

# 360° review prepared for **John Snow**



## The people you have invited to provide feedback:

Simon Jones	Manager
Brian Sharpe	Colleague
Douglas Kerr	Colleague
Graham Davies	Colleague
Hannah Scott	Colleague
Edward Holmes	Report
Philip Smith	Report
Sharon Calvert	Report

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## The Component parts of your 360° Report

This report has been designed so that you can read from the beginning to the end without having to constantly cross refer against different sections. It is designed as a journey that reveals more and more detail as you progress through the report, so just take each section as it comes and take the time to think about what it is telling you before moving onto the next section.

The report consists of three sections. Two main sections; Competence Summary and Competence Analysis are followed by the appendices; Gap Analysis and Strengths & Weaknesses which focus on individual behaviours.

### Section 1 - Competence Summary Chart

Here we provide a summary comparison of the most significant relationship groups that drive your career within the company. You, your Manager, and everybody you work closely with.

It is provided in the form of a radar/spider chart, not because there is any relational link between the individual competencies, but because by giving shape to the views it is more impactful visually, easier to compare overall group feedback and easier (we hope) to remember.

This chart will give you insight into how you are viewed in general by those people who are affected by your behaviour and allow you to compare and contrast your overall impact on the world around you. The idea is to look for any specific themes and to consider why this might be the case.

Some questions that might help

- How symmetrical is the chart?
- Are there any specific competences that skew high or low?
- At what level of competence is the overall shape?
- How does the Subject score track against the Manager and Other scores?
- How does the Manager score track against the Other scores?

Write down any thoughts or ideas at this point to refer to when examining the detail

### Section 2 - Competence analysis

Here we start to dive into the detail of how you are viewed on the behaviours that drive each competence that is considered critical for the company strategy to succeed. The detail is broken down further from the summary charts into the individual relationship types with whom you work closely.

The charts are very simple to understand, just giving the average score by all the people in each group, and either the amount of agreement or distribution of scores that made up the difference.

The section is divided equally into both the charts (Quantitative Feedback) and the written (Qualitative Feedback) areas. Hopefully your Observers will have been generous enough with their time to provide you with both.

The written feedback can provide an added richness to help you understand the numeric scores, which on their own can sometimes not be as informative as you might wish.

Quantitative Feedback

- What impression do you get from the different behaviours?
- Where are the higher scores and by whom? Why might this be the case?
- What evidence can you think of that would support the scoring you see?
- Are there any surprises for you? Why might this be the case?



#### Qualitative Feedback

- What themes can be picked up from the comments in the qualitative feedback?
- Is there any commonality between the statements in the qualitative feedback?
- Are there any significant disagreements in the statements?

#### Overall impressions

- Do the quantitative and qualitative feedback align with each other?

Are there any major inconsistencies with your view of your behaviours?

Write down your thoughts in the appropriate area in the Development Workbook

### Section 3 - Behavioural Analysis

#### Gap Analysis

The behaviours listed here are the six most positive and most negative scores in terms of your view for each behaviour compared to everyone else. This means those behaviours where there is the most difference between how you scored yourself and how everyone scored you, which is why it can be both positive (where everyone's average score for that behaviour is higher than the score you gave yourself) and negative (where everyone's average score is lower than the score you marked yourself)

The numbers indicate how large the difference is in terms of the rating scale used (so 1.2 would mean that there is just over one complete rating scale difference). Remember that this is the extremes of the scoring for all the behaviours so don't be surprised to find some differences here.

The first thing to establish is how extreme is the scoring. Low scores in this area ( $> 0.7$ ) most probably indicate that the person concerned has a very well centred view of their impact on those around them.

Medium differences (0.7 to 1.5) indicate that there is quite significant difference and there may be some surprises here that are worth considering in detail. Take note of how many behaviours fall into this category.

Large differences ( $>1.5$ ) need careful consideration and thought as to why this might be the case.

The one caveat to this is that if you have scored yourself considerably higher or lower across all behaviours, then this may limited learning potential. The main question if that is the case is of course why you have such a relatively extreme view compared to all those around you.

#### Strengths and Weaknesses

A table that simply ranks your highest and lowest scores for each behaviour as viewed by everyone apart from yourself. It is shown by both behaviour and competence (in colour) so that once again it is easier to spot potential themes within the data.

Make sure that you take note of the actual scores. Remember that this is a comparison of all your scores and therefore there has to be a top and a bottom of the list. Very often even the lowest ranked of behaviours will have a relatively strong score. Your decision as always is to use this to decide those behaviours which, if developed, would make the biggest difference to your career. This is very rarely the weakest two or three in the list.

Look for common competence groupings to see if there is a pattern of specific competences being over represented in either the strength or weakness area.

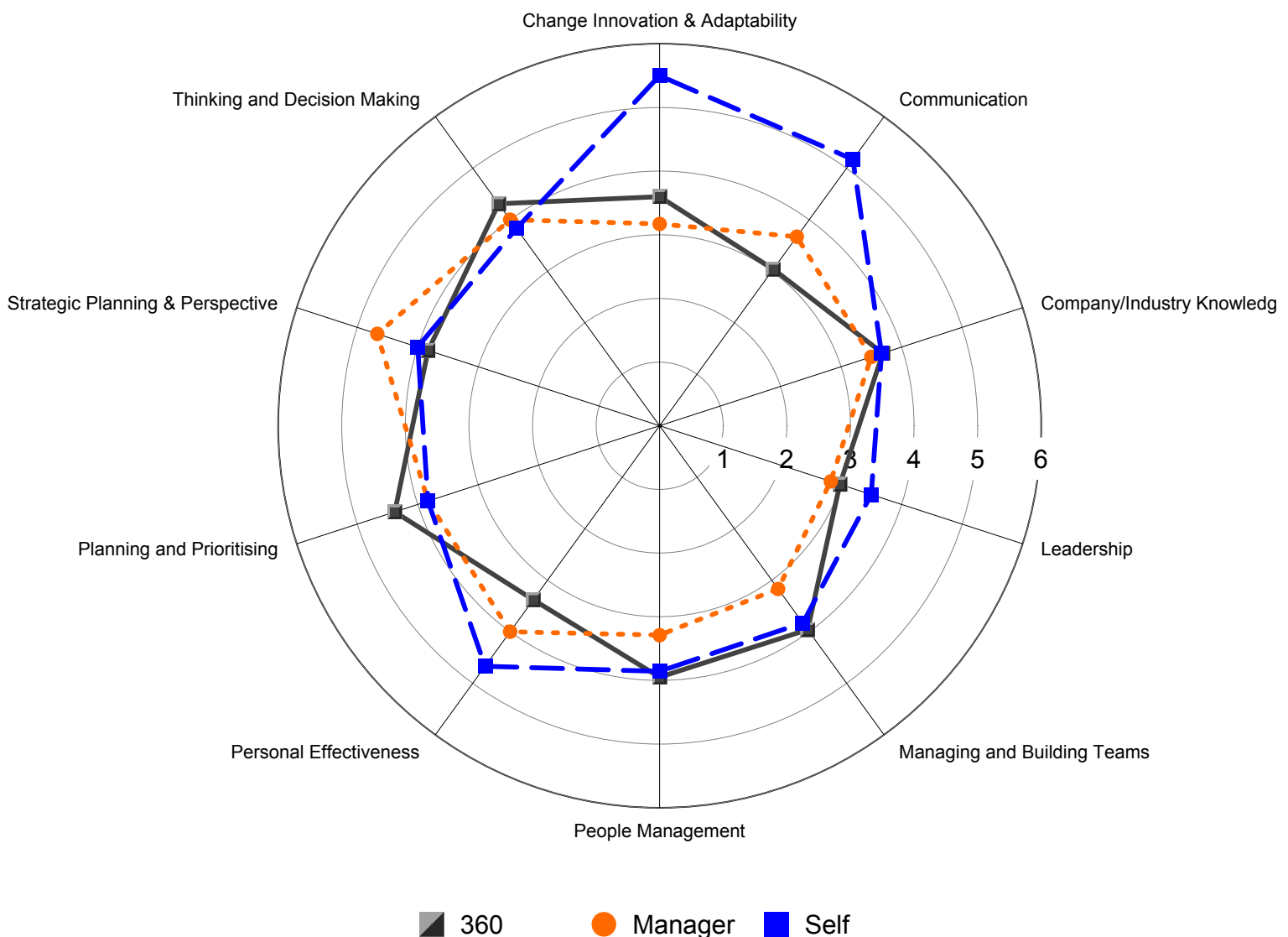
# A 360° Overview

The following radar plot shows the opinions of yourself, your manager and the 360 average of all participants (including your manager, but not yourself). This aims to provide a visual 360° reference of the contrasting views of your performance against the agreed competencies.



0	I do not have enough data to comment on this behaviour indicator
1	Requires significant development
2	Requires some development
3	Demonstrates this to a satisfactory level
4	Demonstrates this well
5	Consistently demonstrates this very well
6	Acts as an outstanding role model for others

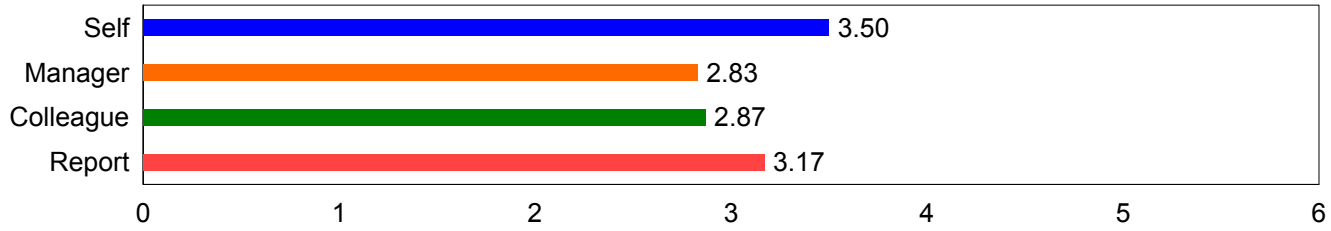
## 360° Overview



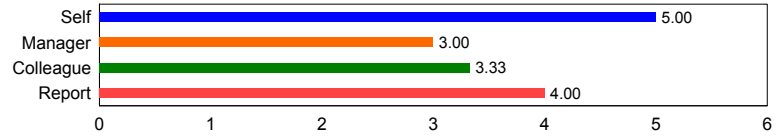
# Leadership



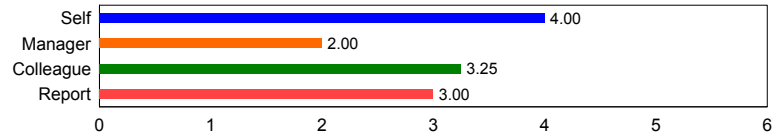
## Summary



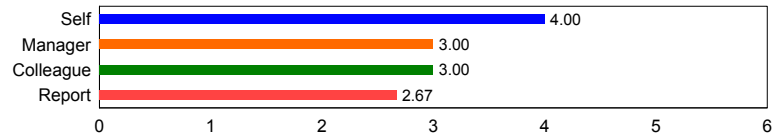
**Delegates effectively by taking into account the potential of the individual and the needs of the job**



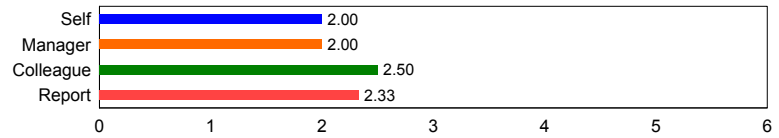
**Demonstrates a strong orientation towards achievement and success in self and others**



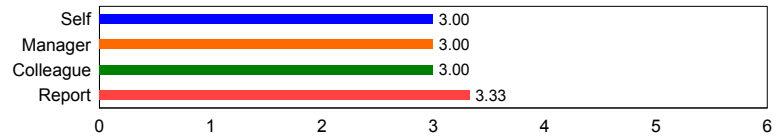
**Inspires enthusiasm and energy in others to follow a given direction**



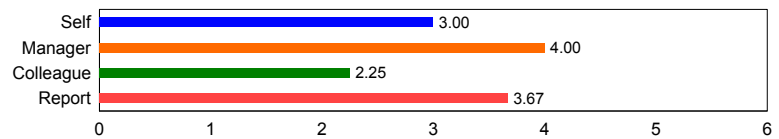
**Is resilient in pursuing business goals even when the going gets tough**



**Projects a positive self image to win the commitment of others**



**Takes charge to lead and direct the efforts of others**



# Leadership



**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Leads well from the front
- Is good at setting goals and giving direction.
- Good around leadership approach / style and skills. good delegation and succession management enabling others to aspire to greater positions.
- Snow clearly demonstrates his focus on delivering company business goals
- Goal orientated
- Has a burning desire to succeed and pursues goals that often appear a lost cause.
- Good physical presence, and presents generally positive image with strong orientation towards individual and collective success
- Snow is one of the best leaders in our business and I think a great example of how to delegate,

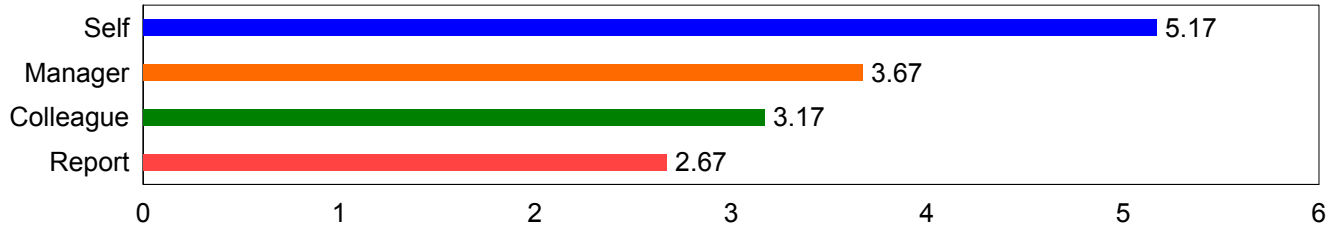
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- Better control of consistency of decision making when the “going gets tough” concerted pressure can impact on effectiveness.
- Take more time to bring others with me
- Does not delegate enough. Sometimes in setting targets and goals can demoralise rather than enthuse
- Could provide greater enthusiasm.
- Snow projects herself well particularly if he is client facing. He can appear intimidating when you first meet her on a one to one basis.
- In my opinion the department could be structured in a different way which would make more efficient use of time. Too many of the staff dabble in several areas which leads to inefficient working
- Consult more fully
- She could improve her ability to take charge - when the situation demands it - she can have a tendency to reflect for slightly too long, or withdraw from the situation if she feels that she is likely to face opposition.

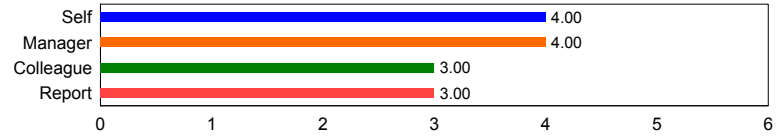
# Communication



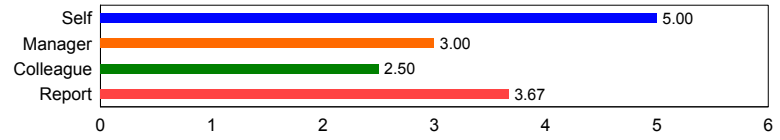
## Summary



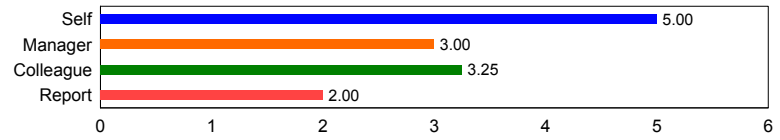
### Clearly expresses thoughts and ideas in a logical manner



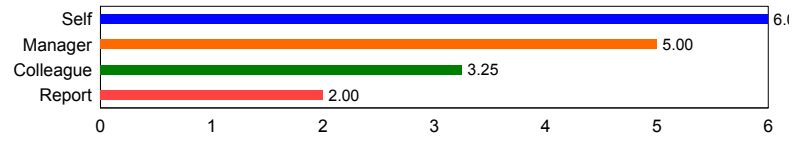
### Communicates confidently and effectively to a wide variety of audiences



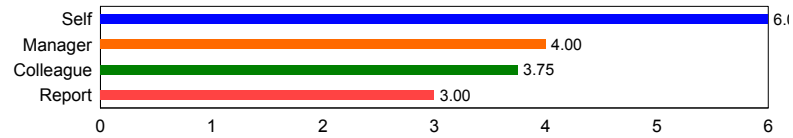
### Develops clear, professional and credible presentations



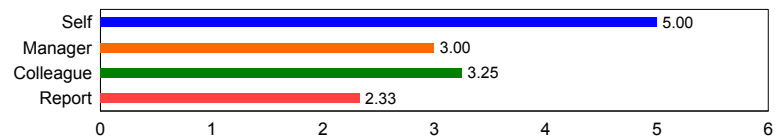
### Listens effectively to others' ideas and point of view



### Maintains a precise and constant flow of information



### Produces written documents that are clear, concise and easy to follow







**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Snow is very good at giving polished and credible presentations. A good example was our recent conference
- Reasoned and articulate
- Listens and then presents well on analysis
- Communication is effective to a number of audiences. Does manage to provide impact.
- Excellent and balanced listener, will provide platform for others to express their views.
- Snow is an effective and thoughtful listener, with a gift for asking a slightly lateral question that will really test the quality of the proposition that is being made. He is also an accomplished presenter. He plans and targets his messages.
- Is a very good listener to others but this can be a negative
- Presentational skills have improved and are now maintain the listners interest

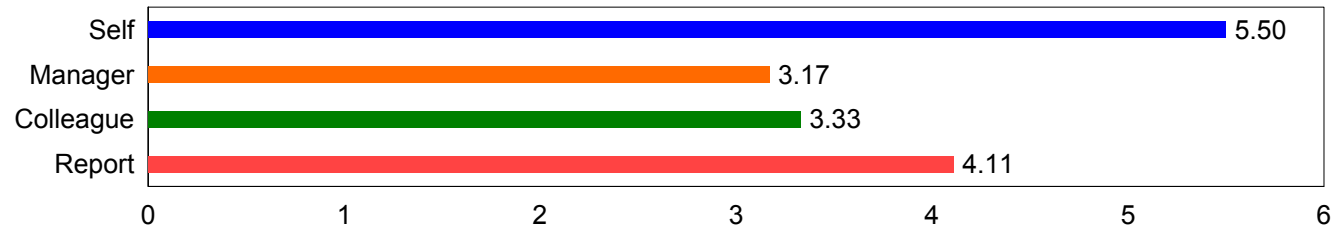
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- Snows tendency to withdraw at times can interfere with the flow of information on progress, issues to resolve etc.
- Listens to staff but does not then take the lead and say " this is where we are going". Placates too many people
- More consultation
- Listen better and demonstrate greater empathy
- Improve on consistency of presentation style.
- I have learnt to ensure that Snow is specific in her requirements otherwise you find that what you provide does not meet what she thought he asked for.
- Snow is less clear at expressing her wishes on an informal level. There have been occasions where there have been misunderstandings about precise details of requirements. Snow puts up barriers to informal and spontaneous communication.
- Others may find reasoning articulation difficult to follow. Consider simplification at times.

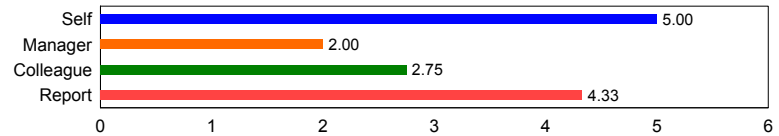
# Change Innovation and Adaptability



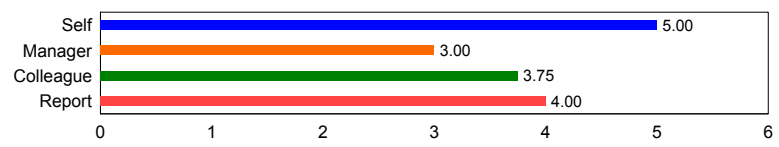
## Summary



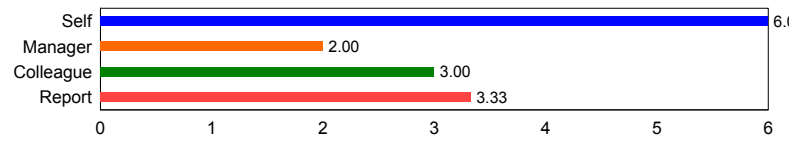
### Considers new, untested and innovative ways to improve current activities



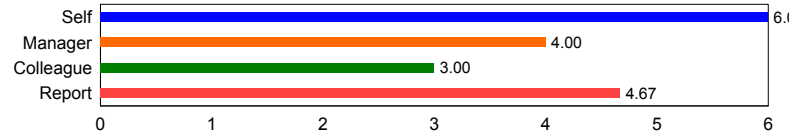
### Demonstrates flexibility in a fast changing environment



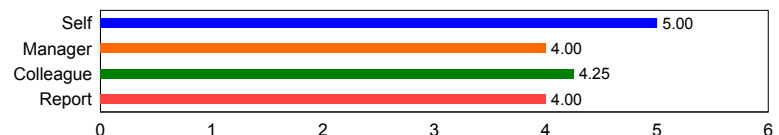
### Encourages innovation and creativity in others



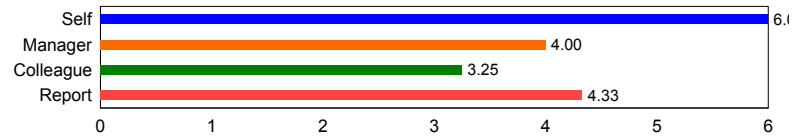
### Is willing to take calculated and managed risks



### Manages change priorities in accordance with business needs



### Responds in a professional and positive manner to a constantly changing environment



# Change Innovation and Adaptability



**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Very strong encourager of innovation in others, sees real value in alternative solution
- Has a professional approach to change and challenges others to look at problems / tasks differently
- Snow has a creative mind and appreciates creativity in others and is encouraging
- Snow is very active at seeking creativity in others.
- Very focused to try something better and more competitive and bring people along
- is excited by opportunity of change
- I believe Snow would be a risk taker and more creative in a different environment
- Too many restrictions within their business to allow creativity or risk.

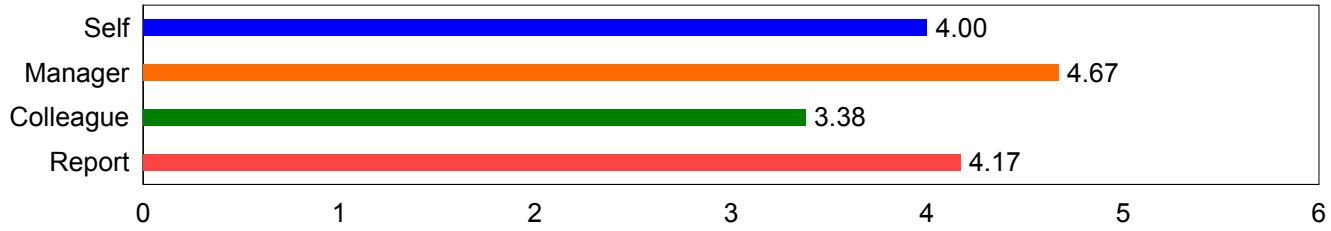
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- Snow does not always respond positively when in an unprepared or informal situation
- He could improve his enthusiasm for trying out new ways of doing things. He needs to be more comfortable with the possibility of failure.
- He could improve his enthusiasm for trying out new ways of doing things. He needs to be more comfortable with the possibility of failure.
- Could ensure all changes / innovations are driven through to completion. Take more cognisance of ideas from different industries.
- See question 8
- Look at consistency providing clarity of direction during periods of change/pressure.
- be more receptive of impact on others
- Is sometimes so risk adverse that will not consider the option

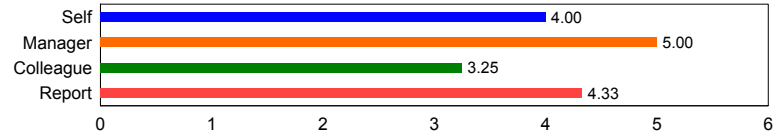
# Strategic Planning and Perspective



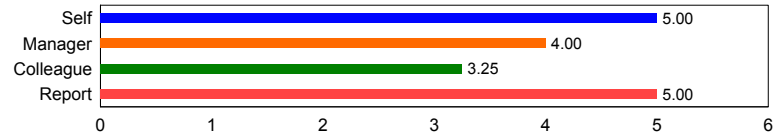
## Summary



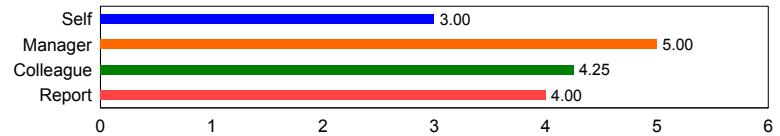
**Communicates the role that their 'team' plays in facilitating and achieving the business objectives**



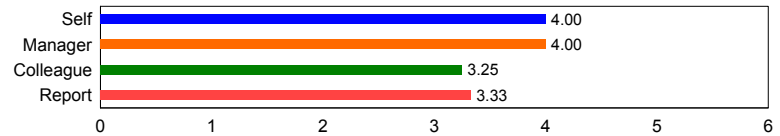
**Formulates solutions by recognising the relationship between different business areas and situations**



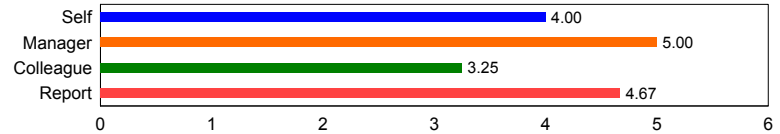
**Takes responsibility and ownership for turning ideas into actions**



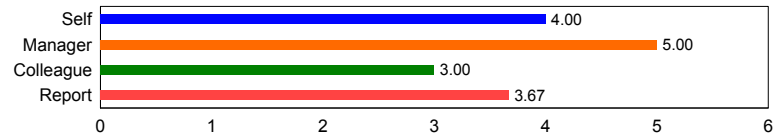
**Takes the longer term organisational requirements into account when making business decisions**



**Translates business goals and objectives into workable and tangible operational plans**



**Understands the current and future direction of the company**



# Strategic Planning and Perspective



**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Snow has a a very clear understanding of the business needs
- Very strong team ethic, makes concerted attempt (mostly successful) to ensure formation of strong and effective teams
- Delegating responsibility to the team for developing the divisional business planning
- Has a good understanding of the company's vision and strategy. His views are valued in strategic debates.
- As in the question above very tied by policy but the team know the objectives of the division and the company. Tries hard to be a global player and not a silo operator
- Snow is a great champion for her team within the business and takes every opportunity to explain how well they have done to achieve goals in very adverse circumstances.
- Clear strategic mind
- Strong at company level little experience of role at Division

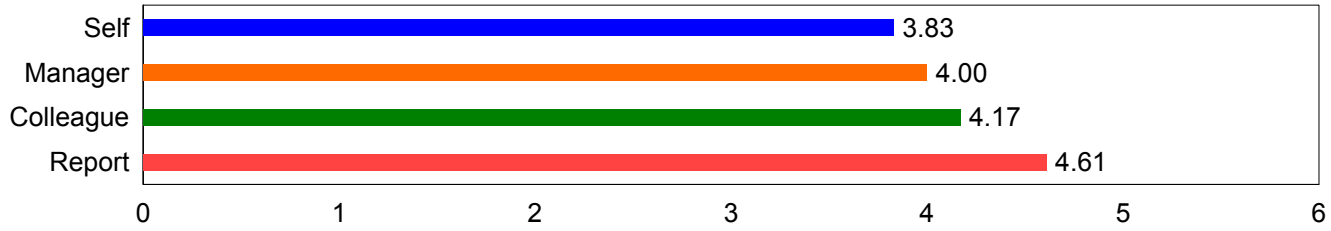
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- Snow needs to broaden his perspective beyond the confines of his own Division and their customers.
- Try to be less "clever" with objectives and goals and be more specific
- Although happy to take responsibility for improvements a tendency for them not to be driven to completion.
- See question 11 - difficult to make strategic decisions as the company is so process driven within a narrow band of opportunities
- Don't lose sight of the implementation
- Make conscious effort to ensure wider business alignment when making significant decision
- Snow needs to broaden herperspective beyond the confines of her own Division and their customers.
- Improved communication with his subordinate team on business and strategic issues

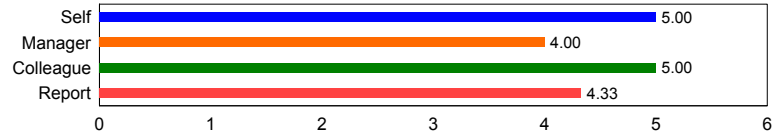
# Thinking and Decision Making



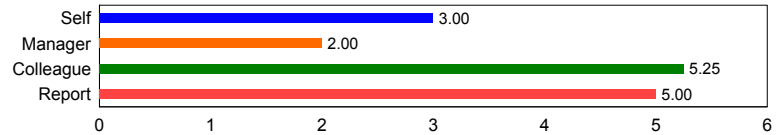
## Summary



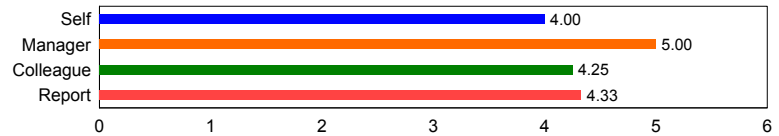
**Addresses problems in a timely fashion without procrastination**



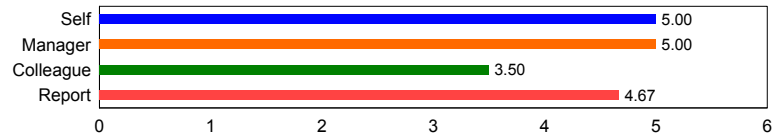
**Collects the input from others - valuing their ideas, opinions and contributions**



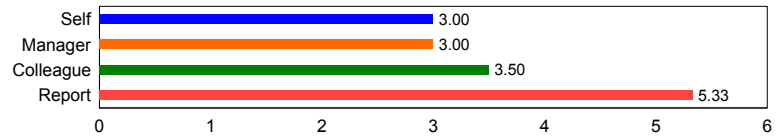
**Demonstrates a structured, but lateral approach and objective view towards decision making**



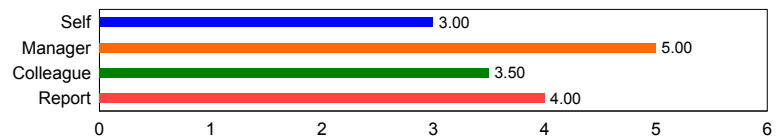
**Displays flexibility and creativity when generating ideas / solutions**



**Makes sound decision based on consideration of risks, alternatives and practical implications**



**Solves problems by taking a broad view of the situation, stepping back from the detail in order to assess the wider impact**





**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Good thinker, prior to making decisions, both in conventional and lateral manner, good ideas man
- Appears to be thoughtful and precise
- Snow White is one of our more lateral thinkers and will usually challenge a proposition from a perspective that has not been raised by a colleague, but is valid nonetheless.
- Has the ability to think strategically after analysing information and presenting in a understood fashion.
- Ultimately the decisions taken are good. Does not take a "flyer" but considers all options
- Snow makes timely decisions based on sound thinking
- Has the ability to think strategically after analysing information and presenting in a understood fashion.
- When a decision is made am forceful in making it work

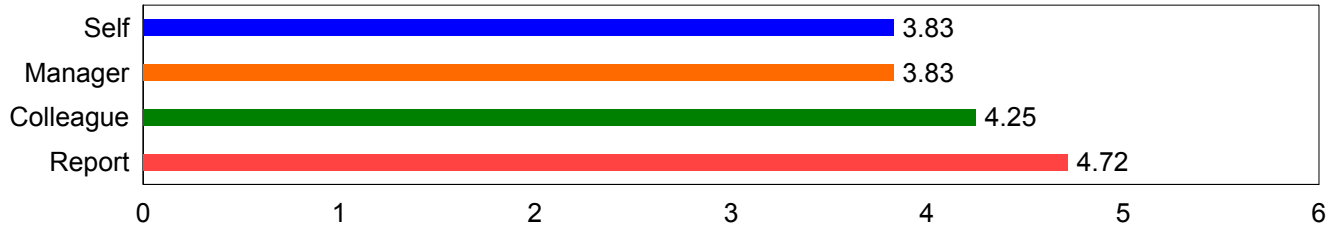
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- As stated before, probably listens too much to others. Staff would prefer that their opinions are consulted but a quick resolution is made. Might be surprised that the reaction of staff would not be negative
- Stay out of the detail so as to take a wider view
- Some decisions can appear to be predicated on an appeasement agenda with an emphasis on avoiding confrontation
- Try to consistently recognise the time dimension associated with decision making, can be procrastinate
- Herdecision-making and risk assessment is often on the cautious side and this can sometimes be compounded by the deferral of a decision that does not benefit from the delay.
- Limited interface here
- Ensure problems are dealt with in a speedier manner.
- Don't take too long to make the decision

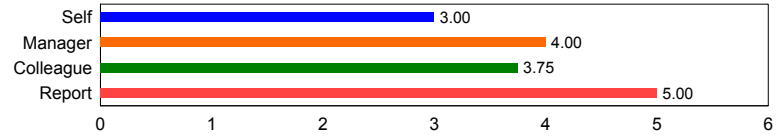
# Planning and Prioritising



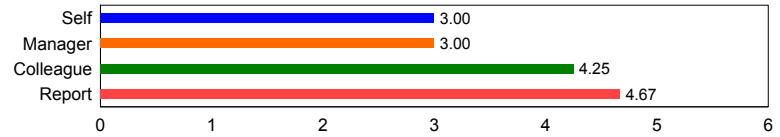
## Summary



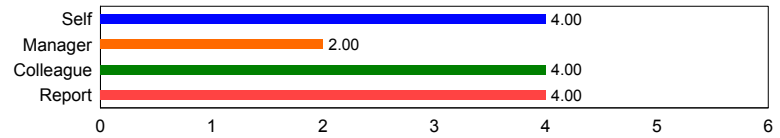
### Demonstrates focus on the objectives and end results



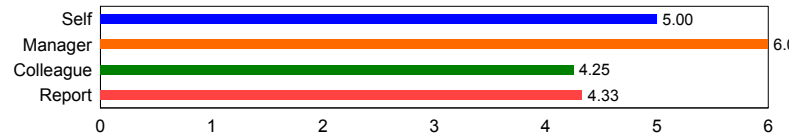
### Effectively plans both day-to-day work and ad-hoc projects of self and others



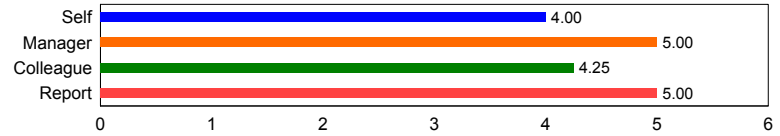
### Manages own time, ensuring priorities are set and dealt with effectively



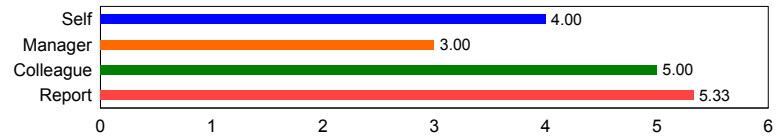
### Monitors progress, managing any inconsistencies before they reach a critical stage



### Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise



### Produces clear business plans that mirror business objectives







**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Snow is an effective manager of her own time and often, the time of others.
- Good at business planning and appears to have a real interest in it
- Structured approach
- Providing pre meeting objectives and requirements he wishes to achieve at meeting
- Solid planner, thinks clearly before setting course of action in train
- Effective planning and organisation
- Works well at keeping the general flow of work going
- Again appears to be very logical and focused but limited experience

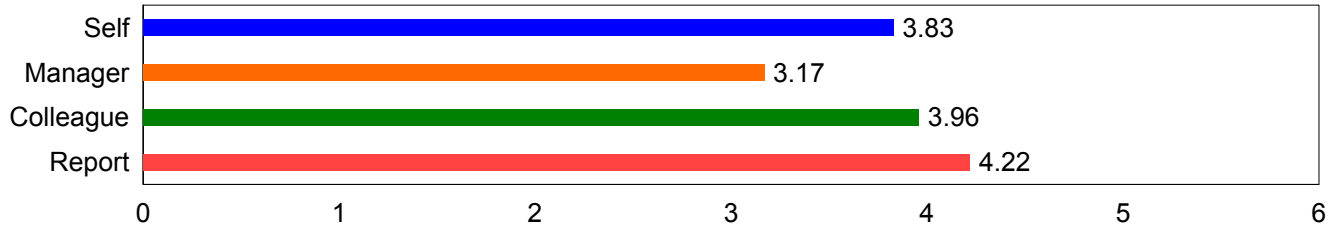
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- Meets all deadlines
- Could monitor progress more closely
- Look closer at progress, Management at critical stages.
- She sometimes has too close a focus on the opportunities that fit her Division but not the risk profile that the business is willing to accept.
- Tries to do too much and diary becomes over-filled. partly due to the division not being set up as well as it could.
- Keep concentrating on what is important
- Could focus more on a longer term view of the development of the division
- Suspect that not enough time left for strategic thinking

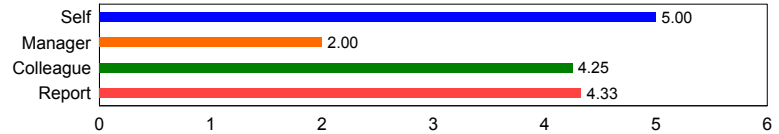
# Managing and Building Teams



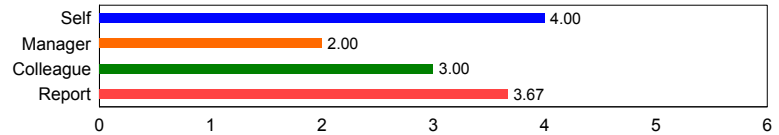
## Summary



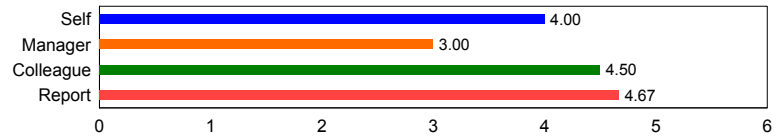
**Actively builds relationships within/ between team members in a co-operative and effective manner**



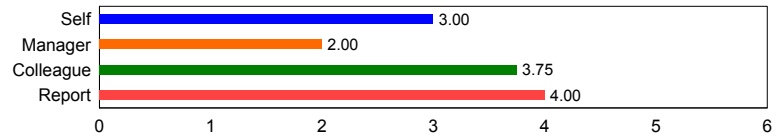
**Demonstrates awareness of the different cultural needs of team members, displaying sensitivity when dealing with issues that may be culturally sensitive**



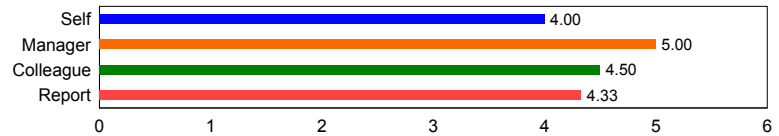
**Develops the skills and qualities of team members in order to maximise team and/or project success**



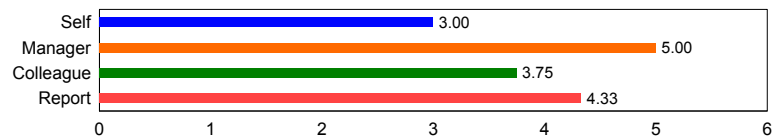
**Effectively manages and develops teams across multiple locations**



**Gives appropriate levels of autonomy to allow individuals to exercise their own judgement**



**Identifies suitable individuals for tasks by analysing their capabilities and potential**



# Managing and Building Teams



**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Very sensitive to individuals. This could also be considered a fault. keen that staff that perform well or have special talents are fast tracked
- Snow is an able delegator
- Generally good with people, both peers and teams, displays empathy
- Loyal
- Effective delegation and empowerment
- Very good teamwork skills and attributes. High levels of trust and delegation enables team to grow.
- Delegating responsibility and allowing others to get on with there job
- Snow sets very high standards of performance and maintains a single-minded approach when selecting teams - only the very best will do. However, this can generate imbalance when adding people that she does not know.

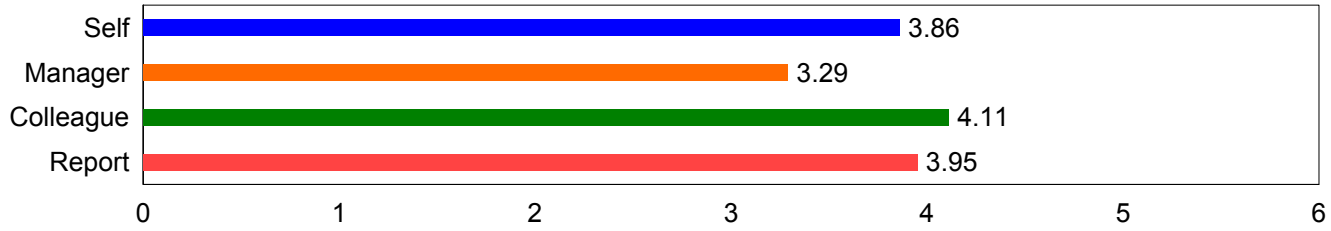
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- Be more empathetic
- Could reorganise the department to better suit some of the staff strengths
- Consider regular feedback to these teams on performance.
- Snow needs to accept that when selecting new people to join his team she will not be able to get evidence of a 100% fit and that some people may require the opportunity to develop their potential by doing the job.
- Snow is not good at building informal relationships with team members, he can appear aloof and preoccupied
- Need to more robustly examine level of reliance on a small number of senior players in his team.
- Having delegated then getting into the detail rather than standing back and just taking the wider view
- No comment

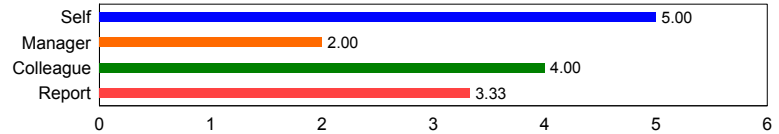
# People Management



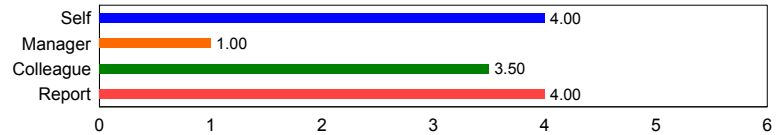
## Summary



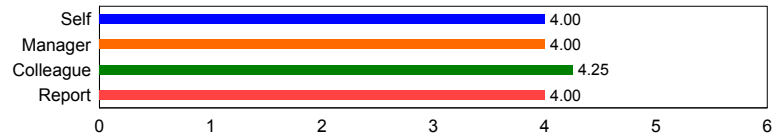
### Actively manages performance by conducting regular performance reviews



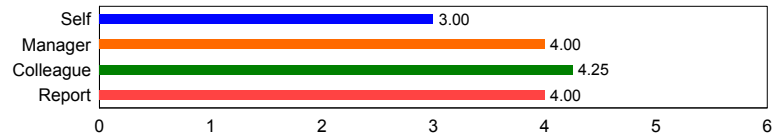
### Adapts personal style to meet the needs of the individual and the situation



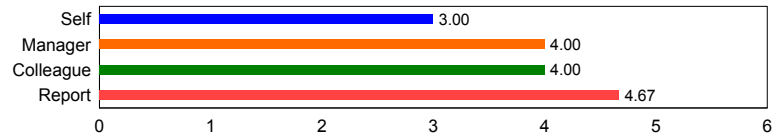
### Coaches others to develop to their full potential and improve performance



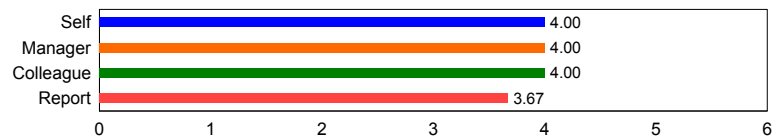
### Deals with 'difficult' individuals and performance problems in a direct and honest manner as they arise



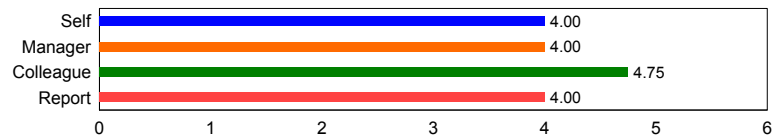
### Praises, recognises and values individuals' contributions and effort



### Takes active responsibility for the development of others by setting realistic but challenging objectives



### Treats people fairly without undue favouritism





**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Snow sets good stretching targets for her teams. She also demonstrates good recognition of high performance.
- very strong on People management.
- Recognise absolute importance of people
- Snow identifies well with high performers and talented individuals and will provide great feedback, recognition and support for their development, both professionally and personally.
- Respected leader for personal approach and expertise
- Is innately fair in his dealings with people
- Snow is good at managing performance from a measurement point of view
- Snow sets good stretching targets for her teams. She also demonstrates good recognition of high performance.

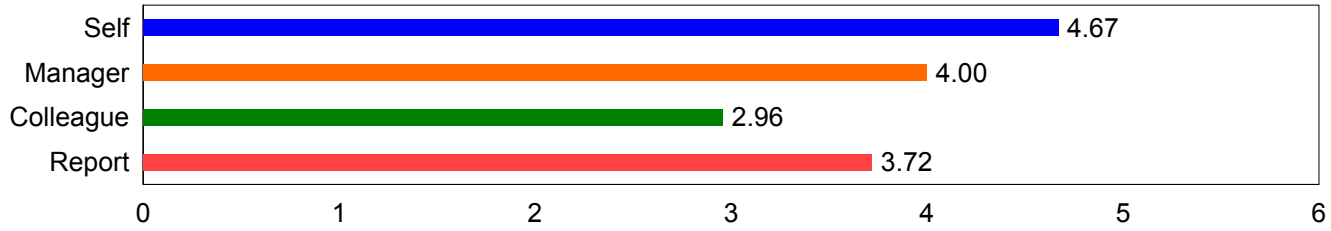
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- Could deal with difficult individuals in a faster manner.
- Once judgment has been made on individuals it is difficult for Snow to change her view. This is not a frequent issue but can result in her not seeing the strengths in people.
- Try to be more inspirational than dogged
- Develop style further
- No comments that would be of help
- Look at management of people when difficult situations arise, has tendency to want to be “fair” to all can impede on decision making
- Ensure importance is consistently reflected in actions
- Snow is not good at giving praise and often only comments by saying that something could have been so much better.

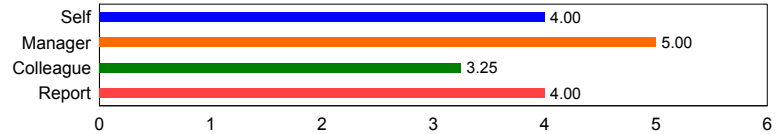
# Personal Effectiveness



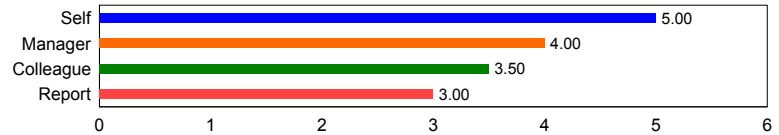
## Summary



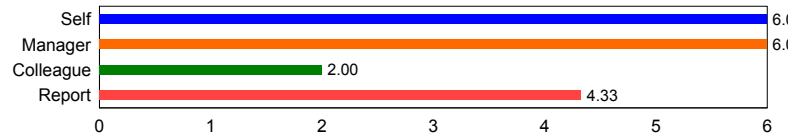
**Actively seeks feedback on management style and proactively works to improve based on feedback given**



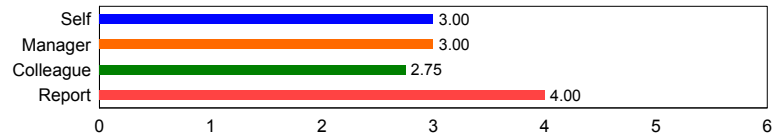
**Demonstrates integrity, fairness and consistency, maintaining confidentiality and honesty in dealing with internal and external customers**



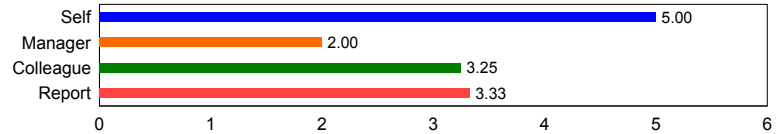
**Demonstrates professionalism and a real passion and energy**



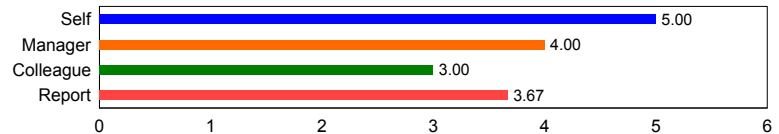
**Learns from previous experiences of self and others**



**Maintains a positive attitude, controlling own feelings of stress and anxiety when under pressure to ensure that others are not affected adversely**



**Recognises and manages emotions and emotional situations in a sensitive and appropriate manner**





**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Maintains an even temperament and always appears fair and honest
- Good at noticing others emotions and adapting style accordingly.
- Very strong area. Must come under considerable stress at times but it never shows. An area of management that have great respect for
- Outwardly in situations where Snow has prepared he is positive
- Always appears logical and fair
- Snow has a quiet, calm passion for her part of the business, but lets this shine through at appropriate moments, to great effect. She is also emotionally aware and shows great integrity in addressing these situations.
- Always seeking a better way
- Deals effectively with external customers, able to form and maintain meaningful long relationships.

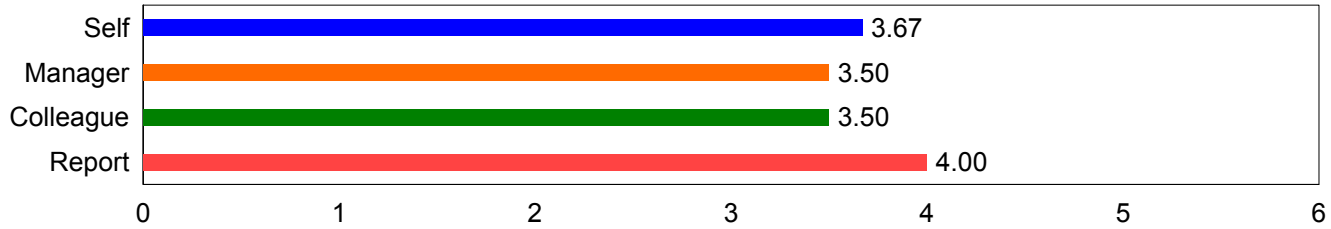
**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- Feedback not requested frequently
- Be more prepared to try and fail
- Whilst generally positive, periods of prolonged difficulty/stress can impact on behaviour
- She needs to recognise that people can develop and improve with time, some old dogs can and do learn new tricks. Snow is capable of being the trainer in this regard if she chooses.
- I'm not sure whether Snow seeks feedback on her style or not.
- I'm not sure whether Snow seeks feedback on his style or not.
- In situations where spontaneity comes into play Snow can be pessimistic and occasionally negative.
- Does consult with others but no real experience of this changing Snow. However, very strong area so little to change

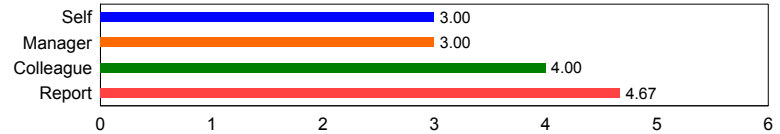
# Company/Industry Knowledge and Awareness



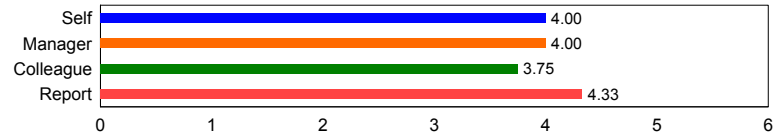
## Summary



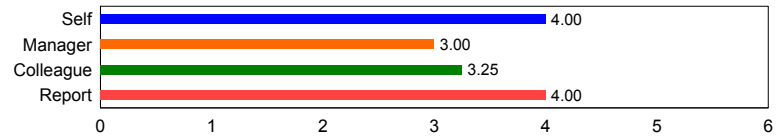
**Demonstrates an awareness of the formal and informal structures and relationships (politics) that operate within the organisation**



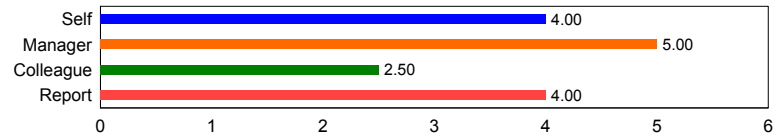
**Networks with key players in order to build strong relationships with both internal and external 'customers'**



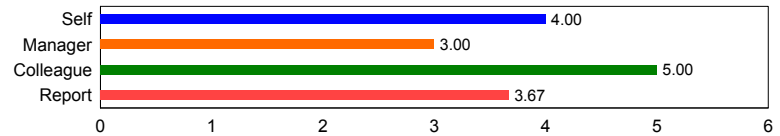
**Spends time and energy keeping up to date with market data and trends that affect the overall business**



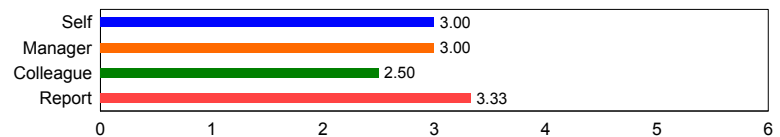
**Understands the business processes and procedures (within their areas of responsibility) to a sufficient level of detail to successfully manage and plan activities**



**Understands the cost revenue cycle, managing budgets and resources within corporate guidelines**



**Works within organisational boundaries for the benefit of their team / organisation**





# Company/Industry Knowledge and Awareness



**In the box below please describe what, in your opinion, John Snow does well in this area?**

- Keeps abreast
- Snow has a very deep knowledge of the business and the team members
- Understands business structures and politics and has wide network.
- Works within the structure of the procedures and policies. Good commercial knowledge
- Good networker, has made significant penetration within relevant business circles.
- Snow is the class act in terms of managing the formal and informal structures within our organisation
- Appears to have a good knowledge of the key players important to the divisions business
- Comfortably in control

**In the box below please describe what, in your opinion, John Snow could do differently that would improve their performance in this area?**

- She could raise her profile within the infrastructure sector - this has already started but needs to be maintained.
- Nothing to add
- Develop networking skills
- Needs to work on political skills, not always effective within the internal arena.
- Could become more of an industry spokesman for relevant income streams.
- Do even more of maintaining contacts with the key players when looking for work rather than only when solving existing problems
- Time management

..... and finally



**What one suggestion would you give that would significantly improve John Snow's performance over the next 12 months?**

- 
- Involve others in strategy, not just the operations.
- Build the necessary internal relationships to allow a proactive approach to the role.
- The only area for improvement I can suggest is that Snow always considers the bigger picture (in terms of teams) when planning work and ensures adequate notice is given.
- Communicate better and follow-up on tasks both internally and externally
- I would like to see Snow looking after own team or even in the project side of the business. Snow is very much a people person with exceptional ideas.
- Build delivery knowledge and develop networks

# Gap Analysis

The following tables detail the six behaviours where your opinion differs most from those around you. The first table ranks the behaviours where your perception is lower than those around you, and the second table ranks those where your perception is higher. The difference will indicate how great the learning opportunity might be.



## Hidden Strengths - Opportunities?

Competence	Behaviour	Gap
Thinking and Decision Making	Collects the input from others - valuing their ideas, opinions and contributions	1.7
People Management	Praises, recognises and values individuals' contributions and effort	1.3
Planning and Prioritising	Demonstrates focus on the objectives and end results	1.3
Planning and Prioritising	Effectively plans both day-to-day work and ad-hoc projects of self and others	1.3
Strategic Planning and Perspective	Takes responsibility and ownership for turning ideas into actions	1.3
Managing and Building Teams	Identifies suitable individuals for tasks by analysing their capabilities and potential	1.1

## Hidden Weaknesses - Threats?

Competence	Behaviour	Gap
Change Innovation and Adaptability	Encourages innovation and creativity in others	-3.0
Communication	Listens effectively to others' ideas and point of view	-3.0
Personal Effectiveness	Demonstrates professionalism and a real passion and energy	-2.6
Communication	Maintains a precise and constant flow of information	-2.5
Change Innovation and Adaptability	Is willing to take calculated and managed risks	-2.3
Change Innovation and Adaptability	Responds in a professional and positive manner to a constantly changing environment	-2.3

# Strengths and Weakness

Provides detail of your top ten highest behaviour ratings and your bottom ten lowest behaviour ratings.



## MOST SUCCESSFUL BEHAVIOURS

Rank	Competence	Behaviour	Φ
1	Planning and Prioritising	Produces clear business plans that mirror business objectives	4.9
2	Thinking and Decision Making	Collects the input from others - valuing their ideas, opinions and contributions	4.7
3	Planning and Prioritising	Prioritises and monitors own work schedules and that of team members, demonstrating flexibility as new issues arise	4.6
4	Thinking and Decision Making	Addresses problems in a timely fashion without procrastination	4.6
5	Managing and Building Teams	Gives appropriate levels of autonomy to allow individuals to exercise their own judgement	4.5
6	Planning and Prioritising	Monitors progress, managing any inconsistencies before they reach a critical stage	4.5
7	Managing and Building Teams	Develops the skills and qualities of team members in order to maximise team and/or project success	4.4
8	People Management	Treats people fairly without undue favouritism	4.4
9	Thinking and Decision Making	Demonstrates a structured, but lateral approach and objective view towards decision making	4.4
10	People Management	Praises, recognises and values individuals' contributions and effort	4.3

## DEVELOPMENT OPPORTUNITIES

Rank	Competence	Behaviour	Φ
1	Leadership	Is resilient in pursuing business goals even when the going gets tough	2.4
2	Communication	Develops clear, professional and credible presentations	2.8
3	Communication	Produces written documents that are clear, concise and easy to follow	2.9
4	Leadership	Inspires enthusiasm and energy in others to follow a given direction	2.9
5	Change Innovation and Adaptability	Encourages innovation and creativity in others	3.0
6	Communication	Communicates confidently and effectively to a wide variety of audiences	3.0
7	Communication	Listens effectively to others' ideas and point of view	3.0
8	Leadership	Demonstrates a strong orientation towards achievement and success in self and others	3.0
9	Leadership	Takes charge to lead and direct the efforts of others	3.0
10	Communication	Clearly expresses thoughts and ideas in a logical manner	3.1

# 360° Feedback Development Plan

**John Snow**



Your personal tool for self-development

Confidential

# Contents



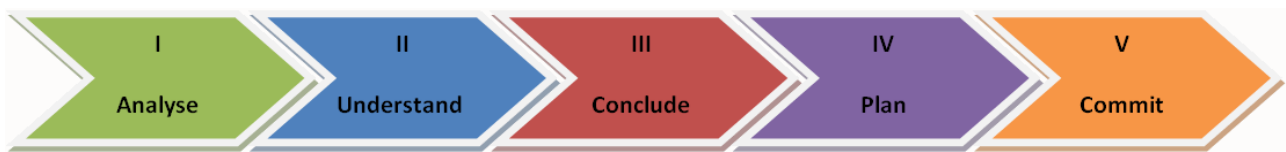
Introduction	31
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III. What conclusions have you drawn?	37
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V. Commit to your Learning Plan	43

# Introduction



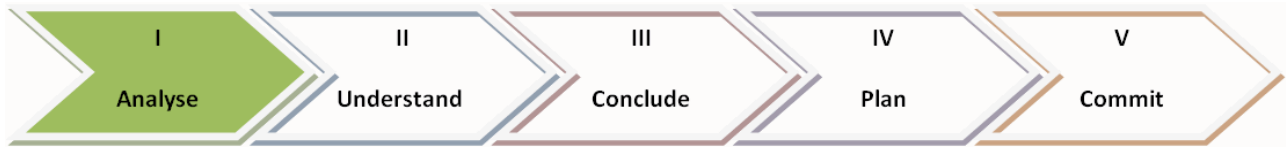
You will have now received your 360 feedback. You can now use this booklet to help you gain the most value from the feedback data.

The following step-by-step approach will help you to understand and interpret your feedback report. Going through the five steps will guide you in planning your discussion with your manager and assist you in developing your Learning Plan.



1. **Analyse** the main patterns and trends - that you see in your Feedback Report.
2. **Understand** the detail by reviewing the data for each of the behaviours. Use the written comments to understand the messages behind the numbers.
3. **Conclude** by drawing together the findings from the previous two steps. Your conclusions will also take account of your “Highest and Lowest Ratings”. A set of “differentiating” questions will help you to form your conclusions.
4. **Plan** your development by prioritising behaviour areas for action. Use the template provided to capture the outcomes of your discussion.
5. **Commit**. Be specific in agreeing precisely what help and support you require from your manager to ensure that your plan is followed through in line with the timings you have specified.

# I. Analyse the Main Patterns and Trends



You will have now received your 360 feedback. You can now use this booklet to help you gain the most value from the feedback data.

The following step-by-step approach will help you to understand and interpret your feedback report. Going through the five steps will guide you in planning your discussion with your manager and assist you in developing your Learning Plan.

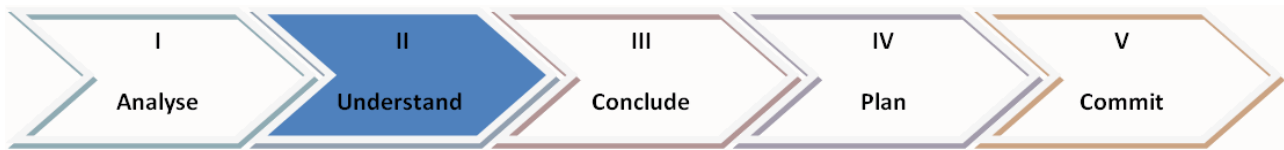
The table below contains the two highest rated and the two lowest rated competencies by each group.

	Self	Manager	All Others
2 highest rated competencies	<p>Change Innovation and Adaptability (5.5)</p> <p>Communication (5.2)</p>	<p>Strategic Planning and Perspective (4.7)</p> <p>Personal Effectiveness (4.0)</p>	<p>Planning and Prioritising (4.4)</p> <p>Thinking and Decision Making (4.4)</p>
2 lowest rated competencies	<p>Leadership (3.5)</p> <p>Managing and Building Teams (3.8)</p>	<p>Leadership (2.8)</p> <p>Change Innovation and Adaptability (3.2)</p>	<p>Communication (2.9)</p> <p>Leadership (3.0)</p>

Look at the differences between the ratings, What does this tell you?



## II. What does the data tell you?



You should now have an overall impression of how you are perceived in relation to the behaviours framework. You probably detected some characteristic patterns and trends. To better understand these trends, this step will take you into the detail for each of the behaviours.

In the boxes below answer the following questions for the behaviours in turn looking at the ratings and comments.

Write your first reactions and any conclusions for each of the behaviours in the boxes below.

### 1. Leadership

### 2. Communication



### 3. Change Innovation and Adaptability

### 4. Strategic Planning and Perspective

### 5. Thinking and Decision Making



## 6. Planning and Prioritising

## 7. Managing and Building Teams

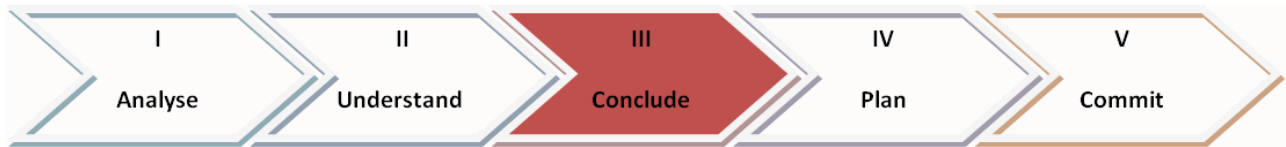
## 8. People Management



## 9. Personal Effectiveness

## 10. Company/Industry Knowledge and Awareness

### III. What conclusions have you drawn?



In this section you will need to draw on your analysis in Sections I and II to look for any key themes across the report. They may be strengths and/or development needs.

The following questions will help you recap on the information you have so far:-

#### Some Concluding Questions

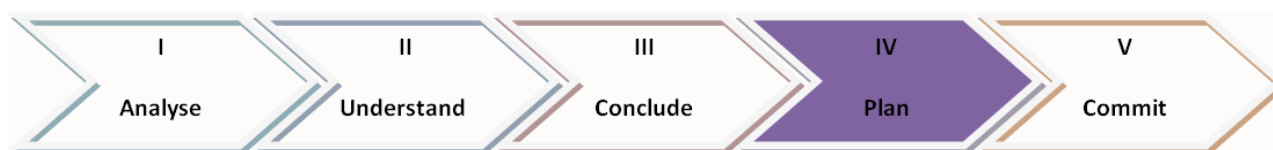
1. What are your strengths and areas for development as perceived by the different groups of observers?

2. What can you conclude about the ratings from the different groups? Why are there differences in how you are perceived by your manager/colleagues/staff?



3. What surprises you when going through the data and comments?

## IV. Create your Learning Plan



In this step you will start to create your personal learning plan. The objective of this section is to discuss, agree and write down specific development actions which will enable you to build on your strengths and address your development needs as identified in the previous sections. We have allowed up to four Development Goals. Feel free to add further ones if required

Development Area	(e.g. Communication)
<p><b>BEHAVIOUR</b></p> <p>What precisely do I want to focus on?</p>	
<p><b>SPECIFIC ACTION(S)</b></p> <p>What will I do?</p> <p>What are the benefits to others and myself?</p>	
<p><b>WHO CAN SUPPORT ME?</b></p> <p>Do I need :</p> <ul style="list-style-type: none"> <li>• Authorisation</li> <li>• Budget support</li> <li>• Feedback</li> <li>• Other</li> </ul>	
<p><b>TIMESCALE FOR DOING THIS</b></p> <p>When will this be achieved?</p> <p>What key milestones will there be?</p>	



Development Area	(e.g. Leadership)
<p><b>BEHAVIOUR</b></p> <p>What precisely do I want to focus on?</p>	
<p><b>SPECIFIC ACTION(S)</b></p> <p>What will I do?</p> <p>What are the benefits to others and myself?</p>	
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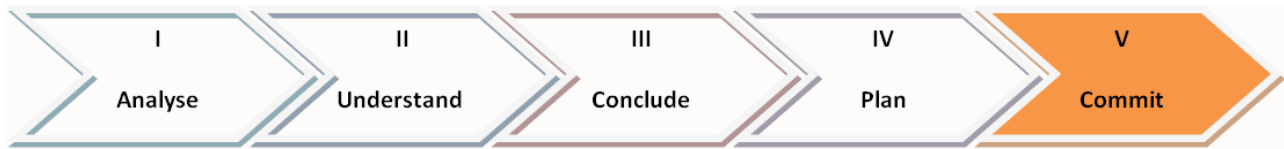


Development Area	(e.g. Personal Effectiveness)
<p><b>BEHAVIOUR</b></p> <p>What precisely do I want to focus on?</p>	
<p><b>SPECIFIC ACTION(S)</b></p> <p>What will I do?</p> <p>What are the benefits to others and myself?</p>	
<p><b>WHO CAN SUPPORT ME?</b></p> <p>Do I need :</p> <ul style="list-style-type: none"> <li>• Authorisation</li> <li>• Budget support</li> <li>• Feedback</li> <li>• Other</li> </ul>	
<p><b>TIMESCALE FOR DOING THIS</b></p> <p>When will this be achieved?</p> <p>What key milestones will there be?</p>	



Development Area	(e.g. Change Innovation and Adaptability)
<p><b>BEHAVIOUR</b></p> <p>What precisely do I want to focus on?</p>	
<p><b>SPECIFIC ACTION(S)</b></p> <p>What will I do?</p> <p>What are the benefits to others and myself?</p>	
<p><b>WHO CAN SUPPORT ME?</b></p> <p>Do I need :</p> <ul style="list-style-type: none"> <li>• Authorisation</li> <li>• Budget support</li> <li>• Feedback</li> <li>• Other</li> </ul>	
<p><b>TIMESCALE FOR DOING THIS</b></p> <p>When will this be achieved?</p> <p>What key milestones will there be?</p>	

## V. Commit to your Learning Plan



You should now arrange a meeting with your manager to review your plans and gain his/her agreement for the actions you have identified.

Prepare for your meeting by answering the following questions:

1. A de-brief on the main messages from the Feedback Report.  
Use the space below to record the key points you will make.
  
2. A summary of the actions you propose to take, the involvement of other people, the target dates and the follow-up needed to evaluate progress.  
Use the space below to record the key points.
  
3. The specific help and support you require from your manager to ensure that your actions are achieved on the time-scale planned.  
Use the space below to identify the key points you will cover at your meeting.