

# 360° BESPOKE

## 360 DEGREE FEEDBACK REPORT

24/06/2013

Housing Manager

Mr Test Sample

Private & Confidential.

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## Introduction

This confidential 360 degree feedback report provides you with a detailed analysis of the information received from the individuals who have completed the 360 questionnaire.

Relationship	Minimum	Completed
Self	1	1
Manager	1	2
Peer	2	3
Team	2	6
Customer	0	0

If the number of responses that were completed are less than the minimum number, then the validity of this report is reduced and we would recommend further feedback.

This report provides you with a summary of the scores from your line manager and those respondents who have responded to the online 360 degree feedback questionnaire. These scores are summarised for each of the following 15 competencies:

Valuing People	Collaborative Team Working
Impact and Influence	Effective Communication
Business Focus	Flexibility and Adaptability
Initiative and Taking Ownership	Decision Making and Judgement
Builds Relationships	Focusing on the Future
Engaging Others through Change	Coaching for Performance
Decisive Team Leadership	Involvement and Empowering Others
People Management	

The analysis of the 88 statements linked to the above identifies the average rating for each competency (including and excluding self) and shows the range of scores that were given to you.

In addition, information is presented graphically and displays the top and bottom five statements to identify your strengths and areas for development.

You can also compare the degree of variation of the importance ranking of competencies with your colleagues.

## Understanding your 360 Degree Feedback Report

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### Primary objectives of the report

Single sourced feedback is rarely comprehensive enough to be regarded as good quality. Where staff are regarded as empowered to do their own jobs and interact with others, managers are regarded as the 'coach' to help and guide staff to a higher performance, and so single-sourced feedback is often considered inadequate.

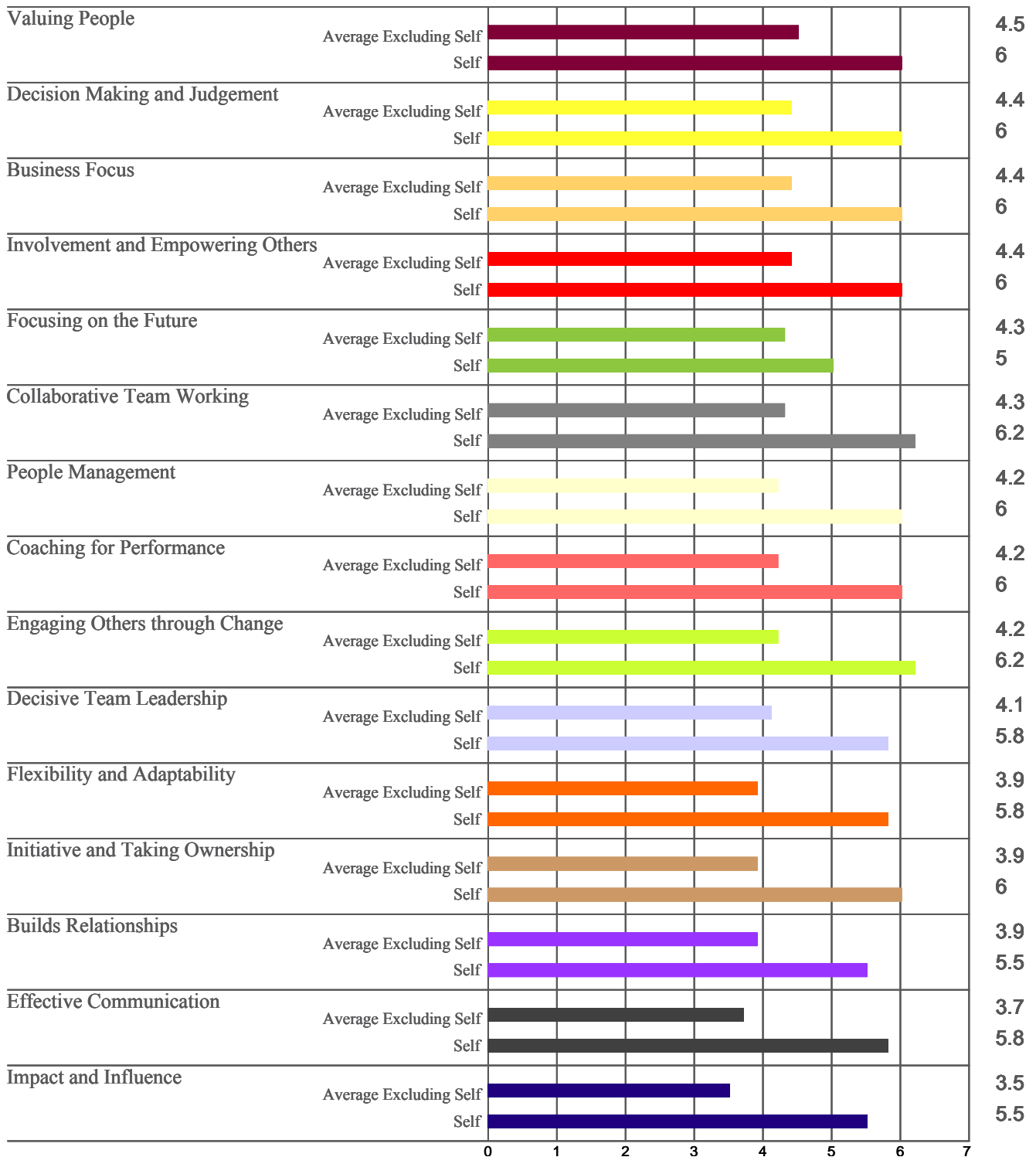
360 degree feedback is becoming increasingly popular in linking good quality feedback with improved performance and as an essential part of personal development. The purpose of 360 degree feedback is to take feedback one step further and to involve a variety of people in the process. It is important to remember that respondents have not all been trained to review performance and therefore you need to remain reasonably detached and identify trends and consistencies within the data.

### The purpose of 360 degree feedback

- To develop an awareness of your perceived behaviour within the workplace.
- To focus on changes that you may need to make in order to be more effective.
- To provide you with information that will allow you to build upon what you do well.
- To allow you the opportunity to explore the reasons for the scoring.
- To pave the way for you to take action.
- To give you the opportunity to take responsibility for your own development.

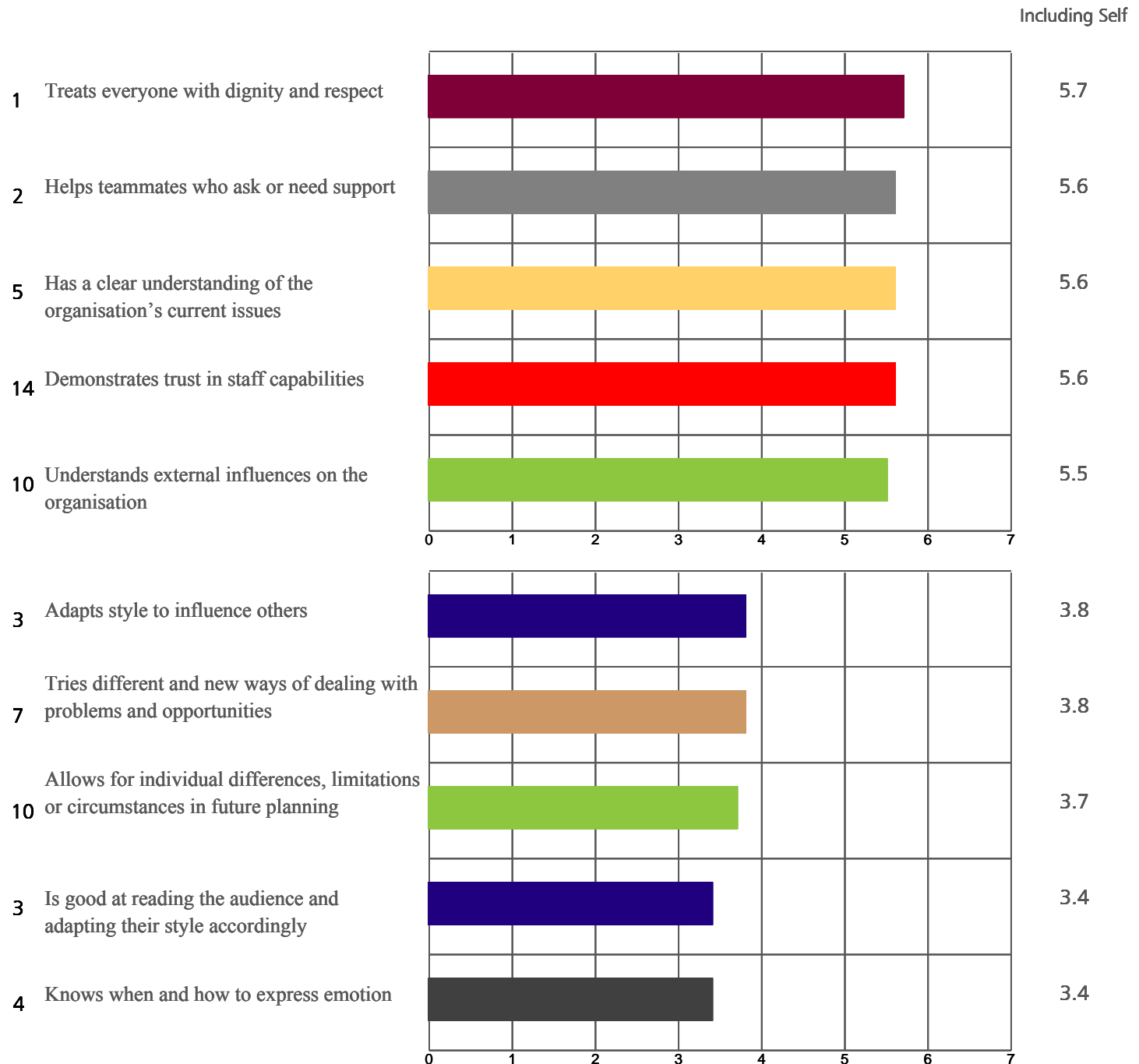
## Averages for competencies

The table below summarises the scores of your 360 feedback against each of the competencies. The higher the score the greater the perception that you display the behaviour.


















## A graph of the top 5 and bottom 5 statement averages

The numbers on the left hand side of the statement relate to the competency colour code.



The higher the score on the feedback, the greater the behaviour on the competency.

### Competency Codes

 1 - Valuing People	 2 - Collaborative Team Working	 3 - Impact and Influence
 4 - Effective Communication	 5 - Business Focus	 6 - Flexibility and Adaptability
 7 - Initiative and Taking Ownership	 8 - Decision Making and Judgement	 9 - Builds Relationships
 10 - Focusing on the Future	 11 - Engaging Others through Change	 12 - Coaching for Performance
 13 - Decisive Team Leadership	 14 - Involvement and Empowering Others	 15 - People Management

## Summary of the level of importance of each competency for job role

The following table summarises how you rate the importance of the competency for your job role. You will also see how your perception compares with other people that have given you feedback.

It is worth obtaining further clarity where there are significant differences between the top scores that are highlighted in yellow.

	How important is this to my role					How well I demonstrate this
Competency	Ranking					Rating 7 = High 1 = Low
	1 = Most Important		15 = Least Important			
	Self	Manager	Peer	Team	Avg	
People Management	1	4	1	1	3.0	4.2
Impact and Influence	8	1	2	5	5.6	3.5
Effective Communication	5	7	2	3	5.8	3.7
Business Focus	7	2	4	7	6.6	4.4
Valuing People	4	11	8	6	7.4	4.5
Focusing on the Future	3	9	10	9	7.4	4.3
Initiative and Taking Ownership	6	9	5	12	7.9	3.9
Involvement and Empowering Others	2	14	7	8	8.0	4.4
Decision Making and Judgement	11	12	6	2	8.6	4.4
Engaging Others through Change	12	2	12	9	8.8	4.2
Builds Relationships	10	5	14	9	9.1	3.9
Collaborative Team Working	9	7	13	14	9.2	4.3
Flexibility and Adaptability	13	6	10	12	9.7	3.9
Decisive Team Leadership	15	14	8	4	10.6	4.1

Coaching for Performance	14	13	15	14	12.2	4.2
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### Ranking and Rating Comparison

- Compare the Competency Rankings with your Competency Ratings. Your ratings are shown in the far right-hand column. The highest ranking competencies are at the top of the table.
- High ranking competencies alongside high rating indicates your key behaviours are well matched with the priorities in your current job role.
- Low ratings alongside high rankings may indicate potentially high priority development areas.

### Ranking Differences

- Cells highlighted in yellow indicate areas with greatest difference in priority ranking between self and other respondent groups.
- Areas with large differences between ranking of competencies between yourself and other respondents often indicate a need to discuss the priorities of your role with those whom you work alongside.
- Large differences often indicate potential areas of tension or misunderstanding.

## Ratings against each of the 15 competencies

### Explanation of the following tables

Each of the competencies has been broken down into statements, which you have received feedback on during the questionnaire.

In the example below each statement has a summary of the distribution of scores from yourself, your manager, peers and team.

Respondents have rated the statements based on their observations as follows:

**7 - Great Deal (High)** - the participant is exceptional and can be considered as a role-model in this area.

**4 - Meets Expectations** - the participant is meeting the expected standard for their role.

**1 - Not Much (Low)** - the participant needs considerable support or development in this area.

**Not Observed/Not Applicable** - the participant does not have the opportunity to demonstrate this skill, or, if it is not applicable to their role. In the tables that follow, this column is labelled "Not Observed".

Each statement is given an average rating and each competency has an overall rating score.

1. Where "Not Observed" has been highlighted it is excluded when calculating the average score.
2. The average rating for each group is displayed to one decimal place.
3. The statement average is the calculated true average rating of each group, i.e weighted average.
4. The competency average is calculated from the true statement averages (2). If a statement is not observed by anybody then it is not included in the competency average.

Builds relationships with people in all parts of the organisation									Range	Average
	Not Observed ①	Not Much 1	2	3	4	5	6	Great Deal 7		
Self							1			6.0
Manager						1				5.0 ②
Peer					1	1			4 to 5	4.5
Team						1		1	5 to 7	6.0
Average Rating Excluding Self 5.2      Average Rating Including Self 5.4 ③										
Excluding Self      Including Self										
Overall Rating on Competency 4.3      4.4 ④										

## Valuing People

Demonstrating the belief that other people are important in their own right as well as being central to the success of the organisation.

Builds relationships with people in all parts of the organisation									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				2						3.0
Peer			2	1					2 to 3	2.3
Team	1		1		1	1	1	1	2 to 7	4.8
Average Rating Excluding Self		3.4		Average Rating Including Self		4.0				

Respects the talents and contributions of all individuals									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer					2	1			4 to 5	4.3
Team				1		3	2		3 to 6	5.0
Average Rating Excluding Self		4.4		Average Rating Including Self		4.8				

Treats everyone with dignity and respect									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						2				5.0
Peer						1	1	1	5 to 7	6.0
Team						3	1	2	5 to 7	5.8
Average Rating Excluding Self		5.6		Average Rating Including Self		5.7				

Responds to contributions from others in a positive and constructive way									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					2					4.0
Peer					3					4.0
Team				1	2		2	1	3 to 7	5.0
Average Rating Excluding Self		4.3		Average Rating Including Self		4.8				

Values themselves and has boundaries									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1		1		4 to 6	5.0
Peer					1	2			4 to 5	4.7
Team					2		4		4 to 6	5.3

Average Rating Excluding  
Self

5.0

Average Rating Including Self

5.3

Excluding  
Self

Including Self

Overall Rating on Competency

4.5

4.9

## Collaborative Team Working

The willingness to act as part of a team and work towards achieving team goals and outcomes.

Communicates regularly with fellow team members									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer			2		1				2 to 4	2.7
Team	1				2	2	1		4 to 6	4.8
Average Rating Excluding Self		4.0		Average Rating Including Self		4.5				

Shares expertise and information willingly									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1		1				2 to 4	3.0
Peer			1	1	1				2 to 4	3.0
Team				1		1	3	1	3 to 7	5.5
Average Rating Excluding Self		3.8		Average Rating Including Self		4.4				

Helps remove barriers to team productivity and success									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1			1			2 to 5	3.5
Peer		1	1		1				1 to 4	2.3
Team				2	2		2		3 to 6	4.3
Average Rating Excluding Self		3.4		Average Rating Including Self		4.0				

Helps teammates who ask or need support									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							2			6.0
Peer						3				5.0
Team	1			1	1		1	2	3 to 7	5.4
Average Rating Excluding Self		5.5		Average Rating Including Self		5.6				

Praises the team and its achievements to others									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						2				5.0
Peer	1				1		1		4 to 6	5.0
Team	3			1	2				3 to 4	3.7
Average Rating Excluding Self		4.6		Average Rating Including Self		4.9				

Self

Involves everyone in the team								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self								1
Manager					1	1		
Peer	1				2			
Team				2	1	1	2	

Range      Average

4 to 5      7.0  
 4.5  
 4.0  
 3 to 6      4.5

Average Rating Excluding Self

4.3

Average Rating Including Self

5.0

Excluding Self

Including Self

Overall Rating on Competency      4.3      4.7

## Impact and Influence

The ability to make others listen and understand what you are saying and persuade them into following a course of action using both emotional and rational arguments.

Convinces people to agree to their way of thinking									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1	1				3 to 4	3.5
Peer			2		1				2 to 4	2.7
Team	1			1	1	2	1		3 to 6	4.6
Average Rating Excluding Self		3.6		Average Rating Including Self		4.0				

Has the conviction to make others listen									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1			1		3 to 6	4.5
Peer		1	1			1			1 to 5	2.7
Team	1			1		1	3		3 to 6	5.2
Average Rating Excluding Self		4.1		Average Rating Including Self		4.6				

Adapts style to influence others									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1	1					2 to 3	2.5
Peer		1	1		1				1 to 4	2.3
Team	1			2		3			3 to 5	4.2
Average Rating Excluding Self		3.0		Average Rating Including Self		3.8				

Establishes credibility quickly in order to influence									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1	1				3 to 4	3.5
Peer			1		2				2 to 4	3.3
Team				1	3		2		3 to 6	4.5
Average Rating Excluding Self		3.8		Average Rating Including Self		4.1				

Is aware of the impact of self on other people									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1			1		3 to 6	4.5
Peer			2		1				2 to 4	2.7
Team	1			2		2		1	3 to 7	4.6

Average Rating Excluding  
Self

3.9

Average Rating Including Self

4.2

Is good at reading the audience and adapting their style accordingly								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self							1	
Manager			1	1				
Peer		2		1				
Team	1			3	2			

Range      Average

6.0  
2 to 3      2.5  
1 to 3      1.7  
3 to 4      3.4

Average Rating Excluding Self

2.5

Average Rating Including Self

3.4

Excluding Self

Including Self

Overall Rating on Competency      3.5      4.0

## Effective Communication

The ability to communicate well and put across your thoughts and ideas through a variety of communication methods.

Chooses the appropriate method of communication for the situation									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1	1				3 to 4	3.5
Peer			2		1				2 to 4	2.7
Team				2	1	1	2		3 to 6	4.5
Average Rating Excluding Self		3.6		Average Rating Including Self		4.2				

Is an articulate verbal communicator									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager			1			1			2 to 5	3.5
Peer			2		1				2 to 4	2.7
Team				1	1	2	1	1	3 to 7	5.0
Average Rating Excluding Self		3.7		Average Rating Including Self		4.1				

Listens actively without interrupting									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					2					4.0
Peer						1	1	1	5 to 7	6.0
Team					1	2	2	1	4 to 7	5.5
Average Rating Excluding Self		5.2		Average Rating Including Self		5.4				

Knows when and how to express emotion									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			2							2.0
Peer		1	2						1 to 2	1.7
Team	1			2	2	1			3 to 5	3.8
Average Rating Excluding Self		2.5		Average Rating Including Self		3.4				

Confirms understanding by paraphrasing or summarising what others have said									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				2						3.0
Peer		1		1	1				1 to 4	2.7
Team	2				1	2	1		4 to 6	5.0

Average Rating Excluding  
Self

3.6

Average Rating Including Self

4.2

Excluding  
Self

Including Self

Overall Rating on Competency

3.7

4.2

## Business Focus

The ability to take action and make a decision based on a good understanding of the current or future needs of the organisation.

Reviews their own objectives to ensure that they are in line with the organisation's goals									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1	1		5 to 6	5.5
Peer	1		1			1			2 to 5	3.5
Team	4						2			6.0
Average Rating Excluding Self		5.0		Average Rating Including Self		5.3				

Monitors their team's activity to make sure it is in line with the organisation's goals									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						2				5.0
Peer	1	1			1				1 to 4	2.5
Team	1			1	2		2		3 to 6	4.6
Average Rating Excluding Self		4.0		Average Rating Including Self		4.5				

Has a clear understanding of the organisation's current issues									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							2			6.0
Peer			1			1	1		2 to 6	4.3
Team						1	4	1	5 to 7	6.0
Average Rating Excluding Self		5.4		Average Rating Including Self		5.6				

Talks about the organisation's future plans with enthusiasm									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1	1					2 to 3	2.5
Peer			2	1					2 to 3	2.3
Team				1	3	1	1		3 to 6	4.3
Average Rating Excluding Self		3.0		Average Rating Including Self		3.8				

Emphasises performance and delivery of outcomes									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer	1	1			1				1 to 4	2.5
Team	1			1	2		2		3 to 6	4.6

Average Rating Excluding  
Self

3.9

Average Rating Including Self

4.4

Understands the priorities for their role								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self							1	
Manager							2	
Peer				1		1	1	
Team	1			1	1		2	1

Range      Average

6.0  
6.0  
3 to 6      4.7  
3 to 7      5.2

Average Rating Excluding Self

5.3

Average Rating Including Self

5.5

Excluding Self

Including Self

Overall Rating on Competency      4.4

4.8

## Flexibility and Adaptability

The ability to change and adapt your own behaviour or work procedures when there is a change in the work environment.

Overcomes setbacks quickly by moving forward									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					2					4.0
Peer		1	1		1				1 to 4	2.3
Team	1				2	1		2	4 to 7	5.4
Average Rating Excluding Self		3.9		Average Rating Including Self		4.4				

Open to try new ways of working									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer			1	1	1				2 to 4	3.0
Team				1	2		2	1	3 to 7	5.0
Average Rating Excluding Self		4.0		Average Rating Including Self		4.5				

Receptive to change even if it is imposed									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					2					4.0
Peer		1	1		1				1 to 4	2.3
Team				1	1	1	2	1	3 to 7	5.2
Average Rating Excluding Self		3.8		Average Rating Including Self		4.1				

Copes well with uncertainty									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					2					4.0
Peer			1	1	1				2 to 4	3.0
Team				3			2	1	3 to 7	4.7
Average Rating Excluding Self		3.9		Average Rating Including Self		4.4				

Keeps an "open mind" when it comes to new ways of doing things									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer			2			1			2 to 5	3.0
Team			1	1	1		2	1	2 to 7	4.7

Average Rating Excluding  
Self

4.1

Average Rating Including Self

4.6

Clarifies priorities when leading change								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self							1	
Manager				1	1			
Peer		1	1			1		
Team				1	2		3	

Range      Average

6.0  
3 to 4      3.5  
1 to 5      2.7  
3 to 6      4.8

Average Rating Excluding Self

3.7

Average Rating Including Self

4.3

Excluding Self

Including Self

Overall Rating on Competency      3.9

4.4

## Initiative and Taking Ownership

Takes on responsibility and accountability for tasks and actions.

Looks for opportunities to help move a project along									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1	1				3 to 4	3.5
Peer			2	1					2 to 3	2.3
Team				2	2		1	1	3 to 7	4.5
Average Rating Excluding Self		3.4		Average Rating Including Self		4.1				

Knows when discussions need to turn to action									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						2				5.0
Peer			1	1	1				2 to 4	3.0
Team				1	3	1	1		3 to 6	4.3
Average Rating Excluding Self		4.1		Average Rating Including Self		4.6				

Knows when to take initiative and when to ask for support									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager							2			6.0
Peer					3					4.0
Team	2				2		2		4 to 6	5.0
Average Rating Excluding Self		5.0		Average Rating Including Self		5.3				

Is able to identify opportunities and act upon them, without guidance									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						2				5.0
Peer			1	1	1				2 to 4	3.0
Team	1				2	1	2		4 to 6	5.0
Average Rating Excluding Self		4.3		Average Rating Including Self		4.8				

Proactively suggests areas for change in their work area									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer	1	1				1			1 to 5	3.0
Team	1		1		1	2	1		2 to 6	4.4
Average Rating Excluding Self		3.8		Average Rating Including Self		4.4				

Self

Tries different and new ways of dealing with problems and opportunities								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self							1	
Manager			1	1				
Peer			2	1				
Team	2			1	1	2		

Range      Average

6.0  
2 to 3      2.5  
2 to 3      2.3  
3 to 5      4.2

Average Rating Excluding Self

3.0

Average Rating Including Self

3.8

Excluding Self

Including Self

Overall Rating on Competency      3.9

4.5

## Decision Making and Judgement

Makes timely, informed decisions that take into account the facts, goals, constraints and risks.

Can explain the rationale for a decision									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1		1		4 to 6	5.0
Peer			1			2			2 to 5	4.0
Team					2	1	3		4 to 6	5.2
Average Rating Excluding Self		4.7		Average Rating Including Self		5.1				

Learns from the consequences of decisions									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer			1		1	1			2 to 5	3.7
Team	3					2	1		5 to 6	5.3
Average Rating Excluding Self		4.5		Average Rating Including Self		4.9				

Makes necessary decisions even when there is limited information									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager	1				1					4.0
Peer			1	1	1				2 to 4	3.0
Team	2			1		1	2		3 to 6	5.0
Average Rating Excluding Self		4.0		Average Rating Including Self		4.5				

Weighs up pros and cons of each option before making a decision									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1		1		4 to 6	5.0
Peer	1			1		1			3 to 5	4.0
Team	1			1	2		2		3 to 6	4.6
Average Rating Excluding Self		4.5		Average Rating Including Self		4.9				

Asks questions to ensure they have enough information to make a decision									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer					2	1			4 to 5	4.3
Team				1	2		2	1	3 to 7	5.0
Average Rating Excluding Self		4.6		Average Rating Including Self		5.0				

Self

Makes decisions independently								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self							1	
Manager					2			
Peer			1		2			
Team				1	2		1	2

Range      Average

6.0  
4.0  
2 to 4      3.3  
3 to 7      5.2

Average Rating Excluding Self

4.2

Average Rating Including Self

4.6

Excluding Self

Including Self

Overall Rating on Competency      4.4

4.8

## Builds Relationships

The ability to build rapport and maintain long term relationships.

Expresses support and positive feedback to others									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer					3					4.0
Team	1				3	1		1	4 to 7	4.8
Average Rating Excluding Self		4.3		Average Rating Including Self		4.7				

Builds rapport quickly with others									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1	1				3 to 4	3.5
Peer			1		2				2 to 4	3.3
Team			1	1	2	1	1		2 to 6	4.0
Average Rating Excluding Self		3.6		Average Rating Including Self		4.0				

Communicates easily with Senior Managers									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				2						3.0
Peer				1	1	1			3 to 5	4.0
Team	2				2			2	4 to 7	5.5
Average Rating Excluding Self		4.2		Average Rating Including Self		4.4				

Gains credibility quickly									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1		1		4 to 6	5.0
Peer				3						3.0
Team				3	1		1	1	3 to 7	4.3
Average Rating Excluding Self		4.1		Average Rating Including Self		4.6				

Appears confident when meeting new people									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager	1				1					4.0
Peer			1			2			2 to 5	4.0
Team	1			3				2	3 to 7	4.6
Average Rating Excluding Self		4.2		Average Rating Including Self		4.4				

Self

Builds relationships easily								
	Not Observed	Not Much					Great Deal	
		1	2	3	4	5	6	7
Self							1	
Manager			1	1				
Peer			2		1			
Team				2	1	3		

Range      Average

6.0  
2 to 3      2.5  
2 to 4      2.7  
3 to 5      4.2

Average Rating Excluding Self

3.1

Average Rating Including Self

3.9

Excluding Self

Including Self

Overall Rating on Competency      3.9

4.3

## Focusing on the Future

Demonstrates enthusiasm about future opportunities by identifying strategic issues, opportunities and managing risk. Clearly communicates links between individual teams and organisational goals.

Links mission, vision, values, goals and strategies to everyday working									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1	1			4 to 5	4.5
Peer			1	1		1			2 to 5	3.3
Team	2			1	1		2		3 to 6	4.8
Average Rating Excluding Self		4.2		Average Rating Including Self		4.4				

Understands external influences on the organisation									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1	1		5 to 6	5.5
Peer					2	1			4 to 5	4.3
Team						1	3	2	5 to 7	6.2
Average Rating Excluding Self		5.3		Average Rating Including Self		5.5				

Takes calculated risks when making difficult business decisions									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager	1				1					4.0
Peer		1	1	1					1 to 3	2.0
Team	2		1	1			2		2 to 6	4.2
Average Rating Excluding Self		3.4		Average Rating Including Self		4.1				

Is able to articulate a clear vision									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager			1			1			2 to 5	3.5
Peer			1	1		1			2 to 5	3.3
Team					3	1	2		4 to 6	4.8
Average Rating Excluding Self		3.9		Average Rating Including Self		4.4				

Involves others in strategic planning									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer			1		2				2 to 4	3.3
Team	1			1	1		2	1	3 to 7	5.2

Average Rating Excluding  
Self

4.2

Average Rating Including Self

4.6

Allows for individual differences, limitations or circumstances in future planning								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self		1						
Manager					1		1	
Peer	1			1	1			
Team	1				2	1	1	1

Range      Average

1.0  
4 to 6      5.0  
3 to 4      3.5  
4 to 7      5.2

Average Rating Excluding Self

4.6

Average Rating Including Self

3.7

Excluding Self

Including Self

Overall Rating on Competency      4.3

4.4

## Engaging Others through Change

The ability to communicate a compelling vision throughout the organisation, generating genuine motivation and commitment and acting as a sponsor of change.

Communicates the benefits and opportunities of future plans for the organisation									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					2					4.0
Peer	1		1			1			2 to 5	3.5
Team	2			2			1	1	3 to 7	4.8
Average Rating Excluding Self		4.1		Average Rating Including Self		4.6				

Reviews progress and adapts actions in changing circumstances									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer		1	1		1				1 to 4	2.3
Team	1				1	2	1	1	4 to 7	5.4
Average Rating Excluding Self		3.9		Average Rating Including Self		4.4				

Articulates the need for change and engages others in the process									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer			1	1	1				2 to 4	3.0
Team				1	2		2	1	3 to 7	5.0
Average Rating Excluding Self		4.0		Average Rating Including Self		4.5				

Learns from previous change programmes									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1	1		5 to 6	5.5
Peer				1	1	1			3 to 5	4.0
Team	2			1	1	1	1		3 to 6	4.5
Average Rating Excluding Self		4.7		Average Rating Including Self		5.0				

Actively involves people in the change process									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer			1		2				2 to 4	3.3
Team				1	1	2	2		3 to 6	4.8

Average Rating Excluding  
Self

4.0

Average Rating Including Self

4.5

Is open and honest when communicating future changes								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self								1
Manager				1		1		
Peer			1		1	1		
Team					1	2	3	

Range      Average

3 to 5      7.0  
 2 to 5      4.0  
 4 to 6      3.7  
              5.3

Average Rating Excluding Self

4.3

Average Rating Including Self

5.0

Excluding Self

Including Self

Overall Rating on Competency      4.2

4.7

## Coaching for Performance

The ability to help others achieve more through feedback, instruction and encouragement.

Takes time to understand the career goals of team members									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1		1		4 to 6	5.0
Peer	1				1	1			4 to 5	4.5
Team	3			1	1	1			3 to 5	4.0
Average Rating Excluding Self		4.5		Average Rating Including Self		4.9				

Highlights strengths and weaknesses by giving specific examples									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer	1		1		1				2 to 4	3.0
Team	3				2		1		4 to 6	4.7
Average Rating Excluding Self		4.1		Average Rating Including Self		4.6				

Coaches others regardless of performance level									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer	1		1		1				2 to 4	3.0
Team	3			1	1	1			3 to 5	4.0
Average Rating Excluding Self		3.8		Average Rating Including Self		4.4				

Helps others identify key goals and use their talents to achieve those goals									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer	1		1			1			2 to 5	3.5
Team	2			1	2	1			3 to 5	4.0
Average Rating Excluding Self		3.8		Average Rating Including Self		4.4				

Models a high performance work ethic and constant self-improvement									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1		1		4 to 6	5.0
Peer			1	1		1			2 to 5	3.3
Team				1	3	1	1		3 to 6	4.3
Average Rating Excluding Self		4.2		Average Rating Including Self		4.7				

Self

Offers praise and recognition as improvements are made								
	Not Observed	Not Much					Great Deal	
		1	2	3	4	5	6	7
Self							1	
Manager						2		
Peer	1				2			
Team					3	2	1	

Range      Average

6.0  
5.0  
4.0  
4 to 6      4.7

Average Rating Excluding Self

4.6

Average Rating Including Self

4.9

Excluding Self

Including Self

Overall Rating on Competency

4.2

4.6

## Decisive Team Leadership

The ability to lead a team by using knowledge, experience and expertise to make rapid and effective decisions.

Recognises and responds to how the team is feeling									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						2				5.0
Peer	1		1	1					2 to 3	2.5
Team				2		3	1		3 to 6	4.5
Average Rating Excluding Self		4.0		Average Rating Including Self		4.5				

Monitors what is happening in the organisation									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer			1	1	1				2 to 4	3.0
Team	3			1	1		1		3 to 6	4.3
Average Rating Excluding Self		3.9		Average Rating Including Self		4.5				

Structures questions to enable the team to give appropriate information									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					2					4.0
Peer	2				1					4.0
Team	1				2		2	1	4 to 7	5.4
Average Rating Excluding Self		4.5		Average Rating Including Self		4.9				

Defines a course of action and sticks to it									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1		1		4 to 6	5.0
Peer						2	1		5 to 6	5.3
Team	2			1	1	1	1		3 to 6	4.5
Average Rating Excluding Self		4.9		Average Rating Including Self		5.0				

Is able to recognise when a chosen course of action is no longer possible and will reassess the alternatives									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer		1	1			1			1 to 5	2.7
Team	1			1		3	1		3 to 6	4.8
Average Rating Excluding Self		3.8		Average Rating Including Self		4.4				

Self

Makes appropriate decisions swiftly								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self							1	
Manager				1	1			
Peer			2	1				
Team				2	1	2	1	

Range      Average

6.0  
3 to 4      3.5  
2 to 3      2.3  
3 to 6      4.3

Average Rating Excluding Self

3.4

Average Rating Including Self

4.0

Excluding Self

Including Self

Overall Rating on Competency      4.1

4.5

## Involvement and Empowering Others

People are encouraged to take ownership and responsibility by being involved in decision making.

Demonstrates trust in staff capabilities									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						2				5.0
Peer	1					1	1		5 to 6	5.5
Team						4		2	5 to 7	5.7
Average Rating Excluding Self		5.4		Average Rating Including Self		5.6				

Encourages staff to find their own solutions to challenges									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer	1				1	1			4 to 5	4.5
Team	1		1		1	1	2		2 to 6	4.6
Average Rating Excluding Self		4.5		Average Rating Including Self		4.9				

Recognises skills and experience of staff									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1		1			3 to 5	4.0
Peer	1		1			1			2 to 5	3.5
Team				2	1	2		1	3 to 7	4.5
Average Rating Excluding Self		4.0		Average Rating Including Self		4.5				

Encourages ownership and responsibility									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer	1		1			1			2 to 5	3.5
Team			1		2	1	2		2 to 6	4.5
Average Rating Excluding Self		4.2		Average Rating Including Self		4.6				

Involves people in decision making									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1	1			4 to 5	4.5
Peer					3					4.0
Team	2				1	1	1	1	4 to 7	5.5
Average Rating Excluding Self		4.7		Average Rating Including Self		5.0				

Self

Encourages people to challenge the way things work								
	Not Observed	Not Much					Great Deal	
		1	2	3	4	5	6	7
Self							1	
Manager				1	1			
Peer			1	1	1			
Team				3			2	1

Range      Average

6.0  
3 to 4      3.5  
2 to 4      3.0  
3 to 7      4.7

Average Rating Excluding Self

3.7

Average Rating Including Self

4.3

Excluding Self

Including Self

Overall Rating on Competency      4.4

4.8

## People Management

The ability to understand people and their motivations, build good relationships with them and achieve results through the efforts of others as well as your own.

Ensures that the team have clear roles and responsibilities									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager	1				1					4.0
Peer	1	1				1			1 to 5	3.0
Team				2	1	1	2		3 to 6	4.5
Average Rating Excluding Self		3.8		Average Rating Including Self		4.4				

Agrees clear objectives for team members									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager	1					1				5.0
Peer	1	1				1			1 to 5	3.0
Team	1			2	1	1	1		3 to 6	4.2
Average Rating Excluding Self		4.1		Average Rating Including Self		4.6				

Achieves results through co-operation and collaboration									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1		1		4 to 6	5.0
Peer				2	1				3 to 4	3.3
Team					2	3	1		4 to 6	4.8
Average Rating Excluding Self		4.4		Average Rating Including Self		4.8				

Holds timely discussions and performance reviews									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager	1						1			6.0
Peer	1		1		1				2 to 4	3.0
Team	2			2	1		1		3 to 6	4.0
Average Rating Excluding Self		4.3		Average Rating Including Self		4.8				

Actively manages performance, attendance and conduct issues									Range	Average
	Not Observed	Not Much						Great Deal		
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1			1		3 to 6	4.5
Peer	1	1		1					1 to 3	2.0
Team	1				3	2			4 to 5	4.4

Average Rating Excluding  
Self

3.6

Average Rating Including Self

4.2

Acknowledges good individual performance								
	Not Observed	Not Much						Great Deal
		1	2	3	4	5	6	7
Self							1	
Manager					1	1		
Peer	1					1	1	
Team	3					3		

Range      Average

4 to 5      6.0  
5 to 6      4.5  
5 to 6      5.5  
5 to 6      5.0

Average Rating Excluding Self

5.0

Average Rating Including Self

5.3

Excluding Self

Including Self

Overall Rating on Competency      4.2

4.7

## Qualitative Section - Questions

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasised, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

What two strengths do you perceive this participant to display, and how have you observed them being demonstrated in the workplace?

- involves others in decision making agreeing change has excellent relationships with colleagues with the team
- Excellent understanding of the housing service and the challenges in the internal and external environment that impact upon the business. A desire to do a good job and keep improving.
- Consistent behaviours, reliable, supportive manager, trusted by staff and colleagues. Pragmatic, thoughtful, efficient, achieves deadlines, keeps to commitments.
- Reliability. Turns up when should, does work when says will do. And knowledge - understands housing law, housing procedures etc. though knowledge may be outdated.
- In a one to one situation Dave listens well is very attentive. He listens to what you have to say and doesn't interrupt. He makes you feel comfortable and at ease. Dave is very loyal/protective towards his team. He can be quite passionate when he speaks out for them. He understands what pressures they are under and is supportive of their needs. He will not take on further responsibilities within his remit unless it is properly resourced.
- I have observed in managers team meetings and action group meetings that Dave is respectful to everyone and is clear in his communication.
- Great Knowledge of housing management job function and outside market changes to the environment he works in. People management skills, adapts well in an ever changing environment due to sickness, absenteeism and job swapping/secondments he is able to do this without it affecting service levels.
- Passionate about the people that the organisation is trying to help, this has been demonstrated within work ensuring that the core purpose is not lost. Ability to listen to what people have to say without taking things personally.
- He has the knowledge and experience but does not use it to his best advantage.
- 1) Seems to remain calm / consistent at all times, do not see Dave flustered which is important when dealing with the various tenants and issues that arise with tenants. 2) From working with Dave and seeing him at work in the office I get the impression that Dave takes no nonsense, straight to the point and gets things sorted.
- Problem solving and decision making Dave is asked for advice daily on issues that have arisen, often unexpectedly, that require decisions to be made promptly. Dave's opinion is sort as he is approachable and all colleagues are comfortable discussing work related problems with him. He has a reputation for not being reactionary, he always considers all the options and potential solutions to a situation before advising what he feels is the best course of action. He will then discuss the options with individuals and advise of his thoughts on the situation before agreeing a way forward. Dave often thinks of solutions which have not been considered by the individual/team. Ability to remain calm under pressure Dave works in a demanding environment and manages 3 sections within the Housing Team and he personally has a demanding workload. I have never witnessed Dave react negatively to situation. He is not reactionary and has the ability to remain calm and in control in all situations, including situations which he can not control. Dave is supportive of his team and individuals in the team can rely on him to continue to perform in the most demanding situations.
- Approachable- Good communicator

## Qualitative Section - Questions

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What two areas do you believe the participant could develop to make them more effective within the organisation?

- improve influence across the organisation improve ability to challenge senior executive about decisions made
- Impact and influence when engaging with others - thinking about initial reaction to challenge or suggestions. Initial reaction verbal and physical is defensive rather than seeing it as a gift that someone has a view or cares about making a difference to something that may need challenging or changing in the housing service. Influencing others - driving change through knowledge and passion - Dave knows more than people think but finds it really difficult to articulate in a way that leaves a lasting impression on the audience.
- 1. More impact on influencing others. For example, taking initiative to give feedback to colleagues and senior managers on an improvement or action - demonstrating enthusiasm and drive to achieve change and improvement. 2. Using capacity and knowledge of colleagues to be more effective - drawing on knowledge, ideas and contribution of others. Manage self actively so not to communicate disinterest or passive disagreement - but to engage and share thoughts
- The drive to make things happen and make them happen quickly. Stronger people management - seeing people's weaknesses as well as their strengths and performance managing them to achieve more.
- Dave is very knowledgeable in his field and has a lot of experience within SHA, Dave should promote himself more and showcase his expertise outside of his own team. He is in danger of finding himself overlooked at times because he isn't as prominent a character as others within the association. Dave is perhaps too accommodating with his team at times. He has a big team to manage, which is not easy and by allowing several staff to reduce their hours to part time he has made this task more difficult for himself. It is hard to maintain consistency, continuity of service etc. when staff are not full time. Dave could learn from this by considering the implications for the business more when making decisions on staffing issues in the future.
- I feel Dave needs to develop his influencing and decision making skills.
- He has a very rigid view of change and tries to hold onto old ways of working. He needs to tell his staff what they are doing and not them telling him.
- The ability to stand ground behind strong opinions when questioned by superiors. Some may have the impression that this person is easily swayed when I don't actually think this is the case. Awareness of what is actually happening within the teams, offering support before the extremes are reached.
- He needs to lead he is too worried about upsetting people and them saying no. Action is needed, things need doing and he doesn't want to rock the boat so instead of leading change he lets things carry on in a downward spiral. He needs to be a doer rather than an onlooker.
- 1) Answers / emails can seem abrupt and sharp as they are short, but through working with Dave and getting to know how 'he works' I know that this is his way and Dave is not being funny. 2)
- Reluctant to tackle negative situations in the team/ with individuals. Dave is very approachable and individuals are happy to discuss work related issues with him however he doesn't always acknowledge issues which are causing concerns for individuals and therefore they can feel their concerns are not being given due consideration. To develop in this area Dave needs to listen to individuals concerns and explore with them what he can do to help improve the situation. This may involve speaking to other managers, assessing workloads or dealing with personal issues. Be more challenging - Dave is very easy going by nature and this is displayed in his behaviours in the workplace. Dave understands that the team and individuals are working under pressure as they have demanding workloads and to compensate for this he is very lenient with deadlines and accepts that tasks have not been completed without a full explanation. To be more effective Dave needs to set clear targets/goals with defined deadlines and challenge the team and individuals to find out why tasks are not been completed. This will help improve the teams performance as individuals will be more aware of their personal performance and be more accountable for their individual performance.

- More assertive the ability to say no and challenge decisions made across the organisation that affect the team and the future. Deal with confrontation.

## Qualitative Section - Questions

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What is the specific skill that this individual needs in order to progress

- ability to articulate concise arguments more clearly to senior managers without appearing to be negative. Confidence to challenge those in more senior positions
- Persuasive and influencing skills Change Management
- Strategic influencing - leadership skill
- Agility. Needs to think and act quickly to respond to change and make change happen.
- Dave needs to work on the perception that he can give through his body language / expression he can sometimes appear to be disinterested/disengaged when to those who don't know him better. He needs to use his one to one skills in group situations.
- Dave needs to become better at communicating his ideas in order to get people on board.
- Better Communication Skills
- Communications of priorities and how these priorities will be achieved, whilst providing support to team leaders to action requirements.
- He needs to step up and take control.
- Communicate with staff from other teams more. I have mainly worked with Dave through the Review groups that we have both been on but apart from that the only time I deal with Dave is for specific work reasons.
- Objective setting - communicating clear goals and monitoring performance. The team would benefit from Dave being more directional, communicating what the team is expected to achieve and how it is going to be achieved. This will help Dave to monitor the team's performance more effectively and to identify any areas of poor performance and challenges that need to be addressed.
- Strong leadership. Ability to stand out and be accountable and accountable.

## Personal Development Plan

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Record your development needs and goals.

Use this page to outline your key development objectives identified as a result of your 360 report.

Competence	
Development need	
How to achieve this	
Target date	

Competence	
Development need	
How to achieve this	
Target date	

Competence	
Development need	
How to achieve this	
Target date	

## Notes

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