

360 Degree Feedback Survey

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Introduction

The process of 360 degree feedback refers to the compilation of feedback obtained from managers, fellow employees and all those working with an individual in order to provide their perspectives and observations about the individual's behavior.

The purpose of 360 degree feedback:

- To enable one to communicate with staff, peers, managers, customers etc. in a transparent manner.
- To develop an awareness of one's perceived behavior at the workplace.
- To identify areas of strengths and weaknesses and plan on using them effectively.
- To improve one's interaction skills and overall performance.
- To incorporate the opinions and perspectives of others and obtain a holistic overview of behavior.
- To pave the way for personal development and growth.

Respondent Summary

The following is a summary of the group of respondents who were invited to participate and provide feedback for you.

| RELATIONSHIP | NOMINATED | COMPLETED | COMPLETION RATE |
|--------------------------------|-----------|-----------|------------------------------|
| <div><div>S</div>Self</div> | 1 | 1 | <div><div></div></div> 100% |
| <div><div>M</div>Manager</div> | 1 | 1 | <div><div></div></div> 100% |
| <div><div>P</div>Peer</div> | 3 | 2 | <div><div></div></div> 66.7% |

Competency Summary

Given below is a summary of your feedback ratings for each of the competencies. The graphs indicate the average ratings for each competency in the review segmented by rater groups.

Decision Making

3.9 out of 5



Demonstrating an ability to make informed decisions after considering all available data and the potential positive and negative outcomes of these decisions.

RATINGS

| | | |
|------------------|-------|-----|
| S Self | ★★★★★ | 4.7 |
| Others | ★★★★☆ | 3.7 |
| M Manager | ★★★★☆ | 3.7 |
| P Peer | ★★★★☆ | 3.7 |

Drive for Results

4 out of 5



Demonstrating a strong will to achieve what one sets out to do. Focusing one's energy and resources to finish what one has started.

RATINGS

| | | |
|------------------|-------|-----|
| S Self | ★★★★★ | 4.7 |
| Others | ★★★★☆ | 3.9 |
| M Manager | ★★★★☆ | 4 |
| P Peer | ★★★★☆ | 3.7 |

Negotiation

2.4 out of 5



Demonstrating an ability to effectively convince and compromise with others to achieve end results.

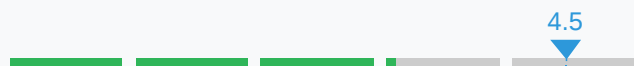
RATINGS

| | | |
|------------------|-------|-----|
| S Self | ★★★☆☆ | 2.3 |
| Others | ★★★☆☆ | 2.5 |
| M Manager | ★★★☆☆ | 2.7 |
| P Peer | ★★★☆☆ | 2.3 |

Competency Summary (Continued)

People Management

3.1 out of 5



Demonstrating an ability to develop cooperation and teamwork while working in a group, working toward solutions which generally benefit everybody involved.

RATINGS

| | | |
|------------------|-------|-----|
| S Self | ★★★★★ | 4 |
| Others | ★★★★★ | 2.9 |
| M Manager | ★★★★★ | 3.3 |
| P Peer | ★★★★★ | 2.5 |

Relationship Building

3.7 out of 5



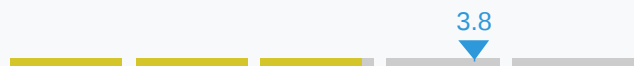
Demonstrating an ability to build professional networks and personal relationships within and outside the organization to create efficiency.

RATINGS

| | | |
|------------------|-------|-----|
| S Self | ★★★★★ | 2.3 |
| Others | ★★★★★ | 4.1 |
| M Manager | ★★★★★ | 4 |
| P Peer | ★★★★★ | 4.2 |

Resource Management

2.9 out of 5



Demonstrating a tendency to efficiently deploy, allocate and track the organization's resources, so as to ensure their optimal utilization.

RATINGS

| | | |
|------------------|-------|-----|
| S Self | ★★★★★ | 2.3 |
| Others | ★★★★★ | 3.2 |
| M Manager | ★★★★★ | 3.3 |
| P Peer | ★★★★★ | 3 |

Competency Summary (Spider Chart)

The Competency Summary spider chart below shows your ratings for each rating group across all competencies. Spider charts are useful in easily spotting gaps between rater groups' perceptions and observations of your workplace behavior. Higher scores fall towards the outer side of the chart and vice-versa.



Strengths

Below are the statements where you received the highest ratings and are considered your key strengths.



Areas of Improvement

Below are the statements where you received the lowest ratings and are considered your areas of improvements.

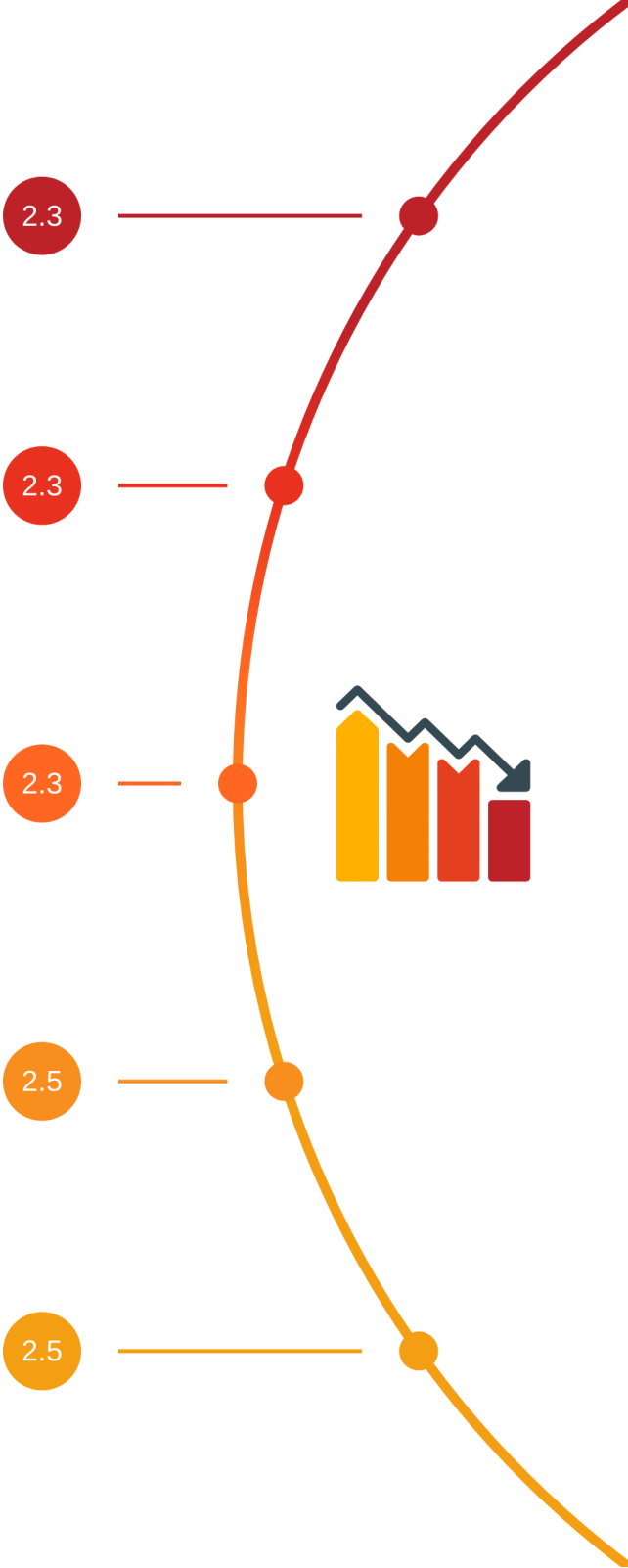
Forecasts effectively and utilizes available resources to achieve the desired operational efficiency.
Resource Management

Understands when to compromise as well as when to stand one's ground.
Negotiation

Fosters a culture wherein employees feel engaged, valued and appreciated, and ensures a conducive environment for teams to work well with each other.
People Management

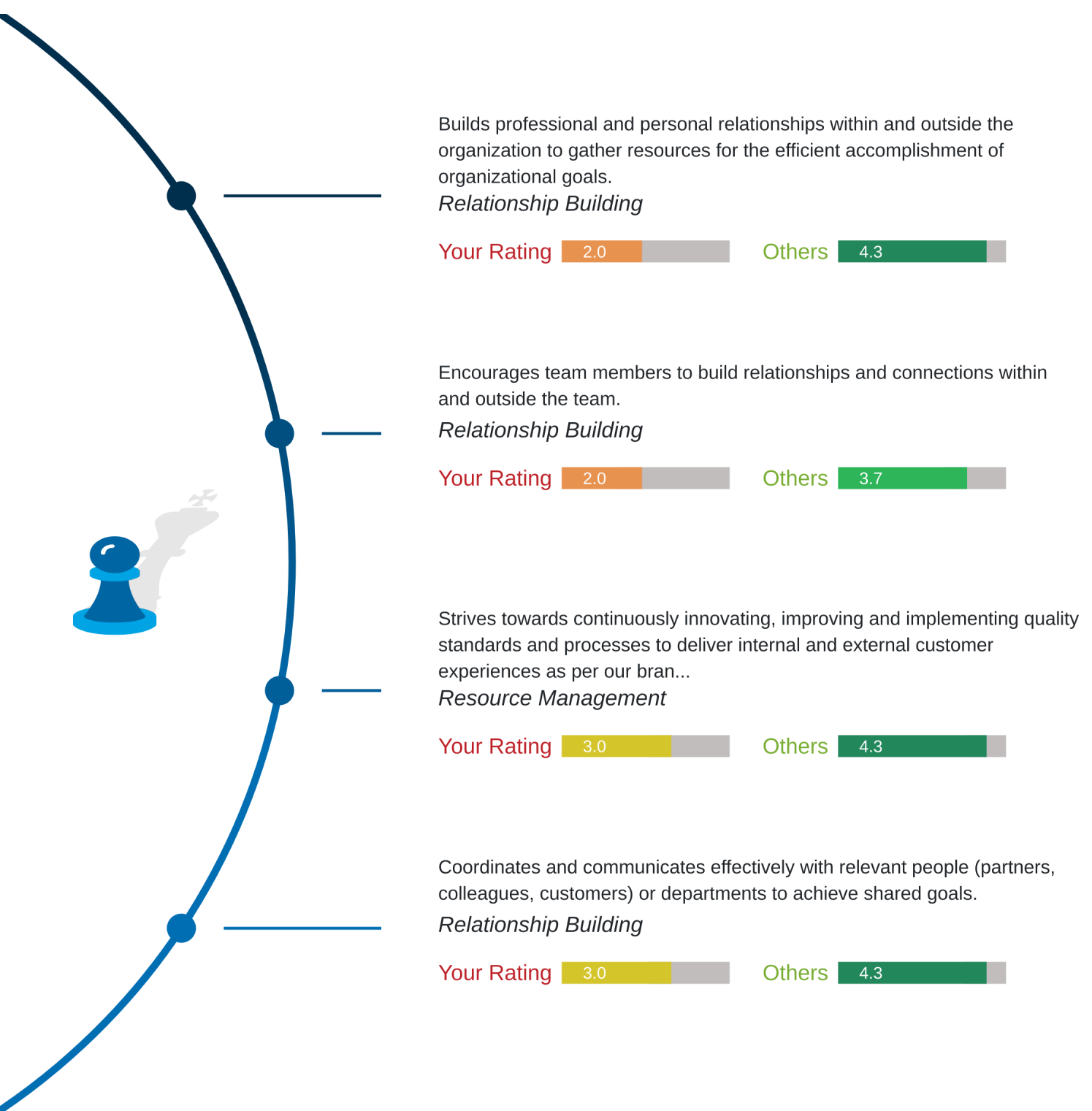
Finds synergies between the needs of various parties to arrive at solutions that are agreeable to everyone.
Negotiation

Understands how to leverage one's position to make the outcomes as favourable to oneself/ one's team/ the organization etc.
Negotiation



Hidden Strengths

Hidden Strengths are statements where you rated yourself lower compared to the average rating of other respondents.



Blind Spots

Blind Spots are statements where you rated yourself higher compared to the average rating of other respondents. These may be your potential areas of improvement.

Exhibits the ability to critically analyse information and data, identify issues and initiate effective decisions.

Decision Making



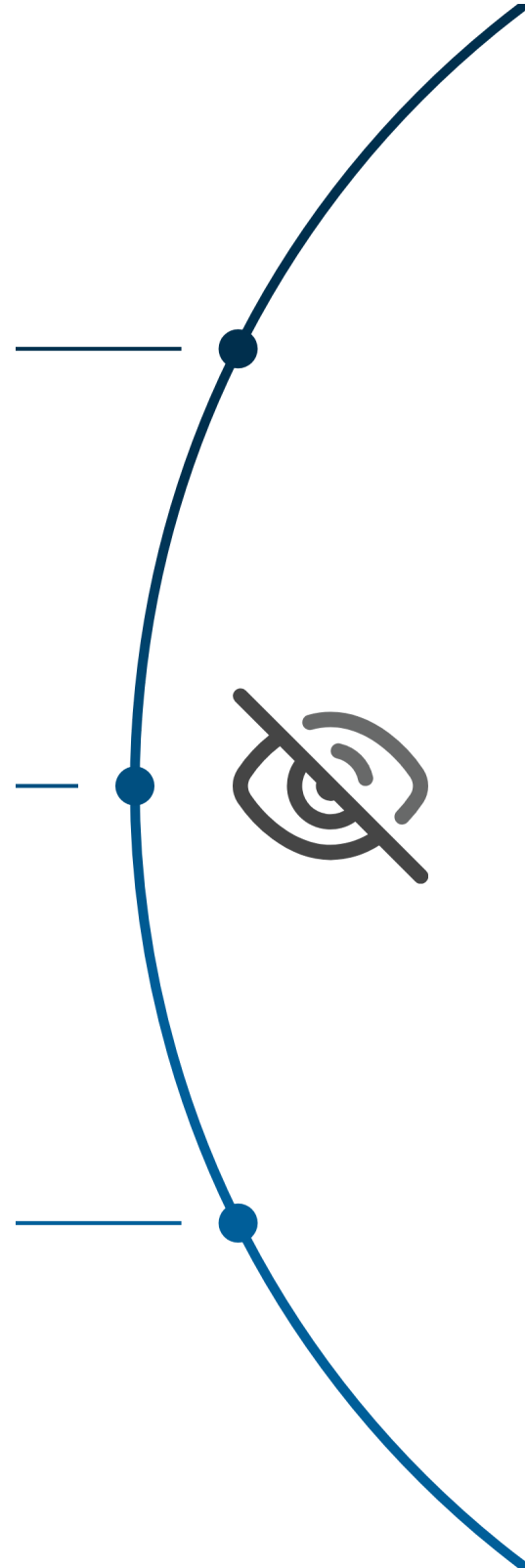
Fosters an environment to facilitate structured learning, development and career progression for one's team.

People Management



Sets challenging targets for oneself and one's team, and works towards achieving them.

Drive for Results



Open Ended Feedback

This section provides verbatim comments from all respondents. You will gain the most value if you pay attention to the frequently occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous rating sections.

What would you want to do differently or stop doing? / What would you want this person to do differently or stop doing?



Jane should avoid getting too stressed about things outside her control. She tends to get emotional at times if the outcomes aren't as expected which can impact her team as well.



She needs to stop interfering in areas of work which is outside her accountability. In a recent project, she was getting too involved in other team's day-to-day work which caused some confusions.



She needs to work on her stakeholder management skills and communicate clearly with them. Also, asking relevant questions before getting started will help her get clarity on her projects and will improve her performance.
She also needs to work on her understand of the domain.



Need to improve on my collaboration skills and keep the relevant stakeholders in the loop regarding project updates. I also believe that I should devote more time to improve my understanding of the domain.

Open Ended Feedback (Continued)

What would you want to continue doing? / What would you want this person to do continue doing?



Jane takes complete ownership of her projects and is a diligent colleague. She sets the bar really high.



Jane is a great team player and I have seen her stand her ground for her team. I see her emerging as an effective team leader.



She has a great drive to get results and can hustle the team to deliver quality work on time. I have seen her passion for her work and its commendable. Her team loves working with her. Keep at it!



I believe that I have been able to mentor my direct reports really well and my manager agrees to this fact. I want to keep contributing to their growth.

Detailed Feedback

The detailed statement-wise rating provides your complete group-wise breakdown of your feedback on each statement.

Decision Making
3.9

| Questions | Raters | Ratings Given |
|--|---------|----------------------------|
| Comes up with innovative solutions to work related problems. | Self | <div><div></div></div> 5 |
| | Others | <div><div></div></div> 4.3 |
| | Manager | <div><div></div></div> 4 |
| | Peer | <div><div></div></div> 4.5 |
| Exhibits the ability to critically analyse information and data, identify issues and initiate effective decisions. | Self | <div><div></div></div> 5 |
| | Others | <div><div></div></div> 2.3 |
| | Manager | <div><div></div></div> 3 |
| | Peer | <div><div></div></div> 2 |
| Displays effective execution of the organizational decisions and business strategies. | Self | <div><div></div></div> 4 |
| | Others | <div><div></div></div> 4.3 |
| | Manager | <div><div></div></div> 4 |
| | Peer | <div><div></div></div> 4.5 |

Detailed Feedback (Continued)

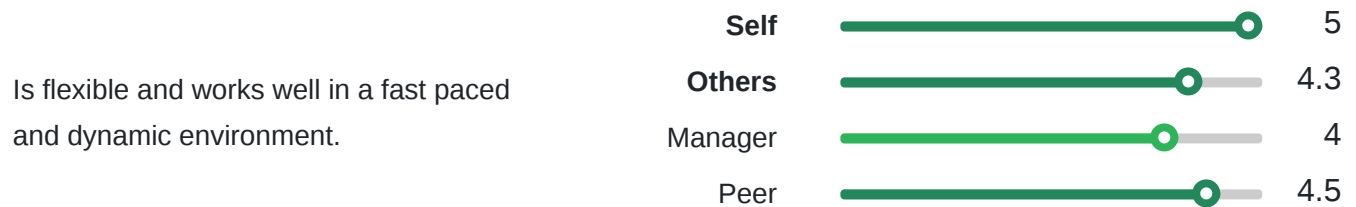
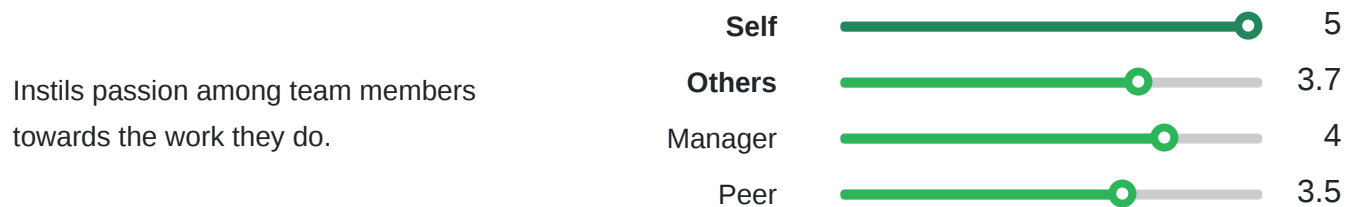
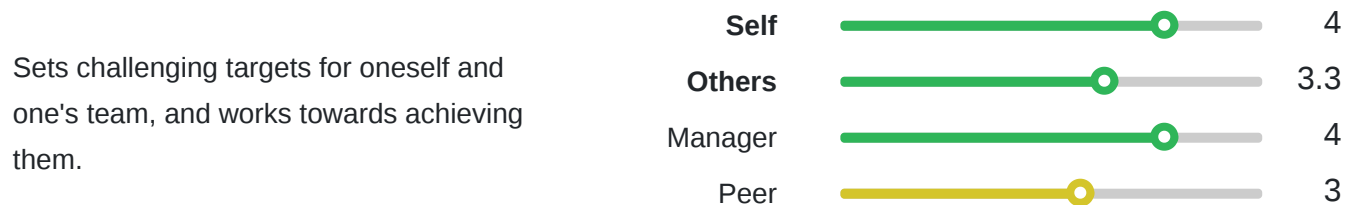
Drive for Results

4

Questions

Raters








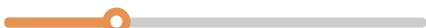




Ratings



Detailed Feedback (Continued)

Negotiation








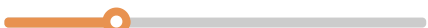




2.4

| Questions | Raters | Ratings | |
|---|---------------|--|-----|
| Finds synergies between the needs of various parties to arrive at solutions that are agreeable to everyone. | Self |  | 2 |
| | Others |  | 2.7 |
| | Manager |  | 3 |
| | Peer |  | 2.5 |
| Understands when to compromise as well as when to stand one's ground. | Self |  | 3 |
| | Others |  | 2 |
| | Manager |  | 3 |
| | Peer |  | 1.5 |
| Understands how to leverage one's position to make the outcomes as favourable to oneself/ one's team/ the organization etc. | Self |  | 2 |
| | Others |  | 2.7 |
| | Manager |  | 2 |
| | Peer |  | 3 |

Detailed Feedback (Continued)

People Management

3.1

| Questions | Raters | Ratings |
|---|---------------|--|
| Fosters a culture of participative management through effective and open two-way communication. | Self |  5 |
| | Others |  3.7 |
| | Manager |  4 |
| | Peer |  3.5 |
| Fosters a culture wherein employees feel engaged, valued and appreciated, and ensures a conducive environment for teams to work well with each other. | Self |  3 |
| | Others |  2 |
| | Manager |  3 |
| | Peer |  1.5 |
| Fosters an environment to facilitate structured learning, development and career progression for one's team. | Self |  4 |
| | Others |  2.7 |
| | Manager |  3 |
| | Peer |  2.5 |

Detailed Feedback (Continued)

Relationship Building

3.7

Questions

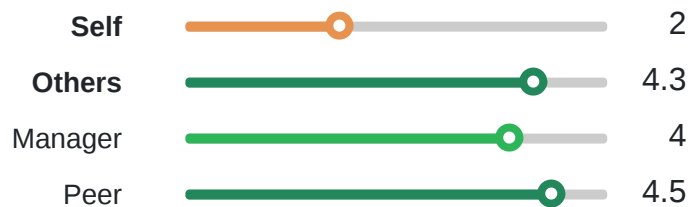
Raters

Ratings

Encourages team members to build relationships and connections within and outside the team.



Builds professional and personal relationships within and outside the organization to gather resources for the efficient accomplishment of organizational goals.



Coordinates and communicates effectively with relevant people (partners, colleagues, customers) or departments to achieve shared goals.



Detailed Feedback (Continued)

Resource Management

2.9

Questions

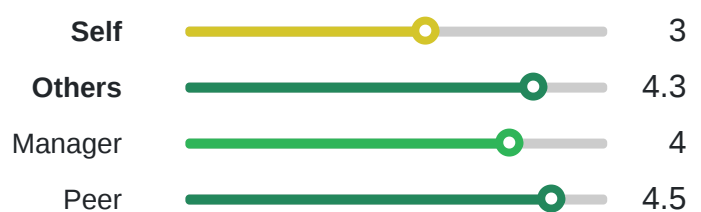
Raters

Ratings

Forecasts effectively and utilizes available resources to achieve the desired operational efficiency.



Strives towards continuously innovating, improving and implementing quality standards and processes to deliver internal and external customer experiences as per our brand promise.



Enables/ empowers one's team and effectively delegates to achieve operational and service effectiveness.



Personal Development Plan

Based on your ratings, below is your personalized development plan. It is recommended that you discuss these inputs with your manager or coach and chart out your developmental journey.

Negotiation

Developmental Tips

- Provide logical arguments that will win over the other side, and answer questions effectively to convince others of your points of view.
- Try to hammer out tough agreements and settle the terms of negotiation. Patiently resolve issues to reach mutually agreed objectives.
- Understand the needs and requirements of the other party, and address their concerns in a proactive manner.

Suggested Activities

- Use appropriate language while negotiating with others. Be confident in your approach while talking to others. Strive to keep the parties from using strong language, casting blame, or stating absolutes. Use facilitative language, for example, words like 'us' or 'we'.
- Win-win solutions. Put yourself in the other person's shoes and make it a great deal for them. Listen to the other party attentively. Similarly, make sure that the deal is good for you.
- Use hard facts in your communication while convincing. Talk about visions and goals but also use facts and figures in order to bring people into confidence.
- Prepare and plan in advance before coming face to face with the client or a stakeholder. In order to formulate effective influencing strategies, gather all the relevant information beforehand from all possible sources. Provide necessary and logical arguments to opposition.

Suggested Readings/Books

- Negotiating and Influencing skills: The Art of Creating and Claiming value by Dr. Brad McRae. This book is based on the theoretical approach to cooperative negotiating skills which was developed at the Harvard Project on Negotiation. In this book, McRae presents a two-step process towards mastery of negotiating and influencing skills.
- Speak to Influence: How to Unlock the Hidden Power of Your Voice. Englewood Cliffs, NJ: Campbell Hall Press by Berkley, S. The book provides tips and techniques on how to improve your influencing skills by focusing on your tone and speech.