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Date:

31/Jul/2020

GFB

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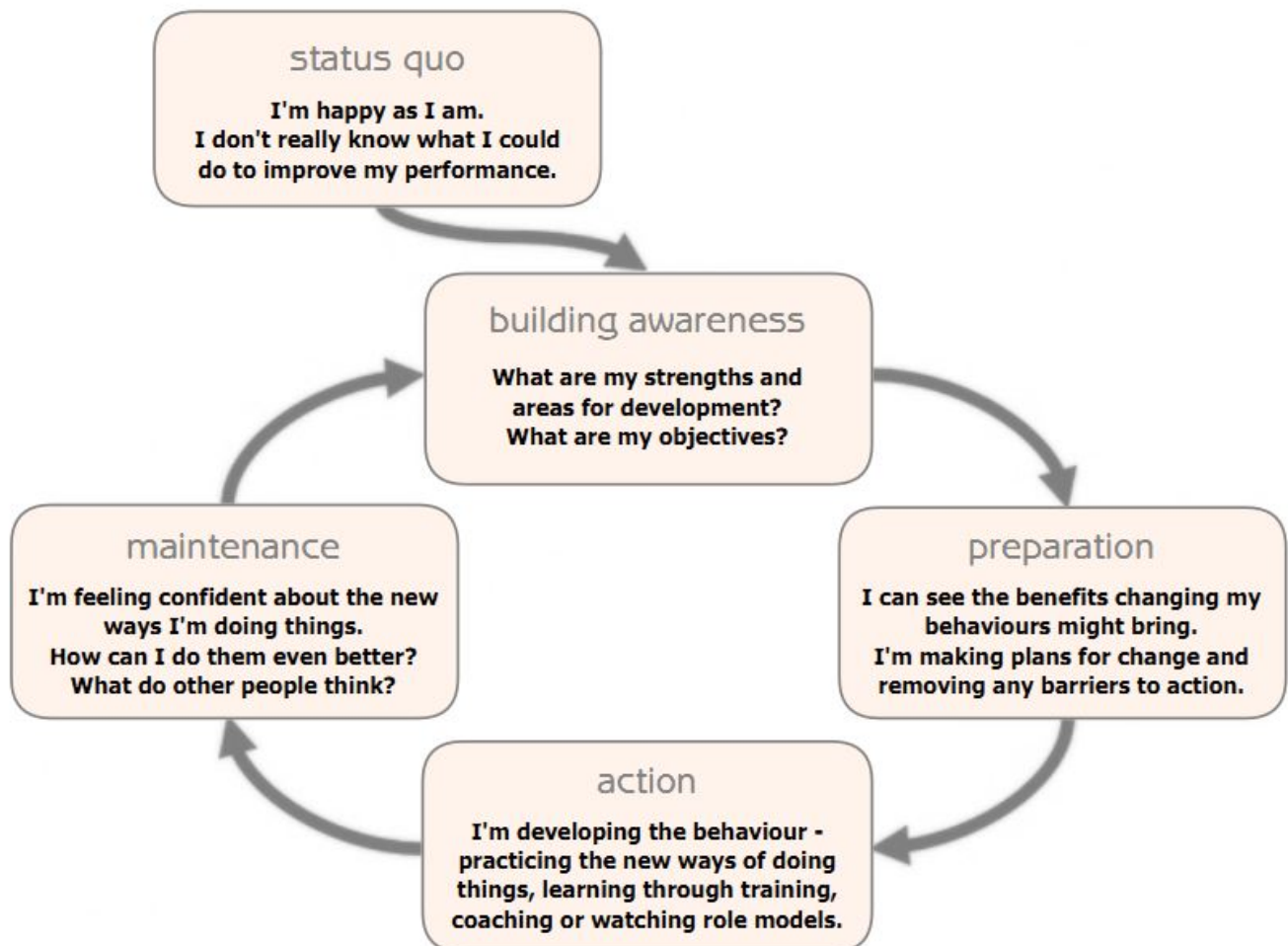
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## Section 1: Introduction

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
Line Manager	1	Line Manager
Direct Reports	3	Direct Report 1, Direct Report 2, Direct Report 3
Colleagues	3	Colleague 1, Colleague 2, Colleague 3
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?

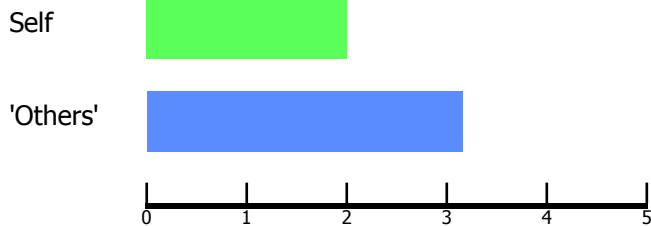
## Section 3: Summary

### Your leadership potential

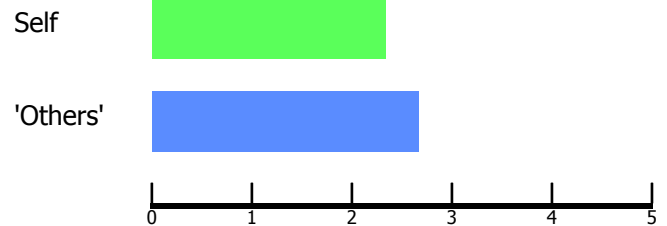
The graphs below show, at a high level, the results of your 360° feedback. From these you can begin to identify where your leadership potential lies.

#### Thinks

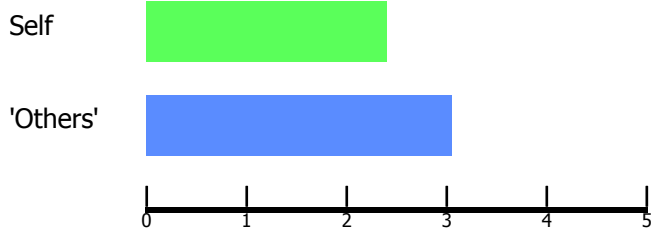
**Seeking Information** - Seeks and shares a broad and rich range of information.



**Forming Concepts** - Links information together to identify and understand causes and to generate innovative ideas or solutions.

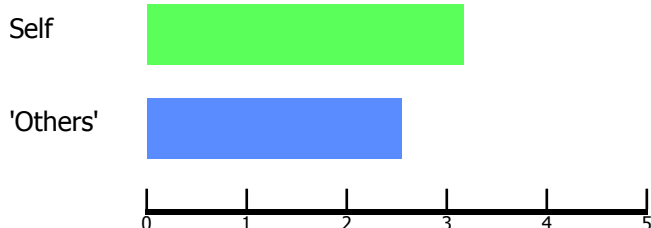


**Conceptual Agility** - Compares the pros and cons of options and solutions to identify the best way forward. Responds comfortably to change or ambiguity.

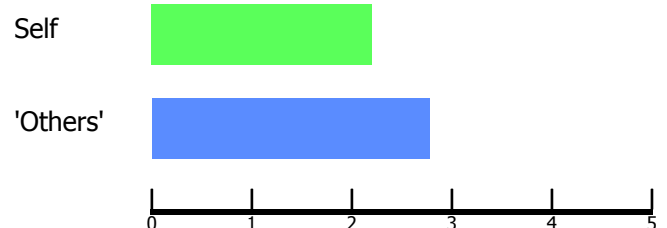


#### Involves

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

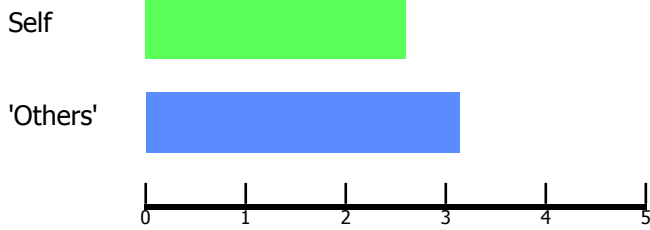


**Facilitating Interaction** - Brings people together; encourages discussion and contribution from others so that a common understanding is gained.



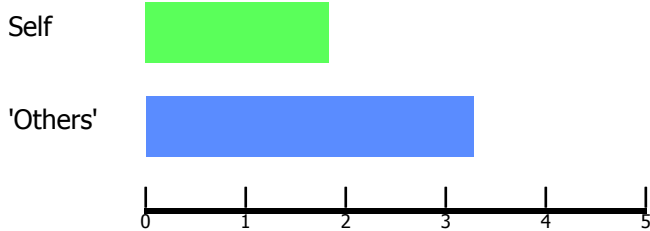
## Involves Continued...

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

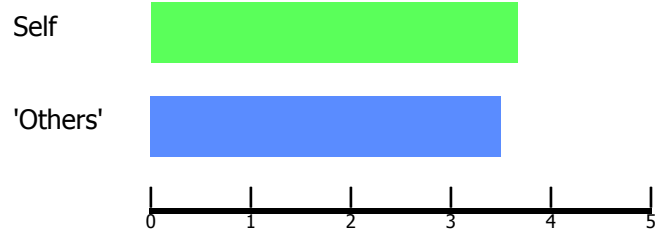


## Inspires

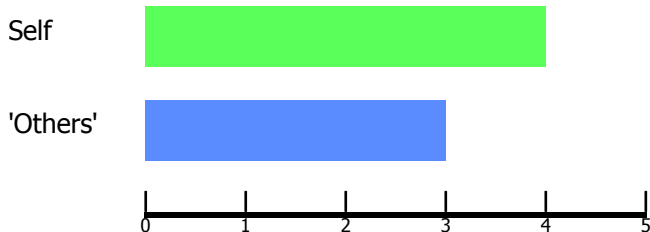
**Influence** - Sells ideas by highlighting the benefits. Creates a win-win; shows how realisation of own interests or goals will support those of others.



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



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





## Achieves

**Measures & Monitors Performance** - Sets and monitors metrics designed to improve productivity, efficiency, customer satisfaction, and internal capability.

Self



'Others'



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

Self

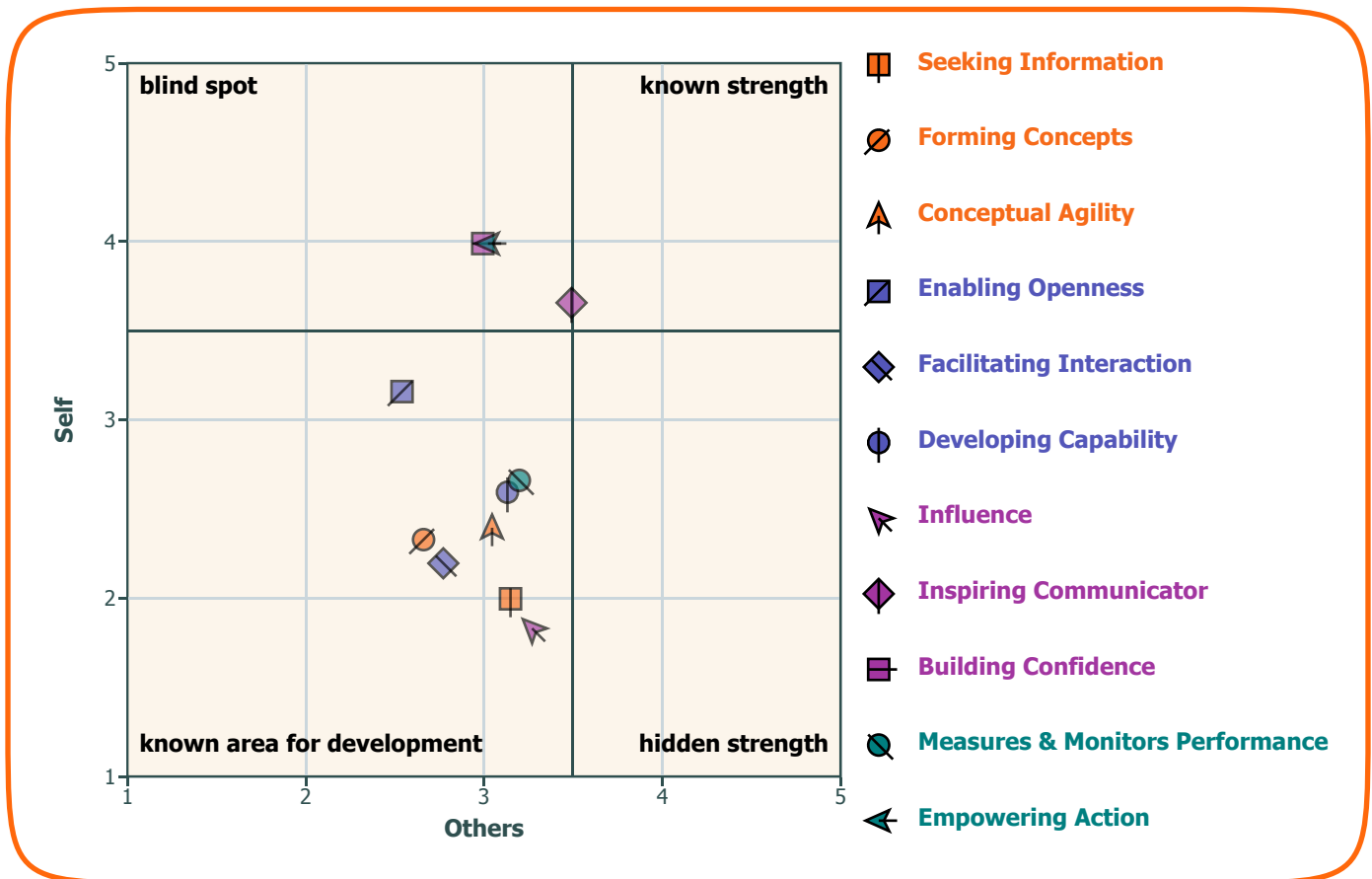


'Others'



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
4.29	Inspiring Communicator	53	They convey complex, detailed ideas and information in a way that enthuses and engages the listener.
4.25	Building Confidence	42	They openly confront behaviour that has the potential to impact others or the business negatively.
4.17	Conceptual Agility	52	When faced with a potential issue or barrier they respond with an open mind.
3.80	Seeking Information	34	They provide information/insights that demonstrates they have carried out a broad search for relevant facts and figures in relation to the task or situation at hand.
3.75	Measures & Monitors Performance	65	They have created systems/tools for measuring and monitoring performance so that others in the business strive for continuous improvement.
3.75	Seeking Information	11	They seek information beyond the scope of the particular issue being addressed in order to understand its wider implications.
3.71	Influence	19	They have created a value within the organisation for a win-win approach to gaining buy-in.
3.67	Inspiring Communicator	51	They have built a culture and value for excellence in multi-channel communication.
3.60	Measures & Monitors Performance	12	They track targets they set for individuals, teams and the business.
3.57	Developing Capability	31	They take personal responsibility for developing their team in the skills and capabilities required for future success.

## 10 Lowest scoring statements

Score	Managerial Competency	Qu No.	Statement
2.00	Enabling Openness	30	They have built a climate in which others listen and reserve judgement in order to fully understand the ideas and feelings of others.
2.00	Forming Concepts	22	They develop solutions that take into account the broader business environment.
2.00	Building Confidence	24	They have created processes that enable the organisation to share its successes and optimism about the future with both internal and external stakeholders.
2.17	Forming Concepts	1	When faced with an issue they seek to understand the underlying cause, not just the symptoms.
2.25	Enabling Openness	48	They use open questions in order to find out other people's points of view, thoughts and feelings.
2.33	Conceptual Agility	28	They have created a value for experimenting with and exploring alternative options within the business.
2.33	Building Confidence	56	They have created a culture where others are confident to take decisions and own the outcome.
2.43	Facilitating Interaction	35	They have put in place processes that have created a value for working collaboratively.
2.50	Enabling Openness	10	They respond in a non-judgemental way when listening to thoughts and views that differ to their own.
2.50	Forming Concepts	26	They encourage others to identify the root causes of problems rather than focus on symptoms.

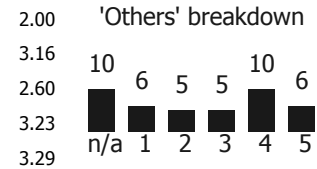
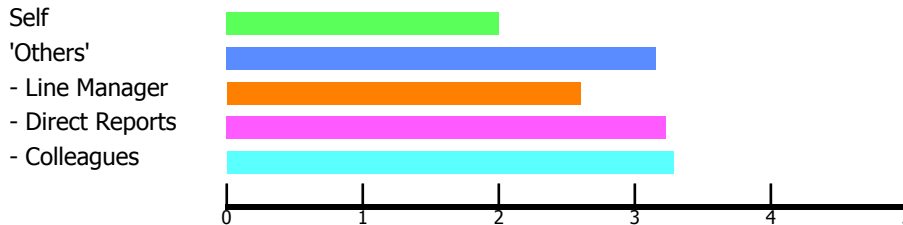
## Section 4: Detail

### Individual Statement Analysis

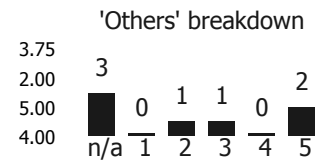
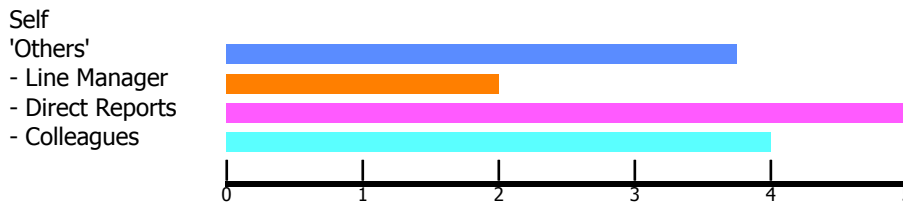
#### Seeking Information

Seeks and shares a broad and rich range of information.

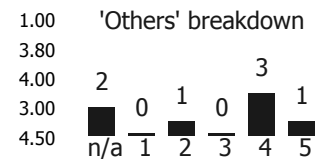
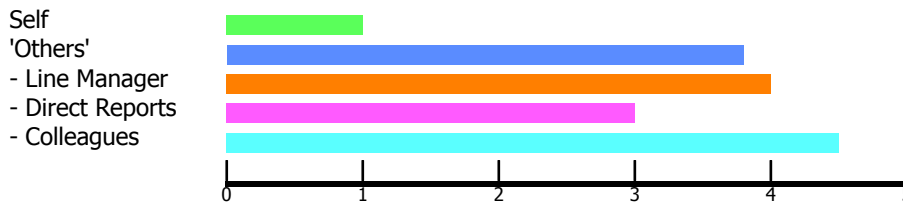
##### Overall Summary



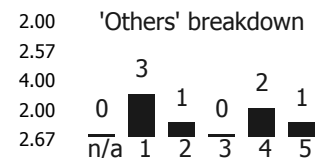
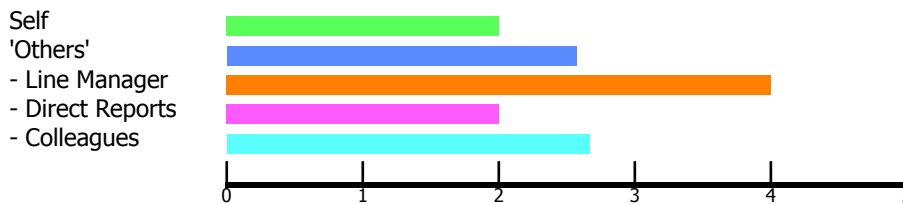
**11. They seek information beyond the scope of the particular issue being addressed in order to understand its wider implications.**



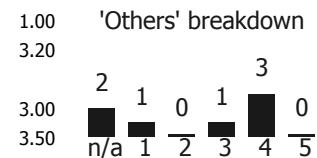
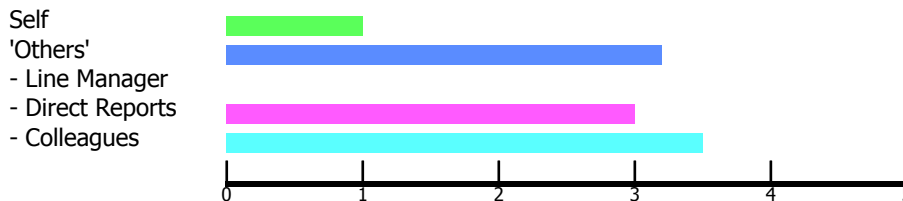
**34. They provide information/insights that demonstrates they have carried out a broad search for relevant facts and figures in relation to the task or situation at hand.**



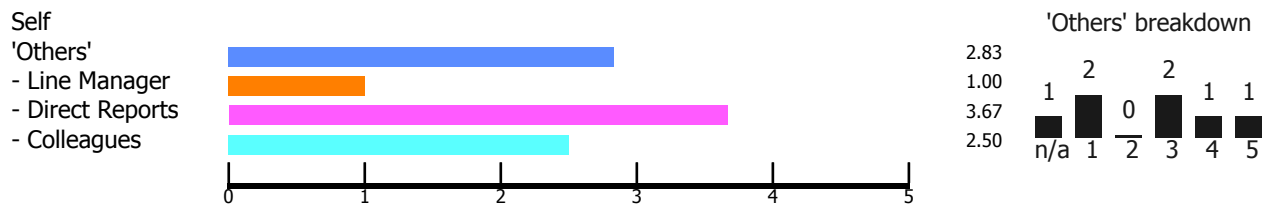
**37. They exchange relevant information and knowledge with colleagues, customers and suppliers**



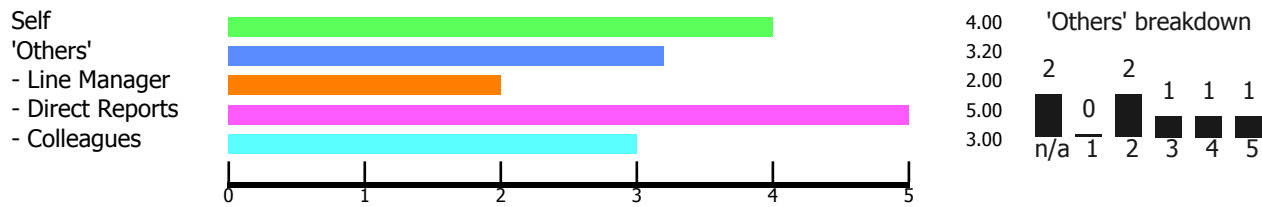
**58. They have created opportunities for researching and sharing new trends, innovations and developments to keep people's knowledge current and leading.**



59. They have created a value within the company for gathering and sharing information.



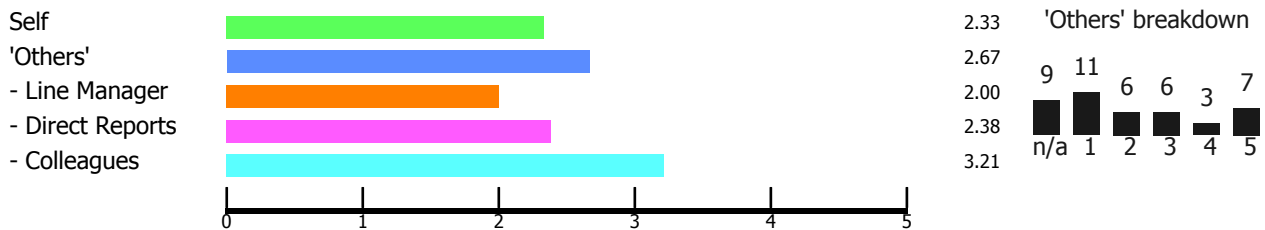
66. They ask penetrating questions to find out information from colleagues, clients, competitors and suppliers.



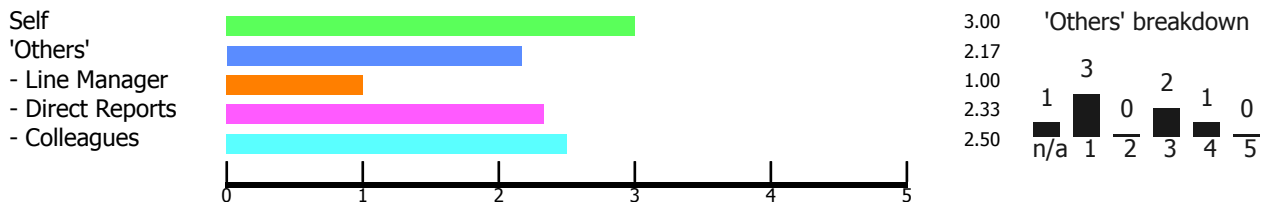
## Forming Concepts

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

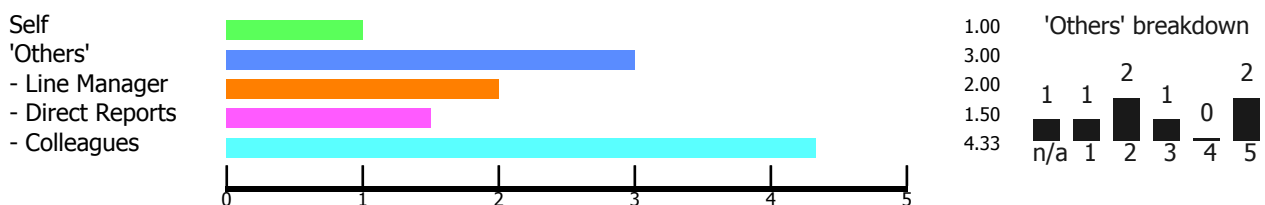
### Overall Summary



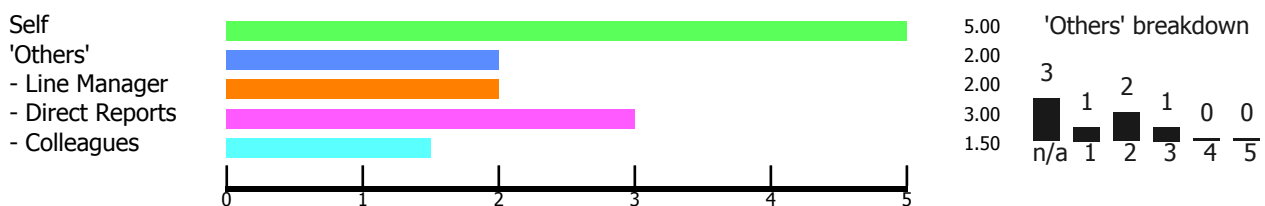
### 1. When faced with an issue they seek to understand the underlying cause, not just the symptoms.



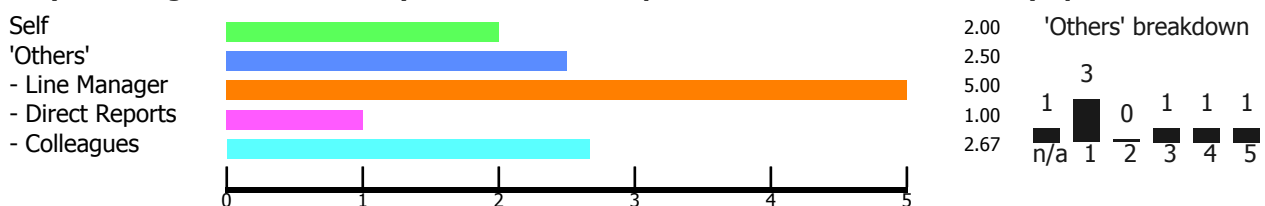
### 16. They have created regular opportunities for people to propose new ideas, solutions or ways of operating.



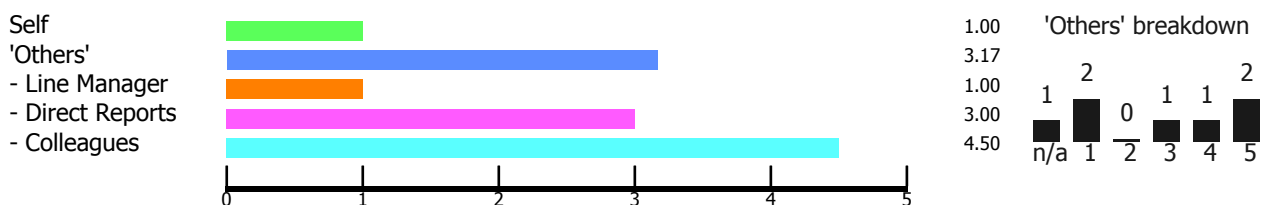
### 22. They develop solutions that take into account the broader business environment.



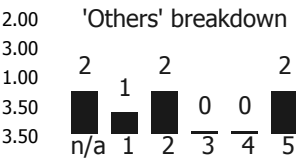
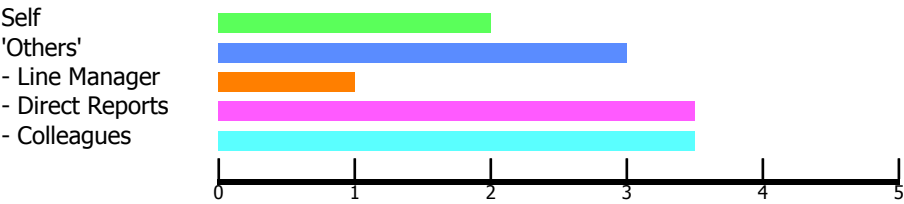
### 26. They encourage others to identify the root causes of problems rather than focus on symptoms.



### 36. They consider a wide range of information in order to get to the root cause.



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

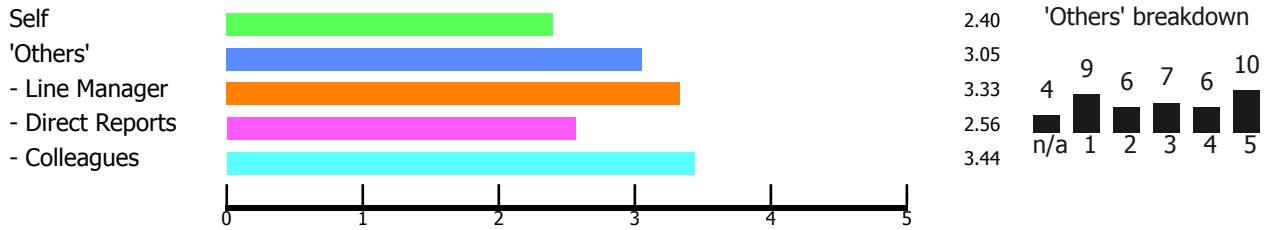




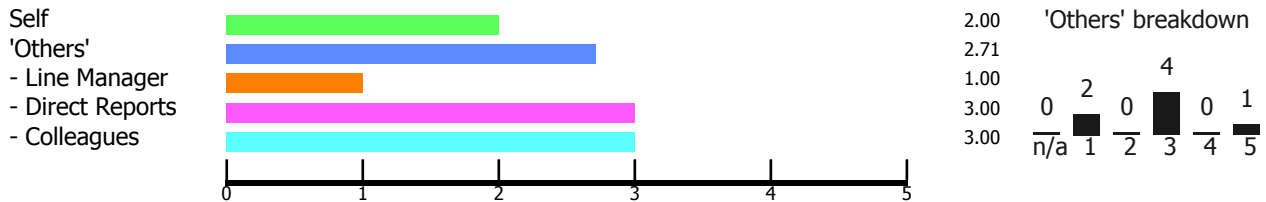
## Conceptual Agility

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

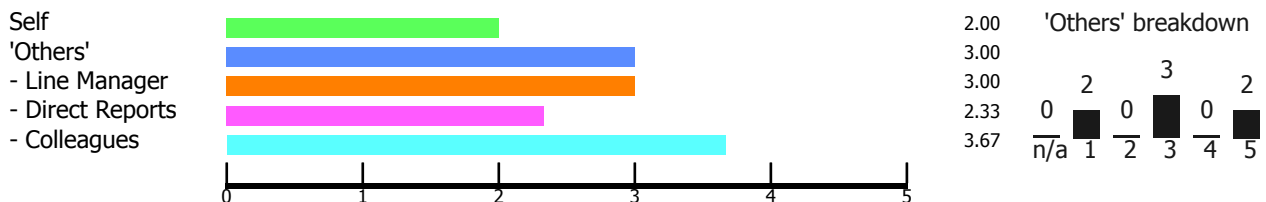
### Overall Summary



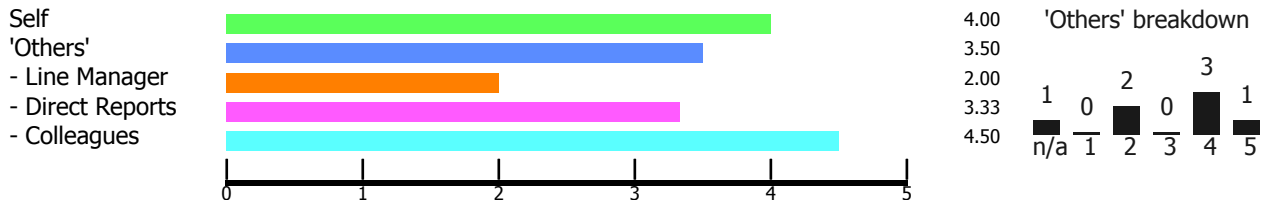
### 14. When considering how to solve a business issue they explore the alternatives.



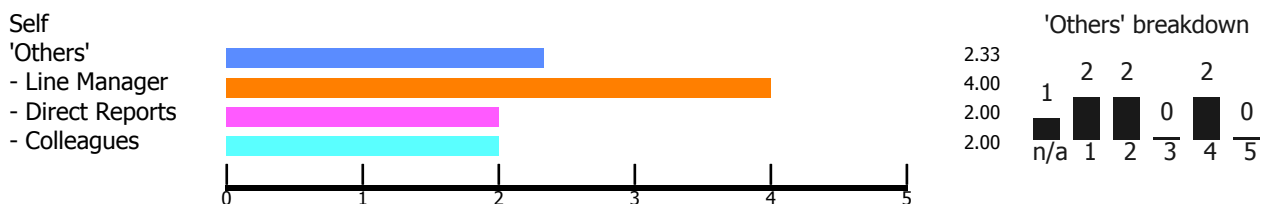
### 18. They critically assess factors that may affect the success of projects or the business.



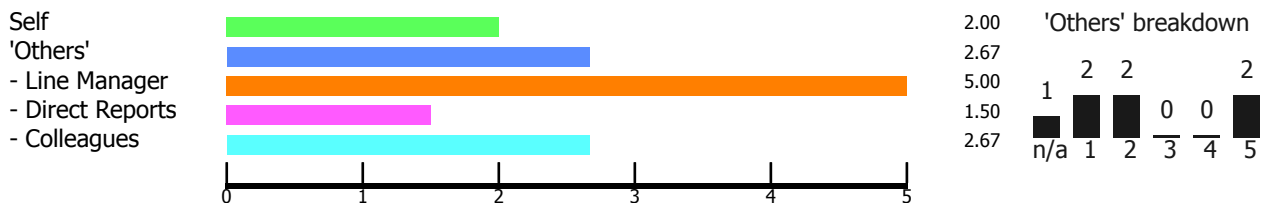
### 23. They create an over-arching plan or strategy that maximises the benefits and minimises the downside of any original options



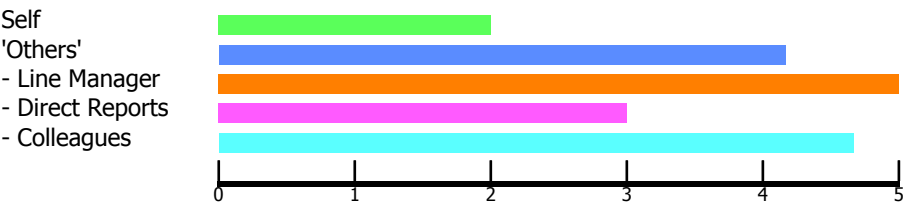
### 28. They have created a value for experimenting with and exploring alternative options within the business.



### 29. They have put in place mechanisms that encourage others to think flexibly in response to challenging or ambiguous circumstances.



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



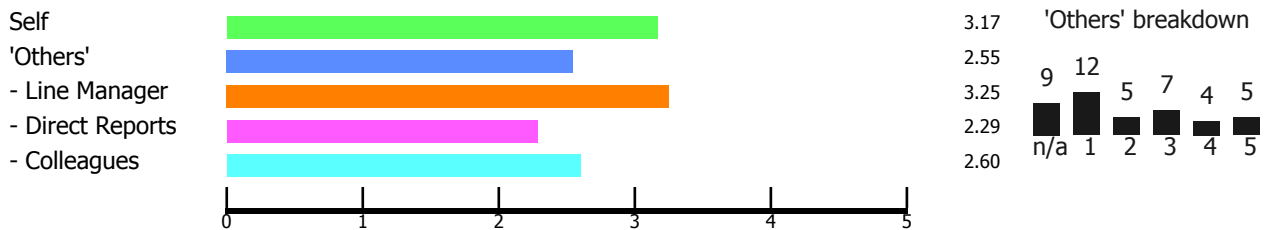
'Others' breakdown

2.00	1	1	0	0	1	4
4.17	n/a	1	2	3	4	5
5.00						
3.00						
4.67						

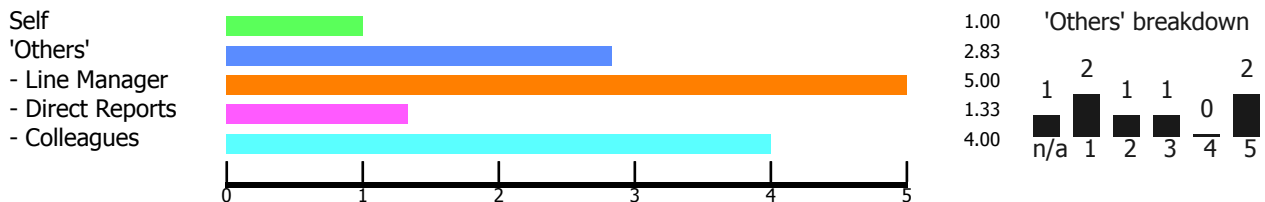
## Enabling Openness

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

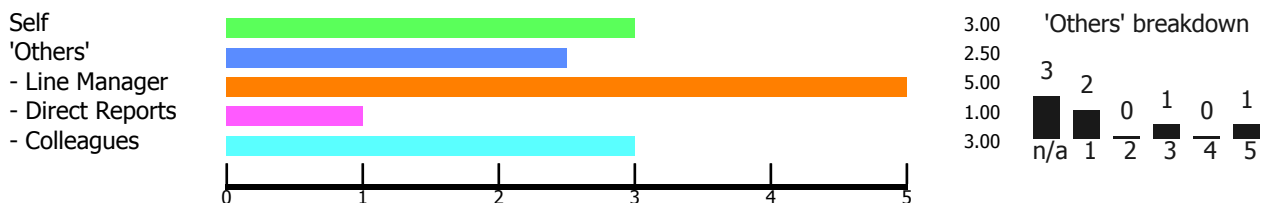
### Overall Summary



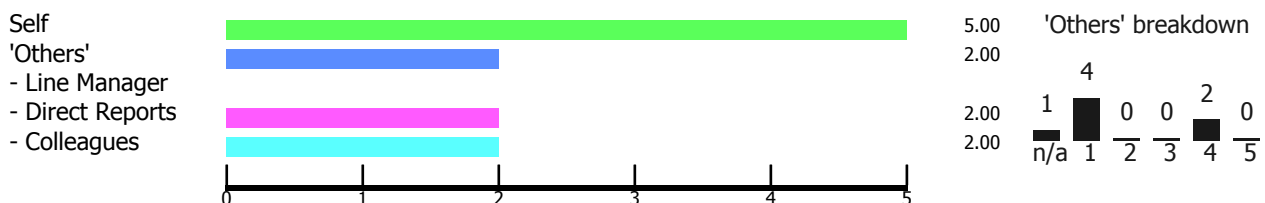
### 9. They have put in place systems or processes that encourage people to share their thoughts and feelings.



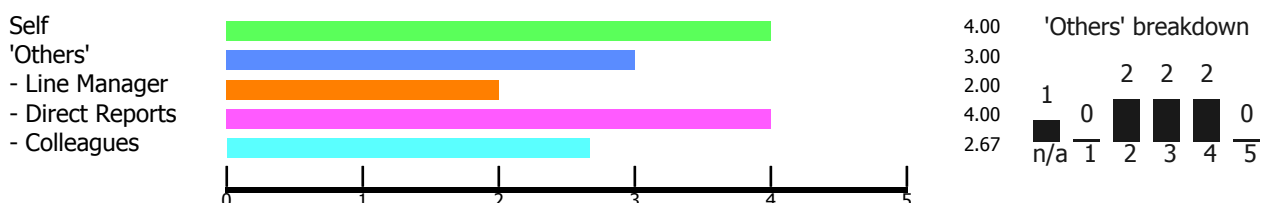
### 10. They respond in a non-judgemental way when listening to thoughts and views that differ to their own.



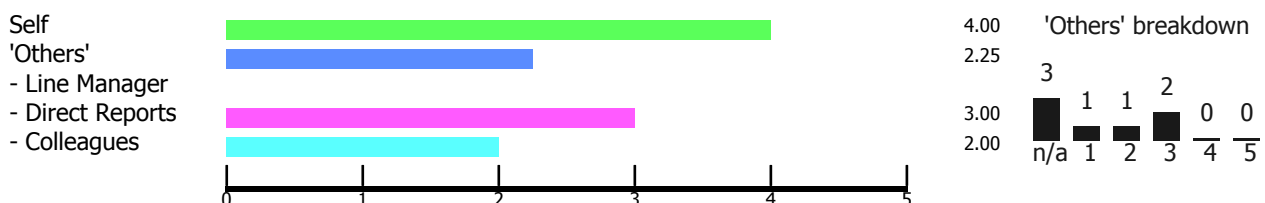
### 30. They have built a climate in which others listen and reserve judgement in order to fully understand the ideas and feelings of others.



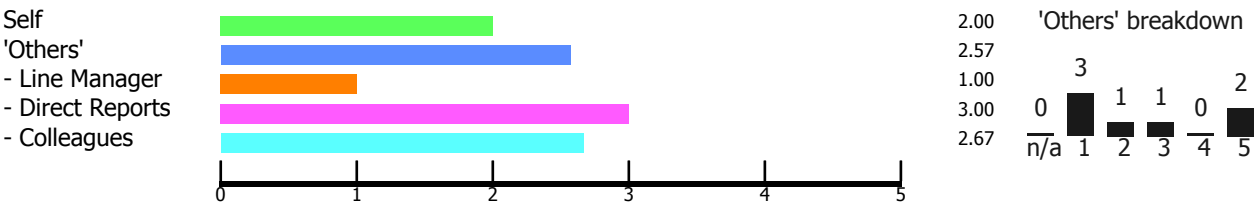
### 47. When it is appropriate they openly share their own thoughts and feelings which makes others feel comfortable to do the same.



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



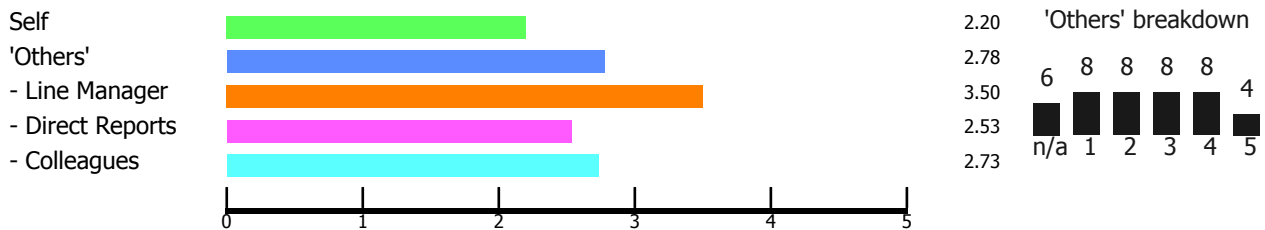
55. They use paraphrasing and summary clarification which shows they have fully understand another's viewpoint.



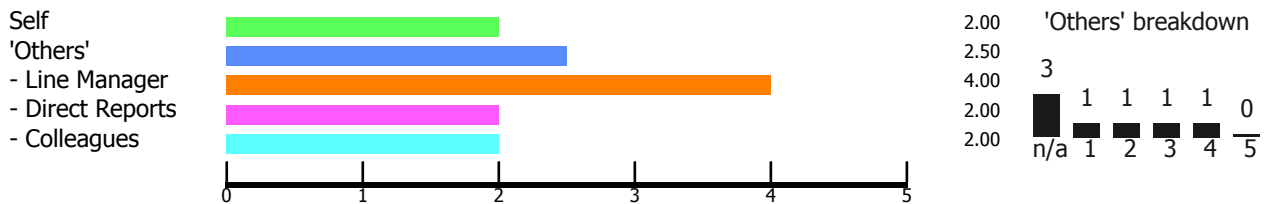
## Facilitating Interaction

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

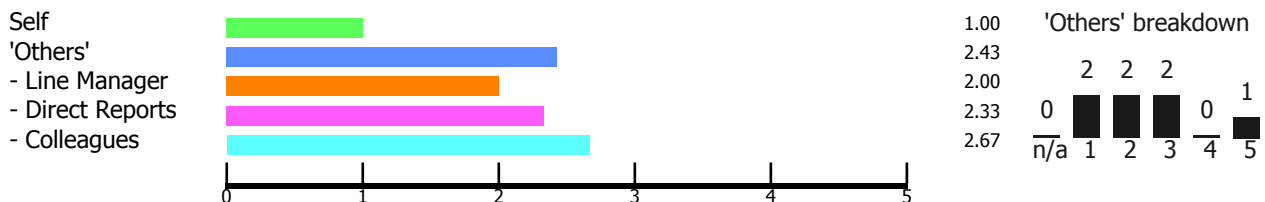
### Overall Summary



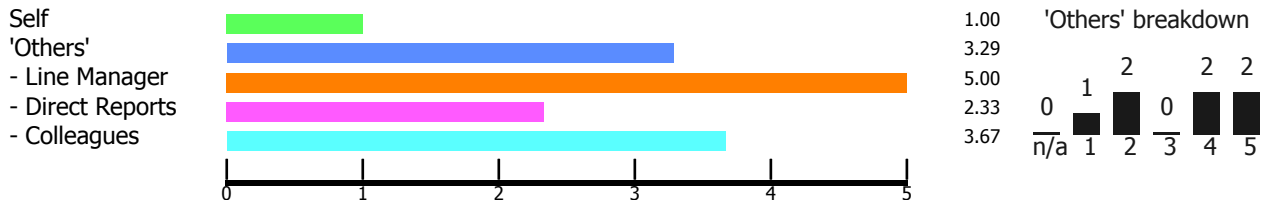
### 5. They encourage discussion and dialogue between team members so they come to a shared understanding of an issue.



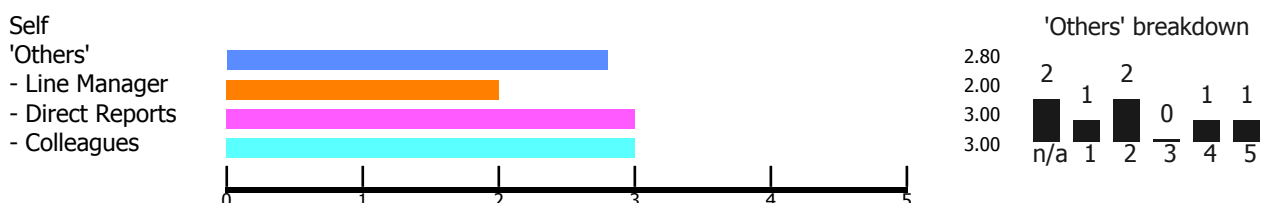
### 35. They have put in place processes that have created a value for working collaboratively.



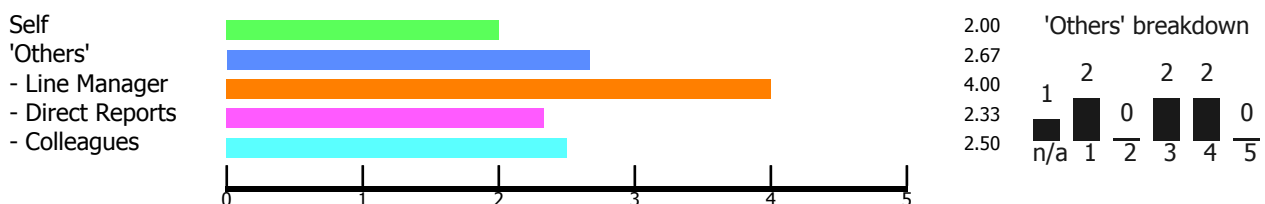
### 38. During group discussions they ensure focus is maintained on the goals and aims of the group so that the solution that is developed is more powerful than those first contributed.



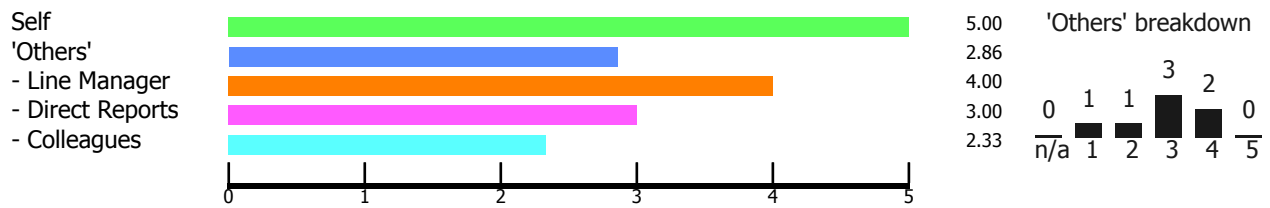
### 44. They actively participate in group discussions with the appropriate amount of contribution.



### 60. They encourage collaboration and co-operation across different teams, functions, business units or geographical locations.



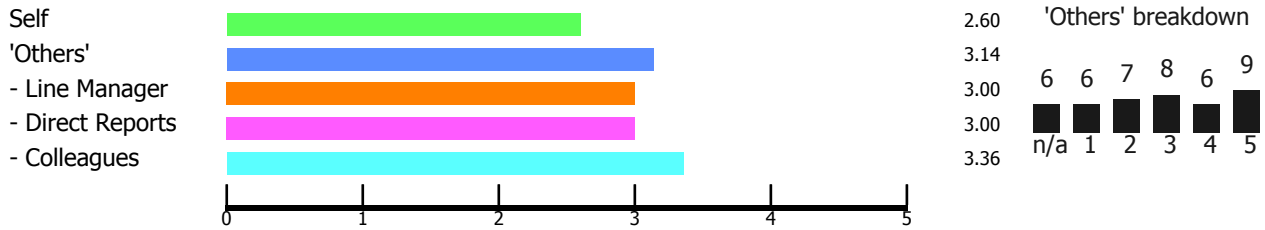
63. They encourage others to lead discussions where their specialism allows them to provide clear direction.



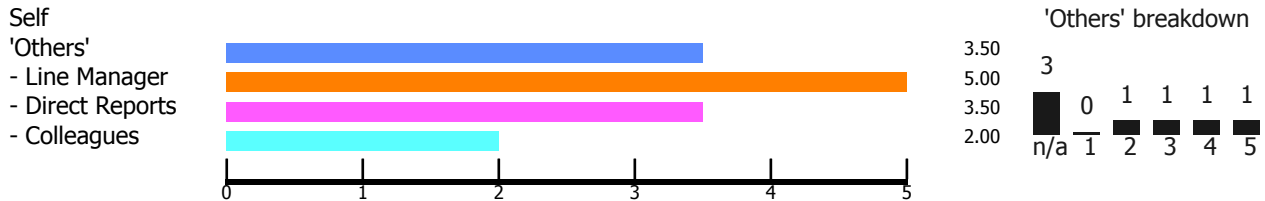
## Developing Capability

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

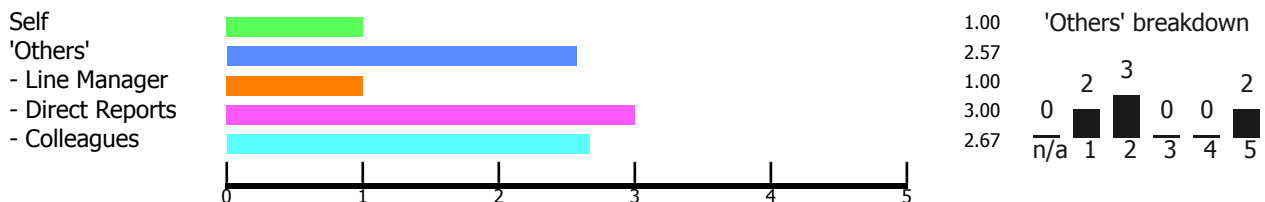
### Overall Summary



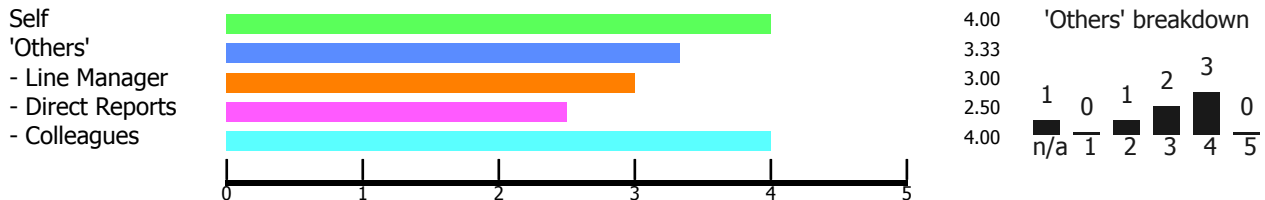
### 13. They recognise and support the development of others by providing access to skills training and personal development courses.



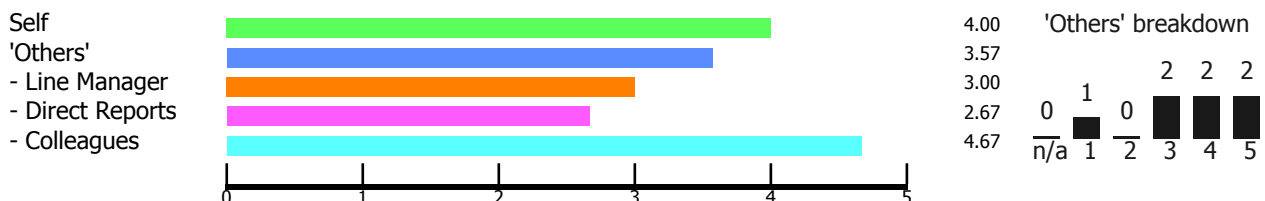
### 15. They have created a climate in which others are keen to take on extra responsibility because they will learn and develop.



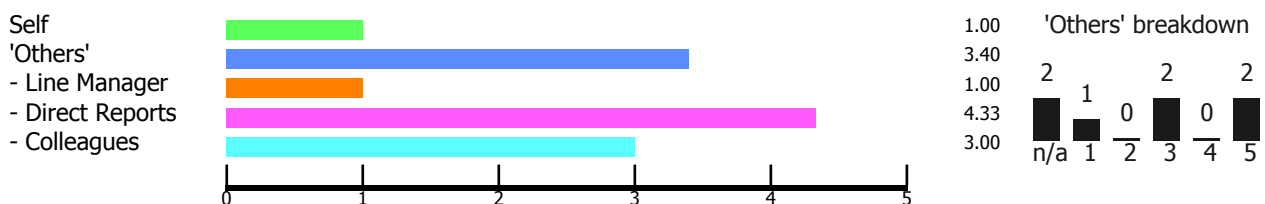
### 17. They have set up systems that will support the development of people for the future.



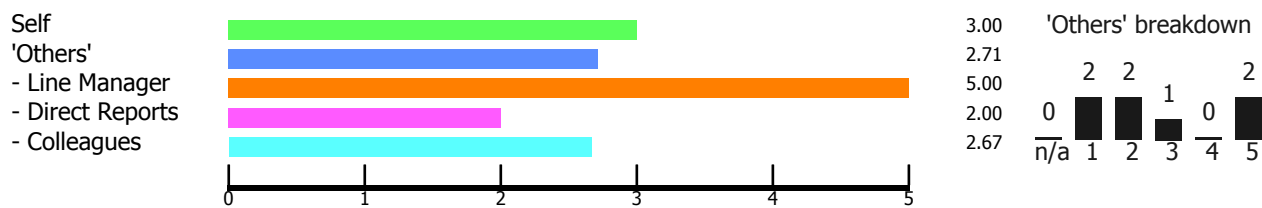
### 31. They take personal responsibility for developing their team in the skills and capabilities required for future success.



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



40. 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.

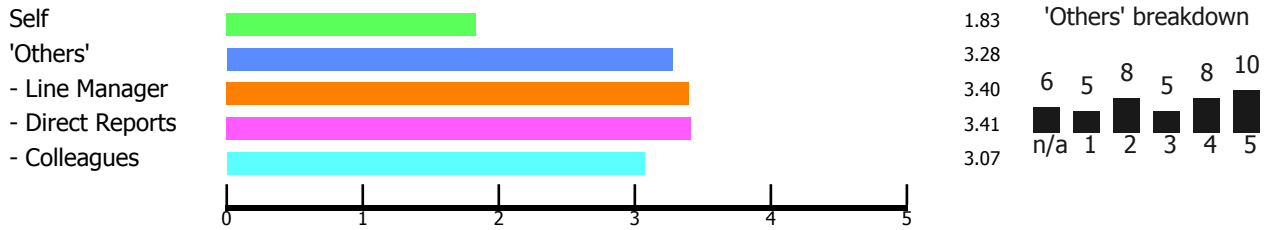




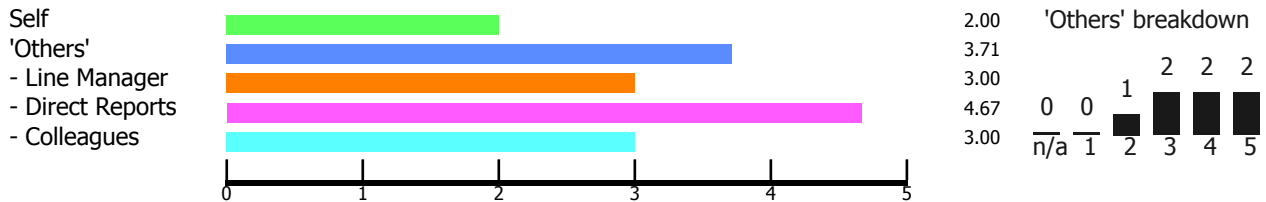
## Influence

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

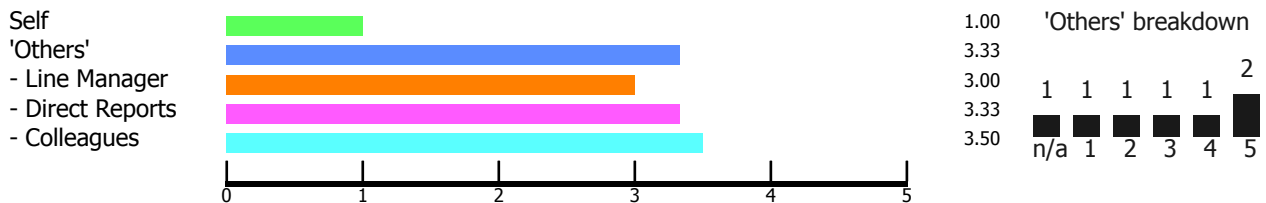
### Overall Summary



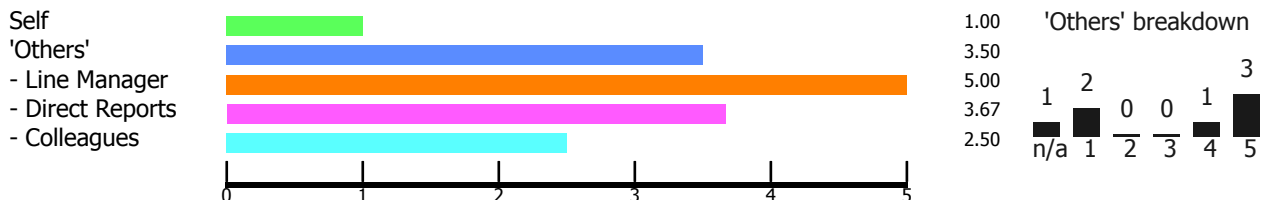
### 19. They have created a value within the organisation for a win-win approach to gaining buy-in.



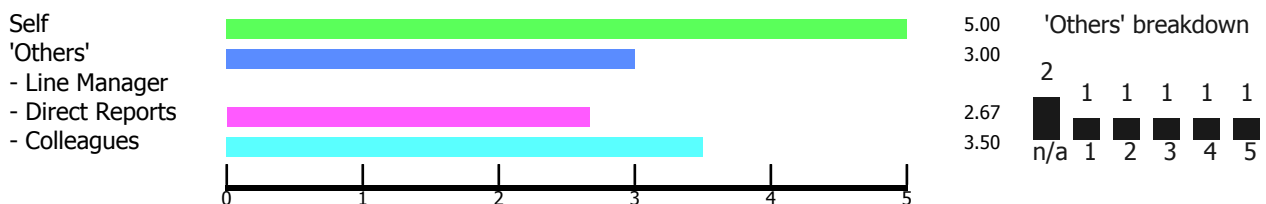
### 27. They engineer opportunities for colleagues/clients to link with others for the purpose of fulfilling common needs or goals.



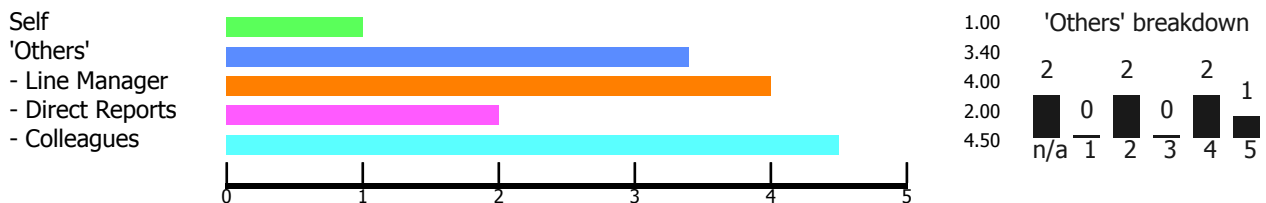
### 32. When selling their ideas, or persuading others, they identify and communicate how both parties can benefit from the proposal.



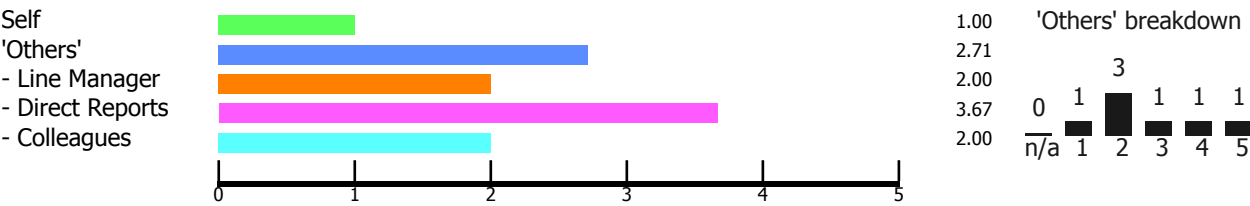
### 33. They have developed a wide network of contacts with whom they have reciprocal relationships.



### 54. They actively manage their network, calling upon it when the need arises.



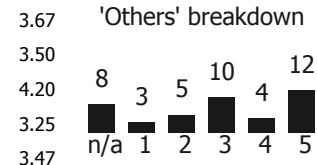
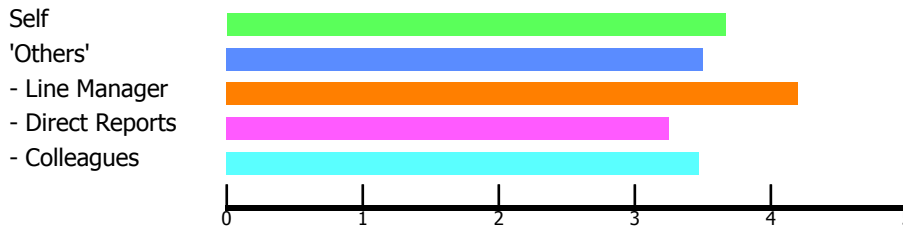
64. They clearly describe the benefits and advantages of their proposed solutions when seeking support.



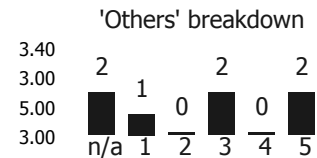
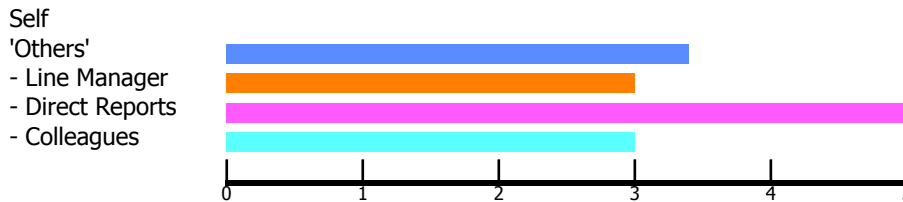
## Inspiring Communicator

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

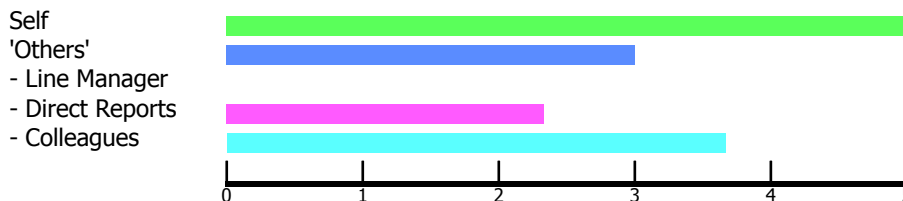
### Overall Summary



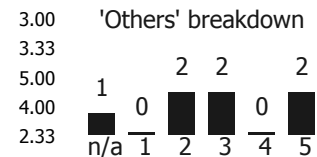
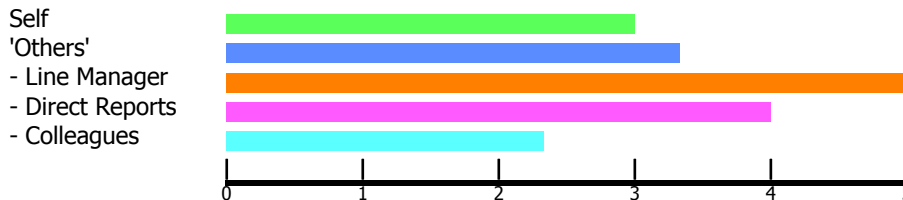
### 25. Their communications are clear, concise and structured.



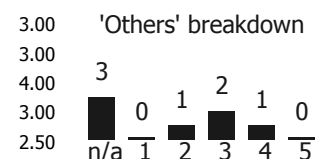
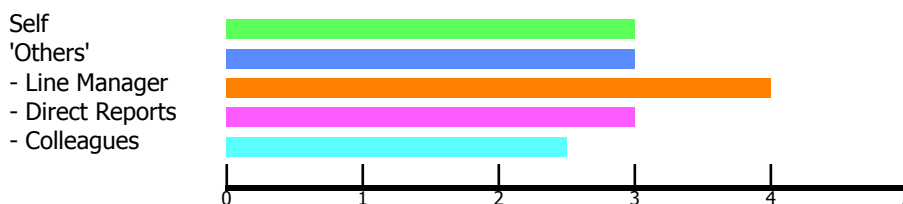
### 43. They are a good ambassador for our company, leaving people outside the organization in no doubt about what we do and the product(s)/service(s) that we offer.



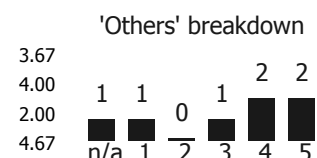
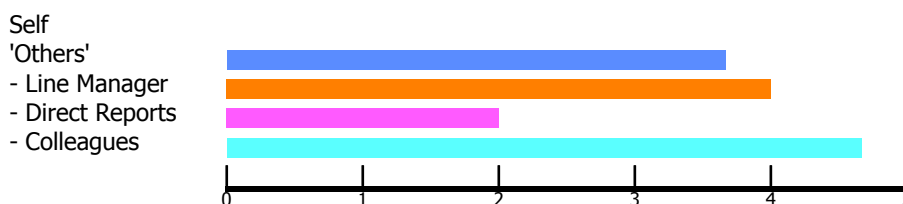
### 46. People are left in no doubt as to the key messages they are delivering.



### 49. They use tools such as visual media, analogies, humour and storytelling appropriate to their audience to deliver a compelling message.



### 51. They have built a culture and value for excellence in multi-channel communication.

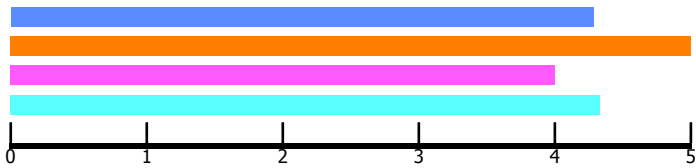


53. They convey complex, detailed ideas and information in a way that enthuses and engages the listener.

Self

'Others'

- Line Manager
- Direct Reports
- Colleagues



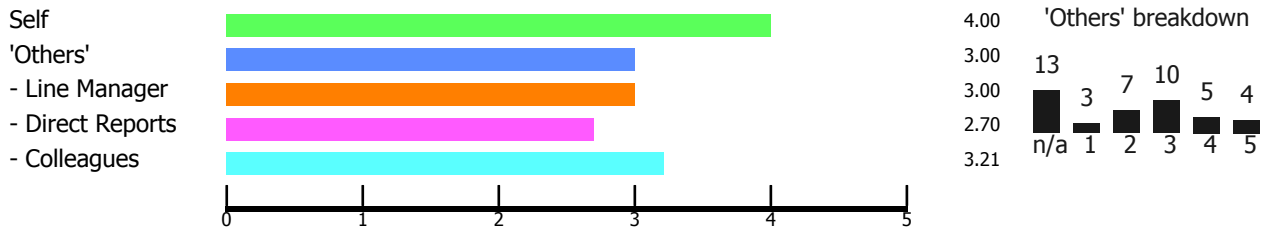
'Others' breakdown

4.29						
5.00						5
4.00	0	0	1	1	0	
4.33	n/a	1	2	3	4	5

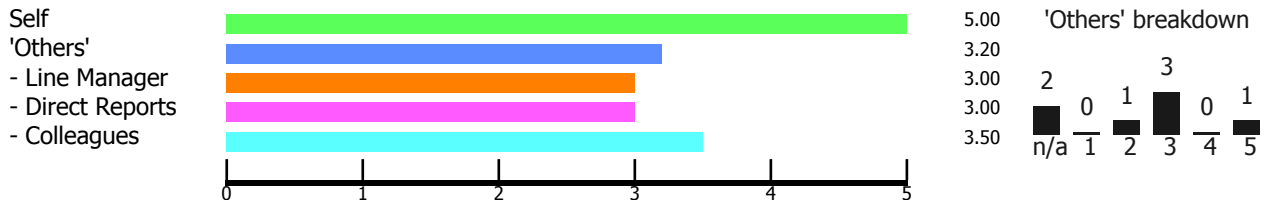
## Building Confidence

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

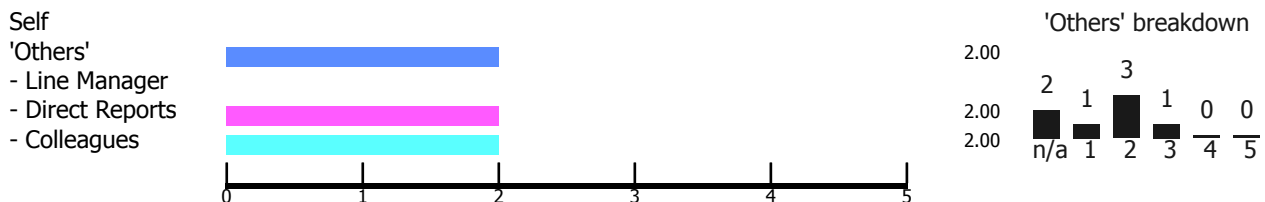
### Overall Summary



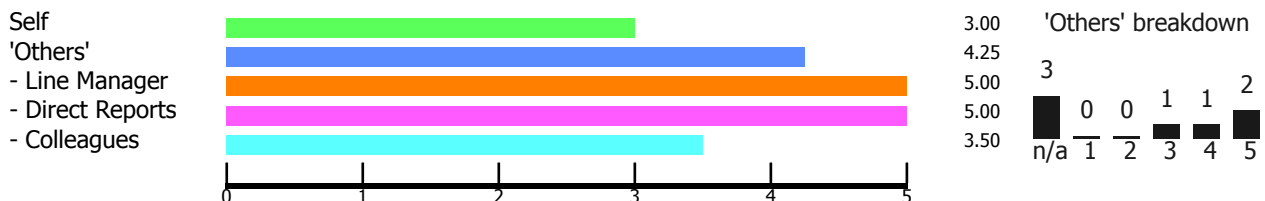
### 20. They appear self-assured by confidently making decisions even when their ideas are challenged.



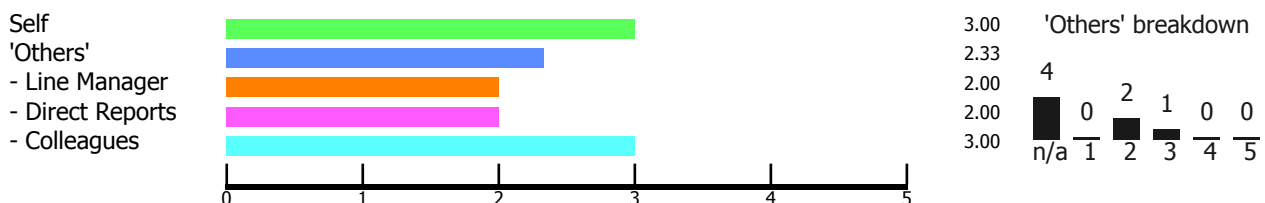
### 24. They have created processes that enable the organisation to share its successes and optimism about the future with both internal and external stakeholders.



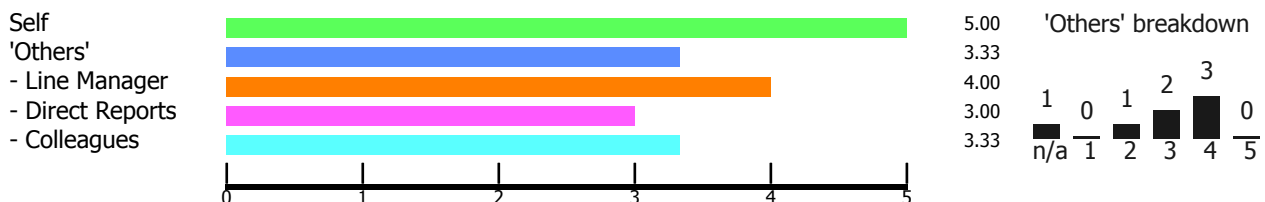
### 42. They openly confront behaviour that has the potential to impact others or the business negatively.



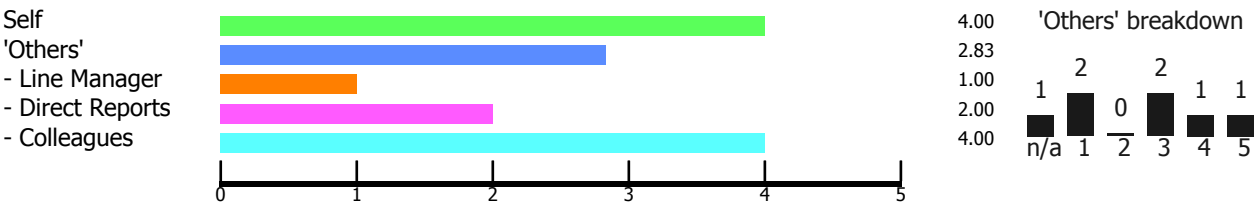
### 56. They have created a culture where others are confident to take decisions and own the outcome.



### 61. They inspire others to believe in their own ability to succeed.



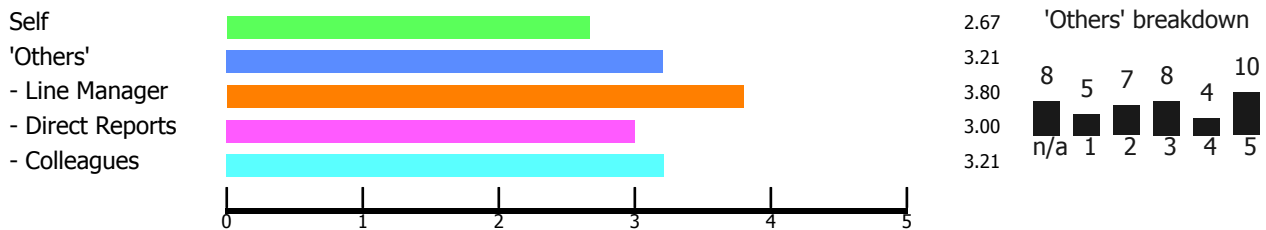
62. When launching a new product, service, or project their enthusiasm, optimism and belief in its future success is felt by others.



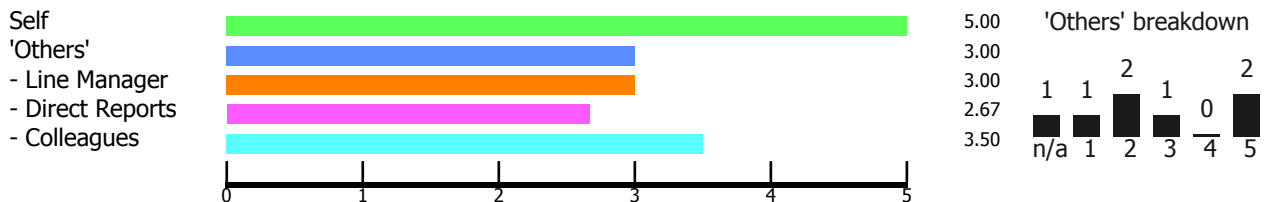
## Measures & Monitors Performance

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

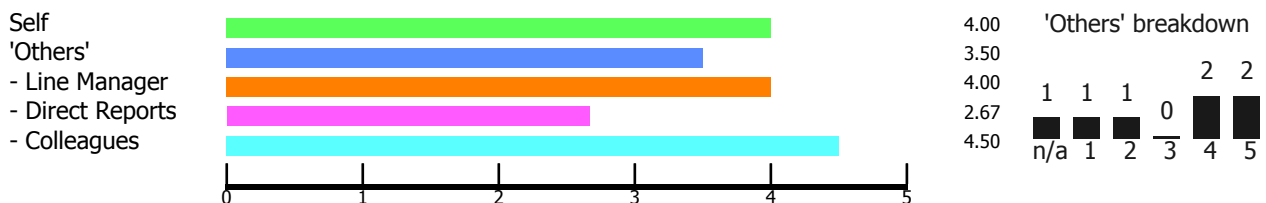
### Overall Summary



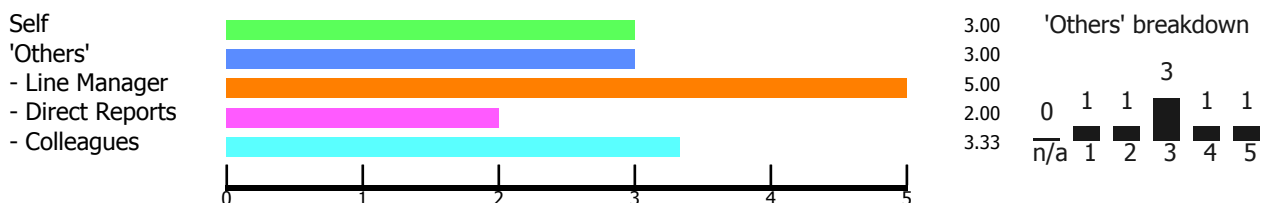
### 2. They review and modify stretching objectives aimed at adding value to our customers.



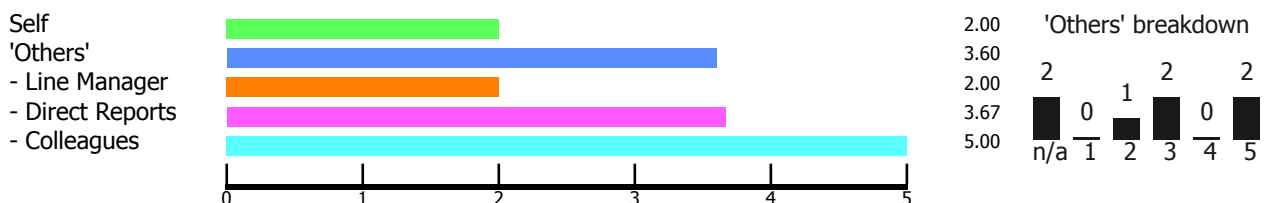
### 4. They provide regular feedback on progress towards target to stakeholders and those people doing the work.



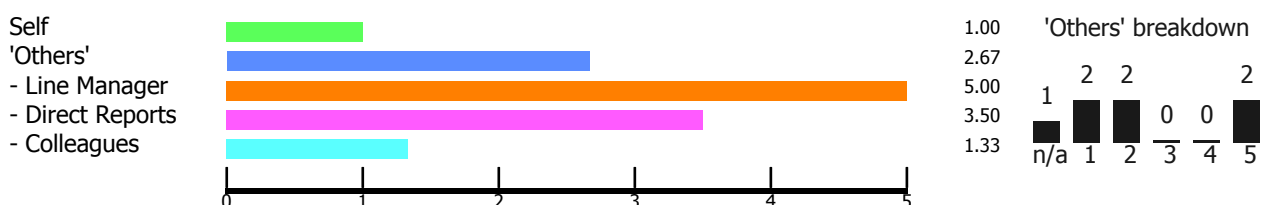
### 6. They have created a culture in which people value being able to measure and demonstrate improvements in performance.



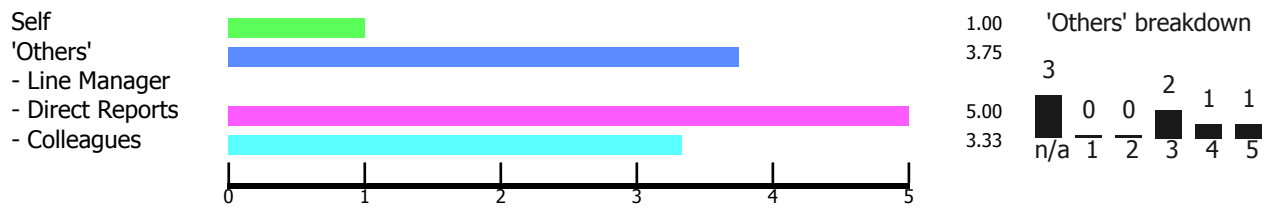
### 12. They track targets they set for individuals, teams and the business.



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



65. They have created systems/tools for measuring and monitoring performance so that others in the business strive for continuous improvement.

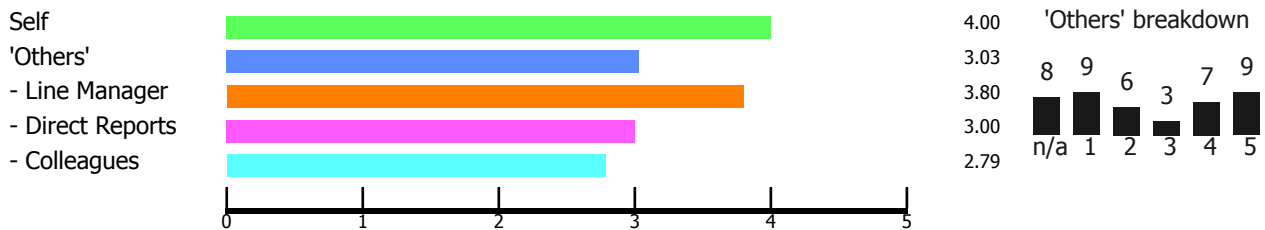




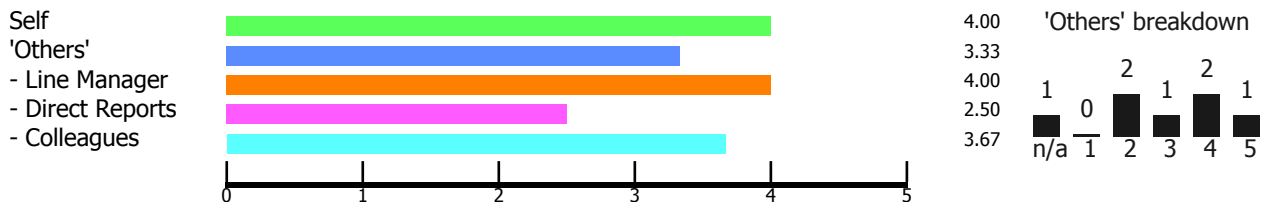
## Empowering Action

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

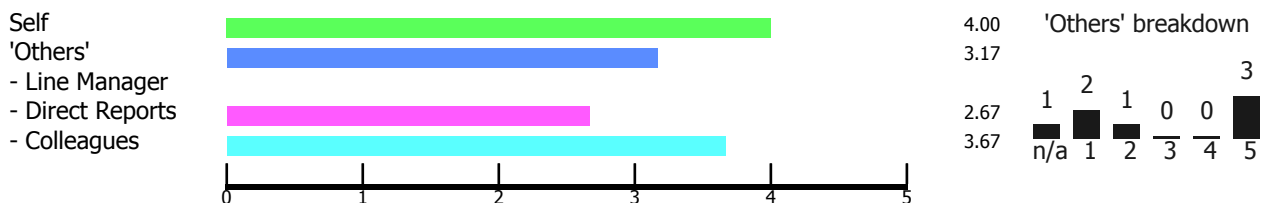
### Overall Summary



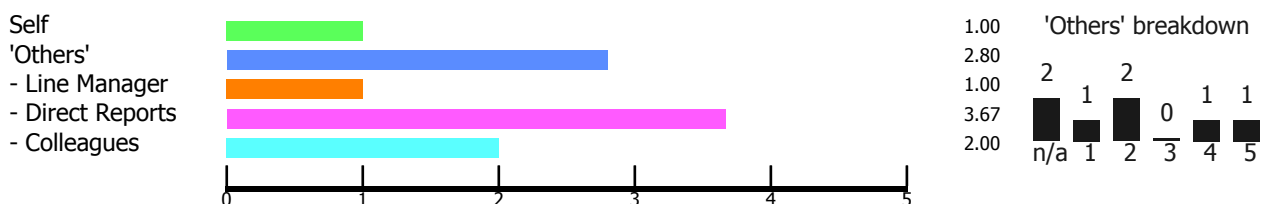
### 3. They develop plans detailing objectives, actions and responsibilities for the work they are involved with.



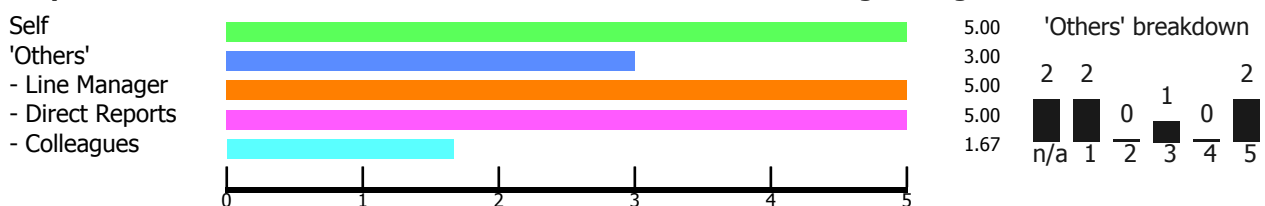
### 7. They provide a structure that empowers people to take actions when they need to.



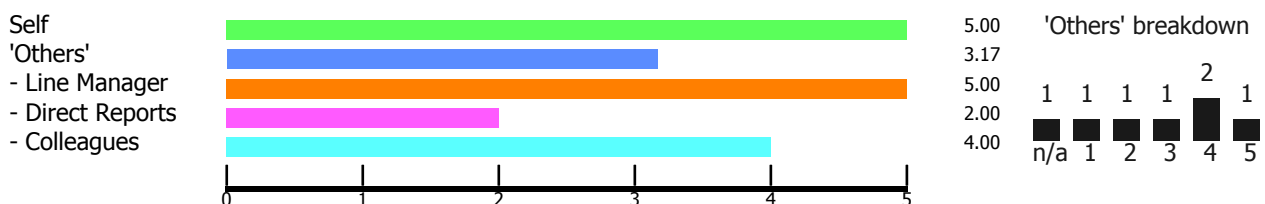
### 8. They take personal responsibility for ensuring things get done.



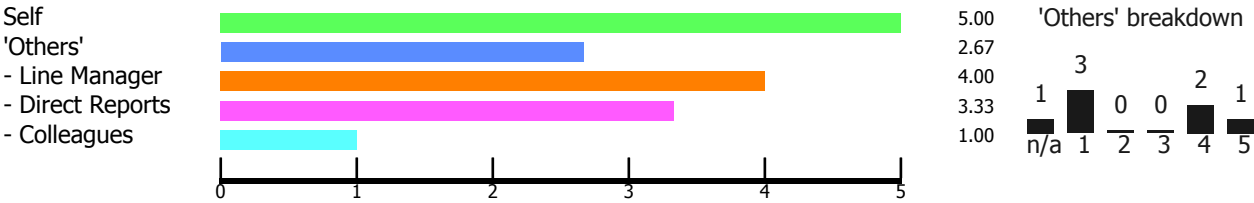
### 41. They look ahead to remove barriers and constraints so that others can get things done.



### 45. They have created a culture within the organisation in which people take ownership for resolving issues and driving things forward.



57. They have put in place systems or processes that enable people to make the changes necessary to achieve results.



## Section 5: Open-ended comments

Made by Self

**67. What do you believe to be your primary strength as a leader? Please provide examples and rationale.**

"Self comments"

**68. What development do you believe will enable you to improve your leadership capability? Please provide examples of the impact you believe that this will have.**

"Self- comments"

**67. What do you believe is this person's primary strength as a leader? Please provide examples and rationale.**

"line manager comments"

**68. 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.**

"line manager comments"

**67. What do you believe is this person's primary strength as a leader? Please provide examples and rationale.**

"direct report comment"

"direct report comment"

"direct report comment"

**68. 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.**

"direct report comment"

"direct report comment"

"direct report comment"

**67. What do you believe is this person's primary strength as a leader? Please provide examples and rationale.**

"Colleague Comment"

"Colleague comment"

"Colleague comments"

**68. 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.**

"colleague comments"

"Colleague comment"

"Colleague 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?**