Doe?

I can't speak for others but I have very open and candid conversations with John and I don't hold back and we have great communication.

Nothing.

Why won't you make yourself available by phone when needed? When the trainers are in the field training why are we not important to you?

I don't believe people are afraid to talk with John. He has a pretty open door policy.

I can't think of one thing people are afraid to tell John. I for once know that I can tell John anything.

Personally I don't feel afraid to reach out to John regarding any of my concerns. John has created an environment where I feel valued and heard anytime I've reached out.

THAT HE'S APPRECIATED

Lack of adaptability and alignment with strategic goals puts the company's risk at success

