

Report Title

name:

Sample Person

email:

sample.persona@email.com

date:

25 August 2010

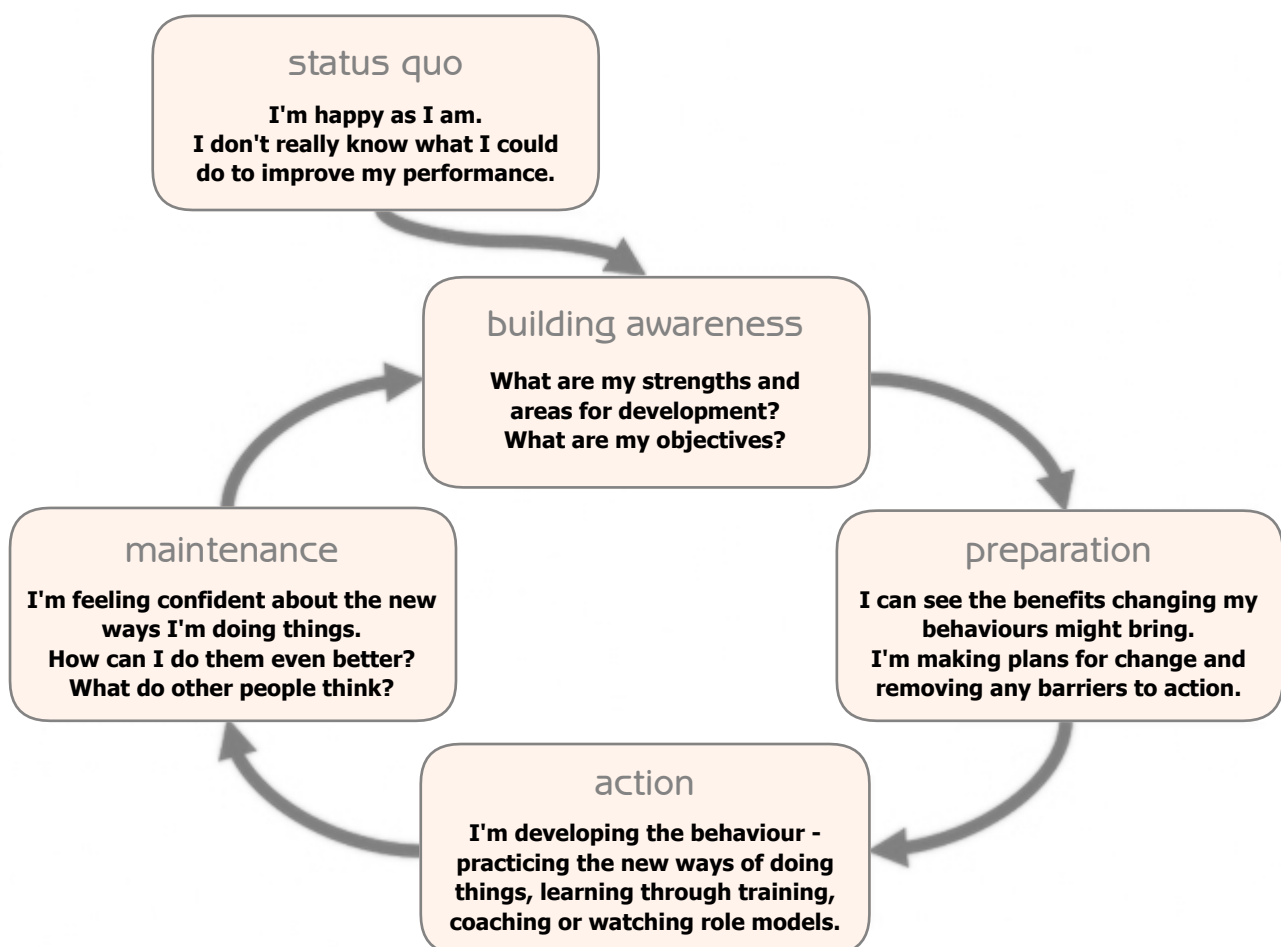
**COMPANY
LOGO**

Introduction

360 feedback enables you to get a clear view of how others perceive the way you work. It provides a unique opportunity to gain an understanding of the impact your behaviours (the things you do and say) have on your own personal success and on those around you.

Career and personal success is gained from actively managing your development. Personal development is a journey. The end point of the journey is enhanced personal effectiveness and increased positive impact. The aim of 360 feedback is to set you off on that development journey by raising your awareness of what you currently do that makes you successful. It will help you to identify where your strengths and areas for development lie. Through the exploration of the themes and key messages in this report you can begin to consider how you can improve your performance and relationships with others.

The development journey you are about to embark upon is best summed up in the diagram below.



About this report

To support your development journey this report not only provides you with the insight into what has made you successful in the past but also provides you with a useful guide to help you identify your goals and prepare for action. It will help you consider what achieving your goal will look and feel like as well as helping to give you the best possible chance of succeeding by: identifying and removing the barriers that might hinder your progress; identifying the people who can help and support you; and making sure your goal is SMART (specific, measurable, achievable, relevant and time-bound).

It may be that you are already considering the need to change or you may feel that you already know where your strengths and areas for development lie. If this is the case then your 360 feedback results will help you to test your assumptions and enable you to move more quickly into the preparation and action stages of behavioural change.

This survey is designed to gather feedback from a variety of sources - people with whom you interact on a regular basis i.e. managers, direct reports and peers. Because the survey is anonymous, respondents are encouraged to feel free to share their true perceptions of what you do well and what you might not do so well.

Feedback is given in two key ways:

- By rating a series of statements, designed specifically to measure key behaviours and competencies, that are important for effective managers and leaders
- Through open-ended questions that allow respondents to give their comments.

The results are collated into this report to provide a graphical summary, detailed analysis, and summary of others comments, that highlight your strengths and areas for development.

Contents of the report

Section 1: Using the report

This section offers guidance on how to read and make the most of your report.

Page 5

Section 2: Overview

This section is your starting point for understanding your 360 feedback. It gives you a high level view of where your strengths and areas for development lie and how others perceive how you get things done.

Page 7

Section 3: Detail

This section is where you get to explore the finer detail of your feedback. It will help you to understand what has made you successful in the past, and will help you to consider what you can do to be even more successful by leveraging your strengths and minimising any limitations you may have.

Page 13

Section 4: Open-ended comments

Here you can read the comments made by yourself and the people who responded to the survey. This section should help to bring to life, and make more meaningful, the charts in the previous sections.

Page 24

Section 5: Development planning

Once you have read the report, and had a chance to reflect on the messages within it, this section will help you to plan your development.

Page 28

Section 1: Using the report

Read this report with an open mind. You may not agree with it all, however it is important to review the overall themes and to examine and reflect on your behavioural strengths and areas for development. Remember, you should not expect to be strong in every one of the behaviours within the framework, instead you will probably find that you have a number of behaviours in which you show greater strength than the others. The report may also identify areas in which others feel your behaviour has a negative impact. Be careful not to disregard these messages and take comfort that your nominees have responded to the survey because they want to support your development and see you be even more successful than you are now.

Respondents

The table below shows the breakdown of respondents who have completed the survey.

	No. of respondents	Names of respondents
Self	1	Sample Person
Direct Reports	4	Sample Report 1, Sample Report 2, Sample Report 3, Sample Report 4
Colleagues	4	Sample Peer 1, Sample Peer 2, Sample Peer 3, Sample Peer 4
Line Manager	1	Sample Manager
Others	9	All the above excluding yourself

N.B. Respondents who were nominated, but who have not responded are not shown in the table.

* If there are three or less respondents in a group they will be moved to another group to preserve anonymity.

Remember that the respondents have given feedback in confidence. It is very easy to think that you know who has given you a particular rating or written a particular comment but also very easy to make a costly mistake. It is better therefore to work with the information in the way it was intended and use it wisely to inform your development plan rather than trying to trace the origin.

Rating Scale

When completing the survey you, and your nominees, responded to statements using the following rating scale:

5. Consistently exhibits exceptional behaviour and is an inspiration to colleagues
4. Always exhibits behaviour and is at times exceptional
3. Usually exhibits behaviour with an effective outcome
2. Sometimes exhibits behaviour - development would improve consistency of the behaviour
1. Rarely/never exhibits behaviour - significant development required
- n/a. Not applicable for this individual in their current role

In the report the ratings are averaged for each respondent group. The maximum score is 5 and the minimum score is 1. The behaviours that score higher overall indicate your strengths and the ones scoring lowest indicate areas for development. If the difference between your score and the other respondent groups is more than 0.5 this should be considered a significant difference.

Identifying your strengths and areas for development

The structure of this report is designed to guide you through the information captured by the survey and to assist you in considering what your next steps might be. To do this the report uses a combination of tables and charts so you can quickly identify where your strengths and areas for development lie.

First, use the Overview section to review your leadership potential.

- The first charts show you how you rated yourself compared with how everyone else ('Others') rated you behaviour by behaviour. You will be able to use these to identify if there is one cluster in which you are particularly strong, or whether there is one cluster that is a clear area for development. Above each chart you will find a description of the behaviour. To clarify things further the final chart in this section plots the ratings you gave yourself against the ratings of 'Others' to confirm areas of strength and development that you may already have known about, but more importantly it may also show you some areas that you may not have been aware of.
- The tables summarising the ten highest scoring statements and the ten lowest scoring statements (based on the average rating of 'Others') will help you to drill down into your strengths and areas for development.

Second, review the Detail section to gain a deeper understanding of how you are using each behaviour. Remember the goal is to have a core strength in 4-5 behaviours and to minimise any limitations. Consider the following questions by thinking of concrete examples from the past of when you have used the behaviour and what the outcome was or what other people's reactions were:

- If there's a range of scores across the statements within a behaviour, a wide spread of responses or disagreement between respondent groups why would this be and how can you use the behaviours more consistently? For the behaviours and statements where you rated yourself higher than 'Others' why might they not see this to be a strength, what do you think you might need to change?
- For the behaviours and statements where you rated yourself lower than 'Others' what could you do to feel more confident about these behaviours?
- How could each behaviour help you to achieve your career and personal goals and objectives?

Finally, review the Open-ended comments section. These will give you greater insight into the impact of your behaviours.

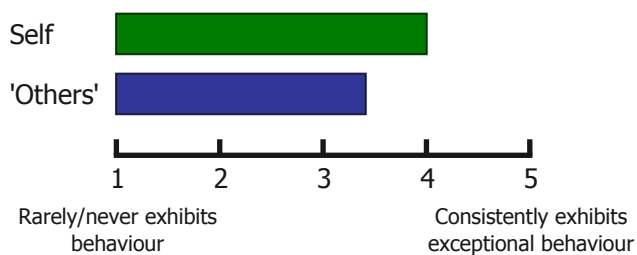
- Are there links between what you have discovered through exploring your highest and lowest scoring behaviours and the comments that have been written?
- Are there things people have said you should do less of that would reduce the negative impact of the behaviours identified as areas for development?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

Your leadership potential

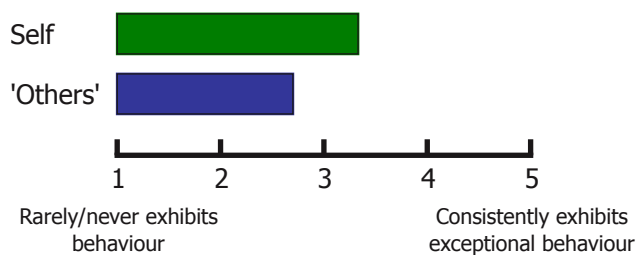
The graphs below show, at a high level, the results of your 360 feedback. From these you can begin to identify where your leadership potential lies.

Cluster 1

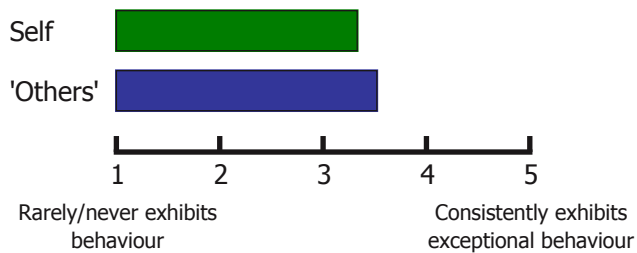
Competency 1 - Competency 1 description



Competency 2 - Competency 2 description

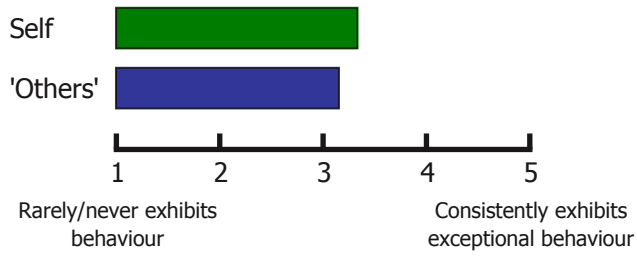


Competency 3 - Competency 3 description

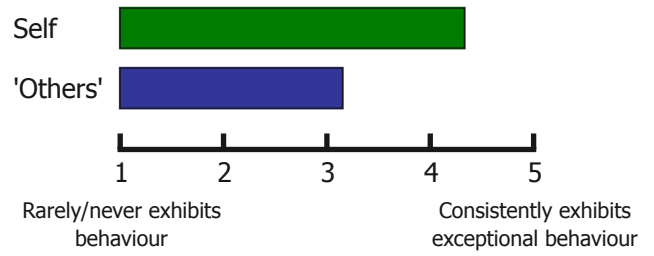


Cluster 2

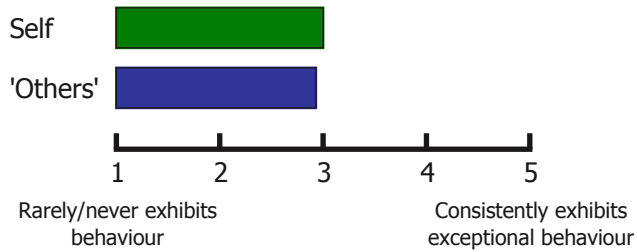
Competency 4 - Competency 4 description



Competency 5 - Competency 5 description

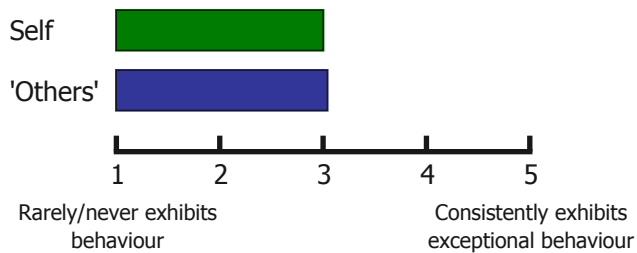


Competency 6 - Competency 6 description

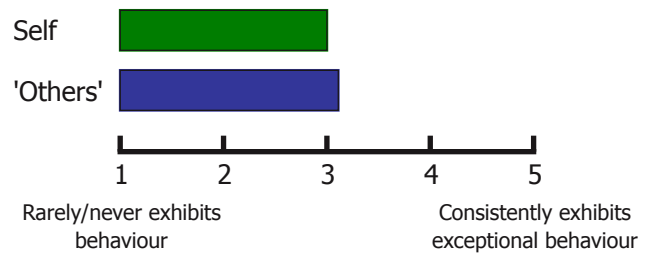


Cluster 3

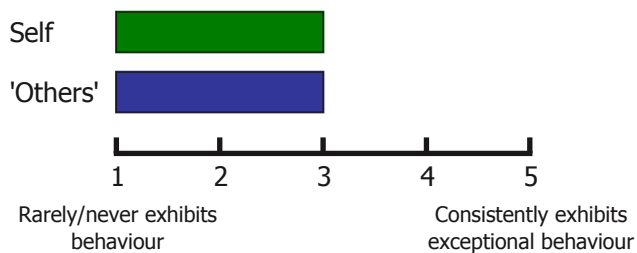
Competency 7 - Competency 7 description



Competency 8 - Competency 8 description



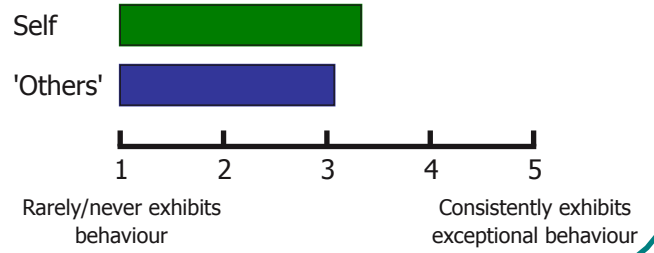
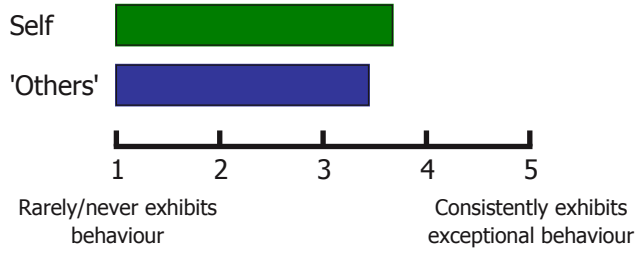
Competency 9 - Competency 9 description



Cluster 4

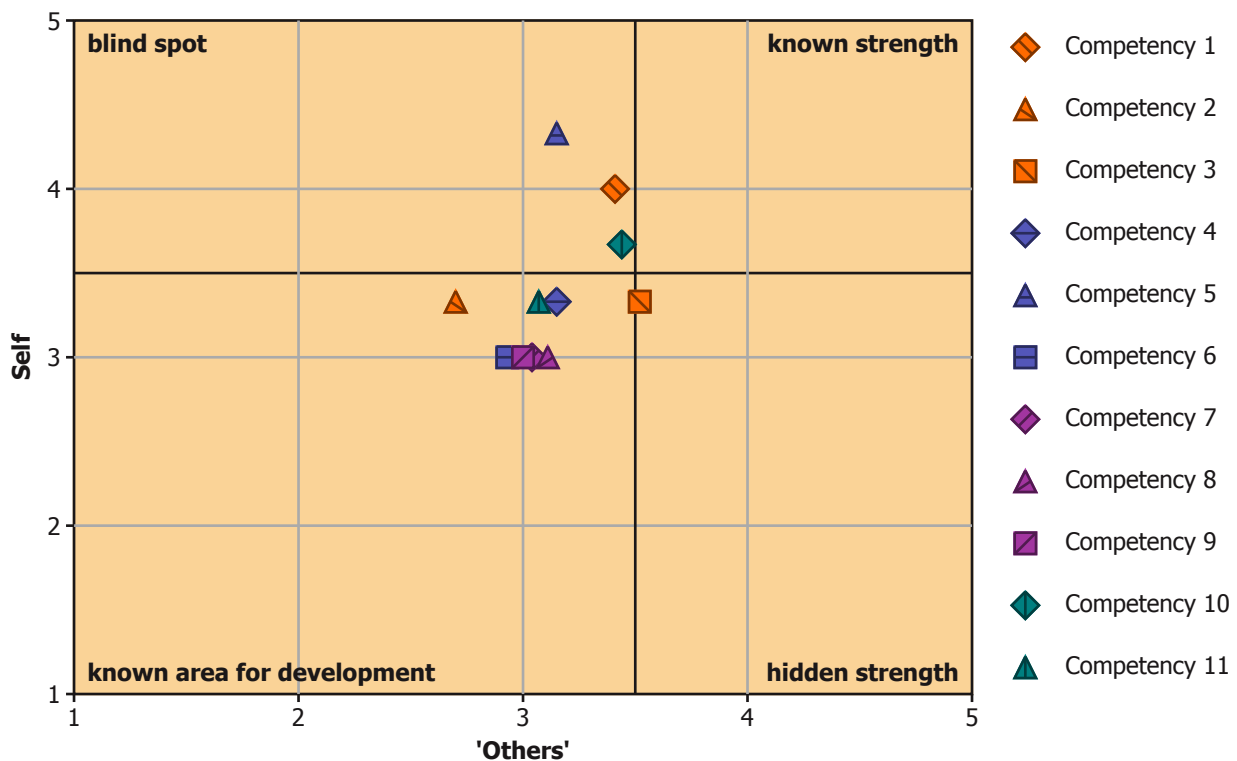
Competency 10 - Competency 10 description

Competency 11 - Competency 11 description



What are your initial thoughts about your results? Do they confirm what you already thought to be your areas of strength or development need, or are you surprised to see how the people who responded have rated you?

This chart will help to clarify where your strengths and areas for development are. Some may already be apparent to you, others may not. Remember the chart is telling you how others perceive the way you do things. Differences in your perception and theirs need to be understood and acted upon so that you can have the maximum positive impact at work.



Notes:

Known strength behaviours are those where you and all 'others' gave an average rating above 3.5 for the statements relating to that behaviour. This means you and your respondents are in agreement that you use the behaviours with a high degree of skill on a consistent basis.

Known area for development behaviours are those where both you and all 'others' have given an average rating below 3.5 for the statements relating to that behaviour. This means that you and your respondents are in agreement that you do not use the behaviours consistently or that you use them at a basic level.

Hidden strength behaviours are those where 'others' have given an average rating of over 3.5, but you have rated this below 3.5. These behaviours are therefore hidden strengths as they are ones that you were not aware that you used at such a high level with such consistency.

Blind spot behaviours are those where you have rated the statements on average over 3.5, but 'others' have rated them below 3.5. This means that you think you use the behaviours more consistently than you actually do.

Highest and lowest scoring statements

10 highest scoring statements

Score	Managerial Competency	Qu. No	Statement
3.89	Competency 3	20	Sample question 20
3.89	Competency 4	1	Sample question 1
3.78	Competency 3	22	Sample question 22
3.67	Competency 8	10	Sample question 10
3.67	Competency 1	9	Sample question 9
3.67	Competency 10	24	Sample question 24
3.67	Competency 10	19	Sample question 19
3.56	Competency 11	21	Sample question 21
3.33	Competency 1	25	Sample question 25
3.33	Competency 7	23	Sample question 23

The maximum score is 5 and the minimum score is 1.

10 lowest scoring statements

Score	Managerial Competency	Qu. No	Statement
2.67	Competency 6	4	Sample question 4
2.67	Competency 2	28	Sample question 28
2.67	Competency 4	6	Sample question 6
2.67	Competency 7	29	Sample question 29
2.67	Competency 8	30	Sample question 30
2.67	Competency 2	33	Sample question 33
2.67	Competency 9	15	Sample question 15
2.67	Competency 11	16	Sample question 16
2.78	Competency 2	5	Sample question 5
2.78	Competency 6	32	Sample question 32

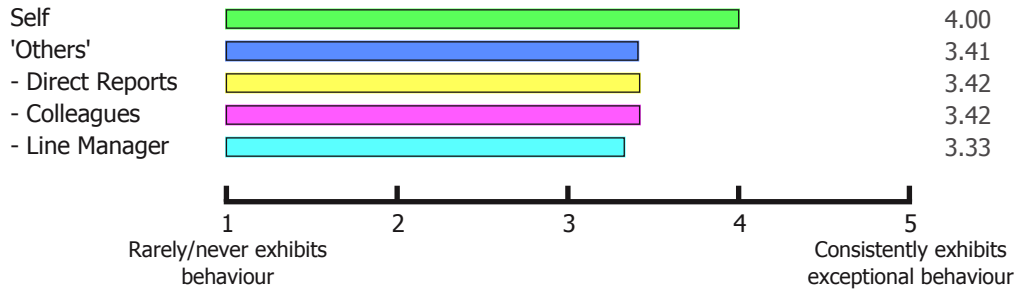
The maximum score is 5 and the minimum score is 1.

Section 3: Detail

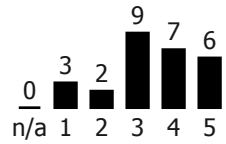
Individual Statement Analysis

Competency 1 Comptency 1 description

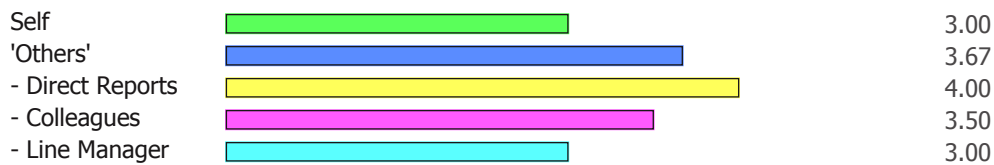
Overall Summary



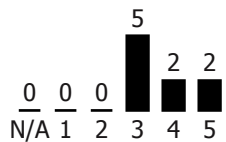
'Others' breakdown



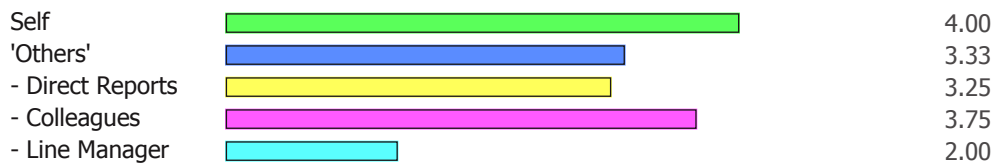
9. Sample question 9



'Others' breakdown



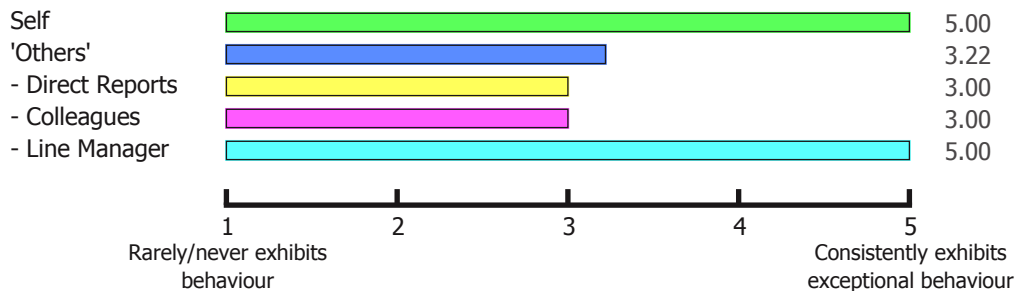
25. Sample question 25



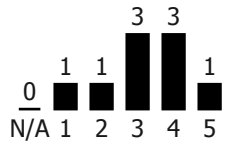
'Others' breakdown



27. Sample question 27

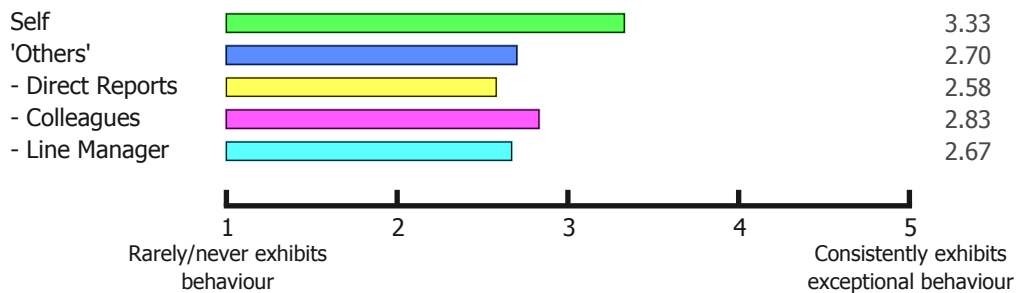


'Others' breakdown

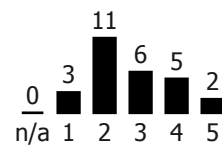


Competency 2 Competency 2 description

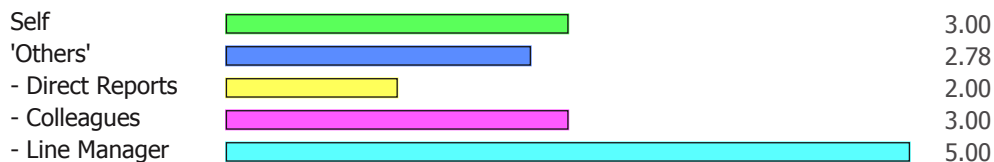
Overall Summary



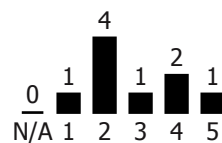
'Others' breakdown



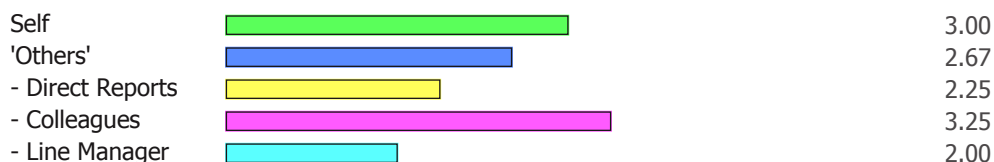
5. Sample question 5



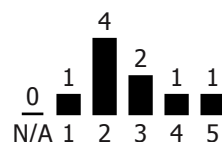
'Others' breakdown



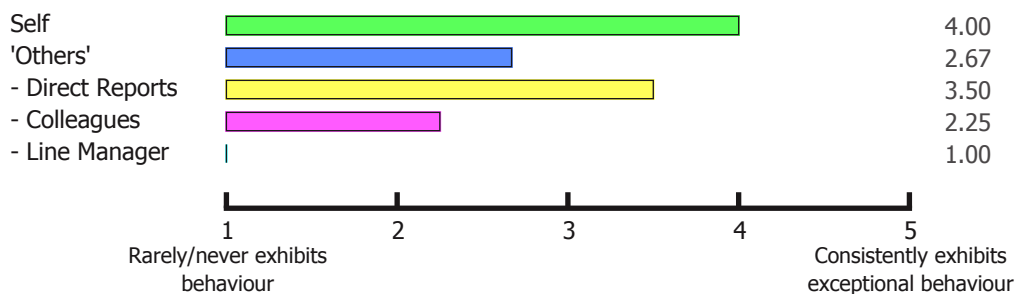
33. Sample question 33



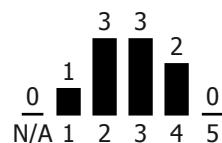
'Others' breakdown



28. Sample question 28



'Others' breakdown



Section 4: Open-ended comments

Made by Self

34. Sample verbatim question 1

"Sample data"

35. Sample verbatim question 2

"Sample data"

34. Sample verbatim question 1

"Sample feedback"

35. Sample verbatim question 2

"Sample feedback"

34. Sample verbatim question 1

"Sample feedback"

35. Sample verbatim question 2

"Sample feedback"

34. Sample verbatim question 1

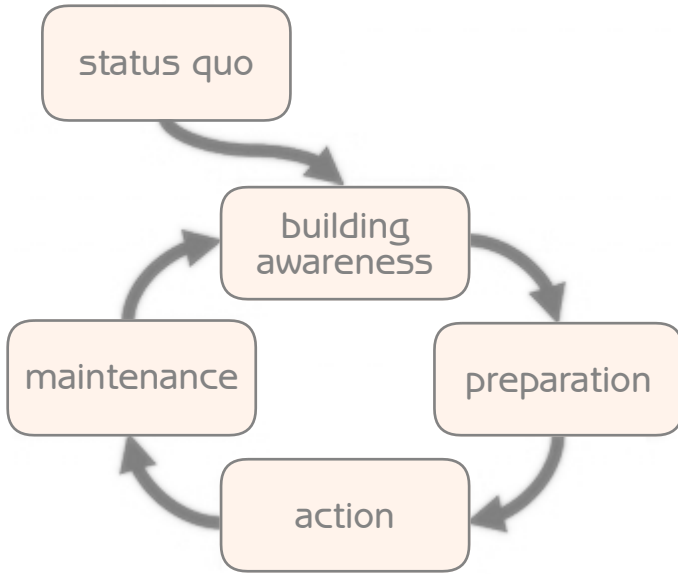
"Sample feedback"

35. Sample verbatim question 2

"Sample feedback"

Section 5: Development planning

Developing Your Behaviours



Having reviewed your 360 report you should now be firmly in the building awareness phase of the cycle of behavioural change. You will now be aware of where your strengths and development areas lie and how these are impacting upon your performance and relationships at work.

Preparing for change

You may still have some questions that you want to have answers to, or may feel you need more information.

The next stage to developing your behaviours is the preparation phase and it is now that you will start to fill those gaps and begin to ready yourself for changing your behaviour.

First it's helpful to summarise what you've learnt from this report and what further questions you might have.

In which behaviours does the report indicate you have strengths?

Which behaviours are areas for development?

Does one respondent group consistently rate you higher or lower than the others? Why do you think this is?

Do the open-ended comments give you any insight on the impact your behaviours are having?

Deciding on your development activity

Before deciding on your development activity you need to be clear about what your goal is. It might be that you want to improve your performance in an aspect of your current job, you may want to prepare for a more senior role, or you may want to make a change to your career.

Given what you now understand about your behavioural strengths and areas for development consider what you need to be doing more of/ less of/ differently in order to help you achieve your goal. Do you want to leverage your strengths or do you need to focus your development on minimising the negative impact of your areas for development?

The questions on the next page will help you to prepare for the changes you need to make. They will encourage you to consider not only the behaviours you can use to help you develop but also the knowledge, skills, resources and support you will need to be successful.

Remember to make sure your goal is SMART:

- Specific - it's important there's no wriggle room when it comes to deciding whether or not you have achieved your goal
- Measurable - you need to be able to measure your success, as you progress towards your goal this helps you to monitor how you are getting on
- Achievable - the goal needs to be something you can achieve - this doesn't mean it should be easy or simple but it does mean that it shouldn't be too stretching
- Relevant - is your goal something that will make a difference for you
- Time-bound - when will you start working towards your goal and/or when will you accomplish this goal by

What's my goal?

What will success look and feel like?

When will I start making changes? When will I achieve my goal?

How can I leverage my strengths?

What are the areas I need to develop?

What resources do I need?

Who can help me?

**What's getting in my way?
How can I remove these barriers?**

What else do I want to consider or find out about?