GFB

Sample Group Report

23/Oct/2024

Introduction

This report summarises the results of the 360° feedback survey for Sample Group Report. The data is gathered from the ratings given by the individual's nominated respondents. The individual included in this report are below (individuals with a * haven't completed their self survey):

Person Sample Person

The respondents rated the frequency with which the individual uses behaviours at work using the following rating scale:

- **n/a.** Not able to rate for this individual in their current role
- **1.** Rarely/Never significant development required
- **2.** Sometimes development would improve consistency of the behaviour
- **3.** Usually with an effective outcome
- **4.** Almost Always and is at times exceptional
- **5.** Consistently and is an inspiration to colleagues

The maximum score is 5 and the minimum score is 1. Therefore higher scores indicate areas of strength for the group and individuals within it, whereas lower scores indicate areas which could be improved through development interventions.

Introduction

The high performance leadership behaviour framework

Getfeedback's 360° feedback survey utilises a framework containing 11 behaviours that have been identified as being key for effective management and leadership. It is known as the high Performance leadership framework.

Individuals who display strengths in these behaviours achieve greater personal career success; have a greater impact on their organisation's performance; and handle the demands and ambiguity associated with modern dynamic work environments. Note: A high-performing individual would be expected to display strengths in 5-6 of the 11 behaviours. A high-performing group/team should display strengths in all of the behaviours.

The 11 behaviours of the leadership framework are clustered into four key areas so that success can be seen to be achieved in four key ways:

Overview of the report

This report has been designed to provide a clear indication of the strengths and development areas for the group. Armed with this information the group will be able to make accurate decisions as to how to work more effectively together by leveraging the strengths of the team and how to develop in weaker areas.

The report is broken down into the following sections:

Group details

This section provides an overview of the group reported on in the report including a full respondent breakdown.

Overall Summary

This provides an overview by competency/behaviour for the whole group compared to an external comparison group. The 10 highest and lowest scoring questions for the group are also displayed to help identify the key strengths and development areas.

Breakdown by Behaviour

Provides a breakdown of the group performance by question for each behaviour.

Overall breakdown by category

Self versus others.

This shows a comparison of the total group self ratings versus all the other respondent ratings. This helps to highlight the groups self awareness versus others feedback for the group.

All respondent groups.

Provides more detailed information about the respondent groups for this category. This can help to identify more where feedback differs across the various respondent groups and can help to give more targeted feedback by question.

Summary of Open-ended Comments

Visual display to summarise the most frequently used words in the open ended comments by nominees.

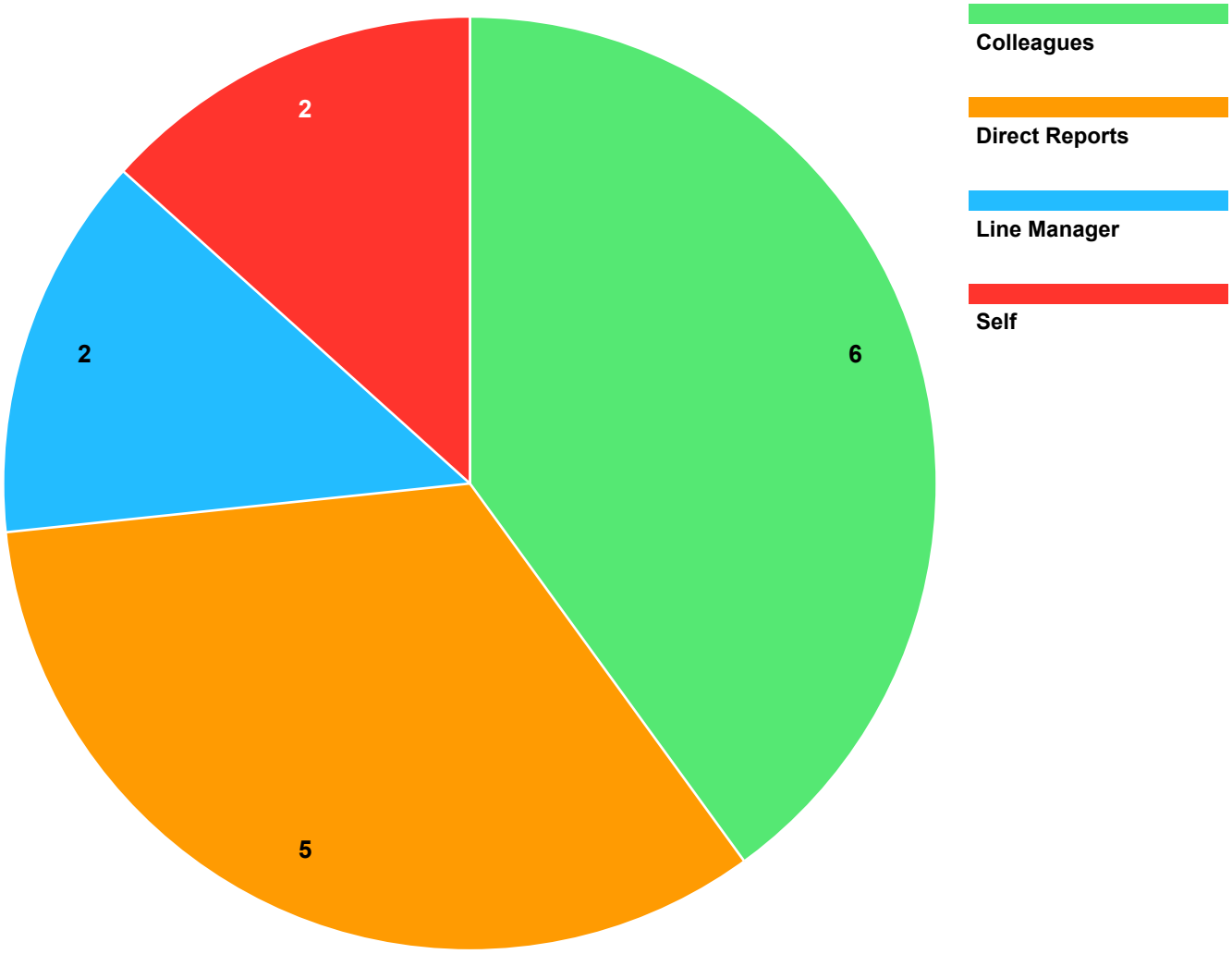
Group Details

Please find below details of the group reported on in this report:

- 2 members invited to participate
- Total nominees invited 13
- Total nominees completed 13
- Percentage completion rate 100%

Respondent breakdown

The below pie chart shows the breakdown of responses by nomination category for the group



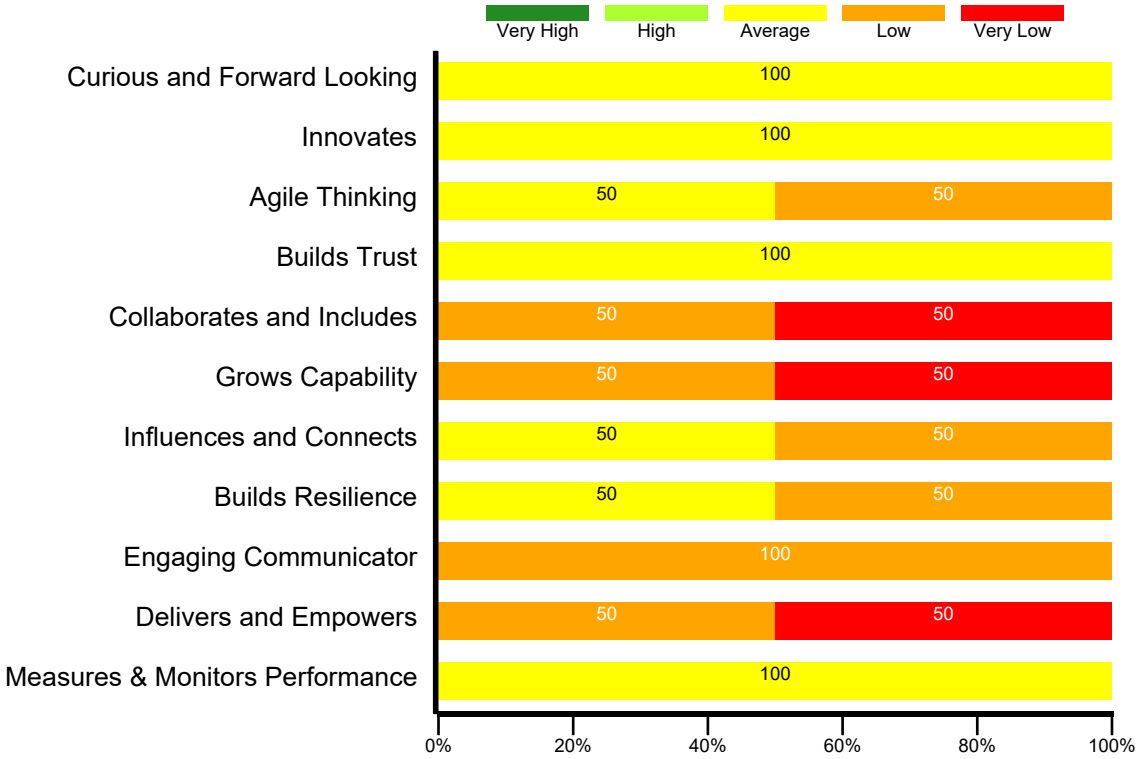
Overall Summary

Sample Group Report 23/Oct/2024

This report looks at the overall scores of the **2** individuals in this group as rated by everyone else. The bars show the percentage number of people in each range. The ranges are calculated when compared with the external comparison group **UK Managers, cross-industry (N=2102)**. The following approximate percentages would be expected in each range

- **Very High:** Approximately 10% would be expected to be in this range
- **High:** Approximately 20% would be expected to be in this range
- **Average:** Approximately 40% would be expected to be in this range
- **Low:** Approximately 20% would be expected to be in this range
- **Very Low:** Approximately 10% would be expected to be in this range

Sample Group



10 Highest Scoring Statements

As rated by the nominees.

Score	Managerial Behaviour	Qu. No	Statement
3.93	Curious and Forward Looking	35	They bring information to the table that demonstrates they have carried out a broad search for relevant facts and figures in relation to the task or situation at hand.
3.69	Curious and Forward Looking	5	They seek information beyond the scope of the particular issue being addressed in order to understand its wider implications.
3.64	Engaging Communicator	36	They convey complex, detailed ideas and information in a way that enthuses and engages the listener.
3.61	Measures & Monitors Performance	3	The objectives they set for the business are specifically designed to improve individual, team or business performance.
3.61	Innovates	13	When faced with an issue they seek to understand the underlying cause, not just the symptoms.
3.60	Measures & Monitors Performance	10	They review and modify stretching objectives aimed at adding value to our customers.
3.57	Influences and Connects	29	They actively manage their network, calling upon it when the need arises.
3.55	Builds Trust	8	They respond in a non-judgemental way when listening to thoughts and views that differ to their own.
3.55	Agile Thinking	34	They critically assess factors that may affect the success of projects or the business.
3.42	Builds Trust	6	They use open questions in order to find out other people's points of view, thoughts and feelings.

The maximum score is 5 and the minimum score is 1.

10 Lowest Scoring Statements

As rated by the nominees.

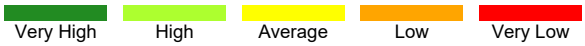
Score	Managerial Behaviour	Qu. No	Statement
2.37	Collaborates and Includes	4	They encourage others to lead discussions where their specialism allows them to provide clear direction.
2.40	Delivers and Empowers	30	They develop plans detailing objectives, actions and responsibilities for the work they are involved with.
2.68	Grows Capability	2	They hold regular, structured development discussions with their direct reports in which they provide constructive feedback for the purposes of personal development.
2.75	Engaging Communicator	31	Their communications are clear, concise and structured.
2.75	Collaborates and Includes	9	They actively participate in group discussions with the appropriate amount of contribution.
2.80	Agile Thinking	40	When considering how to solve a business issue they explore the alternatives.
2.81	Delivers and Empowers	43	They look ahead to remove barriers and constraints so that others can get things done.
2.86	Influences and Connects	33	They clearly describe the benefits and advantages of their proposed solutions when seeking support.
2.87	Engaging Communicator	11	They use humour, analogies and visual aids appropriate for different audiences to create a compelling and vivid message.
2.87	Influences and Connects	1	They have developed a wide network of contacts with whom they have reciprocal relationships.

The maximum score is 5 and the minimum score is 1.

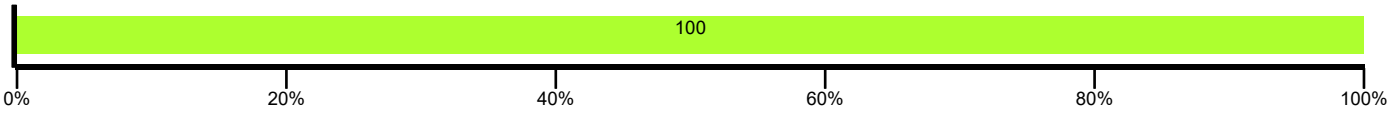
Breakdown by Behaviour

Curious and Forward Looking

Information gathering and sharing – Searches widely for new advances; asking questions to find out about a broad range of factors. Fosters a hunger and curiosity in others.



Q5. They seek information beyond the scope of the particular issue being addressed in order to understand its wider implications.



Q16. They exchange relevant information and knowledge with colleagues, customers and suppliers

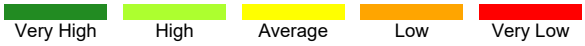
Q35. They bring information to the table that demonstrates they have carried out a broad search for relevant facts and figures in relation to the task or situation at hand.

Q44. They ask penetrating questions to find out information from colleagues, clients, competitors and suppliers.

Breakdown by Behaviour

Innovates

Understanding insights and being creative - Linking information; identifying patterns and trends to look beyond symptoms to understand root cause. Having ideas; creating concepts and models. Fosters a growth mindset so that others feel safe to innovate.



Q13. When faced with an issue they seek to understand the underlying cause, not just the symptoms.

Q17. They consider a wide range of information in order to get to the root cause.

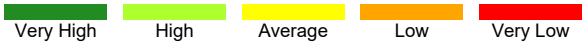
Q26. They develop solutions that take into account the broader business environment

Q38. They are a great source of new ideas and ways of doing things.

Breakdown by Behaviour

Agile Thinking

Evaluating options or possibilities - Being open to different perspectives or pivoting; using concepts or models to weigh-up situations; evaluating different options at the same time; synthesizing alternatives to formulate powerful solutions.



Q25. They create an over-arching plan or strategy that maximises the benefits and minimises the downside of any original options

Q34. They critically assess factors that may affect the success of projects or the business.

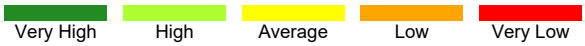
Q39. When faced with a potential issue or barrier they respond with an open mind.

Q40. When considering how to solve a business issue they explore the alternatives.

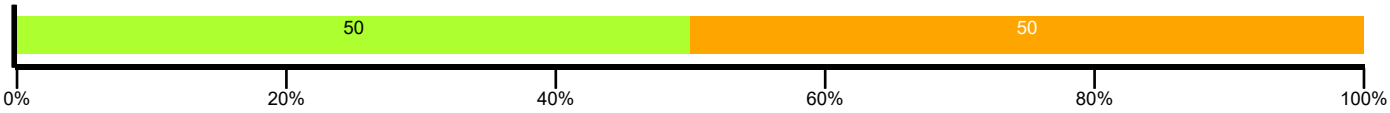
Breakdown by Behaviour

Builds Trust

Interacting with openness and respect – actively listens to others and seeks to really understand people deeply, asking questions to uncover thoughts and feelings; demonstrating understanding and empathy.

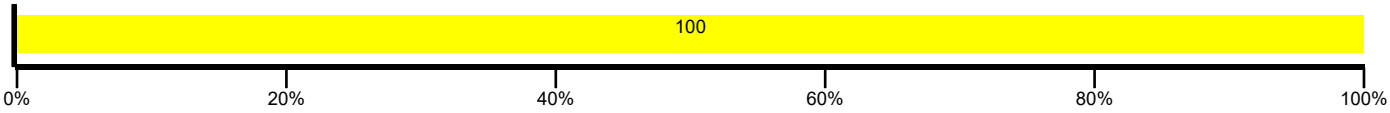


Q6. They use open questions in order to find out other people's points of view, thoughts and feelings.



Q8. They respond in a non-judgemental way when listening to thoughts and views that differ to their own.

Q18. They have built a climate in which others listen and reserve judgement in order to fully understand the ideas and feelings of others.

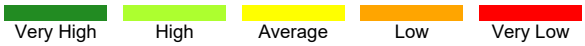


Q22. When it is appropriate they openly share their own thoughts and feeling which makes others feel comfortable to do the same.

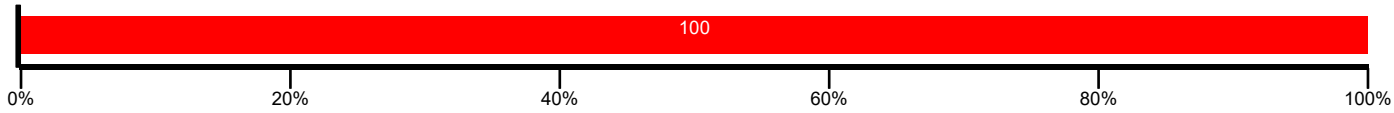
Breakdown by Behaviour

Collaborates and Includes

Brings people together and is truly inclusive - sharing ideas links between own and others ideas; encouraging others to speak up and focus on objectives; fostering collaborative working.



Q4. They encourage others to lead discussions where their specialism allows them to provide clear direction.



Q9. They actively participate in group discussions with the appropriate amount of contribution.

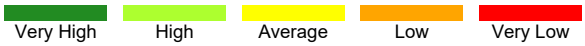
Q14. During group discussions they ensure focus is maintained on the goals and aims of the group so that the solution that is developed is more powerful than those first contributed.

Q24. They encourage discussion and dialogue between team members so they come to a shared understanding of an issue.

Breakdown by Behaviour

Grows Capability

Developing self and others – is motivated to grow, challenges others with new opportunities and continuously support them by coaching and mentoring. Creates a culture of personal growth owned by individuals.



Q2. They hold regular, structured development discussions with their direct reports in which they provide constructive feedback for the purposes of personal development.

Q27. They recognise and support the development of others by providing access to skills training and personal development courses.

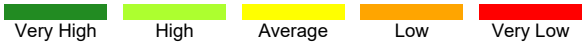
Q32. They take personal responsibility for developing their team in the skills and capabilities required for future success.

Q41. They are aware of their own personal strengths and areas for development, have shared these with others and seek out opportunities that will stretch and challenge them.

Breakdown by Behaviour

Influences and Connects

Persuading and influencing others –by gaining buy-in and support; focuses on the customer (internal and/or external); striving for mutually beneficial solutions and relationships; building and maintaining personal networks.



Q1. They have developed a wide network of contacts with whom they have reciprocal relationships.

Q7. When selling their ideas, or persuading others, they identify and articulate how both parties can benefit from the proposal.

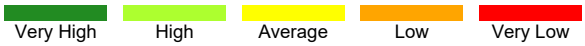
Q29. They actively manage their network, calling upon it when the need arises.

Q33. They clearly describe the benefits and advantages of their proposed solutions when seeking support.

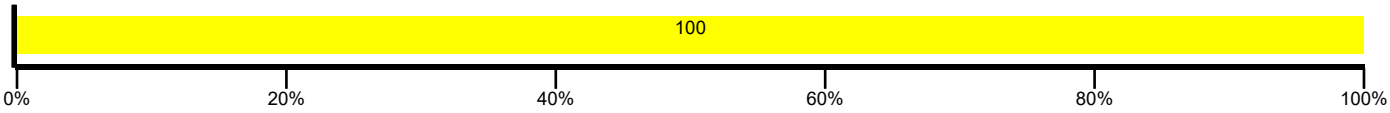
Breakdown by Behaviour

Builds Resilience

Displaying self-confidence and building positivity - being decisive and firm in tackling issues; communicating sense of confidence and optimism; recognising achievements and celebrating success.



Q12. They appear self-assured by confidently making decisions even when their ideas are challenged.



Q21. When launching a new product, service, or project their enthusiasm, optimism and belief in its future success is felt by others.

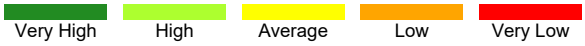
Q23. They inspire others to believe in their own ability to succeed.

Q28. They openly confront behaviour that has the potential to impact others or the business negatively.

Breakdown by Behaviour

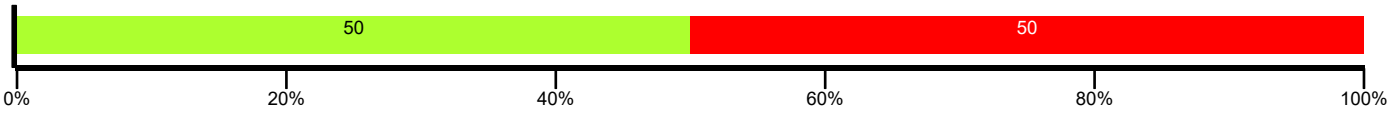
Engaging Communicator

Effective and engaging communication that stands out - clear, concise and structured in communication; matches the comms. channel to the audience so the message is seen; uses visual aids, metaphors, humour, analogies to deliver messages with impact.



Q11. They use humour, analogies and visual aids appropriate for different audiences to create a compelling and vivid message.

Q20. People are left in no doubt as to the key messages they are delivering.



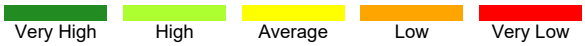
Q31. Their communications are clear, concise and structured.

Q36. They convey complex, detailed ideas and information in a way that enthuses and engages the listener.

Breakdown by Behaviour

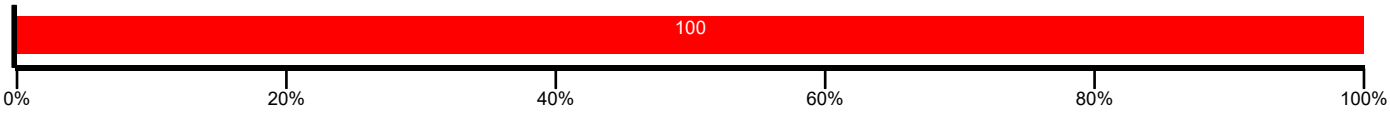
Delivers and Empowers

Is proactive and removes barriers so that others can do the same. Goes beyond formal responsibilities in order to achieve this.



Q19. They take personal responsibility for ensuring things get done.

Q30. They develop plans detailing objectives, actions and responsibilities for the work they are involved with.



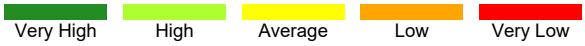
Q37. They provide a structure that empowers people to take actions when they need to.

Q43. They look ahead to remove barriers and constraints so that others can get things done.

Breakdown by Behaviour

Measures & Monitors Performance

Setting goals and monitoring performance to create valuable insights - defining how success can be measured; setting measures, identifying stretch; providing feedback on performance; improving performance by reviewing the end to end consumer experience.



Q3. The objectives they set for the business are specifically designed to improve individual, team or business performance.

Q10. They review and modify stretching objectives aimed at adding value to our customers.

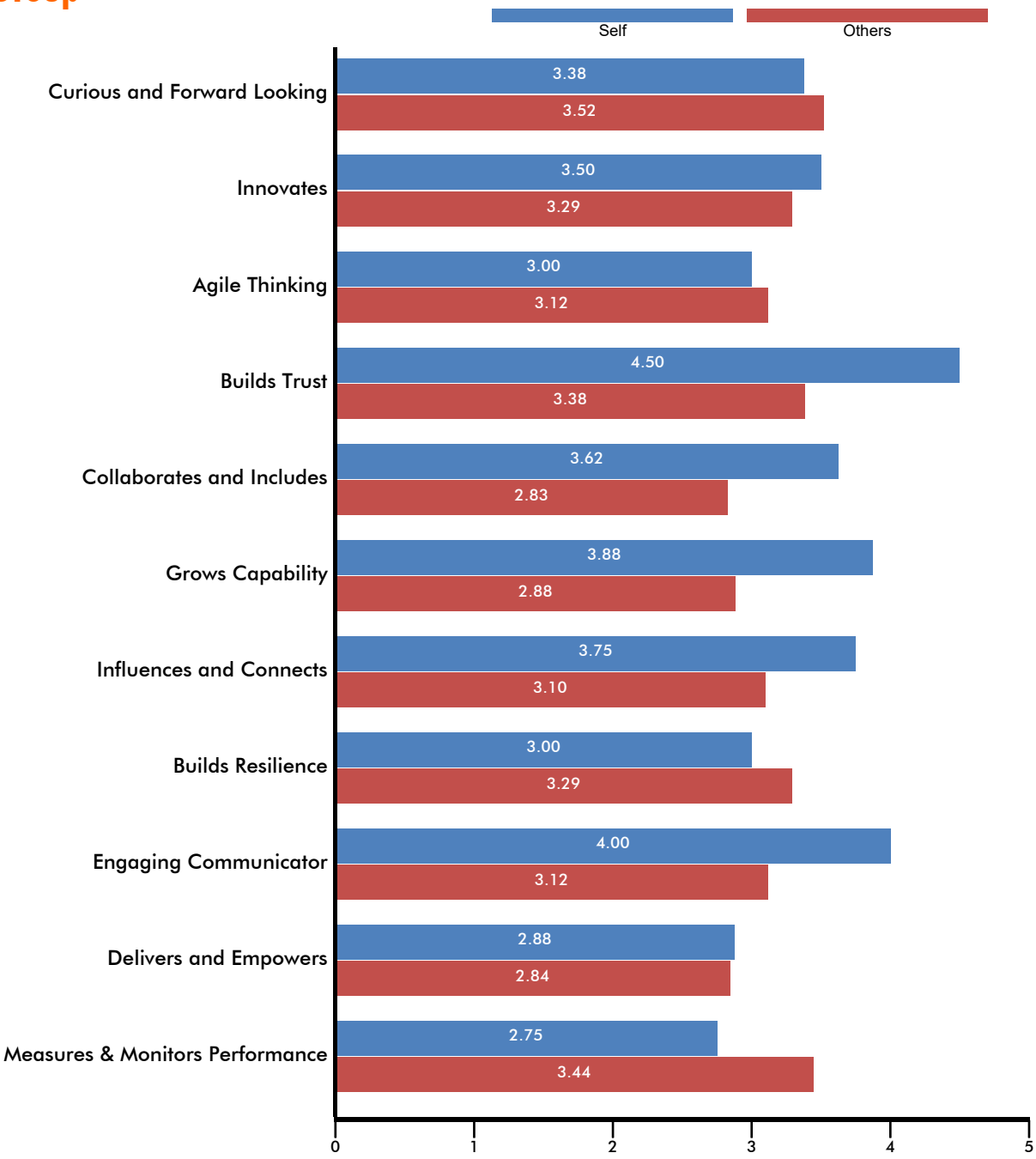
Q15. They track targets they set for individuals, teams and the business.

Q42. They provide regular feedback on progress towards target to stakeholders and those people doing the work.

Overall breakdown by category

Self versus Others

Sample Group



Rating Scale:

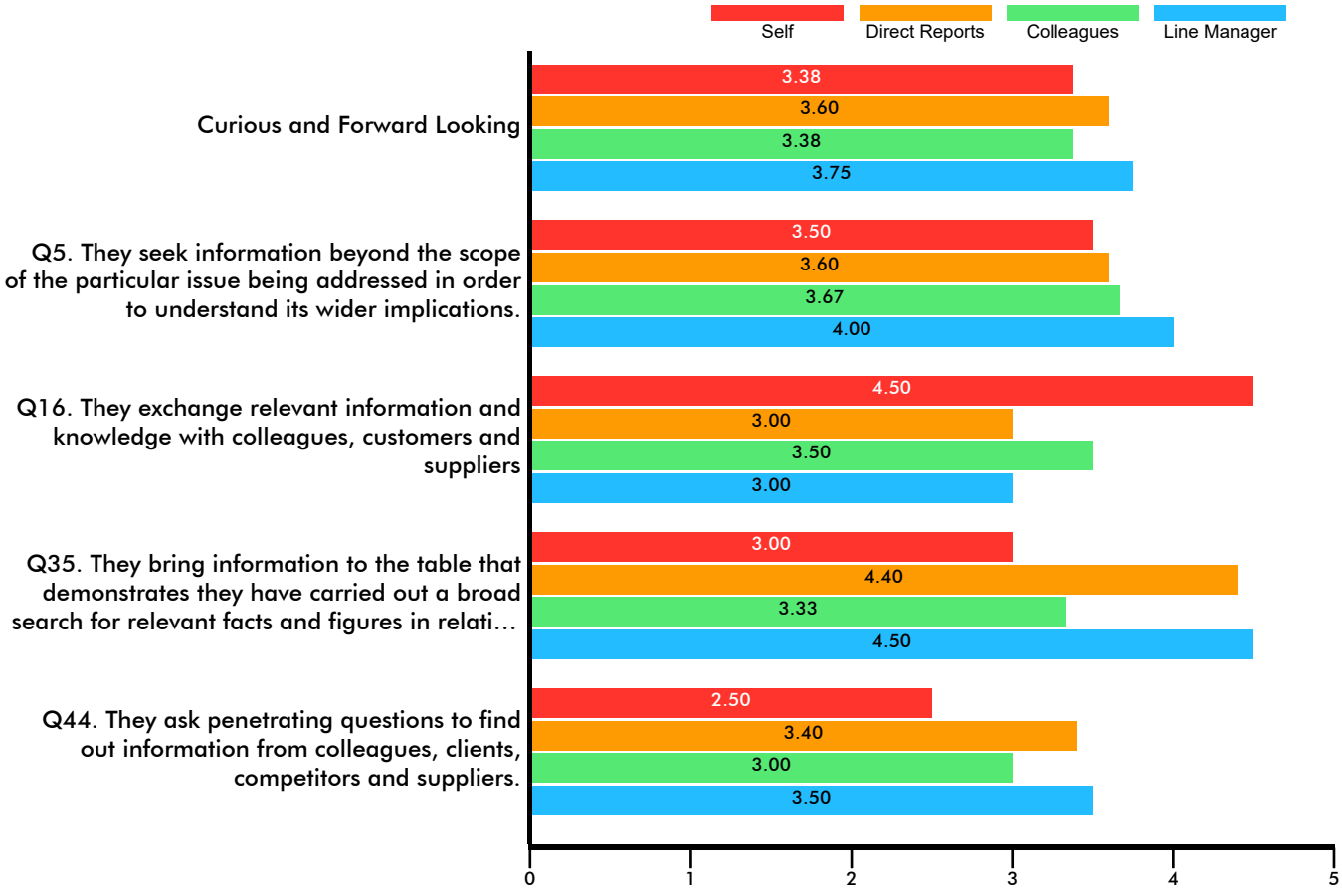
- **n/a.** Not able to rate for this individual in their current role
- **1.** Rarely/Never significant development required
- **2.** Sometimes development would improve consistency of the behaviour
- **3.** Usually with an effective outcome
- **4.** Almost Always and is at times exceptional
- **5.** Consistently and is an inspiration to colleagues

Overall breakdown by category

All respondent groups

Curious and Forward Looking

Information gathering and sharing – Searches widely for new advances; asking questions to find out about a broad range of factors. Fosters a hunger and curiosity in others.



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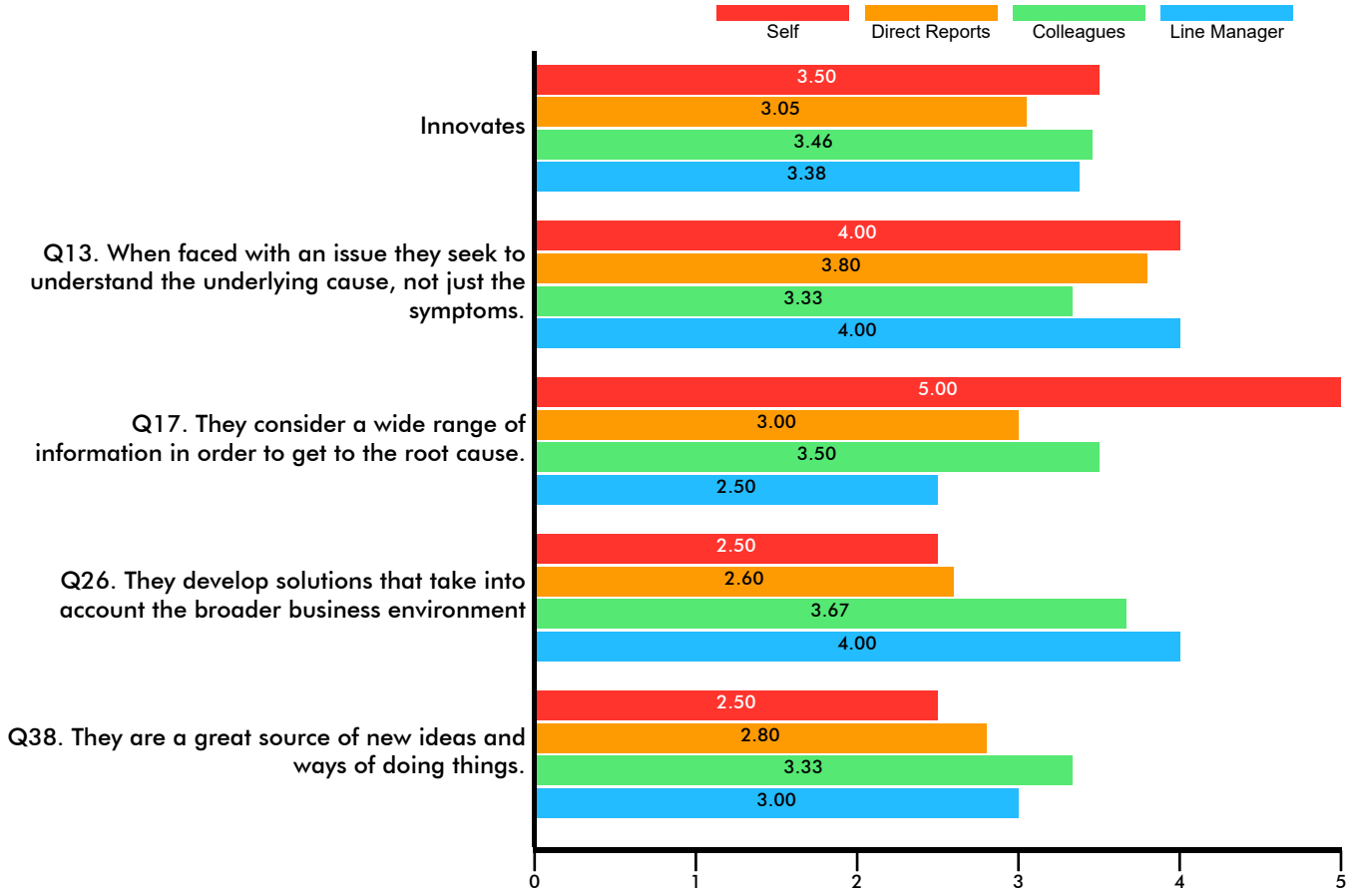
All respondent groups

Innovates

Understanding insights and being creative - Linking information; identifying patterns and trends to look beyond symptoms to understand root cause. Having ideas; creating concepts and models. Fosters a growth mindset so that others feel safe to innovate.

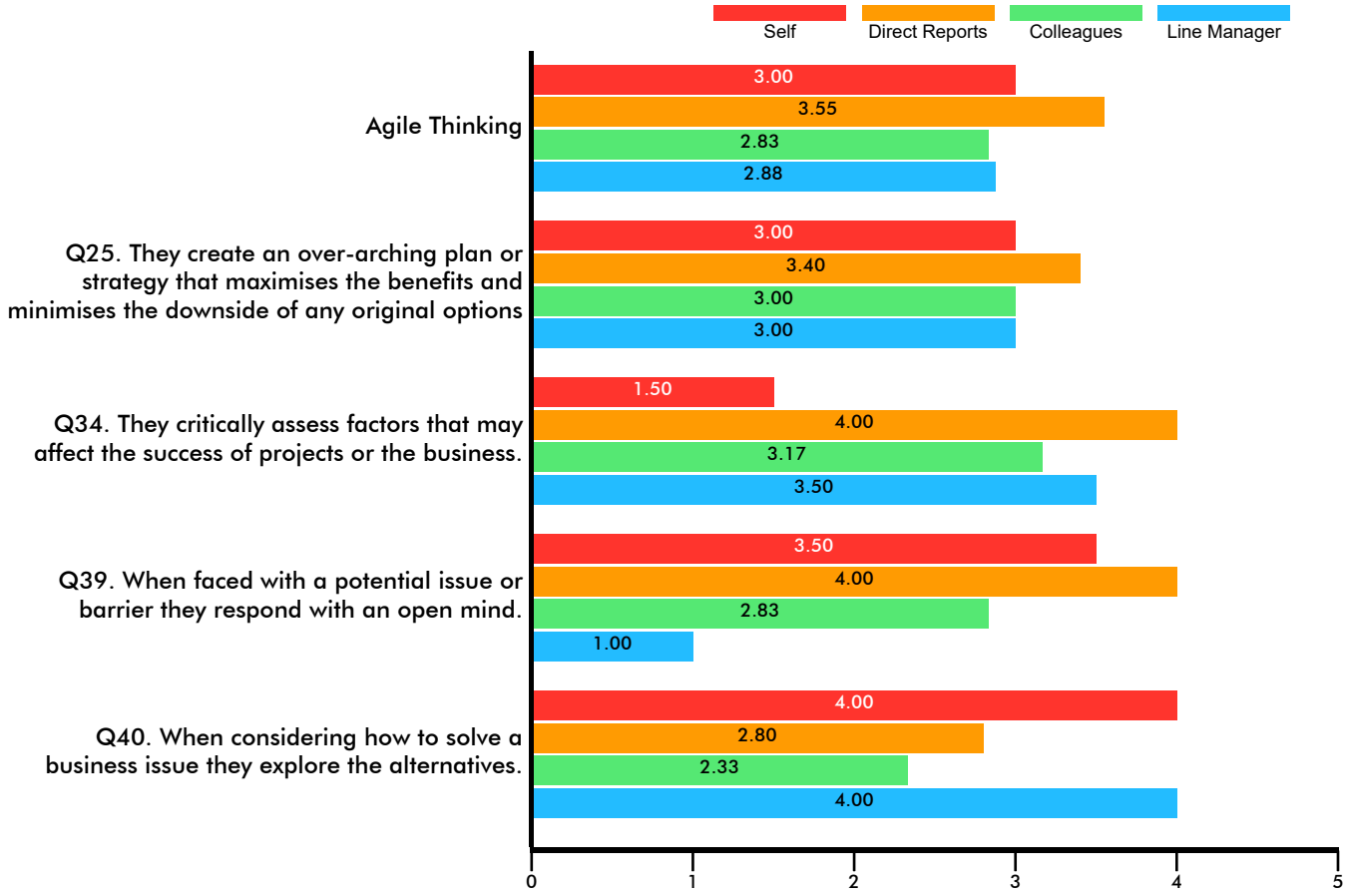


Overall breakdown by category

All respondent groups

Agile Thinking

Evaluating options or possibilities - Being open to different perspectives or pivoting; using concepts or models to weigh-up situations; evaluating different options at the same time; synthesizing alternatives to formulate powerful solutions.

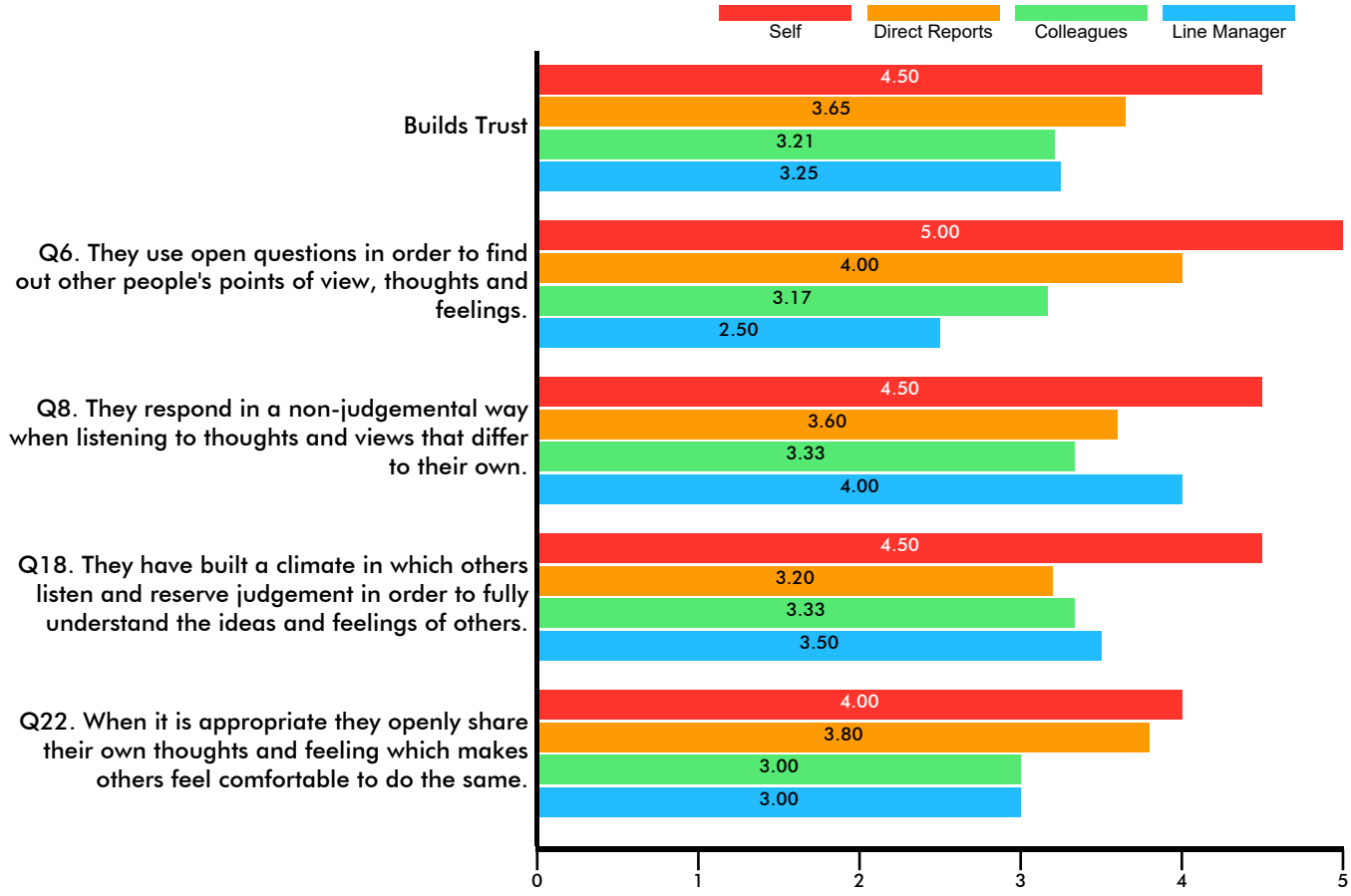


Overall breakdown by category

All respondent groups

Builds Trust

Interacting with openness and respect – actively listens to others and seeks to really understand people deeply, asking questions to uncover thoughts and feelings; demonstrating understanding and empathy.

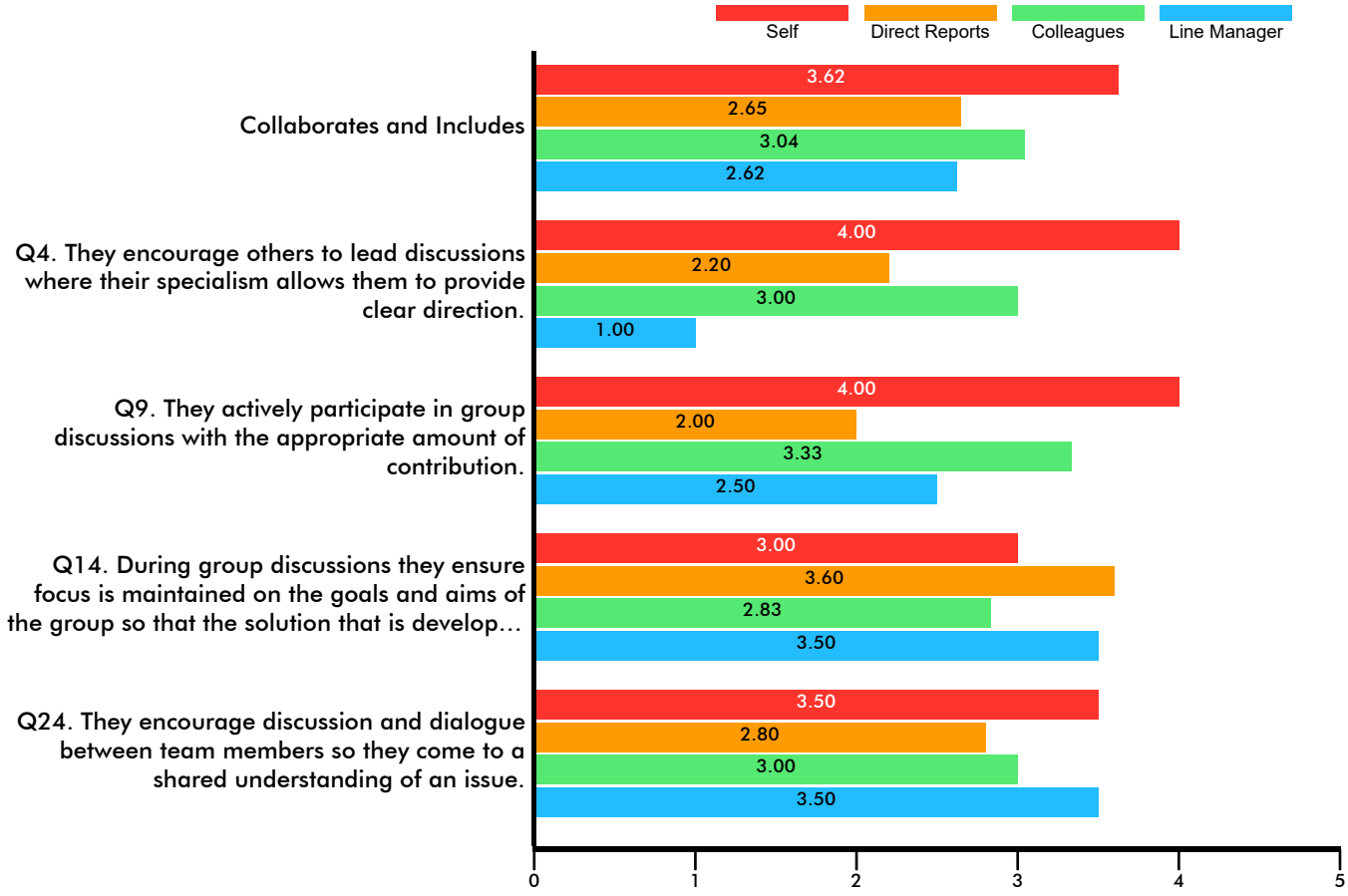


Overall breakdown by category

All respondent groups

Collaborates and Includes

Brings people together and is truly inclusive - sharing ideas links between own and others ideas; encouraging others to speak up and focus on objectives; fostering collaborative working.

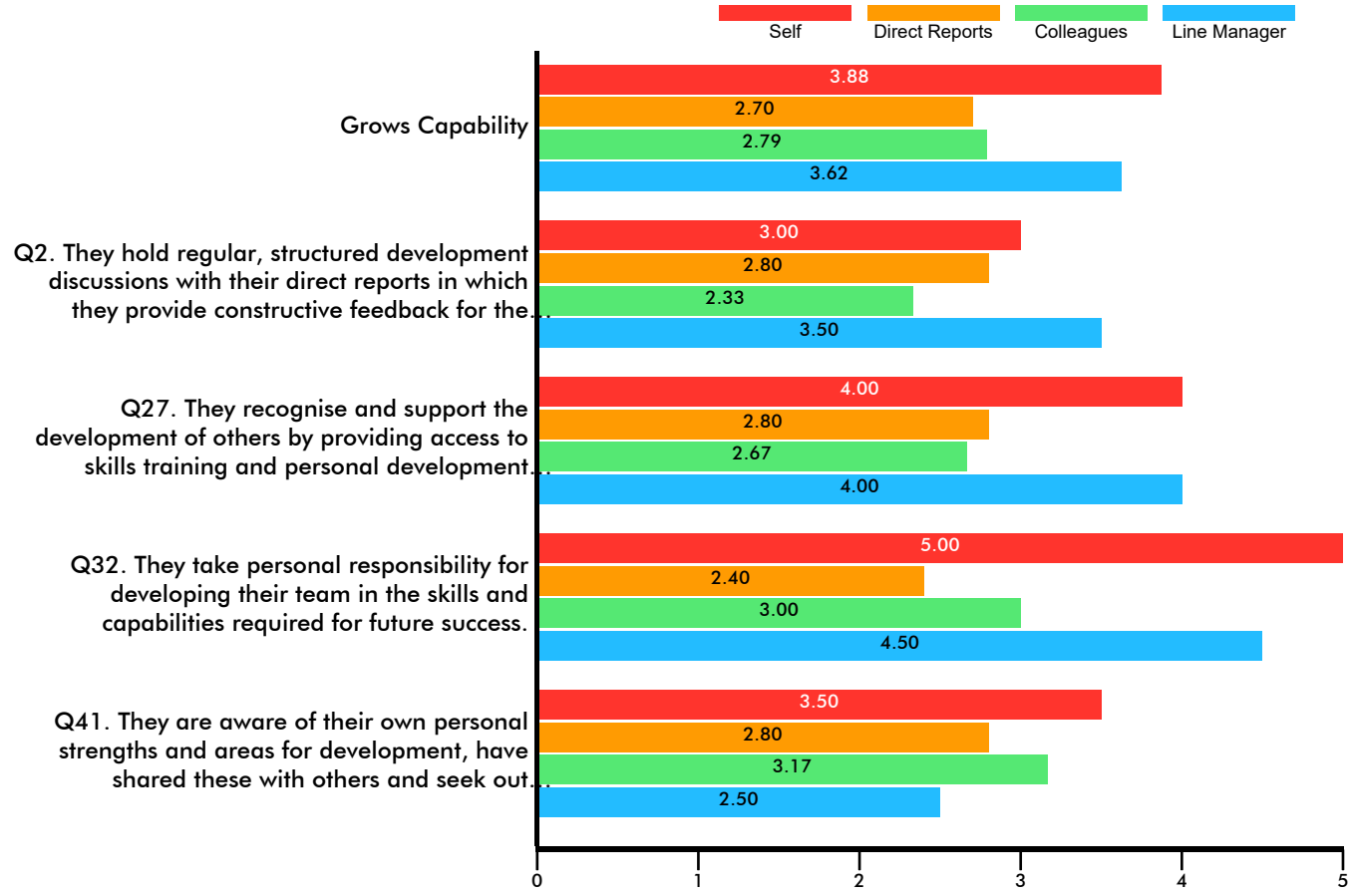


Overall breakdown by category

All respondent groups

Grows Capability

Developing self and others – is motivated to grow, challenges others with new opportunities and continuously support them by coaching and mentoring. Creates a culture of personal growth owned by individuals.

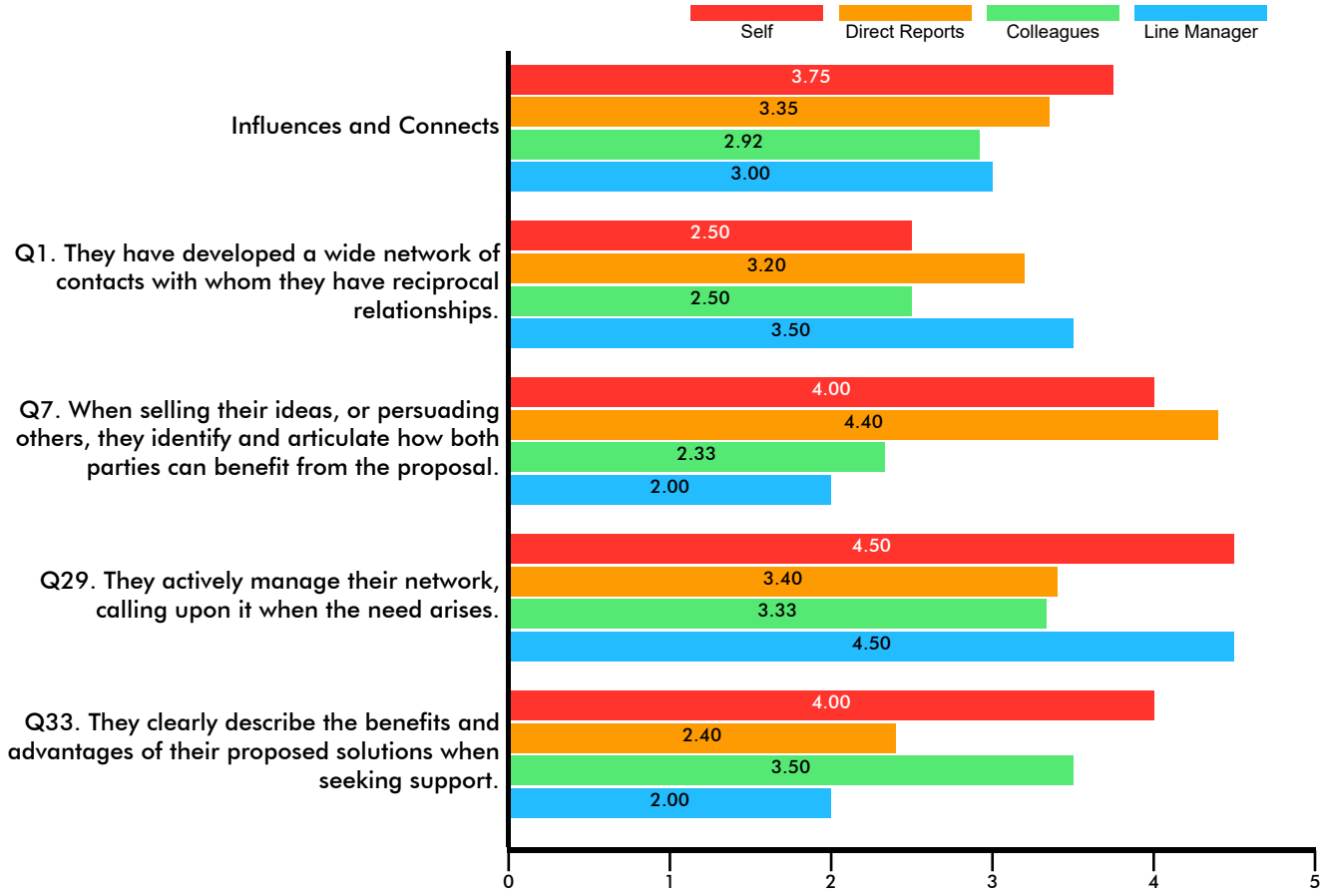


Overall breakdown by category

All respondent groups

Influences and Connects

Persuading and influencing others –by gaining buy-in and support; focuses on the customer (internal and/or external); striving for mutually beneficial solutions and relationships; building and maintaining personal networks.

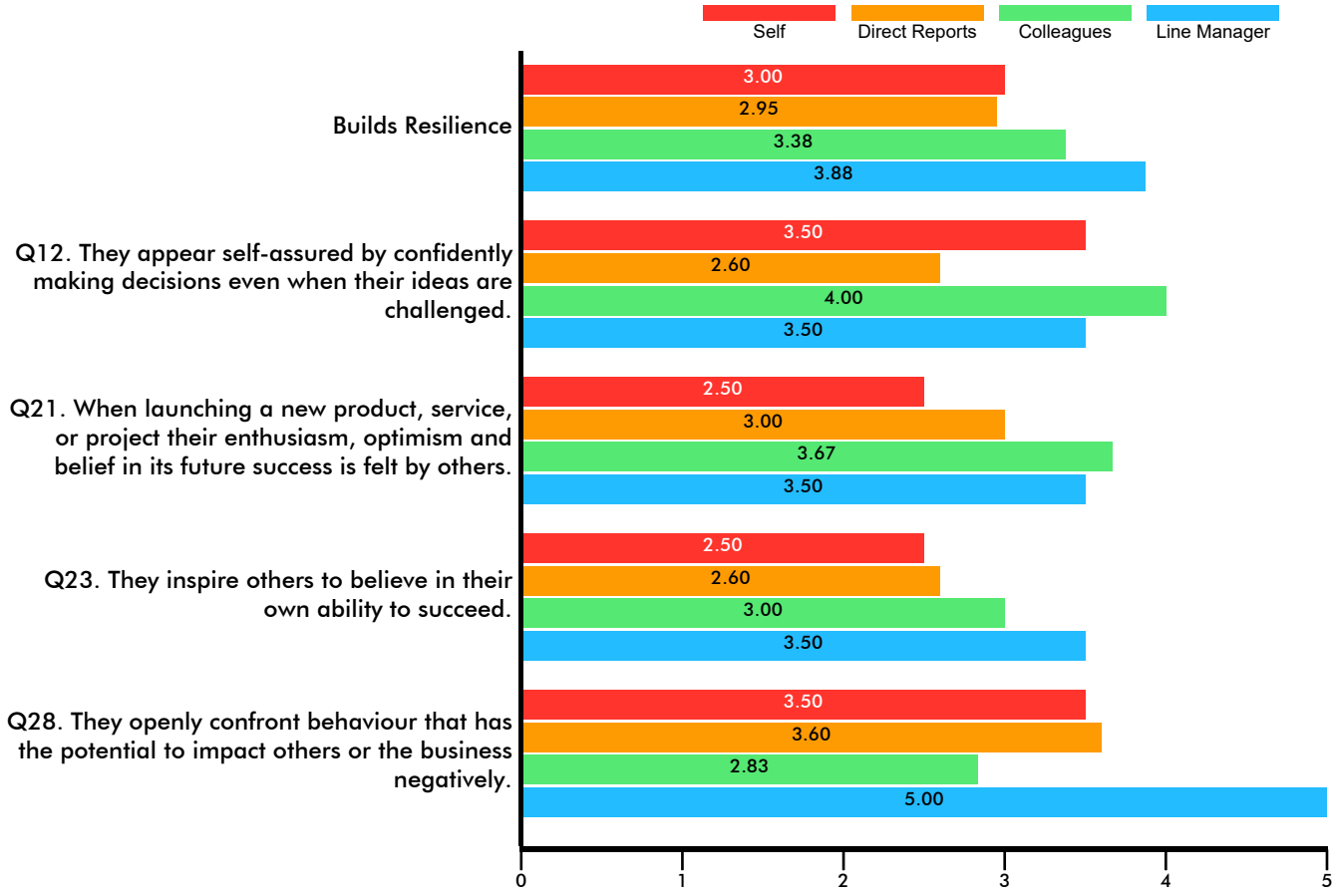


Overall breakdown by category

All respondent groups

Builds Resilience

Displaying self-confidence and building positivity - being decisive and firm in tackling issues; communicating sense of confidence and optimism; recognising achievements and celebrating success.



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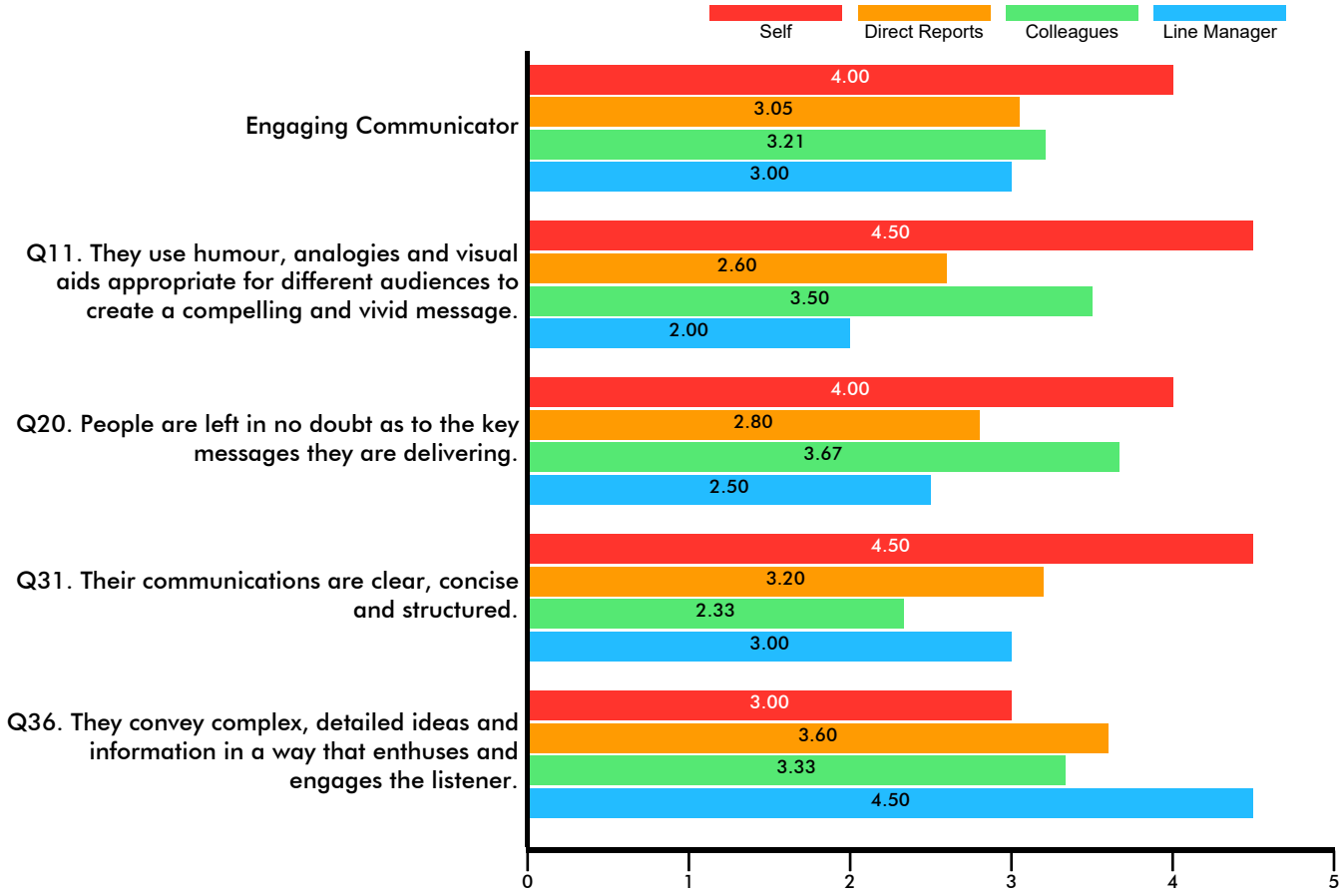
Engaging Communicator

Effective and engaging communication that stands out - clear, concise and structured in communication; matches the comms. channel to the audience so the message is seen; uses visual aids, metaphors, humour, analogies to deliver messages with impact.

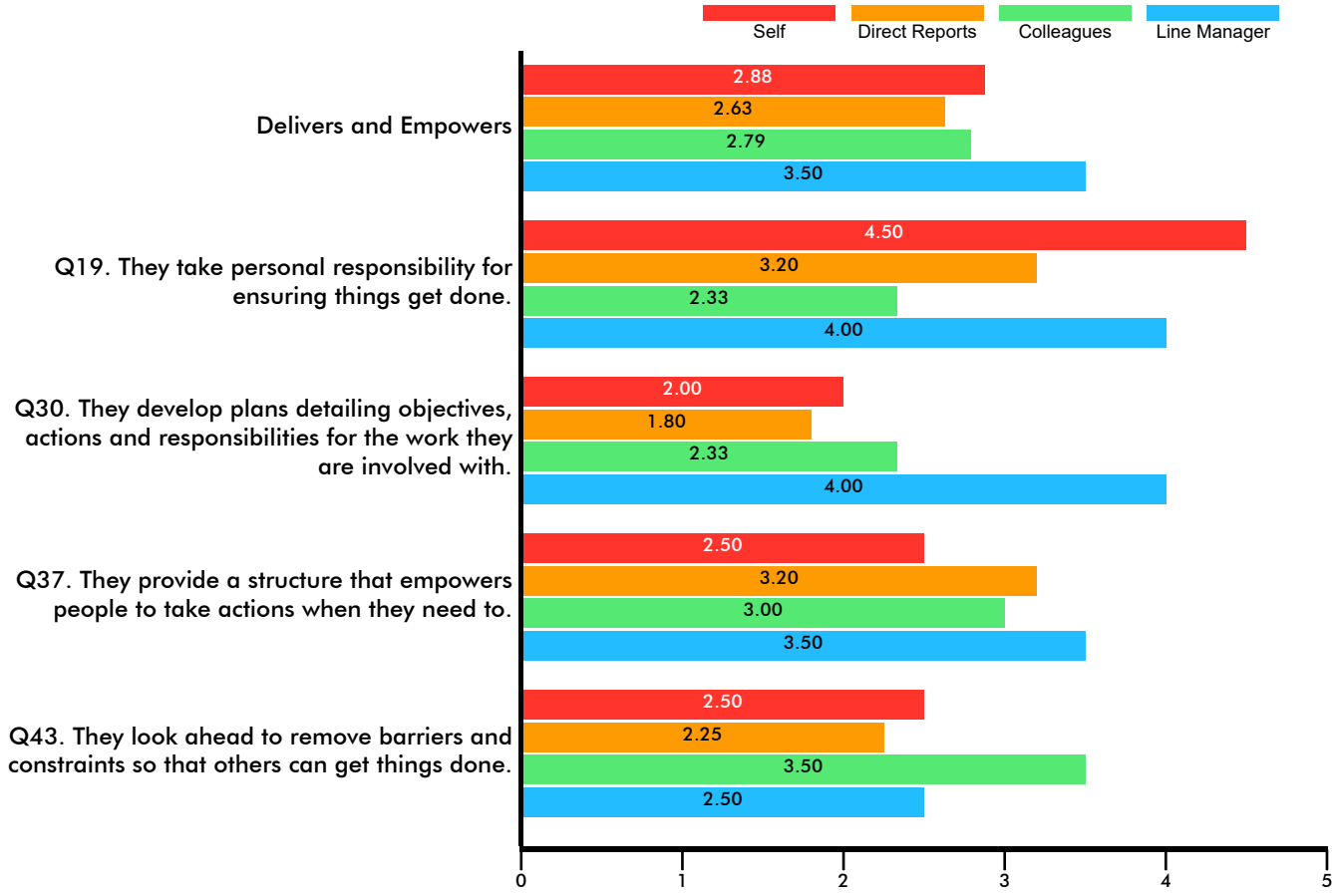


Overall breakdown by category

All respondent groups

Delivers and Empowers

Is proactive and removes barriers so that others can do the same. Goes beyond formal responsibilities in order to achieve this.

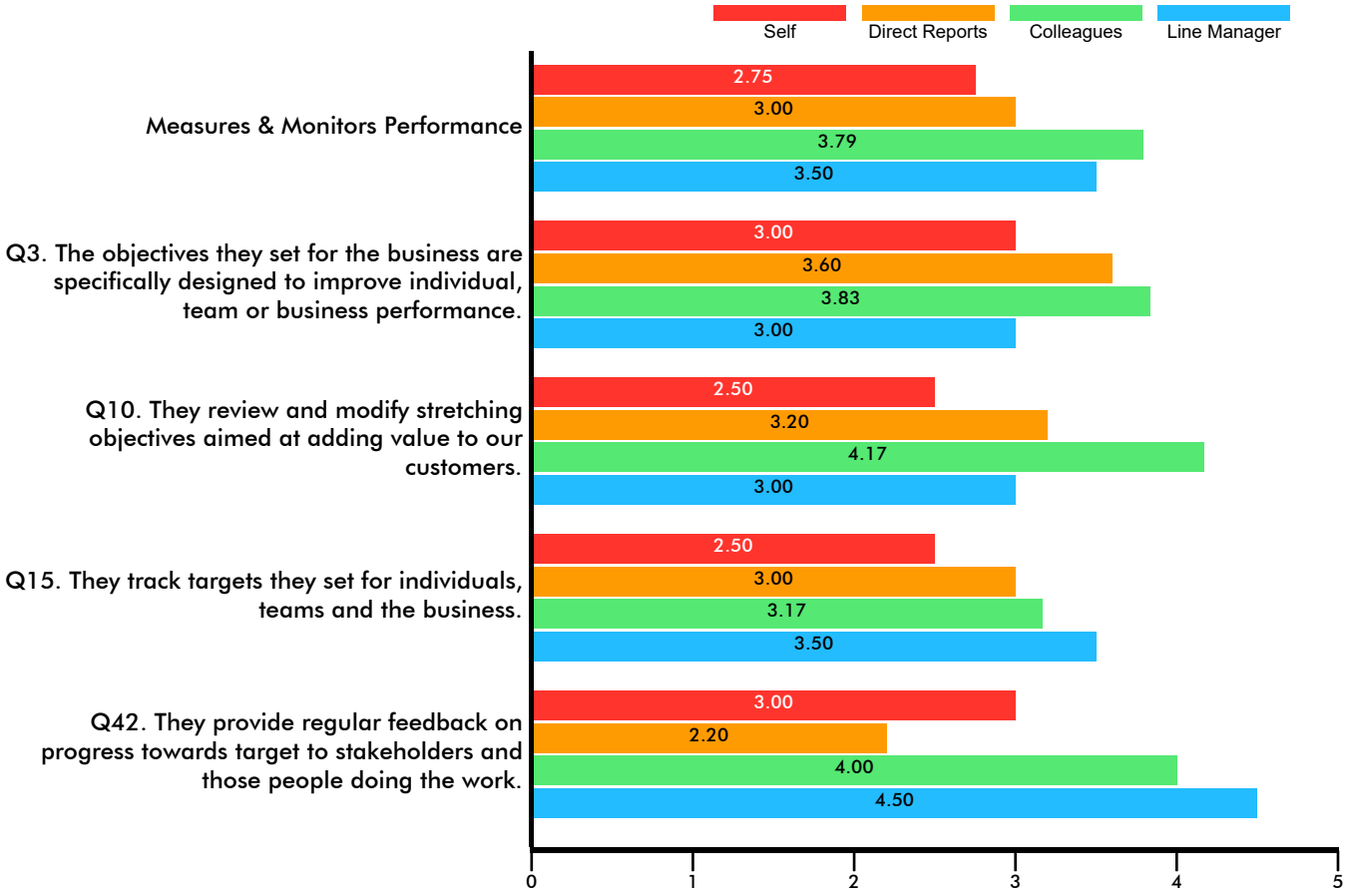


Overall breakdown by category

All respondent groups

Measures & Monitors Performance

Setting goals and monitoring performance to create valuable insights - defining how success can be measured; setting measures, identifying stretch; providing feedback on performance; improving performance by reviewing the end to end consumer experience.



Summary of Open-ended Comments

Sample Group Report 23/Oct/2024

Below are "word clouds" showing the most frequently used words by individuals and nominees when answering the open response questions for Sample Group Report. The most frequently used words appear larger and bolder and demonstrate the key themes and messages from the answers.

Most frequently used words in answer to:

- Q45. What do you believe is this persons primary strength as a leader? Please provide examples and rationale.

Summary of Open-ended Comments

Sample Group Report 23/Oct/2024

Below are "word clouds" showing the most frequently used words by individuals and nominees when answering the open response questions for Sample Group Report. The most frequently used words appear larger and bolder and demonstrate the key themes and messages from the answers.

Most frequently used words in answer to:

- Q46. What development do you believe will best enable this leader to improve their leadership capability? Please provide examples of the impact you believe that this will have.