





# John Smith

Your feedback report and personal development plan

February 2020

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# Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	3 responses
Direct reports	3 responses

## Summary of top strengths and areas to improve

The goal of 360° Feedback is for you to use the feedback for your personal development, to help you grow and achieve more in your career.

You were given feedback on 30 different areas. We recommend that you focus on your top strengths and areas to improve, listed below.

### Your top 5 strengths

1. Motivating and inspiring
2. Identifying development needs
3. Communicating clearly
4. Building networks
5. Giving feedback

Each person gave you a score (out of 5) for your current performance for each of the areas in the assessment. Your top 5 strengths are the areas for which, on average, you were given the highest scores.

### Your top 5 areas to improve

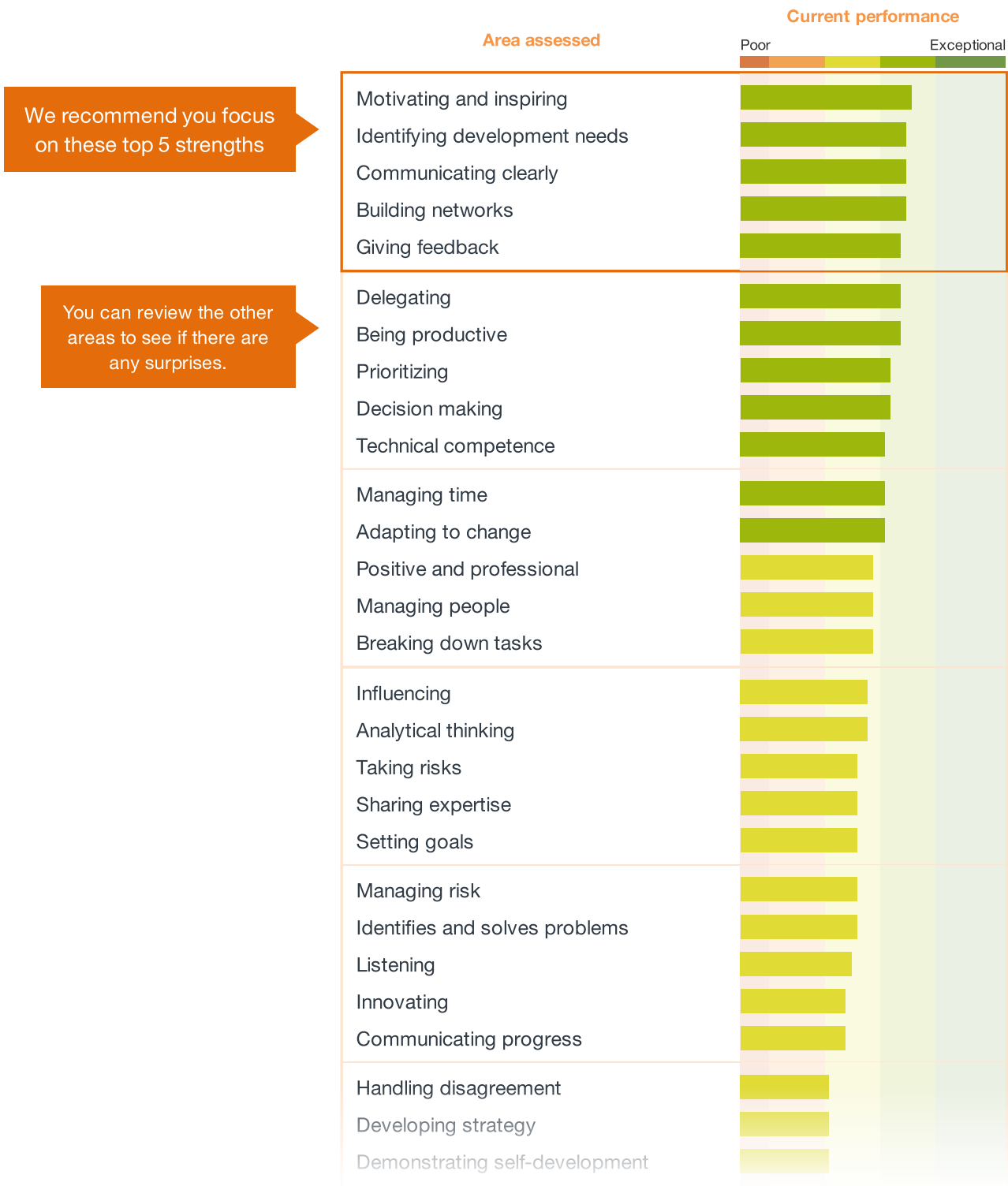
1. Seeking feedback
2. Handling disagreement
3. Listening
4. Demonstrating self-development
5. Analytical thinking

Each person also gave you a score for your desired performance. The top 5 areas to improve are those for which the gap between your current performance and your desired performance is largest.

# Your top strengths

"Playing to your strengths" is a great way to improve your performance. When you know what your strengths are, you can look at ways of making better use of them, and consider developing them further.

Your colleagues rated the areas below as your top strengths. Review whether you understand and agree with your colleagues, or if there are any surprises to discuss with your manager.



# How different groups rated your top strengths

Different groups of colleagues may have different views on where your top strengths are. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average score for current performance.  
 Note: We do not include your view when calculating this average

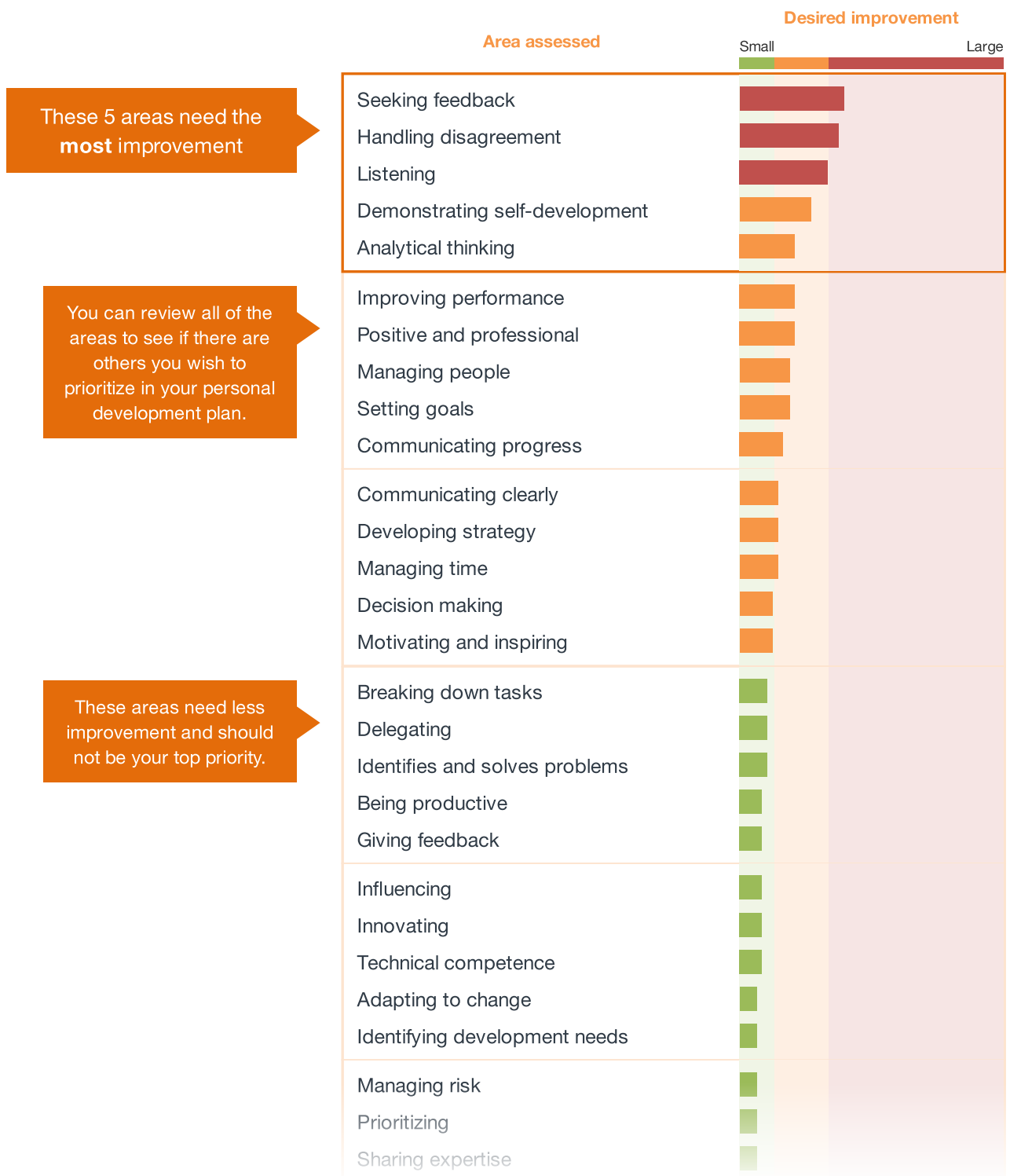
You can compare the different views of respondents below.

Area assessed	Current performance (average)				Your view	Direct manager	Peers	Direct reports
	Poor			Exceptional				
Motivating and inspiring					Very good	Very good	Very good	Very good
Identifying development needs					Very good	Very good	Very good	Very good
Communicating clearly					Exceptional	Exceptional	Very good	Good
Building networks					Very good	Very good	Very good	Very good
Giving feedback					Exceptional	Exceptional	Very good	Good
Delegating					Good	Very good	Very good	Good
Being productive					Very good	Very good	Very good	Very good
Prioritizing					Good	Very good	Very good	Good
Decision making					Very good	Very good	Very good	Good
Technical competence					Very good	Very good	Very good	Good
Managing time					Good	Very good	Very good	Good
Adapting to change					Very good	Very good	Very good	Good
Positive and professional					Very good	Very good	Very good	Good
Managing people					Exceptional	Exceptional	Very good	OK
Breaking down tasks					Very good	Exceptional	Very good	OK
Influencing					Very good	Good	Good	Good
Analytical thinking					Very good	Good	Very good	OK
Taking risks					Good	Good	Good	Good
Sharing expertise					Good	Good	Good	Good
Setting goals					Very good	Good	Very good	OK
Managing risk					Very good	Very good	Good	Good
Identifies and solves problems					Very good	Very good	Good	Good
Listening					Exceptional	Very good	Very good	OK
Innovating					Good	Good	Good	OK
Communicating progress					Good	Very good	OK	Good
Handling disagreement					Very good	Good	Good	OK
Developing strategy					OK	Good	Good	OK
Demonstrating self-development					Good	Good	Good	OK
Improving performance					Very good	Good	OK	OK
Seeking feedback					OK	Good	Good	Poor

# Your top areas to improve

Your colleagues were asked to rate both your current and desired performance. The areas that your colleagues think you would benefit most from improving are listed below.

Review if you agree with the areas below, or if there are any surprises to discuss with your manager. You may wish to tackle one or more of these areas in your personal development plan.



# How different groups rated your top areas to improve

Different groups of colleagues may have different views on which areas need most improvement. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average amount of desired improvement.  
 Note: We do not include your view when calculating this average

You can compare the different views of respondents below.

Area assessed	Desired improvement (average)		Your view	Direct manager	Peers	Direct reports
	Small	Large				
Seeking feedback			Medium	Medium	Medium	Large
Handling disagreement			Small	Large	Medium	Large
Listening			Small	Medium	Medium	Large
Demonstrating self-development			Medium	Medium	Medium	Large
Analytical thinking			Small	Medium	Small	Large
Improving performance			Small	Medium	Medium	Medium
Positive and professional			Small	Small	Medium	Medium
Managing people			Small	Small	Small	Large
Setting goals			Small	Medium	Small	Large
Communicating progress			Medium	Small	Medium	Medium
Communicating clearly			Small	Small	Small	Medium
Developing strategy			Medium	Small	Small	Medium
Managing time			Large	Small	Medium	Medium
Decision making			Small	Small	Small	Medium
Motivating and inspiring			Medium	Medium	Small	Medium
Breaking down tasks			Small	Small	Small	Medium
Delegating			Large	Medium	Small	Medium
Identifies and solves problems			Small	Small	Medium	Small
Being productive			Small	Small	Medium	Small
Giving feedback			Small	Small	Small	Medium
Influencing			Small	Medium	Small	Medium
Innovating			Small	Small	Small	Medium
Technical competence			Small	Small	Small	Medium
Adapting to change			Small	Small	Small	Medium
Identifying development needs			Small	Small	Medium	Small
Managing risk			Small	Small	Small	Medium
Prioritizing			Medium	Small	Small	Medium
Sharing expertise			Small	Small	Small	Small
Taking risks			Small	Small	Small	Small
Building networks			Small	Small	Small	Small

# What people said about you

We asked respondents to summarize and provide examples of your top strengths and areas to improve.

If there's anything you aren't clear on, you can also review the detailed results in the appendix, and consider including a task in your personal development plan to get more feedback.

## What are this person's 3 biggest strengths, and how should they build on these?

<b>Your view</b>	Communicating, managing others and driving process improvements
<b>Direct manager</b>	You've got a great attitude — always looking to develop yourself and others, and generally helping to motivate those around you. Keep it up!
<b>Peers</b>	<p>You're always quick with an answer that would take me much longer to come up with... it makes you properly inspiring to work with!</p> <p>Both me and my team have felt the benefit of your coaching. More from you would be great for us!</p>
<b>Direct reports</b>	<p>Despite some areas noted above, John is generally good fun to work for.</p> <p>Generally good, I know you want to take the strategy course and think it'll be really useful to supporting the team</p>

## Which 3 areas need the most improvement, and why? (Provide examples if possible)

<b>Your view</b>	Time management - I need to realistic about how long things take and then manage the time (and reassess if tasks are taking longer than expected). I'd also like to build my leadership skills - perhaps taking the strategy course.
<b>Direct manager</b>	Be sure to seek feedback from others — particularly your direct reports — early and often!
<b>Peers</b>	<p>Focus on improving the communications - they're sometimes great but when they are unclear they can lead to time wasted</p> <p>Would be good to see you seize chances to develop your team more ... I think they could really thrive under you with the right encouragement.</p>
<b>Direct reports</b>	<p>We should try to work more collaboratively towards setting the teams direction and working towards it - it'd be great to invite more input from us.</p> <p>We had the problem earlier in the year that was sorted out, and looks like you've learnt from it, but continue to make sure tasks are broken down the team understand the direction you want us to take!</p>

## Do you have any other comments?

### **Your view**

Big thanks for all your support this year so far, I'm very keen to take some more feedback on board and get toward making real progress the benefit of me and the team

### **Direct manager**

Good job this year!

### **Peers**

I definitely know your potential is massive... so just keep moving forward :)

### **Direct reports**

I'm interested to get some of the things I've mentioned addressed so we can operate in a more unified way going forward, because everyone can see you have great potential in charge of this team!



# Your personal development plan

This personal development plan is for you to fill in, either on your own or with your line manager. It is recommended that you focus on 3-5 areas to improve:

- You can use the summary of results to identify the areas where improvement is most needed
- The detailed results in the appendix provide more detail where necessary
- You should aim to end up with a clear list of actions that you will take to improve your performance

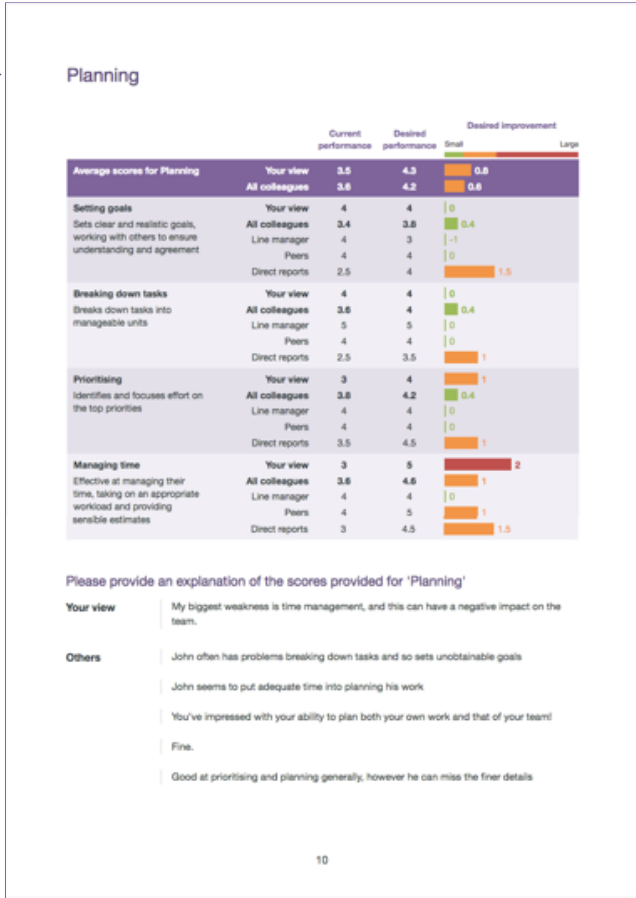
Area to improve	Current performance	Target performance	Action(s) to take	How and when I will measure success
e.g. Improve my written communications to my direct reports (as unclear emails etc. are costing the whole team time!)	e.g. Inconsistent – sometimes my emails are rushed and unclear.	e.g. Consistently clear, concise emails (and other documents)	e.g. I will focus on reviewing my emails before sending, and I'll also take the document writing course our company offers	e.g. <u>In one month:</u> Check that my direct reports are happier with my emails!  <u>Next year:</u> Ensure that it is not highlighted as an area improvement in next year's 360!

Area to improve	Current performance	Target performance	Action(s) to take	How and when I will measure success

# Appendix: Detailed results

The detailed results give you a complete breakdown of the feedback given about you. To find feedback on specific areas, use the index located at the end of this report.

The feedback is grouped into 8 sections



At the top of each section, you'll see the scores provided and the amount of desired improvement

If the section included text-based questions, the answers to those questions are shown below.

## What do the scores mean?

For each area, each person gave you a score out of 5 for both your current performance and desired performance. The meaning of each score is shown in the scale below:

1	2	3	4	5
Poor	OK	Good	Very good	Exceptional

The desired improvement is then calculated as the score for desired performance minus the score for current performance. An average gap of 0 to 0.5 is considered small, a gap of 0.6 to 1.5 is considered medium, and a gap larger than 1.6 is considered large.

# Planning

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Planning</b>				
	<b>Your view</b>	3.5	4.3	0.8
	<b>All colleagues</b>	3.5	4	0.5
<b>Setting goals</b>	<b>Your view</b>	4	4	0
Sets clear and realistic goals, working with others to ensure understanding and agreement	<b>All colleagues</b>	3.1	4	0.9
	Direct manager	3	4	1
	Peers	4	4	0
	Direct reports	2.3	4	1.7
<b>Breaking down tasks</b>	<b>Your view</b>	4	4	0
Breaks down tasks into manageable units	<b>All colleagues</b>	3.4	3.9	0.5
	Direct manager	5	5	0
	Peers	4	4	0
	Direct reports	2.3	3.3	1
<b>Prioritizing</b>	<b>Your view</b>	3	4	1
Identifies and focuses effort on the top priorities	<b>All colleagues</b>	3.7	4	0.3
	Direct manager	4	4	0
	Peers	4	4	0
	Direct reports	3.3	4	0.7
<b>Managing time</b>	<b>Your view</b>	3	5	2
Effective at managing their time, taking on an appropriate workload and providing sensible estimates	<b>All colleagues</b>	3.6	4.3	0.7
	Direct manager	4	4	0
	Peers	4	4.7	0.7
	Direct reports	3	4	1

Please provide an explanation of the scores provided for 'Planning'

- Your view** | My biggest weakness is time management, and this can have a negative impact on the team.
- Direct manager** | You've impressed with your ability to plan both your own work and that of your team!
- Peers** | I think you're a strong planner and it sets a brilliant example for other team leaders  
| John seems to put adequate time into planning his work
- Direct reports** | John often has problems breaking down tasks and so sets unobtainable goals  
| Good at prioritising and planning generally, however he can miss the finer details

# Delivering

		Current performance	Desired performance	Desired improvement
				Small <span style="float:right">Large</span>
<b>Average scores for Delivering</b>	<b>Your view</b>	3.8	4	0.2
	<b>All colleagues</b>	3.4	3.9	0.5
<b>Being productive</b>	<b>Your view</b>	4	4	0
Productive both when working alone and in groups	<b>All colleagues</b>	3.9	4.3	0.4
	Direct manager	4	4	0
	Peers	3.7	4.7	1
	Direct reports	4	4	0
<b>Communicating progress</b>	<b>Your view</b>	3	4	1
Communicates progress and highlights any issues or changes to the plan early	<b>All colleagues</b>	2.9	3.7	0.8
	Direct manager	4	4	0
	Peers	2.3	3.7	1.4
	Direct reports	3	3.7	0.7
<b>Identifies and solves problems</b>	<b>Your view</b>	4	4	0
Effective at identifying problems, breaking these down and proposing solutions	<b>All colleagues</b>	3.1	3.6	0.5
	Direct manager	4	4	0
	Peers	3	3.7	0.7
	Direct reports	3	3.3	0.3
<b>Technical competence</b>	<b>Your view</b>	4	4	0
Technically competent - able to produce quality work and support others as expected of their role	<b>All colleagues</b>	3.6	4	0.4
	Direct manager	4	4	0
	Peers	3.7	4	0.3
	Direct reports	3.3	4	0.7

Please provide an explanation of the scores provided for 'Delivering'

- Your view** | Generally OK I think, but I could improve how I communicate progress to the team (- this was raised an issue and discussed with the team, I'm working to improve it)
- Direct manager** | All work packages have been delivered on time.
- Peers** | John's productivity is good, but weakened by inconsistant communications (e.g. unclear emails and presentations)
- Direct reports** | John is productive - though sometimes doesn't understand the technical aspects of my work

Really productive and always ensures that our team has good visibility of the wider team

# Analysis and decision making

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Analysis and decision making</b>	<b>Your view</b>	3.8	3.5	-0.3
	<b>All colleagues</b>	3.4	3.9	0.5
<b>Analytical thinking</b> Delivers clear analysis that leads to logical, informed and objective decisions	<b>Your view</b>	4	3	-1
	<b>All colleagues</b>	3.3	4.3	1
	Direct manager	3	4	1
	Peers	4.3	4.7	0.4
	Direct reports	2.3	4	1.7
<b>Decision making</b> Makes good decisions using the information available and an appropriate amount of further research	<b>Your view</b>	4	4	0
	<b>All colleagues</b>	3.7	4.3	0.6
	Direct manager	4	4	0
	Peers	4	4.3	0.3
	Direct reports	3.3	4.3	1
<b>Adapting to change</b> Embraces opportunities to change where beneficial to the team/organization	<b>Your view</b>	4	4	0
	<b>All colleagues</b>	3.6	3.9	0.3
	Direct manager	4	4	0
	Peers	4	4	0
	Direct reports	3	3.7	0.7
<b>Innovating</b> Identifies and considers innovative solutions where appropriate	<b>Your view</b>	3	3	0
	<b>All colleagues</b>	2.9	3.3	0.4
	Direct manager	3	3	0
	Peers	3.3	3.7	0.4
	Direct reports	2.3	3	0.7

Please provide an explanation of the scores provided for 'Analysis and decision making'

- Your view** | I think I'm strong here overall. (Innovating is less important to my role)
- Direct manager** | Strong on all accounts.
- Peers** | John displays good analytical thinking.
- Direct reports** | We've had some challenges this year which I feel John was late to identify and address.  
For example, identifying that the we weren't going to hit our January release date and identifying why. If we'd delved into this earlier, we could have released on time.  
  
Generally a strong area

# Communication

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Communication</b>	<b>Your view</b>	4.7	4.3	-0.4
	<b>All colleagues</b>	3.5	4.6	1.1
<b>Listening</b>	<b>Your view</b>	5	5	0
Good at listening and making sure they understand others	<b>All colleagues</b>	3	4.6	1.6
	Direct manager	4	5	1
	Peers	3.7	4.7	1
	Direct reports	2	4.3	2.3
<b>Communicating clearly</b>	<b>Your view</b>	5	4	-1
Communicates views, ideas and questions clearly and concisely (both verbally and in written communications)	<b>All colleagues</b>	4	4.7	0.7
	Direct manager	5	5	0
	Peers	4.3	4.7	0.4
	Direct reports	3.3	4.7	1.4
<b>Positive and professional</b>	<b>Your view</b>	4	4	0
Makes a positive and professional impression	<b>All colleagues</b>	3.4	4.4	1
	Direct manager	4	4	0
	Peers	3.7	4.7	1
	Direct reports	3	4.3	1.3

Please provide an explanation of the scores provided for 'Communication'

**Your view**

Generally a strong area for me, I try hard to be focused on the point and not "bury the lede"

**Direct manager**

You communicate clearly with upper management. However, you sometimes need to work on his attentiveness and understanding during weekly meetings

**Peers**

Very good — you're to the point and it's super efficient!

I mention the unclear emails/presentations above. John also needs to work on absorbing information as well as providing it

**Direct reports**

John sometimes fails to listen when being alerted of potential issues and it can cost our team a lot of time.

# Self-development

		Current performance	Desired performance	Desired improvement
				Small <span style="float:right">Large</span>
<b>Average scores for Self-development</b>	<b>Your view</b>	3	3.7	0.7
	<b>All colleagues</b>	2.9	4	1.1
<b>Identifying development needs</b> Identifies areas for self-development	<b>Your view</b>	4	4	0
	<b>All colleagues</b>	4	4.3	0.3
	Direct manager	4	4	0
	Peers	3.7	4.3	0.6
	Direct reports	4.3	4.3	0
<b>Demonstrating self-development</b> Demonstrates self-development, with visible improvement	<b>Your view</b>	3	4	1
	<b>All colleagues</b>	2.6	3.9	1.3
	Direct manager	3	4	1
	Peers	3	3.7	0.7
	Direct reports	2	4	2
<b>Seeking feedback</b> Actively seeks feedback on their own performance from others	<b>Your view</b>	2	3	1
	<b>All colleagues</b>	2	3.9	1.9
	Direct manager	3	4	1
	Peers	2.7	3.3	0.6
	Direct reports	1	4.3	3.3

Please provide an explanation of the scores provided for 'Self-development'

- Your view** | I am always looking to develop, but could do more to seek feedback for others
- Direct manager** | You are constantly seeking to form new bonds and learn from others. However, remember to learn from your own experiences by seeking feedback
- Peers** | John is actively seeking to develop through networking, however, he needs to remember that he should also learn from his own experiences
- Direct reports** | John is always seeking to develop, but he needs to learn from the feedback given by the team  
| John needs to listen to his team and adapt his planning style



## Working with others

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Working with others</b>	<b>Your view</b>	4	3.8	-0.2
	<b>All colleagues</b>	3.4	4.1	0.7
<b>Sharing expertise</b>	<b>Your view</b>	3	3	0
Shares expertise to help the wider organization	<b>All colleagues</b>	3.1	3.4	0.3
	Direct manager	3	3	0
	Peers	3	3.3	0.3
	Direct reports	3.3	3.7	0.4
<b>Giving feedback</b>	<b>Your view</b>	5	4	-1
Gives feedback that helps others to develop	<b>All colleagues</b>	3.9	4.3	0.4
	Direct manager	5	5	0
	Peers	4	4	0
	Direct reports	3.3	4.3	1
<b>Handling disagreement</b>	<b>Your view</b>	4	4	0
Able to professionally tackle disagreements between individuals and teams	<b>All colleagues</b>	2.6	4.4	1.8
	Direct manager	3	5	2
	Peers	3	4.3	1.3
	Direct reports	2	4.3	2.3
<b>Building networks</b>	<b>Your view</b>	4	4	0
Builds good relationships across the organization	<b>All colleagues</b>	4	4.1	0.1
	Direct manager	4	4	0
	Peers	4	4.3	0.3
	Direct reports	4	4	0

Please provide an explanation of the scores provided for 'Working with others'

### Your view

I have had success coaching my team and enjoy building new networks

### Direct manager

You've proven to be a good coach. We noted that you did have an issue earlier in the year with a member of his team, but I feel assured that has been resolved

### Peers

Provided excellent coaching on project management to my team earlier in the year.

### Direct reports

John is a good coach and great at networking and finding help from other teams.  
However he often mishandles disagreements within his own team.

John is generally good here, but had problems earlier on this year managing disagreements in the team. The root of this was a task which should have been broken down further before assigning












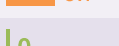


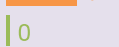







# Managing others

		Current performance	Desired performance	Desired improvement
				Small <span style="float:right">Large</span>
<b>Average scores for Managing others</b>	<b>Your view</b>	4	4.5	0.5
	<b>All colleagues</b>	3.2	3.9	0.7
<b>Managing people</b> Effectively manages people, ensuring team members are happy and perform well	<b>Your view</b>	5	5	0
	<b>All colleagues</b>	3.4	4.3	0.9
	Direct manager	5	5	0
	Peers	4	4.3	0.3
	Direct reports	2.3	4	1.7
<b>Delegating</b> Delegates responsibilities and tasks effectively	<b>Your view</b>	3	5	2
	<b>All colleagues</b>	3.9	4.4	0.5
	Direct manager	4	5	1
	Peers	4.3	4.3	0
	Direct reports	3.3	4.3	1
<b>Improving performance</b> Identifies and delivers on opportunities to help individuals and teams to improve their performance	<b>Your view</b>	4	4	0
	<b>All colleagues</b>	2.3	3.3	1
	Direct manager	3	4	1
	Peers	2.3	3	0.7
	Direct reports	2	3.3	1.3
<b>Managing risk</b> Identifies risks and takes action to reduce the likelihood (and/or impact) of the risk occurring	<b>Your view</b>	4	4	0
	<b>All colleagues</b>	3.1	3.4	0.3
	Direct manager	4	4	0
	Peers	3	3	0
	Direct reports	3	3.7	0.7

Please provide an explanation of the scores provided for 'Managing others'

- Your view** | I have not had much chance to drive any change given my current tasks, but we're about to kick off some new initiatives...
- Direct manager** | We reviewed some key changes you want to drive forward in your team next year - looking forward to seeing the impact of these
- Peers** | John has had few opportunities to drive change but seems to be capable
- Direct reports** | See above - there are some areas we need to review to improve our performance

# Leadership

		Current performance	Desired performance	Desired improvement
				Small <span style="float: right;">Large</span>
<b>Average scores for Leadership</b>	<b>Your view</b>	<b>3.3</b>	<b>3.8</b>	 <b>0.5</b>
	<b>All colleagues</b>	<b>3.3</b>	<b>3.8</b>	 <b>0.5</b>
<b>Developing strategy</b>	<b>Your view</b>	<b>2</b>	<b>3</b>	 <b>1</b>
Develops effective short- and long-term strategy	<b>All colleagues</b>	<b>2.6</b>	<b>3.3</b>	 <b>0.7</b>
	Direct manager	3	3	 <b>0</b>
	Peers	2.7	3	 <b>0.3</b>
	Direct reports	2.3	3.7	 <b>1.4</b>
<b>Motivating and inspiring</b>	<b>Your view</b>	<b>4</b>	<b>5</b>	 <b>1</b>
Motivates and inspires others	<b>All colleagues</b>	<b>4.1</b>	<b>4.7</b>	 <b>0.6</b>
	Direct manager	4	5	 <b>1</b>
	Peers	4.3	4.7	 <b>0.4</b>
	Direct reports	4	4.7	 <b>0.7</b>
<b>Influencing</b>	<b>Your view</b>	<b>4</b>	<b>4</b>	 <b>0</b>
Makes a positive impact through influencing others	<b>All colleagues</b>	<b>3.3</b>	<b>3.7</b>	 <b>0.4</b>
	Direct manager	3	4	 <b>1</b>
	Peers	3.3	3.3	 <b>0</b>
	Direct reports	3.3	4	 <b>0.7</b>
<b>Taking risks</b>	<b>Your view</b>	<b>3</b>	<b>3</b>	 <b>0</b>
Willing to take risks, having considered the likelihood, impact, and opportunities for mitigation	<b>All colleagues</b>	<b>3.1</b>	<b>3.3</b>	 <b>0.2</b>
	Direct manager	3	3	 <b>0</b>
	Peers	3.3	3.3	 <b>0</b>
	Direct reports	3	3.3	 <b>0.3</b>

Please provide an explanation of the scores provided for 'Leadership'

**Your view**

I enjoy managing others and look forward to being able implement my own strategies in the future

**Direct manager**

John has shown strong leadership even in the face of problems in his own team

**Peers**

John appears to be a good manager and can delegate tasks

You show excellent leadership. From what I see your team runs like clockwork!

**Direct reports**

John is undoubtedly a good leader but he needs to listen to be a better manager

John has proven that he can drive the team, he now needs to adapt to better handle short term strategies

# Appendix index

For each area that you were assessed against, the page on which you will find the detailed results is shown.

Area assessed	Section	Page
Adapting to change	Analysis and decision making	14
Analytical thinking	Analysis and decision making	14
Being productive	Delivering	13
Breaking down tasks	Planning	12
Building networks	Working with others	17
Communicating clearly	Communication	15
Communicating progress	Delivering	13
Decision making	Analysis and decision making	14
Delegating	Managing others	18
Demonstrating self-development	Self-development	16
Developing strategy	Leadership	19
Giving feedback	Working with others	17
Handling disagreement	Working with others	17
Identifies and solves problems	Delivering	13
Identifying development needs	Self-development	16
Improving performance	Managing others	18
Influencing	Leadership	19
Innovating	Analysis and decision making	14
Listening	Communication	15
Managing people	Managing others	18
Managing risk	Managing others	18
Managing time	Planning	12
Motivating and inspiring	Leadership	19
Positive and professional	Communication	15
Prioritizing	Planning	12
Seeking feedback	Self-development	16
Setting goals	Planning	12
Sharing expertise	Working with others	17
Taking risks	Leadership	19
Technical competence	Delivering	13



This report was created using Spidergap - the easy-to-use tool for 360° Feedback.

**Need any help? Get in touch!**

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