
20/20 Insight Special Report

shine

Test Subject

November 11, 2010

360° Feedback Report - Engaging Leadership

Instructions

To help you understand and interpret your feedback report correctly, please take a moment to read the notes below. Your feedback was based on 4 'Engaging Leadership' categories. Respondents rated the 4 indicators in each category against the scale below.

<u>Scale</u>	<u>Frequency</u>
1	Almost never
2	Rarely
3	Sometimes
4	Usually
5	Very often
6	Almost always

The Report:

There are 5 sections in the report:

1. Category Summary - Self/Other

- *This summary shows the average rating for all indicators in each of the 4 categories provided by respondents. Your self-rating and those of all other respondent groups (e.g. Manager, Peer, Direct Report etc) is also included for comparison.*
- **Freq** = Frequency rating scale. **N** = Number of respondents who gave feedback.

2. Item Ratings - Relationships/Comments

- *This section contains detailed feedback for each of the 16 indicators. It is expressed as an **average** of all respondents (not including self) and then by respondent group. Above the average bar chart you will see the distribution of all ratings.*
- *Written comments provided by respondents are reported verbatim.*

3. Top 3 'Hidden Strengths'

- *This section shows the 3 indicators where your respondents rated you more highly than you did yourself.*

4. Top 3 'Blind Spots'

- *This section shows the 3 indicators where your respondents rated you lower than you did yourself.*

5 . Initial Observations

- *Here, you can write down your first reactions to the feedback having read it through. Try to describe what you think and how you feel about it. Be honest with yourself - your first reactions are important to consider as you plan how to use the feedback.*

Analysing your feedback:

It may take a while before you come to any conclusions about the feedback and the following tips and hints are offered simply as guideline for working through the report.

“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.
- 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, and only when you *are* ready, focus on one or two things to modify or develop.

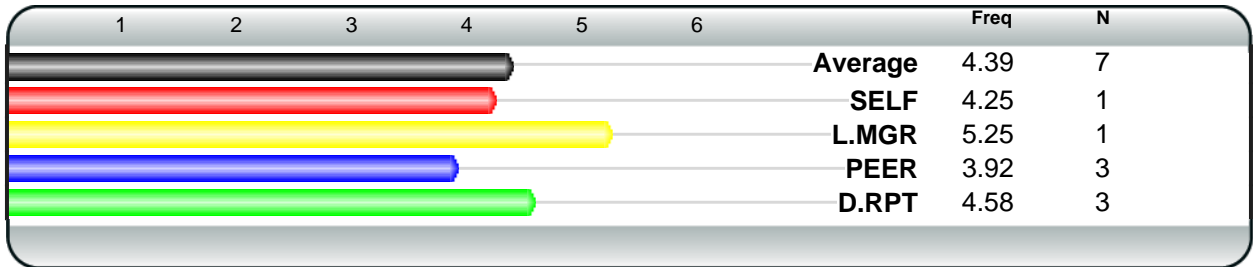
We hope that you find this feedback report useful. Its real purpose is to give you new or clearer insights into your strengths and those areas where you could improve your impact.

In a sense, the rest is now over to you.

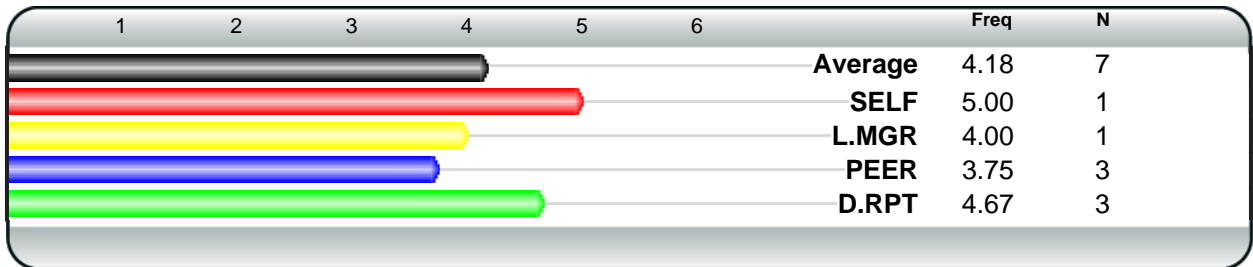
Thanks for taking part in the feedback process and we wish you every success in the future.

Category Summary - Self/Other

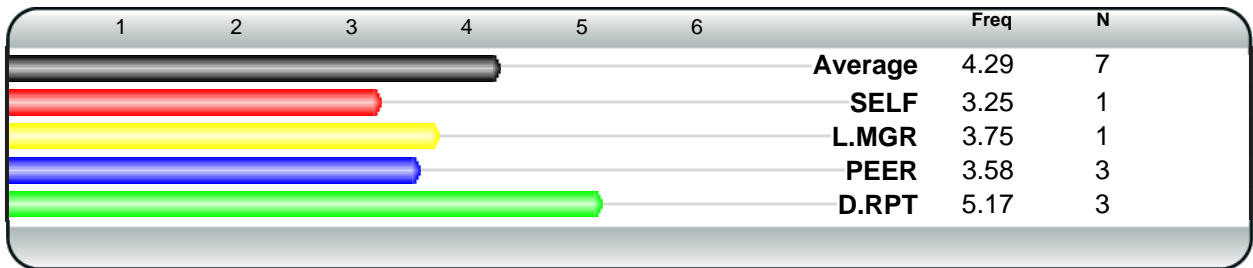
Personal Qualities and Core Values



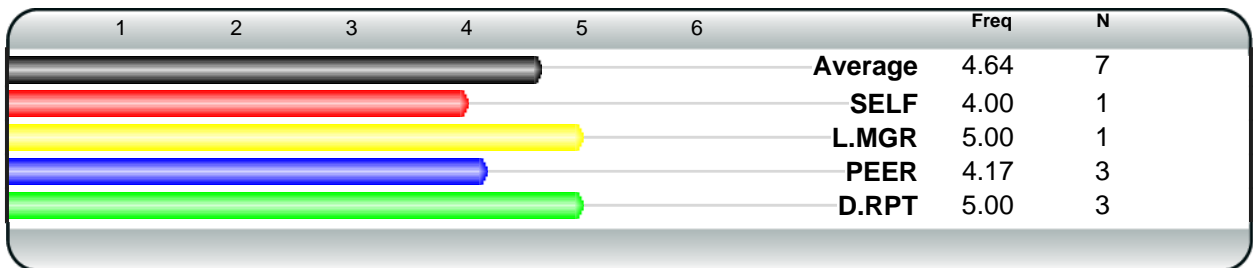
Engaging Individuals



Engaging The Organisation

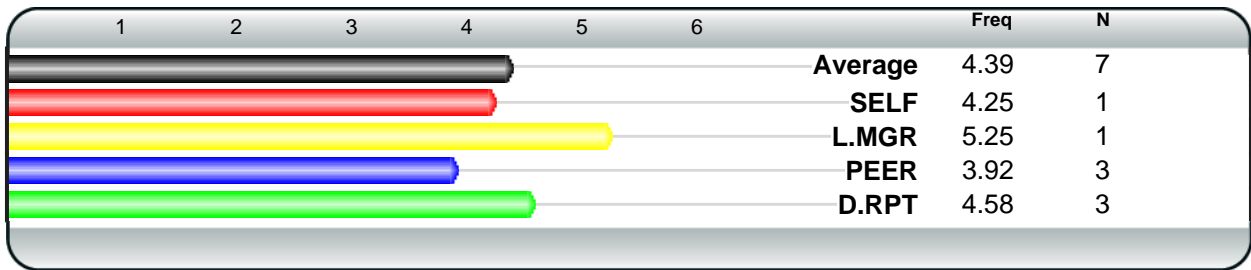


Moving Forward Together

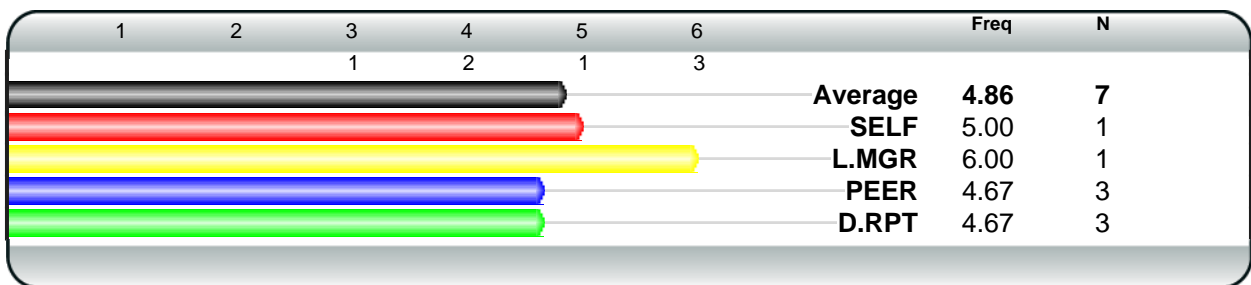


Item Ratings - Relationships/Comments

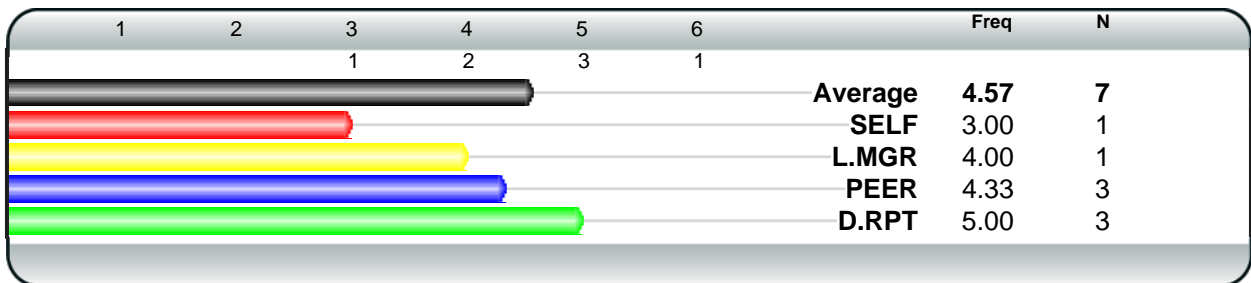
Personal Qualities and Core Values



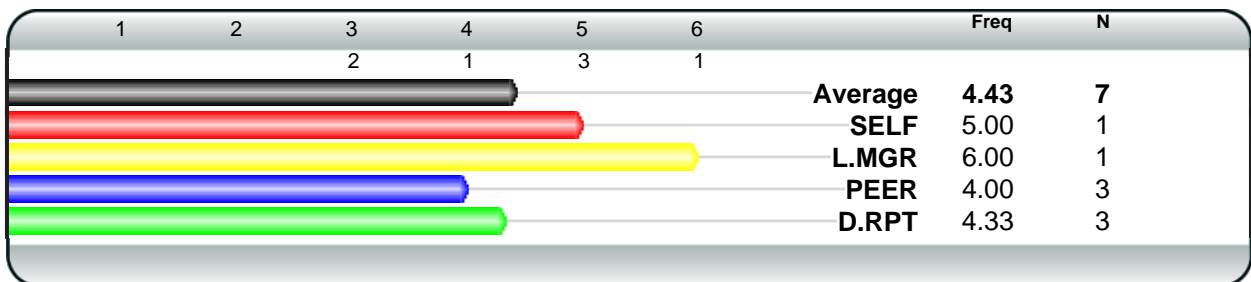
Speaks and acts with integrity.



Maintains high personal and professional standards of behaviour.

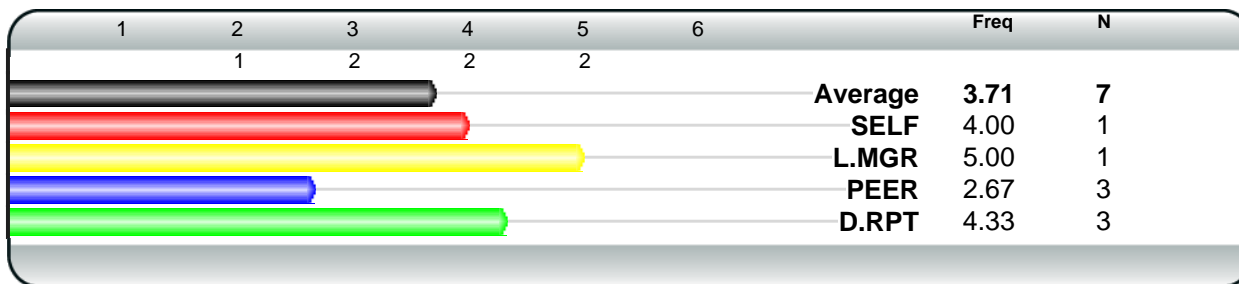


Demonstrates and demands honesty.



Item Ratings - Relationships/Comments

Shows both confidence and humility in the way he/she works.



Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

- *Self: I feel I try to deal with all colleagues openly and with a high degree of honesty - regardless of their position or the situation. I don't 'sugar coat' anything, nor will I withhold information from those who need it.*
- *I find you to be a real walk-the-talk boss. You wouldn't ask us to do anything you wouldn't do yourself and I think you behave in exactly the way you would ask us to behave.*

You also are consistent. I get the same messages from you so I know exactly where I stand and what you expect.

- *I have complete confidence in your approach to managing me and the team. Your honesty in discussing issues is both disarming and refreshing. This team was quite suspicious of each other and others outside the team when I first joined and I think you have instilled a sense of trust and support. Consequently I notice a much more professional attitude amongst my colleagues and this has brought a great deal more respect towards what we do and how we do it from our key stakeholders. My view is that you have modeled and lead this transition.*
- *My experience of working cross functionally on the MNO holding project through Qtr2/3 was that you brought a level of candour and transparency to the way we worked that wouldn't previously have been possible. Your readiness to give and receive feedback and to explore difficult issues was infectious and set the tone for the project team.*
- *You are entirely trustworthy and I know the information you pass up to me is reliable. I also appreciate your openness when you cannot deliver something or you don't know the answer. It helps me know where we stand and what I need to do to get that result. You don't cover your tracks, which I appreciate.*
- *You have generally delivered what you say you or your team would deliver. I would describe you as reliable in an unfussy way.*
- *Your work ethic and energy is very impressive. You have raised the bar for effort and application which I and others now aspire towards.*

Specific limitations. - Behaviour that has an unhelpful impact.

- *Self: I am all too aware that I can accept, from myself and others, quality and standards that are not acceptable to our clients. I do let some below par work get through in the interests of delivering. This is counterproductive and I must be more tenacious in being consistent. It can create the false impression that I don't care.*
- *I can certainly see the humility - you are very prepared to acknowledge your shortcomings and ask for help. The other side of this is that sometimes this comes across as a lack of confidence. Perhaps you don't feel this but I, and some of my colleagues, question our confidence in your abilities when you are so open about errors.*
- *I'm not sure I always quite believe what you are saying when you are communicating and cascading*

Item Ratings - Relationships/Comments

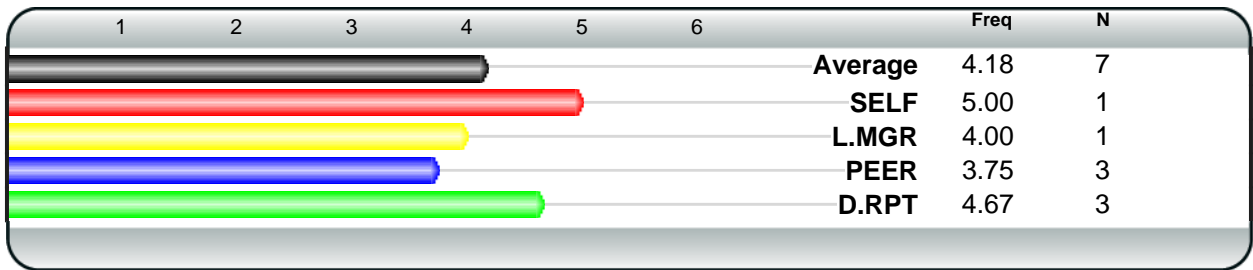
Specific limitations. - Behaviour that has an unhelpful impact. - (cont'd)

information from the Board meetings. The content may be accurate but the words you use are quite guarded - almost as though you are not totally on board. This undermines the message and leaves doubt in my mind.

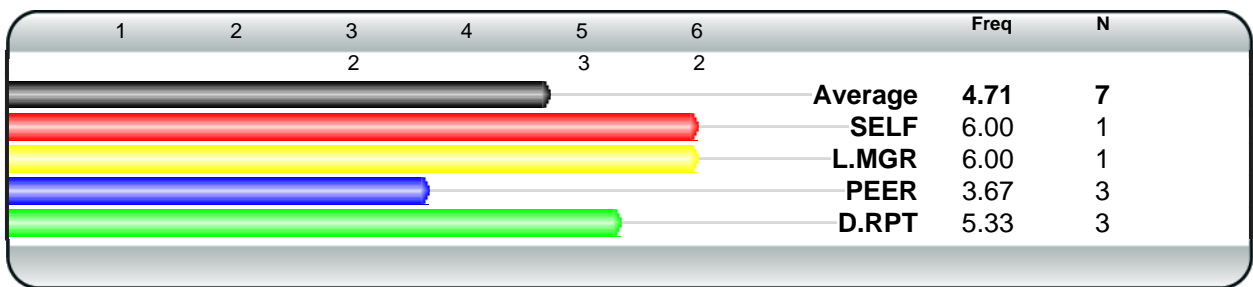
- *On occasions (e.g the ABC project for DEF Group) I think you are too prepared to accept poor quality service from both our suppliers and our teams. I sense you avoid confronting poor performance out of some sort of comraderie! Maybe you also are 'guilty' of supporting what you see as the underdog - whereas I would see them as people who take advantage of a situation.*
- *On occasions I find you a bit withdrawn and non-committed. The development meetings are a good example where you appear disinterested at times - or at least lost in your own thoughts. Thi doesn't come across as confidence but as indifference.*
- *Perhaps your personal standards are a litte intimidating. Your work ethic, hours you work etc are something that some of us(i.e me) find hard to match.*
- *You can appear indifferent to others - especially those not directly involved in your work streams. This is not to say you are rude or impatient with them - just ambivalent. It can come across as an arrogance, which I don't think is your intention.*

Item Ratings - Relationships/Comments

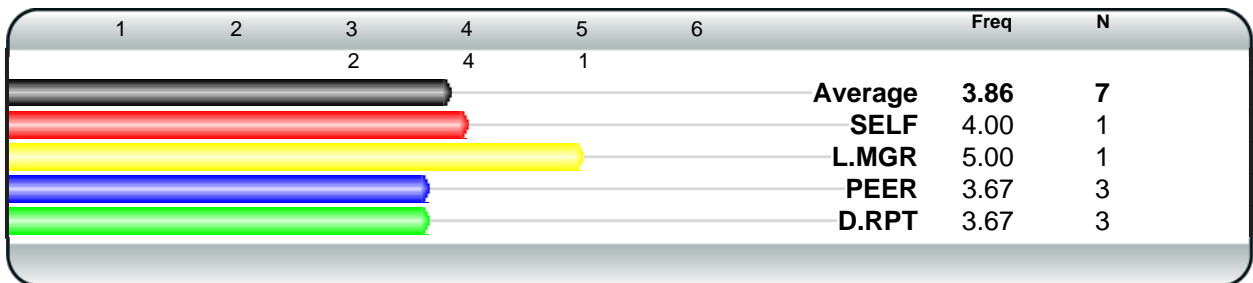
Engaging Individuals



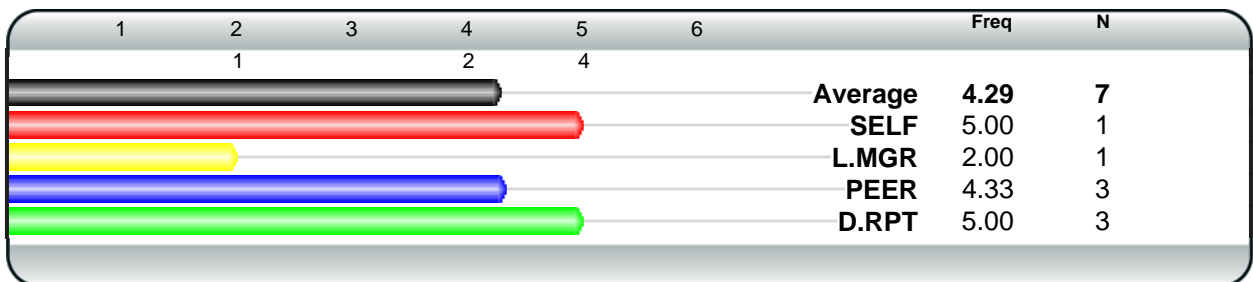
Shows genuine interest and concern for individuals.



Ensures he/she is accessible and approachable.

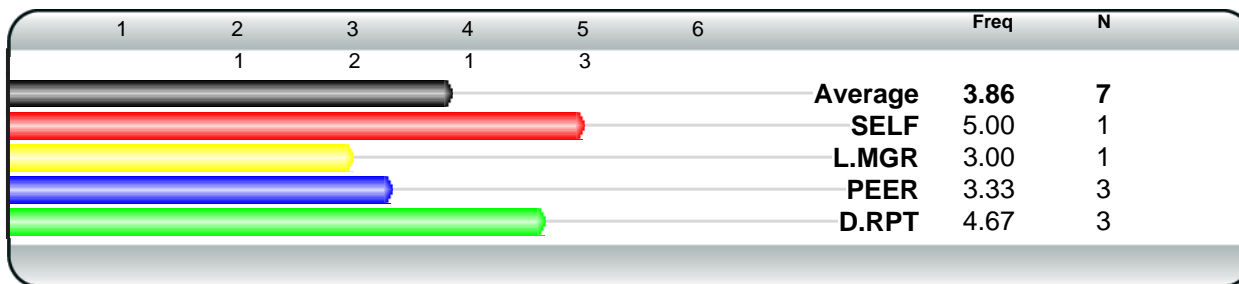


Encourages individuals to question and challenge.



Item Ratings - Relationships/Comments

Enables individuals to develop their skills and abilities.



Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

- *Self: I believe I don't just relate to others as work colleagues but as individuals and human beings. I take an interest in their whole life - as long as they are happy to share that with me. I am especially interested in those from different backgrounds to my own who can educate me.*
- *I especially value your ability to show interest in those who are not just in your immediate team or network. You have a very inclusive style which brings people into your arena quickly. I believe this encourages them to work with you pretty quickly.*
- *This is the first team I've been in where the manager positively encourages us not only to challenge the systems and processes we work with, but also to challenge him and his decisions. I think you are creating a healthy, much more adult to adult set of relationships than we had before.*
- *Undoubtedly you show and take an active interest in the lives, hopes and concerns of others. Your relationship with your current team is excellent and I know they feel totally supported by you - which is a lesson to many of us.*
- *When you are around the building, you make it clear that you are available to talk anytime - and are genuinely interested. I always feel comfortable asking for some time with you and know that you will listen.*

I have also developed a broader range of skills over the past 12 months since you headed up the function and been exposed to other aspects of the role which previously had been out of scope.

- *You appear very comfortable that others challenge or disagree with your views and opinions. You give them space and airtime to express their point of view and take the time to check that you've understood the point. You rarely dismiss a counter view out of hand.*

Specific limitations. - Behaviour that has an unhelpful impact.

- *Self: Over the past 12 - 18 months I do accept that project work has made me more and more and more distant from my team. I also seem to spend less time with my peer group sharing our experience. The pressure to deliver is limiting my willingness to invest time simply talking to others.*
- *I would appreciate the opportunity to work, possibly on a limited secondment, in another area. I feel a little pigeon holed at the moment and would appreciate getting wider exposure. To date you haven't shown support for this.*
- *I'm not sure it's a genuine concern FOR individuals. Whilst you appear concerned for your team, I see less evidence of the same interest for individuals in other teams. It's a little exclusive at times.*
- *It is apparent you are stretched very thinly and have increasingly less time to devote to the team either collectively or on a one to one basis. My observation is that you rarely say NO to any requests from the broader business and seem keen to get involved in many projects. This means you run the risk of neglecting your people management role.*

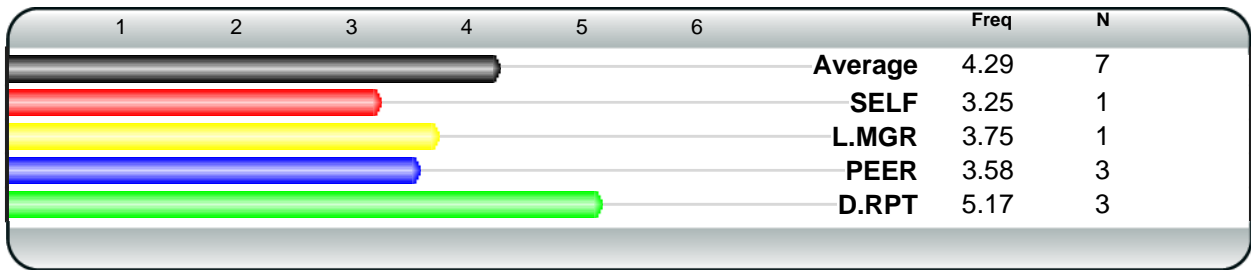
Item Ratings - Relationships/Comments

Specific limitations. - Behaviour that has an unhelpful impact. - (cont'd)

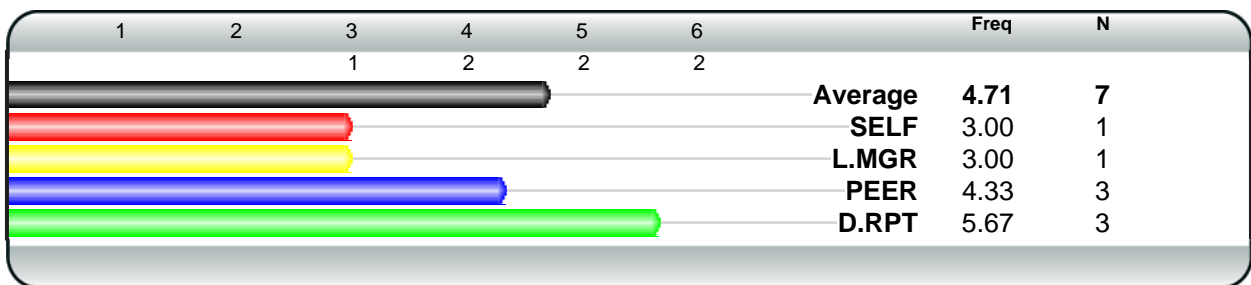
- *It seems you are being pulled away from the building more and more so opportunities to get 1:1 time with you are decreasing.*
- *The downside of your interest in others is that I feel, on too many occasions, you go easy on below average performance and allow some individuals to coast. There is far more potential in your team than they are currently displaying and your lack of confrontation and challenge is holding it back. Whilst I appreciate your concern for work loads and lack of resources, I do feel you are in danger of 'over empathizing' with some individuals who are quite frankly taking advantage of your good nature.*
- *The limited interest you have shown in my own team and the possibilities for them to get some experience in your own area leads me to think you are not a natural developer of talent or potential. I personally do not seem to have benefited from you sharing your knowledge or experience with me.*

Item Ratings - Relationships/Comments

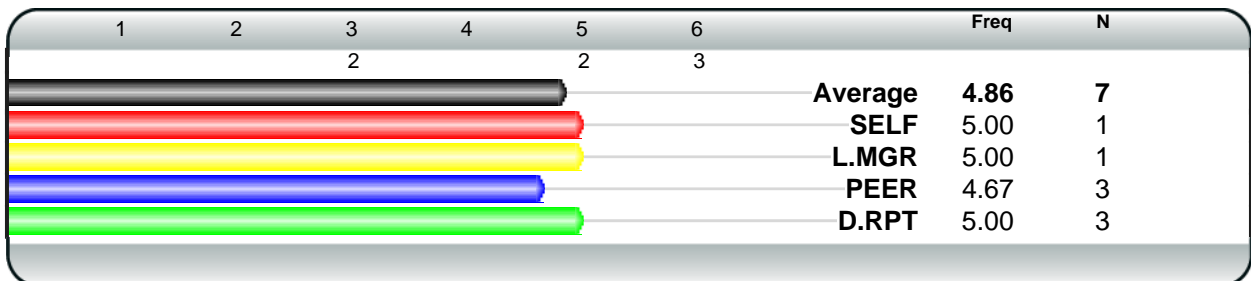
Engaging The Organisation



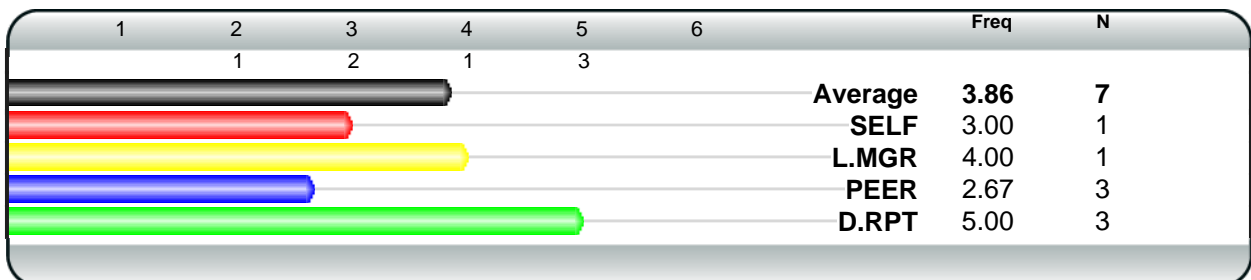
Keeps others focussed on what is important.



Actively listens to those with different views and opinions.

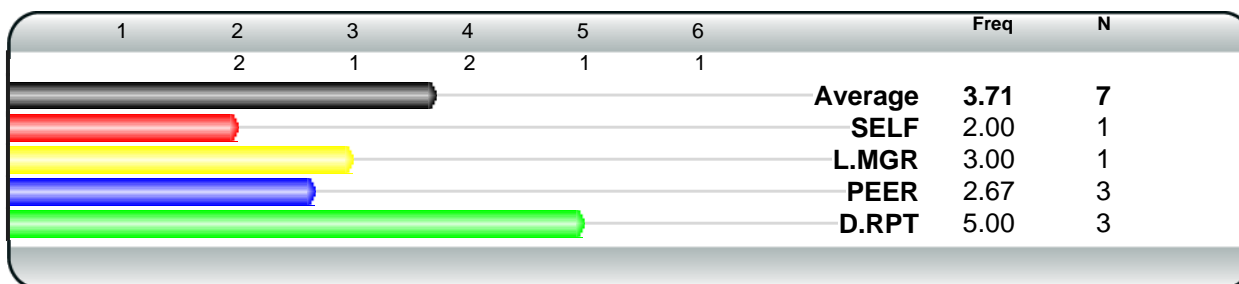


Remains decisive - even in times of uncertainty or disagreement.



Item Ratings - Relationships/Comments

Acts as a role model that others choose to follow.



Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

- *Self: I am not threatened by those who disagree with my view or opinions - as long as they express those views constructively and with respect for my own opinions.*
- *Anybody could come to you to discuss practically anything in the knowledge that you would give them the time and that you would listen. Given the current climate and fears over job cuts, this is much need management skill/quality and I would encourage you not to neglect it.*
- *I do feel that you have brought some outside experience into the business which has acted as a wake up call to a lot of managers. The seriousness with which you approach clients and their requirements was lacking before and is infectious. It is also apparent that whilst you do have your own very clear views and opinions - no doubt based on considerable industry experience - you are usually prepared to listen to other peoples views. This is especially noticable when you consult with colleagues who have been here for a long time. You don't devalue them simply because they are 'old school'.*
- *My personal performance and that of the team as a whole reflects the level of focus you have brought to our work. You have helped us better see how what we do contributes to the business effort - giving me a much greater sense of value and purpose. The company vision is also much clear these days and I think this is in part due to the way you constantly refer back to it when we discuss work, progress, opportunities, etc.*
- *We are left in no doubt about what clients need, what the business needs and what you expect. Its all very joined up and cohesive which makes it far easier to keep focussed on the priorities. You repeat the important messages at every opportunity and whilst this can, to some, get over familiar, I find it reassuring and helpful.*
- *You appear and sound very focussed. Team meetings rarely go off on red herrings when you are chairing them and you are always quick to bring a conversation back to some strategic objective. It does focus the mind and makes the meetings shorter and more concise than I think they would otherwise be.*
- *You are a natural listener and always appear curious and intrigued by the views of those around you. I admire your willingness to listen to some quite alternative views on how we should develop the department - especially from those who may not yet have sufficient experience in the business to have developed a sound opinion. I am far too ready to dismiss these people and its a quality of yours I very much appreciate.*

Specific limitations. - Behaviour that has an unhelpful impact.

- *Self: Given my tendency to lose interest or become despondent with the organisational strategy, I have never seen myself as a role model - nor would I wish to be one. I am more concerned about a recent pattern of indecisiveness. I notice that I am not openly stating my disagreement quickly enough.*
- *Although we have limited exposure to each other, I find your approach rather one dimensional and a little calculated. Whilst it is good to have a calm head, a little passion and energy goes a long way and helps to motivate and enthuse others. I don't see this coming from you and so I don't see you as an obvious role*

Item Ratings - Relationships/Comments

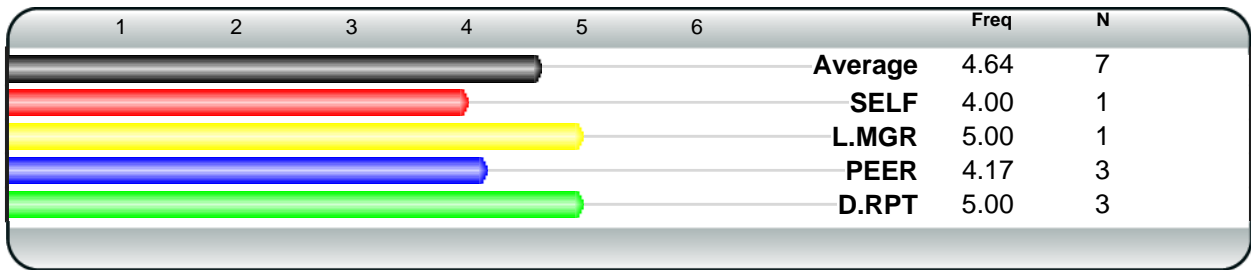
Specific limitations. - Behaviour that has an unhelpful impact. - (cont'd)

model for our management approach.

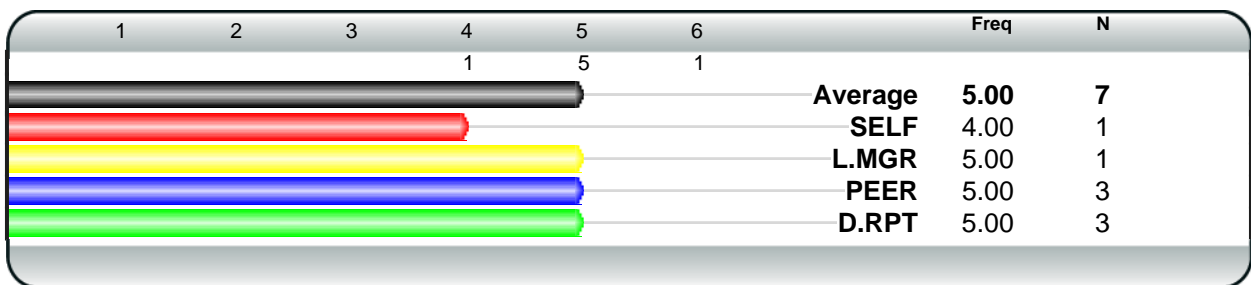
- *As I mention elsewhere, I feel your management style is a little too acceptant of others agendas. The last department meeting was a good example of where you allowed several peripheral debates to eat up the time with the results that we didn't reach any important decisions on the September conference. I think you know what the key issues are and must develop a firmer stance on controlling input.*
- *I notice that when you are working to very tough deadlines, your natural inclination to spend time listening to others tends to go out the window. If you are under pressure, its likely that we are too and that's when we really need our boss to take notice of what we are saying.*
- *It is a frustration for me that you will buy time when the management team want to make an important decision that may or may not affect your department (eg June's budget reforecasts). The rest of us want a quick decision - knowing that it may not always be the right one - but at least that can be changed. No decision leaves us in limbo.*
- *On occasions I think you can go off on a tangent - and that tangent is usually something you feel is more impirtant than the issue at hand. I don't think is you working on your own agenda as such, more that you firmly believe you know what the business priorities should be!!*

Item Ratings - Relationships/Comments

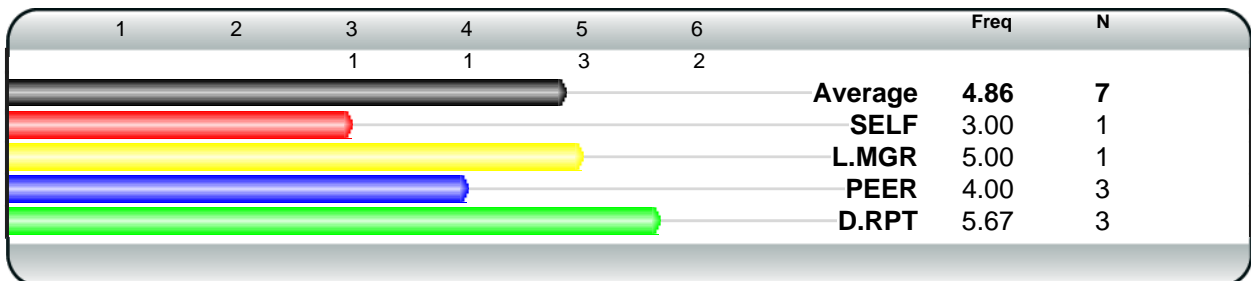
Moving Forward Together



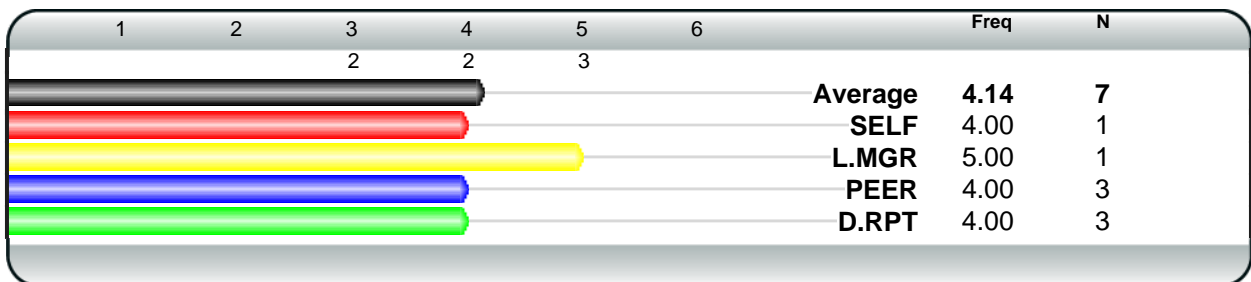
Collaborates with others to build a shared vision.



Facilitates change whilst respecting the needs and concerns of others.

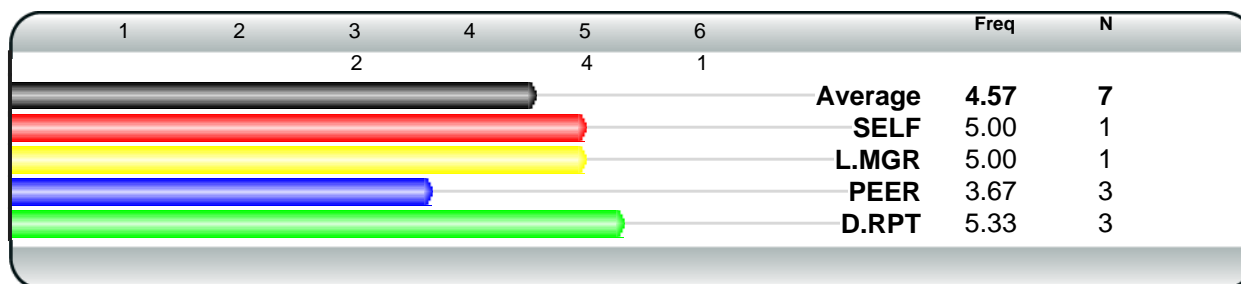


Actively builds relationships with a wide range of individuals and groups.



Item Ratings - Relationships/Comments

Works constructively with others to resolve complex issues.



Please add any written comments to support the ratings above for this section. These will be most helpful if they describe specific behaviours you observe and the impact (positive or otherwise) that they have on you or this person's performance.

Specific strengths. - Behaviour that has a positive impact.

- *Self: I see myself as a better team player than a specialist or individualist. I can pick up and build on other peoples ideas and energies and find options.*
- *Given the changes of the last few months, and the relative ease with which these have gone through, I think you have brought people with you. You have kept us informed throughout this period so nothing has come as a shock of suprise. You have also listened to our concerns and some of the false assumptions we made without judging or be-littling them.*
- *I genuinely see you as someone who wants to work for the good of the business. I don't question your intention and have frequently appreciated your willingness to talk to my people and ensure a very consistent message comes across - despite the fact I know we have our differences.*
- *I get the impression that you are totally committed to the business and put its priorities ahead of yours. As a result, you consistently appear willing to work with others in a highly collaborative way where your personal agenda takes a back seat. You also appear very happy for others to take the plaudits and recognition for successes. There are downsides to this but I do feel it has helped you engage with a lot of quite difficult user groups.*
- *It is clear to me that you have a very clear understanding of what this business is trying to achieve and the steps it need to take to get there. You talk very eloquently about this in our monthly meetings - and in a language that I sense most people can relate to.*
- *Whilst you are clearly committed to your team, this is not at the expense of other teams or important alliances. You ceratinly don't appear to be self seeking or parochial in your approach. This has had a noticebale affect on the wider department, which was until you joined, guilty of both those traits. I believe this influence is also starting to have an impact in other areas of the management structure leading to much more joined up working practices.*
- *Whilst you are obviously quite ambitious, I see this ambition being realised by working with and through others. You are acutely aware of your strengths and weaknesses and have clearly engaged with those you see as being more capable than you in certain areas. This does't come across as selfish or manipulative and you are always quick to share sucess and give credit where credit is due. I get the impression people enjoy and want to work alongside you.*

Specific limitations. - Behaviour that has an unhelpful impact.

- *Self: In wanting to understand the needs and concerns of others, I am aware I can slow things down. This can also lead to change not taking place as I unintentionally may consolidate a resistance to change. I haven't yet learnt the abilty to show understanding and yet disagree.*
- *Beware the danger of not being recognised (or your team not receiving) the praise and acknowledgement for the contribution made. Your team were critical to the success of the GHI launch in June and this may have been overlooked by others who could benefit from their invlovement in the future.*

Item Ratings - Relationships/Comments

Specific limitations. - Behaviour that has an unhelpful impact. - (cont'd)

- *I suspect I am in the minority on this one, but I don't see any consistent or concrete evidence that you want to be a team player or work collaboratively with others. Whilst I don't see any destructive or counterproductive behaviour (or overt game playing), neither am I conscious of you proactively seeking out others or contributing to their projects. You seem intent on the work of your own specialist area and don't talk enough about joint projects or sharing resources to benefit the whole business. I would like to be proved wrong on this one!*
- *On some issues (e.g the WXY department restructure), I feel you caved in to some strong personalities who were using bullying tactics to get their way. You have the intellect and credibility to take these individuals on, head-to-head and deal with it. Others are looking to you to be assertive and decisive on key issues like this and its time to step up to the plate.*
- *Perhaps you could be more proactive in helping your peers in other less receptive areas get on board with some of the changes. They are dragging their heels and would probably respond positively to your approach.*
- *You do tend to get bogged down in some almost philosophical issues. Problem resolution and change can take longer than I think necessary because of your tendency to prevaricate. Sometimes it is more prudent to recognise that not everything is in place but there's enough that is to allow us to move on. The negotiations with MNP Associates is a classic example of just that.*
- *You have quickly established a network of like minds, which you are putting to use for the good of the business. However, I do think you have to be careful not to allow this to become an exclusive club that excludes others who have considerable influence. There is a danger you have made snap judgements on some specialists who you are now no longer engaging with.*

A 360° feedback report can provide you with new insights into your behaviour and the impact it has on those around you.

That will include comparing your own perception of your behaviour (and its impact) with the perceptions of other people. In some cases there may be little difference between the two - but in others, the differences may help you better understand the impact that you are having rather than the impact you intended to have, or thought you had.

The next two sections summarise those behaviours where your own perception is most different from that of your respondents.

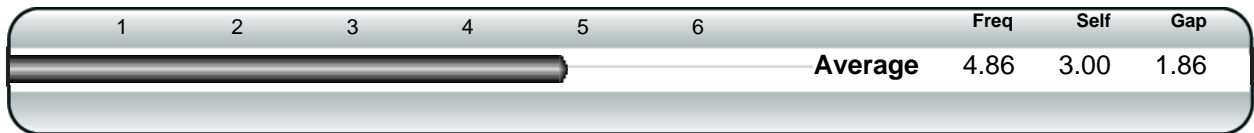
Top 3 'Hidden Strengths'

This section shows the 3 behaviours where your personal rating is less positive than the average rating of all your other respondents.

This may suggest that you underestimate your effectiveness in these areas or that you could use these strengths with more confidence and impact in a wider set of situations.

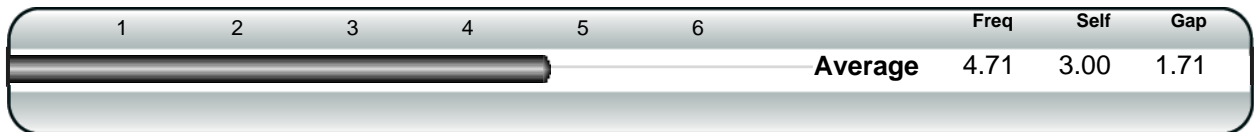
Facilitates change whilst respecting the needs and concerns of others.

(Moving Forward Together)



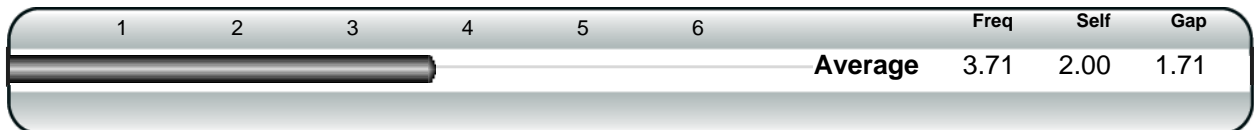
Keeps others focussed on what is important.

(Engaging The Organisation)



Acts as a role model that others choose to follow.

(Engaging The Organisation)



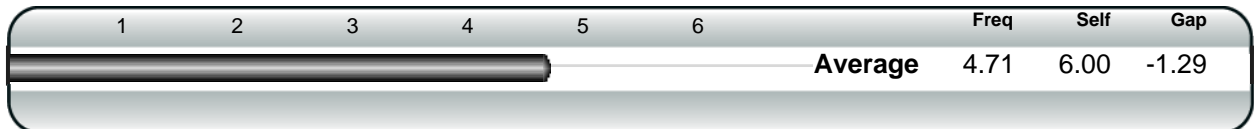
Top 3 'Blind Spots'

This section shows the 3 behaviours where your personal rating is more positive than the average rating of all your other respondents.

This may suggest that you overestimate your effectiveness in these areas. Perhaps you are 'over-using' these behaviours in some situations. Alternatively, your behaviour may not be having the impact you intend it to have and needs modifying.

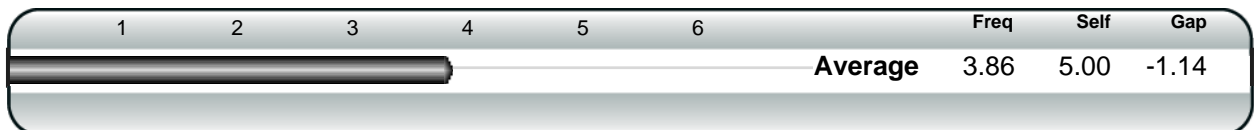
Shows genuine interest and concern for individuals.

(Engaging Individuals)



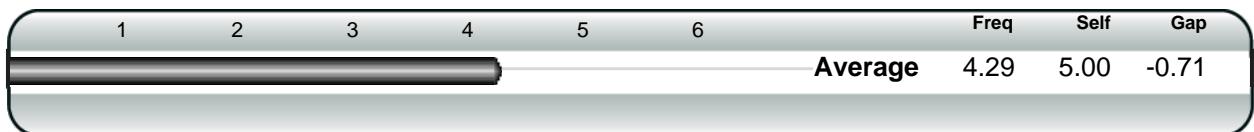
Enables individuals to develop their skills and abilities.

(Engaging Individuals)



Encourages individuals to question and challenge.

(Engaging Individuals)



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