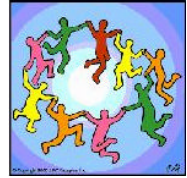


**Confidential**

# ARGOS<sup>®</sup> 360 FEEDBACK REPORT

[date]



Prepared for:	Chris Manager ABC Company 123 High Street New York NY 10008
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**CONFIDENTIAL**

Prepared by:



[www.ercdataplus.com](http://www.ercdataplus.com)

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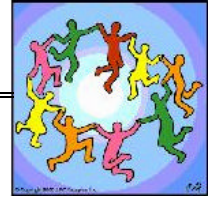
***ABC Company***

Dear Associate

ABC Company is undertaking a 360 assessment .....

[Personalized letter from organization if required]

Sincerely yours,  
VP Human Resources



## Introduction

Whether we know it or like it, we are being evaluated all the time. How others perceive us is key to our reputation, one of our most valuable assets. We can disregard how others perceive us, or we can learn from it, and use it to be more effective and successful on the job. Getting feedback on a regular basis is part of a continual process of learning and self-improvement. Your management has decided to invest in this 360 Feedback process because they think you are the “learning type”.

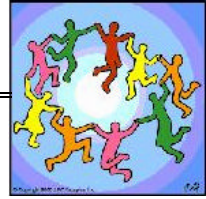
In your effort to be more effective on the job, you asked your co-workers to fill out questionnaires about you. To encourage them to provide completely honest information, they were asked not to sign their names. Your ARGOS® 360 Assessment covers the whole circle of people who see your work: your supervisor, peers and direct reports and sometimes customers.

All the answers provided by your co-workers are represented in your feedback. Your job is complex so your report contains a great deal of information. This guide will help you understand the feedback and focus your development efforts to become more successful on the job.

This report presents information designed to help you improve your effectiveness within your role. Please bear in mind that it is designed to be a *development tool*, not a complete review of your work performance.

### WHAT SHOULD I KEEP IN MIND WHEN INTERPRETING MY FEEDBACK?

- *Is what people say about me really “true”?* Yes, but remember it reflects their unique perspectives. If you are puzzled about some particular rating you received, it could be a sign that this may be an area for further development. On the other hand, it could mean that others don’t know you as well as they could. People respond to us according to how they perceive us. We have to respect and deal with those perceptions.
- *What are “normal” ratings?* There is no absolute standard for what is “normal” for a whole organization. But when people use rating scales, they often rate people higher than the middle point on the scale (eg, higher than “3” on a 1-5 scale). Many raters are uncomfortable using the lowest numbers for anybody because of concern for hurting their



## Introduction (continued)

feelings. In the 1-5 scale example, if you have many ratings over 4, it is clearly a positive result for you.

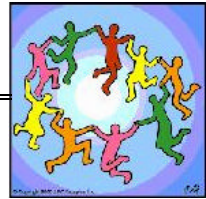
- *It is common for everyone to have some weaker competency areas.* Your ratings will partly depend on the kind of work you do, your previous experience, how much opportunity you have already had for development and how well others know you.
- *Interpret averages cautiously.* We use average as a quick way to summarize information, but you should take some time to look at where the averages come from. It is important to interpret the numbers behind the averages.

**In addition to your self ratings, this report includes ratings from:**

- X Supervisors**
- X Peers**
- X Direct Reports**
- X Customers**
- X Others**

Your raters indicated the extent to which they are satisfied with your demonstration of these behaviors/skills using the following rating scale:

- 5=Extremely effective, best of the best
- 4=Very effective
- 3 =Effective
- 2=Somewhat effective
- 1=Ineffective
- 0=I don't know, not applicable

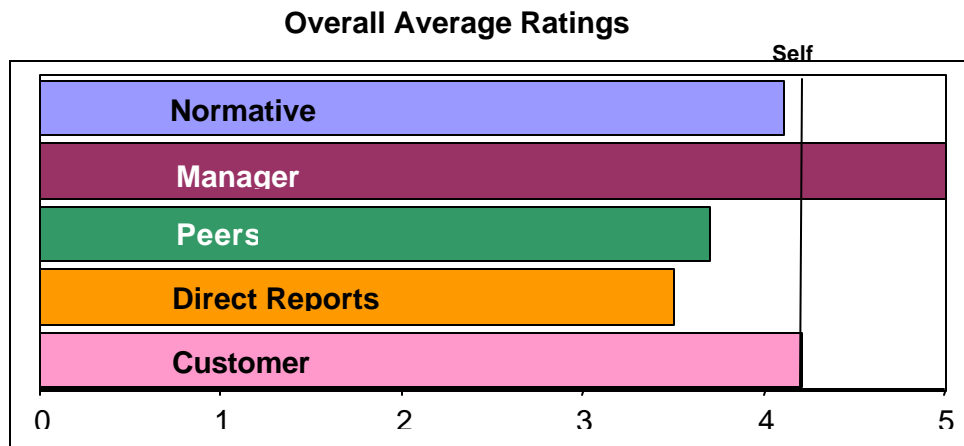


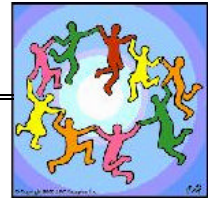
## Overall Average Ratings

The overall average displays average ratings across all competencies. Bear in mind that averages are just an indicator of a more detailed picture. Pay attention to where there is significant disagreement with your own self ratings.

**Normative** data is an expression of average ratings across all rater groups for all those within your organization who have participated in a 360 process [all those who have participated in this 360 process at the same time as you].

	<i>Self</i>	<i>Manager</i>	<i>Peers</i>	<i>Directs</i>	<i>Customers</i>	<i>Normative</i>
<b>Overall</b>	4.2	5.0	3.7	3.5	4.2	4.1



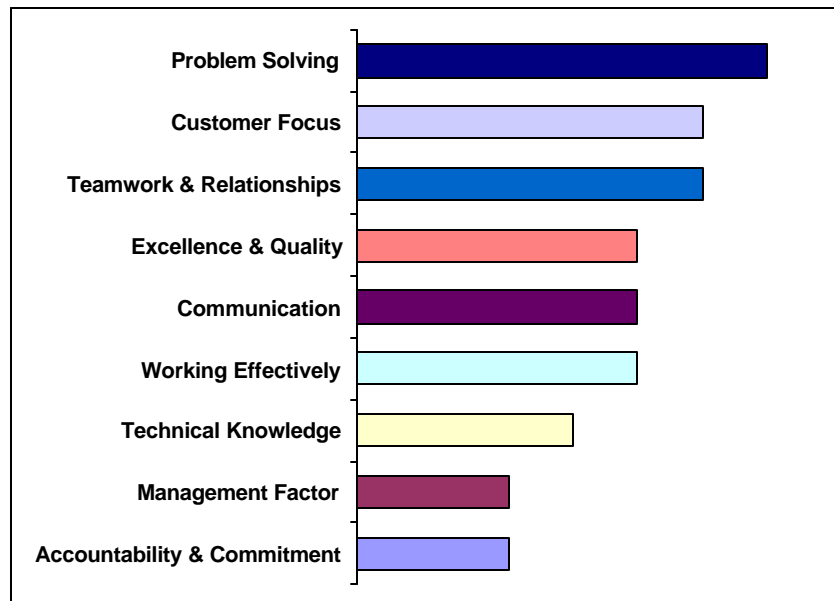


## Competency Summary

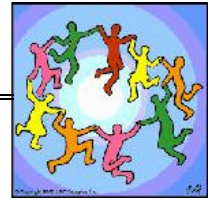
This summary table includes the average ratings for your entire set of competencies as seen by each rater group, sorted in descending order.

Pay attention to differences between your self ratings and the ratings of the different rater groups. Also, look for any differences in ratings between the different rater groups. Does anything stand out? Does one group rate you lower than the rest? Do others tend to agree or disagree with your self-ratings?

### Competency Summary: Descending Order



	<u>Average</u>	<u>Self</u>	<u>Super-</u>	<u>Peer</u>	<u>Direct</u>	<u>Norma-</u>
	<u>excl</u>		<u>visor</u>	<u>Group</u>	<u>Reports</u>	<u>tive</u>
<i>Problem Solving</i>	4.0	4.3	5.0	4.2	3.6	4.1
<i>Customer Focus</i>	3.9	4.6	5.0	3.7	3.8	4.0
<i>Teamwork &amp; Relationships</i>	3.9	4.3	5.0	4.0	3.5	3.8
<i>Excellence &amp; Quality</i>	3.8	3.8	5.0	3.6	3.6	3.6
<i>Communication</i>	3.8	4.5	5.0	3.5	3.7	4.2
<i>Working Effectively</i>	3.8	3.7	5.0	3.7	3.5	4.1
<i>Technical Knowledge</i>	3.7	4.3	5.0	3.7	3.4	4.8
<i>Management Factor</i>	3.6	4.2	5.0	3.7	3.2	4.0
<i>Accountability &amp; Commitment</i>	3.6	5.0	5.0	3.5	3.3	3.9



## The Ten Highest and Ten Lowest

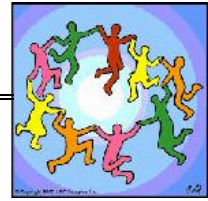
The first set of figures shows you the ten individual behaviors on which you were rated highest (highest first). The second chart shows you the ten items on which you were rated lowest (lowest first). Although this information is now organized by competency, it may reveal some useful patterns of strengths and weakness that can be helpful in development planning.

### Ten Highest Rated Behaviors: Average excluding self

		<b>Highest</b>				
		<u>Average Excl. Self</u>	<u>Self</u>	<u>Super-visor</u>	<u>Peer Group</u>	<u>Direct Reports</u>
8.1	Identifies and resolves problems effectively	4.5	4.0	5.0	5.0	4.0
4.1	Listens to others and builds open communication	4.3	5.0	5.0	4.0	4.3
5.5	Is accessible to help and support others	4.1	4.0	5.0	4.3	3.8
3.1	Recognizes and anticipates customer needs	4.1	5.0	5.0	4.3	3.8
2.5	Knows own strengths and improvement areas	4.1	4.0	5.0	4.0	4.0
6.1	Maintains positive outlook	4.1	5.0	5.0	4.0	4.0
3.4	Responds to customer problems quickly	4.0	5.0	5.0	3.7	4.0
3.3	Strives to exceed customer expectations	4.0	4.0	5.0	3.7	4.0
8.2	Demonstrates creativity and flexibility in resolving problems	4.0	4.0	5.0	4.7	3.3
5.6	Values others' points of view, is open to different opinions	4.0	5.0	5.0	4.3	3.5

### Ten Lowest Rated Behaviors: Average excluding self

		<b>Lowest</b>				
		<u>Average Excl. Self</u>	<u>Self</u>	<u>Super-visor</u>	<u>Peer Group</u>	<u>Direct Reports</u>
9.6	Coaches associates; develops skills of staff; supports training	3.0	5.0	5.0	3.3	2.3
1.4	Promotes a positive image for our company	3.3	5.0	5.0	3.3	2.8
6.3	Shows initiative, takes action without suggestion of others	3.3	4.0	5.0	3.3	2.8
5.7	Demonstrates honesty and integrity both internally and externally	3.4	4.0	5.0	3.7	2.8
4.3	Accepts feedback constructively	3.4	5.0	5.0	3.0	3.3
2.2	Consistently seeks new and better ways to do things	3.4	5.0	5.0	3.0	3.3
1.2	Assumes ownership and takes responsibility for results	3.5	5.0	5.0	3.3	3.3
7.4	Is knowledgeable about our company's products	3.5	4.0	5.0	3.7	3.0
9.3	Sets example by deed as well as by word; "walks the talk"	3.5	4.0	5.0	3.3	3.3
6.4	Uses time wisely and efficiently	3.6	3.0	5.0	4.0	3.0



## Gap Analysis

A gap analysis is provided to show the greatest differences between the Self and others (eg. Peers, Direct Reports etc). This data allows you to compare your own ratings with those of other respondents. A positive gap indicates others have rated a particular behavior item higher than your own self rating. A negative gap means others have rated the behavior item lower than your self rating. The tables displayed below show rank orders of your greatest “blind spots” (represented by your biggest negative gaps) and your greatest unrecognized strengths (represented by your biggest positive gaps).

The first set of data lists items where you rated yourself **higher** than other rater groups.

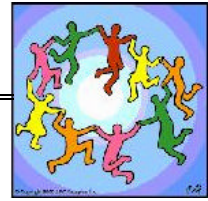
### PEER GROUP GAP

#### Self Rated Higher

#### Self Rated Lower

Self	GAP	Peers	Self	GAP	Peers
5.0	2.0	3.0	2.0	1.7	3.7
4.3			6.5		
Accepts feedback constructively			Can be counted on to meet deadlines and fulfill commitments.		
5.0	2.0	3.0	4.0	1.0	5.0
2.2			8.1		
Consistently seeks new and better ways to do things			Identifies and resolves problems.		
5.0	1.7	3.3	3.0	1.0	4.0
9.6			6.4		
Coaches associates; develops skills of staff; supports training			Uses time wisely and efficiently.		
5.0	1.7	3.0	3.0	1.0	4.0
8.3			2.6		
Uses sound judgment			Continuously seeks news learning and growth.		
5.0	1.7	3.3	4.0	0.7	4.7
1.4			8.2		
Promotes a positive image for our company			Demonstrates creativity and flexibility in resolving problems.		

Note: The averages and gap have been rounded to make presentation clearer



## Gap Analysis (continued)

The second set of data lists items where you rated yourself **lower** than other rater groups.

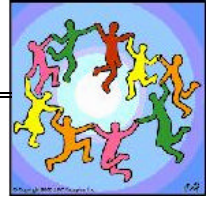
### DIRECT REPORTS GAP

#### Self Rated Higher

#### Self Rated Lower

Self	GAP	Direct Reports	Self	GAP	Direct Reports
5.0	2.8	2.3	2.0	1.5	3.5
9.6 Coaches associates; develops skills of staff; supports training.			6.5 Can be counted on to meet deadlines and fulfill commitments		
5.0	2.3	2.8	3.0	0.8	3.8
1.4 Promotes a positive image of our company.			2.4 Finds ways to work smarter, not just harder		
5.0	1.8	3.3	3.0	0.5	3.5
4.3 Accepts feedback constructively.			2.6 Continuously seeks new learnings and growth		
5.0	1.8	3.3	4.0	0.5	4.5
3.2 Promotes customer satisfaction and loyalty.			3.5 Thinks in terms of providing solutions		
5.0	1.8	3.3	3.5	0.5	4.0
2.2 Consistently seeks new and better ways to do things.			2.5 Knows strengths and improvements areas		

**Note:** The averages and gap have been rounded to make presentation clearer



## Comments

Consider comments as a whole, and as a tool to supplement and help you interpret your numeric feedback. Try and avoid focusing on any one comment, or on trying to guess who may have provided it. Remember that the people who provided this feedback trust you to use it appropriately. Be careful not to violate their trust.

### Question 01. What should this person start doing that they are not doing now?

**COMMENTS MADE BY SELF:**

Develop external knowledge and be more receptive.

**COMMENTS MADE BY SUPERVISOR**

Develop management skills.

**COMMENTS MADE BY PEER GROUP:**

Learn to look beyond his own departmental knowledge and expertise.

**COMMENTS MADE BY DIRECT REPORTS:**

Plan his day to stop people to monopolizing his time.

### Question 02. What should this person stop doing?

**COMMENTS MADE BY SELF:**

Not be so dismissive of others ideas.

**COMMENTS MADE BY SUPERVISOR:**

Closing down all options when he feels he has all the information he needs.

**COMMENTS MADE BY PEER GROUP:**

Sharing everything he knows at all times. It is not always useful.

**COMMENTS MADE BY DIRECT REPORTS:**

Being too visible allowing other people's problems to take over.

### Question 03. What should this person continue doing?

**COMMENTS MADE BY SELF:**

Keep up the dedicated, and commitment work ethic

**COMMENTS MADE BY SUPERVISOR:**

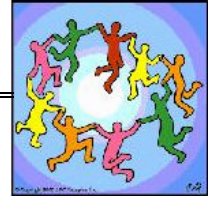
Continue to be the great team player he is, setting a good example for others.

**COMMENTS MADE BY PEER GROUP:**

Keep sharing knowledge with colleagues

**COMMENTS MADE BY DIRECT REPORTS:**

Being a good listener (within reason).



## Detail

**Purpose:** This Assessment was designed to highlight key strengths and improvement areas for [Chris Manager] as viewed by yourself, your Supervisor, Peers and Direct Reports (clients???)

**Design:** The assessment instrument consists of X (x) competency groups supported by [49] key behaviors/skills. Your raters indicated the extent to which they are satisfied with your demonstration of these behaviors/skills using the following rating scale:

5=Extremely effective, best of the best  
4=Very effective  
3=Effective  
2=Somewhat effective  
1=Ineffective  
0=I don't know, not applicable

### WHAT IS A COMPETENCY

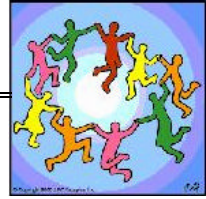
A competency is simply a cluster of related behaviors and abilities that [your employer] has named as important for success in your organization. For example, one of the first headings on your form might be "Teamwork". If so, [your employer] feels that being competent, that is skilled, at teamwork is a necessary requirement in order to succeed in the company.

All of the listed competencies are important, but some may be more important than others in your job. For example, Technical Expertise is more important in some jobs than in others, and Leadership is often more critical in managerial jobs than in other non-managerial jobs. In looking at your feedback report, you need to think about how important a competency is for *your* job, as well as how you were rated on that competency.

[The order of the statements (called behavior items) in the actual survey may not reflect how they appear in your report. This is because the behavior items were randomly presented, then, for the purposes of reporting, group together into competencies.]

Your feedback is presented in several different ways to help you understand and interpret it. This section provides you with a detailed analysis of your ratings by competency and by behavior item, across all of your rater groups. Information regarding your ratings and those providing feedback on you is given to you by way of:

- Numerical data (averages per behavior item/competency) across all rater groups
- Distribution grids (how many people provided each of the [X] possible ratings on each behavior in a competency)
- Bar Charts (average ratings in graphical form)



## Detail (continued)

### NUMERICAL DATA

The data provided shows you how people rated you in all behaviors of each competency. You can compare how you rated yourself with how the others rated you. You may learn that other see you as more effective than you do yourself. Or you may discover that one group rated your much lower than another group. Are you perhaps behaving differently with one group than with another?

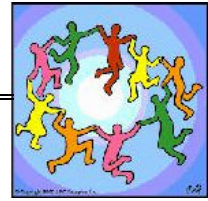
It is useful to look for meaningful patterns of numbers by comparing columns. You may see for example that your Peers provided ratings that were a good deal lower than those of other groups on all of the behaviors in a competency. You can then begin to ask yourself why this pattern has emerged. You may wish to talk with your Peers (for example) and others to determine what the ratings discrepancy means and what to do about it.

### DISTRIBUTION GRIDS

Distribution grids show detail, not visible in the numerical data. The numbers show how many people provided each of the [X] possible ratings on each behavior in the competency. For example, you may have three Direct Report rating a “2”, two rating “3” and three rating “5”. The ratings range from very high to fairly low. If these were your ratings, you might try to find out why your Direct Reports disagree to such a great extent on a particular behavior item. Perhaps the wide range of scores reflect that you act differently with different people, or perhaps you are acting similarly but your actions are having a different effect on different people.

### BAR CHARTS

The bar chart presents the same information as the top tow of the numerical data (average ratings) but in graphical form. The solid vertical line shows where you are rated yourself. (Your bar chart may also include Group Norms – representing a rolled up average of all others in your organization who have gone through the same 360 assessment, by rater group.)



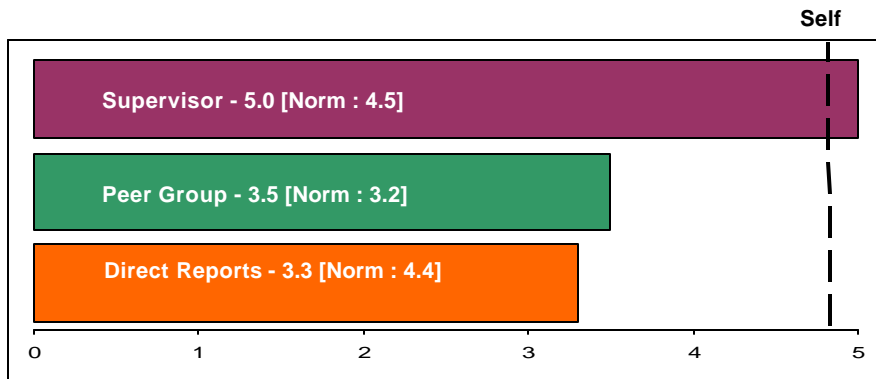
## Detail (continued)

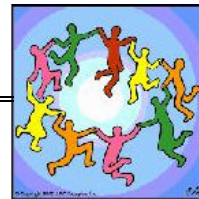
↑=Appears in the list of highest Rated Items (page 5)    ↓=Appears in the list of lowest Rated Items (page 5)

	Self	Super- visor	Peer Group	Direct Reports
<b>1. Accountability &amp; Commitment -</b>				
<b>Average (excluding self): 3.6 [Normative : 4.2]</b>	<b>4.8</b>	<b>5.0</b>	<b>3.5</b>	<b>3.3</b>
1.1 Is committed to the organization and its goals	4.7	5.0	3.7	4.0
↓ 1.2 Assumes ownership and takes responsibility for results	4.9	5.0	3.3	3.3
1.3 Accepts responsibility for own mistakes, does not blame others	4.7	5.0	3.7	3.3
↓ 1.4 Promotes a positive image for our company	5.0	5.0	3.3	2.8

	Peer Group				
	1	2	3	4	5
1.1		3		2	4
1.2	1	1	5		2
1.3		2		2	4
1.4		4	1	1	3

	Direct Reports				
	1	2	3	4	5
1.1			4	4	1
1.2		2	4	2	1
1.3		4		4	1
1.4	1	2		3	3





## In Summary

### WHAT HAVE I LEARNED FROM MY FEEDBACK?

Take time to review your feedback results, bearing in mind the information in this guide. As you work through your feedback, note the answers to the key questions that have been posed. You may not think this necessary, but doing this will encourage you to think more deeply about your development efforts.

For now, try to focus on one or two areas at a time. It is not possible to do everything at once; focusing on these one or two areas will help you see your progress more clearly.

### WHAT NEXT?

Now that you know yourself and your competencies better, actively seek out opportunities to improve the behaviors, which most need improvement. This may not come easily!

Here are three suggestions:

1. Outline your plan for self-improvement. Then break it down into steps, and take one step at a time.
2. Consider the many opportunities for development that do not require a formal classroom or large expense. Examples include assignments and projects, on-the-job coaching, peer coaching, mentoring, readings/ recordings/videos, watching your company's local experts, journaling and finding ways to practice, practice, practice.
3. Try to obtain "quality" feedback from others as often as you can – especially in those areas where you are attempting to strengthen your competencies. "Listen" a lot, and if you do not feel you are getting clear messages from others on how you are doing – ask!

Hopefully you found some value in your ARGOS<sup>®</sup> 360 Feedback and will continue to benefit from the effort. Self-evaluation is a continual process. You grow. Your job changes. You need constantly to evaluate and develop your competence to ensure your future success. Remember to open yourself to feedback as much as you can, both formal (like your ARGOS<sup>®</sup> 360 Feedback) and informal (in the workplace).