



## Q&A with R&D

### What is the Birkman 360° Survey?

Birkman Research & Development Department

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Birkman International offers a multi-rater feedback survey, more commonly known as a 360°. Multi-rater feedback surveys introduce a unique way of presenting an employee with multiple perspectives regarding his behavior, as perceived by others who interact with him. These perspectives can include self, supervisors, direct reports, or peers. The goal is to give the targeted employee feedback from all those who interact with him/her, hence the name “360°.”

Typically, the purpose of a 360° is to provide a manager with awareness of the strengths and growth opportunities of the individual’s soft skills, from multiple perspectives, to provide a course of action for development. The individual is rated on behaviorally-based competencies (e.g., leading others, building strong teams, dealing with conflict, making decisions, etc.). The individual rates himself on these competencies, then his supervisors, subordinates, and peers rate him on the same. Results indicate where there is disagreement among the ratings.

Birkman’s 360° Survey uses common standards across jobs and job groups, creating a consistency in the expectations communicated to organizational members. This consistent message helps the organization encourage and reinforce particular behaviors.

Birkman’s 360° Survey competencies cover:

- Thinking strategically and planning long-term for key business and organizational outcomes.
- Engaging the efforts of others in support of goals and outcomes – communicating the vision, building commitment, and assigning responsibility.
- Making decisions, coaching others and managing resources effectively.
- Understanding the organization, customers, culture, and competitive environment.
- Pursuing personal and professional development.

The Birkman 360° Survey is easy to administer online, and the survey’s 60 questions take less time to complete than most 360°s. It can also be used with or without The Birkman Method® data. Although the Birkman 360° Survey can be taken without The Birkman Method®, consulting is still required to provide the participant with results feedback.



# BIRKMAN 360

This Report Was Prepared For  
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## Your Birkman 360° Report

The Birkman 360 measures the perceptions of those who work with you by asking them how often you exhibit skills and behaviors ("competencies") that are critical to your work and to your organization's success. Critical competencies differ somewhat from one organization and from one role or functional area to another. But the Birkman 360 collects data on the entire range of competencies that characterize highly effective persons and their organizations.

You can significantly increase the value you derive from the Birkman 360 Report by meeting with your manager, Birkman consultant, or human resources professional to select the competencies that are critical to your organization and to your present and anticipated roles in it. (If you completed this step in advance, the competencies you selected will be marked with an asterisk [\*] throughout the report.)

## The Competencies

The competencies (exhibited skills and behaviors) are arranged in business process order – that is:

- Those listed first have to do with strategic thinking and long-term planning for key business and organizational outcomes.
- Subsequent competencies address the skills and behaviors you must have in order to enlist others' efforts in support of the goals and outcomes you have envisioned—to communicate a vision of the future, build commitment to it, and assign responsibilities to those who will make it a reality.
- Further on are competencies that enable you to hammer out decisions with others, manage resources effectively, and coach members of work groups as they develop the ability to take on additional responsibilities.
- And finally, there are competencies that underpin the process as a whole, including the drive to pursue your own personal and professional development and to understand the organization, its customers, its culture, and its competitive environment.

# SECTION 1

## Response Rate

The number of people in each perspective who responded to your request for feedback:

Perspective	Invited	Responded	% of Participation
Self	1	1	100%
Manager	2	2	100%
Peers	3	3	100%
Direct Reports	2	2	100%

The overall response rate, shown as a percentage of the total respondents you invited to participate:

**100%**

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**\* Except for Managers' responses, perspectives scores are not included if fewer than 3 persons from that perspective responded to that questionnaire**

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# SECTION 2

## Graphical Summary

 Self	 Mgr	 Peers
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Competency	1 Never	2 Rarely	3 Sometimes	4 Usually	5 Always
<b>Ensuring Long Term Results [*]</b> Your ability to bring a sound knowledge of the industry, the organization, and its customers to bear on the strategic thinking process					
<b>Leading Others</b> Your ability to define, communicate, and inspire others with your vision of the future.					 
<b>Building Strong Teams [*]</b> Your ability to help the members of your work group translate strategic goals and initiatives into specific responsibilities and priorities.					  
<b>Managing Outcomes</b> Your ability to establish measurable outcomes and create systems for monitoring progress toward them.					
<b>Delegating to Others</b> Your readiness to explain expectations, provide appropriate resources, and assist with regular and unscheduled coaching.					

## SECTION 2

### 360 Scores – Averaged

This section of the report shows the average scores for all competencies from each rater perspective and the Total 360 Weighted Average (without Self). The table below provides the Average Score for all competencies according to each rater perspective including your own "Self Evaluation" average. The "Perspective Average" is a simple average of the perspective averages. It is an average of averages. The "Total 360 Weighted Average (without Self)" is a true average derived from all scores and all raters, except your own.

Perspective	Average Score	Self-Evaluation
Manager	3.19	3.05
Peers	3.27	3.05
Perspective Average	3.23	3.05
Total 360 Weighted Average (without Self)		3.24



# SECTION 3

## Your Strengths

This section shows your three Strengths as seen from each perspective.

The first block shows your three strongest competencies from your Manager's perspective, then from your Direct Reports', etc. It also shows (in the far right column) the way you evaluated yourself on each. Remember that the scores in this section are average scores - that is, they average all responses to all questions about the competency from each perspective. To learn more about the specific reasons you received the feedback you did about any given competency, please see Section Six, Analysis of Individual Competencies.

Perspective	Competency	Average Score	Self Evaluation
Manager	Making Decisions	4.42	3.80
	Managing Outcomes	4.36	3.33
	Building Strong Teams (*)	3.42	3.00
Peers	Ensuring Long Term Results (*)	3.67	3.29
	Dealing with Conflicting Ideas	3.64	2.17
	Leading Others	3.05	3.00
<b>WEIGHTED AVERAGE</b>	Making Decisions	3.75	3.80
	Managing Outcomes	3.70	3.33
	Ensuring Results	3.49	3.29

# SECTION 4

## Your Growth Opportunities

This section shows your three Growth Opportunities in Your Current Role as seen from each perspective.

The first block shows the three competencies that would most benefit from development as seen from your Manager's perspective, then from your Direct Reports', etc. It also shows (in the far right column), the way you evaluated yourself on each Competency. Remember that, as with the previous section, the scores are average scores – that is, they average all responses to all questions about the competency from each perspective. To learn more about the specific reasons you received the feedback you did on any competency, please see Section Six, Analysis of Individual Competencies.

Perspective	Competency	Average Score	Self Evaluation
Manager	Dealing with Conflicting Ideas	2.25	2.17
	Leading Others	2.64	3.00
	Personal and Professional Growth	2.71	2.71
Peers	Developing Others (*)	2.56	3.29
	Delegating to Others	3.11	3.00
	Managing Outcomes	3.26	3.33
<b>WEIGHTED AVERAGE</b>	Developing Others (*)	2.81	3.29
	Delegating to Others	3.03	3.00
	Personal and Professional Growth	3/07	2.71

## SECTION 4

### More Specific Definitions of Developmental Areas

This section lists individual questions to which the responses were significantly lower than average and which thus indicate a specific developmental opportunity. The related competency is in parentheses. You will notice that the questions are not always those that pertain to the competencies that were identified as your developmental opportunities (see previous page). Even when someone is particularly strong in a competency, there are often areas within the competency that could be strengthened. The same is true of developmental areas. Even in a pronounced developmental area, everyone probably has one or more strengths that can serve as a core ability and a starting point for successful development work.

Question	Average Score	Self Evaluation
Accurately evaluates the strengths and developmental needs of employees (Developing Others [*])	2.00	1.00
Sets goals and timelines that recognize the need for balance between career and non-work activities (Developing Others [*])	2.20	N/A
Provides timely and effective performance feedback (Developing Others [*])	2.20	3.00
Monitors progress regularly (Delegating to Others)	2.20	2.00
Encourages healthy conflict among competing points of view (Dealing with Conflicting Ideas)	2.40	2.00

# SECTION 5

## Differences in Perspectives

This section shows the competencies where the largest differences occurred between your self-ranking and the rankings from each perspective and, in the last row, from the perspective of all respondents taken together. In this section, you will want to look not only at the differences between your perceptions and the perceptions of each perspective but at the commonalities and differences, if any, among the various perspectives.

Perspective	Competency	Average Score	Self Evaluation	Score Gap
Manager	Managing Outcomes	2.00	1.00	1.02
Peers	Dealing with Conflicting Ideas	2.20	N/A	1.47
<b>ALL</b>	Dealing with Conflicting Ideas	2.20	3.00	0.92

# Analysis of Individual Competencies

This section examines each of the competencies in more detail. At the top of the first page for each competency you will find a series of bar graphs that show the range of responses and the average score for the competency according to perspective (i.e. Self, Manager, Peers, Direct Reports, etc.).

Directly below the bar graph is an expanded definition of the competency, followed by a list of the individual questions that define it. The numbers under the small boxes to the left of each question indicate the average score on that question from each perspective (Self, Manager, Direct Reports, Peers, etc.).

The shading of the boxes indicates the relative significance of the response to the question compared to responses to all other questions in the questionnaire. In general, a gray box indicates that the score on that question was within the average range for responses from that Perspective throughout the questionnaire. A green or red box, by contrast, indicates an average response that was significantly higher or lower, respectively, than the average responses to other questions. Green or red boxes thus deserve special attention as you read through the results for each competency, since they indicate specific strengths and developmental opportunities as perceived by the group (perspective) in question. If respondents wrote comments to explain their answers for a particular competency, the comments appear on the final page of the analysis for that competency.

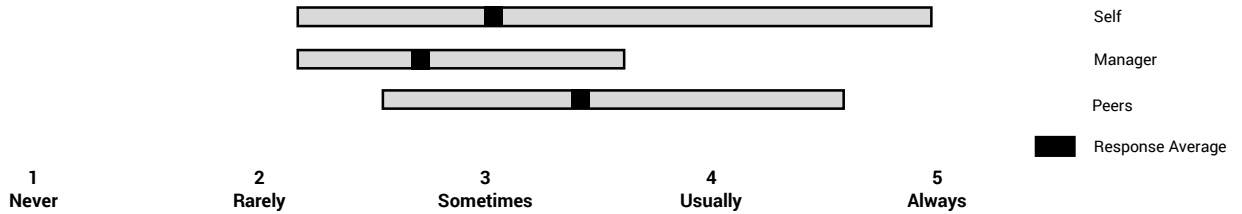
## SECTION 6

# Analysis of Individual Competencies

Finally, the analysis of each competency includes a series of "Mapped Scores." The Mapped Scores compare the scores on your Birkman 360 Report to the specific combinations of Birkman Method Interest and Component scores most likely to affect the competency in question. If your Birkman scores fall completely within the mapped areas, you will likely have the potential to perform at a high level on the competency in question. You may, for example, have the same disposition as extraordinary leaders and builders of teams. At the same time, you may in fact lack the experience and skills to demonstrate that potential on the job and may actually have received low scores on that competency in the Birkman 360 Report. Under such circumstances, the Mapped Scores indicate an area of great potential strength that requires but will richly repay coaching and developmental work. By the same token, a person with only a few matches against the Mapped Scores may nevertheless have gained significant insight into his or her behavior through experience and coaching and have developed a given competency to an unusual extent. As a result, the Birkman 360 responses may identify that competency as a significant strength. Here as before, discussing and understanding the linkage between the competencies and your Birkman profile can provide significant development and self-management guidance for coaches, consultants, and individuals. Your Birkman consultant or human resources professional will work with you to interpret the results of the Mapped Score analysis and apply it to the process of creating your Personal Action Plan.




# SECTION 6

## Competency: Leading Others



Your ability to define, communicate, and inspire others with your vision of the future.

Self	Mgr	Peers	Item
3.0	3.0	3.0	8. Creates a vision of the future that attracts and retains employees and customers
3.0	3.0	3.0	9. Translates his or her vision into words and examples that make it easy for others to understand it and apply it to their work
3.0	3.0	3.0	10. Inspires imagination and commitment in others
3.0	3.0	3.0	11. Sets a personal example of what he or she expects from others
3.0	3.0	3.0	12. Treats people fairly
3.0	3.0	3.0	13. Follows through on commitments
3.0	3.0	3.0	14. Puts organizational goals ahead of personal goals

 This item was ranked STRONGER by this perspective	 This item was ranked MID-RANGE by this perspective
 This item was ranked LOWER by this perspective	— Insufficient data to collect average

# SECTION 6

## Competency: Leading Others

### Comments

Comments are presented exactly as the rater(s) entered them.

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<b>Rater</b>	<b>Comments</b>
Manager	Does not play favorites. Has trouble getting buy-in from team on the direction.
Manager	Needs to work on people skills when dealing with employees.
Peers	I think he is challenged with following through on what he says he will do. I don't believe he "walks the walk."
Peers	Friendly, outgoing guy, but he appears to favor some people over others.
Peers	The epitome of the organization man.




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# SECTION 6

## Competency: Leading Others

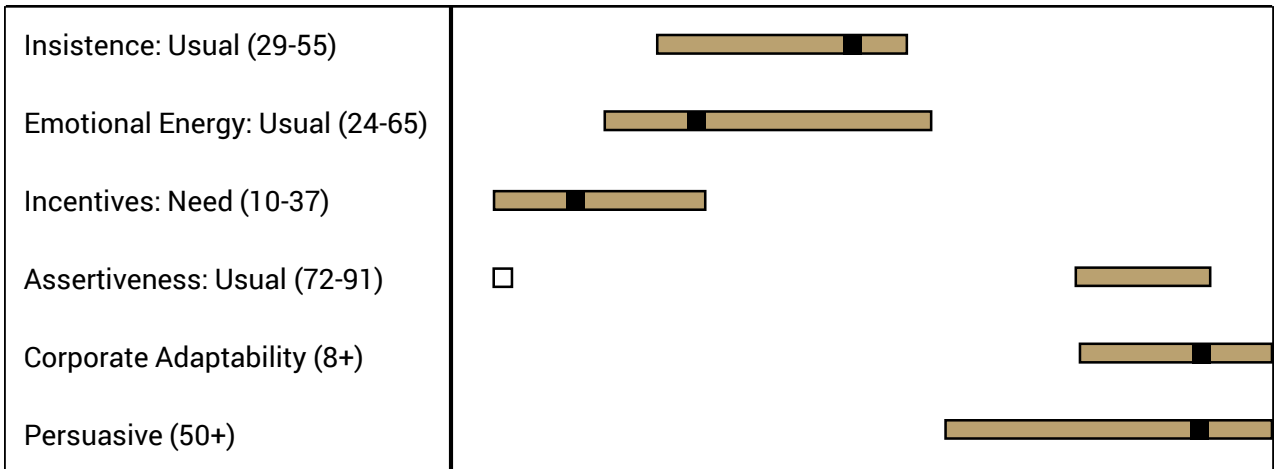
### Mapped Birkman Scores

-  Preferred Range
-  Within Preferred Range
-  Outside of Preferred Range

1

50

99



# SECTION 8

## Ranked Item List

Competency	Statement	Average Score	Self Evaluation
Managing Outcomes	Establishes timelines and measurable outcomes for initiatives	4.40	4.00
Building Strong Teams	Celebrates progress toward individual and work team goals with public praise and appropriate tangible rewards	4.25	0.00
Ensuring Long Term Results	Promotes teamwork among groups; discourages ""we vs. they"" thinking	4.20	3.00

# Personal Action Planning

**1.** If you provided Birkman with critical competencies prior to receiving the Report, the competencies you selected are marked with an asterisk in the table below. In most cases, you will want to spend most of your analysis and planning time on them.

If you did not provide competencies in advance, you should select two or three competencies now based on their importance to your organization and to the role you play now and hope to play in it in the future. While it is natural to gravitate toward competencies where the feedback shows the most room for improvement, you should probably select at least one competency where the feedback shows significant skills that you can develop further and thus increase the positive impact you already have on the organization. Also bear in mind that not all developmental areas are equally important to address. Unless a developmental need is clearly related to your present or future role in the organization, it is probably not worth pursuing at this point. As you select competencies to focus on, you may find it helpful to confer with your manager, Birkman consultant, or human resources professional.

**2.** Next, using the worksheet on the next page, collect your insights into the feedback on each of competencies you selected. (Be sure to include your self-evaluation (Self) as part of the feedback from different perspectives.)

# SECTION 9

## Personal Action Planning

Competency	Insights from Differences in Responses from Different Perspectives	Insights from Responses to Individual Questions and Comments	Insights from Score Mapping	Other Insights
Making Decisions (3.8)				
Managing Outcomes (3.7)				
Ensuring Long Term Results (*) (3.5)				
Building Strong Teams (*) (3.4)				

# SECTION 9

## Personal Action Planning

**3.** Finally, use the Action Planning Worksheet below—or a similar form provided by your organization’s HR group—to plan your response to the Birkman 360 feedback on each target competency. Remember, in the case of strengths, to ask how you will use the associated skills more consciously to deepen the organization’s resources and increase your impact on key objectives and outcomes. For developmental areas, be sure to specify training and other resources you may need, including support from your manager or other managers in the organization.

Competency 1 \_\_\_\_\_

Skills and Behaviors I Will Focus On	Actions I will Take To Develop Them	How I Will Measure My Improvement and its Impact on the Organization	Timetable for Improvement
1.			
2.			
3.			

# SECTION 9

## Personal Action Planning

Competency 2 \_\_\_\_\_

Skills and Behaviors I Will Focus On	Actions I will Take To Develop Them	How I Will Measure My Improvement and its Impact on the Organization	Timetable for Improvement
1.			
2.			
3.			