



• T H E M A D I S O N G R O U P •

360 Degree Feedback for **AA Ware**

360 Degree Feedback for AA Ware



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2 - Understanding your 360° feedback

This feedback report aims to give you an understanding of how your management and leadership style is perceived by others. It is a summary of the questionnaires that you distributed to your feedback providers (Manager, Colleague, Team member and Additional feedback provider) and your own self-assessment.

We have left space in the right-hand margin for you to make your own notes.

If you are viewing this document as a PDF file there are some extra features you may find useful:

- Links in the document, such as in the table of contents, can be clicked to take you directly to the relevant place.
- The *Bookmarks* toolbar can give you an overview of the document. (In Adobe Reader: *View - Show/Hide - Navigation panes - Bookmarks*)
- You can make notes using the *Annotations* and *Drawing markups* tools. (In Adobe Reader: *Click Comment*)

The feedback process is designed to help support your personal development. It should help you focus on the areas that you and others have identified as your highest priority. It will also allow you to reflect upon the skills that you have and may or may not recognise, continuing to build on those strong areas of your performance. There are no pass or fail marks, it is designed simply to help you become a better leader and manager at work by focussing on those things you are good at and developing those areas that need it.

Competences: To aid the process of feedback, we have divided the question of leadership styles into a number of behavioural areas or competences. These are:

- "Direction"
- Staff planning and resourcing
- Team Leadership
- Performance (of individual staff) - Work management
- Performance (of individual staff) - Motivation
- Performance (of individual staff) - Staff development
- Communication
- Change
- Problem solving and decision making
- Relationships
- Personal drive and skills

For each competence area there are a number of questions about behaviours relevant to the competence.



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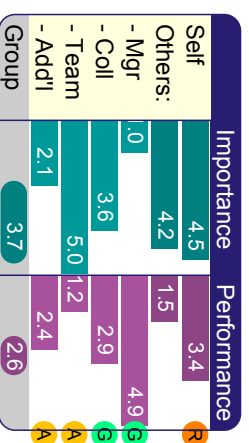
Importance: Each competence was rated for its importance using the following scale:

- 1 - Not important
- 2 - Slightly important
- 3 - Important
- 4 - Significant
- 5 - Vital

Performance: For each question you were scored on your performance using the following scale:

- 1 - Poor
- 2 - Needs development
- 3 - Good
- 4 - Very good
- 5 - Outstanding

Graphs: Your scores will be shown using graphs similar to the example below. NOTE, this is only an illustration so please don't attach any significance to it



- The top two lines show your self-assessment scores and the average scores given by others.
- The Others score is then broken down by each role.
- The first set of bars shows the average importance scores given by your feedback providers.
- The second set of bars shows the average performance scores.
- The last line shows the average score achieved by members of your group. The width of the bar gives an indication of the spread of scores within the group.

We have highlighted some of the scores as being of potential interest. This is done by looking at areas which were rated high in importance and examining the performance scores for these. The intention is to bring to your attention



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some strengths and possible areas where development is needed.

- **Strengths:** High importance and high performance scores flagged in green.
- **Potential areas for development:** High importance and low performance scores flagged in amber or, for the lowest performance scores, red.

In addition to scoring your performance, feedback providers were invited to supply free-text remarks. Those remarks are shown in this report unedited, exactly as they were supplied by the feedback provider. We haven't summarised or sanitised the remarks (nor have we corrected the spelling or grammar!).

This report is confidential to you; you are free to share it with whoever you wish. If any other copies exist you will have been made aware of this.

Please remember, feedback is essential for progress and there are many positive outcomes to bear in mind. The primary objective is to develop your awareness of your performance in your role as a leader and manager, helping you to develop a personal development plan.

With support, you will be able to:

- Analyse and understand your feedback
- Identify your strengths
- Understand the consequences of your behaviour
- Identify what you could do differently to improve your performance
- Identify specific areas for change and development

You may have mixed feelings about your report. This is an opportunity to understand the perceptions others have about you. This will allow you to focus on the priorities for your development. Treat this as a constructive process.

- Keep an open mind
- Seek to understand
- Look as much, if not more at your strengths and build on those
- Identify what change is required
- Identify 2 - 4 priority areas for action
- Identify sources of strength and support to help in any change programme you commit to

At the end of this report there are some thought-provoking self-reflection questions and a development plan to help you to determine your next steps.



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3 - Your 360° Feedback

3.1 - Responses received

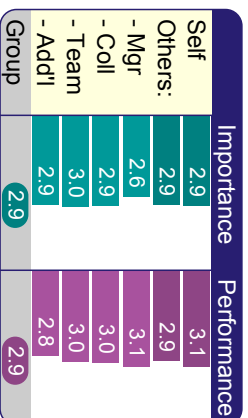
The following table summarises the number of responses you received:

Relationship	Responses	Notes
Self	1	
Manager	1	
Colleague	4	
Team member	4	
Additional feedback provider	4	

In some circumstances we merge the responses from one category and move them into another in order to prevent identification of individual feedback providers. This is shown in the Notes column, above.

3.2 - Overall scores and remarks

An overall summary of your scores is shown in the graph below.



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Remarks

You made the following remark on your overall performance:

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Other feedback providers made the following remarks:

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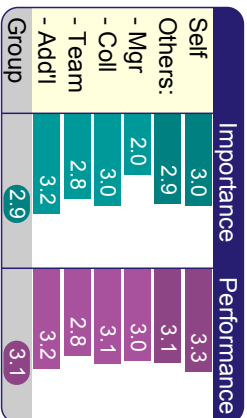
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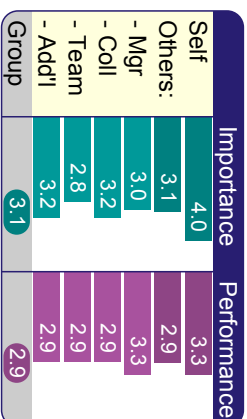
3.3 - Summary of competences

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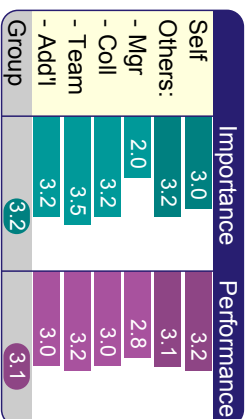
Here is a summary of the scores you received for each competence area.



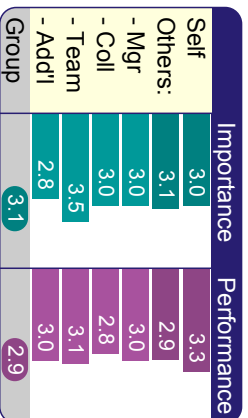
"Direction"



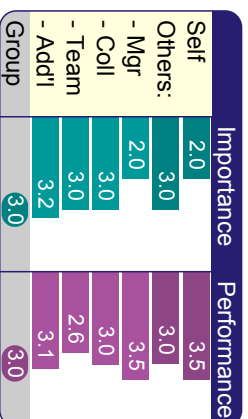
Staff planning and resourcing



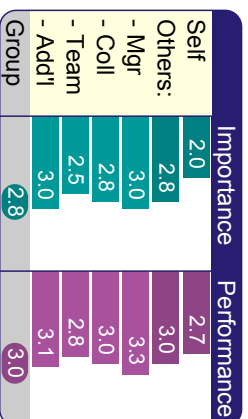
Team Leadership



Performance (of individual staff)
- Work management



Performance (of individual staff)
- Motivation



Performance (of individual staff)
- Staff development

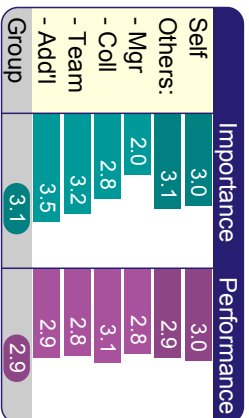


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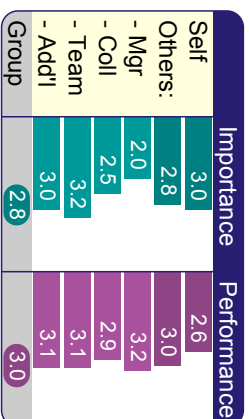
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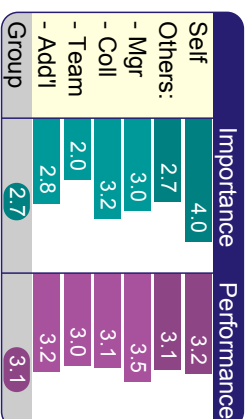
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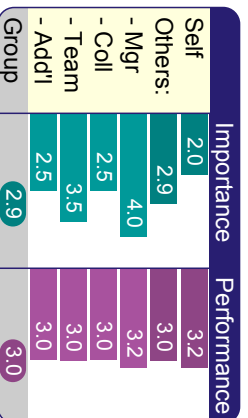
Communication



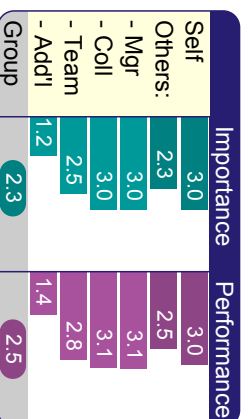
Change



Problem solving and decision making



Relationships



Personal drive and skills

3.4 - Top 10 scores

This section shows your highest scores, as ranked by others (i.e. excluding your self-assessment). The score is then broken down by role.

Rank	Question	Importance	Performance				
			Others	Mgr	Coll	Team	Add'l
1	Provides clear leadership for his / her team (Team Leadership)	3.2	3.5	3.0	3.5	3.5	3.8

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Rank	Question	Importance	Performance				
			Others	Mgr	Coll	Team	Add'l
2	Understands the reasons for resistance to change. (Change)	2.8	3.5	4.0	3.5	3.5	3.2
3	Helps staff to make best use of their time and talents to achieve targets. (Performance (of individual staff) - Staff development)	2.8	3.4	3.0	3.2	3.2	3.8
3	When solving problems, generates and evaluates options. (Problem solving and decision making)	2.7	3.4	4.0	3.8	3.0	3.2
5	Identifies the skills of current staff and ensures these are utilised effectively. (Staff planning and resourcing)	3.1	3.2	4.0	3.0	3.2	3.2
5	When solving problems, identifies the causes and explains them clearly to others. (Problem solving and decision making)	2.7	3.2	4.0	2.5	3.5	3.5
5	Seeks to build good working relationships with colleagues, customers and staff members. (Relationships)	2.9	3.2	2.0	3.2	3.2	3.5
8	Regularly briefs the team on local / organisation information. (Communication)	3.1	3.2	2.0	3.0	3.5	3.2
8	Communicates clearly and concisely so that all staff understand. (Communication)	3.1	3.2	3.0	3.2	3.0	3.2
8	Takes time to keep up to date with changes that affect the team. (Change)	2.8	3.2	3.0	2.8	3.0	3.8



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3.5 - Bottom 10 scores

This section shows your lowest scores, as ranked by others

Rank	Question	Importance	Performance				
			Others	Mgr	Coll	Team	Add'l
36	Is willing to learn from his / her mistakes. (Personal drive and skills)	2.3	2.7	4.0	3.0	3.0	1.8
40	Considers and responds to staff views, ideas and concerns. (Communication)	3.1	2.6	2.0	2.8	2.2	3.0
40	Manages his / her own time well to achieve results. (Personal drive and skills)	2.3	2.6	3.0	4.0	2.5	1.2
42	Facilitates learning opportunities to meet agreed training / development needs. (Performance (of individual staff) - Staff development)	2.8	2.5	3.0	2.5	2.5	2.5
42	Demonstrates commitment to team / division / organisation's objectives. (Personal drive and skills)	2.3	2.5	4.0	2.8	3.0	1.5
42	Takes responsibility for his / her own learning and development. (Personal drive and skills)	2.3	2.5	3.0	2.8	3.2	1.5
42	Behaves with honesty, integrity and respect for others. (Personal drive and skills)	2.3	2.5	3.0	3.0	3.2	1.2
46	Promotes equality in his / her own behaviour with others. (Personal drive and skills)	2.3	2.5	3.0	3.2	2.8	1.2
47	Seeks feedback on his / her own performance. (Personal drive and skills)	2.3	2.4	2.0	3.0	2.5	1.8
48	Takes responsibility for making things happen. (Personal drive and skills)	2.3	2.2	3.0	3.0	2.5	1.0



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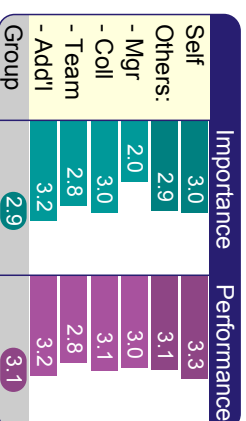
3.6 - Competences

This section tells you the scores you received for each competence area in more detail.

3.6.1 - "Direction"

All about "direction" an' stuff

Here are the total scores you received for this competence.



Remarks

You made the following remark on your performance:

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Other feedback providers made the following remarks:

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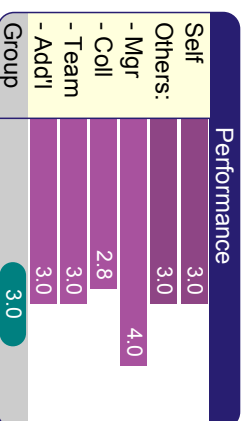
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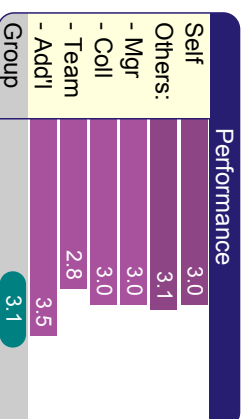
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Scores

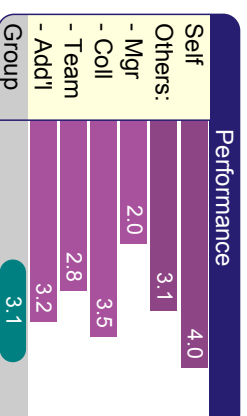
These are the scores you received for each of the questions in this competence area.



Communicates plans and priorities to all staff (explaining links between plans at individual / team / organisation).



Encourages staff involvement in developing the strategic plan.



Helps staff focus on how they can contribute to team / division / organisation level objectives.



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3.6.2 - Staff planning and resourcing

Here are the total scores you received for this competence.

	Importance	Performance
Self	4.0	3.3
Others:		
- Mgr	3.1	2.9
- Coll	3.0	3.3
- Team	3.2	2.9
- Add'l	2.8	2.9
Group	3.2	2.9
	3.1	2.9

Remarks

Other feedback providers made the following remarks:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

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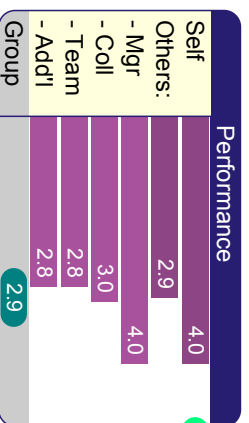
360 Degree Feedback for AA Ware

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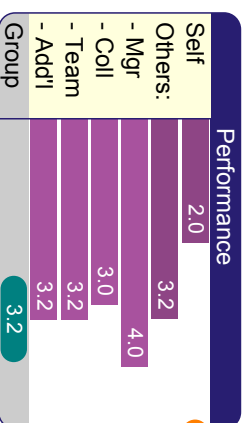
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Scores

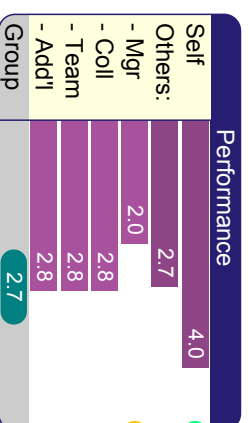
These are the scores you received for each of the questions in this competence area.



Forecast the skills needs in the team.



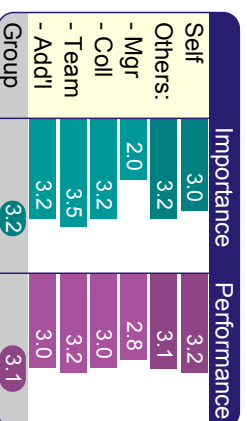
Identifies the skills of current staff and ensures these are utilised effectively.



Recruits / transfers / develops staff to meet service objectives.

3.6.3 - Team Leadership

Here are the total scores you received for this competence.



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Remarks

You made the following remark on your performance:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

Other feedback providers made the following remarks:

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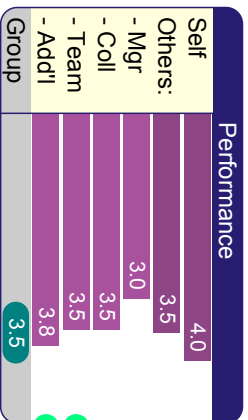
360 Degree Feedback for AA Ware

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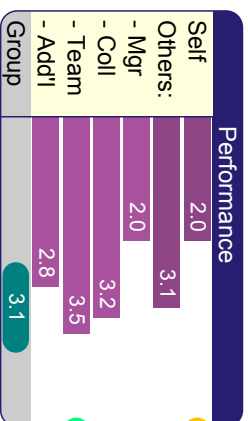
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Scores

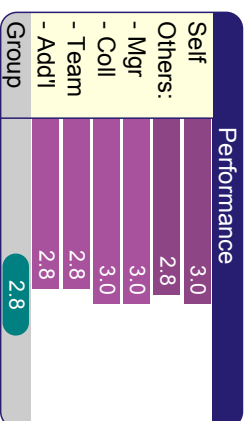
These are the scores you received for each of the questions in this competence area.



Provides clear leadership for his / her team



Gives feedback on how the team is performing.

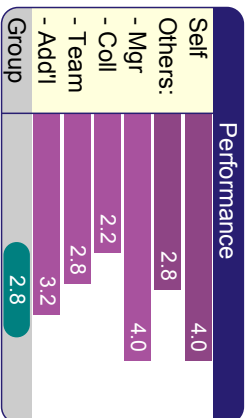


Identifies and actions development needs for his / her team.

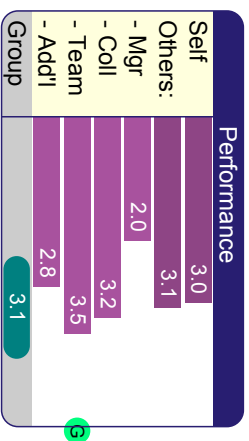


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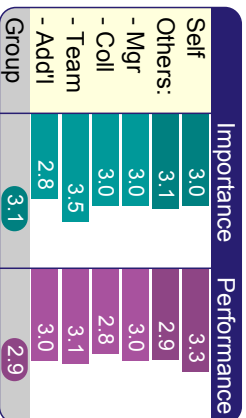
Promotes team development to enhance the quality and effectiveness of the team.



Demonstrates support for his / her team when representing them to others.

3.6.4 - Performance (of individual staff) - Work management

Here are the total scores you received for this competence.



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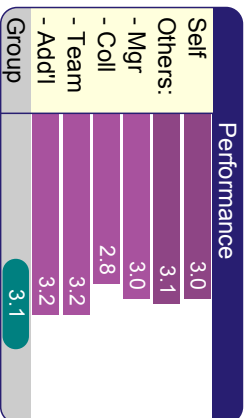
Remarks

You made the following remark on your performance:

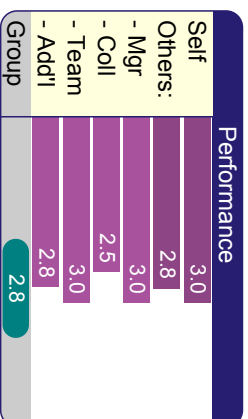
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Scores

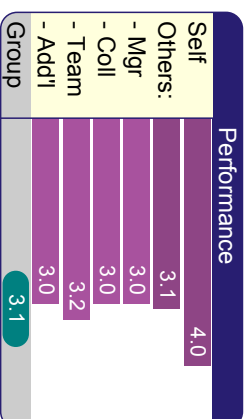
These are the scores you received for each of the questions in this competence area.



Clarifies roles and responsibilities with all staff.

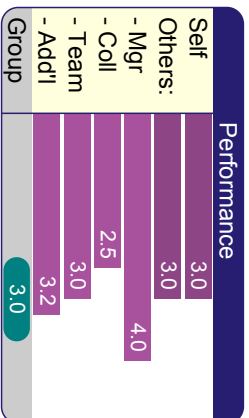


When allocating and delegating work, gives support.

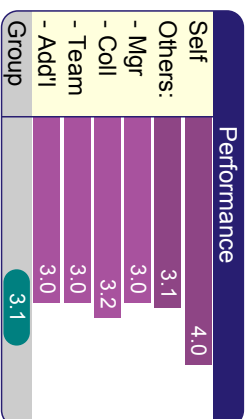


Regularly reviews individual performance.

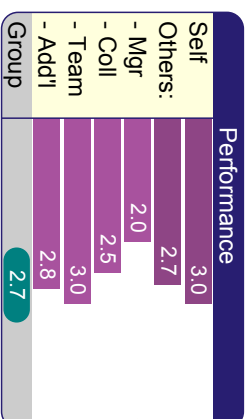
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Gives helpful feedback on performance.



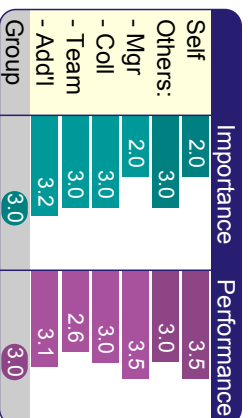
Identifies poor performance in areas where individuals have not met standards.



Takes action to support and monitor progress in improving performance.

3.6.5 - Performance (of individual staff) - Motivation

Here are the total scores you received for this competence.



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Remarks

You made the following remark on your performance:

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Other feedback providers made the following remarks:

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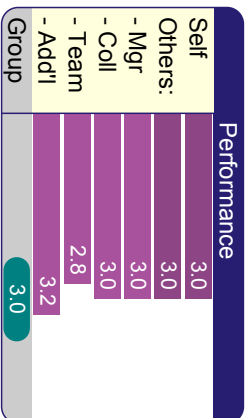
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360 Degree Feedback for AA Ware

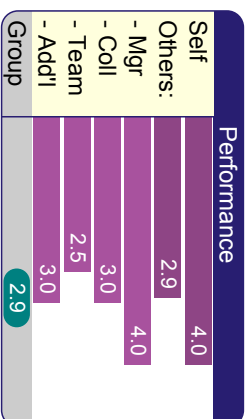
proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

Scores

These are the scores you received for each of the questions in this competence area.



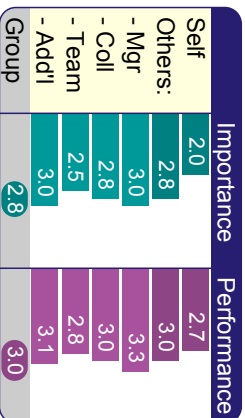
Gives recognition for individual achievements.



Generates enthusiasm for achieving objectives.

3.6.6 - Performance (of individual staff) - Staff development

Here are the total scores you received for this competence.



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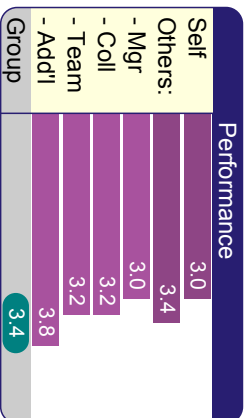
Remarks

Other feedback providers made the following remarks:

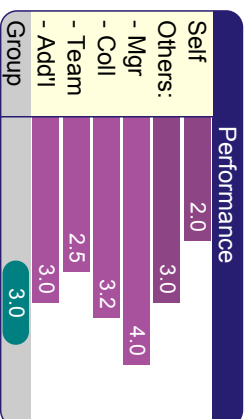
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Scores

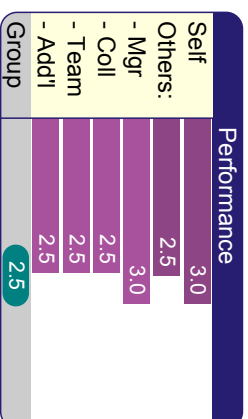
These are the scores you received for each of the questions in this competence area.



Helps staff to make best use of their time and talents to achieve targets.



Identifies and agrees training and development needs to improve performance.



Facilitates learning opportunities to meet agreed training / development needs.

3.6.7 - Communication

Here are the total scores you received for this competence.

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	Importance	Performance
Self	3.0	3.0
Others:		
- Mgr	3.1	2.9
- Coll	2.0	2.8
- Team	2.8	3.1
- Add'l	3.2	2.8
Group	3.5	2.9
	3.1	2.9

Remarks

Other feedback providers made the following remarks:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

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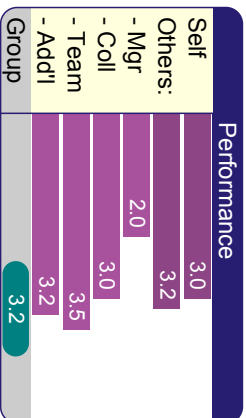
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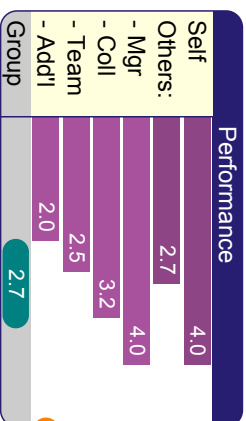
laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

Scores

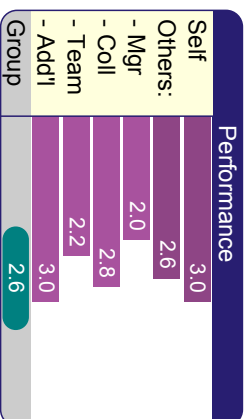
These are the scores you received for each of the questions in this competence area.



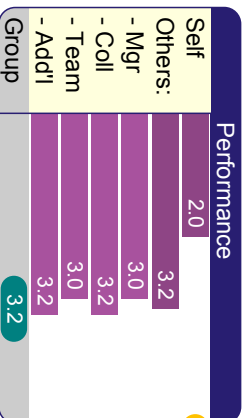
Regularly briefs the team on local / organisation information.



Takes time to seek and listen to staff views, ideas and concerns.



Considers and responds to staff views, ideas and concerns.



Communicates clearly and concisely so that all staff understand.

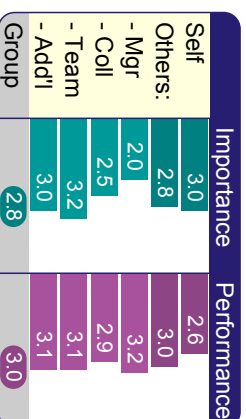


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3.6.8 - Change

Here are the total scores you received for this competence.



Remarks

You made the following remark on your performance:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

Other feedback providers made the following remarks:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

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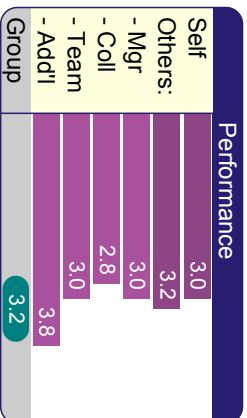
voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

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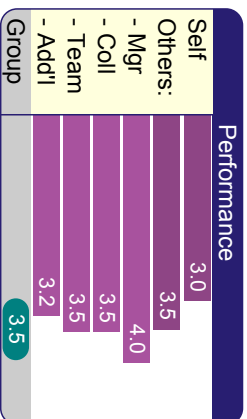
“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad mirim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

Scores

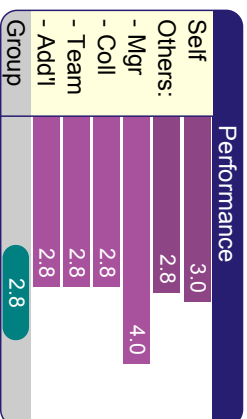
These are the scores you received for each of the questions in this competence area.



Takes time to keep up to date with changes that affect the team.



Understands the reasons for resistance to change.

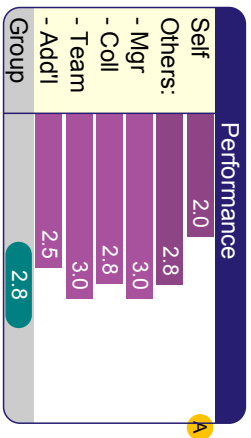


Encourages continuous service improvement.

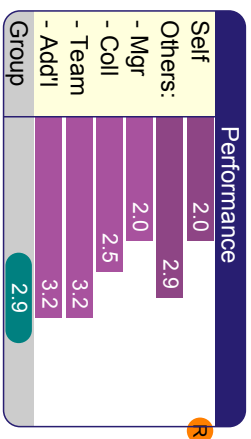


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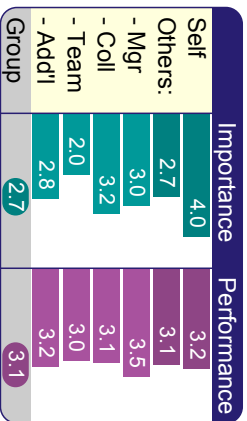
Is willing to try new things.



Encourages others to try new ways of doing things.

3.6.9 - Problem solving and decision making

Here are the total scores you received for this competence.



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Remarks

Other feedback providers made the following remarks:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

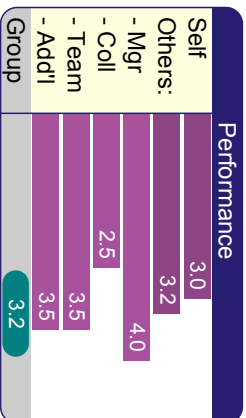
“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

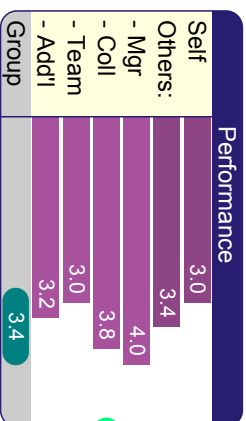
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Scores

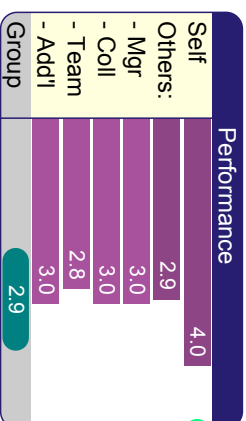
These are the scores you received for each of the questions in this competence area.



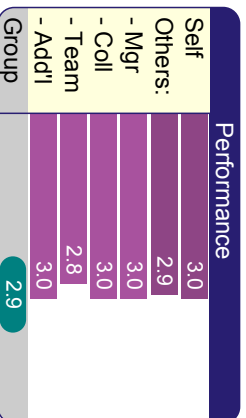
When solving problems, identifies the causes and explains them clearly to others.



When solving problems, generates and evaluates options.



When making decisions, actively seeks to involve others.



When making decisions, evaluates options and consequences before taking a decision.

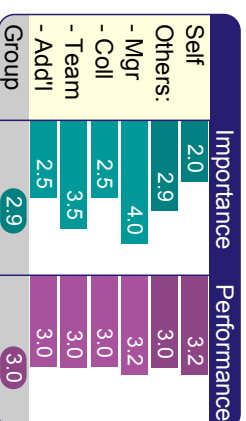


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3.6.10 - Relationships

Here are the total scores you received for this competence.



Remarks

You made the following remark on your performance:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

Other feedback providers made the following remarks:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

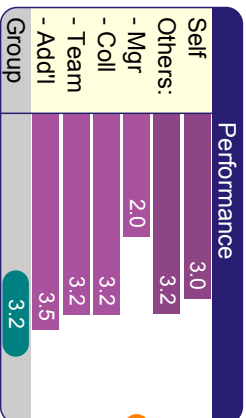


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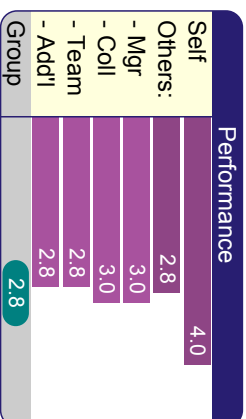
360 Degree Feedback for AA Ware

Scores

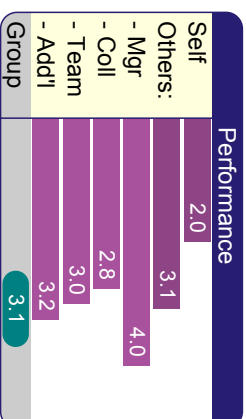
These are the scores you received for each of the questions in this competence area.



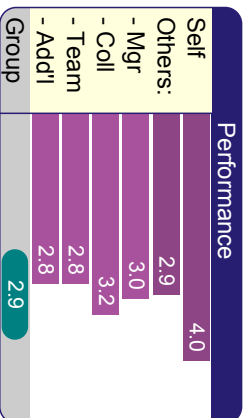
Seeks to build good working relationships with colleagues, customers and staff members.



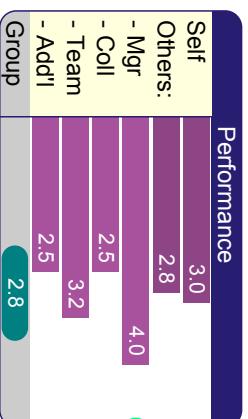
Is assertive in his / her relationships with others.



Encourages equality of opportunity in employment and service provision.



Has good influencing skills.



Demonstrates awareness of the political context of his / her work.



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3.6.11 - Personal drive and skills

Here are the total scores you received for this competence.

	Importance	Performance
Self	3.0	3.0
Others:		
- Mgr	2.3	2.5
- Coll	3.0	3.1
- Team	2.5	3.1
- Add'l	1.2	2.8
Group	2.3	1.4
		2.5

Remarks

You made the following remark on your performance:

“Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.”

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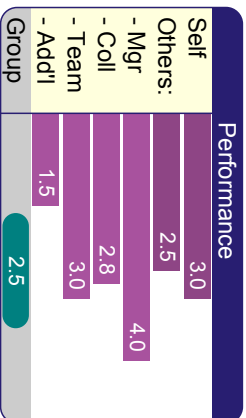


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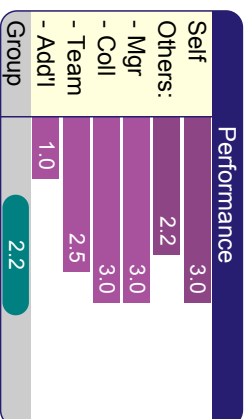
360 Degree Feedback for AA Ware

Scores

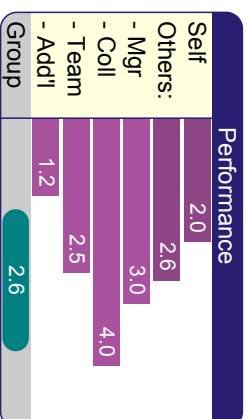
These are the scores you received for each of the questions in this competence area.



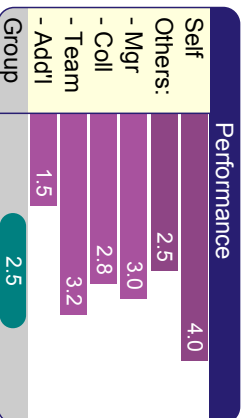
Demonstrates commitment to team / division / organisation's objectives.



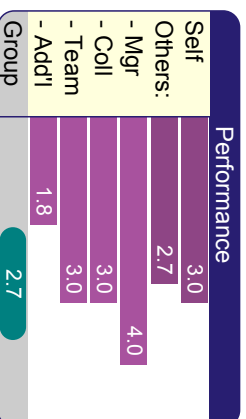
Takes responsibility for making things happen.



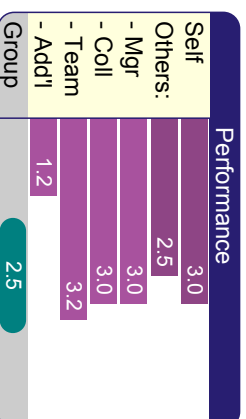
Manages his / her own time well to achieve results.



Takes responsibility for his / her own learning and development.



Is willing to learn from his / her mistakes.

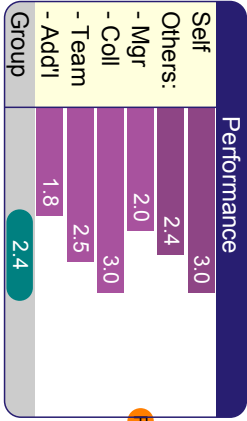


Behaves with honesty, integrity and respect for others.

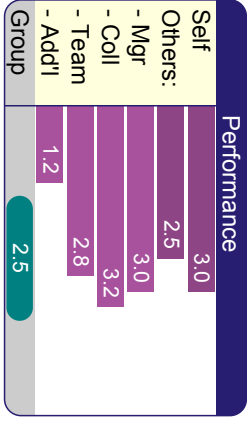


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Seeks feedback on his / her own performance.



Promotes equality in his / her own behaviour with others.



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4 - Next steps

The following sections are intended to help you plan the next stage of your development

- Consider the list of thought-provoking questions
- Use the suggested plan to determine your next steps



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4.1 - Some thought-provoking questions

What are my three areas of strength?	
What are my three areas for development?	
Are there any marked differences in perception between myself and others?	
Are there any marked differences in perception between manager, colleagues and team?	
What do I need to ask about or clarify with others?	
If I were to improve just one thing in the next 3 months, what would it be? What would make me more effective?	
What is the skill I need to develop in the next three months that would give me this improvement?	
What are the benefits of improving this skill for me and for those around me at work and at home?	
What evidence do I have that I am already doing this skill?	
Where am I successful? How can I get more of this in other situations?	
Who can support me in these changes?	
What is the most important thing my manager could do to help me?	
How should I celebrate success, recognising the support given to me?	

4.2 - Development plan

Action	What is the development need?	What action will I take to achieve this?	Who will help and support me? When will I do it by?	What will success 'look like'? I.e. what will be different?	How will I monitor and measure success?	When will I review this?
1						
2						
3						
4						