

Authentic Leader 360

Development Report

name:

Sample Person

email:

Sample@email.com

date:

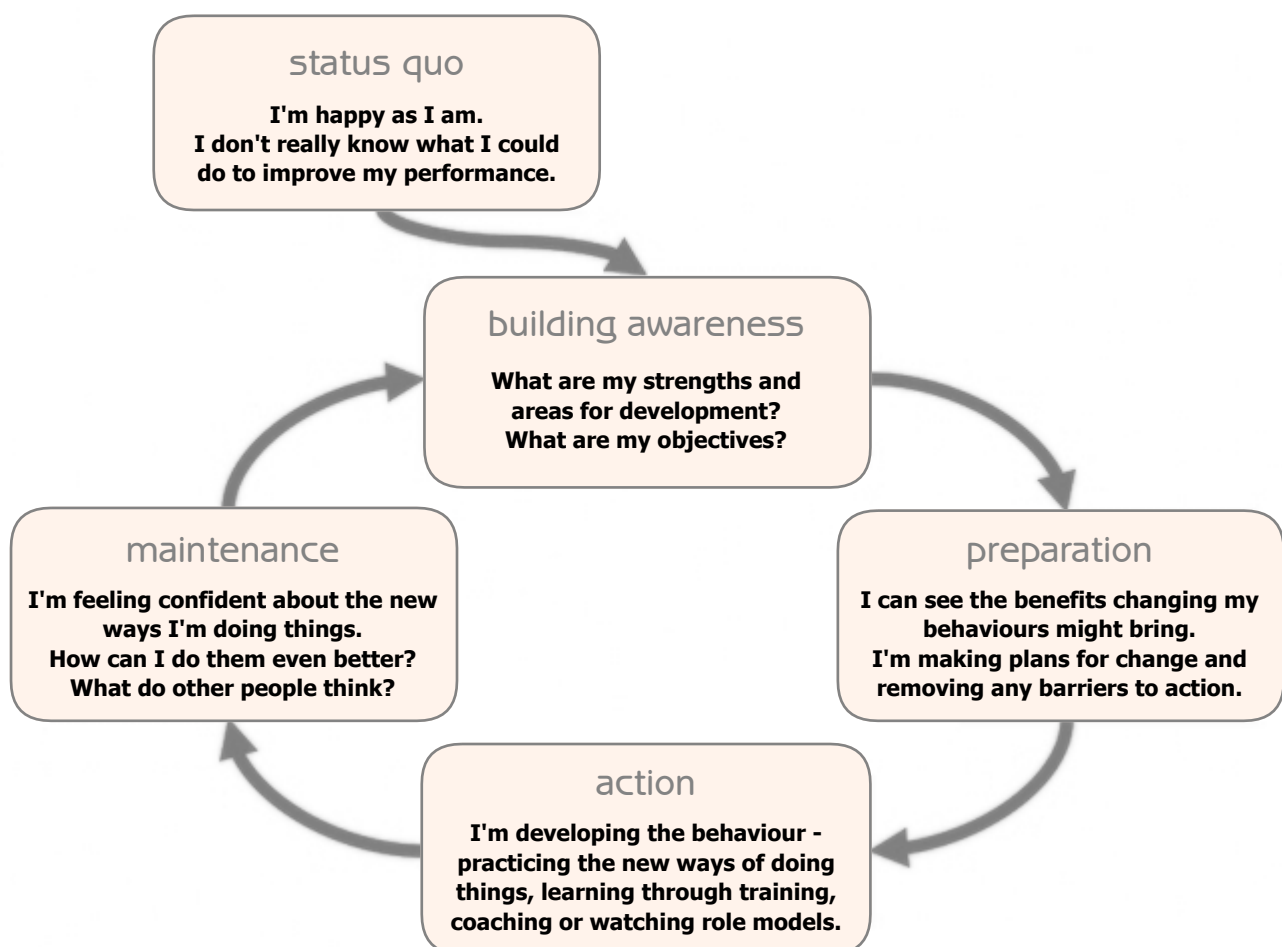
10 Oct 2016

Introduction

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

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

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



About this report

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

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

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

Feedback is given in two key ways:

By rating a series of statements, designed specifically to measure key behaviours and competencies, that are important for effective managers and leaders

Through open-ended questions that allow respondents to give their comments.

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

Understanding your report

You will normally receive your report in advance of your scheduled 360 review meeting where you will go through the report with your Purely People Executive Coach. Please simply familiarise yourself with the report beforehand. Your Executive Coach will take you through the report in more detail when you meet. They will help you understand the impact of your Leadership now and will help you formulate your development plan.

Contents of the report

Section 1: Using the report

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

Page 5

Section 2: Overview

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

Page 7

Section 3: Detail

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

Page 14

Section 4: Open-ended comments

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

Page 38

Section 5: Development planning

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

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Section 1: Using the report

Read this report with an open mind. You may not agree with it all, however it is important to review the overall themes and to examine and reflect on your behavioural strengths and areas for development. Remember, you should not expect to be strong in every one of the behaviours within the leadership framework, instead you will probably find that you have a core of 4 or 5 behaviours in which you show greater strength than the others. The report may also identify areas in which others feel your behaviour has a negative impact. Be careful not to disregard these messages and take comfort that your nominees have responded to the survey because they want to support your development and see you be even more successful than you are now.

Respondents

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

	No. of respondents	Names of respondents
Yourself	1	Sample Person
Manager	1	Manager
Manager 2	0	
Direct Reports	3	Report, Report, Report
Peers	0*	Peer, Peer, Peer
Core Interactions	3	
Others	7	All the above excluding yourself

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

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

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

Rating Scale

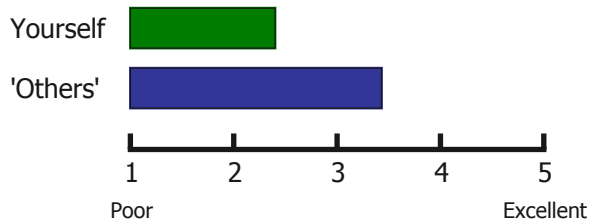
When completing the survey you, and your nominees, responded to statements using the following rating scale:

- 5.** Excellent
- 4.** Good
- 3.** Satisfactory
- 2.** Fair
- 1.** Poor
- n/a.** Not applicable

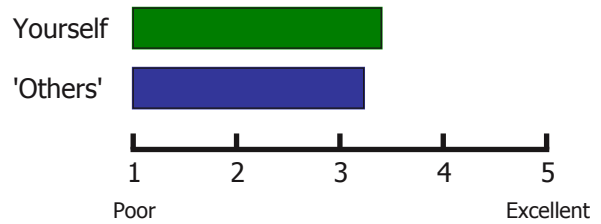
In the report the ratings are averaged for each respondent group. The maximum score is 5 and the minimum score is 1. The behaviours that score higher overall indicate your strengths and the ones scoring lowest indicate areas for development.

Achieves

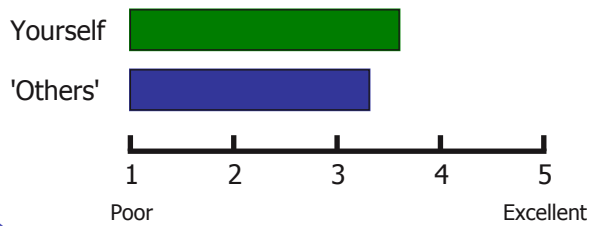
Empowering Action



Measures & Monitors Performance

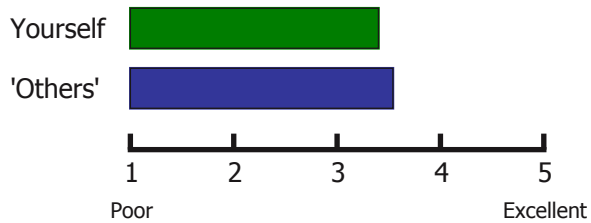


Results Driven

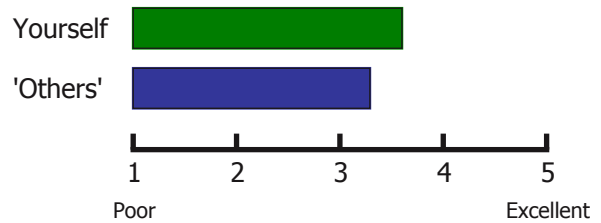


Inspires

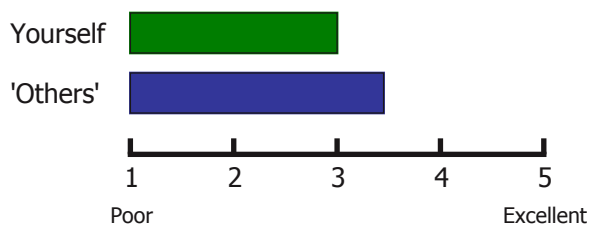
Building Confidence



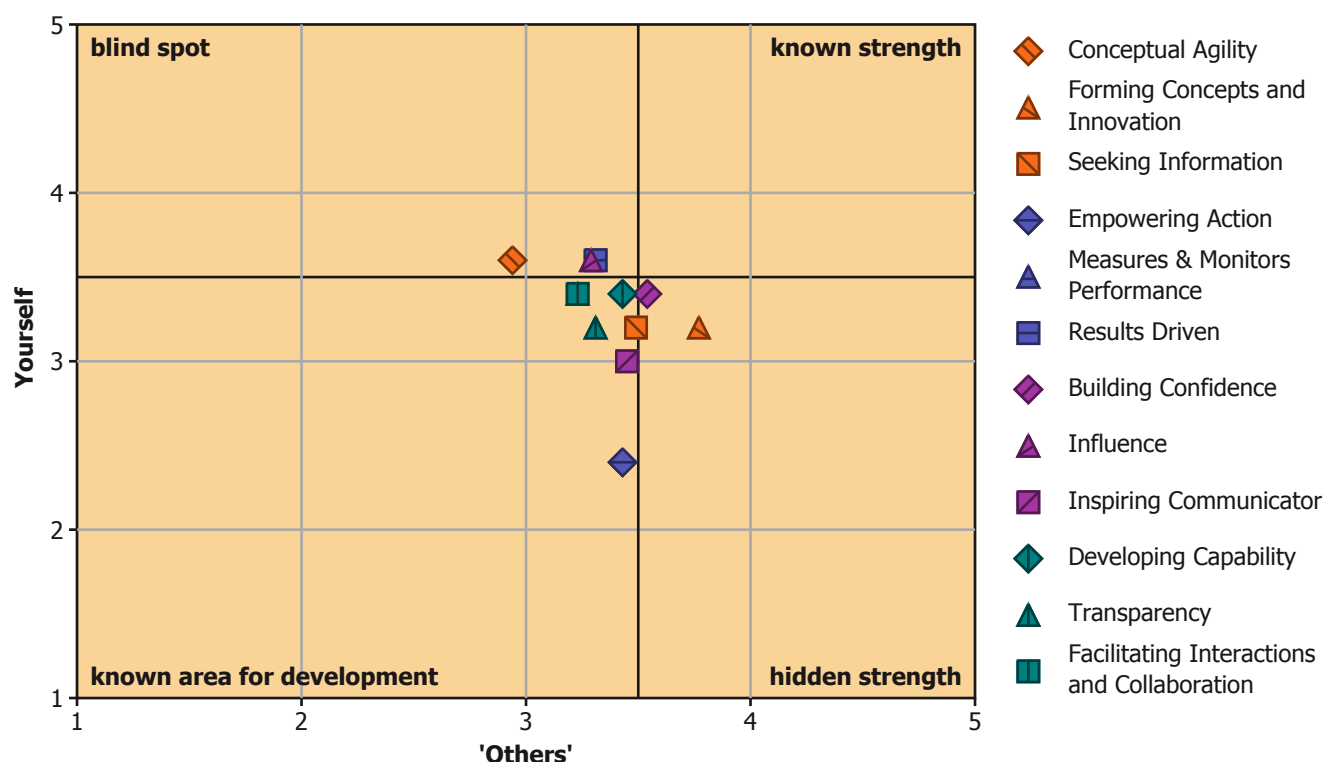
Influence



Inspiring Communicator



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



Notes:

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

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

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

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

Highest and lowest scoring statements

10 highest scoring statements

Score	Management/leadership competency	Qu. No	Statement
4.29	Transparency	27	They are open and honest.
4.14	Inspiring Communicator	52	They communicate with passion and personal impact.
4.14	Forming Concepts and Innovation	38	They create opportunities for me to propose new ideas and solutions.
4.14	Forming Concepts and Innovation	40	When developing solutions, they consider how other areas of our business may benefit.
4.14	Building Confidence	4	They inspire others to believe in their own ability to succeed.
4.14	Building Confidence	3	They have created a culture where others are confident to make decisions and own the outcome.
4.00	Transparency	28	They allow me to challenge any areas of concern.
4.00	Inspiring Communicator	50	They are good at presenting.
4.00	Forming Concepts and Innovation	41	They are a great source of new ideas and ways of doing things.
4.00	Results Driven	66	They clearly understand what makes our business successful.

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

10 lowest scoring statements

Score	Management/leadership competency	Qu. No	Statement
2.14	Transparency	29	They are open to other people's points of view.
2.14	Conceptual Agility	9	They draw accurate conclusions from the information available.
2.43	Results Driven	63	They effectively manage and understand financial measurements.
2.43	Developing Capability	15	They regularly give their direct reports constructive feedback for the purpose of their development.
2.57	Conceptual Agility	11	They ask probing questions to establish the facts.
2.71	Inspiring Communicator	54	They are a good ambassador for our company, leaving people outside the organisation in no doubt about what we do and the product(s)/service(s) that we offer.
2.71	Influence	46	They build rapport easily.
2.86	Building Confidence	1	They make effective decisions.
2.86	Measures & Monitors Performance	58	They have created systems for measuring and monitoring performance.
2.86	Measures & Monitors Performance	56	They do what's best for our external customers/clients without over stretching our internal resources.

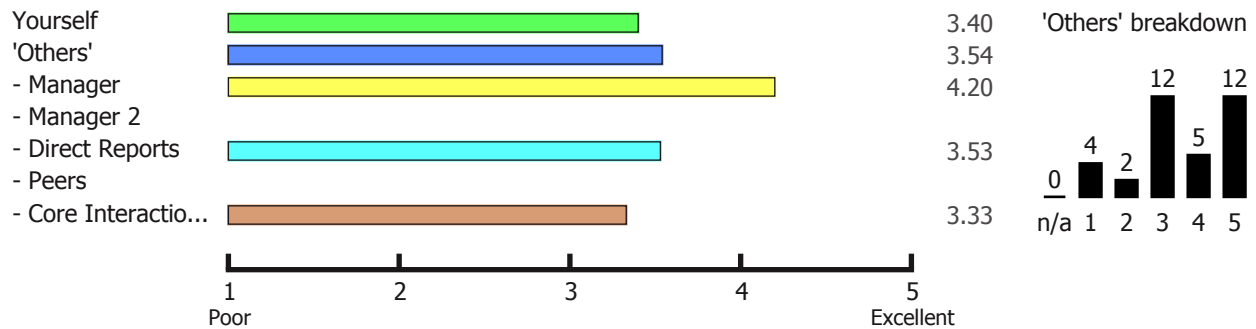
The maximum score is 5 and the minimum score is 1.

Section 3: Detail

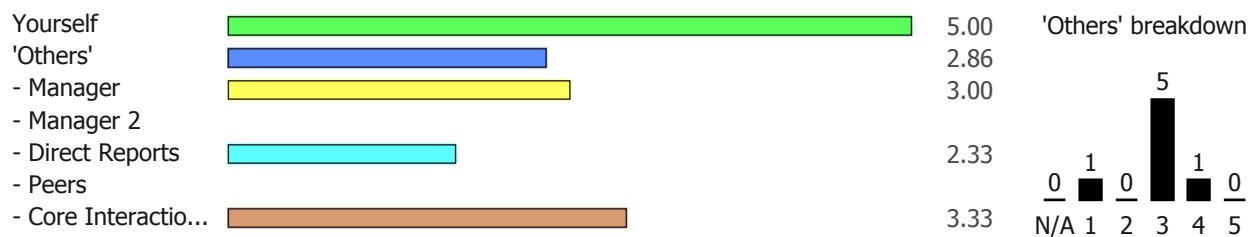
Individual Statement Analysis

Building Confidence Makes and justifies decisions. Resolves issues with confidence. Motivates, engages, and instils confidence and optimism.

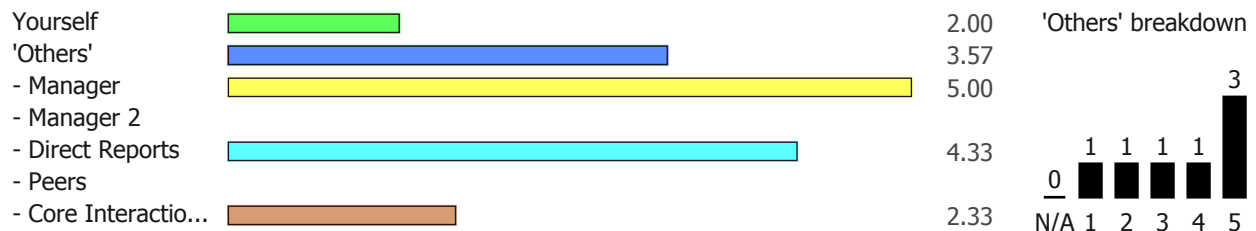
Overall Summary



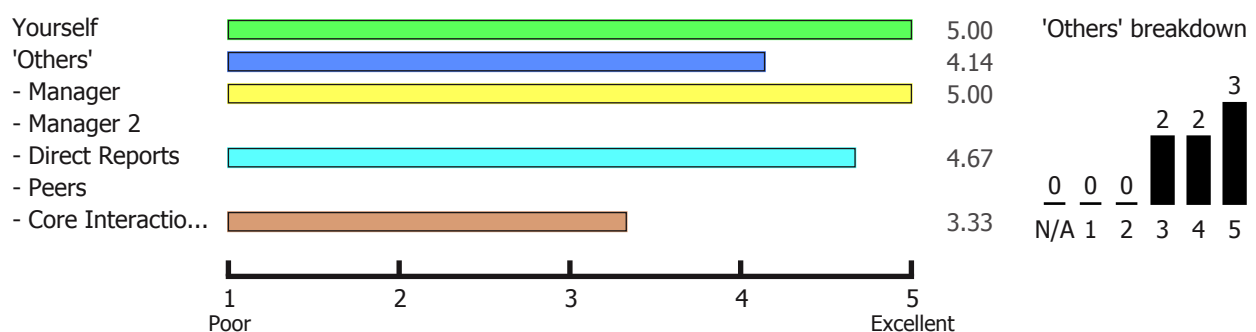
1. They make effective decisions.



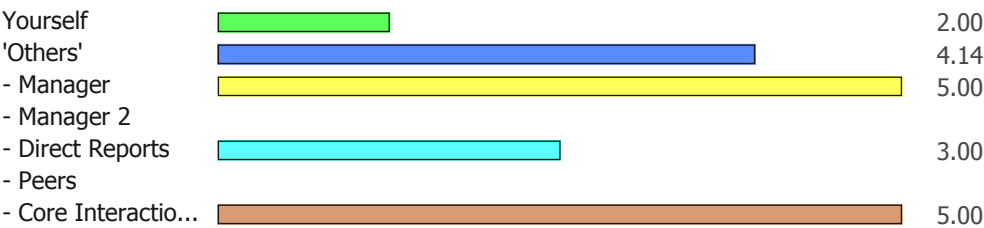
2. They address behaviour that has the potential to impact others or the business negatively.



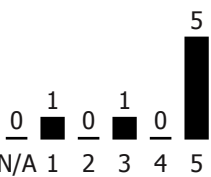
3. They have created a culture where others are confident to make decisions and own the outcome.



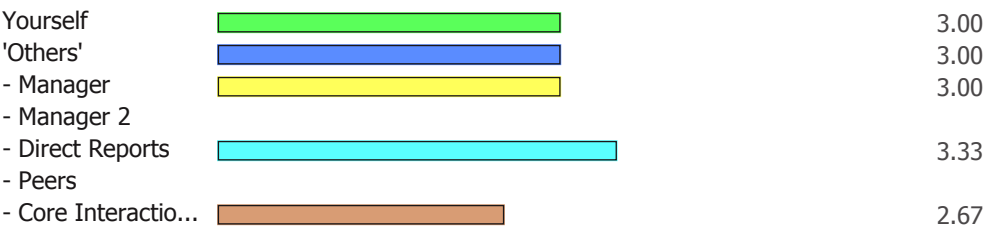
4. They inspire others to believe in their own ability to succeed.



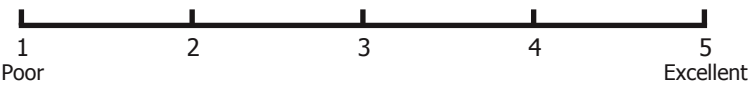
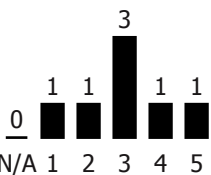
'Others' breakdown



5. They manage their time effectively.



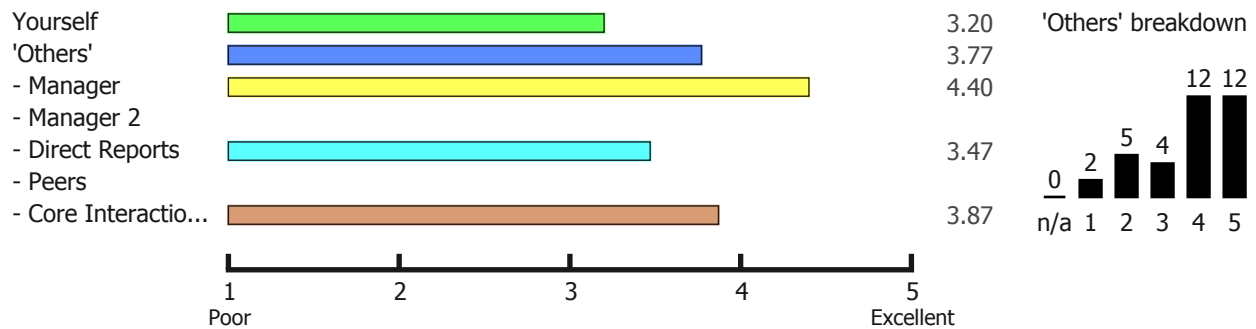
'Others' breakdown



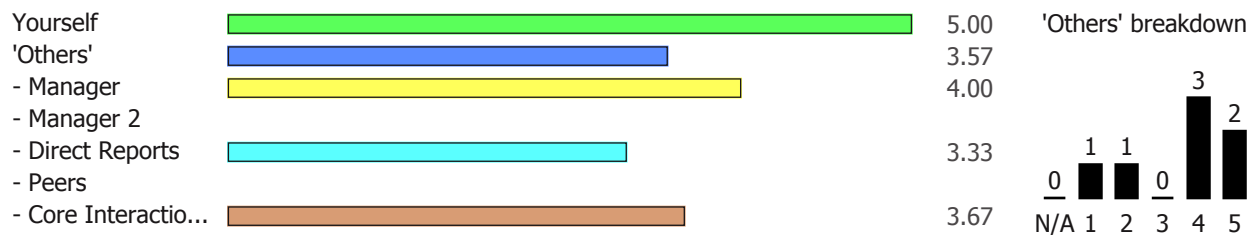
Forming Concepts and Innovation

They identify and understand causes and generate innovative ideas or solutions and enable other to do so.

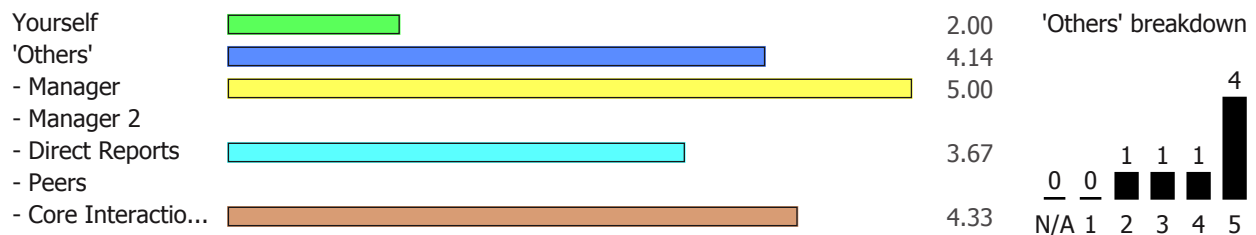
Overall Summary



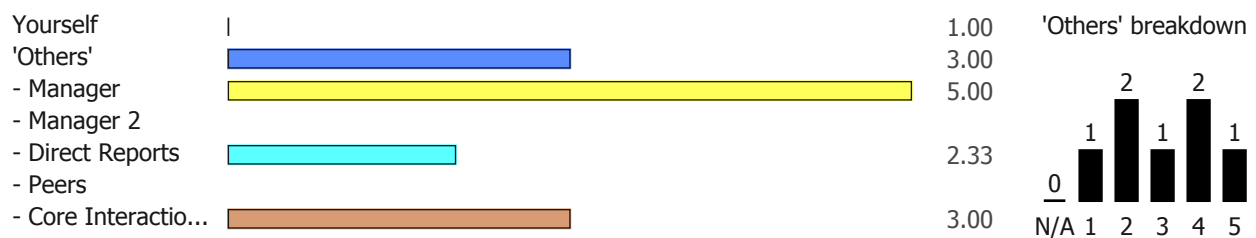
37. When faced with an issue they seek to understand the underlying cause, not just the symptoms.



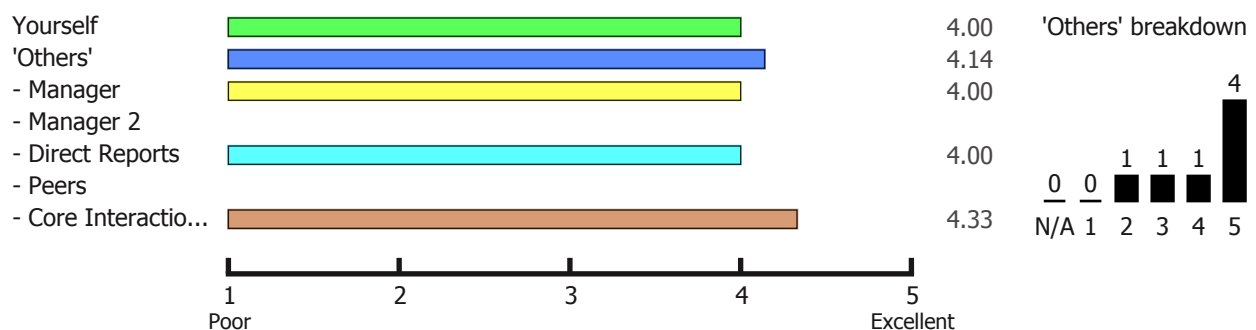
38. They create opportunities for me to propose new ideas and solutions.



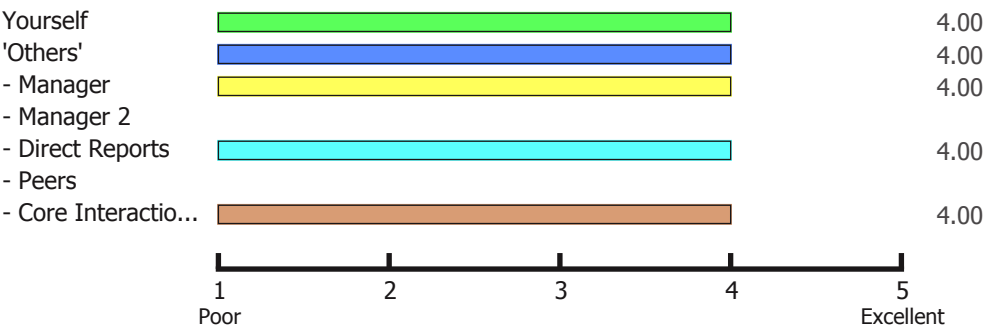
39. They create opportunities for me to suggest improvements to the way we do things.



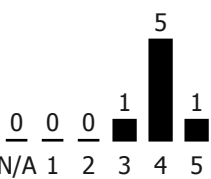
40. When developing solutions, they consider how other areas of our business may benefit.



41. They are a great source of new ideas and ways of doing things.

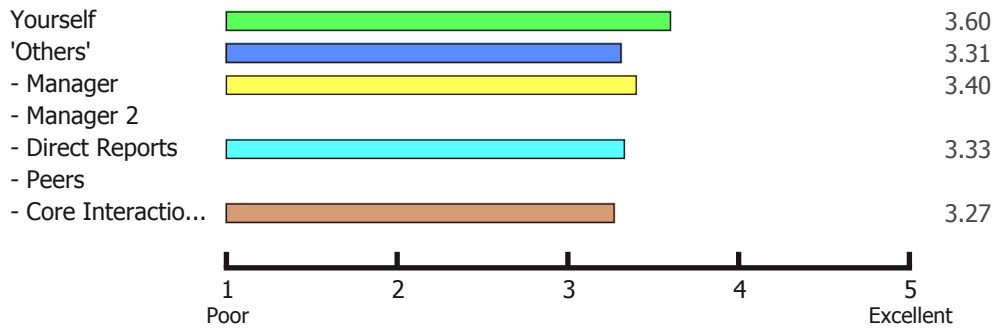


'Others' breakdown

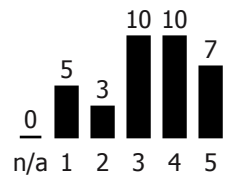


Results Driven

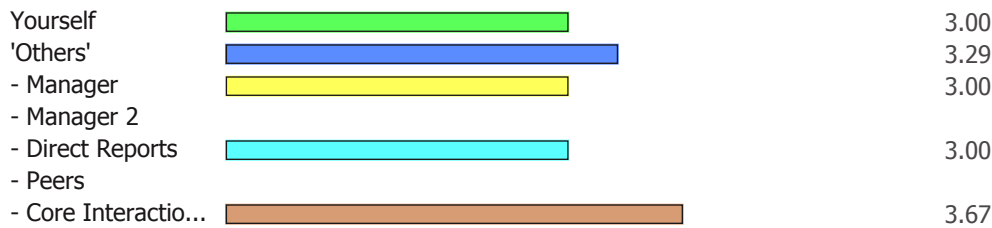
Overall Summary



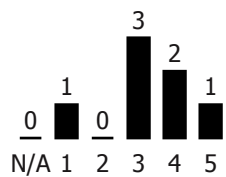
'Others' breakdown



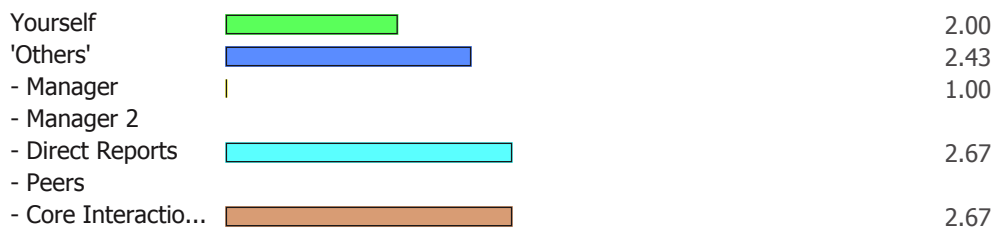
62. They identify commercial opportunities.



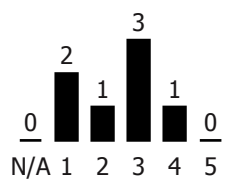
'Others' breakdown



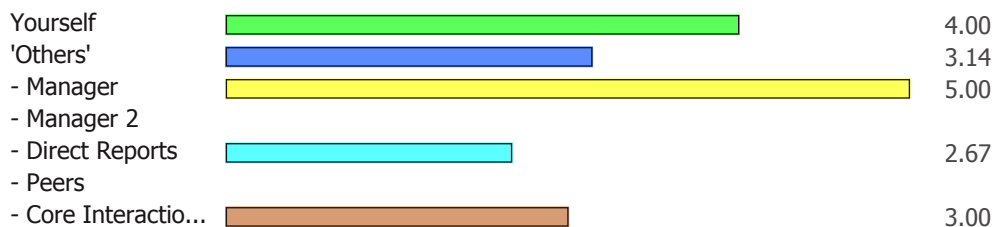
63. They effectively manage and understand financial measurements.



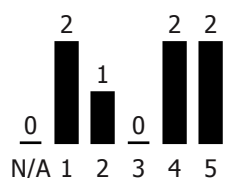
'Others' breakdown



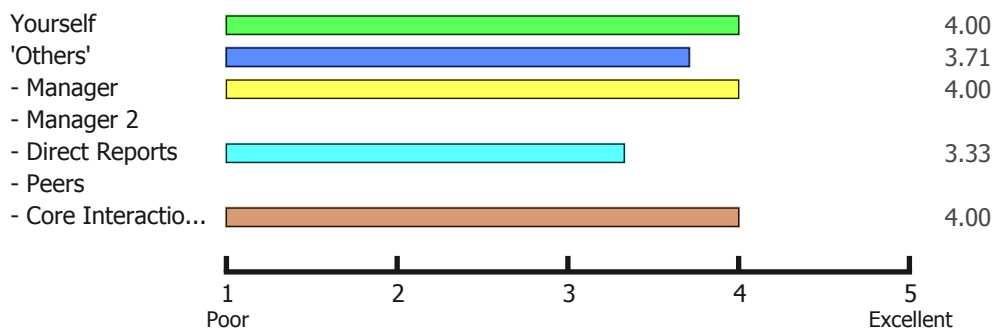
64. They have strong commercial judgement.



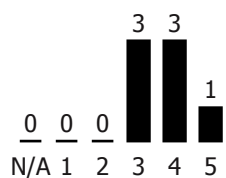
'Others' breakdown



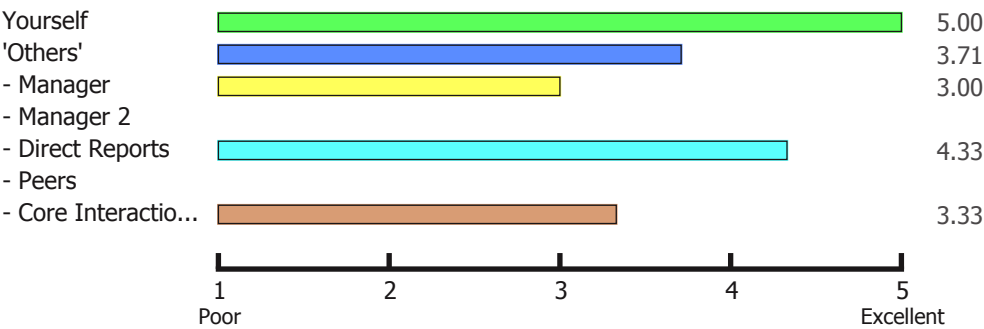
65. They have strong commercial focus.



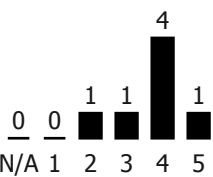
'Others' breakdown



72. They exchange relevant information and knowledge with colleagues.



'Others' breakdown



Section 4: Open-ended comments

Made by Manager

6. Please have a think about the questions you have rated for Building Confidence. Would you like to provide any additional comments? In particular, if you have given a very high score or very low score, making a comment and giving examples (if possible), provides useful insights for the individual's development.

"Sample"

12. Please have a think about the questions you have rated for Conceptual Agility. Would you like to provide any additional comments? In particular, if you have given a very high score or very low score, making a comment and giving examples (if possible), provides useful insights for the individual's development.

"Sample"

18. Please have a think about the questions you have rated for Developing Capability. Would you like to provide any additional comments? In particular, if you have given a very high score or very low score, making a comment and giving examples (if possible), provides useful insights for the individual's development.

"Sample"

24. Please have a think about the questions you have rated for Empowering Action. Would you like to provide any additional comments? In particular, if you have given a very high score or very low score, making a comment and giving examples (if possible), provides useful insights for the individual's development.

"Sample"

30. Please have a think about the questions you have rated for Transparency. Would you like to provide any additional comments? In particular, if you have given a very high score or very low score, making a comment and giving examples (if possible), provides useful insights for the individual's development.

"Sample"

36. Please have a think about the questions you have rated for Facilitating Interaction. Would you like to provide any additional comments? In particular, if you have given a very high score or very low score, making a comment and giving examples (if possible), provides useful insights for the individual's development.

"Sample"

74. What do you believe are this person's primary strengths as a leader? Please provide examples and rationale.

"Sample"

75. What development do you believe will best enable this person to improve their leadership capability? Please provide examples of the impact you believe that this will have.

"Sample"

76. Where do you think this person has demonstrated the most development in the last 12 months? Please provide examples where appropriate.

"Sample"