360°feedback
Group Comparison Report

name: Sample

date: 24 June 2016

Introduction

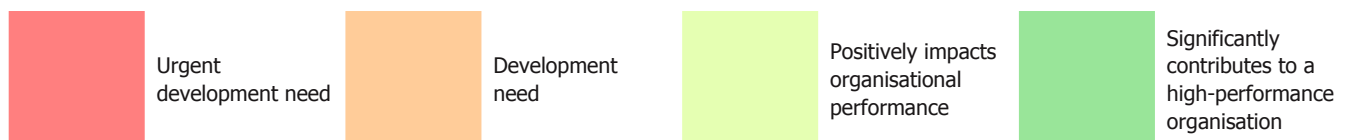This report compares the results of the 360° feedback survey groups:

- Group 1
- Group 2
- Group 3

The score shown for each group is the combined average gathered from the ratings given by each individual within that group's nominated respondents (including e.g. line manager, peers, and direct reports). The group nominees rated the frequency with which the participants uses the behaviours at work using the following rating scale:

5. Consistently exhibits exceptional behaviour - is an inspiration to colleagues

4. Always exhibits behaviour - and is it at times exceptional

3. Usually exhibits behaviour

2. Sometimes exhibits behaviour - development required

1. Rarely/never exhibits behaviour - significant development required

n/a. Not able to rate

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 groups as a whole. The following key has been used:

| Urgent development need | Development need | Positively impacts organisational performance | Significantly contributes to a high-performance organisation |

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:

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

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

The high-performing leader

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

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

Contents of the report

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

Section 1: Overview

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

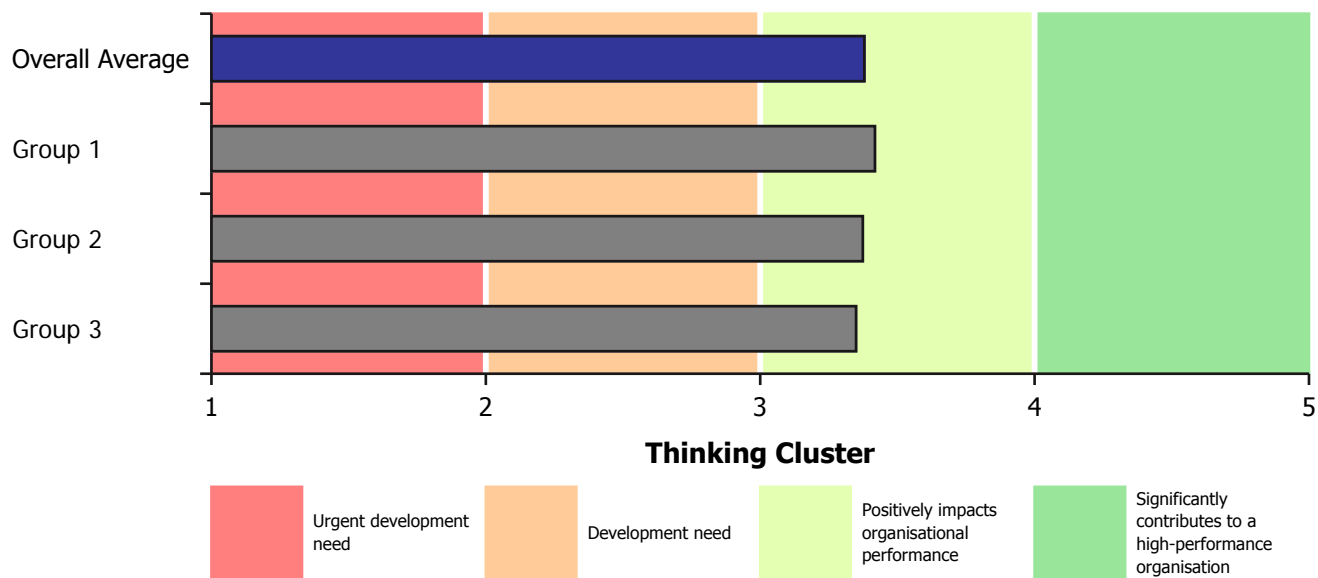The report begins with a comparison of the results at cluster level.

Section 2: Detail

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

Section 1: Overview

Thinking Cluster

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

	Urgent development need	Development need	Positively impacts organisational performance	Significantly contributes to a high-performance organisation

Thinking Cluster

Involving Cluster

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

	Urgent development need	Development need	Positively impacts organisational performance	Significantly contributes to a high-performance organisation

Involving Cluster

Inspiring Cluster

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

	Inspiring Cluster
Overall Average	
Group 1	
Group 2	
Group 3	

Inspiring Cluster

Urgent development need	Development need	Positively impacts organisational performance	Significantly contributes to a high-performance organisation
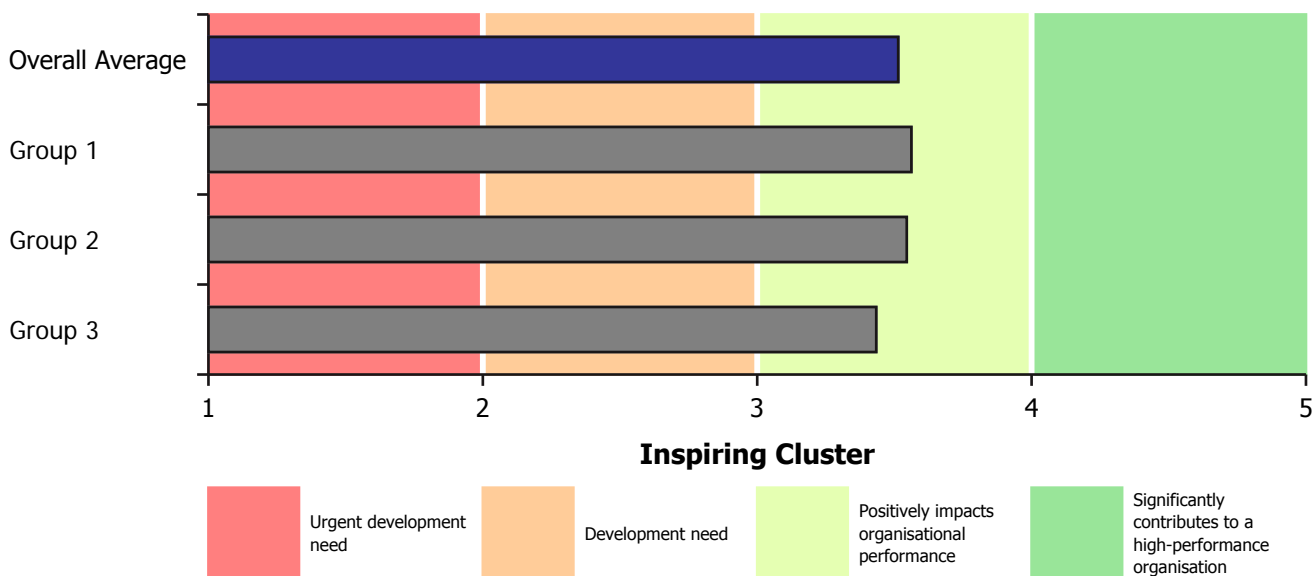
Achieving Cluster

The graph below shows the Achieving Cluster score for each individual.
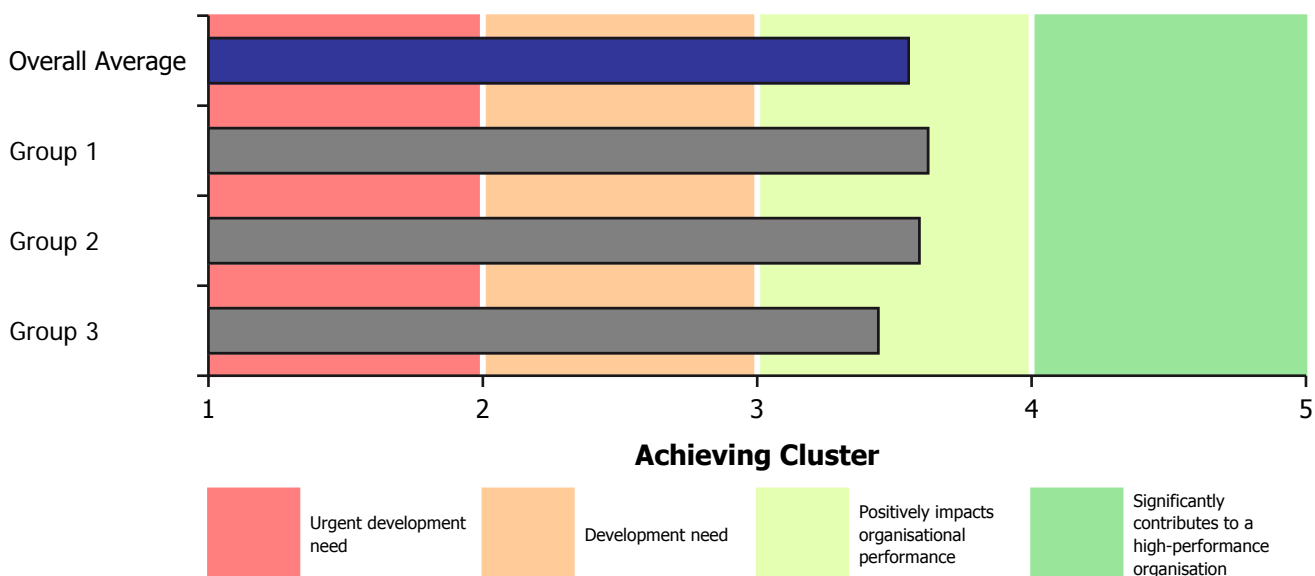
	Achieving Cluster
Overall Average	
Group 1	
Group 2	
Group 3	

Achieving Cluster

Urgent development need	Development need	Positively impacts organisational performance	Significantly contributes to a high-performance organisation

Section 2: Detail

Seeking Information

Seeks and shares a broad and rich range of information.

Urgent development need	Development need
Positively impacts organisational performance	Significantly contributes to a high-performance organisation

Forming Concepts

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

Urgent development need	Development need
Positively impacts organisational performance	Significantly contributes to a high-performance organisation

Conceptual Agility

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

| | Urgent development need | Development need | Positively impacts organisational performance | Significantly contributes to a high-performance organisation |

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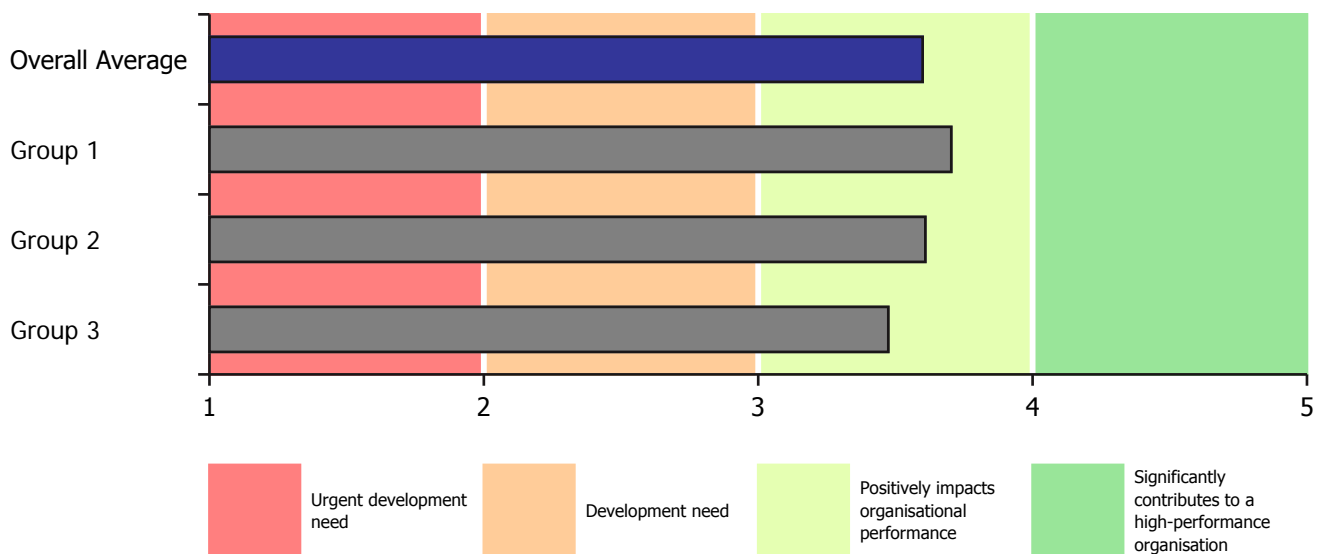
Enabling Openness

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

| | Urgent development need | Development need | Positively impacts organisational performance | Significantly contributes to a high-performance organisation |

Facilitating Interaction

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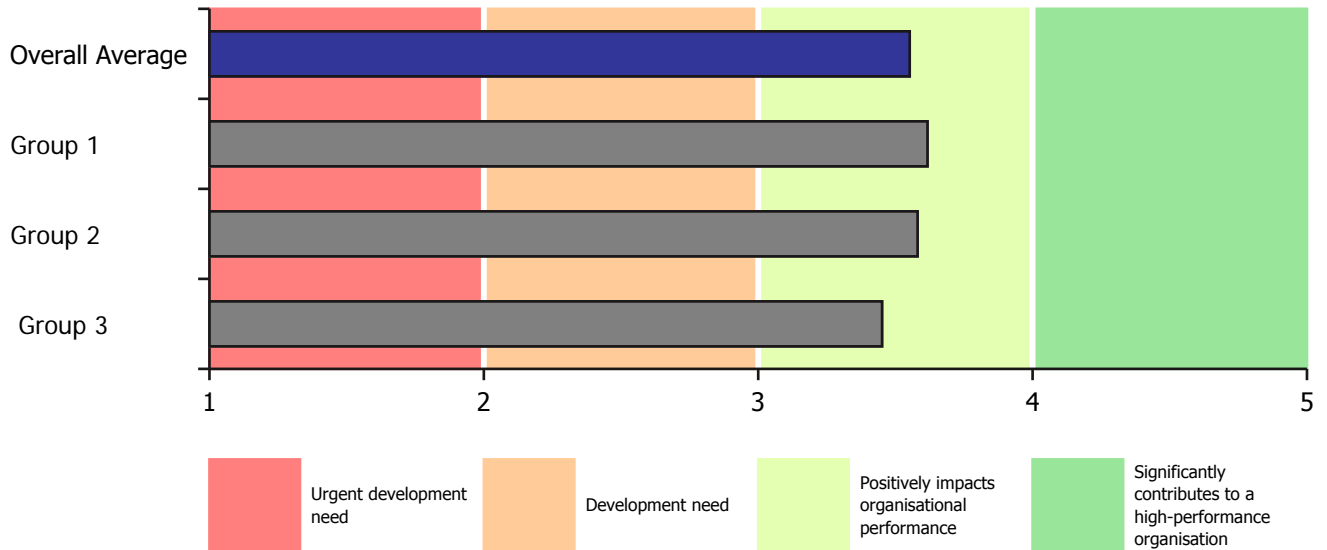

| | Urgent development need | Development need | Positively impacts organisational performance | Significantly contributes to a high-performance organisation |

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

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

	1	2	3	4	5
Overall Average					
Group 1					
Group 2					
Group 3					

Urgent development need

Development need

Positively impacts organisational performance

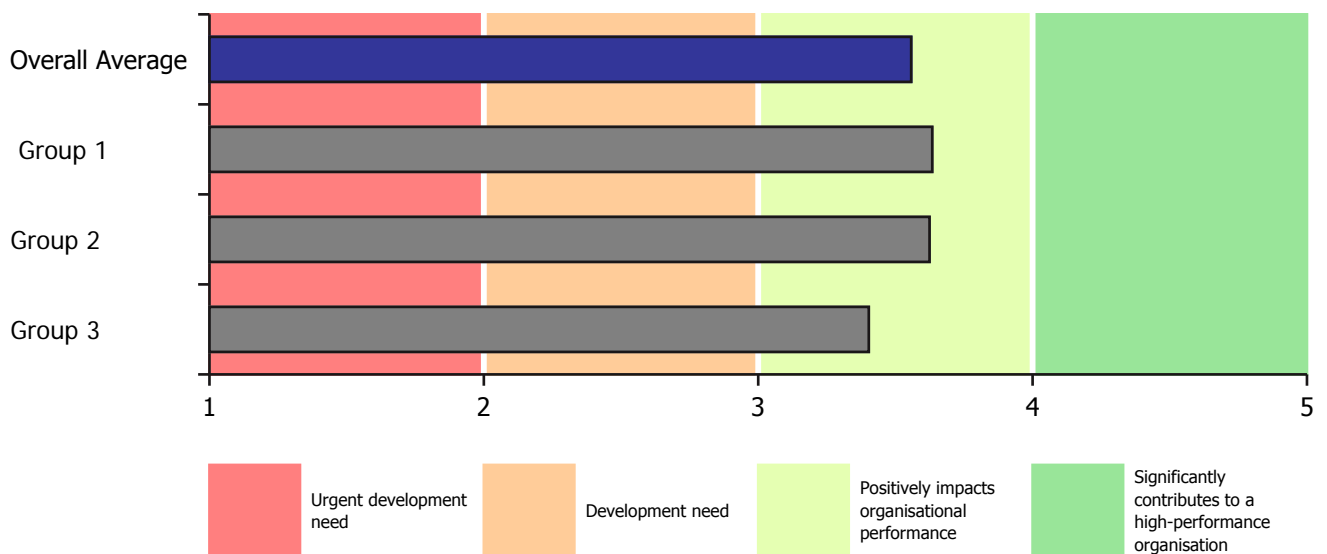Significantly contributes to a high-performance organisation

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

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

| | Urgent development need | | Development need | | Positively impacts organisational performance | | Significantly contributes to a high-performance organisation |

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

| | Urgent development need | | Development need | | Positively impacts organisational performance | | Significantly contributes to a high-performance organisation |

Inspiring
- 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.

- Urgent development need
- Development need
- Positively impacts organisational performance
- Significantly contributes to a high-performance organisation

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

Empowering Action

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

	Urgent development need	Development need	Positively impacts organisational performance	Significantly contributes to a high-performance organisation

Measuring & Monitoring Performance

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

	Urgent development need	Development need	Positively impacts organisational performance	Significantly contributes to a high-performance organisation