



## 360 Degree **Senior Manager Capabilities** Feedback Report

**Compiled for:** #####  
**Date created:** 29/11/2006  
**People contributing:** 15

### Contributions from:

Customer	3
Direct Report	4
Manager	1
Peer	3
Stakeholder	3

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## Introduction

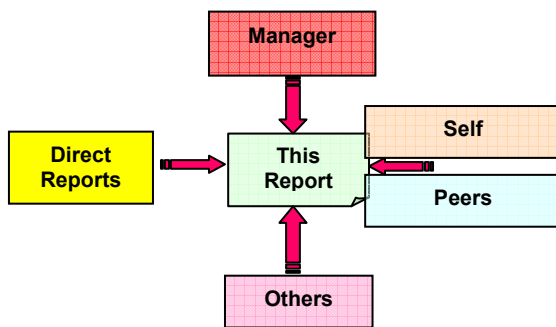
As part of the ongoing drive to set the highest possible standards across the business Bradford & Bingley have developed a 'competency' model. This model has been created by performing a series of in-depth research interviews across the business.

The outcome of this research has enabled Bradford & Bingley to identify the key 'behaviours' and 'attributes' that people who deliver high performance consistently demonstrate.

This report is designed to allow you to compare how well you demonstrate the behaviours and attributes indicated in the model. As a result you will be able to identify areas where you demonstrate what is required and in addition identify areas where some development would be of benefit.

## How does the process work?

A questionnaire containing a series of numerically graded questions based on the competency model is completed by yourself and selected individuals that you have a working relationship with...



Each question is graded on a scale of 1 to 5 as follows...

- 1: *Role model for this attribute / behaviour*
- 2: *This is a strength*
- 3: *Some development is desirable: Low priority*
- 4: *Development is desirable: Medium priority*
- 5: *Development is very desirable: High priority*

The results of the completed questionnaires are combined to form a series of charts within this report, which allow you to compare your self-perception with the perception of others, a process that provides a powerful insight.

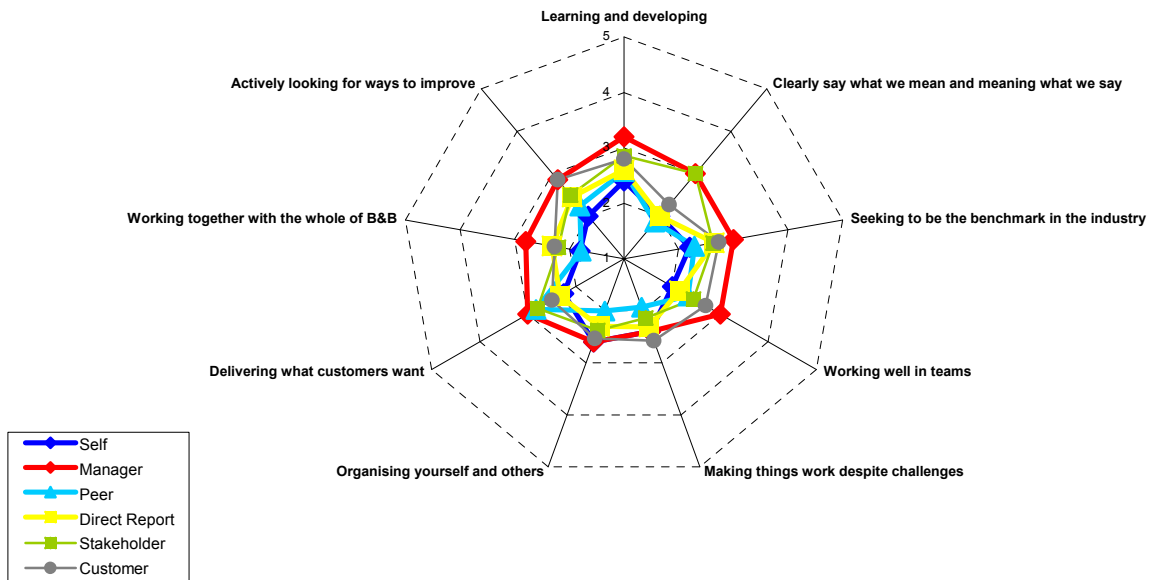
In addition to the data provided by the numerical questionnaire, those responding are asked to offer comments. The comments are collated within the report after the 'graphical' analysis and may provide you with an indication of where you need to concentrate development effort.

**How do I interpret and use the information?**

The main purpose of creating this report is to allow you to create a plan of action. The plan you create **must** be 'realistic' and 'relevant'.

- .1. Explore each of the charts in turn asking the following simple questions:
  - What relevance is this chart to me?
  - Where are the low scores (demonstrating the behaviour) and the high scores (not demonstrating the behaviour)?
  - What action could I take to develop the 'weaker' areas?
  - How do I capitalise on the 'stronger' areas?
  
  - What are the differences in perception across the people responding?
  - What could be causing these differences?
  - What action could be taken to influence these perceptions?
- .2. Compare your observations from the charts to the comments people have added asking:
  - Do the comments reinforce the charts?
  - Do the comments contradict the charts?
- .3. Identify the key areas you believe need further attention and:
  - Generate a realistic personal action plan for each of the areas.
- .4. Discuss your observations and conclusions with your manager.
- .5. Review progress frequently.
- .6. Keep this report and compare it with the next annual report.

## Overall scores

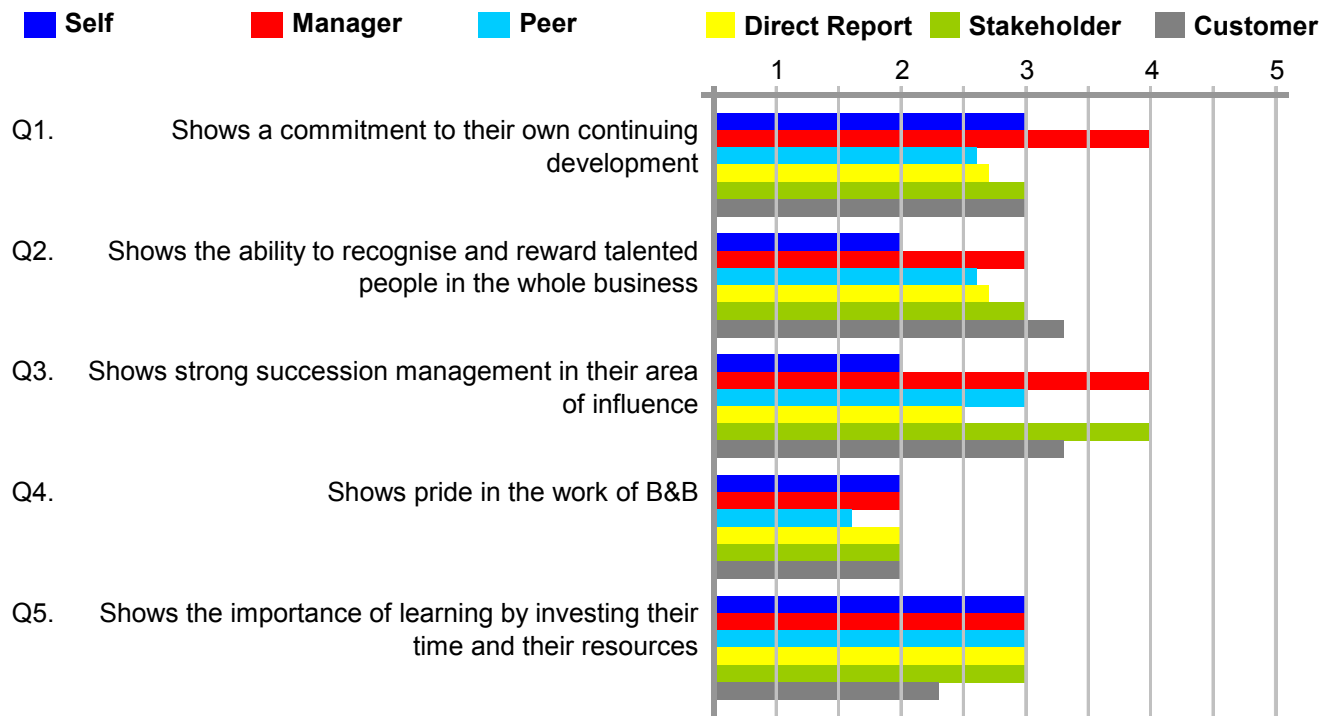


### Description of keys:

- 1: Role model for this attribute / behaviour
- 2: This is a strength
- 3: Some development is desirable: Low priority
- 4: Development is desirable: Medium priority
- 5: Development is very desirable: High priority

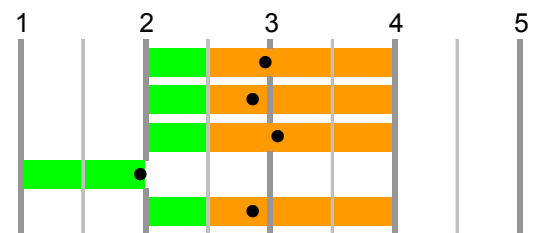
### Develops confidence in self and others

Comparative Scores:



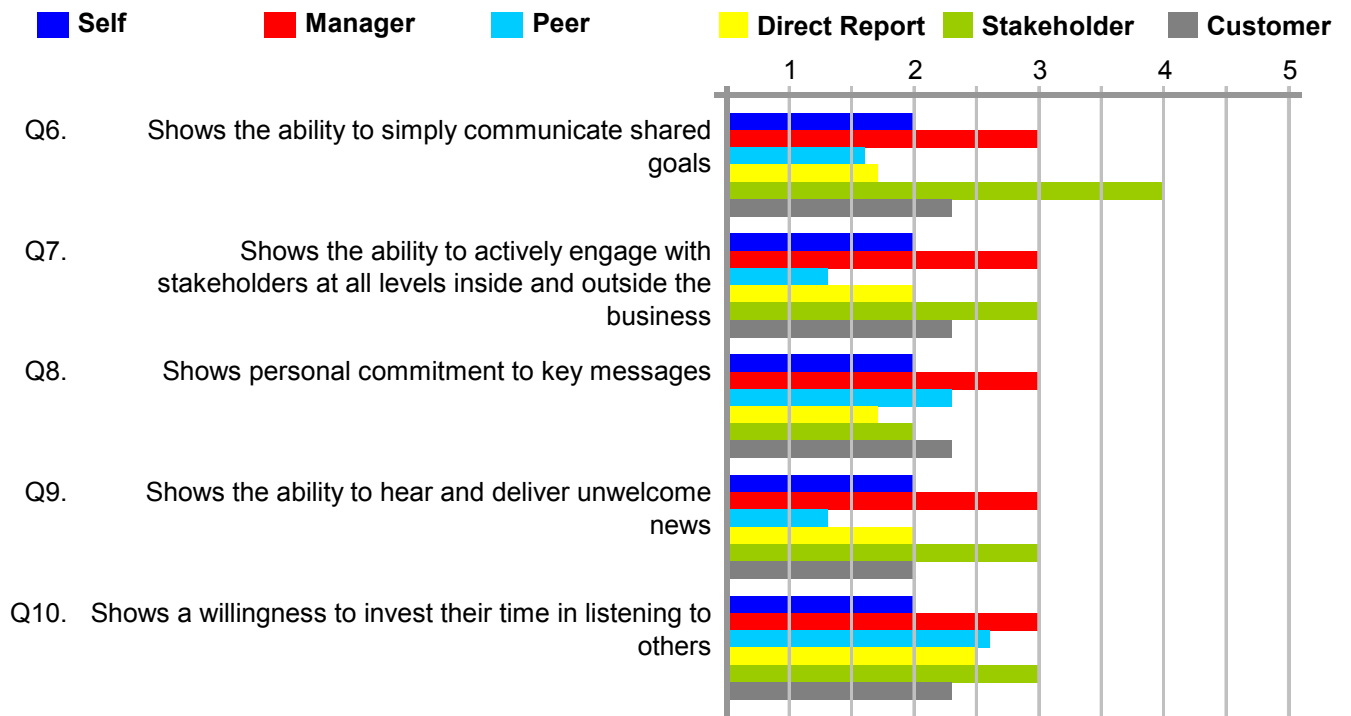
Range of Scores:

- 1. (Minimum = 2.00 Average = 2.93 Maximum = 4.00)
- 2. (Minimum = 2.00 Average = 2.85 Maximum = 4.00)
- 3. (Minimum = 2.00 Average = 3.00 Maximum = 4.00)
- 4. (Minimum = 1.00 Average = 1.93 Maximum = 2.00)
- 5. (Minimum = 2.00 Average = 2.83 Maximum = 4.00)



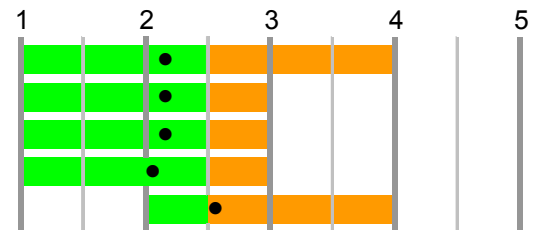
### Straightforward communicator

Comparative Scores:



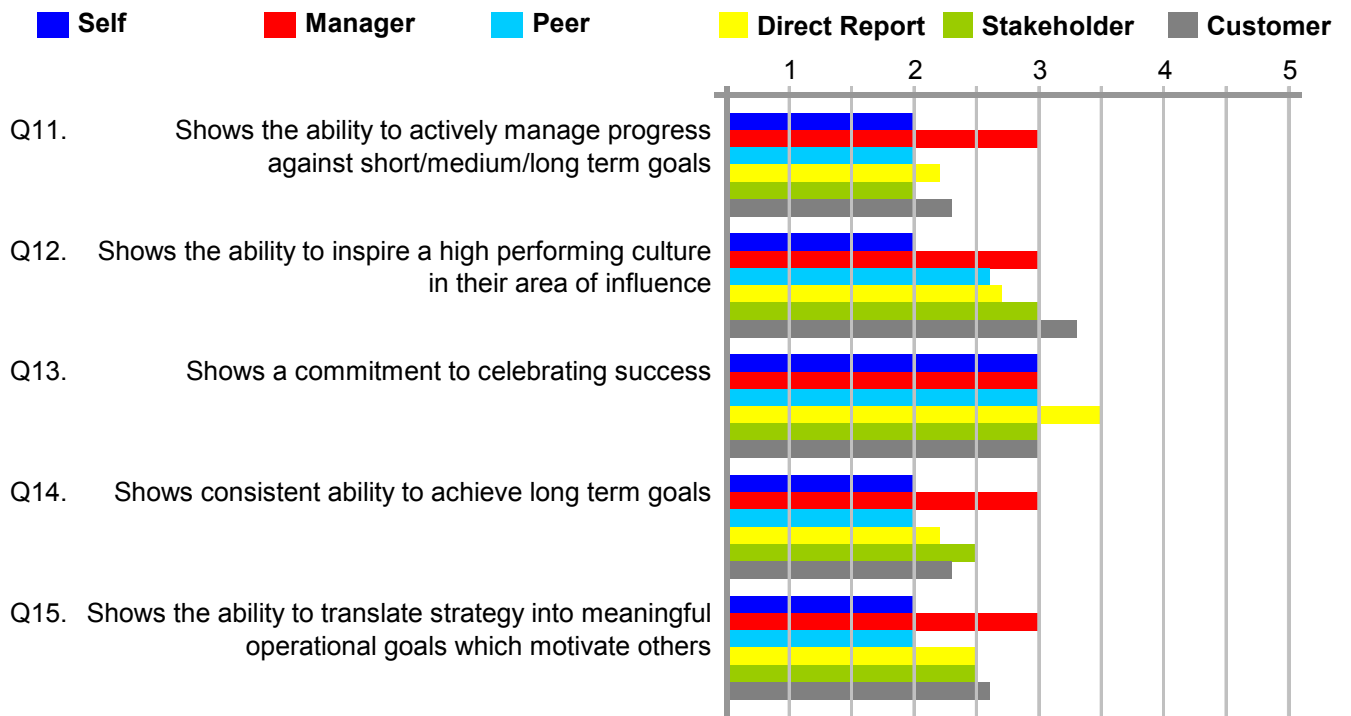
Range of Scores:

- 6. (Minimum = 1.00 Average = 2.15 Maximum = 4.00)
- 7. (Minimum = 1.00 Average = 2.14 Maximum = 3.00)
- 8. (Minimum = 1.00 Average = 2.15 Maximum = 3.00)
- 9. (Minimum = 1.00 Average = 2.00 Maximum = 3.00)
- 10. (Minimum = 2.00 Average = 2.57 Maximum = 4.00)



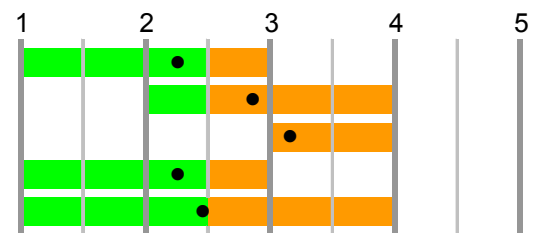
**Achiever**

Comparative Scores:



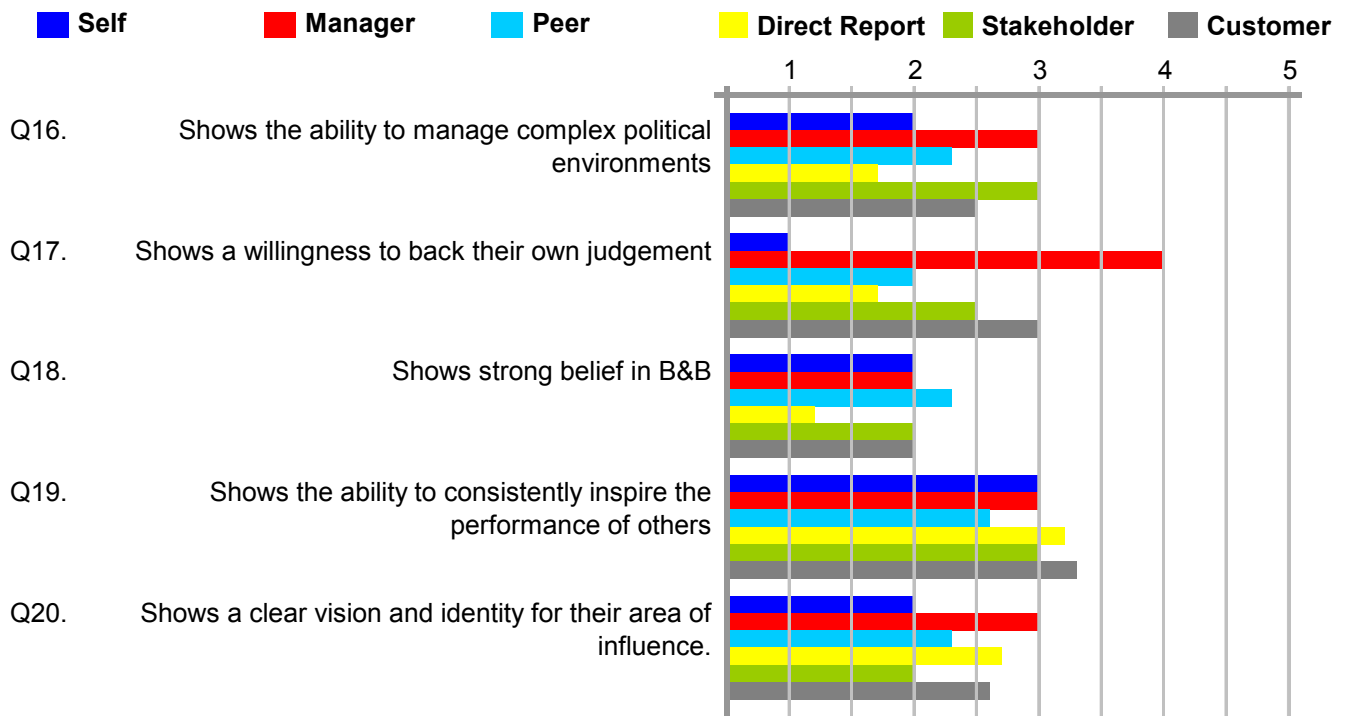
Range of Scores:

- 11. (Minimum = 1.00 Average = 2.23 Maximum = 3.00)
- 12. (Minimum = 2.00 Average = 2.86 Maximum = 4.00)
- 13. (Minimum = 3.00 Average = 3.17 Maximum = 4.00)
- 14. (Minimum = 1.00 Average = 2.29 Maximum = 3.00)
- 15. (Minimum = 1.00 Average = 2.43 Maximum = 4.00)



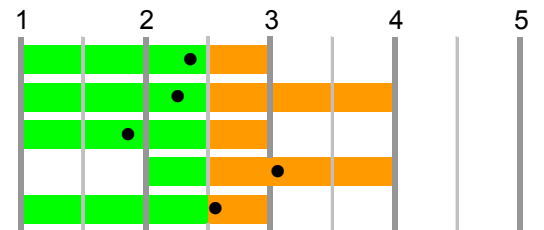
### Supports and leads the team

Comparative Scores:



Range of Scores:

16. (Minimum = 1.00 Average = 2.31 Maximum = 3.00)  
 17. (Minimum = 1.00 Average = 2.23 Maximum = 4.00)  
 18. (Minimum = 1.00 Average = 1.86 Maximum = 3.00)  
 19. (Minimum = 2.00 Average = 3.08 Maximum = 4.00)  
 20. (Minimum = 1.00 Average = 2.50 Maximum = 3.00)



***A. In which areas is this individual strong as a leader and what is his/her distinct leadership style.***

**Self**

good in crises, is able to see through confusing situations and bring clarity

**Peer**

##### is very good at explaining IT in a non technical way and has a clear view of IT strategy and of the 'political' context within which that strategy sits. He generally adopts a 'soft' management style, and can sometimes come across as a little detached from the business. However, he is good at building strong relationships with key stakeholders in the business's

Supportive and sympathetic to the challenges faced by the business

**Direct Report**

In negotiating and dealing with suppliers

##### 1:1 influence is excellent. He regularly takes the time to ensure that individuals are clear on their direction and outlines his expectations.

Demonstrates excellent grasp of complex situations with an ability to give due consideration and provide clear, concise and simple instruction.

As a 'quiet leader' ##### installs trust and confidence in others by using a delegative style. Although ultimately he would be the decision maker, he empowers people by respecting their ideas and strategies. He also 'guides' his team and persuades people through rational argument; he is not a typical authoritarian. However, he does apply an authoritarian style in a positive way i.e. Telling his employees that something is not working correctly and making it clear that new procedures must be established. He could also be classed as a participative leader in that he asks for his team's inputs and ideas. These 3 styles can be illustrated by a dispute BBG has recently experienced with a supplier. I think utilising all the plus sides of different leadership styles, ultimately makes ##### a strong leader.

**Stakeholder**

Methodical, organised, unflappable, leadership by example

Strong expertise and intellect

**Customer**

##### comes across as a genuine likeable individual who inspires loyalty and commitment from his team

Well focused on ensuring his team deal with important strategic issues affecting the business.

As noted elsewhere, ##### is sometimes a little too deferential to others in situations where a clear lead from him could deliver more rapid resolution of issues

***B. What could this person do to become even stronger as a leader.***

**Self**

work harder to coach/develop team

**Peer**

I believe that he sometimes needs to be more forceful in presenting the IT story to the business

Be more demanding of people and suppliers to raise expectations of IT performance

**Direct Report**

Give more individual attention to staff members not reporting directly to #####

##### rarely takes the time to really set his stall out in terms of what direction he would like to take group IT and sell it to the entire team. When he does, he can be very effective at it and I for one would like to see him do it more.

Can seem unfriendly and aggressive until you get to know his ways.

The demands of a CIO do not leave much time for reward & recognition. I feel that ##### needs to recognise his team in a much more transparent way. I have no doubt that he trusts and respects his team by the leadership style he adopts, however this is not so openly conveyed. Perhaps (subtly) a more charismatic style could be used. I think ##### leadership style covers all the 6 core values of BBG but there is definitely room for more recognition within Group IT and with flair not understated as that makes it motivationally worthless.

**Stakeholder**

Increase level of visibility, look to champion business causes rather than seen to defend IT

Build impact and credibility, perhaps be more hard-nosed

**Customer**

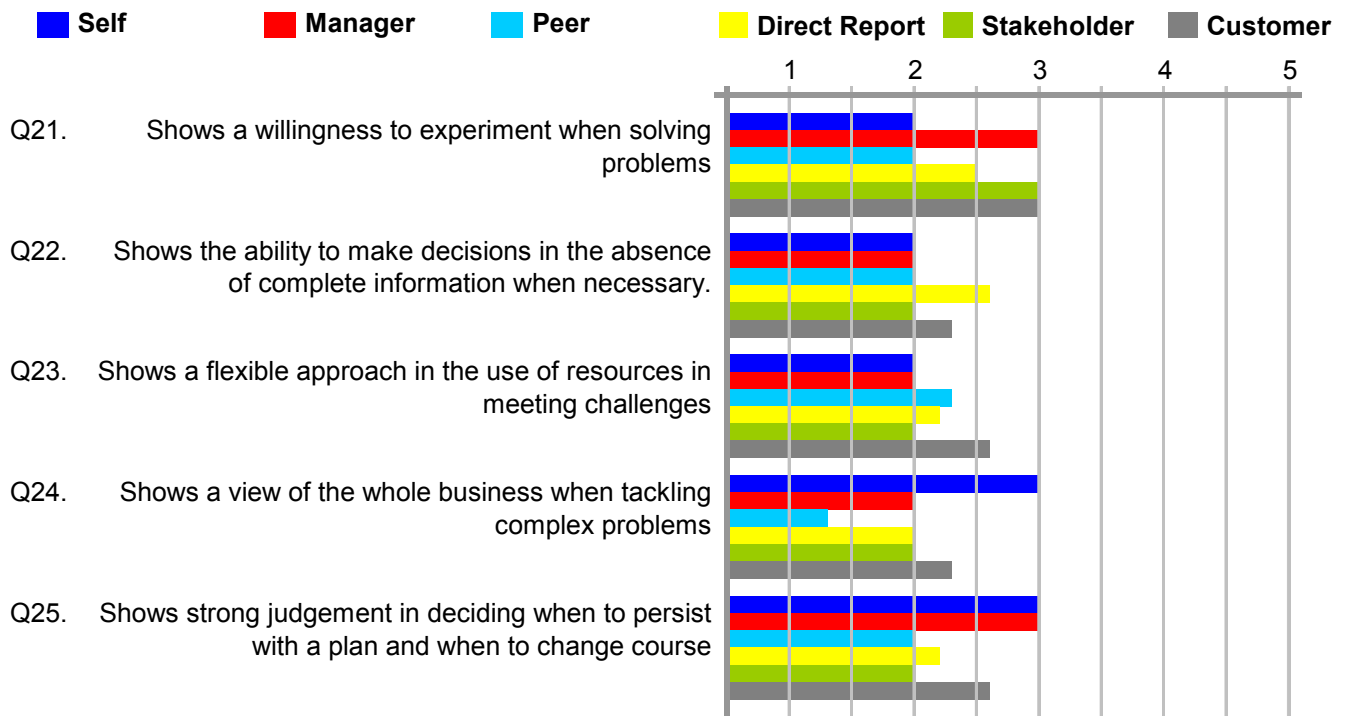
Be more demanding when the situation requires and set challenging targets for his team

Not very visible in the group as a whole.

BE more confident and in some cases assertive

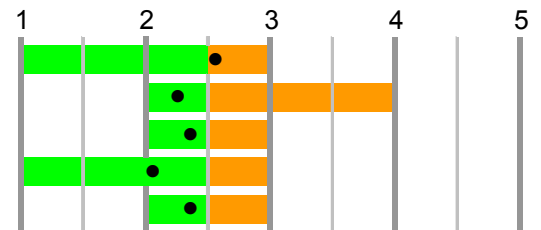
### Solves problems

Comparative Scores:



Range of Scores:

- 21. (Minimum = 1.00 Average = 2.50 Maximum = 3.00)
- 22. (Minimum = 2.00 Average = 2.25 Maximum = 4.00)
- 23. (Minimum = 2.00 Average = 2.31 Maximum = 3.00)
- 24. (Minimum = 1.00 Average = 2.00 Maximum = 3.00)
- 25. (Minimum = 2.00 Average = 2.36 Maximum = 3.00)



***C. When the pressure is on what style does this person adopt.***

**Self**

I think I'm more of delegate in pressure situations

**Peer**

Seems to withdraw rather than attack when under pressure, although I have relatively little direct evidence to base this perception on. This does not mean that he is not prepared to stand up for what he believes is right for the business, and I am sure that ##### does have a stubborn streak

Withdrawn and reserved

**Direct Report**

Tense

Whilst the occasional 'rant' occurs this is generally contained and behind closed doors. Generally, ##### remains very cool and clear headed under pressure.

Engages as necessary to get the job done. This may not be to everyone's liking at the time but he is not afraid to be unpopular.

Participative Leader. He involves both his team and the business in problem solving and adapts to the situation.

**Stakeholder**

Cool, calm. Perhaps occasionally too low profile. Do people need to see it matters to you?

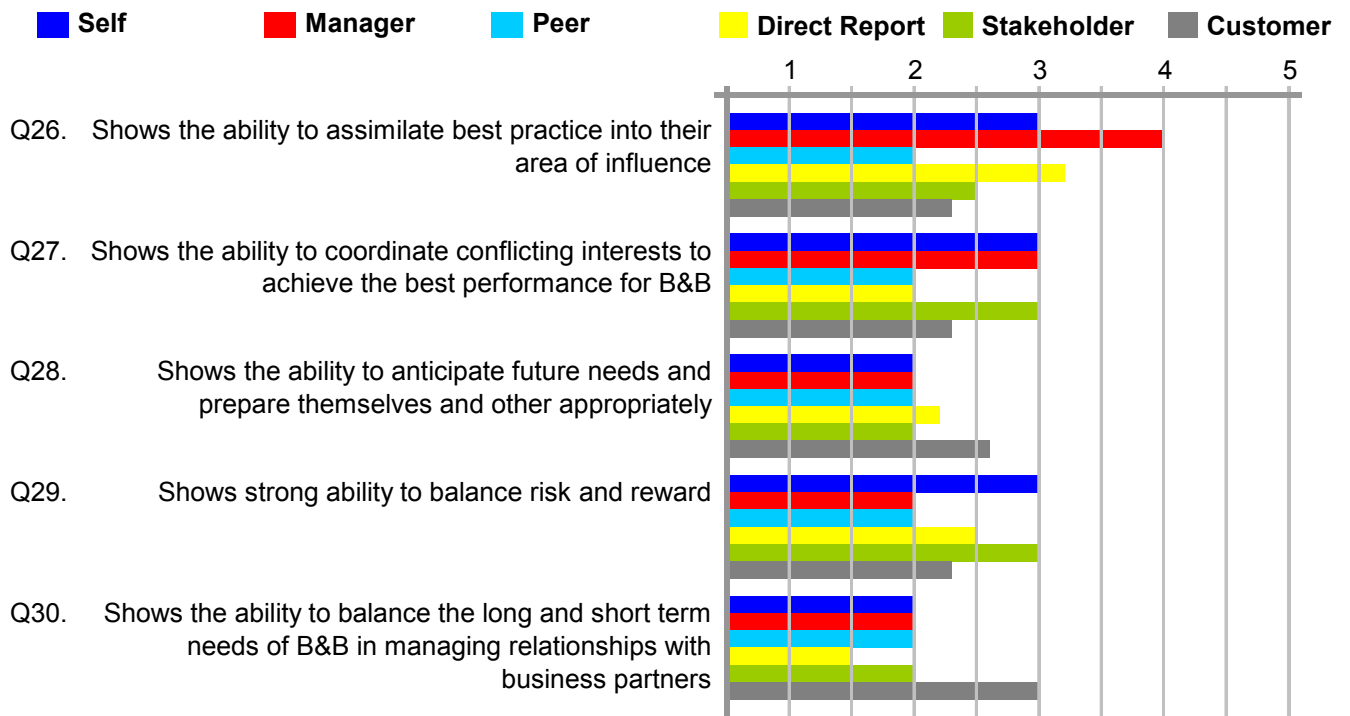
**Customer**

Calm & focused.

Sometimes ##### is too quite in expressing his view, and applying his experience to guide others. This allows others who may have stronger personalities, but less knowledge, to take centre stage

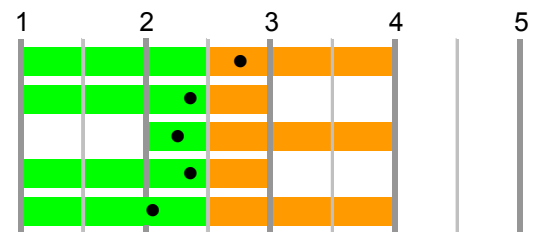
### Focuses on organising

Comparative Scores:



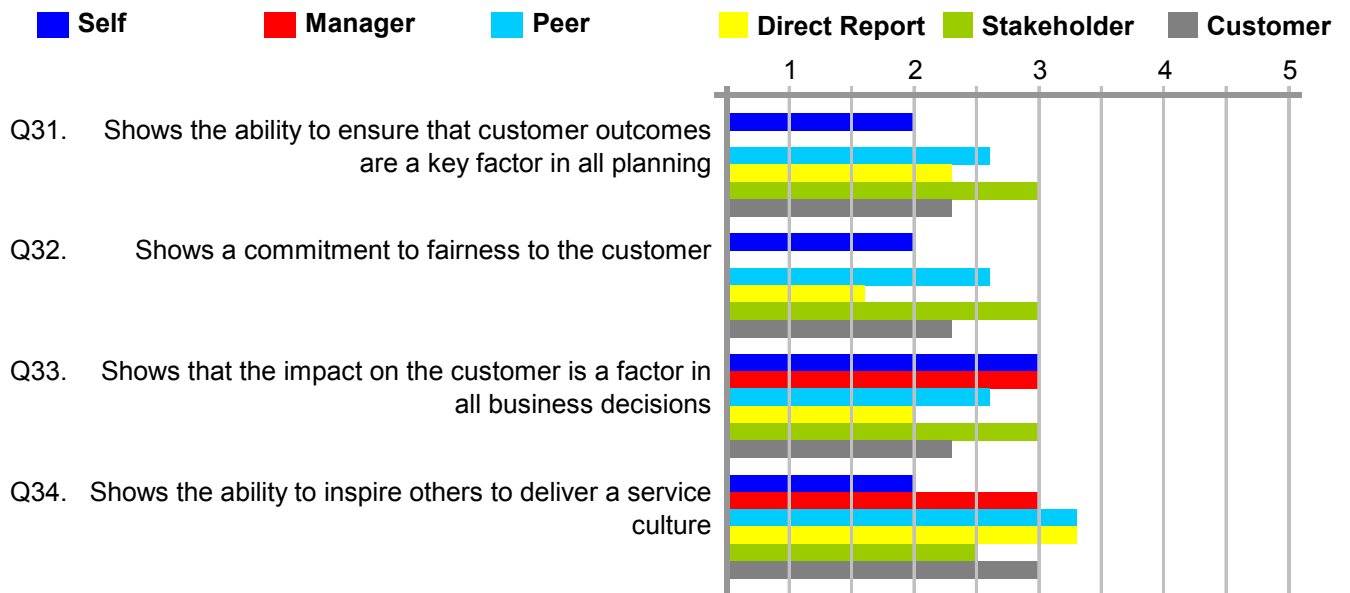
#### Range of Scores:

26. (Minimum = 1.00 Average = 2.71 Maximum = 4.00)  
 27. (Minimum = 1.00 Average = 2.31 Maximum = 3.00)  
 28. (Minimum = 2.00 Average = 2.21 Maximum = 4.00)  
 29. (Minimum = 1.00 Average = 2.38 Maximum = 3.00)  
 30. (Minimum = 1.00 Average = 2.07 Maximum = 4.00)



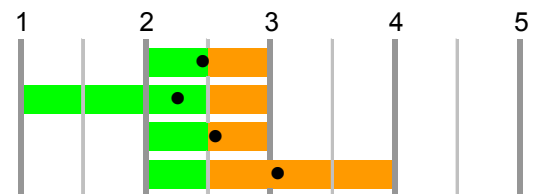
### Focuses on Customers

Comparative Scores:



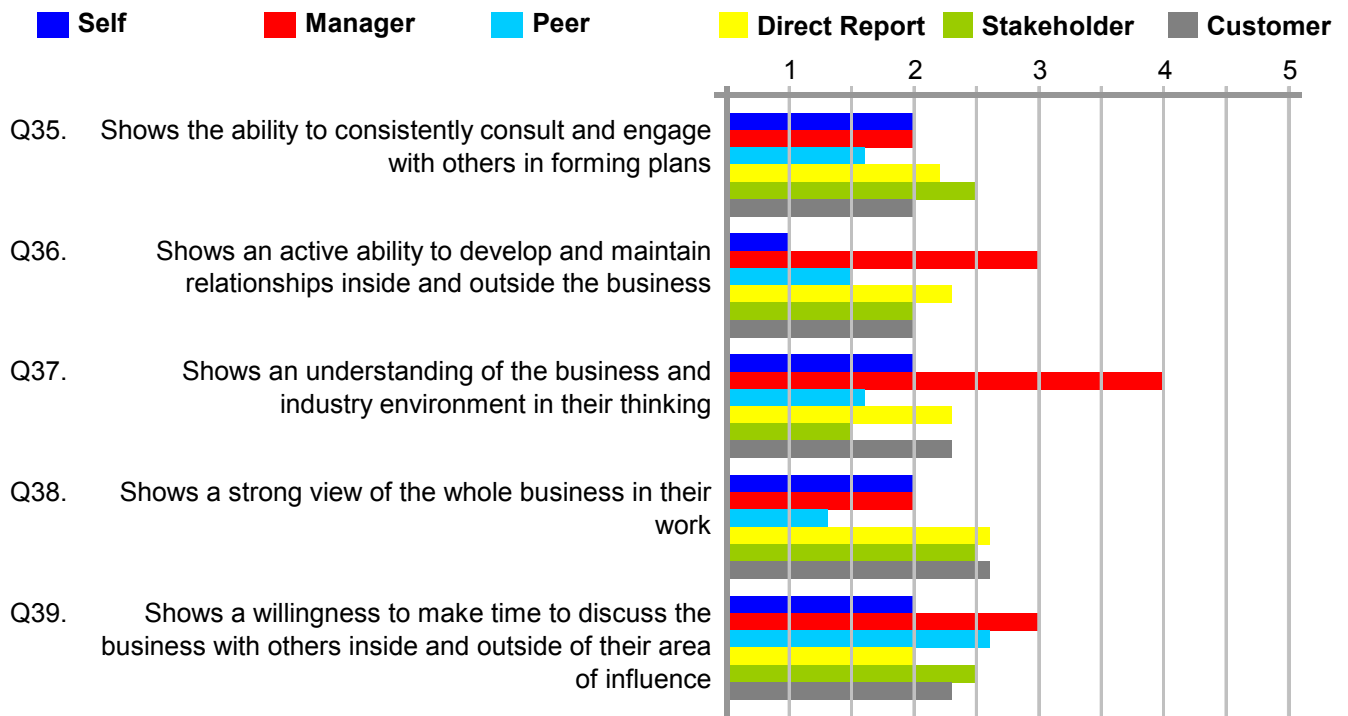
#### Range of Scores:

- 31. (Minimum = 2.00 Average = 2.45 Maximum = 3.00)
- 32. (Minimum = 1.00 Average = 2.27 Maximum = 3.00)
- 33. (Minimum = 2.00 Average = 2.50 Maximum = 3.00)
- 34. (Minimum = 2.00 Average = 3.00 Maximum = 4.00)



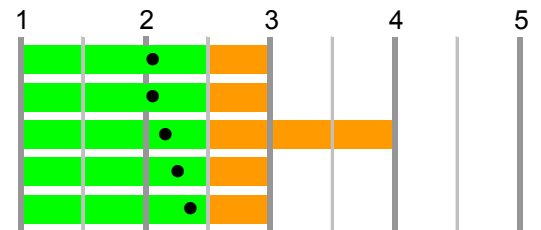
**Represents the whole business**

Comparative Scores:



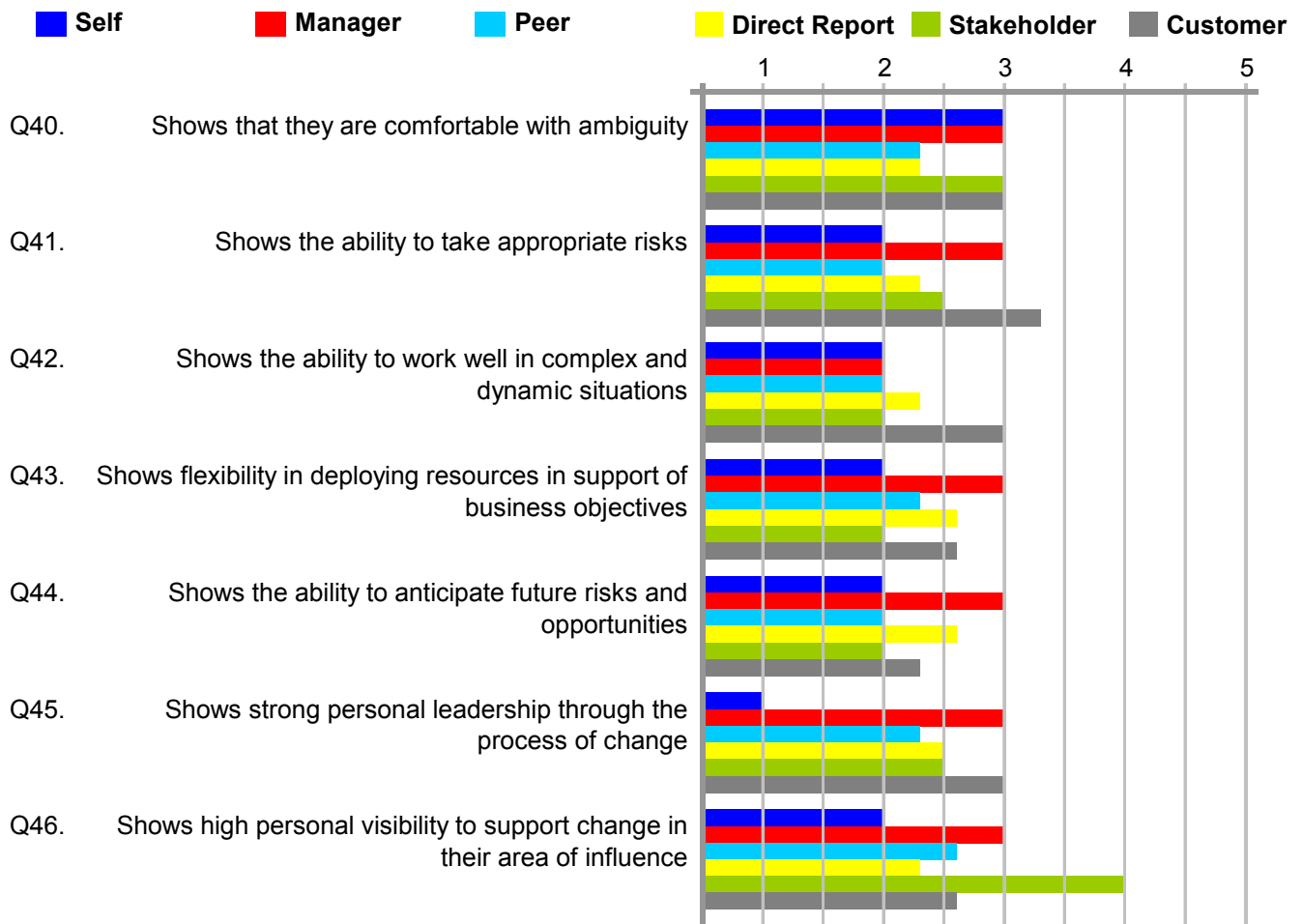
Range of Scores:

35. (Minimum = 1.00 Average = 2.07 Maximum = 3.00)  
 36. (Minimum = 1.00 Average = 2.00 Maximum = 3.00)  
 37. (Minimum = 1.00 Average = 2.15 Maximum = 4.00)  
 38. (Minimum = 1.00 Average = 2.23 Maximum = 3.00)  
 39. (Minimum = 1.00 Average = 2.38 Maximum = 3.00)



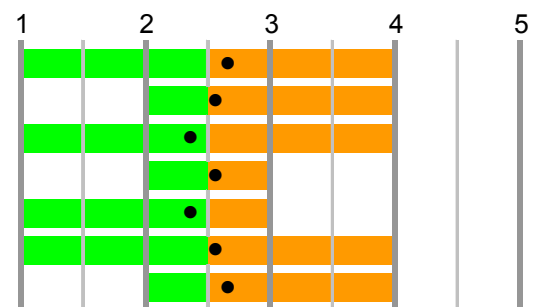
### Embraces and leads change

Comparative Scores:



Range of Scores:

- 40. (Minimum = 1.00 Average = 2.67 Maximum = 4.00)
- 41. (Minimum = 2.00 Average = 2.54 Maximum = 4.00)
- 42. (Minimum = 1.00 Average = 2.31 Maximum = 4.00)
- 43. (Minimum = 2.00 Average = 2.50 Maximum = 3.00)
- 44. (Minimum = 1.00 Average = 2.33 Maximum = 3.00)
- 45. (Minimum = 1.00 Average = 2.50 Maximum = 4.00)
- 46. (Minimum = 2.00 Average = 2.67 Maximum = 4.00)



***D. Is there anything else that you want to say to this person.***

**Peer**

IT Director role has always been a difficult role to fill at B&B due to lack of historical investment in our systems and lack of IT literacy in the senior team. ##### has been an excellent IT Director in difficult circumstances, and his quiet and considered approach underlies a determination to do what is right for the business, which has achieved much.

**Direct Report**

Whilst this is strong with me, I probably engage with ##### quite a lot. Other relationships in group IT I suspect are not as strong.

I feel that ##### is a good, strong leader and has definitely gained my respect. He will always back me up and is very supportive in this way. I do however think he needs to be more personable with the rest of his team, they are missing out on getting to know his fun and fluffy side!

**Stakeholder**

I'm not sure ##### will find much surprising here. He needs to chose whether he want to do anything about it

Strategically and intellectually excellent - outstanding leader of in-house IT. Development need is around management of external providers.

**Customer**

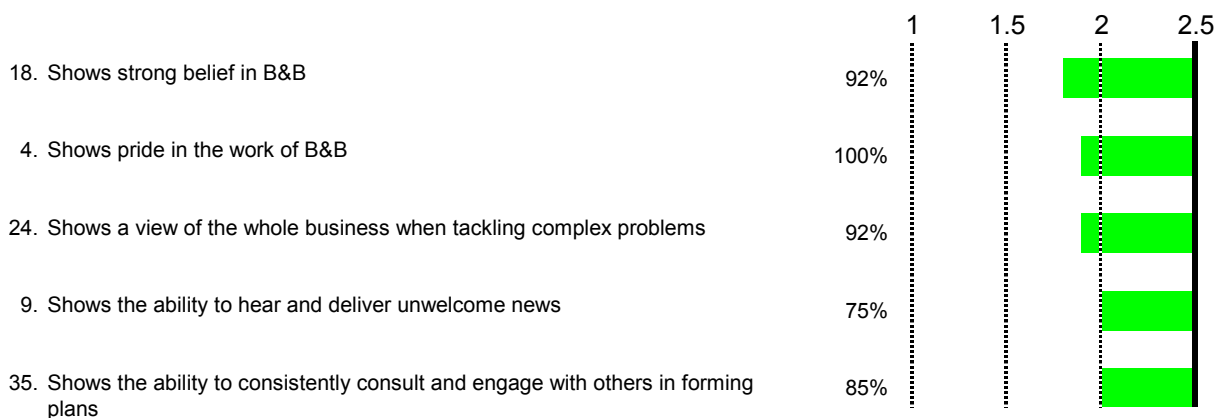
##### performance is linked inextricably to that of the outsourcing arrangements that he manages. This continues to be a source of challenge.

Needs to promote his function more and be more vocal on the value they add to the business

The organisation needs ##### to use his knowledge and experience more assertively. He sometimes displays a reluctance to take the lead in situations preferring a more consensual approach that may cause projects/change to falter

### Key strengths

(Percentage of people indicating key strength / Average score)



### Key areas for development

(Percentage of people indicating development need / Average score)

