

Dattner Consulting

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Leader Sample

Sample Leader

360-Degree Feedback Report

1/2/2024

About This Report

This multi-rater feedback process is designed to assist you in your professional development. When used effectively, the survey can:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- Establish a quantitative baseline that will allow you to assess your progress
- Give you the opportunity to improve your skills by being more aware of others' perceptions and observations of your performance
- Guide your conversations with your colleagues to ensure you remain informed of their observations and suggestions

Rating Scale

The rating scale shown below was used in scoring quantitative feedback.

Scale Option	Assigned Value
n/a	---
strongly disagree	1
disagree	2
neutral	3
agree	4
strongly agree	5

Response Summary

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

Rater Type	Nominated	Responded	Response Rate
Self	1	0	0%
Supervisors	1	1	100%
Peers	4	1	25%
Direct reports	7	2	29%
Total	13	4	31%

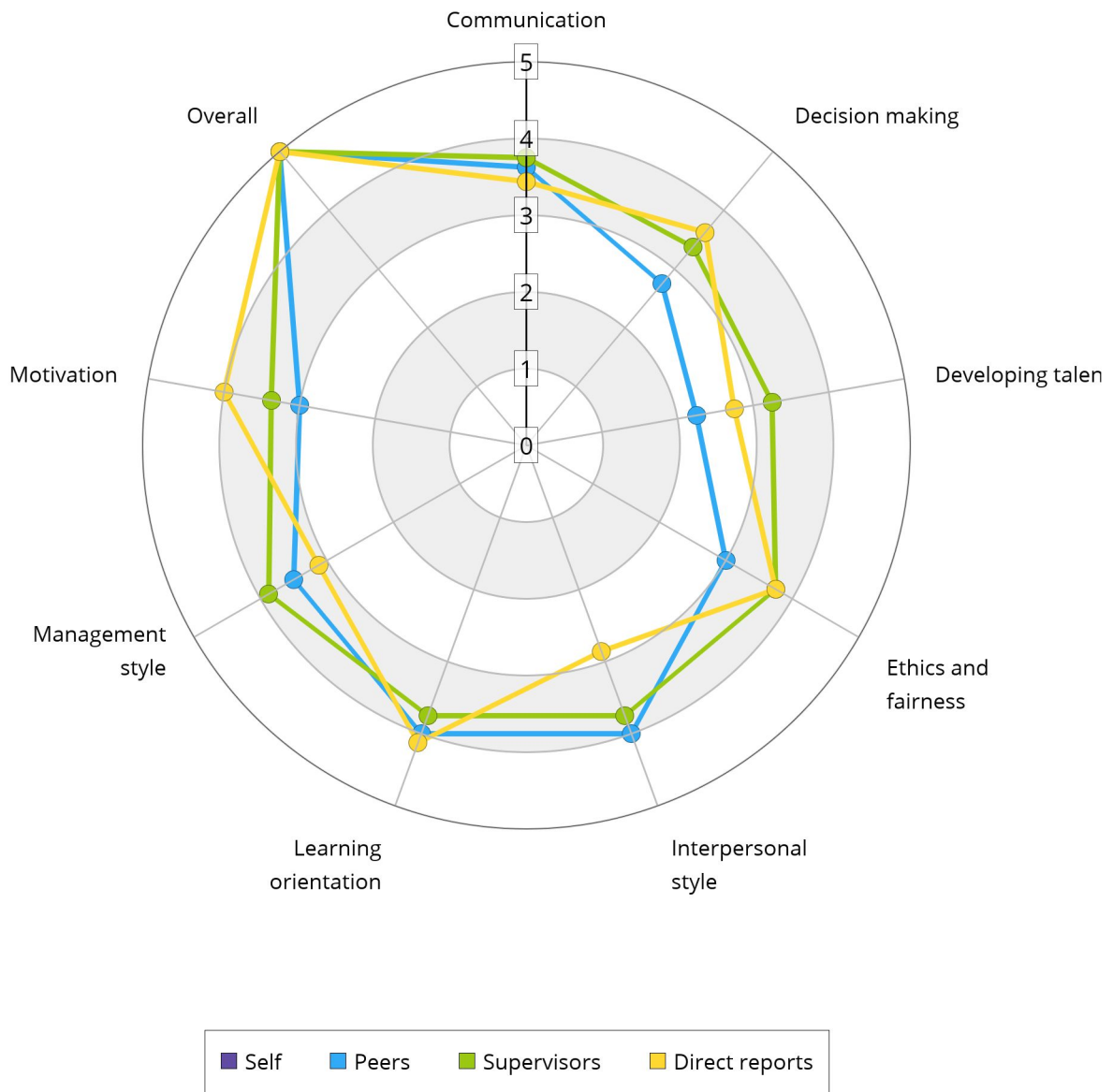
Raters Nominated to Participate

The individuals listed below were nominated to provide you feedback.

#	Rater Name	Rater Relationship
1.	Sample, Leader	Self
2.	eleven, rater	Supervisors
3.	eight, rater	Peers
4.	nine, rater	Peers
5.	seven, rater	Peers
6.	twelve, rater	Peers
7.	five, rater	Direct reports
8.	four, rater	Direct reports
9.	one, rater	Direct reports
10.	six, rater	Direct reports
11.	ten, rater	Direct reports
12.	three, rater	Direct reports
13.	two, rater	Direct reports

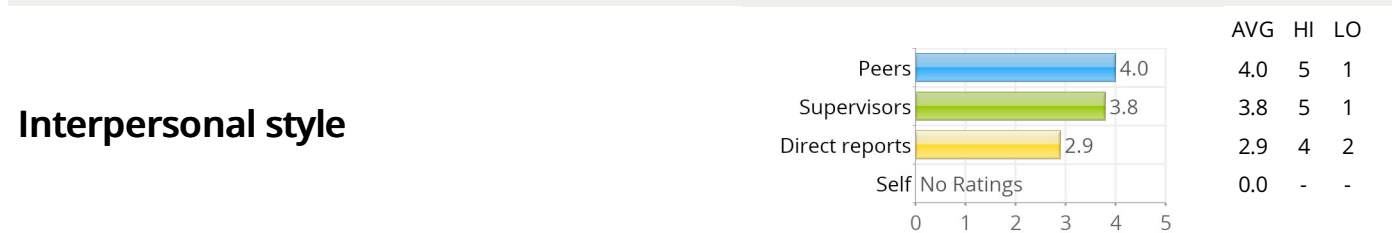
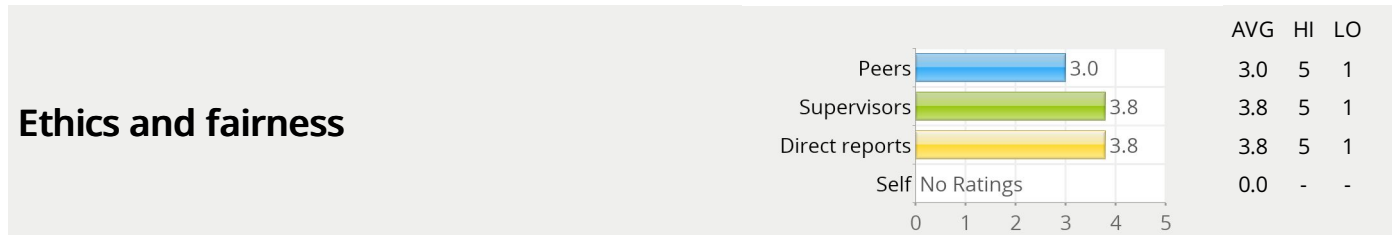
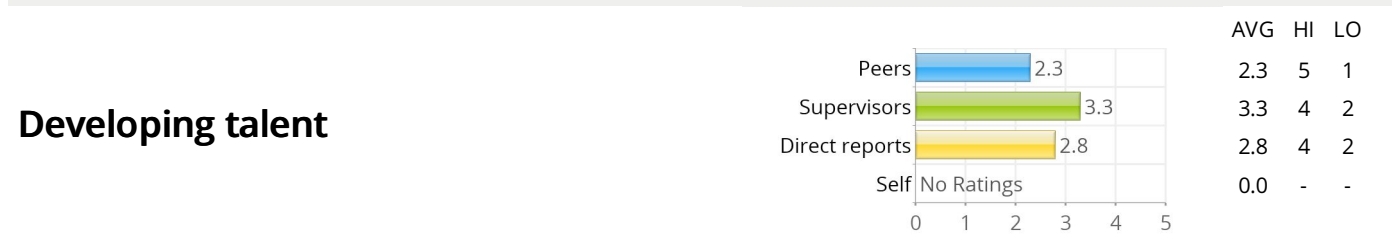
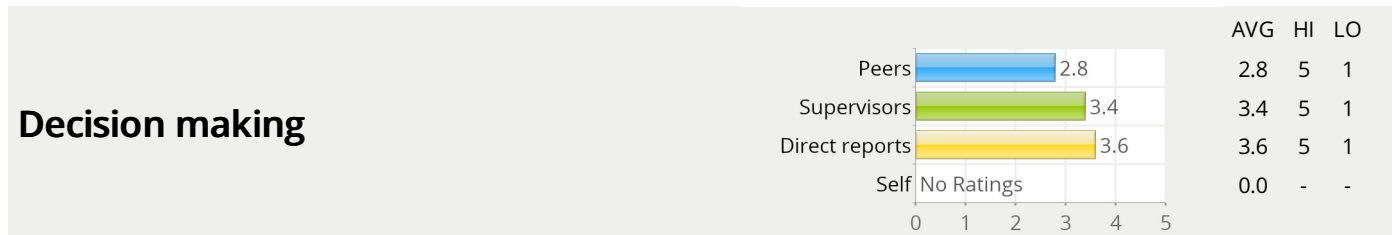
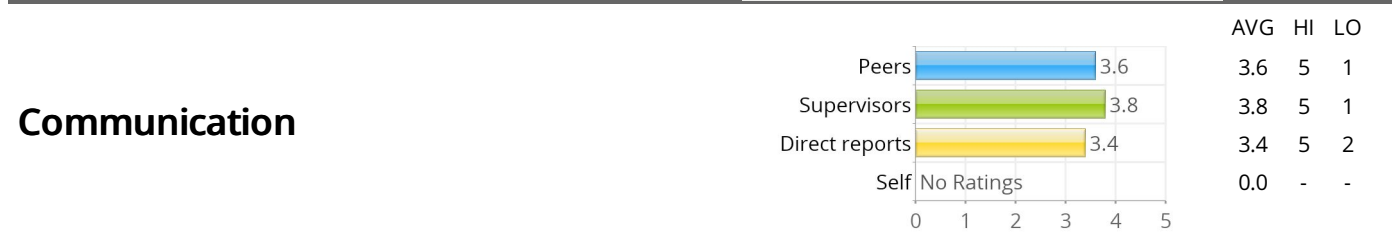
Competency Profile Radar Chart

The Competency Profile radar chart below shows scores for each rating group across all competencies. Radar charts are useful in easily spotting gaps between rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart.



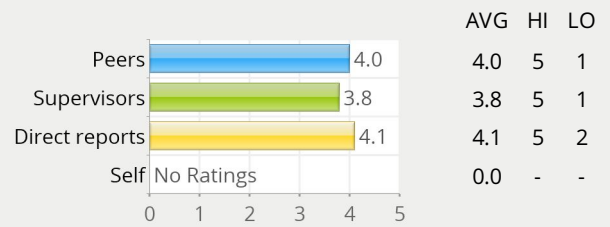
Competency Summary

This report shows average ratings for each competency in the review segmented by rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given competency.

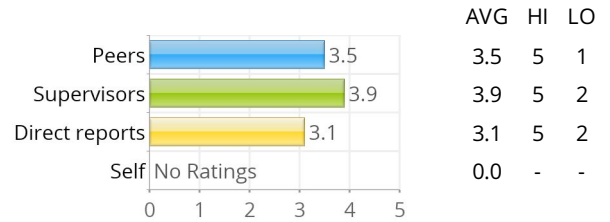


Competency Summary (continued)

Learning orientation



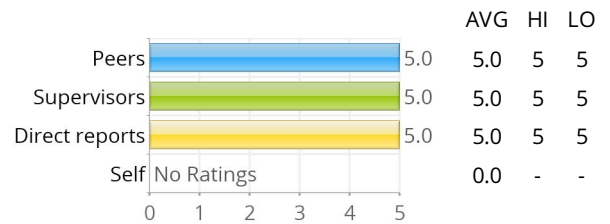
Management style



Motivation



Overall



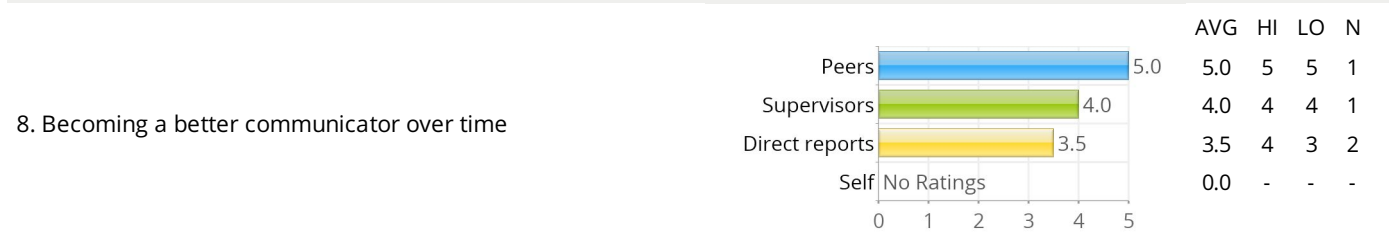
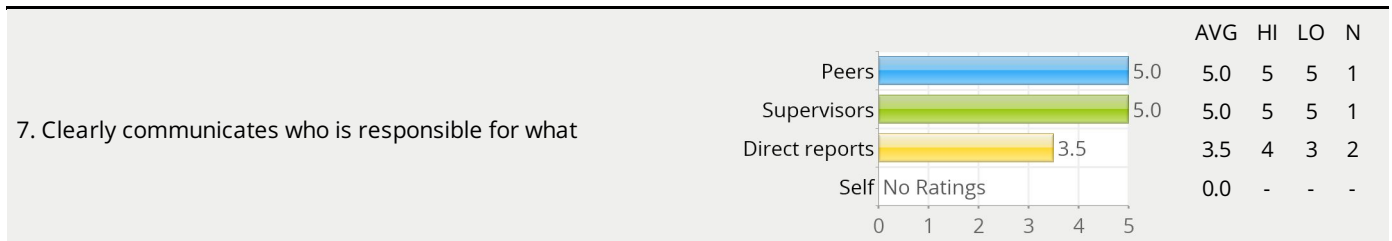
Individual Review Items

This report shows average ratings for each individual item in the review segmented by each rater group. The HI and LO columns present the highest and lowest ratings submitted by each rater group for a given review item. The N column shows the number of responses submitted in a given rater group for a particular item.

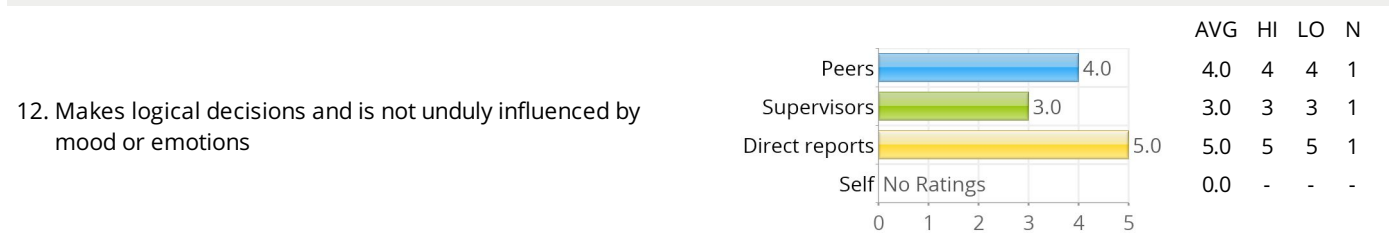
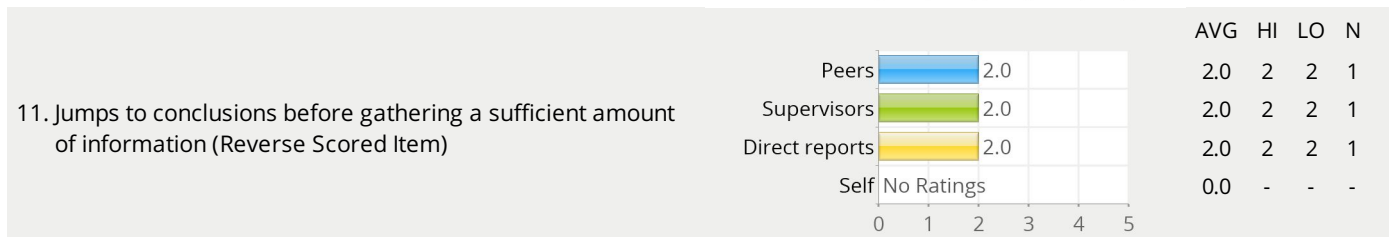
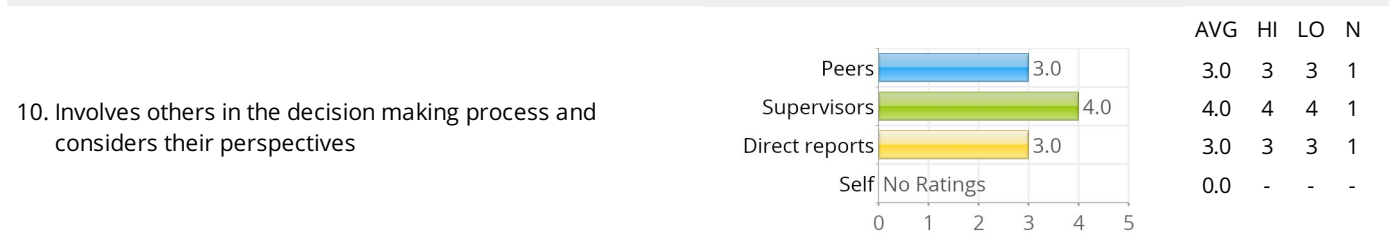
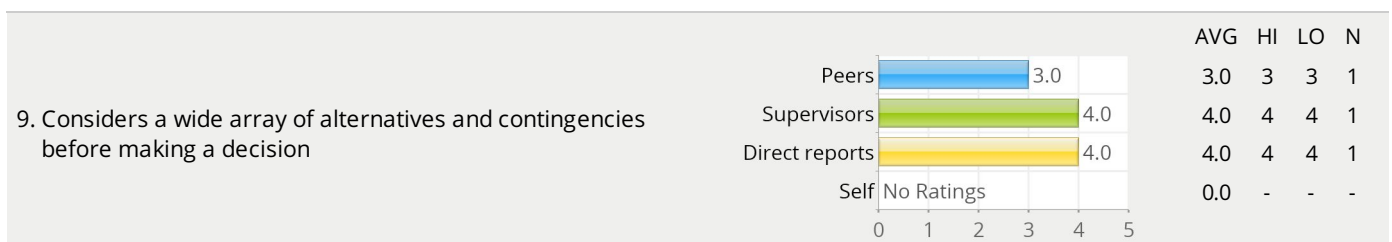
Communication

Item	Rater Group	AVG	HI	LO	N
1. Works hard to listen and connect to people	Peers	4.0	4	4	1
	Supervisors	5.0	5	5	1
	Direct reports	4.0	5	3	2
	Self	0.0	-	-	-
	No Ratings				
2. Provides candid and constructive feedback and is willing to have difficult conversations	Peers	4.0	4	4	1
	Supervisors	4.0	4	4	1
	Direct reports	4.0	4	4	2
	Self	0.0	-	-	-
	No Ratings				
3. Can be distant and difficult to read at times (Reverse Scored Item)	Peers	2.0	2	2	1
	Supervisors	1.0	1	1	1
	Direct reports	2.5	3	2	2
	Self	0.0	-	-	-
	No Ratings				
4. Effectively presents to large meetings and groups	Peers	4.0	4	4	1
	Supervisors	5.0	5	5	1
	Direct reports	4.5	5	4	2
	Self	0.0	-	-	-
	No Ratings				
5. Shares rationale for decisions whenever possible	Peers	4.0	4	4	1
	Supervisors	5.0	5	5	1
	Direct reports	3.5	4	3	2
	Self	0.0	-	-	-
	No Ratings				
6. Sends ambiguous signals and mixed messages (Reverse Scored Item)	Peers	1.0	1	1	1
	Supervisors	1.0	1	1	1
	Direct reports	2.0	2	2	2
	Self	0.0	-	-	-
	No Ratings				

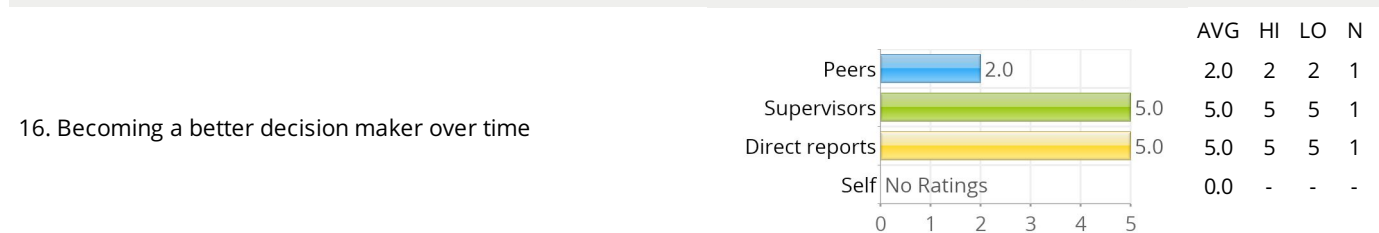
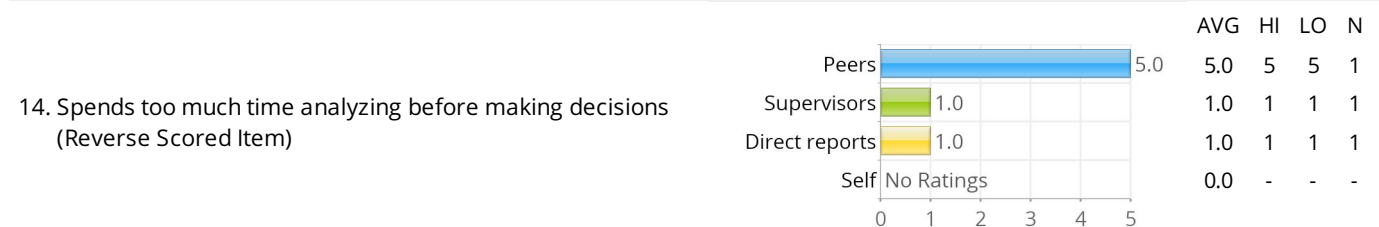
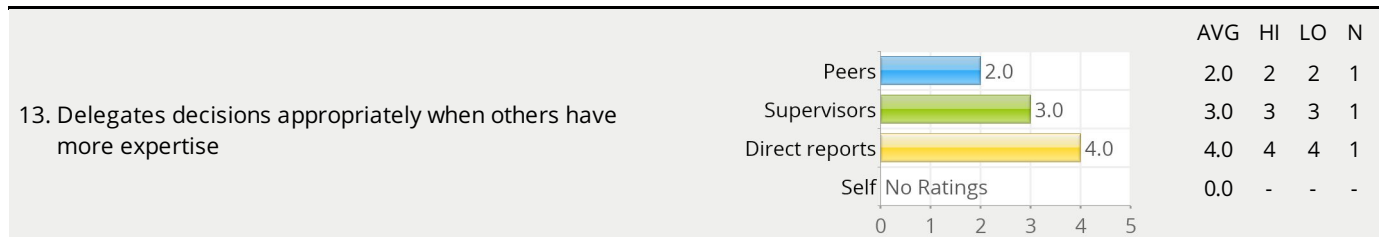
Individual Review Items (continued)



Decision making



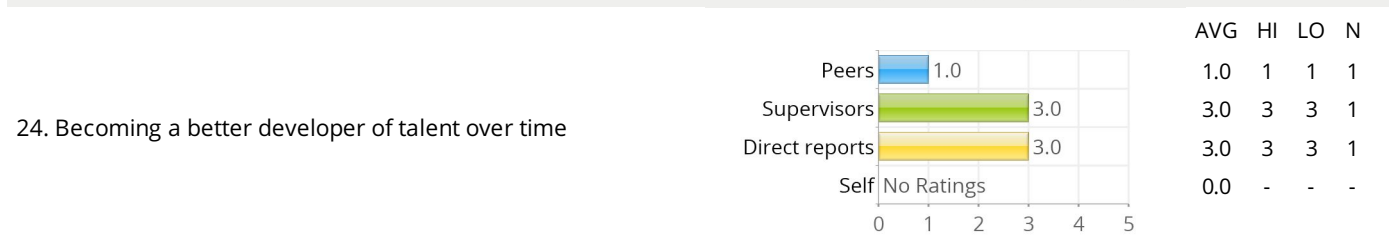
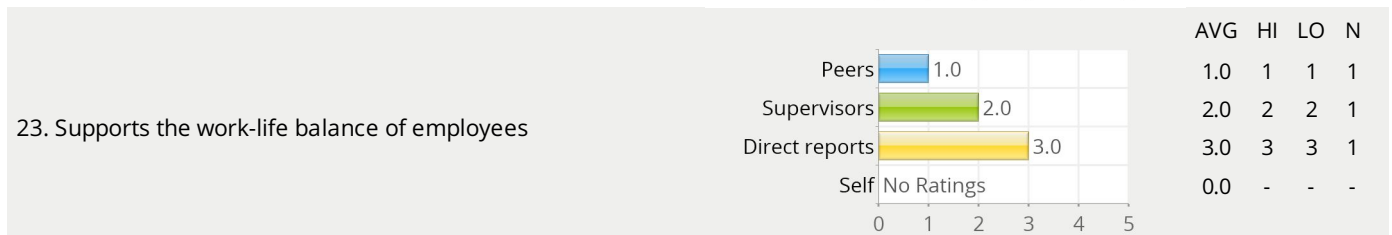
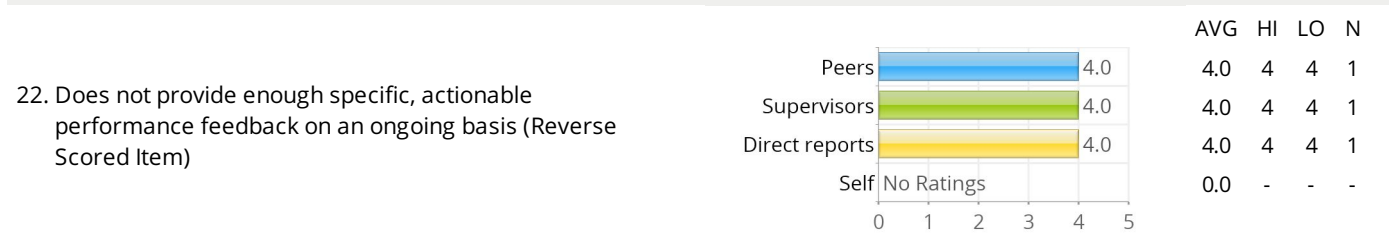
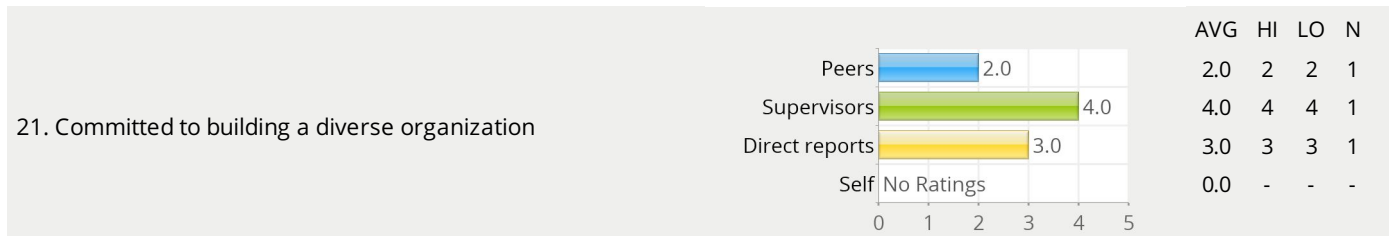
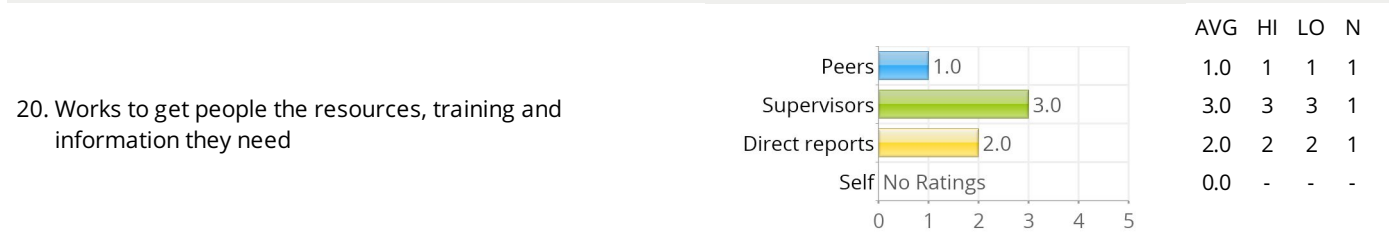
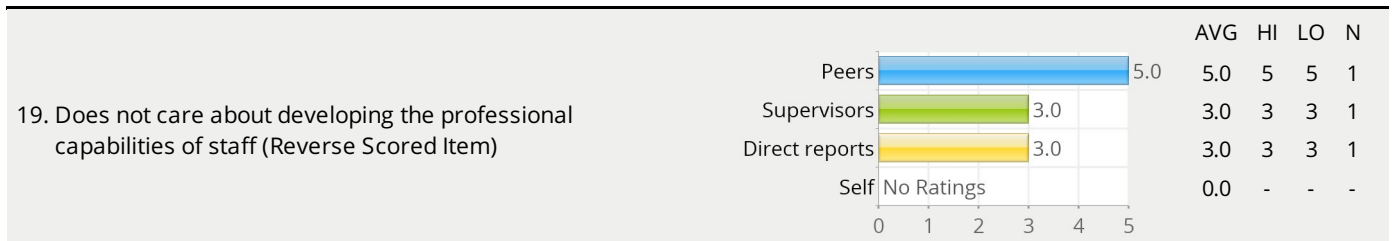
Individual Review Items (continued)



Developing talent



Individual Review Items (continued)

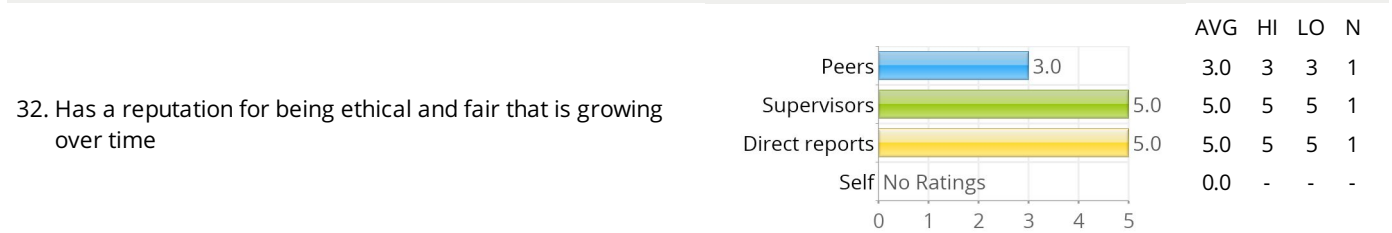
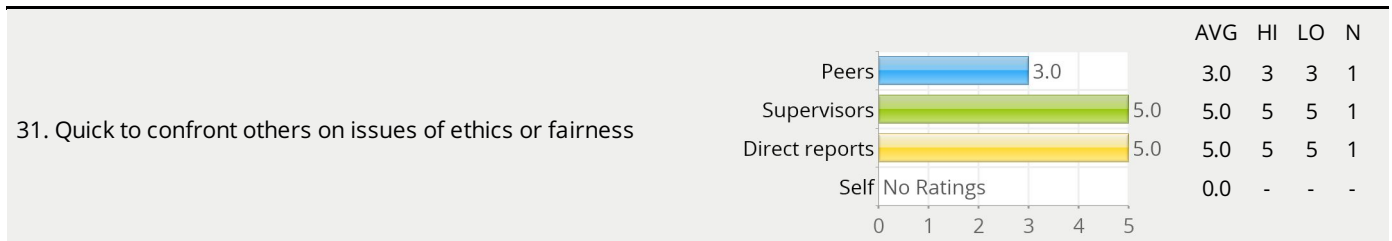


Individual Review Items (continued)

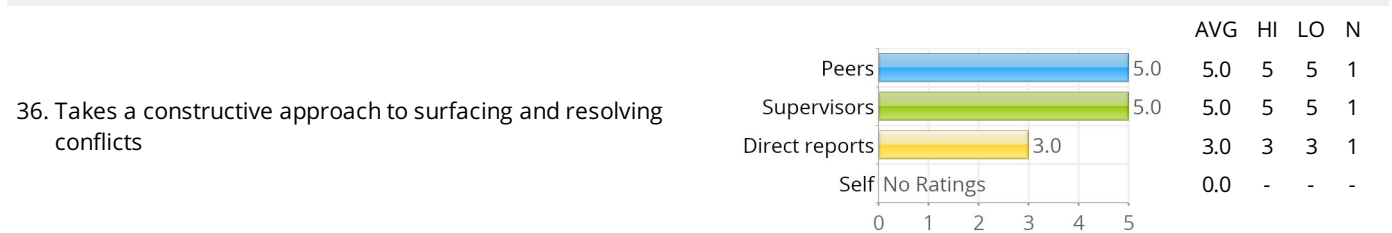
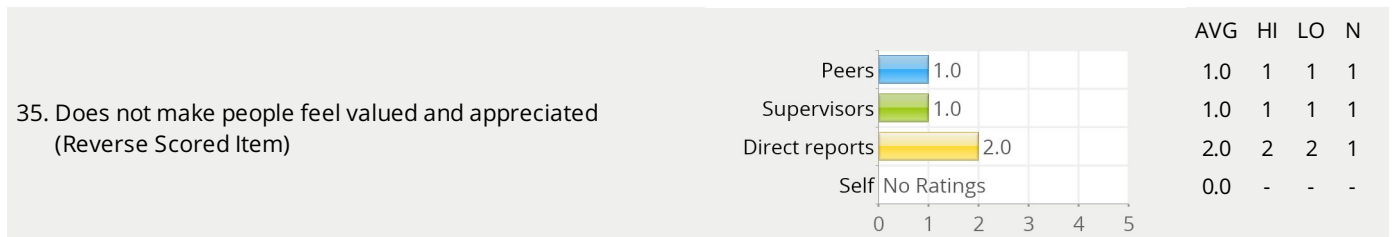
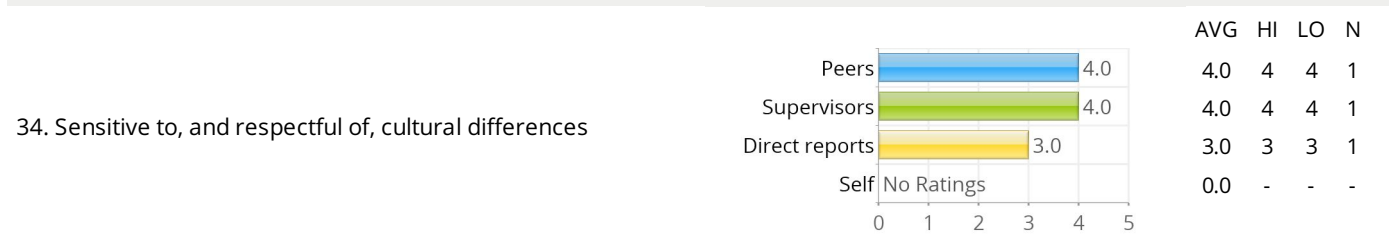
Ethics and fairness

25. Holds self to the same high ethical standards as everyone else		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.0</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>5.0</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>4.0</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>0.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.0	3	3	1	5.0	5	5	1	4.0	4	4	1	0.0	-	-	-
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26. Consistently follows through on commitments		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>3.0</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>4.0</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>5.0</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>0.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	3.0	3	3	1	4.0	4	4	1	5.0	5	5	1	0.0	-	-	-
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4.0	4	4	1																			
5.0	5	5	1																			
0.0	-	-	-																			
27. Plays favorites and holds people to different standards of performance (Reverse Scored Item)		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>2.0</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>1.0</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>1.0</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>0.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	2.0	2	2	1	1.0	1	1	1	1.0	1	1	1	0.0	-	-	-
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1.0	1	1	1																			
1.0	1	1	1																			
0.0	-	-	-																			
28. More concerned with organizational priorities than personal gain		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>4.0</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>4.0</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>5.0</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>0.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	4.0	4	4	1	4.0	4	4	1	5.0	5	5	1	0.0	-	-	-
AVG	HI	LO	N																			
4.0	4	4	1																			
4.0	4	4	1																			
5.0	5	5	1																			
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29. Treats everyone with consideration and respect		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>5.0</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>5.0</td> <td>5</td> <td>5</td> <td>1</td> </tr> <tr> <td>4.0</td> <td>4</td> <td>4</td> <td>1</td> </tr> <tr> <td>0.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	5.0	5	5	1	5.0	5	5	1	4.0	4	4	1	0.0	-	-	-
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5.0	5	5	1																			
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0.0	-	-	-																			
30. Does not demonstrate consistency between words and actions (Reverse Scored Item)		<table border="1"> <thead> <tr> <th>AVG</th> <th>HI</th> <th>LO</th> <th>N</th> </tr> </thead> <tbody> <tr> <td>1.0</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>1.0</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>1.0</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>0.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	AVG	HI	LO	N	1.0	1	1	1	1.0	1	1	1	1.0	1	1	1	0.0	-	-	-
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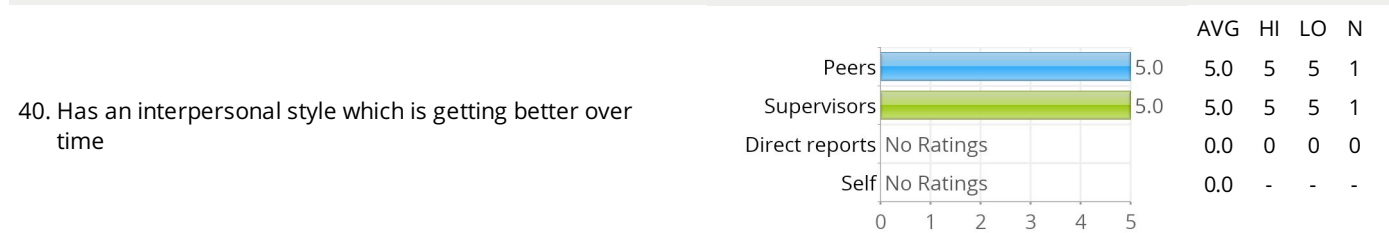
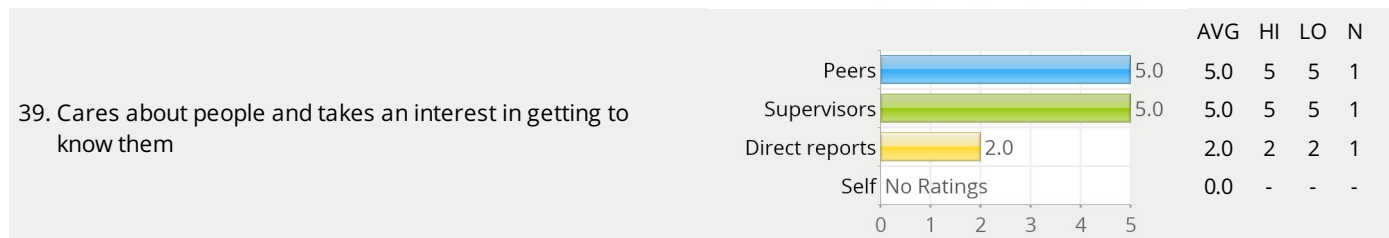
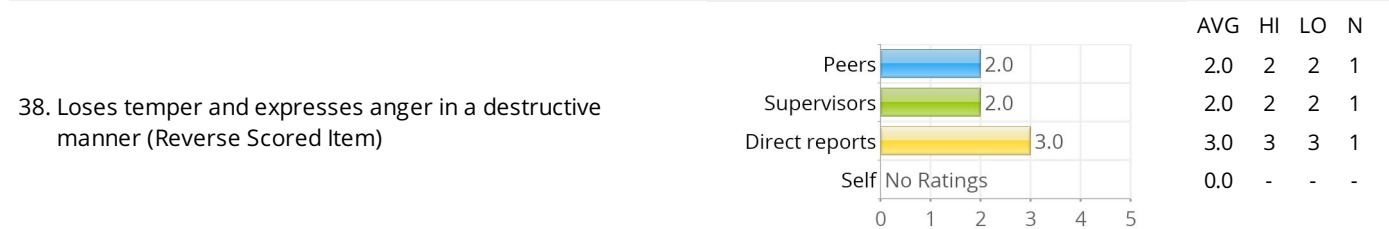
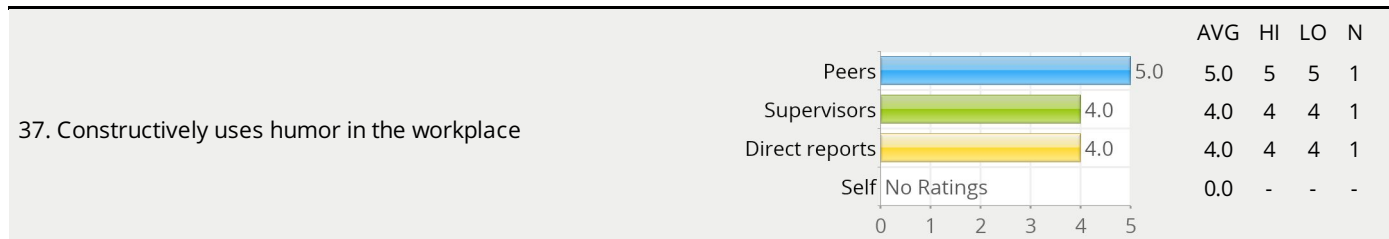
Individual Review Items (continued)



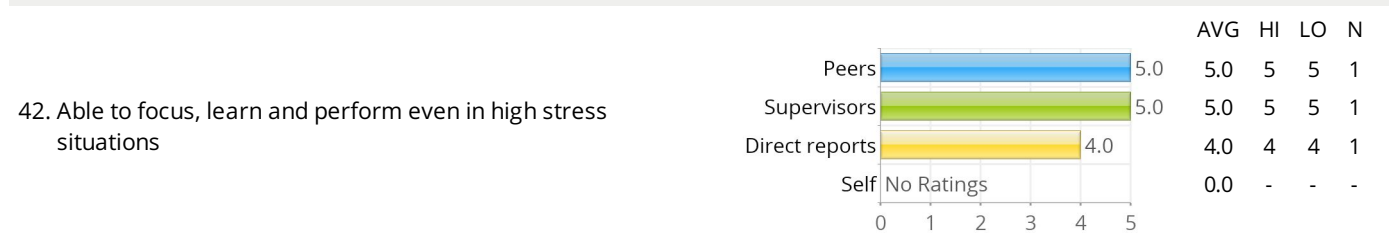
Interpersonal style



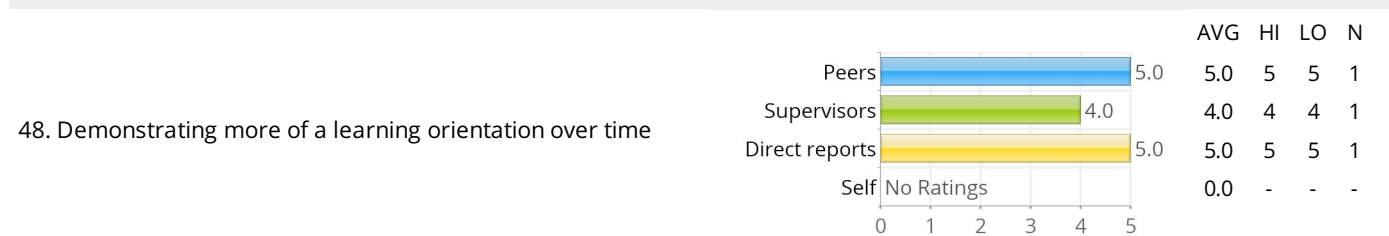
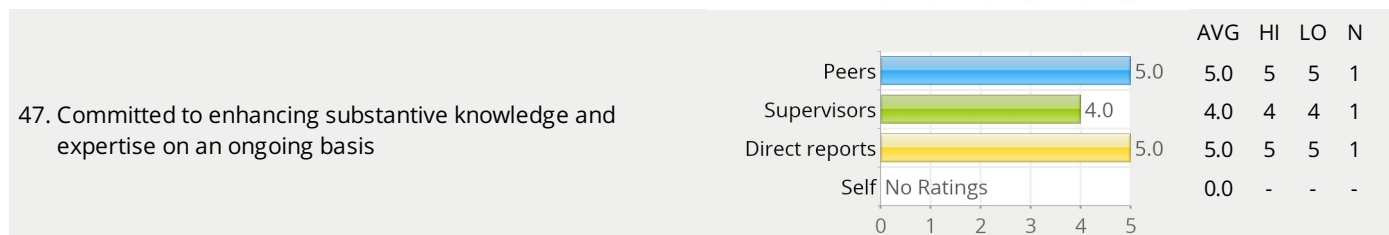
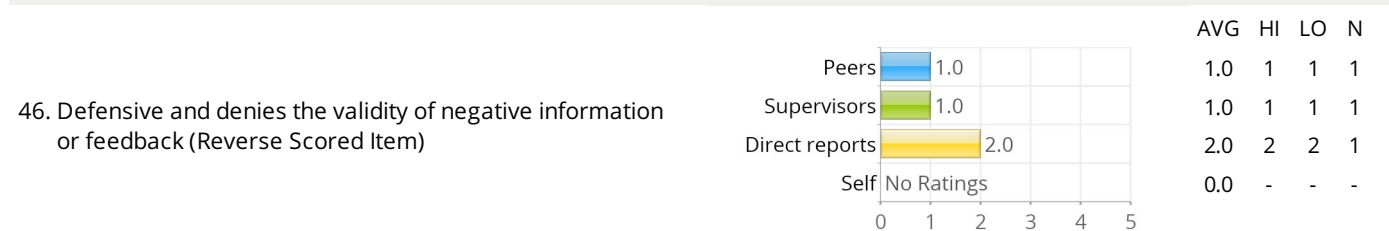
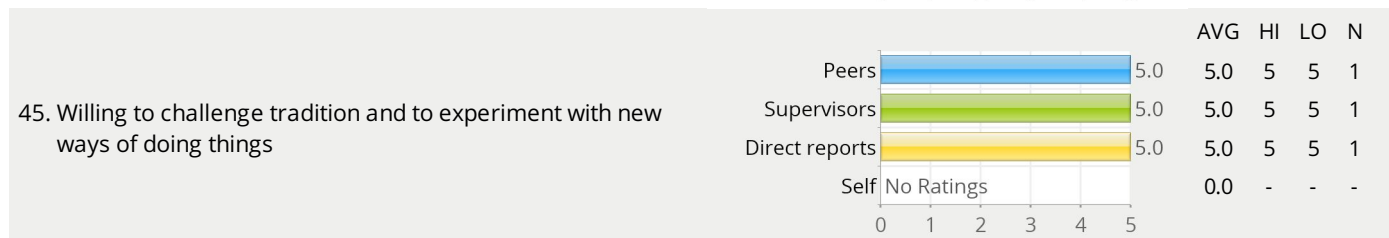
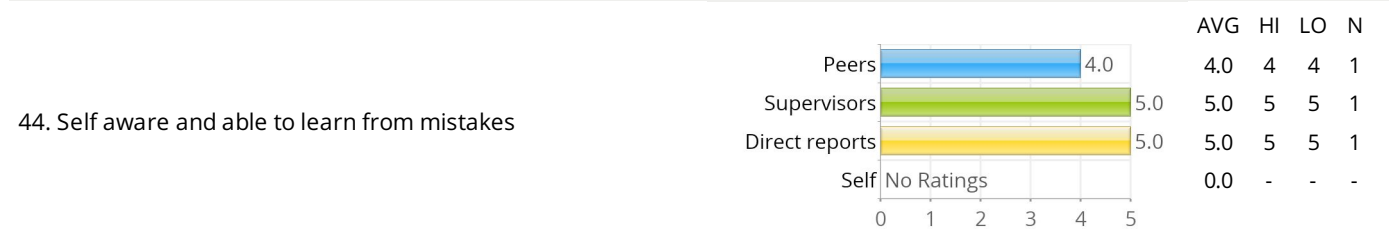
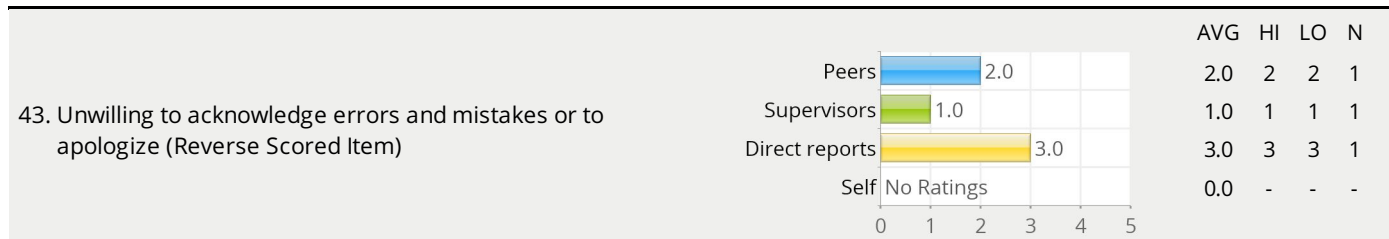
Individual Review Items (continued)



Learning orientation



Individual Review Items (continued)

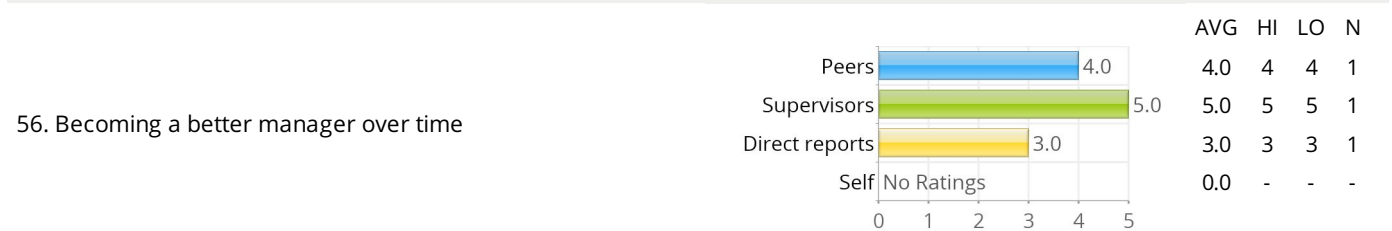
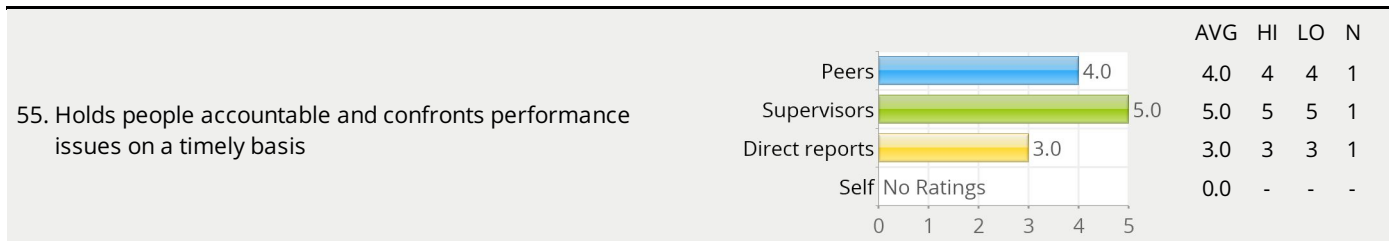


Individual Review Items (continued)

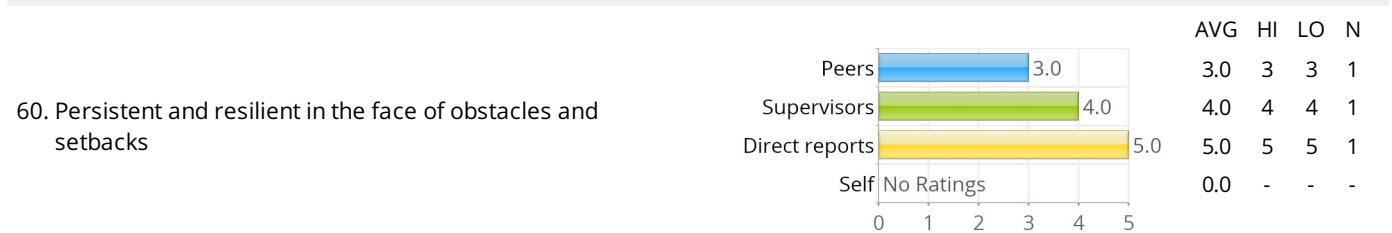
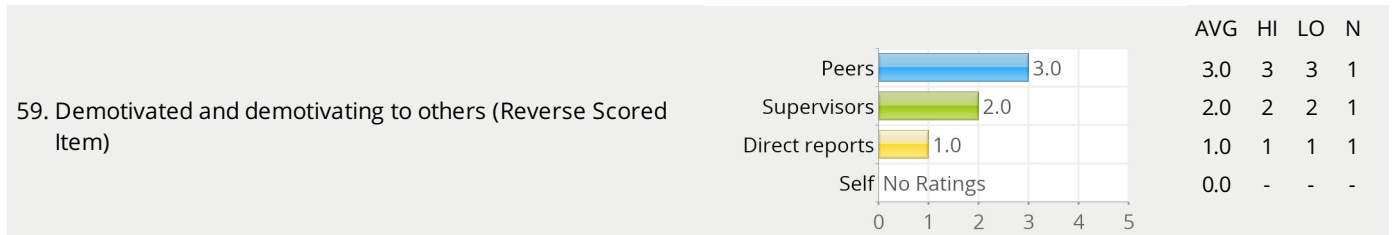
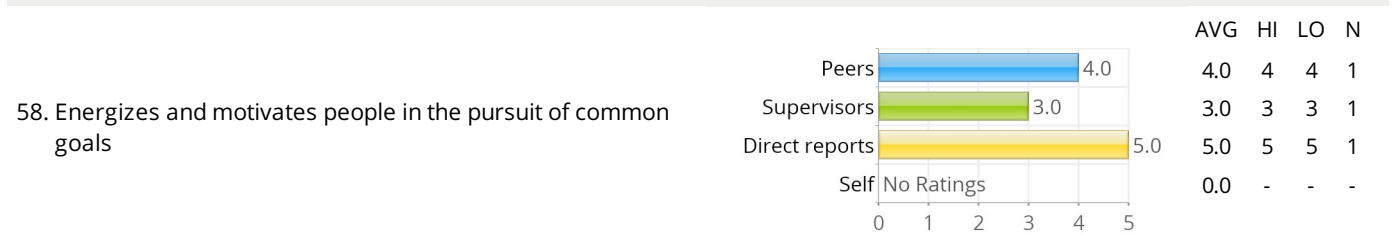
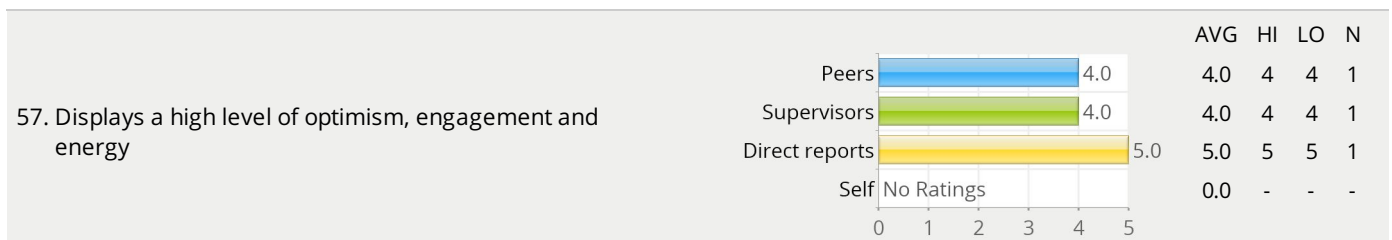
Management style

Item	Peers	Supervisors	Direct reports	Self	AVG	HI	LO	N
49. Empowers people to make decisions and does not micromanage	4.0	5.0	4.0	No Ratings	4.0	4	4	1
50. Embraces the value of teamwork and collaboration	4.0	4.0	5.0	No Ratings	4.0	4	4	1
51. Manages by fear and intimidation (Reverse Scored Item)	3.0	3.0	2.0	No Ratings	3.0	3	3	1
52. Is able to adapt leadership style depending on the person and situation	3.0	3.0	3.0	No Ratings	3.0	3	3	1
53. Runs meetings effectively	5.0	4.0	2.0	No Ratings	5.0	5	5	1
54. Becomes moody and irrational at times (Reverse Scored Item)	1.0	2.0	3.0	No Ratings	1.0	1	1	1

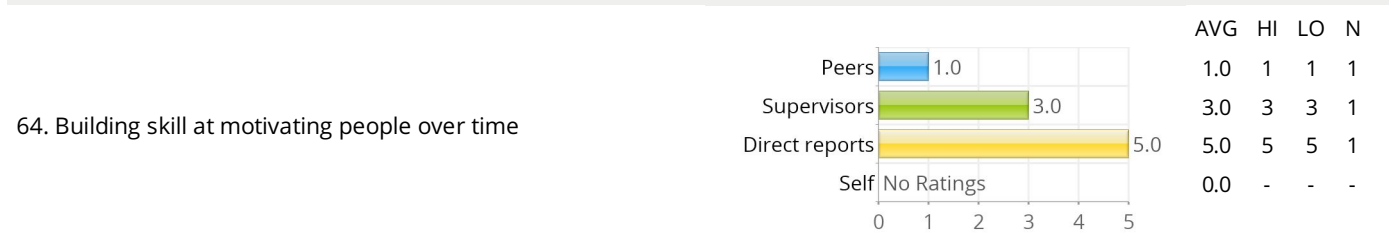
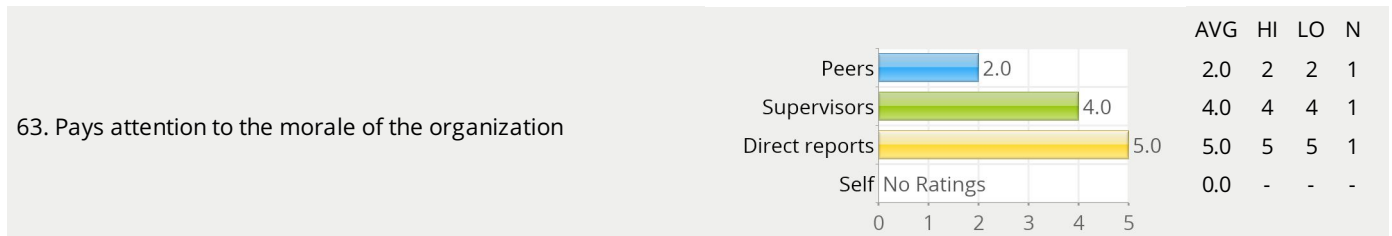
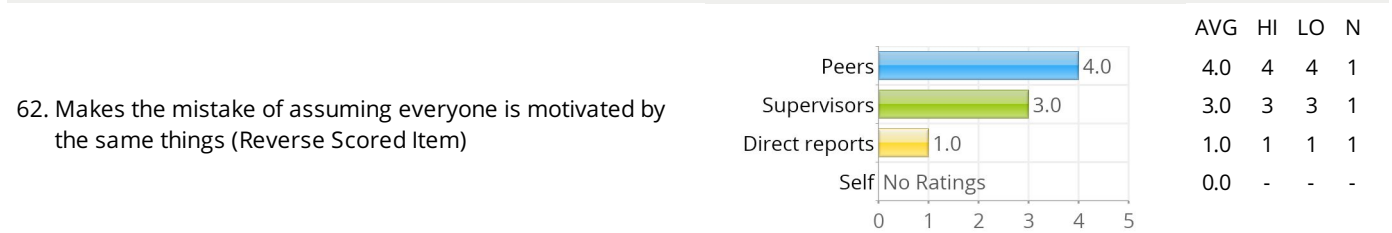
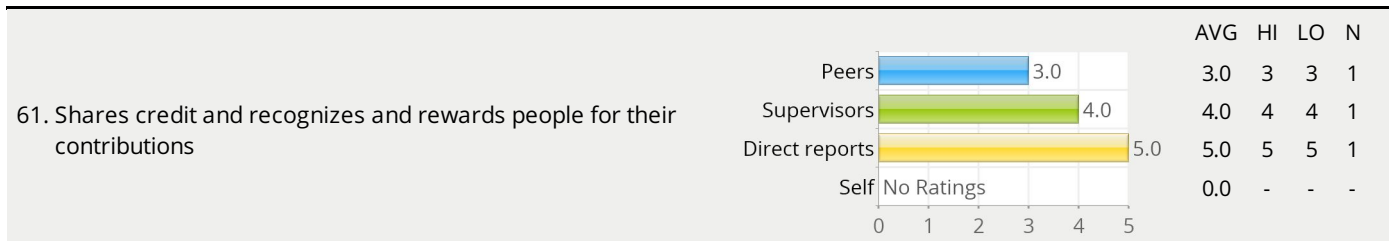
Individual Review Items (continued)



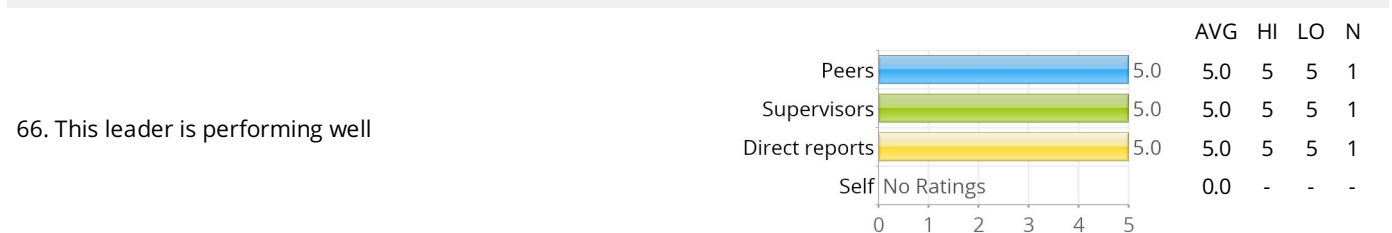
Motivation



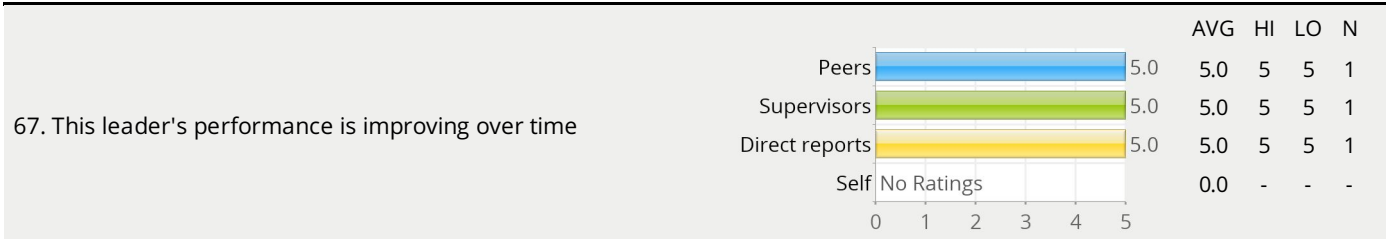
Individual Review Items (continued)



Overall



Individual Review Items (continued)



Highest Rated Items

This report shows average ratings for each of the 10 highest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

	Self	All Raters	Peers	Supervisors	Direct reports
1. Interpersonal style Has an interpersonal style which is getting better over time	0.0	5.0	5.0	5.0	0.0
2. Learning orientation Willing to challenge tradition and to experiment with new ways of doing things	0.0	5.0	5.0	5.0	5.0
3. Overall I'm glad that I work with this leader	0.0	5.0	5.0	5.0	5.0
4. Overall This leader is performing well	0.0	5.0	5.0	5.0	5.0
5. Overall This leader's performance is improving over time	0.0	5.0	5.0	5.0	5.0
6. Ethics and fairness Treats everyone with consideration and respect	0.0	4.7	5.0	5.0	4.0
7. Learning orientation Open to feedback and suggestions	0.0	4.7	5.0	5.0	4.0
8. Learning orientation Able to focus, learn and perform even in high stress situations	0.0	4.7	5.0	5.0	4.0
9. Learning orientation Self aware and able to learn from mistakes	0.0	4.7	4.0	5.0	5.0
10. Learning orientation Committed to enhancing substantive knowledge and expertise on an ongoing basis	0.0	4.7	5.0	4.0	5.0

Lowest Rated Items

This report shows average ratings for each of the 10 lowest rated items in the review across all non-self rater groups. Average ratings for individual rater groups are also shown for easy reference.

	Self	All Raters	Peers	Supervisors	Direct reports
1. Ethics and fairness Does not demonstrate consistency between words and actions (Reverse Scored Item)	0.0	1.0	1.0	1.0	1.0
2. Ethics and fairness Plays favorites and holds people to different standards of performance (Reverse Scored Item)	0.0	1.3	2.0	1.0	1.0
3. Interpersonal style Does not make people feel valued and appreciated (Reverse Scored Item)	0.0	1.3	1.0	1.0	2.0
4. Learning orientation Defensive and denies the validity of negative information or feedback (Reverse Scored Item)	0.0	1.3	1.0	1.0	2.0
5. Communication Sends ambiguous signals and mixed messages (Reverse Scored Item)	0.0	1.5	1.0	1.0	2.0
6. Communication Can be distant and difficult to read at times (Reverse Scored Item)	0.0	2.0	2.0	1.0	2.5
7. Decision making Jumps to conclusions before gathering a sufficient amount of information (Reverse Scored Item)	0.0	2.0	2.0	2.0	2.0
8. Developing talent Works to get people the resources, training and information they need	0.0	2.0	1.0	3.0	2.0
9. Developing talent Supports the work-life balance of employees	0.0	2.0	1.0	2.0	3.0
10. Learning orientation Unwilling to acknowledge errors and mistakes or to apologize (Reverse Scored Item)	0.0	2.0	2.0	1.0	3.0

Open-ended Comments

All respondents were asked to provide open-ended commentary on skills. The comments below are segmented by question and are presented exactly as they were entered by the respondent.

Communication: Observations/Suggestions

Supervisors

Great contributions and enthusiasm

Peers

Good communicator

Direct reports

I feel that she tries really hard all the time and she is willing to take constructive criticism.

Communication is a strength

Decision making: Observations/Suggestions

Supervisors

Great analytic skills

Peers

Needs to take more perspectives into account when making decisions

Direct reports

Decision making is improving

Developing talent: Observations/Suggestions

Supervisors

This needs to be more of a priority

Peers

Much more is needed in this realm

Direct reports

He needs to focus more on developing his team

Ethics and fairness: Observations/Suggestions

Supervisors

Great integrity

Peers

No issues here

Direct reports

Sets an example for ethics and professionalism

Interpersonal style: Observations/Suggestions

Supervisors

Always friendly, positive, and pleasant

Peers

Great with clients

Direct reports

Can be very direct at times

Learning orientation: Observations/Suggestions

Supervisors

Sets an example for ongoing professional development

Peers

True commitment to continuous improvement

Direct reports

Technical and organizational learning are among his top priorities

Management style: Observations/Suggestions

Supervisors

Has become more versatile and adaptable as a leader

Peers

A real rising star

Direct reports

Has responded to coaching and improved management style and approach

Motivation: Observations/Suggestions

Supervisors

Is personally motivated, but needs to do more to motivate others

Peers

Needs to build own energy and team's energy

Direct reports

Very motivated and motivational

Overall: Please share your overall observations/suggestions

Supervisors

Great asset for the department

Peers

Good and getting better

Direct reports

Best boss I've ever had the good fortune of working for