# 360°feedback

## Sales Leader

| | |
|---|---|
| **Name:** | Sample |
| **Email:** | sample@example.com |
| **Date:** | 05/Aug/2020 |

**GFB**

# Contents

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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.

**status quo**

I'm happy as I am.
I don't really know what I could
do to improve my performance.

**building awareness**

What are my strengths and
areas for development?
What are my objectives?

**preparation**

I can see the benefits changing my
behaviours might bring.
I'm making plans for change and
removing any barriers to action.

**action**

I'm developing the behaviour -
practicing the new ways of doing
things, learning through training,
coaching or watching role models.

**maintenance**

I'm feeling confident about the new
ways I'm doing things.
How can I do them even better?
What do other people think?

## 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 |
| Clients/Customers | 3 | Client 1, Client 2, Client 3 |
| Others | 10 | 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.** Always

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?
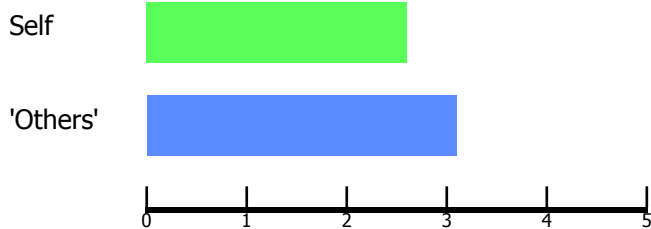
# Section 3: Summary
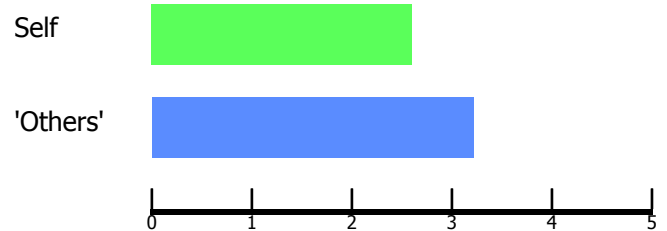
## Your leadership potential

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.

Self

'Others'

0 1 2 3 4 5

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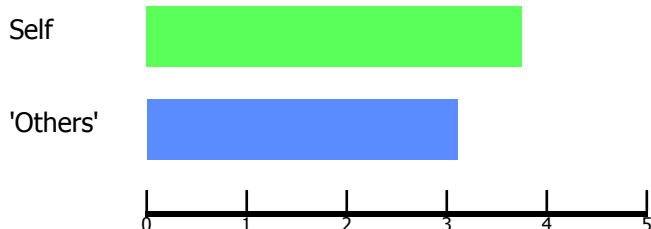
Self

'Others'

0 1 2 3 4 5

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

Self

'Others'

0 1 2 3 4 5
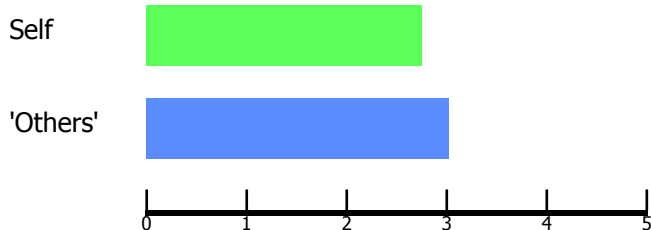
### Involves

**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.

Self

'Others'

0 1 2 3 4 5

**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.

Self

'Others'

0 1 2 3 4 5
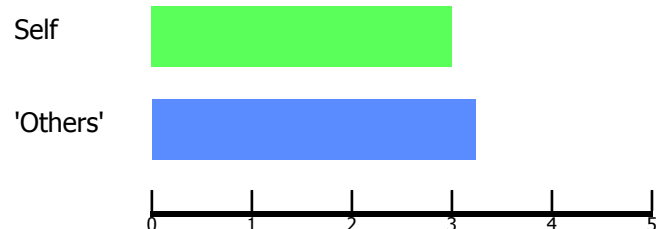
## Involves Continued...

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

Self

'Others'

```
0   1   2   3   4   5
```
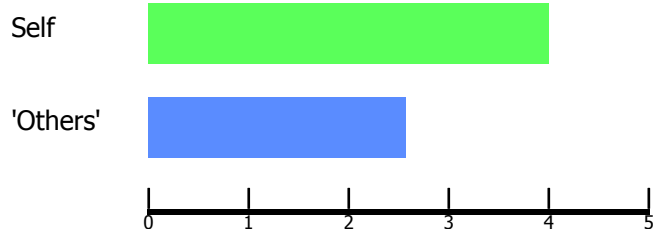
## Inspires

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

Self

'Others'

```
0   1   2   3   4   5
```

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

Self

'Others'

```
0   1   2   3   4   5
```

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

Self

'Others'

```
0   1   2   3   4   5
```
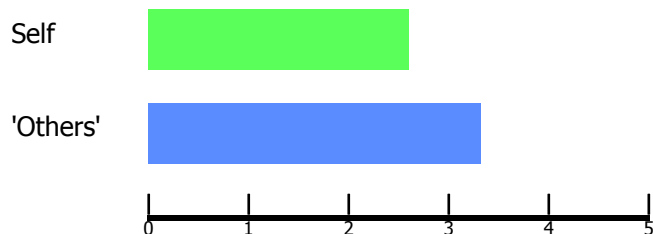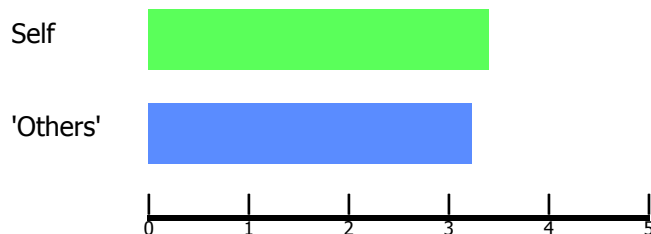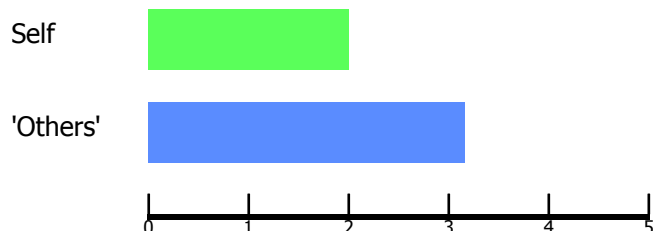
## Achieves

**Measures & Monitors Performance - ** Focuses on adding value to the customer and enhancing the performance of the team; sets and monitors metrics designed to improve revenue, profitability, efficiency.

Self

'Others'

```
0   1   2   3   4   5
```

**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'

```
0   1   2   3   4   5
```

**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?**
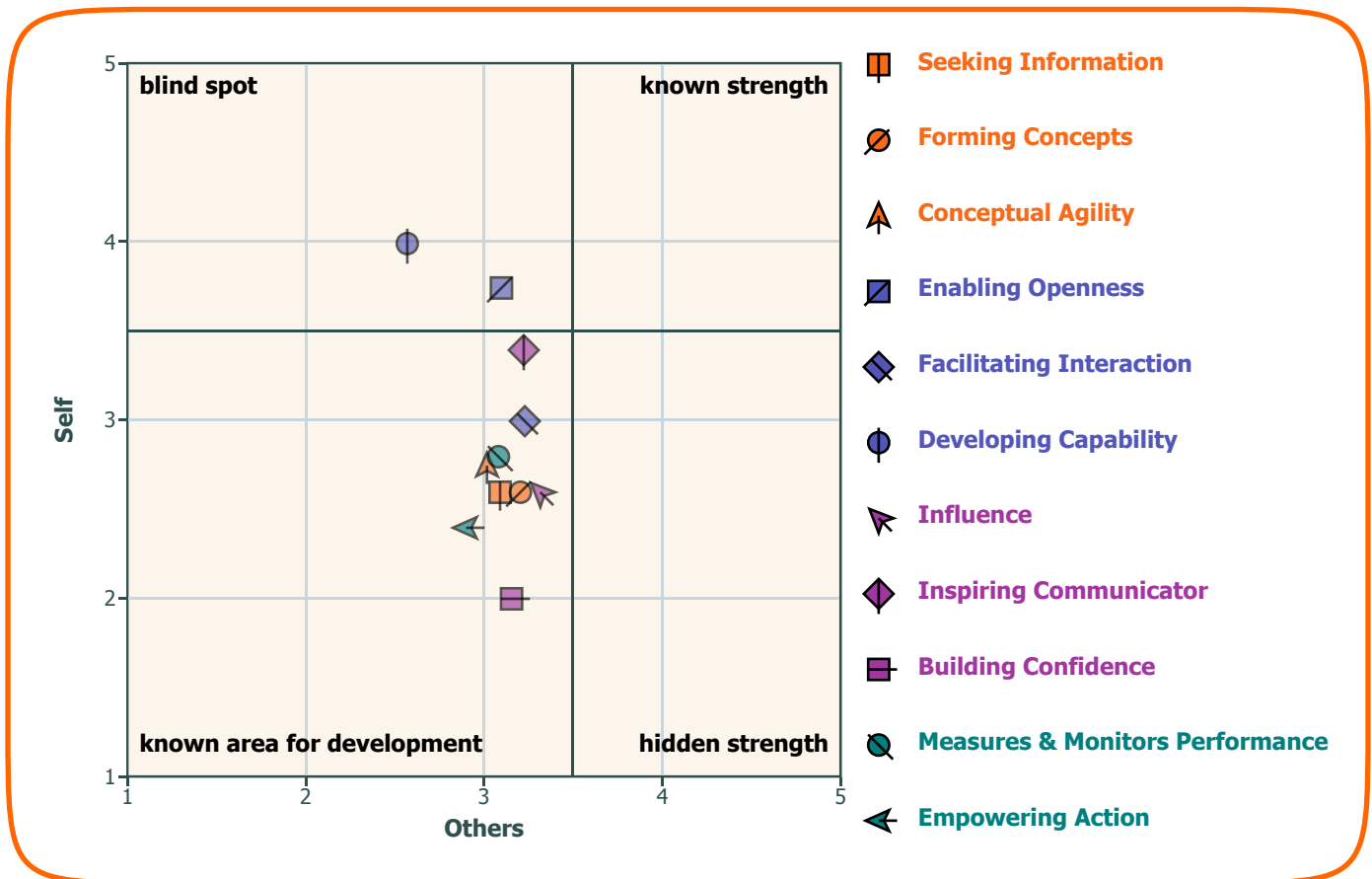
This chart will help to clarify where your strengths and areas for development are. Some may already be apparent to you, others may not. Remember the chart is telling you how others perceive the way you do things. Differences in your perception and theirs need to be understood and acted upon so that you can have the maximum positive impact at work.



**Legend:**
- 🔶 Seeking Information
- ⊘ Forming Concepts
- ⛰ Conceptual Agility
- ▨ Enabling Openness
- ◈ Facilitating Interaction
- ● Developing Capability
- ➤ Influence
- ◆ Inspiring Communicator
- ▤ Building Confidence
- ◕ Measures & Monitors Performance
- ◄ Empowering Action

Chart axes: Self (vertical, 1 to 5), Others (horizontal, 1 to 5). Quadrants: blind spot (top left), known strength (top right), known area for development (bottom left), hidden strength (bottom right).

**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 |
|-------|----------------------|--------|-----------|
| 4.38 | Building Confidence | 55 | They have created opportunities to celebrate team successes and the sharing of expertise so that it has become a team characteristic |
| 4.33 | Empowering Action | 37 | They are known for making things happen because of the way they take personal responsibility for getting things done |
| 4.11 | Seeking Information | 4 | They actively seek to maintain a broad and thorough knowledge of our customers, market and competitors |
| 3.86 | Inspiring Communicator | 52 | They get messages across clearly no matter which communication channel they use |
| 3.86 | Forming Concepts | 38 | They are a great source of new ideas and ways of doing things |
| 3.75 | Enabling Openness | 45 | They openly share their own thoughts and views with others |
| 3.71 | Influence | 10 | They have built a value in their team for building relationships and networks both internally and externally |
| 3.71 | Forming Concepts | 12 | They encourage the thorough exploration and evaluation of the root cause of problems when faced with a business issue |
| 3.57 | Influence | 25 | When seeking support for their solutions, they clearly describe the benefits and advantages |
| 3.56 | Facilitating Interaction | 26 | When facilitating meetings they ensure the involvement of all individuals |

| Score | Managerial Competency | Qu No. | Statement |
|---|---|---|---|
| 1.83 | Building Confidence | 19 | Their words and actions demonstrate that they remain positive even in difficult situations |
| 2.00 | Forming Concepts | 27 | They apply a sound understanding of the commercial realities (e.g. ROI/P&L) to form sound commercial solutions and strategies |
| 2.22 | Conceptual Agility | 2 | They ensure team members use existing planning processes (e.g. account planning, negotiation and deal reviews) |
| 2.29 | Empowering Action | 22 | They empower their team to make decisions, take action and own the outcome |
| 2.29 | Developing Capability | 41 | They hold regular one to ones with team members in order to discuss and support their team's development |
| 2.33 | Seeking Information | 44 | They have created ways to ensure that others stay up to date on our customers, market and competitors |
| 2.44 | Developing Capability | 3 | They provide opportunities for individual team members to take on responsibility and accountability for stretching projects |
| 2.50 | Empowering Action | 51 | They are one step ahead of the game anticipating potential obstacles where additional actions may be needed |
| 2.57 | Measures & Monitors Performance | 36 | The objectives they set for themselves and their team are specifically designed to have a positive impact on overall business performance |
| 2.60 | Empowering Action | 48 | They develop plans detailing actions and timelines for the work or projects that they are involved in |

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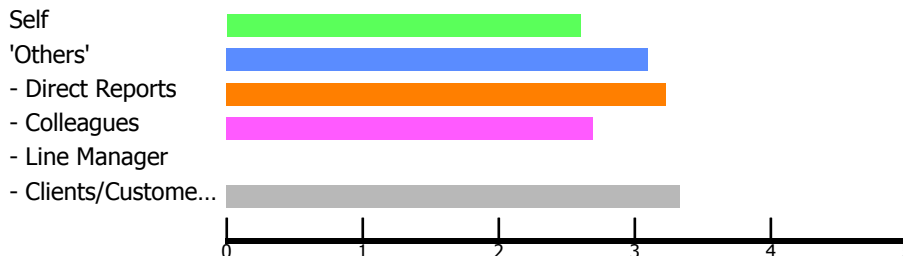
# Section 4: Detail

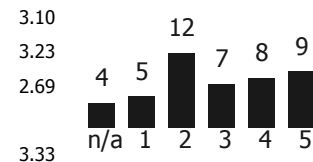## Individual Statement Analysis

### Seeking Information

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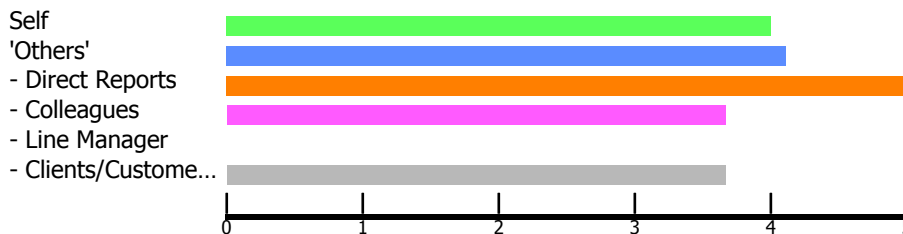
**Overall Summary**

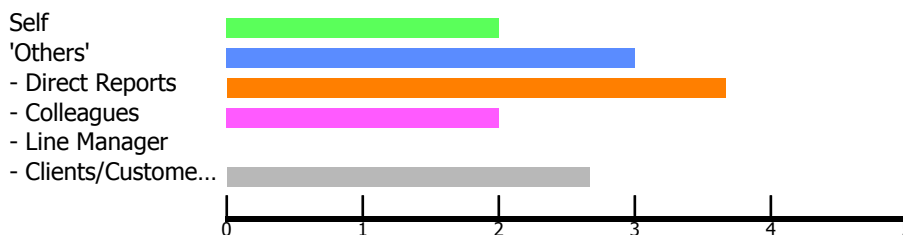| | | |
|---|---|---|
| Self | | 2.60 |
| 'Others' | | 3.10 |
| - Direct Reports | | 3.23 |
| - Colleagues | | 2.69 |
| - Line Manager | | |
| - Clients/Custome... | | 3.33 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 4 | 5 | 12 | 7 | 8 | 9 |

**4. They actively seek to maintain a broad and thorough knowledge of our customers, market and competitors**

| | | |
|---|---|---|
| Self | | 4.00 |
| 'Others' | | 4.11 |
| - Direct Reports | | 5.00 |
| - Colleagues | | 3.67 |
| - Line Manager | | |
| - Clients/Custome... | | 3.67 |

'Others' breakdown
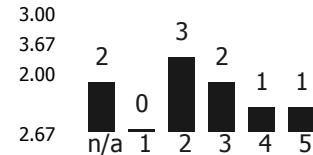
| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 0 | 0 | 1 | 1 | 3 | 4 |

**31. They ensure appropriate data is collected and used by the team to inform account planning, deal reviews and negotiation**

| | | |
|---|---|---|
| Self | | 2.00 |
| 'Others' | | 3.00 |
| - Direct Reports | | 3.67 |
| - Colleagues | | 2.00 |
| - Line Manager | | |
| - Clients/Custome... | | 2.67 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 0 | 3 | 2 | 1 | 1 |

**33. They seek information from a variety of sources before they take action**

| | | |
|---|---|---|
| Self | | 3.00 |
| 'Others' | | 2.88 |
| - Direct Reports | | 2.00 |
| - Colleagues | | 1.67 |
| - Line Manager | | |
| - Clients/Custome... | | 4.67 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 1 | 4 | 0 | 1 | 2 |
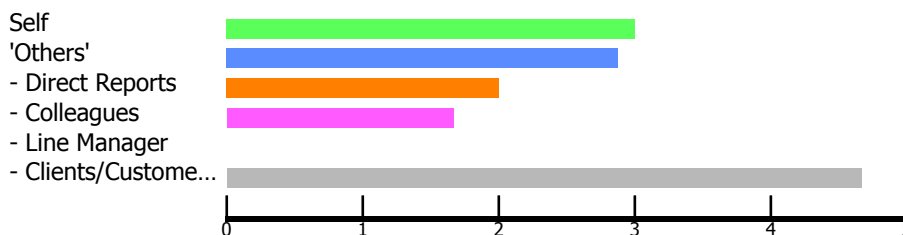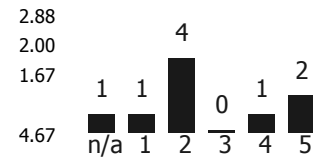
**42. They seek information beyond the scope of the particular issue being addressed in order to understand what wider implications it may have**
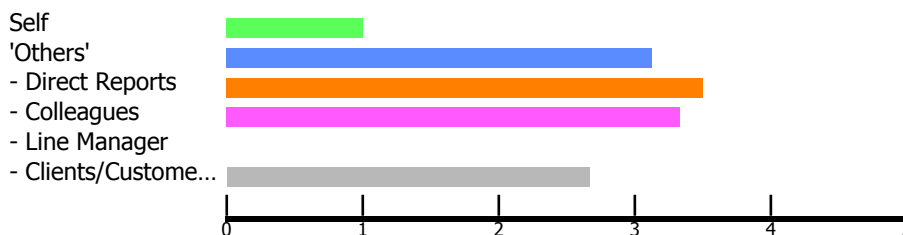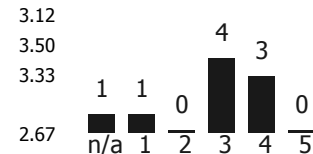
| | | |
|---|---|---|
| Self | | 1.00 |
| 'Others' | | 3.12 |
| - Direct Reports | | 3.50 |
| - Colleagues | | 3.33 |
| - Line Manager | | |
| - Clients/Custome... | | 2.67 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 1 | 0 | 4 | 3 | 0 |

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**44. They have created ways to ensure that others stay up to date on our customers, market and competitors**

| | | |
|---|---|---|
| Self | | 3.00 |
| 'Others' | | 2.33 |
| - Direct Reports | | 1.67 |
| - Colleagues | | 2.33 |
| - Line Manager | | |
| - Clients/Custome... | | 3.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 0 | 3 | 4 | 0 | 0 | 2 |

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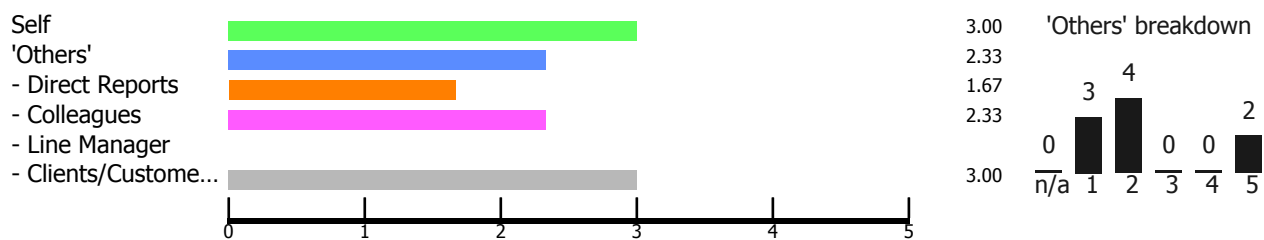
# Forming Concepts

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

**Overall Summary**

| | Score |
|---|---|
| Self | 2.60 |
| 'Others' | 3.21 |
| - Direct Reports | 3.50 |
| - Colleagues | 3.33 |
| - Line Manager | |
| - Clients/Custome... | 2.82 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 12 | 7 | 4 | 5 | 9 | 8 |
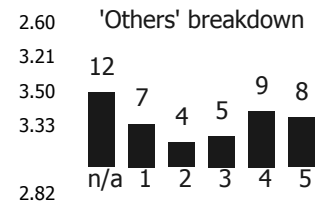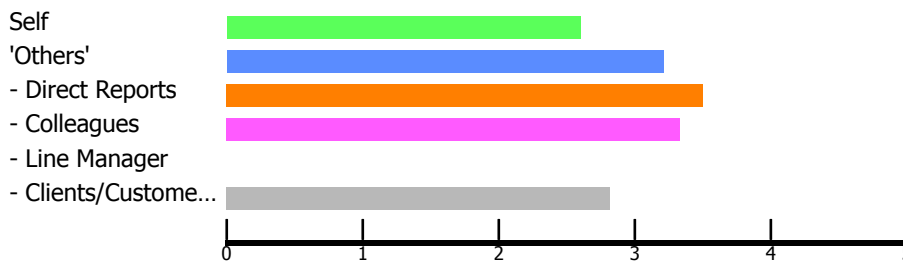
## 5. They have created opportunities for people to propose new ideas, solutions or ways of operating

| | Score |
|---|---|
| Self | 2.00 |
| 'Others' | 3.12 |
| - Direct Reports | 4.00 |
| - Colleagues | 4.67 |
| - Line Manager | |
| - Clients/Custome... | 1.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 3 | 0 | 1 | 1 | 3 |

## 12. They encourage the thorough exploration and evaluation of the root cause of problems when faced with a business issue

| | Score |
|---|---|
| Self | 4.00 |
| 'Others' | 3.71 |
| - Direct Reports | 4.00 |
| - Colleagues | 2.67 |
| - Line Manager | |
| - Clients/Custome... | 5.00 |

'Others' breakdown
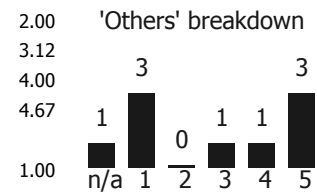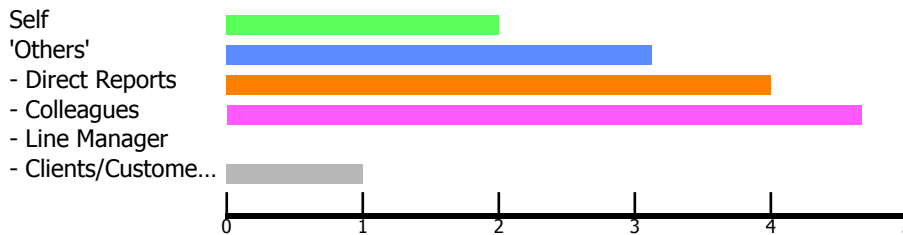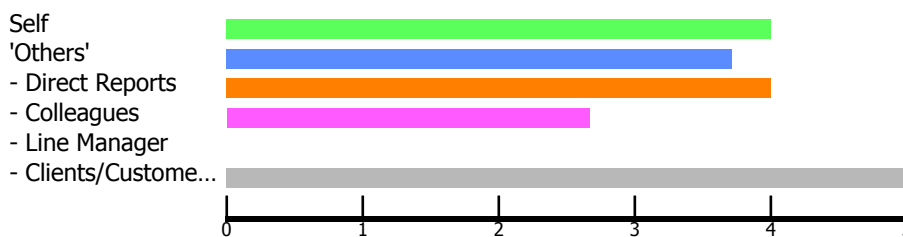
| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 0 | 2 | 1 | 1 | 3 |

## 20. They work with the team to generate creative solutions to the team's customers' needs
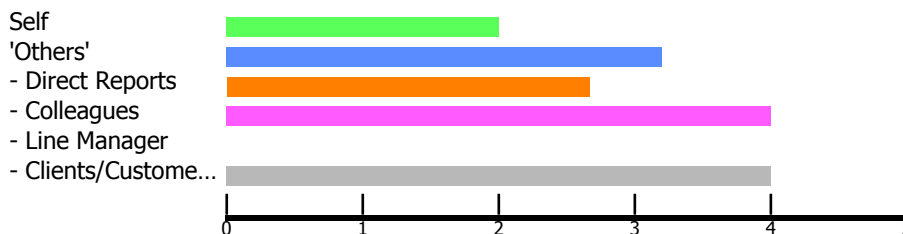
| | Score |
|---|---|
| Self | 2.00 |
| 'Others' | 3.20 |
| - Direct Reports | 2.67 |
| - Colleagues | 4.00 |
| - Line Manager | |
| - Clients/Custome... | 4.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 4 | 1 | 0 | 1 | 3 | 0 |

## 27. They apply a sound understanding of the commercial realities (e.g. ROI/P&L) to form sound commercial solutions and strategies

| | Score |
|---|---|
| Self | 3.00 |
| 'Others' | 2.00 |
| - Direct Reports | 1.00 |
| - Colleagues | 2.33 |
| - Line Manager | |
| - Clients/Custome... | 2.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 3 | 3 | 1 | 1 | 1 | 0 |

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

| | | |
|---|---|---|
| Self | | 2.00 |
| 'Others' | | 3.86 |
| - Direct Reports | | 5.00 |
| - Colleagues | | 3.50 |
| - Line Manager | | |
| - Clients/Custome... | | 3.33 |

'Others' breakdown

05/Aug/2020    Assessment Technology Powered by Getfeedback
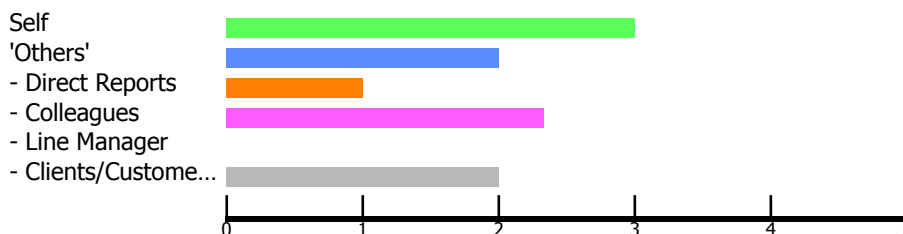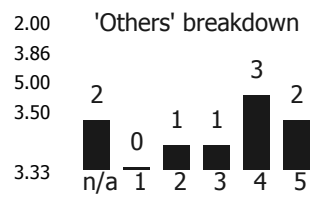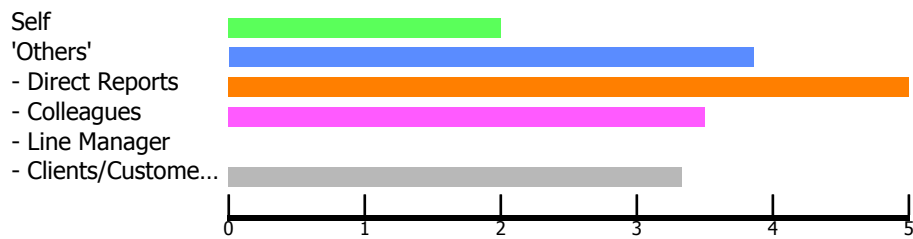
# Conceptual Agility

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

**Overall Summary**
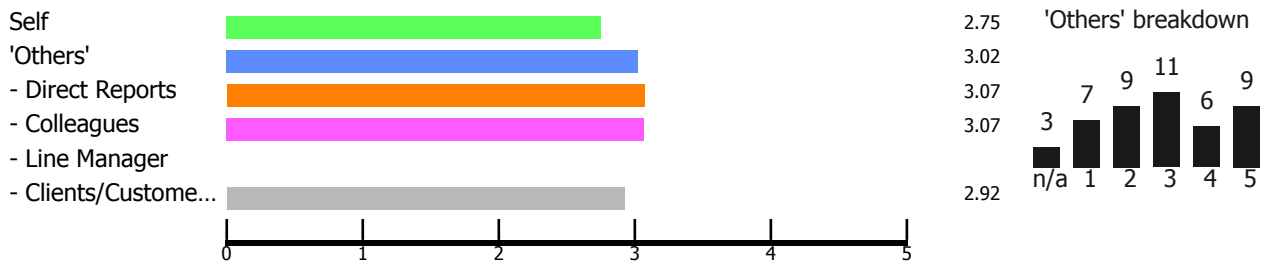
| | | |
|---|---|---|
| Self | | 2.75 |
| 'Others' | | 3.02 |
| - Direct Reports | | 3.07 |
| - Colleagues | | 3.07 |
| - Line Manager | | |
| - Clients/Custome... | | 2.92 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 3 | 7 | 9 | 11 | 6 | 9 |

**2. They ensure team members use existing planning processes (e.g. account planning, negotiation and deal reviews)**

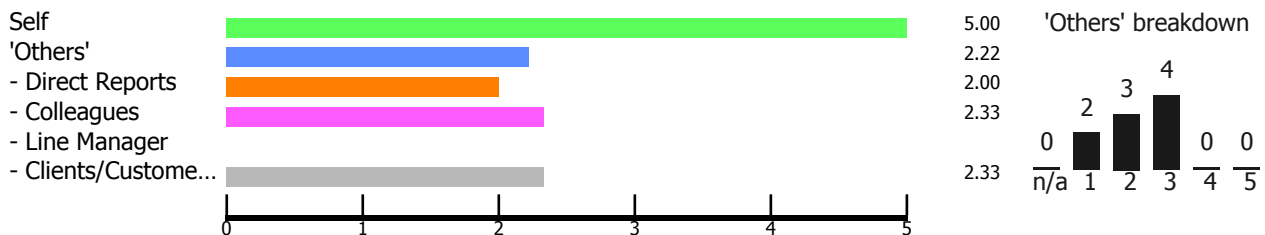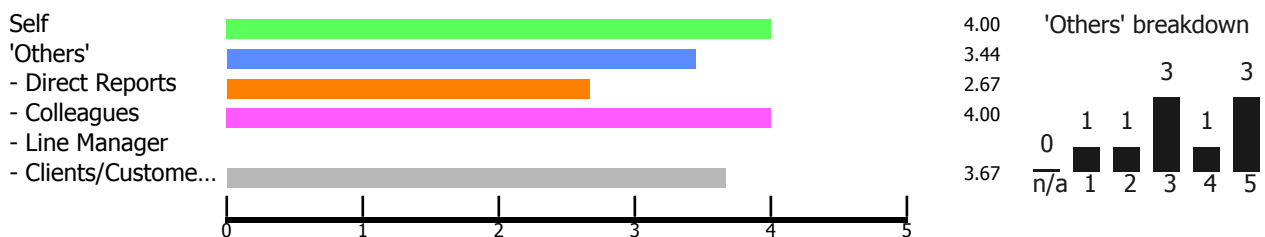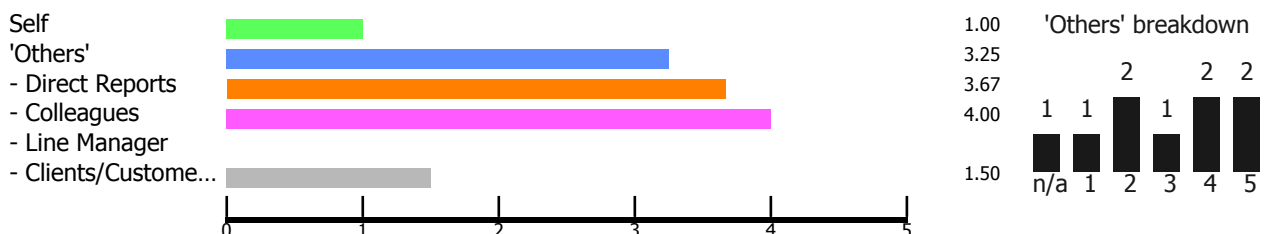| | | |
|---|---|---|
| Self | | 5.00 |
| 'Others' | | 2.22 |
| - Direct Reports | | 2.00 |
| - Colleagues | | 2.33 |
| - Line Manager | | |
| - Clients/Custome... | | 2.33 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 0 | 2 | 3 | 4 | 0 | 0 |

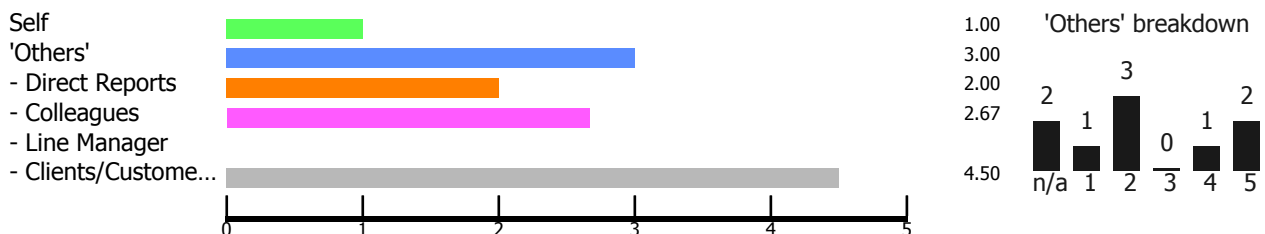**21. They ensure team members evaluate the merits of two or more realistic solutions for each customer situation/ issue**

| | | |
|---|---|---|
| Self | | 4.00 |
| 'Others' | | 3.44 |
| - Direct Reports | | 2.67 |
| - Colleagues | | 4.00 |
| - Line Manager | | |
| - Clients/Custome... | | 3.67 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 0 | 1 | 1 | 3 | 1 | 3 |

**30. They develop multiple options and plans to address issues or drive the business forward**

| | | |
|---|---|---|
| Self | | 1.00 |
| 'Others' | | 3.25 |
| - Direct Reports | | 3.67 |
| - Colleagues | | 4.00 |
| - Line Manager | | |
| - Clients/Custome... | | 1.50 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 1 | 2 | 1 | 2 | 2 |

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

| | | |
|---|---|---|
| Self | | 1.00 |
| 'Others' | | 3.00 |
| - Direct Reports | | 2.00 |
| - Colleagues | | 2.67 |
| - Line Manager | | |
| - Clients/Custome... | | 4.50 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 1 | 3 | 0 | 1 | 2 |

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**54. They have built a culture which ensures sound business judgement is applied when analysing plans and anticipating potential threats and opportunities**
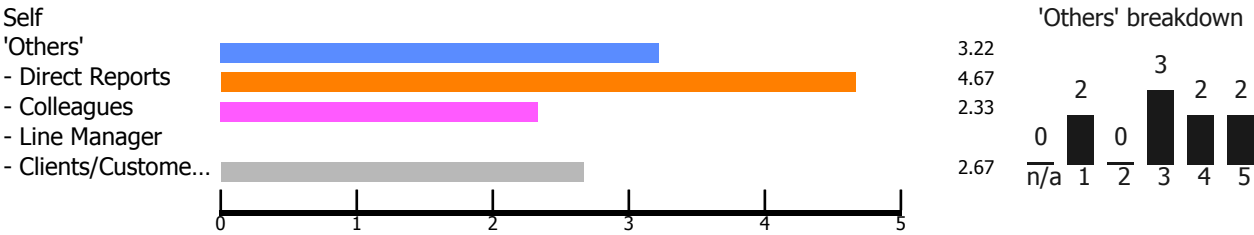
Self
'Others'                                                              3.22
- Direct Reports                                                      4.67
- Colleagues                                                          2.33
- Line Manager
- Clients/Custome...                                                  2.67

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 0 | 2 | 0 | 3 | 2 | 2 |

# 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.
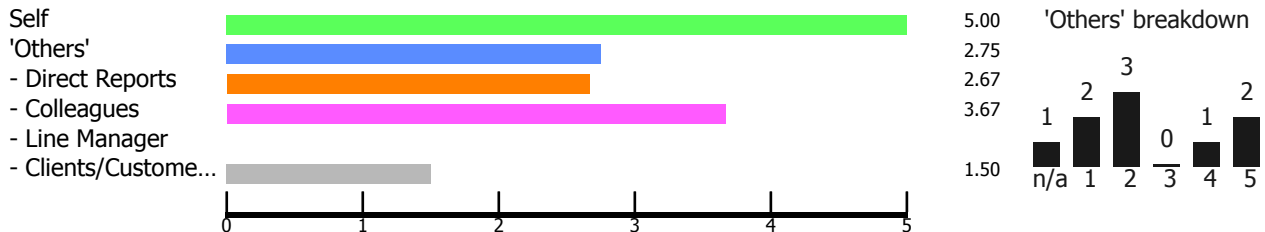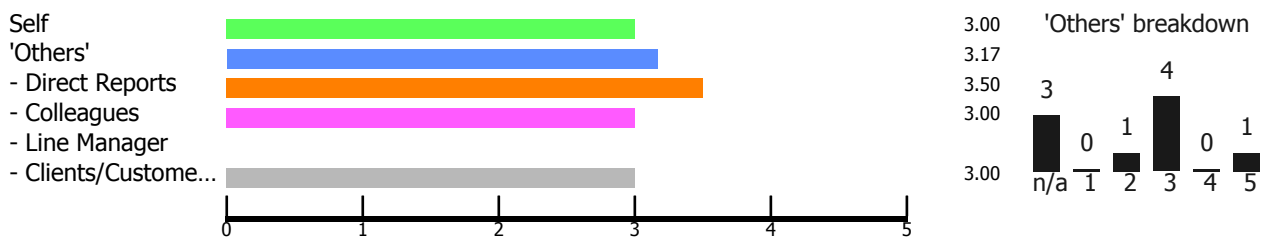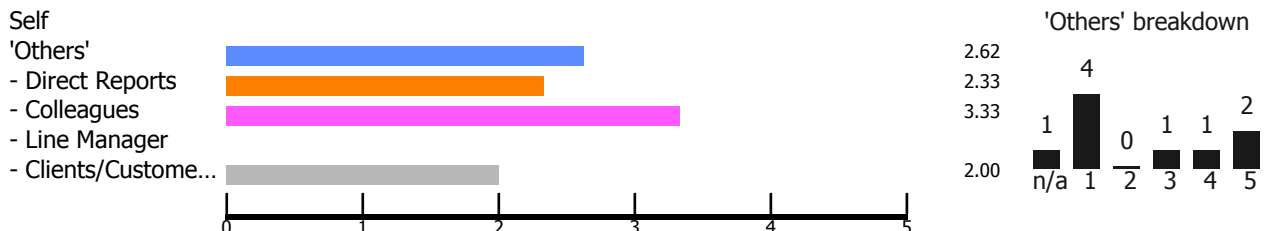
**Overall Summary**

| | | Value |
|---|---|---|
| Self | | 3.75 |
| 'Others' | | 3.11 |
| - Direct Reports | | 2.92 |
| - Colleagues | | 3.57 |
| - Line Manager | | |
| - Clients/Custome... | | 2.75 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 7 | 7 | 7 | 7 | 9 | 8 |
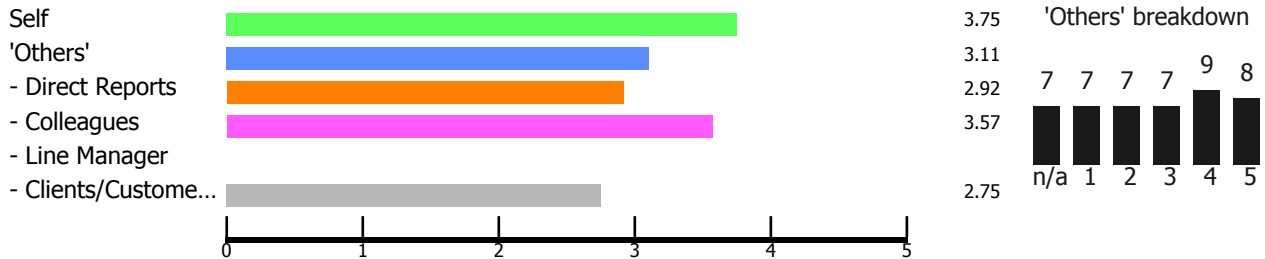
## 8. They use open questions to sensitively explore and uncover any deeper issues affecting others

| | | Value |
|---|---|---|
| Self | | 5.00 |
| 'Others' | | 2.75 |
| - Direct Reports | | 2.67 |
| - Colleagues | | 3.67 |
| - Line Manager | | |
| - Clients/Custome... | | 1.50 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 2 | 3 | 0 | 1 | 2 |

## 14. The way that they operate with their team ensures there is a climate of trust and openness

| | | Value |
|---|---|---|
| Self | | 3.00 |
| 'Others' | | 3.17 |
| - Direct Reports | | 3.50 |
| - Colleagues | | 3.00 |
| - Line Manager | | |
| - Clients/Custome... | | 3.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 3 | 0 | 1 | 4 | 0 | 1 |

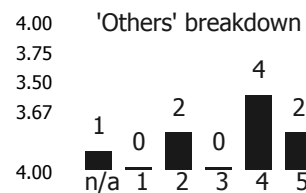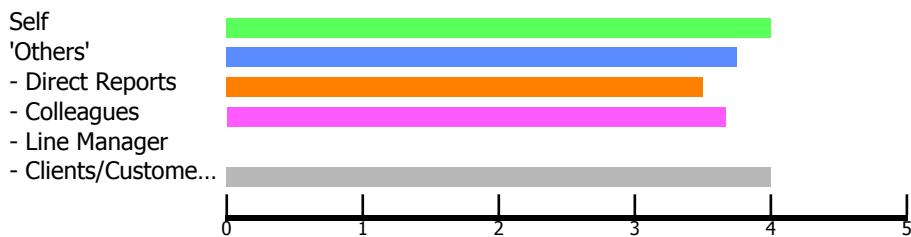## 24. They encourage others to take the time to test and validate their understanding of the thoughts and feelings of others

| | | Value |
|---|---|---|
| Self | | |
| 'Others' | | 2.62 |
| - Direct Reports | | 2.33 |
| - Colleagues | | 3.33 |
| - Line Manager | | |
| - Clients/Custome... | | 2.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 4 | 0 | 1 | 1 | 2 |

## 43. They adapt my style and the language they use depending on the situation and individual concerned
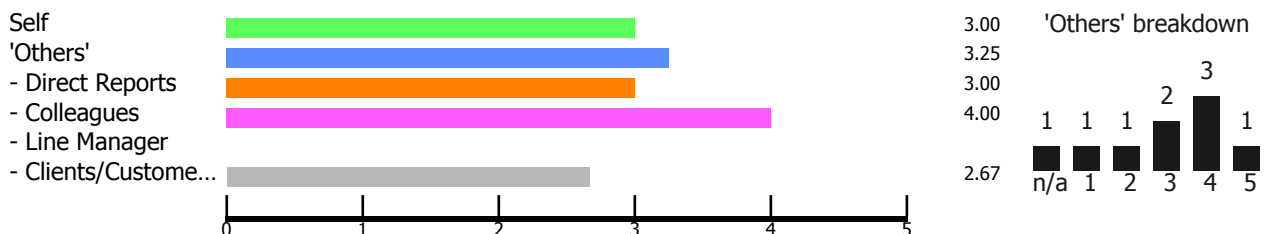
| | | Value |
|---|---|---|
| Self | | 3.00 |
| 'Others' | | 3.25 |
| - Direct Reports | | 3.00 |
| - Colleagues | | 4.00 |
| - Line Manager | | |
| - Clients/Custome... | | 2.67 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 1 | 1 | 2 | 3 | 1 |

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**45. They openly share their own thoughts and views with others**

| | |
|---|---|
| Self | 4.00 |
| 'Others' | 3.75 |
| - Direct Reports | 3.50 |
| - Colleagues | 3.67 |
| - Line Manager | |
| - Clients/Custome... | 4.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 1 | 0 | 2 | 0 | 4 | 2 |

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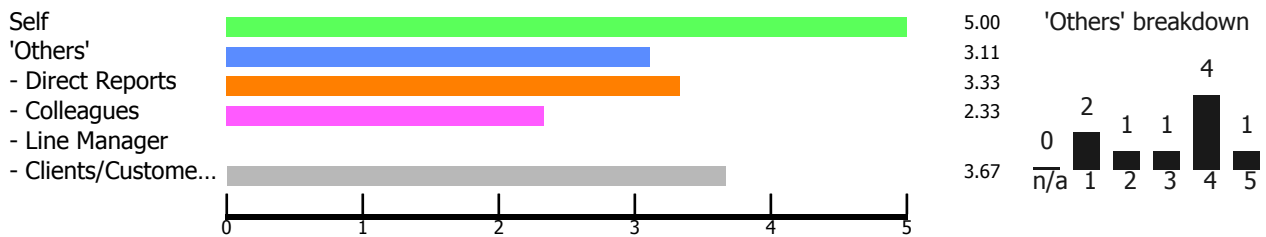
# Facilitating Interaction

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.
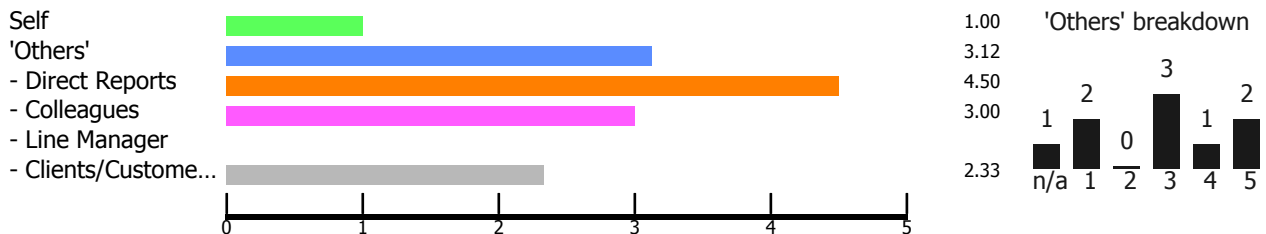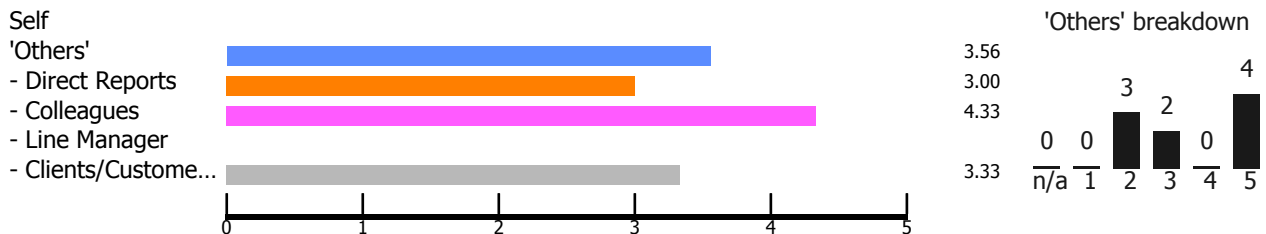
**Overall Summary**

| | Value |
|---|---|
| Self | 3.00 |
| 'Others' | 3.24 |
| - Direct Reports | 3.54 |
| - Colleagues | 3.15 |
| - Line Manager | |
| - Clients/Custome... | 3.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 7 | 5 | 7 | 8 | 10 | 8 |
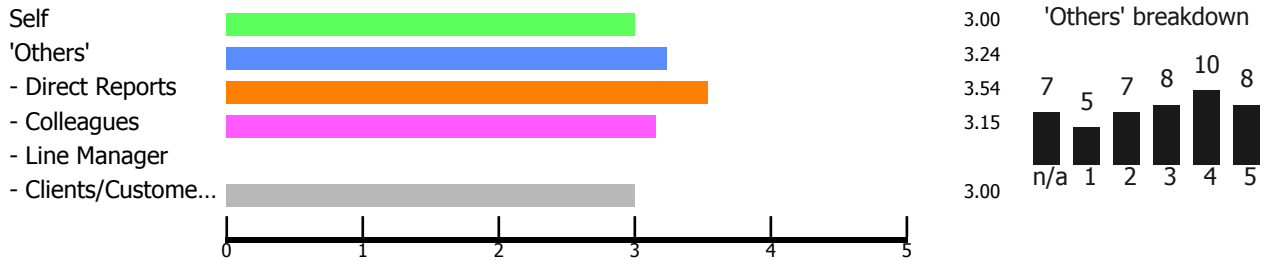
**11. When working with a group, they get the group members to collectively identify the linkages between the different individuals' ideas/solutions**

| | Value |
|---|---|
| Self | 5.00 |
| 'Others' | 3.11 |
| - Direct Reports | 3.33 |
| - Colleagues | 2.33 |
| - Line Manager | |
| - Clients/Custome... | 3.67 |

'Others' breakdown

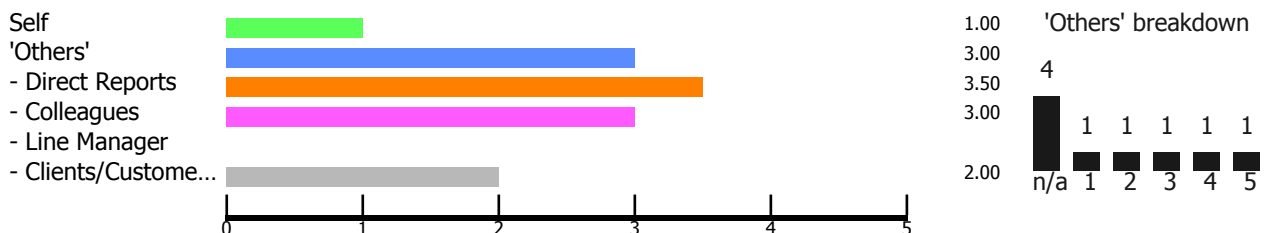| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 0 | 2 | 1 | 1 | 4 | 1 |

**23. When addressing issues or planning changes, they get all the right people involved in order to draw on the different skills, expertise and knowledge within the business**
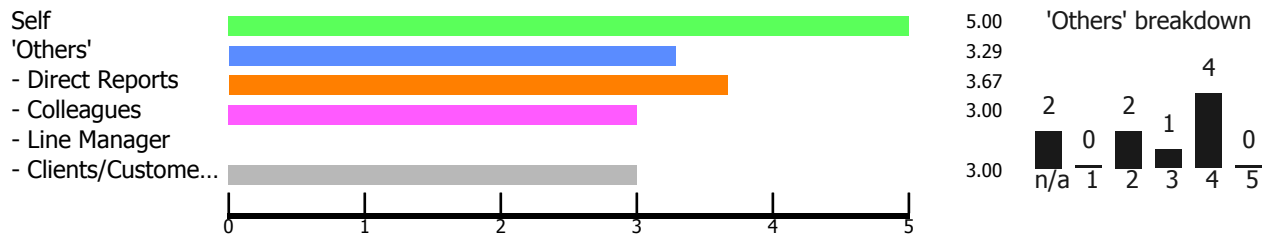
| | Value |
|---|---|
| Self | 1.00 |
| 'Others' | 3.12 |
| - Direct Reports | 4.50 |
| - Colleagues | 3.00 |
| - Line Manager | |
| - Clients/Custome... | 2.33 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 2 | 0 | 3 | 1 | 2 |

**26. When facilitating meetings they ensure the involvement of all individuals**

| | Value |
|---|---|
| Self | |
| 'Others' | 3.56 |
| - Direct Reports | 3.00 |
| - Colleagues | 4.33 |
| - Line Manager | |
| - Clients/Custome... | 3.33 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 0 | 0 | 3 | 2 | 0 | 4 |

**28. When working as part of a group they contribute appropriately, putting forward their ideas and allowing others the opportunity to do the same**
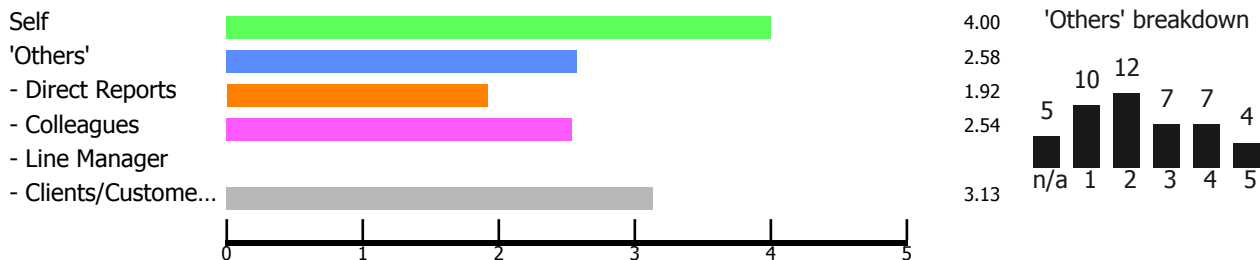
| | Value |
|---|---|
| Self | 1.00 |
| 'Others' | 3.00 |
| - Direct Reports | 3.50 |
| - Colleagues | 3.00 |
| - Line Manager | |
| - Clients/Custome... | 2.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 4 | 1 | 1 | 1 | 1 | 1 |

**39. They have put processes in place that encourage their team to work collaboratively with other areas of the business**

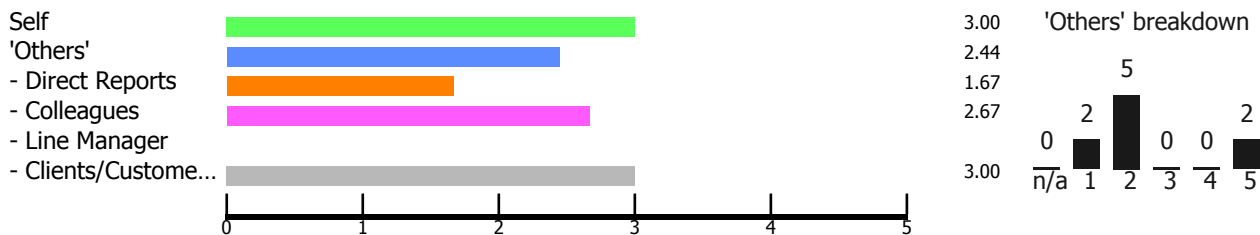| | Value |
|---|---|
| Self | 5.00 |
| 'Others' | 3.29 |
| - Direct Reports | 3.67 |
| - Colleagues | 3.00 |
| - Line Manager | |
| - Clients/Custome... | 3.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 0 | 2 | 1 | 4 | 0 |

# Developing Capability

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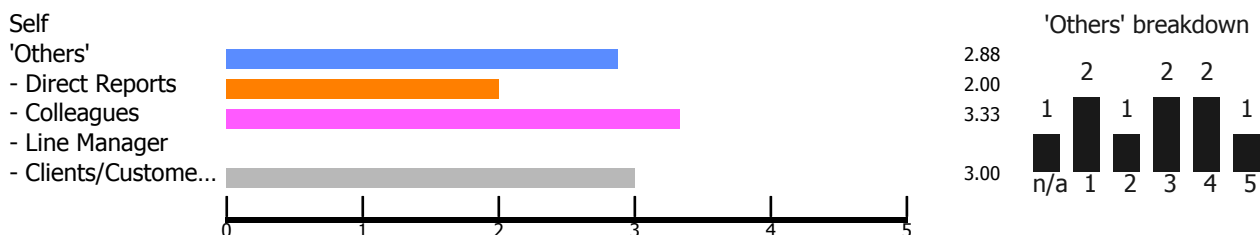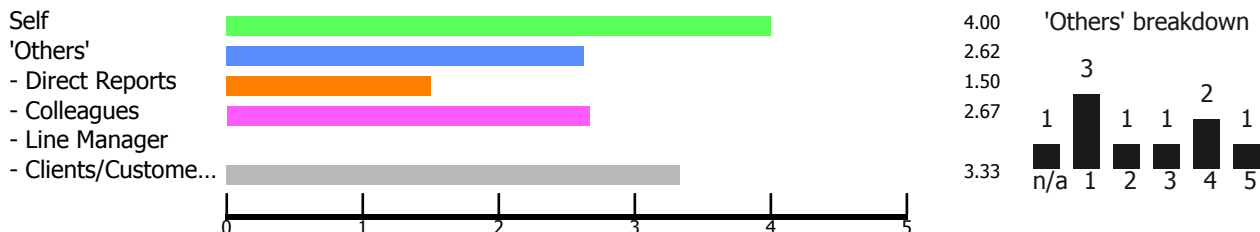
**Overall Summary**

| | | 'Others' breakdown |
|---|---|---|
| Self | 4.00 | |
| 'Others' | 2.58 | |
| - Direct Reports | 1.92 | |
| - Colleagues | 2.54 | |
| - Line Manager | | |
| - Clients/Custome... | 3.13 | |

'Others' breakdown: 5 (n/a), 10 (1), 12 (2), 7 (3), 7 (4), 4 (5)

## 3. They provide opportunities for individual team members to take on responsibility and accountability for stretching projects

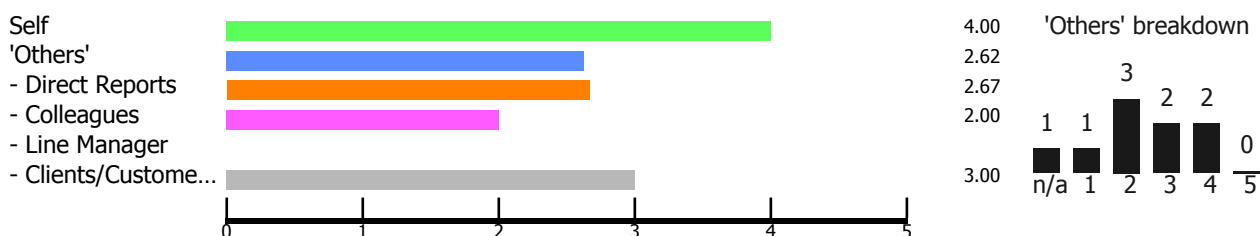| | | 'Others' breakdown |
|---|---|---|
| Self | 3.00 | |
| 'Others' | 2.44 | |
| - Direct Reports | 1.67 | |
| - Colleagues | 2.67 | |
| - Line Manager | | |
| - Clients/Custome... | 3.00 | |

'Others' breakdown: 0 (n/a), 2 (1), 5 (2), 0 (3), 0 (4), 2 (5)

## 9. They provide resources and support to develop the skills and capabilities required for future business success

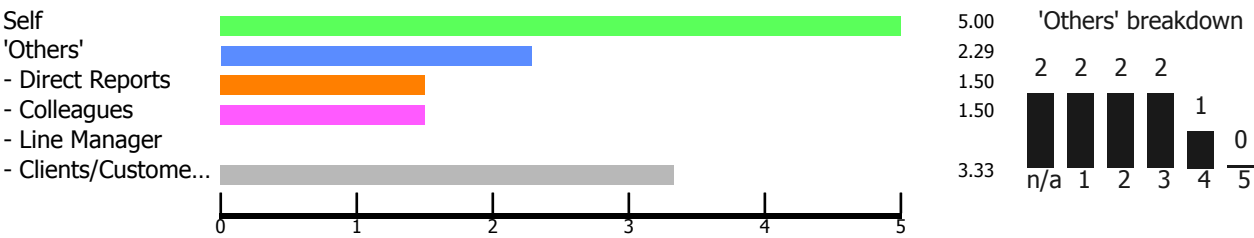| | | 'Others' breakdown |
|---|---|---|
| Self | | |
| 'Others' | 2.88 | |
| - Direct Reports | 2.00 | |
| - Colleagues | 3.33 | |
| - Line Manager | | |
| - Clients/Custome... | 3.00 | |

'Others' breakdown: 1 (n/a), 2 (1), 1 (2), 2 (3), 2 (4), 1 (5)

## 13. They provide their team with constructive feedback in a timely manner

| | | 'Others' breakdown |
|---|---|---|
| Self | 4.00 | |
| 'Others' | 2.62 | |
| - Direct Reports | 1.50 | |
| - Colleagues | 2.67 | |
| - Line Manager | | |
| - Clients/Custome... | 3.33 | |

'Others' breakdown: 1 (n/a), 3 (1), 1 (2), 1 (3), 2 (4), 1 (5)

## 40. They have a clear understanding of their own personal strengths and limitations and have a corresponding set of personal development actions
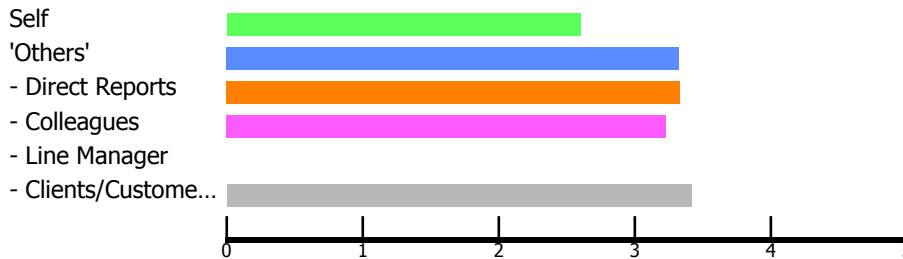
| | | 'Others' breakdown |
|---|---|---|
| Self | 4.00 | |
| 'Others' | 2.62 | |
| - Direct Reports | 2.67 | |
| - Colleagues | 2.00 | |
| - Line Manager | | |
| - Clients/Custome... | 3.00 | |

'Others' breakdown: 1 (n/a), 1 (1), 3 (2), 2 (3), 2 (4), 0 (5)

**41. They hold regular one to ones with team members in order to discuss and support their team's development**

| | | |
|---|---|---|
| Self | | 5.00 |
| 'Others' | | 2.29 |
| - Direct Reports | | 1.50 |
| - Colleagues | | 1.50 |
| - Line Manager | | |
| - Clients/Custome... | | 3.33 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 2 | 2 | 2 | 1 | 0 |

# Influence

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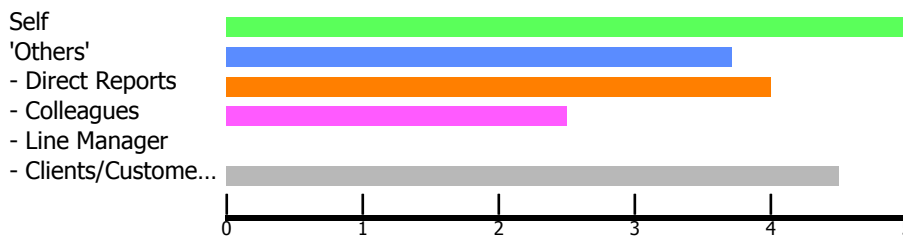
**Overall Summary**

| | |
|---|---|
| Self | 2.60 |
| 'Others' | 3.32 |
| - Direct Reports | 3.33 |
| - Colleagues | 3.23 |
| - Line Manager | |
| - Clients/Custome... | 3.42 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 8 | 8 | 4 | 5 | 8 | 12 |

## 1. They create opportunities for customers and/or colleagues to network with people who have common interests or needs
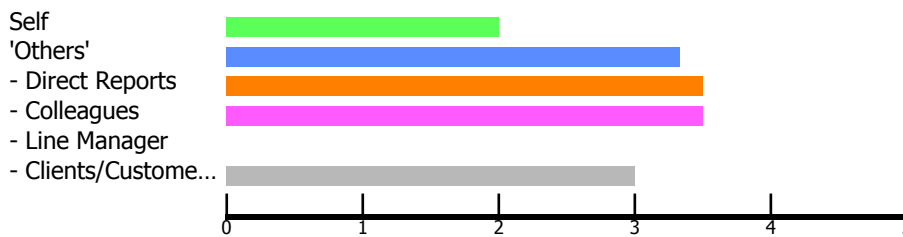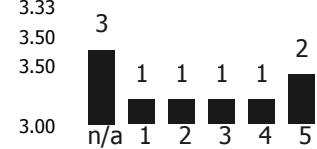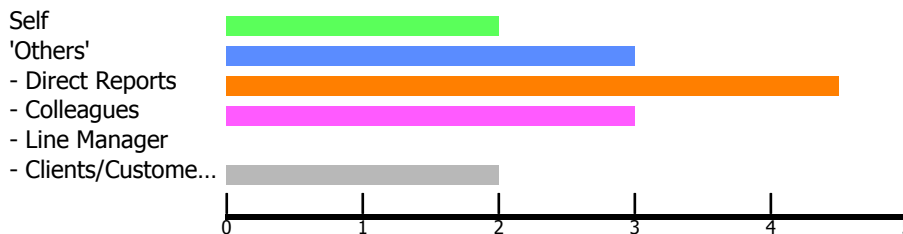
| | |
|---|---|
| Self | 2.00 |
| 'Others' | 3.33 |
| - Direct Reports | 3.50 |
| - Colleagues | 3.50 |
| - Line Manager | |
| - Clients/Custome... | 3.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 3 | 1 | 1 | 1 | 1 | 2 |

## 10. They have built a value in their team for building relationships and networks both internally and externally

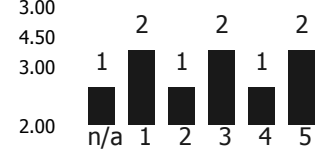| | |
|---|---|
| Self | 5.00 |
| 'Others' | 3.71 |
| - Direct Reports | 4.00 |
| - Colleagues | 2.50 |
| - Line Manager | |
| - Clients/Custome... | 4.50 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 1 | 0 | 1 | 3 | 2 |
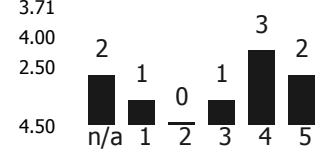
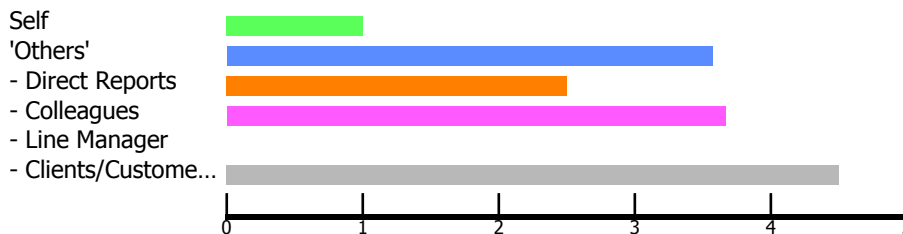## 17. They focus on a win-win approach rather than on persuasion to build support for their ideas

| | |
|---|---|
| Self | 2.00 |
| 'Others' | 3.00 |
| - Direct Reports | 4.50 |
| - Colleagues | 3.00 |
| - Line Manager | |
| - Clients/Custome... | 2.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 2 | 1 | 2 | 1 | 2 |

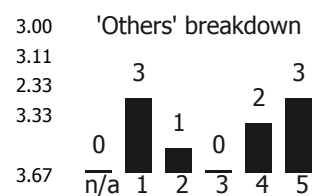## 25. When seeking support for their solutions, they clearly describe the benefits and advantages

| | |
|---|---|
| Self | 1.00 |
| 'Others' | 3.57 |
| - Direct Reports | 2.50 |
| - Colleagues | 3.67 |
| - Line Manager | |
| - Clients/Custome... | 4.50 |

'Others' breakdown

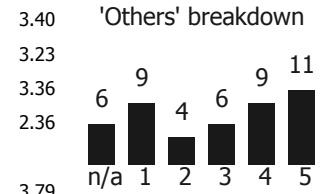| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 1 | 1 | 1 | 1 | 3 |
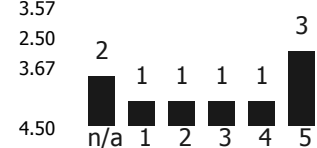
**50. They are well-connected and have an influential network to call on both internally and externally**
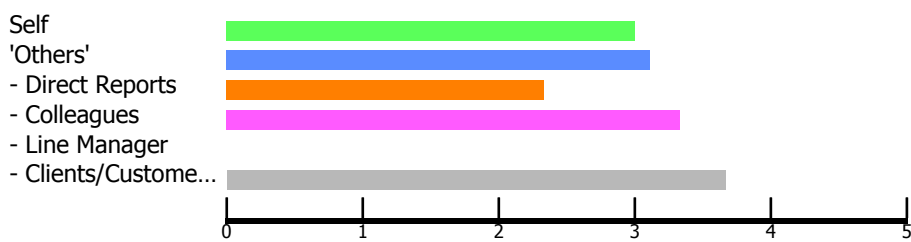
| | |
|---|---|
| Self | 3.00 |
| 'Others' | 3.11 |
| - Direct Reports | 2.33 |
| - Colleagues | 3.33 |
| - Line Manager | |
| - Clients/Custome... | 3.67 |

'Others' breakdown

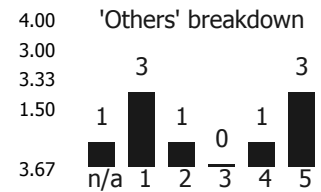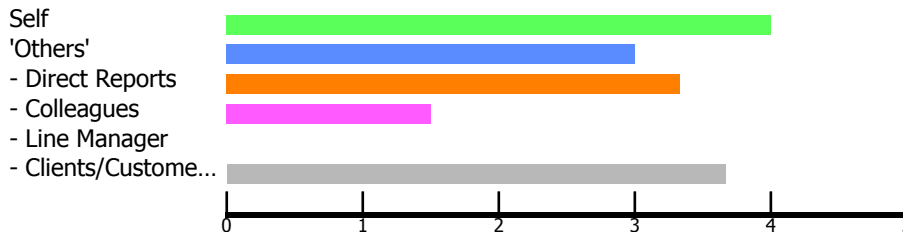05/Aug/2020

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# Inspiring Communicator

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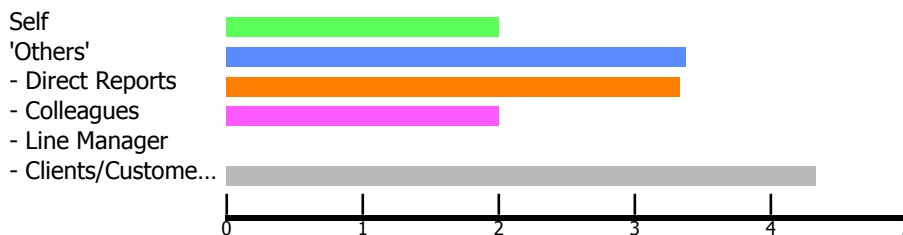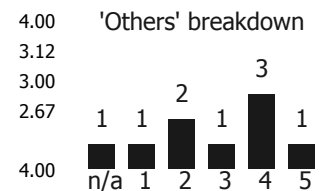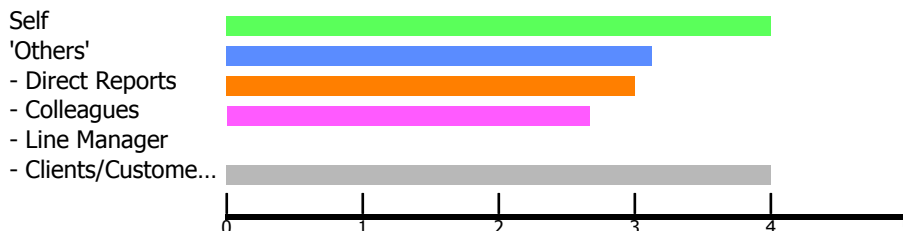
## Overall Summary

| | | |
|---|---|---|
| Self | | 3.40 |
| 'Others' | | 3.23 |
| - Direct Reports | | 3.36 |
| - Colleagues | | 2.36 |
| - Line Manager | | |
| - Clients/Custome... | | 3.79 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 6 | 9 | 4 | 6 | 9 | 11 |
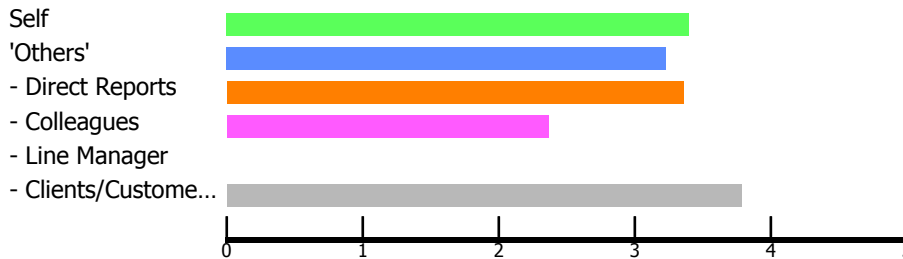
## 6. Their presentations leave others feeling enthusiastic about the vision and mission we are aiming for

| | | |
|---|---|---|
| Self | | 4.00 |
| 'Others' | | 3.00 |
| - Direct Reports | | 3.33 |
| - Colleagues | | 1.50 |
| - Line Manager | | |
| - Clients/Custome... | | 3.67 |

'Others' breakdown
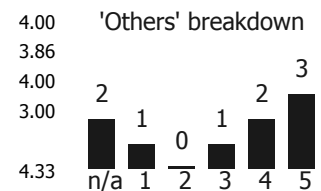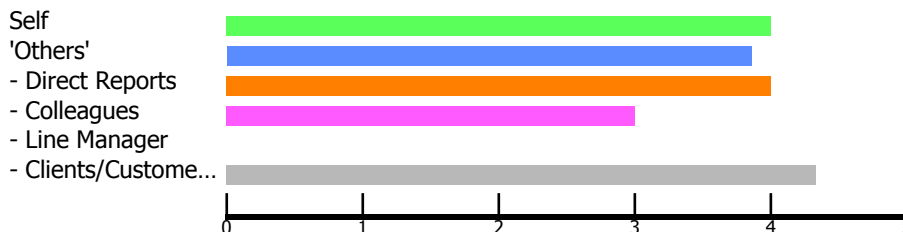
| n/a | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 1 | 3 | 1 | 0 | 1 | 3 |

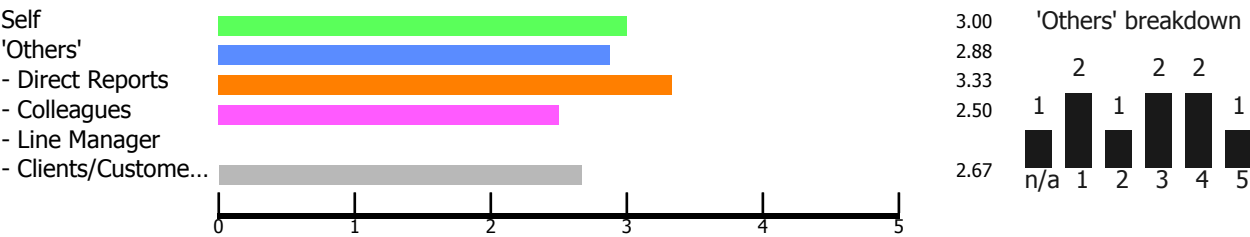## 15. They have created a value amongst their team for outstanding presentations and excellence in communications

| | | |
|---|---|---|
| Self | | 2.00 |
| 'Others' | | 3.38 |
| - Direct Reports | | 3.33 |
| - Colleagues | | 2.00 |
| - Line Manager | | |
| - Clients/Custome... | | 4.33 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 1 | 2 | 0 | 2 | 1 | 3 |

## 29. They use metaphors and examples to communicate important messages in simple ways

| | | |
|---|---|---|
| Self | | 4.00 |
| 'Others' | | 3.12 |
| - Direct Reports | | 3.00 |
| - Colleagues | | 2.67 |
| - Line Manager | | |
| - Clients/Custome... | | 4.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 1 | 1 | 2 | 1 | 3 | 1 |

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

| | | |
|---|---|---|
| Self | | 4.00 |
| 'Others' | | 3.86 |
| - Direct Reports | | 4.00 |
| - Colleagues | | 3.00 |
| - Line Manager | | |
| - Clients/Custome... | | 4.33 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|
| 2 | 1 | 0 | 1 | 2 | 3 |

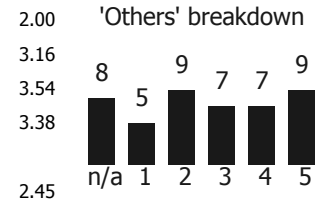**53. The way they communicate provides others with a clear sense of direction and purpose**

| | Score |
|---|---|
| Self | 3.00 |
| 'Others' | 2.88 |
| - Direct Reports | 3.33 |
| - Colleagues | 2.50 |
| - Line Manager | |
| - Clients/Custome... | 2.67 |

'Others' breakdown

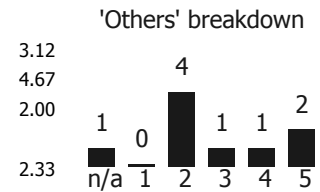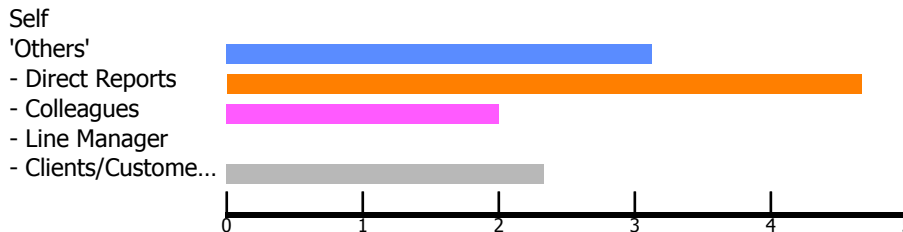| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 2 | 1 | 2 | 2 | 1 |

# Building Confidence

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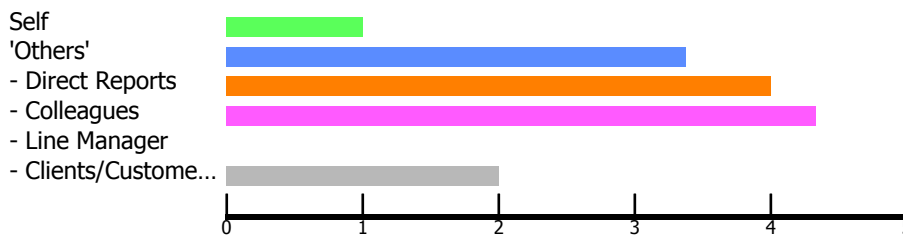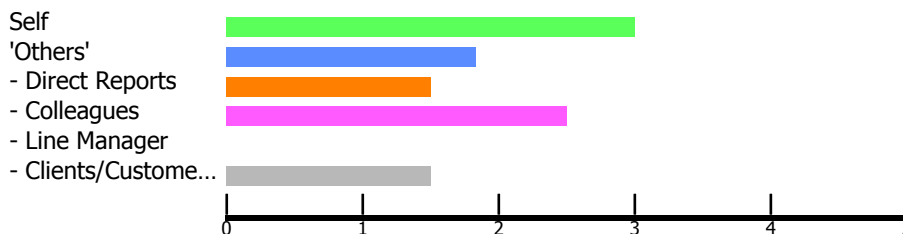
## Overall Summary

| | Value |
|---|---|
| Self | 2.00 |
| 'Others' | 3.16 |
| - Direct Reports | 3.54 |
| - Colleagues | 3.38 |
| - Line Manager | |
| - Clients/Custome... | 2.45 |

'Others' breakdown
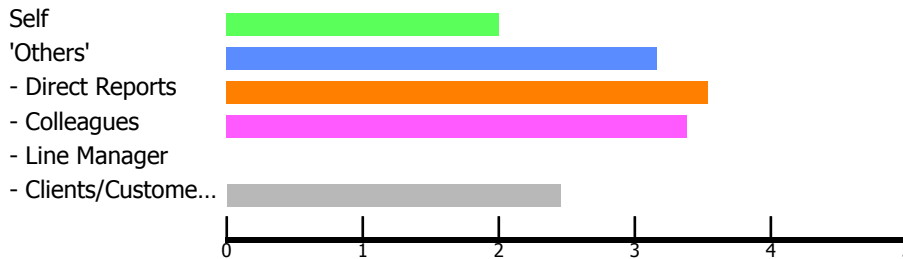


## 7. They make timely decisions and can justify them when challenged

| | Value |
|---|---|
| Self | |
| 'Others' | 3.12 |
| - Direct Reports | 4.67 |
| - Colleagues | 2.00 |
| - Line Manager | |
| - Clients/Custome... | 2.33 |

'Others' breakdown



## 16. They make time to recognise, reward and celebrate good performance

| | Value |
|---|---|
| Self | 1.00 |
| 'Others' | 3.38 |
| - Direct Reports | 4.00 |
| - Colleagues | 4.33 |
| - Line Manager | |
| - Clients/Custome... | 2.00 |

'Others' breakdown



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

| | Value |
|---|---|
| Self | 3.00 |
| 'Others' | 1.83 |
| - Direct Reports | 1.50 |
| - Colleagues | 2.50 |
| - Line Manager | |
| - Clients/Custome... | 1.50 |

'Others' breakdown



## 46. They build confidence in the people around them by the things they say and do
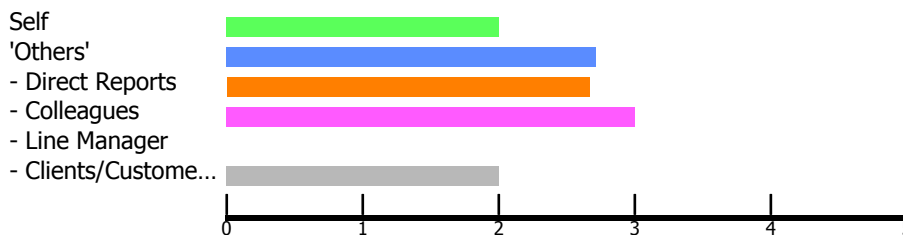
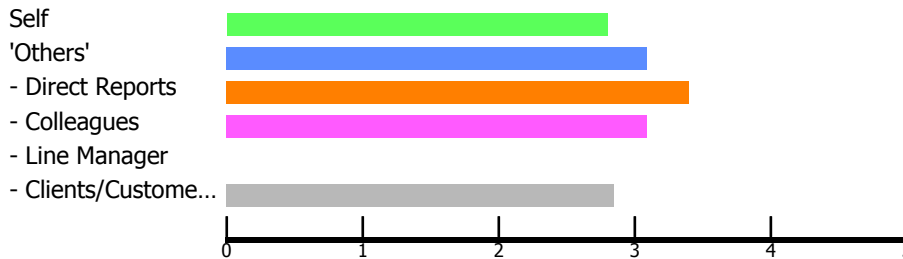| | Value |
|---|---|
| Self | 2.00 |
| 'Others' | 2.71 |
| - Direct Reports | 2.67 |
| - Colleagues | 3.00 |
| - Line Manager | |
| - Clients/Custome... | 2.00 |

'Others' breakdown



## 55. They have created opportunities to celebrate team successes and the sharing of expertise so that it has become a team characteristic

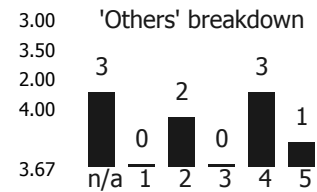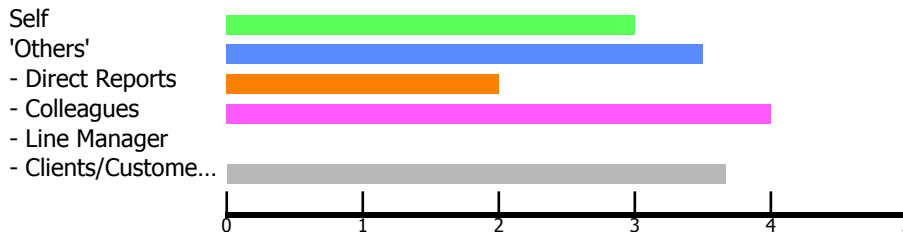| | Value |
|---|---|
| Self | |
| 'Others' | 4.38 |
| - Direct Reports | 4.33 |
| - Colleagues | 4.33 |
| - Line Manager | |
| - Clients/Custome... | 4.50 |

'Others' breakdown
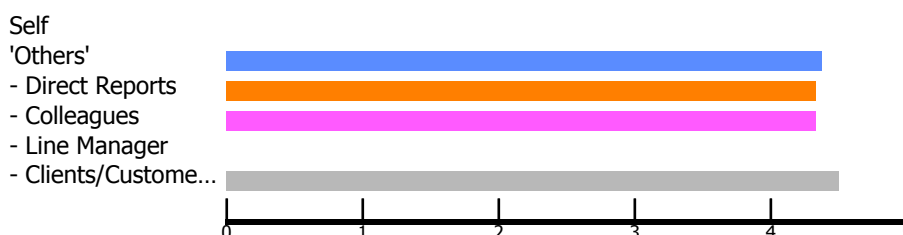
# Measures & Monitors Performance

Focuses on adding value to the customer and enhancing the performance of the team; sets and monitors metrics designed to improve revenue, profitability, efficiency.
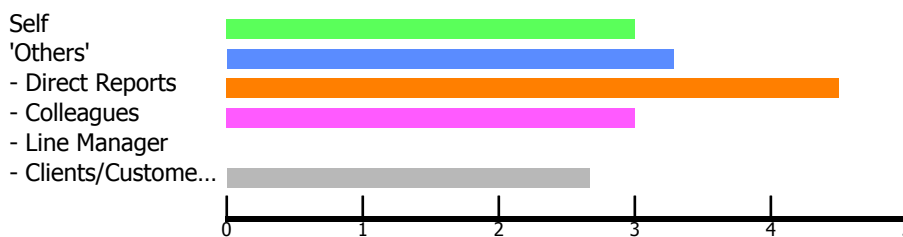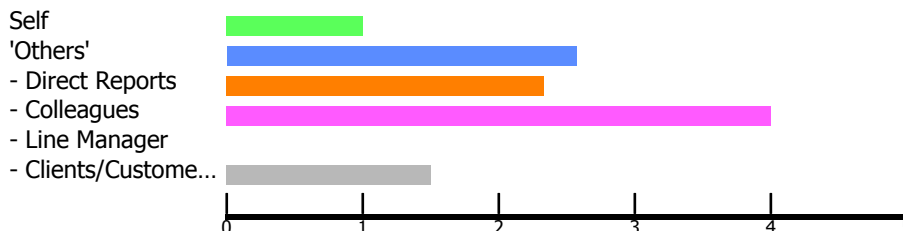
## Overall Summary

| | | |
|---|---|---|
| Self | | 2.80 |
| 'Others' | | 3.09 |
| - Direct Reports | | 3.40 |
| - Colleagues | | 3.09 |
| - Line Manager | | |
| - Clients/Custome... | | 2.85 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 11 | 4 | 9 | 6 | 10 | 5 |

## 32. They systematically set and review objectives in order to ensure continuous performance improvement

| | | |
|---|---|---|
| Self | | 3.00 |
| 'Others' | | 3.50 |
| - Direct Reports | | 2.00 |
| - Colleagues | | 4.00 |
| - Line Manager | | |
| - Clients/Custome... | | 3.67 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 3 | 0 | 2 | 0 | 3 | 1 |

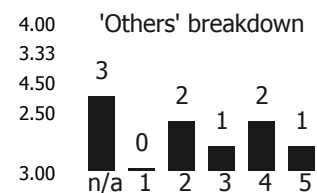## 35. They have a built a culture that values consistent performance across all team members

| | | |
|---|---|---|
| Self | | 3.00 |
| 'Others' | | 3.29 |
| - Direct Reports | | 4.50 |
| - Colleagues | | 3.00 |
| - Line Manager | | |
| - Clients/Custome... | | 2.67 |

'Others' breakdown

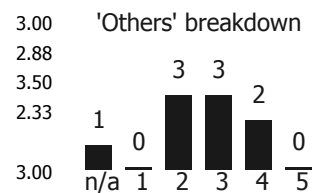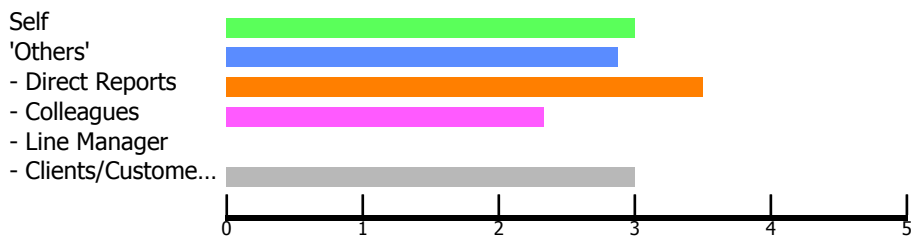| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 2 | 0 | 1 | 2 | 2 |

## 36. The objectives they set for themselves and their team are specifically designed to have a positive impact on overall business performance

| | | |
|---|---|---|
| Self | | 1.00 |
| 'Others' | | 2.57 |
| - Direct Reports | | 2.33 |
| - Colleagues | | 4.00 |
| - Line Manager | | |
| - Clients/Custome... | | 1.50 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 2 | 2 | 1 | 1 | 1 |

## 47. The processes that they develop improve our ability to exceed customer expectations

| | | |
|---|---|---|
| Self | | 4.00 |
| 'Others' | | 3.33 |
| - Direct Reports | | 4.50 |
| - Colleagues | | 2.50 |
| - Line Manager | | |
| - Clients/Custome... | | 3.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 3 | 0 | 2 | 1 | 2 | 1 |
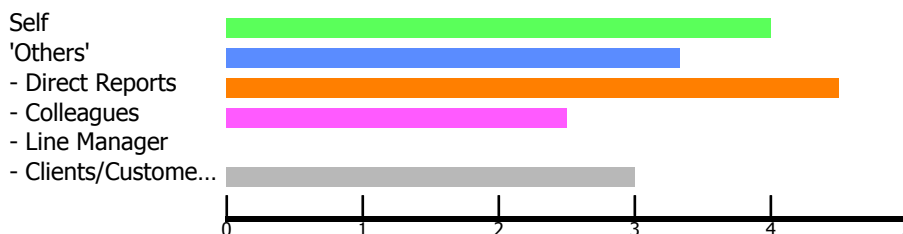
**49. They deal with under-performance in a timely and transparent manner**

| | | |
|---|---|---|
| Self | | 3.00 |
| 'Others' | | 2.88 |
| - Direct Reports | | 3.50 |
| - Colleagues | | 2.33 |
| - Line Manager | | |
| - Clients/Custome... | | 3.00 |

0   1   2   3   4   5

'Others' breakdown

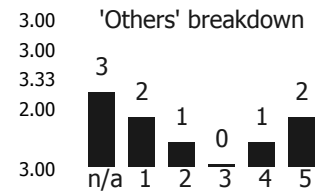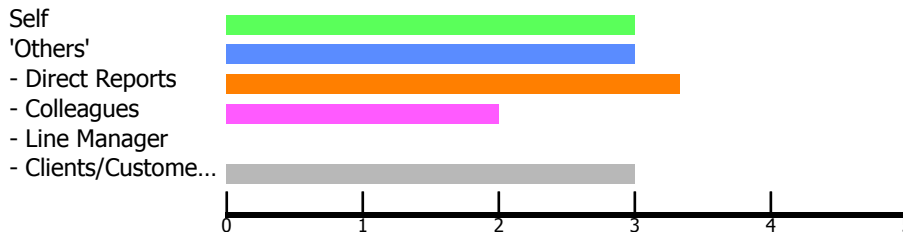1   0   3   3   2   0
n/a  1   2   3   4   5

# 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.
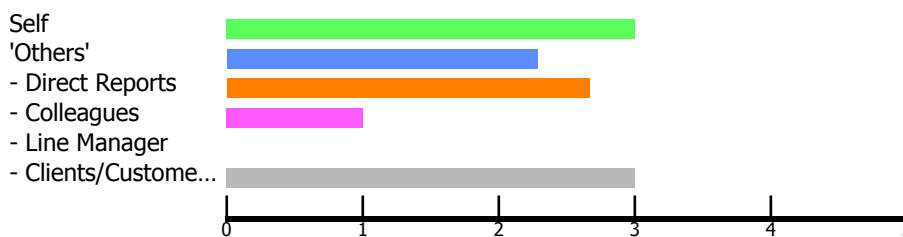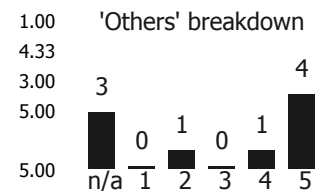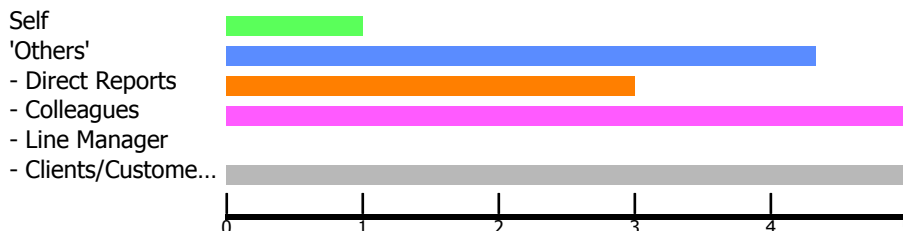
**Overall Summary**

| | Score |
|---|---|
| Self | 2.40 |
| 'Others' | 2.91 |
| - Direct Reports | 2.92 |
| - Colleagues | 2.67 |
| - Line Manager | |
| - Clients/Custome... | 3.10 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 13 | 6 | 9 | 5 | 6 | 6 |
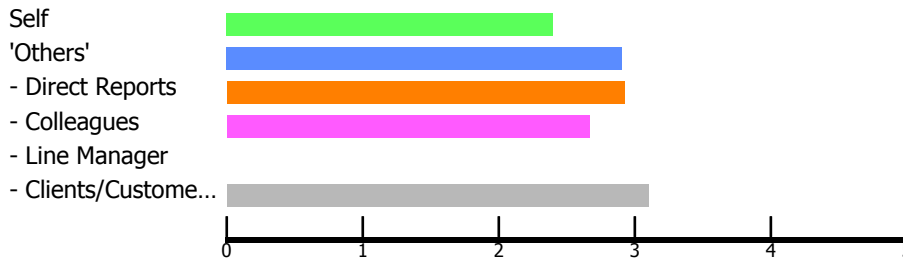
## 18. They ensure their team are clear about roles and responsibilities

| | Score |
|---|---|
| Self | 3.00 |
| 'Others' | 3.00 |
| - Direct Reports | 3.33 |
| - Colleagues | 2.00 |
| - Line Manager | |
| - Clients/Custome... | 3.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 3 | 2 | 1 | 0 | 1 | 2 |

## 22. They empower their team to make decisions, take action and own the outcome

| | Score |
|---|---|
| Self | 3.00 |
| 'Others' | 2.29 |
| - Direct Reports | 2.67 |
| - Colleagues | 1.00 |
| - Line Manager | |
| - Clients/Custome... | 3.00 |

'Others' breakdown

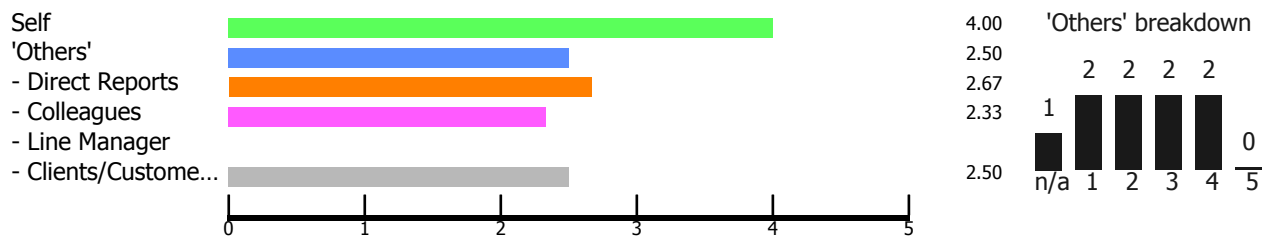| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 2 | 2 | 2 | 2 | 1 | 0 |

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

| | Score |
|---|---|
| Self | 1.00 |
| 'Others' | 4.33 |
| - Direct Reports | 3.00 |
| - Colleagues | 5.00 |
| - Line Manager | |
| - Clients/Custome... | 5.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 3 | 0 | 1 | 0 | 1 | 4 |

## 48. They develop plans detailing actions and timelines for the work or projects that they are involved in

| | Score |
|---|---|
| Self | 1.00 |
| 'Others' | 2.60 |
| - Direct Reports | 3.00 |
| - Colleagues | 3.00 |
| - Line Manager | |
| - Clients/Custome... | 2.00 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 4 | 0 | 3 | 1 | 1 | 0 |

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

| | | |
|---|---|---|
| Self | | 4.00 |
| 'Others' | | 2.50 |
| - Direct Reports | | 2.67 |
| - Colleagues | | 2.33 |
| - Line Manager | | |
| - Clients/Custome... | | 2.50 |

'Others' breakdown

| n/a | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1 | 2 | 2 | 2 | 2 | 0 |
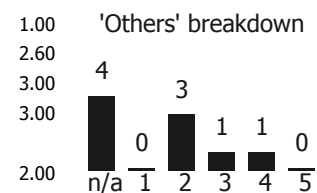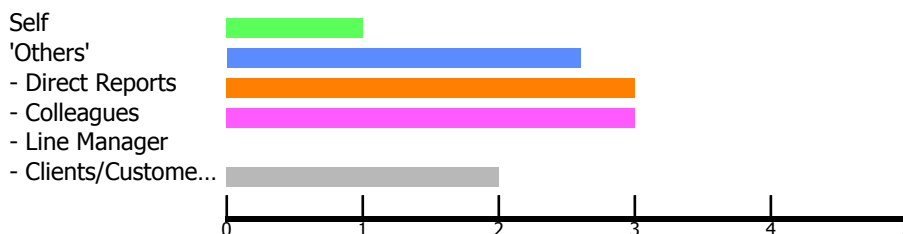
# Section 5: Open-ended comments

## Made by Self

**56. What would you say are your Sales Leadership strengths? Please provide examples of the impact you believe they have.**

"Self comment"

**57. What would you say are your greatest development needs as a Sales Leader? Please provide examples of the impact you believe this development will have.**

"Self comment"

**56. What would you say are this person's Sales Leadership strengths? Please provide examples of the impact you believe they have.**

"Direct report comment"

"Direct report comment"

"Direct report comment"


**57. What would you say are this person's greatest development needs as a Sales Leader? Please provide examples of the impact you believe this development will have.**

"Direct report comment"

"Direct report comment"

"Direct report comment"

**56. What would you say are this person's Sales Leadership strengths? Please provide examples of the impact you believe they have.**

"Colleague comment"

"Colleague comment"

"Colleague comment"

**57. What would you say are this person's greatest development needs as a Sales Leader? Please provide examples of the impact you believe this development will have.**

"Colleague comment"

"Colleague comment"

"Colleague comment"

**56. What would you say are this person's Sales Leadership strengths? Please provide examples of the impact you believe they have.**

"Line manager comment"

**57. What would you say are this person's greatest development needs as a Sales Leader? Please provide examples of the impact you believe this development will have.**

"Line manager comment"

**56. What would you say are this person's Sales Leadership strengths? Please provide examples of the impact you believe they have.**

"Client comment"

"Client comment"

"Client comment"

**57. What would you say are this person's greatest development needs as a Sales Leader? Please provide examples of the impact you believe this development will have.**

"Client comment"

"Client comment"

"Client comment"

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# 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?** |
| --- | --- | --- |
| | | |

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