



XYZ Manager Focus 360 Report Example

for Suzanne Example

Date: 4/10/2006

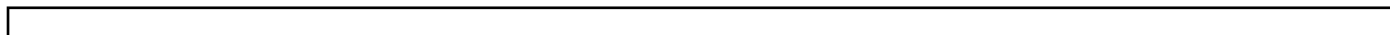
Observation Period: Past 9 months

[The Model and Selected Behaviors](#)

[Overall Summary](#)

[Behavior Feedback](#)

[Open End Questions](#)



✓ The following behaviors have been selected for this assessment feedback period.

XYZ Manager	
Seasoned Judgment	✓ Approaches problems by searching out and analyzing the information necessary to understand them
	✓ Recognizes broad implications of problems and proposed solutions
Strategic Planning	✓ Has a strategic vision for the future of the program
	✓ Maintains a long-term, big picture view of the program area
Tactical Planning	✓ Anticipate gaps and potential hurdles in plans and devises contingency plans
	✓ Ensures appropriate metrics are devised and implemented to monitor progress of program
Influencing Others	✓ Builds logical arguments with compelling rationale
Compelling Presentations*	✓ Uses examples and illustrations to convey key ideas
	✓ Projects a credible image with polish and poise, commands attention
Driving For Results	✓ Conveys a sense of urgency

XYZ Manager
Your Summary Behavior Ratings

= All
 = Self (1)
 = Boss (1)
 = Peer (3)
 = Other (6)

Behavior	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
Approaches problems by searching out and analyzing the information necessary to understand them						4.22		1.1
Recognizes broad implications of problems and proposed solutions						4.06		1.13
Has a strategic vision for the future of the program						3.44		0.33
Maintains a long-term, big picture view of the program area						4.08		0.75
Anticipate gaps and potential hurdles in plans and devises contingency plans						3.72		1.03
Ensures appropriate metrics are devised and implemented to monitor progress of program						4.22		1.3
Builds logical arguments with compelling rationale						4		1.06
Uses examples and illustrations to convey key ideas						4.28		0.8
Projects a credible image with polish and poise, commands attention						4.22		1.11
Conveys a sense of urgency						4.22		0.94

Seasoned Judgment

✓ Approaches problems by searching out and analyzing the information necessary to understand them

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						4.22		1.1
Self						4		1
Boss						4		1
Peer						4.33		1.5
Other						4.33		0.8

Behavior Rating Detail																								
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree																								
Self					Boss					Peer					Other					All				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
			1					1					2	1				4	2				8	3

Observed Change Detail																								
-2 = Negative Change 0 = No Change 2 = Positive Change																								
Self					Boss					Peer					Other					All				
-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2
			1					1					1	1			1	4				1	7	1

Comments:

Boss

- Suzanne has done an excellent job in working the problem not just guessing at the solution.

Seasoned Judgment

✓ Recognizes broad implications of problems and proposed solutions

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						4.06		1.13
Self						4		1
Boss						4		1
Peer						4.5		2
Other						3.67		0.4

Behavior Rating Detail																													
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree																													
Self					Boss					Peer					Other					All									
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5					
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Self					Boss					Peer					Other					All									
-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2					
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Comments:

Boss

- Suzanne has become more aware of the need to look at the "bigger picture". This is especially critical in her new role.

Strategic Planning

✓ Has a strategic vision for the future of the program

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						3.44		0.33
Self						4		1
Boss						3		0
Peer						4		1
Other						3.33		0

Behavior Rating Detail																								
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree																								
Self					Boss					Peer					Other					All				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
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Self					Boss					Peer					Other					All				
-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2
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Comments:

Boss

- Suzanne does not participate in any activity in this area.

Strategic Planning

✓ Maintains a long-term, big picture view of the program area

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						4.08		0.75
Self						4		1
Boss						4		1
Other						4.25		0.5

Behavior Rating Detail																								
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree																								
Self					Boss					Peer					Other					All				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
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-2 = Negative Change 0 = No Change 2 = Positive Change																								
Self					Boss					Peer					Other					All				
-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Tactical Planning

✓ Anticipate gaps and potential hurdles in plans and devises contingency plans

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						3.72		1.03
Self						4		0
Boss						3		1
Peer						4.33		1.5
Other						3.83		0.6

Behavior Rating Detail																													
Self					Boss					Peer					Other					All									
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Observed Change Detail																													
Self					Boss					Peer					Other					All									
-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2					
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments:

Boss

- This is an area where Suzanne needs more experience and practice. She will definitely have more opportunity going forward. I would recommend some discussions in this area.

Tactical Planning

✓ Ensures appropriate metrics are devised and implemented to monitor progress of program

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						4.22		1.3
Self						4		2
Boss						4		2
Peer						4.67		1.5
Other						4		0.4

Behavior Rating Detail																													
1 = Strongly Disagree					2 = Disagree					3 = Neutral					4 = Agree					5 = Strongly Agree									
Self					Boss					Peer					Other					All									
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5					
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Self					Boss					Peer					Other					All						
-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2		
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Comments:

Boss

- Suzanne has done an outstanding job in getting status reported to program and cost center managers.

Influencing Others

✓ Builds logical arguments with compelling rationale

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						4		1.06
Self						4		1
Boss						4		1
Peer						4		1.5
Other						4		0.67

Behavior Rating Detail																								
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree																								
Self					Boss					Peer					Other					All				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
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Self					Boss					Peer					Other					All				
-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Comments:

Boss

- There have been a couple of examples where Suzanne has demonstrated this behavior. The tough influence changes are yet to come.

Compelling Presentations*

✓ Uses examples and illustrations to convey key ideas

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						4.28		0.8
Self						4		2
Boss						4		0
Peer						4.67		2
Other						4.17		0.4

Behavior Rating Detail																													
Self					Boss					Peer					Other					All									
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5					
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Observed Change Detail																													
Self					Boss					Peer					Other					All									
-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Compelling Presentations*

✓ Projects a credible image with polish and poise, commands attention

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						4.22		1.11
Self						4		1
Boss						4		2
Peer						4.67		1
Other						4		0.33

Behavior Rating Detail																								
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree																								
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1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2	-2	-1	0	1	2
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments:

Boss

- Suzanne's confidence level has greatly increased. She has presented and participated at the Leadership Team level with good results. She has a great personality and is likeable almost instantly. She has been recognized in several areas and is becoming more visible each day. We need to move this to the next level.

Driving For Results

✓ Conveys a sense of urgency

Group	Average Behavior Score					Observed Change		
	1	2	3	4	5	Worse Better	
All						4.22		0.94
Self						4		1
Boss						4		1
Peer						4.67		1.33
Other						4		0.5

Behavior Rating Detail																								
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Self					Boss					Peer					Other					All				
1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Comments:

Boss

- Several times during the integration effort, Suzanne conveyed to the team a sense of urgency with little or no pushback. Her teaming skills help in this situation. There will be times when the pushback will be much harder. She will need to rely on other skills such as respect and trust to get results. Suzanne has both of these traits. Consistency and the belief that they are just as important as other more tangible skills will make them stronger.

What are this person's key strengths?

- Boss:** Suzanne drives for results, has good planning skills, great team player, willingness to learn, and communicates well.
- Peer:** - Suzanne can convince others that do not agree to consider and adopt a common ground. - Suzanne can make anyone feel accepted no matter how different they may seem.
- Peer:** Energy, Enthusiasm
- Peer:** Hard working, commits fully to a project. Very intelligent and driven.
- Other:** Has an engaging personality. Is willing to work hard to further the interests of the group. Is willing to take on the responsibility of a management role.
- Other:** Suzanne handles pressure very well. She maintains her composure when the pressures from meeting schedules builds and remains calm and cool headed. She interacts extremely well with co-workers and is well-liked. She is also very bright and very knowledgeable. Working with Suzanne is fun and enjoyable.
- Other:** Works well with others, pragmatic in a chaotic environment
- Other:** Consensus building, enthusiasm
- Other:** Well organized and communicates well.

What two or three things does this person do that make him/her most effective in current role?

- Boss:** Suzanne approaches problems systematically and gets results. She has worked with and led her team very well. She has improved in self confidence and influencing.
- Peer:** - Suzanne is calm and steady at all times. - Suzanne can convince people from different areas of XYZ to adopt a sense of value for a common focus.
- Peer:** Communicates well, Energy
- Peer:** Good listener Sets a good example for others Understands what she is working on quite well
- Other:** Develops intergroup relationships and uses them to accomplish objectives. Treats people with respect.
- Other:** She listens to her team members and is able to quickly adapt to changing situations, while not losing focus on the key deliverables.
- Other:** motivates others, ensures critical work get done
- Other:** - Discussing with customer and team members to understand priorities and feasibility of meeting them - Quick decision making
- Other:** Emphasizes teaming and building relationships.

What areas of development should this person focus on to make him/her more effective now and in the future?

- Boss:** Suzanne needs more experience in influencing, customer relationship building and collaboration skills. She will need to begin work on financial skills
- Peer:** Technically become more solid, analyzing situations

Peer: Be more decisive Be a bit more aggressive on projects Sell abilities a bit more Network more.

Other: Become more knowledgeable of the system under her purview. Learn which personnel are best qualified to deal with system issues (identify system experts).

Other: drive for long-term improvement to process

Other: Develop broader understanding of the business

What else would be important for this person to know to help him/her grow as a Manager?

Boss: Suzanne has just recently been assigned a management position. We need to continue her coaching, both professionally and on the job (latter has already been set up). We also need to continue her education in the areas mentioned above.

Peer: Network more, Present goals and commitments Highligh achievements more.