



DEVELOPMENT
THROUGH
360 DEGREE FEEDBACK

BAPAT SAXENA

A 360 Degree Feedback Report by: T V Rao Learning Systems Pvt. Ltd

Getting The Best Out Of Your 360 Degree Feedback Report

"You are never given a wish without also being given the power to make it true. You may however have to work for it"

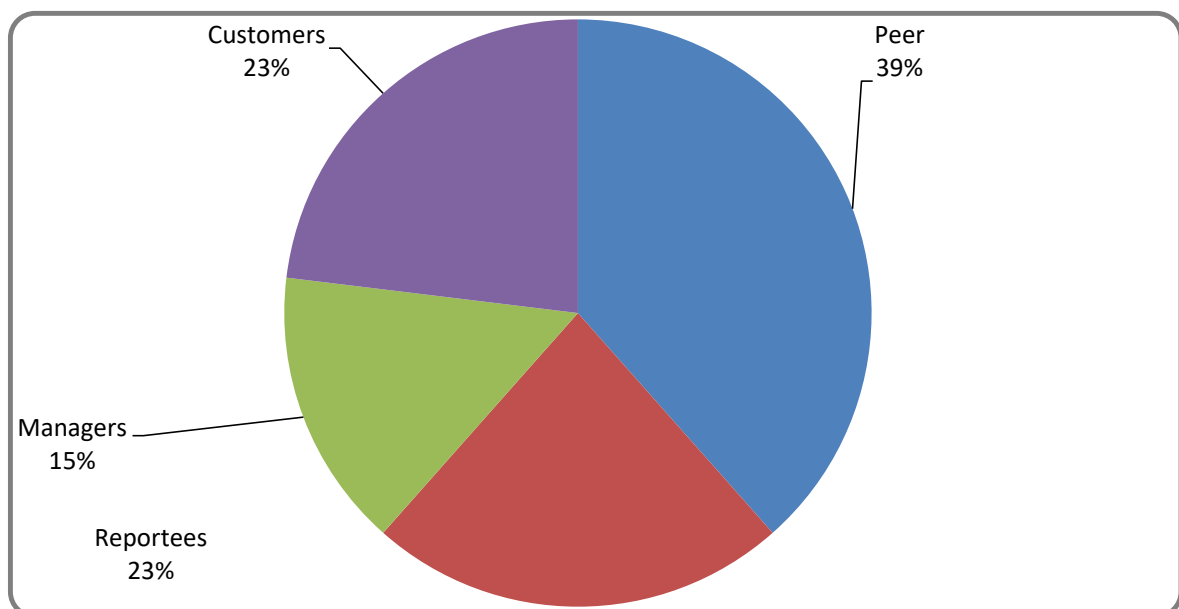
(Illusions. Richard Bach)

Welcome to the world of 'Self Exploration'.

Your 360 Degree Feedback report presented here is a compilation of all the responses received for you so far. The report is divided into four key sections-Roles, Styles, Delegation and Qualities. Each section has a unique rating scale and method for interpreting the data received. We also have at the end of the report, qualitative data/feedback received for you.

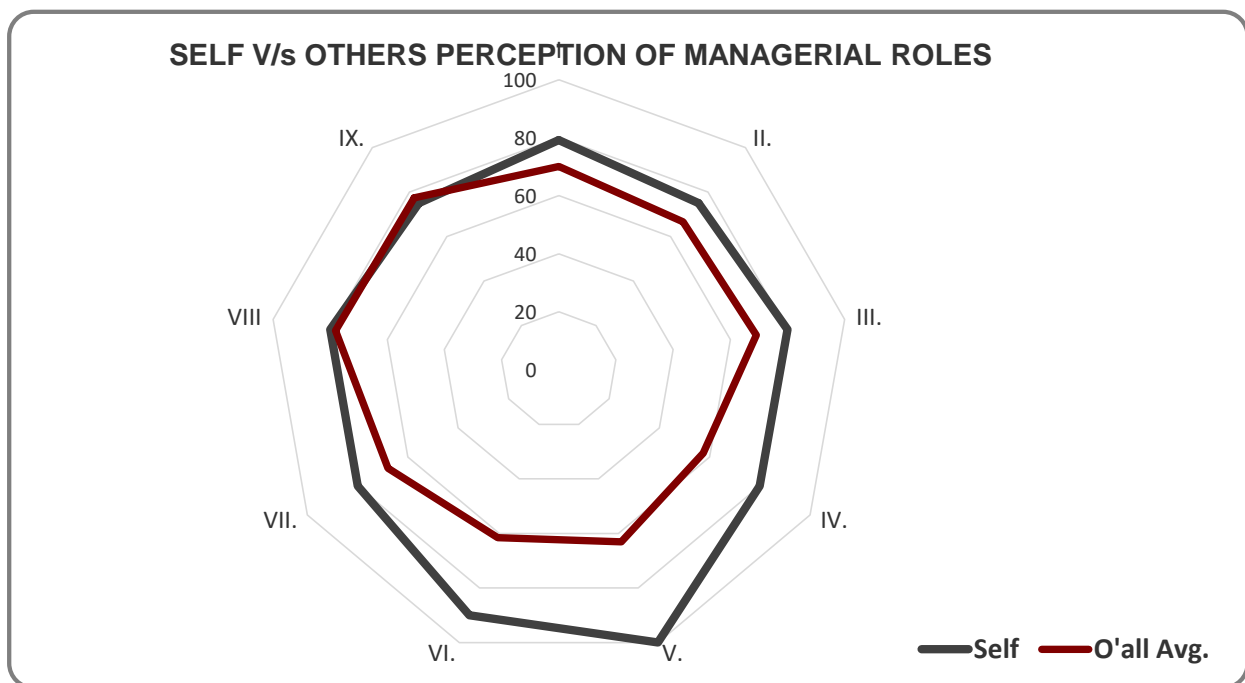
Composition of Respondents:

Category	No. Of responses
Self	1
Peer	5
Reportees	3
Managers	2
Customers	3
TOTAL RESPONSES RECEIVED (Excluding self)	13



SUMMARY OF MANAGERIAL AND LEADERSHIP ROLES

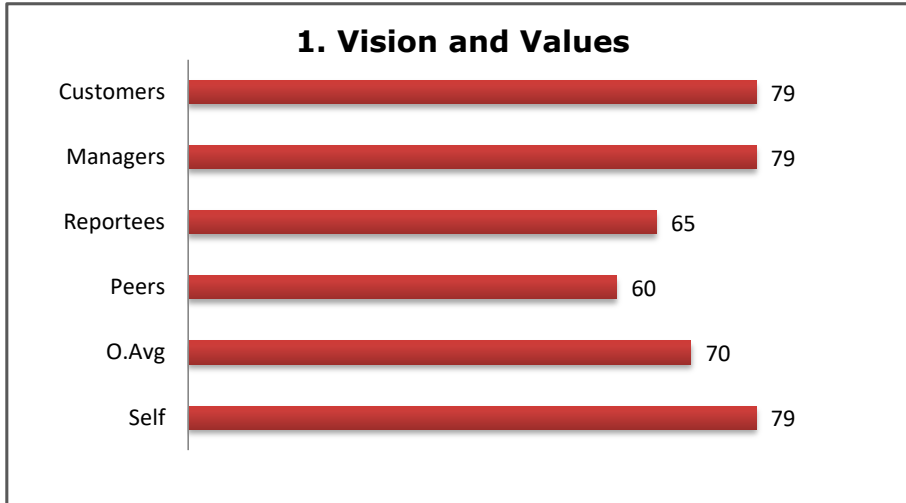
Sl. No	Roles	Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
I	VISION AND VALUES	79	70	60	65	79	79
II.	POLICY FORMULATION, PLANNING AND GOAL SETTING	75	67	66	53	75	75
III.	TECHNOLOGY AND SYSTEMS MANAGEMENT	80	69	73	50	75	80
IV.	INSPIRING, DEVELOPING AND EMPOWERING STAFF	80	57	54	45	70	71
V.	CULTURE BUILDING	100	63	63	50	70	72
VI.	TEAM WORK AND TEAM BUILDING	90	62	60	47	68	75
VII.	MANAGEMENT OF COLLEAGUES/ INTERNAL CUSTOMERS	80	68	69	52	75	78
VIII	LIAISON WITH BOSS AND TOP MANAGEMENT	80	78	77	70	88	82
IX.	EXTERNAL CUSTOMER RELATIONS AND CLIENT MANAGEMENT	75	77	76	74	81	81



DETAILS OF MANAGERIAL AND LEADERSHIP ROLES

1. VISION AND VALUES

Comparison of scores on Vision and Values



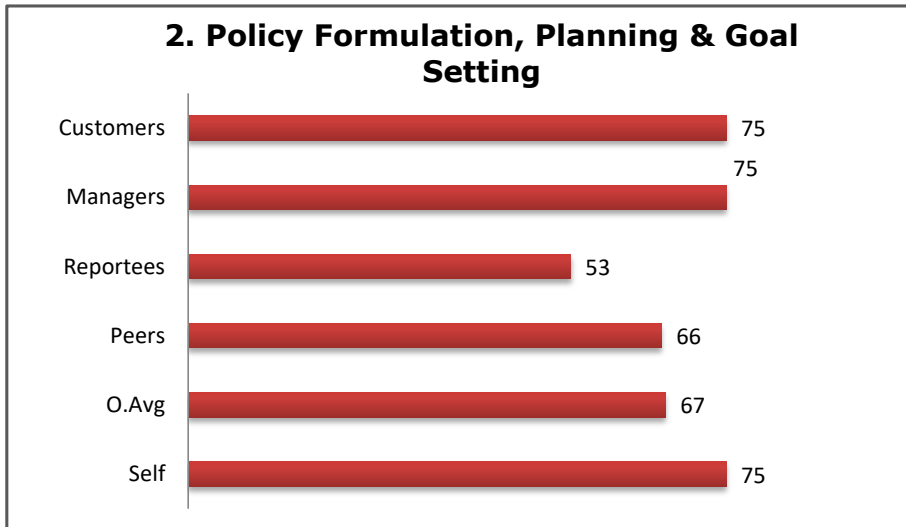
Vision and Values	70
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Scores on Vision and Values

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
1	Has a good understanding of vision & values	75	68	58	58	88	75
2	Communicating top management's vision of the organisation/ business to all employees in the department/division/unit.	75	70	58	67	75	83
3	Articulating or translating a vision for ones department/section/unit	75	70	58	67	75	83
4	Clearly stating values of the dept/section/ unit. e.g. customer service, service quality, punctuality, cost effectiveness	100	70	58	75	75	75
5	Monitoring to ensure that all the staff in the department/ section/ unit follow the values	75	70	58	67	75	83
6	Inspires by setting a personal example in following the values and vision	75	70	67	58	88	75
DIMENSION AVERAGE		79	70	60	65	79	79

2. POLICY FORMULATION, PLANNING & GOAL SETTING

Comparison of scores on Policy Formulation, Planning & Goal Setting



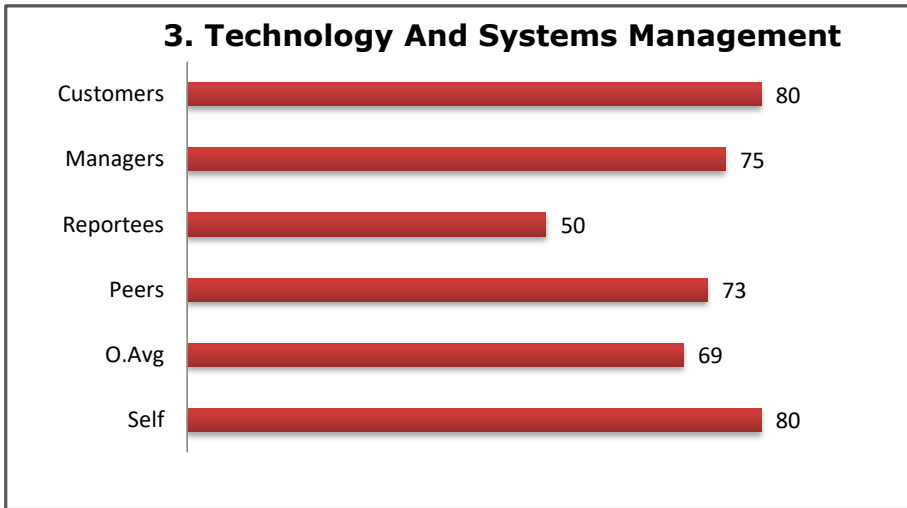
Policy Formulation, Planning & Goal Setting	67
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Scores on Policy Formulation, Planning & Goal Setting

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
7	Securing critical information required for business devp., strategy formulation, & performance improvements of the department/section/unit.	75	65	65	58	75	67
8	Setting long-term goals and objectives for her/his department/unit/section	75	63	65	42	75	75
9	Setting short-term tasks and targets for her/his department/ section/unit in various areas of operation	75	69	65	67	75	75
10	Fair allocation of work to staff in her/his department/ section/ unit.	75	67	70	42	75	83
11	Formulating policies/strategies for department/unit in relation to issues like systems, services, quality costs, innovation, etc.	75	67	65	58	75	75
DIMENSION AVERAGE		75	67	66	53	75	75

3. TECHNOLOGY AND SYSTEMS MANAGEMENT

Comparison of scores on Technology And Systems Management



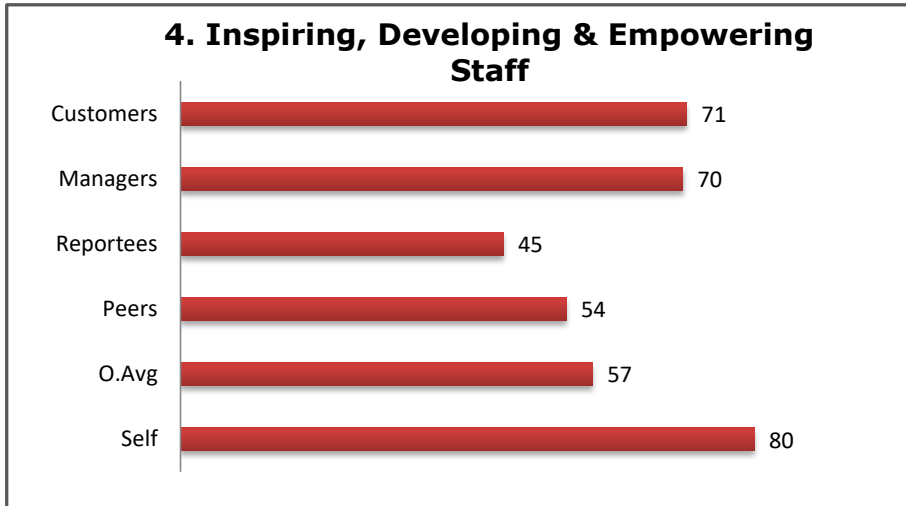
Technology And Systems Management	69
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Scores on Technology And Systems Management

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
12	Introducing new technologies / systems / processes relating to her/his function	75	67	69	50	75	75
13	Building technological competencies of employees in the department/unit through training, etc.	75	69	75	50	75	75
14	Keeping in touch with the technological developments in related industry and/or function in the country and globally	100	69	69	50	75	83
15	Introducing best practices for the effective management of various activities and operations.	75	73	81	50	75	83
16	Monitoring the effective implementation and utilization of systems and processes relating to her/his function	75	69	69	50	75	83
DIMENSION AVERAGE		80	69	73	50	75	80

4. INSPIRING, DEVELOPING & EMPOWERING STAFF

Comparison of scores on Inspiring, Developing & Empowering Staff



Inspiring, Developing & Empowering Staff	57
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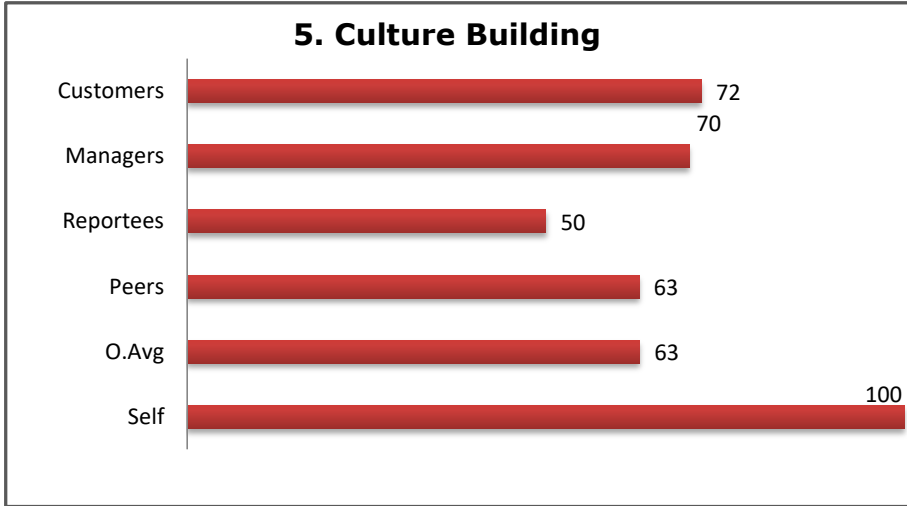
Scores on Inspiring, Developing & Empowering Staff

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
17	Investing time and effort in the growth and development of self, juniors and other staff	75	60	56	50	63	75
18	Motivating and inspiring juniors and other staff to be excellent performers	100	56	56	38	75	67
19	Providing proper guidance and counseling to her/his staff	100	48	50	38	50	58
20	Acting as a role model for juniors/staff to emulate by setting high standards of personal example	75	56	50	50	75	58
21	Providing a sense of ownership and significance to the employees and staff	75	56	44	50	63	75
22	Setting clear cut performance goals for juniors as well as others in the unit/department	75	60	56	50	75	67
23	Providing information and the resources necessary for the staff to perform their tasks well	75	54	44	38	75	75

24	Monitoring staff performance	75	58	56	38	75	75
25	Providing periodic feedback to juniors and other staff and helping them to review their performance	50	56	50	50	75	58
26	Recognizing and encouraging good performance of employees	75	60	50	50	75	75
27	Listening to problems and difficulties of employees/ staff	75	58	56	50	63	67
28	Resolving conflicts or helping staff to resolve conflicts	75	54	56	38	63	67
29	Handling staff grievances	75	60	63	38	75	75
30	Maintaining consistency and objectivity in relation to staff decisions (rewards, promotions, placements, etc.)	100	65	63	50	75	83
31	Encouraging innovativeness/creativity among the staff	100	63	56	50	75	83
	DIMENSION AVERAGE	80	57	54	45	70	71

5. CULTURE BUILDING

Comparison of scores on Culture Building



Culture Building

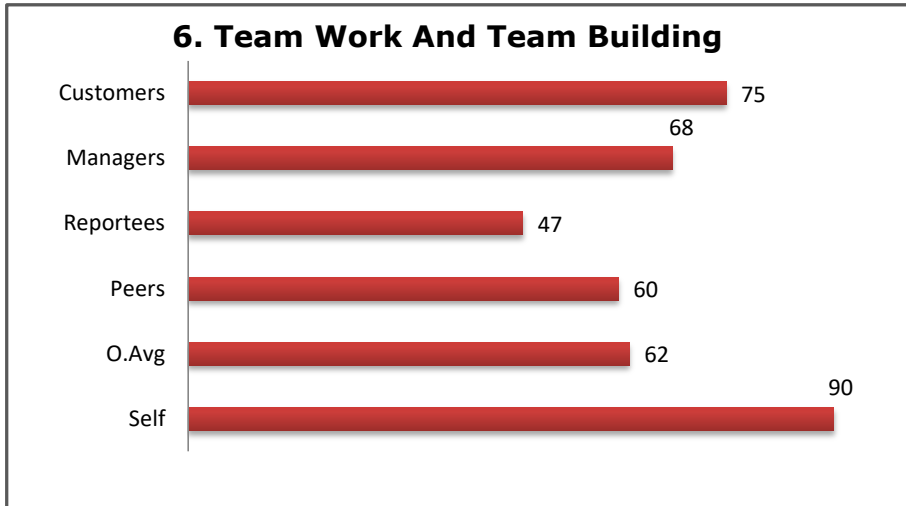
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Scores on Culture Building

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
32	Reminding team members about the culture of the organisation/unit	100	63	60	50	75	75
33	Articulating the culture (norms, values and organizational processes) that should characterize the department/unit	100	56	50	50	63	67
34	Setting personal example in terms of following the norms, values, and culture	100	69	75	58	75	67
35	Monitoring development of the desired organisational culture	100	60	55	50	63	75
36	Instituting processes and mechanisms in the department/ unit to build the desired culture	100	67	75	42	75	75
DIMENSION AVERAGE		100	63	63	50	70	72

6. TEAM WORK AND TEAM BUILDING

Comparison of scores on Team Work And Team Building



Team Work And Team Building

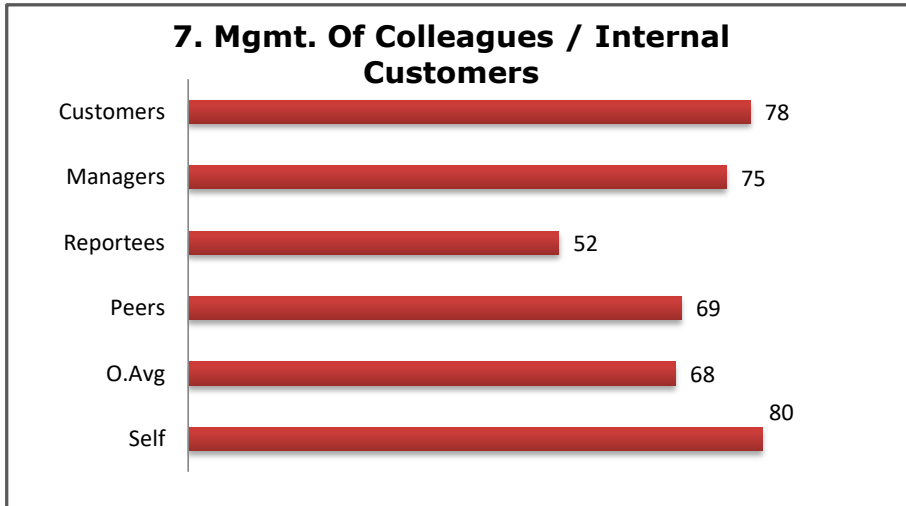
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Scores on Team Work And Team Building

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
37	Fostering a spirit of team work and collaboration among the staff in his/her department/section/unit	100	58	55	42	63	75
38	Creating a feeling of oneness ("we" feeling) and team spirit among the employees of his department / unit/ section.	100	65	65	50	75	75
39	Managing different view points among team members to build a collaborative culture.	75	60	55	50	63	75
40	Providing timely information and assistance required by colleagues in their departments or sections or unit to facilitate team work and collaboration.	75	67	69	42	75	83
41	Acknowledging the contributions of every member in the team.	100	58	56	50	63	67
DIMENSION AVERAGE		90	62	60	47	68	75

7. MGMT. OF COLLEAGUES / INTERNAL CUSTOMERS

Comparison of scores on Mgmt. Of Colleagues / Internal Customers



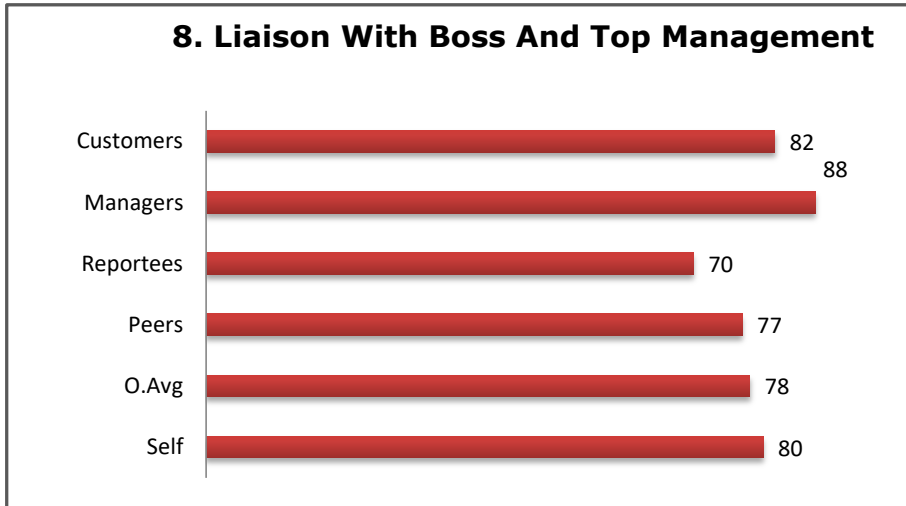
Mgmt. Of Colleagues / Internal Customers	68
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Scores on Mgmt. Of Colleagues / Internal Customers

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
42	Development of good working relationships with colleagues - by interacting with them; showing them respect; using tact and being frank	100	71	69	58	75	83
43	Understanding the needs, expectations and requirements of the colleagues/internal customer.	75	67	75	42	75	75
44	Meeting the requirements and expectations of colleagues in the organisation wherever possible.	75	65	63	50	75	75
45	Getting the co-operation of colleagues/internal customers in furthering the objectives and goals of the dept / unit/section.	75	71	75	58	75	75
46	Learning from colleagues/internal customers and benefiting from their experiences	75	67	63	50	75	83
DIMENSION AVERAGE		80	68	69	52	75	78

8. LIAISON WITH BOSS AND TOP MANAGEMENT

Comparison of scores on Liaison With Boss And Top Management



Liaison With Boss And Top Management	78
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Scores on Liaison With Boss And Top Management

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
47	Communicating and liaising with the boss and other top management to keep them informed of various developments/decisions, issues, etc.	75	77	75	67	88	83
48	Understanding the expectations of the boss and the top management.	75	87	90	83	88	83
49	Influencing the thinking of the boss and getting the support and resources	75	73	65	67	88	83
50	Taking guidance and learning from the experiences of the boss and other seniors.	75	81	85	75	88	75
51	Getting the support needed from the boss and top management.	100	73	70	58	88	83
DIMENSION AVERAGE		80	78	77	70	88	82

9. EXTERNAL CUSTOMER RELATIONS AND CLIENT MANAGEMENT

Comparison of scores on External Customer Relations And Client Management



External Customer Relations And Client Management	77
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Scores on External Customer Relations And Client Management

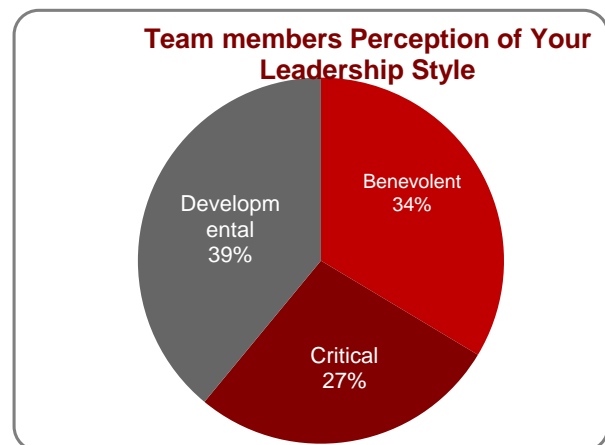
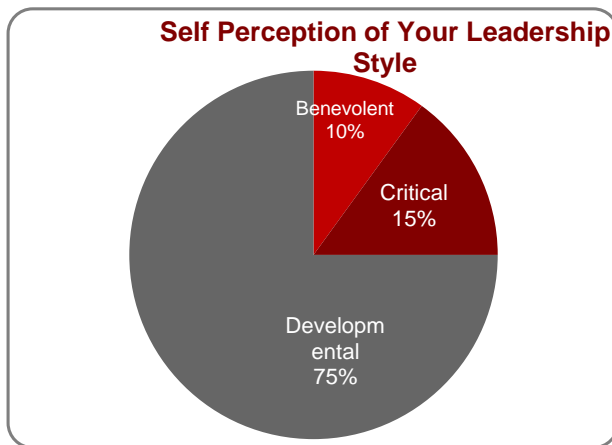
		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
52	Meeting external customers / stakeholders frequently and getting to know them better	75	73	75	67	75	75
53	Evolving strategies to improve customer / stakeholder relationship	75	77	75	67	88	83
54	Communicating to other staff about customer requirements and concerns	75	73	63	83	75	75
55	Understanding the needs & difficulties and solving problems of customers.	75	77	75	67	88	83
56	Seeking suggestions from customers in order to improve services provided by the unit and taking them seriously.	75	88	88	92	88	83
57	Building credibility and getting timely support from external customer / stakeholder whenever required	75	77	81	67	75	83
DIMENSION AVERAGE		75	77	76	74	81	81

SUMMARY OF YOUR LEADERSHIP STYLES AND ITS IMPACT

Your style as seen by you and as seen by others has been represented in the following two pie diagrams.

Sr.	Leadership Style	Self	Oall
1	Benevolent	10	34
2	Critical	15	27
3	Developmental	75	39

100 100



IMPACT OF YOUR STYLE			Self	Rep.
			1	3
1	Creates <u>dependency</u> . Her/His subordinates do things only after checking with her/him.		25	42
2	Creates <u>personal loyalty</u> . They admire her/him and are very loyal to her/him		75	42
3	Creates <u>resentment</u> . Her/His subordinates tend to dislike her/his style.		25	67
4	Creates <u>tension</u> . Her/His subordinates work more out of fear than out of joy for the work		0	50
5	Creates <u>empowerment</u> . Her/His subordinates feel capable of independent action.		75	42
6	Creates a <u>high degree of learning</u> . Her/His subordinates seem to learn a lot.		75	25
7	Creates a <u>high degree of job-satisfaction</u> among her/his subordinates		75	33
8	Her/His subordinates exhibit a <u>high degree of morale and 'we' feeling</u> .		75	33

DETAILS OF YOUR LEADERSHIP **S**TYLE

		Self	Rep.
		1	3
I	How does (s)he set Goals or assign Tasks?		
a.	Favors a few whom (s)he likes in assigning tasks and goal setting	33	50
b.	Goes strictly according to rules and norms without consideration for individual interest and competence	17	22
c.	Sets goals through a dialogue with a definite view to give challenges for employees to grow	50	28

II	How does (s)he share Information?		
a.	Shares information mostly with those who are closer to her/him	0	44
b.	Keeps all information to her/himself and does not share information freely	0	33
c.	Shares information freely with others and takes them along	100	22

III	How does (s)he manage the mistakes of her/his Subordinates?		
a.	Comes to the rescue of subordinates and salvages the situation whenever they make a mistake	0	33
b.	Does not tolerate mistakes. Gets emotional and reprimands people	0	33
c.	Helps employees to learn from mistakes and encourages them to use mistakes as learning opportunities	100	33

IV	How does (s)he Manage Conflicts?		
a.	Gives decisions by pointing out who is right and who is wrong	17	50
b.	Reprimands both the parties involved and complains to seniors	0	39
c.	Helps people diagnose the source of conflict and encourages them to resolve their conflicts by themselves	83	11

V.	How does (s)he Reward/Recognize Good Performance?		
a.	Rewards, recognizes and encourages only those who are close to him/her	0	17
b.	Does not acknowledge good performance and contributions made by others	17	33
c.	Recognizes the contributions of every one and rewards those who deserve it with a sense of objectivity.	83	50

		Self	Rep.
		1	3
VI.	How does (s)he take Decisions?		
a.	Takes decisions in consultation with a few who are close to him/her	33	11
b.	Prefers to take all decisions himself/herself. Does not consult any one and does not seem to trust others in decision making	67	22
c.	Takes decisions after consulting & involving others. Tries to develop others through their participation & active involvement	0	67

VII.	How does (s)he Monitor/Manage Performance of Subordinates		
a.	Monitors performance of some and not of others. Trusts a few more than others.	17	47
b.	Monitors perf. of every one closely. Does not trust any one. Supervises everything/everyone and gives little freedom & autonomy	33	29
c.	Develops & uses systems for monitoring & leaves people to monitor their own perf. Also exhibits a high degree of responsibility.	50	24

VIII	How does (s)he provide Resources and Support to Subordinates?		
a.	Provides support and resources selectively to a few of those who are close to him/her	0	11
b.	Does not provide adequate support and resources. Provides grudgingly when asked	17	28
c.	Encourages subordinates to develop competencies to work through problems, & provides support readily whenever needed.	83	61

IX.	How does (s)he respond to Failure of Subordinates?		
a.	Underplays failure and often protects some of the subordinates (selectively) from the consequences	0	39
b.	Points mistakes made by subordinates (to seniors) & reprimands them publicly/brings it into the open to put the individual down.	0	11
c.	Encourages discussion and diagnosis with a view to learn from failures. Supports employees to learn from failures.	100	50

X.	How does (s)he conduct meetings, discussions and other team transactions?		
a.	Talks a lot and fills meetings with his/her own views, suggestions and comments.	0	33
b.	Uses meetings to give directions, critique and ensure compliance	0	22
c.	Uses meetings to empower the team by sharing information & new ideas, eliciting participation and collective decision-making.	100	44

DELEGATION

		Self	Others Assessment			
		Self	O'all Avg.	Peer	Rep.	Mgr.
		1	10	5	3	2
1	(S)He generally prefers that juniors wait for her/his return rather than take decisions in her/his absence	0	50	20	100	50
2	(S)He does not leave routine decisions entirely to the lower levels	0	40	20	67	50
3	Generally her/his in-tray piles up with files and papers when (s)he is away on tour	100	40	20	67	50
4	(S)He is cautious and does not let her/his subordinates take even minor risks	0	20	20	33	0
5	(S)He spends time on activities and problems that (s)he was handling before her/his last promotion/or in the previous job.	0	50	40	67	50
6	(S)He prefers his subordinates to check with him whenever a problem arises in an on-going project or assignment	0	50	60	67	0
7	(S)He likes to be fully involved in all matters being handled by her/his subordinates	0	50	40	100	0
8	(S)He likes to be consulted even on matters where a rule/precedent already exists	0	30	40	33	0
9	We often wish (s)he would not spend time doing work which we can easily handle	0	70	60	100	50
10	(S)He is often seen rushing to meet deadlines as (s)he likes to do everything herself/himself rather than delegate	0	30	40	33	0
DIMENSION AVERAGE		10	43	36	67	25

Your Non-Delegation score according to the perception of all the others stands at

43

Your Non-Delegation score according to the perception of your Reportees or subordinates stands at

67

BEHAVIOR PATTERNS

		Self	Others Assessment				
		Self	O'all Avg.	Peer	Rep.	Mgr.	Customers
		1	13	5	3	2	3
1	Calm and composed versus easily irritable.	83	49	67	31	42	67
2	Proactive versus Reactive.	100	51	50	44	67	56
3	Innovative versus Conformist.	83	68	75	53	83	78
4	Cost Conscious versus Insensitive to cost.	100	82	71	83	92	89
5	Quality conscious versus Does not bother about quality.	83	80	88	69	75	94
6	Sociable versus Loner (prefers to be on his/her own).	100	77	83	69	75	83
7	Patient versus Impatient.	83	61	67	47	75	72
8	Receptive versus Defensive	100	76	83	67	75	83
9	Encouraging versus Discouraging	83	74	88	61	83	78
10	Has an open mind versus a Closed mind.	100	76	96	50	83	94
11	Is a very humble person versus Is not very humble	83	74	83	56	92	89
12	Active versus Passive.	83	73	79	58	75	94
13	Organized versus Disorganized.	83	81	83	75	92	83
14	Invites & listens to others in meetings versus Preoccupied with only ones own points during meetings	83	82	92	69	83	94
15	Clear and persuasive versus unclear and long-winding communication	50	73	88	64	75	72

OPEN ENDED DATA

As a part of the 360 Degree Feedback for enhanced Leadership and Managerial effectiveness, respondents were asked to list five strengths and five areas of improvement for you.

Given below is a reproduction of the statements made by your respondents. Minor editing and modifications have been made to the data received for you.

The feedback has been sorted in ascending order for ease of reference and to ascertain the frequency of feedback.

SUMMARY OF YOUR KEY STRENGTHS AND AREAS OF IMPROVEMENT: **BAPAT SAXENA**



KEY STRENGTHS

- ▶ Go Getter attitude
- ▶ Cost and Quality Conscious
- ▶ Customer Management Skills

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- ▶ Managing ones emotions more effectively (even tempered, not loosing cool)
 - ▶ Subordinate Development
 - ▶ Being more open-minded and flexible



AREAS OF IMPROVEMENT

Please note: What has been mentioned above is a summary of the responses received for you, based on the frequency / number of times it is repeated.

SELF ASSESSMENT:

Areas of Strength	Areas of Improvement
<ul style="list-style-type: none"> ▶ Planned and organized at work ▶ Hardworking ▶ Maintaining good relations with customers 	<ul style="list-style-type: none"> ▶ Very high standards for self and therefore may impose this on others too ▶ Quality orientation

What your MANAGERS had to say:

Areas of Strength	Areas of Improvement
<ul style="list-style-type: none"> ▶ Cost-conscious ▶ Delivers as per commitments ▶ Depth of knowledge ▶ Good communication and presentation skills ▶ Has built good relationships with the customers ▶ High commitment levels ▶ High-quality orientation ▶ Plans his activities well ▶ Proactive approach ▶ Provides proper guidance ▶ Reliability ▶ Social ▶ Sticks to the plans and does corrections en route ▶ Willing to take on more work 	<ul style="list-style-type: none"> ▶ Being more calm and composed ▶ Needs to build a more cohesive team ▶ Needs to spend more time with subordinates ▶ Rude to team members ▶ Taking time to delegate and build the second line of leaders ▶ Very pushy and aggressive

What THE CUSTOMERS had to say:

Areas of Strength	Areas of Improvement
<ul style="list-style-type: none"> ▶ Application of extensive knowledge to his work ▶ Dependable with a high commitment level ▶ Depth of knowledge ▶ Good communication and presentation skills ▶ Reliability ▶ Task-oriented ▶ Technically competent 	<ul style="list-style-type: none"> ▶ Can be more flexible and open-minded ▶ Should be less hot-tempered ▶ Should work on being more calm and composed ▶ Tends to be a bit reactive

What your TEAM MEMBERS (DIRECT AND INDIRECT REPORTEES) had to say:

Areas of Strength	Areas of Improvement
<ul style="list-style-type: none"> ▶ Alerts management about concerns well in advance ▶ Commanding ▶ Committed ▶ Cost-conscious ▶ Disciplined ▶ Enthusiastic ▶ Excellent project management and execution skills ▶ Good communication skills ▶ Good communication with the boss ▶ Good determination ▶ Good in decision making ▶ Good in follow up of activities ▶ Great perseverance ▶ Innovative ▶ Keeps information ready ▶ Makes things happen no matter how difficult they are ▶ Meeting external customer ▶ Meets the need and expectations of people and customers ▶ Rich experience in the industry ▶ Strong business acumen ▶ Strong business knowledge ▶ Very high on analytical thinking 	<ul style="list-style-type: none"> ▶ Aggressive ▶ Authoritarian ▶ Be more flexible ▶ Can avoid being reactive ▶ Can avoid suddenly shouting at people ▶ Can be more mature and help juniors instead of pushing things down ▶ Can be more sensitive to the effect his behavior has on others-he should make more friends and avoid making enemies. ▶ Can improve subordinate development ▶ Can work on motivating subordinates ▶ Comes across as impatient ▶ Comes across as impatient and his ability to handle pressure can be improved ▶ Defensive ▶ Easily irritable ▶ Easily irritable ▶ Impatient ▶ Is a bit stringent ▶ Is short-tempered ▶ Minimize micro-management approach ▶ Rigid ▶ Short-tempered ▶ Should trust others ▶ Should trust team members more ▶ Stop being so aggressive ▶ Very authoritative ▶ Very Autocratic

What your PEERS AND COLLEAGUES had to say:

Areas of Strength	Areas of Improvement
<ul style="list-style-type: none"> ▶ Business Acumen ▶ Dedicated ▶ Go-getter ▶ Good analytical skills ▶ Good analytical thinking ▶ Good at managing the seniors ▶ Good at numbers ▶ Knowledgeable ▶ Quality orientation ▶ Quick decision making ▶ Strong in convincing higher-ups about problems, crisis and conflicts ▶ Very organized in work 	<ul style="list-style-type: none"> ▶ Aggressive at times ▶ Could try to be less aggressive ▶ Dominates others ▶ Gets very defensive at times ▶ Highly emotional ▶ Is a bit unpredictable in his interactions ▶ Reacts to situations ▶ Short-tempered ▶ Should be more humble ▶ Should delegate more ▶ Temperamental ▶ Too authoritative ▶ Very harsh and rude with subordinates and peers ▶ Very rigid and short-tempered