



360° feedback

Leader

Professional User Report

name: Sample Person

email: sample@email.com

date: 6 May 2010

Contents of the report

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This section offers guidance on how to read and make the most of the report.

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This section gives an analysis of the statements used to assess each behaviour. It shows the ratings for each respondent group and the range of ratings given by the respondents.

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Section 4: Open-ended comments

This section includes the comments made by the individual and the respondents, organised by respondent group. This should help to bring to life, and make more meaningful, the charts in the previous sections.

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Section 1: Using the report

Read this report with an open mind. You may not agree with it all, however it is important to review the overall themes and to examine and reflect on your behavioural strengths and areas for development. Remember, you should not expect to be strong in every one of the behaviours within the leadership framework, instead you will probably find that you have a core of 4 or 5 behaviours in which you show greater strength than the others. The report may also identify areas in which others feel your behaviour has a negative impact. Be careful not to disregard these messages and take comfort that your nominees have responded to the survey because they want to support your development and see you be even more successful than you are now.

Respondents

The table below shows the breakdown of respondents who have completed the survey.

	No. of respondents	Names of respondents
Self	1	Sample Person
Line Manager	1	Manager
Direct Reports	4	report 1, report 2, report 3, report 4
Colleagues	4	peer 1, peer 2, peer 3, peer 4
'Others'	9	All the above excluding yourself

N.B. Respondents who were nominated, but who have not responded are not shown in the table.

* If there are two or less respondents in a group they will be moved to another group to preserve anonymity.

Remember that the respondents have given feedback in confidence. It is very easy to think that you know who has given you a particular rating or written a particular comment but also very easy to make a costly mistake. It is better therefore to work with the information in the way it was intended and use it wisely to inform your development plan rather than trying to trace the origin.

Rating Scale

When completing the survey you, and your nominees, responded to statements using the following rating scale:

n/a. Not able to rate for this individual in their current role

1. Rarely/never exhibits behaviour - significant development required
2. Sometimes exhibits behaviour - development would improve consistency of the behaviour
3. Usually exhibits behaviour with an effective outcome
4. Always exhibits behaviour and is at times exceptional
5. Consistently exhibits exceptional behaviour and is an inspiration to colleagues

In the report the ratings are averaged for each respondent group. The maximum score is 5 and the minimum score is 1. The behaviours that score higher overall indicate your strengths and the ones scoring lowest indicate areas for development. If the difference between your score and the other respondent groups is more than 0.5 this should be considered a significant difference.

Section 2: Highest and lowest scoring statements

10 highest scoring statements

Score	Managerial Competency	Qu. No	Statement
4.11	Forming Concepts	24	He/She seeks input from a wide variety of sources across the organization to ensure that the solutions that we develop are integrated solutions
4.00	Seeking Information	1	He/She has developed a culture in which people readily share information and knowledge
3.89	Measures and Monitors Performance	22	He/She explicitly agrees performance metrics for his/her organization with his/her clients (internal or external)
3.78	Facilitating Interaction	10	He/She is effective at leading the resolution of conflict between teams, functions or business units
3.78	Measures and Monitors Performance	31	He/She systematically reviews achievements and upgrades performance targets against our strategy.
3.78	Inspiring Communicator	15	He/She leaves people outside of their organization in no doubt about what we do and the service(s) that we offer
3.78	Conceptual Agility	53	He/She places emphasis on anticipating and planning for possible future events that may affect the business
3.78	Facilitating Interaction	32	When in team meetings he/she does not disrupt interaction
3.67	Enabling Openness	50	He/She builds a climate in which people are valued for openly speaking their mind and saying what they truly think and feel
3.67	Measures and Monitors Performance	25	He/She regularly reviews his/her organization against agreed performance measures to ensure that we stay on track

The maximum score is 5 and the minimum score is 1.

10 lowest scoring statements

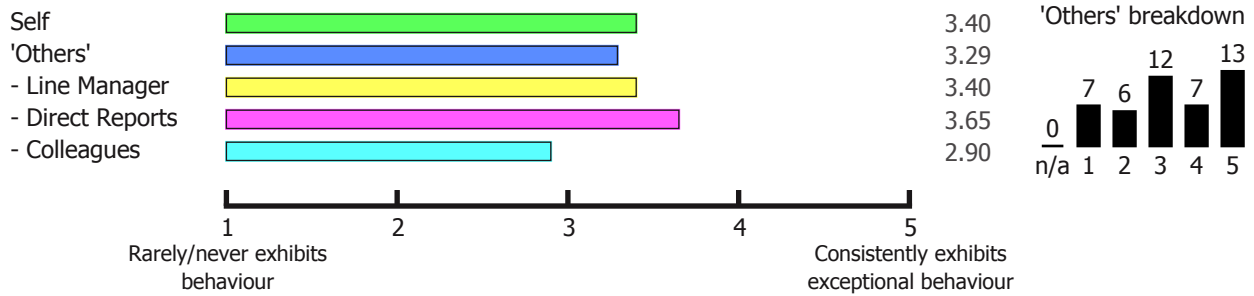
Score	Managerial Competency	Qu. No	Statement
1.78	Enabling Openness	2	He/She is aware of issues faced by other people but often fails to get to the bottom of their concerns
1.89	Seeking Information	9	He/She is often caught unaware, or seems uninformed through lack of information
2.00	Forming Concepts	23	He/She is more successful at developing tactical rather than strategic solutions
2.11	Measures and Monitors Performance	21	When he/she discusses performance metrics he/she is often met with resistance and a lack of open discussion
2.22	Influence	52	He/She finds it difficult to get support and resources for their ideas from other key decision makers in the business
2.33	Building Confidence	8	He/She can sometimes create uncertainty because he/she cannot decide where he/she stands on major issues concerning the business
2.44	Building Confidence	29	He/She has a tendency to avoid confronting difficult issues
2.56	Inspiring Communicator	17	He/She sometimes uses analogies and language that are inappropriate for their audience
2.56	Empowering Action	43	He/She sometimes leaves people in doubt about roles, responsibilities and deadlines
2.67	Empowering Action	38	He/She review actions against the strategic objectives of the business to ensure that we stay on track

The maximum score is 5 and the minimum score is 1.

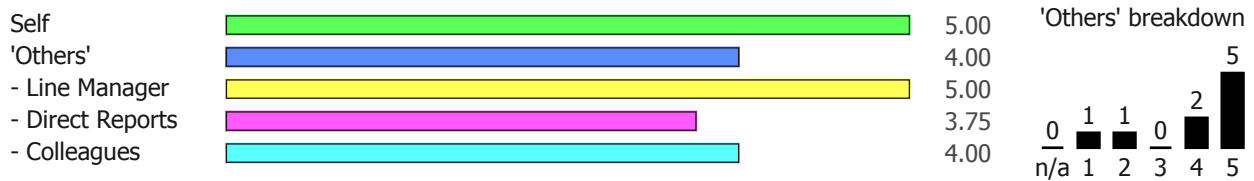
Section 3: Individual statement analysis

Seeking Information Seeks and shares a broad and rich range of information.

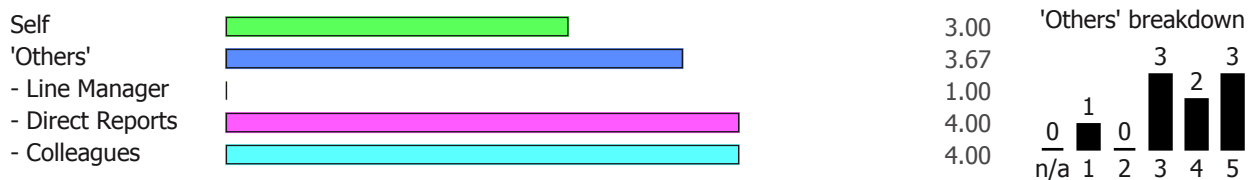
Overall Summary



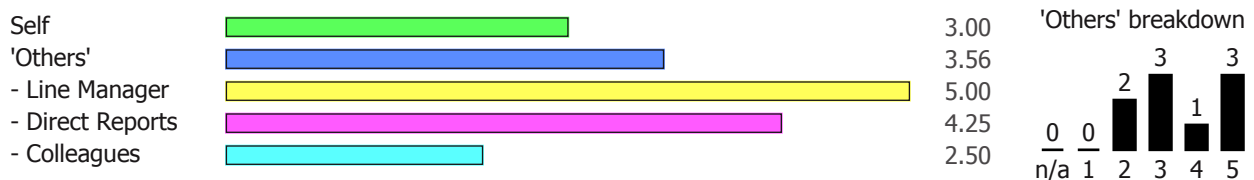
1. He/She has developed a culture in which people readily share information and knowledge



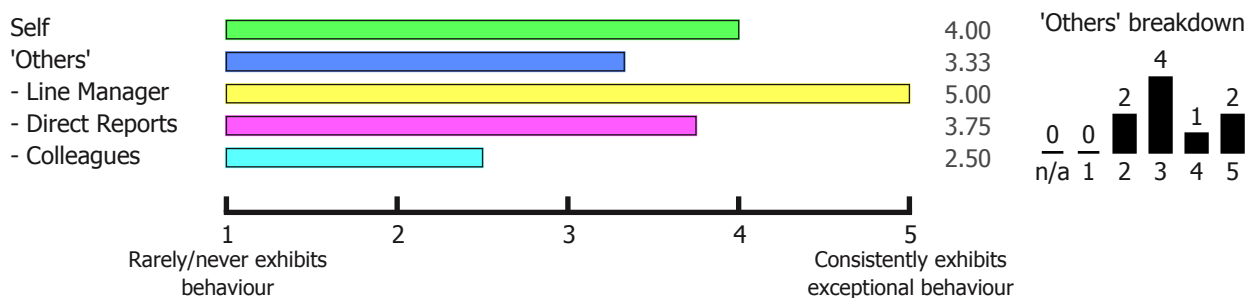
3. He/She has introduced a wide range of industry experts and knowledge leaders in to the organization to broaden peoples horizons



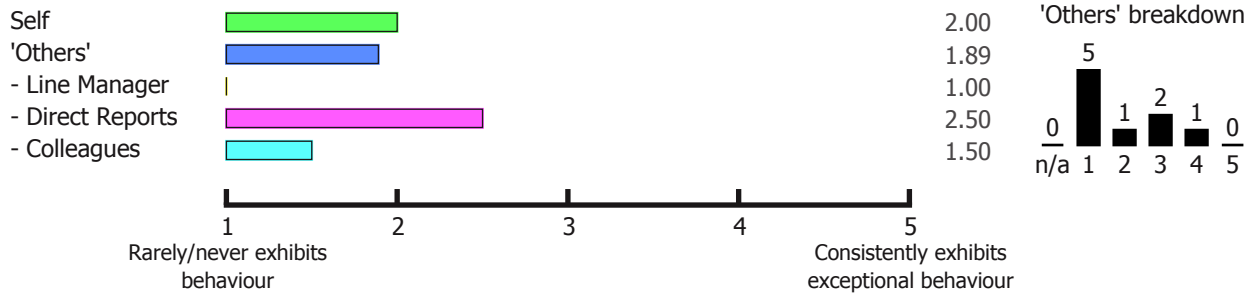
7. He/She uses multiple sources of information, internet, journals, newswires, research papers, to stay up to date with the latest thinking in our industry



54. He/She is skilled at asking penetrating questions to find out information from colleagues, clients, competitors and suppliers



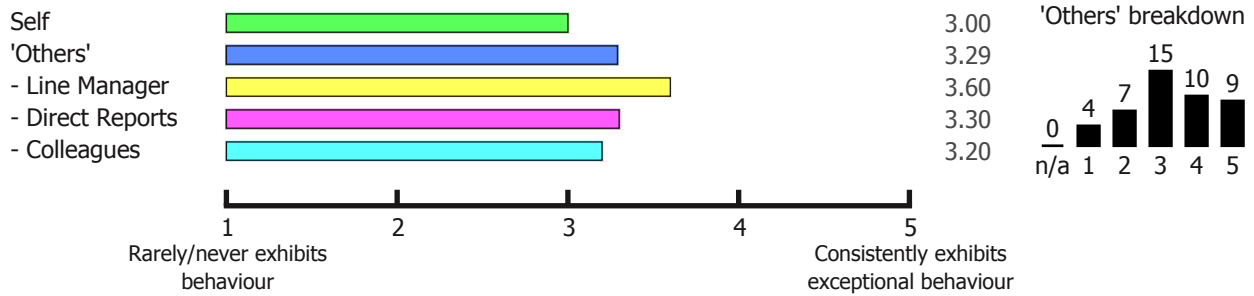
***9. He/She is often caught unaware, or seems uninformed through lack of information**



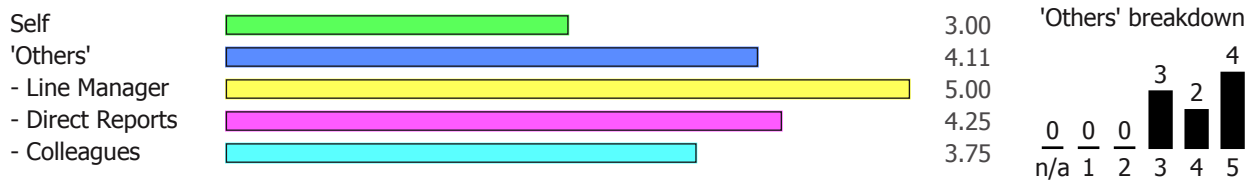
Forming Concepts

Links information together to identify and understand causes and to generate innovative ideas or solutions.

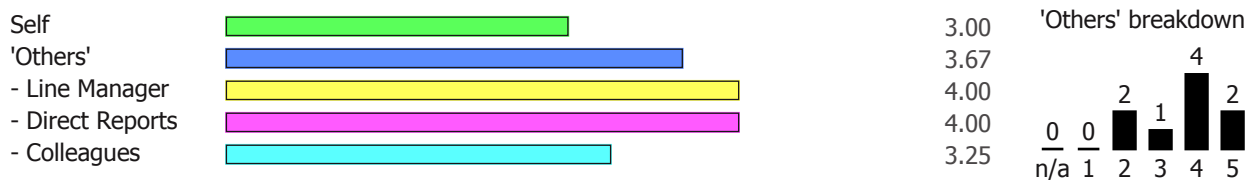
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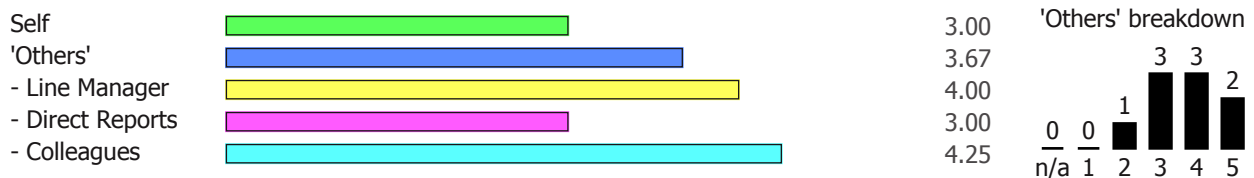
24. He/She seeks input from a wide variety of sources across the organization to ensure that the solutions that we develop are integrated solutions



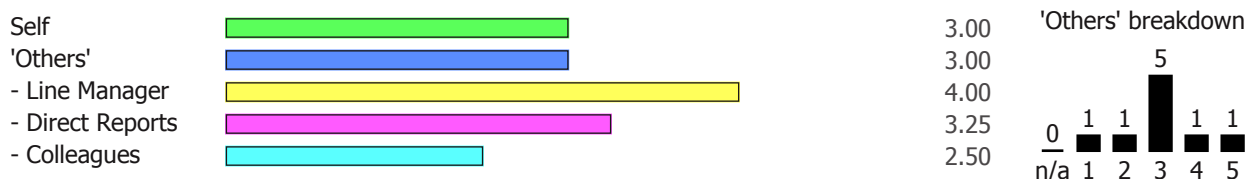
16. He/She encourages others to propose new ideas and strategies that will strengthen our organisation



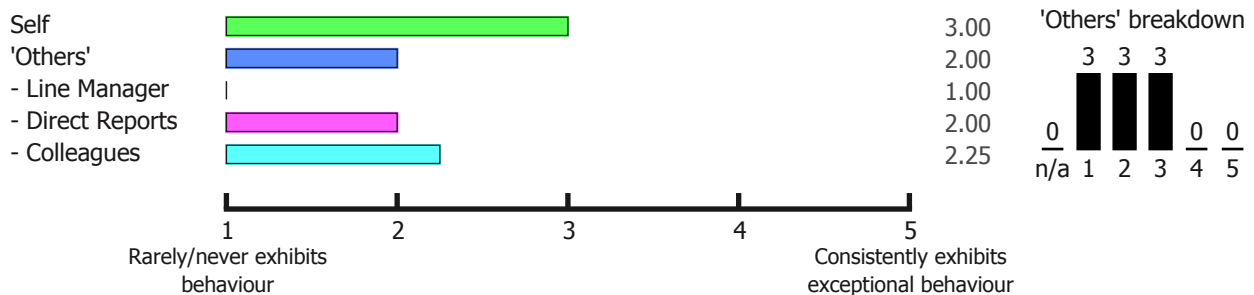
35. He/She is a great source of new ideas and ways of doing things



14. He/She encourages others to identify the root causes of problems and not focus on symptoms



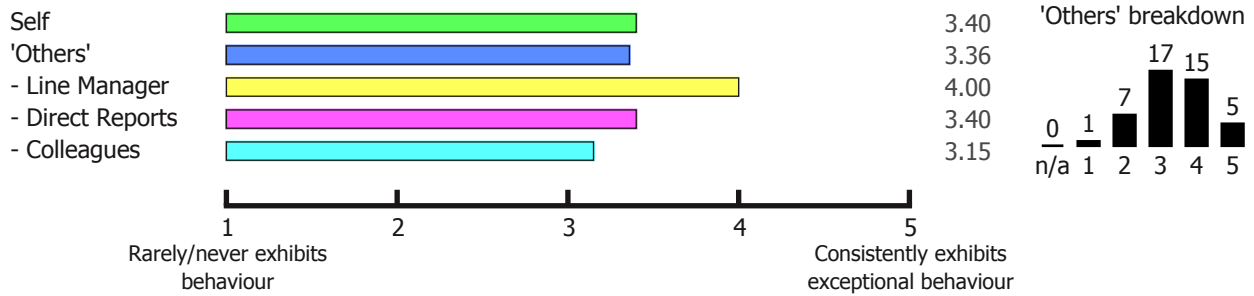
*23. He/She is more successful at developing tactical rather than strategic solutions



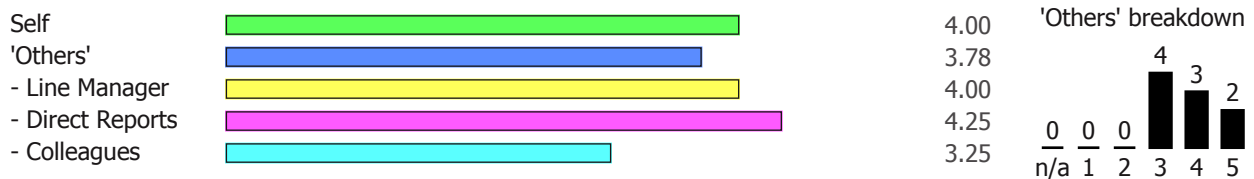
Conceptual Agility

Compares the pros and cons of options and solutions to identify the best way forward.
Responds comfortably to change or ambiguity.

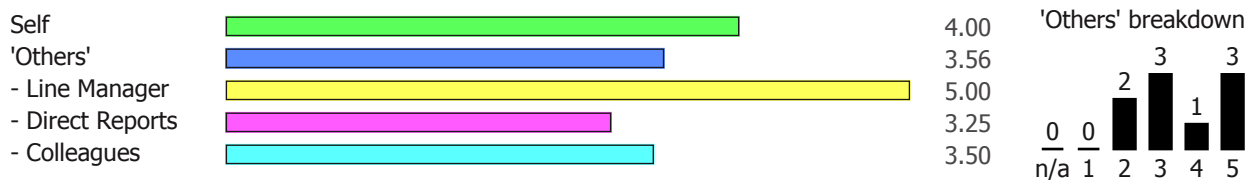
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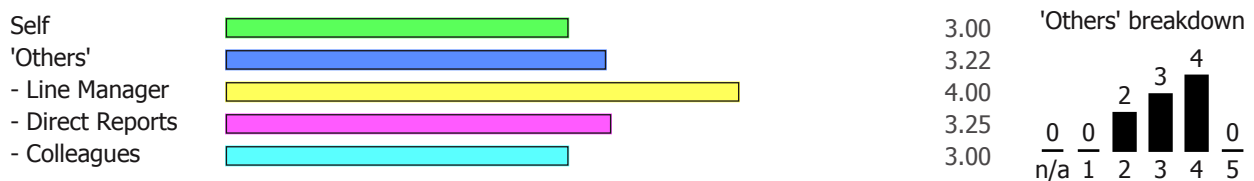
53. He/She places emphasis on anticipating and planning for possible future events that may affect the business



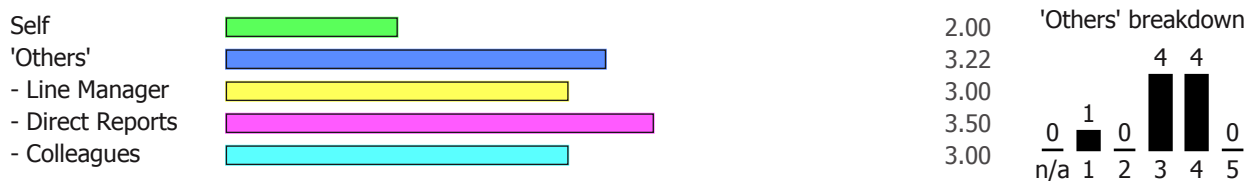
34. When faced with a potential issue or barrier he/she responds positively and with an open mind



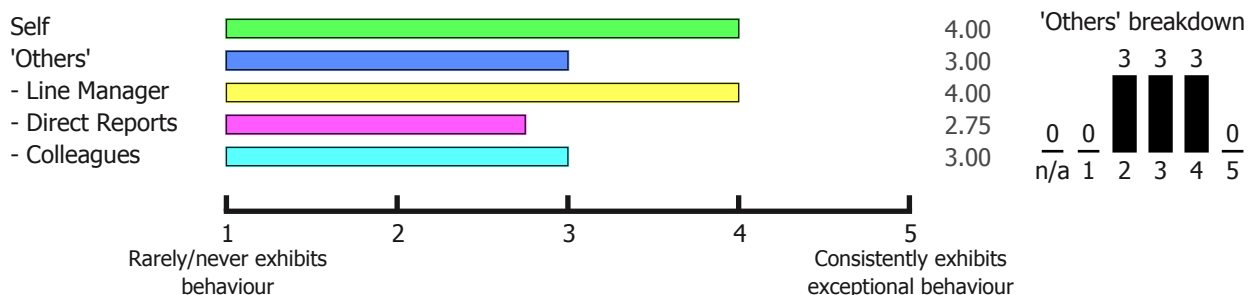
55. He/She creates a sense of energy and optimism for experimenting and exploring alternative options for the business



5. He/She evaluates the pros and cons of multiple options prior to taking strategic decisions



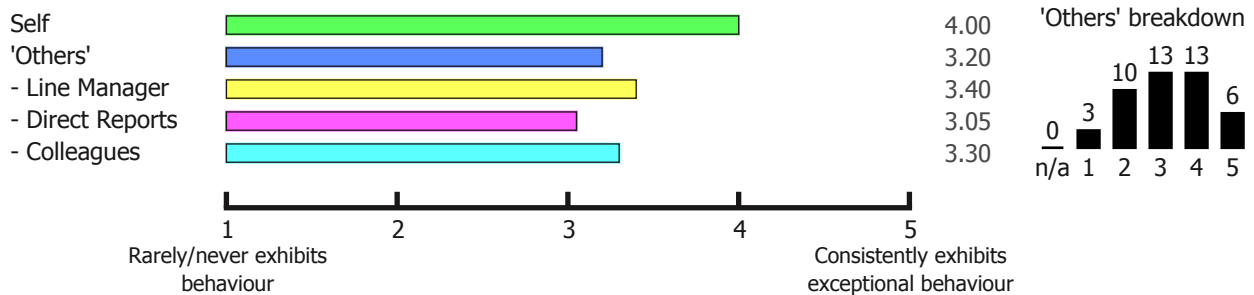
*39. He/She frequently implements the first good solution without thoroughly exploring options



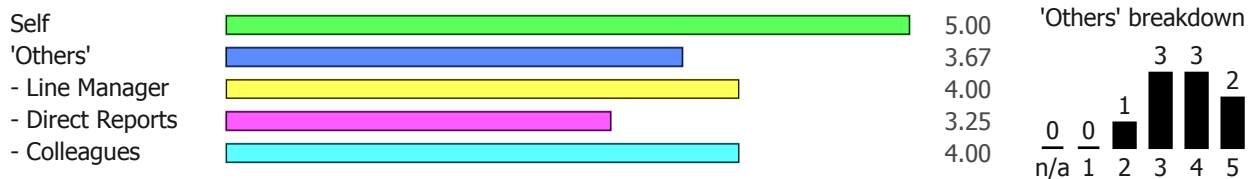
Enabling Openness

Is non-judgemental; uses open questions, clarifies and shares own thoughts and feelings to understand others' perspective.

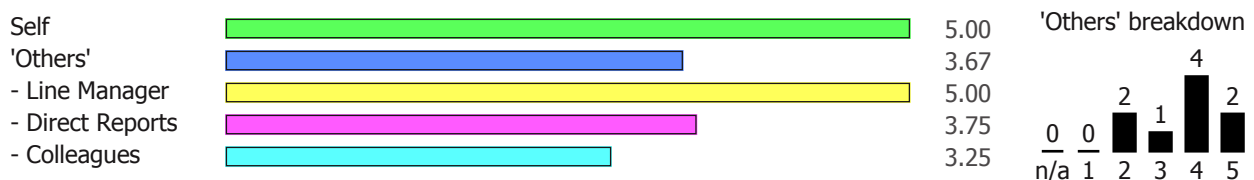
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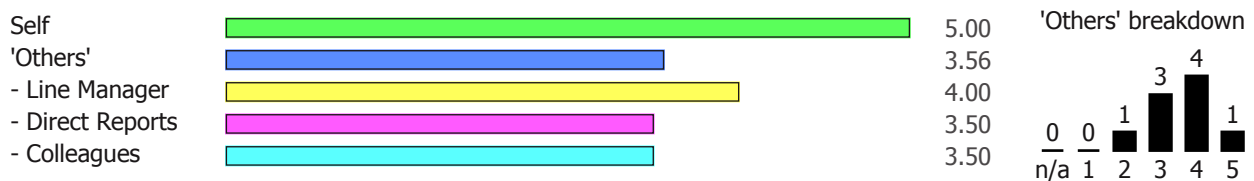
50. He/She builds a climate in which people are valued for openly speaking their mind and saying what they truly think and feel



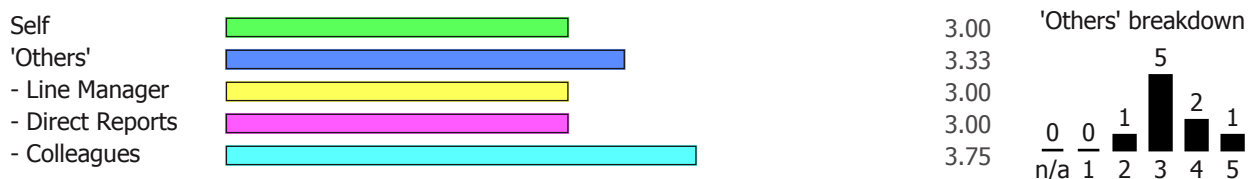
33. He/She shows respect and value for people from diverse cultures with different values and cultural norms



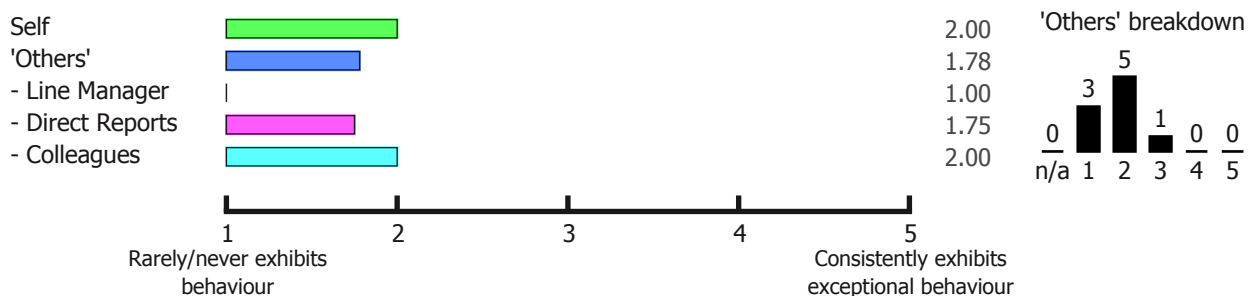
49. He/She has created an organization in which issues (personal and business) can be openly discussed



36. He/She adapts his/her style according to the person he/she is addressing, incorporating his/her knowledge of cultural differences



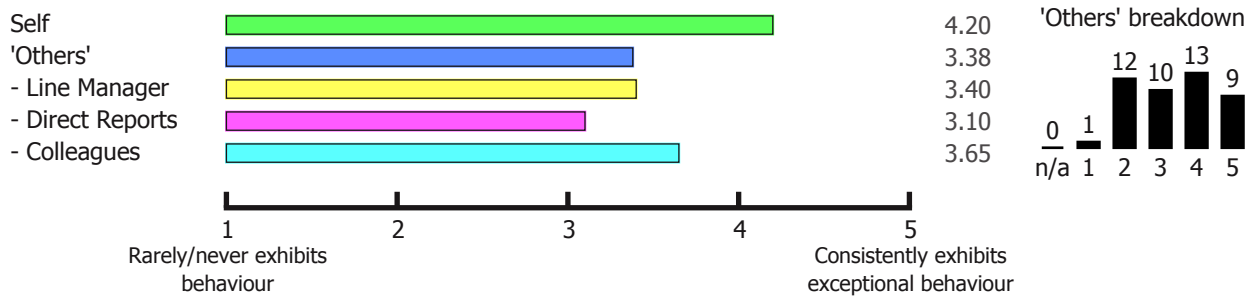
*2. He/She is aware of issues faced by other people but often fails to get to the bottom of their concerns



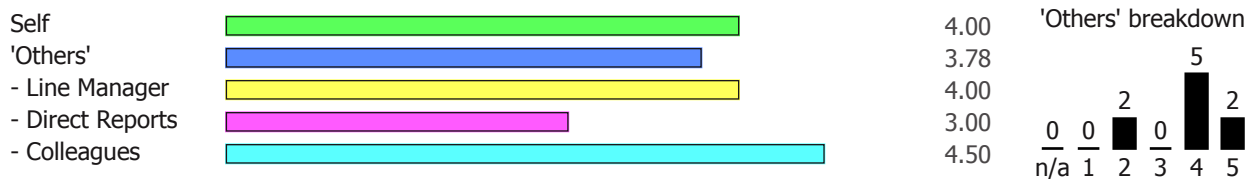
Facilitating Interaction

Brings people together; encourages discussion and contribution from others so that a common understanding is gained.

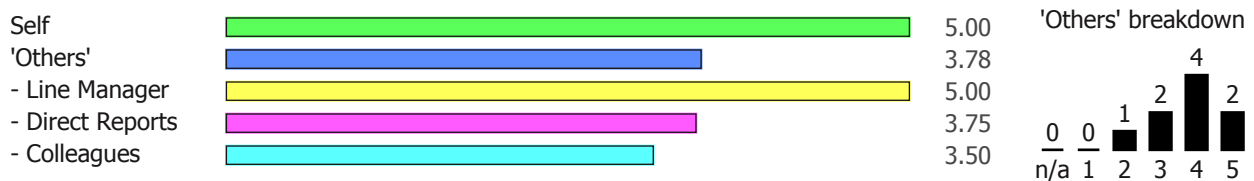
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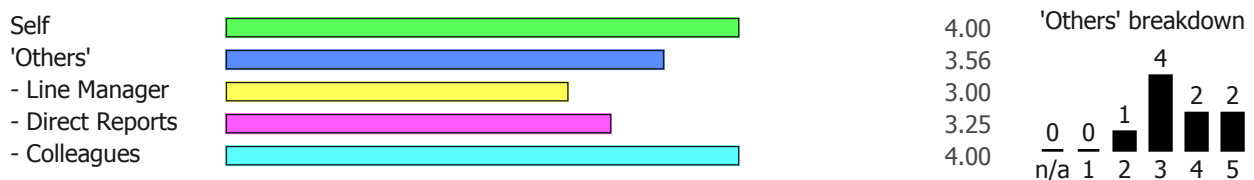
10. He/She is effective at leading the resolution of conflict between teams, functions or business units



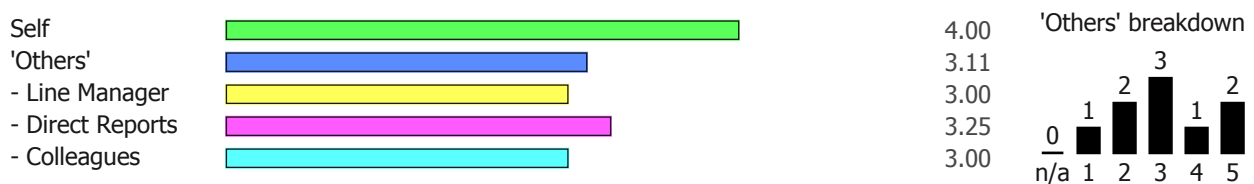
32. When in team meetings he/she does not disrupt interaction



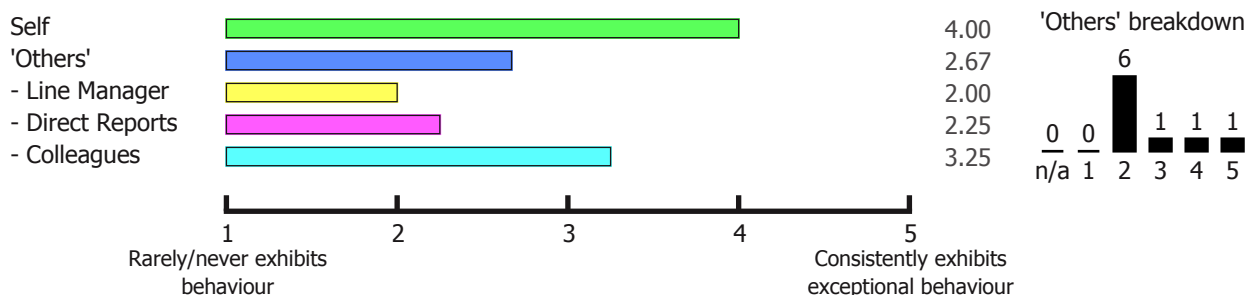
11. He/She actively facilitates interaction between different, groups, functions and teams for the purposes of identifying shared goals across the business



12. He/She is effective at facilitating a team to develop powerful solutions even when the issues are somewhat contentious



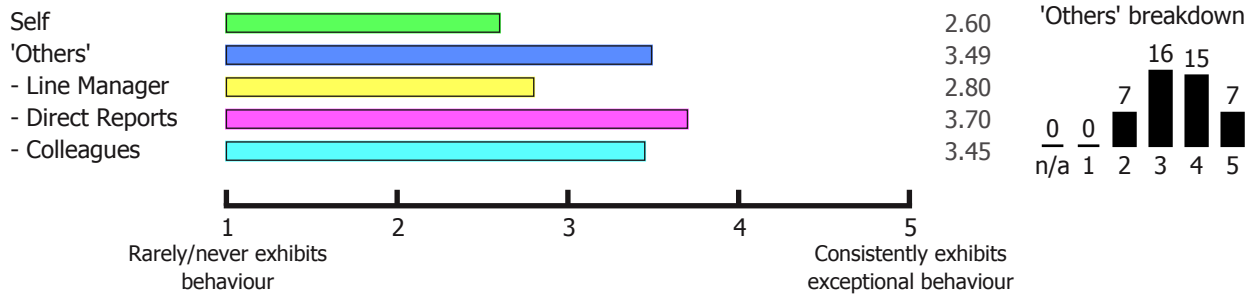
*6. He/She does not encourage Board/team members to surface issues in the Board/team meetings



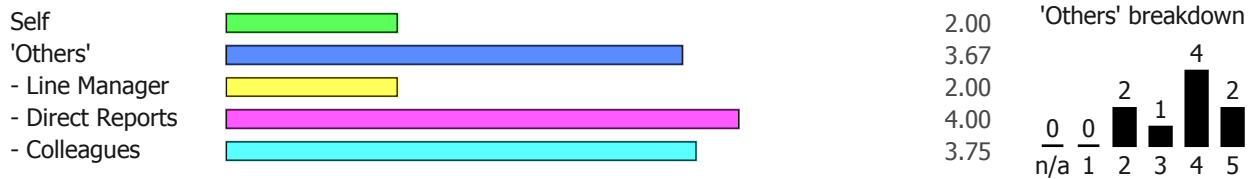
Developing Capability

Takes responsibility for development of self and others. Uses feedback, role-modelling coaching and sets stretching challenges.

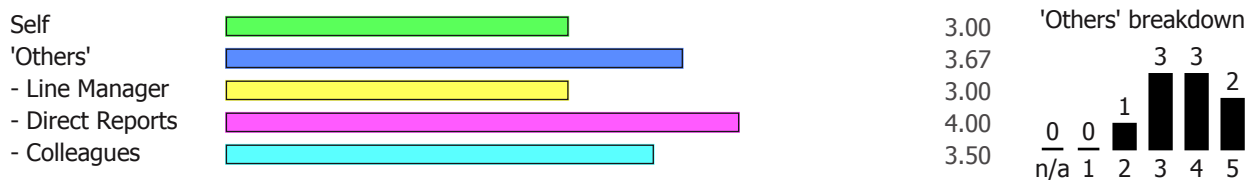
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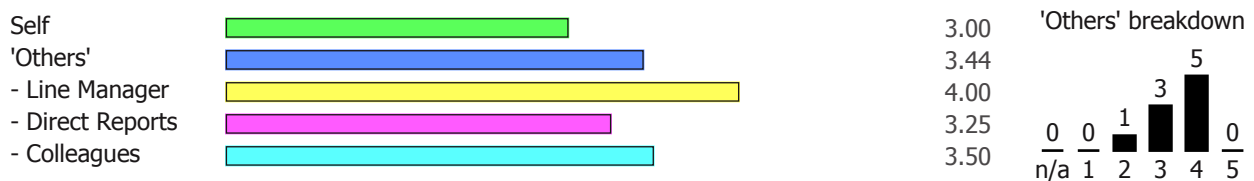
46. He/She provides others with regular, stretching (positive and negative) feedback for the purposes of personal development



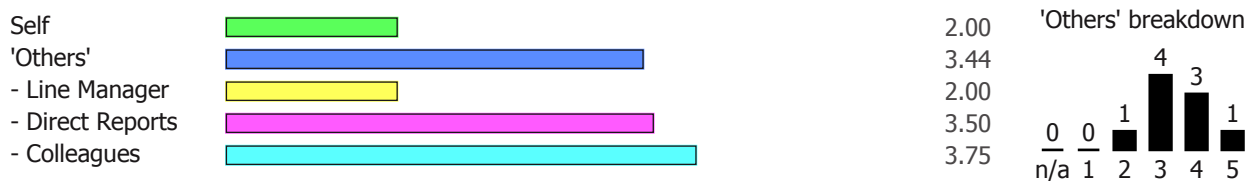
30. He/She takes personal responsibility for structuring the development of his/her team



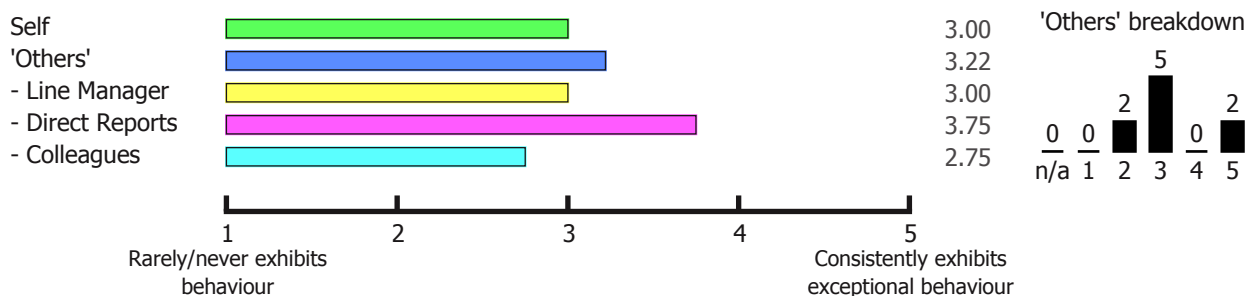
*27. He/She does not always give others the developmental support they require when they take on a stretching role



44. He/She has defined the skills and competencies that we need for the future success of our business

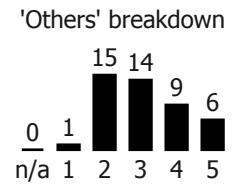
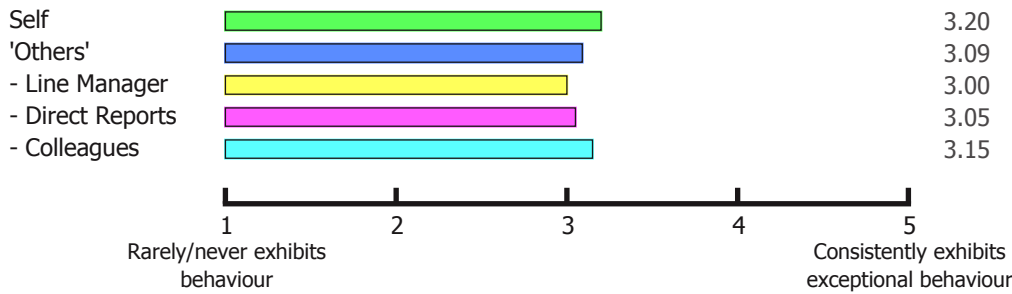


19. He/She provides resources and support to develop the skills and capabilities we will need for the future of the business

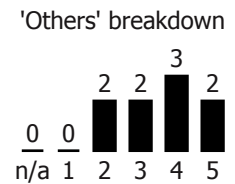
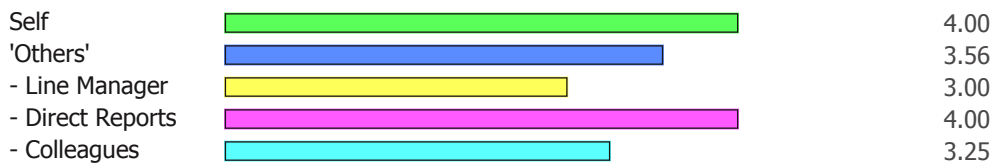


Influence Sells ideas by highlighting the benefits. Creates a win-win; shows how realisation of own interests or goals will support those of others.

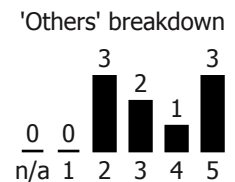
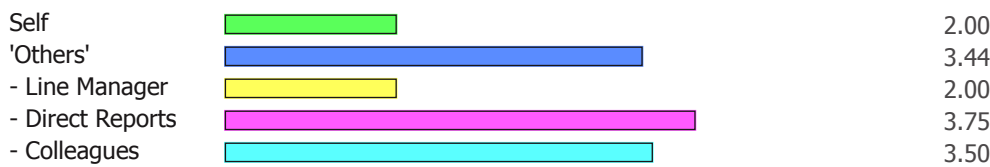
Overall Summary



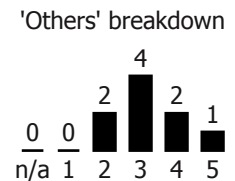
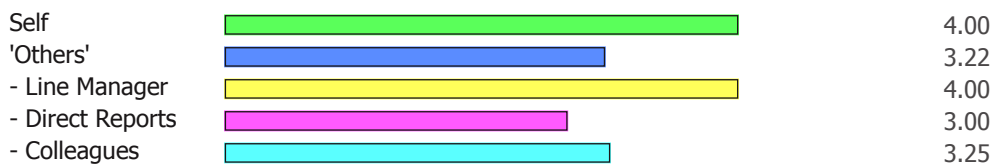
47. He/She has forged strong alliances with key people inside and outside of the business for the purpose of achieving results



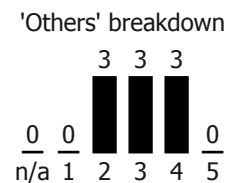
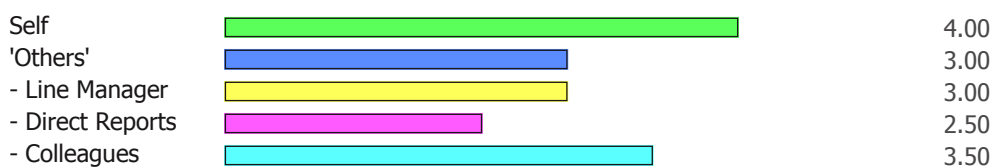
4. He/She is skilled at negotiating solutions that are mutually beneficial to all parties



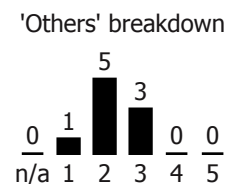
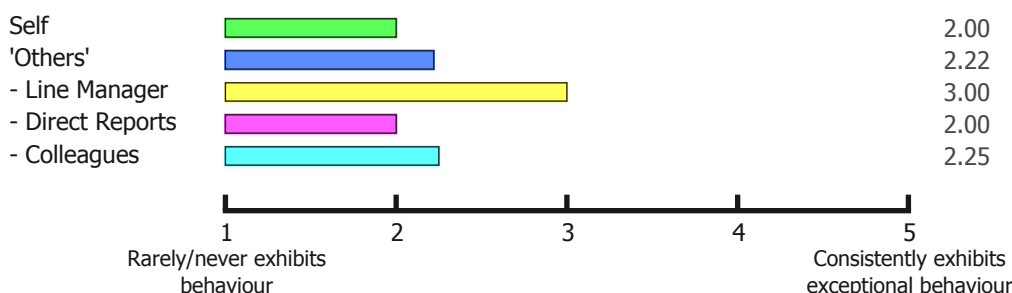
40. He/She engineers opportunities for colleagues/clients to link with others with whom they have common interests or needs



42. He/She is successful at influencing other key decision makers to see the benefits of a change of direction or adoption of a different approach



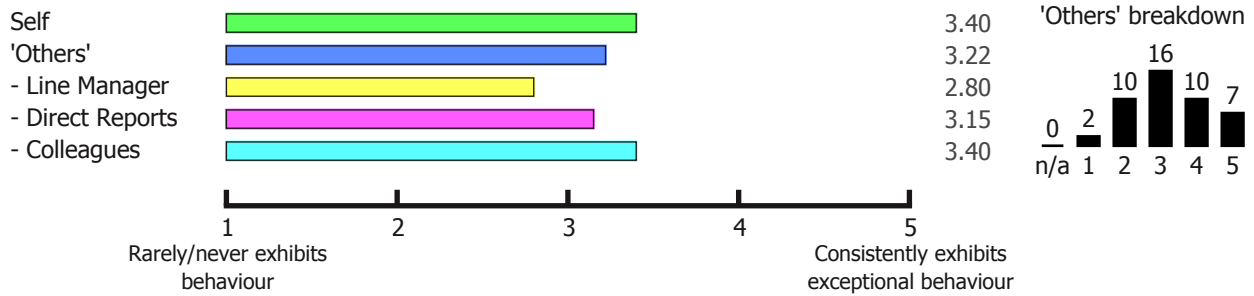
***52. He/She finds it difficult to get support and resources for their ideas from other key decision makers in the business**



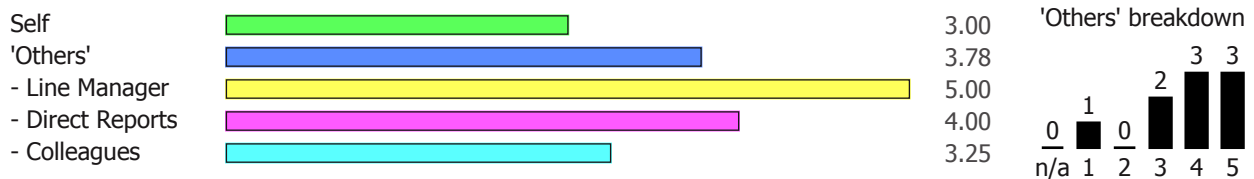
Inspiring Communicator

Communicates in a compelling way to ensure that listeners are engaged, and messages are targeted, understood and believed.

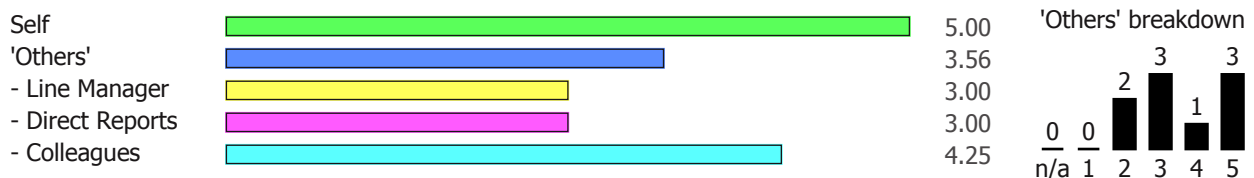
Overall Summary



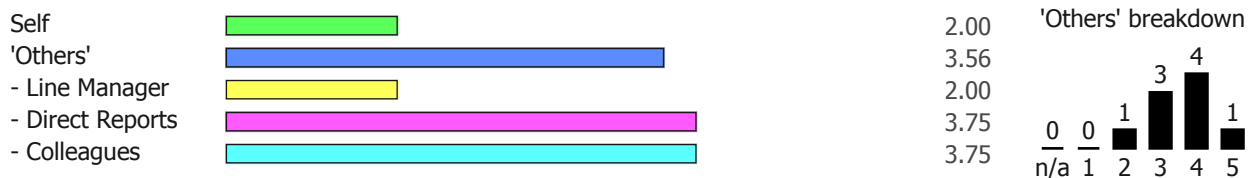
15. He/She leaves people outside of their organization in no doubt about what we do and the service(s) that we offer



51. He/She communicates a compelling view of the future of their business



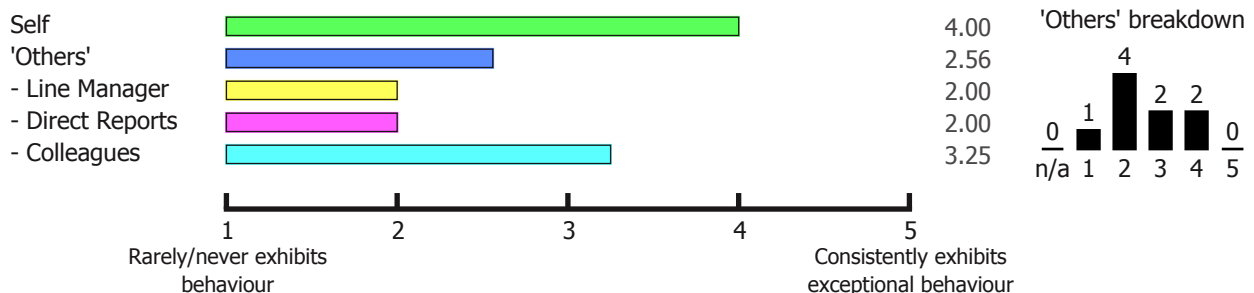
45. He/She conveys complex, detailed ideas and information in a way that others can easily understand



28. He/She has built a value for image and presentation both inside and outside the business



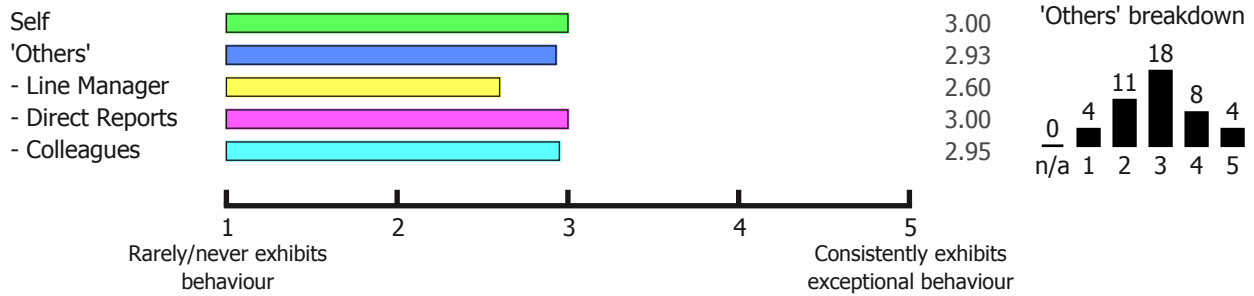
*17. He/She sometimes uses analogies and language that are inappropriate for their audience



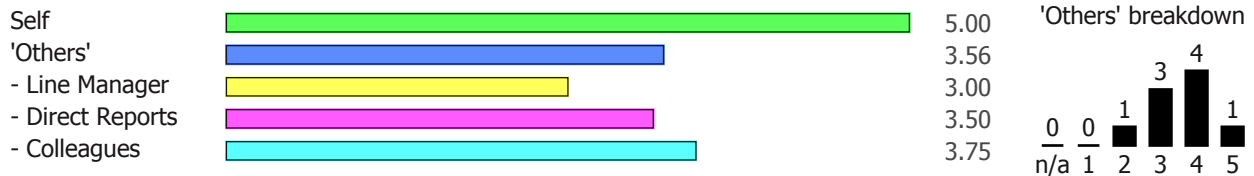
Building Confidence

Makes and justifies decisions. Resolves issues with confidence. Motivates, engages, and instils confidence and optimism.

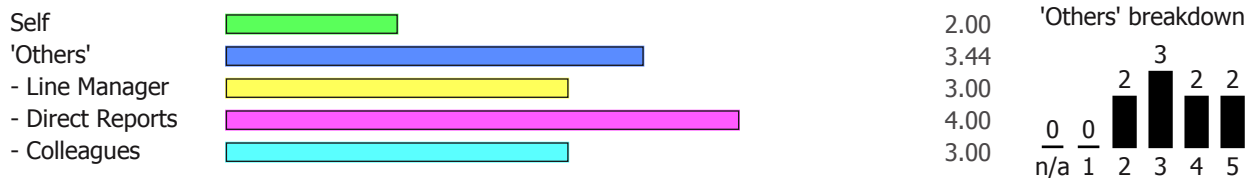
Overall Summary



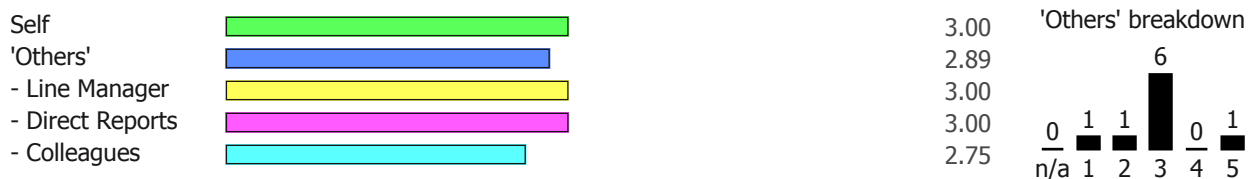
20. He/She has created a culture that celebrates success and is honest about its learning from failures



18. He/She inspires others to believe in their own ability



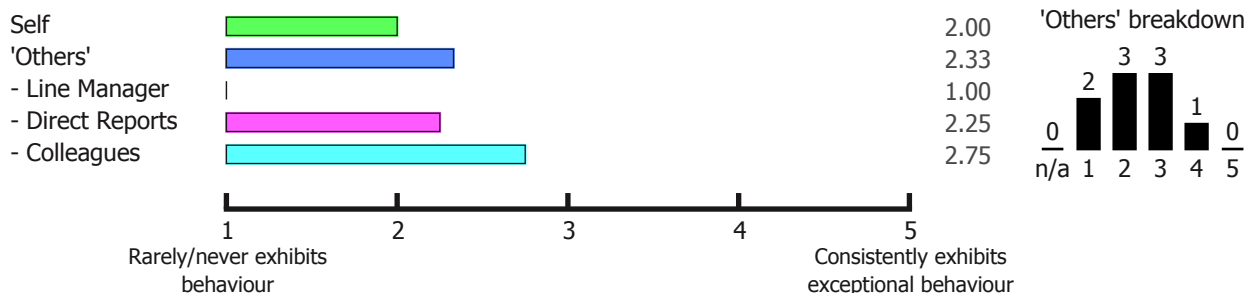
26. He/She openly confronts behaviour that has the potential to impact others or the business negatively



*29. He/She has a tendency to avoid confronting difficult issues



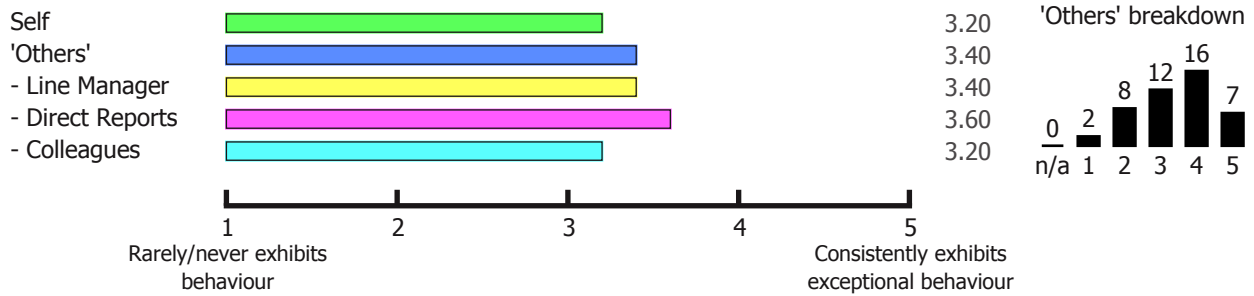
*8. He/She can sometimes create uncertainty because he/she cannot decide where he/she stands on major issues concerning the business



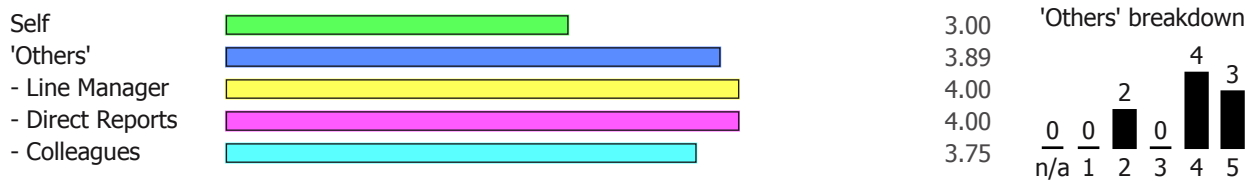
Measures and Monitors Performance

Sets and monitors metrics designed to improve productivity, efficiency, customer satisfaction, and internal capability.

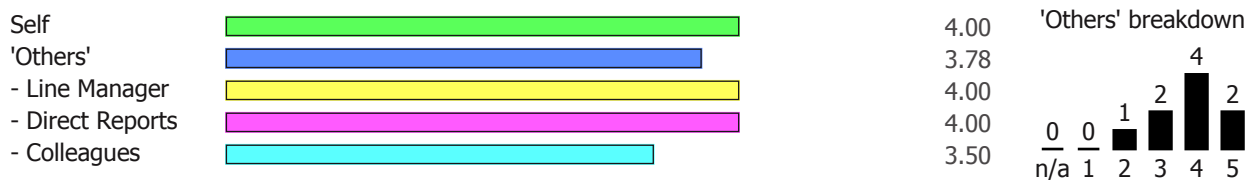
Overall Summary



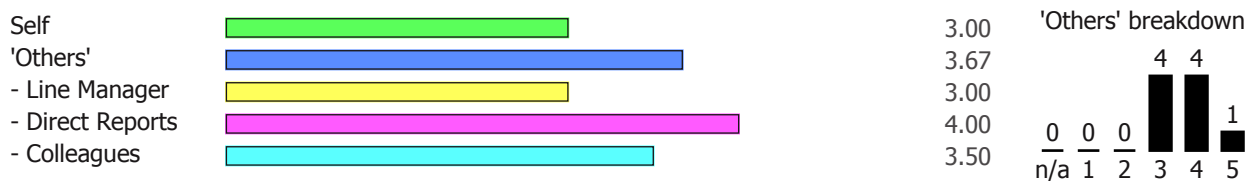
22. He/She explicitly agrees performance metrics for his/her organization with his/her clients (internal or external)



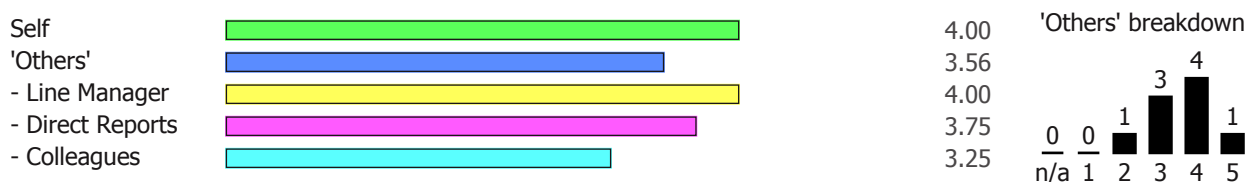
31. He/She systematically reviews achievements and upgrades performance targets against our strategy.



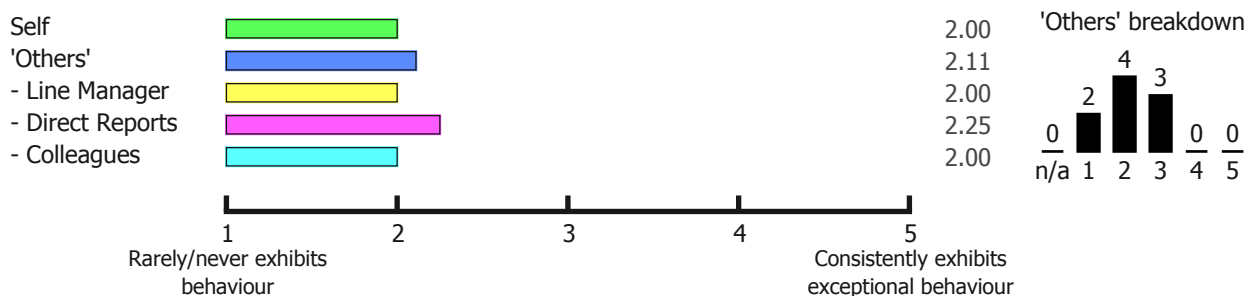
25. He/She regularly reviews his/her organization against agreed performance measures to ensure that we stay on track



48. He/She has created a culture in which people use metrics to help them strive for perfection



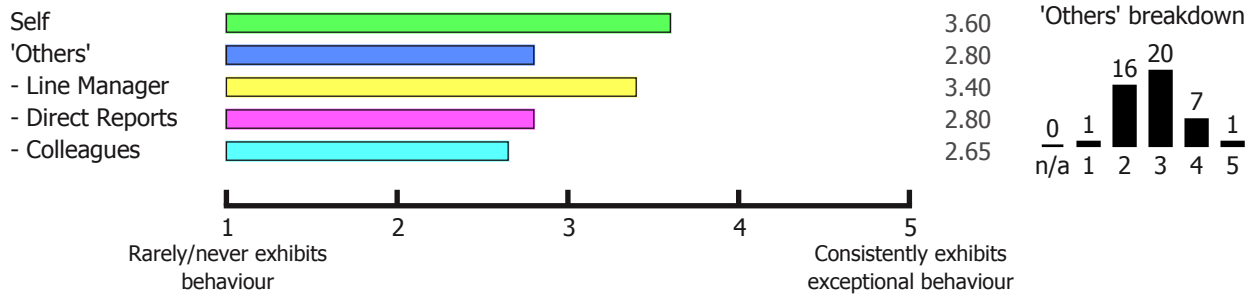
*21. When he/she discusses performance metrics he/she is often met with resistance and a lack of open discussion



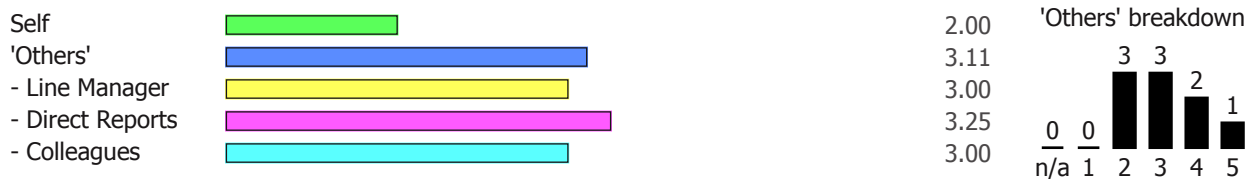
Empowering Action

Is proactive and removes barriers so that others can do the same. Goes beyond formal responsibilities in order to achieve this.

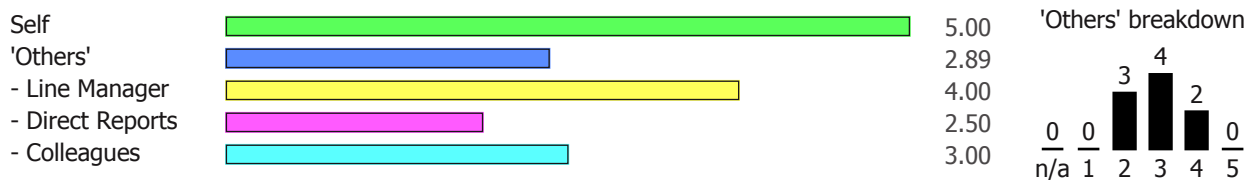
Overall Summary



37. He/She focuses his/her attention on removing barriers and constraints so that others can get things done



41. He/She encourages people to take initiative and go beyond the limits set by their job description



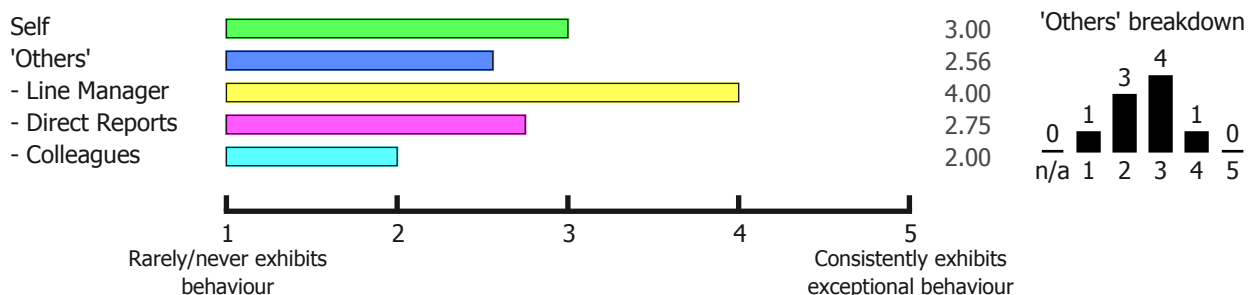
13. He/She has developed mechanisms that allow others to understand the consequences of their actions on the whole organization



38. He/She review actions against the strategic objectives of the business to ensure that we stay on track



*43. He/She sometimes leaves people in doubt about roles, responsibilities and deadlines



Section 4: Open-ended comments

Made by Self

56. What do you believe is your primary strength as a leader (provide examples and rationale)

"Djlnj,"

57. What development will best enable you to improve your ability as a leader (provide examples of the impact you believe that this will have)

"Dgf"

57. What development do you believe will best enable this leader to improve their leadership capability (provide examples of the impact you believe that this will have)

"Sdbmhsdsd"

56. What do you believe is this persons primary strength as a leader (provide examples and rationale)

"Jsdsdfhdf"

"Sample data"

"Hdhddh"

57. What development do you believe will best enable this leader to improve their leadership capability (provide examples of the impact you believe that this will have)

"Dhdhd"

"Sample data"

"Weksdfkasf"

56. What do you believe is this persons primary strength as a leader (provide examples and rationale)

"Jkjdfjkdf"

"Sample data"

57. What development do you believe will best enable this leader to improve their leadership capability (provide examples of the impact you believe that this will have)

"Sample data"