



# 360° feedback

Sales Professionals

## Development Report

name

Sample Person

email

example2@getfeedback.net

date

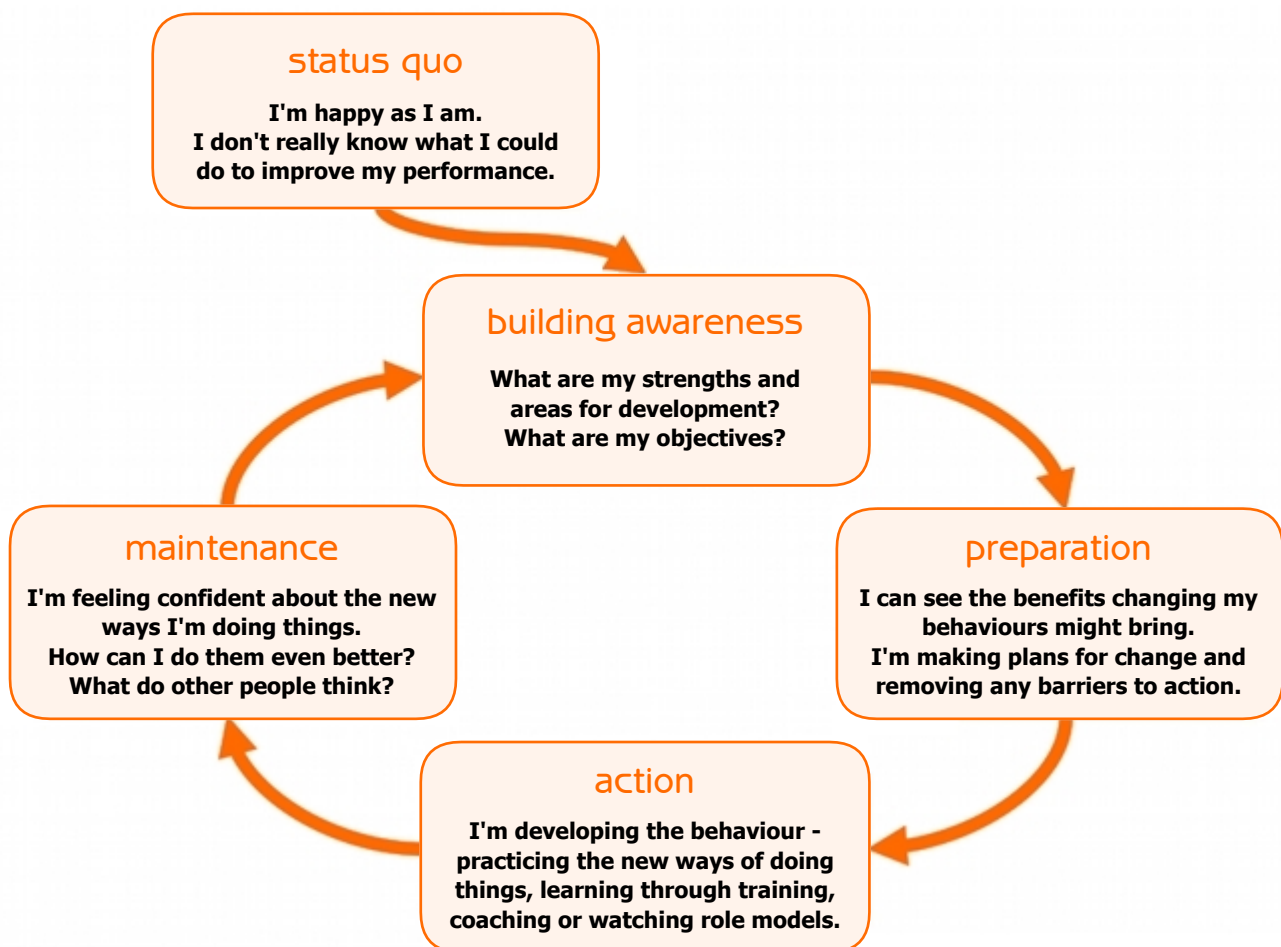
9 January 2020

# 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 a successful sales professional in the past but also provides you with a useful tool to help you identify your strengths and prepare for action. It will help you consider what achieving your goal will require and to give you the best possible chance of succeeding by: identifying and removing barriers to your progress; identifying the people who can help and support you; and making your goals 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 your strengths and areas for development lie. If this is the case then your 360 feedback survey will challenge your assumptions and enable you to move more quickly into the preparation and implementation of change.

This survey is designed to gather feedback from a variety of sources - people who interact with you on a regular basis i.e. managers, direct reports, peers and clients. Because the survey is anonymous you are encouraged to feel free to share their true perceptions of what you do well at and what you need to improve.

### 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 performance 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.

A high-performing individual has a core of four or five behaviours in which they excel. In the remaining 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 areas which 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 8

### Section 3: Detail

This section is where you get to explore the finer detail of your feedback. It tells you what has made you successful in the past, and will help you to consider what you can do in the future by leveraging your strengths and minimising any limitations you may have.  
Page 14

### Section 4: Open-ended comments

Here you can read the comments made by yourself and the people who responded to your report. These should help to bring to life, and make more meaningful, the charts in the previous section.  
Page 25

### 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 26

## 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 framework. You may also identify areas in which others feel your behaviour has a negative impact. Take comfort in these messages and take comfort that your nominees have responded to the survey. Use the feedback 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
Direct Reports	0*	Example, Example
Colleagues	3	Example, Example, Example
Line Manager	1	Example
Clients/Customers	5	Example, Example, Example
Others	9	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 ensure anonymity.

Remember that the respondents have given feedback in confidence. It is very important that you do not tell anyone who has 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

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 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 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?

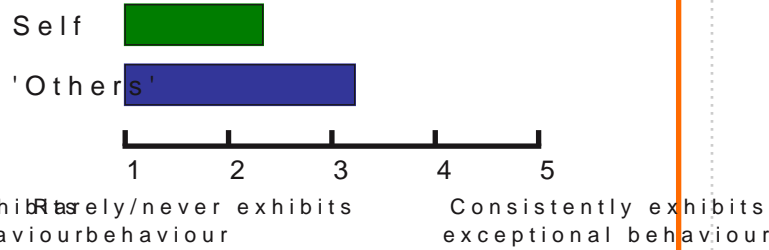
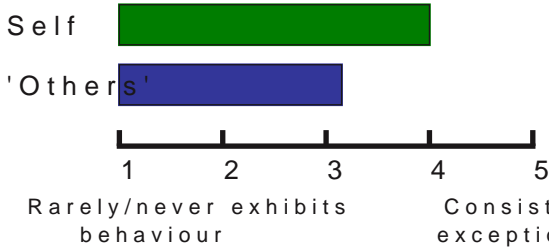
# Section 2: Overview

## Your Potential

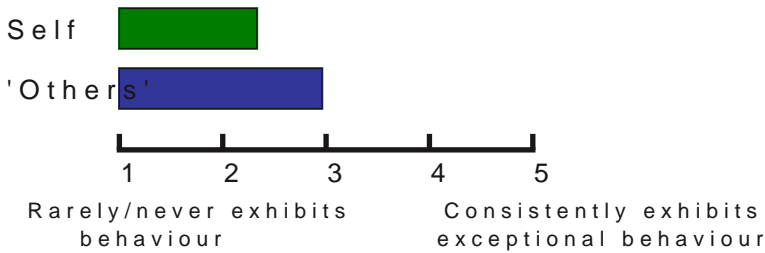
The graphs below show, at a high level, the results of your 360 feedback. Find out where your potential lies.

### Thinks

**Seeking Information** seeks a broad range of information about markets, customers, suppliers in order to understand their macro-environment.  
**Forming Concepts** links information together to understand causes and to generate ideas or solutions.



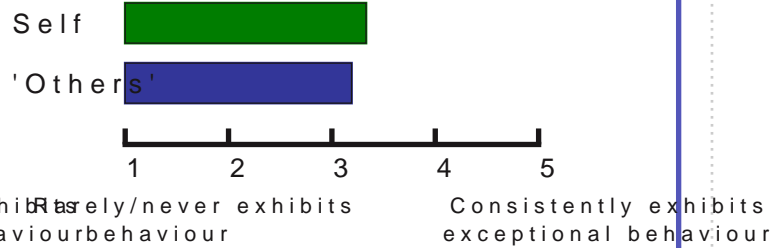
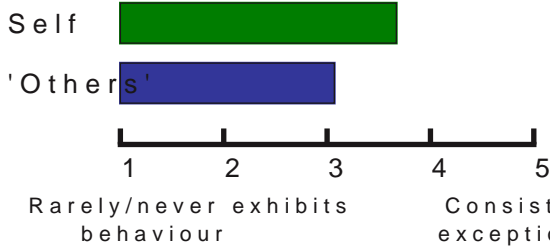
**Conceptual Agility** compares the pros and cons of multiple options in order to present the best solution for the customer and the business.



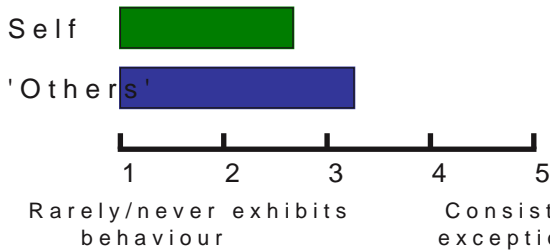


## Involves

Enabling Openness non-judgemental; Facilitating Interaction Brings people together, asks questions and clarifies understanding; Encourages development of expertise; encourages rapport so that a meaningful connection is made and with contribution from others to different types of people.

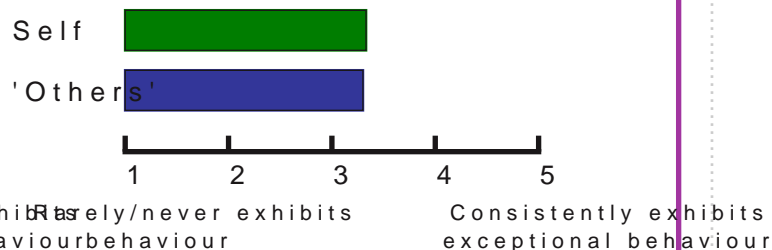
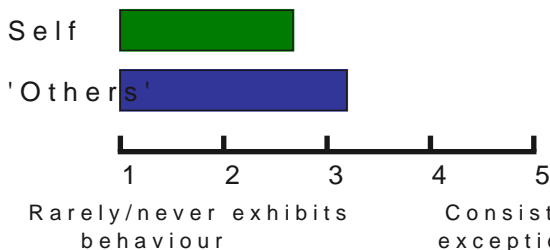


Developing Capabilities Takes responsibility for development of self and others. Uses feedback, role-modelling coaching and sets stretching challenges.

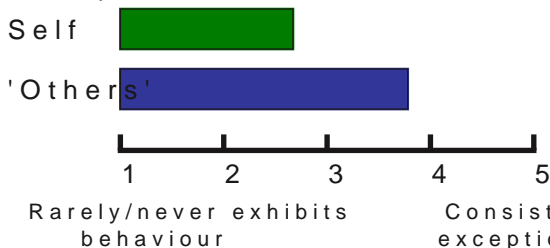


## Inspires

Influence Sells ideas by highlighting the benefits of communication; Communicates in a way that creates a win-win; shows how realisation can be achieved; ensures that listeners' interests or goals will support those of the sender; messages are targeted, understood and accepted.



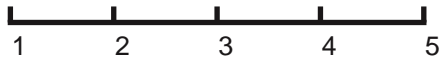
Building Confidence Displays confidence in own capabilities, makes and justifies decisions when required. Motivates, engages, and instils confidence and optimism.



## Achieves

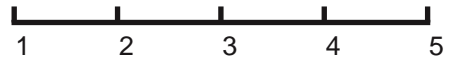
Measures & Monitors Performance Focuses on Empowering Actions proactive and removes adding value to the customer and enhancing that others can do the same. performance of the team; sets and monitors responsibility for getting things designed to improve revenue, profitability & efficiency responsibilities in order to system operation and internal capabilities

'Others'



Rarely/never exhibits behaviour

'Others'



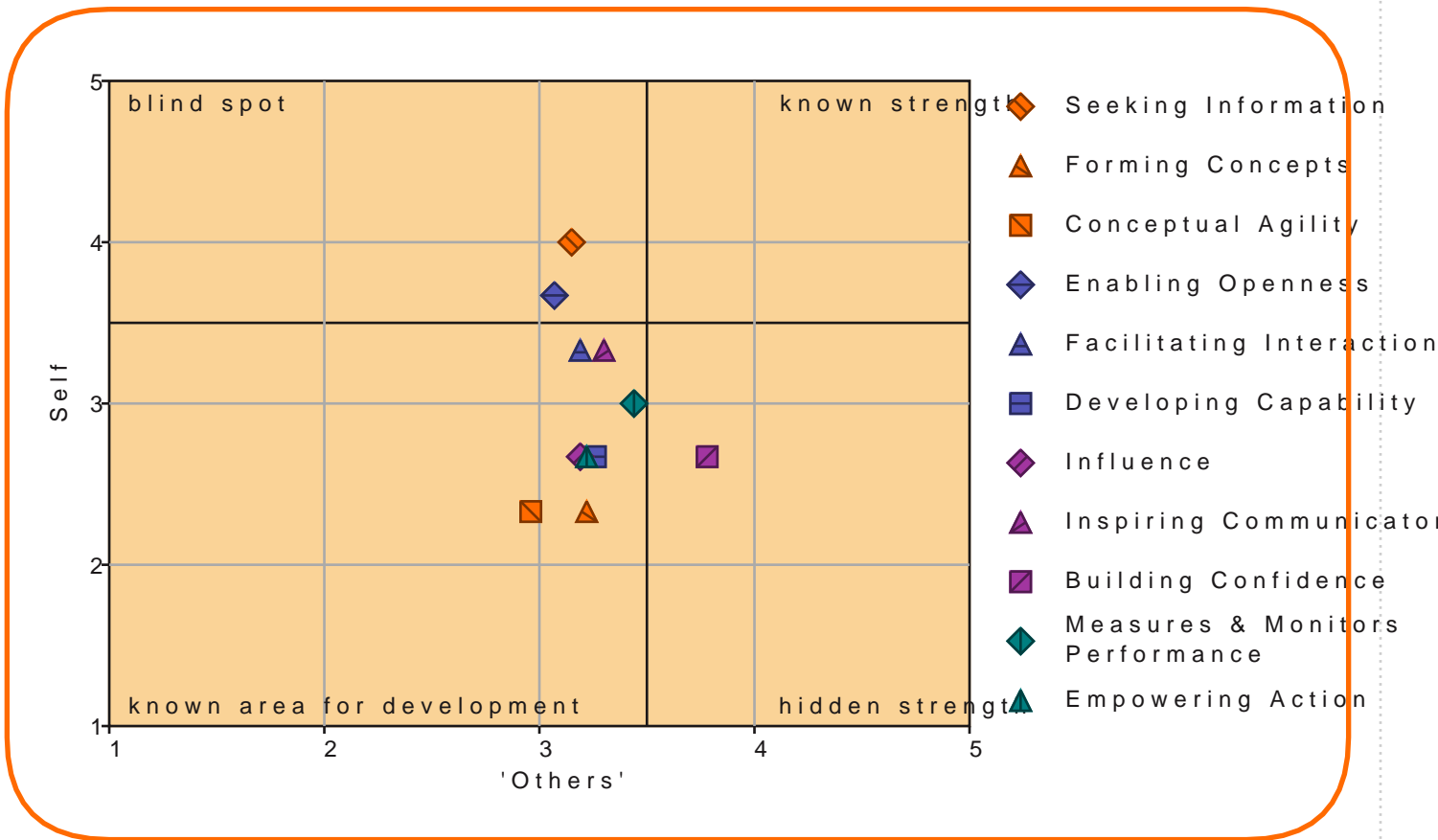
Consistently exhibits exceptional behaviour

Rarely/never exhibits behaviour

Consistently exhibits exceptional behaviour

What are your initial thoughts about your results? Do they confirm what thought to be your areas of strength or development need, or are you surprised 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 both 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 there is agreement that you do not use the behaviours consistently or that you use them at a low level.

**Hidden strength behaviours** are those where 'others' have given an average rating of 3.5 or above for the statements relating to that behaviour, 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, but you are not aware of it.

**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	Competency	Qu. No	Statement
3.89	Building Confidence	33	Their words and actions demonstrate they remain positive even in difficult situations
3.78	Empowering Action	6	They are one step ahead of the game anticipating potential obstacles where additional actions may be needed
3.78	Building Confidence	15	They make timely decisions and can justify them when challenged
3.67	Developing Capability	20	They have a clear understanding of their own personal strengths and limitations and have a corresponding set of personal development actions
3.67	Building Confidence	14	They build confidence in the people around them by the things they say and do
3.50	Seeking Information	1	They exchange relevant information and knowledge with colleagues
3.44	Forming Concepts	29	They generate creative solutions to customers' needs
3.44	Inspiring Communicator	31	Their presentations leave others enthusiastic about their message
3.44	Measures & Monitors Performance	24	The objectives they set for myself are designed to have a positive impact on either profitability, quality or customer experience
3.44	Enabling Openness	12	They adapt my style and the language they use depending on the situation of the individual concerned

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























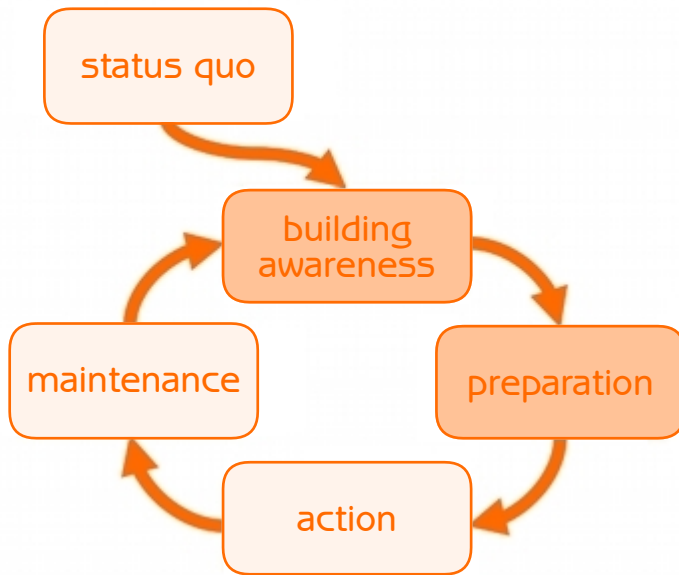








## Developing Your Behaviours



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?**

Name

Page

## 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?**

Name

Page