360-DEGREE STAKEHOLDER FEEDBACK ASSESSESSMENT FOR DEVELOPMENT

Developed by Talent Strategy

Office of Human Resources
UNIVERSITY OF MINNESOTA
Driven to Discover®

Report for Sample

3/20/2024

Report Overview

This feedback contains the results of your 360-degree feedback assessment and is intended to inform your growth and development.

SECTION 1: COMPETENCY DASHBOARD

Use this section to get a high-level overview of your perceived strengths and development needs. Survey items are organized into groups of characteristics called competencies. Competencies are knowledge, skills, abilities, and other factors that are important for a leader's success. The scores for all questions in a competency are averaged to produce an overall competency score. This section presents your scores for each competency as rated by you (self-rating) and others (all others who rated you).

SECTION 2: COMPETENCY DASHBOARD BY RATER GROUP

Use this section to get a high-level overview of your perceived strengths and development needs by rater role. This section presents your scores for each competency as rated by you (self-rating) and others by rater group.

SECTION 3: ADDITIONAL CONSIDERATIONS

Use this section to identify areas where you may be underestimating your abilities and where you may be overestimating your effectiveness. This section presents the ten items with the largest positive gap (others' ratings are higher than self-rating) and the ten items with the largest negative gaps (others' ratings are lower than self-rating).

SECTION 4: DETAILED RESULTS

Use this section to get the full details of how each rater group sees you on every item in the survey. This section provides a detailed breakdown of scores and items organized by competency. (A mean with a value of 0.00 indicates all members of a rater group selected “Not enough information” for that item.)

SECTION 5: OPEN-ENDED COMMENTS

Use this section to read open-ended comments. This section includes anonymous comments from evaluators from all the rater groups.

SECTION 6: RATINGS DISTRIBUTION

Use this section to view the distribution of ratings for each item. The Subject ratings are not included.

When three or more raters in a category provide feedback, the results of that category will be summarized as a distinct group. Assessments completed by only one or two raters in a non-managerial category will result in that category not being displayed, even though the results will be used in the overall totals in your report. The purpose of a minimum of three responses is to protect rater anonymity.

Report Summary

Self-assessment	Done

Rater Response Summary

Group	Completed responses	% complete
Direct Report	5/5	100%
Indirect Report	3/3	100%
Key Partner	10/10	100%
Manager	1/1	100%
Other Leader	1/1	100%
Others	30/30	100%
Peer	5/5	100%
Student	5/5	100%

*Others is defined as all evaluators excluding Self.

How To Interpret Scores

SCALE

1 = Strongly Disagree
2 = Disagree
3 = Slightly Disagree
4 = Slightly Agree
5 = Agree
6 = Strongly Agree
Not Scored = Not Enough Information

MANAGER/SUPERVISOR LEADERSHIP CHALLENGES

Challenge	Key Competencies	Behaviors
Equity and Diversity *Creating a strong organizational climate and structure of access and inclusion as the critical elements and core values in achieving excellence*	**Demonstrates an Open Mind**	Demonstrates an understanding of how their own values and assumptions about equity, inclusivity, and diversity influence decision-making. Identifies and openly discusses own and others' social and cultural identities and differences relevant to work. Creates an environment for open dialogue and conflict resolution around different perspectives.
	Increases Access, Diversity & Inclusion	Recognizes and communicates the importance of diversity and inclusivity. Solicits feedback regarding the inclusivity of the workplace. Creates an inclusive and accessible work environment by finding solutions to systemic barriers. Implements recruitment, hiring, and retention efforts that promote diversity within the workplace.
Results *Finding ways to drive and support innovation while increasing the efficient use of resources*	**Innovates**	Advocates for innovative ideas and solutions. Encourages exploring and evaluating new possibilities and approaches. Supports others who take well-reasoned risks.
	Drives Efficiency	Helps others streamline work processes to improve quality and service. Ensures that data, metrics, or other relevant information is used to monitor progress toward goals. Understands and adopts best practices.
Vision *Setting the right direction, navigating difficult decisions, and aligning resources with priorities*	**Thinks Strategically**	Clearly understands own college/unit's strengths, weaknesses, opportunities, and threats. Understands trends and considers these when making plans. Successfully builds and sustains a broad base of support for important initiatives. Effectively influences decision makers to successfully develop and implement strategies across the college/unit.
	Aligns Resources	Aligns plans with college/unit goals and priorities. Organizes and prioritizes people and resources based on key goals and strategies. Ensures that others have the resources, information, authority, and support needed for success.
Engagement *Building and sustaining high performing teams and departments and retaining top talent*	**Selects and Develops Talent**	Hires and develops the talent needed to support critical goals and priorities. Provides clear performance expectations. Ensures that others receive timely, actionable, and constructive feedback and coaching. Addresses performance problems directly and promptly.
	Motivates and Inspires Others	Helps others understand how their work is connected to broader goals. Recognizes and rewards strong performance and contributions to important priorities. Ensures that others feel valued and respected regardless of their background.
Collaboration *Working well as part of a team and collaborating with and influencing a diverse range of individuals and groups*	**Builds Relationships**	Works effectively with groups with different perspectives and competing interests. When faced with conflict, finds a productive way forward. Includes relevant groups and stakeholders in plans and communications. Creates and strengthens meaningful collaboration and teamwork.
	Is Resilient and Courageous	Helps others respond to unexpected problems with flexibility and resourcefulness. Expresses own opinions and views with confidence. Stands by decisions that are not well received by others, if necessary to advance key priorities.
Accountability *Establishing and maintaining a reputation for integrity and personal accountability*	**Operates with Integrity**	Ensures that others demonstrate a strong commitment to ethics, integrity, and honesty. Consistently follows through on commitments. Takes ownership for the performance of the team.
	Learns and Adapts	Demonstrates self-awareness of own strengths and development needs and takes action to develop and enhance own skills. Seeks to understand feedback that is inconsistent with own perceptions of strengths and development needs. Demonstrates a willingness to take on new challenges.

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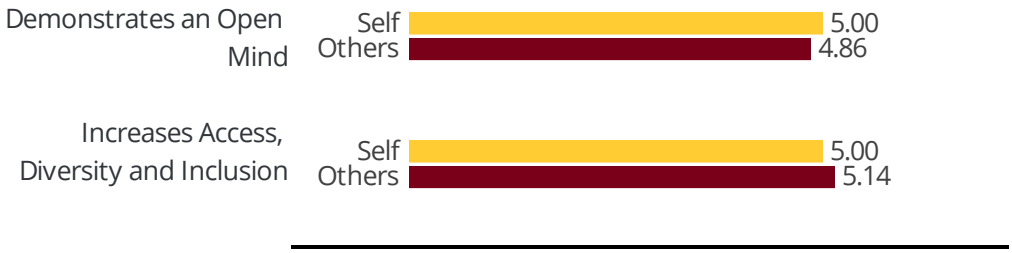
Competency Dashboard

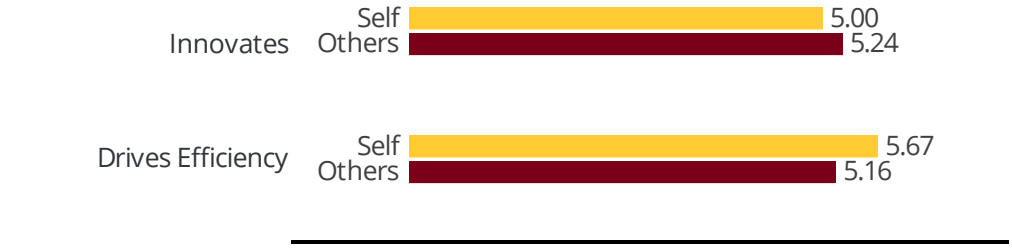
EQUITY AND DIVERSITY

Creating a strong organizational climate and structure of access and inclusion as the critical elements and core values in achieving excellence



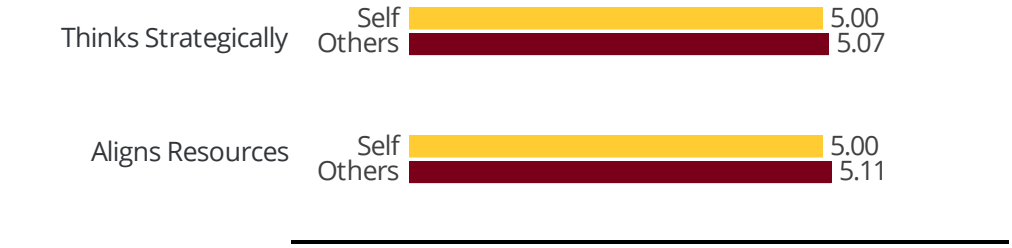
RESULTS

Finding ways to drive and support innovation while increasing the efficient use of resources



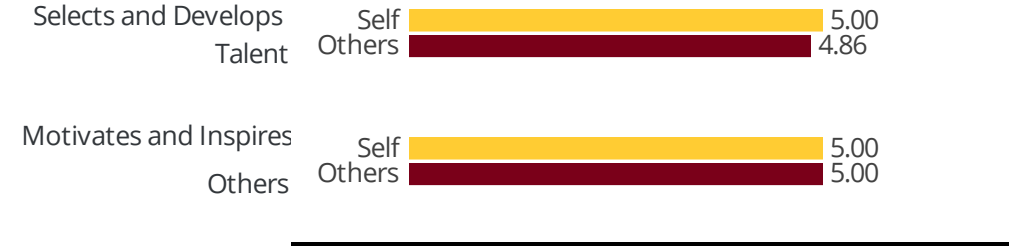
VISION

Setting the right direction, navigating difficult decisions, and aligning resources with priorities



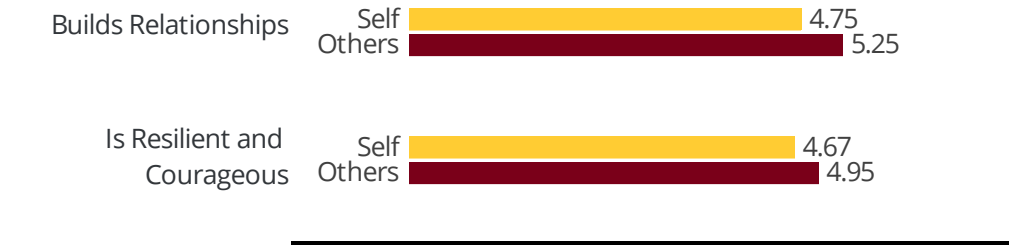
ENGAGEMENT

Building and sustaining high performing teams and departments and retaining top talent



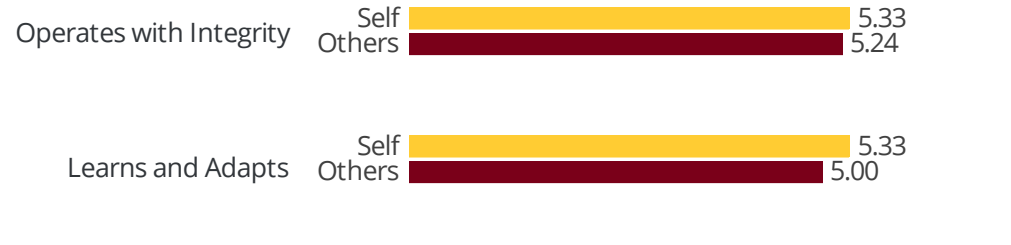
COLLABORATION

Working well as part of a team and collaborating with and influencing a diverse range of individuals and groups



ACCOUNTABILITY

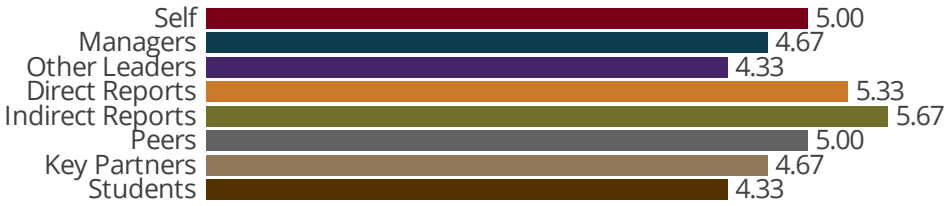
Establishing and maintaining a reputation for integrity and personal accountability



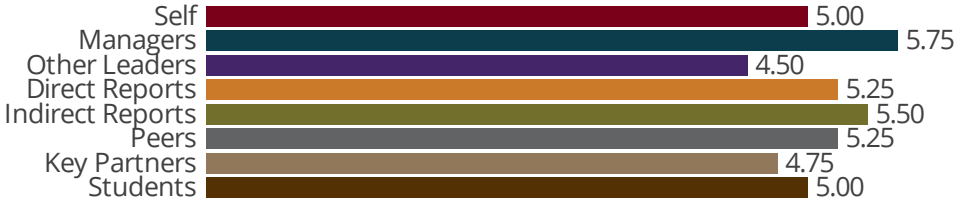
Competency Dashboard by Rater Group

EQUITY AND DIVERSITY

Demonstrates an Open Mind

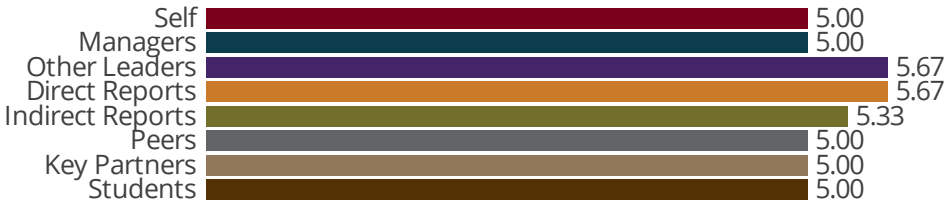


Increases Access, Diversity and Inclusion

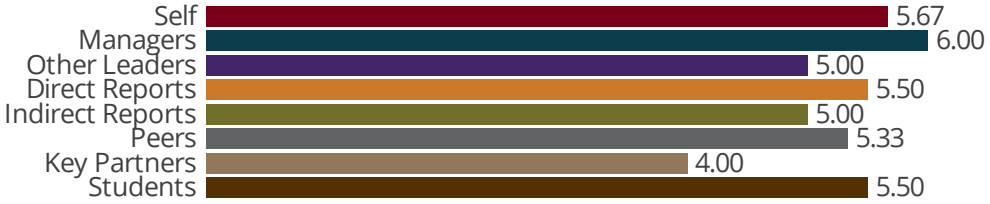


RESULTS

Innovates

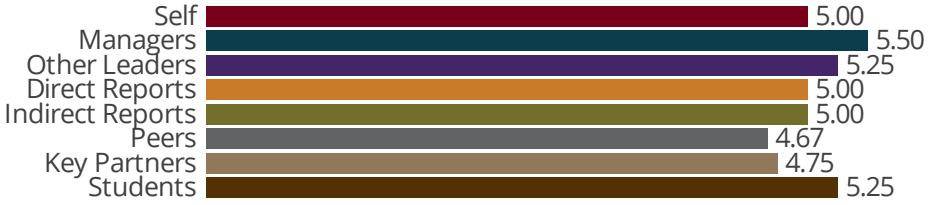


Drives Efficiency

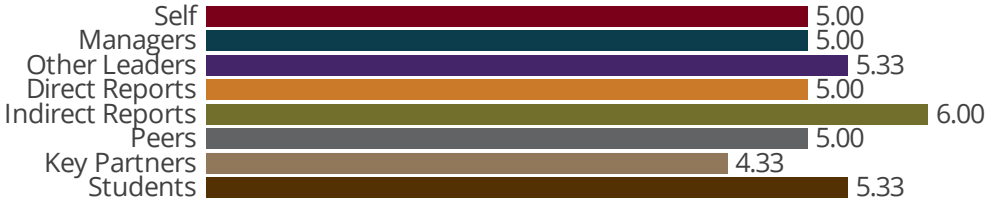


VISON

Thinks Strategically

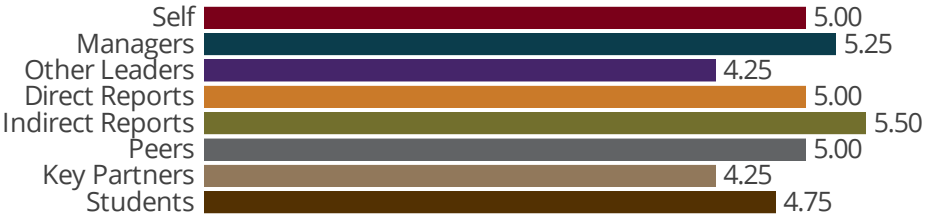


Aligns Resources

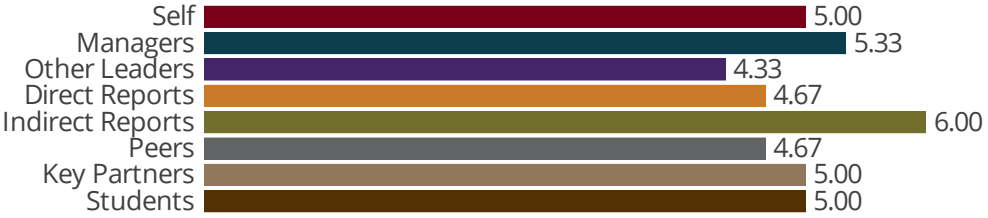


ENGAGEMENT

Selects and Develops Talent

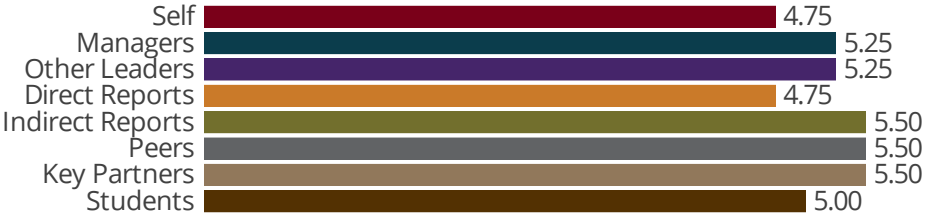


Motivates and Inspires Others

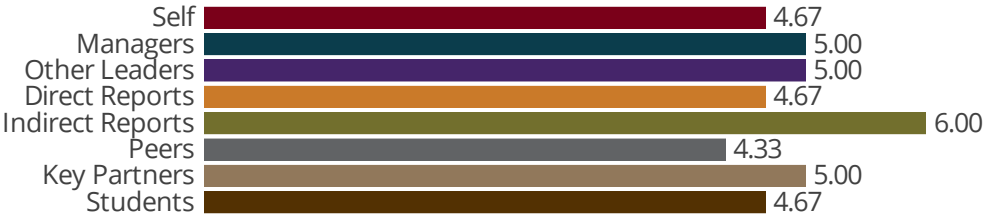


COLLABORATION

Builds Relationships

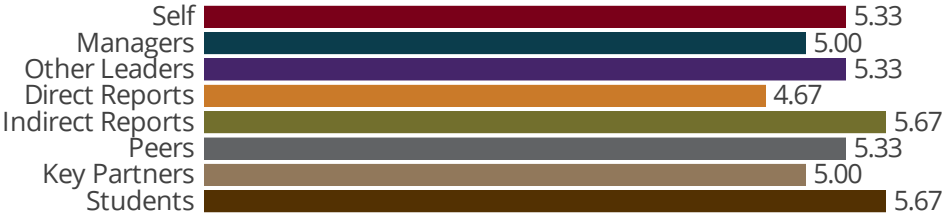


Is Resilient and Courageous

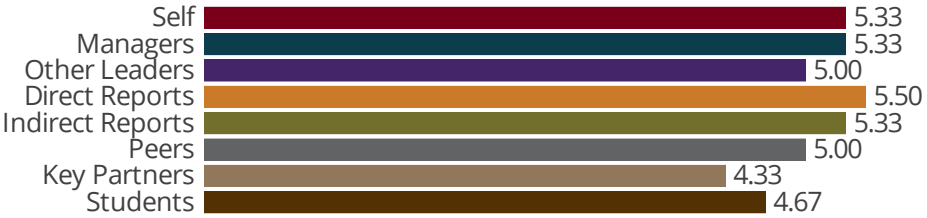


ACCOUNTABILITY

Operates with Integrity



Learns and Adapts



Additional Considerations

Possible Strengths

Rank	Scoring category	Item	Self	Others	Gap
1	Builds Relationships	Includes relevant groups and stakeholders in plans and communications.	4.00	5.43	**+1.43**
2	Builds Relationships	When faced with conflict, finds a productive way forward.	4.00	5.29	**+1.29**
3	Aligns Resources	Ensures that others have the resources, information, authority, and support needed for success.	4.00	5.14	**+1.14**
4	Increases Access, Diversity and Inclusion	Implements recruitment, hiring, and retention efforts that promote diversity within the workplace.	4.00	5.00	**+1.00**
5	Thinks Strategically	Understands trends and considers these when making plans.	4.00	4.86	**+0.86**
5	Motivates and Inspires Others	Ensures that others feel valued and respected regardless of their background.	4.00	4.86	**+0.86**
5	Is Resilient and Courageous	Helps others respond to unexpected problems with flexibility and resourcefulness.	4.00	4.86	**+0.86**
5	Operates with Integrity	Consistently follows through on commitments.	5.00	5.86	**+0.86**
5	Learns and Adapts	Seeks to understand feedback that is inconsistent with own perceptions of strengths and development needs.	4.00	4.86	**+0.86**
6	Demonstrates an Open Mind	Demonstrates an understanding of how their own values and assumptions about equity, inclusivity, and diversity influence decision-making.	4.00	4.57	**+0.57**

Possible Areas for Development

Rank	Scoring category	Item	Self	Others	Gap
1	Learns and Adapts	Demonstrates self-awareness of own strengths and development needs and takes action to develop and enhance own skills.	6.00	4.71	**-1.29**

2	Thinks Strategically	Clearly understands own college/unit's strengths, weaknesses, opportunities, and threats.	6.00	4.86	**-1.14**
3	Builds Relationships	Works effectively with groups with different perspectives and competing interests.	6.00	5.00	**-1.00**
3	Motivates and Inspires Others	Helps others understand how their work is connected to broader goals.	6.00	5.00	**-1.00**
4	Drives Efficiency	Helps others streamline work processes to improve quality and service.	6.00	5.14	**-0.86**
4	Operates with Integrity	Ensures that others demonstrate a strong commitment to ethics, integrity, and honesty.	6.00	5.14	**-0.86**
4	Demonstrates an Open Mind	Creates an environment for open dialogue and conflict resolution around different perspectives.	6.00	5.14	**-0.86**
5	Drives Efficiency	Understands and adopts best practices.	6.00	5.17	**-0.83**
6	Learns and Adapts	Demonstrates a willingness to take on new challenges.	6.00	5.50	**-0.50**
6	Aligns Resources	Aligns plans with college/unit goals and priorities.	6.00	5.50	**-0.50**

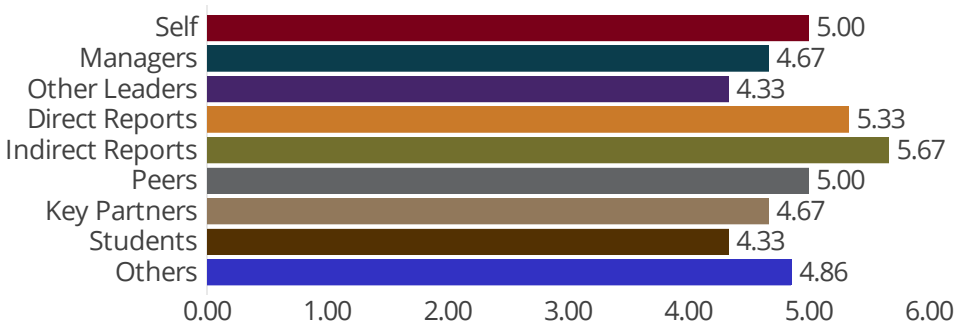
A possible strength is a behavior or competency where others rated you higher than you rated yourself. This gap in scores indicates you may underestimate how effective you are in these areas. Up to ten of the largest gaps are presented.

A possible area for development is a behavior or competency where you rated yourself higher than others rated you. This gap in scores indicates you may overestimate how effective you are in these areas. Up to ten of the largest gaps are presented.

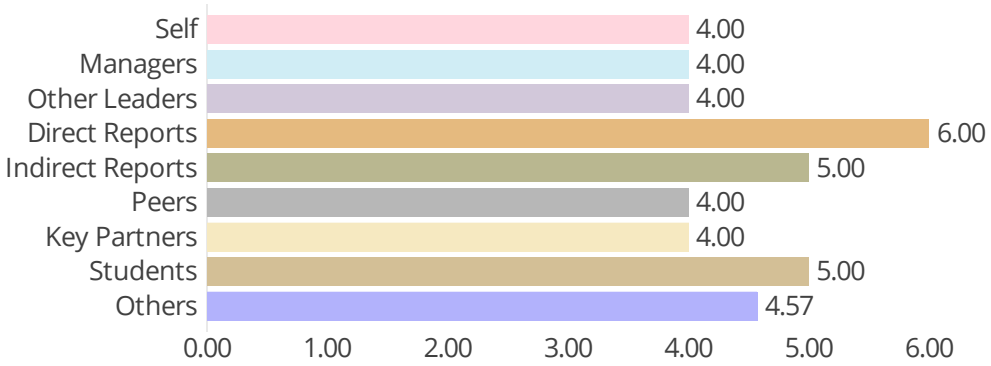
EQUITY AND DIVERSITY: DEMONSTRATES AN OPEN MIND

Creating a strong organizational climate and structure of access and inclusion as the critical elements and core values in achieving excellence

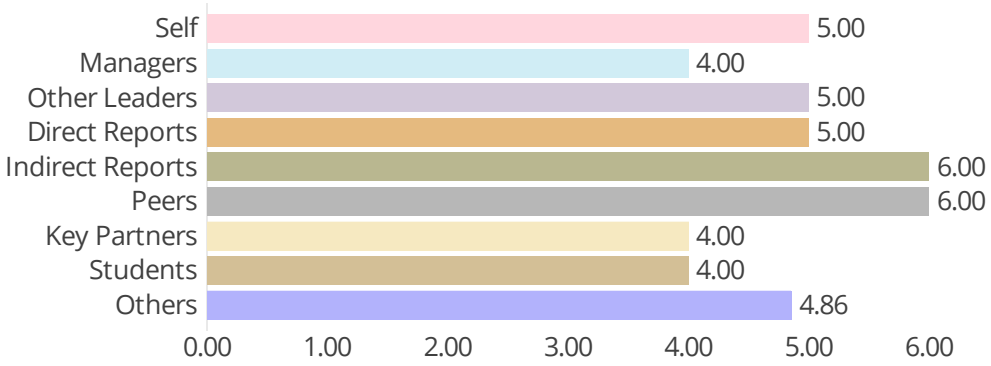
Demonstrates an Open Mind



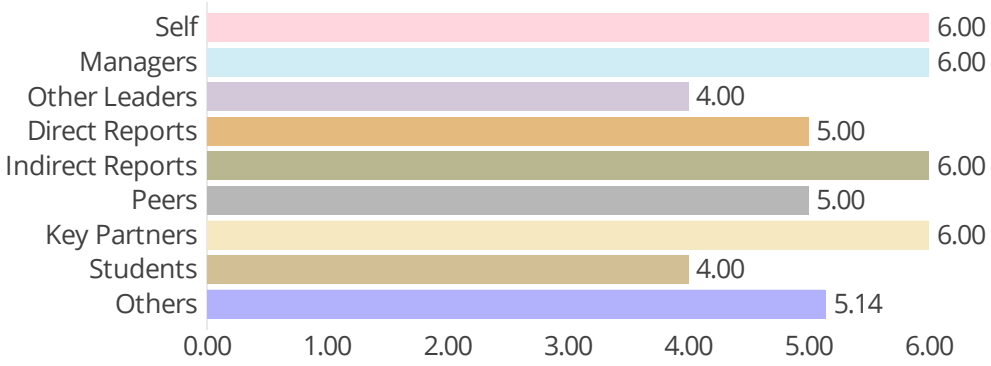
Demonstrates an understanding of how their own values and assumptions about equity, inclusivity, and diversity influence decision-making.



Identifies and openly discusses own and others' social and cultural identities and differences relevant to work.



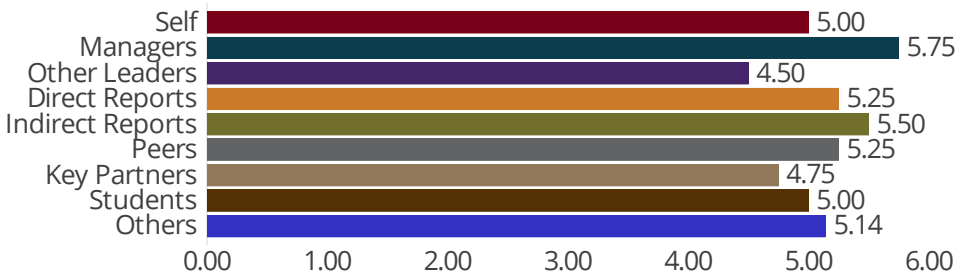
Creates an environment for open dialogue and conflict resolution around different perspectives.



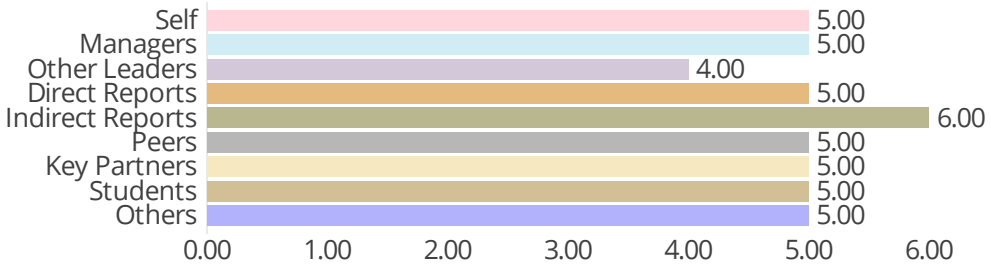
EQUITY AND DIVERSITY: INCREASES ACCESS, DIVERSITY & INCLUSION

Creating a strong organizational climate and structure of access and inclusion as the critical elements and core values in achieving excellence

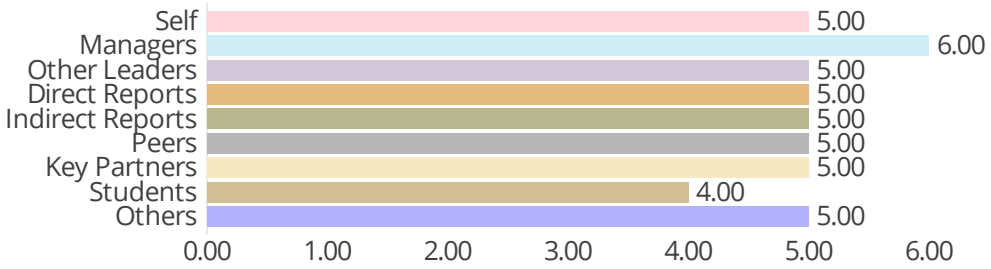
Increases Access, Diversity and Inclusion



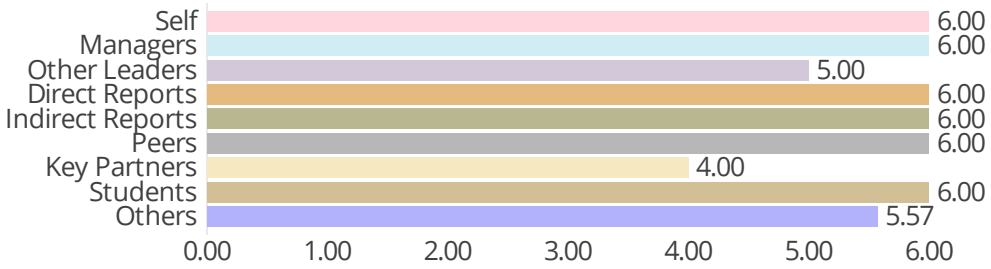
Recognizes and communicates the importance of diversity and inclusivity.



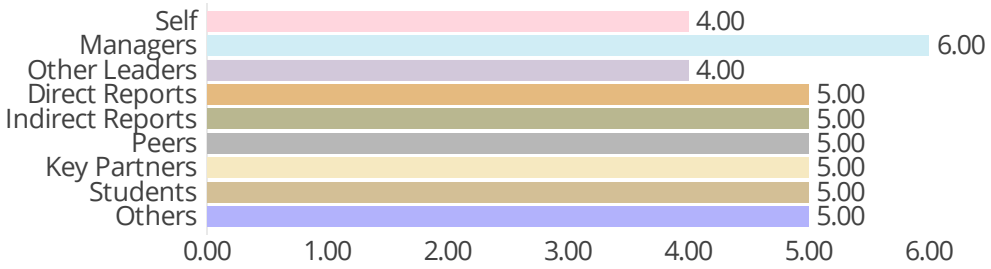
Solicits feedback regarding the inclusivity of the workplace.



Creates an inclusive and accessible work environment by finding solutions to systemic barriers.



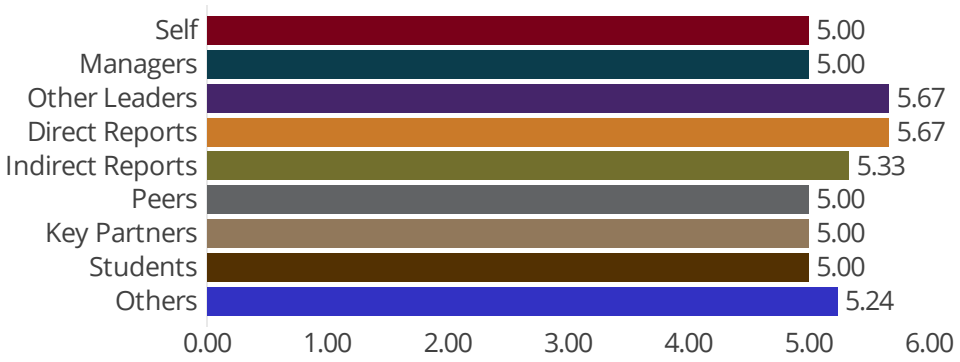
Implements recruitment, hiring, and retention efforts that promote diversity within the workplace.



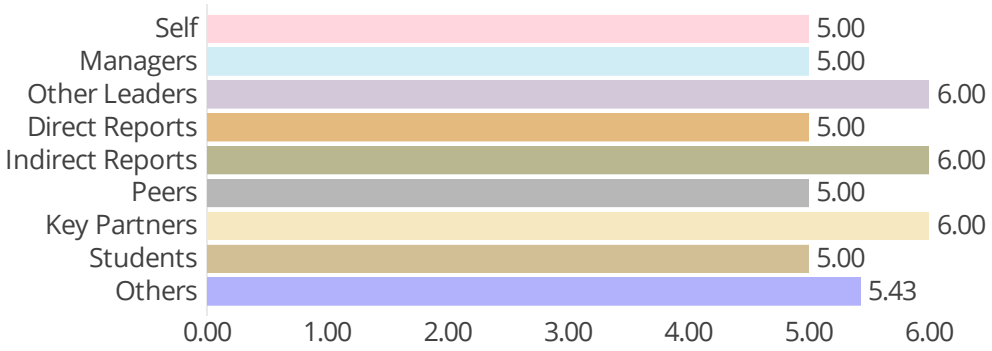
RESULTS: INNOVATES

Finding ways to drive and support innovation while increasing the efficient use of resources

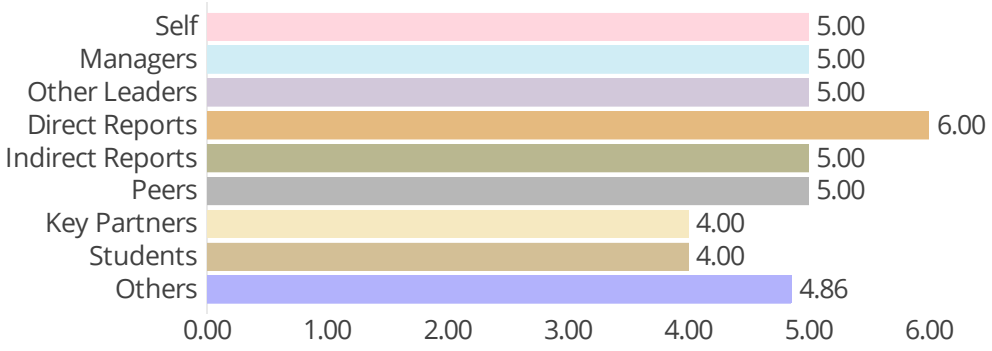
Innovates



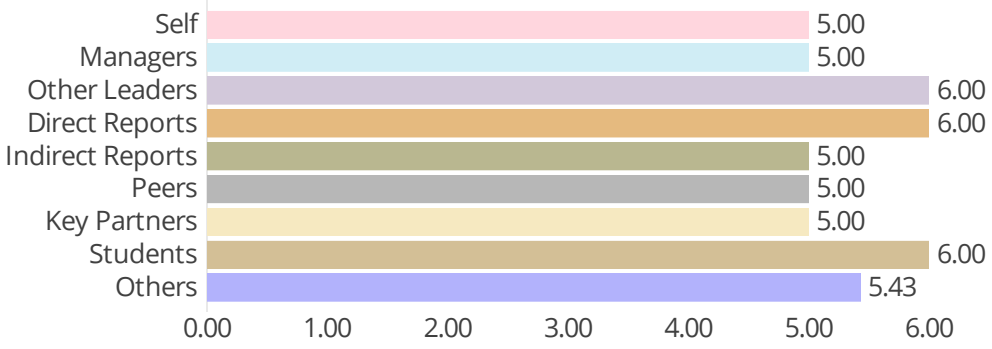
Advocates for innovative ideas and solutions.



Encourages exploring and evaluating new possibilities and approaches.



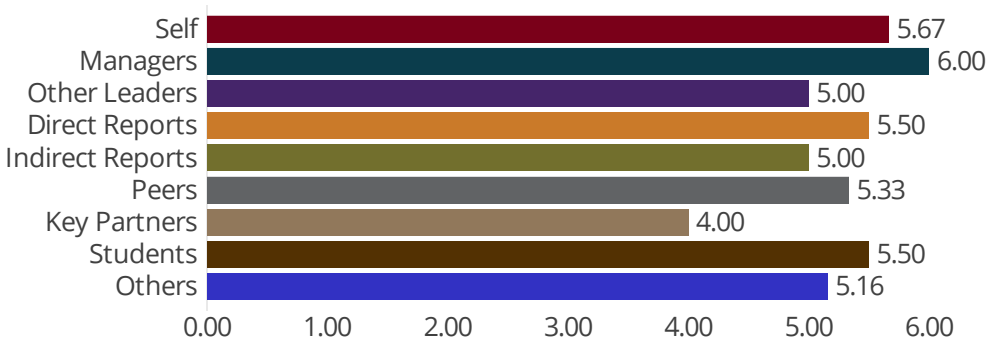
Supports others who take well-reasoned risks.



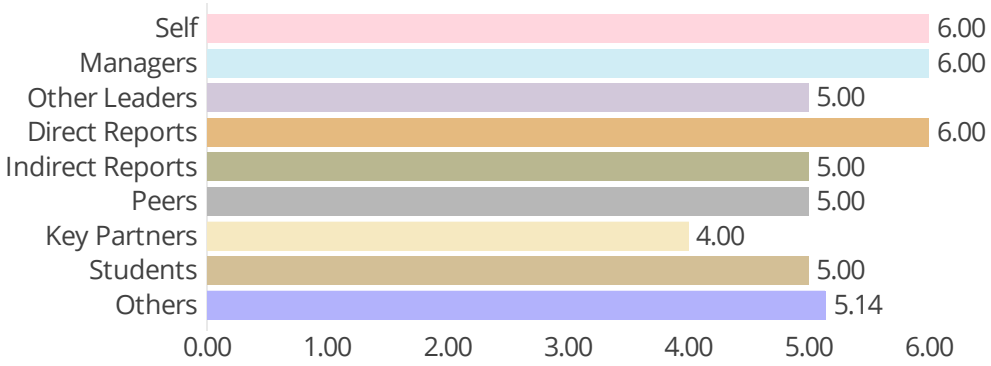
RESULTS: DRIVES EFFICIENCY

Finding ways to drive and support innovation while increasing the efficient use of resources

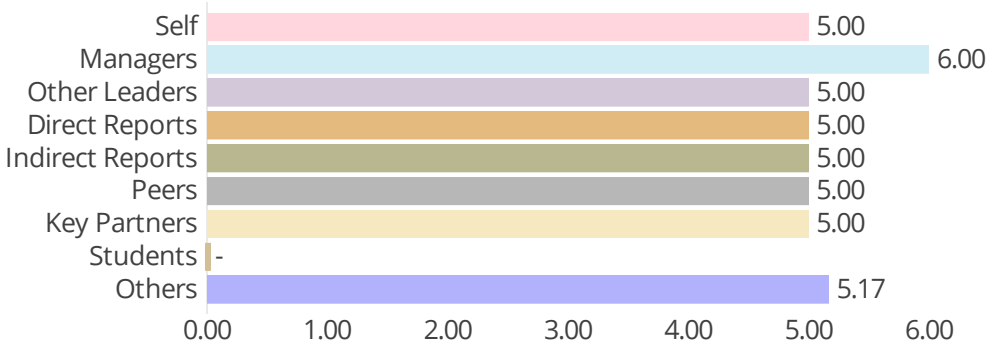
Drives Efficiency



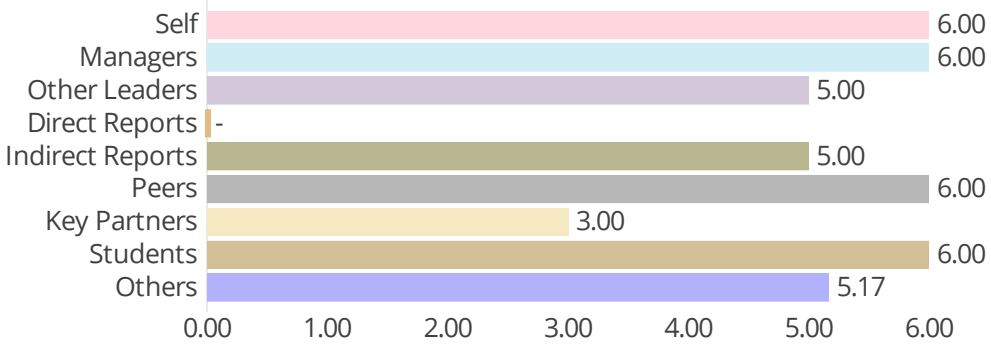
Helps others streamline work processes to improve quality and service.



Ensures that data, metrics, or other relevant information is used to monitor progress toward goals.



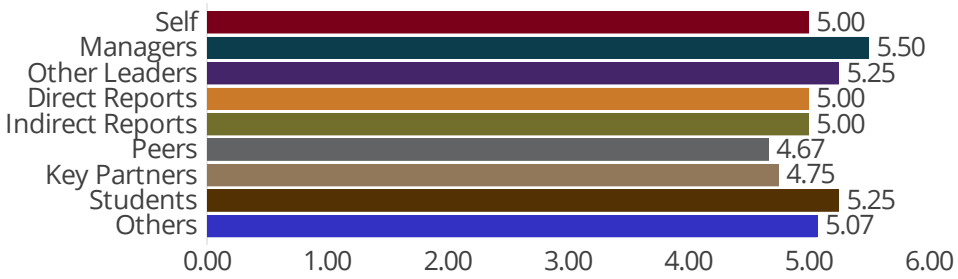
Understands and adopts best practices.



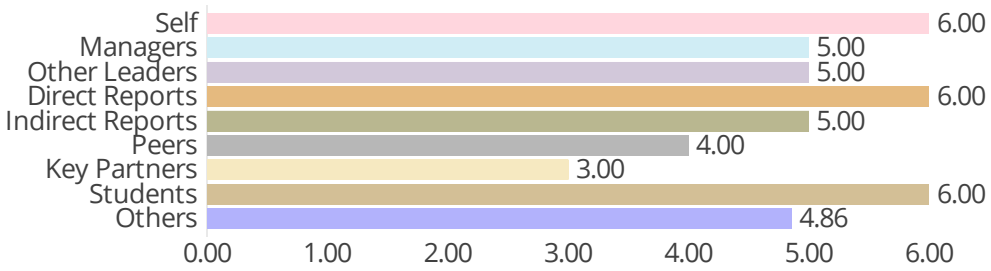
VISION: THINKS STRATEGICALLY

Setting the right direction, navigating difficult decisions, and aligning resources with priorities

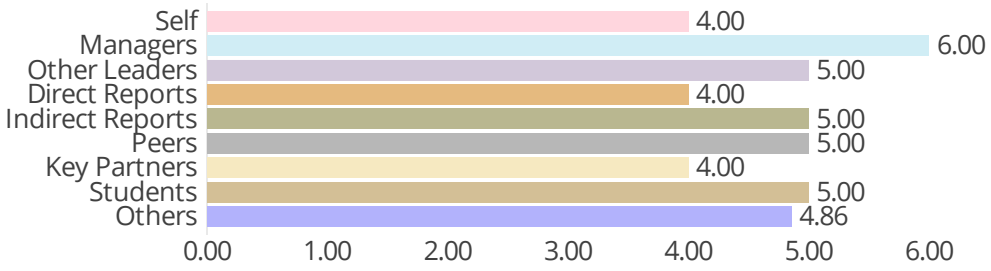
Thinks Strategically



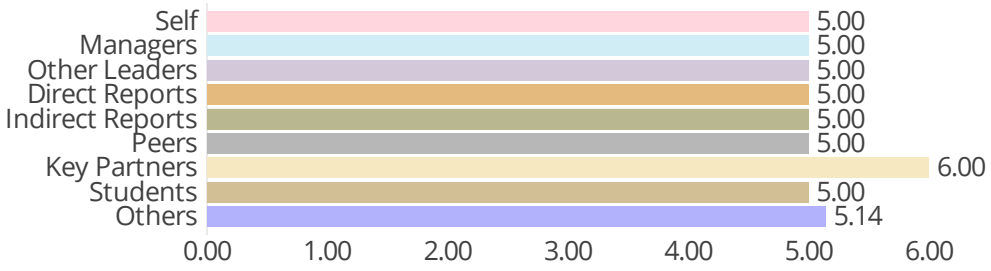
Clearly understands own college/unit's strengths, weaknesses, opportunities, and threats.



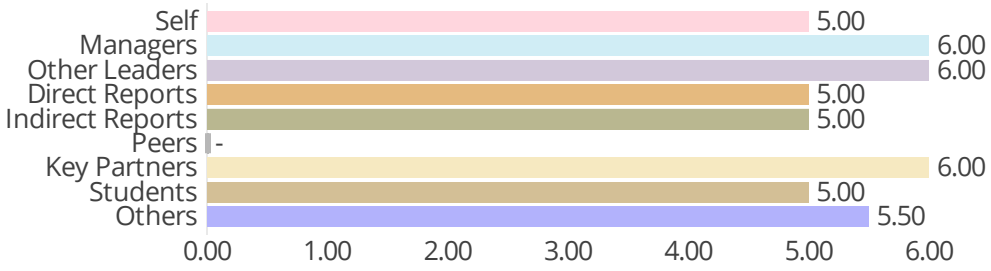
Understands trends and considers these when making plans.



Successfully builds and sustains a broad base of support for important initiatives.



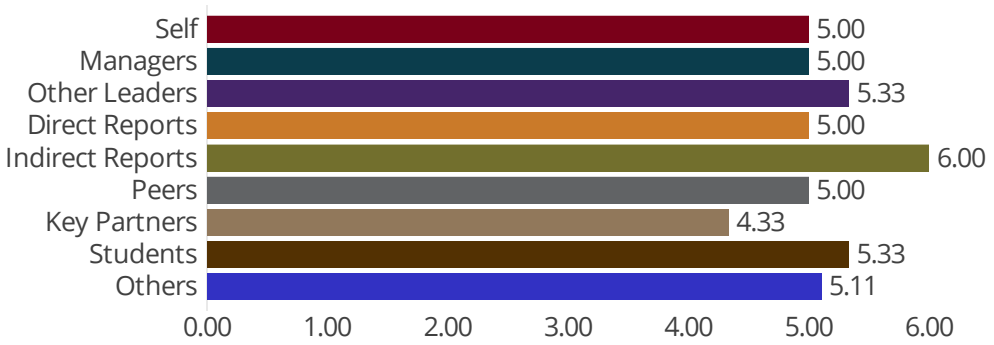
Effectively influences decision-makers to successfully develop and implement strategies across the college/unit.



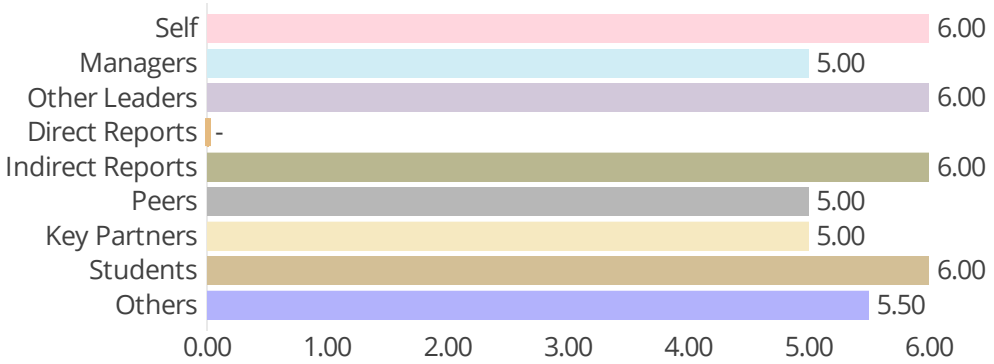
VISION: ALIGNS RESOURCES

Setting the right direction, navigating difficult decisions, and aligning resources with priorities

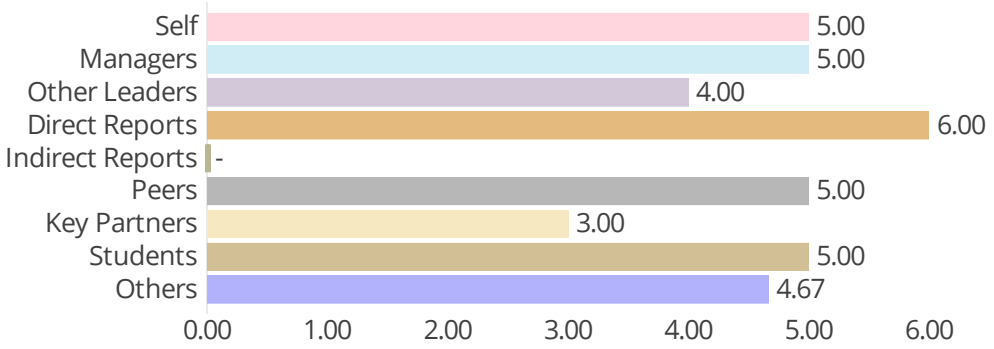
Aligns Resources



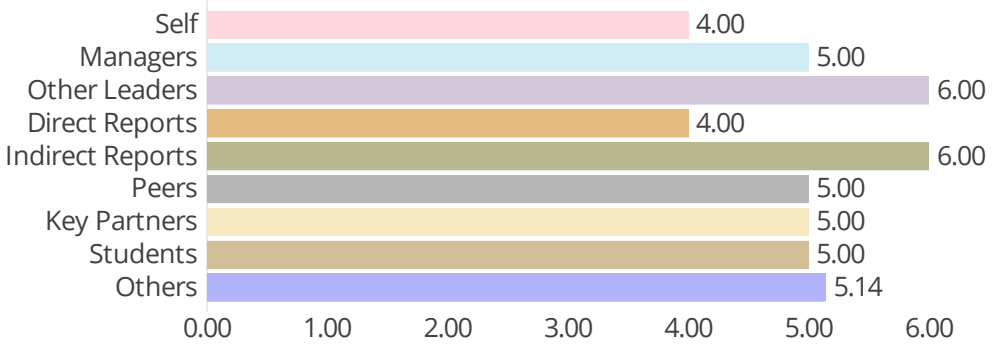
Aligns plans with college/unit goals and priorities.



Organizes and prioritizes people and resources based on key goals and strategies.



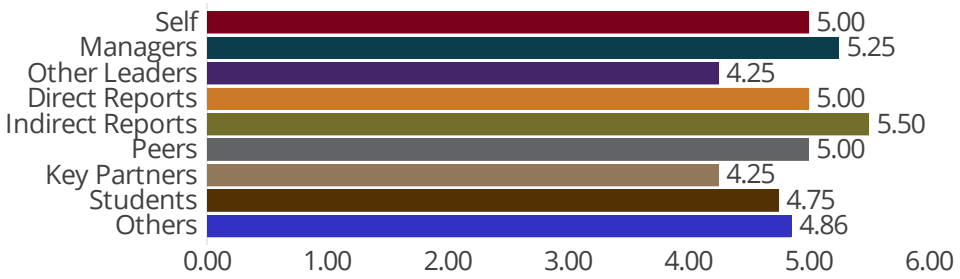
Ensures that others have the resources, information, authority, and support needed for success.



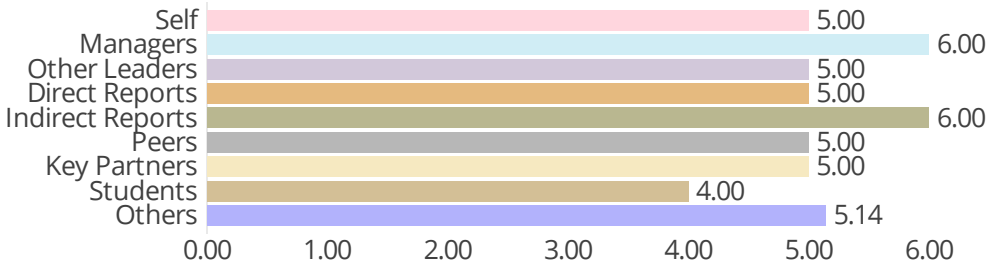
ENGAGEMENT: SELECTS & DEVELOPS TALENT

Building and sustaining high performing teams and departments and retaining top talent

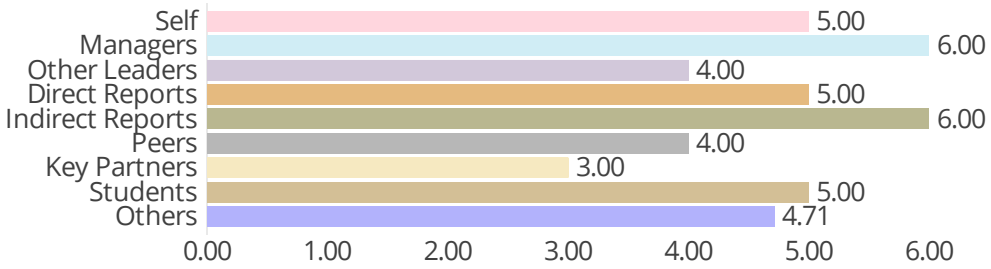
Selects and Develops Talent



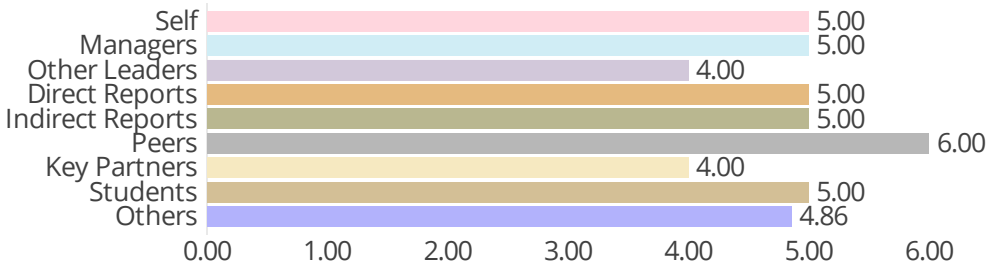
Hires and develops the talent needed to support critical goals and priorities.



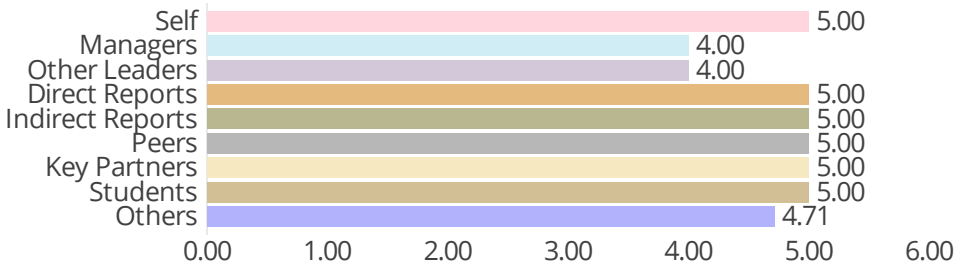
Provides clear performance expectations.



Ensures that others receive timely, actionable, and constructive feedback and coaching.



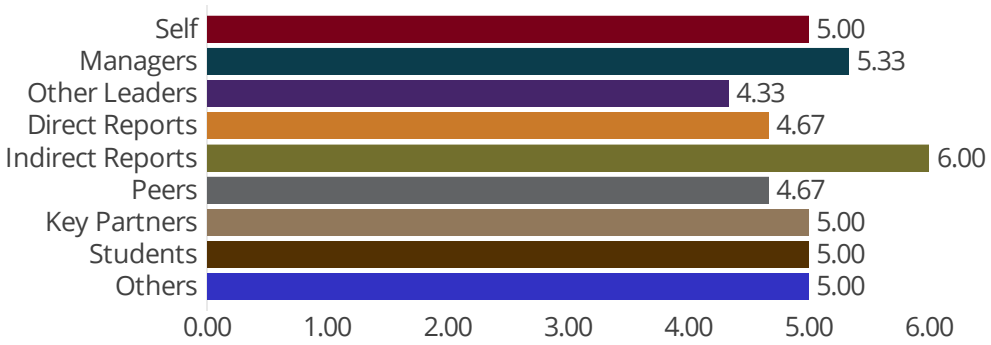
Addresses performance problems directly and promptly.



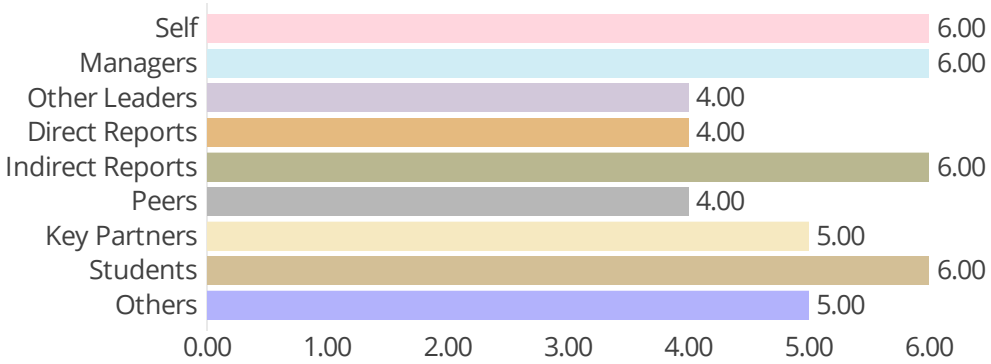
ENGAGEMENT: MOTIVATES & INSPIRES OTHERS

Building and sustaining high performing teams and departments and retaining top talent

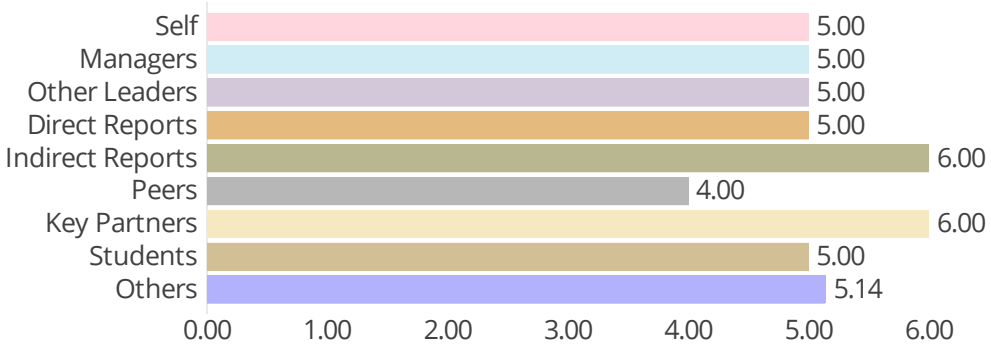
Motivates and Inspires Others



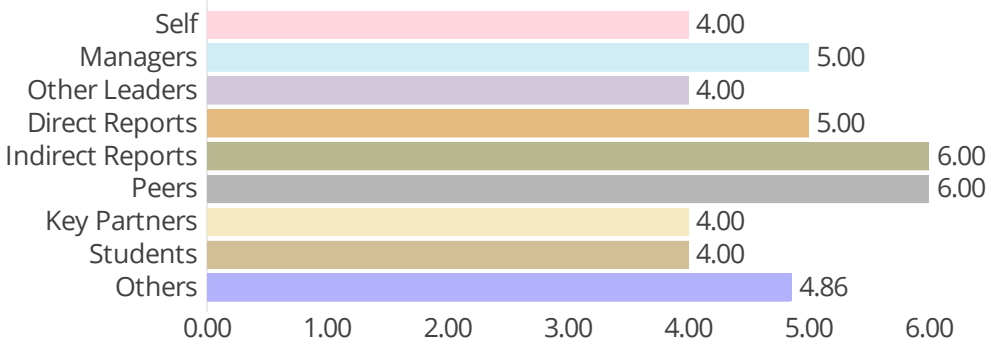
Helps others understand how their work is connected to broader goals.



Recognizes and rewards strong performance and contributions to important priorities.



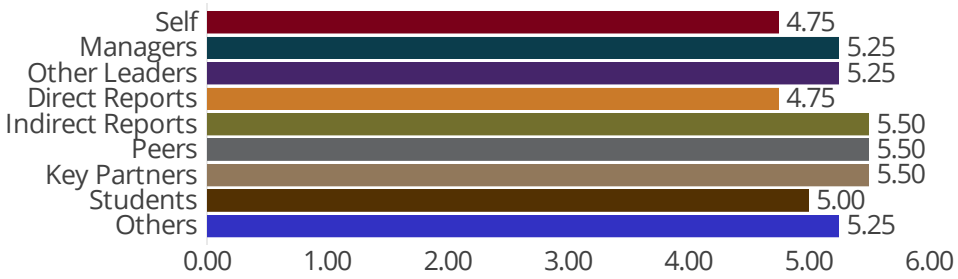
Ensures that others feel valued and respected regardless of their background.



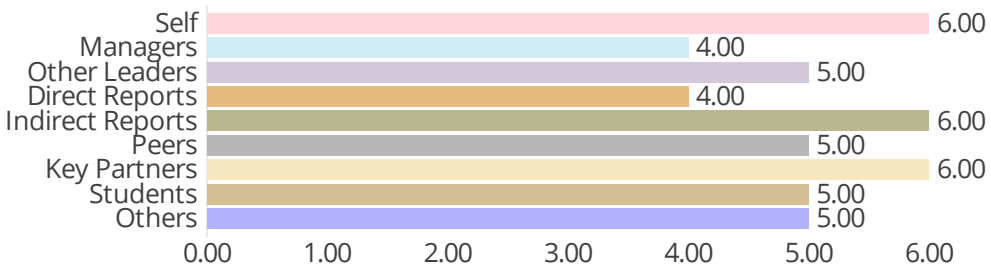
COLLABORATION: BUILDS RELATIONSHIPS

Working well as part of a team and collaborating with and influencing a diverse range of individuals and groups

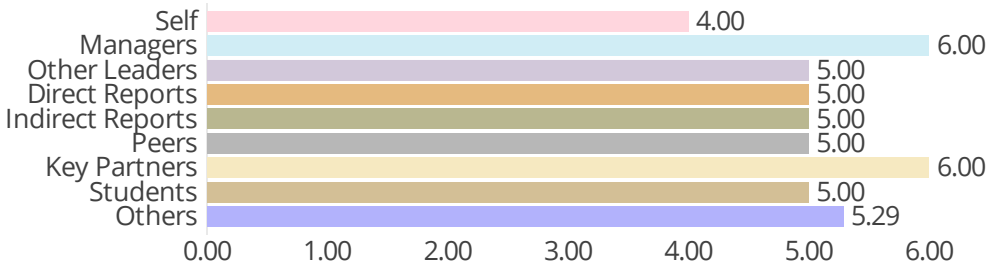
Builds Relationships



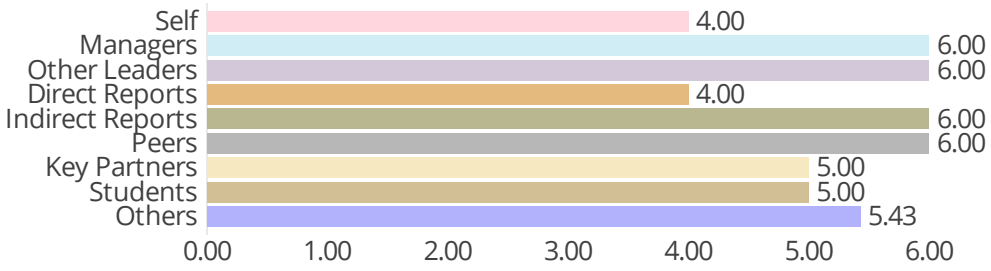
Works effectively with groups with different perspectives and competing interests.



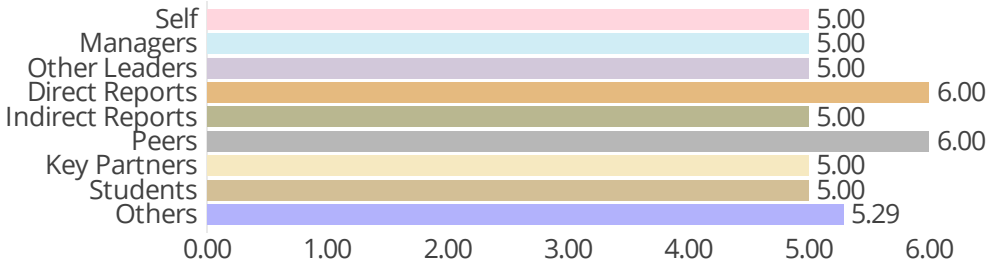
When faced with conflict, finds a productive way forward.



Includes relevant groups and stakeholders in plans and communications.



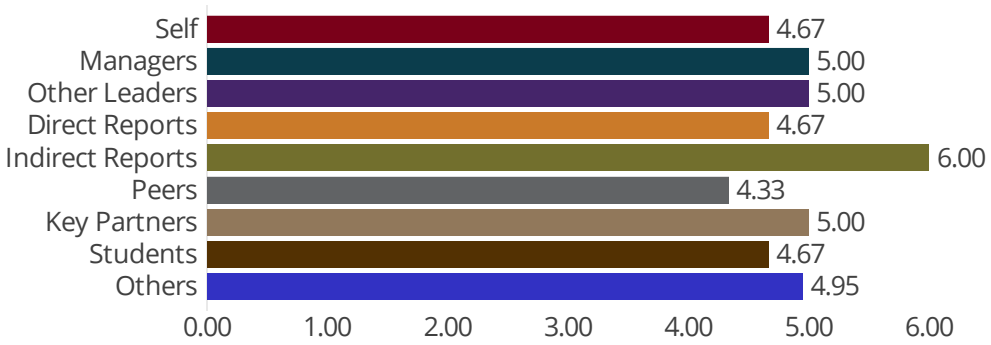
Creates and strengthens meaningful collaboration and teamwork.



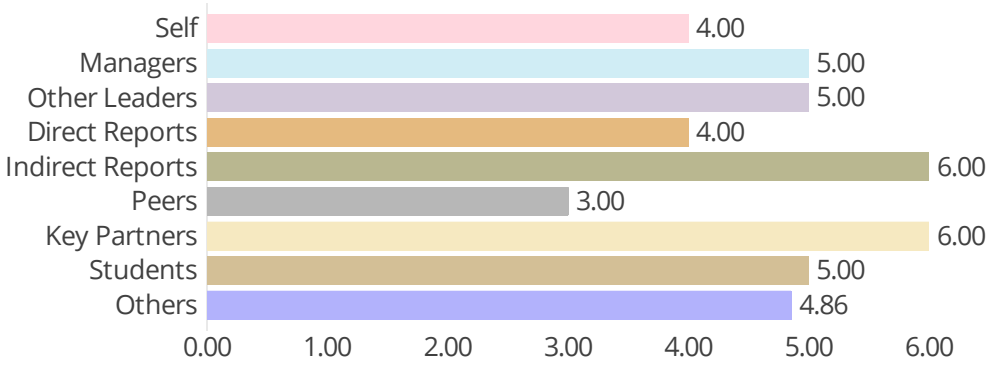
COLLABORATION: IS RESILIENT & COURAGEOUS

Working well as part of a team and collaborating with and influencing a diverse range of individuals and groups

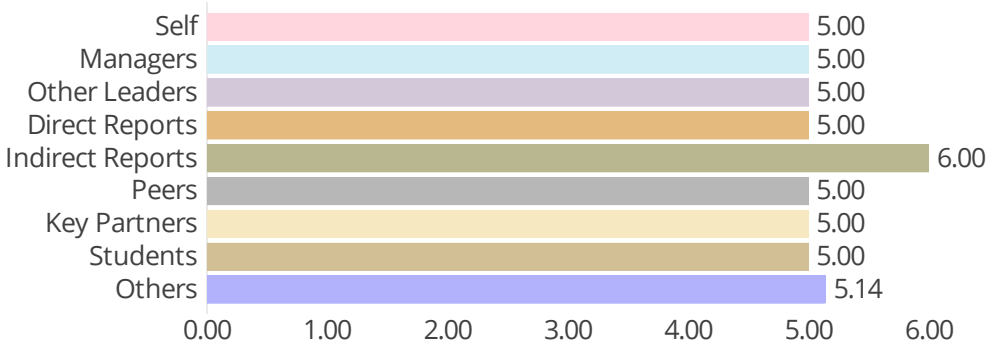
Is Resilient and Courageous



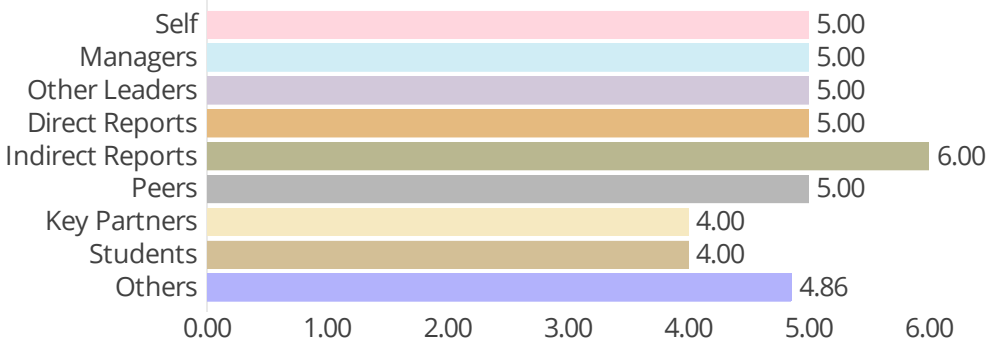
Helps others respond to unexpected problems with flexibility and resourcesfulness.



Expresses own opinions and views with confidence.



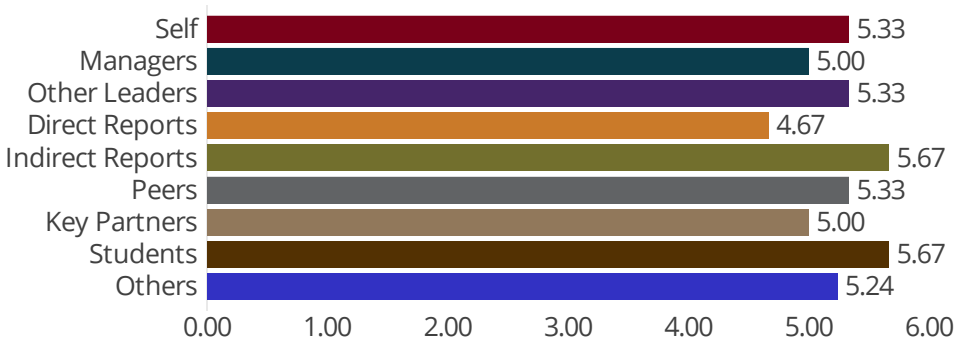
Stands by decisions that are not well received by others, if necessary to advance key priorities.



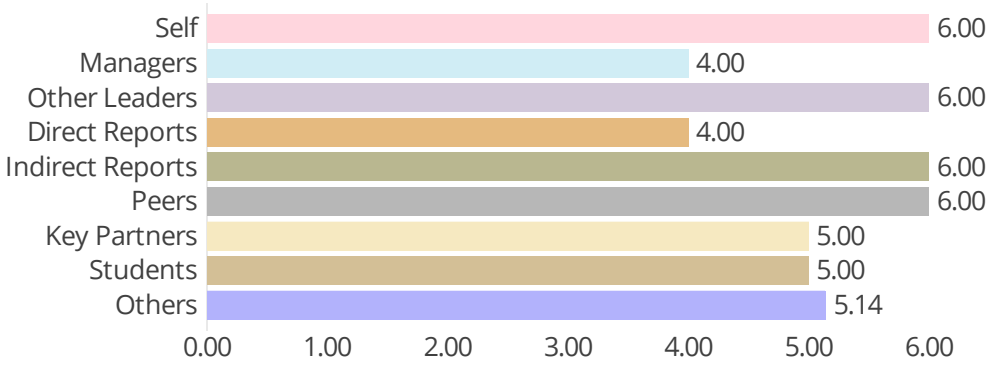
ACCOUNTABILITY: OPERATES WITH INTEGRITY

Establishing and maintaining a reputation for integrity and personal accountability

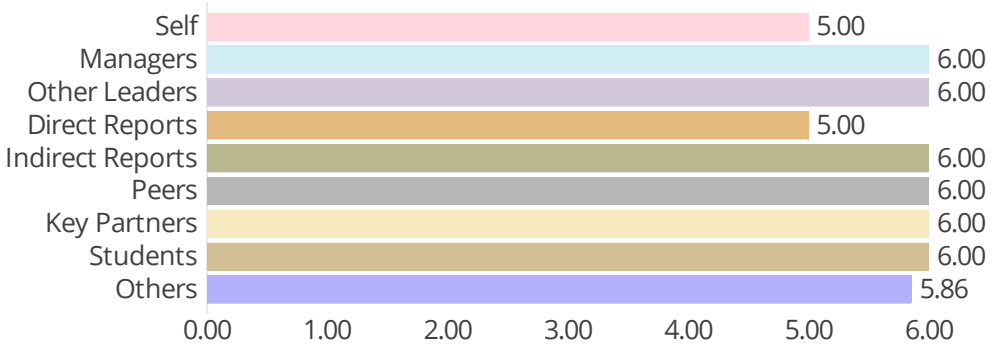
Operates with Integrity



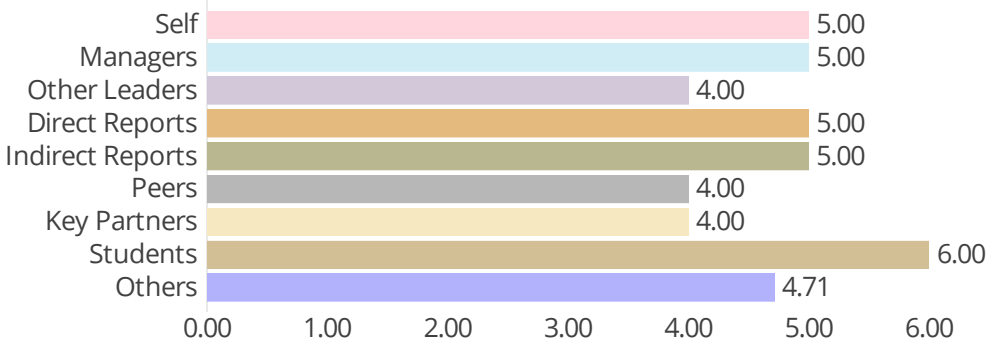
Ensures that others demonstrate a strong commitment to ethics, integrity, and honesty.



Consistently follows through on commitments.



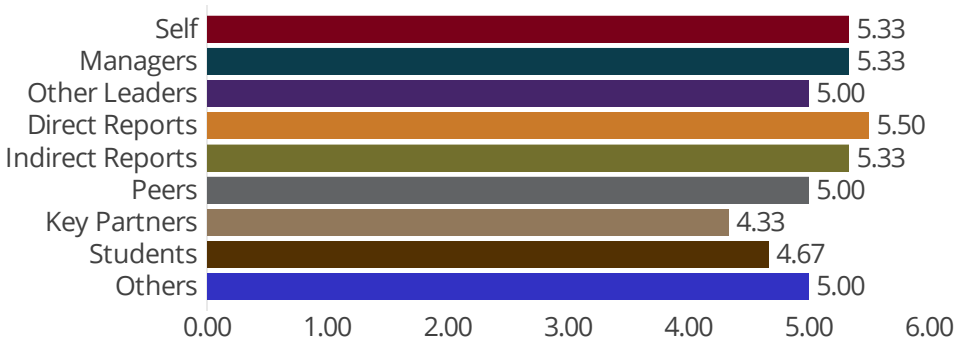
Takes ownership for the performance of the team.



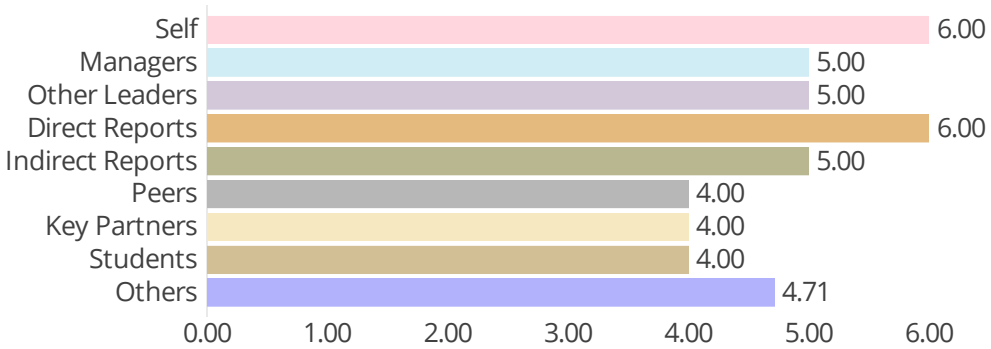
ACCOUNTABILITY: LEARNS & ADAPTS

Establishing and maintaining a reputation for integrity and personal accountability

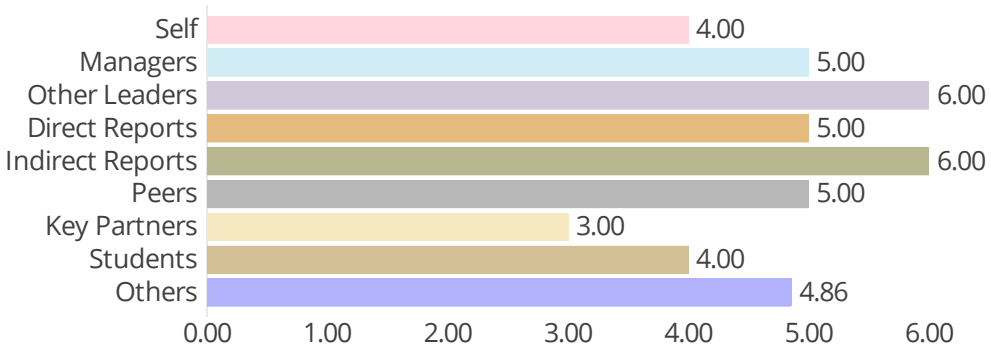
Learns and Adapts



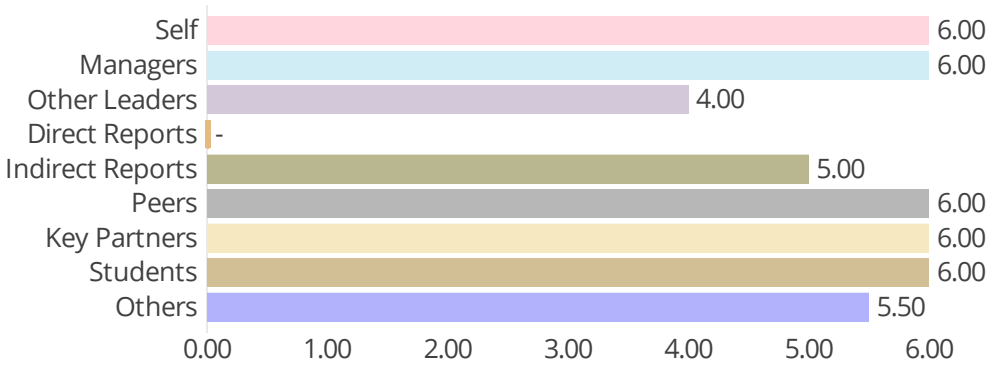
Demonstrates self-awareness of own strengths and development needs and takes action to develop and enhance own skills.



Seeks to understand feedback that is inconsistent with own perceptions of strengths and development needs.



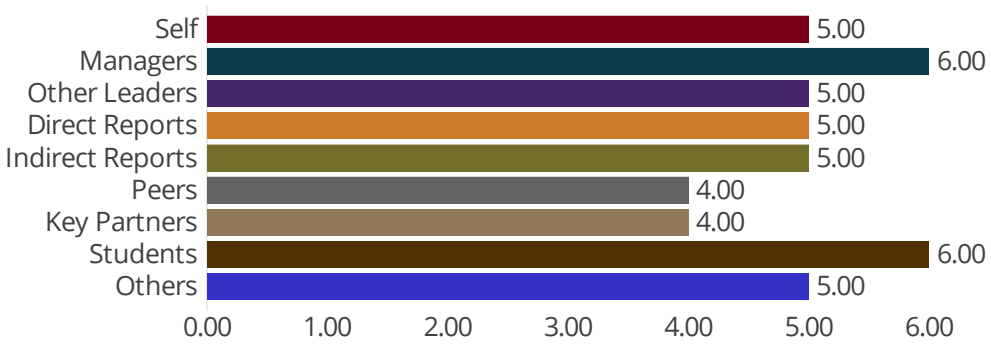
Demonstrates a willingness to take on new challenges.



OVERALL:

Overall how effective is this person in their current position?

Effectiveness



Open Ended Comments

The below comment responses are for sample purposes only, permission to skip to the next page.

GREATEST STRENGTHS: MY FEEDBACK

What are your greatest strengths? Please provide specific behaviors and the impact those behaviors have on your work or others.

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GREATEST STRENGTHS: OTHERS FEEDBACK

The below comment responses are for sample purposes only, permission to skip to the next page.

What are their greatest strengths? Please provide specific behaviors and the impact those behaviors have on their work or others.

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"Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt explicabo. Nemo enim ipsam voluptatem quia voluptas sit aspernatur aut odit aut fugit, sed quia consequuntur magni dolores eos qui ratione voluptatem sequi nesciunt. Neque porro quisquam est, qui dolorem ipsum quia dolor sit amet, consectetur, adipisci velit,

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GREATEST OPPORTUNITIES: MY FEEDBACK

The below comment responses are for sample purposes only, permission to skip to the next page.

What are your greatest opportunities for development? Please provide specific behaviors and the impact those behaviors have on your work or others.

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GREATEST OPPORTUNITIES: OTHERS FEEDBACK

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What are their greatest opportunities for development? Please provide specific behaviors and the impact those behaviors have on their work or others.

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ADDITIONAL CONSTRUCTIVE FEEDBACK: MY FEEDBACK

The below comment responses are for sample purposes only, permission to skip to the next page.

Is there any additional constructive feedback that you'd like to share in reference to your leadership?

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ADDITIONAL CONSTRUCTIVE FEEDBACK: OTHERS FEEDBACK

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Is there any additional constructive feedback that you'd like to share in reference to their leadership?

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Distribution

This page shows the distribution of all raters other than the subject. This section is provided for illustrative sample purposes only, therefore the information below may not numerically align with the rest of the report.

Demonstrates an Open Mind

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Demonstrates an understanding of how their own values and assumptions about equity, inclusivity, and diversity influence decision-making.	0	0	0	4	2	1	7
Identifies and openly discusses own and others' social and cultural identities and differences relevant to work.	0	0	0	3	2	2	7
Creates an environment for open dialogue and conflict resolution around different perspectives.	0	0	0	2	2	3	7

Increases Access, Diversity and Inclusion

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Recognizes and communicates the importance of diversity and inclusivity.	0	0	0	1	5	1	7
Solicits feedback regarding the inclusivity of the workplace.	0	0	0	1	5	1	7
Creates an inclusive and accessible work environment by finding solutions to systemic barriers.	0	0	0	1	1	5	7
Implements recruitment, hiring, and retention efforts that promote diversity within the workplace.	0	0	0	1	5	1	7

Innovates

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Advocates for innovative ideas and solutions.	0	0	0	0	4	3	7
Encourages exploring and evaluating new possibilities and approaches.	0	0	0	2	4	1	7

Supports others who take well-reasoned risks.	0	0	0	0	4	3	7

Drives Efficiency

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Helps others streamline work processes to improve quality and service.	0	0	0	1	4	2	7
Ensures that data, metrics, or other relevant information is used to monitor progress toward goals.	0	0	0	0	5	1	6
Understands and adopts best practices.	0	0	1	0	2	3	6

Thinks Strategically

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Clearly understands own college/unit's strengths, weaknesses, opportunities, and threats.	0	0	1	1	3	2	7
Understands trends and considers these when making plans.	0	0	0	2	4	1	7
Successfully builds and sustains a broad base of support for important initiatives.	0	0	0	0	6	1	7

Aligns Resources

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Aligns plans with college/unit goals and priorities.	0	0	0	0	3	3	6
Organizes and prioritizes people and resources based on key goals and strategies.	0	0	1	1	3	1	6
Ensures that others have the resources, information, authority, and support needed for success.	0	0	0	1	4	2	7

Selects and Develops Talent

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Hires and develops the talent needed to support critical goals and priorities.	0	0	0	1	4	2	7
Provides clear performance expectations.	0	0	1	2	2	2	7
Ensures that others receive timely, actionable, and constructive feedback and coaching.	0	0	0	2	4	1	7
Addresses performance problems directly and promptly.	0	0	0	2	5	0	7

Motivates and Inspires Others

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Helps others understand how their work is connected to broader goals.	0	0	0	3	1	3	7
Recognizes and rewards strong performance and contributions to important priorities.	0	0	0	1	4	2	7
Ensures that others feel valued and respected regardless of their background.	0	0	0	3	2	2	7

Builds Relationships

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Works effectively with groups with different perspectives and competing interests.	0	0	0	2	3	2	7
When faced with conflict, finds a productive way forward.	0	0	0	0	5	2	7
Includes relevant groups and stakeholders in plans and communications.	0	0	0	1	2	4	7
Creates and strengthens meaningful collaboration and teamwork.	0	0	0	0	5	2	7

Is Resilient and Courageous

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total

Helps others respond to unexpected problems with flexibility and resourcefulness.	0	0	1	1	3	2	7
Expresses own opinions and views with confidence.	0	0	0	0	6	1	7
Stands by decisions that are not well received by others, if necessary to advance key priorities.	0	0	0	2	4	1	7

Operates with Integrity

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Ensures that others demonstrate a strong commitment to ethics, integrity, and honesty.	0	0	0	2	2	3	7
Consistently follows through on commitments.	0	0	0	0	1	6	7
Takes ownership for the performance of the team.	0	0	0	3	3	1	7

Learns and Adapts

Field	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	Total
Demonstrates self-awareness of own strengths and development needs and takes action to develop and enhance own skills.	0	0	0	3	3	1	7
Seeks to understand feedback that is inconsistent with own perceptions of strengths and development needs.	0	0	1	1	3	2	7
Demonstrates a willingness to take on new challenges.	0	0	0	1	1	4	6

Office of Human Resources

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