# FindingPotential - 360

## Leadership Report



CANDIDATE: JAYNE BRIGHT

REPORT GENERATED: 01/02/2013

CONFIDENTIALITY: HIGH

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, and our Performance Profile.

#### **Report Content**

Your 360 Premium Feedback Report contains the following sections:

- Feedback Overview
  Summary of your overall feedback results
- Transactional & Transformational Leadership
  Competencies grouped according to two leadership models
- 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** Leadership & Management MANAGER FOCUS **Competencies** 1 Having a Thirst for Development 3 **MANAGING SELF** 4 6 Handling Pressure 7 1 Thriving in a Performance Environment Being Dependable and Taking Accountability 10 10 2 4 Relating to Others MANAGING RELATIONS **Building Positive Working Alliances** 5 7 9 2 Leading the Way for Others Making Sound Business Judgements 3 5 MANAGING THE BUSINESS Effectively Executing the Task 6 11 Understanding the Commercial Context 8 8 11 9 **Embracing Change and Ambiguity**

COMPETENCY SCORES							
OVERALL	Focus	MANAGER	PEERS	REPORTS	OTHERS		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		
2.6	1.9	4.9	2.0	4.6	1.2		

#### **Performance Profile**

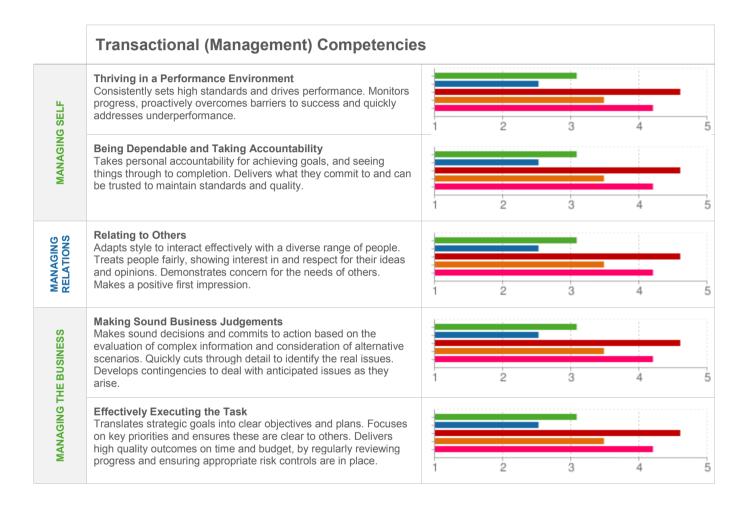
AREA	Clarity			2.6	1.9	4.9	2.0	4.6	1.2
	Confidence			2.6	1.9	4.9	2.0	4.6	1.2
	Enablement			2.6	1.9	4.9	2.0	4.6	1.2
	Impact			2.6	1.9	4.9	2.0	4.6	1.2



### Transactional & Transformational Leadership

This section sets out the eleven FindingPotential Leadership and Management competencies grouped according to the transactional and transformational model of leadership, developed by leadership experts such as James McGregor Burns and Bernard Bass in the late 1970s and 1980s.

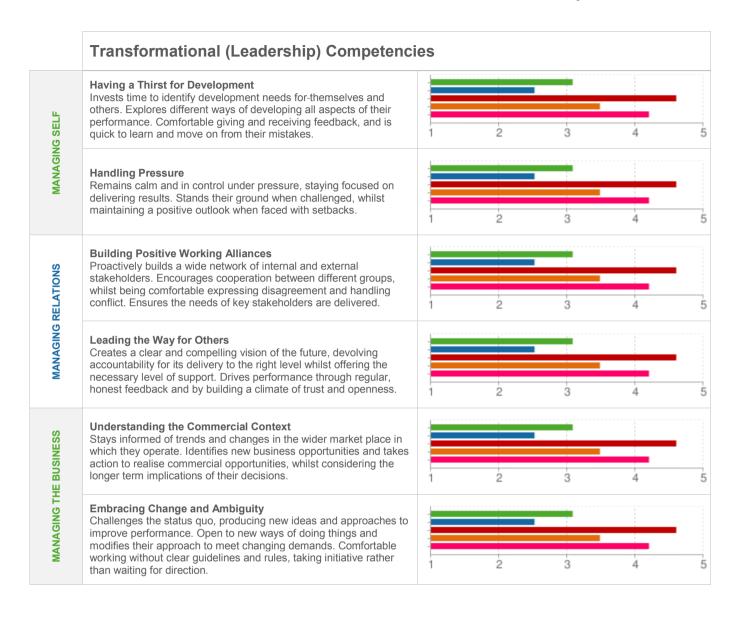
In simple terms, the competencies grouped together in the Transactional table relate to management behaviours and **Doing it right**, whilst those in the Transformational table are more concerned with leadership behaviour and **Doing the right thing**.







### Transactional & Transformational Leadership (Cont)







### **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	