

360° Feedback Report

Gordon Brown

October 2008

Using the report

Couraud's 360 degree feedback reports are invaluable in helping individuals understand how they are seen and perceived by those around them. This insight gives individuals a platform to consolidate strengths and work on the blind spots and areas of development identified by their colleagues.

How to interpret the report

Do...

- Hone in on any stark differences between self-assessment and reviewer assessment as these sections are often the most illuminating and instructive in terms of self-development
- See if any common themes emerge and how performance compares between each competency
- Identify your key strengths and key areas of development and devise some performance objectives

Don't...

- Skip the text and head straight for the scores - they only tell part of the story. It is the textual analysis, with its focus on the specific and evidential, that holds the key to self-development
- Attempt to attribute comments as this detracts from the purpose of the exercise: accepting feedback is the first step to improving performance

How it works: from raw data to report

All of Couraud's qualitative 360° feedback reports are underpinned by a rigorous methodology to ensure:

- **Anonymity**
The written prose of each report is characterised by a detached, third person reporting technique which never attributes comments and uses quotations extremely sensitively. If a reviewer employs an idiosyncratic written style which may betray identity, for instance, it will be paraphrased (without losing the resonance or impact of the original). We also insist there be a minimum of 5 reviewers providing data per report and we will not divide the analysis between levels of seniority/departments etc if there are an insufficient number of reviewers
- **Objectivity**
The golden rule adhered to by our team of analysts is to remain rigidly loyal to the raw data. There is no space for inference or deduction by reading between the lines: the final report is based exclusively on reviewee feedback
- **Balance**
Striking a balance is absolutely imperative when it comes to synthesising the text - our analysts ensure that those that shout the loudest in the raw data don't dominate the airspace in the report. All views will be taken into account and the report will take care to outline the majority and minority views (or indeed the consensus view if applicable)

360 Feedback Report:

Gordon Brown

Authenticity

This person is trustworthy, genuine and honest

The majority of reviewers assert that Gordon is not authentic, stating that “he will say anything to survive” and “doesn’t seem to care about the distinction between truth and lies.” A theme that emerges frequently is his “inability to accept responsibility for his actions”. Reviewers continue that Gordon is “intellectually arrogant and blinded by a pious view of his own value system” and cite the confusion over the 10p income tax band as an example of this.

The issue of trust is of particular concern to reviewers who consider that “there’s a hidden agenda” and “do not accept him as trustworthy or honest as he has published clearly false information.” That he was “disloyal to Blair” compounds this sentiment.

A small number of reviewers give moderate praise to Gordon, stating that he is “the most trustworthy New Labour Leader”, and furthermore that “he is genuine to his beliefs albeit misguided in many of them.”

Vision

This person knows where s/he is going and has communicated that clearly

Where reviewers are positive, they comment that Gordon does indeed possess vision, but that he is unable to communicate it: “Gordon knows where he’s going, doesn’t communicate it well”, “he seemed to come to power with some sense of where he wanted to head, although this was never clearly stated and seems to have been lost in World events.”

However, such comments are few and far between, and Gordon generally scores poorly in this area. He “lacks any vision and is stuck for where to go next”. Moreover, Gordon “appears to struggle to know where he is going as demonstrated by his U-turns e.g. early election, 10p tax band, non-dom issue” and “seems incapable of thinking outside the box, or seeking alternative viewpoints and reacting to them.”

While “it’s an improvement on past performance”, he “doesn’t give us a vision for where the UK will be in 5 or 10 years’ time” and is “out of touch with the general public. He doesn’t excite me for the future.”

Hires Great People

This person recognises talent and puts the right people in the right jobs

Reviewers are virtually unanimous in declaring that this is an area of weakness for Gordon, a sentiment summarised by one reviewer thus: “He makes sure there is no-one in his cabinet ready to take over.” He has “chosen a lightweight team” and he “appoints people that he can control and dominate”. According to reviewers, he “seems to have left the ‘big beasts’ to languish on the back benches” and “the quality of the cabinet is reflected in the lack of real challengers to Gordon’s leadership”. “Beyond Jack Straw there seems to be no other credible senior members of the cabinet”.

Resilience

This person stands firm, come what may

The majority of reviewers consider this to be Gordon’s strongest area, scoring him above average for the group (which consists also of Gordon’s counterparts, David Cameron and Nick Clegg). However, many reviewers qualify their praise. Typical comments are “Gordon soldiers on in the face of adversity”, “he is resilient – in the same way as a rhinoceros hide is resilient” and “even in the face of appalling opinion polls he seems intent on keeping going at his own pace and to his own agenda.”

Though he “stuck out 10 years with Blair and is firmly determined to keep his dream job”, the cracks are beginning to show and there is a sense amongst some reviewers that this strength in resilience could be undermined by perceived policy U-turns. Some comment that for Gordon it has become “self preservation at all costs” and “he’ll hand on because he risks annihilation if he goes to the country”

Sees What’s Round The Corner

This person has a feel for what is to come next, and can mobilise others to respond

Gordon scores consistently poorly in this area. The vast majority of reviewers concur that “his decisions regarding public spending have shown no foresight”. Numerous examples are cited including the current economic situation, “the end to boom and bust”, and the 10p tax band.

According to reviewers, “this really is Gordon’s downfall”. He “consistently fails to see cause and effect born out of a rigid view of the world – his own”. “He thought he was being prudent during all those years of overspending and fuelling the housing bubble” and “taxation is a mess and so are public finances.”

Reviewers concede that these are “difficult times” and “no politician is psychic” and “to be fair, transferring bank rate control to the Bank of England was one of his great decisions” but otherwise “he seems to respond to events rather than prepare for and manage them.”

Executes To Completion

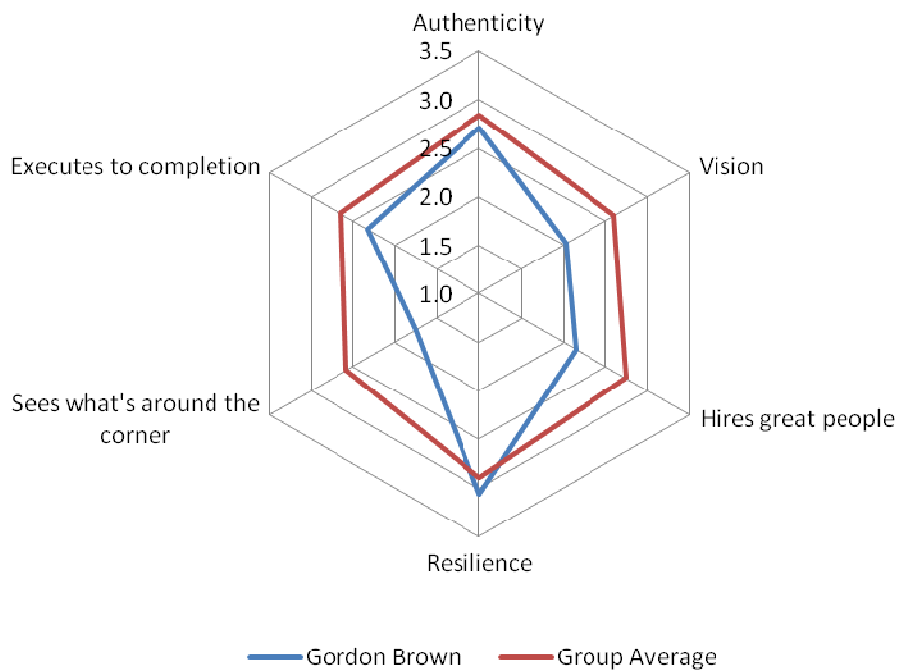
This person finishes what s/he starts and gets the job done

Views are mixed on Gordon's ability in this area. To some, he does get things done - "but style does matter to the electorate" and "I don't think anyone will see it as an accomplishment, more that he's done only what was expected and nothing else."

To others, though, Gordon is "poor on this front, as he too frequently changes direction". "It's all false announcements that fade with the headlines" and "he doesn't seem to know what's required". Some reviewers go further and say that he "makes disastrous decisions, prevaricates and then retracts."

Mean Scores out of 5

	Reviewer average	Group average	Difference between reviewer average and group average
Authenticity	2.7	2.8	-0.1
Vision	2.0	2.6	-0.6
Hires great people	2.2	2.7	-0.6
Resilience	3.1	2.9	+0.2
Sees what's around the corner	1.8	2.6	-0.8
Executes to completion	2.3	2.6	-0.3



Scoring system:

1	2	3	4	5
Dreadful	Poor	Satisfactory	Good	Fabulous!

Next steps...

- Consider taking a Myers-Briggs Type Indicator (MBTI) personality profiling questionnaire: understanding your innate personality preferences goes a very long way to explaining how you perform at work: what you excel at, and what you need to work on. Take this example:

John Smith has taken a 360.

The resultant 360 report has highlighted that when giving feedback to staff, John always critiques work and focuses on what is wrong with it— that way, he believes, he can ensure continuous improvement. According to a small majority of reviewers, however, this exclusive focus on critiquing is at the expense of providing any support or encouragement. Indeed, staff note that he pays almost no attention to what he liked or what he thought was good which can be ‘demotivating and difficult to swallow’ for his co-workers.

MBTI would explore John’s personality preferences in order to see what underpins his preferred management style and behaviour at work.

- How does he make decisions?
- How does he prefer to take action?
- How does *he* like to be appreciated and recognised at work himself?

These kinds of questions and conversations enable us to get a very clear sense of our personality preferences.

And once those preferences are foregrounded, we become much more conscious of our behaviour.

And the more conscious we are of our behaviour, the more chance we have of adapting it to suit and get the best out of those around us.

- Devise some development objectives and think about how your line manager / organisation can assist you in achieving them. What action are you going to take in light of the feedback in your report? What are your key strengths? What are your key priorities? Are there any areas of feedback that you wish to explore further?
- Couraud also provides expert coaching to individuals after they have been given their report. Together, you and your coach will examine the document in more detail: Any surprises? Why, why not? Anything you were expecting? After an in-depth discussion, our coach will help you create highly personalised development objectives

Testimonials



"We are very happy with Couraud's online 360 feedback tool: I wouldn't hesitate recommending it to others. We implemented their online system to develop a culture where feedback is actively sought and used for ongoing development – on an individual as well as firm-wide basis."
Ralph Cohen, Managing Partner, SJ Berwin



"Thank you for the 360 reports. Our senior leadership team has been very impressed with the efficiency and usefulness of the process and particularly with the end product. And each and every report has already had a positive impact. They have enabled us to face some difficult issues and have given us both a mandate and obligation to resolve these. Thank you for all of your efforts on this."

Joanna Keeling, People Director, Red Bull



Couraud's 360 feedback tool is easy to use, flexible and intuitive and has consistently received positive feedback from our users. The added value is the coaching skills Couraud brings to help individuals build on the 360 output and convert it into concrete actions."

Morag Slater, HR Manager, HSBC Private Bank



"We use Couraud's 360 feedback system for the partners of our architectural practice. The system is robust, is extremely easy to use and is backed up by fabulous support. The ease of use and quality of information we get from the system has really helped in converting people to the concept of 360."

Angela Hughes, HR Manager, Grimshaw

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