

Your Logo Here

Reflections 360

360 Multi-rater Feedback

Peter Participant



aps[🌱]



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Introduction

This report provides feedback from the raters you selected to complete the 360 degree survey. The survey helps gather feedback from your raters on the key guiding principles and behaviors required of a manager in your organisation.

Understanding how you are perceived by others and comparing this to your own view will give you valuable insights that can help improve your effectiveness. This is NOT an assessment, rather an opportunity to receive feedback to support your development. When reviewing your report it is important to:

- Stay curious and be open-minded
- Look at what is "interesting" without judging

How to interpret your report

Review profile trends

- Who completed the survey?
- How similar are your raters feedback scores?
- How do your self rating scores compare to your raters for each guiding principle?

Review detailed behavioural feedback for each guiding principle

- What are your behavioural strengths for each guiding principle?
- Which if any do you under-use/ over-use?
- Are there differences between rater groups?
- Is there a wide variance of scores within each rater group?

Review any behavioural lowlights and highlights

- Which behaviours are considered under-used by both you and your raters?
- Which behaviours do you believe you demonstrate but raters disagreed i.e. blindspots?
- Which behaviours do you and your raters believe you over-use?
- Which behaviours do you believe you demonstrate appropriately but your raters believe you over-use i.e. blindspots?

Making conclusions and next steps

This report should lead to on-going thoughts and planning related to your personal development. The Action Plan is there to help you draw initial conclusions. We recommend you discuss and share the content of this report with those people who support your development. By doing this you will increase your understanding of the results and you will be better positioned to put in place a meaningful plan of action.

We recommend you take an overall view initially before focusing on any specific areas. Consider what the feedback may be indicating. It can signpost where you may need to improve and how developing your skills can enhance your overall performance. Each section of the report is designed to provide differing views of the data. This is to support your development planning and consider how you may prioritise your actions.

After considering the overall message, you can review the more detailed responses given by your raters for each question item. In the sample graph below, the colored dot signals the average response for a particular rater group and the line stretches from the lowest to the highest response given, showing the spread of scores received from your rater groups.

Review free format comments

- What are the broader points raised around strengths and suggestions to increase your effectiveness?

Review your team climate survey results

- How do direct team members rate their working climate?
- Are there significant differences in spread of scores across the team?
- Is there a connection with 360 behavioural feedback from other rater groups?

Review development tips

- Consider suggestions alongside your own insights and potential impact on your role

Action planning

- Identify your key insights
- Decide on the one or two areas you would like to prioritise
- Action plan and next steps

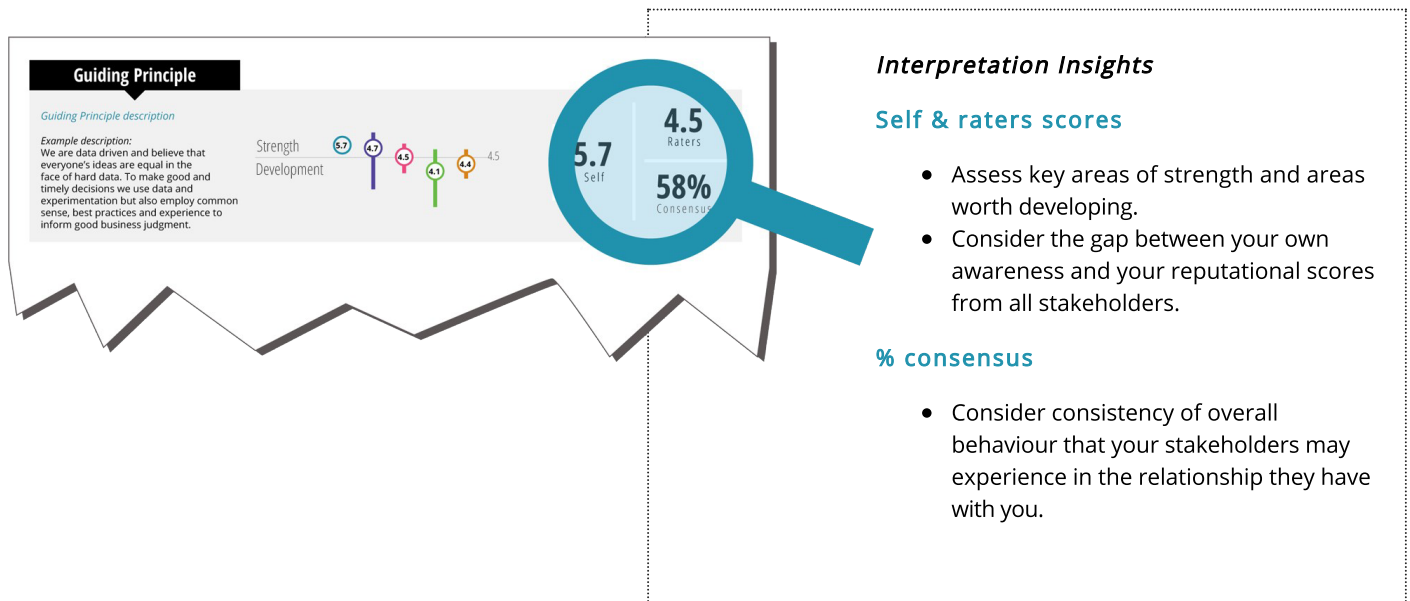
What you will see

Profile results

Outline each guiding principle result as an executive summary.

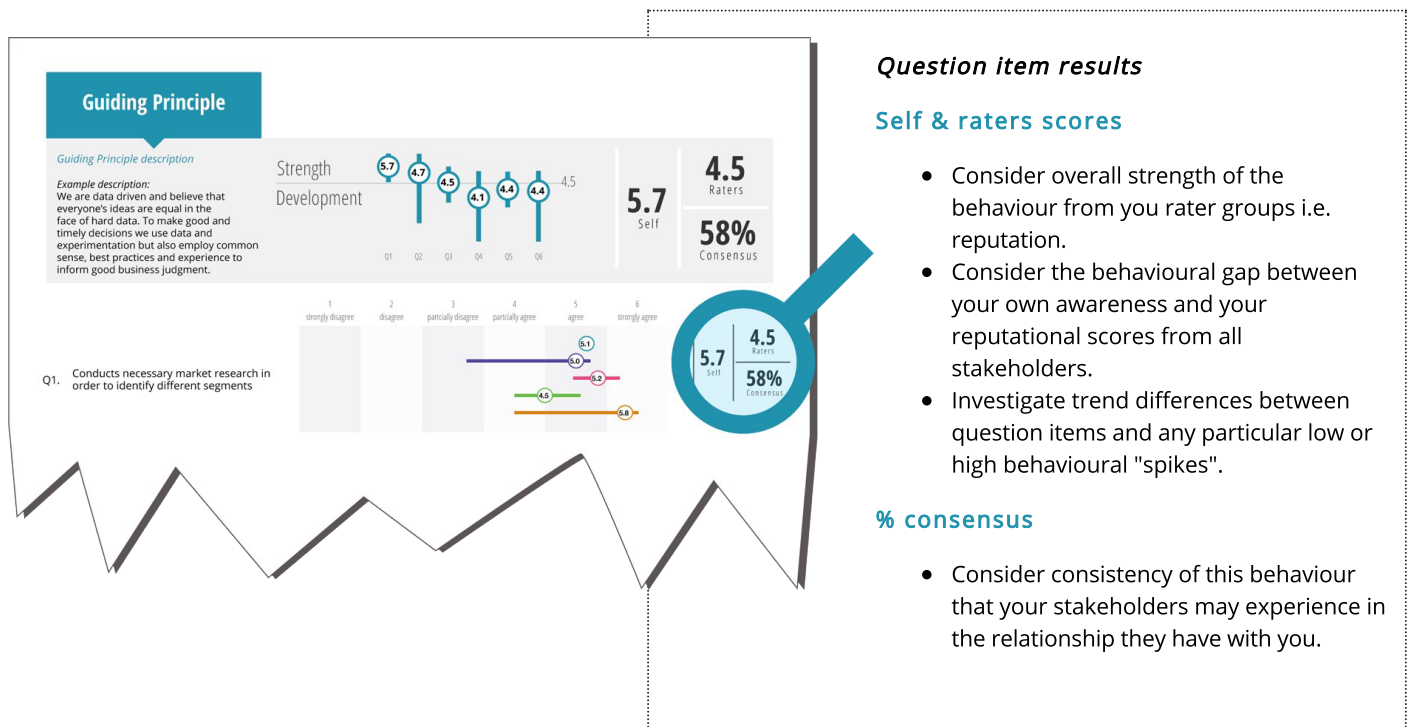
Strength = average scores equal or higher than 4.5

Development = average scores below 4.5







Question item results

Detail section outlining responses to each question item in your 360 survey.



Rater list

			
Managers	Direct reports	Peers	Others
Jane Sample	Jo Doe	Jo Sample	Jane Doe
	Jane Sampler	John Doe	John sample
	John Dion	Jane Dion	Jenny Doe
	Emma Candidate	Hiro Nakamura	Peter Petrelli
	Mohammad Khan	Christoph Weiss	Andre Stella
	Giovanni Skorjanec	Ingrid Swiss	Gary Smith
	Alex Ahead	Niki Sanders	Aljaž Du Beke
	Gorka Pernice		Peter Parker
	Malik Sadhir		Amy Buswell
	Alec Proz		Dianne Dowden
			Eric Benoit
			Anton Marjaski
			Margit Bliski

Survey response

Raters

Questionnaires

shows how many 360 questionnaires have been completed out of the number issued

Familiarity

frequency of contact raters have with you and how well they know your role responsibilities

Consensus

indicates the extent to which raters within a group agree with each other

	Issued	Completed		
Self	1	1		
Manager/s	1	1	100%	100%
Peers	7	5	74%	90%
Direct Reports	10	9	98%	85%
Others	13	13	74%	87%

91%

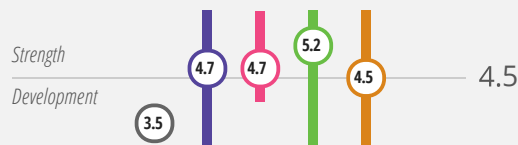
82%

87%

Profile results

Decision Making

Uses sound judgment to make timely and effective decisions.

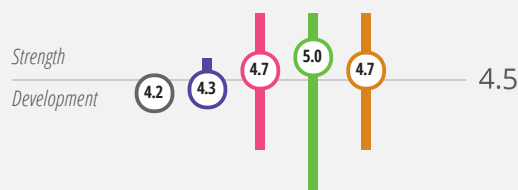


3.5
Self

4.8
Raters
90%
Consensus

Developing Talent

Provides support, coaching, training, and career direction to others.

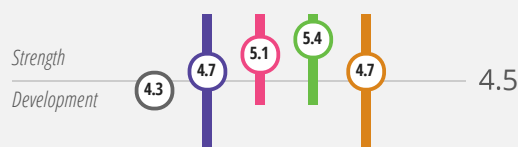


4.2
Self

4.8
Raters
90%
Consensus

Driving Results

Accomplishes goals, completes tasks and achieves results.

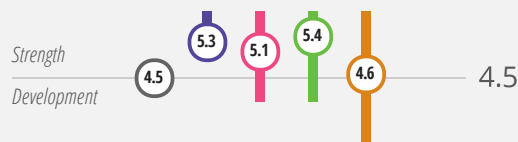


4.3
Self

5.0
Raters
92%
Consensus

Financial Insight

Applies financial knowledge to achieve organizational goals and objectives.



4.5
Self

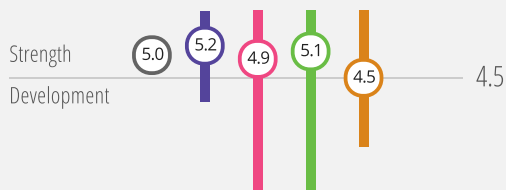
5.0
Raters
92%
Consensus

● Self ● Manager/s ● Peers ● Direct Reports ● Others — Lowest to highest score

Profile results

Influencing Others

Persuades others to help achieve organizational goals and objectives.



5.0

Self

4.8

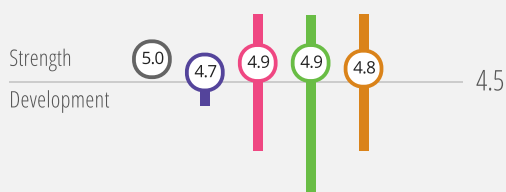
Raters

90%

Consensus

Integrity

Acts honestly in accordance with moral or ethical principles.



5.0

Self

4.8

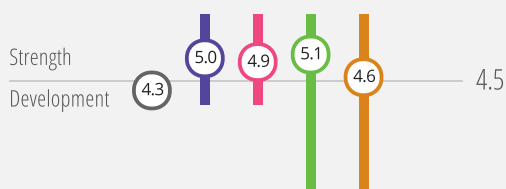
Raters

89%

Consensus

Leading Others

Demonstrates general leadership ability and effectiveness.



4.3

Self

4.8

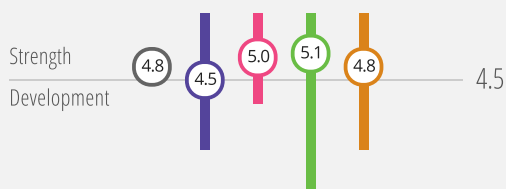
Raters

91%

Consensus

Relationship Building

Develops collaborative relationships to facilitate current and future objectives.



4.8

Self

5.0

Raters

91%

Consensus

● Self

● Manager/s

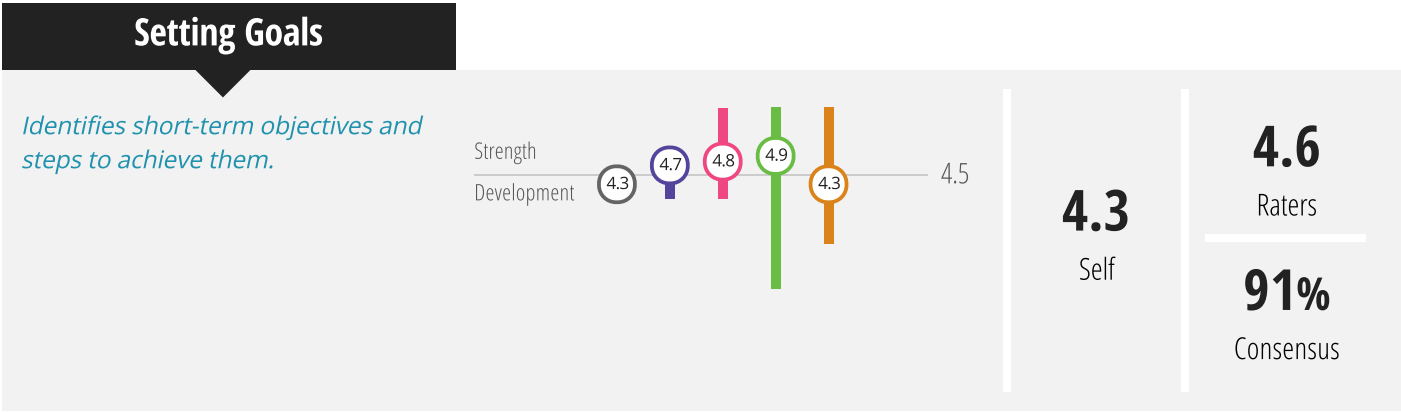
● Peers

● Direct Reports

● Others

— Lowest to highest score

Profile results

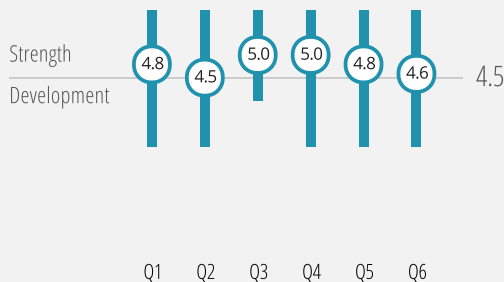


Self Manager/s Peers Direct Reports Others Lowest to highest score

Question item results

Decision Making

Uses sound judgment to make timely and effective decisions.



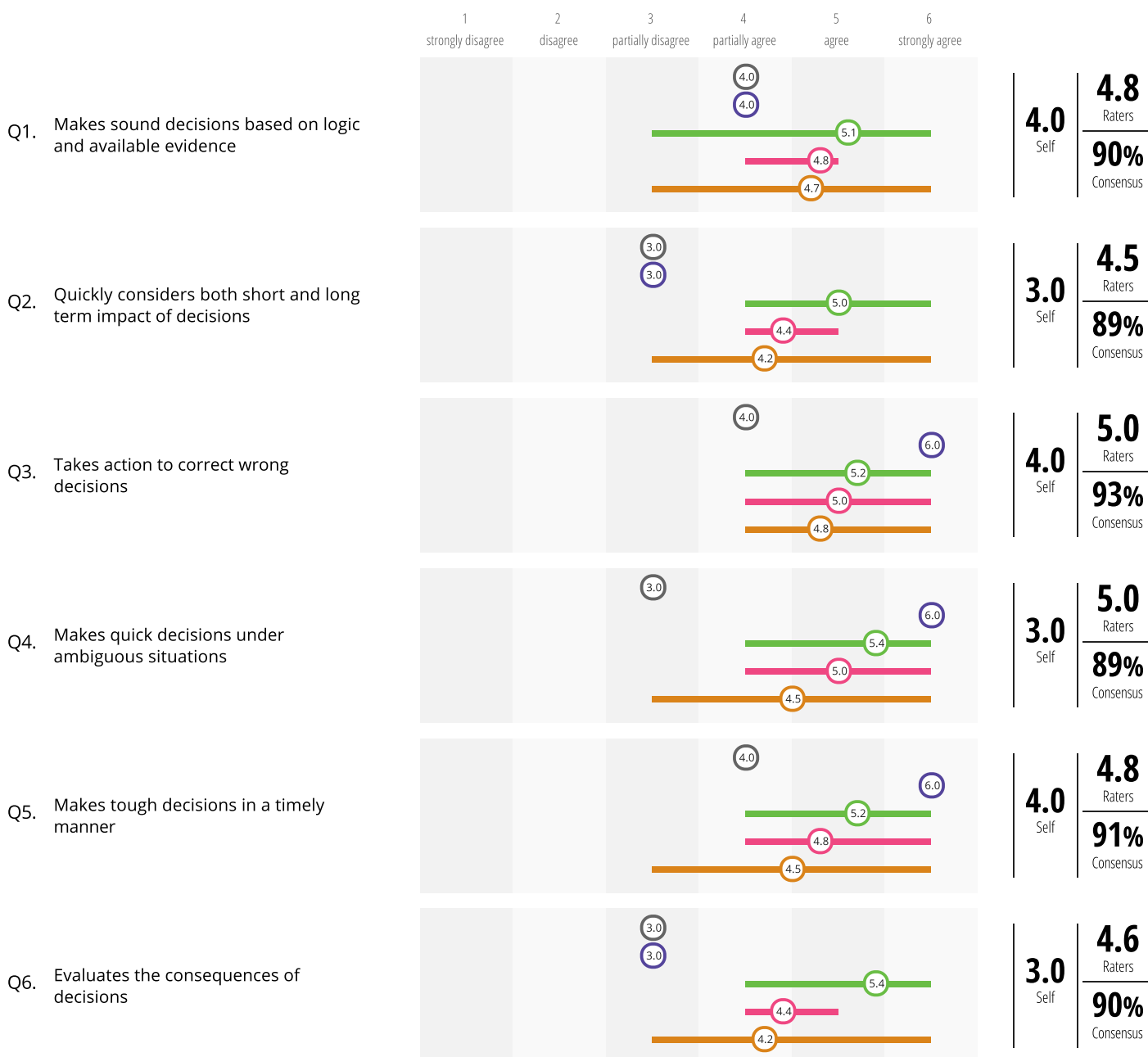
3.5
Self

4.8

Raters

90%

Consensus

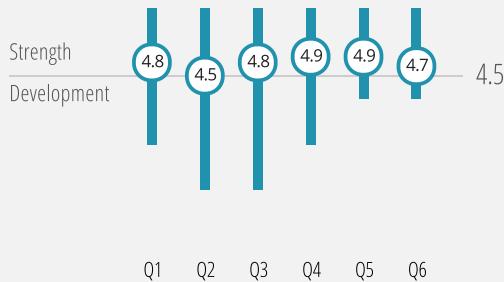


● Self ● Manager/s ● Peers ● Direct Reports ● Others ——— Lowest to highest score

Question item results

Developing Talent

Provides support, coaching, training, and career direction to others.



4.2
Self

4.8
Raters

90%
Consensus

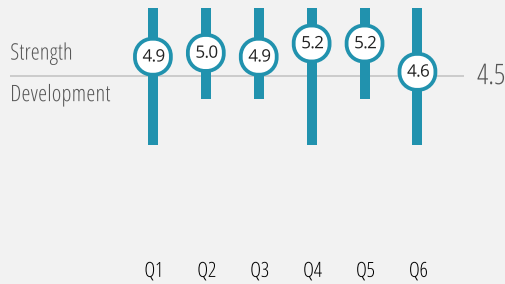


● Self ● Manager/s ● Peers ● Direct Reports ● Others ——— Lowest to highest score

Question item results

Driving Results

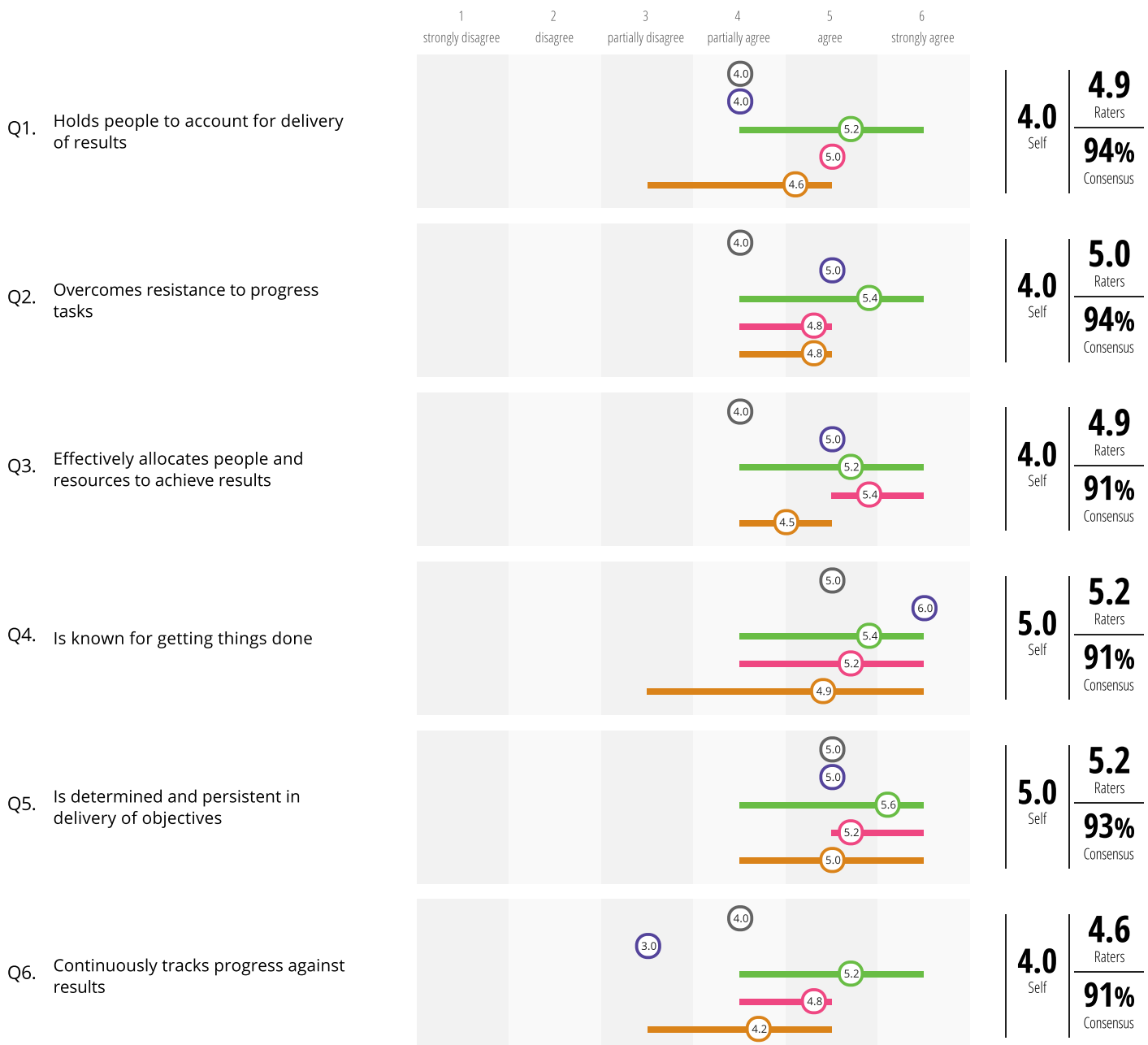
Accomplishes goals, completes tasks and achieves results.



4.3
Self

5.0
Raters

91%
Consensus

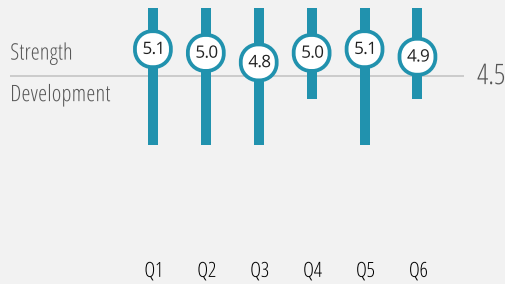


● Self ● Manager/s ● Peers ● Direct Reports ● Others — Lowest to highest score

Question item results

Financial Insight

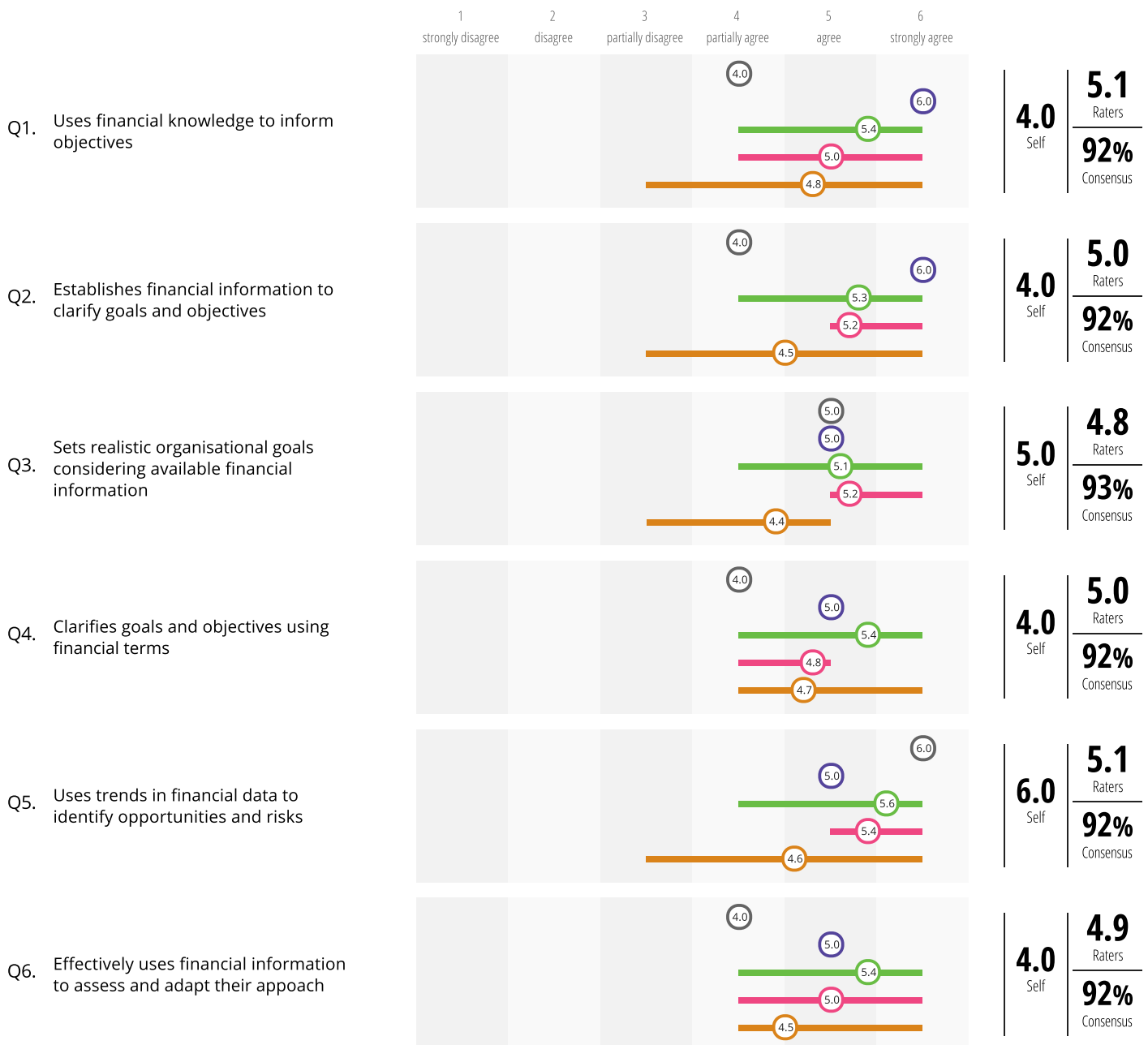
Applies financial knowledge to achieve organizational goals and objectives.



4.5
Self

5.0
Raters

91%
Consensus

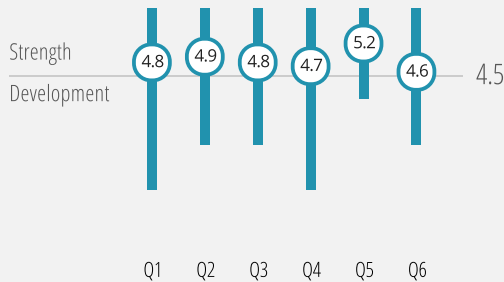


● Self ● Manager/s ● Peers ● Direct Reports ● Others ——— Lowest to highest score

Question item results

Influencing Others

Persuades others to help achieve organizational goals and objectives.



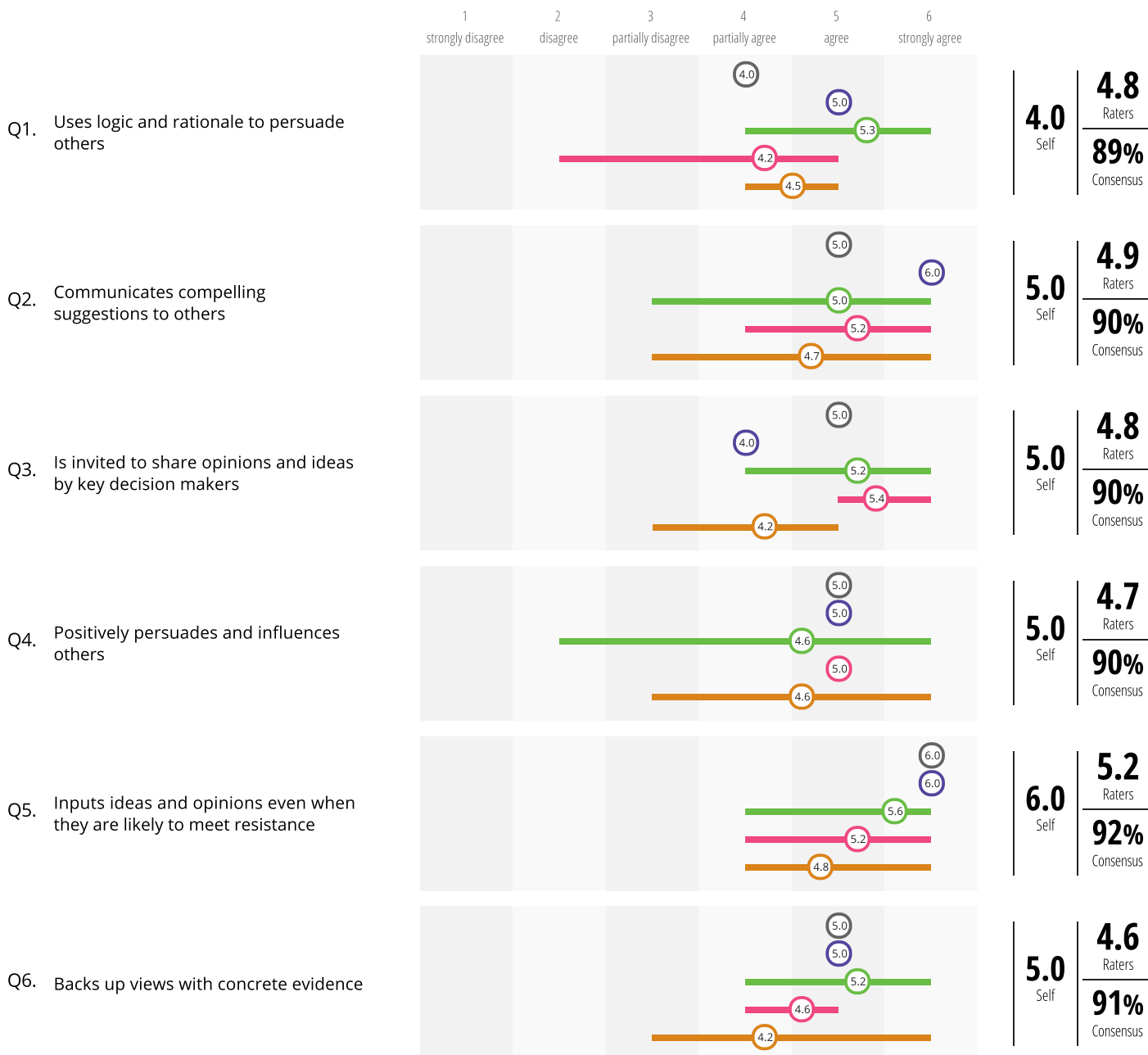
5.0
Self

4.8

Raters

91%

Consensus

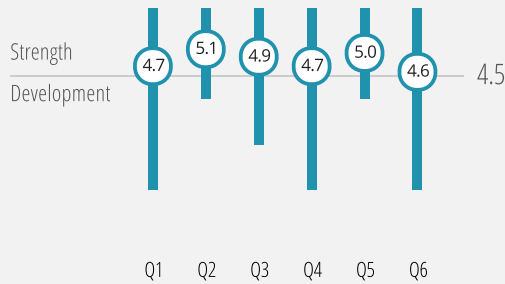


● Self ● Manager/s ● Peers ● Direct Reports ● Others ——— Lowest to highest score

Question item results

Integrity

Acts honestly in accordance with moral or ethical principles.



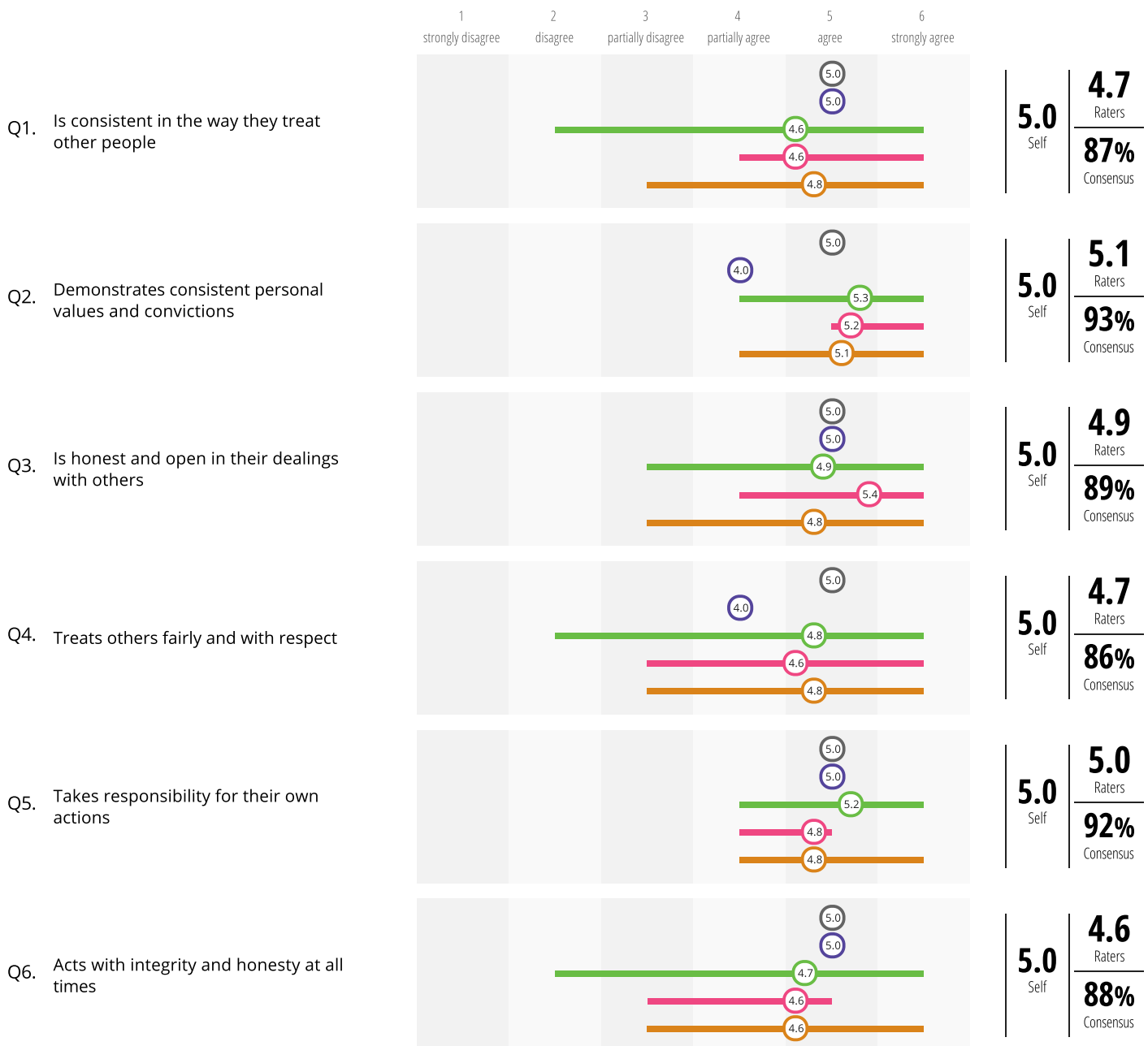
5.0
Self

4.9

Raters

91%

Consensus

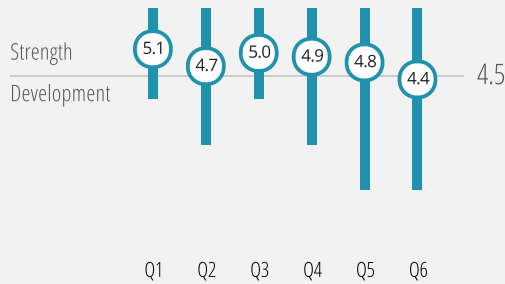


● Self ● Manager/s ● Peers ● Direct Reports ● Others — Lowest to highest score

Question item results

Leading Others

Demonstrates general leadership ability and effectiveness.



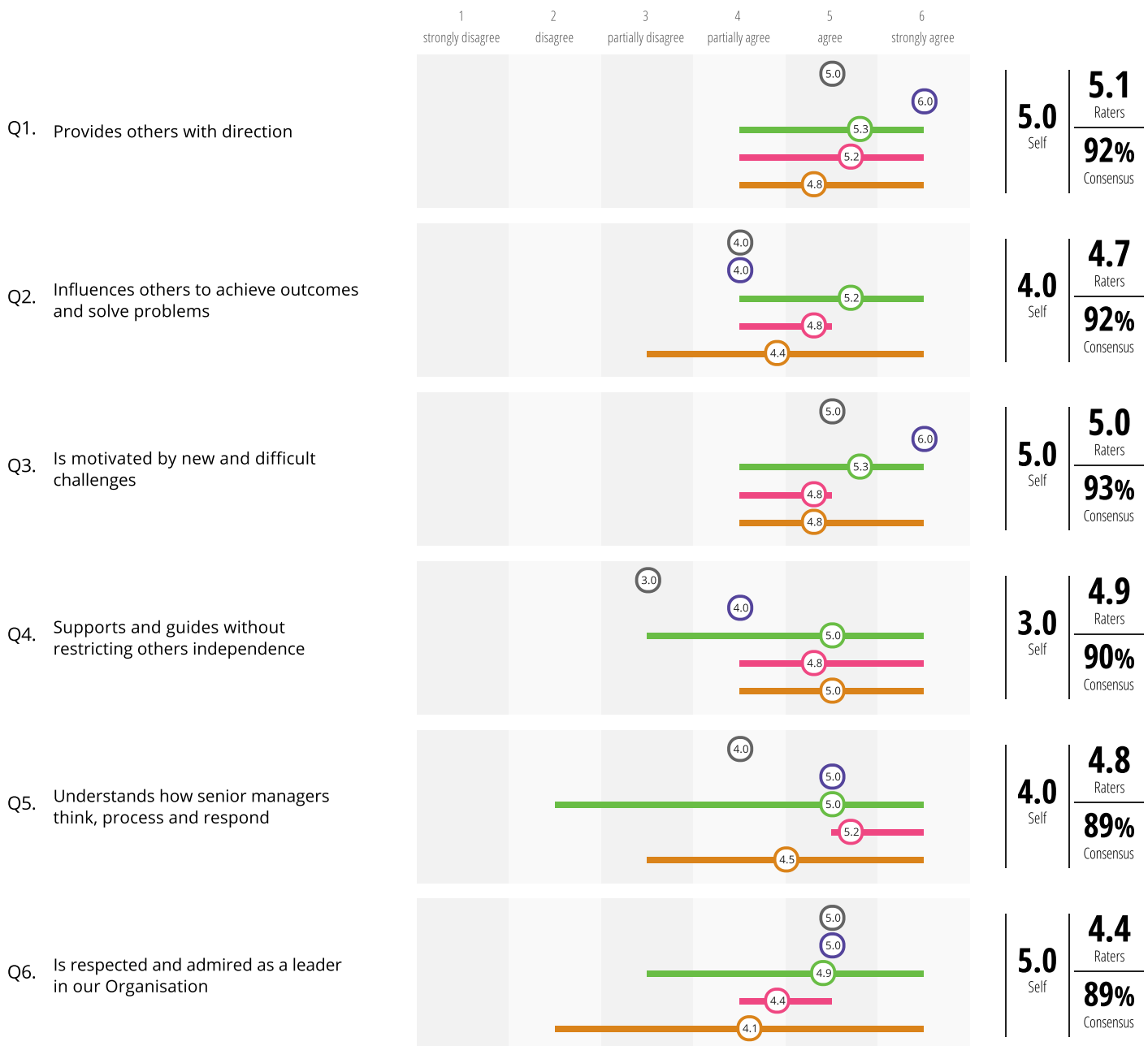
4.3
Self

4.8

Raters

91%

Consensus

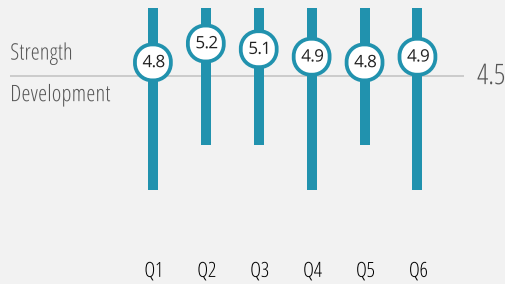


● Self ● Manager/s ● Peers ● Direct Reports ● Others ——— Lowest to highest score

Question item results

Relationship Building

Develops collaborative relationships to facilitate current and future objectives.



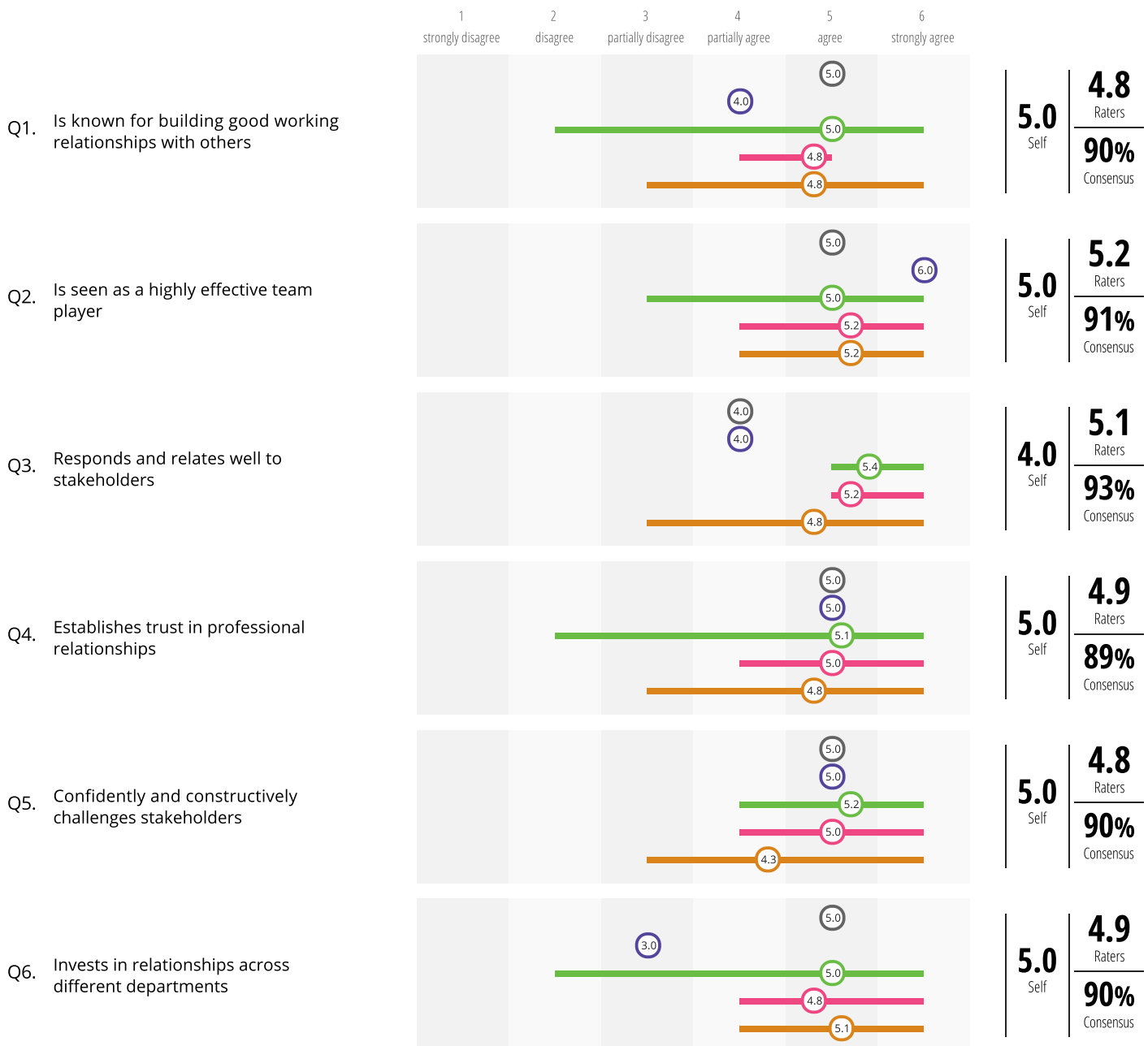
4.8
Self

4.9

Raters

91%

Consensus

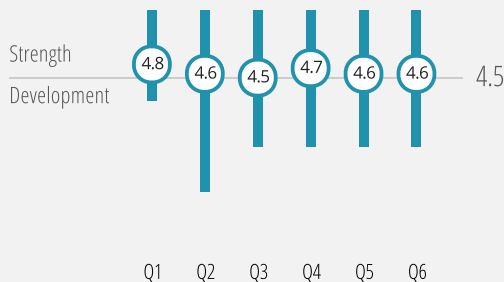


● Self ● Manager/s ● Peers ● Direct Reports ● Others — Lowest to highest score

Question item results

Setting Goals

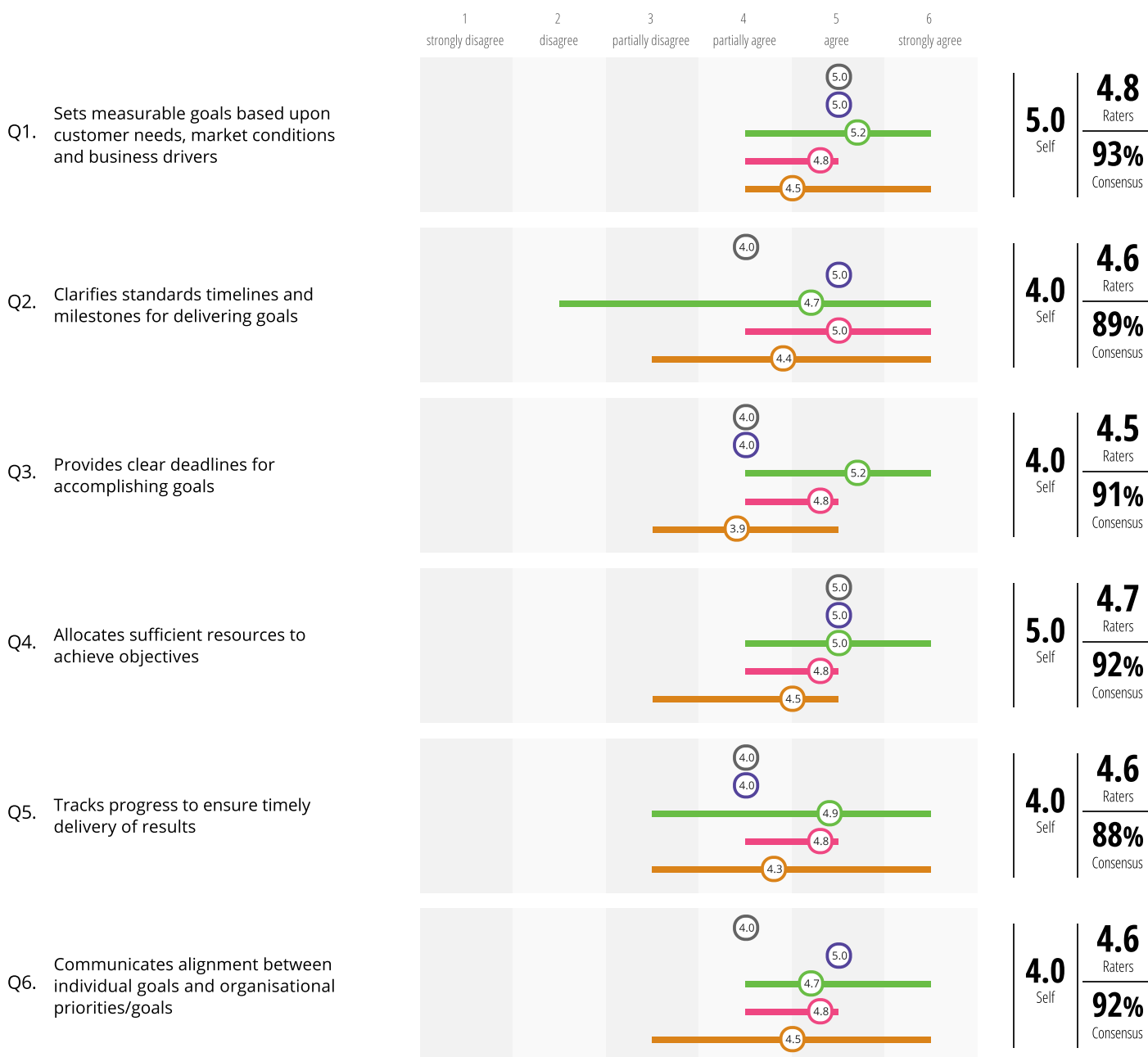
Identifies short-term objectives and steps to achieve them.



4.3
Self

4.6
Raters

91%
Consensus



Self Manager/s Peers Direct Reports Others Lowest to highest score

Behavioural rank order & rating frequency

			DEVELOP				STRENGTH	
			1	2	3	4	5	6
1	Is determined and persistent in delivery of objectives	Driving Results	0	0	0	5	12	11
2	Is seen as a highly effective team player	Relationship Building	0	0	1	4	12	11
3	Inputs ideas and opinions even when they are likely to meet resistance	Influencing Others	0	0	0	5	13	10
4	Is known for getting things done	Driving Results	0	0	1	4	12	11
5	Demonstrates consistent personal values and convictions	Integrity	0	0	0	5	14	9
6	Provides others with direction	Leading Others	0	0	0	5	15	8
7	Responds and relates well to stakeholders	Relationship Building	0	0	1	3	17	7
8	Uses financial knowledge to inform objectives	Financial Insight	0	0	1	5	13	9
9	Uses trends in financial data to identify opportunities and risks	Financial Insight	0	0	1	5	13	9
10	Takes action to correct wrong decisions	Decision Making	0	0	0	6	15	7
11	Is motivated by new and difficult challenges	Leading Others	0	0	0	6	15	7
12	Overcomes resistance to progress tasks	Driving Results	0	0	0	5	18	5
13	Makes quick decisions under ambiguous situations	Decision Making	0	0	1	9	8	10
14	Establishes financial information to clarify goals and objectives	Financial Insight	0	0	1	6	14	7
15	Takes responsibility for their own actions	Integrity	0	0	0	8	13	7
16	Clarifies goals and objectives using financial terms	Financial Insight	0	0	0	8	13	7
17	Is honest and open in their dealings with others	Integrity	0	0	2	6	12	8
18	Effectively uses financial information to assess and adapt their approach	Financial Insight	0	0	0	9	12	7
19	Supports and guides without restricting others independence	Leading Others	0	0	1	8	11	8
20	Invests in relationships across different departments	Relationship Building	0	1	1	5	13	8

Behavioural rank order & rating frequency

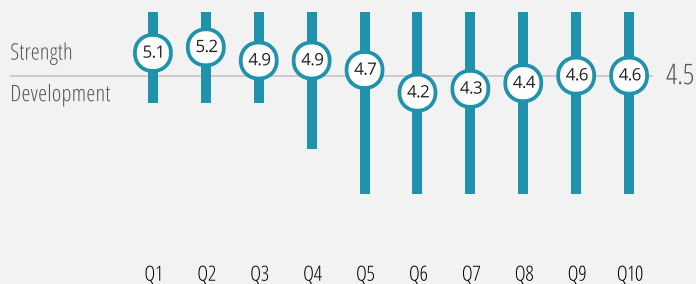
			DEVELOP				STRENGTH	
			1	2	3	4	5	6
21	Establishes trust in professional relationships	Relationship Building	0	1	2	4	12	9
22	Communicates compelling suggestions to others	Influencing Others	0	0	2	5	14	7
23	Effectively allocates people and resources to achieve results	Driving Results	0	0	0	9	13	6
24	Proactively coaches others for success	Developing Talent	0	0	1	9	11	7
25	Creates opportunities to apply new skills on the job	Developing Talent	0	0	0	9	14	5
26	Holds people to account for delivery of results	Driving Results	0	0	1	6	17	4
27	Understands how senior managers think, process and respond	Leading Others	0	1	1	7	12	7
28	Makes tough decisions in a timely manner	Decision Making	0	0	1	9	12	6
29	Makes sound decisions based on logic and available evidence	Decision Making	0	0	2	8	11	7
30	Sets measurable goals based upon customer needs, market conditions and business drivers	Setting Goals	0	0	0	9	15	4
31	Is known for building good working relationships with others	Relationship Building	0	1	1	6	14	6
32	Creates opportunities for individuals to apply new learning	Developing Talent	0	0	1	11	8	8
33	Sets realistic organisational goals considering available financial information	Financial Insight	0	0	1	7	17	3
34	Uses logic and rationale to persuade others	Influencing Others	0	1	0	8	15	4
35	Is invited to share opinions and ideas by key decision makers	Influencing Others	0	0	3	7	12	6
36	Confidently and constructively challenges stakeholders	Relationship Building	0	0	5	3	14	6
37	Provides support without removing accountability from others	Developing Talent	0	1	2	6	13	6
38	Influences others to achieve outcomes and solve problems	Leading Others	0	0	1	10	13	4
39	Allocates sufficient resources to achieve objectives	Setting Goals	0	0	1	9	15	3
40	Is consistent in the way they treat other people	Integrity	0	1	2	7	12	6

Behavioural rank order & rating frequency

			DEVELOP				STRENGTH	
			1	2	3	4	5	6
41	Treats others fairly and with respect	Integrity	0	1	2	8	10	7
42	Provides assignments to employees that stretch their ability	Developing Talent	0	0	0	12	12	4
43	Positively persuades and influences others	Influencing Others	0	1	3	5	14	5
44	Acts with integrity and honesty at all times	Integrity	0	1	2	7	14	4
45	Communicates alignment between individual goals and organisational priorities/goals	Setting Goals	0	0	1	11	14	2
46	Continuously tracks progress against results	Driving Results	0	0	4	7	13	4
47	Backs up views with concrete evidence	Influencing Others	0	0	3	9	12	4
48	Clarifies standards timelines and milestones for delivering goals	Setting Goals	0	1	3	6	14	4
49	Evaluates the consequences of decisions	Decision Making	0	0	4	9	9	6
50	Tracks progress to ensure timely delivery of results	Setting Goals	0	0	4	10	8	6
51	Provides ongoing feedback to improve performance	Developing Talent	0	1	1	10	14	2
52	Provides clear deadlines for accomplishing goals	Setting Goals	0	0	4	10	10	4
53	Quickly considers both short and long term impact of decisions	Decision Making	0	0	4	11	9	4
54	Is respected and admired as a leader in our Organisation	Leading Others	0	1	3	11	9	4

Team Climate

Team Climate

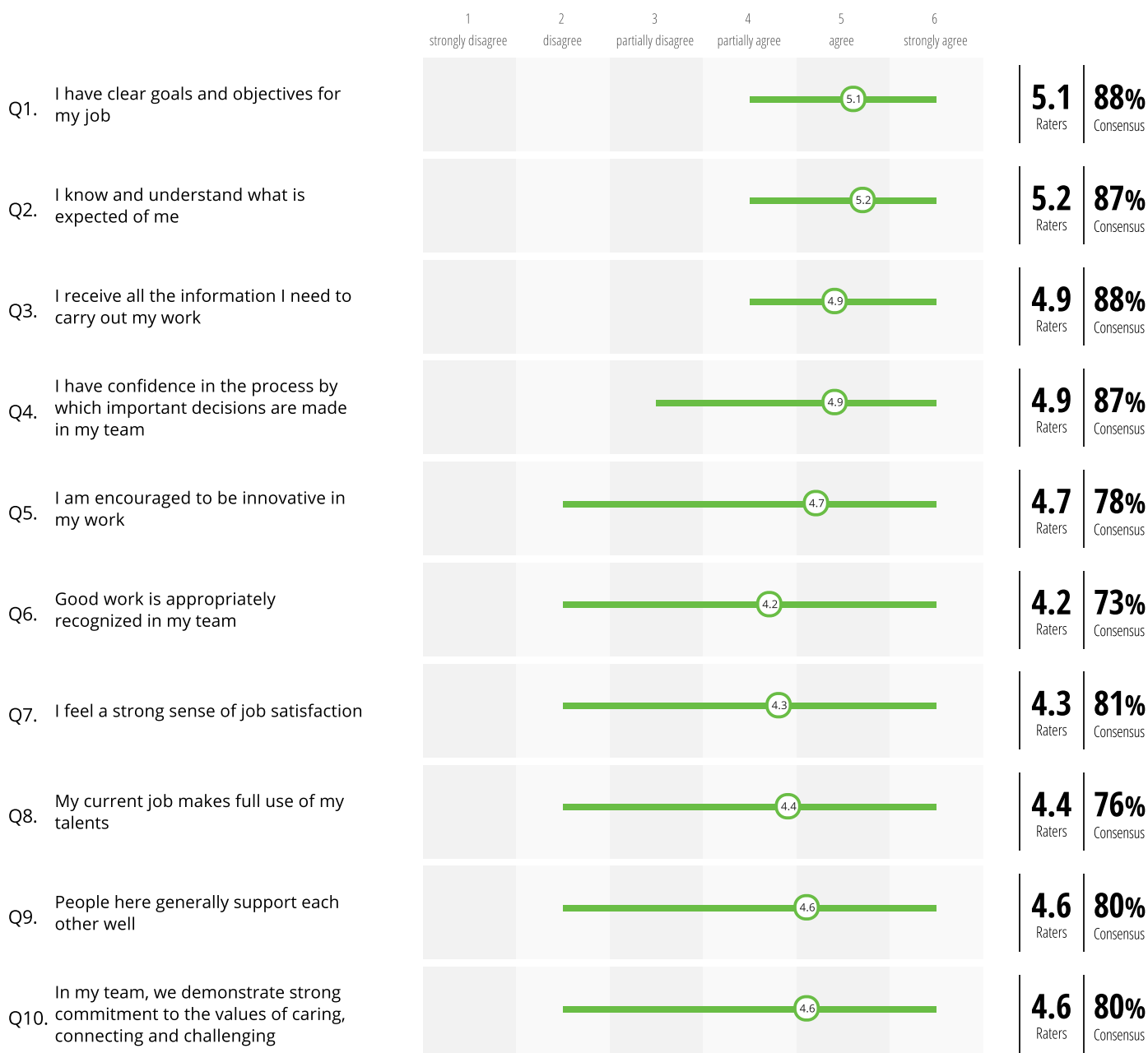


4.7

Raters

82%

Consensus



● Direct Reports

— Lowest to highest score

Feedback

What do you see as being this persons' strengths?

Self

Team and stakeholder engagement

Manager/s

Outstanding and determined head of service who attracts excellent and loyal colleagues who buy in to his team ethos. Although I have worked with Peter Participant, this is not closely on many projects therefore some of my feedback should be taken in that light. Some responses of 'partial' are really where I have limited evidence to make a comprehensive assessment Peter's strengths in his role are his personality, which is built around a story telling approach. He sees opportunity in pictures and in narrative and has a great ability to his ability to get these over to his audience, whether this is members or officers. He is very much seen as a 'dooer' - and has grown into his head of service role. He works across boundaries and teams and is not remotely 'precious' in this regard, as a consequence he is a great network-er and is developing his role.

Peers

Mainly know Peter through working with him in strategic meetings and on specific projects. I haven't seen him interact with his team in much detail which limits the feedback I'm able to provide. He is very energetic and shows real passion for his service. Whilst I haven't seen him in this situation, I imagine he is very good at managing conflicting views and opinions. He is very approachable and open to new ideas.

Direct Reports

I believe Peter Participant to be a clear strategist and a great Head of Service. On a personal level I really enjoy working with him. He is a very 'steady' person who I feel seeks out the skills and talents within the team. He has good judgement and doesn't rush to conclusions. I feel is team focused on quality delivery, is a testament to his management and leadership.

Others

Very well organised, works to a high standard - positive outlook, works well with others

Feedback

What could this person do to increase their effectiveness?

Self

Effective decision-making

Manager/s

Not much - perhaps more to ensure he gets the recognition he deserves
At times political radar can be a little awry - i.e. what can seem less important can blow up quite quickly, although my main example of this is now quite old (Worthing Pride) I have noticed a few occasions where a bit more of nous in how he frames things could be helpful. In terms of a commercial mindset he comes with the advantage of having worked in different fields and so I would like to see his external knowledge and skills being shared more amongst his colleagues.

I would like to see more explicit leadership however in these areas. He has the potential and capacity to go much much further - so please bring more of Peter to the table!

Peers

I don't feel I can provide any meaningful feedback in this section

Direct Reports

Perhaps the reintroduction of the 'plan on a page' service plans. These were useful for team members in understanding the focus for other areas within the service. Or something similar to co-inside with team meetings perhaps?
With a wide range of activities being undertaken within the team, there's always room for further understanding of each area of specialism in order to make informed suggestions and decisions about the development of that service area.

Others

Developing strategy - build a shared understanding of how different elements tie together

Feedback

Please provide any other suggestions or ideas to help them with their development.

Manager/s

He is a great colleague, he is a good visionary and has a great eye for the detail. I would as suggested like to see him take a greater leadership role amongst his peers and the wider system.

Take time to think about the long term - take the lead and convene more - take time to explore what others are doing - think about the opportunities available and strategise how to make them happen.

Direct Reports

More of the same!

In the first part of this survey there were a number of questions where I haven't had direct experience of seeing Peter dealing with the situation described - however, I have generally scored 'agree' for these as I think Peter is competent to deal with most challenges in a way that is fair and keeps the organisation's objectives in sight. I think that Peter's openness to discussion about ideas and objectives is a strength, and his ability to communicate with a direct, non-judgemental and collaborative approach is also great - however, a possible downside of this could be a potential to be overly influenced by strong views.

Action planning

The 360 report generates a large volume of feedback. The structure below allows you to categorise your feedback, identifying elements you want to do something about (or not). Some of this feedback will already be known to you and other aspects will be new. Try to remain open minded and curious. Your attitude towards the feedback will largely determine what you do with it.

Your initial conclusions can be explored more fully with the appropriate person e.g. coach/mentor/manager and incorporated into your development plans.

Please take this time to reflect and think about your results to take forward into next steps. Don't forget, as you are reviewing your feedback to keep a balanced perspective, this is as much about leveraging your strengths as well as identifying developmental areas.

Questions to consider when reviewing your feedback

What am I surprised by?

-
-
-

What I need to do:

More of:

Less of:

- | | |
|---|---|
| • | • |
| • | • |
| • | • |

What do I need to Continue doing?

-
-
-

What are the one or two areas that, if I develop, will have the biggest impact on my performance?

-
-
-

How will I check the progress of my development?

-
-
-

What support do I need to achieve progress?

-
-
-

Who can help me?

-
-
-

Development Summary

Known to Self		
Unknown to Self		
	Do nothing	Do something

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Advanced People Strategies Ltd
Mulberry House, Lamport Drive, Daventry, Northamptonshire NN11 8YH



info@advancedpeoplestrategies.co.uk



+44 (0)1327 437000



advancedpeoplestrategies.co.uk



hoganassessments.co.uk