



360° feedback Manager

Development Report

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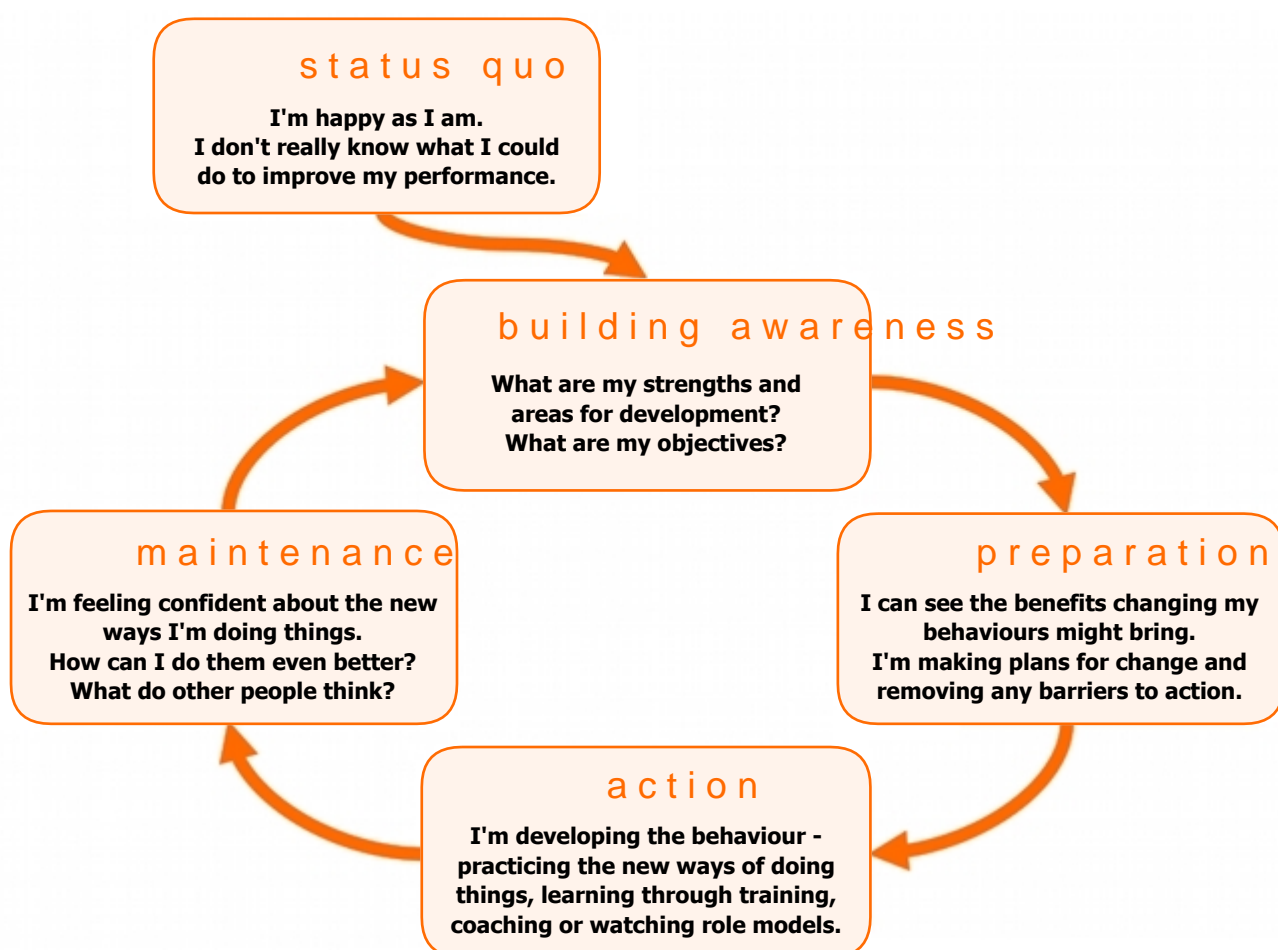
8 December 2015

Introduction

360° feedback enables you to get a clear view of how others perceive the way you are. It provides an opportunity to gain an understanding of the impact your behaviours (the things you do) have on your own personal success and on those around you.

At Getfeedback we believe that career and personal success is gained from a continuous process of personal development. Personal development is a journey. The end point of the journey is enhanced performance and increased positive impact. The aim of 360° feedback is to set you off on this journey by increasing your awareness of what you currently do that makes you successful. It will help you identify your strengths and areas for development lie. Through the exploration of the themes identified, you can begin to consider how you can improve your performance and relationships.

The development journey you are about to embark upon is best summed up in the following diagram:



About this report

To support your development journey this report not only provides you with a reflection on what you have been successful in the past but also provides you with a useful guide to help you plan your next steps for action. It will help you consider what achieving your goal will look and feel like and what your best possible chance of succeeding by: identifying and removing the barriers to success; identifying the people who can help and support you; and making sure your goals are realistic (achievable, relevant and time-bound).

It may be that you are already considering the need to change or you may feel that your strengths and areas for development lie. If this is the case then your 360° feedback will help you challenge your assumptions and enable you to move more quickly into the preparation for change.

A behavioural framework to support your development

Getfeedback's 360° feedback survey utilises a framework containing 11 behaviours which are being key for effective management and leadership. It is known as the high performing leader framework because it has been shown, through research carried out in the UK and the USA, that individuals who display strengths in these behaviours achieve greater personal career success; these high performing individuals impact the organisation's performance; and organisations that are associated with modern dynamic work environments with greater success.

A high-performing individual has a core of four or five behaviours in which they excel. These behaviours the high-performing individual is aiming to have a positive impact on others.

The 11 behaviours of the leadership framework are clustered into four key ways in which they can be achieved in four key ways:



Contents of the report

Section 1: Using the report

This section offers guidance on how to read and make the most of your report.
Page 5

Section 2: Overview

This section is your starting point for understanding your 360 feedback. It gives you an overview of your strengths and areas for development and how others perceive how you are doing.
Page 7

Section 3: Detail

This section is where you get to explore the finer detail of your feedback. It shows you what has made you successful in the past, and will help you to consider what you can do to improve by leveraging your strengths and minimising any limitations you may have.
Page 13

Section 4: Open-ended comments

Here you can read the comments made by yourself and the people who responded. These comments should help to bring to life, and make more meaningful, the charts in the previous section.
Page 24

Section 5: Development planning

Once you have read the report, and had a chance to reflect on the messages, you can use this section to plan your development.
Page 29

Section 1: Using the report

Read this report with an open mind. You may not agree with it all, however it is designed to help you identify your strengths and areas for development. You should not expect to be strong in every one of the behaviours within the leadership model. The report may also identify areas in which others feel your behaviour has a negative impact. Do not disregard these messages and take comfort that your nominees have responded 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	Anonymous 2
Direct Reports	4	Nominee2 , Nominee3, Nominee4 , Nominee5
Colleagues	5	Nominee6 , Nominee7 , Nominee8 , Nominee 9 , Nominee 10
Line Manager	1	Nominee1
Others	10	All the above excluding yourself

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 important that you do not try to trace the origin of any feedback you have given you a particular rating or written a particular comment but also vice versa. It is better therefore to work with the information in the way it was intended and use it 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 on a rating scale of 1 to 5.

5. Consistently exhibits exceptional behaviour and is an inspiration to colleagues
4. Always exhibits behaviour and is at times exceptional
3. Usually exhibits behaviour with an effective outcome
2. Sometimes exhibits behaviour - development would improve consistency
1. Rarely/never exhibits behaviour - significant development required
- n/a. Not applicable for this individual in their current role

In the report the ratings are averaged for each respondent group. The maximum score is 5. The behaviours that score higher overall indicate your strengths and areas for development. If the difference between your score and the other respondents is significant this should be considered a significant difference.

Identifying your strengths and areas for development

The structure of this report is designed to guide you through the information you in considering what your next steps might be. To do this the report uses so you can quickly identify where your strengths and areas for development

First, use the Overview section to review your leadership potential.

- The first charts show you how you rated yourself compared with how everyone else rated your behaviour by behaviour. You will be able to use these to identify if there are any particularly strong, or whether there is one cluster that is a clear area for development. You will find a description of the behaviour. To clarify things further the report compares your ratings you gave yourself against the ratings of 'Others' to confirm areas for development you may already have known about, but more importantly it may also show areas you not have been aware of.
- The tables summarising the ten highest scoring statements and the ten lowest scoring statements (on the average rating of 'Others') will help you to drill down into your strengths and areas for development.

Second, review the Detail section to gain a deeper understanding of how you are using each behaviour. Remember the goal is to have a core strength in 4-5 behaviours and to minimise any limitations. Consider the following questions by thinking of concrete examples from the past of when you have used the behaviour and what the outcome was or what other people's reactions were:

- If there's a range of scores across the statements within a behaviour, a disagreement between respondent groups why would this be and how can you be more consistently? For the behaviours and statements where you rated yourself lower than 'Others' they not see this to be a strength, what do you think you might need to do to be more confident about these behaviours?
- For the behaviours and statements where you rated yourself lower than 'Others' more confident about these behaviours?
- How could each behaviour help you to achieve your career and personal goals?

Finally, review the Open-ended comments section. These will give you greater insight into the impact of your behaviours.

- Are there links between what you have discovered through exploring your behaviours and the comments that have been written?
- Are there things people have said you should do less of that would reduce your strengths or behaviours identified as areas for development?
- Is there anything that people have said that you could do more of that would increase your strengths?

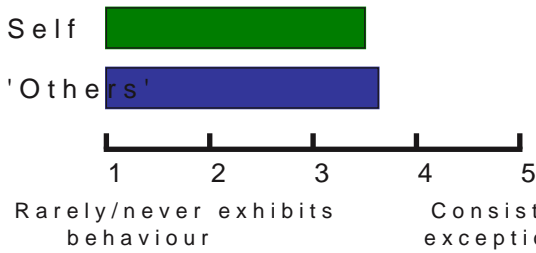
Section 2: Overview

Your leadership potential

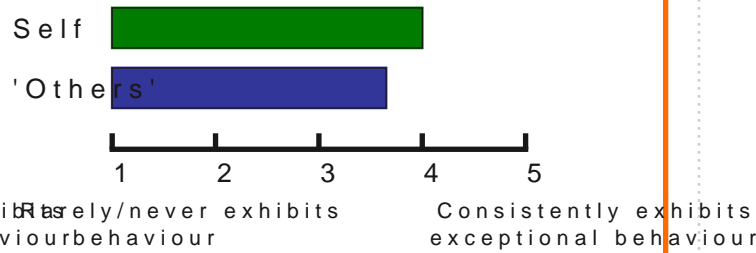
The graphs below show, at a high level, the results of your 360 feedback. Find out where your leadership potential lies.

Thinks

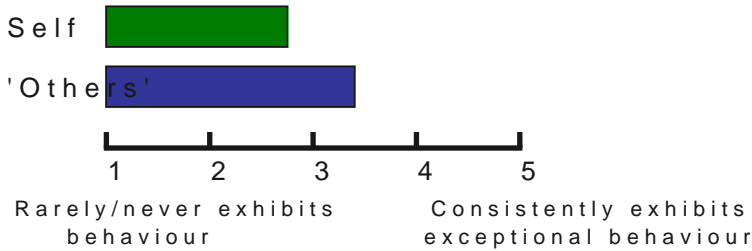
Seeking Information - Seeks and shares a rich range of information.



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

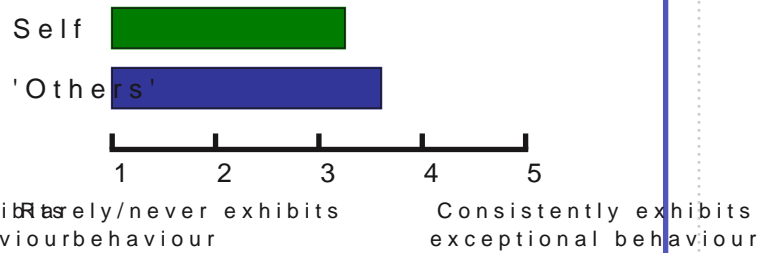
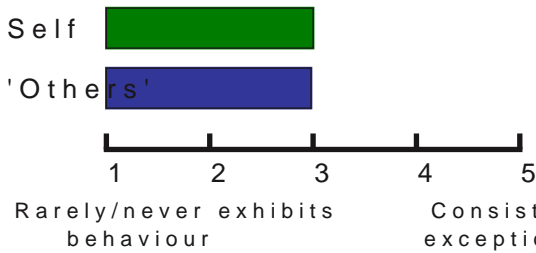


Conceptual Agility - Compares the pros and cons of options and solutions to identify the best way forward. Responds comfortably to change or ambiguity.

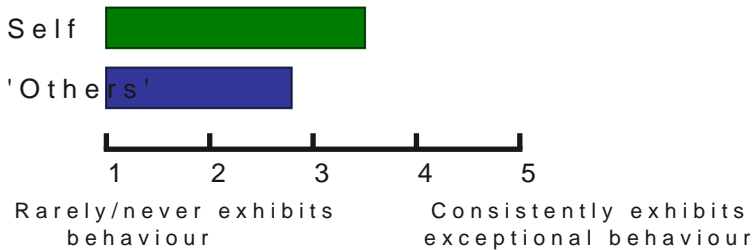


Involves

Enabling Openness - Is non-judgemental; asks questions, clarifies and shares own thoughts and feelings to understand others' perspective.
Facilitating Interaction - Brings people together enough to encourage discussion and contribution from everyone. A common understanding is gained.

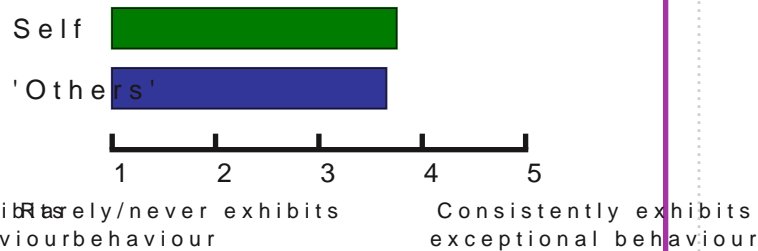
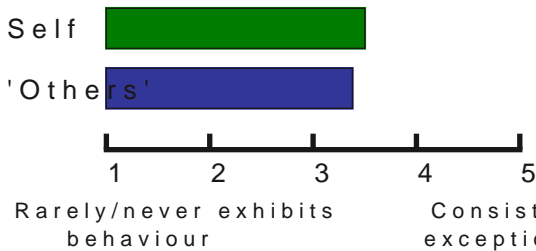


Developing Capability - Takes responsibility for development of self and others. Uses feedback, role-modelling coaching and sets stretching challenges.

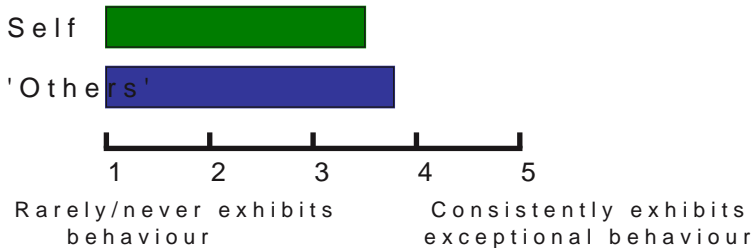


Inspires

Influence - Sells ideas by highlighting benefits. Creates a win-win; shows how realistic interests or goals will support those of others.
Building Confidence - Makes and justifies decisions with confidence. Motivates others to have confidence and optimism.

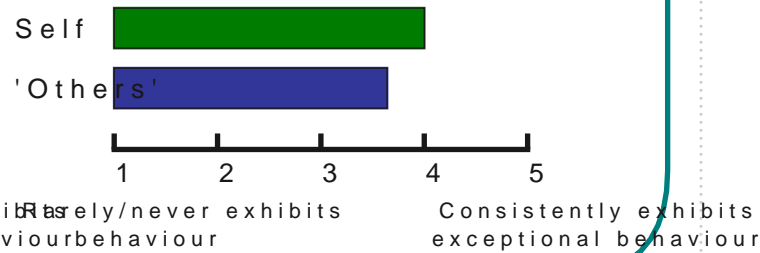
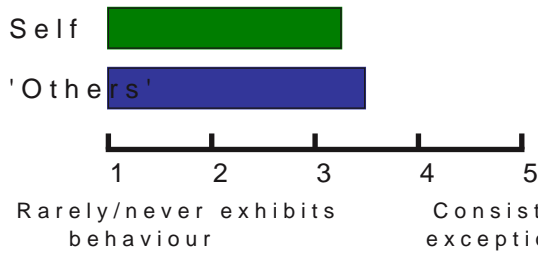


Inspiring Communicator - Communicates in a compelling way to ensure that listeners are engaged, and messages are targeted, understood and believed.



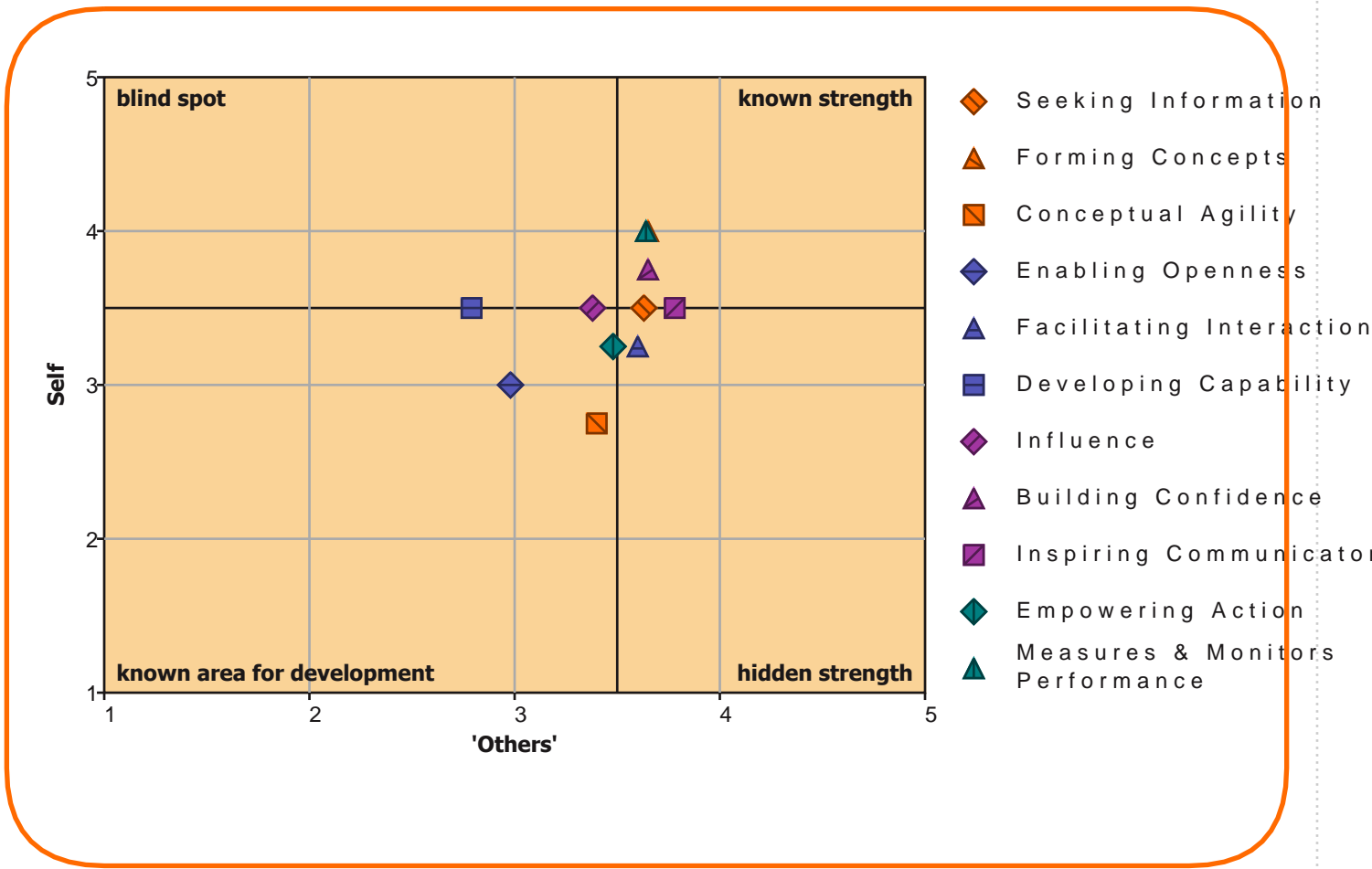
Achieves

Empowering Action - Is proactive and removes barriers so that others can do the same. It creates formal responsibilities in order to achieve its purpose.
Measures & Monitors Performance - Sets and monitors metrics designed to improve performance. It is used to measure customer satisfaction, and internal efficiency.



What are your initial thoughts about your results? Do they confirm what you already thought to be your areas of strength or development need, or are you surprised to see how the people who responded have rated you?

This chart will help to clarify where your strengths and areas for development are apparent to you, others may not. Remember the chart is telling you how others perceive you. Differences in your perception and theirs need to be understood and acted upon to have a maximum positive impact at work.



Notes:

Known strength behaviours are those where you and all 'others' gave an average rating of 3.5 or above for the statements relating to that behaviour. This means you and your respondents consistently use these behaviours with a high degree of skill on a consistent basis.

Known area for development behaviours are those where both you and all 'others' have rated below 3.5 for the statements relating to that behaviour. This means there is an agreement that you do not use the behaviours consistently or that you use them less than you should.

Hidden strength behaviours are those where 'others' have given an average rating of 3.5 or above, but you have rated this below 3.5. These behaviours are therefore hidden strengths as they are used at such a high level with such consistency by others, but not by you.

Blind spot behaviours are those where you have rated the statements on average below 3.5, but others have rated them 3.5 or above. This means that you think you use the behaviours more than you actually do.

Highest and lowest scoring statements

10 highest scoring statements

Score	Managerial Competency	Qu. No	Statement
4.30	Building Confidence	21	When launching a new product, service or project their enthusiasm, optimism and belief in its future success is felt by others.
4.10	Measures & Monitors Performance	10	They review and modify stretching objectives aimed at adding value for customers.
4.10	Empowering Action	30	They develop plans detailing objectives, actions and responsibilities for the tasks they are involved with.
4.00	Facilitating Interaction	9	They actively participate in group discussions with the appropriate level of contribution.
4.00	Empowering Action	19	They take personal responsibility for ensuring things get done.
4.00	Inspiring Communicator	36	They convey complex, detailed information in a way that enthuses and engages the listener.
4.00	Building Confidence	12	They appear self-assured by confidently making decisions even when their assumptions are challenged.
3.90	Forming Concepts	13	When faced with an issue they seek to understand the underlying cause, not just the symptoms.
3.80	Inspiring Communicator	20	People are left in no doubt as to the meaning of messages they are delivering.
3.80	Measures & Monitors Performance	3	The objectives they set for the business are specifically designed to improve individual, team or business performance.

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

10 lowest scoring statements

Score	Managerial Competency	Qu. No	Statement
2.50	Developing Capability	32	They take personal responsibility developing their team in the skills capabilities required for future su
2.60	Enabling Openness	6	They use open questions in order out other people's points of view, thoughts and feelings.
2.67	Developing Capability	27	They recognise and support the development of others by providing access to skills training and pers development courses.
2.70	Enabling Openness	18	They have built a climate in which listen and reserve judgement in o fully understand the ideas and fe others.
2.80	Empowering Action	43	They look ahead to remove barrie constraints so that others can ge done.
2.90	Building Confidence	28	They openly confront behaviour th the potential to impact others or business negatively.
3.00	Empowering Action	37	They provide a structure that emp people to take actions when they
3.00	Developing Capability	2	They hold regular, structured development discussions with the reports in which they provide con feedback for the purposes of pers development.
3.00	Influence	7	When selling their ideas, or persu others, they identify and articulat both parties can benefit from the proposal.
3.00	Developing Capability	41	They are aware of their own perso strengths and areas for developm have shared these with others and out opportunities that will stretch challenge them.

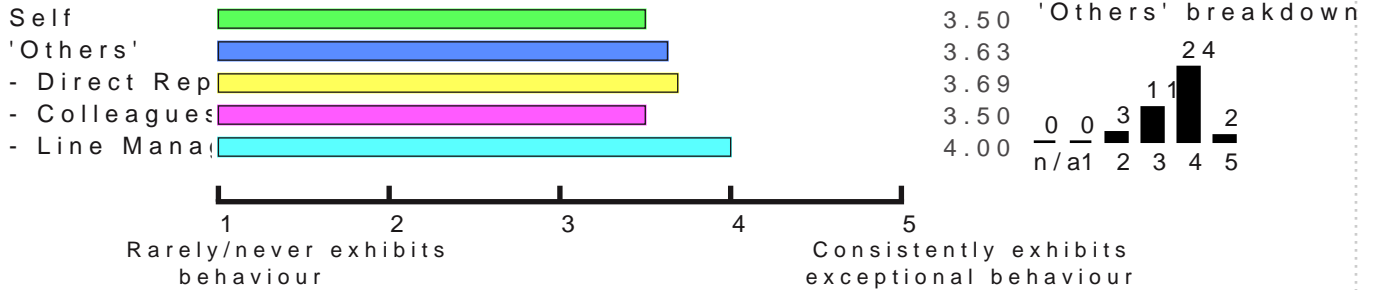
The maximum score is 5 and the minimum score is 1.

Section 3: Detail

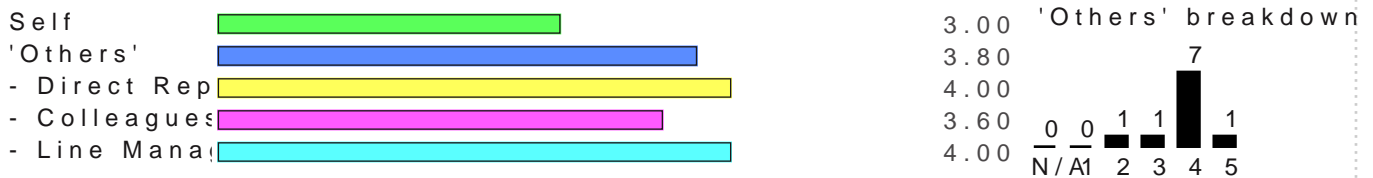
Individual Statement Analysis

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

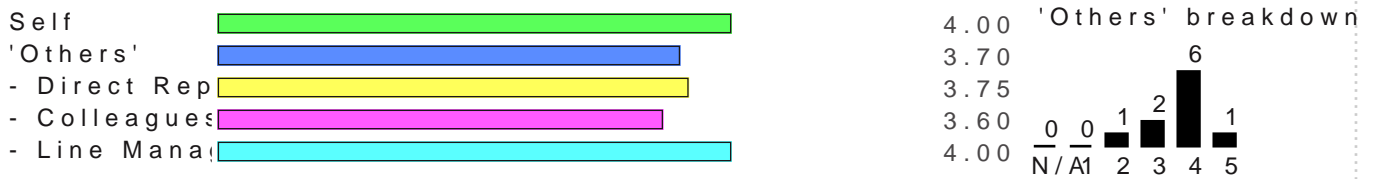
Overall Summary



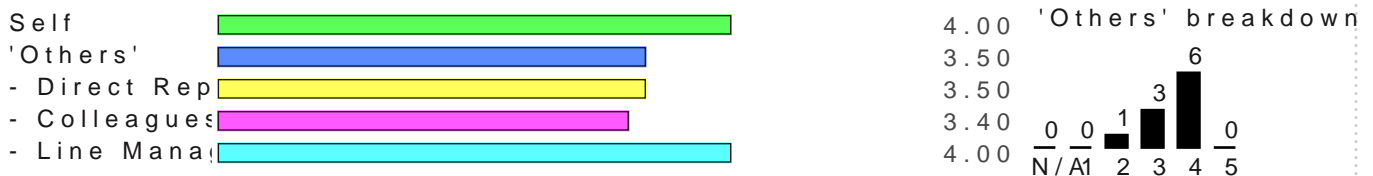
35. They bring information to the table that demonstrates they have carried out a broad search for relevant facts and figures in relation to the task or situation at hand.



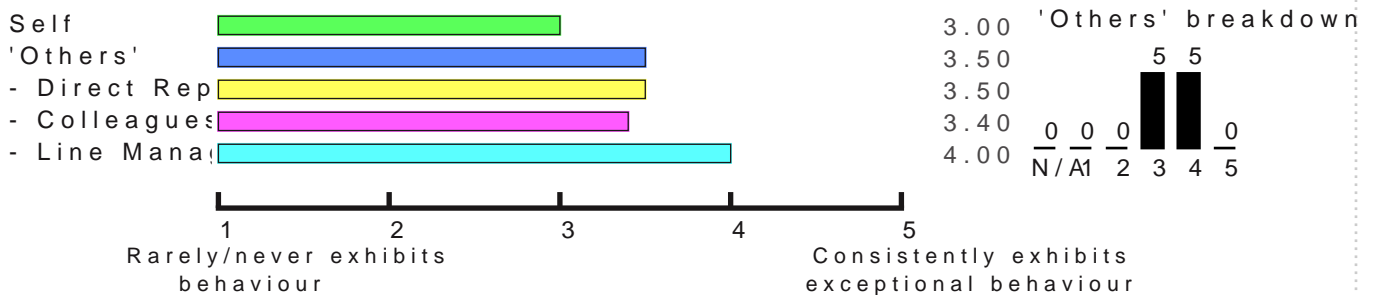
5. They seek information beyond the scope of the particular issue being addressed in order to understand its wider implications.



16. They exchange relevant information and knowledge with colleagues, customers and suppliers

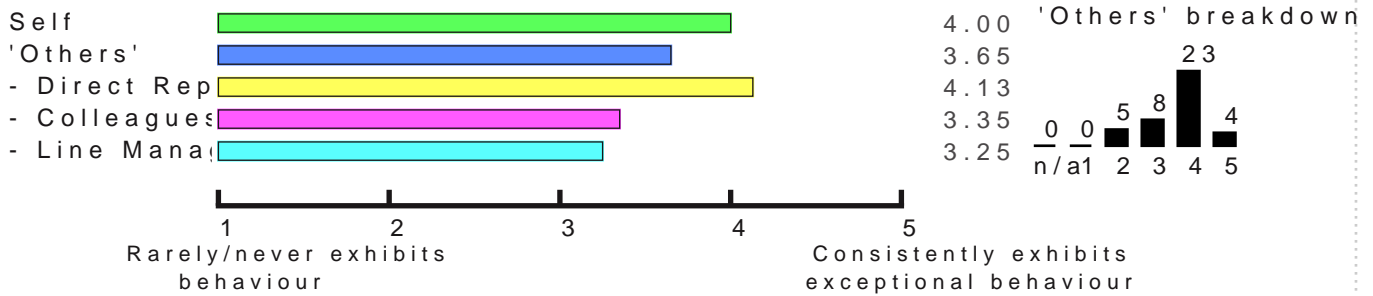


44. They ask penetrating questions to find out information from colleagues, clients, competitors and suppliers.

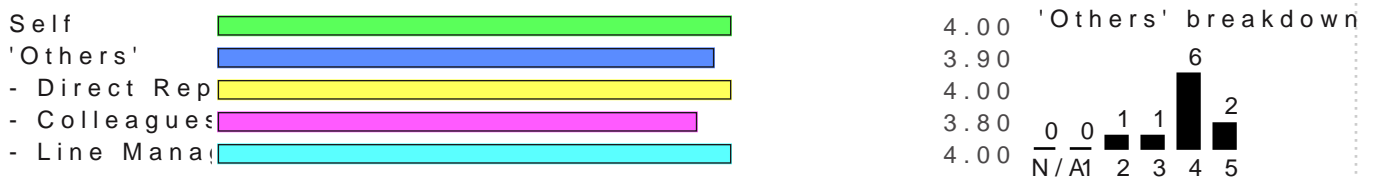


Forming Concepts information together to identify and understand causes and ideas or solutions.

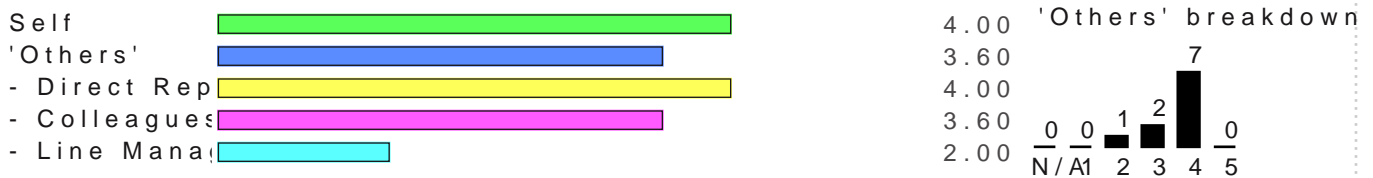
Overall Summary



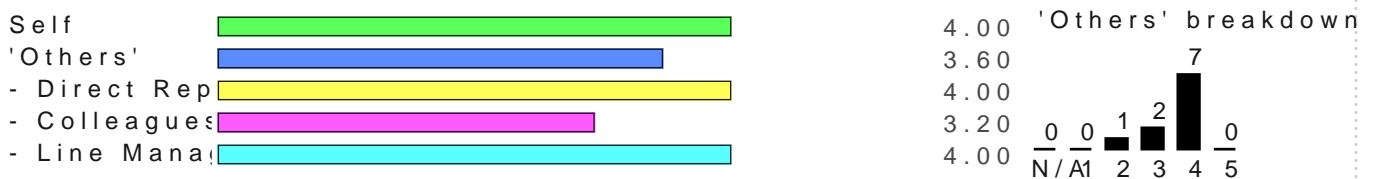
13. When faced with an issue they seek to understand the underlying cause, not just the symptoms.



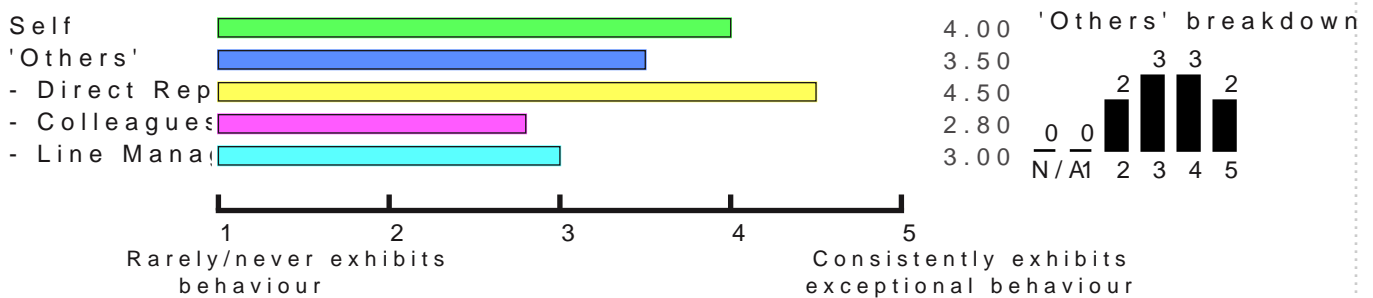
26. They develop solutions that take into account the broader business environment



17. They consider a wide range of information in order to get to the root cause.

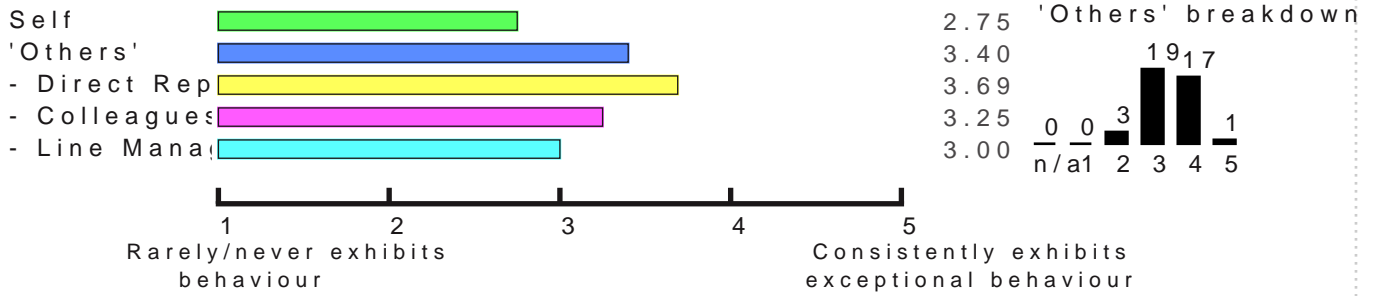


38. They are a great source of new ideas and ways of doing things.

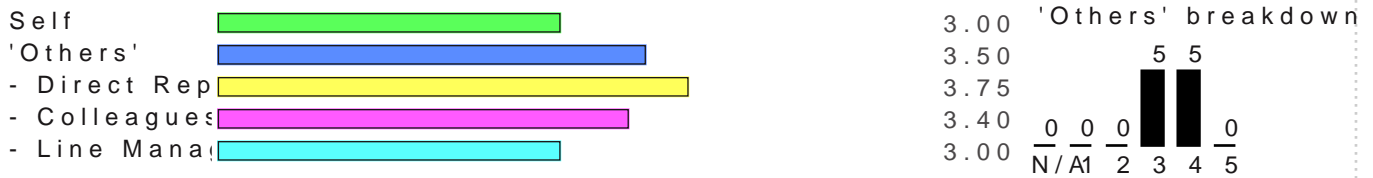


Conceptual Agility identifies the pros and cons of options and solutions to identify
 Responds comfortably to change or ambiguity.

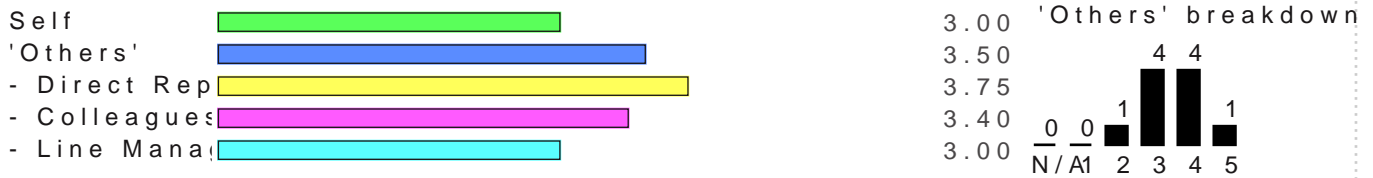
Overall Summary



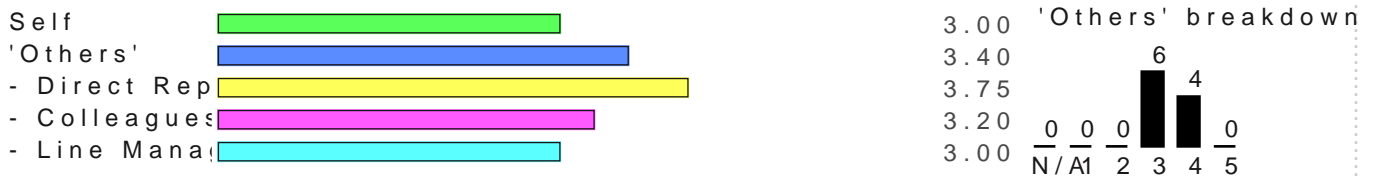
40. When considering how to solve a business issue they explore the alternatives.



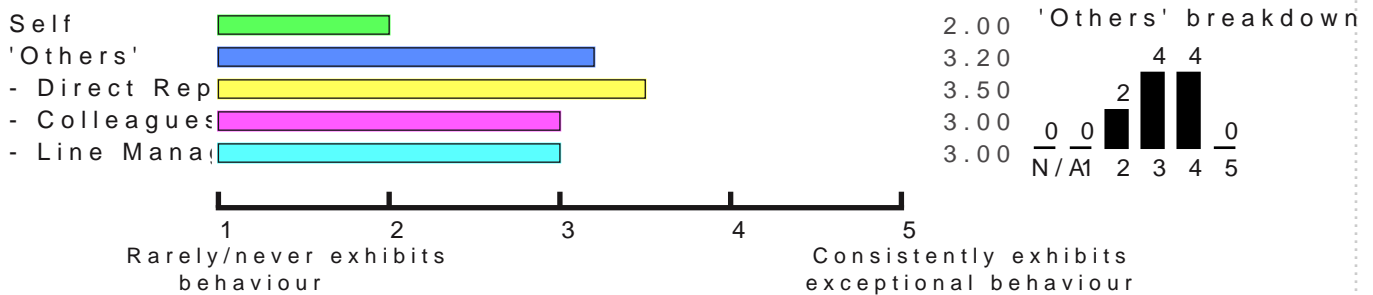
34. They critically assess factors that may affect the success of projects or the business.



25. They create an over-arching plan or strategy that maximises the benefits and minimises the downside of any original options



39. When faced with a potential issue or barrier they respond with an open mind.



Section 4: Open-ended comments

Made by Self

45. What do you believe to be your primary strength as a leader? Please provide examples and rationale.

"I think my primary strengths are being able to engage and communicate well beyond the problem being presented and consider the underlying cause, long business impact. My ability to build a team and for us to support one another

46. What development do you believe will enable you to improve your leadership capability? Please provide examples of the impact you believe that this will have.

"Better delegation and focus. my tendency is to want to do everything (because I can sometimes get a little over-excited resulting in my not communicating the objectives clearly enough for my team."

45. What do you believe is this persons primary strength as a leader? Please provide examples and rationale.

"XXXX certainly is a leader in the true sense of the word. They are not afraid to take other people's opinions and feedback into account which enables their decision making process. They do give staff the freedom to make their own decisions but are always called upon and will always make the time for the team where needed. Their energy, discussion and a positive working environment which makes necessary changes happen."

"Empowers as a leader and implicitly trusts their reports - they are also very personable in their area."

"Supportive, helps others achieve what they are capable of."

"An exceptional understanding of the business combined with the ability and drive to change projects and drive them through to completion."

46. What development do you believe will best enable this leader to improve their leadership capability? Please provide examples of the impact you believe that this will have.

"Team building and development needed addressing as it can be a company weakness to continue"

"Even deeper relationships and networks within and outside of the business."

"Very occasionally when asking for data / information, they do not explain the reason for it. This has caused me to question the reason for it, resulting in frustration."

"Although the fact XXXX provides their team with such freedom is a good thing that also means that they don't always realise the importance and impact of certain decisions on the team. I believe this is driven by overwhelming workload and the fact that they are managing a number of projects. I don't think this is an ingrained shortcoming at all but a result of circumstances. I believe if XXXX was given more freedom then together with the team they would be more productive by focusing on bigger strategic wins for the business."

45. What do you believe is this persons primary strength as a leader? Please provide examples and rationale.

"XXXX is an energetic and driven leader. They are highly intelligent and a real example and their team look up to them and admire their abilities."

"XXXX is a clear thinker who uniquely in XXXX understands the detail and how to profit and sales for the company. She is able to prioritise the things that work accordingly. People enjoy working with XXXX she is able to conduct lively without getting peoples back up. She is also an excellent communicator in formal also in one to one situations."

"XXXX is a strong role model. She is incredibly focussed on delivering company positive and supportive of her team. Most importantly she is consistent in her completely honest, is very straight-forward and is genuinely concerned about own department. XXXX is inclusive and takes care to ensure that people around I think that XXXX is one of the few natural leaders I have come across and it is successful. When I was directly responsible for Customer Service, XXXX made a issues and made changes which had a positive impact on our customers. Equ was the only person who made sure that I was included in her team, involving contributions. When XXXX feels that members of her team are unhappy/anxious her way to identify the problems and sort them out. She is extremely highly r happy with performance or with a piece of work, she is extremely straight-forward. She is extremely balanced and I know I can rely on her for honest straight-forward projects I am working on."

"They have enthusiasm and passion for the business and are able to convey in an easy to understand manner. They can be very supportive and very persuasive plans and ensuring the successful implementation of a strategy."

46. What development do you believe will best enable this leader to improve their leadership capability? Please provide examples of the impact you believe that this will have.

"Although XXXX gives excellent presentations, she could work further on development. She often appears too busy to be approached and her manner can be brusque others even more and would enable better interaction with her team and with"

"They need to listen more to others and be prepared to enter into discussion more pro-active to change rather than re-active would also help them to excel"

"I think XXXX needs to continue to strengthen her team although progress has recently. She is hugely reliant on XXXX, XXXX and XXXX and it can sometimes affect the bandwidth to tackle their own priorities. When "requests" from other areas can lead to the team in general and XXXX in particular becoming over stretched work life balance suffers and this has the potential to impact her effectiveness"

45. What do you believe is this persons primary strength as a leader? Please provide examples and rationale.

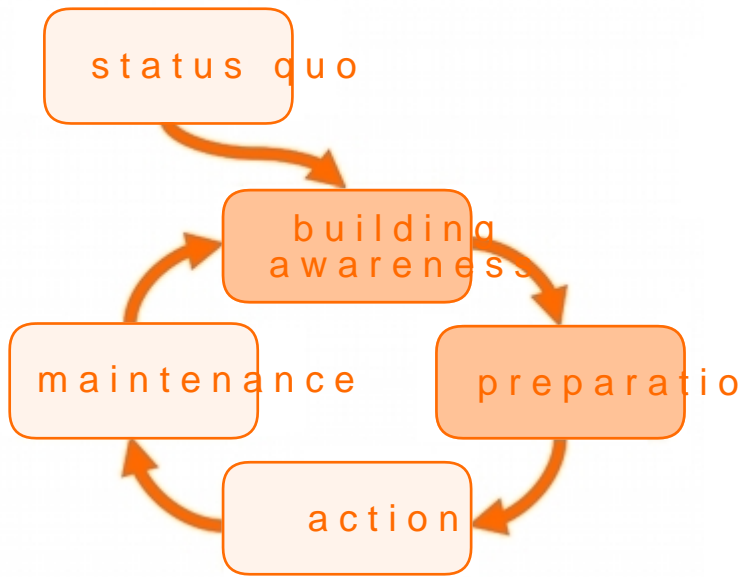
"XXXX is an enthusiast for our business.

That enthusiasm is infectious and powerful for the people around her. She always focuses on our progress and our objectives. That is immensely helpful to management and the team.

46. What development do you believe will best enable this leader to improve their leadership capability? Please provide examples of the impact you believe that this will have.

"XXXX's toughest challenge is to develop real empathy for the people who work for her. Having spent a couple of years managing both senior and junior people, she needs to develop the competence to give energy to the people working for her so that they feel truly supported and know that they will be fully supported. That includes making them feel that their success is what they have achieved. It's just a matter of experience. In time XXXX will learn to give praise at the right moment in time to the right people. That also requires her to work with senior people, whose success will only propel her own success."

Developing Your Behaviours



Having reviewed your 360° report you now be firmly in the building awareness phase of the cycle of behavioural change. You are now aware of where your strengths and development areas lie and how these are impacting your performance and relationships at work.

Preparing for change

You may still have some questions that you need to have answers to, or may feel you need more information.

The next stage to developing your behaviours is the preparation phase and it is now time to start to fill those gaps and begin to prepare yourself for changing your behaviours.

First it's helpful to summarise what you've learnt from this report and what you need to do next.

In which behaviours does the report indicate you have strengths?

Which behaviours are areas for development?

Does one respondent group consistently rate you higher or lower than the others? Why do you think this is?

Do the open-ended comments give you any insight on the impact your behaviours are having?

Deciding on your development activity

Before deciding on your development activity you need to be clear about what you want to improve your performance in an aspect of your current job, you may want to change your role, or you may want to make a change to your career.

Given what you now understand about your behavioural strengths and areas for development, do you need to be doing more of/ less of/ differently in order to help you achieve your goals? Do you need to focus your development on minimising the weaknesses or do you need to focus your development on maximising the strengths?

The questions on the next page will help you to prepare for the changes you will need to make. You need to consider not only the behaviours you can use to help you develop but also the support you will need to be successful.

Remember to make sure your goal is SMART:

- **Specific** - it's important there's no wiggle room when it comes to deciding what you want to achieve your goal
- **Measurable** - you need to be able to measure your success, as you progress you need to monitor how you are getting on
- **Achievable** - the goal needs to be something you can achieve - this doesn't mean simple but it does mean that it shouldn't be too stretching
- **Relevant** - is your goal something that will make a difference for you
- **Time-bound** - when will you start working towards your goal and/or when will you finish?

What's my goal?

What will success look and feel like?

When will I start making changes? When will I achieve my goal?

How can I leverage my strengths?

What are the areas I need to develop?

What resources do I need?

Who can help me?

**What's getting in my way?
How can I remove these barriers?**

What else do I want to consider or find out about?