# 360 Feedback Interpretation and Development Plan Worksheet

**Contents**

[Introduction: How to Use This Template 1](#_Toc67582894)

[Section 1: Results Interpretation 2](#_Toc67582895)

[A. Strengths 2](#_Toc67582896)

[B. Opportunity areas 4](#_Toc67582897)

[C. Comparative Analysis 5](#_Toc67582898)

[D. Themes for Exploration 6](#_Toc67582899)

[Section 2: Employee Development Plan 7](#_Toc67582900)

# Introduction: How to Use This Template

**Results Interpretation:** Getting the most from your 360 feedback involves analyzing and understanding the data in your report and actively using it to develop. Your feedback report is confidential, and you are not required to share the report with anyone; however, you are expected to share themes from your report and areas of development you wish to focus on with your manager. This worksheet will help you analyze your feedback and determine the areas of strength you wish to build upon and the areas of opportunity you wish to address. The analysis you perform in the first part of this Worksheet will assist you in creating your development plan in the second part.

**Employee Development Plan:** An employee development plan documents development planning discussions, including development goals, action plans, and progress updates. These discussions and the resulting actions are essential to realizing the benefits of the 360 feedback assessment, building employee engagement, and as a result, driving retention.

This template is divided into sections to allow employees flexibility with what they want to share with their manager. Although employees are *encouraged* to share all aspects of this worksheet with their manager, they are only *required* to share the “Themes for Exploration” and the “Employee Development Plan” sections. These can be printed separately by the employee to share with their manager.

To use this template, simply replace the text in dark grey with information customized to your organization and fill in the appropriate fields. When complete, delete all introductory or example text and convert all remaining text to black prior to distribution.

|  |  |
| --- | --- |
| **Employee Name and Title:** | Michel Smith, Operations Manager |
| **Supervisor:** | Priyanka Patel | **Date Feedback Received:** | June 4, 2023 |

#  Section 1: Results Interpretation

## Strengths

1. Look at the table of overall **average** ratings for each competency. Place your top three rated competencies in the left-hand column.
2. For each of your top-rated competencies, delve deeper into the average ratings for each behavior. Place your top-rated behaviors in the middle column. Place your lowest rated behaviors in the right-hand column.
3. Now you are aware of your strongest competencies and how developing specific behaviors can further improve your strengths.

|  |  |  |
| --- | --- | --- |
| **Strengths** | **Top-rated behaviors****per strength** | **Lowest-rated behaviors****per strength** |
| 1. Problem Solving and Decision Making
 | * Initiates the evaluation of possible solutions to problems
 | * Seeks information and input to fully understand the cause of problems
 |
| * Makes decisions with confidence and certainty
 | * Makes effective decisions about work priorities based on their level of authority
 |
| * Takes ownership over decisions and their consequences
 | * Does not jump to conclusions
 |
| 1.
 |  |  |
|  |  |
|  |  |
| 1.
 |  |  |
|  |  |
|  |  |

## Opportunity Areas

1. Look at the table that depicts overall **average** ratings for each competency. Identify your three lowest rated competencies and place them in the left-hand column.
2. For each of your lowest rated competencies, delve deeper into the average ratings for each behavior. Place your top-rated behaviors in the middle column. Place your lowest rated behaviors in the right-hand column.
3. Now you are aware of the competencies that require the most improvement and which specific behaviors need to be improved the most.

|  |  |  |
| --- | --- | --- |
| **Opportunity areas** | **Top-rated behaviors****per opportunity area** | **Lowest-rated behaviors****per opportunity area** |
| 1. Creativity and Innovation
 | * Synthesizes ideas and insights
 | * Articulates a vision for the department
 |
| * Researches and seeks out experts to identify potential opportunities
 | * Creates an environment that empowers individuals to champion improvements to processes and outputs
 |
| * Recognizes and rewards creativity and innovation
 | * N/A
 |
|  |  |  |
|  |  |
|  |  |
|  |  |  |
|  |  |
|  |  |

## Comparative Analysis

1. For each competency or behavior, look at the breakdown of ratings by rater group. Evaluate each rater group’s feedback in turn against your self-rating.
2. Pinpoint higher and lower than expected ratings and the variances between yourself and other rater group ratings.
3. Place competencies or behaviors that you rated lower and rater groups rated higher in the left-hand box.
4. Place competencies or behaviors that you rated higher and rater groups rated lower in the middle box.
5. Look at the chart that compares rater group ratings for each competency or behavior. Place competencies that have significant discrepancies in the right-hand box.
6. Attempt to provide some context or explanation as to why the ratings are different. This will give you the information you need to follow up with raters and gain a better understanding of your performance.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Unknown Strengths:****Competencies or behaviors which rater groups rated higher than I rated myself** | **Top Perception Gaps:****Competencies or behaviors which rater groups rated lower than I rated myself** | **Inconsistencies:****Significant ratings discrepancies among rater groups** |
| **Competency or behavior** | *Problem solving and decision making* | *Teamwork** *Builds consensus to make team decisions and implements those decisions*
 | *Managing through change and uncertainty* |
| **Context** | I wasn’t happy with the way I approached the PR problem, but it looks like everyone else thought I did a good job. | Not sure why everyone rated me so low here. Need to get more information and feedback to help me understand. | Direct reports rated me two points lower than my peers did. Could be related to my communication during the shift to working from home. Need to follow up. |
| **Competency or behavior** |  |  |  |
| **Context** |  |  |  |
| **Competency or behavior** |  |  |  |
| **Context** |  |  |  |

## Themes for Exploration

Discuss the above interpretation with your manager, feedback coach, mentor, or HR representative. Use the themes from this worksheet to form your development plan in consultation with your manager. Note: The previous sections of this worksheet do not *need* to be shared with your manager, but this section must be shared in order for your manager to support your development.

1. **From your strengths list and/or unknown strengths:** Determine up to three specific competencies or behaviors that will most help you be successful in your current role and future career aspirations.
2. **From your opportunity areas list and/or perception gaps:** Determine up to three specific competencies or behaviors that will most help you be successful in your current role and future career aspirations.
3. **From your comparative analysis:** Determine which competencies or behaviors that will most help you be successful in your current role and future career aspirations that you need to follow up with to gain more clarity.
4. **Once you have completed determining the themes for exploration with your manager, coach, mentor, or HR representative, you will have a clear idea on how to prioritize your development plan based on the feedback received and your own career goals.**

|  |  |  |
| --- | --- | --- |
| **Strengths to continue to develop** | **Opportunity areas to focus on** | **Discrepancies to follow up on** |
| 1. | Problem solving and decision making* Making decisions with confidence and certainty
 |  | Creativity and innovation* Articulating a vision for the department
 |  | Managing through change and uncertainty |
| 2. | *
 |  |  |  |  |
| 3. |  |  |  |  |  |

# Section 2: Employee Development Plan

Discuss the Themes for Exploration above with your manager and work together to create a development plan by following the steps below.

1. Document up to five strengths and opportunity areas that you most want to develop from those identified in the Themes for Exploration.
2. Based on current performance levels and career aspirations, specify at least three development goals to address skill gaps or career objectives. For each goal, consider the SMART model (Specific, Measurable, Achievable, Relevant, and Time-bound).
3. Build a concrete action plan by identifying development methods to fill the skill gaps and achieve the career objectives. An action should be identified for each development goal.
4. Identify the manager support required to achieve goals and fulfill action plan.
5. Update progress after feedback meetings and as goals are achieved. At a minimum, update progress quarterly for longer-term objectives.

|  |
| --- |
| **Employee Development Plan Summary** |
| **Strengths** | **Opportunity Areas** |
| *
*
*
*
*
 | *
*
*
*
 |
| **Development Goals & Action Plans** |
| **Development Goal** | **Timeline for Completion** | **Measurement of Achievement** | **Development Method** | **Progress Update** |
| Project management skills including budgeting and developing project charter | Dec. 31, 2023 | Able to manage an end-to-end project  | * Internal project management program
* Coaching from Sr. Project Manager
 |  |
| [Insert goal] | [Date] | [Measure] | [Describe method] |  |
| [Insert goal] | [Date] | [Measure] | [Describe method] |  |
| **Manager Support Required** |
|  |

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee Signature Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Manager Signature Date

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

For acceptable use of this template, refer to McLean & Company's [Terms of Use](https://hr.mcleanco.com/terms). These documents are intended to supply general information only, not specific professional, personal, legal, or accounting advice, and are not intended to be used as a substitute for any kind of professional advice. Use this document either in whole or in part as a basis and guide for document creation. To customize this document with corporate marks and titles, simply replace the McLean & Company information in the Header and Footer fields of this document.