



john sample

20th March 2017





INTRODUCTION

Welcome to the your360 report. You will be undertaking this in most cases as part of a developmental programme or prior to a PDR/performance review or perhaps as part of a promotion process.

Your feedback report has been generated using information gathered from you and from the people who have provided feedback (your observers).

All the feedback you receive is anonymous but the scoring allows you to see the level of observers who have scored you in a particular way. You will find it useful to discuss your report with an impartial facilitator who can help you identify the most important issues that you need to address in order to improve your performance.

This is one opportunity to see yourself as others see you and to learn from them about how you deliver impact across a set of competencies that have been selected for the your360 report.

This report looks at the way people see your delivery on 4 key competency areas:

- Business Development
- Personal Impact
- People Skills
- Organisational Awareness

CONTENTS

The sections of this report are:

1. Summary

This shows your scores at a glance under each of the headings. You can compare your scores with the overall observer average and also compare your score to the averages by observer group.

2. Observer Guidance

This section sets out any comments that your observers made about your behaviours and anonymously they can tell you what they like about the way you work and where they believe you will improve by making a change.

3. How can I use all this information?

This section allows you to identify 5 primary goals from the information you have and develop a personal action plan.

4. Analysis by Competency

This section allows you to break down all the scores by level of observer. Look for trends in the groups who have reviewed your performance and identify key actions that you can take that will enable you to improve the perception of what you do.

Remember

There is a difference between:

- Intention
- Perception
- Impact

It is likely you always act with the best of intentions but sometimes we find that other people's perception is in contrast to what we intended and the impact is different as a result. This report will help you ensure the impact of your actions is more in line with your intent.

Overview of the competencies

BUSINESS DEVELOPMENT

Client Focus
Commercial Impact

PERSONAL IMPACT

Achieving Results
Impact and Influence
Personal Delivery and Leadership

PEOPLE SKILLS

Leadership
Staff Development

ORGANISATIONAL AWARENESS

Culture and Values
Planning & Prioritisation
Quality and Client Service

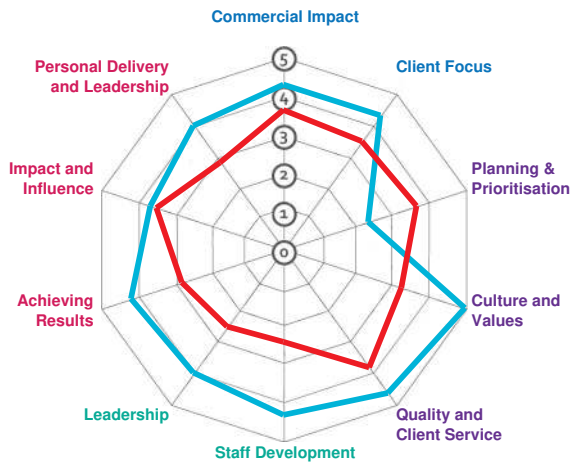
Observers breakdown:

Line manager	1
Peers	1
Direct reports	1
Others	1
Total	4

Section 1: Summary

— Self — Observer

Self score vs All Observers



Self score vs Line manager



Self score vs Peer



Self score vs Direct Reports



Self score vs Other



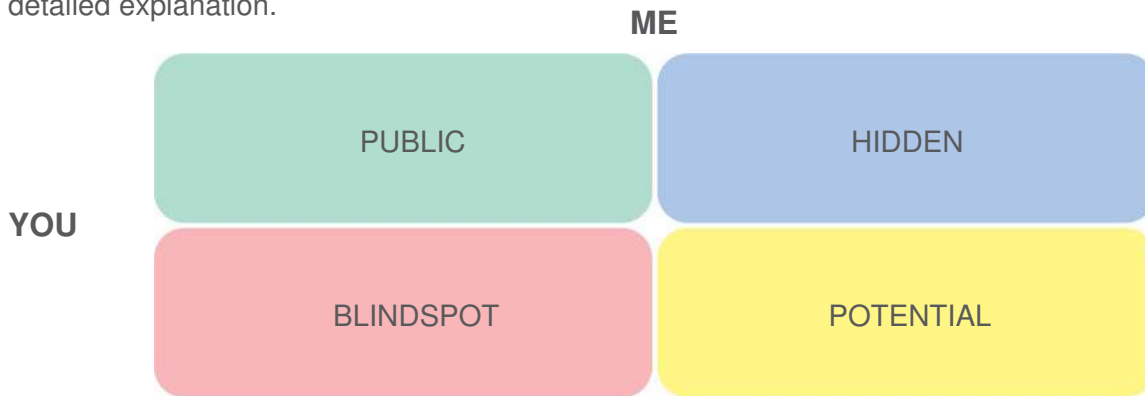
Reminder of scoring scale used

1. Never demonstrates this behaviour
2. Rarely demonstrates this behaviour
3. Demonstration of this skill is variable or inconsistent
4. Regularly and consistently shows this as a strength
5. This person is a role model when considering this behaviour and clearly demonstrates this quality to others

Each section represents a competency area and is a different colour and each colour is used consistently through the report

STRENGTHS, BLINDSPOTS & POTENTIAL

The box below is known as Johari's window. Have a look in the FAQs section on the website for a detailed explanation.



Behavioural Strengths

Below are your highest scored behaviours, from all your respondents (excluding yourself)

Behaviour	Score
1. I seek feedback from clients to ensure that I am exceeding their expectations	4.3
2. I am enthusiastic and make a positive impression on others	3.8
3. I organise myself, tasks and projects well	3.8
4. I ask for client feedback	3.8
5. I effectively plan and review projects involving other people	3.8
6. I organise regular contact with prospects, not just clients.	3.8
7. I act early to anticipate client problems, identify solutions and take responsibility for executing actions	3.8
8. I ask clients for referrals on a regular basis	3.8

Hidden Strengths

Where your respondents gave you relatively higher scores than you gave yourself.

Behaviour	Self	Others	Variation
1. I organise myself, tasks and projects well	2	3.8	1.8
2. I effectively plan and review projects involving other people	2	3.8	1.8
3. I am enthusiastic and make a positive impression on others	3	3.8	0.8
4. I effectively plan, manage and review significant projects	3	3.5	0.5
5. I ask for client feedback	4	3.8	-0.2
6. I ask clients for referrals on a regular basis	4	3.8	-0.2
7. I act early to anticipate client problems, identify solutions and take responsibility for executing actions	4	3.8	-0.2
8. I regularly write articles, newsletters, case studies to support our marketing initiatives.	4	3.5	-0.5

Development behaviours

Below are your lowest scored behaviours, from all your respondents (excluding yourself)

Behaviour	Score
1. I communicate a clear vision for others to follow.	1.8
2. I demonstrate that I trust my staff to deliver	2.5
3. I am sensitive to and constantly maintain team spirit and morale.	2.5
4. I strengthen others by regular, effective and appropriate delegation.	2.5
5. I demonstrate an understanding of the wider commercial impact of my role and actions on the performance of the business	2.8
6. I manage multiple activities to ensure successful outcomes in line with the strategic objectives of the business	2.8
7. I have built a personal presence which inspires confidence from, and within, the team	2.8
8. I consistently review, drive and enhance team performance towards success.	2.8

Blind Spots

Where your respondents gave you relatively lower scores than you gave yourself.

Behaviour	Self	Others	Variation
1. I communicate a clear vision for others to follow.	4	1.8	-2.2
2. I consistently review, drive and enhance team performance towards success.	5	2.8	-2.2
3. I am clear about what is expected from me as a Manager and a Leader	5	3	-2
4. I build supportive relationships with those around me and create a positive working environment	5	3.3	-1.7
5. I challenge behaviour, attitudes and actions that are not congruent with our values, in people at all levels	5	3.3	-1.7
6. I am sensitive to and constantly maintain team spirit and morale.	4	2.5	-1.5
7. I demonstrate that I trust my staff to deliver	4	2.5	-1.5
8. I strengthen others by regular, effective and appropriate delegation.	4	2.5	-1.5

Section 2: Observer Guidance

STOP

- doing all the work yourself. you need to delegate more and understand how the team can support you
- The outbursts. Sometimes i think the pressure on you gets too much and you tend to take it out on others.
- acting as if the firm operates a 'closed door' policy. your re rarely accessible. its bad enough for us but it pacts clients too
- the last minute deadline chasing. sometimes you need to say no to clients or nothing gets done properly

Section 2: Observer Guidance

START

- engaging with people within your team. You are sometimes seen as too isolated and could engage with others - coach and support them and bring them on
- Letting the team know when you're under pressure and allowing others to help you manage this
- Taking time out to consider other people in the organisation. we are all under pressure and you have a great deal of knowledge about clients and the firm and could support us and help us grow. training takes time but its what people want
- Planning your own time more effectively. Sometimes your haphazard nature spills over and has an impact on the rest of us and it upsets our plans. Saying No to clients. Its counterintuitive but just stop agreeing to deadlines we cannot meet

Section 2: Observer Guidance

CONTINUE

- being technically adept
- Buying drinks on a friday - we appreciate that you care
- to be a technical guru...
- being open about issues and challenges and encouraging us to deliver

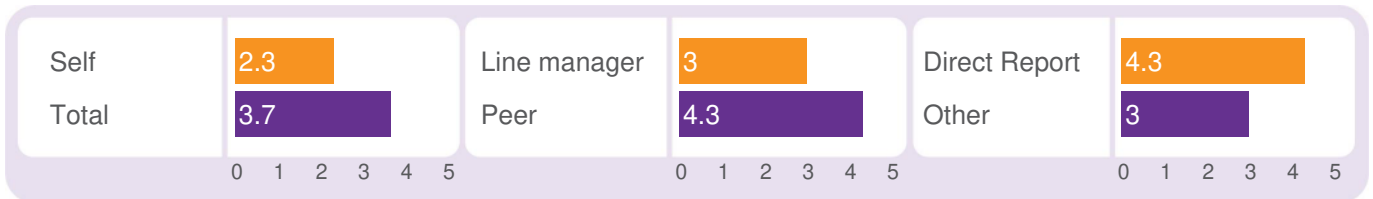
Section 3: How can I use all this information?

Goal	Action	How can I measure success?	Date
1			
2			
3			
4			
5			

Section 4: Detailed Analysis by Competency

Planning & Prioritisation

ORGANISATIONAL AWARENESS



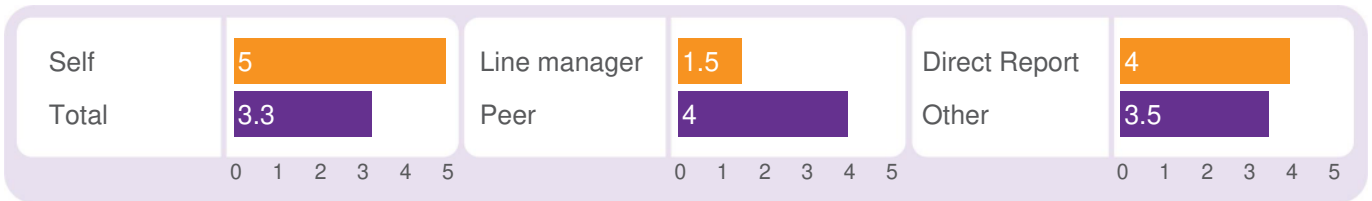
I organise myself, tasks and projects well	Self	2	Line Manager	3	Direct Report	5
	Overall	3.8	Peer	4	Other	3

I effectively plan and review projects involving other people	Self	2	Line Manager	3	Direct Report	4
	Overall	3.8	Peer	5	Other	3

I effectively plan, manage and review significant projects	Self	3	Line Manager	3	Direct Report	4
	Overall	3.5	Peer	4	Other	3

Culture and Values

ORGANISATIONAL AWARENESS



I challenge behaviour, attitudes and actions that are not congruent with our values, in people at all levels

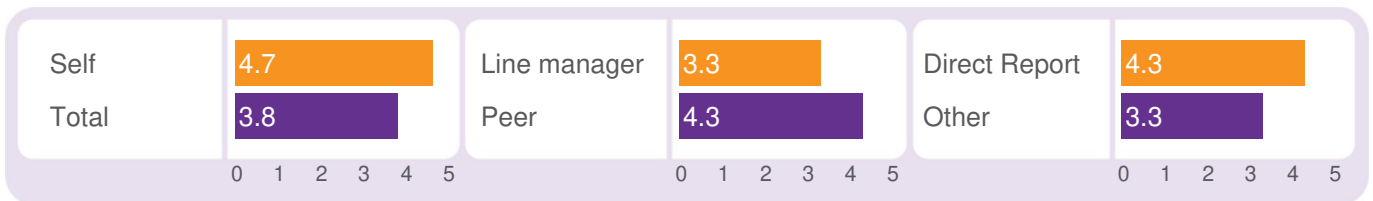
Self	5	Line Manager	2	Direct Report	4
Overall	3.3	Peer	4	Other	3

I build supportive relationships with those around me and create a positive working environment

Self	5	Line Manager	1	Direct Report	4
Overall	3.3	Peer	4	Other	4

Quality and Client Service

ORGANISATIONAL AWARENESS



I act early to anticipate client problems, identify solutions and take responsibility for executing actions

Self	4	Line Manager	3	Direct Report	4
Overall	3.8	Peer	5	Other	3

I seek feedback from clients to ensure that I am exceeding their expectations

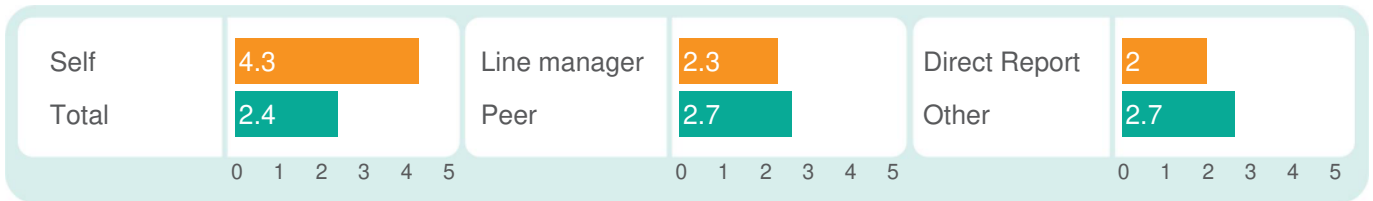
Self	5	Line Manager	4	Direct Report	5
Overall	4.3	Peer	4	Other	4

I ensure that my team are building effective relationships with clients, mitigating the risk of too much reliance on one point of contact

Self	5	Line Manager	3	Direct Report	4
Overall	3.5	Peer	4	Other	3

Staff Development

PEOPLE SKILLS



I ensure individuals understand how they contribute to the vision.

Self	4	Line Manager	3	Direct Report	2
Overall	2.8	Peer	3	Other	3

I consistently review, drive and enhance team performance towards success.

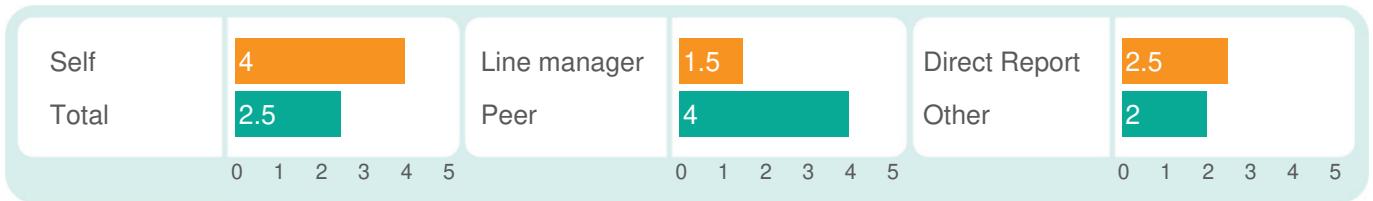
Self	5	Line Manager	2	Direct Report	3
Overall	2.8	Peer	3	Other	3

I communicate a clear vision for others to follow.

Self	4	Line Manager	2	Direct Report	1
Overall	1.8	Peer	2	Other	2

Leadership

PEOPLE SKILLS



I strengthen others by regular, effective and appropriate delegation.

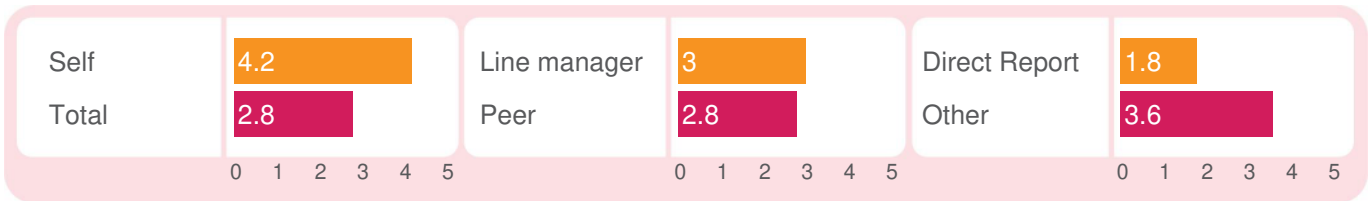
Self	4	Line Manager	2	Direct Report	2
Overall	2.5	Peer	4	Other	2

I am sensitive to and constantly maintain team spirit and morale.

Self	4	Line Manager	1	Direct Report	3
Overall	2.5	Peer	4	Other	2

Achieving Results

PERSONAL IMPACT



I have a flexible approach to how objectives are achieved

Self	4	Line Manager	3	Direct Report	2
Overall	3	Peer	3	Other	4

I am part of a positive, focused Buss Murton Management Team

Self	4	Line Manager	3	Direct Report	2
Overall	2.8	Peer	3	Other	3

I am alert to staff's needs and support whenever necessary

Self	4	Line Manager	3	Direct Report	2
Overall	2.8	Peer	3	Other	3

I demonstrate that I trust my staff to deliver

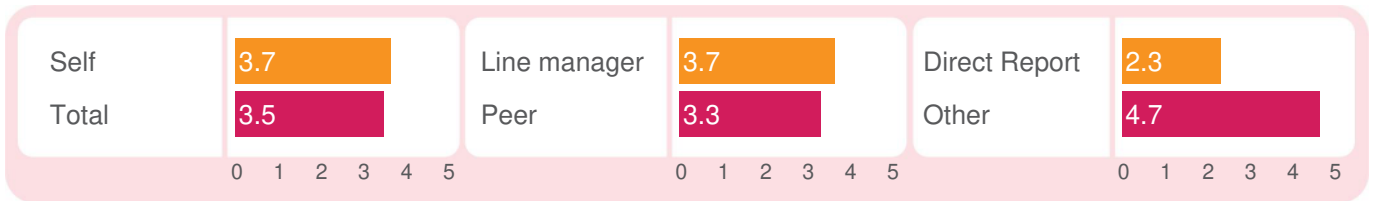
Self	4	Line Manager	3	Direct Report	1
Overall	2.5	Peer	2	Other	4

I am clear about what is expected from me as a Manager and a Leader

Self	5	Line Manager	3	Direct Report	2
Overall	3	Peer	3	Other	4

Impact and Influence

PERSONAL IMPACT



I am enthusiastic and make a positive impression on others

Self	3	Line Manager	3	Direct Report	3
Overall	3.8	Peer	4	Other	5

I adapt style to maximise effect and impact on differing personalities.

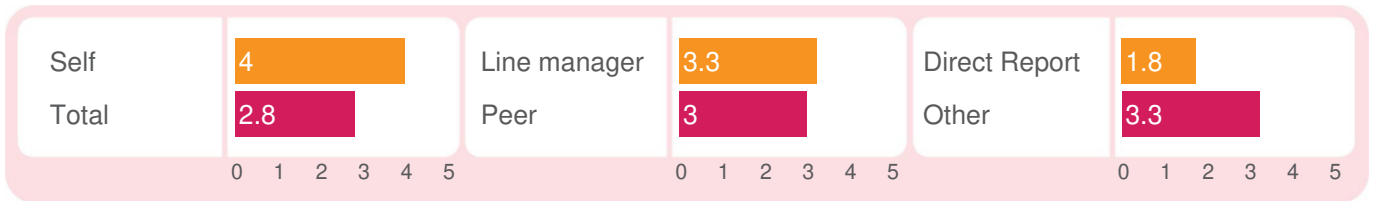
Self	4	Line Manager	4	Direct Report	2
Overall	3.5	Peer	3	Other	5

I have the willpower and stamina to consistently deliver results

Self	4	Line Manager	4	Direct Report	2
Overall	3.3	Peer	3	Other	4

Personal Delivery and Leadership

PERSONAL IMPACT



I communicate effectively to internal and external audiences, displaying gravitas, empathy and powers of persuasion

Self	4	Line Manager	4	Direct Report	1
Overall	3	Peer	3	Other	4

I demonstrate an understanding of the wider commercial impact of my role and actions on the performance of the business

Self	4	Line Manager	3	Direct Report	2
Overall	2.8	Peer	3	Other	3

I manage multiple activities to ensure successful outcomes in line with the strategic objectives of the business

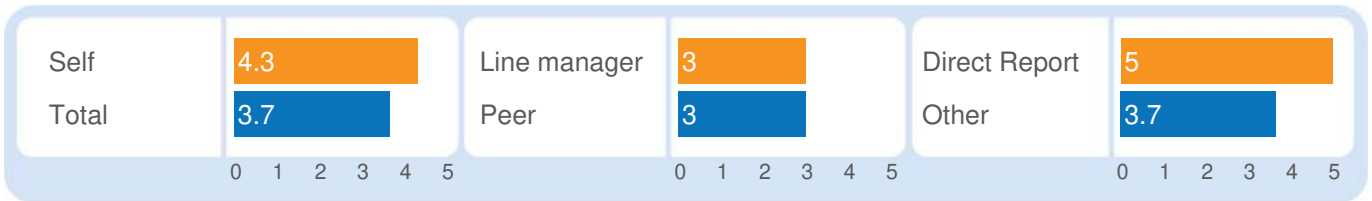
Self	4	Line Manager	3	Direct Report	2
Overall	2.8	Peer	3	Other	3

I have built a personal presence which inspires confidence from, and within, the team

Self	4	Line Manager	3	Direct Report	2
Overall	2.8	Peer	3	Other	3

Commercial Impact

BUSINESS DEVELOPMENT



I ask clients for referrals on a regular basis

Self	4	Line Manager	3	Direct Report	5
Overall	3.8	Peer	3	Other	4

I regularly write articles, newsletters, case studies to support our marketing initiatives.

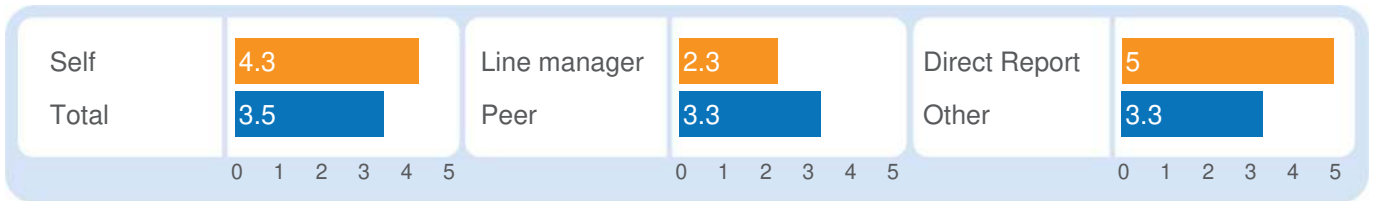
Self	4	Line Manager	3	Direct Report	5
Overall	3.5	Peer	3	Other	3

I organise regular contact with prospects, not just clients.

Self	5	Line Manager	3	Direct Report	5
Overall	3.8	Peer	3	Other	4

Client Focus

BUSINESS DEVELOPMENT



I ask for client feedback

Self	4	Line Manager	3	Direct Report	5
Overall	3.8	Peer	3	Other	4

I establish, manage and exceed client expectations.

Self	4	Line Manager	2	Direct Report	5
Overall	3.3	Peer	3	Other	3

I am proactive. I anticipate and address client needs and objectives.

Self	5	Line Manager	2	Direct Report	5
Overall	3.5	Peer	4	Other	3