

# 360 Degree Feedback Report

for

Patty Sample

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# About this Report

### Introduction

This report has been designed to expand your understanding of how you are currently perceived by others, enabling you to capitalise on strengths and refine those aspects of your approach that detract from your ongoing success.

The overall aim is to enable you to gain a greater understanding of:

- > How your style/approach is seen by others
- > How others perceive your strengths and development opportunities
- > Any hidden strengths or blind spots

Enabling you to both celebrate successes and consider opportunities for your ongoing development.

### Respondents

The report comprises of feedback received from both yourself and the following respondents:

MANAGER	Emory Mcghee		
COLLEAGUES	Maybell Swingle	Margaretta Bayliss	Jim Clark
DIRECT REPORTS	Taren Wason	Annita Truett	Kara Danvers
OTHERS	Susann Bensen	Geraldine Hemsley	Clare Box



# High Level Summary

### Introduction

This section doesn't aim to provide all of the answers or a detailed analysis, but simply shine a light/act as a 'big picture' signpost to areas for further understanding.

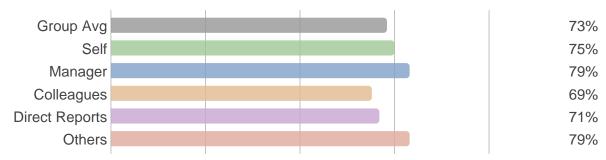
It has been designed to enable you to identify:

- > Perception gaps Either between yourself and others or between different feedback groups
- > Perceived strengths and development opportunities at competency/dimension level
- Overall trends and discrepancies

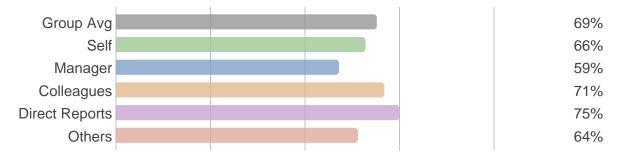
Each bar shows the average respondent rating for all of the questions within that dimension.



### Customer is VIP

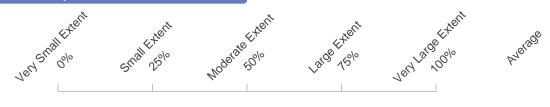


### Personal Effectiveness

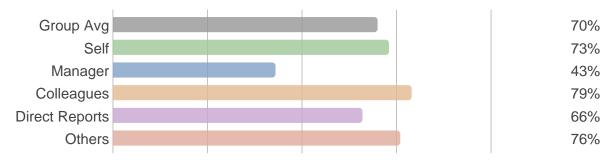




# High Level Summary



# Business analysis skills





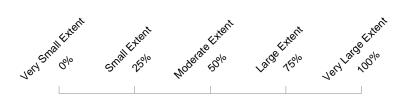
### Introduction

This section provides a breakdown of responses to each of the questions within the survey, showing both the 'average ratings' from each respondent group and the range of individual responses within them.

It is presented in a format that will enable you to identify at question/individual behaviour level:

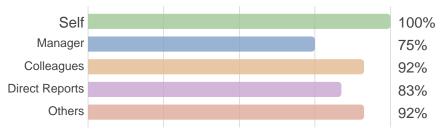
- > What others see as your strengths
- > Potential areas for ongoing development
- Any specific messages from each respondent group
- > Differences in perception within each respondent group

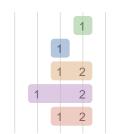
### Results - Customer is VIP



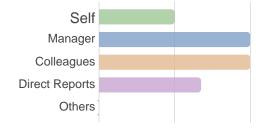


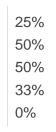
1.1 Leads and drives outstanding customer service delivery.

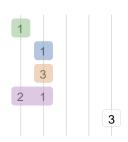




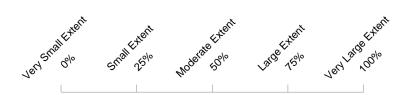
1.2 Is a role model for delivering excellent service to customers





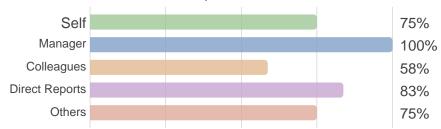


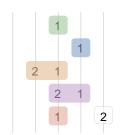
### Results - Customer is VIP



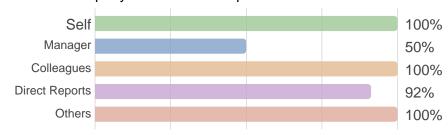


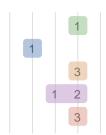
1.3 Acts as a model of excellence on processes and standards



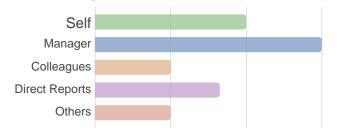


1.4 Ensures all company initiatives are implemented

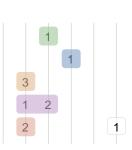




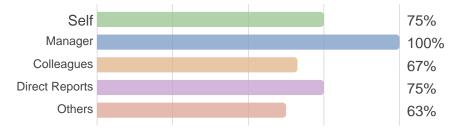
1.5 Ensures a recognizable return on investment is achieved

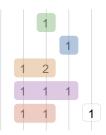




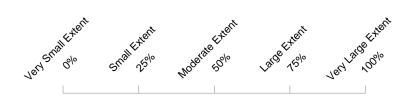


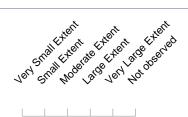
1.6 Identifies issues and turns these into opportunities with suggested solutions



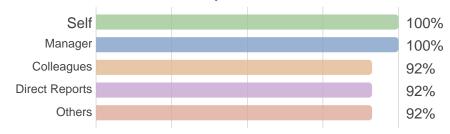


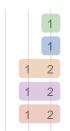
# Results - Customer is VIP





### 1.7 Takes customer concerns seriously





### Respondent comments

#### MANAGER

➤ Vestibulum ante ipsum primis in faucibus orci luctus et ultrices posuere cubilia curae; Morbi fermentum mauris eros, eu volutpat tortor pulvinar vel.

#### COLLEAGUES

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- ➤ Integer tincidunt feugiat augue vitae lobortis. Praesent eget suscipit dolor. Pellentesque volutpat feugiat augue, non ultrices ligula.
- ➤ Ut sit amet eros lacus. Sed libero purus, consectetur vel fringilla quis, consectetur at nulla. Donec suscipit lorem ex, lacinia fermentum lectus eleifend vitae.

#### DIRECT REPORTS

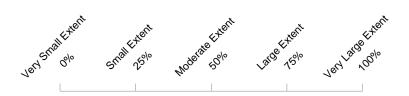
- > Donec sit amet dolor aliquet, tempor lectus vitae, commodo sem. Proin varius lacus et volutpat vulputate.
- Nunc id lacus at magna mattis cursus at quis nisi. Nunc condimentum porttitor massa quis bibendum. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos.
- > Pellentesque bibendum iaculis varius. Pellentesque finibus mollis tortor, vitae dictum nibh sodales ut. Donec vitae semper metus, vitae malesuada quam.

#### OTHERS

- Maecenas et porttitor diam, quis ultrices purus. Morbi eget tellus felis. Integer aliquet ligula eget augue blandit, at efficitur massa convallis.
- Nunc eu purus odio. Nam quis convallis lectus. Phasellus placerat auctor sapien in mollis. Proin dignissim mi id urna mattis, eget ultricies sem fringilla.
- > Vestibulum est neque, congue vel dolor in, iaculis volutpat lectus. In porta porttitor nisl faucibus malesuada quisque volutpat velit vel purus blandit.

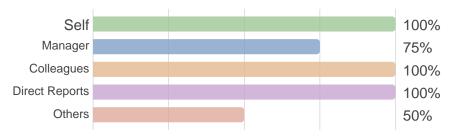


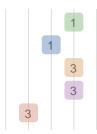
# Results - Personal Effectiveness



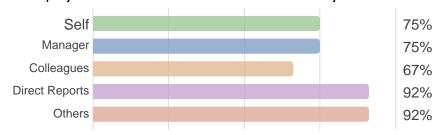


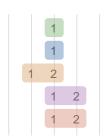
2.1 Is seen as a credible leader across the business



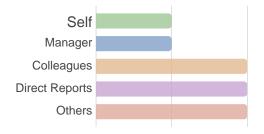


2.2 Delivers projects on time and in line with business objectives

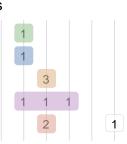




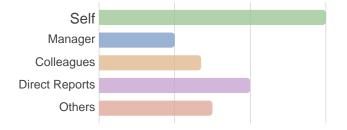
2.3 Understands KPIs and prioritises tasks with a view to achieving the targets



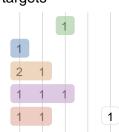




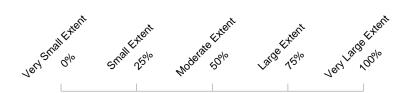
2.4 Sets and consistently drives team and individual KPIs to exceed goals and targets



75%
25%
33%
50%
38%

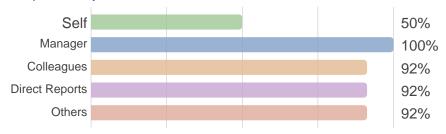


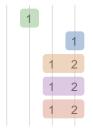
### Results - Personal Effectiveness



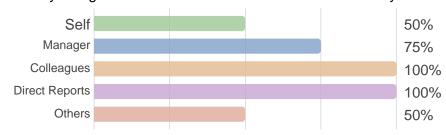


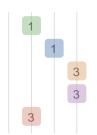
### 2.5 Works personally and with the team to translate the directors vision into key deliverables



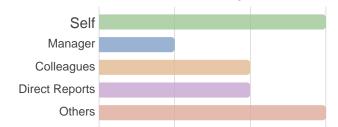


### 2.6 Effectively delegates to others to maximise their own efficiency

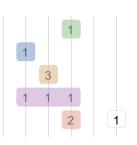




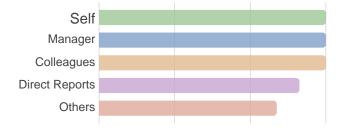
### 2.7 Is a role model and advocate of change



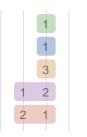




### 2.8 Stays positive despite challenges and setbacks



75%
75%
75%
67%
58%





### Respondent comments

#### MANAGER

Nulla aliquet ante a ex ornare iaculis et in lacus. Suspendisse ut purus vitae diam pharetra dignissim. Cras ac dignissim ex. Pellentesque at magna congue, lobortis eros vitae, convallis turpis.

#### COLLEAGUES

- ➤ Aenean in tortor metus. Nullam gravida velit a nunc ullamcorper, ut accumsan quam venenatis. Aenean mattis placerat sodales.
- > Maecenas imperdiet enim id dignissim feugiat. Mauris sagittis lectus non quam interdum, nec accumsan velit molestie. Mauris non tempor magna.
- > Pellentesque mauris enim, rutrum sed dignissim eu, bibendum at ipsum. Vivamus iaculis eget augue et luctus. Praesent accumsan congue purus, in elementum odio lacinia ac.

#### DIRECT REPORTS

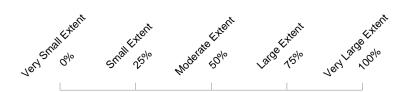
- Nulla quis odio ut neque hendrerit euismod. Nulla id fermentum nibh. Aliquam pellentesque sapien in ante ultrices dictum. Donec quis ornare lorem.
- > Pellentesque scelerisque fringilla risus. Vestibulum eget porta odio, eget ultricies magna. Donec imperdiet vel elit sed commodo.

#### OTHERS

- Mauris mattis vitae sem ac lobortis. Nam rutrum nulla sed interdum euismod. Aenean quis leo cursus, egestas dui ac, faucibus enim. Nullam non urna quis sem gravida venenatis.
- > Pellentesque et volutpat eros, ut sodales lectus. Curabitur a nunc lacus. Aenean malesuada venenatis nisl. Etiam maximus ultrices scelerisque.
- > Phasellus non turpis in nunc vestibulum tincidunt sed tincidunt metus. Maecenas non nunc nec tellus placerat auctor. Duis aliquam scelerisque quam dapibus gravida.

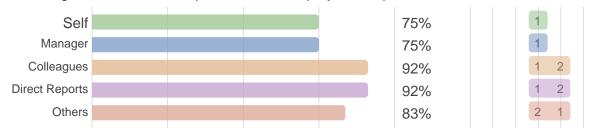


# Results - Business analysis skills

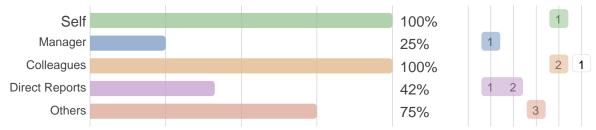




3.1 Provides high level business requirements for all projects responsible of.



3.2 Use the correct business analysis techniques to capture the high level business requirements



3.3 Communicate and validate the high level business requirements with the appropriate stakeholders.

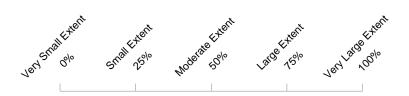


3.4 Always writes user stories using the "AS A...I WANT..SO THAT" structure.



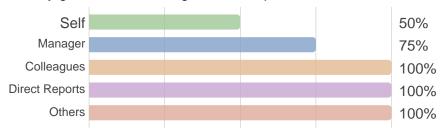


# Results - Business analysis skills



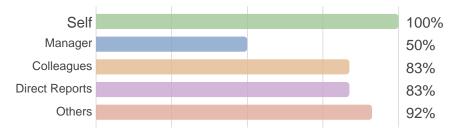


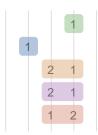
3.5 Has a very good understanding of how to split a feature in user stories.



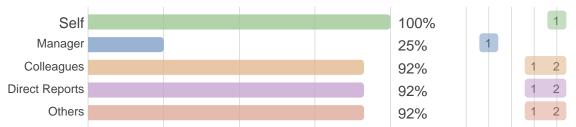


3.6 Writes clear and complete user stories acceptance criteria.

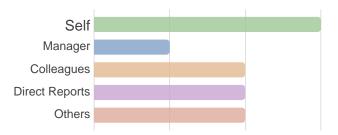




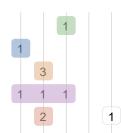
3.7 Keeps business requirements and user stories acceptance criteria up to date.



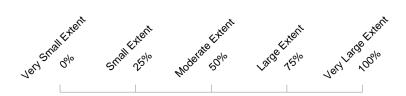
3.8 Expert in the area of covering all specific product areas part of user stories acceptance criteria.

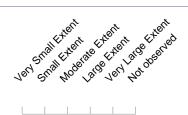


75%
25%
50%
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50%

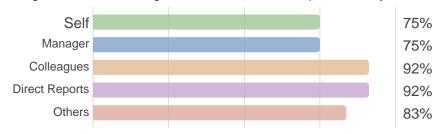


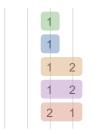
# Results - Business analysis skills





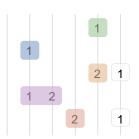
3.9 Has a good understanding of the software development lifecycle.



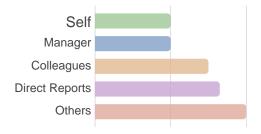


3.10 Is experienced in customer training for his/her product area.

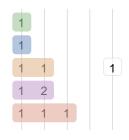




3.11 Create high quality manuals and documentation required for the client to have an easy product roll-out.



25%	
25%	
38%	
42%	
50%	



### Respondent comments

#### MANAGER

➤ Maecenas imperdiet enim id dignissim feugiat. Mauris sagittis lectus non quam interdum, nec accumsan velit molestie. Mauris non tempor magna.

#### COLLEAGUES

- Nulla quis odio ut neque hendrerit euismod. Nulla id fermentum nibh. Aliquam pellentesque sapien in ante ultrices dictum. Donec quis ornare lorem.
- > Pellentesque scelerisque fringilla risus. Vestibulum eget porta odio, eget ultricies magna. Donec imperdiet vel elit sed commodo.

#### DIRECT REPORTS

- ➤ Aenean in tortor metus. Nullam gravida velit a nunc ullamcorper, ut accumsan quam venenatis. Aenean mattis placerat sodales.
- ➤ Maecenas imperdiet enim id dignissim feugiat. Mauris sagittis lectus non quam interdum, nec accumsan velit molestie. Mauris non tempor magna.
- > Pellentesque mauris enim, rutrum sed dignissim eu, bibendum at ipsum. Vivamus iaculis eget augue et luctus. Praesent accumsan congue purus, in elementum odio lacinia ac.

### OTHERS

- Mauris mattis vitae sem ac lobortis. Nam rutrum nulla sed interdum euismod. Aenean quis leo cursus, egestas dui ac, faucibus enim. Nullam non urna quis sem gravida venenatis.
- ➤ Pellentesque et volutpat eros, ut sodales lectus. Curabitur a nunc lacus. Aenean malesuada venenatis nisl. Etiam maximus ultrices scelerisque.



### Top and bottom five

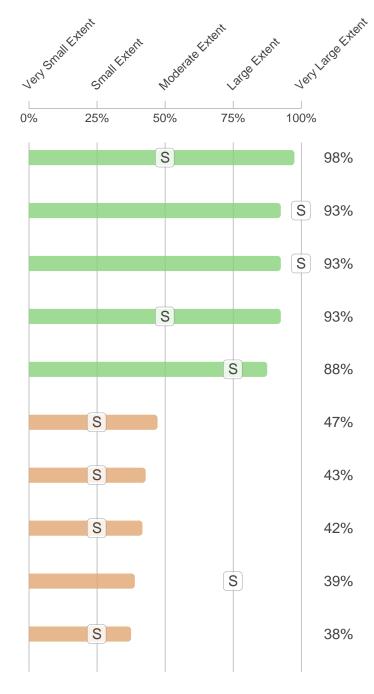
Below are your highest and lowest rated behaviours (based on the average ratings of all respondents excluding yourself). Your own ratings are shown (as an 'S') for comparison.

Use the table to confirm where others perceived your key strengths and opportunities for improvement to be.



S = Self Rating

- 3.5 Have a very good understanding of how to split a feature in user stories.
- 1.7 Take customer concerns seriously
- 1.4 Ensure all company initiatives are implemented
- 2.5 Work personally with the team to translate the directors vision into key deliverables
- 3.1 Provide high level business requirements for all projects responsible of.
- 2.3 Understand KPIs and prioritises tasks with a view to achieving the targets
- 1.2 Role model for delivering excellent service to customers
- 3.11 Create high quality manuals and documentation required for the client to have an easy product roll-out.
- 2.4 Set and consistently drives team and individual KPIs to exceed goals and targets
- 3.3 Communicate and validate the high level business requirements with the appropriate stakeholders.

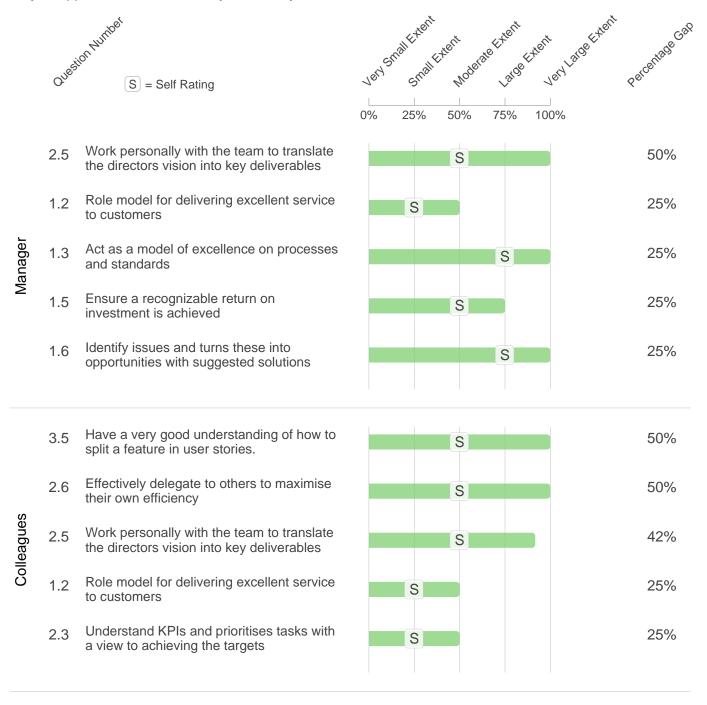




### Hidden Strengths

Below are behaviours that your respondents see/perceive you do more frequently that you think. Your own ratings (shown with an 'S') are provided for comparison.

The difference in ratings may indicate that you are stronger in that area than you give yourself credit for or you appear to be better than you actually are.



¢aceurage Cag

50%

50%

42%

25%

17%

50%

42%

25%

25%

17%

# Hidden strengths and blind spots

Very Large Extent S = Self Rating 0% 25% 50% 75% 100% Have a very good understanding of how to 3.5 S split a feature in user stories. Effectively delegate to others to maximise 2.6 S their own efficiency Direct Reports Work personally with the team to translate 2.5 S the directors vision into key deliverables Understand KPIs and prioritises tasks with 2.3 a view to achieving the targets Deliver projects on time and in line with 2.2 S business objectives Have a very good understanding of how to 3.5 S split a feature in user stories. Work personally with the team to translate 2.5 S the directors vision into key deliverables Understand KPIs and prioritises tasks with 2.3 S a view to achieving the targets Create high quality manuals and 3.11

documentation required for the client to

Deliver projects on time and in line with

have an easy product roll-out.

business objectives



S

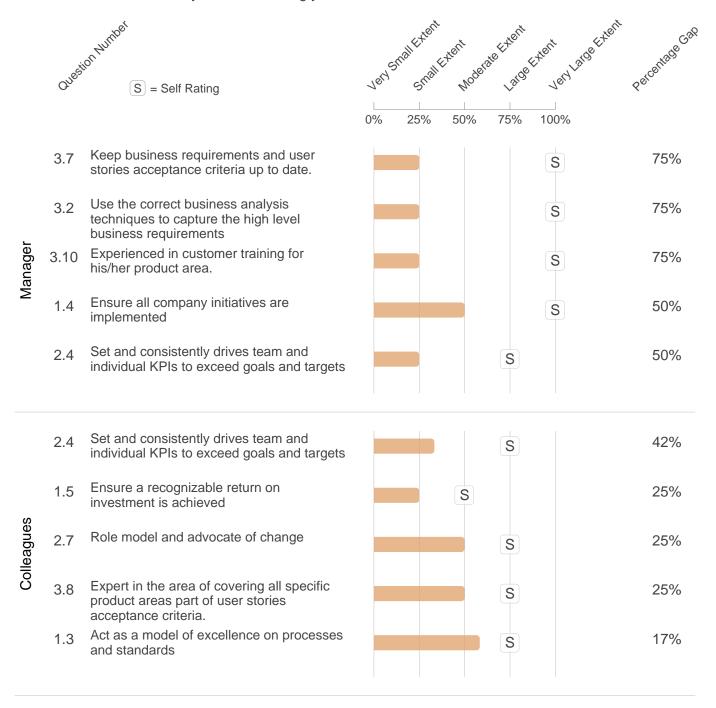
S

2.2

### **Blind Spots**

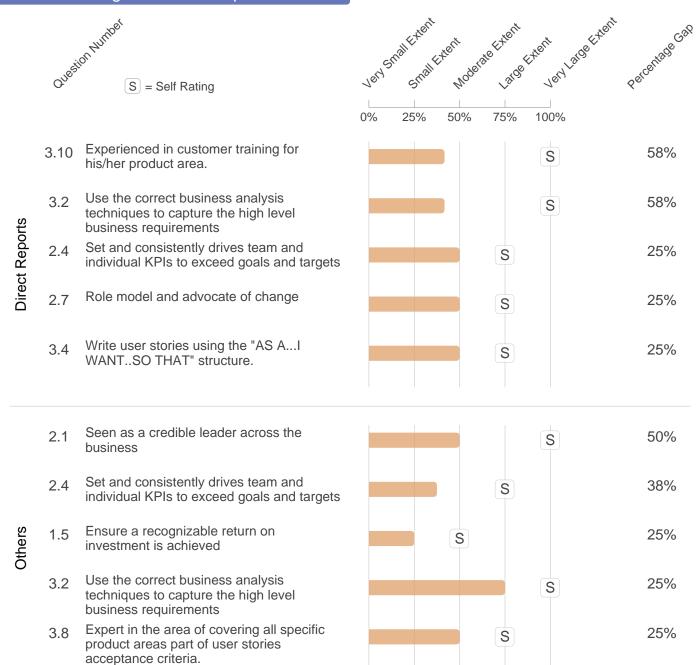
Below are behaviours that your respondents see/perceive you to do less frequently than you think you do. This may be because:

- > You are overestimating the frequency you exhibit these behaviours
- > You may be carrying out the behaviours described but others haven't had the opportunity to observe them
- > Your behaviour may not be reflecting your intention





# Hidden strengths and blind spots



### **Verbatim Comments**

### Introduction

This section provides verbatim comments from all respondents.

You will gain the most value if you pay attention to the frequency of occurring topics and suggestions. Try to view the information objectively and reconcile it with the information in the previous sections.

### Continue

#### **MANAGER**

➤ Donec tortor orci, dapibus ut pulvinar sed, fringilla a lectus. Maecenas ultricies, mauris quis ultrices ultrices, dolor quam varius leo, eu fringilla turpis nibh vel tortor.

#### COLLEAGUES

- Vivamus dictum in quam et suscipit. Cras nec felis ut sem efficitur pretium. Integer mauris urna, ultrices non lacinia molestie, porta sit amet metus.
- Aenean bibendum libero nec eros pellentesque placerat. Mauris est enim, vestibulum ut sollicitudin a, eleifend eu purus. Aenean ex justo, egestas eu enim ut, commodo rhoncus est. Vestibulum faucibus, arcu eu accumsan convallis.

### DIRECT REPORTS

- Nunc velit mauris, porta in auctor nec, tempus ac nisi. Vivamus ac velit pretium, finibus ex a, scelerisque massa. Nunc tristique augue eu metus rutrum, nec volutpat odio varius.
- ➤ Hasellus ac neque ultricies, commodo nunc in, efficitur est. Etiam molestie elit at risus vestibulum lobortis.
- ➤ Justo nisl congue ex, in elementum nulla diam eu leo. In pulvinar at tortor eu condimentum. Fusce ut pharetra odio. Sed nisi justo, condimentum a rhoncus vel, scelerisque ac ex.

### OTHERS

> Sed in augue eros. Donec nulla enim, elementum vitae imperdiet id, luctus non risus. Donec euismod placerat neque, quis posuere arcu elementum sollicitudin.



## **Verbatim Comments**

### Stop

#### MANAGER

In hac habitasse platea dictumst. Quisque consectetur mauris non dui dignissim pretium ut tristique est. Morbi faucibus metus non magna hendrerit finibus.

#### COLLEAGUES

- ➤ Donec pulvinar arcu sed sem scelerisque aliquet. In vehicula metus eget ultricies rhoncus. Sed egestas, tellus sed elementum bibendum, purus sapien tincidunt magna, auctor rhoncus risus ipsum non diam.
- > Sed non erat urna. Proin ac bibendum lacus. Vivamus congue, sem in vestibulum aliquam, erat dui tempor nisl, vel viverra justo lacus at velit.
- Proin ut neque libero. In pharetra mollis leo sit amet tincidunt. Sed sed elementum mauris. Maecenas semper nunc a ligula venenatis tempus.

### **DIRECT REPORTS**

- > Vivamus iaculis, lacus eu eleifend feugiat, velit dolor malesuada lorem, non congue metus odio vitae libero. Nunc et consectetur leo, nec maximus leo.
- ➤ Etiam neque sem, vehicula nec ante ac, ultricies interdum quam. Pellentesque placerat auctor faucibus. Aenean non mauris vitae nunc mollis tincidunt. Duis venenatis velit massa, vitae tincidunt sem commodo eget.

#### **OTHERS**

- > Sed tincidunt aliquet mauris eu iaculis. Nullam et nisl vestibulum lacus rhoncus tempor sed in sem. Phasellus vitae dolor dictum, faucibus sapien ac, scelerisque nunc.
- Nullam nisl ex, dictum eu neque eu, suscipit fermentum dui. Nulla elementum in nisl id cursus. Donec sem nunc, scelerisque quis arcu non, interdum molestie felis.



### **Verbatim Comments**

### Start

#### MANAGER

#### COLLEAGUES

- Phasellus ullamcorper ipsum vitae lacus pellentesque scelerisque. Nullam iaculis imperdiet neque a facilisis. Duis ac pharetra risus.
- Mauris facilisis convallis eros et commodo. Proin aliquet sollicitudin odio, ut accumsan turpis tempor ut. Nam dapibus sagittis libero nec facilisis.

### DIRECT REPORTS

- Ut ipsum neque, dapibus sed nibh id, commodo viverra augue. Vestibulum lacinia vestibulum libero feugiat ultrices. Mauris eget lacus eros. Ut fringilla laoreet accumsan.
- Nullam volutpat tortor ut ipsum dictum, at ullamcorper arcu luctus. Nulla pretium justo quis urna porta, lobortis porttitor lorem faucibus. Nulla vitae erat erat.
- Maecenas vel libero eros. Vestibulum scelerisque vitae eros a commodo. Quisque sollicitudin a lacus at pulvinar. Phasellus ornare leo ex, blandit molestie lectus auctor eget.

#### OTHERS

Nam lacinia nulla sit amet felis egestas, vel mollis dolor tincidunt. Maecenas dui risus, ultrices at vestibulum in, sagittis quis elit. Donec eget erat enim

