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## MANSSA 360 - R

Company: XYZ  
Report for: Deb Demo  
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## About the 360 Feedback System

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No one knows us better than ourselves. However, there are circumstances where we may not be fully aware of our latent talents, and unable to find the gaps in our skills and knowledge. A 360 feedback system is like walking into a house of mirrors – we get to see ourselves from different perspectives, and perhaps learn things about what we reflect back to others that we've never known before.

The goal of a 360 feedback system is to provide insight into your skills and personality from the perspectives of those who work most intimately with you. While it can be difficult at times to receive criticism from others, regardless of how constructive it is, recognize that the feedback is offered with the intention to see you grow as a professional.

Make sure to review your results in detail, paying close attention to skills/traits in which others recommend improvement, and any areas in which there are clear gaps between your ratings and the ratings of others.

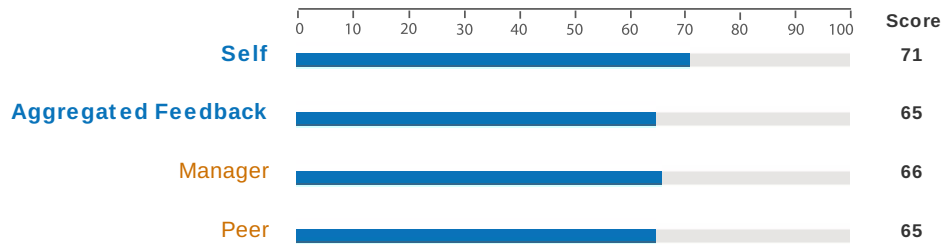
## Result Details

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Each skill and trait assessed in the 360 will be shown on a scale from 0 to 100. The higher the score, the greater the degree to which you possess the trait or skill.

### Overall Rating

Overall managerial performance rating.



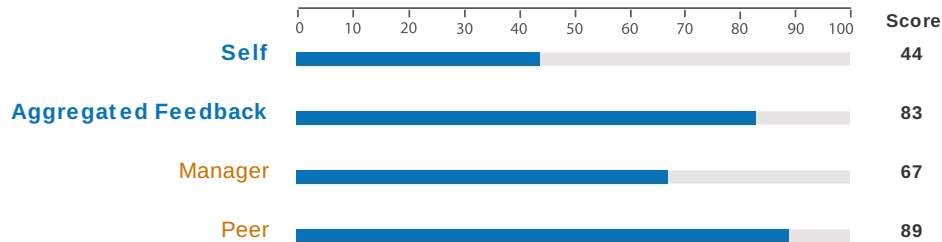
You perform fairly well as a group, but there are a few areas where you still have room to grow. Below you will find your ratings for each of the traits and skills evaluated in the feedback assessment. We recommend that you go through each rating carefully and objectively. You can use the exercises that will be provided in the Advice section as a springboard for mapping out your growth and development as a group.

## SOFT SKILLS

Soft Skills consist of various social competencies that govern your interactions with others. Those who excel in this area find it easier to build a rapport with the people they meet. Those who don't are more likely to struggle with miscommunication and conflict. The following is a breakdown of the Soft Skills scale, and how you have been rated:

### Soft Skills

Ability to converse with others in a manner that shows tact and respect; ability to create a rapport with others.

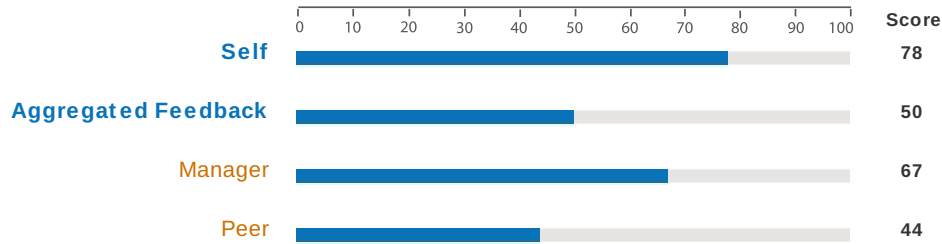


You have a knack for building a rapport with people – you are considerate and diplomatic in your interactions with others. The relationship between managers and employees is a delicate one that needs to be manoeuvred through with tact and respect. This is important, because the style in which a manager interacts with his or her staff has a major impact on job satisfaction and performance. Managers with strong soft skills create a work environment that encourages respect and cooperation. The exercise below provides examples of “touchy” social situations that you are likely to encounter, or may have already. Practice adjusting your social approach to each situation.

*[Tips shown here]*

## Communication Skills

Ability to express thoughts and ideas clearly and effectively.

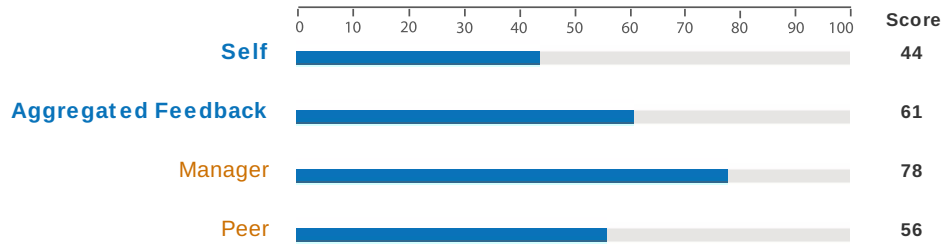


Your ability to communicate with others is passable, leaving room for improvement. It appears that the manner in which you interact with others could be causing confusion or major misunderstandings on some occasions. Communication is one of those fundamental skills that cannot be replaced with or buffered by other competencies – it's much too important. In fact, one of the most common complaints from employees is management's lack of communication. It is well worth the effort to ensure that these skills are in top shape, as they form the basis of a strong relationship with employees. Review the exercise below for some insight on improving communication.

*[Tips shown here]*

## Self-Monitoring

Ability to effectively monitor and manage emotions.

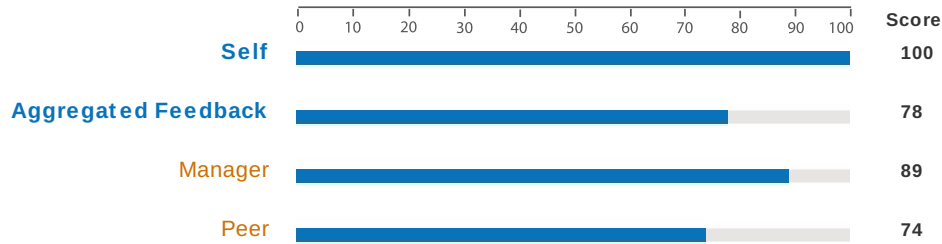


While there can be a few occasions when your emotions will get the best of you, you are generally fairly good at monitoring and controlling your emotions. Managers need to be able to maintain their poise and professionalism at all times, especially when things get busy or stressful at work. While one or two outbursts, for example, can be forgiven, a frequent lack of self-monitoring will leave a bad impression on employees and clients, and create a tense, uneasy and uncomfortable work atmosphere. Review the exercise below to help you improve self-control.

*[Tips shown here]*

## Sensitivity to Social Cues

Ability to read others as well as interpret social situations, and respond appropriately.



You try to see things from your employees' perspective. You usually show empathy and sensitivity when dealing with others, especially in touchy situations. Managers need to face multiple employee issues (performance appraisals, disagreements) that will require a diplomatic approach, or they risk causing friction and may even compel some employees to quit. Empathy and social insight are key to maintaining relationships. Every level of interaction with employees, whether it's assigning tasks or dealing with grievances, requires managers to be empathetic and responsive. Check out the exercise below for improving social sensitivity.

*[Tips shown here]*

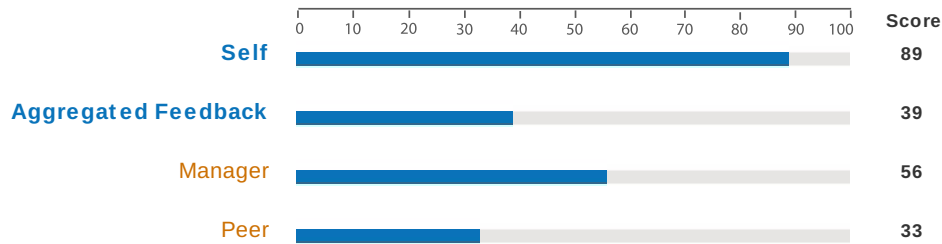


## DEALING WITH EMPLOYEES

How a manager deals with his or her employees has a major influence on morale, engagement and turnover. Those who possess the traits and skills below are more likely to bring out the best in their staff and help them reach their full potential. Those who don't will either create dissension or will struggle to retain talent. The following is a breakdown of this scale, and how you have been rated:

### Coaching

Ability to mentor others.

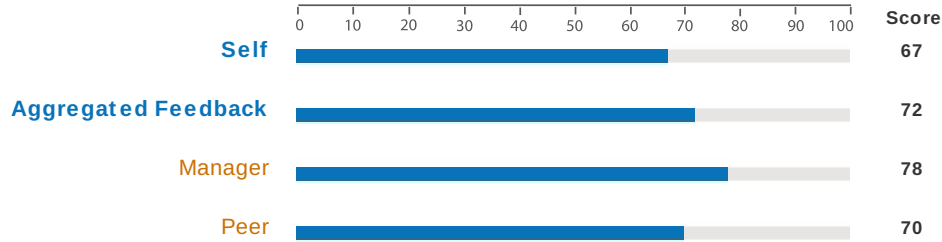


Your combined rating for coaching ability places you in the bottom half in terms of performance. A fair amount of improvement is required when it comes to your approach to mentoring employees in order to help them achieve their full potential. Coaching employees is beneficial for their own development as well the development of the company as a whole. It builds confidence, grooms employees to take on more responsibility and key leadership positions in the future (which is essential to the succession planning process), and helps develop skills and traits that may have otherwise remained undiscovered/latent. Use the exercise below as a jump-start to developing your coaching skills.

*[Tips shown here]*

## Giving Feedback

Ability to offer regular and constructive feedback.

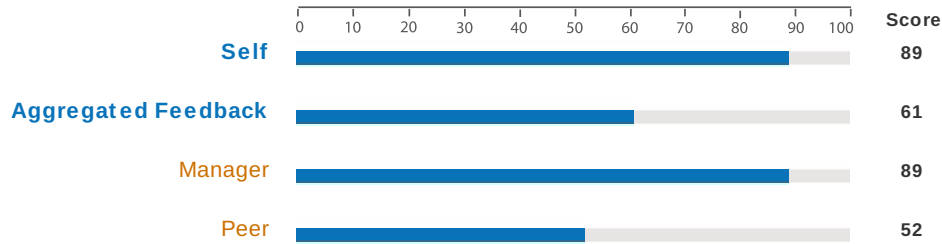


You often make it a point to offer feedback to your employees regarding their performance. While you could still polish your skills in this area, you have made feedback a staple of your managerial approach, and this will certainly benefit your staff. Feedback that is tactful and that offers guidance for improvement is one of management's most effective tools for employee development. Timely feedback reduces the potential for error and failure, keeps the line of communication open between management and staff, and shows employees that the company is dedicated to their individual success. To improve the feedback process, check out the exercise below.

*[Tips shown here]*

## Comfort with Authority

Level of comfort with leading and giving orders to others.

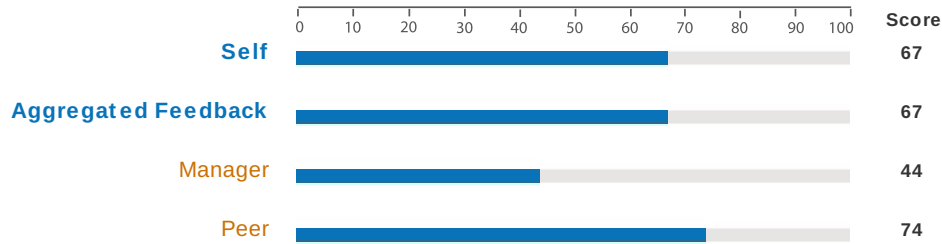


Being in a position of authority may not come naturally to you, but you have managed to show others that, for the most part, you have the ability to take charge and are fairly comfortable doing so. In order to gain respect, trust, and compliance from others, managers need to show that they can take charge – and are comfortable doing so. Assigning tasks, conducting performance evaluations, enforcing rules and reprimanding misconduct all require a manager to be comfortable in his or her own skin. The exercise below can help you improve your comfort with authority.

*[Tips shown here]*

## Flexibility

Openness to change and to different views.

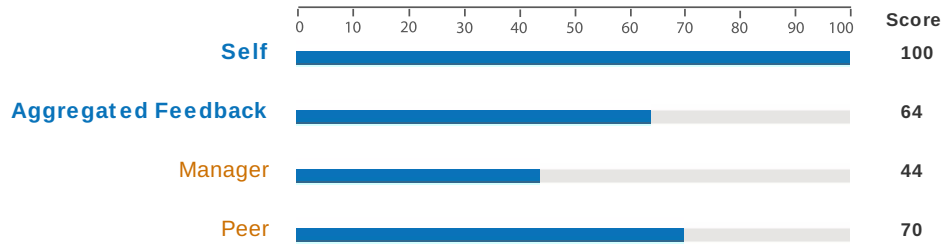


While you may not agree with every idea or alternative you are presented with, you usually try to be as open-minded as possible. Being flexible doesn't imply jumping on every bandwagon and accommodating every request. Flexibility means being willing to look at other possibilities while remaining objective. Managers who are inflexible risk missing out on important business opportunities, and are more likely to find themselves in conflict with employees.

*[Tips shown here]*

## Rewarding Performance

Willingness to offer incentives to work hard and recompense employees for a job well done.

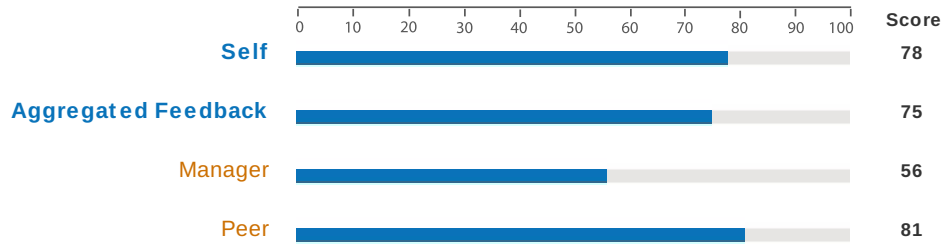


You consider rewarding employee performance fairly important, although it may not always be on a consistent basis. Regularly offering incentives shows employees that management not only recognizes their hard work, but also appreciates it as well. A combination of both intrinsic (comes from within, like pride, sense of enjoyment) and extrinsic motivation (comes from outside of self, like praise, bonuses) provide the ideal balance of rewards. Review the exercise below for tips on rewarding performance.

*[Tips shown here]*

## Motivating

Ability to inspire employees to do and be their best

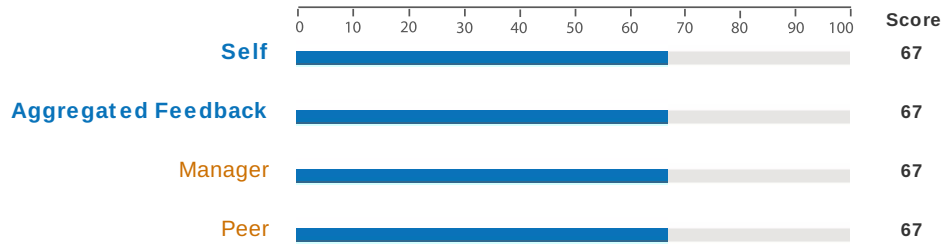


You understand the importance of motivating employees in order to encourage them to offer 100% effort. You may still need to adjust your motivational approach slightly, but overall, you are on the right track. While it is important for employees to be self-motivated, encouragement from management can boost productivity, morale, and job satisfaction. Motivated employees are more likely to be committed and loyal, because management makes it worth it for them to be so.

*[Tips shown here]*

## Collaboration

Ability and willingness to work with others.

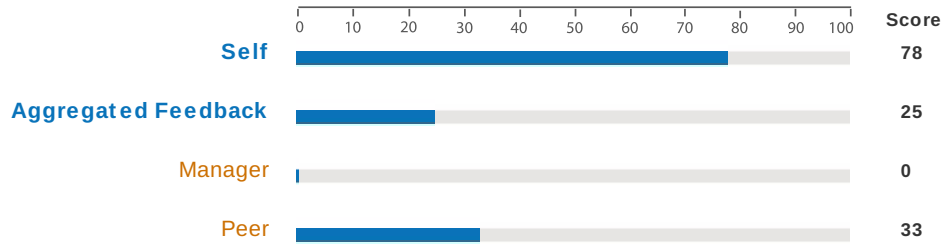


You are making an effort to work alongside others, and recognize the advantages of collaborating with your team. When managers are open to learning from and working with others, they can tap into an amazing source of ideas, knowledge, and expertise. Employees can provide a unique point of view of the company; they can offer valuable suggestions to help encourage business and make operations more efficient. The exercise below offers insight into the benefits of collaborating with others.

*[Tips shown here]*

## Perfectionism (standards set for others)

Ability to set high but reasonable expectations for others.



You will need to revise the standards that you set for your employees, because your expectations of them do not seem to be cultivating their strengths in an empowering way. In order to encourage employees to stretch outside their comfort zone and accomplish more, managers need to set their standards high but reasonable. Encouraging high-quality work and showing employees how to learn from error and failure is more empowering and more likely to draw out the best in them.

*[Tips shown here]*

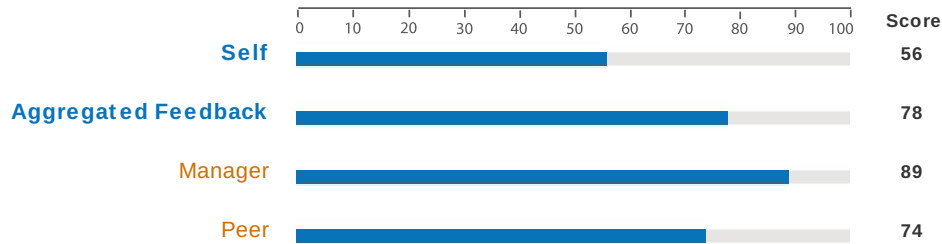


## DEALING WITH STRESS

A manager's job is fraught with challenges. Aside from the fact that managers need to be able to juggle many different tasks, they must also take responsibility for the success and the failure of their team. This requires a great deal of inner strength and tenacity. The following is a breakdown of this scale, and how you have been rated:

### Coping Skills

Ability to cope with stress in a healthy manner.

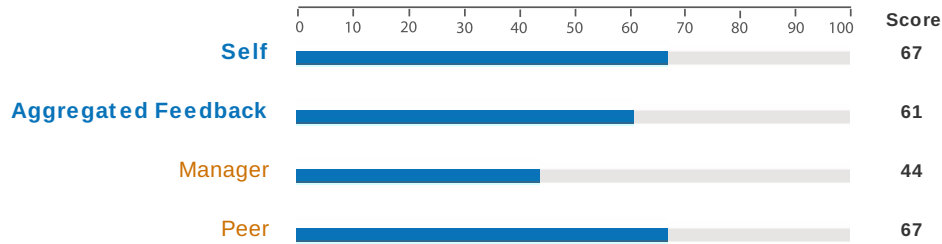


You are generally able to deal with stress at work, although you may occasionally struggle under pressure. Overall, you can function reasonably well in high-pressure situations, but it is not an ideal condition for you. Adopting some practical techniques to deal with stress can be very helpful in your case. With the need to balance many tasks and deal with a multitude of issues, coping with stress is generally part and parcel of a managerial position. Managers need to be able to channel stress productively and remain poised under pressure in order to set a good example for others. The exercise below offers two helpful methods to deal with stress in the heat of the moment.

*[Tips shown here]*

## Optimism

Extent to which a person has an upbeat, positive attitude.

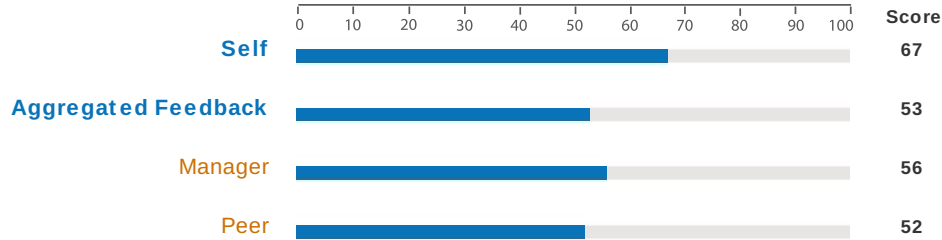


Your attitude and mindset leans more toward optimism than pessimism. You tend to believe – or at least hope - that an outcome will be favorable, although you may occasionally have some lingering doubt at the back of your mind. While there may be some potential benefits to a pessimistic outlook, optimism has been shown to enhance creativity, resilience, goal orientation, and success likelihood. In addition, research has shown that positive managers can have a major impact on employee conduct, boosting morale, engagement, and productivity. Check out the exercise below on ways that can encourage a more optimistic mindset.

*[Tips shown here]*

## Locus of Control

Extent to which a person takes responsibility for success and failure, and believes that he/she has the ability to impact his or her environment.

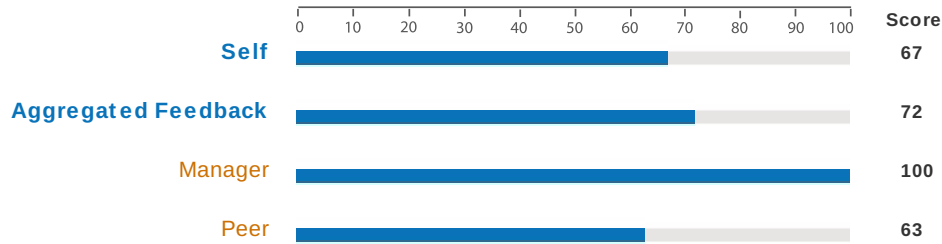


You seem to believe that some of what goes at work (how your employees behave, how projects turn out) is within your control and therefore, are willing to take responsibility for. Other times, you feel that what happens is left to chance or other factors you have no power over. This can sometimes lead to a passive and complacent attitude toward your job. Managers need to believe that, through dedication and hard work, they have the ability to control the success of their team and their organization, or they will find themselves *reacting* rather than *acting* in response to situations at work. The exercise below provides examples of how to adopt a more empowering approach to your work and life.

[Tips shown here]

## Perfectionism (standards set for self)

Ability to set standards for oneself that are high yet reasonable.

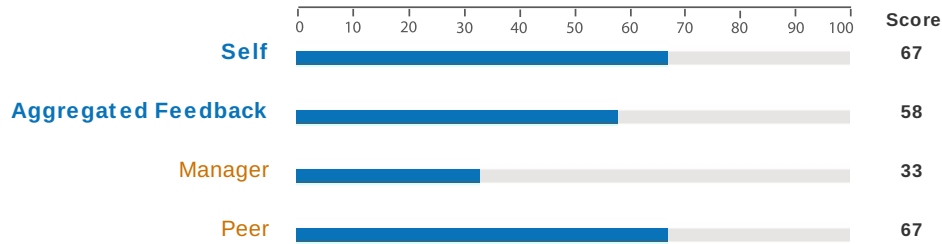


For the most part, you try to set standards for yourself that can bring out the best in you. Healthy perfectionism involves setting standards that push you to achieve a little more than you have in the past, but that still leaves room for error and failure. A perfect manager is not a person who never makes mistakes; it's someone who pushes himself or herself to achieve, who strives to give his or her best, and who uses setbacks as learning experiences. Check out the exercise below for tips to encourage healthy perfectionism.

*[Tips shown here]*

## Self-Confidence

Belief in oneself and in one's ability.



From the point of view of others, your level of confidence is not as high as it could be. Confident managers are more likely to inspire trust and respect from their staff. Employees need to know that they can turn to their manager for encouragement and help when facing challenges - they need to know that their leader has the ability to confidently take charge of situations and guide their team to success. The exercise below provides examples of tasks that require a confident approach, and encourages you to come up with solutions to help you develop the self-assuredness needed to complete them.

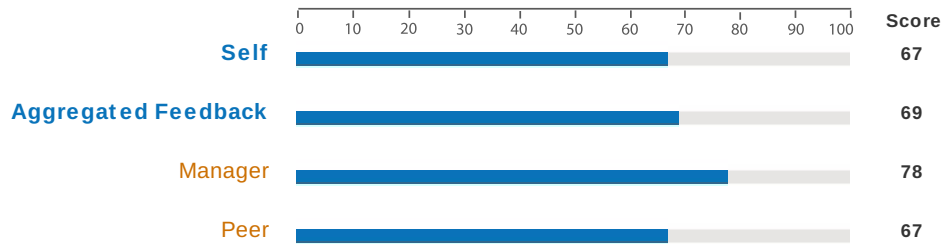
*[Tips shown here]*

## MANAGEMENT SKILLS

It is up to the manager to create a work atmosphere that inspires dedication and commitment. In order to create a self-governing and determined team, managers need to possess certain key competencies. It's not enough to give employees a mission; a good manager needs to be able to lead employees to the completion of that mission. The following is a breakdown of this scale, and how you have been rated:

### Delegating

Willingness and ability to delegate tasks.

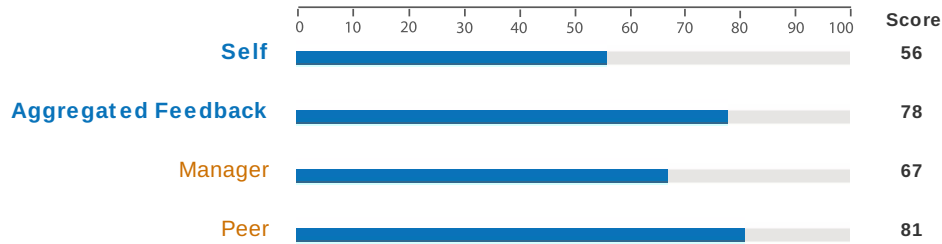


You seem to recognize the importance of delegation to a manager's performance. You are generally comfortable handing over some of your tasks, but may need to slightly modify your approach (i.e. how much to delegate, how often, and to whom). While some managers may hesitate to delegate, the benefits are numerous. On the manager's part, it reduces stress, frees up time to work on high priority projects, and can give a manager a better idea of which employees can handle more responsibility effectively. Employees can also benefit from delegation because they're given the chance to expand their skill set and show their commitment to learning and to the company. Delegation also boosts confidence. Check out the exercise below for tips on how to delegate effectively.

*[Tips shown here]*

## Goal Setting

Ability to set challenging but reasonable goals.

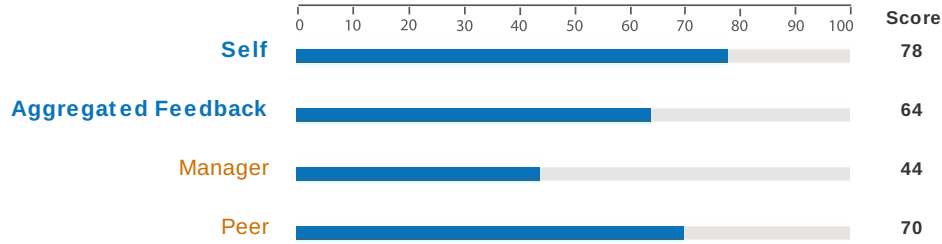


You are reasonably goal oriented, and strive to set and achieve at least some goals for you and your team. You clearly have both the effort and the ambition; however, you may want to review your goal plan to see if there are any areas where improvement is warranted. Setting regular goals for both the short and long-term helps employees and management stay focused, organized, and motivated. If employees do not know what they are working towards, they are more likely to become disenchanted and dissatisfied. Clear and challenging goals push both employees and the organization to grow, progress, and reach for their full potential. The exercise below can help you set up a solid goal plan.

*[Tips shown here]*

## Vision

Assesses whether management has a clear idea of where the company is headed, and how they will get there.



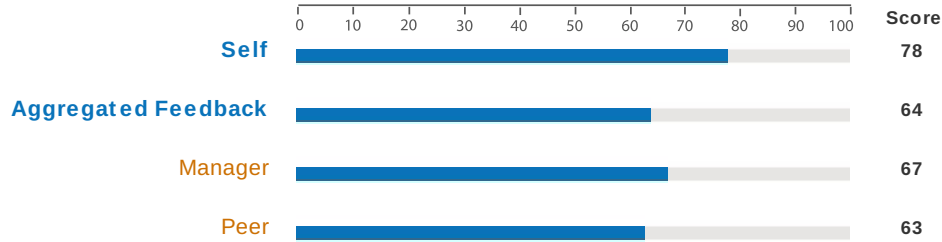
While you may still need to solidify your vision, others seem to at least have an idea as to what you want to achieve as a manager. Remember that goal-setting and vision go hand-in-hand. In order to set the kind of goals that will help an organization progress, managers need to have a vision of what they want to achieve in the short-term and the long-term. This vision must be clear, feasible, and inspiring. Review the exercise for tips on developing a vision for your company.

*[Tips shown here]*



## Communicating Vision

Ability to communicate short-term and long-term vision in a manner that inspires others.



For the most part, you are able to communicate your company vision to employees in a manner that piques their interest and gets them excited. You could work to improve your approach more, but overall, you are doing fairly well in this area. Employees may get things done because they have to, but if they are inspired to work because they know they are making a difference or working toward an important goal, this can have a major impact on their level of motivation and productivity. If a manager is excited about a cause and can communicate this effectively, the enthusiasm will spread to others. Review the exercise below for help on communicating your vision to your employees.

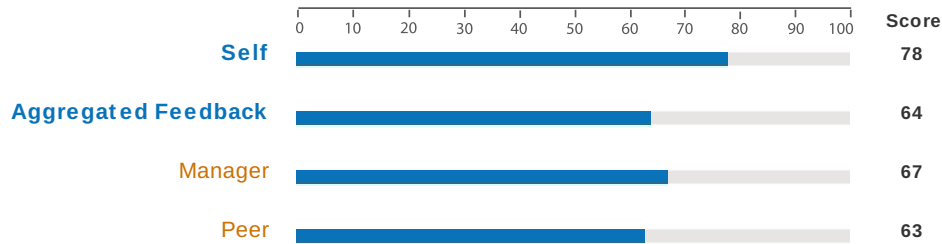
*[Tips shown here]*

## MANAGEMENT ATTRIBUTES

Managers wear many hats. They are decision-makers, role models, problem-solvers, and idea-generators. Those who possess these managerial attribute will have everything they need to lead a team and a company to success. The following is a breakdown of this competency, and how you have been rated:

### Drive

Determination to achieve goals and overcome obstacles.

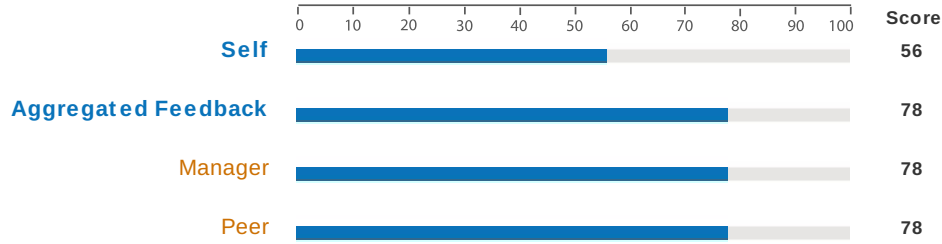


Completing day-to-day tasks, achieving goals, overcoming challenges, and getting through difficult/busy days requires a very driven manager, and you seem to be able motivate yourself to get things done - at least on most occasions. Productivity aside, a driven manager sets a good example for employees. This go-getter approach shows that he or she is committed to success and is willing to work just as hard as everyone else. Review the exercise below for tips that can help increase your drive.

*[Tips shown here]*

## Integrity

Extent to which a person behaves in a trustworthy and honest manner.

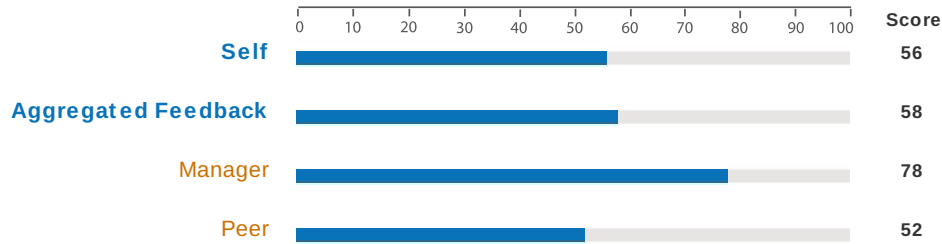


Although building trust is an area that still needs work, people generally feel that you are a manager who conducts himself/herself with honor and honesty. A manager's reputation is a reflection of his or her integrity, and this is standard that will determine (or at least influence) how employees will behave in turn. In order to inspire loyalty, commitment, hard work, and honesty in others – which forms the basis of what makes a company work - a manager must possess integrity.

*[Tips shown here]*

## Risk-taking

Ability to take smart, well-considered risks.

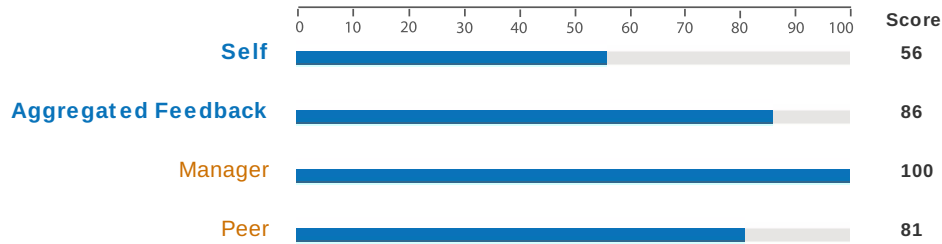


You have some experience with risk-taking, but are not approaching this process in the most proficient way possible, which could result in serious problems. Risk-taking is not limited to financial or physical risks. Managers take risks when deciding who to assign a project to, what kind of clients to take on, who to hire and who to fire. Aside from experience, the consequences of risk-taking, much like decision-making and problem-solving, can be mitigated by researching, analyzing, and planning. Comfort with ambiguity is also important, as even well-laid out risks are not completely fail-safe. The exercise below can help you improve your risk-taking comfort and proficiency.

*[Tips shown here]*

## Creativity

Ability to generate novel and innovative ideas.

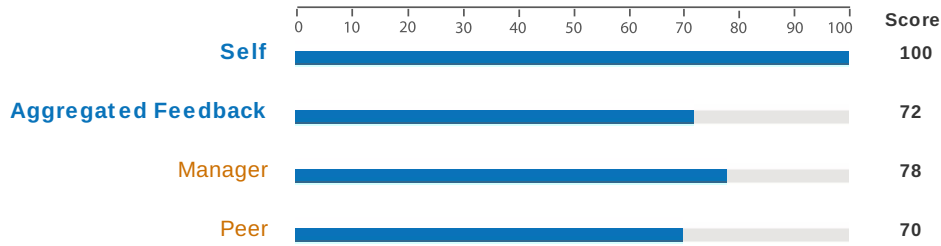


You display a great deal of creativity and innovativeness. Rather than recycling old ideas and solutions, you are able to tap into your creative side and think outside the box in order to come up with novel and progressive approaches. The need for creativity in managerial position may not be readily obvious, but managers are constantly faced with problems, projects, and tasks that require an innovative approach. In addition, with the business world changing all the time, managers need to be resourceful in order to adjust. Using the same ideas and solutions will not work for every problem that arises. Check out the exercise below for ideas on how to get your creative juices flowing.

*[Tips shown here]*

## Decision-Making

Ability to make well-thought out and on-the-spot decisions.

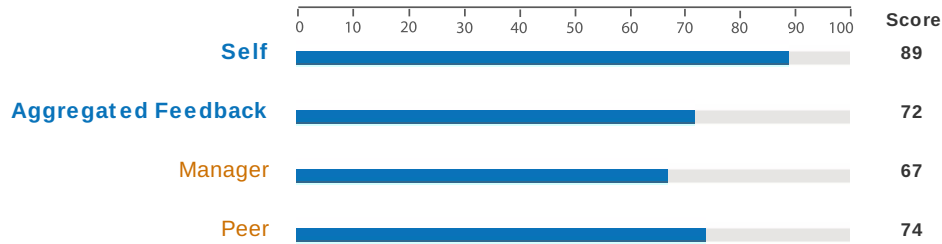


On most occasions, you are a careful, confident, and calculated decision-maker, although your rating indicates that you can still improve more in this area. Overall, you can be trusted to make effective and successful decisions. Managers need to make numerous decisions every day, both minor and high-risk. This requires – especially in terms of the latter - a great deal of confidence, willingness to deal with ambiguity, and the ability to make smart, well-considered, and calculated decisions. Having a clear decision-making process is the key to all this. Review the exercise below for more information.

*[Tips shown here]*

## Problem-Solving

Ability to approach and solve problems effectively and systematically.



Problem-solving can occasionally be a challenge for you, but you do have a fairly good approach to resolving issues. Approaching problem-solving in a systematic manner offers the best foundation for resolution. Using the easiest/fastest solution, or adopting an approach that has worked in the past may work in the short-term, but the problem is likely to resurface – or become worse. In order to solve a problem effectively the first time around, it's important to be open to new ideas and approaches, and to take the time and resources needed to carefully research and plan out a solution. Progress, for both a manager and an organization, requires new and innovative approaches to problems. The exercise below offers insight on how to approach problem-solving in a systematic manner.

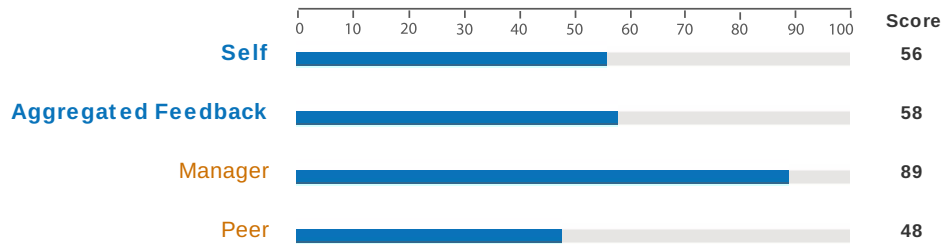
*[Tips shown here]*

## ORGANIZATION

With so many employees and responsibilities to keep track of, the ability to create structure is essential. In a hectic workplace, it's so easy to fall into habits of disorganization – and when one task falls by the wayside, it creates a domino effect. A disorganized manager creates a disorganized staff. The following is a breakdown of this competency, and how you have been rated:

### Organization Skills

Ability to maintain a tidy workspace and approach tasks in an organized manner.



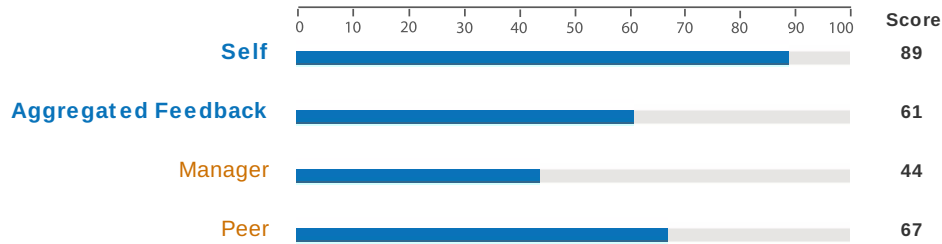
Your effort to stay organized may be successful in the short-term, but it seems to be a challenge for you to keep it up. Your potential for disorganization may be especially pronounced during very busy or high-stress periods at work. With the multitude of tasks that are expected of a manager, organization skills are crucial. Aside from taking care of your own tasks, you need to be able to stay on top of everything that goes on in the organization, from business dealings to employee management. This could prove to be very difficult if you are not well-organized. Everything from planning projects, scheduling and assigning duties, coordinating resources, and meeting deadlines requires strong organization skills – if one person is disorganized, it can throw off an entire operation. Review the exercise below to help you with your organization.

*[Tips shown here]*



## Time Management

Ability to work efficiently and complete tasks in timely manner.

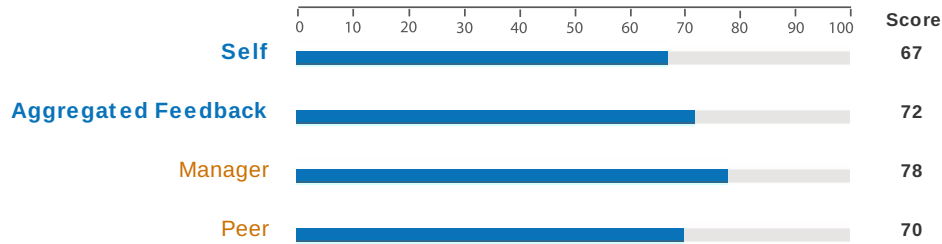


On most occasions, you are able to manage your time well and get tasks and duties done promptly, but your time management skills can still be improved further. With the amount of work that managers need to tackle in a day, time management skills are essential or they risk causing delays, missed deadlines, lower productivity, and disorganization. Understandably, managers may sometimes feel like they don't have enough time to get everything done, but adopting the right time management strategies can help. Review the exercise below for advice.

*[Tips shown here]*

## Concentration Skills

Ability to focus on a task.



Your concentration skills are in good shape, but there may be occasions when you are a little more prone to distraction. It would be a good idea to equip yourself with some strategies to help you stay focused at work. Good concentration requires a mix of self-discipline and a practical approach to reducing distraction as much as possible. Review the exercise below for more information.

*[Tips shown here]*

**Question 31:**

If you would like to make any additional comments regarding this person's management skills and style, please enter them below.

**Self:**

- No comments received

**Manager:**

- This person is well-respected as a leader.

**Peer:**

- This person needs to take more risks as a manager. A manager who is unwilling to take chances sometimes is a liability.
- Deb is an exceptional team leader and supportive colleague.
- Deb Demo works well in a team and compliments her colleagues when they are successful.

## List of Raters

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For your reference, the following is the list of raters who participated in this 360 assessment.

- deborah@myemail.com
- debm@myemail.com
- kathy@myemail.com
- kathypal@myemail.com

## Advice and Tips

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*[Tips shown here]*

*[Link to full advice provided here]*

## Additional Materials

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For other references that can enhance managerial performance, feel free to review the materials suggested below.

### Books:

Title: The Communication Problem Solver: Simple Tools and Techniques for Busy Managers

Author: Nannette Rundle Carroll

Publication year: 2009

Publisher: AMACOM

URL: [http://www.amazon.com/Communication-Problem-Solver-Techniques-book/dp/B0035JJQ9E/ref=sr\\_1\\_9?s=books&ie=UTF8&qid=1318449473&sr=1-9](http://www.amazon.com/Communication-Problem-Solver-Techniques-book/dp/B0035JJQ9E/ref=sr_1_9?s=books&ie=UTF8&qid=1318449473&sr=1-9)

Title: Managing (Right) for the First Time

Author: David C. Baker

Publication year: 2010

Publisher: RockBench Publishing Corp.

URL: [http://www.amazon.com/Managing-Right-First-David-Baker/dp/1605440027/ref=sr\\_1\\_26?s=books&ie=UTF8&qid=1318450094&sr=1-26](http://www.amazon.com/Managing-Right-First-David-Baker/dp/1605440027/ref=sr_1_26?s=books&ie=UTF8&qid=1318450094&sr=1-26)

Title: The Effective Executive

Author: Peter F. Drucker

Publication year: 1993

Publisher: Harperbusiness

URL: [http://www.amazon.com/Effective-Executive-Peter-F-Drucker/dp/0887306128/ref=sr\\_1\\_34?s=books&ie=UTF8&qid=1318450197&sr=1-34](http://www.amazon.com/Effective-Executive-Peter-F-Drucker/dp/0887306128/ref=sr_1_34?s=books&ie=UTF8&qid=1318450197&sr=1-34)

Title: EntreLeadership: 20 Years of Practical Wisdom from the Trenches

Author: Dave Ramsey

Publication year: 2011

Publisher: Howard Books

URL: [http://www.amazon.com/EntreLeadership-Practical-Business-Wisdom-Trenches/dp/1451617852/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1318451062&sr=1-1](http://www.amazon.com/EntreLeadership-Practical-Business-Wisdom-Trenches/dp/1451617852/ref=sr_1_1?s=books&ie=UTF8&qid=1318451062&sr=1-1)