

# 360° Feedback

## A Ware

## **Understanding Your 360° Report**

This feedback report is designed to give you an understanding of how your management and leadership style is perceived by others. It is a summary of the questionnaires that you distributed to your manager, colleagues and team members.

### **Structure of the Report**

- Introduction and notes on how to interpret and use this report
- Overall scores and comments
- Top and bottom 10 scores
- Detailed competence scores and comments
- Personal reflection and notes

### **The Aim of This Report**

This feedback process is designed to help support your personal development. It should help you focus on the areas that you and others have identified as your highest priority. It will also allow you to reflect upon the skills that you have and may or may not recognise, continuing to build on those strong areas of your Performance.

There are no pass or fail marks, it is designed simply to help you become a better leader and manager at work by focussing on those things you are good at and developing those areas that need it.

## **Understanding Your 360° Report**

## Competence Areas

To aid the process of feedback, we have divided the question of leadership styles into a number of behavioural areas or competencies. These are:

- Direction
- Staff planning and resourcing
- Team Leadership
- Performance (of individual staff) - Work management
- Performance (of individual staff) - Motivation
- Performance (of individual staff) - Staff development
- Communication
- Change
- Problem solving and decision making
- Relationships
- Personal drive and skills

Each of the questions describes a behaviour associated with the competence area.

## Rating Scales

Each competence was rated for its importance, from 1 to 5:

- 1 - Not important
- 2 - Slightly important
- 3 - Important
- 4 - Significant
- 5 - Vital

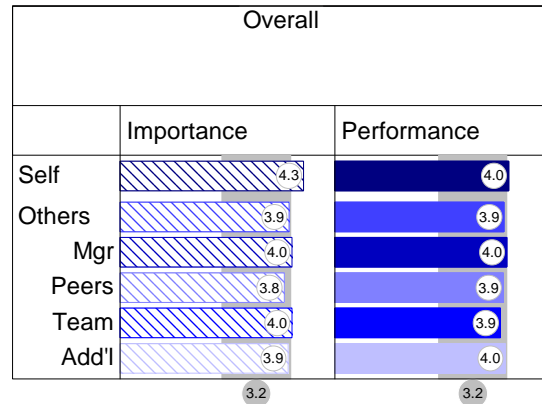
For each question you were then scored on your performance:

- 1 - Poor
- 2 - Needs development
- 3 - Good
- 4 - Very good
- 5 - Outstanding

## Competence Areas

## Chart Layout – The Graphs

Here is an example graph, from your report, showing how the results are presented.



### Explanation:

- The title of the graph shows which competence or question is being presented
- Scores which are particularly high or low have been highlighted (see description below).
- The left side of the graph summarises the importance scores given by your feedback providers.
- The right side of the graph summarises the performance scores given by your feedback providers.
- The line labeled "Self" shows the results of your own self-assessment
- The line labeled "Others" shows the aggregate result for all other feedback providers
- The "Others" line is then broken down by group: Manager, Colleague, Team etc
- The grey bars behind the main graph show the spread of scores for all participants in the 360° feedback group. Underneath each grey bar, in the grey circle, is the group average.

Note: If you nominated only one person in a category (other than manager) that person's scores will have been moved into one of the other categories. This is to prevent identification of individuals.

### Highlighting

We have highlighted some of the scores in this report to help you identify areas where you are doing well and possible areas for personal development. We have done this by taking into account both the importance of a particular area and your performance in that area. The following colours are used:



- High performance and high importance - one of your strengths
- Low performance and high importance - for consideration as a development priority
- Significantly low performance and high importance - strongly indicated as a development priority

## The Charts

## **How to Approach the Feedback**

This report is confidential to you; you are free to share it with whoever you wish. If any other copies exist you will have been made aware of this.

Please remember, feedback is essential for progress and there are many positive outcomes to bear in mind. The primary objective is to develop your awareness of your performance in your role as a leader and manager, helping you to develop a Personal Development Plan.

With support, you will be able to:

- Analyse and understand your feedback
- Identify your strengths
- Understand the consequences of your behaviour
- Identify what you could do differently to improve your performance
- Identify specific areas for change and development

You may have mixed feelings about your report. This is an opportunity to understand the perceptions others have about you. This will allow you to focus on the priorities for your development. Treat this as a constructive process.

- Keep an open mind
- Seek to understand
- Look as much, if not more at your strengths and build on those
- Identify what change is required
- Identify 2 – 4 priority areas for action
- Identify sources of strength and support to help in any change programme you commit to

## **How to Approach the Feedback**

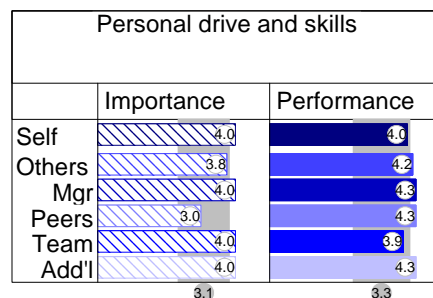
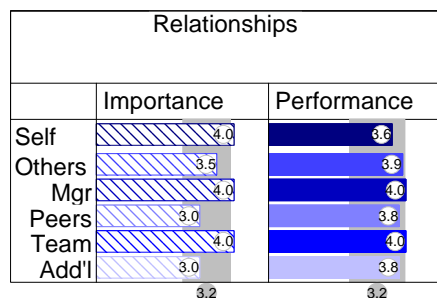
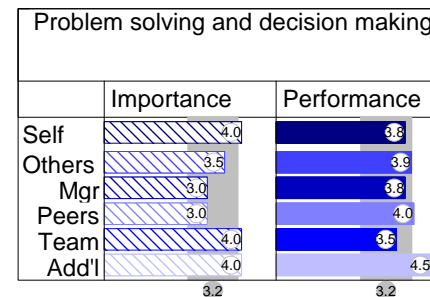
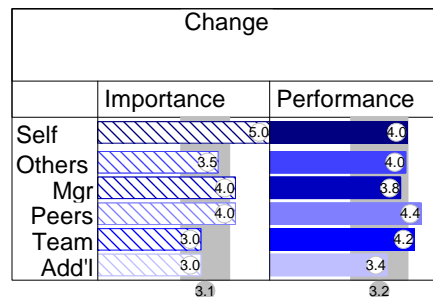
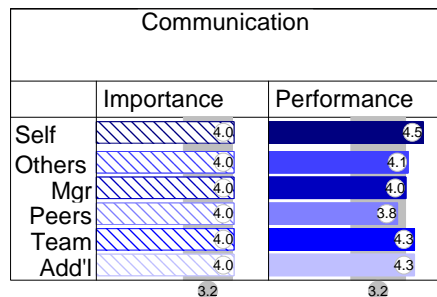
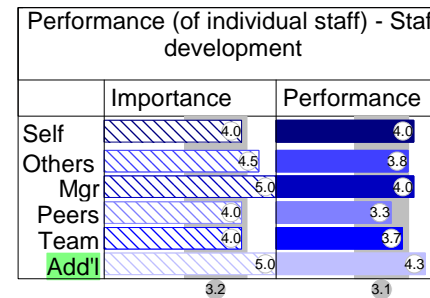
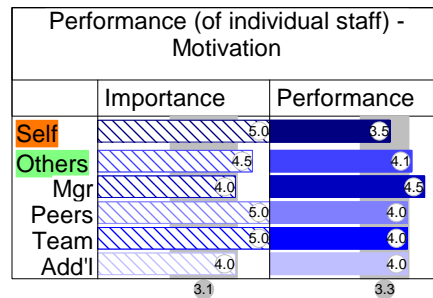
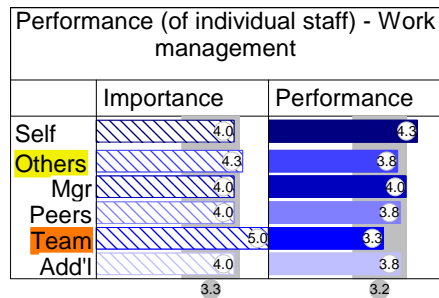
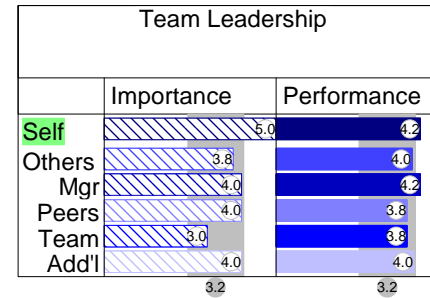
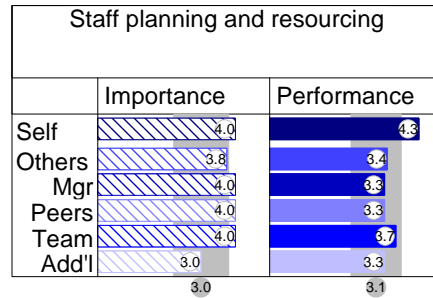
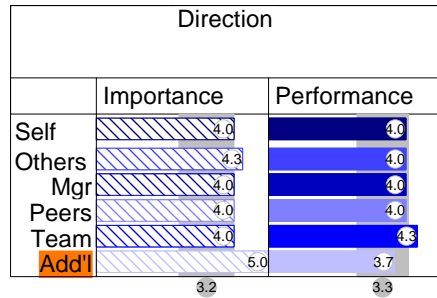
Overall		
	Importance	Performance
Self	4.3	4.0
Others	3.9	3.9
Mgr	4.0	4.0
Peers	3.8	3.9
Team	4.0	3.9
Add'l	3.9	4.0
	3.2	3.2

"A very capable manager - able to see the big picture as well as attend to the detail"  
 "Sometimes seems to be taking too much on"

## Overall

*This shows your overall average scores for importance and performance broken down by role. Later reports will show these scores broken down in more detail. This page also shows any remarks made by feedback providers. The summary at the bottom shows how many feedback providers responded.*

- 1 Add'l (Additional feedback provider)
- 1 Peers (Colleague)
- 1 Mgr (Manager)
- 1 Self
- 1 Team (Team member)



## Summary of competences

*This shows a breakdown of your scores for each competence. Scores which are particularly high or low have been highlighted.*

Rank	Question	Perform- ance	Import- ance	Performance by role:			
				Mgr	Peers	Team	Add'l
1	Takes responsibility for his / her own learning and development. (Personal drive and skills)	4.8	3.8	5.0	5.0	5.0	4.0
2	Demonstrates support for his / her team when representing them to others. (Team Leadership)	4.5	3.8	5.0	4.0	4.0	5.0
2	Demonstrates commitment to team / division / organisation's objectives. (Personal drive and skills)	4.5	3.8	4.0	5.0	4.0	5.0
2	Behaves with honesty, integrity and respect for others. (Personal drive and skills)	4.5	3.8	5.0	4.0	5.0	4.0
5	Takes time to keep up to date with changes that affect the team. (Change)	4.3	3.5	4.0	5.0	4.0	4.0
5	Understands the reasons for resistance to change. (Change)	4.3	3.5	4.0	5.0	4.0	4.0
5	When making decisions, actively seeks to involve others. (Problem solving and decision making)	4.3	3.5	4.0	5.0	4.0	4.0
5	Is assertive in his / her relationships with others. (Relationships)	4.3	3.5	4.0	4.0	5.0	4.0
5	Takes responsibility for making things happen. (Personal drive and skills)	4.3	3.8	4.0	4.0	5.0	4.0
5	Promotes equality in his / her own behaviour with others. (Personal drive and skills)	4.3	3.8	5.0	4.0	3.0	5.0

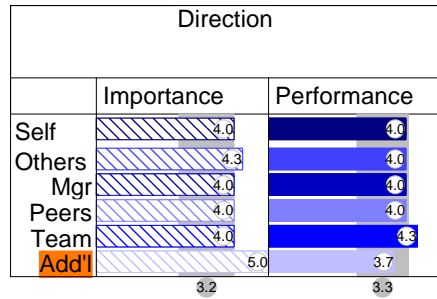
## Top 10 Scores - Others

*This shows your highest performing areas. For each question it shows: Rank, Performance (excludes your self assessment), Question, Importance, colour highlighting is used to indicate things done well and possible development priorities, a breakdown of the performance score by the feedback provider's role.*

Rank	Question	Perform- ance	Import- ance	Performance by role:			
				Mgr	Peers	Team	Add'l
28	Regularly reviews individual performance. (Performance (of individual staff) - Work management)	3.8	4.3	4.0	4.0	4.0	3.0
28	Identifies poor performance in areas where individuals have not met standards. (Performance (of individual staff) - Work management)	3.8	4.3	4.0	4.0	3.0	4.0
28	Helps staff to make best use of their time and talents to achieve targets. (Performance (of individual staff) - Staff development)	3.8	4.5	3.0	3.0	4.0	5.0
28	Identifies and agrees training and development needs to improve performance. (Performance (of individual staff) - Staff development)	3.8	4.5	4.0	4.0	3.0	4.0
43	Encourages continuous service improvement. (Change)	3.5	3.5	3.0	4.0	4.0	3.0
43	Forecasts the skills needs in the team. (Staff planning and resourcing)	3.5	3.8	4.0	3.0	4.0	3.0
45	Has good influencing skills. (Relationships)	3.3	3.5	3.0	3.0	3.0	4.0
45	Seeks feedback on his / her own performance. (Personal drive and skills)	3.3	3.8	4.0	3.0	3.0	3.0
47	Identifies the skills of current staff and ensures these are utilised effectively. (Staff planning and resourcing)	3.0	3.8	3.0	3.0	3.0	3.0
47	Takes action to support and monitor progress in improving performance. (Performance (of individual staff) - Work management)	3.0	4.3	3.0	3.0	3.0	3.0

## Bottom 10 Scores - Others

*This shows your lowest performing areas. For each question it shows: Rank, Performance (excludes your self assessment), Question, Importance. Colour highlighting is used to indicate things done well and possible development priorities. A breakdown of the performance score by the feedback provider's role is also shown.*

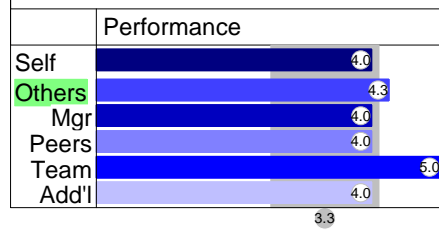


*"Is able to put team objectives in the context of the overall strategy"*

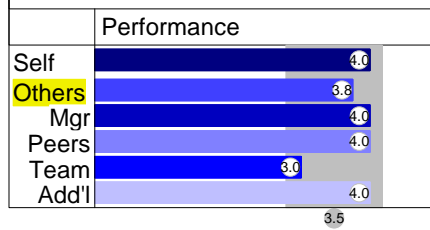
## Direction

*This shows the overall scores and remarks for the competence.*

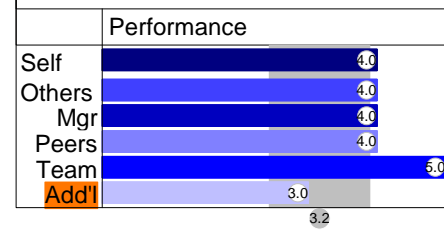
Communicates plans and priorities to all staff (explaining links between plans...



Encourages staff involvement in developing the strategic plan.

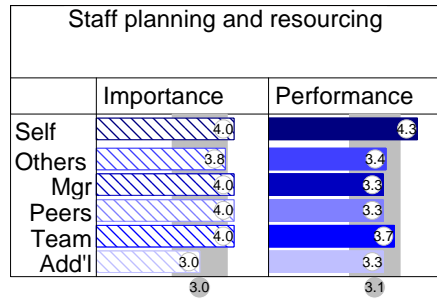


Helps staff focus on how they can contribute to team / divisio...



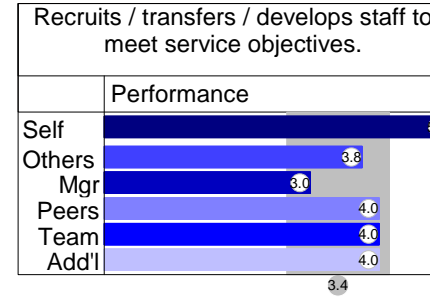
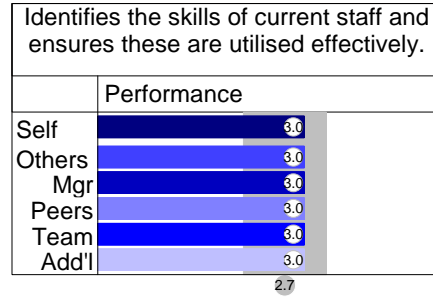
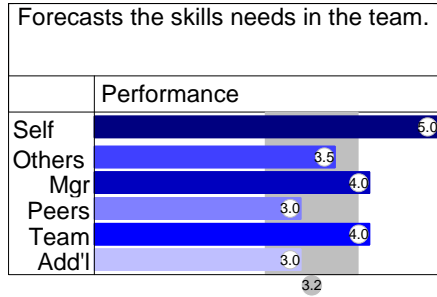
## Direction

*This shows the scores for each of the questions in this competence.*



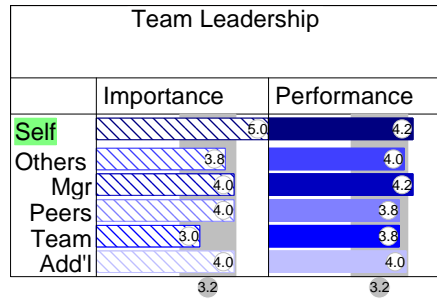
## Staff planning and resourcing

*This shows the overall scores and remarks for the competence.*



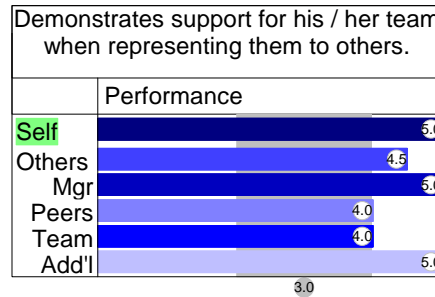
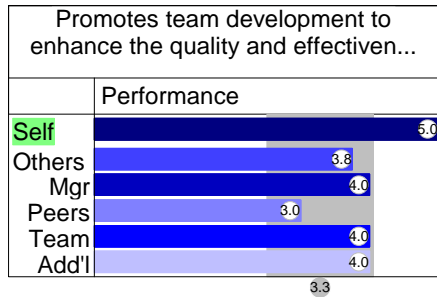
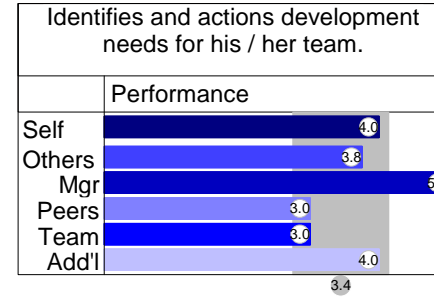
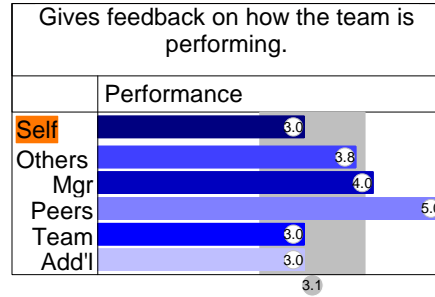
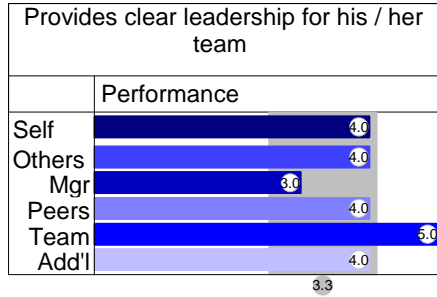
## Staff planning and resourcing

*This shows the scores for each of the questions in this competence.*



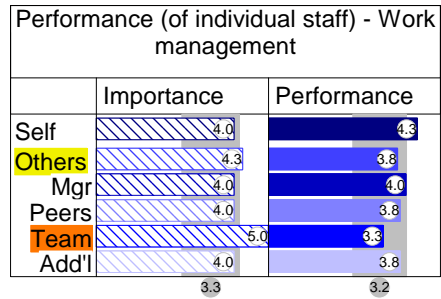
## Team Leadership

*This shows the overall scores and remarks for the competence.*



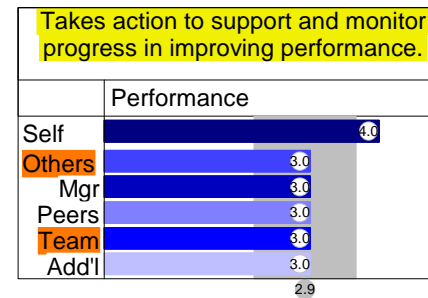
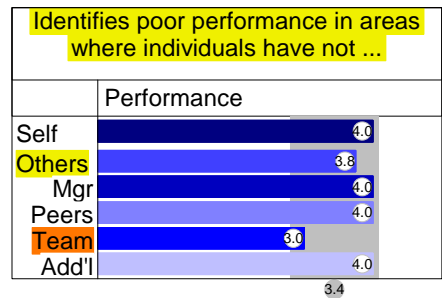
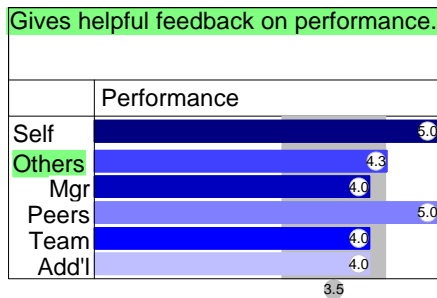
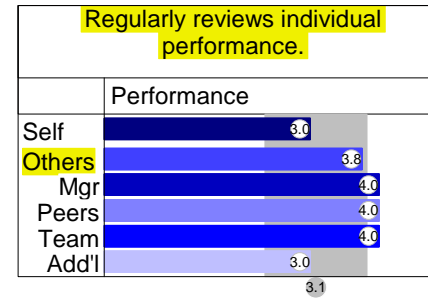
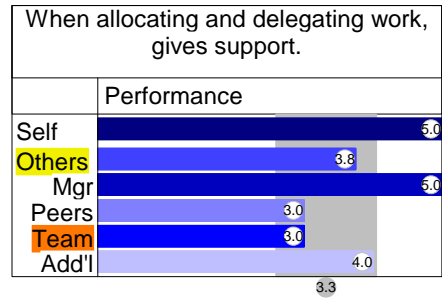
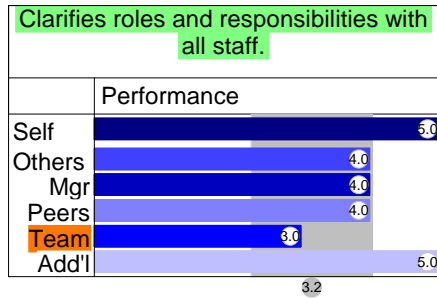
## Team Leadership

*This shows the scores for each of the questions in this competence.*



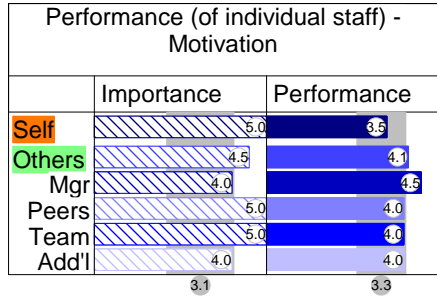
## Performance (of individual staff) - Work management

*This shows the overall scores and remarks for the competence.*



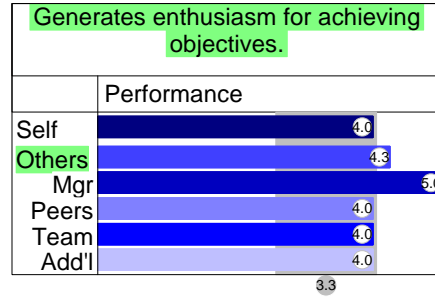
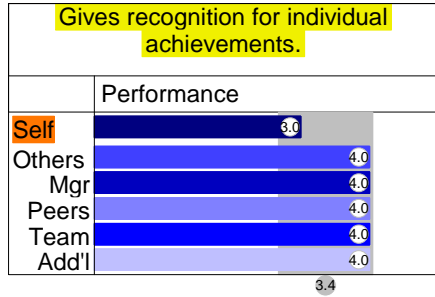
**Performance (of individual staff) - Work management**

*This shows the scores for each of the questions in this competence.*



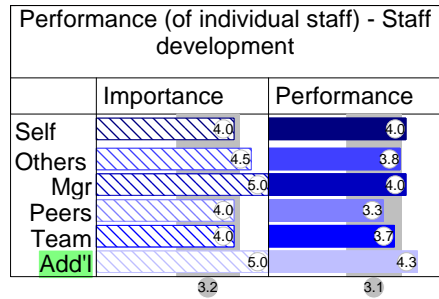
## Performance (of individual staff) - Motivation

*This shows the overall scores and remarks for the competence.*



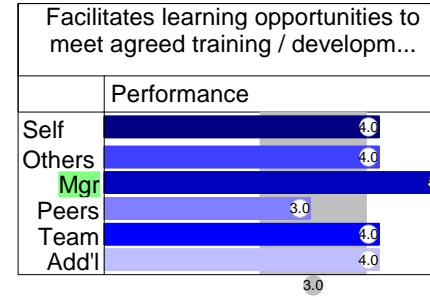
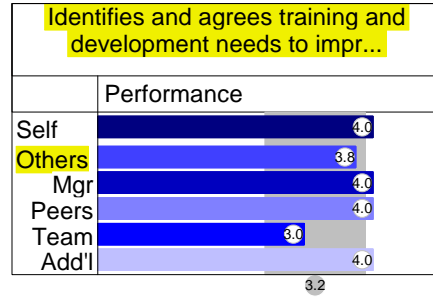
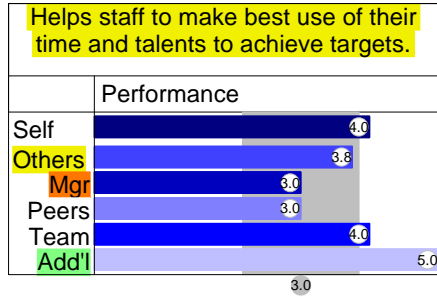
**Performance (of individual staff) - Motivation**

*This shows the scores for each of the questions in this competence.*



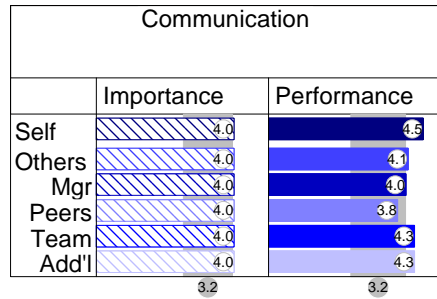
### Performance (of individual staff) - Staff development

*This shows the overall scores and remarks for the competence.*



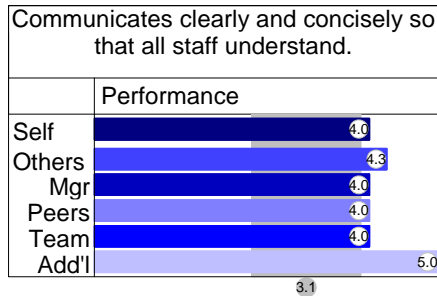
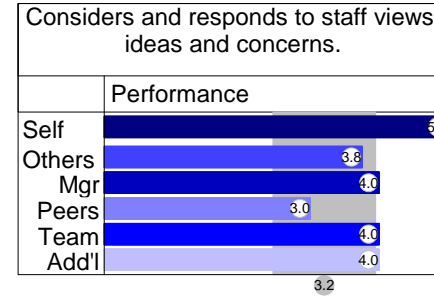
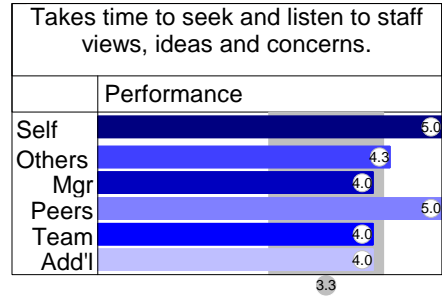
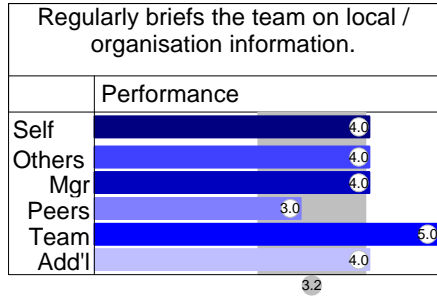
## Performance (of individual staff) - Staff development

*This shows the scores for each of the questions in this competence.*



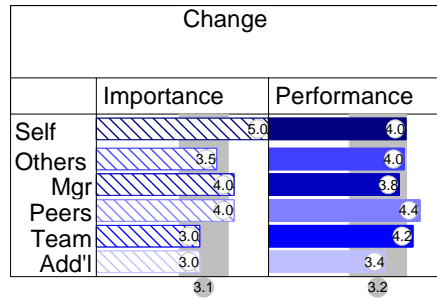
## Communication

*This shows the overall scores and remarks for the competence.*



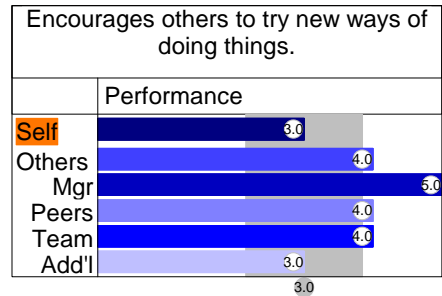
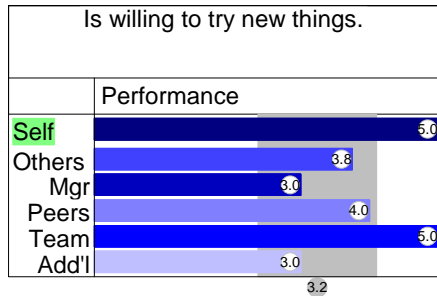
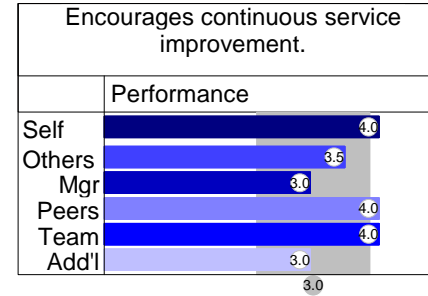
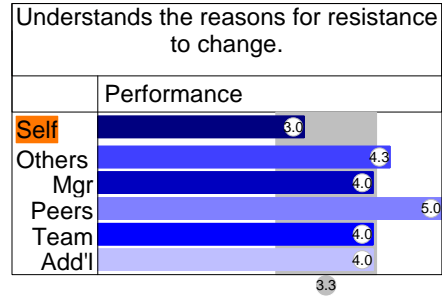
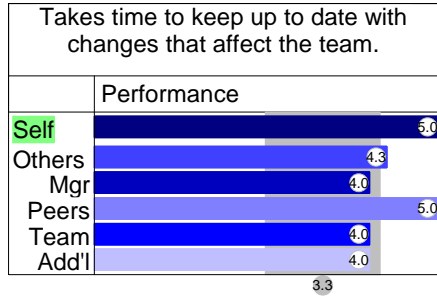
## Communication

*This shows the scores for each of the questions in this competence.*



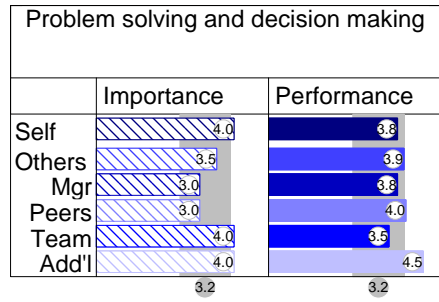
## Change

*This shows the overall scores and remarks for the competence.*



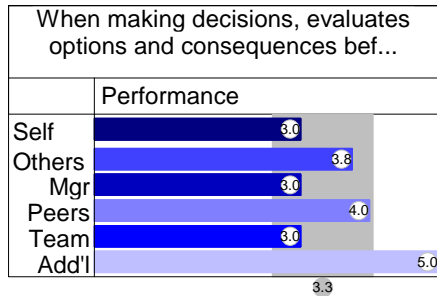
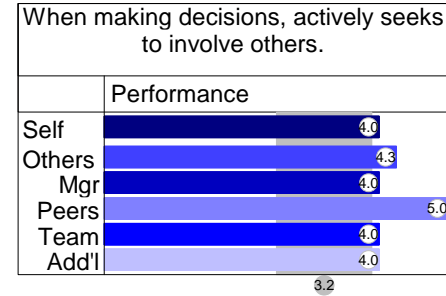
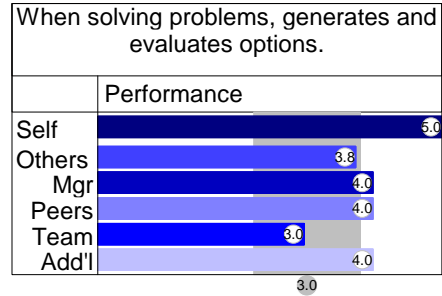
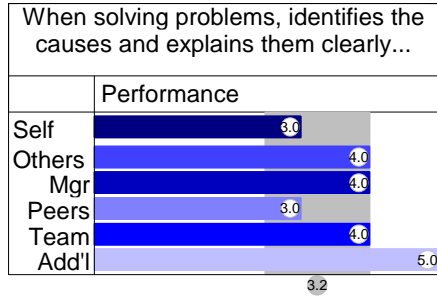
## Change

*This shows the scores for each of the questions in this competence.*



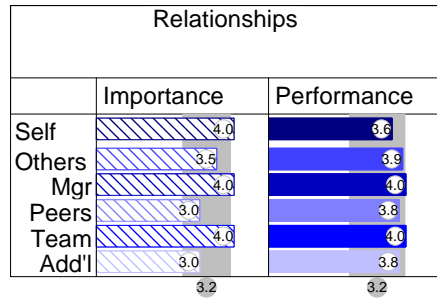
## Problem solving and decision making

*This shows the overall scores and remarks for the competence.*



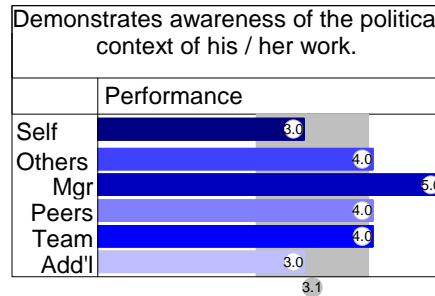
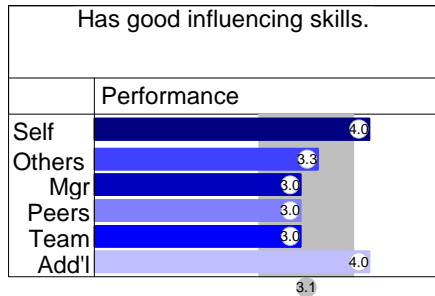
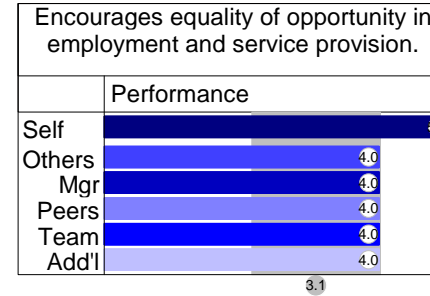
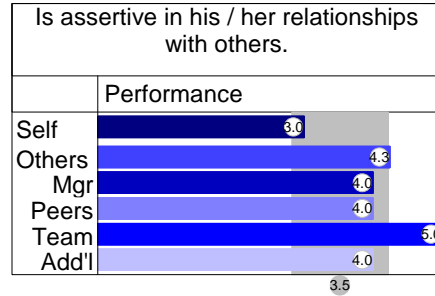
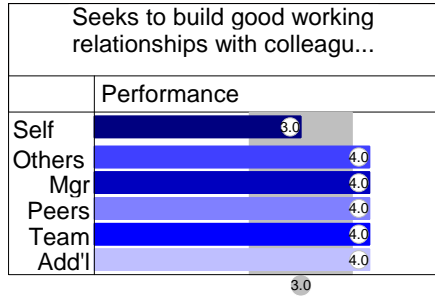
## Problem solving and decision making

*This shows the scores for each of the questions in this competence.*



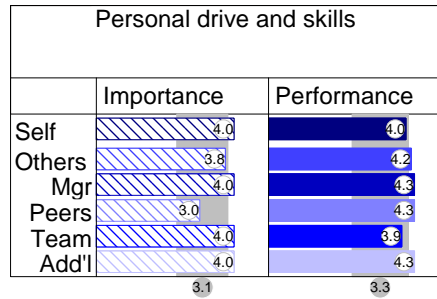
## Relationships

*This shows the overall scores and remarks for the competence.*



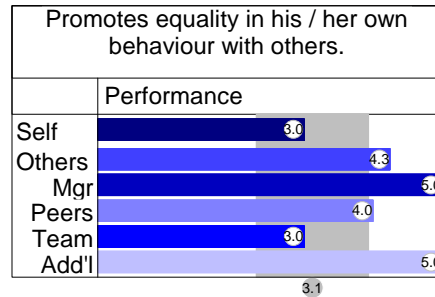
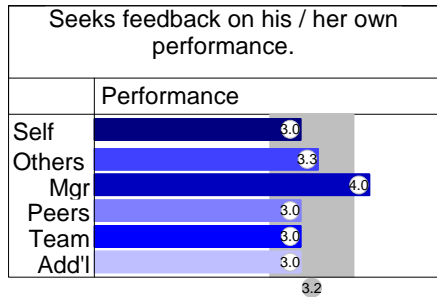
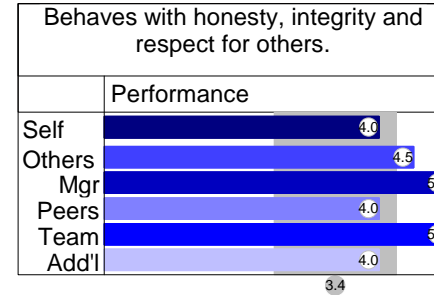
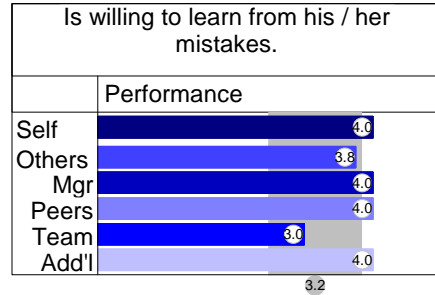
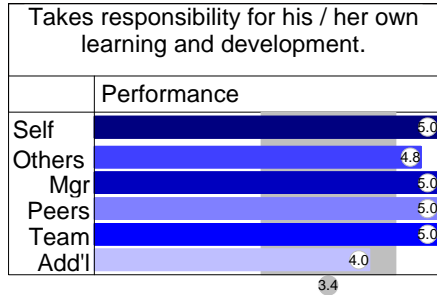
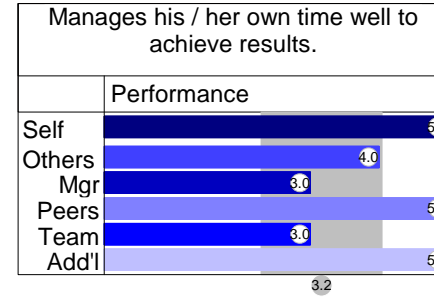
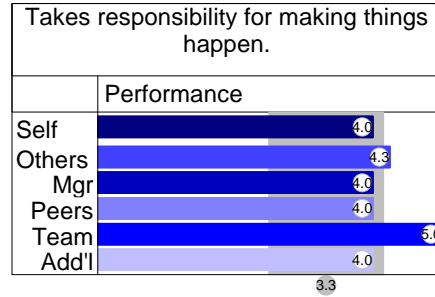
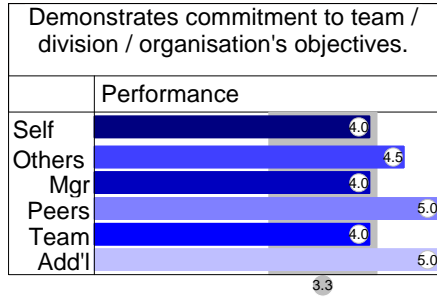
## Relationships

*This shows the scores for each of the questions in this competence.*



## Personal drive and skills

*This shows the overall scores and remarks for the competence.*



## Personal drive and skills

*This shows the scores for each of the questions in this competence.*

### **Next steps - some thought-provoking questions**

1. What are my three areas of strength?
2. What are my three areas for development?
3. Are there any marked differences in perception between myself and others?
4. Are there any marked differences in perception between self, manager, colleagues and team?
5. What do I need to ask about, clarify with others?
6. If I were to improve just one thing in the next 3 months, what would it be? What would make me more effective?
7. What is the skill I need to develop in the next three months that would give me this improvement?
8. What are the benefits of improving this skill?
  - For me?
  - For those around me - At Work?
  - For those around me - At Home?
9. What evidence do I have that I am already doing this skill? Where am I successful? How can I get more of this in other situations?
10. Who can support me in these changes?
11. What is the most important thing my manager could do to help me?
12. How should I celebrate success, recognising the support given to me?

### **Next steps - some thought-provoking questions**

# Plan

Action	What is the development need?	What action will I take to achieve this?	Who will help and support me?	When will I do it by?	Describe what success will look like	How will I monitor and measure progress?	When will I review this?
1							
2							
3							
4							