



John Smith

Your feedback report and personal development plan

October 2016

| | |
|----------------------------------|-------------|
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Your results

This report brings together feedback given by:

| | |
|----------------|-------------|
| Your view | 1 response |
| Direct manager | 1 response |
| Peers | 2 responses |
| Direct reports | 2 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. Delegating
4. Communicating clearly
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

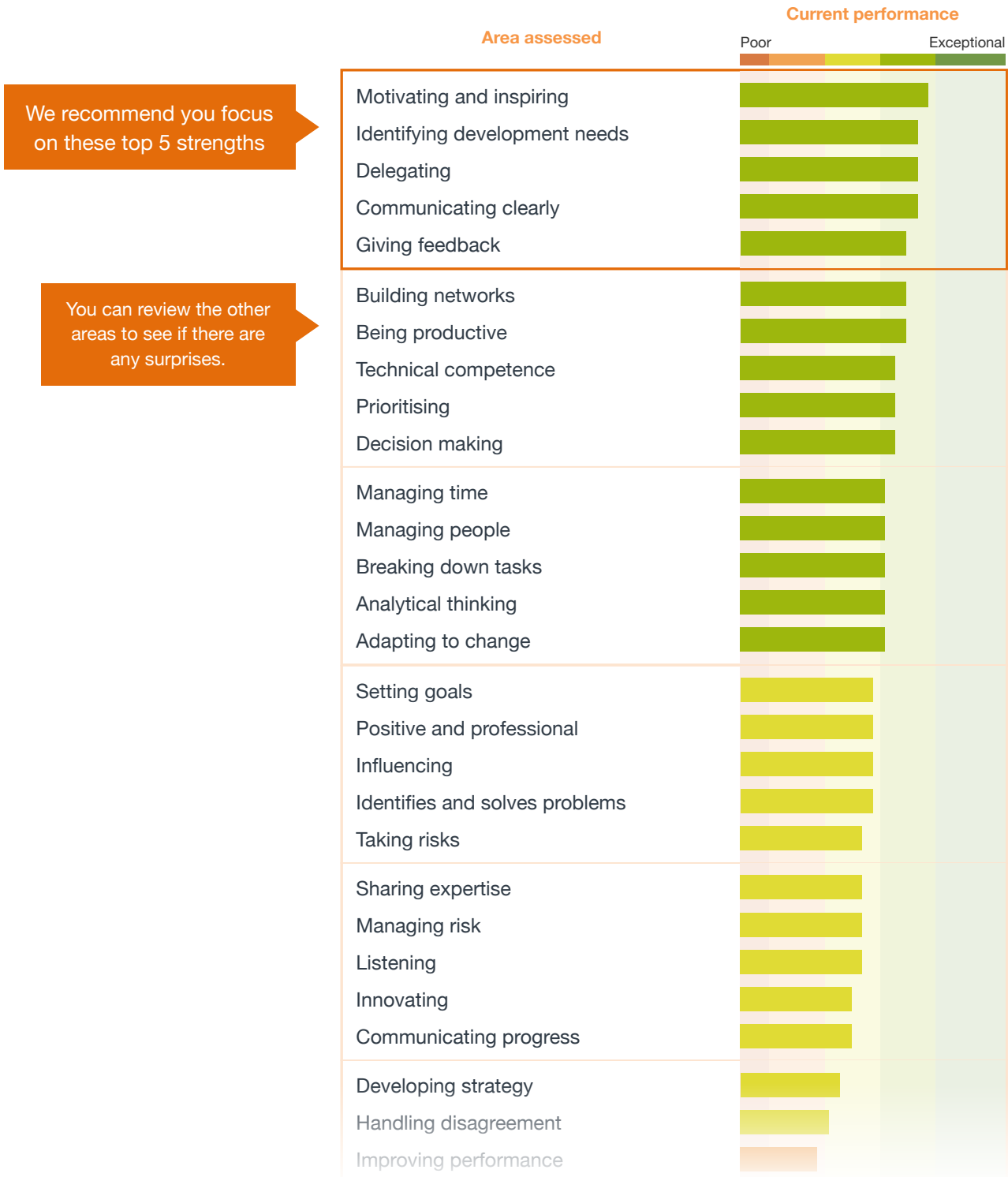
1. Handling disagreement
2. Seeking feedback
3. Listening
4. Demonstrating self-development
5. Positive and professional

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

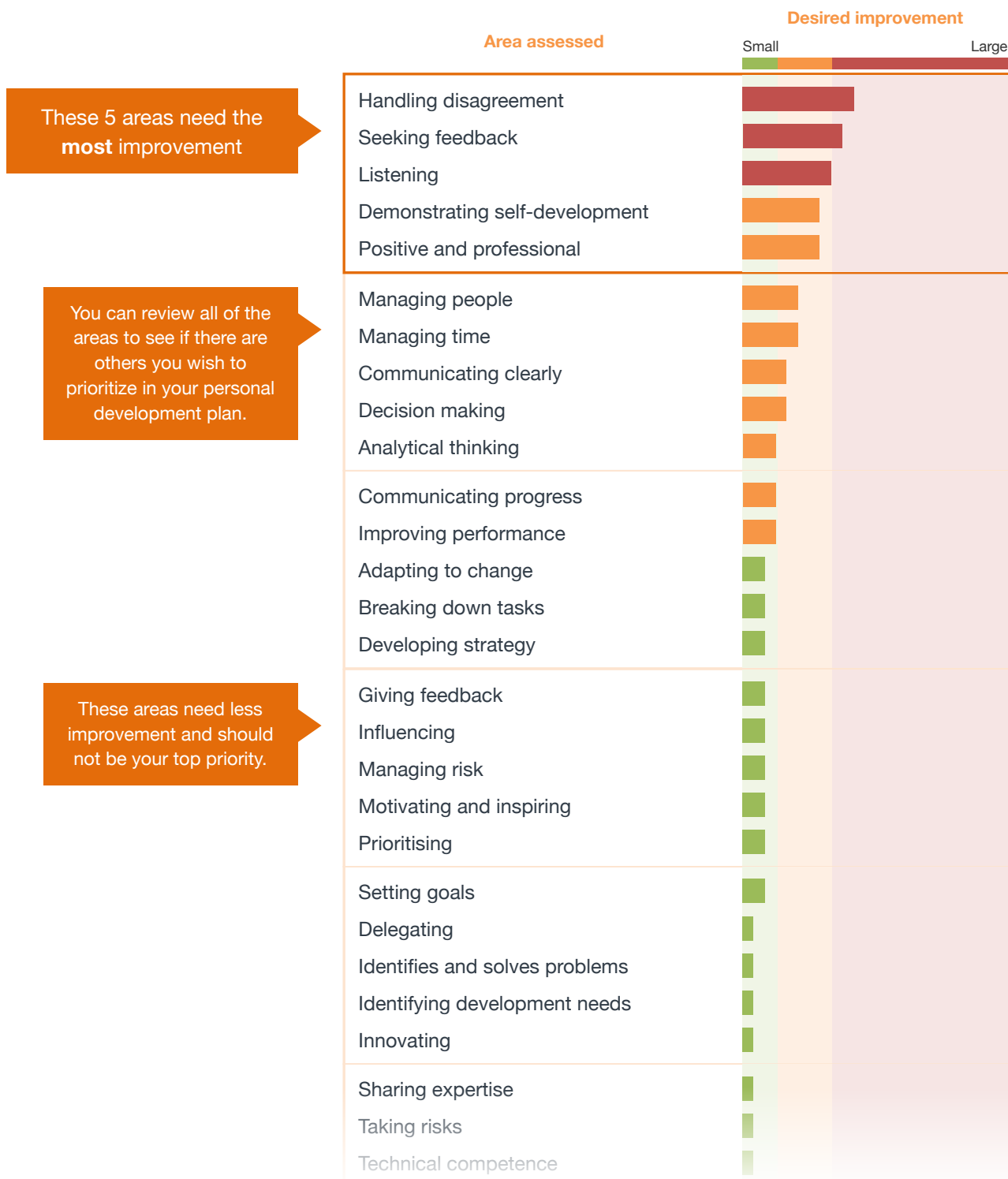
You can compare the different views of respondents below.

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

| | |
|------------------|--|
| Your view | Communicating and managing others. |
| Others | Generally good - I know you want to take the strategy course and think it'll be really useful to supporting our team |
| | You've got a great attitude - always looking to develop yourself and others, and generally helping to motivate those around you. Keep it up! |
| | Despite some areas noted above, John is generally good fun to work for. |
| | Any more coaching would be welcomed! |

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

| | |
|------------------|--|
| Your view | 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. |
| Others | Focus on improving the communications - they're sometimes great but when they are unclear they can lead to time wasted |
| | We had the problem earlier in the year that was sorted out - 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! |
| | Be sure to seek feedback from others - particularly your direct reports - early and often! |
| | 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. |

Do you have any other comments?

| | |
|------------------|---------------------|
| Your view | (left blank) |
| Others | Good job this year! |

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

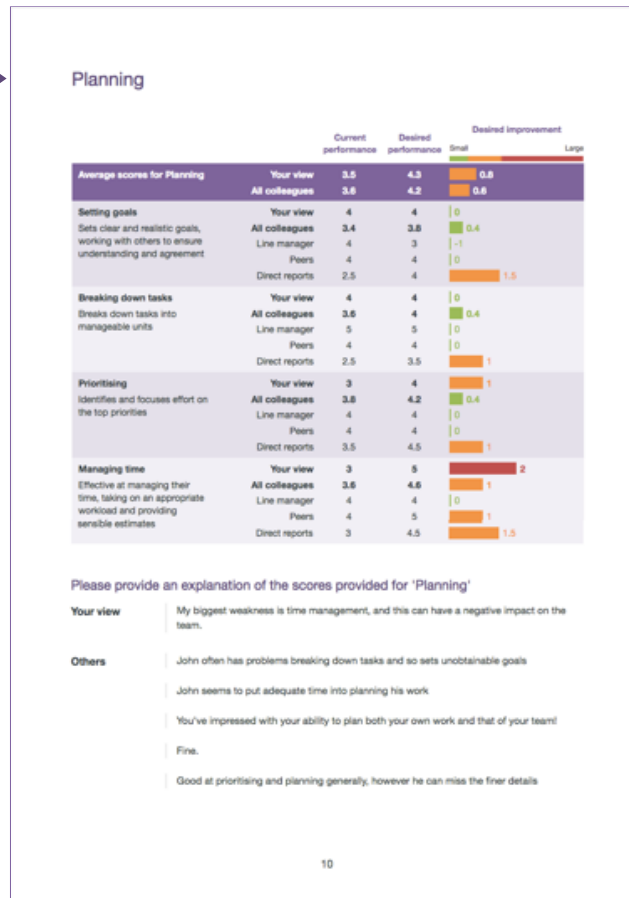
| Area to improve | Current performance | Target performance | Action(s) to take | How and when I will measure success |
|---|---|---|--|--|
| <i>e.g.</i> Improve my written communications to my direct reports (as unclear emails etc. are costing the whole team time!) | <i>e.g.</i> Inconsistent – sometimes my emails are rushed and unclear. | <i>e.g.</i> Consistently clear, concise emails (and other documents) | <i>e.g.</i> <u>In one month:</u> Check that my direct reports are happier with my emails! | <i>e.g.</i> <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:



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 Large |
| Average scores for Planning | | | | |
| | Your view | 3.5 | 4.3 | 0.8 |
| | All colleagues | 3.6 | 4.2 | 0.6 |
| Setting goals | Your view | 4 | 4 | 0 |
| Sets clear and realistic goals, working with others to ensure understanding and agreement | All colleagues | 3.4 | 3.8 | 0.4 |
| | Direct manager | 4 | 3 | -1 |
| | Peers | 4 | 4 | 0 |
| | Direct reports | 2.5 | 4 | 1.5 |
| Breaking down tasks | Your view | 4 | 4 | 0 |
| Breaks down tasks into manageable units | All colleagues | 3.6 | 4 | 0.4 |
| | Direct manager | 5 | 5 | 0 |
| | Peers | 4 | 4 | 0 |
| | Direct reports | 2.5 | 3.5 | 1 |
| Prioritising | Your view | 3 | 4 | 1 |
| Identifies and focuses effort on the top priorities | All colleagues | 3.8 | 4.2 | 0.4 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 4 | 4 | 0 |
| | Direct reports | 3.5 | 4.5 | 1 |
| Managing time | Your view | 3 | 5 | 2 |
| Effective at managing their time, taking on an appropriate workload and providing sensible estimates | All colleagues | 3.6 | 4.6 | 1 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 4 | 5 | 1 |
| | Direct reports | 3 | 4.5 | 1.5 |

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.

Others

John seems to put adequate time into planning his work

You've impressed with your ability to plan both your own work and that of your team!

John often has problems breaking down tasks and so sets unobtainable goals

Fine.

Good at prioritising and planning generally, however he can miss the finer details

Delivering

| | | Current performance | Desired performance | Desired improvement |
|---|-----------------------|---------------------|---------------------|--|
| | | | | Small Large |
| Average scores for Delivering | | | | |
| | Your view | 3.8 | 4 | 0.2 |
| | All colleagues | 3.6 | 3.8 | 0.2 |
| Being productive | | | | |
| | Your view | 4 | 4 | 0 |
| Productive both when working alone and in groups | All colleagues | 4 | 4 | 0 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 4 | 4 | 0 |
| | Direct reports | 4 | 4 | 0 |
| Communicating progress | | | | |
| | Your view | 3 | 4 | 1 |
| Communicates progress and highlights any issues or changes to the plan early | All colleagues | 3 | 3.6 | 0.6 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 2.5 | 3.5 | 1 |
| | Direct reports | 3 | 3.5 | 0.5 |
| Identifies and solves problems | | | | |
| | Your view | 4 | 4 | 0 |
| Effective at identifying problems, breaking these down and proposing solutions | All colleagues | 3.4 | 3.6 | 0.2 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 3.5 | 4 | 0.5 |
| | Direct reports | 3 | 3 | 0 |
| Technical competence | | | | |
| | Your view | 4 | 4 | 0 |
| Technically competent - able to produce quality work and support others as expected of their role | All colleagues | 3.8 | 4 | 0.2 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 4 | 4 | 0 |
| | Direct reports | 3.5 | 4 | 0.5 |

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)

Others

John's productivity is good, but weakened by inconsistent communications (e.g. unclear emails and presentations)

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

All work packages have been delivered on time.

John is productive - though sometimes doesn't understand the technical aspects of my work

Analysis and decision making

| | | Current performance | Desired performance | Desired improvement |
|--|-----------------------|---------------------|---------------------|--|
| | | | | Small Large |
| Average scores for Analysis and decision making | Your view | 3.8 | 3.5 | -0.3 |
| | All colleagues | 3.5 | 4 | 0.5 |
| Analytical thinking Delivers clear analysis that leads to logical, informed and objective decisions | Your view | 4 | 3 | -1 |
| | All colleagues | 3.6 | 4.2 | 0.6 |
| | Direct manager | 4 | 3 | -1 |
| | Peers | 4.5 | 5 | 0.5 |
| | Direct reports | 2.5 | 4 | 1.5 |
| Decision making Makes good decisions using the information available and an appropriate amount of further research | Your view | 4 | 4 | 0 |
| | All colleagues | 3.8 | 4.6 | 0.8 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 4 | 4.5 | 0.5 |
| | Direct reports | 3.5 | 5 | 1.5 |
| Adapting to change Embraces opportunities to change where beneficial to the team/organisation | Your view | 4 | 4 | 0 |
| | All colleagues | 3.6 | 4 | 0.4 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 4 | 4 | 0 |
| | Direct reports | 3 | 4 | 1 |
| Innovating Identifies and considers innovative solutions where appropriate | Your view | 3 | 3 | 0 |
| | All colleagues | 3 | 3.2 | 0.2 |
| | Direct manager | 3 | 3 | 0 |
| | Peers | 3.5 | 3.5 | 0 |
| | Direct reports | 2.5 | 3 | 0.5 |

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

Your view

Generally I think I'm strong here. (Innovating is less important to my role)

Others

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.

Strong on all accounts.

John displays good analytical thinking.

Generally a strong area

Communication

| | | Current performance | Desired performance | Desired improvement |
|---|-----------------------|---------------------|---------------------|--|
| | | | | Small Large |
| Average scores for Communication | Your view | 4.7 | 4.3 | -0.4 |
| | All colleagues | 3.6 | 4.9 | 1.3 |
| Listening | Your view | 5 | 5 | 0 |
| Good at listening and making sure they understand others | All colleagues | 3.2 | 4.8 | 1.6 |
| | Direct manager | 4 | 5 | 1 |
| | Peers | 4 | 5 | 1 |
| | Direct reports | 2 | 4.5 | 2.5 |
| Communicating clearly | Your view | 5 | 4 | -1 |
| Communicates views, ideas and questions clearly and concisely (both verbally and in written communications) | All colleagues | 4.2 | 5 | 0.8 |
| | Direct manager | 5 | 5 | 0 |
| | Peers | 4.5 | 5 | 0.5 |
| | Direct reports | 3.5 | 5 | 1.5 |
| Positive and professional | Your view | 4 | 4 | 0 |
| Makes a positive and professional impression | All colleagues | 3.4 | 4.8 | 1.4 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 3.5 | 5 | 1.5 |
| | Direct reports | 3 | 5 | 2 |

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

Your view

Generally good

Others

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

V good!

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

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

Self-development

| | | Current performance | Desired performance | Desired improvement |
|--|-----------------------|---------------------|---------------------|--|
| | | | | Small Large |
| Average scores for Self-development | Your view | 3 | 3.7 | 0.7 |
| | All colleagues | 2.9 | 4 | 1.1 |
| Identifying development needs Identifies areas for self-development | Your view | 4 | 4 | 0 |
| | All colleagues | 4.2 | 4.4 | 0.2 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 4 | 4.5 | 0.5 |
| | Direct reports | 4.5 | 4.5 | 0 |
| Demonstrating self-development Demonstrates self-development, with visible improvement | Your view | 3 | 4 | 1 |
| | All colleagues | 2.4 | 3.8 | 1.4 |
| | Direct manager | 3 | 4 | 1 |
| | Peers | 2.5 | 3.5 | 1 |
| | Direct reports | 2 | 4 | 2 |
| Seeking feedback Actively seeks feedback on their own performance from others | Your view | 2 | 3 | 1 |
| | All colleagues | 2 | 3.8 | 1.8 |
| | Direct manager | 3 | 4 | 1 |
| | Peers | 2.5 | 3 | 0.5 |
| | Direct reports | 1 | 4.5 | 3.5 |

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

Others | You are constantly seeking to form new bonds and learn from others. However, remember to learn from your own experiences by seeking feedback

| John needs to listen to his team and adapt his planning style

| John is actively seeking to develop through networking, however, he needs to remember that he should also learn from his own experiences

| John is always seeking to develop, but he needs to learn from the feedback given by the team

Working with others

| | | Current performance | Desired performance | Desired improvement |
|---|-----------------------|---------------------|---------------------|--|
| | | | | Small Large |
| Average scores for Working with others | Your view | 4 | 3.8 | -0.2 |
| | All colleagues | 3.5 | 4.1 | 0.6 |
| Sharing expertise | Your view | 3 | 3 | 0 |
| Shares expertise to help the wider organisation | All colleagues | 3.2 | 3.4 | 0.2 |
| | Direct manager | 3 | 3 | 0 |
| | Peers | 3 | 3.5 | 0.5 |
| | Direct reports | 3.5 | 3.5 | 0 |
| Giving feedback | Your view | 5 | 4 | -1 |
| Gives feedback that helps others to develop | All colleagues | 4 | 4.4 | 0.4 |
| | Direct manager | 5 | 5 | 0 |
| | Peers | 4 | 4 | 0 |
| | Direct reports | 3.5 | 4.5 | 1 |
| Handling disagreement | Your view | 4 | 4 | 0 |
| Able to professionally tackle disagreements between individuals and teams | All colleagues | 2.6 | 4.6 | 2 |
| | Direct manager | 3 | 5 | 2 |
| | Peers | 3 | 4.5 | 1.5 |
| | Direct reports | 2 | 4.5 | 2.5 |
| Building networks | Your view | 4 | 4 | 0 |
| Builds good relationships across the organisation | All colleagues | 4 | 4 | 0 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 4 | 4 | 0 |
| | 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

Others

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

John is a good coach and great at networking and finding help from other teams.

However he often mishandles disagreements within his own team.

I have heard that John is a great coach from other managers, however I am also aware of some disagreements within his team

You've proven to be an 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

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 Large |
| Average scores for Managing others | Your view | 4 | 4.5 | 0.5 |
| | All colleagues | 3.4 | 3.9 | 0.5 |
| Managing people Effectively manages people, ensuring team members are happy and perform well | Your view | 5 | 5 | 0 |
| | All colleagues | 3.6 | 4.6 | 1 |
| | Direct manager | 5 | 5 | 0 |
| | Peers | 4 | 4.5 | 0.5 |
| | Direct reports | 2.5 | 4.5 | 2 |
| Delegating Delegates responsibilities and tasks effectively | Your view | 3 | 5 | 2 |
| | All colleagues | 4.2 | 4.4 | 0.2 |
| | Direct manager | 5 | 4 | -1 |
| | Peers | 4.5 | 4.5 | 0 |
| | Direct reports | 3.5 | 4.5 | 1 |
| Improving performance Identifies and delivers on opportunities to help individuals and teams to improve their performance | Your view | 4 | 4 | 0 |
| | All colleagues | 2.4 | 3 | 0.6 |
| | Direct manager | 3 | 4 | 1 |
| | Peers | 2.5 | 2.5 | 0 |
| | Direct reports | 2 | 3 | 1 |
| Managing risk Identifies risks and takes action to reduce the likelihood (and/or impact) of the risk occurring | Your view | 4 | 4 | 0 |
| | All colleagues | 3.2 | 3.6 | 0.4 |
| | Direct manager | 4 | 4 | 0 |
| | Peers | 3 | 3 | 0 |
| | Direct reports | 3 | 4 | 1 |

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...

Others

See above - there are some areas we need to review to improve our performance

John has had few opportunities to drive change but seems to be capable

We reviewed some key changes you want to drive forward in your team next year - looking forward to seeing the impact of these

Leadership

| | | Current performance | Desired performance | Desired improvement |
|---|-----------------------|---------------------|---------------------|--|
| | | | | Small Large |
| Average scores for Leadership | Your view | 3.3 | 3.8 | 0.5 |
| | All colleagues | 3.5 | 3.8 | 0.3 |
| Developing strategy | Your view | 2 | 3 | 1 |
| Develops effective short- and long-term strategy | All colleagues | 2.8 | 3.2 | 0.4 |
| | Direct manager | 3 | 3 | 0 |
| | Peers | 3 | 2.5 | -0.5 |
| | Direct reports | 2.5 | 4 | 1.5 |
| Motivating and inspiring | Your view | 4 | 5 | 1 |
| Motivates and inspires others | All colleagues | 4.4 | 4.8 | 0.4 |
| | Direct manager | 5 | 4 | -1 |
| | Peers | 4.5 | 5 | 0.5 |
| | Direct reports | 4 | 5 | 1 |
| Influencing | Your view | 4 | 4 | 0 |
| Makes a positive impact through influencing others | All colleagues | 3.4 | 3.8 | 0.4 |
| | Direct manager | 3 | 4 | 1 |
| | Peers | 3.5 | 3.5 | 0 |
| | Direct reports | 3.5 | 4 | 0.5 |
| Taking risks | Your view | 3 | 3 | 0 |
| Willing to take risks, having considered the likelihood, impact, and opportunities for mitigation | All colleagues | 3.2 | 3.4 | 0.2 |
| | Direct manager | 3 | 3 | 0 |
| | Peers | 3.5 | 3.5 | 0 |
| | Direct reports | 3 | 3.5 | 0.5 |

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

Others

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

Displays excellent leadership

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

John appears to be a good manager and can delegate tasks

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

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 | 13 |
| Analytical thinking | Analysis and decision making | 13 |
| Being productive | Delivering | 12 |
| Breaking down tasks | Planning | 11 |
| Building networks | Working with others | 16 |
| Communicating clearly | Communication | 14 |
| Communicating progress | Delivering | 12 |
| Decision making | Analysis and decision making | 13 |
| Delegating | Managing others | 18 |
| Demonstrating self-development | Self-development | 15 |
| Developing strategy | Leadership | 19 |
| Giving feedback | Working with others | 16 |
| Handling disagreement | Working with others | 16 |
| Identifies and solves problems | Delivering | 12 |
| Identifying development needs | Self-development | 15 |
| Improving performance | Managing others | 18 |
| Influencing | Leadership | 19 |
| Innovating | Analysis and decision making | 13 |
| Listening | Communication | 14 |
| Managing people | Managing others | 18 |
| Managing risk | Managing others | 18 |
| Managing time | Planning | 11 |
| Motivating and inspiring | Leadership | 19 |
| Positive and professional | Communication | 14 |
| Prioritising | Planning | 11 |
| Seeking feedback | Self-development | 15 |
| Setting goals | Planning | 11 |
| Sharing expertise | Working with others | 16 |
| Taking risks | Leadership | 19 |
| Technical competence | Delivering | 12 |



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

Need any help? Get in touch!

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