



360° feedback

Group Report

name:

Sample Group report

date:

4 August 2010

Introduction

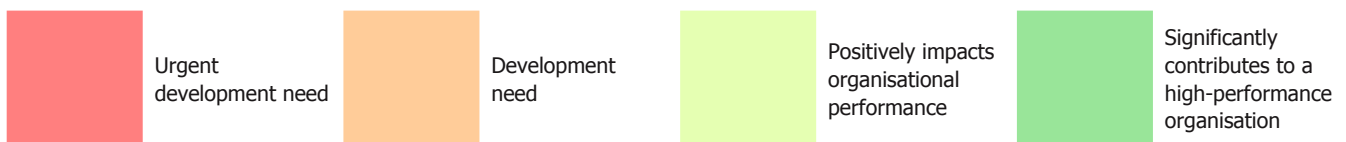
This report summarises the results of the 360 feedback survey '360 Feedback'.

The data is gathered from the ratings given by the individual's nominated respondents (including line manager, peers, and direct reports). The individual's respondents rated the frequency with which the individual uses behaviours at work 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

The maximum score is 5 and the minimum score is 1. Therefore higher scores indicate areas of strength for the group and individuals within it, whereas lower scores indicate areas which could be improved through development interventions.

The charts in this report have been designed to clearly indicate what action needs to be taken in order to improve performance of the individuals, teams and organisation as a whole. The following key has been used:



The actions we recommend are as follows:

Urgent development need - Immediate action required to highlight the negative impact this is likely to be having on the organisation. Actively manage performance improvement through effective objective setting and ongoing monitoring. Provide 1-2-1 support through targeted behavioural training, mentoring, coaching and management support.

Development need - Action required quickly if this is a weakness across the whole team. Encourage people for whom this is an area of strength to support their weaker colleagues. Provide targeted behavioural training, mentoring and coaching.

Positively impacts organisational performance - Provide support from manager and/or internal coaches and mentors to further develop these behaviours.

Significantly contributes to a high-performance organisation - Utilise strengths in this area, use these groups or individuals as role models and mentors for others. Celebrate these strengths and the successes they have brought.

The high performance leadership behaviour framework

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.

Individuals who display strengths in these behaviours achieve greater personal career success; have a greater impact on their organisation's performance; and handle the demands and ambiguity associated with modern dynamic work environments. Note: A high-performing individual would be expected to display strengths in 5-6 of the 11 behaviours. A high-performing group/team should display strengths in all of the behaviours.

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

This report has been designed to provide a clear indication of the strengths and development areas for the group and the individuals it. This will enable you to see how the individuals compare to one another and the group overall. Armed with this information you will be able to make accurate decisions relating to succession planning and development.

Following this the report provides a review at the cluster and behavioural level.

Section 1: Overview

This section summarises the results of the survey to give an indication of the extent to which the groups, and individuals within them, are using the high performance behaviours within the framework.

The report begins with a summary of the Leadership Potential Indicator (LPI) scores for the group and individuals within it. The LPI, the average rating given by the nominees across all questions, gives an overall indication of leadership capability. This is followed by the results at a cluster and behaviour level.

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Section 2: Detail

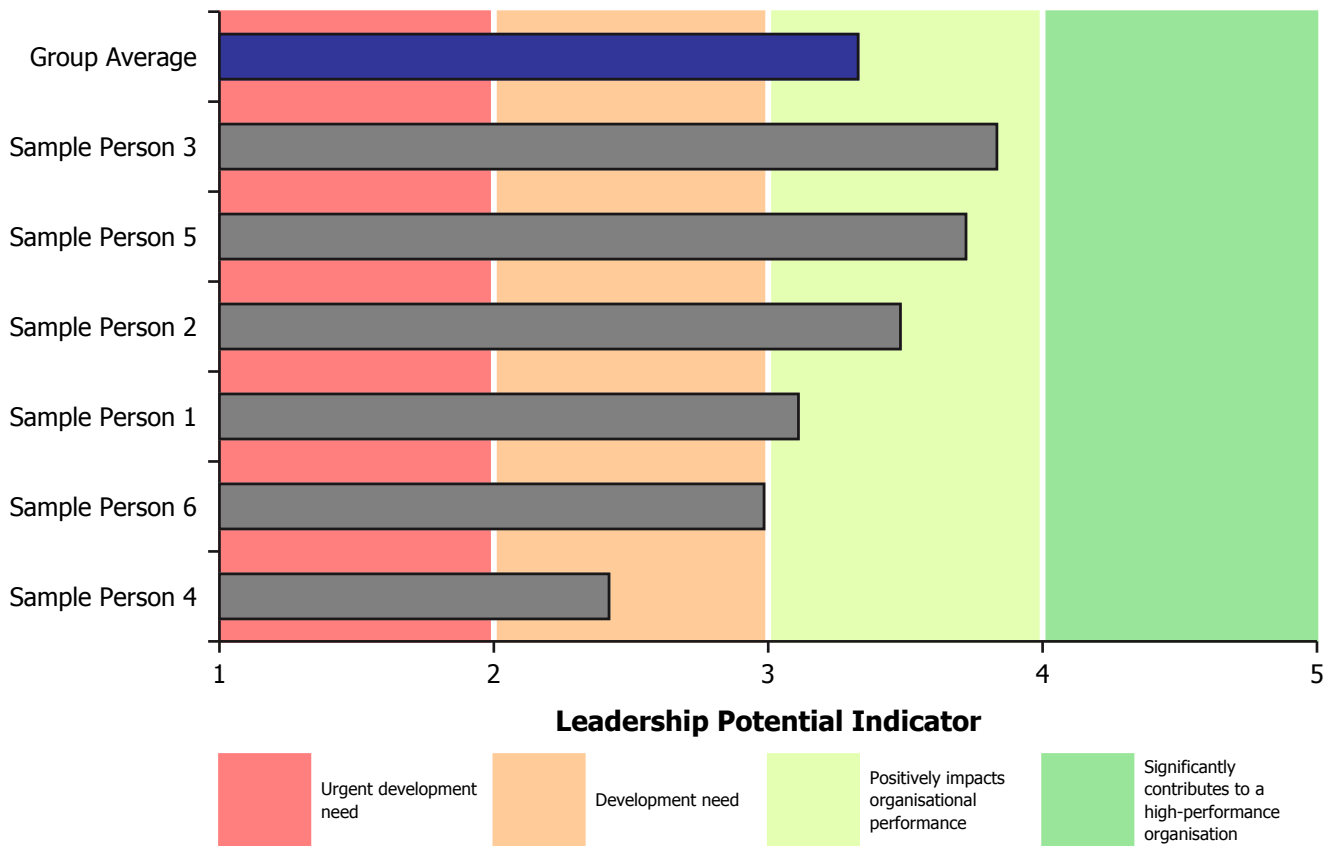
This section provides a summary of the spread of scores for each behaviour.

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Section 1: Overview

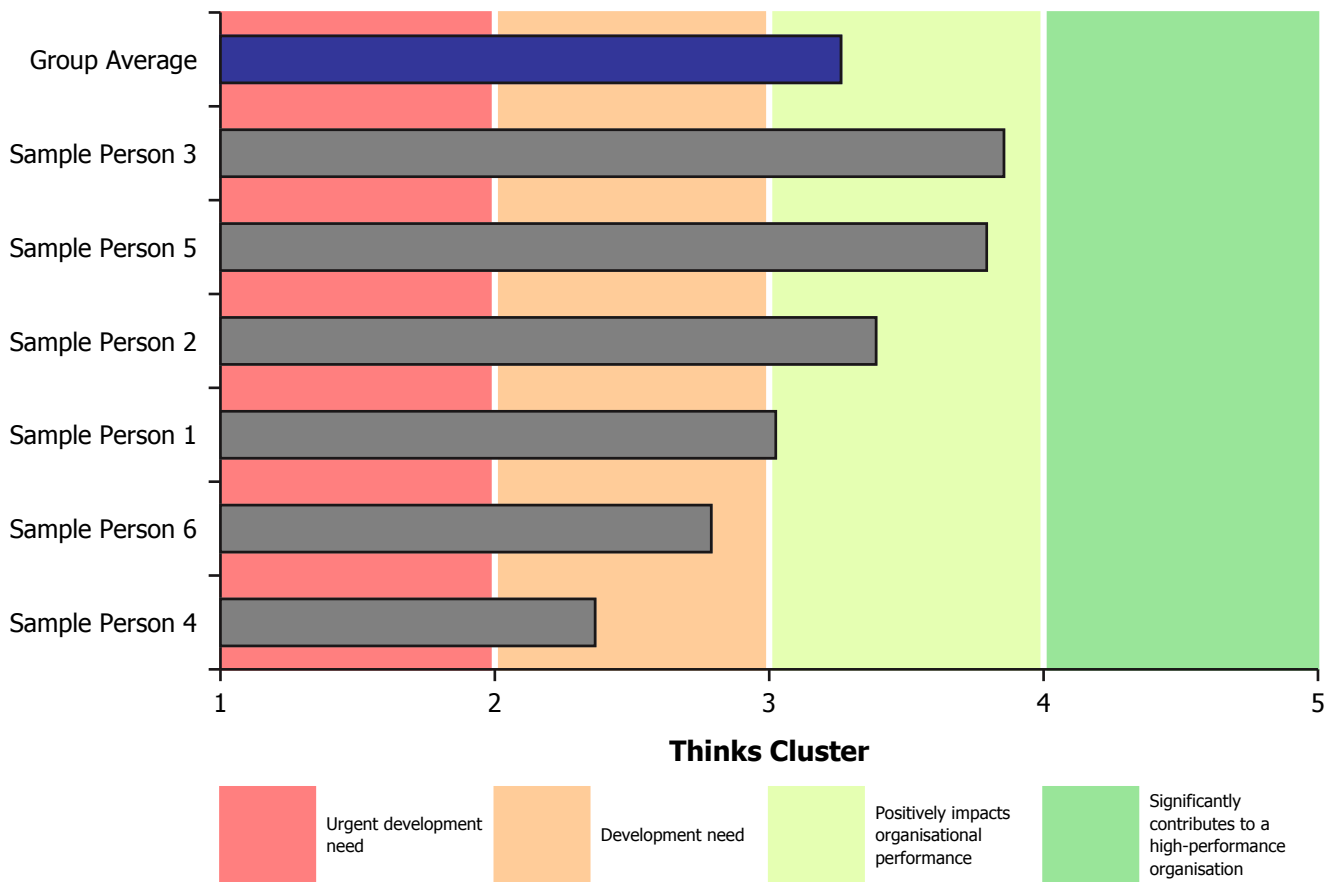
Leadership Potential Indicator

The graph below shows the Leadership Potential Indicator score for each individual.



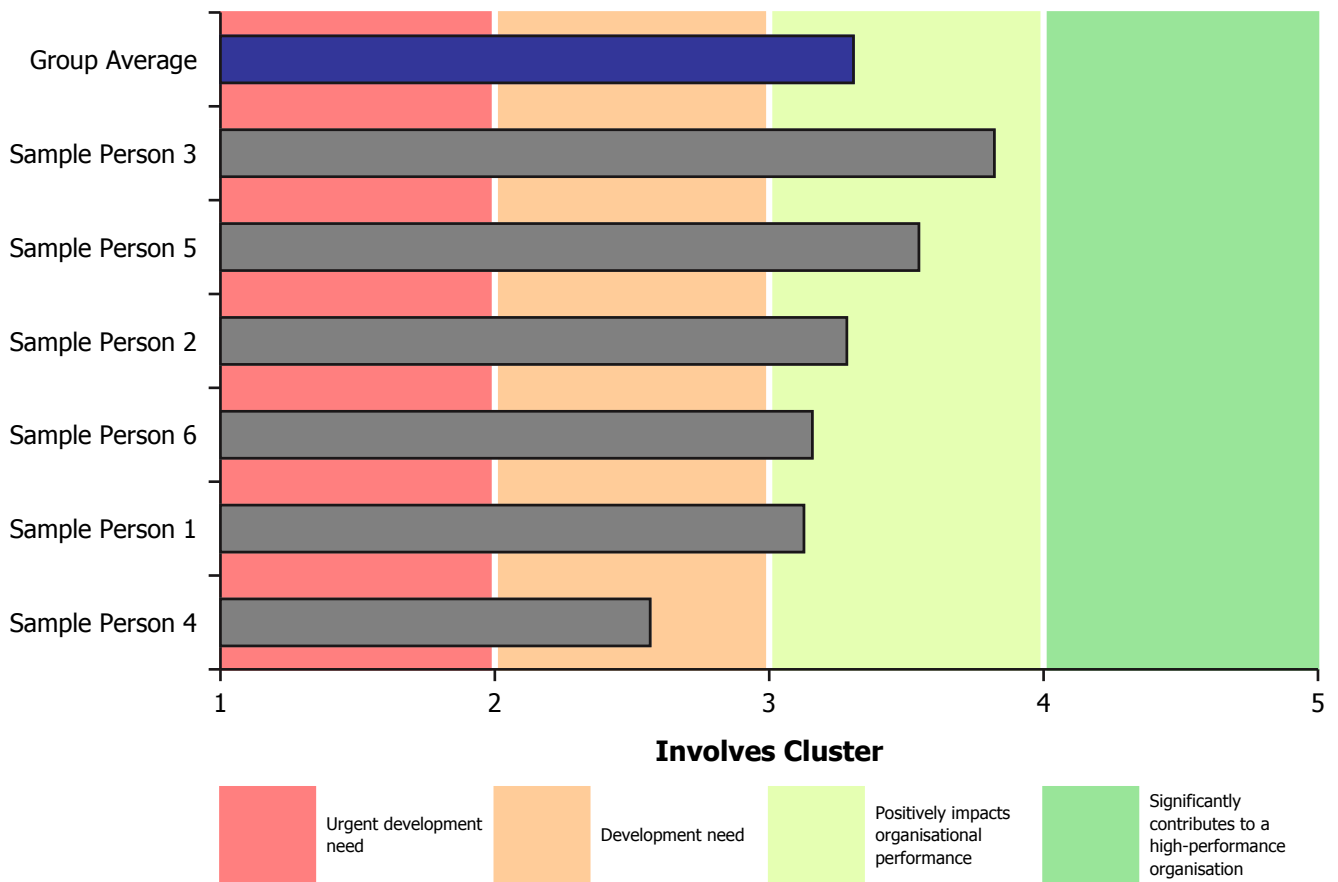
Thinks Cluster

The graph below shows the Thinks Cluster score for each individual.



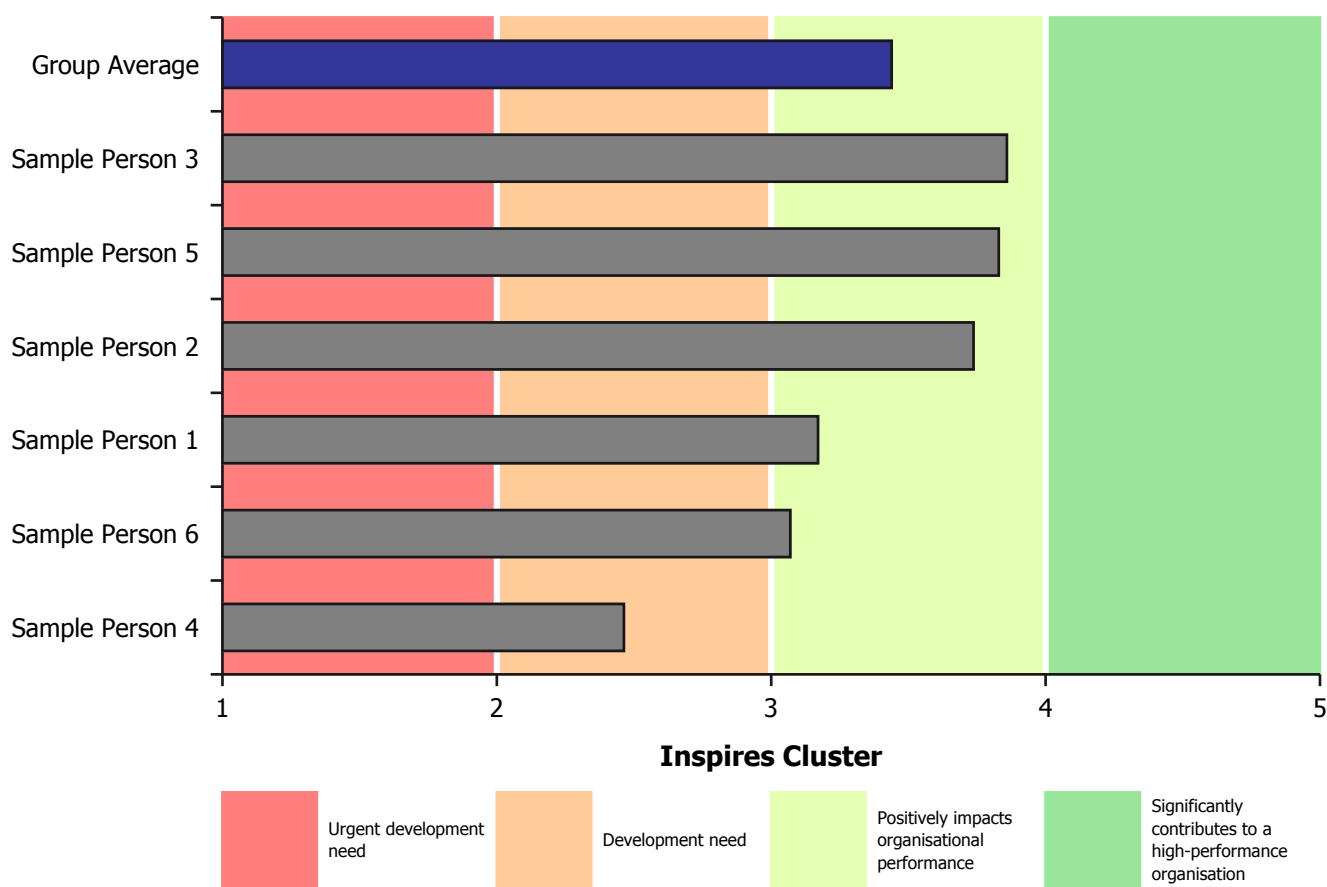
Involves Cluster

The graph below shows the Involves Cluster score for each individual.



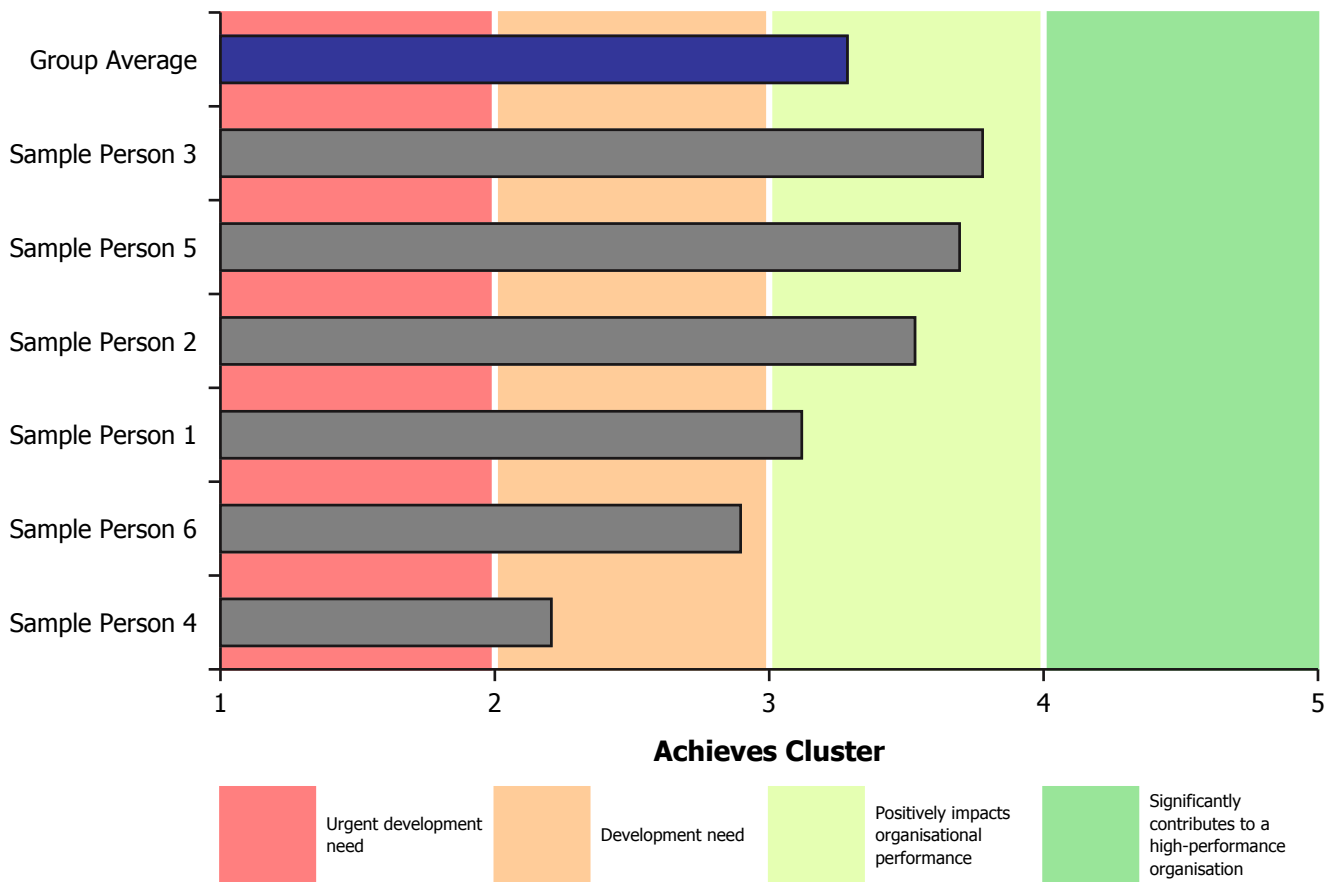
Inspires Cluster

The graph below shows the Inspires Cluster score for each individual.

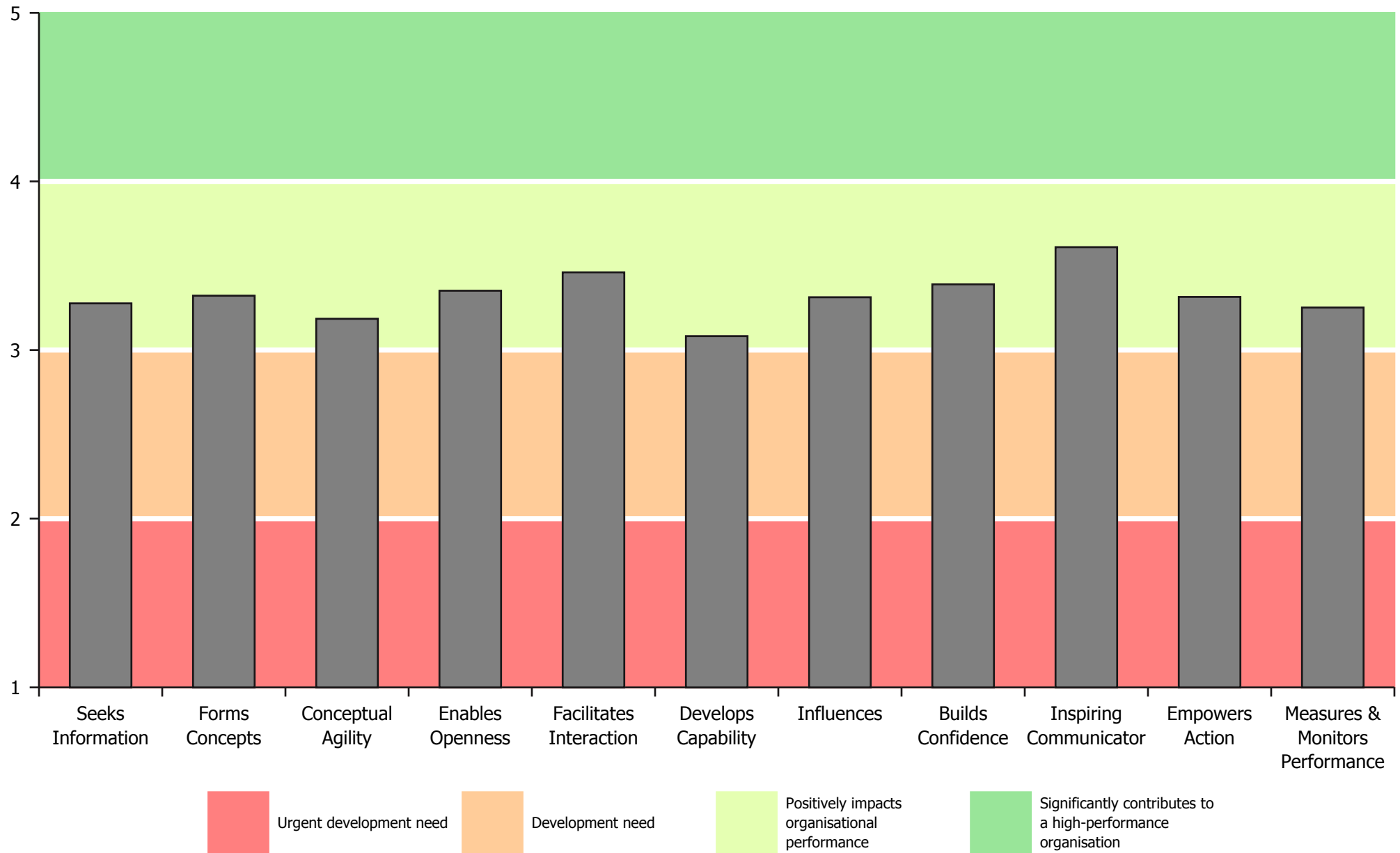


Achieves Cluster

The graph below shows the Achieves Cluster score for each individual.



Group performance at behaviour level

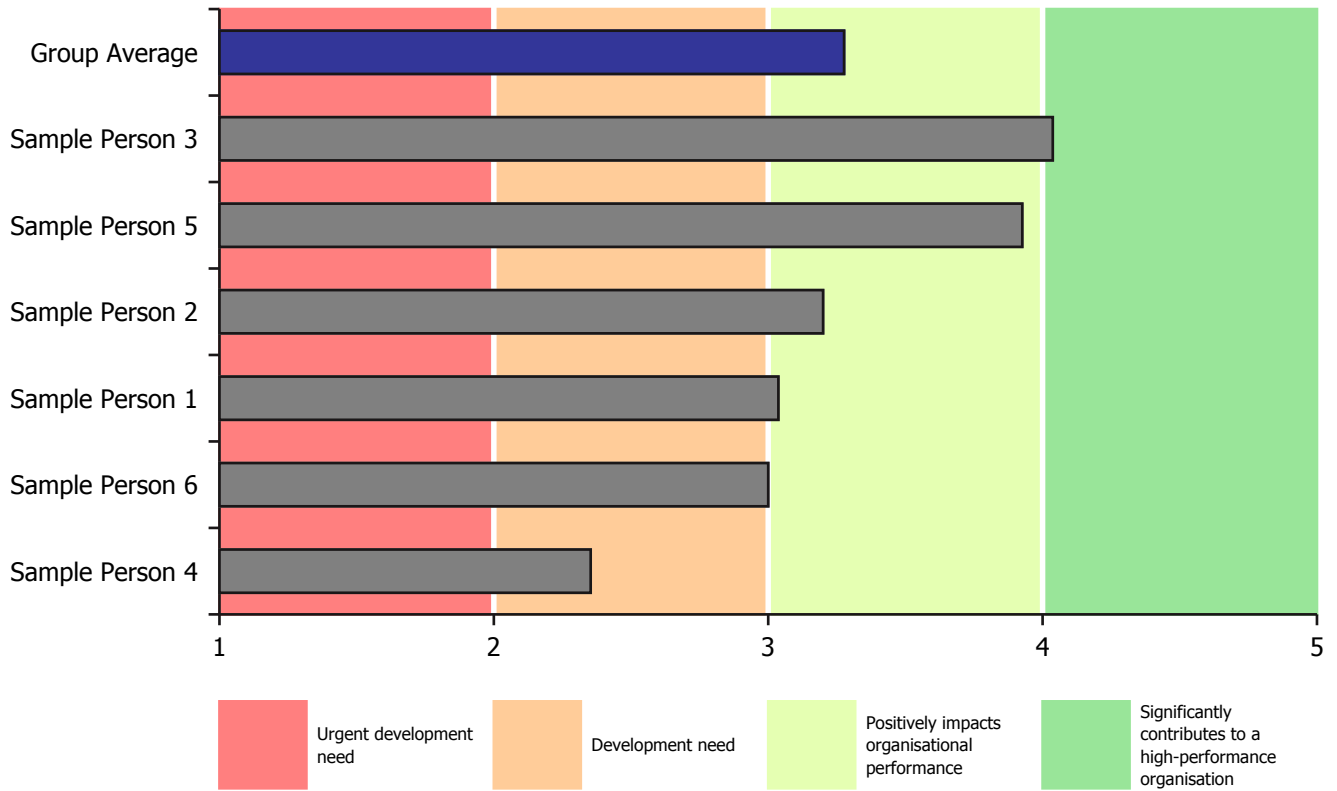


Section 2: Detail

Thinks

- they think broadly, strategically and analytically to effectively tackle the challenges they and their organisation face.

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

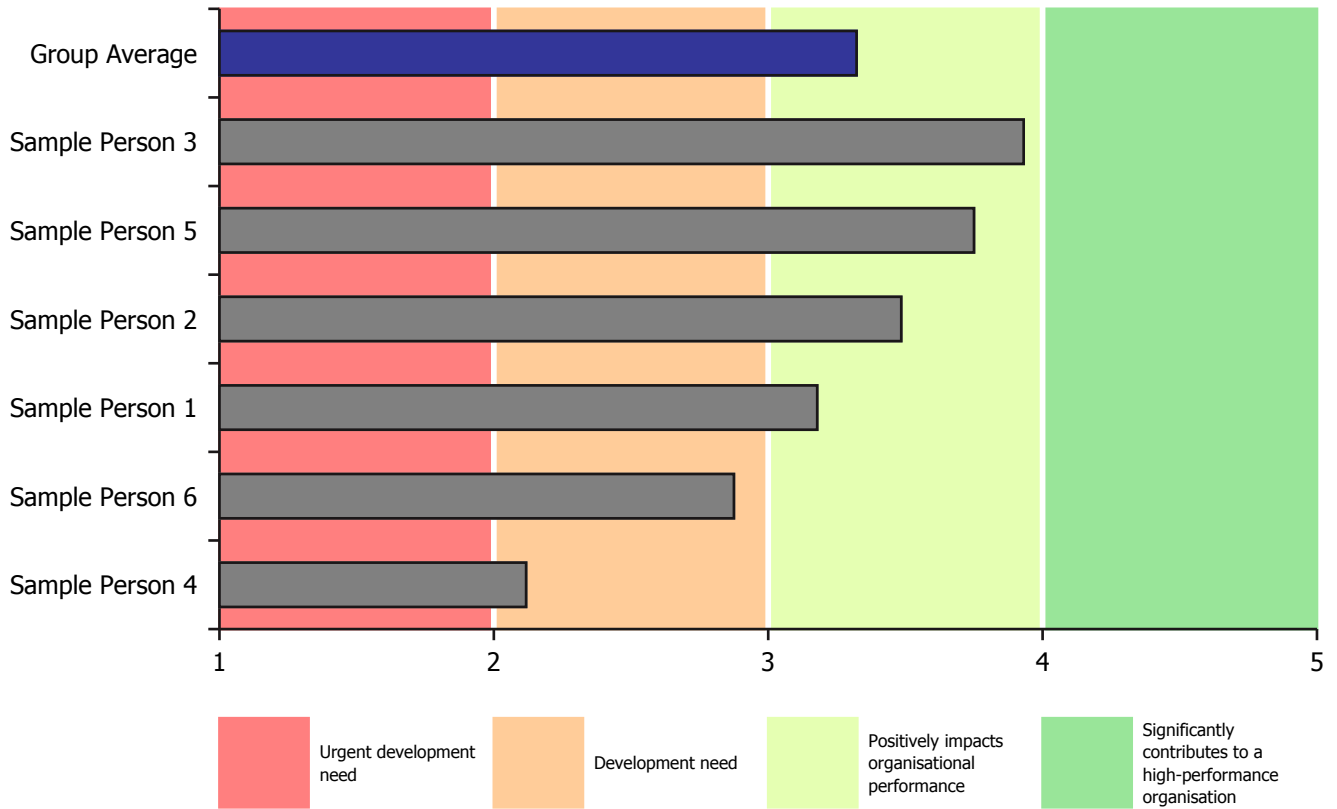


Thinks

- they think broadly, strategically and analytically to effectively tackle the challenges they and their organisation face.

Forms Concepts

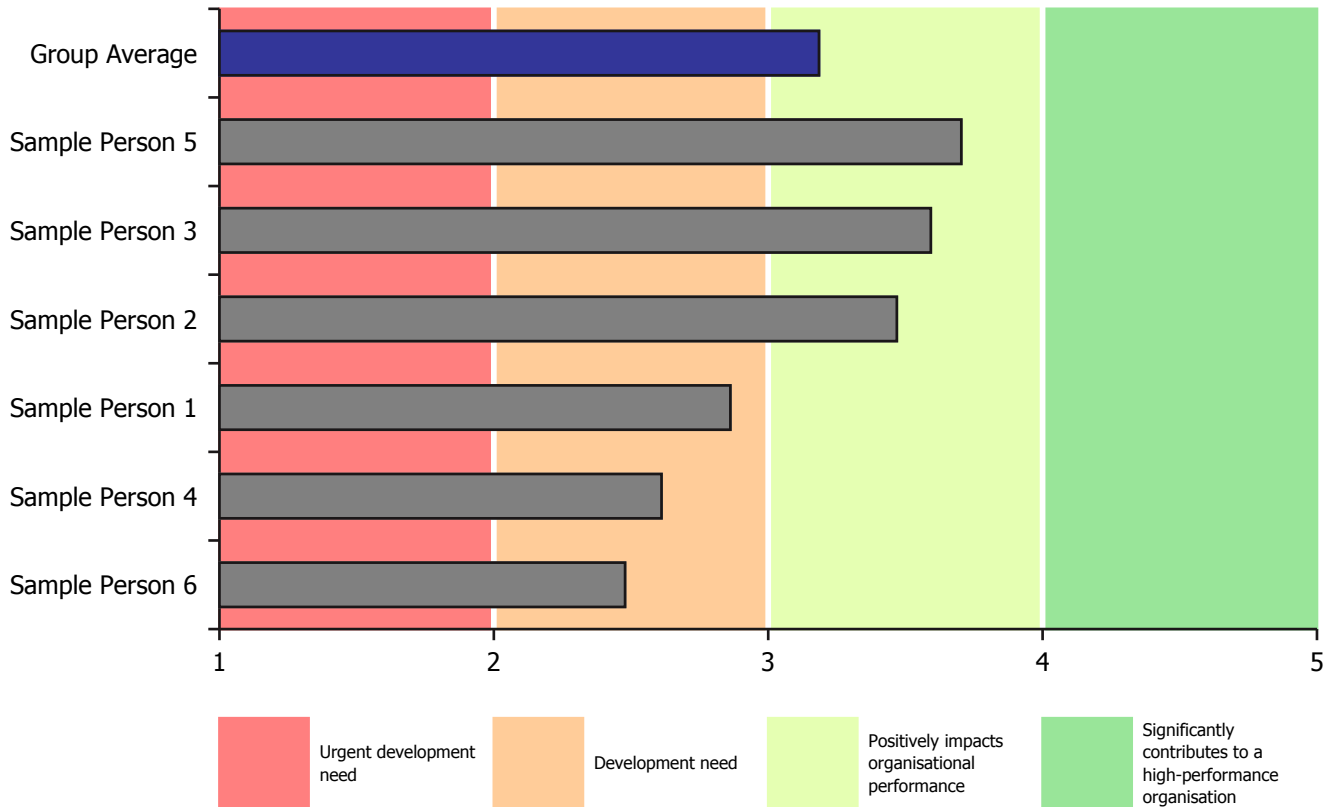
Links information together to identify and understand causes and to generate innovative ideas or solutions.



Thinks

- they think broadly, strategically and analytically to effectively tackle the challenges they and their organisation face.

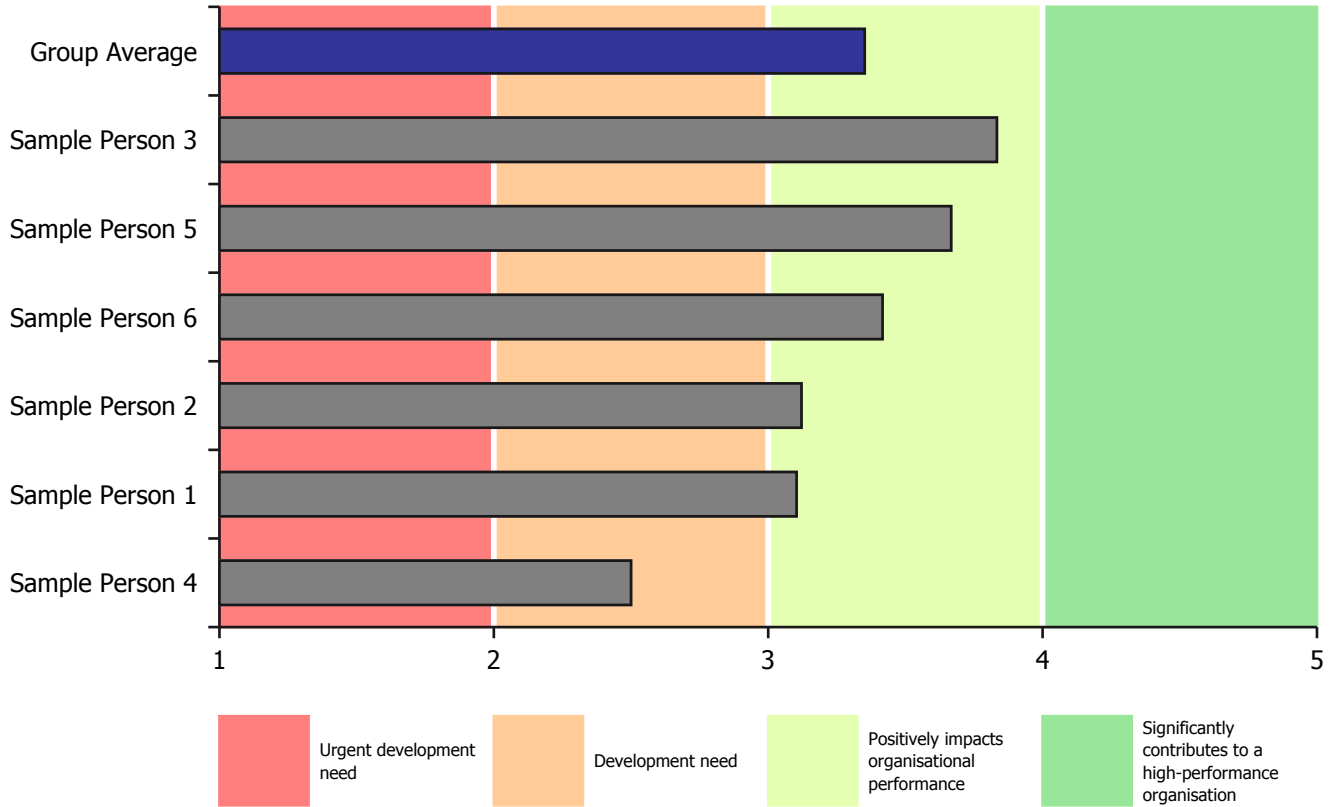
Conceptual Agility Compares the pros and cons of options and solutions to identify the best way forward. Responds comfortably to change or ambiguity.



Involves

- they involve others by building strong relationships and maximising the potential of others in the organisation.

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

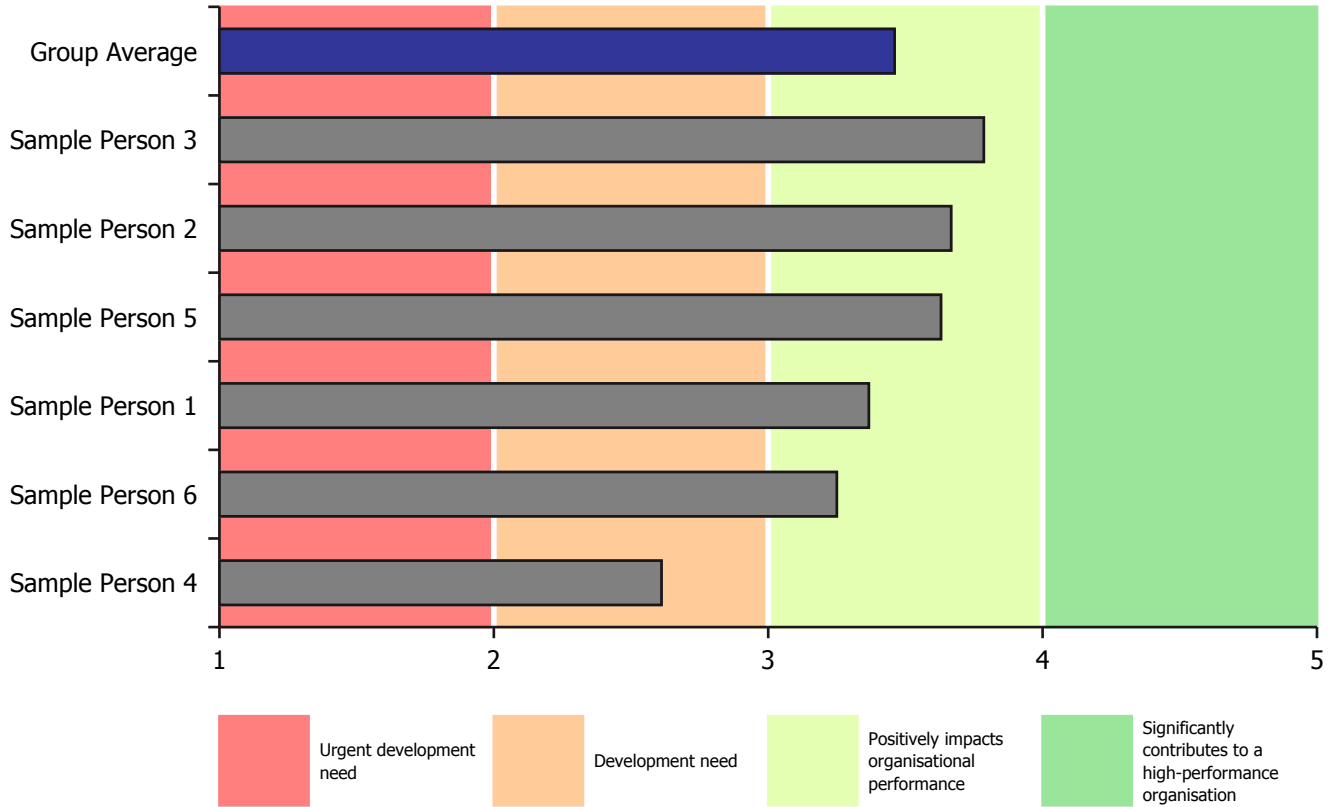


Involves

- they involve others by building strong relationships and maximising the potential of others in the organisation.

Facilitates Interaction

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

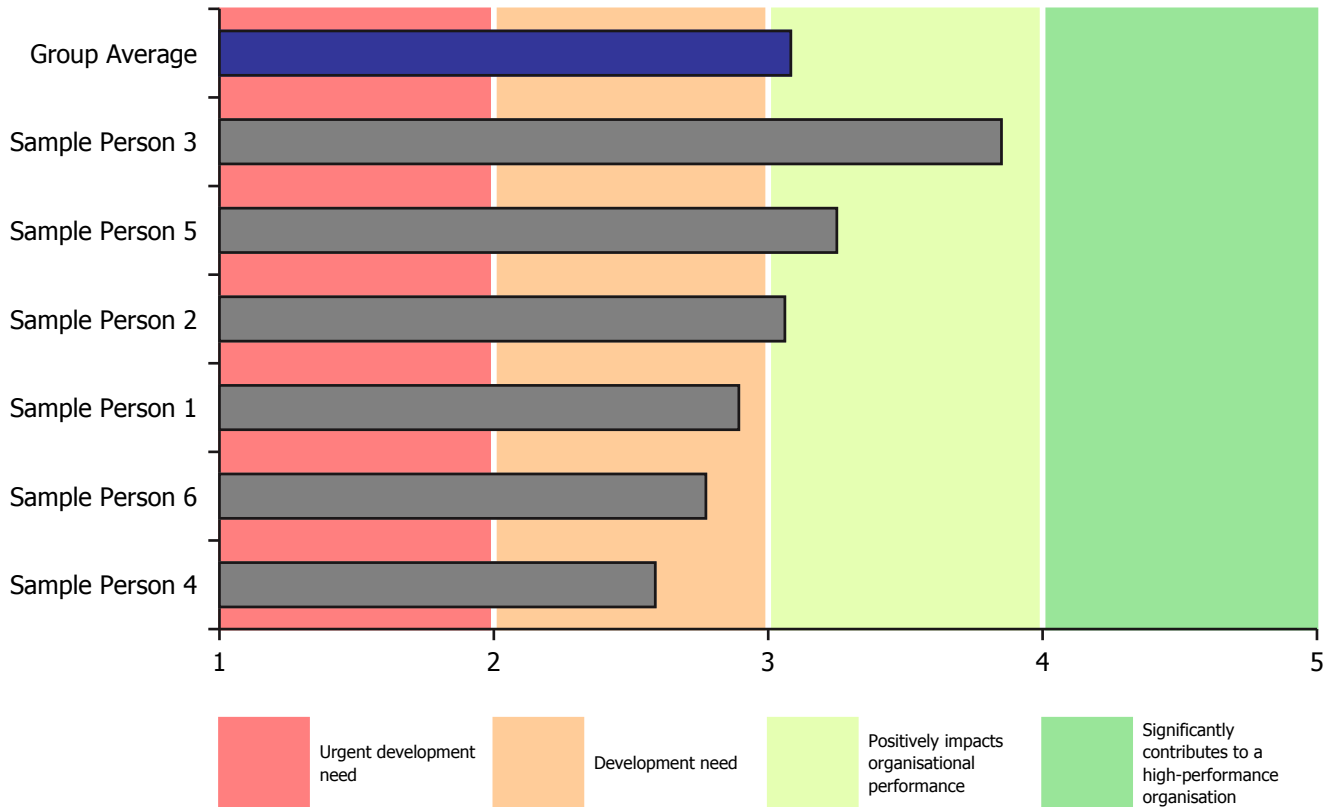


Involves

- they involve others by building strong relationships and maximising the potential of others in the organisation.

Develops Capability

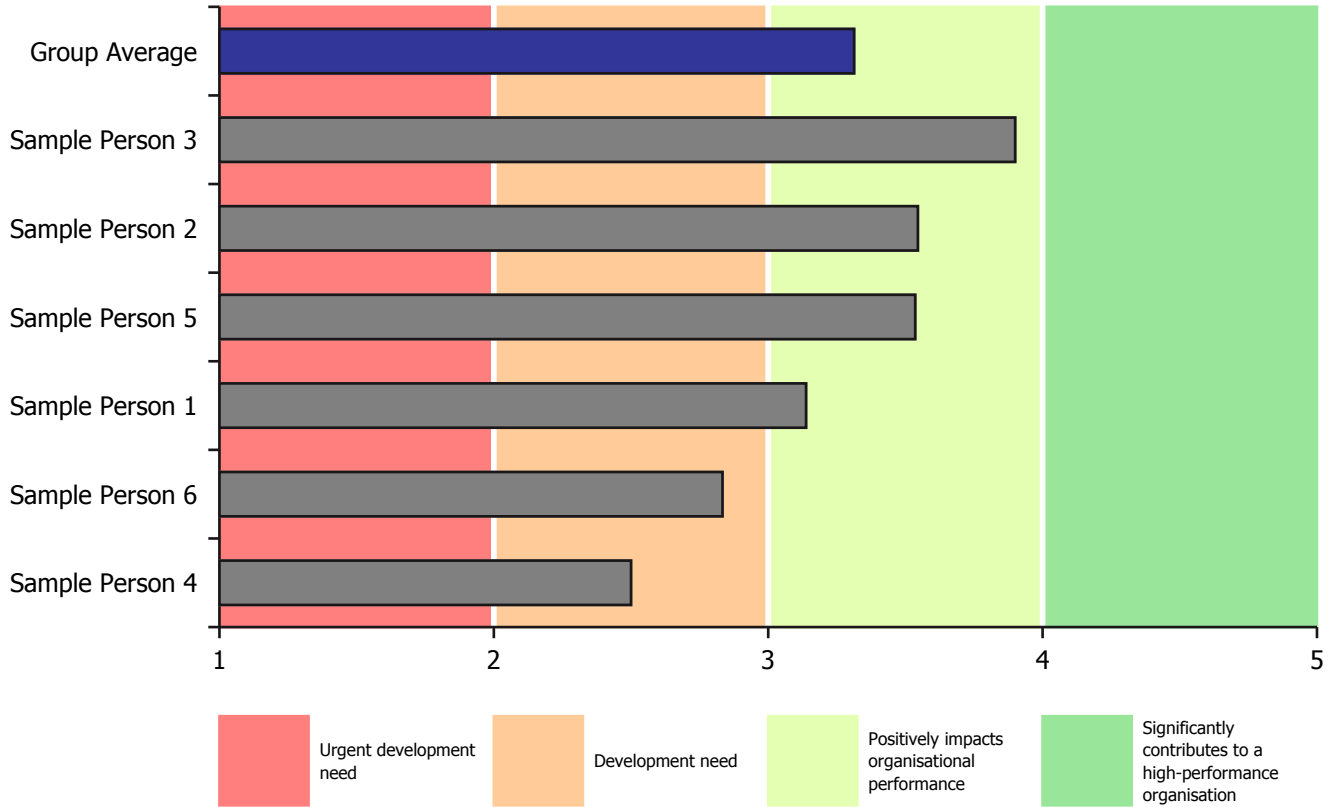
Takes responsibility for development of self and others. Uses feedback, role-modelling coaching and sets stretching challenges.



Inspires

- they inspire by conveying direction, building alliances and creating a sense of success.

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

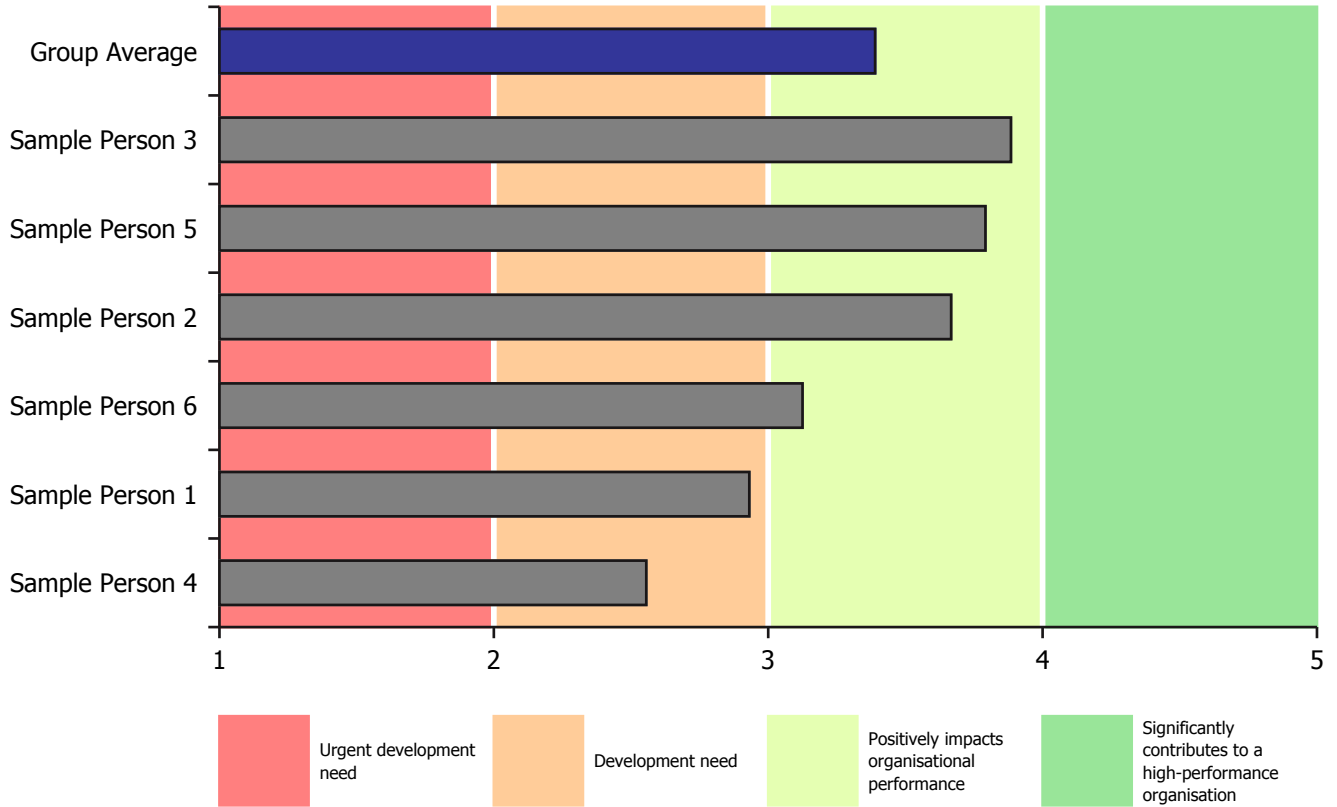


Inspires

- they inspire by conveying direction, building alliances and creating a sense of success.

Builds Confidence

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

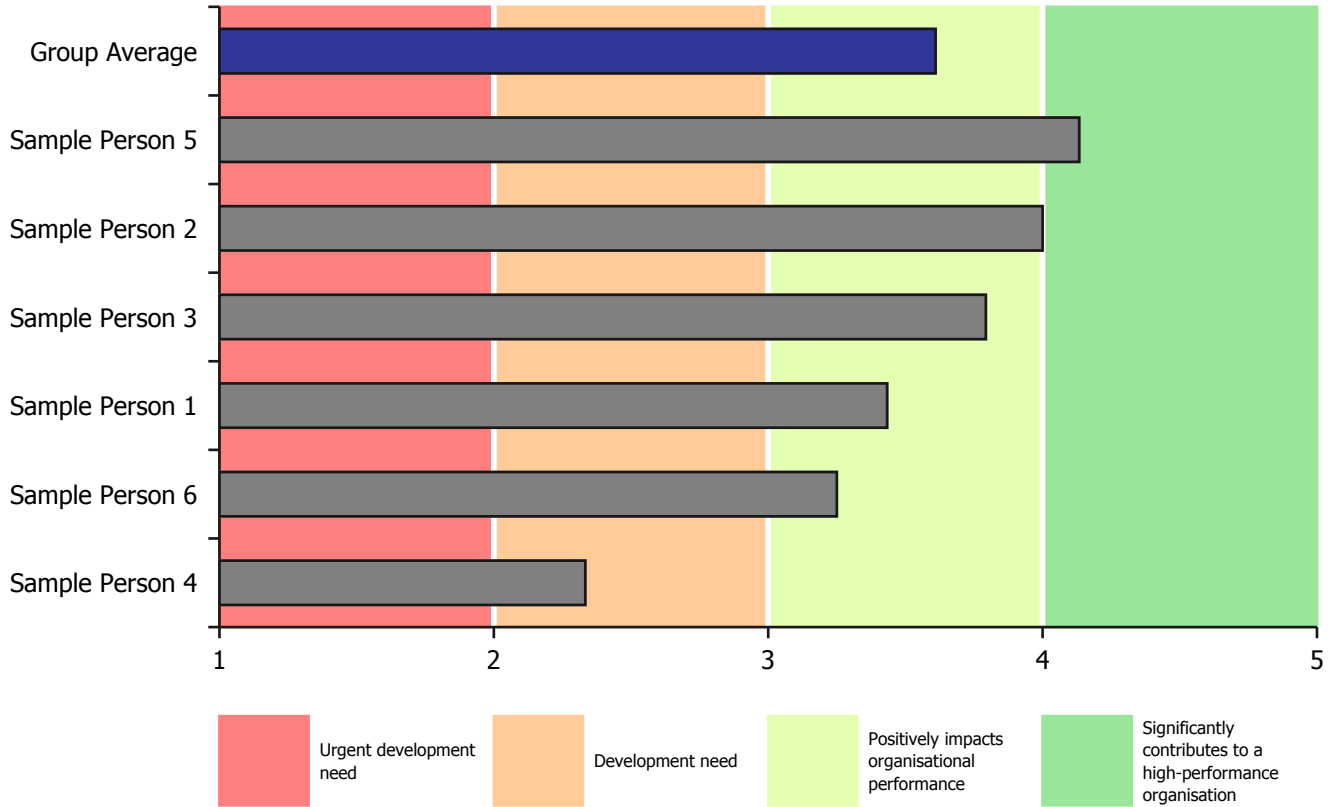


Inspires

- they inspire by conveying direction, building alliances and creating a sense of success.

Inspiring Communicator

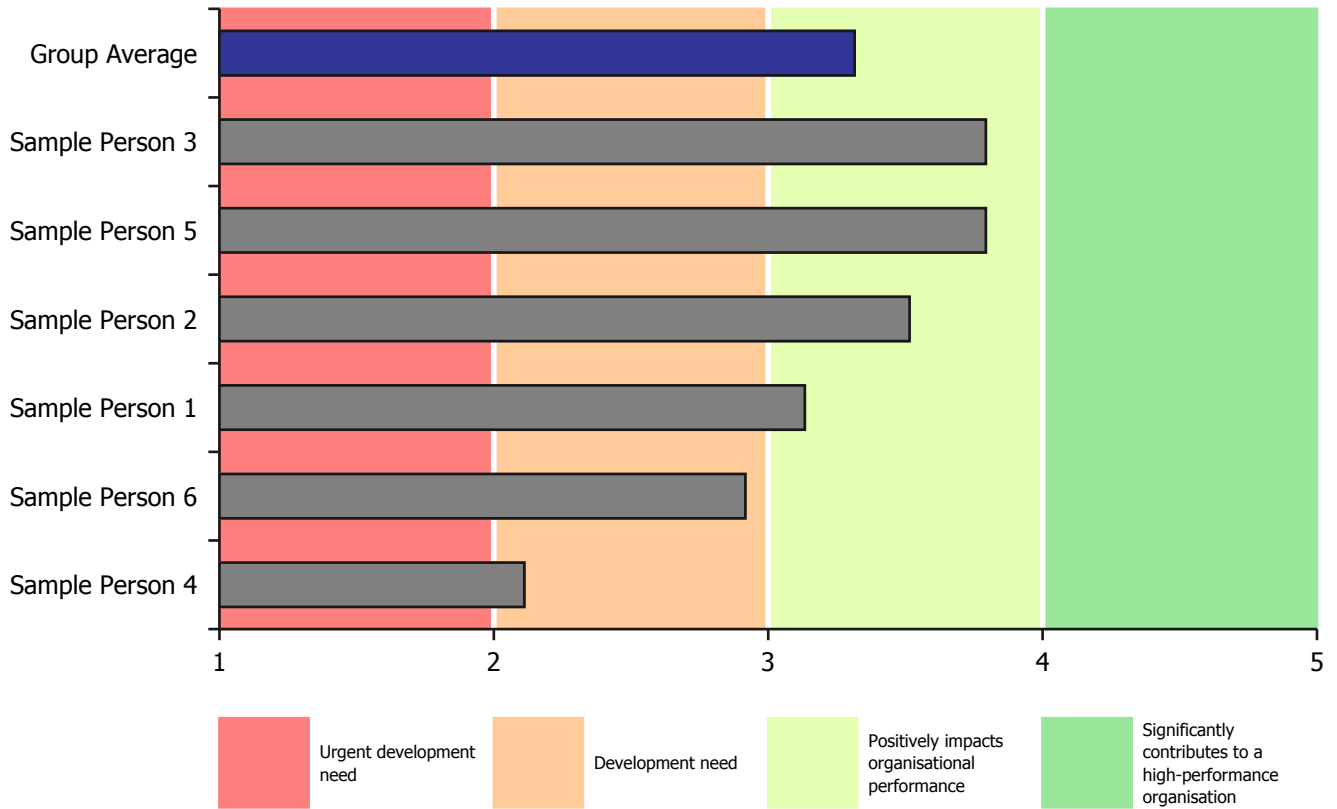
Communicates in a compelling way to ensure that listeners are engaged, and messages are targeted, understood and believed.



Achieves

- they get things done and make it easier for others to do the same so that the organisation is always improving.

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



Achieves

- they get things done and make it easier for others to do the same so that the organisation is always improving.

Measures & Monitors Performance

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

