



360 feedback  
Manager

## Development Report with Benchmarks

name: Sample Example

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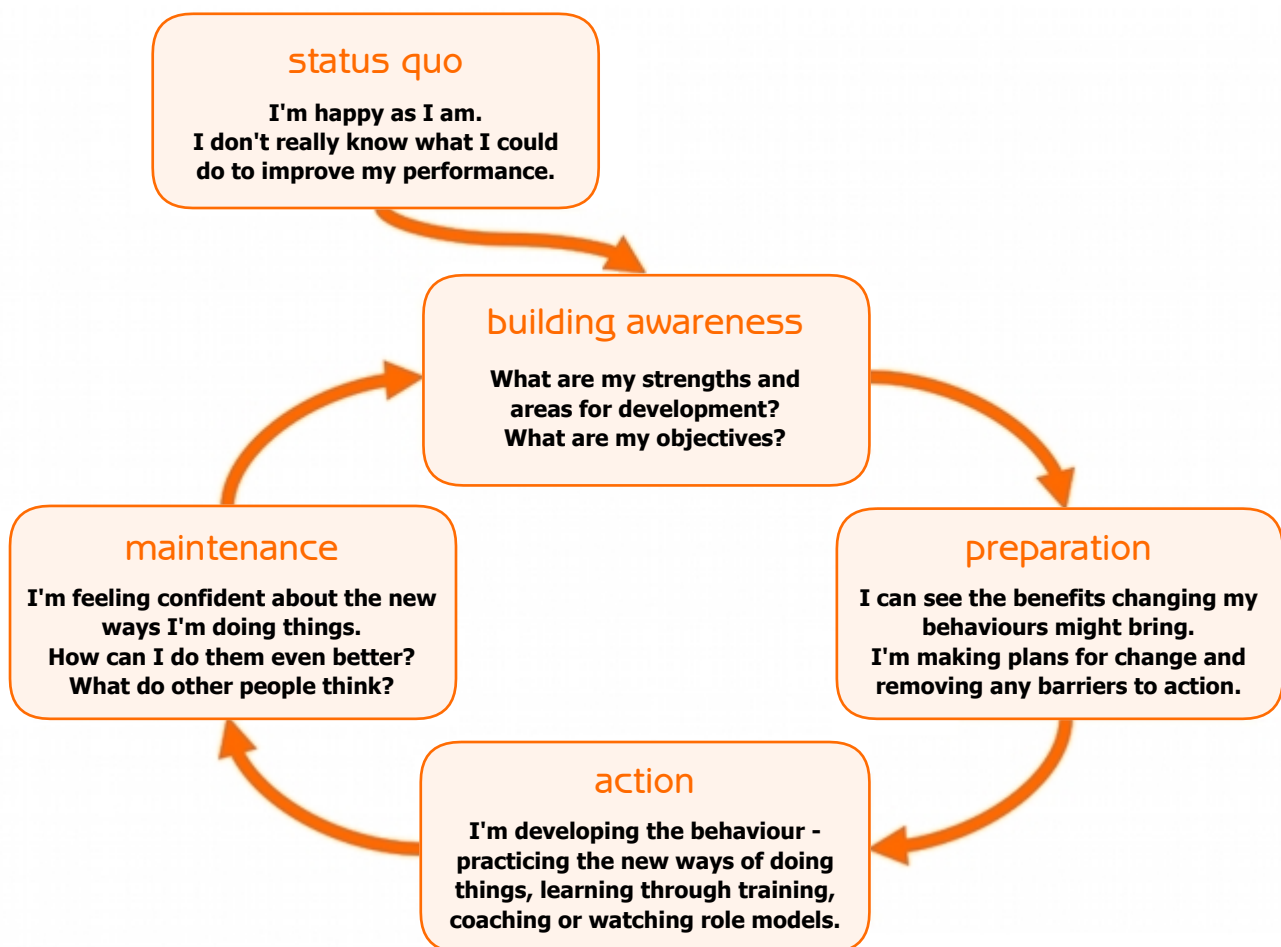
date: 19 January 2010

# Introduction

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

At Getfeedback we believe that career and personal success is gained from actively managing your development. Personal development is a journey. The end point of the journey is enhanced personal effectiveness and increased positive impact. The aim of 360° feedback is to set you off on that development journey by raising your awareness of what you currently do that makes you successful. It will help you to identify where your strengths and areas for development lie. Through the exploration of the themes and key messages in this report you can begin to consider how you can improve your performance and relationships with others.

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



## About this report

To support your development journey this report not only provides you with the insight into what has made you successful in the past but also provides you with a useful guide to help you identify your goals and prepare for action. It will help you consider what achieving your goal will look and feel like as well as helping to give you the best possible chance of succeeding by: identifying and removing the barriers that might hinder your progress; identifying the people who can help and support you; and making sure your goal is SMART (specific, measurable, achievable, relevant and time-bound).

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

### A behavioural framework to support your development

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

A high-performing individual has a core of four or five behaviours in which they have great strength. In the other behaviours the high-performing individual is aiming to have a positive impact, with no limitations.

The 11 behaviours of the leadership framework are clustered into four key areas so that success can be seen to 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.

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### **Section 2: Overview**

This section is your starting point for understanding your 360 feedback. It gives you a high level view of where your strengths and areas for development lie and how others perceive how you get things done.

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### **Section 3: Detail**

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

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### **Section 4: Open-ended comments**

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

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### **Section 5: Development planning**

Once you have read the report, and had a chance to reflect on the messages within it, this section will help you to plan your development.

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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 Example
Direct Reports	0*	Sample Report1, Sample Report2, Sample Report3
Colleagues	7	Sample Peer1, Sample Peer2, Sample Peer3, Sample Peer 4
Line Manager	1	Sample Manager
Others	8	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 three 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:

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 of the behaviour
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 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.

## Identifying your strengths and areas for development

The structure of this report is designed to guide you through the information captured by the survey and to assist you in considering what your next steps might be. To do this the report uses a combination of tables and charts so you can quickly identify where your strengths and areas for development lie.

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

- The first charts show you how you were rated by your nominees compared to a norm group comprised of a broad spectrum of people that have previously completed the 360. These charts will enable you to compare your scores to those of a wider audience.
- The next charts show you how you rated yourself compared with how everyone else ('Others') rated you behaviour by behaviour. You will be able to use these to identify if there is one cluster in which you are particularly strong, or whether there is one cluster that is a clear area for development. Above each chart you will find a description of the behaviour. To clarify things further the final chart in this section plots the ratings you gave yourself against the ratings of 'Others' to confirm areas of strength and development that you may already have known about, but more importantly it may also show you some areas that you may not have been aware of.
- The tables summarising the ten highest scoring statements and the ten lowest scoring statements (based 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 wide spread of responses or disagreement between respondent groups why would this be and how can you use the behaviours more consistently? For the behaviours and statements where you rated yourself higher than 'Others' why might they not see this to be a strength, what do you think you might need to change?
- For the behaviours and statements where you rated yourself lower than 'Others' what could you do to feel more confident about these behaviours?
- How could each behaviour help you to achieve your career and personal goals and objectives?

**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 highest and lowest scoring behaviours and the comments that have been written?
- Are there things people have said you should do less of that would reduce the negative impact of the behaviours identified as areas for development?
- Is there anything that people have said that you could do more of that would help you to develop your strengths?

## Section 2: Overview

### Benchmark comparison

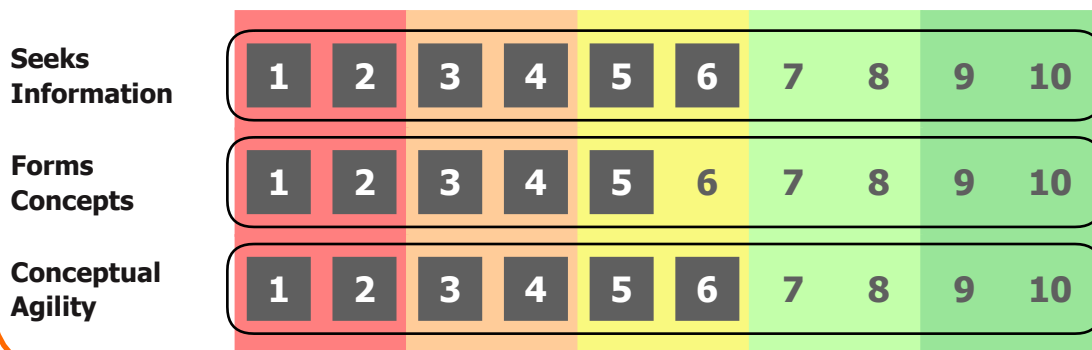
The following charts show how your behavioural profile compares with other people. This is achieved by converting the ratings you received from all your respondents into a standardised score that can be compared against the scores achieved by a comparable norm group. The norm group comprises a broad spectrum of people who have taken part in the 360 feedback survey before.

Essentially the charts indicate that the higher your score the more frequently and consistently you are seen to use the behaviour compared to the people within the norm group.

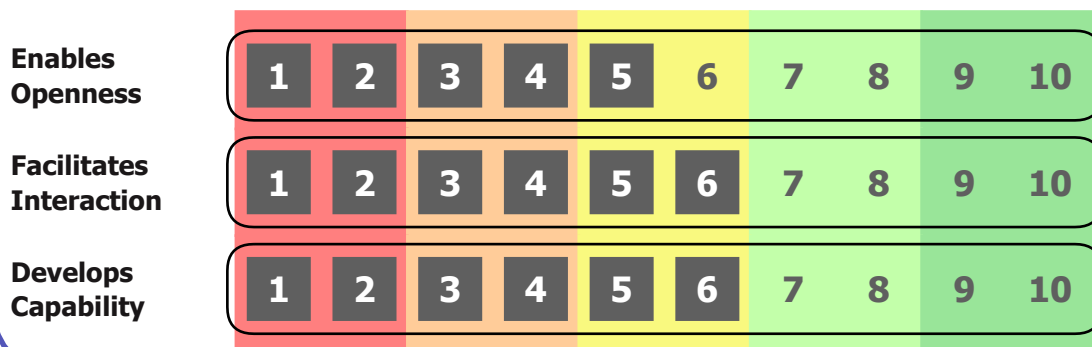
To help you to understand the charts the following key has been applied:



#### Thinks



#### Involves



## Inspires

<b>Influences</b>	1	2	3	4	5	6	7	8	9	10
<b>Builds Confidence</b>	1	2	3	4	5	6	7	8	9	10
<b>Inspiring Communicator</b>	1	2	3	4	5	6	7	8	9	10

## Achieves

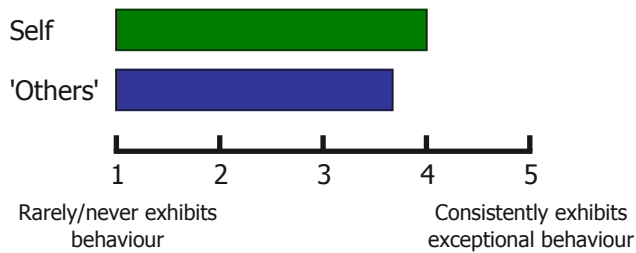
<b>Empowers Action</b>	1	2	3	4	5	6	7	8	9	10
<b>Measures &amp; Monitors Performance</b>	1	2	3	4	5	6	7	8	9	10

## Your leadership potential

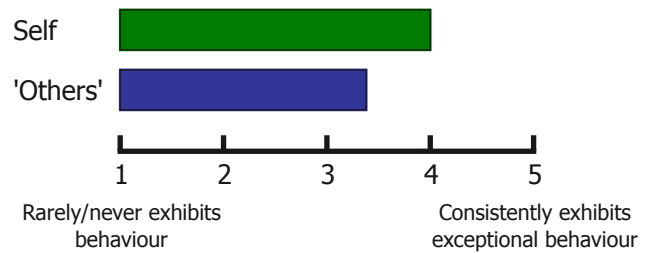
The graphs below show, at a high level, the results of your 360 feedback. From these you can begin to identify where your leadership potential lies.

### Thinks

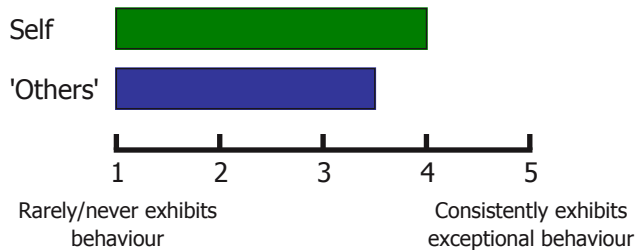
**Seeks Information** - Seeks and shares a broad and rich range of information.



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

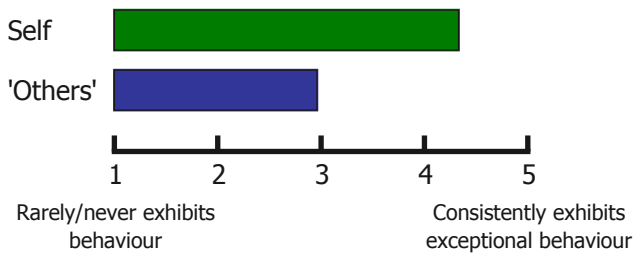


**Conceptual Agility** - Compares the pros and cons of options and solutions to identify the best way forward. Responds comfortably to change or ambiguity.

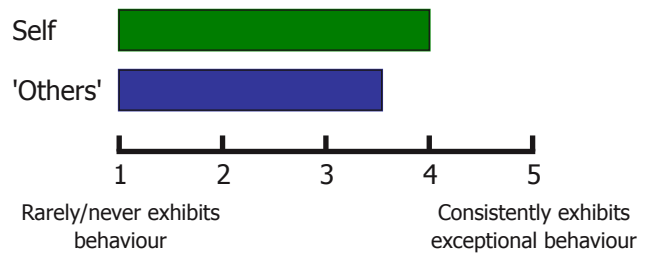


## Involves

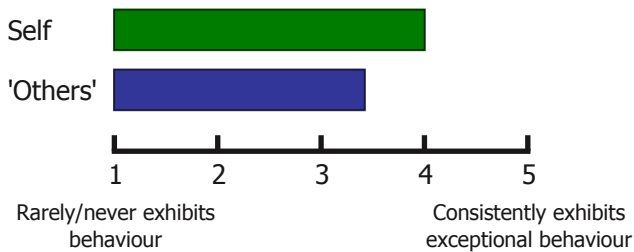
**Enables Openness** - Is non-judgemental; uses open questions, clarifies and shares own thoughts and feelings to understand others' perspective.



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

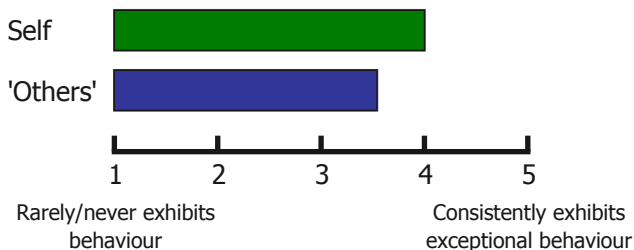


**Develops Capability** - Takes responsibility for development of self and others. Uses feedback, role-modelling coaching and sets stretching challenges.

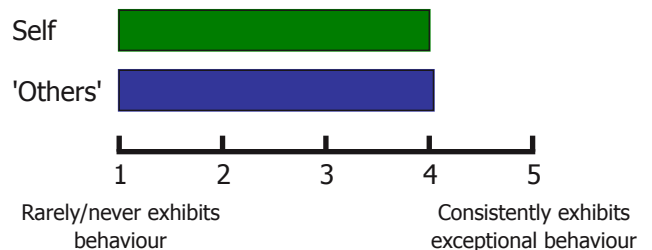


## Inspires

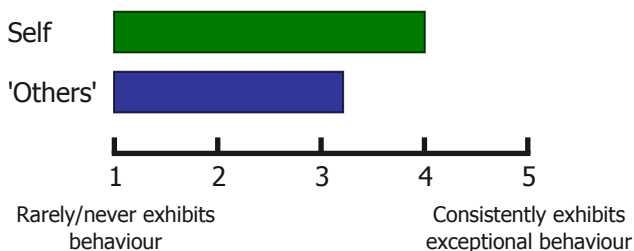
**Influences** - Sells ideas by highlighting the benefits. Creates a win-win; shows how realisation of own interests or goals will support those of others.



**Builds Confidence** - Makes and justifies decisions. Resolves issues with confidence. Motivates, engages, and instils confidence and optimism.

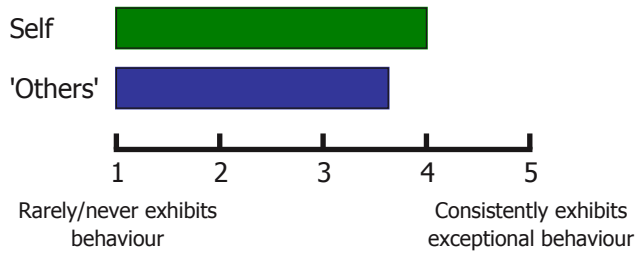


**Inspiring Communicator** - Communicates in a compelling way to ensure that listeners are engaged, and messages are targeted, understood and believed.

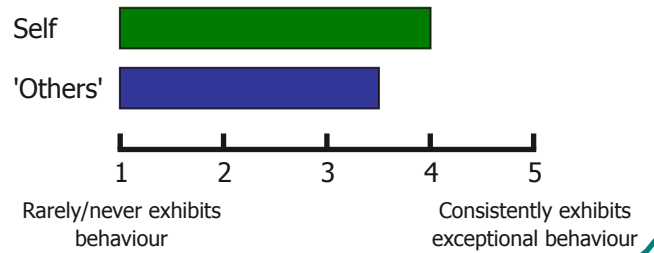


## Achieves

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

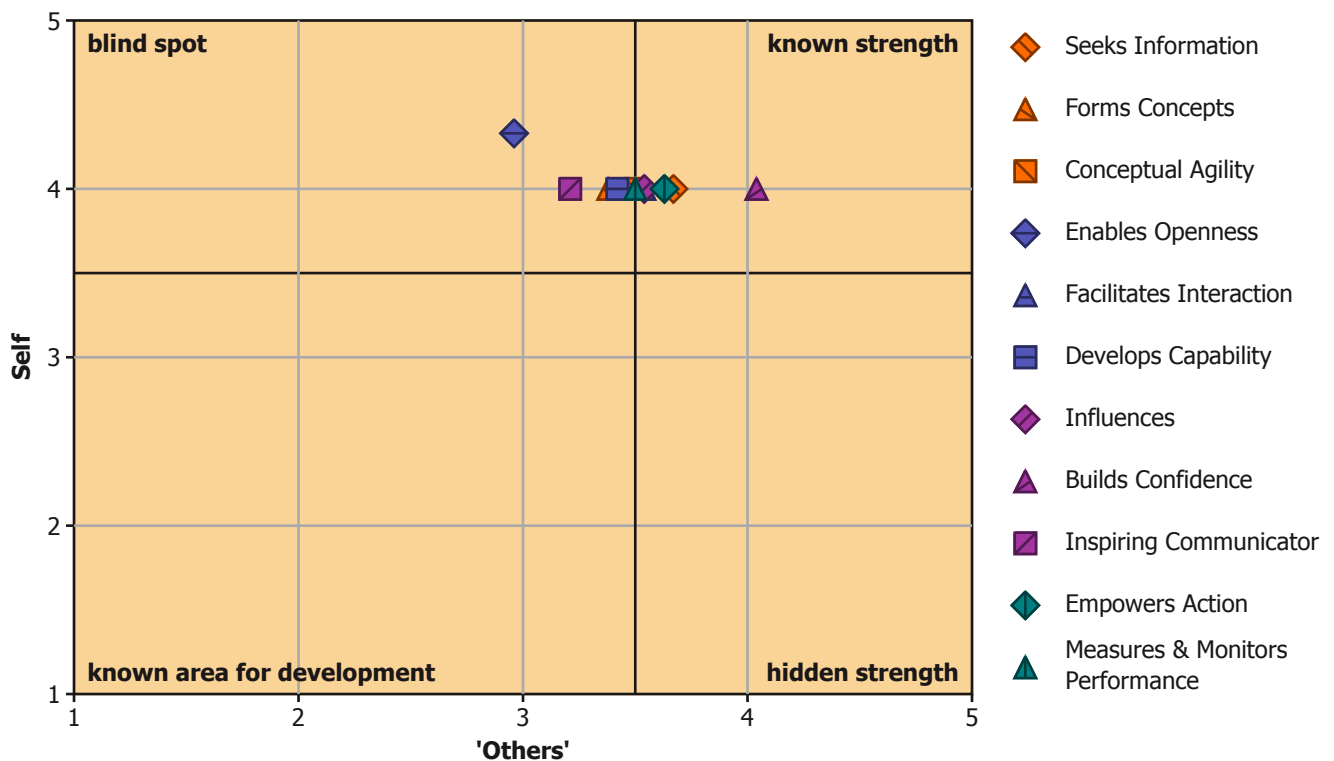


**Measures & Monitors Performance** - Sets and monitors metrics designed to improve productivity, efficiency, customer satisfaction, and internal capability.



**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. Some may already be apparent to you, others may not. Remember the chart is telling you how others perceive the way you do things. Differences in your perception and theirs need to be understood and acted upon so that you can have the maximum positive impact at work.



**Notes:**

**Known strength** behaviours are those where you and all 'others' gave an average rating above 3.5 for the statements relating to that behaviour. This means you and your respondents are in agreement that you use the 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 given an average rating below 3.5 for the statements relating to that behaviour. This means that you and your respondents are in agreement that you do not use the behaviours consistently or that you use them at a basic level.

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

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

## Highest and lowest scoring statements

### 10 highest scoring statements

Score	Managerial Competency	Qu. No	Statement
4.13	Builds Confidence	30	He/she inspires staff to believe in their own ability to succeed
4.13	Builds Confidence	10	He/She encourages people to celebrate their success
4.13	Seeks Information	27	He/She seeks information from a variety of sources before he/she takes action on specific projects
4.00	Seeks Information	9	He/She vigilantly tracks competitors, customers, markets and broader business issues (e.g. legislative changes, social and technical changes, and changes in the industry)
3.88	Builds Confidence	31	He/She makes and justifies tough decisions with confidence
3.88	Influences	29	He/She forms alliances with people to bring about change
3.88	Empowers Action	19	He/She proactively removes barriers and constraints so that others can get things done
3.88	Measures & Monitors Performance	11	He/She regularly reviews his/her actions with the sole intent of improving some aspect of his/her performance
3.88	Forms Concepts	28	He/She sets aside time to think through issues and generate new ideas.
3.75	Conceptual Agility	26	He/She analyses a number of equally viable alternative approaches before making a decision

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

## 10 lowest scoring statements

Score	Managerial Competency	Qu. No	Statement
2.75	Enables Openness	7	He/She is open minded and non-judgemental when exploring other people's points of view
2.88	Seeks Information	25	He/She encourages others to share information about market activities, competitors and customers
2.88	Enables Openness	6	He/She uses open questions to ensure he/she truly understands the thoughts, views and feelings of others
3.00	Influences	23	He/She persuades others to buy in to his/her ideas, plans or projects
3.00	Measures & Monitors Performance	16	He/She regularly reviews our achievement and upgrades our targets against client feedback and the business plan
3.13	Inspiring Communicator	15	He/She rigorously pursues high presentational standards for all our work
3.13	Forms Concepts	5	He/She is a source of new ideas and ways of doing things
3.13	Inspiring Communicator	17	He/She uses relevant analogies, stories and examples to communicate his/her message
3.13	Forms Concepts	33	He/She champions activities that promote new ways of doing things
3.25	Enables Openness	1	People readily share their true thoughts, concerns and feelings about the business with him/her

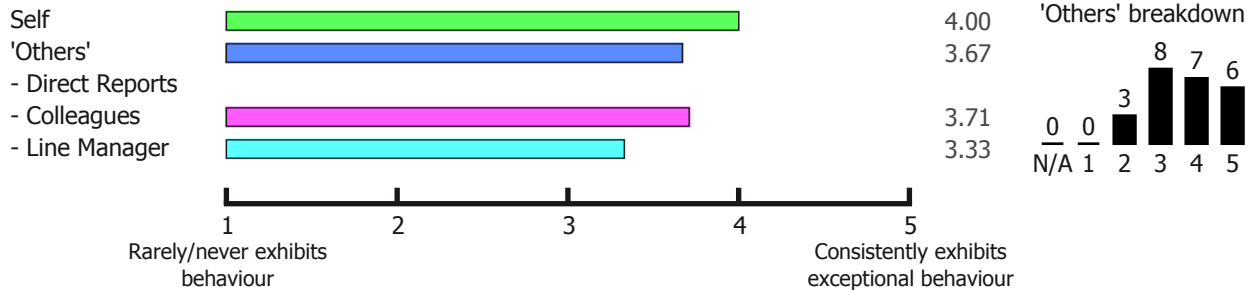
The maximum score is 5 and the minimum score is 1.

# Section 3: Detail

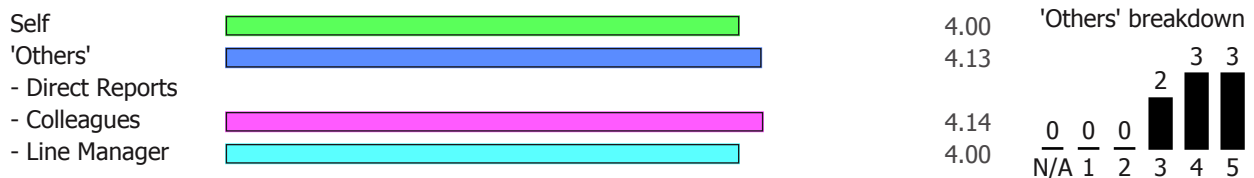
## Individual Statement Analysis

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

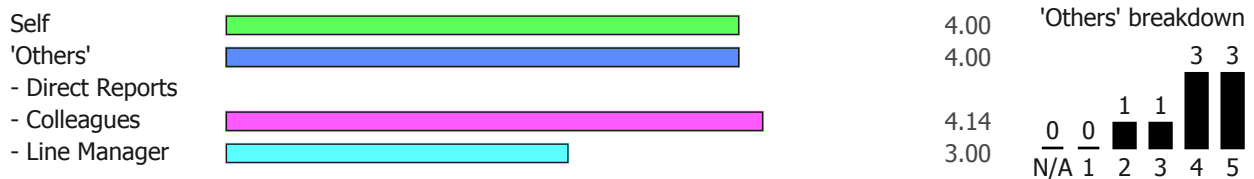
### Overall Summary



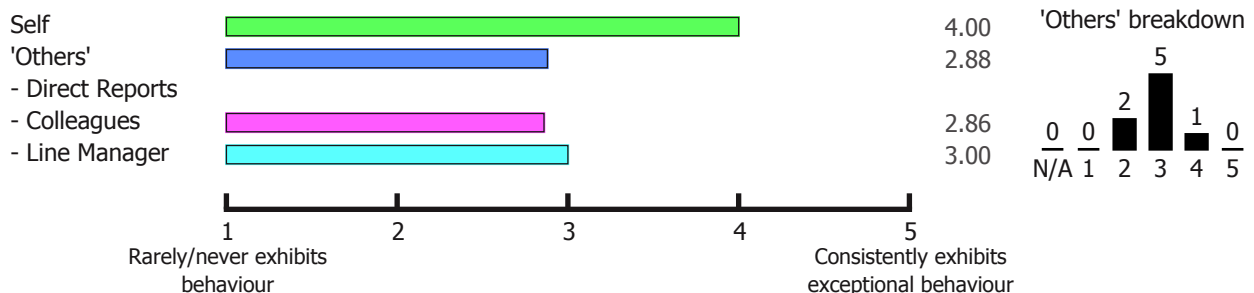
### 27. He/She seeks information from a variety of sources before he/she takes action on specific projects



### 9. He/She vigilantly tracks competitors, customers, markets and broader business issues (e.g. legislative changes, social and technical changes, and changes in the industry)



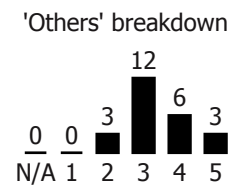
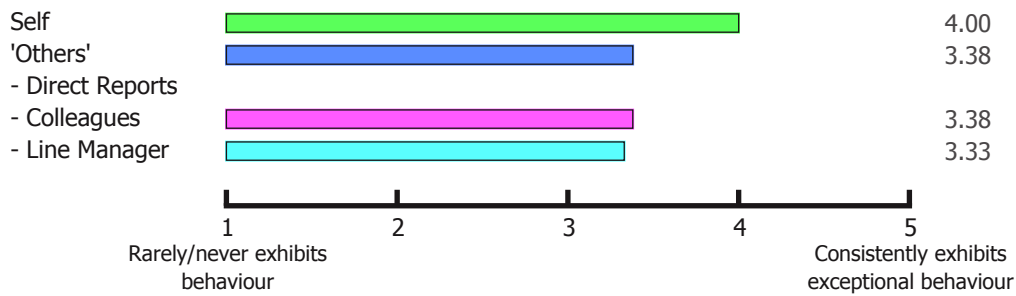
### 25. He/She encourages others to share information about market activities, competitors and customers



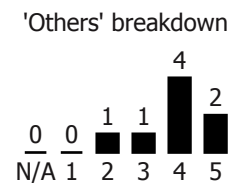
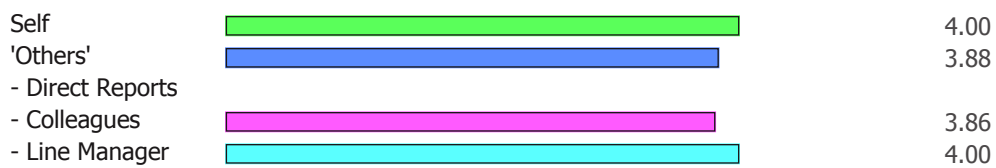
## Forms Concepts

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

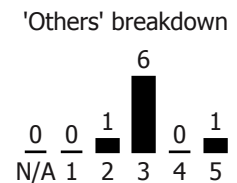
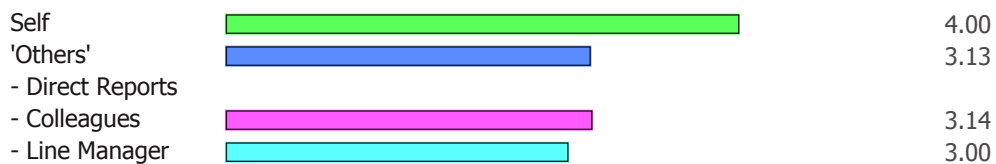
### Overall Summary



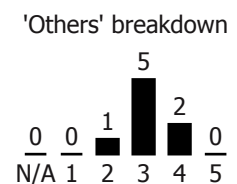
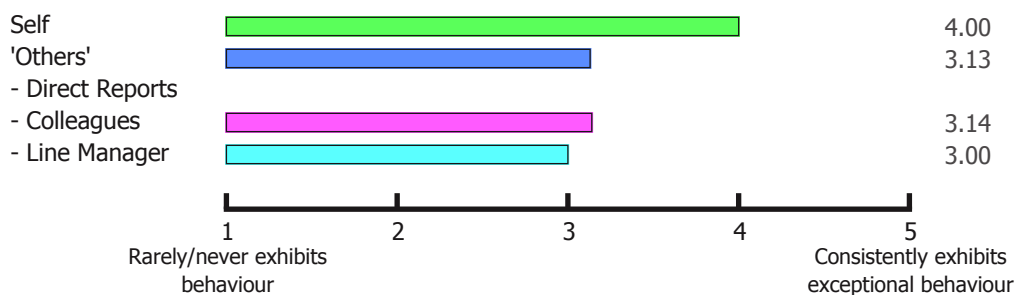
### 28. He/She sets aside time to think through issues and generate new ideas.



### 33. He/She champions activities that promote new ways of doing things



### 5. He/She is a source of new ideas and ways of doing things



## Section 4: Open-ended comments

Made by Self

**34. What, in your perception, is/are your greatest area(s) of strength? (Identify the area(s) and provide rationale)**

"Sample data"

**35. What, in your perception, is/are your greatest area(s) of development need? (Identify the area(s) and provide rationale)**

"Sample data"

**34. What, in your perception, is/are his/her greatest area(s) of strength? (Identify the area(s) and provide rationale)**

"Sample Peer Feedback"

"Sample Report Feedback"

"Sample Report Feedback"

"Sample Report Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

**35. What, in your perception, is/are his/her greatest area(s) of development need? (Identify the area(s) and provide rationale)**

"Sample Report Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Peer Feedback"

"Sample Report Feedback"

"Sample Peer Feedback"

"Sample Report Feedback"

**34. What, in your perception, is/are his/her greatest area(s) of strength? (Identify the area(s) and provide rationale)**

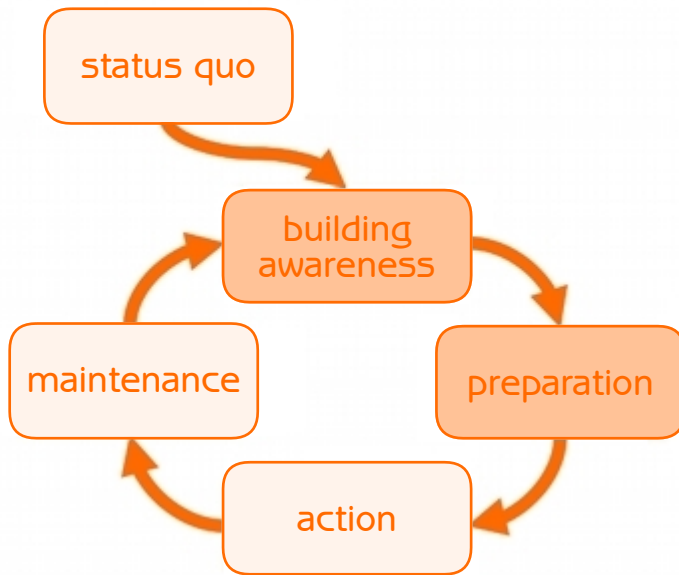
"Sample Manager Feedback"

**35. What, in your perception, is/are his/her greatest area(s) of development need? (Identify the area(s) and provide rationale)**

"Sample Manager Feedback"

## Section 5: Development planning

### Developing Your Behaviours



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

#### Preparing for change

You may still have some questions that you want 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 that you will start to fill those gaps and begin to ready yourself for changing your behaviour.

First it's helpful to summarise what you've learnt from this report and what further questions you might have.

**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 your goal is. It might be that you want to improve your performance in an aspect of your current job, you may want to prepare for a more senior 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 consider what you need to be doing more of/ less of/ differently in order to help you achieve your goal. Do you want to leverage your strengths or do you need to focus your development on minimising the negative impact of your areas for development?

The questions on the next page will help you to prepare for the changes you need to make. They will encourage you to consider not only the behaviours you can use to help you develop but also the knowledge, skills, resources and support you will need to be successful.

Remember to make sure your goal is SMART:

- Specific - it's important there's no wriggle room when it comes to deciding whether or not you have achieved your goal
- Measurable - you need to be able to measure your success, as you progress towards your goal this helps you to monitor how you are getting on
- Achievable - the goal needs to be something you can achieve - this doesn't mean it should be easy or 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 accomplish this goal by

**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?**