360 DEGREE FEEDBACK REPORT

INDIVIDUAL CONTRIBUTOR

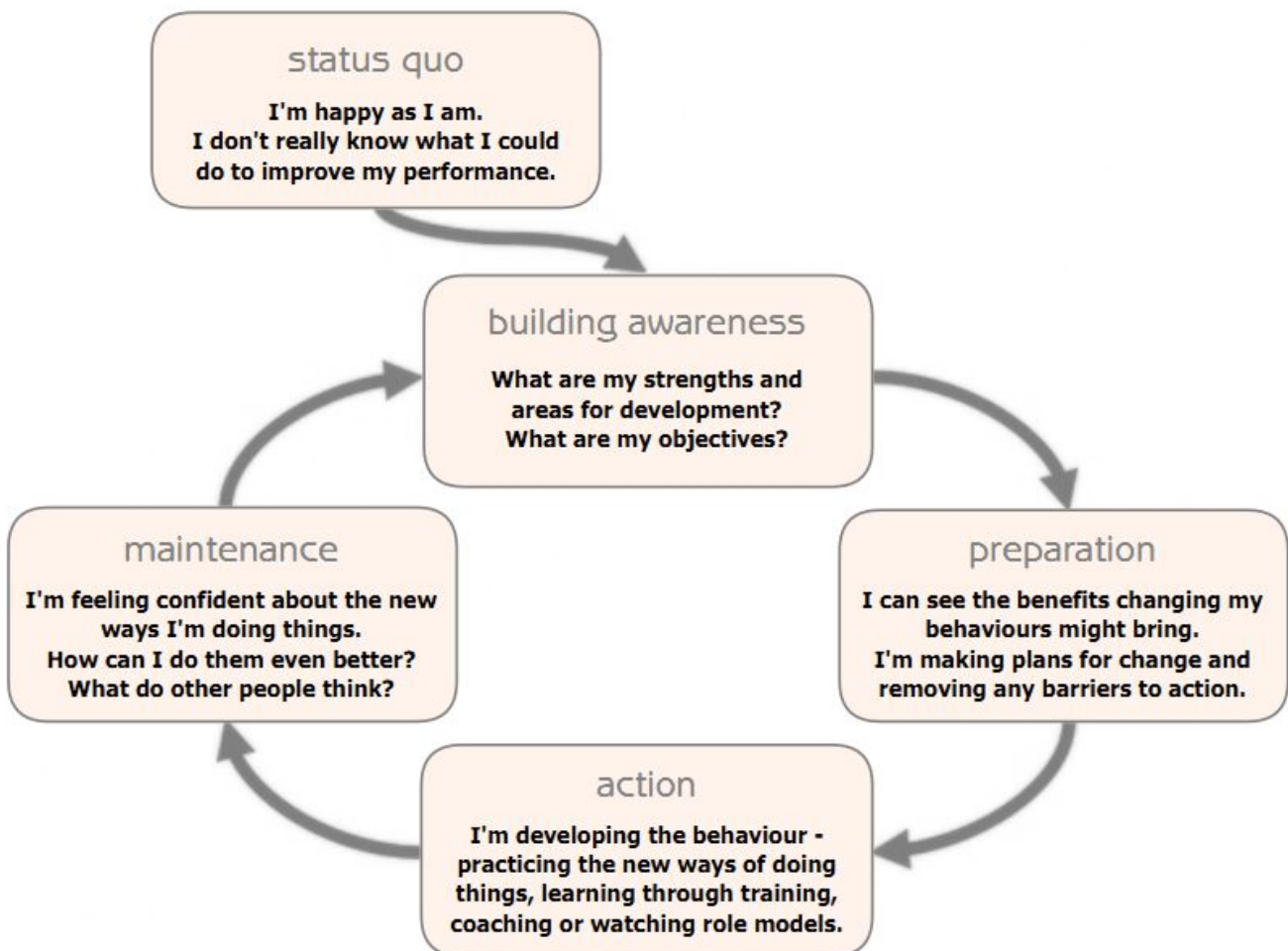## SALES

Sample

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March 2023

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.

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?

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

Introduction

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.

Introduction

The Schroder Framework

This 360 degree feedback survey has been designed around the Schroder Framework of high performance. The Schroder Framework consists of 11 behaviours which have been linked with high performance in leaders and managers at all levels and in many different industry sectors. The 11 behaviours span cognitive, interpersonal, directional and achieving dimensions of leadership which complement technical competencies and other measures of individual differences. Each behaviour is further defined by five levels. These range from negative use of the behaviour at level one, to an inspirational use of the behaviour at level five at which an individual is embedding a culture which supports and encourages others to use this behaviour within the organisation. In between are levels that an individual at any level of an organisation will utilise in their day to day working life.

A Strength-Based Approach
 The Schroder Competencies Framework recognises that every individual has their own unique pattern of strengths and an individual's capability is defined by the four or five behaviours within the framework at which they excel. In addition, the goal is that the individual will have no limitations. That is, they will not demonstrate negative use of the behaviours. Their impact on the organisation is positive at all times.

The cognitive, interpersonal, directional and achieving dimensions translate into four clusters:

Thinks		Inspires
Seeking Information Information gathering and sharing – Searches widely for new advances; asking questions to find out about a broad range of factors. Fosters a hunger and curiosity in others.	**Influence** Persuading and influencing others –by gaining buy-in and support; focuses on the customer (internal and/or external); striving for mutually beneficial solutions and relationships; building and maintaining personal networks.	
Forming Concepts Understanding insights and being creative - Linking information; identifying patterns and trends to look beyond symptoms to understand root cause. Having ideas; creating concepts and models. Fosters a growth mindset so that others feel safe to innovate.	**Building Confidence** Displaying self-confidence and building positivity - being decisive and firm in tackling issues; communicating sense of confidence and optimism; recognising achievements and celebrating success	
Conceptual Agility Evaluating options or possibilities - Being open to different perspectives or pivoting; using concepts or models to weigh-up situations; evaluating different options at the same time; synthesizing alternatives to formulate powerful solutions.	**Inspiring Communicator** Effective and engaging communication that stands out - clear, concise and structured in communication; matches the comms. channel to the audience so the message is seen; uses visual aids, metaphors, humour, analogies to deliver messages with impact.	

Involves		Achieves
Enabling Openness Interacting with openness and respect – actively listens to others and seeks to really understand people deeply, asking questions to uncover thoughts and feelings; demonstrating understanding and empathy.	**Empowering Action** Planning, co-ordinating and delegating - Organised and methodical; defining roles and responsibilities; proactive and accountable; empowering others to act quickly; strips out unnecessary processes and barriers to action.	
Facilitating Interaction Brings people together and is truly inclusive - sharing ideas links between own and others ideas; encouraging others to speak up and focus on objectives; fostering collaborative working.	**Measuring & Monitoring Performance** Setting goals and monitoring performance to create valuable insights - defining how success can be measured; setting measures, identifying stretch; providing feedback on performance; improving performance by reviewing the end to end consumer experience	
Developing Capability Developing self and others – is motivated to grow, challenges others with new opportunities and continuously support them by coaching and mentoring. Creates a culture of personal growth owned by individuals.		

About your 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 using the following rating scale:

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

About your report

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.

About your report

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.
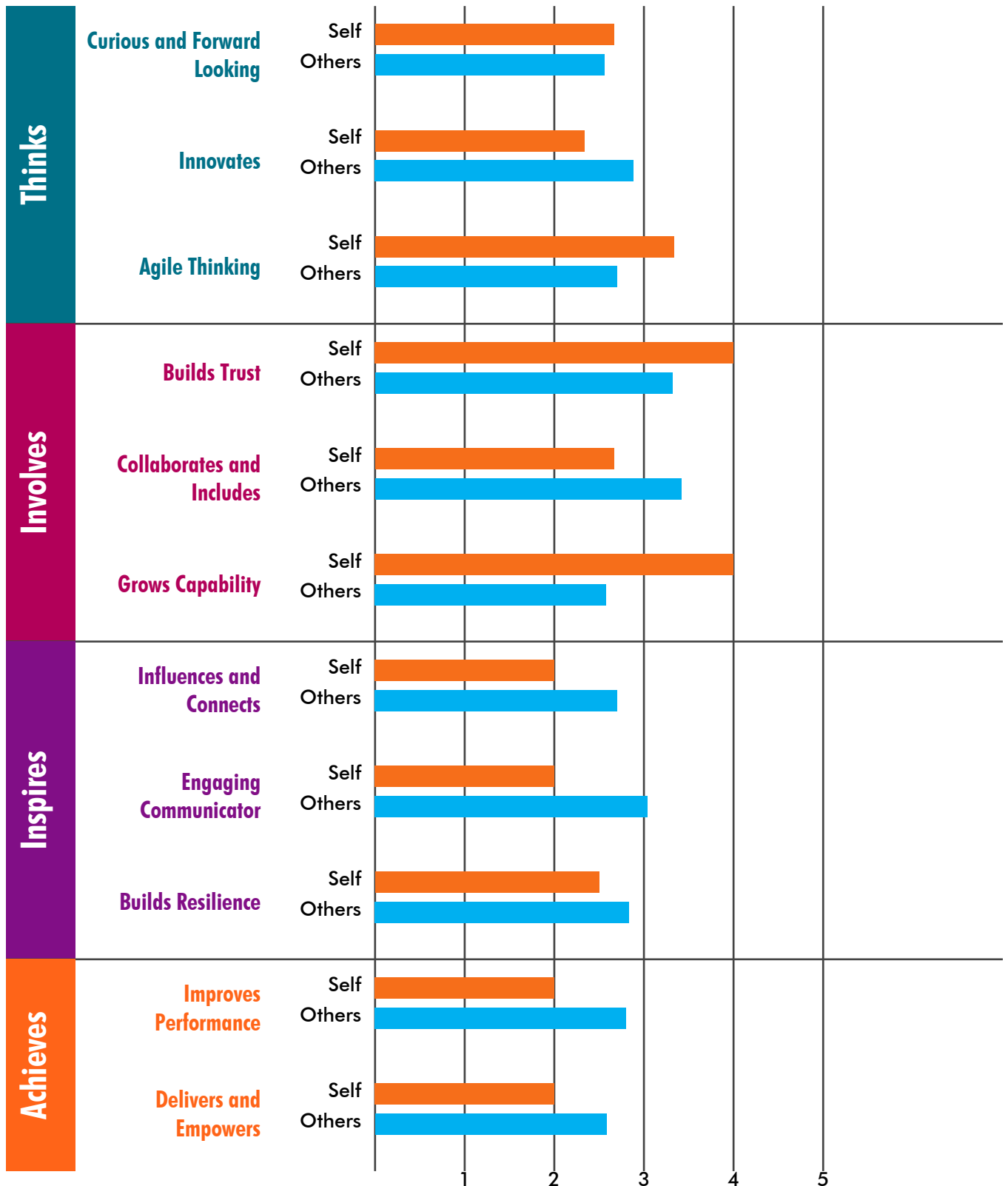
- Are there links between what you have discovered through exploring your highest and lowest scoring behaviours and the comments that have been written?
- Are there things people have said you should do less of that would reduce the negative impact of the behaviours identified as areas for development?
- Is there anything that people have said that you could do more of that would help you to develop your strengths?

Scores by Cluster

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

Curious and Forward Looking
- Self
- Others

Innovates
- Self
- Others

Agile Thinking
- Self
- Others

Involves

Builds Trust
- Self
- Others

Collaborates and Includes
- Self
- Others

Grows Capability
- Self
- Others

Inspires

Influences and Connects
- Self
- Others

Engaging Communicator
- Self
- Others

Builds Resilience
- Self
- Others

Achieves

Improves Performance
- Self
- Others

Delivers and Empowers
- Self
- Others

Scale: 1 2 3 4 5

Strengths and areas for development

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
4.14	Collaborates and Includes	19	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
4.00	Collaborates and Includes	5	When facilitating meetings they ensure the involvement of all individuals
3.56	Builds Trust	12	They adapt my style and the language they use depending on the situation and individual concerned
3.56	Engaging Communicator	30	They get messages across clearly no matter which communication channel they use
3.50	Builds Trust	18	They use open questions to sensitively explore and uncover any deeper issues affecting others
3.50	Grows Capability	20	They have a clear understanding of their own personal strengths and limitations and have a corresponding set of personal development actions
3.29	Innovates	2	They apply a sound understanding of the commercial realities (e.g. ROI/P&L) when forming proposals or solutions
3.25	Influences and Connects	32	They focus on a win-win approach rather than on persuasion to build support for their ideas
3.22	Engaging Communicator	31	Their presentations leave others feeling enthusiastic about their message
3.14	Builds Resilience	33	Their words and actions demonstrate that they remain positive even in difficult situations

10 Lowest scoring statements

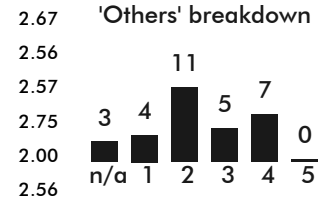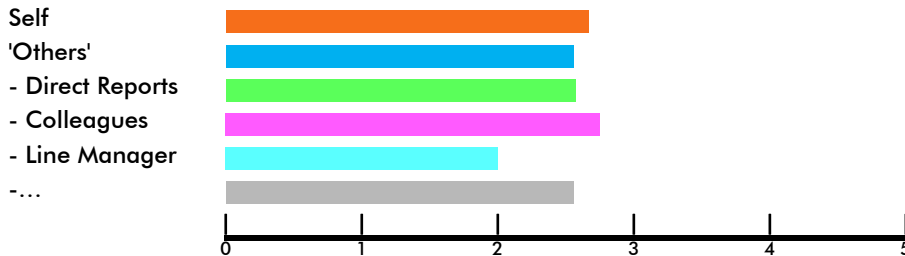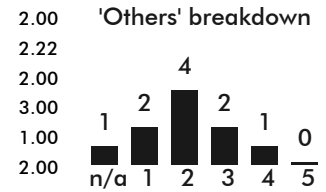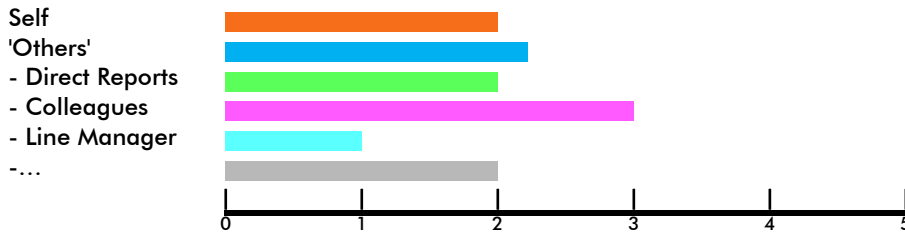| Score	Managerial Competency	Qu No.	Statement
1.88	Grows Capability	27	They help others in to develop their skills by providing support or guidance
1.90	Influences and Connects	9	They are well-connected and have an influential network to call on both internally and externally
2.11	Delivers and Empowers	11	They are known for making things happen because of the way they take personal responsibility for getting things done
2.12	Collaborates and Includes	23	When working as part of a group they contribute appropriately, putting forward their ideas and allowing others the opportunity to do the same
2.14	Engaging Communicator	7	They use metaphors and examples to communicate important messages in simple ways
2.22	Curious and Forward Looking	1	They exchange relevant information and knowledge with colleagues
2.40	Grows Capability	4	They provide others with constructive feedback in a timely manner
2.50	Improves Performance	24	The objectives they set for myself are designed to have a positive impact on either profitability, quality or customer experience
2.56	Agile Thinking	28	They develop multiple options to include in their proposals in order to fully address customer's needs
2.60	Builds Trust	17	They openly share their own thoughts and views with others

SCORES BY CLUSTER - THINKS

Curious and Forward Looking

Information gathering and sharing – Searches widely for new advances; asking questions to find out about a broad range of factors. Fosters a hunger and curiosity in others.
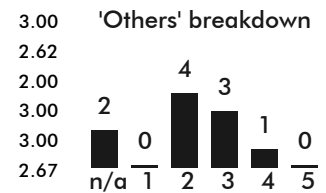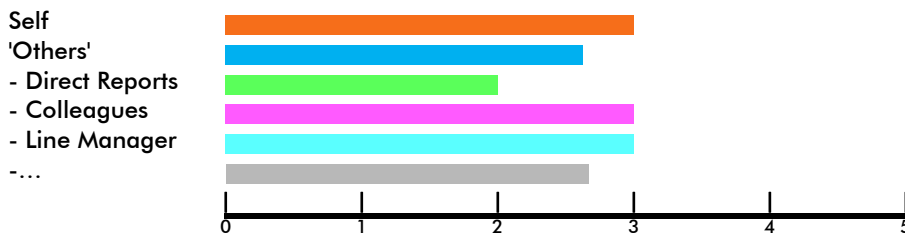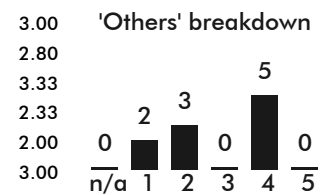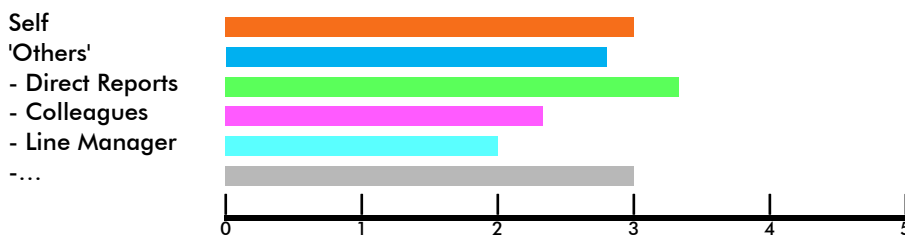
Overall Summary

	Score
Self	2.67
'Others'	2.56
- Direct Reports	2.57
- Colleagues	2.75
- Line Manager	2.00
-…	2.56

'Others' breakdown

n/a	1	2	3	4	5
3	4	11	5	7	0

1. They exchange relevant information and knowledge with colleagues

	Score
Self	2.00
'Others'	2.22
- Direct Reports	2.00
- Colleagues	3.00
- Line Manager	1.00
-…	2.00

'Others' breakdown

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

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

	Score
Self	3.00
'Others'	2.62
- Direct Reports	2.00
- Colleagues	3.00
- Line Manager	3.00
-…	2.67

'Others' breakdown

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

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

	Score
Self	3.00
'Others'	2.80
- Direct Reports	3.33
- Colleagues	2.33
- Line Manager	2.00
-…	3.00

'Others' breakdown

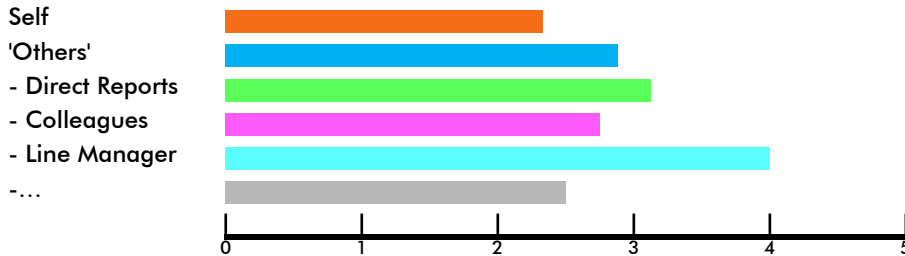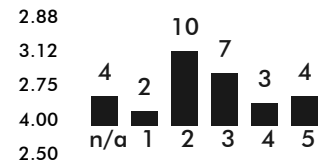| n/a	1	2	3	4	5
0	2	3	0	5	0

SCORES BY CLUSTER - THINKS

Innovates

Understanding insights and being creative - Linking information; identifying patterns and trends to look beyond symptoms to understand root cause. Having ideas; creating concepts and models. Fosters a growth mindset so that others feel safe to innovate.
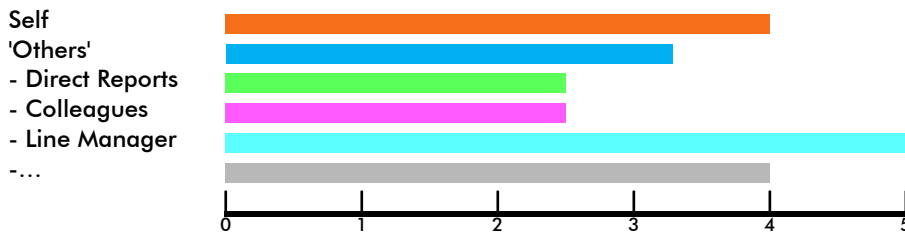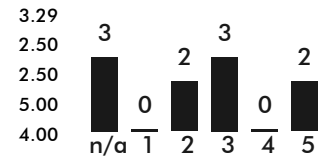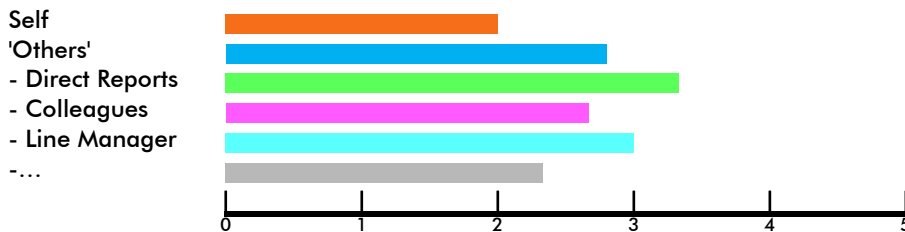
Overall Summary

	Score
Self	2.33
'Others'	2.88
- Direct Reports	3.12
- Colleagues	2.75
- Line Manager	4.00
-...	2.50

'Others' breakdown

n/a	1	2	3	4	5
4	2	10	7	3	4

2. They apply a sound understanding of the commercial realities (e.g. ROI/P&L) when forming proposals or solutions

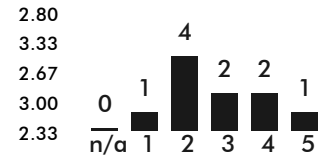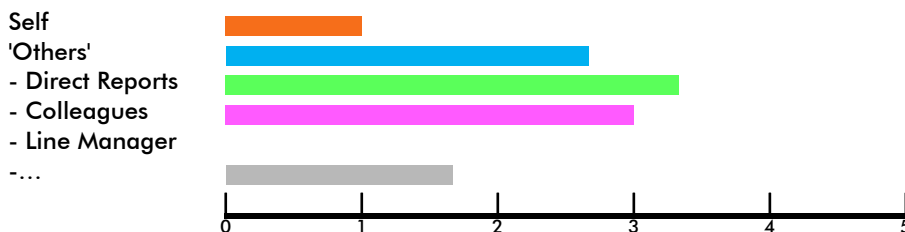|	Score
Self	4.00
'Others'	3.29
- Direct Reports	2.50
- Colleagues	2.50
- Line Manager	5.00
-...	4.00

'Others' breakdown

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

25. They look for the root cause of problems when exploring customer issues to undercover their real needs

	Score
Self	2.00
'Others'	2.80
- Direct Reports	3.33
- Colleagues	2.67
- Line Manager	3.00
-...	2.33

'Others' breakdown

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

29. They generate creative solutions to their customers' needs

	Score
Self	1.00
'Others'	2.67
- Direct Reports	3.33
- Colleagues	3.00
- Line Manager	
-...	1.67

'Others' breakdown

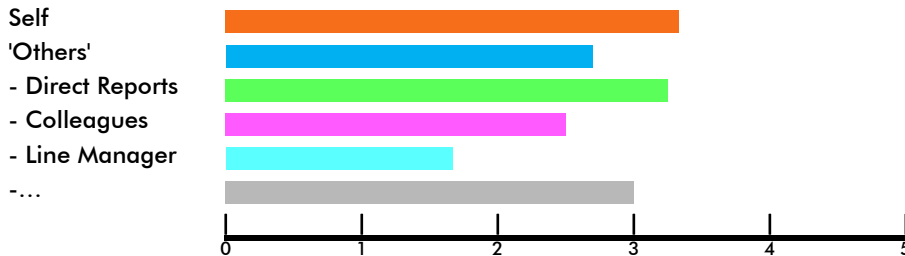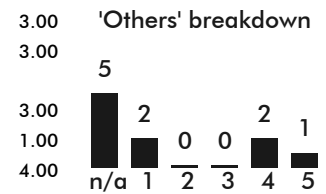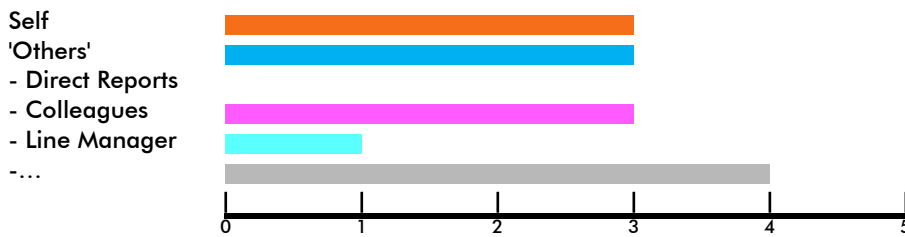| n/a	1	2	3	4	5
1	1	4	2	1	1
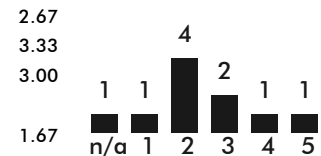
Agile Thinking

Evaluating options or possibilities - Being open to different perspectives or pivoting; using concepts or models to weigh-up situations; evaluating different options at the same time; synthesizing alternatives to formulate powerful solutions.
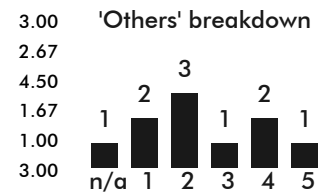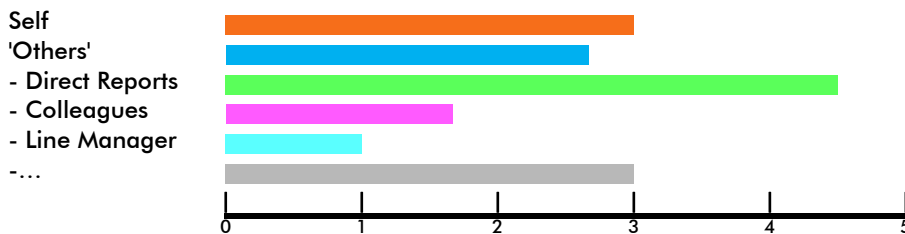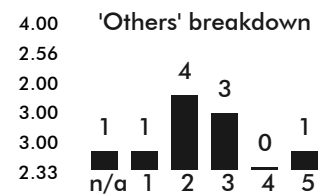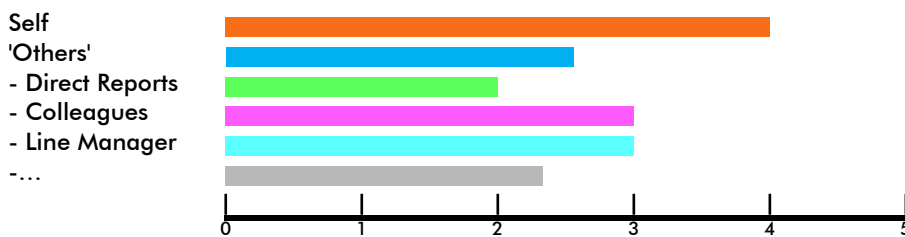
Overall Summary

Self	3.33
'Others'	2.70
- Direct Reports	3.25
- Colleagues	2.50
- Line Manager	1.67
-...	3.00

'Others' breakdown

7 5 7 4 4 3
n/a 1 2 3 4 5

3. They create proposals and/or account plans that maximise the benefits and minimise the downsides of the options they have provided

Self	3.00
'Others'	3.00
- Direct Reports	
- Colleagues	3.00
- Line Manager	1.00
-...	4.00

'Others' breakdown

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

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

Self	3.00
'Others'	2.67
- Direct Reports	4.50
- Colleagues	1.67
- Line Manager	1.00
-...	3.00

'Others' breakdown

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

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

Self	4.00
'Others'	2.56
- Direct Reports	2.00
- Colleagues	3.00
- Line Manager	3.00
-...	2.33

'Others' breakdown

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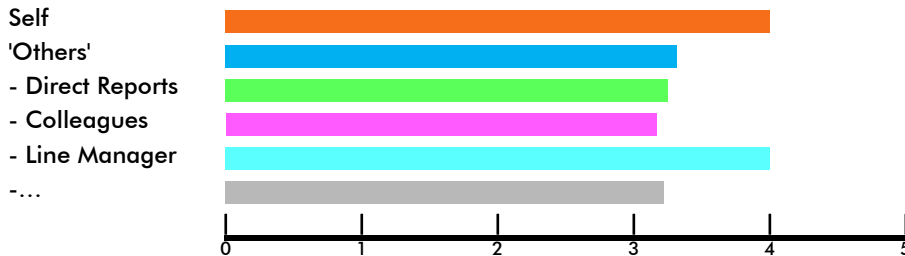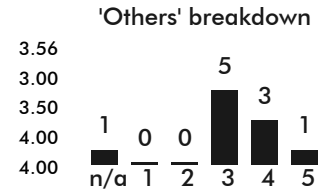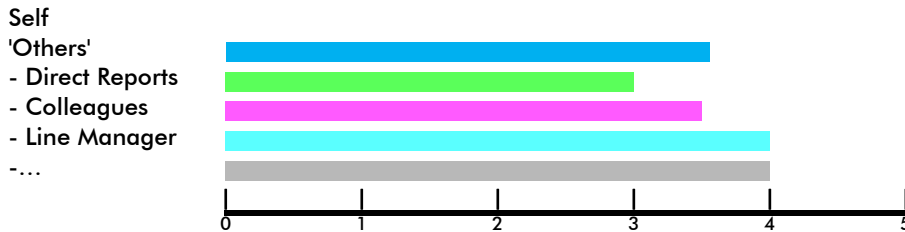n/a 1 2 3 4 5

Builds Trust

Interacting with openness and respect – actively listens to others and seeks to really understand people deeply, asking questions to uncover thoughts and feelings; demonstrating understanding and empathy.
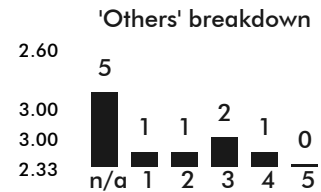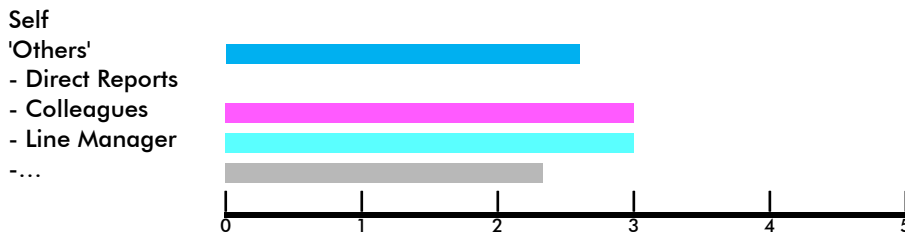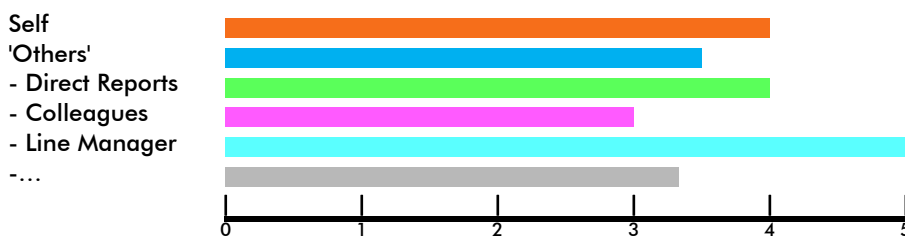
Overall Summary

Self	4.00
'Others'	3.32
- Direct Reports	3.25
- Colleagues	3.17
- Line Manager	4.00
-…	3.22

'Others' breakdown

n/a	1	2	3	4	5
8	2	1	10	6	3

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

Self	
'Others'	3.56
- Direct Reports	3.00
- Colleagues	3.50
- Line Manager	4.00
-…	4.00

'Others' breakdown

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

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

Self	
'Others'	2.60
- Direct Reports	
- Colleagues	3.00
- Line Manager	3.00
-…	2.33

'Others' breakdown

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

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

Self	4.00
'Others'	3.50
- Direct Reports	4.00
- Colleagues	3.00
- Line Manager	5.00
-…	3.33

'Others' breakdown

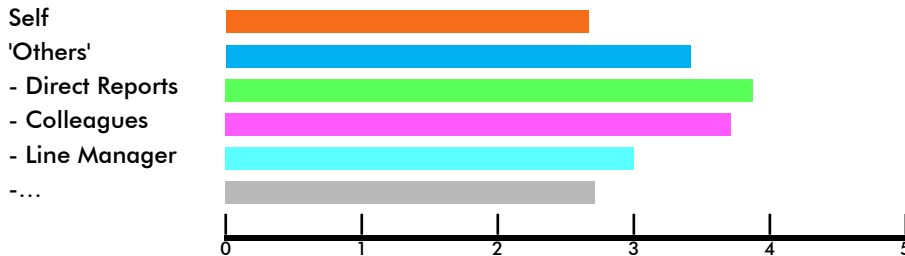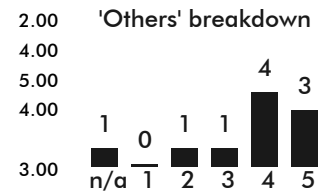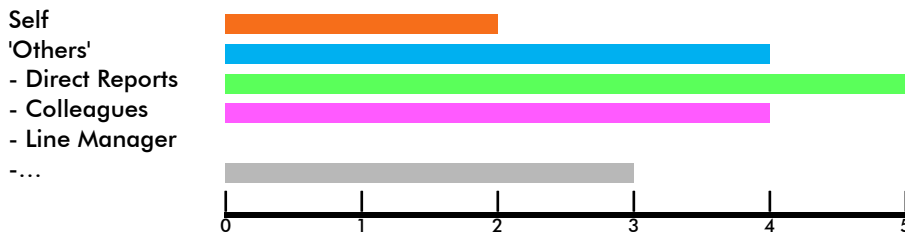| n/a	1	2	3	4	5
2	1	0	3	2	2

Collaborates and Includes

Brings people together and is truly inclusive - sharing ideas links between own and others ideas; encouraging others to speak up and focus on objectives; fostering collaborative working.
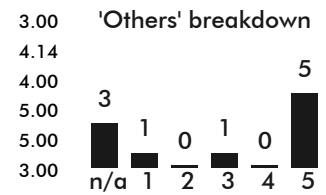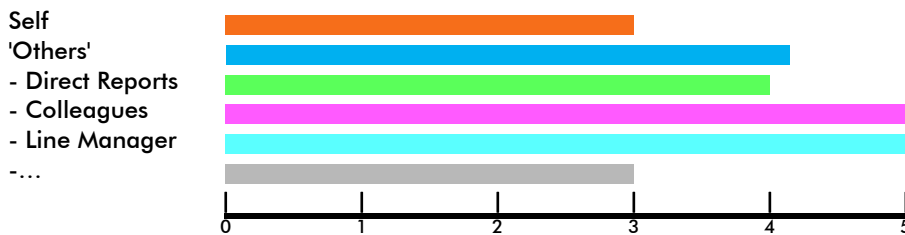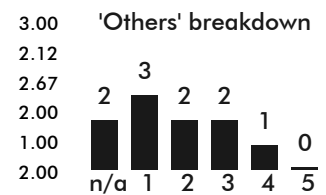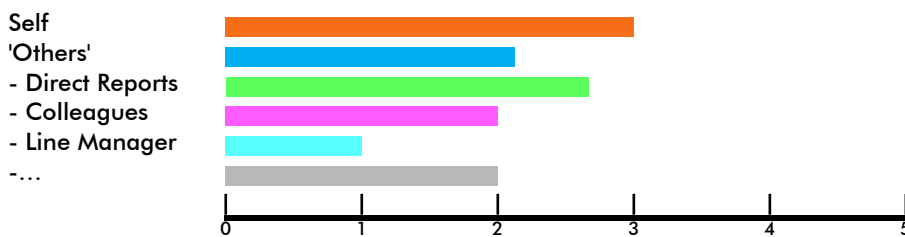
Overall Summary

	Score
Self	2.67
'Others'	3.42
- Direct Reports	3.88
- Colleagues	3.71
- Line Manager	3.00
-…	2.71

'Others' breakdown

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

	Score
Self	2.00
'Others'	4.00
- Direct Reports	5.00
- Colleagues	4.00
- Line Manager	
-…	3.00

'Others' breakdown

19. 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

	Score
Self	3.00
'Others'	4.14
- Direct Reports	4.00
- Colleagues	5.00
- Line Manager	5.00
-…	3.00

'Others' breakdown

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

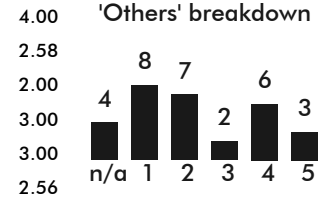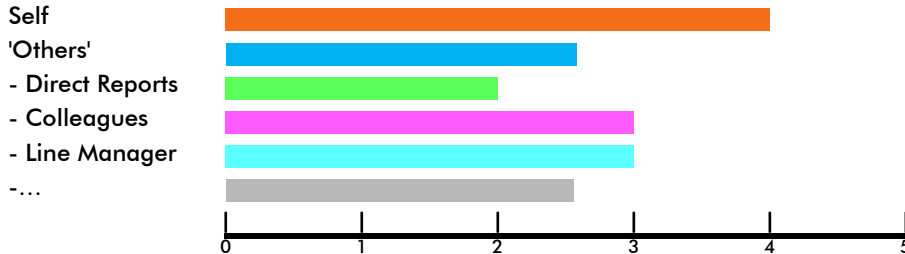|	Score
Self	3.00
'Others'	2.12
- Direct Reports	2.67
- Colleagues	2.00
- Line Manager	1.00
-…	2.00

'Others' breakdown
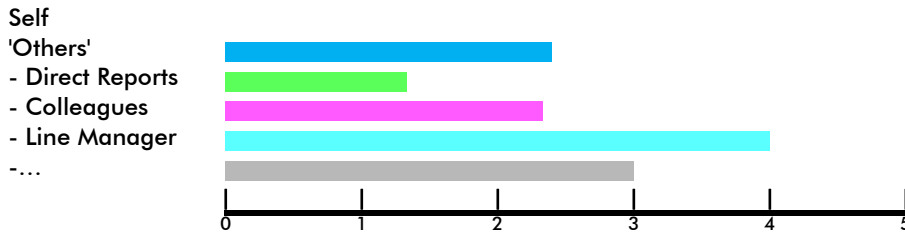
SCORES BY CLUSTER - INVOLVES

Grows Capability

Developing self and others – is motivated to grow, challenges others with new opportunities and continuously support them by coaching and mentoring. Creates a culture of personal growth owned by individuals.
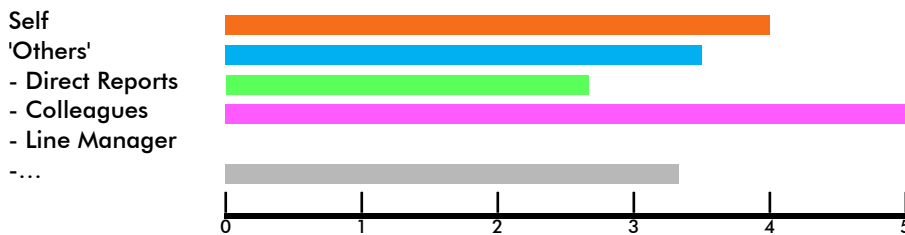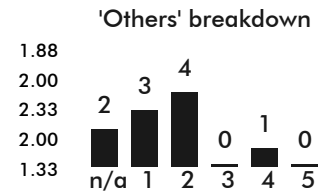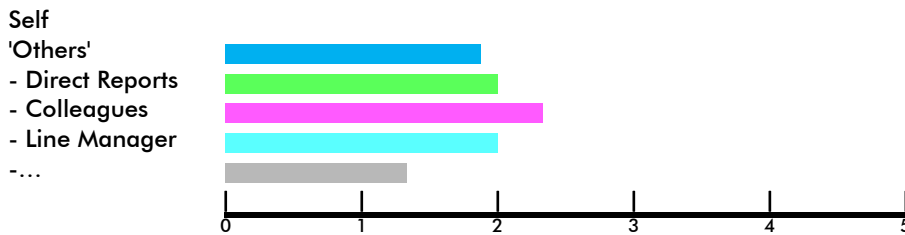
Overall Summary

	Score
Self	4.00
'Others'	2.58
- Direct Reports	2.00
- Colleagues	3.00
- Line Manager	3.00
-…	2.56

'Others' breakdown

n/a	1	2	3	4	5
4	8	7	2	6	3

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

	Score
Self	
'Others'	2.40
- Direct Reports	1.33
- Colleagues	2.33
- Line Manager	4.00
-…	3.00

'Others' breakdown

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

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

	Score
Self	4.00
'Others'	3.50
- Direct Reports	2.67
- Colleagues	5.00
- Line Manager	
-…	3.33

'Others' breakdown

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

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

	Score
Self	
'Others'	1.88
- Direct Reports	2.00
- Colleagues	2.33
- Line Manager	2.00
-…	1.33

'Others' breakdown

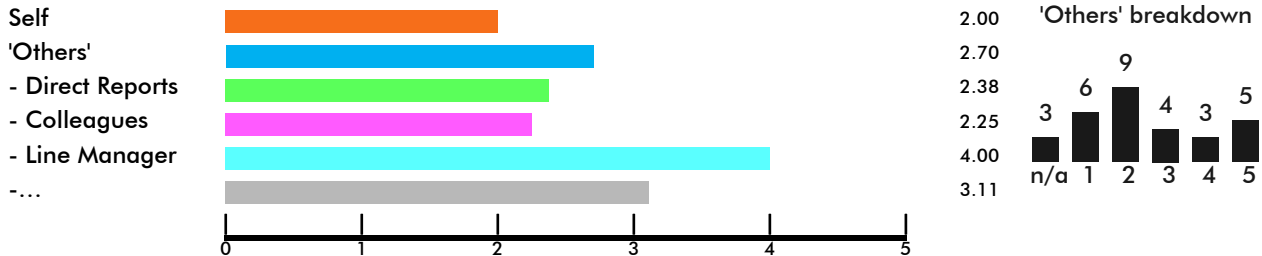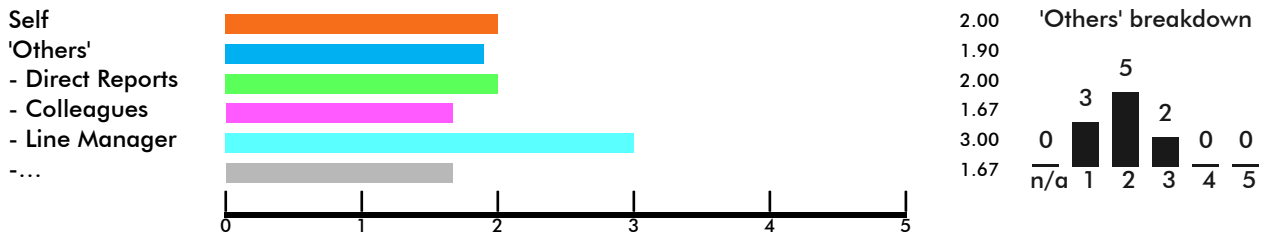| n/a	1	2	3	4	5
2	3	4	0	1	0

Influences and Connects

Persuading and influencing others –by gaining buy-in and support; focuses on the customer (internal and/or external); striving for mutually beneficial solutions and relationships; building and maintaining personal networks.
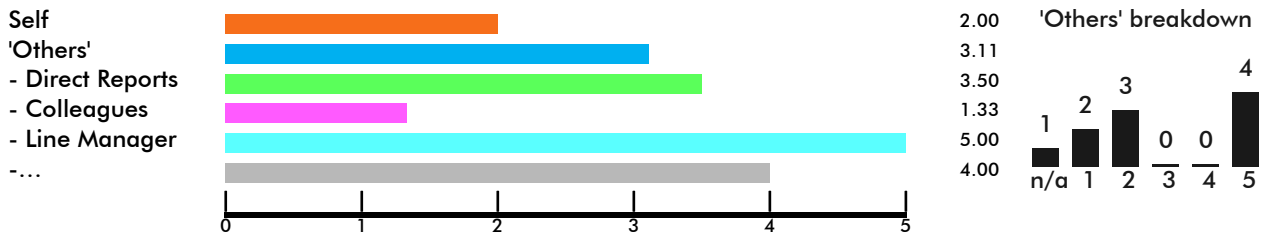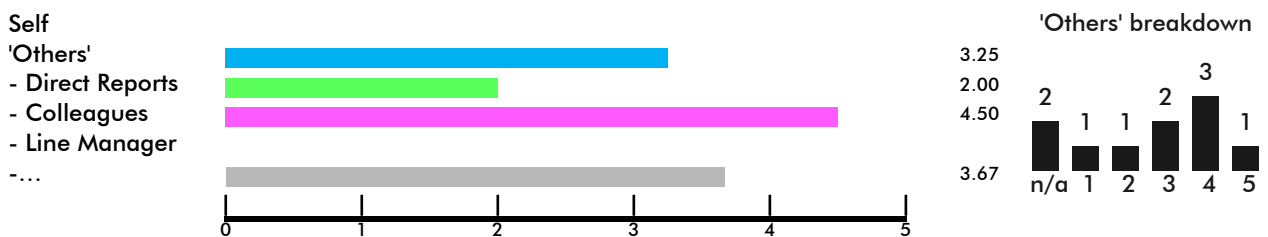
Overall Summary

Self		2.00
'Others'		2.70
- Direct Reports		2.38
- Colleagues		2.25
- Line Manager		4.00
-...		3.11

'Others' breakdown

n/a	1	2	3	4	5
3	6	9	4	3	5

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

Self		2.00
'Others'		1.90
- Direct Reports		2.00
- Colleagues		1.67
- Line Manager		3.00
-...		1.67

'Others' breakdown

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

16. When seeking support for my solutions, they clearly describe the benefits and advantages

Self		2.00
'Others'		3.11
- Direct Reports		3.50
- Colleagues		1.33
- Line Manager		5.00
-...		4.00

'Others' breakdown

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

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

Self		
'Others'		3.25
- Direct Reports		2.00
- Colleagues		4.50
- Line Manager		
-...		3.67

'Others' breakdown

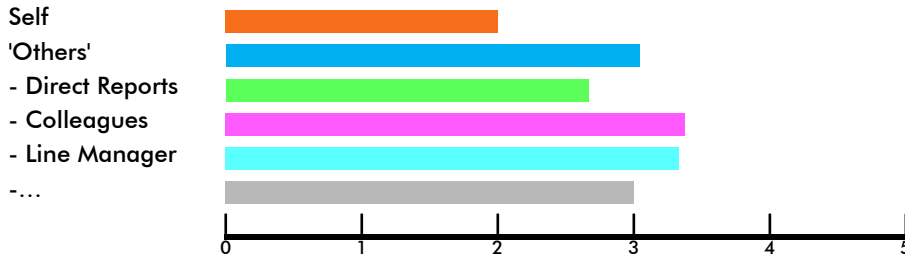| n/a	1	2	3	4	5
2	1	1	2	3	1

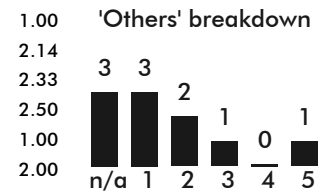# SCORES BY CLUSTER - INSPIRES
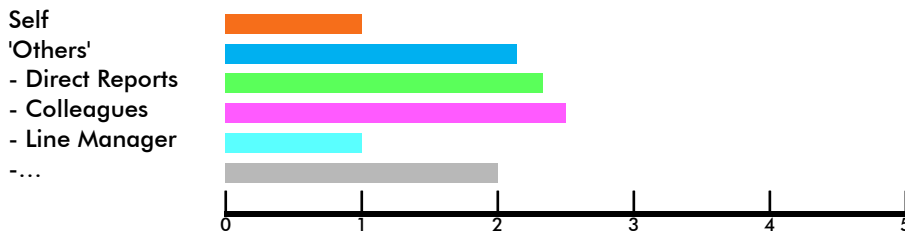
Sample | March 2023

Engaging Communicator

Effective and engaging communication that stands out - clear, concise and structured in communication; matches the comms. channel to the audience so the message is seen; uses visual aids, metaphors, humour, analogies to deliver messages with impact.
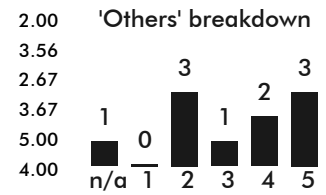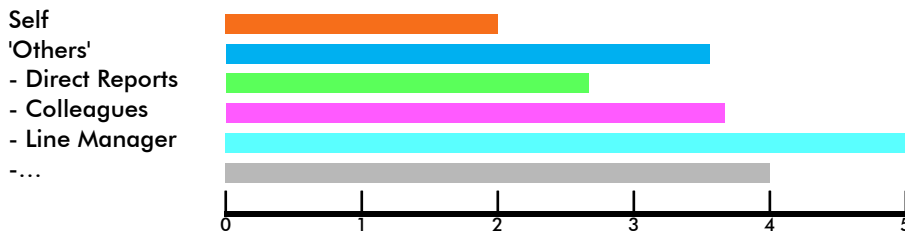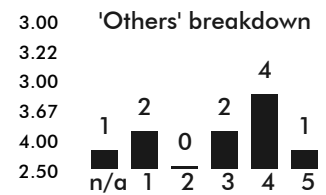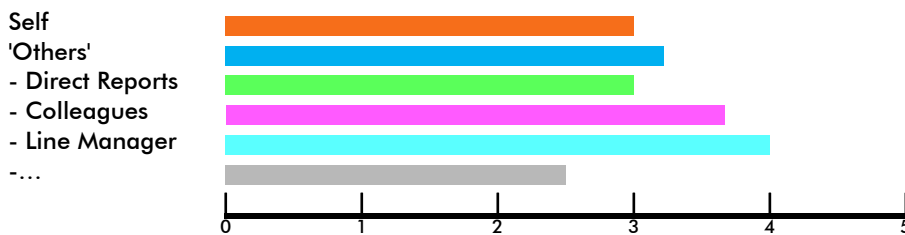
Overall Summary

Self	2.00
'Others'	3.04
- Direct Reports	2.67
- Colleagues	3.38
- Line Manager	3.33
-...	3.00

'Others' breakdown

n/a	1	2	3	4	5
5	5	5	4	6	5

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

Self	1.00
'Others'	2.14
- Direct Reports	2.33
- Colleagues	2.50
- Line Manager	1.00
-...	2.00

'Others' breakdown

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

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

Self	2.00
'Others'	3.56
- Direct Reports	2.67
- Colleagues	3.67
- Line Manager	5.00
-...	4.00

'Others' breakdown

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

31. Their presentations leave others feeling enthusiastic about their message

Self	3.00
'Others'	3.22
- Direct Reports	3.00
- Colleagues	3.67
- Line Manager	4.00
-...	2.50

'Others' breakdown

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

SCORES BY CLUSTER - INSPIRES
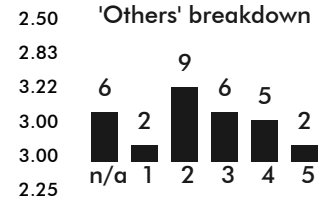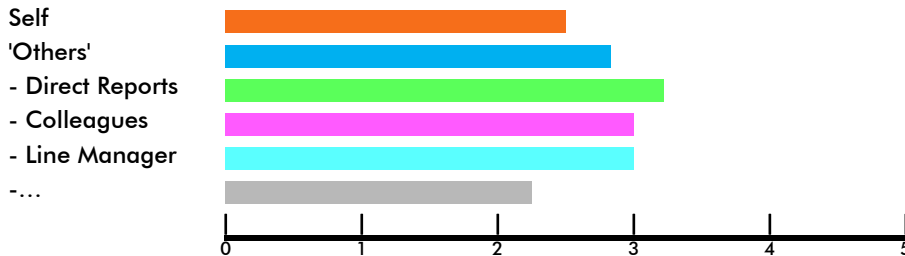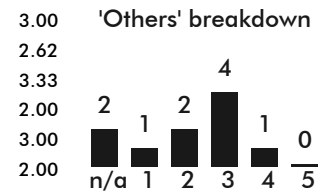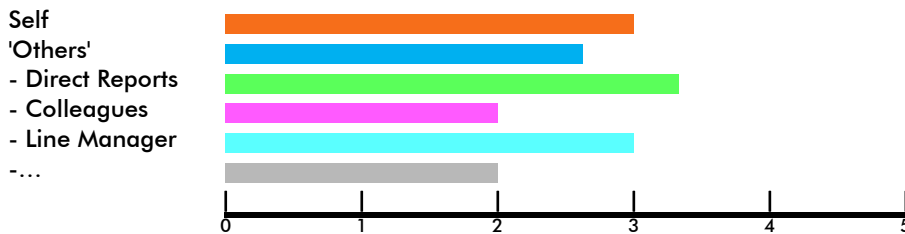
Builds Resilience

Displaying self-confidence and building positivity - being decisive and firm in tackling issues; communicating sense of confidence and optimism; recognising achievements and celebrating success.
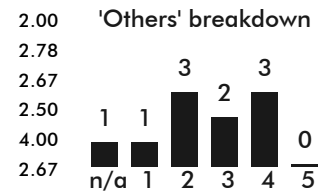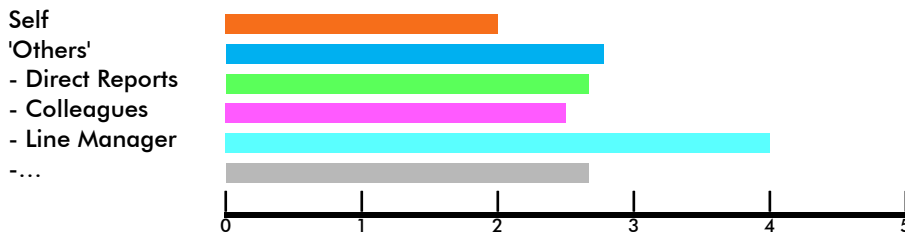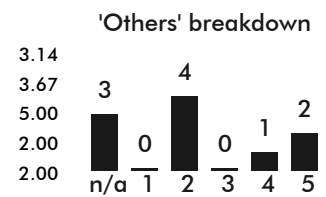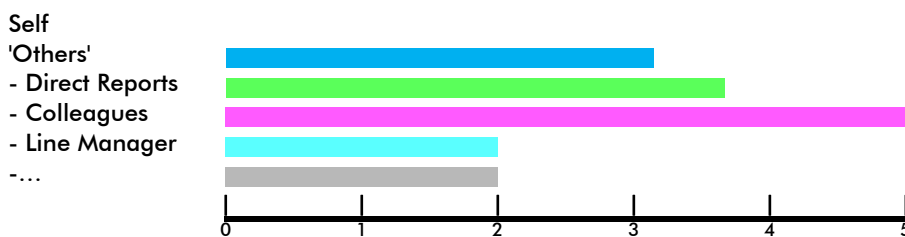
Overall Summary

	Score
Self	2.50
'Others'	2.83
- Direct Reports	3.22
- Colleagues	3.00
- Line Manager	3.00
-...	2.25

'Others' breakdown

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

	Score
Self	3.00
'Others'	2.62
- Direct Reports	3.33
- Colleagues	2.00
- Line Manager	3.00
-...	2.00

'Others' breakdown

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

	Score
Self	2.00
'Others'	2.78
- Direct Reports	2.67
- Colleagues	2.50
- Line Manager	4.00
-...	2.67

'Others' breakdown

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

	Score
Self	
'Others'	3.14
- Direct Reports	3.67
- Colleagues	5.00
- Line Manager	2.00
-...	2.00

'Others' breakdown
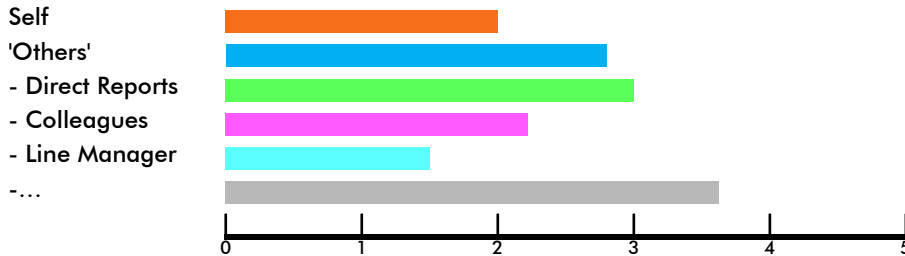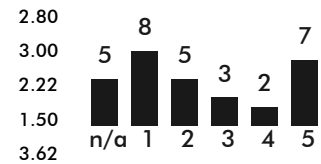
Improves Performance

Setting goals and monitoring performance to create valuable insights - defining how success can be measured; setting measures, identifying stretch; providing feedback on performance; improving performance by reviewing the end to end consumer experience.
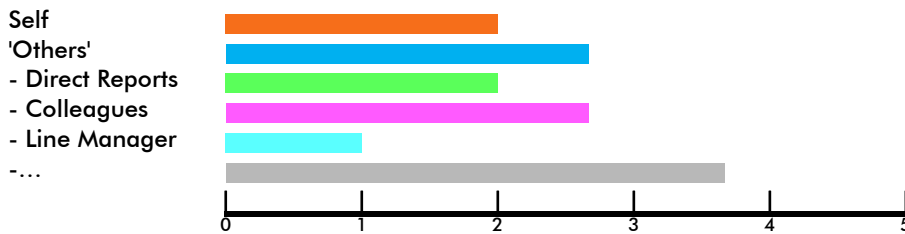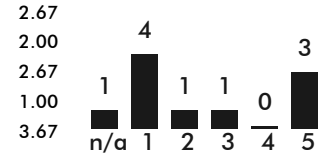
Overall Summary

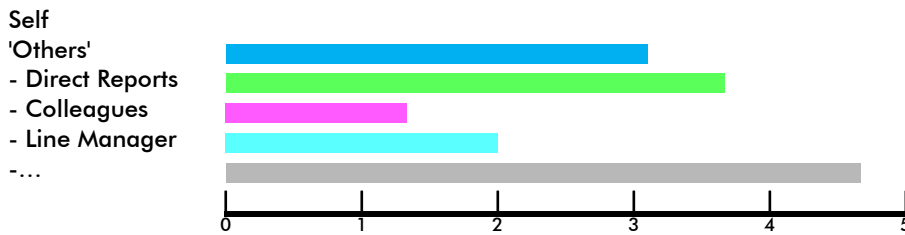|	
Self	2.00
'Others'	2.80
- Direct Reports	3.00
- Colleagues	2.22
- Line Manager	1.50
-...	3.62

'Others' breakdown

n/a	1	2	3	4	5
5	8	5	3	2	7

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

Self	2.00
'Others'	2.67
- Direct Reports	2.00
- Colleagues	2.67
- Line Manager	1.00
-...	3.67

'Others' breakdown

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

13. They set targets for themselves that are achievable but also stretching
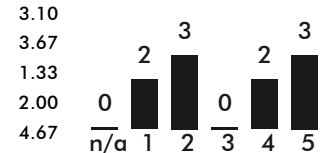
Self	
'Others'	3.10
- Direct Reports	3.67
- Colleagues	1.33
- Line Manager	2.00
-...	4.67

'Others' breakdown

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

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

Self	2.00
'Others'	2.50
- Direct Reports	3.00
- Colleagues	2.67
- Line Manager	
-...	2.00

'Others' breakdown

n/a	1	2	3	4	5
4	2	1	2	0	1
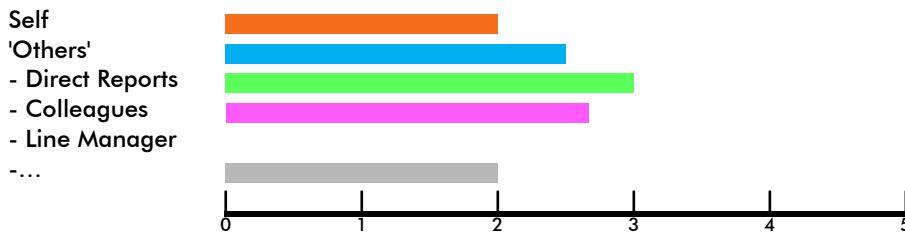
Delivers and Empowers

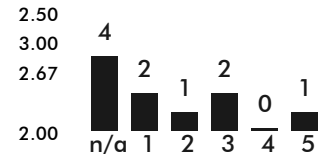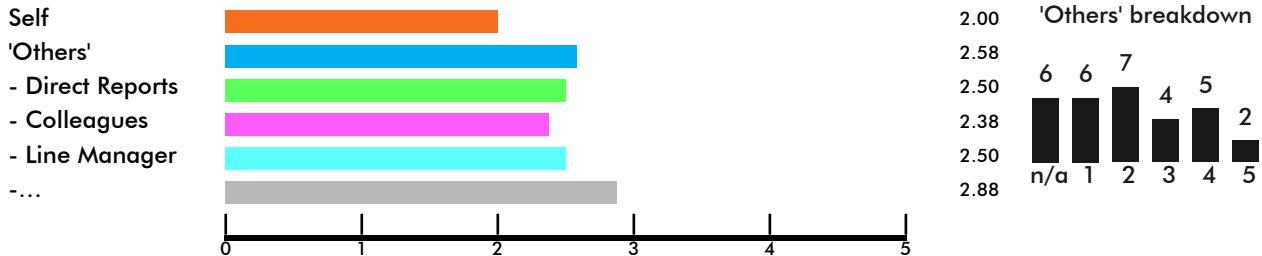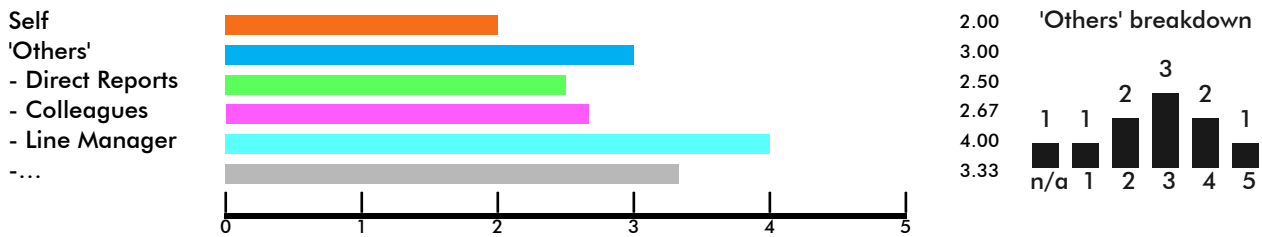Planning, co-ordinating and delegating - Organised and methodical; defining roles and responsibilities; proactive and accountable; empowering others to act quickly; strips out unnecessary processes and barriers to action.
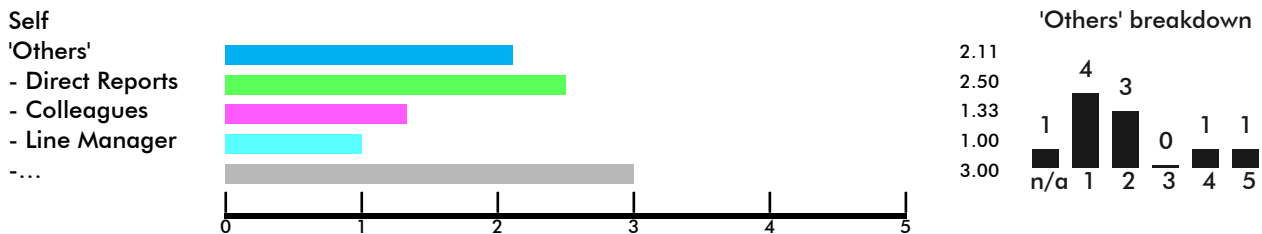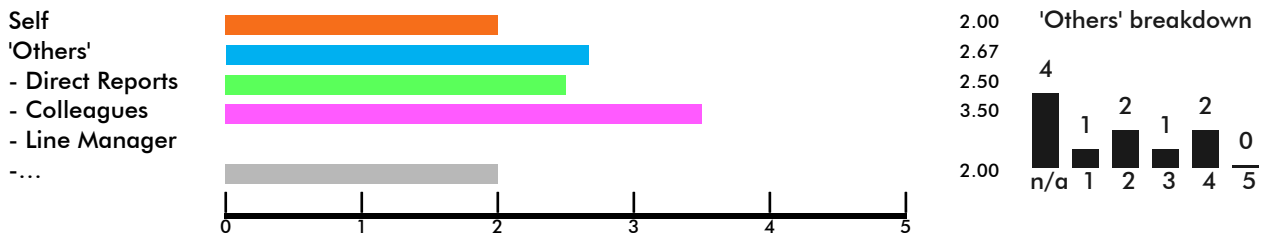
Overall Summary

Self	2.00
'Others'	2.58
- Direct Reports	2.50
- Colleagues	2.38
- Line Manager	2.50
-…	2.88

'Others' breakdown

n/a	1	2	3	4	5
6	6	7	4	5	2

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

Self	2.00
'Others'	3.00
- Direct Reports	2.50
- Colleagues	2.67
- Line Manager	4.00
-…	3.33

'Others' breakdown

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

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

Self	
'Others'	2.11
- Direct Reports	2.50
- Colleagues	1.33
- Line Manager	1.00
-…	3.00

'Others' breakdown

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

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

Self	2.00
'Others'	2.67
- Direct Reports	2.50
- Colleagues	3.50
- Line Manager	
-…	2.00

'Others' breakdown

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

Qualitative Section – Questions

Made by Self

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

"Self comment"

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

"Self comment"

Qualitative Section – Questions

Made by Direct Reports

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

"Direct report comment"

"Direct report comment"

"Direct report comment"

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

"Direct report comment"

"Direct report comment"

"Direct report comment"

Qualitative Section – Questions

Made by Colleagues

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

"Colleague comment"

"Colleague comment"

"Colleague comment"

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

"Colleague comment"

"Colleague comment"

"Colleague coment"

Qualitative Section – Questions

Made by Line Manager

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

"*Line manager comment*"

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

"*Line manager comment*"

Qualitative Section – Questions

Made by Clients/Customers

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

"Client comment"

"Client comment"

"Client comment"

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

"Client comment"

"Client comment"

"Client comment"

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?

Developing your behaviours

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

Developing your behaviours

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?