

Placeholder space for  
Logo 1

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Logo 2

# 360 Feedback Survey

## Detailed Report

August  
2022

Radhika Sharma  
radhika.sharma@abc.com

Placeholder space for  
Logo 3

# How to use this report

This report has been prepared using inputs gathered from you and your colleagues through the Survey Questionnaire. The purpose of this Report is to provide you with structured feedback regarding your proficiency on the competencies covered in the Survey.

To help you derive maximum value from this report, this section provides information on the general layout and content of the full report and provides tips to understand the report better.

## Scoring Methodology

Responses were collected in the Survey using the following response scale. Each Point in the Response scale is given a "Response Score".

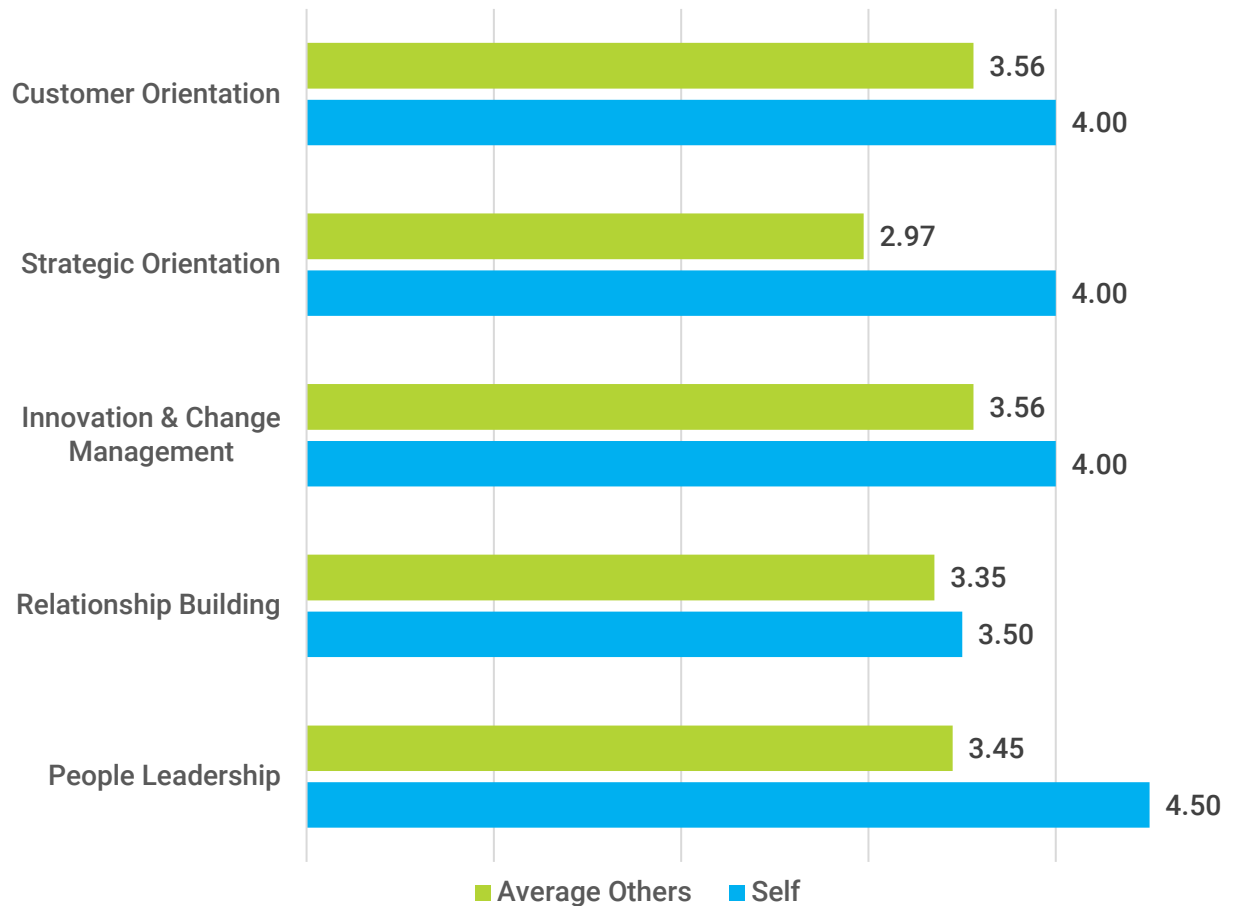
The important thing to note is that a higher score represents a stronger proficiency in a particular behaviour or skill.

	Not Applicable	Never	Seldom	Sometimes	Often	Always
Response Score	0	1	2	3	4	5

# Overall Summary

The chart given below your score against each of the four managerial competencies using inputs provided by your team in completing the online questionnaire.

Your score for each competency has been calculated as simple average of scores given by the respondents on all the statements in the competency (excluding the questions marked as Not Applicable or not answered at all).



## Potential Strength Areas

- Considers pros and cons of decisions before selecting a particular solution (Strategic Orientation)
- Provides regular feedback to others to help them achieve their goals/objectives (People Leadership)
- Considers pros and cons of decisions before selecting a particular solution (Strategic Orientation)

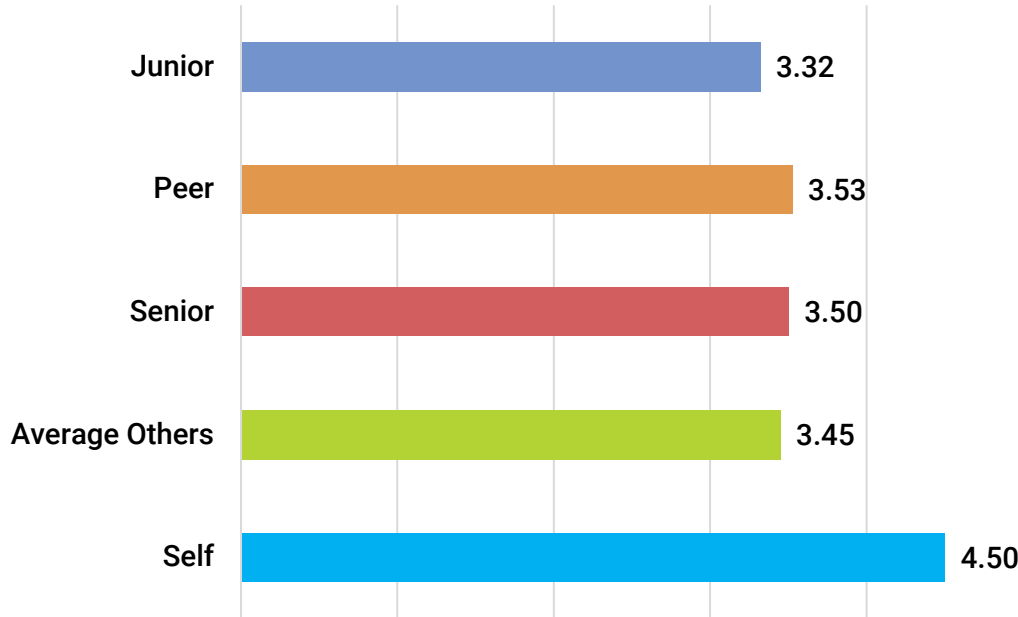
## Potential Development Areas

- Communicates clear goals and responsibilities for the team (People Leadership)
- Is able to come up with innovative & creative insights and solutions to address business issues (Strategic Orientation)
- Coaches & mentors others on the job to help them further develop their skills and mindset (People Leadership)

\*Note: Potential Strength and Development Areas have been derived based on top and bottom rated statements.

# Scores by Competency

## People Leadership

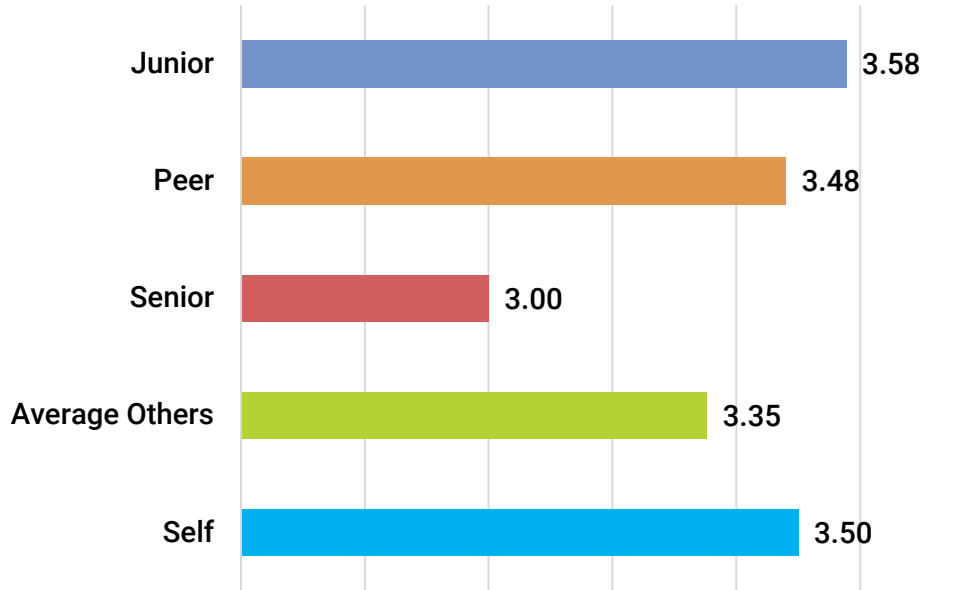


Statements	Self	Avg. Others	Senior	Peer	Junior
Communicates clear goals and responsibilities for the team	4.00	4.08	4.00	4.10	4.14
Coaches & mentors others on the job to help them further develop their skills and mindset	4.00	3.70	4.00	3.67	3.43
Provides regular feedback to others to help them achieve their goals/objectives	5.00	3.32	3.00	3.83	3.14
Inspires others to achieve common goals and maintain morale	5.00	2.69	3.00	2.50	2.57

Note: NR = Not Reported. Scores are not reported to protect respondent anonymity, as less than the desired number of participants have responded. NA = Not Applicable. Everyone in this relationship category selected a response such as Not applicable/ Don't Know/ Can't Say or similar.

# Scores by Competency

## Relationship Building

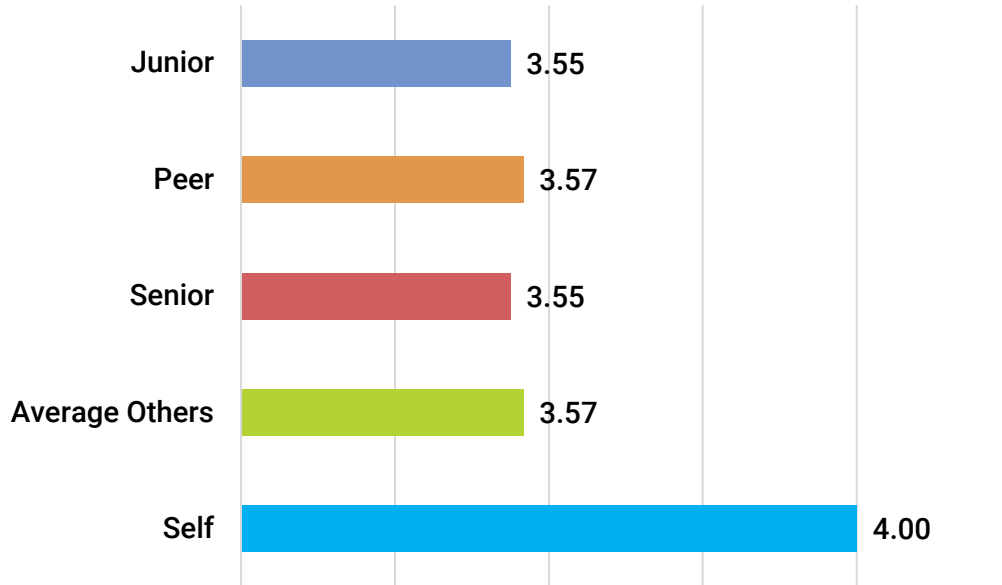


Statements	Self	Avg. Others	Senior	Peer	Junior
Maintains strong personal relations with others across teams and divisions	4.00	4.00	4.00	3.50	4.50
Advises and helps others with their work and is seen as a trusted advisor	3.00	3.59	3.00	3.67	4.10
Proactively communicates and shares knowledge and information with team members	4.00	3.45	3.00	4.20	3.14
Is able to resolve conflicts with others in a open & respectful manner	3.00	2.37	2.00	2.55	2.57

Note: NR = Not Reported. Scores are not reported to protect respondent anonymity, as less than the desired number of participants have responded. NA = Not Applicable. Everyone in this relationship category selected a response such as Not applicable/ Don't Know/ Can't Say or similar.

# Scores by Competency

## Innovation and Change Management

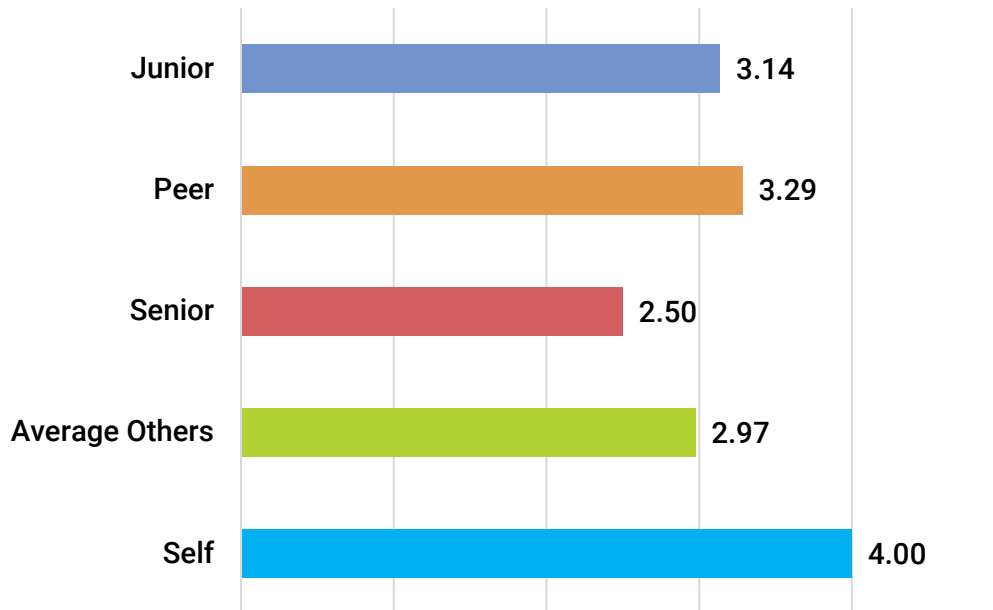


Statements	Self	Avg. Others	Senior	Peer	Junior
Manages situations or issues involving ambiguity or setback with calm and composure	4.00	3.47	3.45	3.50	3.45
Continuously challenges the current ways of working to identify areas of improvement	4.00	3.57	3.50	3.70	3.50
Takes calculated risks to try new or different ways of getting things done	4.00	3.63	3.70	3.50	3.70
Encourages others to come up with innovative ideas and practical solutions to problems	4.00	3.57	3.50	3.70	3.50

Note: NR = Not Reported. Scores are not reported to protect respondent anonymity, as less than the desired number of participants have responded. NA = Not Applicable. Everyone in this relationship category selected a response such as Not applicable/ Don't Know/ Can't Say or similar.

# Scores by Competency

## Strategic Orientation

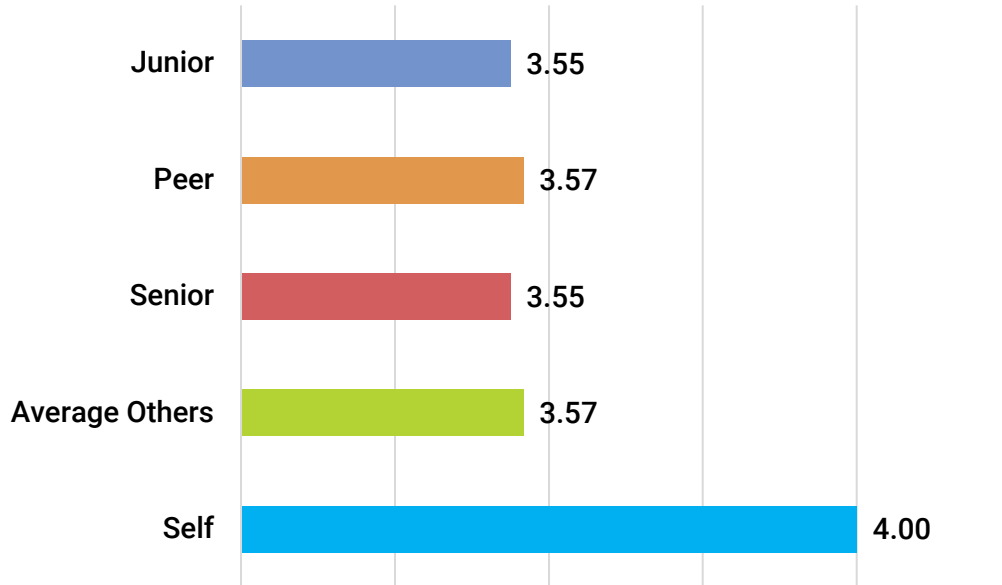


Statements	Self	Avg. Others	Senior	Peer	Junior
Is able to see the bigger picture of the business environment and helps others to visualize it	5.00	3.31	3.00	3.50	3.43
Is able to come up with innovative & creative insights and solutions to address business issues	3.00	3.03	2.00	3.67	3.43
Considers pros and cons of decisions before selecting a particular solution	4.00	2.94	2.00	3.67	3.14
Helps others understand the business strategy and implement it in their area	4.00	2.62	3.00	2.30	2.55

Note: NR = Not Reported. Scores are not reported to protect respondent anonymity, as less than the desired number of participants have responded. NA = Not Applicable. Everyone in this relationship category selected a response such as Not applicable/ Don't Know/ Can't Say or similar.

# Scores by Competency

## Customer Orientation



Statements	Self	Avg. Others	Senior	Peer	Junior
Anticipates current and future customer needs	4.00	3.47	3.45	3.50	3.45
Strives to deliver on customer commitments despite time pressure and challenges	4.00	3.57	3.50	3.70	3.50
Works closely with customer team to address difficult situations and challenges	4.00	3.63	3.70	3.50	3.70
Statements	Self	Average Others	Senior	Peer	Junior

Note: NR = Not Reported. Scores are not reported to protect respondent anonymity, as less than the desired number of participants have responded. NA = Not Applicable. Everyone in this relationship category selected a response such as Not applicable/ Don't Know/ Can't Say or similar.



# Gap Analysis

360 Survey report represent “perceptions” of other colleagues on different elements of work-related behaviour. By highlighting the gap between your self-scores and the scores given by others on different statements, this section helps you identify potential blind spots where there are significant gaps between your own perception of your proficiency and the perception of others.

The statements in the table have been arranged based on the size of the gap between self & other scores with the statements having the highest positive gaps (where self-score is higher than average score of others) at the top end of the table.

The statements with high positive gaps (gap of more than +0.5) are potential blind spots – areas where others perceived you as being less proficient than your own perception. The statement with high negative gaps (gap of more than -0.5) are potential hidden strengths – areas where others perceived you as being more proficient than your own perception.

Statements (sorted from highest to lowest gap)	Self	Avg. Others	Gap
Coaches & mentors others on the job to help them further develop their skills and mindset (People Leadership)	5.00	2.69	2.31
Is able to come up with innovative & creative insights and solutions to address business issues (Strategic Orientation)	5.00	3.31	1.69
Communicates clear goals and responsibilities for the team (People Leadership)	5.00	3.32	1.68
Is able to see the bigger picture of the business environment and helps others to visualize it (Strategic Orientation)	4.00	2.62	1.38
Helps others understand the business strategy and implement it in their area (Strategic Orientation)	4.00	2.94	1.06
Advises and helps others with their work and is seen as a trusted advisor (Relationship Building)	3.00	2.37	0.63
Maintains strong personal relations with others across teams and divisions (Relationship Building)	4.00	3.45	0.55
Anticipates current and future customer needs (Customer Orientation)	4.00	3.48	0.53
Manages situations or issues involving ambiguity or setback with calm and composure (Innovation & Change Management)	4.00	3.48	0.53
Works closely with customer team to address difficult situations and challenges (Customer Orientation)	4.00	3.60	0.40
Takes calculated risks to try new or different ways of getting things done (Innovation & Change Management)	4.00	3.60	0.40

# Gap Analysis

Statements (sorted from highest to lowest gap)	Self	Avg. Others	Gap
Strives to deliver on customer commitments despite time pressure and challenges (Customer Orientation)	4.00	3.60	0.40
Continuously challenges the current ways of working to identify areas of improvement (Innovation & Change Management)	4.00	3.60	0.40
Encourages others to come up with innovative ideas and practical solutions to problems (Innovation & Change Management)	4.00	3.60	0.40
Inspires others to achieve common goals and maintain morale (People Leadership)	4.00	3.70	0.30
Proactively communicates and shares knowledge and information with team members (Relationship Building)	4.00	4.00	0.00
Considers pros and cons of decisions before selecting a particular solution (Strategic Orientation)	3.00	3.03	-0.03
Provides regular feedback to others to help them achieve their goals/objectives (People Leadership)	4.00	4.08	-0.08
Is able to resolve conflicts with others in a open & respectful manner (Relationship Building)	3.00	3.59	-0.59

# Subjective Comments

Following are feedback comments shared by your colleagues.

## 1. What would you like the individual (or yourself, if you are filling the self-survey) to start doing more going forward?

- Fixing her team
- Displays dynamic nature, strong communication skills, motivates people
- She is trying to bring all her experience of consulting to work at abc, which is great. However it misses the practical aspect most of the times.
- Tries to be charismatic leader.
- Does not lead from front and work with team?
- Have not worked enough with her to comment
- NA
- clear in communication and spelling out expectation
- very result oriented and has conceptual clarity
- High focus and high on energy
- Have great potential with a big scope of improvement

## 2. What would you like the individual (or yourself, if you are filling the self-survey) to stop doing going forward?

- Stop trying to drive peers, instead work with them.
- Stop working in isolation and with few select people. Work with the team and build trust with your team.
- NA
- Push back to the management should be there
- be more understanding w.r.t. people issues
- Imposing decisions
- Over demanding in terms of work. Need to understand the Ground level reality.
- As I am not working directly with her so its difficult to mention what she shouldn't do.
- Start considering the fact of current company culture rather than establishing new culture without understanding the needs. E.g, whenever new
- process come into picture it should be clear to each employee w.r.t. to old or new employees. Also should take clear feedback for all employees w.r.t.
- employees tenure.
- She should do Lead by example



**Think Talent Services Pvt. Ltd.**

501, 5th floor, Tower-A,  
Spaze iTech Park, Sector-49  
Sohna Road, Gurgaon – 122018

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**Website: [www.thinktalent.co](http://www.thinktalent.co)**  
**Email: [support@thinktalentnext.com](mailto:support@thinktalentnext.com)**