Alex Smith

Your feedback report and personal development plan

August 2022

Your results — Pages 2-8

Your personal development plan — Pages 9-10

Appendix: Detailed results — Pages 11-20

Your results

This report brings together feedback given by:

Your view	1 response
Direct manager	1 response
Peers	3 responses
Direct reports	3 responses

Summary of top strengths and areas to improve

The goal of 360° Feedback is for you to use the feedback for your personal development, to help you grow and achieve more in your career.

You were given feedback on 30 different areas. We recommend that you focus on your top strengths and areas to improve, listed below.

Your top 5 strengths

1. Motivating and inspiring
2. Identifying development needs
3. Delegating
4. Communicating clearly
5. Building networks

Each person gave you a score (out of 5) for your current performance for each of the areas in the assessment. Your top 5 strengths are the areas for which, on average, you were given the highest scores.

Your top 5 areas to improve

1. Seeking feedback
2. Improving performance
3. Demonstrating self-development
4. Handling disagreement
5. Developing strategy

These are the areas for which you were given the lowest scores for your current performance. You should review these with your manager or coach to identify which areas you want to prioritise improving.

Your top strengths

"Playing to your strengths" is a great way to improve your performance. When you know what your strengths are, you can look at ways of making better use of them, and consider developing them further.

Your colleagues rated the areas below as your top strengths. Review whether you understand and agree with your colleagues, or if there are any surprises to discuss with your manager.

How different groups rated your top strengths

Different groups of colleagues may have different views on where your top strengths are. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average score for current performance.

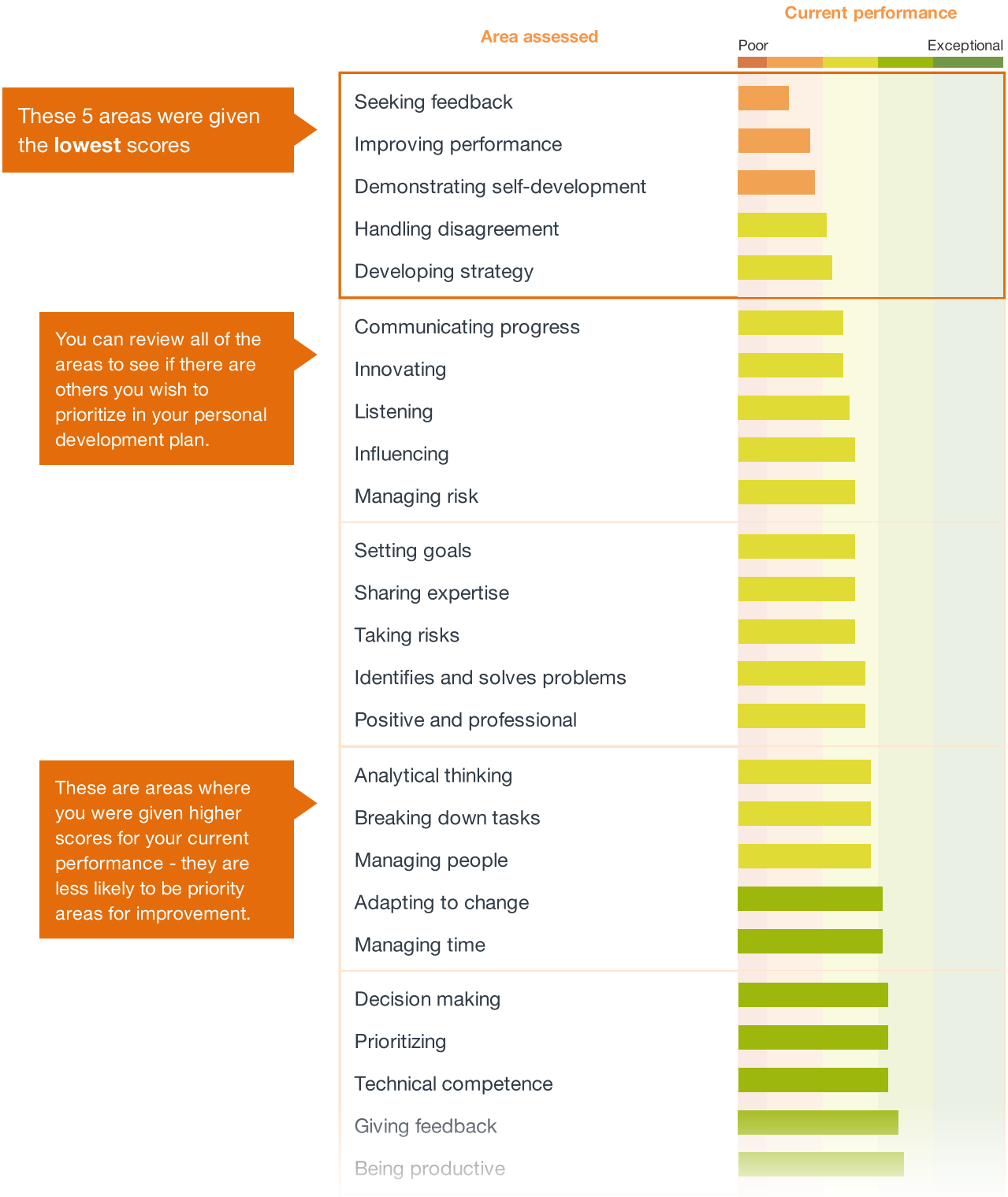
Note: We do not include your view when calculating this average

Area assessed	Current performance (average) Poor – Exceptional	Your view	Direct manager	Peers	Direct reports
Motivating and inspiring		Very good	Exceptional	Very good	Very good
Identifying development needs		Very good	Very good	Very good	Very good
Delegating		Good	Exceptional	Very good	Good
Communicating clearly		Exceptional	Exceptional	Very good	Good
Building networks		Very good	Very good	Very good	Very good
Being productive		Very good	Very good	Very good	Very good
Giving feedback		Exceptional	Exceptional	Very good	Good
Technical competence		Very good	Very good	Very good	Good
Prioritizing		Good	Very good	Very good	Good
Decision making		Very good	Very good	Very good	Good
Managing time		Good	Very good	Very good	Good
Adapting to change		Very good	Very good	Very good	Good
Managing people		Exceptional	Exceptional	Very good	OK
Breaking down tasks		Very good	Exceptional	Very good	OK
Analytical thinking		Very good	Very good	Very good	OK
Positive and professional		Very good	Very good	Good	Good
Identifies and solves problems		Very good	Very good	Good	Good
Taking risks		Good	Good	Good	Good
Sharing expertise		Good	Good	Good	Good
Setting goals		Very good	Very good	Very good	OK
Managing risk		Very good	Very good	Good	Good
Influencing		Very good	Good	Good	Good
Listening		Exceptional	Good	Very good	OK
Innovating		Good	Good	Good	OK
Communicating progress		Good	Very good	OK	Good

Your top areas to improve

Your colleagues were asked to rate your current performance in 30 different areas. The areas that your colleagues gave the lowest scores are shown below.

Review if you agree with the areas below, or if there are any surprises to discuss with your manager. You may wish to tackle one or more of these areas in your personal development plan.



How different groups rated your top areas to improve

Different groups of colleagues may have different views on which areas need most improvement. This can help to explain why certain areas have come out top, and why others have not.

Compare the views below and think about why there are differences.

This column shows the average score for current performance.

Note: We do not include your view when calculating this average

Area assessed	Current performance (average) Poor – Exceptional	Your view	Direct manager	Peers	Direct reports
Seeking feedback		OK	Good	OK	Poor
Improving performance		Very good	Good	OK	OK
Demonstrating self-development		Good	Good	Good	OK
Handling disagreement		Very good	Good	Good	OK
Developing strategy		OK	Good	Good	OK
Communicating progress		Good	Very good	OK	Good
Innovating		Good	Good	Good	OK
Listening		Exceptional	Good	Very good	OK
Influencing		Very good	Good	Good	Good
Managing risk		Very good	Very good	Good	Good
Setting goals		Very good	Very good	Very good	OK
Sharing expertise		Good	Good	Good	Good
Taking risks		Good	Good	Good	Good
Identifies and solves problems		Very good	Very good	Good	Good
Positive and professional		Very good	Very good	Good	Good
Analytical thinking		Very good	Very good	Very good	OK
Breaking down tasks		Very good	Exceptional	Very good	OK
Managing people		Exceptional	Exceptional	Very good	OK
Adapting to change		Very good	Very good	Very good	Good
Managing time		Good	Very good	Very good	Good
Decision making		Very good	Very good	Very good	Good
Prioritizing		Good	Very good	Very good	Good
Technical competence		Very good	Very good	Very good	Good
Giving feedback		Exceptional	Exceptional	Very good	Good
Being productive		Very good	Very good	Very good	Very good

What people said about you

We asked respondents to summarize and provide examples of your top strengths and areas to improve.

If there's anything you aren't clear on, you can also review the detailed results in the appendix, and consider including a task in your personal development plan to get more feedback.

What are this person's 3 biggest strengths, and how should they build on these?

Your view	Communicating, managing others and driving process improvements
Direct manager	You've got a great attitude — always looking to develop yourself and others, and generally helping to motivate those around you. Keep it up!
Peers	Both me and my team have felt the benefit of your coaching. More from you would be great for us!
	You're always quick with an answer that would take me much longer to come up with... it makes you properly inspiring to work with!
Direct reports	Generally good, I know you want to take the strategy course and think it'll be really useful to supporting the team
	Despite some areas noted above, Alex is generally good fun to work for.

Which 3 areas need the most improvement, and why? (Provide examples if possible)

Your view	Time management - I need to realistic about how long things take and then manage the time (and reassess if tasks are taking longer than expected). I'd also like to build my leadership skills - perhaps taking the strategy course.
Direct manager	Be sure to seek feedback from others — particularly your direct reports — early and often!
Peers	Focus on improving the communications - they're sometimes great but when they are unclear they can lead to time wasted
	Would be good to see you seize chances to develop your team more ... I think they could really thrive under you with the right encouragement.
Direct reports	We should try to work more collaboratively towards setting the teams direction and working towards it. It'd be great to invite more input from us.
	We had the problem earlier in the year that was sorted out, and looks like you've learnt from it, but continue to make sure tasks are broken down the team understand the direction you want us to take!

Do you have any other comments?

Your view	Big thanks for all your support this year so far, I'm very keen to take some more feedback on board and get toward making real progress the benefit of me and the team
Direct manager	Good job this year!
Peers	I definitely know your potential is massive... so just keep moving forward :)
Direct reports	I'm interested to get some of the things I've mentioned addressed so we can operate in a more unified way going forward, because everyone can see you have great potential in charge of this team!

Your personal development plan

This personal development plan is for you to fill in, either on your own or with your line manager. It is recommended that you focus on 3-5 areas to improve:

- You can use the summary of results to identify the areas where improvement is most needed
- The detailed results in the appendix provide more detail where necessary
- You should aim to end up with a clear list of actions that you will take to improve your performance

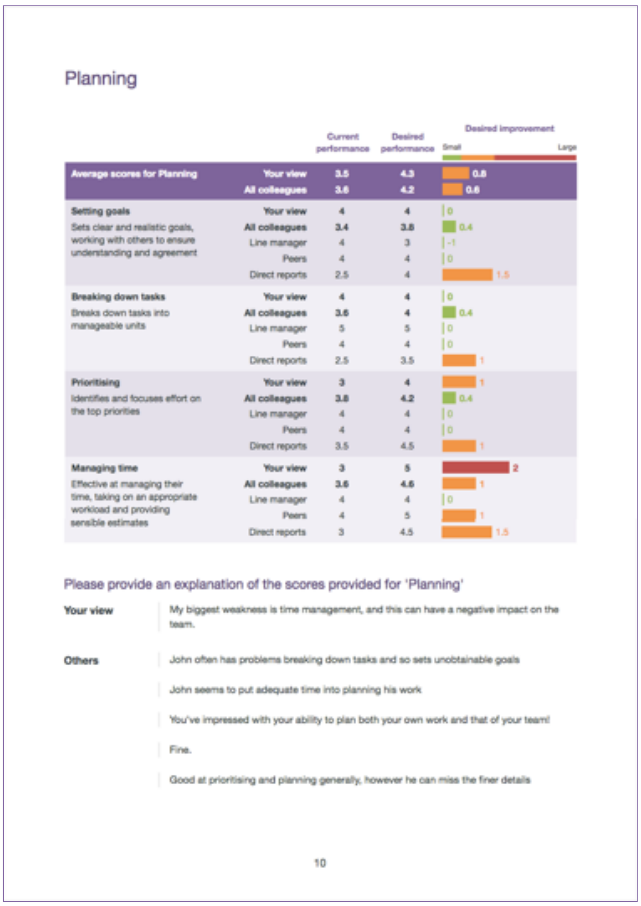
Area to improve	Current performance	Target performance	Action(s) to take	How and when I will measure success
e.g. *Improve my written communications to my direct reports (as unclear emails etc. are costing the whole team time!)*	*e.g.* *Inconsistent – sometimes my emails are rushed and unclear.*	*e.g.* *Consistently clear, concise emails (and other documents)*	*e.g.* *I will focus on reviewing my emails before sending, and I'll also take the document writing course our company offers*	*e.g.* *In one month: Check that my direct reports are happier with my emails!* *Next year: Ensure that it is not highlighted as an area improvement in next year's 360!*

Area to improve	Current performance	Target performance	Action(s) to take	How and when I will measure success

Appendix: Detailed results

The detailed results give you a complete breakdown of the feedback given about you. To find feedback on specific areas, use the index located at the end of this report.

The feedback is grouped into 8 sections



Planning

		Current performance	Desired performance	Desired improvement (Small – Large)
Average scores for Planning	**Your view**	**3.5**	**4.3**	0.8
	All colleagues	**3.6**	**4.2**	0.6
Setting goals	**Your view**	4	4	0
Sets clear and realistic goals, working with others to ensure understanding and agreement	**All colleagues**	**3.4**	**3.8**	0.4
	Line manager	4	3	-1
	Peers	4	4	0
	Direct reports	2.5	4	1.5
Breaking down tasks	**Your view**	4	4	0
Breaks down tasks into manageable units	**All colleagues**	**3.6**	**4**	0.4
	Line manager	5	5	0
	Peers	4	4	0
	Direct reports	2.5	3.5	1
Prioritising	**Your view**	3	4	1
Identifies and focuses effort on the top priorities	**All colleagues**	**3.8**	**4.2**	0.4
	Line manager	4	4	0
	Peers	4	4	0
	Direct reports	3.5	4.5	1
Managing time	**Your view**	3	5	2
Effective at managing their time, taking on an appropriate workload and providing sensible estimates	**All colleagues**	**3.6**	**4.6**	1
	Line manager	4	4	0
	Peers	4	5	1
	Direct reports	3	4.5	1.5

Please provide an explanation of the scores provided for 'Planning'

Your view	My biggest weakness is time management, and this can have a negative impact on the team.
Others	John often has problems breaking down tasks and so sets unobtainable goals
	John seems to put adequate time into planning his work
	You've impressed with your ability to plan both your own work and that of your team!
	Fine.
	Good at prioritising and planning generally, however he can miss the finer details

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At the top of each section, you'll see the scores provided

If the section included text-based questions, the answers to those questions are shown below.

What do the scores mean?

For each area, each person gave you a score out of 5 for your current performance. The meaning of each score is shown in the scale below:

1	2	3	4	5
Poor	OK	Good	Very good	Exceptional

Planning

Average scores for Planning		
	Your view	**3.5**
	All colleagues	**3.5**
Setting goals Sets clear and realistic goals, working with others to ensure understanding and agreement	**Your view**	**4**
	All colleagues	3.1
	Direct manager	4
	Peers	4
	Direct reports	2
Breaking down tasks Breaks down tasks into manageable units	**Your view**	**4**
	All colleagues	3.4
	Direct manager	5
	Peers	4
	Direct reports	2.3
Prioritizing Identifies and focuses effort on the top priorities	**Your view**	3
	All colleagues	**3.7**
	Direct manager	4
	Peers	4
	Direct reports	3.3
Managing time Effective at managing their time, taking on an appropriate workload and providing sensible estimates	**Your view**	3
	All colleagues	**3.6**
	Direct manager	4
	Peers	4
	Direct reports	3

Please provide an explanation of the scores provided for 'Planning'

Your view	My biggest weakness is time management, and this can have a negative impact on the team.
Direct manager	You've impressed with your ability to plan both your own work and that of your team!
Peers	Alex seems to put adequate time into planning his work
	I think you're a strong planner and it sets a brilliant example for other team leaders
Direct reports	Alex often has problems breaking down tasks and so sets unobtainable goals
	Good at prioritizing and planning generally, however he can miss the finer details

Delivering

Average scores for Delivering		
	Your view	**3.8**
	All colleagues	**3.5**
Being productive Productive both when working alone and in groups	**Your view**	**4**
	All colleagues	**4**
	Direct manager	4
	Peers	4
	Direct reports	4
Communicating progress Communicates progress and highlights any issues or changes to the plan early	**Your view**	**3**
	All colleagues	**2.9**
	Direct manager	4
	Peers	2.3
	Direct reports	3
Identifies and solves problems Effective at identifying problems, breaking these down and proposing solutions	**Your view**	**4**
	All colleagues	**3.3**
	Direct manager	4
	Peers	3.3
	Direct reports	3
Technical competence Technically competent - able to produce quality work and support others as expected of their role	**Your view**	**4**
	All colleagues	**3.7**
	Direct manager	4
	Peers	4
	Direct reports	3.3

Please provide an explanation of the scores provided for 'Delivering'

Your view

Generally OK I think, but I could improve how I communicate progress to the team (- this was raised an issue and discussed with the team, I'm working to improve it)

Direct manager

All work packages have been delivered on time.

Peers

Alex's productivity is good, but weakened by inconsistant communications (e.g. unclear emails and presentations)

Direct reports

Alex is productive - though sometimes doesn't understand the technical aspects of my work

Really productive and always ensures that our team has good visibility of the wider team

Analysis and decision making

Average scores for Analysis and decision making		
	Your view	**3.8**
	All colleagues	**3.4**
Analytical thinking Delivers clear analysis that leads to logical, informed and objective decisions	**Your view**	**4**
	All colleagues	**3.4**
	Direct manager	4
	Peers	4.3
	Direct reports	2.3
Decision making Makes good decisions using the information available and an appropriate amount of further research	**Your view**	**4**
	All colleagues	**3.7**
	Direct manager	4
	Peers	4
	Direct reports	3.3
Adapting to change Embraces opportunities to change where beneficial to the team/organization	**Your view**	**4**
	All colleagues	**3.6**
	Direct manager	4
	Peers	4
	Direct reports	3
Innovating Identifies and considers innovative solutions where appropriate	**Your view**	**3**
	All colleagues	**2.9**
	Direct manager	3
	Peers	3.3
	Direct reports	2.3

Please provide an explanation of the scores provided for 'Analysis and decision making'

Your view

I think I'm strong here overall. (Innovating is less important to my role)

Direct manager

Strong on all accounts.

Peers

Alex displays good analytical thinking.

Direct reports

We've had some challenges this year which I feel Alex was late to identify and address.

For example, identifying that we weren't going to hit our January release date and identifying why. If we'd delved into this earlier, we could have released on time.

Generally a strong area

Communication

Average scores for Communication		
	Your view	**4.7**
	All colleagues	**3.4**
Listening Good at listening and making sure they understand others	**Your view**	**5**
	All colleagues	**3**
	Direct manager	3
	Peers	4
	Direct reports	2
Communicating clearly Communicates views, ideas and questions clearly and concisely (both verbally and in written communications)	**Your view**	**5**
	All colleagues	**4**
	Direct manager	5
	Peers	4.3
	Direct reports	3.3
Positive and professional Makes a positive and professional impression	**Your view**	**4**
	All colleagues	**3.3**
	Direct manager	4
	Peers	3.3
	Direct reports	3

Please provide an explanation of the scores provided for 'Communication'

Your view

Generally a strong area for me, I try hard to be focused on the point and not "bury the lede"

Direct manager

You communicate clearly with upper management. However, you sometimes need to work on your attentiveness and understanding during weekly meetings

Peers

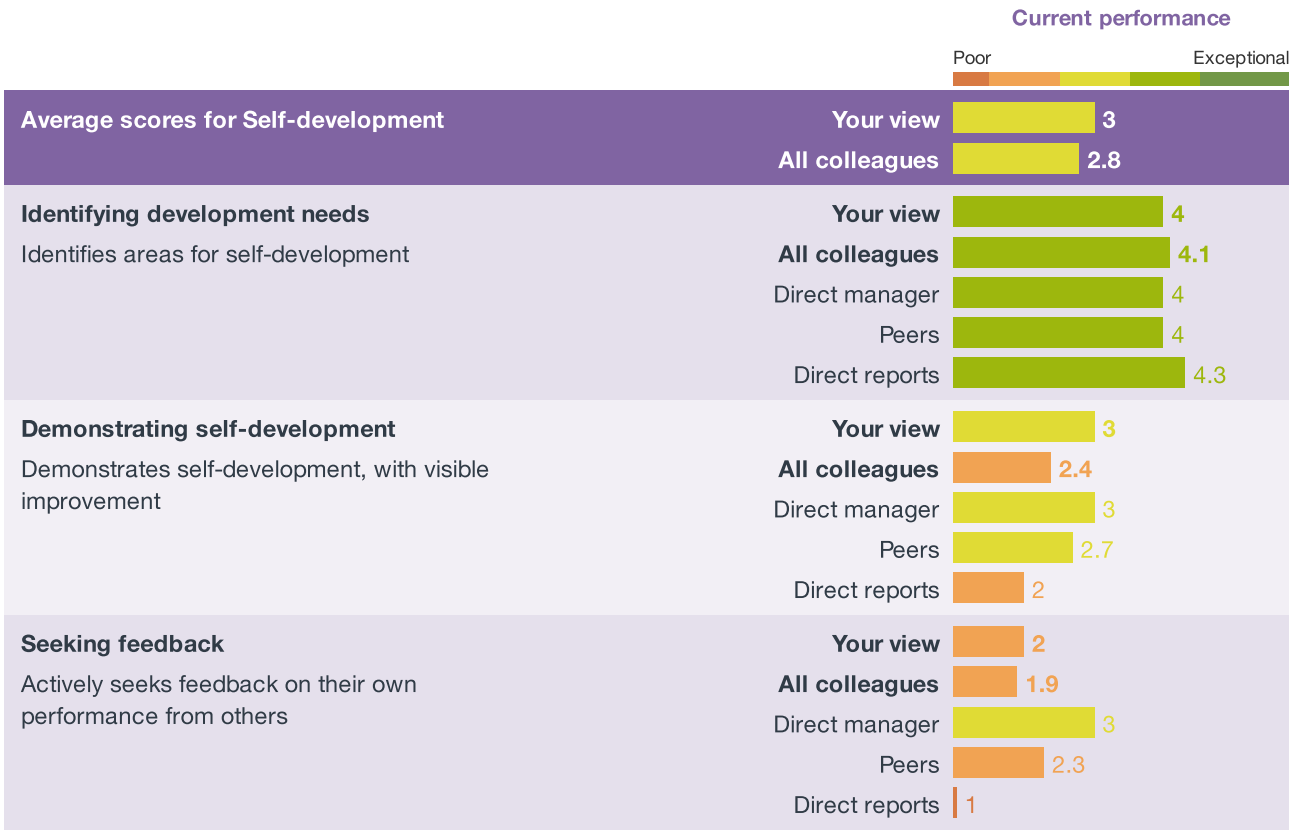
I mention the unclear emails/presentations above. Alex also needs to work on absorbing information as well as providing it

Very good — you're to the point and it's super efficient!

Direct reports

Alex sometimes fails to listen when being alerted of potential issues and it can cost our team a lot of time.

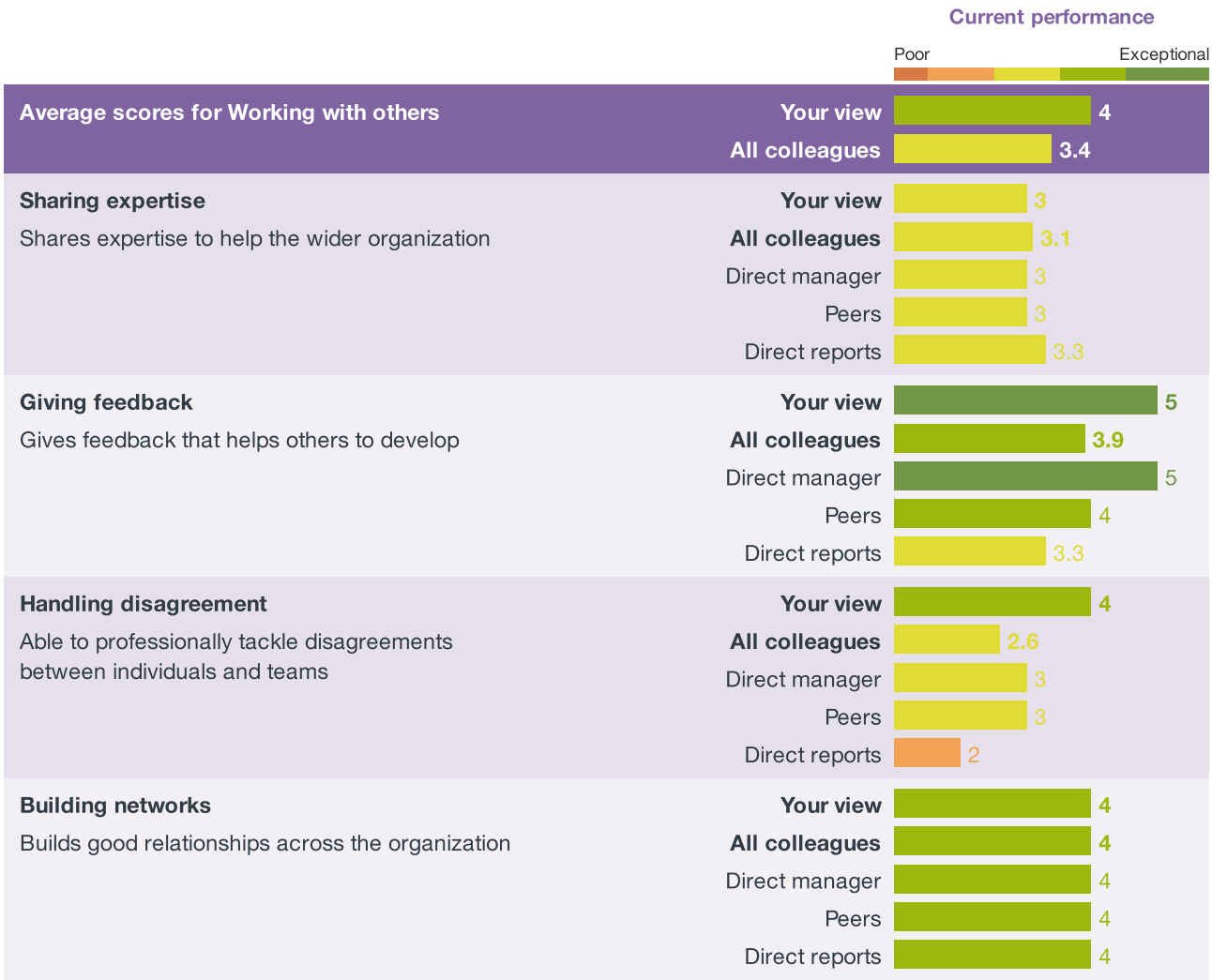
Self-development



Please provide an explanation of the scores provided for 'Self-development'

Your view	I am always looking to develop, but could do more to seek feedback for others
Direct manager	You are constantly seeking to form new bonds and learn from others. However, remember to learn from your own experiences by seeking feedback
Peers	Alex is actively seeking to develop through networking, however, he needs to remember that he should also learn from his own experiences
Direct reports	Alex is always seeking to develop, but he needs to learn from the feedback given by the team
	Alex needs to listen to his team and adapt his planning style

Working with others



Please provide an explanation of the scores provided for 'Working with others'

Your view

I have had success coaching my team and enjoy building new networks

Direct manager

You've proven to be a good coach. We noted that you did have an issue earlier in the year with a member of the team, but I feel assured that has been resolved

Peers

Provided excellent coaching on project management to my team earlier in the year.

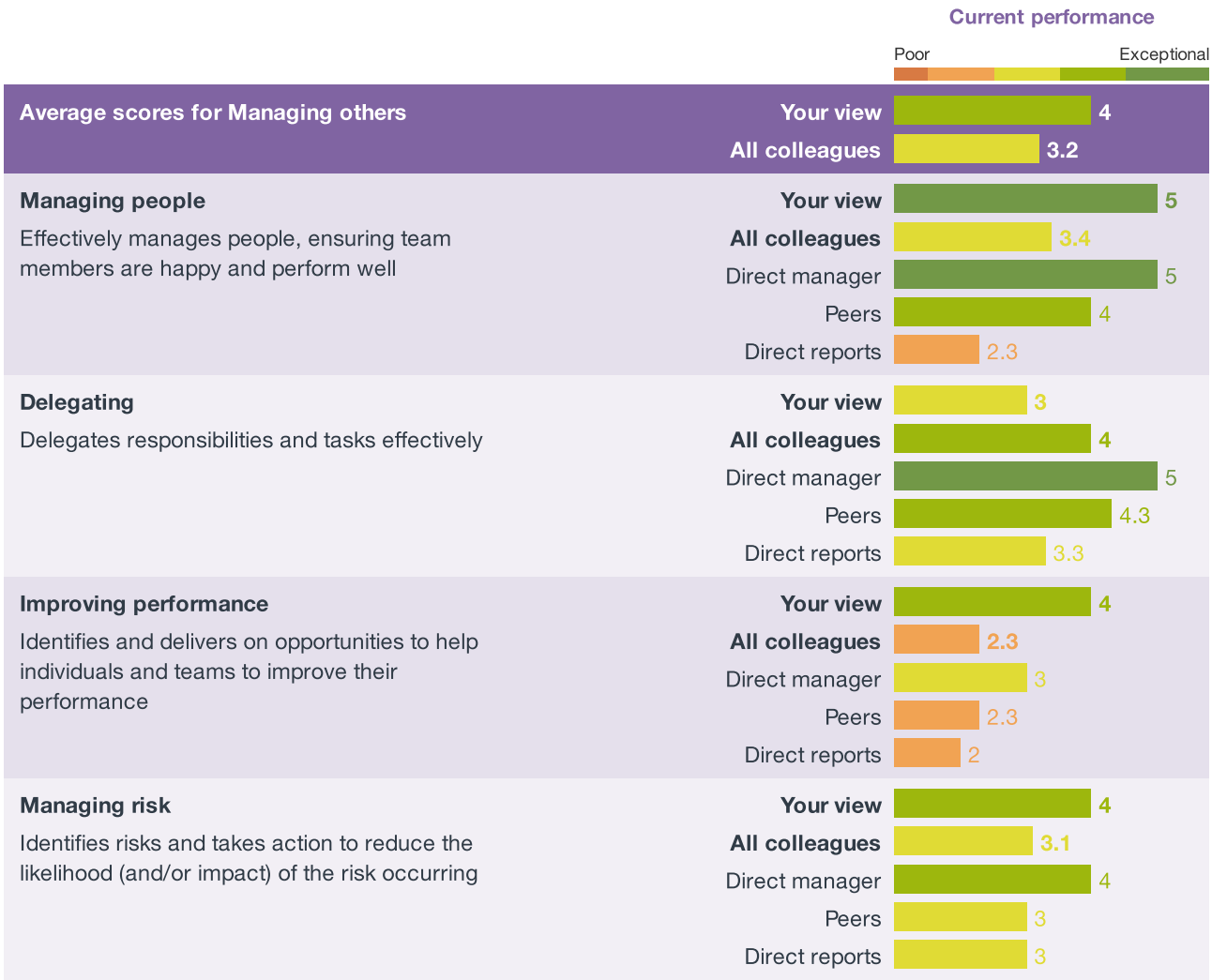
Direct reports

Alex is generally good here, but had problems earlier on this year managing disagreements in the team. The root of this was a task which should have been broken down further before assigning

Alex is a good coach and great at networking and finding help from other teams.

However he often mishandles disagreements within his own team.

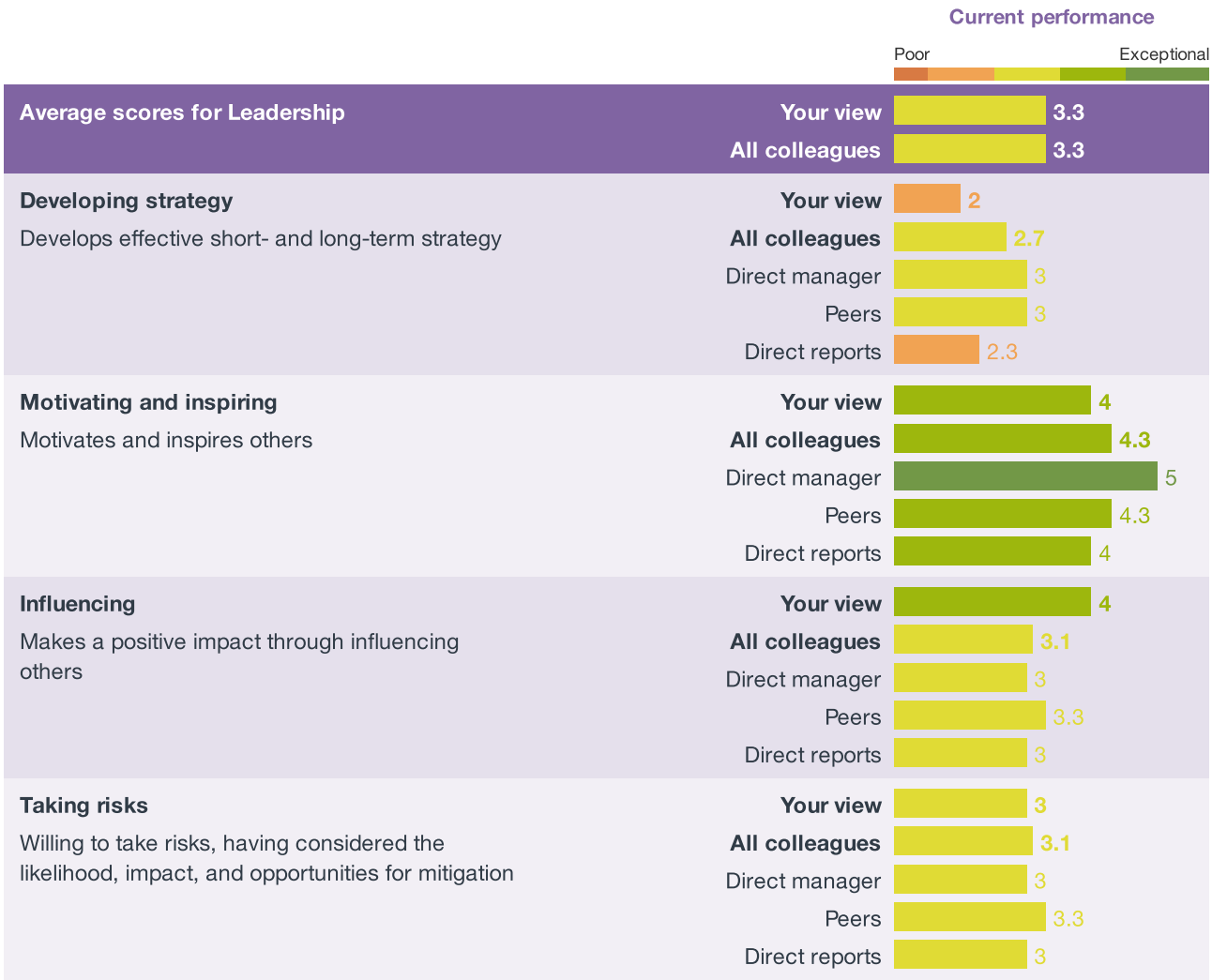
Managing others



Please provide an explanation of the scores provided for 'Managing others'

Your view	I have not had much chance to drive any change given my current tasks, but we're about to kick off some new initiatives…
Direct manager	We reviewed some key changes you want to drive forward in your team next year - looking forward to seeing the impact of these
Peers	Alex has had few opportunities to drive change but seems to be capable
Direct reports	See above - there are some areas we need to review to improve our performance

Leadership



Please provide an explanation of the scores provided for 'Leadership'

Your view	I enjoy managing others and look forward to being able implement my own strategies in the future
Direct manager	Alex has shown strong leadership even in the face of problems in his own team
Peers	Alex appears to be a good manager and can delegate tasks
	You show excellent leadership. From what I see your team runs like clockwork!
Direct reports	Alex is undoubtedly a good leader but he needs to listen to be a better manager
	Alex has proven that he can drive the team, he now needs to adapt to better handle short term strategies

Appendix index

For each area that you were assessed against, the page on which you will find the detailed results is shown.

Area assessed	Section	Page
Adapting to change	Analysis and decision making	14
Analytical thinking	Analysis and decision making	14
Being productive	Delivering	13
Breaking down tasks	Planning	12
Building networks	Working with others	17
Communicating clearly	Communication	15
Communicating progress	Delivering	13
Decision making	Analysis and decision making	14
Delegating	Managing others	18
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Developing strategy	Leadership	19
Giving feedback	Working with others	17
Handling disagreement	Working with others	17
Identifies and solves problems	Delivering	13
Identifying development needs	Self-development	16
Improving performance	Managing others	18
Influencing	Leadership	19
Innovating	Analysis and decision making	14
Listening	Communication	15
Managing people	Managing others	18
Managing risk	Managing others	18
Managing time	Planning	12
Motivating and inspiring	Leadership	19
Positive and professional	Communication	15
Prioritizing	Planning	12
Seeking feedback	Self-development	16
Setting goals	Planning	12
Sharing expertise	Working with others	17
Taking risks	Leadership	19
Technical competence	Delivering	13

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Need any help? Get in touch!

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