

# Client Logo

**Pario 360 Feedback**

**Personal Development**

**Feedback Report**

**Chris Case-Study**

**Report Compiled 30 October 2017**

## Part 1: Introduction to the Report

### Getting the Most from this Feedback Report

Welcome to your 360 degree report. There are a number of points that can be linked to the 360 review process. Here's what we have found to be helpful:

- Focus on your strengths... not just your areas for improvement. Celebrate your strengths and acknowledge them. You've been invited to complete this review process to help develop your overall effectiveness, so take the opportunity to reflect on what you do well, and where you might improve.
- Stay neutral. Don't judge your feedback or areas for improvement as 'good' or 'bad'. Re-visit the report after a day or so and take a balanced and fair perspective. See things in context.
- Be more self aware: Think of situations where your style works well, but also situations where a different approach would be of value.
- Spot the trends and patterns in the report: are you stronger on 'head' or 'heart' behaviours – or is there a good balance?
- Your development areas are not 'fixed'. It's up to you to make the small improvements that will have the biggest impact on your effectiveness.
- There will be differences between how you have self-rated and how others have rated you. Try to put yourself in the shoes of your colleagues/peers and understand their point of view.
- It is important you go back to thank those who completed your 360 assessment. Possibly share your high-level plans on what you will do with the collective feedback and ask for their suggestions.
- Sit down with your line manager and discuss the full 360 report and your personal development plan.

Use this feedback report as a working document – make notes, highlight strengths, connect any patterns and write down any questions you want to ask your facilitator or coach.

## Part 2: Assessing Performance

### The Response Scale

The table shows the rating scale used to provide feedback on the competencies. You will remember these from completing your own self-assessment. Most of the information presented in the report is based on the average rating resulting from the combined observations of colleagues and work associates.

Rating	Descriptions
6	Outstanding – exceptional ability, a role model for others
5	Strength – very effective, with little room for improvement
4	Moderate Strength – mostly effective, but room for further development
3	Capable – but scope for improvement – could be more effective or do this more frequently
2	Some shortfalls – more attention required in this area
1	Rarely Evident – possible blind-spot – a priority for attention

People giving feedback also had the opportunity to respond: *Insufficient personal observation in this area. Unable to evaluate*. If they selected this option, they were not included in the assessment / calculation relating to that statement.

The charts, outlined in Part 3 of the report, show your own self ratings and those of your manager. The ratings for colleagues, clients and direct reports are based on the average rating for each group. Additional information is provided in Parts 4 and 5 of the report to assist you with analysing your feedback.

### Summary of Respondents

As you know, you invited various people to respond to your 360 questionnaire. Below is a summary of the number of respondents from each group who completed feedback for you.

Relationship	Number of Respondents
Self	1
Manager	1
Direct Reports	3
Peers / Colleagues	3
Clients / External Stakeholders	2

## Competencies Relating to Your Role

The 360 is based on the Performance Assessment Framework. The Competencies summarised below describe the attributes that contribute to effectiveness in a senior-level professional role. In the framework, each Competency has additional supporting statements which describe behaviours associated with effectiveness.

The 360 degree feedback process therefore highlights aspects of behaviour that play an important part in determining overall effectiveness.

Using the specific behavioural statements within each competency (summarised in the tables) helps confirm current strengths, identify areas requiring new skills or a change of approach and strengthens overall capability.

### Setting Direction

#### Behaviour Associated with effective performance

- Clarify priorities and key objectives, creating a clear sense of direction
- Explain the reasons why a particular course of action is required
- Display energy and enthusiasm, showing personal conviction about future possibilities
- Apply consistent standards, maintaining a professional, objective approach
- Show confidence when discussing issues relating to a problem
- Check information or assumptions and not accept things at 'face value'

### Working with People

#### Behaviour Associated with effective performance

- Help people understand how their work contributes to the organisation's performance
- Encourage positive discussion (and avoid personal criticism)
- Praise people for the quality or the value / importance of their work
- Encourage people to take personal responsibility for key tasks & activities
- Appear fair and objective when judging people's performance
- Treat people in a way that makes working life enjoyable

### Building Relationships

#### Behaviour Associated with effective performance

- Discuss issues with a wide range of people to review problems and opportunities
- Develop a good understanding of other people's needs and concerns
- Hold regular review meetings to discuss progress and explore issues
- Appear professional and approachable, remaining calm when under pressure
- Share information and communication with people outside the immediate team
- Take the initiative in getting to know colleagues, clients or customers

### Influencing Others

#### Behaviour Associated with effective performance

- Appear open and willing to discuss people's ideas and suggestions
- Listen carefully and respond constructively to feedback and differing viewpoints
- Remain firm on key points and persuade others to his/her point of view
- Adapt his/her approach, so that it is appropriate to the people and situation
- Respond constructively to other people's views and discuss their concerns
- Clearly explain objectives and the reasons for a particular course of action

## Developing People

### Behaviour Associated with effective performance

- Give people support and encouragement to achieve important objectives
- Make sure that people understand the performance standards that are expected
- Help people find solutions to problems at work
- Give people enough authority to allow them to do their job effectively
- Keep people informed of what is happening elsewhere in the organisation
- Trust people to use their judgement and experience to solve problems

## Gaining Commitment

### Behaviour Associated with effective performance

- Assess constraints or obstacles before making a firm commitment to action
- Understand the culture of the organisation and the "art of the possible"
- Encourage consultation and discussion to overcome disagreement
- Understand the feelings and views of others on important issues
- Anticipate people's reactions and the potential consequences of decisions
- Listen to people's views / opinions and explore issues

## Managing Performance

### Behaviour Associated with effective performance

- Spend time clarifying objectives and the steps required to get results
- Provide regular, timely feedback that helps people improve their performance
- Take prompt action if someone's performance falls below acceptable standards
- Coach people to develop their strengths and use these effectively
- Give prompt acknowledgment and recognition when people do good work
- Provide support and encouragement when individuals have problems

## Achieving Results

### Behaviour Associated with effective performance

- Demonstrate flexibility when faced with an unexpected change of plans
- Cope well with conflicting priorities and pressure, remaining positive and focused
- Keep people aware of time-scales and the progress made in achieving objectives
- Take the initiative in developing new, more effective ways of doing things
- Demonstrate the personal drive and resilience to overcome problems
- Maintain a clear focus on the objectives and standards that must be achieved

## Part 3: Feedback On Your Approach

### Overview of Competencies

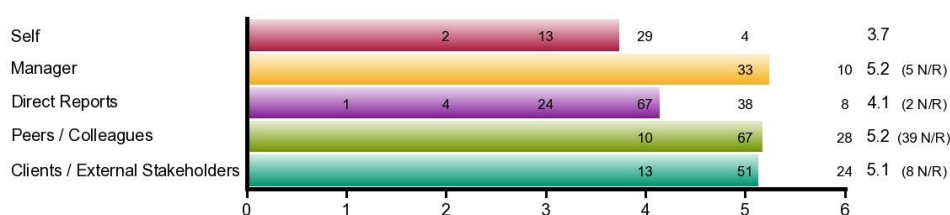
The charts below give a visual representation of responses on all statements for each competency. This will help you gain insight into the type of approach that will contribute to more-positive and effective work relationships – and highlight any differences between your self-assessments and those of others.

#### Understanding the numbers on the bar charts:

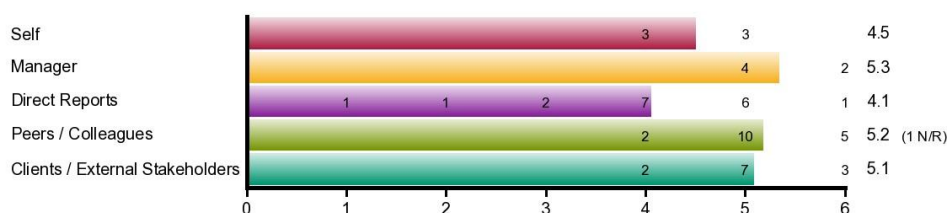
The numbers show how ratings for each group of respondents (including self-assessment scores) were distributed from 1 – 6. The number of non-responses (cannot say) are also shown. The average rating is shown on the right. In the case of clients, colleagues and direct reports, *the numbers relate to the number of respondents in a particular group multiplied by the number of questions in the 360 questionnaire.*

The 'All Categories' chart shows overall ratings based on all the competencies, (so the numbers show the total responses, on all the statements, for each group of respondents). Check how your ratings compare with the range of responses from each group. Is there a clear pattern between your self-assessment and feedback from certain groups? Even if the overall ratings are 'positive' (i.e. above 4.0) try and identify the relative strengths and areas that might benefit from development.

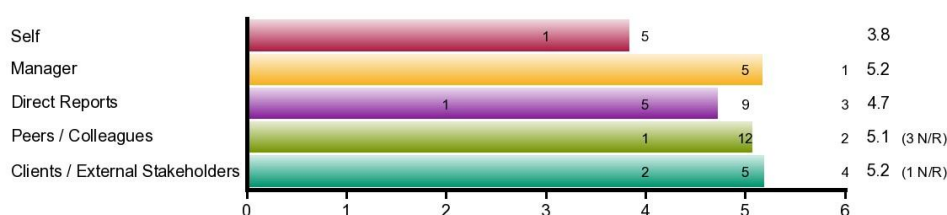
#### All Categories



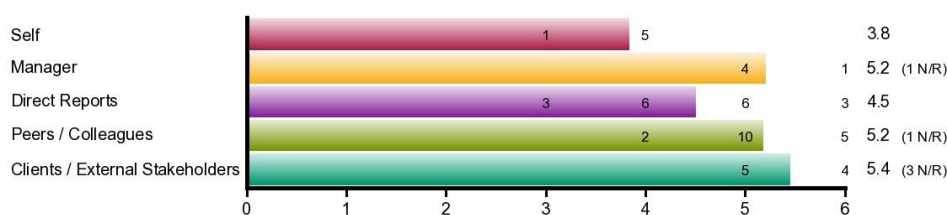
#### Setting Direction



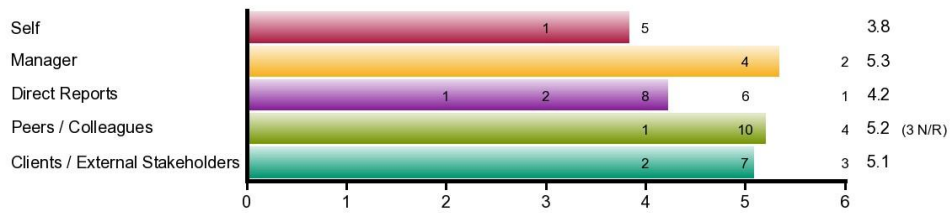
#### Working with People



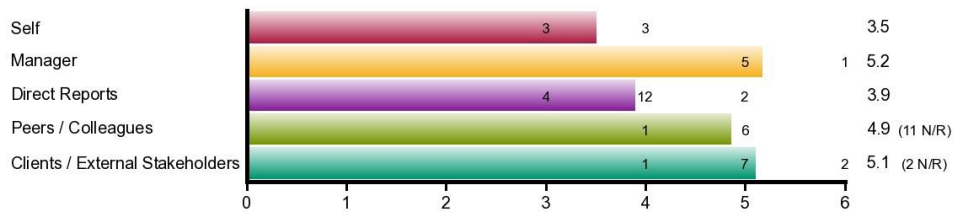
#### Building Relationships



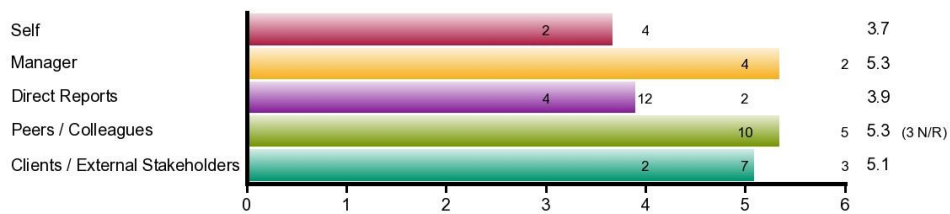
## Influencing Others



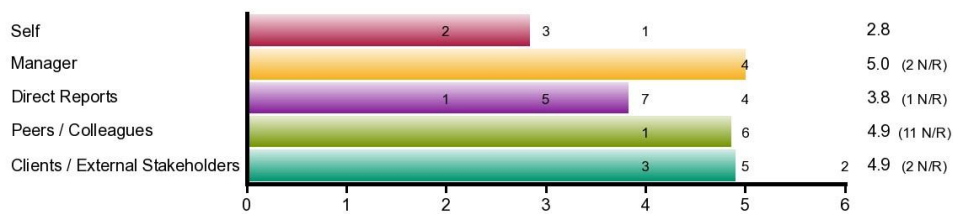
## Developing People



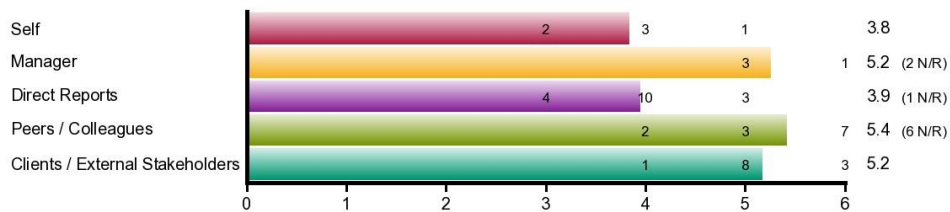
## Gaining Commitment



## Managing Performance



## Achieving Results



## Part 4: Detailed Analysis of your Overall Ratings

### Identifying Effective Behaviour

This part of the report highlights behaviour that was rated strongly by people completing the questionnaire, indicating that you are perceived as 'more effective' in these areas. To maintain effectiveness you need to consider the situation or context where the behaviour is important.

These statements obtained average ratings from others of 4.9 or more. Any ratings by yourself or your manager will be in the range 5 – 6. The individual or group making the rating is shown with a score. (Empty cells indicate that the average rating was less than 4.9).

More Effective Behaviour	Self	Manager	Direct Reports	Peers / Colleagues	Clients / External Stakeholders
<b><i>Setting Direction</i></b>	<b>4.5</b>	<b>5.3</b>	<b>4.1</b>	<b>5.2</b>	<b>5.1</b>
Clarify priorities and key objectives, creating a clear sense of direction		5.0			
Explain the reasons why a particular course of action is required		5.0		5.7	5.0
Display energy and enthusiasm, showing personal conviction about future possibilities	5.0	6.0	5.3	5.3	6.0
Apply consistent standards, maintaining a professional, objective approach		5.0		5.0	5.5
Show confidence when discussing issues relating to a problem	5.0	6.0		5.7	
Check information or assumptions and not accept things at 'face value'	5.0	5.0			5.0
<b><i>Working with People</i></b>	<b>3.8</b>	<b>5.2</b>	<b>4.7</b>	<b>5.1</b>	<b>5.2</b>
Help people understand how their work contributes to the organisation's performance		5.0			
Encourage positive discussion (and avoid personal criticism)		5.0		5.3	5.5
Praise people for the quality or the value / importance of their work		5.0	5.3	5.0	5.0
Encourage people to take personal responsibility for key tasks & activities		5.0	5.0	6.0	5.0
Appear fair and objective when judging people's performance		5.0		5.0	6.0
Treat people in a way that makes working life enjoyable		6.0	5.3	5.0	5.5
<b><i>Building Relationships</i></b>	<b>3.8</b>	<b>5.2</b>	<b>4.5</b>	<b>5.2</b>	<b>5.4</b>
Discuss issues with a wide range of people to review problems and opportunities		5.0		5.3	5.5
Develop a good understanding of other people's needs and concerns		5.0			6.0
Hold regular review meetings to discuss progress and explore issues				5.0	5.0
Appear professional and approachable, remaining calm when under pressure		5.0	5.3	5.7	6.0
Share information and communicate with people outside the immediate team		5.0			5.0
Take the initiative in getting to know colleagues, clients or customers		6.0		5.7	5.0



More Effective Behaviour	Self	Manager	Direct Reports	Peers / Colleagues	Clients / External Stakeholders
<b><i>Influencing Others</i></b>	<b><i>3.8</i></b>	<b><i>5.3</i></b>	<b><i>4.2</i></b>	<b><i>5.2</i></b>	<b><i>5.1</i></b>
Appear open and willing to discuss people's ideas and suggestions		5.0		5.3	6.0
Listen carefully and respond constructively to feedback and differing viewpoints		6.0		5.3	5.0
Remain firm on key points and persuade others to his/her point of view		5.0		5.0	
Adapt his/her approach, so that it is appropriate to the people and situation		6.0		5.0	
Respond constructively to other people's views and discuss their concerns		5.0		5.0	5.5
Clearly explain objectives and the reasons for a particular course of action		5.0		5.5	5.0
<b><i>Developing People</i></b>	<b><i>3.5</i></b>	<b><i>5.2</i></b>	<b><i>3.9</i></b>	<b><i>4.9</i></b>	<b><i>5.1</i></b>
Give people support and encouragement to achieve important objectives		5.0			5.0
Make sure that people understand the performance standards that are expected		5.0			
Help people find solutions to problems at work		5.0		5.0	5.5
Give people enough authority to allow them to do their job effectively		6.0		5.0	5.0
Keep people informed of what is happening elsewhere in the organisation		5.0		5.0	6.0
Trust people to use their judgement and experience to solve problems		5.0		5.0	5.0
<b><i>Gaining Commitment</i></b>	<b><i>3.7</i></b>	<b><i>5.3</i></b>	<b><i>3.9</i></b>	<b><i>5.3</i></b>	<b><i>5.1</i></b>
Assess constraints or obstacles before making a firm commitment to action		5.0		6.0	5.0
Understand the culture of the organisation and the "art of the possible"		6.0		5.3	5.0
Encourage consultation and discussion to overcome disagreement		5.0		5.5	5.5
Understand the feelings and views of others on important issues		5.0		5.3	5.0
Anticipate people's reactions and the potential consequences of decisions		5.0		5.0	
Listen to people's views / opinions and explore issues		6.0		5.3	5.5
<b><i>Managing Performance</i></b>	<b><i>2.8</i></b>	<b><i>5.0</i></b>	<b><i>3.8</i></b>	<b><i>4.9</i></b>	<b><i>4.9</i></b>
Spend time clarifying objectives and the steps required to get results		5.0			
Provide regular, timely feedback that helps people improve their performance				5.0	5.0
Coach people to develop their strengths and use these effectively		5.0		5.0	
Give prompt acknowledgment and recognition when people do good work		5.0		5.0	5.5
Provide support and encouragement when individuals have problems		5.0			5.5

More Effective Behaviour	Self	Manager	Direct Reports	Peers / Colleagues	Clients / External Stakeholders
<b><i>Achieving Results</i></b>	<b><i>3.8</i></b>	<b><i>5.3</i></b>	<b><i>3.9</i></b>	<b><i>5.4</i></b>	<b><i>5.2</i></b>
Demonstrate flexibility when faced with an unexpected change of plans				6.0	5.5
Cope well with conflicting priorities and pressure, remaining positive and focused		5.0		6.0	5.0
Keep people aware of time-scales and the progress made in achieving objectives		5.0			
Take the initiative in developing new, more effective ways of doing things	5.0			5.7	5.5
Demonstrate the personal drive and resilience to overcome problems		6.0		6.0	5.5
Maintain a clear focus on the objectives and standards that must be achieved		5.0			5.0

## Identifying Less-Effective Behaviour

This part of the report highlights behaviour that was rated less strongly by people completing the questionnaire. This indicates less effective behaviour, and is therefore an area to consider developing.

These statements obtained average ratings from others less than 3.9. Any ratings by yourself or your manager will be in the range 1 – 3. The individual or group making the rating is shown with a score.

Less Effective Behaviour	Self	Manager	Direct Reports	Peers / Colleagues	Clients / External Stakeholders
<b><i>Setting Direction</i></b>	<b><i>4.5</i></b>	<b><i>5.3</i></b>	<b><i>4.1</i></b>	<b><i>5.2</i></b>	<b><i>5.1</i></b>
Clarify priorities and key objectives, creating a clear sense of direction			2.7		
Explain the reasons why a particular course of action is required			3.3		
<b><i>Working with People</i></b>	<b><i>3.8</i></b>	<b><i>5.2</i></b>	<b><i>4.7</i></b>	<b><i>5.1</i></b>	<b><i>5.2</i></b>
Help people understand how their work contributes to the organisation's performance	3.0		3.3		
<b><i>Building Relationships</i></b>	<b><i>3.8</i></b>	<b><i>5.2</i></b>	<b><i>4.5</i></b>	<b><i>5.2</i></b>	<b><i>5.4</i></b>
Hold regular review meetings to discuss progress and explore issues	3.0				
<b><i>Influencing Others</i></b>	<b><i>3.8</i></b>	<b><i>5.3</i></b>	<b><i>4.2</i></b>	<b><i>5.2</i></b>	<b><i>5.1</i></b>
Adapt his/her approach, so that it is appropriate to the people and situation			3.7		
Respond constructively to other people's views and discuss their concerns	3.0				
Clearly explain objectives and the reasons for a particular course of action			3.7		
<b><i>Developing People</i></b>	<b><i>3.5</i></b>	<b><i>5.2</i></b>	<b><i>3.9</i></b>	<b><i>4.9</i></b>	<b><i>5.1</i></b>
Give people support and encouragement to achieve important objectives			3.7		
Make sure that people understand the performance standards that are expected	3.0		3.7		
Help people find solutions to problems at work	3.0				
Keep people informed of what is happening	3.0		3.7		

Less Effective Behaviour	Self	Manager	Direct Reports	Peers / Colleagues	Clients / External Stakeholders
elsewhere in the organisation					
<b><i>Gaining Commitment</i></b>	<b><i>3.7</i></b>	<b><i>5.3</i></b>	<b><i>3.9</i></b>	<b><i>5.3</i></b>	<b><i>5.1</i></b>
Assess constraints or obstacles before making a firm commitment to action	3.0		3.3		
Understand the culture of the organisation and the "art of the possible"			3.7		
Understand the feelings and views of others on important issues	3.0				
<b><i>Managing Performance</i></b>	<b><i>2.8</i></b>	<b><i>5.0</i></b>	<b><i>3.8</i></b>	<b><i>4.9</i></b>	<b><i>4.9</i></b>
Spend time clarifying objectives and the steps required to get results	3.0		3.0		
Provide regular, timely feedback that helps people improve their performance	2.0		3.3		
Take prompt action if someone's performance falls below acceptable standards	2.0		3.5		
Coach people to develop their strengths and use these effectively	3.0				
Provide support and encouragement when individuals have problems	3.0				
<b><i>Achieving Results</i></b>	<b><i>3.8</i></b>	<b><i>5.3</i></b>	<b><i>3.9</i></b>	<b><i>5.4</i></b>	<b><i>5.2</i></b>
Demonstrate flexibility when faced with an unexpected change of plans			3.7		
Keep people aware of time-scales and the progress made in achieving objectives	3.0		3.5		
Maintain a clear focus on the objectives and standards that must be achieved	3.0		3.7		

## Summary of Ratings for Supporting Statements

The following table shows all the statements included in the questionnaire and the overall ratings you received. These are based on the average ratings of all the people giving you feedback. (The averages do not include your own self ratings.)

We have also included the range of scores, (Min to Max) you received. These ratings of behaviours are shown in rank order. This will help you identify areas of strength (i.e. 4.9 or more) and aspects of your approach that might benefit from more emphasis (i.e. 3.9 or less). Note that as the Overall Average Ratings *decrease*, the range of ratings (Min to Max), generally *increase*. This often indicates that there are some situations (involving specific groups) that could benefit from more attention.

Behaviours in Rank Order					
Competency	Behaviour	Self	Min	Max	Average
Setting Direction	Display energy and enthusiasm, showing personal conviction about future possibilities	5.0	5	6	5.6
Building Relationships	Appear professional and approachable, remaining calm when under pressure	4.0	4	6	5.5
Working with People	Treat people in a way that makes working life enjoyable	4.0	5	6	5.3
Achieving Results	Demonstrate the personal drive and resilience to overcome problems	4.0	4	6	5.3
Influencing Others	Appear open and willing to discuss people's ideas and suggestions	4.0	4	6	5.2
Working with People	Encourage people to take personal responsibility for key tasks & activities	4.0	4	6	5.1
Setting Direction	Show confidence when discussing issues relating to a problem	5.0	4	6	5.1
Working with People	Encourage positive discussion (and avoid personal criticism)	4.0	4	6	5.1
Working with People	Praise people for the quality or the value / importance of their work	4.0	4	6	5.1
Influencing Others	Listen carefully and respond constructively to feedback and differing viewpoints	4.0	4	6	5.1
Working with People	Appear fair and objective when judging people's performance	4.0	4	6	5.0
Building Relationships	Discuss issues with a wide range of people to review problems and opportunities	4.0	4	6	5.0
Building Relationships	Develop a good understanding of other people's needs and concerns	4.0	4	6	5.0
Building Relationships	Take the initiative in getting to know colleagues, clients or customers	4.0	3	6	5.0
Gaining Commitment	Listen to people's views / opinions and explore issues	4.0	3	6	5.0
Managing Performance	Give prompt acknowledgment and recognition when people do good work	4.0	4	6	5.0
Achieving Results	Cope well with conflicting priorities and pressure, remaining positive and focused	4.0	4	6	5.0
Achieving Results	Take the initiative in developing new, more effective ways of doing things	5.0	3	6	5.0
Setting Direction	Apply consistent standards, maintaining a professional, objective approach	4.0	4	6	4.9
Influencing Others	Respond constructively to other people's views and discuss their concerns	3.0	4	6	4.9
Gaining Commitment	Understand the feelings and views of others on important issues	3.0	4	6	4.9
Gaining Commitment	Encourage consultation and discussion to overcome disagreement	4.0	4	6	4.9

Developing People	Give people enough authority to allow them to do their job effectively	4.0	4	6	4.9
Managing Performance	Provide support and encouragement when individuals have problems	3.0	4	6	4.8
Gaining Commitment	Understand the culture of the organisation and the "art of the possible"	4.0	3	6	4.8
Developing People	Help people find solutions to problems at work	3.0	4	6	4.7
Setting Direction	Explain the reasons why a particular course of action is required	4.0	2	6	4.7
Building Relationships	Hold regular review meetings to discuss progress and explore issues	3.0	3	6	4.7
Achieving Results	Demonstrate flexibility when faced with an unexpected change of plans	4.0	3	6	4.7
Building Relationships	Share information and communicate with people outside the immediate team	4.0	3	5	4.6
Influencing Others	Clearly explain objectives and the reasons for a particular course of action	4.0	2	6	4.6
Developing People	Trust people to use their judgement and experience to solve problems	4.0	3	5	4.6
Influencing Others	Remain firm on key points and persuade others to his/her point of view	4.0	3	5	4.6
Setting Direction	Check information or assumptions and not accept things at 'face value'	5.0	3	5	4.6
Influencing Others	Adapt his/her approach, so that it is appropriate to the people and situation	4.0	3	6	4.6
Gaining Commitment	Anticipate people's reactions and the potential consequences of decisions	4.0	4	5	4.6
Developing People	Keep people informed of what is happening elsewhere in the organisation	3.0	3	6	4.5
Managing Performance	Coach people to develop their strengths and use these effectively	3.0	3	5	4.5
Gaining Commitment	Assess constraints or obstacles before making a firm commitment to action	3.0	3	6	4.4
Developing People	Give people support and encouragement to achieve important objectives	4.0	3	5	4.4
Achieving Results	Maintain a clear focus on the objectives and standards that must be achieved	3.0	3	5	4.4
Achieving Results	Keep people aware of time-scales and the progress made in achieving objectives	3.0	3	5	4.3
Working with People	Help people understand how their work contributes to the organisation's performance	3.0	2	5	4.2
Developing People	Make sure that people understand the performance standards that are expected	3.0	3	5	4.0
Managing Performance	Spend time clarifying objectives and the steps required to get results	3.0	2	5	4.0
Managing Performance	Provide regular, timely feedback that helps people improve their performance	2.0	3	5	4.0
Setting Direction	Clarify priorities and key objectives, creating a clear sense of direction	4.0	1	5	3.9
Managing Performance	Take prompt action if someone's performance falls below acceptable standards	2.0	3	4	3.7

## Part 5: Comments and Suggestions

Colleagues and work associates may have chosen to comment directly on specific aspects of your work behaviour. This information may be useful in developing a better understanding of your key strengths and also, what may be considered, your 'blind spots'; giving a clearer focus on priorities for your action plans.

If possible, try to think of the type of Activity or Situation where this behaviour is relevant and the practical steps that might increase your effectiveness in this area. Comments made by colleagues and work associates are summarised in the following section.

*This shows an example of possible prompts. Current Reports refer to areas of Strength and Improvement*

### What would you like this person to STOP doing?

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Update everyone who identified interest in area of work in meetings

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Not being too narrow and to include the persuasion of people working in hospital medical field

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### What would you like this person to START doing?

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Help to clarify actions at the end of discussions in order to ensure a full understanding of who is undertaking what, and the timescales involved.

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Put more emphasis on the desired outcomes and what initiatives/actions will help achieve those desired outcomes so people/teams understand the common goal.

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### What would you like this person to CONTINUE doing?

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Being enthusiastic and passionate

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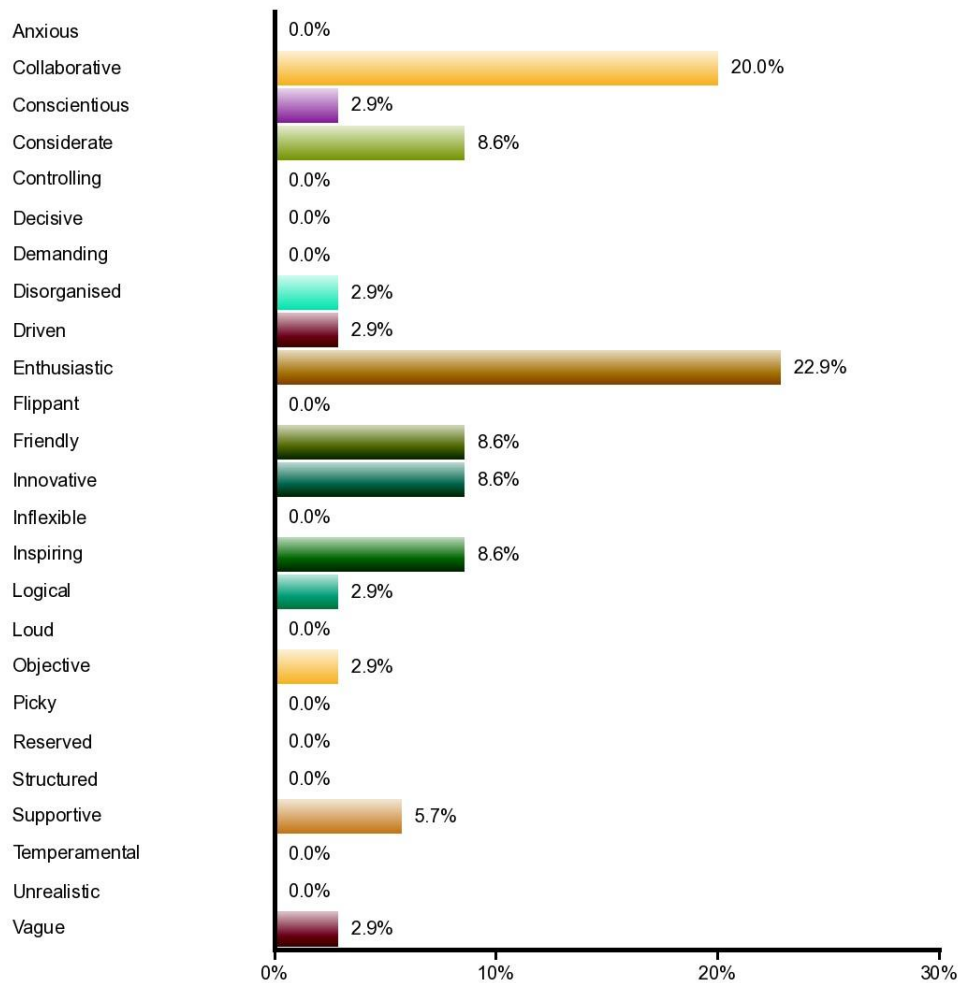
Showing the same degree of passion and commitment to improvement

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## Key Words that describe you

This section shows how frequently your colleagues selected key words they feel describe you.

You may like to consider how the words link to feedback provided in the previous sections of the 360 report. For example, there may be aspects of your personality that are affecting your approach at work and may result in a 'blind spot'. There might be value in considering how best to focus and build on your strengths.



# Part 6: Personal Observations & Development Planning

## Introduction

After reviewing your 360 degree feedback report, you might find it helpful to use the following questions to help you gain focus on the main issues that emerge and begin to prioritise the steps you may take toward future development.

It is worth remembering that this report is based on your perceptions and those of colleagues and work associates. These will change over time and should be viewed in terms of how you currently deal with different work situations. Obtaining feedback from other people is one of the most effective ways of achieving real change in our own work behaviour.

**Remember, development may come from building on your areas of strength, or focusing on the lower ratings identified in a particular competency area.**

## Reflect on the Report

1. What is my reaction to these ratings?
2. Do they ring true?
3. What were the specific items that were of greatest concern?
4. What might I be doing / not doing that would cause people to rate me in this way?

## Consider the implications

1. What might be the consequences if I do nothing to address the identified areas of weakness? (short-term and long-term)

- What might be the impact if I were able to improve in these areas?  
(Consider the effect on your analysis of problems, approach to people, and development and delivery of service for your clients or patients)
- How important is it to my present role and personal development (and goals) that I develop in these areas?

2. How can I build on the strengths that are identified?

- What might be the benefit if I were able to use my strengths more effectively or widely?  
(Consider the benefits if you can extend what you do well (or use strengths to develop capability in others)
- How important is it to my present appointment, personal development and goals that I build on these strengths?



## Strongest & Weakest Ratings

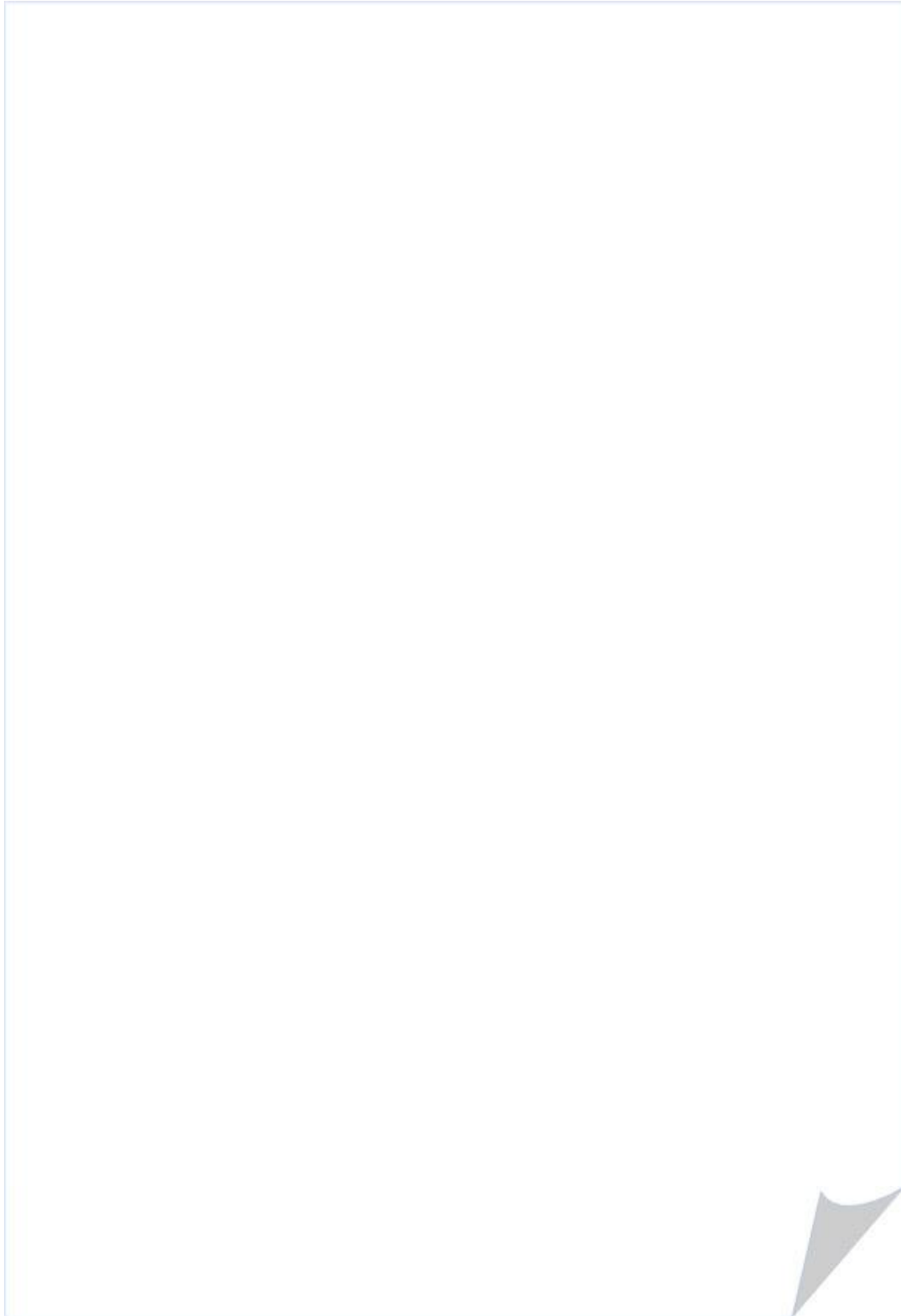
You might find it helpful to identify on the chart below your strongest and weakest ratings within the competency areas. This overview may help you prioritise your personal development action plan. Is there a particular theme evident in each column?

In addition to looking at specific competencies and statements, you may also find it helpful to look back at the tables (showing the average rating made by other people on each statement). Again, this will help you identify underlying themes that *cut across* the various competencies.

Competency Area	Strongest Ratings	Weakest Ratings
<b>Setting Direction</b>	<ol style="list-style-type: none"> <li>1. Display energy and enthusiasm, showing personal conviction about future possibilities</li> <li>2. Show confidence when discussing issues relating to a problem</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarify priorities and key objectives, creating a clear sense of direction</li> <li>2. Check information or assumptions and not accept things at 'face value'</li> </ol>
<b>Working with People</b>	<ol style="list-style-type: none"> <li>1. Treat people in a way that makes working life enjoyable</li> <li>2. Encourage people to take personal responsibility for key tasks &amp; activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Help people understand how their work contributes to the organisation's performance</li> <li>2. Appear fair and objective when judging people's performance</li> </ol>
<b>Building Relationships</b>	<ol style="list-style-type: none"> <li>1. Appear professional and approachable, remaining calm when under pressure</li> <li>2. Take the initiative in getting to know colleagues, clients or customers</li> </ol>	<ol style="list-style-type: none"> <li>1. Share information and communicate with people outside the immediate team</li> <li>2. Hold regular review meetings to discuss progress and explore issues</li> </ol>
<b>Influencing Others</b>	<ol style="list-style-type: none"> <li>1. Appear open and willing to discuss people's ideas and suggestions</li> <li>2. Listen carefully and respond constructively to feedback and differing viewpoints</li> </ol>	<ol style="list-style-type: none"> <li>1. Adapt his/her approach, so that it is appropriate to the people and situation</li> <li>2. Remain firm on key points and persuade others to his/her point of view</li> </ol>
<b>Developing People</b>	<ol style="list-style-type: none"> <li>1. Give people enough authority to allow them to do their job effectively</li> <li>2. Help people find solutions to problems at work</li> </ol>	<ol style="list-style-type: none"> <li>1. Make sure that people understand the performance standards that are expected</li> <li>2. Give people support and encouragement to achieve important objectives</li> </ol>
<b>Gaining Commitment</b>	<ol style="list-style-type: none"> <li>1. Listen to people's views / opinions and explore issues</li> <li>2. Understand the feelings and views of others on important issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Assess constraints or obstacles before making a firm commitment to action</li> <li>2. Anticipate people's reactions and the potential consequences of decisions</li> </ol>
<b>Managing Performance</b>	<ol style="list-style-type: none"> <li>1. Give prompt acknowledgment and recognition when people do good work</li> <li>2. Provide support and encouragement when individuals have problems</li> </ol>	<ol style="list-style-type: none"> <li>1. Take prompt action if someone's performance falls below acceptable standards</li> <li>2. Provide regular, timely feedback that helps people improve their performance</li> </ol>
<b>Achieving Results</b>	<ol style="list-style-type: none"> <li>1. Demonstrate the personal drive and resilience to overcome problems</li> <li>2. Take the initiative in developing new, more effective ways of doing things</li> </ol>	<ol style="list-style-type: none"> <li>1. Keep people aware of time-scales and the progress made in achieving objectives</li> <li>2. Maintain a clear focus on the objectives and standards that must be achieved</li> </ol>

## Personal Observations

This space below allows you to make notes on the main issues that emerge from the feedback and link competencies and behaviours to different areas of activity. This will be helpful in adding focus to your action plan. It is often useful to identify two or three main areas of Strength and then consider two or three areas for Development. Action plans tend to be more successful when they are focused on specific objectives, linked to clear performance criteria and follow well-defined timescales.



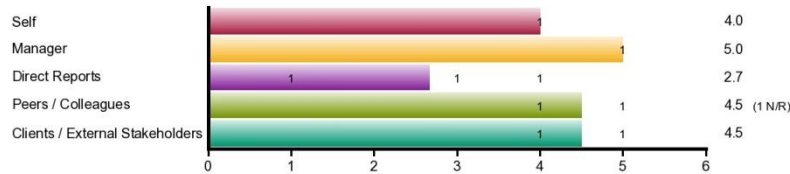
## Appendix

The following charts show the competency ratings, then the detailed analysis of feedback on each statement.

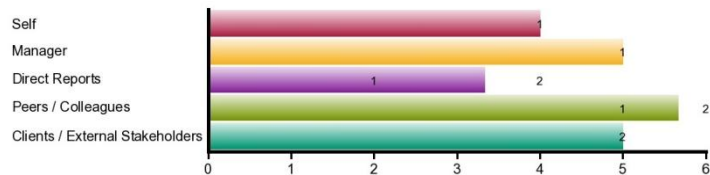
The following section of the report shows the ratings obtained on specific behaviour linked to each of the competencies.

### Setting Direction

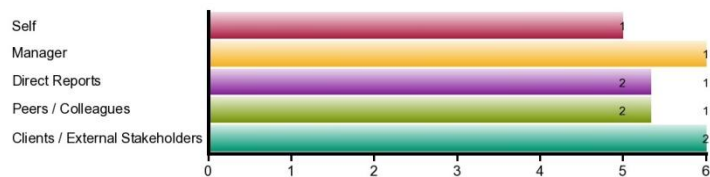
#### Clarify priorities and key objectives, creating a clear sense of direction



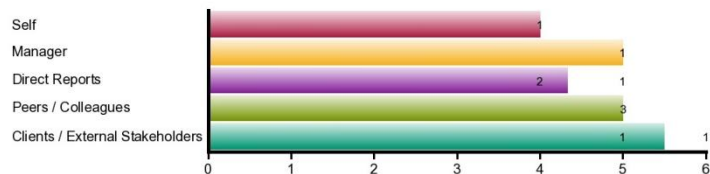
#### Explain the reasons why a particular course of action is required



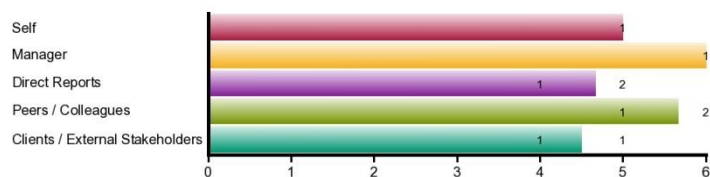
#### Display energy and enthusiasm, showing personal conviction about future possibilities



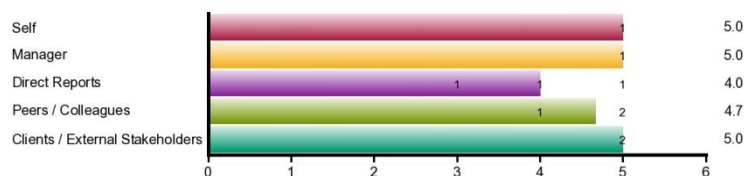
#### Apply consistent standards, maintaining a professional, objective approach



#### Show confidence when discussing issues relating to a problem

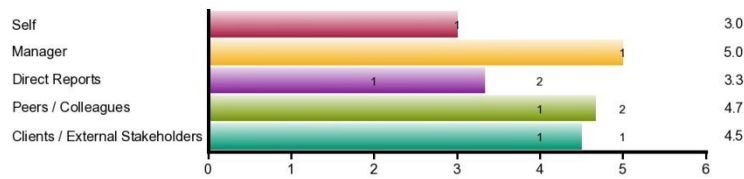


#### Check information or assumptions and not accept things at 'face value'

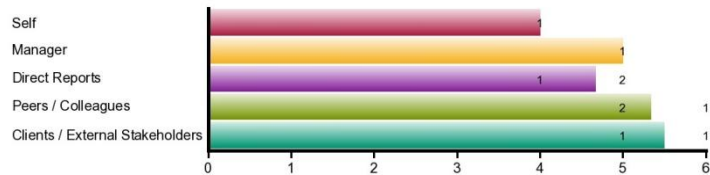


## Working with People

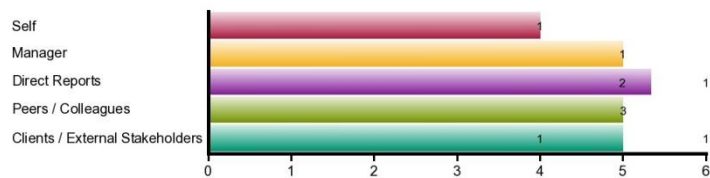
Help people understand how their work contributes to the organisation's performance



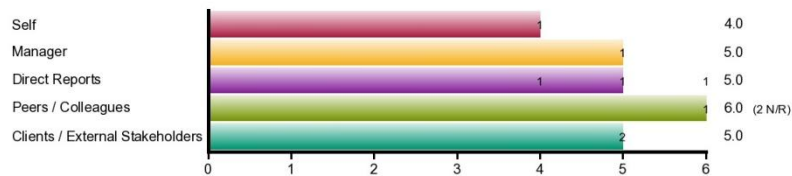
Encourage positive discussion (and avoid personal criticism)



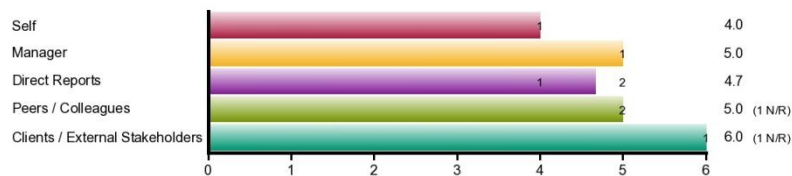
Praise people for the quality or the value / importance of their work



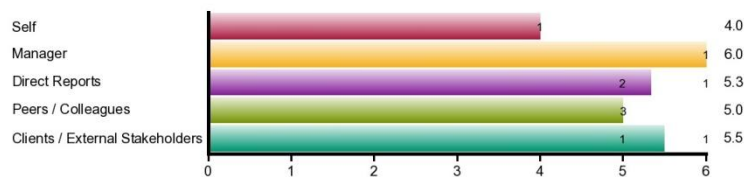
Encourage people to take personal responsibility for key tasks & activities



Appear fair and objective when judging people's performance

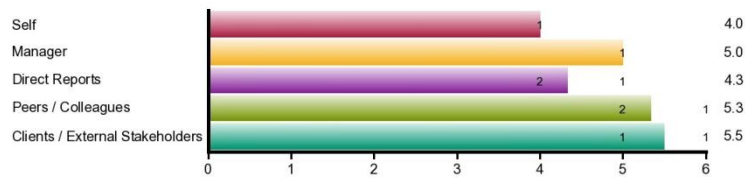


Treat people in a way that makes working life enjoyable

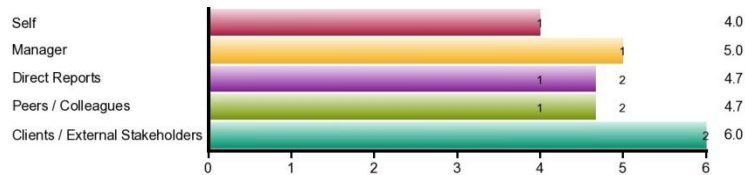


## Building Relationships

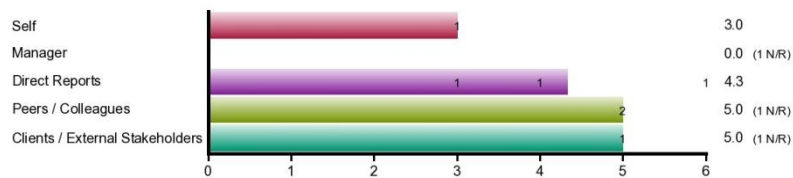
Discuss issues with a wide range of people to review problems and opportunities



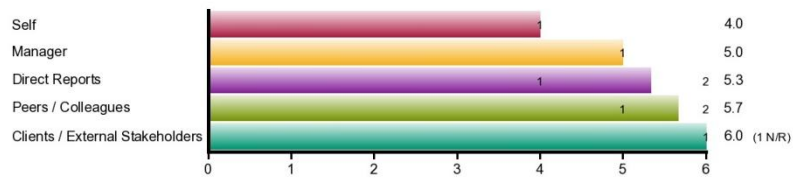
Develop a good understanding of other people's needs and concerns



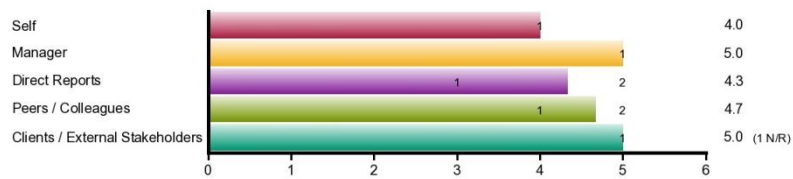
Hold regular review meetings to discuss progress and explore issues



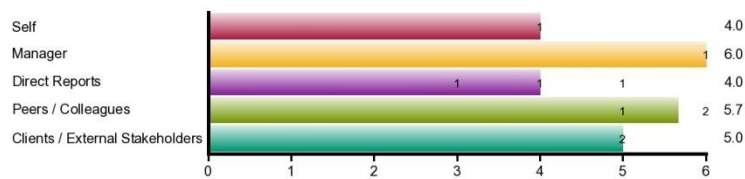
Appear professional and approachable, remaining calm when under pressure



Share information and communicate with people outside the immediate team

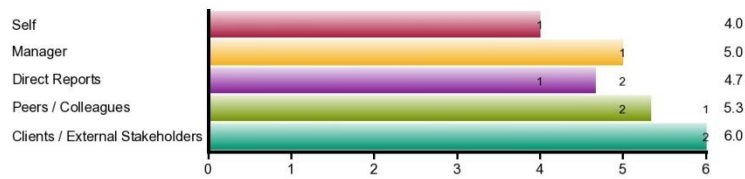


Take the initiative in getting to know colleagues, clients or customers

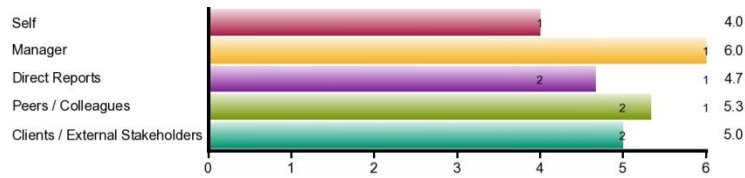


## Influencing Others

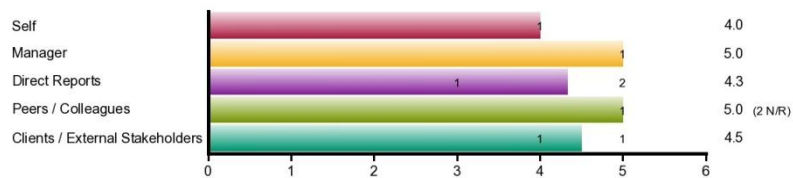
### Appear open and willing to discuss people's ideas and suggestions



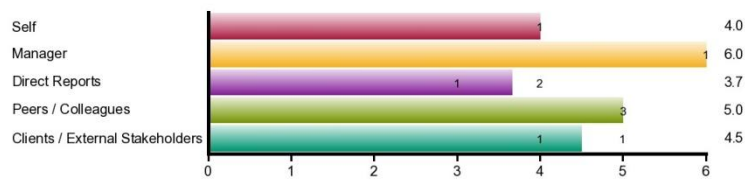
### Listen carefully and respond constructively to feedback and differing viewpoints



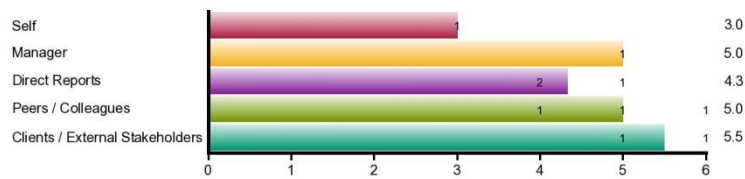
### Remain firm on key points and persuade others to his/her point of view



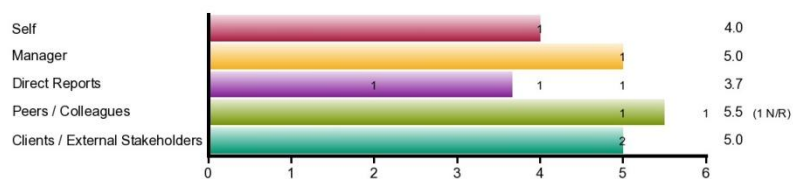
### Adapt his/her approach, so that it is appropriate to the people and situation



### Respond constructively to other people's views and discuss their concerns

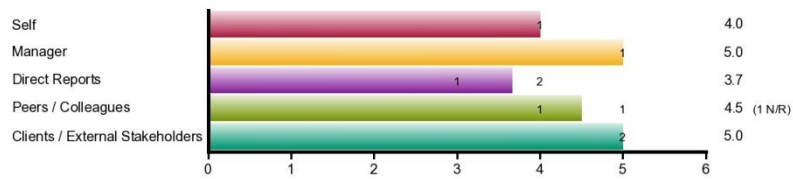


### Clearly explain objectives and the reasons for a particular course of action

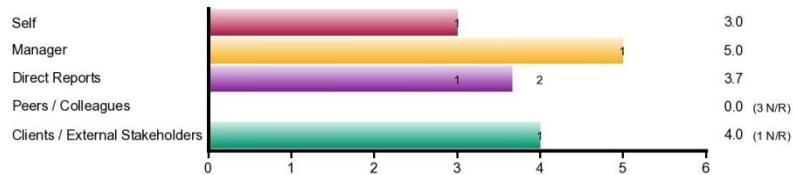


## Developing People

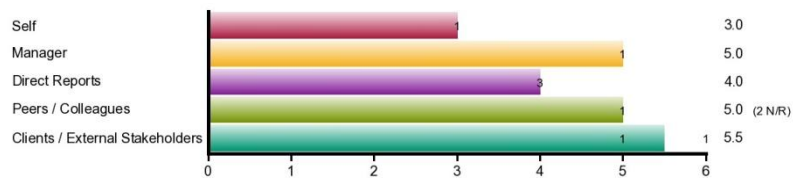
### Give people support and encouragement to achieve important objectives



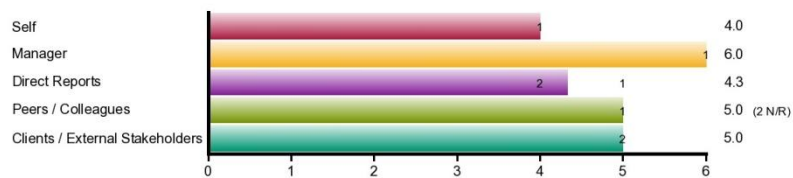
### Make sure that people understand the performance standards that are expected



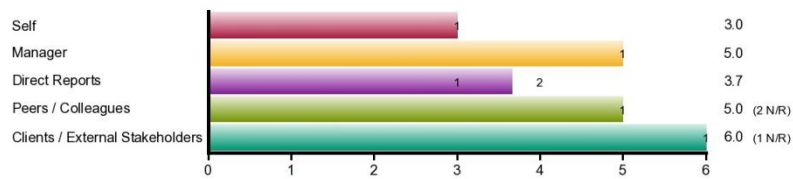
### Help people find solutions to problems at work



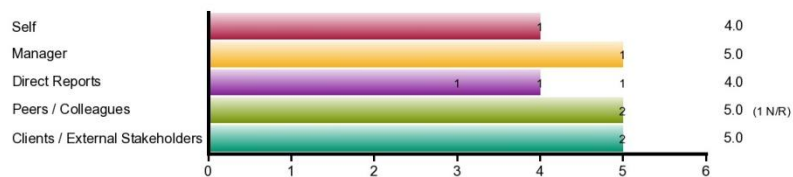
### Give people enough authority to allow them to do their job effectively



### Keep people informed of what is happening elsewhere in the organisation

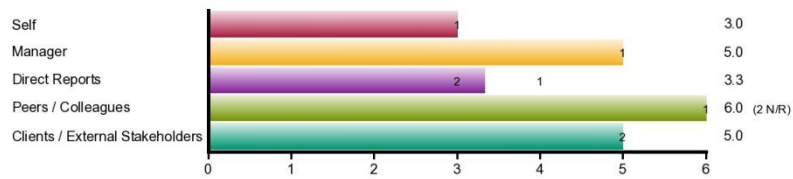


### Trust people to use their judgement and experience to solve problems

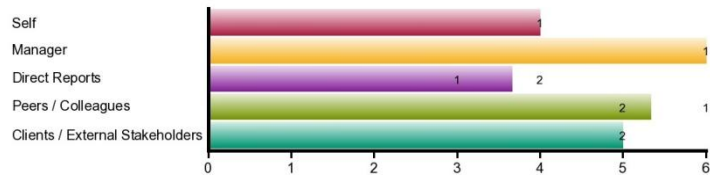


## Gaining Commitment

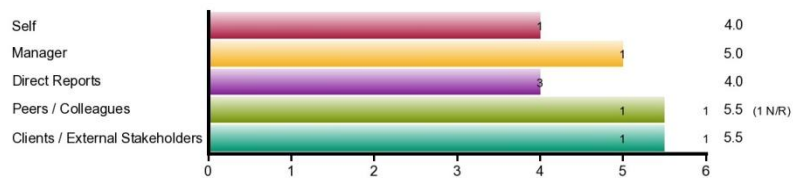
### Assess constraints or obstacles before making a firm commitment to action



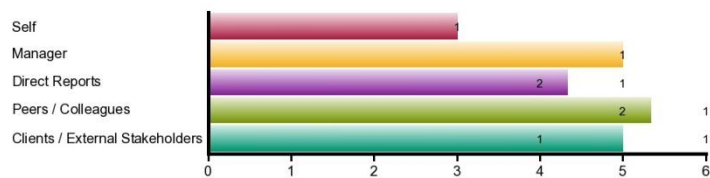
### Understand the culture of the organisation and the "art of the possible"



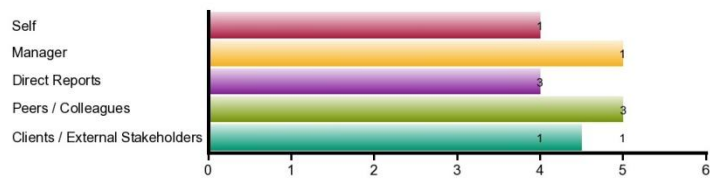
### Encourage consultation and discussion to overcome disagreement



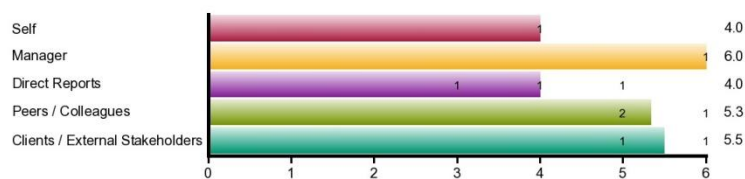
### Understand the feelings and views of others on important issues



### Anticipate people's reactions and the potential consequences of decisions



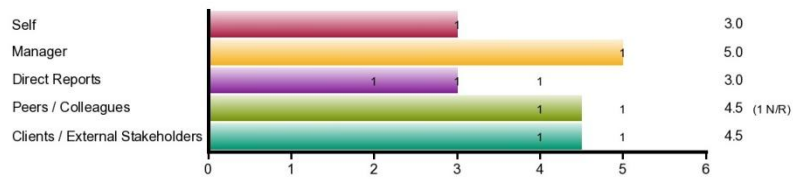
### Listen to people's views / opinions and explore issues



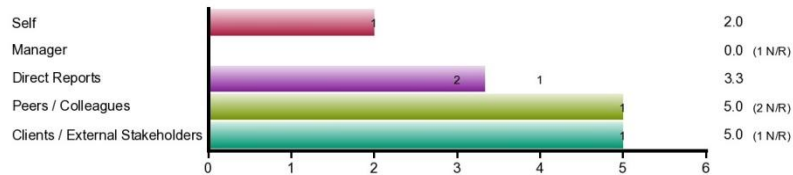


# Managing Performance

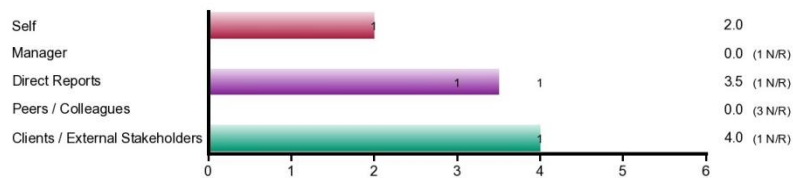
## Spend time clarifying objectives and the steps required to get results



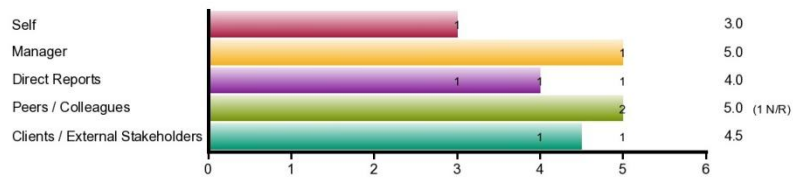
## Provide regular, timely feedback that helps people improve their performance



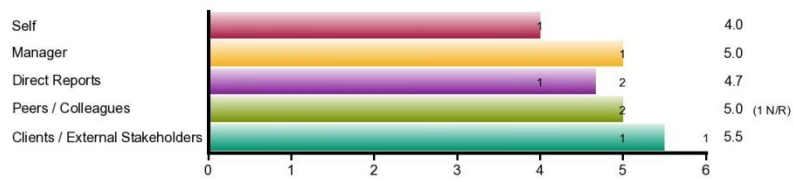
## Take prompt action if someone's performance falls below acceptable standards



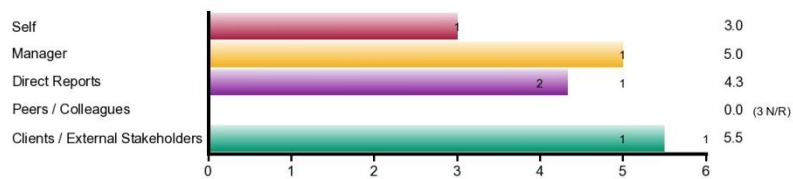
## Coach people to develop their strengths and use these effectively



## Give prompt acknowledgment and recognition when people do good work

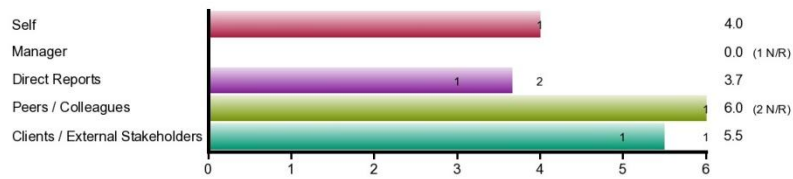


## Provide support and encouragement when individuals have problems

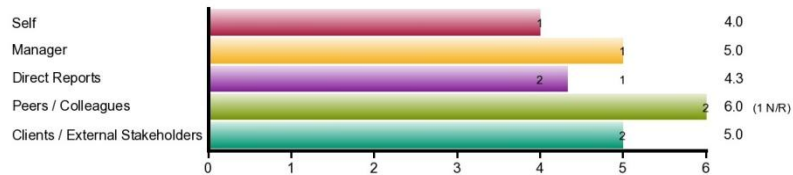


## Achieving Results

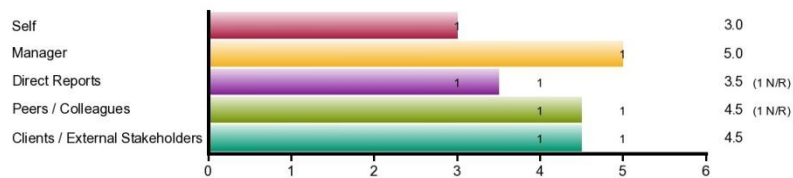
### Demonstrate flexibility when faced with an unexpected change of plans



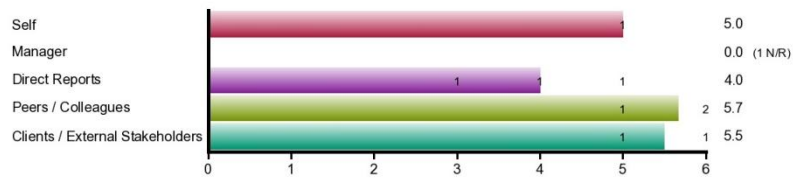
### Cope well with conflicting priorities and pressure, remaining positive and focused



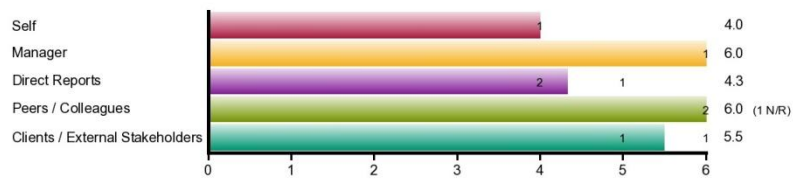
### Keep people aware of time-scales and the progress made in achieving objectives



### Take the initiative in developing new, more effective ways of doing things



### Demonstrate the personal drive and resilience to overcome problems



### Maintain a clear focus on the objectives and standards that must be achieved

