

CONFIDENTIAL

# Executive Coaching Consultancy

Psymmetry feedback report for

A N Other



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## Guidelines when reading your 360 feedback

When reviewing this report, please remember that you have asked your colleagues for their honest, frank feedback about how they perceive you in relation to the competence areas covered in this report.

Respondents were asked to give ratings and additional comments regarding what you are good at, and what you could improve. Please review their responses in this context. You invited their perceptions, rather than necessarily deep insights; how you come across to them, not necessarily the objective truth.

The report has been prepared by collating, anonymising and randomising the feedback from all your colleagues so that individual's responses should not be identifiable.

Read through your report initially to gain an overview. Then read it again, working through each competency area looking at the individual items.

- You will receive both positive and some negative feedback. Get the two in balance.
- Look for the overall flavour of the feedback. You will see different perceptions, since different people see you in different contexts. This is natural and does not constitute a reason to discount the data.
- Don't overly focus on the negatives
- Consider your strengths: Could they be more adequately used in the business?
- There is a natural tendency to attribute feedback to individuals. Resist blaming others or trying to pin some comments/ratings on others.
- Ask: 'Why might different individuals see me differently?'
- Look for general trends in the feedback, both positive and negative. Focus on what part you may play in the emerging pattern, rather than focusing on external factors.
- Put individual comments in context – focus on general trends.
- Start to think about what you might do differently.
- Try and remove your own emotion. Think of the report as someone else's!

The rating scales used in this report are shown below:

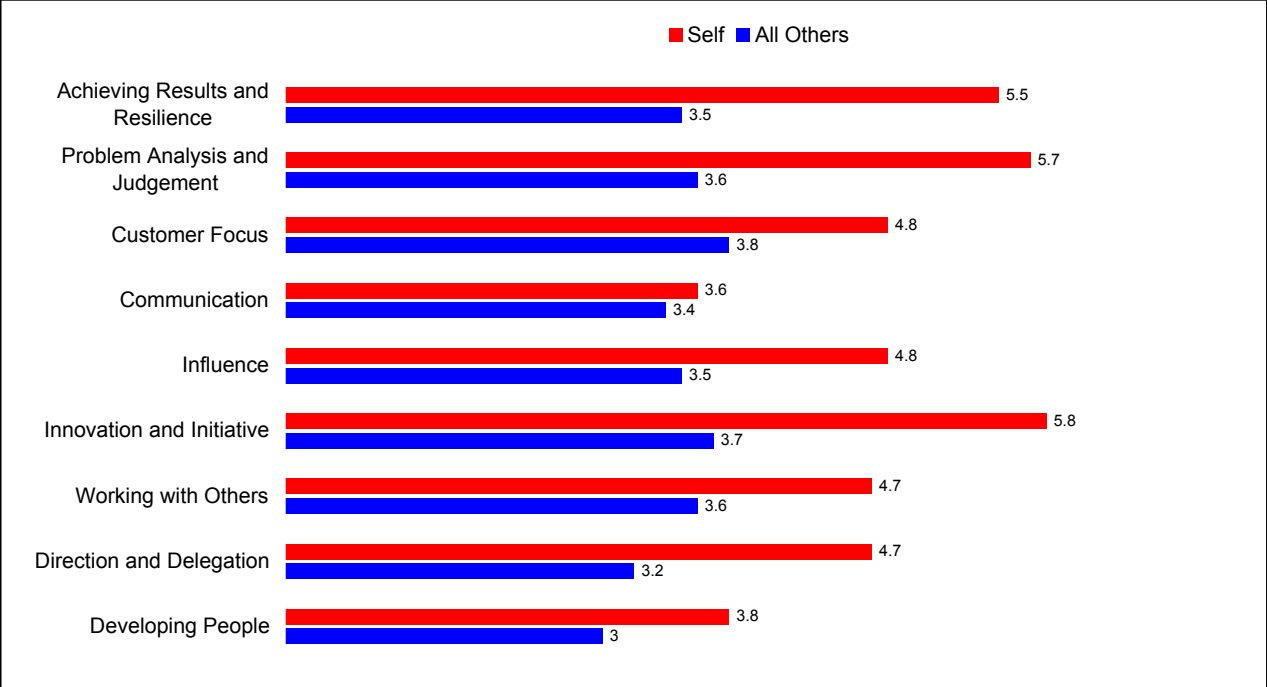
### The rating scales:

Value	Label	Short form used in report
1	Major Development Need	MjrDev
2	Development Needed	DevNee
3	Adequate	Adequa
4	Good	Good
5	Very Good	V Good
6	Excellent	Excel

### Competency Averages

Given below is the average score of all ratings under each section. Your self rating is compared to the average rating of all other respondents in each case

Rating Scale	MjrDev	DevNee	Adequa	Good	V Good	Excel
	1	2	3	4	5	6

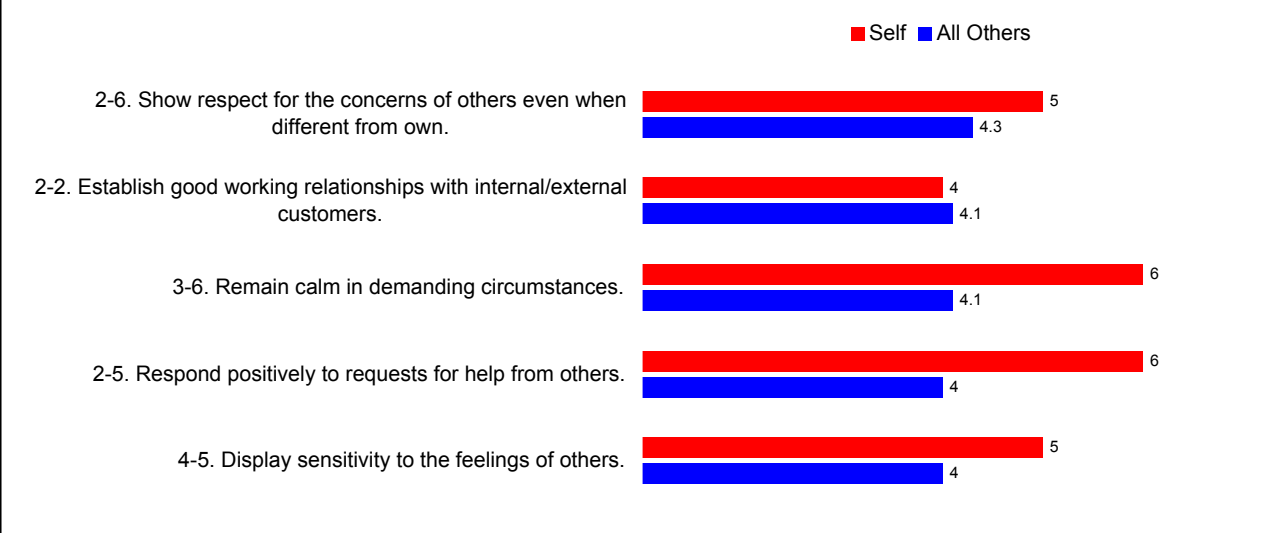


### Top and Bottom Items

Below you see your Top 5 rated items and your Bottom 5 rated items (based on the ratings of "All Others") to enable you to build the picture of your key areas of strength and development. You will need to go to the relevant section in the main body of the report in order to read comments that may explain these highs and lows.

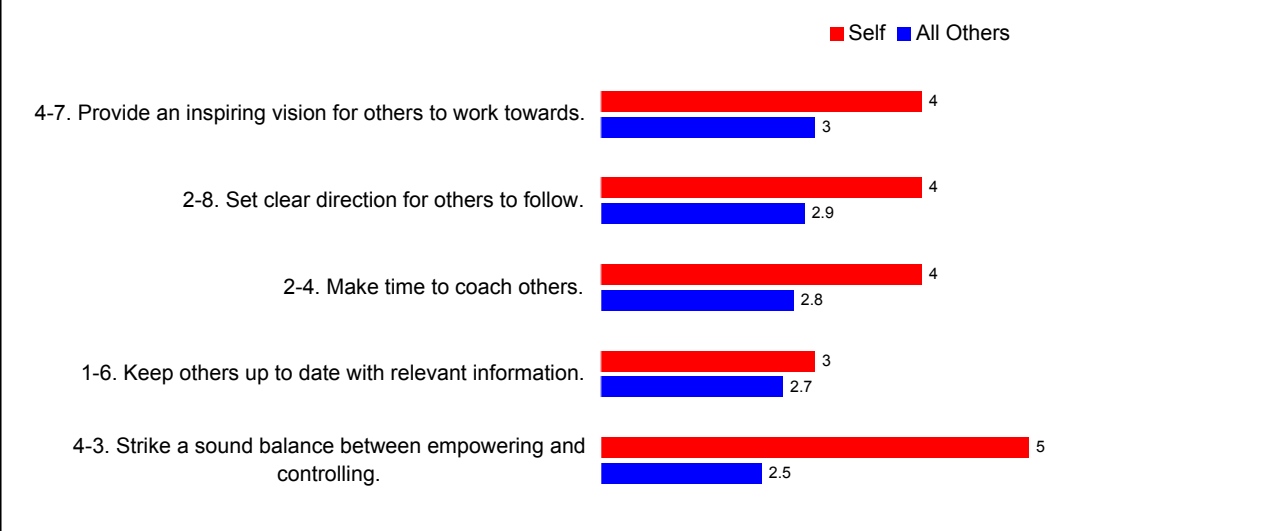
Rating Scale	MjrDev	DevNee	Adequa	Good	V Good	Excel
	1	2	3	4	5	6

#### Top 5 Items





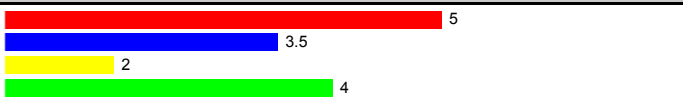
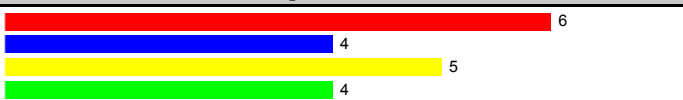
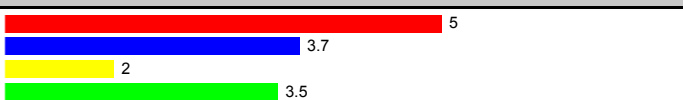
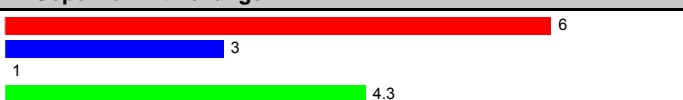
Rating Scale	MjrDev	DevNee	Adequa	Good	V Good	Excel
	1	2	3	4	5	6

#### Bottom 5 Items



## Achieving Results and Resilience

This page displays the results for this competence area. The chart on the left displays average scores for each question, broken down by respondent category. The tables on the right display the raw scores, i.e. how many times each rating point has been used per relationship category.

		Rating Scale					
		MjrDev 1	DevNee 2	Adequa 3	Good 4	V Good 5	Excel 6
<b>1-1. Develop timetables and targets reviewing progress against them.</b>							
	Self					1	
	Peer			2	1		
	Manager		1				
	Report				1	1	
<b>2-9. Differentiate the important from the less important - manage priorities.</b>							
	Self						1
	Peer			1	1		
	Manager			1			
	Report			2			
<b>2-10. Maintain clear purpose in changing and ambiguous situations.</b>							
	Self					1	
	Peer			1	1		
	Manager		1				
	Report				3		
<b>3-6. Remain calm in demanding circumstances.</b>							
	Self						1
	Peer			2			1
	Manager					1	
	Report				3		
<b>5-7. Achieve results on time.</b>							
	Self					1	
	Peer			1	2		
	Manager		1				
	Report			1	1		
<b>5-11. Cope well with change.</b>							
	Self						1
	Peer		1		1		
	Manager	1					
	Report				2	1	
		MjrDev	DevNee	Adequa	Good	V Good	Excel

## Problem Analysis and Judgement

Rating Scale					
MjrDev	DevNee	Adequa	Good	V Good	Excel
1	2	3	4	5	6

1-2. Analyse information logically and systematically.						
	<b>Self</b>					1
	<b>Peer</b>		2		1	
	<b>Manager</b>		1			
	<b>Report</b>			2	1	

1-7. Attend to core problems not symptoms.						
	<b>Self</b>					1
	<b>Peer</b>		1	1	1	
	<b>Manager</b>		1			
	<b>Report</b>			2		

3-4. Systematically weigh the pros and cons of defined approaches.						
	<b>Self</b>					1
	<b>Peer</b>		1		1	
	<b>Manager</b>			1		
	<b>Report</b>			3		

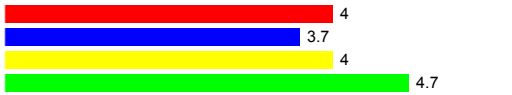
5-8. Handle large volumes of diverse information, maintaining an overview while focusing on commercial impact.						
	<b>Self</b>					1
	<b>Peer</b>		1	1		
	<b>Manager</b>	1				
	<b>Report</b>			2	1	


5-10. Make effective decisions under the pressure of time and with limited information.						
	<b>Self</b>					1
	<b>Peer</b>		1		2	
	<b>Manager</b>		1			
	<b>Report</b>			1	1	

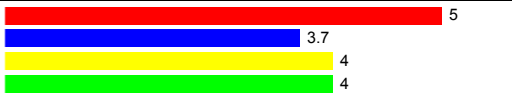
4-8. Deploy lateral thinking in problem solving.							
	<b>Self</b>					1	
	<b>Peer</b>		1			1	
	<b>Manager</b>		1				
	<b>Report</b>		2	1			
		MjrDev	DevNee	Adequa	Good	V Good	Excel

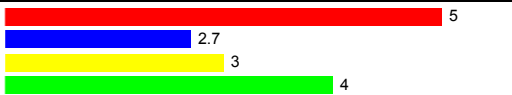
## Customer Focus


Rating Scale					
MjrDev	DevNee	Adequa	Good	V Good	Excel
1	2	3	4	5	6

2-2. Establish good working relationships with internal/external customers.						
	<b>Self</b>					
	<b>Peer</b>		1	1		1
	<b>Manager</b>			1		
	<b>Report</b>			1	2	

3-5. Actively seek and respond to feedback from customers.						
	<b>Self</b>					
	<b>Peer</b>			2		
	<b>Manager</b>			1		
	<b>Report</b>			2	1	

5-9. Provide quality standards of service to internal/external customers.						
	<b>Self</b>					
	<b>Peer</b>			1	2	
	<b>Manager</b>				1	
	<b>Report</b>				3	

1-8. Create customer-focused solutions.						
	<b>Self</b>					
	<b>Peer</b>		2		1	
	<b>Manager</b>			1		
	<b>Report</b>			1	1	1

4-6. Show I see things from the customer's perspective.							
	<b>Self</b>						
	<b>Peer</b>			2		1	
	<b>Manager</b>				1		
	<b>Report</b>				2	1	
		MjrDev	DevNee	Adequa	Good	V Good	Excel

## Communication

Rating Scale					
MjrDev	DevNee	Adequa	Good	V Good	Excel
1	2	3	4	5	6

1-4. Communicate clearly and concisely.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

1-9. Seek and listen to ideas and opinions of others.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

2-3. Summarise information into easily understandable language.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

3-1. Adapt my communication style to suit the listener.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

3-8. Stimulate listeners and make an impact.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

MjrDev	DevNee	Adequa	Good	V Good	Excel
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CONFIDENTIAL FEEDBACK FOR A N OTHER

**Influence**

Rating Scale					
MjrDev 1	DevNee 2	Adequa 3	Good 4	V Good 5	Excel 6

1-5. Provide clear factual information and logical reasoning to support my opinions and ideas.						
	Self					1
	Peer		1	1	1	
	Manager			1		
	Report			1	2	

2-6. Show respect for the concerns of others even when different from own.						
	Self					1
	Peer		1			1
	Manager					1
	Report			1		2

2-7. Use questions to help build an understanding of other's positions, problems and issues.						
	Self					1
	Peer		1	1		1
	Manager			1		
	Report			1	2	

3-2. Influence and persuade others to give their full agreement.						
	Self					1
	Peer			1		1
	Manager			1		
	Report			1	2	

3-7. Make it clear what is wanted so there is no confusion.						
	Self			1		
	Peer		1	1	1	
	Manager		1			
	Report			1	2	

3-9. Give full attention, suspend judgement, when listening to others.						
	Self				1	
	Peer		2		1	
	Manager				1	
	Report			1	2	

4-1. Focus on areas of common interest and find compromises to gain wider agreement.						
	Self				1	
	Peer		1			1
	Manager			1		
	Report				2	

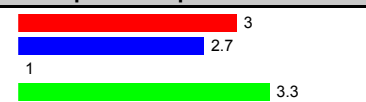
5-5. State views confidently.						
	Self					1
	Peer		1		1	
	Manager			1		
	Report			1	1	


MjrDev	DevNee	Adequa	Good	V Good	Excel
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## Working with Others


Rating Scale					
MjrDev	DevNee	Adequa	Good	V Good	Excel
1	2	3	4	5	6


1-6. Keep others up to date with relevant information.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					


1-10. Maintain open, honest relationships with colleagues.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

3-3. Encourage an atmosphere of respect and trust.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

4-5. Display sensitivity to the feelings of others.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

4-9. Show I value others' contributions and opinions.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

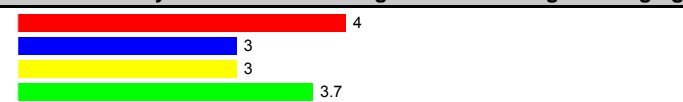
5-3. Generate excitement about future possibilities; add energy to the work climate.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					

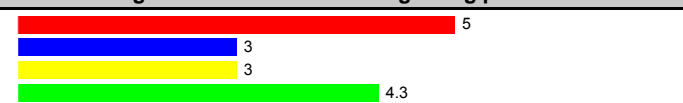
2-5. Respond positively to requests for help from others.						
	<b>Self</b>					
	<b>Peer</b>					
	<b>Manager</b>					
	<b>Report</b>					


MjrDev	DevNee	Adequa	Good	V Good	Excel
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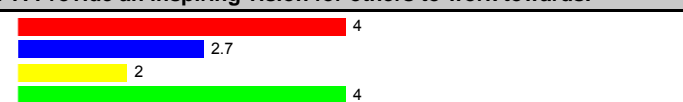
## Direction and Delegation

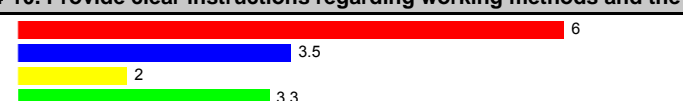
Rating Scale					
MjrDev	DevNee	Adequa	Good	V Good	Excel
1	2	3	4	5	6

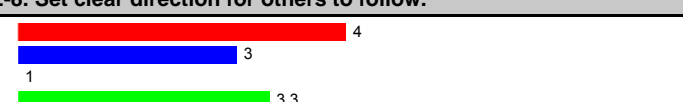
2-1. Work closely with others involving them in defining challenging targets.						
		<b>Self</b>				
		<b>Peer</b>				
		<b>Manager</b>				
		<b>Report</b>				

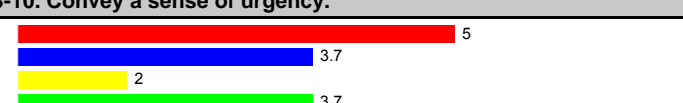
2-11. Encourage individual discretion regarding plans and methods.						
		<b>Self</b>				
		<b>Peer</b>				
		<b>Manager</b>				
		<b>Report</b>				

4-3. Strike a sound balance between empowering and controlling.						
		<b>Self</b>				
		<b>Peer</b>				
		<b>Manager</b>				
		<b>Report</b>				

4-7. Provide an inspiring vision for others to work towards.						
		<b>Self</b>				
		<b>Peer</b>				
		<b>Manager</b>				
		<b>Report</b>				

4-10. Provide clear instructions regarding working methods and the required end results.						
		<b>Self</b>				
		<b>Peer</b>				
		<b>Manager</b>				
		<b>Report</b>				

2-8. Set clear direction for others to follow.						
		<b>Self</b>				
		<b>Peer</b>				
		<b>Manager</b>				
		<b>Report</b>				

3-10. Convey a sense of urgency.						
		<b>Self</b>				
		<b>Peer</b>				
		<b>Manager</b>				
		<b>Report</b>				

MjrDev	DevNee	Adequa	Good	V Good	Excel
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## Developing People

Rating Scale					
MjrDev	DevNee	Adequa	Good	V Good	Excel
1	2	3	4	5	6

4-11. Give praise to encourage repeat good performance.						
	4	Self				1
	2	Peer				
		Manager				
	4	Report			1	

5-4. Provide practical and stretching development opportunities.						
	4	Self				1
	2	Peer				
		Manager		1		
	3.5	Report		1	1	

2-4. Make time to coach others.						
	4	Self				1
	2	Peer				
		Manager		1		
	3	Report		1	1	

3-11. Tackle poor performance head-on.						
	4	Self				1
	3	Peer		1		
	2	Manager		1		
	3.5	Report		1	1	

4-4. Accurately articulate others' unique strengths and development needs.						
	3	Self				1
	2	Peer				
		Manager		1		
	4	Report			1	

5-1. Regularly discuss performance with individuals.						
	4	Self				1
	2	Peer				
		Manager		1		
	3.5	Report		1	1	
			MjrDev	DevNee	Adequa	Good
			V Good	Excel		

## Additional Feedback

### 6-1. I would like this person to CONTINUE:

#### Self

- to have a strong work ethic and continue to be friendly and helpful

#### Manager

- Benefiting the company with his knowledge, contacts and ways of getting around problems.  
Being a decent individual, having time and respect for those he deals with.

#### All Others

- being approachable, helpful, easy to deal with and almost artistic in some respects regarding some practical solutions to problems
- Relaxed attitude,
- to develop relationships with customers and suppliers.

### 6-2. I would like this person to START:

#### Self

- to understand the needs of her team members and develop them to obtain their full potential

#### Manager

- Providing line manager with more frequent updates - both good and bad news.  
Being more structured in her approach to her direct reports' roles and their level of responsibility.  
Managing the consultants better, reporting on inadequate performance and raising their standard of service.

#### All Others

- being a little more precise when communicating information
- Utilising resources more efficiently, delegating responsibility more, engaging more in "team working" and sharing "run of the mill" activities, devolving tasks and leaving individuals to complete those tasks, communicating more concisely, accepting others have their own way of completing tasks, communicating more on work related/policy/specific issues
- process of devolving decision making down to staff.

### 6-3. I would like this person to STOP:

#### Self

- saying yes to everything that is being passed to me and find more time for family and friends

#### Manager

- Being so hands on; getting involved in the nitty gritty of some projects  
Being so against the changing work approach within the Team. The reality that the volumes of work have to be handled and that a difference in approach and management may be required to do this.

#### All Others

- getting involved in fine details of projects.

## Additional Feedback

6-4. What is the one key priority or objective for this individual over the next year?

### Self

- work smarter with an ever increasing workload to obtain a good work / life balance

### Manager

- Manage her direct reports in a more hands off/target focused manner to deliver the targets that have been set.

### All Others

- resolve ongoing issue with line manager about working practises - it is affecting both of them
- To coordinate and communicate an action plan to encompass most of the above.
- Achieve business targets.

6-5. From the above, which two skills will be the most important in helping him/her achieve this objective?

### Self

- good communicating skills
- good leadership skills

### Manager

- Her ability to organise and cajole when she puts her mind to it.
- Her knowldege of the client

### All Others

- Her flexible and open approach and ability to roll with the punches
- Communicating and delegating.
- Analytical skills and diplomacy.

**Invited Respondents**

<u>Respondents</u>	<u>Relationship</u>
Manager 1	Manager
Peer 1	Peer
Peer 2	Peer
Peer 3	Peer
Report 1	Report
Report 2	Report
Report 3	Report
A N Other	Self

**Response Rates**

Manager	1/1
Peer	3/3
Report	3/3
Self	1/1
<b>Total</b>	<b>8/8</b>

**Contact Psymmetry**

If you want to find out more about Psymmetry or would like another survey, please contact:

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**Reflections**

**What are your first reactions and feelings about the 360 Feedback**

**What themes have emerged for you from this feedback?**

**What key strengths have emerged for you?**

**What key areas for improvement have emerged for you?**

**What critical areas would you like to develop further to improve your performance?**