



360° FEEDBACK

John Doe

Aligning
Accountability
Problem Solving
Executive Presence
Engaging and Inspiring
Communication
Creativity **Trust** Innovation
Learning
Developing and Sharing
Navigating Networks
Managing Conflict
Cooperation

SELF AWARENESS SERIES

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I INTRODUCTION

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YOUR PERSONAL 360⁰ FEEDBACK

If you gave the people who know you, a chance to provide developmental feedback, what would they say?

Feedback is the most significant gift which an individual can get from friends, family and colleagues. Surprisingly, either we do not get genuine feedback, or do not ask for it. Without feedback, we tend to invent our own reality. And respond to this contrived reality.

Understanding ourselves and how we interact with others helps us understand the impact we have on those around us. The perceptions of others within our circle of influence - whether those perceptions are consonant with our perception or not - often impact our level of success.

The first step in improving effectiveness is gaining an awareness of your level of performance. Many of us have an incomplete perceptions of how others see us. This may lead to ineffective interaction and reduced overall impact. We can't begin to improve until we are aware of our behaviours and how others perceive them.

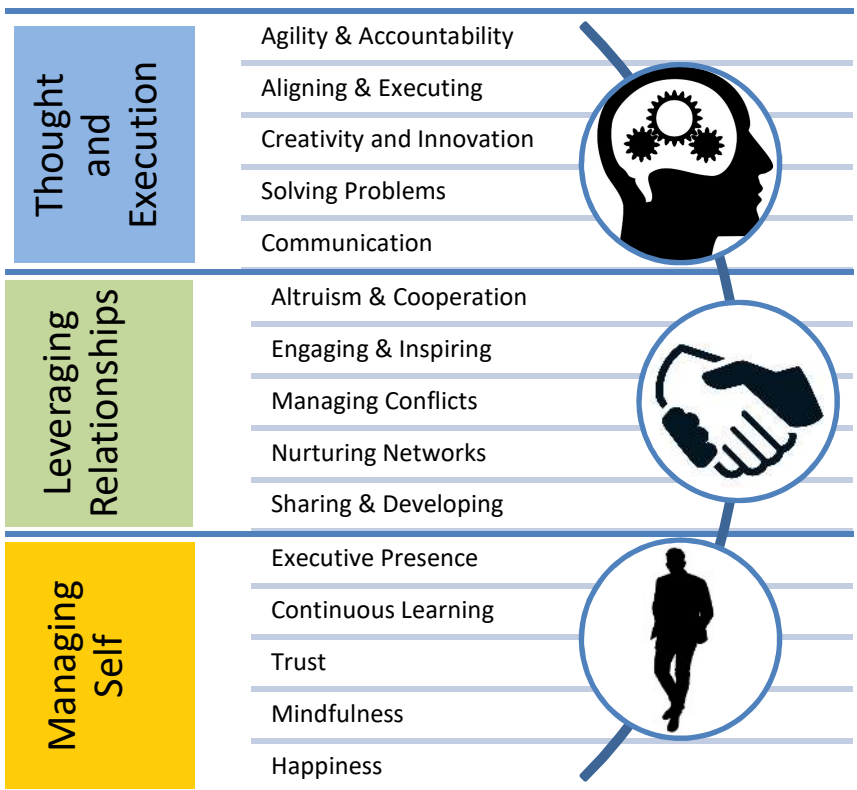
This is where 360⁰ feedback comes in. 360⁰ Degree Observations are powerful mechanism to facilitate self – awareness, increase personal effectiveness and ensure development of an individual.

This report not only helps you validate your strengths & areas of opportunities, but will also provide you with a good view on your untested strengths & blind spots.

**All responses were confidential and received directly by OKTANE. The online feedback system ensures confidentiality. The contents of this report have not been shared with anyone else other than you. However, we encourage you to share your feedback report with your coach and individuals of your choice to have further meaningful discussions.*

DIMENSIONS

OKTANE’s Dimensions of Personal Effectiveness form the foundation for this 360° Feedback model. It has been developed after 12 years of interaction with industry leaders, practitioners and coaches. The basic crux revolves around understanding what makes a person successful . According to our research there are three main dimensions and 15 sub-dimensions which define effectivity and efficiency.



RATING SCALE AND SCORING GUIDELINES

Interpreting the Rating Scale

The scale used for eliciting feedback was a 5-point rating scale,

1	2	3	4	5
Never	Rarely	Sometimes	Often	Always

Rating Methodology

Each dimension has been calculated using the following rationale:

- ▶ Each dimension had one or more statements that were used to determine an individual's score on the dimension
- ▶ An average of scores across all statements was taken to determine the score on that particular dimension
- ▶ Statements where the respondents did not offer a comment, or selected 'NA' (Not Applicable) , were left out of the analysis.

CONSIDERATIONS WHILE READING YOUR REPORT

- ▶ Keep an open mind towards the feedback received
- ▶ Remember that everyone has some strengths and developmental opportunities and so do you
- ▶ Feedback received reflects only observable behaviours. So, a lower score is not a reflection on your capability. Maybe your respondents didn't get an opportunity to observe the same while interacting with you.
- ▶ Feedback is important and not the person giving it, therefore do not try to guess who has given what feedback. It can hamper your interpretation of the report and deviate you from your journey of self – development.
- ▶ Leverage the feedback for self-reflection and to create your developmental plans.

What if I disagree with the comments I see?

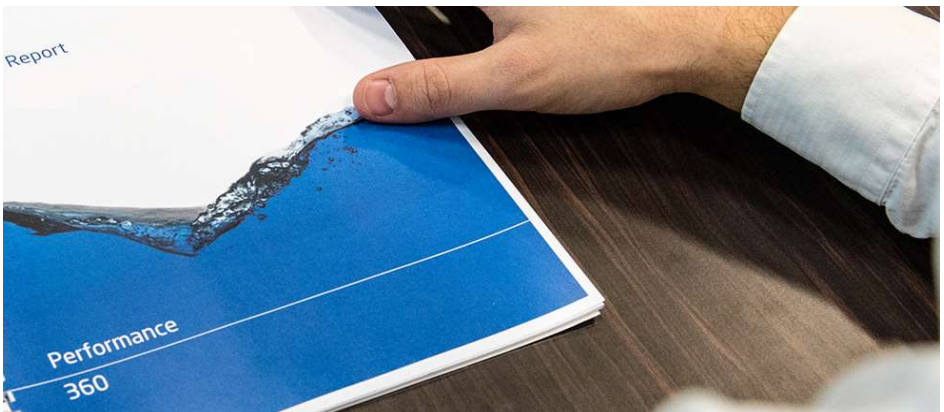
It is important to remember, that this feedback indicates that “perception is greater than reality.” The information being shared here is to give you a clearer picture of how you are perceived by others. It is data that you can use (if you choose) to improve your effectiveness.

Will I have a chance to talk to someone about what this means and what I can do to improve my scores?

Over the next few weeks, you are encouraged to meet friends, family, colleagues and coach to review the results and begin working on a development plan. We encourage you to construct your own development plan based on the behaviors that you want to focus on.

2 OVERVIEW OF YOUR PROFILE

- ▶ Overview of Your Profile ... 12
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YOUR RESPONDENTS

Number of Individuals Nominated by you	Number of Individuals who Responded
24	13

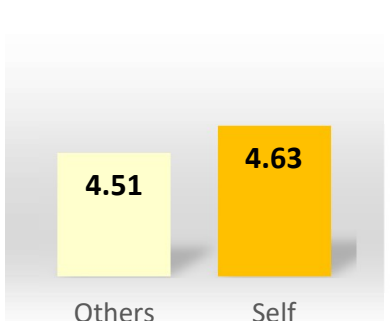
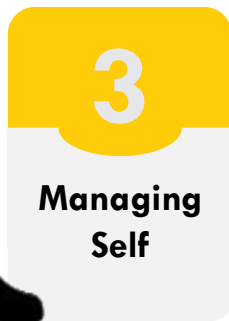
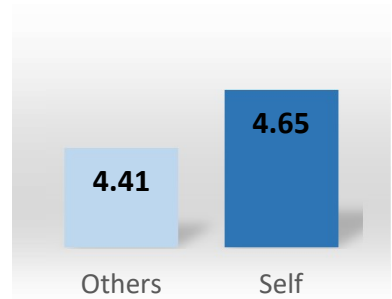
You nominated the following individuals to share their Feedback

Gunjan Agarwal	Harold Patrick	Amit Tyagi
Amit Shakya	Sriya Basu	Ashok
Krishna Rao	Ram Mohan Rai	Rosy Roy
Anusha Agarwal	Kit Walker	Sadhana Gupta
Karnika	Amit	Linda
Gyanendra Pradhan	Manish	Sunil Pandey

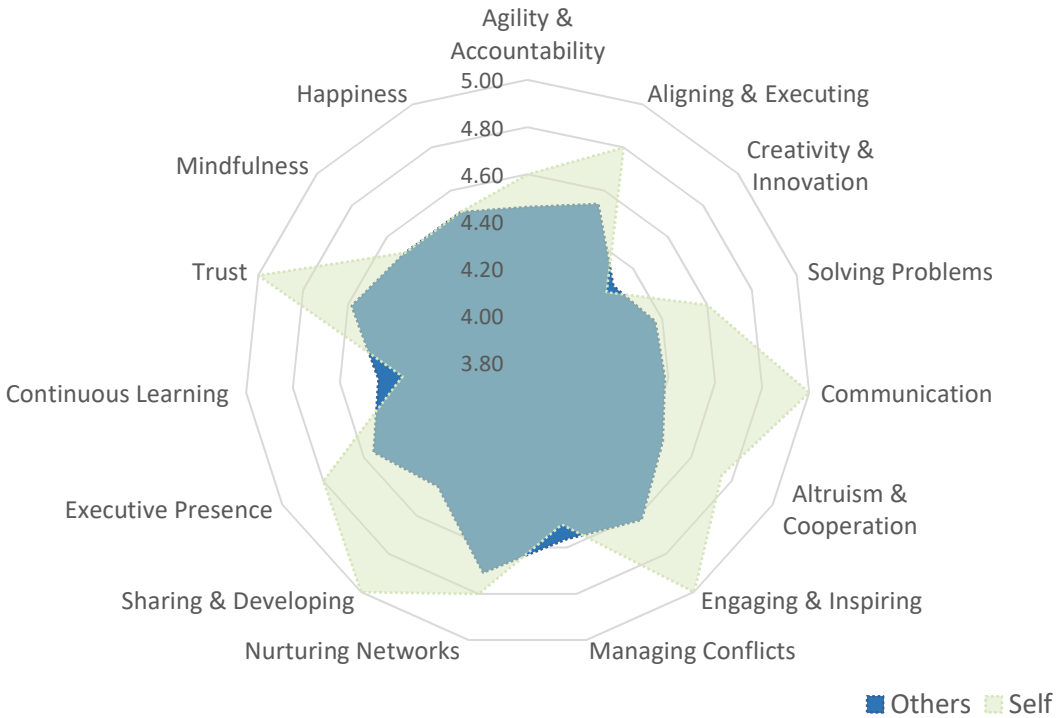
How well do your respondents know you

1		3	3	6
Only by Name	As an acquaintance	Reasonably Well	Quite Well	Extremely Well

OVERVIEW OF YOUR PROFILE



YOUR PROFILE – ALL SUB-DIMENSIONS

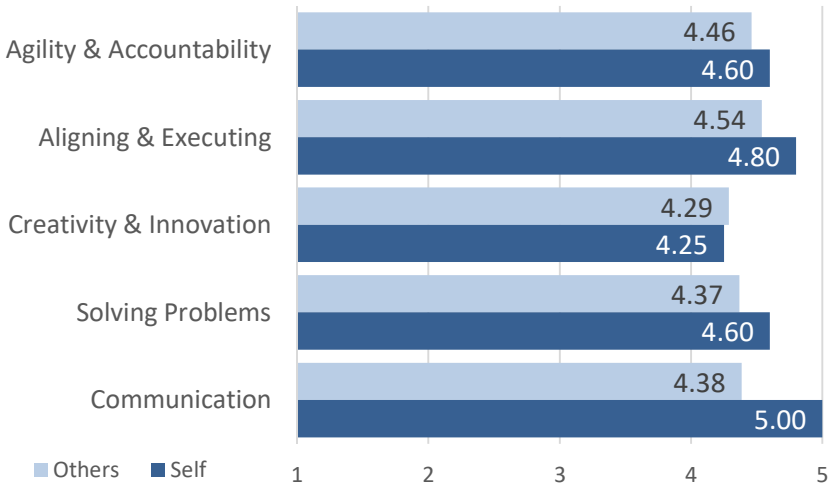




SELF VS. OTHERS – A SNAPSHOT

Thought and Execution

- the extent to which your friends and family see you as agile, thoughtful, creative and able to take action



Your well-wishers have indicated that you need to pay greater attention towards Thinking about issues and putting your thoughts into Action. Within this dimension, Aligning & Executing has emerged as its main contributor, with a score of 4.54 Creativity & Innovation emerges as the category with the least gap - 0.04 between the perception of others and your own evaluation. The largest gap of 0.62 points is in the category of Communication where others have rated you at 4.38 and your own rating stands at 5.00

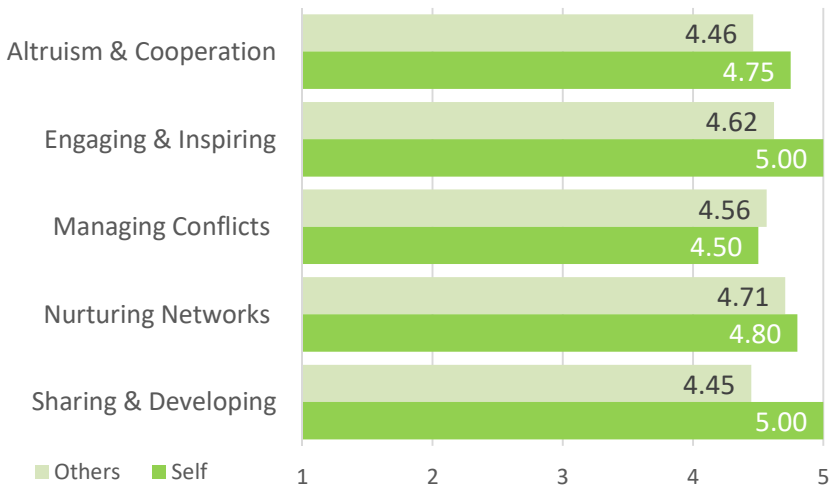
While evaluating yourself on this dimension, you have given highest rating to Communication with 5.00 points. Also you have rated yourself lowest on Creativity & Innovation with a score of 4.25 points.



SELF VS. OTHERS – A SNAPSHOT

Relationship

- the extent to which your friends and family see you as sharing, caring, connected, responsive, and contributing to their progress



Of the three dimensions, maintaining and nurturing Relationships has emerged as the most noticeable feature of your personality. Within this dimension, Nurturing Networks emerges as the main contributor, with a score of 4.71 that pulls your overall scores upwards. The largest gap of 0.55 points is in the category of Sharing & Developing where others have rated you at 4.45 and your own rating stands at 5.00. Managing Conflicts emerges as the category with the least gap - 0.06 between the perception of others and your own evaluation.

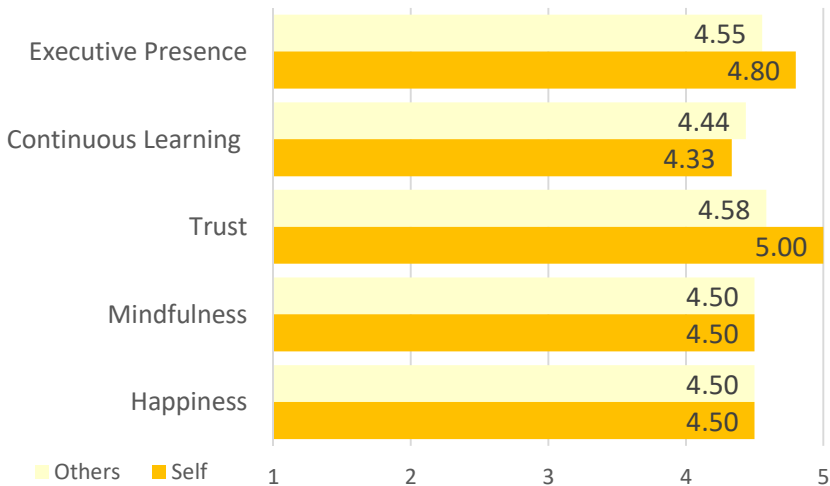
While evaluating yourself on this dimension, you have given highest rating to Engaging & Inspiring with 5.00 points. Also you have rated yourself lowest on Managing Conflicts with a score of 4.50 points.



SELF VS. OTHERS – A SNAPSHOT

Managing Self

- the extent to which your friends and family see you as being communicative, your executive presence, & have trust in relationship.



You are also seen to be Managing yourself quite well and this emerges as the second most important dimension for you, as per the feedback shared by your respondents. Within this dimension, Trust emerges as the main contributor, with a score of 4.58 Happiness emerges as the category with the least gap - 0.00 between the perception of others and your own evaluation. The largest gap of 0.62 points is in the category of Executive Presence where others have rated you at 4.38 and your own rating stands at 5.00

While evaluating yourself on this dimension, you have given highest rating to Mindfulness with 5.00 points. Also you have rated yourself lowest on Trust with a score of 4.33 points.

JOHARI WINDOW*

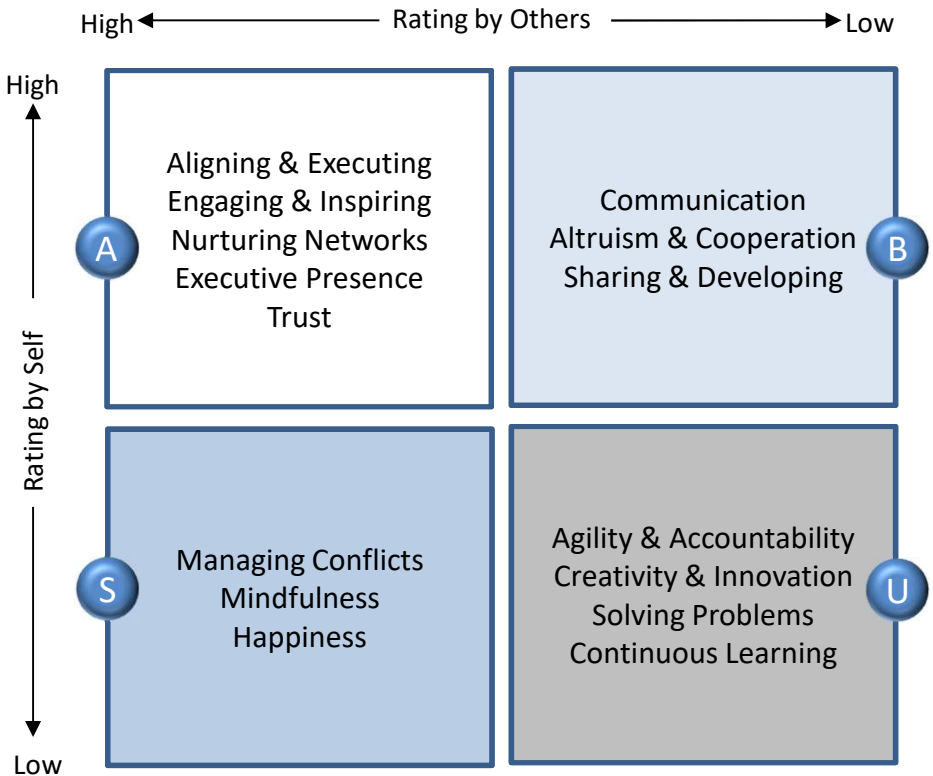
The Johari Window is a schematic reflection of your personality. It consists of four parts:

A **Arena**:- The daily conduct to the environment

Blind Spots :- Suppresses and habits you are not aware of

S **Hidden Strengths**: Part of behavior hidden to others

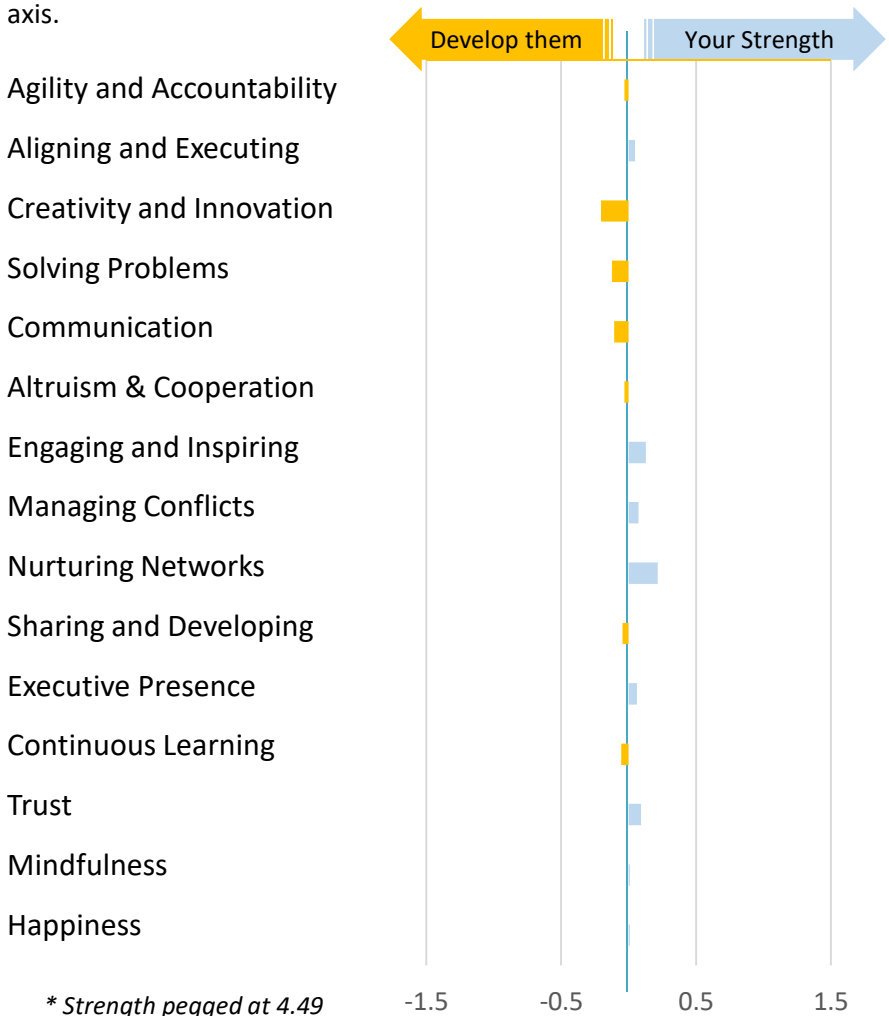
Unknown: Nobody has seen as much on these dimensions



* Modified Johari Window created originally by psychologists Joseph Luft and Harrington Ingham in 1955

YOUR STRENGTHS & DEVELOPMENT AREAS

The following graph shows your strength* and development areas. The extent of gap is shown by the length of the bar. You can focus on dimensions that have been shown on the left hand side and capitalize on competencies that have been shown on the right hand side of the vertical axis.



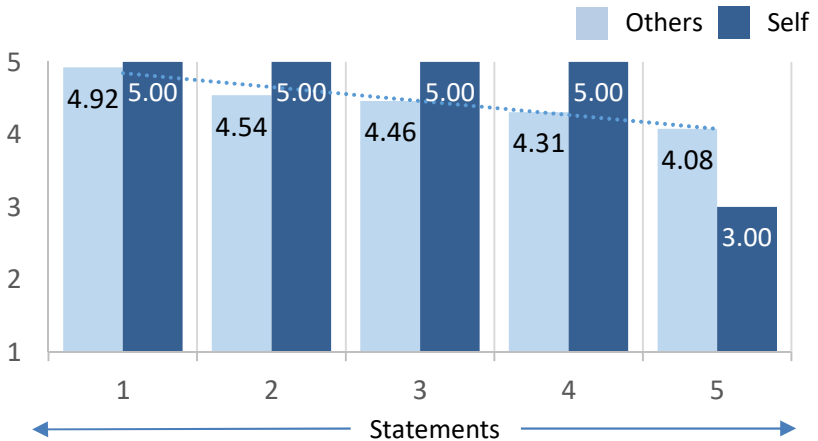
3 DETAILED FEEDBACK REPORT

- ▶ How you leverage Thought and Execution ...20
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THOUGHT AND EXECUTION

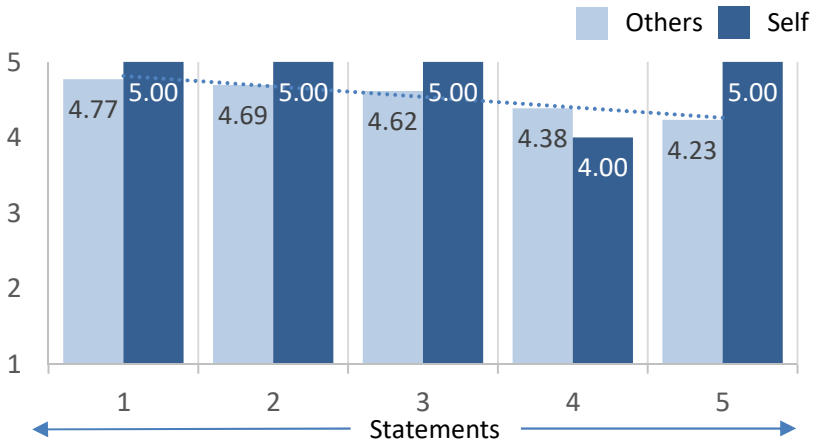
Agility and Accountability determines the extent to which your family and friends see you as doing your work on time, and at the same time negotiating good quality and value of money.



1. Punctual and time conscious.
2. Never compromises on quality even if it implies a small delay.
3. Understands the value of money and spends carefully
4. Take ownership of the work done by friends and colleagues.
5. Understands financial matters and can negotiate a good position

THOUGHT AND EXECUTION

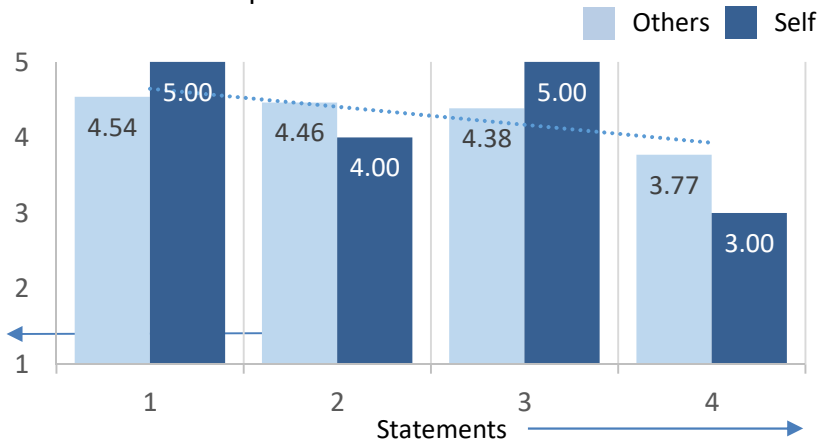
Aligning and Executing is about how others see you as following systems and processes, getting things done and remaining calm and composed under tough times. At the same time acting in a professional manner, without favor or fear.




1. Is industrious and does not procrastinate allocated tasks.
2. Creates and promotes a professional work environment.
3. Is always ready to help.
4. Does not get anxious under pressure.
5. Believe in existing systems & processes, and follow them.

THOUGHT AND EXECUTION

Creativity and Innovation refers to how your friends see you as harnessing the power of the mind to conceive new ideas, new approach and continuous improvements. It also includes taking newly created ideas and developing them into useful and practical solutions.

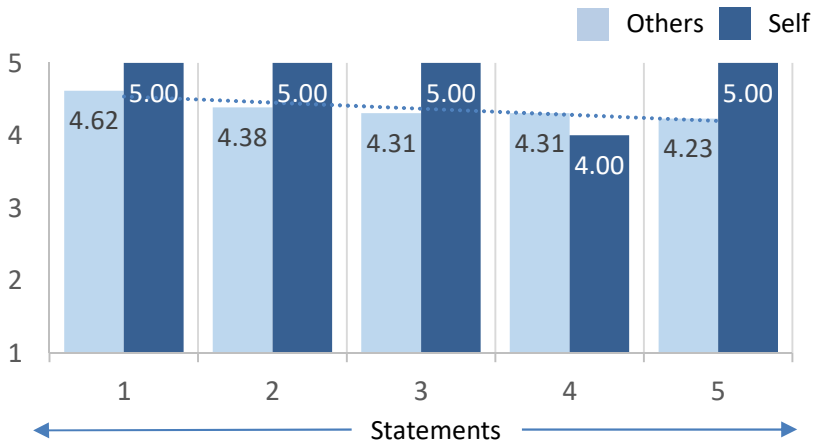


1. Has a pragmatic approach and can make things happen.
2. Can synthesize multiple viewpoints in a creative manner
3. Encourages me to improve and complete my task in a better way.
4. Is tech-savvy and can suggest technological solutions

 Creativity and Innovation is the most important area where your friends would like you to focus your attention on. Rather than take a back seat, they want you to share novel suggestions, contribute with insights and help them explore different facets.

THOUGHT AND EXECUTION

Problem Solving determines the extent to which people see as logical, aware of their problems and provide thoughtful solutions to their personal problems.



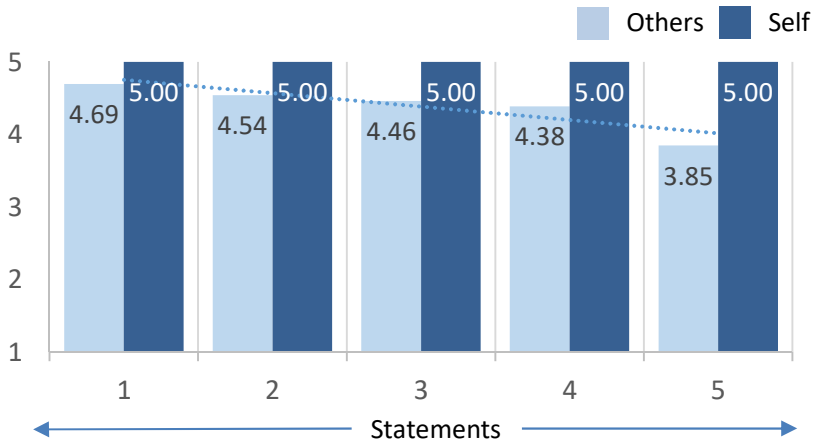
1. Is empathetic about personal issues & problems of others.
2. Provides thought leadership with creative ideas
3. Use deep insights to support others
4. Can strike a balance between divergent viewpoints
5. Can influence others with knowledge and logic.




Problem Solving has emerged as another area where your friends would like you to focus on. Rather than only use emotional appeal, you can use more of data and logic to solve problems.

THOUGHT AND EXECUTION

Communication determines the extent to which you are open to listening, sharing your thoughts and being sensitive to needs of your friends. It also measures your assertiveness and courage to speak out the truth without fear or favor.

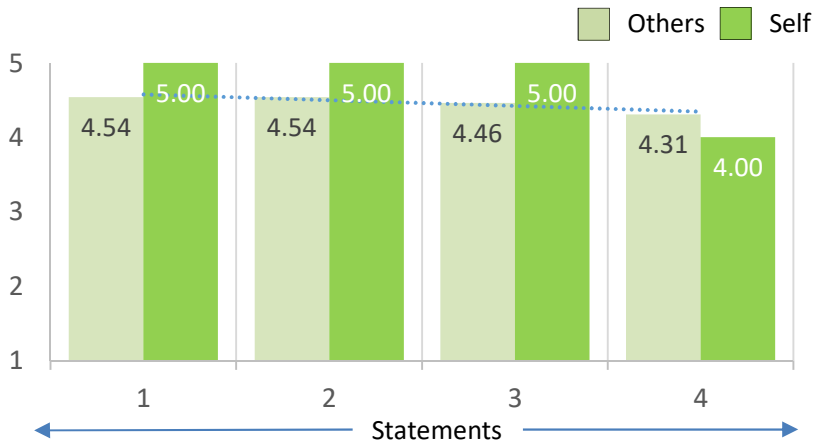


1. Creates an open and secure environment while communicating
2. Understands what others require, sensitive to their needs
3. Never withholds any information that I require.
4. Listen attentively and does not prejudge
5. Does not hesitate to call a spade a spade

 Communicating Effectively has also emerged as an area where your friends would like you to work on. Rather than trying to be politically correct, they want you to be upright, even if it means being unpleasant or rude.

LEVERAGING RELATIONSHIPS

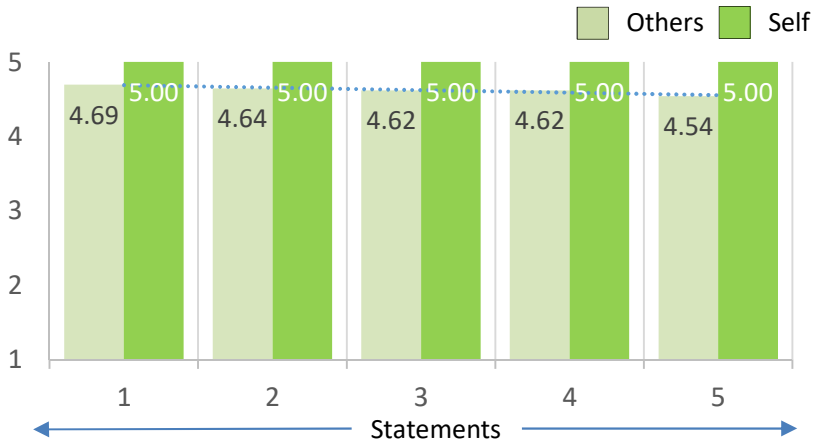
Altruism and Cooperation determines the extent to which others see you as helping them, co-creating solutions and responding in the times of their need. When we share with others, they feel closer to us, and we also feel closer to them.



1. Can be counted upon to help at all times without expecting any personal gain
2. Can support others and co-create solutions.
3. Responds to requests for help and provides concrete support.
4. Come up with creative ideas

LEVERAGING RELATIONSHIPS

Engaging and Inspiring helps you to understand how others see your interactions positively, and feel energized after talking to you. It determines the extent to which they find your company enjoyable, and as a result would like to remain in touch.



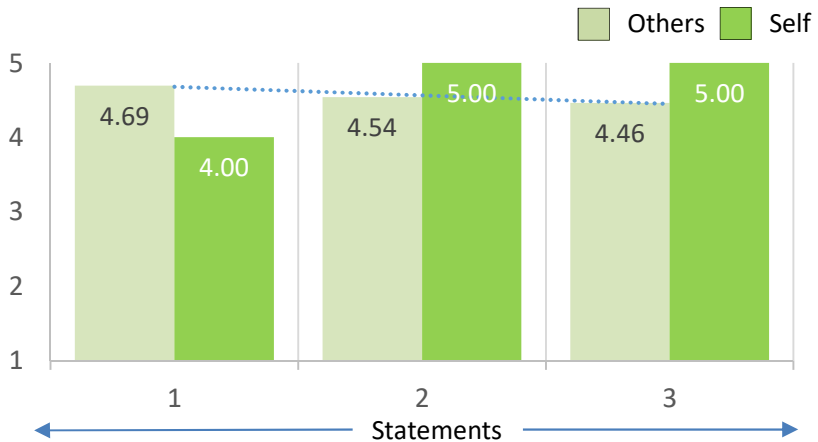
1. I am happy the way he/she interacts with me.
2. My interactions with him/her are positive and encouraging.
3. I feel energised after an interaction with him/her.
4. Sees people in a positive light and helps them build on their strengths.
5. Shows interest and a positive concern about my success.



You are also appreciated for your ability to connect positively, and others feel inspired in your company. They feel quite happy about the way you interact with them.

LEVERAGING RELATIONSHIPS

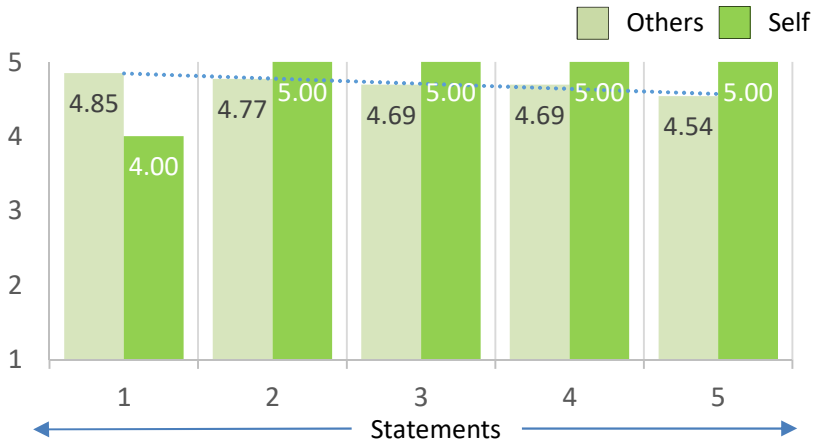
Managing Conflict ensure that everyone around you feels free of difference. heard and respected. It also covers the extent to which you acknowledge the issues and do not shy away from negotiating a mutually beneficial solution



1. Encourages healthy discussions even if his/her views are challenged.
2. Resolves conflicts and differences by discussing it.
3. Manage emotions by talking about them rather than expressing them through actions or behaviour

LEVERAGING RELATIONSHIPS

Nurturing Networks determines the extent to which your friends, family and colleagues acknowledge the your efforts to make personal connection with them. It also shows the extent to which your are approachable, and can nurture your contacts.



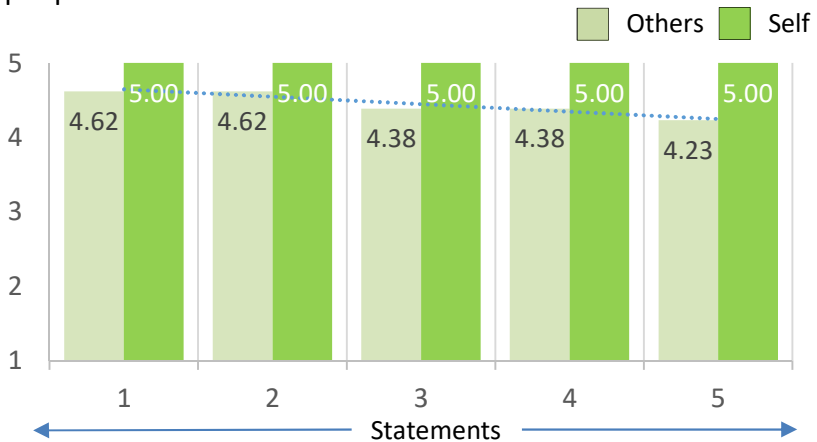
1. Shows interest in engaging with people.
2. Maintains and nurtures a good network of personal contacts.
3. Connects with all the people with ease.
4. Is approachable and available for discussion / clarifications.
5. Keeps in touch with family, friends and associates and talks with a personal connect.



Your friends appreciate you the most for Nurturing Contacts and acknowledge this as the most important dimension of your personality. You are quite skilled in expanding your network, making new contacts and friends.

LEVERAGING RELATIONSHIPS

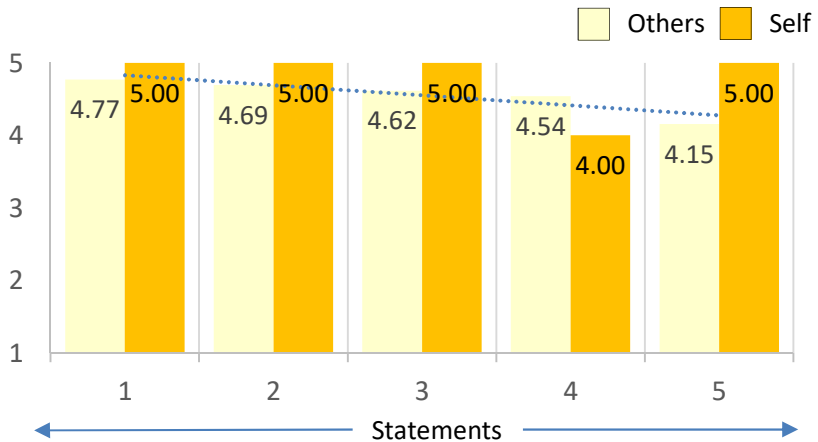
Sharing and Developing shows how others see you as acknowledging them, giving opportunities, sharing feedback and being appreciative of their efforts. Sharing knowledge, resources and being genuinely interested in others, bring people closer.



1. Acknowledges and gives credit for contribution.
2. Appreciates my work in public and in-person.
3. Shares feedback for improvement, whenever it is necessary.
4. Gives me the opportunity to learn and grow.
5. Helps me in strengthening my skills and experience.

MANAGING SELF

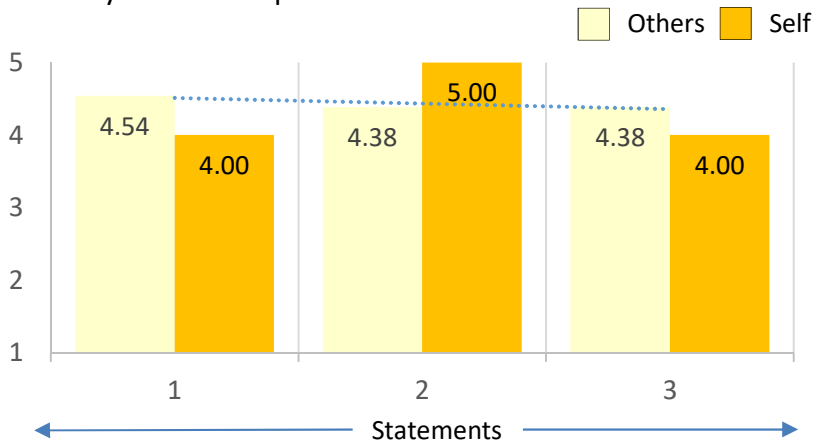
Executive Presence determines how people experience us: what they see, hear and feel about us while we interact with them and long after the meeting, presentation or phone call is over. It helps us to create the charisma which your want to build.



1. Communicates confidently and is sure of himself/herself while interacting.
2. Has a well-developed sense of dressing, is well groomed
3. Is lively, animated and has a good sense of humour.
4. Charismatic and has got executive presence
5. Challenge what is inappropriate without fear or favour

MANAGING SELF

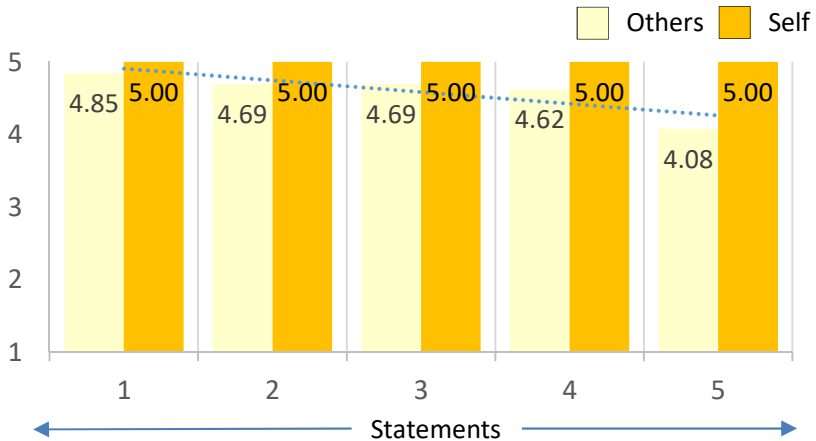
Continuous Learning shows how others view your academic pursuits, recent researches, responsiveness and being up to date with current developments. Dynamic environment requires quick responses and continuous learning ensures that you remain up to date.



1. Has a good vocabulary and uses it to create impact
2. Give equal opportunity to everyone.
3. Is well read and keeps updated with the latest information and developments.

MANAGING SELF

Trust establishes your brand value and gives an expectation of honesty, integrity and forthrightness. This dimension gives you a measure of consonance between words and action, honoring promises and negotiation for win-win situations.



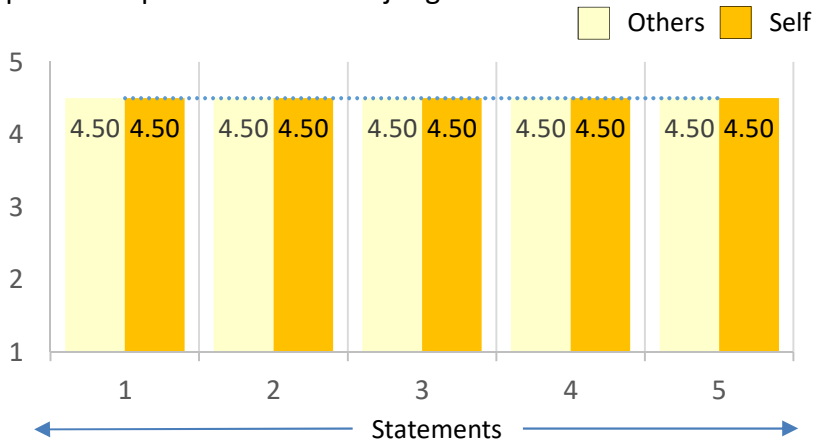
1. Honours commitments and keeps promises.
2. Never makes others feel side-lined or ignored.
3. Helps me to gain trust and respect.
4. Does not pressurise to agree with his/her views.
5. A good and an effective negotiator.



In addition, you are also acknowledged for showing consonance between your words and action. You make it a point to honour the promises you make, and this helps you to earn the trust of your friends.

MANAGING SELF

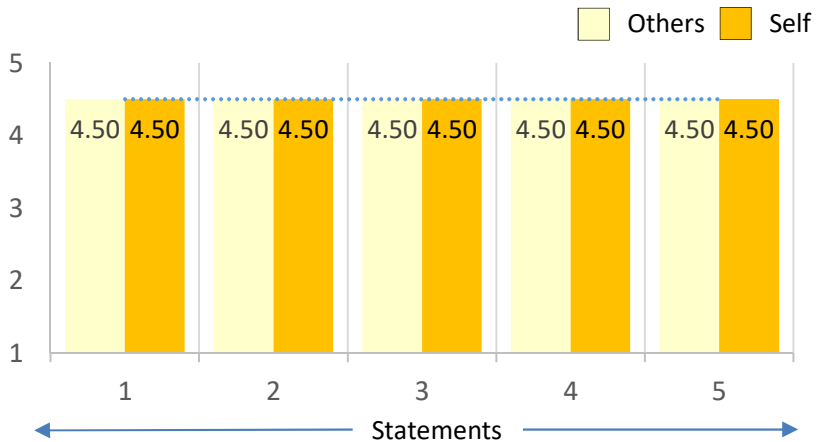
Mindfulness is the ability to be fully present, aware of where we are and what we're doing, and not being overly reactive or overwhelmed by what's going on around us. It is the psychological process of purposely bringing attention to present experiences without judgment



1. Sensitive to feelings of discomfort / physical tension in others
2. Is aware of his / her emotions
3. Does not seem to be “running on automatic mode”
4. Does not hold grudges against others
5. Shows gratitude in his / her behavior

MANAGING SELF

Happiness More than simply denoting a positive mood, happiness is a state of well-being that encompasses living a good and healthy life, one with a sense of meaning and deep contentment.



1. Is positive about present and optimistic about future
2. Maintains a healthy lifestyle and takes good care of health
3. Has a high sense of gratitude
4. Can let go of issues and has a good sense of humour
5. Is able to invest time in what he / she enjoys

MY REFLECTIONS

A writing area for reflections, featuring a vertical red margin line on the left and horizontal blue lines for text.

STRENGTHS AND OPPORTUNITIES

The following table shows the 5 statements, displaying your strengths, basis “Average of Others”

Statement	Others	Self
Is always ready to help.	4.92	5.00
Shows interest in engaging with people.	4.85	4.00
Honours commitments and keeps promises.	4.85	5.00
Maintains and nurtures a good network of personal contacts.	4.77	5.00
Communicates confidently and is sure of himself/herself while interacting.	4.77	5.00

FOCUS AND IMPROVEMENT

The following table shows the 5 statements, showing your Areas of Improvement where you need to focus your development efforts.

Statement	Others	Self
Take ownership of the work done by friends and colleagues.	4.31	5.00
Use deep insights to support others	4.31	4.00
Come up with creative ideas	4.31	4.00
Gives me the opportunity to learn and grow.	4.38	5.00
Encourages me to improve and complete my task in a better way.	4.38	5.00

4 QUALITATIVE COMMENTS

- ▶ What you should CONTINUE doing ... 40
- ▶ What you should START doing ... 41
- ▶ What you should STOP doing ... 42





YOU SHOULD CONTINUE DOING...

- Empathy, networking, trust and respect, philanthropic behaviour, inspiring and encouraging people who come in contact
- Managerial skills,
- Consultancy
- Never compromising approach on quality.
- Developing and maintaining Networks.
- His passion for development centers
- Interpersonal Behavior Skills
- Strong Public Relations
- Good Communication Skill
- Human Resource Knowledge
- I had been his student in MBA. He had been an excellent teacher in the classroom and a guide outside. His mentorship had helped me to understand life and to realise my potential.
- Passionate and forthrightness
- Highly competent in Assessment centers
- Networking and Relationship
- His technical skills and knowledge
- He is a Wonderful Leader who leads from the front
- sensitive towards feelings of other
- A very effective communicator
- His knowledge and precise assessment of situation helps others to perform better
- He always has a smile on his face, a positive person, genuine and honest, ready to help
- good communication skill
- Interpersonal skills and getting involved in others pains
- Unconditional support even where he may not have direct interests
- Good singing and acting skills
- Morning walks and keeping fit
- A great inspirer with a never say die attitude
- Great analysis of human behavior and a passionate assessor
- Being energetic
- Team player
- Taking initiative
- Striking a balance between different viewpoint
- Pragmatic approach
- Leadership Skills

Comments have been shared verbatim.



THINGS YOU CAN START DOING...

- Professional in dependency
- Motivating others
- Like skills
- Move to newer areas
- Communication through social media
- No Idea
- Reading and updating himself on the academic side
- Brushing up his communication skills - particularly putting his points in English
- Become tech savvy and computer literate. He believes in the LCM of computer literacy
- Taking care of personal finances
- Being more broad minded

Comments have been shared verbatim.



THINGS THAT SHOULD STOP DOING...

- Balance between emotional and practical behaviour
- Nothing to stop
- Selective in events, projects and knowledge enlargement
- Can't think of anything. When he was my teacher, he was one of the most efficient teacher and taught us in a way that it inspired us to scale up our work. The assignments he would set us was in a different league and required a higher-order-thinking.
- Nothing particular
- Procrastinating self development to tomorrow, being complacent about own self
- Getting over involved at places where his presence is not required.
- Saying No rather and letting people solve their own problems as adults.
- Being judgemental

Comments have been shared verbatim.

5 WAY FROWARD

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- ▶ Notes – Discussion with Coach ... 47



WAY FORWARD

It is important to focus on a few dimensions and manage those thoroughly, rather than attempting to develop all areas in one go. As part of your next steps towards self-development, you can –

- ▶ Discuss your learning plan with your coach seeking specific guidance, support and mentoring.
- ▶ Use this report as a starting point for dialogue with your to get a deeper understanding on specific aspects.
- ▶ You may ask questions such as:
 - How do others see me?
 - How do I want to be seen?
 - What kind of person do I want to be?
 - What changes do I want to see in myself?
- ▶ Identify few areas that require maximum attention and build and Action Plan
- ▶ Identify those behaviors that will be most beneficial to your personal growth and development. Focus on two or three behaviors only which you want to address through action planning
- ▶ Focus on whether you need to take some action to improve your perception
- ▶ Create a development plan for yourself for the next 12 months. For each development area, identify activities/ actions/ initiatives that you will start doing, timelines and measures for each activity, support you need from your boss/ organization, etc.

WAY FORWARD

- Having identified the different areas to work on, you need to ask yourself the following illustrative questions:
 - *What can I do in my day to day work to improve on these critical areas?*
 - *What support do I need from my environment and ecosystem to make my journey of self-development successful?*
 - *What support do I need from my friends and family to make ensure my self-development?*
 - *How will I measure my own progress?*
 - *How will I celebrate my success?*

MY INSIGHTS

Lined writing area with a vertical red margin line on the left and horizontal blue lines.

NOTES – DISCUSSION WITH MY COACH

Lined area for notes, featuring a vertical red margin line on the left and horizontal blue lines for writing.

360°

SELF DEVELOPMENT SERIES

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