

# PERSONAL DEVELOPMENT REPORT

## Sample Sample

May 2005

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# FEEDBACK PROVIDERS

The list below shows all those you nominated to provide 360° feedback.

<b>Providers</b>	<b>Reported / Original Source</b>
1. Sample Sample	Self
2. Ayshe Ballard	Peers
3. Jo Williams	Peers
4. Abraham Braun	Manager
5. Keith Ballard	Peers
6. Anjohn Som	Direct Reports
7. Amelia Gooding	Direct Reports
8. Laura Martin	Direct Reports

# FEEDBACK PROVIDERS

The list below shows the number of your nominated feedback providers that have contributed ratings to your report. For Direct Reports and Peers, if there were less than 3 contributors in either category, their ratings will have been merged into the 'Others' category and presented throughout this report simply as feedback from 'Others' to preserve their anonymity.

	Completed	Nominated
Self.....	1	1
Manager.....	1	1
Direct Reports.....	3	3
Peers.....	3	3
Others.....	0	0
<b>Total.....</b>	<b>8</b>	<b>8</b>

# MAKING THE MOST OF YOUR REPORT

This 360° feedback report is based on the questionnaires completed by you and your feedback providers. 60 questions were asked, contributing to a set of 9 competencies which are examined in detail in the report.



Ratings were provided for both importance and performance according to the following scales:

IMPORTANCE		PERFORMANCE	
6	Critical	6	Strongly agree
5	Very important	5	Agree
4	Important	4	Tend to agree
3	Fairly important	3	Tend to disagree
2	Not very important	2	Disagree
1	Not at all important	1	Strongly disagree

Feedback providers also had the option to not rate an item if they did not have enough knowledge

## Perceptions – not facts

As you read through the report remember that the ratings reflect perceptions. Perceptions are subjective; ratings should not be regarded as 'objective fact'. You will gain more from discussing the ratings with your feedback providers than from trying to interpret them in isolation.

## Look at the detail

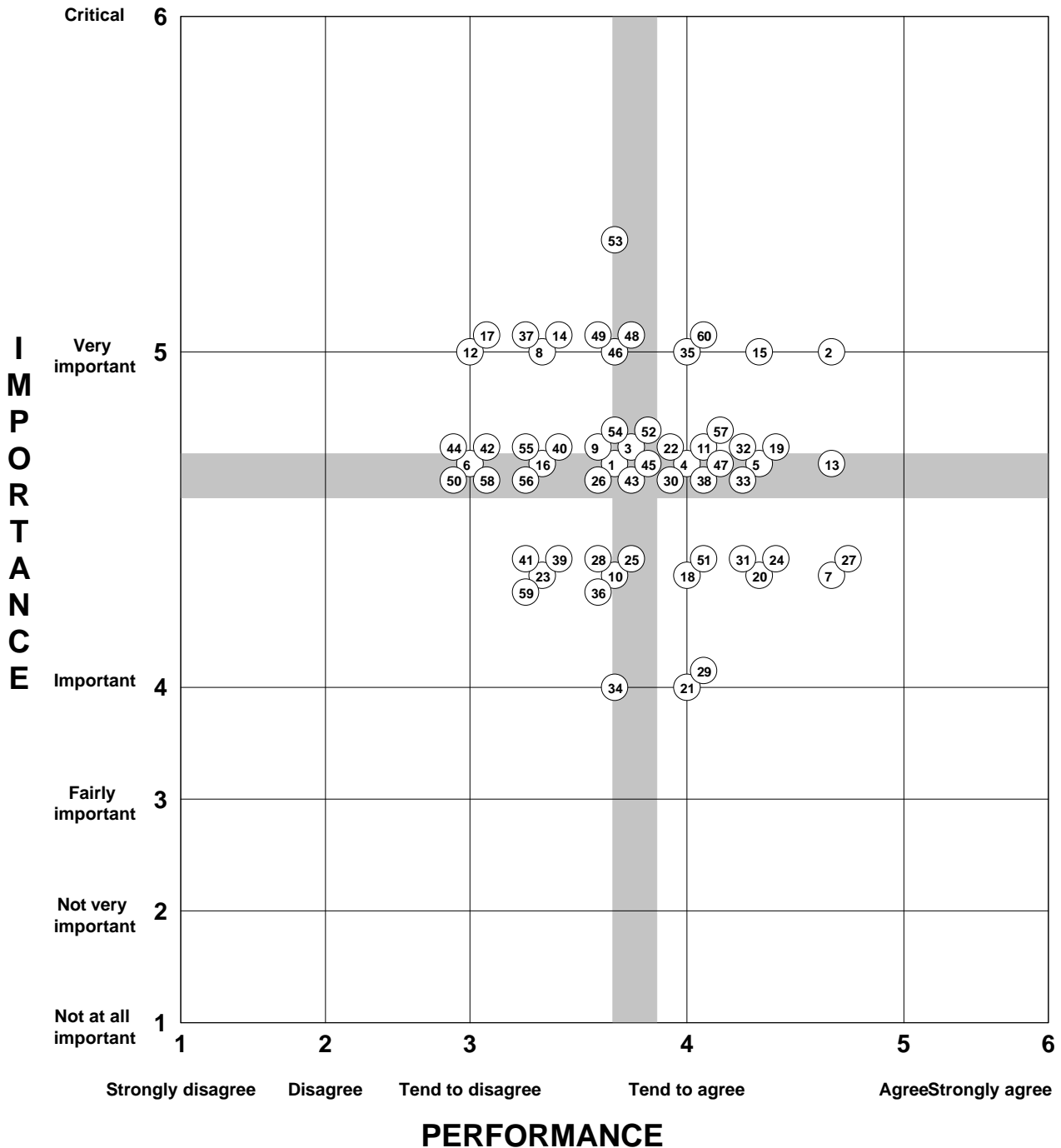
The report has been carefully structured with detailed information and summaries. It is important to take notice of the individual ratings that build up the feedback providers' averages. A strong positive perception by one person may be cancelled out by the strong negative perception of someone else. The implications, of course, are quite different than if both people gave the same mid-range rating. Instances of wide variations in different feedback providers' perceptions are highlighted with a ▶ symbol.

Additional insights may also be gained from paying attention to the differences in your ratings compared to the ratings of your respondent groups and also to the differences of opinions between those respective groups.

Please note that if there is an 'Others' source group in your report, this indicates sources were merged to protect confidentiality, i.e. if there were less than 3 responses in either the 'Direct Reports' or 'Peers' source groups.

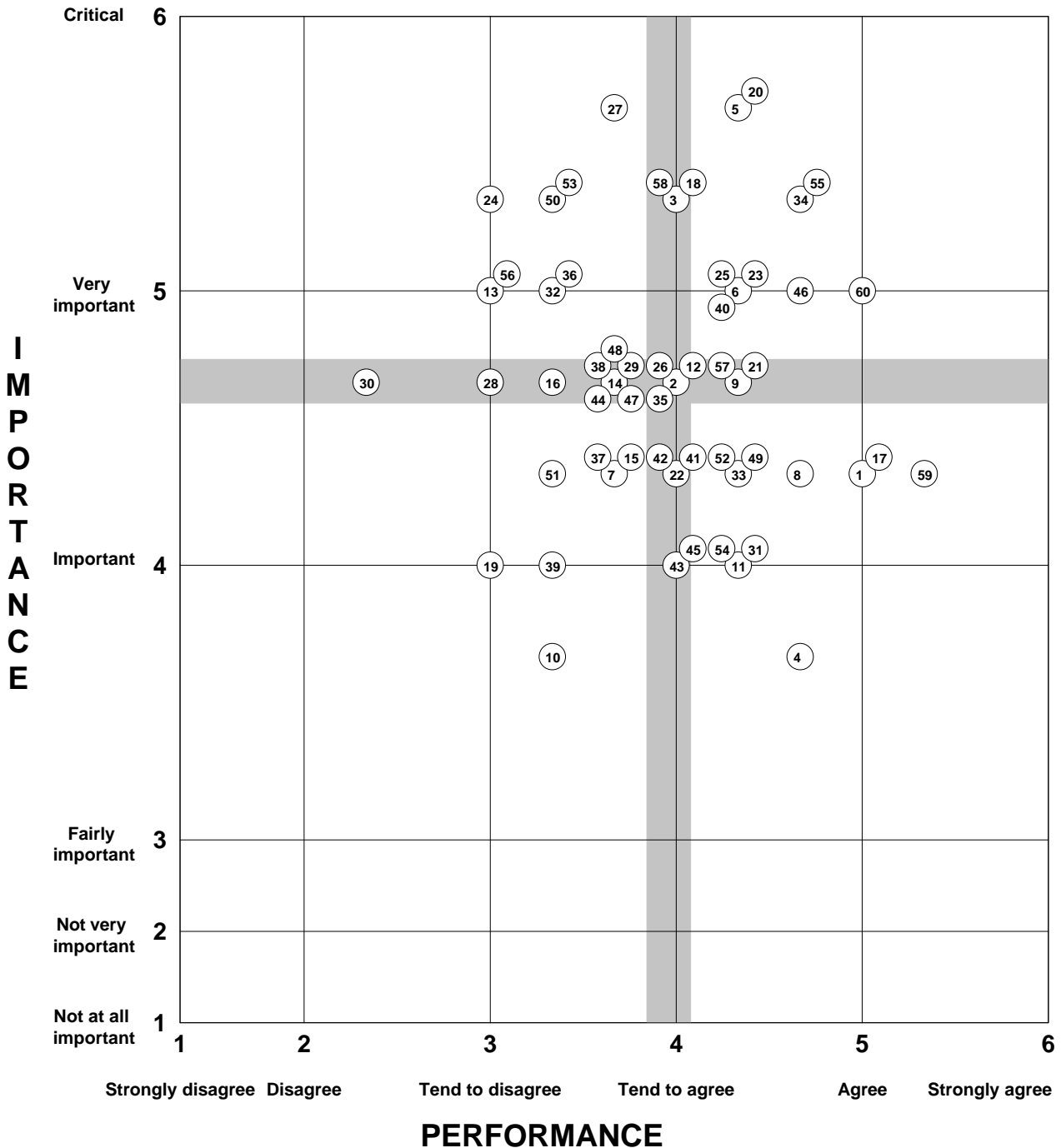
# MAP OF BEHAVIOURS (Direct Reports)

The scattergram below represents the average rating by your Direct Reports for each of the 60 behaviours. The grey cross is individually positioned according to your Direct Reports' average ratings. The vertical grey bar represents the average of all performance ratings on you provided by your Direct Reports, and the horizontal grey bar the average of all importance ratings given by your Direct Reports for your job. Behaviours which show as areas for further exploration, i.e. those with **Higher Importance and Lower Performance** ratings, appear in the top left quadrant. It is important also to note the behaviours in the top right quadrant. These were rated **Higher Importance and Higher Performance** and should be regarded as potential strengths.



# MAP OF BEHAVIOURS (Peers)

The scattergram below represents the average rating by your Peers for each of the 60 behaviours. The grey cross is individually positioned according to your Peers' average ratings. The vertical grey bar represents the average of all performance ratings on you provided by your Peers, and the horizontal grey bar the average of all importance ratings given by your Peers for your job. Behaviours which show as areas for further exploration, i.e. those with **Higher Importance and Lower Performance** ratings, appear in the top left quadrant. It is important also to note the behaviours in the top right quadrant. These were rated **Higher Importance and Higher Performance** and should be regarded as potential strengths.



# KEY ISSUES

This section lists behaviours rated either by you or your feedback providers as being relatively **High** in terms of both **Importance** and **Performance**. The ticks (✓) indicate which feedback provider groups rated the behaviour as a potential strength.

## HIGHER IMPORTANCE / HIGHER PERFORMANCE

Higher Performance Behaviour	Colleagues' Views			Self
	Manager	Direct Reports	Peers	
60. Seeks and makes effective use of feedback on own performance.		✓	✓	✓
55. Remains calm and effective when under pressure.			✓	✓
40. Speaks with authority and confidence to any audience.			✓	✓
2. Develops effective strategy to meet broad organisational objectives.		✓		
15. Shows a clear understanding of the commercial priorities of the organisation and focuses activity on them.		✓		
35. Demonstrates a clear understanding of others' perspectives.		✓		
34. Seeks and gains relevant feedback of views from employees and customers.			✓	
46. Makes timely decisions, even with limited information.			✓	
20. Establishes good working relationships with customers.			✓	
23. Treats people fairly and consistently.			✓	
25. Displays sensitivity to the feelings of others.			✓	

# KEY ISSUES

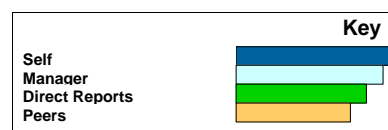
This section lists behaviours rated either by you or your feedback providers as being relatively **High** in terms of **Importance** and **Low** in terms of **Performance**. The crosses (x) indicate which feedback provider groups rated the behaviour as a potential development need.

## HIGHER IMPORTANCE / LOWER PERFORMANCE

Lower Performance Behaviour	Colleagues' Views			Self
	Manager	Direct Reports	Peers	
37. Ensures "no surprises" by timely and adequate communication.		x		x
36. Explains the "why" as well as the "what" when communicating.			x	x
53. Actively promotes the implementation of improved ways of working.			x	x
12. Puts staff in situations which expand their skills and widen their horizons.		x		
17. Anticipates and seeks to understand customer needs.		x		
14. Encourages others to use their own judgement in solving problems.		x		
8. Creates and sustains a positive team spirit.		x		
13. Delegates responsibility and authority to the lowest appropriate level.			x	
24. Responds constructively to justified criticism of him/herself.			x	
56. Is active and energetic at work - is always eager for the next challenge.			x	
32. Delivers what he/she promises.			x	

# SUMMARY OF COMPETENCIES

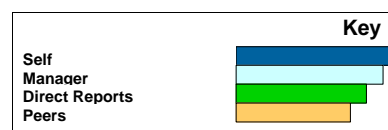
This section shows the summary of all the questions contributing to each of the core competencies. Scores are the average for all behaviours. You can use the 'Notes' column to highlight certain items, e.g. any surprising results, items where your ratings differ greatly from that of your feedback providers, any particular strengths or development areas.



Overall	Importance		Performance		Notes
	Low	High	Low	High	
<b>Leadership - Establishing Direction &amp; Purpose</b>	4.8 6.0 4.7 4.7		4.1 4.6 3.9 4.3		
<b>Managing &amp; Developing Others</b>	5.0 6.0 4.7 4.4		3.7 4.2 3.7 3.8		
<b>Commercial &amp; Customer Focus (Internal/External)</b>	4.5 6.0 4.7 4.7		3.8 4.0 3.9 3.9		
<b>Working with Others</b>	5.0 6.0 4.4 4.8		3.3 4.0 3.8 4.0		
<b>Achieving Results: Getting Things Done</b>	4.8 6.0 4.4 4.8		3.3 4.0 4.2 3.4		
<b>Influencing &amp; Communicating</b>	6.0 6.0 4.6 4.7		3.1 4.1 3.7 3.9		
<b>Problem-Solving &amp; Decision Making</b>	5.0 6.0 4.7 4.4		2.7 3.9 3.5 4.0		
<b>Promoting &amp; Managing Change</b>	5.3 6.0 4.8 4.7		3.2 4.0 3.6 3.7		
<b>Self Management &amp; Personal Motivation</b>	5.9 6.0 4.7 4.8		3.7 4.1 3.5 4.4		
<b>Summary: Overall</b>	5.2 6.0 4.6 4.7		3.5 4.1 3.8 4.0		

# RATINGS ON BEHAVIOURS

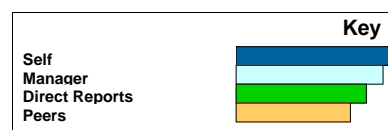
In this section the average ratings given by you and your feedback providers are shown, for each behaviour. The ▶ symbol indicates that your feedback providers expressed a relatively wide range of views. Actual performance scores are located in the right column.



Behaviours for: Leadership - Establishing Direction & Purpose	Importance		Performance		Actual Performance Scores
	Low	High	Low	High	
1. Provides a clear, coherent vision of the future to help guide strategy.	5.0 6.0 4.7 4.3		5.0 5.0 ▶ 3.7 ▶ 5.0		5 5 3 5 3 6 6 3
2. Develops effective strategy to meet broad organisational objectives.	5.0 6.0 5.0 4.7		3.0 4.0 ▶ 4.7 ▶ 4.0		3 4 4 6 4 5 5 2
3. Develops effective plans to meet business targets and goals.	4.0 6.0 4.7 ▶ 5.3		5.0 5.0 ▶ 3.7 4.0		5 5 3 5 3 4 4 4
4. Provides others with a clear view of how they contribute to the organisation's goals.	5.0 6.0 4.7 3.7		5.0 5.0 ▶ 4.0 ▶ 4.7		5 5 2 6 4 6 6 2
5. Provides a powerful role model to others.	5.0 6.0 4.7 5.7		3.0 4.0 ▶ 4.3 4.3		3 4 4 6 3 5 4 4
6. Motivates others to achieve and stretch performance.	5.0 6.0 4.7 ▶ 5.0		3.0 5.0 ▶ 3.0 ▶ 4.3		3 5 2 5 2 4 6 3
7. Adapts own leadership style to get the best out of different people.	5.0 6.0 4.3 4.3		5.0 4.0 ▶ 4.7 ▶ 3.7		5 4 4 6 4 5 4 2
8. Creates and sustains a positive team spirit.	4.0 6.0 ▶ 5.0 4.3		4.0 5.0 ▶ 3.3 ▶ 4.7		4 5 3 5 2 4 6 4
<b>Summary for: Leadership - Establishing Direction &amp; Purpose</b>	4.8 6.0 4.7 4.7		4.1 4.6 3.9 4.3		

# RATINGS ON BEHAVIOURS

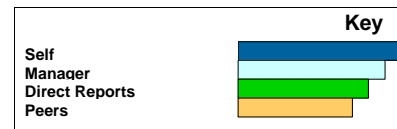
In this section the average ratings given by you and your feedback providers are shown, for each behaviour. The ▶ symbol indicates that your feedback providers expressed a relatively wide range of views. Actual performance scores are located in the right column.



Behaviours for: Managing & Developing Others	Importance		Performance		Actual Performance Scores
	Low	High	Low	High	
9. Gives others timely, focused and balanced feedback on performance.	5.0 6.0 4.7 4.7		4.0 4.0 ▶ 3.7 ▶ 4.3		4 4 2 6 3 5 5 3
10. Gives genuine and timely praise where it is due.	6.0 6.0 4.3 3.7		4.0 5.0 ▶ 3.7 ▶ 3.3		4 5 4 5 2 4 4 2
11. Coaches individuals to help them improve their performance.	5.0 6.0 4.7 ▶ 4.0		3.0 4.0 ▶ 4.0 ▶ 4.3		3 4 3 6 3 3 6 4
12. Puts staff in situations which expand their skills and widen their horizons.	5.0 6.0 5.0 ▶ 4.7		4.0 4.0 ▶ 3.0 ▶ 4.0		4 4 2 5 2 5 4 3
13. Delegates responsibility and authority to the lowest appropriate level.	4.0 6.0 4.7 ▶ 5.0		4.0 3.0 ▶ 4.7 ▶ 3.0		4 3 4 6 4 4 3 2
14. Encourages others to use their own judgement in solving problems.	5.0 6.0 ▶ 5.0 4.7		3.0 5.0 ▶ 3.3 3.7		3 5 2 6 2 3 4 4
<b>Summary for: Managing &amp; Developing Others</b>	5.0 6.0 4.7 4.4		3.7 4.2 3.7 3.8		

# RATINGS ON BEHAVIOURS

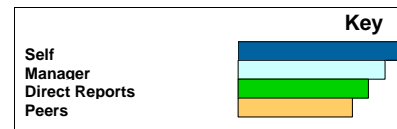
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Behaviours for: Commercial & Customer Focus (Internal/External)	Importance		Performance		Actual Performance Scores
	Low	High	Low	High	
15. Shows a clear understanding of the commercial priorities of the organisation and focuses activity on them.	5.0 6.0 ▶ 5.0 ▶ 4.3		4.0 3.0 4.3 ▶ 3.7		4 3 4 5 4 5 3 3
16. Continually identifies and explores commercial/business opportunities.	4.0 6.0 4.7 4.7		4.0 5.0 3.3 ▶ 3.3		4 5 3 4 3 4 4 2
17. Anticipates and seeks to understand customer needs.	4.0 6.0 ▶ 5.0 4.3		3.0 4.0 ▶ 3.0 ▶ 5.0		3 4 2 5 2 5 6 4
18. Develops a customer focused ethos in the areas for which he/she is responsible.	4.0 6.0 4.3 5.3		4.0 3.0 4.0 ▶ 4.0		4 3 4 4 4 4 5 3
19. Ensures customer needs and expectations are met as fully as possible.	5.0 6.0 4.7 4.0		4.0 4.0 ▶ 4.3 ▶ 3.0		4 4 5 6 2 3 4 2
20. Establishes good working relationships with customers.	5.0 6.0 4.3 5.7		4.0 5.0 4.3 ▶ 4.3		4 5 5 4 4 3 6 4
<b>Summary for: Commercial &amp; Customer Focus (Internal/External)</b>	4.5 6.0 4.7 4.7		3.8 4.0 3.9 3.9		

# RATINGS ON BEHAVIOURS

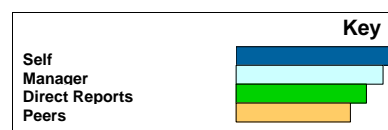
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Behaviours for: Working with Others	Importance		Performance		Actual Performance Scores
	Low	High	Low	High	
21. Promotes co-operative working across internal boundaries.	5.0 6.0 4.0 4.7		3.0 3.0 ▶ 4.0 ▶ 4.3		3 3 4 6 2 6 4 3
22. Actively listens to other's contributions and views.	5.0 6.0 ▶ 4.7 4.3		3.0 5.0 ▶ 4.0 ▶ 4.0		3 5 3 5 4 4 6 2
23. Treats people fairly and consistently.	5.0 6.0 4.3 ▶ 5.0		4.0 4.0 ▶ 3.3 4.3		4 4 2 6 2 4 5 4
24. Responds constructively to justified criticism of him/herself.	5.0 6.0 4.3 5.3		3.0 3.0 4.3 ▶ 3.0		3 3 4 5 4 3 4 2
25. Displays sensitivity to the feelings of others.	5.0 6.0 4.3 ▶ 5.0		3.0 5.0 ▶ 3.7 ▶ 4.3		3 5 3 6 2 4 6 3
26. Resolves conflicts effectively - regularly achieves "win-win" outcomes.	5.0 6.0 ▶ 4.7 4.7		4.0 4.0 ▶ 3.7 ▶ 4.0		4 4 2 5 4 5 5 2
<b>Summary for: Working with Others</b>	5.0 6.0 4.4 4.8		3.3 4.0 3.8 4.0		

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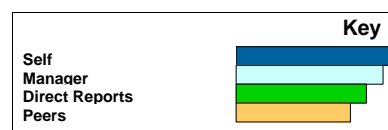
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Behaviours for: Achieving Results: Getting Things Done	Importance Low ————— High	Performance Low ————— High	Actual Performance Scores
27. Ensures policy and strategy are effectively implemented.	5.0 6.0 4.3 5.7	4.0 3.0 ▶4.7 3.7	4 3 5 6 3 4 4 3
28. Prioritises key objectives and focuses activity on them.	4.0 6.0 4.3 4.7	3.0 5.0 ▶3.7 ▶3.0	3 5 4 5 2 2 6 1
29. Effectively allocates available resources (e.g. time, people, money).	4.0 6.0 4.0 ▶4.7	4.0 5.0 ▶4.0 ▶3.7	4 5 2 6 4 4 5 2
30. Monitors and reviews progress against agreed objectives.	5.0 6.0 4.7 4.7	3.0 4.0 ▶4.0 ▶2.3	3 4 5 5 2 3 3 1
31. Takes personal responsibility for getting things done.	6.0 6.0 4.3 ▶4.0	3.0 3.0 4.3 ▶4.3	3 3 4 5 4 4 6 3
32. Delivers what he/she promises.	5.0 6.0 ▶4.7 ▶5.0	3.0 4.0 ▶4.3 ▶3.3	3 4 4 6 3 3 5 2
<b>Summary for: Achieving Results: Getting Things Done</b>	4.8 6.0 4.4 4.8	3.3 4.0 4.2 3.4	

# RATINGS ON BEHAVIOURS

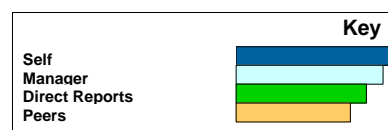
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Behaviours for: Influencing & Communicating	Importance		Performance		Actual Performance Scores
	Low	High	Low	High	
33. Implements effective communications to gain "buy in" to initiatives and management decisions.	6.0 6.0 4.7 ▶ 4.3		3.0 5.0 ▶ 4.3 ▶ 4.3		3 5 3 6 4 6 4 3
34. Seeks and gains relevant feedback of views from employees and customers.	6.0 6.0 4.0 5.3		3.0 3.0 ▶ 3.7 ▶ 4.7		3 3 2 6 3 6 6 2
35. Demonstrates a clear understanding of others' perspectives.	6.0 6.0 ▶ 5.0 4.7		3.0 5.0 ▶ 4.0 ▶ 4.0		3 5 4 6 2 4 5 3
36. Explains the "why" as well as the "what" when communicating.	6.0 6.0 4.3 ▶ 5.0		3.0 4.0 ▶ 3.7 ▶ 3.3		3 4 3 6 2 5 4 1
37. Ensures "no surprises" by timely and adequate communication.	6.0 6.0 ▶ 5.0 4.3		2.0 3.0 ▶ 3.3 ▶ 3.7		2 3 2 6 2 3 6 2
38. Identifies causes of resistance to new ideas and finds ways to overcome them.	6.0 6.0 4.7 4.7		3.0 5.0 ▶ 4.0 ▶ 3.7		3 5 4 6 2 4 5 2
39. Wins people over to his/her ideas.	6.0 6.0 4.3 4.0		3.0 3.0 ▶ 3.3 3.3		3 3 3 6 1 3 4 3
40. Speaks with authority and confidence to any audience.	6.0 6.0 ▶ 4.7 ▶ 5.0		5.0 5.0 ▶ 3.3 ▶ 4.3		5 5 2 6 2 5 6 2
<b>Summary for: Influencing &amp; Communicating</b>	6.0 6.0 4.6 4.7		3.1 4.1 3.7 3.9		

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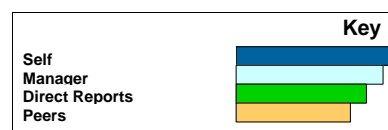
In this section the average ratings given by you and your feedback providers are shown, for each behaviour. The ▶ symbol indicates that your feedback providers expressed a relatively wide range of views. Actual performance scores are located in the right column.



Behaviours for: Problem-Solving & Decision Making	Importance		Performance		Actual Performance Scores
	Low	High	Low	High	
41. Gathers all the appropriate information before making decisions.	5.0 6.0 4.3 ▶ 4.3		3.0 4.0 ▶ 3.3 4.0		3 4 4 5 1 4 4 4
42. Makes sense of complex information - sees patterns, trends and linkages.	5.0 6.0 ▶ 4.7 4.3		2.0 3.0 ▶ 3.0 4.0		2 3 2 5 2 3 6 3
43. Gathers a range of possible solutions before making decisions.	5.0 6.0 ▶ 4.7 4.0		2.0 5.0 ▶ 3.7 4.0		2 5 5 5 1 5 5 2
44. Bases conclusions on all sides of the problem, not just one viewpoint.	6.0 6.0 4.7 4.7		3.0 4.0 ▶ 3.0 3.7		3 4 2 5 2 4 4 3
45. Makes sound judgements about the best course of action to take.	5.0 6.0 ▶ 4.7 4.0		2.0 3.0 ▶ 3.7 4.0		2 3 5 5 1 3 6 3
46. Makes timely decisions, even with limited information.	4.0 6.0 5.0 ▶ 5.0		4.0 5.0 ▶ 3.7 4.7		4 5 4 5 2 6 5 3
47. Willingly takes tough decisions when necessary.	5.0 6.0 ▶ 4.7 4.7		3.0 3.0 ▶ 4.0 3.7		3 3 5 6 1 5 4 2
<b>Summary for: Problem-Solving &amp; Decision Making</b>	5.0 6.0 4.7 4.4		2.7 3.9 3.5 4.0		

# RATINGS ON BEHAVIOURS

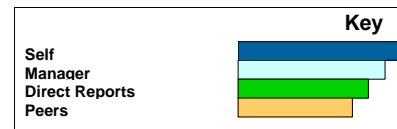
In this section the average ratings given by you and your feedback providers are shown, for each behaviour. The ▶ symbol indicates that your feedback providers expressed a relatively wide range of views. Actual performance scores are located in the right column.



Behaviours for: Promoting & Managing Change	Importance		Performance		Actual Performance Scores
	Low	High	Low	High	
48. Identifies strategic opportunities for change in the business.	5.0 6.0 5.0 ▶ 4.7		3.0 5.0 ▶ 3.7 ▶ 3.7		3 5 4 5 2 4 6 1
49. Communicates the benefits of change convincingly to others.	5.0 6.0 ▶ 5.0 ▶ 4.3		3.0 4.0 ▶ 3.7 ▶ 4.3		3 4 3 6 2 5 5 3
50. Responds promptly and positively to changing demands and circumstances.	5.0 6.0 4.7 5.3		3.0 3.0 ▶ 3.0 ▶ 3.3		3 3 2 5 2 4 4 2
51. Creates an environment in which new ideas are encouraged and worked with.	6.0 6.0 4.3 4.3		4.0 5.0 ▶ 4.0 ▶ 3.3		4 5 3 6 3 3 6 1
52. Challenges existing practices to seek better ways of doing things.	5.0 6.0 4.7 ▶ 4.3		3.0 4.0 ▶ 3.7 ▶ 4.3		3 4 4 5 2 5 5 3
53. Actively promotes the implementation of improved ways of working.	6.0 6.0 5.3 5.3		3.0 3.0 ▶ 3.7 ▶ 3.3		3 3 2 6 3 4 4 2
<b>Summary for: Promoting &amp; Managing Change</b>	5.3 6.0 4.8 4.7		3.2 4.0 3.6 3.7		

# RATINGS ON BEHAVIOURS

In this section the average ratings given by you and your feedback providers are shown, for each behaviour. The ▶ symbol indicates that your feedback providers expressed a relatively wide range of views. Actual performance scores are located in the right column.





Behaviours for: Self Management & Personal Motivation	Importance		Performance		Actual Performance Scores
	Low	High	Low	High	
54. Appears positive and self-assured, even in challenging situations.	6.0 6.0 ▶ 4.7 4.0		3.0 4.0 ▶ 3.7 ▶ 4.3		3 4 4 5 2 3 6 4
55. Remains calm and effective when under pressure.	6.0 6.0 4.7 ▶ 5.3		4.0 5.0 ▶ 3.3 ▶ 4.7		4 5 3 6 1 5 6 3
56. Is active and energetic at work - is always eager for the next challenge.	6.0 6.0 ▶ 4.7 5.0		4.0 3.0 ▶ 3.3 ▶ 3.0		4 3 2 5 3 4 3 2
57. Uses initiative - responds quickly and creatively to new situations.	6.0 6.0 4.7 ▶ 4.7		4.0 5.0 ▶ 4.0 ▶ 4.3		4 5 4 6 2 2 6 5
58. Demonstrates personal commitment to the organisation's goals.	6.0 6.0 ▶ 4.7 ▶ 5.3		4.0 5.0 ▶ 3.0 ▶ 4.0		4 5 3 5 1 3 5 4
59. Makes efficient and effective use of own time.	5.0 6.0 4.3 ▶ 4.3		3.0 4.0 ▶ 3.3 ▶ 5.3		3 4 2 6 2 6 4 6
60. Seeks and makes effective use of feedback on own performance.	6.0 6.0 ▶ 5.0 5.0		4.0 3.0 ▶ 4.0 5.0		4 3 4 5 3 5 6 4
<b>Summary for: Self Management &amp; Personal Motivation</b>	5.9 6.0 4.7 4.8		3.7 4.1 3.5 4.4		

# DIFFERENCES IN PERCEPTION

The tables below highlight the differences in ratings between you and those providing you with feedback. The bars represent the percentage of behaviours on which your **performance** ratings differed significantly from the performance ratings of those providing you with feedback. The longer the bars, the greater the difference in perception of your performance between you and those providing you with feedback. The behaviours listed, if any, are those that revealed the greatest difference in perception.

## You and your Manager

% Items which you rated lower	% Items which you rated higher
60% 	12% 



### Items which you rated lower

- 43. Gathers a range of possible solutions before making decisions.
- 14. Encourages others to use their own judgement in solving problems.
- 22. Actively listens to other's contributions and views.
- 25. Displays sensitivity to the feelings of others.
- 28. Prioritises key objectives and focuses activity on them.

### Items which you rated higher

- 13. Delegates responsibility and authority to the lowest appropriate level.
- 15. Shows a clear understanding of the commercial priorities of the organisation and focuses activity on them.
- 18. Develops a customer focused ethos in the areas for which he/she is responsible.
- 27. Ensures policy and strategy are effectively implemented.
- 56. Is active and energetic at work - is always eager for the next challenge.

## You and your Direct Reports

% Items which you rated lower	% Items which you rated higher
28% 	10% 

### Items which you rated lower

- 2. Develops effective strategy to meet broad organisational objectives.
- 43. Gathers a range of possible solutions before making decisions.
- 45. Makes sound judgements about the best course of action to take.
- 24. Responds constructively to justified criticism of him/herself.
- 31. Takes personal responsibility for getting things done.

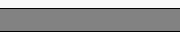

### Items which you rated higher

- 40. Speaks with authority and confidence to any audience.
- 1. Provides a clear, coherent vision of the future to help guide strategy.
- 3. Develops effective plans to meet business targets and goals.
- 12. Puts staff in situations which expand their skills and widen their horizons.
- 4. Provides others with a clear view of how they contribute to the organisation's goals.

# DIFFERENCES IN PERCEPTION

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## You and your Peers

% Items which you rated lower	% Items which you rated higher
37% 	8% 

### Items which you rated lower

- 59. Makes efficient and effective use of own time.
- 17. Anticipates and seeks to understand customer needs.
- 42. Makes sense of complex information - sees patterns, trends and linkages.
- 43. Gathers a range of possible solutions before making decisions.
- 45. Makes sound judgements about the best course of action to take.

### Items which you rated higher

- 7. Adapts own leadership style to get the best out of different people.
- 13. Delegates responsibility and authority to the lowest appropriate level.
- 19. Ensures customer needs and expectations are met as fully as possible.
- 3. Develops effective plans to meet business targets and goals.
- 56. Is active and energetic at work - is always eager for the next challenge.

# SUPPORTING COMMENTS

Your feedback providers were invited to add their own narrative comments to complement their ratings. These comments appear 'as written' with no alterations made.

**My colleagues would like me to START doing the following:**

*"Take a more proactive role in the management of his department. Make and implement decisions."*

*"Argue back"*

*"Clearly define what his staff do/clarify tasks."*

*"Be more challenging"*

**My colleagues would like me to STOP doing the following:**

*"Looking for ways to avoid evening work."*

*"Cancelling meetings at short notice."*

*"Seek reassurances for actions. Avoiding responsibility for actions."*

**My colleagues would like me to CONTINUE doing the following:**

*"Superb communication skills."*

*"Client contact at the highest level."*

*"Coach, listen, care."*

*"Managing by example. Recognising contributions."*

# DEVELOPMENT PLANNING

## NEXT STEPS

Now that you have examined your 360° feedback report, you can move towards the real payoff: actually maximising your strengths and tackling your development needs.

## FIRST IMPRESSIONS

Clearly you will want to review your report in detail and let it all sink in, but what are your first impressions now that you have seen your report?

**What, if anything, were you surprised by?**

**What emerged as your strengths?**

**What about your development needs?**

# DEVELOPMENT PLANNING

## ISSUES YOU WANT TO EXPLORE WITH YOUR COLLEAGUES

There might be issues that you would like to explore further with your colleagues. Use this page to identify what they are.

**Issues to discuss with your Manager:**

**Issues to discuss with your Direct Reports:**

**Issues to discuss with your Peers:**

**How will you obtain their input?**

# DEVELOPMENT PLANNING

## DEVELOPMENT PLAN

Once you have reviewed your report in detail and obtained the clarification that you need from others on particular issues, you are ready to prioritise what you want to work on.

## STRENGTHS

Your strengths are particularly important in identifying development strategies and often get overlooked. By leveraging your strengths, e.g., coaching others, continuing to develop your expertise etc., you can increase your career growth potential as well as your value to your organisation.

Strengths are likely to be among those items that were rated *high* by feedback providers as well as behaviours in the 'continue' section of the 'Supporting Comments' section. To identify critical strengths consider the following questions:

- What additional feedback have you received in these areas, e.g., through performance reviews, comments from clients, previous 360 data, etc.?
- What strengths are the most feasible to apply in your current job *and* most likely to be supported by your manager?
- What strengths do you find particularly satisfying? (These are the ones that you are likely to invest the most energy in.)

**Note your priority strengths here: (maximum of 3)**

## DEVELOPMENT NEEDS

While a development area may be broader than a specific item, it will be useful to identify those items that were rated *lower* than others, as well as behaviours in the 'start' and 'stop' sections of the 'Supporting Comments' section. Although your 360 assessments by others are key criteria in determining your development needs, you should weigh other factors as well. Consider the following questions before making your final list:

- How did you rate yourself?
- What additional feedback have you received about your development priorities, e.g., through performance reviews, comments from clients, previous 360 data, etc.?
- Which areas will have the greatest impact on your effectiveness?
- What areas are the most feasible to develop? (How realistic will it be for you to implement a strategy to develop this area and make progress in it?)
- What development priorities will receive the greatest support from your manager and the organisation? (If in doubt, consult your manager for advice since a supportive environment plays an important role in development planning.)

# DEVELOPMENT PLANNING

**Now, what will you do about them?** List your actions on the table below. You may need to prioritise your actions as you should aim to work on no more than 3 development strategies at a time. If you are working on a particularly challenging area, it may be wise to limit your plan to a single strategy. As you formulate your strategy, consider how you will measure whether it's accomplishing what you hoped it would.

DEVELOPMENT PLAN				
STRENGTH OR DEVELOPMENT NEED	DEVELOPMENT STRATEGY	MEASURE OF SUCCESS	TIMESCALE	COMPLETED (✓)