



# 360° Feedback Results for Benny Jones

June 19, 2017

**Summary results from 28 raters, including:**

**1 Manager  
14 Peers  
3 Direct Reports  
10 Others**



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

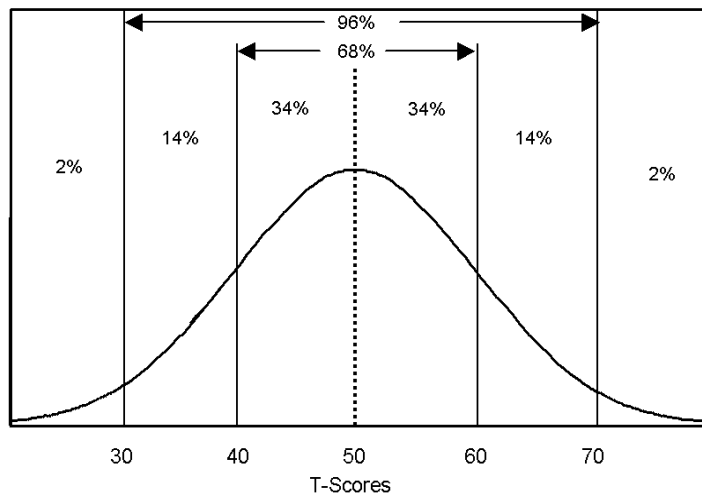
**Raw Scores** are simply an *average* of your feedback results on a 5-point scale. The lowest possible raw score is a 1, and the highest possible raw score is a 5.

**T-Scores** show how your scores compare to the scores received by others. By themselves, raw scores do not give any indication of whether your scores are high or low. T-Scores make this possible by eliminating the natural variation across items and providing a benchmark to measure the raw scores by.

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

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

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



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

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

**Frequency Distribution (freq)** – A frequency distribution is provided next to each item in the form of a small histogram. This provides an indication of how much agreement or disagreement there was among raters.

A high level of agreement among raters means you have a clear, consistent, and more reliable result. A high level of disagreement, where responses are more spread out, indicates that different people have different perceptions of your competency in that area. The frequency distribution can also show whether there are any outliers among your raters – for example, if one rater gave a very low score while all other raters gave very high scores.

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

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

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

**Refer to the *360 Feedback Development Recommendations* for additional suggestions on how to interpret your results, debrief raters and develop your skills. To access this document, copy and paste the link below into your web browser.**

[http://www.focal360.com/Dev\\_Rec3.2b.pdf](http://www.focal360.com/Dev_Rec3.2b.pdf)

## Table of Contents

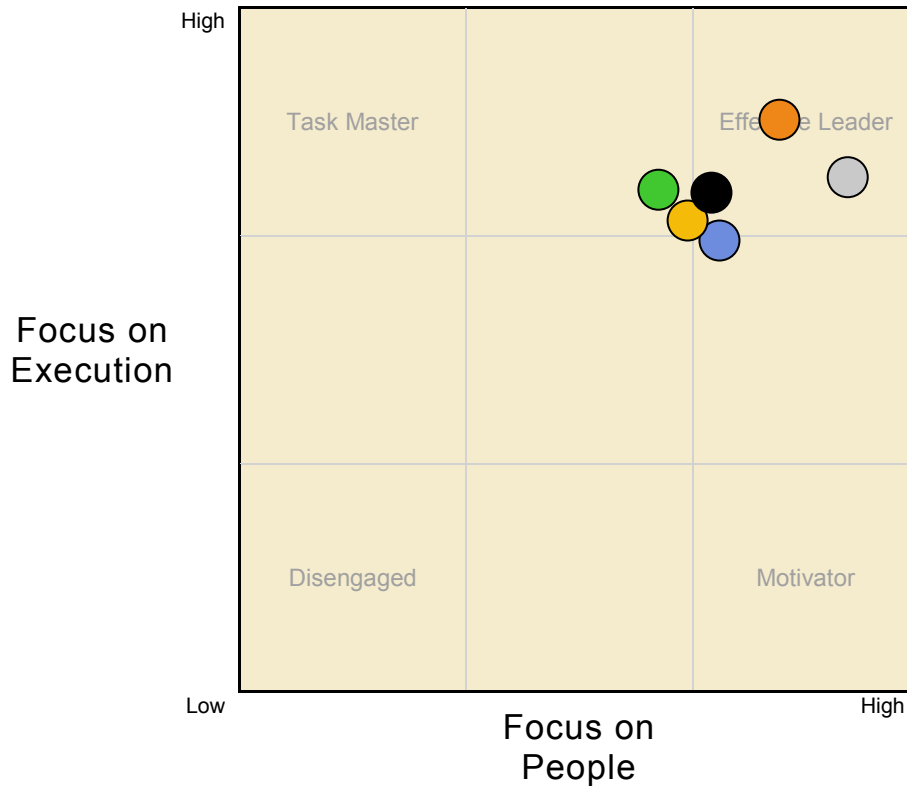
<b>Two-Factor Leadership Profile:</b> A statistically derived overview of your leadership style based on the two primary factors of leadership .....	4
<b>Category Scores – Raw Scores:</b> A high-level overview of your raw scores, overall and from different rater groups .....	5
<b>Category Scores – T-Scores:</b> A high-level overview of how your scores compare to the scores received by others .....	6
<b>Category Breakdown:</b> Overall scores for each category and item .....	7
<b>Highest and Lowest Rated Items</b> .....	16
<b>Manager Disagreements:</b> Items with large differences between Manager ratings and the ratings from others .....	17
<b>Blind Spots:</b> Items with large differences between your self rating and ratings from others .....	17
<b>Written Comments</b> .....	18
<b>Frequency Distribution</b> .....	20

Displayed below is a statistically derived overview of your leadership style based on the two primary factors of leadership.

- = All Respondents
- = Manager
- = Peers
- = Direct Reports
- = Others
- = Self

- (1 responded)
- (14 responded)
- (3 responded)
- (10 responded)

## 2-Factor Leadership Profile



### High scorers on "People"...

- Are sincere and straightforward
- Set a positive example
- Encourage open dialog
- Are open to feedback and criticism
- Recognize & reward employees' contributions
- Motivate and inspire those around them

### High scorers on "Execution"...

- Focus on achieving results
- Are decisive
- Follow through on commitments
- Hold others accountable
- Demand excellence
- Understand the business

The most effective leaders (upper right) achieve a balance between working with people and achieving bottom-line results.

# Category Scores – Raw Scores

Benny Jones

"All Respondents" scores do not include "Self"

- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self

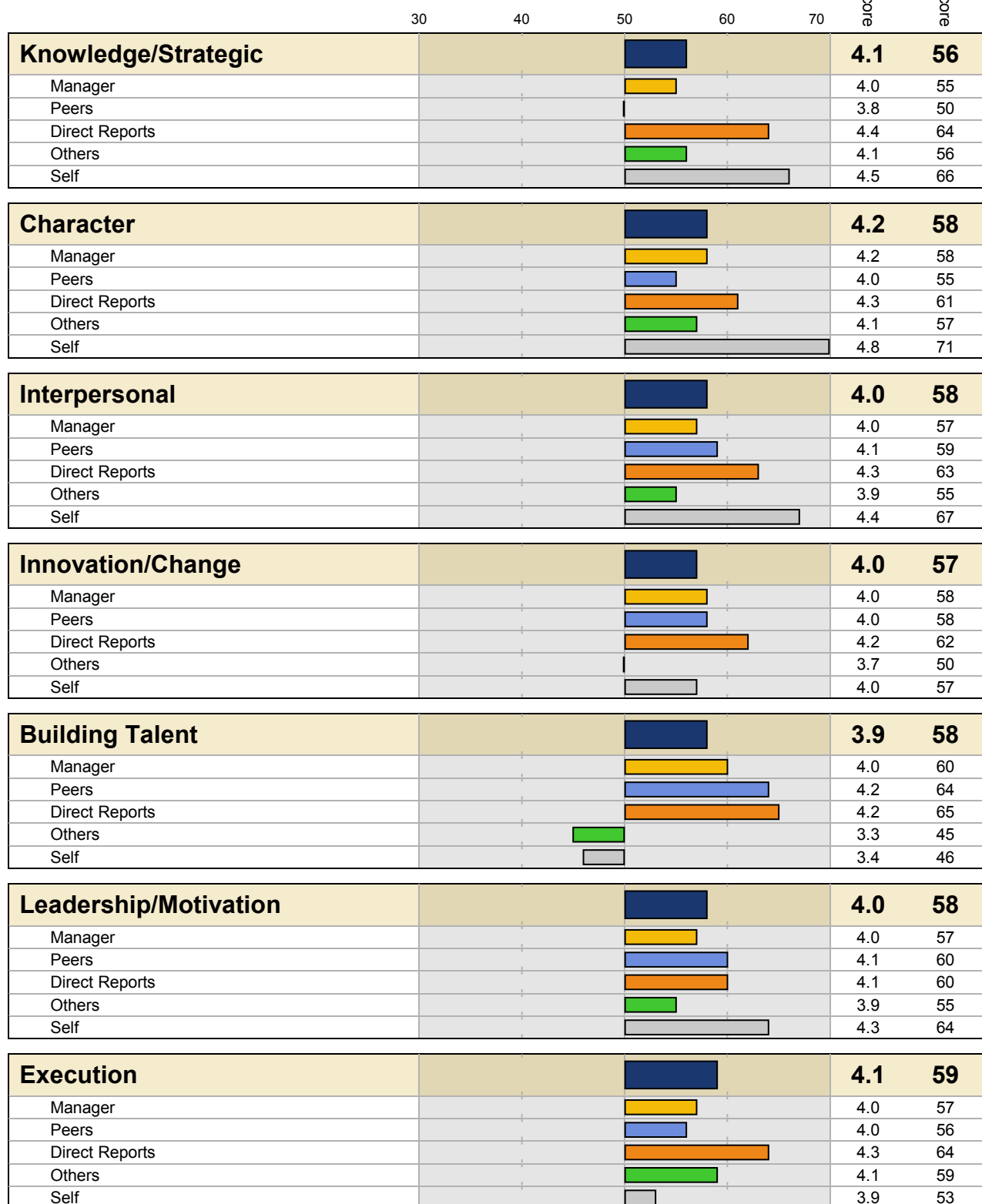
	1	2	3	4	5	Raw Score	T-Score
<b>Knowledge/Strategic</b>						<b>4.1</b>	<b>56</b>
Manager						4.0	55
Peers						3.8	50
Direct Reports						4.4	64
Others						4.1	56
Self						4.5	66
<b>Character</b>						<b>4.2</b>	<b>58</b>
Manager						4.2	58
Peers						4.0	55
Direct Reports						4.3	61
Others						4.1	57
Self						4.8	71
<b>Interpersonal</b>						<b>4.0</b>	<b>58</b>
Manager						4.0	57
Peers						4.1	59
Direct Reports						4.3	63
Others						3.9	55
Self						4.4	67
<b>Innovation/Change</b>						<b>4.0</b>	<b>57</b>
Manager						4.0	58
Peers						4.0	58
Direct Reports						4.2	62
Others						3.7	50
Self						4.0	57
<b>Building Talent</b>						<b>3.9</b>	<b>58</b>
Manager						4.0	60
Peers						4.2	64
Direct Reports						4.2	65
Others						3.3	45
Self						3.4	46
<b>Leadership/Motivation</b>						<b>4.0</b>	<b>58</b>
Manager						4.0	57
Peers						4.1	60
Direct Reports						4.1	60
Others						3.9	55
Self						4.3	64
<b>Execution</b>						<b>4.1</b>	<b>59</b>
Manager						4.0	57
Peers						4.0	56
Direct Reports						4.3	64
Others						4.1	59
Self						3.9	53

# Category Scores – T-Scores

Benny Jones

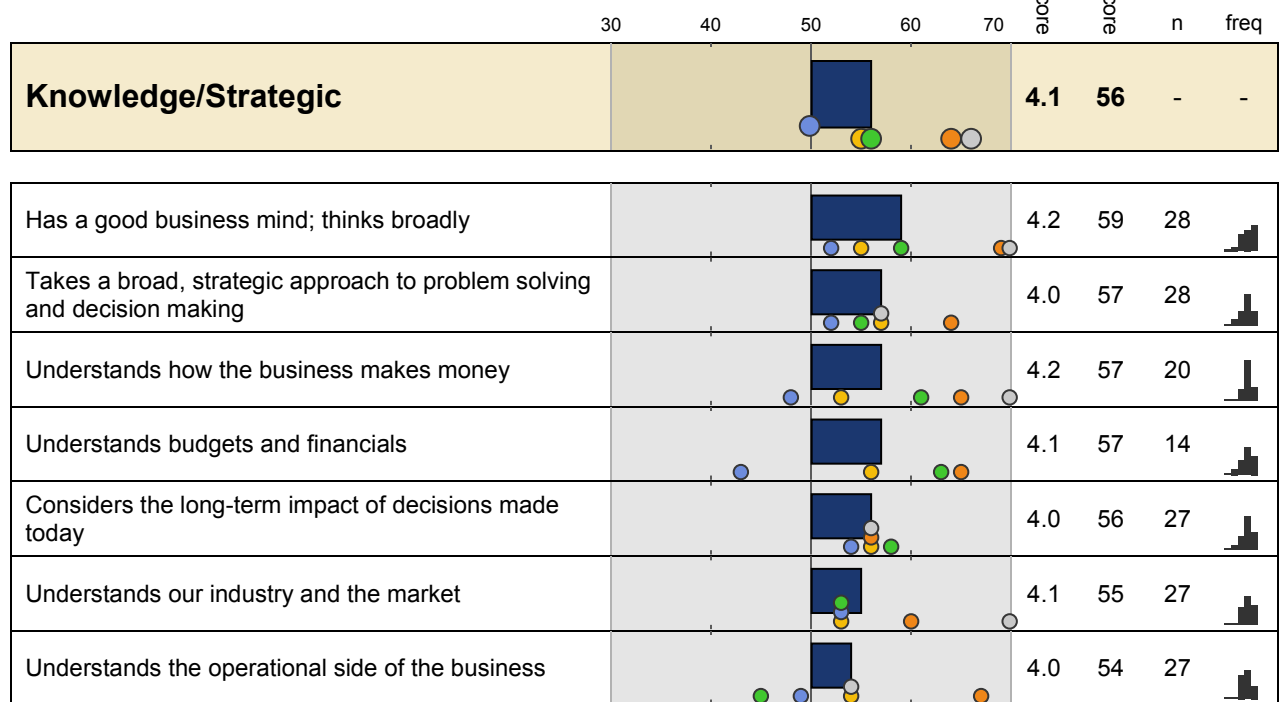
"All Respondents" scores do not include "Self"

- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self



"All Respondents" scores do not include "Self"

- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self

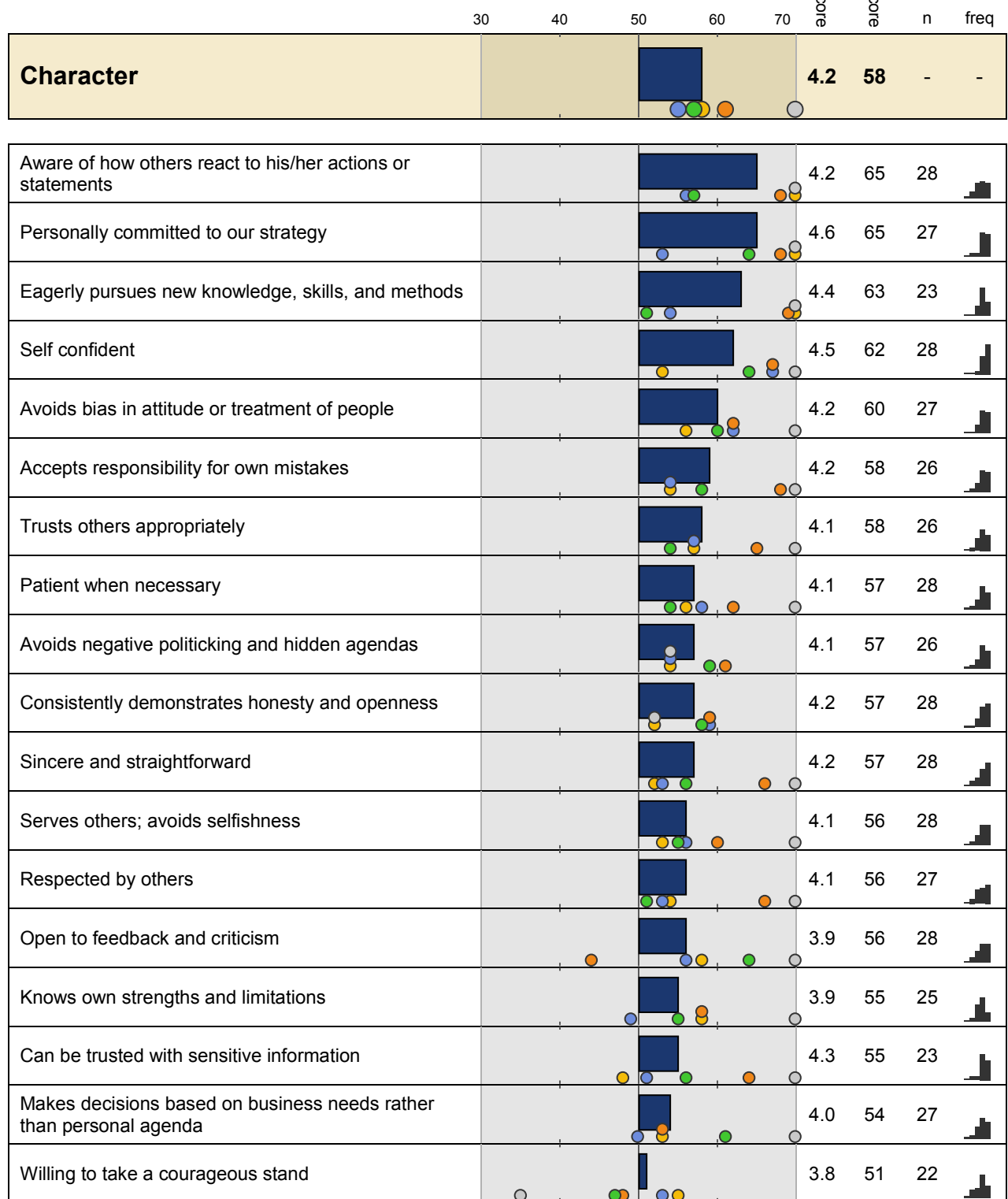


# Category Breakdown

Benny Jones

"All Respondents" scores do not include "Self"

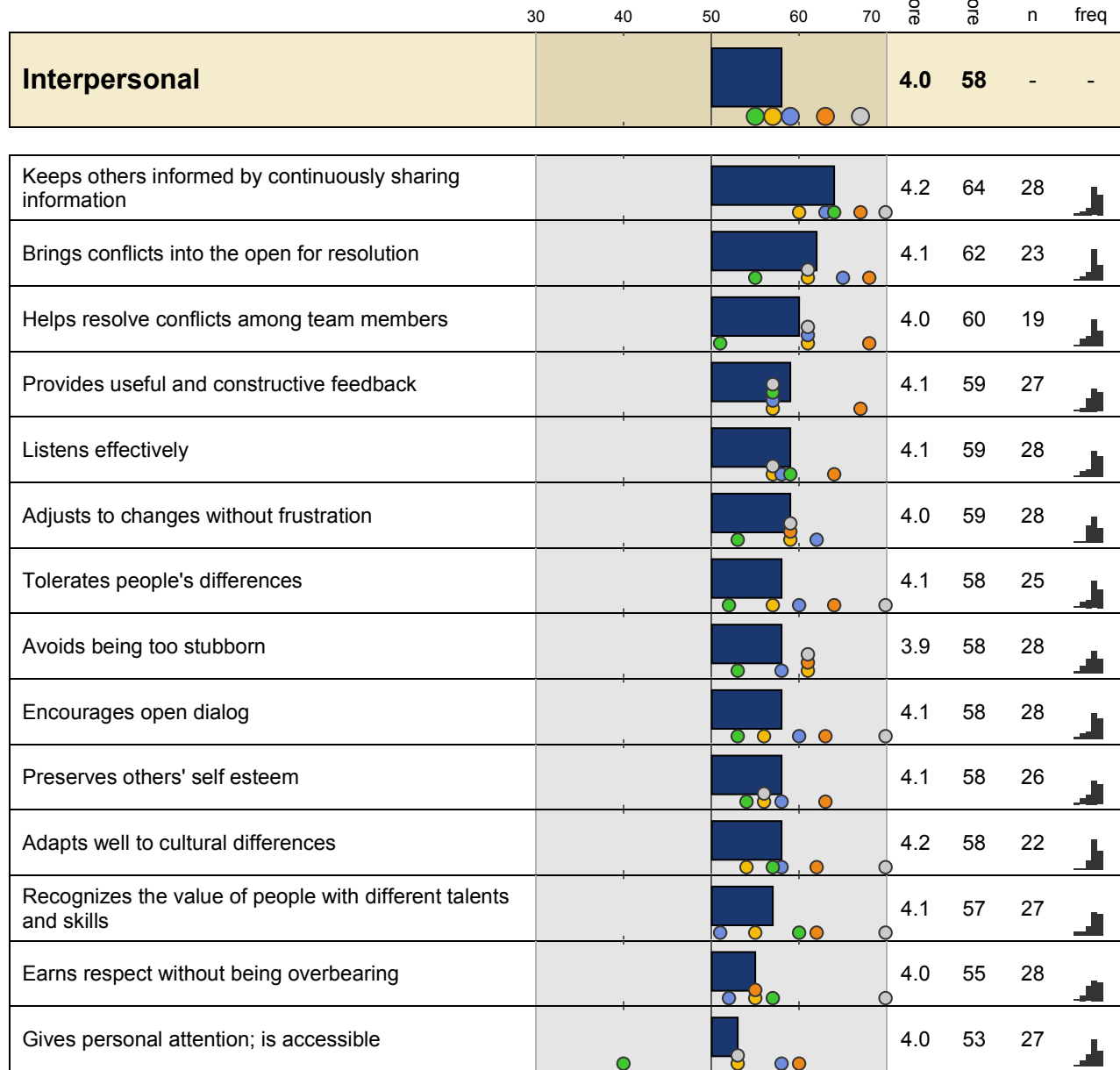
- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self





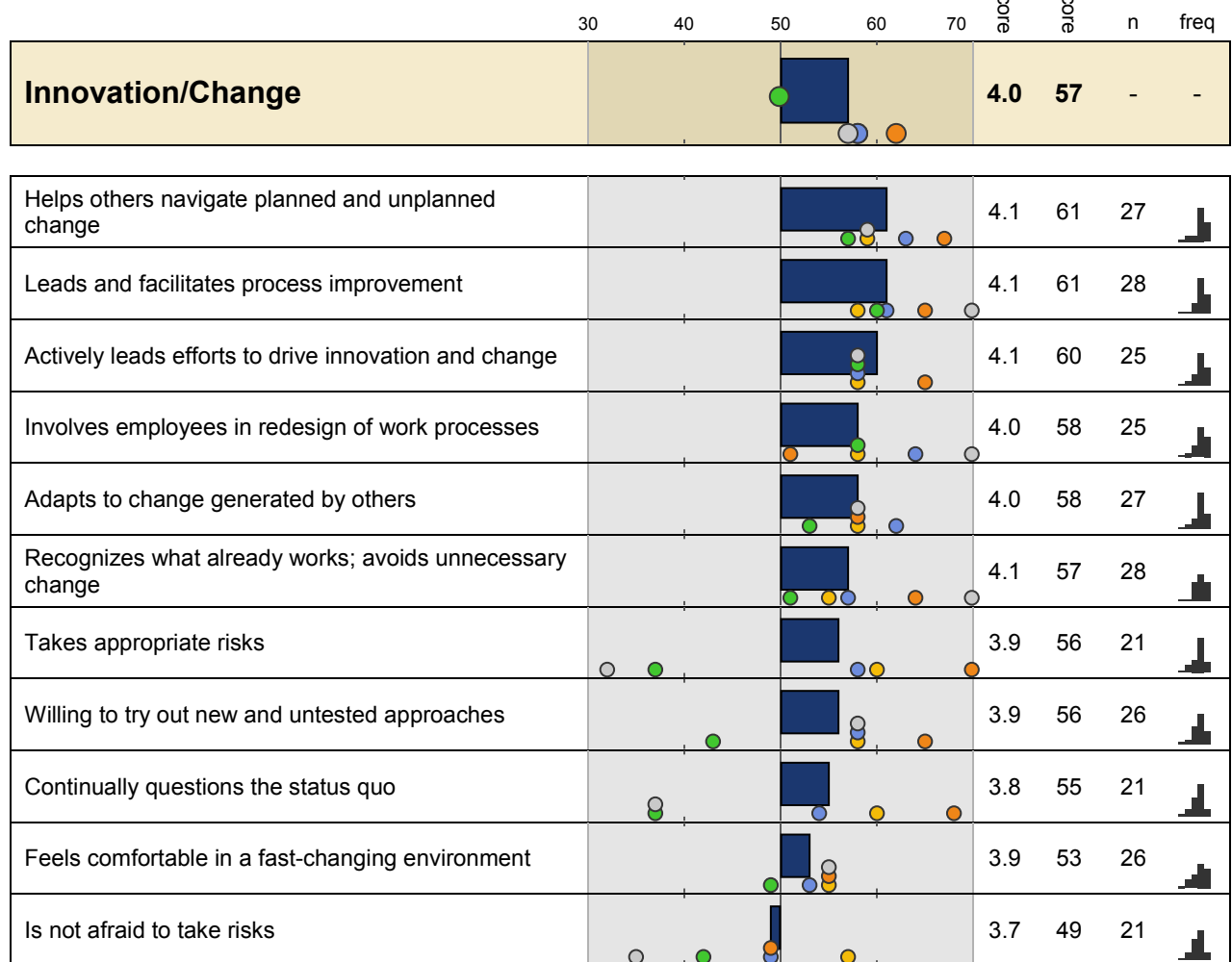
"All Respondents" scores do not include "Self"

- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self



"All Respondents" scores do not include "Self"

- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self

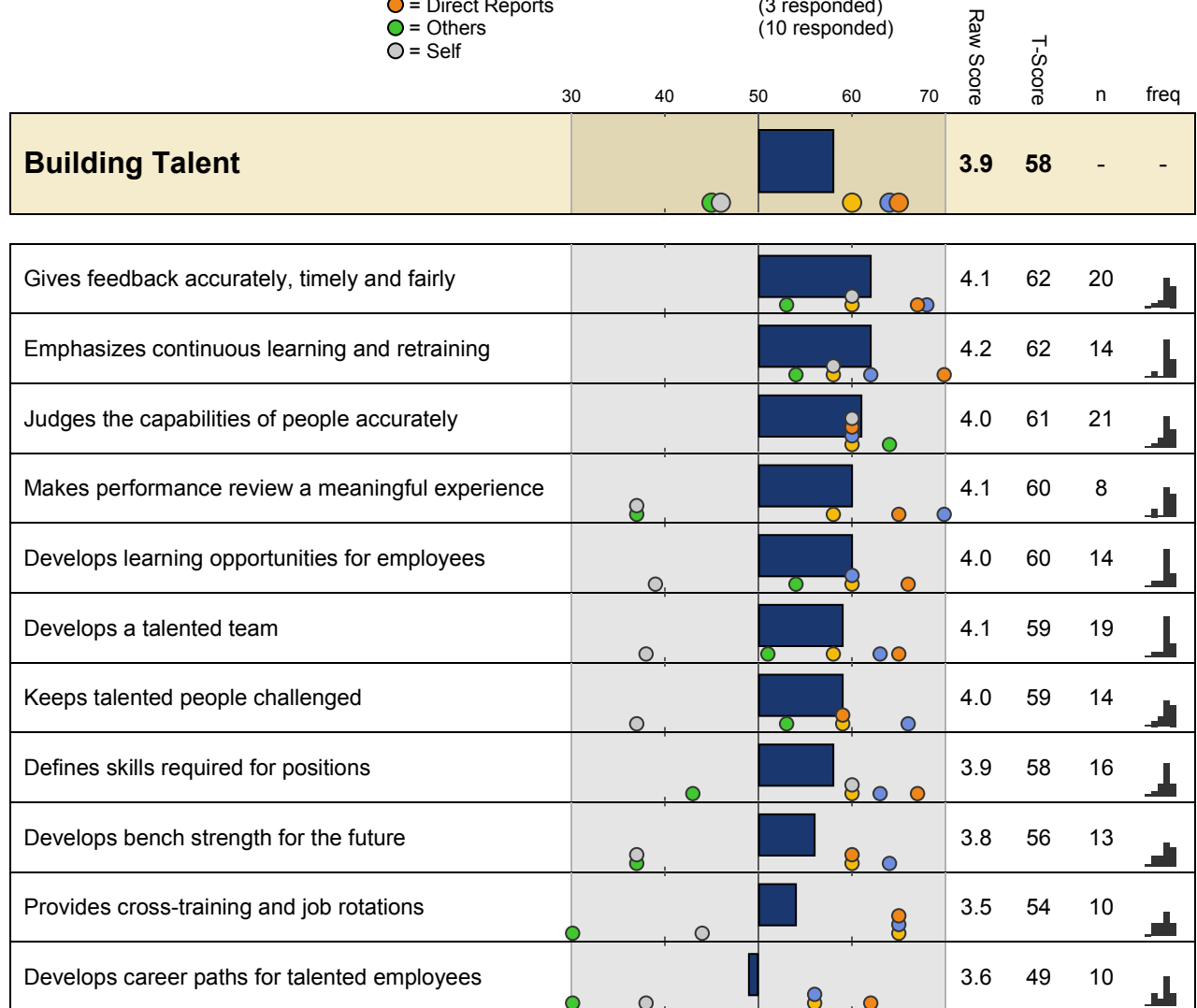


# Category Breakdown

Benny Jones

"All Respondents" scores do not include "Self"

- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self

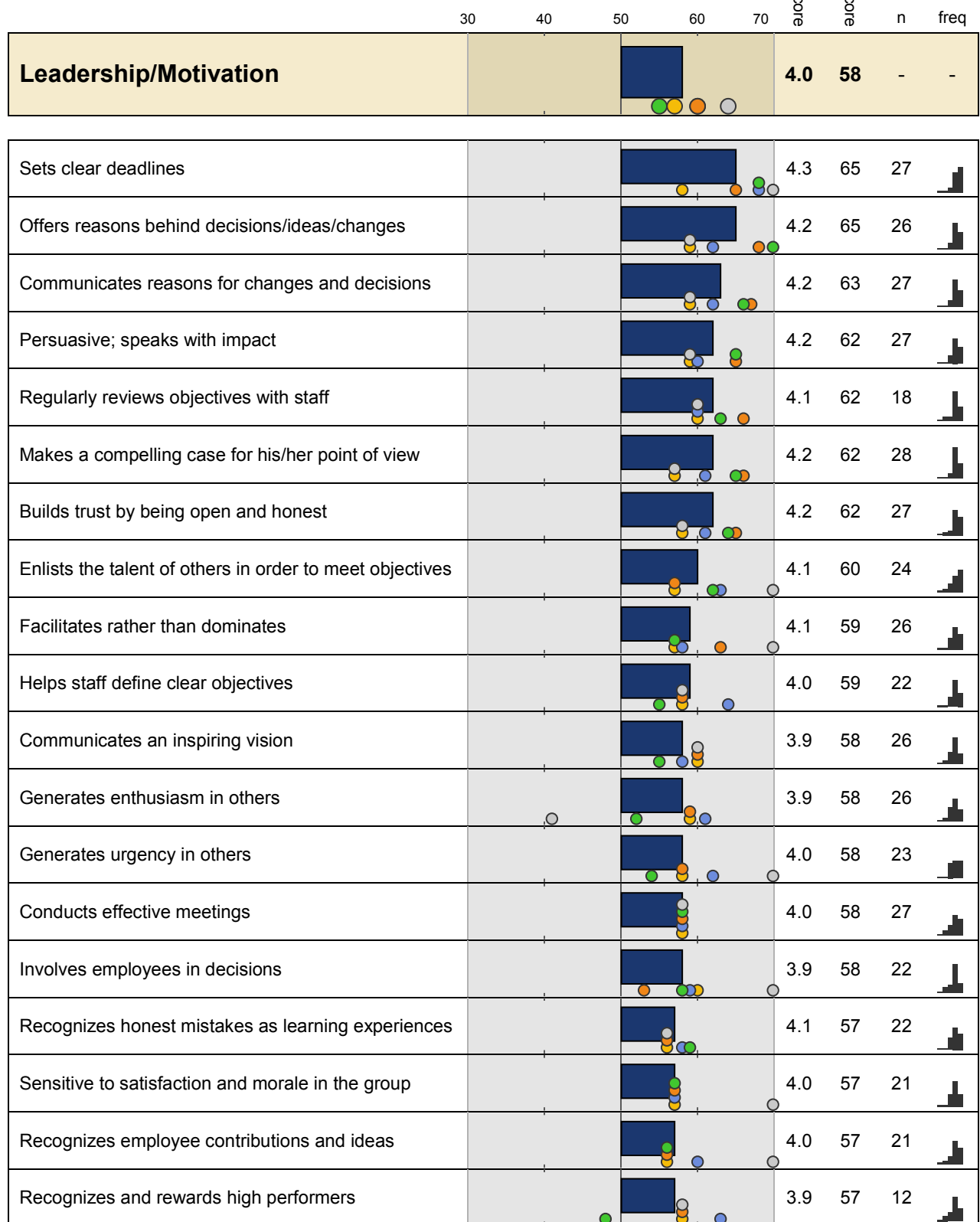


# Category Breakdown

Benny Jones

"All Respondents" scores do not include "Self"

- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self



Pushes people to achieve at a higher level		3.9	57	18	
Manages people according to their unique needs		3.9	56	19	
Delegates authority; encourages independence		4.0	56	19	
Provides a positive example; "walks the talk"		4.0	56	26	
Helps people develop passion for their work		3.8	56	19	
Creates an atmosphere that inspires others to achieve at a higher level		3.8	55	23	
Articulates the strategy in plain language		3.9	53	25	
Delegates enough work		3.9	52	17	
Gives me the freedom I need to do my job effectively		4.2	51	16	

# Category Breakdown

Benny Jones

"All Respondents" scores do not include "Self"

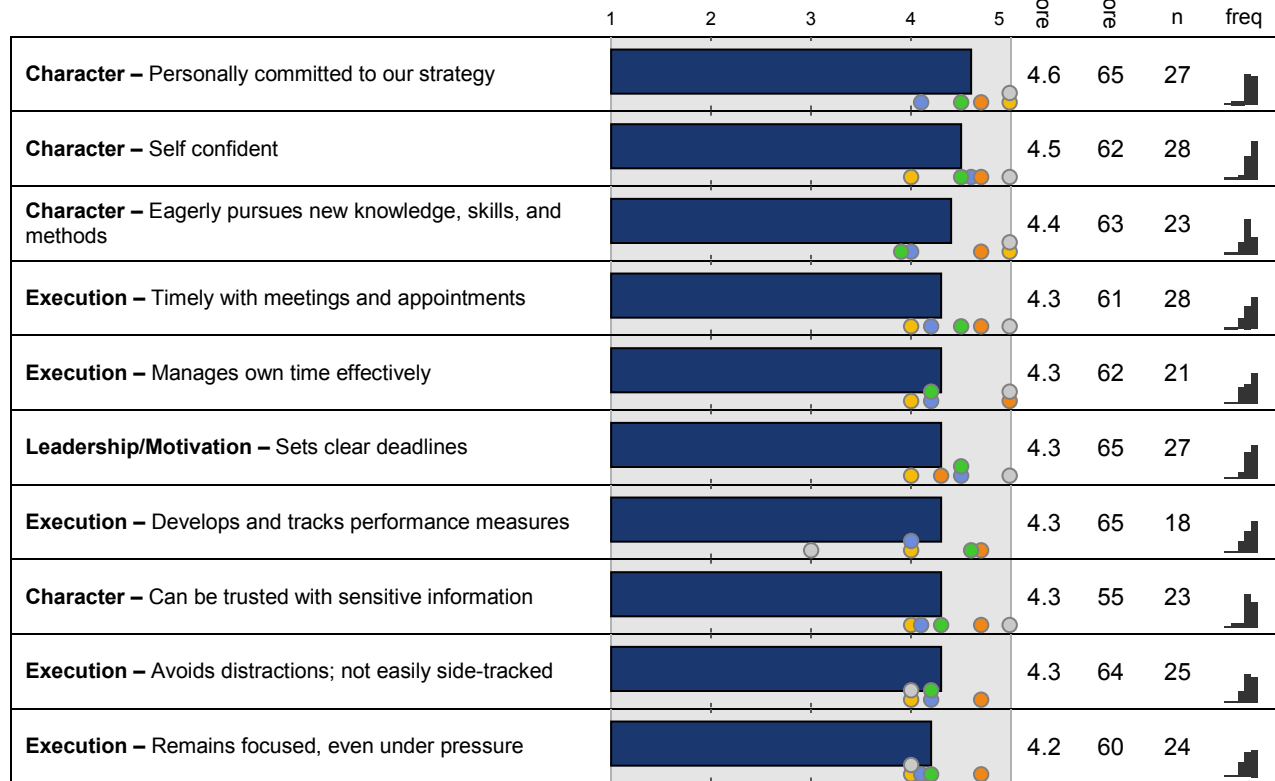
- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self



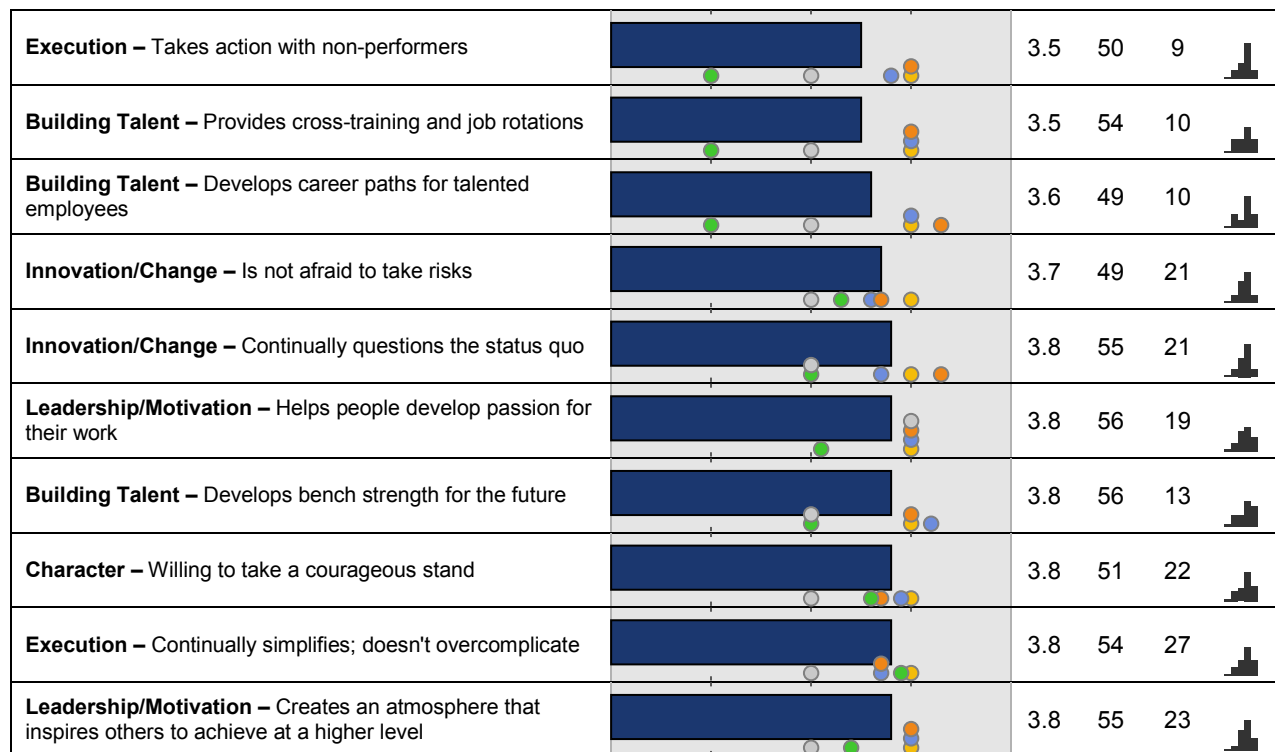
Follows through on commitments		4.2	58	28	
Strongly results-oriented		4.2	57	27	
Doesn't bog down in irrelevant details		3.9	57	27	
Doesn't skim important details		4.0	57	28	
Able to integrate complex ideas and concepts when planning for the future		4.0	56	27	
Negotiates contracts/deals skillfully		3.9	55	13	
Continually simplifies; doesn't overcomplicate		3.8	54	27	
Understands the technical aspects of his/her job		4.2	54	27	
Takes action with non-performers		3.5	50	9	

## Highest-Rated Items

- = All Respondents (28 responded)
- = Manager (1 responded)
- = Peers (14 responded)
- = Direct Reports (3 responded)
- = Others (10 responded)
- = Self



## Lowest-Rated Items





## Manager Disagreements

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

"Others" does not include "Self"

Item	Category	Others	Manager	Difference
<b>Manager underestimates your skills, compared to others</b>				
none				
<b>Manager overestimates your skills, compared to others</b>				
none				

## Blind Spots – Self vs. Others

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

"Others" includes everybody except "Self"

Item	Category	Others	Self	Difference
<b>Unrecognized skills (self rating lower than others' ratings)</b>				
none				
<b>Overestimated skills (self rating higher than others' ratings)</b>				
none				

**General Comments**

(Manager's comments in boldface.)

**What are people afraid to tell Benny Jones and why?**

- Nothing.
- N/A
- Nothing comes to mind. Benny is very approachable and easy to talk to.
- Benny seems very approachable and open to all communications.
- Unable to comment
- Benny is so confident in his abilities to get the job done that I think people are sometimes afraid to disagree with his approaches to solutions. He can positively aver his viewpoint in an aggressive manner at times. This can tend to intimidate people at times.
- Sometimes the way he runs meetings can be irritating. Just because he allocated 10 minutes for a topic, may not be adequate to address a topic. HW - that being said, I appreciate how he runs a meeting with end result/action item in mind.
- I don't think there is anything you couldn't tell Benny.
- Nothing, that I'm aware of!
- New Manager making adjustments to lead others.
- Sometimes Benny has a tendency to be too detail oriented.
- Saying that numbers in Wrike or status reports are wrong.
- Since I don't report to him I cannot answer this. However, I can say that I have never heard a negative comment about Benny, which in this relatively small community is a very good thing.
- People think that Benny is arrogant. He speaks in a manner that is derisive regarding his area of expertise. We understand many aspects of usability and do not need a tutorial on the subject every time we meet with him. Perhaps someone encouraged Benny to "sell himself", but he takes it too far and it becomes off-putting.
- "Afraid" is not the right word, but people seem to know that spending too much time off topic (whatever the topic of the moment might be) won't appeal to Benny's sensibility. That kind of laser focus is great for his work, but it may keep some of his coworkers from feeling like they really got to know him personally - in spite of the fact that he is always very friendly.
- Nothing that I am aware of.

**Please elaborate on Benny Jones's most positive skills:**

- Above all else, Benny is highly structured, direct, organized and efficient.
- Listens and considers what people are telling him.

- I've had the opportunity to work with Benny as an 'internal customer' numerous times and have found it to be a consistently positive experience. He is incredibly personable and easy to speak to, even when your asking what I know are very basic and sometimes a bit silly questions as someone who doesn't know an extensive amount about the technologies he utilizes. Despite the many factors that arouse during our projects together that were outside of his control that delayed the process, he continually provided updates, created strategy to find interim solutions while larger matters were tackled, and responded quickly and appropriately.
- Benny is very personable and competent. Easily able to engage staff across department to meet objectives. There are few that run a better meeting.
- Benny is always positive, organized and professional when dealing with internal customers. He is excellent at meeting and time management. He is very aware of communications issues and unasked questions during meetings and does a great job of clarifying when needed.
- **(Manager) I am very glad to have Benny on my team. I depend on his knowledge and feedback to grow in my own career. I love the way the Design team has come together and is producing. They appear happy. Great Job, Benny. - Chrissy**
- Great manager, easy to work with, extremely respectful and considerate.
- Benny is generally positive and willing to discuss how we can make improvements. He is knowledgeable and good-humored.
- Benny is a good leader. Very Organized. Good attitude and very likeable.
- Benny is a great leader and project manager. He is encouraging, understanding, and motivating. He communicates effectively by listening to all before speaking.
- Project and time management. Presentation and communication to stake holders.
- Benny coordinates meetings extremely well, lays out the issues and the plans for solving them. Solicits feedback from everyone in the room. Everyone is part of the team. He is quick to respond to questions and other input. The meeting atmospheres are always extremely good, low pressure, but things get done.
- Benny's organizational and follow up skills are outstanding.
- Very efficient with meetings.
- His ability to bring humor to stressful or tedious processes and changes. Great project management skills.
- Honest, hardworking, reliable
- Interaction is great. Very business savvy.
- Benny is an excellent project manager as you can indeed count on him to see that his team gets the job done.
- focus on output/timeline good.
- I cannot say enough positive things about how Benny has worked with me as a 'customer.' He is patient, responsive, attentive, and exceptionally understanding

"Self" scores are not included

Raw (average) score is based on the average score from each rater group.

It is not calculated directly from these frequency distributions.

	Poor	Fair	Good	Very Good	Outstanding	Raw Score	T-Score
<b>Knowledge/Strategic</b>							
Has a good business mind; thinks broadly	-	1	7	9	11	4.18	59
Understands our industry and the market	-	-	7	12	8	4.08	55
Understands how the business makes money	-	-	3	13	4	4.16	57
Understands budgets and financials	-	1	3	6	4	4.06	57
Understands the operational side of the business	-	-	10	12	5	4.00	54
Takes a broad, strategic approach to problem solving and decision making	-	2	6	14	6	3.99	57
Considers the long-term impact of decisions made today	-	1	5	14	7	4.01	56

<b>Character</b>							
Eagerly pursues new knowledge, skills, and methods	-	-	4	13	6	4.38	63
Consistently demonstrates honesty and openness	-	-	4	11	13	4.25	57
Knows own strengths and limitations	-	1	8	12	4	3.87	55
Aware of how others react to his/her actions or statements	-	3	8	9	8	4.17	65
Personally committed to our strategy	-	1	1	13	12	4.56	65
Makes decisions based on business needs rather than personal agenda	-	1	6	11	9	4.05	54
Self confident	-	-	1	10	17	4.45	62
Open to feedback and criticism	-	2	6	10	10	3.89	56
Avoids negative politicking and hidden agendas	-	1	4	12	9	4.15	57
Willing to take a courageous stand	-	3	4	10	5	3.80	51
Trusts others appropriately	-	1	6	11	8	4.06	58
Respected by others	-	2	7	8	10	4.10	56
Sincere and straightforward	-	2	4	9	13	4.23	57
Serves others; avoids selfishness	-	1	5	11	11	4.14	56
Accepts responsibility for own mistakes	-	1	4	11	10	4.22	58
Can be trusted with sensitive information	-	1	1	12	9	4.28	55
Avoids bias in attitude or treatment of people	-	-	4	12	11	4.21	60
Patient when necessary	-	1	5	13	9	4.09	57

<b>Interpersonal</b>							
Gives personal attention; is accessible	-	2	5	13	7	3.99	53
Helps resolve conflicts among team members	-	2	3	9	5	3.96	60
Recognizes the value of people with different talents and skills	1	1	4	11	10	4.10	57
Adapts well to cultural differences	-	-	3	12	7	4.16	58
Listens effectively	-	2	3	13	10	4.13	59
Encourages open dialog	-	2	3	13	10	4.11	58
Keeps others informed by continuously sharing information	-	1	3	14	10	4.17	64
Provides useful and constructive feedback	-	1	6	11	9	4.08	59
Brings conflicts into the open for resolution	-	1	3	13	6	4.05	62
Adjusts to changes without frustration	-	-	8	13	7	3.96	59
Avoids being too stubborn	-	3	7	11	7	3.86	58
Tolerates people's differences	-	2	3	12	8	4.06	58
Preserves others' self esteem	-	2	4	11	9	4.07	58
Earns respect without being overbearing	-	2	7	10	9	3.97	55

"Self" scores are not included  
 Raw (average) score is based on the average score from each rater group.  
 It is not calculated directly from these frequency distributions.

	Poor	Fair	Good	Very Good	Outstanding	Raw Score	T-Score
<b>Innovation/Change</b>							
Leads and facilitates process improvement	-	-	4	16	8	4.14	61
Involves employees in redesign of work processes	-	1	4	12	8	3.98	58
Adapts to change generated by others	-	1	4	16	6	3.99	58
Helps others navigate planned and unplanned change	-	2	2	15	8	4.10	61
Feels comfortable in a fast-changing environment	-	3	5	10	8	3.92	53
Recognizes what already works; avoids unnecessary change	-	-	8	12	8	4.05	57
Is not afraid to take risks	-	2	7	10	2	3.66	49
Takes appropriate risks	-	2	4	12	3	3.85	56
Actively leads efforts to drive innovation and change	-	1	4	13	7	4.08	60
Willing to try out new and untested approaches	-	1	7	13	5	3.93	56
Continually questions the status quo	-	2	6	11	2	3.77	55

<b>Building Talent</b>							
Gives feedback accurately, timely and fairly	-	1	2	10	7	4.10	62
Makes performance review a meaningful experience	-	1	-	4	3	4.08	60
Develops a talented team	-	1	1	13	4	4.06	59
Defines skills required for positions	-	1	3	9	3	3.92	58
Judges the capabilities of people accurately	-	1	3	11	6	4.04	61
Keeps talented people challenged	-	1	2	6	5	4.02	59
Develops bench strength for the future	-	2	2	5	4	3.79	56
Develops learning opportunities for employees	-	1	1	9	3	4.02	60
Develops career paths for talented employees	-	2	1	5	2	3.58	49
Provides cross-training and job rotations	-	2	2	4	2	3.50	54
Emphasizes continuous learning and retraining	-	1	-	9	4	4.17	62

"Self" scores are not included

Raw (average) score is based on the average score from each rater group.

It is not calculated directly from these frequency distributions.

	Poor	Fair	Good	Very Good	Outstanding	Raw Score	T-Score
<b>Leadership/Motivation</b>							
Articulates the strategy in plain language	-	1	6	13	5	3.87	53
Helps staff define clear objectives	-	-	4	12	6	4.04	59
Regularly reviews objectives with staff	-	1	1	11	5	4.12	62
Involves employees in decisions	-	2	3	13	4	3.86	58
Delegates enough work	-	2	1	10	4	3.89	52
Builds trust by being open and honest	-	1	2	14	10	4.20	62
Delegates authority; encourages independence	-	2	2	11	4	3.97	56
Sets clear deadlines	-	-	2	11	14	4.32	65
Enlists the talent of others in order to meet objectives	-	1	4	8	11	4.12	60
Facilitates rather than dominates	-	-	6	12	8	4.10	59
Gives me the freedom I need to do my job effectively	-	-	3	7	6	4.15	51
Manages people according to their unique needs	-	1	4	11	3	3.89	56
Communicates reasons for changes and decisions	-	-	3	15	9	4.20	63
Conducts effective meetings	-	2	5	11	9	4.00	58
Helps people develop passion for their work	-	2	6	7	4	3.79	56
Recognizes employee contributions and ideas	-	1	3	10	7	4.05	57
Sensitive to satisfaction and morale in the group	-	-	5	11	5	4.00	57
Offers reasons behind decisions/ideas/changes	-	-	3	14	9	4.20	65
Generates urgency in others	-	-	7	8	8	4.01	58
Recognizes and rewards high performers	-	1	2	6	3	3.94	57
Provides a positive example; "walks the talk"	-	-	6	13	7	4.02	56
Generates enthusiasm in others	-	1	7	12	6	3.92	58
Creates an atmosphere that inspires others to achieve at a higher level	-	1	7	11	4	3.84	55
Pushes people to achieve at a higher level	-	2	4	8	4	3.86	57
Recognizes honest mistakes as learning experiences	-	-	5	10	7	4.06	57
Makes a compelling case for his/her point of view	-	-	2	18	8	4.19	62
Persuasive; speaks with impact	-	-	4	14	9	4.18	62
Communicates an inspiring vision	-	1	6	14	5	3.93	58

"Self" scores are not included

Raw (average) score is based on the average score from each rater group.

It is not calculated directly from these frequency distributions.

	Poor	Fair	Good	Very Good	Outstanding	Raw Score	T-Score
<b>Execution</b>							
Understands the technical aspects of his/her job	-	-	4	11	12	4.20	54
Clearly defines goals and expectations	-	-	5	11	11	4.20	62
Timely with meetings and appointments	-	-	4	10	14	4.35	61
Manages own time effectively	-	-	5	6	10	4.33	62
Remains focused, even under pressure	-	-	5	9	10	4.25	60
Avoids distractions; not easily side-tracked	-	-	4	11	10	4.26	64
Able to integrate complex ideas and concepts when planning for the future	-	1	7	11	8	4.05	56
Helps staff reduce obstacles and uncertainty	-	-	5	9	5	4.06	59
Coordinates work effectively among staff	-	-	6	8	7	4.09	61
Holds people accountable	-	-	4	11	6	4.11	60
Develops and tracks performance measures	-	-	3	6	9	4.31	65
Takes action with non-performers	-	1	2	5	1	3.45	50
Plans effectively; avoids firefighting	-	-	6	10	6	4.13	63
Demands critical thinking of others	-	-	5	10	5	3.97	59
Doesn't bog down in irrelevant details	-	2	6	11	8	3.91	57
Doesn't skim important details	-	1	6	15	6	4.02	57
Keeps a clear mind under pressure	-	-	6	11	7	4.08	58
Continually simplifies; doesn't overcomplicate	-	3	6	12	6	3.82	54
Makes timely decisions	-	1	6	12	8	4.06	59
Acts on real problems and their root causes	-	1	5	10	8	4.09	60
Strongly results-oriented	-	-	5	13	9	4.15	57
Follows through on commitments	-	1	4	12	11	4.18	58
Emphasizes service to internal customers	-	1	5	10	12	4.18	60
Helps coordinate work with other departments	-	1	5	9	13	4.20	62
Promptly responds to phone calls and requests	-	2	3	10	13	4.21	58
Negotiates contracts/deals skillfully	-	1	3	6	3	3.92	55
Establishes procedures when necessary	-	-	4	14	8	4.18	61
Enforces Company policies consistently	-	-	3	11	8	4.19	61