



360 Manager Report

Name **Sample Candidate**

Date **March, 10**

Report introduction

Your 360 report

This report is the result of your recently completed 360 review, including a self-reflection and feedback provided by some of the people you work with. Because it draws upon multiple perspectives a 360 can be a powerful tool in helping you identify your strengths and areas of developmental opportunity at work.

You won't always see your behavior in the same way others do. For instance, if you have direct reports, you may perceive that you're giving them appropriate autonomy in prioritizing tasks, but they may perceive the same behavior as a lack of direction. Understanding where perceptions differ can offer insight into where you might be able to focus your development effort.

Feedback in this report is provided by

Your self-reflection

1 You

All raters

1 Your manager 2 Your direct reports 2 Your colleagues

In the report you'll see feedback from different groups combined under "All raters". This always excludes your self-reflection and allows you to easily compare your ratings with those of others.

Competencies and behaviors

In the context of this report a "competency" describes a set of related behaviors that are important for the delivery of the desired results in an area of work.

For example, Decision Making is a **competency** and is associated with the following **behaviors**:

- Making timely decisions
- Making difficult decisions
- Making considered decisions
- Taking accountability for decisions made

| | | |
|--|--------------------------------------|-----------------------------------|
| DA Deciding and Initiating Action | LS Leading and Supervising | WP Working with People |
| RN Relating and Networking | PI Persuading and Influencing | WR Writing and Reporting |
| LR Learning and Researching | CI Creating and Innovating | PO Planning and Organising |

How well raters believed each behavior describes you is reported on a 5-point scale where 1 = "Not well at all" and 5 = "Extremely well"

The importance of competencies for your role

During your 360 review your manager and you were also asked to rate how important you think each competency is to your role. The degree of alignment between your and your manager's perception of the importance is highlighted in the report.

Importance is reported on a 5-point scale where 1 = "Not important at all" and 5 = "Extremely important"

About this report

This report was generated using the SHL online Standard Multi-rater Feedback System and may include use of SHL's proprietary Universal Competency Framework. The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation. This report is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group Ltd. and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. SHL Group Limited and its affiliates can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents. This report is confidential and should not be published in any way. SHL cannot accept any liability if it is.

Overview

Alignment

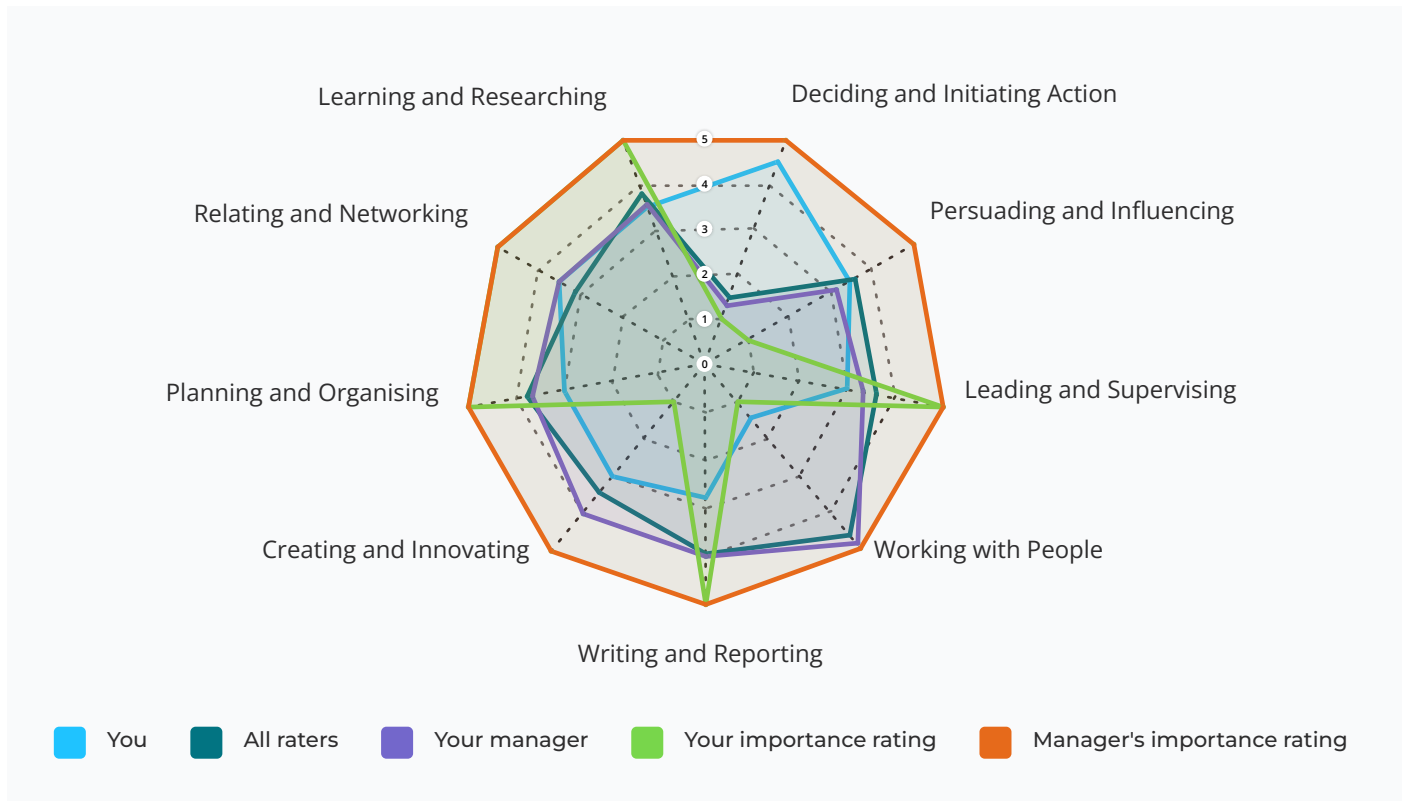
Competency alignment

You may not evaluate your behavior in the same way others evaluate it. You might think you aren't doing well in an area, while others may judge your performance as adequate or even superior. Likewise, there may be areas where you're not working as effectively as you think.

The chart shows the alignment between different rater groups for up to 12 competencies. If more are included these can be found in the companion table.

Importance alignment

Different roles require different competencies and you and your manager may not always align on which are most important. This can result in one or both of you focusing on the wrong behaviors. This report allows you to compare perspectives. Alignment is highlighted in the pop up for each competency, as well as in the table. Once you have clarity on any areas where there is misalignment you can discuss these with your manager.



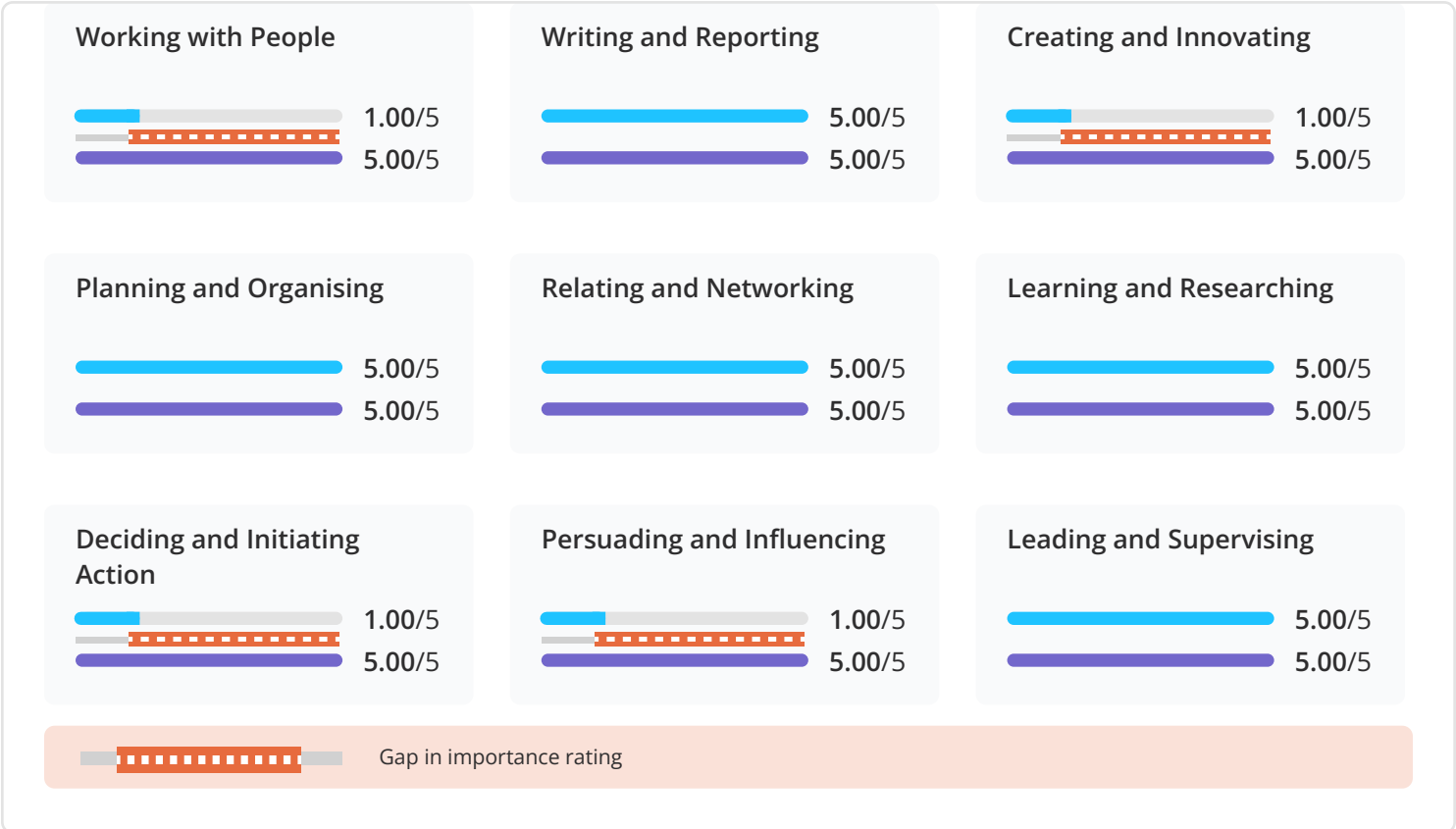
| Competency | You | All raters | Your manager | Your importance rating | Manager's importance rating |
|--------------------------------|------|------------|--------------|------------------------|-----------------------------|
| Deciding and Initiating Action | 4.50 | 1.50 | 1.33 | 1.00 | 5.00 |
| Relating and Networking | 3.50 | 3.11 | 3.50 | 5.00 | 5.00 |
| Persuading and Influencing | 3.50 | 3.58 | 3.17 | 1.00 | 5.00 |
| Learning and Researching | 3.50 | 3.83 | 3.60 | 5.00 | 5.00 |
| Leading and Supervising | 3.00 | 3.62 | 3.33 | 5.00 | 5.00 |
| Creating and Innovating | 3.00 | 3.46 | 4.00 | 1.00 | 5.00 |
| Planning and Organising | 3.00 | 3.78 | 3.67 | 5.00 | 5.00 |
| Writing and Reporting | 2.75 | 3.90 | 4.00 | 5.00 | 5.00 |
| Working with People | 1.43 | 4.62 | 4.86 | 1.00 | 5.00 |

Importance alignment

Different roles require different competencies and you and your manager may not always align on which are most important. This can result in one or both of you focusing on the wrong behaviors. This report allows you to compare perspectives. Alignment is highlighted in the pop up for each competency, as well as in the table. Once you have clarity on any areas where there is misalignment you can discuss these with your manager.

● You

● Your manager



Detailed results

Competency ratings

Your behavior may vary depending on who you're interacting with. This can impact how people from different groups perceive how effectively you apply behaviors associated with competencies. This section helps you understand how different groups perceive your behavior by providing the overall average rating for each competency and the average rating from each group (you, your manager, your direct reports, colleagues, and others).

Your manager's importance ratings of the competencies are also included.

Hidden strengths and blind spots

You may not see your behavior in the same way others do. This is where you may find hidden strengths and blind spots.

Hidden strength

Hidden Strengths represent competencies where you gave yourself a relatively low rating, but that others saw as a strength. These could be areas you can capitalize on.

Blind Spot

Blind spots are areas where you rated yourself highly compared to others who gave you lower ratings. This could mean you are not applying yourself as well as you think in relation to these competencies.

Other things to look for

- **High and low competency ratings:** Competencies rated high reveal behaviors that you could immediately leverage in your role. Competencies rated low reveal behaviors where you might want to take steps to enhance your skills.
- **Differences between rater groups:** This may indicate that you behave differently depending on your organizational relationship with people. Reflect on why this might be and if it is a beneficial approach or not.
- **Importance ratings:** Competencies that your manager judges as important to your success in the job may merit more time and effort in your action plan.

Leading and Deciding

2.56/5

Deciding and Initiating Action

Blindspots

1.50/5

Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.

| | |
|---------------------|--------|
| You | 4.50/5 |
| Your manager | 1.33/5 |
| Your colleagues | 1.67/5 |
| Your direct reports | 1.50/5 |

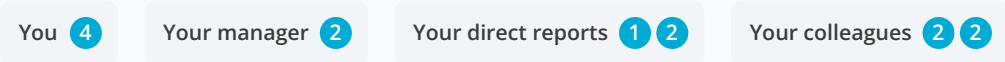
5.00 Manager(s) Importance Rating

Rating distribution

This section shows how individuals within each group rated you on different behaviors. How individual ratings were distributed shows how much agreement there was between the different members of each group. This information can help you when it comes to prioritizing behaviors to develop or leverage.

Behaviour: Makes things happen

Development area

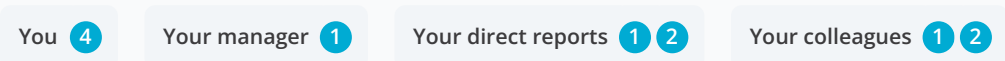


Development tip

Consider instances when, because of time pressure, you were forced to make decisions on the basis of limited information or analysis. Assess the steps you took to come to a final decision. Try to tackle future problems enthusiastically and constructively to give others confidence. Ask yourself what information is crucial and what information is "nice to have". Set a clear timeframe for making

Behaviour: Expresses confidence in own ability to select the appropriate course of action

Development area



Development tip

Create and maintain a list of your main achievements and draw confidence from them. Look for links between current challenges and past successes. Look for reasons for how things can be done, not reasons why they cannot. Take decisions quickly, learn to trust your instincts and explain to others why you are taking a particular course of action.

Behaviour: Acts on own initiative without being prompted

Development area

You 5

Your manager 2

Your direct reports 2 2

Your colleagues 1 2

Development tip

Reflect on three instances when you initiated a set of actions. Examine the risks associated with each situation and identify the reasons why you were prepared to commit yourself to

Behaviour: Stands by own decisions and takes responsibility for them

Development area

You 5

Your manager 1

Your direct reports 1 2

Your colleagues 1 2

Development tip

Take ownership of a problem that is concerning you in the organisation. Inform others that you intend to resolve the problem and make a list of definitive actions to overcome it. Construct a plan to implement these actions and set a strict deadline. Keep people informed of your plan and the progress you make. Retain ownership of issues and drive them through to completion.

Behaviour: Takes risks rather than missing opportunities

Development area

You 4

Your manager 1

Your direct reports 1 2

Your colleagues 2 2

Development tip

List the major areas where you have responsibility for making decisions, and assess the risk level you associate with each area. Identify what actions you can take to lower the risks when making a decision, such as talking with all relevant stakeholders or carrying out a SWOT analysis. Prepare contingencies for these risks rather than delaying the decision.

Behaviour: Makes decisions despite uncertainties or pressures

Development area

You 5

Your manager 1

Your direct reports 1 1

Your colleagues 1 2

Development tip

Think back to a recent decision which you avoided or delayed. What would have been the advantages and benefits of making a timely decision? What were the consequences of not making a timely decision, for example delays, wasted resources, frustrated colleagues, customer dissatisfaction. Next time you are faced with a decision, avoid over-analysing the situation so that action is not

Leading and Supervising



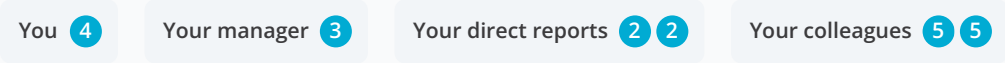
Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate

| | |
|---------------------|--------|
| You | 3.00/5 |
| Your manager | 3.33/5 |
| Your colleagues | 4.31/5 |
| Your direct reports | 3.21/5 |

5.00 Manager(s) Importance Rating

Behaviour: Delegates work to others on the basis of their abilities and resources available to them

Growth area

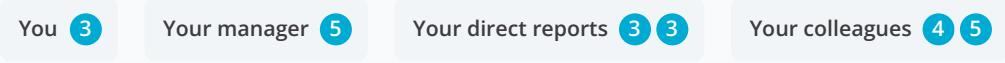


Development tip

Specify to others exactly what needs to be done and ensure they have the skills and knowledge to deliver. Give people the resources and time they need. Give people room to make their own decisions and act as a consultant to support them. Make it clear what decisions they can take and what will still need to come to you. Ask them what they need in order to succeed and ensure you deliver what is required of

Behaviour: Provides others with a clear direction

Growth area

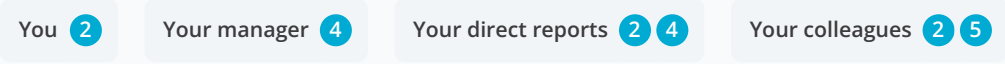


Development tip

Meet with your team to discuss the vision of the organisation and your team's goals within this vision. Establish the key result areas for your team and explicitly link these to people's personal accountabilities and key performance indicators. Share objectives with the team so everyone understands each other's goals.

Behaviour: Identifies and recruits high-calibre individuals

Strength



Behaviour: Identifies development needs and provides resources to support learning

Strength

You 3

Your manager 3

Your direct reports 5 5

Your colleagues 5

Behaviour: Provides others with constructive feedback and guidance on how they may best apply their talents

Growth area

You 4

Your manager 2

Your direct reports 4 4

Your colleagues 3 5

Development tip

When giving feedback to a member of the team, balance your feedback by saying what you like about what they are doing as well as what you dislike. Be specific. When offering feedback give examples of what he or she could improve on and how the improvements could be made rather than making general criticisms. Concentrate on one or two things rather than giving a long list.

Behaviour: Monitors others' behaviour to ensure appropriate standards are met

Growth area

You 3

Your manager 3

Your direct reports 3 4

Your colleagues 4 5

Development tip

Agree people's objectives in a simple format, using SMART (Specific, Measurable, Achievable, Relevant, Timed). Conduct regular progress checks against the agreed objectives. Identify key benefits to you from knowing how people are progressing on tasks. Get others to review their own performance during a task and report back to you on how they are doing.

Behaviour: Inspires enthusiasm and a positive work attitude in others

Growth area

You 2

Your manager 4

Your direct reports 2 2

Your colleagues 3 5

Development tip

Identify specific actions you could take to display energy and enthusiasm towards others. These may include: responding positively to new ideas from others, identifying the benefits of change for people and selling these benefits to others, building constructively on the suggestions of others, implementing suggestions as soon as requested. Try to avoid expressing only doubts and

Supporting and Co-operating

4.62/5

Working with People

Hidden strengths

4.62/5

Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits

| | |
|---------------------|--------|
| You | 1.43/5 |
| Your manager | 4.86/5 |
| Your colleagues | 4.50/5 |
| Your direct reports | 4.50/5 |

5.00 Manager(s) Importance Rating

Behaviour: Shows tolerance and consideration for others

Strength

You **2** Your manager **5** Your direct reports **4 4** Your colleagues **4 5**

Behaviour: Shows an interest in the attitudes, views and motives of others

Strength

You **2** Your manager **5** Your direct reports **4 5** Your colleagues **4 5**

Behaviour: Invites suggestions from others when making decisions

Strength

You **1** Your manager **5** Your direct reports **4 4** Your colleagues **4 5**

Behaviour: Expresses appreciation of others when they produce good work

Strength

You **1** Your manager **5** Your direct reports **5 5** Your colleagues **4 5**

Behaviour: Takes time to find out what others have to say

Strength

You **1** Your manager **5** Your direct reports **4 5** Your colleagues **4 5**

Behaviour: Creates a sense of team spirit by encouraging harmony, co-operation and communication

Strength

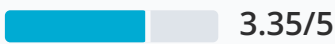
- You **2**
- Your manager **5**
- Your direct reports **5 5**
- Your colleagues **4 5**

Behaviour: Supports others, facilitating their work and defending them when appropriate

Strength

- You **1**
- Your manager **4**
- Your direct reports **4 5**
- Your colleagues **4 5**

Interacting and Presenting



Relating and Networking



Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to

| | |
|---------------------|--------|
| You | 3.50/5 |
| Your manager | 3.50/5 |
| Your colleagues | 3.00/5 |
| Your direct reports | 2.83/5 |

5.00 Manager(s) Importance Rating

Behaviour: Establishes an effective network of links with individuals inside and outside the organisation

Growth area

- You **5**
- Your manager **3**
- Your direct reports **1 3**
- Your colleagues **4 4**

Development tip

Work to establish effective working relationships with others based on trust and mutual interest. Find out what their key drivers are and what would make them prefer working with you before anyone else. Make the effort to keep in touch with people you have contact with, even if you don't work with them frequently.

Behaviour: Quickly builds rapport and makes people feel at ease

Development area

You 4

Your manager 3

Your direct reports 1 2

Your colleagues 3 3

Development tip

When building relationships, try to uncover areas of common interest. Use questions to show your interest in others and their work. If "small talk" is a real problem for you, try to mix and interact in smaller groups first to build your confidence. Remember to use eye contact.

Behaviour: Uses people networks to the advantage of the organisation

Development area

You 3

Your manager 2

Your direct reports 2 3

Your colleagues 2 2

Development tip

To develop your people networks, become more actively involved in cross-functional projects or inter-departmental committees. Consider establishing joint working parties with other departments on common issues or concerns within the organisation.

Behaviour: Manages disagreements with tact and diplomacy

Development area

You 2

Your manager 4

Your direct reports 3 5

Your colleagues 2 3

Development tip

When managing disagreements between other parties, be sensitive to the impact of your own behaviour. Articulate both sides of the argument and remain impartial. Always stay calm and look for a positive resolution.

Behaviour: Maintains good relationships across various organisational levels

Growth area

You 3

Your manager 5

Your direct reports 3 4

Your colleagues 2 4

Development tip

Use social gatherings to build relationships with a broad range of individuals within the organisation. Foster a sense of shared success and cooperation by inviting managers from other departments to events that celebrate your team's achievements. Likewise attend celebrations in other departments when appropriate.

Behaviour: Relates well to people at all levels

Strength

You 4

Your manager 4

Your direct reports 3 4

Your colleagues 3 4

Persuading and Influencing

3.58/5

Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one’s impression on others.

| | |
|---------------------|--------|
| You | 3.50/5 |
| Your manager | 3.17/5 |
| Your colleagues | 3.25/5 |
| Your direct reports | 4.33/5 |

5.00 Manager(s) Importance Rating

Behaviour: Influences the course of conversations and guides them to a desired endpoint

Strength

You 4

Your manager 3

Your direct reports 5 5

Your colleagues 4 4

Behaviour: Makes best use of the internal or organisational processes available to influence and persuade others

Growth area

You 3

Your manager 3

Your direct reports 3 5

Your colleagues 3 3

Development tip

Try to discover colleagues’ personal and political drivers, to help you understand what would make them sympathetic to your point of view. Look for areas where you can reach a satisfactory compromise, where both parties benefit rather than one party winning at the cost of the other.

Behaviour: Creates an immediate, positive and credible impression on others

Development area

You 3

Your manager 2

Your direct reports 2 5

Your colleagues 2 2

Development tip

Practise introducing yourself to potential customers or new business contacts. Consider your body language and tone of voice. Look carefully at how you open a meeting with someone you meet for the first time. Ask a friend how you can improve the first impression others get of you.

Behaviour: Negotiates well using a variety of approaches

Growth area

You 4

Your manager 3

Your direct reports 3 5

Your colleagues 3 3

Development tip

Before entering a negotiation situation, identify the key stakeholders that you have to influence and try to anticipate their needs. Ask yourself "what's in it for them" and tailor your arguments

Behaviour: Closes deals, sales or discussions with firm agreement on both sides

Growth area

You 4

Your manager 4

Your direct reports 4 5

Your colleagues 3 4

Development tip

When trying to close a deal, get confirmation that you have the other person's commitment: ask questions like "if it was within your budget would you buy?" Openly identify objections they may have, with questions like "what is stopping you from saying yes?" Get confirmation of the deal, for example, "so will we begin the work next week." Link your offering to their stated needs, for example, "this proposal will save you 5%, which is your key objective." Don't wait for the other person to close.

Behaviour: Promotes and defends own ideas or ideas on behalf of the organisation

Strength

You 3

Your manager 4

Your direct reports 5 5

Your colleagues 3 5

Analysing and Interpreting



Writing and Reporting

Hidden strengths



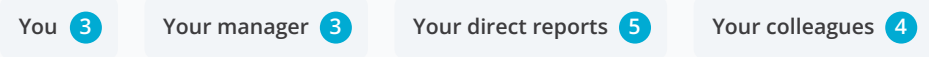
Writes convincingly; writes clearly, succinctly and correctly; avoids the unnecessary use of jargon or complicated language; writes in a well-structured and logical way; structures information to meet the needs and understanding of the intended audience.

| | |
|---------------------|--------|
| You | 2.75/5 |
| Your manager | 4.00/5 |
| Your colleagues | 4.00/5 |
| Your direct reports | 3.71/5 |

5.00 Manager(s) Importance Rating

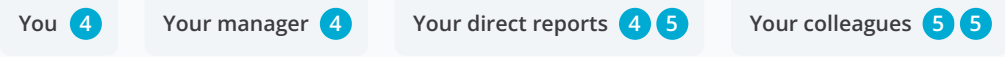
Behaviour: Writes in a way that captures the reader's interest and attention

Strength



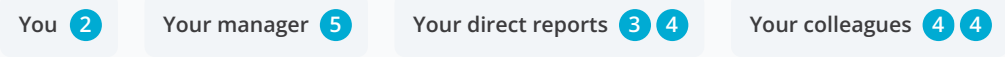
Behaviour: Prepares written documents at a level appropriate to the intended audience

Strength



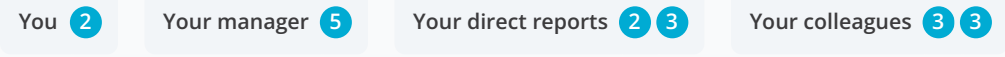
Behaviour: Writes clearly and succinctly, avoiding unnecessary complicated language

Strength



Behaviour: Produces written documents that are free of errors, accurate and logically structured

Growth area



Development tip

When a report is particularly important, think of it as an oral presentation. Read your first draft aloud, and record yourself. When listening to the recording pay attention to the logical structure and clarity. Rewrite if necessary. Check the accuracy of critical facts and details and examine any assumptions underpinning your arguments.

Creating and Conceptualising



Learning and Researching



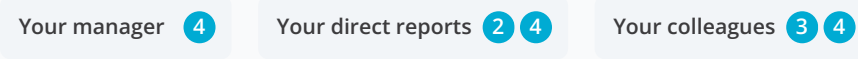
Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making; encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and

| | |
|---------------------|--------|
| You | 3.50/5 |
| Your manager | 3.60/5 |
| Your colleagues | 4.00/5 |
| Your direct reports | 3.90/5 |

5.00 Manager(s) Importance Rating

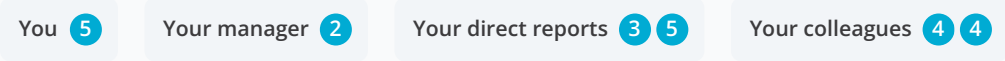
Behaviour: Gathers comprehensive information from a range of sources

Strength



Behaviour: Devises initiatives for sharing knowledge usefully across the organisation

Strength



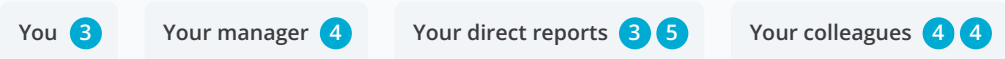
Behaviour: Responds rapidly to new information with useful insights

Strength



Behaviour: Absorbs new information quickly

Growth area



Development tip

Learn how to skim documents quickly to extract key information. Whenever you come across new information, practice making relevant notes that will help you to remember key

Behaviour: Contributes to systems that allow individuals to share information

Strength

- You 2
- Your manager 4
- Your direct reports 3 5
- Your colleagues 3 4

Creating and Innovating

3.46/5

Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.

| | |
|---------------------|--------|
| You | 3.00/5 |
| Your manager | 4.00/5 |
| Your colleagues | 3.50/5 |
| Your direct reports | 2.88/5 |

5.00 Manager(s) Importance Rating

Behaviour: Produces imaginative solutions

Growth area

- You 2
- Your manager 5
- Your direct reports 2 4
- Your colleagues 3 3

Development tip

Practise different methods to help you conceptualise problems. Use "Mind Mapping" to draw a picture collage, or use a storyboard technique, to help you think about issues and possible solutions in a novel and creative manner.

Behaviour: Produces new ideas, approaches and insights

Growth area

- You 3
- Your manager 4
- Your direct reports 2 3
- Your colleagues 3 4

Development tip

Challenge your usual approach and viewpoint and widen your perspective. For example, broaden the range of sources from which you typically gather information. When coming up with ideas, do not reject silly or radical ones, as often they lead to creative but sensible conclusions. Try to avoid becoming habit-bound and destroying creativity by an excessively critical response to ideas.

Behaviour: Improves work performance and systems by introducing new ideas

Growth area

You 4

Your manager 3

Your direct reports 3 3

Your colleagues 3 5

Development tip

Consider whether your strength in innovation lies more in applying or adapting the methods of others or in creating original, imaginative ideas. If you find it difficult to come up with original ideas, practice building on the ideas of others. Select a current problem at work and investigate how other departments have resolved similar issues. Consider how you can adapt their solution to your

Behaviour: Constantly seeks opportunities for innovation

Growth area

You 3

Your manager 3

Your direct reports 3 3

Your colleagues 3 4

Development tip

Take a critical look at conventional approaches within the organisation. Try to think of alternative ways to achieve the same, or a better, result. Examine how you encourage and reward creative or innovative thinking in your direct reports.

Organising and Executing



Planning and Organising

Hidden strengths



Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines

| | |
|---------------------|--------|
| You | 3.00/5 |
| Your manager | 3.67/5 |
| Your colleagues | 4.00/5 |
| Your direct reports | 3.67/5 |

5.00 Manager(s) Importance Rating

Behaviour: Manages and organises time effectively, allocating realistic timescales for activities

Growth area

- You 3
- Your manager 4
- Your direct reports 3 4
- Your colleagues 4 4

Development tip

Record how you spend your time over a period of two weeks. Compare the amount of time you actually spent on tasks with the amount of time you had planned. Highlight any differences, and use that knowledge next time you perform similar activities to allocate a realistic amount of time.

Behaviour: Monitors own and others' progress against deadlines and milestones

Growth area

- You 4
- Your manager 4
- Your direct reports 2 4
- Your colleagues 3 5

Development tip

When working to deadlines, monitor your progress against milestones. Identify when you need to take corrective action or how you can take best advantage of the situation if you are ahead of milestones. Be willing to modify your plans accordingly.

Behaviour: Develops comprehensive project plans that take account of potential problems

Strength

- You 3
- Your manager 3
- Your direct reports 3 5
- Your colleagues 4 4

Behaviour: Sets clearly defined objectives

Strength

You 3

Your manager 4

Your direct reports 3 5

Your colleagues 4 5

Behaviour: Optimises use of available people, equipment and financial resources to accomplish tasks

Strength

You 2

Your manager 4

Your direct reports 4 4

Your colleagues 4 4

Behaviour: Identifies priorities and action steps for achieving objectives

Growth area

You 3

Your direct reports 3 4

Your colleagues 3 4

Development tip

Review the outcomes of the three most recent team meetings. Were any priorities identified? Were any specific action plans produced? Research different methods to record the outcomes of your meetings so that clear objectives and action plans follow from your discussions.

Questions & responses

Reviewing responses from raters

Ratings don't always tell the full story. They can help identify areas to leverage or develop, but they don't allow people to explain the reasons behind their ratings. The 360 review process may include both open-ended and multiple-choice questions, allowing people to add feedback that might not be reflected in the ratings.

As you review the responses below, try to remain open-minded and take time to reflect and consider what behaviors might have prompted the comments. This may provide insight into how you can leverage your current strengths and develop in areas where you're less effective.

Questions and responses

Q What should the person **START** doing to be more effective on the job?

Manager(s)

seeking feedback from colleagues and supervisors to identify areas for improvement.

Direct reports

investing in professional development by attending relevant workshops or courses to enhance skills.

improving time management by using tools like calendars and to-do lists to stay organized.

Self

setting specific daily goals to stay focused and prioritize tasks effectively.

Colleagues

taking initiative by volunteering for challenging projects to demonstrate leadership skills.

building strong relationships with team members to enhance collaboration and communication.

Q What should the person STOP doing to be more effective on the job?**Direct reports**

checking personal devices frequently during work hours to stay focused on tasks.

micromanaging colleagues and trust them to complete tasks effectively.

Colleagues

engaging in office gossip to maintain a professional and respectful work environment.

being resistant to change and embrace new processes or technologies for growth.

Manager(s)

multitasking excessively as it can reduce productivity and quality of work.

Self

procrastinating on important tasks and deadlines to avoid last-minute stress.

Q What should the person CONTINUE doing to be more effective on the job?**Colleagues**

providing constructive feedback to colleagues to foster a culture of improvement.

celebrating achievements to boost morale and motivation within the team.

Self

communicating effectively with team members and supervisors to ensure clarity.

Direct reports

demonstrating a strong work ethic by being punctual and reliable.

practicing time management strategies to stay organized and meet deadlines.

Manager(s)

seeking opportunities for learning and growth to enhance skills and knowledge.

Q How long have you worked with this colleague?

A few months 1/5

D 1

3-5 years 1/5

C 1

1-3 years 1/5

C 1

5 years and above 2/5

M 1 **D** 1

Y You **M** Your manager **C** Your colleagues **D** Your direct reports **O** Others you work with

Action plan

Building your action plan

While this report may offer valuable insight into your current strengths and development needs, the real benefit comes in reflecting on it and using it to develop an action plan to leverage your strengths and develop the areas where you want to be more effective, both in your current and future roles.

Ongoing communication with your manager will help ensure you have a shared understanding of where you're focusing your efforts and what resources you'll need.

Behaviors to include in your plan

DA Deciding and Initiating Action

Behaviour: Makes things happen

Development area

You 4

Your manager 2

Your direct reports 1 2

Your colleagues 2 2

Development tip

Consider instances when, because of time pressure, you were forced to make decisions on the basis of limited information or analysis. Assess the steps you took to come to a final decision. Try to tackle future problems enthusiastically and constructively to give others confidence. Ask yourself what information is crucial and what information is "nice to have". Set a clear timeframe for making decisions.

DA Deciding and Initiating Action

Behaviour: Expresses confidence in own ability to select the appropriate course of action

Development area

You 4

Your manager 1

Your direct reports 1 2

Your colleagues 1 2

Development tip

Create and maintain a list of your main achievements and draw confidence from them. Look for links between current challenges and past successes. Look for reasons for how things can be done, not reasons why they cannot. Take decisions quickly, learn to trust your instincts and explain to others why you are taking a particular course of action.

DA Deciding and Initiating Action

Behaviour: Acts on own initiative without being prompted

Development area

You 5

Your manager 2

Your direct reports 2 2

Your colleagues 1 2

Development tip

Reflect on three instances when you initiated a set of actions. Examine the risks associated with each situation and identify the reasons why you were prepared to commit yourself to action.

DA Deciding and Initiating Action

Behaviour: Stands by own decisions and takes responsibility for them

Development area

You 5

Your manager 1

Your direct reports 1 2

Your colleagues 1 2

Development tip

Take ownership of a problem that is concerning you in the organisation. Inform others that you intend to resolve the problem and make a list of definitive actions to overcome it. Construct a plan to implement these actions and set a strict deadline. Keep people informed of your plan and the progress you make. Retain ownership of issues and drive them through to completion.

DA Deciding and Initiating Action

Behaviour: Takes risks rather than missing opportunities

Development area

You 4

Your manager 1

Your direct reports 1 2

Your colleagues 2 2

Development tip

List the major areas where you have responsibility for making decisions, and assess the risk level you associate with each area. Identify what actions you can take to lower the risks when making a decision, such as talking with all relevant stakeholders or carrying out a SWOT analysis. Prepare contingencies for these risks rather than delaying the decision.

DA Deciding and Initiating Action

Behaviour: Makes decisions despite uncertainties or pressures

Development area

You 5

Your manager 1

Your direct reports 1 1

Your colleagues 1 2

Development tip

Think back to a recent decision which you avoided or delayed. What would have been the advantages and benefits of making a timely decision? What were the consequences of not making a timely decision, for example delays, wasted resources, frustrated colleagues, customer dissatisfaction. Next time you are faced with a decision, avoid over-analysing the situation so that action is not taken.

LS Leading and Supervising

Behaviour: Identifies development needs and provides resources to support learning

Strength

You 3

Your manager 3

Your direct reports 5 5

Your colleagues 5

WP Working with People

Behaviour: Shows an interest in the attitudes, views and motives of others

Strength

You 2

Your manager 5

Your direct reports 4 5

Your colleagues 4 5

WP Working with People

Behaviour: Invites suggestions from others when making decisions

Strength

You 1

Your manager 5

Your direct reports 4 4

Your colleagues 4 5

WP Working with People

Behaviour: Expresses appreciation of others when they produce good work

Strength

You 1

Your manager 5

Your direct reports 5 5

Your colleagues 4 5

WP Working with People

Behaviour: Takes time to find out what others have to say

Strength

You **1**

Your manager **5**

Your direct reports **4 5**

Your colleagues **4 5**

WP Working with People

Behaviour: Creates a sense of team spirit by encouraging harmony, co-operation and communication

Strength

You **2**

Your manager **5**

Your direct reports **5 5**

Your colleagues **4 5**

WP Working with People

Behaviour: Supports others, facilitating their work and defending them when appropriate

Strength

You **1**

Your manager **4**

Your direct reports **4 5**

Your colleagues **4 5**

RN Relating and Networking

Behaviour: Quickly builds rapport and makes people feel at ease

Development area

You **4**

Your manager **3**

Your direct reports **1 2**

Your colleagues **3 3**

Development tip

When building relationships, try to uncover areas of common interest. Use questions to show your interest in others and their work. If "small talk" is a real problem for you, try to mix and interact in smaller groups first to build your confidence. Remember to use eye contact.

RN Relating and Networking

Behaviour: Uses people networks to the advantage of the organisation

Development area

You **3**

Your manager **2**

Your direct reports **2 3**

Your colleagues **2 2**

Development tip

To develop your people networks, become more actively involved in cross-functional projects or inter-departmental committees. Consider establishing joint working parties with other departments on common issues or concerns within the organisation.

RN Relating and Networking

Behaviour: Manages disagreements with tact and diplomacy

Development area

You **2**

Your manager **4**

Your direct reports **3 5**

Your colleagues **2 3**

Development tip

When managing disagreements between other parties, be sensitive to the impact of your own behaviour. Articulate both sides of the argument and remain impartial. Always stay calm and look for a positive resolution.

PI Persuading and Influencing

Behaviour: Influences the course of conversations and guides them to a desired endpoint

Strength

You **4**

Your manager **3**

Your direct reports **5 5**

Your colleagues **4 4**

PI Persuading and Influencing

Behaviour: Creates an immediate, positive and credible impression on others

Development area

You **3**

Your manager **2**

Your direct reports **2 5**

Your colleagues **2 2**

Development tip

Practise introducing yourself to potential customers or new business contacts. Consider your body language and tone of voice. Look carefully at how you open a meeting with someone you meet for the first time. Ask a friend how you can improve the first impression others get of you.

PI Persuading and Influencing

Behaviour: Promotes and defends own ideas or ideas on behalf of the organisation

Strength

You **3**Your manager **4**Your direct reports **5 5**Your colleagues **3 5****WR** Writing and Reporting

Behaviour: Writes in a way that captures the reader's interest and attention

Strength

You **3**Your manager **3**Your direct reports **5**Your colleagues **4**

Reflection

As you reflect on what you have learned and on what action you can take, here are a few questions to help guide you.

- What do you see as your two most important strengths, in relation to your role? Do others see these as a strength for you? How can you structure your approach to work to take advantage of your strengths?
- What do you see as the two most important development areas for your role? How would enhancing your skills in these areas improve your performance on the job? What are some activities you could engage in to develop these? Are there people in your organization who could mentor you in these areas?

Sample Notes

I am reviewing my 360-degree feedback report and identifying areas for improvement as well as opportunities for leveraging my strengths. I will focus on developing the necessary skills for personal growth in these areas.

My Notes

Thank you for taking the time to review your 360-degree feedback report thoroughly and for sharing your insightful comments with me. It's great to see your proactive approach to self-improvement and your commitment to leveraging your strengths. I appreciate your dedication to personal growth and development. Please know that I fully support your efforts and am here to assist you in any way needed as you work towards enhancing your skills and reaching your goals. Let's discuss how we can create a plan together to help you succeed in these areas. Keep up the excellent work!