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Leadership Development Programme

360 Degree Feedback

23 June 2021

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Reporting Sections Selected

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

23rd June 2021

Report Criteria

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

1	1	5	5
Self assessor	Manager	Staff	Peer

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	

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

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

Respondents		Self Assessment		Score Difference
100% Completed	**6.1** Avg Overall Score	**100%** Completed	**9.5** Avg Overall Score	**-3.4**

● **Participants**　　● **Respondent**

Summary

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

● Self   ● Respondent

Area	Self	Respondent
Leadership	9.0	8.6
Leading Change	9.6	5.7
Communication	9.1	6.3
Relationships	10.0	5.8
People Development	9.5	5.8
Managing Performance	9.6	4.6
Managing Resources	9.6	7.0
Managing Meetings	9.2	8.0
Decision Making	9.6	5.0
Customer Focus	9.8	7.0
Continuous Improvement & Quality	9.8	5.5
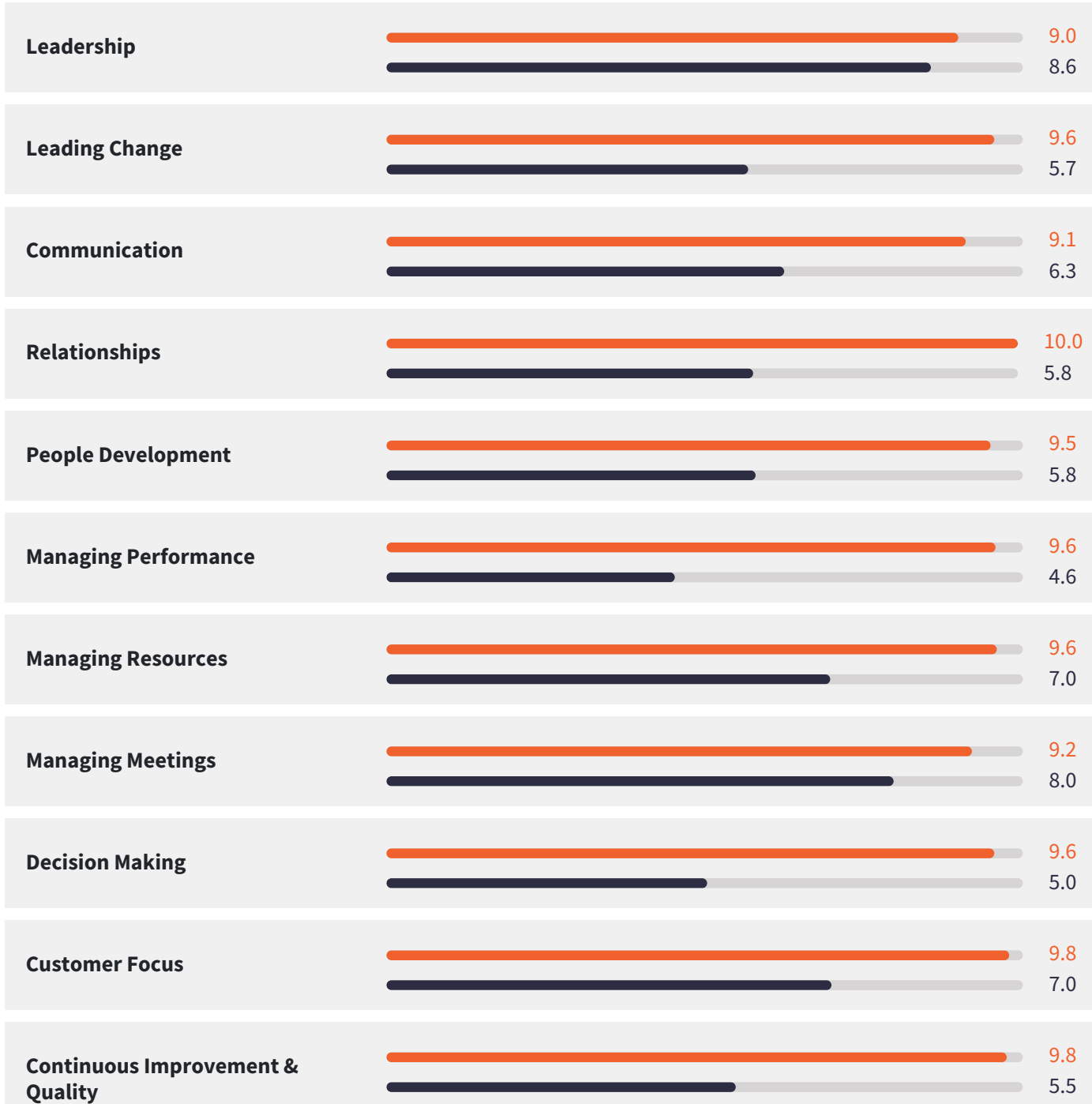
Breakdown

23rd June 2021

Area	Self Score	Avg Respondents	Difference
Leadership	9.00	8.56	+0.44
Leading Change	9.57	5.69	+3.88
Communication	9.11	6.25	+2.86
Relationships	10.00	5.82	+4.18
People Development	9.50	5.82	+3.68
Managing Performance	9.58	4.55	+5.03
Managing Resources	9.60	6.98	+2.62
Managing Meetings	9.20	7.98	+1.22
Decision Making	9.57	5.04	+4.53
Customer Focus	9.80	7.00	+2.80
Continuous Improvement & Quality	9.75	5.50	+4.25

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

23rd June 2021

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

0 = question not answer   **0 = question was answered**

1 - Leadership
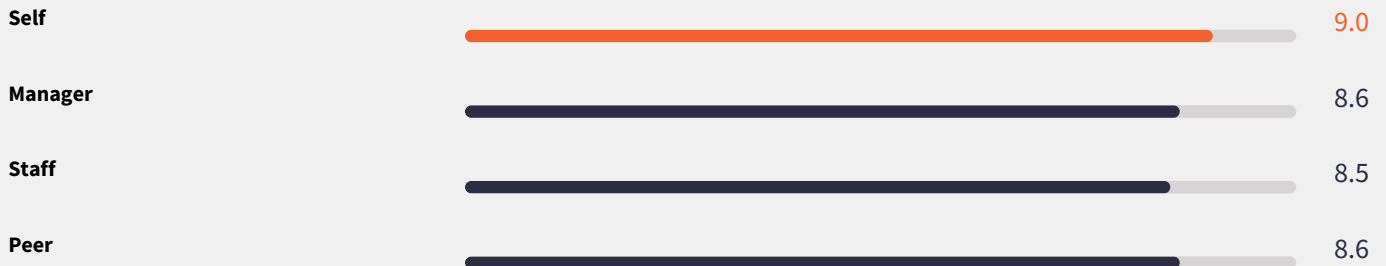
Self	9.0
Manager	8.6
Staff	8.5
Peer	8.6

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

Self	9.0
Manager	9.0
Staff	8.8
Peer	8.0

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

Self	9.0
Manager	9.0
Staff	8.8
Peer	8.0

Breakdown

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1.3 - Provides clear leadership to their team

Self		9.0
Manager		8.0
Staff		8.8
Peer		8.0

1.4 - Takes personal accountability for making things happen

Self		9.0
Manager		9.0
Staff		8.0
Peer		9.0

1.5 - Motivates people to do the best they can

Self		9.0
Manager		8.0
Staff		7.8
Peer		9.0

1.6 - Empowers others to take action and resolve issues

Self		9.0
Manager		8.0
Staff		8.4
Peer		9.0

Breakdown

1.7 - Confronts potential people problems early

Self		9.0
Manager		9.0
Staff		8.6
Peer		9.0

1.8 - Works with team members to resolve conflict

Self		9.0
Manager		9.0
Staff		8.6
Peer		9.0

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2 - Leading Change

Self		9.6
Manager		5.4
Staff		5.7
Peer		5.7
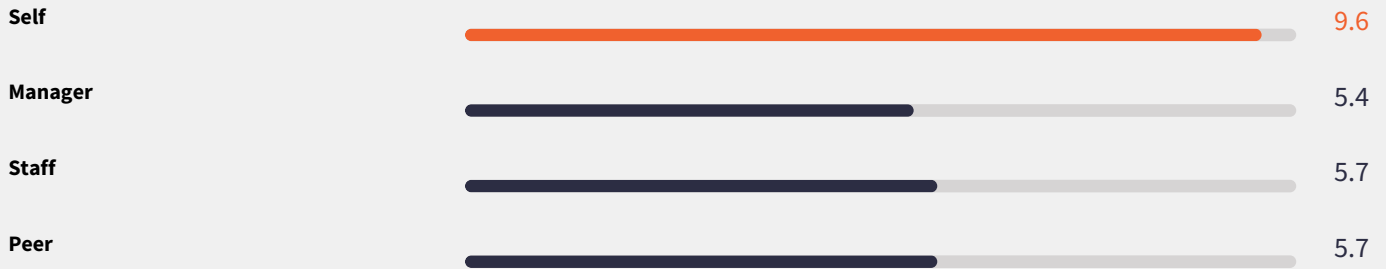
2.1 - Is positive towards change

Self		10.0
Manager		6.0
Staff		6.4
Peer		5.0

2.2 - Communicates the reasons behind change

Self		9.0
Manager		6.0
Staff		5.8
Peer		5.0
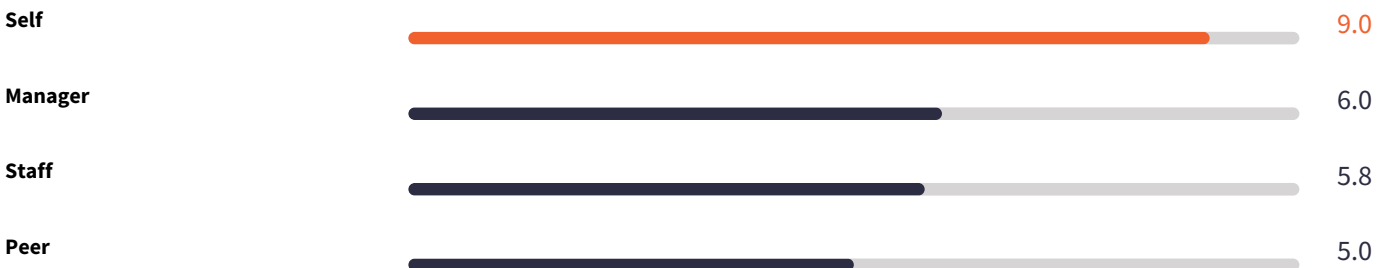
2.3 - Prepares people to cope with continuous changes

Self		10.0
Manager		5.0
Staff		5.6
Peer		5.8
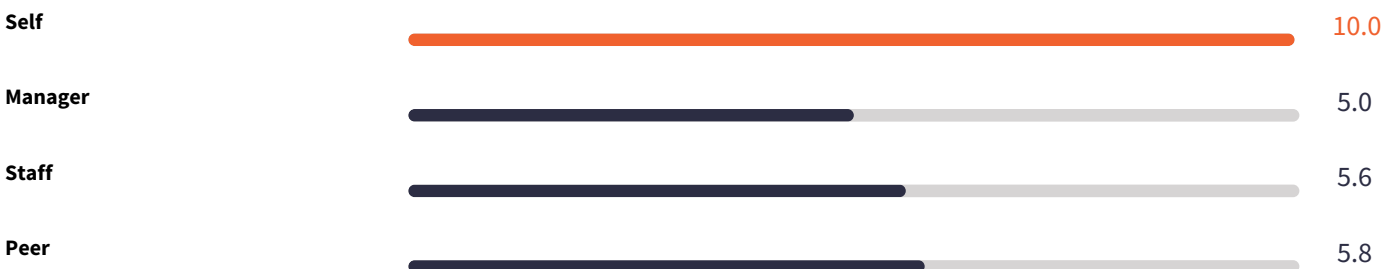
2.4 - Supports others through periods of change

Self		9.0
Manager		5.0
Staff		5.4
Peer		6.0
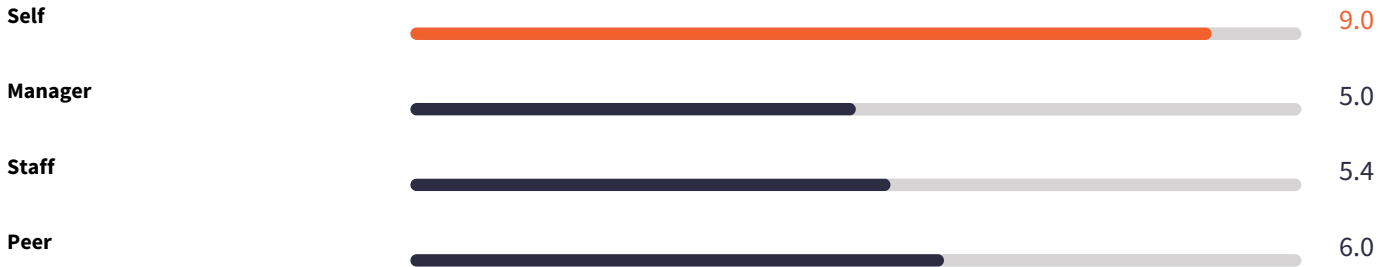
2.5 - Identifies and removes barriers to effective change

Self		10.0
Manager		5.0
Staff		5.8
Peer		6.0

2.6 - Enables change

Self		9.0
Manager		6.0
Staff		5.8
Peer		6.0

2.7 - Follows through on change initiatives

Self		10.0
Manager		5.0
Staff		5.4
Peer		6.0

Breakdown

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3 - Communication

Self		9.1
Manager		6.4
Staff		6.1
Peer		6.4
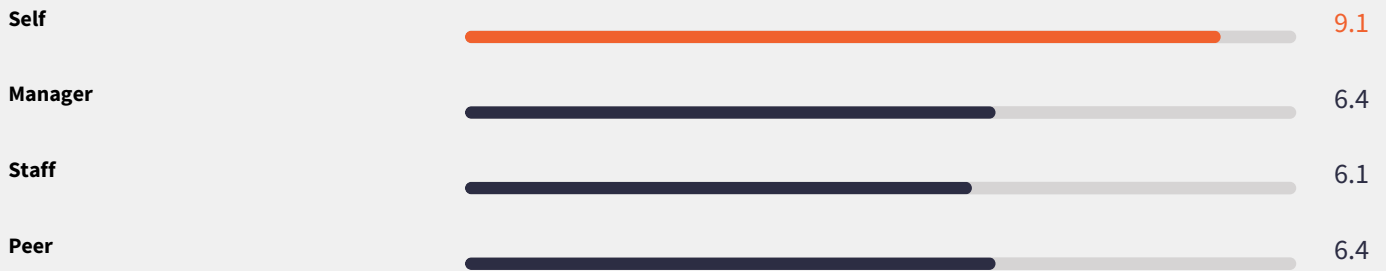
3.1 - Tailors communication in terms of both message and delivery to the audience

Self		9.0
Manager		6.0
Staff		6.4
Peer		6.8

3.2 - Has open lines of communication throughout their team

Self		9.0
Manager		7.0
Staff		5.4
Peer		5.8

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

Self		9.0
Manager		6.0
Staff		6.6
Peer		6.8

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

Self	10.0
Manager	7.0
Staff	5.8
Peer	5.8

3.5 - Makes complex things simple for the benefit of others

Self	9.0
Manager	6.0
Staff	6.4
Peer	6.8
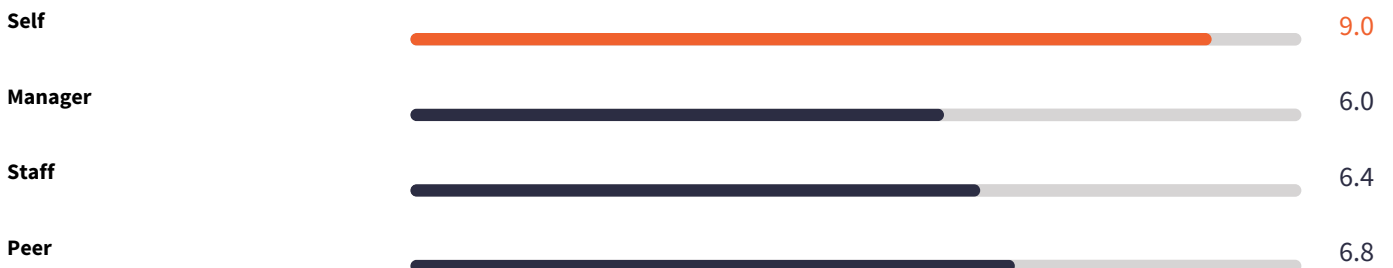
3.6 - Keeps people up to date with information

Self	9.0
Manager	7.0
Staff	5.8
Peer	5.8
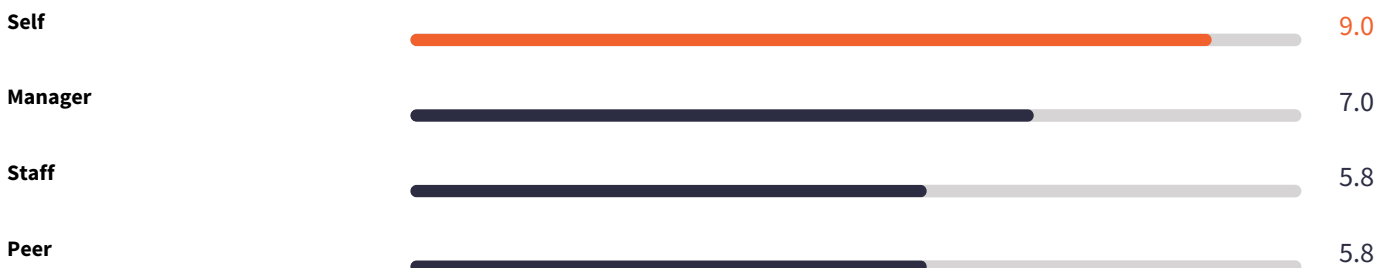
3.7 - Shows sensitivity to their team's needs and interests and manages them effectively

Self	9.0
Manager	6.0
Staff	6.4
Peer	6.8

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

Self	9.0
Manager	7.0
Staff	5.8
Peer	5.8
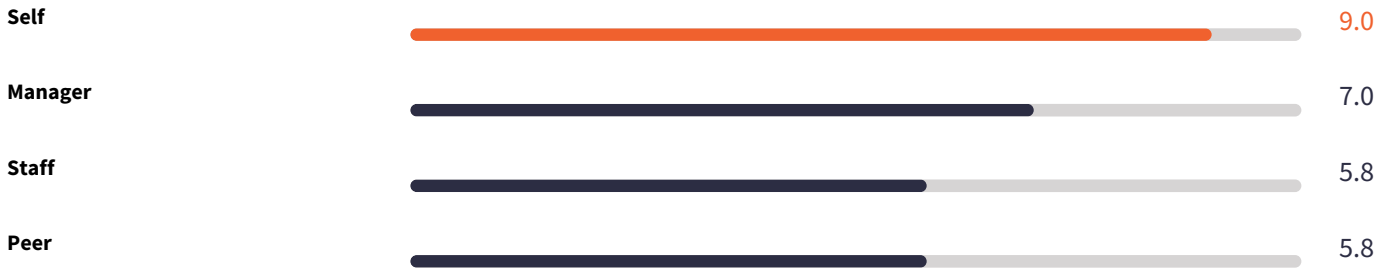
3.9 - Show empathy with others' needs, feelings and motivations and takes an active interest in their concerns

Self	9.0
Manager	6.0
Staff	6.4
Peer	6.8

Breakdown

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4 - Relationships

Self		10.0
Manager		5.8
Staff		5.8
Peer		5.8
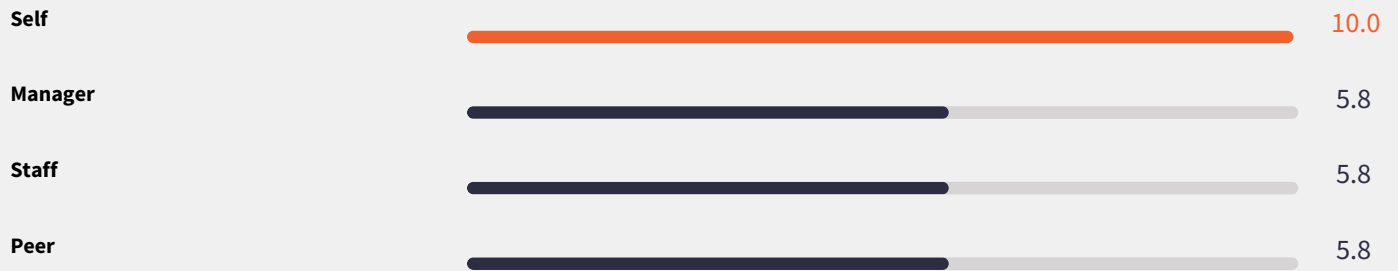
4.1 - Establishes effective internal networks

Self		10.0
Manager		6.0
Staff		5.6
Peer		5.0

4.2 - Develops productive working relationships with others

Self		10.0
Manager		6.0
Staff		5.8
Peer		6.0

4.3 - Balances conflicting agendas

Self		10.0
Manager		6.0
Staff		6.0
Peer		6.0
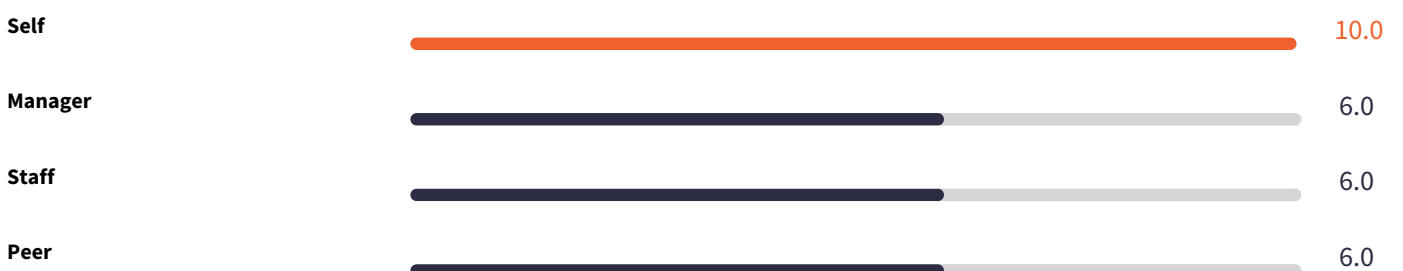
4.4 - Establishes networks outside the organisation

Role	Score
Self	10.0
Manager	5.0
Staff	5.6
Peer	6.0

4.5 - Values the diverse inputs of others

Role	Score
Self	10.0
Manager	6.0
Staff	6.0
Peer	6.0

4.6 - Uses relationships effectively to get things done

Role	Score
Self	10.0
Manager	6.0
Staff	5.8
Peer	6.0

Breakdown

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5 - People Development

Self	9.5
Manager	5.6
Staff	5.8
Peer	5.9
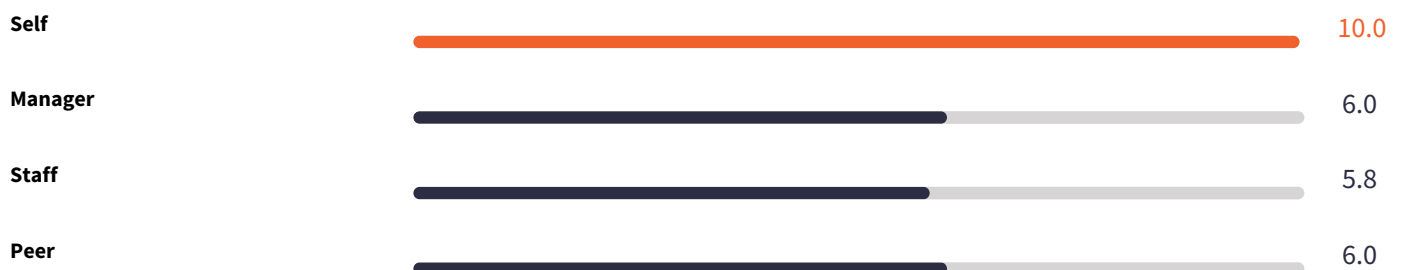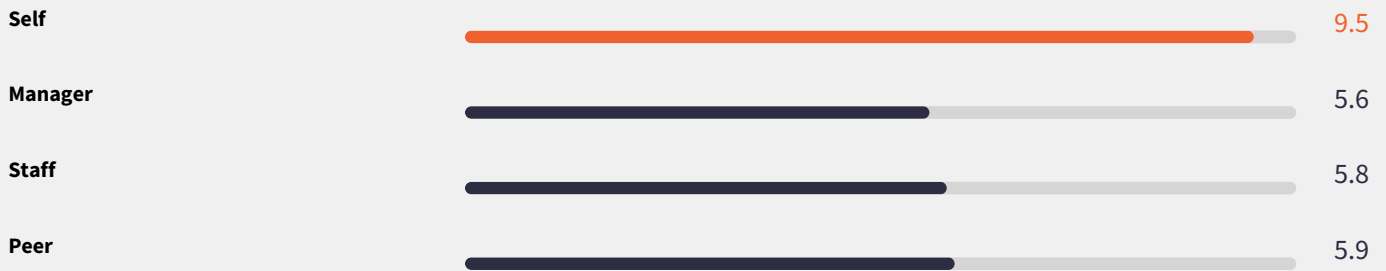
5.1 - Believes in developing their staff

Self	10.0
Manager	6.0
Staff	5.2
Peer	5.0

5.2 - Continually learns from experience

Self	9.0
Manager	6.0
Staff	6.0
Peer	6.0

5.3 - Creates a working environment that encourages continuous learning

Self	10.0
Manager	5.0
Staff	6.0
Peer	6.0

Breakdown

5.4 - Works with their team to identify their development needs

Self	9.0
Manager	6.0
Staff	5.8
Peer	6.0
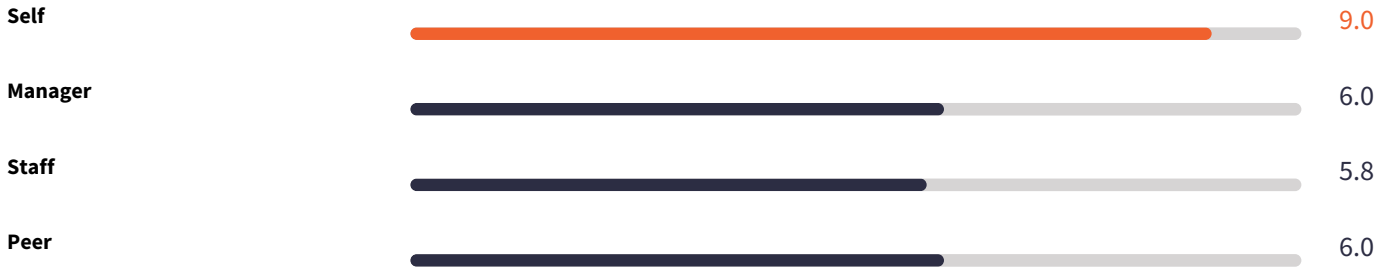
5.5 - Supports the development of others

Self	10.0
Manager	6.0
Staff	6.0
Peer	6.0

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

Self	9.0
Manager	5.0
Staff	5.8
Peer	6.0

5.7 - Supports others to take responsibility for their own development

Self	10.0
Manager	6.0
Staff	5.8
Peer	6.0

5.8 - Develops the team as a whole

Self		9.0
Manager		5.0
Staff		5.8
Peer		6.0

Breakdown

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6 - Managing Performance

Self	9.6
Manager	4.5
Staff	4.6
Peer	4.5
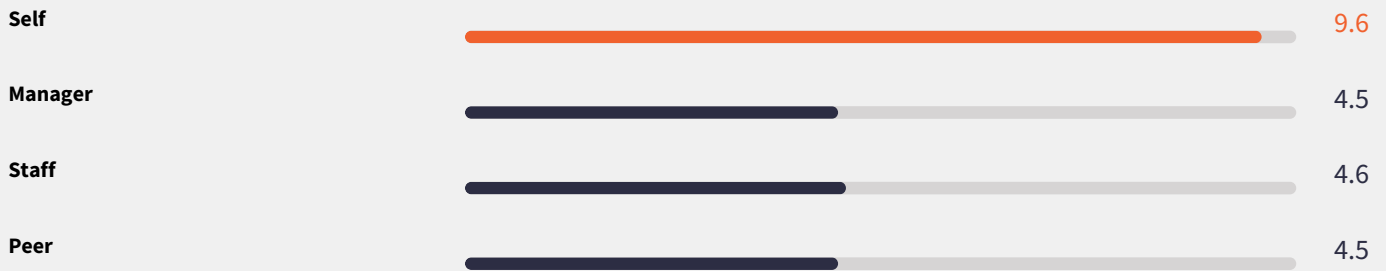
6.1 - Develops team delivery plans that are aligned to the organisation's strategy

Self	10.0
Manager	5.0
Staff	5.0
Peer	4.4

6.2 - Effectively plans work schedules

Self	10.0
Manager	5.0
Staff	5.0
Peer	4.4

6.3 - Ensures that work is fairly allocated across the team

Self	9.0
Manager	4.0
Staff	4.8
Peer	4.4

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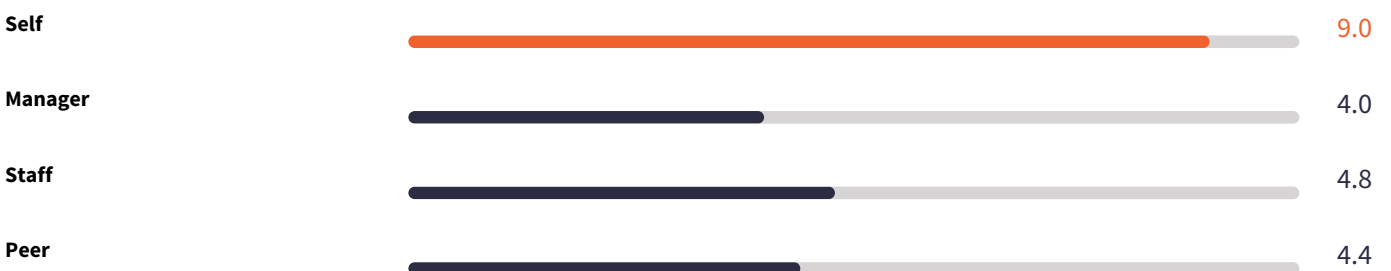
6.4 - Monitors the progress and quality of the work

Self		10.0
Manager		5.0
Staff		4.4
Peer		4.4

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

Self		9.0
Manager		5.0
Staff		4.0
Peer		4.6
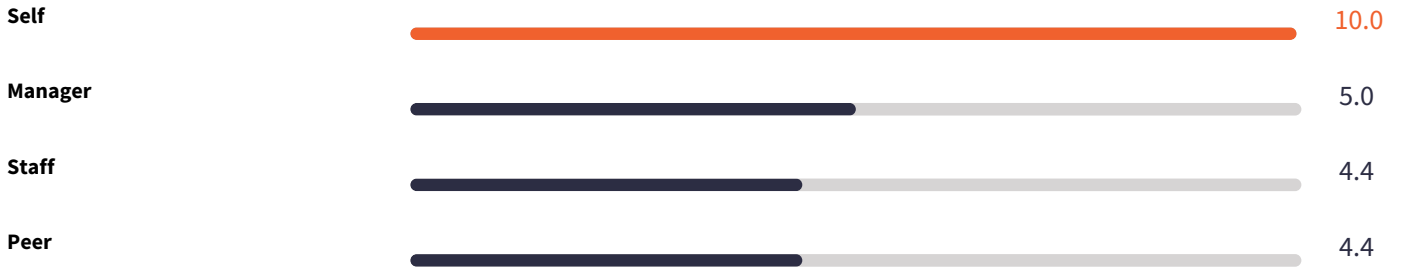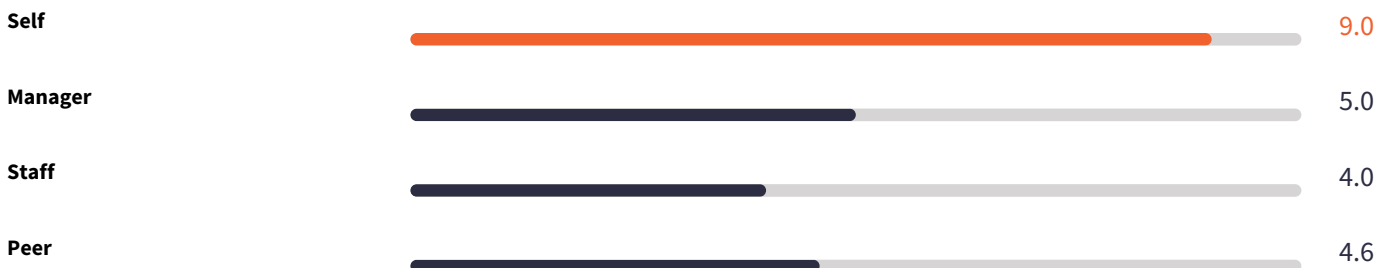
6.6 - Provides people with an appropriate level of support

Self		10.0
Manager		4.0
Staff		4.8
Peer		4.6

6.7 - Effectively delivers results through others

Self		9.0
Manager		4.0
Staff		4.2
Peer		4.6
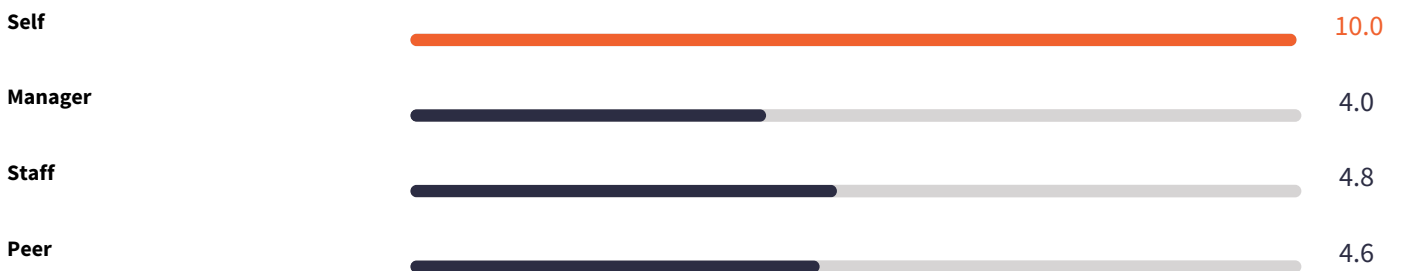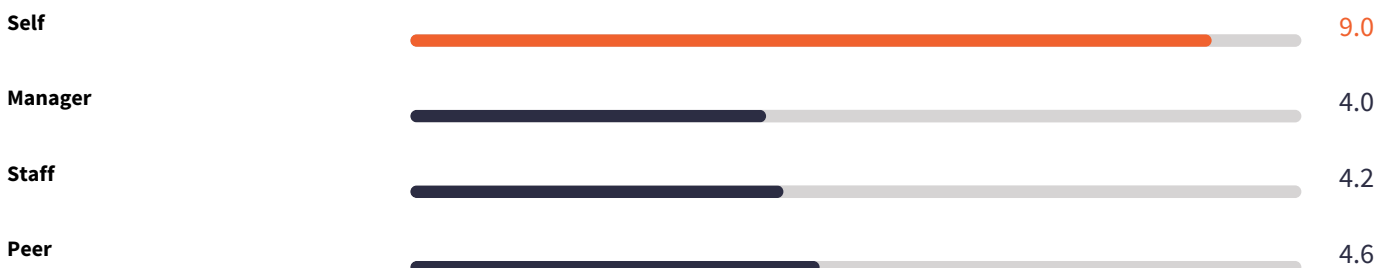
Breakdown

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6.8 - Identifies problems that are affecting people's performance

Role	Score
Self	10.0
Manager	4.0
Staff	4.2
Peer	4.6
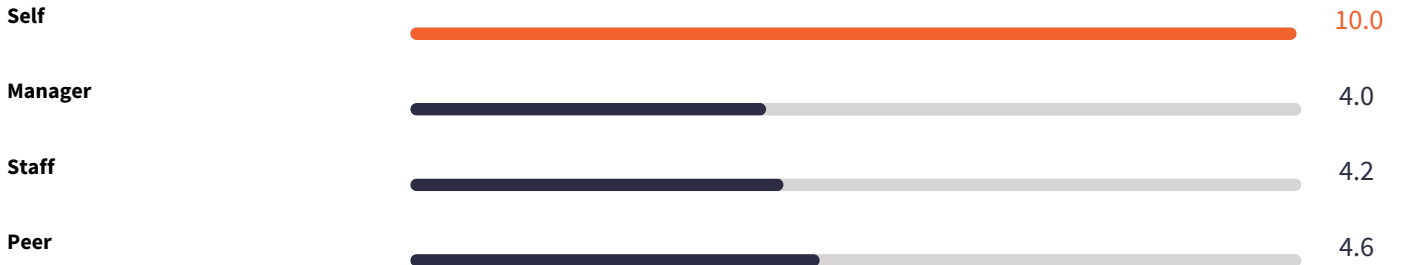
6.9 - Effectively deals with performance issues

Role	Score
Self	10.0
Manager	5.0
Staff	4.8
Peer	4.6

6.10 - Supports others to resolve performance issues

Role	Score
Self	9.0
Manager	4.0
Staff	4.2
Peer	4.6
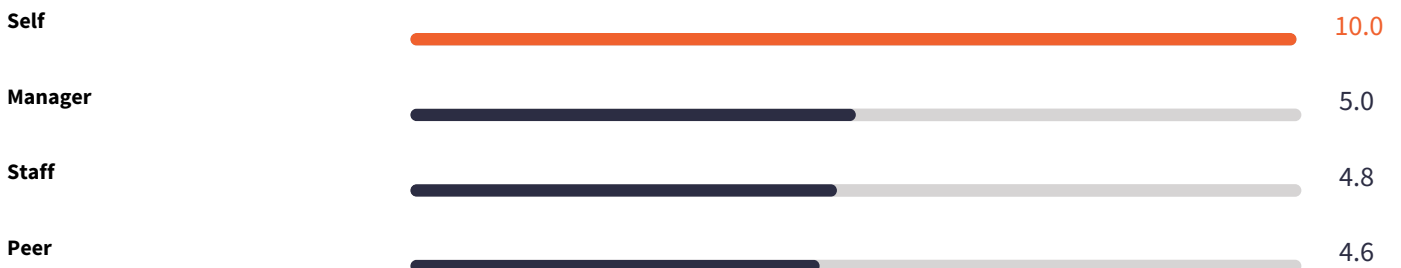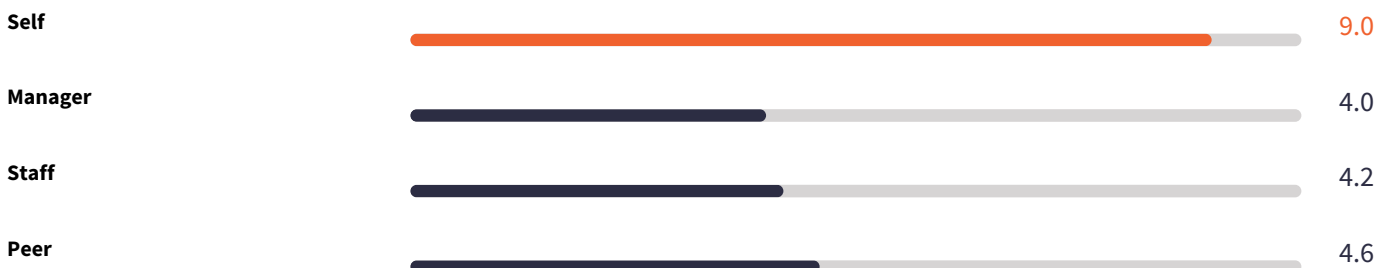
6.11 - Coaches their team to better performance

Role	Score
Self	10.0
Manager	4.0
Staff	4.6
Peer	4.6
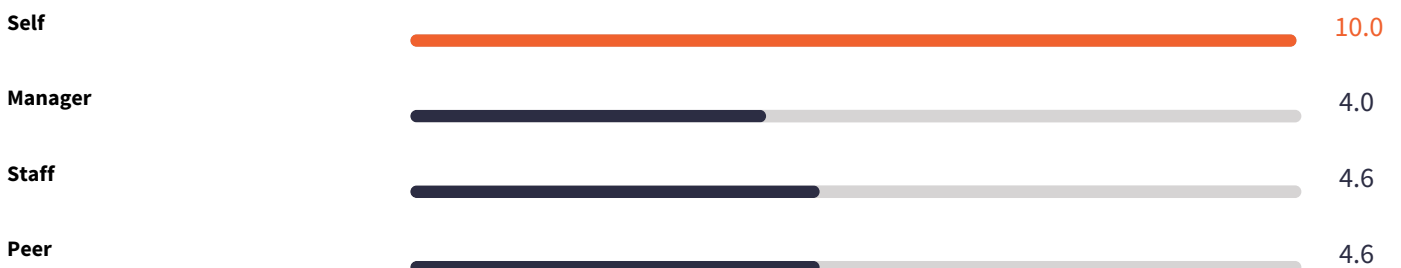
6.12 - Provides constructive performance feedback

Self   9.0

Manager   5.0

Staff   4.8

Peer   4.6

7 - Managing Resources

Self		9.6
Manager		7.0
Staff		7.0
Peer		7.0
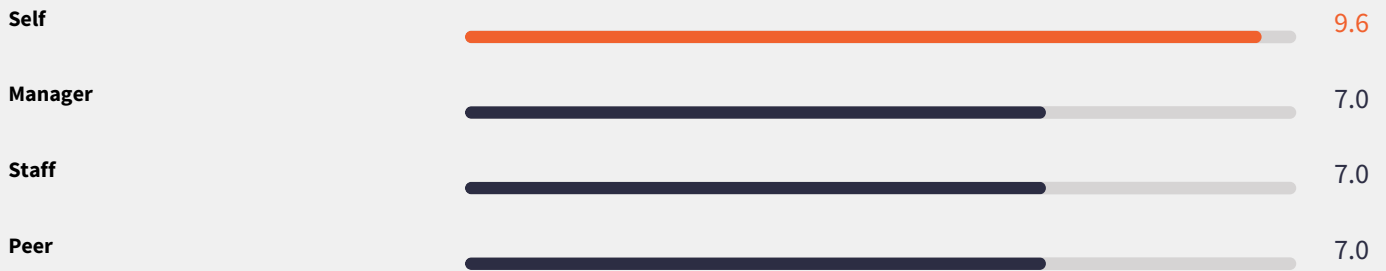
7.1 - Accurately identifies the resources needed to do the job

Self		10.0
Manager		7.0
Staff		7.0
Peer		7.0

7.2 - Manages their resources well

Self		9.0
Manager		7.0
Staff		7.0
Peer		7.0

7.3 - Effectively calls upon resources outside of their own area

Self		10.0
Manager		7.0
Staff		7.0
Peer		7.0

7.4 - Manages projects effectively

Self		10.0
Manager		7.0
Staff		7.0
Peer		7.0

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

Self		9.0
Manager		7.0
Staff		6.8
Peer		7.0

8 - Managing Meetings

Self		9.2
Manager		8.0
Staff		8.0
Peer		8.0
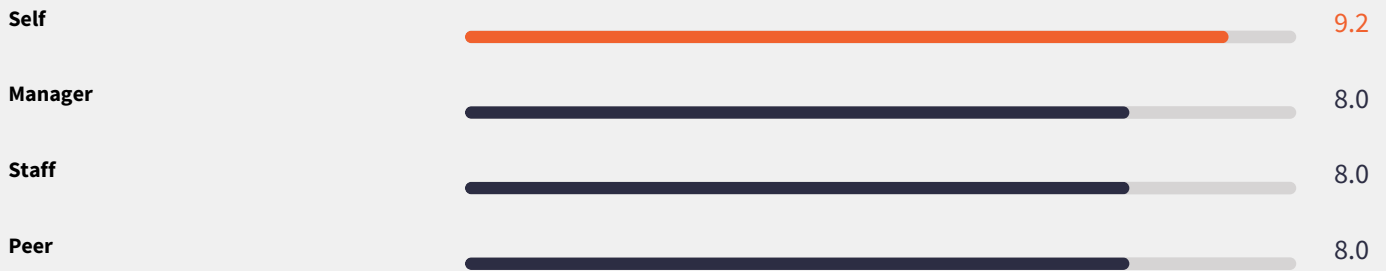
8.1 - Prepares well for meetings

Self		9.0
Manager		8.0
Staff		7.8
Peer		8.0

8.2 - Leads effective meetings

Self		10.0
Manager		8.0
Staff		8.0
Peer		8.0

8.3 - Ensures time in meetings is well spent

Self		9.0
Manager		8.0
Staff		8.0
Peer		8.0

8.4 - Makes a valuable contribution to meetings

Self		9.0
Manager		8.0
Staff		8.0
Peer		8.0

8.5 - Builds on the contributions of others

Self		9.0
Manager		8.0
Staff		8.0
Peer		8.0

Breakdown

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9 - Decision Making

Self		9.6
Manager		5.0
Staff		5.1
Peer		5.0
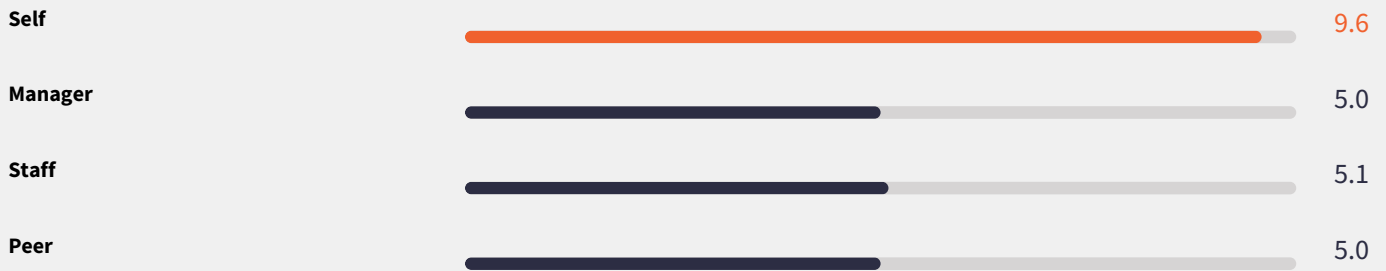
9.1 - Is not scared to make a decision

Self		10.0
Manager		5.0
Staff		5.6
Peer		5.0

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

Self		9.0
Manager		5.0
Staff		5.0
Peer		5.0

9.3 - Takes tough decisions in absence of complete data

Self		10.0
Manager		5.0
Staff		5.0
Peer		5.0

9.4 - Makes unpopular decisions when necessary

Self   9.0

Manager   5.0

Staff   5.0

Peer   5.0

9.5 - Makes sound decisions

Self   10.0

Manager   5.0

Staff   5.0

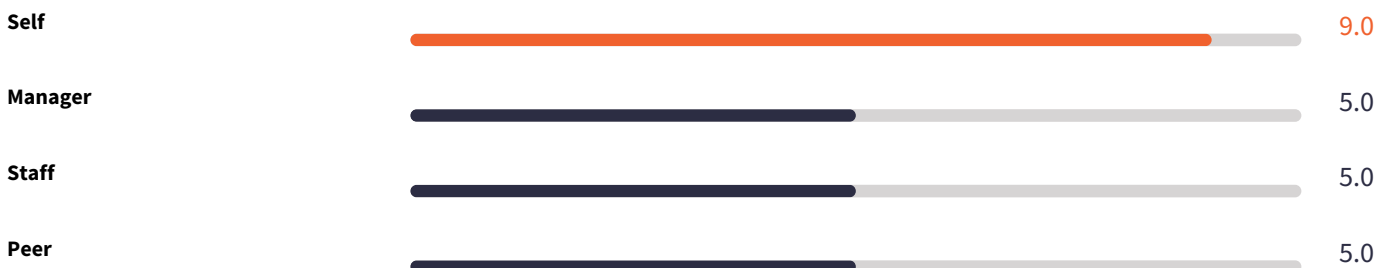**Peer**   5.0
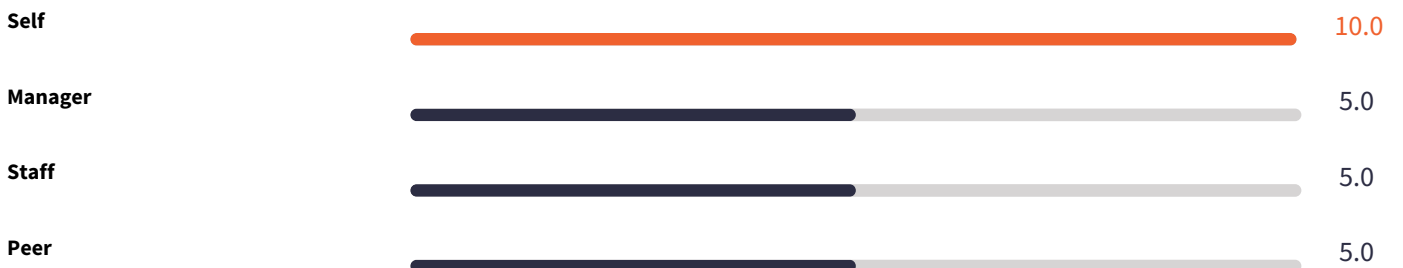
9.6 - Communicates the reasons why behind decisions

Self   9.0

Manager   5.0

Staff   5.0

Peer   5.0

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

Self   10.0

Manager   5.0

Staff   5.0

Peer   5.0

Breakdown

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10 - Customer Focus

Self		9.8
Manager		7.0
Staff		7.0
Peer		7.0
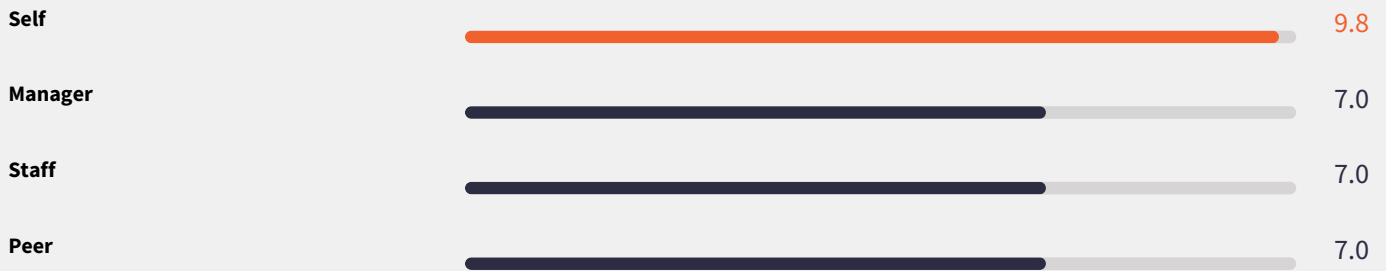
10.1 - Knows their external operating environment/marketplace

Self		10.0
Manager		7.0
Staff		7.0
Peer		7.0

10.2 - Ensures business processes deliver against customer needs

Self		10.0
Manager		7.0
Staff		7.0
Peer		7.0

10.3 - Understands the need and expectations of their customers

Self		9.0
Manager		7.0
Staff		7.0
Peer		7.0

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

Self		10.0
Manager		7.0
Staff		7.0
Peer		7.0

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

Self		10.0
Manager		7.0
Staff		7.0
Peer		7.0

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11 - Continuous Improvement & Quality

Self		7.1
Manager		4.0
Staff		5.1
Peer		5.2
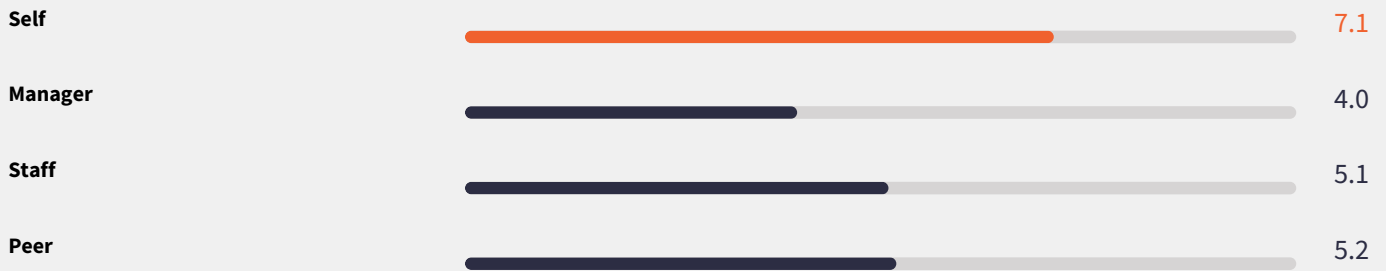
11.1 - Promotes a drive for quality within their area

Self		10.0
Manager		5.0
Staff		5.6
Peer		5.8

11.2 - Encourages creative thinking and innovation through their team

Self		10.0
Manager		6.0
Staff		5.4
Peer		5.2

11.3 - Welcomes new ideas & ways of working

Self		9.0
Manager		5.0
Staff		5.6
Peer		5.8

Breakdown

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11.4 - Creates a culture of continuous improvement

Self		10.0
Manager		6.0
Staff		5.4
Peer		5.2

11.5 - Has a commitment to quality within their team

Self		10.0
Manager		5.0
Staff		5.6
Peer		5.8
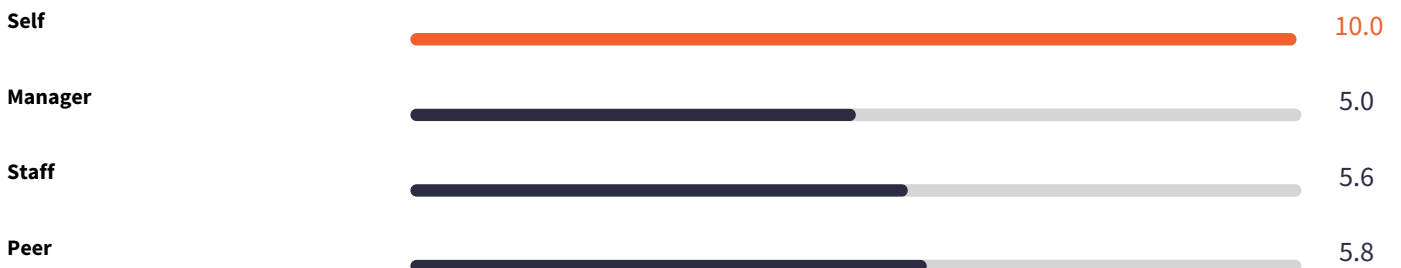
11.6 - Continually looks to improve the processes of their team

Self		9.0
Manager		6.0
Staff		5.4
Peer		5.2

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

Self		10.0
Manager		5.0
Staff		5.6
Peer		5.8

11.8 - Sees through ideas and makes them become a reality

Self 10.0

Manager 6.0

Staff 5.4

Peer 5.2

11.9 - 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"

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."

Manager

"Failing to push things forward"

Staff

Peer

"Being indecisive"

11.11 - 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"

Peer

Continuous Improvement & Quality

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"

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"

Staff

Peer

"Being indecisive"

Feedback / Comments

23rd June 2021

What should you/the participant continue doing?

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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"
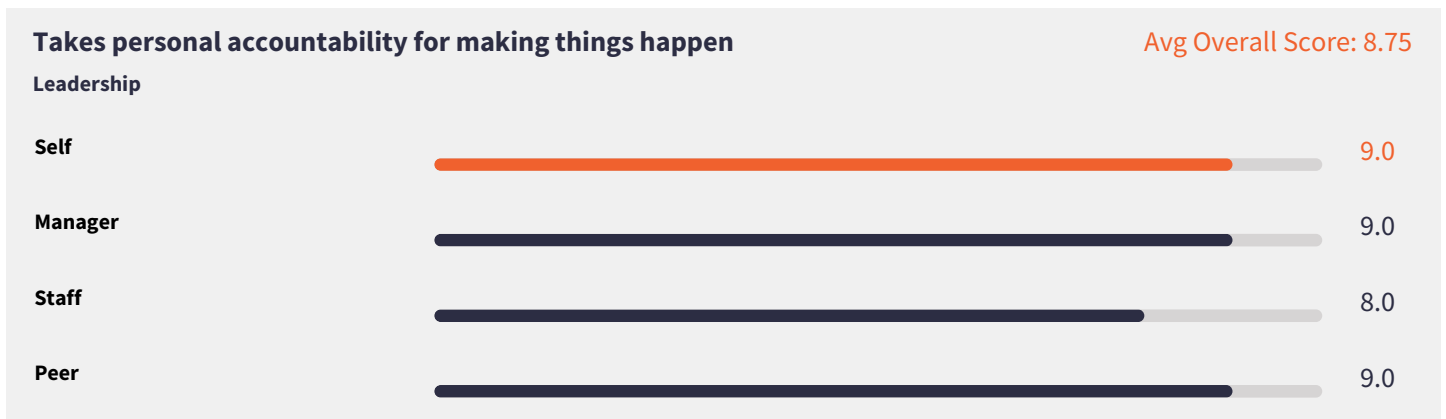
Staff

"Continue as is"

Peer

High

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

Confronts potential people problems early
Leadership

	Avg Overall Score: 8.90
Self	9.0
Manager	9.0
Staff	8.6
Peer	9.0

Works with team members to resolve conflict
Leadership

	Avg Overall Score: 8.90
Self	9.0
Manager	9.0
Staff	8.6
Peer	9.0

Takes personal accountability for making things happen
Leadership

	Avg Overall Score: 8.75
Self	9.0
Manager	9.0
Staff	8.0
Peer	9.0
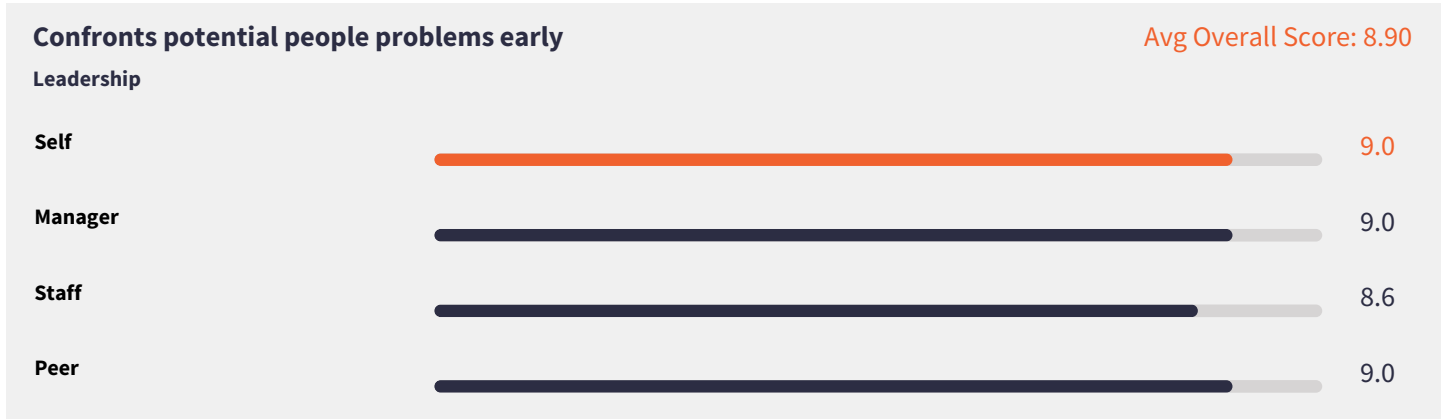
Highs & Lows

23rd June 2021

Is seen as a "leader" rather than a "manager"
Leadership

Avg Overall Score: 8.70

Self — 9.0

Manager — 9.0

Staff — 8.8

Peer — 8.0

Acts as a role model for the desired level of performance
Leadership

Avg Overall Score: 8.70

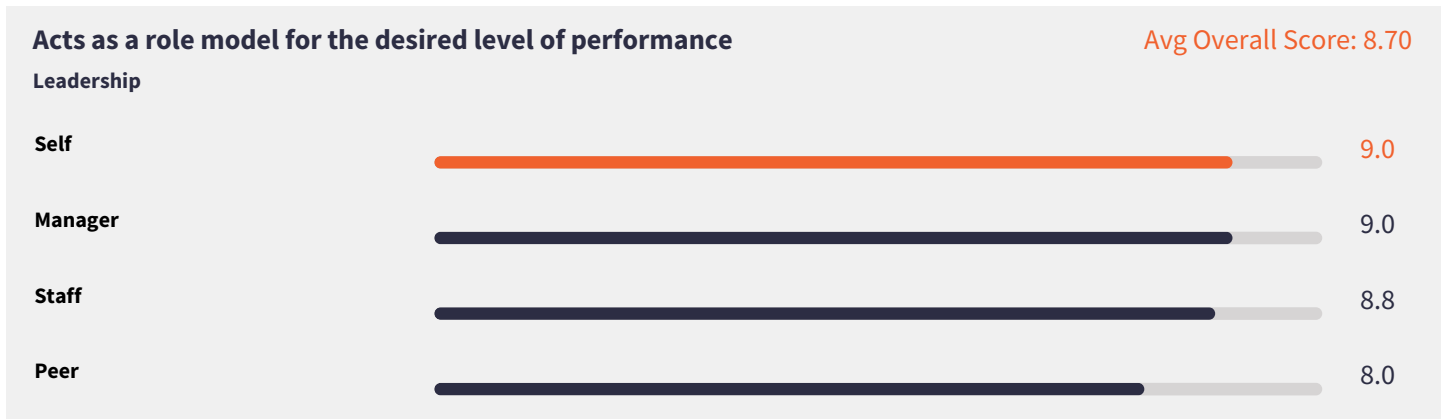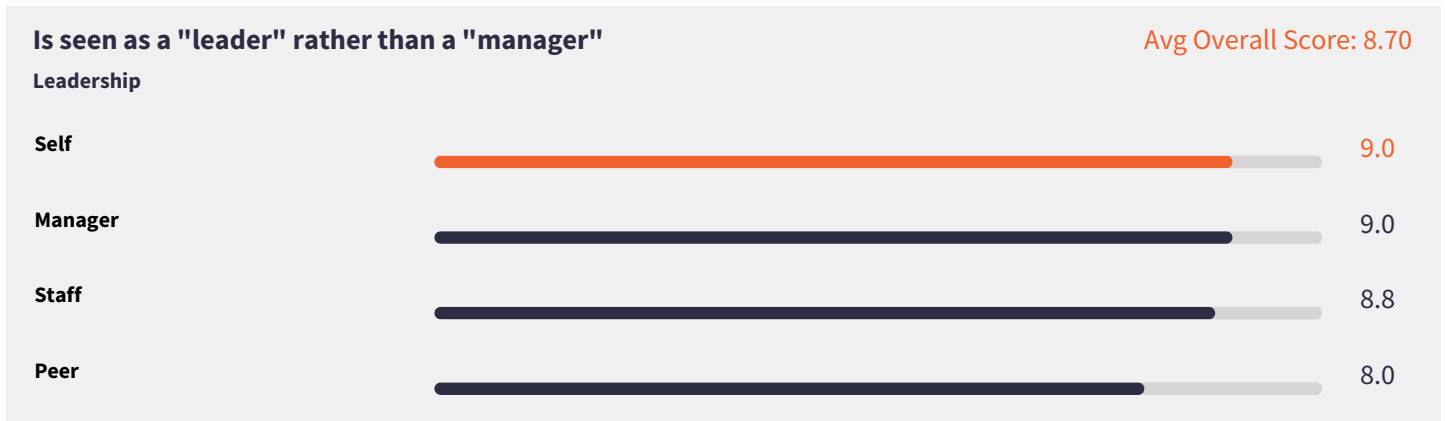**Self** — 9.0

Manager — 9.0

Staff — 8.8

Peer — 8.0

Low

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

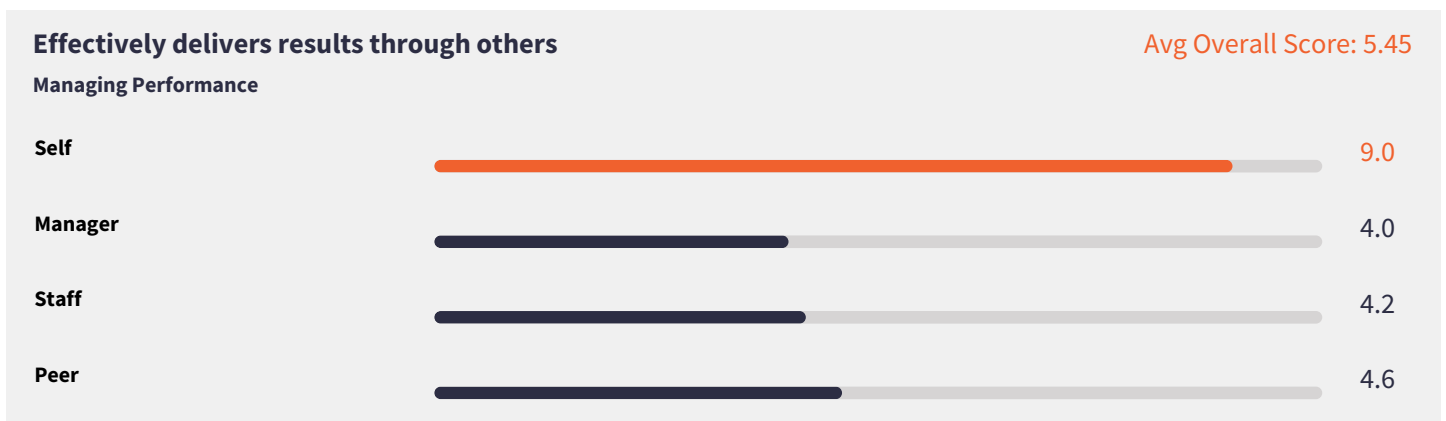## Effectively delivers results through others
Managing Performance

Avg Overall Score: 5.45

Self — 9.0

Manager — 4.0

Staff — 4.2

Peer — 4.6

Highs & Lows

feedo

Supports others to resolve performance issues
Managing Performance

Avg Overall Score: 5.45

Self		9.0
Manager		4.0
Staff		4.2
Peer		4.6

Ensures that work is fairly allocated across the team
Managing Performance

Avg Overall Score: 5.55

Self		9.0
Manager		4.0
Staff		4.8
Peer		4.4

Reviews and updates work plans in the light of developments
Managing Performance

Avg Overall Score: 5.65

Self		9.0
Manager		5.0
Staff		4.0
Peer		4.6

Identifies problems that are affecting people's performance
Managing Performance

Avg Overall Score: 5.70

Self		10.0
Manager		4.0
Staff		4.2
Peer		4.6