







# Jayne Bright

## Your 360° Report & personal development plan

MARCH 2021

### Thoughts given by:

	You	1
	Your manager(s)	1 response
	Your colleagues	8 responses
	Your reports	4 responses
	Other raters	6 responses

### How do I get the most from my report?

To help you navigate the report, the key sections are:

- What is most important for my role? (Page 4)
- My and my manager's ratings? (Page 5)
- What do my people think? (Page 8)
- Feedback Summary (Pages 12-15)
- Ideas to improve (Page 16 onwards)

# What is FeedForward?

Historically, 360 feedback has focused on providing heavily detailed information on a leader's behaviour. As a result, leaders have often been left feeling overwhelmed, missing the most important messages with a disproportionate focus on the negatives and no help on how to be better.

**FeedForward has been designed to radically change the way leaders receive 360 feedback.**

It is based on a proven model for leadership success. It will give you:

- A real sense of your strengths, rather than your weaknesses
- Clarity on what is really important in your role
- Quick and clear understanding on how you are currently behaving
- Ideas from the people you work closest with on how you can become even better
- A structure and guide to help you to make choices about your next steps and to help your brilliant self shine through
- The opportunity to act immediately.

All we ask is you invest the time in (and enjoy) the experience of focusing on yourself. It helps to review your report with an open mind, making notes as you go in whatever format works best for you.

## Managing my reactions

Most people have an initial emotional response to the content of their report. We encourage you to:

- **Read your report once**, make a note of what pleases, surprises or disappoints you.
- Put it down (or close the file) and go do something else for at least two hours.
- Come back to it with a fresh mindset and look for all the messages you may have missed first time:
  - If you felt frustrated and focused on what you saw as negatives, look for the great things you are doing and **highlight your strengths**.
  - Similarly, if you felt everything is great, then look for the **areas where you can improve**.

## Putting a context to your results

Intentions to change on the basis of 360 results are worthless if they are not based on a solid foundation of contextual reality.

Starting the process of analysing your 360 by putting a context to your results will increase the chances that intentions to respond to it become firm commitments. Think about your current context and reflect on some of these questions now:

- What are your key deliverables?
- What are your aspirations for your team?
- What do you aspire for in your career?
- What are the key challenges to achieving these deliverables/realising these aspirations?
- What do you have in place that supports your progress?
- What else might get in the way of success?

Don't fall into the trap of thinking that polishing your leadership style will create the very environment that will deliver the performance that you need. **Turn this thinking on it's head.**

Ask first, what kind of performance do I need for success? What sort of environment would facilitate that? Therefore, how do I need to be(have)?

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# What does FeedForward measure?

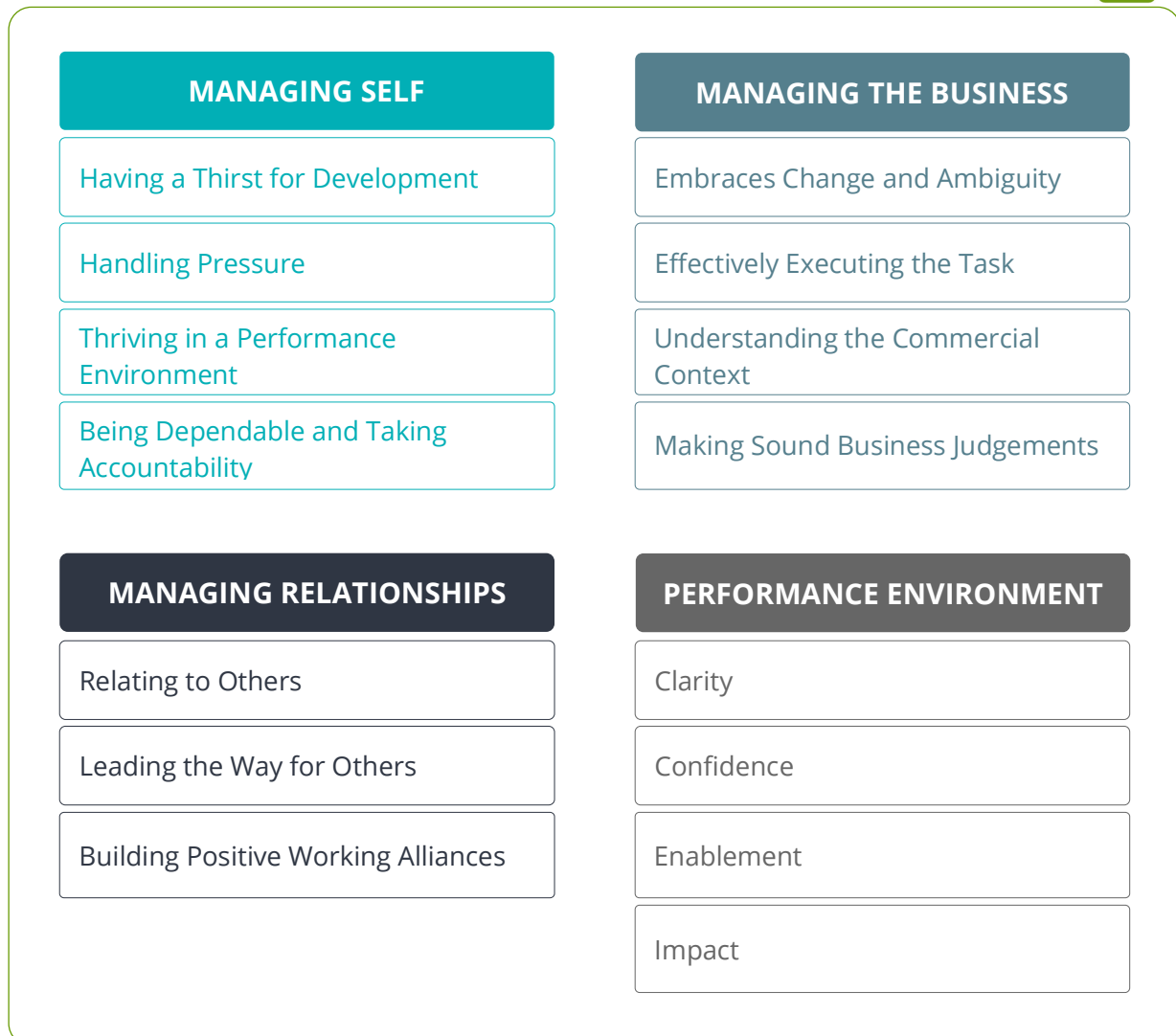
FeedForward is built around three core leadership and management areas, measuring how you:

- **Manage yourself.** These competencies relate to how you drive your own performance, take accountability for your own behaviour, handle pressure and your thirst for development.
- **Manage relationships.** These competencies focus on how you interact with, build relationships with and lead others.
- **Manage the business.** These competencies focus on decision making and execution, understanding the wider business context and leading in change.

Plus:

- How you drive the organisational performance environment.

Each area is made up of different competencies/elements that provide the insight into how you are currently leading/managing. Full detailed descriptions come later.



# What is most important for my role?

You and your manager were asked to identify which of the competencies are the most important in your role as a leader/ manager.

You were each asked to identify **the top 5 most important**. Matches are highlighted.

(Given all 4 aspects of the Performance Environment are important, neither of you were asked to prioritise these elements).

	YOU	MANAGER
MANAGING SELF	Having a Thirst for Development	Having a Thirst for Development
	Handling Pressure	Handling Pressure
	Thriving in a Performance Environment	Thriving in a Performance Environment
	Being Dependable and Taking Accountability	Being Dependable and Taking Accountability
MANAGING RELATIONSHIPS	Relating to Others	Relating to Others
	Leading the Way for Others	Leading the Way for Others
	Building Positive Working Alliances	Building Positive Working Alliances
MANAGING THE BUSINESS	Embraces Change and Ambiguity	Embraces Change and Ambiguity
	Effectively Executing the Task	Effectively Executing the Task
	Understanding the Commercial Context	Understanding the Commercial Context
	Making Sound Business Judgements	Making Sound Business Judgements

## Consistency

It appears that you and your manager have **some differences in opinion** in terms of the critical competencies required for success given the day-to-day demands of the role. These kinds of disconnects can create tensions and conflicts in a line manager relationship.

Perhaps your manager views your role, and how it needs to be carried out to best effect, in a different way to you or, perhaps they are not close enough to the day-to-day realities of your role to really appreciate the demands placed upon you.



### ACTION

Irrespective, to avoid any unnecessary conflict between yourself and your manager and to ensure that there is common understanding in terms of the role requirements, demands and what constitutes success, it would be a good idea to use this insight from your 360 to **facilitate a conversation** where you can build a better shared understanding of the demands and expectations of you in the role moving forwards.

## My and my manager's ratings

On the following page we have added the ratings you provided and those your manager gave you for the competencies/ areas.

As a reminder, the rating scale was 1 to 10, where **1 is poor and 10 is outstanding**.

## My and my manager's ratings (continued)

YOU		MANAGER	
3	Having a Thirst for Development	Having a Thirst for Development	7
5	Handling Pressure	★ Handling Pressure	8
8	Thriving in a Performance Environment	Thriving in a Performance Environment	5
4	Being Dependable and Taking Accountability	Being Dependable and Taking Accountability	5
3	Relating to Others	Relating to Others	6
8	Leading the Way for Others	Leading the Way for Others	7
4	Building Positive Working Alliances	★ Building Positive Working Alliances	8
5	Embraces Change and Ambiguity	Embraces Change and Ambiguity	5
7	Effectively Executing the Task	Effectively Executing the Task	6
9	Understanding the Commercial Context	Understanding the Commercial Context	4
6	Making Sound Business Judgements	★ Making Sound Business Judgements	7
1	Clarity		2
8	Confidence		7
2	Enablement		6
7	Impact		4

## What do the ratings mean?

A sensible place to start is the areas that you and your manager rated as most important. Ideally, the most important will also be amongst the highest rated.

If not, you really need to have a conversation with your manager to explore this further.

Overall, think about:

- Where are there big differences in the ratings?
- Where do you agree?
- What particularly surprises, pleases or disappoints you?

Typically, if you have rated yourself higher you either need to make your strengths more visible to your manager, or you have an opportunity to really get clarity from them on how you are doing.

If your ratings are lower, it may indicate that your manager has more confidence in you than you realised.



# What do my people think?

The ratings from your direct reports are important as they are the ones who help you deliver your goals. Your impact on them is central to your success.

**Higher scores** suggest you have a strong relationship with your team and are working well together.

**Lower scores** are likely to indicate that you need to invest more effort into managing the team as a whole, as well as the quality of some of your one-to-one relationships.

It is also worth making a note of any large differences between your manager's and your people's ratings. Why might there be these differences? What is this telling you (e.g. do you need to manage upwards more effectively, or invest more time in building your team)?

		YOU	MANAGER	REPORTS			
MANAGING SELF	Having a Thirst for Development	3	7	6.5			
	Handling Pressure	5	8	5			
	Thriving in a Performance Environment	8	5	4.2			
	Being Dependable and Taking Accountability	4	5	2.0			
MANAGING RELATIONS	Relating to Others	3	6	3			
	Building Positive Working Alliances	8	7	9.6			
	Leading the Way for Others	4	8	8.5			
MANAGING THE BUSINESS	Making Sound Business Judgements	5	5	7.1			
	Effectively Executing the Task	7	6	4			
	Understanding the Commercial Context	9	4	4			
	Embracing Change and Ambiguity	6	7	6.5			
PERFORMANCE	Clarity	1	2	4.7			
	Confidence	8	7	9			
	Enablement	2	6	5.6			
	Impact	7	4	8.8			

## What do my colleagues think?

We have now added the ratings from your Colleagues around the organisation.

The ratings from your Colleagues, to a large extent, reflect your wider reputation in the organisation. A positive reputation is invaluable in helping you build your network, influence decisions around the organisation and ultimately in relation to some of your career choices/success.

**Higher scores** suggest you are strong in this area, so it is more a case of making sure you maintain and maximise these relationships.

**Lower scores** are likely to indicate that you need to focus on building these relationships - particularly true if you receive lower scores from this group for the competencies under *Managing Relationships*.

		YOU	MANAGER	REPORTS	COLLEAGUES		
MANAGING SELF	Having a Thirst for Development	3	7	6.5	4.6		
	Handling Pressure	5	8	5	5.1		
	Thriving in a Performance Environment	8	5	4.2	5.5		
	Being Dependable and Taking Accountability	4	5	2.0	5.5		
MANAGING RELATIONS	Relating to Others	3	6	3	1		
	Building Positive Working Alliances	8	7	9.6	6.5		
	Leading the Way for Others	4	8	8.5	7.2		
MANAGING THE BUSINESS	Making Sound Business Judgements	5	5	7.1	9		
	Effectively Executing the Task	7	6	4	5.5		
	Understanding the Commercial Context	9	4	4	7.4		
	Embracing Change and Ambiguity	6	7	6.5	9.5		
PERFORMANCE	Clarity	1	2	4.7	4		
	Confidence	8	7	9	10		
	Enablement	2	6	5.6	8.2		
	Impact	7	4	8.8	5.8		

## What do other people think?

We have now added the ratings for the Other rater category. It is likely that you will have chosen the raters in this category for some specific reasons. So, think:

- Why did you choose them?
- What perspective/insight were you looking for?
- And how do their ratings support this?

		YOU	MANAGER	REPORTS	COLLEAGUES	OTHERS	
MANAGING SELF	Having a Thirst for Development	3	7	6.5	4.6	4.2	
	Handling Pressure	5	8	5	5.1	4.2	
	Thriving in a Performance Environment	8	5	4.2	5.5	4.2	
	Being Dependable and Taking Accountability	4	5	2.0	5.5	8	
MANAGING RELATIONS	Relating to Others	3	6	3	1	5.5	
	Building Positive Working Alliances	8	7	9.6	6.5	5.5	
	Leading the Way for Others	4	8	8.5	7.2	3	
MANAGING THE BUSINESS	Making Sound Business Judgements	5	5	7.1	9	10	
	Effectively Executing the Task	7	6	4	5.5	3	
	Understanding the Commercial Context	9	4	4	7.4	1	
	Embracing Change and Ambiguity	6	7	6.5	9.5	7.2	
PERFORMANCE	Clarity	1	2	4.7	4	5.8	
	Confidence	8	7	9	10	4.6	
	Enablement	2	6	5.6	8.2	7.7	
	Impact	7	4	8.8	5.8	6	

## How do my responses compare?

We have now added in an overall rating for each competency below, this is an average of **all rater responses**, excluding yours.

Take a moment to review these and consider your rating against everyone else's.

		YOU	OVERALL
MANAGING SELF	Having a Thirst for Development	3	5.6
	Handling Pressure	5	5.6
	Thriving in a Performance Environment	8	4.7
	Being Dependable and Taking Accountability	4	5.1
MANAGING RELATIONS	Relating to Others	3	3.9
	Building Positive Working Alliances	8	7.2
	Leading the Way for Others	4	6.7
MANAGING THE BUSINESS	Making Sound Business Judgements	5	7.8
	Effectively Executing the Task	7	4.6
	Understanding the Commercial Context	9	4.1
	Embracing Change and Ambiguity	6	7.6
PERFORMANCE	Clarity	1	4.1
	Confidence	8	7.7
	Enablement	2	6.9
	Impact	7	6.2

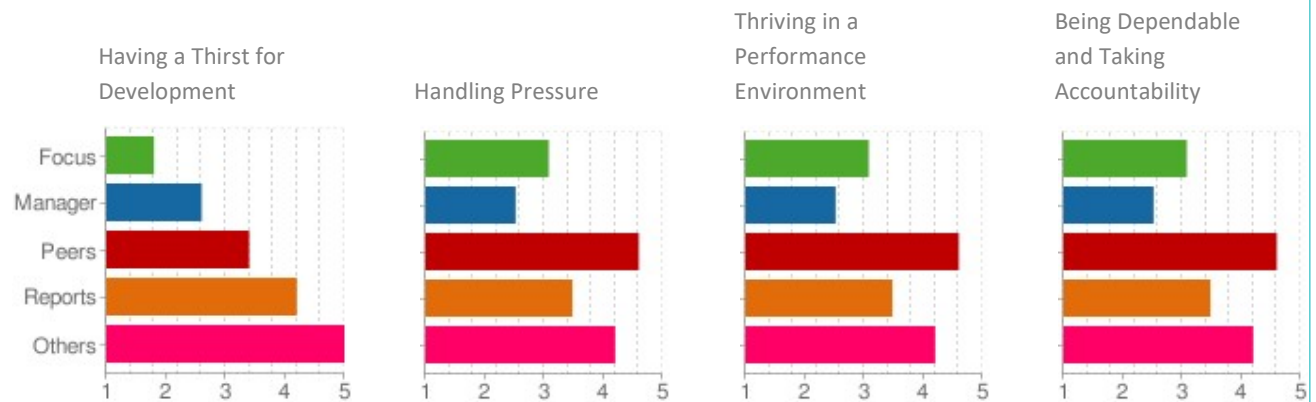
# Feedback Summary

On the following pages we have now summarised all of your results into a single view.

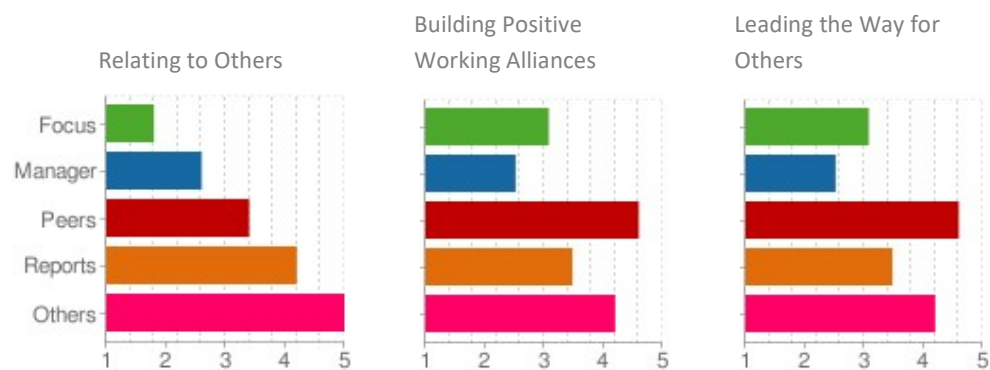
		YOU	MANAGER	REPORTS	PEERS	OTHERS	OVERALL
MANAGING SELF	Having a Thirst for Development	3	7	6.5	4.6	4.2	5.6
	Handling Pressure	5	8	5	5.1	4.2	5.6
	Thriving in a Performance Environment	8	5	4.2	5.5	4.2	4.7
	Being Dependable and Taking Accountability	4	5	2.0	5.5	8	5.1
MANAGING RELATIONS	Relating to Others	3	6	3	1	5.5	3.9
	Building Positive Working Alliances	8	7	9.6	6.5	5.5	7.2
	Leading the Way for Others	4	8	8.5	7.2	3	6.7
MANAGING THE BUSINESS	Making Sound Business Judgements	5	5	7.1	9	10	7.8
	Effectively Executing the Task	7	6	4	5.5	3	4.6
	Understanding the Commercial Context	9	4	4	7.4	1	4.1
	Embracing Change and Ambiguity	6	7	6.5	9.5	7.2	7.6
PERFORMANCE	Clarity	1	2	4.7	4	5.8	4.1
	Confidence	8	7	9	10	4.6	7.7
	Enablement	2	6	5.6	8.2	7.7	6.9
	Impact	7	4	8.8	5.8	6	6.2

If tables aren't your thing the following graphs will help you visualise your results and identify your strengths and development areas, and where the biggest similarities and discrepancies in ratings lie.

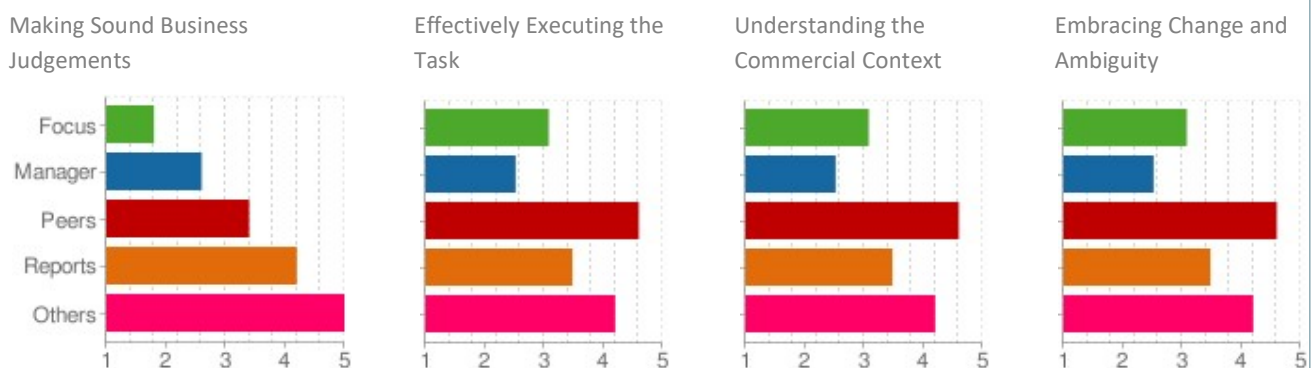
## MANAGING SELF



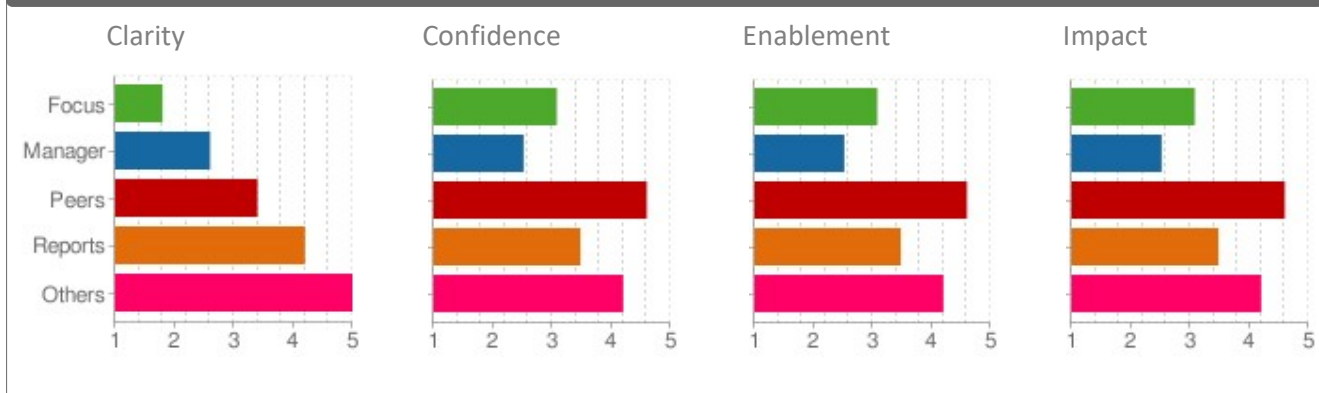
## MANAGING RELATIONSHIPS



## MANAGING THE BUSINESS



## PERFORMANCE



## How did I respond?

Overall, you appear to have taken a **balanced view in the way you have appraised your effectiveness** compared to others, on some competencies you rated yourself more favourably than others and on others less so.

So, what are the messages in here for you? Is there a pattern in the data in terms of relative strengths and areas of focus for you?



Please refer to your Feedback Summary on **Page 12** and look at the competency scores in all the rater groups, scan down the columns **not across** the rows.

Now categorise the competencies into the four questions that follow.

## AREAS OF AGREEMENT

### 1. Which competencies consistently feature in the top 4?

These are your **KNOWN STRENGTHS** (rated as such by self and others)

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### 2. Which competencies consistently feature in the bottom 4?

These are your **KNOWN DEVELOPMENT AREAS** (areas of focus seen by self and others)

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## AREAS WITH DIFFERENCES IN PERCEPTION

### 3. On which competencies do you tend to rate you more favourably than others do?

These are potential **BLIND SPOTS** (areas of focus that are seen by others but not by you)

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### 4. On which competencies do others tend to rate you more favourably than you rate yourself?

These are your **HIDDEN TALENTS** (areas of strength seen by others but not you)

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Then consider the following questions:

AREAS OF AGREEMENT	<b>KNOWN STRENGTHS</b> (rated as such by self and others)	<b>KNOWN DEVELOPMENT AREAS</b> (areas of focus seen by self and others)
	<p>What is it about me that means I am strong in these areas?</p> <p>How can I demonstrate these qualities more?</p> <p>How can I leverage these strengths to achieve my performance and career ambitions?</p>	<p>Why has this been identified as an area of focus for me?</p> <p>How important is developing this to achieving my performance and career ambitions?</p> <p>How much appetite and energy do I have for this?</p> <p>What will I do about this? What (if anything) is my next tangible step?</p>
AREAS WITH DIFFERENCES IN PERCEPTION	<b>BLIND SPOTS</b> (areas of focus seen by others, not by you)	<b>HIDDEN TALENTS</b> (areas of strength seen by others not you)
	<p>What is it that others might see that I don't see myself?</p> <p>What clues are there in the rest of my 360 feedback for this?</p> <p>How do I feel about this?</p> <p>How important is developing this to achieving my performance and career ambitions?</p> <p>How much appetite and energy do I have for this?</p> <p>What will I do about this? What (if anything) is my next tangible step?</p>	<p>Have I stopped and congratulated myself for this?</p> <p>If no, STOP AND DO THIS NOW!</p> <p>What qualities are others telling me that I have?</p> <p>How will these help me to achieve my performance and career ambitions?</p> <p>How can I demonstrate these qualities more?</p> <p>What opportunities might this create for me that I had not considered before?</p>



## Ideas to improve

You and your raters were asked to suggest **actions** or ideas to help you become an even more effective leader.

- The actions only appeared if the competency/area **was not** rated as a 10 (outstanding) or the rater felt unable to provide a rating based on their experience of you.
- For each competency/area rated as 1-9 there was a standard list of possible actions, from which only one could be selected.

For each of the competencies/areas on the following pages:

- If the competency/area is one of the **five most important** competencies chosen by you and your manager (if applicable), this is indicated by the star icons. Your overall average score for this area is shown as is the highest and lowest ratings.
- The actions are ranked from most selected to least, no selections across all raters are highlighted in grey.
- The numbers in the coloured rater boxes show how many people chose that action, if it was rated.

## So what?

The obvious place to start is the action selected by the highest number of people. However, it is important to consider the relative importance of the different rater groups to you.

Also, don't forget if you spot a quick win on the list go for it!

# 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.

YOUR SCORE    HIGH (LOW)    AVERAGE

Having a Thirst for Development	3	10 (5)	5.6		
<ul style="list-style-type: none"><li>- Invests time to identify the development needs for themselves and others</li><li>- Explores different ways of developing all aspects of their performance</li><li>- Comfortable giving and receiving feedback</li><li>- Quick to learn and move on from mistakes</li></ul>					
Actions					
Focus more on identifying your own development needs	<div></div>	<div></div>	<div>3</div>	<div>1</div>	<div>1</div>
Help create your team's development plan	<div></div>	<div></div>	<div>2</div>	<div>2</div>	<div></div>
Share your own development plans	<div></div>	<div></div>	<div>1</div>	<div>1</div>	<div></div>
Look for more opportunities to broaden your experience	<div></div>	<div></div>	<div></div>	<div>1</div>	<div>1</div>
Talk with team members about their longer terms goals	<div></div>	<div></div>	<div></div>	<div>1</div>	<div></div>
Ask for more feedback on yourself	<div></div>	<div></div>	<div></div>	<div></div>	<div>1</div>
Provide more feedback to others	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Share how you are acting on feedback received	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

You    Manager    Colleagues    Reports    Others

# Managing Relationships

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

		YOUR SCORE	HIGH (LOW)	AVERAGE
Building Positive Working Alliances		8	10 (4)	7.2
<div>- Proactively builds a wide network of internal and external stakeholders</div> <div>- Encourages cooperation between different groups</div> <div>- Is comfortable expressing disagreement and handling conflict</div> <div>- Ensures the needs of key stakeholders are delivered</div>				
Actions				
Consider your impact from other people's perspectives	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Look to put others at ease	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Develop a range of styles for interacting with others	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Ask questions to show interest in others	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Listen to the ideas and opinions of others	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Adapt your style more in different situations	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Build more on the ideas of others, not just your own	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Double check your understanding of others views/idea	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>

You
 Manager
 Colleagues
 Reports
 Others

# Managing Business



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

	YOUR SCORE	HIGH (LOW)	AVERAGE
<b>Understanding the Commercial Context</b>	<b>9</b>	<b>8 (1)</b>	<b>4.1</b>
<ul style="list-style-type: none"> <li>- Stays informed of trends &amp; changes in the wider market place in which they operate</li> <li>- Identifies new business opportunities</li> <li>- Takes action to realise commercial opportunities</li> <li>- Considers the longer-term implications of their decisions</li> </ul>			
<b>Actions</b>			
Spend more time understanding the wider market	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Stay up-to-date with wider market changes	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Think through the potential impact of your decisions, e.g. on people	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Consider the longer-term impact of your decisions	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Show greater concern for costs/profit	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Identify more opportunities for the organisation	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Focus more on commercial opportunities	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>
Factor the wider organisation in to consideration of impact	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div><div></div></div>

■ You
 ■ Manager
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 ■ Others

# Performance Environment

The Performance Environment focuses on four key areas that drive organisational performance: Clarity, Confidence, Enablement and Impact.

	YOUR SCORE	HIGH (LOW)	AVERAGE		
Clarity	3	10 (5)	5.6		
Ensures people have clarity about the future direction and vision of the organisation, where they sit within the organisation's structure and their role and responsibilities within it. Helps others to easily identify performance priorities and focus accordingly.					
Actions					
Set out a clear purpose and vision	<div></div>	<div></div>	<div>3</div>	<div>1</div>	<div>1</div>
Explain how team goals align with organisational goals	<div></div>	<div></div>	<div>2</div>	<div>2</div>	<div></div>
Help people see how they contribute to organisational success	<div></div>	<div></div>	<div>1</div>	<div>1</div>	<div></div>
Help people understand our structure/processes	<div></div>	<div></div>	<div></div>	<div>1</div>	<div>1</div>
Explain the direction the organisation is heading in	<div></div>	<div></div>	<div></div>	<div>1</div>	<div></div>
Simplify what needs to be delivered	<div></div>	<div></div>	<div></div>	<div></div>	<div>1</div>
Act as a role model for our values	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
Explain our strategy more clearly	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

 You  Manager  Colleagues  Reports  Others

## In their own words

Your raters suggested the following ideas, to help you become an even more effective leader:

(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).

### Eliminate (stop altogether)

- Answering emails without thinking
- Stop switching off after 5 minutes - finish listening to what people have to say and consider what they have said.
- Jayne's effectiveness is limited by the need to delegate some tasks to others, without thinking about the impact on key deliverables

### Reduce (continue, but do less)

- Communicating internally the plans and aspirations for her department. This would ensure that others can see the benefit and opportunities of working across disciplines.
- Her attendance at key cross-functional meetings, so help increase her understanding of the challenges other teams are facing and build stronger relationships with her colleagues
- Greater consideration of the limits of staffing before taking on research projects and additional work within the department. This will then stop conflicts between teams
- Wider communication of the actions and plans within the Department to key stakeholders. Departments should consider monthly reports to include research and projects

## In their own words (continued)

### Increase (do even more)

- Communicating internally the plans and aspirations for her department. This would ensure that others can see the benefit and opportunities of working across disciplines.
- Her attendance at key cross-functional meetings, so help increase her understanding of the challenges other teams are facing and build stronger relationships with her colleagues
- Greater consideration of the limits of staffing before taking on research projects and additional work within the department. This will then stop conflicts between teams
- Wider communication of the actions and plans within the Department to key stakeholders. Departments should consider monthly reports to include research and projects

### Create (start doing)

- Spend some time with peers in the organisation to get to know them, how their departments work and the challenges they face in managing their teams. There are likely to be many areas where all heads of academic departments are dealing with the same sorts of issues and can provide a source of knowledge and support as and when required talk more to people
- Arrange a simple and reliable way for staff to contact you when you are out of the office. If you make it clear that this isn't to be abused, most staff will respect that. There have been instances recently where we have had to ask for extensions on deadlines because we have unable to contact you. This is damaging for the department and detrimental to the way we are perceived within the business.
- Pro-active (two-way) engagement with wider institutional vision and leadership - there's a risk of travelling in parallel paths

## What now?

Your FeedForward report is the start of the process...

Now you have worked through your report, the worst thing you can do is put it on the shelf with old training manuals and psychometric reports and let it gather dust whilst you go back to getting on with your day job.

Responding to and acting on your feedback is now an integral part of your day job. You have performance and career ambitions and contained within this report is a lot of data to support you in achieving them.

Don't fall into the trap of sitting back and waiting for someone in your organisation to make it their mission to discover someone like you, or for your ambitions to materialise through accident, good fortune or inertia.

Your career will not happen to you, or be managed by your employer for you. Armed with the insight in this report it has become even more in your gift to actively shape and develop it.

You can use your report and the reflections you have made on it to:

- Plan and work to obtain new skills, capabilities and experiences that will help you to achieve your professional, career and life goals.
- Recognise that you not only possess many talents and skills, but you also have the potential to develop new ones to enhance your existing capability and enable you to make even more of your unique contribution.

The link below takes you to a development plan template to help focus on your key actions.

[>> Download Development Plan](#)



## About great{with}talent

We make it easy to collect, understand and act on employee feedback, have scientifically proven psychometric assessments for recruitment and engaging pre-employment reference checks.

We've made it our mission to deliver a personalised service, with innovation and quality you'd expect from larger competing organisations. Since 2003, we have accumulated a proven track record with high profile projects and globally respected brands, while remaining a close-knit team with a reliable first-hand and personal service.

We are incredibly proud of our team and are committed to investing in developing and improving our services. Our experienced team continues to grow in efficiency and flexibility and as a result, our uniquely innovative and responsive services improve year on year.

Retaining talent is an essential aim when looking to survive a challenging business climate riddled with uncertainty. Finding and keeping the best people will ensure your organisation can deliver now but also provide a foundation for future growth. We understand this as much as anyone.

