Your logo here

John Smith

Your feedback report and personal development plan

December 2018

Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	2 responses
Direct reports	2 responses

Summary of top strengths and areas to improve

The goal of 360° Feedback is for you to use the feedback for your personal development, to help you grow and achieve more in your career.

You were given feedback on 30 different areas. We recommend that you focus on your top strengths and areas to improve, listed below.

Your top 5 strengths

1. Motivating and inspiring
2. Identifying development needs
3. Delegating
4. Communicating clearly
5. Giving feedback

Each person gave you a score (out of 5) for your current performance for each of the areas in the assessment. Your top 5 strengths are the areas for which, on average, you were given the highest scores.
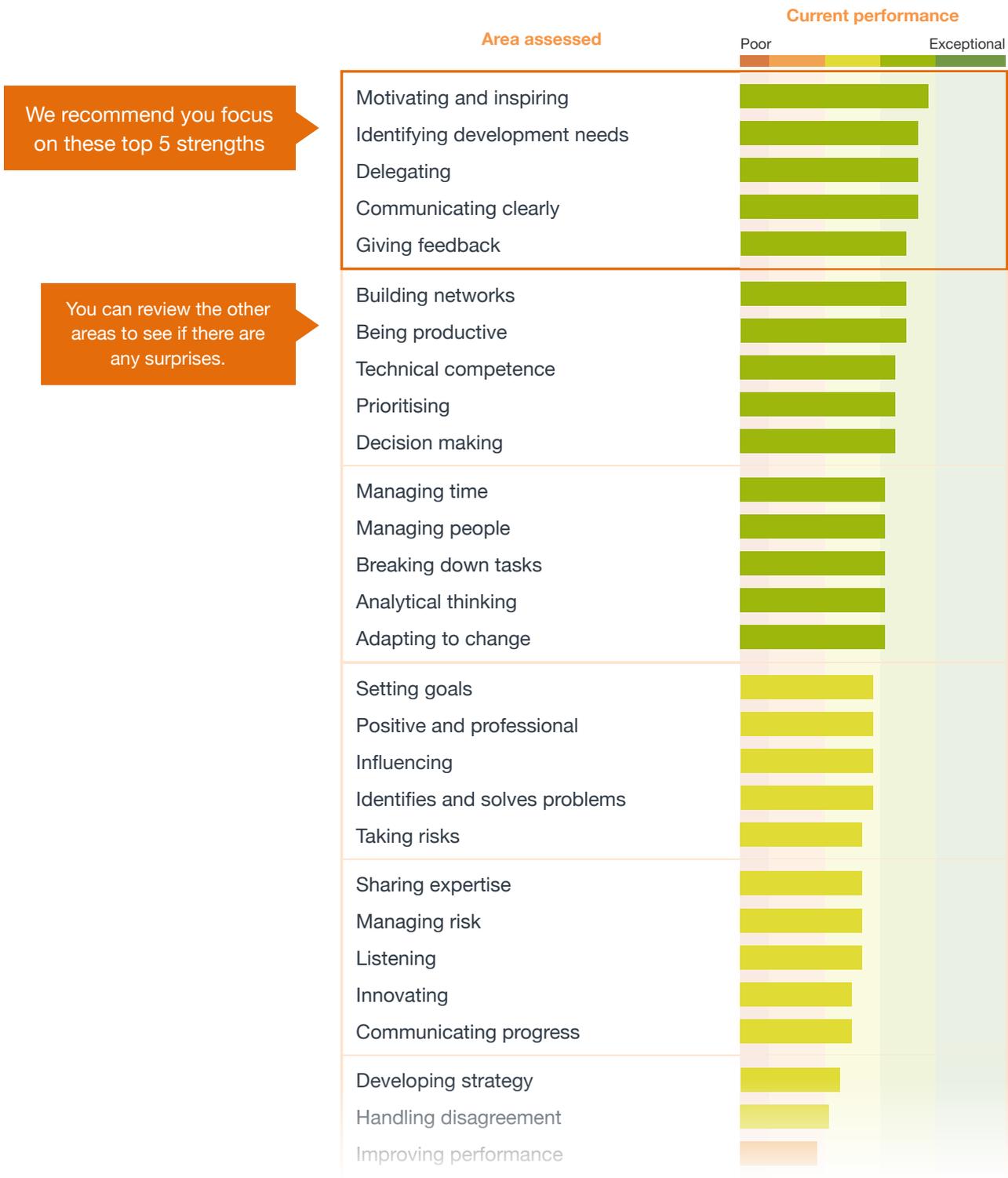
Your top 5 areas to improve

1. Seeking feedback
2. Demonstrating self-development
3. Improving performance
4. Handling disagreement
5. Developing strategy

These are the areas for which you were given the lowest scores for your current performance. You should review these with your manager or coach to identify which areas you want to prioritise improving.

Your top strengths

"Playing to your strengths" is a great way to improve your performance. When you know what your strengths are, you can look at ways of making better use of them, and consider developing them further.

Your colleagues rated the areas below as your top strengths. Review whether you understand and agree with your colleagues, or if there are any surprises to discuss with your manager.

Area assessed	Current performance
	Poor — Exceptional

We recommend you focus on these top 5 strengths

Motivating and inspiring	
Identifying development needs	
Delegating	
Communicating clearly	
Giving feedback	

You can review the other areas to see if there are any surprises.

Building networks	
Being productive	
Technical competence	
Prioritising	
Decision making	

Managing time	
Managing people	
Breaking down tasks	
Analytical thinking	
Adapting to change	

Setting goals	
Positive and professional	
Influencing	
Identifies and solves problems	
Taking risks	

Sharing expertise	
Managing risk	
Listening	
Innovating	
Communicating progress	

Developing strategy	
Handling disagreement	
Improving performance	

How different groups rated your top strengths

Different groups of colleagues may have different views on where your top strengths are. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average score for current performance.

Note: We do not include your view when calculating this average

You can compare the different views of respondents below.

Area assessed	Current performance (average)	Your view	Direct manager	Peers	Direct reports
Motivating and inspiring		Very good	Exceptional	Very good	Very good
Identifying development needs		Very good	Very good	Very good	Very good
Delegating		Good	Exceptional	Very good	Good
Communicating clearly		Exceptional	Exceptional	Very good	Good
Giving feedback		Exceptional	Exceptional	Very good	Good
Building networks		Very good	Very good	Very good	Very good
Being productive		Very good	Very good	Very good	Very good
Technical competence		Very good	Very good	Very good	Good
Prioritising		Good	Very good	Very good	Good
Decision making		Very good	Very good	Very good	Good
Managing time		Good	Very good	Very good	Good
Managing people		Exceptional	Exceptional	Very good	OK
Breaking down tasks		Very good	Exceptional	Very good	OK
Analytical thinking		Very good	Very good	Very good	OK
Adapting to change		Very good	Very good	Very good	Good
Setting goals		Very good	Very good	Very good	OK
Positive and professional		Very good	Very good	Good	Good
Influencing		Very good	Good	Good	Good
Identifies and solves problems		Very good	Very good	Good	Good
Taking risks		Good	Good	Good	Good
Sharing expertise		Good	Good	Good	Good
Managing risk		Very good	Very good	Good	Good
Listening		Exceptional	Very good	Very good	OK
Innovating		Good	Good	Good	OK
Communicating progress		Good	Very good	OK	Good
Developing strategy		OK	Good	Good	OK
Handling disagreement		Very good	Good	Good	OK
Improving performance		Very good	Good	OK	OK
Demonstrating self-development		Good	Good	OK	OK
Seeking feedback		OK	Good	OK	Poor

Your top areas to improve

Your colleagues were asked to rate your current performance in 30 different areas. The areas that your colleagues gave the lowest scores are shown below.

Review if you agree with the areas below, or if there are any surprises to discuss with your manager. You may wish to tackle one or more of these areas in your personal development plan.

Current performance

Area assessed

Poor   Exceptional

These 5 areas were given the **lowest** scores

- Seeking feedback
- Demonstrating self-development
- Improving performance
- Handling disagreement
- Developing strategy

You can review all of the areas to see if there are others you wish to prioritize in your personal development plan.

- Communicating progress
- Innovating
- Listening
- Managing risk
- Sharing expertise

- Taking risks
- Identifies and solves problems
- Influencing
- Positive and professional
- Setting goals

These are areas where you were given higher scores for your current performance - they are less likely to be priority areas for improvement.

- Adapting to change
- Analytical thinking
- Breaking down tasks
- Managing people
- Managing time

- Decision making
- Prioritising
- Technical competence
- Being productive
- Building networks

- Giving feedback
- Communicating clearly
- Delegating

How different groups rated your top areas to improve

Different groups of colleagues may have different views on which areas need most improvement. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average score for current performance.

Note: We do not include your view when calculating this average

You can compare the different views of respondents below.

Area assessed	Current performance (average) Poor → Exceptional	Your view	Direct manager	Peers	Direct reports
Seeking feedback		OK	Good	OK	Poor
Demonstrating self-development		Good	Good	OK	OK
Improving performance		Very good	Good	OK	OK
Handling disagreement		Very good	Good	Good	OK
Developing strategy		OK	Good	Good	OK
Communicating progress		Good	Very good	OK	Good
Innovating		Good	Good	Good	OK
Listening		Exceptional	Very good	Very good	OK
Managing risk		Very good	Very good	Good	Good
Sharing expertise		Good	Good	Good	Good
Taking risks		Good	Good	Good	Good
Identifies and solves problems		Very good	Very good	Good	Good
Influencing		Very good	Good	Good	Good
Positive and professional		Very good	Very good	Good	Good
Setting goals		Very good	Very good	Very good	OK
Adapting to change		Very good	Very good	Very good	Good
Analytical thinking		Very good	Very good	Very good	OK
Breaking down tasks		Very good	Exceptional	Very good	OK
Managing people		Exceptional	Exceptional	Very good	OK
Managing time		Good	Very good	Very good	Good
Decision making		Very good	Very good	Very good	Good
Prioritising		Good	Very good	Very good	Good
Technical competence		Very good	Very good	Very good	Good
Being productive		Very good	Very good	Very good	Very good
Building networks		Very good	Very good	Very good	Very good
Giving feedback		Exceptional	Exceptional	Very good	Good
Communicating clearly		Exceptional	Exceptional	Very good	Good
Delegating		Good	Exceptional	Very good	Good
Identifying development needs		Very good	Very good	Very good	Very good
Motivating and inspiring		Very good	Exceptional	Very good	Very good

What people said about you

We asked respondents to summarize and provide examples of your top strengths and areas to improve.

If there's anything you aren't clear on, you can also review the detailed results in the appendix, and consider including a task in your personal development plan to get more feedback.

What are this person's 3 biggest strengths, and how should they build on these?

Your view

Communicating and managing others.

Others

Despite some areas noted above, John is generally good fun to work for.

You've got a great attitude - always looking to develop yourself and others, and generally helping to motivate those around you. Keep it up!

Any more coaching would be welcomed!

Generally good - I know you want to take the strategy course and think it'll be really useful to supporting our team

Which 3 areas need the most improvement, and why? (Provide examples if possible)

Your view

Time management - I need to realistic about how long things take and then manage the time (and reassess if tasks are taking longer than expected). I'd also like to build my leadership skills - perhaps taking the strategy course.

Others

We should try to work more collaboratively towards setting the teams direction and working towards it - it'd be great to invite more input from us.

We had the problem earlier in the year that was sorted out - looks like you've learnt from it, but continue to make sure tasks are broken down the team understand the direction you want us to take!

Focus on improving the communications - they're sometimes great but when they are unclear they can lead to time wasted

Be sure to seek feedback from others - particularly your direct reports - early and often!

Do you have any other comments?

Your view

(left blank)

Others

Good job this year!

Your personal development plan

This personal development plan is for you to fill in, either on your own or with your line manager. It is recommended that you focus on 3-5 areas to improve:

- You can use the summary of results to identify the areas where improvement is most needed
- The detailed results in the appendix provide more detail where necessary
- You should aim to end up with a clear list of actions that you will take to improve your performance

Area to improve	Current performance	Target performance	Action(s) to take	How and when I will measure success
e.g. *Improve my written communications to my direct reports (as unclear emails etc. are costing the whole team time!)*	*e.g.* *Inconsistent – sometimes my emails are rushed and unclear.*	*e.g.* *Consistently clear, concise emails (and other documents)*	*e.g.* *In one month: Check that my direct reports are happier with my emails!*	*e.g.* *In one month: Check that my direct reports are happier with my emails!* *Next year: Ensure that it is not highlighted as an area improvement in next year's 360!*

Area to improve	Current performance	Target performance	Action(s) to take	How and when I will measure success
		9		

Appendix: Detailed results

The detailed results give you a complete breakdown of the feedback given about you. To find feedback on specific areas, use the index located at the end of this report.

The feedback is grouped into 8 sections
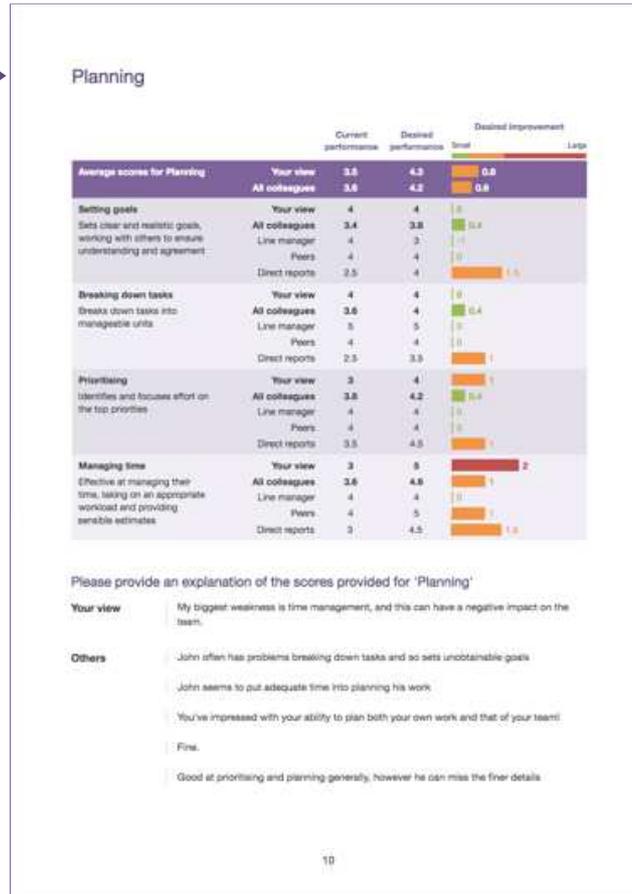
At the top of each section, you'll see the scores provided

If the section included text-based questions, the answers to those questions are shown below.

Planning

What do the scores mean?

For each area, each person gave you a score out of 5 for your current performance. The meaning of each score is shown in the scale below:

1	2	3	4	5
Poor	OK	Good	Very good	Exceptional

Planning

Current performance

Poor — Exceptional

Average scores for Planning		
Your view		3.5
All colleagues		3.6

Setting goals

Sets clear and realistic goals, working with others to ensure understanding and agreement

Your view		4
All colleagues		3.4
Direct manager		4
Peers		4
Direct reports		2.5

Breaking down tasks

Breaks down tasks into manageable units

Your view		4
All colleagues		3.6
Direct manager		5
Peers		4
Direct reports		2.5

Prioritising

Identifies and focuses effort on the top priorities

Your view		3
All colleagues		3.8
Direct manager		4
Peers		4
Direct reports		3.5

Managing time

Effective at managing their time, taking on an appropriate workload and providing sensible estimates

Your view		3
All colleagues		3.6
Direct manager		4
Peers		4
Direct reports		3

Please provide an explanation of the scores provided for 'Planning'

Your view

My biggest weakness is time management, and this can have a negative impact on the team.

Others

You've impressed with your ability to plan both your own work and that of your team!

John often has problems breaking down tasks and so sets unobtainable goals

Fine.

John seems to put adequate time into planning his work

Good at prioritising and planning generally, however he can miss the finer details

Delivering

Current performance

Poor ———————————— Exceptional

Average scores for Delivering		
	Your view	3.8
	All colleagues	3.6

Being productive

Productive both when working alone and in groups

	Your view	4
	All colleagues	4
	Direct manager	4
	Peers	4
	Direct reports	4

Communicating progress

Communicates progress and highlights any issues or changes to the plan early

	Your view	3
	All colleagues	3
	Direct manager	4
	Peers	2.5
	Direct reports	3

Identifies and solves problems

Effective at identifying problems, breaking these down and proposing solutions

	Your view	4
	All colleagues	3.4
	Direct manager	4
	Peers	3.5
	Direct reports	3

Technical competence

Technically competent - able to produce quality work and support others as expected of their role

	Your view	4
	All colleagues	3.8
	Direct manager	4
	Peers	4
	Direct reports	3.5

Please provide an explanation of the scores provided for 'Delivering'

Your view

Generally OK I think, but I could improve how I communicate progress to the team (- this was raised an issue and discussed with the team, I'm working to improve it)

Others

All work packages have been delivered on time.

John's productivity is good, but weakened by inconsistant communications (e.g. unclear emails and presentations)

Really productive and always ensures that our team has good visibility of the wider team

John is productive - though sometimes doesn't understand the technical aspects of my work

Analysis and decision making

Current performance

Poor — Exceptional

| Average scores for Analysis and decision making | Your view | 3.8 |
| | All colleagues | 3.5 |

Analytical thinking
Delivers clear analysis that leads to logical, informed and objective decisions
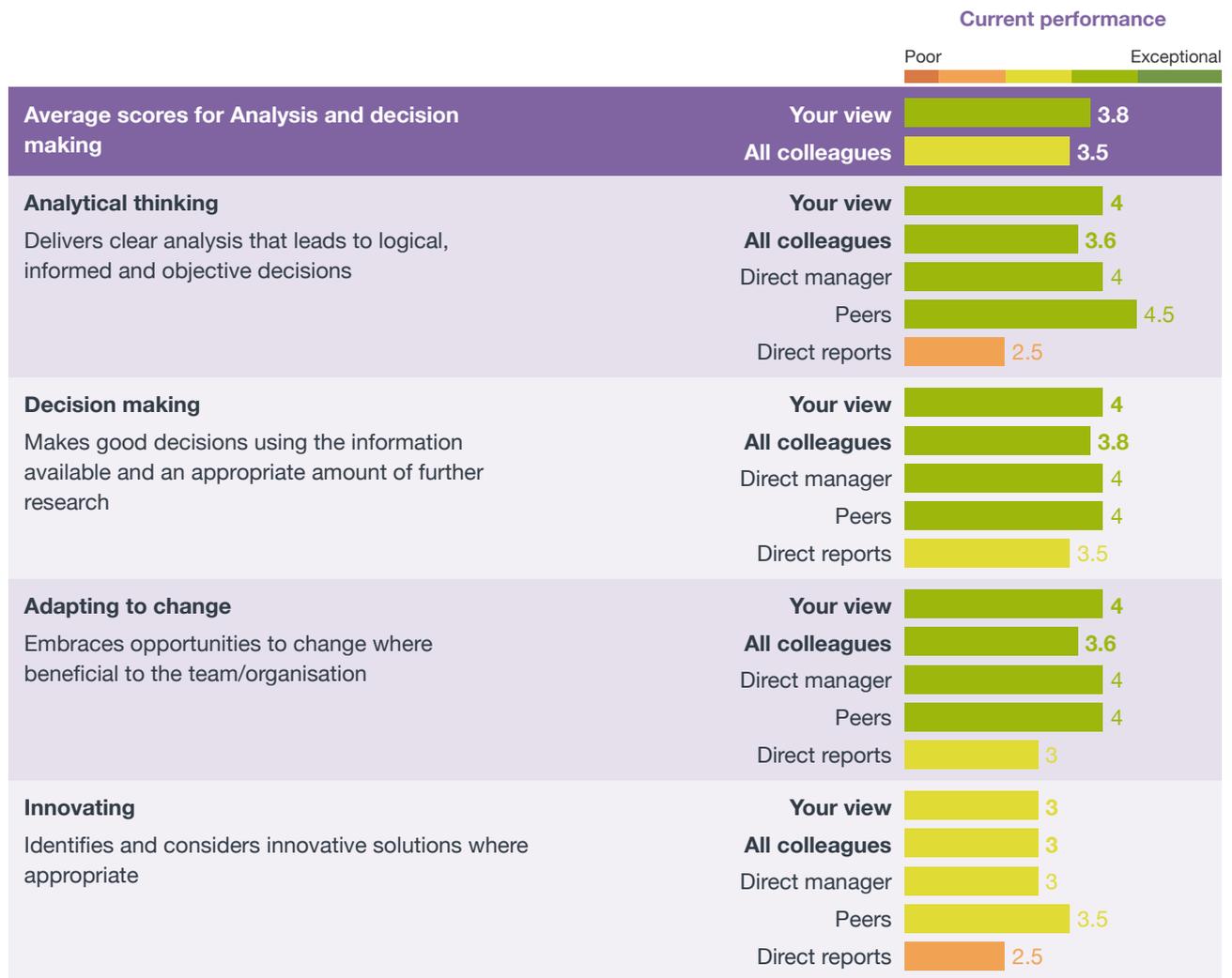
	Your view	4
	All colleagues	3.6
	Direct manager	4
	Peers	4.5
	Direct reports	2.5

Decision making
Makes good decisions using the information available and an appropriate amount of further research

	Your view	4
	All colleagues	3.8
	Direct manager	4
	Peers	4
	Direct reports	3.5

Adapting to change
Embraces opportunities to change where beneficial to the team/organisation

	Your view	4
	All colleagues	3.6
	Direct manager	4
	Peers	4
	Direct reports	3

Innovating
Identifies and considers innovative solutions where appropriate

	Your view	3
	All colleagues	3
	Direct manager	3
	Peers	3.5
	Direct reports	2.5

Please provide an explanation of the scores provided for 'Analysis and decision making'

Your view

Generally I think I'm strong here. (Innovating is less important to my role)

Others

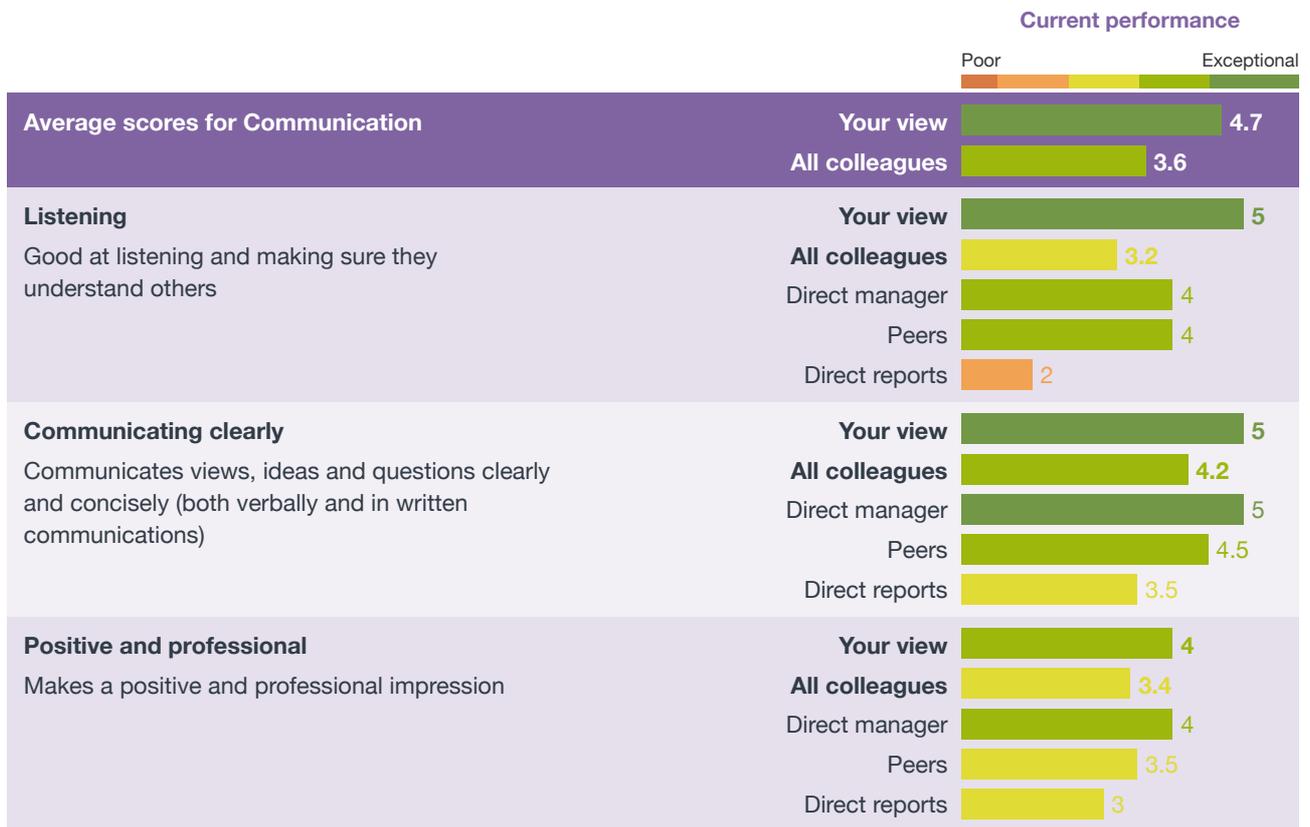We've had some challenges this year which I feel John was late to identify and address.

For example, identifying that the we weren't going to hit our January release date and identifying why. If we'd delved into this earlier, we could have released on time.

Strong on all accounts.

John displays good analytical thinking.

Generally a strong area

Communication

Current performance

Poor — Exceptional

Average scores for Communication		
	Your view	4.7
	All colleagues	3.6

Listening

Good at listening and making sure they understand others

	Your view	5
	All colleagues	3.2
	Direct manager	4
	Peers	4
	Direct reports	2

Communicating clearly

Communicates views, ideas and questions clearly and concisely (both verbally and in written communications)

	Your view	5
	All colleagues	4.2
	Direct manager	5
	Peers	4.5
	Direct reports	3.5

Positive and professional

Makes a positive and professional impression

	Your view	4
	All colleagues	3.4
	Direct manager	4
	Peers	3.5
	Direct reports	3

Please provide an explanation of the scores provided for 'Communication'

Your view

Generally good

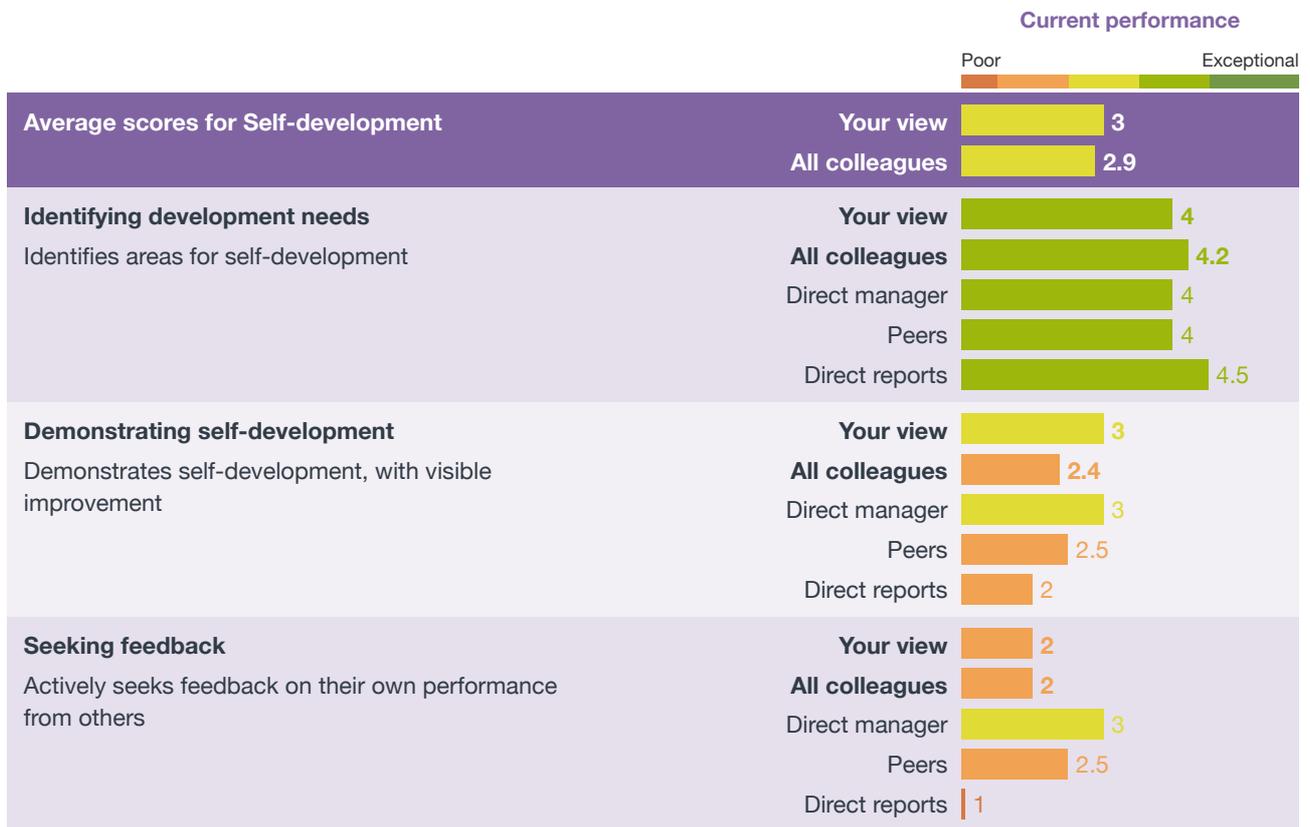**Others**

John sometimes fails to listen when being alerted of potential issues and it can cost our team a lot of time.

V good!

You communicate clearly with upper management. However, you sometimes need to work on his attentiveness and understanding during weekly meetings

I mention the unclear emails/presentations above. John also needs to work on absorbing information as well as providing it
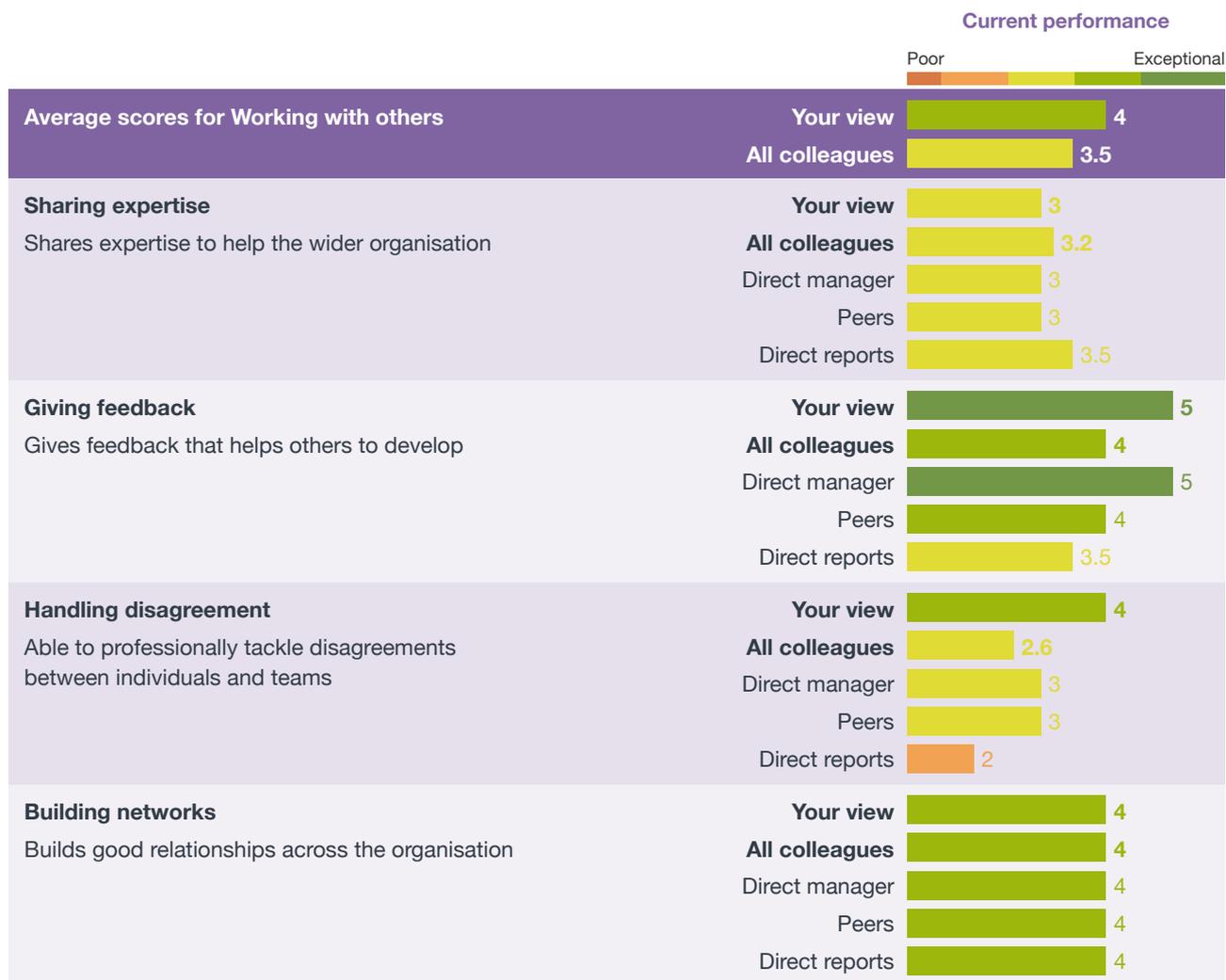
Self-development

		Poor — Exceptional
Average scores for Self-development	Your view	3
	All colleagues	2.9
Identifying development needs Identifies areas for self-development	Your view	4
	All colleagues	4.2
	Direct manager	4
	Peers	4
	Direct reports	4.5
Demonstrating self-development Demonstrates self-development, with visible improvement	Your view	3
	All colleagues	2.4
	Direct manager	3
	Peers	2.5
	Direct reports	2
Seeking feedback Actively seeks feedback on their own performance from others	Your view	2
	All colleagues	2
	Direct manager	3
	Peers	2.5
	Direct reports	1

Please provide an explanation of the scores provided for 'Self-development'

Your view

I am always looking to develop, but could do more to seek feedback for others

Others

John needs to listen to his team and adapt his planning style

You are constantly seeking to form new bonds and learn from others. However, remember to learn from your own experiences by seeking feedback

John is actively seeking to develop through networking, however, he needs to remember that he should also learn from his own experiences

John is always seeking to develop, but he needs to learn from the feedback given by the team

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Working with others

	Poor	Exceptional

| Average scores for Working with others | Your view | 4 |
| | All colleagues | 3.5 |

Sharing expertise	**Your view**	**3**
Shares expertise to help the wider organisation	**All colleagues**	**3.2**
	Direct manager	3
	Peers	3
	Direct reports	3.5

Giving feedback	**Your view**	**5**
Gives feedback that helps others to develop	**All colleagues**	**4**
	Direct manager	5
	Peers	4
	Direct reports	3.5

Handling disagreement	**Your view**	**4**
Able to professionally tackle disagreements between individuals and teams	**All colleagues**	**2.6**
	Direct manager	3
	Peers	3
	Direct reports	2

Building networks	**Your view**	**4**
Builds good relationships across the organisation	**All colleagues**	**4**
	Direct manager	4
	Peers	4
	Direct reports	4

Please provide an explanation of the scores provided for 'Working with others'

Your view

I have had success coaching my team and enjoy building new networks

Others

Provided excellent coaching on project management to my team earlier in the year.

John is a good coach and great at networking and finding help from other teams.
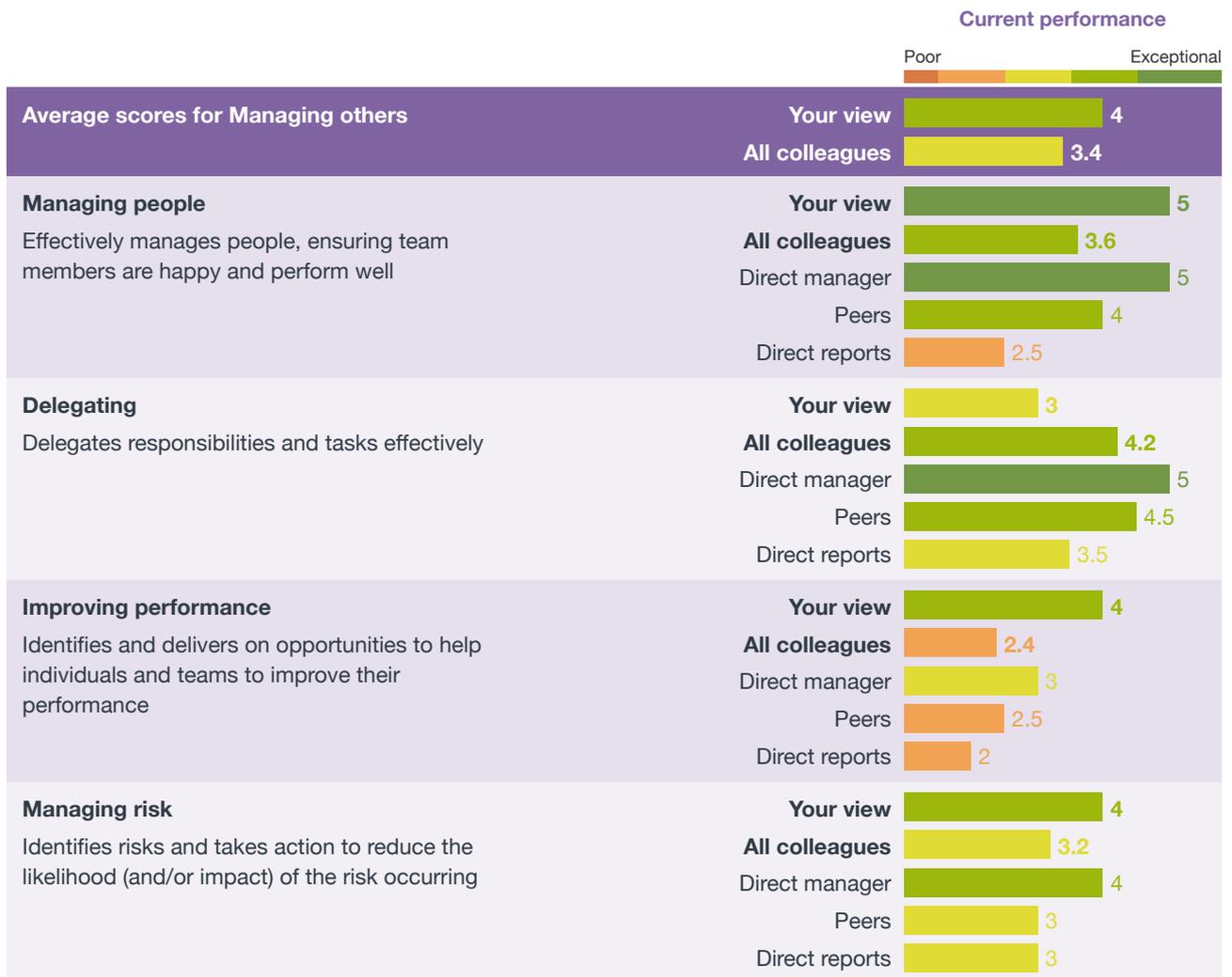
However he often mishandles disagreements within his own team.

You've proven to be an good coach. We noted that you did have an issue earlier in the year with a member of his team, but I feel assured that has been resolved

John is generally good here, but had problems earlier on this year managing disagreements in the team. The root of this was a task which should have been broken down further before assigning

> I have heard that John is a great coach from other managers, however I am also aware of some disagreements within his team
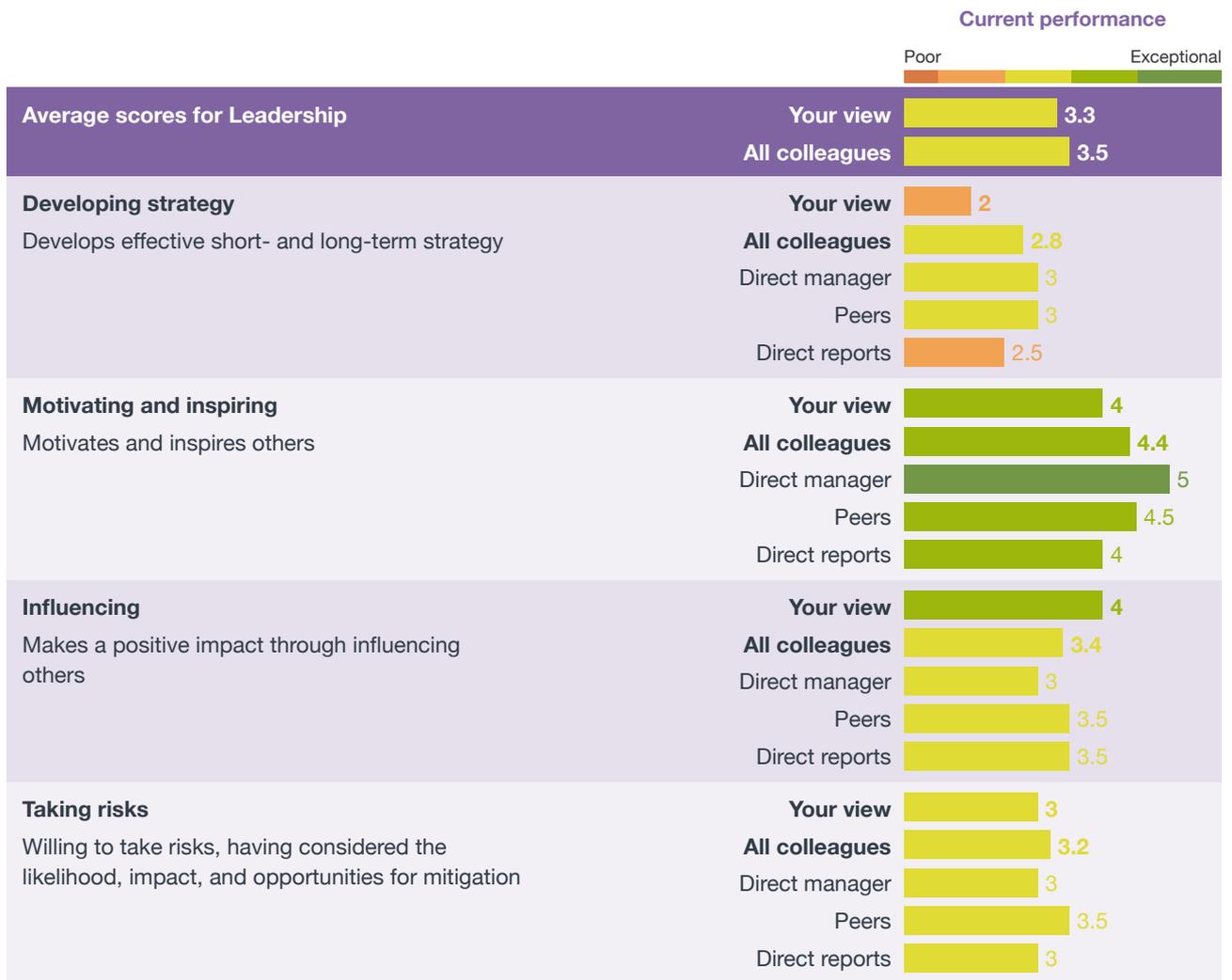
Managing others

Poor | Exceptional

Average scores for Managing others		
	Your view	4
	All colleagues	3.4

Managing people
Effectively manages people, ensuring team members are happy and perform well

	Your view	5
	All colleagues	3.6
	Direct manager	5
	Peers	4
	Direct reports	2.5

Delegating
Delegates responsibilities and tasks effectively

	Your view	3
	All colleagues	4.2
	Direct manager	5
	Peers	4.5
	Direct reports	3.5

Improving performance
Identifies and delivers on opportunities to help individuals and teams to improve their performance

	Your view	4
	All colleagues	2.4
	Direct manager	3
	Peers	2.5
	Direct reports	2

Managing risk
Identifies risks and takes action to reduce the likelihood (and/or impact) of the risk occurring

	Your view	4
	All colleagues	3.2
	Direct manager	4
	Peers	3
	Direct reports	3

Please provide an explanation of the scores provided for 'Managing others'

Your view

I have not had much chance to drive any change given my current tasks, but we're about to kick off some new initiatives…

Others

See above - there are some areas we need to review to improve our performance

We reviewed some key changes you want to drive forward in your team next year - looking forward to seeing the impact of these

John has had few opportunities to drive change but seems to be capable

Leadership

Current performance

Poor — Exceptional

Average scores for Leadership		Current performance
Average scores for Leadership	Your view	3.3
	All colleagues	3.5
Developing strategy Develops effective short- and long-term strategy	Your view	2
	All colleagues	2.8
	Direct manager	3
	Peers	3
	Direct reports	2.5
Motivating and inspiring Motivates and inspires others	Your view	4
	All colleagues	4.4
	Direct manager	5
	Peers	4.5
	Direct reports	4
Influencing Makes a positive impact through influencing others	Your view	4
	All colleagues	3.4
	Direct manager	3
	Peers	3.5
	Direct reports	3.5
Taking risks Willing to take risks, having considered the likelihood, impact, and opportunities for mitigation	Your view	3
	All colleagues	3.2
	Direct manager	3
	Peers	3.5
	Direct reports	3

Please provide an explanation of the scores provided for 'Leadership'

Your view

I enjoy managing others and look forward to being able implement my own strategies in the future

Others

John appears to be a good manager and can delegate tasks

John is undoubtedly a good leader but he needs to listen to be a better manager

Displays excellent leadership

John has proven that he can drive the team, he now needs to adapt to better handle short term strategies

John has shown strong leadership even in the face of problems in his own team

Appendix index

For each area that you were assessed against, the page on which you will find the detailed results is shown.

Area assessed	Section	Page
Adapting to change	Analysis and decision making	13
Analytical thinking	Analysis and decision making	13
Being productive	Delivering	12
Breaking down tasks	Planning	11
Building networks	Working with others	16
Communicating clearly	Communication	14
Communicating progress	Delivering	12
Decision making	Analysis and decision making	13
Delegating	Managing others	18
Demonstrating self-development	Self-development	15
Developing strategy	Leadership	19
Giving feedback	Working with others	16
Handling disagreement	Working with others	16
Identifies and solves problems	Delivering	12
Identifying development needs	Self-development	15
Improving performance	Managing others	18
Influencing	Leadership	19
Innovating	Analysis and decision making	13
Listening	Communication	14
Managing people	Managing others	18
Managing risk	Managing others	18
Managing time	Planning	11
Motivating and inspiring	Leadership	19
Positive and professional	Communication	14
Prioritising	Planning	11
Seeking feedback	Self-development	15
Setting goals	Planning	11
Sharing expertise	Working with others	16
Taking risks	Leadership	19
Technical competence	Delivering	12