Multi-Rater (360) Feedback Report
Marc Brocklehurst, CFO

Wednesday, March 30, 2022

About Your Report

Presented on the following pages are the results of the multi-rater feedback process completed by you and your raters. The use of multiple raters increases the reliability and validity of the conclusions of this report.

This is a great opportunity to grow and develop yourself as a professional. In order to set yourself up for success when going through results, allow yourself sufficient time to go over the feedback. Feedback can be difficult to hear initially, but keep in mind that the purpose of this feedback is to accelerate your growth and development.

This report can help you to:

- Encourage candid and honest communication between you and your colleagues
- Help you identify your professional strengths and developmental opportunities
- 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

How to interpret results and determine action:

Do:

- Look at feedback holistically
- Identify themes in strengths and opportunities for improvement
- Prioritize a few focus areas to add to your development plan
- Understand that everyone has opportunities for improvement

Don't:

- Try to figure out who said what
- Focus on one positive or negative score/comment
- Create a development plan around every item
- Be discouraged that you have opportunities for improvement

Remember, there are resources within your organization to help you interpret your feedback such as HR Partners, your manager, and/or a mentor.

Pour yourself a cup of coffee and dive into your feedback.

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Your Respondents

Self-assessment	Done

Respondent statistics

Group	Completed responses	% complete
Evaluators	12/18	67%

Compare the number of people who finished your assessment to the number of people invited to participate.

Rating Scale

This assessment used the following rating scale when raters provided their feedback.

Description with Score
Strongly Agree - 5
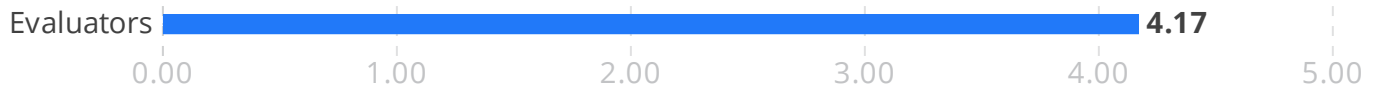Agree - 4
Neither Agree nor Disagree -   3
Disagree - 2
Strongly Disagree - 1
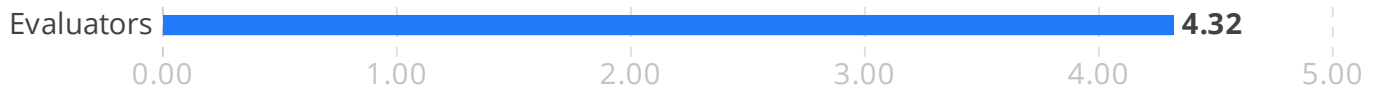Not Applicable - Not Included

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Scoring Overview

Below are the competencies or behaviors that you were evaluated on as a part of this multi-rater feedback process. Comparison ratings are provided by group. Competencies are listed in alphabetical order.
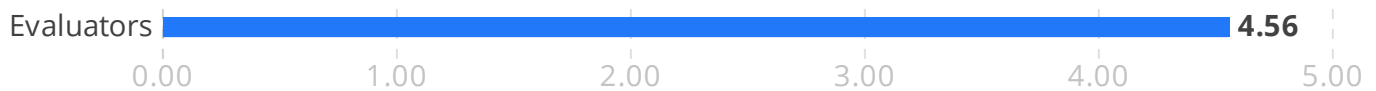
Communication
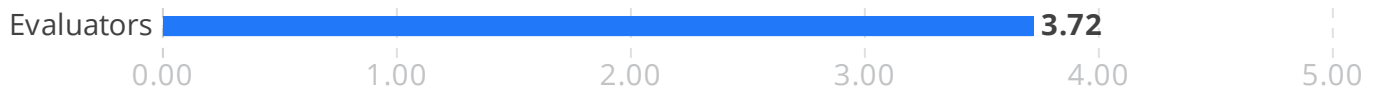
Evaluators **4.17**

0.00   1.00   2.00   3.00   4.00   5.00

Delivering Results

Evaluators **4.32**

0.00   1.00   2.00   3.00   4.00   5.00

Dependability

Evaluators **4.56**

0.00   1.00   2.00   3.00   4.00   5.00

Developing Self & Others

Evaluators **3.72**

0.00   1.00   2.00   3.00   4.00   5.00

Emotional Control/Stability

Evaluators **4.25**

0.00   1.00   2.00   3.00   4.00   5.00

Information Management & Job Knowledge

Evaluators **4.28**

0.00   1.00   2.00   3.00   4.00   5.00

Innovation/Openness

Evaluators **3.94**

0.00   1.00   2.00   3.00   4.00   5.00

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Management Functions

Evaluators
                                                                    4.07

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Overall Score

Evaluators
                                                                    4.20

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Person Orientation

Evaluators
                                                                    4.13

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Task Orientation

Evaluators
                                                                    4.17

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

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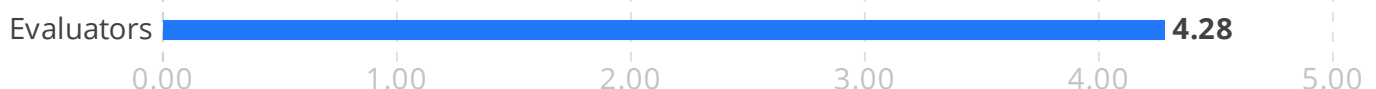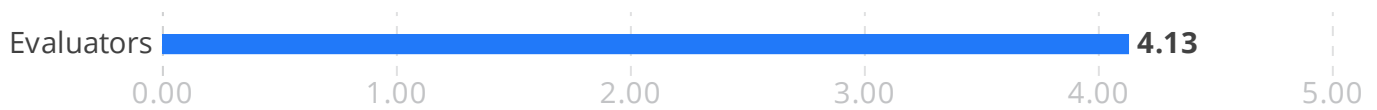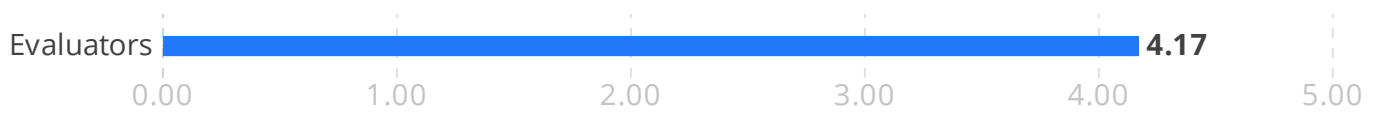
High and Low Scores

By Evaluators

The high/low chart displays items based on the areas where others rated you highest and lowest by group/relationship. The data does not include self-evaluation scores.

Highest scores

Rank	Scoring category	Item	Average
1	Communication	Actively listens to others to gain an understanding of the problems/situations they are facing	4.83
2	Dependability	Responds to my questions/concerns in a timely manner	4.75
3	Dependability	Sets an example for others by fulfilling commitments	4.67
3	Dependability	Can be trusted with sensitive information	4.67
4	Innovation/Openness	Listens to ideas and suggestions of others	4.50
4	Dependability	Behaves in a way that builds trust with others	4.50
4	Dependability	Demonstrates high personal standards	4.50
4	Dependability	Assumes ownership and accountability for own performance	4.50
4	Dependability	Manages time effectively by focusing on priorities	4.50
4	Dependability	Articulates and demonstrates a commitment to the organization's vision and mission	4.50

Lowest scores

Rank	Scoring category	Item	Average
1	Developing Self & Others	Addresses poor performance in a timely manner	3.50
2	Innovation/Openness	Challenges conventional ways of doing things to improve organizational performance.	3.55
3	Communication	Communicates an exciting vision of the future for our business	3.58

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4	Developing Self & Others	Gives others access to training for skill development and professional growth	3.60
5	Management Functions	Effectively and efficiently orients new team members	3.63
6	Person Orientation	Adapts leadership style to influence people with different roles, needs, and styles	3.67
7	Innovation/Openness	Thinks "outside the box" to make organizational improvements and achieve organizational objectives	3.75
8	Developing Self & Others	Provides support and guidance to employees to ensure their ongoing development and success	3.78
9	Management Functions	Effectively matches the capabilites and responsibilities of each team member	3.80
10	Management Functions	Ensures employees have the resources needed to get the job done	3.92
10	Developing Self & Others	Solicits and provides constructive, honest feedback	3.92
10	Innovation/Openness	Fosters an environment that encourages innovation and the development of new ideas	3.92

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Communication

Individuals high on this competency tend to actively attend to what others are saying; verbally express thoughts in a clear, pleasant, and straightforward manner; and are effective in presenting material to groups of people.

Scoring overview

Actively listens to others to gain an understanding of the problems/situations they are facing

Evaluators **4.83**

Communicates an exciting vision of the future for our business

Evaluators **3.58**

Communicates effectively with peers

Evaluators **4.17**

Communicates effectively with subordinates

Evaluators **4.10**

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.
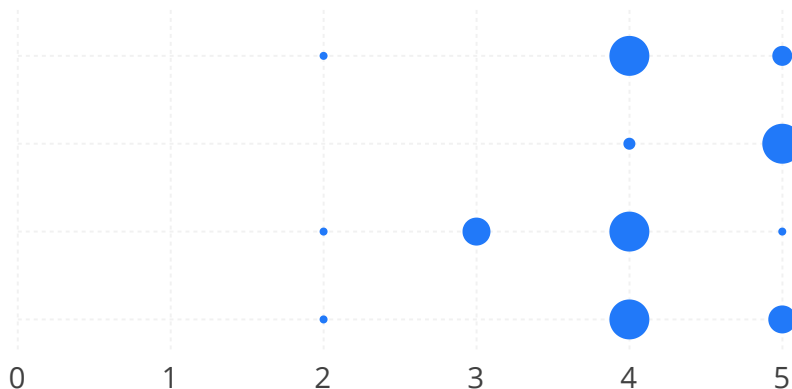
Communication

Communicates effectively with subordinates

Actively listens to others to gain an understanding of the...

Communicates an exciting vision of the future for our business

Communicates effectively with peers

How others rated you

• 1 response • 2 responses ● 3 responses ● 4 responses ⬤ 5+ responses

The agreement chart indicates the similarity of scores. Each dot represents how individuals rated you for each item.

The size of the dot shows how many raters gave you a specific rating.

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Delivering Results

Individuals high on this competency tend to maintain or enhance customer satisfaction and use good judgment in resolving customer problems; perceive situations that may require extra-role performance to achieve organizational success; identify organizational work unit objectives and the methods for achieving them; measure progress toward meeting objectives and deadlines; and accomplish goals set by self or others.

Scoring overview

Analyzes financial implications of business decisions

Evaluators **4.42**

0.00   1.00   2.00   3.00   4.00   5.00

Establishes a good rapport with customers and/or prospects

Evaluators **4.42**

0.00   1.00   2.00   3.00   4.00   5.00

Follows through on action plans and deliver results

Evaluators **4.25**

0.00   1.00   2.00   3.00   4.00   5.00

Makes decisions based on business needs rather than personal agenda

Evaluators **4.33**

0.00   1.00   2.00   3.00   4.00   5.00

Promotes the use of best practices that lead to improved departmental fiscal performance

Evaluators **4.17**

0.00   1.00   2.00   3.00   4.00   5.00

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

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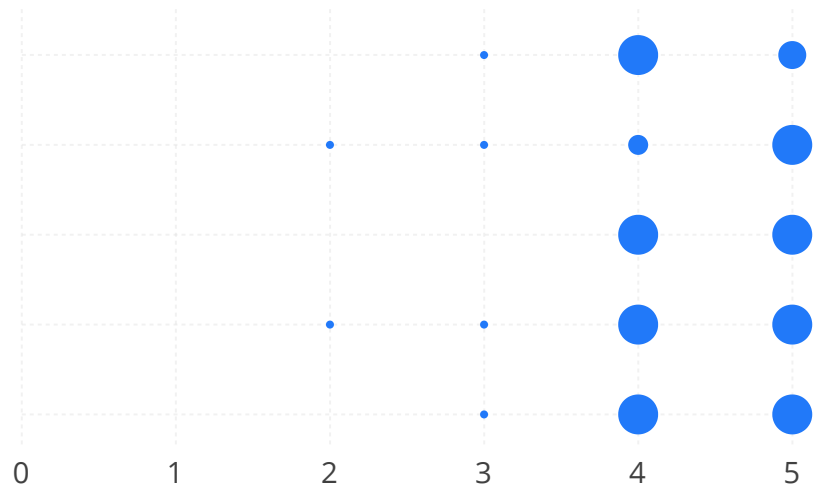
Delivering Results

Follows through on action plans and deliver results

Makes decisions based on business needs rather than...

Establishes a good rapport with customers and/or prospects

Promotes the use of best practices that lead to improved...

Analyzes financial implications of business decisions

0   1   2   3   4   5

How others rated you

• 1 response • 2 responses ● 3 responses ⬤ 4 responses ⬤ 5+ responses

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Dependability

Individuals high on this competency tend to build respect and trust by modeling company appropriate behavior such as following company rules and policies; accepting responsibility for own actions, decisions, and directions to subordinates; maintaining confidentiality in dealing with sensitive information about the company, its employees, and its customers; demonstrating the standards of his or her career or occupational group; and effectively prioritizing organizational activities.

Scoring overview

Articulates and demonstrates a commitment to the organization's vision and mission

Evaluators — **4.50**
0.00 1.00 2.00 3.00 4.00 5.00

Assumes ownership and accountability for own performance

Evaluators — **4.50**
0.00 1.00 2.00 3.00 4.00 5.00

Behaves in a way that builds trust with others

Evaluators — **4.50**
0.00 1.00 2.00 3.00 4.00 5.00

Can be trusted with sensitive information

Evaluators — **4.67**
0.00 1.00 2.00 3.00 4.00 5.00

Demonstrates high personal standards

Evaluators — **4.50**
0.00 1.00 2.00 3.00 4.00 5.00

Manages time effectively by focusing on priorities

Evaluators — **4.50**
0.00 1.00 2.00 3.00 4.00 5.00

Responds to my questions/concerns in a timely manner

Evaluators — **4.75**
0.00 1.00 2.00 3.00 4.00 5.00

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Sets a strong example of integrity, dedication, and fairness

Evaluators **4.42**

0.00   1.00   2.00   3.00   4.00   5.00

Sets an example for others by fulfilling commitments

Evaluators **4.67**

0.00   1.00   2.00   3.00   4.00   5.00

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Dependability

Articulates and demonstrates a commitment to the organization's...

Manages time effectively by focusing on priorities

Assumes ownership and accountability for own...

Demonstrates high personal standards

Sets a strong example of integrity, dedication, and fairness

Responds to my questions/concerns in a timely...

Behaves in a way that builds trust with others

Can be trusted with sensitive information

Sets an example for others by fulfilling commitments

0   1   2   3   4   5

How others rated you

• 1 response   • 2 responses   ● 3 responses   ● 4 responses   ● 5+ responses

The agreement chart indicates the similarity of scores. Each dot represents how individuals rated you for each item. The size of the dot shows how many raters gave you a specific rating.

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Developing Self & Others

Individuals high on this competency tend to collaborate with individual subordinates to establish work objectives for their career advancement; evaluate individual co-workers' performance with respect to their personal developmental objectives; give regular, specific, and timely feedback to subordinates in relation to personal goals; suggest learning opportunities to expand job-related expertise, and identify and engage in self-improvement opportunities.

Scoring overview

Addresses poor performance in a timely manner

Evaluators **3.50**

0.00   1.00   2.00   3.00   4.00   5.00

Gives others access to training for skill development and professional growth

Evaluators **3.60**

0.00   1.00   2.00   3.00   4.00   5.00

Provides support and guidance to employees to ensure their ongoing development and success

Evaluators **3.78**

0.00   1.00   2.00   3.00   4.00   5.00

Solicits and provides constructive, honest feedback

Evaluators **3.92**

0.00   1.00   2.00   3.00   4.00   5.00

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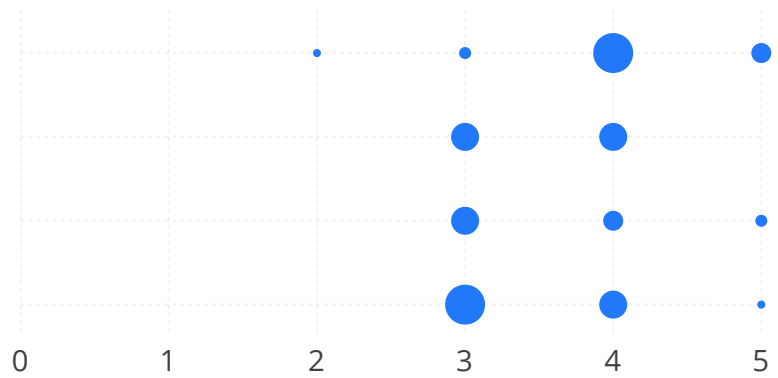
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Developing Self & Others

Solicits and provides constructive, honest feedback

Addresses poor performance in a timely manner

Provides support and guidance to employees to ensure their ongoing...

Gives others access to training for skill development and...

0	1	2	3	4	5

How others rated you

- 1 response
- 2 responses
- 3 responses
- 4 responses
- 5+ responses

The agreement chart indicates the similarity of scores. Each dot represents how individuals rated you for each item.

The size of the dot shows how many raters gave you a specific rating.

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Emotional Control/Stability

Individuals high on this competency tend to maintain a positive attitude in response to obstacles and/or failure; deal effectively with feelings of job-related stress and their causes, and display patience and resilience.

Scoring overview

Clarifies priorities and direction during chaotic times

Evaluators **4.08**

0.00 1.00 2.00 3.00 4.00 5.00

Communicates optimism regarding organizational issues and challenges

Evaluators **4.25**

0.00 1.00 2.00 3.00 4.00 5.00

Creates a positive environment through the use of sincerity and optimism

Evaluators **4.17**

0.00 1.00 2.00 3.00 4.00 5.00

Exhibits the courage to do what's right when faced with opposition

Evaluators **4.18**

0.00 1.00 2.00 3.00 4.00 5.00

Maintains composure in high-pressure situations

Evaluators **4.42**

0.00 1.00 2.00 3.00 4.00 5.00

Remains positive and optimistic despite setbacks and frustrations
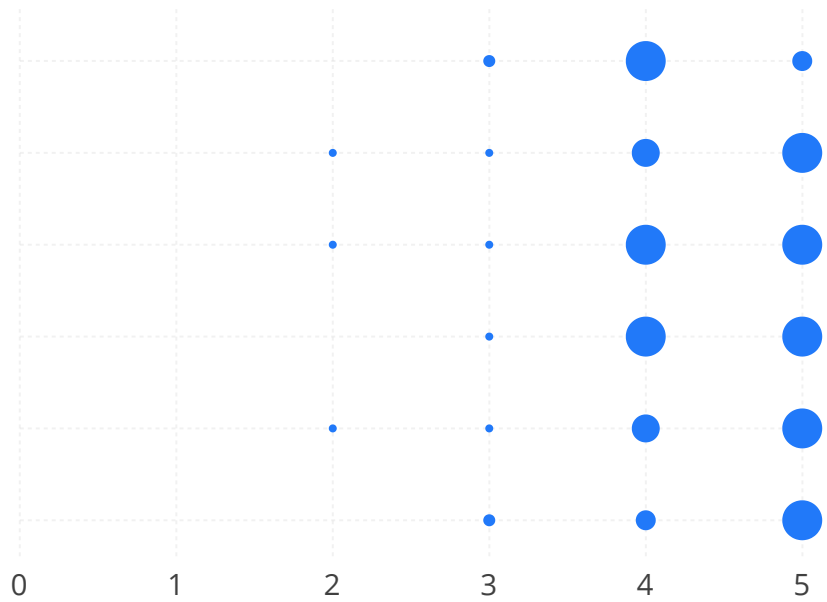
Evaluators **4.42**

0.00 1.00 2.00 3.00 4.00 5.00

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

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Emotional Control/Stability

How others rated you

• 1 response • 2 responses ● 3 responses ● 4 responses ● 5+ responses

The agreement chart indicates the similarity of scores. Each dot represents how individuals rated you for each item.

The size of the dot shows how many raters gave you a specific rating.

Information Management & Job Knowledge

Individuals high on this competency tend to effectively share information with the appropriate people and in the appropriate amounts.

Scoring overview

Communicates reasons for changes and decisions

Evaluators **4.33**

0.00 1.00 2.00 3.00 4.00 5.00

Demonstrates broad business knowledge and skills

Evaluators **4.25**

0.00 1.00 2.00 3.00 4.00 5.00

Provides others with timely information on issues and decisions that affect their day-to-day work

Evaluators **4.25**

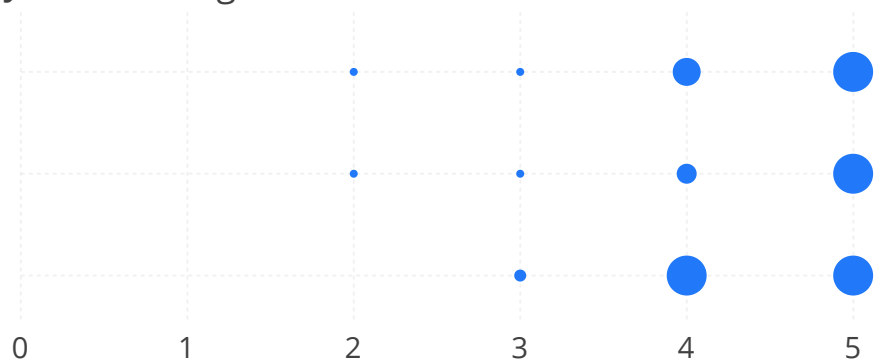0.00 1.00 2.00 3.00 4.00 5.00

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Information Management & Job Knowledge

Provides others with timely information on issues and...

Communicates reasons for changes and decisions

Demonstrates broad business knowledge and skills

0   1   2   3   4   5

How others rated you

• 1 response • 2 responses ● 3 responses ● 4 responses ● 5+ responses

The agreement chart indicates the similarity of scores. Each dot represents how individuals rated you for each item.

The size of the dot shows how many raters gave you a specific rating.

Innovation/Openness

Individuals high on this competency tend to value judgments different from his or her own; easily adapt to new situations and immediate work demands; and foster creative thinking within the organization or work team.

Scoring overview

Challenges conventional ways of doing things to improve organizational performance.

Evaluators **3.55**

0.00   1.00   2.00   3.00   4.00   5.00

Fosters an environment that encourages innovation and the development of new ideas

Evaluators **3.92**

0.00   1.00   2.00   3.00   4.00   5.00

Listens to ideas and suggestions of others

Evaluators **4.50**

0.00   1.00   2.00   3.00   4.00   5.00

Thinks "outside the box" to make organizational improvements and achieve organizational objectives

Evaluators **3.75**

0.00   1.00   2.00   3.00   4.00   5.00

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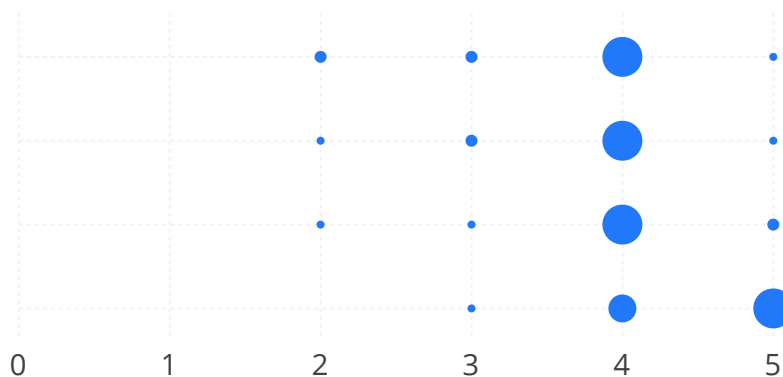
Innovation/Openness

Challenges conventional ways of doing things to improve...

Thinks "outside the box" to make organizational improvements and...

Fosters an environment that encourages innovation and the...

Listens to ideas and suggestions of others

0   1   2   3   4   5

How others rated you

• 1 response   • 2 responses   ● 3 responses   ● 4 responses   ● 5+ responses

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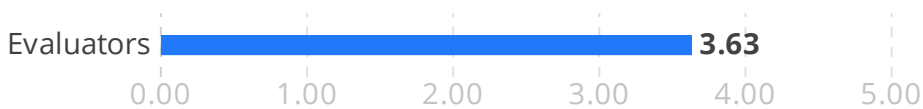
Management Functions

Individuals high on this competency tend to perceive external situations that may impact organizational success; anticipate problems and understand their potential impact on the organization; identify appropriate action for effectively resolving problems; weigh alternative courses of action and their potential implications in making decisions; and choose the best course of action from available alternatives.

Scoring overview

Analyzes relevant data and information in appropriate amounts when making decisions

Evaluators **4.42**

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Effectively and efficiently orients new team members

Evaluators **3.63**

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Effectively matches the capabilites and responsibilities of each team member

Evaluators **3.80**

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Ensures employees have the resources needed to get the job done

Evaluators **3.92**

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Exercises good business judgment - balances risks and rewards

Evaluators **4.33**

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Involves appropriate parties in identifying departmental and process improvement changes

Evaluators **4.00**

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

Recognizes employee contributions and ideas

Evaluators **4.25**

| 0.00 | 1.00 | 2.00 | 3.00 | 4.00 | 5.00 |

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Resolves conflicts fairly in a spirit of cooperation

Evaluators **4.00**

0.00   1.00   2.00   3.00   4.00   5.00
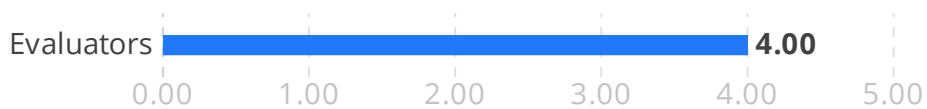
Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Management Functions

Resolves conflicts fairly in a spirit of cooperation

Ensures employees have the resources needed to get the job...

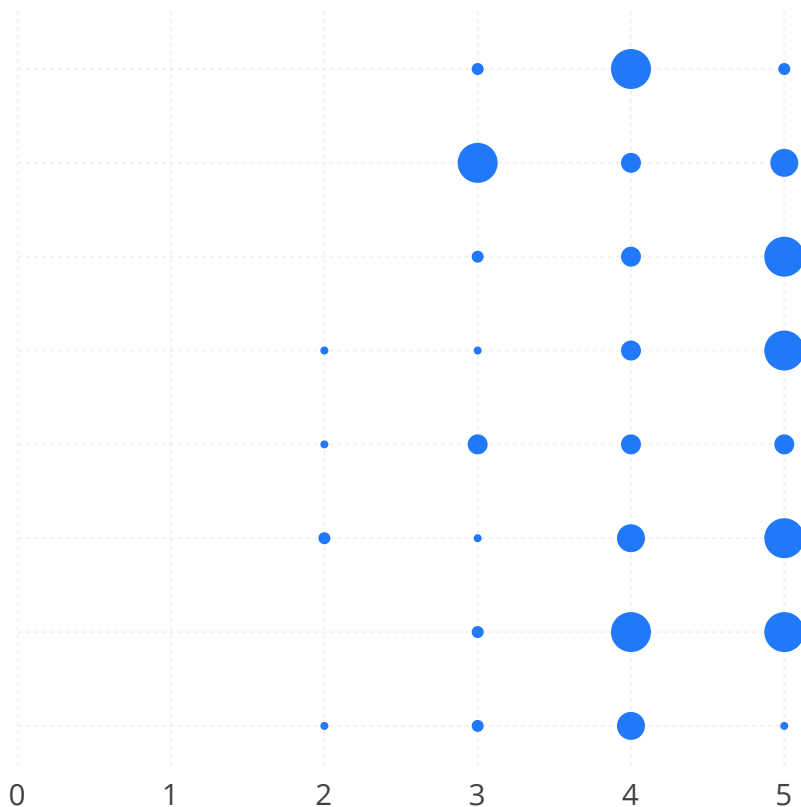Analyzes relevant data and information in appropriate...

Exercises good business judgment - balances risks and rewards

Effectively matches the capabilites and responsibilities of each team...

Involves appropriate parties in identifying departmental and...

Recognizes employee contributions and ideas

Effectively and efficiently orients new team members

0   1   2   3   4   5

How others rated you

- 1 response   • 2 responses   ● 3 responses   ● 4 responses   ● 5+ responses

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Person Orientation

Individuals high on this competency tend to show genuine concern for the welfare of others; initiate and energetically maintain friendly interactions with others; demonstrate proper manners when dealing with others; utilize political relationships and the distribution of power in pursuing goals; state views confidently, directly, and forcefully to influence others; and actively pursue others' contributions to work related discussion.

Scoring overview

Adapts leadership style to influence people with different roles, needs, and styles

Evaluators	**3.67**

0.00   1.00   2.00   3.00   4.00   5.00

Collaborates effectively with others; is a good team player

Evaluators	**4.33**

0.00   1.00   2.00   3.00   4.00   5.00

Involves those that will be affected by the decisions they make in the decision-making process

Evaluators	**4.00**

0.00   1.00   2.00   3.00   4.00   5.00

Provides an appropriate level of independence to staff and lets them take responsibility for their actions

Evaluators	**4.45**

0.00   1.00   2.00   3.00   4.00   5.00

Solicits input from team members and encourages feedback

Evaluators	**4.08**

0.00   1.00   2.00   3.00   4.00   5.00

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

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Person Orientation

Collaborates effectively with others; is a good team player

Provides an appropriate level of independence to staff and lets...

Involves those that will be affected by the decisions they make in the...

Adapts leadership style to influence people with different...

Solicits input from team members and encourages feedback

0 1 2 3 4 5

How others rated you

- 1 response
- 2 responses
- 3 responses
- 4 responses
- 5+ responses

The agreement chart indicates the similarity of scores. Each dot represents how individuals rated you for each item. The size of the dot shows how many raters gave you a specific rating.

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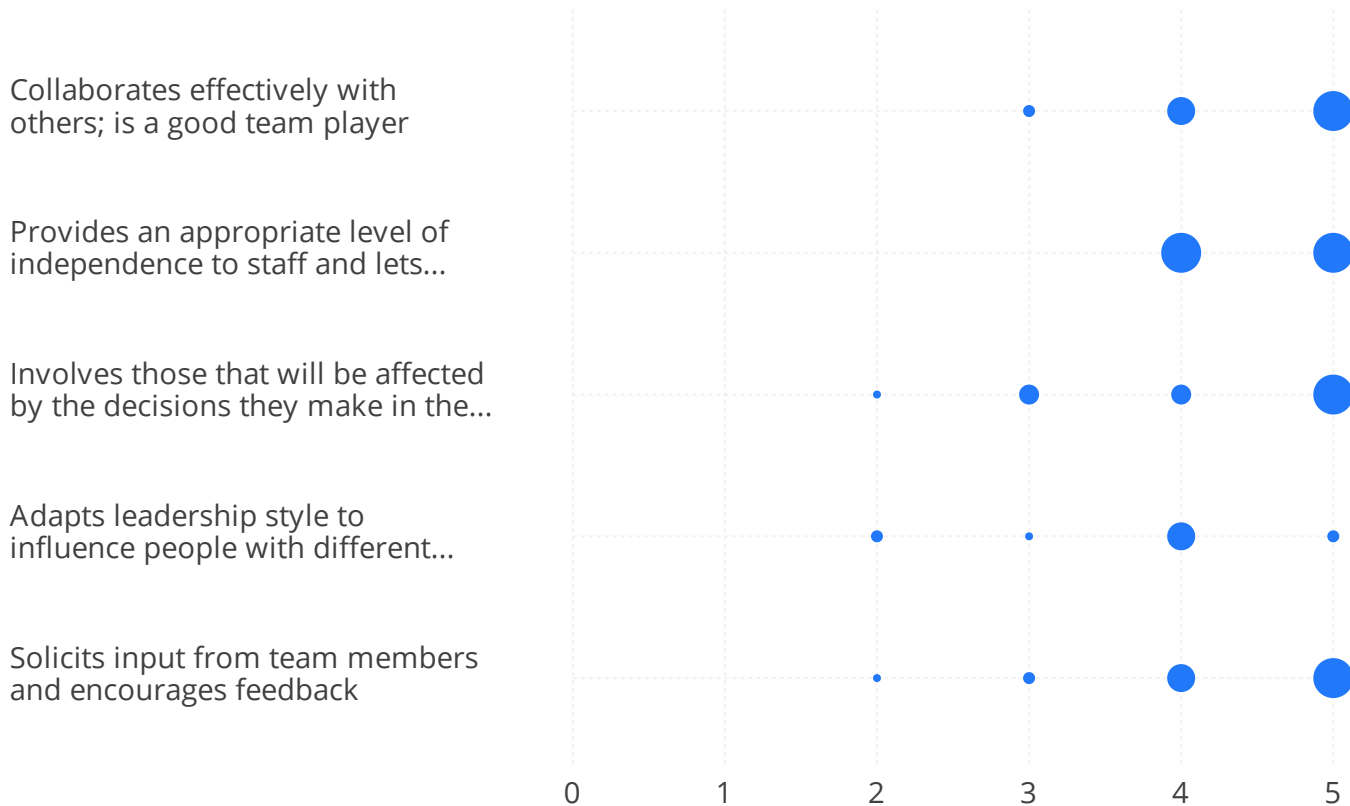
Task Orientation

Individuals high on this competency tend to approach what needs to be done without requiring direction; stay on task; respond quickly to pressing organizational demands, and make tough decisions without undue hesitation.

Scoring overview

Addresses situations requiring immediate action in a timely manner

Evaluators | **4.33**

0.00   1.00   2.00   3.00   4.00   5.00

Effectively manages multiple tasks at one time

Evaluators | **4.08**

0.00   1.00   2.00   3.00   4.00   5.00

Makes wise use of outside resources

Evaluators | **4.08**
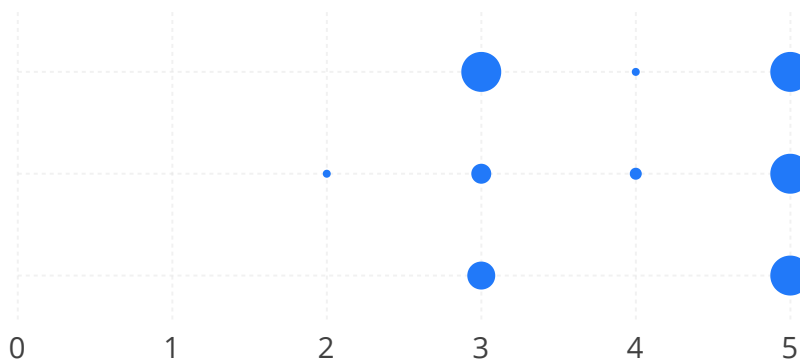
0.00   1.00   2.00   3.00   4.00   5.00

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Task Orientation

Effectively manages multiple tasks at one time

Makes wise use of outside resources

Addresses situations requiring immediate action in a timely...

0   1   2   3   4   5

How others rated you

• 1 response   • 2 responses   ● 3 responses   ● 4 responses   ● 5+ responses

The agreement chart indicates the similarity of scores. Each dot represents how individuals rated you for each item.

The size of the dot shows how many raters gave you a specific rating.

Development Planning Preparation

After reviewing your multi-rater feedback report, use the following general guidelines to help you identify and prioritize steps toward improvement.

Improvement may come from building on your areas of strength, working on your opportunity for improvement areas, or focusing on high gap or difference scores identified in particular competency areas.

Reflect on the Data
What is my reaction to these ratings? Do I agree with them? What specific items are of greatest concern?

What specific behaviors might lead raters to rate me this way?

Consider the Implications
What might be the consequences if I don't address the gaps and opportunities for improvement? (short and long-term)

What might be the impact if I am able to improve in these areas? (Consider the impact on staff/department and career.)

How important are these gaps to my personal and professional goals?

How important are these gaps to the organization?

How can I build on my identified strengths?

Assess the Potential for Success
What are some other possible development options?

What obstacles (internal and external) am I likely to encounter as I try to improve in any of these areas? How will I overcome those obstacles?

What support is available to me? (e.g. people, resources, etc.)

How will I know if I'm making progress? How will I measure success?

Determine What Action to Take
Considering my answers to the questions above, what do I want to do?

Why do I want to do it?

What will I do and when will I start?

The following allows you to identify your strengths and opportunities for improvement as indicated by your 360 degree feedback. Based on these strengths and development areas, use the form on the next page to create an action plan. Once your plan is developed, please share it with your manager/supervisor so it becomes part of your overall development planning.

Strengths:

Areas for Improvement:

Questions/Areas Needing Further Clarification:

Action Plan for Development

Use the chart below to plan for your development. Use the information from your report along with other feedback, information and knowledge you have about your skills and competencies. Note any key skills/knowledge you would like to gain, along with options for accomplishing the learning. Establish plans that balance the needs and resources of the organization with your personal goals. Share the completed plan with your manager/supervisor.

Development Goals (Skills/Knowledge I Plan to Improve or Develop)	Action Plan and Timeframe (e.g. on-the-job training, job rotation/cross-training, committee or project conferences, self-study, job shadowing, mentoring, job enlargement, customer/client visits, talking with employees in desired position(s), etc.)	Resources and/or Support Needed for Success (e.g., money, people, time)	Measures of Progress or Success

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25