



PANORAMIC
FEEDBACK

Sample
360-Degree Feedback
Report

For
Terry Smith

Designed by
Human Resources Consulting
For
XYZ Corporation

Survey opened 15 February, 2007
Compiled 5 March, 2007
Number of responses: 11
Manager: 1 Direct Reports: 5 Peers: 4 Self: 1

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About This Sample Report

You can use your own questionnaire, or choose among 20 pre-designed questionnaires provided by PANORAMIC FEEDBACK. This report is based on our *Leadership One* questionnaire.

Your reports can be as simple or complex as your workforce requires. This sample report displays many of the available options. To reduce the apparent complexity, pages that are repetitive have been omitted.

Customizable Introduction

The introduction to the report (see next page) is customizable. We provide guide text you can use as a starting point.

Designed for Easy Comprehension

The report is designed to guide participants unfamiliar with 360-degree feedback. It begins with a simple "Headlines" overview (p.2), then zooms-in for increasing levels of detail.

Report Options

You may select or omit segments of the report to suit your 360 design:

- Generate summary of highest and lowest-rated behaviors (p.12)
- Display comparative results from the entire group, a percentile group, or Subject's previous results, and display an optional "Gap" column (p.7-9).
- Summarize comparative data with a one-page report on positive and negative Gaps (p.8)
- Mark the range (highest and lowest responses) for each question (p.4)
- Measure the diversity of responses, using standard deviation (p.6)
- Begin the report with detailed responses, by omitting Headlines and Details pages (p.2-3)
- Omit "Self" bar on Headlines page (p.2)
- Omit "Cumulative Results" graphs (p.5)
- Report on dual-scale questionnaires, using bar graphs (p.5) and/or scattergraphs

Layout Choices

Select the most effective layout for your report. Choose paper size (A4 or 8.5x11), color or b/w bar graphs, numbering of pages and questions, and binding offset.

This Fictitious Report

In this report, "Terry Smith" is viewed by responders as very capable technically, but less effective as a manager, with a tendency to over-estimate his own abilities.

Introduction to Your Report

To the recipient of 360-degree feedback:

This document summarizes the 360-degree feedback provided by your responders, using numerical charts and unstructured comments. It is organized under several headings that represent the most important competencies for your workplace.

Headlines Section

The "Headlines" view displays how you were rated by all responders for each heading in the questionnaire, with your self-rating for comparison.

Details Section

Here you can see the same headings in greater detail, showing how each category of responders replied. This information can inform you about how your work is viewed by different groups, and suggest how your behavior may change depending on whom you're working with.

Heading Pages

Zooming-in further, you will see the behavior descriptions associated with each heading plus unstructured comments from responders.

Personal Planning

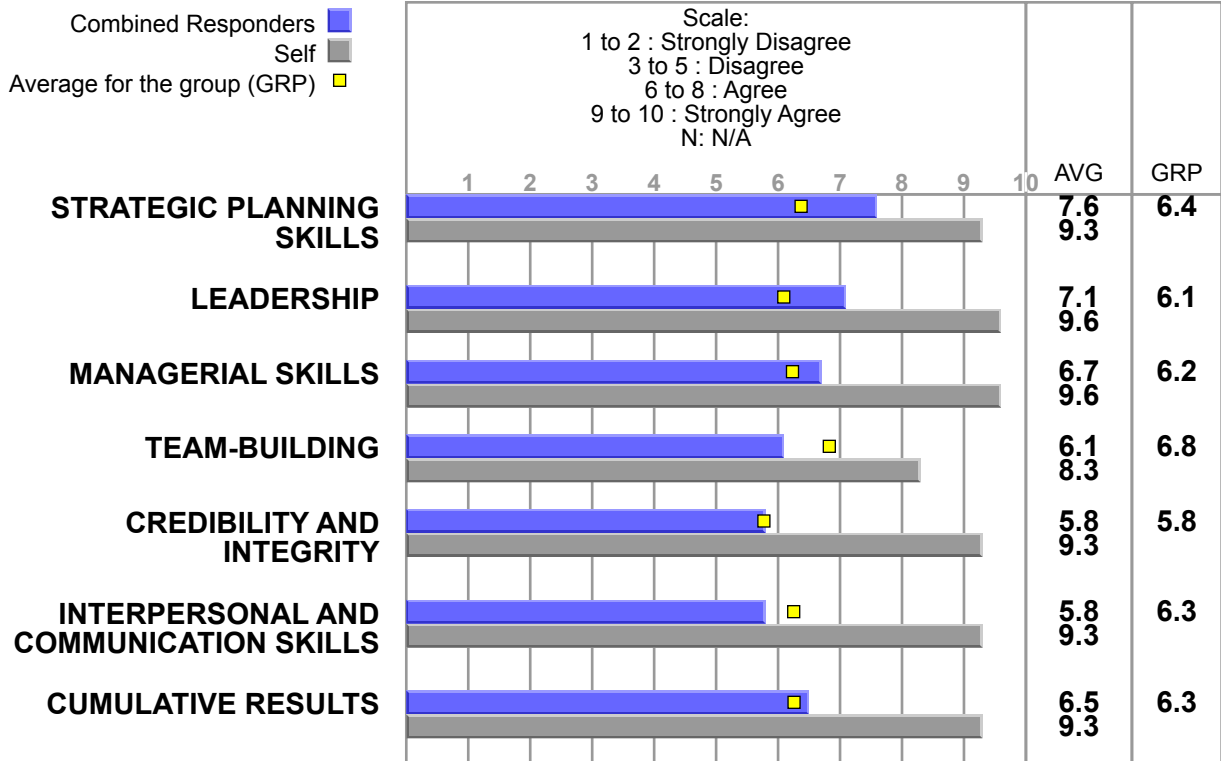
For maximum benefit, undertake your own development planning process:

1. Choose your personal goals, based on what you have learned here.
2. For each goal, identify specific steps to take. For instance: work with your supervisor or coach, relevant training, selected reading, practicing new behaviors, requesting on-going feedback.
3. Identify markers that will help you check your progress.

Best wishes in your journey of awareness and development.

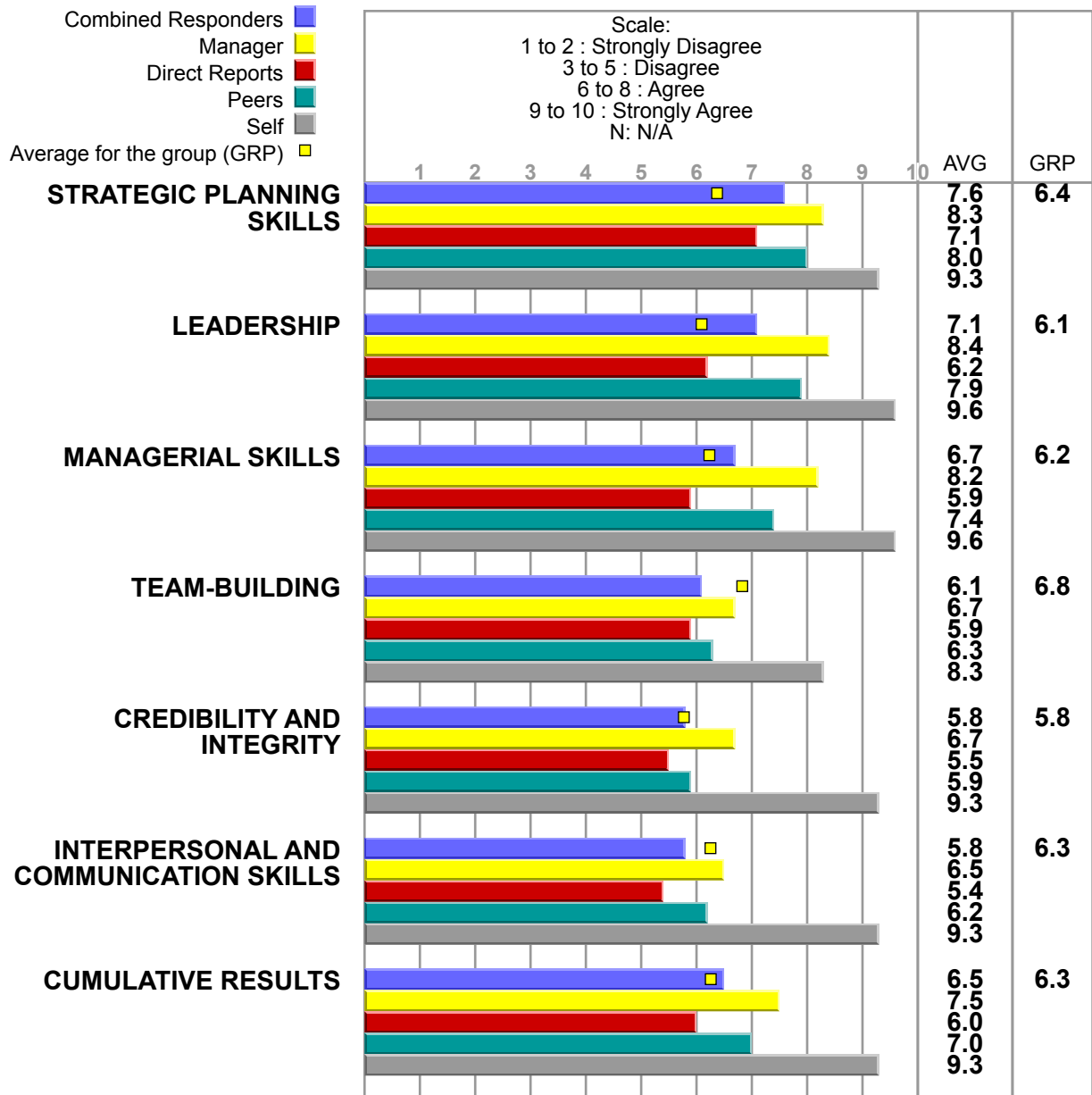
HEADLINES

Average of responses for each Heading

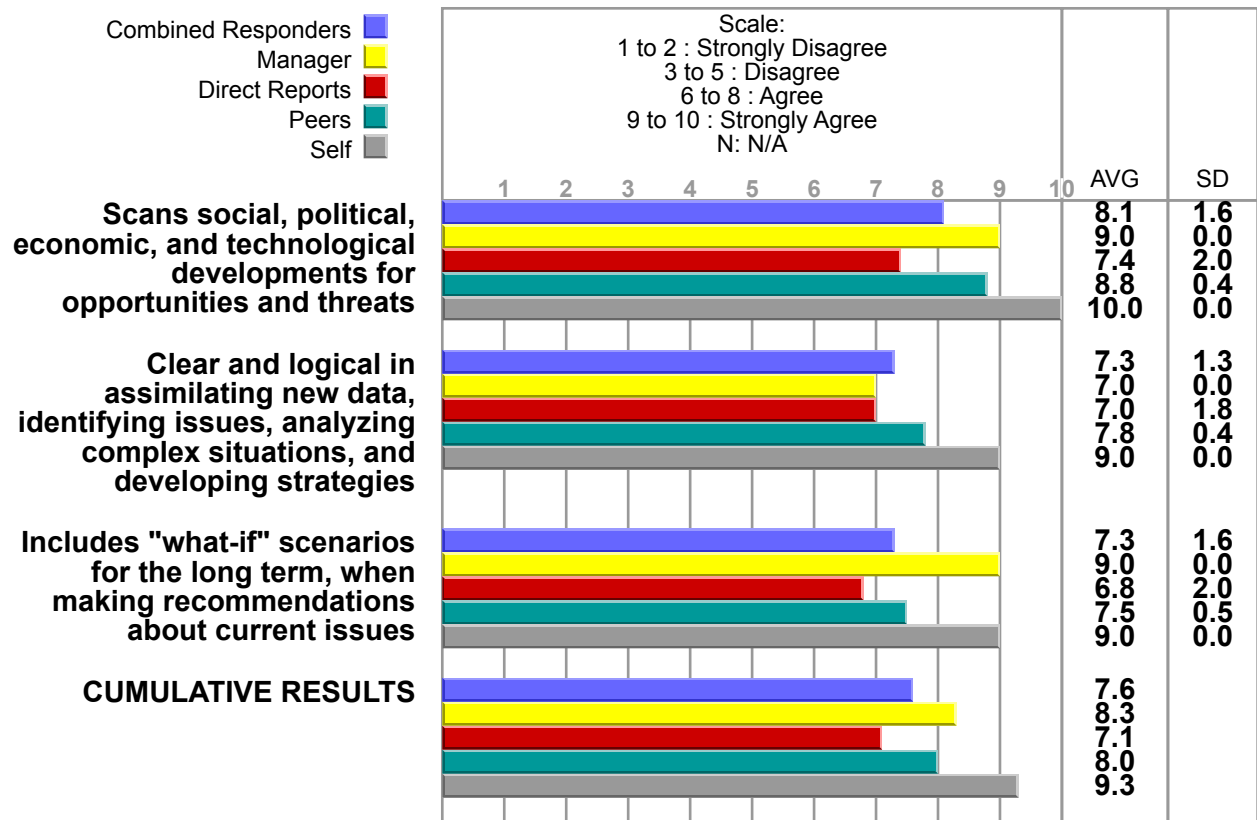


DETAILS

Average of responses for each Heading, by response category



STRATEGIC PLANNING SKILLS



Unedited Comments

Comments from Manager

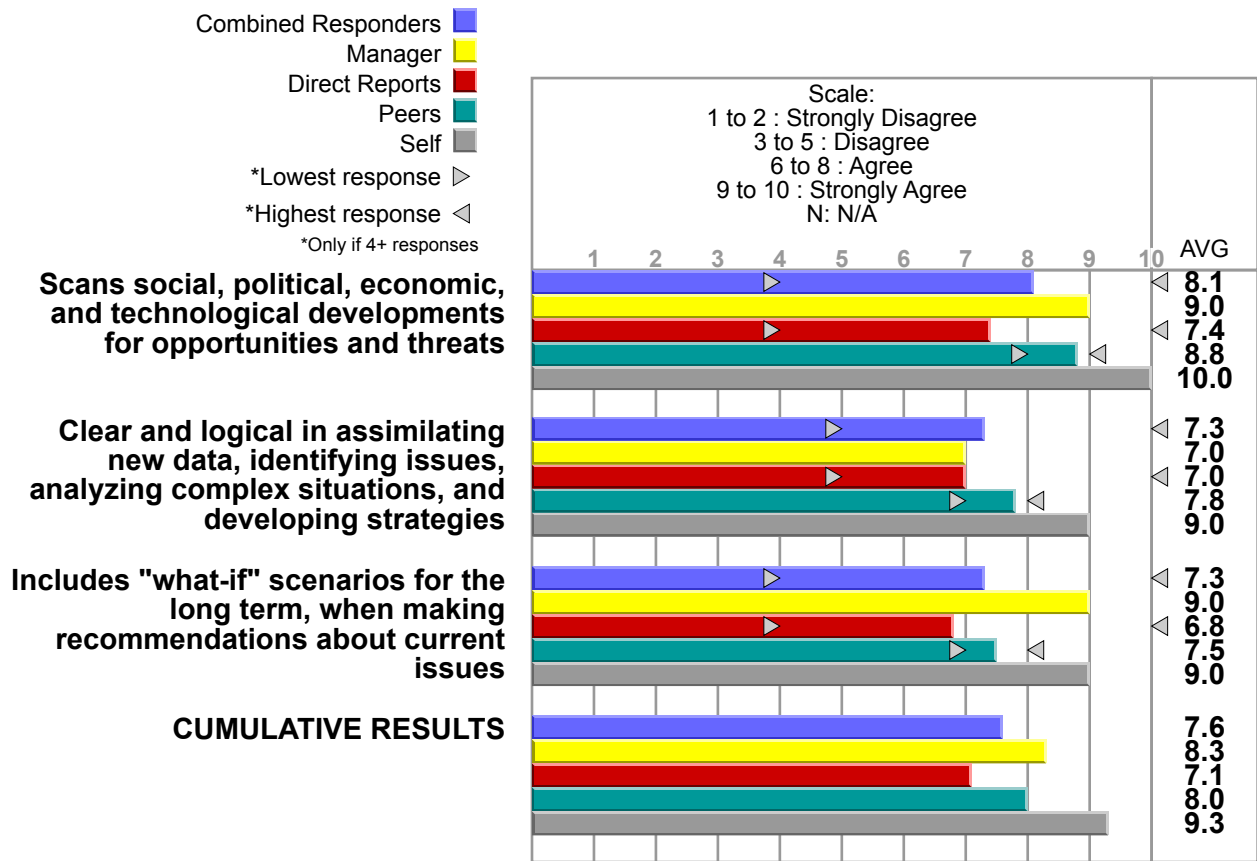
Helps me connect strategy to day to day activities
 Constantly scanning the environment - good choices about directions to follow

Comments from Peers (random order)

He's the strategic guide on our committee.

Just when I'm ready to settle into a comfortable pattern, he knocks me off balance with new data

STRATEGIC PLANNING SKILLS



Unedited Comments

Comments from Manager

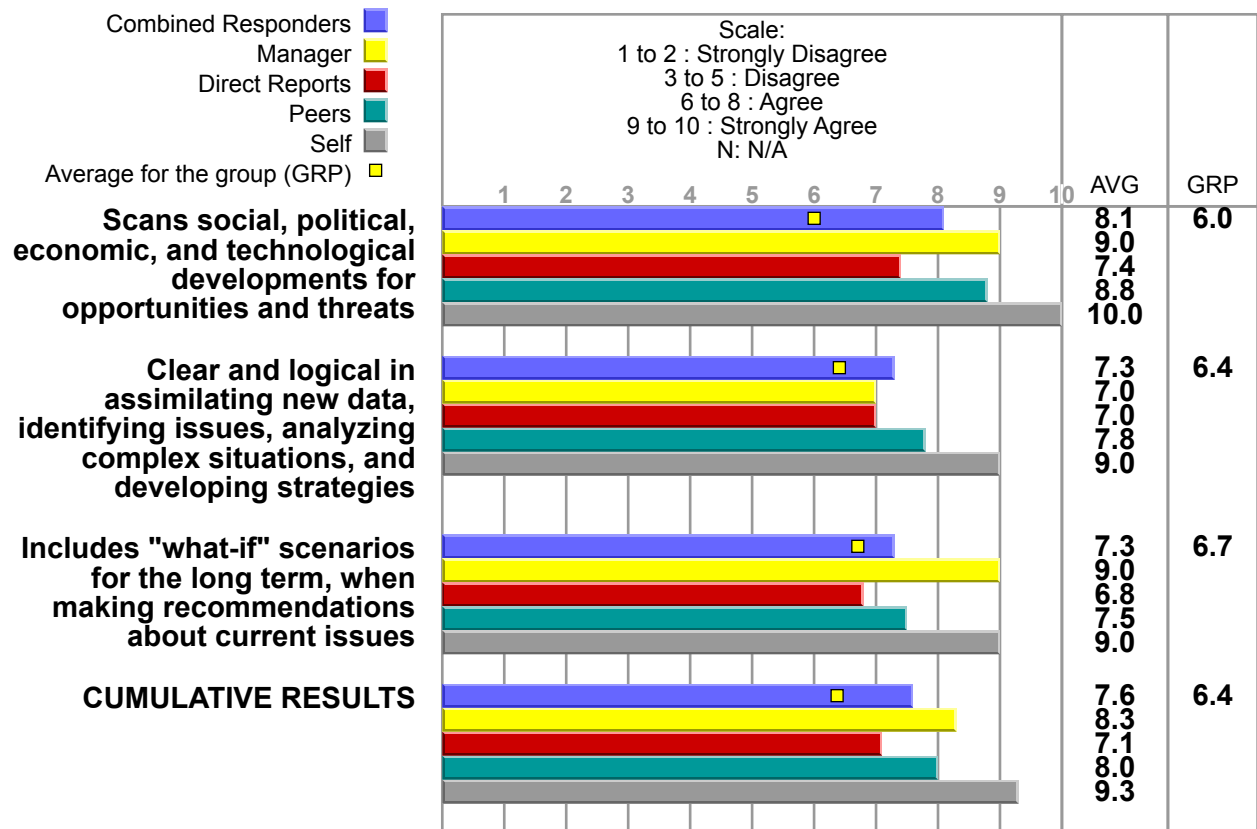
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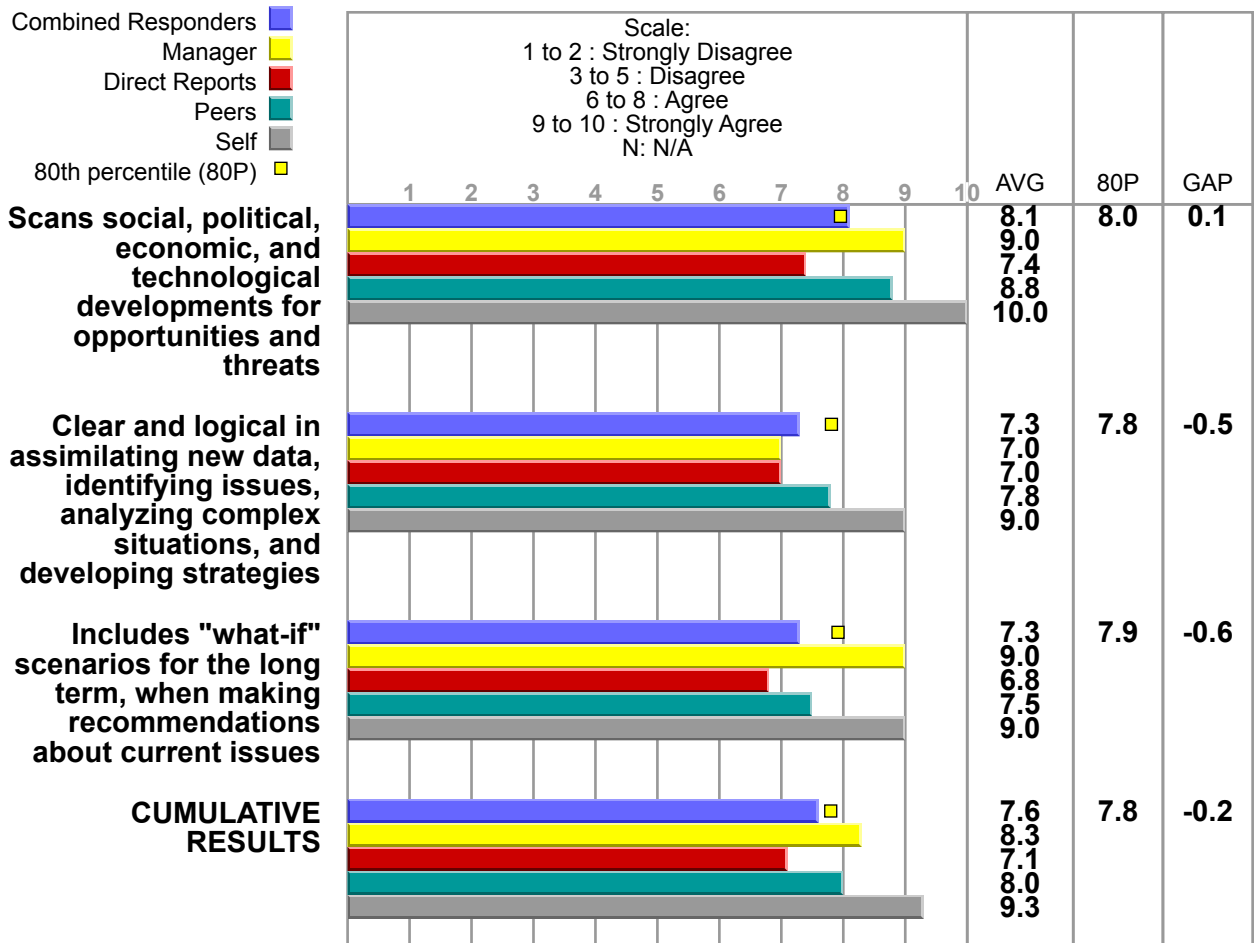
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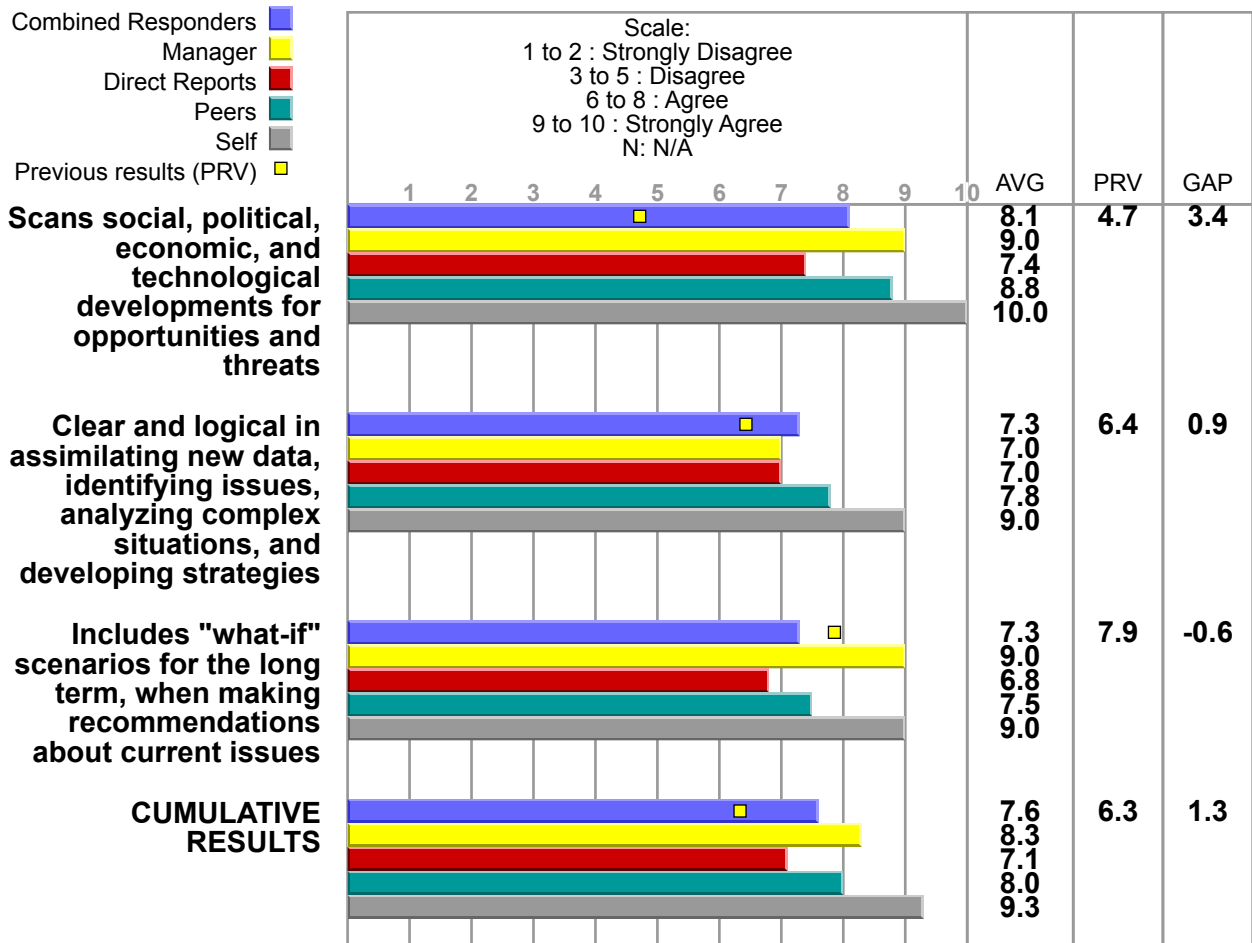
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STRATEGIC PLANNING SKILLS

- Combined Responders ■
- Supervisor(s) ■
- Direct Reports ■
- Peers, Others ■
- Self ■
- *Lowest response ▷
- *Highest response ◁
- *Only if 4+ responses

Scale:Satisfaction

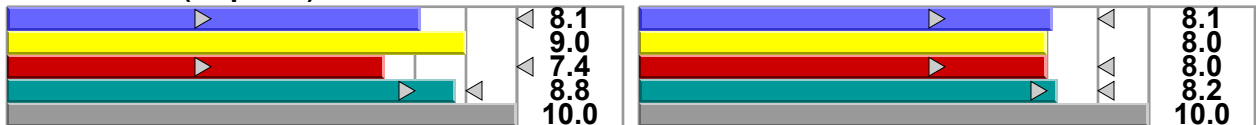
1 to 2 : Very Dissatisfied
 3 to 5 : Dissatisfied
 6 to 8 : Satisfied
 9 to 10 : Very Satisfied
 N: N/A

Scale:Importance

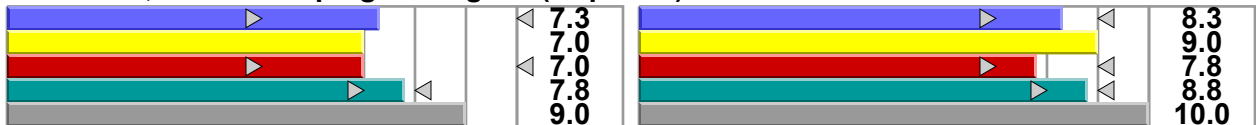
1 to 2 : Completely Unimportant
 3 to 5 : Unimportant
 6 to 8 : Important
 9 to 10 : Very Important
 N: N/A



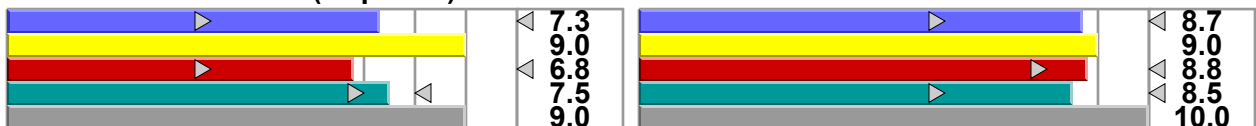
1. Scans social, political, economic, and technological developments for opportunities and threats (Gap: 0.0)



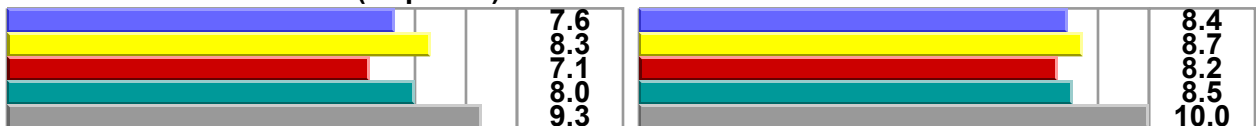
2. Clear and logical in assimilating new data, identifying issues, analyzing complex situations, and developing strategies (Gap: -1.0)



3. Includes "what-if" scenarios for the long term, when making recommendations about current issues (Gap: -1.4)



CUMULATIVE RESULTS (Gap: -0.8)



QUESTIONNAIRE CONCLUSION

CONCLUDING COMMENTS

Introduction to this comment area, as it appeared in questionnaire:

Consider these guidelines:

Please think about Terry Smith's overall contribution to the workplace. Add any suggestions below that would help him maintain his strengths and improve his skills.

Comments from Manager

Bottom line -- he really knows his stuff and the company really needs him.

Comments from Direct Reports (random order)

I actually think Terry is shy and insecure. That's why people get the wrong impression.

He doesn't keep us in the loop, and we need that in order to do our work properly.

He seems to find it quite difficult to relate to us, even at social events

I find it hard to understand how a person can be so clueless when it comes to people, yet so brilliant in other ways.

He has to learn to be more approachable and personable with all the staff.

Seems to give the best ie the most challenging work to the loudest people in our department. I guess the squeaky wheels get the grease.

Comments from Peers (random order)

Quick to blame others when things don't go well. Rarely takes personal responsibility.

Terry is this technically brilliant guy who doesn't quite get it, as far as people are concerned. If he was to put half the time and energy into inter-personal skills that he devotes to providing services to the organization, he'd be fantastic!

Terry, you're very capable, work hard, but it's not easy to get close to you, to work side by side.

Highest and Lowest Ratings

Highest Ratings

	AVG
Scans social, political, economic, and technological developments for opportunities and threats	8.1
Stays on top of developments in her/his professional field	7.7
Includes "what-if" scenarios for the long term, when making recommendations about current issues	7.3
Clear and logical in assimilating new data, identifying issues, analyzing complex situations, and developing strategies	7.3
Understands and interprets the business requirements and financial policies of the organization	7.2

Lowest Ratings

	AVG
Shows genuine appreciation for honest feedback, without taking challenges personally	5.4
Remains positive even under difficult circumstances	5.6
Coaches staff effectively to make the skill or style changes necessary to progress in their work	5.8
Communication style is approachable, open, and honest	5.8
Demonstrates commitment to developing a positive quality of work life for colleagues	5.8

Gap Report

Most Positive Gap Scores

	AVG	GRP	GAP
Scans social, political, economic, and technological developments for opportunities and threats	8.1	6.0	2.1
Stays on top of developments in her/his professional field	7.7	6.3	1.4
Understands and interprets the business requirements and financial policies of the organization	7.2	6.1	1.1
Models a pro-active stance in response to opportunities and problems	7.0	6.0	1.0
Clear and logical in assimilating new data, identifying issues, analyzing complex situations, and developing strategies	7.3	6.4	0.9

Most Negative Gap Scores

	AVG	GRP	GAP
Remains positive even under difficult circumstances	5.6	6.4	-0.8
Shows fairness in assigning challenging tasks to members of the department	6.1	6.9	-0.8
Works collaboratively with peers to solve problems and pursue opportunities as a high-performing team	6.0	6.7	-0.7
Creates an environment conducive to risk-taking, experimentation, and tolerance for mistakes, where learning, creativity and innovation are viewed as sources of strategic advantage	6.3	6.9	-0.6
Communication style is approachable, open, and honest	5.8	6.3	-0.5