360 Feedback Report

Linda Nickolson

surveygizmo

Aug 22, 2016

Welcome to your 360 results

Receiving feedback on your performance can be personal, emotional, and an extremely powerful catalyst for development. The best way to digest performance feedback is to start by understanding a few key aspects of leadership, your strengths, and how we work through change. Review the concepts below as you take in your survey feedback.

Making sense of the data

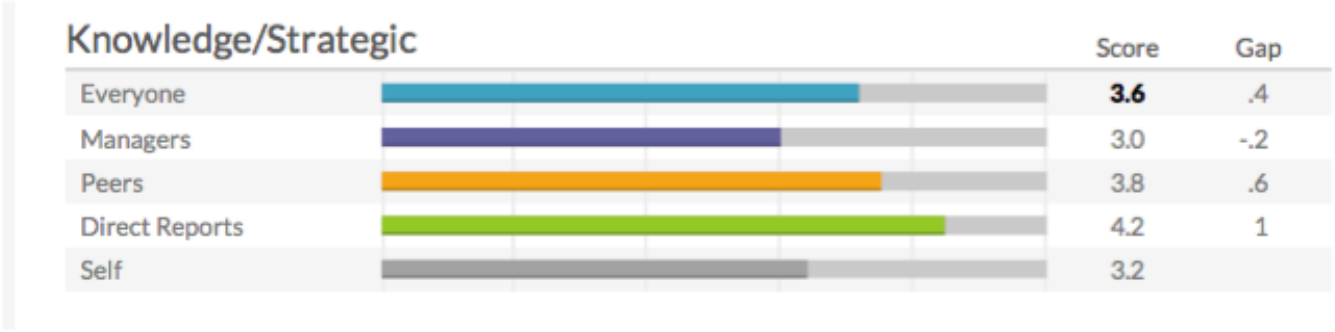
The feedback in this report starts at a high level and then gets more specific. As you read through the results consider the questions below. Use the Leadership 360 Follow-up Guide for more detail on how to think through your results and create a development plan.

Understanding your competency ratings

For each competency, you will be provided with the average rating for each category of raters. Items are rated on a Strongly Disagree (rating = 1) to Strongly Agree (rating = 5) scale.

Understand, a competancy score is meant to be a useful tool to help you improve. If you have a lower score than you expected, don't take it personally. Likewise, if your score is higher than expected, don't let it get to your head.

Example competency ratings



Your Results

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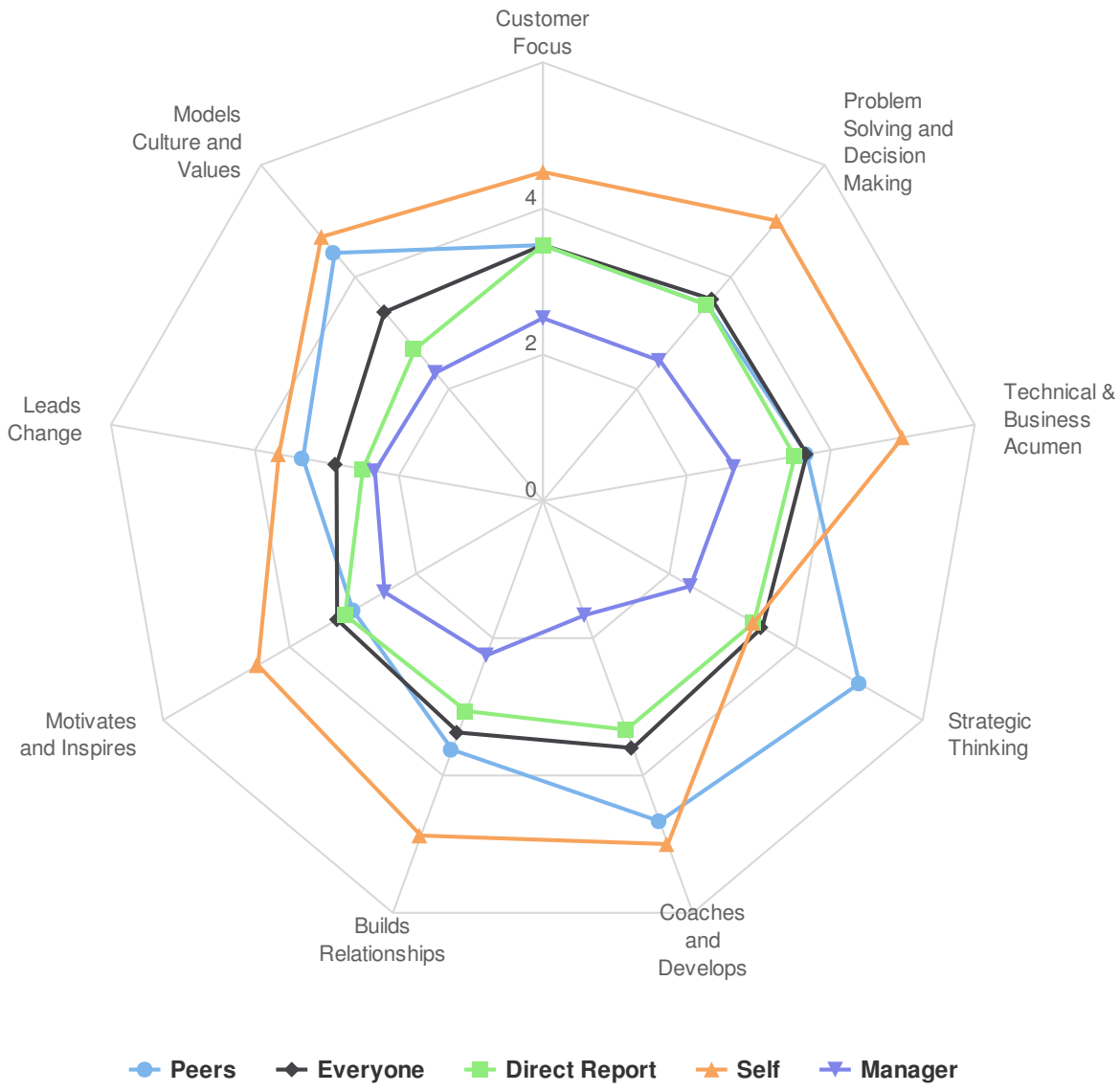
Your Overall Competency Profile

Below is a chart showing your competancies as you see them, to your competancies as others see them.



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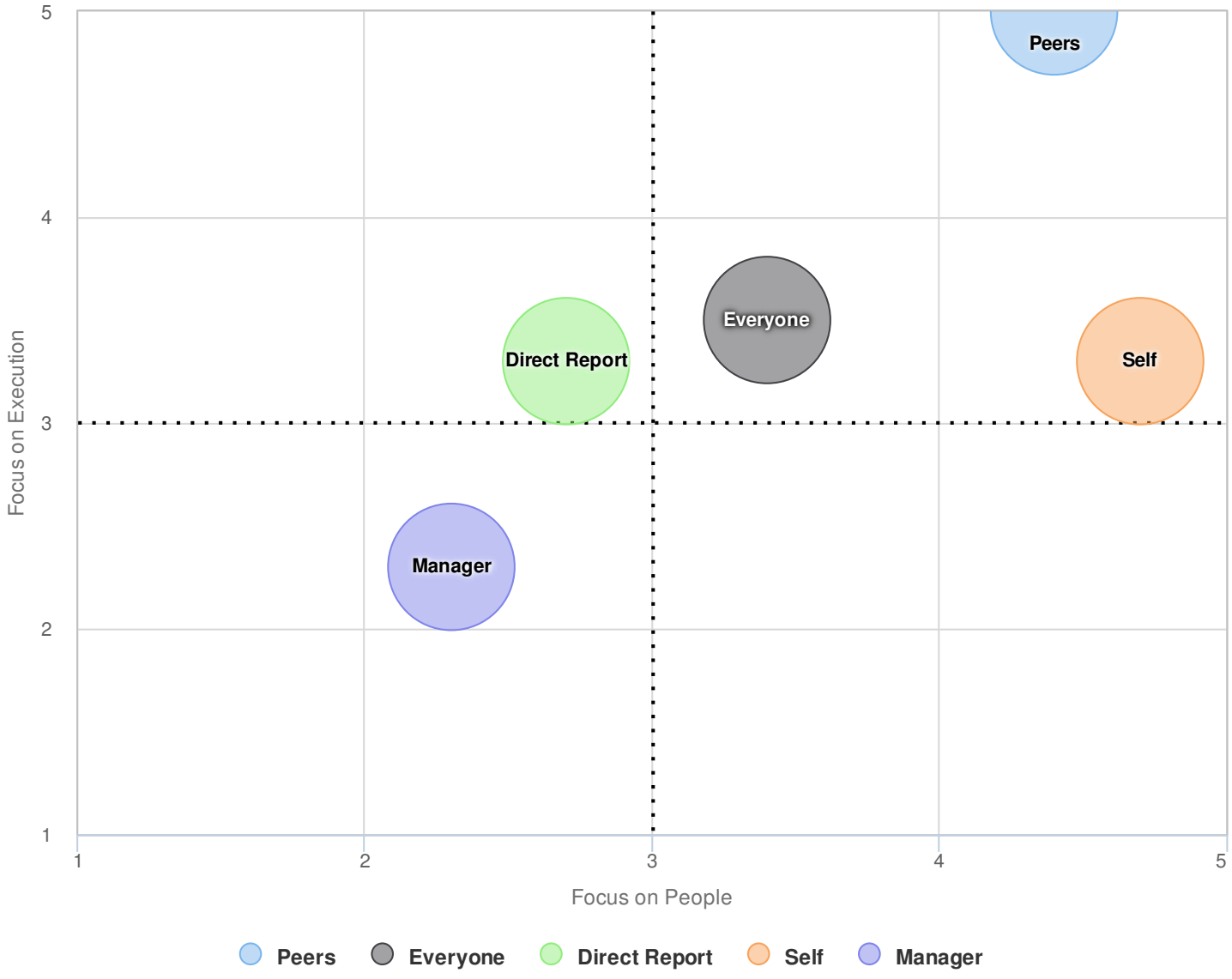
Two Factor Leadership Profile

Displayed below is a statistically derived overview of your leadership style based on the two primary factors of leadership.



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Category Scores

Customer Focus

	Score	Gap
Peers	3.5	1.0
Everyone	3.5	1.0
Direct Report	3.5	1.0
Self	4.5	
Manager	2.5	2.0

Problem Solving And Decision Making

	Score	Gap
Peers	3.5	1.5
Everyone	3.6	1.4
Direct Report	3.5	1.5
Self	5.0	
Manager	2.5	2.5

Technical & Business Acumen

	Score	Gap
Peers	3.7	1.3
Everyone	3.7	1.3
Direct Report	3.5	1.5
Self	5.0	
Manager	2.7	2.3

Strategic Thinking

	Score	Gap
Peers	5.0	-1.7
Everyone	3.5	-0.1
Direct Report	3.3	0.0
Self	3.3	
Manager	2.3	1.0

Coaches And Develops

	Score	Gap
Peers	4.7	0.3
Everyone	3.6	1.4
Direct Report	3.3	1.7
Self	5.0	
Manager	1.7	3.3

Builds Relationships

	Score	Gap
Peers	3.6	1.3
Everyone	3.4	1.5
Direct Report	3.1	1.8
Self	4.9	
Manager	2.3	2.6

Motivates And Inspires

	Score	Gap
Peers	3.0	1.5

	Score	Gap
Everyone	3.3	1.3
Direct Report	3.1	1.4
Self	4.5	
Manager	2.5	2.0

Leads Change

	Score	Gap
Peers	3.3	0.3
Everyone	2.9	0.8
Direct Report	2.5	1.2
Self	3.7	
Manager	2.3	1.3

Models Culture And Values

	Score	Gap
Peers	4.4	0.3
Everyone	3.4	1.3
Direct Report	2.7	2.0
Self	4.7	
Manager	2.3	2.4

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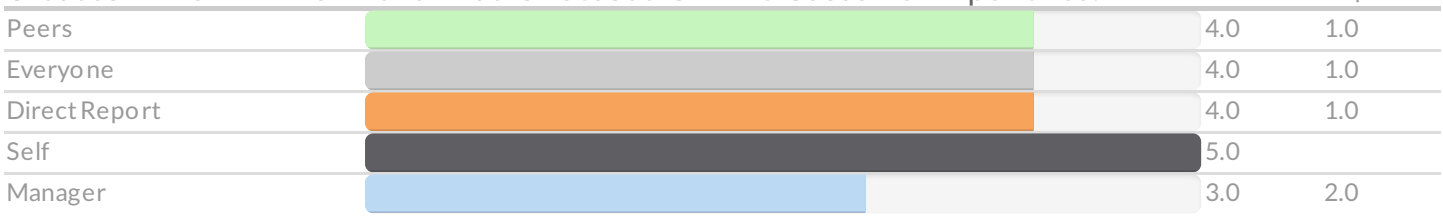
Customer Focus

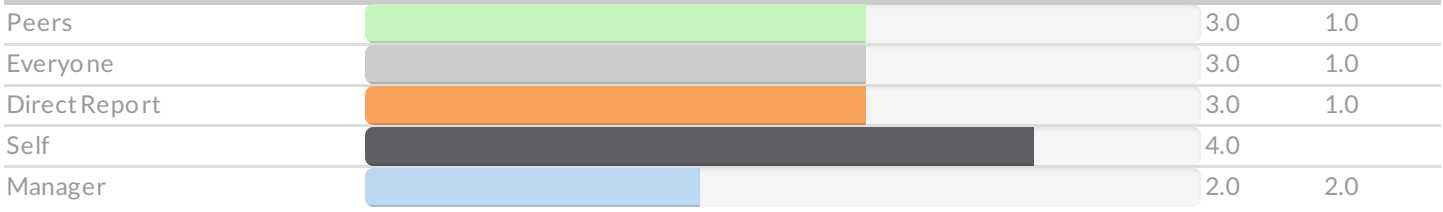
Overall Average	Gap Score
3.3	**-1.2**
	Hidden Weakness

Creates A Work Environment That Is Focused On The Customer Experience.



	Score	Gap
Peers	4.0	1.0
Everyone	4.0	1.0
Direct Report	4.0	1.0
Self	5.0	
Manager	3.0	2.0

Generates Solutions To Address Customer Needs.



	Score	Gap
Peers	3.0	1.0
Everyone	3.0	1.0
Direct Report	3.0	1.0
Self	4.0	
Manager	2.0	2.0

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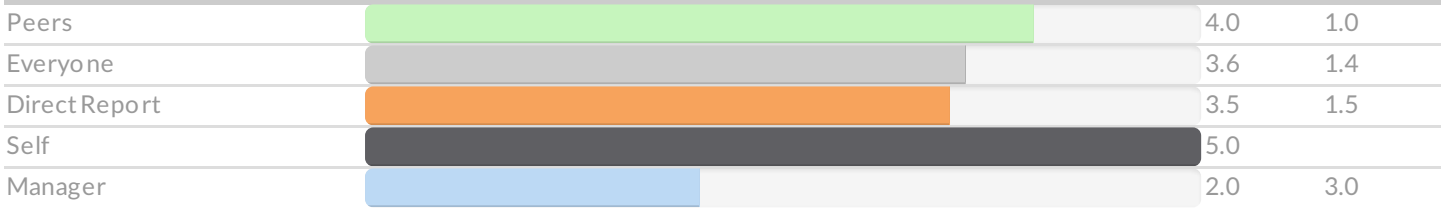
Problem Solving And Decision Making

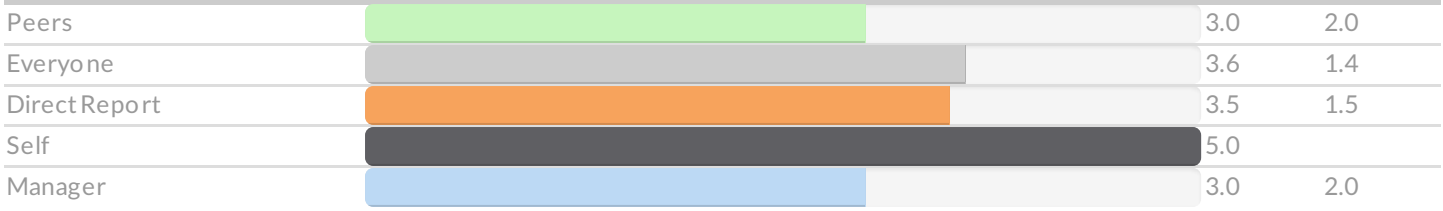
Overall Average	Gap Score
3.3	-1.7
	Hidden Weakness

Anticipates Problems Before They Occur And Helps Solve Them.



	Score	Gap
Peers	4.0	1.0
Everyone	3.6	1.4
Direct Report	3.5	1.5
Self	5.0	
Manager	2.0	3.0

Makes Sound And Timely Decisions.



	Score	Gap
Peers	3.0	2.0
Everyone	3.6	1.4
Direct Report	3.5	1.5
Self	5.0	
Manager	3.0	2.0

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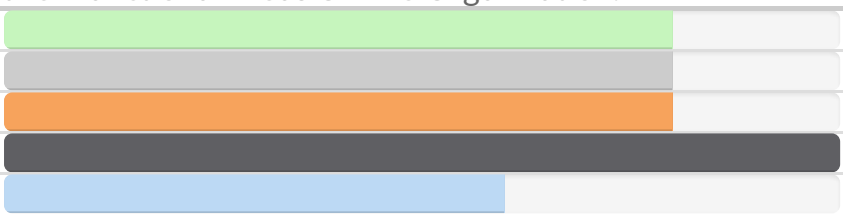
Technical & Business Acumen

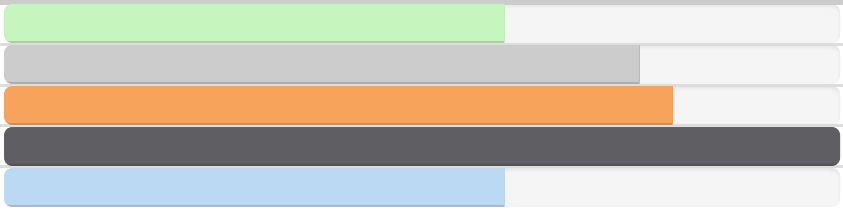
Overall Average	Gap Score
3.4	-1.6
	Hidden Weakness

Works Effectively With Other Functional Areas Of The Organization.



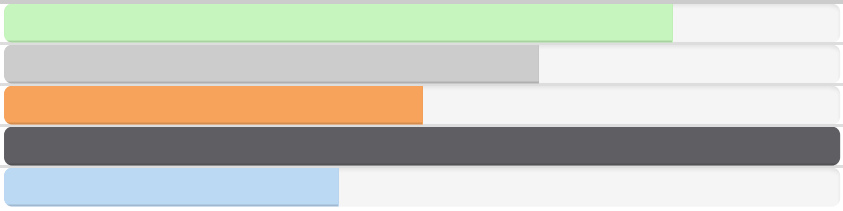
	Score	Gap
Peers	4.0	1.0
Everyone	4.0	1.0
Direct Report	4.0	1.0
Self	5.0	
Manager	3.0	2.0

Effectively Uses Company Data And Metrics To Make Decisions.



	Score	Gap
Peers	3.0	2.0
Everyone	3.8	1.2
Direct Report	4.0	1.0
Self	5.0	
Manager	3.0	2.0

Demonstrates Proper Technical Knowledge And Skills To Effectively Manage.



	Score	Gap
Peers	4.0	1.0
Everyone	3.2	1.8
Direct Report	2.5	2.5
Self	5.0	
Manager	2.0	3.0

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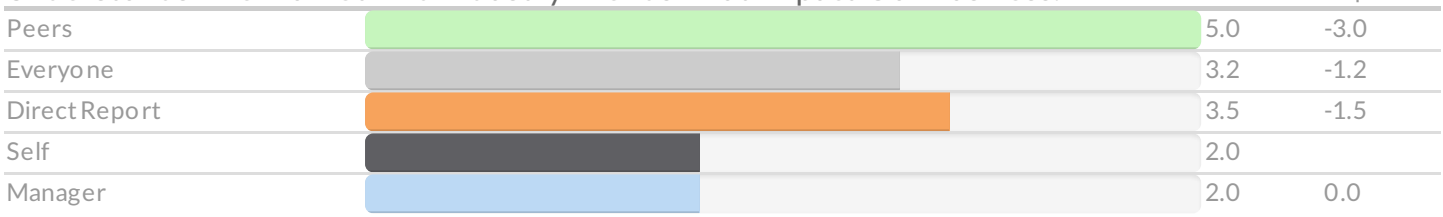
Strategic Thinking

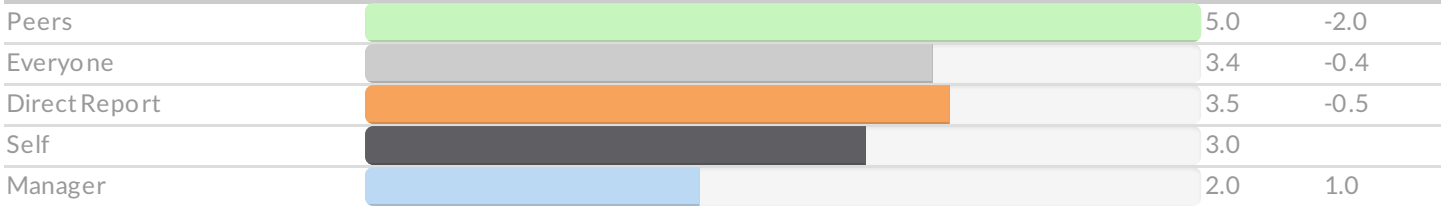
Overall Average	Gap Score
3.5	**0.2**
	Hidden Strength

Understands The Market And Industry Trends That Impact Our Business.



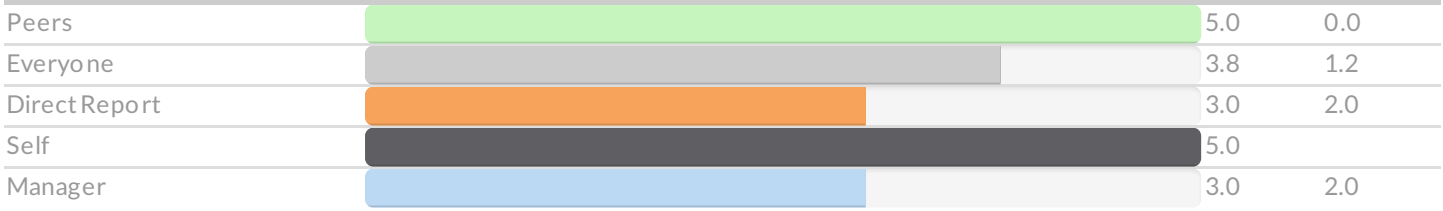
	Score	Gap
Peers	5.0	-3.0
Everyone	3.2	-1.2
Direct Report	3.5	-1.5
Self	2.0	
Manager	2.0	0.0

Takes Personal Responsibility For Proposing Change That Leads To Higher Levels Of Organizational Integrity And Competitive Advantage.



	Score	Gap
Peers	5.0	-2.0
Everyone	3.4	-0.4
Direct Report	3.5	-0.5
Self	3.0	
Manager	2.0	1.0

Uncovers New Business Opportunities That Leverage The Strengths Of Our Organization.



	Score	Gap
Peers	5.0	0.0
Everyone	3.8	1.2
Direct Report	3.0	2.0
Self	5.0	
Manager	3.0	2.0

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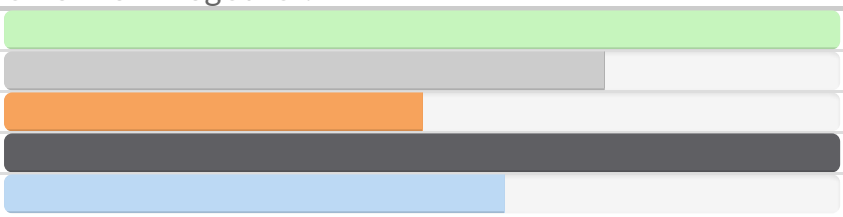
Coaches And Develops

Overall Average	Gap Score
3.3	-1.7
	Hidden Weakness

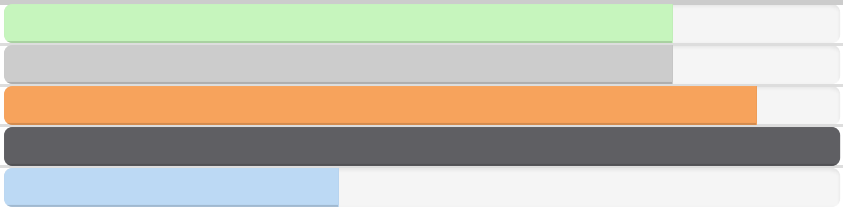
Is Good At Getting People To Work Together.

	Score	Gap
Peers	5.0	0.0
Everyone	3.6	1.4
Direct Report	2.5	2.5
Self	5.0	
Manager	3.0	2.0



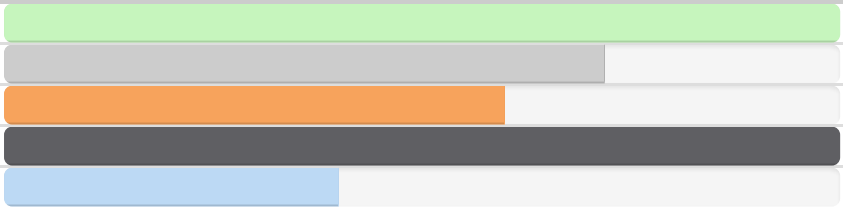
Creates A Work Environment Where People Feel Valued.

	Score	Gap
Peers	4.0	1.0
Everyone	4.0	1.0
Direct Report	4.5	0.5
Self	5.0	
Manager	2.0	3.0



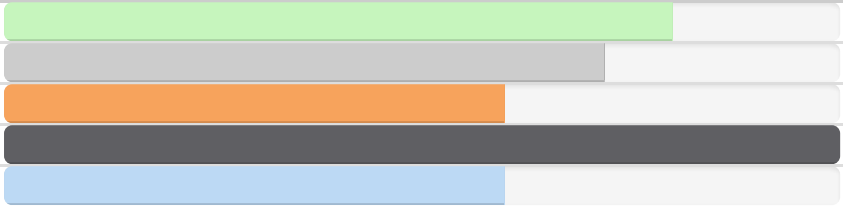
Attracts And Hires Talented Employees.

	Score	Gap
Peers	5.0	0.0
Everyone	3.6	1.4
Direct Report	3.0	2.0
Self	5.0	
Manager	2.0	3.0



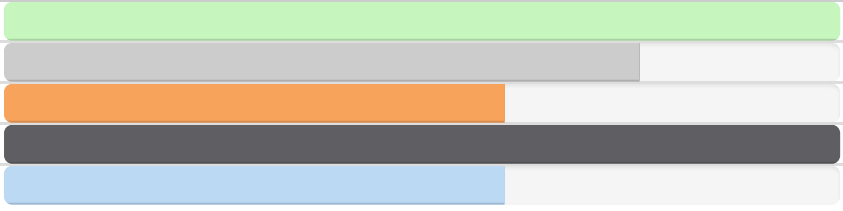
Manages Relationships Without Favoritism.

	Score	Gap
Peers	4.0	1.0
Everyone	3.6	1.4
Direct Report	3.0	2.0
Self	5.0	
Manager	3.0	2.0



Effectively Addresses Poor Performers.

	Score	Gap
Peers	5.0	0.0
Everyone	3.8	1.2
Direct Report	3.0	2.0
Self	5.0	
Manager	3.0	2.0



Coaches And Develops (continued)

Supports Me/others In Development Opportunities.

	Score	Gap
Peers	5.0	0.0
Everyone	3.6	1.4
Direct Report	3.5	1.5
Self	5.0	
Manager	1.0	4.0

Provides Timely And Constructive Feedback.

	Score	Gap
Peers	4.0	1.0
Everyone	3.4	1.6
Direct Report	3.5	1.5
Self	5.0	
Manager	1.0	4.0

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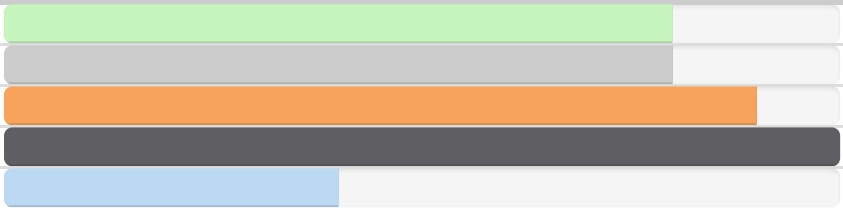
Builds Relationships

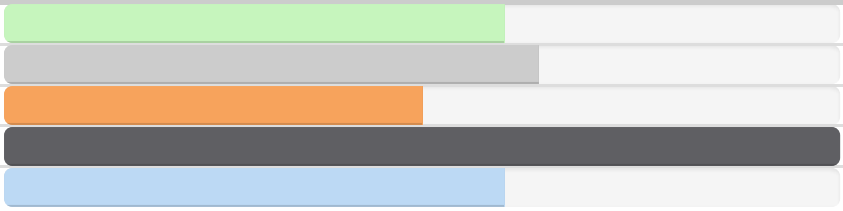
Overall Average	Gap Score
3.1	-1.8
	Hidden Weakness

Creates An Environment Where People Are Encouraged To Express Their True Viewpoints.



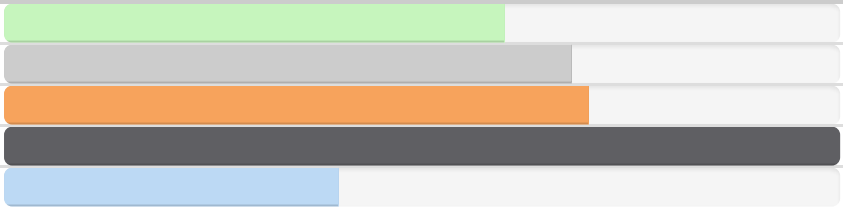
	Score	Gap
Peers	4.0	1.0
Everyone	4.0	1.0
Direct Report	4.5	0.5
Self	5.0	
Manager	2.0	3.0

Treats Others With Respect.



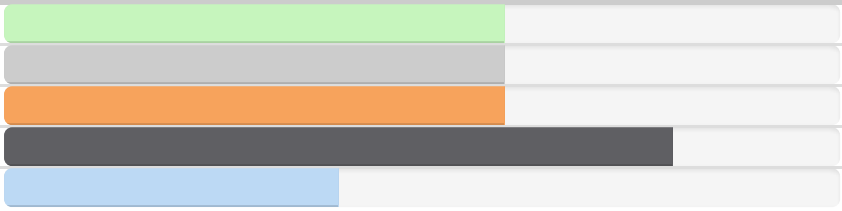
	Score	Gap
Peers	3.0	2.0
Everyone	3.2	1.8
Direct Report	2.5	2.5
Self	5.0	
Manager	3.0	2.0

Resolves Conflict Effectively.



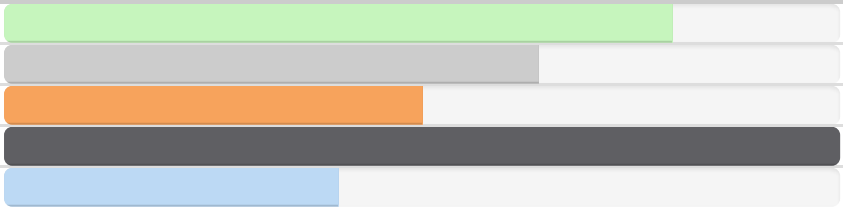
	Score	Gap
Peers	3.0	2.0
Everyone	3.4	1.6
Direct Report	3.5	1.5
Self	5.0	
Manager	2.0	3.0

Values The Experience And Contributions Of People From Different Backgrounds.



	Score	Gap
Peers	3.0	1.0
Everyone	3.0	1.0
Direct Report	3.0	1.0
Self	4.0	
Manager	2.0	2.0

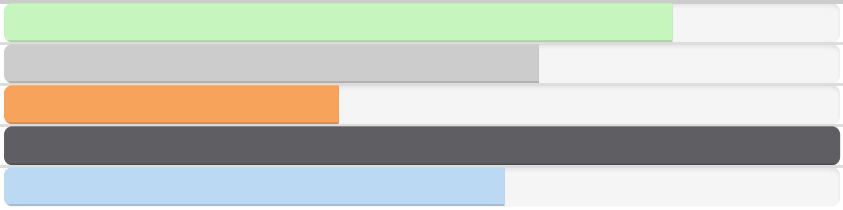
Actively Listens With Interest And Hears What Is Said.



	Score	Gap
Peers	4.0	1.0
Everyone	3.2	1.8
Direct Report	2.5	2.5
Self	5.0	
Manager	2.0	3.0

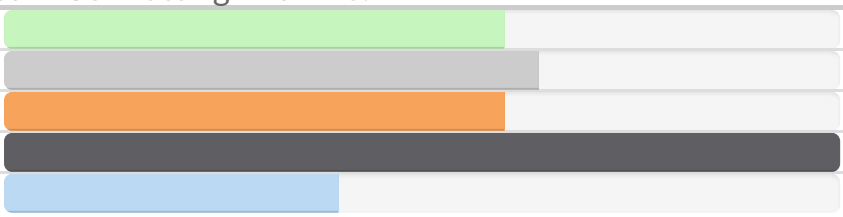
Builds Relationships (continued)

Demonstrates Care For Others.



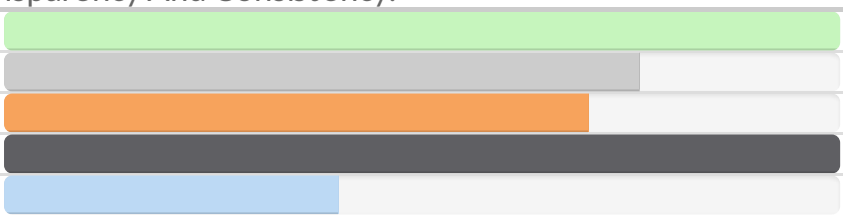
	Score	Gap
Peers	4.0	1.0
Everyone	3.2	1.8
Direct Report	2.0	3.0
Self	5.0	
Manager	3.0	2.0

Shows A Genuine Interest In Connecting With Me.



	Score	Gap
Peers	3.0	2.0
Everyone	3.2	1.8
Direct Report	3.0	2.0
Self	5.0	
Manager	2.0	3.0

Communicates With Transparency And Consistency.



	Score	Gap
Peers	5.0	0.0
Everyone	3.8	1.2
Direct Report	3.5	1.5
Self	5.0	
Manager	2.0	3.0

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Motivates And Inspires

Overall Average	Gap Score
3.0	**-1.5**
	Hidden Weakness

Effectively Persuades Others In Order To Build Commitment For Ideas.

	Score	Gap
Peers	3.0	2.0
Everyone	3.4	1.6
Direct Report	3.5	1.5
Self	5.0	
Manager	2.0	3.0

Helps Others Understand The Meaning And Importance Of Their Work.

	Score	Gap
Peers	2.0	2.0
Everyone	2.6	1.4
Direct Report	2.5	1.5
Self	4.0	
Manager	2.0	2.0

Motivates Others To Do Their Best Work.

	Score	Gap
Peers	3.0	2.0
Everyone	3.4	1.6
Direct Report	3.0	2.0
Self	5.0	
Manager	3.0	2.0

Recognizes Others For Their Accomplishments.

	Score	Gap
Peers	4.0	0.0
Everyone	3.6	0.4
Direct Report	3.5	0.5
Self	4.0	
Manager	3.0	1.0

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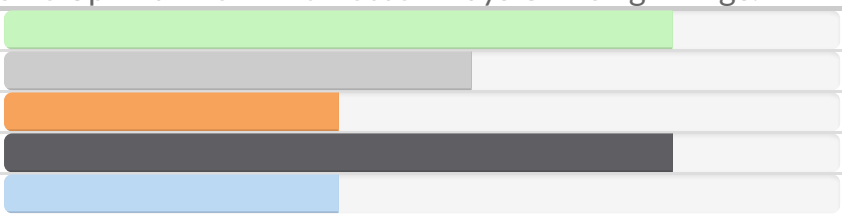
Leads Change

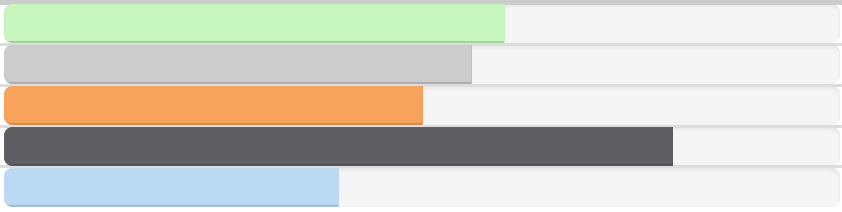
Overall Average	Gap Score
2.8	-0.9
	Hidden Weakness

Encourages Others To Come Up With New And Better Ways Of Doing Things.



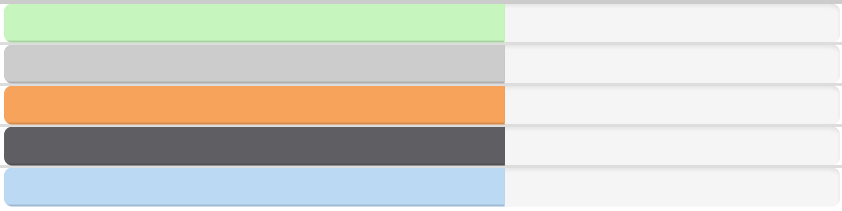
	Score	Gap
Peers	4.0	0.0
Everyone	2.8	1.2
Direct Report	2.0	2.0
Self	4.0	
Manager	2.0	2.0

Effectively Implements Change.



	Score	Gap
Peers	3.0	1.0
Everyone	2.8	1.2
Direct Report	2.5	1.5
Self	4.0	
Manager	2.0	2.0

Is Positive And Resilient, Even During Times Of Change Or Ambiguity.



	Score	Gap
Peers	3.0	0.0
Everyone	3.0	0.0
Direct Report	3.0	0.0
Self	3.0	
Manager	3.0	0.0

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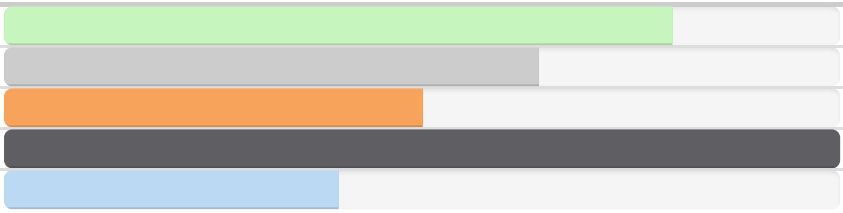
Models Culture And Values

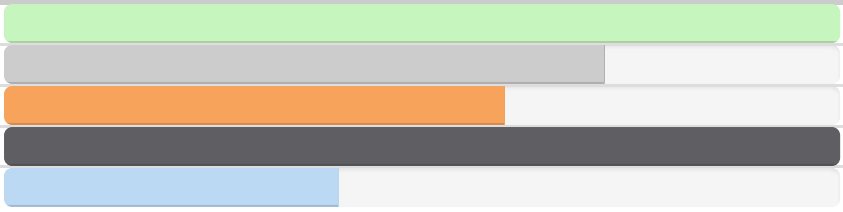
Overall Average	Gap Score
3.2	-1.5
	Hidden Weakness

Demonstrates A Desire To Learn And Grow As A Leader.



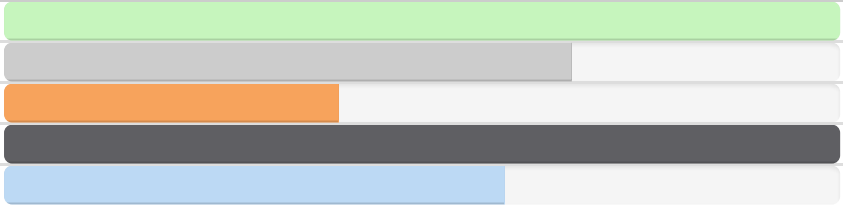
	Score	Gap
Peers	4.0	1.0
Everyone	3.2	1.8
Direct Report	2.5	2.5
Self	5.0	
Manager	2.0	3.0

Models The Behaviors That He/she Expects From Others.



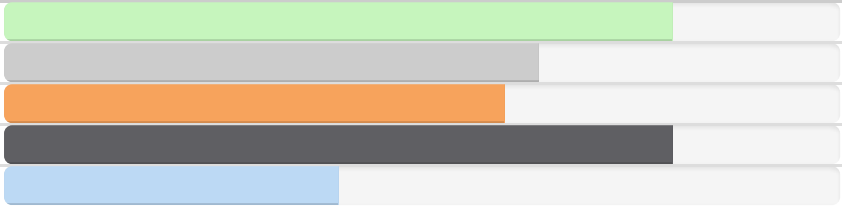
	Score	Gap
Peers	5.0	0.0
Everyone	3.6	1.4
Direct Report	3.0	2.0
Self	5.0	
Manager	2.0	3.0

Makes Decisions Based On What Is Right Ahead Of What Is Easy Or Less Risky.



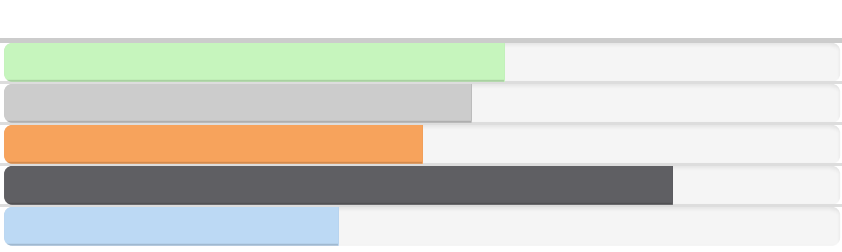
	Score	Gap
Peers	5.0	0.0
Everyone	3.4	1.6
Direct Report	2.0	3.0
Self	5.0	
Manager	3.0	2.0

Delivers On Promises Made To Others.



	Score	Gap
Peers	4.0	0.0
Everyone	3.2	0.8
Direct Report	3.0	1.0
Self	4.0	
Manager	2.0	2.0

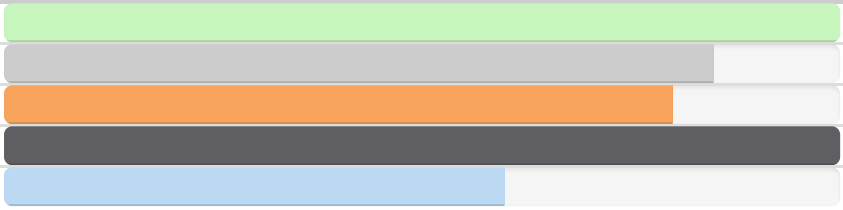
Demonstrates Commitment To The Organization's Vision/mission And Is Willing To Sacrifice In Difficult Circumstances.



	Score	Gap
Peers	3.0	1.0
Everyone	2.8	1.2
Direct Report	2.5	1.5
Self	4.0	
Manager	2.0	2.0

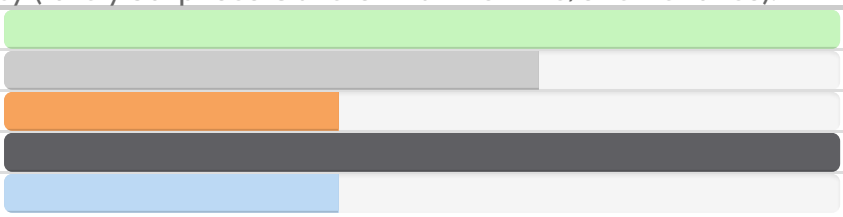
Models Culture And Values (continued)

Acknowledges That He/she Does Not Have All The Answers.



	Score	Gap
Peers	5.0	0.0
Everyone	4.2	0.8
Direct Report	4.0	1.0
Self	5.0	
Manager	3.0	2.0

Behaves With Consistency (rarely Surprises Others With How He/she Behaves).



	Score	Gap
Peers	5.0	0.0
Everyone	3.2	1.8
Direct Report	2.0	3.0
Self	5.0	
Manager	2.0	3.0

Highest and Lowest Items

Highest

	Score
Effectively communicates the information I need to do my job.	4.2
Consistently delivers results.	4.2
Acknowledges that he/she does not have all the answers.	4.2
Creates a work environment where people feel valued.	4.0
Creates an environment where people are encouraged to express their true viewpoints.	4.0

Lowest

	Score
Helps others understand the meaning and importance of their work.	2.6
Sets clear expectations and priorities.	2.6
Effectively implements change.	2.8
Demonstrates commitment to the organization's vision/mission and is willing to sacrifice in difficult circumstances.	2.8
Encourages others to come up with new and better ways of doing things.	2.8

Written Comments

Manager comments are in bold

Please elaborate on Linda Nickolson's most positive skills:

Linda is incredibly communicative and positive to work with.

Linda is incredibly communicative and positive to work with.

Linda is an amazingly positive influence!

Linda is a cheerful person to work with most of the time.

Linda is an amazingly positive influence!

Linda is a cheerful person to work with most of the time.

What should Linda Nickolson do differently?

Appreciate the team more after long pushes to get the product released.

Linda should consider her stress response when the team is under pressure. More coaching.

Appreciate the team more after long pushes to get the product released.

Linda should consider her stress response when the team is under pressure. More coaching.

What are people afraid to tell Linda Nickolson?

Sometimes people are afraid to tell her that they can't work late or on weekends.

Sometimes people are afraid to tell her that they can't work late or on weekends.