Transitions 360 - Phase 2
Feedback

Executive Edition

Confidential Report for:

Jamie Sample
November 16, 2022

Table
Mountain®
Consulting Group

Report Sections

The report is organized along the following sections:

Getting the Most of Your Feedback Report

360 Feedback

This report provides information on how you rate yourself and how other people that were selected rate you on these items. This report is not a performance evaluation, but rather it is an assessment of how other people perceive you in the workplace. Everyone, good and struggling alike, has strengths and development opportunities. The goal of this report is to give you insights into those strengths and development areas.

Debrief & Coaching

No assessment provides a definitive picture of an individual. Multiple variables affect the ways in which people perceive you. It is highly recommended that a professional who is trained in providing accurate interpretation of the results of this instrument assist you in debriefing and understanding your report. You may also find benefit from working with a professional coach over time to assist you in implementing your development plan.

Development Planning

Use your feedback in this report to create your own realistic, achievable development plan. Identify goals that are meaningful to you, your role, and the people you work with. It may be difficult to be intentional about shifting multiple things at once; therefore, it is recommended that your development plan be realistic and that you not focus on more than a few goals at a time.

Report Overview

Rating Scale

The table below shows the rating scale and descriptors used for this feedback.

Descriptor Scale Value

Descriptor	Scale Value
Doesn't Describe	1
Minimally Describes	2
Partially Describes	3
Mostly Describes	4
Completely Describes	5

Rater Response Information

Below is the number of raters that have completed the assessment.

Boss	1
Peer	3
Direct Report	3
Other	3

Rater Invitations

Boss - Boss test

Peer - Peer 1 test, Peer 2 test, Peer 3 test

Direct Report - Direct 1 test, Direct 2 test, Direct 3 test
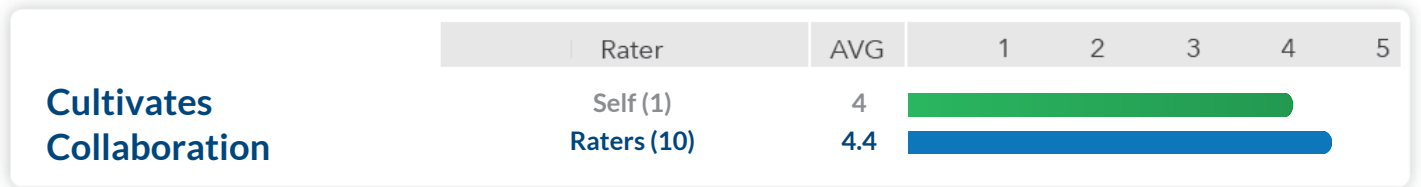
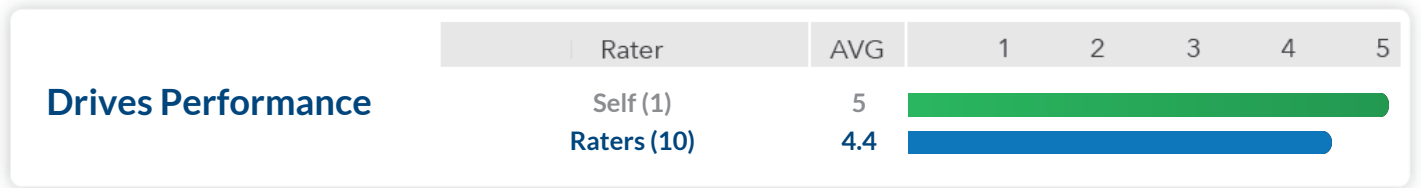**Other** - Other 1 test, Other 2 test, Other 3 test

Other Information

1. In the charts that show likert scales, the number of respondents for each question is identified in parenthesis per rater category. Example: Peers (7)
2. All the comments are displayed verbatim — typographical errors, grammar and punctuation mistakes are the result of your raters direct feedback.
3. Not applicable (N/A) scaled responses are not used in any average score calculations.
4. Items and Averages that receive a score of 3.5 or less are marked in brackets "[ ]" so that you can easily identify lower rated items.

About the Transitions 360 - Phase 2 Feedback

The Transitions 360 report is designed to provide multi-rater feedback to senior leaders across specific categories that are thought to be important for leadership effectiveness in the first year of a leader's new role. The survey is completed at three intervals throughout the transition year and each report provides information about the raters' perceptions at each interval. The questions being asked at each interval are different and focus on behaviors that are particularly important for each phase of the transition. This report provides information on how you rate yourself and how other people that you selected rate you in these categories.

Strategy and Direction

Rater	AVG	1	2	3	4	5
Self (1)	5					
Raters (10)	4.5					

Develops Talent

Rater	AVG	1	2	3	4	5
Self (1)	4					
Raters (10)	4.2					

Drives Performance

Rater	AVG	1	2	3	4	5
Self (1)	5					
Raters (10)	4.4					

Cultivates Collaboration

Rater	AVG	1	2	3	4	5
Self (1)	4					
Raters (10)	4.4					

Strategy and Direction
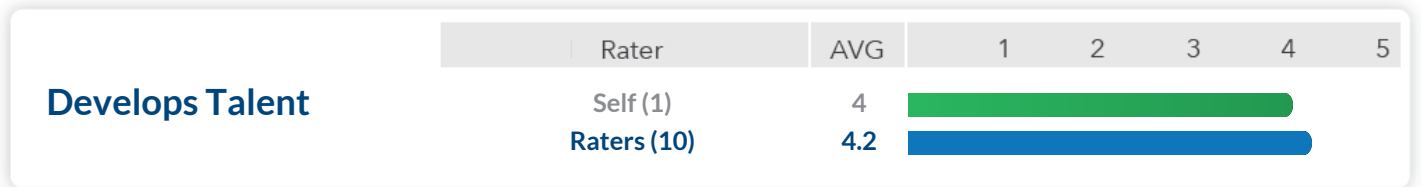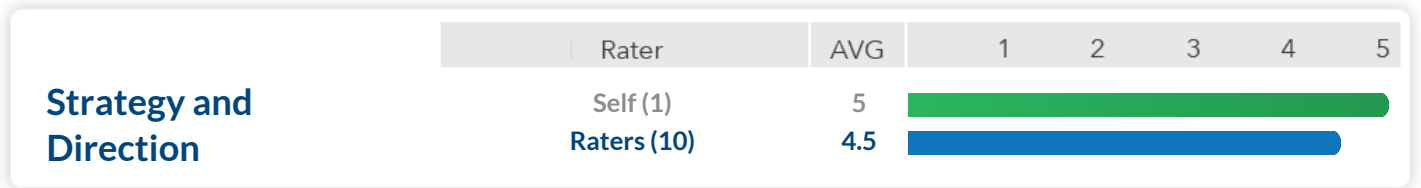
Effective new leaders begin to express a clear point-of-view about key organizational issues, priorities, and direction. They articulate the strategy, indicating what should change and what should not.

(1) Please rate the extent to which this paragraph describes this person.

Rater	AVG	HI	LO	1	2	3	4	5
Self (1)	5	-	-					
Boss (1)	5	5	5					
Peer (3)	4.33	5	4					
Direct Report (3)	4.67	5	4					
Other (3)	4.33	5	4					
All Raters (minus Self) (10)	4.5	5	4					

(2) Please provide comments that will help this person understand your rating.

Self

- Self comment

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

Develops Talent

Effective leaders have a focus on developing others and take an active interest in their skills, motivations and interests. They ensure that direct reports receive regular feedback, have development plans, and engage in regular conversations about both current performance and future development.

(3) Please rate the extent to which this paragraph describes this person.

Rater	AVG	HI	LO	1	2	3	4	5
Self (1)	4	-	-					
Boss (1)	4	4	4					
Peer (3)	4	4	4					
Direct Report (3)	4.67	5	4					
Other (3)	4	4	4					
All Raters (minus Self) (10)	4.2	5	4					

(4) Please provide comments that will help this person understand your rating.

Self

- Self comment

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

Drives Performance

Leaders in their first year should have shown an ability to make strategic decisions and have taken action to move initiatives and the team forward. They are reliably meeting expectations, and accountable for deliverables.

(5) Please rate the extent to which this paragraph describes this person.

Rater	AVG	HI	LO	1	2	3	4	5
Self (1)	5	-	-					
Boss (1)	4	4	4					
Peer (3)	4.33	5	4					
Direct Report (3)	4.33	5	4					
Other (3)	4.67	5	4					
All Raters (minus Self) (10)	4.4	5	4					

(6) Please provide comments that will help this person understand your rating.

Self

- Self comment

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

Cultivates Collaboration

Leaders that are effective at collaboration demonstrate a good blend of assertiveness and cooperation when working with others. They are seen as building partnerships and working with others to make well-informed decisions and solve problems.

(7) Please rate the extent to which this paragraph describes this person.

Rater	AVG	HI	LO	1	2	3	4	5
Self (1)	4	-	-					
Boss (1)	5	5	5					
Peer (3)	4	4	4					
Direct Report (3)	4.33	5	4					
Other (3)	4.67	5	4					
All Raters (minus Self) (10)	4.4	5	4					

(8) Please provide comments that will help this person understand your rating.

Self

- Self comment

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
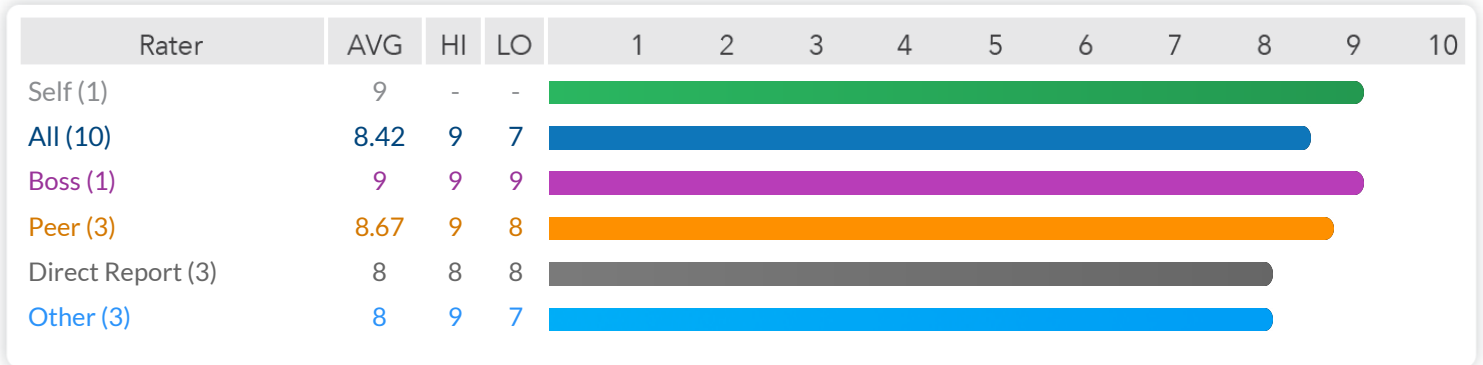- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

Overall Effectiveness

Please provide a rating of this person's overall effectiveness as a professional on a 10 point scale:

(1 = Not At All Effective | 10 = Extremely Effective)

Rater	AVG	HI	LO	1	2	3	4	5	6	7	8	9	10
Self (1)	9	-	-										
All (10)	8.42	9	7										
Boss (1)	9	9	9										
Peer (3)	8.67	9	8										
Direct Report (3)	8	8	8										
Other (3)	8	9	7										

To what extent does this person seek out, and incorporate feedback from others?

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

Please offer your thoughts on whether or not this person has created an effective team with the right people and processes.

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

Please describe anything about this person's personality or style that is impacting their effectiveness.

Boss

- Boss comment

Peer

- Peer comment
- Peer comment
- Peer comment

Direct Report

- Direct comment
- Direct comment
- Direct comment

Other

- Other comment
- Other comment
- Other comment

What feedback have you received about your leadership and performance thus far?

Self

- Self comment

Please offer your thoughts on the effectiveness of your team(s) and what needs to be improved to ensure success going forward.

Self

- Self comment

Are there adjustments that the organization could provide to improve your success as a leader?

Self

- Self comment