



360° Feedback Development Workbook





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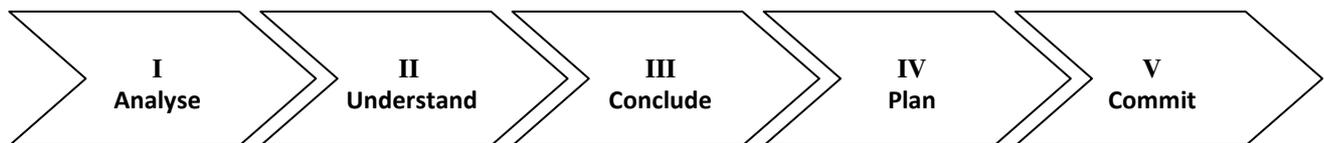
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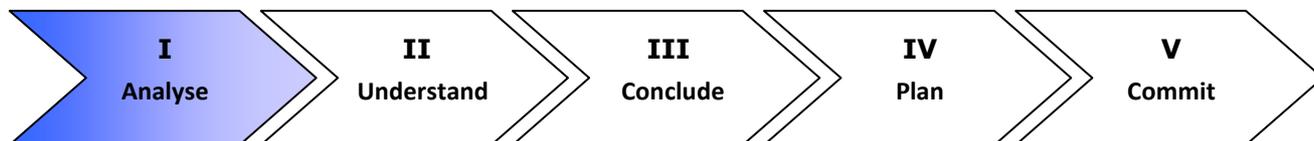
Introduction

You will have now received your 360 feedback. You can now use this booklet to help you gain the most value from the feedback data.

The following step-by-step approach will help you to understand and interpret your feedback report. Going through the five steps will guide you in planning your discussion with your manager and assist you in developing your Learning Plan.



1. **Analyse** the main patterns and trends – that you see in your Feedback Report.
2. **Understand** the detail by reviewing the data for each of the behaviours. Use the written comments to understand the messages behind the numbers.
3. **Conclude** by drawing together the findings from the previous two steps. Your conclusions will also take account of your ‘Highest and Lowest Ratings’. A set of ‘differentiating’ questions will help you to form your conclusions.
4. **Plan** your development by prioritising behaviour areas for action. Use the template provided to capture the outcomes of your discussion.
5. **Commit.** Be specific in agreeing precisely what help and support you require from your manager to ensure that your plan is followed through in line with the timings you have specified.



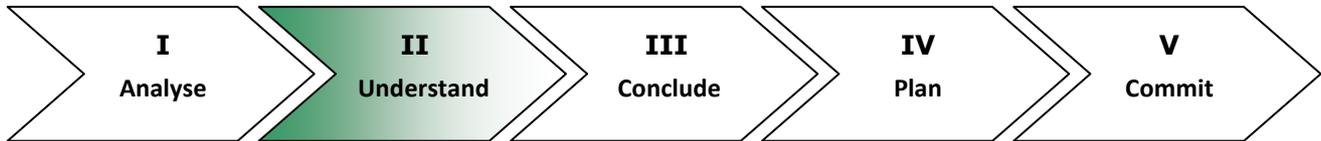
1. Analyse the Main Patterns and Trends

The first step is to understand the similarities or differences between the way you have rated yourself and the way others have rated you, including differences by different groups. What do you notice? If there are differences, why do you think this is?

Referring to the Summary spider-web, complete the table below by inserting the two highest rated and the two lowest rated competencies by each group.

	Self	Manager	All Others
2 highest rated competencies			
2 lowest rated competencies			

Look at the differences between the ratings. What does this tell you?



2. What does the data tell you?

You should now have an overall impression of how you are perceived in relation to the behaviours framework. You probably detected some characteristic patterns and trends. To better understand these trends, this step will take you into the detail for each of the behaviours.

In the boxes below answer the following questions for the behaviours in turn looking at the ratings and comments.

Write your first reactions and any conclusions for each of the behaviours in the boxes below.

1. Leadership

2. Communication



3. Change Innovation and Adaptability

4. Strategic Planning and Perspective

5. Thinking and Decision Making



6. Planning and Prioritising

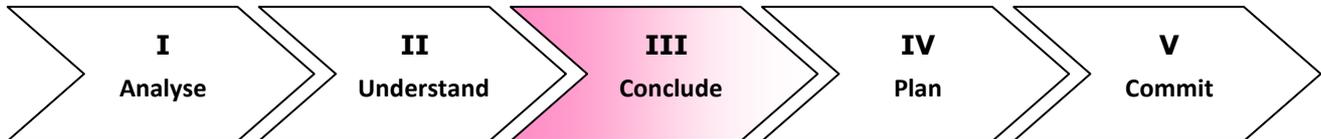
7. Managing and Building Teams

8. People Management



9. Personal Effectiveness

10. Company/Industry Knowledge and Awareness



3. What conclusions have you drawn?

In this section you will need to draw on your analysis in Sections I and II to look for any key themes across the report. They may be strengths and/or development needs.

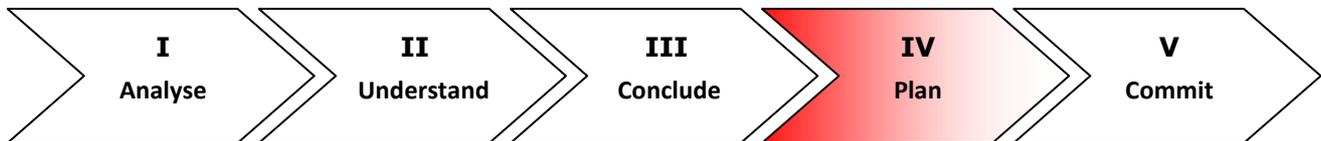
The following questions will help you recap on the information you have so far:

Some Concluding Questions

1. What are your strengths and areas for development as perceived by the different groups of observers?

2. What can you conclude about the ratings from the different groups? Why are there differences in how you are perceived by your manager/colleagues/staff?

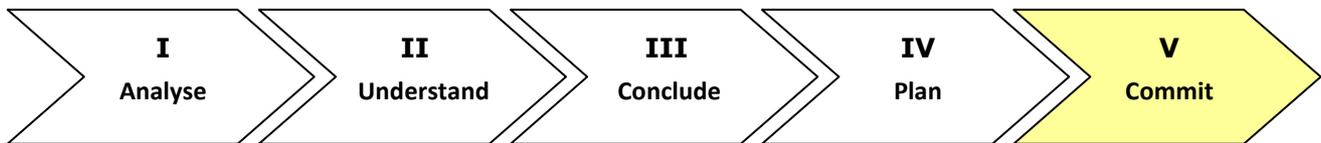
3. What surprises you when going through the data and comments?



4. Create your Learning Plan

In this step you will start to create your personal learning plan. The objective of this section is to discuss, agree and write down specific development actions which will enable you to build on your strengths and address your development needs as identified in the previous sections.

Behaviour	Specific Actions	Who can support me?	Timescale for doing this
What precisely do I want to focus on?	What will I do? What are the benefits to others and myself?	Do I need authorisation/budgets support /feedback?	When will this be achieved? What key milestones will there be?
1)			
2)			
3)			
4)			



5. **Commit to your Learning Plan**

You should now arrange a meeting with your manager to review your plans and gain his/her agreement for the actions you have identified.

Prepare for your meeting by answering the following questions:

1. A de-brief on the main messages from the Feedback Report.

Use the space below to record the key points you will make.

2. A summary of the actions you propose to take, the involvement of other people, the target dates and the follow-up needed to evaluate progress.

Use the space below to record the key points.

3. The specific help and support you require from your manager to ensure that your actions are achieved on the time-scale planned.

Use the space below to identify the key points you will cover at your meeting.



Further Notes: