

360° Feedback Report

James Robinson

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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: James Robinson

General Management

The turnaround in James's performance when set against last year's upward assessment is quite remarkable. Whilst colleagues do still draw attention to some areas of development in this year's 360, the overall tone of the feedback is far more positive. James is adjudged to prioritise much more effectively and no longer considers all work to be urgent, as was underlined in last year's report. He is still susceptible to 'occasionally deciding tasks need to be completed urgently without considering others' workload' but this is now the minority view rather than the consensus. Colleagues note that James has 'improved tremendously over the past 12 months' in making himself available to staff and he is deemed 'far more approachable than ever before'. His regular one-to-one meetings with colleagues to discuss matters and provide advice are highly valued and it is asked that this continue. Staff still record, though, that when James is busy or under pressure, he 'can show annoyance or get irritable if interrupted'. Feedback on James's delegation skills is by and large complimentary with colleagues remarking that his briefings are much clearer. That said, a sizeable minority declare that James's hands-off management style means that distributed work is not closely monitored with the result that 'you are often left to work out what has to be done'. Staff add that he 'sometimes does not know what he wants until he gets it'. He is, however, perceived to be adept at building and running effective teams and excels at managing client expectations. Indeed, forging strong relationships with clients is considered 'James's strongest suit' and staff cite the successful completion of one particular case (where the client was 'extremely happy with the outcome') as evidence of this ability. His eagerness to deliver results in the quickest possible turnaround time is 'great for client satisfaction but can place assistants under pressure'.

Leadership

James has made a dramatic improvement in his leadership skill-set since last year. Colleagues perceive him to be inspirational and engaging, noting that his infectious enthusiasm serves to motivate those around him. He has earned the respect of his team and is adjudged to deal with mistakes in a much more constructive manner. Similarly, James recognises efforts and achievements where due. The only criticism in this section relates to the way feedback is relayed to staff: it is noted that James sometimes reviews work 'in a piecemeal fashion and returns with more comments at a later stage'. This is seen as inefficient and irksome and staff consequently ask James to deliver feedback 'in one go'.

People Management

Echoing last year's comments, some colleagues note that James still needs to improve his listening skills as he can 'get sidetracked by incoming emails' and sometimes continues typing when speaking with colleagues. However, others record that he has shown an improvement in this area, remarking that he often turns off his computer screen so he can give individuals his undivided attention. There is a mixed response to James's awareness of workload: whilst half of those reviewed consider him to be conscious of capacity, others note that he is unaware of the conflicting demands on individuals' time and can expect a 'faster turnaround of work that he has specifically instructed you to carry out as a result'. Moreover, James is adjudged to allocate workload in an ad hoc fashion and, in a similar vein to last year, he often distributes complex work to trainees and junior colleagues and expects them to complete tasks 'they may not have carried out before'. James is, though, more encouraging of professional development: he recommends training courses to colleagues and gives colleagues an active role in client management.

Next steps...

- Start by coming up with some development objectives on the back of the feedback in the 360 report. We suggest coming up with a maximum of **five goals**: this will ensure each goal is closely and regularly regulated –by both you and your line manager
- After listing these development objectives in the boxes below, have a 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?

Development Objectives for the next 3 months

Personal Comments

- 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.

- 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

HSBC Private Bank

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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