

Name:

Group Report

Date:

06/Aug/2020

GFB

# Introduction

This report summarises the results of the 360° feedback survey for Group Report. The data is gathered from the ratings given by the individual's nominated respondents. The individual included in this report are below (individuals with a \* haven't completed their self survey):

Sample

Sample 2

The respondents rated the frequency with which the individual uses behaviours at work using the following rating scale:

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

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 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:



# Overview of the report

This report has been designed to provide a clear indication of the strengths and development areas for the group. Armed with this information the group will be able to make accurate decisions as to how to work more effectively together by leveraging the strengths of the team and how to develop in weaker areas.

The report is broken down into the following sections:

## Group details

This section provides an overview of the group reported on in the report including a full respondent breakdown.

## Overall Summary

This provides an overview by competency/behaviour for the whole group compared to an external comparison group. The 10 highest and lowest scoring questions for the group are also displayed to help identify the key strengths and development areas.

## Breakdown by Behaviour

Provides a breakdown of the group performance by question for each behaviour.

## Overall breakdown by category

### Self versus others.

This shows a comparison of the total group self ratings versus all the other respondent ratings. This helps to highlight the groups self awareness versus others feedback for the group.

### All respondent groups.

Provides more detailed information about the respondent groups for this category. This can help to identify more where feedback differs across the various respondent groups and can help to give more targeted feedback by question.

## Summary of Open-ended Comments

Visual display to summarise the most frequently used words in the open ended comments by nominees.

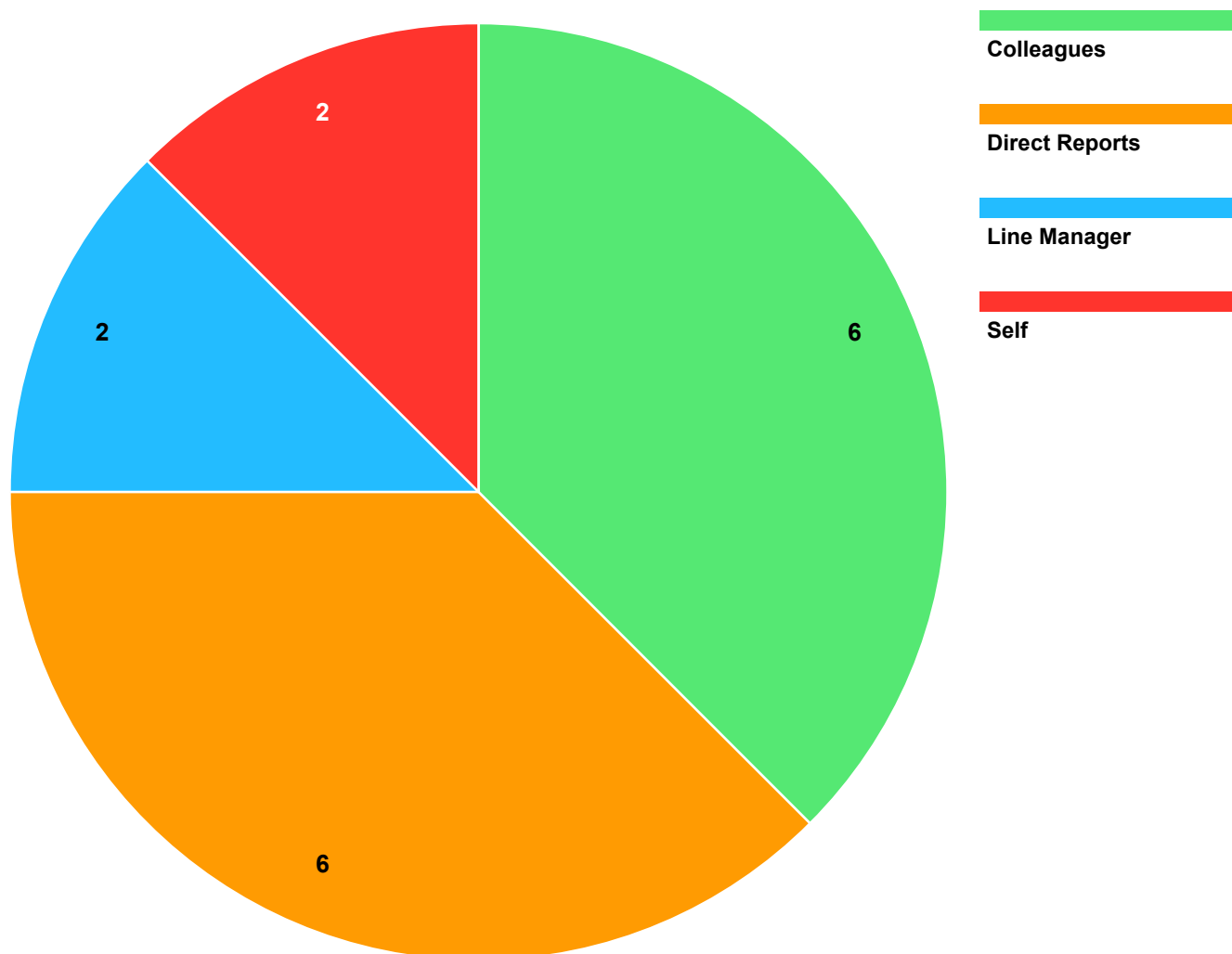
## Group Details

Please find below details of the group reported on in this report:

- 2 members invited to participate
- Total nominees invited 14
- Total nominees completed 14
- Percentage completion rate 100%

### Respondent breakdown

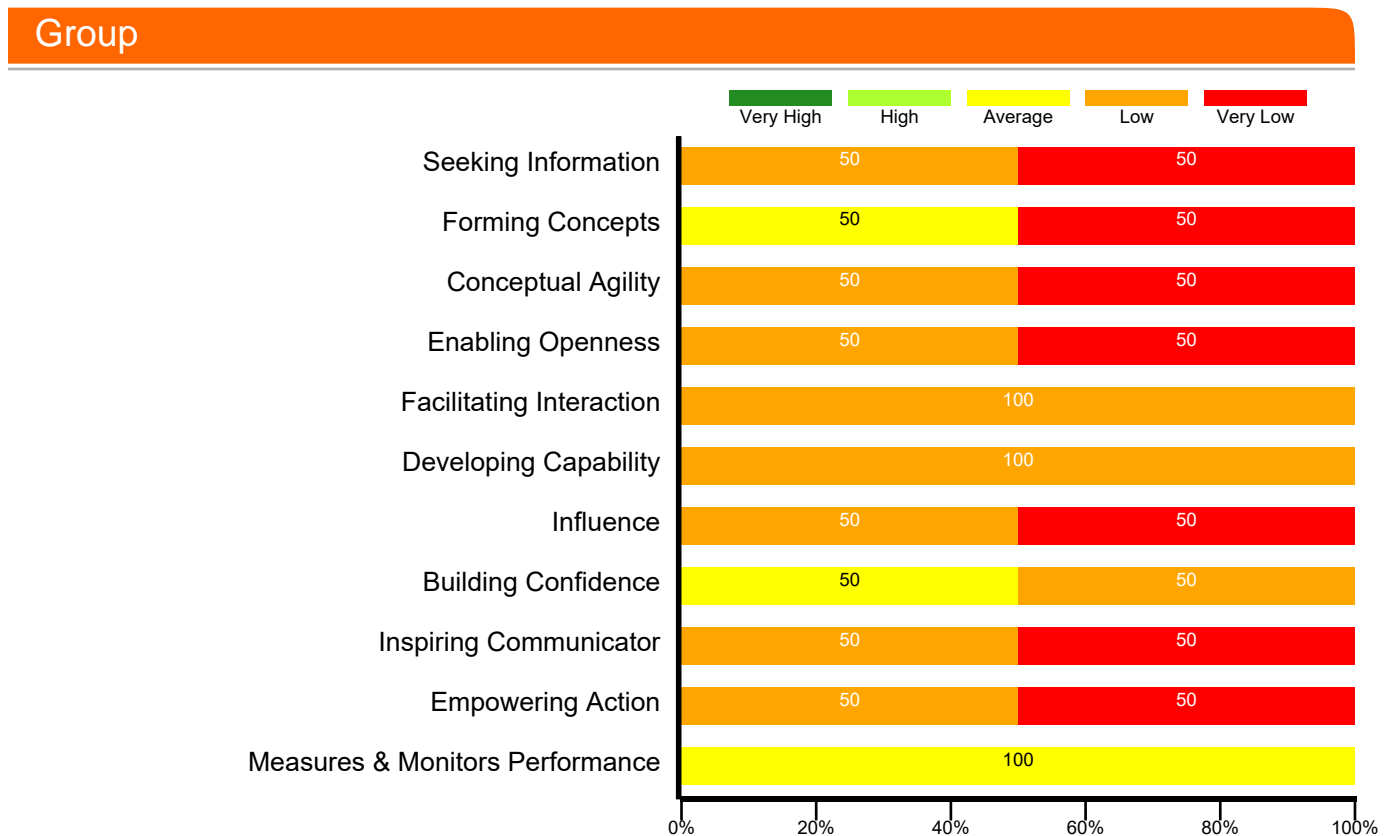
The below pie chart shows the breakdown of responses by nomination category for the group



## Overall Summary

This report looks at the overall scores of the **2** individuals in this group as rated by everyone else. The bars show the percentage number of people in each range. The ranges are calculated when compared with the external comparison group **UK Managers, cross-industry (N=2102)**. The following approximate percentages would be expected in each range

- **Very High:** Approximately 10% would be expected to be in this range
- **High:** Approximately 20% would be expected to be in this range
- **Average:** Approximately 40% would be expected to be in this range
- **Low:** Approximately 20% would be expected to be in this range
- **Very Low:** Approximately 10% would be expected to be in this range



## 10 Highest Scoring Statements

As rated by the nominees.

| Score | Managerial Behaviour            | Qu. No | Statement   |
|-------|---------------------------------|--------|---|
| 3.88  | Facilitating Interaction        | 24     | They encourage discussion and dialogue between team members so they come to a shared understanding of an issue.   |
| 3.88  | Building Confidence             | 12     | They appear self-assured by confidently making decisions even when their ideas are challenged.  |
| 3.81  | Measures & Monitors Performance | 42     | They provide regular feedback on progress towards target to stakeholders and those people doing the work.   |
| 3.50  | Building Confidence             | 28     | They openly confront behaviour that has the potential to impact others or the business negatively.  |
| 3.42  | Measures & Monitors Performance | 3      | The objectives they set for the business are specifically designed to improve individual, team or business performance.   |
| 3.41  | Developing Capability           | 2      | They hold regular, structured development discussions with their direct reports in which they provide constructive feedback for the purposes of personal development. |
| 3.40  | Measures & Monitors Performance | 15     | They track targets they set for individuals, teams and the business.  |
| 3.27  | Forming Concepts                | 38     | They are a great source of new ideas and ways of doing things.  |
| 3.25  | Developing Capability           | 27     | They recognise and support the development of others by providing access to skills training and personal development courses.   |
| 3.24  | Facilitating Interaction        | 9      | They actively participate in group discussions with the appropriate amount of contribution.   |

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

## 10 Lowest Scoring Statements

As rated by the nominees.

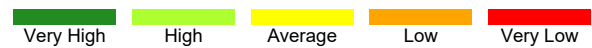
| Score | Managerial Behaviour     | Qu. No | Statement   |
|-------|--------------------------|--------|---|
| 2.04  | Conceptual Agility       | 39     | When faced with a potential issue or barrier they respond with an open mind.  |
| 2.30  | Enabling Openness        | 22     | When it is appropriate they openly share their own thoughts and feeling which makes others feel comfortable to do the same.   |
| 2.31  | Influence                | 1      | They have developed a wide network of contacts with whom they have reciprocal relationships.  |
| 2.32  | Inspiring Communicator   | 36     | They convey complex, detailed ideas and information in a way that enthuses and engages the listener.  |
| 2.40  | Building Confidence      | 21     | When launching a new product, service, or project their enthusiasm, optimism and belief in its future success is felt by others.  |
| 2.42  | Empowering Action        | 37     | They provide a structure that empowers people to take actions when they need to.  |
| 2.43  | Facilitating Interaction | 14     | During group discussions they ensure focus is maintained on the goals and aims of the group so that the solution that is developed is more powerful than those first contributed. |
| 2.52  | Empowering Action        | 19     | They take personal responsibility for ensuring things get done.   |
| 2.62  | Developing Capability    | 32     | They take personal responsibility for developing their team in the skills and capabilities required for future success.   |
| 2.62  | Enabling Openness        | 18     | They have built a climate in which others listen and reserve judgement in order to fully understand the ideas and feelings of others.   |

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

## Breakdown by Behaviour

### Seeking Information

Seeks and shares a broad and rich range of information.



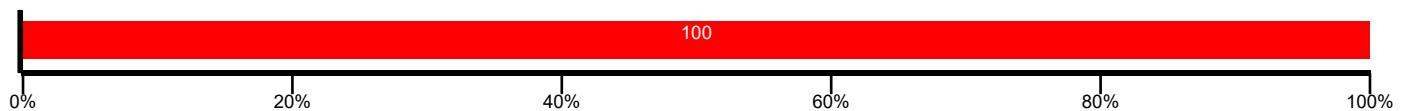
**Q5. They seek information beyond the scope of the particular issue being addressed in order to understand its wider implications.**



**Q16. They exchange relevant information and knowledge with colleagues, customers and suppliers**



**Q35. 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.**



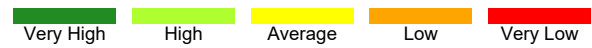
**Q44. They ask penetrating questions to find out information from colleagues, clients, competitors and suppliers.**





## Forming Concepts

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



**Q13. When faced with an issue they seek to understand the underlying cause, not just the symptoms.**



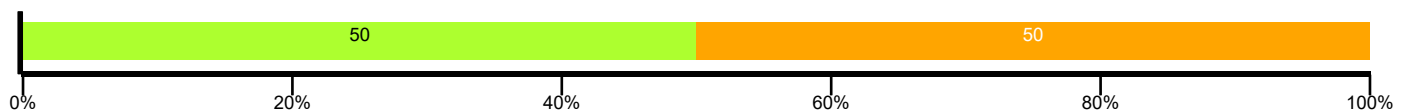
**Q17. They consider a wide range of information in order to get to the root cause.**



**Q26. They develop solutions that take into account the broader business environment**

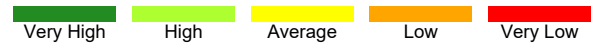


**Q38. They are a great source of new ideas and ways of doing things.**



## Conceptual Agility

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



**Q25. They create an over-arching plan or strategy that maximises the benefits and minimises the downside of any original options**



**Q34. They critically assess factors that may affect the success of projects or the business.**



**Q39. When faced with a potential issue or barrier they respond with an open mind.**



**Q40. When considering how to solve a business issue they explore the alternatives.**



## Enabling Openness

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

Very High   High   Average   Low   Very Low

**Q6. They use open questions in order to find out other people's points of view, thoughts and feelings.**



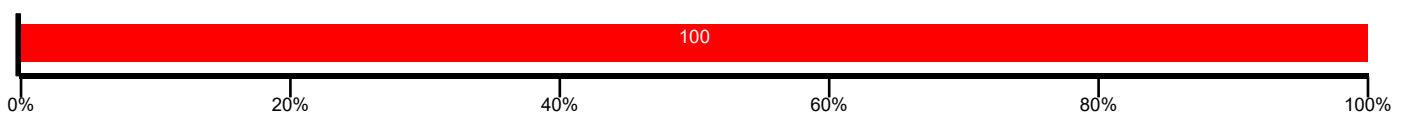
**Q8. They respond in a non-judgemental way when listening to thoughts and views that differ to their own.**



**Q18. They have built a climate in which others listen and reserve judgement in order to fully understand the ideas and feelings of others.**

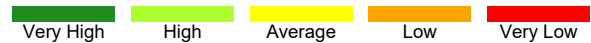


**Q22. When it is appropriate they openly share their own thoughts and feeling which makes others feel comfortable to do the same.**



## Facilitating Interaction

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



**Q4. They encourage others to lead discussions where their specialism allows them to provide clear direction.**



**Q9. They actively participate in group discussions with the appropriate amount of contribution.**



**Q14. During group discussions they ensure focus is maintained on the goals and aims of the group so that the solution that is developed is more powerful than those first contributed.**

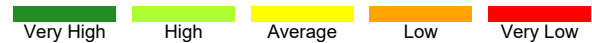


**Q24. They encourage discussion and dialogue between team members so they come to a shared understanding of an issue.**

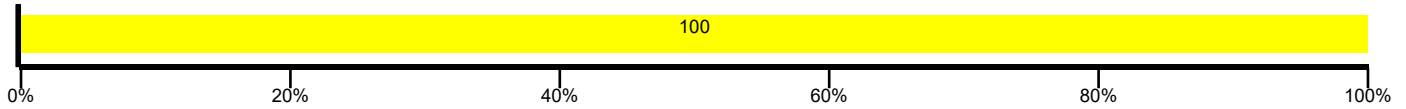


## Developing Capability

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



**Q2. They hold regular, structured development discussions with their direct reports in which they provide constructive feedback for the purposes of personal development.**



**Q27. They recognise and support the development of others by providing access to skills training and personal development courses.**



**Q32. They take personal responsibility for developing their team in the skills and capabilities required for future success.**

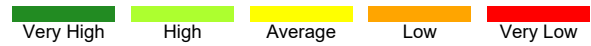


**Q41. They are aware of their own personal strengths and areas for development, have shared these with others and seek out opportunities that will stretch and challenge them.**

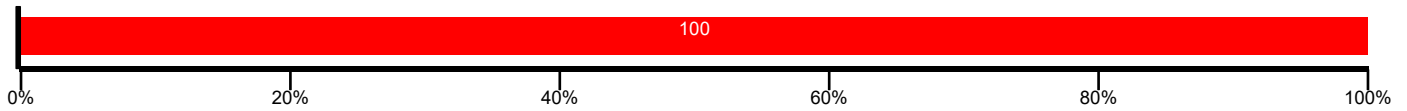


## Influence

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



**Q1. They have developed a wide network of contacts with whom they have reciprocal relationships.**



**Q7. When selling their ideas, or persuading others, they identify and articulate how both parties can benefit from the proposal.**



**Q29. They actively manage their network, calling upon it when the need arises.**

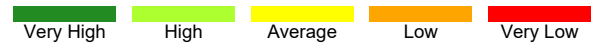


**Q33. They clearly describe the benefits and advantages of their proposed solutions when seeking support.**



## Building Confidence

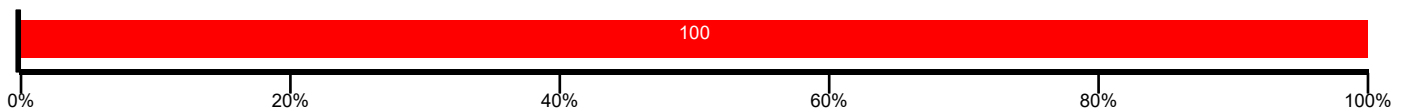
Makes and justifies decisions. Resolves issues with confidence. Motivates, engages, and instils confidence and optimism.



**Q12. They appear self-assured by confidently making decisions even when their ideas are challenged.**



**Q21. When launching a new product, service, or project their enthusiasm, optimism and belief in its future success is felt by others.**



**Q23. They inspire others to believe in their own ability to succeed.**

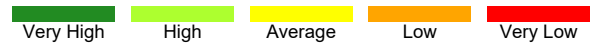


**Q28. They openly confront behaviour that has the potential to impact others or the business negatively.**



## Inspiring Communicator

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



**Q11. They use humour, analogies and visual aids appropriate for different audiences to create a compelling and vivid message.**



**Q20. People are left in no doubt as to the key messages they are delivering.**



**Q31. Their communications are clear, concise and structured.**



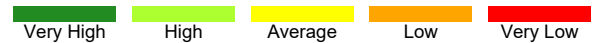
**Q36. They convey complex, detailed ideas and information in a way that enthuses and engages the listener.**



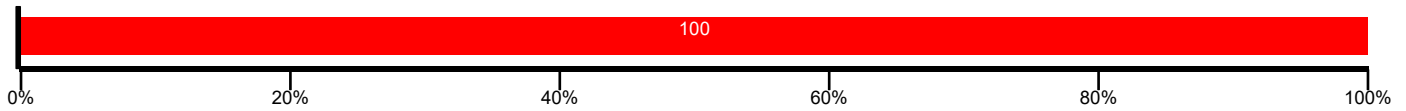


## Empowering Action

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



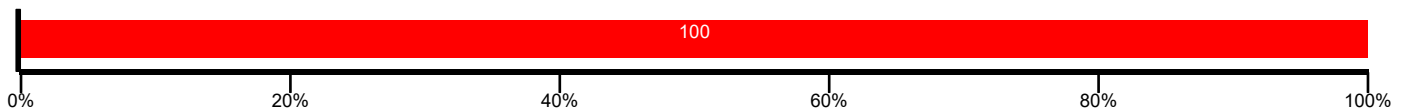
**Q19. They take personal responsibility for ensuring things get done.**



**Q30. They develop plans detailing objectives, actions and responsibilities for the work they are involved with.**



**Q37. They provide a structure that empowers people to take actions when they need to.**

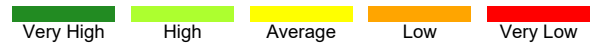


**Q43. They look ahead to remove barriers and constraints so that others can get things done.**



## Measures & Monitors Performance

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



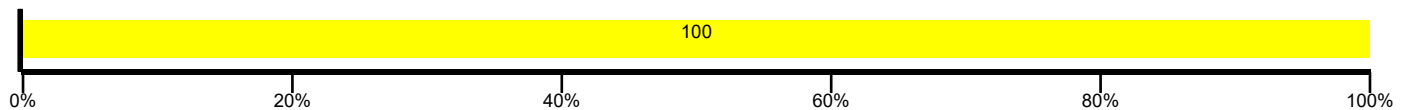
**Q3. The objectives they set for the business are specifically designed to improve individual, team or business performance.**



**Q10. They review and modify stretching objectives aimed at adding value to our customers.**



**Q15. They track targets they set for individuals, teams and the business.**

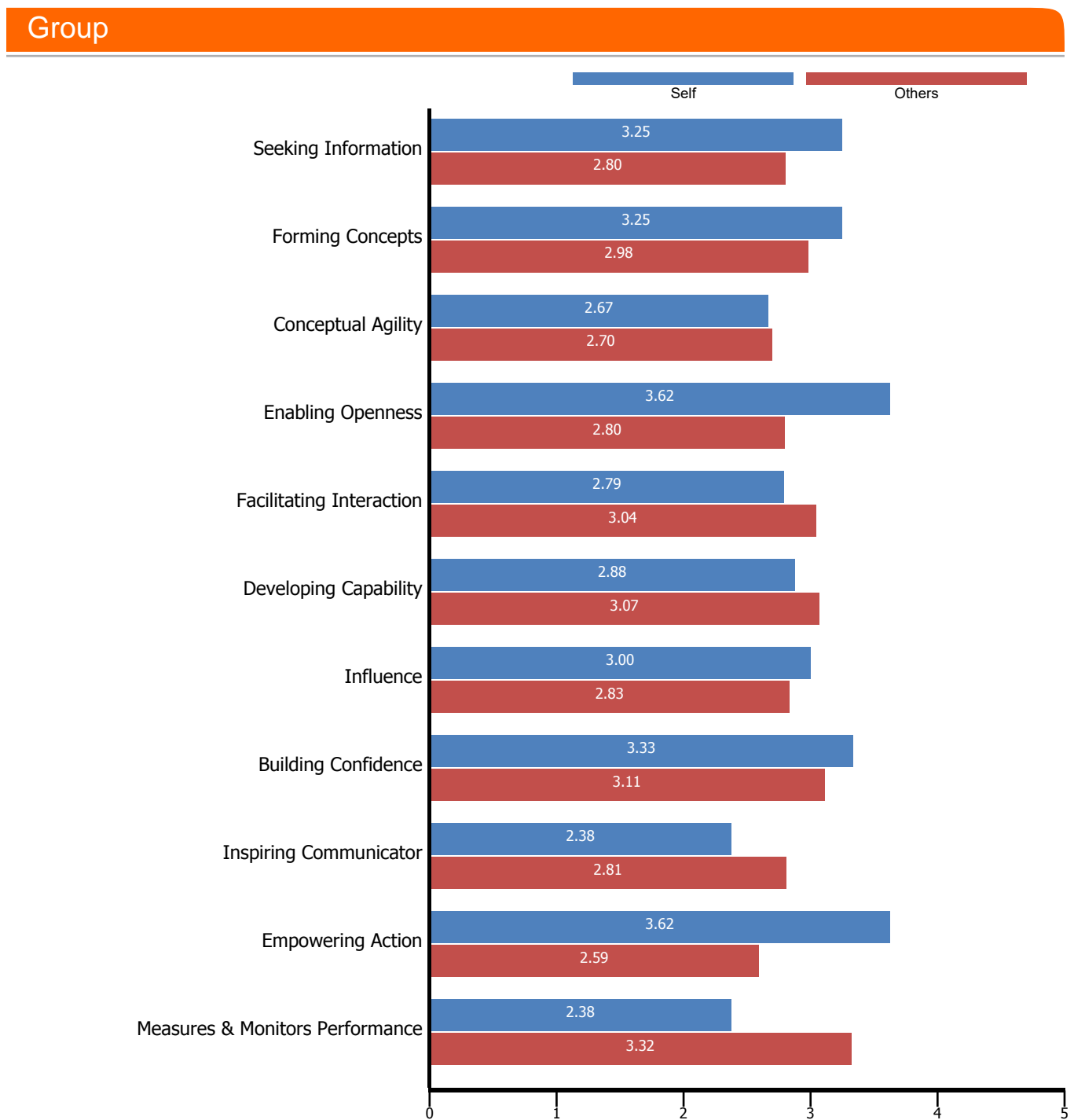


**Q42. They provide regular feedback on progress towards target to stakeholders and those people doing the work.**



# Overall breakdown by category

## Self versus Others



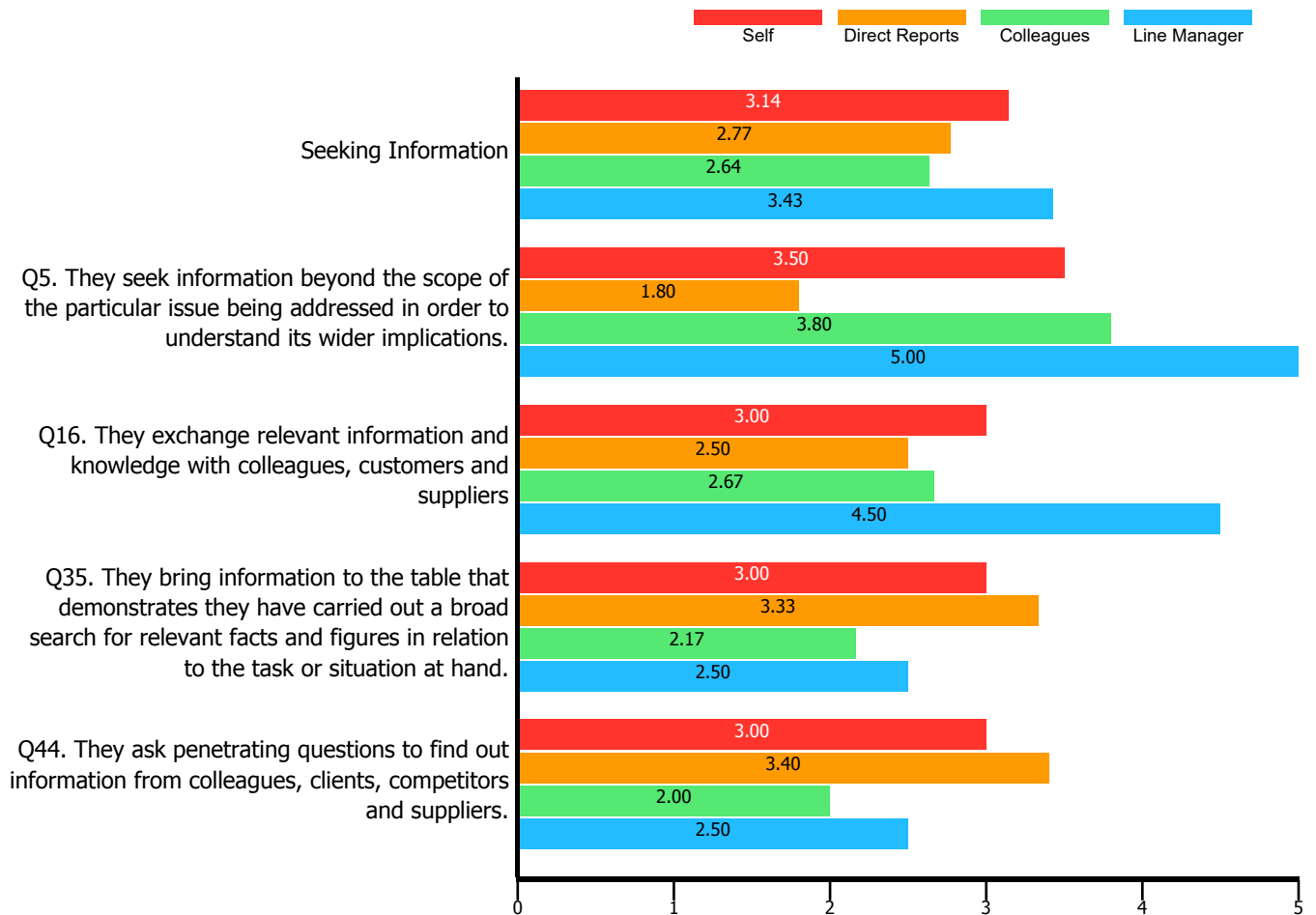
### Rating Scale:

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

## All respondent groups

### Seeking Information

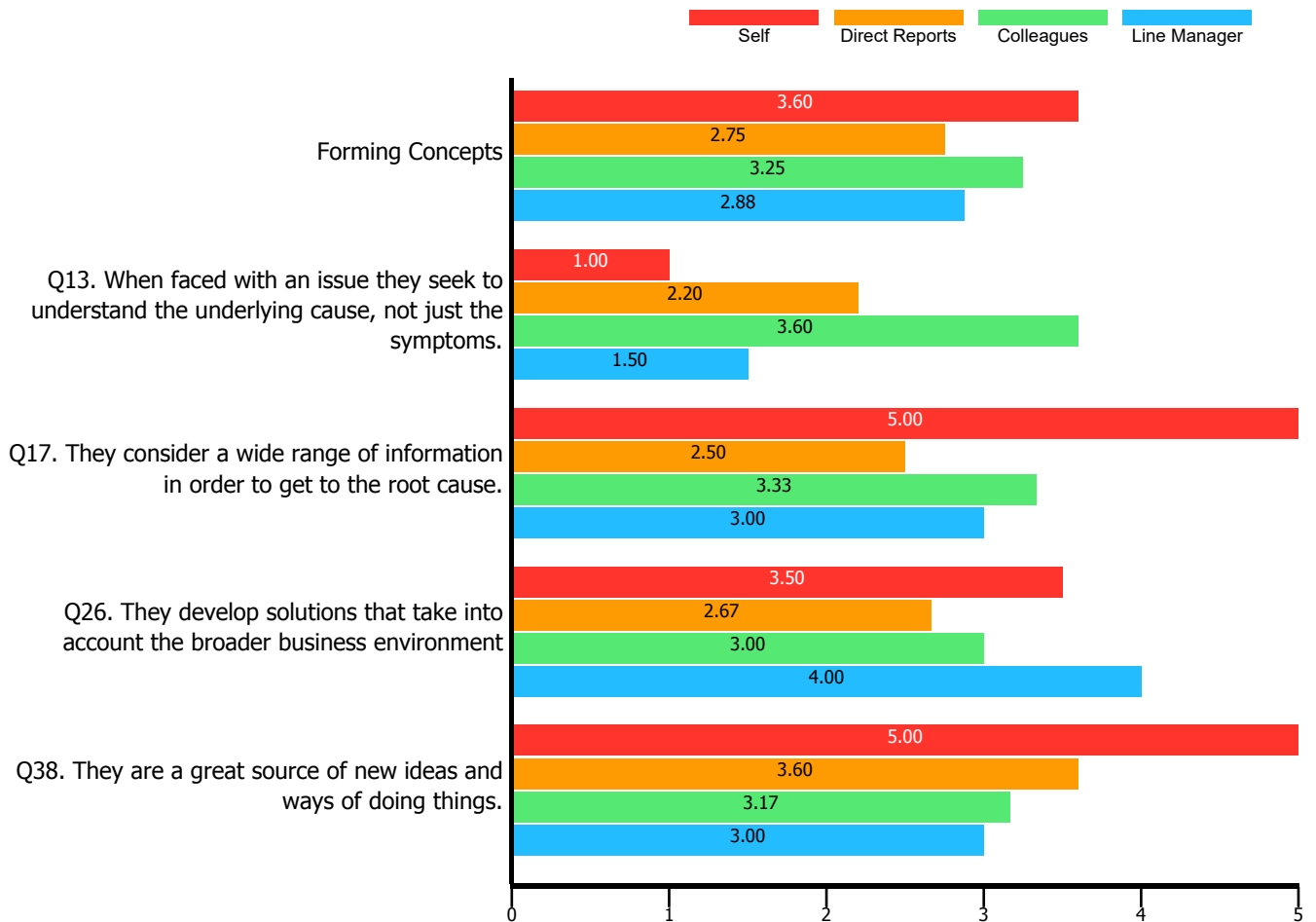
Seeks and shares a broad and rich range of information.



## All respondent groups

### Forming Concepts

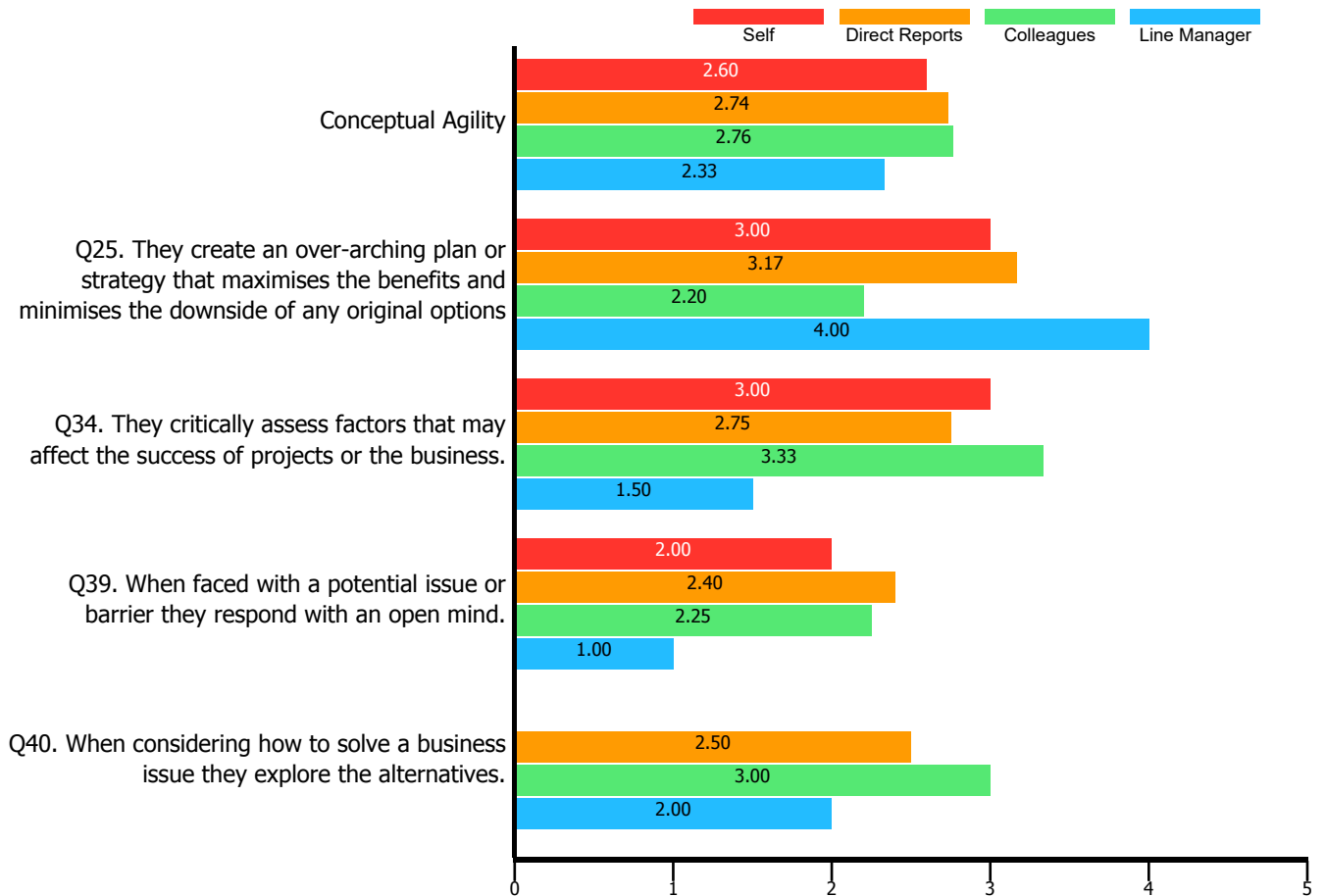
Links information together to identify and understand causes and to generate innovative ideas or solutions.



## All respondent groups

### Conceptual Agility

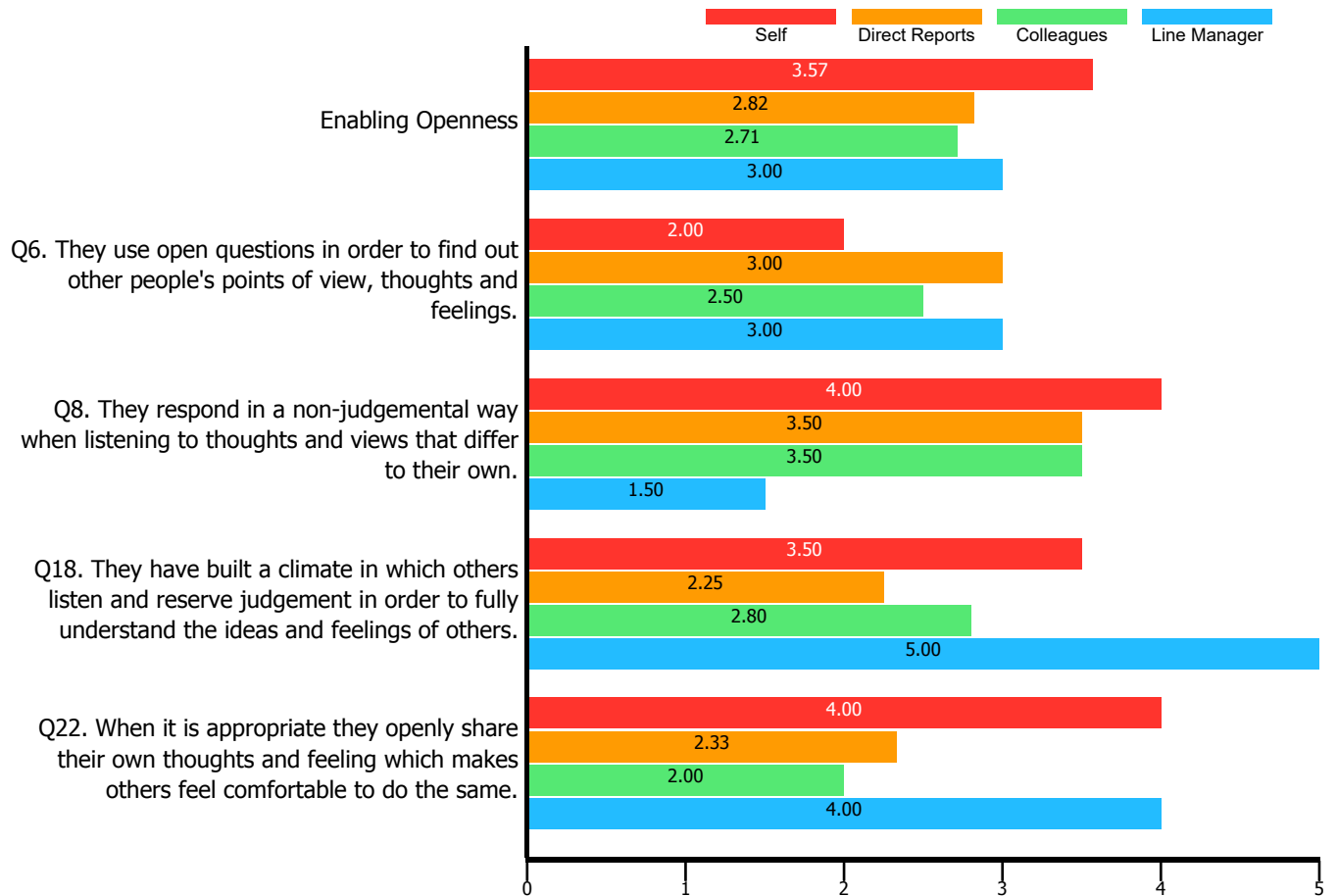
Compares the pros and cons of options and solutions to identify the best way forward. Responds comfortably to change or ambiguity.



## All respondent groups

### Enabling Openness

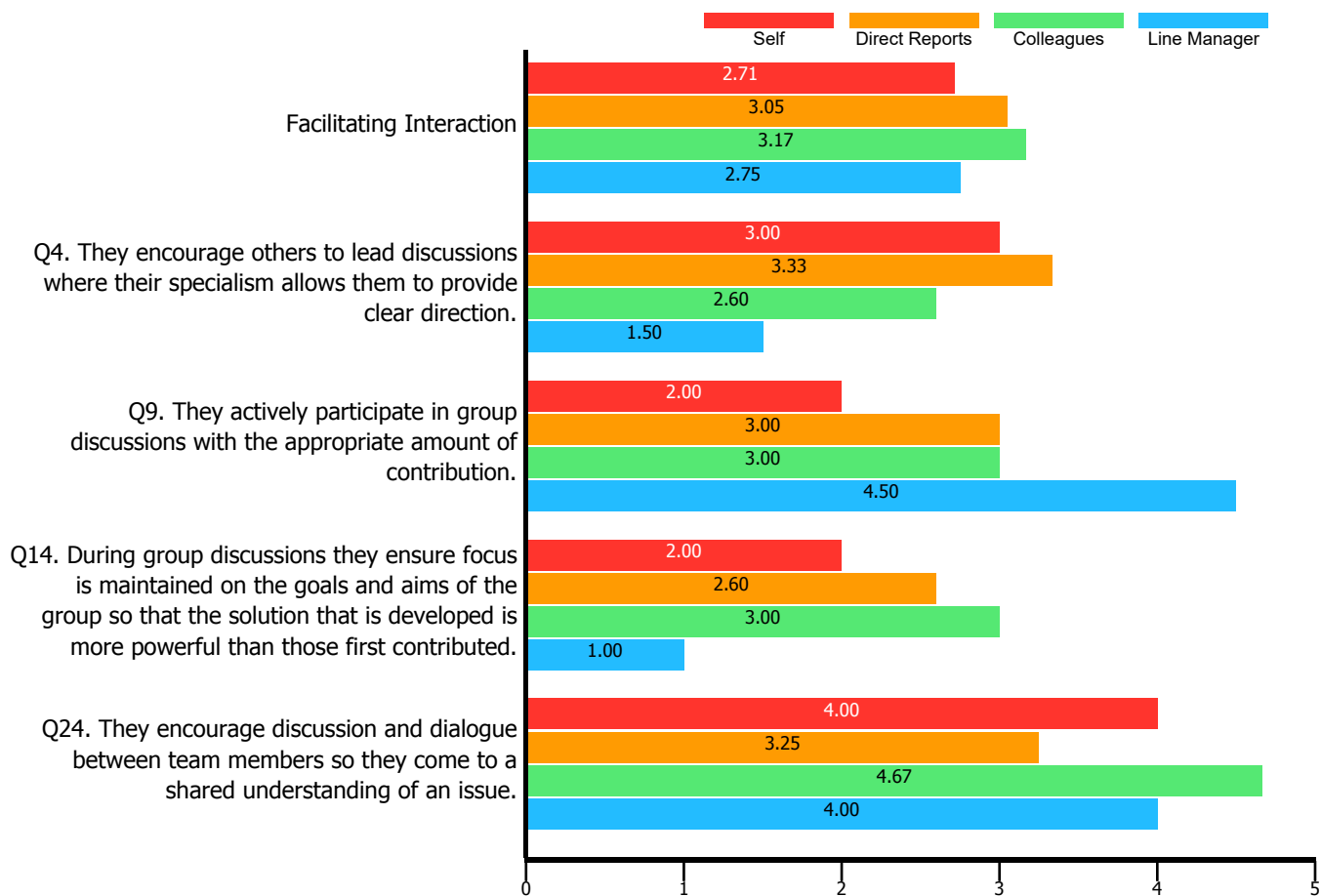
Is non-judgemental; uses open questions, clarifies and shares own thoughts and feelings to understand others' perspective.



## All respondent groups

### Facilitating Interaction

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

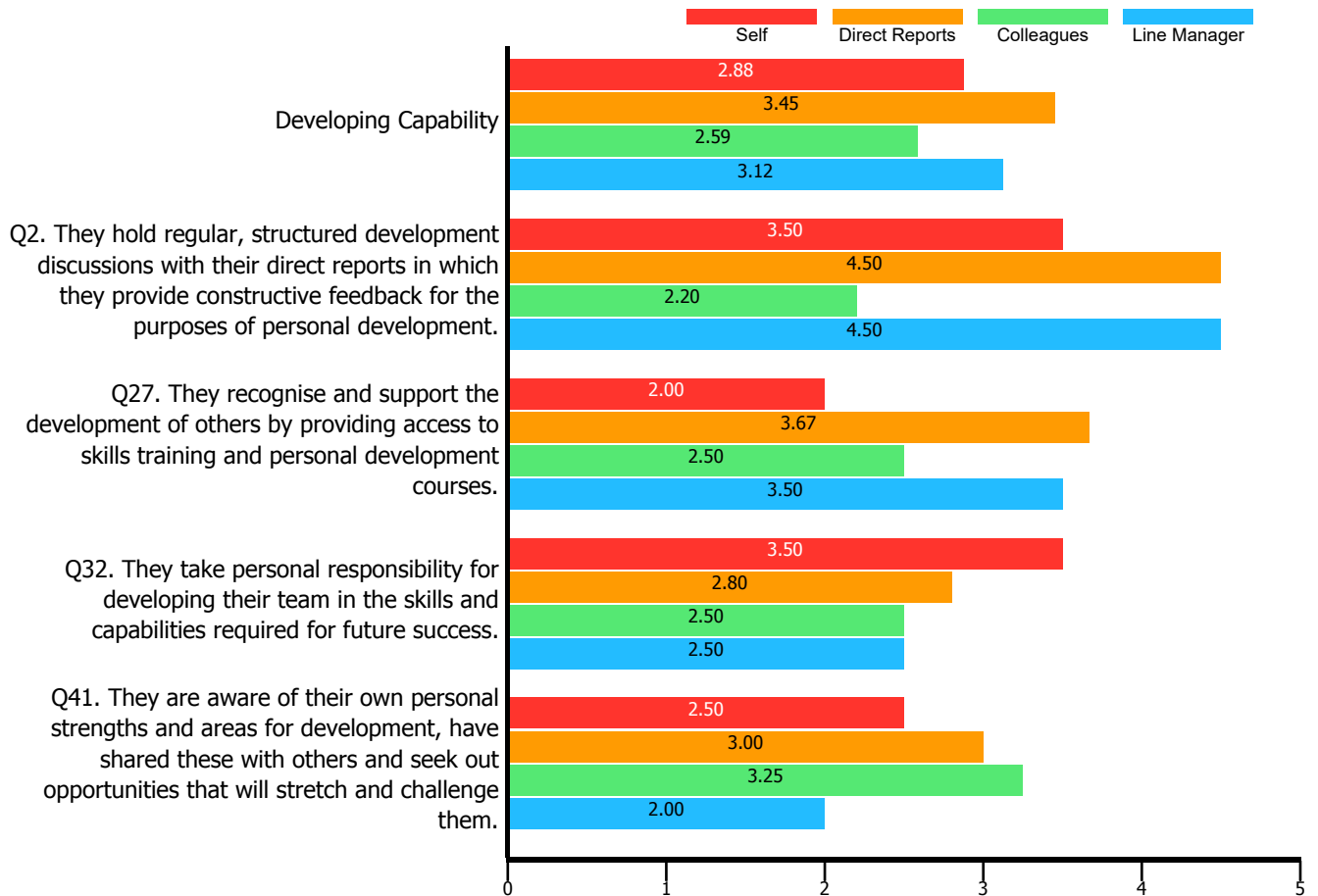




## All respondent groups

### Developing Capability

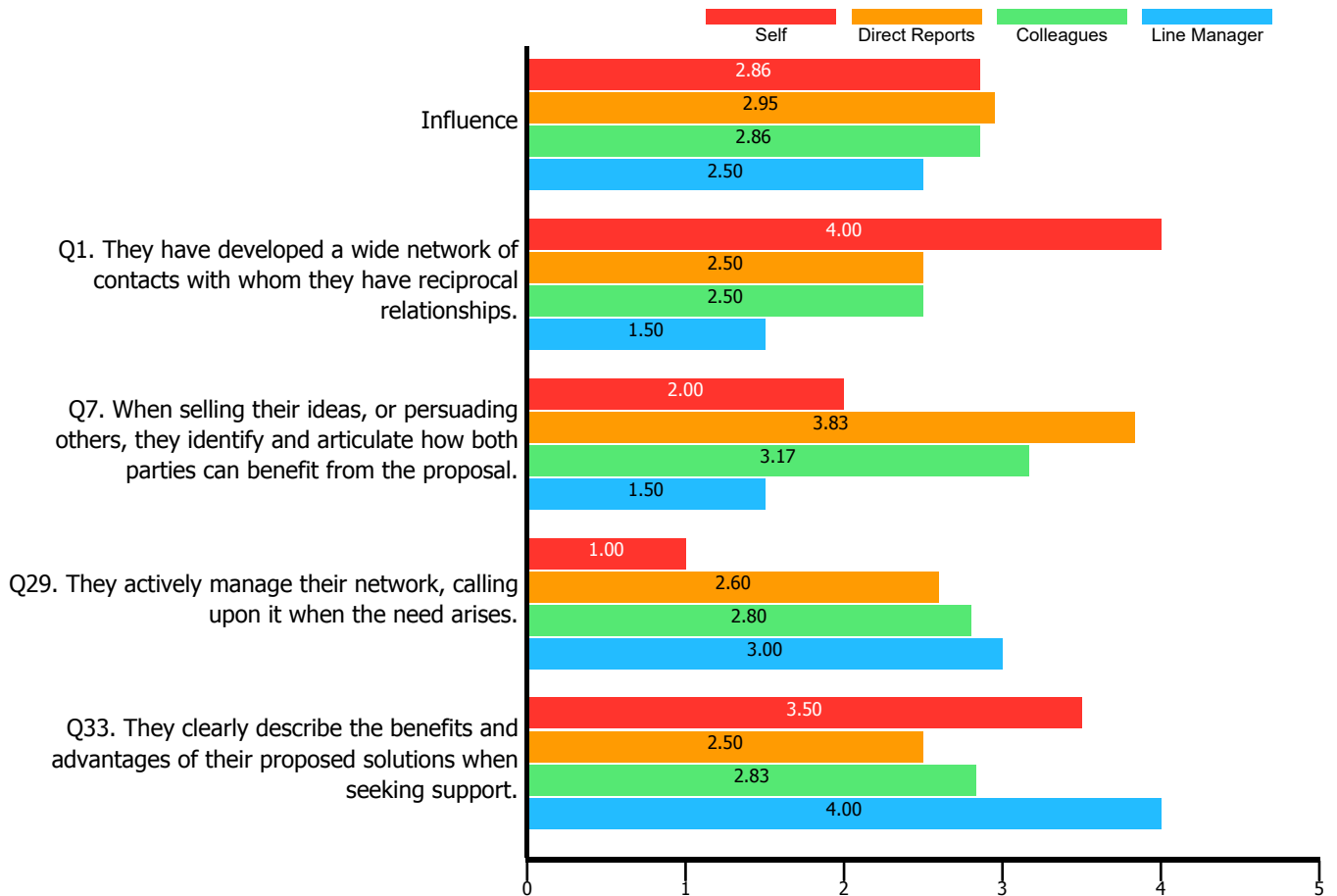
Takes responsibility for development of self and others. Uses feedback, role-modelling coaching and sets stretching challenges.



## All respondent groups

### Influence

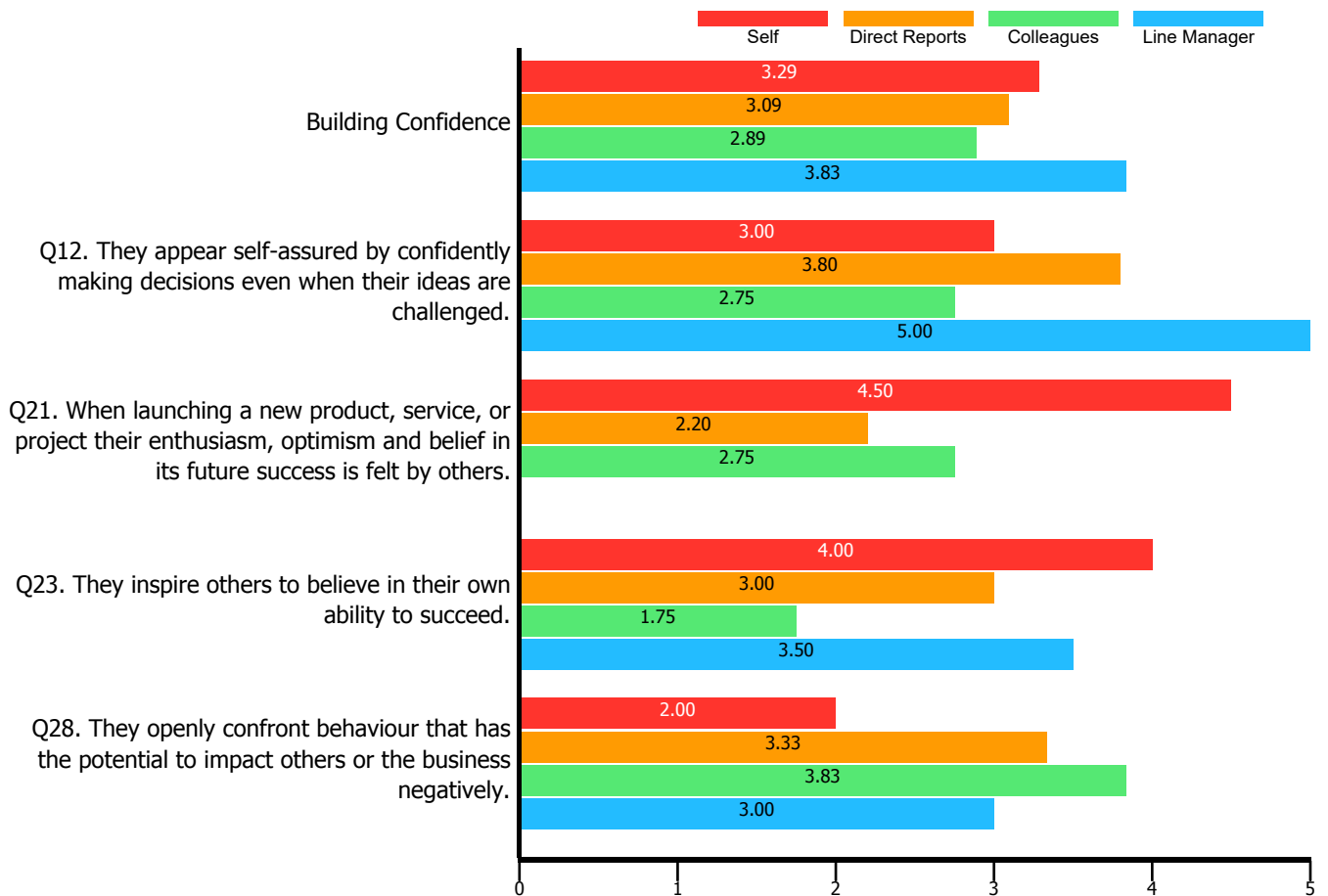
Sells ideas by highlighting the benefits. Creates a win-win; shows how realisation of own interests or goals will support those of others.



## All respondent groups

### Building Confidence

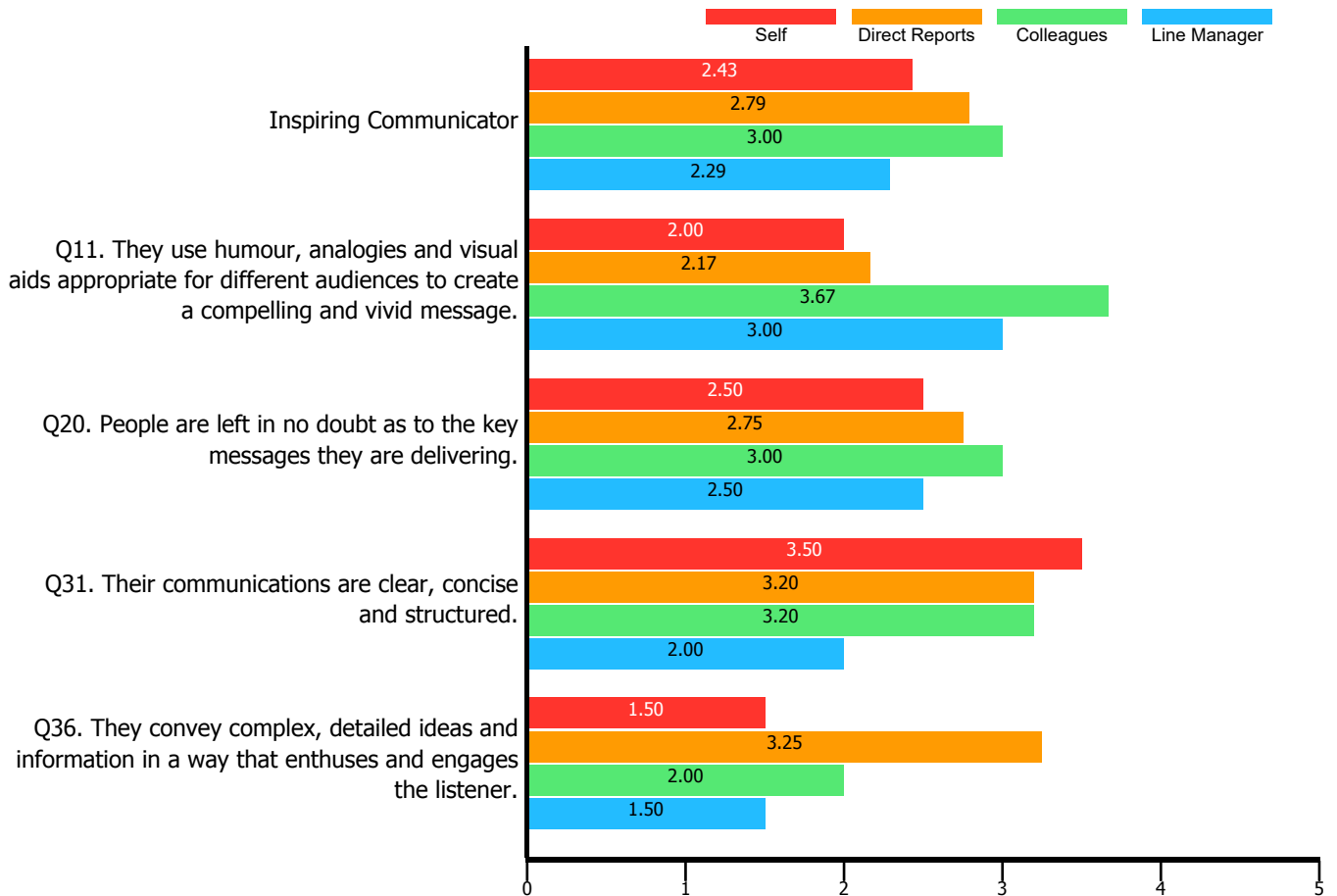
Makes and justifies decisions. Resolves issues with confidence. Motivates, engages, and instills confidence and optimism.



## All respondent groups

### Inspiring Communicator

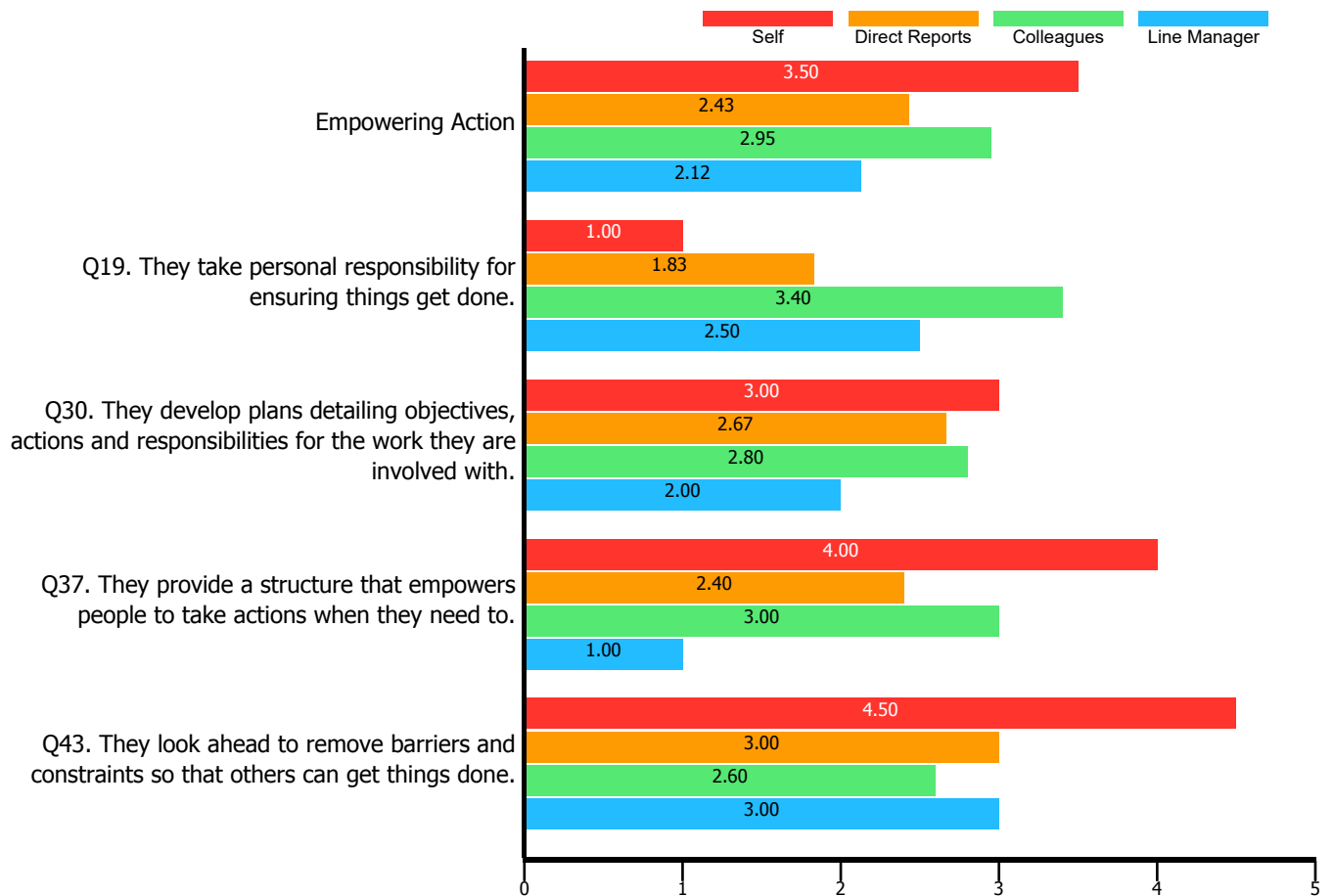
Communicates in a compelling way to ensure that listeners are engaged, and messages are targeted, understood and believed.



## All respondent groups

### Empowering Action

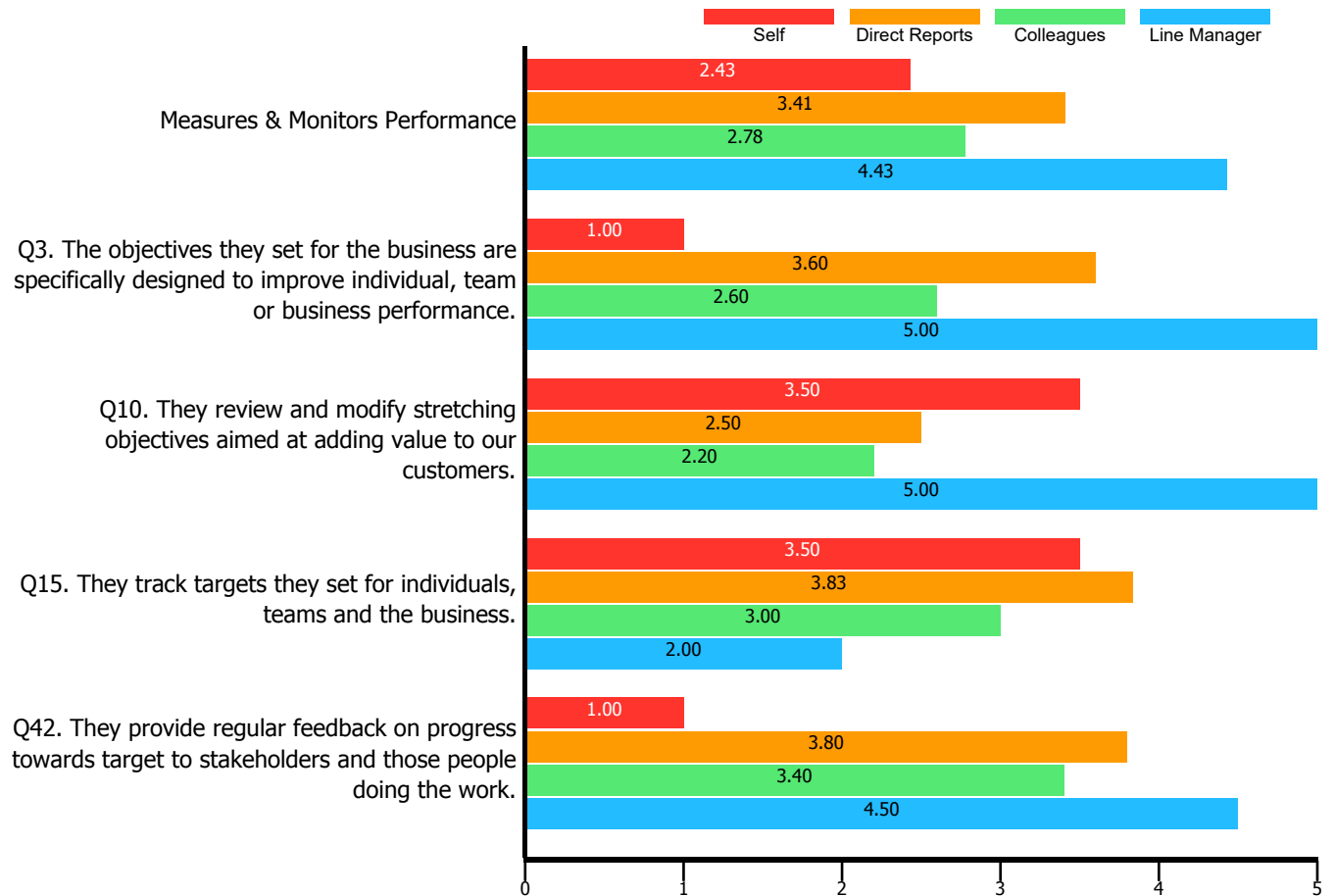
Is proactive and removes barriers so that others can do the same. Goes beyond formal responsibilities in order to achieve this.



## All respondent groups

### Measures & Monitors Performance

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



## Summary of Open-ended Comments

Below are "word clouds" showing the most frequently used words by individuals and nominees when answering the open response questions for Group Report. The most frequently used words appear larger and bolder and demonstrate the key themes and messages from the answers.

Most frequently used words in answer to:

- Q45. What do you believe is this persons primary strength as a leader? Please provide examples and rationale.



Below are "word clouds" showing the most frequently used words by individuals and nominees when answering the open response questions for Group Report. The most frequently used words appear larger and bolder and demonstrate the key themes and messages from the answers.

Most frequently used words in answer to:

- Q46. 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.

A word cloud visualization of responses to Q46. The words are arranged in a circular pattern. The word 'comment' is the largest and most central, followed by 'report'. Other words include 'colleague', 'direct', 'manager', and 'line'.

comment

report

colleague direct

manager

line