



Self
Peer
Superior
Customer
Other Internal

SMT

C - Complete



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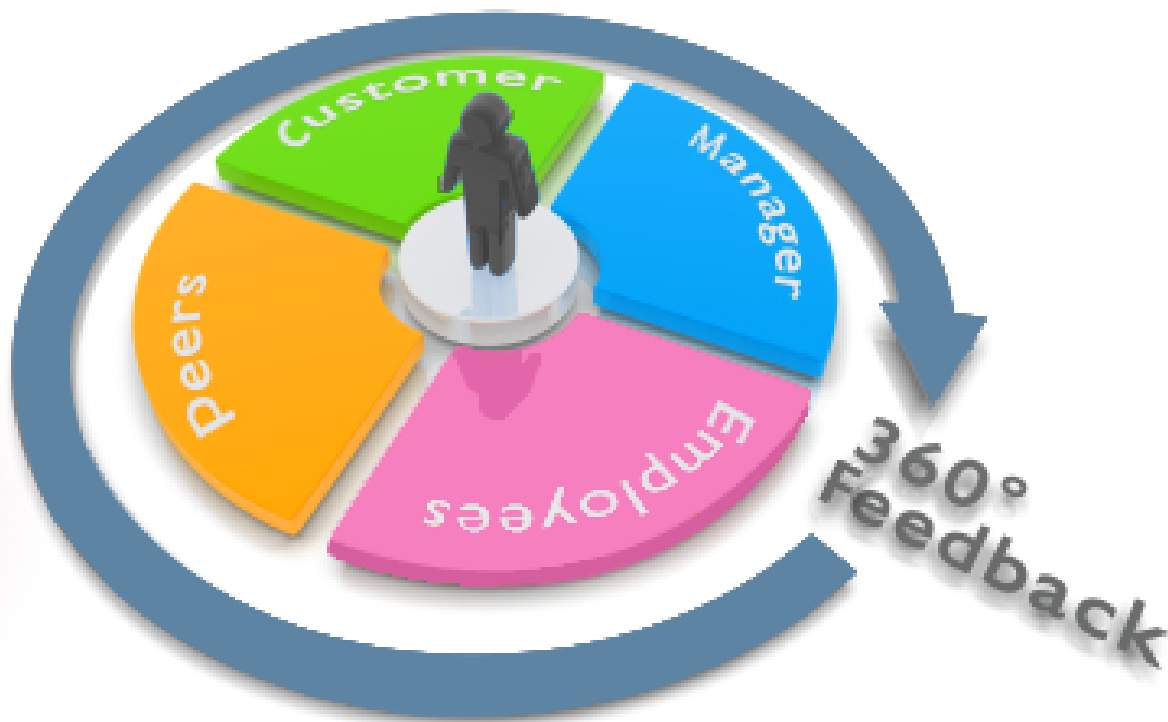
What is 360 Degree Feedback?

360 degree feedback also known as a multi-rater or multi source feedback is a process where an individual receives feedback from multiple sources with whom he has interacted in the course of discharging his job responsibilities on a set of workplace competencies.

The individual seeking feedback typically rates himself on a questionnaire (which is specially designed with a set of selected competencies related to the workplace) and then seeks feedback using the same questionnaire from 6-10 members from the workplace belonging to different categories like Manager/Boss, Peers/Colleagues, Subordinates/Direct Reports and external parties like Customers/Vendors/Suppliers. This process provides the individual self perceptions about himself on the given set of competencies and how others perceive him on the same set of competencies.

The analysis of the feedback is compiled into a 360 degree feedback report. The personal feedback report highlights differences between the individual's self perception and the feedback from others.

Critical areas for self-development are highlighted. The report becomes a critical piece of evidence to support professional development planning and as an input in the performance appraisal process and management.



What are Uses and Benefits of a 360 Degree Feedback?

The Feedback recipient can read about the advantages the multi-rater feedback system provides to the Individual, Line Managers and Organization.

By listing out the advantages of the multi-rater feedback, this section along with the previous one establishes, for the feedback recipients, the context and significance of the report he/she is reading.

The main uses and benefits for each constituent are provided below:



About your 360 Degree Feedback Design and Process

You had responded to a specially designed questionnaire consisting of statements related to a set of select competencies which have a direct bearing to your job responsibilities. You had also sought feedback from individuals with whom you have direct interaction (Manager, Peers, Subordinates and Customers).

Competency

The select set of competencies against which you and others have rated are (for example):

S.No	Competency
1	Work Load & Work Content
2	Discipline - Administrative & Process
3	Delegation
4	Emotional Stability / Maturity
5	Leadership Styles
6	Team Spirit

Rating Scale

You and other invited raters responded to the statements in the questionnaire using the following rating scale (for example):

Scale Value	Scale Description
1	Not Satisfactory
2	Satisfactory
3	Good
4	Very Good

How to Read the Contents of this Report

Section 1: Using the report

This section offers guidance on how to read and make the most of your report.

Section 2: Overview

This section is your starting point for understanding your 360 feedback. It gives you an overview of how you have scored on the set of competencies indicating where your strengths and areas for development lie.

Section 3: Competency Wise: Detailed Analysis

This section covers a detailed analysis of the feedback received on each of the competencies. This will help you to understand your own perceptions and that of the others perception vis-à-vis the competencies. It provides three pieces of information on every competency:

- A) 1) Average Score for each competency 2) Rating given by different groups of raters 3) Rating on each element of each competency. It includes a Radar Graph,
- B) Gap Analysis (summary of Bright Spots and Dark Spots) and also provides the TOP FIVE and BOTTOM FIVE elements of the competencies
- C) Comparative Analysis at an Enterprise Level

Section 4: Qualitative Feedback

This part of the report covers the comments/suggestions made by people whom you had invited to rate you. This along with the quantitative feedback on the competencies will help you to get a more holistic view of yourself.

Section 5: Consultant Comments/Observations

This is the final analysis of the quantitative and qualitative feedback received and other insights drawn by the Consultant from the entire feedback.

Section 6: Development Planning

After you have read the report, and had a chance to reflect on the feedback given, this section will help you to plan your development.

Using the Report

The first major Section of the report talks about how to objectively read the report

Overview

It shows, at a glance, the ratings received (self-rating versus average of others' rating) for the competencies selected

Competency Wise Detailed Analysis

This part is divided into three broad parts

PART A

This part of the report shows the overall average score for each competency and then gives a detailed tabular analysis on each element of the competency. Then there is a graphical representation of the trend of rating for the competency across the different categories of Feedback givers. At the end of the section is a Radar graph with a self-versus-others' rating for the Competencies.

PART B

This part lists the Hidden Strengths (perceived by others but not by self), Areas of Improvement as perceived by others, the Top 5 rated Competencies and the Bottom 5 Competencies

PART C

This part gives the Feedback recipient a comparison of how he/she is doing in comparison with the enterprise.

Qualitative Feedback

This section gives a cumulative view on the Comments & Suggestions from Self & from others. The comments are not edited.

Development Feedback From Consultant

This is the section of the report where the Consultant/Trainer can add his/her insights, unique for each Feedback recipient based on the Score Analysis. This section essentially means that the Feedback recipient does not get just numbers but also a concrete way ahead

Development Planning

After you have read the report, and had a chance to reflect on the feedback given, this section will help you to plan your development.

Personal Development Plan Template

What feedback did you expect? Make a note of anything that surprised you in the feedback you received. Are there any areas where your own view is particularly different from your respondents? If so, what are they? Is there one group of respondents which consistently rates you higher or lower than other groups? Why do you think this is the case?

Development Item: Area for development: How will this be addressed:

What support will be required? (materials, people, budget etc):

Target completion date:

Target review date: