

# 360 Feedback Report

Team Leader/Manager

# Fiona Test

Monday 24 Apr 2023

Invitees:

Line Manager	Dan Test	Invited 21 Jan 2022
Line Manager	Jaco Admin	Completed 21 Jan 2022
Individual Subject	Fiona Test	Completed 03 Feb 2022
Direct Report	Dom Test	Completed 03 Feb 2022
Direct Report	Sharon Test	Completed 03 Feb 2022
Direct Report	Andrew Test	Completed 03 Feb 2022
Colleague/Peer	jaco.gouws@advancechange.co.uk	Completed 25 Jan 2022
Colleague/Peer	clint mccarthy <clint.mccarthy@advancechange.co.uk>	Completed 21 Jan 2022
Colleague/Peer	katie.wingfield@advancechange.co.uk	Completed 26 Jan 2022
Colleague/Peer	360 Admin	Completed 03 Feb 2022

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# Introduction

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## Introduction

### Welcome to your 360 Feedback report

360° feedback is a system or process in which individuals receive confidential, anonymous feedback from the people who work around them. This typically includes feedback from the individual's manager, peers or customers and direct reports, which is why it is called 360° - because the feedback is received from all around them.

It is important to recognise that all feedback is subjective rather than fact. Questions will predominantly focus on the extent to which the individual demonstrates specific, observable behaviours in the views of the feedback giver. However, this will depend on the frequency and level of interactions, the context, and the perceptions of the feedback giver.

Remember that 360 feedback does not measure reality, it reassures perception. However, having an insight into how our behaviours are perceived through others can be an invaluable tool for our development. If we approach our 360 feedback report with an open mind and curiosity, then we will get the most out of it.

If you disagree with a comment, try to avoid feeling defensive, it is better to reflect on what behaviours may have generated that feedback. Equally, take the time to acknowledge and recognise any clear strengths.

If you take the time to explore and understand your strengths and development areas, in the eyes of others, through your report, then you can choose whether to change or repeat them in future. Such powerful insights are incredibly helpful for building positive relationships and career development.

## How to interpret your results

Your 360 feedback report has been generated from the responses that you and your nominated respondents provided to the specific questions asked. This feedback is usually grouped into specific competencies or topics and shown in the form of a graphical rating. Usually, free text comments are also requested to support the score and provide content or supporting commentary against a specific competency.

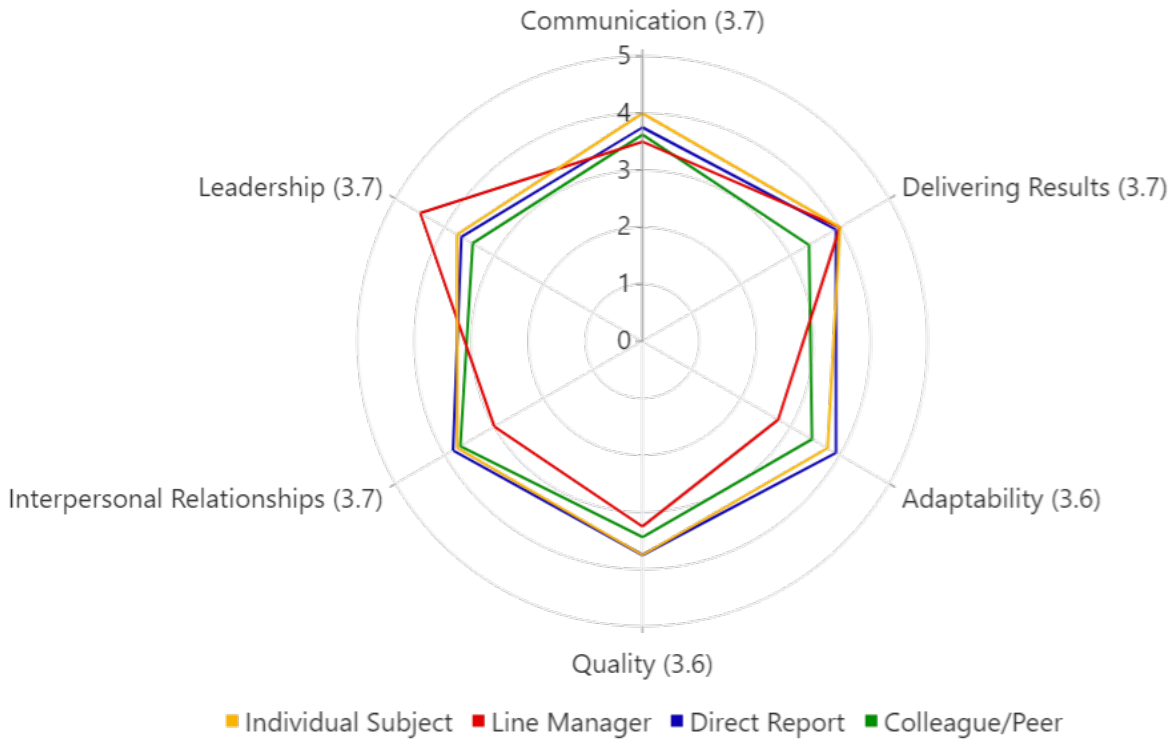
This feedback is then split down into respondent categories to compare views from the individual, their manager, direct reports (if relevant) and/or colleagues, customers or peers. Categories of respondent may vary from report to report. The individual and manager rating is individually identifiable whereas other categories of respondent are amalgamated to preserve anonymity. All free text comments are randomised and anonymised to encourage honesty

Your report has been broken down into the following sections:

1. Introduction is the section you are in now outlining the overall structure
2. **Spider Graph** shows an overview of the questions and scores by respondent type
3. **Competency Summary** shows the average ratings for each competency by respondent type e.g. manager, peers, direct reports etc.
4. **Detailed Responses** shows the responses to all questions including any free text comments
5. **Respondent Summary Table** shows responses to each question by respondent type
6. **Likely Strengths and Development Areas** highlights your 2 highest and lowest scoring responses in each category
7. **Development Plan and Next Steps** can be used to guide and structure your development action plan

# Spider Graph

This shows an overview of the questions and scores by respondent type.



Rating scale:

0: N/A

1: Never demonstrates

2: Sometimes demonstrates

3: Often demonstrates

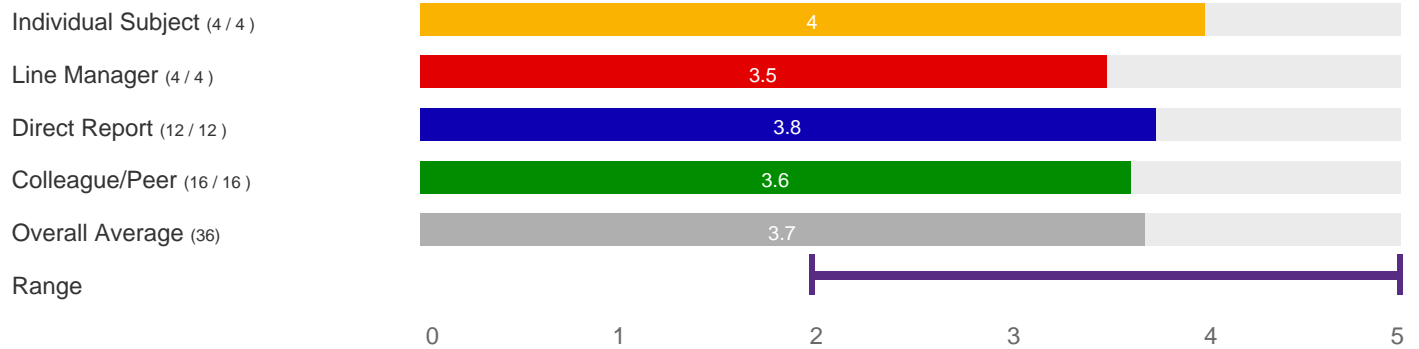
4: Regularly demonstrates

5: Always demonstrates

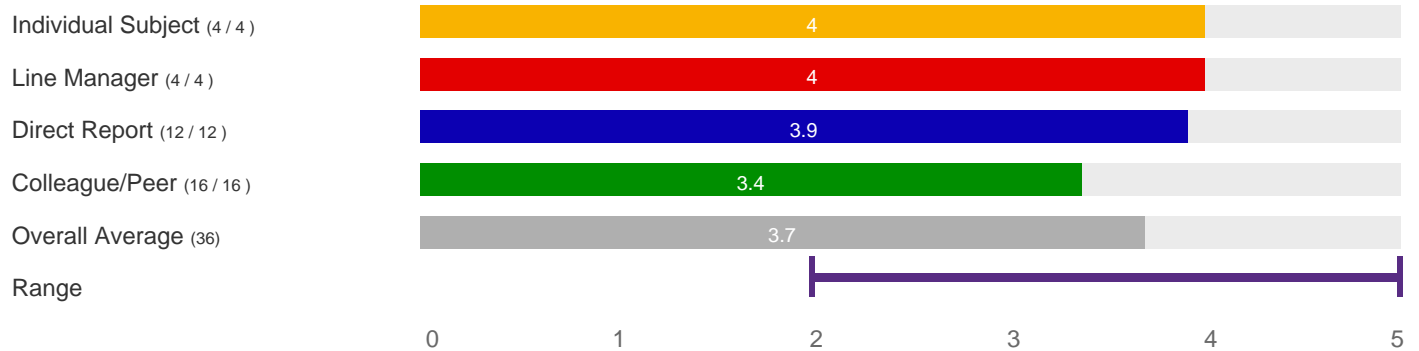
# Competency Summary

This shows the average ratings for each competency by respondent type e.g. manager, peers, direct reports etc.

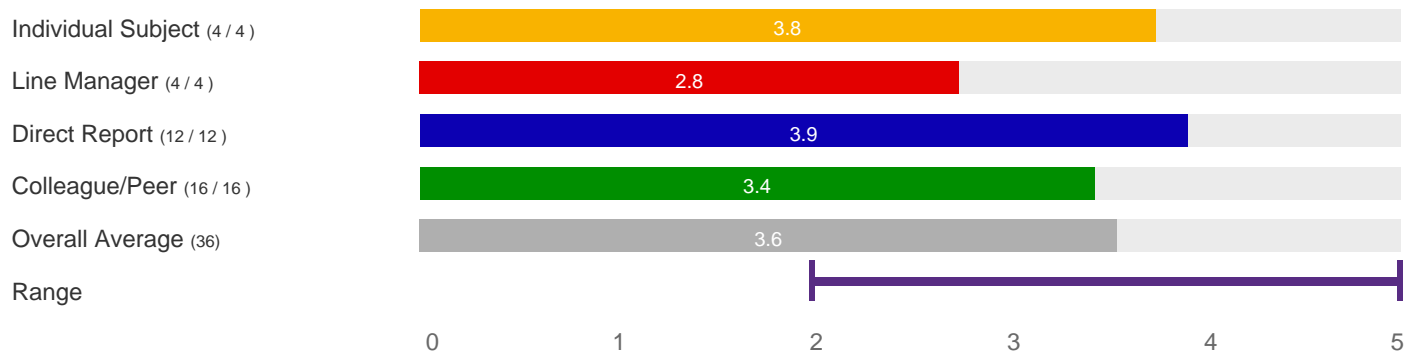
## Communication



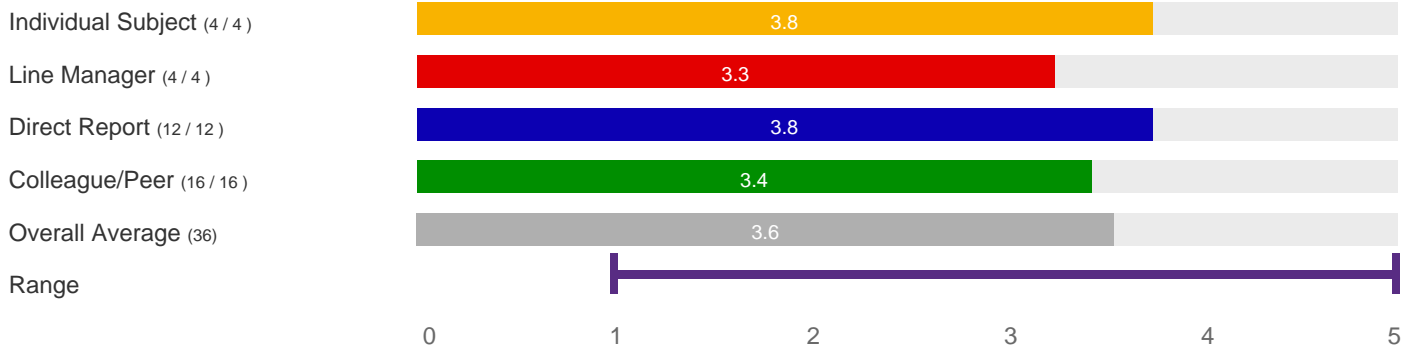
## Delivering Results



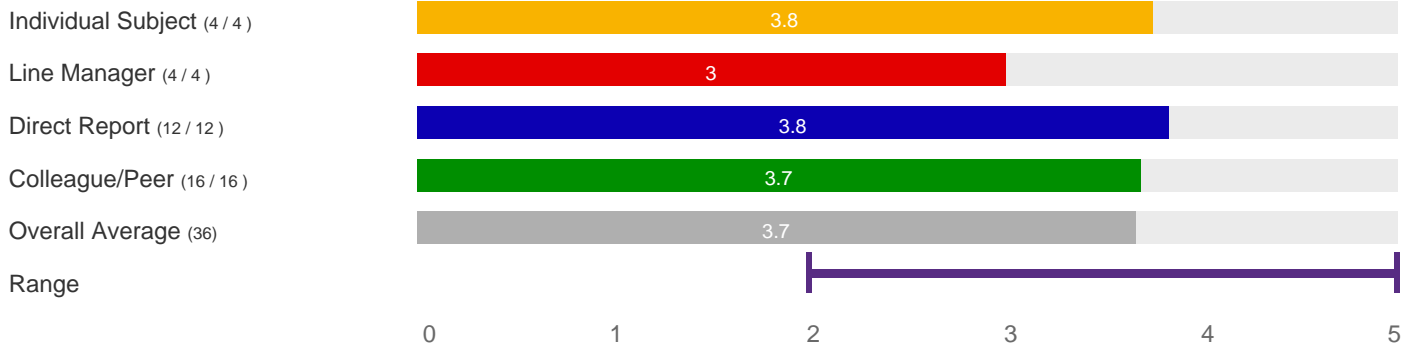
## Adaptability



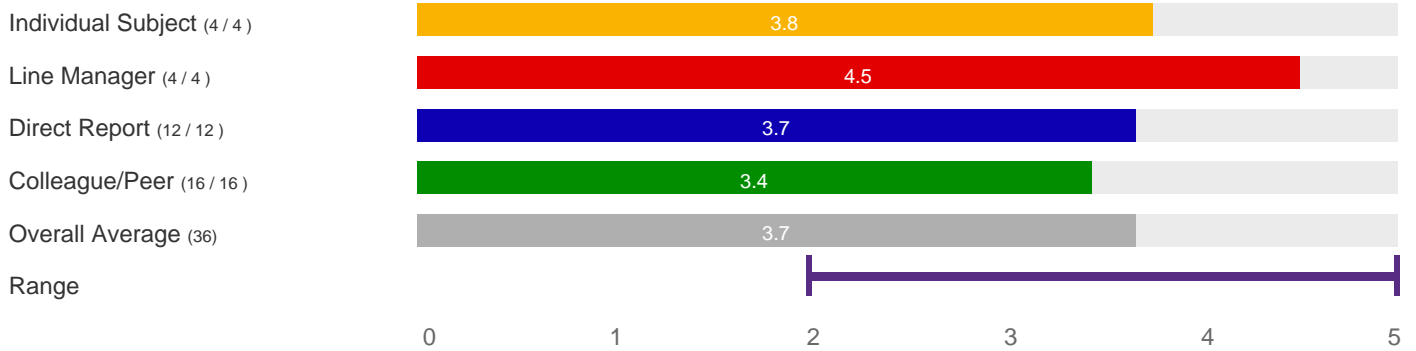
## Quality



## Interpersonal Relationships



## Leadership

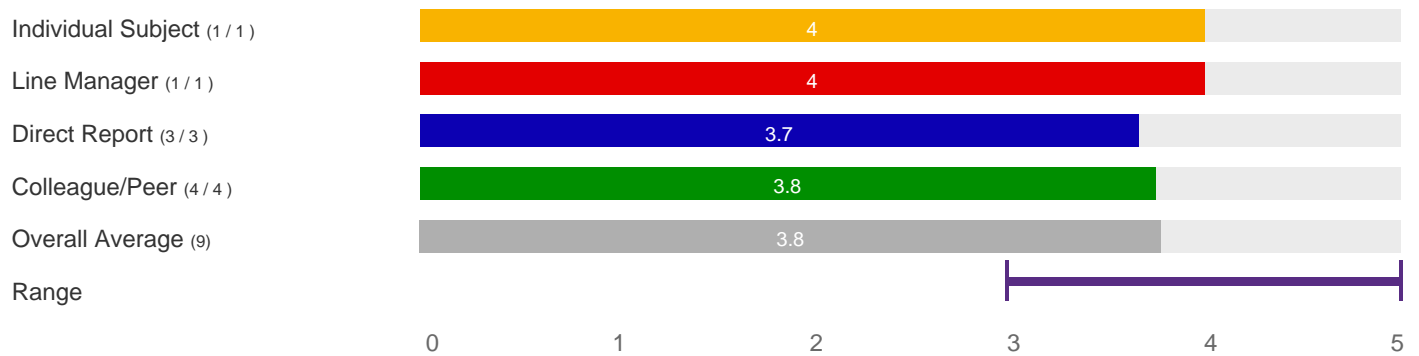


# Detailed Responses

This shows the responses to all questions including any free text comments. The bottom bar shows the range of responses from respondents for that question. The numbers in brackets to the left of each bar show how many people's responses are represented there e.g. 4/6 means that 4 out of 6 people answered that question. The other two may have selected a response like N/A for that question which means their score was not included in the average.

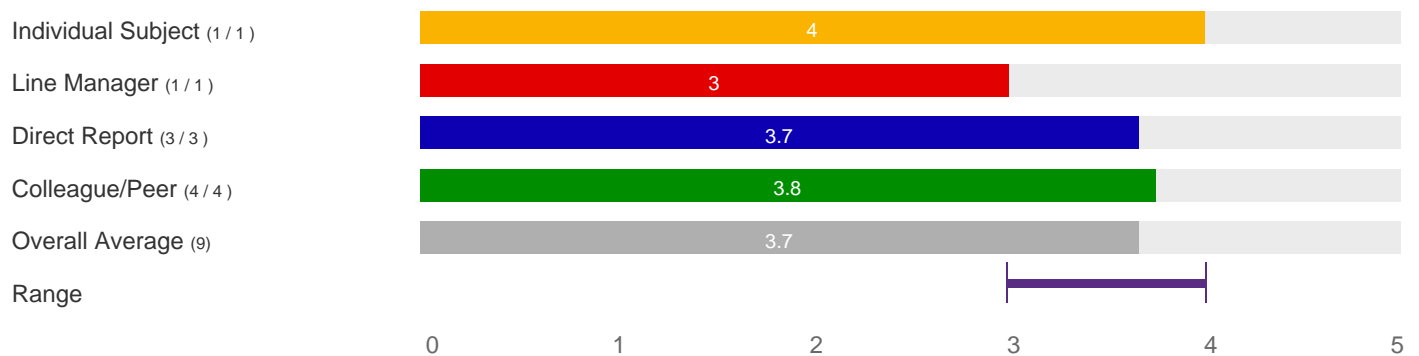
## Question 1 (Communication)

### Encourages open, positive relationships between and within the team



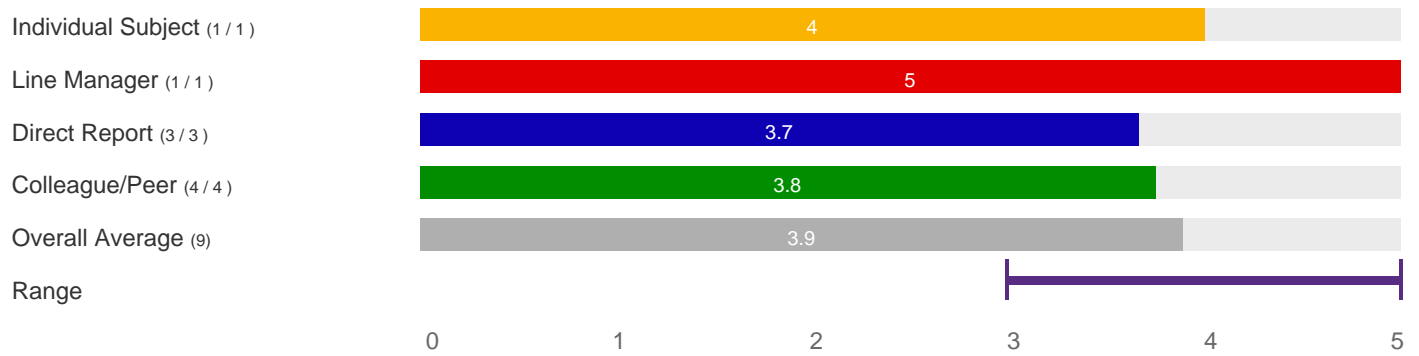
## Question 2 (Communication)

### Fosters an environment where people feel valued and respected



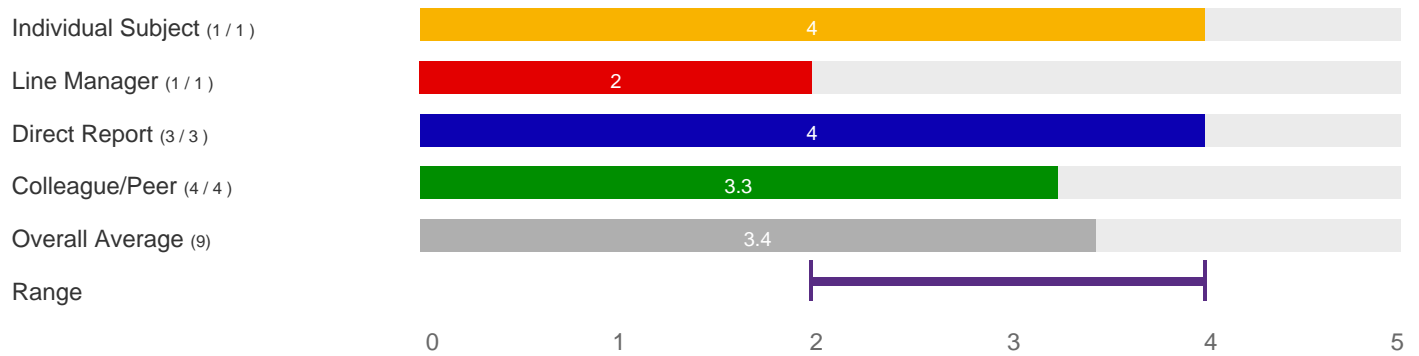
### Question 3 (Communication)

#### Communicates openly and inclusively internally and externally



### Question 4 (Communication)

#### Provides regular feedback and recognition



### Question 5 (Communication)

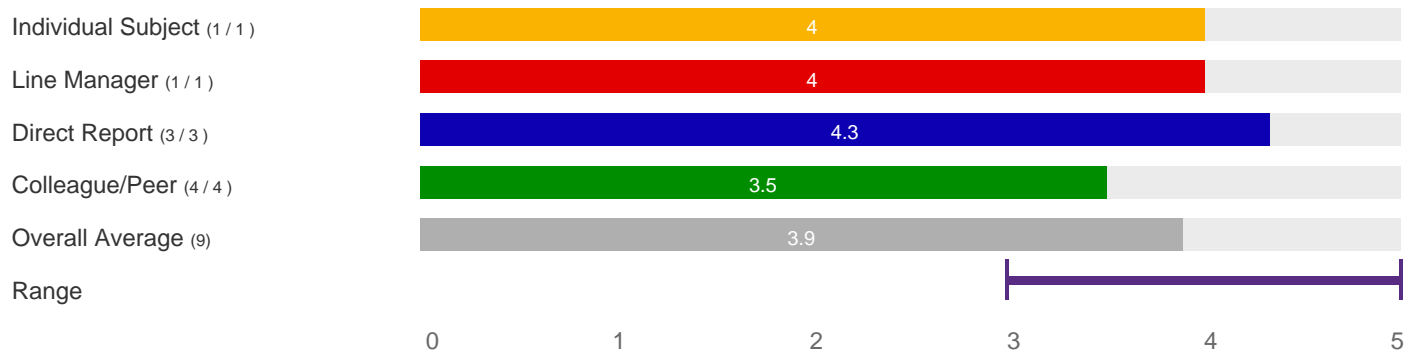
#### Please add any examples or comments to support your answers in this section

- She always communicates well but sometimes don't take the time to listen to new ideas. I feel that she can give feedback more often and not just on a monthly base.
- Fantastic at communicating and keeping us in the loop
- Communication is normally really good. It would however be good to get more feedback throughout so that we can correct things before they go wrong or to know that we are doing good so that we can continue and learn



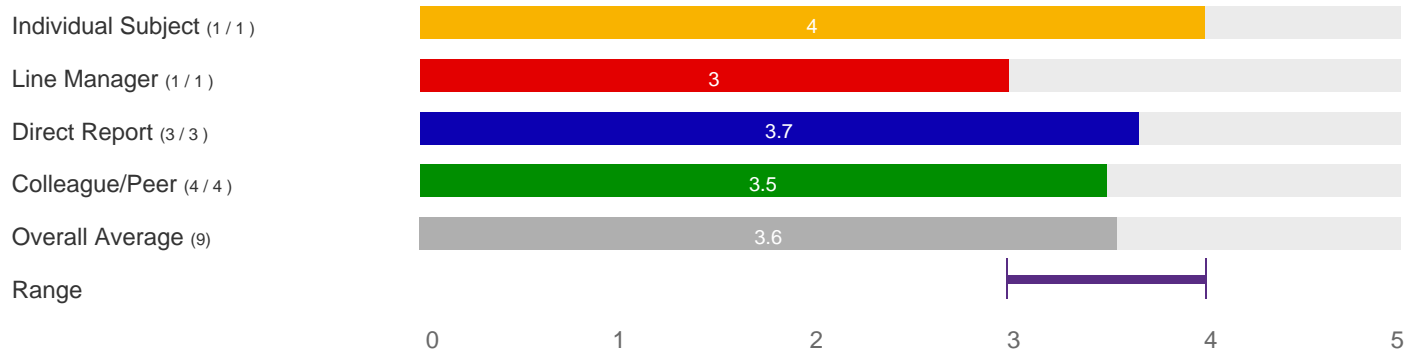
### Question 6 (Delivering Results)

#### Sets clear goals and objectives for team



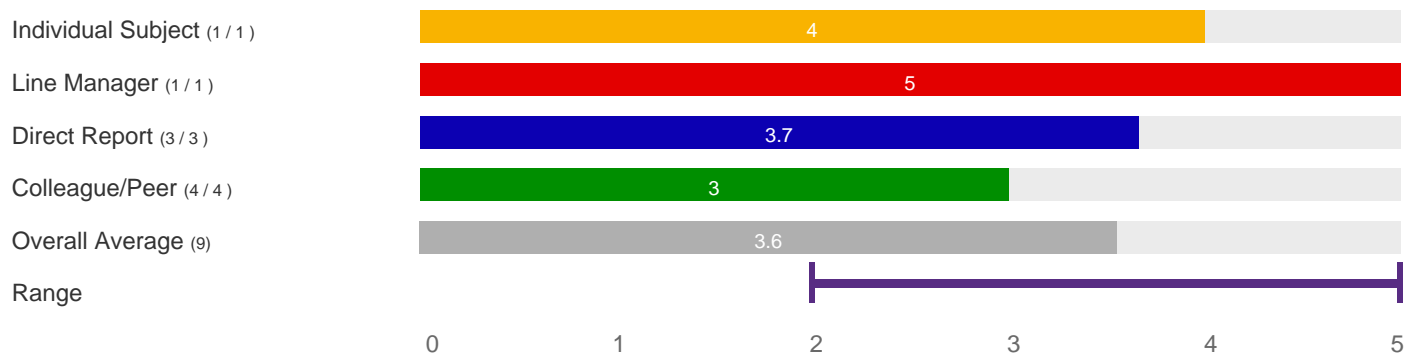
### Question 7 (Delivering Results)

#### Provides regular, constructive feedback about progress and performance



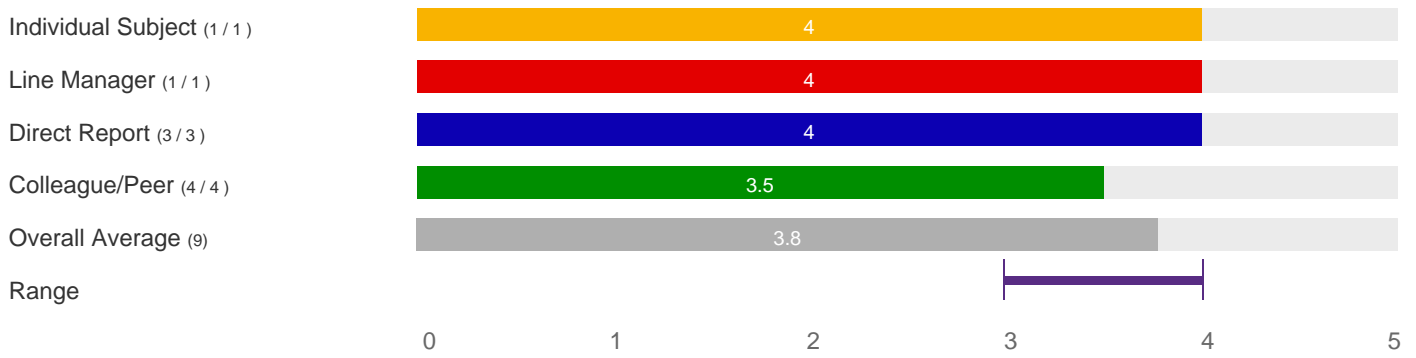
### Question 8 (Delivering Results)

#### Challenges underperformance or inappropriate behaviour constructively



### Question 9 (Delivering Results)

#### Helps team overcome blockers and barriers to achievement



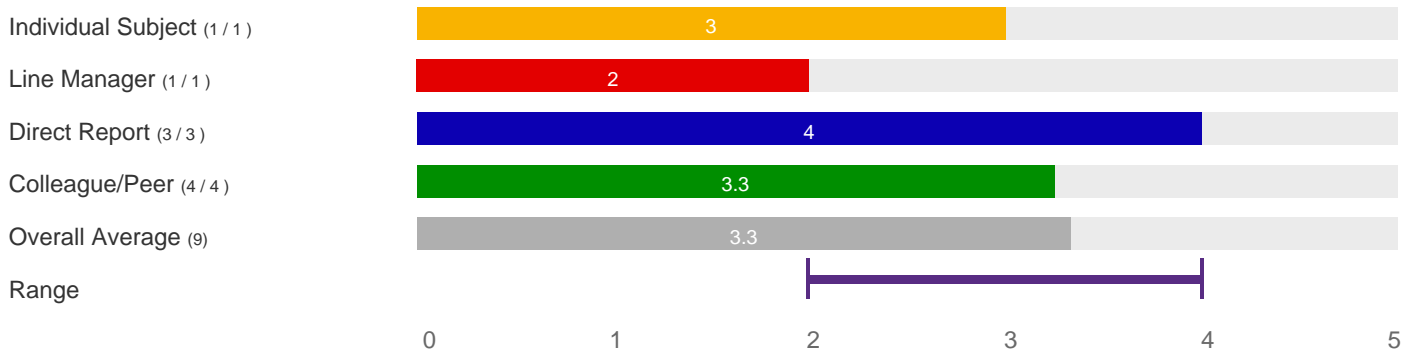
### Question 10 (Delivering Results)

#### Please add any examples or comments to support your answers in this section

- Always there to help and support when required
- I know what is expected from me at all times. Sometime feels that certain members of the team just rides along and not being challenged if things are not getting done.
- Goals is set but we don't get the feedback on a regular base. This sometimes leads to us getting close to the end of the month scrambling to get things completed

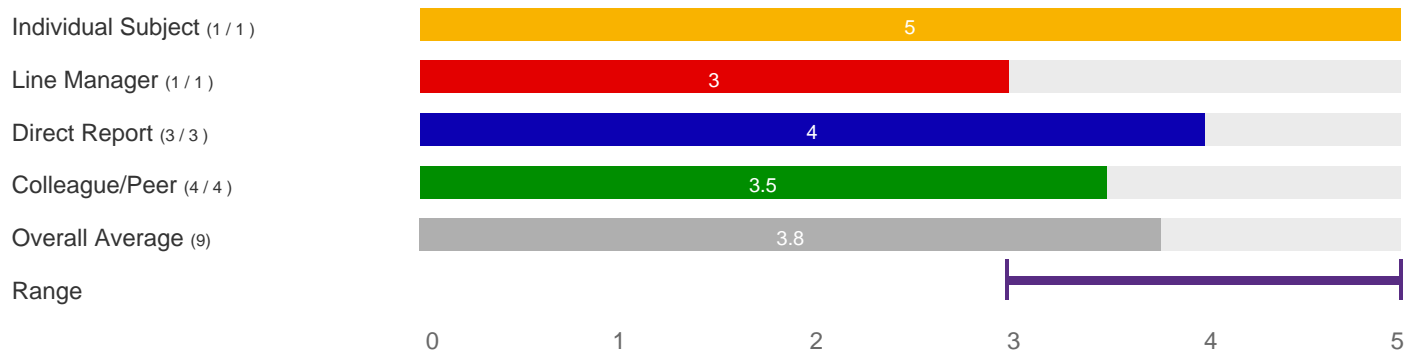
### Question 11 (Adaptability)

#### Refocuses team on new goals in changing circumstances



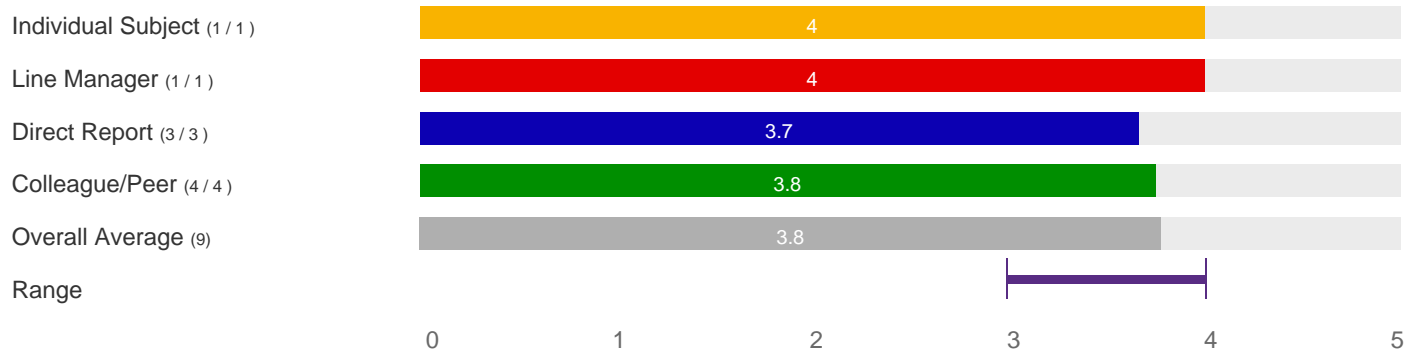
Question 12 (Adaptability)

Maintains positivity and focus in the face of change



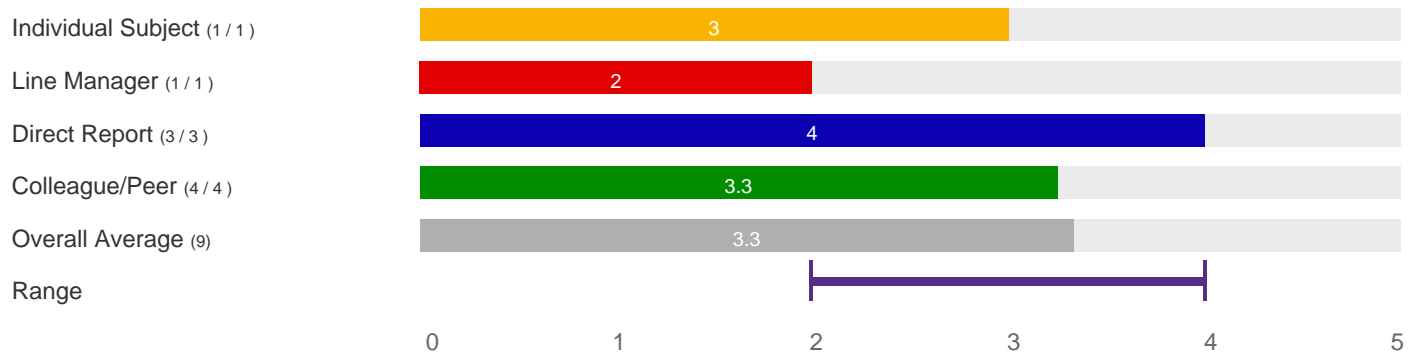
Question 13 (Adaptability)

Manages team wellbeing, supporting them to cope with pressure and change



Question 14 (Adaptability)

Adapts style to get the best out of team members



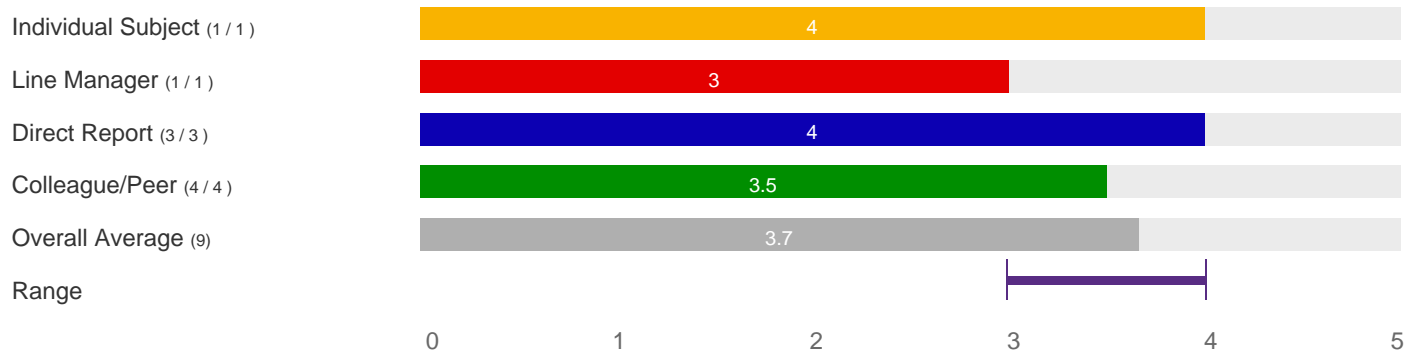
Question 15 (Adaptability)

Please add any examples or comments to support your answers in this section

- Handles changes well in our fast pace ever changing environment. We can all be pushed more to deliver greater results.
- I sometime feel that things is set in stone and she finds it hard to change goals and objectives slightly when things change. Last month half way through the month a team member was off sick and we had to adapt to take on extra workload. Priorities should have changed slightly to take the load of some team members. They had to still achieve their targets as well as the overflow of work.
- Always provides examples and makes sure that everything is clear

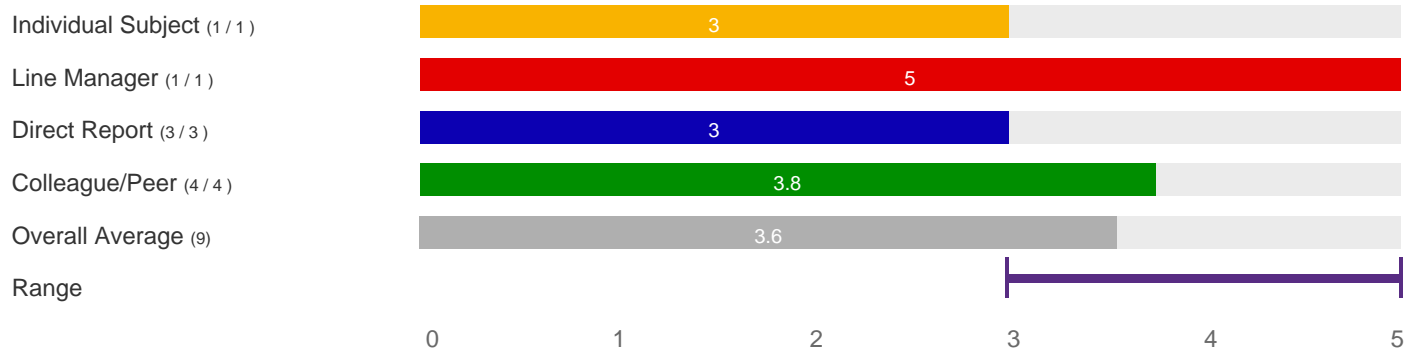
Question 16 (Quality)

Sets up repeatable systems and processes



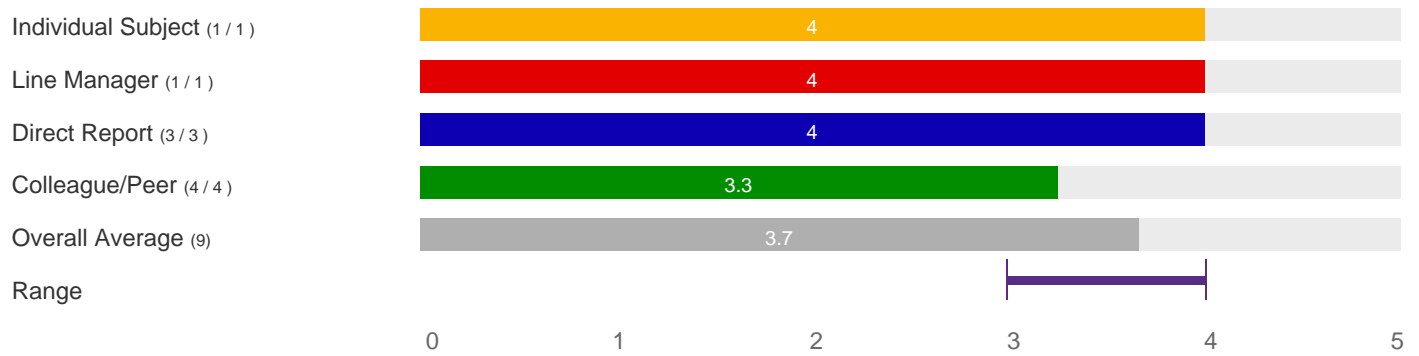
Question 17 (Quality)

Expects high standards



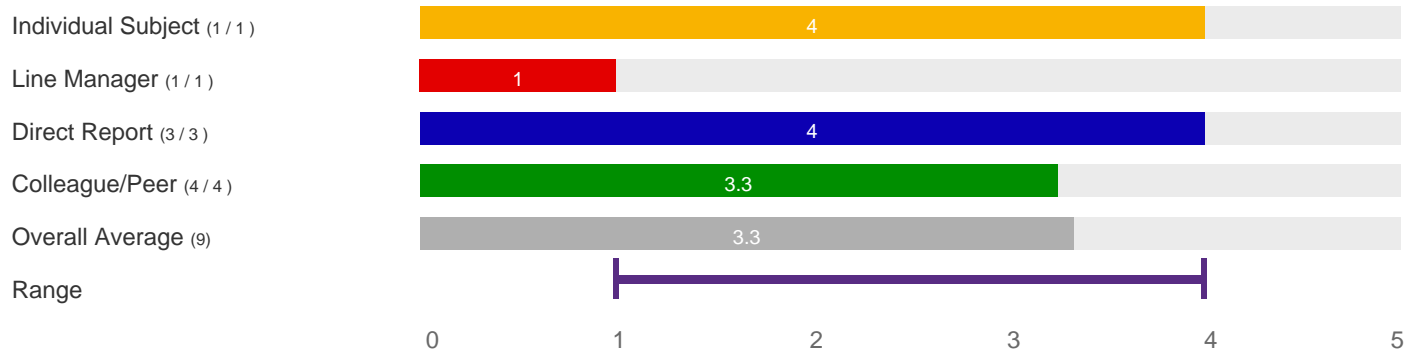
### Question 18 (Quality)

#### Balances task and people focus



### Question 19 (Quality)

#### Encourages learning and continuous improvement



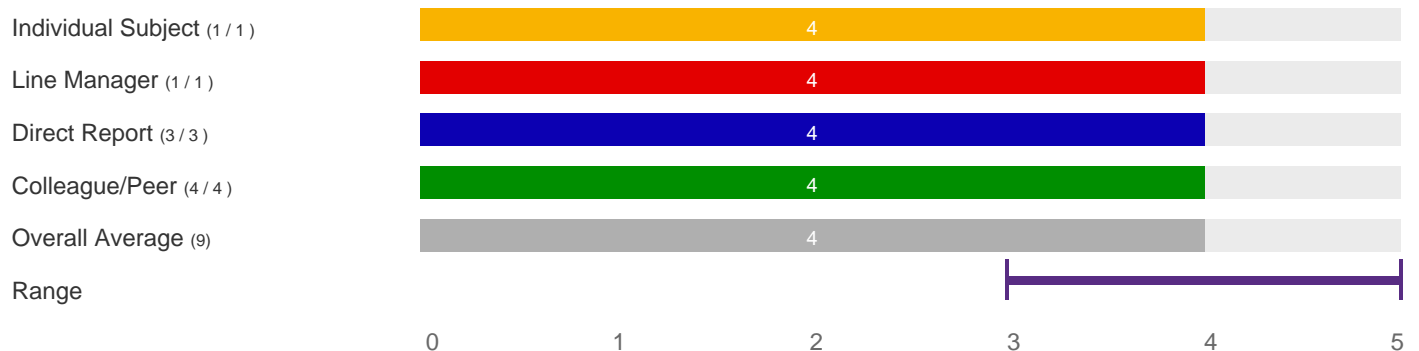
### Question 20 (Quality)

#### Please add any examples or comments to support your answers in this section

- We are expected to learn and improve but no time is set aside for personal development.
- Always helps customise forms and documents to make things easier
- The focus is always on getting the job done and sometimes corners are being cut to achieve this. Very much focussed on getting the job done no matter what. This can be good in the short term but it may hurt in the long run when people burn out

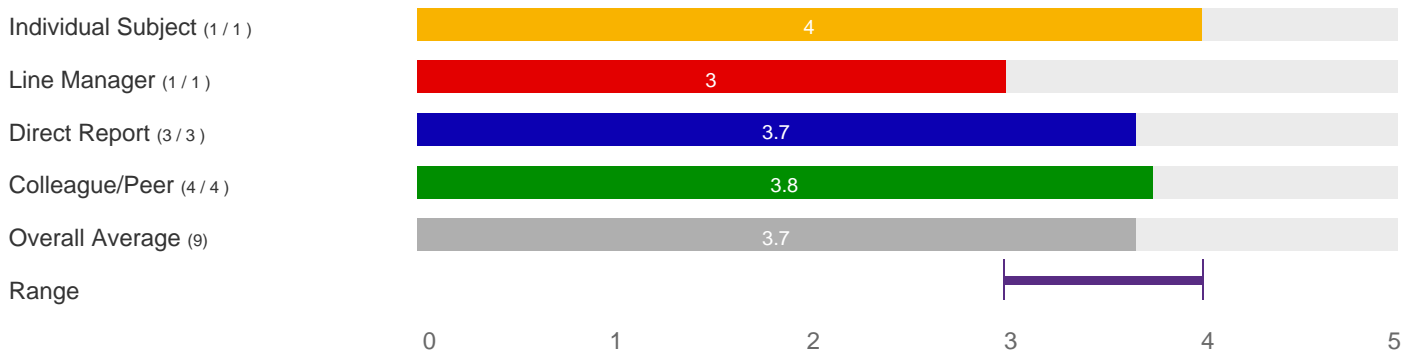
### Question 21 (Interpersonal Relationships)

#### Encourages collaboration and teamwork



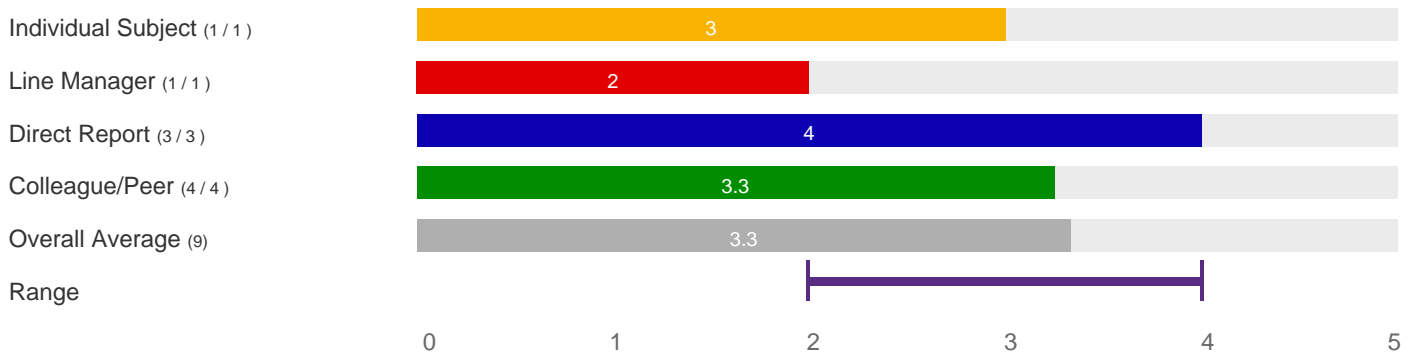
Question 22 (Interpersonal Relationships)

Is positive, supportive and looks for opportunities to recognise others



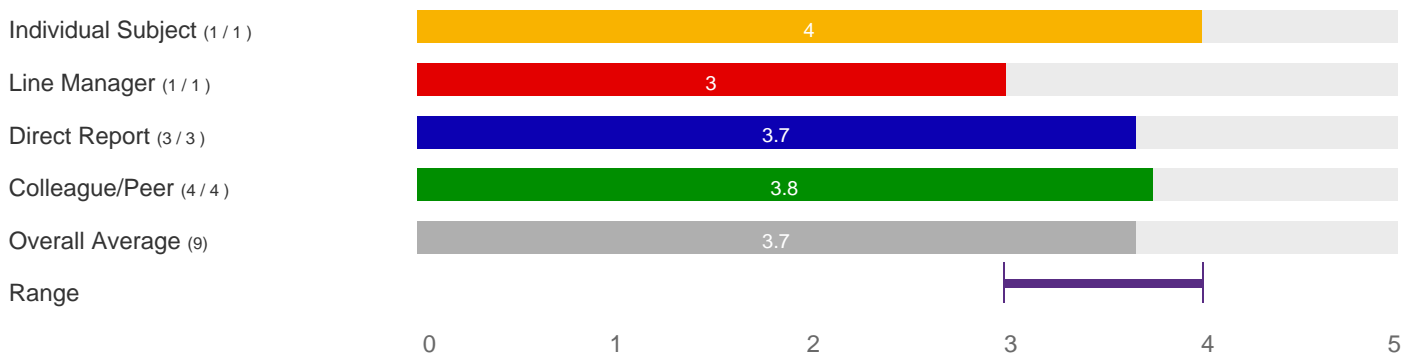
Question 23 (Interpersonal Relationships)

Provides personalised coaching and support



Question 24 (Interpersonal Relationships)

Builds networks and supports peers



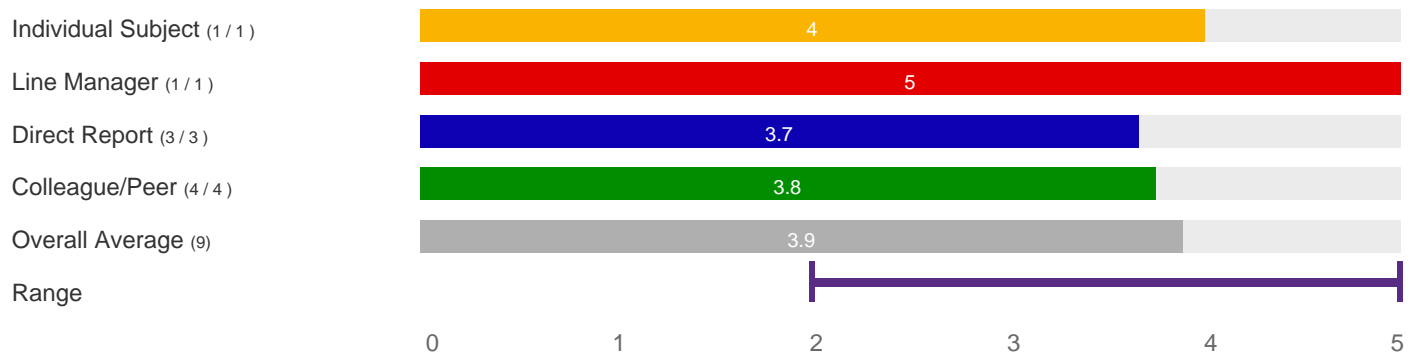
### Question 25 (Interpersonal Relationships)

Please add any examples or comments to support your answers in this section

- Helps us understand new products and services. Helps train us to ensure we can provide demonstrations
- Sometimes things gets busy and we don't always get the time to be coached/mentored. Would be nice to get some time for personal development as this is not always possible with the growing targets
- Due to various workloads we don't always get the time we need for coaching and support. It is often left to us to be 'creative' to get the job done - no matter what.  
Working remotely did not help as well

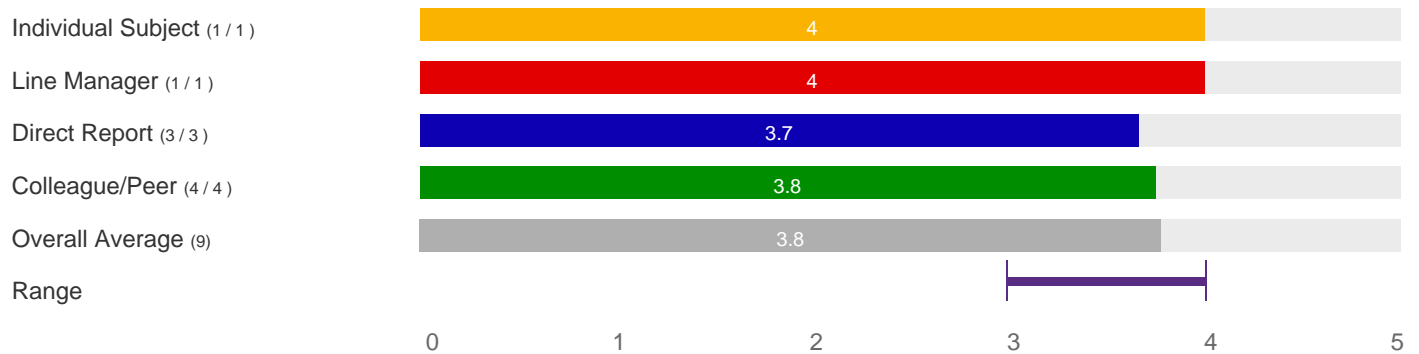
### Question 26 (Leadership)

Explains how individual objectives link to company strategy



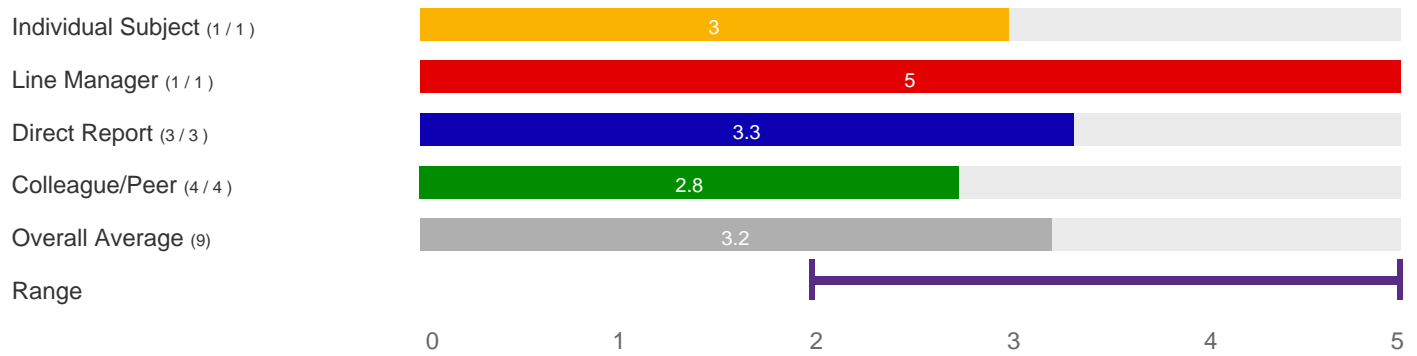
### Question 27 (Leadership)

Agrees clear priorities and regularly reviews progress



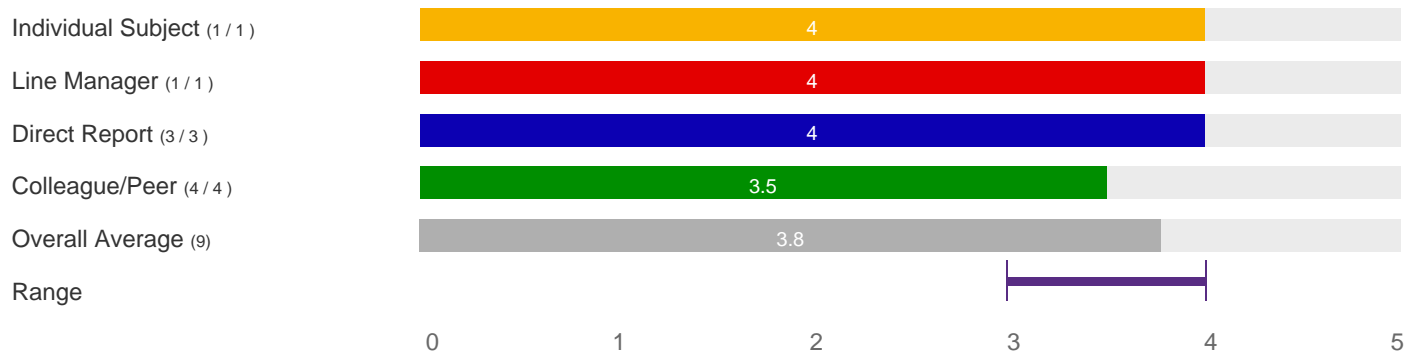
### Question 28 (Leadership)

#### Makes tough decisions when needed



### Question 29 (Leadership)

#### Behaves fairly and consistently



### Question 30 (Leadership)

#### Please add any examples or comments to support your answers in this section

- She is always tough but fair - very task driven. Get things done no matter what.
- Regular 121's and always treats us fairly
- I know what is expected from me at any time and it is set out through my objectives that is revised on a weekly base. When I ask for help, some times I don't get a clear answer or direction. This is mainly with big decisions that has got a impact in targets and I am left wondering what to do for a few days. Sometimes we need to make tough decisions and this does not always happen as quick as it should.

### Question 31 (General)

#### What does this person do particularly well?

- Communication is really good and everyone knows what is expected from them. She is a popular team leader that is loved by the team. She is very approachable and will make time for you if you request that from her.
- Great team leader who sets out clear goals. Everyone knows what the end goal is and she makes sure she communicates this through to us.
- Communicates and mentors



### Question 32 (General)

#### Which areas would you like to see them develop?

- timekeeping
- Sometimes need to take a pause and have a look at the bigger picture. Do not try to please everybody as this is near impossible - make tough decisions as long it is consistent and fair. Try and put time aside to develop team members and hand over some responsibilities to some of the senior members in the team so that you can focus on coaching and development.
- Would be nice to have a bit more personal interaction and guidance. She is a great manager but I think she finds it tough to manage a remote team.

### Question 33 (General)

#### Final comments

- Overall very happy to work with Fiona. She has been a crucial part of the team and my early development which I am very thankful for. It has been a difficult year and remote management had their challenges but we have come through on the other side. Everyone has learned on the job and we are stronger than ever before as a team. I feel with a few tweaks we can grow even stronger.
- Fantastic over all
- It would be nice to have some time for personal development as that is one of the reasons I took on this role.

# Respondent Summary Table

This shows responses to each question by respondent type.

Question		Individual Subject	Line Manager	Direct Report	Colleague Peer	Overall Average
Communication	Encourages open, positive relationships between and within the team	4.0	4.0	3.7	3.8	3.8
	Fosters an environment where people feel valued and respected	4.0	3.0	3.7	3.8	3.7
	Communicates openly and inclusively internally and externally	4.0	5.0	3.7	3.8	3.9
	Provides regular feedback and recognition	4.0	2.0	4.0	3.3	3.4
Delivering Results	Sets clear goals and objectives for team	4.0	4.0	4.3	3.5	3.9
	Provides regular, constructive feedback about progress and performance	4.0	3.0	3.7	3.5	3.6
	Challenges underperformance or inappropriate behaviour constructively	4.0	5.0	3.7	3.0	3.6
	Helps team overcome blockers and barriers to achievement	4.0	4.0	4.0	3.5	3.8
Adaptability	Refocuses team on new goals in changing circumstances	3.0	2.0	4.0	3.3	3.3
	Maintains positivity and focus in the face of change	5.0	3.0	4.0	3.5	3.8
	Manages team wellbeing, supporting them to cope with pressure and change	4.0	4.0	3.7	3.8	3.8
	Adapts style to get the best out of team members	3.0	2.0	4.0	3.3	3.3
Quality	Sets up repeatable systems and processes	4.0	3.0	4.0	3.5	3.7
	Expects high standards	3.0	5.0	3.0	3.8	3.6
	Balances task and people focus	4.0	4.0	4.0	3.3	3.7
	Encourages learning and continuous improvement	4.0	1.0	4.0	3.3	3.3
Interpersonal Relationships	Encourages collaboration and teamwork	4.0	4.0	4.0	4.0	4.0
	Is positive, supportive and looks for opportunities to recognise others	4.0	3.0	3.7	3.8	3.7
	Provides personalised coaching and support	3.0	2.0	4.0	3.3	3.3
	Builds networks and supports peers	4.0	3.0	3.7	3.8	3.7
Leadership	Explains how individual objectives link to company strategy	4.0	5.0	3.7	3.8	3.9
	Agrees clear priorities and regularly reviews progress	4.0	4.0	3.7	3.8	3.8
	Makes tough decisions when needed	3.0	5.0	3.3	2.8	3.2
	Behaves fairly and consistently	4.0	4.0	4.0	3.5	3.8

# Likely Strengths and Development Areas

This section highlights your highest and lowest scoring questions within each category. You may choose these as a basis for your development plan but this is not essential. It may be that you are already working on these development areas or they are not particularly relevant to your current role or future aspirations in which you can choose other aspects of the report to work on.

## Communication

### Highest Score

Communicates openly and inclusively internally and externally (3.9)

Encourages open, positive relationships between and within the team (3.8)

### Lowest Score

Fosters an environment where people feel valued and respected (3.7)

Provides regular feedback and recognition (3.4)

## Delivering Results

### Highest Score

Sets clear goals and objectives for team (3.9)

Helps team overcome blockers and barriers to achievement (3.8)

### Lowest Score

Provides regular, constructive feedback about progress and performance (3.6)

Challenges underperformance or inappropriate behaviour constructively (3.6)

## Adaptability

### Highest Score

Manages team wellbeing, supporting them to cope with pressure and change (3.8)

Maintains positivity and focus in the face of change (3.8)

### Lowest Score

Adapts style to get the best out of team members (3.3)

Refocuses team on new goals in changing circumstances (3.3)

## Quality

### Highest Score

### Lowest Score

Balances task and people focus (3.7)

Expects high standards (3.6)

Sets up repeatable systems and processes (3.7)

Encourages learning and continuous improvement (3.3)

## Interpersonal Relationships

### Highest Score

Encourages collaboration and teamwork (4.0)

Builds networks and supports peers (3.7)

### Lowest Score

Is positive, supportive and looks for opportunities to recognise others (3.7)

Provides personalised coaching and support (3.3)

## Leadership

### Highest Score

Explains how individual objectives link to company strategy (3.9)

Behaves fairly and consistently (3.8)

### Lowest Score

Agrees clear priorities and regularly reviews progress (3.8)

Makes tough decisions when needed (3.2)

# Development Plan

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The purpose of taking part in a 360 report is to increase your self-awareness and to act on any feedback that you feel would improve your overall effectiveness in terms of skills or relationships. We also recommend reflecting on areas of strength and considering whether you are utilising them to the maximum. Use this page to capture the key learning points from your report and to plan your next steps.

Strengths

**What do I do well already?**

**How could I develop these strengths or utilise them further?**

Development Areas

**What areas would I like to work on?**

**How will I do this?**

**Who can help me?**

**What does success look like here?**

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## Next Steps

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Consider whether you want to document or discuss your feedback or development plan with anyone else such as your manager. You may be tempted to try to find out who said specific comments, but this is not advisable as it makes people fearful of providing feedback in the future. Remember that feedback is subjective and instead consider behaviours you may have demonstrated that resulted in you receiving that feedback. Ultimately, people gave up their time to contribute feedback for your development, so it is polite to drop them an email once you have received your feedback to thank them. Such an email might be worded like this:

*Dear X*

*Thank you for taking the time to contribute to my recent 360 feedback which forms part of my development plan. I thought you may like to know which strengths and development areas I am planning to work on as a result of this:*

*(Key strength or development points and actions)*

*I welcome any further feedback you have as I develop these skills and thanks once again for your contribution to my development*

*Yours sincerely*

The benefit of thanking people means that they recognise that the effort that they put into responding was valued. It also makes them less fearful of repercussions from contributing honestly to 360 feedback which means they are more likely to provide quality feedback in future.