

Greenbank 360° Personal Report



David Sample

28/05/2013

Prism 360 Feedback Report

To help you understand and interpret your feedback report correctly, please take a moment to read the notes below.

Feedback-givers were asked to rate a number of statements against the scale below and provide written comments where appropriate. To allow you to understand patterns of feedback, the statements were grouped into a number of headings or "Success Drivers"

Scale

5 = An Outstanding Strength

4 = Strength -Top 25% of performers

3 = Competent - Good Performance

2 = Needs Some Development

1 = Needs Significant Development

The Report:

There are 4 sections in the report:

1. Success Driver Summary

This summary shows the average rating for the statements under each Success Driver provided by feedback-givers.

Your self-rating is also included for comparison

2. Detailed Report

This section contains feedback for each of the statements. This is expressed as an *average* of all feedback-givers (not including self) and then by feedback-giver group (e.g. Manager, Peer etc). To protect confidentiality, with the exception of your Manager, if less than 2 people respond within a group, then their answers are amalgamated into another group.

Above the average bar chart you will see some numbers. This shows the distribution and number of people who gave specific scores

The 'Project Average' score is the average of all participants who are taking part in this survey (eg your colleagues) and whose scores are available

Comments associated with each category of questions are presented exactly as they were originally recorded

3. Highest and Lowest Scoring Statements

This section provides lists the 5 questions that you scored highest and lowest in

4. Initial Observations

This provides an opportunity to write down your first thoughts and reactions to the feedback having read through the report. Try to describe how you feel and think about the content but don't worry about coming to any conclusions at this stage.

5. Taking it Forward

Some suggestions for making use of the feedback beyond the workshop

Interpreting your report:

The following “do’s” and “don’ts” will help you work through the feedback and come to the best conclusions.

“Do”

Read the report a couple of times to get an overall feel for the feedback before going into any specific item in detail.

Ask a friend, partner or trusted colleague to have a look at it and get their thoughts.

Read it, put it down for a day or so and then come back to it. You may notice different things you didn’t spot the first time.

Look for consistent themes in the ratings and comments as these probably relate to patterns of behaviour that others notice.

Pay equal attention to strengths and areas for improvement - enjoy your successes!

Ask yourself if the impact others say you have is the impact you intend.

“Don’t”

Concentrate on or overreact to isolated comments - this will distract you from spotting the more consistent themes.

Ignore or overlook your achievements and successes

Rationalise away any critical feedback - try to understand what may have prompted it even if you can’t agree with or accept it at the time.

Waste too much time trying to work out who gave you which feedback - you could be wrong!

Jump to quick conclusions or make ambitious plans to do lots of things differently - because you probably won’t. Take some time to reflect on the feedback and when you are ready, focus on one or two things to modify or develop

We hope that you find this feedback report constructive and useful. It is intended to help you recognise strengths and focus attention on priorities for development.

Good luck!

Success Driver Summary

Overall Summary

1	2	3	4	5		Score	Proj. Avg
					Average	3.71	3.68
					Self	3.80	3.52

Planning, organising & responsible use of resources

1	2	3	4	5		Score	Proj. Avg
					Average	3.92	3.76
					Self	4.40	3.40

Managing & Developing Performance

1	2	3	4	5		Score	Proj. Avg
					Average	3.61	3.65
					Self	3.20	2.90

Strategic Thinking & Decision Making

1	2	3	4	5		Score	Proj. Avg
					Average	3.64	3.60
					Self	4.20	3.70

Communicating & Influencing

1	2	3	4	5		Score	Proj. Avg
					Average	3.76	3.75
					Self	4.60	4.50

Stakeholder Focus

1	2	3	4	5		Score	Proj. Avg
					Average	3.76	3.68
					Self	4.00	3.60

Building & Managing Relationships

1	2	3	4	5		Score	Proj. Avg
					Average	3.59	3.64
					Self	2.40	3.00

Detailed Report

Planning, organising & responsible use of resources

1-1: Achieves goals within time scales allotted

1	2	3	4	5	Score	N	Proj. Avg	
			6	4				
					Average	4.40	10	4.07
					Self	5.00	1	3.50
					Manager	5.00	1	4.00
					Peer	4.50	4	4.20
					Direct Report	4.20	5	4.00

1-2: Follows through on objectives to ensure successful completion i.e. does not get distracted before project is completed

1	2	3	4	5	Score	N	Proj. Avg	
			7	3				
					Average	4.30	10	4.00
					Self	4.00	1	3.00
					Manager	5.00	1	4.00
					Peer	4.50	4	4.00
					Direct Report	4.00	5	4.00

1-3: Measures the implementation of all projects and learns from it or makes recommendations for future improvements

1	2	3	4	5	Score	N	Proj. Avg	
		3	6	1				
					Average	3.80	10	3.60
					Self	4.00	1	3.00
					Manager	5.00	1	4.00
					Peer	3.50	4	3.20
					Direct Report	3.80	5	3.83

1-4: Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues

1	2	3	4	5	Score	N	Proj. Avg	
	4	2	4					
					Average	3.00	10	3.13
					Self	5.00	1	4.00
					Manager	4.00	1	4.50
					Peer	2.75	4	2.80
					Direct Report	3.00	5	3.17

1-5: Leads initiatives to identify and deliver efficiencies across the company

1	2	3	4	5	Score	N	Proj. Avg	
		2	5	3				
					Average	4.10	10	4.00
					Self	4.00	1	3.50
					Manager	5.00	1	4.50
					Peer	4.00	4	3.80
					Direct Report	4.00	5	4.00

1-6: What does this person do well, that you would like them to continue doing?

- David is always volunteering for new responsibilities
- David is prepared to put his hand up and lead initiatives
- David delivers results. Simple...
- Keep his team delivering
- David always seems to be concerned with timescales
- David is a great long-term planner
- David is very task focused and gets results
- David is seen as somebody who delivers on time
- David is a good 'big picture' planner - charts on the wall are a good example of that

1-7: What would you like this person to do differently?

- *Take a step back and review resources before committing to timescales. Not everybody enjoys working in the evenings and weekends to hit deadlines*
- *I wonder if all his team feel involved. My hunch is that he is not a great delegater...*
- *Maybe occasionally there is a bit of collateral damage that other have to pick up (disgruntled peers especially)*
- *Be aware of the pressure he puts the team under when he promises short timescales*
- *Sometimes he naturally leaves the detail for others to pick up, without making this clear....*
- *Involve others a bit more*
- *Some of us would probably be more effective for him if we felt more part of the team*
- *Not a problem for me - but I suspect that some team members might have the need for a bit more 'this is how we are going to make it work in detail'*

Managing & Developing Performance

2-1: Motivates and inspires others to perform to their best

1	2	3	4	5	Score	N	Proj. Avg	
	1	1	7	1				
					Average	3.80	10	3.80
					Self	1.00	1	2.00
					Manager	5.00	1	4.50
					Peer	3.75	4	3.80
					Direct Report	3.60	5	3.67

2-2: Translates strategy into performance targets and communicates what is expected from individuals or teams

1	2	3	4	5	Score	N	Proj. Avg	
		1	6	3				
					Average	4.20	10	4.07
					Self	1.00	1	1.50
					Manager	4.00	1	4.00
					Peer	3.75	4	3.60
					Direct Report	4.60	5	4.50






2-3: Is not afraid to tackle performance issues or conflict in a timely and respectful manner

1	2	3	4	5	Score	N	Proj. Avg	
		1	8	1				
					Average	4.00	10	3.87
					Self	5.00	1	3.50
					Manager	4.00	1	3.50
					Peer	4.00	4	3.80
					Direct Report	4.00	5	4.00

2-4: Finds opportunities to actively coach others and support their development

1	2	3	4	5	Score	N	Proj. Avg	
2	1	7						
					Average	2.50	10	2.87
					Self	4.00	1	3.50
					Manager	3.00	1	3.50
					Peer	2.75	4	3.20
					Direct Report	2.20	5	2.50

2-5: Clarifies ambiguous problems, questioning assumptions to reach a fuller understanding

1	2	3	4	5	Score	N	Proj. Avg	
	1	2	6					
					Average	3.56	9	3.64
					Self	5.00	1	4.00
					Manager	4.00	1	4.00
					Peer	3.75	4	3.60
					Direct Report	3.25	4	3.40

2-6: What does this person do well, that you would like them to continue doing?

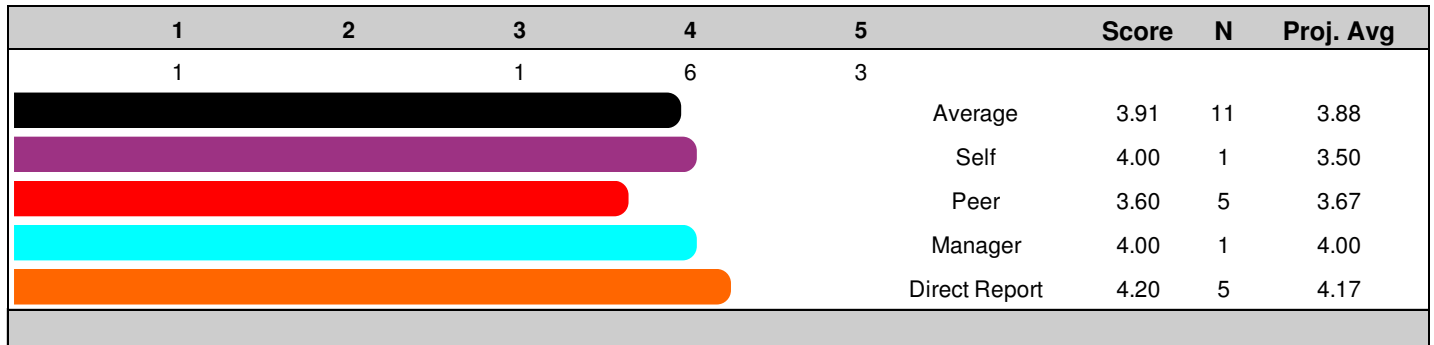
- Unlike some managers, David is prepared to have tough conversations with members of his team - or peers if they are not performing in his veiw
- David is 'Mr Performance' - I imagine his team are very clear what is expected of them
- Performance is important to David - just see the graphs on his wall! I always know how well his team is doing
- Drive his team to deliver - they are a key group for our success going forward
- David is the most motivational manager I have ever had - he is a really powerful communicator
- Clearly communicates to us what is expected
- Sometimes managers don't make it clear what is expected of their team. David definitely isn't like this - we all know what we need to do to be successful.

2-7: What would you like this person to do differently?

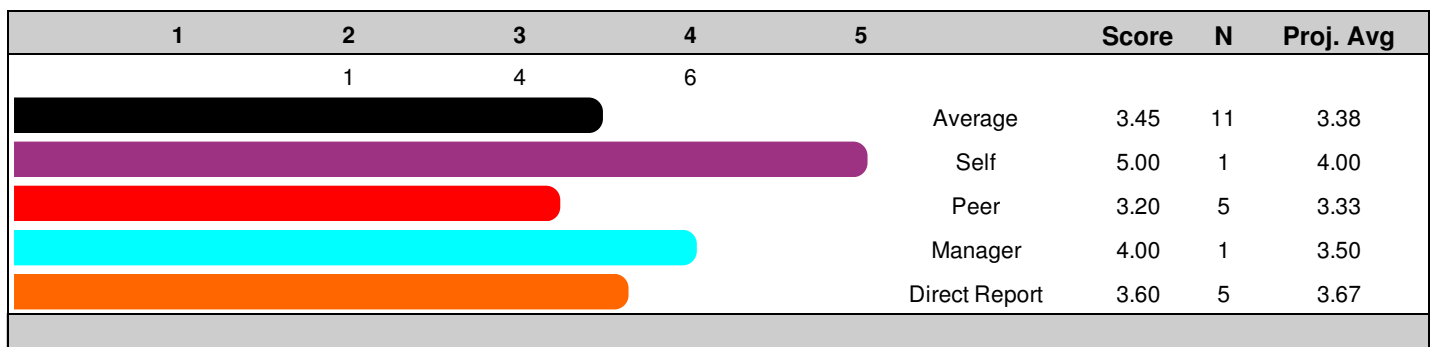
- He probably needs to realise that 'different strokes for different folks' might be more effective. We are not all the same as he is.
- I've not seen him coach his people (although he may do) Certainly he doesn't coach his peers in the management team
- I wonder if occasionally there might be some lip service paid by his team - do they want to challenge him?
- Make sure all his team are fully performing - there are one or two stars, but we need them all to be delivering 100%
- I'd love to learn more from him and don't always get enough 'David-time'
- It would be good to get more 1-1 time with David to learn from his experience - I am not convinced that my development is front of his mind
- I have never had a 1-1 coaching discussion with him. That would be nice.
- I get quite a lot of time with him, but I'm not sure he sees coaching as a big part of his role

Strategic Thinking & Decision Making

3-1: Helps others understand the companies vision and objectives so that they can translate them into practical and tangible work plans



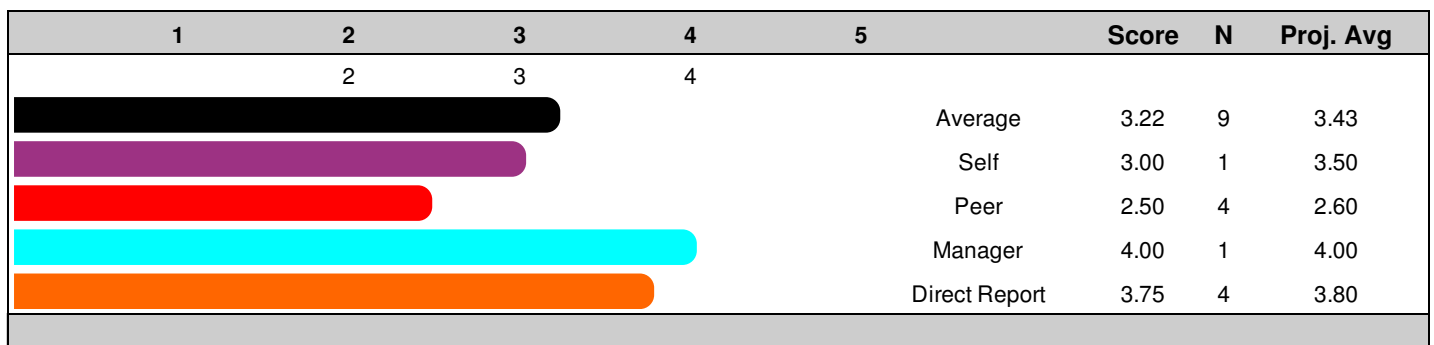
3-2: Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities








3-3: Delivers short-term goals whilst ensuring that strategic long-term objectives are being met



3-4: Analyses organisational risks associated with decisions, including those with long term impacts, before committing to action



3-5: Willing to take timely decisions in their own area of expertise, take appropriate risks and learn from experience

1	2	3	4	5		Score	N	Proj. Avg	
		2	5	4					
						Average	4.18	11	4.00
						Self	5.00	1	4.00
						Peer	4.00	5	3.83
						Manager	5.00	1	4.50
						Direct Report	4.20	5	4.17

3-6: What does this person do well, that you would like them to continue doing?

- I enjoy listening to David's thoughts and presentations - he seems to have a good long term view
- His senior level contacts means that he is well placed to understand the companies vision - he seems to have the inside track...
- Take risks and be prepared to stand up and be counted
- David always knows what is going on and can deliver a great big picture vision
- David likes to keep us up to date with company strategy and our place in this
- David is a natural strategic thinker - I always know what the long-term aims of the organisation is because he tells me at our team meetings
- David is happy taking risks and making decisions
- David clearly knows what is going on in the company
- David is always very prepared to stand up and be counted.

3-7: What would you like this person to do differently?

- I think this is a big strength of David's - maybe the details can get lost sometimes, but this is nit-picking
- David can be very big picture and forgets that some people need the detail...this has led, in my view, to the wrong decisions being made
- His big picture thinking needs an element of detail at times - maybe he could work more closely with finance here?
- Realise that we want to know some practical steps so we can help him better
- I'm not sure that our teams views then influence the companies strategy like it should...
- Maybe think a bit more about the long term impact on people of big decisions
- Its not always clear what it means for us - particularly the important detail on how changes affect us personally
- He can take too many things on at time

Communicating & Influencing

4-1: Communicates complex ideas clearly and persuasively

1	2	3	4	5	Score	N	Proj. Avg	
			7	4				
					Average	4.36	11	4.12
					Self	5.00	1	5.00
					Peer	4.60	5	4.33
					Manager	5.00	1	4.33
					Direct Report	4.00	5	4.00

4-2: Is comfortable facilitating group events, chairing and presenting in meetings

1	2	3	4	5	Score	N	Proj. Avg	
			4	7				
					Average	4.64	11	4.35
					Self	4.00	1	4.00
					Peer	4.80	5	4.50
					Manager	5.00	1	4.33
					Direct Report	4.40	5	4.33






4-3: Adapts their influencing style to meet the needs of different stakeholders and different situations

1	2	3	4	5	Score	N	Proj. Avg	
	1	5	4					
					Average	3.30	10	3.44
					Self	5.00	1	4.50
					Manager	4.00	1	3.33
					Peer	3.25	4	3.40
					Direct Report	3.20	5	3.50

4-4: Constructively challenges the standard approaches and finds improved processes to get work done

1	2	3	4	5	Score	N	Proj. Avg	
		1	9					
					Average	3.90	10	3.88
					Self	4.00	1	4.50
					Manager	4.00	1	4.00
					Peer	4.00	4	3.80
					Direct Report	3.80	5	3.83

4-5: Willing to consider the views of others - open to influence

1	2	3	4	5		Score	N	Proj. Avg	
	6	2	2						
						Average	2.60	10	2.94
						Self	5.00	1	4.50
						Manager	4.00	1	3.33
						Peer	2.00	4	2.60
						Direct Report	2.80	5	3.17

4-6: What does this person do well, that you would like them to continue doing?

- *David is very good in front of an audience*
- *I've learned a lot from David's clear, powerful communication style*
- *David is a natural facilitator - confident, powerful, articulate*
- *Clear, powerful voice and talks as though he expects to get his own way all the time*
- *David is a wonderful communicator - I could listen to his voice for hours!*
- *David is a good leader of meetings and communicates very powerfully*
- *David is the best presenter I have ever seen*
- *Keep finding opportunities to speak in front of groups - a major strength*

4-7: What would you like this person to do differently?

- *Sometimes he might get a bit carried away with his own message...*
- *Relax a bit more and be prepared to change his mind!*
- *I have noticed a couple of occasions where he makes his mind up early and then seems to want to 'sell' his idea, rather than listen and adapt his views*
- *Actively learn from his more junior colleagues*
- *Actively use other peoples information - not all the views need to be his!*
- *I have never been able to change his view on anything - perhaps this is my failing, but I have given up!*
- *Nothing much - maybe he can be a little '1-way' at times in his communication*

Stakeholder Focus

5-1: Understands the needs and drivers of others and how their work impacts them

1	2	3	4	5	Score	N	Proj. Avg	
	1	3	7					
					Average	3.55	11	3.59
					Self	4.00	1	2.50
					Peer	3.40	5	3.50
					Manager	4.00	1	3.33
					Direct Report	3.60	5	3.67

5-2: Involves senior stakeholders early in decisions that affects them

1	2	3	4	5	Score	N	Proj. Avg	
		1	5	5				
					Average	4.36	11	4.12
					Self	4.00	1	3.50
					Peer	4.40	5	4.17
					Manager	5.00	1	4.33
					Direct Report	4.20	5	4.17






5-3: Manages stakeholder expectations, so they are high but realistic

1	2	3	4	5	Score	N	Proj. Avg	
		2	6	2				
					Average	4.00	10	3.69
					Self	5.00	1	4.50
					Peer	3.60	5	3.50
					Manager	5.00	1	3.33
					Direct Report	4.25	4	4.20

5-4: Spots new trends, potential problems and opportunities early

1	2	3	4	5	Score	N	Proj. Avg	
		3	6	2				
					Average	3.91	11	3.76
					Self	3.00	1	3.50
					Peer	3.60	5	3.50
					Manager	5.00	1	4.00
					Direct Report	4.00	5	4.17

5-5: Listens actively to and acknowledges others' views and opinions

1	2	3	4	5	Score	N	Proj. Avg	
2	1	4	3	1				
					Average	3.00	11	3.24
					Self	4.00	1	4.00
					Peer	2.80	5	3.17
					Manager	4.00	1	3.00
					Direct Report	3.00	5	3.17

5-6: What does this person do well, that you would like them to continue doing?

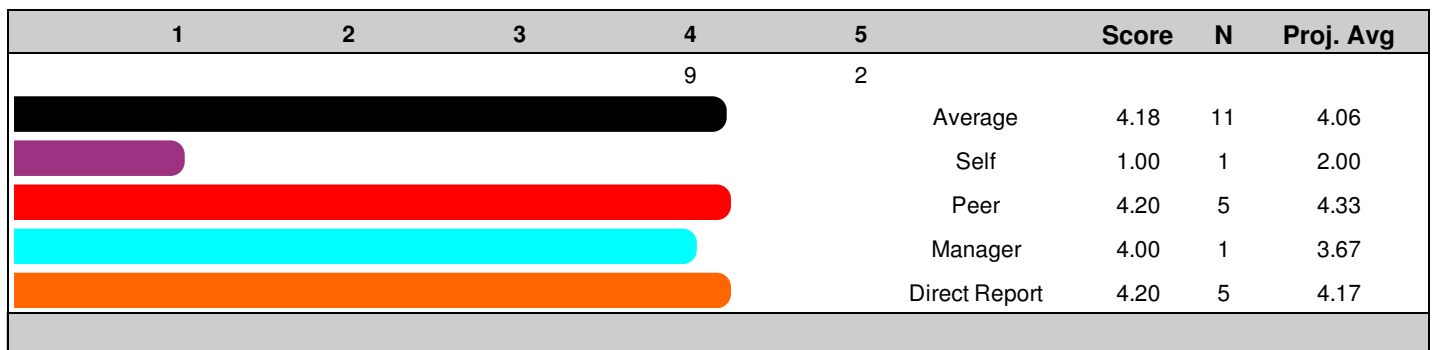
- David understands the power and politics
- He focuses a lot on senior people, with real results
- David is very good at positioning himself as an 'equal' when conversing with senior stakeholders
- As mentioned before - David is 100% focused on stakeholder relationships and has great charisma
- This is a major strength - he seems to manage to get senior people on side very quickly
- David is a political expert and if this could be used to help his team more that would be a major strength
- David always values my ideas

5-7: What would you like this person to do differently?

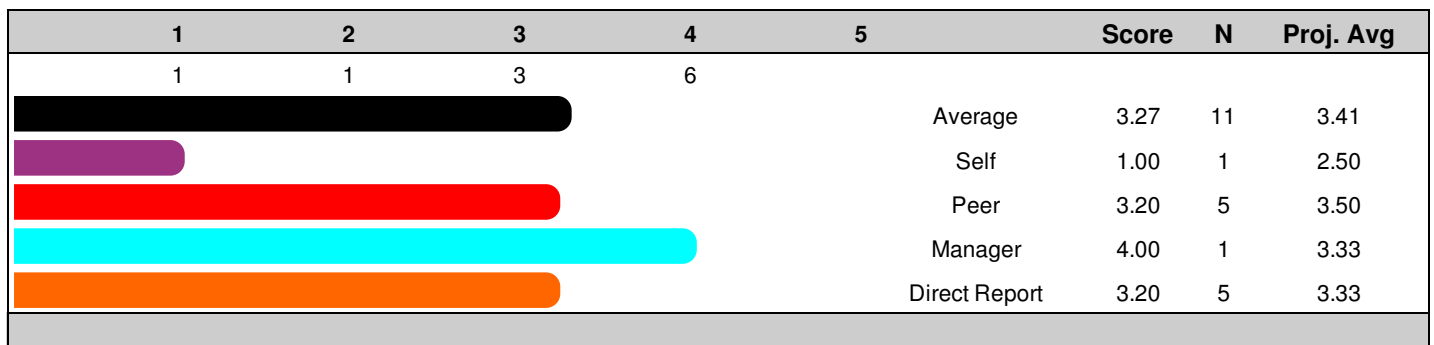
- Recognise that not everybody is as driven as he is
- Some of his quieter peers may not get their views listened to
- I'm not convinced that he really wants to know the needs of more junior colleagues. This is OK perhaps in the short term - but he might want a favour from them in the future...
- Nothing - anybody who David considers to be a stakeholder seems to get a lot of attention!
- Listen to other people a bit more
- Stop saying that his team are important when his main focus is clearly upwards...
- Nothing

Building & Managing Relationships

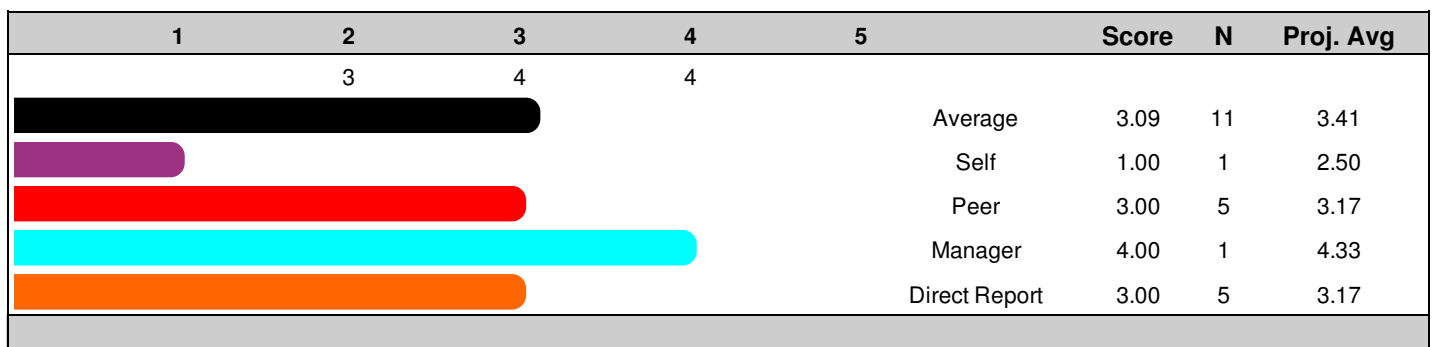
6-1: Develops and maintains good 1 to 1 relationships with key partners and stakeholders



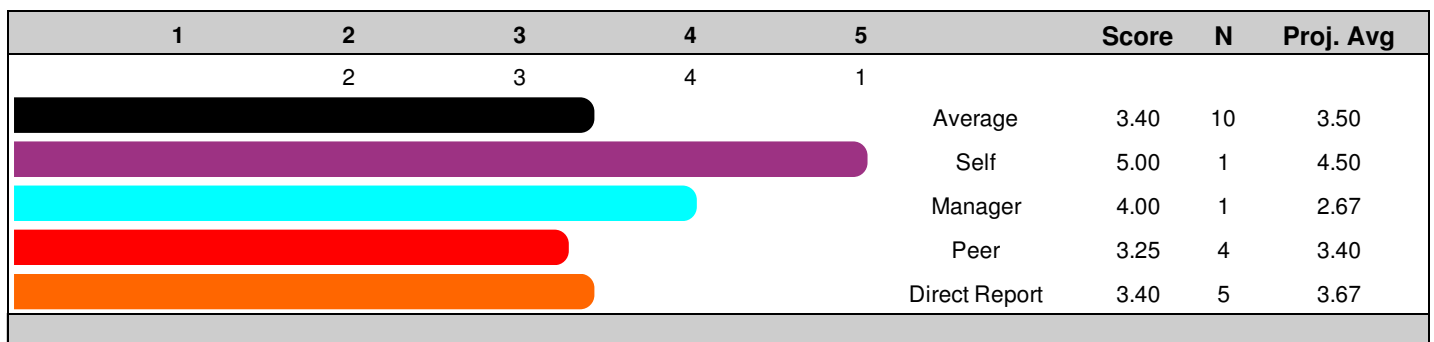
6-2: Acts with honesty and integrity and builds rapport and trust








6-3: Balances 'getting results' with a concern for others' needs



6-4: Delegates authority and responsibility for a piece of work and only intervenes when called upon to do so



6-5: Is not afraid to tackle performance issues or conflict in a timely and respectful manner

1	2	3	4	5		Score	N	Proj. Avg	
		2	7	2					
						Average	4.00	11	3.82
						Self	4.00	1	3.50
						Peer	3.80	5	3.67
						Manager	5.00	1	3.67
						Direct Report	4.00	5	4.17

6-6: What does this person do well, that you would like them to continue doing?

- *swfwsgfsdfgsdggd*
- *Keep up the networking*
- *David is a stimulating colleague to work with and I enjoy our meetings together*
- *David seems to me a good people person - I have certainly learned a lot from watching him in action*
- *David seems to get the trust of senior stakeholders*
- *David has a good external focus, particularly with senior stakeholders and internal directors*
- *He is very good at extending his network of relationship outside of the team*
- *I have learned a lot from working for David in this area. His a consummate 'salesperson'*

6-7: What would you like this person to do differently?

- *sfgsdgsd egfergewgewr*
- *David doesn't seem to like delegating*
- *I occasionally feel as though topics need to be on David's own agenda for him to give them time...*
- *Not sure - maybe he doesn't adapt his style as much as some would like. I get the feeling he has a rather 'take me as I am' approach.*
- *Be aware that relationship building includes people more junior than him...*
- *Trust his team a bit more - we have some good people in his group!*
- *Delegate more and realise that its his team that are allowing him to be so successful*
- *Nothing really - hard to see what could be improved upon*

Highest Scoring Statements

4-2: Is comfortable facilitating group events, chairing and presenting in meetings

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	4.64	11	4.35

1-1: Achieves goals within time scales allotted

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	4.40	10	4.07

4-1: Communicates complex ideas clearly and persuasively

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	4.36	11	4.12

5-2: Involves senior stakeholders early in decisions that affects them

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	4.36	11	4.12

1-2: Follows through on objectives to ensure successful completion i.e. does not get distracted before project is completed

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	4.30	10	4.00

Lowest Scoring Statements

2-4: Finds opportunities to actively coach others and support their development

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	2.50	10	2.87

4-5: Willing to consider the views of others - open to influence

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	2.60	10	2.94

5-5: Listens actively to and acknowledges others' views and opinions

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	3.00	11	3.24

1-4: Seeks and incorporates diverse perspectives to help produce workable strategies to address complex issues

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	3.00	10	3.13

6-3: Balances 'getting results' with a concern for others' needs

1	2	3	4	5	Score	N	Proj. Avg	
[Redacted]					Average	3.09	11	3.41

Initial Observations

What are you PLEASED to see in the report?

What are you SURPRISED to see in the report?

What are the main themes emerging from your feedback?

What, specifically, do you want to act on?

