

Feedback that fuels **success.**

Leadership Navigator for Individual Contributors

360° SAMPLE REPORT

Individual Contributor Frequency Sample Report Pages

(Reports available electronically
or printed & bound.)

Feedback Report For:

Sample Participant
.....

Job Title:

Sample Job Title
.....

Report Printed:

February 18, 2015
.....

Boss Name:

Sample Boss
.....

Surveys Received:

1 Self

1 Boss

8 Peers
.....



Table of Contents

List of Raters	3
Report Reading Tips	4
Competencies Measured by the Leadership Navigator Individual Contributor Survey	5
Notes	6
Graphical Display of Data	7
Overall Competency Ratings by Rater Group	8
Overall Competency Ratings	10
Item Analysis	11
Unexpected Strengths and Blind Spots	25
Focus on Strengths and Development Needs: 10 highest rated behaviors and 10 lowest rated behaviors	26
Comments	27

Definitions

Overall Score	Whenever the report refers to your Overall Score this score has been calculated by averaging all responses to a particular survey item (or all the items within a competency). Your Self responses are not included.
National Norm	For survey questions and competencies, a National Norm score is shown which provides a comparison point for that particular behavior or competency. The National Norm score represents an average Overall Score for leaders in fifteen functional areas from companies throughout the United States.
3 Rater Minimum	In order to protect the anonymity of your raters, ratings are not reported for a group if fewer than 3 raters responded to the survey, except for your Self rating and your Boss ratings. If fewer than 3 raters for a particular rating group responded to the survey "No Data" or "Data Removed" will appear. The ratings from any removed group are not included in the data anywhere in the report, but their names are still listed in the rater list, and they are counted in the respondent totals on the cover of the report.
No Data/Data Removed	The phrase "No Data" or "Data Removed" may appear on the report if fewer than 3 raters from a particular rater group responded to the survey, or if no raters responded. If all raters in a group selected "Don't Know/Not Applicable," "No Data" may also show.

Definitions of terms
used in the report
facilitate interpretation.



List of Raters

The following people were selected as raters and invited to provide you with feedback. It is possible that not all of them responded to the survey.

Self	Sample Participant
Boss	Linda Hill
Peers	Bernard Bass Marshall Goldsmith Richard Hackman Christina Harbridge Rosabeth Kanter Jerry Porras Edgar Schein Margaret Wheatley

Invited raters or actual respondents can be listed to facilitate interpretation.



Report Reading Tips

The 360-Degree Feedback process is designed to help you gain awareness of your strengths and the areas in need of development. Specifically, this is a unique opportunity to learn about yourself from the people who work with you. The items in this survey were selected so that the results will:

- Provide insight into your impact on others.
- Show how you are seen and perceived as a leader.
- Highlight strengths and opportunities for growth and development.

Before you read your report:

Take a few moments to reflect on the bigger picture - your career. Thinking about your answers to the following questions will help you set priorities for your development.

- What immediate challenges are you faced with in your job?
- Where do you want to be in a year? In five years?
- What do you need to accomplish to get there?

As you read your report, ask yourself:

- What are the consistent themes in my report?
- Are there any surprises?
- Do I treat groups of people differently (e.g., is there a discrepancy in how one group rated me vs. another group?)

When reading the comments section, remember:

- Each comment represents the opinion of only one person.
- Don't focus too much on any one comment.
- Instead, look for themes or patterns among several comments.

In-report instructions help feedback recipients get the most out of the report. Ten-page interpretation guide also available.

Keep in mind:

If you are like most people, you will find some surprises in your feedback. Keep in mind that the benefits of gaining self-awareness outweigh the costs of any temporary discomfort associated with learning new information about yourself.

Getting additional help:

Go through 3D Group's Interpretation Guide workbook or work with a coach. Need a coach? Contact 3D Group via www.3DGroup.net or 510-463-0333.



Competencies

Understands the Business: Knowing the organization's industry, market, customers, and strategy.

Self Development: Pursuing learning and skill development opportunities, receiving and providing feedback.

Planning & Organizing: Planning work, solving problems, and completing relevant tasks and projects.

Customer Orientation: Ensuring attentive service to internal and external customers.

Inclusiveness: Valuing diversity, considering the opinions of others, and contributing to an inclusive work environment.

Integrity: Behaving in an ethical manner, not playing favorites.

Teamwork: Assisting co-workers when appropriate, working well with the team.

Communication Skills: Speaking clearly, sharing information, listening attentively, and using appropriate language for a situation.

Research-based competencies
with clear, behavioral items
facilitate action planning.



Notes

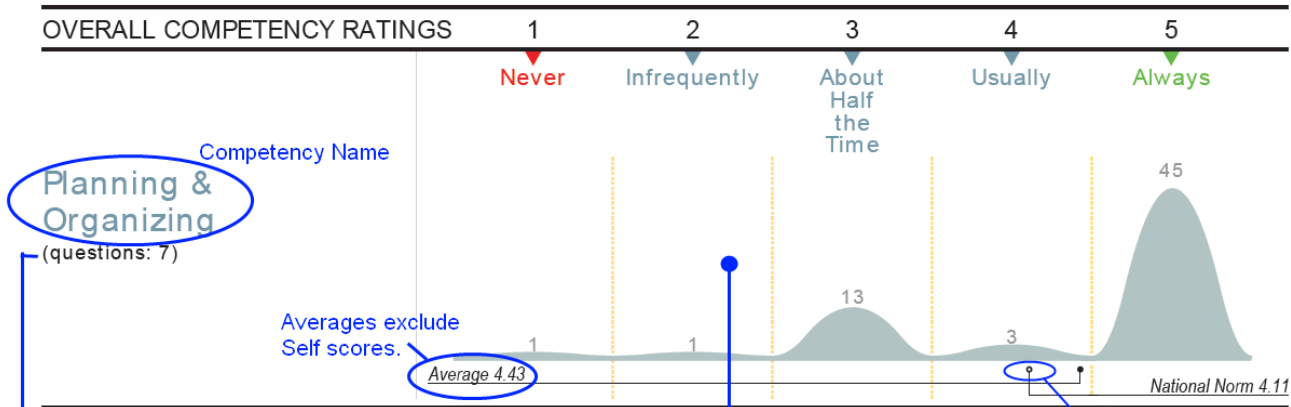
Optional: Your logo here throughout report.

Graphical Display of Data

3D Group reports are designed so that the most important information is right there when you need them.

Graphical display explanation page helps feedback recipients understand how to read the graphs in the report.

Overall Competency Results



The number of survey questions that belong to each competency is displayed here. Because some competencies will have more questions than others, use the Average Score when comparing your performance across competencies.

The hills chart displays your overall ratings for each competency, broken out to show how many raters scored you in each category. Your self score is not included.

A national norm is presented in relation to your overall score.

Item Level Results



Ratings are broken out by rater group with group averages shown in the shaded column. Ratings of "NA/Don't know" are not shown.

The rating scale depicts extreme ratings color-coded as red and green.

The hills chart displays your overall ratings (w/o self scores).

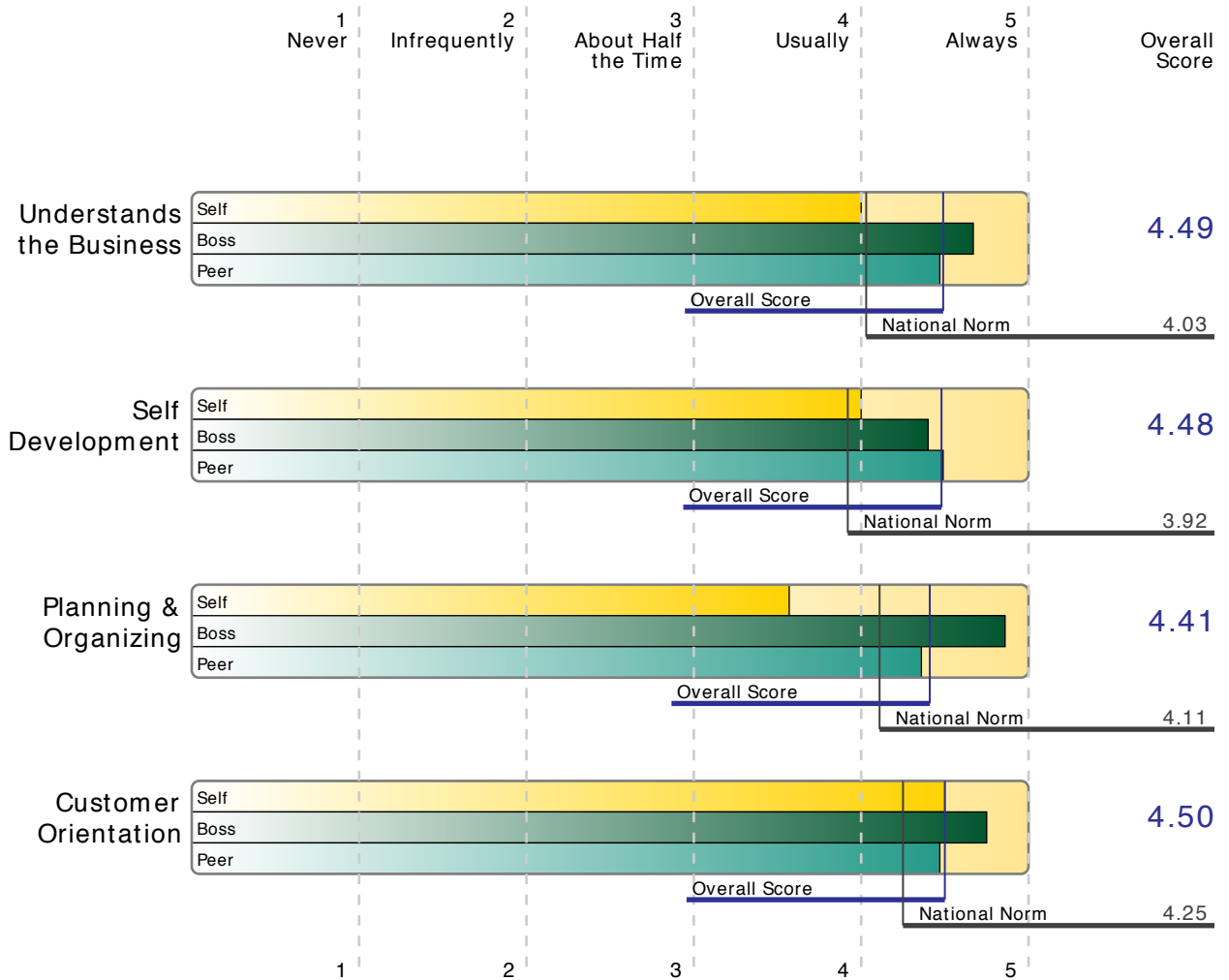
A national norm is presented in relation to your overall score.

Group averages are displayed graphically.

Circles show how many individuals selected each response.



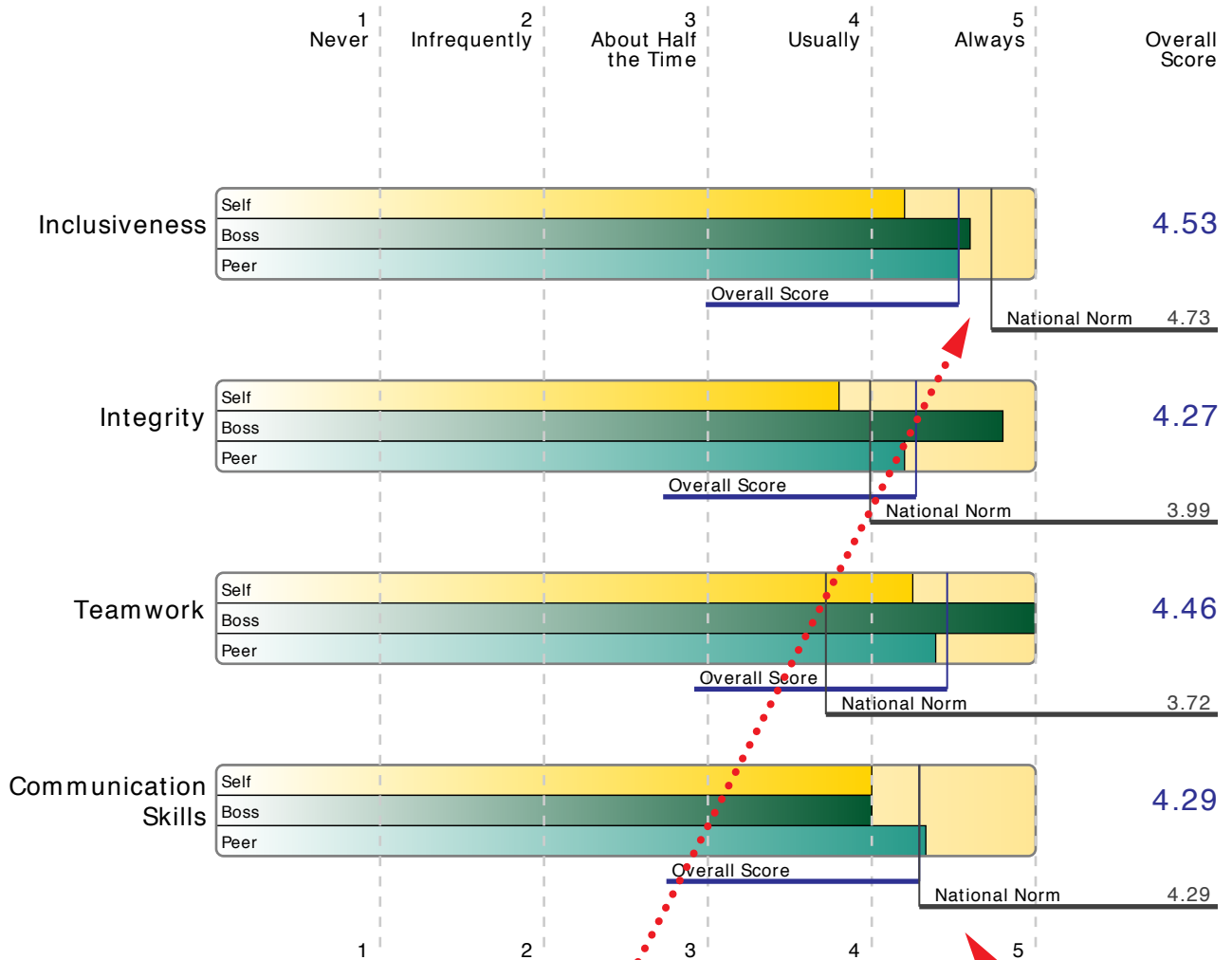
Overall Competency Ratings by Rater Group



Overall scores by rater group make it easy to see trends.

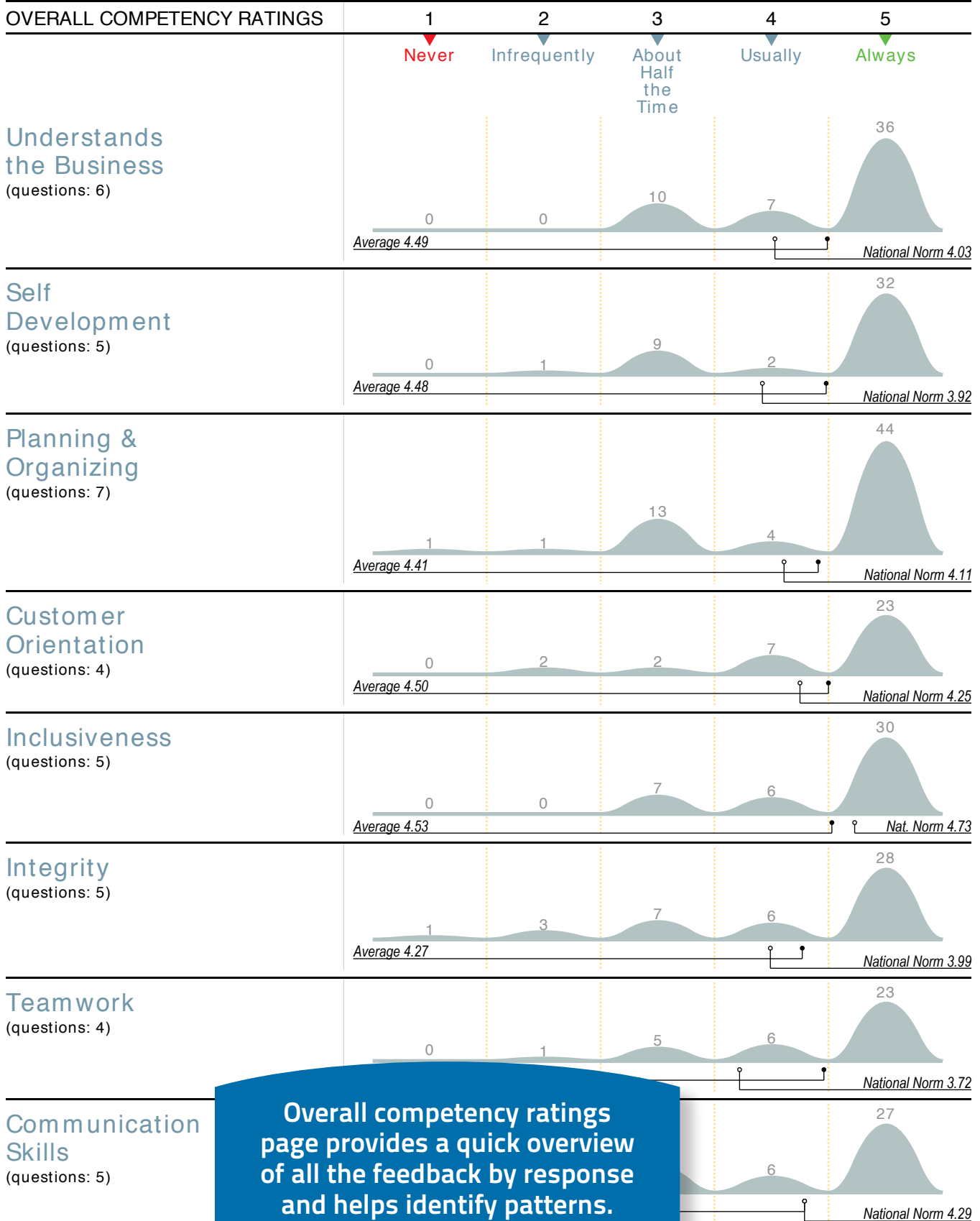


Overall Competency Ratings by Rater Group



Gaps between overall scores and norms identify potential strengths and development needs.

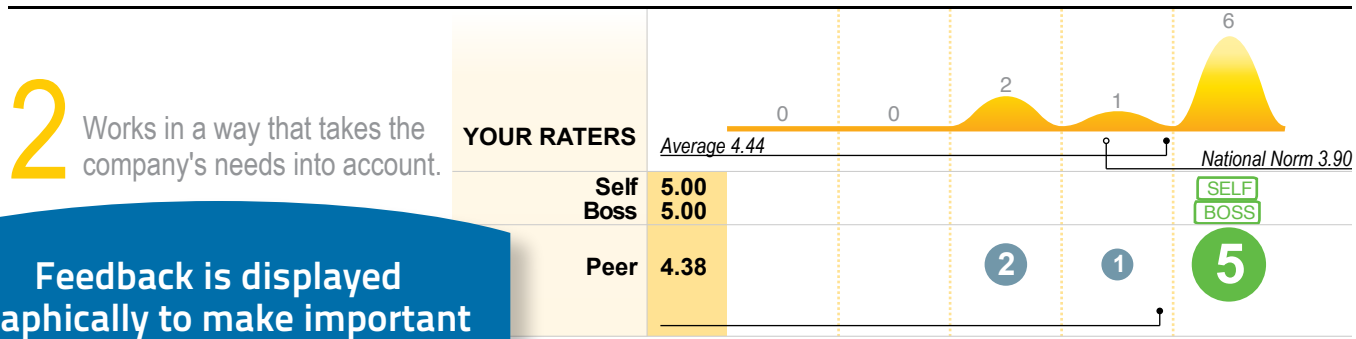
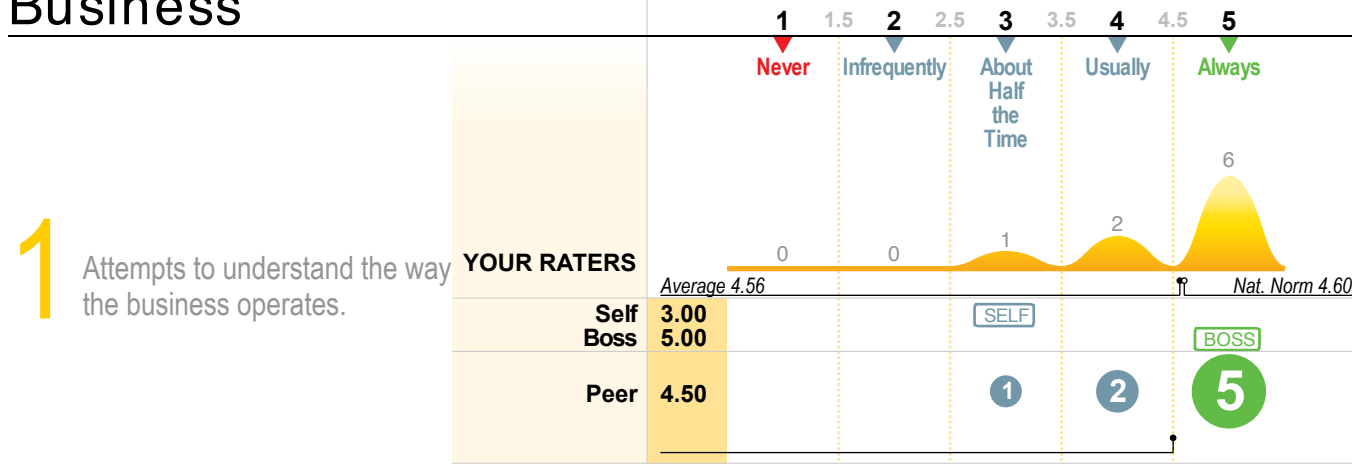
National norm provides a comparison point for leaders.



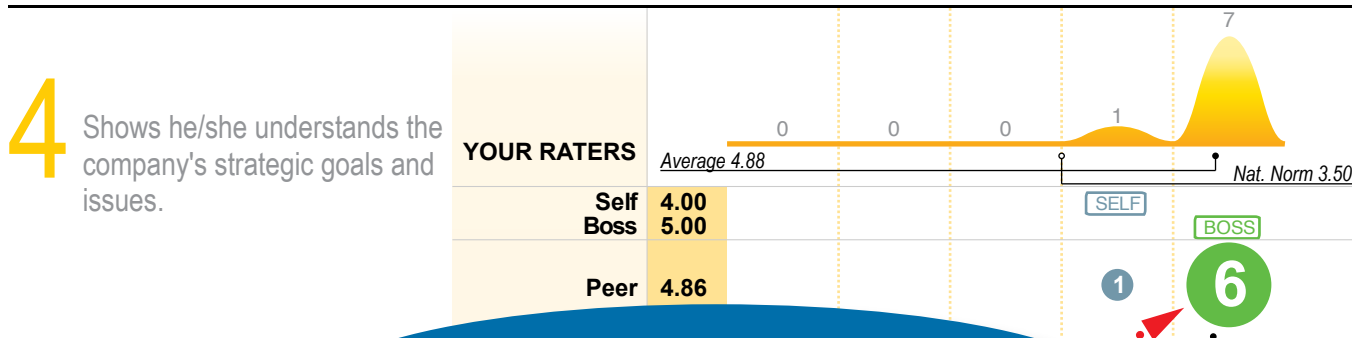
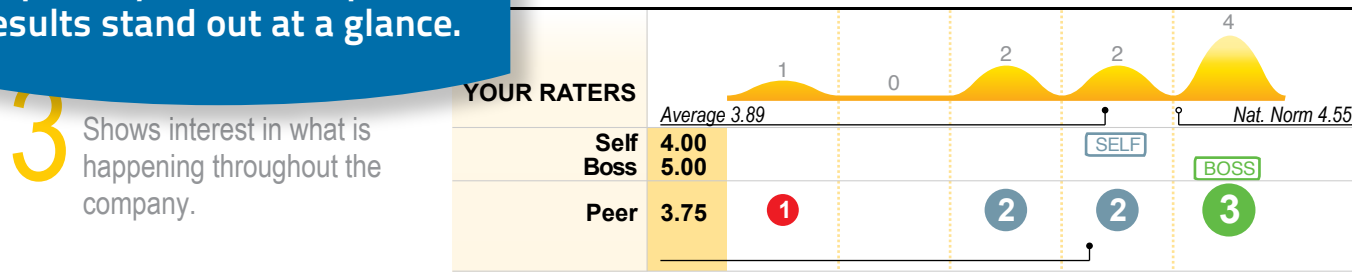
Overall competency ratings page provides a quick overview of all the feedback by response and helps identify patterns.

ITEM ANALYSIS:

Understands the Business



Feedback is displayed graphically to make important results stand out at a glance.

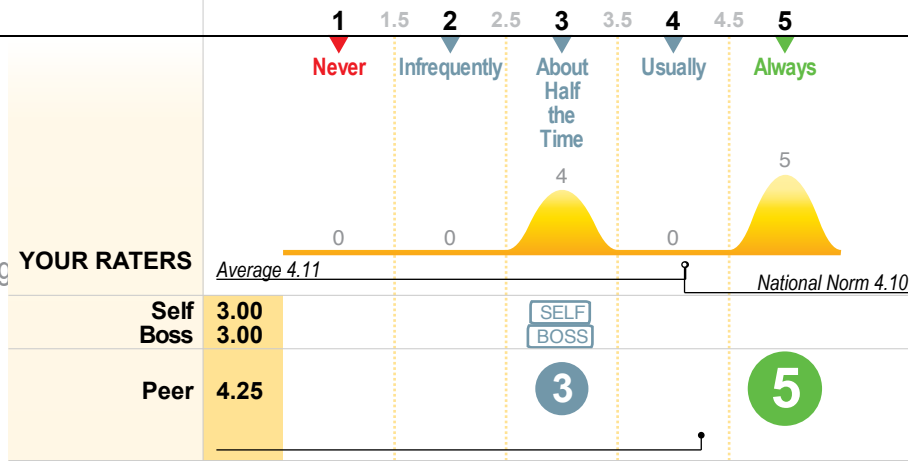


Circle size is proportional to the number of responses and circle color highlights scores at the top and bottom of the scale.

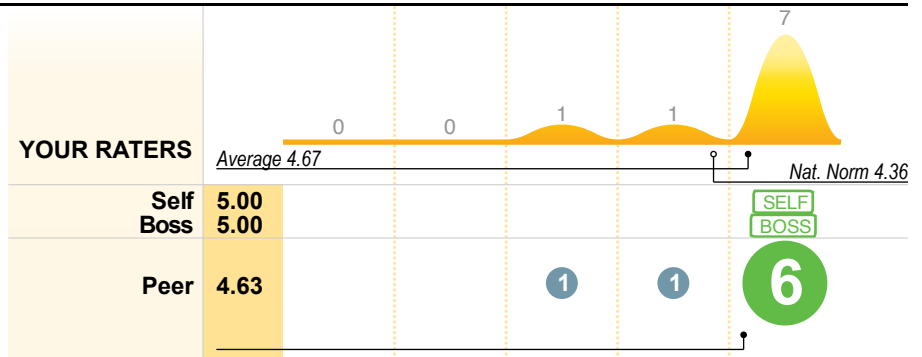
ITEM ANALYSIS:

Understands the Business

5 Demonstrates an understanding of how his/her work affects the business.



6 Attempts to ensure company resources and money are used carefully.

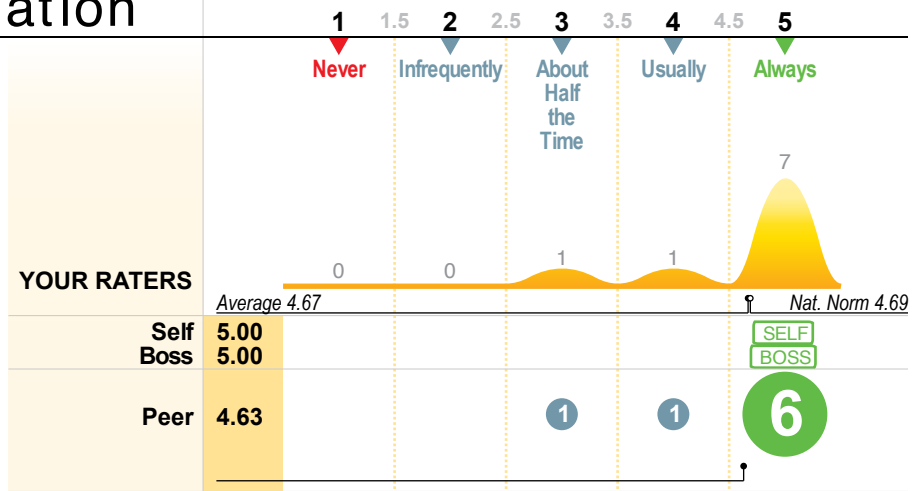


The feedback for each behavior is broken out by rater group and by response so that feedback recipients can have a detailed understanding of the ratings.

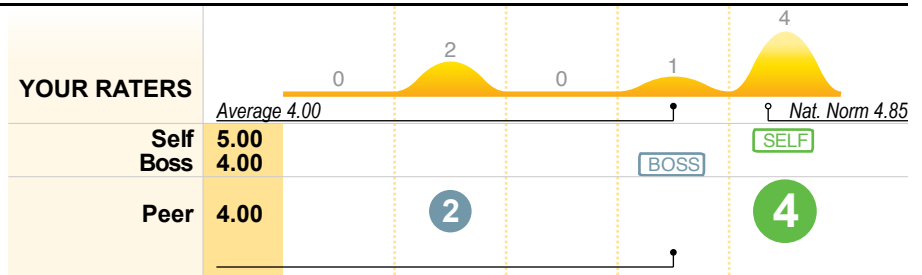
ITEM ANALYSIS:

Customer Orientation

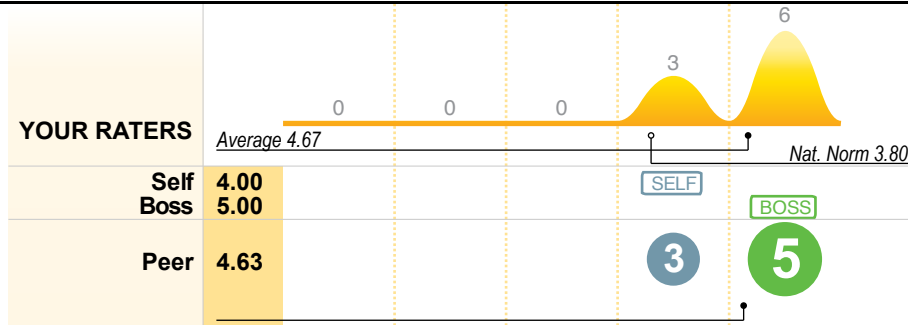
19 Provides great customer service for internal/external customers.



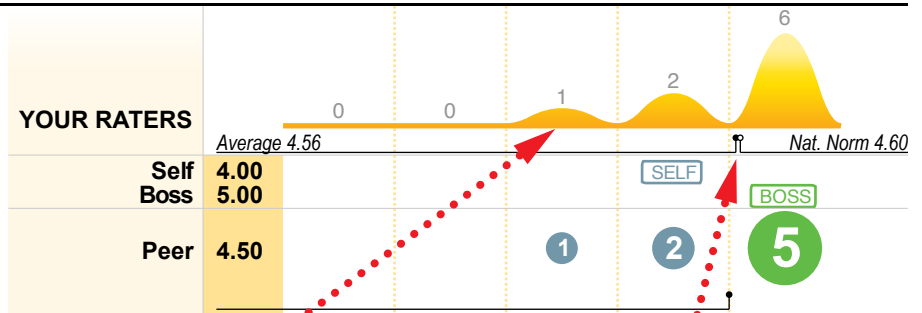
20 Helps others provide great customer service.



21 Expresses interest in knowing what internal/external customers want and need.



22 Corrects internal/external customer service problems no matter what it takes.



Hills chart visually displays the distribution of feedback.

National norm for each behavior is shown in relation to overall score.



Unexpected Strengths and Blind Spots

Unexpected Strengths

Top 10 areas for which others rated you an average of 4.25 or higher, AND you rated yourself at least 1 point lower than others rated you. Others see you performing these behaviors well, but you see yourself as having room to improve.

Competency		Self	Overall Score
Inclusiveness	26. Shows interest in the ideas of others.	2.00	4.75
Planning & Organizing	14. Successfully handles multiple tasks at the same time.	2.00	4.67
Teamwork	35. Fosters team spirit even when there are differences of opinion.	3.00	4.63
Communication Skills	39. Asks questions to get more information.	3.00	4.56
Planning & Organizing	17. Adapts routine to deal with changes, new tasks, or obstacles.	3.00	4.56
Understands the Business	1. Attempts to understand the way the business operates.	3.00	4.56
Integrity	31. Admits mistakes.	3.00	4.44

Blind Spots

Top 10 areas for which others rated you an average of 3.75 or lower, AND you rated yourself at least 1 point higher than others rated you. You see yourself performing these behaviors better than others do.

Competency		Self	Overall Score
No items were found to match these criteria.			

Blind Spots page highlights any significant gaps in self-awareness.



Focus on Strengths and Development Needs

Strengths

Competency	Your 10 Highest Rated Behaviors	Self vs. Others			Overall Comparison	
		Self	Boss	Peer	Overall Score	National Norm
Understands the Business	4. Shows he/she understands the company's strategic goals and issues.	4.00	5.00	4.86	4.88	3.50
Self Development	8. Shares relevant knowledge and wisdom with others.	4.00	5.00	4.75	4.67	3.24
Self Development	7. Proactively works to improve skills or gain new knowledge or skills.	4.00	5.00	4.75	4.67	3.24
Inclusiveness	26. Shows interest in the ideas of others.	2.00	5.00	4.75	4.67	3.24
Self Development	10. Accepts feedback in a constructive way.	4.00	5.00	4.75	4.67	3.24
Communication Skills	41. Maintains composure even under stress.	4.00	5.00	4.75	4.67	3.24
Inclusiveness	23. Considers others' feelings and opinions.	5.00	4.00	4.75	4.67	3.24
Customer Orientation	21. Expresses interest in knowing what internal/external customers want and need.	4.00	5.00	4.63	4.67	3.80
Customer Orientation	19. Provides great customer service for internal/external customers.	5.00	5.00	4.63	4.67	4.69
Planning & Organizing	18. Uses his/her time effectively.	4.00	5.00	4.63	4.67	4.70

Compares scores to a national sample of professionals.

Development Needs

Competency	Your 10 Lowest Rated Behaviors	Self vs. Others			Overall Comparison	
		Self	Boss	Peer	Overall Score	National Norm
Communication Skills	38. Listens before responding.	4.00	3.00	3.75	3.67	4.55
Self Development	9. Shows a willingness to learn new tasks.	4.00	3.00	3.88	3.78	3.92
Integrity	32. Speaks up for what he/she believes is right.	5.00	4.00	3.88	3.89	2.94
Planning & Organizing	13. Completes work in a high quality way.	4.00	5.00	3.88	4.00	3.80
Planning & Organizing	16. Plans and prioritizes work tasks effectively.	4.00	4.00	4.00	4.00	4.45
Customer Orientation	20. Helps others provide great customer service.	5.00	4.00	4.00	4.00	4.85
Understands the Business	5. Demonstrates an understanding of how his/her work affects the business.	3.00	3.00	4.25	4.11	4.10
Inclusiveness	25. Shows interest in working with different kinds of people.	5.00	5.00	4.13	4.22	3.99
Integrity	29. Gives credit for good work to those who deserve it.	3.00	5.00	4.13	4.22	3.28
Communication Skills	37. Shares important information with others.	4.00	3.00	4.38	4.22	4.78

Highlights lowest and highest scores to help set priorities.



Comments

The one area that this person needs to work on is...

Delegating (it is possible that Sample needs more staff). Sample often seems very stressed and it appears that she has more on her plate than she should.

Delegating more tasks to others and knowing when to say "no" to less important requests in order to avoid stress and work burn out.

I really can't think of any. Sample is just great to work with!

I sometimes push my people too hard.

Needs to make decisions more quickly. I sometimes get the impression that Sample spends a lot of time trying to figure out which option is least likely to upset the boss.

Provide more feedback to his direct reports in performance and career growth. Assign more challenging tasks.

Sample holds very high standards for skills and behavior of the team. However, Sample is reluctant to confront or express standards to individuals doesn't feel folks are doing their best or their share of the team's work.

Sample is a people pleaser. Constantly trying to make sure no one's feelings are hurt. We need less of this babysitting approach, and more focus.

Should expect more from direct reports. Sample often talks about how direct reports aren't capable - if that's true, do something about it!

Understand financial implications better of some decisions, obtain more knowledge regarding the challenges associated with development and manufacturing of devices

Comment sequence is randomized to preserve anonymity.



Comments

This person's most effective behavior/skill at work is...

1. Is very good with figures 2. Very good memory

Communication skills are exceptional. Your presentations are always top notch. You are particularly good at given relevant examples, and analogies and making sure the audience is with you.

e-mails are always so clear, and conscise (even if they do take too long to arrive sometimes).

Great at customer service and handling people when they are upset. I've never seen anyone so calm and friendly when talking to someone who is exactly the opposite!

I know the business and I know my people.

Sample is really is a true ACME CORP believer. I wouldn't be surprised if Sample talks up our company to strangers on a regular basis. Truly believes in the vision of what we are trying to do.

Very Confident and loyal personality. Gives strenght to his staff. His direct report and staff trust him fully. In short a good Captain for ACME CORP.

Will listen to your issues

You explain things very well. You provide great examples, and check to make sure everyone understands before moving on.

Comments are presented verbatim, unless a screening option is purchased.



SELF COMMENTS:

The one area that this person needs to work on is...

I sometimes push my people too hard.

This person's most effective behavior/skill at work is...

I know the business and I know my people.

Optional: Comments
can be listed
by rater group.





The one area that this person needs to work on is...

Bosses

Delegating more tasks to others and knowing when to say "no" to less important requests in order to avoid stress and work burn out.

Peers

Delegating (it is possible that Sample needs more staff). Sample often seems very stressed and it appears that she has more on her plate than she should.

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