



PROFESSIONAL  
EFFECTIVENESS  
ASSESSMENT

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360° Feedback Report

Confidential Report For: Sample, J.  
September 2001

## Report Contents

### **A) Category Group Roll-Ups**

Shows aggregated (summarized) scores from all rating groups, excluding self, COMBINED on each of the categories in the survey.

### **B) Category Summaries**

Provides aggregated (summarized) scores from all rating groups on each of the categories in the survey.

### **C) Hidden Strengths and Blind Spots**

Lists items where the gaps between the self rating are at least 20% different than the average ratings of other groups. Hidden Strengths are defined as items in which the self rating is lower than that of the other rating group (i.e., direct reports, peers, boss). Blind spots are defined as items in which the self rating is higher than that of the other rating group.

### **D) Your Highest and Lowest Scores (ranked by average)**

Shows the items with the highest and lowest scores, ranked by average, from each rating group (i.e., direct reports and peers).

### **E) Highest and Lowest Normative Scores (ranked by average)**

Shows the items with the highest and lowest scores from the normative database, ranked by the overall average, from each rating group (i.e., direct reports and peers).

### **F) Your Highest and Lowest Percentile Scores**

Shows the items with the highest and lowest percentile scores. Keep in mind that just because an item may have a low percentile score, it may not have received a particularly low rating.

### **G) Item Results**

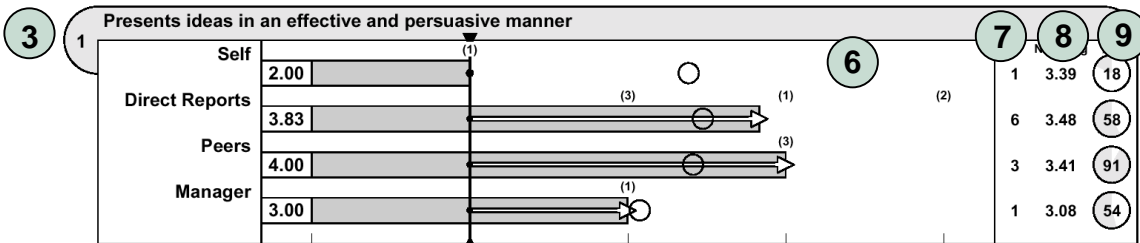
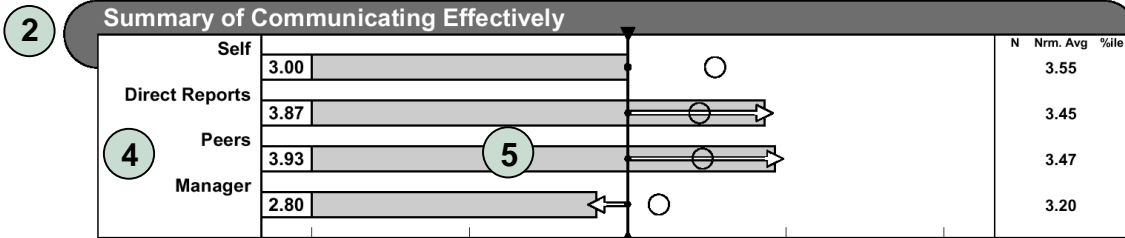
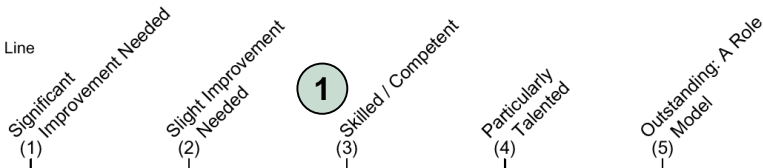
This section shows results on each item, by category. Scores from each rating group are provided, along with the company average and your percentile score for each item. (Percentiles are not calculated when two or more rating groups are combined.) Comments from your raters are transcribed verbatim and shown here, by rating group.

# How to Read Your Report

## Communicating Effectively

### Symbol Key

- ▷ Hidden Strength Gap Line
- ◀—• Blind Spot Gap Line
- Y Self Score Line
- Normative Average



- 1 Scale** – In the above example, the response scale used is a 5-point scale ranging from “Significant Improvement Needed” to “Outstanding: A Role Model.”
- 2 Category Summary** – The top graph shows the category or factor results by rater group. The category summary is a compilation of the results from each rater group on all items included in that category or factor. In this example, the category “Communicating Effectively” is presented. The items following it are part of the category. In this example, only item #1 is shown.
- 3 Item Results** – This graph shows the results by rater group for a specific question or item. This and other similar items create a category or factor. In this example, item #1 is shown.
- 4 Title Lines** – These lines show results by rater group. In this example, the vertical line indicates the Self-response. This line is included so that participants can see the differences between their Self-rating and those of others.
- 5 Mean Bar** – The bars show the mean (average) of the responses for each rater group. For example, the average from Direct Reports is 3.87 in the category “Communicating Effectively,” and 3.83 for item #1.
- 6 Distribution** – The smaller numbers above each mean bar reflect the distribution of scores provided by respondents in the particular rater group. In this example, 6 Direct Reports responded to the item. Of those, 3 rated the participant as “Skilled/Competent,” 1 as “Particularly Talented,” and 2 rated the participant as “Outstanding: A Role Model.”

- 7 Valid N** – This provides the number of raters in each group who responded to the item. In this example, 6 people who have been classified as the participant's Direct Reports answered this question. Three Peers, one Manager, and the participant (labeled as "Self") also responded.
- 8 Normative Average** – This section shows the company or normative average. This is provided to compare the participant's average with that of others who have taken the same assessment
- 9 Percentile** – This section shows percentile scores. A percentile score of 58, in this example, means that 58% of the other individuals receiving feedback from their Direct Reports on this survey scored at or below you. See the following page for a more complete explanation of percentile scores.

## Understanding Percentiles

How to read a percentile score: If you have a percentile score of 82, this means that 82% of the other individuals receiving feedback scored the same or lower than you did, and 18% scored higher.

Percentiles are related to question average, but reflect the distribution of the averages, instead of simply mirroring the averages. You may think that if your average is the same as the company/normative average, you should be at the 50th percentile; however, this is not always the case, especially when the sample size is small. If your percentiles look unusual, consider the following example.

These scores represent all of the individuals' scores in the database (e.g., there are 8 people in the database):

8 Total	Avg.	%ile
Individual 1	4.61	100
Individual 2	4.53	88
Individual 3	4.46	75
Individual 4	3.71	63
Individual 5	3.71	63
Individual 6	3.71	63
Individual 7	3.64	25
Individual 8	3.38	12

The processing program creates a series of tables for each question. These tables contain averages for all individuals in the database for each question. Let's read the example: Five out of eight (63%) individuals who have participated in the feedback process scored at or below 3.71 on this question, while 37% scored higher than 3.71.

The numbers may look a little strange, especially when only a few individuals have gone through the process. The value of the percentile score increases with sample size. The above example is less likely to occur when more people go through the process and wider ranges of averages are realized. We still see clumping around common averages, even after many people go through the process; the effect is simply not as pronounced.

If you have many of the same percentile rankings in your report, you may notice that only some of those percentiles are listed on your highest and lowest items page. In the instances where there are many items with the same percentile score, the program will automatically use the standard deviation associated with the items' mean for selection. The items with the lowest standard deviation, meaning they have the highest level of agreement, are selected first. If the standard deviations are the same for these items, then the processing program selects the items based on their number in the survey.

We hope this explanation helps you to understand more clearly the role of the percentile in your feedback report. Good luck with your feedback and your career!

# Category Group Roll-Ups

## Symbol Key

○ Normative DB Average

Significant  
(1) Improvement Needed

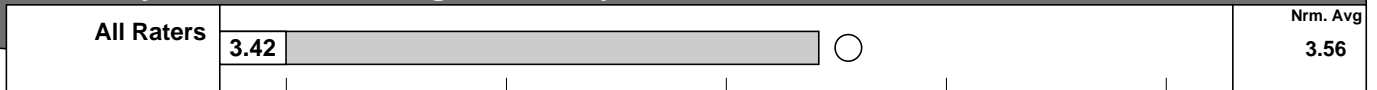
Slight Improvement  
(2) Needed

Skilled / Competent  
(3)

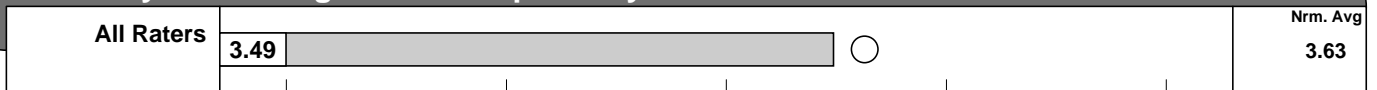
Particularly  
(4) Talented

Outstanding: A Role  
(5) Model

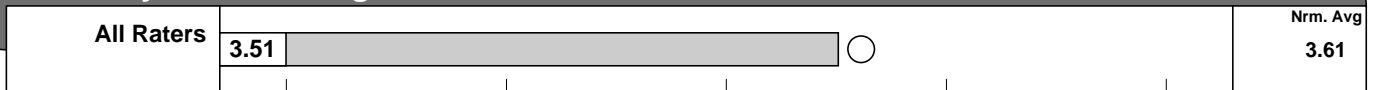
### Summary of Communicating Effectively



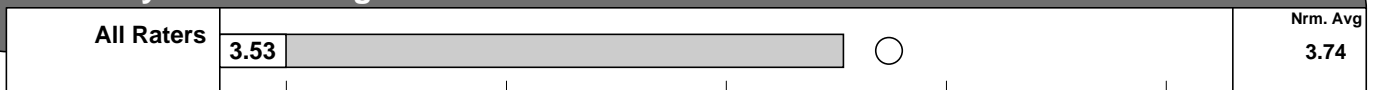
### Summary of Treating Others Respectfully



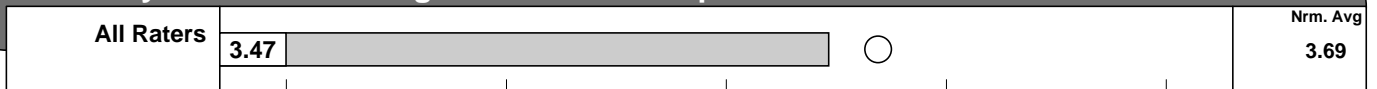
### Summary of Interacting with Others



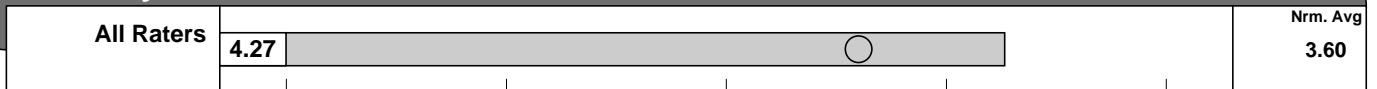
### Summary of Presenting Him/Herself



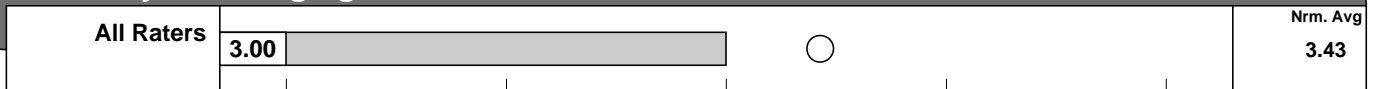
### Summary of Demonstrating a Personal Example



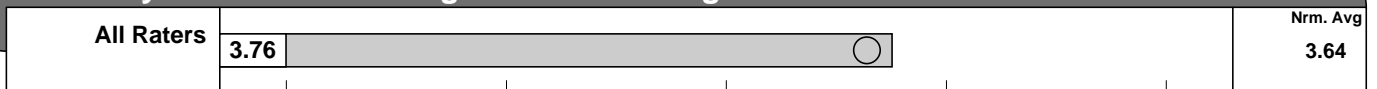
### Summary of Customer Focus



### Summary of Managing Others' Performance



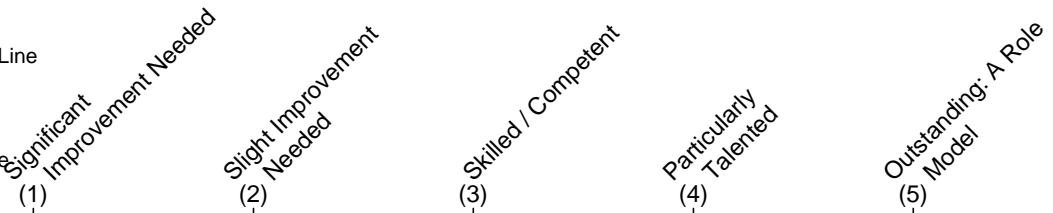
### Summary of Problem Solving/Decision Making



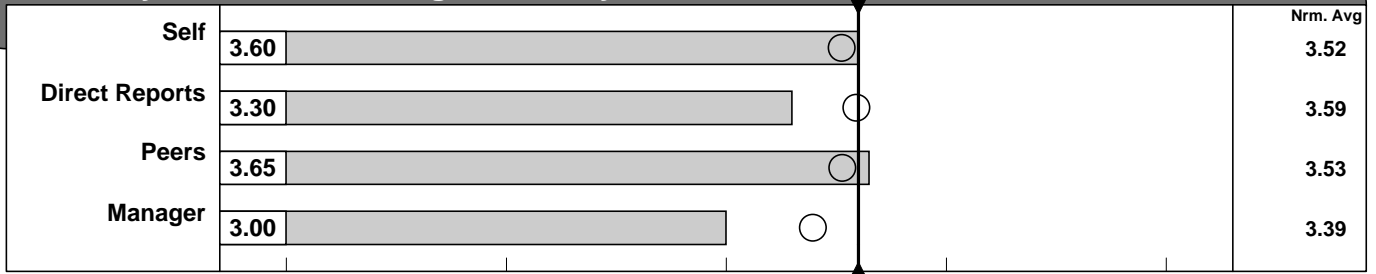
# Category Summaries

## Symbol Key

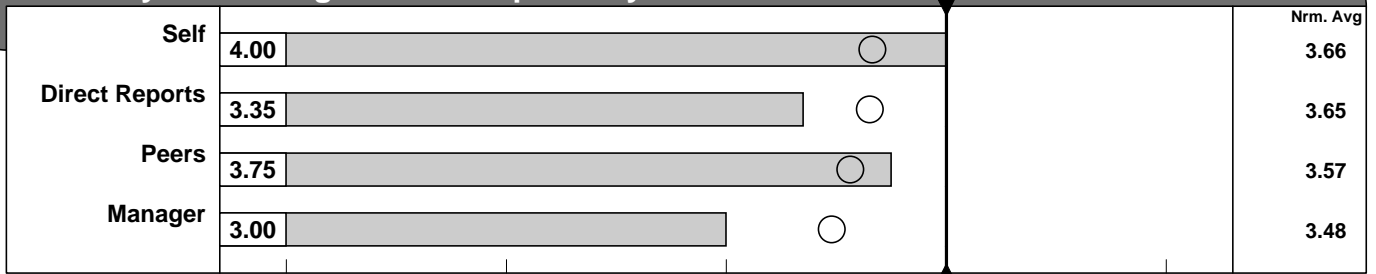
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- ←• Blind Spot Gap Line
- ⌞ Self Score Line
- Normative DB Average



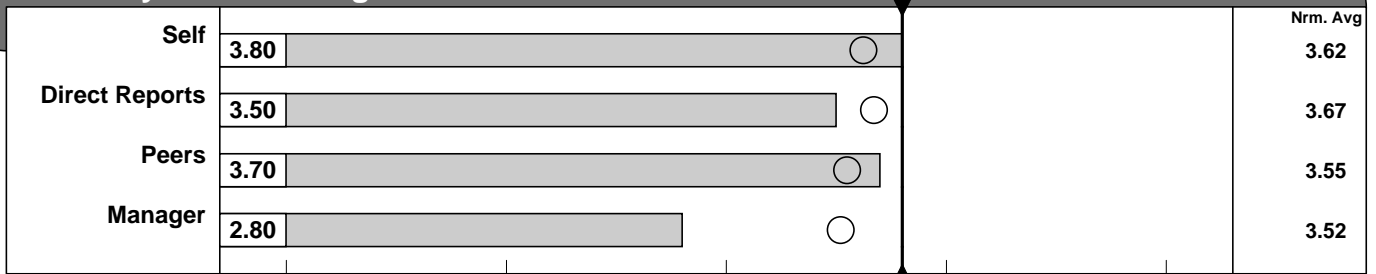
### Summary of Communicating Effectively



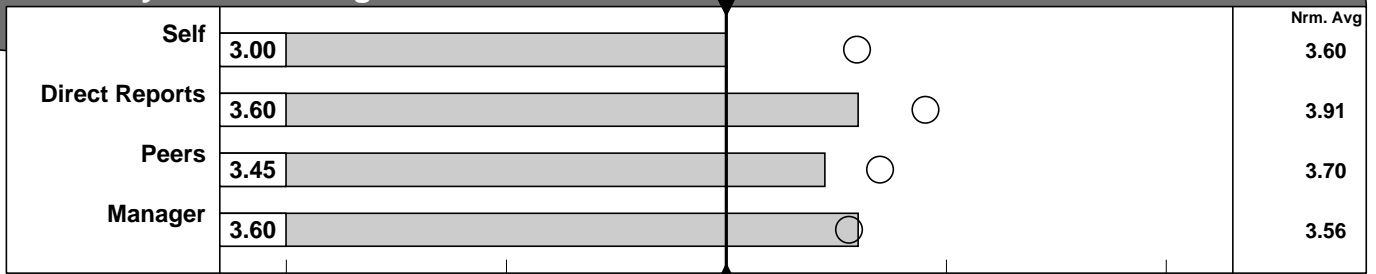
### Summary of Treating Others Respectfully



### Summary of Interacting with Others



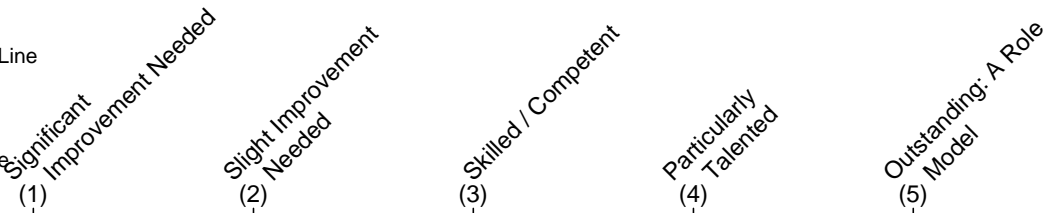
### Summary of Presenting Him/Herself



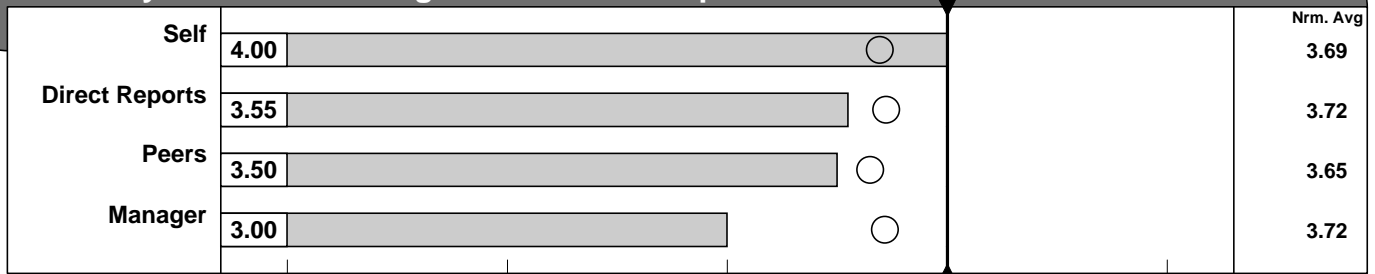
# Category Summaries

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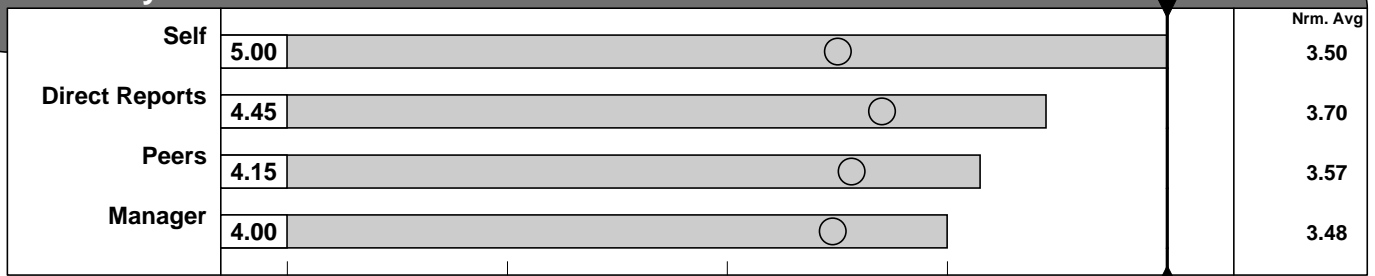
- Hidden Strength Gap Line
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- Normative DB Average



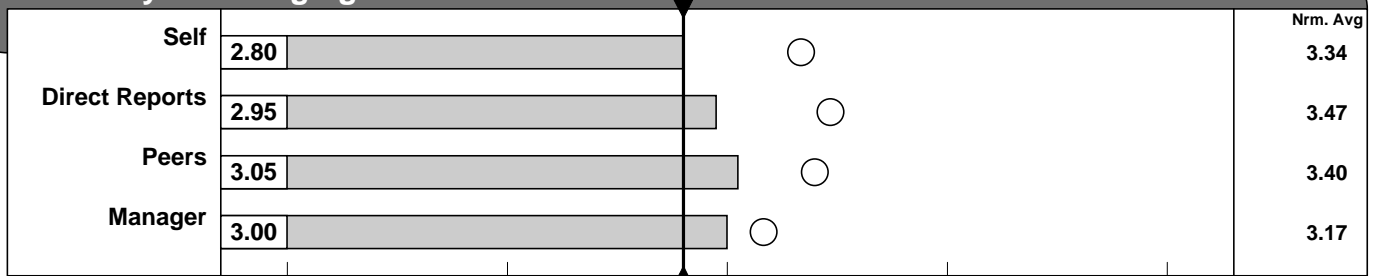
### Summary of Demonstrating a Personal Example



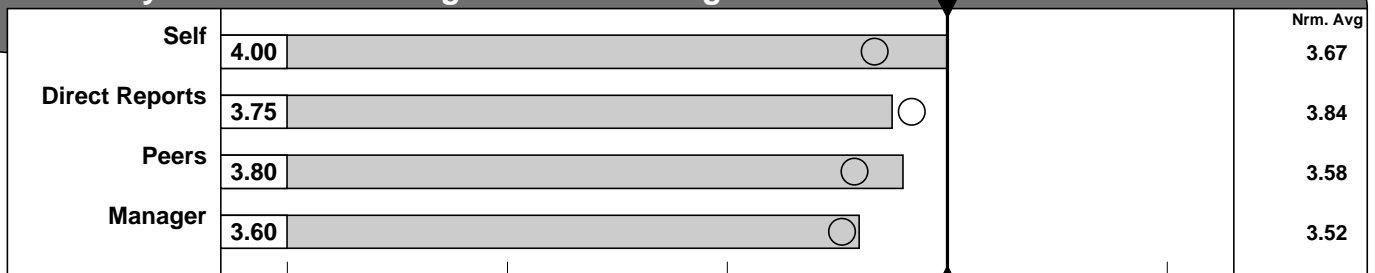
### Summary of Customer Focus



### Summary of Managing Others' Performance



### Summary of Problem Solving/Decision Making





### Hidden strength(s) from Direct Reports

Self Group Gap

18 Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF] 2.00 3.50 1.50

### Hidden strength(s) from Peers

Self Group Gap

18 Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF] 2.00 3.25 1.25

### Hidden strength(s) from Manager

Self Group Gap

18 Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF] 2.00 4.00 2.00

## Your highest scores from Direct Reports

Average

29	Consistently meets or exceeds customer expectations [CUSTOMER FOCUS]	4.75
30	Spends time learning about future trends and their potential impact on his/her customers [CUSTOMER FOCUS]	4.50
27	Puts customers' long-term satisfaction ahead of short-term gain [CUSTOMER FOCUS]	4.50
26	Consistently treats the satisfaction of his/her customers as top priority [CUSTOMER FOCUS]	4.25
28	Is willing to vary her/his approach to meet customers' needs [CUSTOMER FOCUS]	4.25
14	Has a good sense of humor [INTERACTING WITH OTHERS]	4.00
20	Has a positive, can-do attitude [PRESENTING HIM/HERSELF]	4.00

## Your lowest scores from Direct Reports

Average

32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	2.25
31	Holds people accountable for their decisions and actions [MANAGING OTHERS' PERFORMANCE]	3.00
16	Demonstrates an understanding of his/her own strengths and weaknesses [PRESENTING HIM/HERSELF]	3.00
33	Is someone others want to work for [MANAGING OTHERS' PERFORMANCE]	3.00
34	Gives supportive feedback (information that reinforces things that are going well) on a timely basis [MANAGING OTHERS' PERFORMANCE]	3.00
11	Accepts feedback from others in a positive manner (avoids defensiveness) [INTERACTING WITH OTHERS]	3.00

## Your highest scores from Peers

Average

26	Consistently treats the satisfaction of his/her customers as top priority [CUSTOMER FOCUS]	4.25
27	Puts customers' long-term satisfaction ahead of short-term gain [CUSTOMER FOCUS]	4.25
14	Has a good sense of humor [INTERACTING WITH OTHERS]	4.25
30	Spends time learning about future trends and their potential impact on his/her customers [CUSTOMER FOCUS]	4.25
2	Takes the time to answer questions and explain decisions [COMMUNICATING EFFECTIVELY]	4.00
7	Genuinely listens to others [TREATING OTHERS RESPECTFULLY]	4.00
28	Is willing to vary her/his approach to meet customers' needs [CUSTOMER FOCUS]	4.00
29	Consistently meets or exceeds customer expectations [CUSTOMER FOCUS]	4.00
39	Seeks critical information from relevant stakeholders when making decisions [PROBLEM SOLVING/DECISION MAKING]	4.00

## Your lowest scores from Peers

Average

31	Holds people accountable for their decisions and actions [MANAGING OTHERS' PERFORMANCE]	3.00
32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	3.00
34	Gives supportive feedback (information that reinforces things that are going well) on a timely basis [MANAGING OTHERS' PERFORMANCE]	3.00
11	Accepts feedback from others in a positive manner (avoids defensiveness) [INTERACTING WITH OTHERS]	3.00
33	Is someone others want to work for [MANAGING OTHERS' PERFORMANCE]	3.00
18	Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF]	3.25
35	Appropriately involves others in decisions [MANAGING OTHERS' PERFORMANCE]	3.25

## Highest Normative DB scores from Direct Reports

Average

20	Has a positive, can-do attitude [PRESENTING HIM/HERSELF]	4.10
18	Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF]	4.05
19	Demonstrates knowledge and skill in his/her area of expertise [PRESENTING HIM/HERSELF]	3.99
25	Does his/her best in every situation [DEMONSTRATING A PERSONAL EXAMPLE]	3.97
36	Takes responsibility and ownership for his/her decisions [PROBLEM SOLVING/DECISION MAKING]	3.93
15	Treats others in the company as colleagues, not competitors [INTERACTING WITH OTHERS]	3.93

## Lowest Normative DB scores from Direct Reports

Average

32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	3.31
12	Is sensitive to/aware of the reactions and needs of others [INTERACTING WITH OTHERS]	3.37
34	Gives supportive feedback (information that reinforces things that are going well) on a timely basis [MANAGING OTHERS' PERFORMANCE]	3.42
11	Accepts feedback from others in a positive manner (avoids defensiveness) [INTERACTING WITH OTHERS]	3.44
5	Gives people the information they need to be successful [COMMUNICATING EFFECTIVELY]	3.45
33	Is someone others want to work for [MANAGING OTHERS' PERFORMANCE]	3.45

**Highest Normative DB scores from Peers****Average**

19	Demonstrates knowledge and skill in his/her area of expertise [PRESENTING HIM/HERSELF]	3.91
14	Has a good sense of humor [INTERACTING WITH OTHERS]	3.85
20	Has a positive, can-do attitude [PRESENTING HIM/HERSELF]	3.85
25	Does his/her best in every situation [DEMONSTRATING A PERSONAL EXAMPLE]	3.79
18	Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF]	3.77
23	Shows a high degree of personal integrity in dealing with others [DEMONSTRATING A PERSONAL EXAMPLE]	3.76

**Lowest Normative DB scores from Peers****Average**

33	Is someone others want to work for [MANAGING OTHERS' PERFORMANCE]	3.18
11	Accepts feedback from others in a positive manner (avoids defensiveness) [INTERACTING WITH OTHERS]	3.31
12	Is sensitive to/aware of the reactions and needs of others [INTERACTING WITH OTHERS]	3.33
32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	3.39
16	Demonstrates an understanding of his/her own strengths and weaknesses [PRESENTING HIM/HERSELF]	3.40
35	Appropriately involves others in decisions [MANAGING OTHERS' PERFORMANCE]	3.43

## Your highest percentile scores from Direct Reports

Percentile

29	Consistently meets or exceeds customer expectations [CUSTOMER FOCUS]	93
27	Puts customers' long-term satisfaction ahead of short-term gain [CUSTOMER FOCUS]	88
30	Spends time learning about future trends and their potential impact on his/her customers [CUSTOMER FOCUS]	87
28	Is willing to vary her/his approach to meet customers' needs [CUSTOMER FOCUS]	80
26	Consistently treats the satisfaction of his/her customers as top priority [CUSTOMER FOCUS]	75
21	Makes sure that his/her actions are consistent with his/her words [DEMONSTRATING A PERSONAL EXAMPLE]	62

## Your lowest percentile scores from Direct Reports

Percentile

32	Provides developmental performance feedback in a timely manner [MANAGING OTHERS' PERFORMANCE]	8
31	Holds people accountable for their decisions and actions [MANAGING OTHERS' PERFORMANCE]	20
18	Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF]	20
9	Avoids destructive comments about other people [TREATING OTHERS RESPECTFULLY]	20
23	Shows a high degree of personal integrity in dealing with others [DEMONSTRATING A PERSONAL EXAMPLE]	24
10	Avoids acting arrogant or "talking down" to others [TREATING OTHERS RESPECTFULLY]	26

## Your highest percentile scores from Peers

Percentile

27	Puts customers' long-term satisfaction ahead of short-term gain [CUSTOMER FOCUS]	89
39	Seeks critical information from relevant stakeholders when making decisions [PROBLEM SOLVING/DECISION MAKING]	88
28	Is willing to vary her/his approach to meet customers' needs [CUSTOMER FOCUS]	88
30	Spends time learning about future trends and their potential impact on his/her customers [CUSTOMER FOCUS]	87
29	Consistently meets or exceeds customer expectations [CUSTOMER FOCUS]	87
26	Consistently treats the satisfaction of his/her customers as top priority [CUSTOMER FOCUS]	86

## Your lowest percentile scores from Peers

Percentile

20	Has a positive, can-do attitude [PRESENTING HIM/HERSELF]	14
18	Demonstrates confidence in her/himself [PRESENTING HIM/HERSELF]	15
1	Presents ideas in an effective and persuasive manner [COMMUNICATING EFFECTIVELY]	28
19	Demonstrates knowledge and skill in his/her area of expertise [PRESENTING HIM/HERSELF]	29
31	Holds people accountable for their decisions and actions [MANAGING OTHERS' PERFORMANCE]	31
11	Accepts feedback from others in a positive manner (avoids defensiveness) [INTERACTING WITH OTHERS]	32

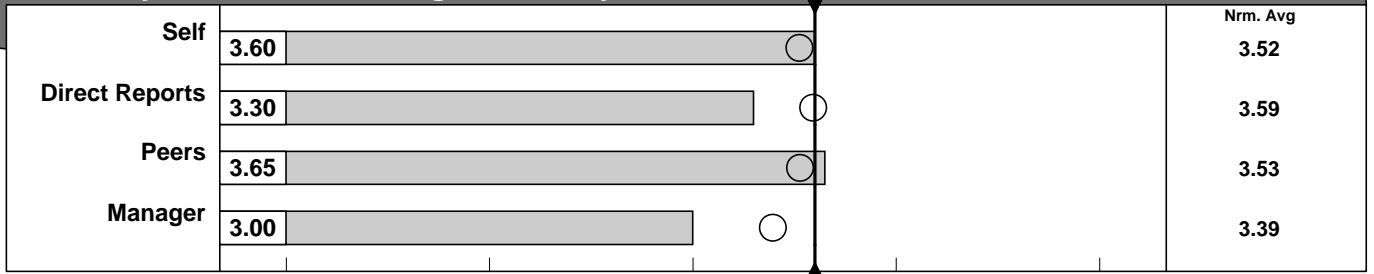
# Communicating Effectively

## Symbol Key

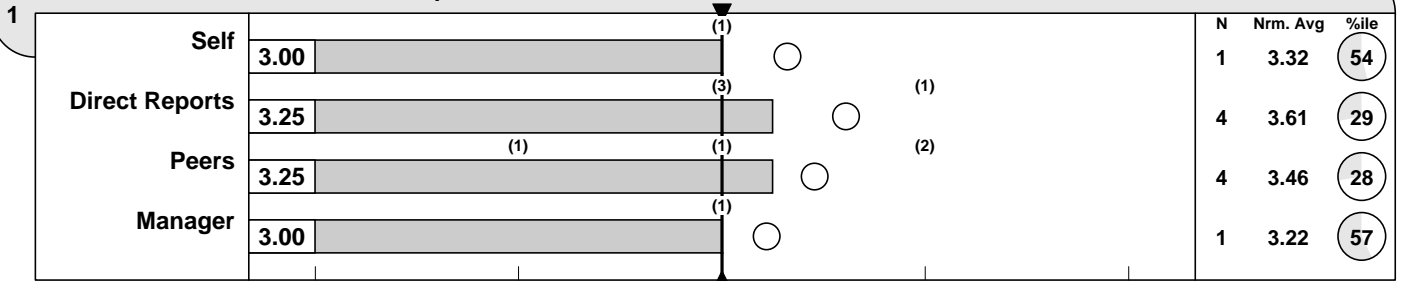
- Hidden Strength Gap Line
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- ▼ Self Score Line
- Normative DB Average



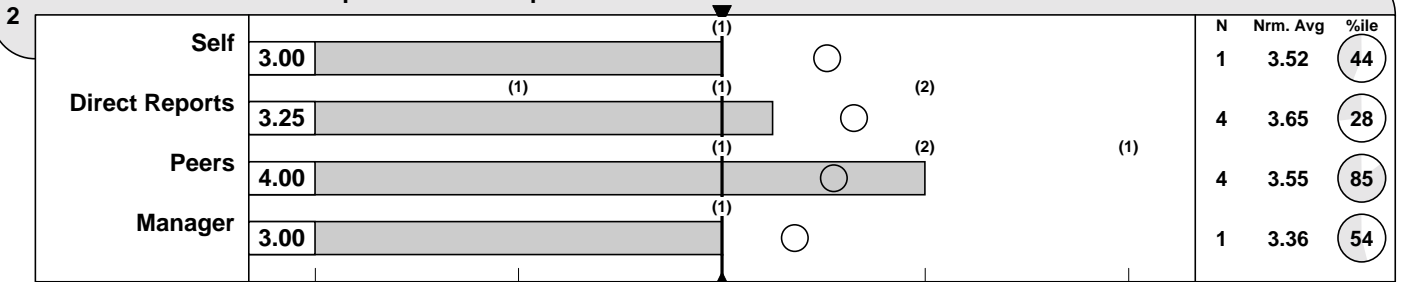
## Summary of Communicating Effectively



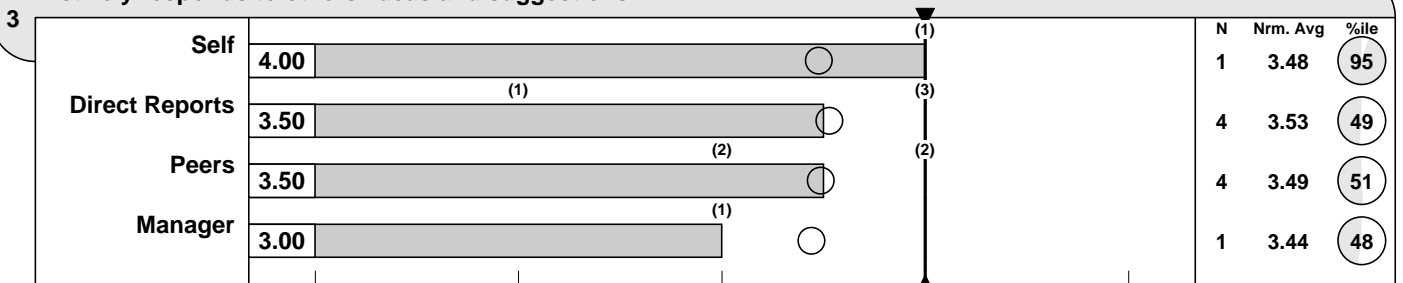
## 1 Presents ideas in an effective and persuasive manner



## 2 Takes the time to answer questions and explain decisions



## 3 Actively responds to others' ideas and suggestions

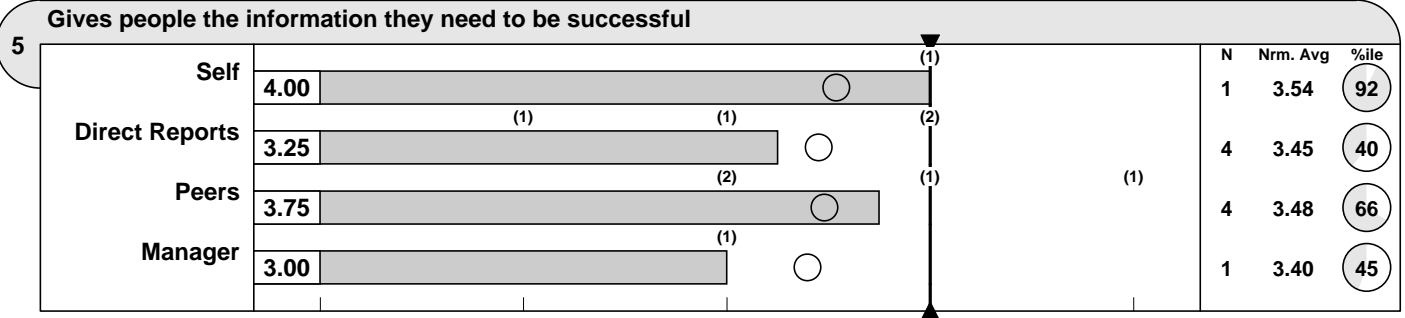
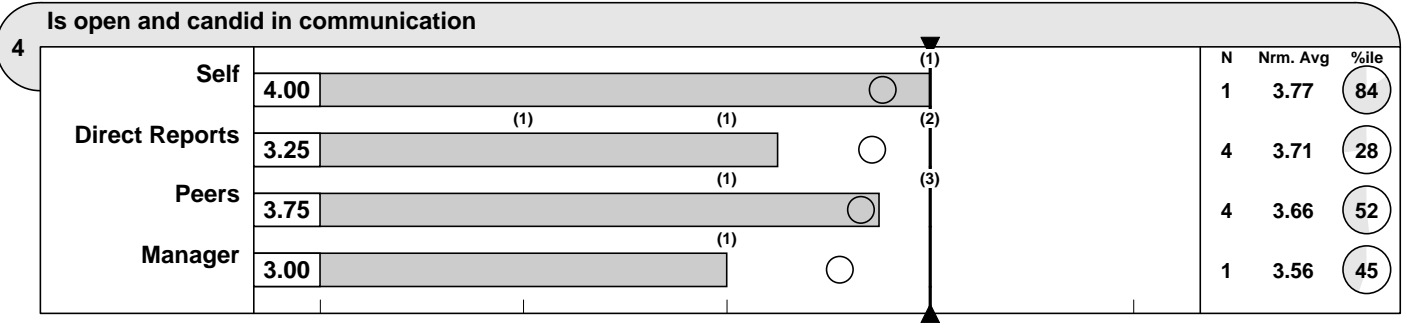
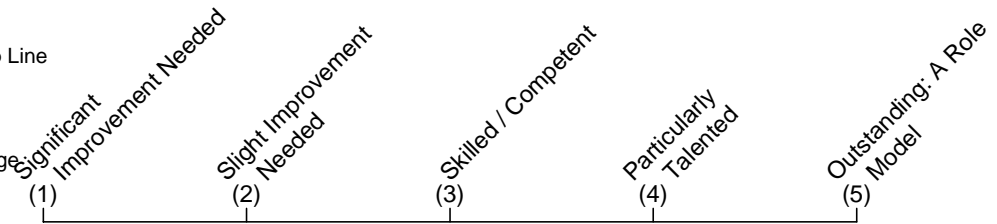




# Communicating Effectively

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average



# Treating Others Respectfully

## Symbol Key

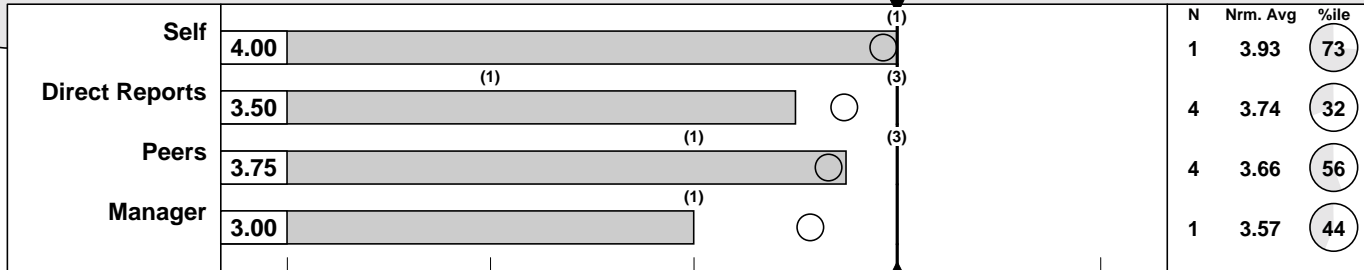
- Hidden Strength Gap Line
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- ▼ Self Score Line
- Normative DB Average



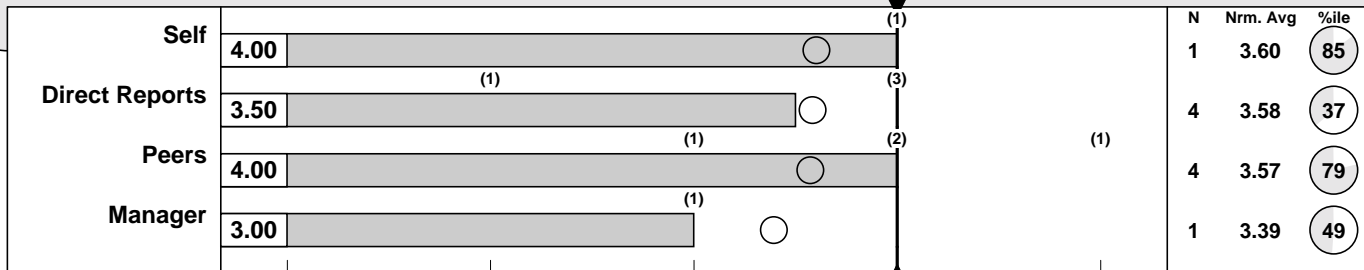
## Summary of Treating Others Respectfully



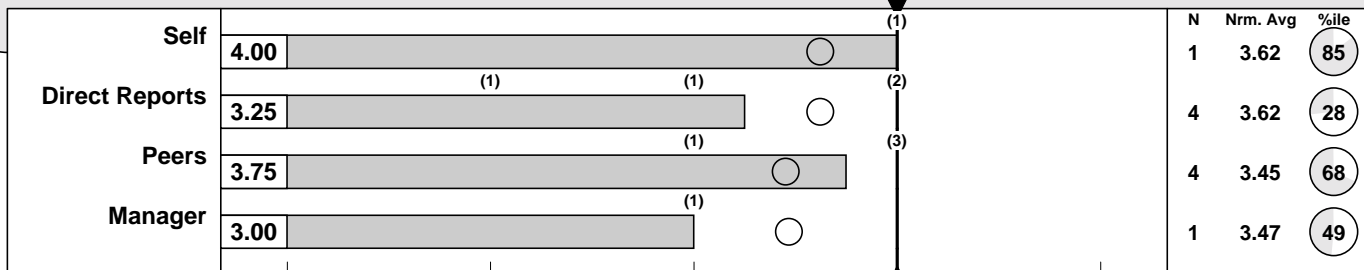
## 6 Treats each individual with respect and dignity



## 7 Genuinely listens to others



## 8 Encourages and values diverse opinions, styles and experiences

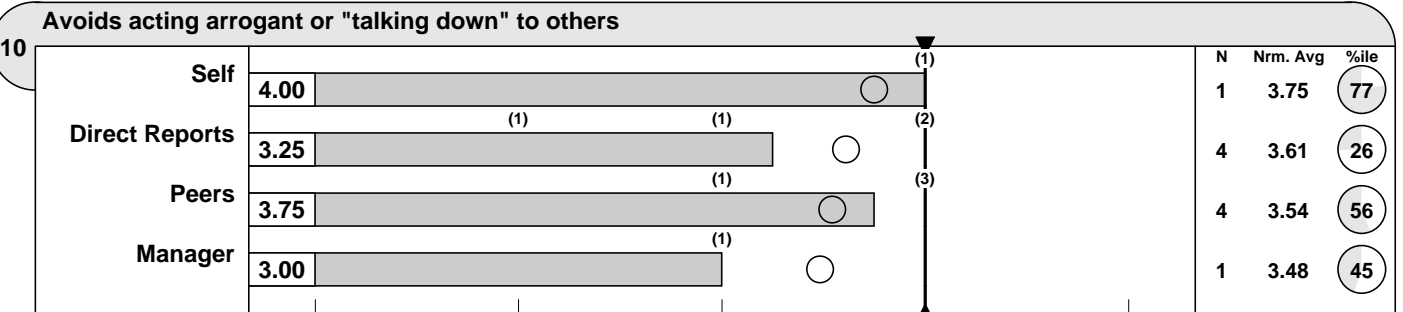


# Treating Others Respectfully

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average

(1) Significant Improvement Needed      (2) Slight Improvement Needed      (3) Skilled / Competent      (4) Particularly Talented      (5) Outstanding: A Role Model



# Interacting with Others

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌵ Self Score Line
- Normative DB Average



## Summary of Interacting with Others

Category	Score	Nrm. Avg
Self	3.80	3.62
Direct Reports	3.50	3.67
Peers	3.70	3.55
Manager	2.80	3.52

## 11 Accepts feedback from others in a positive manner (avoids defensiveness)

Category	Score	N	Nrm. Avg	%ile
Self	3.00	1	3.26	60
Direct Reports	3.00	4	3.44	29
Peers	3.00	4	3.31	32
Manager	2.00	1	3.29	19

## 12 Is sensitive to/aware of the reactions and needs of others

Category	Score	N	Nrm. Avg	%ile
Self	4.00	1	3.42	90
Direct Reports	3.25	4	3.37	41
Peers	3.75	4	3.33	78
Manager	3.00	1	3.18	61

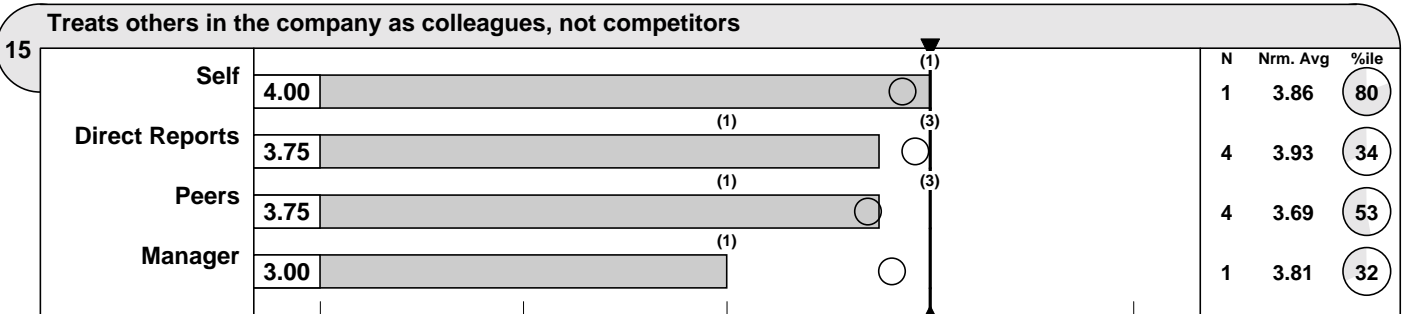
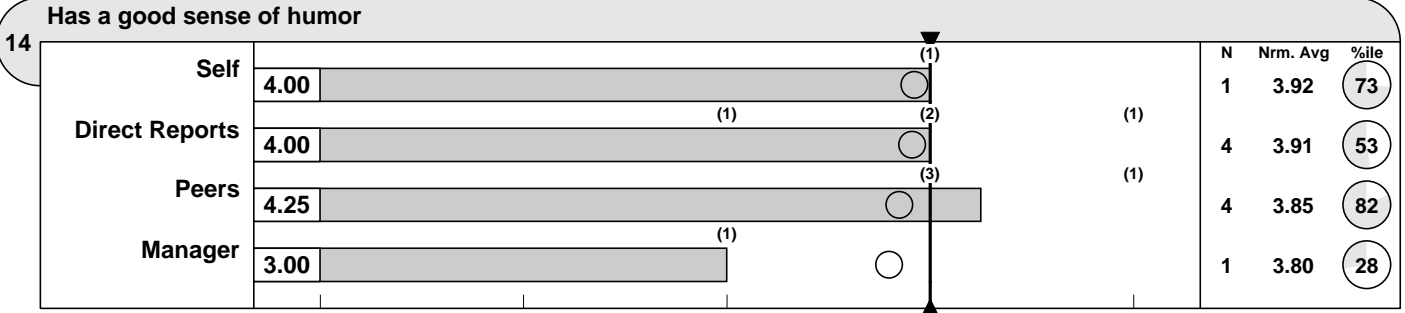
## 13 Strives to develop "win-win" relationships where both sides benefit from working together

Category	Score	N	Nrm. Avg	%ile
Self	4.00	1	3.64	89
Direct Reports	3.50	4	3.72	34
Peers	3.75	4	3.56	60
Manager	3.00	1	3.53	42

# Interacting with Others

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌵ Self Score Line
- Normative DB Average



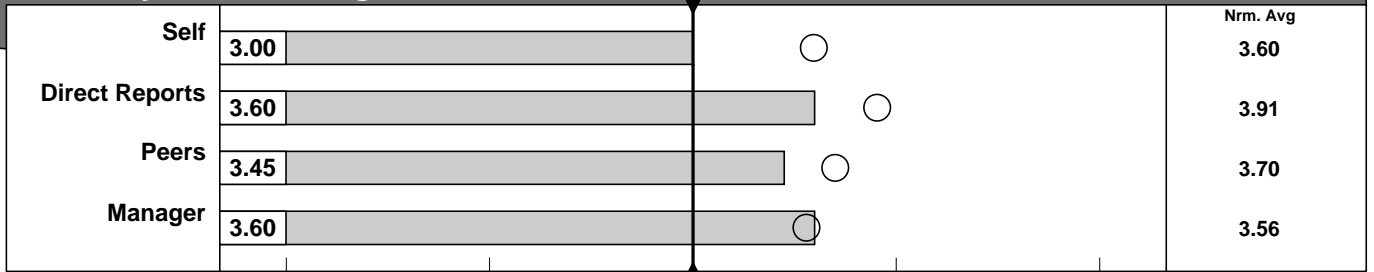
# Presenting Him/Herself

## Symbol Key

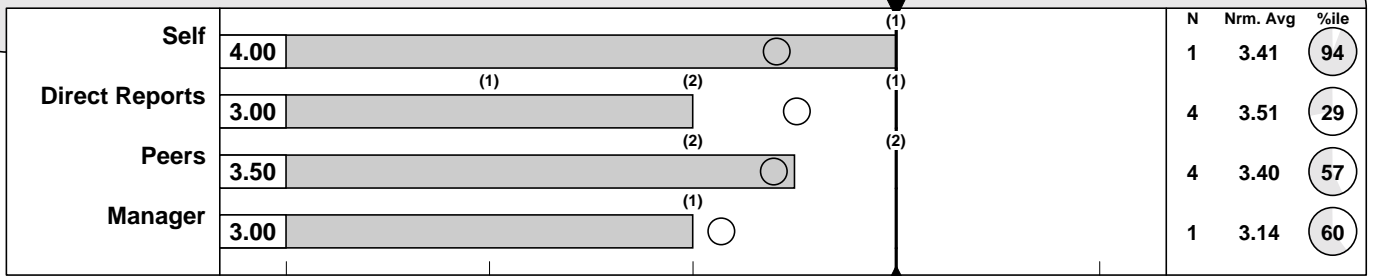
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⊥ Self Score Line
- Normative DB Average



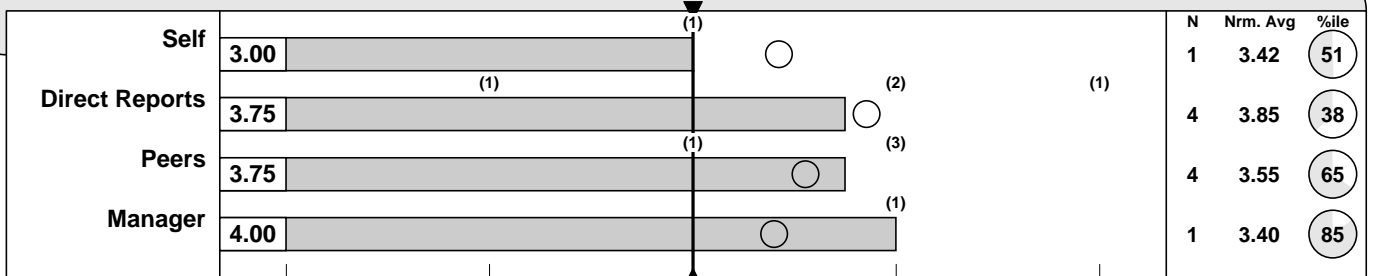
## Summary of Presenting Him/Herself



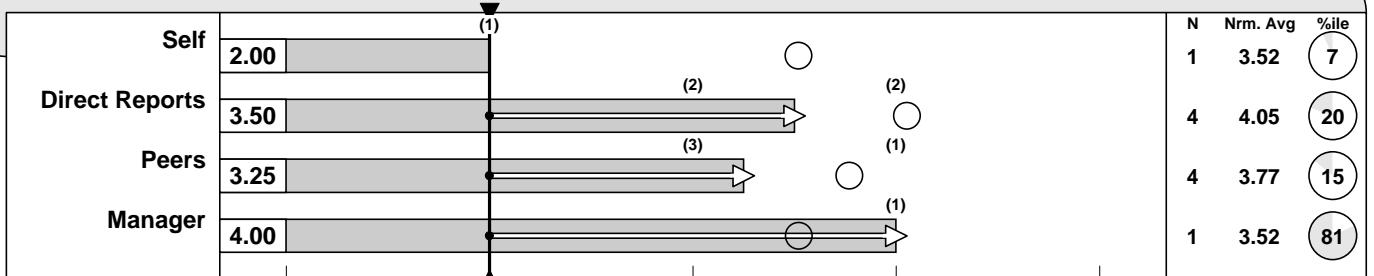
## 16 Demonstrates an understanding of his/her own strengths and weaknesses



## 17 Has the presence and image needed to be successful



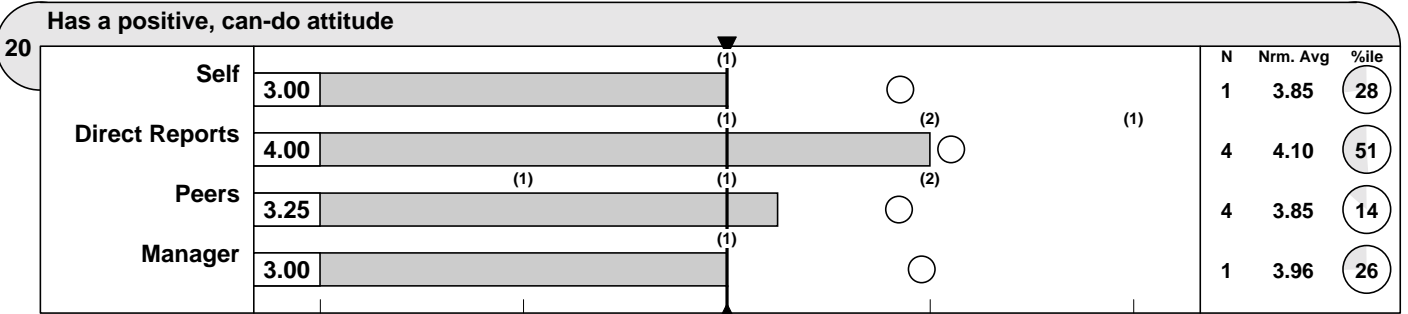
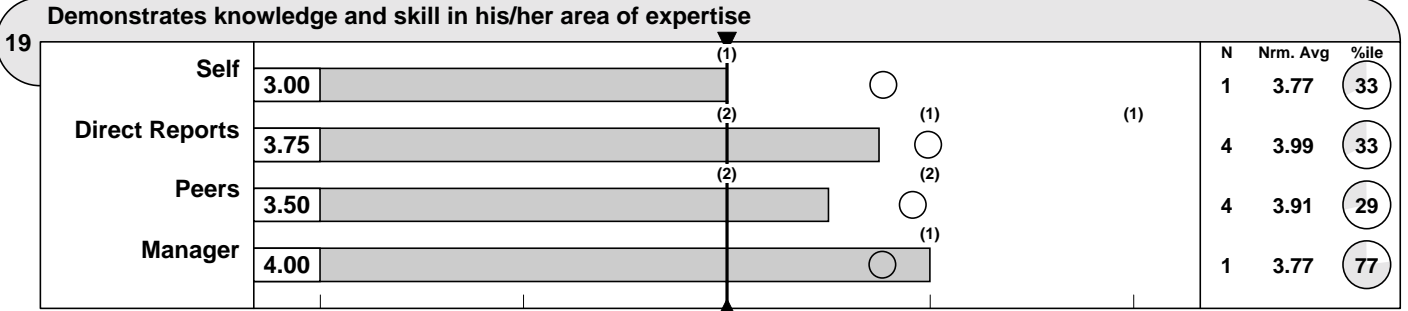
## 18 Demonstrates confidence in her/himself



# Presenting Him/Herself

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average



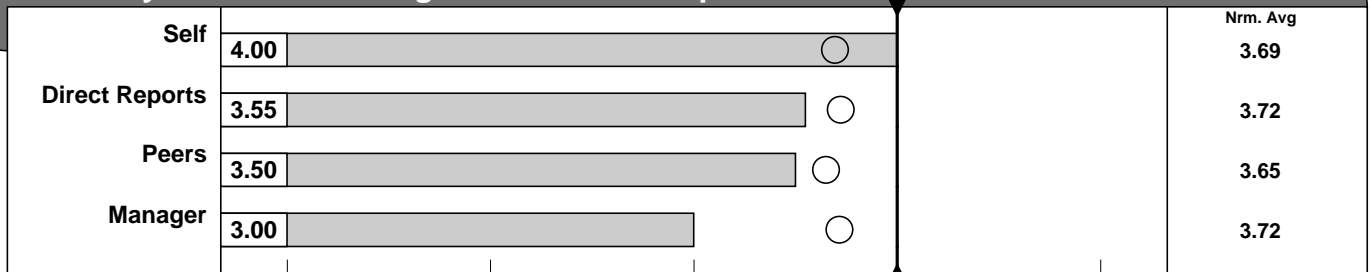
# Demonstrating a Personal Example

## Symbol Key

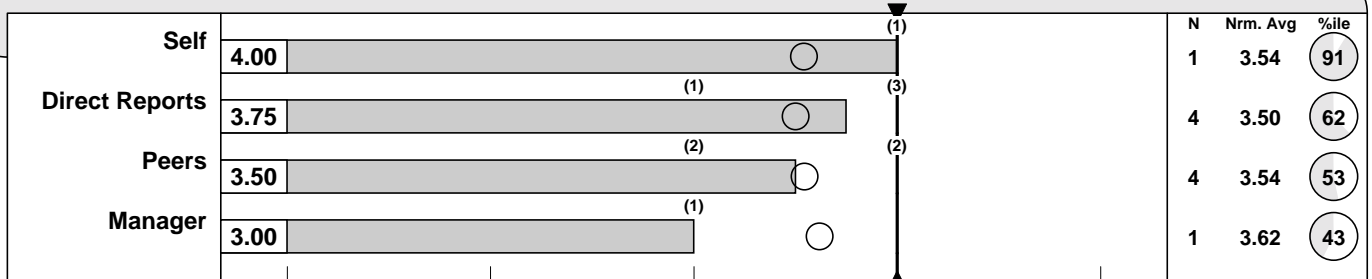
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌞ Self Score Line
- Normative DB Average



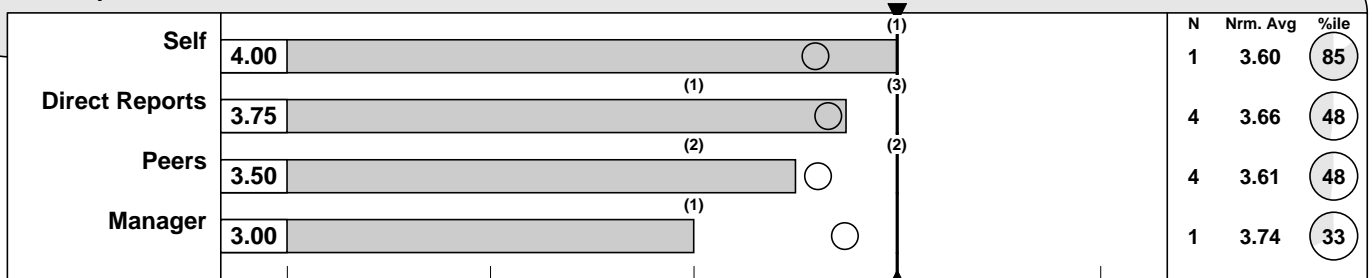
## Summary of Demonstrating a Personal Example



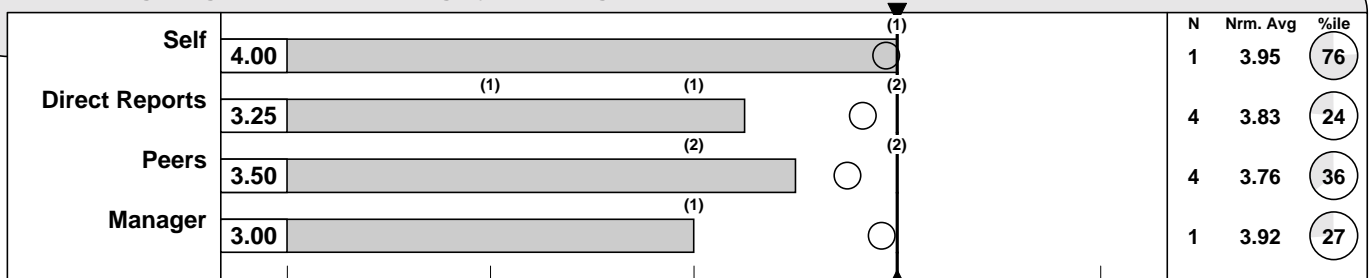
## 21 Makes sure that his/her actions are consistent with his/her words



## 22 Lives up to commitments



## 23 Shows a high degree of personal integrity in dealing with others





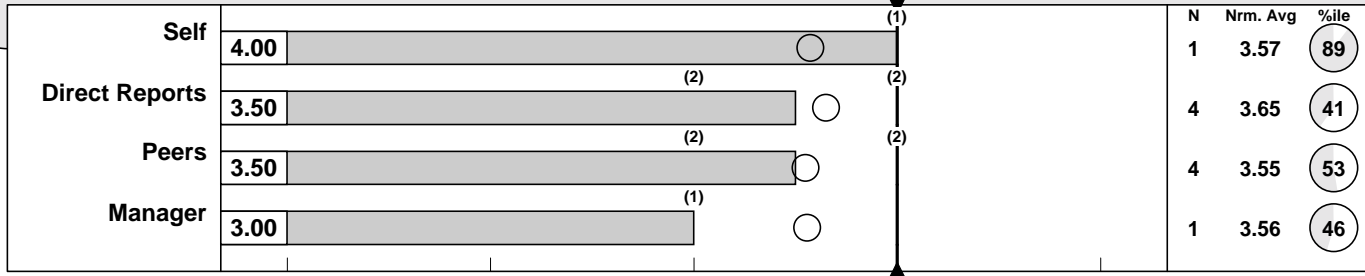
# Demonstrating a Personal Example

## Symbol Key

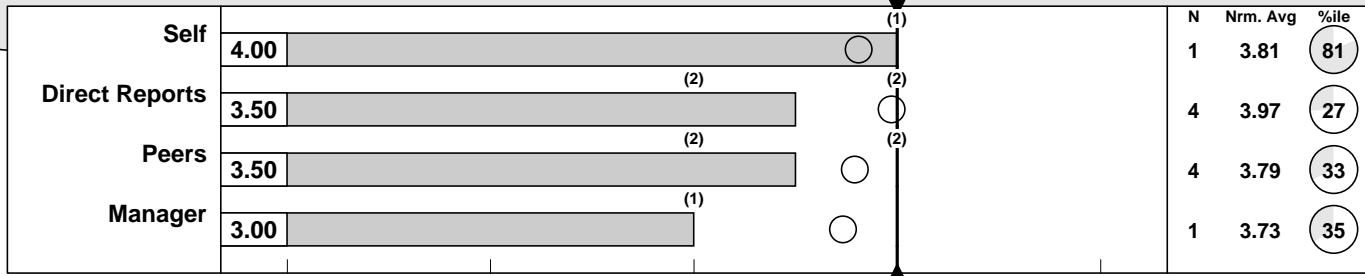
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average



### 24 Is willing to take risks and/or challenge the status quo



### 25 Does his/her best in every situation



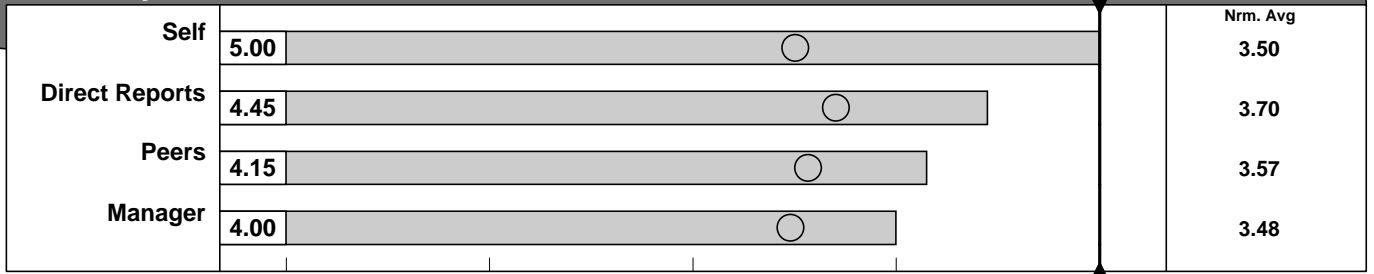
# Customer Focus

## Symbol Key

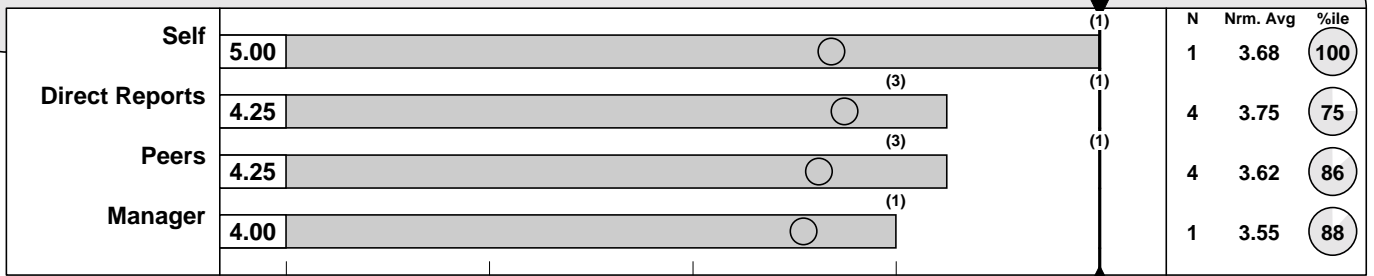
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ⌞ Self Score Line
- Normative DB Average



## Summary of Customer Focus



## 26 Consistently treats the satisfaction of his/her customers as top priority



## 27 Puts customers' long-term satisfaction ahead of short-term gain



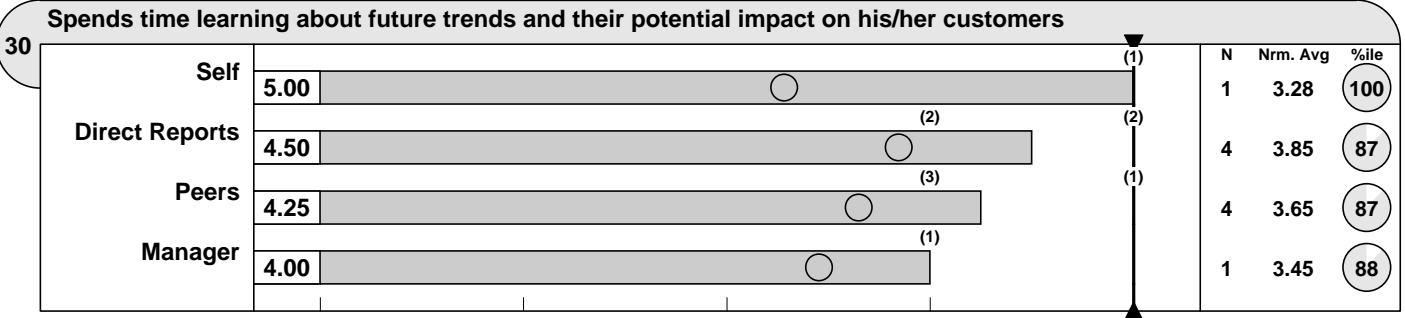
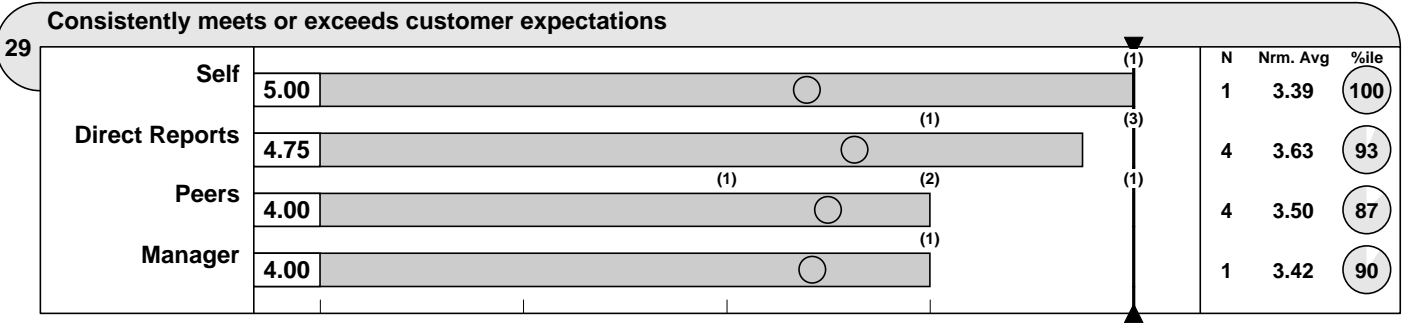
## 28 Is willing to vary her/his approach to meet customers' needs



# Customer Focus

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average



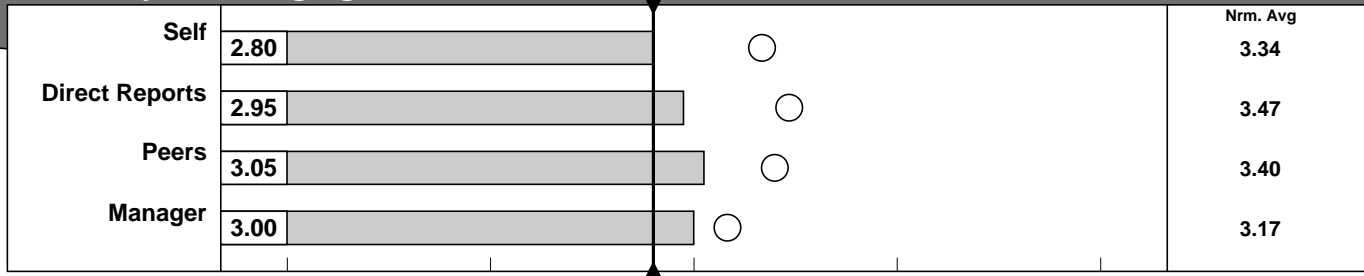
# Managing Others' Performance

## Symbol Key

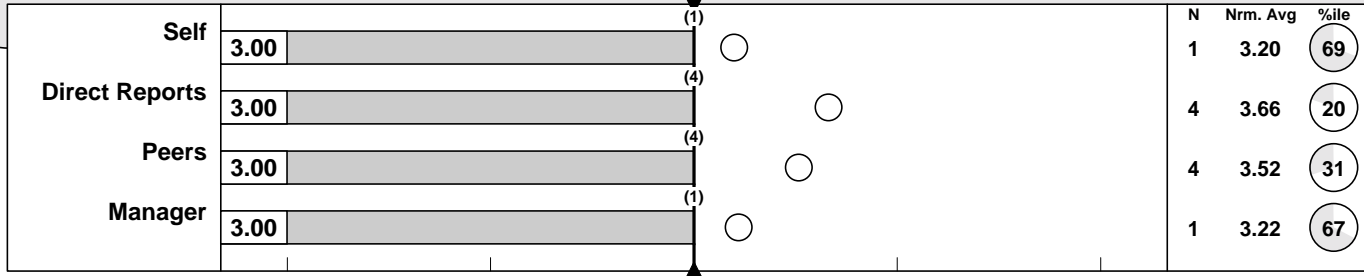
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average



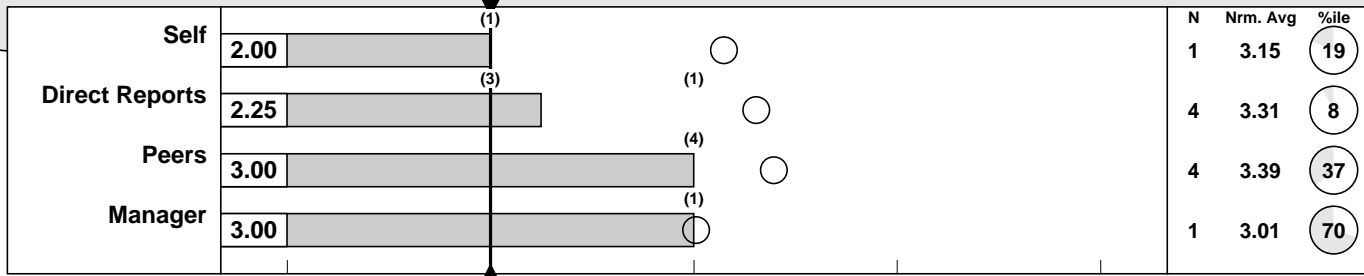
## Summary of Managing Others' Performance



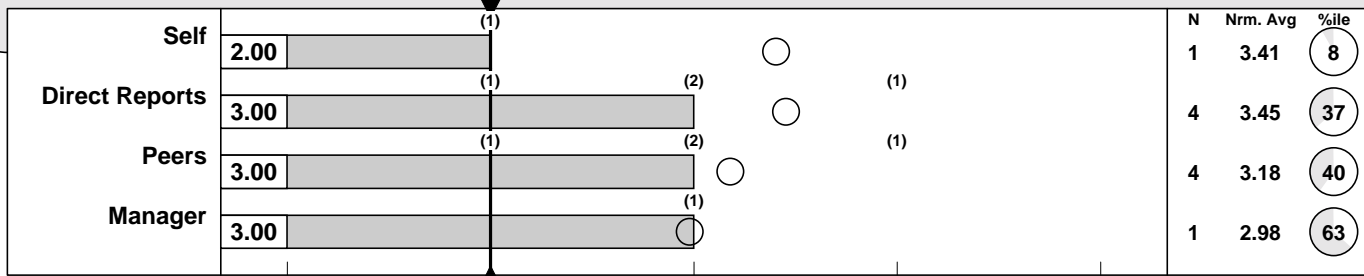
## 31 Holds people accountable for their decisions and actions



## 32 Provides developmental performance feedback in a timely manner



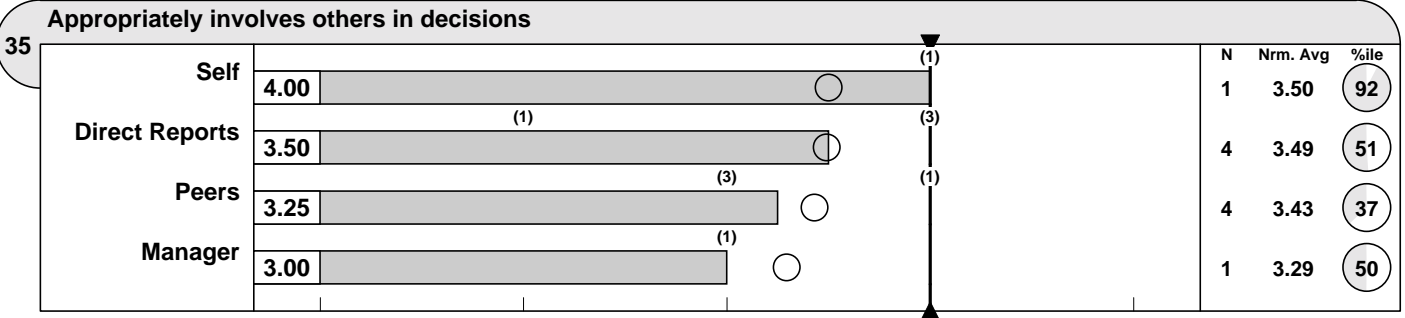
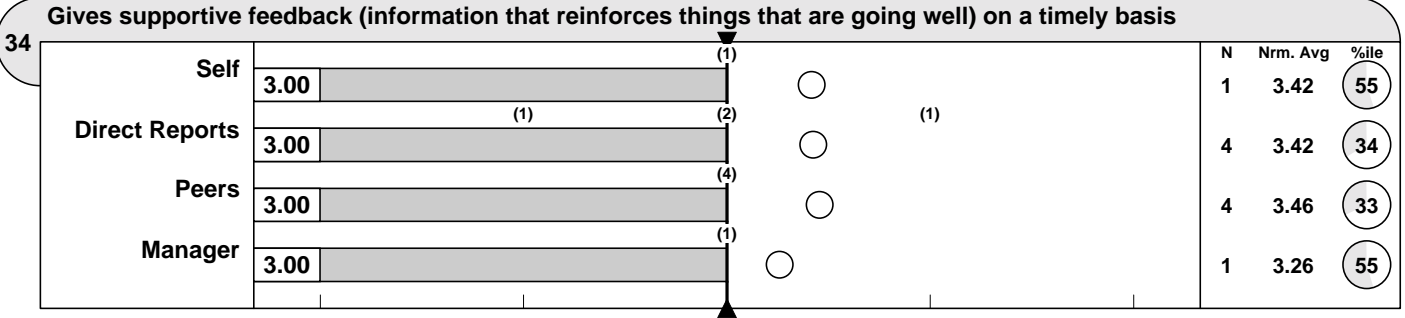
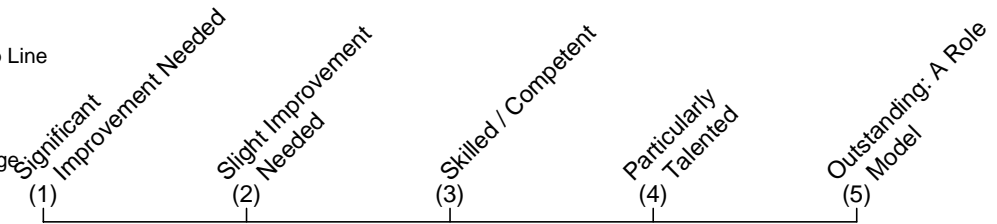
## 33 Is someone others want to work for



# Managing Others' Performance

## Symbol Key

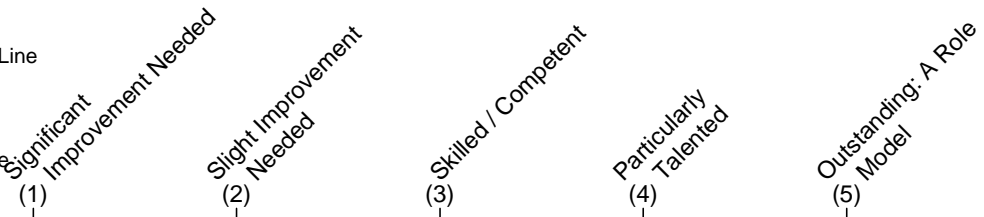
- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average



# Problem Solving/Decision Making

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average



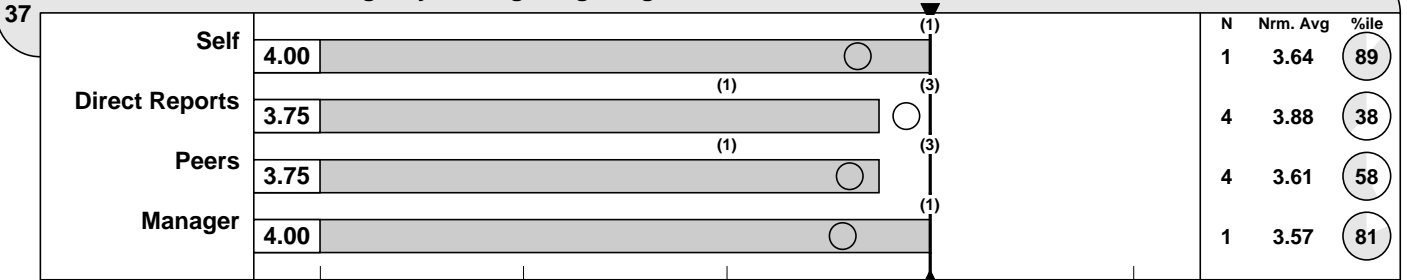
## Summary of Problem Solving/Decision Making



## Takes responsibility and ownership for his/her decisions



## Demonstrates a sense of urgency about getting things done



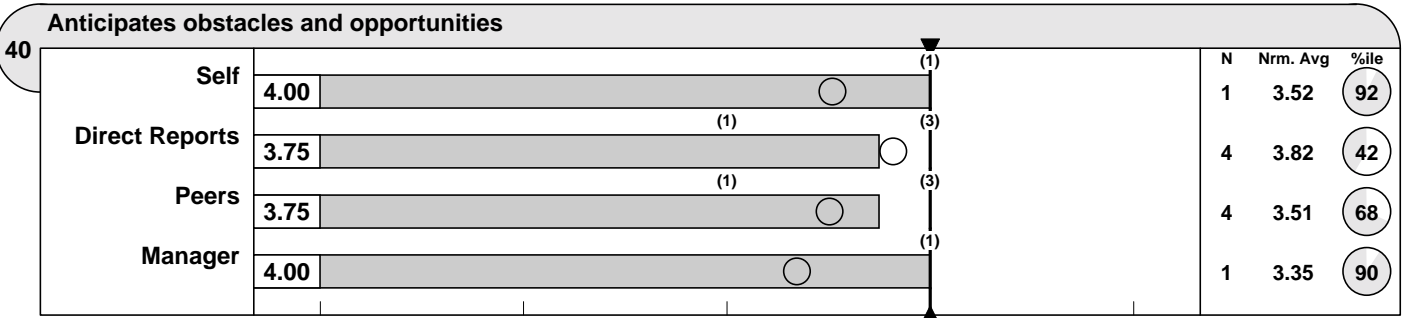
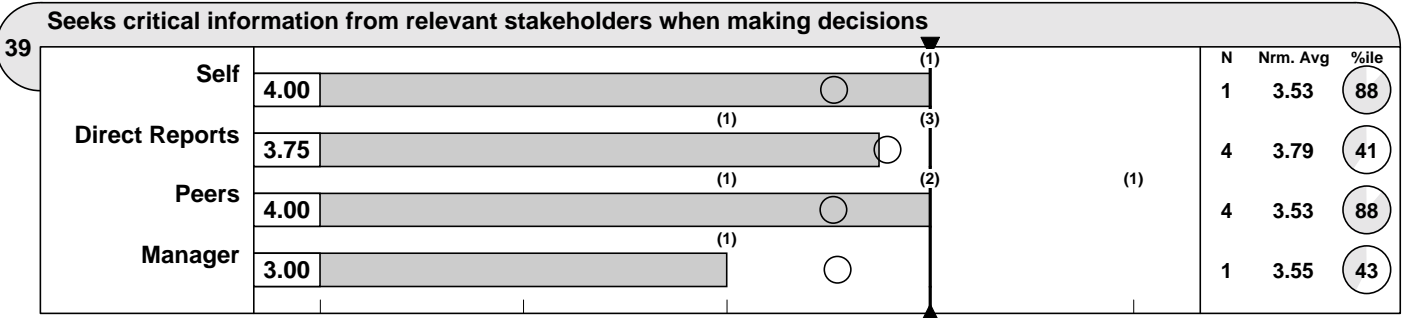
## Makes timely decisions under pressure



# Problem Solving/Decision Making

## Symbol Key

- Hidden Strength Gap Line
- ←• Blind Spot Gap Line
- ▼ Self Score Line
- Normative DB Average



## Comments

### This individual is especially effective in (please provide 2-3 specific examples)...

#### Self

Putting the customer first. Making decisions.

#### Direct Reports

Getting things done.

I have found her to be very helpful and always willing to coach me and provide the information that I need.

Working independently; working with customers.

Being creative and solving customers' problems. Knows her stuff.

#### Peers

Delightful to work with. Has a real passion for taking care of the customers.

Has a good sense of humor, although sometimes is a little cynical and sarcastic.

Anticipating problems and opportunities. Very forward thinking. Customer focused also.

Fun to work with.

#### Manager

Strong customer focus; sense of urgency about satisfying customer needs. Good at anticipating problems.

### This individual could be more effective if (please provide 2-3 specific examples)...

#### Self

Developing others; giving feedback.

#### Direct Reports

She gave more feedback.

She would spend a little more time helping me understand what I need to do to excel in my job.

She would give me some feedback; communicate with me and let me know what she expects. I have the sense that I am disappointing her - but I don't know why, nor what to do to make things better. She seems uncomfortable around me. Not a trait I would associate with a "leader."

She is great to work for if you are like her. If you are different - it's probably not so great. She avoids those who have styles that are different from hers. She doesn't give feedback as often as maybe she should or could.

#### Peers

Doesn't seem to spend much time developing her people.

Needs to watch out that jokes are not seen as being derogatory or condescending. Watch out for defensiveness.

Had a more positive attitude. Can be somewhat negative at times.

She were more self confident.

#### Manager

Not so defensive. More open/outgoing, perhaps a little more positive.



