

360° Feedback Report

Nick Clegg

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:

Nick Clegg

Authenticity

This person is trustworthy, genuine and honest

Nick receives very diverse feedback in this area, from “he appears to be honest” to “weak, and copies others.” Nevertheless his score here is in fact average for the group (which consists also of Gordon Brown and David Cameron) indicating neither great strength nor weakness in this area relative to the other two party leaders. While some reviewers maintain “he is quite sincere but just muddled”, and that he “made a good impression at the party conference”, others harbour resentment, stating that “being rich, he now wants to take from those trying to make money”.

Vision

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

The themes in Authenticity are echoed here, with reviewers suggesting that he “does not appear to have much vision”, “seems a little muddled”, and “like all politicians, careful not to be too clear about the destination”. Aside from a minority of reviewers who state that “Nick’s gut instincts are good and always for justice and fairness”, many feel that they “simply do not understand the Liberal Democrats”.

Hires Great People

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

Reviewers describe Nick’s team on the whole as “a paucity of talent” and “a comedy group of conspirators”, with the notable exception of Vince Cable who is highly regarded. Other reviewers add that at least “he encourages his backbenchers to speak out” and “you get your money’s worth from a Liberal Democrat MP”.

Resilience

This person stands firm, come what may

As Nick’s lowest scoring area, reviewers are concerned that he “seems to baulk under the pressure.” While many say “it’s too early to say” and that “his resilience has not been tested”, a minority suggest that “with youth and energy on his side, he could be the one to go the distance should the Tories fall at the next election hurdle.”

Sees What's Round The Corner

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

Reviewers are divided in this area, commenting that he “has a feel for the future but is not entirely sure about mobilising others”, and “he can’t possibly [see what’s round the corner], he is missing a golden opportunity with such a poor Labour and Tory performance”. A minority comment that “in time he will accumulate the wisdom of Vince Cable to become his own man.”

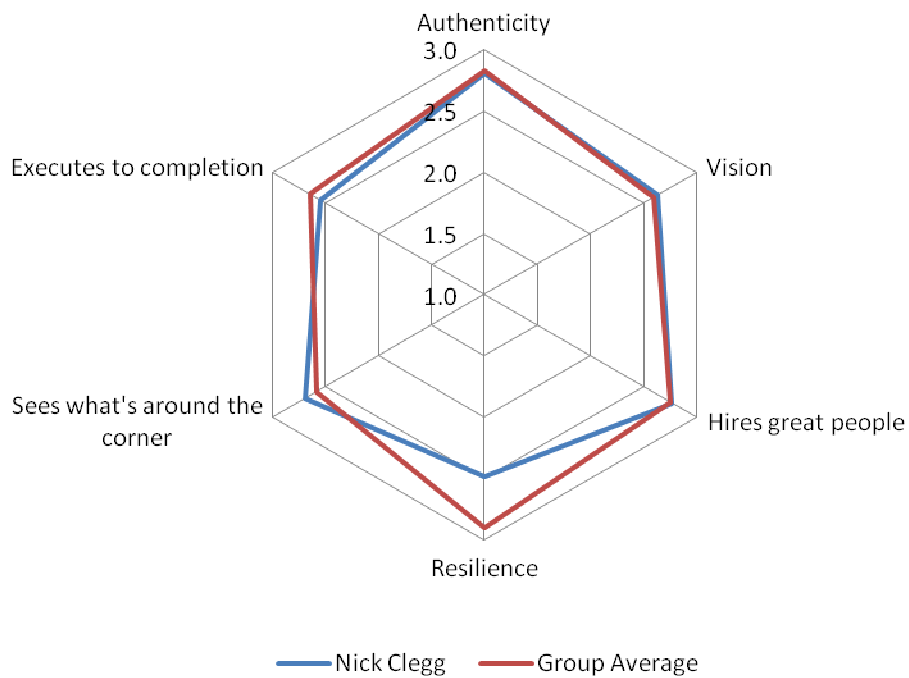
Executes To Completion

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

Falling slightly below the group’s average score, Nick “appears to execute to completion so far” and “seems to have done well in getting rid of the dafter policies”. However, whilst many reviewers concede that it’s “hard to say so far”, some suggest that he “hasn’t started well enough to have anything to complete to the end.” A minority of reviewers, however, comment that “he is a man of passion, conviction and courage to finish what he starts.”

Mean Scores out of 5

	Reviewer average	Group average	Difference between reviewer average and group average
Authenticity	2.8	2.8	0.0
Vision	2.6	2.6	0.0
Hires great people	2.8	2.7	0.0
Resilience	2.5	2.9	-0.4
Sees what's around the corner	2.7	2.6	+0.1
Executes to completion	2.6	2.6	-0.1



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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