



# 360 DEGREE FEEDBACK

## REPORT

Report prepared for

**JANE DOE**



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## INTRODUCTION TO 360 DEGREE FEEDBACK SURVEY

An important indicator of success for any business is the extent to which it has a high performing senior management team. Feedback is a snapshot that leads to awareness based on which choices can be made. Everyone needs feedback to do their best at work and continue their development.

360 degree evaluation process is intended to provide you with thorough and constructive feedback from different sources, such as direct reports/subordinates, managers, peers/colleagues, and externals along with self – assessment. The primary reason to do this full circle confidential review is to provide you with information about your performance from multiple perspectives. The data derived from this process is meant to serve as a foundation for your own development and benefit the organization.

### Personal Awareness – Johari Window

The Johari Window, named after its creators Joseph Luft and Harrington Ingham, is a model used to depict aspects of interpersonal interaction. A four-paned “window,” as shown below, divides personal awareness into four categories: Open, Hidden, Blind, and Unknown. The Window shows what you know about yourself, and how much others know about you.

	Known to Self	Not Known to Self
Known to Others	OPEN	BLIND SPOT
Not Known to Others	HIDDEN	UNKNOWN

**Open:** The Open pane in the window reflects things that you know about yourself, and others know about you. These tend to be available facts. For example, you know your name, and others tend to know it, too.

**Hidden:** The Hidden pane includes details about yourself that you keep private. As you get to know and trust other people more, you may choose to share information about yourself, such as your dreams and ambitions.

**Blind Spot:** This pane represents information that others know about you, but is outside your own awareness. A blind spot is generally considered a deficiency. For example, you think you have good communication skills, whereas others may not think so.

**Unknown:** The Unknown pane represents things that neither you nor others know about you. For example, you may have hidden talents that you have not yet discovered about yourself.

One of the values of 360-Degree Feedback is that you may improve your self-understanding and validate the information in the Open pane, but its real strength lies in exploring the Blind pane, by learning how others perceive you. 360-Degree Feedback gives you specific information that you can use as a starting point for behavioral change.

## Interpreting Your Feedback

### 1. Identify the highest rated behavior

- Using the overall average rating, we identify your highest rating items. These indicate the areas of strengths. These areas are identified as strengths because they will receive the highest overall score from each respondent group.

### 2. Identify the lowest rated behavior

- Using the overall average rating, we identify your lowest rating items. These indicate the areas of weakness. These areas are identified as development opportunities because they will receive the lowest overall score from each respondent group.

### 3. Pinpoint key difference/gaps with various rater groups

- Significant gaps between your Self- rating and that of others on a behavior will indicate potential hidden strengths or blind spots. These are the areas where you can leverage better or focus for specific improvement.

Whether or not you agree with all the ratings you were given, you must manage the perceptions of others. Changing others' perceptions may be just as important as improving your skill.

### 4. Prioritize and create a plan to address developmental opportunities.

- Identify the areas of improvement for your overall development. This will include managing relationships, skills, knowledge and experience. For each priority, outline the specific actions you will take for accomplishment of developmental plans in a particular timeframe.

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YOUR REPORT

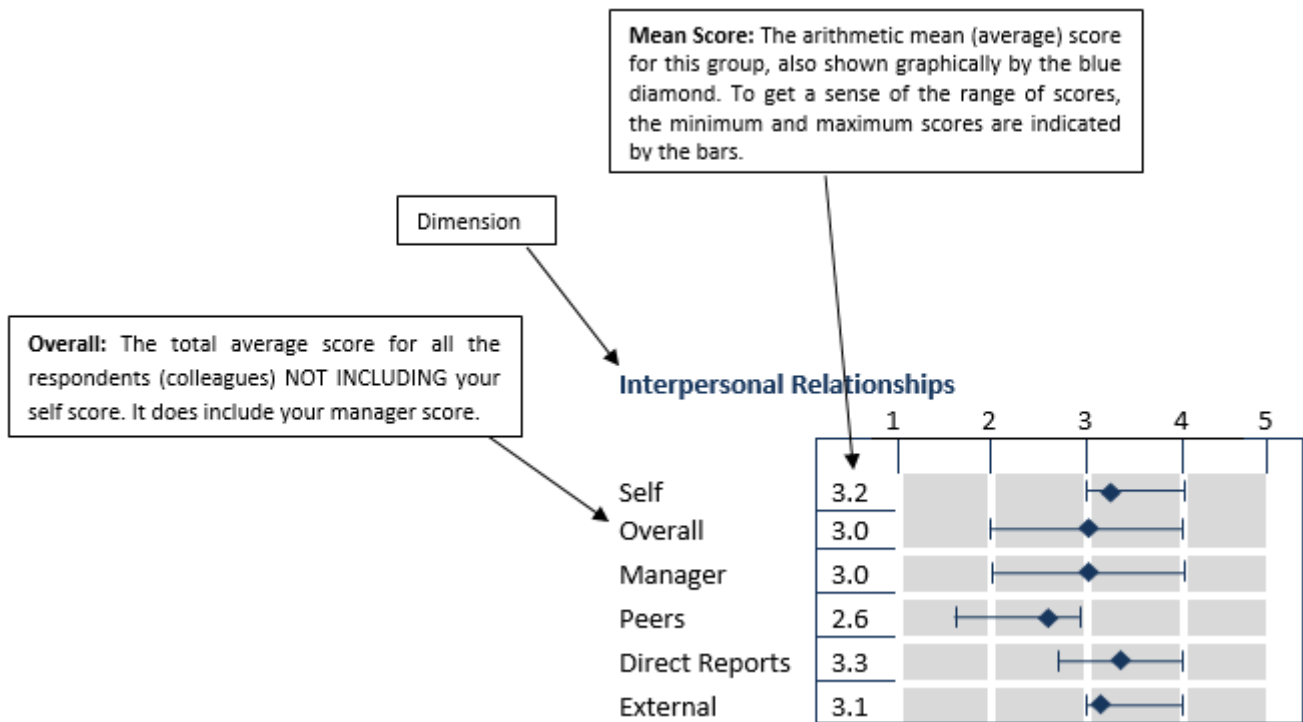
This report contains information collected from the individuals you identified and asked to complete the 360 Degree Feedback Survey. The data in this report gives you an opportunity to gain insight into your performance on the different competencies included in the survey.

The report is organized into four sections:

- Dimension Summary
- Top/Bottom Scores by Respondent Group
- Gap Analysis – Hidden Talents & Blind Spots
- Results by Question

Section 1 is the **Dimension Summary**.

The tables in this section show the averaged results for the items in each dimension. Refer to Section 4 to see the items that comprise each dimension and to get a better understanding of the items that affected the dimension scores most significantly. To understand how to interpret these tables, see the example annotated table description below.



Section 2 presents the **Top/Bottom Scores by respondent group**.

This shows the five highest scored and five lowest scored items for each of the respondent groups (other than Self) plus the average of the respondents. More than five may be shown if there are ties. This section allows you to quickly see where your strengths and development needs lie, as well as giving you a quick look at possible similarities and differences in how you are perceived across respondents. Agreement across respondent groups should be a strong indicator of consistency in your behavior. Where major differences arise, you should take time to reflect as to why that might be.

Section 3 is called **Gap Analysis**.

This quickly shows you where your self-ratings differed the most from the overall (averaged) ratings (i.e. everyone who provided feedback other than yourself). The first table shows the five items (more than five where there are ties) where overall ratings were HIGHER than your self-rating by the greatest amount. These may suggest hidden strengths, i.e., areas where you are perceived as being more effective than perhaps you realize. The second table is the converse, i.e., the top five items (plus ties) where overall ratings were LOWER than your self-rating. These probably suggest the blind spots, i.e., areas where you are perceived as being less effective than perhaps you think.

Section 4 provides **Results by Question**

This is a detailed report for each item. The average ratings for each rater category are displayed. An overall category is also displayed showing the total average score for all rater categories, not including your self-score.

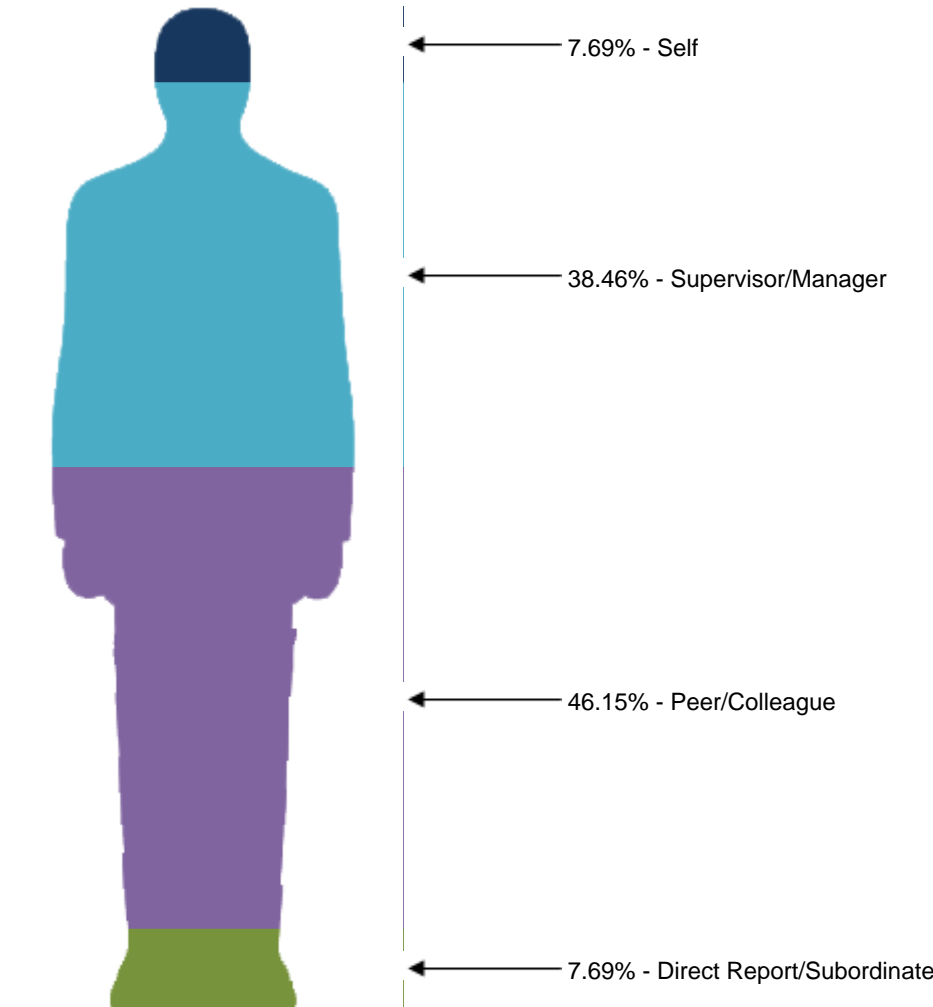
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RESPONDENT GROUPS

Your report contains feedback from the following respondents:

- Self
- Supervisor/Manager
- Peer/Colleague
- Direct Report/Subordinate

Diagram 1 : Respondent Groups





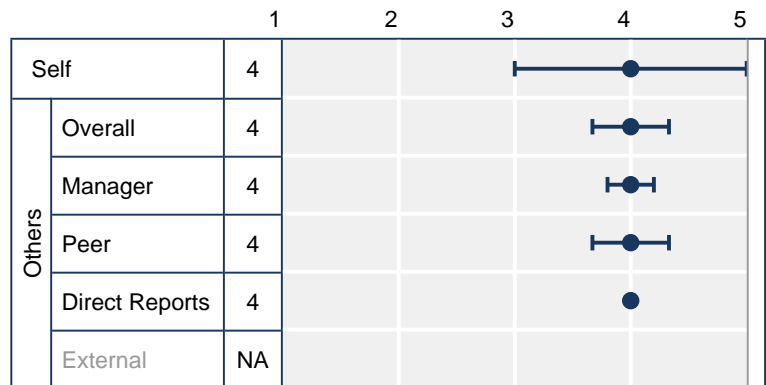
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**RESULTS**

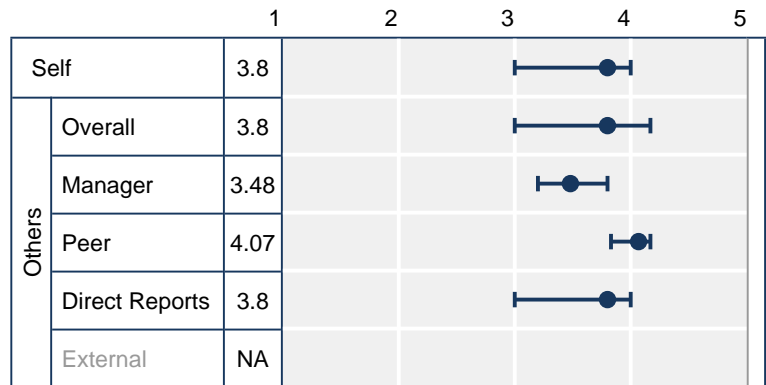
**Section I : Dimension Summary**

**Table No. 1 : Scores of respondent groups on each dimension**

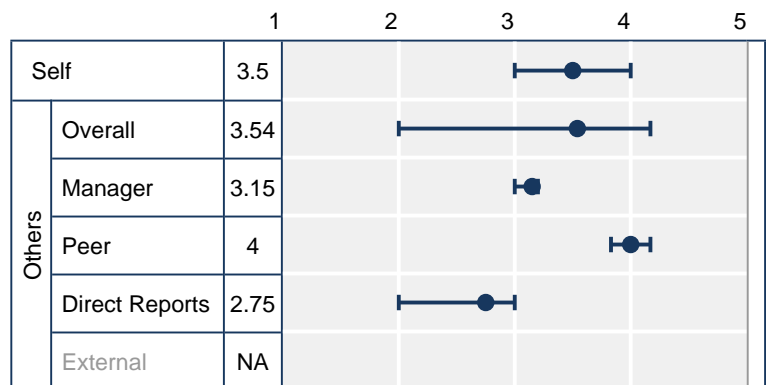
**1. Interpersonal Relationships**



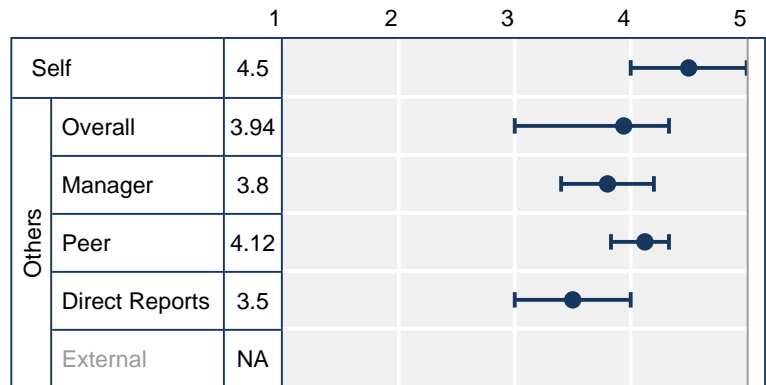
**2. Leadership & Influence**



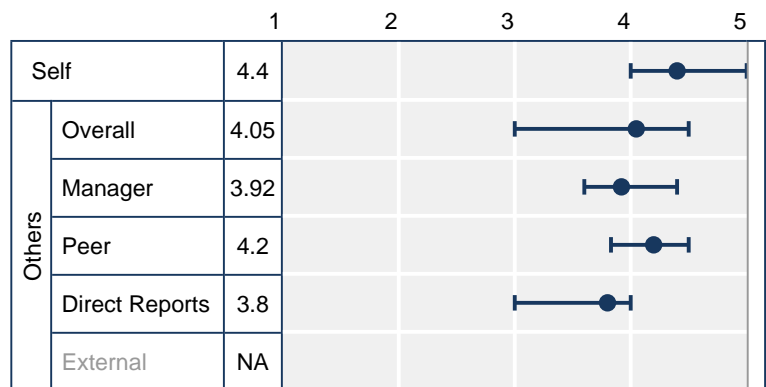
**3. Planning & Organising**



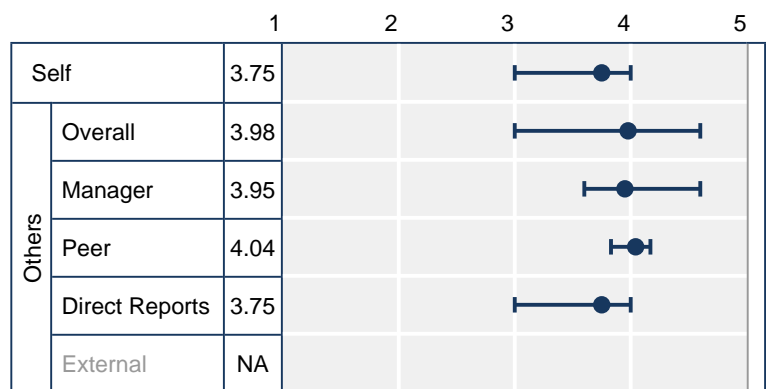
#### 4. Decision Making



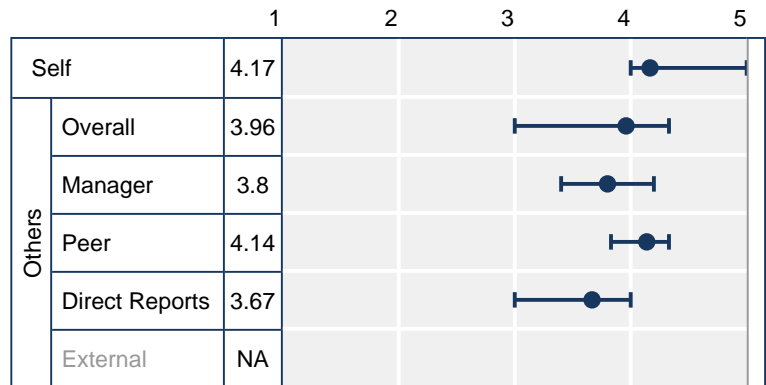
#### 5. Communication



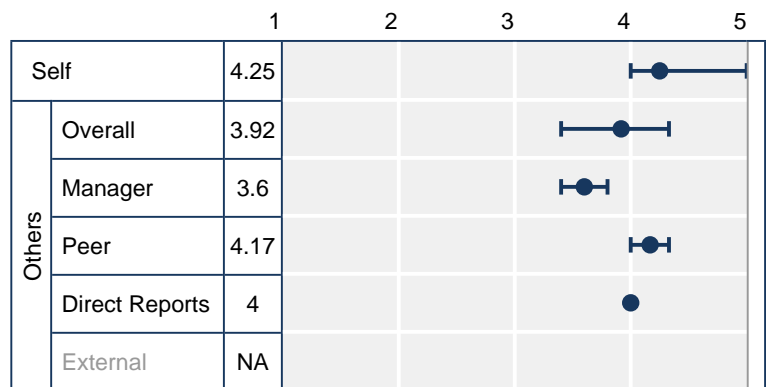
#### 6. Flexibility & Stress Tolerance



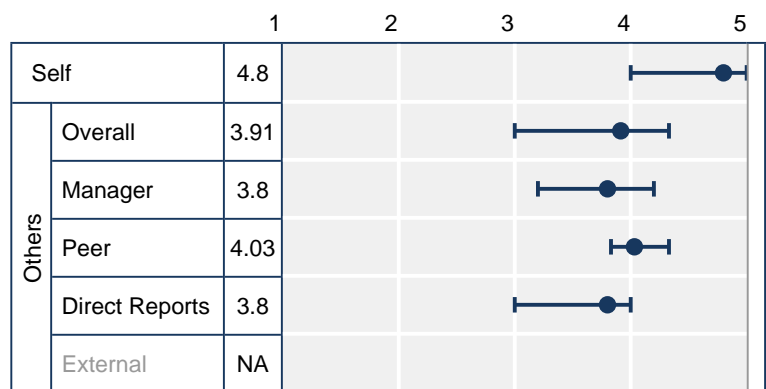
**7. Professional Competence / Efficiency / Productivity**



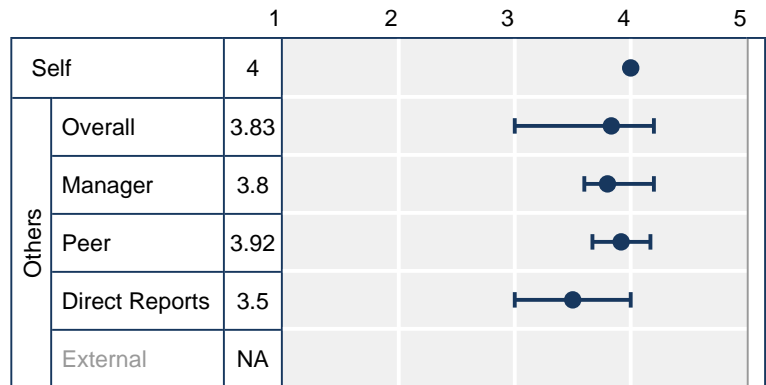
**8. Motivating / Developing Others**



**9. Integrity & Ethical Management**



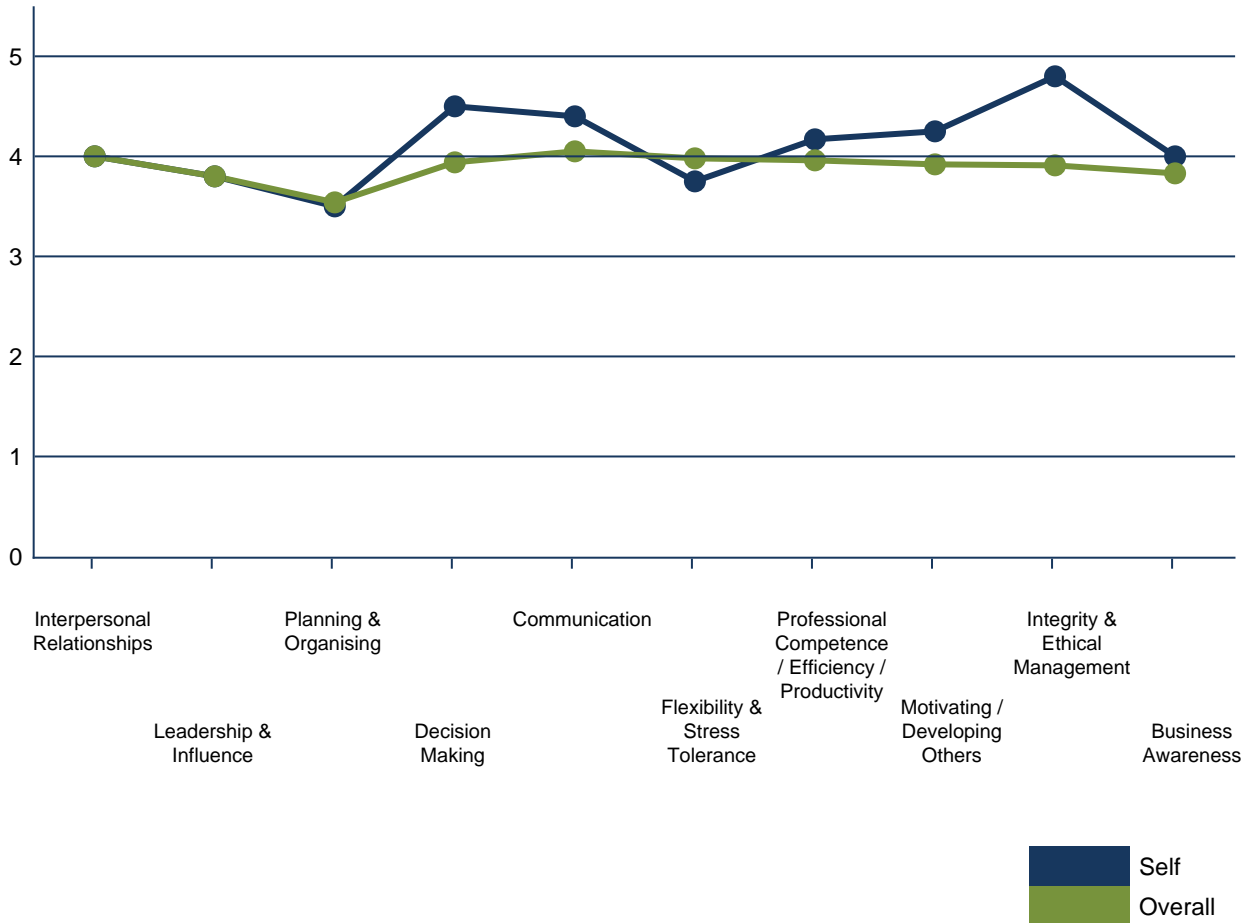
10. Business Awareness



## Dimension Summary

Summarizes graphically your self-perception and compares it with the feedback you received.

**Diagram 2 : Overall Scores vs. Self Scores on each dimension**

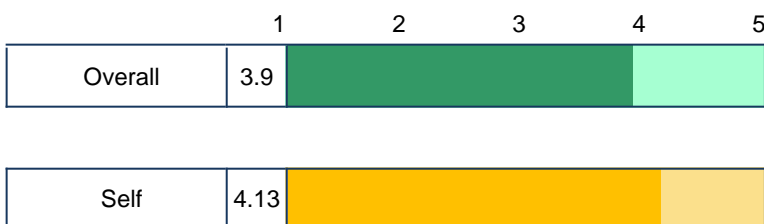


## Consolidated Score

### Average Overall Score v/s Average Self Score

The graph below depicts the Average Overall Score for the feedback you received, in comparison to your Average Self score on a scale on 1 to 5:

**Please note:** Average Overall Score is the average score for all responses given by all your raters for you. Average Self Score is the average score for all responses given by you for yourself.



## Section II : Top/Bottom Scores by Respondent Groups

This section presents the five Top (Highest scored) and five Bottom (Lowest scored) items for the overall category (all raters categories combined except the Self rating). More than five may be shown if there are ties.

**Table No. 2 : Highest scored items**

### Top Items

Statement Question	Mean
Is flexible in his/her approach towards managing tasks/projects.	4.33
Explains & justifies his/her decisions.	4.33
Is a good listener.	4.25
Fully contributes to team efforts, openly shares knowledge, information and opinions within as well as across departments.	4.25
Displays knowledge/expertise required for his/her position.	4.17

**Table No. 3 : Lowest scored items**

### Bottom Items

Statement Question	Mean
Able to methodically analyze large amounts of complex information and draw out right conclusions.	3.5
Holds structured & productive meetings, events & activities.	3.5
Views problems from a business perspective, opportunity, investment, risks and anticipated results.	3.58
Plans ahead for contingencies/potential roadblocks.	3.58
Has a sense of ownership & does not have to be reminded time & again of his/her responsibilities.	3.58

### Section III: Gap Analysis

This section of the report will illustrate the difference between your self scores and the combined rater (overall) scores. These gaps can also be understood as your hidden strengths and blind spots. The larger the gap score, the more inconsistent the view of a competency between you and the other raters. For the sake of brevity, the report will focus only on the largest gaps.

The first table lists the largest gaps where the overall score is higher than the self-reported score. Thus, this table and the accompanying graph reflects your hidden strengths. In contrast, the second table lists the largest gaps where the overall score is lower than the self-reported score, reflecting the blind spots which call for attention.

For instances where the gap score is zero or close to zero, no data has been included in the tables or graphs. This can be inferred as indicating no significant difference in self perception and others' perception.

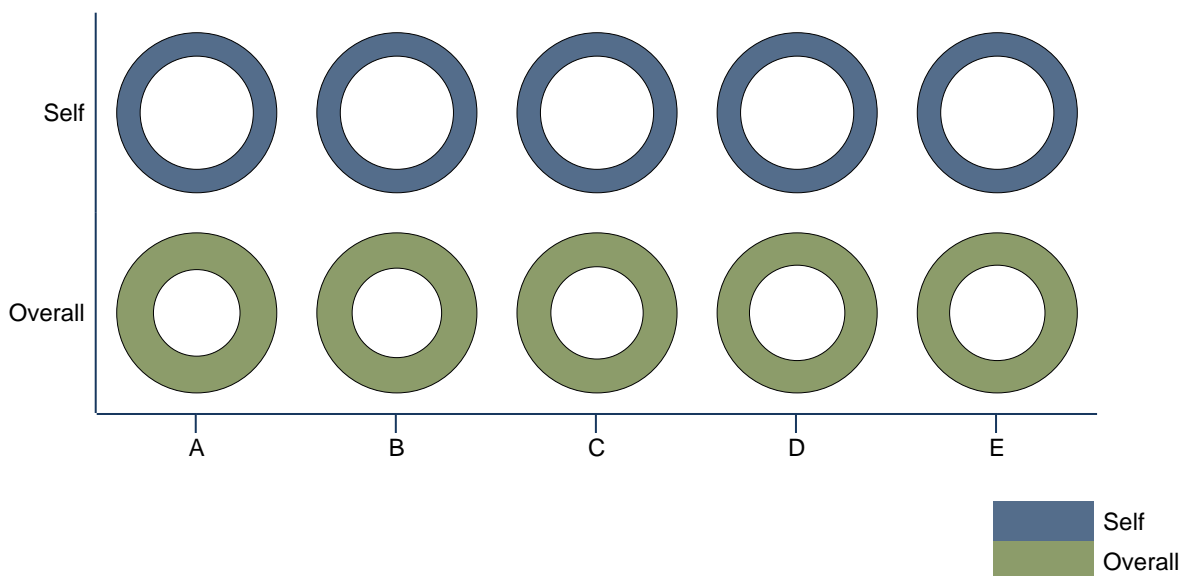
### Hidden Strengths

**Table No. 4 : Gap Analysis when overall scores are greater than self**

**Overall Scores Higher than Self – Hidden Strengths**

	Statement Question	Self Score	Overall Score	Gap
A	Maintains composure under pressure.	3	3.83	0.83
B	Is sensitive to unspoken feelings of others.	3	3.75	0.75
C	Creates a vision of what the department/organisation can become in future.	3	3.67	0.67
D	Plans ahead for contingencies/potential roadblocks.	3	3.58	0.58
E	Focuses on short term planning as well as long-term strategizing.	3	3.58	0.58

**Diagram 3: Gap Analysis when overall scores are greater than self**



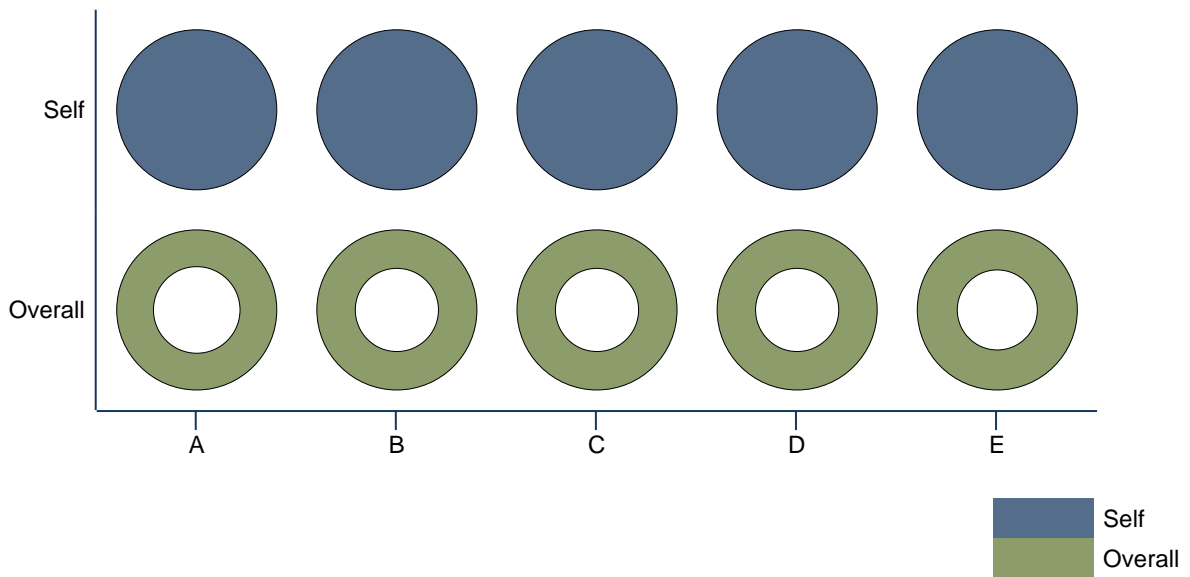
## Blind Spots

**Table No. 5 : Gap Analysis when overall scores are lower than self**

**Overall Scores Lower than Self – Blind Spots**

	Statement Question	Self Score	Overall Score	Gap
A	Uses positional and personal power with care and restraint.	5	3.83	-1.17
B	Can make decisions quickly when necessary.	5	3.92	-1.08
C	Judges issues objectively without personal bias.	5	3.92	-1.08
D	Demonstrates belief in the abilities of others.	5	3.92	-1.08
E	Passionate to learn, improve and stay on top of developments in his/her field of job.	5	4	-1

**Diagram 4: Gap Analysis when overall scores are lower than self**





## Section IV: Results by Questions

This section of the report will illustrate mean of self scores and other respondent groups.

**Table No. 6 : Scores of respondent groups on all questions**

Statement Question	Self	Overall	Manager	Peer	Direct Reports	External
Is able to accept disagreements in a positive manner.	4	4.08	4.2	4	4	-
Is sensitive to unspoken feelings of others.	3	3.75	3.8	3.67	4	-
Fully contributes to team efforts, openly shares knowledge, information and opinions within as well as across departments.	5	4.25	4.2	4.33	4	-
Receives constructive feedback willingly.	4	3.92	3.8	4	4	-
Leads without aggression or arrogance.	4	3.83	3.4	4.17	4	-
Leads by personal example.	4	3.83	3.8	3.83	4	-
Creates a vision of what the department/organisation can become in future.	3	3.67	3.4	4	3	-
Takes responsibility for team's actions.	4	3.75	3.2	4.17	4	-
Develops ideas & solutions jointly with others.	4	3.92	3.6	4.17	4	-
Plans ahead for contingencies/potential roadblocks.	3	3.58	3.2	4	3	-
Able to methodically analyze large amounts of complex information and draw out right conclusions.	4	3.5	3.2	3.83	3	-
Holds structured & productive meetings, events & activities.	4	3.5	3.2	4	2	-
Focuses on short term planning as well as long-term strategizing.	3	3.58	3	4.17	3	-
Can make decisions quickly when necessary.	5	3.92	4	3.83	4	-
Judges issues objectively without personal bias.	5	3.92	3.4	4.33	4	-
Takes a creative approach to problem solving.	4	3.92	3.6	4.33	3	-
Is open to sound arguments, new information or evidence when taking decisions.	4	4	4.2	4	3	-
Can convey complicated information in simple language.	4	3.83	3.8	3.83	4	-
Seeks inputs from his/her team members, and effectively communicates thoughts of top management to his/her team.	4	3.75	3.6	4	3	-
Is a good listener.	4	4.25	4.2	4.33	4	-
Gives fair, constructive feedback.	5	4.08	3.6	4.5	4	-
Explains & justifies his/her decisions.	5	4.33	4.4	4.33	4	-
Maintains composure under pressure.	3	3.83	3.6	4.17	3	-
Is able to maintain focus on goals even in the face of volatile business environment.	4	3.92	3.8	4	4	-
Is flexible in his/her approach towards managing tasks/projects.	4	4.33	4.6	4.17	4	-

Comes up with new ideas, fresh approaches & innovative solutions at work in face of challenging situations.	4	3.83	3.8	3.83	4	-
Passionate to learn, improve and stay on top of developments in his/her field of job.	5	4	3.6	4.33	4	-
Uses the available materials and equipment effectively and efficiently to perform the job competently.	4	4.08	4.2	4.17	3	-
Completes tasks correctly and with accuracy.	4	4.17	4	4.33	4	-
Displays knowledge/expertise required for his/her position.	4	4.17	4.2	4.17	4	-
Is good with multitasking i.e can perform a number of different tasks and priorities with ease.	4	3.67	3.4	4	3	-
Effectively manages his/her time and is able to complete assignments within deadlines.	4	3.67	3.4	3.83	4	-
Displays genuine interest in people & their progress.	4	3.83	3.4	4.17	4	-
Gives praise and open recognition.	4	4	3.6	4.33	4	-
Supports individuals and teams through difficult circumstances.	4	3.92	3.8	4	4	-
Demonstrates belief in the abilities of others.	5	3.92	3.6	4.17	4	-
Has a sense of ownership & does not have to be reminded time & again of his/her responsibilities.	4	3.58	3.2	3.83	4	-
Gives credit to deserving parties and does not take credit for the work of others.	5	4.08	4.2	4.17	3	-
Is honest & trustworthy, and exhibits integrity at work even if short term commercial advantage is compromised.	5	4.08	3.8	4.33	4	-
Admits mistakes.	5	4	4	4	4	-
Uses positional and personal power with care and restraint.	5	3.83	3.8	3.83	4	-
Understands and applies business and financial principles.	4	3.83	3.8	3.83	4	-
Views problems from a business perspective, opportunity, investment, risks and anticipated results.	4	3.58	3.6	3.67	3	-
Understands the costs, profits, markets and product/service related issues.	4	3.75	3.6	4	3	-
Follows existing procedures & processes and adheres to business objectives.	4	4.17	4.2	4.17	4	-

## 5

## QUALITATIVE OBSERVATIONS

Comments compiled in this section are recorded exactly as entered by the respondents- they are not edited, emphasized, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

**Key strengths and how they are observed in the workplace**

Responses that were given:

- She is punctual and hardworking. She is a learner and wants to grow with the organization. She is aware of her responsibilities and performs them very well.
- Her determination and dedication towards work sets her apart from her colleagues. She is very friendly and accomodating among her peer group.
- Very specific and effective in work style. Always believing in clarity and with a methodical strategy in completion of any task.
- Her experience in previous organization is a plus point for her. Very creative during activities. She manages her work well.
- Composed, dedicated and committed; good listener; gels with employees and her peers; a good team player.
- She is a quick learner, she is efficient at her work and exhibits the zeal to perform even better. She is a team player and has a supportive attitude, she works really hard to achieve results.
- A good observer, a great listener, tries to keep herself updated on progress of each project, individually and objectively monitors the performance of the employees.
- She is good at her work and her work quality is above par. Her relationship with team members is really good, she always wears a smile on her face which motivates others.
- She is absolutely committed to her job and role; always thinking of the organization and the trust put in her, while trying to take everyone together. She is honest, self effacing, rule bound and a good human being.
- Focuses on her work and helps maintain a healthy work environment.
- One of the most dedicated, smart and hardworking people we have on our team.
- She has been a diligent worker and is quite sincere with responsibilities entrusted to her. She is on top of her job most of the times and is quite outcome oriented.
- Dedication and commitment towards her work are really commendable. Her followups are strong.

**Areas for development that would make you more effective in your role**

Responses that were given:

- She gets stressed sometimes and should work on that and could do even better with client handling.
- She should look at reaching the next level professionally. Focus on productivity and profitability of the organisation in the long run.
- Sometimes, I have seen her getting frustrated when things are not working out as she wants them to, she should try and handle such situations in a calm manner.
- Needs little improvement in risk taking ability and also with quick decision making, she should also learn to maintain her calm during work pressure.
- While she is efficient in her work, she will do well to hone her managerial and mentoring skills for her career growth. She should reach for more and more responsibilities.
- She should be quick and prompt with her decision making and avoid too much of anxiety on a particular subject.
- She should devote more time to tackle difficult situations arising while executing a work-plan.
- She tends to panic easily which sometimes makes her do things in a wrong way. She should be more patient and handle situations positively.
- She sometimes she gets carried away and is not able to deliver as per she competency. She needs to learn how to cultivate and nurture client handling. As she is growing in her role, we want her to work aggressively towards achieving her goals and also strategize on how to help her team achieve their targets. Now is the time to think and work as a business manager. Best Luck.
- She needs to learn more about getting the work done and be willing to take up new responsibilities in future.
- She is currently doing good, however, should focus more as on her client management skills and she will do great in her career. All the Best!
- She needs to be more organised while performing a task.
- She can work on her multitasking skills as this would help her in her way up the hierarchical ladder.

# 6

## USING YOUR FEEDBACK

**As you look at the results for each item, the following questions may prove helpful:**

- Do you have an overall low response from the participants?
- Have you scored yourself high/low in comparison to others on each dimension?
- Are there large gaps between your Self scores and the respondent scores? Have others' rated you better than you rated your Self?
- Or, you have rated your Self higher than other respondents?

**Circumstances that may affect your results:**

- Time on the job
- Type of the job
- Number of responses received
- Who actually responded
- Your respondents' most recent interaction with you.

**Some of the benefits that are perceived by using 360 degree Feedback survey:**

- **Reduction in "Blind Spots"** - Enabling you to become more self - aware of how you come across to others.
- **More Effective Management of Performance** - 360 degree feedback will help you substantiate, your areas of learning and performance.
- **Greater Ownership** - Enabling you to take responsibility for your own development, because 360 degree feedback provides you an insight about how you are working and where can you develop further.
- **Continuous Learning & Self Development** - Enabling you to improve & develop continually and raise your performance levels.
- **Open Communication** - Objective and Non-biased feedback received through the 360 Degree Survey enables open & unambiguous communication, thus promoting healthy, congenial relationships at workplace.
- **Training Needs Assessment** - 360 Degree Feedback Survey helps identify the exact areas where the most crucial gap exists between desired employee performance/behavior and actual employee performance/behavior thereby enabling an organization to determine the training needs accordingly.

A 360 Degree Feedback Survey is generally followed by interventions like Coaching Sessions, Counseling Sessions, Feedback Evaluation etc. These programs help individuals:

- Address the feedback received
- Gain Self- Awareness
- Respond to the feedback in a positive and meaningful manner
- Realize their true potential
- Become aware of areas of improvement/development
- Implement the right action and training plan

# Appendices

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## Glossary

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**Direct Reports:** A group of respondents whose position at work is directly below that of the person being evaluated, and who is managed by this person.

**Peer/Colleague:** A group of respondents who are fellow workers in the profession working in the same organization or department as the person being evaluated.

**External:** A group of respondents outside the organization who have some relationship with the person being evaluated. For e.g. an ex-employee, or client

**Supervisor:** A group of respondents in the first-line management who monitor and regulate the person being evaluated and other employees in their performance of assigned or delegated tasks.

**Interpersonal Relationships:** The ability to get on well with a wide range of people and build long term trusting relationships.

**Leadership & Influence:** The ability to use personal skills to guide and inspire individuals/groups towards achieving goals.

**Communication:** The ability to give and gather information and to actively manage the communication process.

**Planning and Organizing:** The ability to plan, organize and prioritize work; balance resources, skills, priorities and timescales to achieve objectives etc.

**Decision Making:** The ability to evaluate or judge the best course of action to make decisions at the appropriate time and speed.

**Flexibility and Stress Tolerance:** The ability to respond & adapt to changing circumstances in a calm manner and manage, solve problems, provide solutions etc. in a climate of ambiguity and uncertainty.

**Professional Competence / Efficiency / Productivity:** The capability to perform the duties of one's profession generally, or to perform a particular professional task, with skill of an acceptable quality.

**Motivating / Developing Others:** The ability to support and guide individuals and encourage them to develop their performance further.

**Integrity & Ethical Management:** The ability to exhibit honesty, loyalty and integrity at work and understand what is right or wrong.

**Business Awareness:** The ability to understand business processes and procedures and adhere to the larger business objectives.





GREENTHUMBS

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