



INSIGHTS 360

DEVELOP

Pat Participant

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Introduction

Podium is pleased to present to you your Insights 360 Report.

This 360° feedback report provides you with insights into your strengths and your leadership practices as observed by the people you work with. We hope you find your feedback both insightful and useful as a foundation for reflection and development.



Rating Scale




A 5-point rating scale was used in the 360° survey. The below table lists the level descriptions and the numerical values associated to each score. These numerical values form the basis for all further analysis and data representation.

Response	Response Score
Never demonstrates this	1
Rarely demonstrate this	2
Sometimes demonstrates this	3
Usually demonstrates this	4
Always demonstrates this	5
Not Applicable	Not Scored



Raters

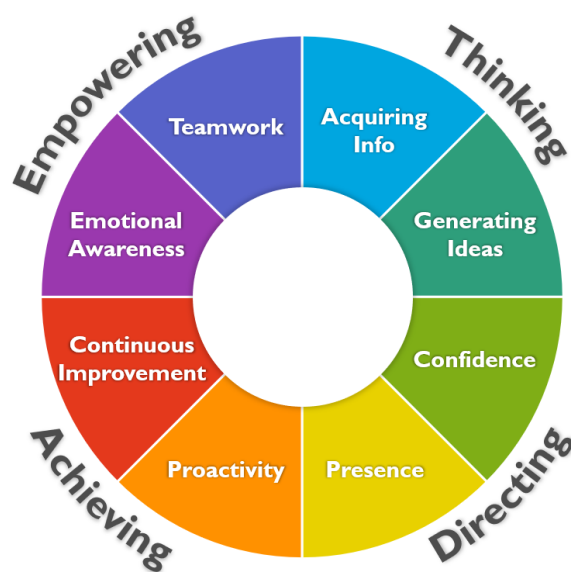
A total of 5 raters provided feedback on your performance including your self-ratings. The following table lists all rater groups included in the project and the number of raters per group.

Rater Group	Number of Raters
 You	1
 Your Leader	1
 Peers / Direct Reports	3



Insights 360 Framework

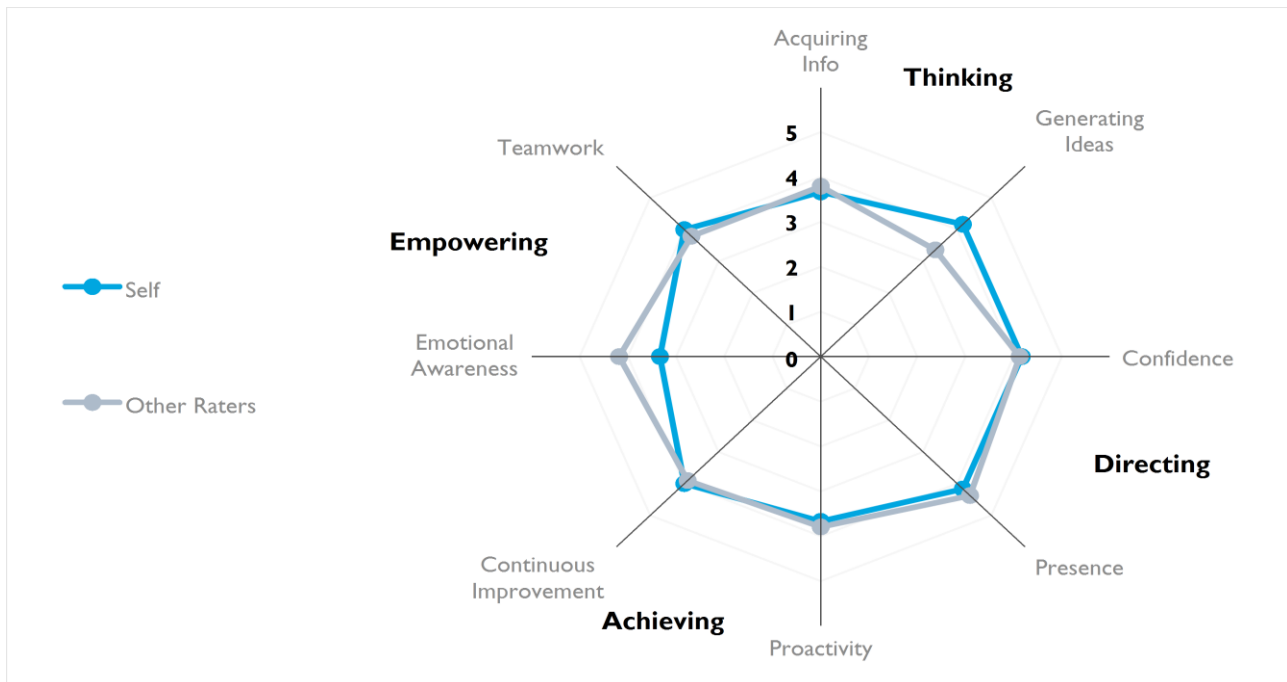
The Insights 360 Leadership Framework includes the following factors and competence areas.



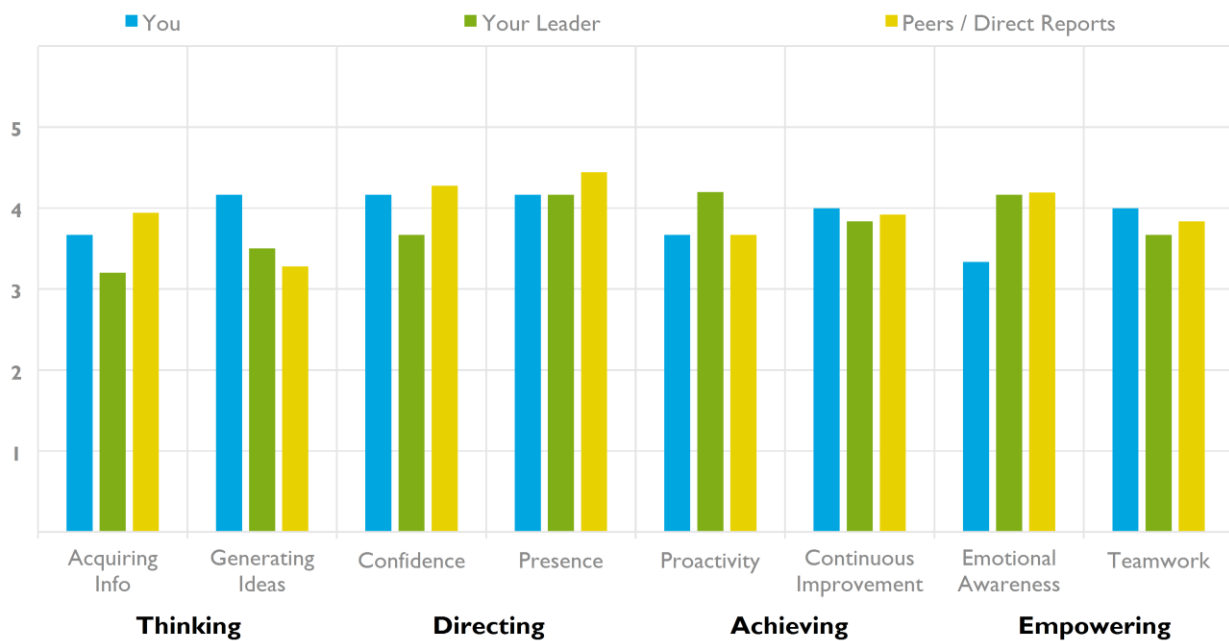
Leadership Clusters	Competence Areas
Thinking The Thinking competence cluster is concerned with how a person engages with the world around them to acquire information and how they interpret and synthesise that information in the generation of ideas.	Acquiring Info Gathering a rich variety of information from many different sources about events. This includes seeing issues from many different perspectives to compare options prior to taking action.
	Generating Ideas Linking information to form new ideas that explain the underlying sequences and causes of events. This includes both creative and analytical thinking that leads to future productivity.
Directing The competence in the Directing cluster is underpinned by credibility. Such credibility will be a function of the confidence they engender through their presence for those who are required to follow their lead.	Confidence Making your stance on issues clear and securing the support of those around you. Uses persuasive arguments and the goals and interests of others to build support for ideas.
	Presence Comportment and poise that projects authority which contributes to follower alignment. Makes effective and concise presentations and establishing effective communication processes.
Achieving Achieving is seen to be a function of proactivity, anticipating rather than responding to situations with a mindset oriented towards continuous improvement adding value for all stakeholders.	Proactivity Designing implementation plans and outlining actions and responsibilities. Plans are produced in anticipation of needs rather than as a reaction to situational demands.
	Continuous Improvement Setting goals and targets and monitoring progress to improve performance. Targets are focused on adding value for the customer and improving organisational outcomes.
Empowering A leader's greatest achievements are realised through their competence in empowering those who follow. Having the emotional awareness to understand and inspire others whilst providing the environment in which the team can thrive is key.	Emotional Awareness Recognises own emotions as well as the emotions of others. Can regulate their own emotions and can influence the emotions of others in a positive way as required. Makes people feel valued and respected.
	Teamwork Encourages teamwork, cooperation and demonstrates a willingness to act across functional boundaries. Provides staff with the resources, training and feedback to develop their capability, applies the same processes to self-development.

Summary

Detailed below is an overall summary of your results.



The following charts show a summary of ratings by rater group.





Highest and Lowest 5 Items

This section provides a summary of your highest and lowest 5 rated items. Perception gaps refer to the difference in rating between your rating and the average rating of all other raters.

Highest 5 Rated Items

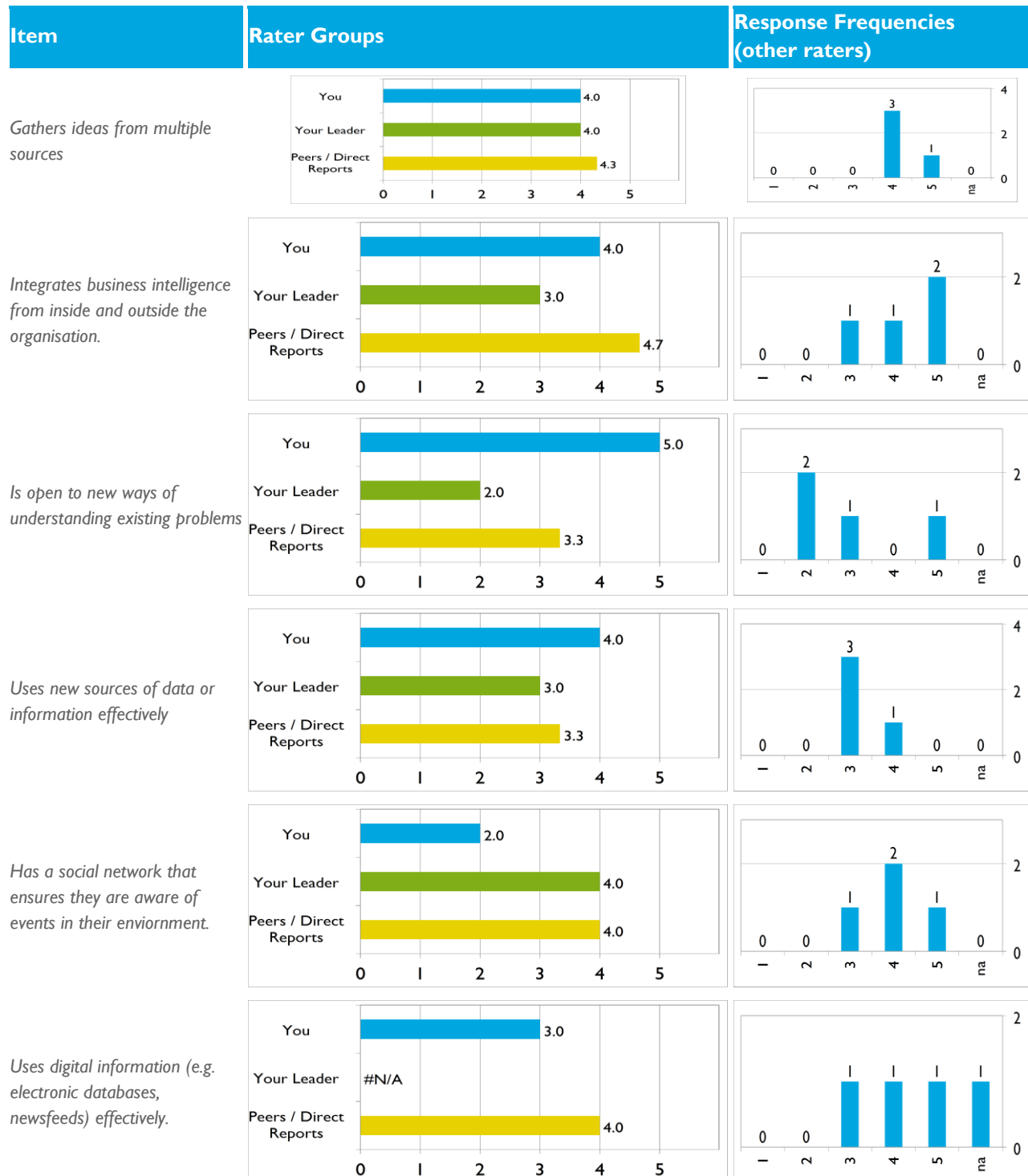
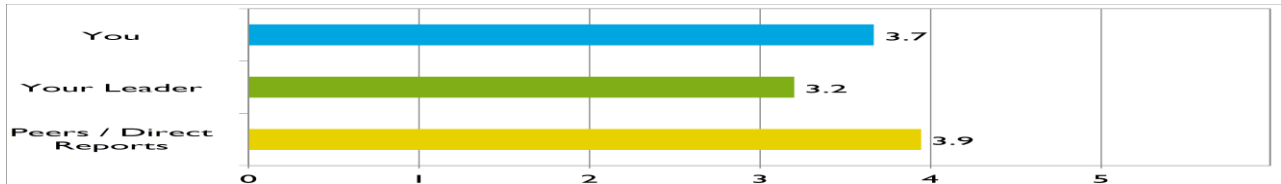
Behavioural Area	Item	Self	All Other Raters	Perception Gap
Presence	<i>Projects a sense of authority that others respect</i>	3.0	4.8	-1.8
Presence	<i>Is compelling and persuasive when selling their ideas</i>	5.0	4.8	0.3
Proactivity	<i>Demonstrates a sense of urgency in all that they do</i>	5.0	4.8	0.3
Confidence	<i>Behaves as they expect others to behave</i>	4.0	4.5	-0.5
Presence	<i>Speaks with authority on topics they are an expert on.</i>	4.0	4.5	-0.5

Lowest 5 Rated Items

Behavioural Area	Item	Self	All Other Raters	Perception Gap
Generating Ideas	<i>Links ideas from different areas to form novel ideas.</i>	3.0	2.8	0.3
Acquiring Info	<i>Is open to new ways of understanding existing problems</i>	5.0	3.0	2.0
Proactivity	<i>Produces backup plans in the event that things don't go as planned.</i>	4.0	3.0	1.0
Teamwork	<i>Is willing to work with others across functional boundaries</i>	5.0	3.0	2.0
Acquiring Info	<i>Uses new sources of data or information effectively</i>	4.0	3.3	0.8

Thinking: Acquiring Info

Your detailed results against Acquiring Info are listed in this section.

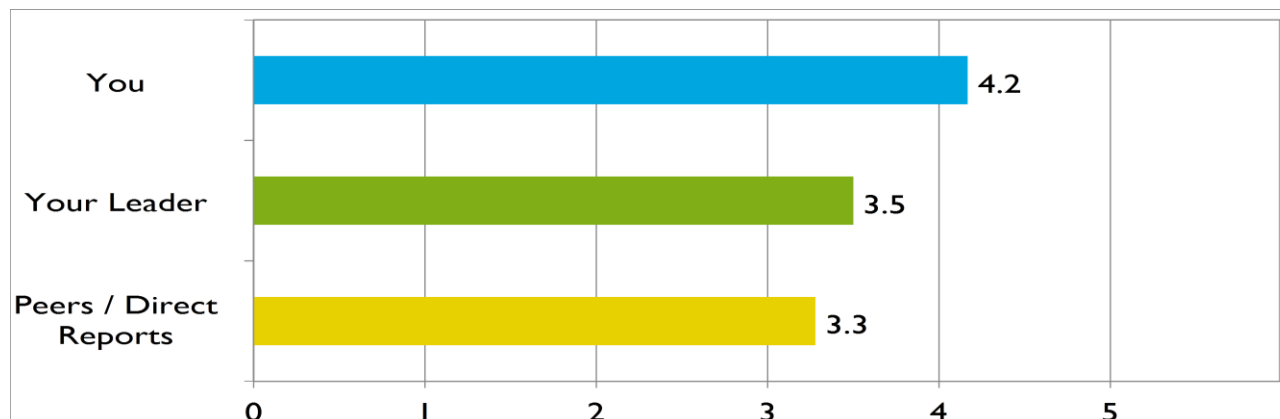


The following table shows rater comments for Acquiring Info.

Comments	
Your Comments	<i>"The biggest issue is having time to thoroughly explore other information sources but can usually do this efficiently enough with what is readily available."</i>
Your Leader's Comments	<i>Pat is usually effective. He could prioritise the time needed to explore information at times.</i>
Other Raters' Comments	<i>"I've not seen any issues"</i> <i>"Pat acquires information well from a lot of different sources but should be more open to new ideas."</i> <i>"I understand we're under pressure to deliver for our clients and that we don't have the luxury of asking clients about their needs and searching for the perfect solution for them, but Pat does well in this area despite the constraints."</i>

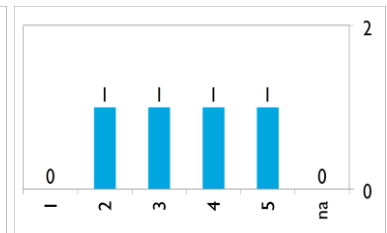
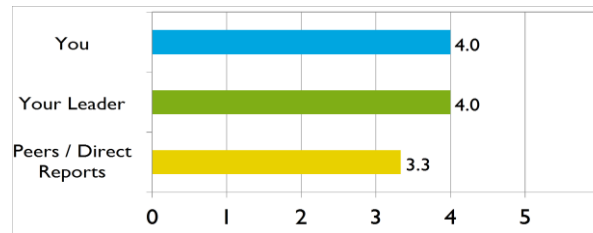
Thinking: Generating Ideas

Your detailed results against Generating Ideas are listed in this section.

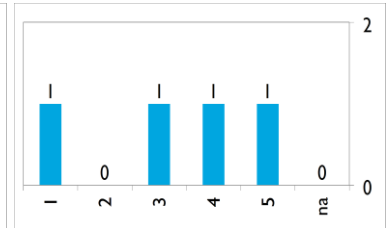
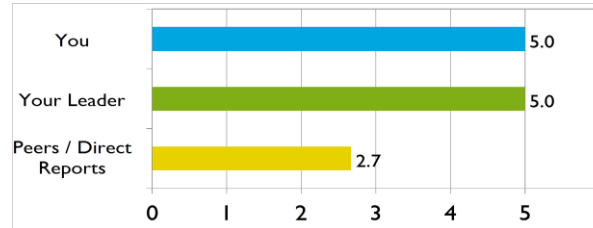


Item	Rater Groups	Response Frequencies (other raters)		
<i>Links ideas from different areas to form novel ideas.</i>	<div><div>You</div><div>Your Leader</div><div>Peers / Direct Reports</div></div>	<div><div>3.0</div><div>2.0</div><div>3.0</div></div> <div><div>0</div><div>1</div><div>3</div><div>0</div><div>0</div><div>0</div><div>na</div></div>		
	<i>Can explain the underlying causes behind ideas.</i>	<div><div>You</div><div>Your Leader</div><div>Peers / Direct Reports</div></div>	<div><div>5.0</div><div>1.0</div><div>4.0</div></div> <div><div>1</div><div>0</div><div>0</div><div>3</div><div>0</div><div>0</div><div>na</div></div>	
		<i>Quickly integrates new insights into their work processes.</i>	<div><div>You</div><div>Your Leader</div><div>Peers / Direct Reports</div></div>	<div><div>4.0</div><div>4.0</div><div>3.7</div></div> <div><div>0</div><div>1</div><div>0</div><div>2</div><div>1</div><div>0</div><div>na</div></div>
			<i>Reaches conclusions that go beyond obvious explanations.</i>	<div><div>You</div><div>Your Leader</div><div>Peers / Direct Reports</div></div>

Promotes a culture where new ideas are valued



Fosters and rewards innovation and exploration of ideas

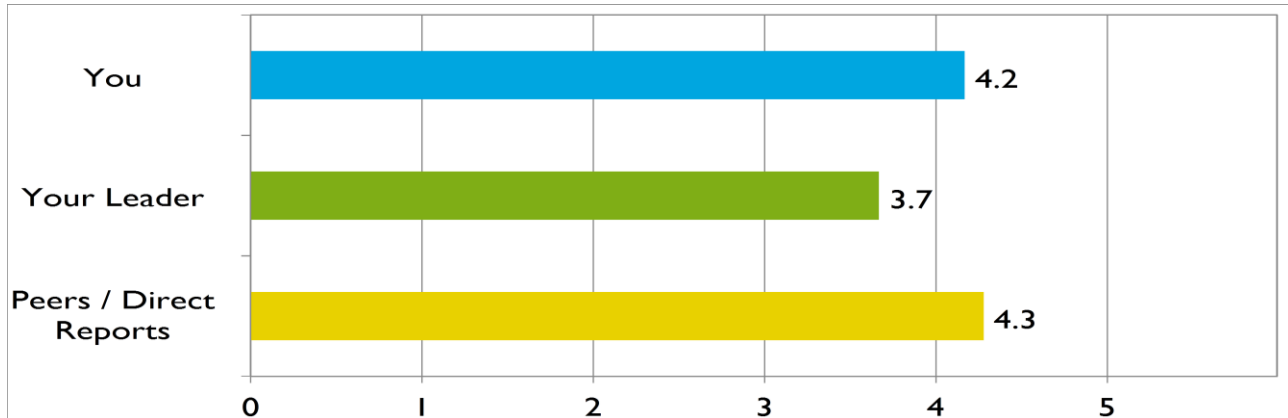


The following table shows rater comments for Generating Ideas.

Comments	
Your Comments	<i>"I like to think new ideas are pragmatic and practical and informed by an understanding of the issues at hand."</i>
Your Leader's Comments	<i>We really value how pragmatic and practical Pat is.</i>
Other Raters' Comments	<i>"Pat is the person I go to chew the fat and help think things through"</i> <i>"Pat should listen to others more and create discussion groups to generate new ideas."</i> <i>"Creative and innovative work isn't the kind of work that can be rushed. Pat's ability to be innovative has suffered a lot. I'm sure Pat is capable though it would be great to give him the opportunity to explore this area once delivery pressures have been relaxed."</i>

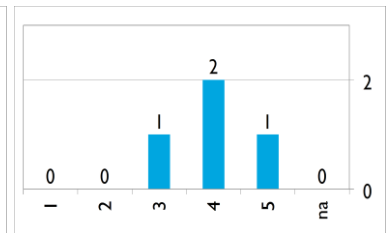
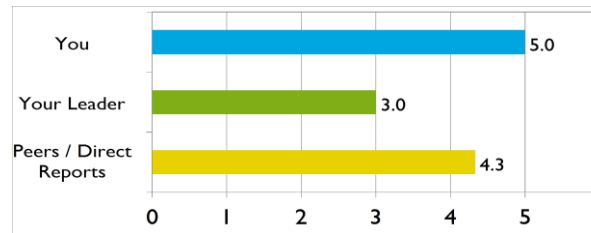
Directing: Confidence

Your detailed results against Confidence are listed in this section.

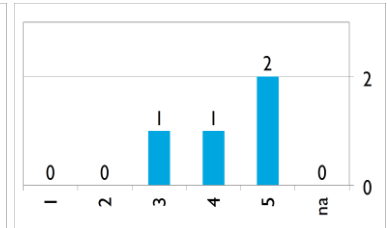
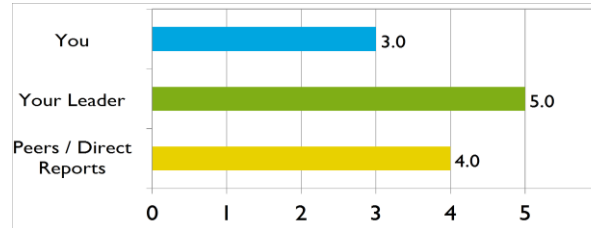


Item	Rater Groups	Response Frequencies (other raters)									
<i>Makes their stance on issues clear</i>	You	5.0									
	Your Leader	3.0									
	Peers / Direct Reports	4.3									
		<table><tr><th>Rating</th><th>Frequency</th></tr><tr><td>3</td><td>1</td></tr><tr><td>4</td><td>2</td></tr><tr><td>5</td><td>1</td></tr><tr><td>na</td><td>0</td></tr></table>	Rating	Frequency	3	1	4	2	5	1	na
Rating	Frequency										
3	1										
4	2										
5	1										
na	0										
<i>Behaves as they expect others to behave</i>	You	4.0									
	Your Leader	4.0									
	Peers / Direct Reports	4.7									
		<table><tr><th>Rating</th><th>Frequency</th></tr><tr><td>4</td><td>2</td></tr><tr><td>5</td><td>2</td></tr><tr><td>na</td><td>0</td></tr></table>	Rating	Frequency	4	2	5	2	na	0	
Rating	Frequency										
4	2										
5	2										
na	0										
<i>Uses persuasive arguments to gain support</i>	You	4.0									
	Your Leader	4.0									
	Peers / Direct Reports	4.0									
		<table><tr><th>Rating</th><th>Frequency</th></tr><tr><td>3</td><td>1</td></tr><tr><td>4</td><td>2</td></tr><tr><td>5</td><td>1</td></tr><tr><td>na</td><td>0</td></tr></table>	Rating	Frequency	3	1	4	2	5	1	na
Rating	Frequency										
3	1										
4	2										
5	1										
na	0										
<i>Inspires confidence through respecting the goals of others</i>	You	4.0									
	Your Leader	3.0									
	Peers / Direct Reports	4.3									
		<table><tr><th>Rating</th><th>Frequency</th></tr><tr><td>3</td><td>1</td></tr><tr><td>4</td><td>2</td></tr><tr><td>5</td><td>1</td></tr><tr><td>na</td><td>0</td></tr></table>	Rating	Frequency	3	1	4	2	5	1	na
Rating	Frequency										
3	1										
4	2										
5	1										
na	0										

Does not back down if their purpose is questioned



Generates confidence of others through their personal self belief

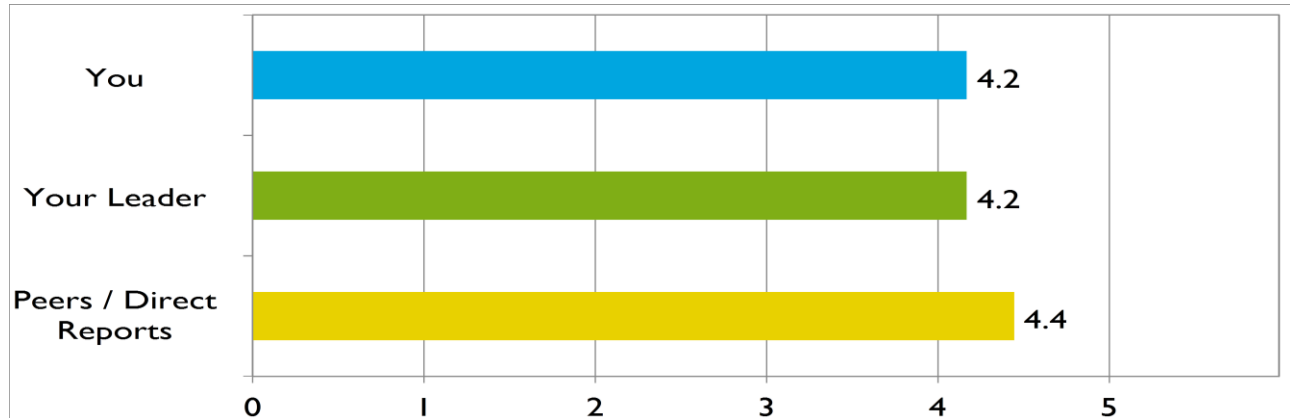


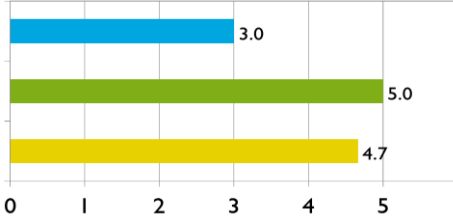
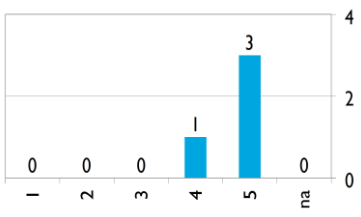



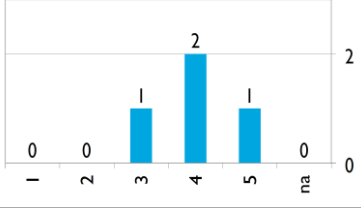



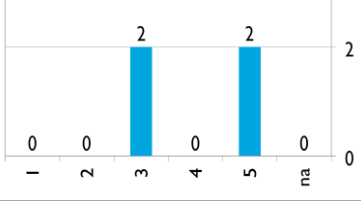



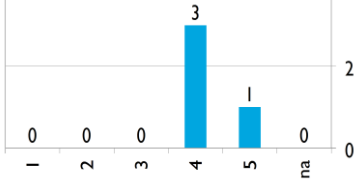


The following table shows rater comments for Confidence.

Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	<i>Pat is appropriately confident and knows his own strengths and readily accepts his limitations to ensure they don't become a problem.</i>
Other Raters' Comments	<i>"Pat respects others and pushes others to do well."</i> <i>"Pat is quite outgoing and confident. Even when Pat is unsure he inspires confidence by how resolved he is to solve a problem. Team members and clients notice this and appreciate it."</i>

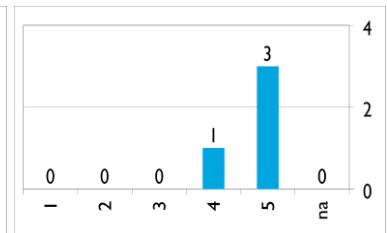
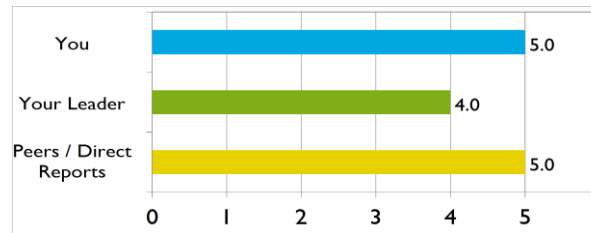
Directing: Presence

Your detailed results against Presence are listed in this section.

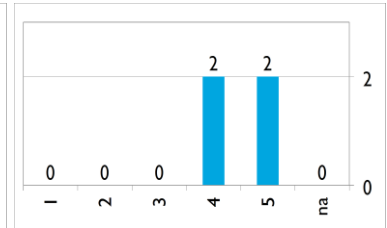
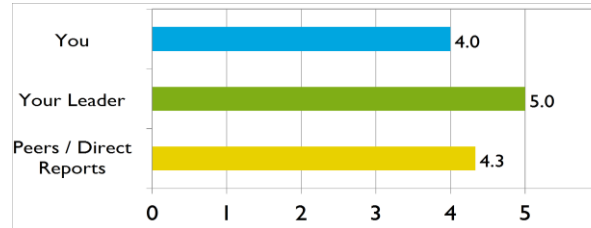


Item	Rater Groups	Response Frequencies (other raters)	
<i>Projects a sense of authority that others respect</i>	You		
	Your Leader		
	Peers / Direct Reports		
<i>Inspires the support of those around them</i>	You		
	Your Leader		
	Peers / Direct Reports		
<i>Makes an impact through their interpersonal style</i>	You		
	Your Leader		
	Peers / Direct Reports		
<i>Demonstrates body language and personal presentation appropriate to the situation</i>	You		
	Your Leader		
	Peers / Direct Reports		

*Is compelling and persuasive
when selling their ideas*



*Speaks with authority on topics
they are an expert on.*

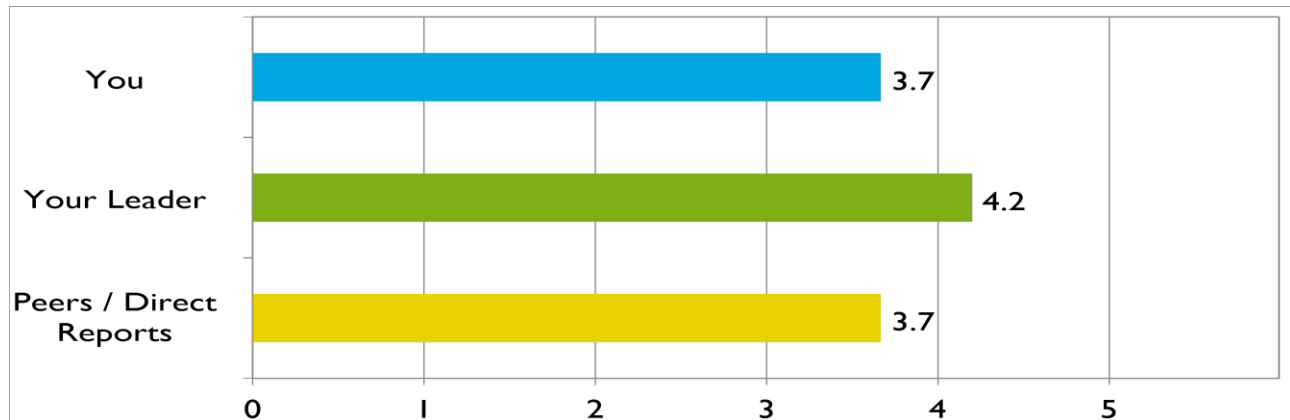


The following table shows rater comments for Presence.

Comments	
Your Comments	<i>"I Always have a haircut ahead of an important client meeting!"</i>
Your Leader's Comments	<i>Pat takes a great deal of care over how he presents himself and as a result always creates a good impression.</i>
Other Raters' Comments	<i>"Pat is very persuasive and can easily get people behind an idea."</i> <i>"Pat is very engaging and is experienced working with people from many different backgrounds. He's an effective and inspiring presenter who is able to maintain his audience's attention by sharing stories, using humour, or even presenting complex ideas in an engaging way."</i>

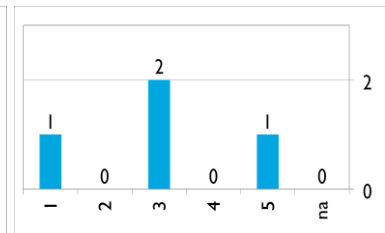
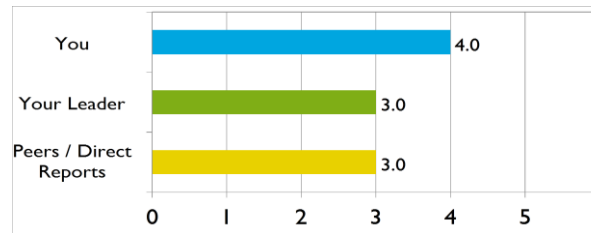
Achieving: Proactivity

Your detailed results against Proactivity are listed in this section.

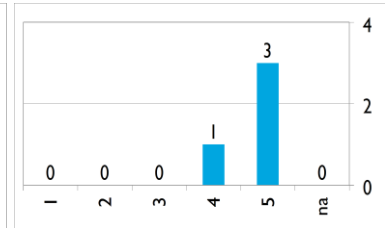
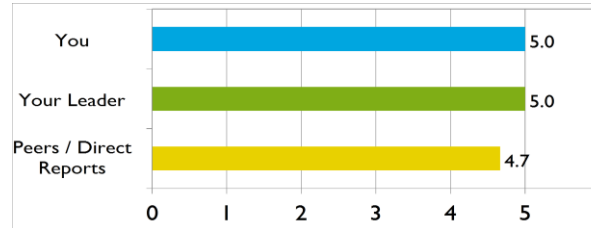


Item	Rater Groups	Response Frequencies (other raters)
Uses planning software effectively. (e.g. cloud based software)		
Clearly defines the responsibilities of all involved		
Produces plans that anticipate the expectations of stakeholders		
Anticipates change and plans ahead		

Produces backup plans in the event that things don't go as planned.



Demonstrates a sense of urgency in all that they do



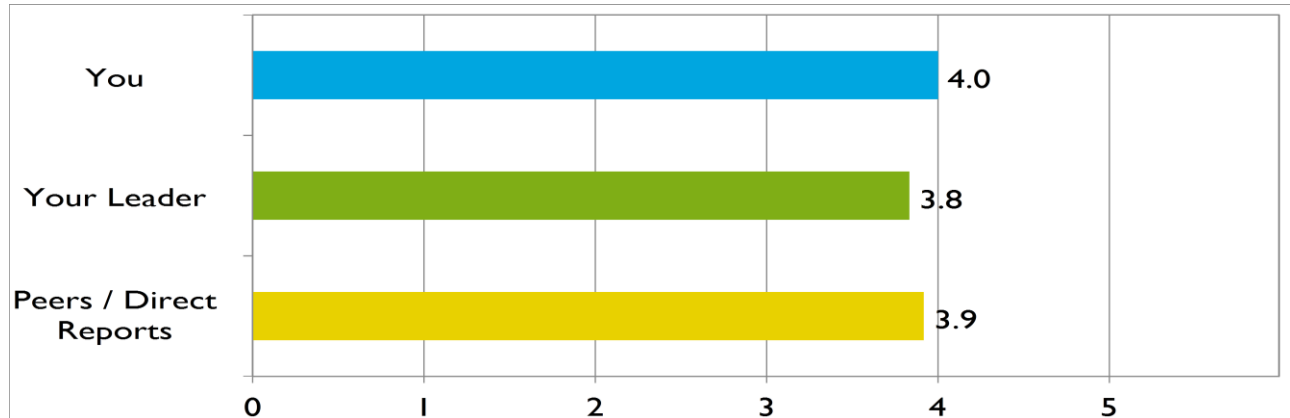
The following table shows rater comments for Proactivity.

Comments	
Your Comments	<i>"I prefer to anticipate problems rather than be reactive without prior planning"</i>
Your Leader's Comments	<i>Pat is first class at anticipating problems and works hard to avoid things getting in the way of success. He fixes them before they even materialise.</i>
Other Raters' Comments	<i>"Pat produces plans that clearly define roles but doesn't have a backup plan for when things go wrong."</i> <i>"The use of planning software is fairly new in the organisation and while Pat has done his best to work with it, I don't think Pat or any of us have truly come to grips with it. One of the things I'd like to see Pat do is take on more tasks outside of his base responsibilities."</i>



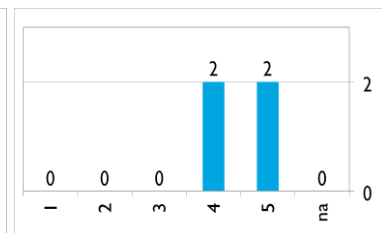
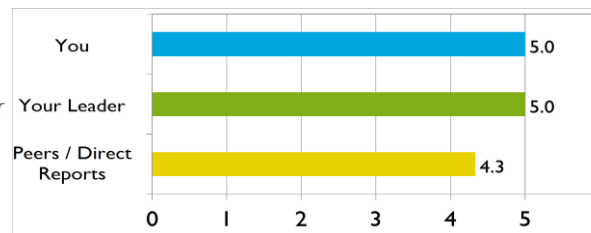
Achieving: Continuous Improvement

Your detailed results against Continuous Improvement are listed in this section.

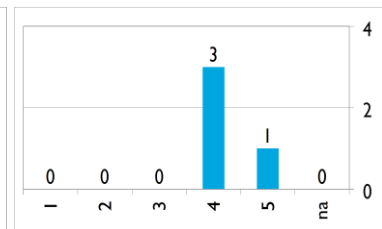
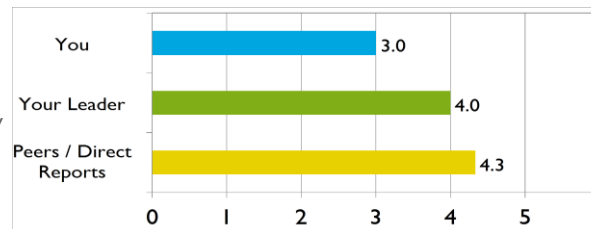


Item	Rater Groups	Response Frequencies (other raters)																						
<i>Sets realistic and achievable goals and targets.</i>	<table><tr><th>Rater Group</th><th>Score</th></tr><tr><td>You</td><td>5.0</td></tr><tr><td>Your Leader</td><td>3.0</td></tr><tr><td>Peers / Direct Reports</td><td>3.3</td></tr></table>	Rater Group	Score	You	5.0	Your Leader	3.0	Peers / Direct Reports	3.3	<table><tr><th>Rating</th><th>Frequency</th></tr><tr><td>1</td><td>0</td></tr><tr><td>2</td><td>1</td></tr><tr><td>3</td><td>1</td></tr><tr><td>4</td><td>2</td></tr><tr><td>5</td><td>0</td></tr><tr><td>na</td><td>0</td></tr></table>	Rating	Frequency	1	0	2	1	3	1	4	2	5	0	na	0
Rater Group	Score																							
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Your Leader	3.0																							
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Rating	Frequency																							
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3	1																							
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5	0																							
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<i>Is effective at monitoring progress towards targets</i>	<table><tr><th>Rater Group</th><th>Score</th></tr><tr><td>You</td><td>4.0</td></tr><tr><td>Your Leader</td><td>4.0</td></tr><tr><td>Peers / Direct Reports</td><td>4.0</td></tr></table>	Rater Group	Score	You	4.0	Your Leader	4.0	Peers / Direct Reports	4.0	<table><tr><th>Rating</th><th>Frequency</th></tr><tr><td>1</td><td>0</td></tr><tr><td>2</td><td>0</td></tr><tr><td>3</td><td>1</td></tr><tr><td>4</td><td>2</td></tr><tr><td>5</td><td>1</td></tr><tr><td>na</td><td>0</td></tr></table>	Rating	Frequency	1	0	2	0	3	1	4	2	5	1	na	0
Rater Group	Score																							
You	4.0																							
Your Leader	4.0																							
Peers / Direct Reports	4.0																							
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1	0																							
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3	1																							
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5	1																							
na	0																							
<i>Sets goals which are meaningful for improving performance</i>	<table><tr><th>Rater Group</th><th>Score</th></tr><tr><td>You</td><td>3.0</td></tr><tr><td>Your Leader</td><td>3.0</td></tr><tr><td>Peers / Direct Reports</td><td>4.0</td></tr></table>	Rater Group	Score	You	3.0	Your Leader	3.0	Peers / Direct Reports	4.0	<table><tr><th>Rating</th><th>Frequency</th></tr><tr><td>1</td><td>0</td></tr><tr><td>2</td><td>0</td></tr><tr><td>3</td><td>2</td></tr><tr><td>4</td><td>1</td></tr><tr><td>5</td><td>1</td></tr><tr><td>na</td><td>0</td></tr></table>	Rating	Frequency	1	0	2	0	3	2	4	1	5	1	na	0
Rater Group	Score																							
You	3.0																							
Your Leader	3.0																							
Peers / Direct Reports	4.0																							
Rating	Frequency																							
1	0																							
2	0																							
3	2																							
4	1																							
5	1																							
na	0																							
<i>Champions process transformation that improves competitiveness</i>	<table><tr><th>Rater Group</th><th>Score</th></tr><tr><td>You</td><td>4.0</td></tr><tr><td>Your Leader</td><td>4.0</td></tr><tr><td>Peers / Direct Reports</td><td>3.5</td></tr></table>	Rater Group	Score	You	4.0	Your Leader	4.0	Peers / Direct Reports	3.5	<table><tr><th>Rating</th><th>Frequency</th></tr><tr><td>1</td><td>0</td></tr><tr><td>2</td><td>0</td></tr><tr><td>3</td><td>1</td></tr><tr><td>4</td><td>2</td></tr><tr><td>5</td><td>0</td></tr><tr><td>na</td><td>1</td></tr></table>	Rating	Frequency	1	0	2	0	3	1	4	2	5	0	na	1
Rater Group	Score																							
You	4.0																							
Your Leader	4.0																							
Peers / Direct Reports	3.5																							
Rating	Frequency																							
1	0																							
2	0																							
3	1																							
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5	0																							
na	1																							

Takes personal responsibility for performance and improvement



Encourages individuals to meet or exceed their own productivity expectations

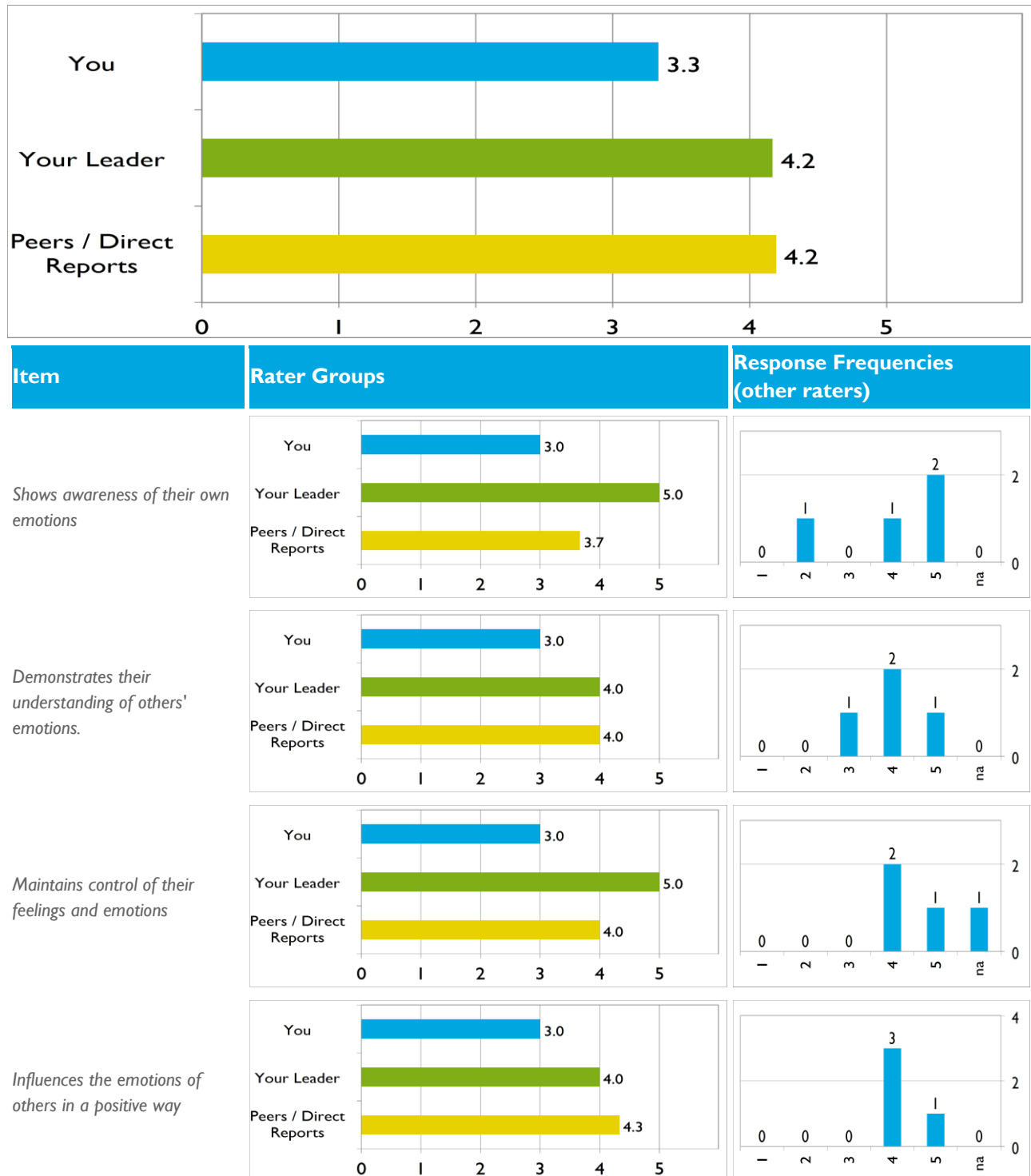


The following table shows rater comments for Continuous Improvement.

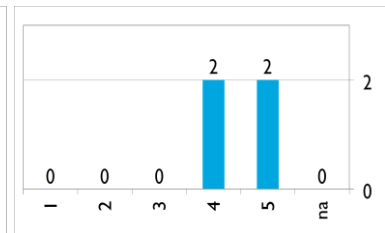
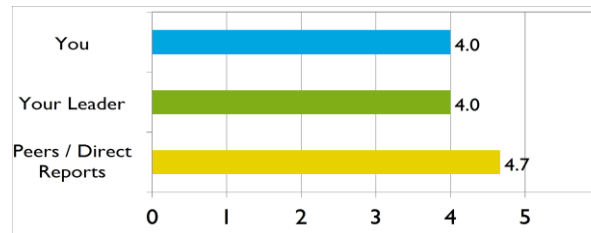
Comments	
Your Comments	<i>"Continuous improvement is valuable although it can also be useful to consolidate a current position before seeking further change."</i>
Your Leader's Comments	<i>Whilst he could at times be more open to change, any resistance us usually founded in his concern to ensure things are delivered to a high standard.</i>
Other Raters' Comments	<i>"Pat sets ambitious targets but is a good motivator."</i>

Empowering: Emotional Awareness

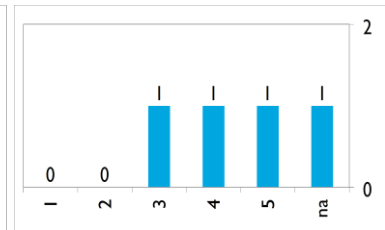
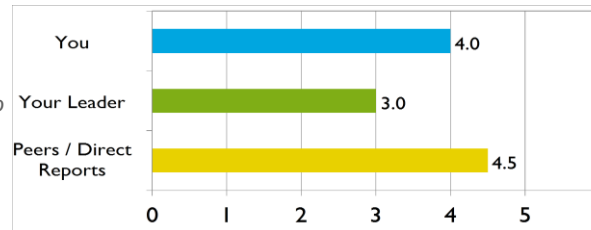
Your detailed results against Emotional Awareness are listed in this section.



Knows their team members well and demonstrates this



Regulates their own emotions to enhance their performance

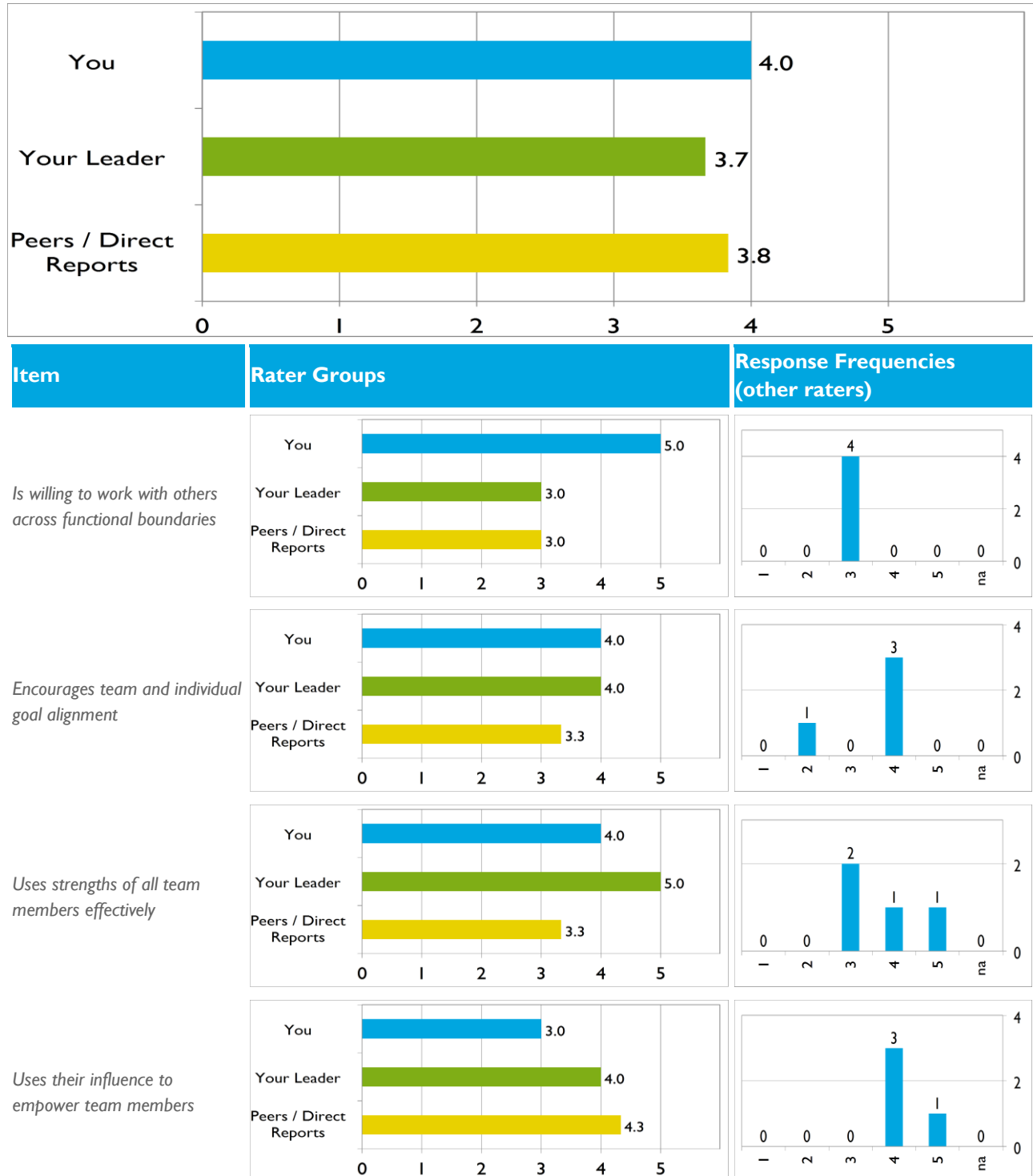


The following table shows rater comments for Emotional Awareness.

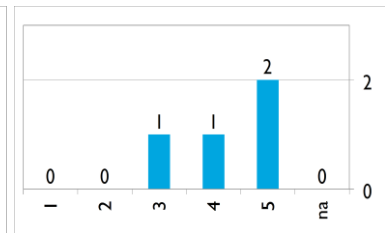
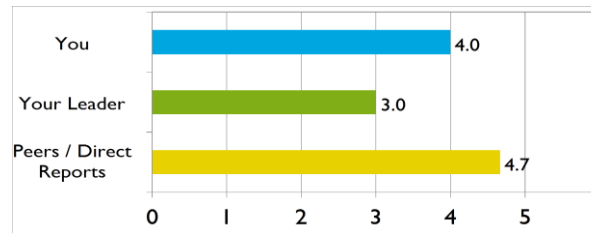
Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	<i>Perhaps Pat's directness can sometimes come across as a lack of sensitivity, but I understand his drive and focus. He isn't tolerant of weakness in others.</i>
Other Raters' Comments	<i>"Pat doesn't show much emotion but understands colleagues well and can help them to control their emotions."</i>

Empowering: Teamwork

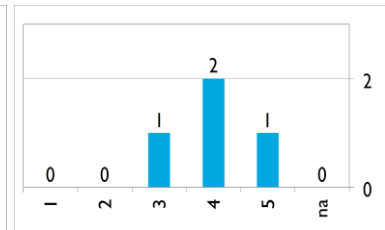
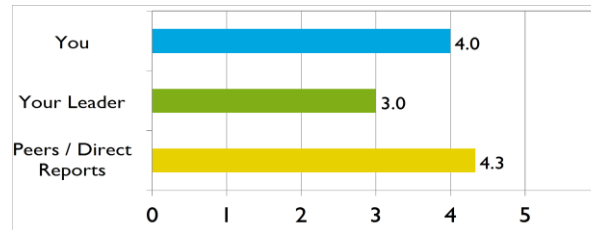
Your detailed results against Teamwork are listed in this section.



Role models behaviours that create inclusive teams



Works well with people from diverse backgrounds



The following table shows rater comments for Teamwork.

Comments	
Your Comments	<i>"As far as is possible within the limitations of my authority."</i>
Your Leader's Comments	<i>Pat can be very independent. He's supportive but can come across as not always needing others. He does recognise who to go to for any task in terms of what each member brings to the team.</i>
Other Raters' Comments	<i>"Pat is a good role model and cooperates with colleagues regularly to help them achieve individual and team goals."</i>



Stop, Start, Continue Comments

Raters provided the following general responses to regarding your workplace behaviours.

Stop	Is there anything that you should stop doing? These might be things which are counterproductive or are unlikely to contribute to personal, team or organisational success or future growth.
Your Comments	"Perhaps be less reactive to task or client demands to enable more consistent periods on major project tasks."
Your Leader's Comments	Not much to say here. There's nothing I really want him to stop doing.
Other Raters' Comments	"Pat should stop refusing to use other people's ideas."
Start	What might you start doing, or do more of, that you don't currently do. These should be things which would be valued by the organisation or team and result in individual growth or performance improvement.
Your Comments	You provided no comments for this item.
Your Leader's Comments	Perhaps step back occasionally to see what he can let others do and ease the burden he carries.
Other Raters' Comments	"Pat should start listening to other people's ideas to improve."
Continue	Describe activities that you should continue doing. These are things you are good at and are valued by the team or organisation as a contribution they are especially good at making.
Your Comments	"Providing support to clients."
Your Leader's Comments	His interpersonal skill with clients is widely valued. Keep it up Pat!
Other Raters' Comments	"Pat should continue to motivate and push colleagues to be the best they can be."



360 Development Guidelines

Exploratory questions to help clarify your development strategy:

What strengths were identified in your 360° feedback?

What aspects of your 360° feedback were you the most pleased about?

What was the most impactful message in your 360° feedback?

What changes have you been inspired to make based on your 360° feedback?



Consider your strengths that were identified in your feedback report. What actions can you take to be at your best more often?

How can your strengths and unique contributions help you to bring out the best in the people you work with?
