



Leadership Behaviours 360

Individual report

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About this report

This report is based upon the **Behaviours 360** assessment, which collects and evaluates perceptions of your behaviours in the workplace. Ratings are based on your responses and the responses of your raters.

The results give an indication of current performance and provide a platform from which an accurate picture of your strengths and development areas can be built.

The information within this report should be treated as confidential.

How to use this report

Feedback has been collected from up to five perspectives; **self, line manager, peers, direct reports** and **others**. All 360 behaviours are rated against a **1 to 6** scale:

- | | |
|---|--|
| 1 - Hardly, if ever (5% of time) | 4 - Frequently (60% of time) |
| 2 - Rarely (20% of time) | 5 - Usually (80% of time) |
| 3 - Sometimes (40% of time) | 6 - Nearly always (95% of time) |
| | N - No opportunity to observe |

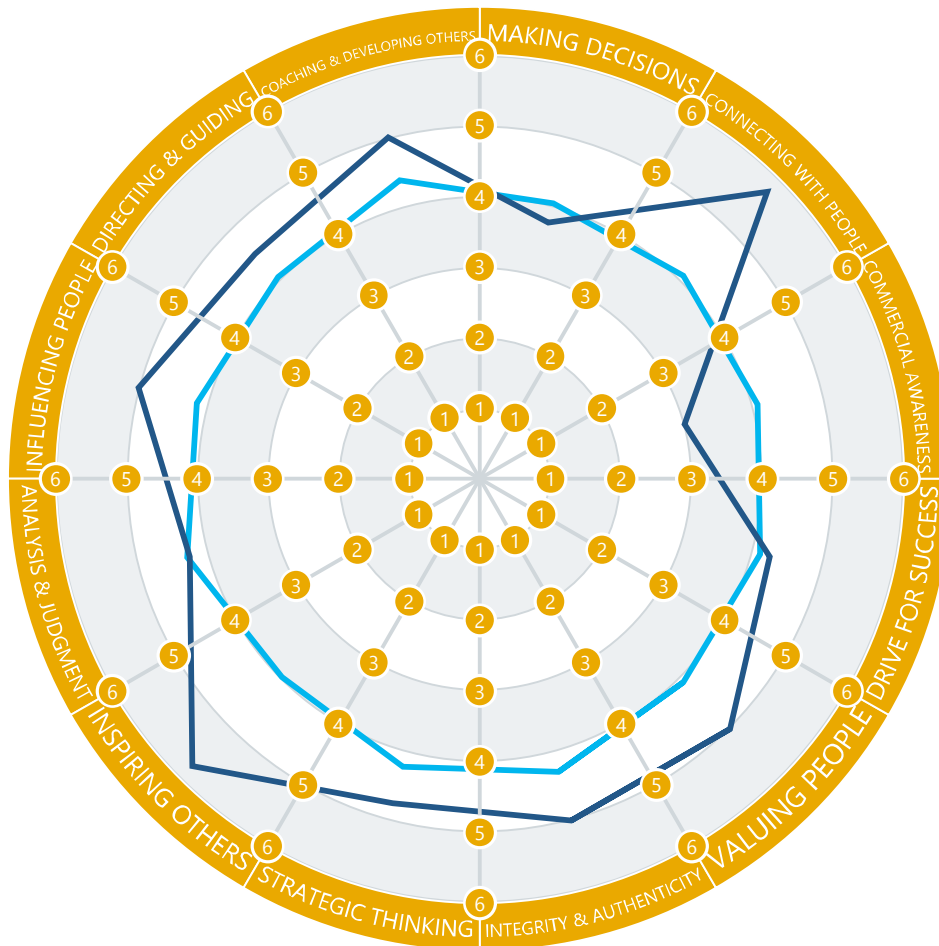
Important tips:

- Feedback is provided against the 360 behaviours only.
- Open and honest feedback is rare but is vital for personal development. All feedback is valuable and should be viewed as an opportunity for learning and development.
- Feedback is based on perceptions and should be used as a guide for development not an absolute.
- Work behaviours can be developed. Use the feedback to clarify your current strengths and areas for future development.

The purpose of this report is to help develop your work performance and provide you with feedback and focus for future personal development.

Your Behaviours 360 overview

The diagram below displays the average rating from all of your raters and from yourself on each of the 360 behaviours. This diagram enables you to see any gaps in perception between yourself and your raters.



Self rating

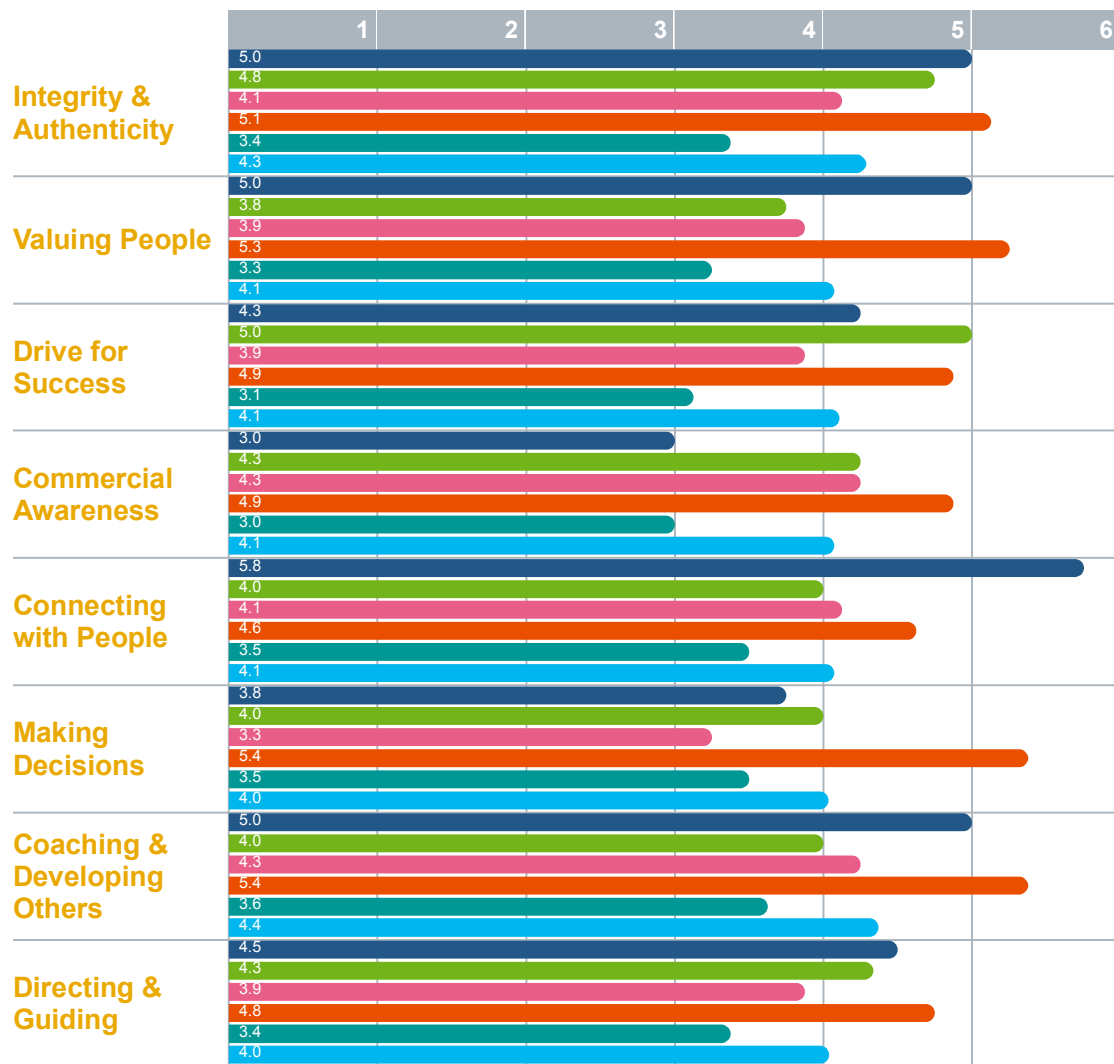
1 - Hardly, if ever
3 - Sometimes
5 - Usually

Average rating (excludes self rating)

2 - Rarely
4 - Frequently
6 - Nearly always

Your rater groups

The tables below display the average ratings given on each of the 360 behaviours by your different rater groups. These tables enable you to see any gaps in perception between yourself and your rater groups.



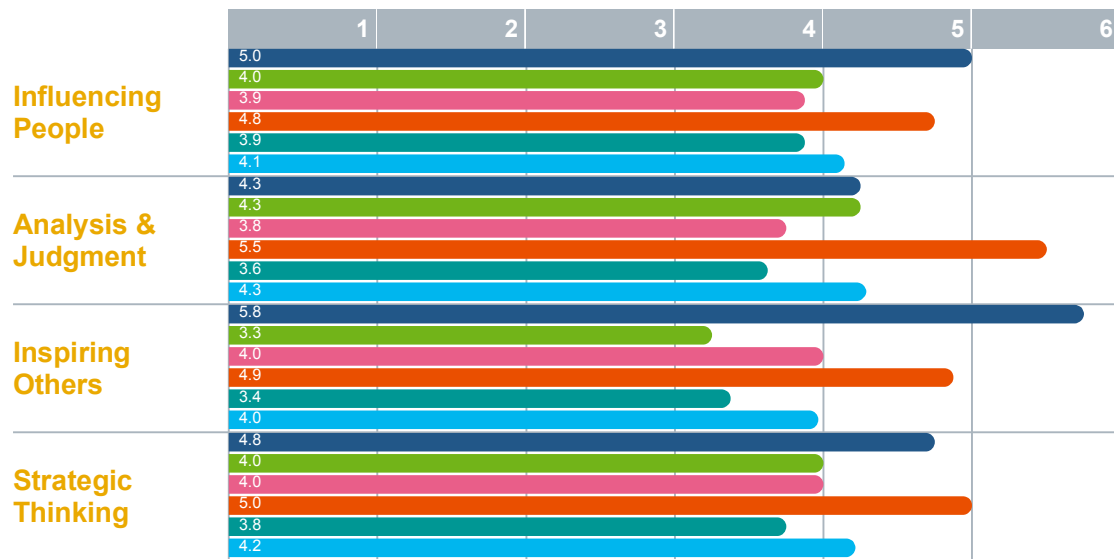
Self rating
Peers
Others

Line Manager
Direct Reports
Average rating (excludes self rating)

1 - Hardly, if ever
3 - Sometimes
5 - Usually

2 - Rarely
4 - Frequently
6 - Nearly always

Your rater groups - continued



■ Self rating
■ Peers
■ Others

1 - Hardly, if ever
 3 - Sometimes
 5 - Usually

■ Line Manager
■ Direct Reports
■ Average rating (excludes self rating)

2 - Rarely
 4 - Frequently
 6 - Nearly always

Your strengths

The table below displays the five items that received the **highest** average rating from your raters. These items may indicate areas of strength.

Avg. rating	Item	360 behaviours
4.6	Is open and honest towards other people	Integrity & Authenticity
4.6	Creates a clear and compelling vision of the future for the organisation	Inspiring Others
4.5	Builds the confidence of others	Coaching & Developing Others
4.4	Provides coaching support to others	Coaching & Developing Others
4.4	Provides useful on-going formal and informal feedback	Coaching & Developing Others



Average rating (excludes self rating)

1 - Hardly, if ever

3 - Sometimes

5 - Usually

2 - Rarely

4 - Frequently

6 - Nearly always

Your development areas

The table below displays the five items that received the **lowest** average rating from your raters. These items may indicate areas for development.

Avg. rating	Item	360 behaviours
3.6	Provides a sense of meaning and purpose to work	Inspiring Others
3.7	Makes bold decisions	Making Decisions
3.7	Inspires others to strive for their best performance	Inspiring Others
3.9	Displays trust towards others	Valuing People
3.9	Focuses on the end goal	Drive for Success

Average rating (excludes self rating)	
1 - Hardly, if ever	2 - Rarely
3 - Sometimes	4 - Frequently
5 - Usually	6 - Nearly always

Your hidden strengths

The table below displays up to five items that show the biggest difference; where others rated you **higher** than you rated yourself. These items may indicate areas of hidden strength. Check the item analysis pages for more detail, e.g. what is the range of scores, how many raters did you select, were the raters overly positive?

Self rating	Avg. rating	Item	360 behaviours
3	4.1	Shows knowledge and understanding of the marketplace	Commercial Awareness
3	4.1	Identifies and realises business opportunities	Commercial Awareness
3	4.1	Takes steps to enhance competitive advantage	Commercial Awareness
3	3.9	Focuses on the end goal	Drive for Success
3	3.9	Displays commercial awareness and anticipates market trends	Commercial Awareness

Self rating

1 - Hardly, if ever
3 - Sometimes
5 - Usually

Average rating (excludes self rating)

2 - Rarely
4 - Frequently
6 - Nearly always

Your blind spots

The table below displays up to five items that show the biggest difference; where others rated you **lower** than you rated yourself. These items may indicate your blind spots. Check the item analysis pages for more detail, e.g. what is the range of scores, how many raters did you select?

Self rating	Avg. rating	Item	360 behaviours
6	3.6	Provides a sense of meaning and purpose to work	Inspiring Others
6	3.7	Inspires others to strive for their best performance	Inspiring Others
6	4	Relates well to people at all levels within the organisation	Connecting with People
6	4	Shows warmth and enthusiasm when interacting with others	Connecting with People
6	4	Provides an optimistic and positive view of the future	Inspiring Others

Self rating

1 - Hardly, if ever
3 - Sometimes
5 - Usually

Average rating (excludes self rating)

2 - Rarely
4 - Frequently
6 - Nearly always

Your item analysis

The tables in the following section display the spread of scores given by yourself and all rater groups on each item. The average rating for each item is shown with the previous average score in brackets. Alongside this the number of times a particular score was given by each rater group is displayed. Each item is arranged in order by the average rating. The number (1-6) at the top of each column represents the rating given. N indicates 'No opportunity to observe'. If you had less than 3 raters complete in any group (except line manager) their score will not be shown and is indicated by *.

Raters included in this report

Peers	2
Direct Reports	2
Other	2
Line Manager	1

Integrity & Authenticity

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Is open and honest towards other people	5	4.6					1							1	1						1	1				1			1	
Shows a consistent set of value-driven behaviours	5	4.3					1			1				1							1	1				1			1	
Acts in a dependable and reliable manner	5	4.1					1			1				1							2				1			1		
Treats others fairly	5	4.1					1			1				1							2				1				1	

Valuing People

	Self rating	Avg. rating	Line Manager						Peers						Direct Reports						Others									
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Shows appreciation of effort and energy people put into work	6	4.3			1					1					1							2				1	1			
Listens and pays attention to others on a personal level	5	4.1				1					1			1							2			1					1	
Values the strengths and individual differences of others	5	4					1				1			1							1	1		1				1		
Displays trust towards others	4	3.9			1						1	1										1	1		1		1			

Drive for Success

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Sets stretching goals	4	4.3					1				1		1							1		1					1	1		
Shows persistence and tenacity to exceed goals	4	4.1					1				1				1					1	1			1				1		
Works in an enthusiastic and committed way	6	4.1					1			1					1					1		1		1				1		
Focuses on the end goal	3	3.9					1			1		1										2			1		1			

Commercial Awareness

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Shows knowledge and understanding of the marketplace	3	4.1					1				1				1					1	1				1			1		
Identifies and realises business opportunities	3	4.1				1					1				1					1	1				1			1		
Takes steps to enhance competitive advantage	3	4.1				1						1	1							1	1				1			1		
Displays commercial awareness and anticipates market trends	3	3.9				1					1			1							1	1			1			1		

Connecting with People

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Uses diplomacy and tact appropriately	5	4.1				1					1				1					1		1			1		1			
Builds constructive and effective relationships with people	6	4.1				1						1			1						1		1		1				1	
Relates well to people at all levels within the organisation	6	4					1			1					1						1		1		1			1		
Shows warmth and enthusiasm when interacting with others	6	4			1						1	1									1		1			1			1	

Making Decisions

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Takes responsibility for and stands by decisions	4	4.1				1					1			1							2				1			1		
Makes decisions in a timely manner	4	4.1				1				1			1								1	1			1				1	
Takes action based on effective decisions	4	4.1				1				1			1								2				1			1		
Makes bold decisions	3	3.7				1				1			1								1	1			1			1		

Coaching & Developing Others

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Builds the confidence of others	5	4.5						1					1		1					1		1		1					1	
Provides coaching support to others	5	4.4				1						1		1							1		1		1				1	
Provides useful on-going formal and informal feedback	5	4.4				1						1			1						1		1		1				1	
Invests time and resources in developing others	5	4.1				1						1		1							1		1		1				1	

Directing & Guiding

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Ensures others are focused on important objectives	5	4.1					1				1		1							1	1				1			1		
Sets challenging and achievable objectives	4	4.1					1			1			1							1	1				1				1	
Leading others with confidence	5	4						1		1			1							1		1			1			1		
Delegates tasks appropriately	4	3.9		1						1			1							1		1			1			1		

Influencing People

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Persuades others and gains agreement	5	4.3					1			1			1							2				1				1		
Challenges other peoples ideas in an appropriate manner	5	4.1			1					1				1						1	1					1		1		
Promotes ideas by effectively appealing to emotions	5	4.1					1			1				1						2				1				1		
Negotiates with others to ensure a 'win-win' situation	5	4					1			1				1						1	1			1				1		

Analysis & Judgment

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Uses information and data effectively to make balanced judgments to support decision making	4	4.4				1							1	1							1	1		1					1	
Looks at problems from different angles	4	4.3				1				1			1								1	1			1		1			
Identifies how problems impact the larger system	5	4.3					1			1			1								1	1		1			1			
Spots patterns and trends in the data and tests assumptions	4	4.1				1					1	1									1	1		1			1			

Inspiring Others

	Self rating	Avg. rating	Line Manager						Peers						Direct Reports						Others									
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Creates a clear and compelling vision of the future for the organisation	5	4.6			1						1				1						1	1				1			1	
Provides an optimistic and positive view of the future	6	4			1						1			1							2					1			1	
Inspires others to strive for their best performance	6	3.7				1					1			1							2					1			1	
Provides a sense of meaning and purpose to work	6	3.6			1						1	1									2					1			1	

Strategic Thinking

	Self rating	Avg. rating	Line Manager							Peers							Direct Reports							Others						
			1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N	1	2	3	4	5	6	N
Creates and develops strategies to accomplish long-term goals	4	4.4					1			1			1							2				1				1		
Identifies underlying principles and makes meaningful links between different concepts	4	4.3				1				1					1					1	1			1			1			
Thinks broadly, considering opportunities, trends and probable obstacles	5	4.1				1				1				1						1	1			1			1			
Sees the bigger picture and is future oriented	6	4				1				1				1						2				1				1		

Your rater comments

The following comments are made by your 360 feedback raters.

What you should stop doing

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Your rater comments

The following comments are made by your 360 feedback raters.

What you should do differently or start doing

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Your rater comments

The following comments are made by your 360 feedback raters.

What you should continue to do

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Example comment

Appendix

Your personal development

Answer the questions below to begin mapping out a **personal development plan**.

Your reflections

- What have you learnt or become aware of from reading your Behaviours 360 report?

Your strengths

- How are your strengths working for you?
- How can you make more use of your strengths to your own and your organisation's advantage?

Your development

- How are your development areas limiting or hindering your performance?
- What actions can you take to address your development areas?

Your actions

Your Behaviours 360 report provides you with valuable feedback. By sharing your profile with your manager, you will be providing them with vital information to help them support your development.

Following your discussion with your manager, please update your personal development plan.



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