

Test Client

360-degree feedback report

STRICTLY CONFIDENTIAL



Your 360-degree feedback report

This feedback report has been compiled from the results of the 360-degree feedback survey that has been carried out in your organisation. Ratings were placed against individual questions clustered under a set of behaviours (or competencies) considered important for leadership.

1. Model The Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Recognise and Celebrate

The purpose of this report is to give you feedback on how you are perceived by your manager(s), peers, direct reports and other stakeholder(s) (where applicable), as well as your assessment of yourself. Other stakeholder(s) includes any internal or external customer(s), or some other influential person(s), who may be impacted upon by your behaviour.

On its own the report does not give you the whole picture as it can sometimes raise more questions than it gives you answers. What is important here is that you check out the feedback with the people that have given it to you so you can understand the whole story and have answers to your questions. It is a tool for discussion and is most powerful when used in this way.

What it does give you is feedback on how others perceive you which is helpful in identifying and recognising your strengths and your areas for development.

Please note that if there is only one person in the peer, direct report, or other stakeholder category who has completed the questionnaire then their score cannot be shown on its own. Only your self-assessment and your manager's score can be shown on their own. The one respondent score will therefore be merged with the most appropriate category to keep anonymity.

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Understanding the report

Your feedback report is divided into 5 Parts, plus 1 optional Appendix.

Part i - Summary Graph

Summary of the extent to which you demonstrate each behaviour, as perceived by you and others. The coloured bars in each graph compare your self-ratings with the average of each of the other rater categories. It also tells you how many people completed your questionnaire and in which of the categories.

Rater Categories ■ as rated by yourself ■ your manager group average rating ■ your peer group average rating ■ your direct report group average rating ■ your other stakeholder group average rating	Extent Demonstrated Not at all = 0% To a small extent = 25% To a moderate extent = 50% To a great extent = 75% To a very great extent = 100% Not observed = NA Not applicable = NA
The following people completed questionnaires for you: Manager = 1 Peers = 4 Direct Reports = 3 Other Stakeholders = 3	

Part ii - Detailed Analysis

Provides you with separate results pages for each behaviour in the survey. This is shown as:

Overall analysis

Your self-rating compared to the combined respondent rating (the average of all other raters, excluding self). The graph also indicates the extent of views among respondents.

Detailed analysis

Each question under that behaviour is displayed together with the results from each rater category. The graph also indicates the extent of the range of views among respondents.

Part iii - Highest and Lowest Ratings

Shows you the questions that received the highest and lowest ratings - based on a ranking of all respondents' ratings for each question.

Part iv - Extent Demonstrated

Shows you the Extent Demonstrated ratings for each rater category.

Part v - Comparison Information

Shows you the average ratings received by everyone else who participated in this survey broken down into each rater category, and compared to your own feedback.

Appendix i - Overall Comments (optional)

Provides you with the overall comments given by respondents, arranged underneath the respective behaviour headings and by rater category.

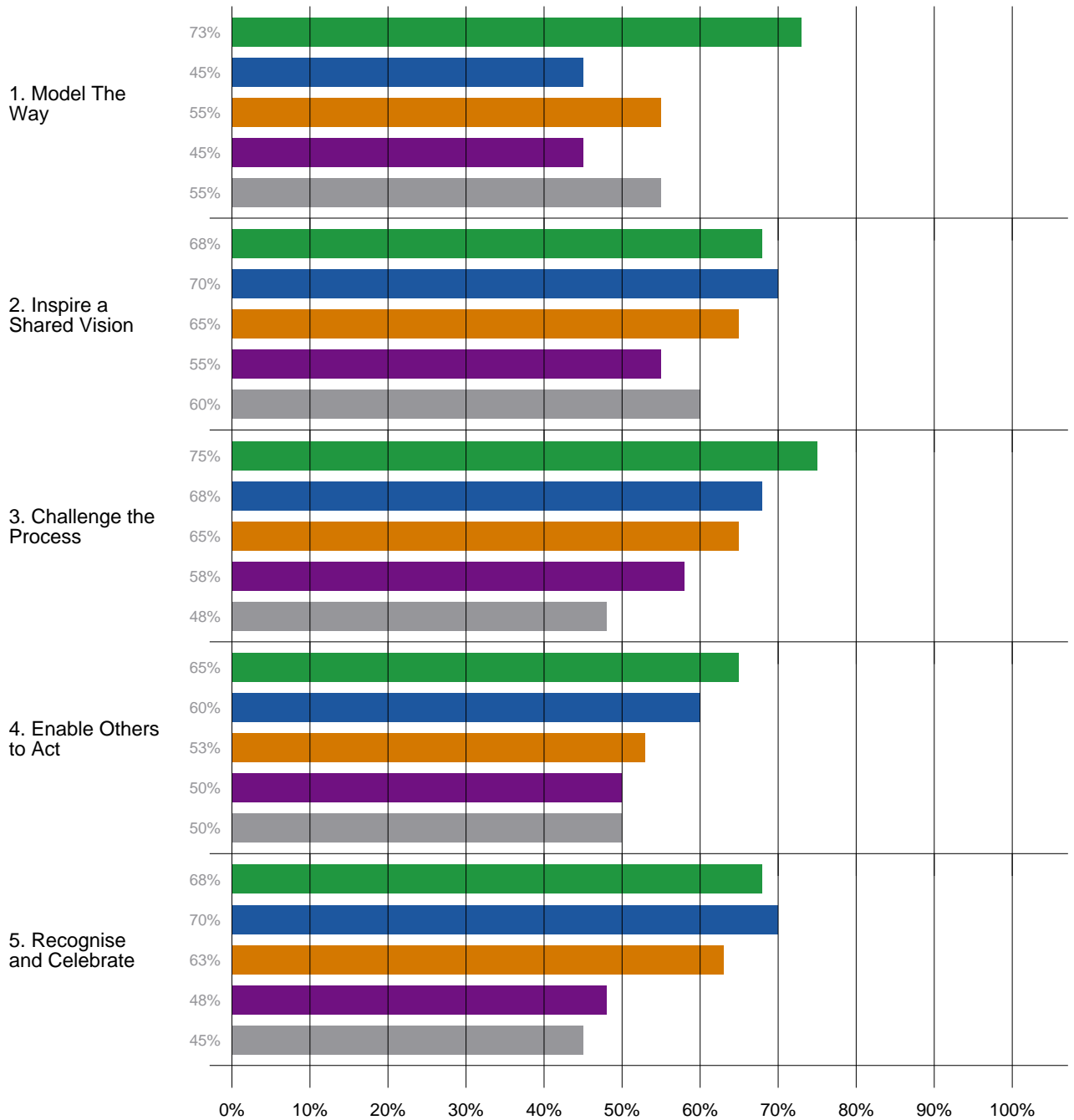
S = Self; M = Manager; P = Peer; DR = Direct Report; OS = Other Stakeholder

This feedback is given to you in terms of:

- 1) what you DO WELL against that behaviour
- 2) what you could DO DIFFERENTLY against that behaviour.

It may help to explain a respondent's score against a particular question.

Part i Summary Graph



Rater Categories

- as rated by yourself
- your manager group average rating
- your peer group average rating
- your direct report group average rating
- your other stakeholder group average rating

Extent Demonstrated

- Not at all = 0%
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- To a very great extent = 100%
- Not observed = NA
- Not applicable = NA

The following people completed questionnaires for you:

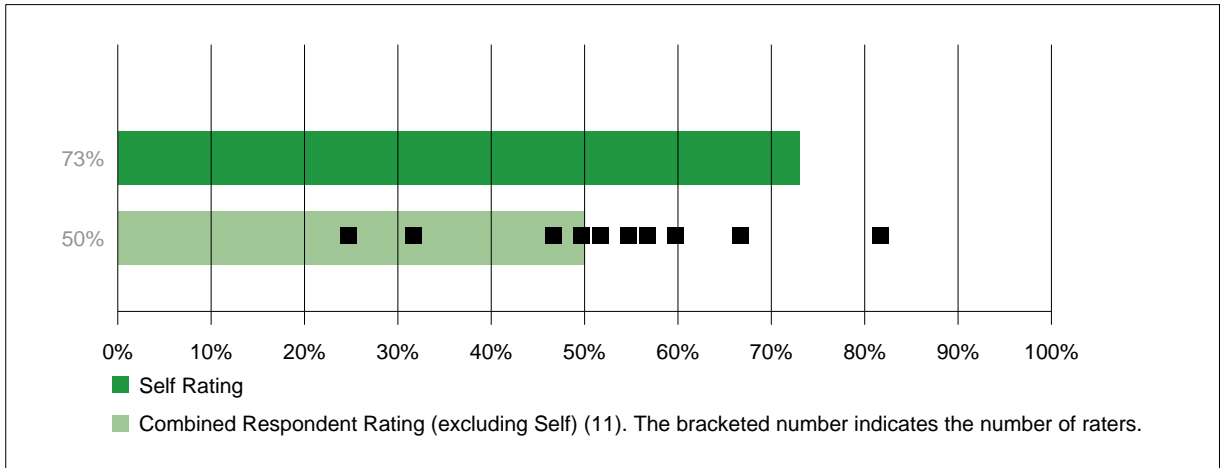
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Part ii Detailed Analysis

1. Model The Way

Leaders who Model the Way demonstrate good leadership and interpersonal skills and are role models to others.

Overall analysis



Rater Categories

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- your manager group average rating
- your peer group average rating
- your direct report group average rating
- your other stakeholder group average rating

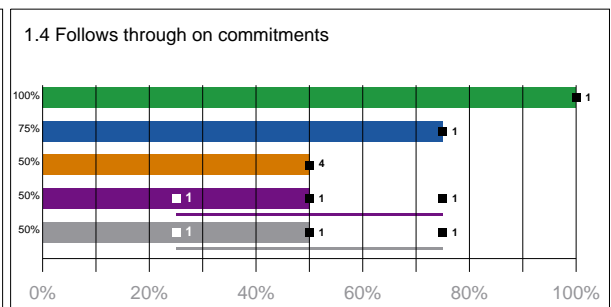
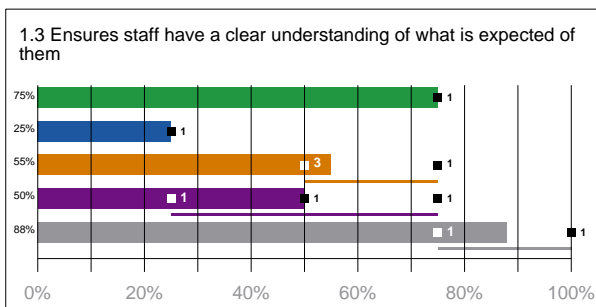
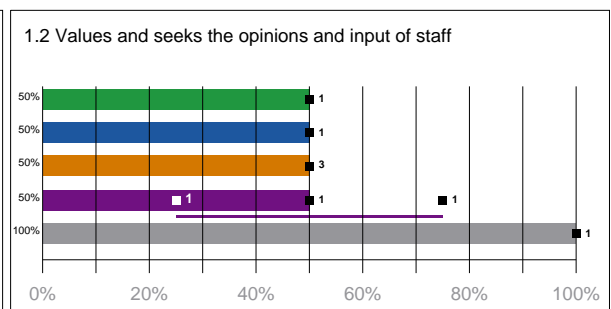
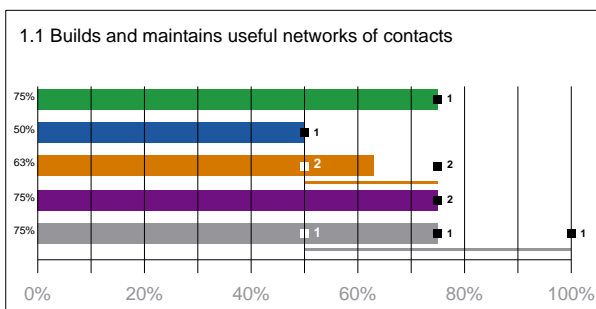
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Extent Demonstrated

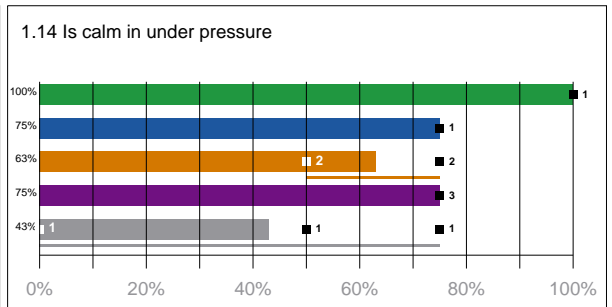
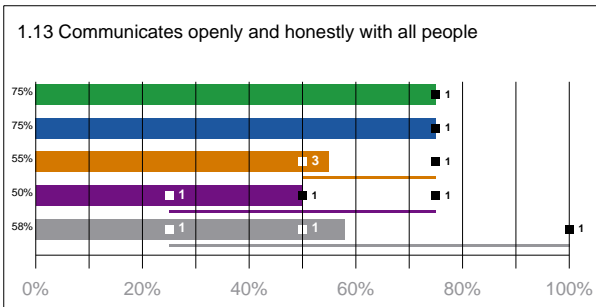
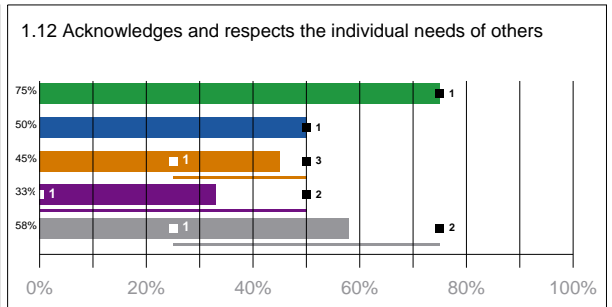
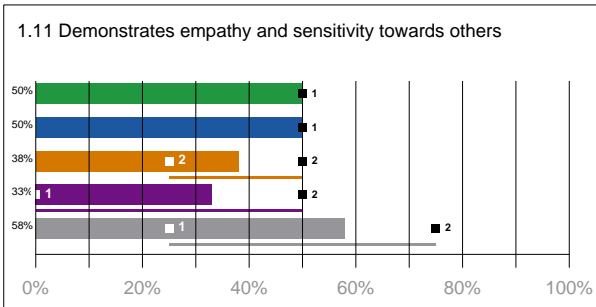
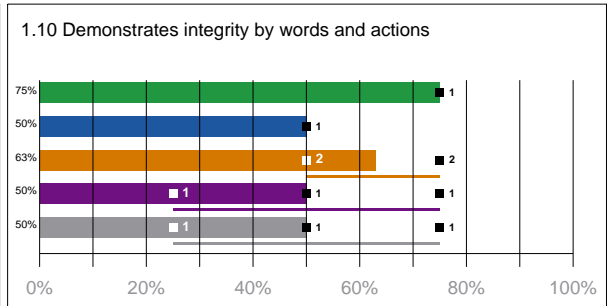
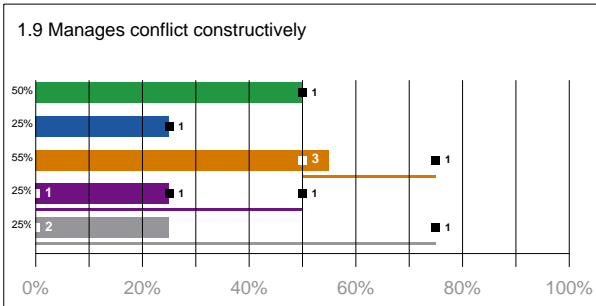
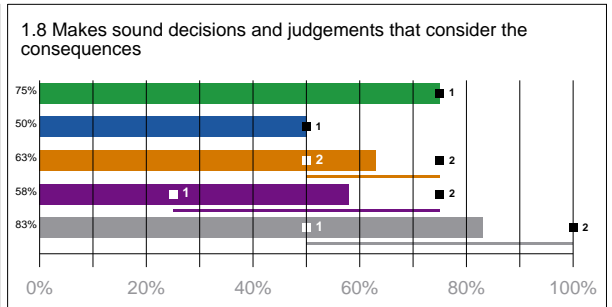
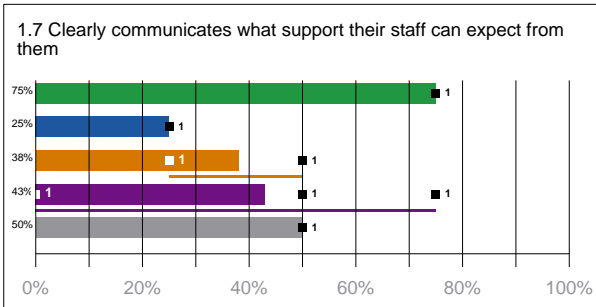
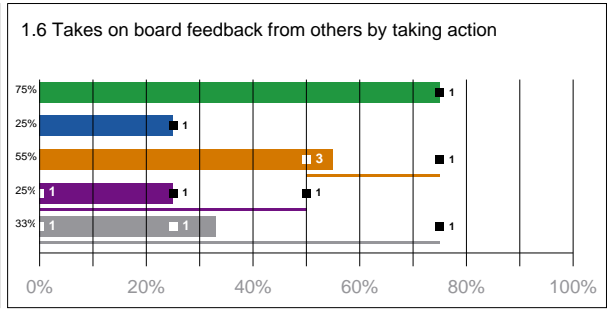
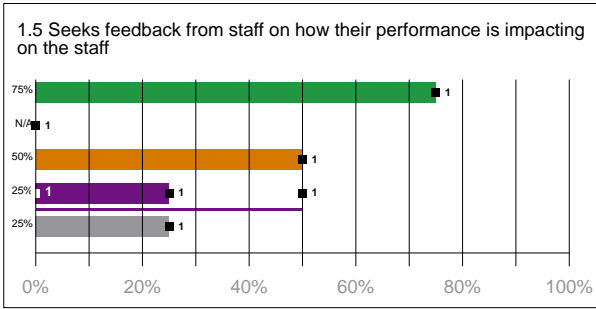
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- To a very great extent = 100%
- Not observed = NA
- Not applicable = NA

Detailed analysis

The number of raters who chose that score is shown on/next to each bar, thus indicating the range of scores.



Detailed analysis Continued

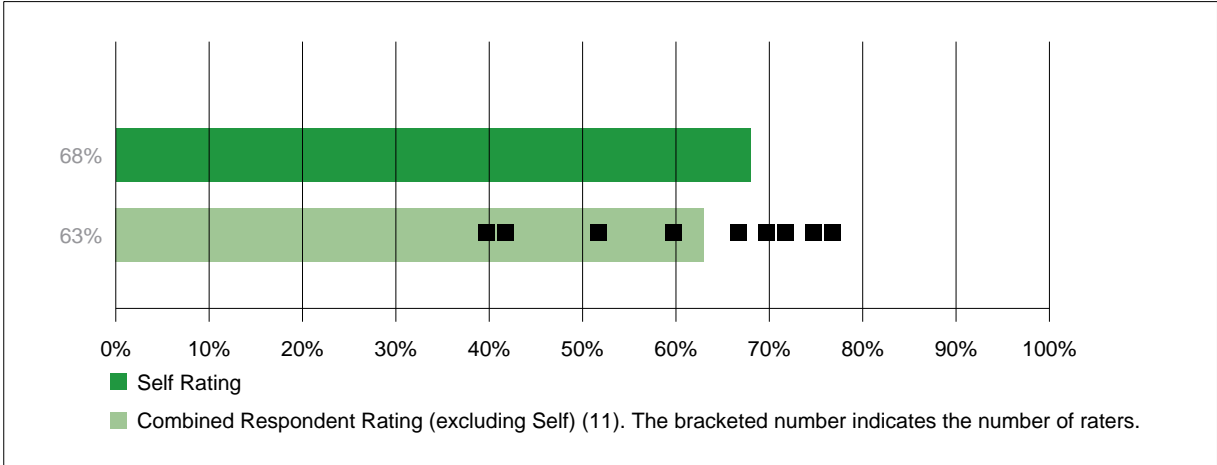


Part ii Detailed Analysis

2. Inspire a Shared Vision

Leaders who Inspire a Shared Vision have a strong vision of the future and they inspire their people to deliver to this to the business with commitment.

Overall analysis



Rater Categories

- as rated by yourself
- your manager group average rating
- your peer group average rating
- your direct report group average rating
- your other stakeholder group average rating

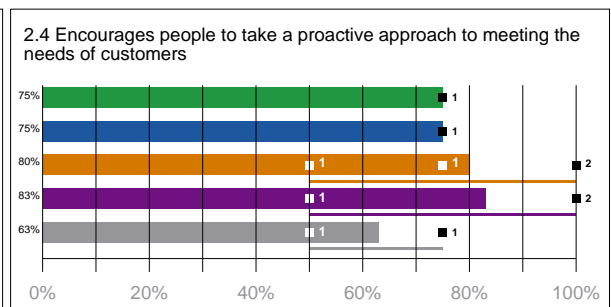
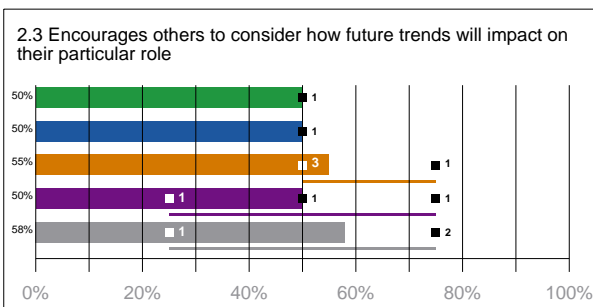
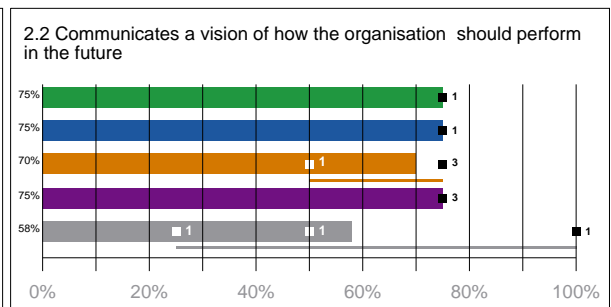
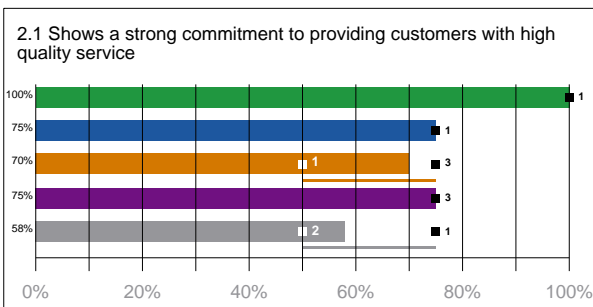
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Extent Demonstrated

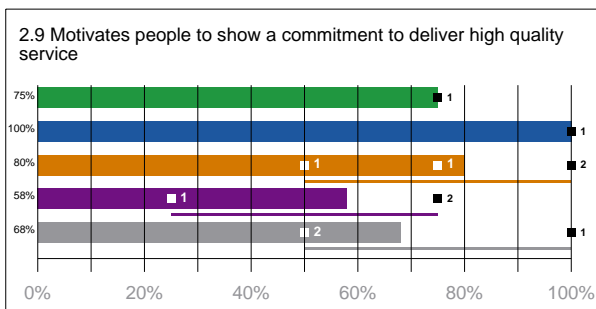
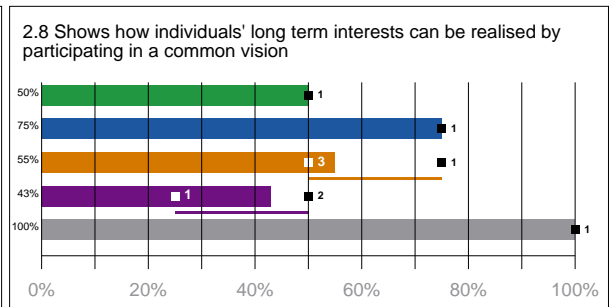
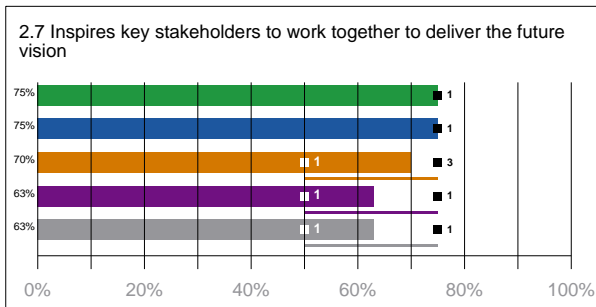
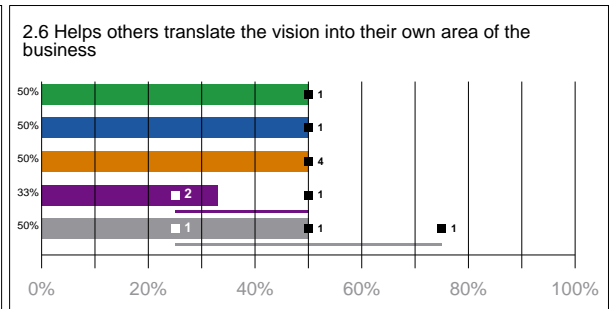
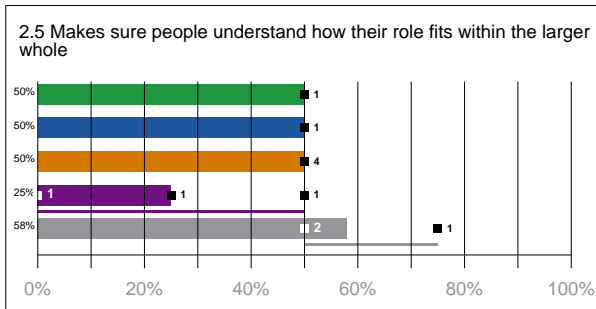
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Detailed analysis

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Detailed analysis Continued

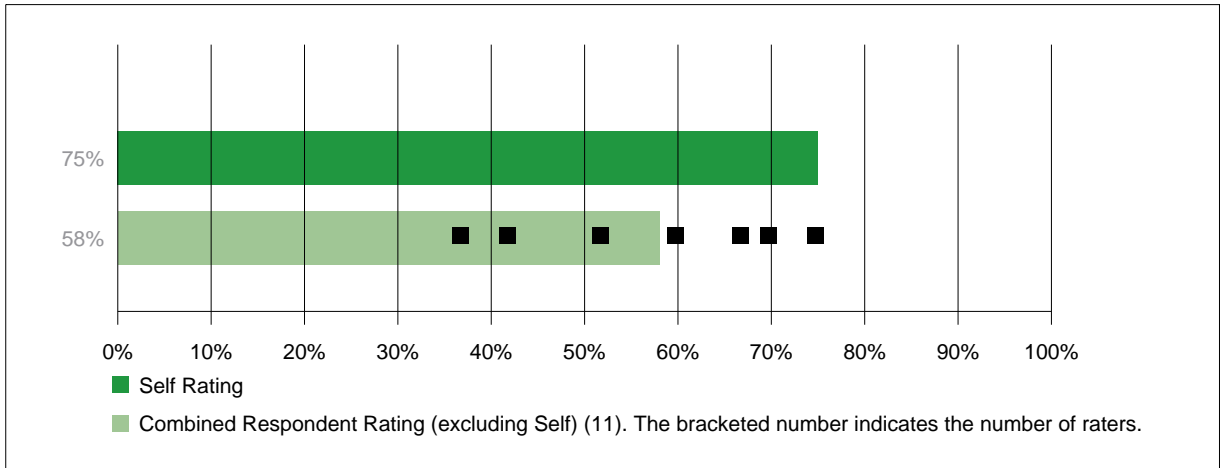


Part ii Detailed Analysis

3. Challenge the Process

Leaders who Challenge the Process seek out challenges to improve organisational effectiveness.

Overall analysis



Rater Categories

- as rated by yourself
- your manager group average rating
- your peer group average rating
- your direct report group average rating
- your other stakeholder group average rating

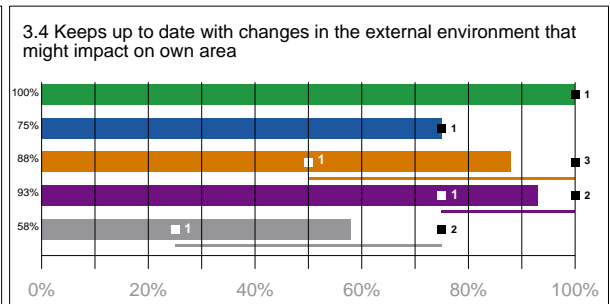
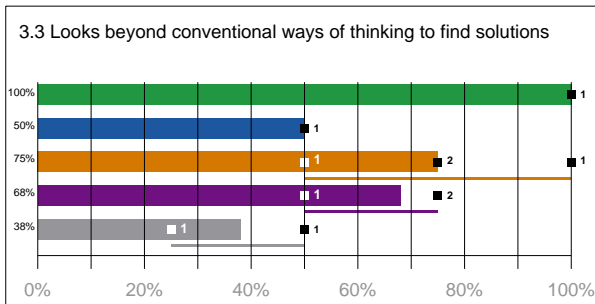
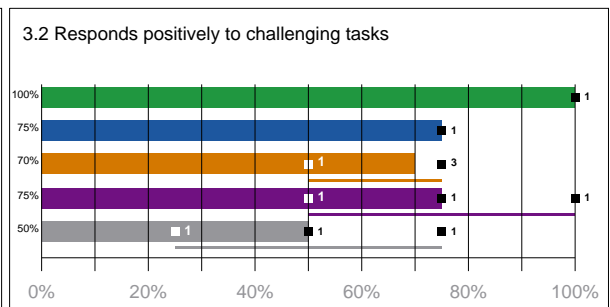
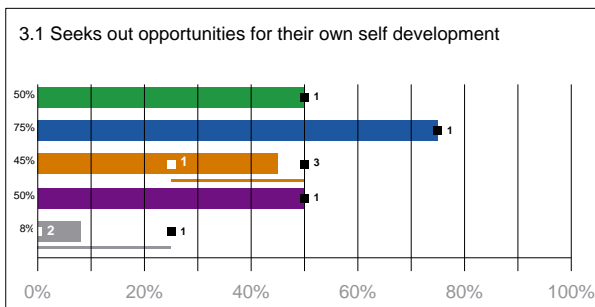
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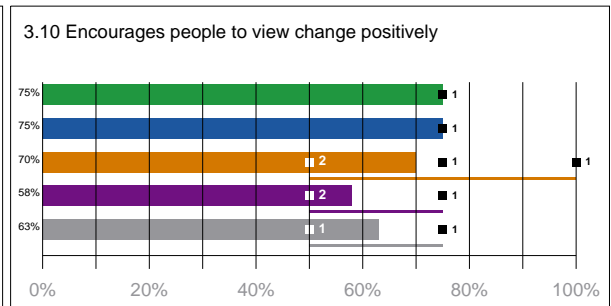
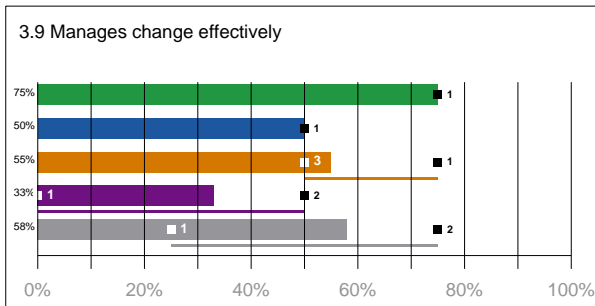
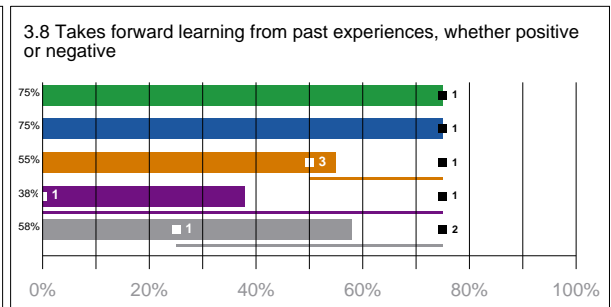
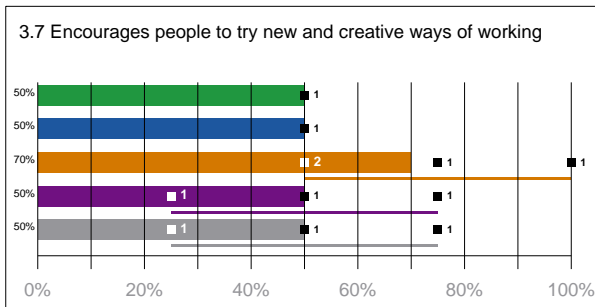
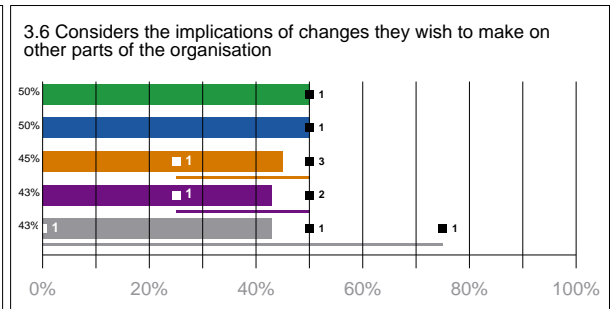
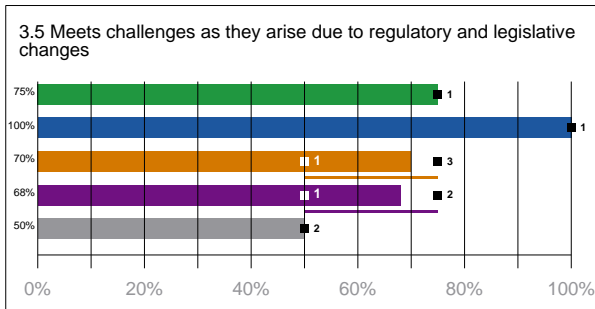
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Detailed analysis

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Detailed analysis Continued

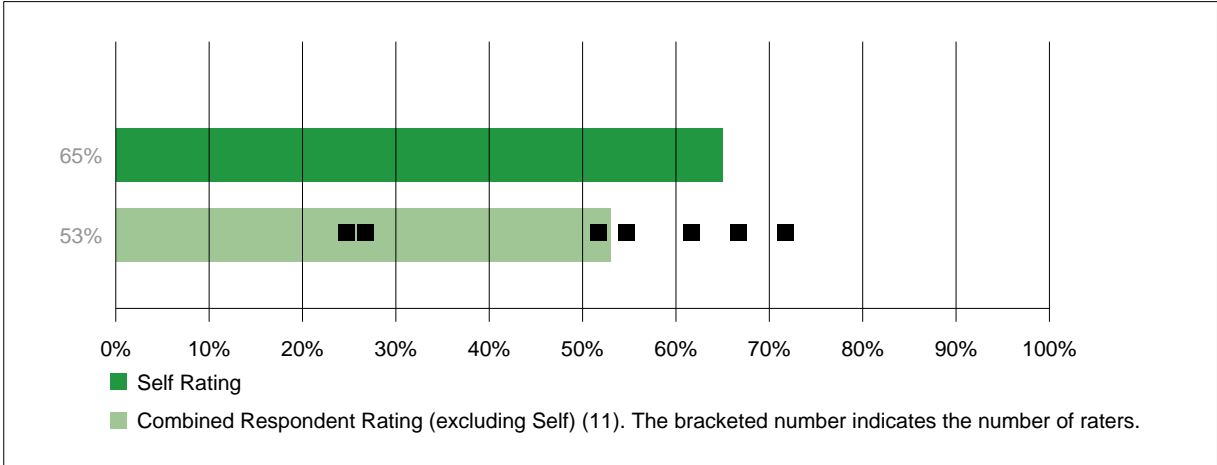


Part ii Detailed Analysis

4. Enable Others to Act

Leaders who Enable Others to Act foster collaboration, build trust and have a strong sense of teamwork, making it possible for others to do good work.

Overall analysis



Rater Categories

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- your manager group average rating
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- your direct report group average rating
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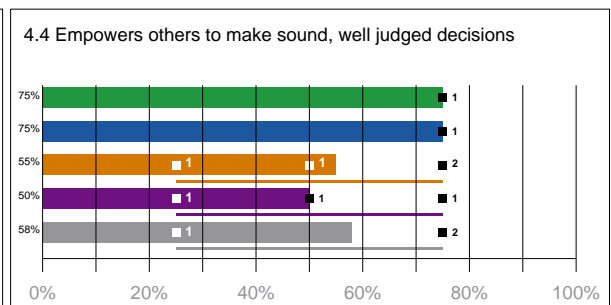
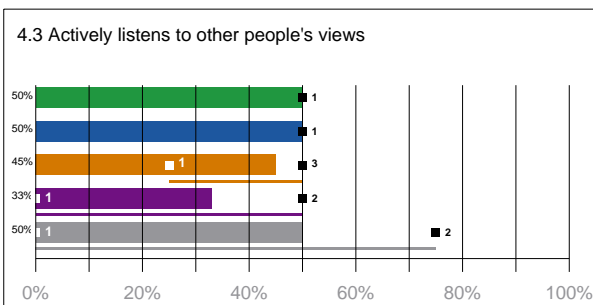
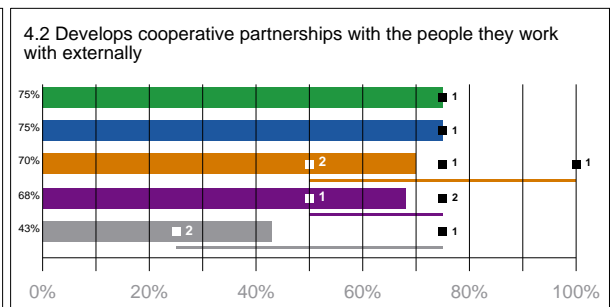
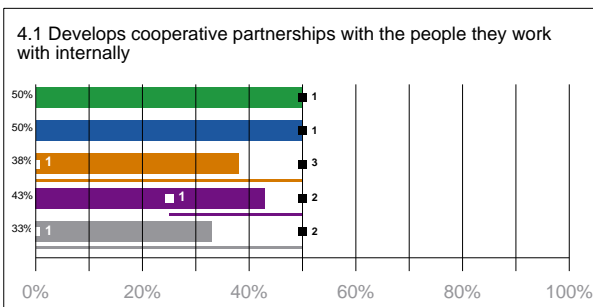
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Extent Demonstrated

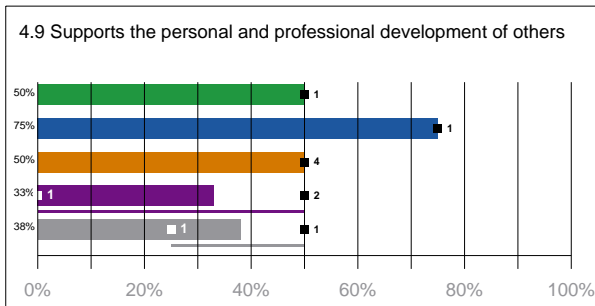
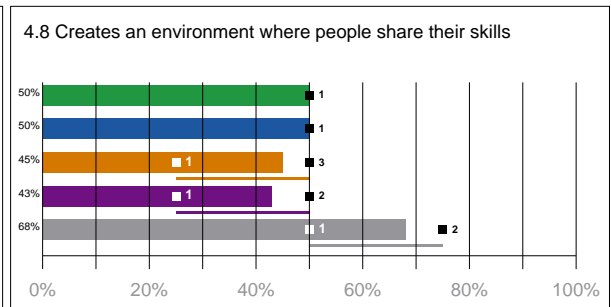
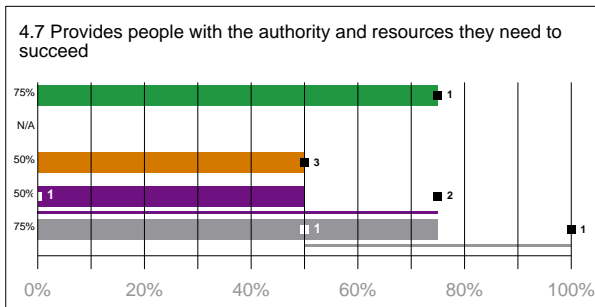
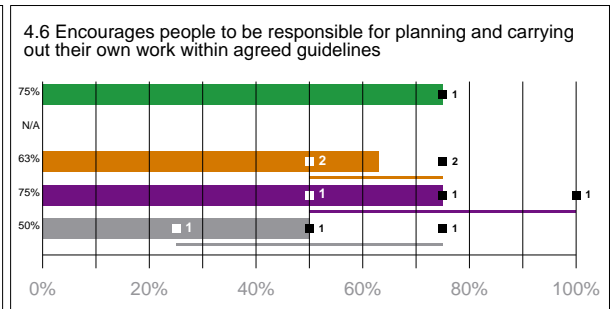
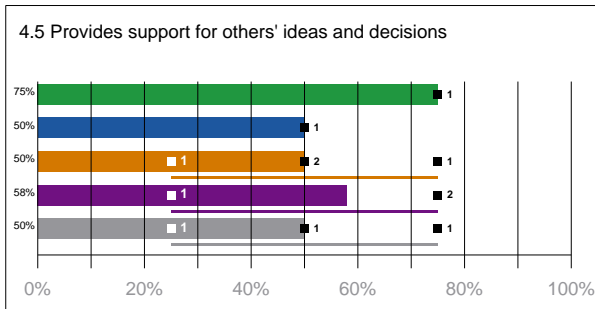
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Detailed analysis

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Detailed analysis Continued

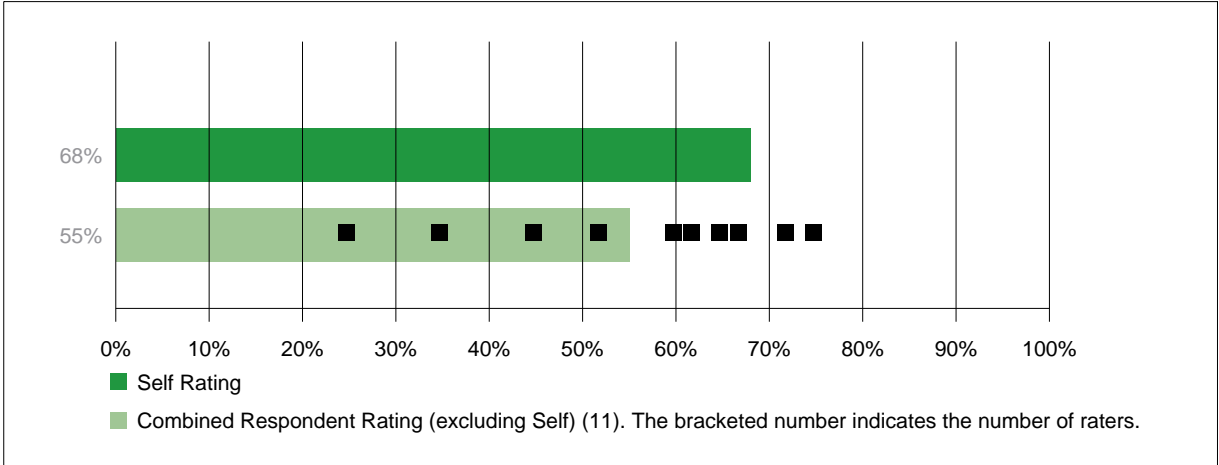


Part ii Detailed Analysis

5. Recognise and Celebrate

Leaders who Recognise and Celebrate show appreciation for people's contributions, recognising their value and commitment.

Overall analysis



Rater Categories

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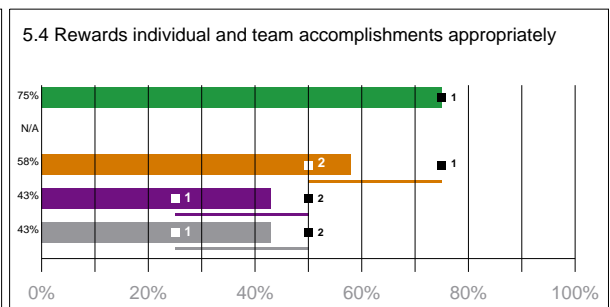
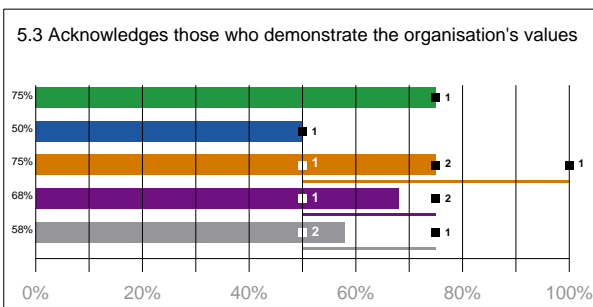
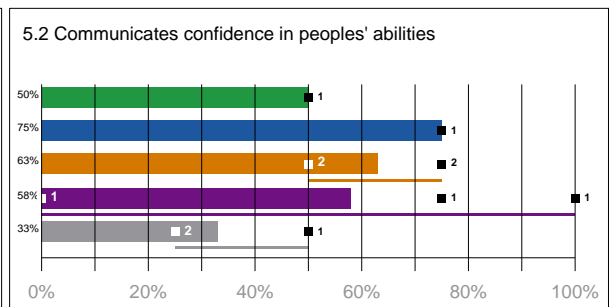
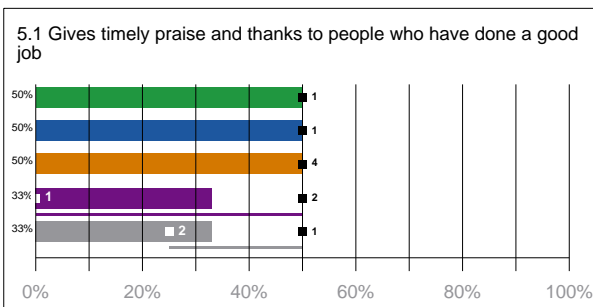
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Extent Demonstrated

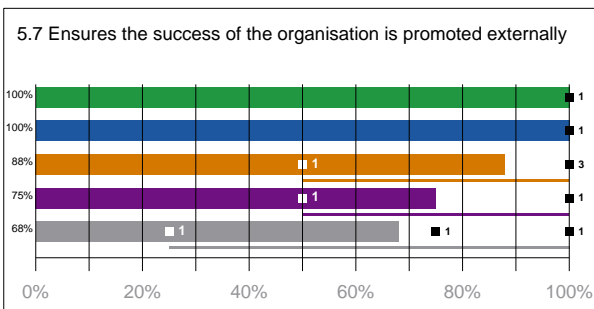
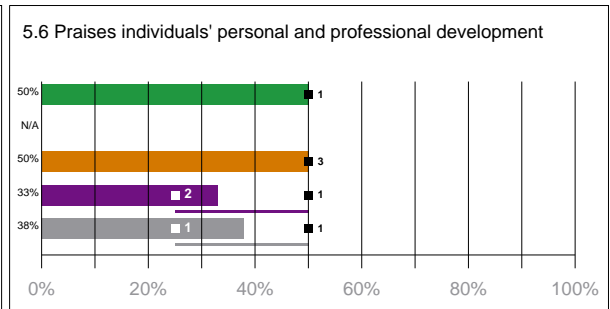
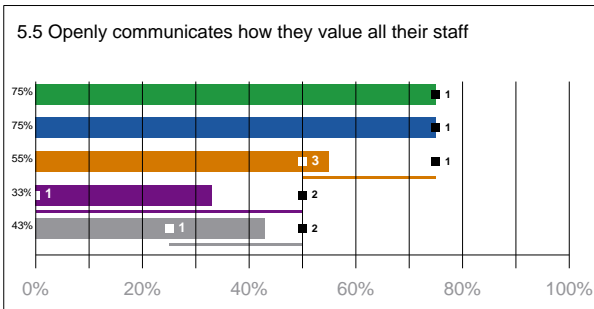
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Detailed analysis

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Detailed analysis Continued



Part iii Highest and Lowest Ratings

This analysis identifies the behaviours that have achieved the highest scores and those that have received the lowest. It will enable you to see easily what people regard as your strongest points and those that require attention.

Highest Ratings

5.7 Ensures the success of the organisation is promoted externally	83%
3.4 Keeps up to date with changes in the external environment that might impact on own area	80%
2.4 Encourages people to take a proactive approach to meeting the needs of customers	78%
2.9 Motivates people to show a commitment to deliver high quality service	73%
2.1 Shows a strong commitment to providing customers with high quality service	70%
3.2 Responds positively to challenging tasks	70%
2.2 Communicates a vision of how the organisation should perform in the future	70%
3.5 Meets challenges as they arise due to regulatory and legislative changes	68%
1.1 Builds and maintains useful networks of contacts	68%
2.7 Inspires key stakeholders to work together to deliver the future vision	68%

Lowest Ratings

1.5 Seeks feedback from staff on how their performance is impacting on the staff	33%
3.1 Seeks out opportunities for their own self development	38%
1.9 Manages conflict constructively	38%
4.1 Develops cooperative partnerships with the people they work with internally	40%
5.1 Gives timely praise and thanks to people who have done a good job	43%
5.6 Praises individuals' personal and professional development	43%
1.6 Takes on board feedback from others by taking action	43%
1.11 Demonstrates empathy and sensitivity towards others	45%
3.6 Considers the implications of changes they wish to make on other parts of the organisation	45%
4.3 Actively listens to other people's views	45%

Part iv Extent Demonstrated

The information below shows you the Extent Demonstrated ratings for each respondent category. This is the same information that was given in Part i as a graph, but is now being shown as a table.

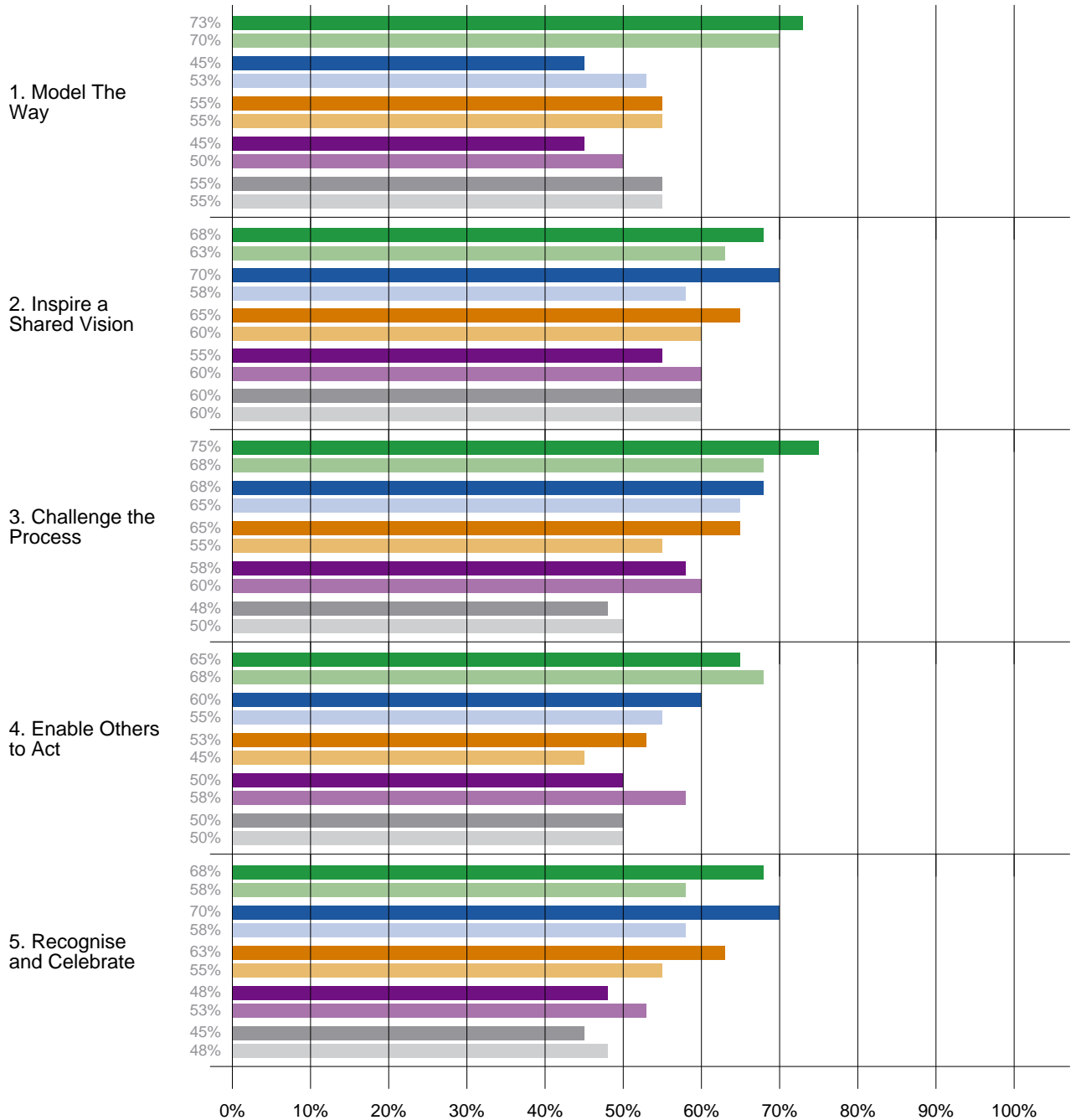
	S	M	P	DR	OS
1. Model The Way	73%	45%	55%	45%	55%
2. Inspire a Shared Vision	68%	70%	65%	55%	60%
3. Challenge the Process	75%	68%	65%	58%	48%
4. Enable Others to Act	65%	60%	53%	50%	50%
5. Recognise and Celebrate	68%	70%	63%	48%	45%

Part iv Extent Demonstrated

	B1	B2	B3	B4	B5
Self	3.9	3.7	4	3.6	3.7
Manager	2.8	3.8	3.7	3.4	3.8
Peer	3.1	3.6	3.7	3.1	3.5
Peer	3.2	3.9	3.9	3	3.9
Peer	3.3	3.9	3.6	3.1	3.8
Peer	3	3	3	3	3
Direct Report	2.9	3.3	3.9	3.6	3.3
Direct Report	1.9	2.5	2.6	1.9	1.9
Direct Report	3.6	3.8	3.6	3.6	3.6
Other Stakeholder	4.2	4	3.3	3.8	3.4
Other Stakeholder	2.2	2.6	2.4	2	2.7
Other Stakeholder	3.2	3.7	3	3.1	2.3

Part v Comparison Information

The information below shows you the average ratings received by everyone else who participated in this survey broken down into each respondent category against your feedback for you to compare yourself with.



Rater Categories

- as rated by yourself
- your manager group average rating
- your peer group average rating
- your direct report group average rating
- your other stakeholder group average rating

The following people completed questionnaires for you:

Manager = 1 Peers = 4 Direct Reports = 3 Other Stakeholders = 3

Extent Demonstrated

- Not at all = 0%
- To a small extent = 25%
- To a moderate extent = 50%
- To a great extent = 75%
- To a very great extent = 100%
- Not observed = NA
- Not applicable = NA

Appendix i Overall Comments

Below are the overall comments given by respondents at the end of each behaviour, which should give you more clarity regarding the feedback given to you. Please note that the text used in this section is exactly as entered by the rater, therefore we cannot guarantee that it will not contain any errors.

1. Model The Way

DO WELL

S

I like to think I'm the perfect role model, although I guess this report will tell me! I certainly work hard at ensuring all staff are clear about their objectives and I make time for them when I can see they're under pressure.

M

He's a really sound guy, with the best intentions for the firm. He role models good decision making and sound judgement.

P

I'm aware that test client is a prolific networker at industry events and keeps regular contact with some key 'who saids' in his world.

DR

I've only been in test client's team for a few months and am pleased with the amount of responsibility I have - I came from an environment where I felt too constrained before. I am left to my own devices.

DR

Balanced individual, who makes time for his staff. Very approachable - at all levels.

OS

Totally committed to the success of the organisation

DO DIFFERENTLY

S

Its quite likely that staff will say I should make more time for them individually. This is part of my plan going forward - to spend 1:1 time with each of them on a more regular basis.

M

Test Client's never had much of a problem in this respect, although I hear his team sometimes feel he's not listening well enough. He does follow through on commitments, but this might be at his people's expense, eg promising very tight deadlines. He might want to build in more one-to-one time with team members?

P

I'm not sure how well he networks internally. Certainly, the recent session on 'Stakeholder Mapping' helped me to invest more in my internal relationships and I recommend that Test Client does the same.

P

1.1 The reason for a moderate score here is that Test Client is a prolific external networker, but some of us who work alongside him would ask that he spends more time with us. He frequently does a 'no show' at meetings.

DR

The problem I have is that I don't fully understand my role and the business well enough and have problems trying to tie test client down to meetings where I can resolve some of my uncertainty. While my colleagues are really helpful, I don't like to intrude too much as they're busy already.

I'm also aware of a situation that exists between test client and one team member which needs resolving.

OS

Sometimes needs to accept the need for a short term win which may not be optimal

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2. Inspire a Shared Vision

DO WELL

S

I work hard at designing a vision for my part of the organisation, and I believe I communicate this well. I'm very focused on delighting customers and spend more time than is usual for my role at industry events and customer meetings.

M

I think Test Client is very inspiring when it comes to company matters. He has great clarity around the vision.

P

He's always telling us how he thinks in pictures and he does a good job of inspiring others to see what he sees.

P

Test Client is a very good person to take into customer meetings. His enthusiasm is infectious. I believe this translates to his own team too, we certainly see it in his peer group.

DR

I find test client passionate about the business and this is refreshing, compared to where I was before.

DR

Has a very clear view of the organisation's needs and the best ways of serving them.

OS

Leads from the front. Test Client commands considerable respect from IFS. His leadership at events like the Retreat demonstrate that.

DO DIFFERENTLY

S

I guess by nature I'm a big picture person, and I sometimes get frustrated when others want proof or just more detail in general. Maybe I can use my 1:1 time to work this out, so that people aren't feeling left behind.

M

Not always sure how well he communicates how the big picture impacts on his team and feel he delegates sometimes inappropriately - eg when he's taken too much on, which would be fine if the team is producing what he wants, but the feedback I get is sometimes confusing.

P

He does work in a very visionary way and I believe he leaves others wanting more detail.

P

I get to hear that some of Test Client's people might wish for a bit more follow through at times, especially those with a need for more detail. He can come across as a bit arrogant if you don't keep up.

DR

I still struggle to fully understand the implications of Test Client's vision on the day-to-day work that I do. Could we have more regular one-on-one meetings? Especially just now with the Alpha project at such a crucial stage.

OS

I sometimes feel I have to press Test Client to contribute. I feel he is hesitant in expressing his view. I regret that as I enjoy a spectrum of hard-hitting views, whether I agree or not! Be more forthcoming! Take the lead!

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3. Challenge the Process

DO WELL

S

This industry is changing faster than ever before. I keep abreast of those changes and am always recommending improvements in the way in which we serve clients...

M

Test Client is pretty switched on when it comes to what's happening in the industry - he attends a lot of industry events and is not afraid to make improvements or change course when appropriate.

P

No doubt that Test Client does a good job of scenario planning - he is one of the most creative people we have when it comes to shaping our thinking. He spends a lot of time and energy understanding what the market is doing and anticipating future customer needs.

P

Has a very clear view of the organisation's needs and the best way of serving them

DR

Because of his passion for customer service, I find Test Client always seeking improvement in the way we're doing things.

DR

Test Client takes time to understand all the issues. When he does make a decision it is usually based on sound reasoning.

DO DIFFERENTLY

S

...this may lead others to suspect I'm changing things just for the sake of it. Dealing with those implications in my own part of the business may mean I'm not spending enough time considering the impact on the rest of the organisation.

M

His job doesn't allow for a lot of creativity but I think Test Client could give his team more scope to think outside the box. Can he give more time for brainstorming?

P

He works at a very fast pace and I'm not sure how well others keep up - especially his own team?

P

I sometimes feel Test Client is less concerned with how changes he makes impact the rest of the organisation

DR

I just wonder sometimes if we give enough time for changes to bed in? Seems that we are mending some things that are not broken, while projects like Alpha are in dire need of tweaking and yet seemingly ignored?

DR

Sometimes works within existing structures to too great an extent.

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4. Enable Others to Act

DO WELL

M

External networking is Test Client's forte

P

I'm too far away from his team to know how he is with them, but I get a sense that he's a good manager. Certainly his team are left to make their own decisions.

P

Shares information with the managers and teams where appropriate. Champions IFS within the business but has become very frustrated by the lack of support from other business units in recent times

DR

Talking to other team members I get the impression that generally they welcome the feeling of empowerment they get from Test Client. Even if they wanted more personal development, I don't know how they'd fit it in.

DR

Definitely feel empowered - the master of my own ship.

OS

Test Client sets clear expectations of his managers and becomes disheartened when they fail to meet them! If asked, I believe Test Client takes time to help or talk through any issue. Very supportive.

DO DIFFERENTLY

M

He could do a bit more internal networking. I'm not entirely sure how well he delegates - I just haven't been around long enough, although I suspect Test Client works at a fast pace leaving his people to catch up?

P

Does he need to spend more time with team? He sits on so many external committees and project groups I wonder how well he meets the needs of his own team?

P

Test Client appears pretty unhappy with ABC. I do not think he's a supporter (the passive resistance from some other directors is maddening) and he may well be right to say 'What's it got to do with us - we're already there?' But I get the feeling of distance and isolation - I may be wrong but that is the impression. I don't see ABC imposing a threat to his dept (although if it does, tell me) Rather, IFS is a central driver. So much of it is technology-led and dependent that Test Client must take a leading role. I don't see him doing that at present. I do not know why the scrapping is going on with ABC, but it needs to stop. Surely this isn't about 'who's in charge?' - witness the CRM and management reporting debate. Surely our senior people can work better together?

DR

I believe we are getting as much help as we can expect given how busy we are. Personally, because I'm still on a learning curve, I could do with more time from Test Client but I think this is very much a personal need.

DR

Probably needs to be around the business a bit more.

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5. Recognise and Celebrate

DO WELL

M

He communicates well to me how well his staff are doing.

P

Test client is an excellent 'salesman' for this organisation, despite the fact he is a bean counter by profession I'm sure he sings the praises of my team just as well as his own.

P

Open and honest individual. Tries to do the right thing all the time. Appreciates the efforts people are making and I believe he tells 'em so.

DO DIFFERENTLY

S

This is probably my greatest area of need. While I do appreciate the efforts of my team, I'm sure I don't tell them often enough. I'm also perhaps not as interested in their ongoing personal development and career growth as I am in ensuring they have the technical and functional skills for their jobs. I would welcome ideas on how I could make this different.

M

How well is he communicating staff's good performance directly to them?

P

Most of us need to give more positive strokes to the people we work with. I believe the pace at which we work often makes this difficult.

P

The office reorg and the number of times Test Client can make it to our office has impacted the interaction between Test Client and the team there. An area worth looking at.

DR

Not sure that he is too concerned about my personal development - he has overridden my attendance on MDP more than once.

OS

Does not adapt easily to different personalities