



Responses to date: 1 self-assesment and 10 contributor responses

Executive summary



You received an excellent review.

Your overall score was **89%**. This is the average of your self-assessment and your contributors' assessment. Your high score puts you in the top quartile of our database, but just outside the top 10% of leaders' scores.

You can always improve, though. Use the recommended exercises based on your report and push yourself to get above the top 10% benchmark.

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.

Expert Guidance





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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 <u>Expert Guidance</u> 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 I	Detailed	Personal	Profile
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Your Detailed Personal Profile						ок	<u></u>	
	Self	Database	e Contributors	0	25	50	75	100
Your overall rating	90	79	88					•
Setting direction								
Works with a clear vision and values	100	79	88					•
High standards of themselves and others	100	81	98					
Manages priorities and workload well	100	82	90					_
s visible to the team and others	100	76	78					
Works well with external organisations	75	80	94					_
Leading by example								
Inspires others	100	79	88					
Delivers what they say they will	100	82	93					
Generates optimism	100	54	93					
Asks how they can help others	100	50	85					
s well informed and knowledgeable	100	84	85					
Organising the team								
s well organised	100	85	90					_
Delegates well when necessary	100	75	75					
Team roles, responsibilities, line management are clear	r 100	72	85					
Builds productive relationships	100	90	90					
Teamwork								
Listens well	100	83	90					_
Moments of lightness & humour	75	84	88					
Thanks and supports others	100	90	85					-
s a good team player	100	91	93					
Conscious of staff wellbeing and safety	100	81	88					•
Empowering people								
Empowers people around them	100	84	90					_
Gives people autonomy over their work	100	71	90					_
Has a can-do attitude	100	92	93					
Makes the most the team's skills and experience	100	74	94					
	Setting direction Works with a clear vision and values High standards of themselves and others Wanages priorities and workload well s visible to the team and others Works well with external organisations Leading by example Inspires others Delivers what they say they will Generates optimism Asks how they can help others s well informed and knowledgeable Organising the team s well organised Delegates well when necessary Feam roles, responsibilities, line management are clear Builds productive relationships Teamwork Listens well Woments of lightness & humour Thanks and supports others s a good team player Conscious of staff wellbeing and safety Empowering people Empowers people around them Gives people autonomy over their work Has a can-do attitude	Your overall rating Setting direction Works with a clear vision and values High standards of themselves and others Manages priorities and workload well s visible to the team and others Works well with external organisations Leading by example Inspires others Delivers what they say they will Generates optimism Sewell informed and knowledgeable Organising the team s well organised Delegates well when necessary Feam roles, responsibilities, line management are clear Suilds productive relationships Teamwork Listens well Moments of lightness & humour Thanks and supports others s a good team player Conscious of staff wellbeing and safety Empowering people Empowering people Empowers people around them Gives people autonomy over their work Has a can-do attitude	Self Databases Your overall rating 90 79 79 79 79 79 79 79	Self Database Contributors	Self Database Contributors 0	Self Database Contributors 0 25	Self Database Contributors 0 25 50	Your overall rating 90 79 88 Setting direction Works with a clear vision and values ligh standards of themselves and others light standards light standa

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	Self	Database	e Contributors	0	25	OK 50	" 75	100
Managing performance								
Takes responsibility	100	84	95					
Makes decisions well	100	81	93					
Shares information well	75	84	90					
Has a supportive approach to appraisals	50	75	70					
Dealing with challenging behaviour	50	70	80					
Leading change								
Solves problems systematically	75	84	93					
Creative and innovative	100	82	93					
Is flexible	100	84	88					_
Helps team members improve their skills	100	86	88					-
Good at making change happen	75	79	75					
• Psychological safety								
Handling difficult conversations	50	75	75					
Communicates openly and transparently	75	80	80					
Can talk openly about mistakes	75	84	83					
Offers alternative views constructively	75	84	75					
Inclusion								
Provides a safe space for team opinions	75	80	90					_
Encourages a culture of fairness, equity & response	ect 100	50	93					
Values diversity	100	84	98					
Respects opinions and perspectives from the te	eam 100	77	95					_
Resilience								
Supports colleagues at times of stress	75	50	93					_
Managing pressure	75	84	98					
Bouncing back with resilience	75	84	93					_

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% Is a good team player
100% Respects and values all opinions and perspectives from the team, including less popular views
100% Values diversity

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

98% Values diversity
98% Performs well under pressure
98% Requires high standards of themselves and others
95% Respects and values all opinions and perspectives from the team, including less popular views

Your Challenges

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

Has a supportive approach to appraisals
 Deals well with challenging behaviour and performance, regardless of a person's seniority
 Handles difficult conversations well
 Bounces back if things don't go according to plan

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

70% Has a supportive approach to appraisals
75% Is good at making change happen
75% Handles difficult conversations well
75% Delegates well when necessary

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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 Handling difficult conversations

Recommended exercise link: Handling disagreement constructively

1 votes Has a supportive approach to appraisals

Recommended exercise link: Meeting staff learning and development needs

1 votes Deals well with challenging behaviour and performance, regardless of a person's seniority

Recommended exercise link: Managing challenging behaviour

Suggestions that were picked by more than one contributor:

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

4 votes Delivering change

Recommended exercise link: Making change happen

3 votes Deals well with challenging behaviour and performance, regardless of a person's seniority

Recommended exercise link: Managing challenging behaviour

2 votes Has a supportive approach to appraisals

Recommended exercise link: Meeting staff learning and development needs

2 votes Offering alternative views constructively

Recommended exercise link: Encouraging constructive discussion

2 votes Handling difficult conversations

Recommended exercise link: Handling disagreement constructively

2 votes Communicates openly and transparently

Recommended exercise link: Transparency

2 votes Is visible to the team and others

Recommended exercise link: <u>Increasing engagement</u>

2 votes Delegating well

Recommended exercise link: Improving delegation

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What do you think are your main strengths?

What you say:

[&]quot;I try to be approachable with an open-door policy (even though my office is tucked away!).I am very well organised which is vital when trying to handle 5 quite different GP partners."

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What are this person's main strengths?

What your contributors say:

"very friendly and works very hard

a good boss

seems to do a good job of managing the GP partners who can be quite chaotic

fun to work with

runs the practice well - we are relatively high earning as Belinda keeps us on top of claiming, QOF, IIF etc"

"excellent PM - we'd be lost without her!"

"makes sure we socialise"

"Excellent interpersonal skills, always has time for people."

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What could you usefully improve?

What you say:

"I think our appraisal system could be doing with a refresh so it's more supportive, and so that all line managers are appraising in the same way.

We have one member of staff, very long standing, who does need a bit of 'performance managing' but they are so senior that I shy away from it, although everyone knows there's an issue - it's the elephant in the room"

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What areas could they usefully improve?

What your contributors say:

"I'm behind with my appraisal, I think a lot of people are.

Not very good at delegating - seems to take over and do things herself

could be more visible - her office is far away from the reception area

I'd like less chat messages and more of her coming down to speak to us

works too hard sets an unhealthy expectation which then puts me under pressure to work as hard as her

it would be nice if we could arrange for more training for the admin staff"

"nothing"

"there are a lot of changes being made at the moment to workflow management and I think we could have been more involved in them"

"Delivering promised changes, handling difficult members of the team."

"there is a senior person who some of us have issues with - I'm not sure what Belinda has done about that when I've mentioned it to her in the past. I don't think that person will ever change"