

FindingPotential - 360

Competency Report



CANDIDATE: JAYNE BRIGHT
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CONFIDENTIALITY: HIGH

Please note that this example report does not show **all** report content. For example, only 3 competencies are shown in the Detailed Feedback Analysis section.

Key	n
Focus	1
Manager	1
Peers	8
Reports	4
Others	6





Introduction

» Jayne Bright

This 360° feedback report contains confidential information about **Jayne Bright** and should only be shared with authorised people, e.g. **Jayne Bright** and her chosen coach/HR support.

It has been designed to provide you with feedback on your leadership and management behaviour and the impact your behaviour is having on people you work closely with – i.e. your line manager, peers, direct reports and others (e.g. internal and external clients).

Whilst the report is set out in a clear and simple manner, it is strongly recommended that you work through the report with a coach or HR person who is experienced at using 360 and coaching. This will ensure that you identify the key strengths and developmental opportunities within the feedback, and build an appropriate action plan to enhance your capability as a leader and manager.

This 360 report has been created based on the feedback received from the different people invited to complete the questionnaire on your behalf. They rated your behaviour against a number of statements, which were drawn from FindingPotential's leadership and management behaviour/competency framework.

Report Content

Your 360 Competency Report contains the following sections:

- **Feedback Overview**
Summary of your overall feedback results
- **Detailed Feedback Analysis**
Item by item feedback analysis by competency
- **Feedback Comments**
Written feedback from your questionnaire respondents

N.B

Definitions of the FindingPotential Leadership and Management competencies and Performance Profile can be found in the “**What is Being Measured**” supporting document.

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Feedback Overview

» Jayne Bright

This section provides an overview of your feedback results. The table below sets out your feedback results against the eleven Leadership & Management Competencies and the four areas of the Performance Profile.

You (the Focus) and your manager were asked to rank the importance of the eleven leadership and management competencies in relation to your current role. These rankings are provided in the first two columns. The remaining columns relate to the average rating you received (on a five point scale) for each competency/area (**NB** The average includes how you rated yourself in relation to each competency/area) and the rating given to you by each feedback group (e.g. peers, reports or others).

		IMPORTANCE		COMPETENCY SCORES					
		FOCUS	MANAGER	OVERALL	FOCUS	MANAGER	PEERS	REPORTS	OTHERS
MANAGING SELF	Having a Thirst for Development	1	3	2.6	1.9	4.9	2.0	4.6	1.2
	Handling Pressure	4	6	2.6	1.9	4.9	2.0	4.6	1.2
	Thriving in a Performance Environment	7	1	2.6	1.9	4.9	2.0	4.6	1.2
	Being Dependable and Taking Accountability	10	= 10	2.6	1.9	4.9	2.0	4.6	1.2
MANAGING RELATIONS	Relating to Others	2	4	2.6	1.9	4.9	2.0	4.6	1.2
	Building Positive Working Alliances	5	7	2.6	1.9	4.9	2.0	4.6	1.2
	Leading the Way for Others	9	2	2.6	1.9	4.9	2.0	4.6	1.2
MANAGING THE BUSINESS	Making Sound Business Judgements	3	5	2.6	1.9	4.9	2.0	4.6	1.2
	Effectively Executing the Task	6	11	2.6	1.9	4.9	2.0	4.6	1.2
	Understanding the Commercial Context	8	= 8	2.6	1.9	4.9	2.0	4.6	1.2
	Embracing Change and Ambiguity	11	9	2.6	1.9	4.9	2.0	4.6	1.2

Performance Profile

AREA									
AREA	Clarity			2.6	1.9	4.9	2.0	4.6	1.2
	Confidence			2.6	1.9	4.9	2.0	4.6	1.2
	Enablement			2.6	1.9	4.9	2.0	4.6	1.2
	Impact			2.6	1.9	4.9	2.0	4.6	1.2

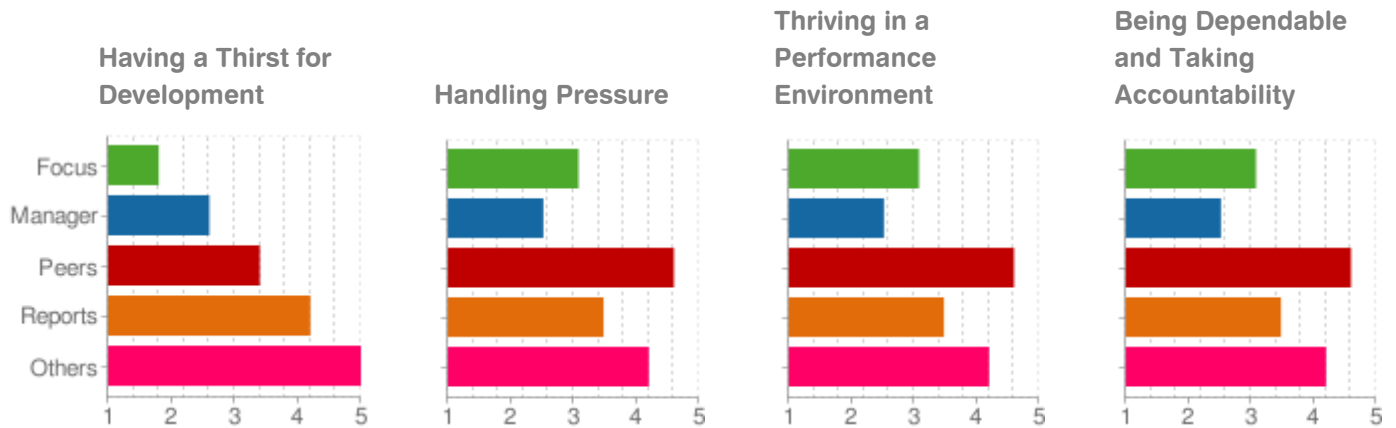


Feedback Overview (Continued)

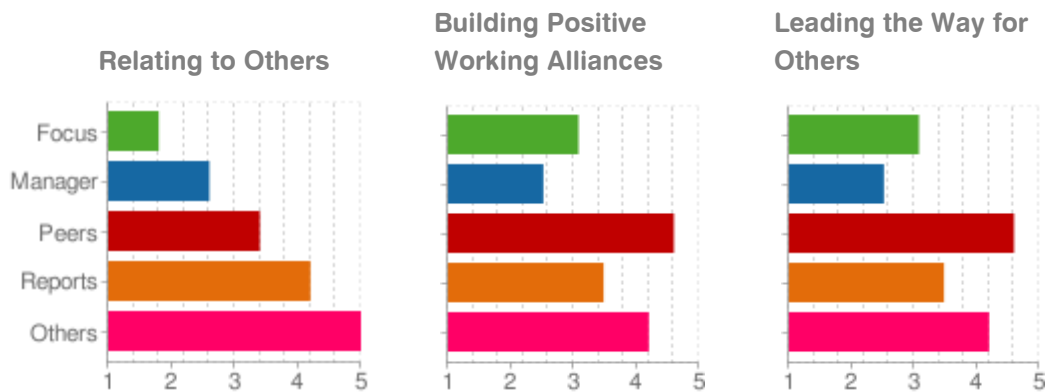
» Jayne Bright

The following graphs provide a visual overview for each of the leadership and management competencies, and the four aspects of the Performance Profile. It allows you to quickly identify, at a high level, where you may have potential strengths and development areas, and where the biggest similarities and discrepancies in ratings lie.

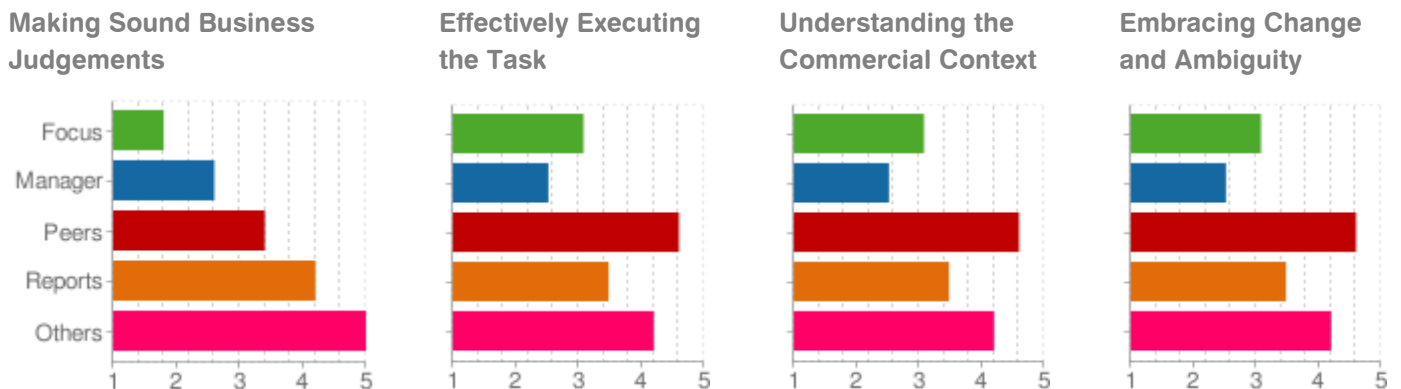
Managing Self

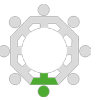


Managing Relations with Others



Managing the Business





Detailed Feedback Analysis

» Jayne Bright

Managing Self

These competencies relate to how you drive your own performance, take accountability for your own behaviour, handle pressure and your thirst for development.

Thriving in a Performance Environment Consistently sets high standards and drives performance. Monitors progress, proactively overcoming barriers to success and quickly addresses underperformance.		Low	High	Mean
Exhibits a sense of urgency to get things done		2	5	4.9 ⬆️
Consistently achieves their goals		2	5	4.9
Proactively overcomes barriers to achieving goals		2	5	4.9
Sets high performance standards for self and others		2	5	4.9
Quickly addresses underperformance from others		2	5	4.9
Takes responsibility for rectifying own mistakes		1	2	1.9 ⬇️
Monitors their own performance and progress		2	5	4.9
Raises the bar on performance everyday		1	2	1.9 ⬇️
Speaks with conviction about the purpose and contribution of their people		2	5	4.9

⬆️ Highest Rated (top 10, across all items)

⬇️ Lowest Rated (bottom 10, across all items)

■ Focus
 ■ Manager
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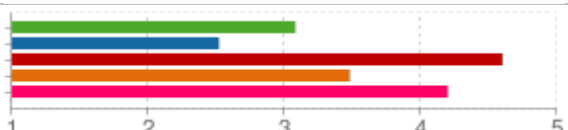




Detailed Feedback Analysis

» Jayne Bright

Managing Relations with Others

These competencies focus on how you interact with, build relationships with and lead others.

Building Positive Working Alliances Proactively builds a wide network of internal and external stakeholders. Encourages cooperation between different groups, whilst being comfortable expressing disagreement and handling conflict.		Low	High	Mean
Proactively develops a network of relationships with key stakeholders		2	5	4.9 ↑
Regularly shares knowledge and information with their colleagues		2	5	4.9
Encourages cooperation across different stakeholders		1	2	1.9 ↓
Proactively communicates with key stakeholders		2	5	4.9
Expresses disagreement tactfully		2	5	4.9
Effectively manages conflict between other stakeholders		2	5	4.9
Strives to understand the needs of different stakeholders		2	5	4.9
Treats every stakeholder as they would like to be treated themselves		2	5	4.9
Responds promptly to requests and feedback from key stakeholders		2	5	4.9 ↑
Follows up to ensure the needs of key stakeholders are being met.		2	5	4.9

■ Focus
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Detailed Feedback Analysis

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Managing the Business

These competencies focus on decision making and execution, understanding the wider business context and leading in change.

Understanding the Commercial Context		Low	High	Mean
Understands the market place in which they are operating		2	5	4.9
Stays up to date with changes in their industry/market		2	5	4.9
Considers the impact of their actions on employees, the organisation and its customers/clients		2	5	4.9
Considers the longer term impact of actions/decisions		2	5	4.9
Is cost and profit conscious		2	5	4.9
Identifies new business opportunities for the organisation		1	2	1.9
Takes action to realise commercial opportunities		2	5	4.9
Demonstrates the knowledge necessary to carry out job responsibilities		2	5	4.9

■ Focus
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Feedback Comments

» Jayne Bright

This section sets out what people said in response to the question:

What one thing can Jayne stop, start and continue that will make her more effective as a manager and leader? To help Jayne understand the value of your idea, please state the benefit each action might bring Jayne and/or others.

These comments have been provided anonymously, and we would encourage you to think about the key themes and messages (and how these relate to the competency and performance profile ratings) rather than trying to identify who might have said what.

Stop

Start

Continue