

Individual 360: Chris Spencer

Responses to date: 1 self-assessment and 7 contributor responses

Executive summary



You received a very good review.

Your overall score was **82%**. This is the average of your self-assessment and your contributors' assessment. Your high score puts you well into the top half of our database, but outside the top 10% of leaders' scores.

You can always improve, though. On the following pages look at the individual items you would like to score higher on, click on the recommended exercises and push yourself to get into the top 10%.

What's in this report



- * A detailed personal profile, benchmarking you against our database.
- * Your signature strengths and challenges.
- * A list of potential development needs pinpointed by you and your contributors.
- * Links to our recommended exercises based on your report.
- * Comments from people who completed the questionnaire.

Resources to use alongside this report



Individual 360 FAQs

A concise guide to the individual 360: why individual 360s are great to do, and how the process works.

[Individual 360 Guide](#)



Expert Guidance

Comprehensive briefings on the skills you need to transform your leadership skills and your team's performance.

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How to use this report



Step 1: Review your 360 report.

What themes have been brought out? What do your contributors think are the most important things for you to work on? What do they see as your main strengths? Do these tally with your own view?



Step 2: Think about what you are going to do with the feedback in your 360.

You might have set up the 360 for a specific reason, or part of a process. If not, would it help to have someone to talk it through with? Maybe a coach or your supervisor? Or a close friend or colleague to act as a sounding board? The key is to find a person who will have your interests at heart, will listen well, and help you reflect on your best next steps.



Step 3: Think about your development priorities.

Look for aspects of your review that you feel show potential for you. These may well be things you are already good at but want to take to a higher level. Low scores only need addressing if they are critical to the role that you play now or want to play in the future. Focus on developing a style and skills that feel true to you.



Step 4: Click the links to the recommended exercise(s) in your 360 report,

or use the [Expert Guidance](#) section of the website to find out more about your chosen areas of potential development.



Step 5: Work on the recommended exercise, on your own or alongside your coach or colleague.

See where the exercise takes you. If you can, adopt an open and reflective state of mind to give yourself the maximum chance of learning from it.



Step 6: Decide on your next actions.

Come up with a plan of how you can improve. Write down some targets and deadlines and, most important, set yourself some actions **for the next seven days** that will give you some momentum and move your plan forward.

Good luck!

PS: you might also think about sharing your 360 feedback with your team.

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Your Detailed Personal Profile



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This score is in top 10% of scores in the database

A '-' indicates that the item was not included in the questionnaire for these respondents.

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Your Signature Strengths

Your view - highest 4 scores (see previous page) as rated by you:

- 100% Works with a clear vision and values
- 100% Communicates openly and transparently
- 100% Has a can-do attitude
- 100% Requires high standards of themselves and others

Your 360 contributors' view - highest 4 scores (see previous page) as rated by your contributors:

- 93% Doesn't micromanage
- 89% Performs well under pressure
- 89% Encourages a culture of fairness, equity & respect
- 89% Is well informed and knowledgeable

Your Challenges

Your view - lowest 4 scores (see previous page) as rated by you:

- 50% Manages priorities and workload well
- 50% Works well with external organisations
- 50% Inspires others
- 50% Creates a climate of optimism and confidence

Your contributors' view - lowest 4 scores (see previous page) as rated by your contributors:

- 54% Shares information well
- 57% Encourages moments of lightness and humour
- 58% Helps team members improve their skills
- 64% Supports colleagues at times of stress

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Suggestions for Development

The questionnaire asked each respondent to pick up to three areas to prioritise for development.

Your own suggestions for development:

The list below show areas that were picked by you:

1 votes Generating optimism and confidence

Recommended exercise link: [Generating optimism](#)

1 votes Communicating in an inspiring way

Recommended exercise link: [Inspiring people](#)

Suggestions that were picked by more than one contributor:

The list below show areas that were picked by more than one contributor:

4 votes Encouraging lightness & humour

Recommended exercise link: [Encouraging lightness & humour](#)

2 votes Respects and values all opinions and perspectives from the team, including less popular views

Recommended exercise link: [Psychological safety](#)

2 votes Improving decision-making

Recommended exercise link: [Improving decision-making](#)

2 votes Sharing information well

Recommended exercise link: [Sharing information well](#)

2 votes Being flexible

Recommended exercise link: [Being flexible](#)

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What do you think are your main strengths?

What you say:

"I think I'm a likeable person. Like most GPs, I'm not actually trained to run a business, that's what the PM is for, but I have been a partner here for several decades and so I think I'm as good as can be expected.

I don't have a great grasp on things like our appraisal system or staff training but that's more the PM's role."

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What are this person's main strengths?

What your contributors say:

"nice GP, keeps himself to himself.

calm and helpful when he's on call

Chris is a great clinician and really puts the patients first

fine to work with

"

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What could you usefully improve?

What you say:

"Workload is massive at the moment, and we've just lost a couple of GPs to retirement so we're all struggling with the workload. Some more GPs would be nice!

I'm a bit of an introvert and don't think anyone would say I'm particularly inspirational or visional. I could probably do a better job at 'rallying the troops' and really getting to know some of the staff a bit better "

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What areas could they usefully improve?

What your contributors say:

"Seems very busy and therefore not very approachable

I left some blanks as he doesn't appraise me. In fact, I don't think he's ever spoken to me.

sometimes struggles to make a decision and goes along with what everyone else thinks

pretty quiet at coffee time!

I think he could be more boundried with patients - it's frustrating when I try hard to set an expectation with patients that he's not got any appointments left and then he just squeezes them in anyway

Could be more visible and more enthusiastic

"