

Quantify Off-the-Shelf 360° Feedback Systems

The Instruments (questionnaires)

The 360° Feedback questionnaire invites informants to say how frequently they observe the participant exhibiting each of 96 (Senior Manager) or 90 (Front Line Manager) separate behaviours. The options available are *Hardly ever; Sometimes; Usually; Nearly always; Don't know / NA*

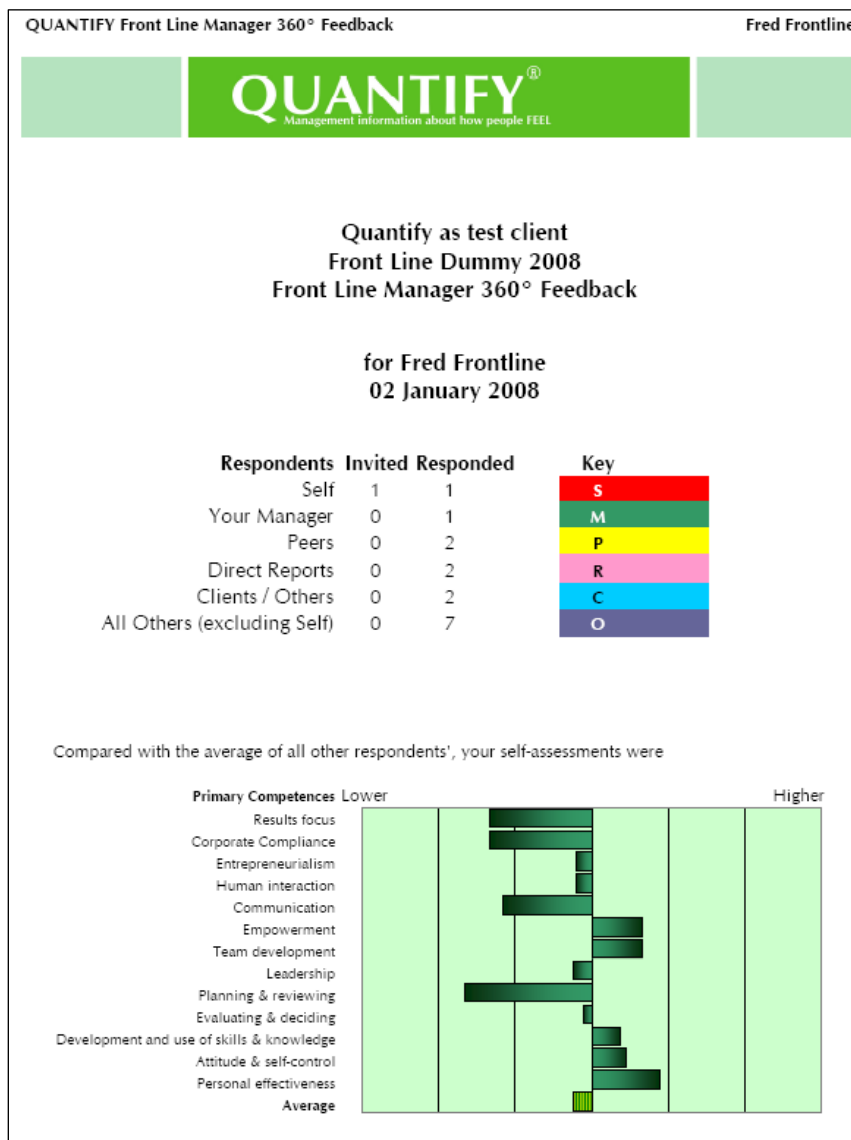
Many behaviours are common to both instruments. Differences where they exist, arise out of the different priorities of the two roles.

At the end of the questionnaire, informants are encouraged to *Please use this box to describe the participant's key strengths as you see them; and separately, What do you think should be the participant's priority areas to improve? And how would that improvement help them and you?*

The following illustrations provide further insight into the questionnaire and the report.

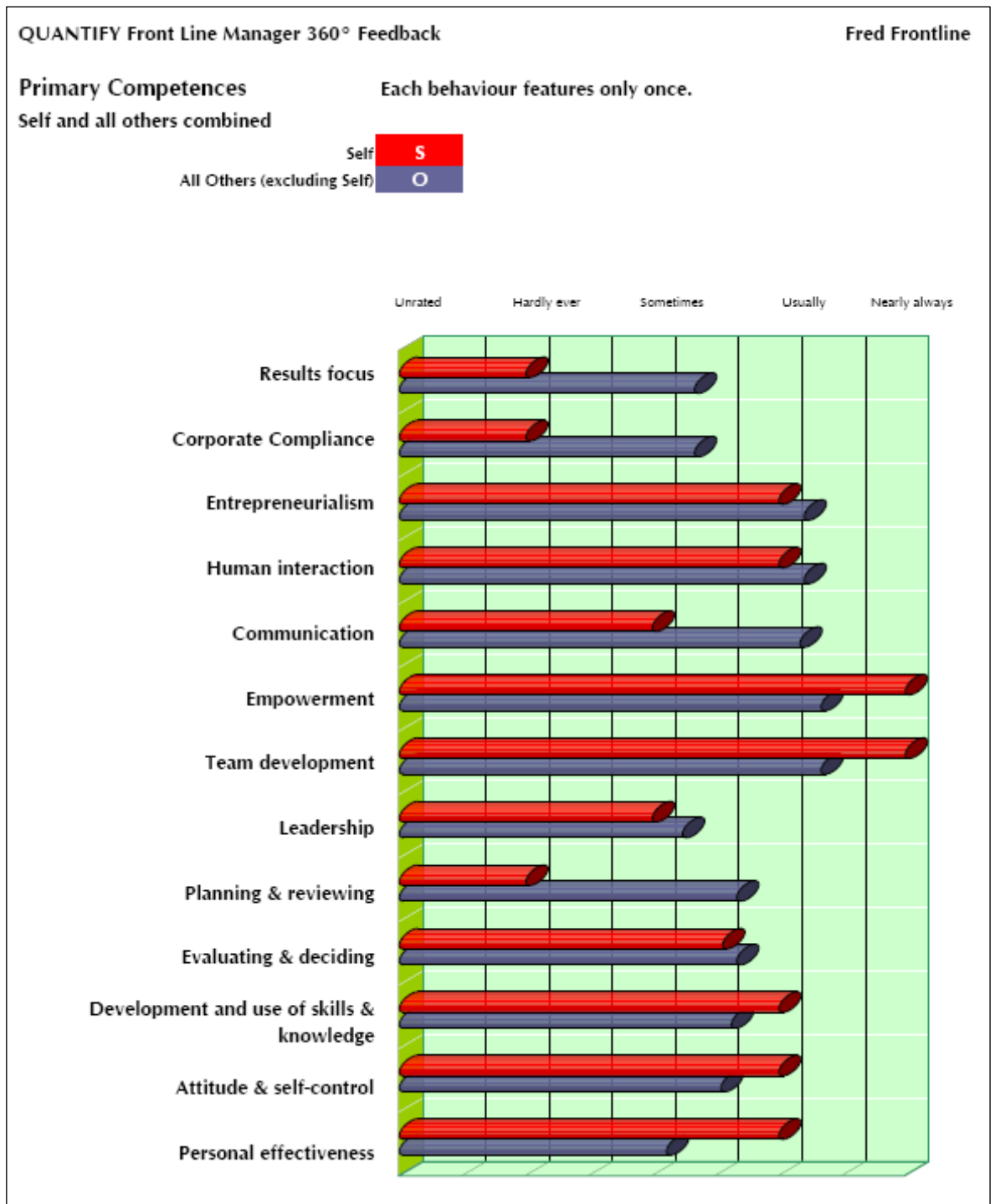
Summary

In a real participant's report, the *Invited* column shows the number of respondents invited in each category.

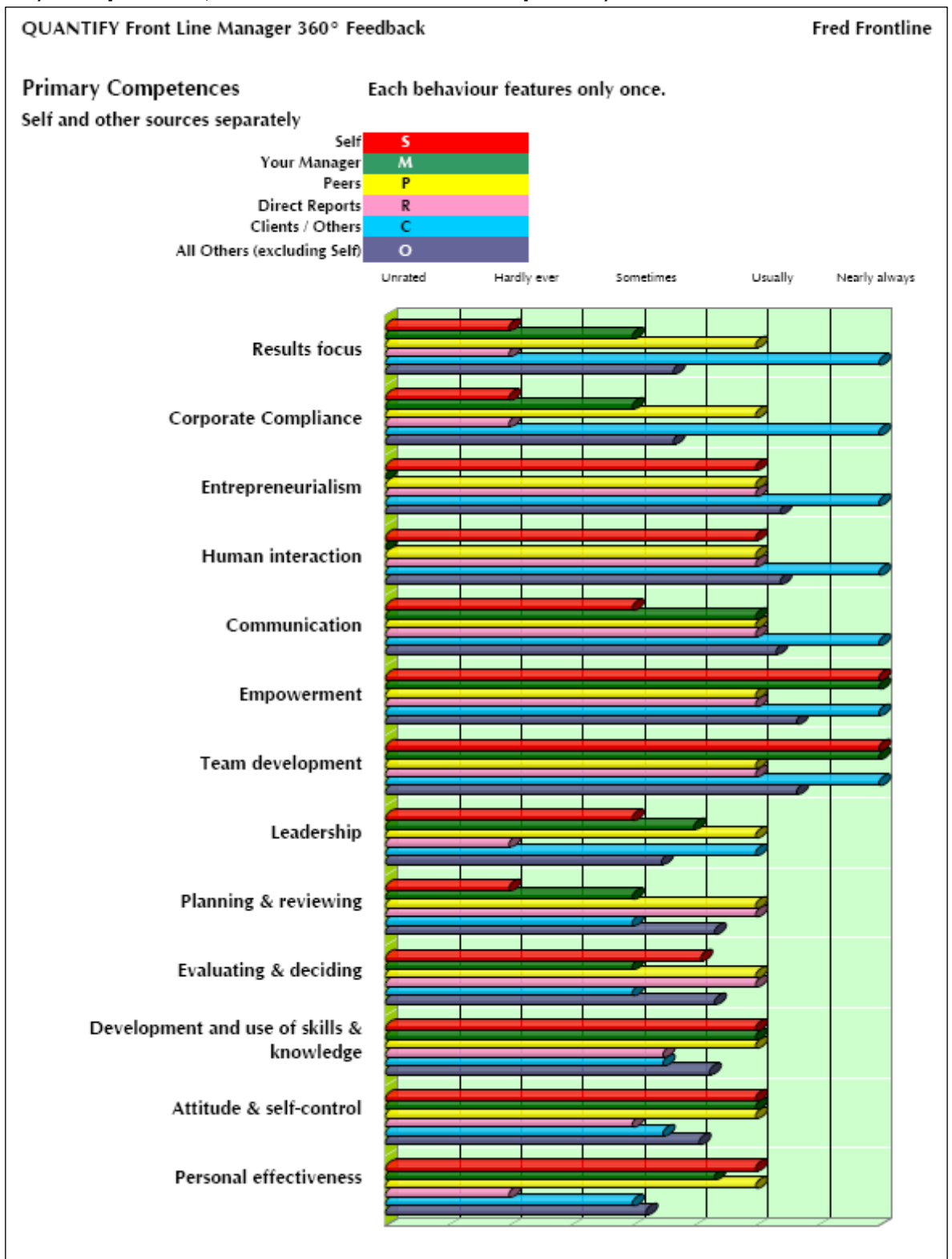


Primary Competences, self versus all others

Competencies are averages of the behaviours which define them. Each behaviour features in one, and only one Primary competence.

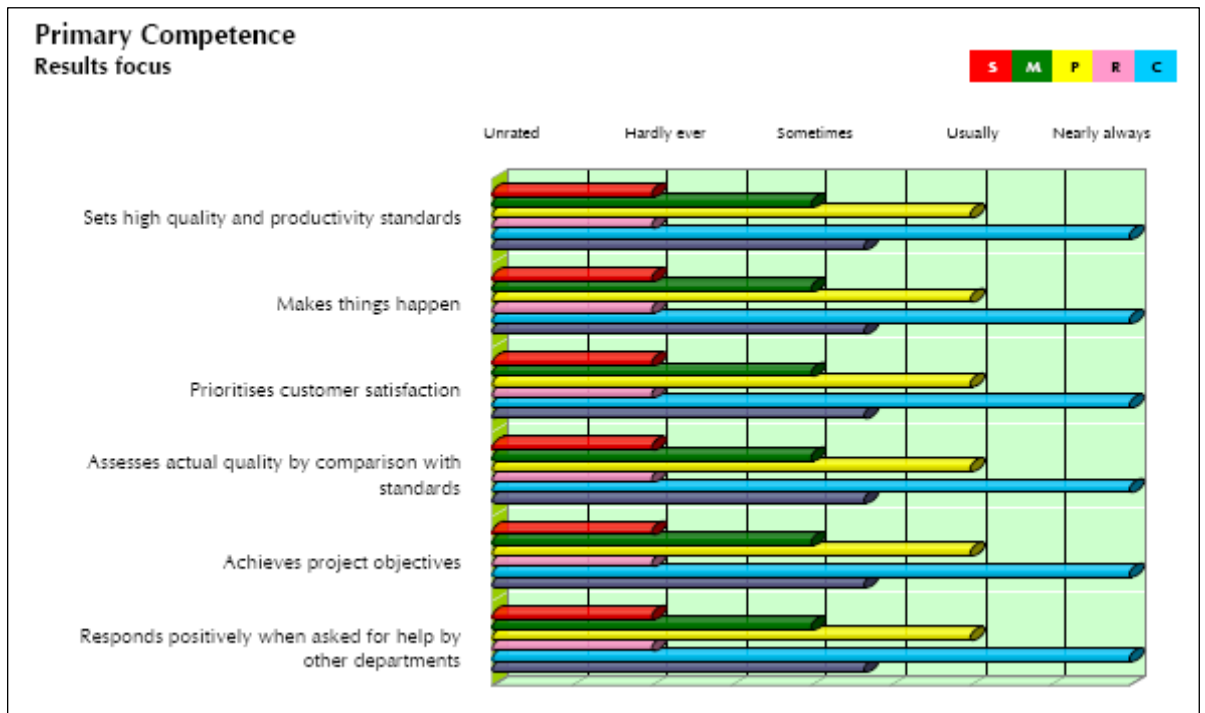


Primary Competences, self versus other sources separately



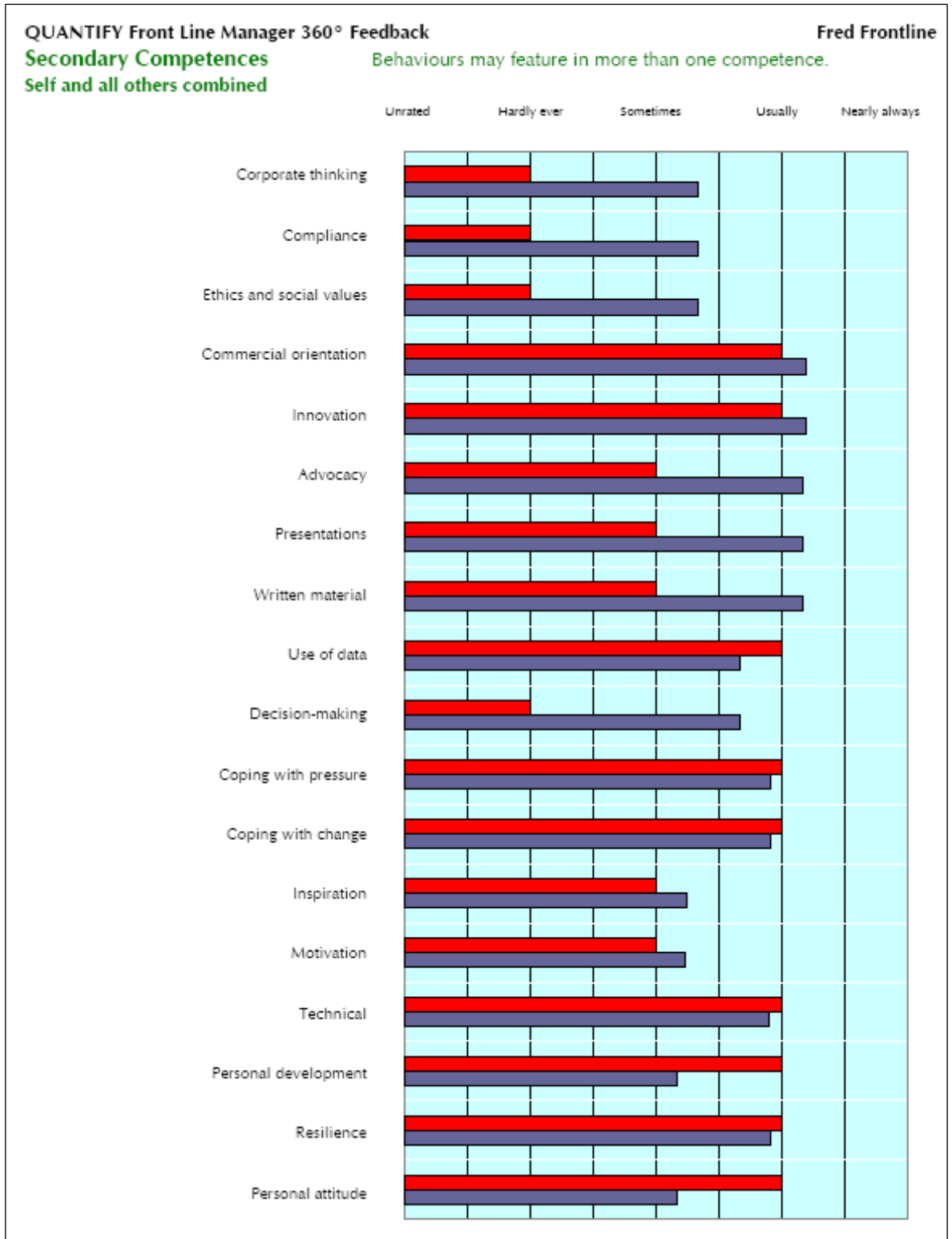
Primary competences detail

Feedback relating to each of the behaviours comprising each Primary competence is set out. This illustration shows the detail for Results focus.



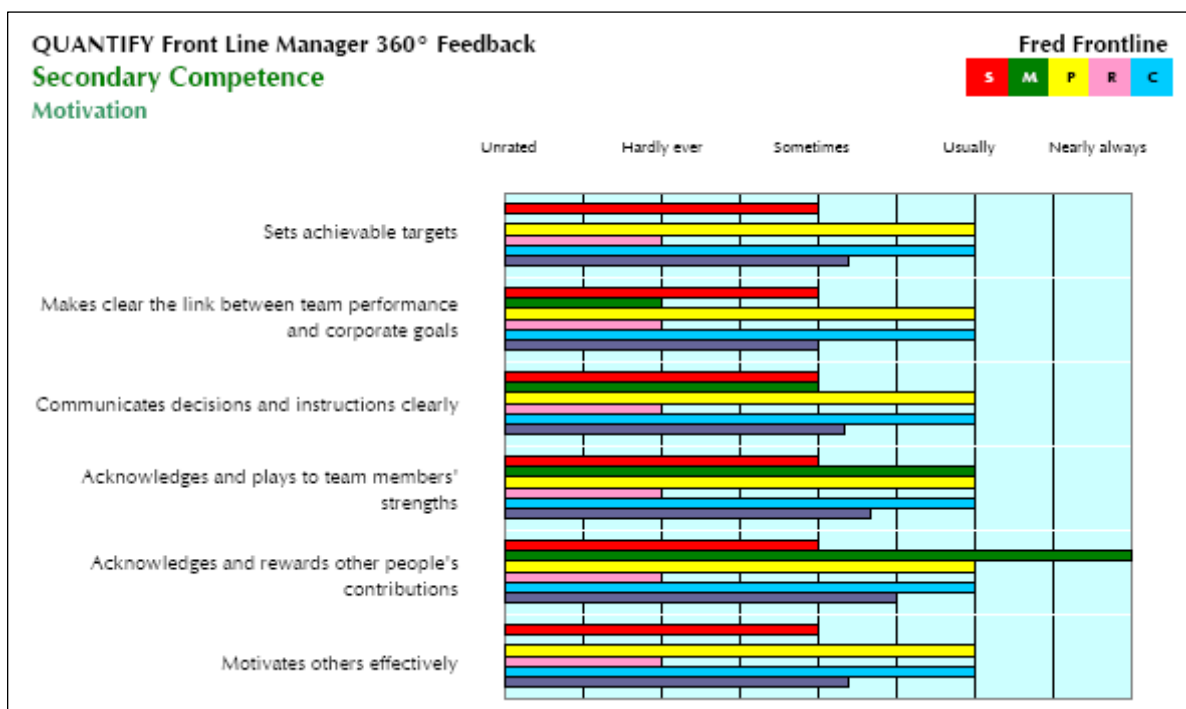
Secondary Competences

The behaviours are clustered in other ways to measure a range of secondary competences. The same behaviour may feature in more than one secondary competence. This illustration shows the self versus all others. The report also includes self versus other sources shown separately.



Secondary competences detail

The report sets out the feedback for the behaviours underlying each secondary competence.



Comments transcript

Finally, the comments people have typed in the boxes are reproduced. If only one person has responded from any group whose members might have expected to be one of a number, their comments are included with another group's under a combined heading, e.g. Peers and Direct Reports.

360° Feedback Fred Frontline

Key Strengths

Key Strengths Self

I am quite logical and analytical. I am organised and like meeting deadlines. I enjoy planning work before I do it, splitting it into clear objectives and goals. I get on well with lots of people at different levels. I communicate clearly including explaining ideas.

Key Strengths Your Manager

Fred is often placed in a leadership role because of his specialist knowledge which is readily acknowledged by his peers.

He has an engaging communication style. He often demonstrates consideration of how the organisation can improve service delivery and employment practices toward minority groups. He regularly seeks to improve his knowledge of his specialist area and is keen to develop this by sharing this knowledge. He has a keen sense of justice when considering customer needs and can draw on good practical examples of how this can be achieved. He works well on his own and as part of various teams managing his workload effectively. Given a roadmap to achievement he has the ability to deliver a service which not only meets agreed standards but often surpasses them.

Key Strengths Peers

Understands and actively promotes equality and diversity. Has an excellent understanding of the technical requirements in his role.

Challenges practice takes risks. Diligence to task. High intelligence. High self awareness level. Great sense of the ridiculous/good sense of humour.

Fred is open, honest and approachable. He is always prepared to discuss work/service issues and offer his own opinions and any guidance if possible. He is committed to working and planning service delivery and encourages those he works with to always consider quality implications within the work they are undertaking. He is not afraid to challenge inappropriate behaviour, speaking or ways of working and is able to clearly state why he is doing so.

Key Strengths Direct Reports

Determination; a desire to succeed; fairness; a good friend and manager; a perfectionist.

Encouraging, helpful, sometimes demanding.

Key Strengths Clients / others

Fred is thorough in his approach, knowledgeable in many areas, loyal, fun, logical, committed with a nice sense of humour.

He has many technical skills which he is willing to share.

360° Feedback

Fred Frontline

Development needs

Development needs Self

I need to learn to be calmer and not over-promise myself about deadlines. I need to care less about what people think about me or my work. I need to learn to be less fussy about minute detail and just get on with the work. I need to be able to sell myself more and accept that this may include making mistakes. The benefit would be to be able to get this work done and to tackle things that I would not normally do because they are not safe for me.

Development needs Your Manager

Fred needs to think more about outcomes than inputs in his leadership style. He needs to develop a clearer picture in his mind of how things need to be, communicating this clearly then leaving it to others to determine how to get there, only occasionally checking in on progress. This will help him to establish broader leadership styles, plan for his own effectiveness and utilise strategies for motivating others. Fred regularly considers and advises teams he supports on how they can continuously improve their service delivery. However he does not always apply this thought process to himself. He needs to consider more who his customers are, what their needs may be and how he can improve his service to them.

Development needs Peers

Needs to be more confident and positive about his own abilities to develop his career. Could develop more and better relationships with others to positively affect change.

Fred has diversified and clouded his current remit often undertaking tasks not related to outcomes of his actual role or with dubious justified links this could be because of levels of interest and a need to alleviate boredom but can leave little attention left for focused campaigns required in current role. The benefit for Fred would be that he would not be left feeling used and unappreciated by the company and also that he would maintain a high level of identity and respect for his specialised area.

Development needs Direct Reports

Fred is very able but lacks confidence in his own ability, especially in an interview situation. He can also be too snobbish and too much of a perfectionist for his own good. The benefit will be a raising of his self-esteem and giving his ideas for career change.

I do not think Fred can improve. He has always seemed to be well organised and efficient

Development needs Clients / others

Fred needs to have a vision and work towards that vision taking people with him. He too easily stumbles if things are not going his way.

Fred can be a key player but he needs to work out how.