

# Feedback Report

Prepared for 'Example Employee'

# RESULTS: Test Company, for 'Example Employee'

## Leadership Questions



**1. 'Example Employee' provides staff with a vision of where we are going and sets clear priorities for the team (or Company for Directors) \***

Strongly Agree (3)

Agree (3) \* [answers in red are your own 'self-scores']

Disagree (0)

Strongly Disagree (0)

**2. 'Example Employee' leads by example \***

Strongly Agree (5)

Agree (1)

Disagree (0)

Strongly Disagree (0)

'Example Employee' is very conscientious and productive.

**3. 'Example Employee' creates and sustains enthusiasm and a good atmosphere at work \***

Strongly Agree (4)

Agree (2)

Disagree (0)

Strongly Disagree (0)

'Example Employee' has a very pleasant and positive manner.

**4. 'Example Employee' instills confidence, encouraging team members to cope with challenging situations \***

Strongly Agree (3)

Agree (3)

Disagree (0)

Strongly Disagree (0)

Because she is so conscientious, 'Example Employee' does get emotionally concerned about certain situations which could affect team members.

**5. 'Example Employee' manages change effectively \***

Strongly Agree (2)

Agree (4)

Disagree (0)

Strongly Disagree (0)

'Example Employee' has been accepting of recent changes and has been active in prompting the changes.

**6. 'Example Employee' demonstrates a good sense of empathy where there are problems or worries \***

Strongly Agree (5)

Agree (1)

Disagree (0)

Strongly Disagree (0)

'Example Employee' is always willing to help with queries and problems

'Example Employee' is very empathetic.

**7. 'Example Employee' motivates staff to achieve their own and the organisation's goals \***

Strongly Agree (3)

Agree (3)

Disagree (0)

Strongly Disagree (0)

**8. 'Example Employee' solves problems or takes matters forward being decisive when required \***

Strongly Agree (3)

Agree (2)

Disagree (1)

Strongly Disagree (0)

'Example Employee' can be influenced by "Example Colleague" too much some times.

'Example Employee' is decisive when required, for example when prioritising workloads and setting tasks.

**9. 'Example Employee' involves his/her team in the planning process \***

Strongly Agree (2)

Agree (4)

Disagree (0)

Strongly Disagree (0)

**10. 'Example Employee' runs team meetings effectively and contributes constructively \***

Strongly Agree (2)

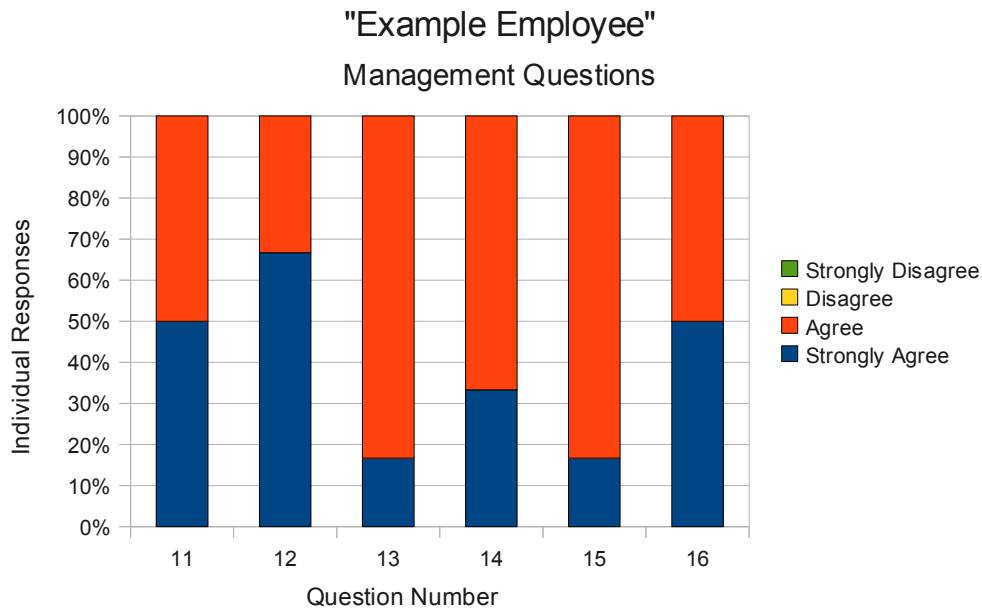
Agree (4)

Disagree (0)

Strongly Disagree (0)

Team meetings should be held at regular intervals

# Management Questions



**11. 'Example Employee' discusses and agrees with team members (rather than simply telling them) their personal goals, targets and/or objectives making it clear what is expected of them. \***

Strongly Agree (3)

Agree (3)

Disagree (0)

Strongly Disagree (0)

**12. 'Example Employee' empowers people to take ownership and responsibility for the work that they are doing \***

Strongly Agree (4)

Agree (2)

Disagree (0)

Strongly Disagree (0)

Certainly in my case - I can't comment on other team members

**13. 'Example Employee' monitors and reviews the performance of each member of staff \***

Strongly Agree (1)

Agree (5)

Disagree (0)

Strongly Disagree (0)

**14. 'Example Employee' provides staff with honest, constructive and supportive feedback on their performance, both positive and negative \***

Strongly Agree (2)

Agree (4)

Disagree (0)

Strongly Disagree (0)

**15. 'Example Employee' carries out regular reviews on performance \***

Strongly Agree (1)

Agree (5)

Disagree (0)

Strongly Disagree (0)

**16. 'Example Employee' ensures that there is enough appropriate work available throughout the year \***

Strongly Agree (3)

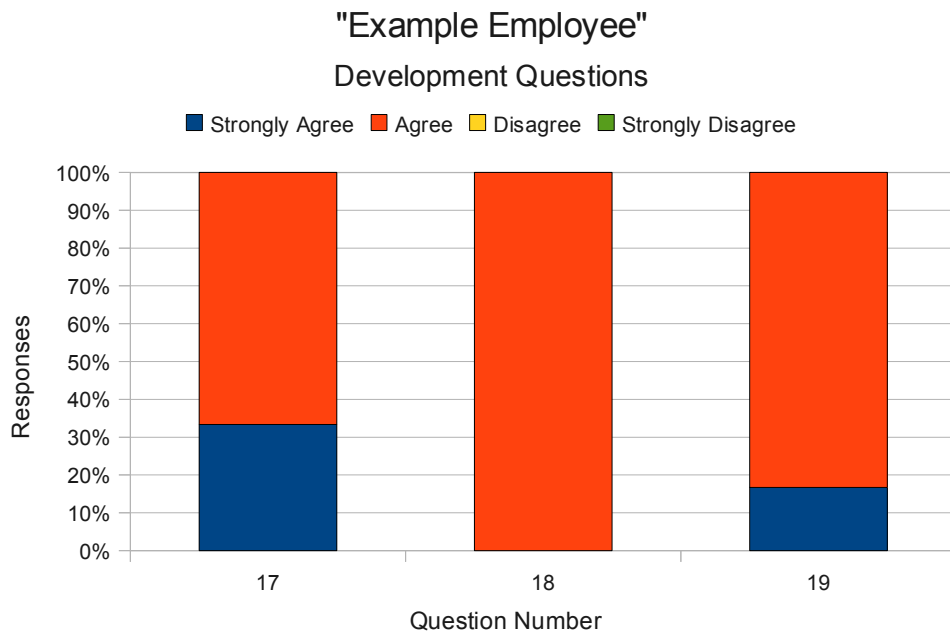
Agree (3)

Disagree (0)

Strongly Disagree (0)

As far as possible, given that workflow is not entirely under 'Example Employee's control. This is dependent on work available and may not always be the case

## Development Questions



**17. 'Example Employee' identifies and plans with staff their learning and development needs \***

Strongly Agree (2)

Agree (4)

Disagree (0)

Strongly Disagree (0)

At regular appraisals

**18. 'Example Employee' ensures development needs are actioned and followed through providing the appropriate level of coaching and support as needed \***

Strongly Agree (0)

Agree (6)

Disagree (0)

Strongly Disagree (0)

**19. 'Example Employee' evaluates the impact of training and development activities on performance with staff \***

Strongly Agree (1)

Agree (5)

Disagree (0)

Strongly Disagree (0)

When deciding if training is needed

## Additional Questions

**20. What would you like 'Example Employee' to START doing - something they don't currently do but would help if they did? \***

*I think that 'Example Employee' is doing what is required already.*

*Can't think of anything at the moment.*

*Nothing identified.*

*Be more assertive*

*Being more confident to disagree and deal with conflict*

*Pass on information about section / group / company changes to staff asap*

**21. What would you like 'Example Employee' to STOP doing - something they currently do that isn't helpful? \***

*Can't think of anything specific*

*Stop always appearing to be in agreement with "Example Colleague". she should be seen to disagree with her some times*

*Be swayed by other more dominant people*

*Nothing. I think there is a good balance; she is always available to help and provide direction.*

*Can't think of anything*

*Try not to get too worried about problems to the extent that it affects her well-being.*

**22. What would you like 'Example Employee' to CONTINUE doing - something they already do which you would like to reinforce? \***

*Ensure that all staff have chargeable work*

*Keep up the excellent work.*

*Maintain close contact with her fellow Section Managers, Group Manager and team members.*

*Can't think of anything specific*

*Support individuals and encourage them*

*Helping with learning and providing direction*

## Appraise 360 / HJA Comments

We have only a few comments to work with, but this is likely to be in the main due to the positive scoring. Your perception of yourself is consistent with that of your colleagues. You come across as a caring people person who is likely to be protective of the team. The downside is that you are sometimes perceived to get emotionally involved. The comments in the Leadership section suggest that people's needs are being fulfilled, for example, you are clearly involving people and people are motivated by your leadership style.

The scores and comments (albeit very few) in the Management and Development sections suggest that all processes are being met as expected eg regularly performance reviews, feedback and the planning of training.

### Issues to explore

- The degree to which you may get emotionally involved.
- The degree to which you may worry.
- The degree to which you are influenced by "Example Colleague".
- The suggestion that you need to be more assertive at times.
- The hint that team meetings need to be held more regularly.

# Personal Development Plan - 'Example Employee'

Date

11/05/10

Development Area	Development Need / Objectives	Actions	Review/Outcomes
Decision-Making	To demonstrate to people that I take decisions without being influenced or swayed too much by "Example Colleague".	Speak to "Example Colleague" to explain why my behaviour may need to change on occasions to demonstrate to my team that I am prepared to disagree with her.  Try to be stronger – be prepared to listen to "Example Colleague" (as I value her opinion) but to make my own decision.  Try to gather "Example Colleague"'s views more in private.  Think of any other approaches that may work.	
Assertiveness	To be more confident to disagree and deal with conflict.	Contact 'Training Team' to arrange my attendance on an HJA Assertiveness Skills course.	
Team Meetings	Ensure that Section Meetings are held more regularly and ensure that people are kept informed.	Put dates for team meetings in the calendar.  Ensure that any information is passed on to people in the Section Meetings about Section / Group / Company changes or even to tell them that there	

		is no news or that I don't know.	
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<b>Development Area</b>	<b>Development Need / Objectives</b>	<b>Actions</b>	<b>Review/Outcomes</b>
Team Learning and Development	Encourage people to take more responsibility for their own learning and development.	Include Learning and Development as an agenda item at Section Meetings and discuss: <ul style="list-style-type: none"> <li>• Progress with arranging training courses identified on PDPs;</li> <li>• Team Learning and Development needs:</li> <li>• Feedback from people that have recently attended training events.</li> </ul>	