

Survey of Organizational Excellence



360 Degree Feedback Report

Prepared Especially For

Harry Trout

Texas State Agency

(ID 750)

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Introduction

The development of leadership is a continuous process as an individual gains experiences, assumes greater levels of responsibility, and faces a growing complexity of organizational problem solving demands. The 360 degree feedback assists in this development through two fundamental objectives.

The first objective is on an individual level. For the individual, the process provides leaders with unique data perspectives of their abilities as viewed by their peers, subordinates, those in supervisory roles, and self-examination. The best use of these data for individuals is to design a personal development plan to address areas of concern surfaced through the assessment.

The second objective is to improve overall organizational performance. As an organization's leaders develop their abilities to work, manage, and lead, the performance and attitudes of corresponding workgroups will improve. Therefore, the entire organization stands to benefit as individuals improve.

To assist you in this process, your personalized 360 Feedback Report contains the following elements:

- This Introduction to the 360
- Explanation of 360 Leadership Roles
- Interpretation of the 360 Data
- Your Overall 360 Profile
- Role Comparison Scores and Item Score Breakdown
- Open Ended Question Listing
- Appendix A - All Scores Summary
- Appendix B - Personal Development Planning

360 Leadership Roles

Communicator	Leader	Manager	Facilitator	Professional
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The data are grouped into five roles (Communicator, Leader, Manager, Facilitator and Professional) to provide a framework for understanding the information. These roles represent the most common facets exhibited by those in leadership positions in an organization and are comprised of the typical behaviors displayed for each role. As you move through the report, each role is further defined and the data analysis on items provides a targeted approach to 360 Personal Development Planning (360 PDP). After you review the data, the 360 PDP worksheets allow you to craft a 360 PDP that fits your individual expectations and concerns.



Interpretation of 360 Data

Overall Scores The overall Score is an average of all items. This is the overview rating of your leadership performance.

Role Scores: For each of the five roles (Communicator, Leader, Manager, Facilitator and Professional), scores are calculated by taking the mean of the related item scores from everyone who completed the assessment on you (supervisors, peers, and your direct reports). Your self-assessment score is not folded into this data.

Item Scores: Respondents indicate how strongly they agree or disagree with the statements describing the 360 Degree Feedback participant. Possible responses include: (1) Strongly Disagree, (2) Disagree, (3) Feel Neutral, (4) Agree, (5) Strongly Agree and Don't Know/Not Applicable. Any item with an average score above the neutral midpoint of "3.0" suggests that respondents perceive issues more positively than negatively. Scores of "4.0" and higher indicate areas of substantial strength. Conversely, scores below a "3.0" are viewed more negatively by respondents. Items that receive below a "2.0" should be a significant source of concern for the participant and should be items for personal development planning. Standard deviation data provide a measure of variance or how well individuals agree with one another on the item. The higher the deviation, the more the group disagreed.

Comparison Data: Several data points for assessment purposes are presented to provide a reference for relative comparison. There are two types of comparison data. The first type, Internal Comparisons, compares your scores to each other and to your overall score to determine your relative areas of strength and concern. The second, External Comparisons, compares your scores to those of your organization and to the benchmark scores. This can help you determine in which areas you are truly exceeding the averages.

Internal Comparisons

Respondent Scores: For each respondent category (supervisor, peer, direct report and self), responses are averaged and means displayed. Look at the differences in score between the different categories and be mindful of large differences of opinion.

Your Overall Score: This information serves to illustrate how your Overall Score (average of all Item Scores) compares to individual Roles. For example, this indicates if a particular role is a relative strength or concern as compared to overall performance.

Role and Item Scores : Your Role and Items Scores can be compared to one another to access relative areas of strength or concern.

Past Scores: When available, your past scores are pulled in to illustrate change overtime. The importance of past scores allows for a benchmark to see if actions you undertook as part of the 360 PDP were effective.

External Comparisons

Organization Scores: Those who completed the evaluation from your organization comprise the organization scores data. These data provide you with an internal organizational comparison.

Benchmark: We maintain a benchmark score from others who have taken the 360 assessment.

Qualitative Data: Comments provided by you or by those taking the assessment are reported.



Your Overall 360 Profile

Profile

Harry Trout
Region II Manager
Texas State Agency

Contact Information:
 Phone: 512-555-2343
 E-Mail: harry.trout@tsa.tx.us

Survey Respondents

Out of the respondents you provided packets to (up to 20), we received response of the following types and counts:

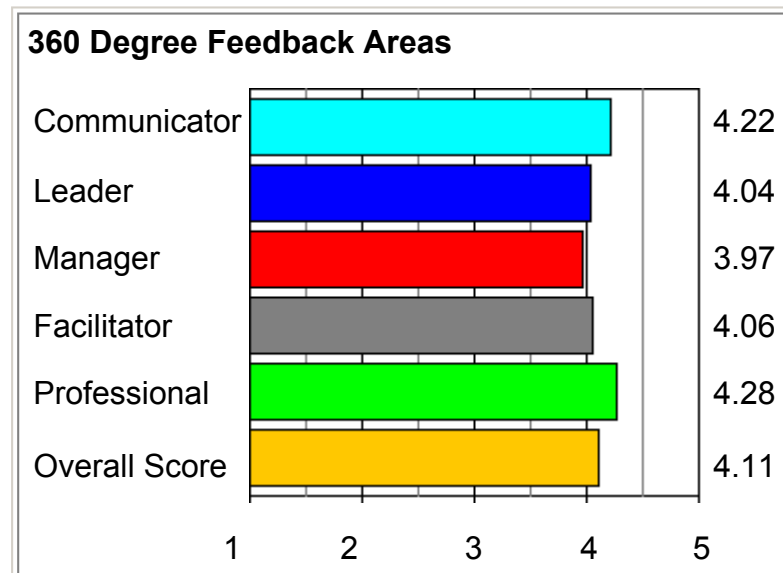
Respondent Count	Total: 19
Supervisor: 3	Peer: 7
Direct Report: 8	Self: 1

Overall Score

The overall Score is an average of all items. This is the overview rating of your leadership performance.

Overall Score:	4.11
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Leadership Role Scores



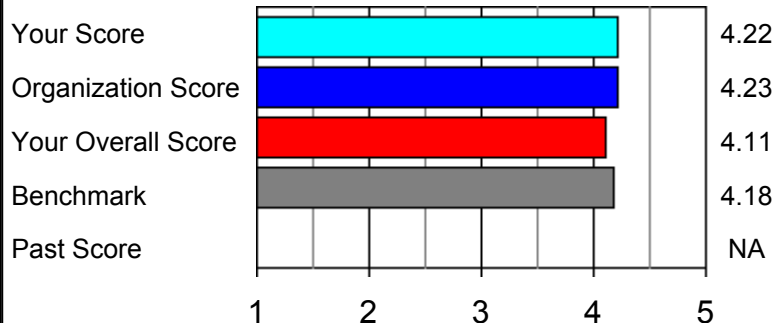
Scores are also reported in 5 broad "Roles" that help participants get a generalized feeling of how they are performing. Related items scores are averaged together to get an Area Score (your self score is not included in the average).

Scores of "4.0" and higher indicate areas of substantial strength. Items that receive below a "2.0" should be a significant source of concern for the participant and should be items for personal development planning.

Communicator investigates the role of transmitting information and providing accurate organizational data. Members of the organization must feel as though they are kept informed and are listened to when they have input. One must effectively communicate both verbally and in writing. Finally, withholding or not providing answers to questions builds suspicion and fuels rumors; therefore, a communicate responds to inquires in a timely and thoughtful manner.

Current Score: **4.22**

Communicator Scores and Comparisons



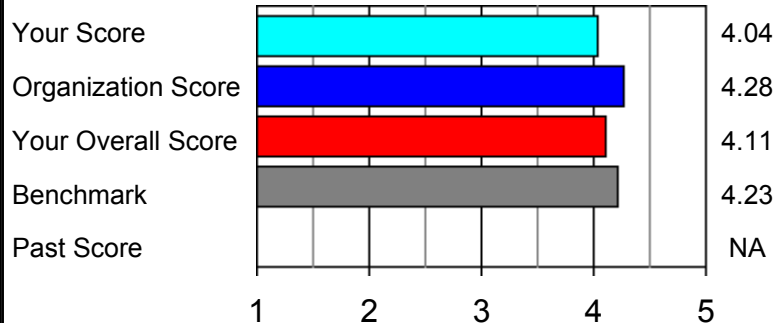
Items for this Area	Supervisor	Peer	Direct Report	Self	Your Score	Std. Dev.	Past Score
1. Shares important information and keeps me updated.	4.00	4.00	4.12	5.00	4.06	0.73	NA
2. Expresses information and priorities clearly.	4.33	3.86	4.12	4.00	4.06	0.42	NA
3. Writes clearly and concisely.	5.00	4.00	5.00	5.00	4.61	0.61	NA
4. Listens carefully.	4.67	4.00	4.25	4.00	4.22	0.43	NA
5. Asks for input.	4.33	3.86	4.00	4.00	4.00	0.77	NA
6. Gets back with answers to questions.	4.67	4.29	4.38	5.00	4.39	0.61	NA

Comments for Communicator:

Leader measures various qualities of what is consistently viewed as important leadership skills. When you have direct reports or are in a position of responsibility, you are a leader. As such, people may look towards you to motivate them, recognize their efforts, or provide them with a positive role model. Confidence, pride, responsibility and getting the job done are essential traits of an effective leader and tend to instill in others a sense of assurance in the direction the organization is moving.

Current Score: **4.04**

Leader Scores and Comparisons



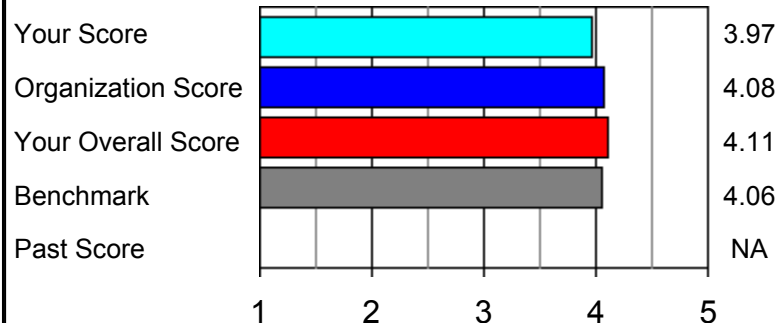
Items for this Area	Supervisor	Peer	Direct Report	Self	Your Score	Std. Dev.	Past Score
7. Motivates others towards the good of the organization.	4.33	3.43	3.50	4.00	3.61	0.78	NA
8. Leads by example and acts as a positive role model for others.	4.33	3.71	3.88	4.00	3.89	0.76	NA
9. Recognizes good work and reports success towards reaching goals.	4.67	4.00	3.88	4.00	4.06	0.64	NA
10. Displays pride and confidence.	4.67	3.86	3.88	4.00	4.00	0.77	NA
11. Takes responsibility for actions.	5.00	3.86	4.38	5.00	4.28	0.75	NA
12. Gets things done.	5.00	4.00	4.50	4.00	4.39	0.61	NA

Comments for Leader:

Manager captures the role that is played in working with people and getting the administration of the organization conducted in an effective manner. Managers provide feedback to all levels and need to be viewed as accessible. Frequently, the role of manager means handling potential problems through setting clear expectations and helping others understand policy and procedures while maintaining a sense of fairness.

Current Score: **3.97**

Manager Scores and Comparisons



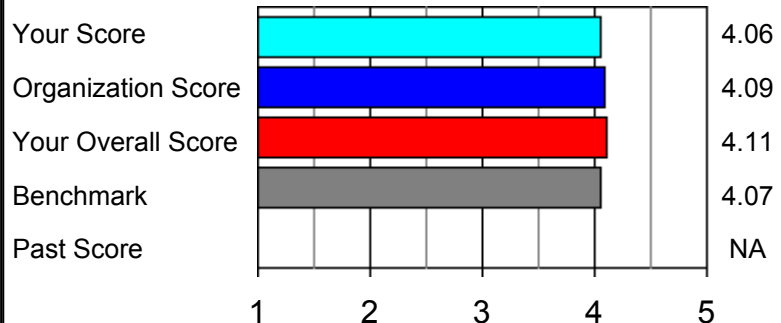
Items for this Area	Supervisor	Peer	Direct Report	Self	Your Score	Std. Dev.	Past Score
13. Provides the feedback I need to improve my job performance.	4.00	3.71	3.62	4.00	3.71	0.69	NA
14. Sets clear direction on goals and expectations.	4.67	3.86	4.00	4.00	4.06	0.64	NA
15. Distributes work and responsibilities fairly.	4.33	3.83	4.00	5.00	4.00	0.71	NA
16. Helps me understand why actions are taken.	4.67	3.71	3.50	4.00	3.78	0.88	NA
17. Is easy to approach and available when needed.	4.67	4.29	4.12	4.00	4.28	0.75	NA
18. Handles situations before they become a problem.	4.67	3.71	4.00	4.00	4.00	0.69	NA

Comments for Manager:

Facilitator addresses the role one plays in utilizing the organization's members to get the job done and develop organizational members. A good facilitator is able to build a sense of belonging and community among people through mutual respect and trust. Qualities such as being organized and opened to new ideas allows the facilitator to change processes for the better and improve overall organizational performance.

Current Score: **4.06**

Facilitator Scores and Comparisons



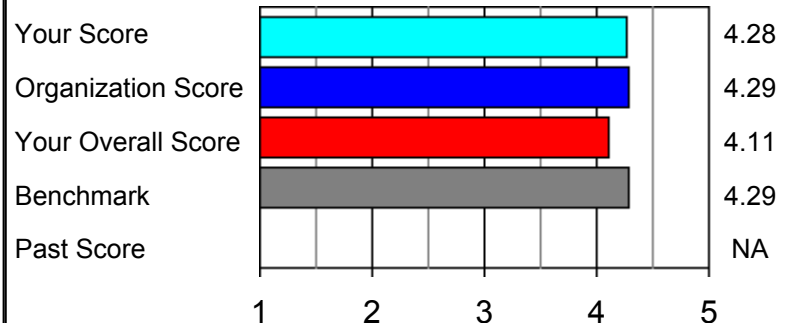
Items for this Area	Supervisor	Peer	Direct Report	Self	Your Score	Std. Dev.	Past Score
19. Respects and works well with different personality types.	4.67	3.86	4.25	4.00	4.17	0.79	NA
20. Works towards building a sense of community.	4.00	3.71	3.25	4.00	3.56	0.92	NA
21. Works in an organized manner.	4.67	4.00	4.88	4.00	4.50	0.71	NA
22. Seeks involvement from people with different perspectives.	4.67	3.71	3.62	4.00	3.83	0.71	NA
23. Trusts others to do their part.	4.33	3.86	4.12	4.00	4.06	0.54	NA
24. Is open to new ideas.	4.67	4.00	4.25	4.00	4.22	0.65	NA

Comments for Facilitator:

Professional roles are critical in all organizations for without professional orientation an organization quickly losses ground to the changing external environment. Professionals maintain and work to improve their unique skill sets while not losing focus on the large picture. Because higher ethical and external educational standards apply to professionals, they must be willing to accept feedback and grow in the profession.

Current Score: **4.28**

Professional Scores and Comparisons



Items for this Area	Supervisor	Peer	Direct Report	Self	Your Score	Std. Dev.	Past Score
25. Possesses required skills and knowledge for the job.	5.00	4.29	4.57	5.00	4.53	0.62	NA
26. Keeps up with current developments pertaining to the job.	4.33	4.00	4.38	4.00	4.22	0.55	NA
27. Understands the big-picture issues.	4.67	4.00	4.25	5.00	4.22	0.81	NA
28. Demonstrates a willingness to accept feedback.	4.67	3.86	4.25	4.00	4.17	0.62	NA
29. Reacts to situations appropriately and maintains self-control.	4.33	4.00	4.25	5.00	4.17	0.62	NA
30. Is fair and honest.	4.67	4.14	4.50	5.00	4.39	0.61	NA

Comments for Professional:

Respondents were given the opportunity to give feedback in the form of open-ended responses. They are presented in three categories - Areas of Strength, Areas to Improve, and General Comments.

Areas of Strength

According to you:

- Intelligence - I think I do a good job of keeping a handle on things
- Work ethic - I expect the a lot from myself and others.

According to others:

- Well organized and accomplishes tasks instead of letting them build.
- Good at not passing stress down to subordinates.
- Always keeps subordinates informed about developments at Executive Staff level.
- ability to reason and innovate
- listens to others
- has strong sense of right and wrong, but knows what will be acceptable to administration
- Organized
- Informed
- Confident
- Communication Skills. His verbal and written communication skills are good as well as his listening skills.
- Intelligent
- Discerning
- Organizer
- Very intelligent
- Good work ethics.
- Honest and Straightforward
- Calm and responsive
- Fair
- Honest
- Hard Worker
- Honesty
- is willing to work hard enough to accomplish the tasks at hand
- willing to try new approaches and options
- appears to meet deadlines
- Intelligent and thoughtful

Respondents were given the opportunity to give feedback in the form of open-ended responses. They are presented in three categories - Areas of Strength, Areas to Improve, and General Comments.

Areas to Improve

According to you:

- People skills could definitely be improved upon.
- I need to improve my delegation skills.

According to others:

- More of his communication with subordinates needs to be verbal instead of written.
- Independence from Groupthink
- Shares information, but sometimes only if specifically asked for it.
- Follow up on problems/situations when the need arises.
- openness, approachability, sincerity
- Needs more of a sense of humor
- Needs to be a little more energetic
- needs to speak out more on his take of the situation
- Resolving disputes one-on-one before taking them public.
- Projecting a personal, caring attitude to subordinates.

Respondents were given the opportunity to give feedback in the form of open-ended responses. They are presented in three categories - Areas of Strength, Areas to Improve, and General Comments.

General Comments

According to you:

- *No Comments for this section*

According to others:

- very intelligent and fair minded
- Takes care of business
- has improved his 'people' skills over past year

Appendix A - All Scores

Item Scores, Construct Scores and Your Overall Score are organized below to help you determine your Personal Development Plan. Your top 3 Item Scores (Relative Areas of Strength) are noted in bolded blue, and although any item can be a candidate for improvement, your lowest 3 item scores are noted in bolded red. Standard deviation scores above .8 are bolded and indicate a large difference in responses to the item.

Overall Score: 4.11

Items	Score	Std. Dev.
Communicator Score: 4.22		
1. Shares important information and keeps me updated.	4.06	0.73
2. Expresses information and priorities clearly.	4.06	0.42
3. Writes clearly and concisely.	4.61	0.61
4. Listens carefully.	4.22	0.43
5. Asks for input.	4.00	0.77
6. Gets back with answers to questions.	4.39	0.61
Leader Score: 4.04		
7. Motivates others towards the good of the organization.	3.61	0.78
8. Leads by example and acts as a positive role model for others.	3.89	0.76
9. Recognizes good work and reports success towards reaching goals.	4.06	0.64
10. Displays pride and confidence.	4.00	0.77
11. Takes responsibility for actions.	4.28	0.75
12. Gets things done.	4.39	0.61
Manager Score: 3.97		
13. Provides the feedback I need to improve my job performance.	3.71	0.69
14. Sets clear direction on goals and expectations.	4.06	0.64
15. Distributes work and responsibilities fairly.	4.00	0.71
16. Helps me understand why actions are taken.	3.78	0.88
17. Is easy to approach and available when needed.	4.28	0.75
18. Handles situations before they become a problem.	4.00	0.69
Facilitator Score: 4.06		
19. Respects and works well with different personality types.	4.17	0.79
20. Works towards building a sense of community.	3.56	0.92
21. Works in an organized manner.	4.50	0.71
22. Seeks involvement from people with different perspectives.	3.83	0.71
23. Trusts others to do their part.	4.06	0.54
24. Is open to new ideas.	4.22	0.65
Professional Score: 4.28		
25. Possesses required skills and knowledge for the job.	4.53	0.62
26. Keeps up with current developments pertaining to the job.	4.22	0.55
27. Understands the big-picture issues.	4.22	0.81
28. Demonstrates a willingness to accept feedback.	4.17	0.62
29. Reacts to situations appropriately and maintains self-control.	4.17	0.62
30. Is fair and honest.	4.39	0.61

Personal Development Planning (360 PDP)

Personal development planning is a tool and resource used to enhance an individual's capabilities through a dual process of thoughtful introspection balanced with the input from external data sources. The 360 feedback assessment provides the individual external data from those serving in roles as supervisory, peer or direct report, and qualitatively and as well as quantitatively, illustrates the perceptions others have of an individual's relative areas of strength and areas of potential improvement. These data allow one to create a 360 PDP by translating this information into actionable items for self-development thus producing a framework for continuous.

The process of creating a 360 PDP begins with recognizing that "I might have something to learn from what others perceive about me and what I honestly think about my own abilities". In creating a 360 PDP, considerations should be made in context of your career. Look back at where you were in your career and forwards to where you would like your career to develop. Realize that development of your capabilities is contingent on you. While mandates and requirements might demand that you complete developmental training workshops or fill out personal goals and objectives, no one can really create within you a sense of self-development. You must choose this on your own.

The 360 PDP creation sequence continues with identification of developmental areas, which are uniquely different for each individual. The 360 Feedback process provides these data by reporting the relative high and low scoring attributes. Higher scoring areas might and should be viewed as a sense of accomplishment. Lower scoring areas might serve as a catalyst for self-development and viewed with a sense of opportunity. There is a temptation to be disgruntled or anxious about lower scoring areas. However, it is important to remember that we all are better at some things than we are at others.

Identifying development areas and determining where to start requires thoughtful consideration. The lowest scoring areas do not necessarily have to be the starting point for a 360 PDP. Lower scores are one consideration to be taken along with the commentary provided by those completing the feedback, your own career and development needs, the relative importance one attribute over another might have in fulfilling your responsibilities, and the resources available to you to positively affect a particular attribute. Some developmental areas may be more urgent or important to accomplish first. Other circumstances may dictate when particular developmental actions are taken such as the availability of a specific training program or resource that might lend itself to impact timelines and priorities.

As areas for development are identified, they need to be translated into development goals. A developmental goal should be statement with clear purpose. Each goal should be linked to a solid plan containing actionable items, related criteria, needed support contribution and reasonable timeframes. The following sheet provides an illustration of a sample 360 PDP.

Personal Development Planning Worksheet

Development Area: Communicator (An Example)

Developmental Goal: To strengthen my listening and follow-up communications skills.

Action # 1	Action Criteria	Contribution	Time Frame
To listen carefully to other peoples contributions in meetings	<ul style="list-style-type: none"> Talking less Asking for input 	Need to encourage others to provide feedback.	Ongoing
Action # 2	Action Criteria	Contribution	Time Frame
Obtain resources on reflective listen skills.	<ul style="list-style-type: none"> Identify resources available and review materials. Web search of related articles. 	Provide Resource and time.	April 15
Action # 3	Action Criteria	Contribution	Time Frame
Improve follow-up skills	<ul style="list-style-type: none"> Log and note follow-up items during meetings and conversations. Return answers within 24 hours when possible. 	Need access to information sources to obtain info.	Ongoing
Action # 4	Action Criteria	Contribution	Time Frame
Obtain information from peers as to how they conduct meetings and follow-up.	<ul style="list-style-type: none"> Suggest topic to be discussed in peer meetings 	Supervisor to have topic discussed in peer meeting.	Future manager's meeting.

Review Completed after 2 Weeks

Development Area	Action	Comments
Communicator	To listen carefully...	Asked those in meetings to please comment on the subject matter and allowed time for suggestions
"	Obtain resources	Have not started yet.
"	Improve follow-up	Created a notes sheet to log who asked what and when I returned an answer to them.
"	Info from peers	Suggested to supervisor and will discuss it a manager's meeting.

Personal Development Planning Worksheet

Development Area: Communicator

Name: _____

Date: _____

Developmental Goal:

Action # 1	Action Criteria	Contribution	Time Frame
Action # 2	Action Criteria	Contribution	Time Frame
Action # 3	Action Criteria	Contribution	Time Frame
Action # 4	Action Criteria	Contribution	Time Frame
Action # 5	Action Criteria	Contribution	Time Frame

Personal Development Planning Worksheet

Development Area: Leader

Name: _____

Date: _____

Developmental Goal:

Action # 1	Action Criteria	Contribution	Time Frame
Action # 2	Action Criteria	Contribution	Time Frame
Action # 3	Action Criteria	Contribution	Time Frame
Action # 4	Action Criteria	Contribution	Time Frame
Action # 5	Action Criteria	Contribution	Time Frame

Personal Development Planning Worksheet

Development Area: Manager

Name: _____

Date: _____

Developmental Goal:

Action # 1	Action Criteria	Contribution	Time Frame
Action # 2	Action Criteria	Contribution	Time Frame
Action # 3	Action Criteria	Contribution	Time Frame
Action # 4	Action Criteria	Contribution	Time Frame
Action # 5	Action Criteria	Contribution	Time Frame

Personal Development Planning Worksheet

Development Area: Facilitator

Name: _____

Date: _____

Developmental Goal:

Action # 1	Action Criteria	Contribution	Time Frame
Action # 2	Action Criteria	Contribution	Time Frame
Action # 3	Action Criteria	Contribution	Time Frame
Action # 4	Action Criteria	Contribution	Time Frame
Action # 5	Action Criteria	Contribution	Time Frame

Personal Development Planning Worksheet

Development Area: Professional

Name: _____

Date: _____

Developmental Goal:

Action # 1	Action Criteria	Contribution	Time Frame
Action # 2	Action Criteria	Contribution	Time Frame
Action # 3	Action Criteria	Contribution	Time Frame
Action # 4	Action Criteria	Contribution	Time Frame
Action # 5	Action Criteria	Contribution	Time Frame

Personal Development Planning Worksheet

Review Completed after 2 Weeks

Name: _____

Date: _____

Development Area	Goal	Comments

Personal Development Planning Worksheet

Review Completed after 1 Month

Name: _____

Date: _____

Development Area	Goal	Comments

Personal Development Planning Worksheet

Review Completed after 2 Months

Name: _____

Date: _____

Development Area	Goal	Comments

Personal Development Planning Worksheet

Review Completed after 3 Months

Name: _____

Date: _____

Development Area	Goal	Comments

Personal Development Planning Worksheet

Review Completed after 4 Months

Name: _____

Date: _____

Development Area	Goal	Comments

Personal Development Planning Worksheet

Review Completed after 5 Months

Name: _____

Date: _____

Development Area	Goal	Comments

Personal Development Planning Worksheet

Review Completed after 6 Months

Name: _____

Date: _____

Development Area	Goal	Comments