



360° feedback report for

Lisa Marshall



15 Cheap Street, Bath. BA1 1NA
Tel: 0870 742 4810
Fax: 0870 742 4820
Email: enquiry@360insight.co.uk

Contents

Section	Page
1 - Summary of your scores by theme	3
2 - Difference between your scores and your team's by theme	3
3 - Analysis by question	4
4 - Comments	11
5 - Comparison of your responses to other participants	13
6 - Your Leadership Development Plan (Proforma)	14

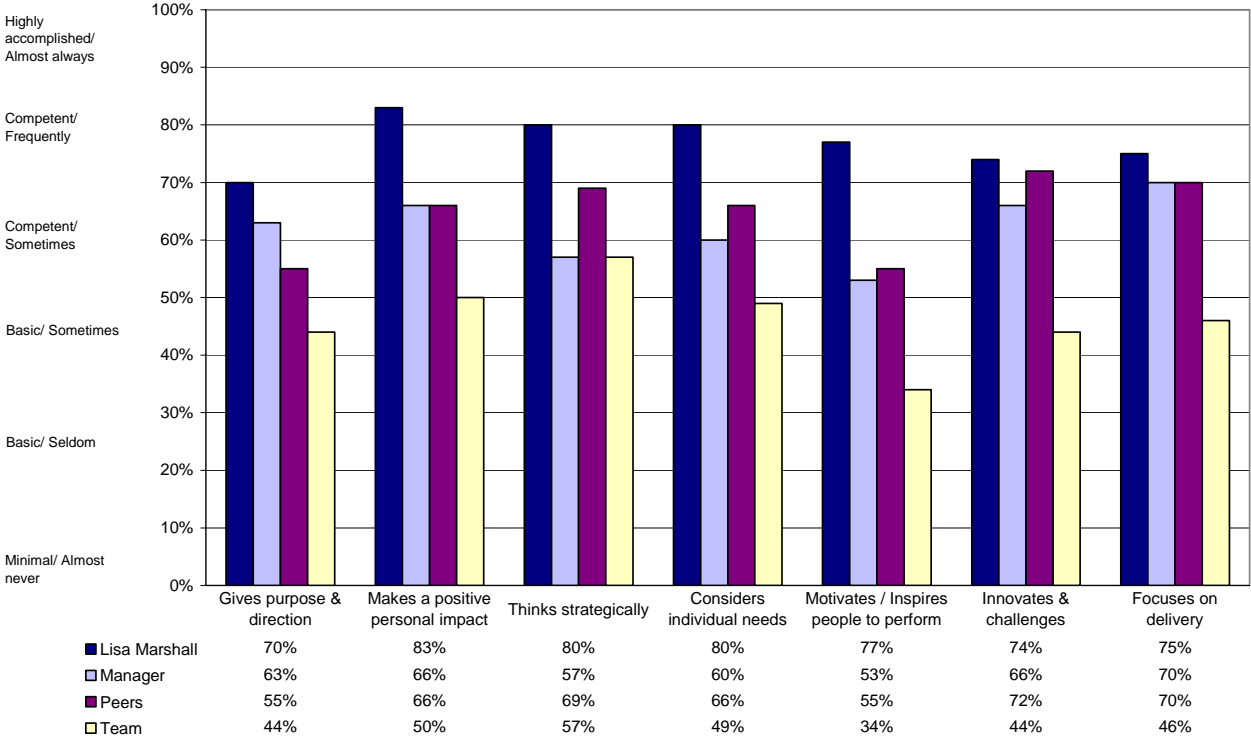
Introduction

This report analyses your responses by using the Insight scoring system. Your Insight score shows how close the actual response is to a 'perfect' response. A perfect response is where everyone gives a Strongly Agree rating (or Strongly Disagree if the question is about a negative behaviour). The scale used for the feedback is presented below

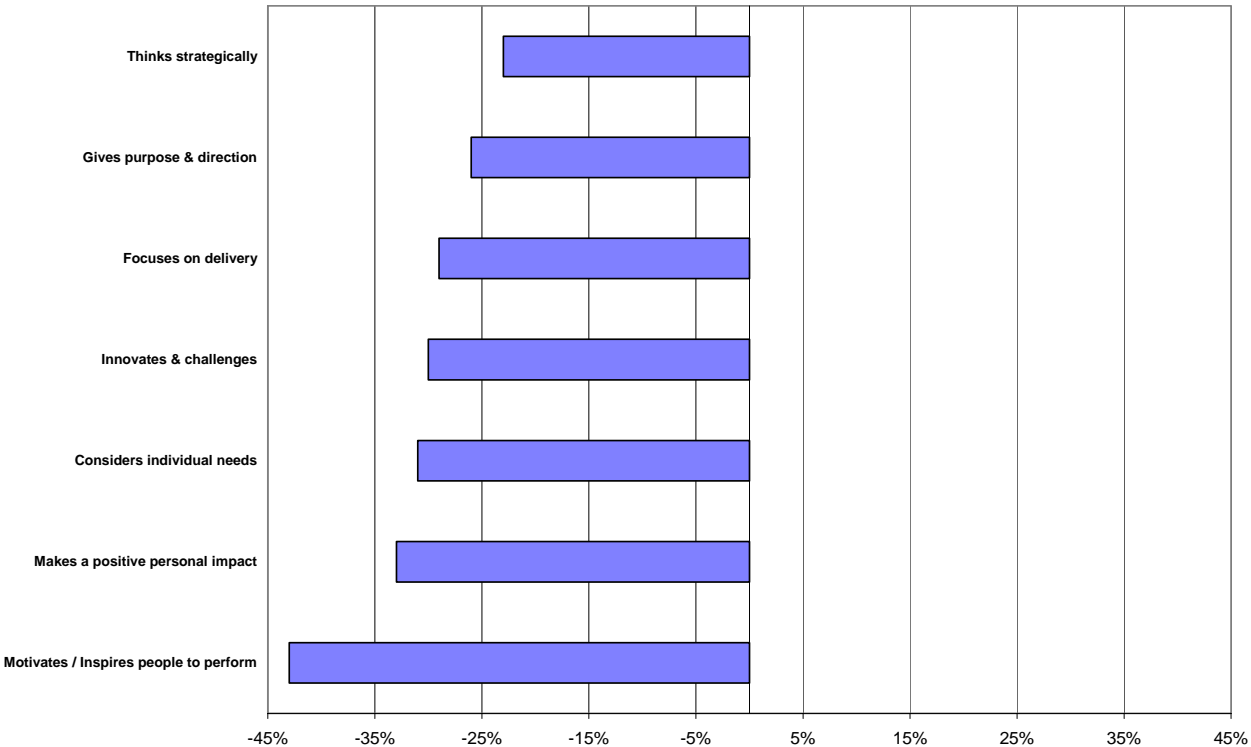
Scale	Insight score
→ Strongly agree ; you believe the individual being rated demonstrates a <i>highly accomplished</i> level of the behaviour or skill <i>almost all the time</i> it is required	100%
→ Agree ; you believe the individual being rated <i>frequently</i> demonstrates a <i>competent</i> level of the behaviour when it is required	80%
→ Partially agree ; you believe the individual being rated demonstrates a <i>competent</i> level of the behaviour <i>some of the time</i> it is required	60%
→ Partially disagree ; you believe the individual being rated demonstrates a <i>basic</i> level of the behaviour <i>some of the time</i> it is required	40%
→ Disagree ; you believe the individual being rated <i>seldom</i> demonstrates the behaviour or skill when it is required,	20%
→ Strongly disagree ; you believe the individual being rated <i>almost never</i> demonstrates this behaviour or skill	0%
→ Don't know ; you are unable to rate the individual in this area	N/A

Note: Only three members of your team have provided feedback for the "Team" analysis.

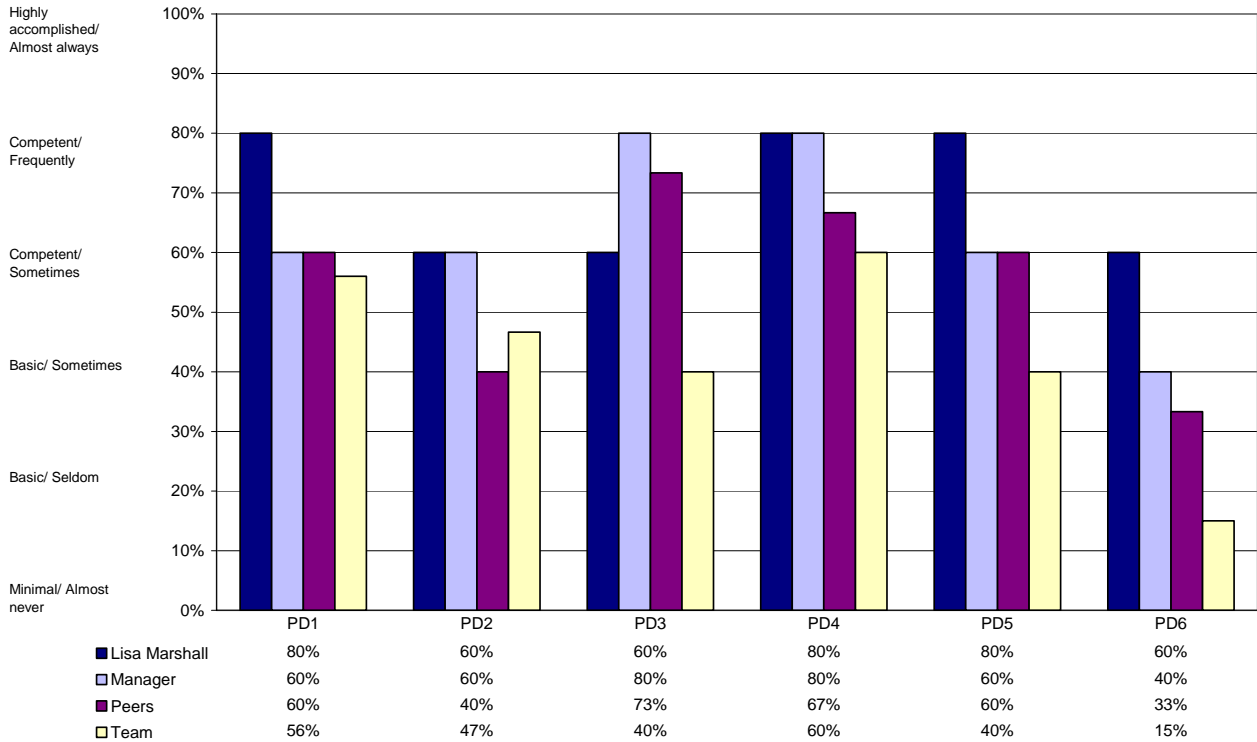
Section 1 - Summary of your scores by theme



Section 2 – Difference between your scores and your team’s by theme



Section 3: Analysis by question - Questions in 'Gives purpose & direction'



Ref	Question
PD1	Helps individuals to see how important their job is in fulfilling the organisation's mission
PD2	Communicates a compelling view of the future
PD3	Looks to others to provide direction (NB the higher the score the less this behaviour is demonstrated)
PD4	Speaks with genuine conviction about the ethos and purpose of our work
PD5	Articulates clearly defined objectives for team members to achieve
PD6	Is contagiously enthusiastic and positive about future opportunities

Section 4: Comments

What aspects of the subject's leadership do you see as strengths?

Self

- I believe I am consistent in the way I deal with staff. Determined to get to bottom of issues when required and will peruse issues when I believe they are important.

All raters

- Her technical knowledge.
- Desire to educate staff and customers on quality issues.
- Commitment to the organisation's mission and purpose.
- Willingness to undertake and deliver on allocated tasks.
- Competence in area of expertise.
- Desire to improve departmental performance in area of management responsibility.
- Interested in the specialist aspects of her work.
- Desire to meet new and challenging developments.
- Lisa is very committed to ensuring high technical standards and spends time encouraging others to follow these standards.
- Demonstrates trust in our professional abilities by allowing us to get on with work without interference.
- Provides freedom for individuals to manage workloads/projects.
- Trusts team members' decision making & will standby decisions made by team members on individual appraisals / projects.
- Good listener.
- Acts promptly when mistakes are made. Gives constructive advice as to how to fix or improve the problem.
- Keeps abreast of developments in relevant topics and disseminates information.
- Has a very extensive knowledge in her field of expertise.
- Allows her staff to manage their own time.
- Allows the freedom for individuals to do the work in their own way and does not apply unnecessary pressure.

Section 4: Comments

What aspects of the subject's leadership do you see as key areas for their leadership development?

Self

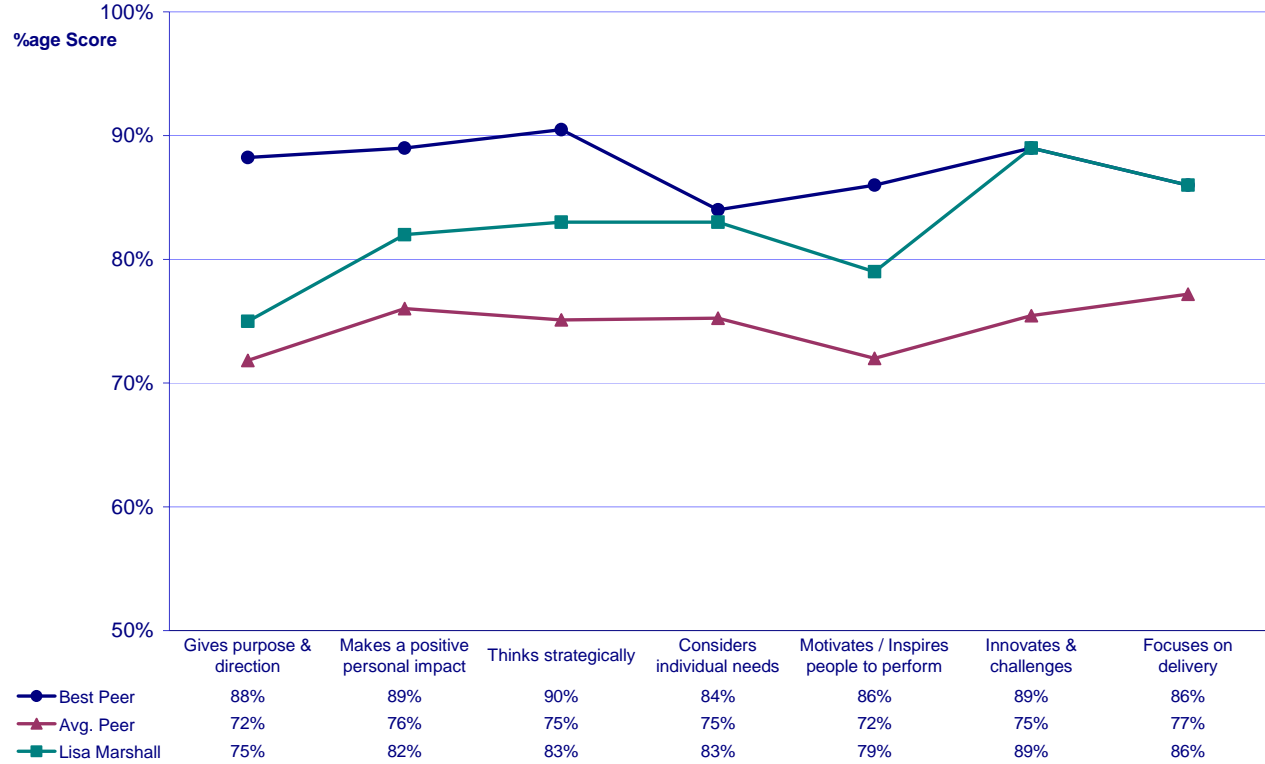
- I struggle with people I believe are working to their own agenda and/or are too aggressive. I am a quiet person and can find it intimidating and will tend to react by becoming more entrenched in my views. I can also come across to people as being very laid back.

All raters

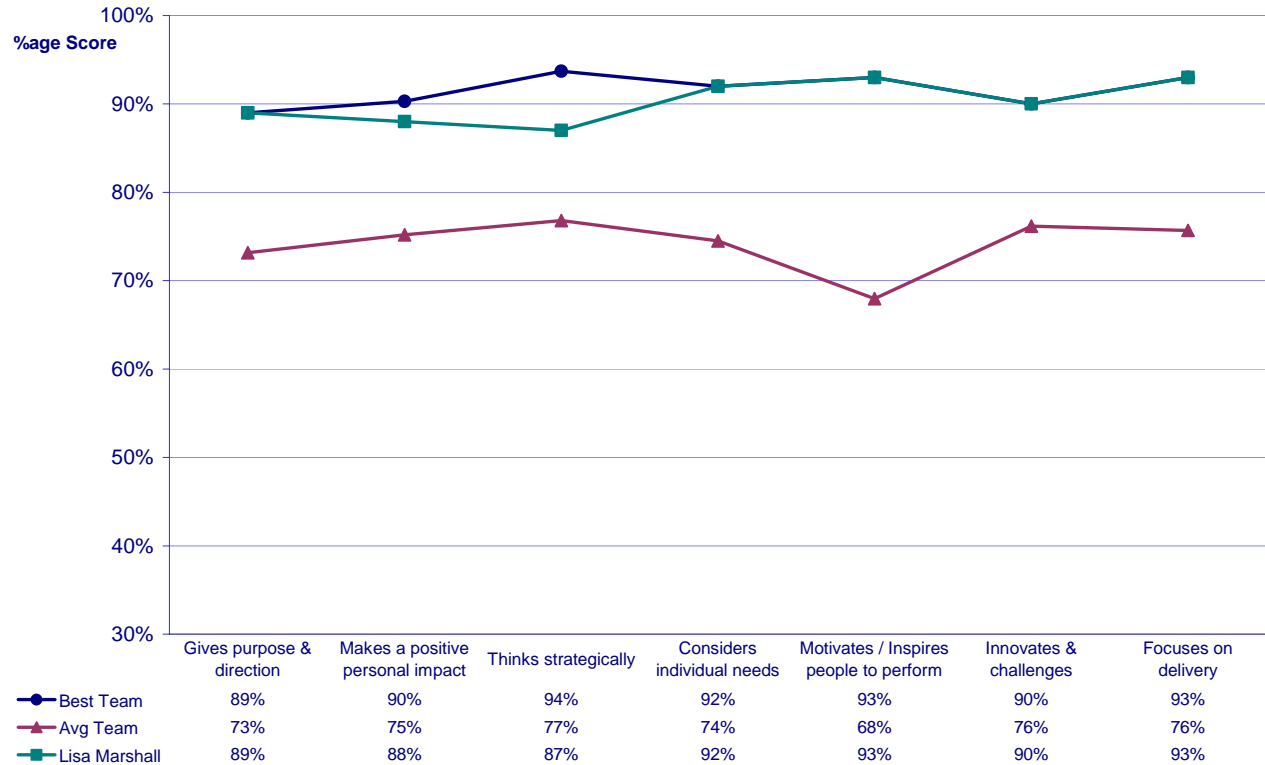
- Can be dogmatic at times needs to exhibit more flexibility. Improve individual personal relationships and persona.
- Consider motivation and psyche of individuals when dealing with colleagues/peers.
- Avoid pushing too hard at times, learn when to ease off.
- Lead by example and examine how to motivate line reports and colleagues.
- Appreciate the wider picture.
- Take criticism as constructive and identify learning/development opportunities from it.
- Being careful to consider who the audience is when passing critical comment and being aware of the possible effects of making such comment.
- There are no particular areas for development. Lisa's role is made more challenging due to the wide geographical distribution of the staff she manages. This makes regular face to face contact difficult although Lisa does use email and telephone effectively in communicating with staff.
- Needs to develop people handling skills. Needs to have a more positive attitude to the future.
- Communication & inter personal skills. Foresight of direction. Being able to communicate implications of wider and/or external environmental policies and/or directives to the specific roles/works undertaken.
- Needs to give more feedback on individual performance - none has been given so far.
- When there are questions it is very difficult to get a quantitative answer (i.e. a straight answer to specific question).
- Sometimes when difficult technical questions are asked the question gets referred onto another team and then back to ourselves creating lot of wasted time and still no answer to the question.
- Additional training for subject in communication skills, interpersonal skills and building rapport in a team.
- Does not lead by example.

Section 5 – Comparison of your responses to other participants

How you compare to other leaders from the peer perspective



How you compare to other leaders from the team perspective



Section 6 - Your Leadership Development Plan

[Section purpose: To encourage the recipient to identify actions to develop as a result of the feedback]

Name: Lisa Marshall

Leadership Need	Action you will take (incl. delivery method and who by)	Target date	Performance objectives and evaluation <ul style="list-style-type: none"> ▪ Performance objectives for the activity ▪ How performance improvement will be evaluated ▪ Results of the evaluation inc. dates
Date recorded:.....		Date delivered:	
Date recorded:.....		Date delivered:	