

# FindingPotential - 360

## Premium Feedback Report



**CANDIDATE:** JAYNE BRIGHT  
**REPORT GENERATED:** 01/02/2013  
**CONFIDENTIALITY:** HIGH

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

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 and only 1 area is shown in Performance Profile.





# 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
- **Detailed Feedback Analysis**  
Item by item feedback analysis by competency
- **Transactional & Transformational Leadership**  
Competencies grouped according to two leadership models
- **Performance Profile**  
Four key factors that drive organisational behaviour
- **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

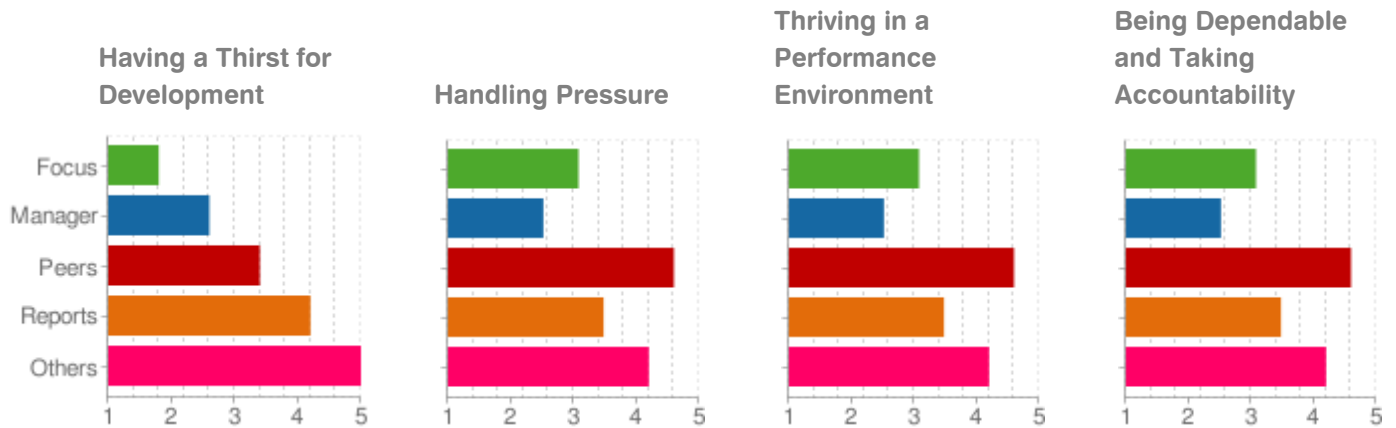


# Feedback Overview (Continued)

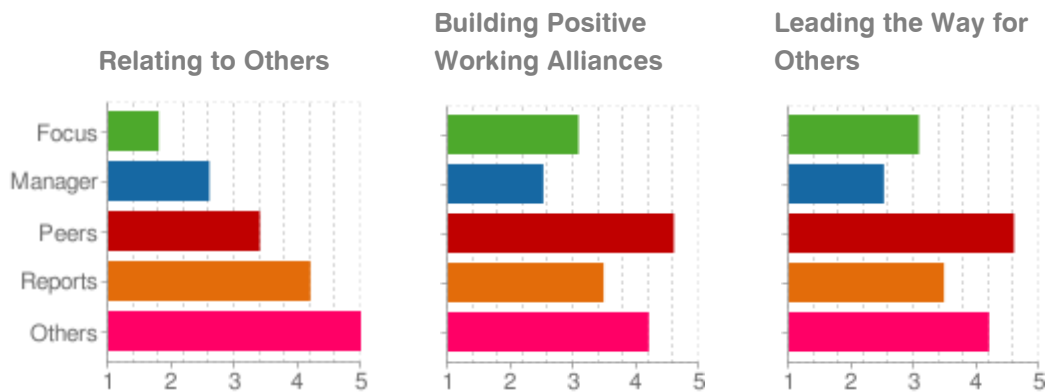
» Jayne Bright

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.

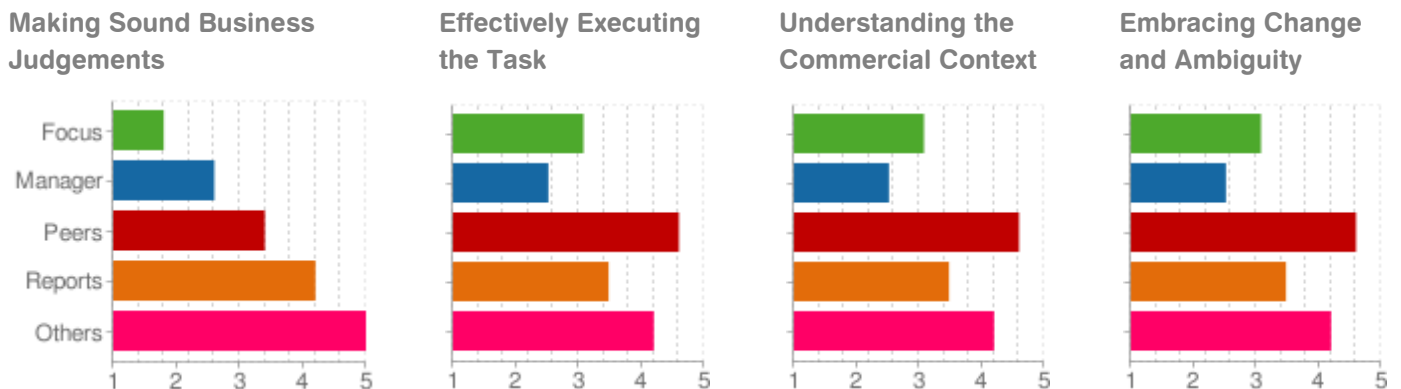
## Managing Self



## Managing Relations with Others



## Managing the Business

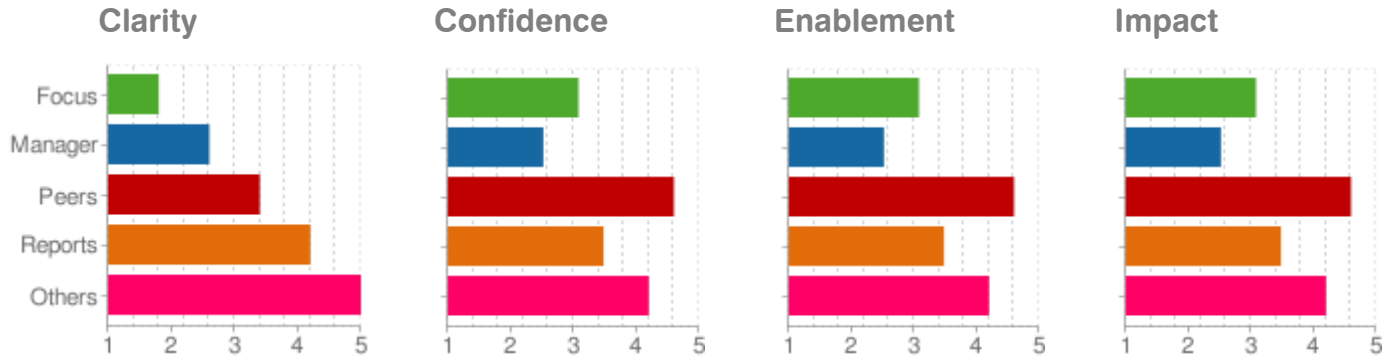




# Feedback Overview (Continued)

» Jayne Bright

## Performance





# 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.

<b>Thriving in a Performance Environment</b> 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   
 ■ Peers   
 ■ Reports   
 ■ Others



# Detailed Feedback Analysis

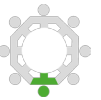
» Jayne Bright

## Managing Relations with Others

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

<b>Building Positive Working Alliances</b> 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   
 ■ Manager   
 ■ Peers   
 ■ Reports   
 ■ Others



# Detailed Feedback Analysis

» Jayne Bright

## Managing the Business

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

<b>Understanding the Commercial Context</b>		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   
 ■ Manager   
 ■ Peers   
 ■ Reports   
 ■ Others





# Performance Profile

» Jayne Bright

This area focuses on four key areas that drive organisational performance: Clarity, Confidence, Enablement and Impact.

<b>Clarity</b> 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.		Low	High	Mean
Clearly describes the vision and purpose of the organisation to others		2	5	4.9
Ensures actions are aligned to wider organisational goals		2	5	4.9
Helps others to understand how they contribute to the success of the business		2	5	4.9
Helps others to navigate the organisation's structure and processes		2	5	4.9
Provides a clear sense of direction to others		2	5	4.9
Ensures people are clear about how their functional goals align to organisational strategy		2	5	4.9
Ensures people are clear about what needs to be delivered		2	5	4.9
Acts as a role model for the organisation's culture and values		2	5	4.9
Explains the organisation's strategy in a way that is clear to everyone		2	5	4.9

■ Focus   
 ■ Manager   
 ■ Peers   
 ■ Reports   
 ■ Others



# 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 (Management) Competencies		
MANAGING SELF	<b>Thriving in a Performance Environment</b> Consistently sets high standards and drives performance. Monitors progress, proactively overcomes barriers to success and quickly addresses underperformance.	
	<b>Being Dependable and Taking Accountability</b> Takes personal accountability for achieving goals, and seeing things through to completion. Delivers what they commit to and can be trusted to maintain standards and quality.	
MANAGING RELATIONS	<b>Relating to Others</b> Adapts style to interact effectively with a diverse range of people. Treats people fairly, showing interest in and respect for their ideas and opinions. Demonstrates concern for the needs of others. Makes a positive first impression.	
MANAGING THE BUSINESS	<b>Making Sound Business Judgements</b> Makes sound decisions and commits to action based on the evaluation of complex information and consideration of alternative scenarios. Quickly cuts through detail to identify the real issues. Develops contingencies to deal with anticipated issues as they arise.	
	<b>Effectively Executing the Task</b> Translates strategic goals into clear objectives and plans. Focuses on key priorities and ensures these are clear to others. Delivers high quality outcomes on time and budget, by regularly reviewing progress and ensuring appropriate risk controls are in place.	

■ Focus   
 ■ Manager   
 ■ Peers   
 ■ Reports   
 ■ Others



# Transactional & Transformational Leadership (Cont)

## Transformational (Leadership) Competencies

		Competency Rating (1-5)				
MANAGING SELF	<b>Having a Thirst for Development</b> Invests time to identify development needs for themselves and others. Explores different ways of developing all aspects of their performance. Comfortable giving and receiving feedback, and is quick to learn and move on from their mistakes.	Focus	Manager	Peers	Reports	Others
	<b>Handling Pressure</b> Remains calm and in control under pressure, staying focused on delivering results. Stands their ground when challenged, whilst maintaining a positive outlook when faced with setbacks.	Focus	Manager	Peers	Reports	Others
MANAGING RELATIONS	<b>Building Positive Working Alliances</b> Proactively builds a wide network of internal and external stakeholders. Encourages cooperation between different groups, whilst being comfortable expressing disagreement and handling conflict. Ensures the needs of key stakeholders are delivered.	Focus	Manager	Peers	Reports	Others
	<b>Leading the Way for Others</b> Creates a clear and compelling vision of the future, devolving accountability for its delivery to the right level whilst offering the necessary level of support. Drives performance through regular, honest feedback and by building a climate of trust and openness.	Focus	Manager	Peers	Reports	Others
MANAGING THE BUSINESS	<b>Understanding the Commercial Context</b> Stays informed of trends and changes in the wider market place in which they operate. Identifies new business opportunities and takes action to realise commercial opportunities, whilst considering the longer term implications of their decisions.	Focus	Manager	Peers	Reports	Others
	<b>Embracing Change and Ambiguity</b> Challenges the status quo, producing new ideas and approaches to improve performance. Open to new ways of doing things and modifies their approach to meet changing demands. Comfortable working without clear guidelines and rules, taking initiative rather than waiting for direction.	Focus	Manager	Peers	Reports	Others

■ Focus   
 ■ Manager   
 ■ Peers   
 ■ Reports   
 ■ Others



# 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**