



MSAF360 *Multi-Source Assessment and Feedback*

Individual Feedback Report

John Smith
Rank: MSG
Duty Position: IFR Sample A

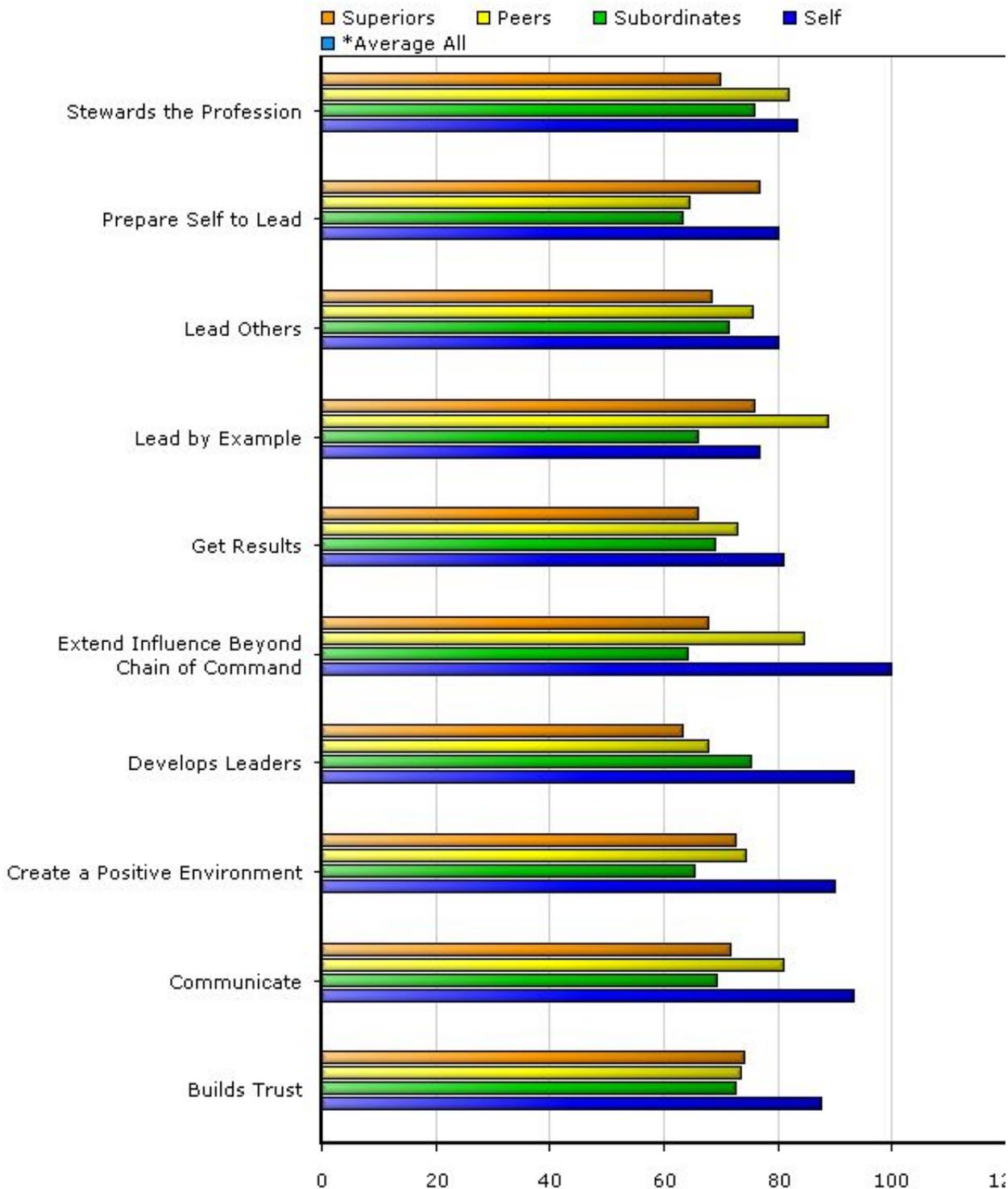
Privacy Disclaimer

Information contained in this report is personal in nature and is the property of the individual listed on the report. It is the individual's responsibility to safeguard the report and the information in it. The decision to share the information contained in the report with others is solely the responsibility of the named individual.

About the Individual Feedback Report (IFR): This report displays your feedback results. The questions are grouped by category (such as "Develops Leaders"). You can see your combined scores by respondent type (self, superior, peer, subordinate and average all). Scores by respondent type will not be available if too few respondents have provided feedback, with the exception of your self-assessment. For further assistance on interpreting this report, reference the "Leader Resources and Training" section of the MSAF website.

Legend:

*Average All - where applicable, is the average of the superior, peer and subordinate feedback not shown. If more than one of the categories are not shown, then the average all column will be populated.



Legend:

Not Observed - no respondents provided feedback on this item.

Not Shown - some feedback was provided, but not shown here due to the low number of responses. This helps ensure anonymity.

Average All - where applicable, is the average of the superior, peer and subordinate feedback not shown. If more than one of the categories are not shown, then the average all column will be populated. If all categories have respondent data, then this column will show "N/A".

Rating Scale: 0 = Very Ineffective, 100 = Very Effective

Stewards the Profession

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Makes good decisions about all resources used or managed	83.3	75	88.9	73.3	N/A
Inspires individuals and organizations to do their best	83.3	75	72.2	70	N/A
Creates an environment that encourages continuous improvement and innovation	83.3	70.8	77.8	80	N/A
Balances short-term mission requirements with long-term benefits to the organization	83.3	58.3	88.9	80	N/A

Prepare Self to Lead

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Recognizes how own actions impact others	83.3	75	50	63.3	N/A
Considers and uses personal feedback received from others	83.3	70.8	50	60	N/A
Applies knowledge of world affairs and geopolitical situations to job duties as appropriate	66.7	79.2	77.8	63.3	N/A
Seeks and engages in learning opportunities	83.3	75	61.1	62.5	N/A
Copes with stress to achieve mission objectives and maintain well-being	83.3	83.3	83.3	66.7	N/A

Lead Others

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Uses appropriate influence techniques to energize others	83.3	62.5	61.1	70	N/A
Enforces High Professional Standards	66.7	75	88.9	76.7	N/A
Establishes clear intent and purpose	66.7	50	55.6	66.7	N/A
Balances requirements of mission with welfare of followers	100	83.3	94.4	76.7	N/A
Motivates others by conveying the significance of work	83.3	70.8	77.8	66.7	N/A

Lead by Example

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
---------------------	------	-----------	-------	--------------	-------------------

Leads with confidence in adverse situations	66.7	66.7	83.3	60	N/A
Models Army values consistently through actions, attitudes, and communications	83.3	83.3	100	70	N/A
Demonstrates commitment to the Nation, U.S. Army, and one's team members	83.3	70.8	83.3	56.7	N/A
Displays the knowledge and skills required by position	66.7	75	83.3	70	N/A
Uses critical thinking and encourages others to do the same	83.3	83.3	94.4	73.3	N/A

Get Results

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Does what it takes to be a highly proficient leader	100	62.5	72.2	70	N/A
Prioritizes tasks for teams or groups	66.7	58.3	83.3	73.3	N/A
Makes appropriate assignments or role delegation to subordinates or teams	83.3	66.7	66.7	66.7	N/A
Accomplishes the mission	83.3	70.8	61.1	66.7	N/A
Recognizes and rewards good performance	83.3	70.8	66.7	70	N/A
Adjusts to external influences on the mission and organization	83.3	70.8	77.8	66.7	N/A
Removes or insulates subordinates from work barriers (e.g., distractions, schedule conflicts, unimportant tasks)	66.7	62.5	83.3	70	N/A

Extend Influence Beyond Chain of Command

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Negotiates with others to reach mutual understanding and to resolve conflict	100	75	100	66.7	N/A
Adjusts influence techniques to the situation and parties involved (e.g., indirect influence, consensus, diplomacy, alliances)	100	62.5	72.2	60	N/A
Builds rapport with those outside lines of authority	100	66.7	88.9	60	N/A
Proactive in extending influence beyond the chain of command	100	66.7	77.8	70	N/A

Develops Leaders

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Coaches others in the development or improvement of skills	83.3	58.3	72.2	73.3	N/A
Assesses developmental needs of subordinates	83.3	58.3	77.8	73.3	N/A
Encourages development of team skills	100	70.8	66.7	76.7	N/A
Actively encourages the development of others (e.g., self-study, training opportunities, job assignments, how jobs are structured)	100	62.5	66.7	80	N/A

Provides appropriate feedback to subordinates	100	66.7	55.6	73.3	N/A
---	-----	------	------	------	-----

Create a Positive Environment

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Fosters teamwork and cooperation	66.7	70.8	72.2	63.3	N/A
Demonstrates care for people and their well-being	100	70.8	72.2	70	N/A
Encourages open and candid communications	100	70.8	77.8	70	N/A
Creates a learning environment including treating setbacks as an opportunity to improve	100	83.3	77.8	60	N/A
Encourages subordinates to accept responsibility and act to advance the organization's mission	83.3	66.7	72.2	63.3	N/A

Communicate

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Expresses ideas so they can be understood by the audience	100	66.7	88.9	66.7	N/A
Accounts for cultural differences when communicating with others	100	83.3	88.9	63.3	N/A
Engages others with appropriate communication techniques	83.3	70.8	83.3	70	N/A
Listens actively	83.3	70.8	66.7	66.7	N/A
Achieves shared understanding	100	66.7	77.8	80	N/A

Builds Trust

Assessment Question	Self	Superiors	Peers	Subordinates	Average Not Shown
Keeps word and follows through on commitments to others	83.3	75	83.3	76.7	N/A
Treats others fairly regardless of their rank or position	83.3	75	77.8	73.3	N/A
Builds and maintains positive working relationships	100	75	66.7	70	N/A
Confronts actions of others that undermine team trust	83.3	70.8	66.7	70	N/A

Summary Report Highest to Lowest Rated Survey Behaviors

Highest Rated Behaviors

Average All

Competency

Balances requirements of mission with welfare of followers	83.3	Lead Others
Models Army values consistently through actions, attitudes, and communications	81.9	Lead by Example
Uses critical thinking and encourages others to do the same	81.9	Lead by Example
Enforces High Professional Standards	79.2	Lead Others
Keeps word and follows through on commitments to others	77.8	Builds Trust

Lowest Rated Behaviors

Average All

Competency

Uses appropriate influence techniques to energize others	65.3	Lead Others
Adjusts influence techniques to the situation and parties involved (e.g., indirect influence, consensus, diplomacy, alliances)	63.9	Extend Influence Beyond Chain of Command
Recognizes how own actions impact others	63.9	Prepare Self to Lead
Considers and uses personal feedback received from others	61.1	Prepare Self to Lead
Establishes clear intent and purpose	58.3	Lead Others

** Average All is the Mean of Superior, Peer, Subordinate (Does not include Self)

What are this leader's greatest strengths?

He maintain high standards and is able to bring team members together to accomplish missions .

He is a very technically gifted NCO . He knows the applicable regulations required for our career field inside and out . He is very talented when it comes to the forensic capabilities required of us .

Dedication to duty

Integrity Dedication , willing to go above and beyond his day to day duties Concern for the soldier

Very proficient in trade

integrity/honesty/honor

feel he is very knowledgeable of his work and is very caring of all his employees He is willing to listen to others on problems they are having and offers advice . He will look up the answer to questions that arise . I feel he makes timely decisions .

Ensures others are safe .

Technical understanding of the job .

To work with others in like position making every ones job easier

Technical understanding of the job .

respectful to all , empathy for subordinates , (I'm) when in charge be in charge , always consider input from subordinate if time allows

His ability to perform hard tasks under stress .

What are this leader's greatest developmental needs?

He has a vast amount of experience but could work on future projections and needs .

He needs to develop his people skills a little more .

He needs to set clear boundaries with subordinates , regardless if they have been in our program as long , if not longer , than him . He also needs to be more confident when dealing with superior officers as his actions may be perceived as being not so confident , which I know he is very confident .

Take feed back given from soldiers and put into training .

To continue his professional developement to be increasingly aware of the big picture .

Improve collaboration with peers for shared mission requirements .

seeing the big picture/communication with higher levels/confidence in himself

keeping in touch with others in like position so ideas are fresh

Relaxing

More experience for Phase III school to know what will be needed to train the soldiers in Phase II .

Communication .

Can not really think of any , he is always working on improving his knowledge .

Needs leadership time and experience .



COACHING CAN IMPROVE YOUR LEADERSHIP



COACHING CONTACT EMAIL:
msafcoaching@serranoits.com
LNO at 913-680-2047, 0800 - 1600 CST

Morris County
Commissioner

[Click here to schedule a coaching session](#)