

# 360 FEEDBACK REPORT

Prepared for: Jackson Aubrey

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McLEAN &  
COMPANY



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# INTRODUCTION

360 feedback is the aggregate feedback of employee performance based on the inputs of multiple raters who have worked with the employee. This 360 feedback process is designed to guide you in your professional development.

## WHEN USED EFFECTIVELY, THE PROCESS CAN:



Help you identify your strengths and developmental opportunities



Provide you with the opportunity to understand what others' perceptions are of your competencies and behaviors



Foster a culture of open and honest communication between you and your colleagues



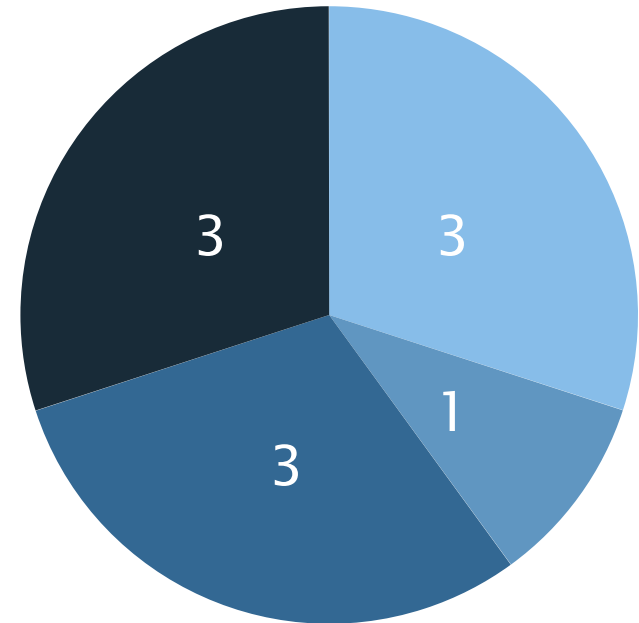
Give you the opportunity to take ownership of your own development

## UNDERSTANDING THIS REPORT

# FEEDBACK PARTICIPANTS

Data will be reported for a participant group as long as there are 3 respondents. If there are fewer than 3 respondents in the Peer and/or Direct Report category, their feedback will be placed in the 'Other' category. If there are fewer than 3 total respondents for your assessment, your report will come back blank. This is not applicable to feedback from Managers.

● Peers	30%
● Managers	10%
● Direct Reports	30%
● Others	30%



### TIPS

Did your report come back blank? If so, you have a few options. Please discuss with your HR department before proceeding.

- Launch another report from your 360 Feedback account, this time adding more feedback participants.
- Remember to send reminder emails - this will increase participation rates.
- Opt to proceed with just your Manager's feedback.

## UNDERSTANDING THIS REPORT

# DEFINITIONS AND CALCULATIONS

Getting the most from your 360 feedback involves analyzing and understanding the data in your report. This section will help you analyze your feedback and determine the areas of strength you wish to build upon and the areas of opportunity you wish to address. The analysis you perform at this stage will assist you in creating your development plan.

### DEFINITIONS:

**Score** - Represents the average rating for a particular respondent group in either an overall competency or behavior.

**Gap** - The difference between one rating group and another rating group.

**Competency** - Encompass the knowledge, skills, and attributes that define what behaviors an employee must exhibit to perform well in their job.

**Behaviors** - Detailed statements describing what a competency looks like when it is performed by a person on-the-job. In essence, they describe observable actions which form the basis of the competency. The descriptors vary by the degree of proficiency required to demonstrate the competency at a specific level.

### RATING SCALE:

<b>N/A</b> Not Observed
<b>1</b> Does not demonstrate behavior
<b>2</b> Inconsistently demonstrates behavior
<b>3</b> Consistently demonstrates expected behavior
<b>4</b> Exceeds expectations for behavior

## UNDERSTANDING THIS REPORT

# TIPS

### **360 feedback is for development purposes.**

The goal of the 360 process is to further your own success and development, so openly accepting feedback increases your likelihood of creating an effective development plan.

### **Keep an open mind.**

As you look at the data and read the comments your raters provided, expect some surprises. You do not have to agree with all the feedback given, however, there is value in understanding how others perceive you.

### **Focus on both your strengths and weaknesses.**

All feedback — positive and critical — is useful to improving overall performance. Use the verbatim comments to gain context for the numerical ratings.

### **The 360 feedback assessment is only as effective as you allow it to be.**

Success hinges on what you do with your feedback. Once you have read through the report and overall results once, go back through the report in more detail and look for patterns and themes which can be incorporated into a development plan.



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### **REMEMBER**

You should debrief your results following the instructions from your HR department (e.g. review with your manager or coach, etc.). In these meetings, identify a short list of actionable items for your development plan and highlight themes from the report to share with your manager, so they can assist you in your development. More information on how to analyze your results and create a development plan can be found at the end of this report.

# TOP PERCEPTION GAPS

Top perception gaps show the behaviors that others scored differently than you scored yourself. The difference in scores may indicate that others perceive you demonstrate this behavior more or less than you do. As you build out your professional development plan, explore opportunities where you can address the discrepancies or leverage your strengths to improve your overall performance.

Behavior	Competency	Self	Others	Gap
Owns strategic goals and plans at the organizational level.	Strategic Leadership & Execution	2.0	3.5	1.5
Provides advice and counsel on complex risk situations that affect the organization.	Risk Management	2.0	3.4	1.4
Comfortably delivers strategic messages supporting their function and the organization at the enterprise level.	Communication	2.0	3.2	1.2
Sets an organizational expectation of excellence.	Culture Management	2.0	3.0	1.0
Creates a culture of empowerment and trust to facilitate effective problem solving and decision making.	Problem Solving	4.0	2.2	-1.8
Demonstrates vulnerability in sharing their own experiences and responding to the experiences of others.	Emotional Intelligence	4.0	2.2	-1.8
Encourages a culture with a mindful approach to coaching, employee performance, and employee experience.	People Leadership	4.0	2.5	-1.5
Influences others to promote and embrace diversity and inclusion.	Inclusion	4.0	2.8	-1.2
Enables an environment where others feel empowered to communicate their emotions and needs.	Emotional Intelligence	4.0	3.0	-1.0

## ASSESSMENT

# DETAILED COMPETENCY SCORES

**Jackson Aubrey**  
Senior Manager

	Not Observed	Does not demonstrate behavior	Inconsistently demonstrates behavior	Consistently demonstrates expected behavior	Exceeds expectations for behavior	
Report Date: March 17, 2023						
	Self	Direct Report	Peer	Other	Manager	Overall
People Leadership	3.5	3.58	2.42	3.0	2.5	2.95
Strategic Leadership & Execution	3.0	3.83	2.5	3.0	3.0	3.1
Culture Management	2.5	3.58	2.25	2.5	3.25	2.83
Risk Management	3.0	4.0	2.5	2.75	2.5	3.03



Problem Solving	3.5	3.5	2.33	2.5	2.25	2.73
Communication	2.75	3.75	2.58	3.08	2.75	3.1
Emotional Intelligence	3.6	3.53	2.47	2.73	3.2	2.94
Inclusion	3.25	3.67	2.33	2.83	2.5	2.9

## People Leadership

Inspires, motivates, and empowers people to achieve organizational goals. Coaches, mentors, and manages employee experience, and employee performance, through mindful preparation. Creates space for others to lead.

	<div><div></div>Not Observed</div>	<div><div></div>Does not demonstrate behavior</div>	<div><div></div>Inconsistently demonstrates behavior</div>	<div><div></div>Consistently demonstrates expected behavior</div>	<div><div></div>Exceeds expectations for behavior</div>			
			Self	Direct Report	Peer	Other	Manager	Overall
Demonstrates accountability for strategic people leadership goals and plans.			3.0	3.67	2.33	3.67	3.0	3.2
Demonstrates belief in the value of people as individuals; applies influence to improving the employee experience.			4.0	4.0	2.67	3.33	3.0	3.3
Creates opportunities to recognize the organizational contributions of individuals and teams.			3.0	3.67	2.0	3.0	2.0	2.8
Encourages a culture with a mindful approach to coaching, employee performance, and employee experience.			4.0	3.0	2.67	2.0	2.0	2.5

**Self Feedback****Average Score: 3.5**

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Pellentesque sollicitudin id odio vitae auctor. Vivamus consectetur purus at convallis feugiat. Nunc ut lacus quis elit maximus finibus nec et nisl. Vestibulum id sagittis nisl.

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**Manager Feedback****Average Score: 2.5**

Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Curabitur velit felis, tristique nec odio vitae, vehicula volutpat erat. Ut eu vestibulum libero. Ut maximus interdum erat et consectetur. Quisque elementum aliquet sapien vel cursus. Ut et elit id enim varius pellentesque.

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**Peer Feedback****Average Score: 2.42**

Vivamus mattis, ligula eget cursus cursus, libero lacus molestie ligula, id tempus nunc purus quis augue.

Aenean gravida odio magna, quis suscipit eros cursus non.

(1) Sed dictum at sapien a vehicula. Vestibulum vel laoreet nunc. Curabitur ullamcorper tincidunt dictum. (2) Integer imperdiet porttitor sem, a cursus sem sollicitudin ut. (3) Quisque elementum aliquet sapien vel cursus.

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**Direct Report Feedback****Average Score: 3.58**

Bibendum mattis arcu pulvinar sed. Vestibulum a maximus elit. Vestibulum luctus, elit rhoncus mattis porttitor.

Nunc purus quis augue. Phasellus hendrerit pharetra nisi, sit amet imperdiet ligula blandit in.

Ut eu vestibulum libero. Ut maximus interdum erat et consectetur. Nulla a purus vitae nisl maximus posuere non vitae purus.

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**Other Feedback****Average Score: 3.0**

Nulla iaculis blandit luctus. Nulla facilisi. Quisque dui erat, imperdiet sed velit at, cursus dictum tortor. Pellentesque nec lorem eros. Pellentesque sit amet mi a purus ornare ultricies.

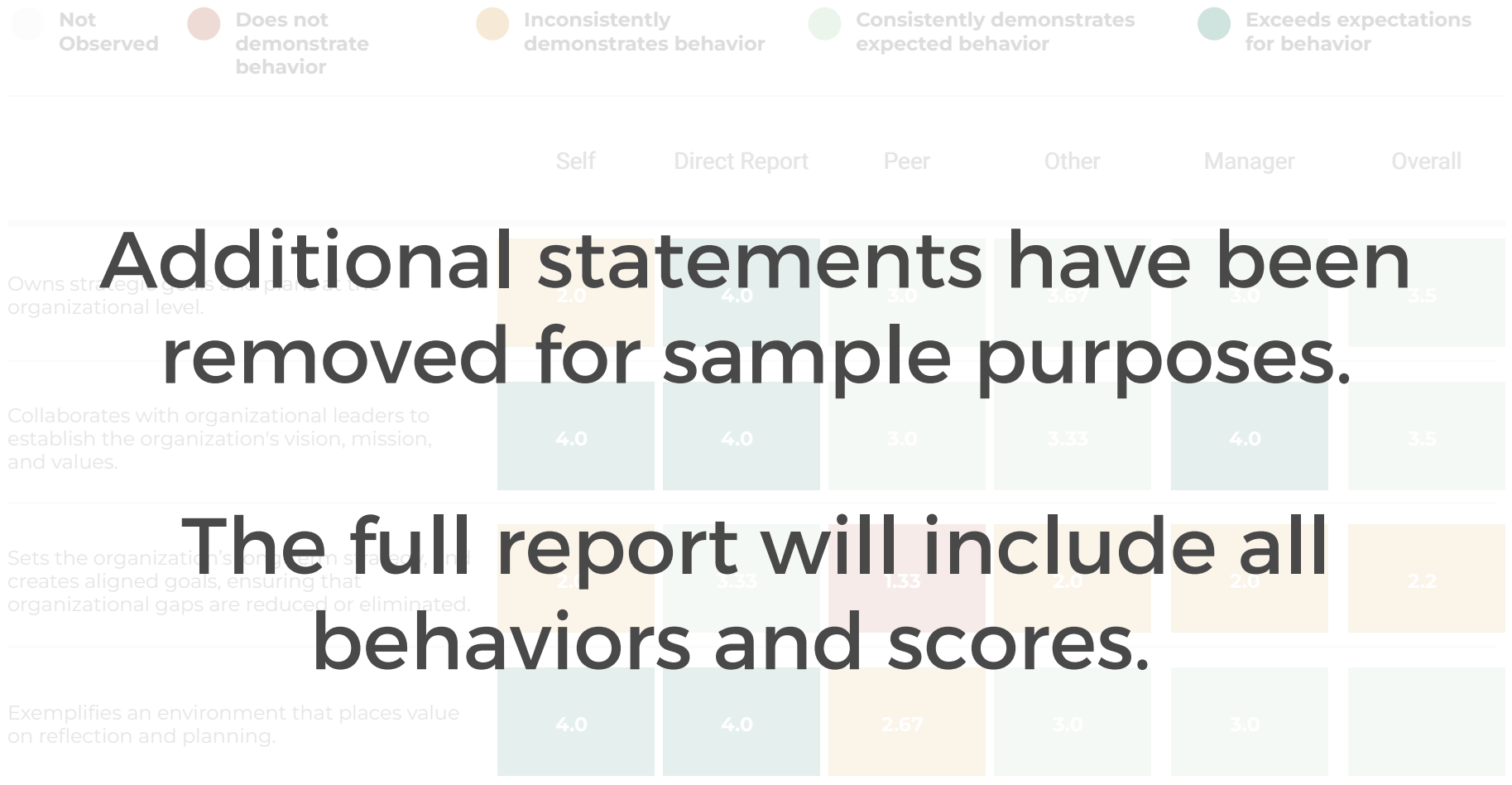
Curabitur magna quam, maximus sit amet dui ut, cursus porttitor velit. Morbi sollicitudin metus lectus, quis vestibulum sem facilisis quis. Interdum et malesuada fames ac ante ipsum primis in faucibus.

Elit rhoncus mattis porttitor, dolor nulla posuere magna, vitae interdum diam purus ac justo. Sed sed tristique magna. Nunc eu egestas sapien.

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## Strategic Leadership & Execution

Applies vision to think beyond the immediate situation and explores multiple potential paths. Invests time in planning, discovery, and reflection to better drive decisions and more efficient implementation. Ensures that business goals are met by executing, monitoring, and adjusting the organizational action plan.



Additional statements have been removed for sample purposes.

The full report will include all behaviors and scores.

# NEXT STEPS

Use McLean & Company's [360 Feedback Interpretation and Development Plan Job Aid](#) (only available in English) to work through your results.

To make the most of your 360 feedback:

- Focus on both **strengths** and **opportunities**.
- Look at how **different rater groups** rate the same competency.
- Discuss **why there might be differences**. For example, if direct reports rate you lower on "Teamwork" than your boss or peers do, it might indicate a trouble spot. However if peers rate an employee lower on "Leadership" than does their staff, it may just indicate they have not had the same opportunities to observe the employee in a team leadership role.
- Use the **verbatim comments** to gain **context** for the numerical ratings.
- Make the **connection** between the **data** and the **impact** it would have on the employee or the business to strengthen a particular competency.

McLean & Company recommends that **all employees** participating in a 360 Feedback assessment be **required to create a development plan** with the input of their manager and/or an external coach. These plans should be based on the 360 feedback, but also take other data points (performance review, project feedback) into account and **link directly** to the **vision and goals** of the organization. **Once you have analyzed the feedback, you should work with your manager or a coach to create a concrete development plan. These plans should be based on the 360 feedback, but also take other data points (performance review, project feedback) into account and link directly to the vision and goals of the organization.** Use McLean & Company's [360 Feedback Interpretation and Development Plan Worksheet](#) (only available in English) to understand the data in your report and capture your development progress.