



PROMISE54

360 Degree Feedback Report

Sample

SAMPLE_Team Members

For: All Subjects

About the 360 assessment process

360-degree feedback allows employees to gain a better understanding of their impact on the people they interact with every day. Survey subjects rate themselves and are also assessed by rater groups that may include their manager, peers, direct reports, and others.

Participants in this study were asked to rate a list of specific competency statements using a five-point "frequency" scale:

Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored

This report shows survey scores for all subjects rated in this survey round. In all cases, scores are the average rating (the "mean score") for the respondents and competency statement or group of statements indicated. Many charts show the aggregate mean scores by domain or by rater groups. To respect confidentiality, rater groups other than "Self" and "Manager" must have more than two invited participants; otherwise the individual will be reassigned to "Other".

The Results Summary section of the report includes a chart showing the competency statements that received eight highest and eight lowest scores. In the event that multiple competency statements received the same score and couldn't fit within the chart limitation of eight statements, the extra "tie scores" are not shown on this chart. All scores by competency statement are shown in the following section.

The Competency Model

The survey is based on a "Competency Model", with three levels: Domains, each of which include one or more Competencies, each of which include one or more specific competency statements.

Domains

Visionary Leadership

Inclusive Culture

Managing and Developing Talent

Continuously Improves

Building and Optimizing Relationships

Competencies

Vision

Culture Building

Change Management

Resource Allocation

Cross-Cultural Navigation

Feedback

Manages Self

Resources

Problem-Solving and Synergy

Development

Coaching

Celebration

Strategic Thinking and Decision-Making

Receptivity

Curiosity

Emotional Intelligence

Collaboration

Cultural Competence

Motivating Others to Action

Results Summary

All Subjects

Rater Groups	Responses	% of invitees
Self	8	89%
Manager	7	88%
Peer	31	55%
Direct Report	20	59%
Reporting Line	81	35%
School Leader	33	17%
Other	78	10%

Mean score "heat map" by domain and competency area

This chart highlights differences across categories and rater groups. The highest scores have a dark green background; the lowest scores have a dark red background. This format can show patterns across competency areas (i.e., rows) and within rater groups (i.e., columns).

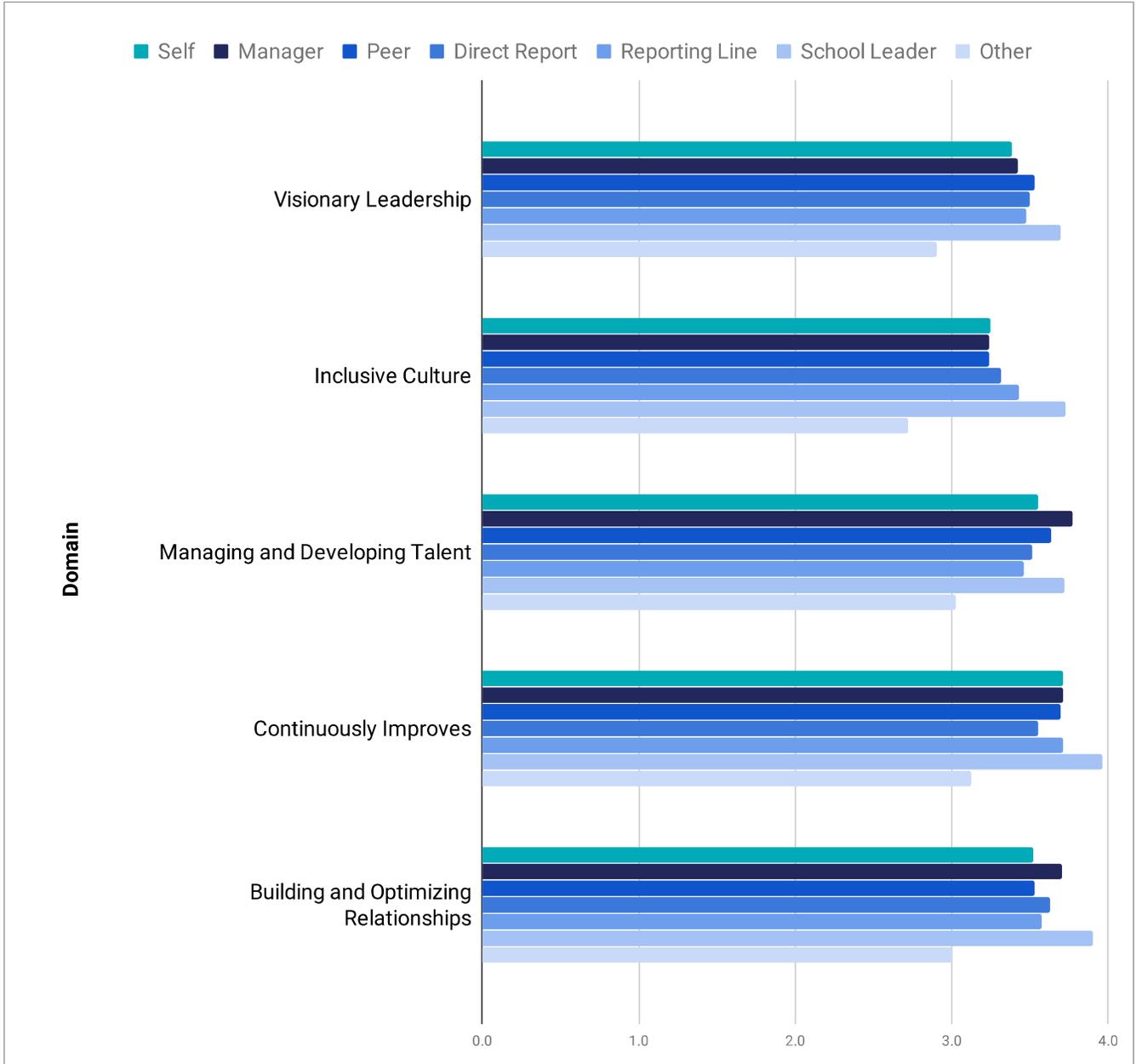
Domain	Self	Manager	Peer	Direct Report	Reporting Line	School Leader	Other
Visionary Leadership	3.4	3.4	3.5	3.5	3.5	3.7	2.9
Inclusive Culture	3.3	3.2	3.2	3.3	3.4	3.7	2.7
Managing and Developing Talent	3.5	3.8	3.6	3.5	3.5	3.7	3.0
Continuously Improves	3.7	3.7	3.7	3.6	3.7	4.0	3.1
Building and Optimizing Relationships	3.5	3.7	3.5	3.6	3.6	3.9	3.0

Competency Area	Self	Manager	Peer	Direct Report	Reporting Line	School Leader	Other
Vision	3.6	3.6	3.7	3.7	3.7	3.8	3.3
Culture Building	3.2	3.3	3.5	3.5	3.4	3.4	2.7
Change Management	3.3	3.4	3.4	3.4	3.4	3.7	2.9
Resource Allocation	3.5	3.4	3.5	3.3	3.3	3.9	2.7
Cross-Cultural Navigation	3.3	3.1	3.2	3.3	3.4	3.7	2.7
Feedback	3.1	3.6	3.3	3.4	3.5	3.7	2.7
Manages Self	3.9	4.0	4.1	3.8	3.9	4.1	3.6
Resources	3.8	3.6	3.7	3.4	3.6	4.0	3.1
Problem-Solving and Synergy	3.8	3.6	3.6	3.5	3.4	3.7	3.1
Development	3.5	3.8	3.5	3.5	3.2	3.6	2.7
Coaching	3.1	3.9	3.3	3.2	3.1	3.5	2.7
Celebration	3.4	3.1	3.8	3.9	3.7	3.6	3.0
Strategic Thinking and Decision-Making	3.7	3.8	3.7	3.6	3.7	4.0	3.3
Receptivity	3.7	3.6	3.6	3.5	3.7	3.8	3.0
Curiosity	3.9	3.7	3.8	3.6	3.7	4.1	3.0
Emotional Intelligence	3.4	3.6	3.4	3.5	3.5	3.9	3.0
Collaboration	3.9	4.1	3.7	3.9	3.8	4.1	3.1
Cultural Competence	3.6	3.8	3.7	3.8	3.6	3.8	3.1
Motivating Others to Action	3.3	3.4	3.3	3.4	3.4	4.0	2.8

Domain-level results

These charts show mean scores for each of the domains in the competency model, by rater group. Mean scores are calculated by adding up all scores for all questions within the domain then dividing by the number of responses.

Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored

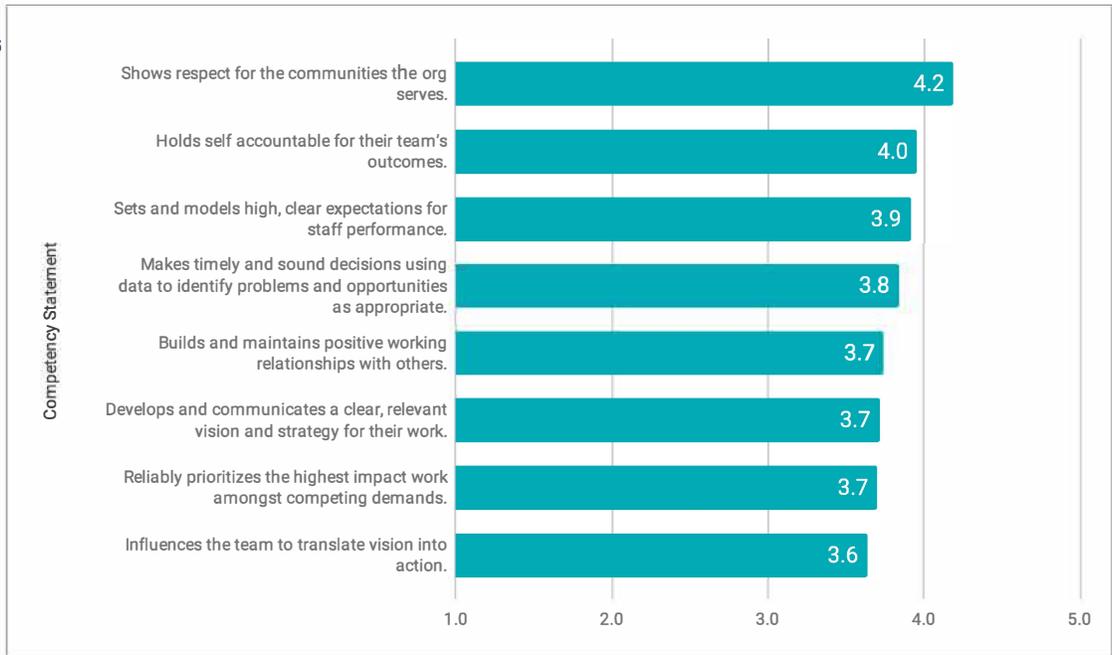


Highest and lowest scores

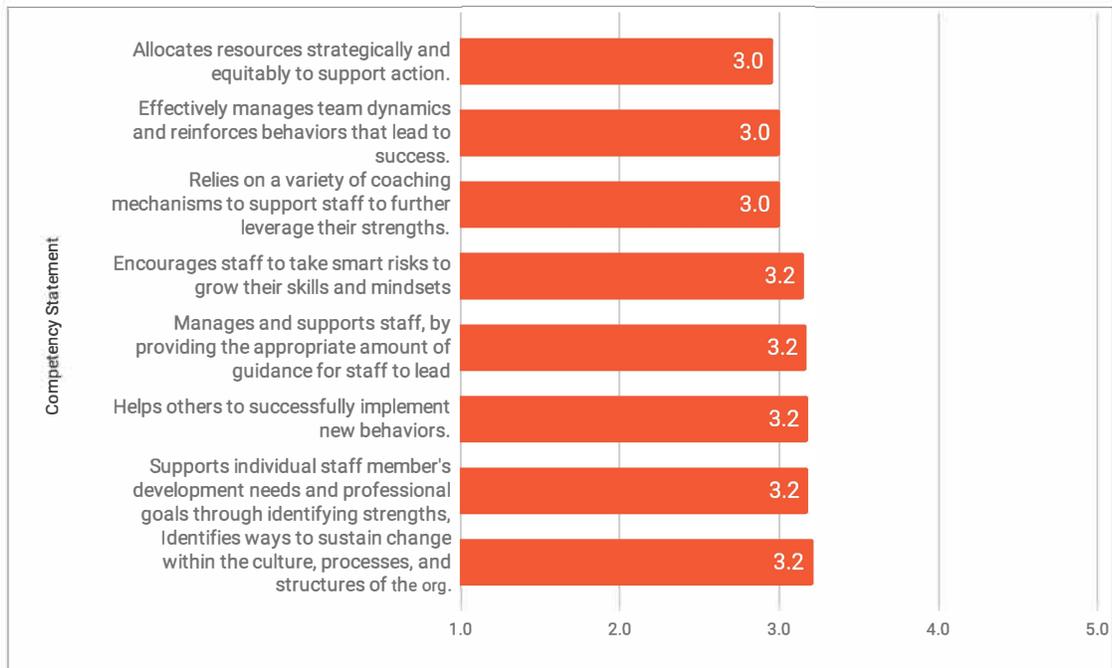
These charts show the highest and lowest mean scores across all the competency statements in the survey. All rater groups are included other than the subject's self-rating.

Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored

Eight highest scores



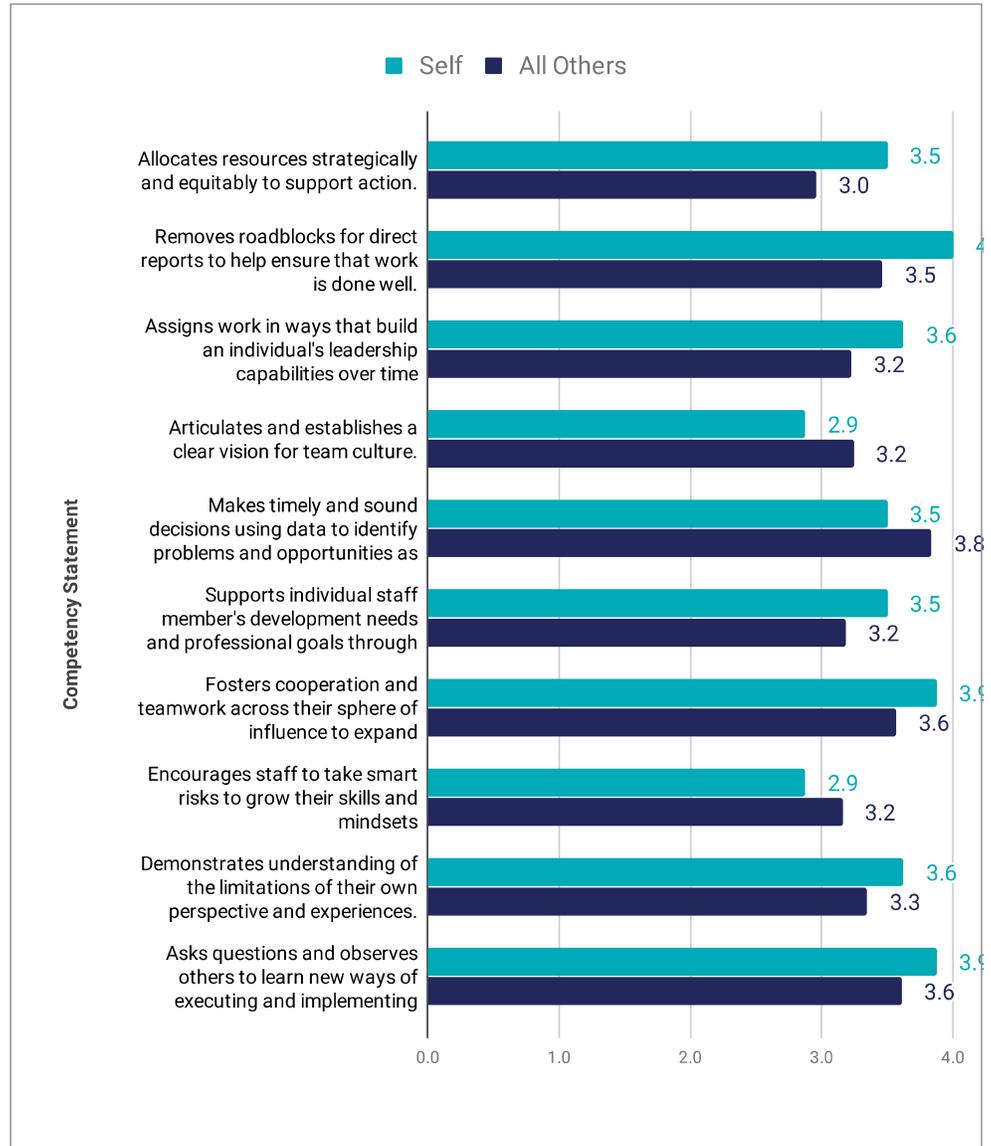
Eight lowest scores



Largest score gaps, self vs. others

This chart highlights differences between all subjects' self-ratings vs. how others rate them. The bars show the statements with the largest gaps (higher or lower) between the self-ratings and the mean scores of all other raters.

10 largest gaps between self and others



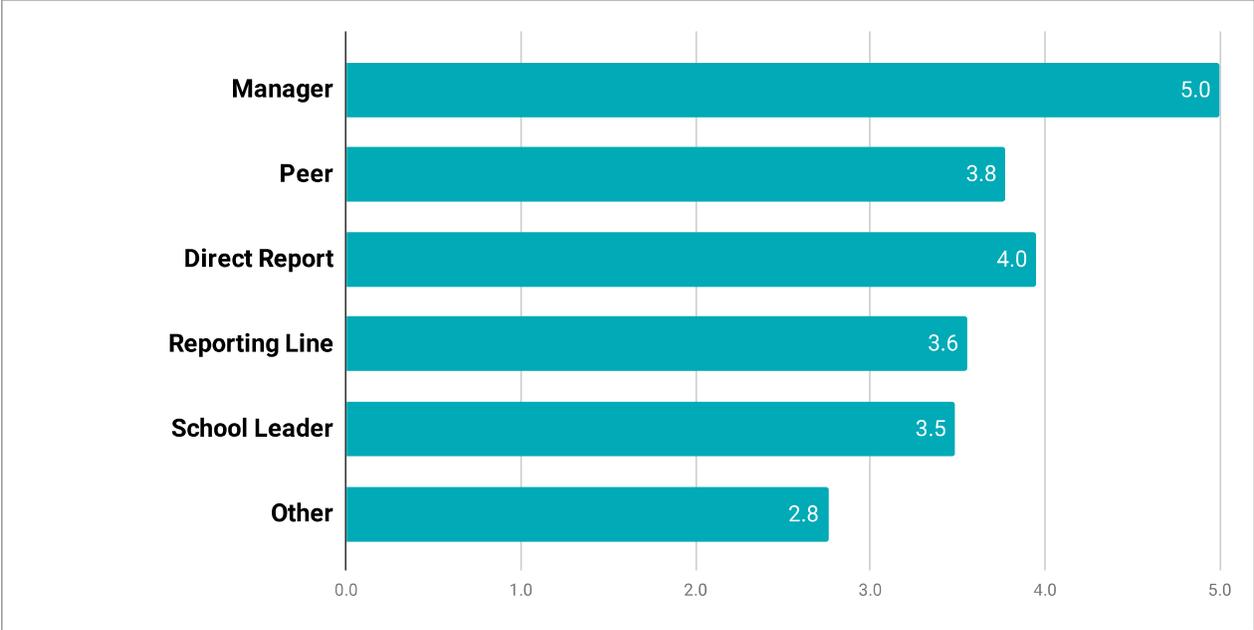
"Self" rating higher than mean "All Others" 29

, "Self" rating lower than mean "All Others" 16

Advocacy question

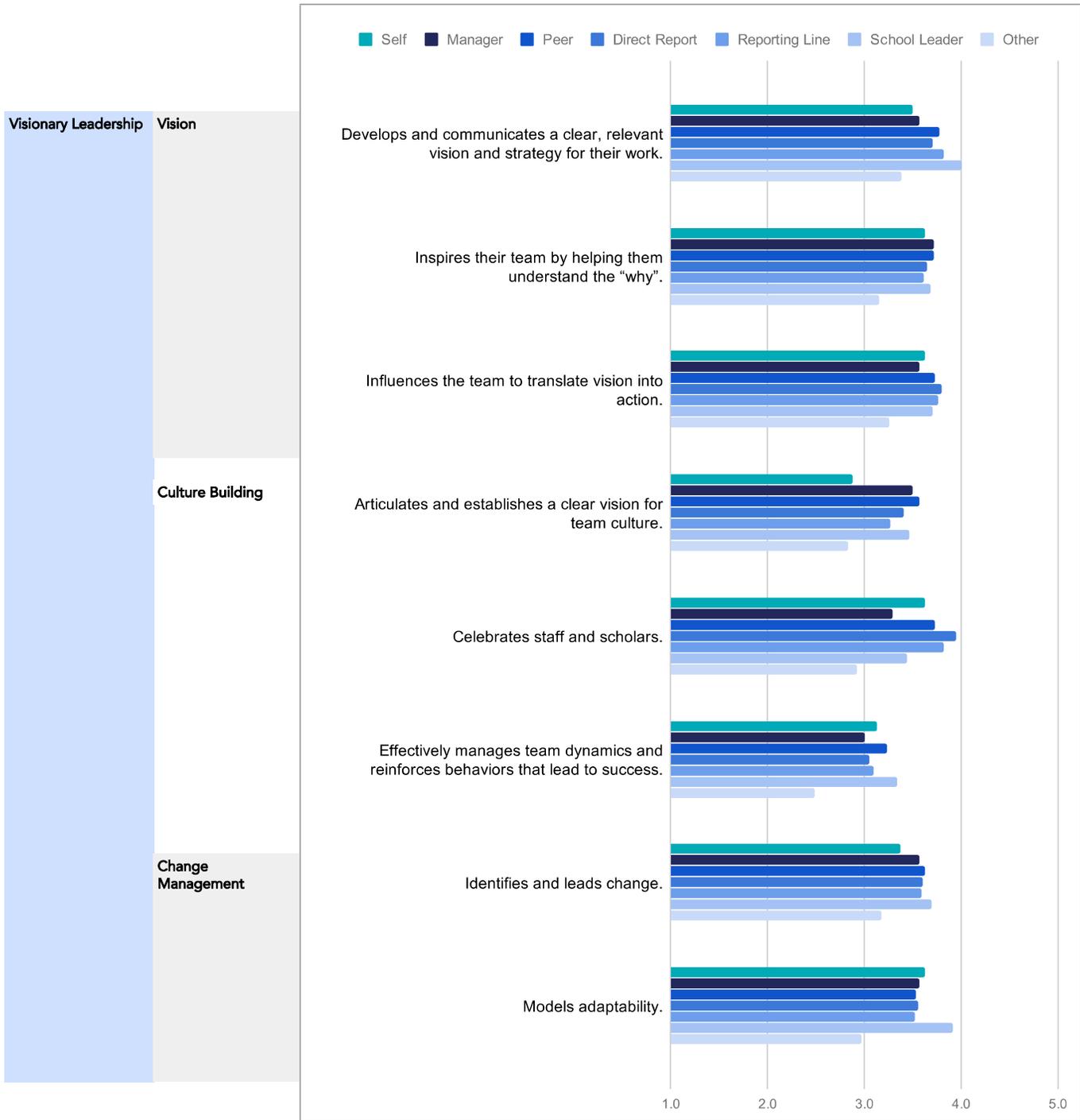
How likely would you be to pick this person to work for you, with you on a team, or to choose this person as your boss (as appropriate, depending on your relationship to this person)?

Scale: 5 = Extremely, 4 = Very, 3 = Moderately, 2 = Slightly, 1 = Not at all



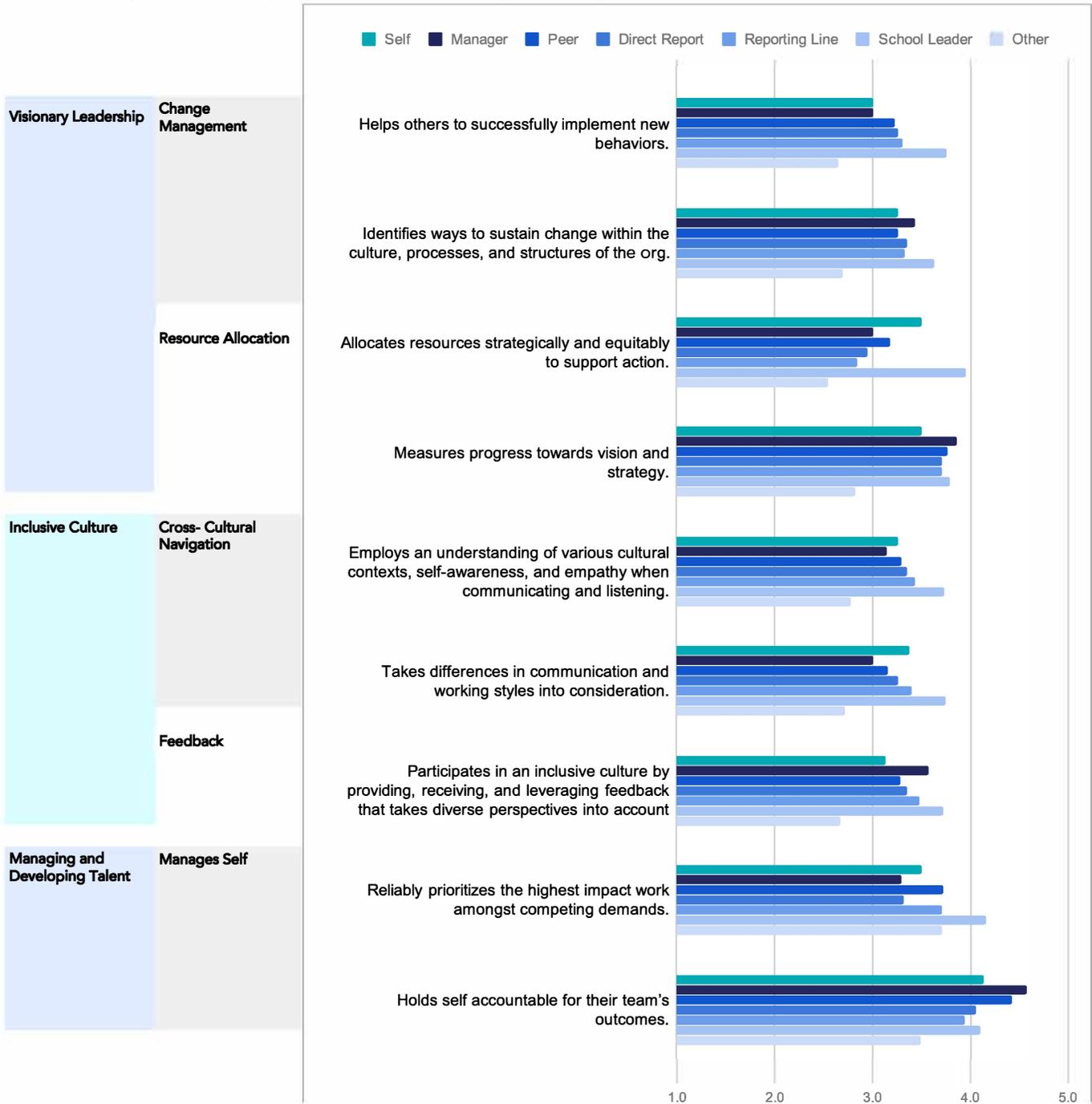
Ratings by Competency Statement by Rater Group, page 1 of 6

Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored



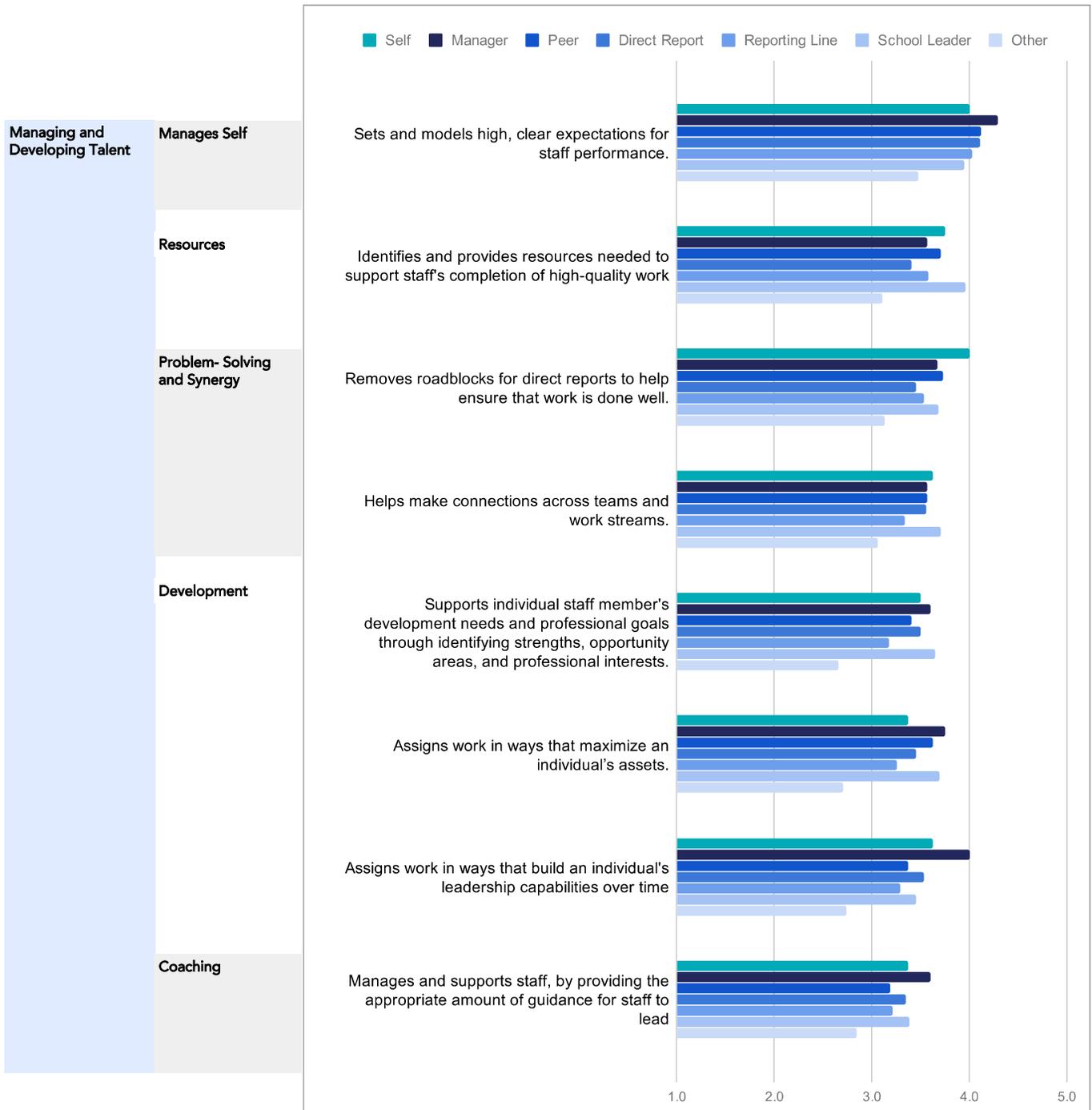
Ratings by Competency Statement by Rater Group, page 2 of 6

Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored



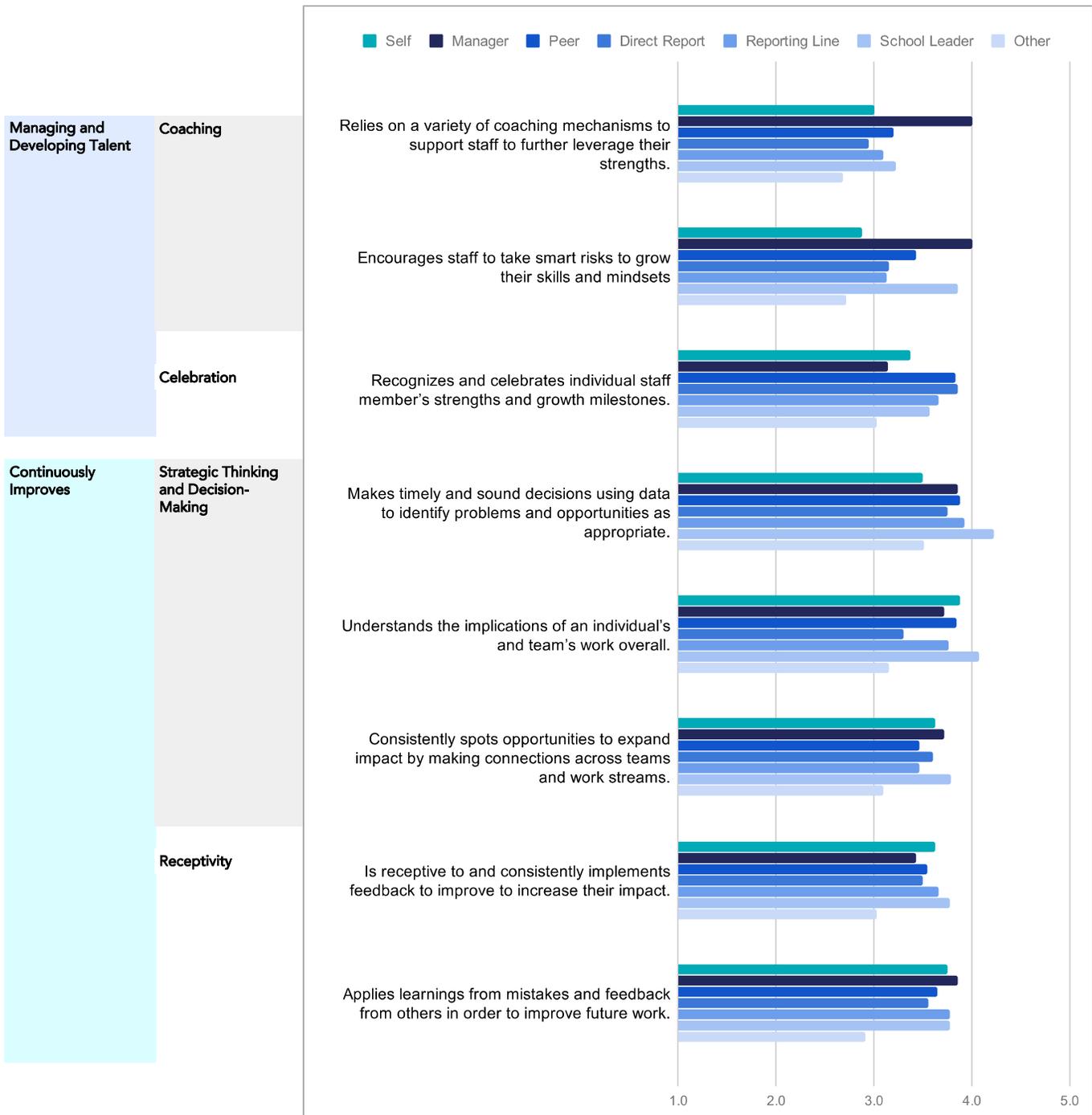
Ratings by Competency Statement by Rater Group, page 3 of 6

Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored



Ratings by Competency Statement by Rater Group, page 4 of 6

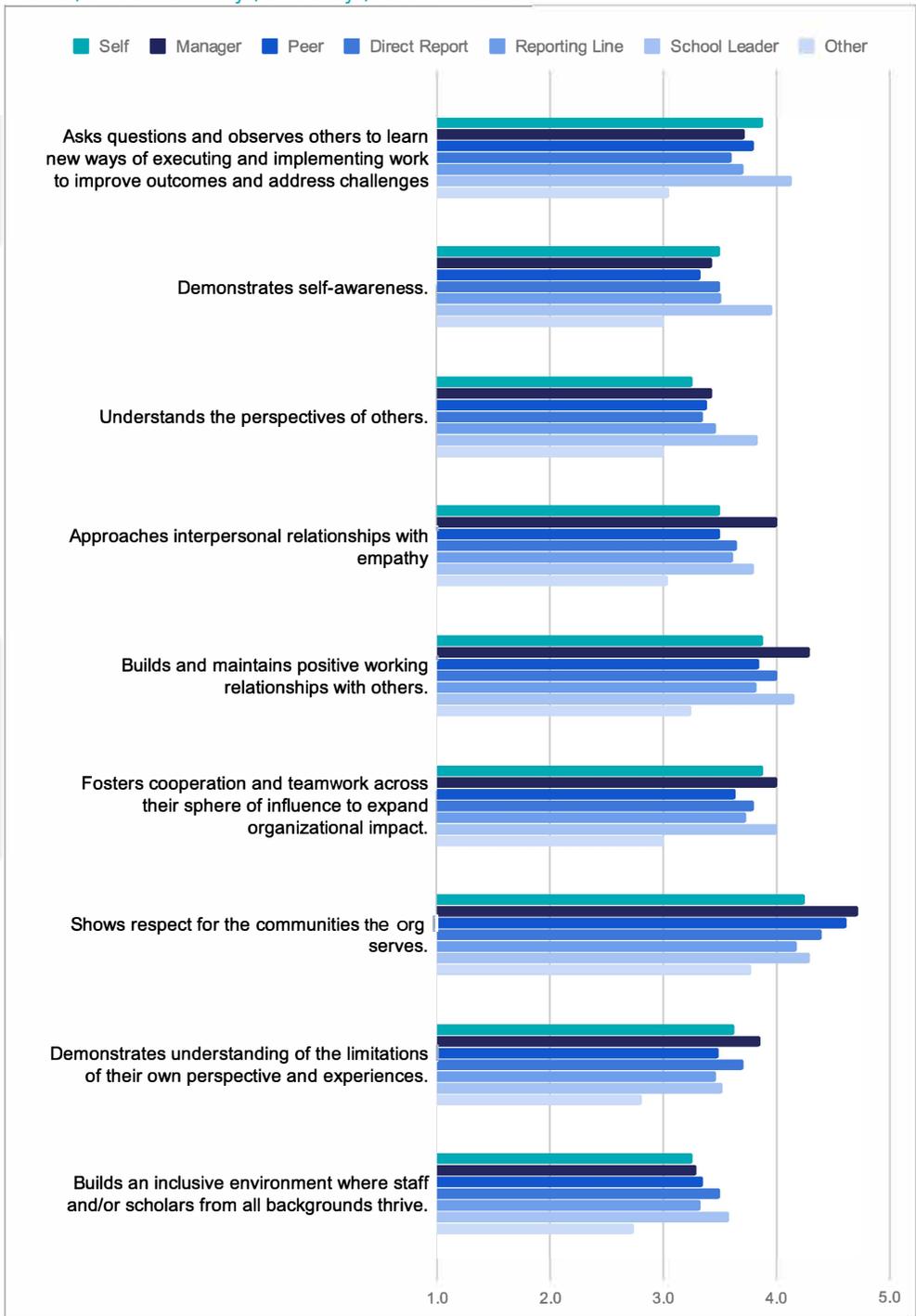
Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored



Ratings by Competency Statement by Rater Group, page 5 of 6

Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored

Continuously Improves	Curiosity
Building and Optimizing Relationships	Emotional Intelligence
	Collaboration
	Cultural Competence



Ratings by Competency Statement by Rater Group, page 6 of 6

Scale: 1 = Rarely, 2 = Occasionally, 3 = Often, 4 = Almost Always, 5 = Always, N/A = not scored

Building and Optimizing Relationships

Cultural Competence

Motivating Others to Action

