

Carousel360

CAROUSEL 360 FEEDBACK REPORT

Carly Brookshaw

19/03/2020

Contents

1. Summary
2. What you need to know
3. Overall summary of feedback
4. Ratings on behaviours
5. Potential strengths and development areas
6. Open comments
7. Development planning
8. Definitions

clevry

1. Summary

Your ride on the Carousel

Thanks for taking part in your Carousel 360 feedback survey Carly. Here are the main themes from the information it gathered.

Your Strengths

Here's how you described yourself in terms of your greatest strengths. The statements shown are the two on which you gave yourself the highest rating:



- PLANS AND ORGANISES WORK TO ENSURE TASKS ARE COMPLETED ON TIME
- IDENTIFIES AND IMPLEMENTS INNOVATIVE WAYS OF DELIVERING THE BEST SERVICE TO CUSTOMERS

Your Development Needs

According to you, these are the areas in which you feel less equipped. The statements shown are the two on which you gave yourself the lowest rating:



- ADAPTS INNOVATIVE IDEAS AND APPROACHES USED ELSEWHERE TO IMPROVE PERFORMANCE
- DEMONSTRATES AN UNDERSTANDING OF THE POLITICAL, ECONOMIC AND ENVIRONMENTAL CONTEXT IN WHICH THE ORGANISATION OPERATES

Your biggest gaps

These two statements show the greatest difference between the way you see yourself and the perceptions of others:



- USES A WIDE VARIETY OF INTERNAL/EXTERNAL NETWORKS TO GAIN MARKET KNOWLEDGE AND PROVIDE THE BEST THINKING AND SOLUTIONS FOR CUSTOMERS
- IDENTIFIES AND IMPLEMENTS INNOVATIVE WAYS OF DELIVERING THE BEST SERVICE TO CUSTOMERS

Seeing eye-to-eye

These are the areas of your current performance where you and your feedback providers see you in the same way. They show the two statements which were rated most similarly by you and your nominees:



- ENCOURAGES OTHERS TO COME UP WITH NEW OR CREATIVE WAYS OF DOING THINGS
- ENSURES IDEAS ARE PROPERLY EVALUATED BEFORE THEY ARE IMPLEMENTED

2. What you need to know



What's inside this report?

Your Carousel 360 report helps you to make sense of all the responses about you that were gathered by the feedback survey. It will help you to understand how you and the other people who completed the survey perceive your performance at work. The report contains the following information:

Overall summary of feedback - the headline results from the survey

Ratings on behaviours - a detailed look at everyone's responses

Potential strengths and development areas - the highest and lowest ratings, as perceived by each feedback group

Open comments - further feedback from others

Development planning - help to make sense of the 360 feedback

Definitions - the detail of what the survey measured



The perceptions of others

Remember as you read this report, that the ratings given by the other people who completed your 360 survey reflect their perceptions of you, not objective truths. In other words, the information contained in the report is the subjective opinion of others. These perceptions may provide valuable insights for your development, so it's important to spend time making sense of the messages. But don't forget they are based on how others see you compared with how you see yourself.



How the survey worked

You and your feedback providers (the other people who gave their perceptions of you) were asked to respond to a series of questions, using a five point scale to rate your performance. The same rating scale was used for both you and your feedback providers:

1	2	3	4	5
Performance in this area is applicable but has not been displayed	Performance in this area needs improvement	Performance in this area is satisfactory	Performance in this area is good	Performance in this area is excellent

There was also a 'not applicable' rating, which could be used when someone did not feel able to rate your behaviour against a question. These ratings are not included in the average ratings in this report and they are shown with a '-' symbol.



What the results look like

We've summarised the feedback ratings given by the different types of people who completed the survey about you. So, you'll be able to compare ratings from sources, for example managers, peers, direct reports, and stakeholders. The ratings you gave about yourself are also included.



Keeping things anonymous

Your report shows the ratings from you and your manager from each area of the survey. Ratings from people like peers, direct reports, and stakeholders are combined so you can see how each different group rated your performance. If a group contains fewer than the minimum required, typically three, we hide the ratings to protect the anonymity of those giving the feedback in that group. When we exclude the ratings of a group with less than this minimum we mark it with an asterisk (*).



Your feedback reactions

We can all be a bit sensitive to feedback sometimes. Common reactions to the feedback that we don't like can include:

Trying to **defend** ourselves

Doubting the motives of the person giving the feedback

Rationalising why we behaved the way we did

Making **excuses** for our behaviour

Dismissing positive feedback 'Oh it was nothing really'

To make the most out of the feedback being offered through this Carousel 360 feedback report, it is important to be mindful of your reactions to it.



Getting the maximum personal benefit from this report

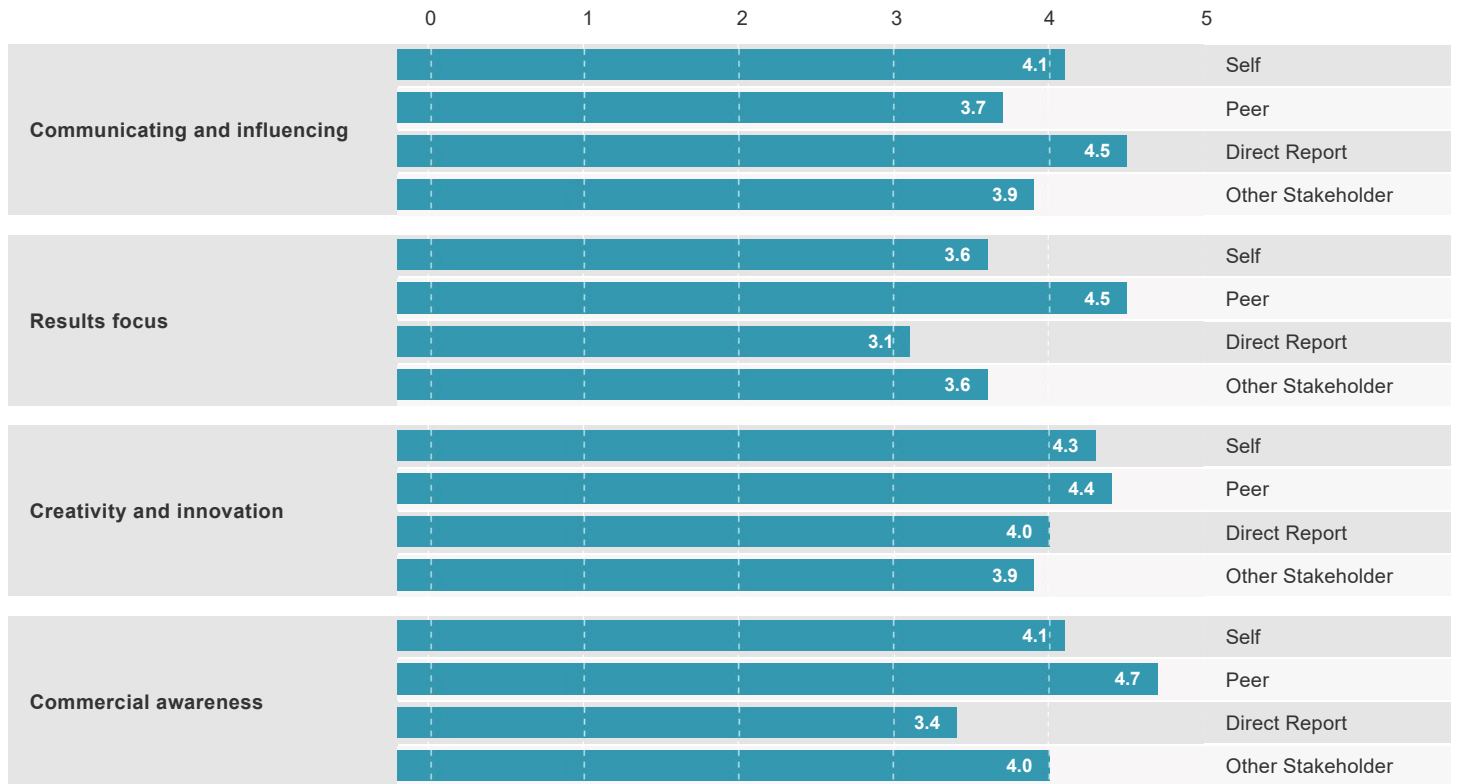
Try to keep an **open mind** about the feedback, otherwise it has little value for you. Also, try to identify from your feedback the elements that are going to help you.

To get the most out of your report it is recommended that you review the information carefully and then discuss the results. Exploring your feedback with your line manager, or a coach, can help you to understand if, and why, you are having a reaction and to understand it. Understanding the context of the information will help you get the most out of the feedback.

There is space in the **Development planning** section of this report for you to record your thoughts and reactions.

3. Overall summary of feedback

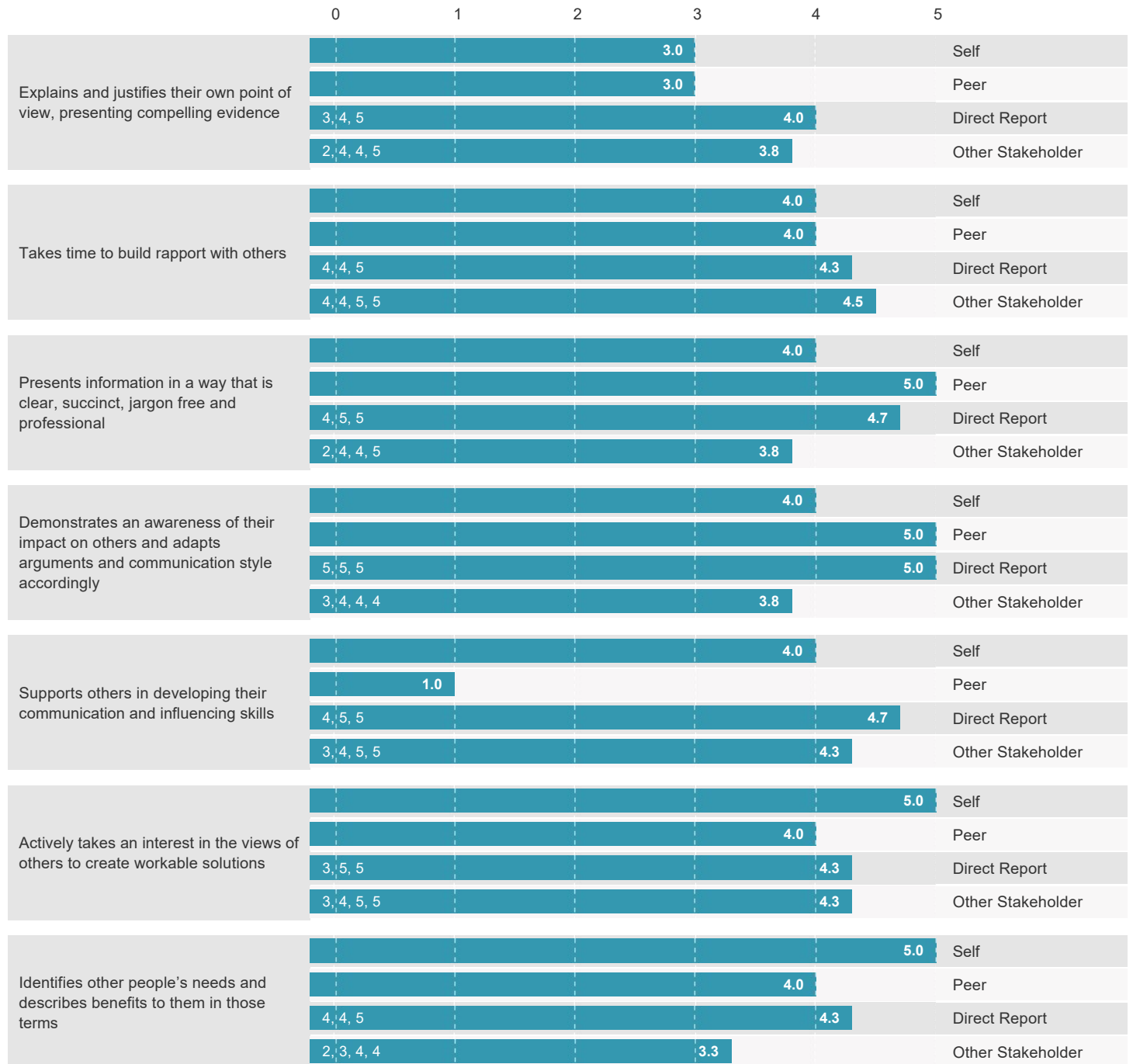
We have summarised all of the responses to your Carousel 360 survey. We have presented the average ratings for each of the performance areas from the different people who provided your feedback.



4. Ratings on behaviours

We've provided more detailed information about the way you were rated by different people against each of the questions in the survey. The graphs show the average ratings given to you by each of your feedback groups. The individual scores given by each person in the different groups are shown within each of the bars in the graph.

Communicating and influencing



Explanations for the ratings chosen in this area.

Self

After taking a course on leadership skills and public speaking last year, I think my skill set in this area has dramatically improved. Although I do appreciate that I could still improve further in some areas such as recognising when it's relevant to show evidence for the position I'm backing in an argument.

Direct Report

Has a great communication style with both clients and colleagues and is great at adapting her style to different audiences

Carly is a really strong communicator and her approach allows her to influence others often.

Very good at taking an active interest in opinions and thoughts those who she line manages - attentive listener.

Other Stakeholder

Carly always comes across as very approachable no matter her workload and makes sure to take time building relationships with her colleagues.

Carly tends to communicate within the team very well, always taking an interest in her colleagues welfare. She also presents her ideas and visions very well in external meetings, clearly answering any questions posed.

Carly can build excellent relationships with stakeholders but could work on communicating more clearly and concisely.

Results focus

	0	1	2	3	4	5	
Translates own or others' ideas into practical projects that improve performance	3.0						Self
	5.0						Peer
	3, 3, 3						Direct Report
	2, 3, 3, 3						Other Stakeholder
Appropriately challenges activities that seem to have no clear business purpose	3.0						Self
	4.0						Peer
	2, 4, 4						Direct Report
	2, 2, 4, 5						Other Stakeholder
Regularly reviews results and drives forward actions to improve performance	3.0						Self
	3.0						Peer
	3, 3, 5						Direct Report
	3, 3, 4, 5						Other Stakeholder
Looks ahead to identify, and obtain, the necessary resources needed to deliver	3.0						Self
	-						Peer
	2, 3, 4						Direct Report
	1, 3, 5, 5						Other Stakeholder
Demonstrates a passion for producing a high standard of results and engaging others to do likewise	4.0						Self
	5.0						Peer
	2, 3, 4						Direct Report
	4, 4, 4, 5						Other Stakeholder
Develops clear and stretching objectives for self and others	4.0						Self
	5.0						Peer
	2, 3, 3						Direct Report
	2, 3, 4, 5						Other Stakeholder
Plans and organises work to ensure tasks are completed on time	5.0						Self
	5.0						Peer
	3, 3, 4						Direct Report
	4, 4, 5, 5						Other Stakeholder

Explanations for the ratings chosen in this area.

Direct Report

Carly needs to improve in terms of her results focus - it is definitely a development area for her.

Other Stakeholder

While Carly dedicates herself to a task or project once it has been defined, she often needs support in setting herself objectives and looking forward using her own initiative

Carls shows excellent planning and organising when it comes to setting targets for herself and her team. She shouldn't be afraid to challenge others ideas that she feels aren't going to be practical or beneficial, the team really values her opinion.

Carly has a clear eye for detail and setting long term goals.

Carly always meets her objectives and isn't afraid to ask for further information where required.

Creativity and innovation

	0	1	2	3	4	5		
Adapts innovative ideas and approaches used elsewhere to improve performance	3.0						Self	
	5.0						Peer	
	3, 4, 4						3.7	Direct Report
	3, 4, 5, 5						4.3	Other Stakeholder
Contributes to and facilitates creative discussions and activities	4.0						Self	
	5.0						Peer	
	4, 5, 5						4.7	Direct Report
	3, 4, 4, 4						3.8	Other Stakeholder
Encourages others to come up with new or creative ways of doing things	4.0						Self	
	4.0						Peer	
	3, 4, 5						4.0	Direct Report
	3, 4, 4, 5						4.0	Other Stakeholder
Ensures ideas are properly evaluated before they are implemented	4.0						Self	
	4.0						Peer	
	4, 4, 4						4.0	Direct Report
	3, 4, 4, 5						4.0	Other Stakeholder
Diplomatically challenges the status quo within the organisation	5.0						Self	
	5.0						Peer	
	4, 4, 5						4.3	Direct Report
	2, 3, 5, 5						3.8	Other Stakeholder
Reviews existing systems and processes to identify ways to improve or simplify them	5.0						Self	
	5.0						Peer	
	2, 3, 4						3.0	Direct Report
	2, 3, 4, 4						3.3	Other Stakeholder
Supports the monitoring and review of new ideas and suggestions	5.0						Self	
	3.0						Peer	
	3, 4, 5						4.0	Direct Report
	3, 4, 4, 5						4.0	Other Stakeholder

Explanations for the ratings chosen in this area.

Peer

Carly always delivers innovative ideas and novel approaches to business challenges across a range of different business functions. Her solutions are regularly deployed elsewhere across the business to help improve performance in other departments..

Direct Report

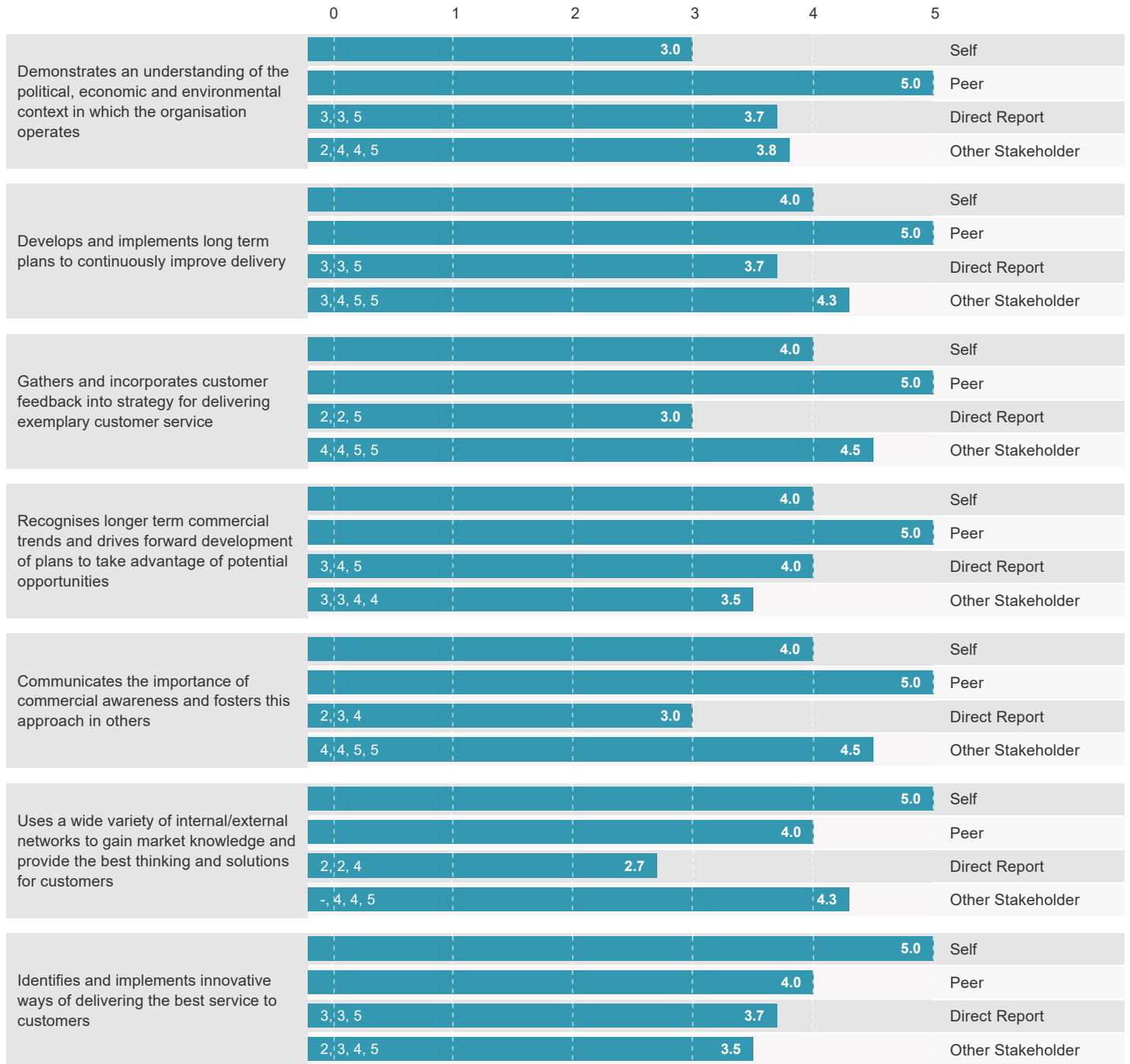
Carly is one of the most creative and innovative people I've ever worked with! She is always coming up with interesting new ideas, both for internal projects and for our customers.

Can sometimes be a bit stuck in her ways and isn't always keen to try new initiatives or ideas. For example, when the new HR system was introduced last year, she was very reluctant to roll out to her direct team.

Other Stakeholder

Carly likes to use tried and tested methods.

Commercial awareness



Explanations for the ratings chosen in this area.

Direct Report

Could take more time to focus on learning more about our different products, and track out commercial performance against targets

Carly does occasionally demonstrate commercial awareness, but I do think it's an area she could improve upon.

Very commercially aware and attuned with finances and company wide goals.

Other Stakeholder

Carly shows great commercial awareness, always developing ideas and incorporating feedback to improve our services.

Carly is well aware of business objectives and how to improve performance.

Carly is commercially astute and always delivers what is best for both the business and end customer.

5. Potential strengths and development areas

We have analysed the responses from the people who rated you and identified the five performance areas in which you were rated the highest and lowest.

Potential strengths

Your five highest rated strengths were:

	Own Response	Benchmark Response
Demonstrates an awareness of their impact on others and adapts arguments and communication style accordingly (From: Communicating and influencing)	4.0	4.6
Presents information in a way that is clear, succinct, jargon free and professional (From: Communicating and influencing)	4.0	4.5
Contributes to and facilitates creative discussions and activities (From: Creativity and innovation)	4.0	4.5
Diplomatically challenges the status quo within the organisation (From: Creativity and innovation)	5.0	4.4
Takes time to build rapport with others (From: Communicating and influencing)	4.0	4.3

Potential development areas

Your five lowest rated statements were:

	Own Response	Benchmark Response
Supports others in developing their communication and influencing skills (From: Communicating and influencing)	4.0	3.3
Looks ahead to identify, and obtain, the necessary resources needed to deliver (From: Results focus)	3.0	3.3
Appropriately challenges activities that seem to have no clear business purpose (From: Results focus)	3.0	3.5
Regularly reviews results and drives forward actions to improve performance (From: Results focus)	3.0	3.5
Explains and justifies their own point of view, presenting compelling evidence (From: Communicating and influencing)	3.0	3.6

6. Open comments

Everyone who completed the Carousel 360 feedback survey was asked to provide additional open comments to add further insights to their ratings. The comments may help you understand why some ratings were given and provide you with more information about how others see you. The responses to these questions are presented in this section, along with the group from which they came.

To further improve their performance, what would you like to see your colleague continue to do?

Peer
Continue to display and maintain both her strong commercial and strategic focus.
Direct Report
Continue to offer support and guidance to colleagues. This is valued amongst the team and real strength. Mentoring and coaching more junior members of the team is beneficial as way of sharing your knowledge and expertise. Spending time building relationships with clients, and offering them best practice guidance and support. Clients have warmed to your thoughtful and friendly manner.
Carly has some very clear strengths - she's a really popular member of the team and her energy is infectious. Everybody enjoys working with and she should continue to maintain her positive mindset and 'can-do' attitude.
Continue to conduct one-to-ones on a monthly basis with all of your direct reports so you can encourage personal development and check in on goals and targets.
Other Stakeholder
Continue to help develop your colleagues skills and build strong relationships with clients and colleagues alike.
Being a great team member colleagues feel they can come to with any issues. Her optimism and enthusiasm is really appreciated in the office, especially when faces with problems.
Maintain good commercial awareness of the company and wider industry.
Continue to invest time in your own self development - don't be afraid to take time out from your schedule to attend conferences and courses.

To further improve their performance, what would you like to see your colleague do more of?

Peer

To help communicate the importance of good commercial awareness to other colleagues in the business and help develop this approach in others.

Direct Report

Be more willing to try new initiatives and create some of your own if you think things in certain areas could be changed or improved on. Your team will stand behind you and support you - they just value your leadership and knowledge.

I think Carly should aim to be less distracted, as this can lead her to appear unfocused on the task at hand.

Spend time building connections with those out side of your department, to broaden your understanding of how our business works as whole. This internal network will be valuable as you continue to progress. Be comfortable challenging others if you feel you disagree with something. Your opinion is valued and I believe you have the skills to do this in a constructive way.

Other Stakeholder

I think it would be great if Carly could step out of their comfort zone more and suggest ideas for future projects for both themselves and the wider team.

No additional comments to add here.

Don't be afraid to challenge the status quo and embrace innovative ideas.

Voicing ideas and concerns with senior staff. She knows the company ver well and has great ideas but sometimes is hesitant in putting these to the board.

To further improve their performance, what would you like to see your colleague do less of?

Peer

There's nothing. Carly is an excellent team member and colleague.

Direct Report

Less working through lunch and staying late without taking a break to refresh your eyes and well being! Make sure you get some fresh air and take time to step away and unwind, even if it's just to get a coffee in the break room and say hello to some of the other team members, that makes all the difference!

Sometimes the support you offer to clients and colleagues might get in the way of you completing other more important tasks. Practice delegating more of your work to allow yourself time to focus on other things.

Carly is someone who generates a lot of great ideas, but sometimes these ideas need to be fully formed before they are presented to the wider team, so I would encourage Carly to do less sharing of her initial thoughts and instead focus on building a solid idea before sharing it with others.

Other Stakeholder

Take less of a supportive role, it would be great to see Carly take on more leadership level of responsibility

Focusing on other people over herself, sometimes she takes on too much of other peoples work when it's okay to say no.

Relying on tried and tested methods.

Less extensive planning for projects and more 'doing' - a skeleton plan can be fine sometimes where the project has a need to grow organically.

7. Development Planning

This section is designed to help you reflect on the feedback contained within this report and to capture your thoughts and reactions to the feedback. You can also start to consider what development you would like to undertake as a result. Use the spaces provided to record your responses to the questions.

Potential strengths

Which of the potential strengths identified in the report confirmed your own perceptions?

Which of the potential strengths identified in the report surprised you? Why was this?

What further information would you like to gather about this feedback to help your understanding?

What actions would you like to take to build on this feedback?

Potential development areas

Which of the potential development areas identified in the report confirmed your own perceptions?

Which of the potential development areas identified in the report surprised you? Why was this?

What further information would you like to gather about this feedback to help your understanding?

What actions would you like to take to develop in these areas?

8. Definitions

Communicating and influencing

Communicates clearly and effectively, adapting the style of communication to the needs of the audience. Demonstrates an awareness of one's own impact and the ability to use this consciously. Demonstrates the ability to engage with, persuade and influence others to a particular viewpoint or to undertake a particular course of action, without always relying on a position of formal authority.

Results focus

Demonstrates a passion to achieve outstanding business results. Plans activities and projects in advance, breaking it down into constituent parts and taking account of changing circumstances. Identifies and organises resources needed. Monitors performance of self and others against objectives. Sets high delivery standards for self and others. Takes on responsibility to generate solutions and make decisions on behalf of the organisation.

Creativity and innovation

Challenges existing ways of doing things in order to improve performance. Produces new ideas, approaches or insights. Demonstrates good judgement about which creative ideas and suggestions should be implemented. Effectively manages and nurtures the creative process of others.

Commercial awareness

Demonstrates an understanding of the commercial aspects of the organisation and a clear understanding of the environment in which the organisation operates. Strives to develop close working relationships with internal/external customers. Identifies, and even pre-empts, what they need and then works to deliver their needs. Responds in a timely fashion to customer feedback and seeks to improve delivery to customers according to their requirements.