

360 Degree Feedback Survey

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Feb 2nd 2024

Leadership Excellence – March 2024



This report is confidential and should not be distributed without permission.

Introduction





Congratulations! By participating in this 360 Feedback assessment, you will receive a well-rounded view of your strengths and of areas where you can improve. By gathering feedback from multiple sources, you will gain a better understanding of how your actions and behaviors impact others and the organization. This report can positively impact your development by providing actionable insights that you can use to improve your overall performance and become a more effective leader/manager.

Purpose

- Enable transparent communication with your direct reports, peers, managers, etc.
- Identify your strengths and areas you need to develop further.
- Create a plan for leveraging those strengths and to address those development needs.
- Improve your overall performance.
- Obtain a holistic overview of your behavior by incorporating the observations and perspectives of others.

Participants

The following is a summary of the group of respondents who were invited to participate and provide feedback for you.

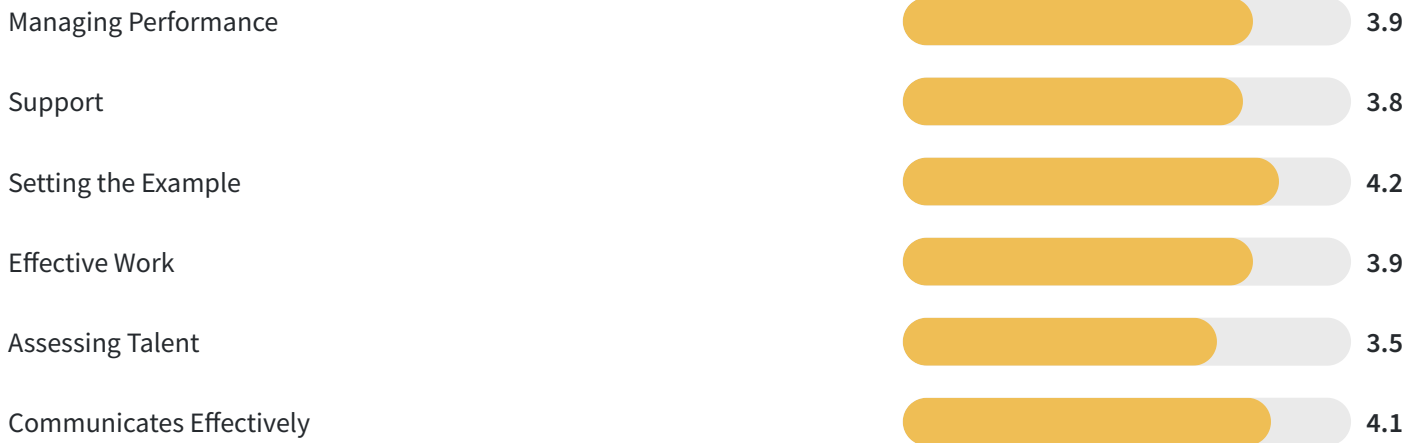
RELATIONSHIP	NOMINATED	COMPLETED	COMPLETION RATE
Self	1	1	 100%
Peer	2	2	 100%
Manager	1	1	 100%
DirectReport	3	3	 100%

Competency Summary

Overall Summary

This section will give you an idea on the overall ratings for each category listed below.

3.9_{/5}



Managing Performance

This section will be used to rate the employee's behaviors when they are Managing Performance.

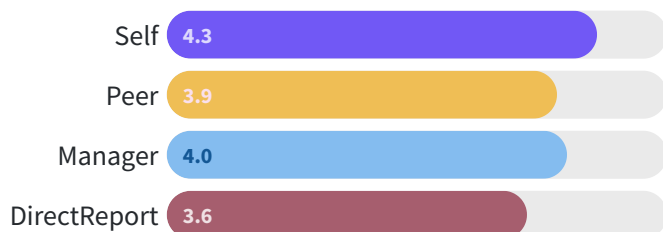
3.9 /5



Support

This section will be used to rate the employee's behaviors when they are providing Support.

3.8 /5



Setting the Example

This section will be used to rate the employee's behaviors when they are Setting the Example.

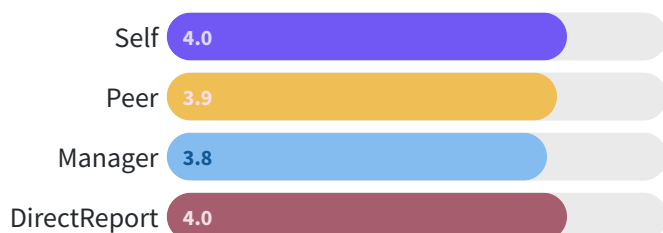
4.2 /5



Effective Work

This section will be used to rate the employee's behaviors based on their Effective Work

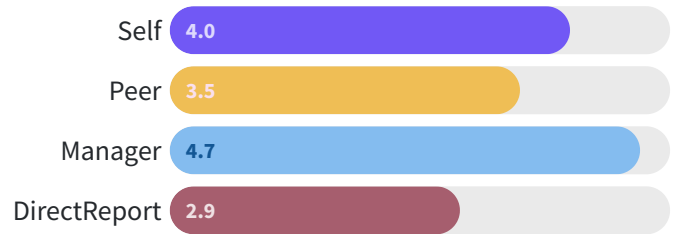
3.9 /5



Assessing Talent

This section will be used to rate the employee's behavior when Assessing Talent.

3.5_{/5}



Communicates Effectively

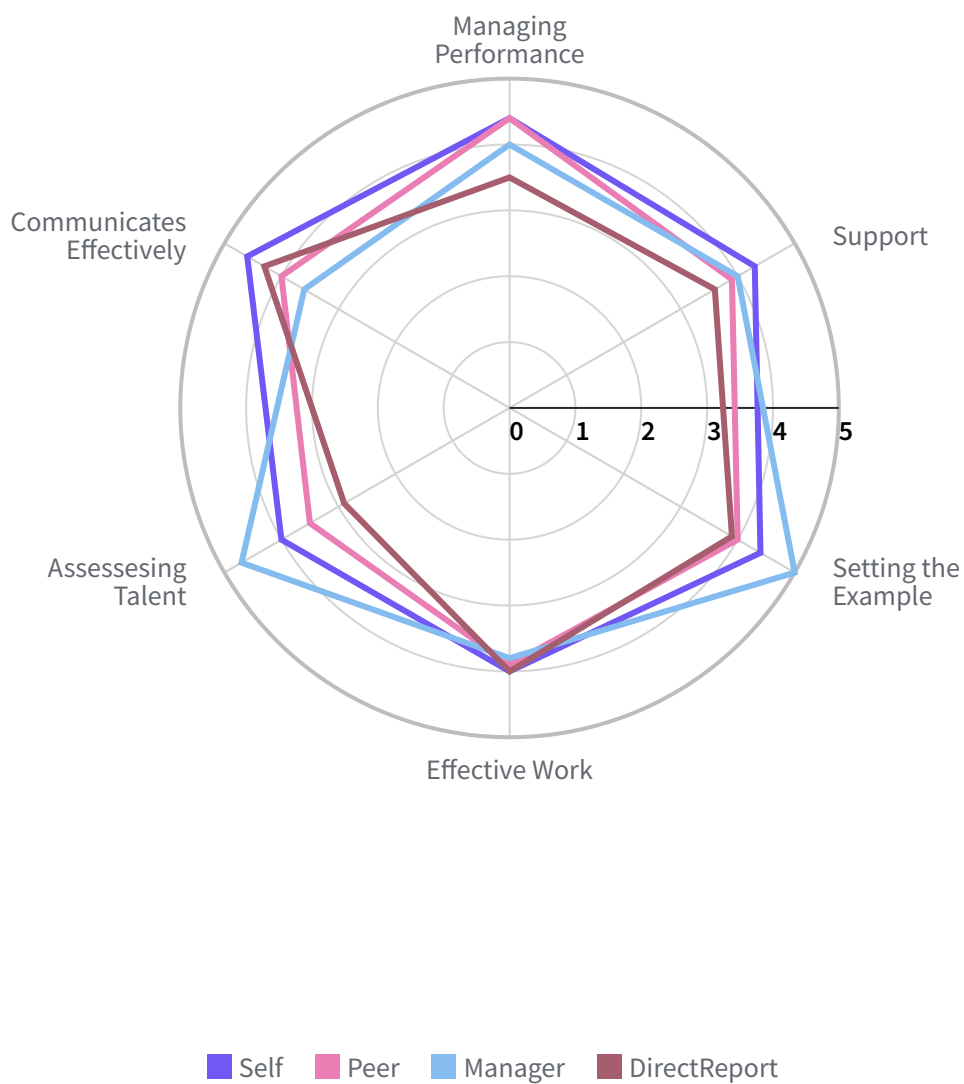
This section will be used to rate the employee's behavior to Communicate Effectively

4.1_{/5}



Gap Analysis - Radar Chart

The Competency Summary radar chart below shows your ratings for each rating group across all competencies. Radar charts are useful in easily spotting gaps between rater groups perceptions and observations of your workplace behaviour. Higher scores fall towards the outer side of the chart and vice-versa.





Highest Rated Items

Below are the statements where you received the highest ratings and are considered your key strengths.



Proactively communicates and works with others across department lines to achieve business results.

(≡ Communicates Effectively)



Sets a good example of the behavior and standards that he/she expects of others.

(≡ Setting the Example)



Works well with others, at all levels.

(≡ Setting the Example)



Provides a positive role model of leadership.

(≡ Setting the Example)



Collaborates well with his/her colleagues.

(≡ Setting the Example)



Lowest Rated Items

Below are the statements where you received the lowest ratings and are considered your opportunities for development.



Provides an accurate evaluation of people's strengths and weaknesses.

(|≡ Assessing Talent)



Actively removes barriers that make it difficult for direct reports to accomplish their goals.

(|≡ Support)



Considers multiple sources of information when making important decisions.

(|≡ Effective Work)



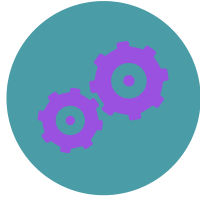
Is open to feedback and acts on feedback in a productive manner.

(|≡ Assessing Talent)



Acts as a champion during times of change.

(|≡ Setting the Example)

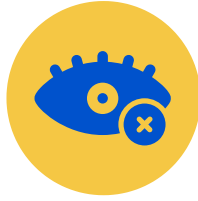


Hidden Strengths

Hidden Strengths are statements where you rated yourself lower compared to the average rating of other respondents.

You know yourself well!

Your peer ratings are mostly in line with how you have rated yourself.



Blind Spots

Blind Spots are statements where you rated yourself higher compared to the average rating of other respondents. These may be your potential areas for development.

AREAS

YOUR RATING

OTHERS

Managing Performance

This section will be used to rate the employee's behaviors when they are Managing Performance.



Support

This section will be used to rate the employee's behaviors when they are providing Support.



Assessing Talent

This section will be used to rate the employee's behaviors when Assessing Talent.



Communicates Effectively

This section will be used to rate the employee's behavior to Communicate Effectively.



Detailed Feedback

The detailed statements below provide you with a breakdown of ratings by rater type.

Managing Performance				3.9/5
QUESTIONS	SELF	PEER	MANAGER	DIRECTREPORT
Clearly explains to direct reports what is expected of them.	5.0	4.5	4.0	3.7
Holds direct reports accountable for improving performance and achieving goals.	4.0	4.5	4.0	3.3
Gives timely, constructive and ongoing feedback to direct reports regarding their performance.	4.0	4.0	4.0	3.7
Gives meaningful and specific praise or recognition to direct reports who have performed well.	5.0	4.5	4.0	2.7
Sets reasonable expectations with regard to tasks, goals and commitments.	4.0	4.5	4.0	4.0
FEEDBACK Please provide further clarification regarding your responses in the Managing Performance section if needed: <ul style="list-style-type: none"> I have seen the bar raised over time in his group. Mike is specific about the expectations he has of me. Overall, he is very good at giving us constructive feedback and recognition for the work we do. 				

Feedback on performance is given during performance reviews, not on an ongoing basis giving the employee time to improve

He has improved in this area, providing clarification to his direct reports and team members. He can still improve.

Setting "reasonable" tasks and expectations is the baseline for a good/great outcome. I understand what it takes to do most of the tasks the team is performing so I have a good feel for when we are being unreasonable. The biggest area of improvement for me with this has to do with seeing around the corner which will help minimize when there are competing tasks/requests.

Support

3.8/5

QUESTIONS	SELF	PEER	MANAGER	DIRECTREPORT
Gives direct reports challenging assignments based on individual strengths.	4.0	3.5	4.0	3.7
Helps his/her team learn without punishing individuals for mistakes.	5.0	4.0	4.0	4.0
Actively works with direct reports to have a working plan for their professional development.	4.0	3.5	4.0	4.0
Is supportive of his/her team and provides guidance as needed.	5.0	4.5	4.0	3.7
Actively removes barriers that make it difficult for direct reports to accomplish their goals.	4.0	3.5	4.0	2.7
He/she is a motivating force for his/her team.	4.0	4.5	4.0	3.3

FEEDBACK

Please provide further clarification regarding your responses in the Support section if needed:

I am fairly certain this is occurring.

I do motivate my team and I believe it starts with team chemistry and inclusiveness (team outings, recognizing personal events, ie. birthdays). I do also regular meetings with my team and discuss and celebrate team and company wins. I do think that I could do more with this.

Mike listens to me when I need additional help to accomplish all my tasks.

Is a team player and pitches in when needed, is great at helping out when there are obstacles in the way of completing a project.

Assignments are given based on his perception of strengths, not on the employee goals for improvement

He may remove barriers for the team more than he should - but don't have direct examples.

Setting the Example

4.2/5

QUESTIONS	SELF	PEER	MANAGER	DIRECTREPOR T
Provides a positive role model of leadership.	5.0	3.5	5.0	4.3
Acts as a champion during times of change.	3.0	3.5	5.0	3.7
Works well with others, at all levels.	5.0	4.5	5.0	3.7
Sets a good example of the behavior and standards that he/she expects of others.	4.0	4.0	5.0	4.3
Collaborates well with his/her colleagues.	5.0	4.5	5.0	3.7

FEEDBACK

Please provide further clarification regarding your responses in the Setting the Example section if needed:

I can't say I regularly set a good example of the behavior and standards I expect of other. I will say that I do engage everyone the way I expect to be engaged.

Mike is an excellent collaborator.

Works well with everyone.

He is positive and demonstrates a can-do attitude.

I believe he is a good leader and sets a good example to his team and colleagues.

Effective Work

3.9/5

QUESTIONS	SELF	PEER	MANAGER	DIRECTREPOR T
Effectively manages complex work assignments and projects for self and team.	 4.0	 3.5	 3.0	 4.3
Considers multiple sources of information when making important decisions.	 4.0	 4.0	 4.0	 3.0
Approaches problems with a solution-orientation.	 4.0	 4.0	 4.0	 4.3
Follows through on commitments through action.	 4.0	 4.0	 4.0	 4.3

FEEDBACK

Please provide further clarification regarding your responses in the Effective Work section if needed:

I set expectations for my team and my superiors. If I can't meet those expectations, I let them know ASAP and re-establish new expectations. My biggest area of improvement is around making sure all of my team and my work is 100% error free.













Mike takes action and approaches problems with a solution-orientation, but does not ask for input from others enough when doing so.

He understands why it is important to seek several perspectives when faced with business-critical decisions. He provides appropriate notification to leadership on important decisions. He possesses good decision-making skills.

He is very good at working across the organization to get to a good point. He will tag in other leaders to review work and ensure all key leaders are aligned.

Assessing Talent

3.5/5

QUESTIONS	SELF	PEER	MANAGER	DIRECTREPOR T
Provides an accurate evaluation of people's strengths and weaknesses.				
Is aware of his/her own strengths and weaknesses.				
Is open to feedback and acts on feedback in a productive manner.				
















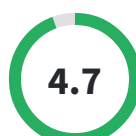



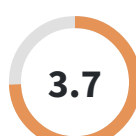
FEEDBACK

Please provide further clarification regarding your responses in the Assessing Talent section if needed:

- █ Usually is able to assign projects to the appropriate people to get things done in a timely manner.
- █ Only listens to a few in the group regarding feedback
- █ I don't feel that Mike is really that aware of his weaknesses.
- █ He manages several terminals and spends appropriate time engaging with his team in this regard.
- █ I am very aware of my strengths and weaknesses. I spend a fair amount of time assessing where I need to get better. am open to feedback as it helps me validate what I am thinking.
- █ Needs to work on this.

Communicates Effectively

4.1/5

QUESTIONS	SELF	PEER	MANAGER	DIRECTREPOR T
Communicates regularly with team to ensure they are aware of changes within the organization and/or department.	 5.0	 4.0	 3.0	 4.3
Is a good listener.	 4.0	 4.0	 4.0	 4.3
It is easy to talk to him/her because of his/her accessibility and approachable nature.	 5.0	 4.0	 3.0	 4.3
Proactively communicates and works with others across department lines to achieve business results.	 5.0	 4.0	 4.0	 4.7
When faced with conflict, he/she handles situations effectively.	 4.0	 4.0	 4.0	 3.7

FEEDBACK

Please provide further clarification regarding your responses in the Communicates Effectively section if needed:

- █ Is a great communicator, listens to what you have to say.
- █ works collaboratively with higher ups to improve the business results
- █ While nobody likes to deal with conflict, Mike is a good communicator.

I do not naturally like conflict. I have learned over the years to rip the band aid off with situations as it is usually worse in my head than it actually plays out. I have gotten better but I still feel I need to continue to work on this. Sometimes I try to over communicate.

A pleasure to work with and believe he is approachable and focused on what is in the company's best interest.

Dealing with conflict has not been his forte. I have seen improvement, but don't observe his conversations with others to give a more detailed assessment.

Summary Questions:

What sets this person apart from others in a positive way?

He is a team player - everyone likes working with him. He brings positivity into the workplace and onto the team.

I am a team player and will jump in whenever and wherever I am needed. Finally, I am not afraid to take on a challenge and when it comes to managing my teams, I work to find the best out of everyone that I work with, but I will make other arrangements when things are not working.

He is approachable and supports open communication.

He is approachable and supports open communication.

Mike is very approachable and friendly. I like working with him.

He has a positive attitude and keeps the mood up when in stressful situations.

Shares his new ideas for the company

What would this person need to stop doing in order to be more effective as a leader?

Stop allowing situations to go on too long. Be quicker to identify areas where a plan is not working, move on quickly and re-assess to understand where to allocate resources next.

Stop subsidizing weaknesses on his team. Point them out, coach them and make personnel changes more rapidly when necessary.

Stop subsidizing weaknesses on his team. Point them out, coach them and make personnel changes more rapidly when necessary.

He personally manages many tasks. I believe many of these tasks could be delegated to his team.

Focus more individuals in the team and not "favorites"

Sometimes can micro-manage a situation.

Mike needs to stop making decisions only on his own without input from others.

What would this person need to start doing in order to be more effective as a leader?

Be more vulnerable and ask for help to make decisions.

Listen, be more aware of individuals in the team, share feedback on an ongoing basis so improvement/changes can happen

It isn't really starting to do - but strengthening his ability to set high expectations, provide feedback and have difficult conversations.

Obtain feedback and improvement suggestions per team member.

Provide a better developmental plan for the lower-level analyst. This would help to keep talented high energy go getters on the team.

Strategic thinking, especially as the business continues to grow.

If you could ask this person to do one thing (more/less of or do differently) in order to support you and enable you to do your job to the best of your ability, what would that be?

Ensuring his team is effectively communicating.

Assure managers have proper oversight of data and reporting being sent out.

Be more proactive.

Speak up for his team at department meetings

Meet with me more frequently to see how I am doing.

Ensuring his team is effectively communicating.

What other comments would you like to add?

Overall, I think Mike is a very good manager.

I enjoy working with him, he is a real team player and a great manager.

He is positive in nature and is a supportive teammate.

He is a strong leader, has a great work ethic, and knows the business.

None

He is a really good cultural leader and has improved relative to my expectations over the time we have worked together. Overall, I hope that none of these areas for improvement are new as we have a robust and frequent dialogue.