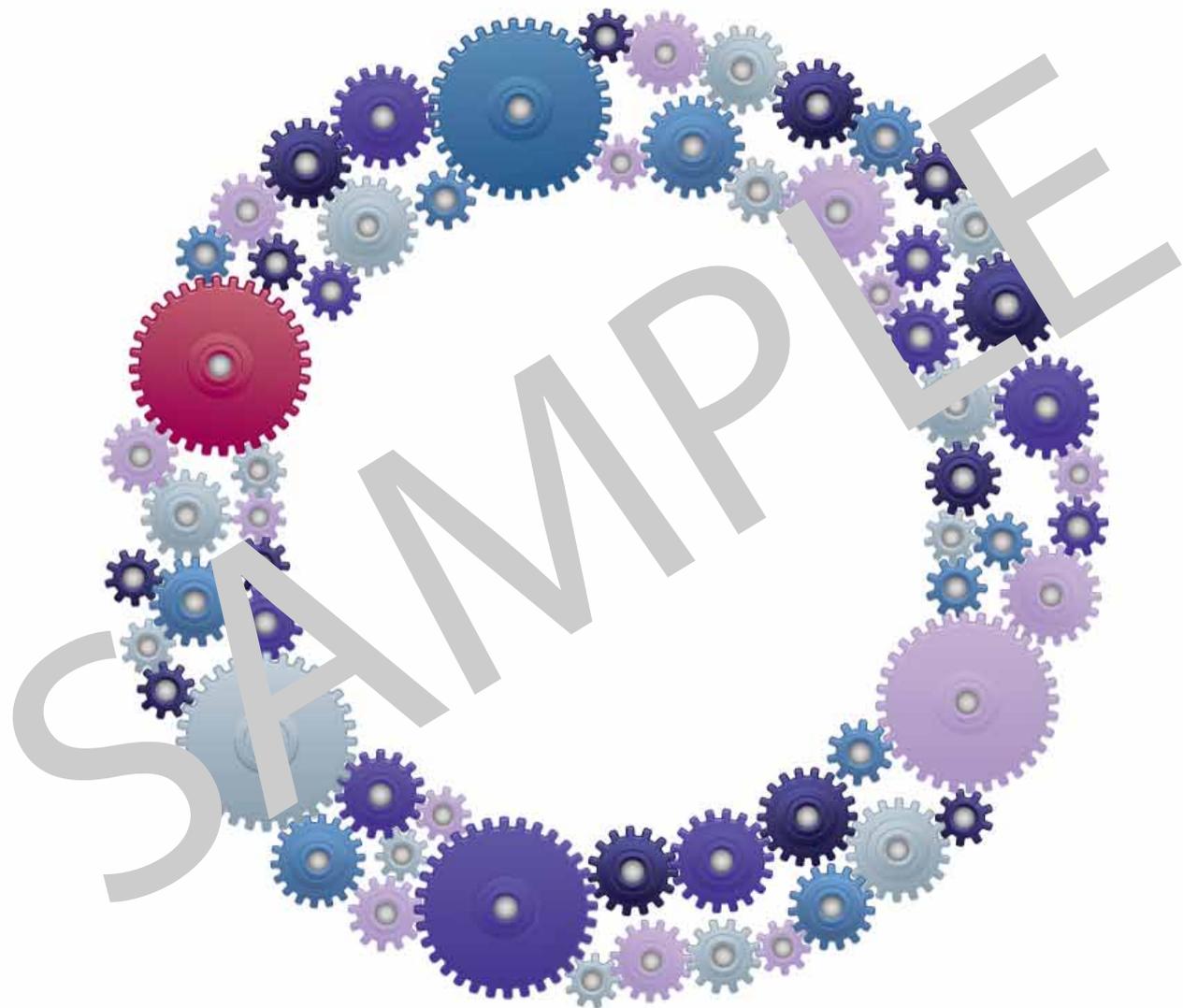


# Leaders in Education



## 360° Feedback Report

Feedback Report for Jane Smith  
Demonstration Questionnaires  
Report Generated 28 April 2011



**Your feedback report has been generated using information gathered both from yourself and from the people who have provided feedback (the respondents).**

The information has been collated and presented in 3 main sections:

1. The competency summary shows your scores at a glance under each of the main competency headings - showing how your self scores match up against the scores that your respondents gave.
2. The competency detail section takes each competency in turn and analyses it in terms of your scores against each of the individual behavioural questions.
3. The free text comments that you and your respondents gave in response to the qualitative questions in the questionnaire.

In the numerical sections of the report the results have been arranged so that the highest scoring items (based on feedback) are at the top and the lowest scoring items are at the bottom. This is to help you identify highlights and lowlights easily. If your respondents were assigned to different relationship categories then you will find that the individual scores they gave have been colour coded according to the Relationship Key on this page. Your report is designed to be read in conjunction with the workbook that has been provided along with your 360 feedback and can be downloaded from the website.

### Relationship key:

The scores in the details section of your report have been colour coded to indicate the relationship category of the respondent as follows:



Junior



Junior



Chairman of  
Governors

### Scoring System:

You and your respondents were asked to provide feedback to a number of multiple choice questions using a five point scale. The chart below shows the scale as per the questionnaires. The important thing to remember is that a higher score is intended to be more positive. If a question has been answered as 'Don't Know' then that score will have been ignored in any calculations of averages or rankings in your report.

Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%

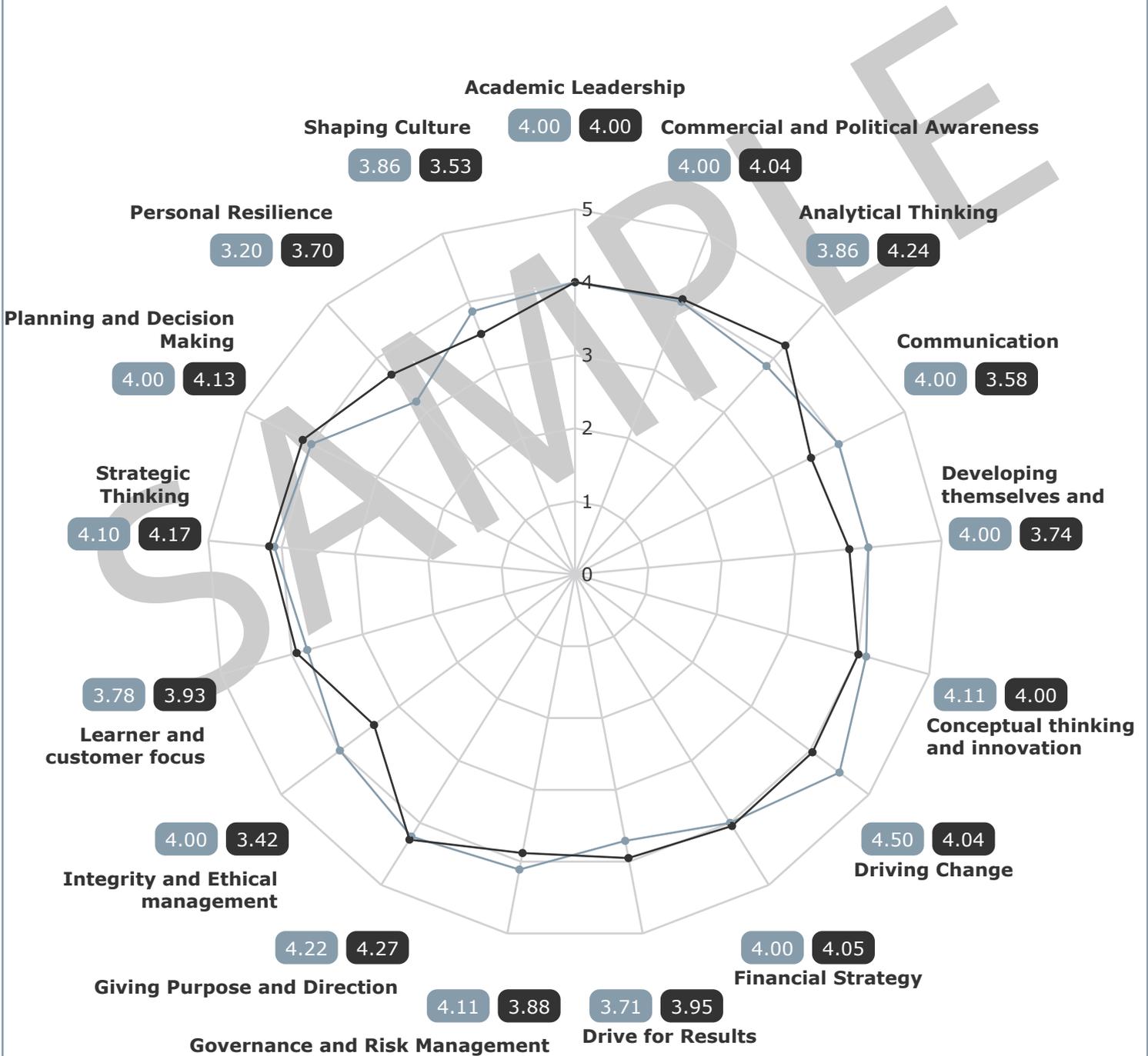


# Feedback report for Jane Smith

## Spider Diagram

Summarises graphically your self perception and compares it with the feedback you received.

Key Self Others



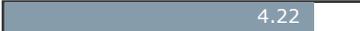


## Feedback report for Jane Smith

### Summary Of Competencies

#### Giving Purpose and Direction

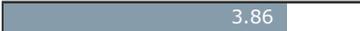
Providing direction, inspiring others and taking responsibility for contributing to and delivering results to achieve the organisation's vision and goals.

Your self score:  4.22

Feedback score:  4.27

#### Analytical Thinking

Is the ability to handle complex issues and decisions effectively, drawing on a range of analysis, data and information to inform their thinking and bringing in their own expertise

Your self score:  3.86

Feedback score:  4.24

#### Strategic Thinking

This competency is about working strategically to set and develop clear organisational goals and strategies for their achievement, engaging others with their compelling view of the future

Your self score:  4.10

Feedback score:  4.17

#### Planning and Decision Making

Being able to evaluate information and resources using insight and creativity to judge the best course of action and make timely and appropriate decisions

Your self score:  4.00

Feedback score:  4.13

#### Financial Strategy

This competence reflects the ability to plan and lead the prudent but imaginative use of financial resources to deliver value for money and quality services

Your self score:  4.00

Feedback score:  4.05

#### Commercial and Political Awareness

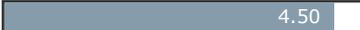
This competency is about someone who keeps up to date with political issues and identifies partnership opportunities for the organisation.

Your self score:  4.00

Feedback score:  4.04

#### Driving Change

Is about proactively leading and inspiring people in a changing environment

Your self score:  4.50

Feedback score:  4.04

#### Academic Leadership

This competency is about setting and maintaining academic standards and communicating this throughout the institution

Your self score:  4.00

Feedback score:  4.00

#### Conceptual thinking and innovation

Thinks and acts creatively in response to challenges and difficulties in achieving excellence

Your self score:  4.11

Feedback score:  4.00

#### Drive for Results

Is about maintaining and inspiring a results-driven approach, with a focus on results and critical performance indicators

Your self score:  3.71

Feedback score:  3.95

#### Learner and customer focus

Understanding and meeting the needs of the learner and/or customer and potential learners and/or customers. Leading high standards of service

Your self score:  3.78

Feedback score:  3.93



Feedback report for Jane Smith

## Summary Of Competencies

### Governance and Risk Management

Is about having a clear understanding of the difference between governance and management and is able to assess risk clearly and consistently all in support of sound corporate decision making

Your self score:  4.11

Feedback score:  3.88

### Developing themselves and others

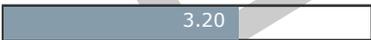
Sees development as a priority for institutional/business success, personally champions the importance of training and development

Your self score:  4.00

Feedback score:  3.74

### Personal Resilience

Displaying confidence in success, overcoming obstacles to achieve the best outcome and being able to manage emotions and be resilient in a range of complex and demanding situations

Your self score:  3.20

Feedback score:  3.70

### Communication

The ability to give and gather information and to actively manage the communication process

Your self score:  4.00

Feedback score:  3.58

### Shaping Culture

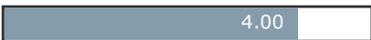
Is about setting strong core values and embedding these within the organisation, leading by example

Your self score:  3.86

Feedback score:  3.53

### Integrity and Ethical management

Demonstrates a sense of commitment to ethical practise, openness, honesty, democracy, inclusiveness, loyalty and high personal standards in undertaking the leadership role

Your self score:  4.00

Feedback score:  3.42



## Feedback report for Jane Smith

### In Detail: **Giving Purpose and Direction**

Providing direction, inspiring others and taking responsibility for contributing to and delivering results to achieve the organisation's vision and goals.

#### In Summary

Your self score:

Feedback score:

Creates momentum and excitement about what needs to be done

Own Answer: **5**      Average Feedback: **5.00**  
Individual Scores: 5, 5, N/A

Creates a strong sense of organisational identity inspiring and involving others

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 5, 4, 5

### In Detail: **Analytical Thinking**

Is the ability to handle complex issues and decisions effectively, drawing on a range of analysis, data and information to inform their thinking and bringing in their own expertise

#### In Summary

Your self score:

Feedback score:

Asks searching questions to gain further information or a greater understanding

Own Answer: **5**      Average Feedback: **5.00**  
Individual Scores: 5, 5, 5

Demonstrates intellectual curiosity and powers of observation and perceptiveness

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 5, 4, 4

### In Detail: **Strategic Thinking**

This competency is about working strategically to set and develop clear organisational goals and strategies for their achievement, engaging others with their compelling view of the future

#### In Summary

Your self score:

Feedback score:

Is able to take and manage appropriate risks to achieve corporate strategies

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 4, 5, 5

Communicates a compelling vision of the future that inspires others

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 4



## Feedback report for Jane Smith

### In Detail: **Planning and Decision Making**

Being able to evaluate information and resources using insight and creativity to judge the best course of action and make timely and appropriate decisions

#### In Summary

Your self score:

Feedback score:

Makes sense of complex situations, crystallising key information from disparate sources to underpin robust decisions

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 5, 4

Makes clear and reliable decisions, even when under pressure

Own Answer: **3**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5

### In Detail: **Financial Strategy**

This competence reflects the ability to plan and lead the prudent but imaginative use of financial resources to deliver value for money and quality services

#### In Summary

Your self score:

Feedback score:

Demonstrates the ability to think and act commercially when circumstances require

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 5, 4, 5

Can accurately assess the financial implications of strategic choices facing the organisation

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5

### In Detail: **Commercial and Political Awareness**

This competency is about someone who keeps up to date with political issues and identifies partnership opportunities for the organisation.

#### In Summary

Your self score:

Feedback score:

Proactively builds relationships with potential partners

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5

Proactively networks and builds strong alliances

Own Answer: **3**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5



## Feedback report for Jane Smith

### In Detail: **Driving Change**

Is about proactively leading and inspiring people in a changing environment

#### In Summary

Your self score:

Feedback score:

Champions collaboration to pioneer more effective and innovative ways of working and communicating

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 4, 5, 5

Provides clarity of purpose for the institution so others can follow

Own Answer: **5**      Average Feedback: **4.33**  
Individual Scores: 3, 5, 5

### In Detail: **Academic Leadership**

This competency is about setting and maintaining academic standards and communicating this throughout the institution

#### In Summary

Your self score:

Feedback score:

Ensures that the institution is fully prepared to meet all academic standards inspections

Own Answer: **2**      Average Feedback: **4.50**  
Individual Scores: N/A, 4, 5

Communicates clear leadership and understanding of the institutions responsibilities for guidance, counselling and pastoral care of learners

Own Answer: **4**      Average Feedback: **4.50**  
Individual Scores: 5, 4, N/A

### In Detail: **Conceptual thinking and innovation**

Thinks and acts creatively in response to challenges and difficulties in achieving excellence

#### In Summary

Your self score:

Feedback score:

Has a clear vision of how to translate the corporate strategy into a plan of action

Own Answer: **5**      Average Feedback: **5.00**  
Individual Scores: 5, 5, 5

Is able to be inspired and be inspiring

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 5, 4



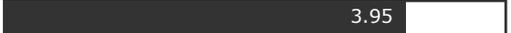
## Feedback report for Jane Smith

### In Detail: **Drive for Results**

Is about maintaining and inspiring a results-driven approach, with a focus on results and critical performance indicators

#### In Summary

Your self score:  3.71

Feedback score:  3.95

Is able to tolerate high levels of complexity and ambiguity in analysis and decision making

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 4

Takes pride in achieving results and openly celebrates success

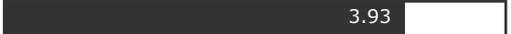
Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5

### In Detail: **Learner and customer focus**

Understanding and meeting the needs of the learner and/or customer and potential learners and/or customers. Leading high standards of service

#### In Summary

Your self score:  3.78

Feedback score:  3.93

Can clearly articulate a strong vision of learner/customer service in the strategic planning process

Own Answer: **5**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 4

Provides insight into the short and long term implications to the learner of strategic decisions

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5

### In Detail: **Governance and Risk Management**

Is about having a clear understanding of the difference between governance and management and is able to assess risk clearly and consistently all in support of sound corporate decision making

#### In Summary

Your self score:  4.11

Feedback score:  3.88

Respects the different roles of governors and management

Own Answer: **5**      Average Feedback: **4.67**  
Individual Scores: 5, 4, 5

Presents complex arguments in a way which is easily understood by governors

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 5, 3, 5



## Feedback report for Jane Smith

### In Detail: **Developing themselves and others**

Sees development as a priority for institutional/business success, personally champions the importance of training and development

#### In Summary

Your self score:

Feedback score:

Provides space for others to be creative and to take risks so that they can develop their own capabilities and approaches

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 4, 4, 5

Understands and effectively adopts evidence and research based practice

Own Answer: **4**      Average Feedback: **4.00**  
Individual Scores: N/A, 4, 4

### In Detail: **Personal Resilience**

Displaying confidence in success, overcoming obstacles to achieve the best outcome and being able to manage emotions and be resilient in a range of complex and demanding situations

#### In Summary

Your self score:

Feedback score:

Takes on very stretching challenges that others may back away from

Own Answer: **4**      Average Feedback: **5.00**  
Individual Scores: 5, 5, 5

Demonstrates optimism about the achievement of goals even when the going is tough

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 4, 5, 5

### In Detail: **Communication**

The ability to give and gather information and to actively manage the communication process

#### In Summary

Your self score:

Feedback score:

Conveys complex information in a way appropriate to the recipient/s

Own Answer: **4**      Average Feedback: **4.33**  
Individual Scores: 5, 4, 4

Is inspiring in giving talks to groups

Own Answer: **5**      Average Feedback: **4.00**  
Individual Scores: 3, 4, 5

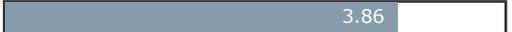


## Feedback report for Jane Smith

### In Detail: **Shaping Culture**

Is about setting strong core values and embedding these within the organisation, leading by example

#### In Summary

Your self score:  3.86

Feedback score:  3.53

Creates an environment where learning from others is an expected behaviour and a high priority

Own Answer: **4**      Average Feedback: **4.00**  
Individual Scores: 4, 3, 5

Supports, inspires and encourages others to unlock existing habits and make personal behaviour change

Own Answer: **4**      Average Feedback: **3.67**  
Individual Scores: 3, 4, 4

### In Detail: **Integrity and Ethical management**

Demonstrates a sense of commitment to ethical practise, openness, honesty, democracy, inclusiveness, loyalty and high personal standards in undertaking the leadership role

#### In Summary

Your self score:  4.00

Feedback score:  3.42

Delivers what is promised

Own Answer: **5**      Average Feedback: **4.00**  
Individual Scores: 4, 3, 5

Stands up for what is right in terms of leading and developing service delivery, even when it is difficult to do so and/or there may be a personal cost to doing so

Own Answer: **4**      Average Feedback: **4.00**  
Individual Scores: 3, 4, 5



Feedback report for Jane Smith

## Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What does Jane Smith do well that you would like them to do more of?

**You answered:** Is inspiring!

### Respondents' Feedback:

She has a great view of the future and is inspiring when she talks about it

Jane is particularly good at networking with outside organisations and partners

She is an inspiring speaker

SAMPLE



Feedback report for Jane Smith

## Free Type Questions

You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What would you like Jane Smith to do differently or stop doing?

**You answered:** Accept criticism more easily

### Respondents' Feedback:

I would like her to listen to others viewpoints more, she overlooks some good input from junior staff

I would like Jane to be more welcoming of challenge at Board meetings

overly optimistic at times about what can be achieved in the time available

SAMPLE



Feedback report for Jane Smith

## Highlights & Lowlights

Your five highest scoring behaviours

**Asks searching questions to gain further information or a greater understanding**

Part of: Analytical Thinking

Own Answer: **5**      Average Feedback: **5.00**  
Individual Scores: 5, 5, 5

**Has a clear vision of how to translate the corporate strategy into a plan of action**

Part of: Conceptual thinking and innovation

Own Answer: **5**      Average Feedback: **5.00**  
Individual Scores: 5, 5, 5

**Takes on very stretching challenges that others may back away from**

Part of: Personal Resilience

Own Answer: **4**      Average Feedback: **5.00**  
Individual Scores: 5, 5, 5

**Creates momentum and excitement about what needs to be done**

Part of: Giving Purpose and Direction

Own Answer: **5**      Average Feedback: **5.00**  
Individual Scores: 5, 5, N/A

**Is able to tolerate high levels of complexity and ambiguity in analysis and decision making**

Part of: Drive for Results

Own Answer: **4**      Average Feedback: **4.67**  
Individual Scores: 5, 5, 4



Feedback report for Jane Smith

## Highlights & Lowlights

Your five lowest scoring behaviours

**Admits mistakes and/or is open about own shortcomings**

Part of: Integrity and Ethical management

Own Answer: **3**

Individual Scores: 2, 1, 5

Average Feedback: **2.67**

**Deals with performance issues quickly and openly**

Part of: Drive for Results

Own Answer: **4**

Individual Scores: 1, 2, 5

Average Feedback: **2.67**

**Ensures that others have the necessary training and development to fulfil their job role**

Part of: Developing themselves and others

Own Answer: **4**

Individual Scores: 2, 2, 4

Average Feedback: **2.67**

**Clearly understands the implications and impact of their emotions on self and others in a range of situations**

Part of: Personal Resilience

Own Answer: **3**

Individual Scores: 1, 2, 4

Average Feedback: **2.33**

**Recognises how challenges to personal values are likely to trigger certain responses in them**

Part of: Personal Resilience

Own Answer: **2**

Individual Scores: 2, 1, 4

Average Feedback: **2.33**