



360° feedback report for Tom Debenham

29 September 2008

Private & confidential



Introduction

A 360° assessment is designed to help you to improve your performance as a leader by providing you with a greater awareness of your strengths and development needs. This is achieved through a rounded picture of your behaviour and performance from a number of different perspectives – manager, peers, reports and any external relationships such as customers and suppliers.

You may feel nervous about getting such wide ranging feedback. It's quite natural to feel this way, so consider these points before you read your report.

- Constructive feedback is designed to help you improve your performance. It should help you pinpoint specific areas that you need to work on to strengthen your skills and behaviours and get better results. It's not criticism, it's an opportunity.
- Some people feel angry, upset and defensive if they get lower scores than they were expecting. Recognise that this may happen to you. If you do experience this kind of emotion, count to ten, remind yourself that the feedback is designed to help you. Don't reject it out of hand. Do give yourself some time to get over your initial reaction and think about it coolly and calmly. Ultimately, own your 360 feedback.
- If you don't know or can't find out how to improve, set aside some time to talk to your manager or HR manager or indeed those people who have given you feedback.
- Even if you are rated highly in some areas, there's always room for improvement!

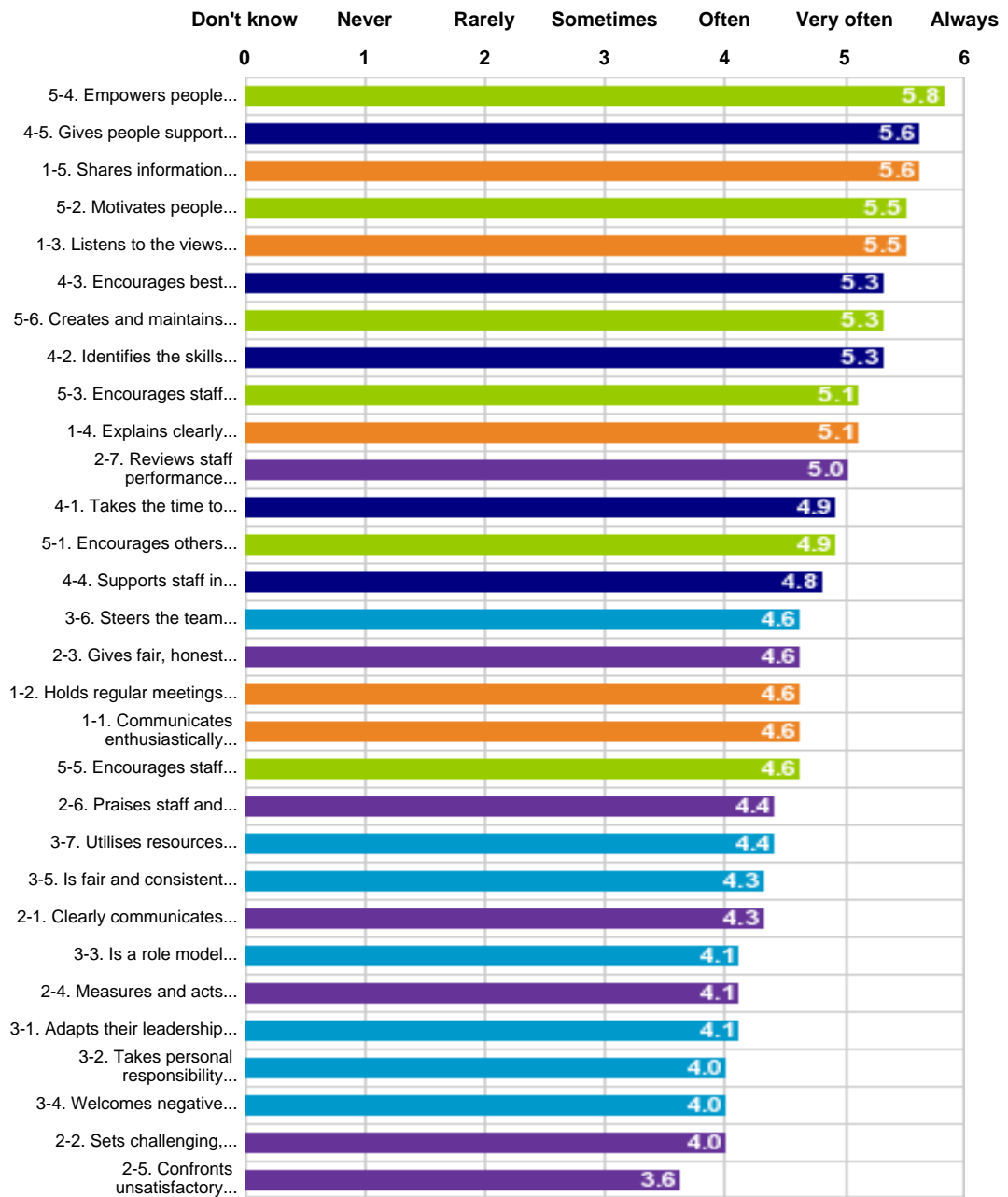
A leopard cannot change all its spots so it is probably wise to focus on 2 or 3 key areas for development/improvement. You might like to consider the following:

1. Are there any significant differences between your self-ratings and the ratings of other respondents?
2. Do you have strengths and development needs? What are they?
3. What are you pleased about?
4. What are you concerned with?
5. Do you see any patterns?
6. What action do you want to take?





This is a confidential report, which only you will have access to. You should talk through your feedback report with your line manager, so that you can discuss and agree your development plan.

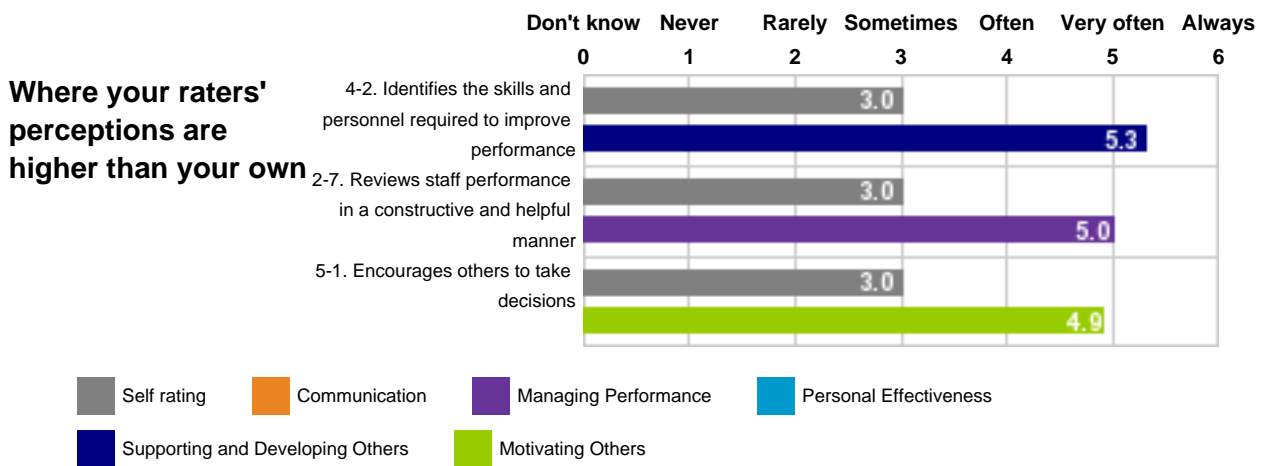
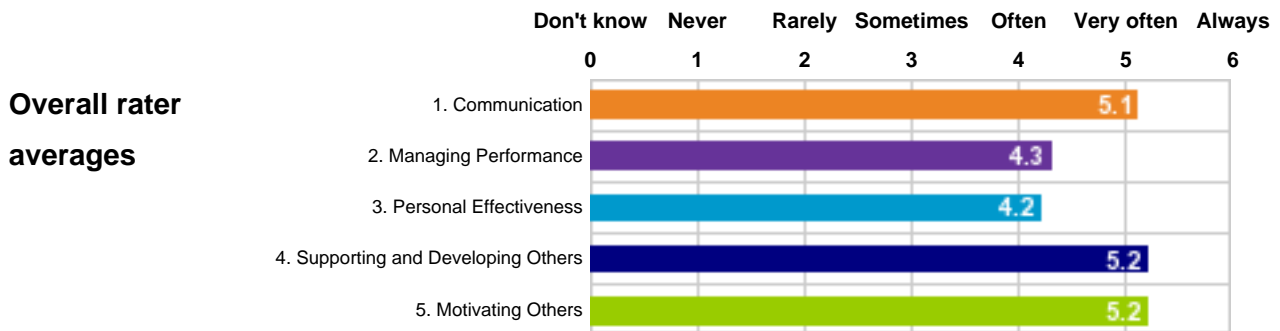
The purpose of this report is to provide individual developmental feedback. It is not used for any other purpose.

Behaviours sorted by overall average - highest to lowest



Key to behaviours

-  Communication
-  Managing Performance
-  Personal Effectiveness
-  Supporting and Developing Others
-  Motivating Others



What should this person START doing to increase their effectiveness as a leader? (focus on behaviours)

Self

- Take time to consider my own personal development needs

Others

- Seek a little more feedback from others on their own performance
- Delegate more
- 1

What should this person STOP doing to increase their effectiveness as a leader? (focus on behaviours)

Self

- Taking on too many tasks and key projects

Others

- Taking on too much
- Nothing

What should this person CONTINUE doing to increase their effectiveness as a leader? (focus on behaviours)

Self

→ Leading by example but also bringing people along with me

Others

→ 360 feedback!

→ Structured one to ones and focus on my development

What are the most valuable pieces of advice that you could give this person that you believe would have the biggest impact on their performance over the next six months?

Self

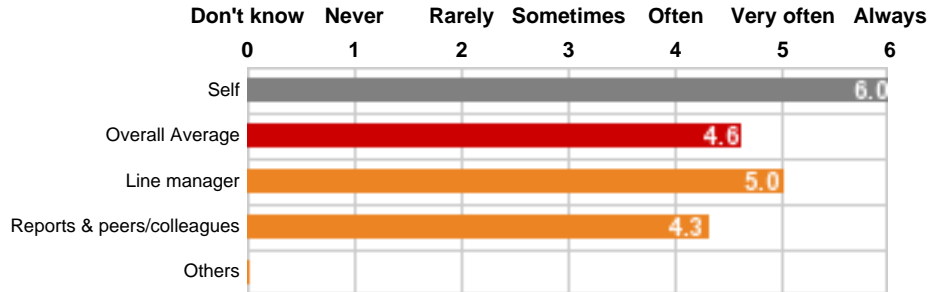
- Diarise 'important' career development conversations for myself and other team members, and not be overly driven by the 'urgent'

Others

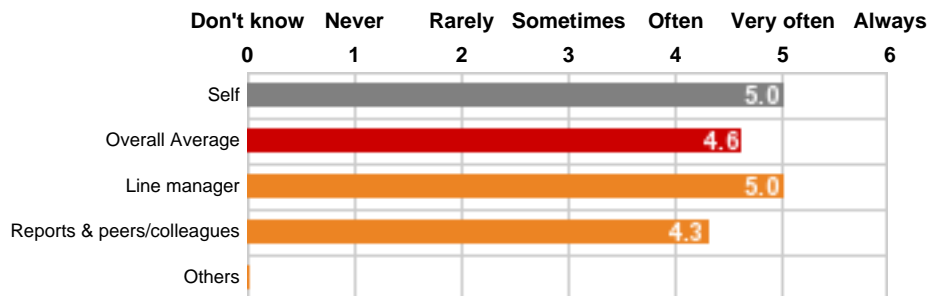
- Whilst driving the car, take time to enjoy the view
- Continue to balance delivering your own tasks with the effective support you provide on my development

Tom Debenham...

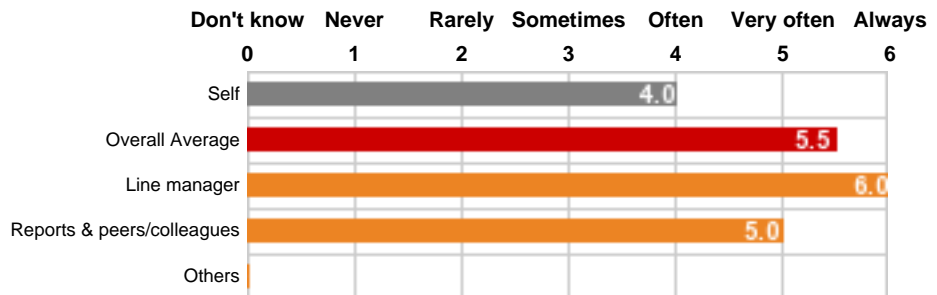
1-1.
Communicates enthusiastically the organisation's vision



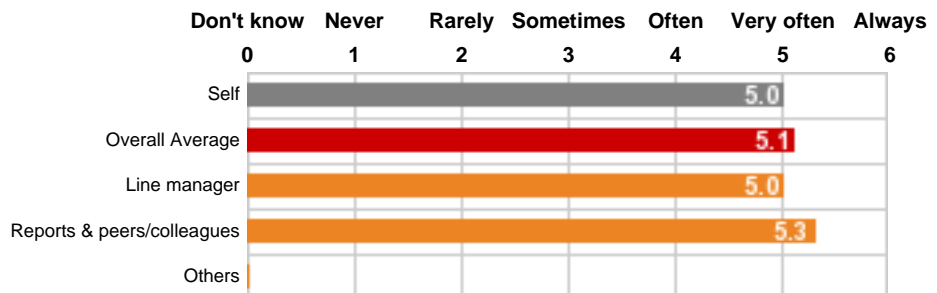
1-2.
Holds regular meetings that keep staff informed



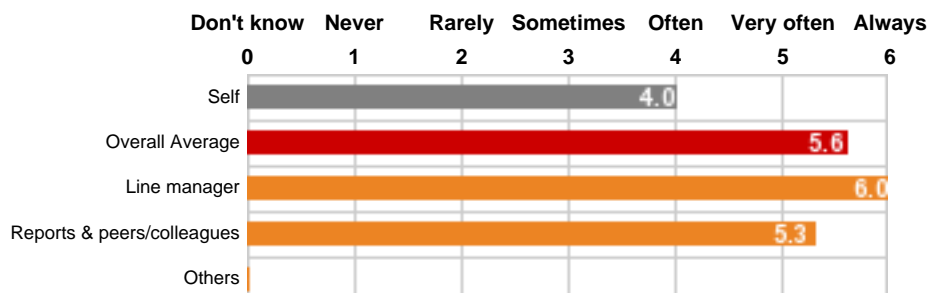
1-3.
Listens to the views and opinions of others



1-4.
Explains clearly the rationale for decisions made



1-5.
Shares information widely to educate others



Do you have any comments or examples that support or illustrate your ratings for Communication?

Self

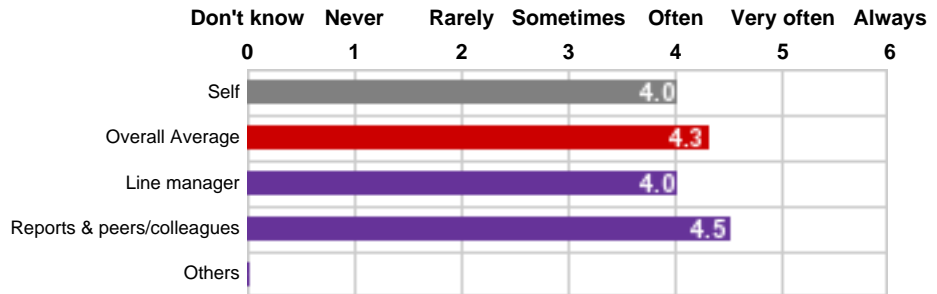
→ Make a real effort to keep people informed of where we are going, and the role we all have to play

Others

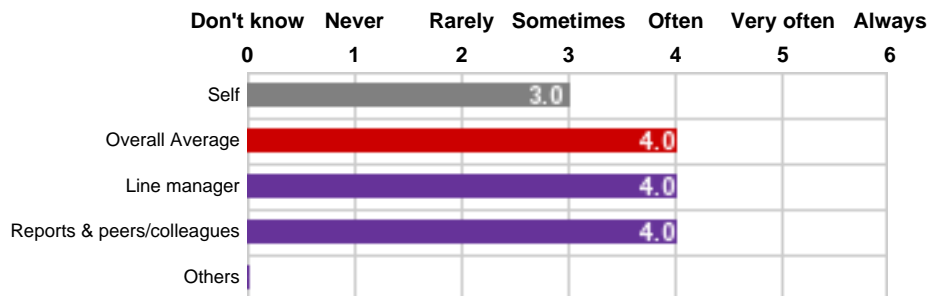
- Very clear in showing me what we are aiming for and my role within that
- Tresta 1
- I know exactly what our goals are - lets get them!

Tom Debenham...

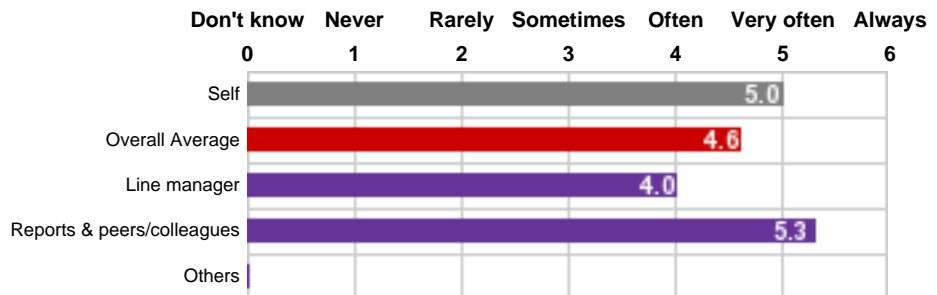
2-1.
Clearly communicates the standards required of others



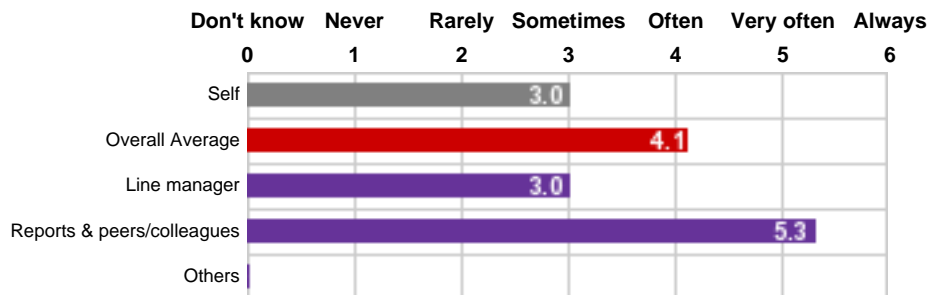
2-2.
Sets challenging, clear objectives with staff



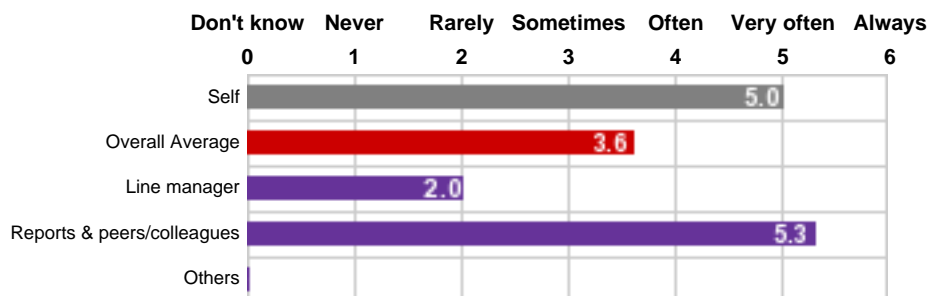
2-3.
Gives fair, honest and timely feedback



2-4.
Measures and acts upon customer feedback

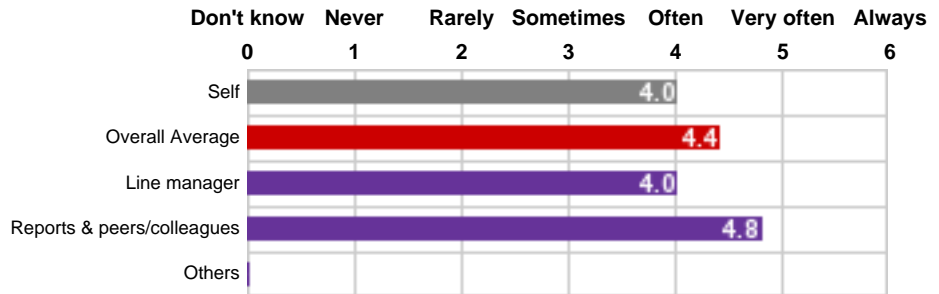


2-5.
Confronts unsatisfactory performance when it happens

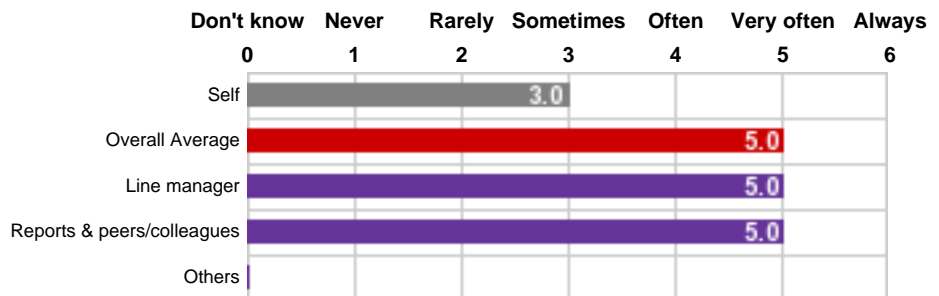


Tom Debenham...

2-6.
Praises staff and publicly celebrates their achievements



2-7.
Reviews staff performance in a constructive and helpful manner



Do you have any comments or examples that support or illustrate your ratings for Managing Performance?

Self

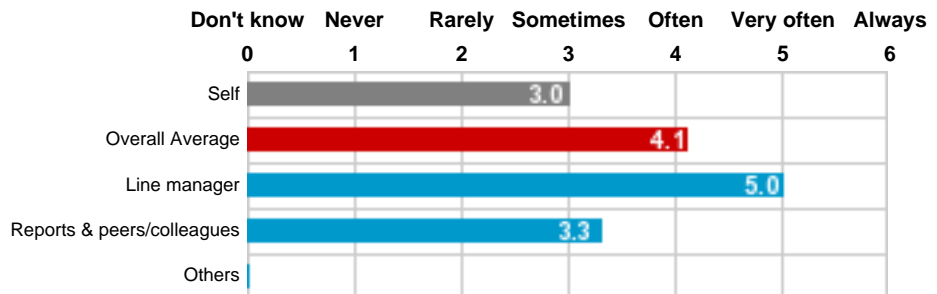
- Sometimes in the effort to get things done I could consider better ways of doing things and involve others in this

Others

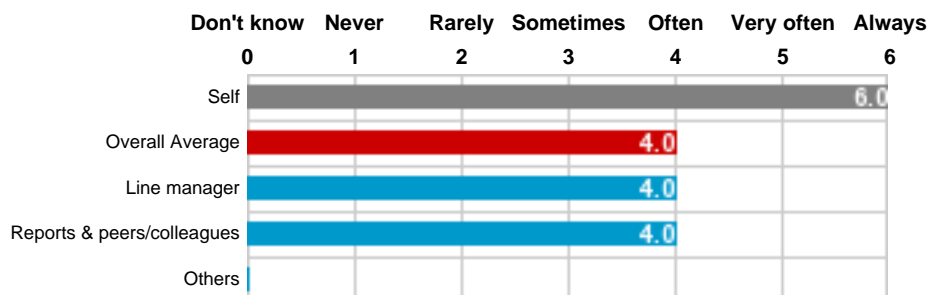
- Tresta 2
- Weekly meetings very useful, plus monthly objectives and updates
- The positive approach to giving feedback is very welcome

Tom Debenham...

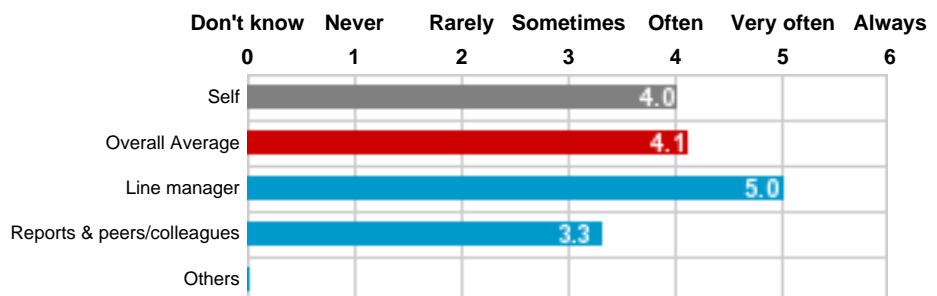
3-1.
Adapts their leadership style to the variety of people and situations



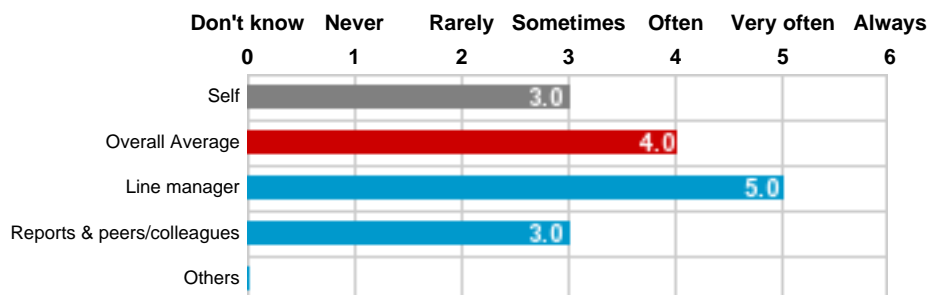
3-2.
Takes personal responsibility for making things happen



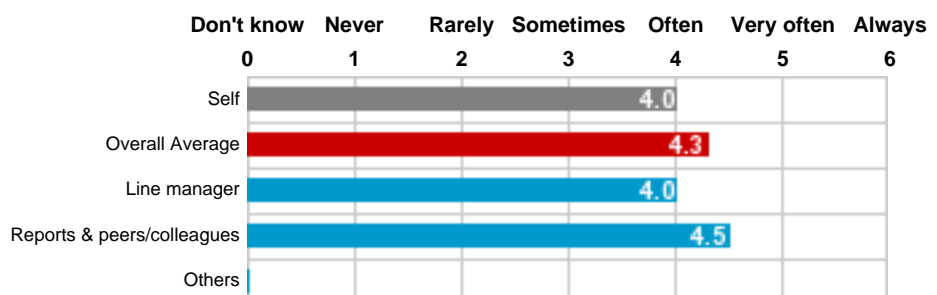
3-3.
Is a role model of respect, helpfulness and co-operation



3-4.
Welcomes negative feedback without becoming defensive

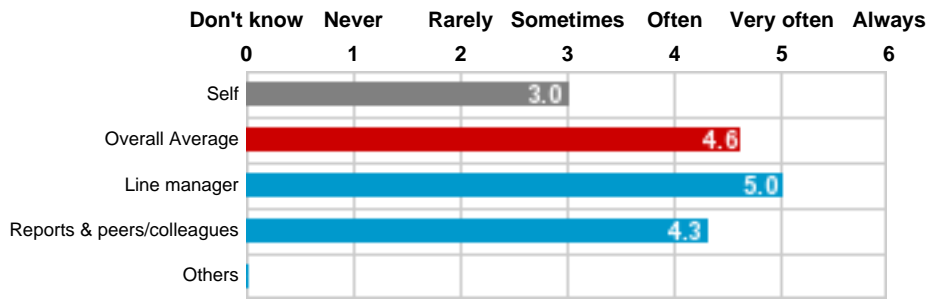


3-5.
Is fair and consistent in their treatment of all staff

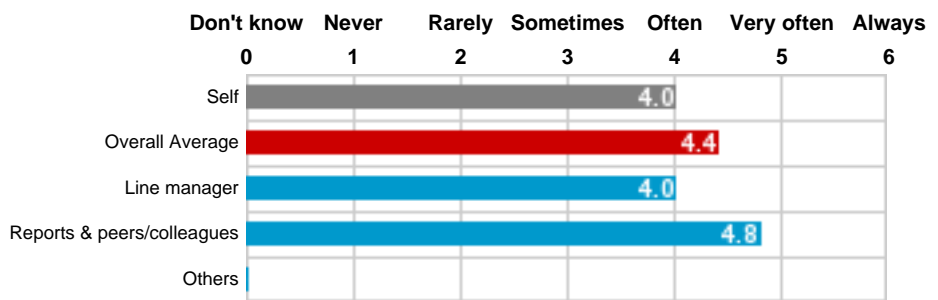


Tom Debenham...

3-6.
Steers the team
through periods of
change



3-7.
Utilises resources
and relationships to
improve performance



Do you have any comments or examples that support or illustrate your ratings for Personal Effectiveness?

Self

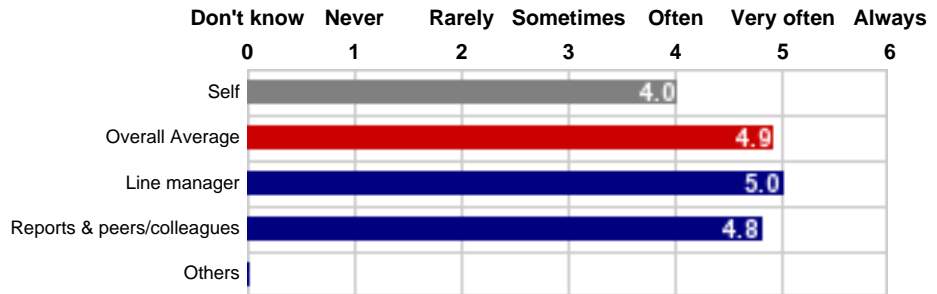
- I am definitely someone who is known for getting things done. I would like more time to consider my own development and career trajectory

Others

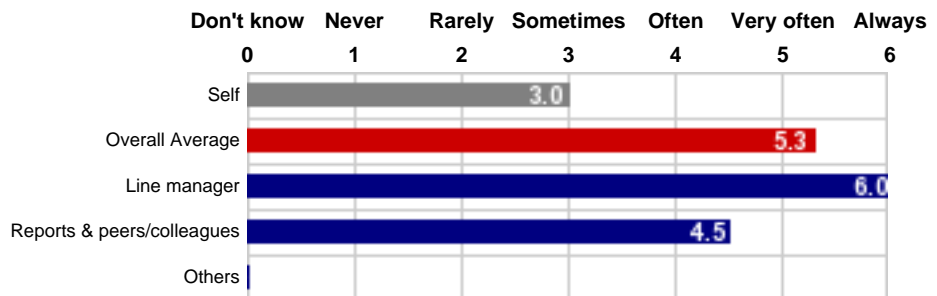
- Leads by example, although sometimes could seek more feedback on what can be done to improve
- Tresta 3
- A really effective individual, but sometimes could consider differences of opinion more carefully

Tom Debenham...

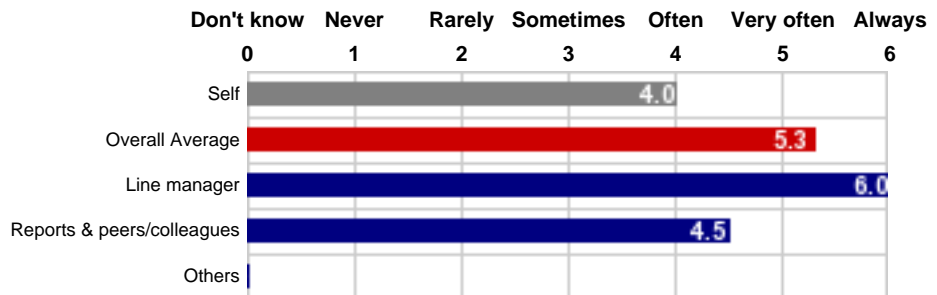
4-1.
Takes the time to support, coach and mentor staff



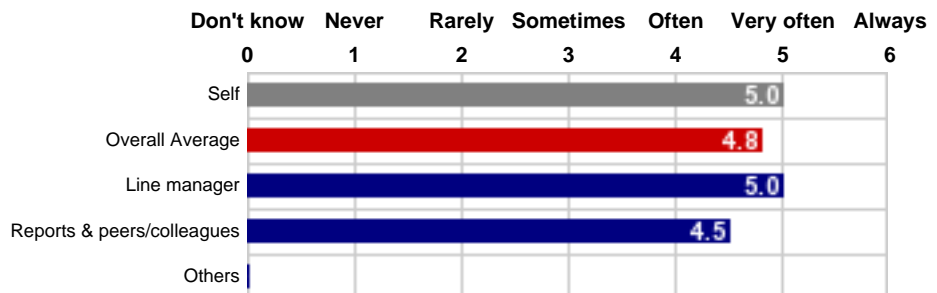
4-2.
Identifies the skills and personnel required to improve performance



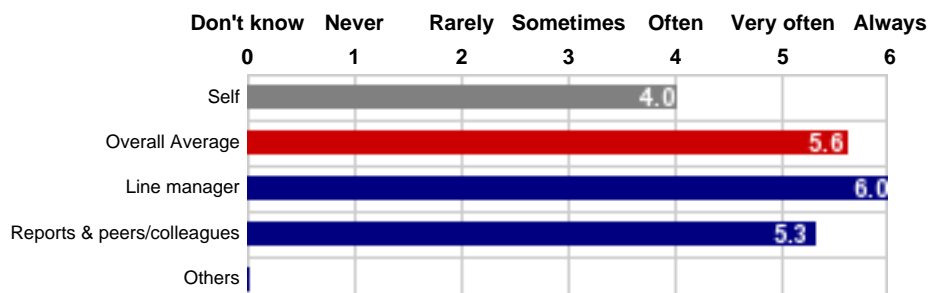
4-3.
Encourages best practice and the sharing of knowledge



4-4.
Supports staff in their learning



4-5.
Gives people support and advice especially during periods of setback or change



Do you have any comments or examples that support or illustrate your ratings for Supporting and Developing Others?

Self

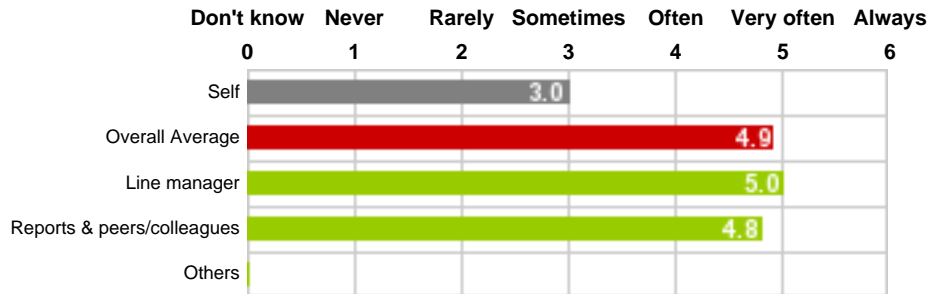
- This is something I need to continually focus my efforts on. It is too easy to put this on the side burner whilst customer demands take precedence

Others

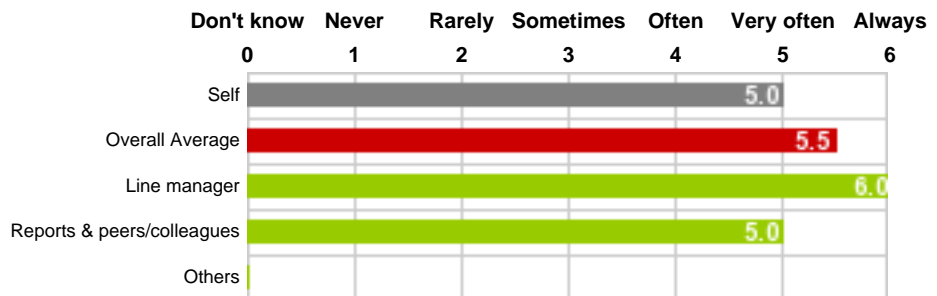
- Tresta 4
- Gives me useful opportunities to learn and develop within my role. Focusses on this well

Tom Debenham...

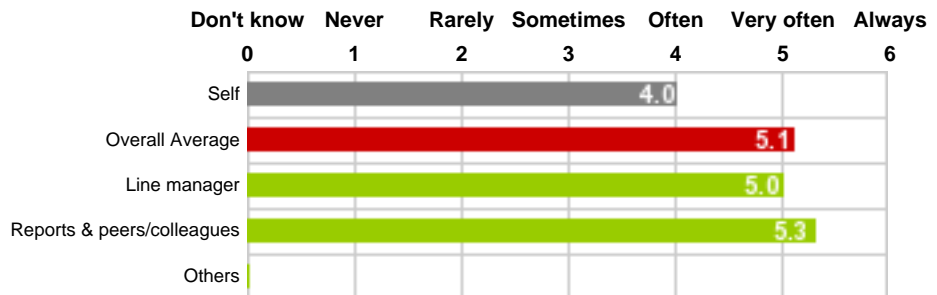
5-1.
Encourages others to take decisions



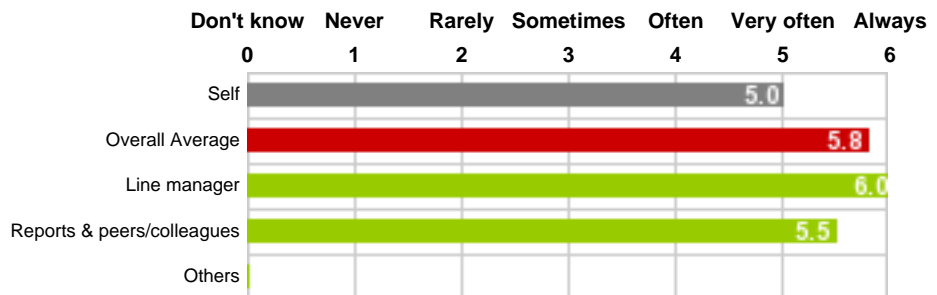
5-2.
Motivates people to achieve their potential



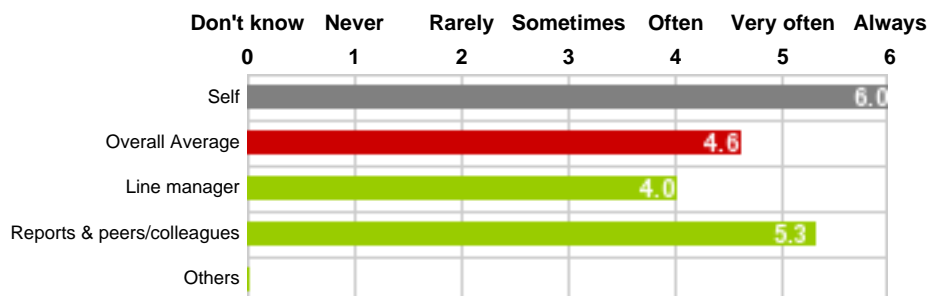
5-3.
Encourages staff to give their opinion



5-4.
Empowers people to develop their own ways of working within agreed boundaries

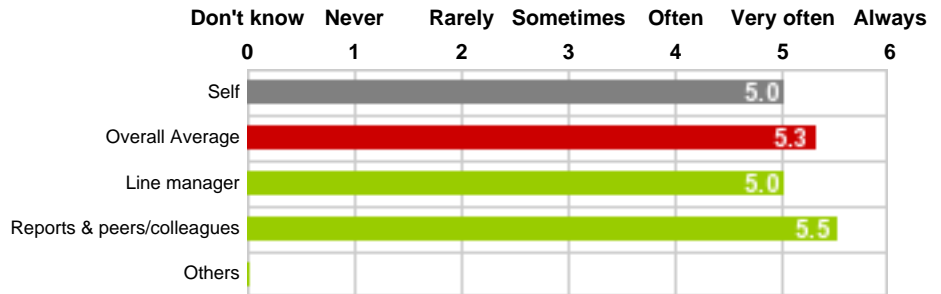


5-5.
Encourages staff to use their expertise



Tom Debenham...

5-6.
Creates and maintains a culture which encourages and rewards creativity



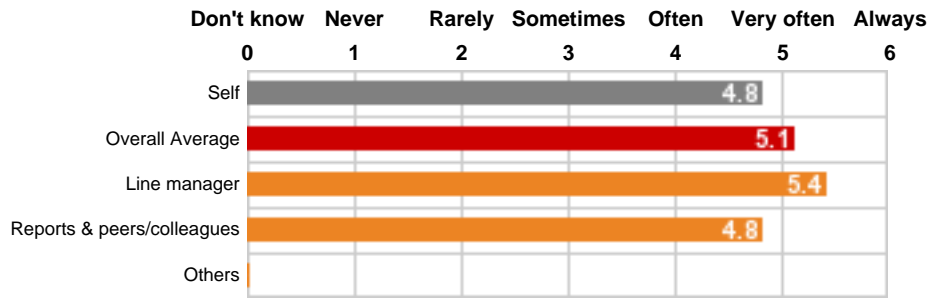
**Do you have any comments or examples that support or illustrate your ratings for Motivating Others?****Self**

→ I very much let people get on with things, although at times there is an element of 'telling'

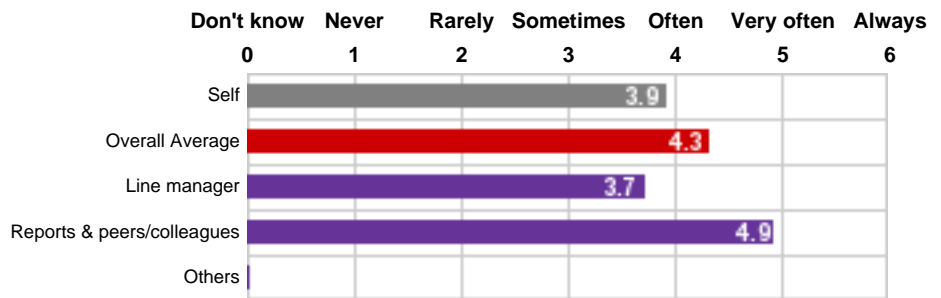
Others

- Always ready to show people what is possible, not least by his own achievements
- Tresta 5
- Always positive about opportunities, even where this means change

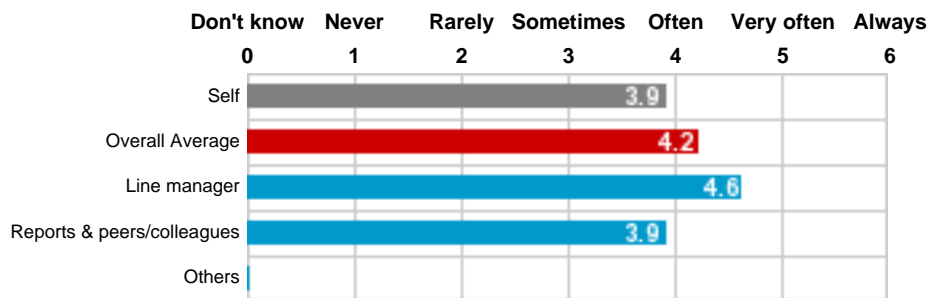
1. Communication



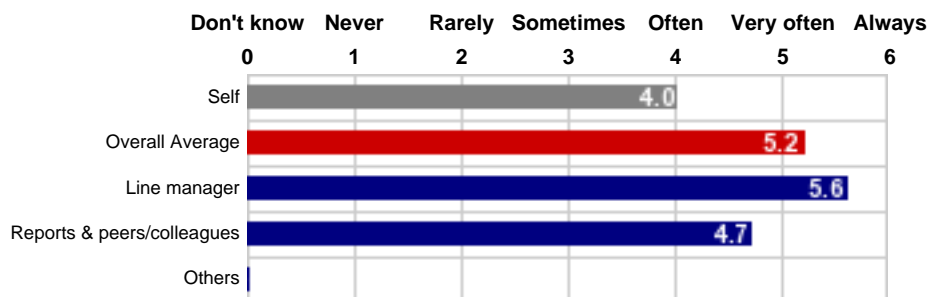
2. Managing Performance



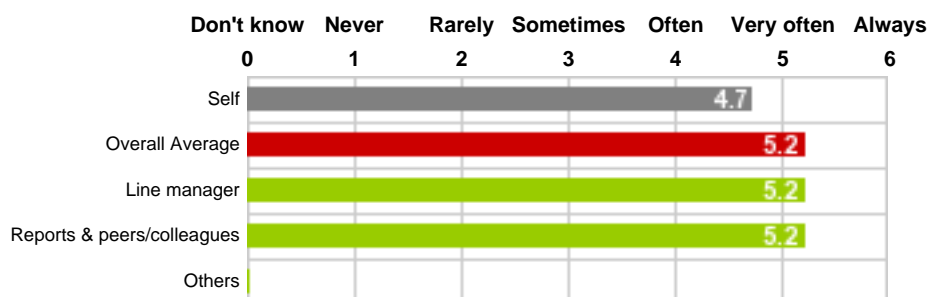
3. Personal Effectiveness



4. Supporting and Developing Others



5. Motivating Others



Leadership development plan for: Tom Debenham

Date: 29 Sep 2008

	Leadership need/objectives	Actions	Measures/outcomes/results
Communication			
Managing Performance			
Personal Effectiveness			
Supporting and Developing Others			
Motivating Others			