

360° Feedback Report

Civicas Ltd

Jemma Robinson

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Using the report

Couraud's 360 degree feedback reports are invaluable in helping individuals understand how they are seen and perceived by those around them. This insight gives individuals a platform to consolidate strengths and work on the blind spots and areas of development identified by their colleagues.

How to interpret the report

Do...

- Hone in on any stark differences between self-assessment and reviewer assessment as these sections are often the most illuminating and instructive in terms of self-development
- See if any common themes emerge and how performance compares between each competency
- Identify your key strengths and key areas of development and devise some performance objectives

Don't...

- Skip the text and head straight for the scores - they only tell part of the story. It is the textual analysis, with its focus on the specific and evidential, that holds the key to self-development
- Attempt to attribute comments as this detracts from the purpose of the exercise: accepting feedback is the first step to improving performance

How it works: from raw data to report

All of Couraud's qualitative 360° feedback reports are underpinned by a rigorous methodology to ensure:

- **Anonymity**
The written prose of each report is characterised by a detached, third person reporting technique which never attributes comments and uses quotations extremely sensitively. If a reviewer employs an idiosyncratic written style which may betray identity, for instance, it will be paraphrased (without losing the resonance or impact of the original). We also insist there be a minimum of 5 reviewers providing data per report and we will not divide the analysis between levels of seniority/departments etc if there are an insufficient number of reviewers
- **Objectivity**
The golden rule adhered to by our team of analysts is to remain rigidly loyal to the raw data. There is no space for inference or deduction by reading between the lines: the final report is based exclusively on reviewee feedback
- **Balance**
Striking a balance is absolutely imperative when it comes to synthesising the text - our analysts ensure that those that shout the loudest in the raw data don't dominate the airspace in the report. All views will be taken into account and the report will take care to outline the majority and minority views (or indeed the consensus view if applicable)

Civicas

360 Feedback Report for: Jemma Robinson

General Management

Jemma writes in her self-assessment that she occasionally needs guidance and direction with prioritising her workload. This point is not picked up by reviewers, however, who simply state that she meets deadlines and ‘deals with all of the different priorities and demands placed on her by the business’.

A handful of staff assert that Jemma thrives under pressure, noting that she sees it as ‘an exciting challenge’ and ‘always appears calm and unruffled’ in trying circumstances. Others contest this viewpoint, though, by declaring that she: (i) has a tendency to express discontent emotionally ‘by use of inappropriate language across an open plan office’ and (ii) should ‘stop swearing, getting over-angry and reacting too quickly’.

The majority of those surveyed believe Jemma to be approachable and accessible and always on hand to offer assistance. Others remark, though, that she can be *too* accessible at times given that ‘she is quick to offer help freely and with energy and says yes to everything for fear of upsetting someone else’.

In terms of her delegation skills, Jemma concedes in her self-assessment that she often holds onto tasks in order to reduce the workload of others: she adds that she needs to refrain from doing this as ‘whilst I think I’m helping others, in the long run I’m not helping myself’. This point is supported by colleagues who remark that ‘Jemma takes work back too easily when others claim they have too much to do, rather than working with the individual to set priorities and manage their time’. This, note staff, ‘results in Jemma over-burdening herself and leaves her feeling exhausted and “put-on”’.

In her self-assessment, Jemma writes that she has ‘a lot to learn in getting the team to have success greater than the sum of its parts’. This criticism is echoed by reviewers who note that whilst putting in considerable effort, Jemma ‘struggles with team leadership given that she merges *into* the team rather than running and leading it’. They add that ‘given the choice I believe she would rather be responsible for herself and her own achievements rather than the combined responsibilities of a small team’. Meanwhile, others state that she has difficulty segregating personal relationships from her day-to-day management of the team ‘as both of her direct reports are friends’.

Feedback is far more favourable, though, with respect to Jemma’s client handling skills. Staff assert that she invariably delivers on what she has promised within agreed timescales and continually strives to monitor and manage the expectations of clients. A minority posts that Jemma needs to ‘stop showing inappropriate emotions and feelings to clients’.

Leadership

Jemma writes in her self-assessment that she is a good team player and is able to engage staff during training sessions. She adds, though, that ‘when I don’t feel something is right or I don’t believe in it, I have a tendency to say what I think instead of encouraging others’.

This proves to be an insightful self-analysis: indeed, reviewers remark that Jemma is a ‘likeable and lively team member’, has strong motivational skills and commend her for building relationships and promoting good teamwork. However, they also add that ‘when she does not feel enthused by something, she expresses this without words (in her actions and appearance) and this has a negative impact on those around her, making people feel less inspired or engaged’. Staff consequently ask that Jemma be ‘more visually positive’.

Jemma records in her self-assessment that ‘I feel I have to constantly prove myself to earn the respect of others’ which she attributes to a lack of confidence in her own ability. Meanwhile, her colleagues assert

that she needs to 'have more confidence in herself and stop worrying about what other people think of her'.

She is respected for leading by example through her hard work and self-motivation. Others, though, ask that she be more assertive, 'start talking more professionally' and 'stop allowing personal things to enter working life'.

Staff comment that Jemma's enthusiasm and energy serves to motivate others. They also ask, though, that she provide more verbal recognition when good work has been completed. In terms of receiving feedback, colleagues declare that 'because Jemma is very passionate about her team and what she does, she can take criticism in a very personal way - this in turn then comes over as very defensive and unhelpful'. They also state that she needs to start taking more control and managing others more effectively.

People Management

Jemma believes she could communicate more clearly and listen more carefully to others rather than interrupting them. Reviewers are more positive, however, commending Jemma for her patience and support as well as for her 'excellent communication'. Special praise is reserved, meanwhile, for Jemma's impressive coaching skills: indeed, colleagues remark that she asks questions, assists others in moving forward with their personal development and 'meets regularly with the team to ensure they are happy and working well together'. Others note that her training style 'naturally brings out the skills of the trainees'. Meanwhile, a minority urges Jemma to transfer 'the questioning techniques and facilitative style used in her training sessions to her work with the team' in order to be an even more effective coach.

Jemma receives glowing feedback for her encouragement of the professional development of others and is perceived to be a highly accomplished trainer: she 'sees the bigger picture and is keen to ensure that we develop the training to suit the business and service clients.' In terms of her awareness of workload and capacity, staff once again declare that Jemma needs to resist the urge to 'take the weight of the workload onto her shoulders when she feels others are struggling'. To her credit, Jemma recognises this tendency and notes that 'my down fall is I always want to help others out which means, rather than delegating, I can take on too much and get overloaded'.

Mean Scores out of 5

General Management	Self-assessment	Reviewer average	Difference
		3.7	2.8
Able to prioritise effectively, balancing tasks of varied importance and urgency	4	2.4	1.6
Resilient under pressure	4	2.7	1.3
Approachable and accessible	3	2.4	0.6
Delegates effectively, with good briefing, monitoring and de-briefing skills	4	3.2	0.8
Able to build and run effective teams whose success is greater than the sum of their parts	4	3.6	0.4
Manages client expectations in advance and during cases/transactions which ensures client satisfaction	3	2.4	0.6

Leadership	Self-assessment	Reviewer average	Difference
		3.7	2.9
Able to inspire, enthuse and engage team members	4	3.0	1.0
Integrity: able to gain respect and engage team members	4	3.0	1.0
Motivation: able to motivate others; handles mistakes positively and gives recognition	3	2.6	0.4

People Management	Self-assessment	Reviewer average	Difference
		3.8	2.5
Communicates clearly, effectively and frequently and has strong listening skills	4	2.7	1.3
Able to coach effectively by asking questions and providing the opportunity to excel	3	2.3	0.7
Aware of workload, capacity, individual strength / preferences and allocates work accordingly	4	3.0	1.0
Encourages professional development through supervision, knowledge sharing, involvement in client issues and provision of support for formal training	4	1.8	2.2

Score	Criteria
1	Consistently exceeds expectations
2	Occasionally exceeds expectations
3	Meets expectations
4	Occasionally falls short of expectations
5	Consistently falls short of expectations

Next steps...

- Consider taking a Myers-Briggs Type Indicator (MBTI) personality profiling questionnaire: understanding your innate personality preferences goes a very long way to explaining how you perform at work: what you excel at, and what you need to work on. Take this example:

John Smith has taken a 360.

The resultant 360 report has highlighted that when giving feedback to staff, John always critiques work and focuses on what is wrong with it– that way, he believes, he can ensure continuous improvement. According to a small majority of reviewers, however, this exclusive focus on critiquing is at the expense of providing any support or encouragement. Indeed, staff note that he pays almost no attention to what he liked or what he thought was good which can be ‘demotivating and difficult to swallow’ for his co-workers.

MBTI would explore John’s personality preferences in order to see what underpins his preferred management style and behaviour at work.

- How does he make decisions?
- How does he prefer to take action?
- How does *he* like to be appreciated and recognised at work himself?

These kinds of questions and conversations enable us to get a very clear sense of our personality preferences.

And once those preferences are foregrounded, we become much more conscious of our behaviour.

And the more conscious we are of our behaviour, the more chance we have of adapting it to suit and get the best out of those around us.

- Devise some development objectives and think about how your line manager / organisation can assist you in achieving them. What action are you going to take in light of the feedback in your report? What are your key strengths? What are your key priorities? Are there any areas of feedback that you wish to explore further?
- Couraud also provides expert coaching to individuals after they have been given their report. Together, you and your coach will examine the document in more detail: Any surprises? Why, why not? Anything you were expecting? After an in-depth discussion, our coach will help you create highly personalised development objectives