

**John Smith**

# Leadership Development Programme

360 Degree Feedback

15 April 2020



## Reporting Sections Selected

15th April 2020

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### Respondents & Measurements

- Report Criteria
- Measurements
- Rating System

This section describes how many people completed the questionnaire, the evaluation areas used and the number of questions asked within each area. It also covers the rating system that was used.

### Spider Diagram

At a glance you can easily compare the average scores for each of the evaluation areas. It also provides an overall average for all of the areas combined, the percentage of participants who completed the questionnaire and the differences in scores between self-assessor and responders.

### Summary

This highlights the average rolled up scores for each evaluation area shows the differences between self-assessor scores and their responders in a bar chart.

### Breakdown

Here you can drill down into specific questions asked throughout the questionnaire and see the quantitative scores and any comments relating to each of them.

### Feedback / Comments

This shows only those questions that required comments from the responders. They are all placed together in this area. These would have also been covered in the “Breakdown” section but have been grouped so you can see all the qualitative feedback, comments and inputs together.

### Highs & Lows

This area lists the 5 highest scoring questions and the 5 lowest scoring questions from the campaign so that you can easily identify those that are scoring well, and those which may need improvement.

## Respondents & Measurements

15th April 2020

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### Report Criteria

This report has been generated using data returned from the following:

1	1	5	5
Self assessor	Manager	Staff	Peer

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### Measurements

The total number of questions/statements asked was **83**

The following are the evaluation areas used and the number of questions/statements in each:

8	7
Leadership	Leading Change
9	6
Communication	Relationships
8	12
People Development	Managing Performance
5	5
Managing Resources	Managing Meetings
7	5
Decision Making	Customer Focus
11	
Continuous Improvement & Quality	

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### Rating System

Below is the ratings system that was used. Scores ranged from **0** to **10**, **10** being the highest score.

Ratings key:

0 = Never/Not at all

10 = Always/Completely

# Spider Diagram

15th April 2020

This chart rolls up all of the answers within each area to give an overall average.

<b>Respondents</b> <b>100%</b> Completed	<b>6.1</b> Avg Overall Score	<b>Self Assessment</b> <b>100%</b> Completed	<b>9.5</b> Avg Overall Score	<b>Score Difference</b> <b>-3.4</b>
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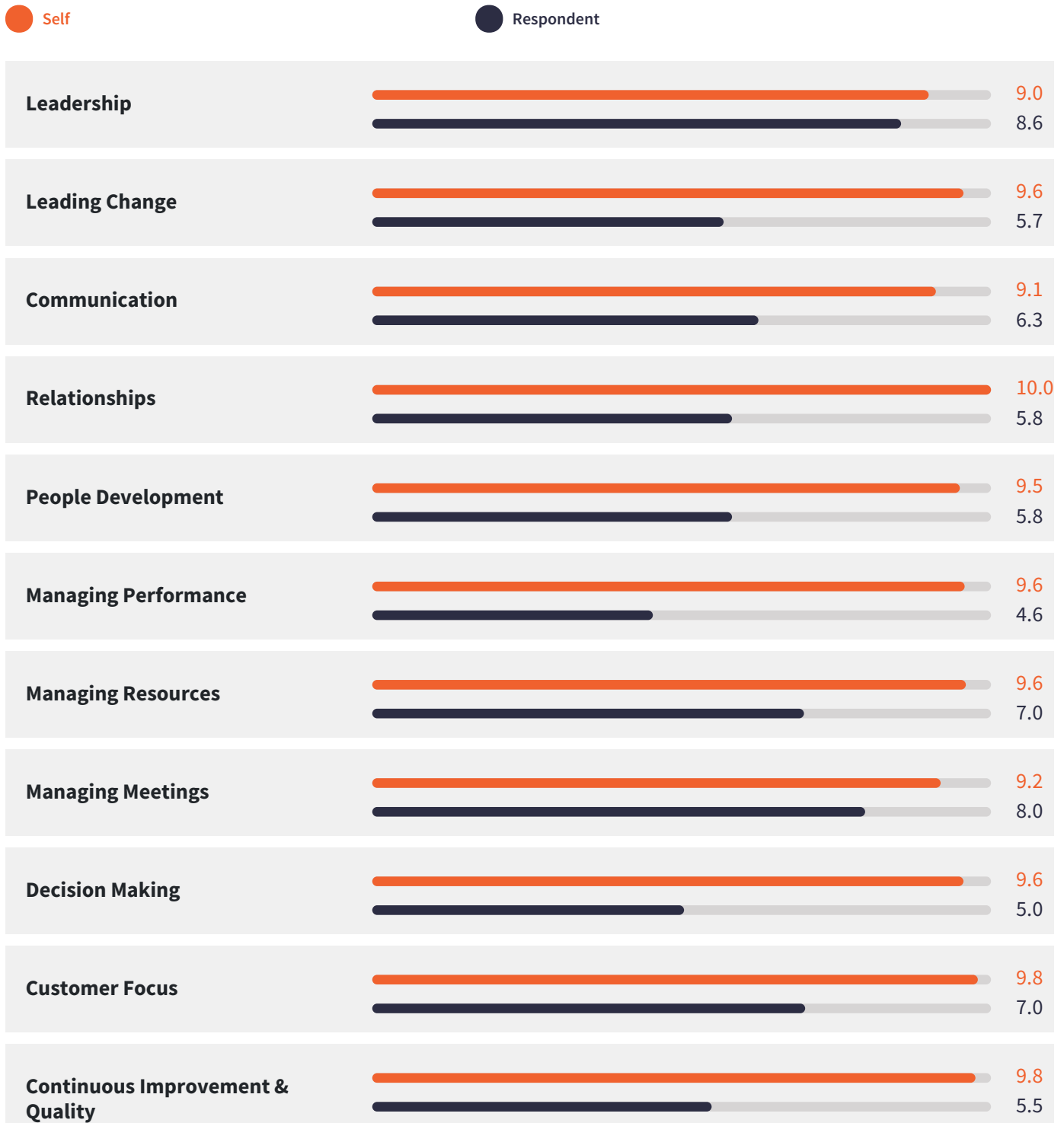
● Participants    ● Respondent



## Summary

15th April 2020

This summary shows the average rolled up scores for that particular area for all of the questions/statements combined.



## Breakdown

15th April 2020

Area	Self Score	Avg Respondents	Difference
Leadership	90.00%	85.60%	-4%
Leading Change	95.70%	56.90%	-39%
Communication	91.10%	62.50%	-29%
Relationships	100.00%	58.20%	-42%
People Development	95.00%	58.20%	-37%
Managing Performance	95.80%	45.50%	-50%
Managing Resources	96.00%	69.80%	-26%
Managing Meetings	92.00%	79.80%	-12%
Decision Making	95.70%	50.40%	-45%
Customer Focus	98.00%	70.00%	-28%
Continuous Improvement & Quality	97.50%	55.00%	-42%

The purpose of this leaderboard is to illustrate the differences between how you scored yourself and the average results from all of the respondents as a whole.

The table above highlights the areas where the respondents scored you LESS than your own self assessment and also those areas where they marked you HIGHER than your own self assessment.

Key:

**Positive Difference** represents where your respondents have marked you higher than your own score.

**Negative Difference** represents where you have marked yourself higher than the respondents score.

This section provides you with a breakdown of the results for each question/statement.

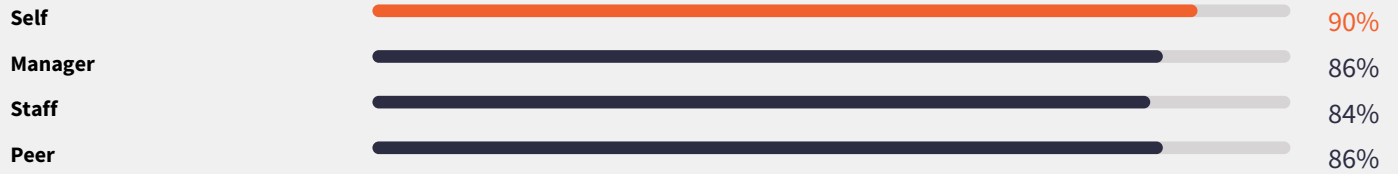
# Breakdown

15th April 2020

This section provides you with a breakdown of the results for each question/statement

0% = question not answer 0% = question was answered

## 1 - Leadership



### 1.1 - Is seen as a "leader" rather than a "manager"



### 1.2 - Acts as a role model for the desired level of performance



### 1.3 - Provides clear leadership to their team



### 1.4 - Takes personal accountability for making things happen



# Breakdown

15th April 2020

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## 1.5 - Motivates people to do the best they can



## 1.6 - Empowers others to take action and resolve issues



## 1.7 - Confronts potential people problems early



## 1.8 - Works with team members to resolve conflict





# Breakdown

15th April 2020

## 2 - Leading Change



### 2.1 - Is positive towards change



### 2.2 - Communicates the reasons behind change



### 2.3 - Prepares people to cope with continuous changes



### 2.4 - Supports others through periods of change



## Breakdown

15th April 2020

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### 2.5 - Identifies and removes barriers to effective change



### 2.6 - Enables change



### 2.7 - Follows through on change initiatives



# Breakdown

15th April 2020

## 3 - Communication



### 3.1 - Tailors communication in terms of both message and delivery to the audience



### 3.2 - Has open lines of communication throughout their team



### 3.3 - Has processes in place to identify their staff's needs



### 3.4 - Actually provides their staff with the information that they need



## Breakdown

15th April 2020

### 3.5 - Makes complex things simple for the benefit of others



### 3.6 - Keeps people up to date with information



### 3.7 - Shows sensitivity to their team's needs and interests and manages them effectively



### 3.8 - Presents information clearly, concisely, accurately and in ways that promote understanding



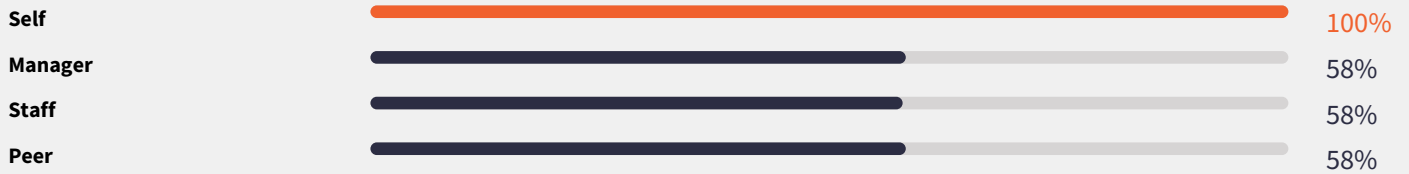
### 3.9 - Show empathy with others' needs, feelings and motivations and takes an active interest in their concerns



# Breakdown

15th April 2020

## 4 - Relationships



### 4.1 - Establishes effective internal networks



### 4.2 - Develops productive working relationships with others



### 4.3 - Balances conflicting agendas



### 4.4 - Establishes networks outside the organisation



## Breakdown

15th April 2020

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### 4.5 - Values the diverse inputs of others



### 4.6 - Uses relationships effectively to get things done



# Breakdown

15th April 2020

## 5 - People Development



### 5.1 - Believes in developing their staff



### 5.2 - Continually learns from experience



### 5.3 - Creates a working environment that encourages continuous learning



### 5.4 - Works with their team to identify their development needs



## Breakdown

15th April 2020

### 5.5 - Supports the development of others



### 5.6 - Has a development plan in place for all of their staff



### 5.7 - Supports others to take responsibility for their own development



### 5.8 - Develops the team as a whole

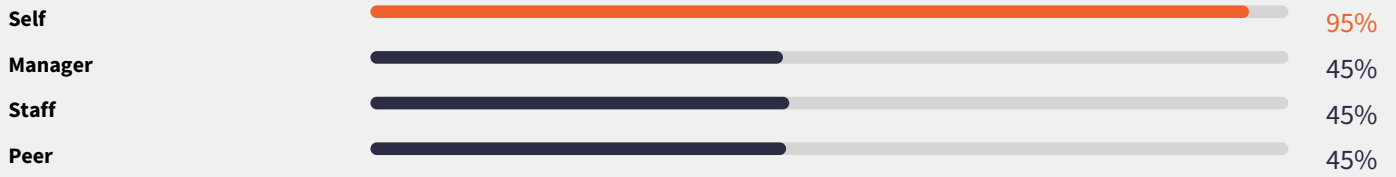




# Breakdown

15th April 2020

## 6 - Managing Performance



### 6.1 - Develops team delivery plans that are aligned to the organisation's strategy



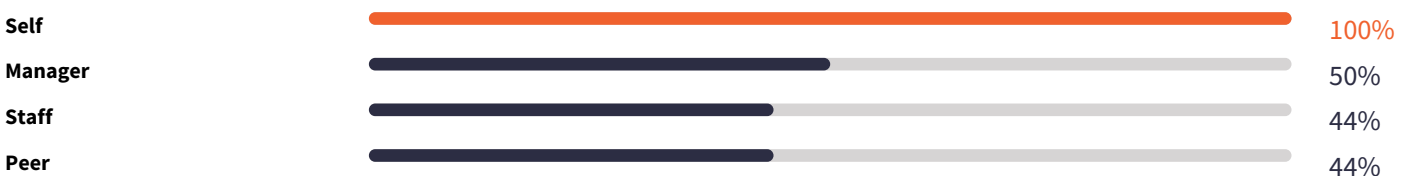
### 6.2 - Effectively plans work schedules



### 6.3 - Ensures that work is fairly allocated across the team



### 6.4 - Monitors the progress and quality of the work



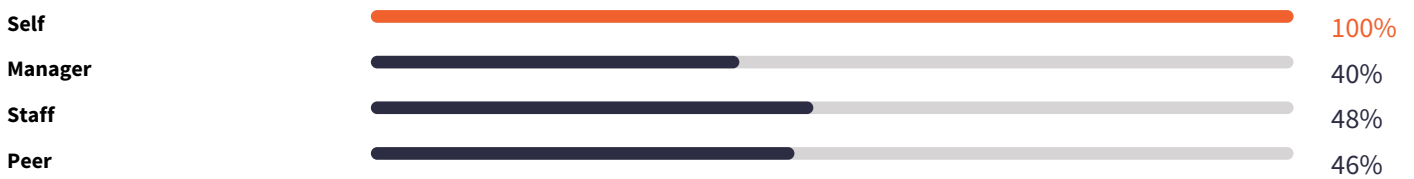
## Breakdown

15th April 2020

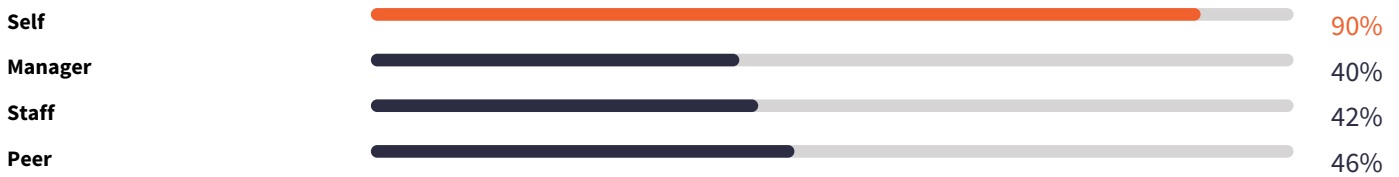
### 6.5 - Reviews and updates work plans in the light of developments



### 6.6 - Provides people with an appropriate level of support



### 6.7 - Effectively delivers results through others



### 6.8 - Identifies problems that are affecting people's performance



### 6.9 - Effectively deals with performance issues

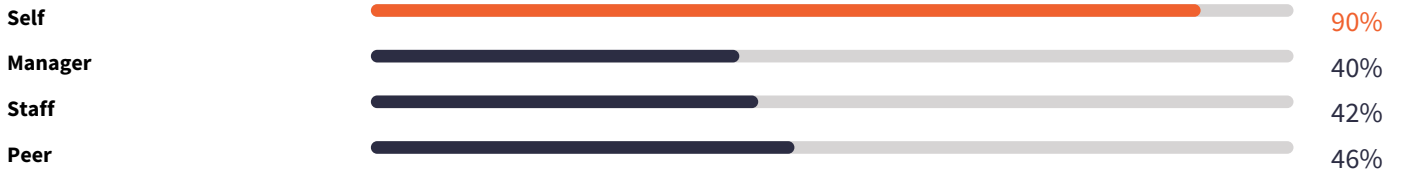


## Breakdown

15th April 2020

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### 6.10 - Supports others to resolve performance issues



### 6.11 - Coaches their team to better performance



### 6.12 - Provides constructive performance feedback



# Breakdown

15th April 2020

## 7 - Managing Resources



### 7.1 - Accurately identifies the resources needed to do the job



### 7.2 - Manages their resources well



### 7.3 - Effectively calls upon resources outside of their own area



### 7.4 - Manages projects effectively



## Breakdown

15th April 2020

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### 7.5 - Creates a resource plan of the what, who and when



# Breakdown

15th April 2020

## 8 - Managing Meetings



### 8.1 - Prepares well for meetings



### 8.2 - Leads effective meetings



### 8.3 - Ensures time in meetings is well spent



### 8.4 - Makes a valuable contribution to meetings



## Breakdown

15th April 2020

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### 8.5 - Builds on the contributions of others



# Breakdown

15th April 2020

## 9 - Decision Making



### 9.1 - Is not scared to make a decision



### 9.2 - Is someone to go to when a decision needs to be made



### 9.3 - Takes tough decisions in absence of complete data



### 9.4 - Makes unpopular decisions when necessary





## Breakdown

15th April 2020

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### 9.5 - Makes sound decisions



### 9.6 - Communicates the reasons why behind decisions



### 9.7 - Weighs up the pros and cons before making a decision



# Breakdown

15th April 2020

## 10 - Customer Focus



### 10.1 - Knows their external operating environment/marketplace



### 10.2 - Ensures business processes deliver against customer needs



### 10.3 - Understands the need and expectations of their customers



### 10.4 - Puts the customer at the forefront of their teams goals and activities



## Breakdown

15th April 2020

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### 10.5 - Is a role model for delivering excellent service to customers



# Breakdown

15th April 2020

## 11 - Continuous Improvement & Quality



### 11.1 - Promotes a drive for quality within their area



### 11.2 - Encourages creative thinking and innovation through their team



### 11.3 - Welcomes new ideas & ways of working



### 11.4 - Creates a culture of continuous improvement



## Breakdown

15th April 2020

### 11.5 - Has a commitment to quality within their team



### 11.6 - Continually looks to improve the processes of their team



### 11.7 - Is committed to quality in all that they do personally



### 11.8 - Sees through ideas and makes them become a reality



## Breakdown

15th April 2020

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### 11.9 - What should you/the participant start doing more of?

Self

"More development/succession planning of Managers & Team Managers."

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Manager

"Push things forward on own initiative & identify opportunities for improvement"

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Staff

"Coaching"

"Assessing for improvements in the department"

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Peer

"Great meetings - well structured"

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### 11.10 - What should you/the participant stop doing?

Self

"I would appreciate others feedback on this but I do feel like I should have more conviction in my decisions."

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Manager

"Failing to push things forward"

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Staff

Peer

"Being indecisive"

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## Breakdown

15th April 2020

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### 11.11 - What should you/the participant continue doing?

Self

"Spending time with each of my team members at all levels regularly."

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Manager

"Making considered technical decisions Networking in the wider business Being receptive to new ideas"

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Staff

"Continue as is"

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Peer

## Feedback / Comments

15th April 2020

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### Continuous Improvement & Quality

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#### What should you/the participant start doing more of?

**Self**

"More development/succession planning of Managers & Team Managers."

**Manager**

"Push things forward on own initiative & identify opportunities for improvement"

**Staff**

"Coaching"

"Assessing for improvements in the department"

**Peer**

"Great meetings - well structured"

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#### What should you/the participant stop doing?

**Self**

"I would appreciate others feedback on this but I do feel like I should have more conviction in my decisions."

**Manager**

"Failing to push things forward"

**Peer**

"Being indecisive"

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#### What should you/the participant continue doing?

**Self**

"Spending time with each of my team members at all levels regularly."

**Manager**

"Making considered technical decisions Networking in the wider business Being receptive to new ideas"

**Staff**

"Continue as is"

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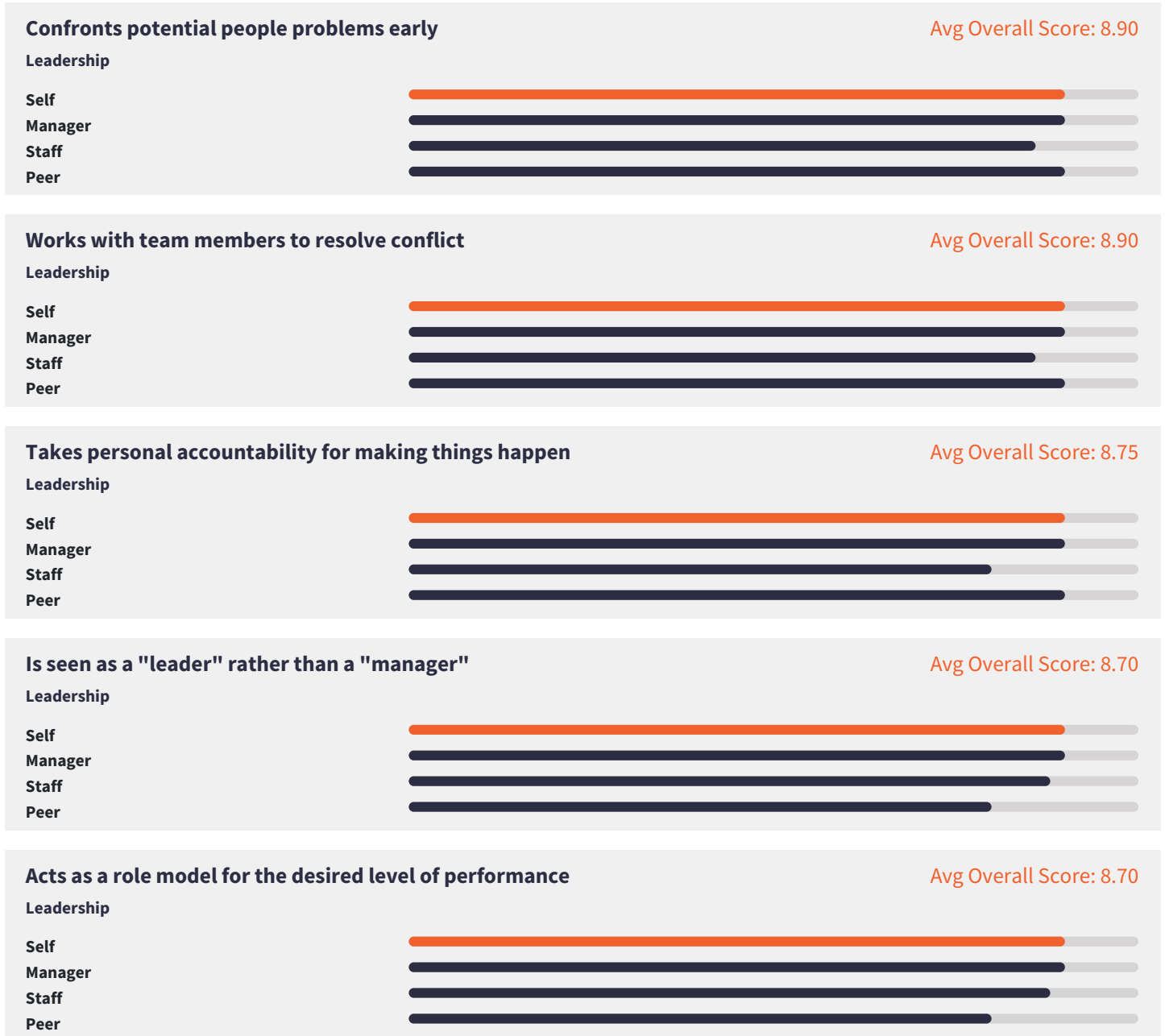


# Highs & Lows

15th April 2020

## High

Below are the 5 highest scoring questions/statements. Average scores are calculated to include the self-assessor and participants.



# Highs & Lows

15th April 2020

## Low

Below are the 5 lowest scoring questions/statements. Average scores are calculated to include the self-assessor and participants.

