



## 360° Surveys – Report Samples

# 360 Reports



## Typical Report Structure /Chapters

<b>Introduction</b>	➤ <b>Provide overview and context for participant</b>
<b>Competency Overview</b>	➤ <b>High level summary of overall results</b>
<b>Hidden Strengths and Weaknesses</b>	➤ <b>Comparison of self vs. other ratings</b>
<b>Importance Ratings</b>	➤ <b>Comparison of self vs. leader importance ratings</b>
<b>High/Low Summary</b>	➤ <b>Summary of high and low scoring items or competencies</b>
<b>Item Level Details</b>	➤ <b>Item level results</b>
<b>Open Ended Items</b>	➤ <b>Open-ended responses</b>

# Reporting Features- Introduction

## Your 360 Feedback Report

The 360 feedback process is designed to provide you the feedback information you need to improve your job performance and accelerate your professional development. Feedback from those who have observed you in action will help to confirm your known strengths, identify hidden strengths, and find, accept and act on your most pressing developmental needs. This report has been designed to help you easily understand your feedback, identify strength and opportunity areas, and uncover critical information you'll need to create a meaningful action plan. Your first goal should be to understand the feedback. Then, ideally with your manager as a partner, identify the two or three areas in which development would most beneficially impact your job performance and long-term career development.

### Leadership Competencies and Survey Items

Survey feedback is organized around Dell Leadership Framework competencies. Each competency is evaluated through survey items that focus on the behaviors that are most critical to effectiveness and success across a variety of roles and businesses. Your feedback on these competencies and items will help you to focus your self-development efforts.

### Survey Rating Scale

Raters used a 5-pt scale in evaluating the extent to which you demonstrated the behavior described in each survey item. The scale is presented to the bottom. Scores are averaged and presented by Self, Manager, Peer, Direct Report, Customer and Other rating categories. "All Other Raters" scores are calculated from all ratings excluding "Self" and "Manager" ratings. "Not Applicable/Not Sure" ratings are not included in calculations.

#### Survey Rating Scale

1 - Development Opportunity	4
2	5 - Towering Strength
3 - Meeting Expectations	6 - Don't Know/Not applicable

### Confidentiality

To maintain the confidentiality of ratings, scores are presented separately by rater category (e.g., Direct Report, Peer, Customer, Other Management and Other) only when there are at least 3 raters for the category. Remember, all ratings other than self and manager ratings are averaged together in the "All Other Raters" category.

### Report Overview

1. How Did I Do Overall?
  - Provides an overview of results for all competencies measured in the survey.
2. What Are My Hidden Strengths/Blind Spots?
  - Highlights similarities and differences in how you rated yourself versus how others rated you.
3. How Do My Importance Ratings Compare to My Manager's?
  - Describes the extent to which you and your manager agreed on the importance of the leadership competencies to your role.
4. Comments
  - Presents all written comments provided by raters, grouped by rater categories when possible. Comments are presented as they were written, without edit.
5. What are My Highest and Lowest Items and Competencies?
  - Shows the ranking of the leadership competencies, and the survey items receiving the highest and lowest total ratings.
6. Survey Item Detail
  - Provides detailed results for each item of the survey.

Rater Group	Invited	Responded
Self	1	1
Direct Manager	1	1
Indirect Manager	1	0
Peers	1	0
Customers	25	5

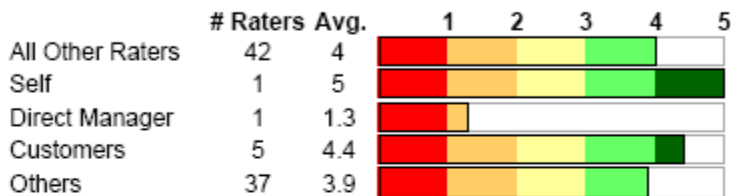
# Reporting Features- Competency Overview

Overview by Competency

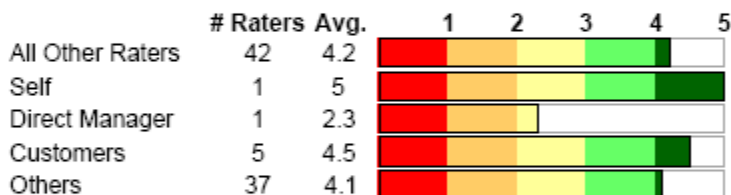
## How did I do overall?

Overall results for each of the competencies are provided below. Whenever possible, results are separated by rater categories (requires at least 3 raters). The overview can give you a high-level understanding of your areas of relative strength and weakness. In addition, scan the graphs to identify particular trends among rating groups. To understand more about results for a particular competency, review the Survey Item Detail section.

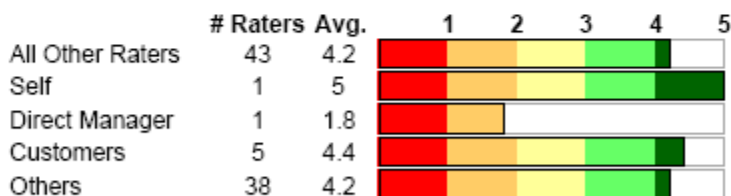
### Drive Strategy



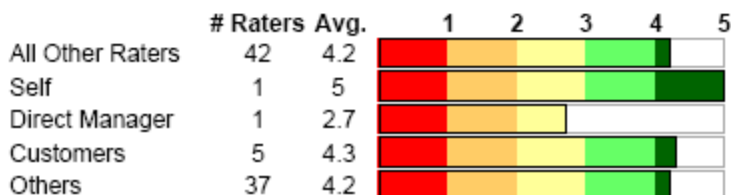
### Innovate



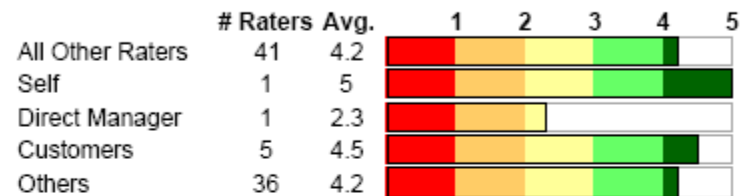
### Inclusive



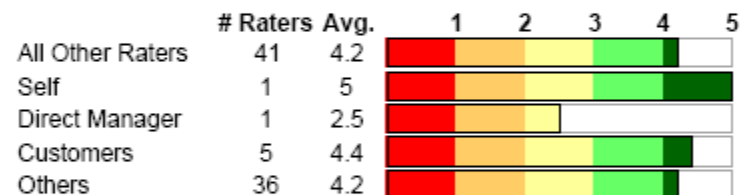
### Simplify



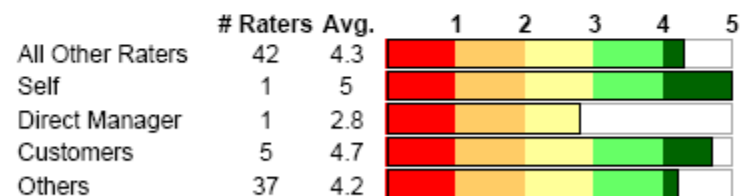
### Decide



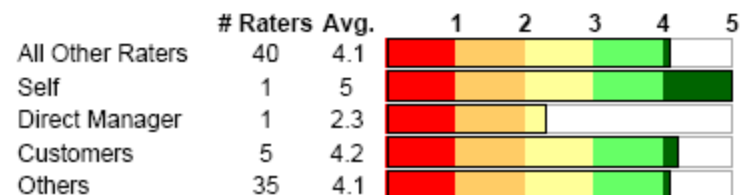
### Customer First



### Personal Effectiveness



### Engage Others

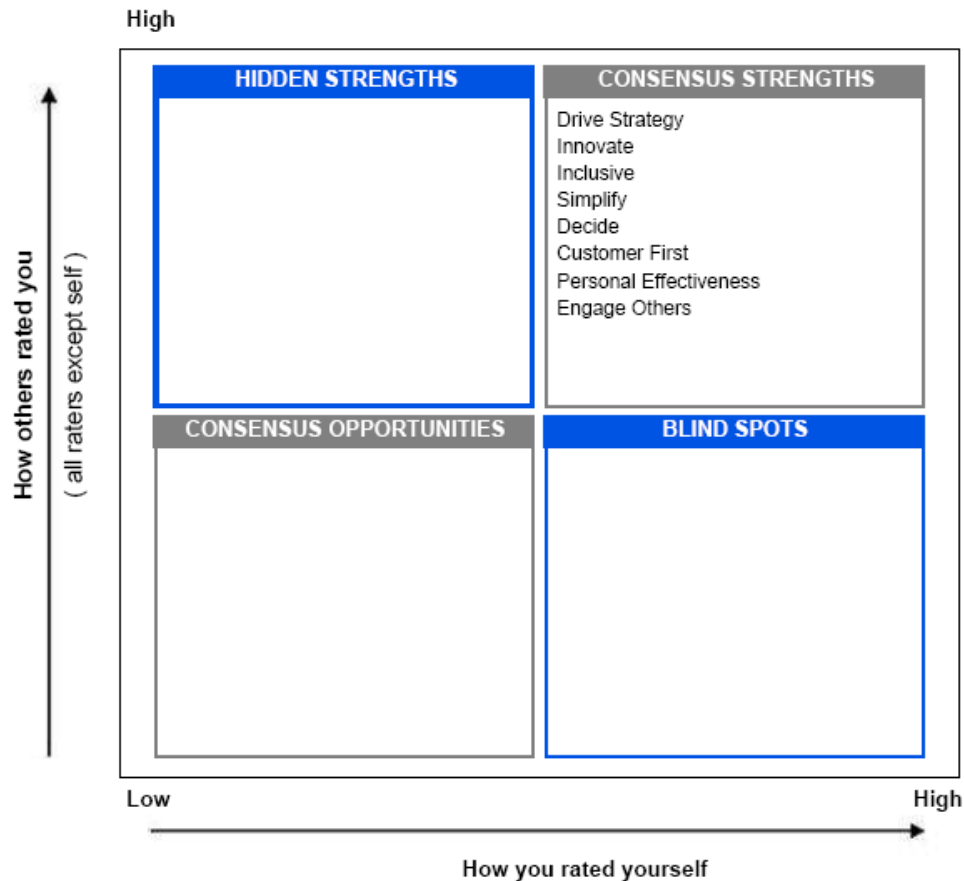


# Reporting Features- Competency Overview

Hidden Strengths/Blind Spots

## What Are My Hidden Strengths/Blind Spots?

It is important to realize that others do not always see us as we see ourselves. This chart highlights those competencies in which others rated you more highly than you rated yourself (Hidden Strengths); and those in which you rated yourself more highly than others did (Blind Spots). Consider these "surprises" when identifying your developmental opportunities. How can you leverage your "Hidden Strengths" to get even better results? Perhaps the "Blind Spots" represent areas for development that you didn't know you had.



# Reporting Features- Importance Rating

Importance Ratings, Self vs. Manager

## How Do My Importance Ratings Compare to My Manager's?

You and your manager rated the importance of each competency to the performance of your job. This section of the report compares how you and your manager's view what's important to performing effectively in your job. The horizontal bars describe the importance you and your manager gave to each competency. Note those areas with the largest gaps. Then look to see how your manager rated your performance on those competencies.

### How important is this competency to my job?

		Important	Very Important	Critical	How did my manager rate me on this competency?
Personal Effectiveness	Self				2.8
	Direct Manager				
Engage Others	Self				2.3
	Direct Manager				
Decide	Self				2.3
	Direct Manager				
Simplify	Self				2.7
	Direct Manager				
Customer First	Self				2.5
	Direct Manager				
Drive Strategy	Self				1.3
	Direct Manager				
Innovate	Self				2.3
	Direct Manager				
Inclusive	Self				1.8
	Direct Manager				

# Reporting Features- High/Low Ratings

**My Highest Rated Survey Items**

Inclusive (4.2)	Personal Effectiveness (4.2)
Simplify (4.2)	Innovate (4.1)
Decide (4.2)	Engage Others (4.1)
Customer First (4.2)	Drive Strategy (4.0)

**My Highest Rated Survey Items**

4.6 Shows respect for people with different backgrounds, styles, and points of view. (Inclusive)

4.4 Speaks well of      brand (i.e., products and services) when talking to others. (Customer First)

4.4 Treats others with respect. (Personal Effectiveness)

4.3 Value and consider the viewpoints of others. (Decide)

4.3 Contributes ideas to open discussion (or debate) of issues and supports the team's or leader's final decisions. (Decide)

**My Lowest Rated Survey Items**

3.9 Establishes strategies for achieving individual or work unit goals. (Drive Strategy)

3.9 Works to understand the financial impact of own work. (Drive Strategy)

3.9 Provides useful and timely feedback and coaching to others. (Engage Others)

4.0 Asks questions to understand the purpose of own work. (Drive Strategy)

4.0 Aligns own activities with the work group's goals and strategies. (Drive Strategy)

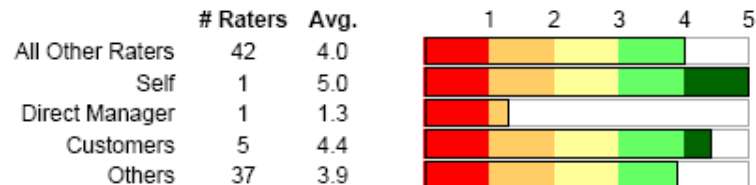
# Reporting Features- Item Detail

## Survey Item Detail

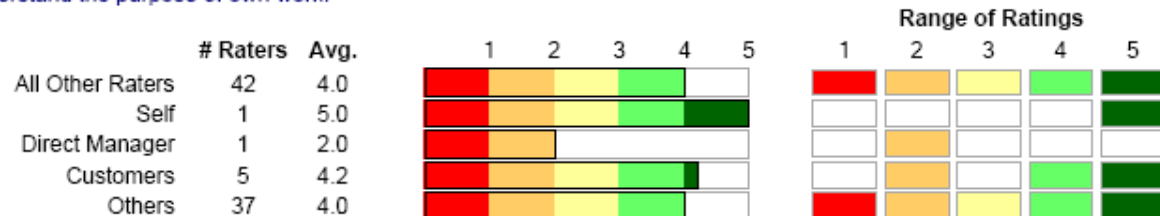
This section of the report provides detailed information on each question of the survey. Use this information to identify your specific behavioral strengths and opportunities. Ratings for Self, Direct Manager, and Indirect Manager are presented separately. Average ratings for other rater groups (e.g. Direct Reports, Peers, Customers, and Others) are presented separately only if at least three raters for the category respond to the question. "All Other Rates" includes ratings of all raters except Self, Direct Manager, and Indirect Manager. Use "Range of Ratings" to understand the spread of individual ratings you received for an item.

### Drive Strategy - Know the business, look ahead, plan for the future

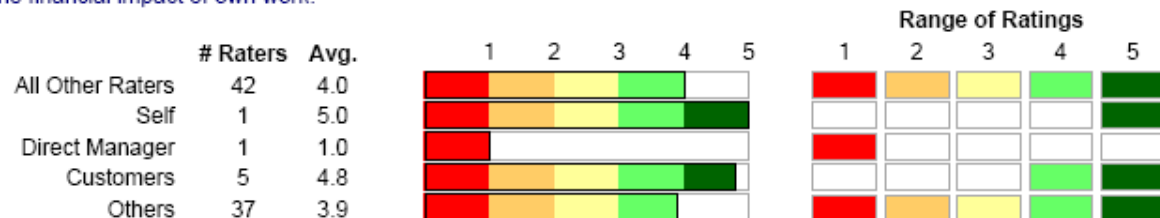
#### Drive Strategy - Overall



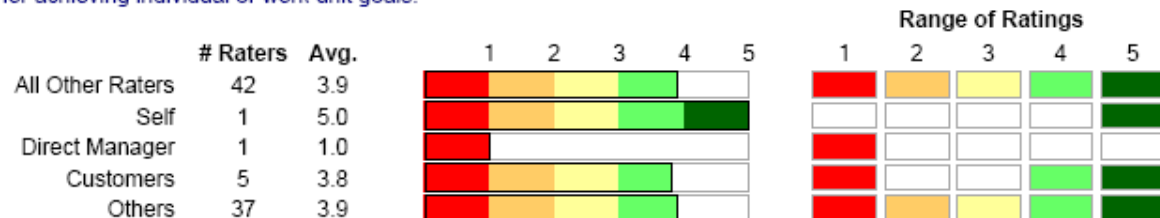
#### 1. Asks questions to understand the purpose of own work.



#### 2. Works to understand the financial impact of own work.



#### 3. Establishes strategies for achieving individual or work unit goals.



# Reporting Features- Written Comments

Written Comments

## Comments

Comments provided by your raters are often viewed as the most important part of 360° feedback. This section provides the comments given in response to "open-ended" questions. Comments are provided verbatim, without edit. Please do not try to individually identify who wrote a comment. Accept the comments as written, and see how you can use the comment to gain greater insight into your results.

Please read the comments carefully and use them to help you determine where to focus your attention when creating a development plan. The comments can help you to better understand or clarify ratings that you received. In addition, comments can also sometimes be contradictory, unclear or emotional. In these cases, try to accept that, although not everyone agrees, the comment is how at least one rater perceives you.

What should the participant start doing?

### Direct Manager

Nicola needs to start doing the extra mile in order to position himself to his next role in the team.

### All Others

Cuando se le llama, aunque no se le localize el escucha los recados y se empieza a mover, pero te mantienen poco informado hasta que no obtiene algún resultado, debería mantener mas informado

Hace su trabajo muy bien. Muy responsable.

Le deben dar la oportunidad de asumir más responsabilidad comercial dentro de Dell