



James Smith

Leadership 360 Feedback

360 Sample

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in individuals, teams and organisations.

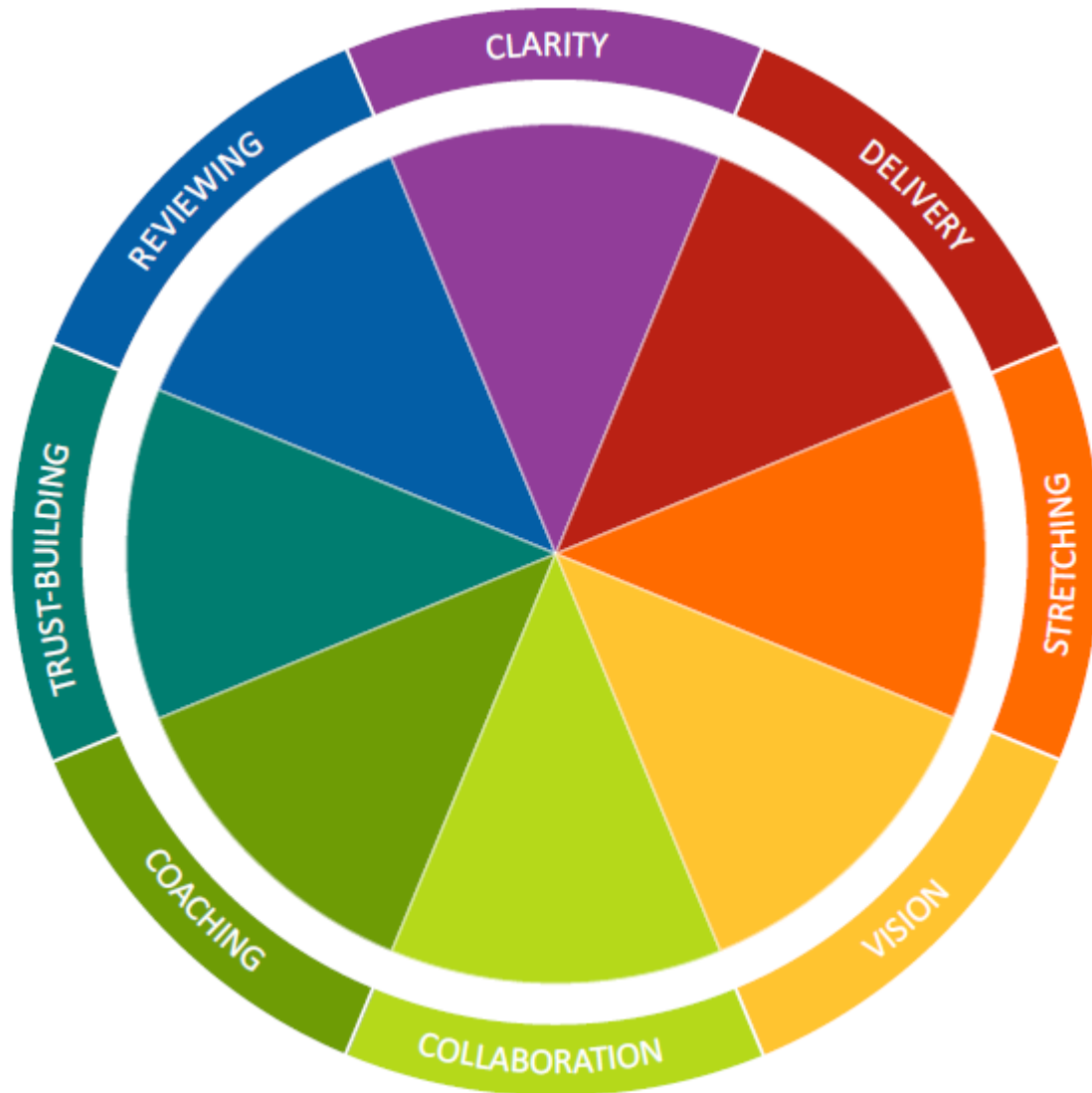
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Introduction

This 360 feedback report has been created from over 18 years of research into leadership and management development.

The report explores key enablers required by leaders of today such as personal values, resilience, wellbeing and emotional intelligence, all of which are reported through eight key leadership attributes.

The feedback collected in this report contrasts your self-perception with the perception of other respondents. The resulting facilitated discussions create a powerful leadership development experience, more trusting and open relationships and a positive influence on your workplace culture.



Introduction



Clarity

A leader with Clarity brings transparency to projects and teams, communicates effectively and leaves personal agenda and bias out of everything they do.



Delivery

A leader with a strong Delivery style is driven, delivers on time, embraces new challenges and approaches change with tenacity.



Stretching

The Stretching leader is always improving themselves and develops others whilst living a life in the belief that anything is possible.



Vision

A leader with Vision sees the bigger picture and takes people with them by translating it into meaningful terms for everyone involved.



Collaboration

The Collaborative leader empowers others through strong interpersonal skills and builds powerful teams who own the issues.



Coaching

When a leader embraces a Coaching style, those who follow them learn, engage and develop from within.



Trust-Building

The Trust-Building leader is consistent with their personal values and gives others a true sense of belonging and safety through their authenticity.



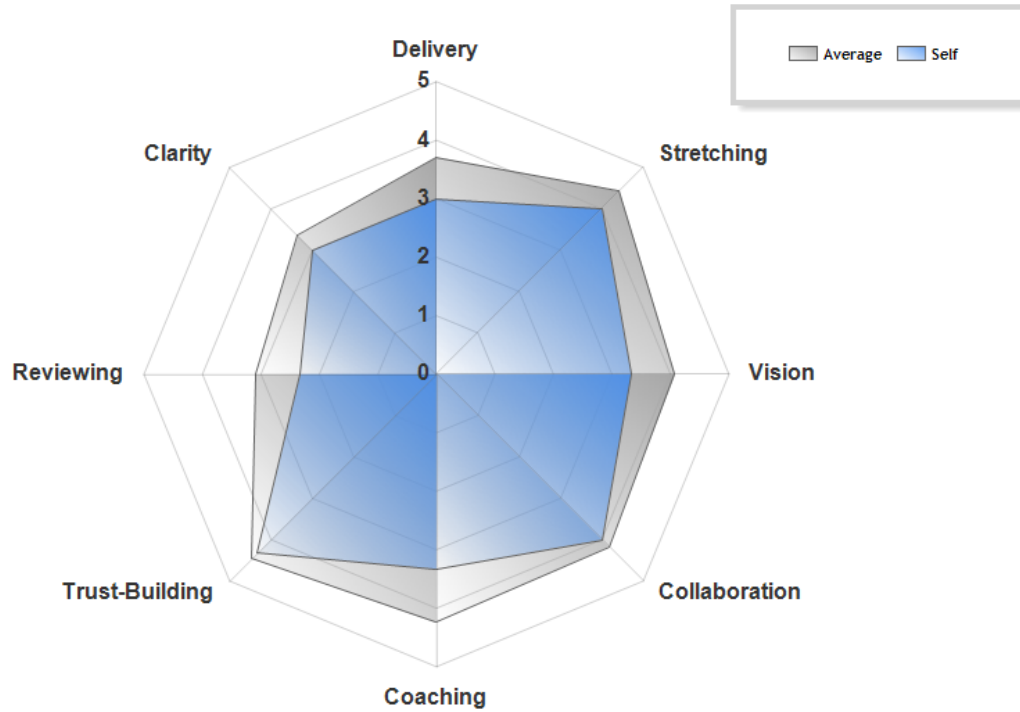
Reviewing

The Reviewing leader takes the requisite time to ensure progress is reviewed and lessons learned, mines the data and makes the final decision through logic and evidence.

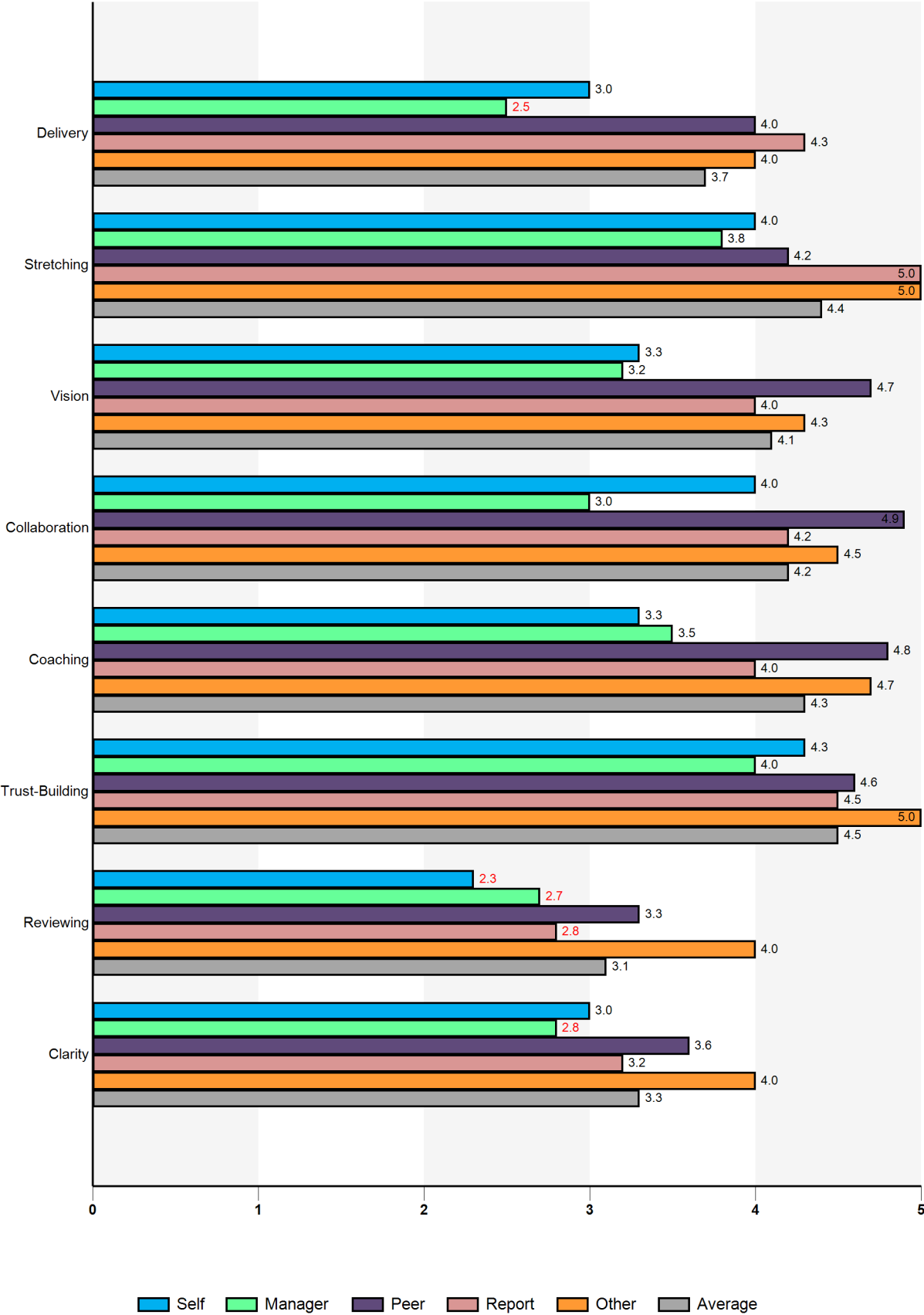
This report will help you identify your strengths as well as potential areas for development. Once you have digested the contents, your facilitator or coach will guide you through the feedback and ensure you have the understanding, knowledge and skills you need to develop as a leader.

Your results against your complete feedback group

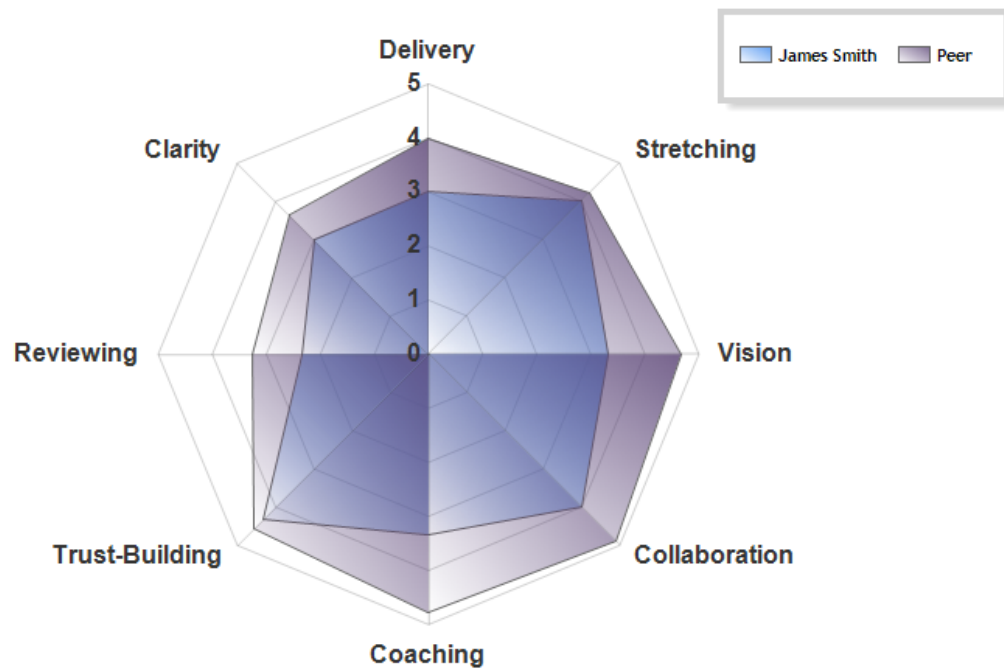
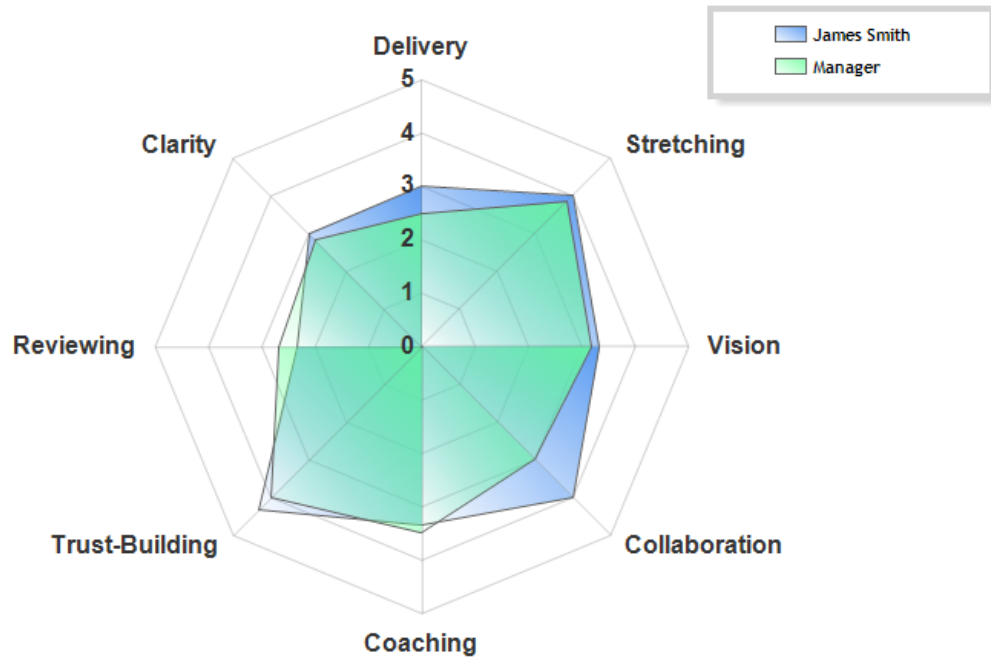
The following radar graph shows the eight attributes you scored yourself against and the average scores of those you invited to provide feedback.

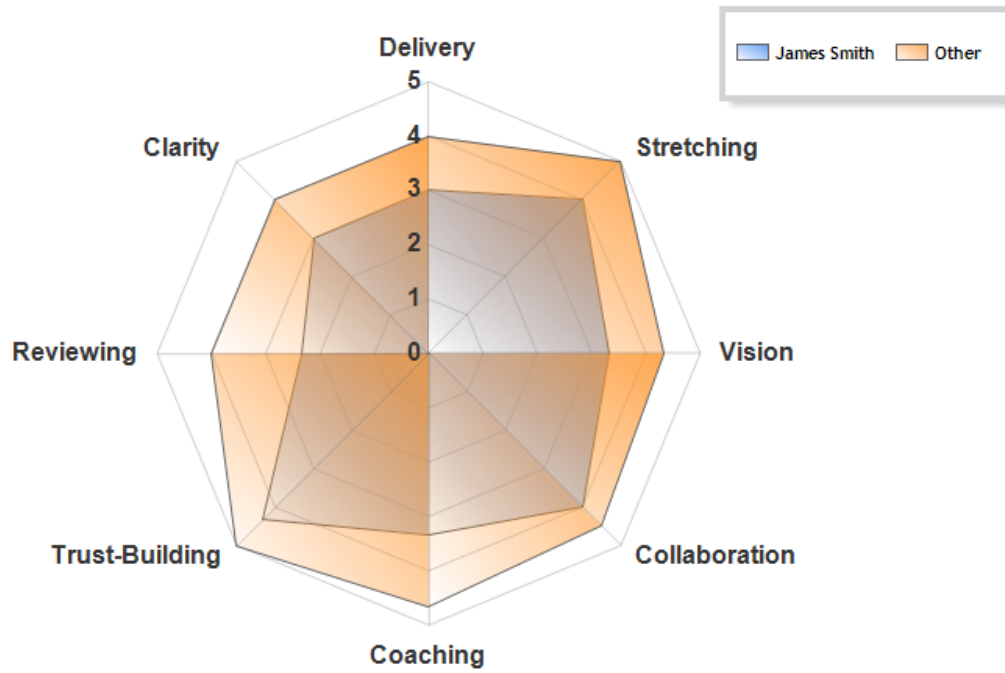
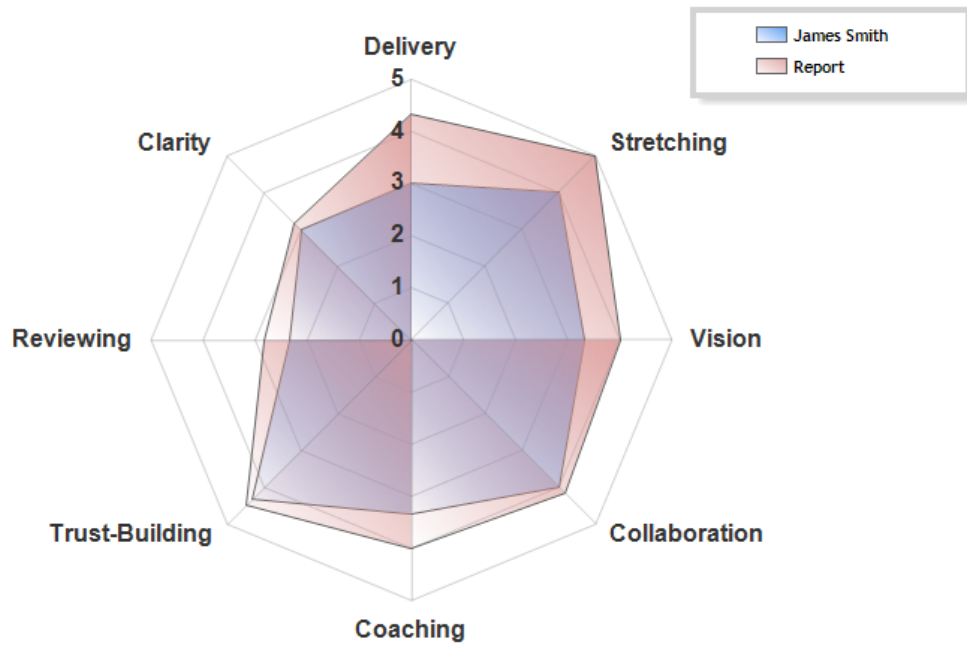


Summary of results by category



Summary of James's results against colleague scores



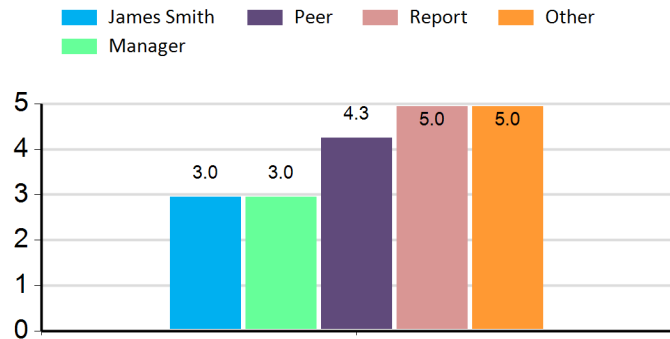


Delivery

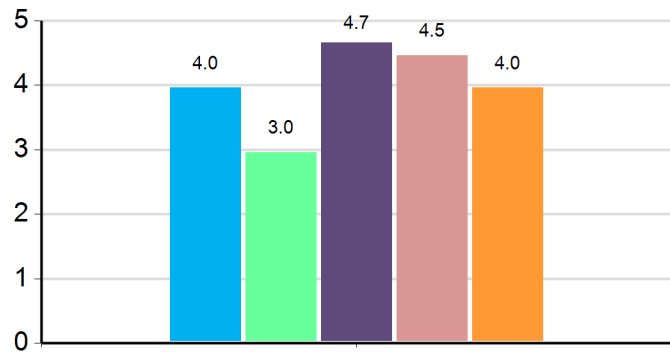
A leader with a Delivery style is driven, delivers on time, embraces new challenges and approaches change with tenacity

Statements

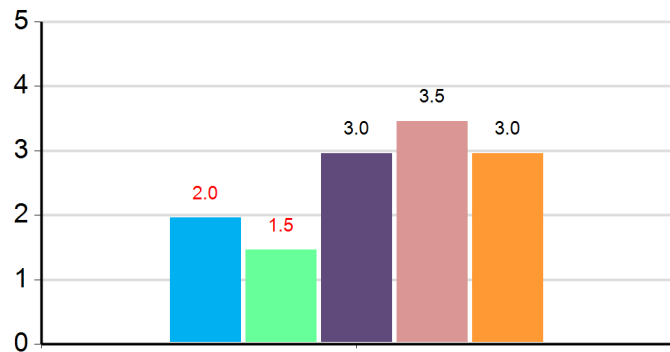
1) Drives change



2) Persistent and will find ways to overcome challenges



3) Holds others to account with resolve



Delivery

Question

When do you believe that James is at his/her best in this area?

James Smith	When faced with a challenge I believe I find innovative ways of overcoming them. This excites me and plays well to my strengths.
Manager	James - When a project is in its early and most creative stages and he's thoroughly bought into and excited by the concept, which he's had a hand in shaping. Steven - When the project in hand requires creative input and he is given time and space to play
Peer	Serena - Always! a great delivery style - very keen on embracing new challenges but not driving change for change sake. Sarah - James is great at being the front runner and the inspiration for any project that involves new ideas. I'm constantly astounded and inspired by how much he achieves. Anne - James's motivation and enthusiasm are infectious and support the team to overcome challenges and think outside of the box
Report	Gareth - James has a lot of energy and can direct this into new projects with enthusiasm and drive. Kirstie - James's understanding of the change process allows him to coach and encourage others through change.
Other	Paul - When tackling something new and exciting

Question

What could James do better in this area?

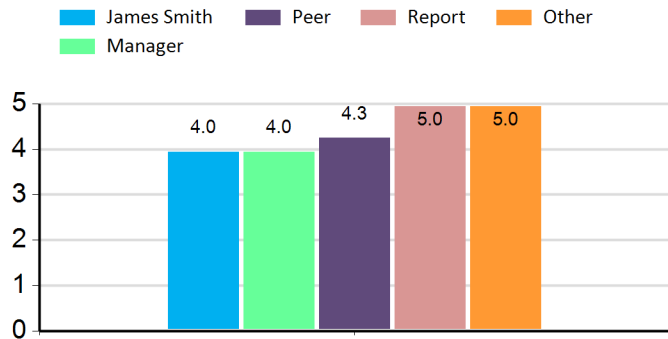
James Smith	Being more visible in driving change from the front and applying more rigour to deadlines. I know my preferred style is to allow others to work at their own pace, but I do need to drive that element of my leadership style more
Manager	James - Try to find ways to maintain levels of excitement and/or be honest and open about having lost interest and finding it difficult to inspire others Steven - With project planning and execution, sticking to timelines and asking for help in areas he knows he is not naturally good at
Peer	Anne - Completer finisher is not a title that one would immediately think about when considering James. Sarah - He is quite laid back so some times I feel that I can get away with not completing work on time. Serena - Perhaps be more deliberate with holding others to account for their part of the programme
Report	Gareth - As a business we need to think outside the box a little more and I'd like James (and the rest of us) to stretch into new territory, so we stay ahead of the game. Kirstie - His naturally forgiving nature may prevent him from holding others to account.
Other	Paul - Follow through with the details

Stretching

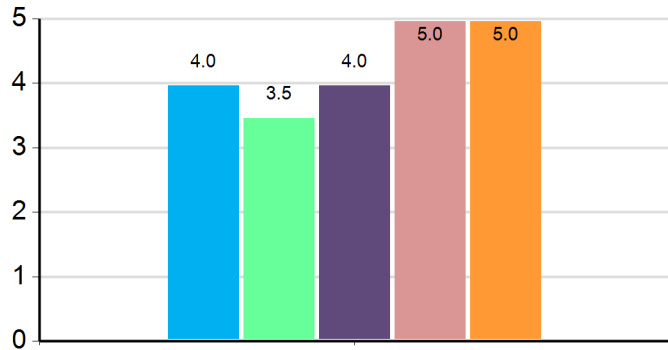
The Stretching leader is always improving themselves and develops others whilst living a life in the belief that anything is possible

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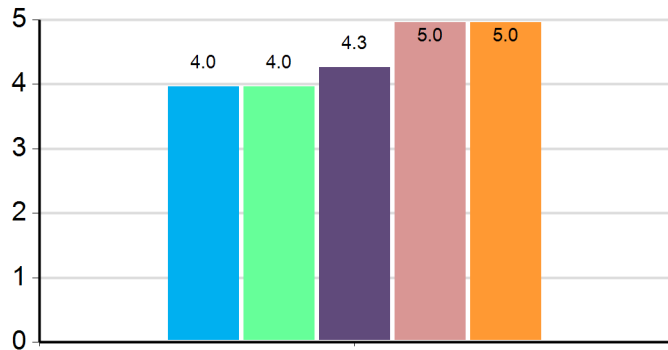
1) Develops self and motivates others to do the same



2) Sets ambitious goals



3) Encourages people to deal in solutions, not problems



Stretching

Question

When do you believe that James is at his/her best in this area?

James Smith	I am at my best when learning and passing this onto others. I believe that any opportunity is a good opportunity to learn. I also enjoy pushing others to make changes in how they work and behave.
Manager	James - He's inspirational in his quest for self-improvement and certainly focuses on positive solutions rather than dwelling on problems Steven - Personally and physically James loves learning new things and testing new theories, never afraid to give anything a go and jump straight in
Peer	Sarah - James always pushes himself and at times it can be exhausting watching all the things he gets involved with. He has a huge passion for work and play and it's easy to compare myself to him and come up lacking. Anne - James is a real team player who brings a wealth of learning and updates to all Serena - through his 'I'll do it too' approach
Report	Kirstie - James has an insightful way of getting to the heart of problems and delivering effective solutions. Gareth - James is a very positive 'can do' guy who pushes himself hard and can push others to stretch and grow when he sees the need.
Other	Paul - This seems like home for James, belief that anything is possible

Question

What could James do better in this area?

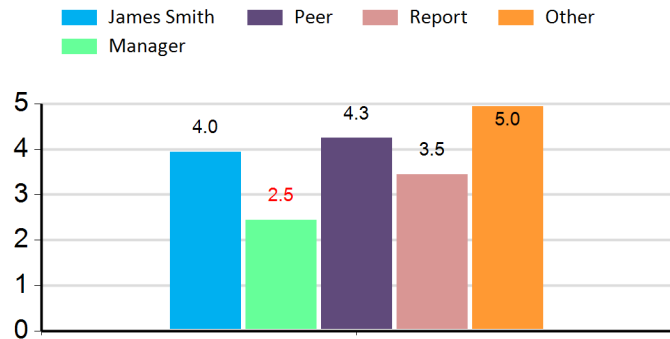
James Smith	I set myself overly ambitious goals in the belief that I will achieve them come what may. I could definitely be more realistic with my time management and plan more effectively.
Manager	Steven - By challenging himself to improve in areas of discomfort rather than just in the areas that interest him most and share more of what he learns with others James - He could try to understand problems better to ensure solutions are more focused, clear and simple and their accompanying goals more achievable
Peer	Sarah - James doesn't push me to do the same as him, I don't think that's in his nature, he wants to be the change the people see, not drive it. Is that a bag thing? I'm not sure. But maybe throw out the odd challenge to others? Serena - put himself out of his comfort zone more often and sit quietly!
Report	Kirstie - All creative solutions require practicality to implement. James puts effort into balancing both although the creative parts are clearly more exciting! Gareth - I guess he could remember that what works for him doesn't necessarily work for everyone, so driving and encouraging will work for some but not everyone - how else can he motivate them?
Other	Paul - Nothing

Vision

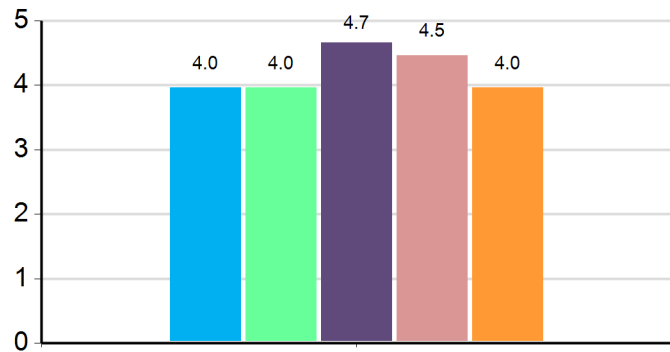
A leader with Vision sees the bigger picture and takes people with them by translating it into meaningful terms for everyone involved

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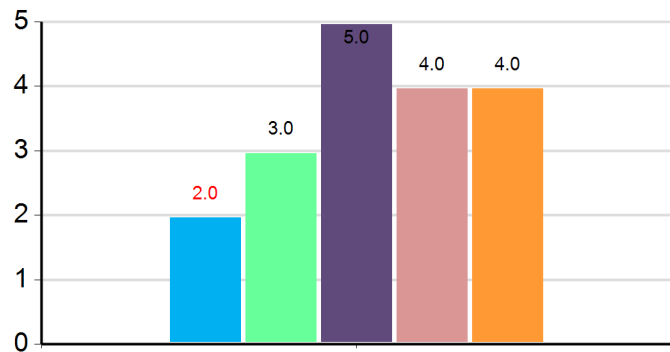
1) Keeps an eye on the 'bigger picture' and how the company's future fits within it



2) Brings the company's vision to life in an inspiring way



3) Understands and communicates to team members how they contribute to the organisation's purpose



Vision

Question

When do you believe that James is at his/her best in this area?

James Smith	Seeing the bigger picture lights my fire. I enjoy seeing the future of a company and how everyone will play a part in achieving its goal. I try to translate this into meaningful terms for all around me on a daily basis.
Manager	James - James is inspirational in his ability to convey the vision in a meaningful way Steven - When he is allowed to think conceptually with an 'anything is possible' mindset. James takes a positive approach to everything
Peer	Serena - A great communicator with the wider team Anne - Motivation and communication skills are infectious and enable people to see how they can fit in and be part of the bigger picture. James's enthusiasm and consideration of others engages all and enables ownership Sarah - That's James! the way he took ownership of last years rebranding and supported us with all the documentation etc was amazing (other team members were great too but James was the front runner.
Report	Kirstie - James brings the company's conceptual vision to life by using real-life examples. Gareth - James does see the bigger picture and gives off a strong sense of forward motion and a desire to grow the business.
Other	Paul - James is at his best thinking and talking about the vision for the future

Question

What could James do better in this area?

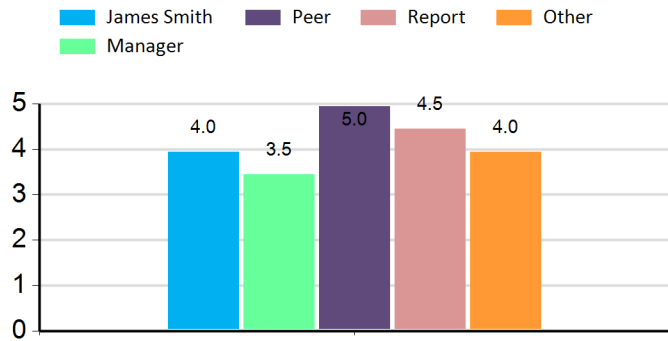
James Smith	My communication of the vision and future direction might lack impact for some. I need to be more data and fact-driven for those who rely more on the tangibles than the story.
Manager	James - He could work at breaking the vision down to better understand and communicate the mechanics of how others' contributions add to the whole. He could also benefit from a broader picture of the market as a whole and trends. Steven - While concept and ideas are his strong points when it comes to looking at vision and direction, consideration of the bigger picture in terms of financials, measurables and if something is actually doable and contributes to business growth sometimes get lost
Peer	Sarah - He can't this is where he excels Serena - tolerating those who are not like him a bit more!
Report	Gareth - I don't often hear him talk about how he sees the business in 3 - 5 years and beyond, and what we're going to do to get us there. I'd like more detail on the what and the how. And an aspirational Vision. Kirstie - Keep sharing your experiences and observations as it benefits the more office-based staff to understand the output of their efforts.
Other	Paul - I don't see his day to day interactions with the team so I'm not sure how things could improve

Collaboration

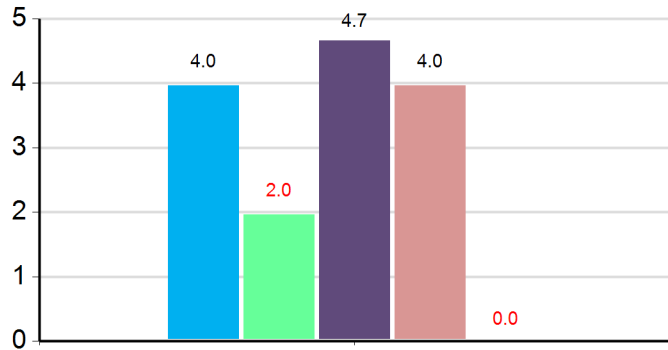
The Collaborative leader empowers others through strong interpersonal skills and builds powerful teams who own the issues

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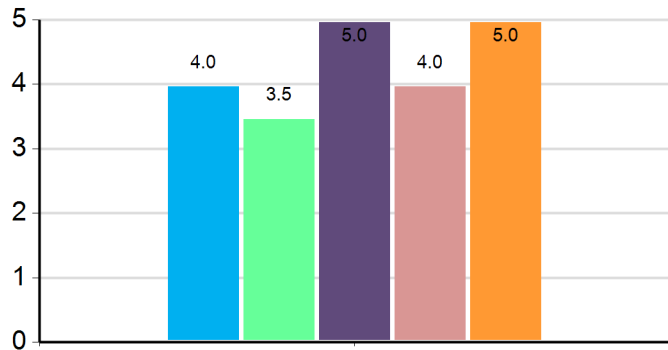
1) Openly encourages the input of others' views and opinions in decision-making



2) Empowers others to take the lead



3) Actively fosters an environment of collaboration



Collaboration

Question

When do you believe that James is at his/her best in this area?

James Smith	Bringing people together to achieve a goal is well within my area of expertise. I enjoy identifying needs and areas for development and helping people collaborate.
Manager	Steven - James is at his best when he is allowed to be in control and lead a project with overall control of the decisions being made. He values the thoughts and input of others as long as they don't change the direction he wants to go in James - When he has the courage to be vulnerable
Peer	Serena - A strong part of James' toolbox Sarah - Again you've just described James to a tee Anne - James is creative and energetic. an environment that provides an outlet for these attributes helps his to be his best version.
Report	Gareth - James has improved in this area and is much more likely to solicit my views and value my contributions than I felt was the case in the past. He seems happier to collaborate. Kirstie - James lives and breathes collaboration and his interpersonal skills are excellent.
Other	Paul - Shows excellent interpersonal skills and the team is growing in strength and ability

Question

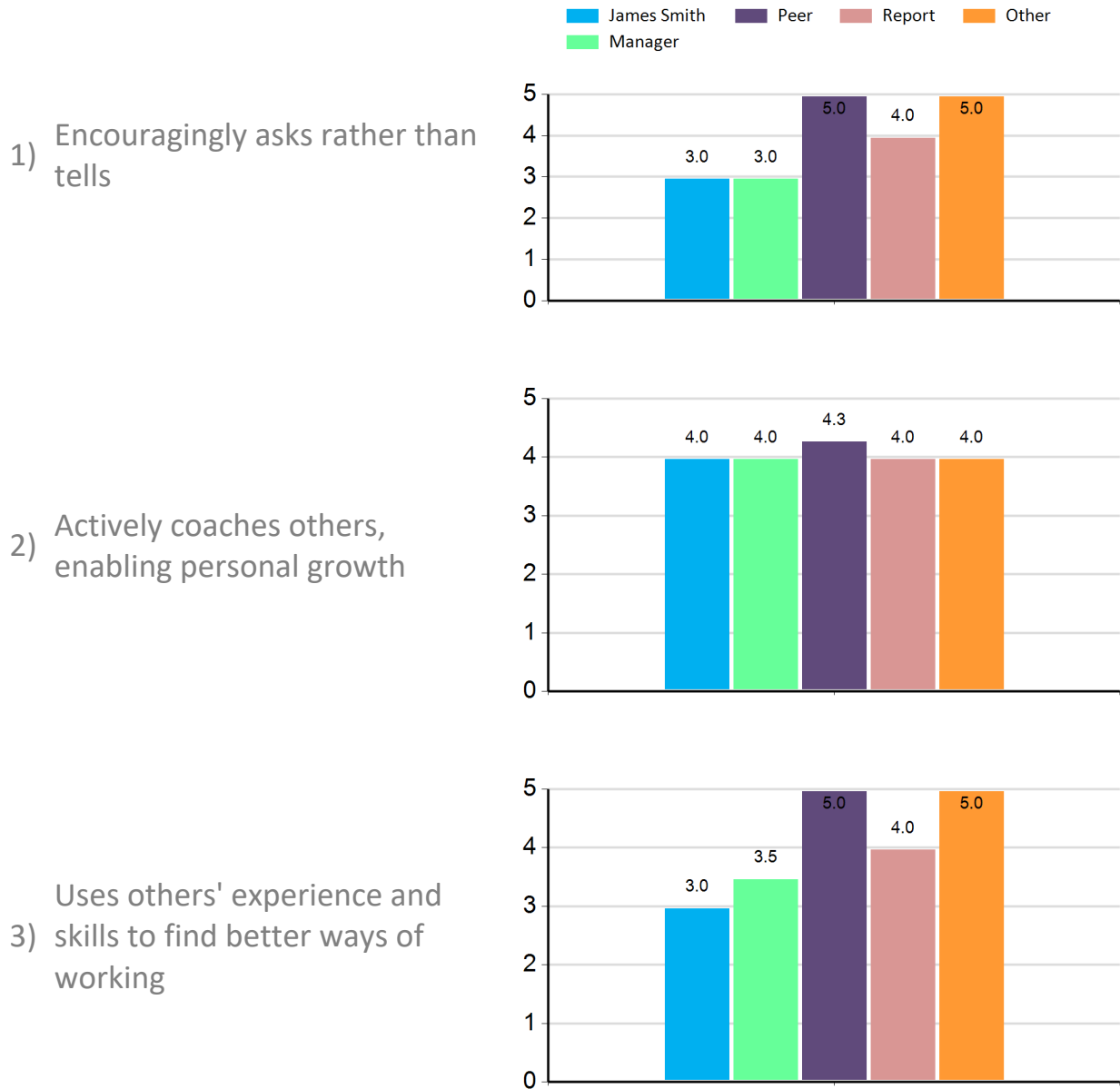
What could James do better in this area?

James Smith	As my leadership style is empowering and encourages others to take the lead, I get frustrated when they don't step up (to my potentially ambiguous direction) and take responsibility for their actions. This is caused by me giving too much freedom across the board and whilst this might suit some in the team, others need more discipline, deadlines and tangible actions to achieve.
Manager	Steven - Be more accepting of others feedback if you have asked for it and get it earlier on in the project to save being challenged or given new ideas too far down the line when you don't want to make changes. James - James needs to grow in the understanding that he doesn't need to have all the answers himself
Peer	Sarah - Nothing Anne - Perhaps make a little more time to collate the views of others in advance of decisions / changes.
Report	Gareth - I think James and other senior members of the team can do more to reach out to the wider team and utilise the huge amount of talent we have - don't feel like you have to have all the answers. Kirstie - Pick and choose collaborative tasks for optimum results - some things are best handled quickly and by one person.
Other	Paul - I don't have experience of James' ability to empower others. He certainly encourages collaboration

Coaching

When a leader embraces a Coaching style, those who follow them learn, engage and develop from within

Statements



Coaching

Question

When do you believe that James is at his/her best in this area?

James Smith	I like to believe that I am polite, sympathetic to others' needs and lead through a coaching style. I always try and consider the strengths of team members and match roles and responsibilities to match.
Manager	James - He coaches best when he doesn't feel threatened Steven - James has a natural desire to help and encourage others to better themselves and is always the first to offer support and counsel in times of difficulty. He is great at spotting when somebody may need support
Peer	Anne - A true team player James gives praise and recognizes others contribution and skills readily Sarah - James is a huge support to me with proposals and understanding how to support my clients. Serena - James is great at delivering the podcasts and particularly the webinars which aid the dev of all who choose to take part
Report	Kirstie - James achieves the best results in others through gentle but directed questioning. Gareth - James tends to be very encouraging and positive, and he believes in us often more than we believe in ourselves.
Other	Paul - James is encouraging and always asks rather than tells

Question

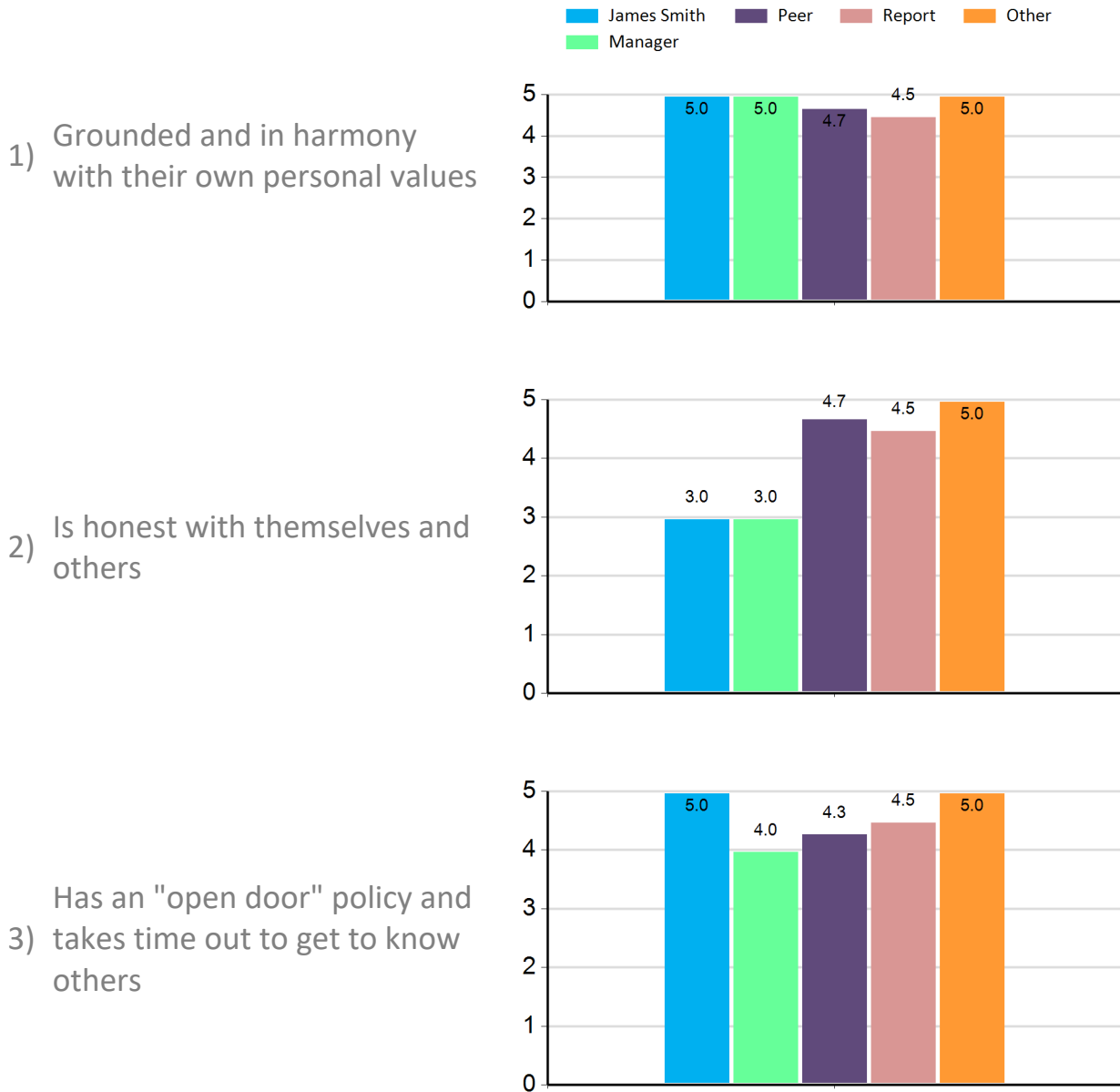
What could James do better in this area?

James Smith	I don't ask for help enough on my own projects and although I use the skills of the team in the team, I don't typically ask for input or help. I need to open up more to those around me and get on the tasks I'm struggling with.
Manager	James - Build his self-confidence Steven - Slow down when dealing with people with opposing styles to your own. They need time to think and reflect before responding and sometimes you can move on too quickly
Peer	Sarah - Again, as someone who is more direct, I'd like to see more challenge. Supportive and inspiring challenge though!! Serena - more 121 coaching Anne - Sometimes his enthusiasm shuts down the conversation and thought processes of those less vocal before they have had the best chance to contribute
Report	Gareth - I'd say James uses more of a Telling style when working with others, but not in a disrespectful way. He has a lot of knowledge and enthusiasm, which leads him to state his views strongly and persuasively. It can be very helpful but it's not a strong coaching style. He could take time to allow conversations to develop in an exploratory way, rather than a swift exchange of views. Kirstie - It's hard to find room for improvement with James' coaching style.

Trust-Building

The Trust-building leader is consistent with their personal values and gives others a true sense of belonging and safety through their authenticity

Statements



Trust-Building

Question

When do you believe that James is at his/her best in this area?

James Smith	My own personal values are very important to me. I bring them into everything I do and try to make sure they inform all situations. I'd like to think that I'm honest with myself but although I encourage feedback I find it hard to accept on occasions especially from someone who might lack the insight themselves
Manager	James - When talking from a position of knowledge and certainty, his true passion and authenticity shine through Steven - You do know yourself very well and have incredibly strong personal values. Always the first person to welcome visitors to the office and make them feel valued and genuinely interested in what they have to say
Peer	Anne - James is gregarious and welcoming. He is passionately interested in others Sarah - James is very sociable and is often the "glue" in situations, making sure people are at ease. Serena - Strong set of personal values
Report	Gareth - I always get a sense that James is being straight with me and telling it like he sees it. He has a strong set of personal values and is firm in asserting those when he needs to. He also takes the time to connect with me, rather than just get down to business, which helps build familiarity and trust between us. Kirstie - James is a people person and is great at sharing information and listening to others.
Other	Paul - It is easy to trust James. His attitude draws you to share things with him and makes me feel welcomed.

Question

What could James do better in this area?

James Smith	On occasions, my values could be a blocker to being honest with others. I could be more honest with those around me by identifying the evidence and being more clear about expectations. This will help me have the confidence to speak the truth to others in a harmonious way.
Manager	James - He could spend more time getting to know the team on a personal level. He could be more honest about his own feelings, e.g. when stretched or uncomfortable Steven - The only thing I could include here is be more honest with yourself when you are under pressure, struggling or need help and ask for it because it is there.
Peer	Serena - more 'personal' time to engage socially Sarah - Nothing, he's really busy already!
Report	Kirstie - James is very generous with his time and could afford to take a bit more time to look after his own needs. Gareth - Perhaps he could be a little less certain sometimes and let an alternate view surface. Listening & reflecting more always helps. Like myself, he's a talker!

Reviewing

The Reviewing leader takes the requisite time to ensure progress is reviewed and lessons learned, mines the data and makes the final decision through logic and evidence

Statements



Reviewing

Question

When do you believe that James is at his/her best in this area?

James Smith	I am at my best when data and evidence are supplied. This helps me reflect on the more conceptual implications and relate it to our team's needs. This will inform my decision as I have learnt to appreciate the value structure and reviewing performance against objectives.
Manager	Steven - I think it is fair to say this isn't your strong point James although I know you do at times try and push into the discomfort
Peer	Anne - James has a tendency to work in a fast pace. this may not always enable the more reflective team members to have the time required to participate fully Serena - learns from past experience Sarah - Reflection is necessarily James' natural go to. He tends to initiate tasks and then let others update him on progress.
Report	Kirstie - James can bring a unique perspective of the human impact of past events that others may overlook. Gareth - James may well do more of this than I see, but I can't think of specific examples where I've observed it.
Other	Paul - Reviewing seems like a constant process. Each review develops a better way.

Question

What could James do better in this area?

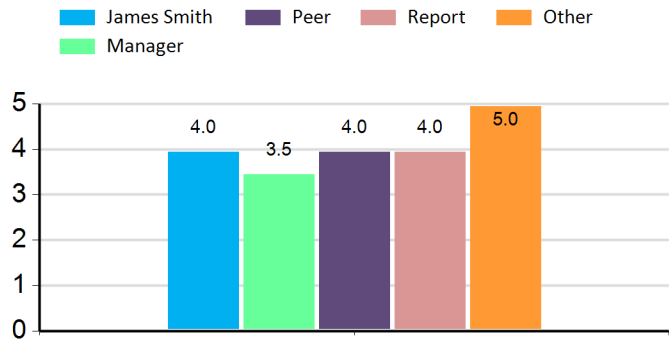
James Smith	Get down into the detail more! Take time to reflect, listen to other options and analyse the options before deciding on the best course of action.
Manager	Steven - Consideration of the bigger picture and using evidence based feedback (financial and performance related) to inform decisions rather than gut feel and instinct James - He could set clearer, simpler measures for success so that he doesn't get himself or others bogged down in minutiae
Peer	Sarah - I'm not sure I have experience of him agreeing performance against milestones - I don't think his role involves that so unsure if I could comment Anne - Think about planning time in for important changes to enable them to be effective for everyone. Serena - to take a slower approach - not everyone moves as fast as James. Allow time for 'proper' reflection and to learn from that
Report	Gareth - As a business, we need to review how we're doing more often and more rigorously. It feels like we move from initiative to initiative without due process sometimes, and James could encourage us all to take a harder look at why that is and what we need to do to be more strategic and focused. Kirstie - James is able to coach clients through the reviewing process highly effectively, so he could practise putting his knowledge base to use.
Other	Paul - Occasionally a review could decide to leave something as it is

Clarity

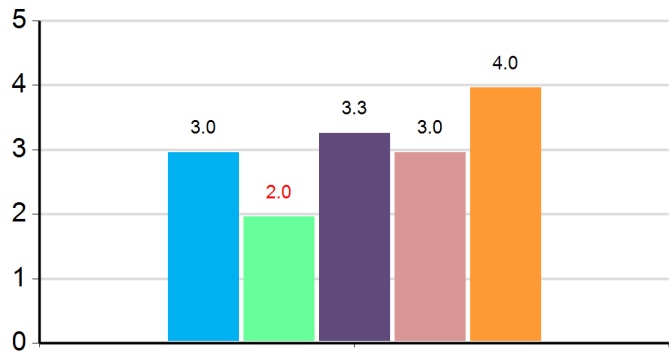
A leader with Clarity brings transparency to projects and teams, communicates effectively and leaves personal agenda and bias out of everything they do

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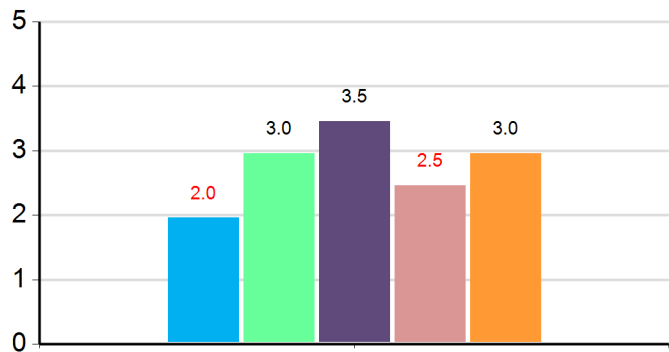
Challenges the status quo to
1) find more efficient ways of
working



Takes time to ensure that
2) decisions are clearly
understood



Offers a clear structure to
3) achieve the required results



Clarity

Question

When do you believe that James is at his/her best in this area?

James Smith	I'm good at finding different more efficient ways of working and challenging how things are currently being done. I do believe that there are many ways of achieving a goal which brings innovation, diversity and collaboration to the project
Manager	James - When he takes time to simplify the task at hand and get confirmation the message intended is the one that's been understood Steven - When you have utilised the skills of others who can support you with the detail. You are best on your feet and I know the whole team find you engaging and enjoy learning from you
Peer	Anne - Again, time may be a factor - working at James's pace may be tricky for some Sarah - He does challenge status quo but from a supportive perspective than riding rough shod (like I would). Serena - provides great challenge to all concerned
Report	Gareth - James does like to push and challenge, to move things on and stretch himself and others. Kirstie - James rarely brings a personal agenda to any business decisions.
Other	Paul - The status quo is regularly abandoned to excellent effect. I have enjoying seeing the results of looking at existing products in a new light. Explains things well so the new direction is well understood.

Question

What could James do better in this area?

James Smith	My constant need for walking the path that's been less travelled can cause ambiguity and a lack of structure. I need to be more clear in my reasons why and establish regular check-ins so that everyone can see the structure in not only my thinking but ways of working
Manager	Steven - Slow down and don't get bogged down with putting everything in, sometimes less is more and doing three things well is better than 30 half-heartedly. James - Working with the motto 'clarity, clarity, clarity'
Peer	Serena - again just take more time - sometimes too happy to jump in feet first! Anne - slow down, do more reflecting and listening before moving forward Sarah - The rebrand project last year was inspirational but it took a while for me to seton board as I didn't feel involved. I take responsibility for that but I also don't think it was communicated until it had landed.
Report	Gareth - I'd like James to do more in the way of articulating the Thought Leadership that is behind our marketing and product design strategy, so we get a clearer picture of how it all fits together. Kirstie - James could take more time to talk through the nuts and bolts of a project to create clear structures that will be understood by all.
Other	Paul - He sets a new direction with clarity.

General

Other comments

General

Question

Is there anything else you would like to add about James to further their leadership and management development?

Manager

Steven - NA

Peer

Sarah - I am always grateful for the fact that James will drop anything to support me and the rest of the team. He's a great guy and in essence I wouldn't want him to change.

Serena - A great all rounder - maybe should just reflect consider and analyse a bit more often

Report

Kirstie - I think that taking the time to listen to other peoples' comments, opinions and suggestions is a sign of a truly courageous leader!

Gareth - I'm enjoying working with James and like that we have a better understanding of one another and how we work. In the past, we didn't communicate enough and we're both better around that now. He makes a strong contribution to the business and I appreciate that.

Other

Paul - I enjoy working with James and seeing the results of his leadership

Conclusion

Use these questions to investigate your feedback at a deeper level.

1. What attribute did you score yourself lowest in?

a. What was the reason for your score?

b. What steps can you take to improve this score?

2. What attribute did you score yourself highest in?

a. How can you continue to build on this?

3. What attribute did your feedback group score you lowest in?

a. What might be the reason for this?

b. Based on your feedback group's score and comments, what steps could you take to improve in this area?

Conclusion

Use these questions to investigate your feedback at a deeper level.

4. What attribute did your feedback group score you highest in?
a. How can you continue to build on this?

5. What attribute has the greatest difference in score?
a. What might the reason be for the difference?

Notes:

Action Planning


A critical element of successfully utilising feedback is to share your results and actions on an ongoing basis with the people that gave you feedback. This section will be useful when being coached through your overall leadership development plan.

Attribute	What this means to me in my role	How I can improve my performance	These things will tell me I'm making progress
Clarity			
Delivery			
Stretching			
Vision			

Action Planning

A critical element of successfully utilising feedback is to share your results and actions on an ongoing basis with the people that gave you feedback. This section will be useful when being coached through your overall leadership development plan.

Attribute	What this means to me in my role	How I can improve my performance	These things will tell me I'm making progress
Collaboration			
Coaching			
Trust-Building			
Reviewing			



To talk about the development
of your team, please contact:

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