feedforward
PROFESSIONAL

Sam Wilkinson

Your 360° report & personal development plan

25 JUL 2023

Thoughts given by:

	You	1
	Manager	1 response
	Colleague	3 responses
	Report	3 responses
	Other Rater	3 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)

great{with}talent

What is FeedForward?

Historically, 360 feedback has focused on providing heavily detailed information on people's behaviour at work. As a result, people 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 people receive 360 feedback.

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

- A real sense of your strengths, rather than your weaknesses
- Clarity on what is really important in your role
- A 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 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?

What does FeedForward measure?

FeedForward is built around three core areas, measuring:

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

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

EXECUTION FOCUS	PERSONAL EFFECTIVENESS	RELATIONSHIP MANAGEMENT
Analytical Skills	Dependability	Collaborative Working
Decision Making	Drive for Results	Customer Focus
Innovation	Operating in Change	Effective Networking
Organisational Skills	Personal Development	Influencing and Persuading
Strategic Perspective	Resilience	Personal Leadership
Technical Capability		

What is most important for my role?

You and your manager were asked to identify which of the competencies are currently most important in your role.

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

	YOU		MANAGER
EXECUTION FOCUS	Analytical Skills	★	Analytical Skills
	Decision Making		Decision Making
	Innovation		Innovation
	Organisational Skills		Organisational Skills
	Strategic Perspective		Strategic Perspective
	Technical Capability		Technical Capability
PERSONAL EFFECTIVENESS	Dependability		Dependability
	Drive for Results		Drive for Results
	Operating in Change		Operating in Change
	Personal Development		Personal Development
	Resilience		Resilience
RELATIONSHIP MANAGEMENT	Collaborative Working		Collaborative Working
	Customer Focus		Customer Focus
	Effective Networking		Effective Networking
	Influencing and Persuading		Influencing and Persuading
	Personal Leadership	★	Personal Leadership

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Consistency

It appears that you and your manager have **some differences** in opinion in terms of the critical behaviours 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.

👤 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 feedback 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	
1	Analytical Skills	★	Analytical Skills	9
2	Decision Making		Decision Making	2
3	Innovation		Innovation	5
4	Organisational Skills		Organisational Skills	8
5	Strategic Perspective		Strategic Perspective	4
6	Technical Capability		Technical Capability	3
7	Dependability		Dependability	8
8	Drive for Results		Drive for Results	1
9	Operating in Change		Operating in Change	5
10	Personal Development		Personal Development	9
1	Resilience		Resilience	2
2	Collaborative Working		Collaborative Working	4
3	Customer Focus		Customer Focus	5
4	Effective Networking		Effective Networking	9
5	Influencing and Persuading		Influencing and Persuading	9
6	Personal Leadership	★	Personal Leadership	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 people 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?

		YOU	MANAGER	REPORTS			
EXECUTION FOCUS	Analytical Skills	1	9.0	5.0			
	Decision Making	2	2.0	4.7			
	Innovation	3	5.0	5.3			
	Organisational Skills	4	8.0	4.3			
	Strategic Perspective	5	4.0	4.3			
	Technical Capability	6	3.0	5.3			
PERSONAL EFFECTIVENESS	Dependability	7	8.0	5.0			
	Drive for Results	8	1.0	5.3			
	Operating in Change	9	5.0	4.7			
	Personal Development	10	9.0	4.7			
	Resilience	1	2.0	5.0			
RELATIONSHIP MANAGEMENT	Collaborative Working	2	4.0	5.3			
	Customer Focus	3	5.0	5.0			
	Effective Networking	4	9.0	5.7			
	Influencing and Persuading	5	9.0	5.0			
	Personal Leadership	6	4.0	5.3			

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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 reputation in your wider 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 maximising 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 *Relationship Management*.

		YOU	MANAGER	REPORTS	COLLEAGUES		
EXECUTION FOCUS	Analytical Skills	1	9.0	5.0	8.0		
	Decision Making	2	2.0	4.7	6.3		
	Innovation	3	5.0	5.3	3.3		
	Organisational Skills	4	8.0	4.3	4.0		
	Strategic Perspective	5	4.0	4.3	4.0		
	Technical Capability	6	3.0	5.3	4.7		
PERSONAL EFFECTIVENESS	Dependability	7	8.0	5.0	5.0		
	Drive for Results	8	1.0	5.3	3.3		
	Operating in Change	9	5.0	4.7	3.3		
	Personal Development	10	9.0	4.7	3.3		
	Resilience	1	2.0	5.0	5.7		
RELATIONSHIP MANAGEMENT	Collaborative Working	2	4.0	5.3	3.7		
	Customer Focus	3	5.0	5.0	5.7		
	Effective Networking	4	9.0	5.7	4.0		
	Influencing and Persuading	5	9.0	5.0	6.3		
	Personal Leadership	6	4.0	5.3	5.3		

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
EXECUTION FOCUS	Analytical Skills	1	9.0	5.0	8.0	6.0
	Decision Making	2	2.0	4.7	6.3	5.3
	Innovation	3	5.0	5.3	3.3	5.3
	Organisational Skills	4	8.0	4.3	4.0	7.0
	Strategic Perspective	5	4.0	4.3	4.0	6.0
	Technical Capability	6	3.0	5.3	4.7	7.0
PERSONAL EFFECTIVENESS	Dependability	7	8.0	5.0	5.0	7.0
	Drive for Results	8	1.0	5.3	3.3	6.0
	Operating in Change	9	5.0	4.7	3.3	8.7
	Personal Development	10	9.0	4.7	3.3	6.0
	Resilience	1	2.0	5.0	5.7	7.0
RELATIONSHIP MANAGEMENT	Collaborative Working	2	4.0	5.3	3.7	6.7
	Customer Focus	3	5.0	5.0	5.7	6.3
	Effective Networking	4	9.0	5.7	4.0	6.7
	Influencing and Persuading	5	9.0	5.0	6.3	6.3
	Personal Leadership	6	4.0	5.3	5.3	6.3

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.

	Competency	YOU	OVERALL
EXECUTION FOCUS	Analytical Skills	1	6.6
	Decision Making	2	5.1
	Innovation	3	4.7
	Organisational Skills	4	5.4
	Strategic Perspective	5	4.7
	Technical Capability	6	5.4
PERSONAL EFFECTIVENESS	Dependability	7	5.9
	Drive for Results	8	4.5
	Operating in Change	9	5.5
	Personal Development	10	5.1
	Resilience	1	5.5
RELATIONSHIP MANAGEMENT	Collaborative Working	2	5.1
	Customer Focus	3	5.6
	Effective Networking	4	5.8
	Influencing and Persuading	5	6.2
	Personal Leadership	6	5.5

Feedback Summary

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

		YOU	MANAGER	REPORTS	COLLEAGUES	OTHERS	OVERALL
EXECUTION FOCUS	Analytical Skills	1	9.0	5.0	8.0	6.0	6.6
	Decision Making	2	2.0	4.7	6.3	5.3	5.1
	Innovation	3	5.0	5.3	3.3	5.3	4.7
	Organisational Skills	4	8.0	4.3	4.0	7.0	5.4
	Strategic Perspective	5	4.0	4.3	4.0	6.0	4.7
	Technical Capability	6	3.0	5.3	4.7	7.0	5.4
PERSONAL EFFECTIVENESS	Dependability	7	8.0	5.0	5.0	7.0	5.9
	Drive for Results	8	1.0	5.3	3.3	6.0	4.5
	Operating in Change	9	5.0	4.7	3.3	8.7	5.5
	Personal Development	10	9.0	4.7	3.3	6.0	5.1
	Resilience	1	2.0	5.0	5.7	7.0	5.5
RELATIONSHIP MANAGEMENT	Collaborative Working	2	4.0	5.3	3.7	6.7	5.1
	Customer Focus	3	5.0	5.0	5.7	6.3	5.6
	Effective Networking	4	9.0	5.7	4.0	6.7	5.8
	Influencing and Persuading	5	9.0	5.0	6.3	6.3	6.2
	Personal Leadership	6	4.0	5.3	5.3	6.3	5.5

Feedback Summary (continued)

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.

EXECUTION FOCUS
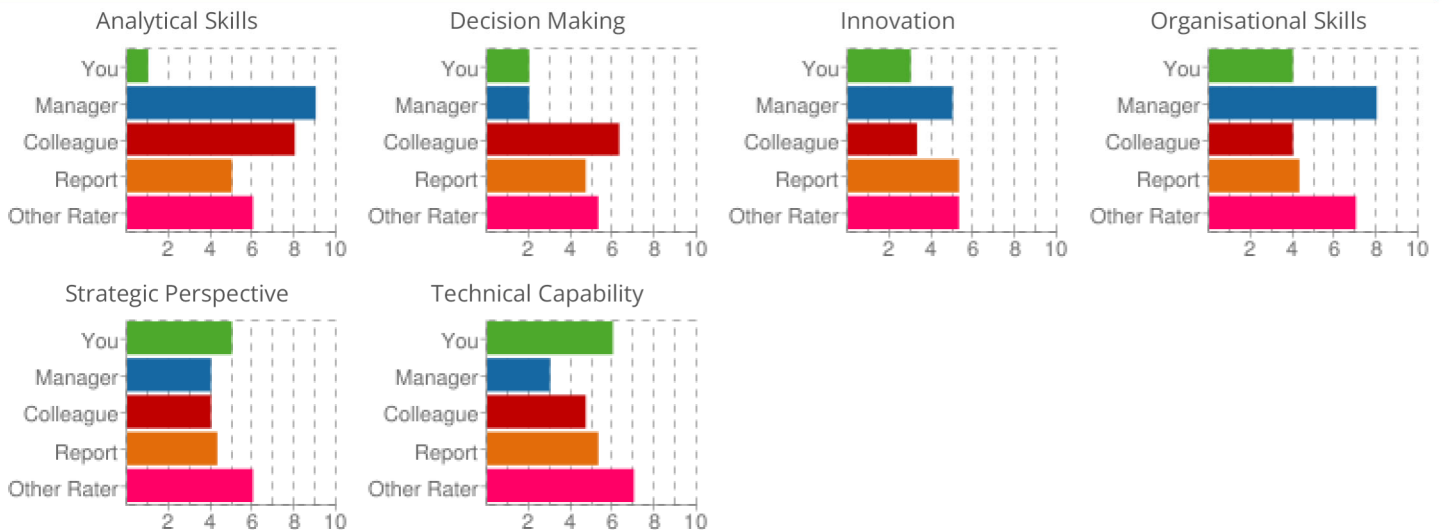
PERSONAL EFFECTIVENESS
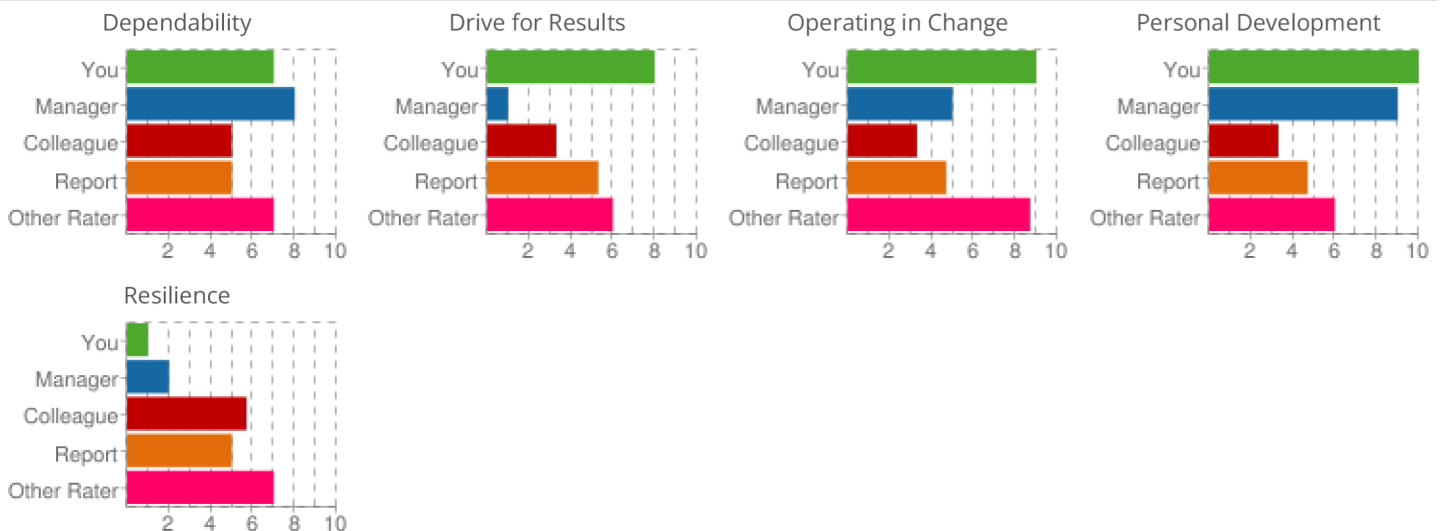
RELATIONSHIP MANAGEMENT

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?

ACTION	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 <u>top 4</u>?
These are your **KNOWN STRENGTHS** (rated as such by self and others)

2. Which competencies consistently feature in the <u>bottom 4</u>?
These are your **KNOWN DEVELOPMENT AREAS** (areas of focus seen by self and others)

AREAS OF 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)

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)

How did I respond? (continued)

Then consider the following questions:

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

Ideas to improve

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

- 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 raters to you.

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

Execution Focus

The extent to which an individual likes to analyse information and focus on the technical aspects of their work, as well as how likely they are to consider the bigger picture or come up with creative ideas. It also reflects their preferences for structuring and planning their work and their approach to making decisions.

	YOUR RATING	HIGH (LOW)	AVERAGE
Analytical Skills ⭐⭐	1	9 (2)	6.6

- Draws on different sources of data to inform their thinking
- Identifies the most pertinent issues and information within a situation
- Breaks a problem down into its core elements
- Makes sound inferences from the information available
- Incorporates how people think, feel and behave into their considerations

Actions

Action	You	Manager	Colleague	Report	Other Rater
Regularly engage in exercises that involve analysing and interpreting data	👤		1		1
Engage in activities that challenge critical thinking abilities			1	1	
Identify analytical tools and software that can assist in data analysis					2
Collaborate with others and seek feedback on analytical work			1	1	
When faced with a complex problem, break it down into smaller, more manageable parts				1	
Increase exposure to diverse viewpoints and perspectives		👤			
Become more familiar with statistical concepts and methods to improve understanding					
Explore different problem-solving methodologies and techniques					

👤 You   👤 Manager   ■ Colleague   ■ Report   ■ Other Rater

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Execution Focus

The extent to which an individual likes to analyse information and focus on the technical aspects of their work, as well as how likely they are to consider the bigger picture or come up with creative ideas. It also reflects their preferences for structuring and planning their work and their approach to making decisions.

	YOUR RATING	HIGH (LOW)	AVERAGE
Decision Making ⭐	2	9 (1)	5.1

- Ensures they have clarity of the critical success factors before making a decision
- Considers the likely implications of their decisions beyond the immediate issue
- Quickly evaluates a number of options before committing to actions
- Prepared to make decisions even when they don't have access to all the information
- Steps back to reflect and seek alternative perspectives when faced with unfamiliar situations

Actions

Action	You	Manager	Colleague	Report	Other Rater
Develop contingency plans and be prepared to adapt if circumstances change		(Manager)	1	1	2
Clearly define short-term and long-term goals			1	1	
Actively seek feedback from others who have experience in relevant areas	(You)				1
Seek out diverse viewpoints and opinions				1	
For complex decisions, break them down into smaller, manageable components			1		
Make it a habit to gather relevant information before making a decision					
Develop a systematic approach for evaluating the pros & cons of each option					
Regularly reflect on past decisions to identify patterns, mistakes, and successes					
Study the decision-making processes of successful individuals					

Legend: 🟢 You 🔵 Manager 🟥 Colleague 🟧 Report 🟪 Other Rater

Execution Focus

The extent to which an individual likes to analyse information and focus on the technical aspects of their work, as well as how likely they are to consider the bigger picture or come up with creative ideas. It also reflects their preferences for structuring and planning their work and their approach to making decisions.

	YOUR RATING	HIGH (LOW)	AVERAGE
Innovation ☆	3	8 (1)	4.7

- Challenges existing mindsets and ways of doing things / existing wisdom
- Explores alternatives approaches to address challenges
- Willing to take a degree of risk to explore new ways of doing things
- Generates a range of options and ideas to resolve a problem
- Builds on the ideas of others

Actions

Action	You	Manager	Colleague	Report	Other Rater
Stay curious and ask questions about everything			1	1	
Explore alternative approaches to address challenges		♦	1		
Be willing to take a degree of risk to explore new ways of doing things				1	1
Build on the ideas of others	♦				1
Cultivate a mindset that welcomes and encourages creativity			1		
Challenge existing mindsets and ways of doing things / existing wisdom				1	
Share ideas with others and seek their feedback					1
Generate a range of options and ideas to resolve a problem					
Embrace constructive criticism it may help identify blind spots & improve ideas					
Collaborate and engage with people from different backgrounds, cultures, and fields of expertise					

♦ You **♦ Manager** **■ Colleague** **■ Report** **■ Other Rater**

Execution Focus

The extent to which an individual likes to analyse information and focus on the technical aspects of their work, as well as how likely they are to consider the bigger picture or come up with creative ideas. It also reflects their preferences for structuring and planning their work and their approach to making decisions.

	YOUR RATING	HIGH (LOW)	AVERAGE
Organisational Skills	4	9 (1)	5.4

- Establishes clear priorities
- Manages their resources efficiently
- Sees things through to completion
- Works in a systematic manner
- Plans ahead to ensure they deliver on time
- Quick to adapt plans to deal with unforeseen events

Actions

Action	You	Manager	Colleague	Report	Other Rater
Determine the importance and urgency of tasks	You			1	1
Define short-term and long-term goals			1	1	
See things through to completion		Manager		1	
Manage resources efficiently			1		
Quickly adapt plans to deal with unforeseen events					1
Delegate tasks that can be handled by others					1
Take time to review progress, assess what's working and what needs improvement			1		
Work in a systematic manner					
Plan ahead to ensure they deliver on time					

You   **Manager**   **Colleague**   **Report**   **Other Rater**

Execution Focus

The extent to which an individual likes to analyse information and focus on the technical aspects of their work, as well as how likely they are to consider the bigger picture or come up with creative ideas. It also reflects their preferences for structuring and planning their work and their approach to making decisions.

	YOUR RATING	HIGH (LOW)	AVERAGE
Strategic Perspective	5	9 (1)	4.7

- Understands the market the organisation operates in
- Has a clear view to the future need of their part of the organisation
- Quick to spot new opportunities for improving the organisation
- Factors in the organisation's longer-term needs when making current decisions
- Considers issues from an organisational perspective, as well as local requirements

Actions

Action	You	Manager	Colleague	Report	Other Rater
Based on analysis, develop strategic initiatives that align with the goals	👤				2
Take time to understand the broader context the organisation operates in			1	1	
Establish a system to monitor and evaluate the progress of strategic initiatives			2		
Understand what the organisation is trying to achieve in the long run		👤			
Be quicker to spot new opportunities for improving the organisation				1	
Consider issues from an organisational perspective, as well as local requirements				1	
Assess the potential risks and opportunities associated with different courses of action					1
Factor in the organisations longer-term needs when making current decisions					
Identify the key resources (financial, human, technological, etc.) required to achieve goals					
Involve relevant stakeholders and team members in the strategic planning process					

👤 You   👤 Manager   ■ Colleague   ■ Report   ■ Other Rater

Execution Focus

The extent to which an individual likes to analyse information and focus on the technical aspects of their work, as well as how likely they are to consider the bigger picture or come up with creative ideas. It also reflects their preferences for structuring and planning their work and their approach to making decisions.

	YOUR RATING	HIGH (LOW)	AVERAGE
Technical Capability	6	10 (1)	5.4

- Skilled and proficient in their area
- Possesses the knowledge necessary to carry out their role
- Demonstrates mastery of their subject
- Invests effort in their continuous development
- Keeps up to date with advances in their area

Actions

Action	You	Manager	Colleague	Report	Other Rater
Assess current technical skills & identify areas where improvements could be made			1	2	
Stay updated with industry trends: Keep up with the latest advancements in the field		👤	1	1	
Define clear and measurable goals for technical skill development	👤		1		
Invest time in continuous development					2
Find a mentor who can provide guidance and support technical development					1
Work with others to learn from their expertise					

👤 You   👤 Manager   ■ Colleague   ■ Report   ■ Other Rater

Personal Effectiveness

How an individual tends to operate when faced with change, under pressure and in relation to their own development. It also reflects how goal driven an individual sees themselves and the emphasis they are likely to place on doing what has been committed to and investing in their own development.

	YOUR RATING	HIGH (LOW)	AVERAGE
Dependability ⭐	7	9 (1)	5.9

- Delivers what they promise/commit to, on time
- Ensures their work is to the necessary standard
- Operates within the organisation's code of conduct, ethical guidelines and core values
- Performs their work in a thorough way
- Conscientious in their approach

Actions

	You	Manager	Colleague	Report	Other Rater
Demonstrate ownership of work	👤		1		3
Understand the expectations and responsibilities associated with the role			1	1	
Prioritise and manage workload		👤		1	
Ensure that agreed-upon expectations are met				1	
Take responsibility for actions			1		
Maintain open and proactive communication with others					
Value and respect other people's time by being punctual for meetings, deadlines, and appointments					
Regularly assess workload & communicate proactively if assistance is needed					

👤 You   👤 Manager   ■ Colleague   ■ Report   ■ Other Rater

Personal Effectiveness

How an individual tends to operate when faced with change, under pressure and in relation to their own development. It also reflects how goal driven an individual sees themselves and the emphasis they are likely to place on doing what has been committed to and investing in their own development.

	YOUR RATING	HIGH (LOW)	AVERAGE
Drive for Results	8	8 (1)	4.5

- Sets high standards for themselves (i.e. beyond what is required)
- Pursues their goals with energy and enthusiasm
- Driven by targets and objectives
- Strives to excel in their role
- Actively seeks to take on stretching and challenging assignments

Actions

	You	Manager	Colleague	Report	Other Rater
Clearly define objectives and desired outcomes			2	1	
Identify the tasks and activities that contribute the most to achieving desired results		ⓘ	1	1	
Regularly monitor and measure progress				1	1
Take full ownership of responsibilities and results	ⓘ				1
Minimise distractions and stay focused on priorities					1
Break down goals into smaller, actionable steps					
Take on stretching and challenging assignments					
Seek feedback and learn from outcomes					

Legend: You | Manager | Colleague | Report | Other Rater

Personal Effectiveness

How an individual tends to operate when faced with change, under pressure and in relation to their own development. It also reflects how goal driven an individual sees themselves and the emphasis they are likely to place on doing what has been committed to and investing in their own development.

	YOUR RATING	HIGH (LOW)	AVERAGE
Operating in Change	9	9 (1)	5.5

- Accepts changing demands and priorities
- Makes adjustments easily and without fuss
- Able to operate without clear guidelines and parameters
- Readily adapts to new ways of working
- Sees change as a normal part of working life

Actions

Action	You	Manager	Colleague	Report	Other Rater
Embrace the idea that change is inevitable			1	2	
Seek clarification when needed				1	2
Be open to acquiring new skills, knowledge, and perspectives	👤		1		
Proactively seek opportunities to contribute and make a positive impact			1		1
Focus on adapting and evolving in response to new circumstances		👤			
Develop an understanding the context and drivers of change					
Cultivate resilience to handle the pressures and uncertainties that come with change					
Approach challenges with optimism, focus on solutions rather than problems					

👤 You   👤 Manager   ⬛ Colleague   ⬛ Report   ⬛ Other Rater

Personal Effectiveness

How an individual tends to operate when faced with change, under pressure and in relation to their own development. It also reflects how goal driven an individual sees themselves and the emphasis they are likely to place on doing what has been committed to and investing in their own development.

	YOUR RATING	HIGH (LOW)	AVERAGE
Personal Development ⭐	10	9 (1)	5.1

- Seeks out new opportunities to learn and develop
- Learns by reflecting on their successes and failures
- Takes responsibility for their own development
- Seeks feedback from others to improve their effectiveness
- Commits to clear development goals

Actions

Action	You	Manager	Colleague	Report	Other Rater
Take time to reflect on experiences, both successes and failures		👤	1		2
Define clear, meaningful goals that align with values and aspirations			2		
Stay updated on industry trends and developments	👤				1
Embrace challenges, view failures as opportunities for learning				1	
Actively seek feedback and be open to constructive criticism				1	
Seek challenge by stepping out of the comfort zone				1	
Be open to new experiences					

👤 You   👤 Manager   ■ Colleague   ■ Report   ■ Other Rater

Personal Effectiveness

How an individual tends to operate when faced with change, under pressure and in relation to their own development. It also reflects how goal driven an individual sees themselves and the emphasis they are likely to place on doing what has been committed to and investing in their own development.

	YOUR RATING	HIGH (LOW)	AVERAGE
Resilience	1	8 (1)	5.5

- Retains a positive outlook despite setbacks
- Recovers quickly from setbacks and disappointments
- Remains calm and collected in difficult circumstances
- Remains focused despite external pressures
- Thrives in pressurised situations

Actions

Action	You	Manager	Colleague	Report	Other Rater
Focus on solutions rather than dwelling on problems			2	2	
Break down complex problems into smaller components and analyse the situation objectively	You				1
Establish realistic expectations					2
Embrace setbacks as valuable experiences that can lead to improvement				1	
Recognise that setbacks and obstacles are a normal part of professional life			1		
Maintain a positive outlook (remember past successes and strengths)		Manager			
Develop self-awareness: Recognise response to stress, pressure, or adversity					
Build a support system: Seek out trusted individuals to turn to for advice or to share challenges with					

- **You**
- **Manager**
- **Colleague**
- **Report**
- **Other Rater**

Relationship Management

The extent to which the individual is likely to take responsibility for their own actions, build effective networks and customer relationships, collaborate with others as well as looking to influence and persuade others.

	YOUR RATING	HIGH (LOW)	AVERAGE
Collaborative Working	2	8 (1)	5.1

- Seeks the views and opinions from all those involved
- Takes steps to better understand others' goals and objectives
- Respects other people's style and approach to their work
- Adapts their style to allow them to work effectively with others

Actions

Action	You	Manager	Colleague	Report	Other Rater
Create opportunities for group discussions, or collaborative decision-making		(Manager)		1	1
Be willing to adjust plans, compromise when necessary, and embrace new perspectives			1		2
Encourage team members to share their ideas, opinions, and concerns without fear of judgment			1		
Treat everyone with respect, valuing their contributions and diversity			1		
Actively listen to others to fully understand their viewpoints and needs				1	
Invest time and effort in building trust among team members	(You)				
Be open to receiving feedback				1	
Avoid interrupting and genuinely consider different perspectives					
Offer constructive feedback to others					

Legend: 🟩 You   🟦 Manager   🟥 Colleague   🟧 Report   🟪 Other Rater

Relationship Management

The extent to which the individual is likely to take responsibility for their own actions, build effective networks and customer relationships, collaborate with others as well as looking to influence and persuade others.

	YOUR RATING	HIGH (LOW)	AVERAGE
Customer Focus	3	8 (1)	5.6

- Ensures they understand their customers' needs and expectations
- Seeks regular feedback from customers
- Builds effective relationship with customers
- Prepared to say no to customer when needed
- Understands the importance of the customers to the organisation/business

Actions

	You	Manager	Colleague	Report	Other Rater
Strive to deliver exceptional customer service at every interaction			1	1	
Treat each customer as an individual and personalise their experience	You				1
Actively seek feedback from customers to understand their experiences			1	1	
Take the time to understand the needs, preferences, and expectations of customers			1		
Anticipate customer needs and proactively provide relevant information or solutions				1	
Use language that is clear, concise, and tailored to the customer's level of understanding		Manager			
Listen actively and respond promptly and appropriately					1
Take the feedback seriously and use it to make necessary adjustments to enhance the customer experience					1
Demonstrate a sense of urgency and a commitment to resolving issues					
Admit mistakes if they occur and take ownership to rectify them promptly					

You   **Manager**   **Colleague**   **Report**   **Other Rater**

Relationship Management

The extent to which the individual is likely to take responsibility for their own actions, build effective networks and customer relationships, collaborate with others as well as looking to influence and persuade others.

	YOUR RATING	HIGH (LOW)	AVERAGE
Effective Networking ⭐	4	9 (1)	5.8

- Proactively builds and maintains effective networks across, and outside, the organisation
- Uses networks to broaden their thinking and stimulate new ideas
- Represents their own perspective whilst recognising others' views
- Interacts easily with others, irrespective of level or background
- Uses relationships to help create a collective focus on performance

Actions

	You	Manager	Colleague	Report	Other Rater
Look for ways to help others					3
Be patient and persistent with networking activities	👤		1		
Listen actively to others, ask thoughtful questions that demonstrate interest			1	1	
Attend industry events and conferences			1		
Utilise online platforms to actively engage with others		👤			
Approach networking with a genuine interest in others				1	
Stay in touch with contacts through regular communication				1	
Build relationships based on mutual trust and shared interests					

👤 You   👤 Manager   ■ Colleague   ■ Report   ■ Other Rater

Candidate: Sam Wilkinson
Report Generated: 25/07/2023

Relationship Management

The extent to which the individual is likely to take responsibility for their own actions, build effective networks and customer relationships, collaborate with others as well as looking to influence and persuade others.

	YOUR RATING	HIGH (LOW)	AVERAGE
Influencing and Persuading ⭐	5	10 (1)	6.2

- Shares key points in a compelling manner
- Keeps their message simple and impactful
- Confidently negotiates effective outcomes
- Emphasises the value their idea will bring each stakeholder
- Changes their emphasis and approach to address points of resistance

Actions

Action					
Demonstrate expertise in the subject matter by sharing relevant knowledge			2		
Craft messages in a clear, concise, and compelling manner	You			1	
Present ideas with confidence, enthusiasm, and conviction				1	1
Emphasise the potential benefits and outcomes that both parties can achieve by working together		Manager		1	
Adapt influencing style to the preferences and communication style of the audience					2
Before attempting to influence or persuade someone, take the time to understand their needs			1		
Anticipate potential objections					
Listen attentively, ask probing questions, and show genuine empathy					

You   **Manager**   **Colleague**   **Report**   **Other Rater**

Relationship Management

The extent to which the individual is likely to take responsibility for their own actions, build effective networks and customer relationships, collaborate with others as well as looking to influence and persuade others.

	YOUR RATING	HIGH (LOW)	AVERAGE
Personal Leadership ⭐⭐	6	8 (1)	5.5

- Takes responsibility for their own actions and performance
- Is aware of their own strengths and weaknesses
- Proactively takes on additional responsibilities
- Behaves in a way that feels consistent with their personal values
- Seeks feedback from others on their effectiveness
- Listens to and acknowledges others' feedback

Actions

Action	You	Manager	Colleague	Report	Other Rater
Be decisive and take ownership of decisions	👤				2
Lead by example: Be a role model for the behaviours expected				2	
Self-awareness: Understand personal strengths & weaknesses			1		
Listen actively to others and encourage open and honest communication		👤			
Adapt communication style to different individuals and situations				1	
Create a positive & inclusive environment where everyone feels valued and respected					1
Celebrate achievements			1		
Provide constructive feedback			1		
Show empathy and treat others with respect and fairness					
Be clear, concise, and consistent in communications					
Embrace feedback and view challenges as opportunities for learning and improvement					
Learn from both successes and failures					

👤	You	👤	Manager	■	Colleague	■	Report	■	Other Rater

www.findingpotential.com   info@greatwithtalent.com

Candidate: Sam Wilkinson
Report Generated: 25/07/2023

In their own words

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

> 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 ratings) rather than trying to identify who might have said what.

Eliminate (stop altogether)

- Imposter syndrome
- Thinking inside the corporate box
- Making decisions when views differ from others without providing an explanation.
- Doubting how well respected they are
- Being late for meetings
- Procrastination and poor time management
- Procrastination
- Working during annual leave time
- Passing work to others
- Take more time to ensure everything is correct - a little less haste.
- I have limited experience so I am not in a good place to suggest something to eliminate

In their own words (continued)

Reduce (continue, but do less)

- Tend to overthink situations/ difficult conversations
- Thinking inside the corporate box
- Less micro-managing projects
- I do not know enough to answer
- Rescheduling meetings
- Stressing out over things that are beyond your control
- Checking of emails as they come in
- Number and length of meetings
- Protracted communications. Be more concise and focused.
- Maybe reduce the level of procrastination a little. Set things in motion whilst the info is fresh.
- Same as above

In their own words (continued)

Increase (do even more)

- Improve data quality and analysis
- Thinking outside the corporate box
- Provide clear first-hand positive and constructive first feedback with specific examples regularly.
- Responding to queries
- Focus more attention to meetings at hand. Often, appears distracted during meetings
- Be more flexible towards any changes and new developments within the company
- Content production validation of AI summaries to boost efficiency
- Delegate tasks to other staff to reduce workload and feelings of being overwhelmed
- Challenging others to do more to achieve the goal
- Get more known in the business, build relationships
- More discussions with stakeholders at the execution level to get insightful input for plans

In their own words (continued)

Create (start doing)

- Have a better understanding of finance
- Thinking outside the corporate box
- Admit when wrong
- Keep ringfenced time for responding to requests
- Regular brainstorming sessions
- Learning more on how to be a better at team building
- Actively keeping tabs on progress of project team members on a more regular scheduled basis
- Protect your personal time in the evenings and on the weekends
- Getting to the sites, relationships with operation managers
- Take the initiative more and plan ahead.
- Nothing that I can think of

What now?

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

Now you have worked through your report, the worst thing you can do it put in 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.

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.