



# 360 Degree Feedback Report

23 June 2009

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Thomas Leadership Questionnaire

Private & Confidential

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# Introduction

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This confidential 360 degree feedback report has been designed to provide you with a detailed analysis of the information received from various individuals and collated by Thomas360.

Relationship	Defined	Completed
Self	1	1
Manager	1	1
Peer	6	6
Team	5	5
Customer	0	0

If the number of responses that were returned is less than the expected minimum number, then the validity of this report is reduced and we would recommend further feedback.

This report provides you with a summary of the scores from your line manager and those respondents who have responded to the online 360 degree feedback questionnaire. These scores are summarised for each of the following 9 competency categories:

- Organisation
- Team Working
- Influence
- Impact
- Problem Solving
- Communication
- Drive
- Strategic Awareness
- Vision

The analysis of the 45 statements linked to the above identifies the average rating for each competency category (including and excluding self) and shows the range of scores that were given to you.

In addition, information is presented graphically and displays the top and bottom five statements to identify your strengths and areas for development, respectively.

You can also compare the degree of variation of the importance ranking of competency categories with your colleagues.

# Understanding your 360 Degree Feedback Report

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## Primary Objectives of the Report

Single sourced feedback is rarely comprehensive enough to be regarded as robust and of good quality. Where staff are regarded as empowered to do their own jobs and interact effectively with others, managers are regarded as a 'coach' to help and guide staff to obtain high levels of performance.

360 degree feedback is becoming increasingly popular in linking good quality feedback with maintaining and improving performance forming an essential part of personal development. The purpose of 360 degree feedback is to take feedback one step further and to involve a variety of people in the process.

## The purpose of 360 degree feedback

- To develop an awareness of your perceived behaviour within the workplace.
- To focus on changes that you need to make in order to develop.
- To provide you with information that will allow you to build upon what you do well.
- To allow you the opportunity to explore the reasons for the scoring.
- To pave the way for you to take action.
- To give you the opportunity to take responsibility for your own development.

This report is a compilation of all the questionnaires that you distributed to people that you work with.

# Ratings against each of the 9 competency categories

Explanation of the following tables

Each of the competencies has been broken down into statements, upon which you have received feedback.

Each statement has a summary of the distribution of scores from Self, Manager, Peers, Team, Customers and Others as applicable. Respondents have rated the statements based on their observations as follows:

- 7 - Great Deal (High) - the participant is exceptional and can be considered as a role-model in this area.
- 4 - Satisfactory - the participant is meeting a satisfactory standard for their role.
- 1 - Not Much (Low) - the participant needs considerable support or development in this area.
- Not Observed/Not Applicable - the participant does not have the opportunity to demonstrate this skill, or, if it is not applicable to their role. In the tables that follow, this column is labelled "Not Observed".

Each statement is given an average rating and each competency has an overall rating score.

1. Where "Not Observed/Not Applicable" has been selected it is excluded when calculating the average score.
2. The average rating for each respondent group is displayed to one decimal place.
3. The statement average is the calculated weighted average rating of each respondent group. The left-hand total box displays the average excluding self; the right-hand total box displays the average including self.
4. The competency average is calculated from the weighted statement averages (2). If a statement is not observed by anybody then it is not included in the competency average.

Establishes a compelling vision									Range	Average
Not Observed	Not Much			Great Deal						
	1	2	3	4	5	6	7			
Self	1							1		6.0
Manager					1					5.0
Peer				1	1				4 to 5	4.5
Team					1			1	5 to 7	6.0
Average Rating excluding self									5.2	5.4

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Overall Rating on Competency Category      Excluding Self      Including Self

4.3      4.4

# Vision

Displays consistency in the pursuit of the vision										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self							1			6.0	
Manager							1			6.0	
Peer		1		1			3	1	1 to 7	4.8	
Team							3	2	6 to 7	6.4	
Average Rating Excluding Self										5.7	5.8

Establishes a compelling vision										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self							1			6.0	
Manager								1		7.0	
Peer					2			4	4 to 7	6.0	
Team								5		7.0	
Average Rating Excluding Self										6.7	6.5

Is willing to assume personal risk to pursue the vision										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self								1		7.0	
Manager								1		7.0	
Peer								6		7.0	
Team								5		7.0	
Average Rating Excluding Self										7.0	7.0

Adapts style of communication to suit need										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self								1		7.0	
Manager								1		7.0	
Peer				1		1	3	1	3 to 7	5.5	
Team						1	1	3	5 to 7	6.4	
Average Rating Excluding Self										6.3	6.5

Can accurately assess others' reactions										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1				5.0	
Manager								1		7.0	
Peer				2			1	3	3 to 7	5.5	
Team						1	3	1	5 to 7	6.0	
Average Rating Excluding Self										6.2	5.9

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>6.4</b>	<b>6.3</b>

# Impact

Stimulates high achievement									Range	Average	
Not Observed	Not Much					Great Deal					
0	1	2	3	4	5	6	7				
Self						1				6.0	
Manager								1		7.0	
Peer				1	1				4	4 to 7	6.2
Team							3	2		6 to 7	6.4
Average Rating Excluding Self									<b>6.5</b>	<b>6.4</b>	

Inspires trust									Range	Average	
Not Observed	Not Much					Great Deal					
0	1	2	3	4	5	6	7				
Self					1					5.0	
Manager								1		7.0	
Peer			1	1					4	3 to 7	5.8
Team									5		7.0
Average Rating Excluding Self									<b>6.6</b>	<b>6.2</b>	

Creates commitment									Range	Average	
Not Observed	Not Much					Great Deal					
0	1	2	3	4	5	6	7				
Self					1					5.0	
Manager								1		7.0	
Peer				1	1				4	4 to 7	6.2
Team							1	4		6 to 7	6.8
Average Rating Excluding Self									<b>6.7</b>	<b>6.2</b>	

Treats people fairly									Range	Average	
Not Observed	Not Much					Great Deal					
0	1	2	3	4	5	6	7				
Self								1		7.0	
Manager								1		7.0	
Peer				2			1	3		4 to 7	5.8
Team									5		7.0
Average Rating Excluding Self									<b>6.6</b>	<b>6.7</b>	

Resolves conflicts in a constructive manner									Range	Average	
Not Observed	Not Much					Great Deal					
0	1	2	3	4	5	6	7				
Self					1					5.0	
Manager								1		7.0	
Peer			2				1	3		3 to 7	5.5
Team							3	2		6 to 7	6.4
Average Rating Excluding Self									<b>6.3</b>	<b>6.0</b>	

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>6.5</b>	<b>6.3</b>

# Influence

Keeps relevant parties informed and up to date									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1			6.0	
Manager							1		7.0	
Peer				2		3	1		4 to 7	
Team						1	4		6 to 7	
Average Rating Excluding Self									6.4	6.3

Develops networks									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self					1				5.0	
Manager							1		7.0	
Peer				1		1	4		4 to 7	
Team						2	3		6 to 7	
Average Rating Excluding Self									6.6	6.2

Shares expertise and information willingly									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self							1		7.0	
Manager							1		7.0	
Peer						1	5		6 to 7	
Team						1	4		6 to 7	
Average Rating Excluding Self									6.9	6.9

Gains cooperation from others									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1			6.0	
Manager							1		7.0	
Peer					1	2	3		5 to 7	
Team						1	4		6 to 7	
Average Rating Excluding Self									6.7	6.5

Demonstrates self-confidence									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self							1		7.0	
Manager							1		7.0	
Peer							6		7.0	
Team							5		7.0	
Average Rating Excluding Self									7.0	7.0

	Excluding Self	Including Self
Overall Rating on Competency Category	6.7	6.6



# Communication

Has good listening skills										Range	Average	
Not Observed 0	Not Much					Great Deal						
	1	2	3	4	5	6	7					
Self			1								3.0	
Manager										1	7.0	
Peer		1	1			1	2	1			2 to 7	4.8
Team							5				6.0	
Average Rating Excluding Self										<b>5.9</b>	<b>5.2</b>	

Questions others										Range	Average	
Not Observed 0	Not Much					Great Deal						
	1	2	3	4	5	6	7					
Self				1							4.0	
Manager						1					5.0	
Peer		1					1	4			1 to 7	5.8
Team						1	3	1			5 to 7	6.0
Average Rating Excluding Self										<b>5.6</b>	<b>5.2</b>	

Is an articulate verbal communicator										Range	Average	
Not Observed 0	Not Much					Great Deal						
	1	2	3	4	5	6	7					
Self							1				6.0	
Manager										1	7.0	
Peer										6	7.0	
Team							1	4			6 to 7	6.8
Average Rating Excluding Self										<b>6.9</b>	<b>6.7</b>	

Can communicate in writing effectively										Range	Average	
Not Observed 0	Not Much					Great Deal						
	1	2	3	4	5	6	7					
Self							1				6.0	
Manager										1	7.0	
Peer							2	4			6 to 7	6.7
Team					1		3	1			4 to 7	5.8
Average Rating Excluding Self										<b>6.5</b>	<b>6.4</b>	

Demonstrates positive body language										Range	Average	
Not Observed 0	Not Much					Great Deal						
	1	2	3	4	5	6	7					
Self							1				6.0	
Manager										1	7.0	
Peer						2	1	3			5 to 7	6.2
Team							2	3			6 to 7	6.6
Average Rating Excluding Self										<b>6.6</b>	<b>6.4</b>	

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>6.3</b>	<b>6.0</b>

# Team Working

Inspires extra effort										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					5.0
Manager								1			7.0
Peer					1	1	1	3		4 to 7	6.0
Team								5			7.0
Average Rating Excluding Self										6.7	6.2

Provides public recognition of team member contributions										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self							1				6.0
Manager								1			7.0
Peer						1		5		5 to 7	6.7
Team								5			7.0
Average Rating Excluding Self										6.9	6.7

Creates a strong team identity										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					5.0
Manager								1			7.0
Peer					1	1		4		4 to 7	6.2
Team							1	4		6 to 7	6.8
Average Rating Excluding Self										6.7	6.2

Establishes the need for collaboration										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						4.0
Manager								1			7.0
Peer				1		1	2	2		3 to 7	5.7
Team	1						3	1		6 to 7	6.2
Average Rating Excluding Self										6.3	5.7

Empowers team members										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self							1				6.0
Manager								1			7.0
Peer				2				4		3 to 7	5.7
Team							1	4		6 to 7	6.8
Average Rating Excluding Self										6.5	6.4

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>6.6</b>	<b>6.3</b>

# Organisation

Sets challenging but realistic goals										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					5.0
Manager								1			7.0
Peer				1			3	2		3 to 7	5.8
Team							2	3		6 to 7	6.6
Average Rating Excluding Self										<b>6.5</b>	<b>6.1</b>

Develops specific action plans										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						4.0
Manager							1				6.0
Peer						1	3	2		5 to 7	6.2
Team						2	3			5 to 6	5.6
Average Rating Excluding Self										<b>5.9</b>	<b>5.4</b>

Organises work efficiently										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self					1						4.0
Manager						1					5.0
Peer						3	1	2		5 to 7	5.8
Team					1	2	2			4 to 6	5.2
Average Rating Excluding Self										<b>5.3</b>	<b>5.0</b>

Implements high work standards										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					5.0
Manager								1			7.0
Peer							2	4		6 to 7	6.7
Team								5			7.0
Average Rating Excluding Self										<b>6.9</b>	<b>6.4</b>

Monitors output										Range	Average
	Not Observed 0	Not Much					Great Deal				
		1	2	3	4	5	6	7			
Self						1					5.0
Manager							1				6.0
Peer							2	4		6 to 7	6.7
Team						2	1	2		5 to 7	6.0
Average Rating Excluding Self										<b>6.2</b>	<b>5.9</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>6.2</b>	<b>5.8</b>

# Drive

Accepts responsibility for outcome of decisions									Range	Average
Not Observed 0	Not Much					Great Deal				
	1	2	3	4	5	6	7			
Self						1			6.0	
Manager							1		7.0	
Peer					1			5	5 to 7 6.7	
Team								5	7.0	
Average Rating Excluding Self									<b>6.9</b>	<b>6.7</b>

Takes steps to avoid obstacles									Range	Average
Not Observed 0	Not Much					Great Deal				
	1	2	3	4	5	6	7			
Self					1				5.0	
Manager						1			6.0	
Peer			1		1	1	3		3 to 7 5.8	
Team						4	1		6 to 7 6.2	
Average Rating Excluding Self									<b>6.0</b>	<b>5.8</b>

Is focused on results									Range	Average
Not Observed 0	Not Much					Great Deal				
	1	2	3	4	5	6	7			
Self							1		7.0	
Manager							1		7.0	
Peer						1	5		6 to 7 6.8	
Team							5		7.0	
Average Rating Excluding Self									<b>6.9</b>	<b>7.0</b>

Manages change									Range	Average
Not Observed 0	Not Much					Great Deal				
	1	2	3	4	5	6	7			
Self					1				5.0	
Manager							1		7.0	
Peer				2	1	2	1		4 to 7 5.3	
Team					3	1	1		5 to 7 5.6	
Average Rating Excluding Self									<b>6.0</b>	<b>5.7</b>

Deters deviations from plans									Range	Average
Not Observed 0	Not Much					Great Deal				
	1	2	3	4	5	6	7			
Self				1					4.0	
Manager			1						3.0	
Peer		1	1		2	2			2 to 6 4.5	
Team				1	2	2			4 to 6 5.2	
Average Rating Excluding Self									<b>4.2</b>	<b>4.2</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>6.0</b>	<b>5.9</b>

# Problem Solving

Distinguishes between relevant and irrelevant information easily										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self							1			6.0	
Manager								1		7.0	
Peer						1	4	1		5 to 7	6.0
Team						1	2	2		5 to 7	6.2
Average Rating Excluding Self										<b>6.4</b>	<b>6.3</b>

Identifies patterns or relationships from information and events										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self							1			6.0	
Manager								1		7.0	
Peer					1	1	1	3		4 to 7	6.0
Team							3	2		6 to 7	6.4
Average Rating Excluding Self										<b>6.5</b>	<b>6.4</b>

Uses concepts or models to analyse situations										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self						1				5.0	
Manager						1				5.0	
Peer						3	3			5 to 6	5.5
Team					1	2	2			4 to 6	5.2
Average Rating Excluding Self										<b>5.2</b>	<b>5.2</b>

Develops creative solutions to problems										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self								1		7.0	
Manager								1		7.0	
Peer							2	4		6 to 7	6.7
Team							1	4		6 to 7	6.8
Average Rating Excluding Self										<b>6.8</b>	<b>6.9</b>

Seeks information from a variety of sources										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self							1			6.0	
Manager						1				5.0	
Peer					1	1	1	3		4 to 7	6.0
Team						1	1	3		5 to 7	6.4
Average Rating Excluding Self										<b>5.8</b>	<b>5.8</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>6.1</b>	<b>6.1</b>

# Strategic Awareness

Understands how their area fits into the organisation as a whole										Range	Average
	Not Observed 0		Not Much					Great Deal			
			1	2	3	4	5	6	7		
Self								1			6.0
Manager									1		7.0
Peer							1	1	4	5 to 7	6.5
Team								2	3	6 to 7	6.6
Average Rating Excluding Self										<b>6.7</b>	<b>6.5</b>

Understands the strategic position of the organisation										Range	Average
	Not Observed 0		Not Much					Great Deal			
			1	2	3	4	5	6	7		
Self									1		7.0
Manager									1		7.0
Peer								2	4	6 to 7	6.7
Team									5		7.0
Average Rating Excluding Self										<b>6.9</b>	<b>6.9</b>

Takes calculated risks when making strategic decisions										Range	Average
	Not Observed 0		Not Much					Great Deal			
			1	2	3	4	5	6	7		
Self							1				5.0
Manager								1			6.0
Peer				1		1			4	2 to 7	5.7
Team								2	3	6 to 7	6.6
Average Rating Excluding Self										<b>6.1</b>	<b>5.8</b>

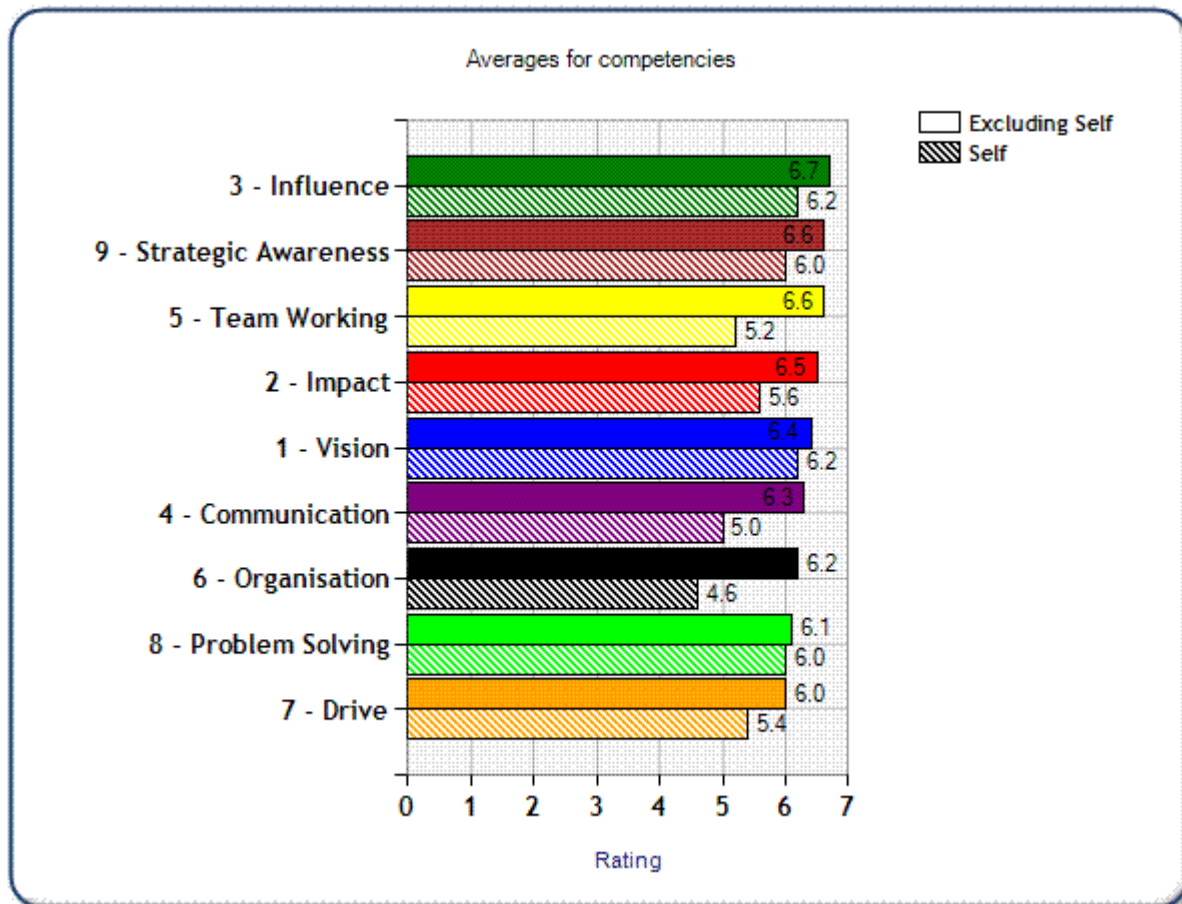
Actively seeks feedback to improve the organisation's outcomes										Range	Average	
	Not Observed 0		Not Much					Great Deal				
			1	2	3	4	5	6	7			
Self								1			6.0	
Manager									1		7.0	
Peer								2	1	3	5 to 7	6.2
Team									5		7.0	
Average Rating Excluding Self										<b>6.7</b>	<b>6.5</b>	

Ensures that customer needs remain a priority against all other drivers										Range	Average
	Not Observed 0		Not Much					Great Deal			
			1	2	3	4	5	6	7		
Self								1			6.0
Manager									1		7.0
Peer						1	1		4	4 to 7	6.2
Team									5		7.0
Average Rating Excluding Self										<b>6.7</b>	<b>6.5</b>

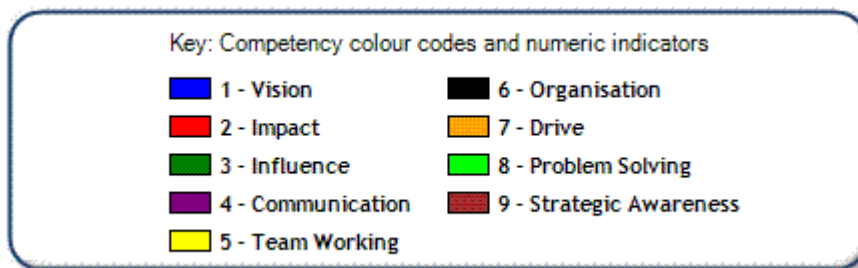
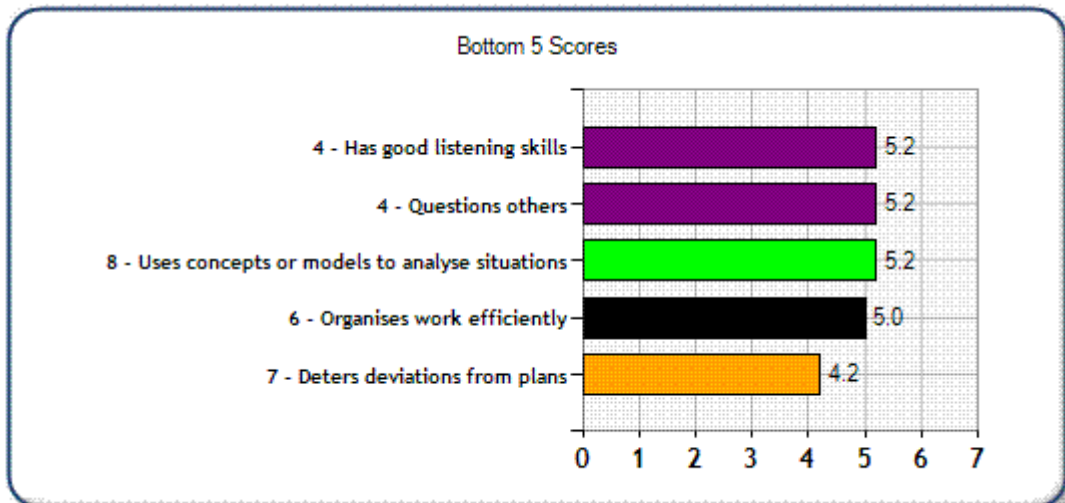
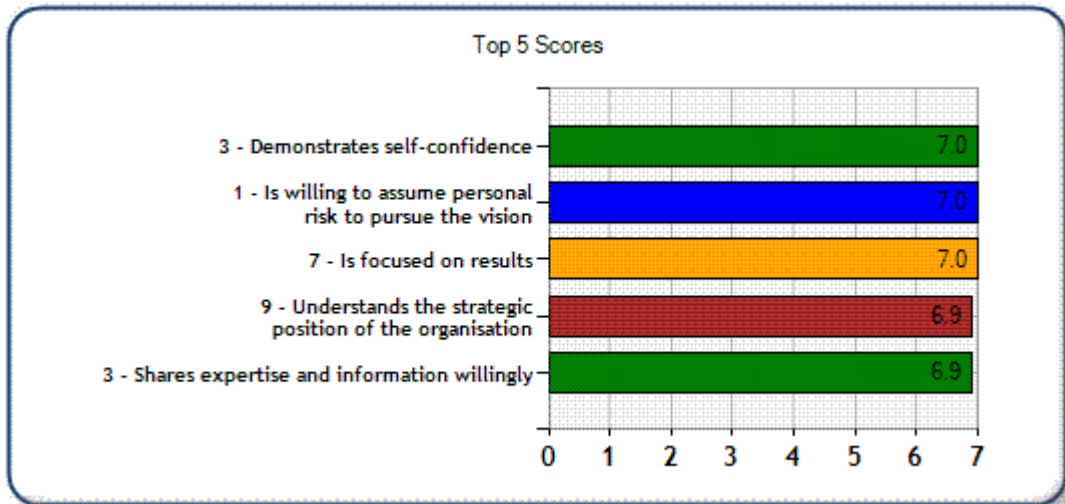
	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>6.6</b>	<b>6.5</b>

## Averages for competencies

The table below summarises the scores of your 360 feedback against each of the 9 competency categories. The higher the score the greater the perception that you display the behaviour. Competencies are ordered so that the competency with the highest average score (excluding self) is listed at the top.



## A graph of the top 5 and bottom 5 statement averages





## Summary of level of importance of each competency for job role

The following table summarises how you rate the importance of the competency for your job role. You will also see how your perception compares with other people that have given you feedback.

Competencies	Ranking					Rating 7 = High 1 = Low
	1 = Most Important   9 = Least Important					
	Self	Manager	Peer	Team	Avg	
Strategic Awareness	2	3	2	1	2.4	6.6
Vision	1	4	1	3	2.5	6.4
Communication	4	1	3	6	3.5	6.3
Problem Solving	3	2	5	6	4.0	6.1
Drive	7	6	4	2	5.0	6.0
Impact	5	7	6	5	5.8	6.5
Influence	6	8	7	4	6.5	6.7
Team Working	8	5	8	8	6.9	6.6
Organisation	9	9	9	9	8.4	6.2

Ranking and Rating Comparison - Compare the Competency Rankings with your Competency Ratings. Your ratings are shown in the far right-hand column. The highest ranking competencies are at the top of the table. High ranking competencies alongside high rating indicates your key skills are well matched with the priorities in your current job role. Low ratings alongside high rankings indicates potentially high priority development areas.

Ranking Differences - Cells highlighted indicate areas with greatest difference in priority ranking between self and other respondent groups. Areas with large differences between ranking of competencies between yourself and other respondents often indicate a need to discuss the priorities of your role with those whom you work alongside. Large differences often indicate potential areas of tension or misunderstanding.

## Qualitative Observations

Key strengths and how they are observed in the workplace.

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasized, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

Responses that were given

- Sharing the vision, and explaining how each employee fits into the vision.
- Drive - demonstrated by innovation in systems and operations also tackling some challenging assignments diligently without wavering on energy and determination level. Highly committed to the success of the business
- Relentless pursuit of the vision, with a "can do" attitude; positive and inspirational.
- Marla is goal focused and will bring the team back to its purpose when needed
- She can stand firm in the face of opposition when required but is not overbearing while doing so
- Marla is also very creative and brings that ability to the fore when there are challenges on the road to success
- She is not afraid to be in the trenches with the team as we move forward as seen in her being very involved with meetings, proposals and conversations with clients and prospects
- Influence in her communication style, motivational in her speech, creative in her ideas
- Willing to learn from mistakes and will admit mistakes
- Has recently improved greatly on her communication skills
- Marla is an exceptional leader who demonstrates her commitment to each individual's success by helping to deliver on the expectations of the client and overcome challenges.
- Can take complicated concepts and put them into easy to understand terms.
- Marla is very future focused and innovative always looking at what is new and noteworthy in the current marketplace and is not afraid to move in that direction if it means that the organization will benefit from it.
- Influential - Shares knowledge, encourages team to work at their best, very fair, very motivational, communicates well.
- Energizing & Motivating others, even against opposition. Very good at inspiring others and creating excitement and energy in the environment.
- Marla looks for ways that will make work tasks more efficient, cost effective, and easier for her employees.
- She is inspiring, dedicated, motivated and treats everyone of us as equals. She empowers us and gives us the freedom to act within the best interests of the company.
- Empathy and concern for others
- Consistent customer focus, both external and internal, to remove barriers to getting the job done with excellence.
- Marla loves people and continuous learning and creates an environment of communication - She is a voracious reader and always shares information either in conversation or in a new tool/resource for the team
- Her devotion to the team is seen in the way she gets to know and understand each team member as an individual without being intrusive or obstructing individual success
- Marla celebrates even small successes that keeps us happy and engaged
- We have a very performance driven culture. Marla is a passionate leader who inspires the team to achieve results. Marla has developed very clear performance metrics which helps the team to be involved in self managing their performance.
- Ability to condense a large amount of complicated information into a small concise set up simple to understand points. Passes on her specialist knowledge with passion, excitement and without ego - will take the time to sit with any employee at any level to teach them something important.
- Marla is very accessible to listen to team members and she provides opportunities to further get their input. She also uses many ways for company communications (emails, internal website) to keep all employees equally in the loop.
- Marla's Creativity: Marla is constantly coming up with new ideas and generating thought-provoking conversations. She encourages others to question the status quo and dig deeper to find the true 'root' of the cause or need. She motivates us to look outside our regular jobs to find new and interesting ways of doing things differently. She shares the outside knowledge that she comes across and welcomes guest speakers to add value to the team.

## Qualitative Observations

Areas for development that would make you more effective in your role.

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Responses that were given

- Listening - could be improved to better determine perspectives before hurried decisions are taken
- Organizational skills
- Sometimes makes assumptions rather than considering the current situation. Should slow down before jumping to conclusions.
- May need slight improvement in follow through on an idea or thought. Because of trying to move the team forward may not always take the time to make sure that the entire team understand completely or is on board
- Be less impulsive
- Marla is extremely busy leading the business. I don't see there being any specific development needs, but would suggest Marla pursue personal development (networking with other leaders) to ensure she also continues to feel stimulated.
- To sit on a board of other exec's of a charity or association to develop networks and brand recognition from the top.
- There are many ideas/projects that get started and Marla does not always follow-through.
- Finishing tasks once started.
- Use those around her to free up her time (very difficult to achieve)
- Marla may want to consider other opportunities to have direct contact or a designated time to ensure remote team members can also receive personal attention and information sharing for their work needs.
- Change Management: Helping the team to better manage change. As change is inevitable, we must keep an open mind to truly accept and understand change. Marla should walk us through the change and give us time to 'soak it in'.
- Active listening
- Takes time to review recommendations from team members which can sometimes provide excellent additional insight
- Sometimes directive style can stifle individual ways of doing things, particularly when time is short.
- At times Marla may be overly democratic
- Internal meeting facilitation (To keep to an agenda). Not to let other assertive team members interrupt and take over the meeting.
- Sometimes Marla may become too emotional in certain circumstances, where a less emotional approach would suit the situation better.
- Slowing down and not trying to take on too many things at once.
- While Marla is great at using her pioneering skills, initiating new ideas, and summarizing concepts, it may be better use of her time for her to draw on her strengths of verbalizing this information then leaving the details to other team members who have detailed work as strength.
- Organizational Skills: Marla could take time out to organize her work. She's great at starting something, but needs help following-through on certain items.
- Has great ideas but could follow through more steadily on core initiatives

# Personal Development Plan

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## Record your development needs and goals.

Use this page to outline your key development objectives identified as a result of completing this questionnaire.

Competence	
Development Need	
How to Achieve This	
Target Date	

Competence	
Development Need	
How to Achieve This	
Target Date	

Competence	
Development Need	
How to Achieve This	
Target Date	

# Notes

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## Further Information

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### Introducing Thomas International

Over the past 25 years Thomas International has become a global provider of objective management systems and business assessment tools that help organisations recruit, retain, develop and train their people. We carry out over one million assessments for UK companies each year. We have a presence in over 60 countries and our behavioural assessment is available in 56 different languages.

We give you the tools to motivate, stimulate and encourage people in your organisation by raising people's self awareness, self esteem and confidence.

The Thomas Systems provide accurate, valid and objective assessments that enable employers to understand and develop the full potential of their people. We supply HR professionals, managers, and leaders with the tool and training to motivate, engage and coach individuals.

### Thomas360

Thomas International always welcome feedback about the style and content of the report.

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