

# 360° BESPOKE

## 360 DEGREE FEEDBACK REPORT

15/02/2022

Acme Manufacturing Ltd

John Doe

Private & Confidential.

## Contents

---

Contents	2
Introduction	3
Understanding your 360 Degree Feedback Report	4
Averages for competencies	5
A graph of the top 5 and bottom 5 statement averages	6
Ratings against each of the 8 competencies	7
Qualitative section	19
Personal Development Plan	21
Notes	22

---

This report is the property of John Doe. It may only be made available to third parties that have been specifically named and then only with the express permission of the owner. Thomas International assumes no responsibility for any unintended use, nor does Thomas International offer any guarantee for the Competency Definitions or statements written or amended by Thomas International - Client Services. The results from the software are provided 'as is' without any guarantee whatsoever. Under no circumstances shall Thomas International be liable for any form of consequential damages arising from their use.

## Introduction

This confidential 360 degree feedback report provides you with a detailed analysis of the information received from the individuals who have completed the 360 questionnaire.

Relationship	Minimum	Completed
Self	1	1
Manager	1	1
Peer	2	3
Team	2	4
Customer	0	6

If the number of responses that were completed are less than the minimum number, then the validity of this report is reduced and we would recommend further feedback.

This report provides you with a summary of the scores from your line manager and those respondents who have responded to the online 360 degree feedback questionnaire. These scores are summarised for each of the following 8 competencies:

Focusing on the Future  
 Coaching for Performance  
 Decision Making and Judgement  
 Innovation

Developing Partnerships  
 Builds Relationships  
 Impact and Influence  
 Business Focus

The analysis of the 42 statements linked to the above identifies the average rating for each competency (including and excluding self) and shows the range of scores that were given to you.

In addition, information is presented graphically and displays the top and bottom five statements to identify your strengths and areas for development.

You can also compare the degree of variation of the importance ranking of competencies with your colleagues.

## Understanding your 360 Degree Feedback Report

---

### Primary objectives of the report

Single sourced feedback is rarely comprehensive enough to be regarded as good quality. Where staff are regarded as empowered to do their own jobs and interact with others, managers are regarded as the 'coach' to help and guide staff to a higher performance, and so single-sourced feedback is often considered inadequate.

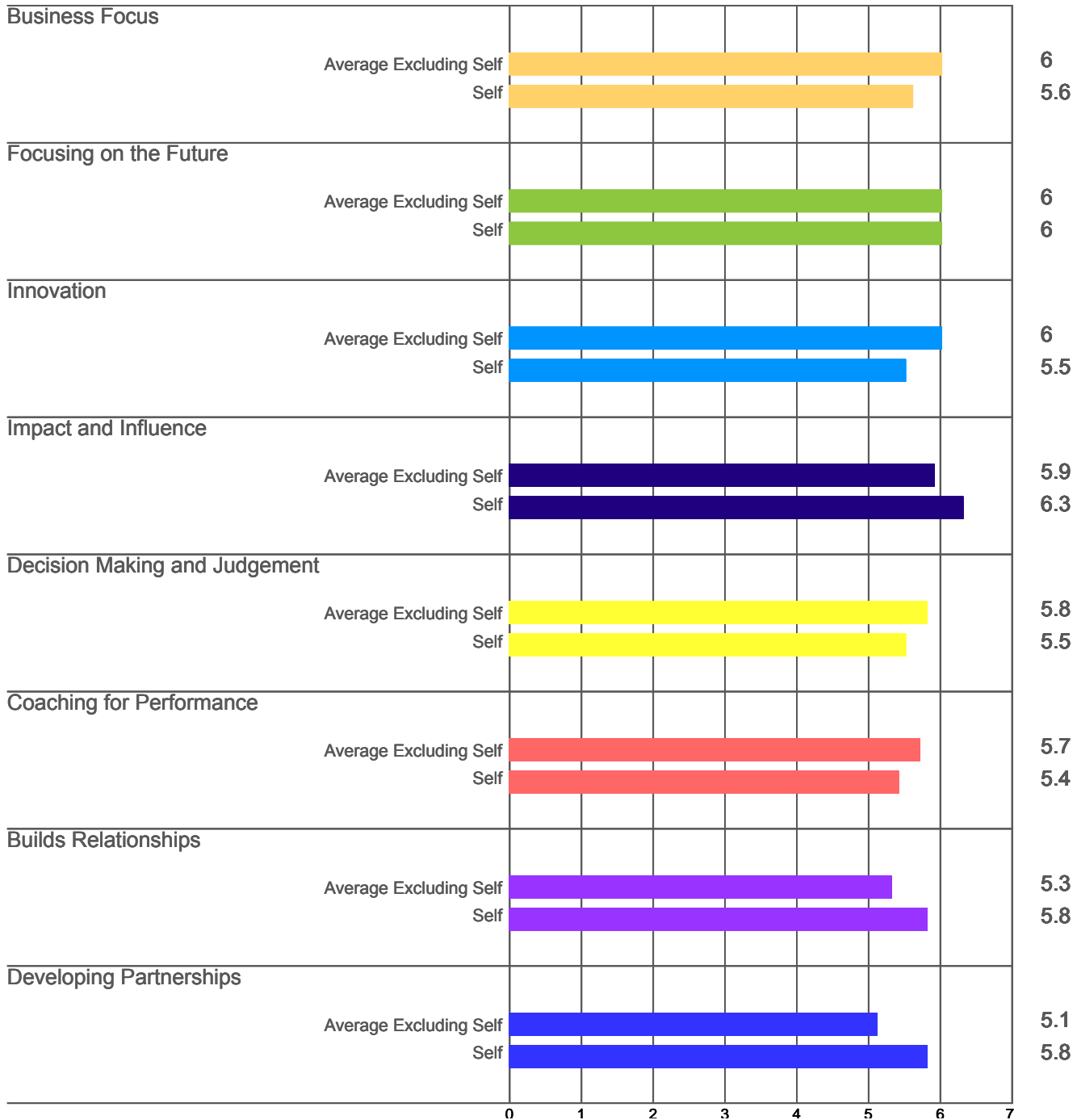
360 degree feedback is becoming increasingly popular in linking good quality feedback with improved performance and as an essential part of personal development. The purpose of 360 degree feedback is to take feedback one step further and to involve a variety of people in the process. It is important to remember that respondents have not all been trained to review performance and therefore you need to remain reasonably detached and identify trends and consistencies within the data.

### The purpose of 360 degree feedback

- To develop an awareness of your perceived behaviour within the workplace.
- To focus on changes that you may need to make in order to be more effective.
- To provide you with information that will allow you to build upon what you do well.
- To allow you the opportunity to explore the reasons for the scoring.
- To pave the way for you to take action.
- To give you the opportunity to take responsibility for your own development.

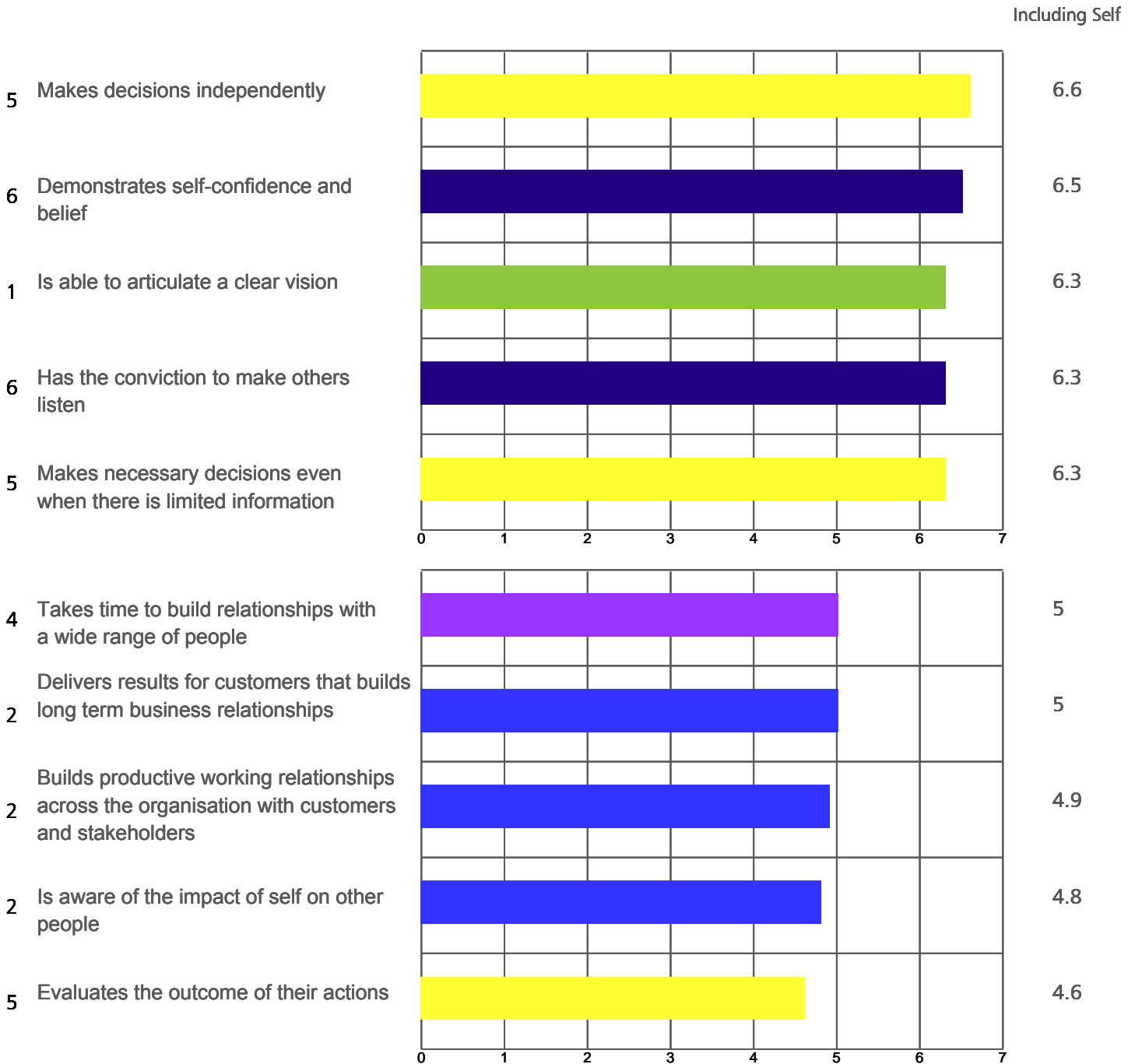
## Averages for competencies

The table below summarises the scores of your 360 feedback against each of the competencies. The higher the score the greater the perception that you display the behaviour.



## A graph of the top 5 and bottom 5 statement averages

The numbers on the left hand side of the statement relate to the competency colour code.



The higher the score on the feedback, the greater the behaviour on the competency.

Competency Codes

- 1 - Focusing on the Future
- 4 - Builds Relationships
- 7 - Innovation

- 2 - Developing Partnerships
- 5 - Decision Making and Judgement
- 8 - Business Focus

- 3 - Coaching for Performance
- 6 - Impact and Influence

## Ratings against each of the 8 competencies

### Explanation of the following tables

Each of the competencies has been broken down into statements, which you have received feedback on during the questionnaire.

In the example below each statement has a summary of the distribution of scores from yourself, your manager, peers and team.

Respondents have rated the statements based on their observations as follows:

- 7 - Great Deal (High)** - the participant is exceptional and can be considered as a role-model in this area.
- 4 - Meets Expectations** - the participant is meeting the expected standard for their role.
- 1 - Not Much (Low)** - the participant needs considerable support or development in this area.
- Not Observed/Not Applicable** - the participant does not have the opportunity to demonstrate this skill, or, if it is not applicable to their role. In the tables that follow, this column is labelled "Not Observed".

Each statement is given an average rating and each competency has an overall rating score.

1. Where "Not Observed" has been highlighted it is excluded when calculating the average score.
2. The average rating for each group is displayed to one decimal place.
3. The statement average is the calculated true average rating of each group, i.e weighted average.
4. The competency average is calculated from the true statement averages (2). If a statement is not observed by anybody then it is not included in the competency average.

Links mission, vision, values, goals and strategies to everyday working									Range	Average
Not Observed	Not Much	1	2	3	4	5	6	Great Deal		
1							1	7		6.0
Self						1				5.0
Manager					1	1			4 to 5	4.5
Peer					1	1			5 to 7	6.0
Team						1		1		

Average Rating Excluding Self: 5.2      Average Rating Including Self: 5.4

Excluding Self: 4.3      Including Self: 4.4

**Overall Rating on Competency**      4.3      4.4

## Focusing on the Future

Demonstrates enthusiasm about future opportunities by identifying strategic issues, opportunities and managing risk. Clearly communicates links between individual teams and organisational goals.

Links mission, vision, values, goals and strategies to everyday working									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager					1						4.0
Peer							3				6.0
Team							2	2		6 to 7	6.5
Customer					1	1	1	3		4 to 7	6.0
Average Rating Excluding Self		5.6			Average Rating Including Self		5.7				

Actively focuses on the organisation being an outstanding place to work									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager							1				6.0
Peer						2		1		5 to 7	5.7
Team							4				6.0
Customer					1	1		4		4 to 7	6.2
Average Rating Excluding Self		6.0			Average Rating Including Self		6.0				

Takes calculated risks when making difficult business decisions									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager								1			7.0
Peer							2	1		6 to 7	6.3
Team						1	1	2		5 to 7	6.2
Customer						2	2	2		5 to 7	6.0
Average Rating Excluding Self		6.4			Average Rating Including Self		6.3				

Is able to articulate a clear vision									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager								1			7.0
Peer							3				6.0
Team							2	2		6 to 7	6.5
Customer						2	1	3		5 to 7	6.2
Average Rating Excluding Self		6.4			Average Rating Including Self		6.3				

Involves others in strategic planning									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager							1				6.0
Peer			1		1	1				2 to 5	3.7
Team						1		3		5 to 7	6.5
Customer						2	1	3		5 to 7	6.2
Average Rating Excluding Self		5.6			Average Rating Including Self		5.7				

Excluding Self      Including Self

Overall Rating on Competency      6.0      6.0



## Developing Partnerships

The ability to establish relationships with, and influence complex networks of people whose cooperation is needed for the success of the organisation.

Builds productive working relationships across the organisation with customers and stakeholders									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager				1							3.0
Peer				1		2				3 to 5	4.3
Team							3	1		6 to 7	6.2
Customer				1	1	2	1	1		3 to 7	5.0
Average Rating Excluding Self		4.6			Average Rating Including Self		4.9				

Spends time on strategic issues to the benefit of the organisation									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager							1				6.0
Peer						1	1	1		5 to 7	6.0
Team							2	2		6 to 7	6.5
Customer						2	1	3		5 to 7	6.2
Average Rating Excluding Self		6.2			Average Rating Including Self		6.1				

Delivers results for customers that builds long term business relationships									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager				1							3.0
Peer			1		1		1			2 to 6	4.0
Team							3	1		6 to 7	6.2
Customer				1		2		3		3 to 7	5.7
Average Rating Excluding Self		4.7			Average Rating Including Self		5.0				

Speaks at conferences as a thought leader									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager	1										0.0
Peer		1		1		1				1 to 5	3.0
Team	1					1		2		5 to 7	6.3
Customer	3					1	1	1		5 to 7	6.0
Average Rating Excluding Self		5.1			Average Rating Including Self		5.3				

Is aware of the impact of self on other people									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager				1							3.0
Peer				1		1		1		3 to 7	5.0
Team							3	1		6 to 7	6.2
Customer				3			1	2		3 to 7	4.8
Average Rating Excluding Self		4.8			Average Rating Including Self		4.8				

	Excluding Self	Including Self
<b>Overall Rating on Competency</b>	<b>5.1</b>	<b>5.2</b>

## Coaching for Performance

The ability to help others achieve more through feedback, instruction and encouragement.

Helps others to develop their careers									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager							1				6.0
Peer						1	1	1		5 to 7	6.0
Team	1						1	2		6 to 7	6.7
Customer				1	1	2	1	1		3 to 7	5.0
Average Rating Excluding Self		5.9			Average Rating Including Self		5.7				

Highlights strengths and weaknesses by giving specific examples									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager							1				6.0
Peer						2		1		5 to 7	5.7
Team						2	1	1		5 to 7	5.8
Customer				2			3	1		4 to 7	5.5
Average Rating Excluding Self		5.8			Average Rating Including Self		5.8				

Coaches others regardless of performance level									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self					1						4.0
Manager							1				6.0
Peer						1	2			5 to 6	5.7
Team	1					1	1	1		5 to 7	6.0
Customer				1	2		3			3 to 6	4.8
Average Rating Excluding Self		5.6			Average Rating Including Self		5.3				

Models a high performance work ethic and constant self-improvement									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager					1						4.0
Peer					1	1	1			4 to 6	5.0
Team							3	1		6 to 7	6.2
Customer			1			1	2	2		2 to 7	5.5
Average Rating Excluding Self		5.2			Average Rating Including Self		5.3				

Offers praise and recognition as improvements are made									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager							1				6.0
Peer						1	2			5 to 6	5.7
Team						1	1	2		5 to 7	6.2
Customer					1	2	1	2		4 to 7	5.7
Average Rating Excluding Self		5.9			Average Rating Including Self		5.9				

Excluding Self      Including Self

**Overall Rating on Competency**      **5.7**      **5.6**

## Builds Relationships

The ability to build rapport and maintain long term relationships.

Listens attentively to others									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager							1				6.0
Peer					1		1	1		4 to 7	5.7
Team						2		2		5 to 7	6.0
Customer					2		1	3		4 to 7	5.8
Average Rating Excluding Self		5.9			Average Rating Including Self		5.7				

Expresses support and positive feedback to others									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager					1						4.0
Peer						1	1	1		5 to 7	6.0
Team							2	2		6 to 7	6.5
Customer				1	2		1	2		3 to 7	5.2
Average Rating Excluding Self		5.4			Average Rating Including Self		5.3				

Takes time to build relationships with a wide range of people									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager			1								2.0
Peer					1	1		1		4 to 7	5.3
Team						1	2	1		5 to 7	6.0
Customer					2	1		3		4 to 7	5.7
Average Rating Excluding Self		4.8			Average Rating Including Self		5.0				

Builds rapport quickly with others									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager					1						4.0
Peer					2		1			4 to 6	4.7
Team						1	3			5 to 6	5.8
Customer					1	2		3		4 to 7	5.8
Average Rating Excluding Self		5.1			Average Rating Including Self		5.3				

Communicates easily with Senior Managers									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager				1							3.0
Peer					1		2			4 to 6	5.3
Team							2	2		6 to 7	6.5
Customer						1	1	4		5 to 7	6.5
Average Rating Excluding Self		5.3			Average Rating Including Self		5.5				

Gains credibility quickly								
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7
Self								1
Manager					1			
Peer							2	1
Team						1	2	1
Customer			1		2		2	1

Range	Average
	7.0
	4.0
6 to 7	6.3
5 to 7	6.0
2 to 7	4.8

Average Rating Excluding Self

5.3

Average Rating Including Self

5.6

Excluding Self

Including Self

Overall Rating on Competency

5.3

5.4

## Decision Making and Judgement

Makes timely, informed decisions that take into account the facts, goals, constraints and risks.

Can explain the rationale for a decision									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager							1				6.0
Peer							1	2		6 to 7	6.7
Team							3	1		6 to 7	6.2
Customer						1	2	3		5 to 7	6.3
Average Rating Excluding Self		6.3			Average Rating Including Self		6.0				

Makes necessary decisions even when there is limited information									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager								1			7.0
Peer							3				6.0
Team							2	2		6 to 7	6.5
Customer						2	2	2		5 to 7	6.0
Average Rating Excluding Self		6.4			Average Rating Including Self		6.3				

Balances emotion and logic when making a decision									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager						1					5.0
Peer						1	1	1		5 to 7	6.0
Team						1	2	1		5 to 7	6.0
Customer			1			1	2	2		2 to 7	5.5
Average Rating Excluding Self		5.6			Average Rating Including Self		5.5				

Asks questions to ensure they have enough information to make a decision									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager						1					5.0
Peer			1			1	1			2 to 6	4.3
Team						1	3			5 to 6	5.8
Customer					1	1	1	3		4 to 7	6.0
Average Rating Excluding Self		5.3			Average Rating Including Self		5.2				

Evaluates the outcome of their actions									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager				1							3.0
Peer		1	1				1			1 to 6	3.0
Team						2		2		5 to 7	6.0
Customer				2	1		1	2		3 to 7	5.0
Average Rating Excluding Self		4.3			Average Rating Including Self		4.6				

Makes decisions independently								
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7
Self							1	
Manager								1
Peer							1	2
Team							2	2
Customer							1	5

Range	Average
	6.0
	7.0
6 to 7	6.7
6 to 7	6.5
6 to 7	6.8

Average Rating Excluding Self

6.8

Average Rating Including Self

6.6

Excluding Self

Including Self

Overall Rating on Competency

5.8

5.7

## Impact and Influence

The ability to make others listen and understand what you are saying and persuade them into following a course of action using both emotional and rational arguments.

Has the conviction to make others listen									Range	Average
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7		
Self							1			
Manager								1		
Peer						1		2		5 to 7
Team							2	2		6 to 7
Customer				2			1	3		4 to 7
Average Rating Excluding Self		6.4			Average Rating Including Self		6.3			

Adapts style to influence others									Range	Average
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7		
Self								1		
Manager						1				
Peer				1	1	1				3 to 5
Team						1	2	1		5 to 7
Customer			1		1	1	2	1		2 to 7
Average Rating Excluding Self		5.0			Average Rating Including Self		5.4			

Demonstrates self-confidence and belief									Range	Average
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7		
Self							1			
Manager								1		
Peer						1		2		5 to 7
Team							2	2		6 to 7
Customer							1	5		6 to 7
Average Rating Excluding Self		6.7			Average Rating Including Self		6.5			

Establishes credibility quickly in order to influence									Range	Average
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7		
Self								1		
Manager					1					
Peer						1		2		5 to 7
Team							3	1		6 to 7
Customer						3	1	2		5 to 7
Average Rating Excluding Self		5.6			Average Rating Including Self		5.9			

Has a broad network and uses this productively to move forward positive agendas for the organisation									Range	Average
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7		
Self							1			
Manager							1			
Peer							2	1		6 to 7
Team							3	1		6 to 7
Customer				1		1		4		3 to 7
Average Rating Excluding Self		6.1			Average Rating Including Self		6.1			

Is good at reading the audience and adapting their style accordingly								
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7
Self							1	
Manager							1	
Peer				1	1	1	1	
Team							3	1
Customer			1	1	1	1	1	2

Range	Average
	6.0
	6.0
4 to 6	5.0
6 to 7	6.2
3 to 7	5.3

Average Rating Excluding Self

5.6

Average Rating Including Self

5.7

Excluding Self

Including Self

Overall Rating on Competency

5.9

6.0



## Innovation

The ability to see and create new ways of doing things and finding creative solutions to problems.

Able to find innovative solutions to problems with ease									Range	Average
Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1				6.0
Manager							1			7.0
Peer						2	1		5 to 6	5.3
Team							2	2	6 to 7	6.5
Customer			1	1			3	1	3 to 7	5.3
Average Rating Excluding Self		6.0			Average Rating Including Self		6.0			

Comes up with new ideas that can improve the organisation's performance									Range	Average
Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1				6.0
Manager							1			6.0
Peer							3			6.0
Team					1	1	1	2	5 to 7	6.2
Customer				1	1		3	1	4 to 7	5.7
Average Rating Excluding Self		6.0			Average Rating Including Self		6.0			

Shares experience from other organisations as inspiration for new ways of thinking									Range	Average
Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self					1					5.0
Manager							1			7.0
Peer					1	2			5 to 6	5.7
Team					1	1	2		5 to 7	6.2
Customer				1		1	4		4 to 7	6.3
Average Rating Excluding Self		6.3			Average Rating Including Self		6.0			

Empowers other people to think creatively									Range	Average
Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self					1					5.0
Manager						1				6.0
Peer			1			1	1		3 to 7	5.3
Team					1	1	2		5 to 7	6.2
Customer			1	1	1	1	2		3 to 7	5.3
Average Rating Excluding Self		5.7			Average Rating Including Self		5.6			

Excluding Self      Including Self

**Overall Rating on Competency      6.0      5.9**

## Business Focus

The ability to take action and make a decision based on a good understanding of the current or future needs of the organisation.

Reviews their own objectives to ensure that they are in line with the organisation's goals									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager							1				6.0
Peer					1			2		4 to 6	5.3
Team	1							2	1	6 to 7	6.3
Customer				1				3	2	3 to 7	5.8
Average Rating Excluding Self		5.9		Average Rating Including Self		5.7					

Monitors their team's activity to make sure it is in line with the organisation's goals									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager							1				6.0
Peer						2	1			5 to 6	5.3
Team						1	1	2		5 to 7	6.2
Customer				2		1	1	2		3 to 7	5.2
Average Rating Excluding Self		5.7		Average Rating Including Self		5.7					

Has a clear understanding of the organisation's current issues									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager							1				6.0
Peer					1		1	1		4 to 7	5.7
Team							1	3		6 to 7	6.8
Customer						1	3	2		5 to 7	6.2
Average Rating Excluding Self		6.2		Average Rating Including Self		6.1					

Talks about the organisation's future plans with enthusiasm									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self						1					5.0
Manager							1				6.0
Peer					1			2		4 to 7	6.0
Team							1	3		6 to 7	6.8
Customer					1	1	1	3		4 to 7	6.0
Average Rating Excluding Self		6.2		Average Rating Including Self		6.0					

Emphasises performance and delivery of outcomes									Range	Average	
	Not Observed	Not Much 1	2	3	4	5	6	Great Deal 7			
Self							1				6.0
Manager						1					5.0
Peer							2	1		6 to 7	6.3
Team							3	1		6 to 7	6.2
Customer				1			2	3		3 to 7	6.0
Average Rating Excluding Self		5.9		Average Rating Including Self		5.9					

Excluding Self      Including Self

**Overall Rating on Competency      6.0      5.9**

## Qualitative Section - Questions

---

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasised, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

What two strengths do you perceive this participant to display, and how have you observed them being demonstrated in the workplace?

- commercial acumen challenges status quo
- The participant is very articulate in putting their point of view forward with a high level of credibility They have a good understanding of retirement living which is evident in their presentations
- 1) Knowledgeable and experienced in retirement living and construction. There isn't a lot that John doesn't know about these two areas 2) Authentic Leadership Style - John is always himself which is nice to see, it makes him a person that the team relate to and want to work for.
- John has been straightforward and open since he joined the company and acted decisively to change senior team when needed. John clearly wishes the company to grow and succeed and this is well communicated to all which help creates a positive team ethos within the company.
- 1. John is highly credible and decisive. He is super smart and will quickly work through a problem openly and with the input of his team to make decisions. 2. John is a leader that really cares about people. He accepts that as people no one is perfect and looks for ways to get the best from people. He is really tuned into values and culture and wants the organisation he leads to have a positive impact on people's lives.
- John is very creative and an excellent problem solver with a strong eye on customer satisfaction . If a customer for example wishes to buy a property but is held back by design ,John had found solutions through creative retro fit ideas to make it work for the customer
- has a great vision for the business and believes in the the core values communicates effectively across the group
- openness - John is very engaging and easy to talk to, when presenting he holds the room and is fluid in his thought. It does not matter who John is engaging with everyone feels like he is talking to them individually - John is a unique in his style, he appears very laid back but his mind is always in top gear, he is comfortable talking social activities one minute to immediately going to discussing high finance being able to bridge that gap is a rare trait in a CEO and is a skill he should retain
- Only worked with JD for a short time but he has implemented changes quickly, approachable, personable and listens to all points of view.
- Positive attitude has shown commitment and passion about the company and what his vision is Decision making very quick to respond and approve items or offer alternative ideas and suggestions
- John has a clear vision of the companies objectives and the company ethos. He demonstrates and communicates both personally and when presenting at meetings.
- leadership & communication
- John is very passionate about the values, and always weaves it into a conversation with the team. Reinforces our commitment to the Values. John is very knowledgeable about construction- I've learned a fair deal from him about what's happening in the market, how financing works. He does his best not to create a panic situation- generally will say this is normal in construction, and the team find it reassuring. His background in Sales is definitely a benefit.
- 1) Has proven leadership qualities which have been demonstrated since he joined. 2) John communicates very well. Not afraid to make a decision.
- Strength of purpose. Will try very hard to see things through. Enthusiasm. Will always be positive and find a way through.

## Qualitative Section - Questions

---

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasised, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

What two areas do you believe the participant could develop to make them more effective within the organisation?

- greater listening skills
- To create better relationships with the senior team to support the growth To engage more with the executive team
- 1) Thinking before doing - taking time to think about comments / courses of action before jumping in. 2) Maintaining a professional line as CEO and being aware that you are always on show.
- John has significant role at Acme Manufacturing Ltd and needs to be visible in the organisation. This will require a structure to ensure that everyone pulls in the same strategic direction. John has a strong character which he needs to have but he may need to consider how to ease back when influencing upwards to avoid friction and in then in a different way to encourage ideas and feedback from more junior colleagues.
- 1. Taking more time to make certain decisions. There are often decisions that get made that are changed or rolled back. Whilst this is just a fact of life (not changing position also doesn't work) i cant help but think that we can chop and change too often with certain things and it can cause confusion in the teams. 2. John works at a fast pace and this can sometimes be a bit chaotic - making sure that those that do the work have everything that they need to make things happen is important.
- I think direct involvement with the owners would be useful , however this isn't possible at the moment because we do not actually have any owners , but would be something for the very near future, and maybe a employee recognition scheme .
- have weekly catch ups with land director be more available ensure pre construction and planning involve land team throughout the whole process Pre construction and planning team to take on all responsibility of planning matters which should include keeping up to date with local plans, polices, cil, planning applications
- togetherness - John is very open and easy to talk and relate to, however when is a group situation John tends to dominate the discussion, when others try to interject John listens but cuts across people not in a nasty way but you see people shut down and then cease to participate in the discussion. John should put ideas out there and let the team flow individuality - where as this is one of Johns' strengths it is also something which could turn people off, John can be too laid back and appear disinterested i am sure that is not the case but to the wider audience this may be off putting keep
- team members aware of weekly / daily location.
- More open about the future of the company to reassure the team Visit site more and be more visible
- Areas to develop would be to understand and act upon the reasons for high team member turnover. The second area would be to understand weaknesses or areas of development for team members and to act upon them by support or mentoring.
- .
- John is very self-aware- he knows and clearly articulates his own areas of development.
- 1) Be more visible. We don't see or hear from John enough. We are small company that needs more attention. Use your position and personality to exert a more positive influence considering company morale has been low. 2) Quite often looks agitated. Perhaps un-interested at times.
- Oversharing. Sometimes its best to restrict the audience when expressing thoughts-especially about others and the state of the business. Quick to judge. Can pigeon hole people. Sometimes people are reacting to the position you are in and may not come across properly. Don't stick with people just out of a fear of losing information , employ them if they are good at their job-nothing else.

## Personal Development Plan

---

### Record your development needs and goals.

Use this page to outline your key development objectives identified as a result of your 360 report.

Competence	
Development need	
How to achieve this	
Target date	

Competence	
Development need	
How to achieve this	
Target date	

Competence	
Development need	
How to achieve this	
Target date	

Notes

---