



<b>Report Prepared for:</b>	A.N Other
<b>Role:</b>	Director
<b>Number of Respondents:</b>	12
<b>Prepared by:</b>	Atkinson HR Consulting

## Understanding Your Report

360 reviews are a great way of developing leadership performance. They give a unique opportunity for colleagues to feedback to leaders in a structured and constructive way. They are designed to help you as a leader increase your self-awareness and build a focused development plan.

This feedback report has been designed specifically around the qualities and behaviours required to be an outstanding leader in **this organisation**, which are:

- Working in Teams
- Learning and Developing
- Managing Self & Others
- Adapting to Change
- Thinking Differently
- Getting things done

Your 360 feedback report has been generated using information gathered from your own self-assessment as well as the people that were nominated and agreed to complete the questionnaire for you. Colleagues have taken the time to share their feedback and that information has been collated and presented in the following sections:

- 1. You at a glance:** a summary of your overall scores in each area, showing how your own scores compare against the average scores of your respondents.
- 2. Overall Perceptions:** this gives an analysis of your average scores for each section across each of your respondent groups and a breakdown of the questions that will have contributed to those scores.
- 3. Ranked Scores:** this shows your average responses to each question from all respondents and ranks them in order to help you focus on your areas of strength and development.
- 4. Feedback comments:** showing the comments provided by you and your respondents in answer to the open questions included in the questionnaire.

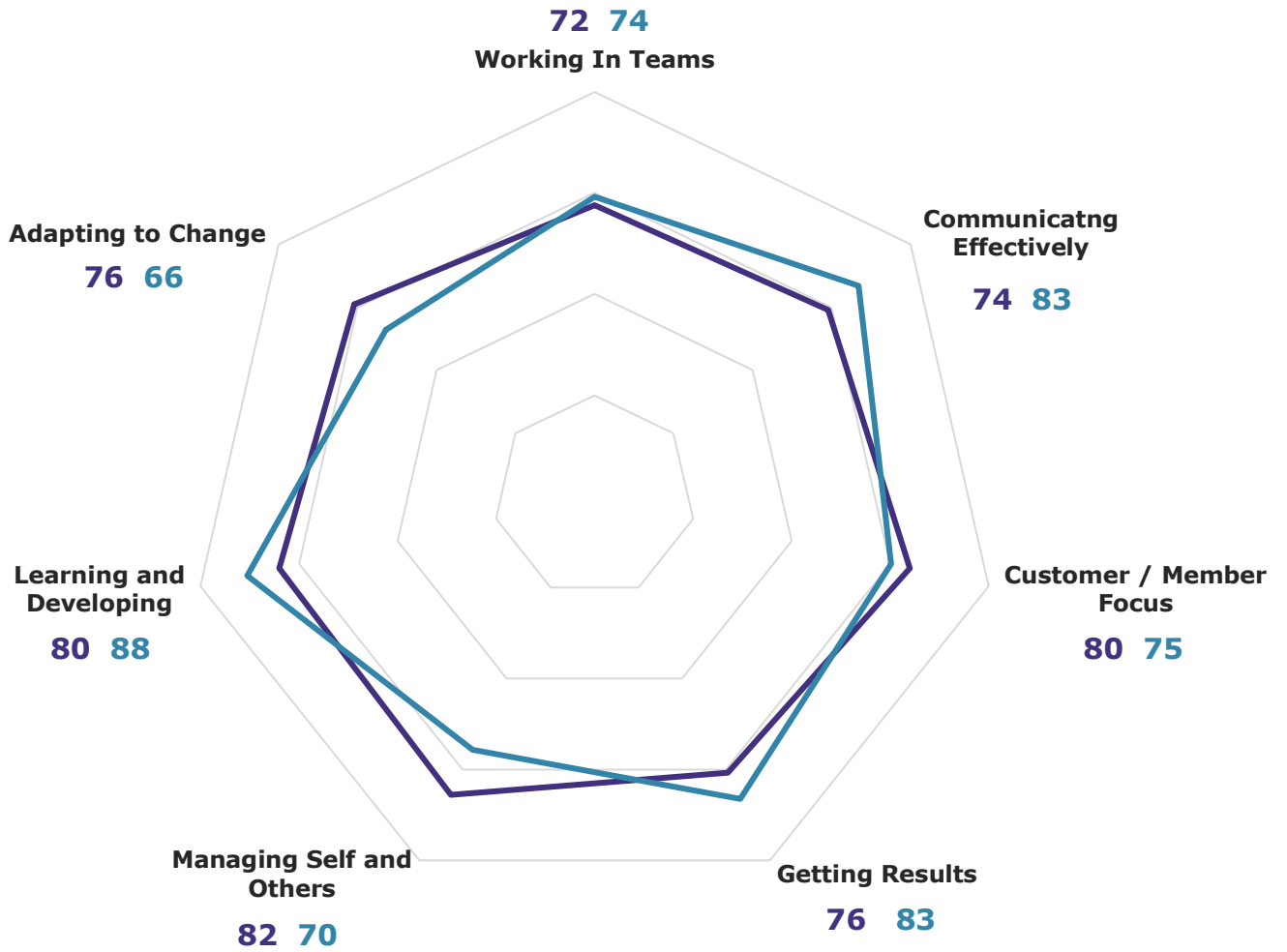
Your report is designed to be form the basis of your individual coaching session, which will help you draw out highlights, themes and opportunities to improve performance. This report is confidential to you, however you are encouraged to share all or part of your personal action plan with colleagues.

### Scoring System

You and your respondents were asked to provide feedback to a number of questions using a five-point scale which is then converted into a percentage figure. The higher the score, the more often you are perceived to be demonstrating a behaviour. If a question has been answered as 'Don't Know' then that score will have been ignored in any calculations of averages or rankings in your report.

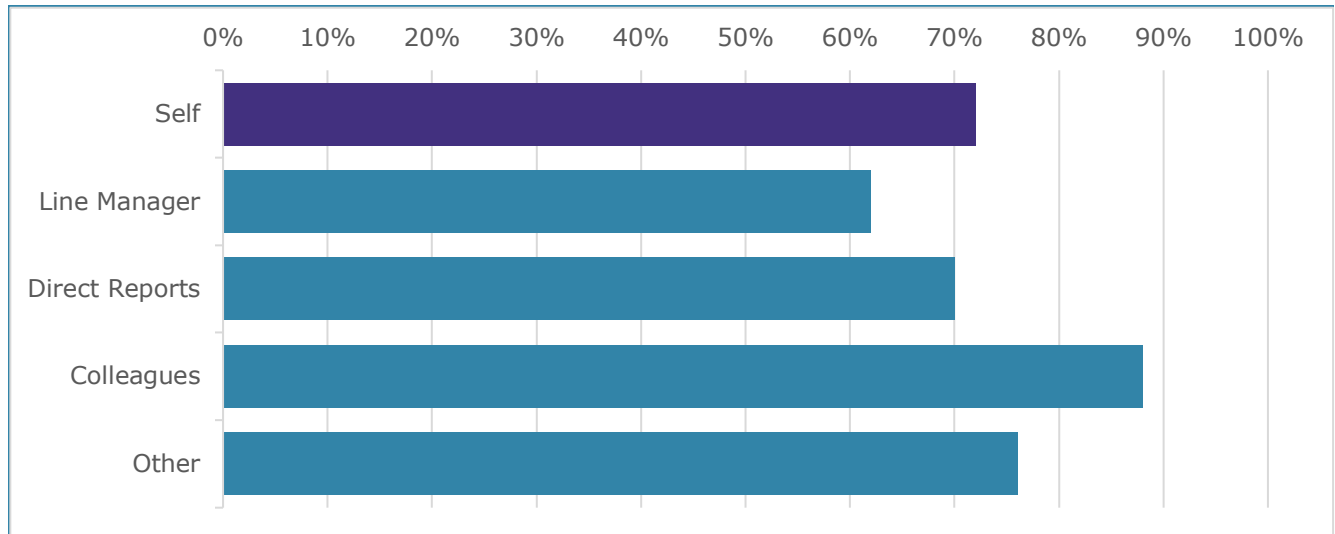
# You at a Glance

**Self Score**  
**Feedback Score**



# Overall Perceptions

## Working in Teams

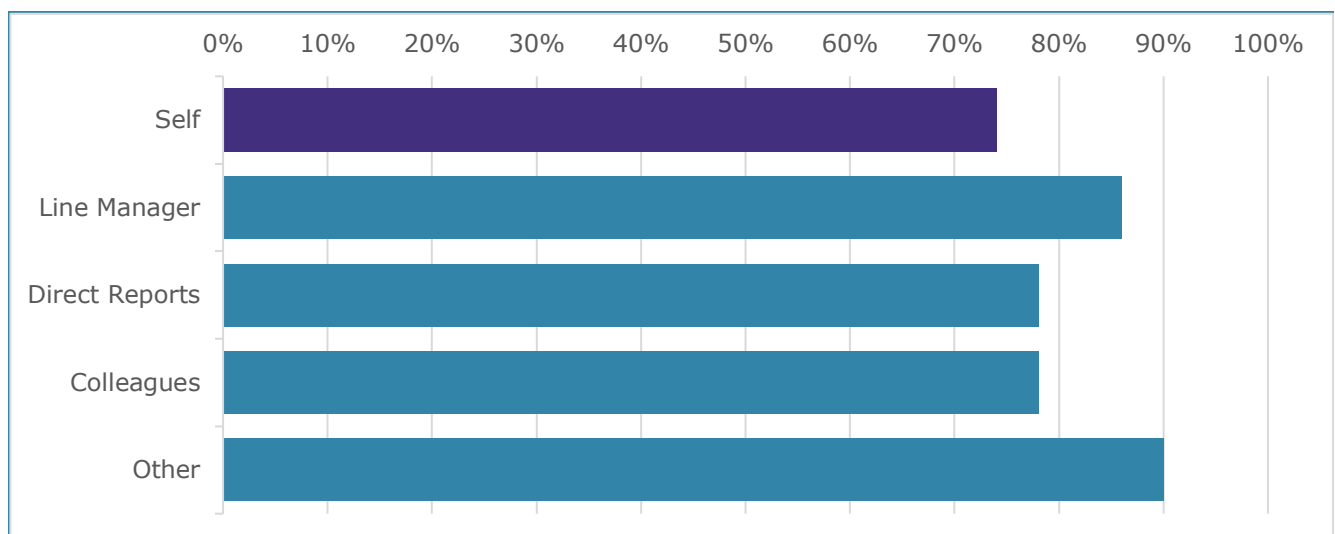


The questions we asked in the [Working in Teams](#) Category were:

*This leader...*

1. Builds positive and productive relationships with colleagues and appreciates others' priorities.
2. Understands the importance of shared goals and effective collaboration.
3. Ensures their team are able to make the link between their work and the strategy.
4. Makes time to recognise the work, efforts and achievements of staff and/or volunteers.
5. Demonstrates a commitment to developing effective working practices across different departments and functions.

## Communicating Effectively

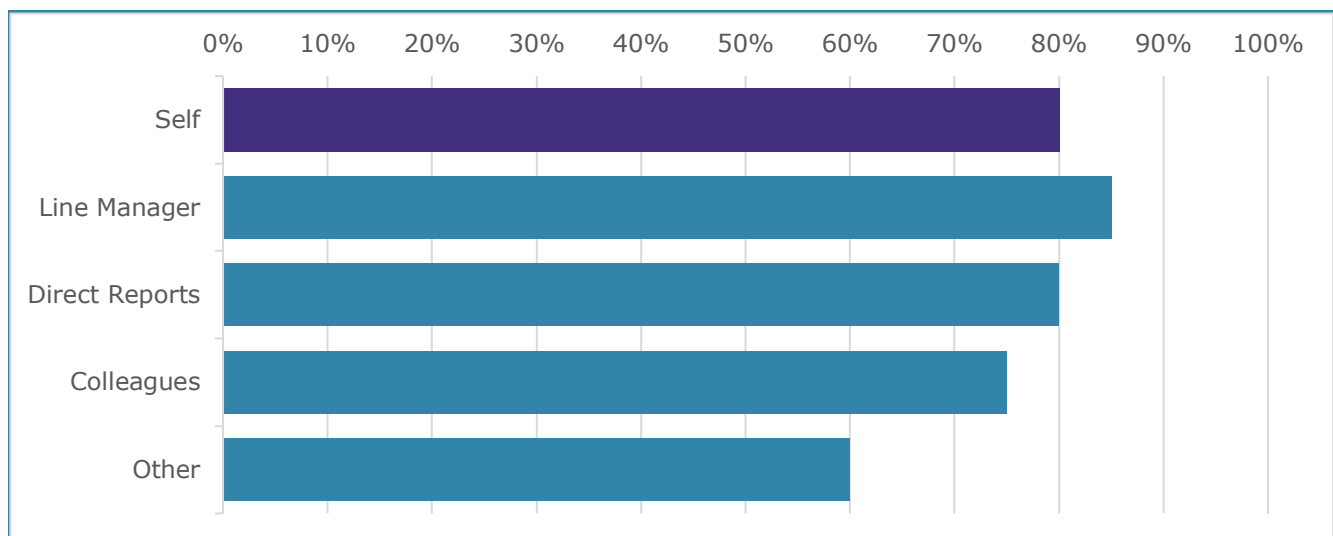


The questions we asked in the **Communicating Effectively** Category were:

*This leader...*

6. Communicates the organisation's vision and secures commitment from staff, volunteers and/or members.
7. Talks about the values frequently with their people and other stakeholders.
8. Is authentic and honest with their team and other colleagues when they can be.
9. Creates a positive, inclusive and trusting work environment where all people feel respected and valued for their contributions.
10. Looks for opportunities to widen contacts and networks for the benefit of the organisation.

## **Customer / Member Focus**

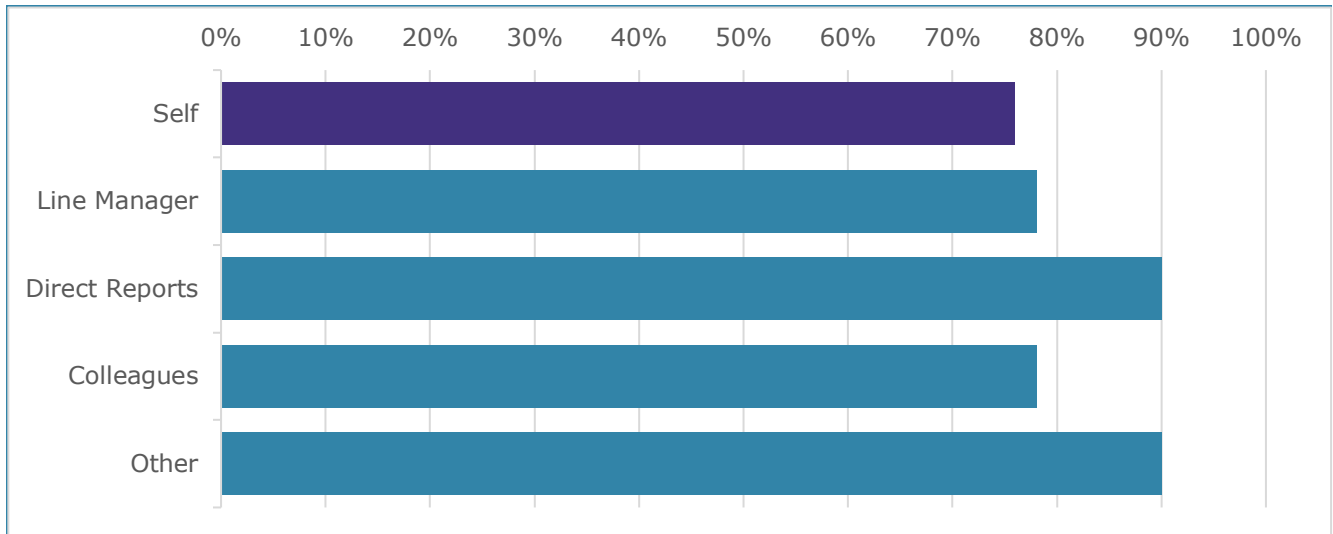


The questions we asked in the **Customer / Member Focus** Category were:

*This leader...*

11. Consistently places members and customers at the heart of their work.
12. Effectively aligns their work to the needs of members and the strategy.
13. Is a strong ambassador and advocate for the organisation's work.
14. Tracks external developments and takes advantage of opportunities to provide an improved customer / member experience.
15. Looks ahead to anticipate customer / member service opportunities and obstacles and explores these effectively.

## Getting Results

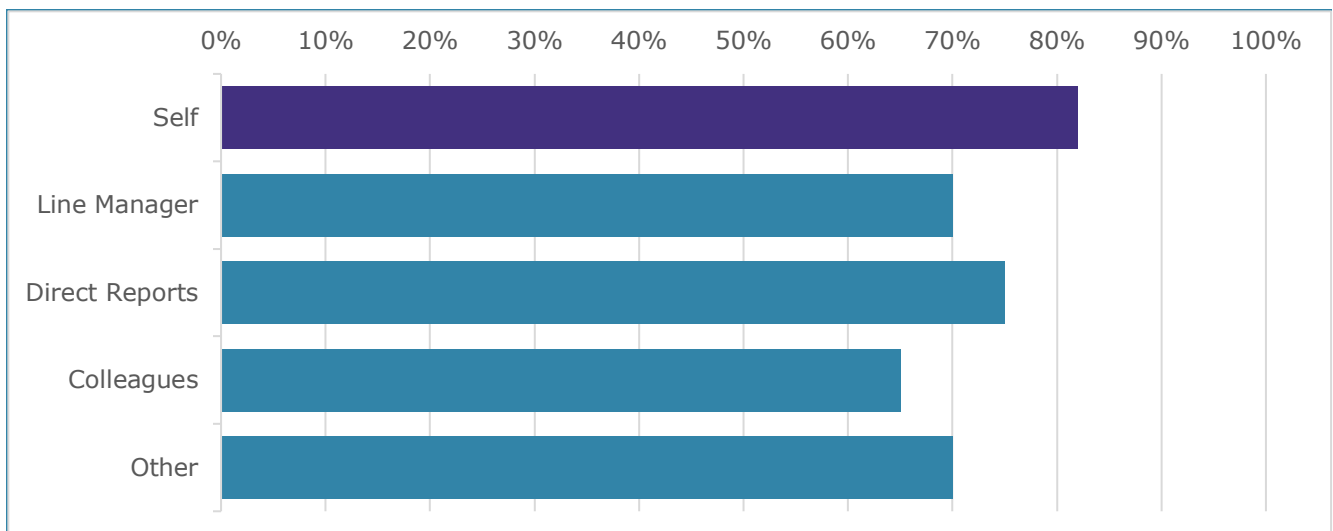


The questions we asked in the [Getting Results](#) Category were:

*This leader...*

16. Encourages a culture of accountability and challenges people constructively when they avoid taking ownership.
17. Sticks to the promises they make.
18. Consistently meets their objectives and delivers against goals and targets.
19. Sets high performance standards and empowers and supports others to succeed.
20. Is prepared to take tough decisions, and have difficult conversations, when addressing performance areas.

## Managing Self and Others

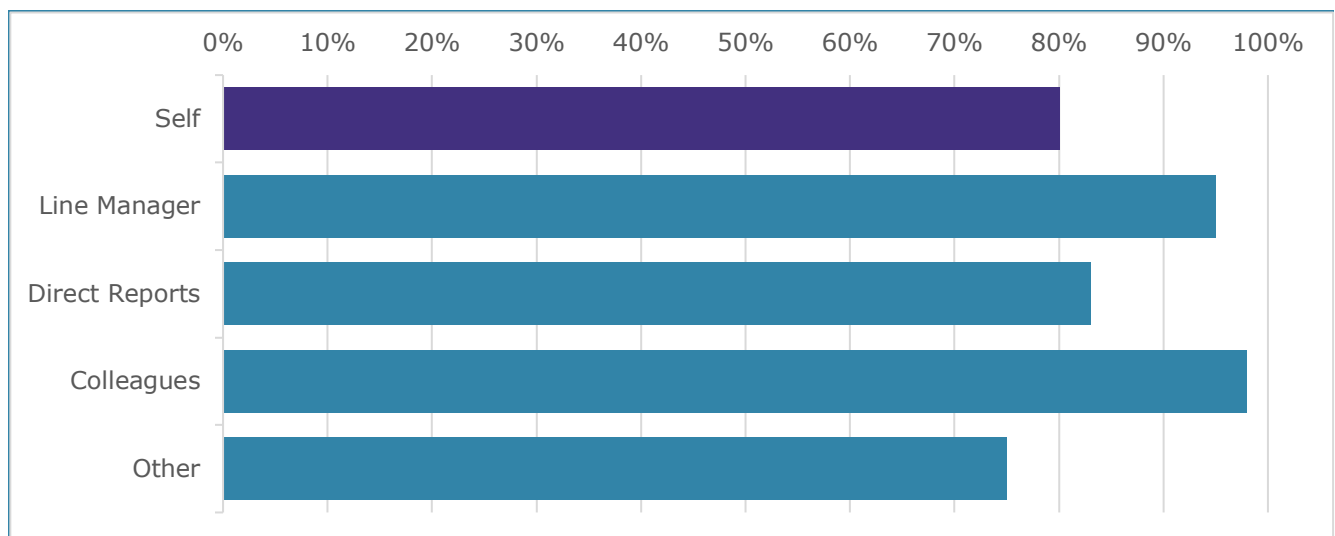


The questions we asked in the [Managing Self and Others](#) Category were:

*This leader...*

21. Provides consistently motivational leadership - communicating with optimism and enthusiasm.
22. Leads by example and provides an environment where team members and other colleagues are motivated and inspired.
23. Demonstrates a leadership style which is decisive, supportive and inspirational, and gains commitment to a vision of what is to be achieved.
24. Ensures the impact of their behaviour on others is positive and adapts their behaviour where necessary.
25. Champions diversity and inclusion through their leadership style and everyday behaviours.

## Learning and Developing

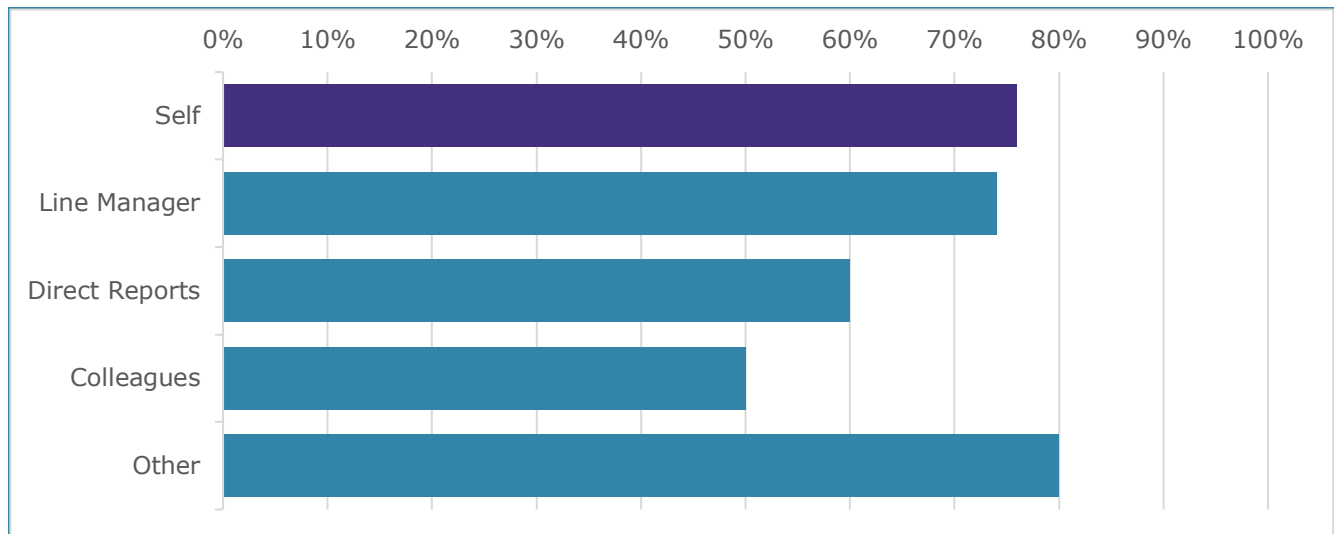


The questions we asked in the [Learning and Developing](#) Category were:

*This leader...*

26. Shares knowledge and expertise with others to encourage their development.
27. Provides on-going timely feedback to support development needs and performance.
28. Takes the time to understand their own strengths and development areas.
29. Delegates and creates opportunities which help others to develop their potential and reflect on their learning.
30. Nurtures a climate where people feel they can make mistakes and learn from them to improve performance.

## Adapting to Change



The questions we asked in the [Adapting to Change](#) Category were:

*This leader...*

31. Models a positive approach to change, and helps to foster a positive attitude to change in others.
32. Challenges the way things have been done before.
33. Makes effective decisions quickly in difficult or unclear situations.
34. Takes a planned approach to implementing new initiatives, whilst allowing for flexibility.
35. Empowers others to make decisions by creating clear goals and processes.



## Ranked Scores

Question	Score %
Consistently places members and customers at the heart of their work.	100%
Consistently meets their objectives and delivers against goals and targets.	96%
Nurtures a climate where people feel they can make mistakes and learn from them to improve performance.	95%
Sticks to the promises they make.	92%
Provides on-going timely feedback to support development needs and performance.	91%
Takes the time to understand their own strengths and development areas.	89%
Makes time to recognise the work, efforts and achievements of staff and/or volunteers.	88%
Is authentic and honest with their team and other colleagues when they can be.	86%
Sets high performance standards and empowers and supports others to succeed.	85%
Delegates and creates opportunities which help others to develop their potential and reflect on their learning.	85%
Builds positive and productive relationships with colleagues and appreciates others' priorities.	85%
Is a strong ambassador and advocate for the organisation's work.	85%
Ensures the impact of their behaviour on others is positive and adapts their behaviour where necessary.	82%
Creates a positive, inclusive and trusting work environment where all people feel respected and valued for their contributions.	82%
Looks for opportunities to widen contacts and networks for the benefit of the organisation.	82%
Communicates the organisation's vision and secures commitment from staff, volunteers and/or members.	80%
Talks about the values frequently with their people and other stakeholders.	80%
Shares knowledge and expertise with others to encourage their development.	80%
Takes a planned approach to implementing new initiatives, whilst allowing for flexibility.	80%
Leads by example and provides an environment where team members and other colleagues are motivated and inspired.	78%
Demonstrates a commitment to developing effective working practices across different departments and functions.	76%

Tracks external developments and takes advantage of opportunities to provide an improved customer / member experience.	<b>75%</b>
Encourages a culture of accountability and challenges people constructively when they avoid taking ownership.	<b>75%</b>
Is prepared to take tough decisions, and have difficult conversations, when addressing performance areas.	<b>72%</b>
Models a positive approach to change, and helps to foster a positive attitude to change in others.	<b>72%</b>
Understands the importance of shared goals and effective collaboration.	<b>70%</b>
Provides consistently motivational leadership - communicating with optimism and enthusiasm.	<b>70%</b>
Demonstrates a leadership style which is decisive, supportive and inspirational, and gains commitment to a vision of what is to be achieved.	<b>70%</b>
Effectively aligns their work to the needs of members and the strategy.	<b>70%</b>
Looks ahead to anticipate customer / member service opportunities and obstacles and explores these effectively.	<b>67%</b>
Champions diversity and inclusion through their leadership style and everyday behaviours.	<b>65%</b>
Challenges the way things have been done before.	<b>63%</b>
Makes effective decisions quickly in difficult or unclear situations.	<b>62%</b>
Empowers others to make decisions by creating clear goals and processes.	<b>60%</b>
Ensures their team are able to make the link between their work and the strategy.	<b>58%</b>

## Feedback Comments

### What does this leader do well that you would like them to do more often?

Your answer:

*Be supportive, provide people with time, listen to people's concerns and be an approachable leader.*

Feedback:

*You have a passion and huge enthusiasm for doing the right thing. You are committed in a way that is sometimes at personal cost to you. You are warm, genuine and have an appreciative enquiry approach, as well as a sense of reflection. You give so much and are a person whom many can learn from.*

*Continue to be a great support colleagues, providing insight, counsel and challenge.*

*Being human, being understanding, being a friend. You treat others how you would want to be treated, that is a skill.*

*Continue to facilitate teamwork and unity of direction.*

*You are values-driven, full of integrity, have high standards, logical and a real inspiration. Your calmness and positivity give me a real boost, especially when working late at night or on a weekend.*

*Keep championing the values in all your encounters.*

*Keep up the thoughtful, engaging, evidence-led contributions (maybe create more space for bigger thinking as this is a rare gift that you have).*

*Generally, keep being brilliant.*

### What would you like this leader to do differently?

Your answer:

*Avoid getting too involved in the detail.*

Feedback:

*Be more ruthless and selfish with time. You should create more time for yourself and not feel that you have to do everything. Preserving energy and having time away helps bring perspective to the role and makes for better outcomes all round.*

*You should engage a wider group of people in key decisions, work to make decisions in a more timely fashion and be clearer about what you are delegating to others, but with a watchful oversight to ensure that decisions are being made and implemented in line with expectations, values and approach.*

*Ensure that the team has a good set of personal and team objectives that they are working to, held to account for and given recognition for achieving. These should be focussed on delivering the strategy and providing high quality line management support.*

*Stop taking on detailed criticisms / low level complaints either via email or online. You need to delegate it down to the relevant part of the line management-chain so you don't get dragged in to negative, soul destroying threads. You generally need to pull back from the detail to focus on the bigger issues (the goals and objectives in the plan) set clear expectations for your direct reports and then support them and hold them to account.*

*They need to invest time in developing successors.*

# Your Personal Development Plan

This section provides the opportunity for you to reflect on your feedback and identify how you will respond to it, and what you plan to do differently in the future.

Some of the key questions that will help you to reflect might include:

- What are you most proud of?
- What surprised you?
- How could you utilise your strengths more of the time?
- How can you manage your weaknesses and prevent them causing problems?
- Who can support and help your development?

You should complete this plan and discuss with your line manager:

<b>Development Goal</b> What do you want to change?	<b>Actions Required</b> What do you need to do to make this happen?	<b>When?</b> When will you achieve this by?	<b>What support will you need?</b>