



360°feedback

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Date:

05/Aug/2020

GFB

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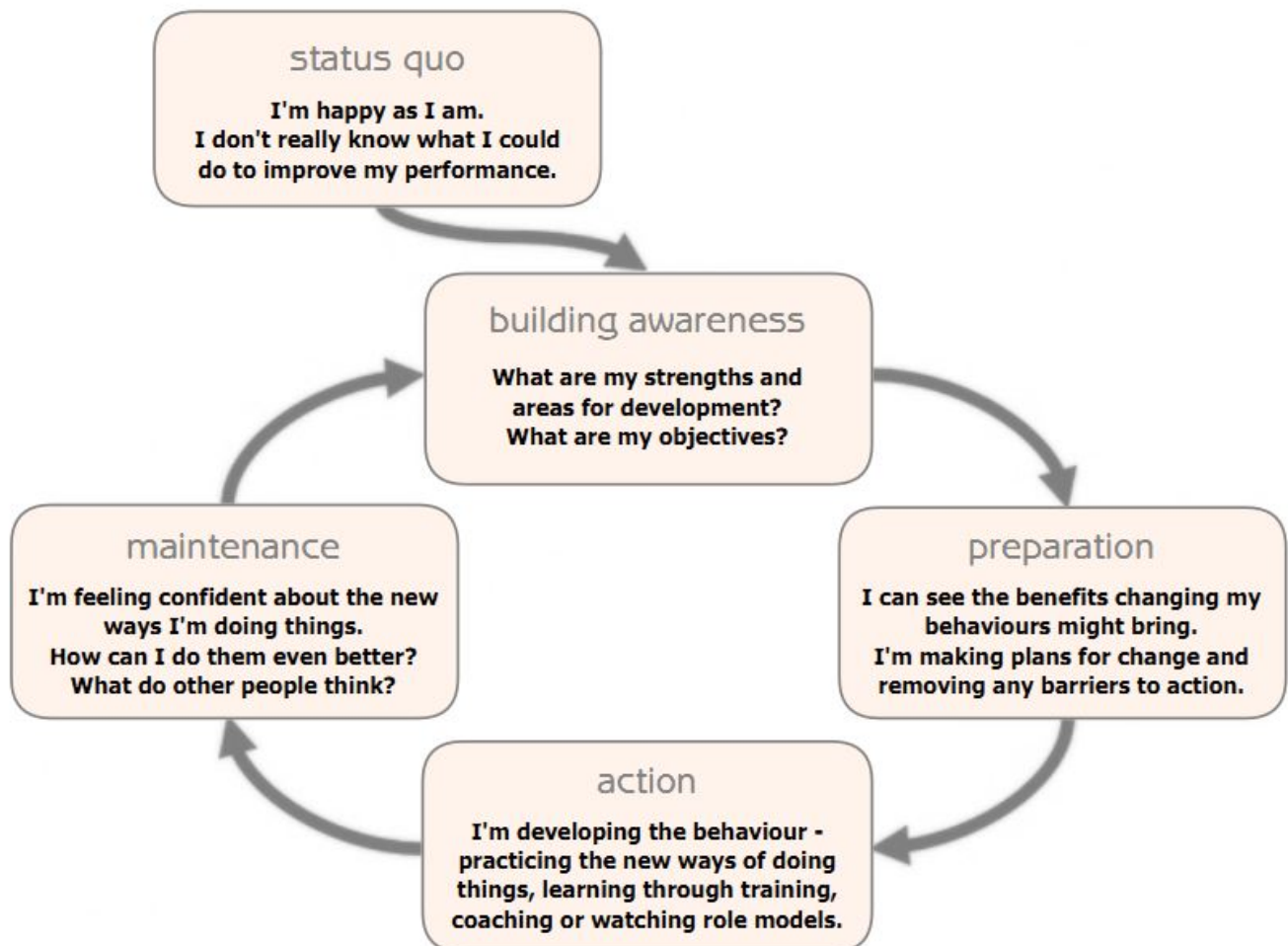
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Section 1: Introduction

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.

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.

This survey is designed to gather feedback from a variety of sources - people with whom you interact on a regular basis i.e. managers, direct reports and peers. Because the survey is anonymous, respondents are encouraged to feel free to share their true perceptions of what you do well and what you might not do so well.

Feedback is given in two key ways:

- By rating a series of statements, designed specifically to measure key behaviours and competencies, that are important for effective managers and leaders
- Through open-ended questions that allow respondents to give their comments.

The results are collated into this report to provide a graphical summary, detailed analysis, and summary of others comments, that highlight your strengths and areas for development.

Section 2: 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
Direct Reports	3	Direct Report 1, Direct Report 2, Direct Report 3
Colleagues	3	Colleague 1, Colleague 2, Colleague 3
Line Manager	1	Line Manager
Others	7	All the above excluding yourself

Respondents who were nominated, but who have not responded are not shown in the table.

*** If there are 2 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:

- **n/a.** Not able to rate
- **1.** Rarely/Never
- **2.** Sometimes
- **3.** Usually
- **4.** Almost Always
- **5.** Consistently

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 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?

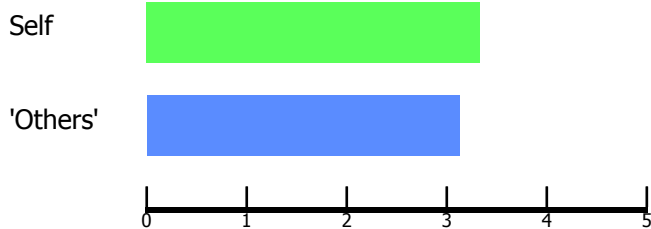
Section 3: Summary

Your leadership potential

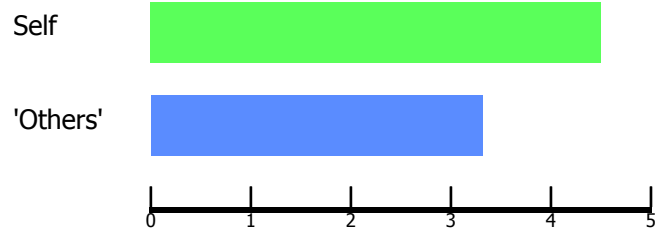
The graphs below show, at a high level, the results of your 360° feedback. From these you can begin to identify where your leadership potential lies.

Thinks

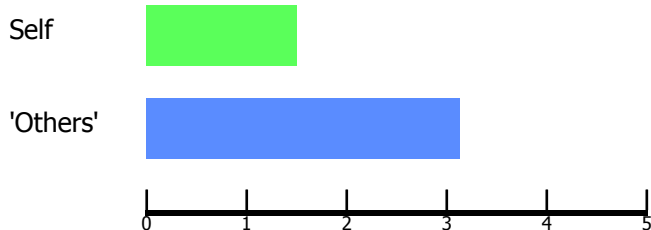
Seeking Information - Seeks a broad range of information about markets, customers, competitors and suppliers in order to understand the micro- and macro-environment.



Forming Concepts - Links information together to understand client issues and generate innovative ideas or solutions.

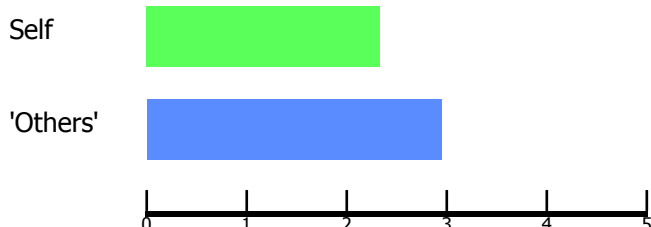


Conceptual Agility - Compares the pros and cons of multiple options in order to present the best solution for the client and the firm.

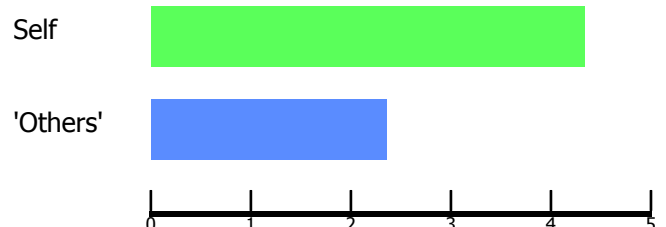


Involves

Enabling Openness - Is non-judgemental; uses open questions and clarifies understanding to develop rapport so that a meaningful connection is made with different types of people.

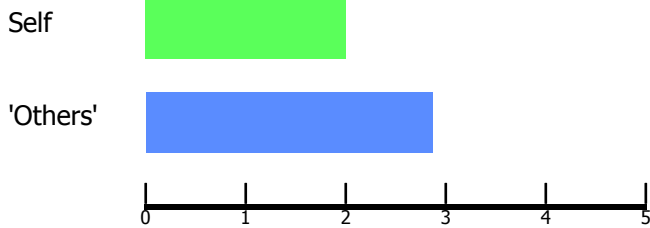


Facilitating Interaction - Brings people together who have different areas of expertise; encourages discussion and contribution from others to create team concepts that are more powerful than individual ideas.



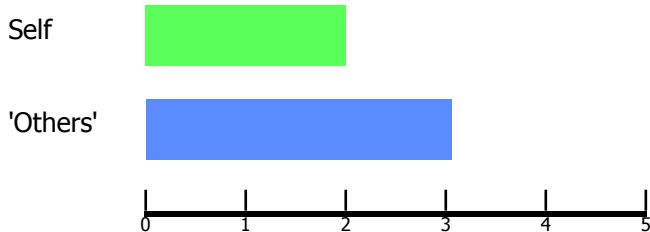
Involves Continued...

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

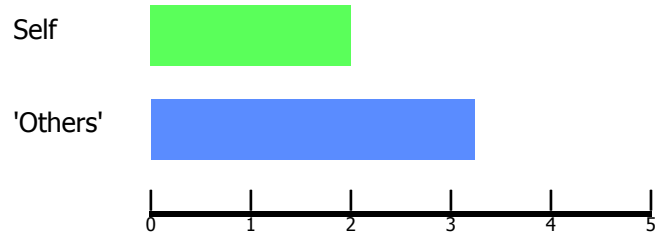


Inspires

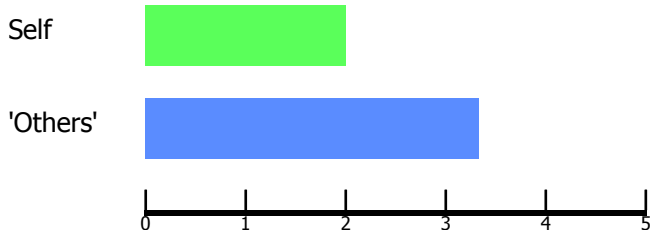
Influence - Sells ideas by highlighting the benefits. Creates a win-win; shows how realisation of own interests or goals will support those of others.



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



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 adding value to the client and enhancing team performance; sets and monitors metrics designed to improve revenue, profitability, efficiency and client satisfaction.

Self



'Others'



Empowering Action - Is proactive and removes barriers so that others can do the same. Takes personal responsibility for getting things done and goes beyond formal responsibilities in order to achieve this.

Self

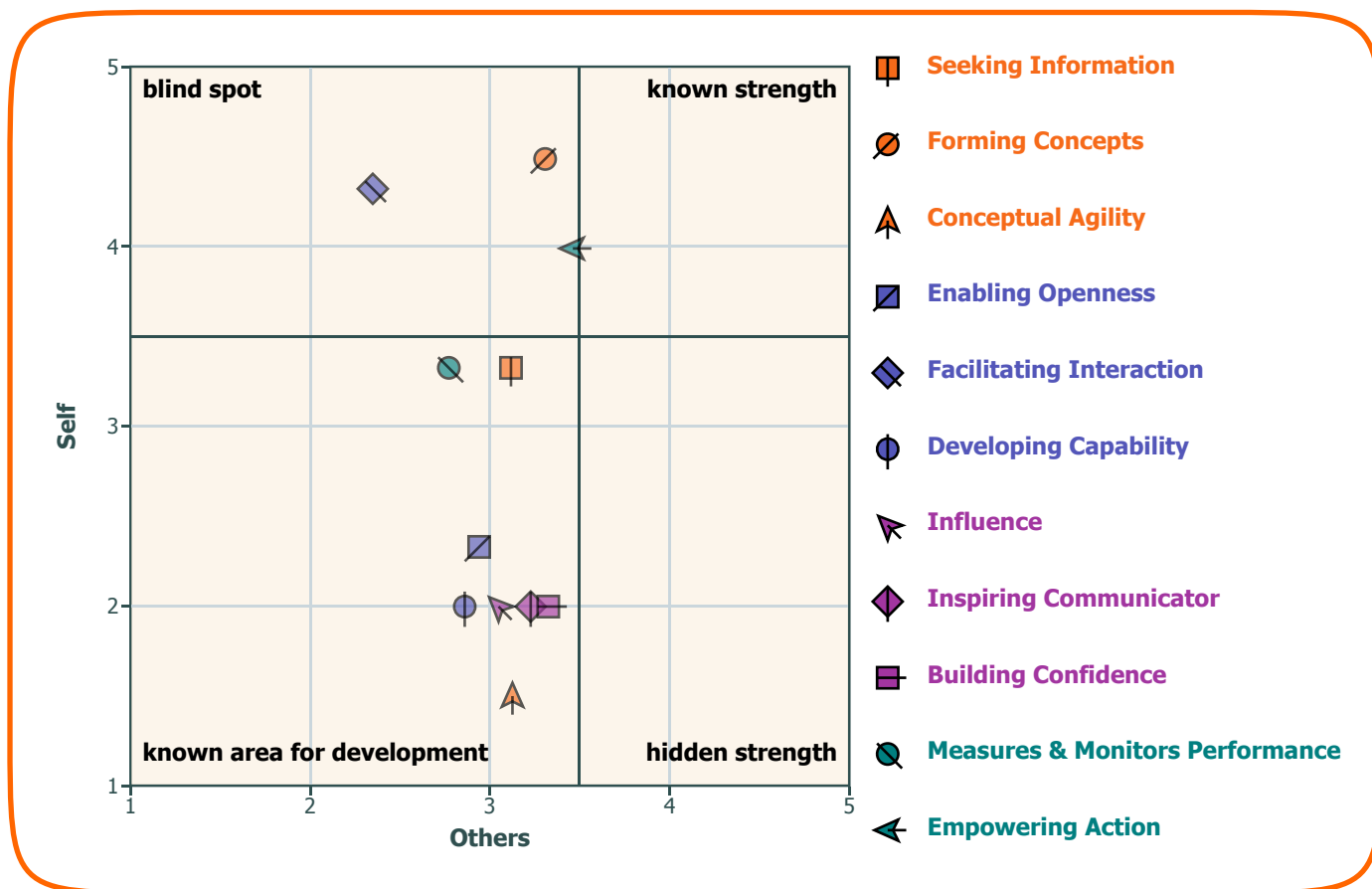


'Others'



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.

10 Highest scoring statements

Score	Managerial Competency	Qu No.	Statement
4.33	Conceptual Agility	3	They develop multiple options to include in their proposals in order to fully address client's needs
4.00	Empowering Action	7	They deliver work that is on time and of an appropriate quality
3.83	Building Confidence	16	They build confidence in the people around them by the things they say and do
3.67	Forming Concepts	17	They identify the root cause of problems rather than just looking at the symptoms
3.50	Inspiring Communicator	28	They get messages across clearly no matter which communication channel they use
3.50	Forming Concepts	10	They generate creative solutions to their clients' needs
3.50	Measures & Monitors Performance	21	They systematically review their objectives in order to ensure performance improvement
3.50	Developing Capability	19	They have a clear understanding of their own personal strengths and limitations and have a corresponding set of personal development actions
3.43	Enabling Openness	12	They adapt my style and the language they use depending on the situation and individual concerned
3.33	Empowering Action	5	They are known for making things happen because of the way they take personal responsibility for getting things done

10 Lowest scoring statements

Score	Managerial Competency	Qu No.	Statement
1.40	Measures & Monitors Performance	27	The objectives they set for myself are designed to have a positive impact on either profitability, quality or client experience
2.00	Facilitating Interaction	29	When addressing issues or planning work, they get all the right people involved in order to draw on the different skills, expertise and knowledge within the firm
2.25	Developing Capability	1	They provide others with constructive feedback in a timely manner
2.40	Facilitating Interaction	4	When facilitating meetings they ensure the involvement of all individuals
2.43	Enabling Openness	8	They use open questions to sensitively explore and uncover any deeper issues affecting others
2.60	Developing Capability	23	They help others in to develop their skills by providing support or guidance
2.67	Facilitating Interaction	26	When working as part of a group they contribute appropriately, putting forward their ideas and allowing others the opportunity to do the same
2.67	Influence	9	They focus on a win-win approach rather than on persuasion to build support for their ideas
2.80	Seeking Information	30	They bring information to the table that shows they maintain a broad and thorough understanding of our clients, market and competitors
2.83	Conceptual Agility	32	When faced with a potential barrier they respond flexibly and with an open mind in order to consider other ways forward

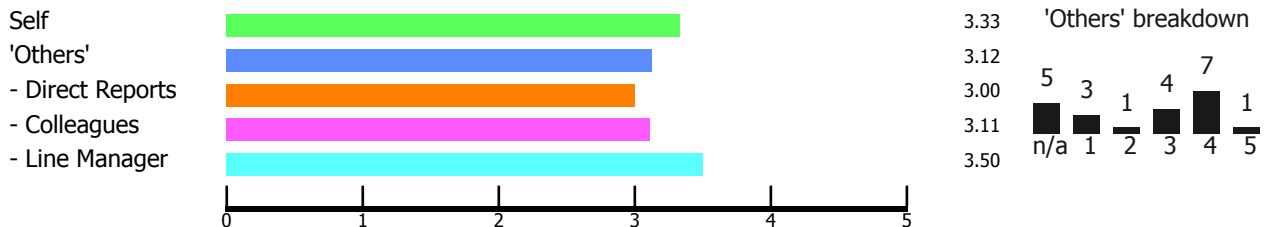
Section 4: Detail

Individual Statement Analysis

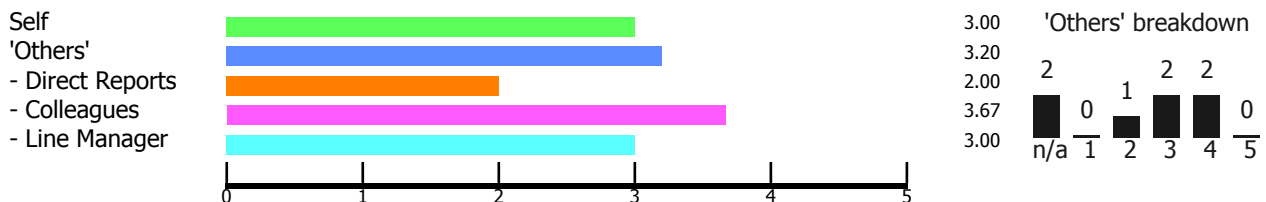
Seeking Information

Seeks a broad range of information about markets, customers, competitors and suppliers in order to understand the micro- and macro-environment.

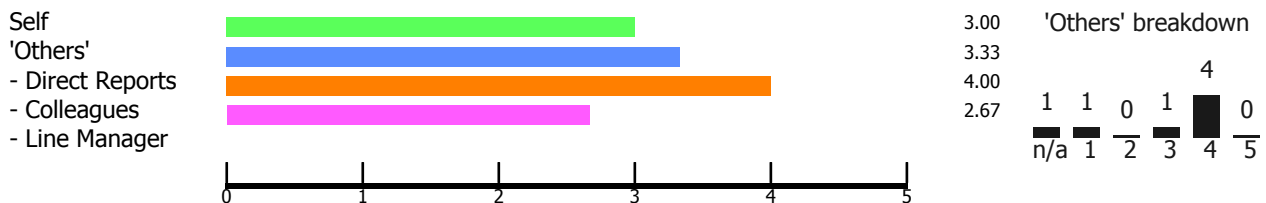
Overall Summary



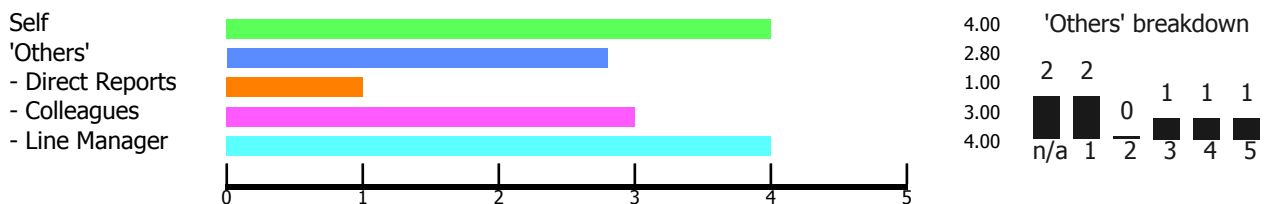
14. They ask penetrating questions to gain an in-depth understanding of situations they are involved in or tasks they are undertaking



22. They exchange relevant information and knowledge with colleagues



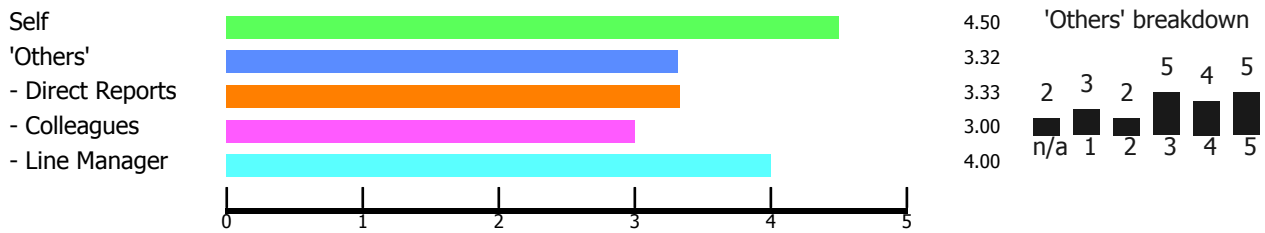
30. They bring information to the table that shows they maintain a broad and thorough understanding of our clients, market and competitors



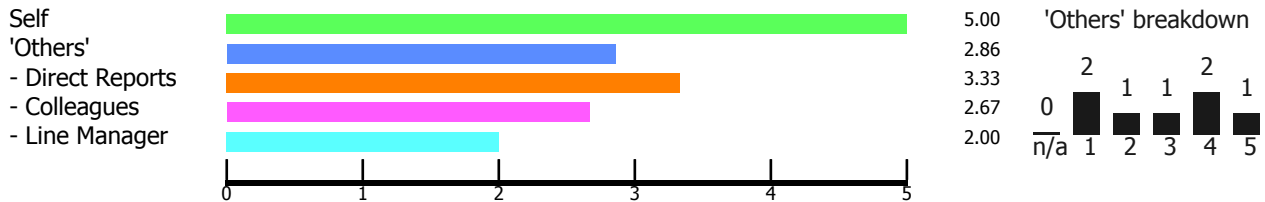
Forming Concepts

Links information together to understand client issues and generate innovative ideas or solutions.

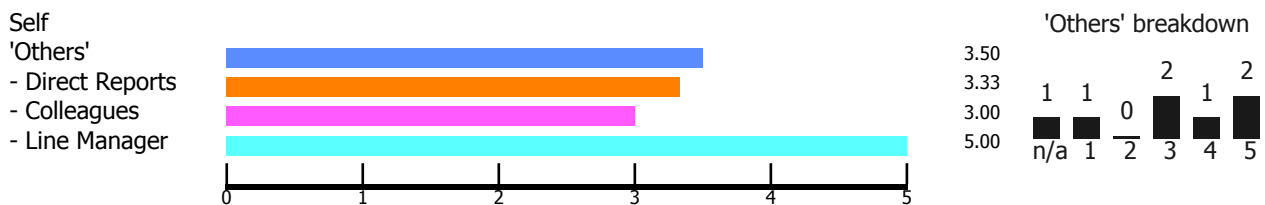
Overall Summary



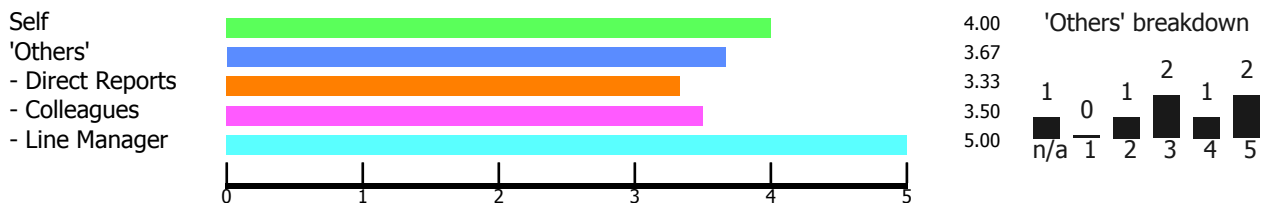
6. They get involved in activities that promote new or innovative ways of doing things



10. They generate creative solutions to their clients' needs



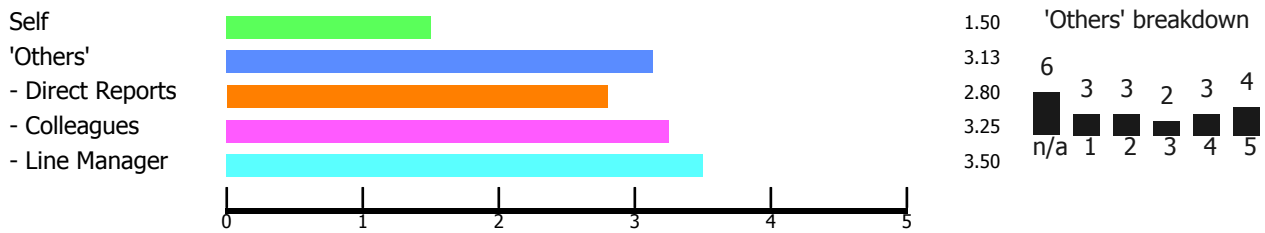
17. They identify the root cause of problems rather than just looking at the symptoms



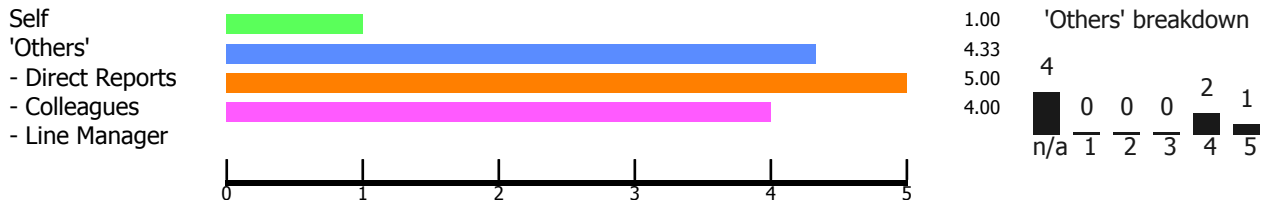
Conceptual Agility

Compares the pros and cons of multiple options in order to present the best solution for the client and the firm.

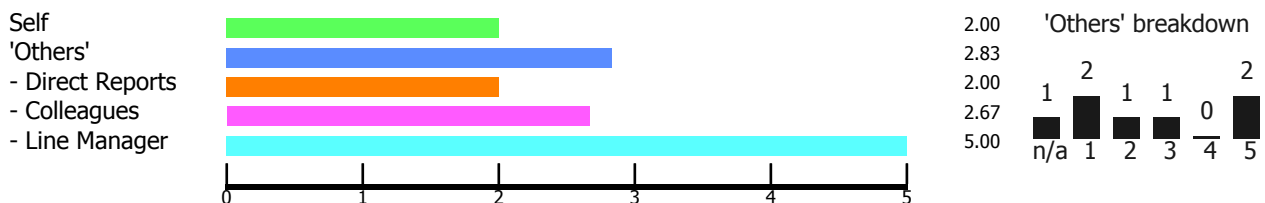
Overall Summary



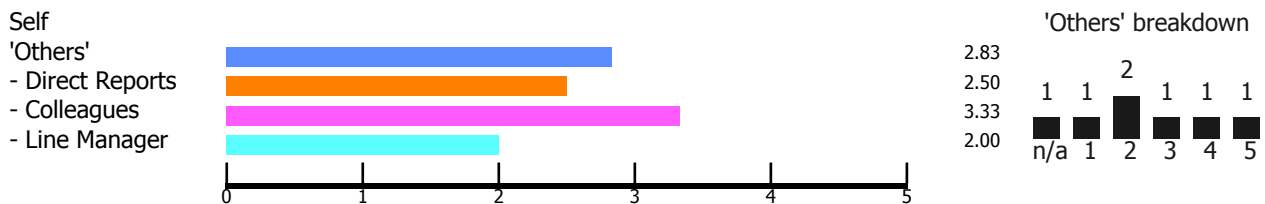
3. They develop multiple options to include in their proposals in order to fully address client's needs



18. They create options that maximise the benefits and minimise the risks of the solutions they have provided



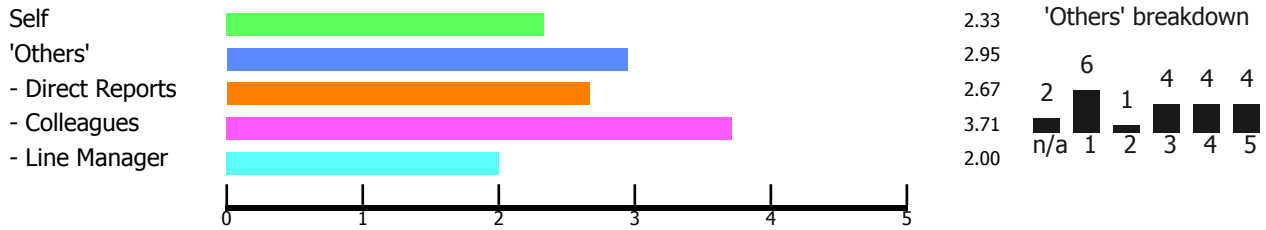
32. When faced with a potential barrier they respond flexibly and with an open mind in order to consider other ways forward



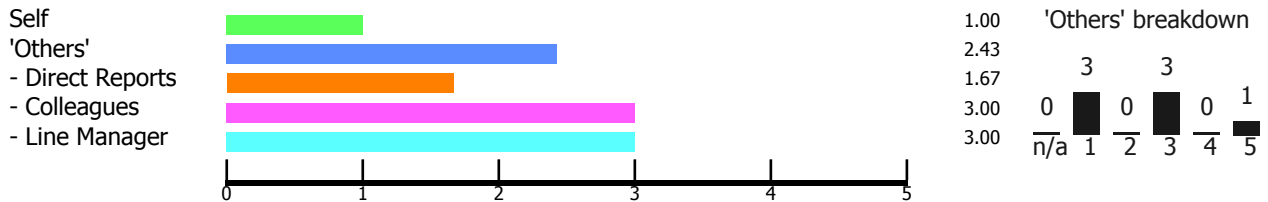
Enabling Openness

Is non-judgemental; uses open questions and clarifies understanding to develop rapport so that a meaningful connection is made with different types of people.

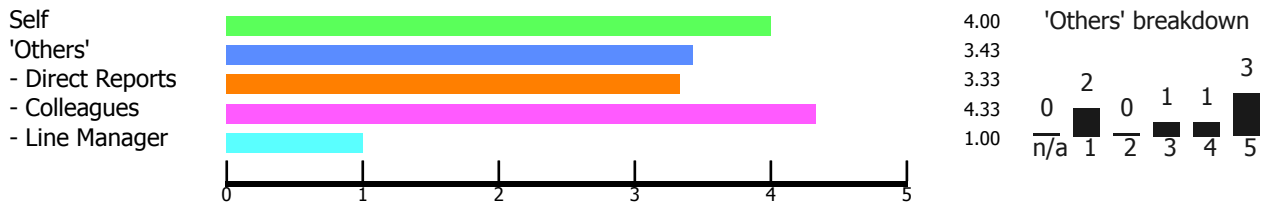
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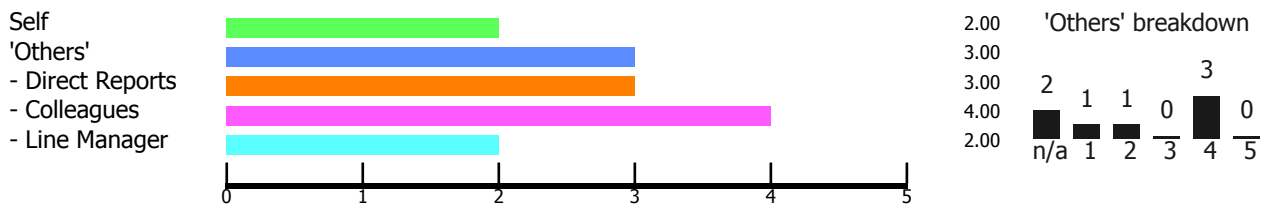
8. They use open questions to sensitively explore and uncover any deeper issues affecting others



12. They adapt my style and the language they use depending on the situation and individual concerned



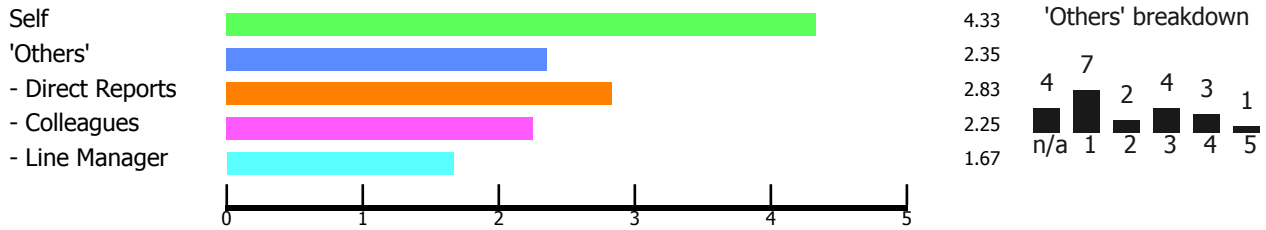
13. They openly share their own thoughts and views with others



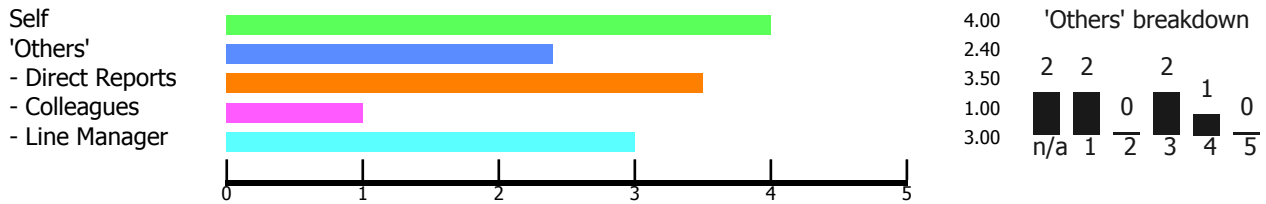
Facilitating Interaction

Brings people together who have different areas of expertise; encourages discussion and contribution from others to create team concepts that are more powerful than individual ideas.

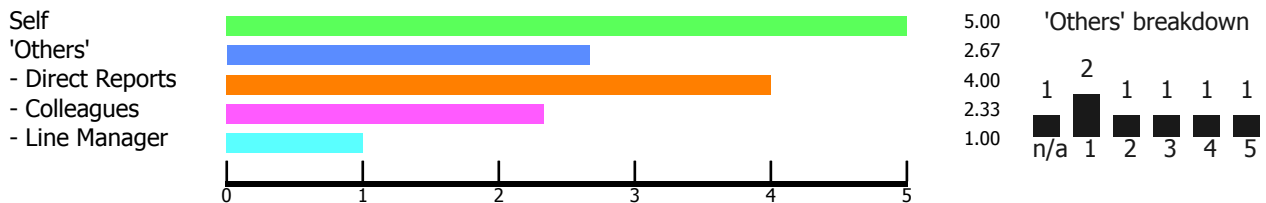
Overall Summary



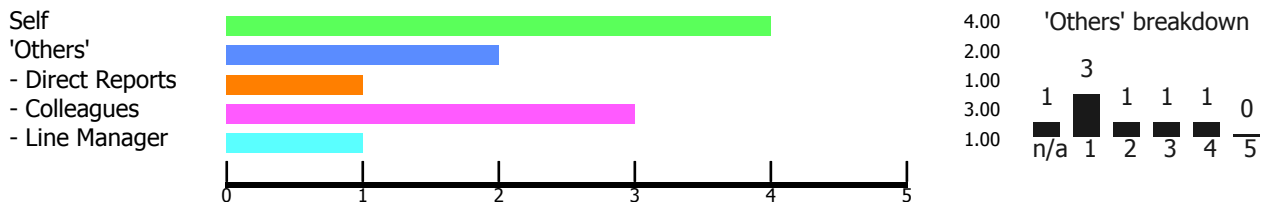
4. When facilitating meetings they ensure the involvement of all individuals



26. When working as part of a group they contribute appropriately, putting forward their ideas and allowing others the opportunity to do the same



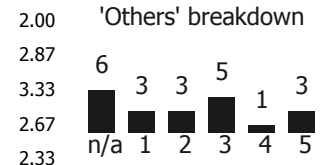
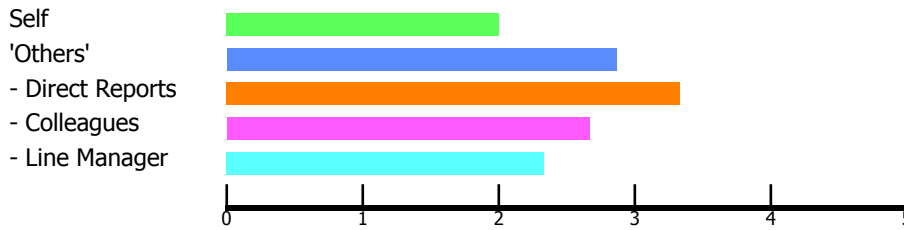
29. When addressing issues or planning work, they get all the right people involved in order to draw on the different skills, expertise and knowledge within the firm



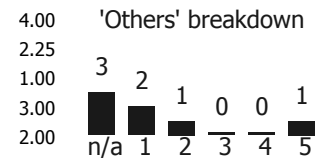
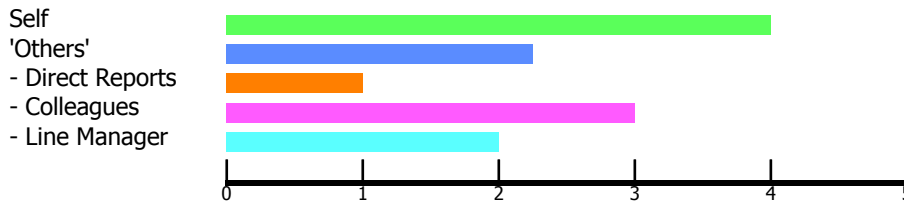
Developing Capability

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

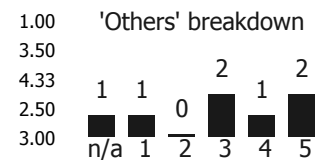
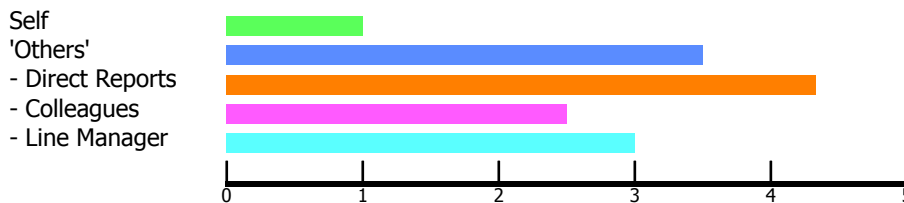
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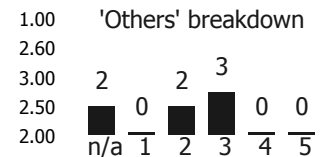
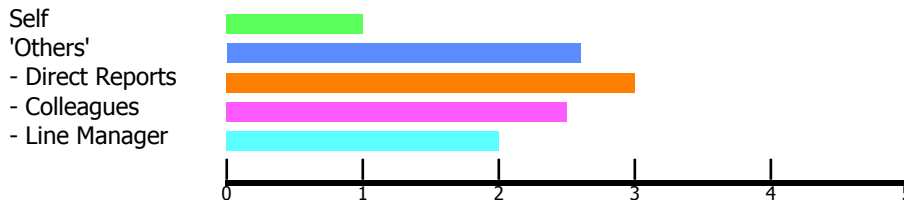
1. They provide others with constructive feedback in a timely manner



19. They have a clear understanding of their own personal strengths and limitations and have a corresponding set of personal development actions



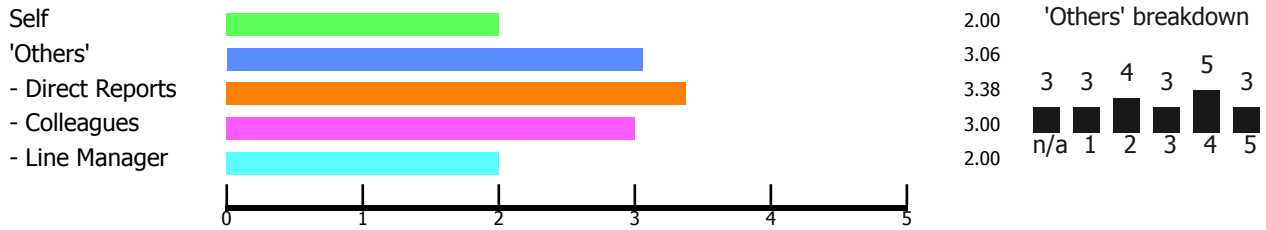
23. They help others in to develop their skills by providing support or guidance



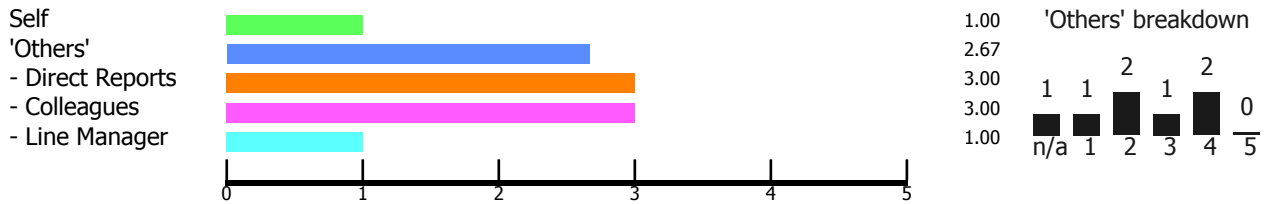
Influence

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

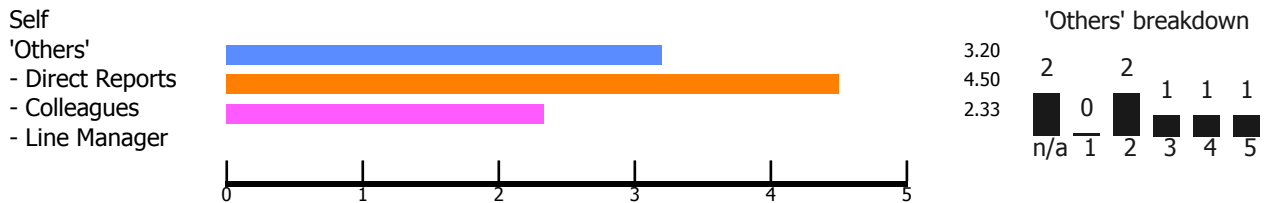
Overall Summary



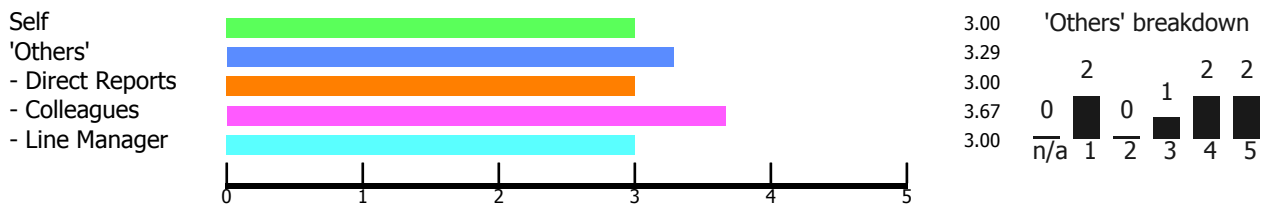
9. They focus on a win-win approach rather than on persuasion to build support for their ideas



24. When seeking support for my ideas, they clearly describe the benefits and advantages



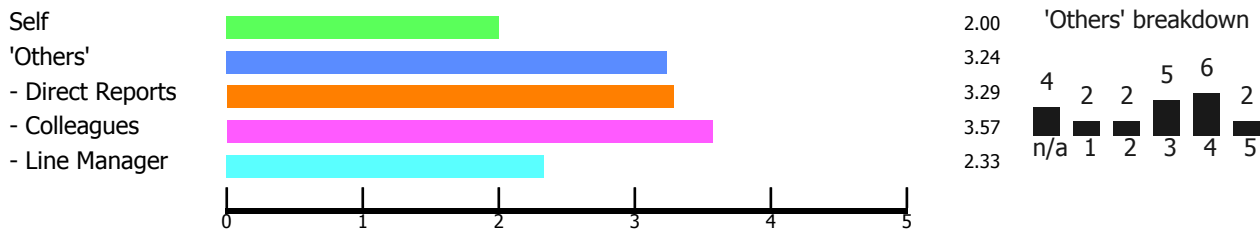
25. They are well-connected and have an influential network to call on both internally and externally



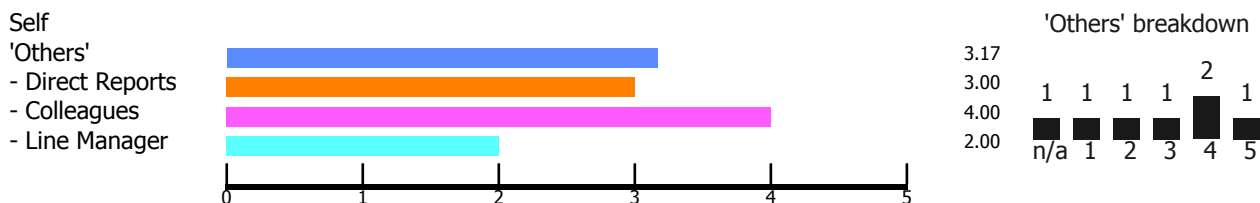
Inspiring Communicator

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

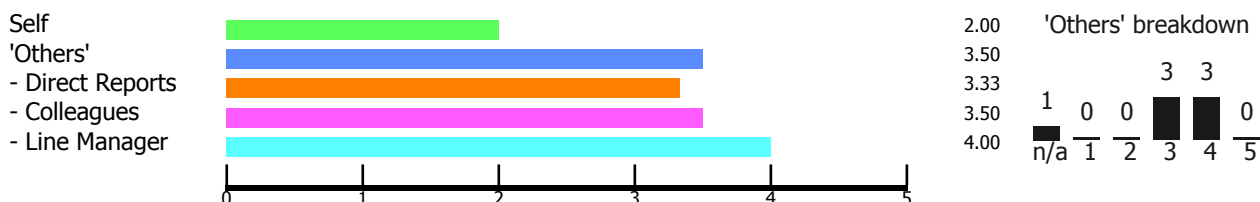
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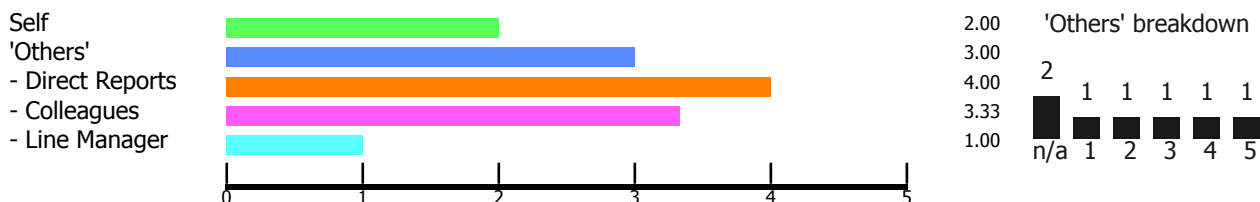
2. Their presentations leave others feeling enthusiastic about their message



28. They get messages across clearly no matter which communication channel they use



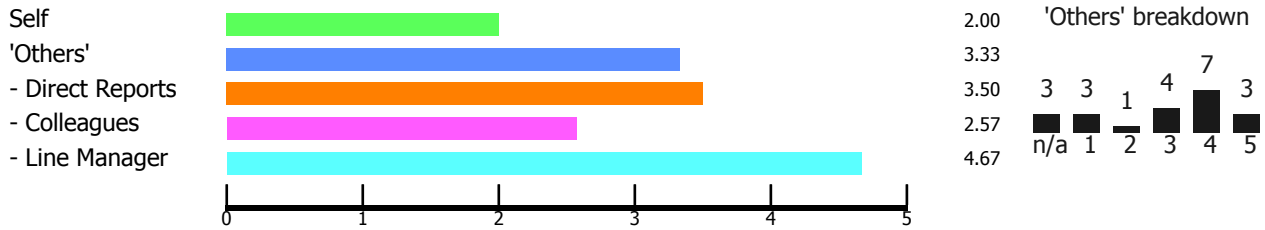
31. They use communication techniques (e.g. metaphors, examples, diagrams) in order to convey important messages in simple ways



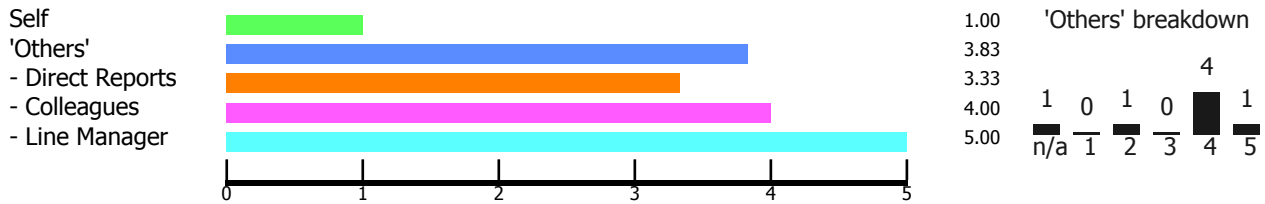
Building Confidence

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

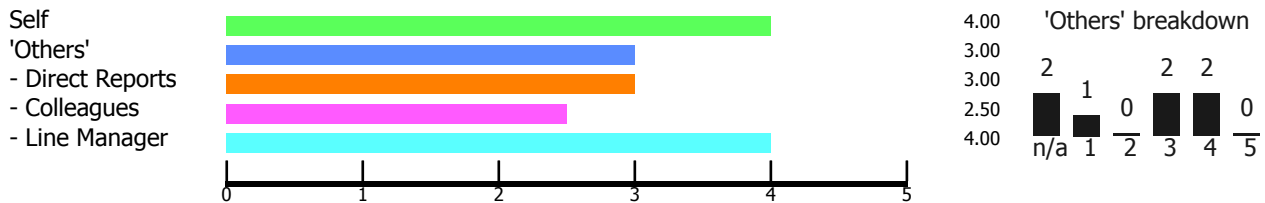
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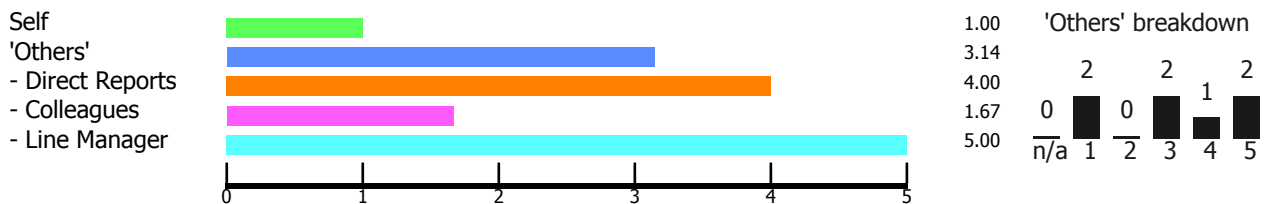
16. They build confidence in the people around them by the things they say and do



20. They make timely decisions and can justify them when challenged



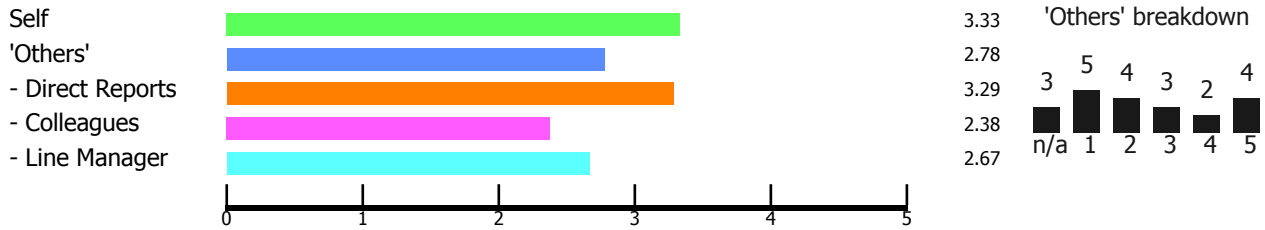
33. Their words and actions demonstrate that they remain positive even in difficult situations



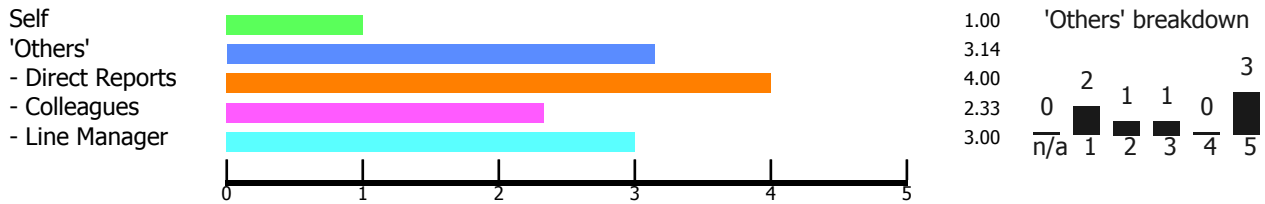
Measures & Monitors Performance

Focuses on adding value to the client and enhancing team performance; sets and monitors metrics designed to improve revenue, profitability, efficiency and client satisfaction.

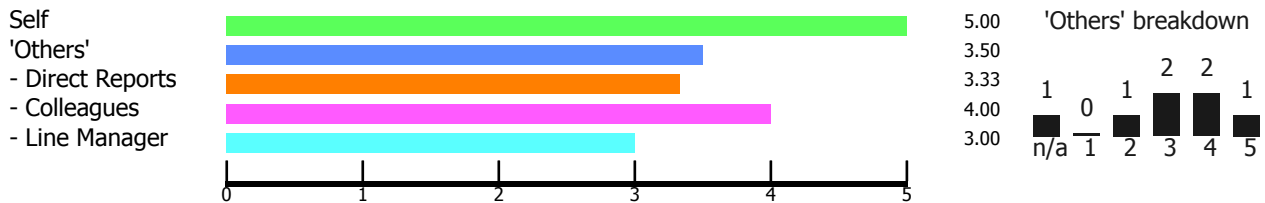
Overall Summary



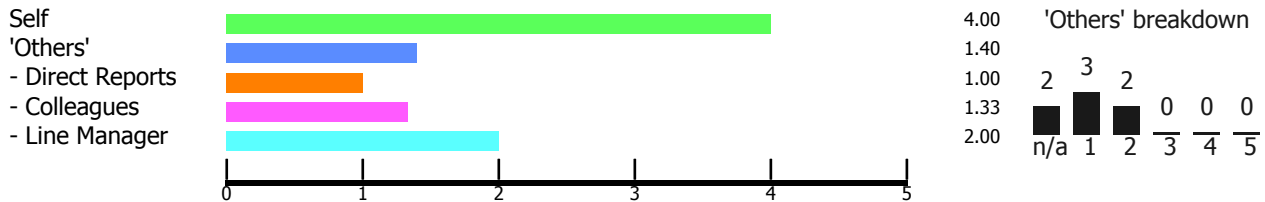
11. They set targets for themselves that are achievable but also stretching



21. They systematically review their objectives in order to ensure performance improvement



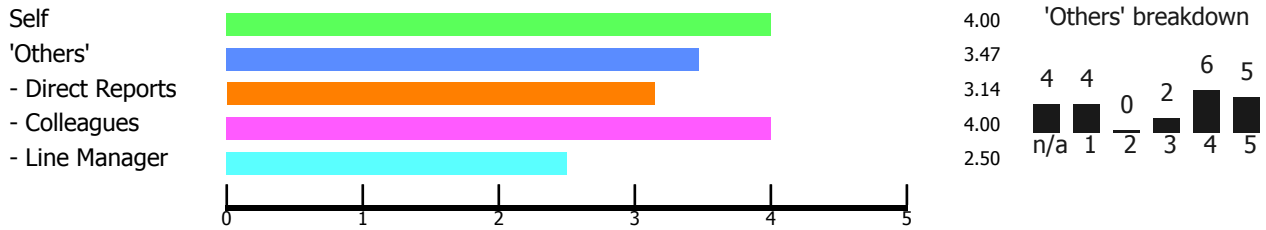
27. The objectives they set for myself are designed to have a positive impact on either profitability, quality or client experience



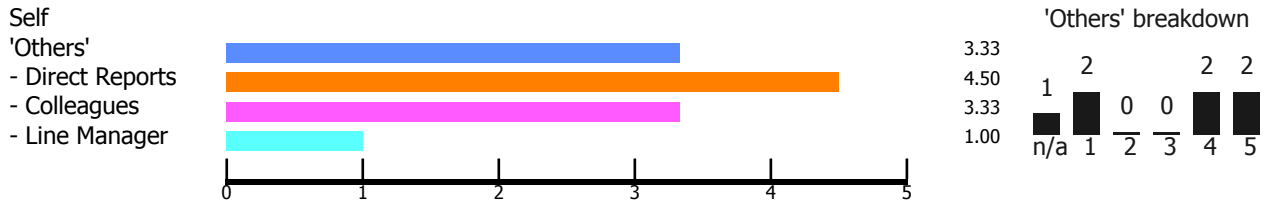
Empowering Action

Is proactive and removes barriers so that others can do the same. Takes personal responsibility for getting things done and goes beyond formal responsibilities in order to achieve this.

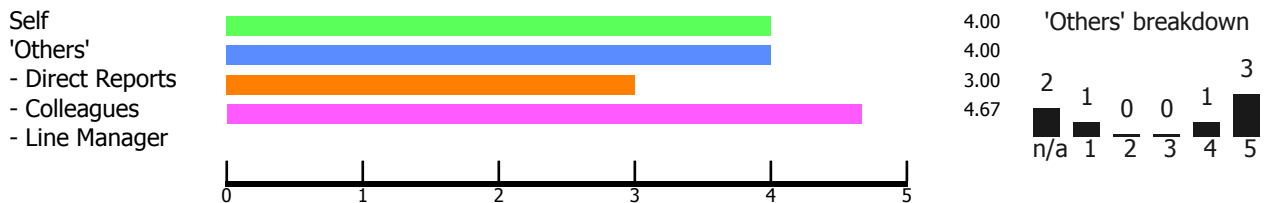
Overall Summary



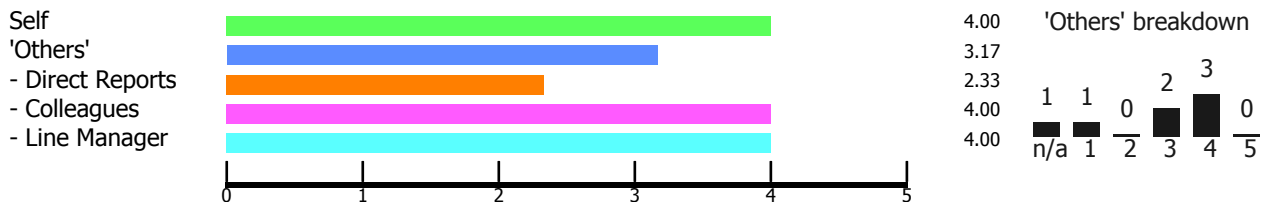
5. They are known for making things happen because of the way they take personal responsibility for getting things done



7. They deliver work that is on time and of an appropriate quality



15. They are one step ahead of the game anticipating potential obstacles where additional actions may be needed



Section 5: Open-ended comments

Made by Self

34. What would you say are your key strengths? Please provide examples of the impact you believe they have.

"Self comment"

35. What would you say are your greatest development needs? Please provide examples of the impact you believe this development will have.

"Self comment"

34. What would you say are this person's key strengths? Please provide examples of the impact you believe they have.

"Direct report comment"

"Direct Report comment"

"Direct report comment"

35. What would you say are this person's greatest development needs? Please provide examples of the impact you believe this development will have.

"Direct report comment"

"Direct report comment"

"Direct report comment"

34. What would you say are this person's key strengths? Please provide examples of the impact you believe they have.

"Colleague comment"

"Colleague comment"

"Colleague comment"

35. What would you say are this person's greatest development needs? Please provide examples of the impact you believe this development will have.

"Colleague comment"

"Colleague comment"

"Colleague comment"

34. What would you say are this person's key strengths? Please provide examples of the impact you believe they have.

"Line manager comment"

35. What would you say are this person's greatest development needs? Please provide examples of the impact you believe this development will have.

"Line manager comment"

Section 6: 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?**