

# 360° Feedback Confidential Report

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**CWM Plc  
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**Sample report prepared by**



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## **INTRODUCTION**

This is a sample 360° feedback report that sets out to illustrate the basic features and versatility of 20/20 Insight GOLD, as used by GNA.

This was a real report, part of a 360° project delivered by GNA in 2003 involving feedback to 3 Direct Reports to a UK-based Chief Executive, and subject to the following changes :

- Michael Noakes is not the “subject’s” real name
- CWM is not his organisation’s real name

## **CONTENTS**

### **Sections :**

1. Item Ratings – Self and Other
  - For each survey item, this section displays a direct numerical comparison, using a bar graph, between the subject’s self scoring and the average of the raters’ scores.
2. Item Ratings – Relationships and Comments
  - This expands on section 1, adding the source of the rating (peer, subordinate, manager etc)
3. Summary
  - This reproduces the raters’ answers to 3 summary questions, verbatim but unattributable.

## **WHAT WAS MEASURED**

### **Scales:**

Satisfaction

### **Question Stem**

How satisfied are you that (name) performs this action well?

### **What the scales mean:**

1-2	Not at all satisfied
3-4	Minimally satisfied
5-6	Quite satisfied
7-8	Very satisfied
9-10	Totally satisfied

## **INTRODUCTORY NOTES TO THE SUBJECT**

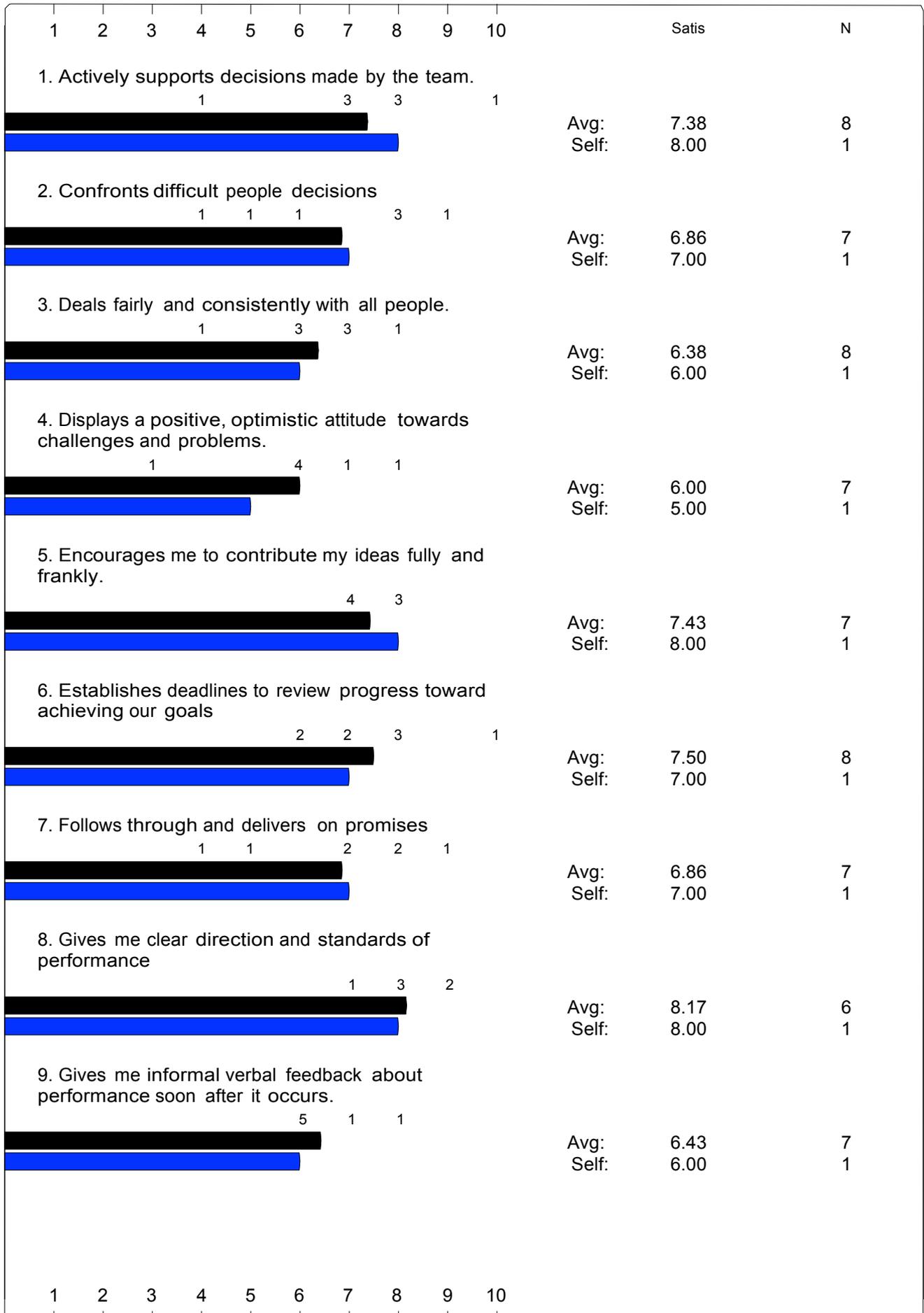
Some people are a little uneasy when receiving feedback about their performance. What if some of the feedback is negative?

Some of your scores will be higher than others. Each person has special areas of competence and strength, and each person has areas that are opportunities for more development. To use this feedback to your advantage, it is important that you do not react to the lower scores with anger, hurt, denial, or defensiveness. The purpose of this assessment is to help you learn where you can become stronger. The information will help you focus on specific skills you should work on to get better results.

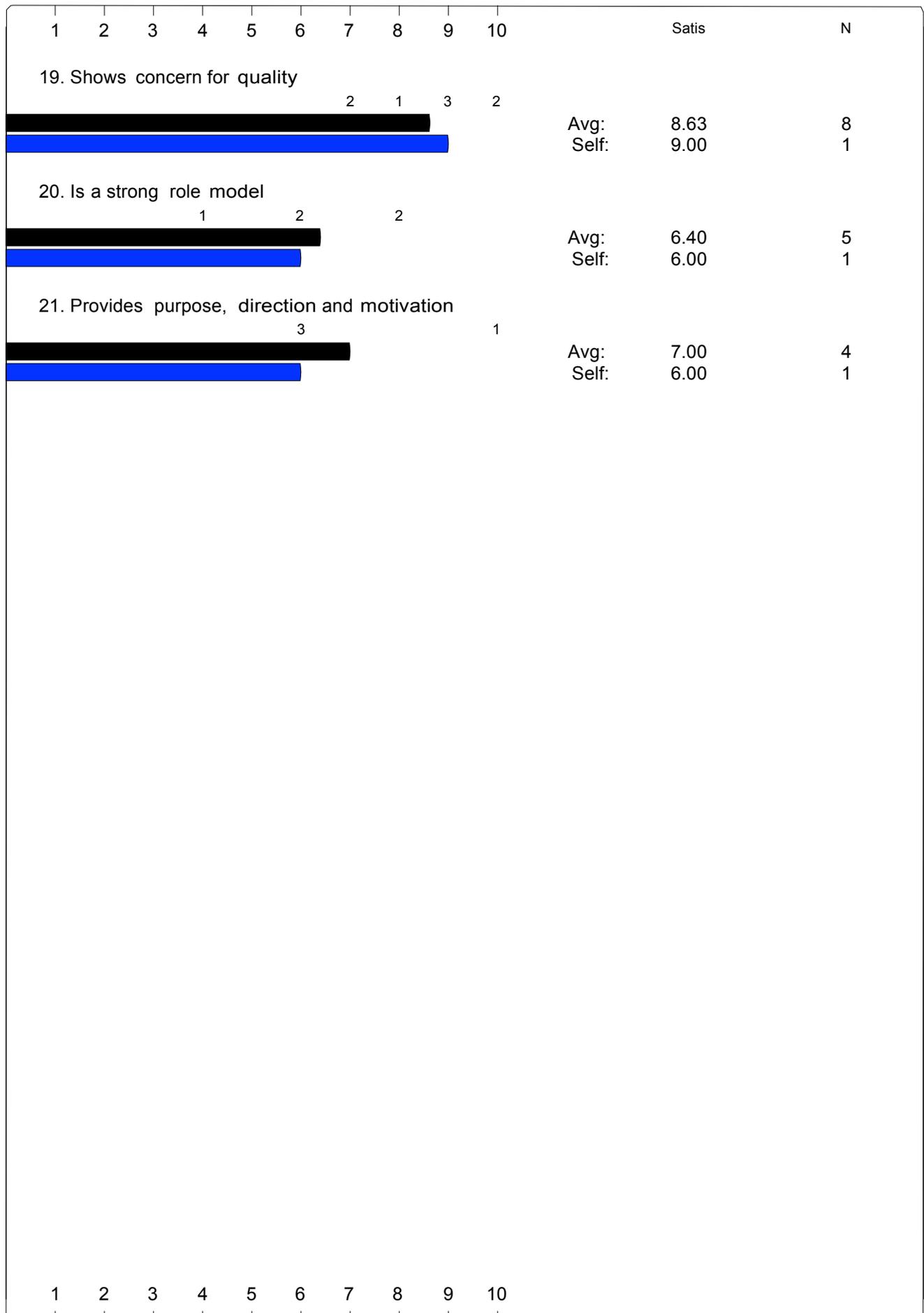
Read through the whole report. On the blank pages provided at the back, make notes of the following :

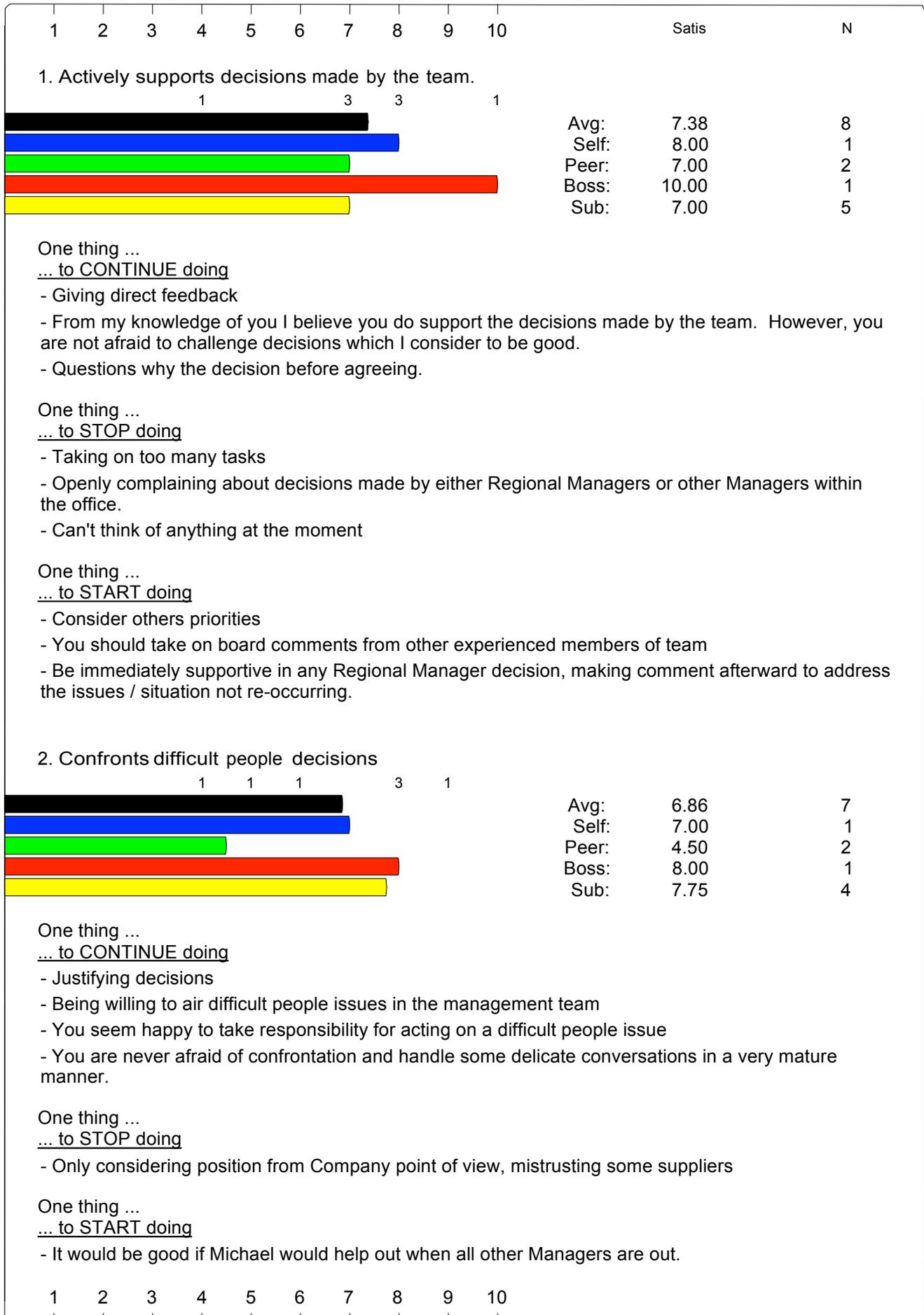
- Are there significant perception gaps; are your self-ratings higher or lower than the respondents' ratings?
- What are your high and low areas?
- What scores "pleased" or "puzzled" you?
- What patterns do you see?
- Highlight and note any key words and phrases that stand out in the comments.
- Record the patterns or themes that you can identify, relating to both your perceived strengths and your perceived development needs.
- Compare your notes and conclusions with the comments in "Supplementary Questions" in the final section of the report.

The purpose of this report is to provide individual developmental feedback. It is not intended to be used for any other purpose.

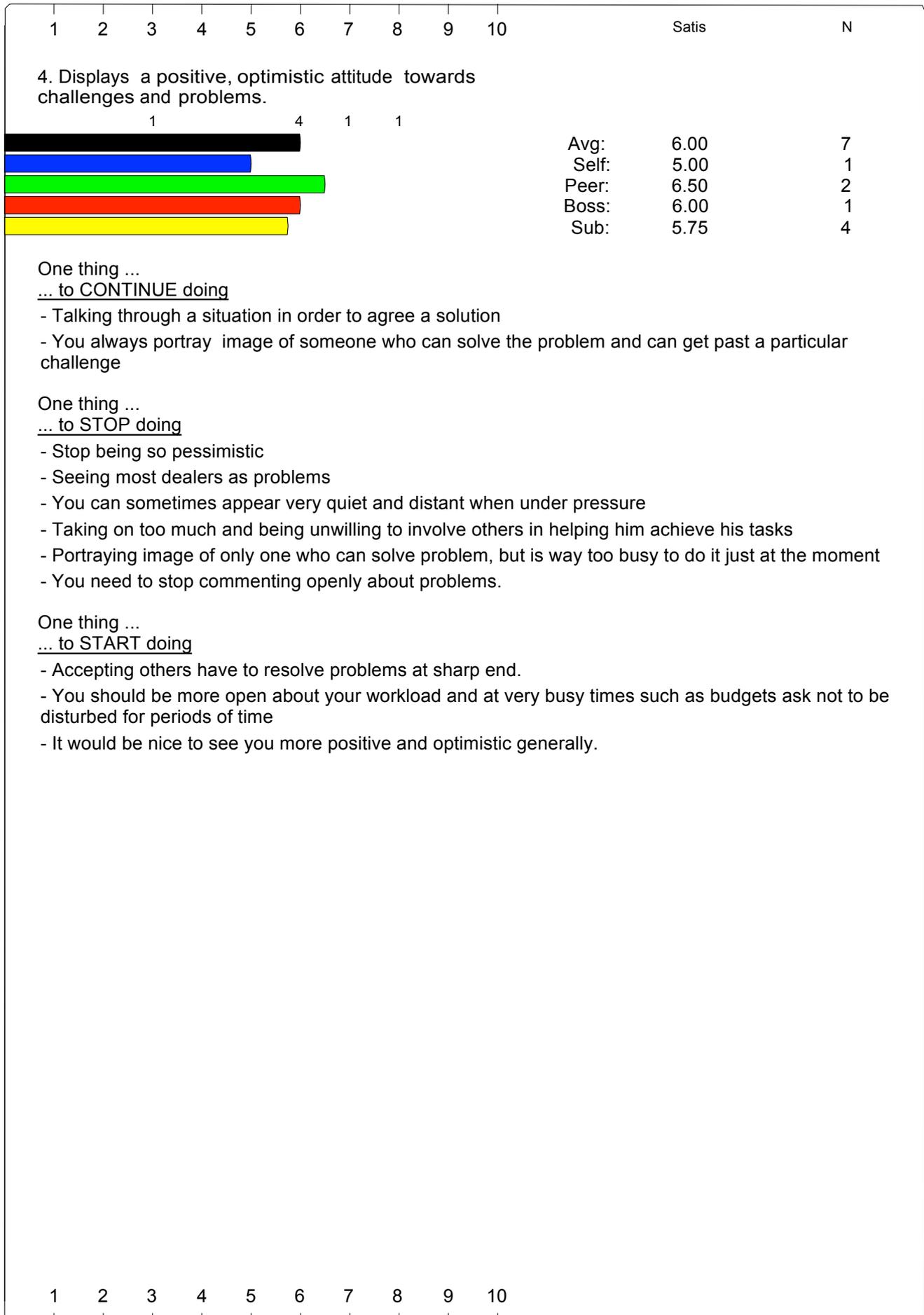


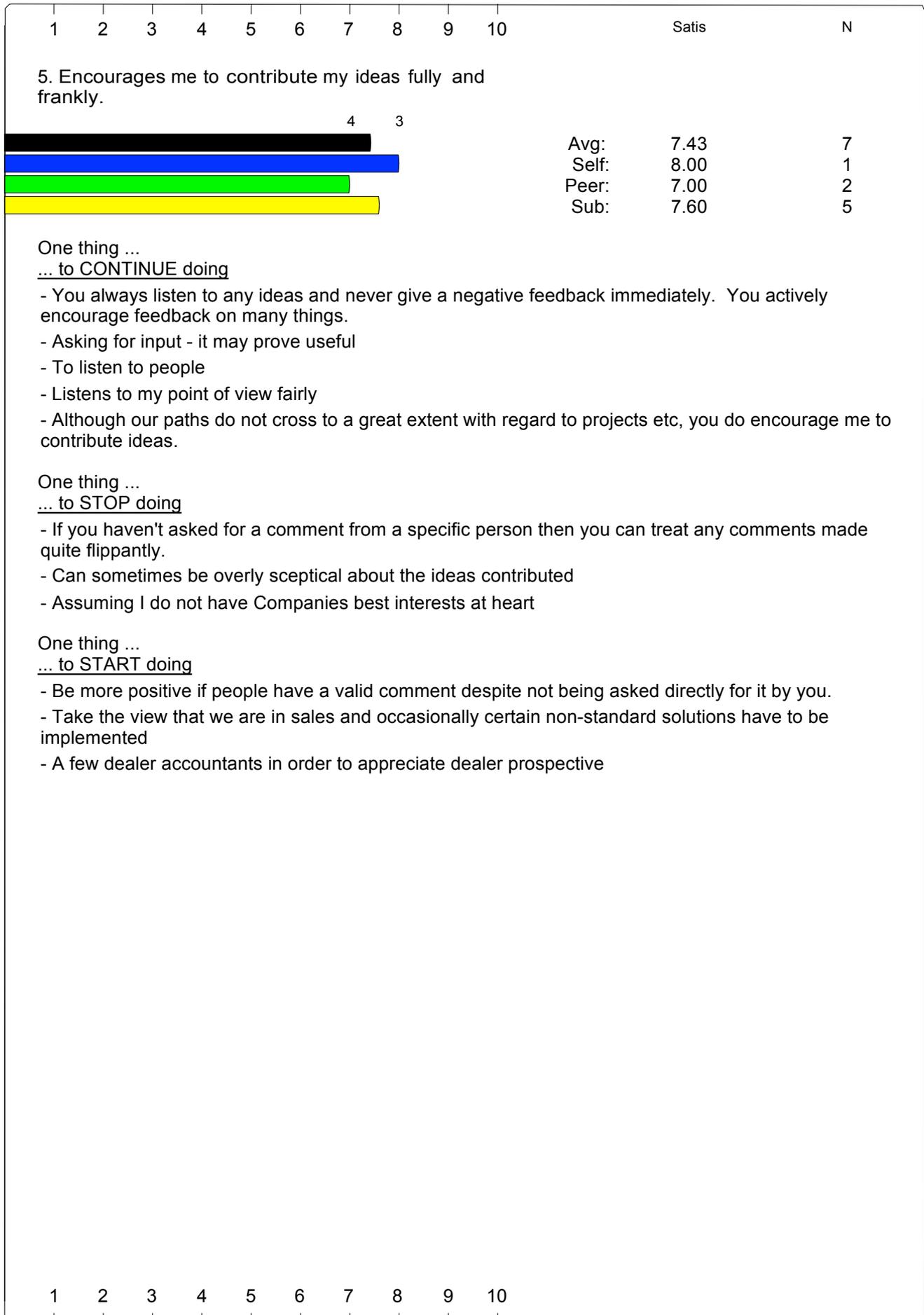
	1	2	3	4	5	6	7	8	9	10	Satis	N
10. Gives me the freedom and resources to do my job effectively				1	1	1	1		1			
											Avg: 6.20	5
											Self: 7.00	1
11. Gives me the opportunity to give feedback about his performance.				1	1	1		1		1		
											Avg: 6.60	5
											Self: 4.00	1
12. Gives praise, recognition and thanks when it is due			2			2	3	1				
											Avg: 6.13	8
											Self: 7.00	1
13. In urgent situations, makes appropriate decisions							3	2	1	1		
											Avg: 8.00	7
											Self: 7.00	1
14. Keeps me informed about changing needs and priorities.			1	1	1		2	1				
											Avg: 6.17	6
											Self: 6.00	1
15. Listens well to my views and ideas.			1				3	3		1		
											Avg: 7.38	8
											Self: 8.00	1
16. Makes the time to talk to me when I need something				1	1		3	1	1	1		
											Avg: 7.38	8
											Self: 7.00	1
17. Trusts me to do my job				1	3		1		1	1		
											Avg: 7.00	7
											Self: 8.00	1
18. Works co-operatively with others, as part of the team.			1			3	2	2				
											Avg: 6.50	8
											Self: 7.00	1

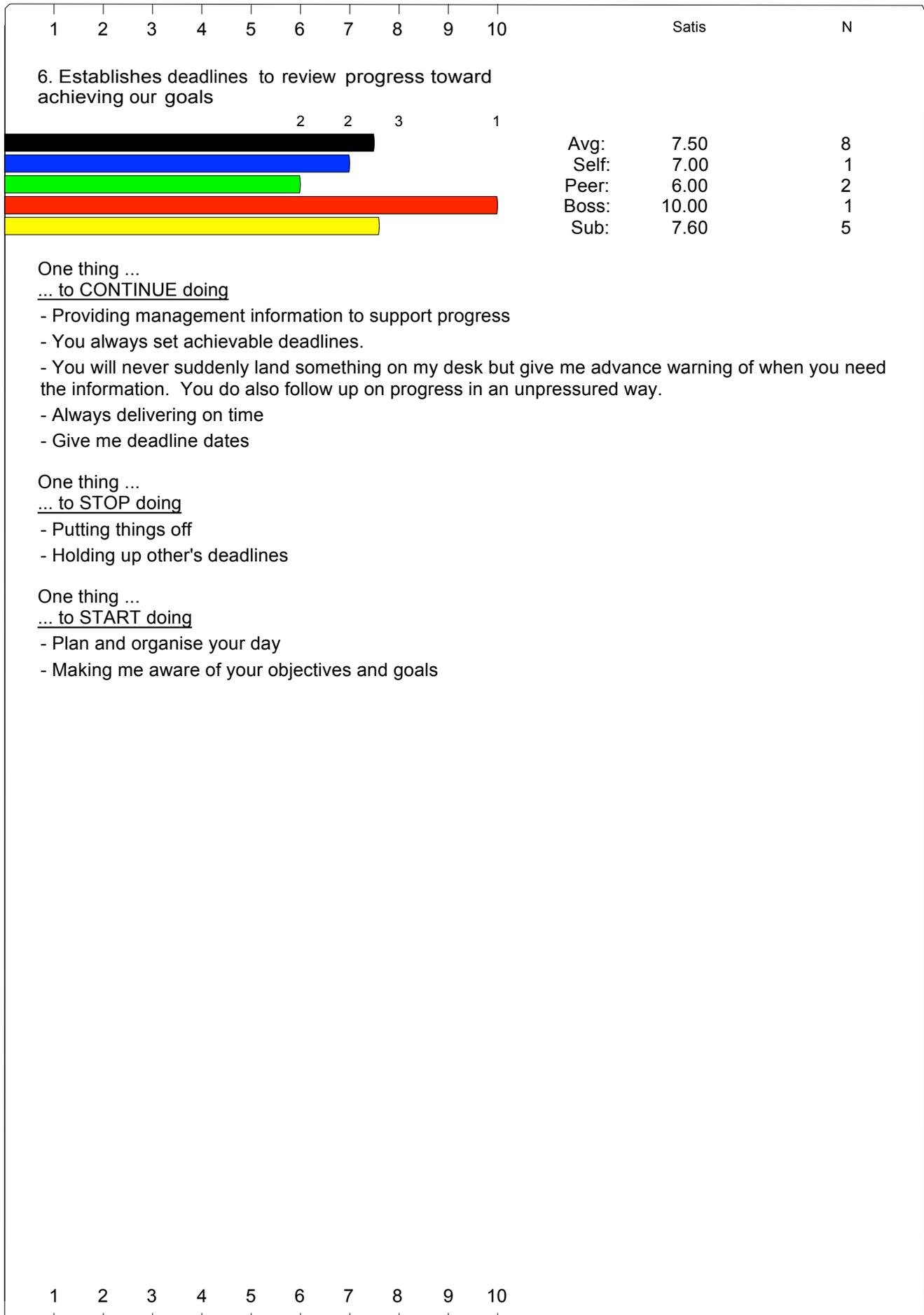


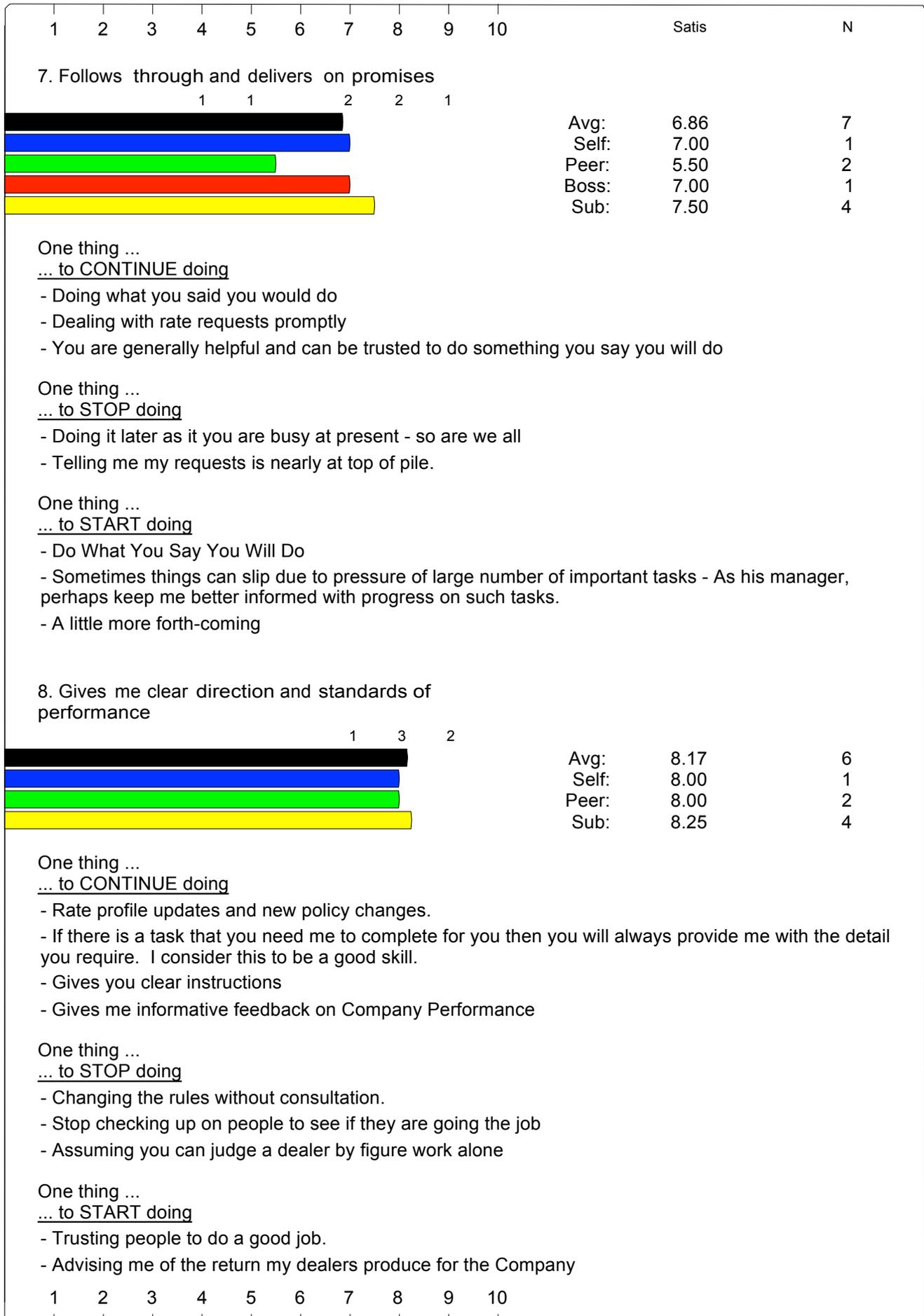


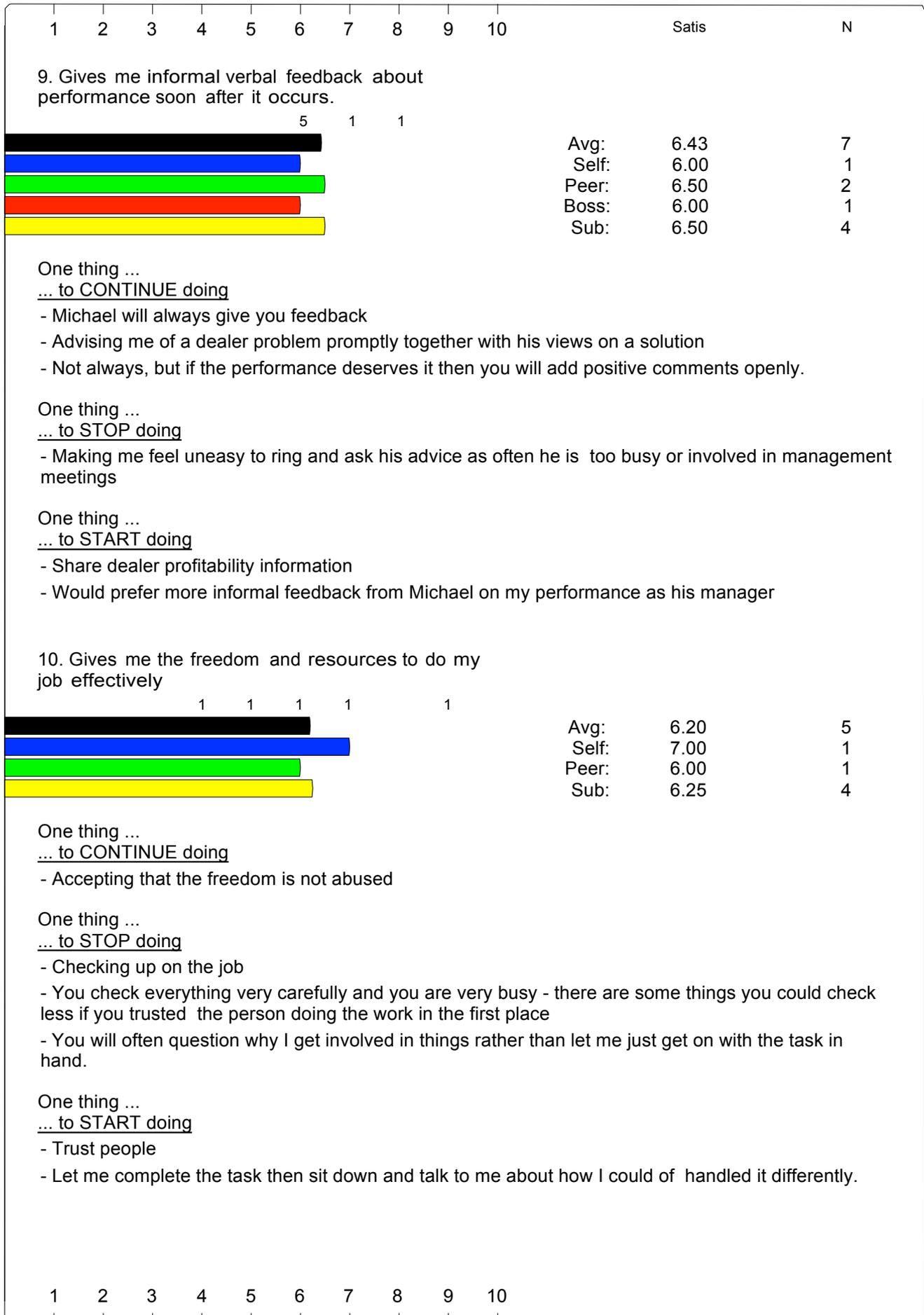


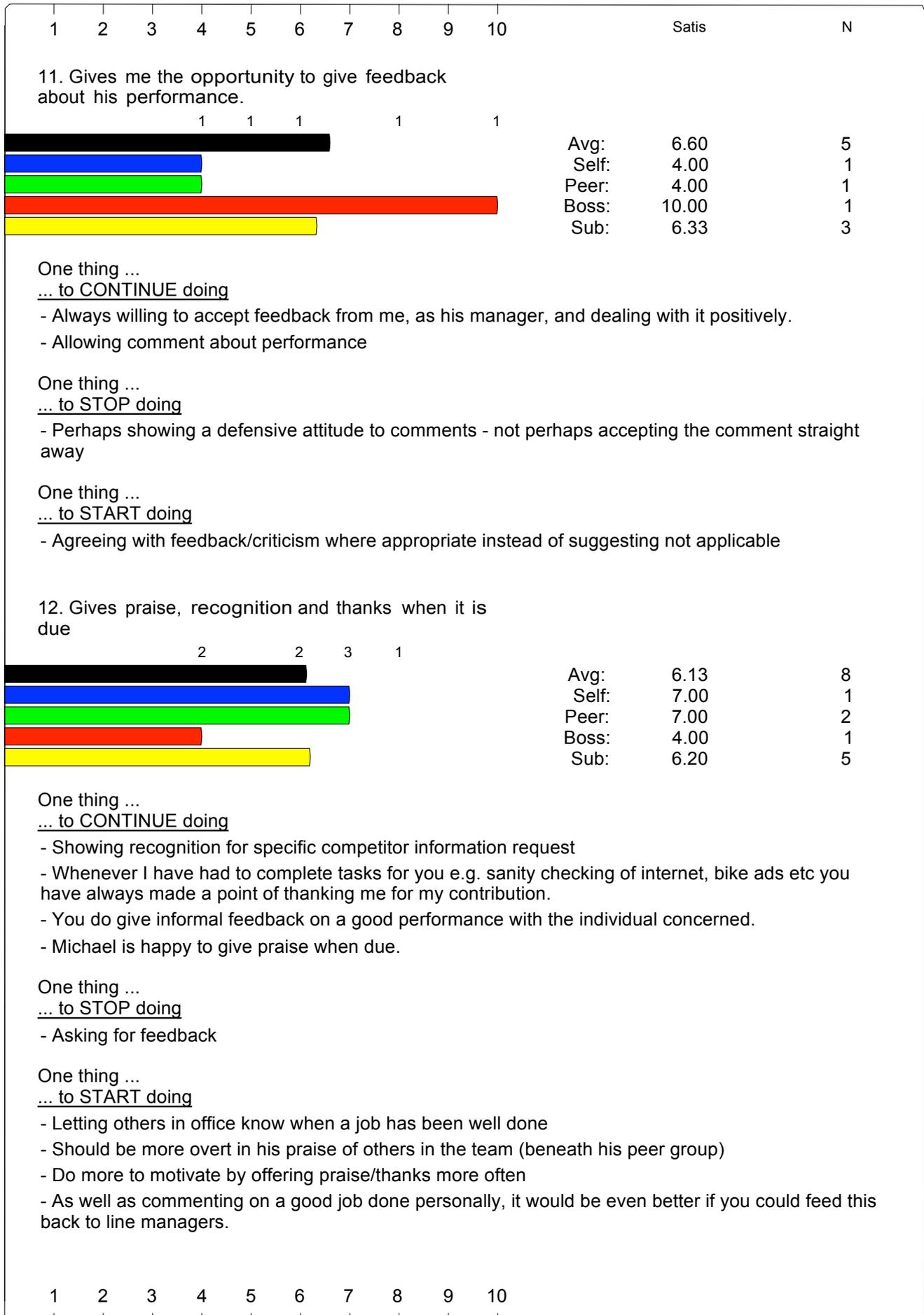


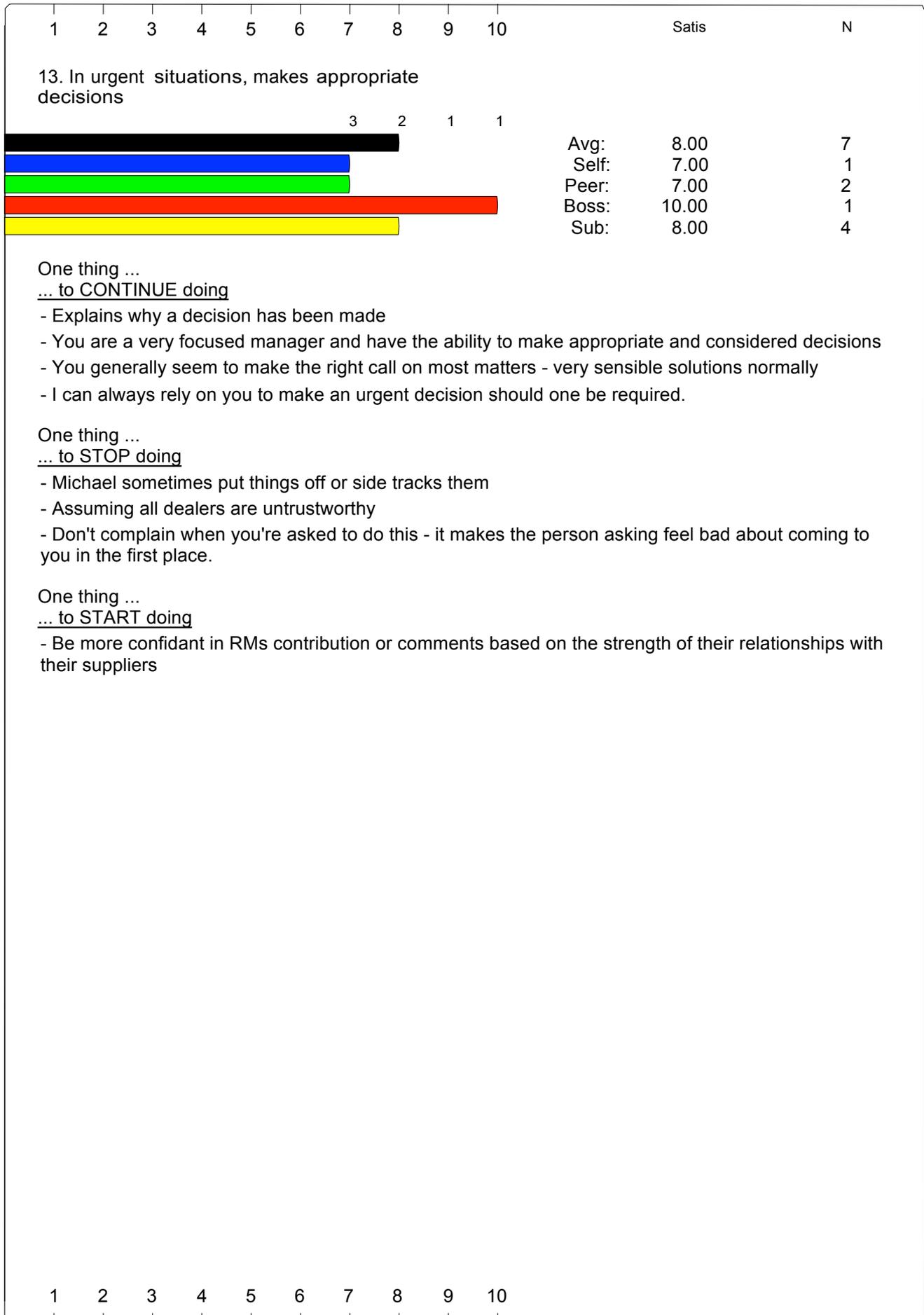


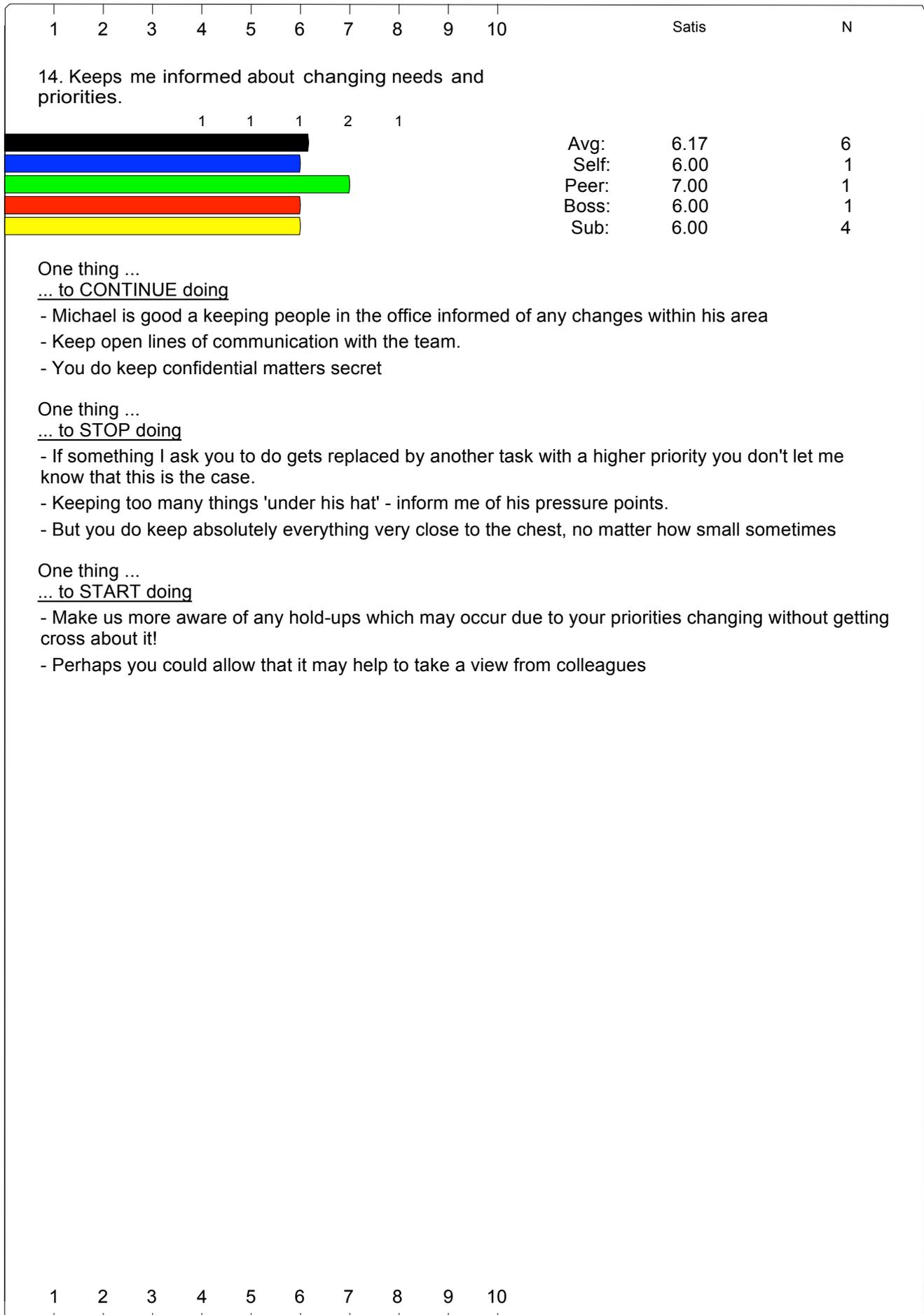


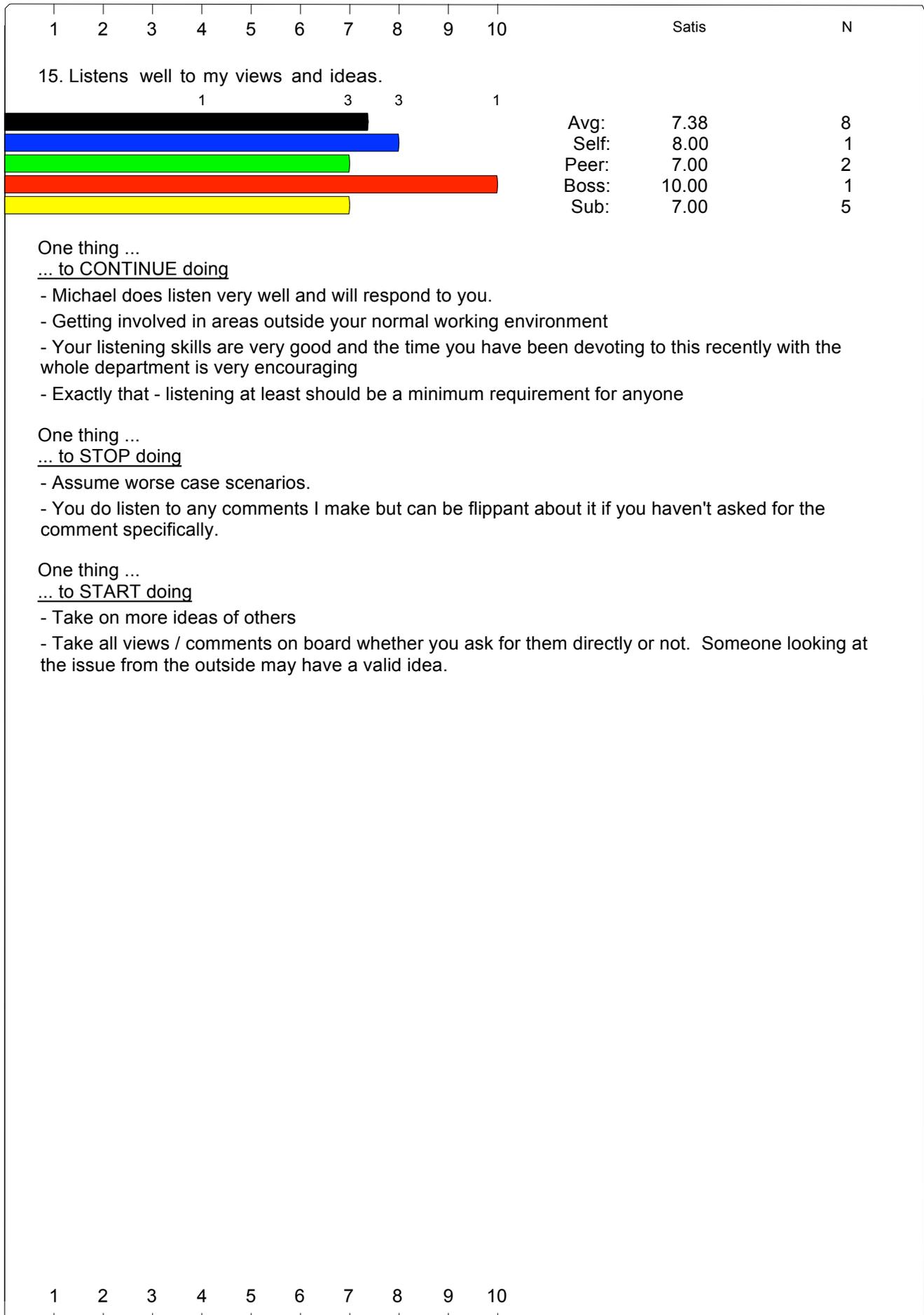


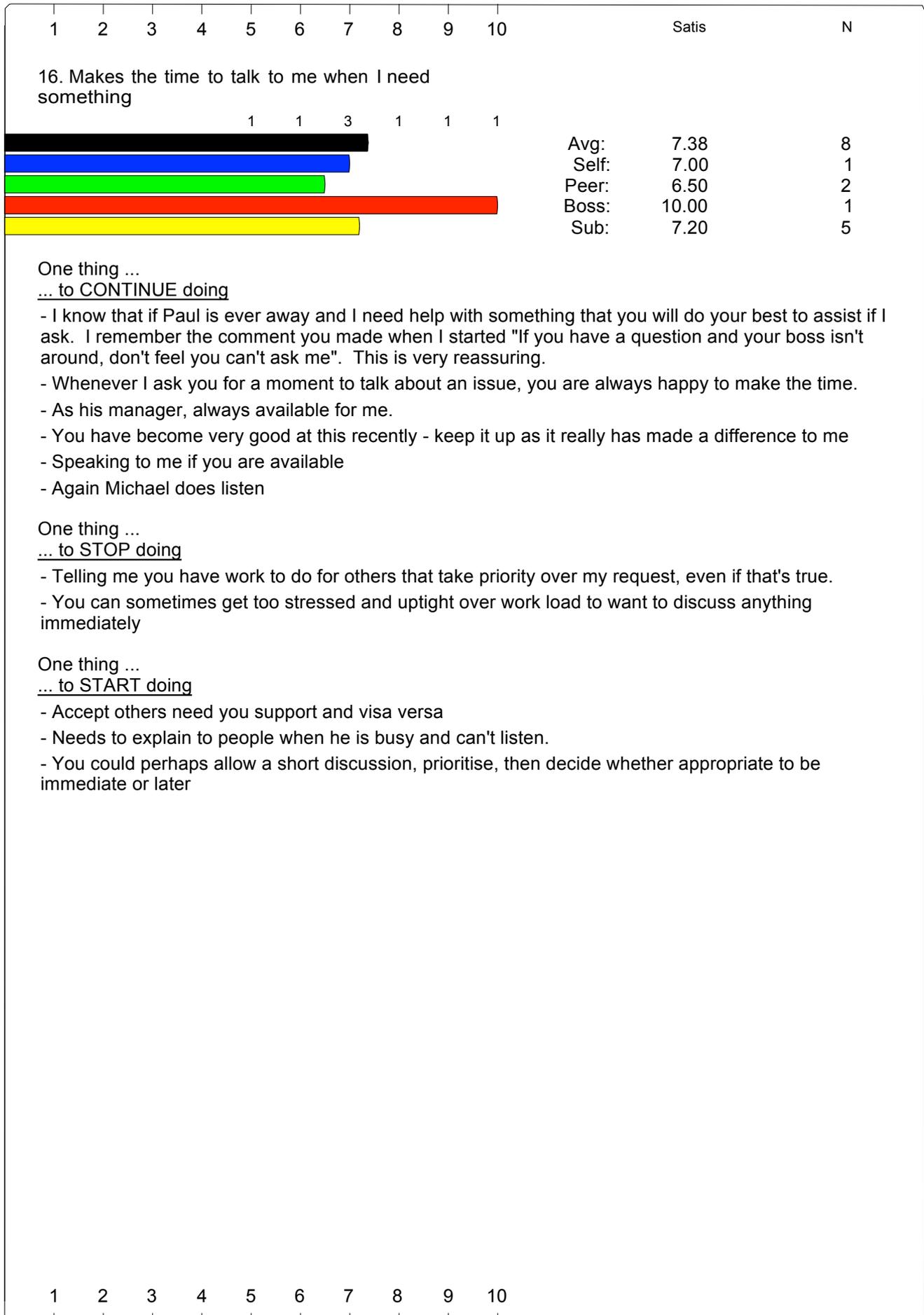


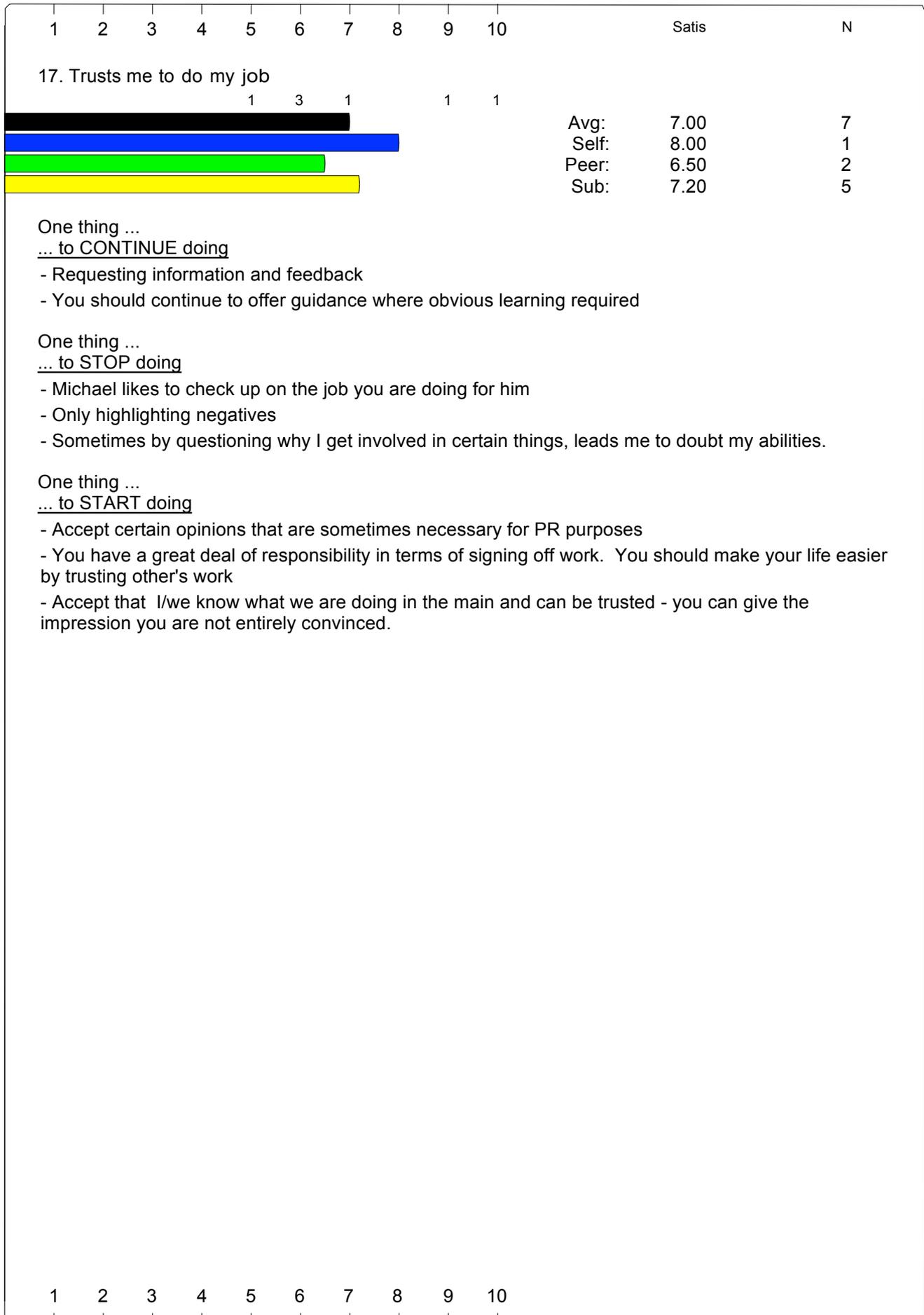


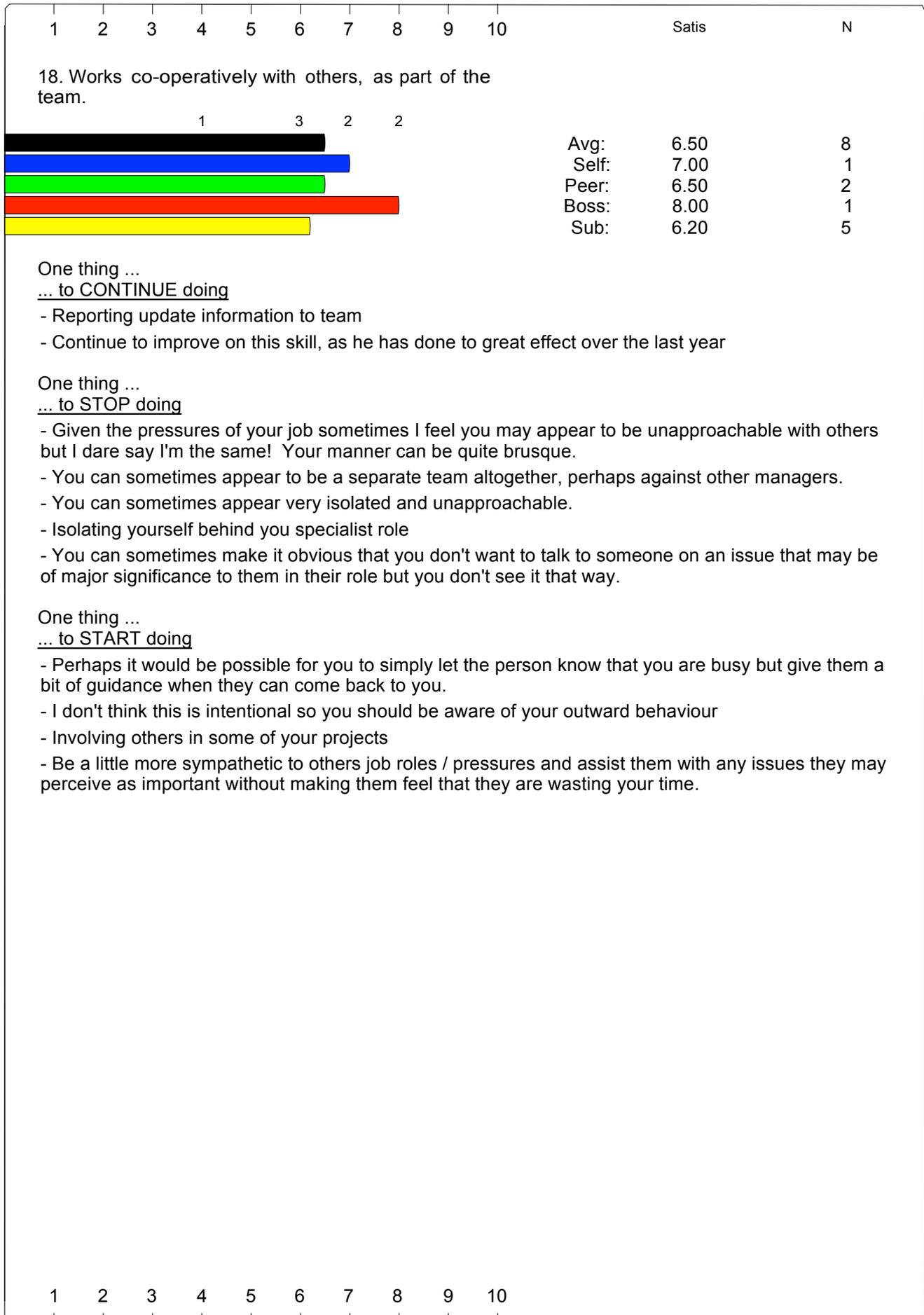


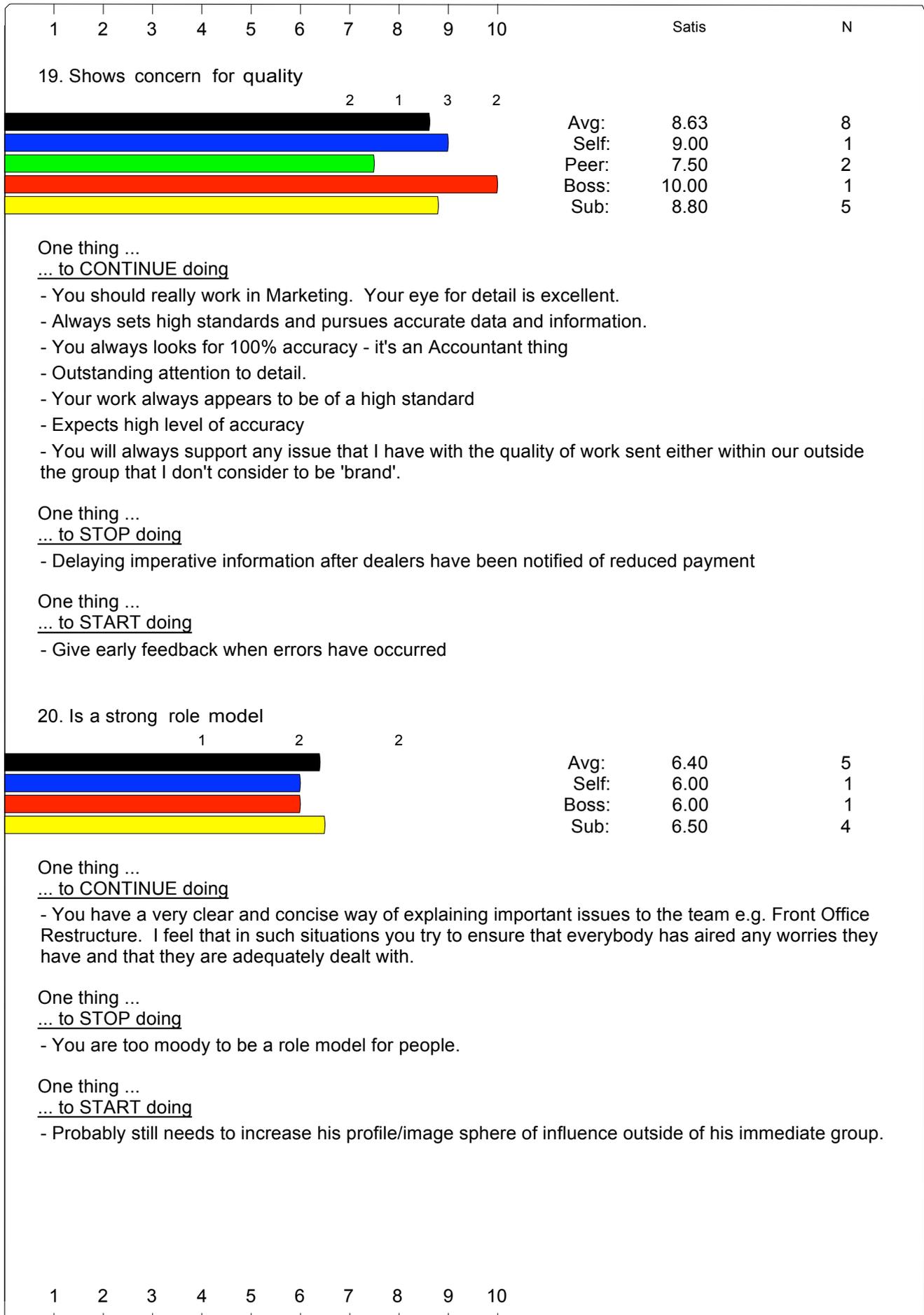


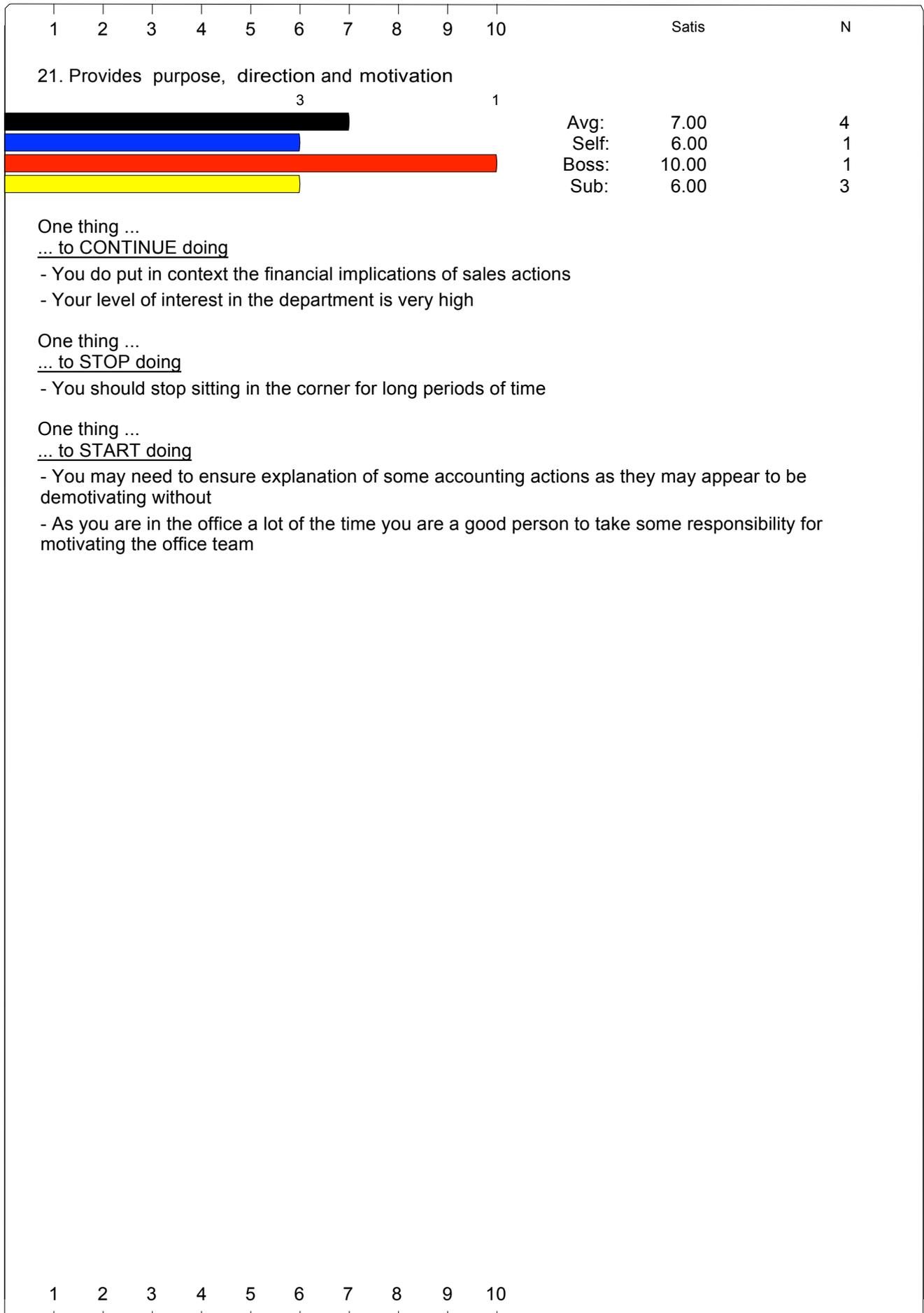












1. What is this person's most outstanding asset?

- Precision and accuracy with figures
- Michael is very good at explaining anything you do not understand. He also gives good feedback.
- Dedication and focus
- Your most outstanding asset is your ability to communicate on all levels and your level of interest in the whole department.
- Although I do not report directly into you, from an observers view point, I would say that you are very good at looking at things objectively, are prepared to challenge others ideas openly, and are prepared to take time out to listen to your direct reports (plus me occasionally) when required.
- Extremely astute and can always be relied on to give a sound commercial slant on a topic.
- He will always set aside time to talk to you if you have a particular issue / comment or concern and you specifically ask him for some of his time to discuss it regardless of how busy he is.
- His accounting ability and his high standards in his area of responsibility. New ideas and good guidance and help in some of our important mathematical processes.

2. What do you believe should be this person's top priority for personal development?

- Perhaps to trust people a little more. To be more helpful when all the other managers are out of the office.
- Involve others in you objectives and understanding of your priorities
- Growing himself in terms of his profile with his peer group at CWM (GB) and his peer group and immediate next level up
- I think that perhaps at specific times you may come across as unapproachable and a bit abrupt with other members of the team. However I think this is more a trait of the pressures you are under rather than anything else.
- Develop people skills, man management.
- Try to curb his ability to be dismissive of people and their comments and not to be so moody in future.
- More open communication. Sharing more ideas. Offer encouragement and support at all times. Don't be frightened to offer praise. Offer some warmth and try to understand our operating difficulties in the field a bit more. Better appreciation and understanding of our business at the 'Sharp End'
- Man Management in view of new team.

3. What additional feedback would you like to give this person?

- One thought would be for Michael to ask for help when under pressure. Michael can come times seem a little touchy - I think this is when he under a lot of pressure.
- You have a lot of potential to offer to the team, but your specialist role places many major deadlines on you and can appear to isolate you somewhat .
- As previously explained.
- Additional feedback would be to improve your approachability.
- I can only speak as I find and that is to say that you are always supportive to me if I need advice on any work related issues. I think you know that I will only come to you when I have to and that is usually because I want reassurance about a matter I'm not fully on top of re-budgets and accounts. I think the way that you have taken on board the management of the Sales Administrator role has been good.
- Generally, a valued and well respected person, open to honest feedback and criticism, even if you never accept it. Needs to temper attitude in relation to dealings with staff, once wrong doesn't mean always wrong. Can also display a lack of sensitivity to certain situations or deal with in an inappropriate manner. Can have a tendency to put off work, or not prioritise, or suggest it can be done, but not when, or the when is some time off.
- When the situation warrants it, you do have very good people skills however if you are caught off guard or on a bad day this can change dramatically and your attitude to people and situations can be totally different from one hour to the next. I would like to see more consistency in your approach.