Test 360
Report and development plan for Annabelle Test

September 2021

Contents

Introduction

Thank you for taking part in this 360 Degree Feedback. This feedback report is intended to help you become more aware of how you work and interact with others, highlighting behaviours that are seen as strengths for you.

The feedback may also highlight behaviours you might wish to develop or change, in order to become more effective in your role, or in your interactions with others.

The report is easy to navigate but please take some time to read the next section: How to get the best from your feedback.

How to get the best from your feedback

Choose how you want to work through the report:

Your 360 feedback report has been designed to be read in the order that the sections appear, and it's a good idea to work through the feedback in that order. However, you can if you prefer, jump straight into any section and then get related information from other parts of the report. To see how the different parts of the report relate to each other, please see 'How this report is structured'.

Look for consistent messages:

360 degree feedback is about finding and focusing on clear and consistent themes, so look for themes and behaviours where you and your colleagues, or different colleague groups, have given similar ratings or comments. These consistent themes will guide you on areas of strength, and areas you may want to develop and improve.

One-off or isolated ratings or comments should be taken in context and interpreted carefully; if you do have these, be sure to balance them against other feedback in your report. However, they may also contain a kernel of truth, so it may be worth considering why they have been given.

Make notes as you go along:

There are places in this report where you can make notes, observations and reflections. Completing these notes will help you to summarise your thoughts as you go along, and will make it easier to build your development plan.

Build your development plan:

Feedback should help you to grow and develop; think about how you can put this feedback into action by developing your behaviours in practical and positive ways.

Ask for help if you need to:

If you find you are not sure about some of the feedback in this report, talk to a trusted colleague, manager or coach to help you to interpret the feedback and put it into context.

How this report is structured

Themes and behaviours

- Themes are groups of related behaviours that together describe a broader range of behaviours . Each theme is made up of a number of behaviours; these are actions or behaviours which describe that theme in more detail.
- In the online questionnaire, you and your colleagues rated each behaviour; these ratings have been aggregated in this report to provide an overall rating for the theme to which they belong.
- Each theme and its constituent behaviours has been allocated a specific colour in this report, so that you can identify key themes as you work through the report.

Ratings calculations

You and your colleagues have rated each behaviour against a rating scale when completing the online questionnaire. These are collated and averaged to show the rating for each behaviour, and for each of the overall themes.

Your self-review ratings are shown separately from those of your colleagues. Self-review ratings are not usually included in the average ratings.

'Not observed' rating

Where this rating has been given by you or your colleagues, it is not included in the rating calculation for that behaviour, or in the overall theme rating.

Section 1:
Your colleagues

Here are the numbers of people who provided feedback for this report:

Relationship	Feedback Completed
Direct reports	2
Line Manager	1
Peers	2
Others	2

Section 2:
Your feedback summary

This section of your report summarises the key messages from your colleagues' feedback ratings, and your self-review. It will help you to identify themes and trends, which you may want to explore further in 'Your detailed feedback'.

2.1 Themes: comparison by colleague group

This chart compares the ratings for each of your themes, by each group of colleagues who have given you feedback. It also compares each rating with your self-review.

Themes with similar ratings mean consistency of message: consistently highly rated themes indicate strengths, whilst consistently lower rated themes can indicate general areas you may want to change and improve.

Themes where there is a big gap between ratings suggest a mismatch between different colleagues' experiences in working with you, or different perceptions. These can be explored in more detail in 'Your detailed feedback'.

Legend:
- Self
- Direct reports
- Line Manager
- Peers
- Others
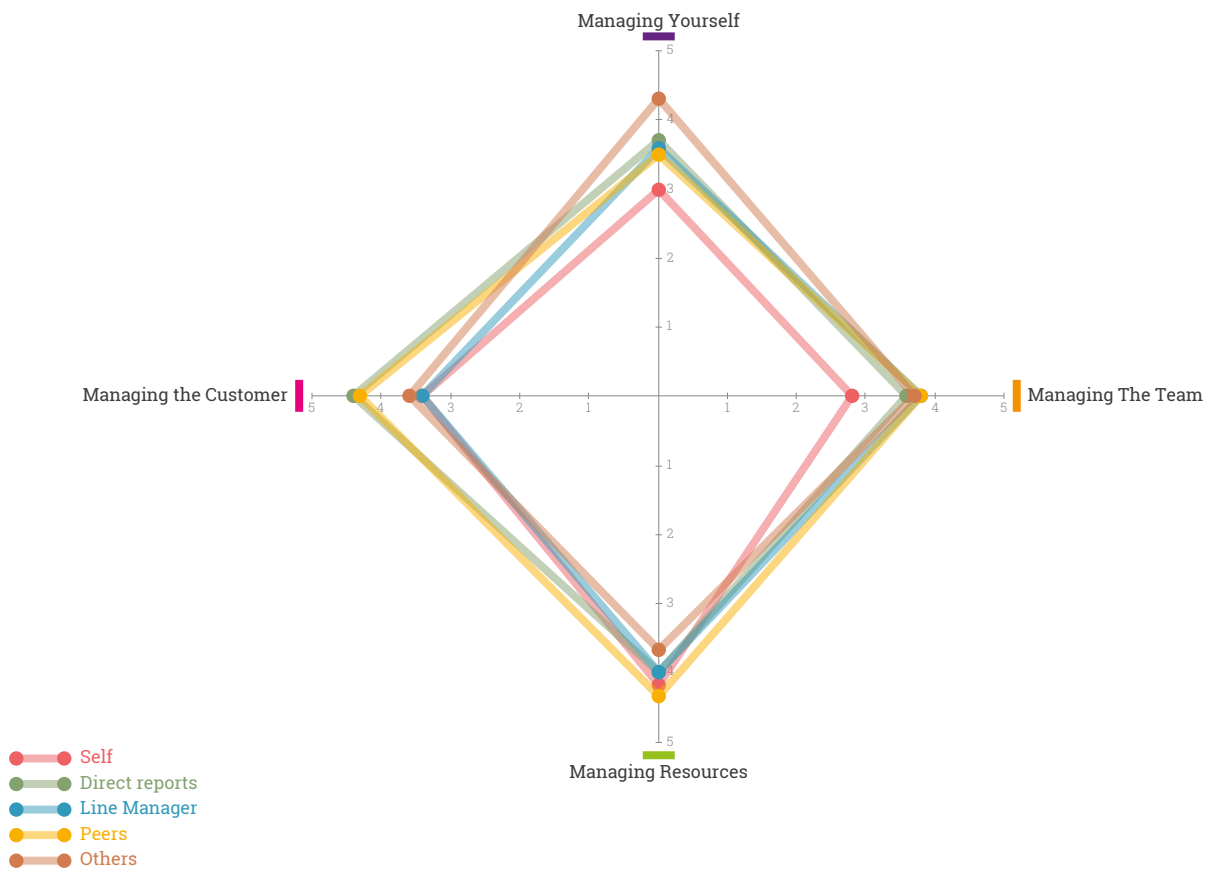
2.2 Themes: ranked highest to lowest

This chart lists your themes, ranked highest to lowest, based on your colleagues' ratings. You can also compare each rating against your self-review.

This will give you an indication of your general strengths and development needs. These can be explored in more detail in 'Your detailed feedback'.

| Managing the Customer | Reviewers | 4 |
| | Self | 3.4 |

| Managing Resources | Reviewers | 4 |
| | Self | 4.2 |

| Managing Yourself | Reviewers | 3.8 |
| | Self | 3 |

| Managing The Team | Reviewers | 3.7 |
| | Self | 2.8 |

2.3 Behaviours: ranked highest and lowest

This chart shows your highest ranked behaviours, and your lowest ranked behaviours, based on your colleagues' ratings. You can also compare each rating against your self-review for the same behaviour.

This will show you the specific behaviours that have been observed by your colleagues as strongest and the least strong. These should generally align with the theme rankings and can be explored in more detail in 'Your detailed feedback'.

Highest rated behaviours

Behaviour		Rating
Delivers what's been promised to the customer	Reviewers	4.6
	Self	4
Finds ways of improving performance	Reviewers	4.4
	Self	3
Stays close to customers to understand their changing needs	Reviewers	4.3
	Self	2
Adjusts plans when circumstances change	Reviewers	4.3
	Self	4
Listens to feedback and acts on it	Reviewers	4.3
	Self	5

Lowest rated behaviours

Behaviour		Rating
Presents information clearly, concisely and in time	Reviewers	3.4
	Self	4
Treats everyone consistently	Reviewers	3.4
	Self	3
Sets challenging goals for her/him self	Reviewers	3.3
	Self	1
Makes sure the team are give the tools they need to build relationships with customers	Reviewers	3
	Self	5

Themes	
	■ Managing Yourself
	■ Managing The Team
	■ Managing Resources
	■ Managing the Customer

2.4 Behaviours: greatest variations

This chart lists the behaviours with the greatest variations between your self-review and your colleagues' ratings. These may be either over-ratings or under-ratings compared to your colleagues' ratings.

Behaviours that you have over-rated in comparison to your colleagues' ratings may indicate that you perceive these behaviours to be stronger than they appear to others. Behaviours where you have underrated in comparison to your colleagues may mean you are stronger in these areas than you think.

Behaviours which you have over-rated the most

| Makes sure the team are give the tools they need to build relationships with customers | Reviewers | 3 |
| | Self | 5(2) |

| Prioritises objectives to make best use of time and resources | Reviewers | 3.7 |
| | Self | 5(1.3) |

| Finds a way of making things happen | Reviewers | 4 |
| | Self | 5(1) |
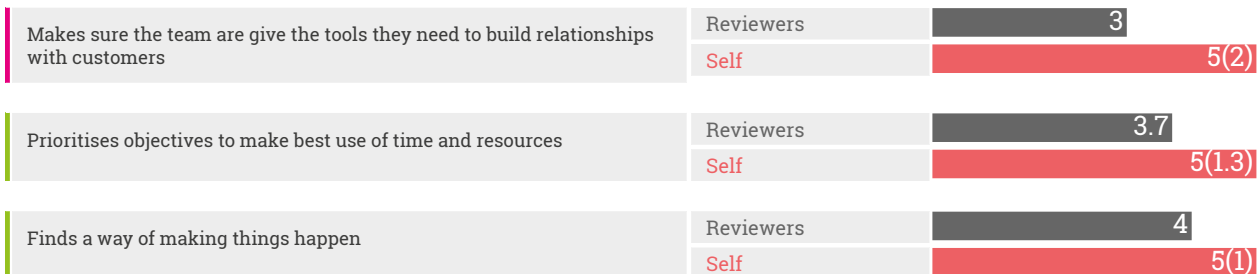
Behaviours which you have under-rated the most

| Gives public recognition and praise when it's due | Reviewers | 3.9 |
| | Self | 2(-1.9) |

| Stays close to customers to understand their changing needs | Reviewers | 4.3 |
| | Self | 2(-2.3) |

| Sets challenging goals for her/him self | Reviewers | 3.3 |
| | Self | 1(-2.3) |
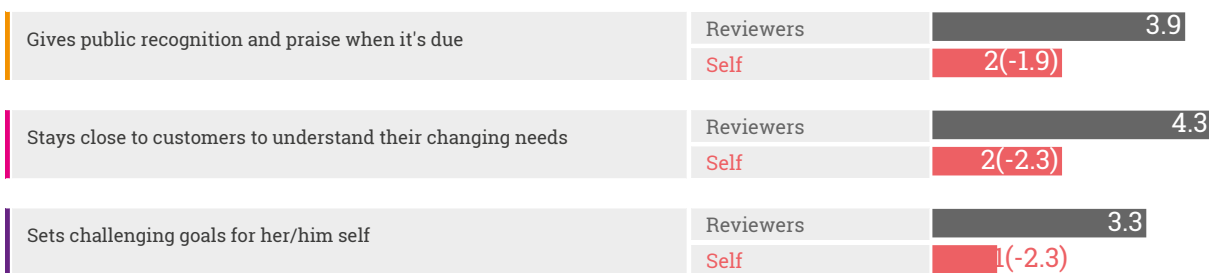
Themes	
	Managing Yourself
	Managing The Team
	Managing Resources
	Managing the Customer

Section 3:
Your detailed feedback

This section of your report breaks down all the feedback you have received by theme, and within each theme, by behaviour: you can see the average rating from each group of colleagues, as well as your self-review rating.

Behaviours with close or similar ratings mean consistency of message from each group of colleagues. Consistently highly rated behaviours indicate strengths and you may wish to use these more. Consistently lower rated behaviours may indicate general areas where you may want to make changes.

Behaviours where there is a big gap between colleague group ratings can suggest a mismatch between different colleagues' experiences in working with you, or different perceptions. You may want to think about why this may be the case.

Use the Number of responses to check where there is a wide range of ratings from a group of colleagues. This may indicate some inconsistency in how you work with different colleagues even in the same group.

Managing Yourself

Rater	Score
Self	3
Direct reports	3.7
Line Manager	3.6
Peers	3.5
Others	4.3

Number of responses

Item	Rater	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Sets challenging goals for her/him self	Self	1	1					
	Direct reports	2.5		1	1			
	Line Manager	4				1		
	Peers	3		1		1		
	Others	4				2		
Systematically develops his/her own skills	Self	2		1				
	Direct reports	4				1		1
	Line Manager	3			1			
	Peers	3		1		1		
	Others	4.5				1	1	
Leads the team by her/his own example	Self	3			1			
	Direct reports	4				2		
	Line Manager	3			1			
	Peers	3.5			1	1		
	Others	4.5				1	1	
Asks for feedback from the team	Self	4				1		
	Direct reports	3.5			1	1		
	Line Manager	4				1		
	Peers	3.5			1	1		
	Others	4.5				1	1	
Listens to feedback and acts on it	Self	5					1	
	Direct reports	4.5				1	1	
	Line Manager	4				1		
	Peers	4.5				1	1	
	Others	4				1		1

Managing The Team

Rater	Score
Self	2.8
Direct reports	3.6
Line Manager	3.8
Peers	3.8
Others	3.7

Number of responses

Inspires the team with his/her clear vision and leadership

Rater	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	3			1			
Direct reports	4			1		1	
Line Manager	4				1		
Peers	3			2			
Others	3.5		1			1	

Delegates tasks that will help the team to learn and develop their skills

Rater	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	3			1			
Direct reports	3.5			1	1		
Line Manager	5					1	1
Peers	4.5				1	1	1
Others	3.5			1	1		

Gives public recognition and praise when it's due

Rater	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	2		1				
Direct reports	3.5			1	1		
Line Manager	4				1		
Peers	3.5			1	1		
Others	4.5				1	1	1

Treats everyone consistently

Rater	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	3			1			
Direct reports	3.5			1	1		
Line Manager	3			1			
Peers	4				2		
Others	3		1		1		

Help the team to set themselves challenging goals

Rater	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	3			1			
Direct reports	3.5			1	1		
Line Manager	3			1			
Peers	4				1		1
Others	4				2		

Managing Resources

Role	Score
Self	4.2
Direct reports	4
Line Manager	4
Peers	4.3
Others	3.7

Number of responses

Columns: Strongly Disagree · Disagree · Neither Agree nor Disagree · Agree · Strongly Agree · Not Observed

Makes best use of available resources and finds new sources of support when necessary

Role	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	4				1		
Direct reports	4				2		
Line Manager	4				1		
Peers	4				2		
Others	4.5				1	1	

Prioritises objectives to make best use of time and resources

Role	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	5					1	
Direct reports	3.5			1	1		
Line Manager	4				1		
Peers	4			1		1	
Others	3.5		1			1	

Adjusts plans when circumstances change

Role	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	4				1		
Direct reports	4.5				1	1	
Line Manager	4				1		
Peers	4.5				1	1	
Others	4				2		

Finds a way of making things happen

Role	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	5					1	
Direct reports	3.5			1	1		
Line Manager	5					1	
Peers	5					2	
Others	3		1		1		

Presents information clearly, concisely and in time

Role	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	4				1		
Direct reports	4				2		
Line Manager	3			1			
Peers	3.5		1			1	
Others	3		1		1		

Finds ways of improving performance

Role	Score	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	3			1			
Direct reports	4.5				1	1	
Line Manager	4				1		
Peers	5					2	
Others	4				2		

Managing the Customer

Group	Average
Self	3.4
Direct reports	4.4
Line Manager	3.4
Peers	4.3
Others	3.6

Response scale: Strongly Disagree · Disagree · Neither Agree nor Disagree · Agree · Strongly Agree · Not Observed

Number of responses

Looks for new ways to help customers

Group	Average	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	3			1			
Direct reports	4				2		
Line Manager	5					1	
Peers	4.5				1	1	
Others	3.5			1	1		

Stays close to customers to understand their changing needs

Group	Average	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	2		1				
Direct reports	4.5				1	1	
Line Manager	4				1		
Peers	4.5				1	1	
Others	4				1		1

Makes sure the team are give the tools they need to build relationships with customers

Group	Average	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	5					1	
Direct reports	4				1		1
Line Manager	3			1			
Peers	3			2			
Others	2	1		1			

Gets feedback from customers and acts on it

Group	Average	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	3			1			
Direct reports	4.5				1	1	
Line Manager	2		1				
Peers	4.5				1	1	
Others	4				1		1

Delivers what's been promised to the customer

Group	Average	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Observed
Self	4				1		
Direct reports	5					2	
Line Manager	3			1			
Peers	5					2	
Others	4.5				1	1	

Notes, observations and reflections

▪ What are the key themes or messages from the feedback in this section?

▪ How do these themes or messages fit in with other feedback, and with you own perceptions?

▪ Which strengths/development areas are the most relevant for your role and responsibilities?

▪ Which of the strengths or development areas might be useful for further consideration and/or for inclusion in 'Your development plan'?
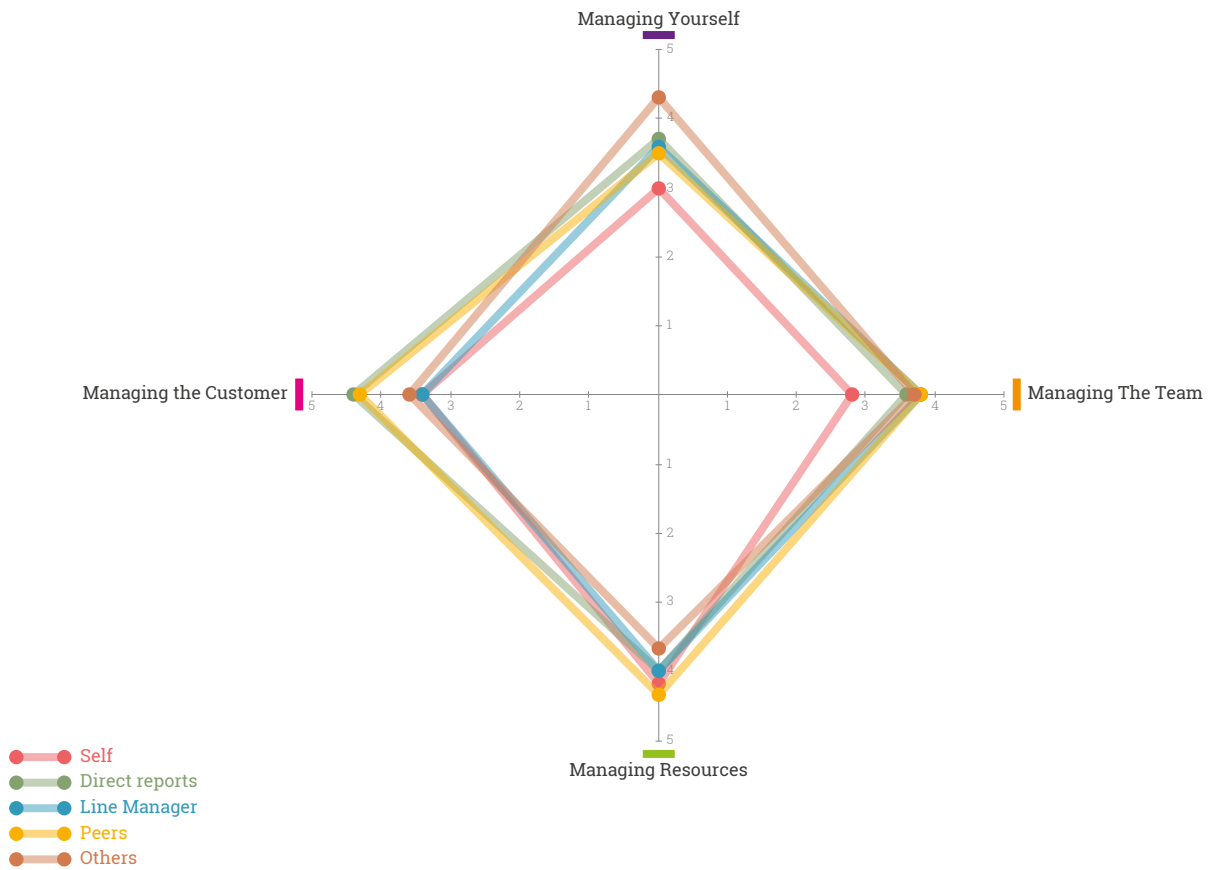
Section 4:
Free text feedback

Free text comments from each colleague group are listed in alphabetical order, not by individual colleagues.

You can use the comments to get more specific feedback and to understand the ratings feedback better.

Remember that you should still focus on key, consistent messages from the free text, rather than one-off comments that are not supported, either by the ratings, or by other comments. It's also a good idea to ensure you view all the free text feedback in a balanced way, rather than focus exclusively on either all positive or all negative comments.

Free text comments

Please add any comments or examples to support your ratings

Self	Self: Test comments as Annabelle
Direct reports	Direct Report: Test comments as Dylan
	Direct Report: Test comments as Edina
Line Manager	Line Manager: Test comments as Frederic
Peers	Peer: Test comments as Georgia
	Peer: Test comments as Jamie
Others	Other: Test comments as Kevin Mobile
	Other: Test comments as Peter

Notes, observations and reflections

▪ What are the key themes or messages from the free text feedback?

_____

_____

_____

_____

_____

▪ How do these themes or messages match with your perceptions?

_____

_____

_____

_____

_____

▪ Which of the strengths or development areas from the free text comments might be useful for further consideration and/or for inclusion in 'Your development plan'?

_____

_____

_____

_____

_____

Section 5:
Your development plan

Using your 360 feedback to formulate a systematic development plan is a crucial part of the 360 process. To get the most out of your feedback, you should create a development plan with specific goals.

Your development plan consists of three stages: review your feedback, set your development goals, and review progress on your development goals. If you follow these stages, particularly a regular review of your progress, you will get the most value from your feedback.

Review your feedback

You can use the observations and reflections you have noted throughout this report to build a short summary of the main messages from your 360 degree feedback.

The summary will be helpful in focusing on the behaviours you want to use more and/or develop further.

5.1 Set your development goals

Set a small number of development goals that are stretching but achievable. The behaviours statements in this report can form a good basis for your goals. It's recommended that you put some dates in your diary to review your progress on your development goals.

Goal 1:

Time frame:

Specific actions:

Dependencies/support needed:

Goal 2:

Time frame:

Specific actions:

Dependencies/support needed:

Goal 3:

Time frame:

Specific actions:

Dependencies/support needed:

5.2 Review progress on your development goals

Regularly reviewing progress on your development goals is recommended, as this will help you to see progress made and refocus on those goals if necessary.

Progress on Goal 1:

Progress on Goal 2:

Progress on Goal 3:

Appendix
Working with your feedback

Receiving critical feedback about yourself from other people can sometimes result in strong emotional reactions, particularly where your sense of who you are, or self- concept, has been challenged. This is quite normal and may lead to some of the following emotions and behaviours being exhibited:

Shock

When receiving feedback that people do not recognise as being part of who they are, they may consciously or unconsciously demonstrate disbelief and a sense of shock. Typically this is often followed by denial and a refusal to accept the facts or the feedback. This represents a defence mechanism and is perfectly natural but can take an individual some time to overcome.

Annoyance

Annoyance can manifest itself in different ways. People may actually be upset with themselves, but more often it is directed at external parties, including those people who have provided feedback or the person delivering the message at the time.

Refusal

At this stage people may begin to be less annoyed but still resist the message by challenging the validity of the process or start making excuses. After this, people may appear to have accepted the message by declaring that 'I understand what you are saying' but without fully meaning it. This may then lead to objections being raised further down the line with key stakeholders of the process.

Acceptance

Having had time to evaluate the information in an objective fashion and come to terms with what people have said, then acceptance usually happens. When this occurs it represents a great opportunity for the individual to have some coaching or training and enhance their strengths or address some development areas. Colleagues (with the exception of your line manager) provided the information with the understanding that their rating would be anonymous, therefore please refrain from asking colleagues about any aspect of the 360.

Test 360
Report and development plan for Annabelle Test

September 2021

ATKINSON
HR consulting