

360° Feedback Results for Douglas Miller

June 30, 2008

Summary results from 7 raters, including:

**1 Manager
6 Peers/Direct Reports**



This report presents your results in two ways: as Raw Scores and as T-Scores. It is important that you take a moment to understand what these different scores represent.

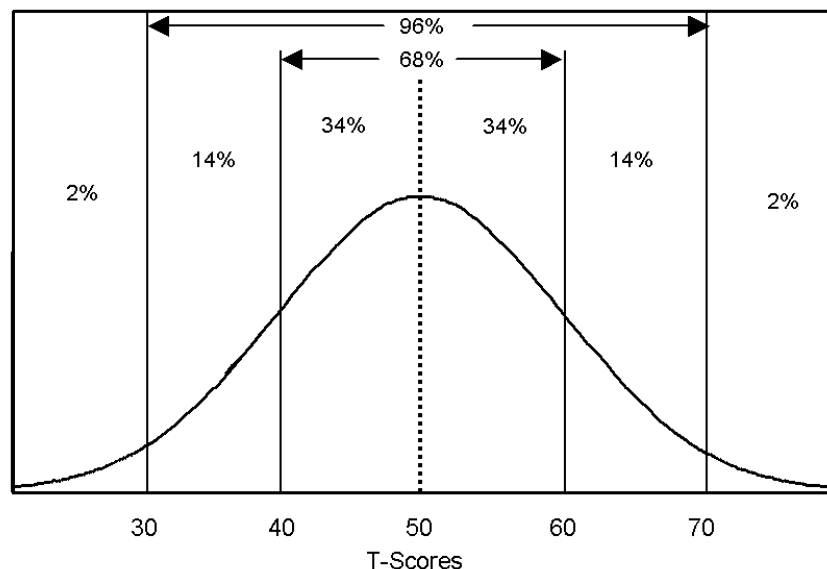
Raw Scores are simply an *average* of your feedback results on a 5-point scale. The lowest possible raw score is a 1, and the highest possible raw score is a 5.

T-Scores show how your scores compare to the scores received by others. They are simply a transformation of your raw scores into a different type of measurement system (like converting Fahrenheit degrees to Celsius degrees).

The T-Scores on this report show how you scored versus hundreds of managers and executives across a broad range of different organizations.

When using T-Scores, the mean (average) is always 50, and the standard deviation is 10. If your T-Score is above 50, then it is above average. If your score is less than 50, it is below average.

T-Scores are distributed in a bell-shaped curve, as illustrated in the diagram below. 68% of T-Scores fall between 40 and 60. 96% of scores fall between 30 and 70. Only 4% of scores fall below 30 or above 70.



All "category" and "overall" scores in this report are based on the average of the scores from each rater group, not each rater. For example, a rating from 1 manager carries the same weight as ratings from 10 direct reports.

Number of Respondents (n) – The number of respondents for each item is listed in the Category Breakdown section under the column labeled "n". The number of respondents is also indicated in the Frequency Distributions. The number of respondents differs across items because some items are only asked of specific rater groups, and some raters might have indicated "Unable to Rate" for some of their answers.

The number of respondents is important because when there is a small number of respondents – especially just one or two – the result is less statistically reliable. A low "n" is often accompanied by more extreme T-Scores for individual items, which can have an effect on the overall category score as well. If you see items that have just one or two respondents, do not disregard your scores, but do consider that the numbers reflect the feedback from just one or two people.

This report contains a summary of your 360-Degree Feedback results. The report begins with a high-level overview and progresses into greater detail as you proceed through it. Start by reading through the entire report to the end of the comments section. Try to keep an open mind as you look at the numeric data and read the comments that your raters provided. Once you have familiarized yourself with the report and your overall results, go back through the report and look for patterns, inconsistencies, and themes. Work back and forth between the numeric data and the comments as you do this.

Remember that any inconsistencies in your results mean that others see you from different angles and different value systems. Some feedback you can take literally, but some is due to colleagues who lack perspective or who have different expectations of you. You should debrief your results with your manager and/or HR representative. In these meetings you should identify a short list of actionable items. Do not focus on who said what.

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Category Scores – Raw Scores

Douglas Miller

- = All Respondents (7 responded)
- = Manager (1 responded)
- = Peers/Direct Reports (6 responded)
- = Self

	Poor	Outstanding	Raw Score	T-Score
Knowledge/Strategic			3.0	31
Manager			3.0	31
Peers/Direct Reports			3.0	31
Self			4.0	53
Character			3.4	43
Manager			3.3	41
Peers/Direct Reports			3.4	44
Self			4.0	55
Interpersonal			2.9	33
Manager			2.3	23
Peers/Direct Reports			3.6	46
Self			4.0	56
Innovation/Change			2.7	26
Manager			2.0	20
Peers/Direct Reports			3.3	42
Self			4.0	59
Building Talent			3.3	45
Manager			3.7	54
Peers/Direct Reports			2.8	37
Self			2.7	33
Leadership/Motivation			3.0	37
Manager			3.2	42
Peers/Direct Reports			2.8	33
Self			3.6	50
Execution			2.8	32
Manager			2.4	25
Peers/Direct Reports			3.2	40
Self			4.4	65
Strategic Networking			3.1	-
Manager			3.0	-
Peers/Direct Reports			3.2	-
Self			4.0	-
Customer Service			2.9	-
Manager			3.0	-
Peers/Direct Reports			2.8	-
Self			5.0	-
Project Management			3.0	-
Manager			3.0	-

Category Scores – Raw Scores

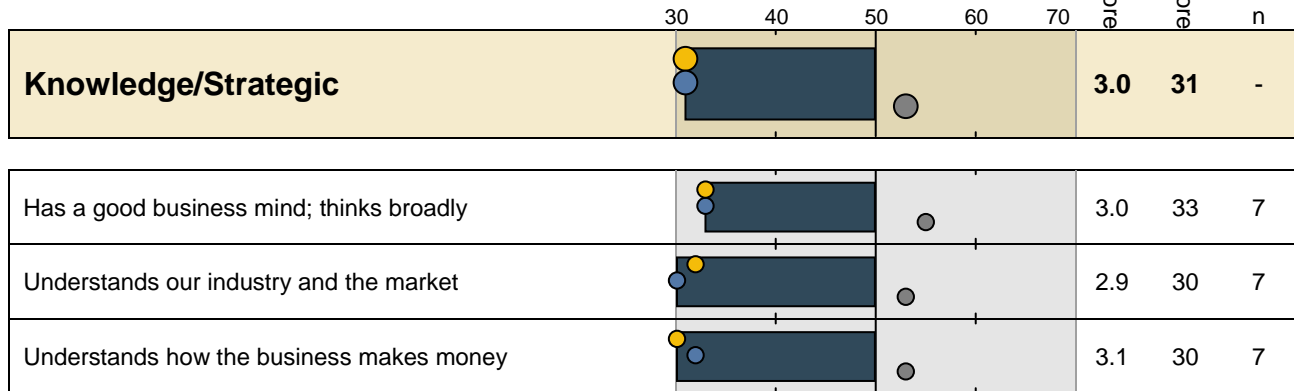
Douglas Miller

Peers/Direct Reports		3.0	-
Self		3.7	-

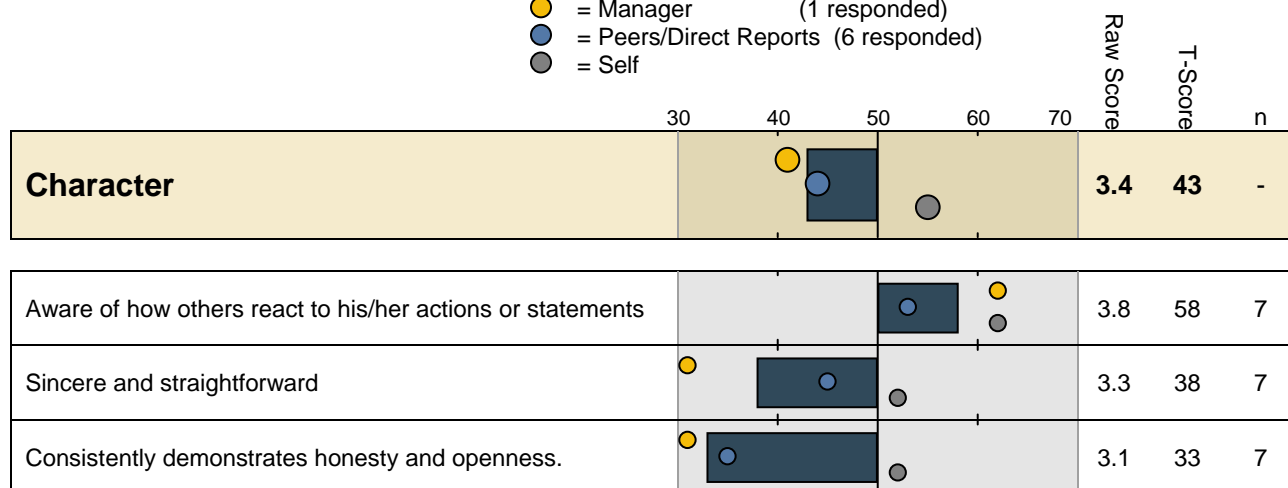
= All Respondents (7 responded)
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 = Self

	30	40	50	60	70	Raw Score	T-Score
Knowledge/Strategic						3.0	31
Manager						3.0	31
Peers/Direct Reports						3.0	31
Self						4.0	53
Character						3.4	43
Manager						3.3	41
Peers/Direct Reports						3.4	44
Self						4.0	55
Interpersonal						2.9	33
Manager						2.3	23
Peers/Direct Reports						3.6	46
Self						4.0	56
Innovation/Change						2.7	26
Manager						2.0	20
Peers/Direct Reports						3.3	42
Self						4.0	59
Building Talent						3.3	45
Manager						3.7	54
Peers/Direct Reports						2.8	37
Self						2.7	33
Leadership/Motivation						3.0	37
Manager						3.2	42
Peers/Direct Reports						2.8	33
Self						3.6	50
Execution						2.8	32
Manager						2.4	25
Peers/Direct Reports						3.2	40
Self						4.4	65

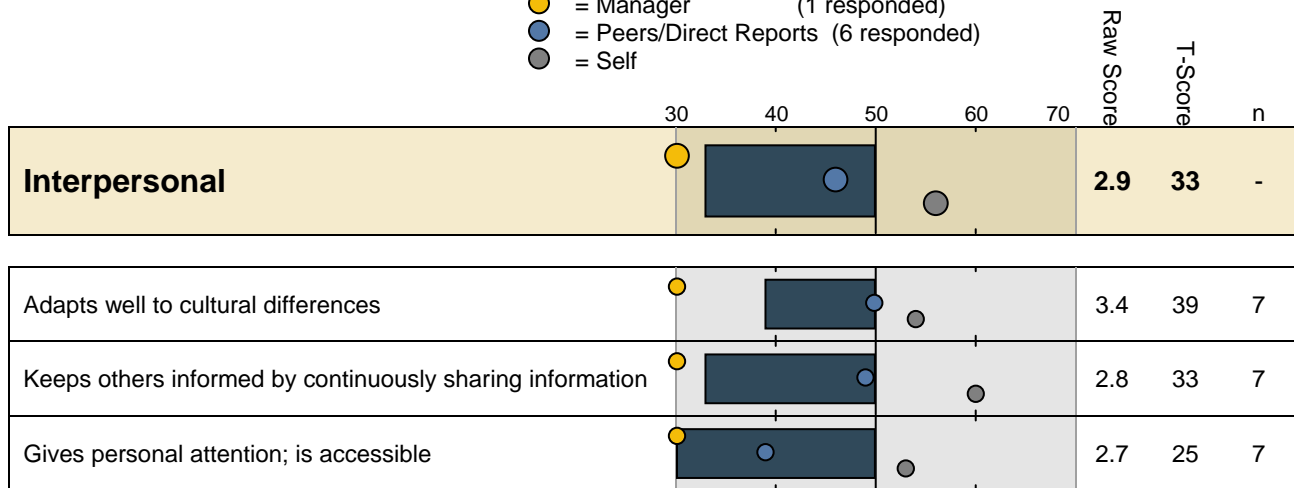
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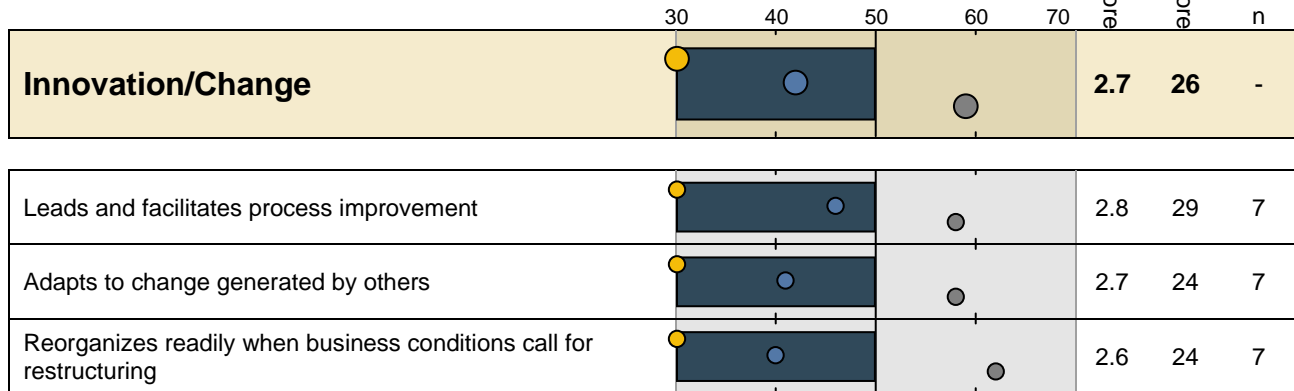
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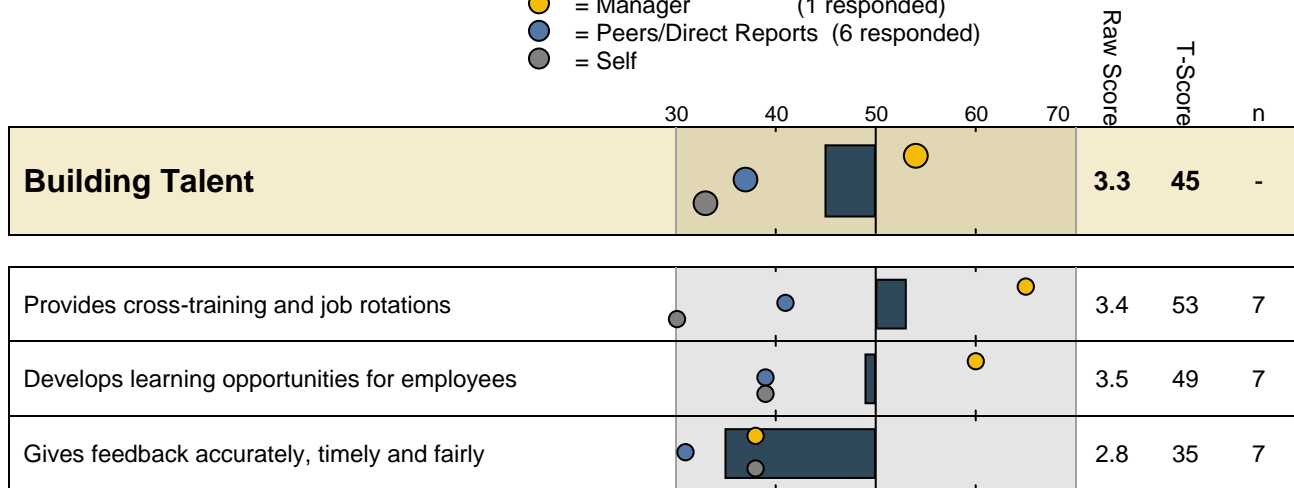
Category Breakdown – T-Scores

Douglas Miller

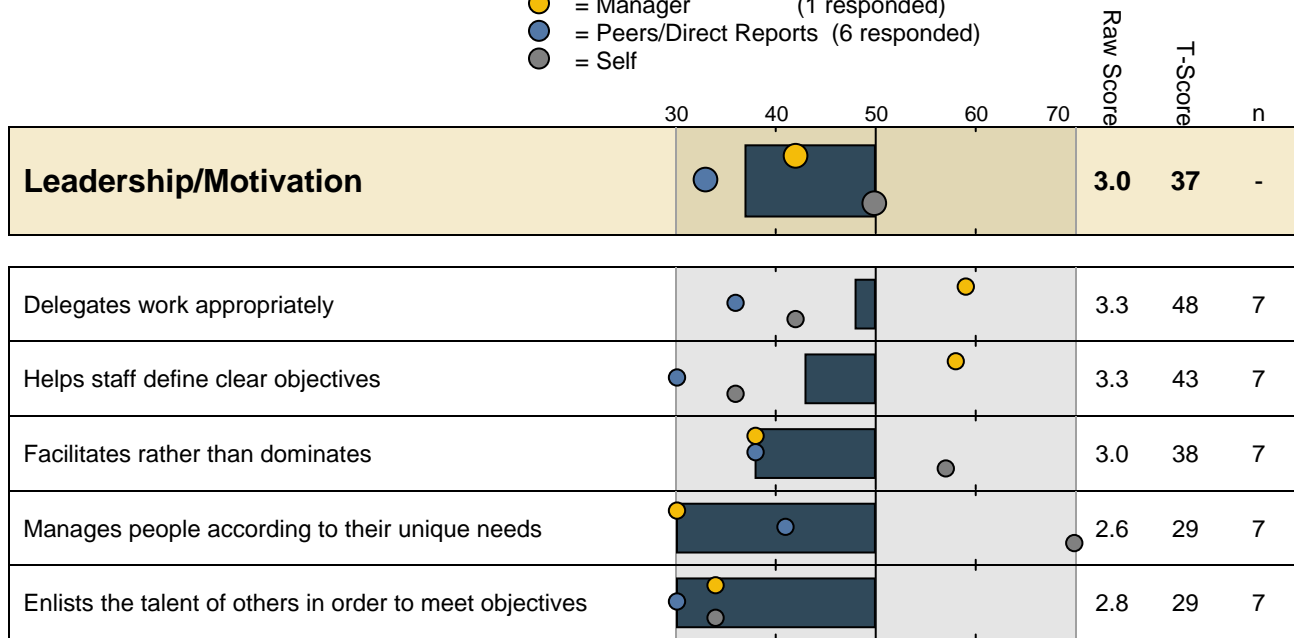
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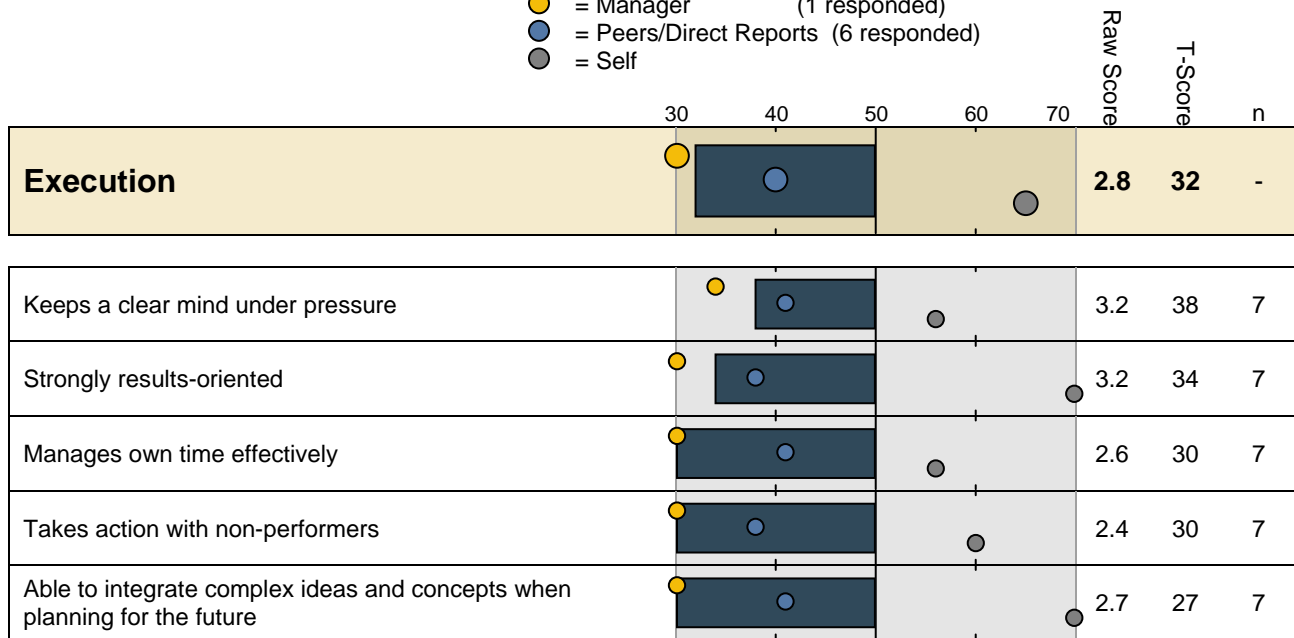
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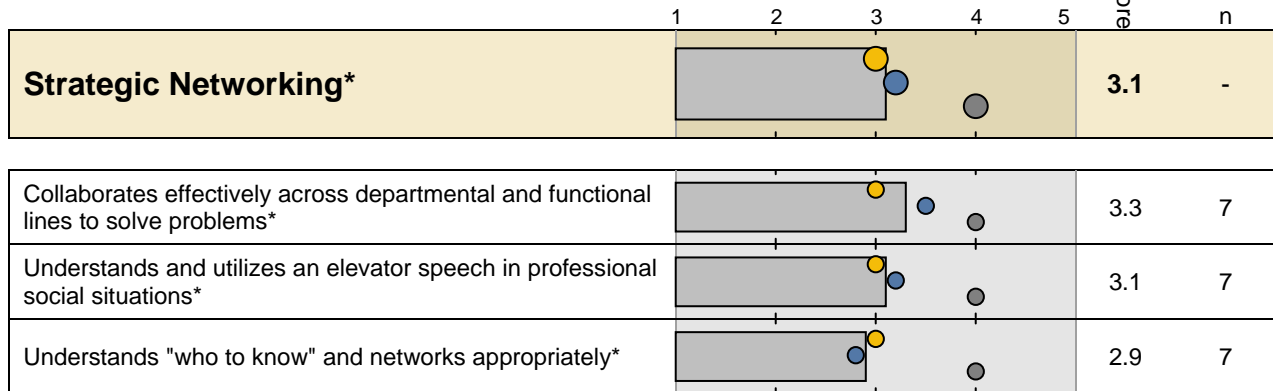
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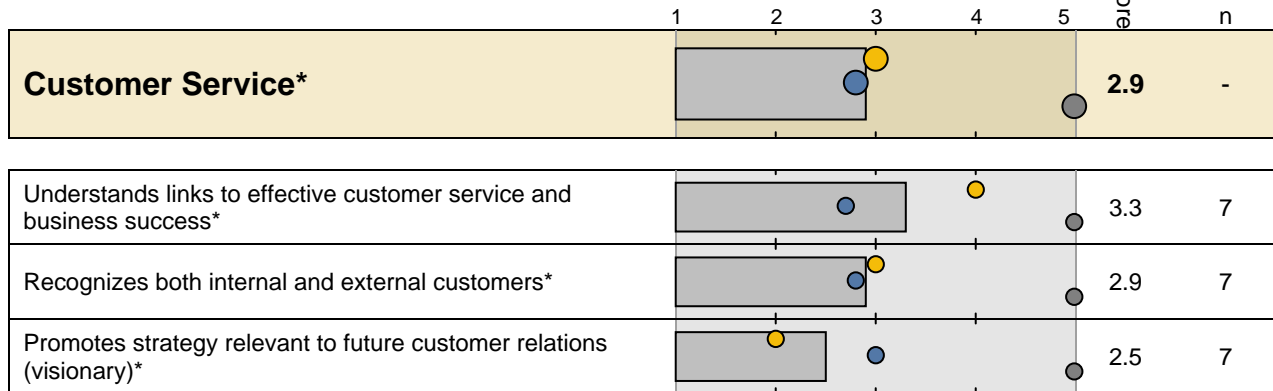


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- = Self



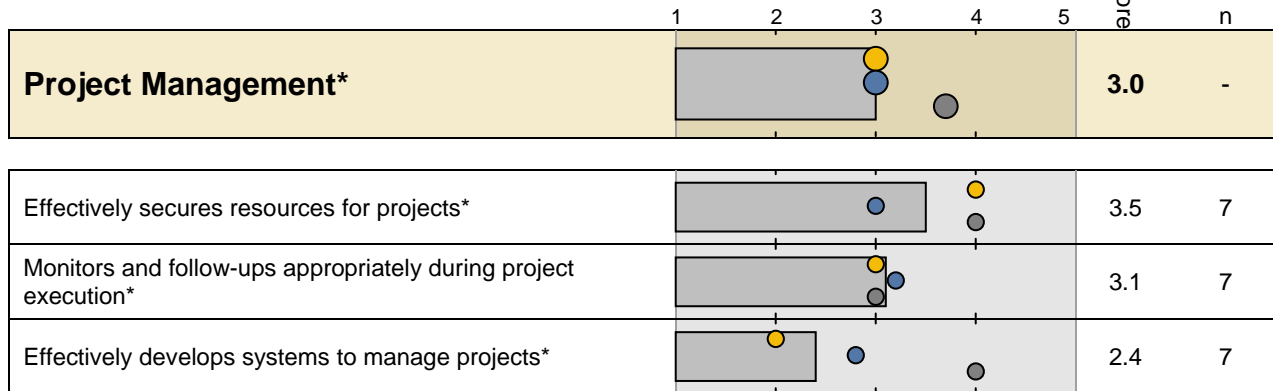
* No normative data available. Data displayed as raw scores.

- = All Respondents (7 responded)
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- = All Respondents (7 responded)
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- = Self



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Item Scores – Raw Scores

Douglas Miller

Sorted by overall highest to lowest average raw score
 5 highest and 5 lowest scores (plus ties) are highlighted
 (Overall scores exclude self-rating)

	Self	Peers/Direct Reports	Manager	Overall
Character – Aware of how others react to his/her actions or statements	4.00	3.50	4.00	3.75
Project Management – Effectively secures resources for projects	4.00	3.00	4.00	3.50
Building Talent – Develops learning opportunities for employees	3.00	3.00	4.00	3.50
Building Talent – Provides cross-training and job rotations	2.00	2.83	4.00	3.42
Interpersonal – Adapts well to cultural differences	4.00	3.83	3.00	3.42
Character – Sincere and straightforward	4.00	3.67	3.00	3.33
Leadership/Motivation – Helps staff define clear objectives	3.00	2.67	4.00	3.33
Leadership/Motivation – Delegates work appropriately	3.00	2.67	4.00	3.33
Customer Service – Understands links to effective customer service and business success	5.00	2.67	4.00	3.33
Strategic Networking – Collaborates effectively across departmental and functional lines to solve problems	4.00	3.50	3.00	3.25
Execution – Keeps a clear mind under pressure	4.00	3.33	3.00	3.17
Execution – Strongly results-oriented	5.00	3.33	3.00	3.17
Strategic Networking – Understands and utilizes an elevator speech in professional social situations	4.00	3.17	3.00	3.08
Project Management – Monitors and follow-ups appropriately during project execution	3.00	3.17	3.00	3.08
Knowledge/Strategic – Understands how the business makes money	4.00	3.17	3.00	3.08
Character – Consistently demonstrates honesty and openness.	4.00	3.17	3.00	3.08
Knowledge/Strategic – Has a good business mind; thinks broadly	4.00	3.00	3.00	3.00
Leadership/Motivation – Facilitates rather than dominates	4.00	3.00	3.00	3.00
Knowledge/Strategic – Understands our industry and the market	4.00	2.83	3.00	2.92
Strategic Networking – Understands "who to know" and networks appropriately	4.00	2.83	3.00	2.92
Customer Service – Recognizes both internal and external customers	5.00	2.83	3.00	2.92
Building Talent – Gives feedback accurately, timely and fairly	3.00	2.67	3.00	2.83
Leadership/Motivation – Enlists the talent of others in order to meet objectives	3.00	2.50	3.00	2.75
Interpersonal – Keeps others informed by continuously sharing information	4.00	3.50	2.00	2.75
Innovation/Change – Leads and facilitates process improvement	4.00	3.50	2.00	2.75
Innovation/Change – Adapts to change generated by others	4.00	3.33	2.00	2.67
Execution – Able to integrate complex ideas and concepts when planning for the future	5.00	3.33	2.00	2.67
Interpersonal – Gives personal attention; is accessible	4.00	3.33	2.00	2.67
Leadership/Motivation – Manages people according to their unique needs	5.00	3.17	2.00	2.58
Execution – Manages own time effectively	4.00	3.17	2.00	2.58
Innovation/Change – Reorganizes readily when business conditions call for restructuring	4.00	3.17	2.00	2.58
Customer Service – Promotes strategy relevant to future customer relations (visionary)	5.00	3.00	2.00	2.50
Project Management – Effectively develops systems to manage projects	4.00	2.83	2.00	2.42
Execution – Takes action with non-performers	4.00	2.83	2.00	2.42

Sorted by overall highest to lowest average t-score
 5 highest and 5 lowest scores (plus ties) are highlighted
 (Overall scores exclude self-rating)

	Self	Peers/Direct Reports	Manager	Overall
Character – Aware of how others react to his/her actions or statements	62	53	62	58
Building Talent – Provides cross-training and job rotations	23	41	65	53
Building Talent – Develops learning opportunities for employees	39	39	60	49
Leadership/Motivation – Delegates work appropriately	42	36	59	48
Leadership/Motivation – Helps staff define clear objectives	36	28	58	43
Interpersonal – Adapts well to cultural differences	54	50	29	39
Execution – Keeps a clear mind under pressure	56	41	34	38
Character – Sincere and straightforward	52	45	31	38
Leadership/Motivation – Facilitates rather than dominates	57	38	38	38
Building Talent – Gives feedback accurately, timely and fairly	38	31	38	35
Execution – Strongly results-oriented	77	38	30	34
Interpersonal – Keeps others informed by continuously sharing information	60	49	20	33
Character – Consistently demonstrates honesty and openness.	52	35	32	33
Knowledge/Strategic – Has a good business mind; thinks broadly	55	33	33	33
Knowledge/Strategic – Understands our industry and the market	53	29	32	30
Knowledge/Strategic – Understands how the business makes money	53	32	28	30
Execution – Manages own time effectively	56	41	20	30
Execution – Takes action with non-performers	60	38	22	30
Innovation/Change – Leads and facilitates process improvement	58	46	20	29
Leadership/Motivation – Manages people according to their unique needs	79	41	20	29
Leadership/Motivation – Enlists the talent of others in order to meet objectives	34	23	34	29
Execution – Able to integrate complex ideas and concepts when planning for the future	76	41	20	27
Interpersonal – Gives personal attention; is accessible	53	39	20	25
Innovation/Change – Adapts to change generated by others	58	41	20	24
Innovation/Change – Reorganizes readily when business conditions call for restructuring	62	40	20	24

Manager Disagreements

Items with a difference of at least 1.5 (raw score)

Item	Category	Others	Manager	Difference
Manager underestimates your skills, compared to others				
Keeps others informed by continuously sharing information	Interpersonal	3.5	2	1.5
Leads and facilitates process improvement	Innovation/Change	3.5	2	1.5
Manager overestimates your skills, compared to others				
none				

Blind Spots – Self vs. Others

Items with a difference of at least 1.5 (raw score)

Item	Category	Others	Self	Difference
Unrecognized skills (self rating lower than others' ratings)				
none				
Overestimated skills (self rating higher than others' ratings)				
Promotes strategy relevant to future customer relations (visionary)	Customer Service	2.5	5	2.5
Manages people according to their unique needs	Leadership/Motivation	2.6	5	2.4
Able to integrate complex ideas and concepts when planning for the future	Execution	2.7	5	2.3
Recognizes both internal and external customers	Customer Service	2.9	5	2.1
Strongly results-oriented	Execution	3.2	5	1.8
Understands links to effective customer service and business success	Customer Service	3.3	5	1.7
Effectively develops systems to manage projects	Project Management	2.4	4	1.6
Takes action with non-performers	Execution	2.4	4	1.6

General Comments

(Manager's Comments in Boldface.)

Please elaborate on Gilbert Demo's most positive skills:

- Strong interpersonal skills
- Generally gets along well with everyone.
- **Strong work ethic and attention to detail.**
- Communicates better than most.

What should Gilbert Demo do differently?

- Treat all team members fairly. Tends to exhibit some bias towards "friends."
- Be better prepared to manage projects as changes occur.

Item-Specific Comments

Please elaborate on: "Manages own time effectively"

- **Keep a focus on tasks that generation the most value to the organization.**

	Poor	Fair	Good	Very Good	Outstanding	Raw Score	T-Score
Knowledge/Strategic							
Has a good business mind; thinks broadly	-	2	3	2	-	3.00	33
Understands our industry and the market	-	3	2	2	-	2.92	30
Understands how the business makes money	-	1	4	2	-	3.08	30

Character							
Consistently demonstrates honesty and openness.	-	1	4	2	-	3.08	33
Aware of how others react to his/her actions or statements	-	1	1	5	-	3.75	58
Sincere and straightforward	-	-	4	2	1	3.33	38

Interpersonal							
Gives personal attention; is accessible	1	2	-	3	1	2.67	25
Adapts well to cultural differences	-	-	3	3	1	3.42	39
Keeps others informed by continuously sharing information	-	2	2	2	1	2.75	33

	Poor	Fair	Good	Very Good	Outstanding	Raw Score	T-Score
Innovation/Change							
Leads and facilitates process improvement	-	2	2	2	1	2.75	29
Adapts to change generated by others	-	2	3	1	1	2.67	24
Reorganizes readily when business conditions call for restructuring	-	2	3	2	-	2.58	24

Building Talent							
Gives feedback accurately, timely and fairly	1	2	2	2	-	2.83	35
Develops learning opportunities for employees	-	2	2	3	-	3.50	49
Provides cross-training and job rotations	-	2	3	2	-	3.42	53

Leadership/Motivation							
Helps staff define clear objectives	-	3	2	2	-	3.33	43
Delegates work appropriately	1	1	3	2	-	3.33	48
Enlists the talent of others in order to meet objectives	1	2	3	1	-	2.75	29
Facilitates rather than dominates	-	1	5	1	-	3.00	38
Manages people according to their unique needs	-	2	3	2	-	2.58	29

	Poor	Fair	Good	Very Good	Outstanding	Raw Score	T-Score
Execution							
Manages own time effectively	-	3	1	3	-	2.58	30
Able to integrate complex ideas and concepts when planning for the future	-	1	4	2	-	2.67	27
Takes action with non-performers	1	3	-	3	-	2.42	30
Keeps a clear mind under pressure	-	-	5	2	-	3.17	38
Strongly results-oriented	-	-	5	2	-	3.17	34

Strategic Networking							
Collaborates effectively across departmental and functional lines to solve problems	-	-	5	1	1	3.25	-
Understands and utilizes an elevator speech in professional social situations	-	1	4	2	-	3.08	-
Understands "who to know" and networks appropriately	-	2	4	1	-	2.92	-

Customer Service							
Understands links to effective customer service and business success	-	2	4	1	-	3.33	-
Recognizes both internal and external customers	-	2	4	1	-	2.92	-
Promotes strategy relevant to future customer relations (visionary)	-	3	2	2	-	2.50	-

	Poor	Fair	Good	Very Good	Outstanding	Raw Score	T-Score
Project Management							
Effectively develops systems to manage projects	-	3	3	1	-	2.42	-
Monitors and follow-ups appropriately during project execution	-	1	4	2	-	3.08	-
Effectively secures resources for projects	-	2	2	3	-	3.50	-