

Leadership Report

Developed for Leadership Measurement

Individual 360' Project for:

Tom Smyth

Self: 1

Manager: 1

Peer: 5

Direct Report: 2

Confidential Contents

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1. Understanding Your Feedback Report

Introduction

The report is a summary of all feedback provided by your raters. The scores are represented in the form of charts and unedited comments in your raters' own words.

Confidentiality

The report only shows the rater types and in some cases the rater's ID. This makes the comments and ratings anonymous, however if there is only one rater for a specific rater type, for example, one manager, then it would be obvious who that rater is.

Receiving Feedback

How we see ourselves is often very different from how others do and the results can be surprising and sometimes unpleasant but keep in mind the purpose of this study which is a method to assess your performance and to identify your development needs.

Making your feedback work for you

You have a number of choices about how you can use the feedback you received, we recommend that you:

- share your feedback results with your line manager, your Learning & Development specialist or a coach to help you to identify developmental steps e.g. in the form of a personal development plan (PDP)
- discuss the results with your raters to open up a dialogue about ways of improving your working relationships with them.

Next Steps

You may wish to make a note to have this study repeated in a years time to help you to know what has changed and where to improve your efforts going forward.

2. Competency Model Used

The colored boxes below represent the competencies we identified to measure your performance. The colour coding is used later in the report to make it easier to understand.

Team Leadership

- Clarifies roles, responsibilities, and expectations within the team
- Puts the interests of the team before personal interests
- Encourages team members to share best ideas and practices and to help each other
- Publicizes and rewards individual and team successes

Character

- Avoids negative politicking and hidden agendas
- Willing to take a courageous stand
- Trusts others appropriately
- Respected by others

Interpersonal Skills

- Recognizes the value of people with different talents and skills
- Brings conflicts into the open for resolution
- Listens effectively
- Adjusts to changes without frustration

Planning and Organization

- Sets time aside to plan effectively
- Puts work into priority order
- Pays attention to detail
- Thinking Ahead

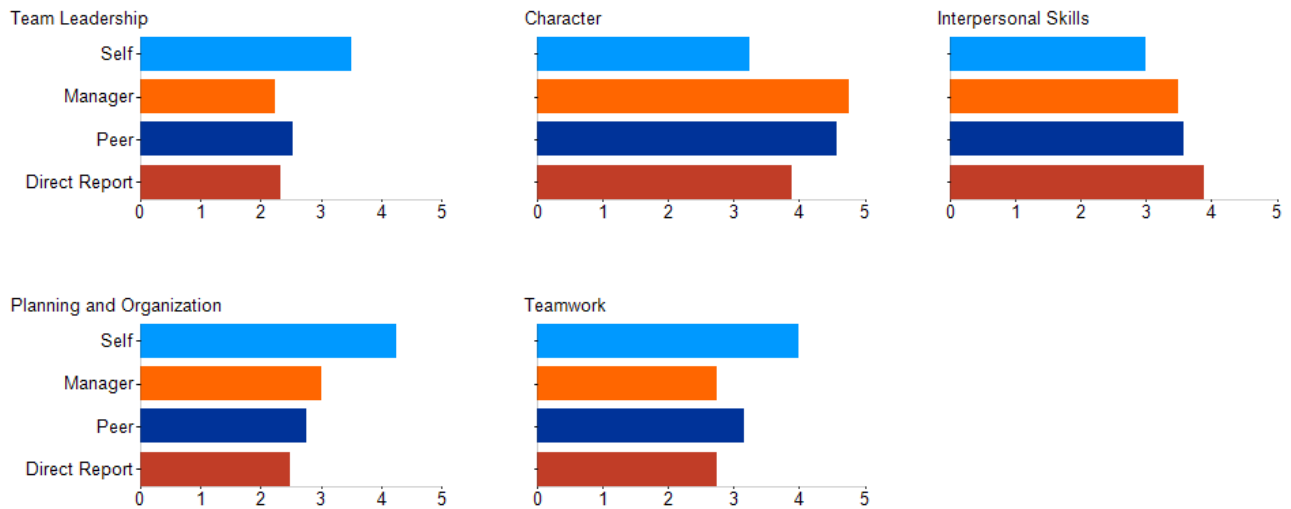
Teamwork

- Willingly contributes work and effort to achieve group success
- Participates actively in team decision making
- Solicits the input of others in an effort to learn something new; understands and appreciates the varying perspectives; is a good listener
- Actively builds on the feedback of others

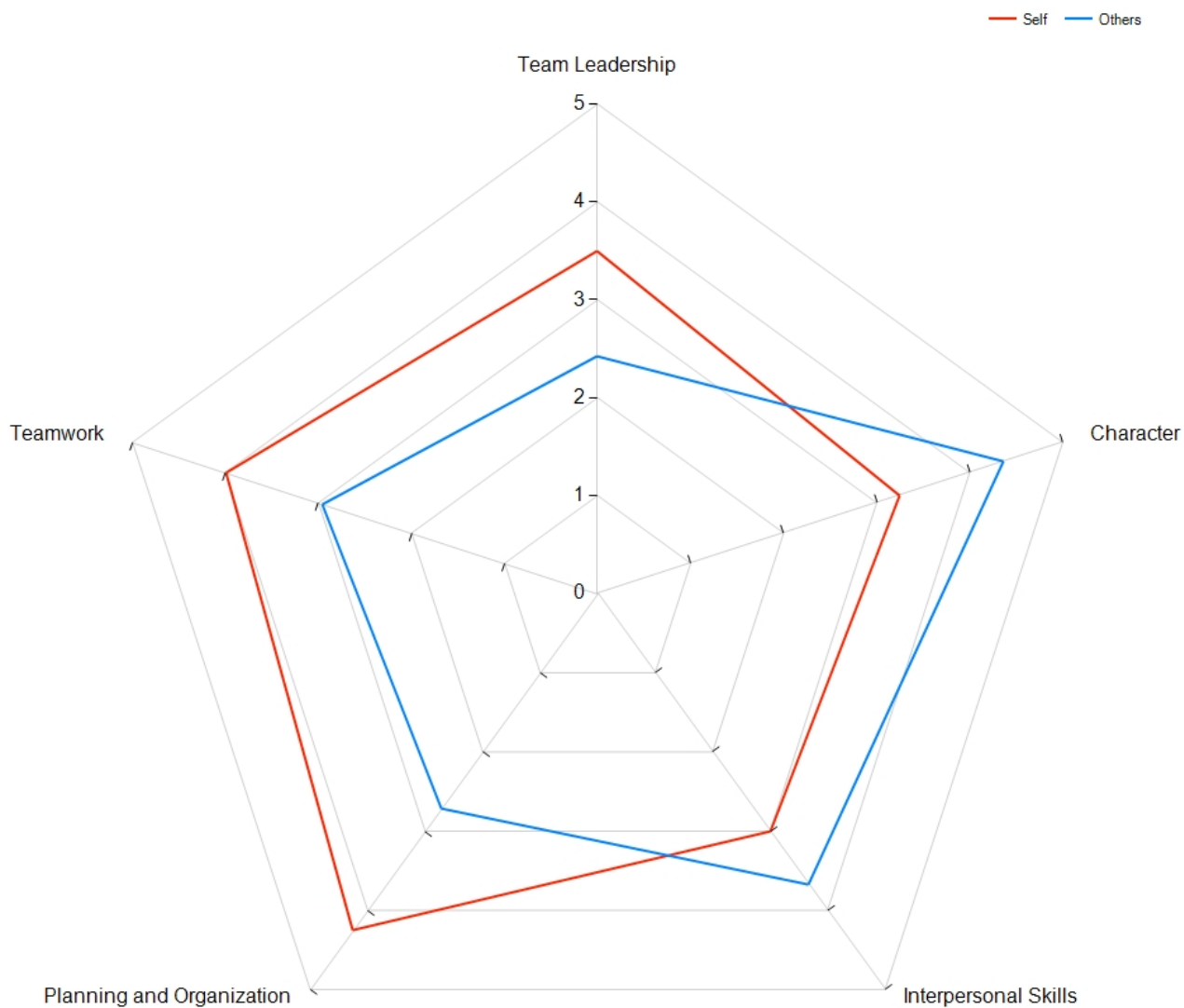
3. Summary of Competency Ratings

In the following charts, you can see the average scores of each individual rater type for every competency. We use the same colour shading throughout the report for the rater types. This will enable you to compare your raters' scores with you own. The horizontal scale represents the scores on the 5-item Likert scale.

Average Ratings For Each Area Of Competence



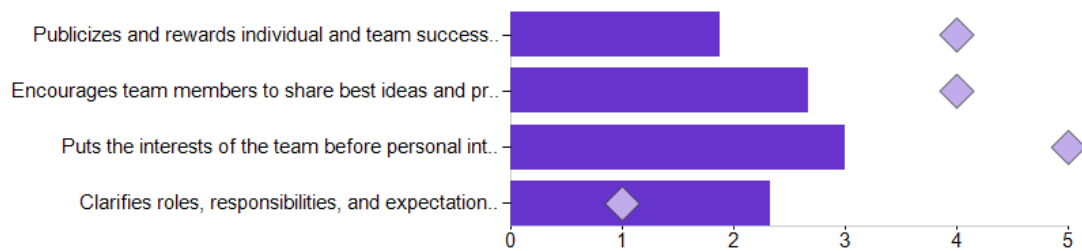
Summary Of Competency Ratings - Spider Diagram



4. Competency Ratings Details from Yourself and your Raters

The following charts show you the average scores of each skill/behavior that forms a competency. We don't draw a distinction between your rater types here (e.g. manager, team member etc.) as the purpose of these charts is to show you, the subject, as-represented in the form of a diamond- the deviation between your self-ratings and the perceptions of people around you. Additionally, you will find randomly selected comments from your different rater types below each competency chart. Those comments underpin the scores with something tangible and 'real' to help you identify the changes you may need to make in your daily work life.

Team Leadership



Self

Puts the interests of the...	I ensure that my team knows what their responsibilities and what we want to achieve here.
Encourages team members t...	I always put my team interest before my own, I believe in empowering my staff.

Manager

Clarifies roles, responsi...	Be more open to feedback and engage the people in your team more fully. Too often his team is unaware of what he is doing.
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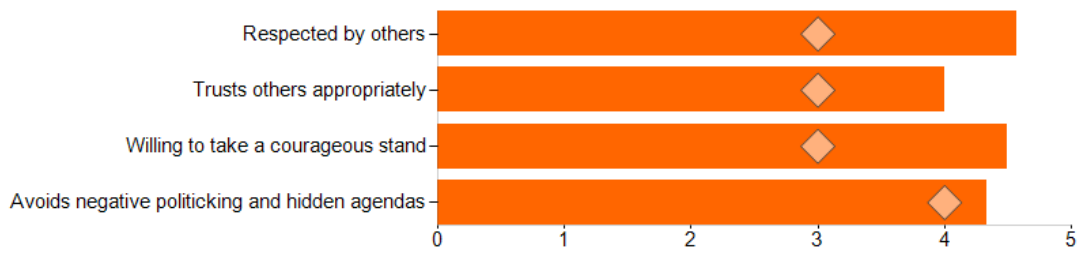
Peer

Encourages team members t...	Share his knowledge and expertise with other team members.
Publicizes and rewards in...	Tom needs to remember it's a team effort- he is taking all the praise and failing to recognize the contribution of others.
Clarifies roles, responsi...	I would appreciate a little praise and recognition every now and again.

Direct Report

Clarifies roles, responsi...	I would appreciate a little praise and recognition every now and again.
	I wish he would be a little more understanding, I am fairly new to the team.

Character



Self

Willing to take a courage...	I really only came here to work, I don't have time for workplace politics
Respected by others	I trust others on a personal level but it's kind of difficult when it comes to work., you just don't get that overall commitment to the job as before.

Manager

Respected by others	Tom is very trustworthy and well respected by all.
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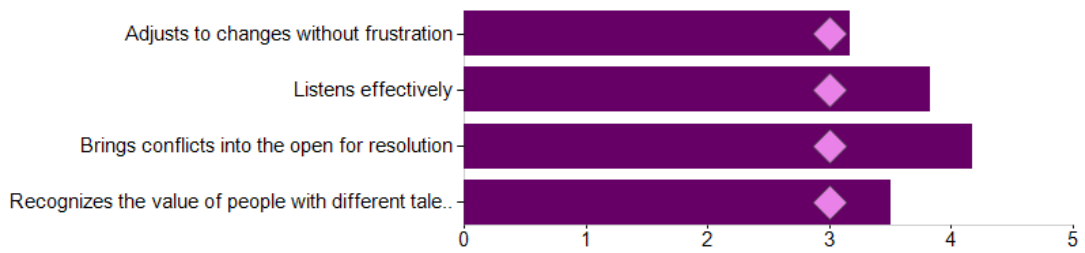
Peer

Avoids negative politicki...	Very stellar character never engages in conflict of any kind.
Trusts others appropriate...	Tom can be trusted implicitly, I can talk to him about anything and be assured that it remains confidential.
Willing to take a courage...	He is definitely willing to take a courageous stand for his work.

Direct Report

Willing to take a courage...	He is definitely willing to take a courageous stand for his work.
Trusts others appropriate...	He has integrity

Interpersonal Skills



Self

Listens effectively	I don't like conflict and definitely discourages within the team, so if anybody has an issue lets discuss it
Adjusts to changes without...	I am willing to listen to ideas if they are good ones but most people just want to talk when there is work to do.

Manager

Adjusts to changes without...	Be more willing to take risks and embrace change.
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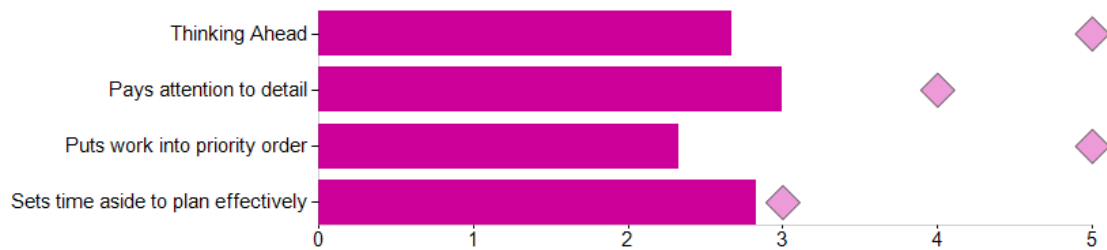
Peer

Recognizes the value of p...	Tom must be willing to listen to other ideas other than his own, we might know a thing or two.
	He needs to be less attached to the traditional way of doing business and listen to our ideas.
Brings conflicts into the...	Tom is very open and holds nothing back when discussing team issues.

Direct Report

Recognizes the value of p...	He needs to be less attached to the traditional way of doing business and listen to our ideas.
Brings conflicts into the...	Needs to be more willing to resolve team conflict

Planning and Organization



Self

Puts work into priority o...	I do set aside time to plan but I believe I know where we are going already, however this can be improved.
Thinking Ahead	I'm a very detailed person and like to know everything about a project.

Manager

Sets time aside to plan e...	I received some complaints about the Global project, I must also state that Tom Smyth has done exceptional work on the other projects. The reason I believe the Global project was less successful was there was no proper planning.
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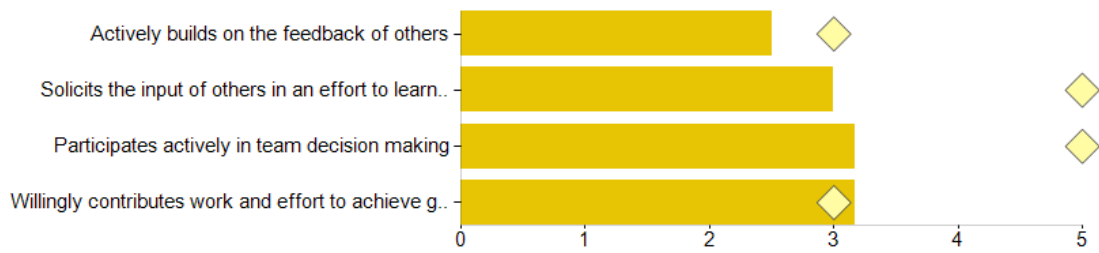
Peer

Puts work into priority o...	The Global project did not go well because Tom did not share his concerns, with us so we were not sure what was what. He needs to learn to communicate.
Thinking Ahead	Tom can be very one dimensional in his thinking, he seldom thinks 'what if.'
Sets time aside to plan e...	Mr Smyth has great ideas in his head, but we need to spend some time planning what the next step is

Direct Report

Sets time aside to plan e...	Mr Smyth has great ideas in his head, but we need to spend some time planning what the next step is
Puts work into priority o...	He does pay attention to detail.

Teamwork



Self

Participates actively in ...	I consider myself to be a team player and try to motivate my team.
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Manager

Willingly contributes wor...	Tom needs to work better within the team. I have had several complaints of him seemingly taking over and having little patience to listen to other ideas.
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Peer

Actively builds on the fe...	Tom needs to learn to listen, plain and simple!
Willingly contributes wor...	He does contribute to team success but only because we are a team, he would do it on his own if he had a choice.
Solicits the input of oth...	Mr. Smyth tries, but need to be more willing to hear other people's ideas.

Direct Report

Solicits the input of oth...	Mr. Smyth tries, but need to be more willing to hear other people's ideas.
Actively builds on the fe...	Be more open to feedback and engage the people in your team more fully

5. Range of Ratings

The following table illustrates the biggest differences in scores for each competency. The Rater ID number enables us to identify the rater whose scores are the highest and whose scores are the lowest.

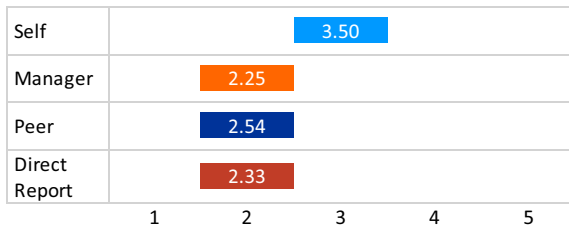
Competency	Highest Rater Score	Lowest Rater Score	Difference in Points
Team Leadership	3.50	1.75	1.75
Character	5.00	3.25	1.75
Interpersonal Skills	4.00	3.00	1.00
Planning and Organization	4.25	2.25	2.00
Teamwork	4.00	2.50	1.50

6. Summary of Competency Range

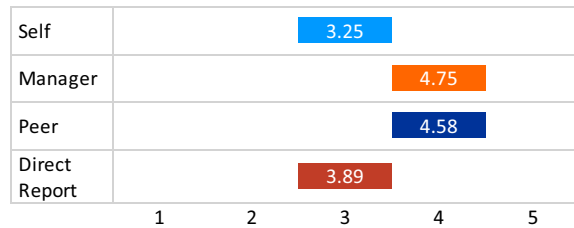
The following charts show you the range of ratings for each competency. The width of the bars indicates the range of scores for each rater type. The numbers within the bars give you the average scores that you received.

Range of Ratings for Each Area of Competence

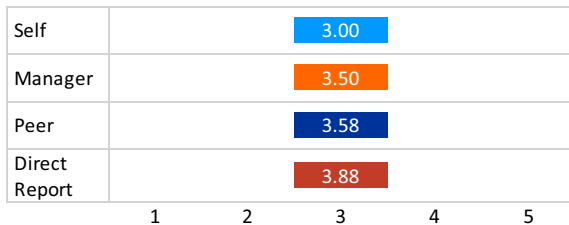
Team Leadership



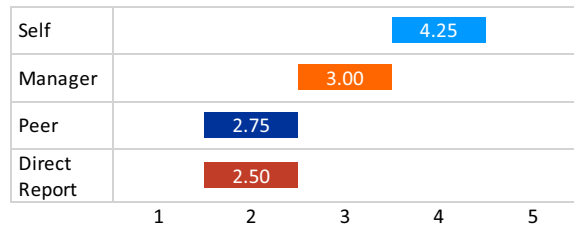
Character



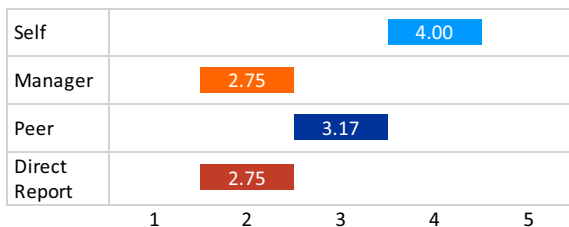
Interpersonal Skills



Planning and Organization



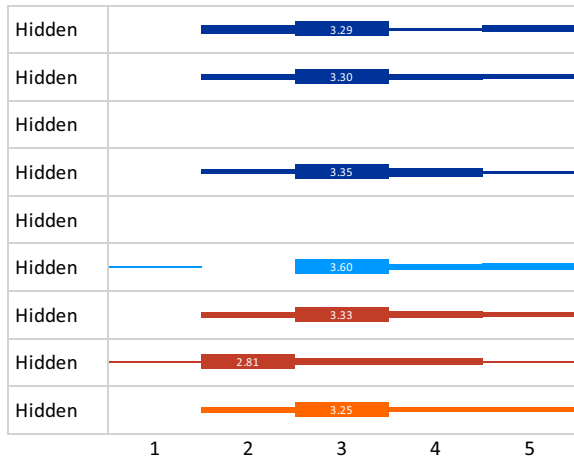
Teamwork



7. Comparison of the scores received from all raters

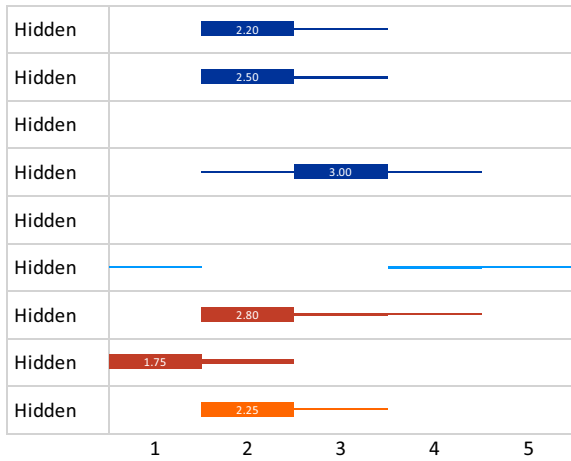
These charts demonstrate the range of opinions which your raters have of you. Your average score is shown as a number within the bars. Each Rater is encoded by an ID number. This is useful for seeing the degree of agreement between Raters of a single relationship (e.g. Do all of your team members rate you higher than your manager?), as well as for revealing when a Rater hasn't tried to differentiate (e.g. by putting the same score for every question as 'neutral').

Competency Summary

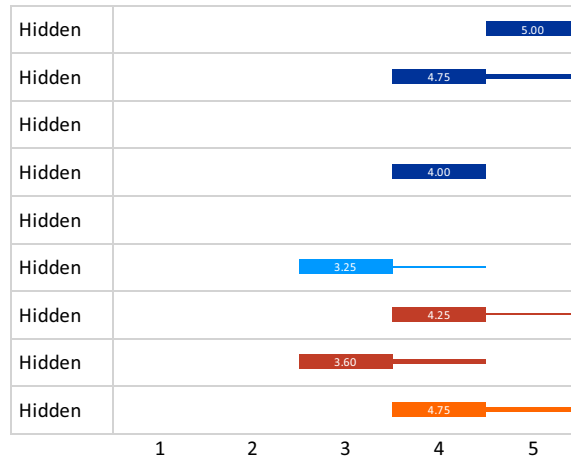


Ratings For Individual Competencies

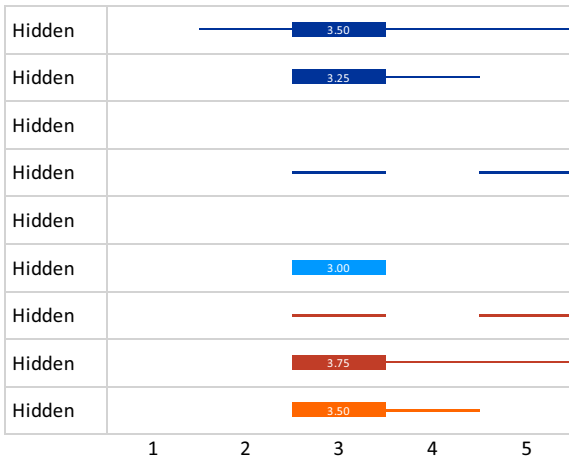
Team Leadership



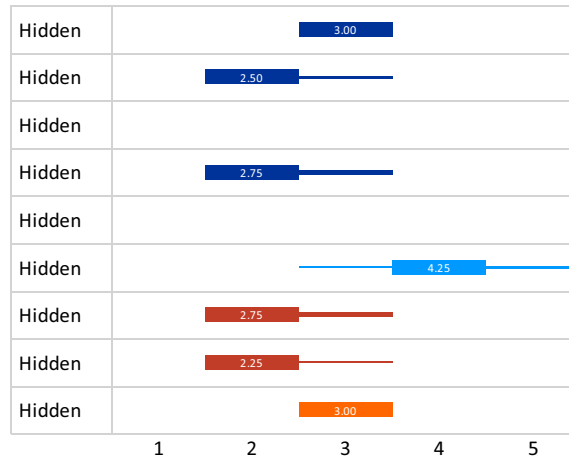
Character



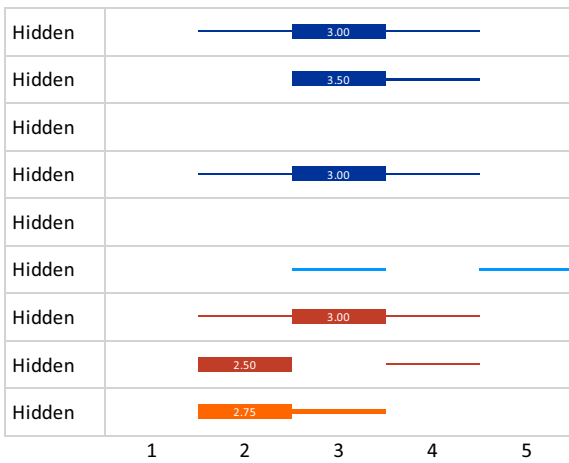
Interpersonal Skills



Planning and Organization



Teamwork



8. Details of highest and lowest rated competencies

This section shows you, your highest and lowest rated competencies. This will help you to identify and reinforce your strong areas and also highlight the areas where you need to improve.

Highest Rated Competencies

Item Text	Rating
Respected by others	4.6
Willing to take a courageous stand	4.5
Avoids negative politicking and hidden agendas	4.3
Brings conflicts into the open for resolution	4.2
Trusts others appropriately	4
Listens effectively	3.8
Recognizes the value of people with different talents and skills	3.5
Adjusts to changes without frustration	3.2
Willingly contributes work and effort to achieve group success	3.2
Participates actively in team decision making	3.2

■ Team Leadership

■ Character

■ Interpersonal Skills

■ Planning and Organization

■ Teamwork

Lowest Rated Competencies

Statement	Raters
Publicizes and rewards individual and team successes	1.9
Clarifies roles, responsibilities, and expectations within the team	2.3
Puts work into priority order	2.3
Actively builds on the feedback of others	2.5
Encourages team members to share best ideas and practices and to help each other	2.7
Thinking Ahead	2.7
Sets time aside to plan effectively	2.8
Pays attention to detail	3
Puts the interests of the team before personal interests	3
Solicits the input of others in an effort to learn something new; understands and appreciates the varying perspectives; is a good listener	3

■ Team Leadership

■ Character

■ Interpersonal Skills

■ Planning and Organization

■ Teamwork

9. Comments from General Questions in Section 1 of the Questionnaire

In this section, your Raters were asked to give specific feedback regarding your performance and behavior in particular work situations.

1. What should Tom start doing or do more of?

Direct Report

- Mr. Smyth should start providing a little more direction, an idea where we're headed. Set more aims and objectives for task.
- Tom should give us an update about our progress on a weekly basis, very brief.

Manager

- Tom needs to be more proactive in his approach, should be more communicative and contact me to ask questions as this will help him to be more productive. E.g. to contact me to run through Business LMS demo.

Peer

- Mr. Smyth should start providing a little more direction, an idea where we're headed. Set more aims and objectives for task.
- Tom needs to share his ideas with us as we do with him so we are on the same page.
- Writing and documenting in reports and emails the results of tests of each analysis would be a good place to start.

Self

- I want to have team briefings with my direct reports before each training session.

2. What does Tom do well and should continue to do?

Direct Report

- Continue to work with us as a team member as well as our leader.
- To continue to support me and to help me understand Business LMS and our other key systems.

Manager

- Tom needs to continue to learn our products e.g. Business LMS he knows our systems and network very well.

Peer

- Continue to work with us as a team member as well as our leader.
- To communicate technical issues that you've discovered so our team functions better.
- To continue to be proactive in demonstrating the strengths of the system and your willingness to share your knowledge.

Self

- I want to continue preparing activities for the learners and set-up exercises on each level.

3. What should Tom stop doing or do less of?

Direct Report

- A little less demanding, not everyone knows the systems as he does. A little patience would be nice.
- Assuming that everyone else is as knowledgeable as himself.

Manager

- Tom needs to stop spending so much time exploring and trying to do it all himself. That's why I am here and the other team members might be able to help also.

Peer

- A little less demanding, not everyone knows the systems as he does. A little patience would be nice.
- Information sometimes may be presented with a tone, or air of superiority that is not appropriate. There are many times when the receiving party may not have the background to understand many of the details without some explanation.
- Tom needs to stop constantly giving frequent directions and vague reasons. To be a little more aware that others aren't always keeping pace with his explanations and knowledge.

Self

- Pressuring my team when there is more time to complete a task.

4. Please select at least 5 keywords that describe Tom best.

academic capable credible detailed energetic productive reflective sincere
succinct technical thoughtful unbiased unusual