



Executive Summary for Sample Report

Performance Management Group
P.O. Box 843024
Richmond, Virginia 23284-3024
804.828.8845
www.pmg.vcu.edu

360° Feedback Synopsis

Areas of Excellence

- Overall effectiveness is excellent. Your raters are clearly pleased with your management style and progress as a leader. Own your many strengths and they will continue to help you to keep future challenges under control.
- Manages stress effectively; maintains professionalism and clarity regarding “sensitive matters.” You consistently “model the way” and demonstrate leadership through your work ethic, professional standards, and attitude. Keep up your current momentum in your leadership role. Others are always more likely to follow people’s actions rather than their words.
- Excellent interpersonal skills, positive attitude, and works well with all levels of the organization. It sounds as if you are growing in complexity and enhancing your skills with others. There is also a sense that you are developing into more and more of a leader.

Areas for Improvement and Next Steps

- Self-awareness of strengths and becoming more confident in leadership abilities. While you are able to acknowledge strengths and weaknesses that you have, you may, at times, be excessively tough on yourself. It is easy to justify rating ourselves lower than everyone because only we know all of the things that we could have done, but did not. It is good to have high expectations, but if you become too focused on what you are not doing right you will never have the change to improve those areas with your strengths! Consider the advantage of truly owning your strengths – really knowing what you do well.
- Becoming a stronger advocate for change. Research indicates that accurately knowing our true strengths helps to foster positive changes. Based on the comments, confidence may play a role. You may want to explore this further with those around you who really believe in you.
- Keep working toward greater responsibilities and leadership. Refer to the leader you ultimately aspire to become in your Background Information. It seems that if you are not already at this point, you are moving smoothly toward this goal. Be confident in your strengths and use these abilities to move into a stronger leadership role when

mentoring other managers and staff. There is never a reason to sell yourself short in terms of growth. As you develop yourself, you will certainly benefit the organization while making yourself all the more marketable.

Rating Patterns

- Your self-ratings were for the most part in sync with the other ratings. There were, however, a few items where you tended to underrate yourself. It may be worthwhile to review the feedback report in detail to see where you may be selling yourself short.
- There are times when you may need to acknowledge that you really are doing better than you think. That is, others are sometimes quite a bit happier with you than you are with yourself.

Questions for Reflection

1. What would it take to step more fully into a leadership role? What would you need to do to get your internal confidence to the point where you could be more of the leader you want to be? Along the way, how will you involve others in ever-increasing collaboration?
2. Step back, when you can, and consider the bigger picture: What do you ultimately want and who would you like to be there when you achieve that? Tap into the creativity that some have seen and that others say is just below the surface and almost palpable!

Next Steps

1. **Step more fully into your leadership.** Consider focusing on being more of an intentional leader. What kind of mindset shift would you need to make? What changes in behavior (without sacrificing the good practices) would you need to make? What would it look like for a more confident version of you to enter the workplace? Look in the action-planning guide (section 5) for ideas on leadership development.
2. **Become a stronger advocate for change.** As you emerge into a greater leadership position, think of opportunities to bring about small changes in your immediate office environment. Then, consider changes you would like to see in the department as a whole, utilizing your excellent interpersonal skills. Consider how you might facilitate innovative practices within your staff.
3. **Note the comments regarding the changes that people have noticed over the past year.** This is an impressive list. In many ways, it sounds as if you are growing in complexity and enhancing your skills with others.