

LEADERSHIP DEVELOPMENT PROGRAMME

2025

**360 DEGREE
LEADER FEEDBACK SURVEY**

**** Name ****

(confidential)



Introduction

Welcome to your 360 Feedback Report. It is very clear that all the people who provided feedback did so very thoughtfully and caringly, and you will find much of value in the results. This will be a key reference throughout LDP, and the survey will be repeated towards the end of the programme.

Purpose

To provide **self-awareness as a foundation for growth** as leaders

Objectives:

1. To provide insights on individual leadership strengths and developmental needs from the **differing perspectives of peers, supervisors and subordinates**
2. To provide a **self-based assessment of** leadership strengths and developmental needs, including the ability to understand any differences between own and others' perceptions
3. To provide **tangible material for reflection**, coaching discussions and the creation of an Individual Development Plan
4. To provide a **measured baseline at the commencement of** LDP, from which individual and collective growth can be evaluated at the end
5. To draw **participants' attention to the full range of their roles as leaders**

What it is not:

1. A performance assessment
2. A source of information for ELT or HR staff about individuals

What it is:

1. **Strictly non-attributable** (the data has been collated in a de-identified form by external provider Balance Partners and only shared with individual participants and their coach, for them to consider and share with their Development Council as they choose)
2. **Tailored for** LDP (i.e. focused on the attributes needed for current and future leadership, in the context)
3. Designed to be **simple and instinctive** for feedback-providers, and framed in a **positive, developmental tone** that will encourage **meaningful feedback** while still **enabling critical insights**

Scored Questions

These were designed to address the full range of leadership functions at , across the six parameters of Purpose, Personal Development, Presence, People Skills, Practicalities, and Principles. Ratings were sought according to a -specific Likert Scale. This was designed to provide for individuals at all levels of their leadership development, and to encourage respondents to differentiate between varying levels of good performance.

- 1 – **Inadequately**; significantly below expectations, requires substantial improvement
- 2 – **Minimally**; contributes to outcomes, but heavily reliant on others' efforts
- 3 – **Partially**; meets some expectations but improvement needed in key areas
- 4 – **Competently**; meets expectations and performs to a satisfactory standard
- 5 – **Very well**; exceeds expectations in most areas, demonstrating strong performance
- 6 – **Excellent**; a high-performer, consistently exceeding expectations with minor growth areas
- 7 – **Outstanding**; exceptional performance in all areas, serves as a role model for others

Free Text Responses

These were designed to allow personalised feedback in a constructive and actionable form.

How to read your report

Please take some quiet time to absorb the content before you have your first coaching session. You may wish to make notes in your LDPJournal.

As you reflect, consider:

- The questions themselves (a comprehensive view of what leadership requires)
- The full range of strengths to build on (usually the most fruitful way to grow)
- Development areas (you don't need to be outstanding at everything, but there will inevitably be things you need to address if you aspire to reach your full potential)
- Any differences in perception between your own self-assessment and how respondents have rated you
- Things that may be holding you back (coaching and Lead Self will bring these out more)

You will then be ready to discuss it with your coach and start preparing your Individual Development Plan. You will work on this with your Development Council throughout the programme, noting that they are there to help you grow and to do so in a way that is accountable for all.

Respondents

You were encouraged to nominate people who would provide a range of perspectives, including people who you knew may be critical. The best value from the process is gained by not selecting respondents who will only provide validation and positive feedback.

Try to avoid the temptation to spend time identifying who said what - take the feedback holistically.

All data is non-attributable; however, you may wish to share with your colleagues what you have learned and are working on, and to thank them for taking the time to provide feedback.

RESPONDENT TYPE (NAMES)	REQUESTED	RESPONDED
Self	1	1
Peers	3	3
Direct Report / Team Member	3	3
Supervisor / Manager	2	2
Total	9	9

Notes

1. Scores reflect only the responses received (i.e. nil-responses do not impact the calculations)
2. To preserve confidentiality, scores for each respondent type could not be shown separately
3. A summary rating has been provided for each of the six parameters
4. Mean is the average of all responses for this participant
5. The 'Cohort' symbol with vertical red dotted lines shows the average rating for all participants
6. Responses to the free text questions have been copied authentically as they were submitted, without attempting to correct grammar or typos

Scored Questions

Purpose

Overall Rating:

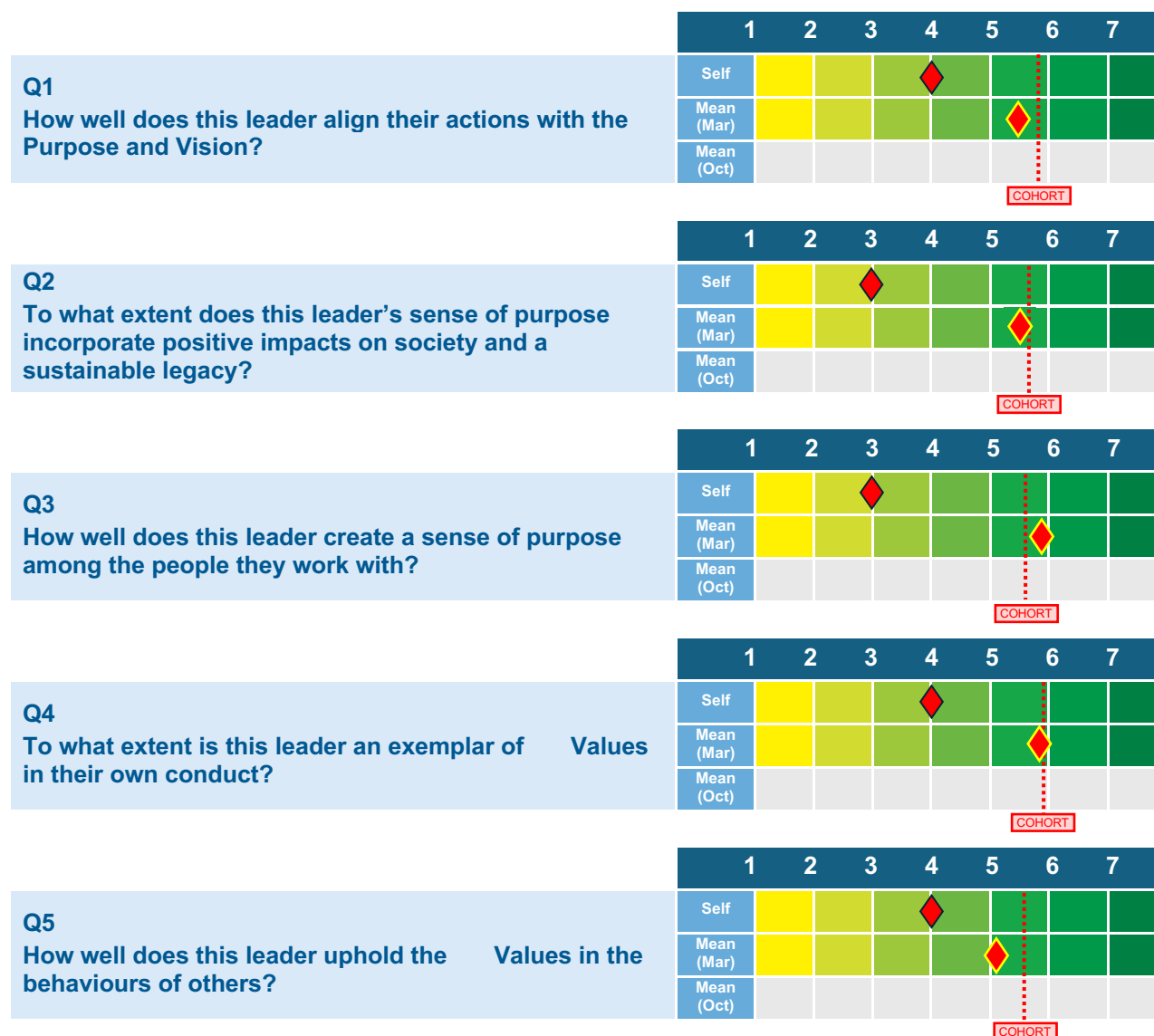
5.5

Cohort Mean:

5.7

The core motivation that guides a leader's own actions and inspires their team. Embodying the qualities that we value at of curiosity, creativity, confidence, and compassion, and actively embracing citizenship in both a local and global context. Incorporates:

- Curious – A strong desire to learn, explore, and understand the world.
- Creative – The ability to think outside the box and generate original ideas.
- Confident – Belief in one's abilities and the courage to take risks.
- Compassionate – Empathy and concern for the well-being of others.
- Citizens of the World – Embracing global awareness and responsibility.



Personal Development

Overall Rating:

Cohort Mean:

5.4

The continuous process of self-improvement and growth that a leader undertakes to enhance their character, skills, knowledge, and abilities. Includes the role of a leader in others' personal development.

[illegible]

Presence

Overall Rating:

Cohort Mean:

5.7

The ability of a leader to authentically inspire confidence, command attention, and provide authority.
Incorporates:

- Using their power to good effect
- Being fully present
- Warmth and approachability

Q9
How well does this leader maintain a positive and professional demeanour, including in challenging situations?

	1	2	3	4	5	6	7
Self				♦			
Mean (Mar)					♦		
Mean (Oct)							

COHORT

Q10
How well does this leader inspire trust and confidence through authentic behaviour and actions?

	1	2	3	4	5	6	7
Self				♦			
Mean (Mar)					♦		
Mean (Oct)							

COHORT

Q11
How effectively does this leader initiate and conduct difficult conversations and provide feedback when needed?

	1	2	3	4	5	6	7
Self				♦			
Mean (Mar)					♦		
Mean (Oct)							

COHORT

People Skills

Overall Rating:

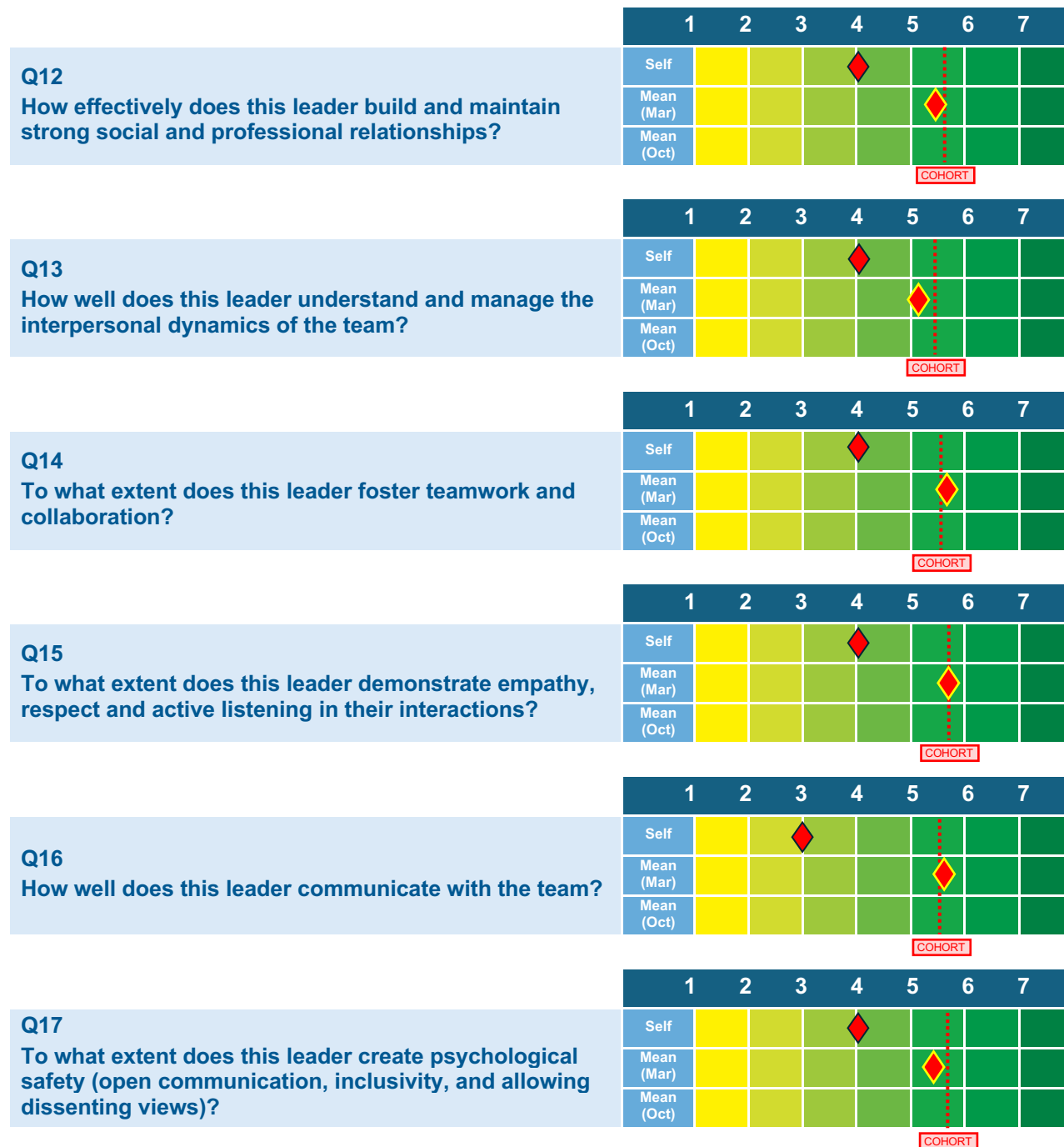
5.4

Cohort Mean:

5.6

The qualities and abilities that enable individuals to communicate, interact, and build relationships effectively with others. Incorporates:

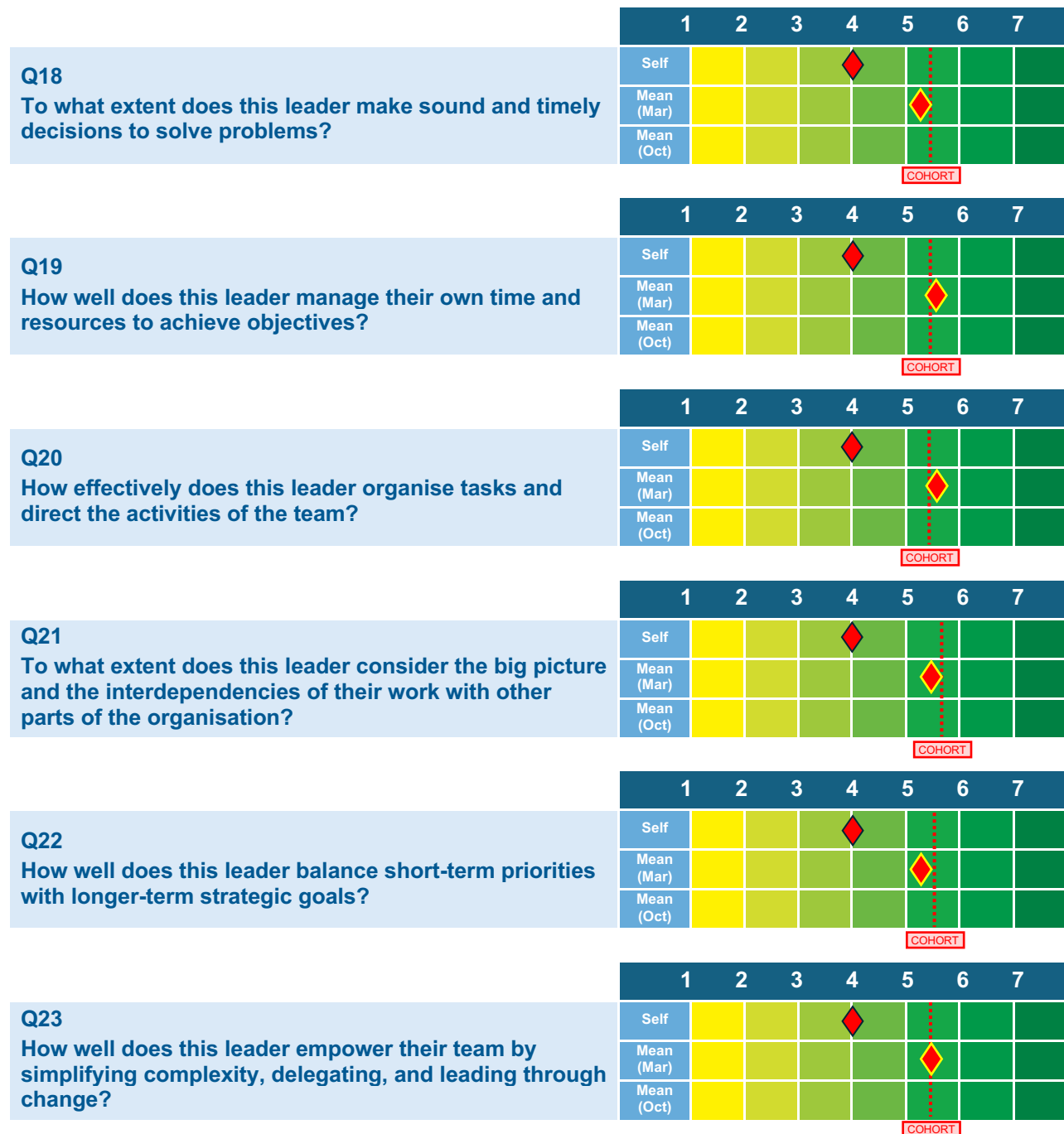
- Communication
- Empathy
- Active listening
- Team building
- Conflict resolution
- Adaptability
- Respectfulness



Practicalities

Overall Rating: **5.4** Cohort Mean: **5.5**

Relates to the practice of leadership



Principles

Overall Rating:	4.8	Cohort Mean:	5.6
-----------------	-----	--------------	-----

Fundamental guidelines that inform the actions and decisions of leaders. These principles help leaders effectively motivate and guide others, make important decisions, and achieve common goals and are exhibited through:

- Courage
- Responsibility

		1	2	3	4	5	6	7
Q24 How well does this leader make courageous and ethical decisions under pressure or uncertainty?	Self		◆					
	Mean (Mar)				◆			
	Mean (Oct)							
[COHORT]								
		1	2	3	4	5	6	7
Q25 To what extent does this leader take ownership of both success and failure, and accept responsibility for their own actions and decisions?	Self				◆			
	Mean (Mar)					◆		
	Mean (Oct)							
[COHORT]								

Free Text Responses

What should be celebrated about this leader's personal qualities and performance?

<p><i>openness to learning and growing</i></p> <p>SELF</p>	<p><i>I've always admired her ability to display the utmost levels of professionalism. She works in a dynamic space that handles big projects that require a high level of discretion, organisation and forward planning. she also deals with stakeholders across all levels and in all cases does so with ease and with a positive can-do attitude.</i></p>
<p><i>Excellent logical mind. Is able to make sense of complex organisational processes and simplify procedures to benefit the school. Her understanding of the technical component and practicalities of use is truly exceptional.</i></p>	<p><i>NAME is an extremely friendly, approachable, and encouraging leader who creates a positive and supportive environment. She excels in project communication and coordination, ensuring clarity and alignment across teams. Her openness to competing ideas and ability to synthesize them into a cohesive plan make her an invaluable leader.</i></p>
<p><i>NAME has taken to her change in role with enthusiasm and purpose, actively seeking out links with stakeholders across .</i></p>	
<p><i>NAME is structured and ensures that everyone involved stays well-informed about any process changes.</i></p>	<p><i>NAME is very genuine and has a heart directed towards helping others. She is methodical and task oriented. She embodies the values of and seeks to live these out in her approach to work and in her personal life.</i></p>
<p><i>They work really well in a team environment and are very encouraging to members. At times the lack of responsibility and accountability of others causes them to get frustrated and this can, if left can lead to project failure.</i></p>	<p><i>After reading through the above questions, it's clear that I value my colleague's personal qualities and always feel I have someone outside of my team to turn to for advice, guidance and /or professional opinion.</i></p>

What areas for development do you suggest for this leader?

<p><i>I sometimes struggle with being a people pleaser, only to regret the consequences later. I need to control the urge to give compliments/gratitude just to be polite. I need to be more honest with others and myself.</i></p> <p>SELF</p>	<p><i>Personal Confidence in their competence and ability but with knowing that growth in dealing and working with "difficult" people and situations still needs development. Slow down when very busy- check and recheck.</i></p> <p><i>Leading projects, particularly with peers and executives - build personal confidence in areas outside their normal comfort zone.</i></p>
<p><i>NAME sometimes underestimates her own value and can be overly self-critical. Finding a way to channel that introspection into confidence and growth could help take her leadership to the next level. While she excels in building relationships, an area for development could be handling confrontational situations or difficult conversations. Strengthening her ability to remain firm, calm, and focused while maintaining compassion and altruism would make her an even stronger leader.</i></p>	<p><i>Expanding types of projects to include wider interaction.</i></p> <p><i>Take greater leadership of projects</i></p> <p><i>Experience in delegating and managing others to complete tasks or projects</i></p>
<p><i>Developing her own voice to advocate for her growth, ownership and recognition for the impact of her work. Working to build her influence and visibility whilst growing her own leadership presence.</i></p>	<p><i>Hopefully this course will develop her leadership skills further and also help her to fully understand she has much to offer. This will also help her grow in confidence. Speaking in front of groups is an area for further development.</i></p>
<p><i>Developing how to effectively communicate in a way that is an engaging and less word heavy. So as to create buy-in and more importantly have others appreciate the work this leader has done to make others jobs easier and more efficient.</i></p>	<p><i>Confidence in self.</i></p> <p><i>I believe NAME is doing a great job and has shown significant improvement over the year. However, there is still room for growth in her management and organizational skills.</i></p>

What advice do you have for this leader?

<p><i>Work on self confidence and attitude.</i></p> <p>SELF</p>	<p><i>To not second guess themselves when under pressure and have complete confidence that their ability to make sound decisions is proven on a daily basis.</i></p>
<p><i>Find your confident self. Speak with an greater aura of authority even with superiors. There is a fine line between arrogance and confidence. Finding this balance and holding yourself within this space will provide those working with you with a sense of trust and respect.</i></p>	<p><i>NAME has the skills and traits that are well suited for her change in role. She should have full confidence that through her excellent collaboration skills and background knowledge of she is well placed for success and should trust her decision making capabilities.</i></p>
<p><i>Having accomplished so much in the way of project experience over the last few years, she's on the cusp of the next stage of her professional growth. She needs to shed her fears and self-doubt as she is extremely capable and has proved herself time and time again.</i></p>	<p><i>Continue to reflect and question. Try things that are outside your comfort zone, ask for the opportunities to do this.</i></p> <p><i>Sometimes, NAME requests amendments on an urgent basis, prioritizing them above other tasks. This can create pressure and make other responsibilities seem less important. She could consider taking a more relaxed approach.</i></p>
<p><i>Trust your value- Recognize the impact you have and give yourself credit for your strengths.</i></p> <p><i>Continue inspiring others - Your approachability, encouragement, and the sense of purpose you instill are, in my opinion, your best qualities as a leader. They have helped me more than you know.</i></p>	<p><i>Be confident in who you are and in the skills and abilities you bring to .</i></p> <p><i>Take more time to get to know other staff rather than just in your own area as this will help with your leadership.</i></p>

What changes have you observed in this leader from LDP? (will be included in 2nd survey only)



**Balance
Partners**