

Individual 360: Belinda Roberts

Responses to date: 1 self-assessment 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.

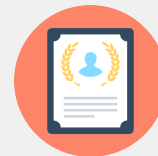
Resources to use alongside this report



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 [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.

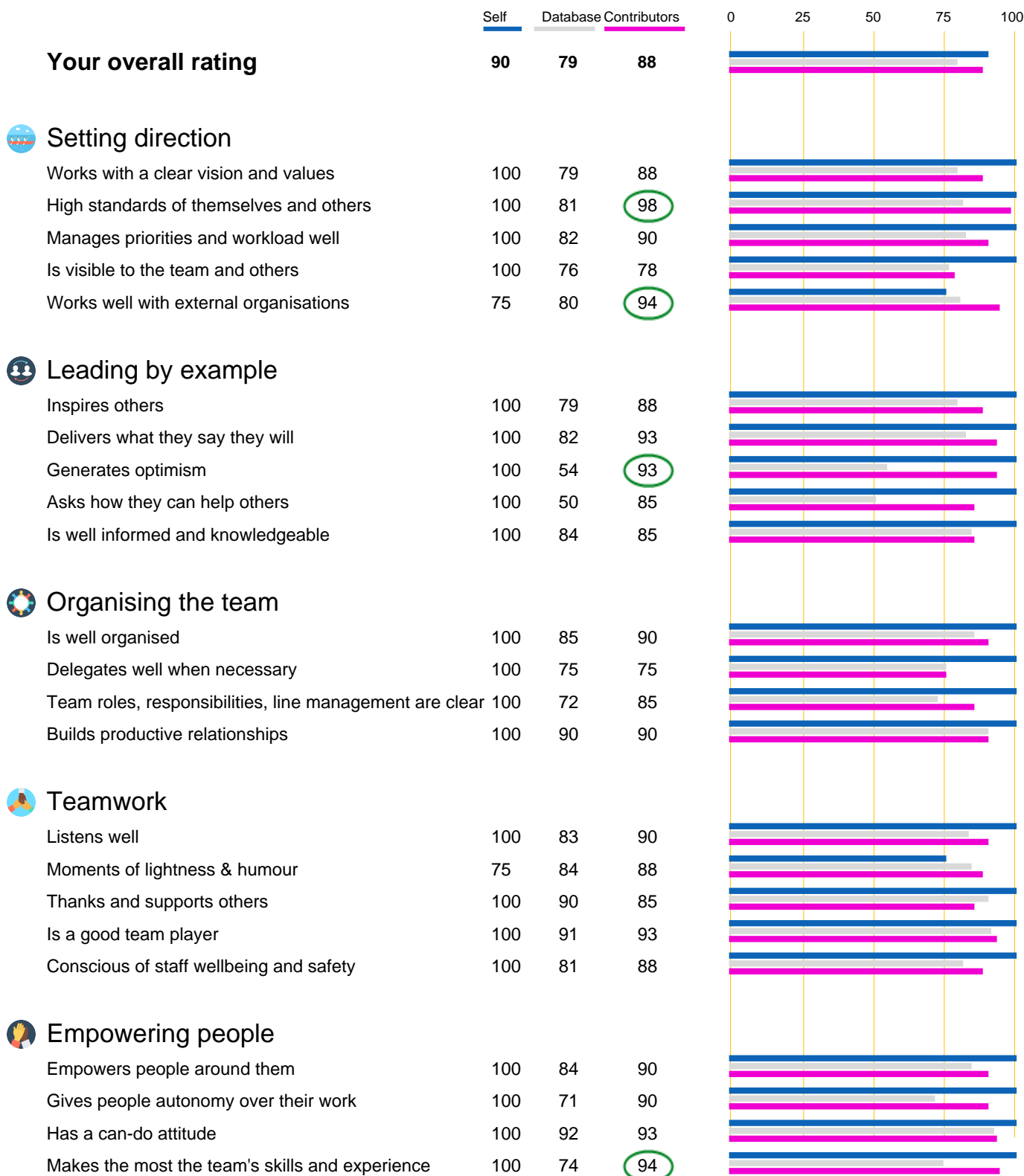
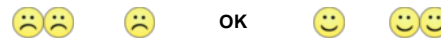
Good luck!

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% 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:

- 50% Has a supportive approach to appraisals
- 50% Deals well with challenging behaviour and performance, regardless of a person's seniority
- 50% Handles difficult conversations well
- 75% 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: [Increasing engagement](#)

2 votes Delegating well

Recommended exercise link: [Improving delegation](#)

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What do you think are your main strengths?

What you say:

"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"