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Here are sample pages from two of our standard reports. But just so you know, we can affordably create any custom report and format you need.

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*(The first 5 pages.)*

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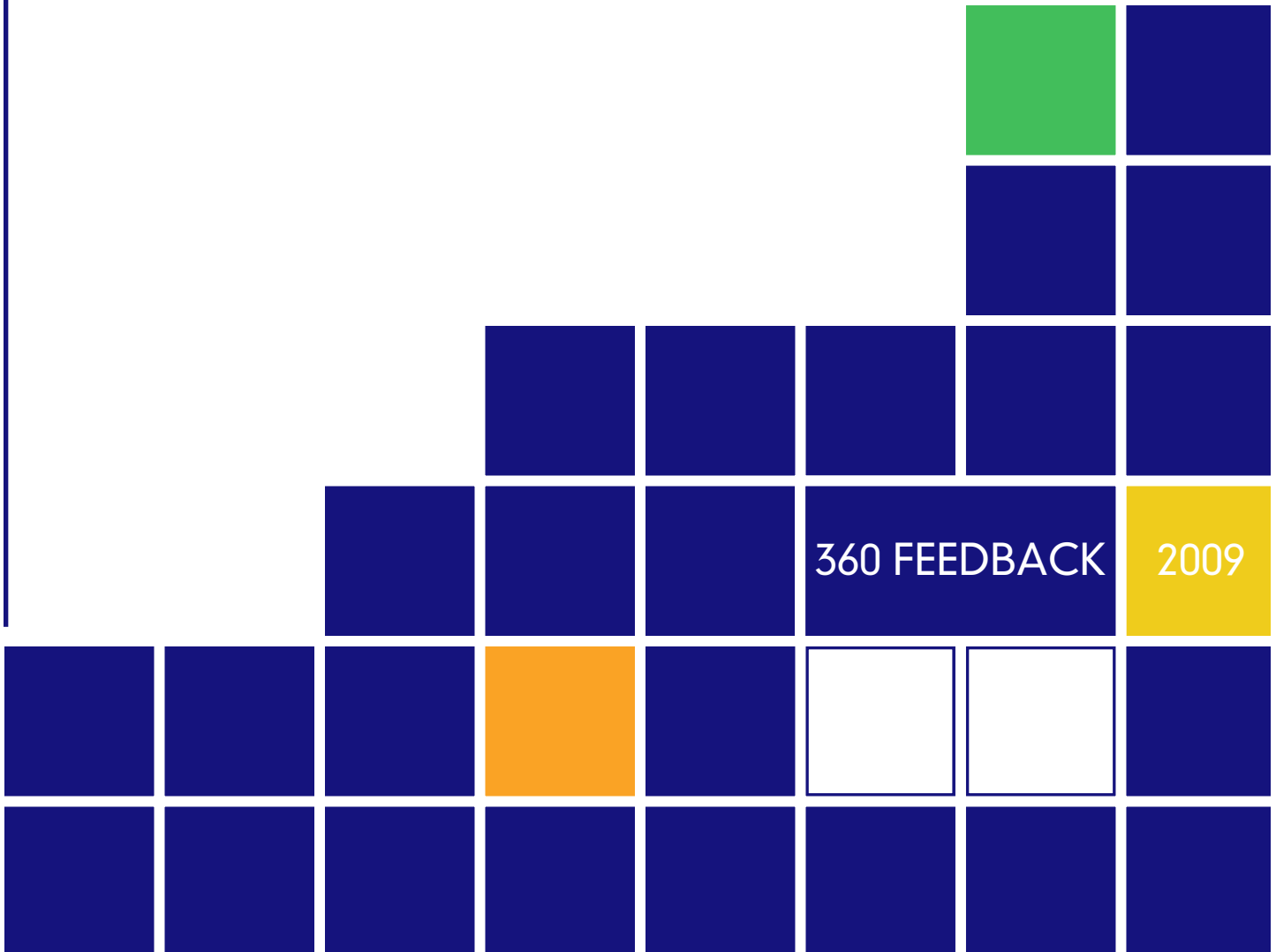
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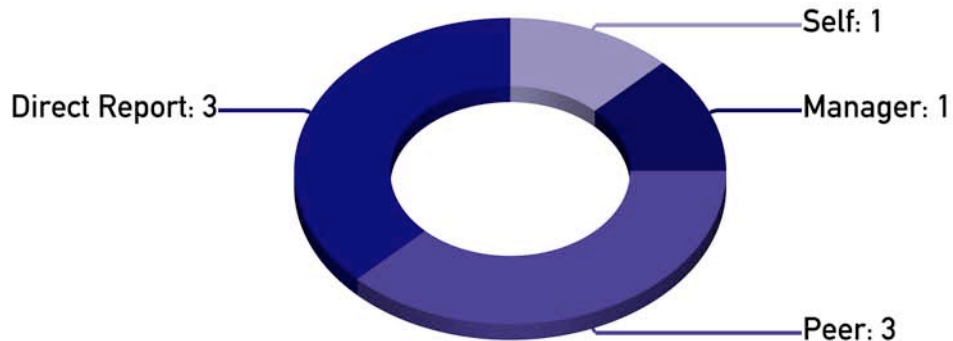
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# 1 RESPONDENT GROUPS

Your report contains feedback from the following respondents:



# 2 DEFINITIONS AND CALCULATIONS

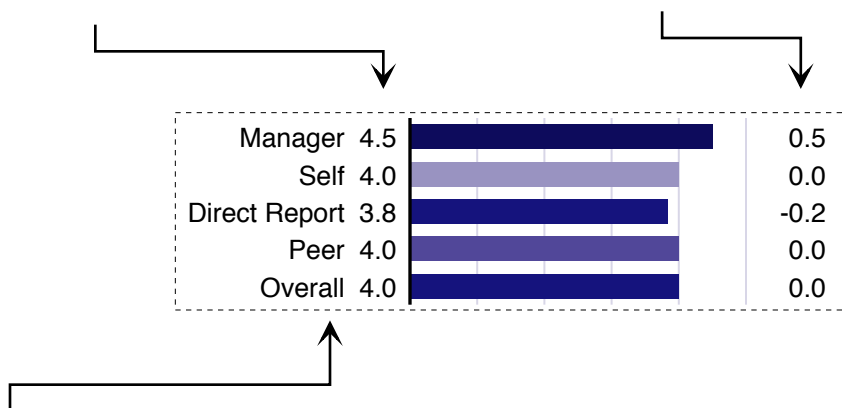
The chart below is for illustration purposes and highlights the key features of the charts used in this report.

**Score:**

The average of all responses for a specific respondent group for a specific question or competency

**Gap:**

The difference between your score and the scores from a respondent group or the overall score. Negative gaps indicate that you scored yourself higher than you were scored



**Overall:**

The average of all responses excluding your self-rating for a question or competency

### 3

## GREATEST STRENGTHS

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These behaviors are identified as strengths because they received the highest overall scores from each respondent group.

### Behavior

	Overall	Category
4. <i>Maintain a positive outlook?</i>	4.3	<i>Personal/Interpersonal</i>
16. <i>Maintain positive relationships with customers?</i>	4.3	<i>Customer Orientation</i>
18. <i>Put the good of the group ahead of self interest?</i>	4.1	<i>Team Orientation</i>
20. <i>Assist and support team members in achieving team objectives?</i>	4.1	<i>Team Orientation</i>
29. <i>Set a good example of ethics and character?</i>	4.1	<i>Professionalism</i>

### 4

## DEVELOPMENT OPPORTUNITIES

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These behaviors are identified as development opportunities because they received the lowest overall scores from each respondent group.

### Behavior

	Overall	Category
12. <i>Deal effectively with poor performers?</i>	3.4	<i>People Orientation</i>
15. <i>Actively seek feedback from customers?</i>	3.4	<i>Customer Orientation</i>
23. <i>Align team initiatives with company mission?</i>	3.4	<i>Strategic Orientation</i>
24. <i>Establish systems for measuring results?</i>	3.4	<i>Strategic Orientation</i>
27. <i>Implement process improvements to enhance results?</i>	3.4	<i>Productivity/Proactivity</i>

## 5

## HIDDEN STRENGTHS

A hidden strength refers to a question or statement where others scored you higher than you scored yourself. The difference in scores may indicate that you do not realize others believe you are strong in this area.

Behavior	Self	Overall	Category
4. <i>Maintain a positive outlook?</i>	3.0	4.3	<i>Personal/Interpersonal</i>
22. <i>Spend time on what's important?</i>	3.0	4.0	<i>Strategic Orientation</i>
14. <i>Promote changes that add value to customers?</i>	3.0	3.7	<i>Customer Orientation</i>
24. <i>Establish systems for measuring results?</i>	3.0	3.4	<i>Strategic Orientation</i>
18. <i>Put the good of the group ahead of self interest?</i>	4.0	4.1	<i>Team Orientation</i>

## 6

## BLIND SPOTS

A blind spot refers to a question or statement where you scored yourself higher than others scored you. These are areas where you can focus for specific improvement.

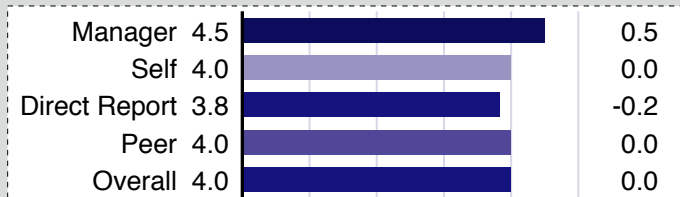
Behavior	Self	Overall	Category
31. <i>Appropriately deal with sensitive information?</i>	5.0	3.4	<i>Professionalism</i>
5. <i>Consistently communicate truthfully?</i>	5.0	3.6	<i>Communication</i>
28. <i>Develop contingency plans for potential problems?</i>	5.0	3.6	<i>Productivity/Proactivity</i>
9. <i>Nurture continuous learning and improvement in others?</i>	5.0	3.7	<i>People Orientation</i>
19. <i>Show respect for all team members?</i>	5.0	3.7	<i>Team Orientation</i>

# 7

## COMPETENCY SUMMARY

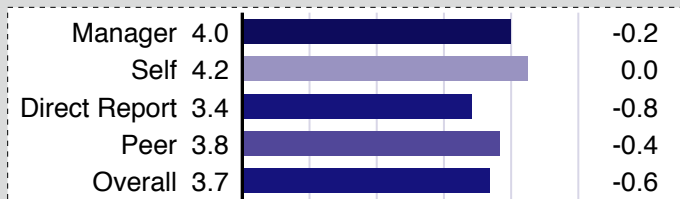
Score 1 2 3 4 5 Gap

### Personal/Interpersonal



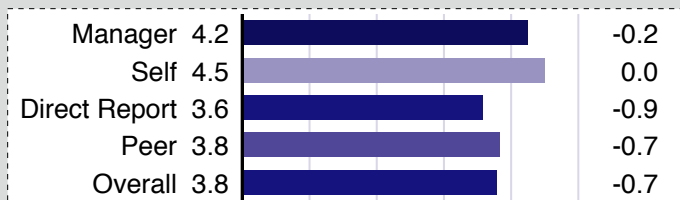
Score 1 2 3 4 5 Gap

### Communication



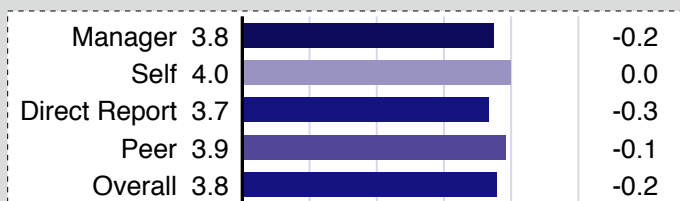
Score 1 2 3 4 5 Gap

### People Orientation



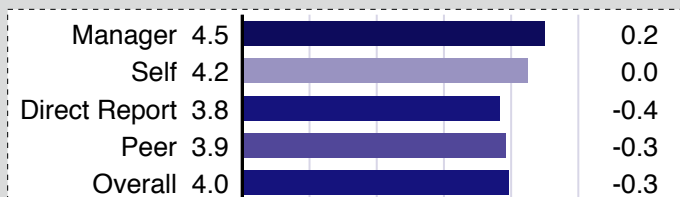
Score 1 2 3 4 5 Gap

### Customer Orientation



Score 1 2 3 4 5 Gap

### Team Orientation



1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Always

# COMPETENCY SUMMARY CONTINUED

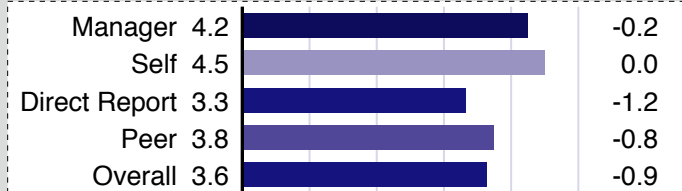
Score 1 2 3 4 5 Gap

## Strategic Orientation



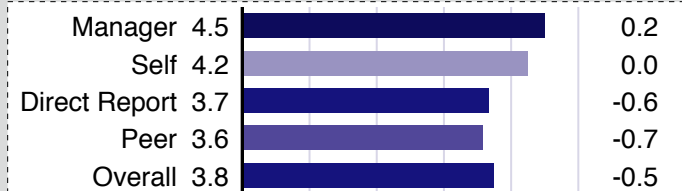
Score 1 2 3 4 5 Gap

## Productivity/Proactivity



Score 1 2 3 4 5 Gap

## Professionalism



1 - Never 2 - Rarely 3 - Sometimes 4 - Often 5 - Always

Simon Sample

Confidential

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## Table of Contents and Response Rates

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<b>Number of Respondents by Group</b>	2	
<b>What's in Your Report</b>	3	Your report contains feedback from the following respondents:
<b>Competency Summaries</b>		
Self and Respondent Groups	5-6	3 Manager
Top and Bottom 3 by Respondent Group	7	1 Self
		3 Direct Report
		3 Peer
		9 Overall
<b>Strengths and Developmental Opportunities</b>		
Strengths	9-10	
Development Opportunities	11-12	
Hidden Strengths	13	
Blind Spots	14	
<b>Detailed Feedback Results</b>		
Personal/Interpersonal	17	
Communication	18	
People Orientation	19	
Customer Orientation	20	
Team Orientation	21	
Strategic Orientation	22	
Productivity/Proactivity	23	
Professionalism	24	
<b>Comments</b>	25	

## Report Section:

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Your multi-rater feedback report is broken into three sections. Each section is designed to present your results from a different perspective, in a way that assists you in your personal development. Here is a summary of each section:

### Competency Summary Results

The survey questions are organized into groups called competencies. The scores for all questions in a competency are averaged to produce an overall competency score.

This section presents your competency scores from various perspectives:

- your scores compared to those given by your manager;
- your scores compared to those from other respondent groups; and
- your competencies given the highest scores.

### Strengths and Developmental Opportunities

When you receive high scores in a specific area, that area can be considered a strength. Also, when others give you scores higher than you give yourself, that area can be a hidden strength. It is referred to as hidden because you may not be aware that others believe you are strong in that area.

Conversely, low scores represent opportunities for you to develop your skills in a specific area. In addition, when others give you scores lower than you give yourself, you may have a 'blind spot' or an area you can focus on for specific improvement.

This section lists strengths, hidden strengths, developmental opportunities and blind spots.

### Question and Competency Details

Each page in this section is organized by competency. At the top of each page are the overall competency results. The results for each question included in the competency are listed on the bottom portion of the page.

The detail for each question and competency includes:

- average score by respondent group and overall
- gap by respondent group and overall
- ranking by respondent group and overall

## Definitions and Calculations:

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### Respondent Group:

A group of respondents who have the same relationship to you, for example – peers, direct reports.

### Overall Score:

The average of all responses, excluding those from 'self', for a question or competency.

### Strength:

The competencies or questions for which you received the highest scores.

### Hidden Strength:

Questions and competencies where you gave yourself lower scores than others gave you.

### Developmental Opportunity:

The competencies and questions for which you received the lowest scores.

### Blind Spot:

Questions and competencies where you gave yourself higher scores than others gave you.

### Score:

The average of all responses for a specific respondent group for a specific question or competency.

### Gap:

The difference between your score and the scores from a respondent group or the overall score. Negative gaps indicate that you scored yourself higher than you were scored.

### Rank:

The position of an item when the list of questions or competencies is sorted by highest to lowest scores. A rank of 1 means all other items received a lower score.

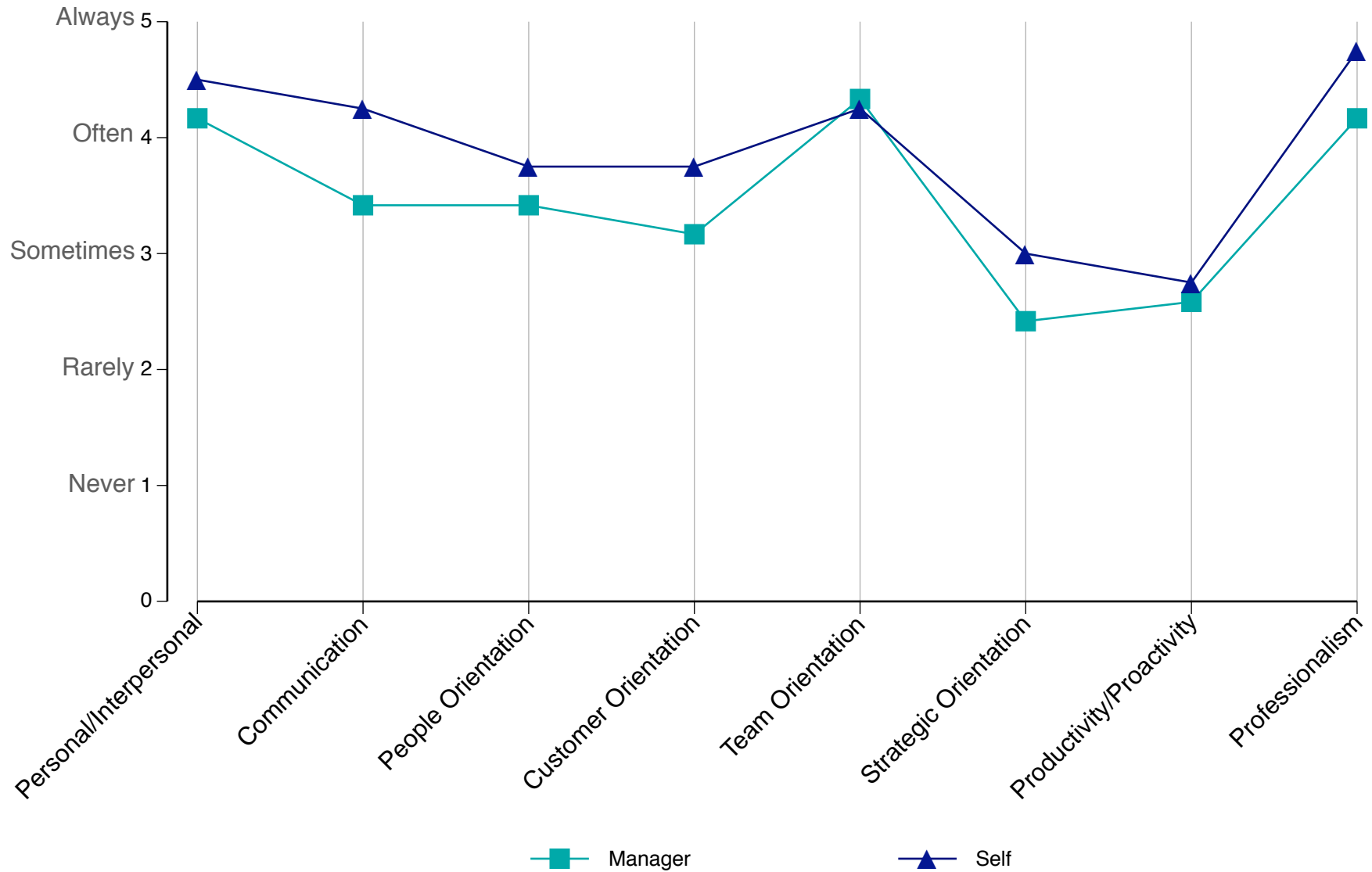


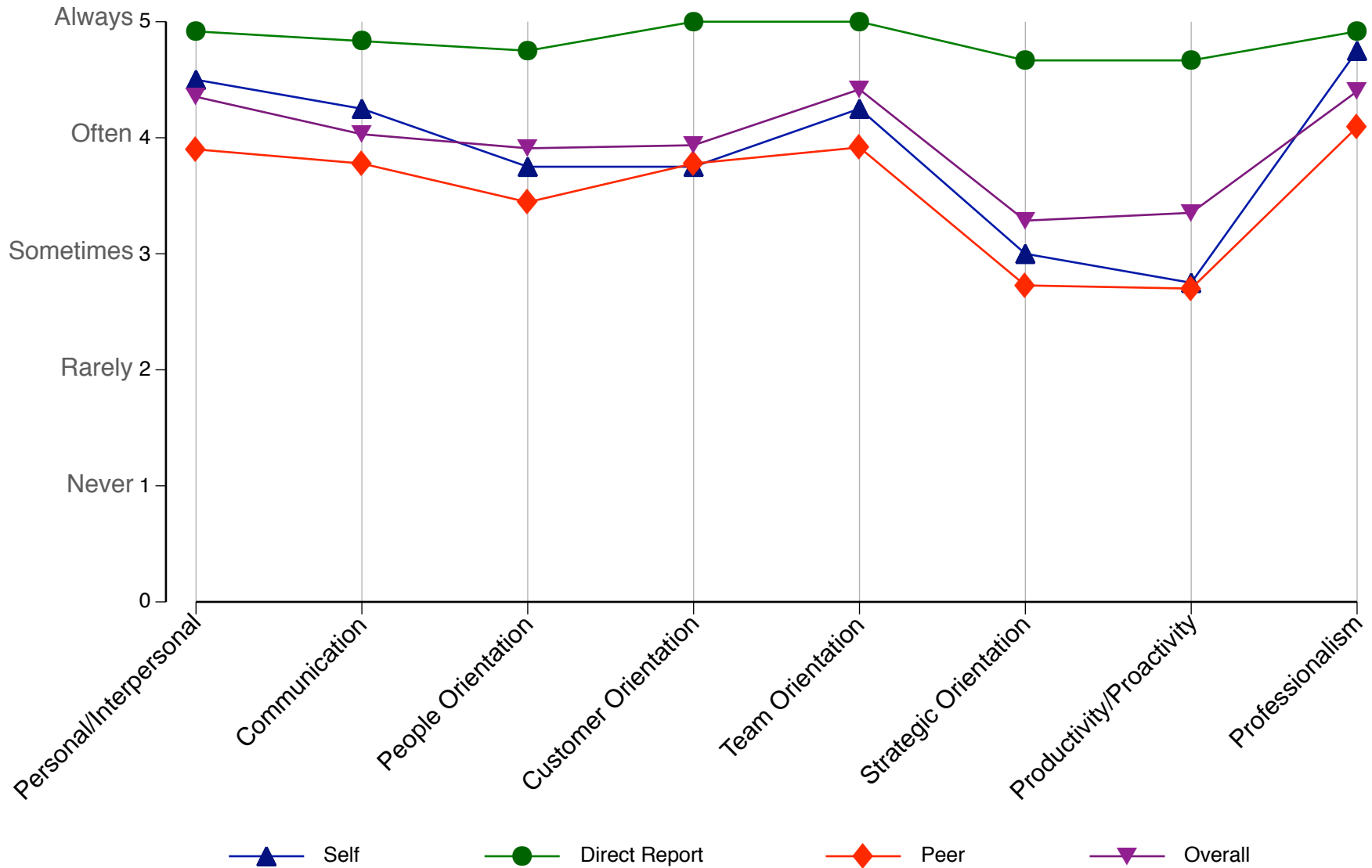
## Competency Summary Results

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In the following three pages, you will find your feedback competency scores summarized by respondent group.

- The chart on page 5 summarizes and compares the competency scores for self and your manager.
- The chart on page 6 summarizes and compares the competency scores for self and all other respondent groups except your manager.
- The table on page 7 lists the three competencies given the highest and lowest scores by each respondent group.





Three Highest Competency Scores

Manager	
Team Orientation	4.3
Personal/Interpersonal	4.2
Professionalism	4.2
Self	
Professionalism	4.8
Personal/Interpersonal	4.5
Communication	4.3
Direct Report	
Customer Orientation	5.0
Team Orientation	5.0
Personal/Interpersonal	4.9
Peer	
Professionalism	4.1
Team Orientation	3.9
Personal/Interpersonal	3.9
Overall	
Team Orientation	4.4
Professionalism	4.4
Personal/Interpersonal	4.4

Three Lowest Competency Scores

Manager	
Strategic Orientation	2.4
Productivity/Proactivity	2.6
Customer Orientation	3.2
Self	
Productivity/Proactivity	2.8
Strategic Orientation	3.0
Customer Orientation	3.8
Direct Report	
Productivity/Proactivity	4.7
Strategic Orientation	4.7
People Orientation	4.8
Peer	
Productivity/Proactivity	2.7
Strategic Orientation	2.7
People Orientation	3.4
Overall	
Strategic Orientation	3.3
Productivity/Proactivity	3.4
People Orientation	3.9



## Strengths and Developmental Opportunities

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In the following pages, you will find the competencies and questions that respondents identified as strengths and developmental opportunities. Each table includes an overall perspective that includes results from all respondents except yourself.

- The tables on pages 9-10 identify those questions (and associated competencies) considered to be strengths because they received the highest scores.
- The tables on pages 11-12 identify those questions (and associated competencies) considered to be developmental opportunities because they received the lowest scores.
- The table on page 13 identifies those questions (and associated competencies) considered to be hidden strengths because others gave you higher scores than you gave yourself and the questions have the greatest positive gap between your scores and scores from others.
- The table on page 14 identifies those questions (and associated competencies) considered to be potential 'blind spots' because you gave yourself higher scores than others gave you and the questions have the greatest negative gap between your scores and scores from others.

These items are identified as strengths because they received the highest overall scores from each respondent group.

Manager

Team Orientation

19. Shows respect for all team members

Professionalism

29. Sets a good example of ethics and character

Personal/Interpersonal

2. Builds positive relationships with coworkers

Personal/Interpersonal

4. Maintains a positive outlook

People Orientation

11. Listens without interrupting

Direct Report

Personal/Interpersonal

2. Builds positive relationships with coworkers

Personal/Interpersonal

3. Personally maintains composure under pressure

Personal/Interpersonal

4. Maintains a positive outlook

Communication

5. Can be counted on to communicate truthfully

Communication

6. Creates a safe atmosphere for candid feedback

Self

Personal/Interpersonal

3. Personally maintains composure under pressure

Personal/Interpersonal

4. Maintains a positive outlook

Communication

7. Shares learning with fellow employees

Customer Orientation

16. Maintains positive relationships with customers

Team Orientation

19. Shows respect for all team members

Peer

Personal/Interpersonal

2. Builds positive relationships with coworkers

Customer Orientation

16. Maintains positive relationships with customers

Team Orientation

19. Shows respect for all team members

Professionalism

29. Sets a good example of ethics and character

Professionalism

32. Accepts responsibility for own mistakes

These items are identified as strengths because they received the highest overall scores from each respondent group.

### Overall

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#### Team Orientation

3. Personally maintains composure under pressure

#### Professionalism

4. Maintains a positive outlook

#### Personal/Interpersonal

7. Shares learning with fellow employees

#### People Orientation

16. Maintains positive relationships with customers

#### Professionalism

19. Shows respect for all team members

These items are identified as development needs because they received the lowest overall scores from each respondent group.

Manager

Productivity/Proactivity

28. Develops contingency plans for potential problems

Strategic Orientation

24. Establishes systems for measuring results

People Orientation

12. Deals effectively with poor performers

Productivity/Proactivity

27. Implements process improvements to enhance results

Strategic Orientation

22. Spends time on what's important

Direct Report

Productivity/Proactivity

28. Develops contingency plans for potential problems

Strategic Orientation

24. Establishes systems for measuring results

People Orientation

12. Deals effectively with poor performers

Professionalism

30. Consistently follows through with commitments

Productivity/Proactivity

27. Implements process improvements to enhance results

Self

Productivity/Proactivity

28. Develops contingency plans for potential problems

Productivity/Proactivity

27. Implements process improvements to enhance results

Productivity/Proactivity

26. Manages multiple projects efficiently

Productivity/Proactivity

25. Allocates company resources effectively

Strategic Orientation

24. Establishes systems for measuring results

Peer

People Orientation

12. Deals effectively with poor performers

Productivity/Proactivity

28. Develops contingency plans for potential problems

Productivity/Proactivity

27. Implements process improvements to enhance results

Productivity/Proactivity

26. Manages multiple projects efficiently

Strategic Orientation

24. Establishes systems for measuring results

These items are identified as development needs because they received the lowest overall scores from each respondent group.

### Overall

---

#### Productivity/Proactivity

28. Develops contingency plans for potential problems

#### Strategic Orientation

24. Establishes systems for measuring results

#### People Orientation

12. Deals effectively with poor performers

#### Productivity/Proactivity

27. Implements process improvements to enhance results

#### Strategic Orientation

22. Spends time on what's important

## Hidden Strengths Based on Your Overall Score

Simon Sample

A hidden strength is defined as a question where others scored you higher than you scored yourself. The difference in scores may indicate that you may not realize how others perceive your skills in these areas.

Question	Self	Overall	Competency
25. Allocates company resources effectively	3.0	3.9	Productivity/Proactivity
28. Develops contingency plans for potential problems	2.0	2.8	Productivity/Proactivity
2. Builds positive relationships with coworkers	4.0	4.7	Personal/Interpersonal
15. Actively seeks feedback from customers	3.0	3.6	Customer Orientation
11. Listens without interrupting	4.0	4.6	People Orientation
26. Manages multiple projects efficiently	3.0	3.5	Productivity/Proactivity
17. Demonstrates a strong commitment to team's success	4.0	4.4	Team Orientation
23. Aligns team initiatives with company mission	3.0	3.4	Strategic Orientation
14. Promotes changes that add value to customers	3.0	3.4	Customer Orientation
21. Sets clear directions	3.0	3.3	Strategic Orientation

## Blind Spots Based on Your Overall Score

Simon Sample

A blind spot is defined as a question where you scored yourself higher than others scored you. The difference in scores may indicate that you may not realize how people perceive your skills in these areas.

Question	Self	Overall	Competency
7. Shares learning with fellow employees	5.0	4.0	Communication
4. Maintains a positive outlook	5.0	4.3	Personal/Interpersonal
3. Personally maintains composure under pressure	5.0	4.4	Personal/Interpersonal
16. Maintains positive relationships with customers	5.0	4.4	Customer Orientation
32. Accepts responsibility for own mistakes	5.0	4.5	Professionalism
31. Can be trusted with sensitive information	5.0	4.6	Professionalism
30. Consistently follows through with commitments	4.0	3.7	Professionalism
8. Provides timely information	4.0	3.8	Communication
9. Nurtures continuous learning and improvement in others	4.0	3.8	People Orientation
19. Shows respect for all team members	5.0	4.9	Team Orientation

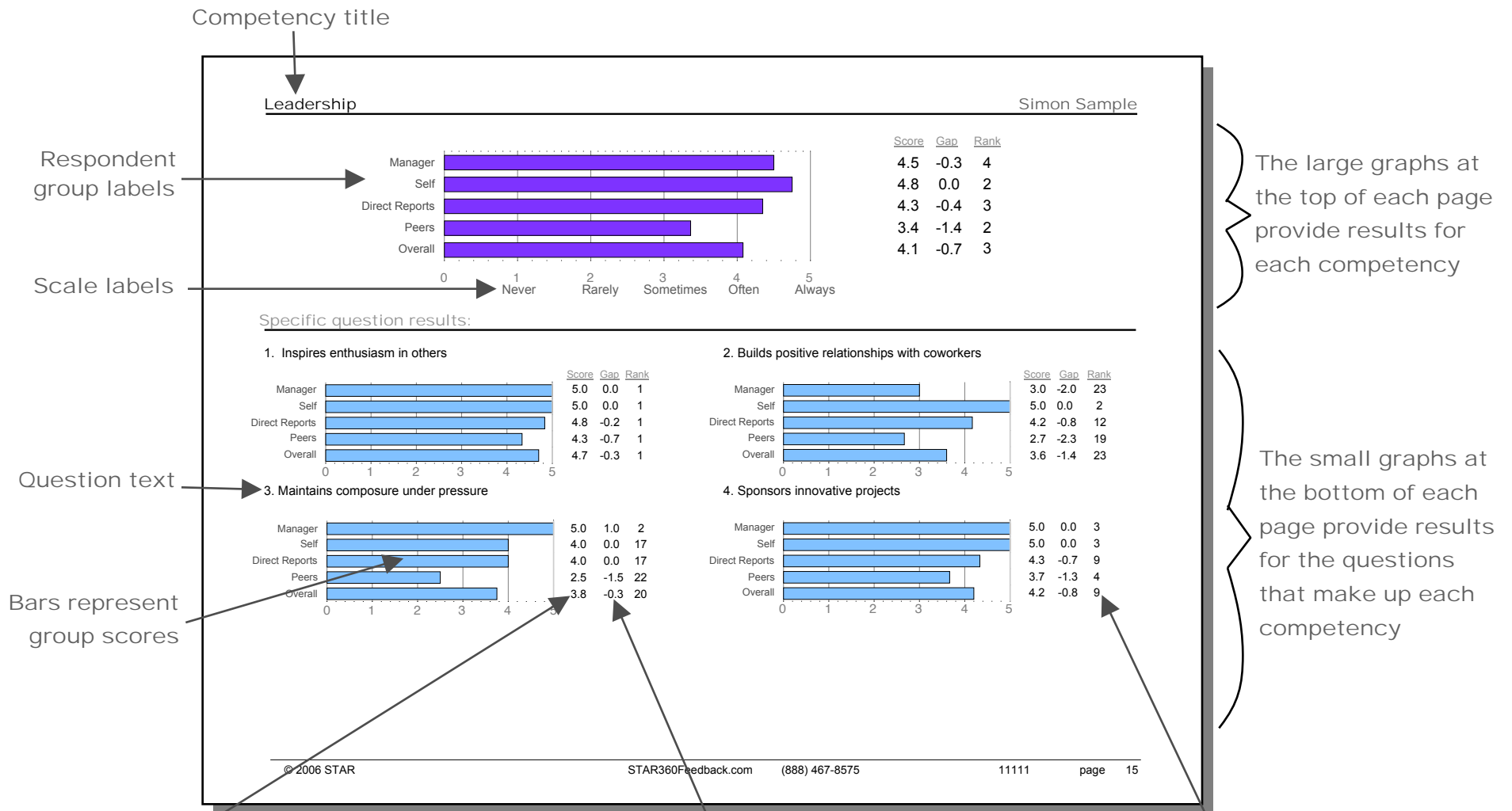


## Question and Competency Details

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In the following pages, you will find a summary of the scores for each competency at the top of each page. Below each competency summary, you will find the feedback results for each question that is included in the competency.

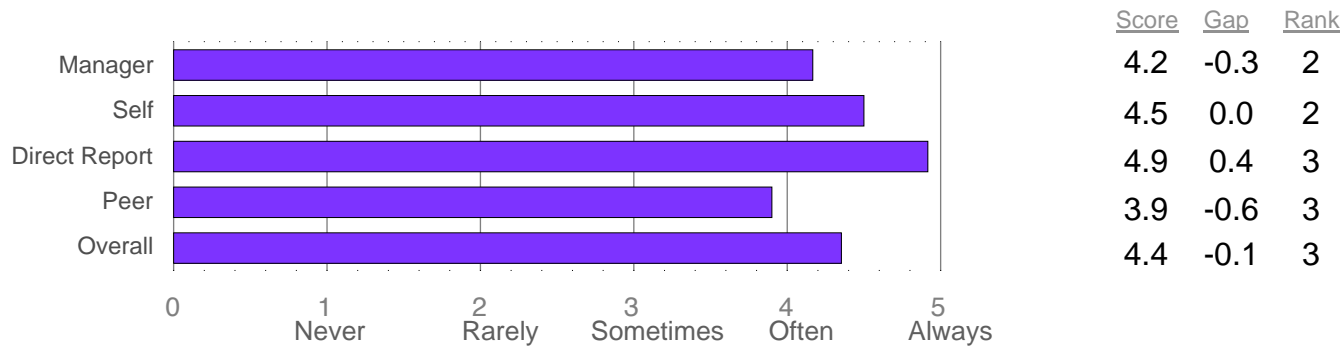
# How to Read the Detail Graphs



**Score** is the average of all responses for a specific respondent group.

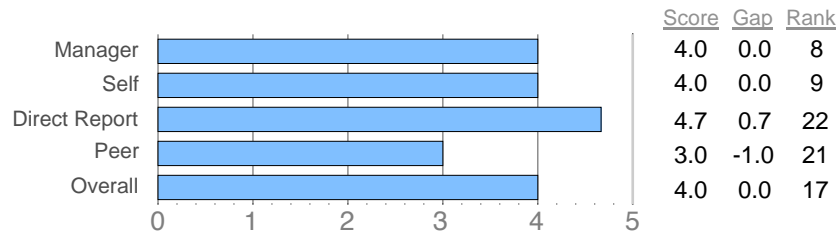
**Gap** is the difference between your score and the score of a respondent group. If the gap is negative you scored yourself higher than the respondent group scored you.

**Rank** is the position of an item when the list of questions or competencies is sorted by highest to lowest scores. A rank of 1 means all other items received a lower score.

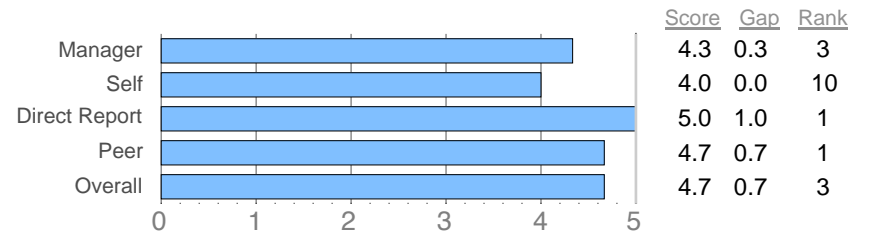


Specific question results:

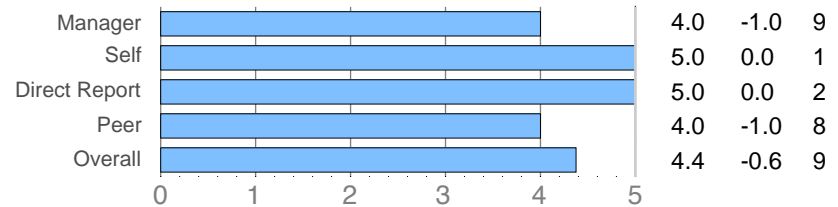
1. Inspires enthusiasm in others



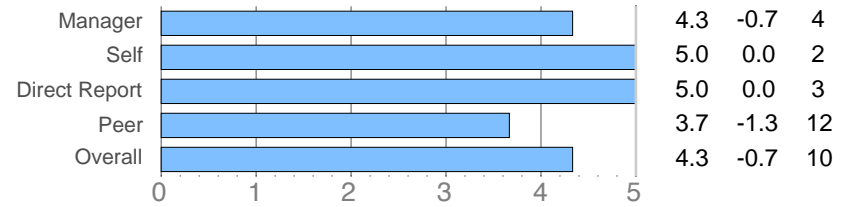
2. Builds positive relationships with coworkers



3. Personally maintains composure under pressure



4. Maintains a positive outlook





# Individual Development Plan for: Simon Sample

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Directions: The form below is provided to help you plan for your development. Use the information from your 360 report along with other feedback, information and knowledge you have about your skills and competencies. Work on the suggested items that appear in the blue stripe below or choose other items to focus on. Establish plans that balance the needs and resources of the organization with your personal goals. Share the completed plan with your manager or supervisor.

**Score**

Recommended Developmental Area: Productivity/Proactivity - 28. Develops contingency plans for potential problems

2.7

Action Plan:

Goals and Time Frame:

Recommended Developmental Area: Communication - 7. Shares learning with fellow employees

4

Action Plan:

Goals and Time Frame:

Additional Resources: (ie:Books, Articles, Web Links, Mentors)

Employee Signature:

Administrator Signature:

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