PeopleEvaluator.com

360 Degree Feedback
Management Development Programme Report

Tom Subject
Project End Date: 22nd March 2016

Contents

1. Understanding Your Feedback Report

Introduction

The following is a report that highlights the strengths and development areas with regards to your Management Skills. It will show you how you have assessed yourself and how this compares to how others have assessed you. This will form the basis of a personal development plan and should be used to focus your development activities over the coming months.

Anonymity

The report only shows the rater types and in some cases the rater's ID numbers but not their names. This makes the comments and ratings anonymous. The focus should be on what people have said, their perceptions not on who said it.
How we see ourselves is often very different from how others see us and the results can often be surprising, keep in mind the purpose of this report which is simply a method to assess your development needs.

Composition of Raters

Below is a list of the categories of raters and how many provided feedback in each category.

Self   : 1
Manager   : 1
Peer   : 3
Subordinates : 2

Making your feedback work for you

You have a number of choices about how you can use this feedback report. We recommend that you; share your feedback results with your line manager, your Learning & Development specialist or a coach to help you to identify developmental steps e.g. in the form of a personal development plan; discuss the results with your raters to open up a dialogue about ways of improving your working relationships with them.

Receiving Feedback

Read your report, digest it fully and reflect on what has been said. Do not become defensive about what has been said on the issues the feedback raises. Your Line Manager, L & D consultant/business coach will help you rationalise the feedback and create an action plan.

2. Competency Model Used

The coloured boxes below represent the competencies we identified to measure your performance. The colour coding is used later in the report to make it easier to understand.

Leading the Team

- Has a clear vision about what the team needs to achieve
- Communicates that vision on a regular basis
- Clear about the way the team should work together
- Communicates those behaviours regularly
- Holds regular team meetings to communicate progress
- Encourages customer service excellence within the team
- Select three words that best sum up Tom's performance in the area of leading the team:

Providing Individual Direction

- Sets clear 'business as usual' objectives for me that link directly to what we are trying to achieve as a team
- Sets 'stretch' objectives for me when required
- Regularly reviews how I am getting on with my objectives
- Reinforces the outcomes required from my performance
- Uses formal frameworks such as the appraisal and one-to-ones to encourage performance and development
- Provides me with constructive feedback in order to improve
- Select three words that best sum up Tom's performance in the area of providing individual direction:
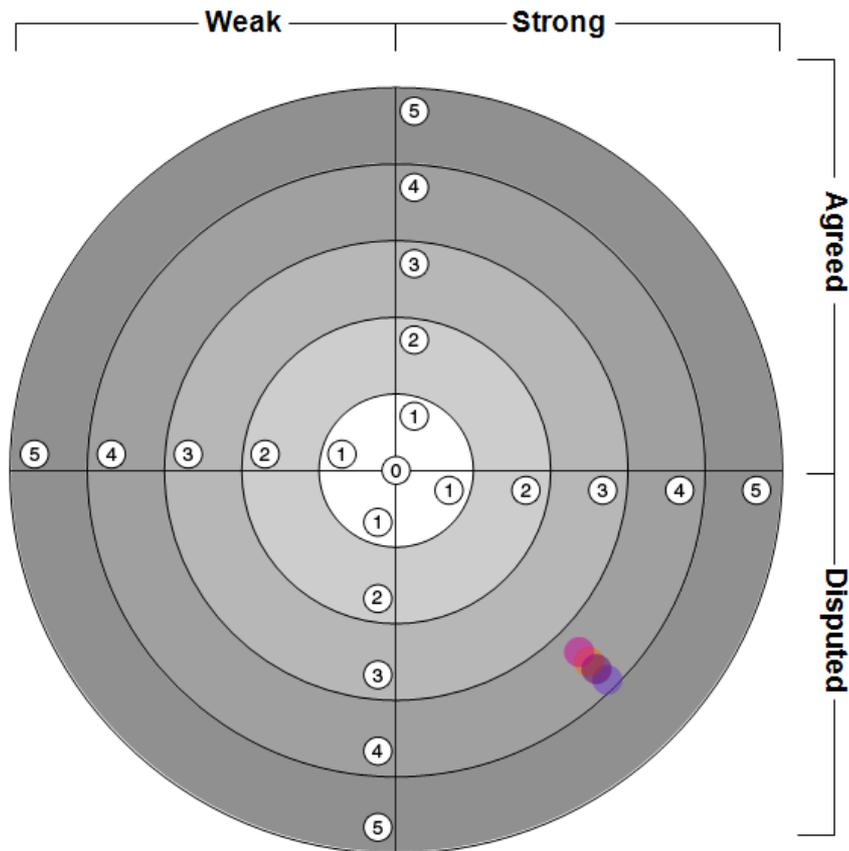
Managing Change

- Keeps me informed of changes that will impact on my work
- Informs me of the benefits of intended changes
- Displays care and empathy when changes are having a negative impact on me
- Supports me when change is being implemented
- Takes time to understand my viewpoint on intended changes
- Leads the way on implementing changes
- Select three words that best sum up Tom's performance in the area of managing change:

Coaching and Developing the Team/Individual

- Takes time to coach me when I am unsure of anything
- Encourages the team to higher performance
- Able to provide constructive feedback without upsetting or demotivating me
- Focuses on finding solutions rather than blaming people
- Sees the possibilities in the team's ideas and helps build on those ideas
- Asks challenging questions which encourage me to think of new ideas
- Select three words that best sum up Tom's performance in the area of coaching and development:

3. Agreed Vs Disputed Strengths & Weaknesses

The following graph demonstrates where you and your raters are agreed as towhat you do well and where you need to improve. Anything above the line denotes that you are in agreement and anything below the line shows there is a variance between how you perceive yourself and the way others perceive you.

Legend:

- Leading the Team
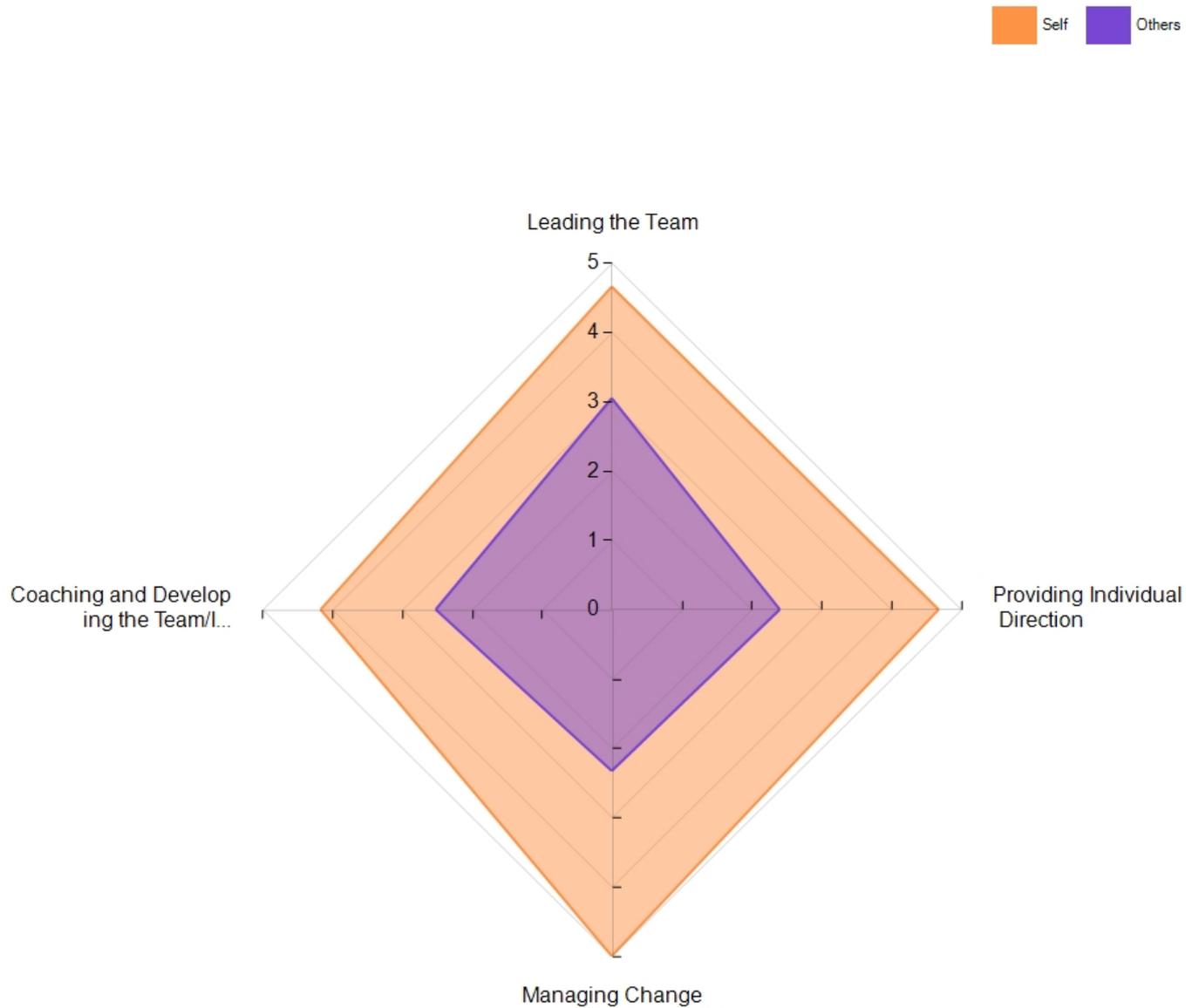- Providing Individual Direction
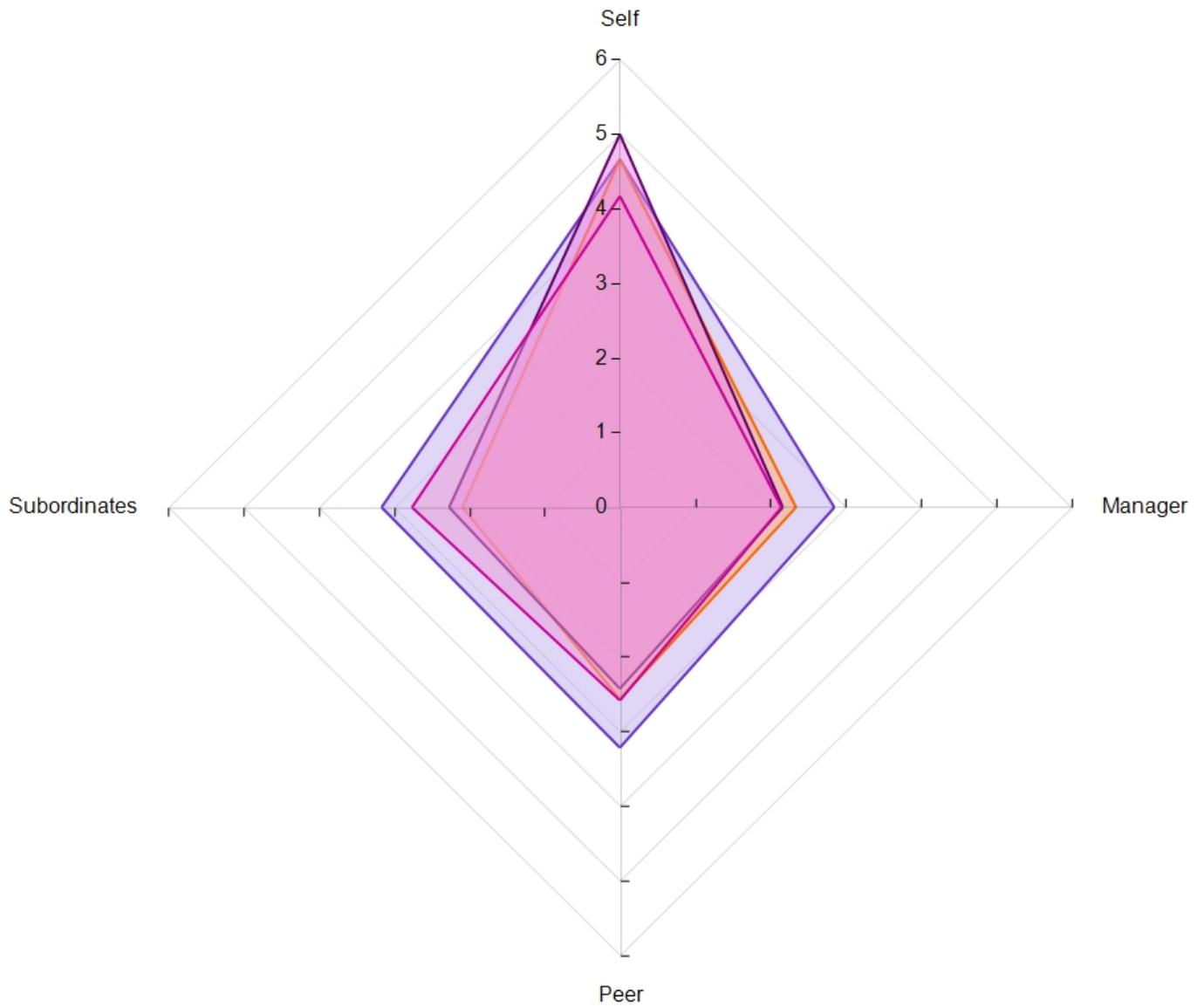- Managing Change
- Coaching and Developing the Team/Individual

4. Perception Wheel

Perception Wheel - Relations

The line in blue shows how others perceive you on a rating of 1 to 5 and the line in orange demonstrates your perception in your performance

Perception Wheel - Competencies

Legend:
- Leading the Team
- Providing Individual Direction
- Managing Change
- Coaching and Developing the Team/Individual

5. Indiviudal Competency Bar Graphs

In the following charts, you can see the average scores of each individual rater type for every competency. We use the same colour shading throughout the report for the rater types. This will enable you to compare your raters'scores with you own.The horizontal scale represents the scores on the 5-item scale.

Average Ratings For Each Area Of Competence
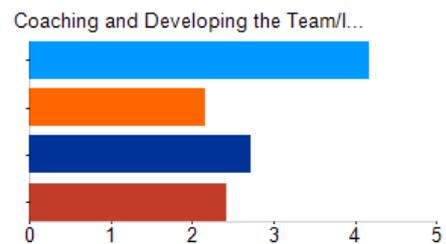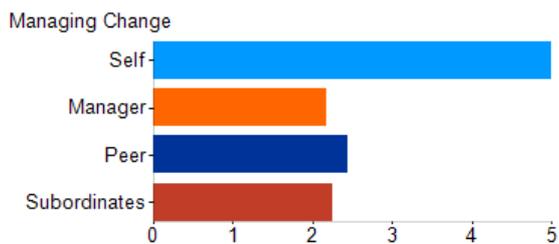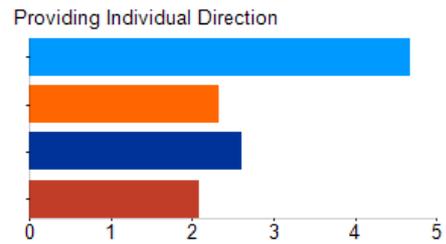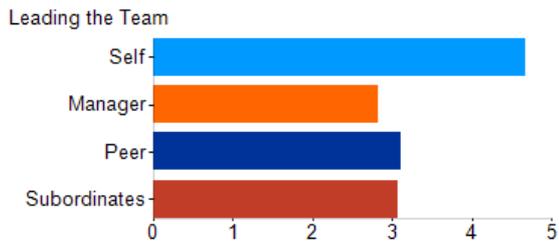
6. How others chose to describe you

Raters were offered several words and asked to select 3 words that they felt they could apply to your performance. Any words that raters' chose will appear here. The bigger the word, the more times it was selected.

Leading the Team

Select three words that best sum up Tom's performance in the area of leading the team:

collaborative inclusive inspirational passionate quick-tempered stimulating

Providing Individual Direction

Select three words that best sum up Tom's performance in the area of providing individual direction:

bossy collaborative judgemental specific unavailable unrealistic vague

Managing Change

Select three words that best sum up Tom's performance in the area of managing change:

collaborative driven emotional enthusiastic flexible persistent resilient resistant stubborn

Coaching and Developing the Team/Individual

Select three words that best sum up Tom's performance in the area of coaching and development:

approachable blaming candid encouraging judgemental objective open subjective supportive

7. Competency Ratings Details

The following charts show you the average scores of each skill/behavior that forms a competency. We don't draw a distinction between your rater types here (e.g. manager, team member etc.) as the purpose of these charts is to show you, the subject, as-represented in the form of a diamond- the deviation between your self-ratings and the perceptions of people around you. Additionally, you will find randomly selected comments from your different rater types below each competency chart. Those comments underpin the scores with something tangible and 'real' to help you identify the changes you may need to make in your daily work life.

Leading the Team

Statement	Comment
Self:	
Has a clear vision about ...	I believe in leading by action and I strive to let my actions speak for me.
Communicates that vision ...	I always communicate the direction for my team.
Manager:	
Encourages customer servi...	Tom very much encourages excellence in customer service in his team.
Peer:	
Holds regular team meetin...	He does contribute to team success but only because we are a team, he would do it on his own if he had a choice
Communicates that vision ...	Be more open to feedback and engage the people in your team more fully. Too often his team is unaware of what he is doing.
Subordinates:	
Communicates those behavi...	He communicates well especially when he is passionate about the issue.
Communicates that vision ...	He communicates the team vision but that can be shortsighted.

Providing Individual Direction

Statement	Comment
Self:	
Uses formal frameworks su...	I always encourage top performance from my team.
Manager:	
Sets 'stretch' objectives...	Tom needs to challenge his team more.
Peer:	
Provides me with construc...	Tom tries, but need to be more willing to hear other's ideas.
Sets clear 'business as u...	He is definitely willing to take a courageous stand for his work

Managing Change
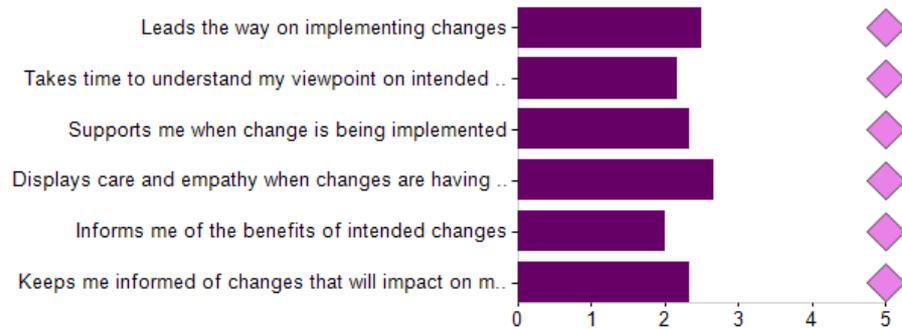
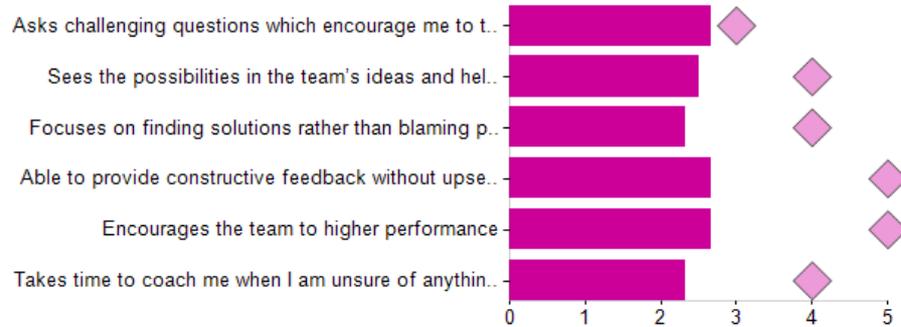| Statement	Comment
Self:	
Supports me when change i...	I am always available to provide my team with support.
Manager:	
Supports me when change i...	Tom tends to be too resistant to change and his team picks up on that and tends to be the same way.
Peer:	
Informs me of the benefit...	Very open and holds nothing back when discussing team issues.
Subordinates:	
Keeps me informed of chan...	Tom does this sometimes but needs to be more consistent not just after someone complains.
Takes time to understand ...	Tom does not take part in decision making, he wants to make all the decisions.
Leads the way on implemen...	Tom can be stubborn and resistant to change.

Coaching and Developing the Team/Individual

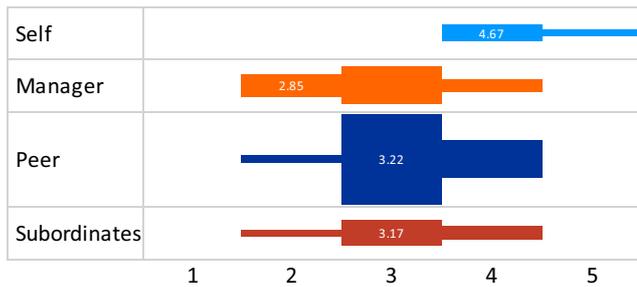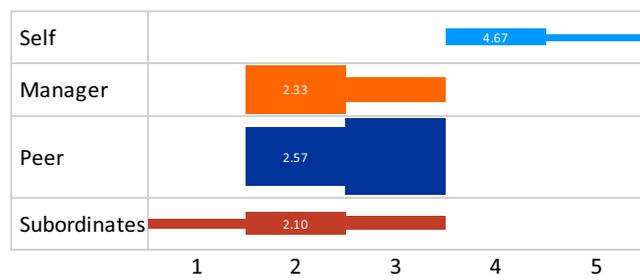| Statement	Comment
Self:	
Takes time to coach me wh...	As long as I have the time, I make myself available for coaching.
Peer:	
Focuses on finding soluti...	The Global project did not go well because Tom did not share his concerns, with us so we were not sure what was what. He needs to learn to communicate.
Subordinates:	
Takes time to coach me wh...	On a good day, he can be every helpful and supportive.
Focuses on finding soluti...	When things are not going well, he can be too blaming

8. How consistent were the scores?

If the the score is fairly uniform from 1 to 5, raters perception of that particular competence is unusually varied and may need further exploration with your coach.

Leading the Team

Self		4.67
Manager	2.85	
Peer	3.22	
Subordinates	3.17	

1 2 3 4 5

Providing Individual Direction

Self		4.67
Manager	2.33	
Peer	2.57	
Subordinates	2.10	

1 2 3 4 5

Managing Change

Self		5.00
Manager	2.15	
Peer	2.42	
Subordinates	2.27	

1 2 3 4 5

Coaching and Developing the Team/Individ...

Self		4.17
Manager	2.13	
Peer	2.59	
Subordinates	2.77	

1 2 3 4 5
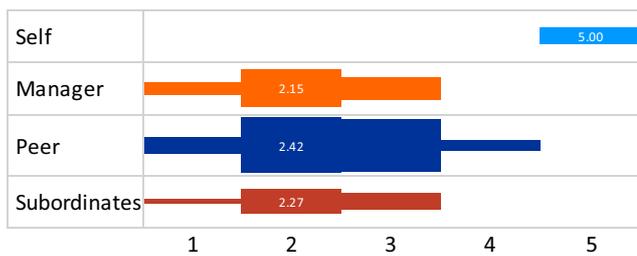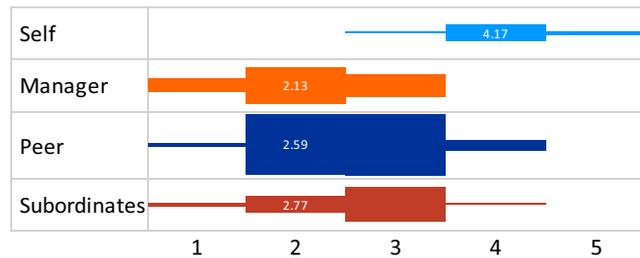
9. Summary of Competency Range

The following charts show you the range of ratings for each competency. The width of the bars indicates the range of scores for each rater type. The numbers within the bars give you the average scores that you received.

Range of Ratings for Each Area of Competence

Leading the Team

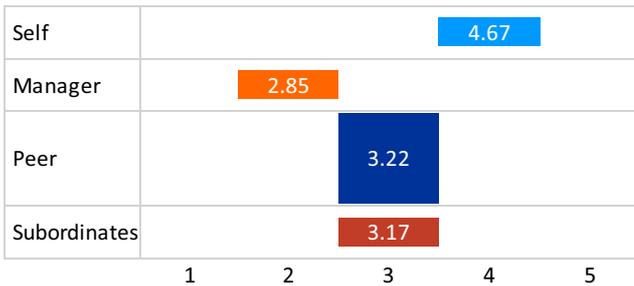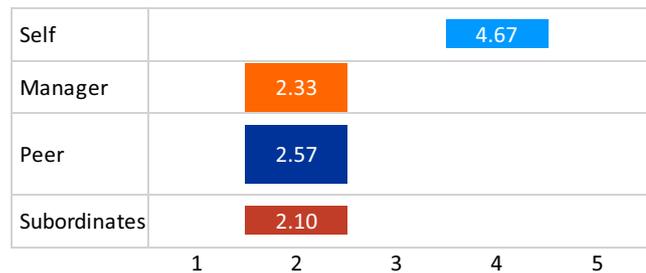|	1	2	3	4	5
Self				4.67	
Manager		2.85			
Peer			3.22		
Subordinates			3.17		

Providing Individual Direction

	1	2	3	4	5
Self				4.67	
Manager		2.33			
Peer		2.57			
Subordinates		2.10			

Managing Change

	1	2	3	4	5
Self					5.00
Manager		2.15			
Peer		2.42			
Subordinates		2.27			

Coaching and Developing the Team/Individ...

	1	2	3	4	5
Self				4.17	
Manager		2.13			
Peer		2.59			
Subordinates		2.77			
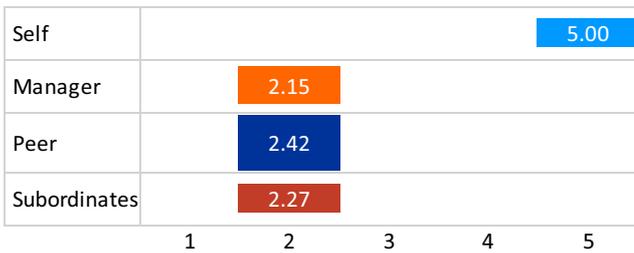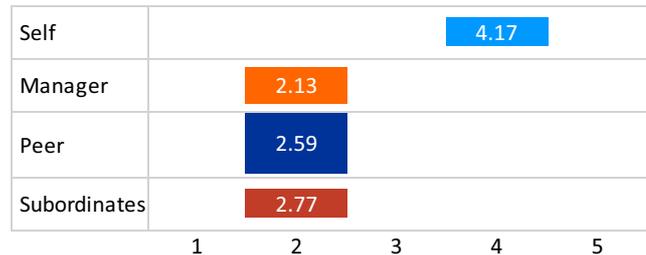
10. Your top 10 Competencies vs your lowest 10 Competencies

This section shows you, your highest and lowest rated competencies. This will help you to identify and reinforce your strengths and also highlight the areas where you may need to improve.

Highest Rated Competencies

	Statement	Average Rating
	Encourages customer service excellence within the team	3.5
	Clear about the way the team should work together	3.2
	Communicates those behaviours regularly	3.2
	Sets 'stretch' objectives for me when required	3
	Communicates that vision on a regular basis	3
	Holds regular team meetings to communicate progress	2.8
	Asks challenging questions which encourage me to think of new ideas	2.7
	Has a clear vision about what the team needs to achieve	2.7
	Encourages the team to higher performance	2.7
	Able to provide constructive feedback without upsetting or demotivating me	2.7

Lowest Rated Competencies

	Statement	Average Rating
	Informs me of the benefits of intended changes	2
	Takes time to understand my viewpoint on intended changes	2.2
	Sets clear 'business as usual' objectives for me that link directly to what we are trying to achieve as a team	2.2
	Reinforces the outcomes required from my performance	2.2
	Uses formal frameworks such as the appraisal and one-to-ones to encourage performance and development	2.2
	Provides me with constructive feedback in order to improve	2.3
	Keeps me informed of changes that will impact on my work	2.3
	Supports me when change is being implemented	2.3
	Focuses on finding solutions rather than blaming people	2.3
	Takes time to coach me when I am unsure of anything	2.3

■	Leading the Team	■	Providing Individual Direction	■	Managing Change	■ Coaching and Developing the Team/Individual

11. How everyone responded to our open questions

In this section, you and your raters were asked to give specific feedback regarding your performance and behaviour in particular work situations.

1. **When or where is Tom the most effective? Please give a reason for your answer.**

   Self
   - I am most effective when I am working in a group setting.

   Manager
   - He is most effective when he is passionate about whatever project he is working on. He would be very involved then and very inclusive and supportive.

   Peer
   - He is effective and proactive in demonstrating the strengths of the system and his willingness to share his knowledge.

   - He is effective when he communicates technical issues that you've discovered so our team functions better.

   - Tom is effective when he is being supportive and helps me understand Business LMS and our other key systems.

   Subordinates
   - He is most effective when he updating us about our progress on a weekly basis.

   - Tom is most effective when things are going well, he can lead the team quite well then.

2. **When or where is Tom the least effective? Please give a reason for your answer.**

   Self
   - I am least effective when asked to make tough decisions that impact my team.

   Manager
   - Quite the opposite here, very infective when he doesn't believe in the product.

   Peer
   - He is least effective when writing and documenting in reports and emails the results of tests of each analysis would be a good place to start.

   - Start providing a little more direction... an idea where we're headed. Set more aims and objectives for task. He is not effective then.

   - Tom is not effective when he does not share his ideas with us as we do with him, so we are on the same page.
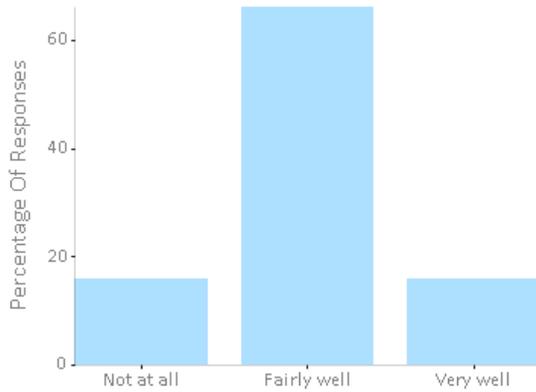
   Subordinates
   - He is least effective when things are not going well, can be short tempered and very demanding.

   - Mr. Smyth can be very demanding, not everyone knows the systems as he does. A little patience would be nice.

12. Questions only asked of your raters

In this section, your Raters were asked to give specific feedback regarding your performance and behavior in particular work situations.

1. How well do you know Tom?

Comments:
Manager
- I have known Tom for a few years now.
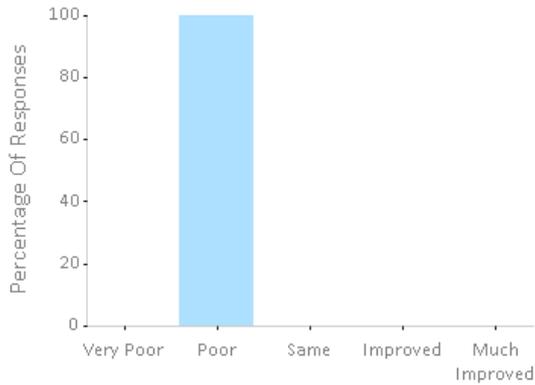
Peer
- I have worked with Tom for over 15 years.

Subordinates
- I joined the company 6 months ago.

13. Questions only asked of yourself

In this section only you were asked these questions.

1. Overall how would you rate your management skills now in comparison to 3 years ago? Please give a reason for your rating.

Comments:
Self

- My skills have improved exponentially in the last 3 years but always room for improvement.

14. My Plan of action

This section will enable you to reflect on the findings of the report.

Firstly, consider what this report has confirmed for you with regards to your performance.

Secondly, consider where this report has surprised you with regard to your performance.

Finally, identify 2 areas of your performance that you feel you need to focus your development on during your upcoming Management Development Programme.