



YOUR 360° FEEDBACK SURVEY REPORT | MAR 2017

RAJESH JOHN

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What can I do with this feedback?

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- ▶ Leverage your strengths
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The road to self-insight
runs through other people

David Dunning

OVERVIEW

Key points about 360changemagic - the survey and the report:

1. 360° feedback is a process by which key stakeholders are invited to share their feedback about a person; that feedback is compiled together and forms the 360° feedback report.
 - ▶ It is termed 360° because typically feedback is sought from a range of stakeholders - in a professional context this would include the Boss(es), Subordinates (if any), and Peers at the bare minimum.
 - ▶ Depending upon the context, various other stakeholders (vendors, customers, family and friends...) can be included too.
 - ▶ One's own perceptions about oneself are also captured - for deeper analysis and insight based on comparisons with others' perceptions.
2. At 360changemagic, we get, analyse and present feedback related to Strengths, and to Areas for Focus/ Change separately.
 - ▶ Strengths are represented as scores on a 1 to 5 scale (see [this page](#) for explanations) Average scores are shown for "All" (i.e. everyone other than yourself), and by category of respondent (e.g. Boss, Peers etc)
 - ▶ Areas for Focus/ Change are represented as the number of times each area was selected by respondents (there is no 'score') as being a focus area for the person. A higher number indicates more respondents selected that item.
3. The 360changemagic survey captures both *quantitative* and *qualitative* feedback.
 - ▶ In addition to the strengths scores, and the frequency table of focus areas, we compile comments shared by respondents.
 - ▶ Both 'open' (see [here](#) for strengths, and [here](#) for focus areas) as well as [categorised](#) by each selected area of focus/ change

This is based on feedback from 12 respondents

For details, click [here](#) for strengths, and [here](#) for the focus areas

TOP FEW

Top Few Strengths

This is based on the extent to which your stakeholders perceived these strengths were demonstrated by you.

The numbers are average scores of all respondents (excluding yourself)

- | | |
|------------------------------|------|
| 1. Emotions management | 4.33 |
| 2. Organisational commitment | 4.00 |
| 3. Empathy | 3.64 |

Top Few Change/ Focus Areas

These are the areas most frequently mentioned by your stakeholders - for you to focus on in the future, to move towards maximising your potential.

The numbers represent how many respondents picked that item as a focus area.

- | | |
|--------------------|---|
| 1. Team leadership | 7 |
| 2. Relationships | 7 |
| 3. Listening | 6 |

For details, go to [this page](#)

STRENGTHS | PERCEPTIONS COMPARISONS MATRIX

Is this 'humility'? Or do you want to 'up' your self-perception?

Continue with these - you're doing fine

Your own perception

Others' perception

High

High

Low

- ▶ Emotions management
- ▶ Organisational commitment

- ▶ Business orientation
- ▶ Customer centricity

Low

- ▶ Target driven
- ▶ Openness to learning
- ▶ Passion, commitment
- ▶ Professionalism
- ▶ Time management
- ▶ Self-awareness
- ▶ Flexibility
- ▶ Groundedness
- ▶ Creativity
- ▶ Team leadership
- ▶ Relationships
- ▶ Listening
- ▶ Empathy
- ▶ Enable excellence
- ▶ Objective/ neutral
- ▶ Stakeholders
- ▶ Collaborative
- ▶ Raise the bar
- ▶ Mentorship

- ▶ Knowledge, expertise
- ▶ Analytical skills
- ▶ Employee management
- ▶ Assertiveness
- ▶ Networking
- ▶ Influence skills
- ▶ Coaching
- ▶ Helpfulness
- ▶ Deliverables
- ▶ Strategic orientation
- ▶ Innovation focus

Do you need to re-calibrate your perceptions? Or demonstrate more of these?

Reflect - do you want to do something about these?

Do note - this is about your focus areas - different from 'Strengths'
For details go [here](#)

FOCUS AREAS | PERCEPTIONS COMPARISONS MATRIX

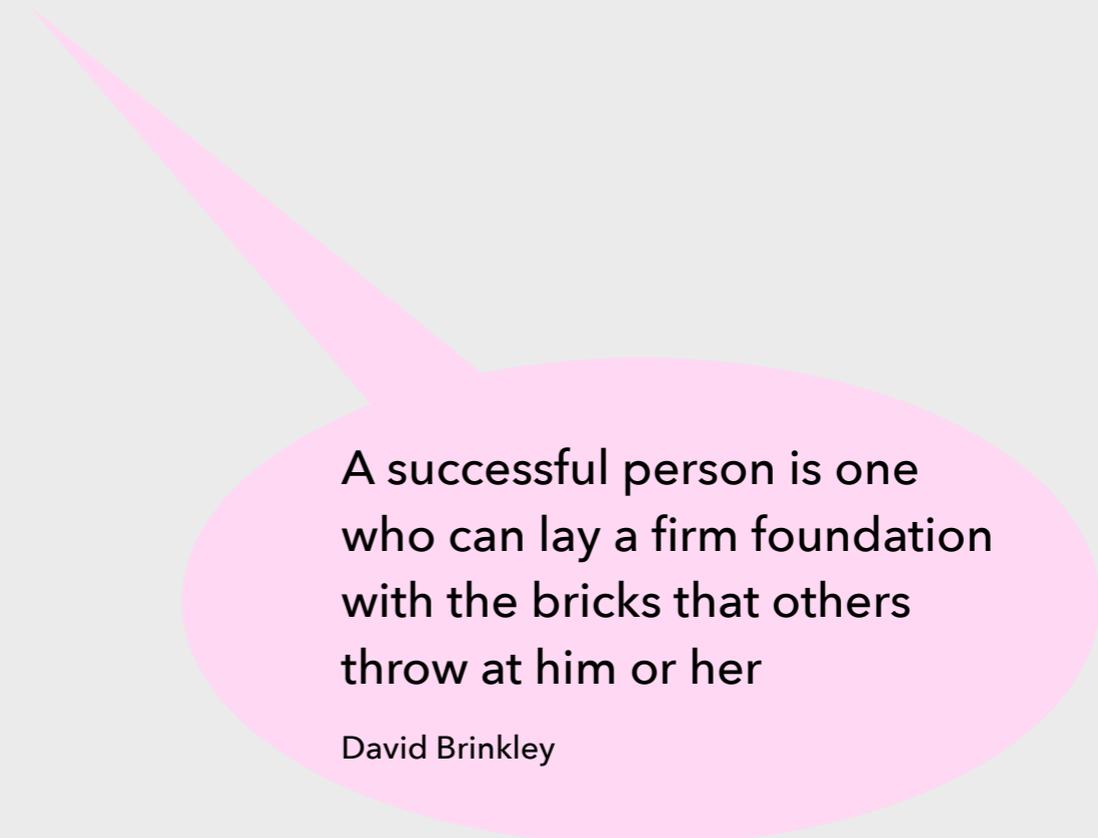
Do something, make changes

Reflect honestly, get more data, be self aware, watch yourself

		Your own perception			
		Yes, focus area		No, not a focus area	
Others' perception	Yes, focus area	<ul style="list-style-type: none"> ▶ Target driven ▶ Innovation focus ▶ Knowledge, expertise ▶ Mentorship ▶ Assertiveness ▶ Coaching ▶ Strategic orientation ▶ Enable excellence 	<ul style="list-style-type: none"> ▶ Team leadership ▶ Relationships ▶ Listening ▶ Employee management ▶ Analytical skills ▶ Self-awareness ▶ Networking ▶ Objective/ neutral ▶ Openness to learning 	<ul style="list-style-type: none"> ▶ Emotions management ▶ Professionalism ▶ Flexibility ▶ Groundedness ▶ Empathy ▶ Influence skills ▶ Business orientation ▶ Customer centricity ▶ Time management 	<ul style="list-style-type: none"> ▶ Helpfulness ▶ Deliverables ▶ Stakeholders
	No, not a focus area	<ul style="list-style-type: none"> ▶ Creativity ▶ Raise the bar 	<i>This quadrant is left blank</i>		

Why do you see these as focus areas? Validate your perceptions

WHAT CAN I DO WITH THIS FEEDBACK?



A successful person is one who can lay a firm foundation with the bricks that others throw at him or her

David Brinkley

BE AWARE OF YOUR INSTANT REACTIONS ...

It is not unusual to feel some turbulence, some negativity as the first reaction to feedback - especially negative feedback.

Studies show that people tend to have four stages of response - often referred to as the "SARA" model. SARA stands for



You can read more about this in the Appendix [here](#).

For now, here's what we recommend:

- ▶ Read it, Shut it
 - ▶ Give it some time. Be aware of your reactions, but don't do anything based on them yet.
- ▶ Move to Accept
 - ▶ [This page](#) has some strategies you could use, to move through to Accept
- ▶ Work on things
 - ▶ Use the [suggestions](#) and the [worksheets](#) on the following pages to work on things that emerge for you from this feedback report

WHAT CAN I DO WITH THE POSITIVES, THE STRENGTHS?

It's always a good feeling to read positive feedback about oneself!

Here are a few possibilities on what you can do with this positive feedback -

1 Indulge, have some 'feel-good' time for yourself

We don't spend enough time and effort on positive feedback anyway!

- ▶ Read the comments related to your Strengths ([click here](#))
- ▶ Remember - this can provide reassurance that you and your stakeholders are aligned, and also it can boost your confidence to read about your positives.
- ▶ As you read, do mark out words and phrases that particularly resonate with you, make you feel good

2 Deep dive, understand your strengths better

The strengths data is analysed and presented in several ways you may find useful

- ▶ Check out the data and analyses about your strengths (starting [here](#))
- ▶ As you look at the data, pick out patterns and areas that you'd like to work with, leverage, build upon, strengthen ...

3 Identify actions to leverage your strengths to the maximum

How can you ensure that you get the full benefit of your strengths

- ▶ Remember, wherever you are ... there is always an opportunity to move to the 'next level'
- ▶ We offer you a [worksheet](#) that will help you identify actions you could take to get there
- ▶ The focus is on your strengths, and how you can leverage them to the maximum

WHAT CAN I DO WITH THE AREAS FOR FOCUS/ CHANGE?

Receiving 'negative' or improvement feedback is difficult for most people. Feelings like shock, anger, hurt and rejection are to be expected; they are universal reactions to such feedback.

To focus on how you can use the feedback for your benefit, however, you may like to consider the following possible actions -

1 Stay mindful, move past the negative emotions to a state of acceptance

The shock, anger, defensiveness is normal. Make a choice to move ahead.

- ▶ Learn ways in which you can springboard past these to a constructive state of acceptance, and be able to work with this feedback for your benefit.
- ▶ Read about the [SARA model](#), and work with the techniques and reflection questions we've suggested.

2 Understand more, figure out what people are really saying, and why

Extract meaning from the feedback,

- ▶ To do that we invite you to read the information and analyses we have compiled, related to your areas for focus (starting [here](#))
- ▶ As you go through the data, read the comments ... do mark out areas that bubble up to the top, potential areas of priority for you to work on

3 Work on the areas of focus

Focus on making improvements, changes ... for maximum impact and benefit to yourself

- ▶ Use the [worksheet provided](#) to zoom in on actions that you could take related to important areas of focus/ improvement and change.
- ▶ Talk with someone through this action plan. If you have a coach - it would be a great idea to set up a conversation with her/ him over this.

WHAT ABOUT AREAS I AM NOT REALLY SURE OF?

Often, feedback from a 360° survey can appear confusing, even contradictory. Reading others' feedback and considering their own self-perceptions, people feel

- ▶ Undecided - about the significance of some areas ... as there are different views about the same thing, from different people
- ▶ Unconvinced - about the relative importance of some Focus/ Change areas leading to a reluctance to accept them or do something about them
- ▶ Worried - about taking a knee-jerk, reactive response to the 360° feedback

What can you do? Here are three possibilities ...

1 Be patient.
Don't be in a hurry to do something, don't be hasty to act.

- ▶ Be careful of falling into a trap of believing that the only options in front of you are to either Accept + Do something, or Reject + Do nothing. There are many more options
- ▶ Do refer to [this page](#), where we've offered several other possible options ... for you to carefully choose from
- ▶ Talk with someone about your options. If you have a coach - it would be a great idea to set up a conversation with her/ him over this.

2 Stay in control.
Remember, it is entirely your call - on what you want to do or not do with any feedback.

- ▶ Feedback is something that the 'giver' offers to you, a 'gift'
- ▶ Do keep in mind that at all times, it is entirely your decision on what you want to do about the feedback, if you want to do anything at all
- ▶ Use some of the techniques [suggested here](#) to focus your mind, reflect on the [questions provided](#) to identify then prioritise what you want to zoom in on, and then take whatever action you want to take

3 Work through these "grey" areas.
Don't ignore them ... take an open and exploratory stance

- ▶ Use this [worksheet](#) to take specific actions that will help you stay focused, and take 'informed' decisions on your growth and development

WORKSHEETS

LEVERAGE YOUR STRENGTHS

What are your major strengths?
... capture them here
[click here](#) for overview
[and here](#) for details of areas that you and your respondents both believed were strengths ..
And - see [this section](#) for other details, analyses

How can you continue demonstrating these strengths?
What can you do consciously?
How can you make these strengths more 'visible' to others?

In what situations are these strengths most valuable?
With what people/ teams do these strengths come out most?
How can you engage more with these situations, people, teams?

How can you become even 'stronger' on these areas?
What can you learn more?
How can you practice these strengths more?
Do more of ...?

WORK ON YOUR FOCUS AREAS

What are your critical areas for focus/ change?
... capture them here
[here is the overview](#)
[click here](#) for details of areas you and your respondents both identified as areas of focus
see [this section](#) for more details, analyses

What is one thing you need to STOP doing?

Why?

What is one thing you need to START doing?

Why?

What is one thing you need to do differently, CHANGE?

Why?

WHAT IF YOU ARE NOT SURE ... ?

What are some areas that you are not sure about?

- ▶ Of the significance as a Strength ...
(go [here](#) for some possible areas)
- ▶ Of the importance as an Area of Focus/ Change ...
([this page](#) has possible areas)
- ▶ Where there are big gaps between your self-perceptions and others' perceptions (see [here](#) for gaps, and the [Overview section](#) for perception comparisons)

What areas would you like to reflect upon, think about, observe yourself ... before taking a call?

Why?

When will you take a call on these?

What areas would you like to get more information about?
Ask others for more explanations?
Understand the perceptions in more detail?

Why?

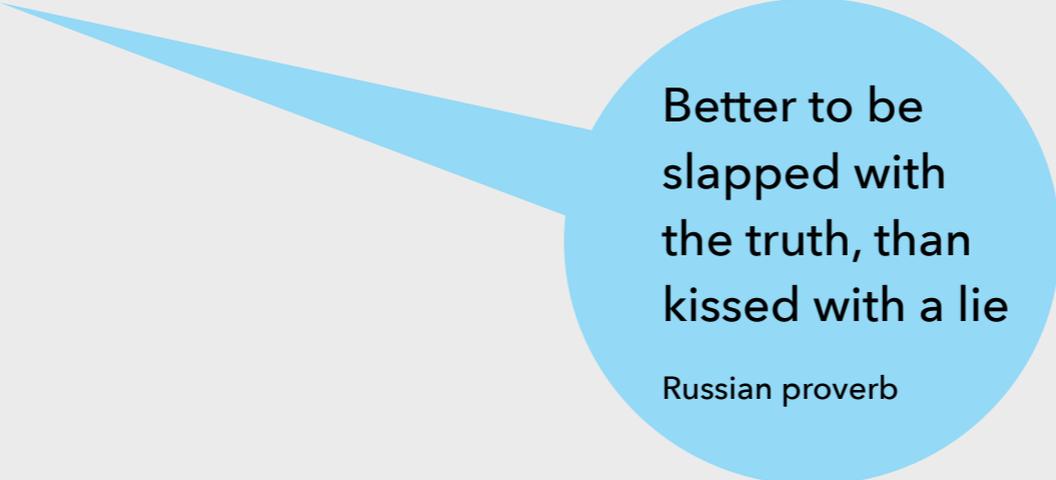
How will you get this information?

What areas can you 'experiment' with?

Do something about them even if you are undecided ... and validate the usefulness ...

APPENDIX

DATA, ANALYSES, TABLES, GRAPHS, COMMENTS, REFERENCE MATERIALS ...



Better to be
slapped with
the truth, than
kissed with a lie

Russian proverb

STRENGTHS | DATA

STRENGTHS | QUANTITATIVE DATA

		Yourself	All	Boss	Subordinates	Peers	Others
Managing Self	Target driven	4.00	3.00	3.00	2.67	4.50	2.67
	Knowledge, expertise	3.00	2.80	2.80	2.50	5.00	1.50
	Openness to learning	4.00	2.70	2.80	2.50	4.00	2.00
	Emotions management	5.00	4.33	4.17	4.43	4.50	4.00
	Passion, commitment	4.00	3.36	3.40	3.00	4.50	3.50
	Professionalism	4.00	3.00	2.67	2.86	4.00	2.67
	Time management	4.00	2.83	2.83	2.57	4.00	2.67
	Analytical skills	3.00	3.18	3.33	2.83	4.50	3.00
	Self-awareness	4.00	2.73	2.20	2.57	4.00	2.00
	Flexibility	4.00	3.08	2.83	3.00	3.50	3.00
	Groundedness	5.00	3.50	3.17	3.29	4.50	3.33
	Creativity	4.00	2.60	2.80	2.00	3.50	3.50
Working with Others	Team leadership	4.00	2.36	2.50	2.29	3.00	2.33
	Employee management	3.00	2.27	2.50	2.14	4.00	2.00
	Relationships	4.00	2.67	2.00	2.57	4.00	2.00
	Listening	4.00	2.73	2.33	2.57	3.00	3.00
	Empathy	4.00	3.64	3.00	3.29	4.50	4.00
	Assertiveness	3.00	3.17	3.17	3.00	3.00	3.67
	Networking	2.00	3.20	3.40	2.83	4.50	3.00
	Influence skills	3.00	2.40	2.60	2.33	3.00	2.00
	Coaching	3.00	1.89	2.20	1.83	2.00	2.00
	Enable excellence	4.00	2.45	2.33	2.57	2.00	2.33
	Helpfulness	3.00	3.09	3.17	3.00	3.00	3.33
	Objective/ Neutral	4.00	3.33	3.67	2.86	5.00	3.33
Business/ Orgn	Deliverables	3.00	2.56	3.00	2.17	4.00	3.00
	Stakeholders	4.00	3.00	3.17	2.83	4.00	2.67
	Collaborative	4.00	3.20	3.33	3.17	5.00	2.67
	Raise the bar	4.00	2.73	3.00	2.33	3.50	3.00
	Mentorship	4.00	2.00	2.40	1.67	4.00	2.00
	Business orientation	4.00	3.20	3.33	3.33	4.00	2.67
	Strategic orientation	3.00	2.44	2.60	2.33	4.00	2.00
	Innovation focus	3.00	2.10	2.40	1.67	3.50	2.00
	Customer centricity	4.00	2.70	2.33	3.00	3.00	2.00
	Organisational commitment	5.00	4.00	3.83	4.00	5.00	3.33

STRENGTHS | QUANTITATIVE DATA

Explanations

		Yourself	All	Boss	Subordinates	Peers	Others
Managing Self	Target driven	4.00	3.00	3.00	2.67	4.50	2.67
	Knowledge, expertise	3.00	2.80	2.80	2.50	5.00	1.50
	Openness to learning	4.00	2.70	2.80	2.50	4.00	2.00
	Emotions management	5.00	4.33	4.17	4.43	4.50	4.00
	Passion, commitment	4.00	3.36	3.40	3.00	4.50	3.50
	Professionalism	4.00	3.00	2.67	2.86	4.00	2.67
	Time management	4.00	2.83	2.83	2.83	2.83	2.67
	Analytical skills	3.00	3.18	3.33	3.33	3.33	3.00
	Self-awareness	4.00	2.73	2.22	2.22	2.22	2.00
	Flexibility	4.00	3.08	2.83	2.83	2.83	2.00
Working with Others	Groundedness	5.00	3.50	3.17	3.17	3.17	3.33
	Relationship management	4.00	2.60	2.80	2.00	3.50	3.50
	Teamwork	4.00	2.36	2.50	2.29	3.00	2.33
	Conflict management	3.00	2.27	2.50	2.14	4.00	4.00
	Relationships	4.00	2.67	2.00	2.57	4.00	4.00
	Listening	4.00	2.73	2.33	2.57	2.57	2.57
	Empathy	4.00	3.64	3.00	3.00	3.00	3.00
	Assertiveness	3.00	3.17	3.17	3.00	3.00	3.00
	Networking	2.00	3.20	3.40	2.83	2.83	2.83
	Influence skills	3.00	2.40	2.60	2.33	2.33	2.33
Business/ Orgn	Coaching	3.00	1.89	2.20	1.83	1.83	1.83
	Enable excellence	4.00	2.45	2.33	2.57	2.57	2.57
	Helpfulness	3.00	3.09	3.17	3.00	3.00	3.00
	Objective/ Neutral	4.00	3.33	3.67	2.86	2.86	2.86
	Deliverables	3.00	2.56	3.00	2.17	4.00	4.00
	Stakeholders	4.00	3.00	3.17	2.83	4.00	4.00
	Collaborative	4.00	3.20	3.33	3.17	5.00	2.67
	Raise the bar	4.00	2.73	3.00	2.33	3.50	3.00
	Mentorship	4.00	2.00	2.40	1.67	4.00	2.00
	Business oriented	4.00	3.20	3.33	3.33	4.00	2.67
Business/ Orgn	Strategic orientation	3.00	2.44	2.60	2.33	4.00	2.00
	Innovation focus	3.00	2.10	2.40	1.67	3.50	2.00
	Customer centricity	4.00	2.70	2.33	3.00	3.00	2.00
	Organisational commitment	5.00	4.00	3.83	4.00	5.00	3.33

Parameters on which feedback is sought (Explanations are in the Appendix)

Categories of respondents "All" is everyone other than yourself

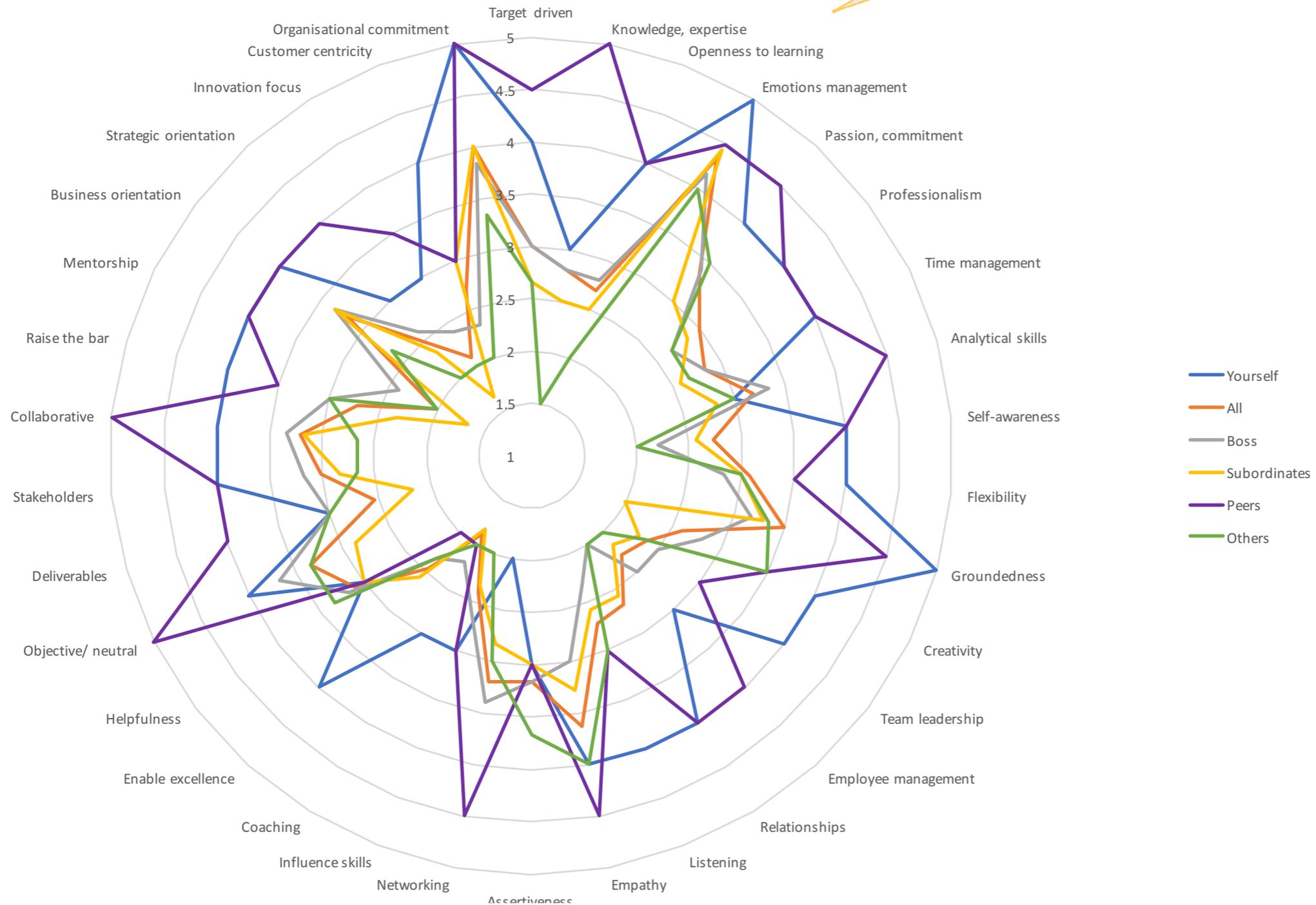
Categories of parameters

Average scores
 5 => Always demonstrated
 4 => Frequently
 3 => Sometimes
 2 => Infrequently
 1 => Never demonstrated

Colour codes related to each category

STRENGTH SCORES | RADAR GRAPH

A graphical representation of the [strengths table data](#)



STRENGTHS SCORES | HIGH TO LOW

	Yourself	All
Emotions management	5.00	4.33
Organisational commitment	5.00	4.00
Empathy	4.00	3.64
Groundedness	5.00	3.50
Passion, commitment	4.00	3.36
Objective/ Neutral	4.00	3.33
Networking	2.00	3.20
Collaborative	4.00	3.20
Business orientation	4.00	3.20
Analytical skills	3.00	3.18
Assertiveness	3.00	3.17
Helpfulness	3.00	3.09
Flexibility	4.00	3.08
Target driven	4.00	3.00
Professionalism	4.00	3.00
Stakeholders	4.00	3.00
Time management	4.00	2.83
Knowledge, expertise	3.00	2.80
Self-awareness	4.00	2.73
Listening	4.00	2.73
Raise the bar	4.00	2.73
Openness to learning	4.00	2.70
Customer centricity	4.00	2.70
Relationships	4.00	2.67
Creativity	4.00	2.60
Deliverables	3.00	2.56
Enable excellence	4.00	2.45
Strategic orientation	3.00	2.44
Influence skills	3.00	2.40
Team leadership	4.00	2.36
Employee management	3.00	2.27
Innovation focus	3.00	2.10
Mentorship	4.00	2.00
Coaching	3.00	1.89

Do note the colour codes related to the categories of items

Arranged in descending order of "All" scores
(Your own score is shown for reference only)

STRENGTHS SCORES | GAPS

	Yourself	All	Gaps
Mentorship	4.00	2.00	2.00
Team leadership	4.00	2.36	1.64
Enable excellence	4.00	2.45	1.55
Groundedness	5.00	3.50	1.50
Creativity	4.00	2.60	1.40
Relationships	4.00	2.67	1.33
Openness to learning	4.00	2.70	1.30
Customer centricity	4.00	2.70	1.30
Self-awareness	4.00	2.73	1.27
Listening	4.00	2.73	1.27
Raise the bar	4.00	2.73	1.27
Time management	4.00	2.83	1.17
Coaching	3.00	1.89	1.11
Target driven	4.00	3.00	1.00
Professionalism	4.00	3.00	1.00
Stakeholders	4.00	3.00	1.00
Organisational commitment	5.00	4.00	1.00
Flexibility	4.00	3.08	0.92
Innovation focus	3.00	2.10	0.90
Collaborative	4.00	3.20	0.80
Business orientation	4.00	3.20	0.80
Employee management	3.00	2.27	0.73
Emotions management	5.00	4.33	0.67
Objective/ Neutral	4.00	3.33	0.67
Passion, commitment	4.00	3.36	0.64
Influence skills	3.00	2.40	0.60
Strategic orientation	3.00	2.44	0.56
Deliverables	3.00	2.56	0.44
Empathy	4.00	3.64	0.36
Knowledge, expertise	3.00	2.80	0.20
Helpfulness	3.00	3.09	0.09
Assertiveness	3.00	3.17	0.17
Analytical skills	3.00	3.18	0.18
Networking	2.00	3.20	1.20

Gap between Your score and All score
(red => your score is lower than others' score)

Arranged in descending order of gaps

Do note the colour codes related to the categories of items

STRENGTHS | QUALITATIVE COMMENTS

- ▶ Fairness and value driven
- ▶ Strong operational capabilities in managing the department
- ▶ Strong commitment to the organisational ethos
- ▶ Less emotional in managing things
- ▶ Level headed, intelligent, able to think from multiple angles, patient
- ▶ Perseverance, Clarity, Balance between the near-term and the long-run in goals, Networking and Empathy
- ▶ Determined--will not give up
- ▶ Strong in process control
- ▶ Financial and accountancy strengths
- ▶ Measured in his outlook on contentious situations
- ▶ Genuine about wanting to build an institution
- ▶ Willing to attempt to accommodate employees' constraints in running the organisation and scheduling their tasks
- ▶ Thinking long term
- ▶ Temperament at work
- ▶ Multi-tasking
- ▶ Preempting and managing risks
- ▶ Strong commercial sense
- ▶ Approachable
- ▶ Always Composed
- ▶ Open to New Ideas & Approach
- ▶ Good leadership
- ▶ Open to constructive criticism
- ▶ Good inter-personal relationship with team members
- ▶ Patient, Loyal, Down to Earth
- ▶ Ability to unclog problematic situations
- ▶ External Stakeholder Management
- ▶ Ability to align micro-level work with macro objectives of the organisations creatively. Strategic linking.
- ▶ He is not reactive to any views of employees
- ▶ He has balance emotions
- ▶ He sets very high goals for him - from my observation
- ▶ Balanced
- ▶ Focussed
- ▶ Strategic orientation
- ▶ Strong subject matter knowledge
- ▶ Tolerant
- ▶ Strong networking skill
- ▶ Understanding of finance
- ▶ In the short run ability to manage situations beyond his control



Remember, this is different from Strengths ... see point #2 on the [overview page](#)

FOCUS AREAS | DATA

FOCUS AREAS | QUANTITATIVE DATA

	Yourself	All	Boss	Subordinates	Peers	Others
Team leadership		7	1	2	1	3
Relationships		7		4	1	2
Listening		6		5		1
Target driven	1	5	1	3		1
Employee management		5	1	2		2
Organisational commitment	1	5		3	1	1
Innovation focus	1	4		4		
Knowledge, expertise	1	3		2		1
Analytical skills		3		1	1	1
Self-awareness		3	1	2		
Networking		3		3		
Objective/ Neutral		3		2		1
Mentorship	1	3		2		1
Openness to learning		2	1			1
Emotions management		2		1		1
Professionalism		2		2		
Flexibility		2			1	1
Groundedness		2		2		
Empathy		2		1		1
Assertiveness	1	2		1		1
Influence skills		2		2		
Coaching	1	2		1	1	
Business orientation		2		1		1
Strategic orientation	1	2		2		
Customer centricity		2		1		1
Time management		1		1		
Enable excellence	1	1		1		
Helpfulness		1		1		
Deliverables		1		1		
Stakeholders		1		1		
Creativity	1					
Raise the bar	1					

FOCUS AREAS | QUANTITATIVE DATA

Explanations

	Yourself	All	Boss	Subordinates	Peers	Others
Team leadership		7	1	2	1	3
Relationships		7		4	1	2
Listening		6		5		1
Target driven	1	5	1	3		1
Employee management		5	1			2
Organisational commitment	1	5		3		1
Innovation focus		4				
Knowledge, expertise		3				
Analytical skills		3				
Self-awareness		3	1			
Networking		3		3		
Objective/ Neutral		3		2		1
Mentorship	1	3		2		1
Openness to learning		2	1			
Emotions management		2		1		
Professionalism		2		2		
Flexibility		2			1	
Groundedness		2		2		
Empathy		2		1		
Assertiveness	1	2		1		
Influence skills		2		2		
Coaching	1	2		1	1	
Business orientation		2		1		
Strategic orientation	1	2		2		
Customer centricity		2		1		1
Time management		1		1		
Enable excellence	1	1		1		
Helpfulness		1		1		
Deliverables		1		1		
Stakeholders		1		1		
Creativity	1					
Raise the bar	1					

Parameters on which feedback is sought
(Explanations are in the Appendix)

Categories of respondents
"All" is everyone other than yourself

The numbers represent how many respondents chose that item as an Area for Focus/ Change for you
If there is a "1" under Yourself then you had chosen that item ... as an Area for Focus/ Change for yourself

Colour codes related to each category

COMMENTS RELATED TO SELECTED FOCUS AREAS

▶ Target driven

- ▶ In my experience, i am yet to see Rajesh John deliver on assignment/ tasks independently. Often it is felt that that the management disconnect with actual problems on delivery results in poor planning and implementation. Further, there is no transparency with respect to the KPIs or annual plans that Rajesh John is working on. Hence while there may be goal sheets/ appraisal etc, lack of transparency and communication makes it difficult to view him as a result/ goal oriented individual.
- ▶ I think at this stage, it's hard for me to disentangle the goals for the firm from your personal goals. So, for the firm, I believe that you need a USP, a niche where the next competitor is nowhere close to your capabilities. Personally, I think it's time for you to shift your focus to acquiring new skill sets!
- ▶ Objectively focus on goals - build a performance driven enterprise
- ▶ Stick on to the goals once they are set and work on it rather than changing goals frequently
- ▶ Considering Rajesh John's goals are proxies to organisational goals, a clear route to achieving them or an execution plan is missing at this point of time.
- ▶ Rajesh John has not set any goal for himself and the organisation. the organisation lacks a goal or a vision for itself. it keeps changing course based on the large projects that the organisation bags.

▶ Innovation focus

- ▶ Given the lack of technical/ sector overview, the ability of the organisation to stay ahead of the curve is poor. Further, the ability to provide market intelligence/ innovate of new methods/ service area is also poor
- ▶ Create a mechanism to provide a space for creative thinking. Piling work + demanding creativity usually does not work
- ▶ Invest in creating an atmosphere that enables innovative solutioning and creative thinking. This means providing time and an intellectually enriching environment for employees and teams, based on their orientation; rather than being continuously engaged in BD targets, which can be done by an exclusive team
- ▶ Encourage innovation and build innovation management capabilities at Athena
- ▶ We are in the space for innovation. Haven't done anything to prove that.

▶ Knowledge, expertise

- ▶ While in the past Rajesh John has associated with few services/ practices - trade, PPP, skill development to name some, no effort was displayed by Rajesh John to enhance the competency and technical expertise in the sector.
- ▶ professional knowledge on projects is low
- ▶ build expertise in one of two areas - become a go to person!
- ▶ Needs to develop expertise on some sector or function. the only expertise that he currently has is finances of the organisation.

COMMENTS (CONTINUED)

▶ Mentorship

- ▶ Take a more active role in overall people capacity building. Show evidence of this commitment through appropriate investments
- ▶ Build a strong second layer of leadership talent
- ▶ This is about improving the communication between Rajesh John and the rest of the organisation at a personal-level, build those individual relationships and gain their trust that he is as invested as they are in their professional growth.

▶ Assertiveness

- ▶ Needs to be more decisive and clear in communication as it often comes across as cautious and indirect, which makes it difficult to interpret by the other party
- ▶ Be clear and be assertive on decisions
- ▶ Before being assertive / communicating on anything first, think through the same (take time not

▶ Coaching

- ▶ Dedicate time in a consistent manner to a set of key colleagues
- ▶ While acknowledgement of good work is done, the ability to motivate resources, acknowledging 'soft wins' and addressing professional development gaps can be improved.
- ▶ More pro-active engagement to help colleague and peers achieve personal development goals will be great

▶ Strategic orientation

- ▶ There is no larger vision/ mission for the organisations or the management has failed to communicate this to the team. Under the guise of a 'bottom up approach' where individual practices build practice plan and the organisational plan is just an aggregation of the same, the problem is that this becomes an individual driven model and with the exit of the person, the practice/ service offering dies. The practice plan needs to take cue from the larger organisation vision which is clearly absent
- ▶ The organisational strategy is still not clear. At least a 3-year Athena strategy, based on all the sector strategy documents should be created and communicated to various levels of employees so that they know what the organisation vision and expectations are
- ▶ Sustained focus on big picture

GENERAL COMMENTS

Start demonstrating

- ▶ Leadership abilities
- ▶ Start trusting the team to deliver on their tasks
- ▶ Start adding to human capital again. Do a part time PhD!
- ▶ Start demonstrating better interpersonal relationships
- ▶ Start being seen as a go to person for core research and work related areas by peers and colleagues
- ▶ Start working closely with teams to help them fulfill their development goals
- ▶ Start demonstrating leadership.the teams functions as independent units. they see no value in his inputs.
- ▶ Start having a vision for the organisation. Don't expect the summation of the goals of sector leads be the vision for the firm.

GENERAL COMMENTS (CONTINUED)

Continue demonstrating

- ▶ Excellent stakeholder management
- ▶ Continue to stay focused on the long terms organisational goals and pro-actively work towards aligning institutional structures, processes and business development strategies to meet the same

Stop demonstrating

- ▶ Stop micro managing
- ▶ Stop trying to micromanage professionals
- ▶ Stop micro-managing on inconsequential tasks, especially via Whatsapp
- ▶ Stop demonstrating being aloof or hands-off when it comes to management

REFERENCE MATERIALS

(TOOLS, METHODOLOGIES, USEFUL INFO ...)

THE S-A-R-A MODEL

Many people find that the information in their 360° feedback report is not 'surprising' - there is not much they are not already aware of. And yet, when the feedback is all compiled together the initial reactions are usually somewhat negative. To take in all this feedback that is presented in a 'concentrated' dosage takes time, and reflection.

Generally, studies show that people tend to have four stages of response - often referred to as the "SARA" model. SARA stands for

- ▶ Shock
- ▶ Anger
- ▶ Rationalisation
- ▶ Acceptance

SHOCK

The first stage is often emotionally very upsetting ... the receiver of the feedback experiences shock.

I don't believe this information - how sure are you this is accurate?

There must have been some mistakes in the tool/ process - did you check?

Are you sure you've got the right report?

They must have been using this opportunity to 'get back' at me!

ANGER

The next stage is anger - the deep-rooted "fight" tendency.

Why are people so negative all the time?

Who said this? I think the problem is with them!

I feel very hurt - am I really that bad?

How can I be so ineffective and yet reach this position in life/ at work? Something's wrong...

People have picked on one-off incidents and generalised ... that's not right!

RATIONALISE

The third stage is when the intellect kicks in, and people tend to rationalise and resist the feedback.

This is the way I am ... my natural self - everything else will be a façade

Nobody is perfect - there are bound to be some 'problem' areas and we have to live with them

There are too many contradictions - I can't take this too seriously

Let me not "fix a vase that is not broken" - I think I'm doing fine anyway

ACCEPT

The final stage - when reached - is all about accepting and leveraging the feedback information for one's growth and development

How can I use this information for my growth and development?

What changes can I make that will help me be more effective as a person?

Who can help me move to my 'next orbit' of effectiveness?

MOVING TO ACCEPT

Here are four tools you can use to move quickly through to 'Accept':

▶ Write

Articulating one's thoughts and emotions in writing is a great way to acknowledge them, and then go beyond to the next phase

- ▶ You can write 'free style' - totally spontaneously and free-flowing
- ▶ You can write a "letter to yourself"
- ▶ You can write in the third person - as if it is happening to 'someone else'
- ▶ Keep a 'little black book' - you are likely to find that as you write about your thoughts and reactions, you become calmer, more reflective and open ... and get to 'Accept' that much faster.

▶ Talk

Another tool involves talking about it. Talking with someone can also be a great way to deal with the anxieties and rationalisation that arise in all of us.

- ▶ Consider someone you trust, who can be objective and grounded, and is helpful by nature
- ▶ Share your thoughts and emotions, and invite them to just listen and help you reflect (their role is not to advise you, or tell you what to do ...)

▶ An option is to talk to yourself ...

- ▶ Use a smartphone to record yourself as you talk about your feelings, reactions, questions, doubts ...
- ▶ Play it all back to yourself after a few days ...

▶ Meditate

An ancient technique to develop mindfulness is meditation. There are many ways to learn and practice meditation - from neighbourhood classes to gurus, from books to apps. Whatever works for you is fine - meditation is a very powerful technique with proven far-reaching benefits for calming the mind, focusing your attention inwards, and delving deep into your consciousness.

QUESTIONS TO REFLECT UPON

Laura Spencer of the Institute for Cultural Affairs (ICA) writes about the Focused Discussion Method in her book *Winning Through Participation*. This approach suggests asking questions in four stages - Objective, Reflective, Interpretive and Decisional.

▶ Objective

The first step is to focus on the Objective aspects - the facts and data. Some questions you could ask yourself are -

- ▶ Who are the people I've got feedback from?
- ▶ As I read the summary, what are the words and phrases that 'stand out'?

▶ Reflective

The second step is to ask Reflective questions - related to emotions, and past associations. For example -

- ▶ What are the emotions I experience as I read the feedback? As I reflect on the feedback?
- ▶ What's positive, what makes me feel good?
- ▶ What about the feedback makes me uncomfortable, makes me feel 'bad'?
- ▶ How did my emotions change over time, as I read and re-read the feedback?
- ▶ How would I describe the information ... To me the feedback is?

▶ Interpretive

The third stage of questions is about the meaning for you, what is the learning, what are the implications?

- ▶ What is becoming clearer to me about myself?
- ▶ What are some areas that emerge as important, for me to focus upon?

▶ Decisional

The final stage is to focus on implementation, action:

- ▶ What changes do I need to implement?
- ▶ What actions do I need to take?

OPTIONS ON DEALING WITH FEEDBACK

As soon as one receives feedback, especially 'negative' feedback, the only two options available seem to be

1. Accept it + Do something about it
2. Reject it + Do nothing about it

There are, however, many more options! Here are some examples ...

- ▶ Accept it + Do nothing about it
maybe there is a reason you are behaving that particular way ...
- ▶ Reject it + Do something about it
even if you don't accept it, change and see what happens, experiment ...
- ▶ Get more data
neither accept nor reject, but ask others, dig deeper, understand more...
- ▶ Reflection, immersion
before deciding anything, allow time for reflection, self-observation and introspection ...

As you consider the important areas for you to focus upon, do make sure you consider don't restrict your options - choose how you'd like to handle or respond

SURVEY ITEMS (FULL STATEMENTS)

MANAGING SELF

	Full text
Target driven	Focus on goals and achievement, target driven, ambitious, result/goal oriented, focused on execution
Knowledge, expertise	Competent, functional expert, knowledgeable/ wide exposure
Openness to learning	Look beyond his/ her area, seek increased exposure, thirsty for learning, knowledge and self-development, interested in finding things out, expand horizons
Emotions management	Management of emotions, patient, calm and steady, manage stress/ tension/ anger, even tempered
Passion, commitment	Drive, committed to their work, hardworking, manage their own career goals, self-motivated/ driven
Professionalism	Honest, credibility, integrity, trustworthy, transparent, straightforward, proactive, take initiative, responsive
Time management	Time management skills, disciplined, organised
Analytical skills	Think clearly/ structured, analyse information for insight, effective decision-makers
Self-awareness	Aware of who s/ he is/ what their motivations are/ their personal goals, understand their own strengths and areas for improvement
Flexibility	Flexible in their approach, work with different points of view, can hold two opposing thoughts and yet function effectively
Groundedness	Stable, mature, self-confident, honest to themselves, true to their values, comfortable with themselves
Creativity	Creative, generate innovative ideas and solutions

WORKING WITH OTHERS

	Full text
Team leadership	Build/ manage team, enable team to work effectively, back the team when required
Employee management	Management of individuals/ reportees Manage employees, delegate effectively, set goals, manage achievement of goals by others, get work done
Relationships	Relationships with others, connect with people, inclusive, easy to work with/ get on with, open and pleasant, approachable, build and nurture personal bonds, facilitate team relationships
Listening	Listening and openness, listen actively, open to others perspectives, not opinionated, enable 2-way communication, tolerant of other views, ask questions/ open up conversations, seek/ open to feedback
Empathy	Understanding, considerate of others, empathise with people of different profiles, sensitive, caring
Assertiveness	Assertiveness Communicate clearly, articulate well, easy to understand, confident and assertive, firm yet not rigid
Networking	Build networks, keep in touch beyond transactions, maintain a wide network of people
Influence skills	Influence others constructively (without manipulation), have high 'personal power', earn respect, influence without authority
Coaching	Coach others, help others grow and develop, provide direction and support as required, praise and encourage people, give constructive feedback, help others become peak performers
Enable excellence	Set high expectations and standards, raise the bar, enable people to 'stretch'
Helpfulness	Willing to help others - in any way they can, at the least 'point in right direction', a 'go to' person
Objective/ Neutral	Able to remain objective and neutral when working with peers, does not "take sides" or be biased, focused on the subject/ point made rather than on the person

BUSINESS/ ORGANISATION CONTEXT

	Full text
Deliverables	Management of deliverables, independently drive deliverables and execution, follow up, monitor and press required buttons to ensure closure, focus on deadlines and timeliness, manage the delivery of excellent and consistent quality - to external and/ or internal customers
Stakeholders	Stakeholder engagement, manage external stakeholders, strengthen stakeholder relationships/ engagement, build mutual value for stakeholders and organisation, facilitate team interactions with stakeholders
Collaborative	Work across functional boundaries, work collaboratively, work effectively with peers and other functions/ departments, create win-win outcomes
Raise the bar	Manage change/ risk taking, help people take risks effectively, help people/ processes continuously improve
Mentorship	Build organisation strengths, build on strengths, support organisation to move to the next level, help people see the big picture, act as a 'shock absorber' as required, build team/ organisation alignment
Business orientation	Have business acumen, impact revenue generation/ business growth, aligned to the business needs of the organisation, run a 'tight ship' - with strong processes and effective cost management
Strategic orientation	Go beyond their own functional/ departmental viewpoint, focus on shaping larger organisation goals, contribute to the big picture, focus on organisation's competitiveness
Innovation focus	Foster innovative solutions and creative thinking, enable people to think out of the box, create and sustain a culture of innovation
Customer centricity	Customer orientation, provide customer centric leadership, put the customer at the centre of everything, drive a customer-centric culture, a role model for customer orientation
Organisational commitment	Commitment to organisation, loyal to organisation, keep organisation interests on top priority, organisation savvy, demonstrate pride and passion for the organisation