

XYZ Company

Manager Feedback Report

360 Feedback Report

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**Note Includes: Self, Supervisor, 3 Peers and
4 Subordinates.**

The Manager Feedback Model

The Young Manager Feedback Model is an instrument designed to provide feedback on your behaviour in practice as a manager. It has been designed to provide important feedback for you as part of the Egmont Young Manager Program. It focuses on the range of dimensions that impact a person's success in being an effective manager. Thus it provides you with some valuable feedback that will help you to identify areas of strength and areas for further investigation or development in order to build your leadership and management competence and impact.

The Young Manager Feedback Model dimensions are:

Task Organisation

This provides feedback to you on how effectively you demonstrate the skills of organising the work including:

- Knowing what is expected
- Setting SMART Objectives
- Focusing on the right things
- Allocating resources appropriately
- Ensuring that the team's main goals are broken down into appropriate and coherent tasks or activities

Task Delivery

This provides feedback to you on how well you ensure that the work is delivered including:

- Setting standards
- Following up progress
- Making decisions
- Taking responsibility
- Delivering results
- Reviewing for potential to improve

Leading Performance

This provides feedback to you on how effectively you lead performance including:

- Communicating appropriate information clearly
- Providing role clarity to individuals
- Agreeing goals that are owned by individuals
- Providing regular performance feedback
- Providing coaching to address underperformance
- Providing rewards

Leading People

This provides feedback on how effective you are perceived to be in leading people. It includes:

- Fostering open and constructive dialogue
- Delegating and enabling people to take responsibility
- Involving and motivating people
- Actively helping people to identify their own strengths and weaknesses
- Providing opportunities for people to develop
- Facilitating conflict resolution

Leading Teams

This provides feedback on how well you are perceived to lead teams. It includes:

- Providing a clear direction for the team
- Providing a role model of appropriate behaviours
- Ensuring shared clarity of roles and responsibilities
- Ensuring that the team has agreed and uses appropriate shared processes for effective teamworking
- Fostering positive behaviours and Interpersonal relationships

Managing the Business

This provides feedback of how effective you are perceived to be in managing the business. It includes:

- Actively encouraging knowledge sharing
- Driving change when appropriate
- Is able to see the business holistically and demonstrating a good understanding of how all the parts of the business fit together
- Is able to think strategically by identifying the important high level issues impacting the business and how they should be handled
- Ensuring that individual, and team action plans are consistent with and contribute to unit strategy
- Having a clear understanding of the dynamics of the market the team is serving
- Having a clear understanding of key customer needs
- Networking effectively inside and outside the company

How to Read this Report

The Management dimensions introduced above are designed to give you feedback on the degree to which you demonstrate good leadership and management behaviour in practice. These are the behaviours that leaders and managers will require to demonstrate in order to be effective in a business management role.

You have recently completed a questionnaire and asked a number of your colleagues to complete this questionnaire. This process is called a 360 degree feedback process as you were asked to forward the questionnaire to your boss, a number of peers and a number of subordinates as well. The questionnaire was designed to provide you with feedback on how you and others see your behaviour in practice against good management behaviours.

This feedback is a gift from your colleagues that often is not normally available. You should treat it as a precious gift to help you grow and develop.

In order to preserve confidentiality the peer and subordinate feedback is grouped and you are presented with the average rating for that group.

Review the overall feedback first and identify what it is saying to you. How does your boss see your behaviour versus your own assessment? How do your colleagues/peers and your subordinates see your behaviour versus your own perceptions? What are the areas of strength you are seeing in the overview and what are the potential areas for further development?

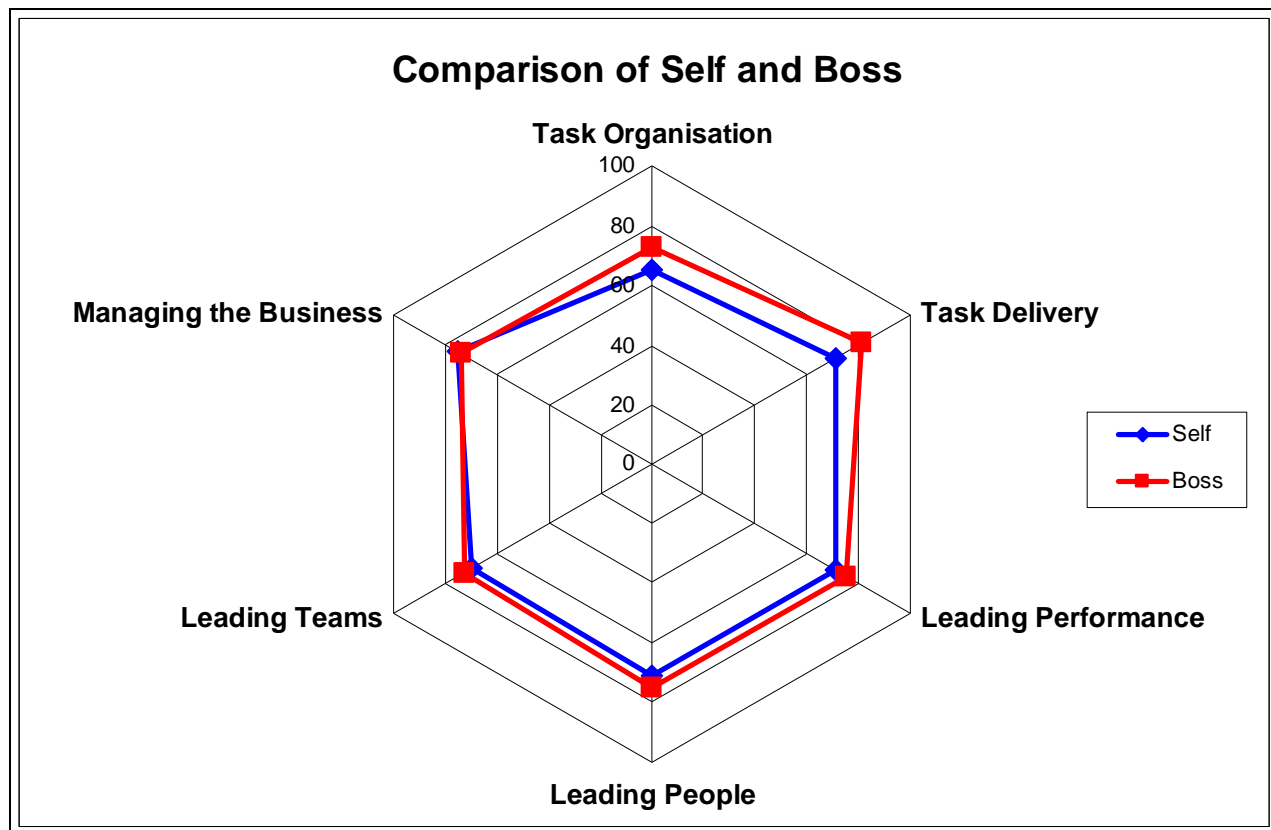
Once you have identified the main points of feedback from the overview you can then explore the detailed feedback by Dimension. The best way to do this is to look at each one and identify points of interest. Where does your boss or one of the other groups rate you significantly different than your own perception? Is this surprising?

If you are surprised by some of the feedback do you have enough information to draw conclusions? You may find it valuable to have a follow up discussion in confidence with your boss, one or more colleagues or one or more subordinates to check out what might be the perception that lies behind a particular rating. This will provide you with more qualitative feedback to support this quantitative feedback you have received in this report.

Note as you are going through the report the key points and develop a list for yourself of strengths and areas for development. Reflect on what you will do to develop your behaviour on areas where others see you performing less strongly than you see yourself. What might you do about this? And remember ask for help and information.

Note this does not set itself out to be a scientific instrument. It is a tool for gathering the perceptions of others. What you will read in terms of feedback in the coming pages is a compilation of your own and the perceptions of people around you. That will provide some data but remember it is only data. It will point to particular strengths or areas for development. You should validate any conclusions you draw by discussing them with your boss and specific colleagues to ensure that you are reaching the correct conclusions. In addition the program staff on this program will also be happy to discuss your feedback report and your conclusions with you.

Overview Feedback – Self/Boss



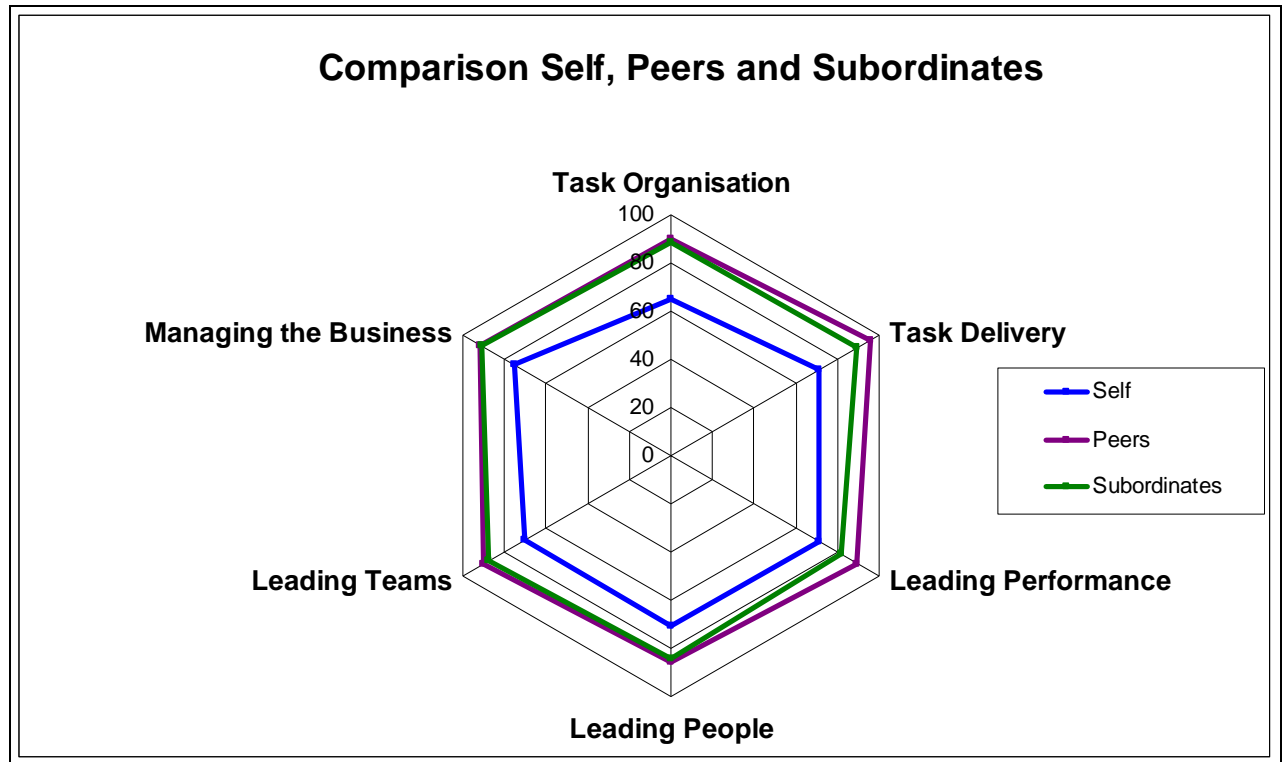
This figure plots your own perception and that of your boss on each of the dimensions.

Ratings above 80 can be seen as a real strength. If your boss perceives that you are above 80 then this is a competence or skill set that your boss sees you as demonstrating in your behaviour on a regular basis. You should seek to consolidate these behaviours.

Ratings from 60 to 80 are average. If you have a result that perceives you as between 60 and 80 then you are displaying the behaviour frequently but there is room for showing it more consistently.

Ratings below 60 indicate an area where you are infrequently displaying the desired behaviours. A profile of a dimension below 60 indicates that you are currently perceived to demonstrate that value or behaviour infrequently. You should reflect on this and identify what is required for you to demonstrate this behaviour more frequently.

Overview Feedback – Self/Peers/Subordinates



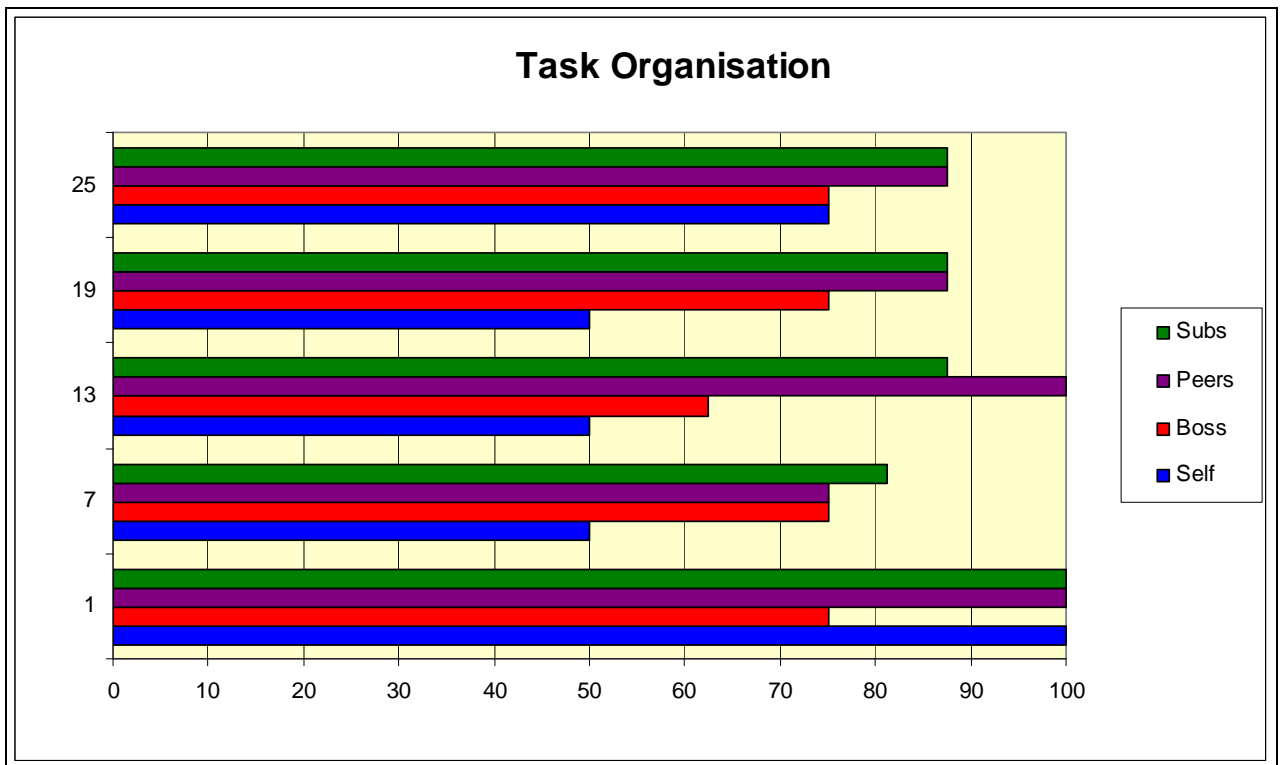
This figure plots your own perception compared to the perceptions of your peers/colleagues and subordinates.

Ratings above 80 can be seen as demonstrating the behaviours frequently. If you have a combined view of all respondents that perceive that you are above 80 this says that you regularly or often demonstrate the desired behaviour(s).

Ratings from 60 to 80 are average. If you have a combined view of all respondents that perceive you as between 60 and 80 then you display these behaviours regularly but you are not consistently displaying the behaviours.

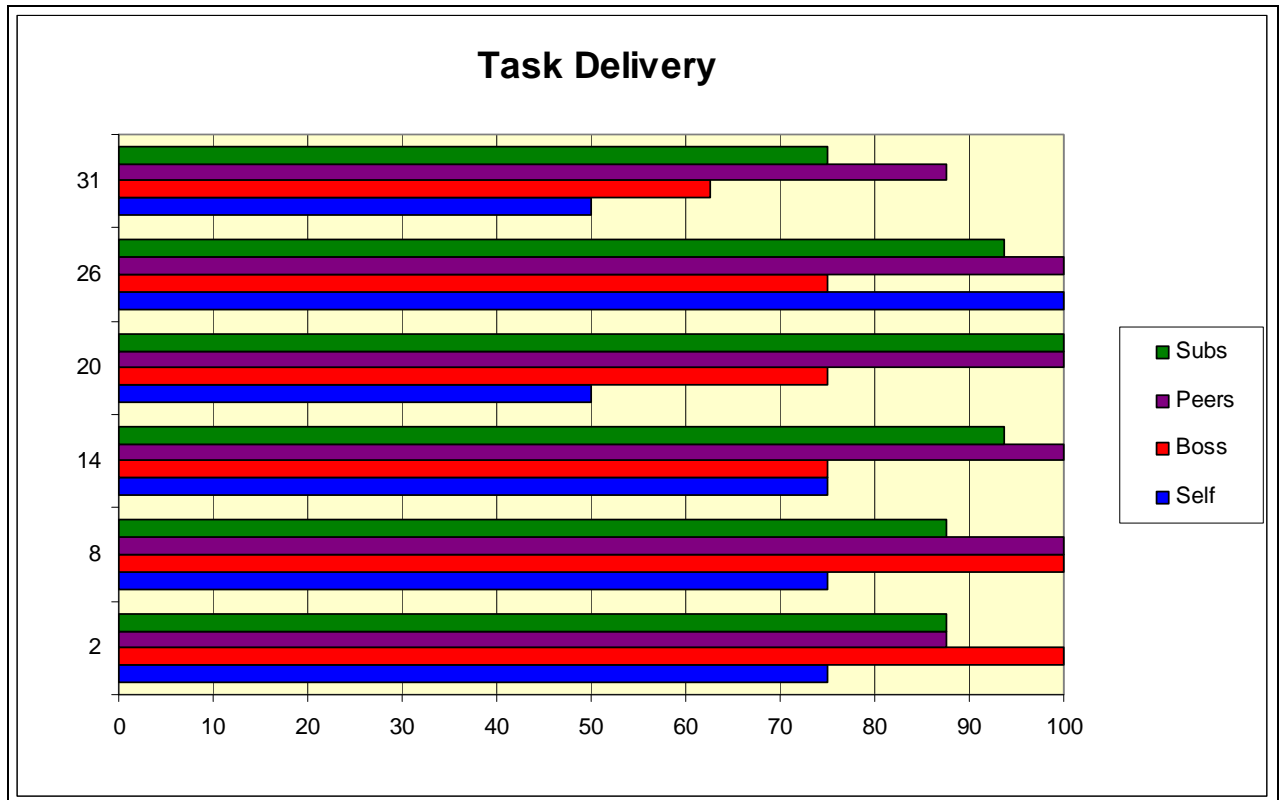
Ratings below 60 indicate an area for action. A combined view that presents a profile of demonstrating the values below 60 indicates that you are infrequently behaving consistent with good leadership and management practice and need to review your behaviour.

Task Organisation



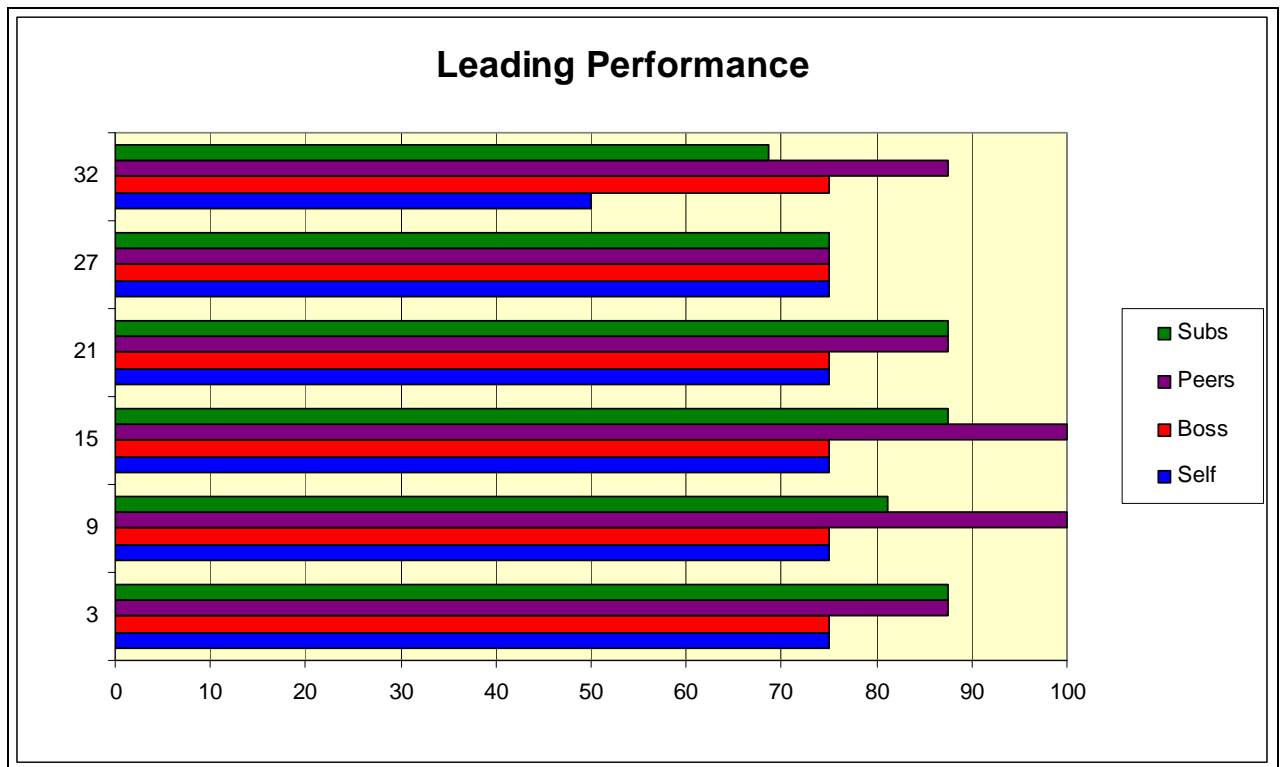
1. The person knows what his or her unit is expected to deliver.
7. The person sets SMART (Specific, Measurable, Achievable, Results-focused, Time bound) objectives for all important tasks or activities.
13. The person focuses on the right tasks or activities that are critical to his or her unit delivering successful results
19. The person allocates resources (people, time, money, etc.) appropriately to deliver the right things.
25. The person ensures that the team’s main goals are broken down into appropriate and coherent tasks and activities

Task Delivery



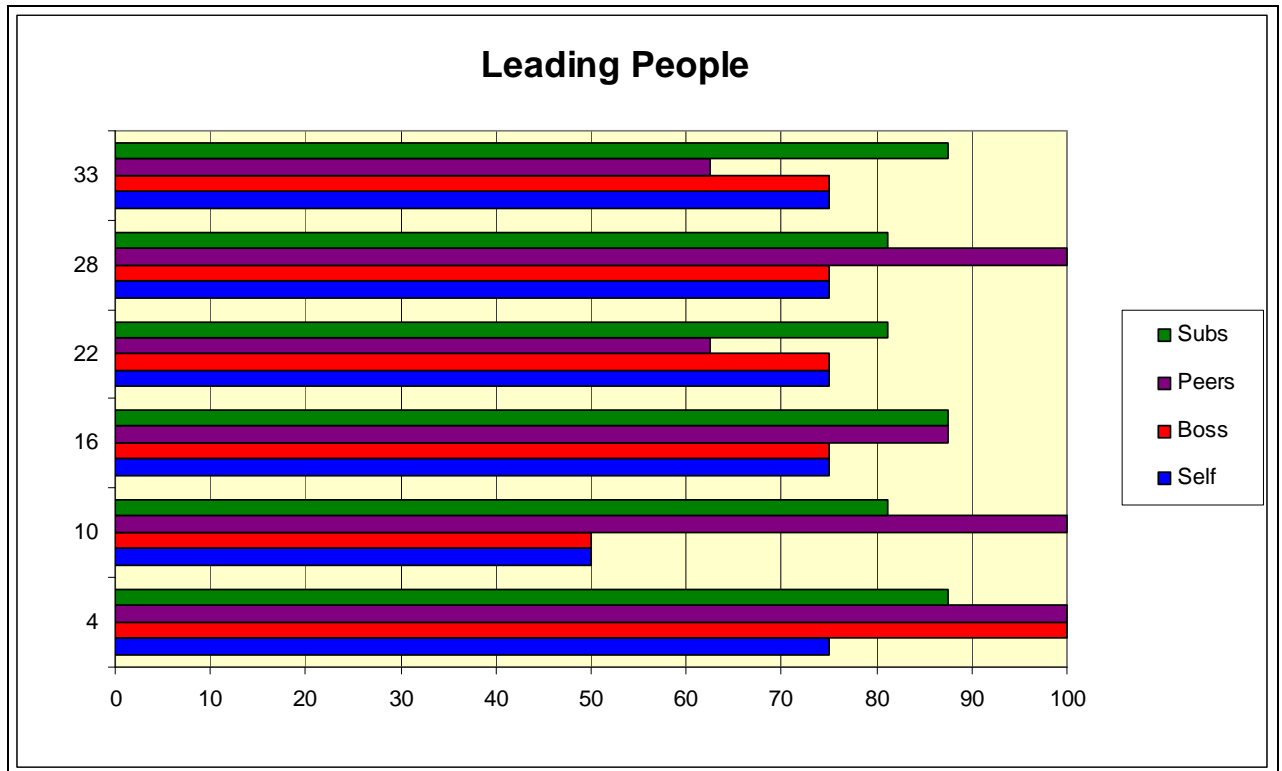
- 2. The person sets clear standards for how the work should be done.
- 8. The person regularly follows up progress of tasks being completed to ensure they are on track.
- 14. The person makes decisions as required.
- 20. The person takes responsibility by making important decisions.
- 26. The person delivers results.
- 31. The person reviews the way the work has been done on a regular basis and identifies better ways of doing it.

Leading Performance



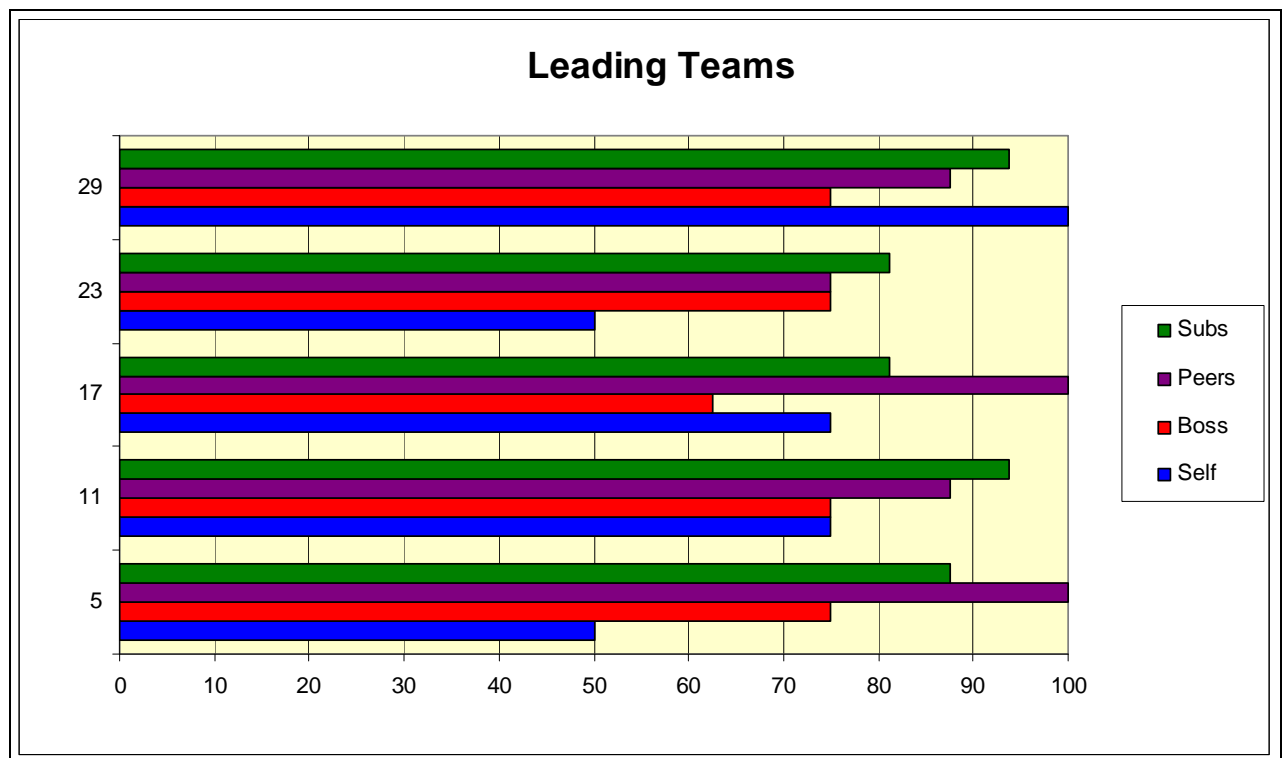
- 3. The person communicates appropriate information clearly.
- 9. The person provides role clarity to individuals ensuring that they know what is expected of them.
- 15. The person agrees goals with individuals that they clearly own.
- 21. The person provides regular performance feedback to subordinates.
- 27. The person provides coaching to address under performance.
- 32. The person provides appropriate rewards for his or her team members.

Leading People



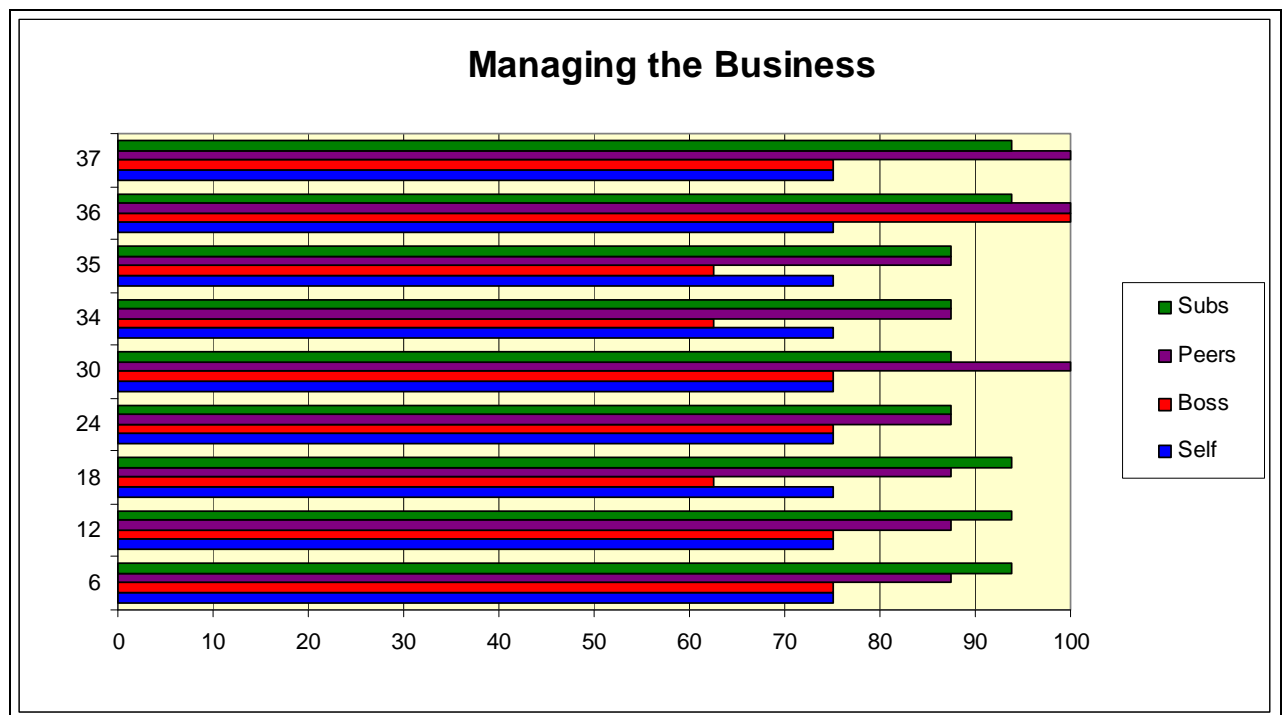
- 4. The person fosters open and constructive dialogue in all important discussions.
- 10. The person delegates effectively, enabling people to take responsibility.
- 16. The person involves and motivates people.
- 22. The person actively helps people to identify their own strengths and weaknesses.
- 28. The person provides opportunities for people to develop.
- 33. The person facilitates conflict resolution.

Leading Teams



- 5. The person provides a clear direction for his or her team.
- 11. The person provides a role model of appropriate behaviours.
- 17. The person ensures that there is shared clarity within the team of roles and responsibilities.
- 23. The person ensures that the team uses appropriate shared processes for effective team working.
- 29. The person fosters positive behaviours and interpersonal relationships in his or her team.

Managing the Business



- 6. The person actively encourages knowledge sharing.
- 12. The person drives change when appropriate.
- 18. The person is able to see the business holistically and demonstrates a good understanding of how all the parts of the business fit together.
- 24. The person is able to think strategically by identifying the important high level issues impacting the business and how they should be handled.
- 30. The person ensures that individual and team action plans are consistent with and contribute to unit strategy.
- 34. The person has a clear understanding of the dynamics of the market that the team is serving.
- 35. The person has a good understanding of key customer needs.
- 36. The person networks effectively inside the company.
- 37. The person networks effectively outside the company.