

Leadership Impact Review

360 Degree Feedback Report (Manager)

Leadership Impact Review

Explanation of Reports

GAP ANALYSIS

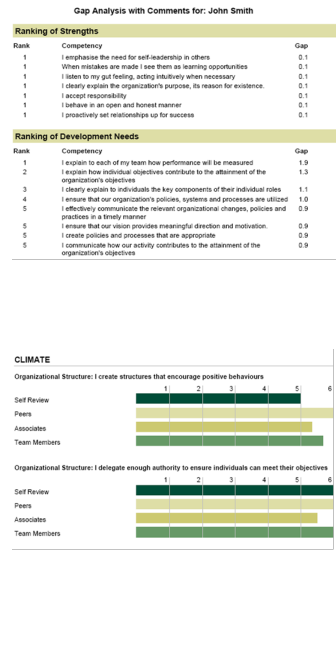
The Gap Analysis report provides you with a ranking of your strengths and development needs by showing the highest and lowest ranked questions. The ranking score is to the left of the page and you will find the actual question in the middle.

To the right is the 'gap' which indicates:

Strengths: the gap between your self assessment and the highest third party score

Development Needs: the gap between your self assessment and the lowest third party score

The second part of the Gap Analysis report shows a line graph indicating the exact responses from all parties. If the lines are the same length, for self and peers for example, this indicates that the responses were the same. In order to fully understand this report, we would need to look at the biggest gaps between the subject's answers and those of the third parties and try to understand why there is such a difference.



Key Strengths

	Gap from Highest Rating
I demonstrate self awareness (e.g. am aware of my own strengths and weaknesses and impact of my own behaviour on others)	1.9
I adjust my leadership style depending on the requirements of the situation	1.9
I contribute and align the team's objectives to the organisation's objectives	1.9
I provide opportunities for people to develop	1.9
I lead by example (e.g. honour commitments, words and actions are consistent, treat others fairly and with respect)	1.9
I effectively manage my emotions (e.g. remain calm, focused and decisive during crises, take steps to manage stress)	1.9
I delegate appropriate authority so people can meet their objectives	1.9
I bring to life the organisation's purpose, making it relevant for the team	1.9
I ensure that all relevant parties are fully briefed about plans to enable successful implementation	1.9
I communicate an inspiring vision of where the organisation is going	1.9

Leadership Impact Review

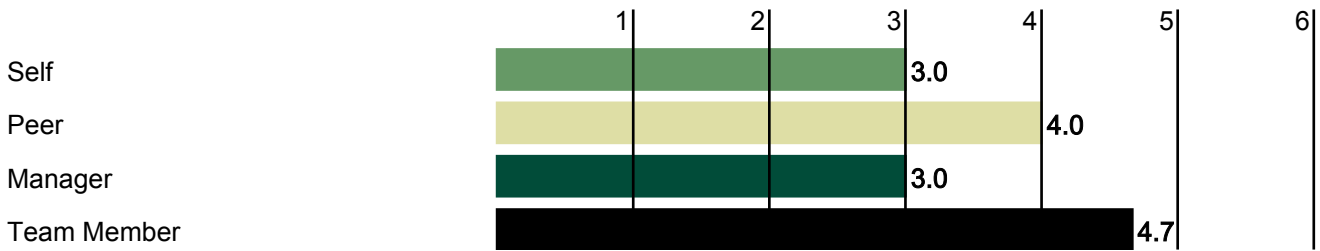
Development Needs

	Gap from Highest Rating
I actively seek information to understand customers' needs (customers may be internal)be internal)	2.0
I use a range of strategies to persuade and influence, including addressing the concerns and needs of others	2.0
I get the buy-in of key people across the organisation to achieve results	2.0
I encourage co-operation and collaboration both within the team and with other teams/units/functions across the organisation	2.0
I build mutually beneficial alliances to achieve shared goals	2.0
I consistently deliver products, services or systems that enhance customer satisfaction (customers may be internal)	2.0
I promote initiative (e.g. encourage team members to come up with new ideas, make decisions, take responsibility for their actions)	2.0
I regularly track performance against objectives	2.0
I set stretch goals for personal and team achievement	2.0
I give clear, constructive feedback	2.0
I provide timely coaching that enhances performance	2.0
I work with individuals to establish clear objectives, expectations and standards for performance	2.0
I demonstrate a willingness to embrace and integrate multiple perspectives	2.0
I communicate ideas and messages in a clear, concise and compelling way	2.0
I analyse problems and issues thoroughly and from a variety of perspectives to make sound decisions	2.0
I consult and include others in decision making and problem solving	2.0
I listen well (e.g., encourage others to present their views, summarise to check understanding, acknowledge emotions)	2.0
I effectively manage change and ambiguity (e.g., communicate openly, bring concerns into the open, promote the benefits of change)	2.0
I create an environment where diverse people can contribute to their full potential	2.0
I demonstrate a positive attitude to change (e.g. I am willing to adapt own behaviour, try new approaches, challenge the status quo)	2.0

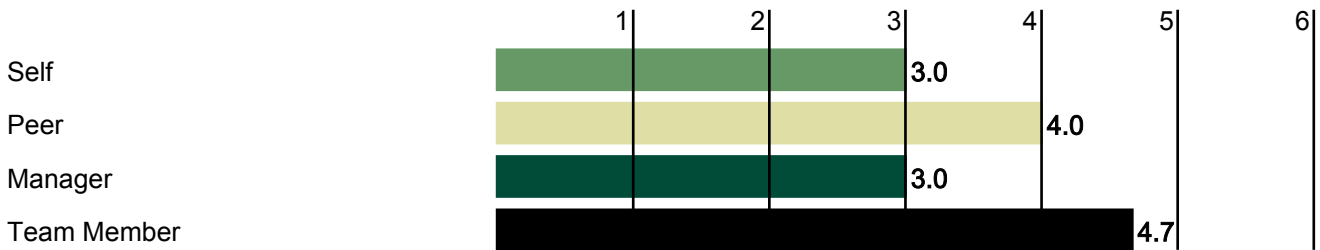
Leadership Impact Review

Planning

I ensure that all relevant parties are fully briefed about plans to enable successful implementation

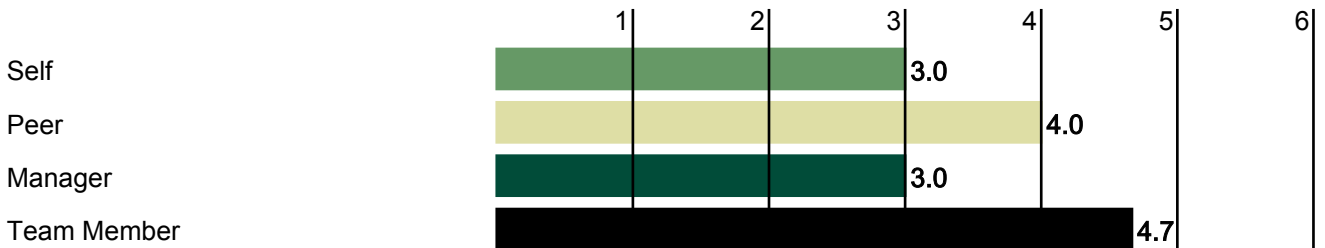


I delegate appropriate authority so people can meet their objectives



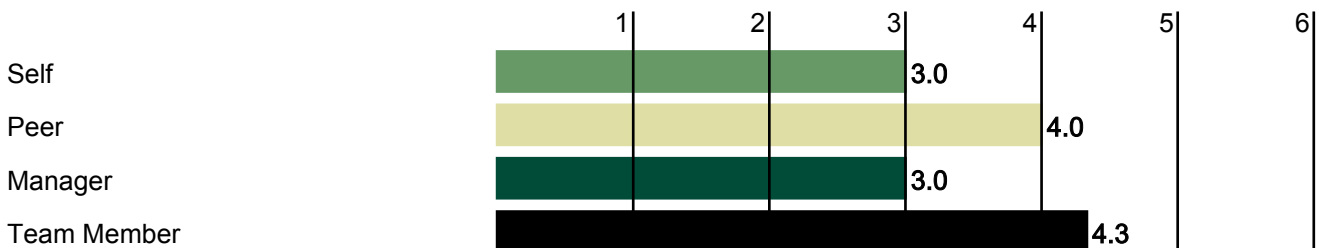
Planning

Consolidated



Decision Making

I analyse problems and issues thoroughly and from a variety of perspectives to make sound decisions



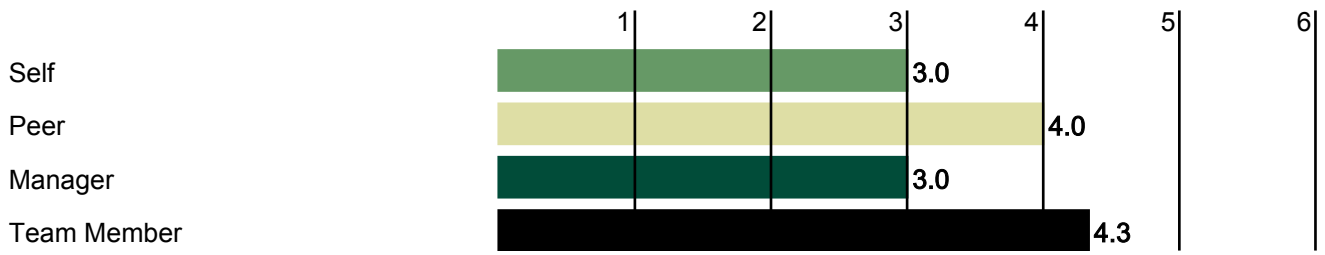
I consult and include others in decision making and problem solving



Leadership Impact Review

Decision Making

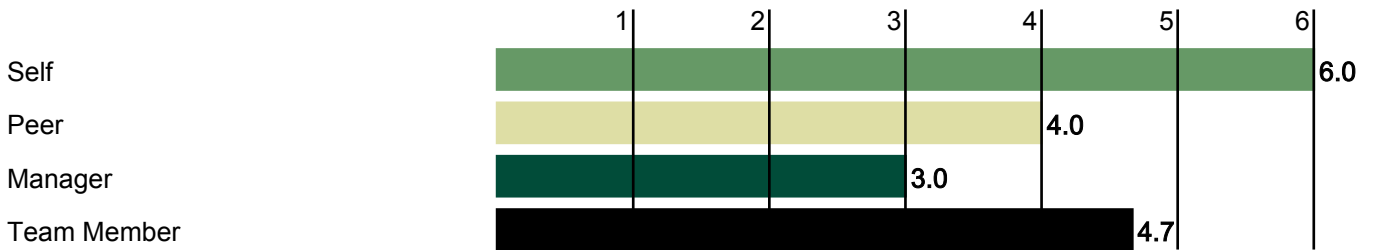
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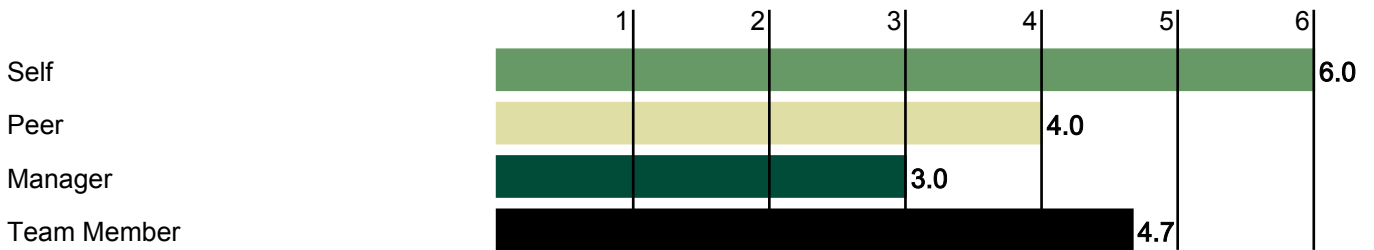
Leadership Impact Review

Organisational Commitment

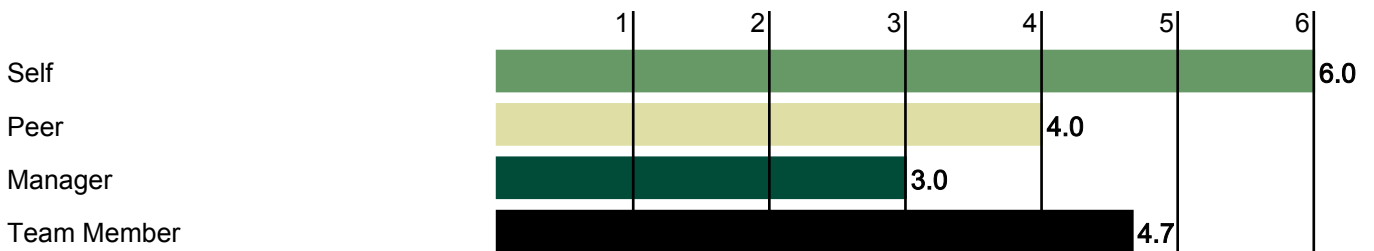
I bring to life the organisation's purpose, making it relevant for the team



I communicate an inspiring vision of where the organisation is going

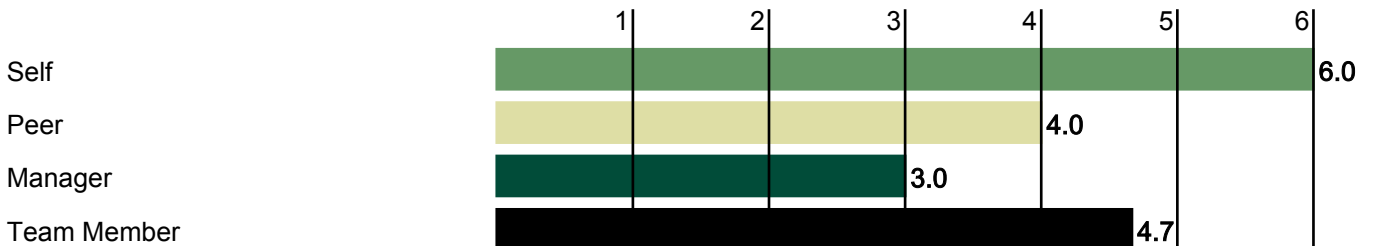


I contribute and align the team's objectives to the organisation's objectives



Organisational Commitment

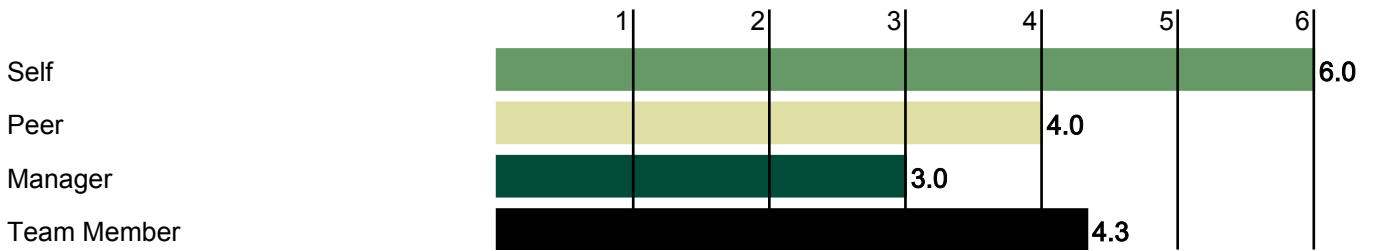
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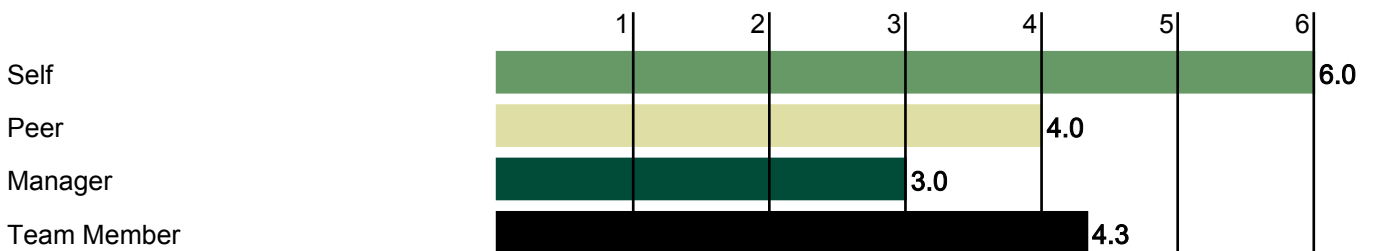
Leadership Impact Review

Communication

I communicate ideas and messages in a clear, concise and compelling way

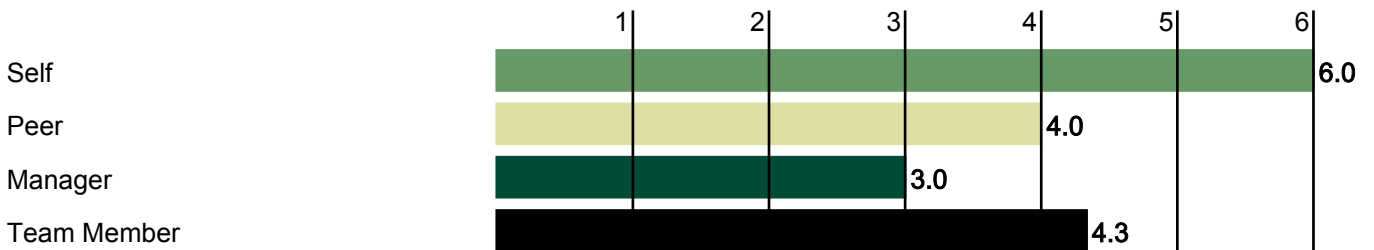


I listen well (e.g., encourage others to present their views, summarise to check understanding, acknowledge emotions)



Communication

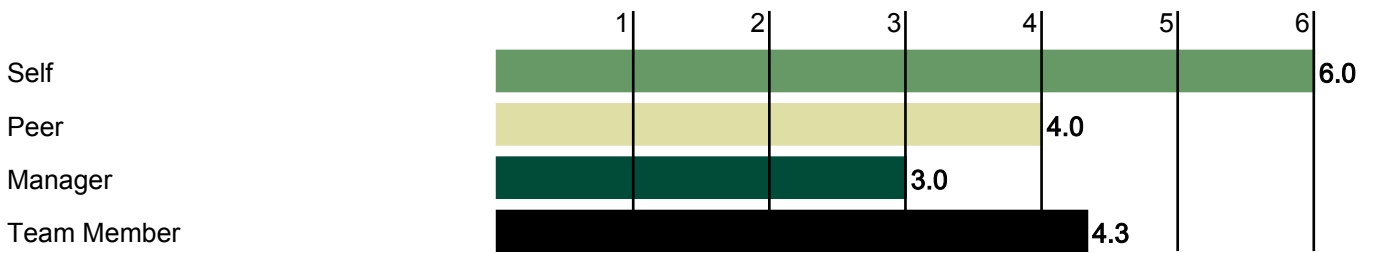
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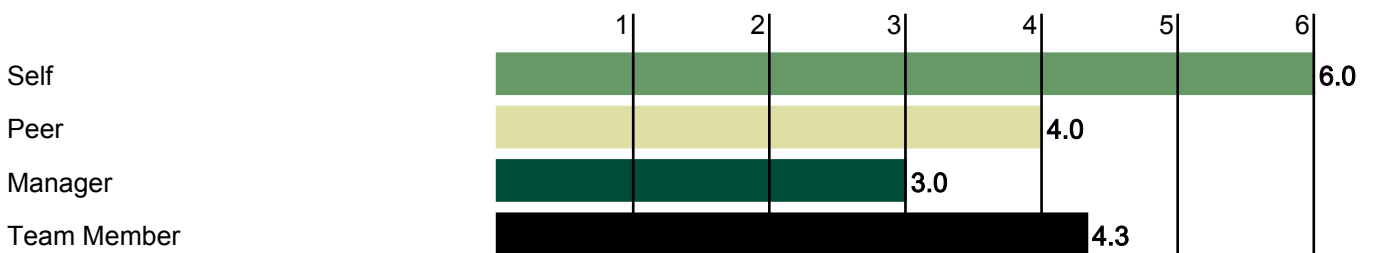
Leadership Impact Review

Change Management

I demonstrate a positive attitude to change (e.g. I am willing to adapt own behaviour, try new approaches, challenge the status quo)

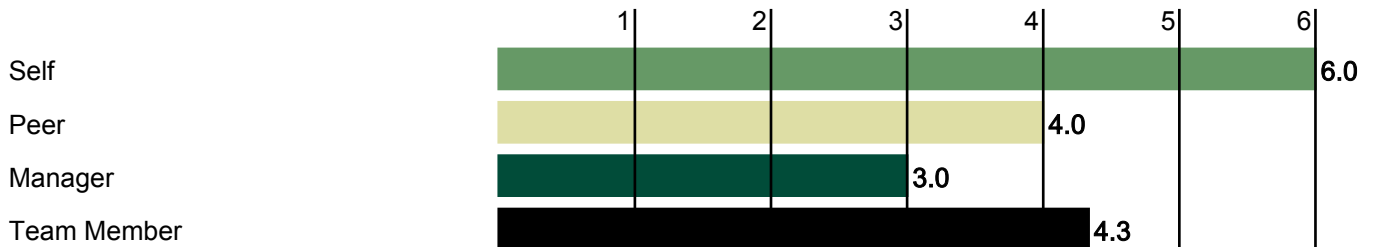


I effectively manage change and ambiguity (e.g., communicate openly, bring concerns into the open, promote the benefits of change)



Change Management

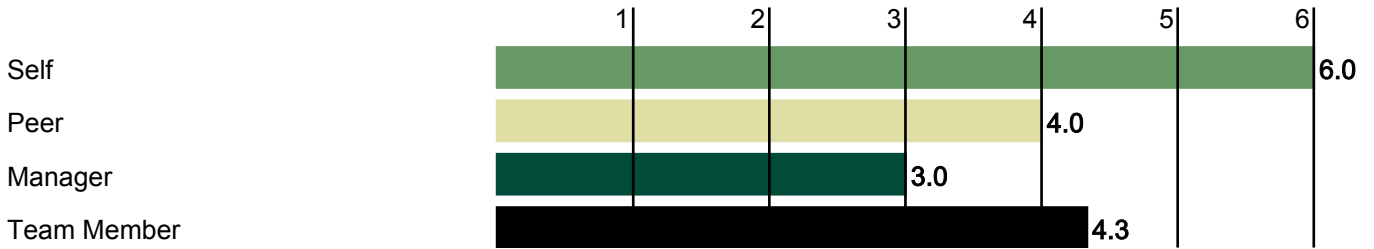
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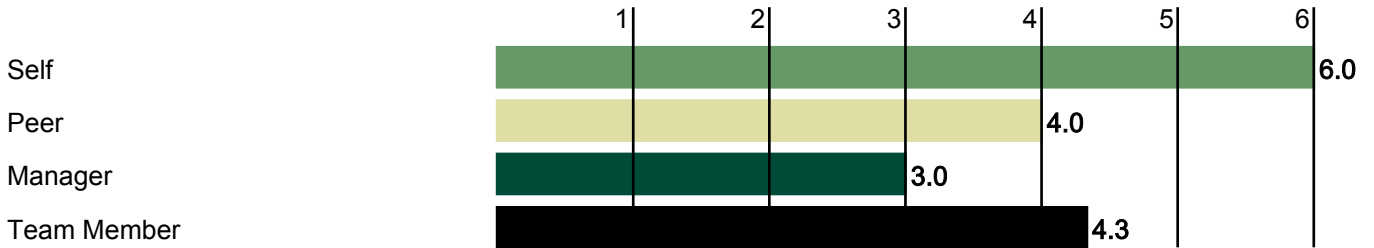
Leadership Impact Review

Teamwork

I create an environment where diverse people can contribute to their full potential

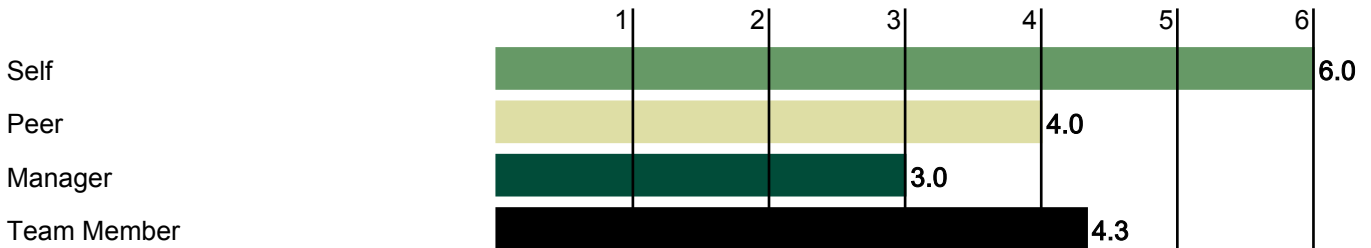


I encourage co-operation and collaboration both within the team and with other teams/units/functions across the organisation



Teamwork

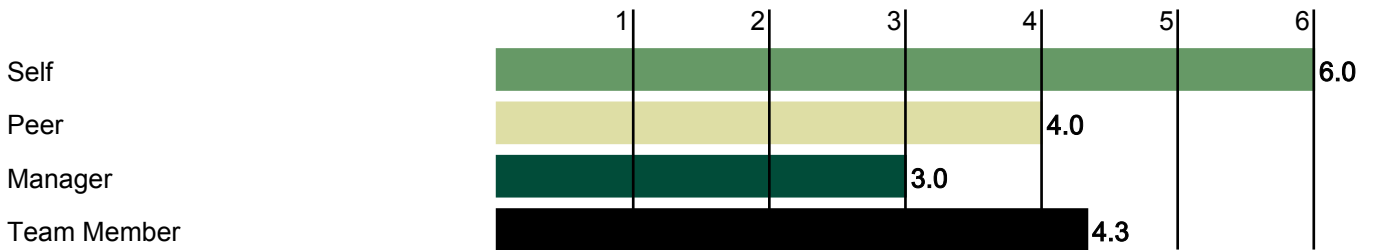
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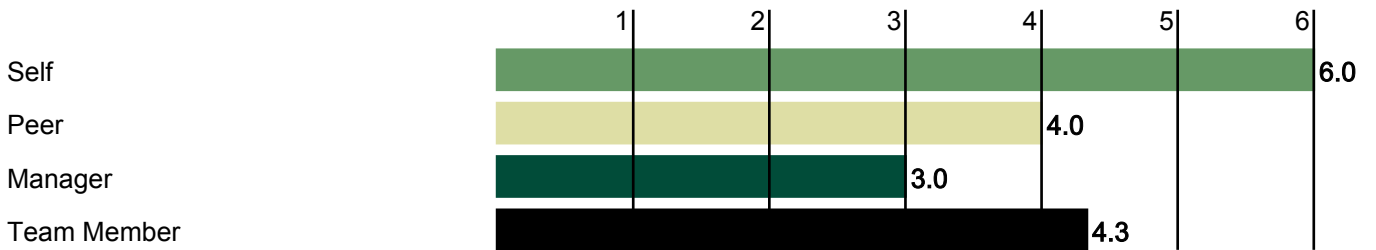
Leadership Impact Review

Relationship Management

I build mutually beneficial alliances to achieve shared goals

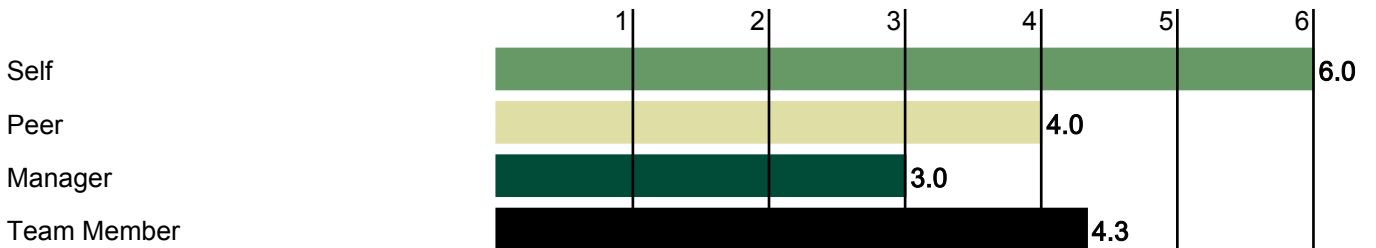


I demonstrate a willingness to embrace and integrate multiple perspectives



Relationship Management

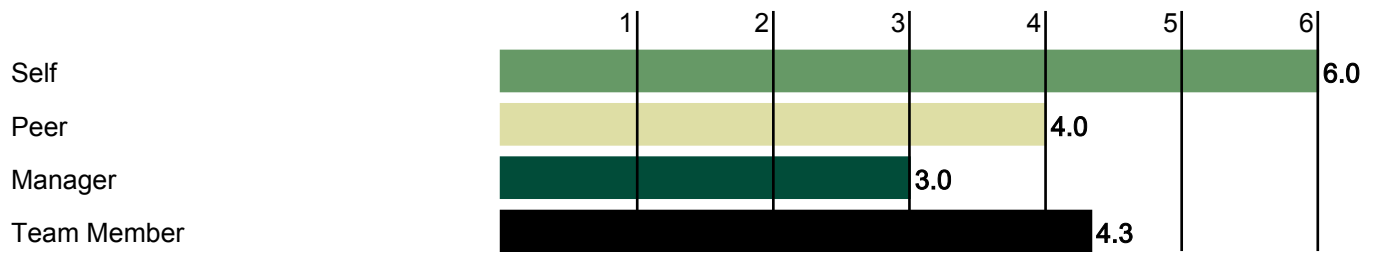
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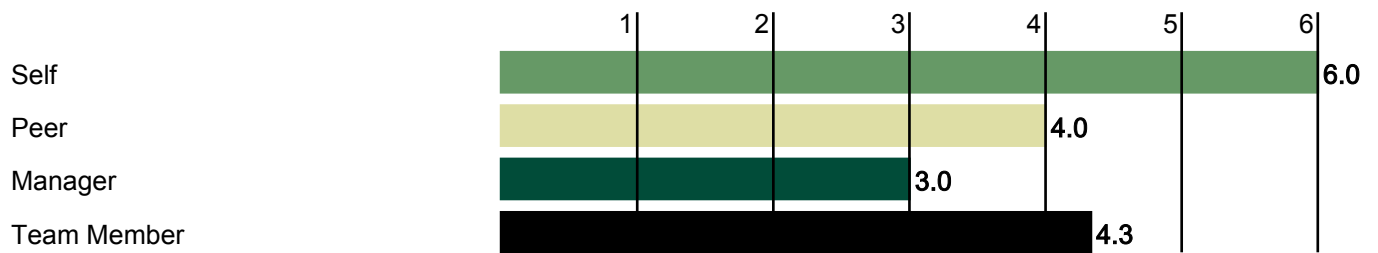
Leadership Impact Review

Customer Orientation

I consistently deliver products, services or systems that enhance customer satisfaction (customers may be internal)

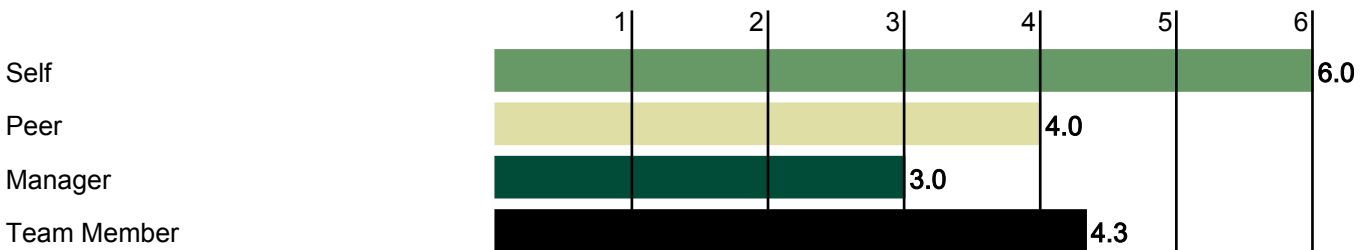


I actively seek information to understand customers' needs (customers may be internal)



Customer Orientation

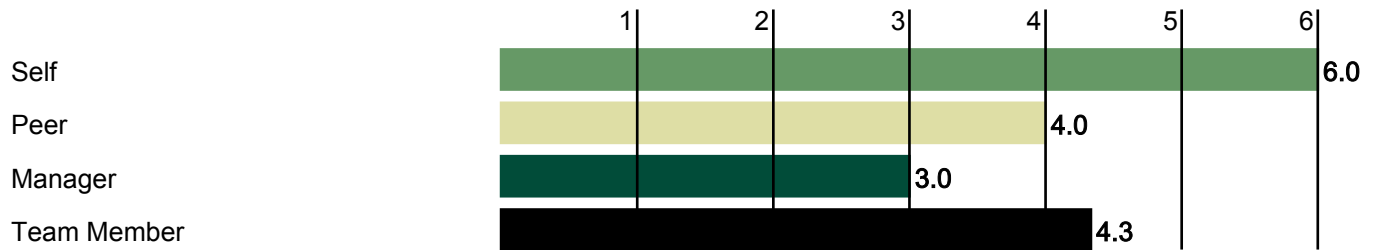
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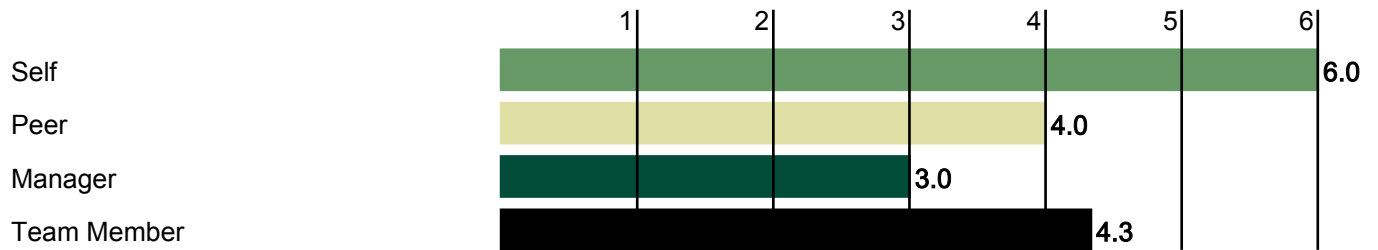
Leadership Impact Review

Influencing Others

I use a range of strategies to persuade and influence, including addressing the concerns and needs of others

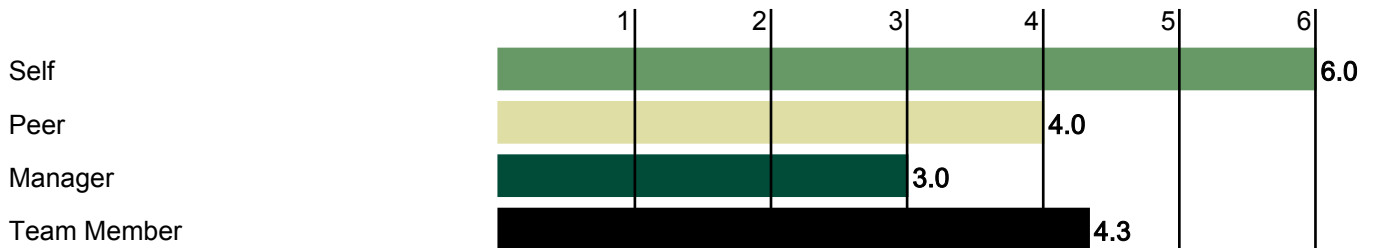


I get the buy-in of key people across the organisation to achieve results



Influencing Others

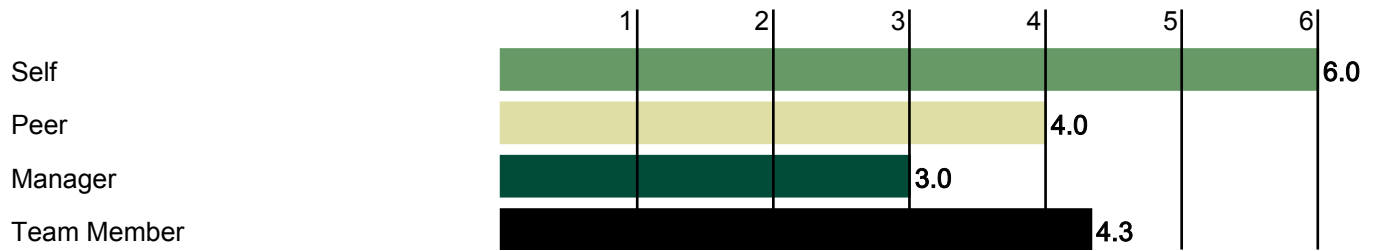
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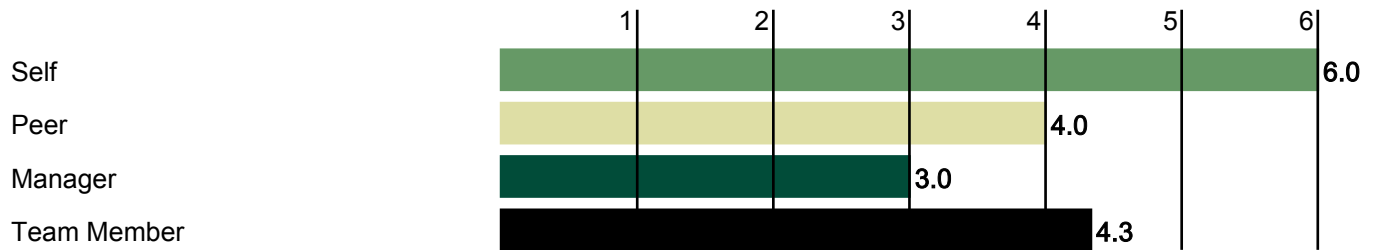
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Coaches Others

I give clear, constructive feedback

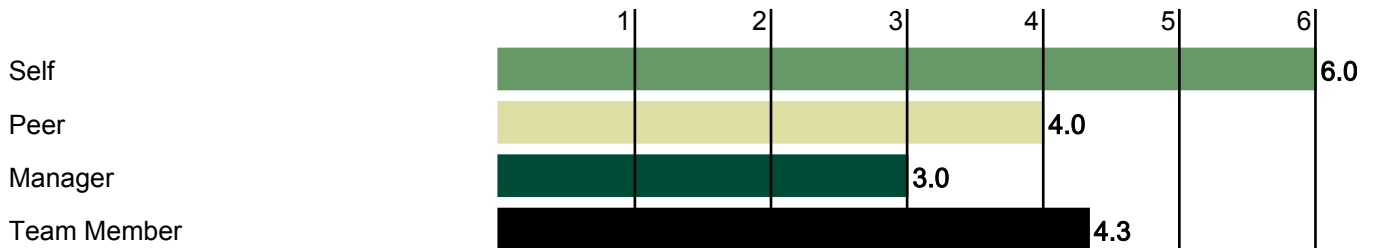


I provide timely coaching that enhances performance



Coaches Others

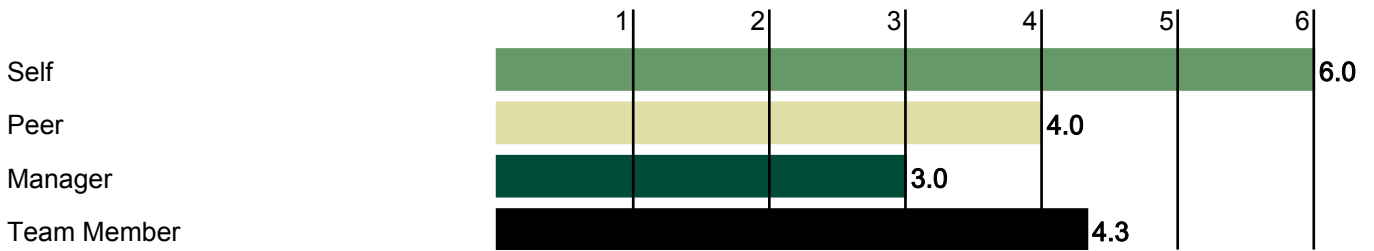
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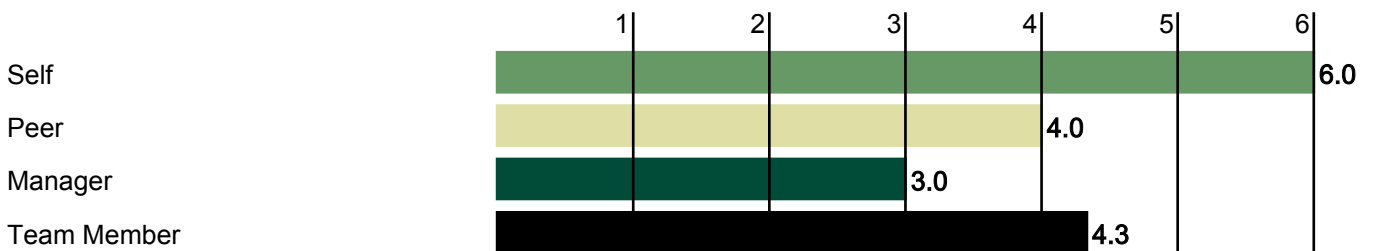
Leadership Impact Review

Performance Excellence

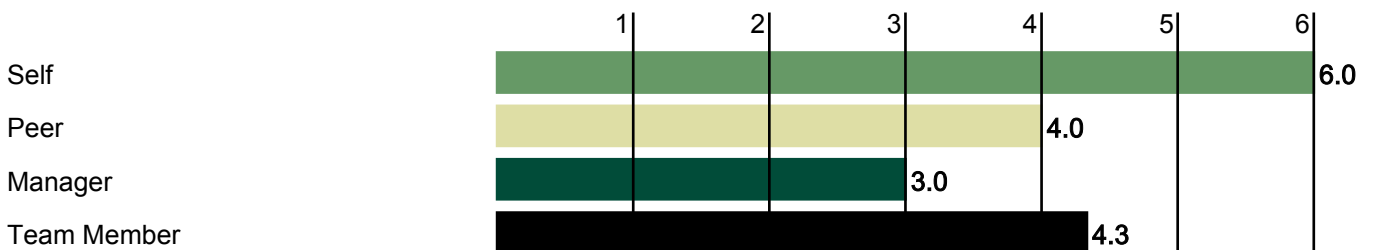
I work with individuals to establish clear objectives, expectations and standards for performance



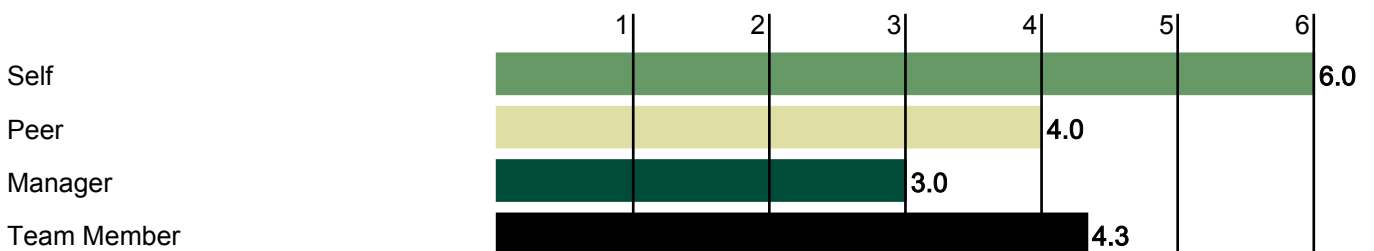
I promote initiative (e.g. encourage team members to come up with new ideas, make decisions, take responsibility for their actions)



I regularly track performance against objectives

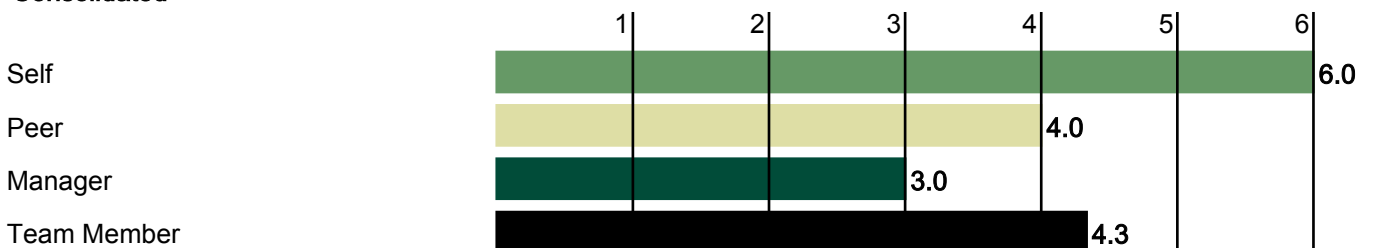


I set stretch goals for personal and team achievement



Performance Excellence

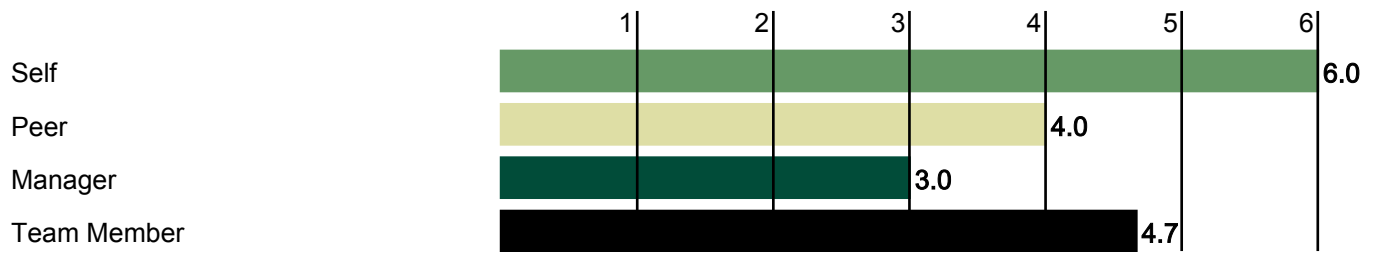
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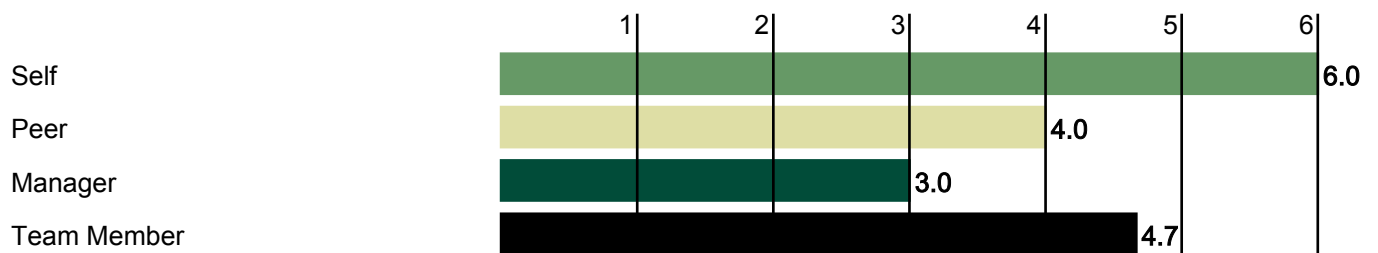
Leadership Impact Review

Self Leadership

I demonstrate self awareness (e.g. am aware of my own strengths and weaknesses and impact of my own behaviour on others)

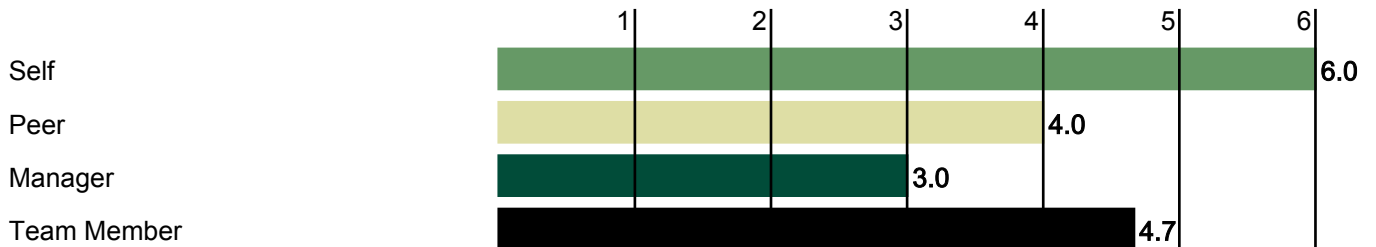


I effectively manage my emotions (e.g. remain calm, focused and decisive during crises, take steps to manage stress)



Self Leadership

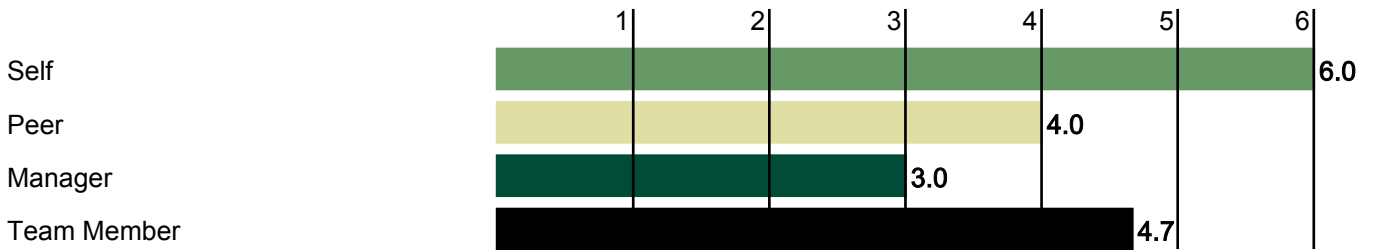
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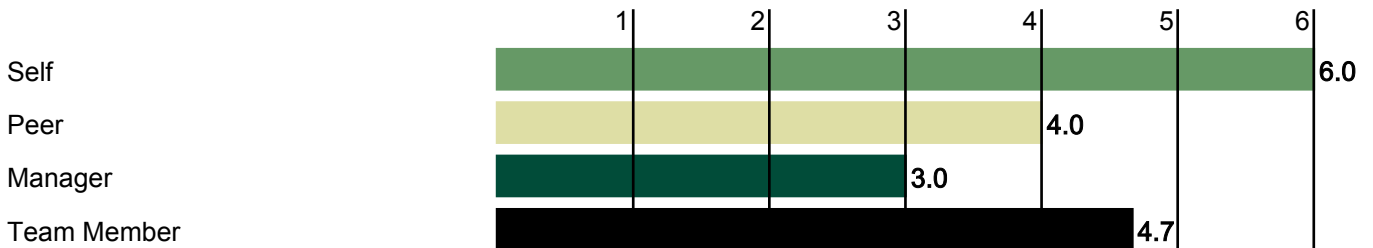
Leadership Impact Review

Leads Others

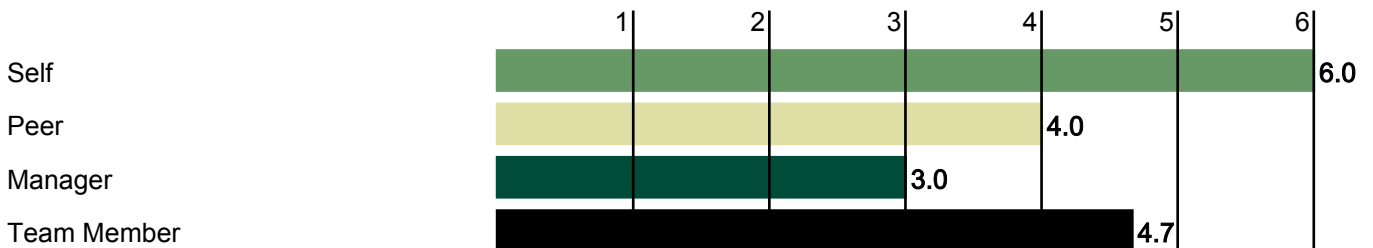
I lead by example (e.g. honour commitments, words and actions are consistent, treat others fairly and with respect)



I provide opportunities for people to develop

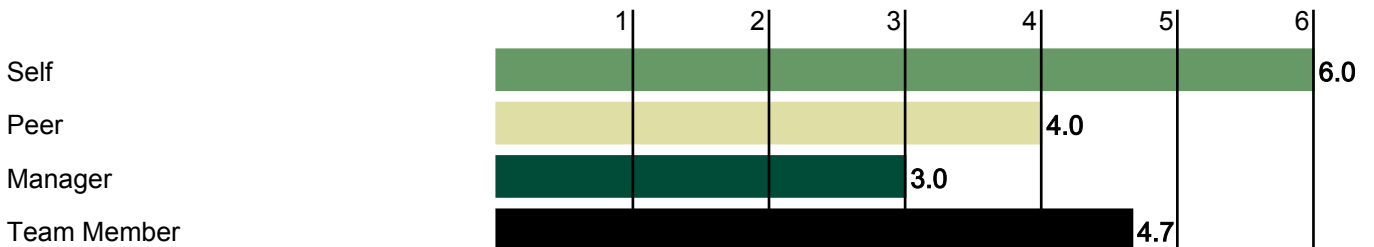


I adjust my leadership style depending on the requirements of the situation



Leads Others

Consolidated



LIR 360 Ratings

	Self	Peer	Manager	Team Member	Direct Report
Planning	3.0	4.0	3.0	4.7	
1.1 Communicate plans clearly	3.0	4.0	3.0	4.7	
1.2 Delegate authority	3.0	4.0	3.0	4.7	

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Decision Making	3.0	4.0	3.0	4.3	
2.1 - Analyse problems	3.0	4.0	3.0	4.3	
2.2 - Consult and include	3.0	4.0	3.0	4.3	
Organisational Commitment	6.0	4.0	3.0	4.7	
3.1 - Bring purpose to life	6.0	4.0	3.0	4.7	
3.2 - Communicate clear vision	6.0	4.0	3.0	4.7	
3.3 - Align team objectives	6.0	4.0	3.0	4.7	
Communication	6.0	4.0	3.0	4.3	
4.1 - Communicate ideas clearly	6.0	4.0	3.0	4.3	
4.2 - Listen well	6.0	4.0	3.0	4.3	
Change Management	6.0	4.0	3.0	4.3	
5.1 - Positive attitude to change	6.0	4.0	3.0	4.3	
5.2 - Effectively manage change	6.0	4.0	3.0	4.3	
Teamwork	6.0	4.0	3.0	4.3	
6.1 - Create environment	6.0	4.0	3.0	4.3	
6.2 - Encourage co-operation	6.0	4.0	3.0	4.3	
Relationship Management	6.0	4.0	3.0	4.3	
7.1 - Build beneficial alliances	6.0	4.0	3.0	4.3	
7.2 - Demonstrate willingness	6.0	4.0	3.0	4.3	
Customer Orientation	6.0	4.0	3.0	4.3	
8.1 - Consistently deliver products	6.0	4.0	3.0	4.3	
8.2 - Actively seek information	6.0	4.0	3.0	4.3	
Influencing Others	6.0	4.0	3.0	4.3	
9.1 - Use a range of strategies	6.0	4.0	3.0	4.3	
9.2 - Get the buy-in	6.0	4.0	3.0	4.3	
Coaches Others	6.0	4.0	3.0	4.3	
10.1 - Clear feedback	6.0	4.0	3.0	4.3	
10.2 - Provide timely coaching	6.0	4.0	3.0	4.3	
Performance Excellence	6.0	4.0	3.0	4.3	
11.1 - Work with individuals	6.0	4.0	3.0	4.3	
11.2 - Promote initiative	6.0	4.0	3.0	4.3	
11.3 - Track performance	6.0	4.0	3.0	4.3	
11.4 - Promote initiative	6.0	4.0	3.0	4.3	
Self Leadership	6.0	4.0	3.0	4.7	
12.1 Demonstrate self awareness	6.0	4.0	3.0	4.7	

Leadership Impact Review

12.2 Effectively manage emotions	6.0	4.0	3.0	4.7	
Leads Others	6.0	4.0	3.0	4.7	
13.1 Lead by example	6.0	4.0	3.0	4.7	
13.2 Adjust leadership style	6.0	4.0	3.0	4.7	
13.3 Adjust leadership style	6.0	4.0	3.0	4.7	