



Elevate - 360° Feedback

Mr. HUMAYUN JAVED KHAN

Introduction

What is a 360° Feedback Survey?

The 360° Feedback Survey is a statistically reliable, valid, and comprehensive instrument. It gathers feedback from your working relationships about your strengths, growth areas and blindspots. This report will help participants introspect; allowing them to compare their self-perception to how others perceive them. This report will help you:

- Ø To develop an awareness of your perceived behaviors within the workplace
- Ø To focus on changes that you may need to make to be more effective
- Ø To become aware of and build upon what you do well.
- Ø To take responsibility for your development.

How is this report organized?

This report is organized in sections as described below, ranging from summary data to a detailed analysis of item responses by relationship groups (raters) that provide feedback.

Each section has a guide to interpretation to aid understanding of the report and also to help you derive insights for your Action Plan.

Understanding the Report — This section explains the Top Talent Framework based on Interloop's context and local and global research on leadership behaviors, that has been the basis of seeking and providing feedback as part of Elevate - Unlock Possibilities.

Top Talent Framework Snapshot — Snapshot of ratings between Self and Others across all dimensions.

High and Low Scores — Displays highest and lowest scoring dimensions and items.

Latent Strengths and Blindspots — Displays dimensions and items where others rated you higher/lower than you rated yourself.

Gap Chart — Displays the difference in scores between rater groups across dimensions.

Agreement Chart — Indicates the similarity of scores across dimensions.

Comprehensive Insights — Provides scores by rater group for each item across all dimensions and items.

Open Ended Feedback — Written comments provided by your observers to aid explanation of ratings in the report.

My Reflection Summary — A space to reflect on your feedback and identify areas of development, to help your journey of development as a way forward.

Guide for Interpretation:

As you read through this report, keep in mind that:

1. No individual will ever attain a perfect score in all the dimensions. The dimensions are largely independent, and different combinations of scores can make for leadership effectiveness.
2. Some dimensions will be more relevant to the participant than to others depending on the nature of their job and organizational culture. Participants should consider which dimensions are most relevant to them in context of current and future challenges.
3. An effective approach is to look at the gaps between the scores of each, or more important, rater groups instead of absolute scores. The objective of this tool is to give you an insight of how your self-perception differs or coincides with the perceptions of those around you.
4. Consider differences between the ratings provided by self and by others.
5. Pay particular attention to scoring trends by rater group for items in each dimension.
6. A score of 0 signifies 'Not Applicable' i.e., the respondent does not know the participant adequately enough to provide feedback on a given question.

How to interpret the rater group summary?

The rater group summary section shows each of the dimensions in more detail and includes:

Cluster Summary by Rater Group

This is the first level of summary and the scores column shows your actual, or raw cluster score by each rater group. The clusters, for the purpose of this report are: Leading Solutions, Impacting People and Driving Business.

Dimension Summary by Rater Group

This is the second level of summary. Within each cluster, the scores column shows your actual score for each dimension by each rater group. There are 12 dimensions, for the purpose of this report. A few examples of dimensions are Inventive Execution, Purposeful Conversations etc.

Item-level Feedback

This is the third component of this section and shows the greatest level of detail and indicates how your raters responded to the individual items (questions) in the survey. The questions were listed in random order in the survey and are organized by competency in this report.

Understanding The Report

This 360° Feedback Survey is based on the Top Talent Framework as part of Elevate - Unlock Possibilities. The survey provides you insight across three clusters: **Leading Solutions**, **Impacting People** and **Driving Business**.

Each cluster has 9 dimensions that have been measured using several items, or questions, in the survey. Each cluster also has an X-Factor that gives you an edge to master each leadership cluster.

The 9 Dimensions and 3 X-factors, collectively, will help you guide to introspect, direct and influence the performance and experience of your team, and to drive organization's growth and success.

The figure below illustrates the Interloop 360 Feedback Survey Framework.



Respondent Summary

Self-assessment	Done
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Report Summary

Group	Completed responses	% complete
Direct Reports	2/2	100%
Line-Manager	1/1	100%
Peers	4/4	100%
Stakeholders	6/6	100%

Top Talent Framework Snapshot

The radar chart below displays the difference between self and others across all dimensions.



—●— Self —●— Others

Guide for Interpretation:

- The gap between the two lines denoting Self and Others signifies the difference in perception between yourself and people around you.
- Observe any trends of the two lines converging or diverging and at which dimension(s) to identify similarity and differences in perception.

High and Low Scores

The high/low table displays items based on the dimensions where others rated you highest and lowest.

Highest scores

Rank	Dimension	Item	Average
1	Decision Making	Ensures that all decisions are backed up with relevant data and sufficient information.	3.62
2	Unprecedented Excellence	Has the passion to make an impact in the organization.	3.57
2	Network and Influence	Considers the audience in how the communication is presented.	3.57
2	Inventive Execution	Actively stays involved and provides support throughout to get the job done.	3.57

Lowest scores

Rank	Dimension	Item	Average
1	People Agility	Uses persuasion and influence instead of micromanaging employees.	2.58
2	Catalytic Learning	Identifies fresh approaches and shows a willingness to question traditional assumptions.	2.77
2	Catalytic Learning	Acts with boldness and decisiveness when experimenting with and implementing new things.	2.77
3	Organizational Relatability	Stays current with the latest trends and advancements in the industry.	2.79

Guide for Interpretation:

- The highest and lowest scores are provided by item or question within each dimension.
- It is important to look for any dimension(s) repeatedly occurring in the tables in this section.
- Items appearing against dimensions in both highest and lowest scores give an insight on behavioral level.

Latent Strengths & Blindspots

The first column of scores indicates how you scored yourself. The second column indicates the average score of others. The third column indicates the difference between how you scored yourself and how others scored you.

Latent strengths show where others rated you significantly higher than you rated yourself. Blindspots show where others rated you significantly lower than you rated yourself. Both sections are ranked from largest to the smallest gap.

Latent Strengths

Rank	Scoring category	Item	Self	Others	Gap
1	Purposeful Conversations	Demonstrates compassion and respect for others through actions; stays connected about their work and	3.00	3.58	+0.58
2	Decision Making	Takes a relative view of all factors when making decisions, and sticks through them.	3.00	3.36	+0.36
3	Network and Influence	Actively seeks opportunities to build professional and influential contacts, both inside and outside	3.00	3.33	+0.33
4	Enterprising Drive	Sets stretch goals for the organization, linked with the overall vision of the organization.	3.00	3.30	+0.30

Blindspots

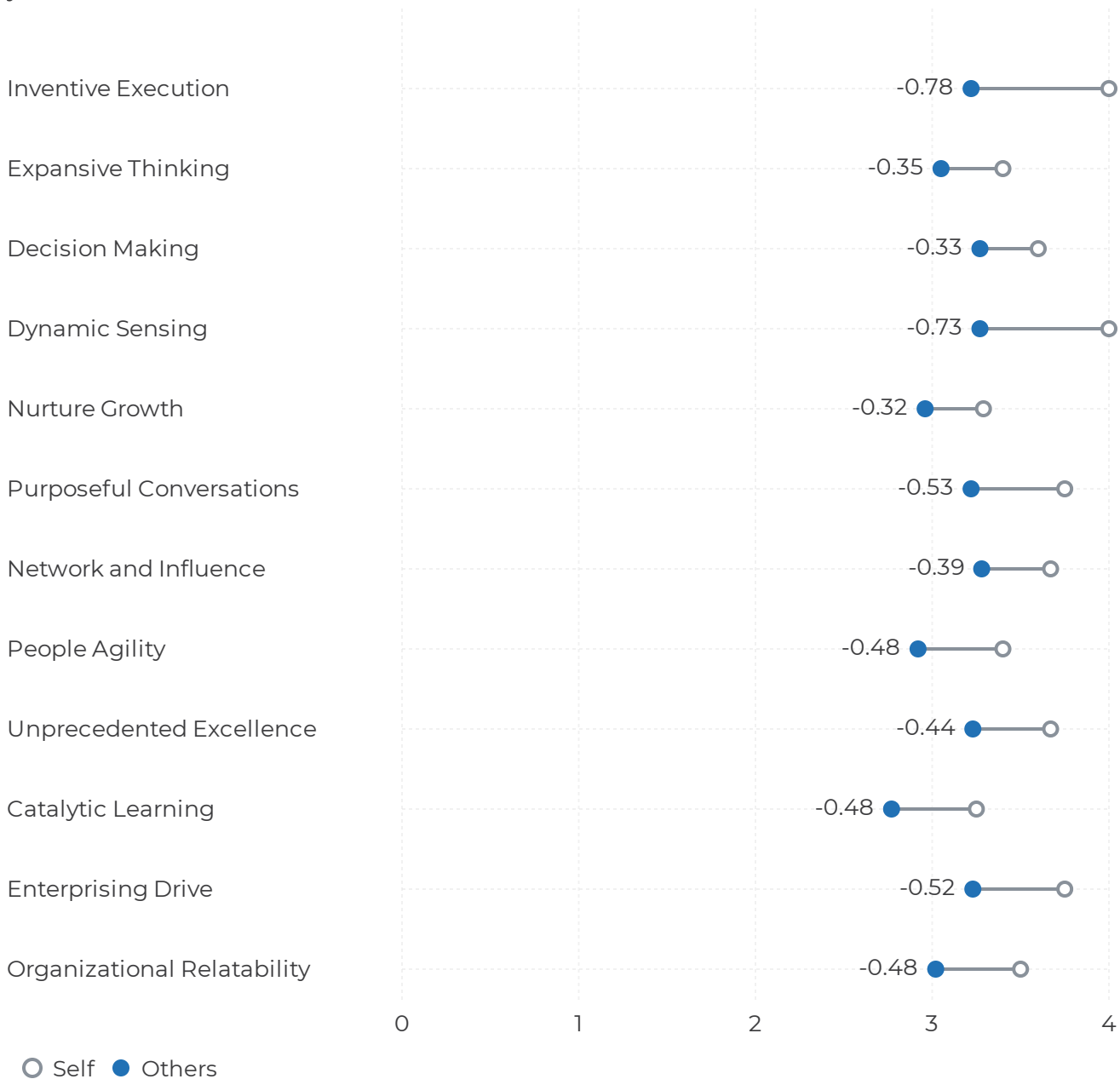
Rank	Scoring category	Item	Self	Others	Gap
1	Expansive Thinking	Analyzes a complex situation carefully and reduces it to simple terms.	4.00	2.73	-1.27
1	Catalytic Learning	Is open to new ideas that may change own goals for the benefit of the team.	4.00	2.73	-1.27
2	Inventive Execution	Quickly masters new functional knowledge necessary to do the job.	4.00	2.82	-1.18
3	Nurture Growth	Encourages others to learn from successes and analyze their failures.	4.00	2.91	-1.09

Guide for Interpretation:

- Some dimensions or items maybe known to you and some may appear as a surprise.
- It is important to look for any dimensions repeatedly occurring in the tables in this section.
- Dimensions appearing against items in both Latent Strengths and Blindspots give an insight on behavioral tendency.
- The gap against each item signifies the magnitude of difference between perceptions.

Gap Chart

The gap chart displays the difference in scores between self and others. A positive(+) difference means others rated you higher than the rating you provided for yourself. A negative(-) difference means others rated you lower than the rating you provided for yourself.



The gap chart indicates the +/- difference between two rater groups.

Guide for Interpretation:

- The length of the solid line on the chart signifies the magnitude of difference in perception of Self and Others.
- Observe the trends where rating provided by Others is lower than the rating provided by Self, and is denoted by a negative (-) gap.
- Observe the trends where the rating provided by Self is lower than ratings provided by Others, and is denoted by a positive (+) gap.

Agreement Chart

The agreement chart indicates the similarity of scores. Each dot represents how individuals rated you for each dimension. The size of the dot shows how many raters gave you a specific rating.



How others rated you

- 1 response
- 2 responses
- 3 responses
- 4 responses
- 5+ responses

Guide for Interpretation:

- The larger the size of a dot on the chart is, the more consistent the feedback is for a given dimension.
- Observe the largest dots, and determine the ratings and dimensions they are corresponding to
- Pay particular attention to areas which have larger dots towards the left of the chart.

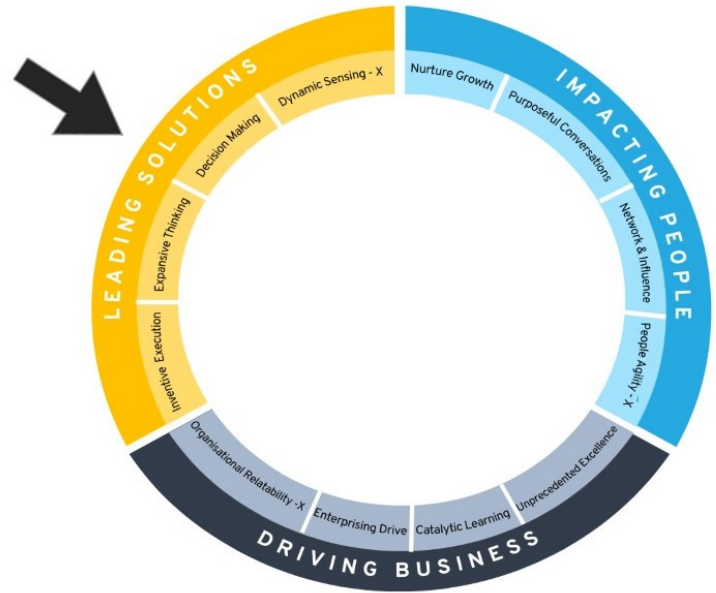
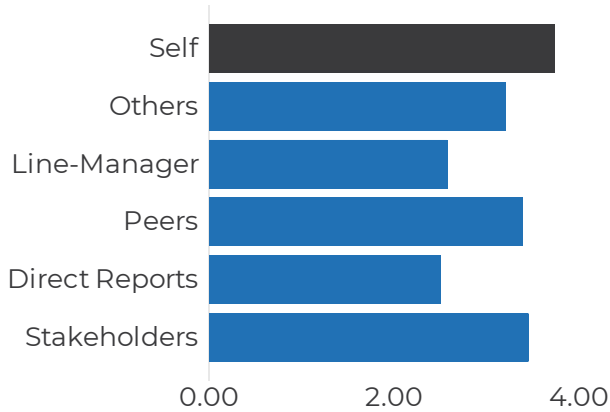
Comprehensive Insights

Rater Group Summary - Overall

The Rater Group Summary provides a comparative snapshot of how each dimension has been rated by your rater groups, i.e. Line Manager, Direct Reports, Peers and Stakeholders. It is important to see the trends of consistencies and differences and how they compare with how you had rated yourself.

Dimensions	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Inventive Execution	4.00	3.22	2.60	3.58	2.00	3.52
Expansive Thinking	3.40	3.05	2.20	3.25	2.20	3.42
Decision Making	3.60	3.27	3.00	3.33	3.00	3.38
Dynamic Sensing	4.00	3.27	2.50	3.36	2.88	3.48
Nurture Growth	3.29	2.96	2.57	3.47	1.92	3.15
Purposeful Conversations	3.75	3.22	3.00	3.57	2.63	3.25
Network and Influence	3.67	3.28	2.67	3.61	2.00	3.56
People Agility	3.40	2.92	2.60	3.20	1.80	3.21
Unprecedented Excellence	3.67	3.23	3.00	3.50	2.50	3.38
Catalytic Learning	3.25	2.77	2.00	3.00	1.50	3.23
Enterprising Drive	3.75	3.23	3.25	3.42	3.00	3.20
Organizational Relatability	3.50	3.02	2.25	3.15	2.38	3.30

Leading Solutions

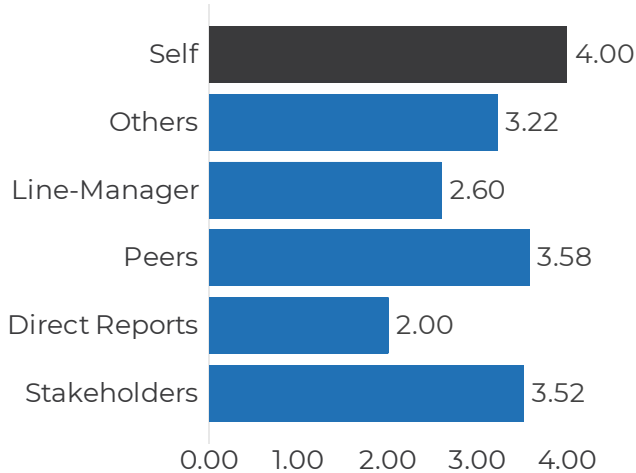


Dimensions Summary

Dimensions	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Inventive Execution	4.00	3.22	2.60	3.58	2.00	3.52
Expansive Thinking	3.40	3.05	2.20	3.25	2.20	3.42
Decision Making	3.60	3.27	3.00	3.33	3.00	3.38
Dynamic Sensing	4.00	3.27	2.50	3.36	2.88	3.48

Inventive Execution

Cluster: Leading Solutions

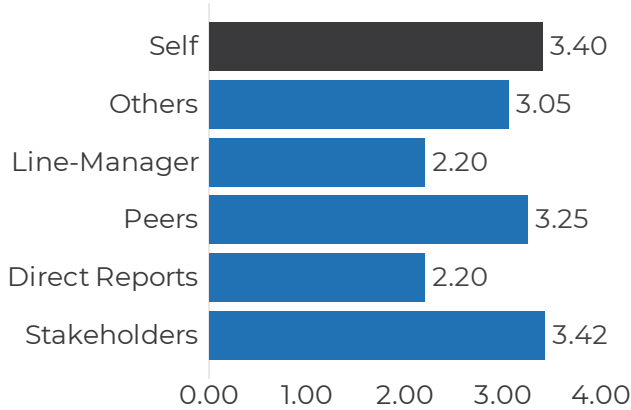


Item Level Feedback

Questions	Self	Others	Line-Manager	Peers	Direct Reports	Stakehold
Quickly masters new functional knowledge necessary to do the job.	4.00	2.82	2.00	3.33	2.00	3.00
Is open to embracing new systems and processes.	4.00	3.08	2.00	3.50	1.50	3.50
Is consistent with delivering quality outcomes.	4.00	3.38	3.00	3.75	2.00	3.67
Actively stays involved and provides support throughout to get the job done.	4.00	3.54	3.00	4.00	2.50	3.67
Works with focus and composure particularly in unpredictable situations.	4.00	3.23	3.00	3.25	2.00	3.67

Expansive Thinking

Cluster: Leading Solutions

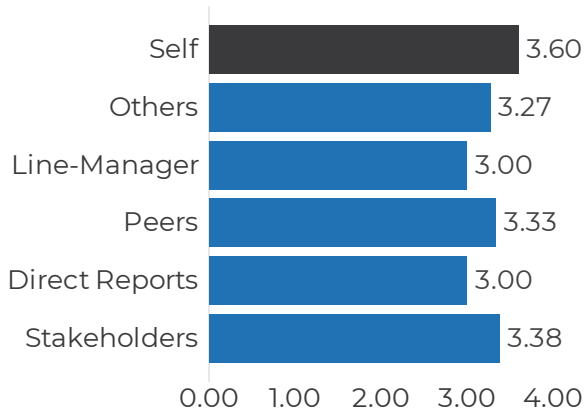


Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stake-holders
Does not lose sight of the bigger picture when making short-term decisions.	4.00	3.09	2.00	3.67	2.00	3.40
Evaluates potential trade-offs between short-term and long-term benefits, and gauges the relative im	3.00	2.90	2.00	3.00	2.00	3.50
Actively utilizes multiple sources to connect the dots and draw conclusions.	3.00	3.23	3.00	3.00	3.50	3.33
Analyzes a complex situation carefully and reduces it to simple terms.	4.00	2.73	2.00	3.00	1.00	3.40
Facilitates others in looking at things from a holistic perspective when making strategic decisions.	3.00	3.25	2.00	3.67	2.50	3.50

Decision Making

Cluster: Leading Solutions

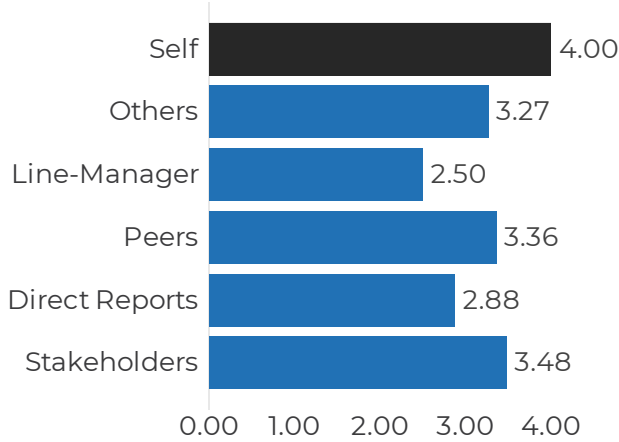


Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stake-holders
Takes a relative view of all factors when making decisions, and sticks through them.	3.00	3.36	3.00	3.33	3.50	3.40
Follows through actions needed for smooth execution of decisions.	4.00	3.08	2.00	3.33	2.50	3.33
Ensures that all decisions are backed up with relevant data and sufficient information.	4.00	3.58	4.00	3.33	4.00	3.50
Knows when the discussion needs to turn into action.	3.00	2.83	2.00	3.33	1.50	3.17
Evaluates alternative courses of action before taking a decision.	4.00	3.50	4.00	3.33	3.50	3.50

Dynamic Sensing

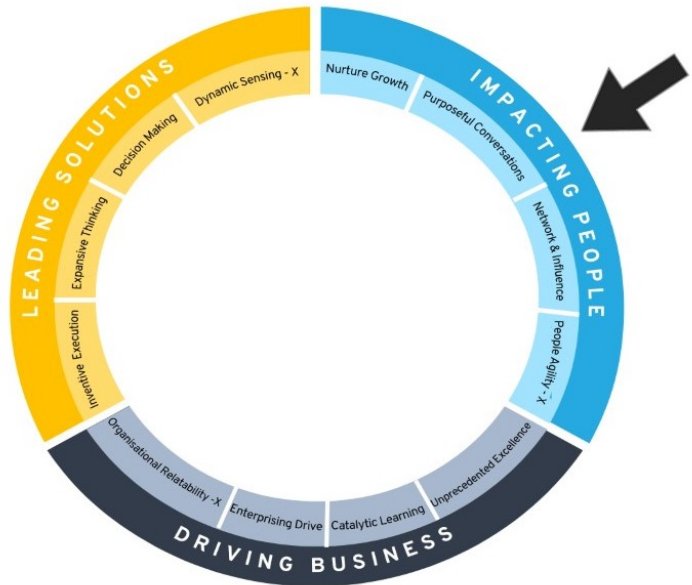
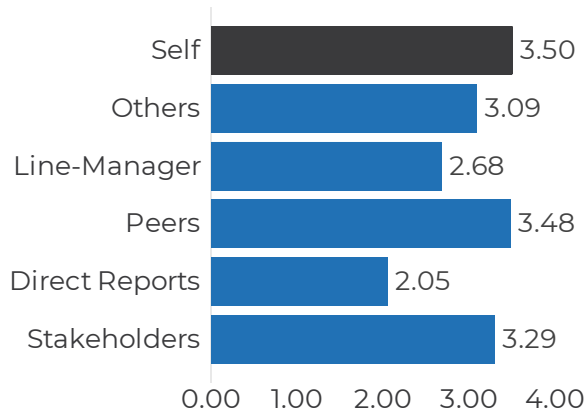
Cluster: Leading Solutions



Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stake-holders
Does not become overwhelmed when making decisions during a crisis.	4.00	3.30	2.00	3.00	3.50	3.60
Responds effectively to shifting customer needs and expectations.	4.00	3.46	3.00	3.75	2.50	3.67
Views problem and proposed solution continually in light of changing situations to shift course of a	4.00	3.31	3.00	3.25	2.50	3.67
Adjusts the management style in response to changing internal and external factors.	4.00	3.00	2.00	3.25	3.00	3.00

Impacting People

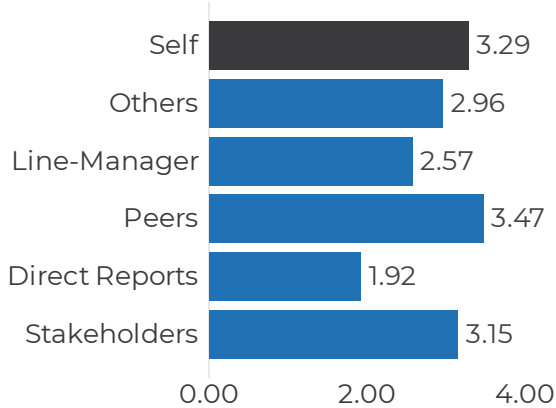


Dimensions Summary

Dimensions	Self	Others	Line-Manager	Peers	Direct Reports	Stake-holders
Nurture Growth	3.29	2.96	2.57	3.47	1.92	3.15
Purposeful Conversations	3.75	3.22	3.00	3.57	2.63	3.25
Network and Influence	3.67	3.28	2.67	3.61	2.00	3.56
Organizational Relatability	3.50	3.02	2.25	3.15	2.38	3.30

Nurture Growth

Cluster: Impacting People

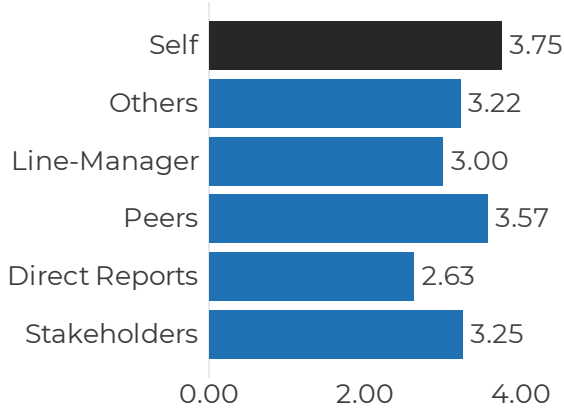


Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Encourages others to learn from successes and analyze their failures.	4.00	2.91	2.00	4.00	2.00	3.00
Partners with people from relevant work units to maximize the performance of all team members.	3.00	3.08	3.00	3.67	2.00	3.17
Effectively builds and maintains feedback channels to streamline two-way communication.	3.00	2.92	2.00	3.25	2.50	3.00
Effectively evaluates people based on their performance rather than judgement.	4.00	3.00	3.00	3.67	1.50	3.17
Rewards hard work and dedication to excellence.	3.00	2.89	3.00	3.00	2.00	3.20
Develops employees by providing challenge and opportunity.	3.00	2.82	2.00	3.50	1.50	3.17
Holds people accountable to performance objectives and acceptable behaviors.	3.00	3.10	3.00	3.00	2.00	3.33

Purposeful Conversations

Cluster: Impacting People

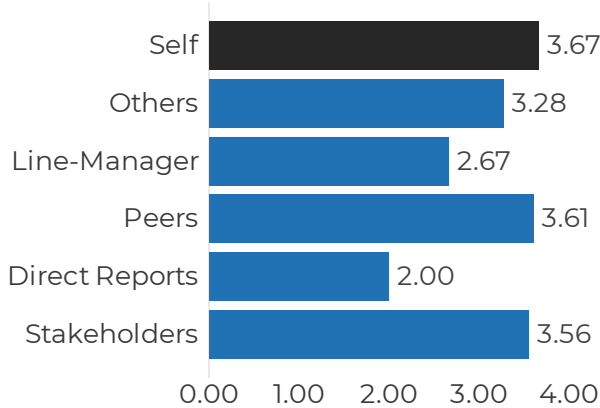


Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Delivers difficult messages to co-workers while ensuring a balance between decisiveness and empathy.	4.00	3.17	2.00	3.67	2.50	3.33
Fosters an environment of openness and collaboration to build meaningful relationships with co-workers	4.00	3.00	3.00	3.25	2.00	3.17
Demonstrates compassion and respect for others through actions; stays connected about their work and	3.00	3.58	4.00	4.00	3.50	3.33
Interacts with others in a way that results in people feeling motivated.	4.00	3.15	3.00	3.50	2.50	3.17

Network & Influence

Cluster: Impacting People

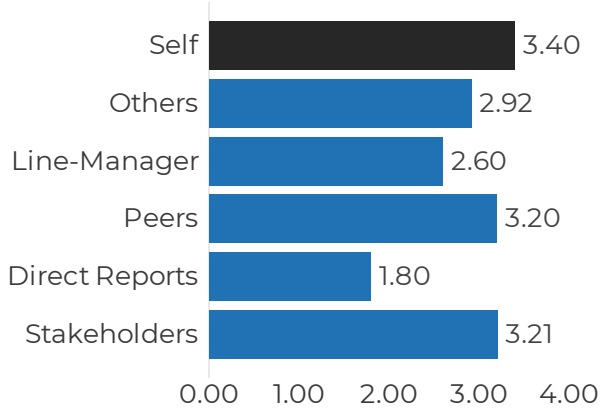


Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Presents issues, ideas, and strategy concisely and clearly.	3.00	3.00	2.00	3.25	1.00	3.67
Considers the audience in how the communication is presented.	4.00	3.54	3.00	3.75	3.00	3.67
Has a natural rapport with people and the ability to negotiate with all stakeholders.	4.00	3.17	3.00	3.67	2.00	3.33
Has solid working relationships with the higher management.	4.00	3.23	3.00	4.00	2.00	3.17
Understands leaders' values, how they operate and see things.	4.00	3.38	3.00	3.50	2.50	3.67
Actively seeks opportunities to build professional and influential contacts, both inside and outside	3.00	3.33	2.00	3.50	1.00	3.83

People Agility

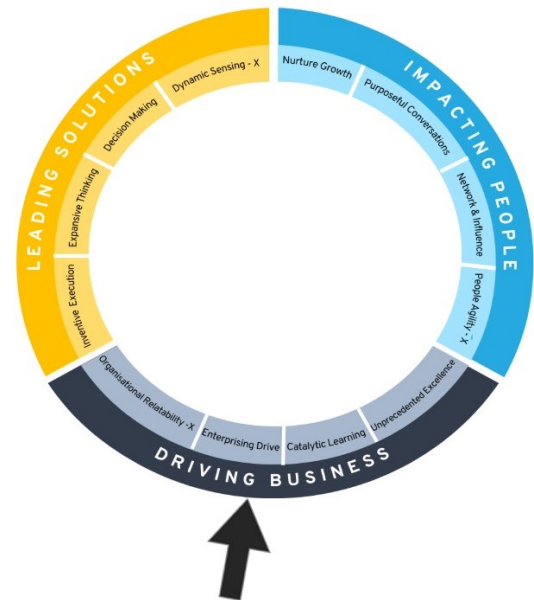
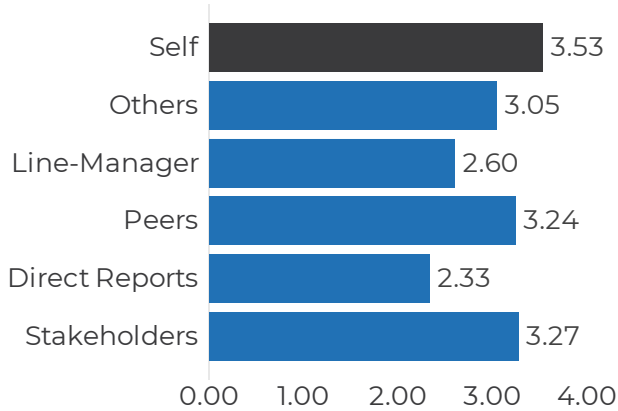
Cluster: Impacting People



Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stake-holders
Sets a challenging climate to encourage individual growth.	3.00	2.92	3.00	3.00	2.00	3.17
Uses effective listening skills to gain clarification from others.	4.00	3.00	3.00	3.00	2.00	3.33
Uses persuasion and influence instead of micromanaging employees.	3.00	2.55	2.00	2.67	1.50	3.00
Responds effectively to constructive criticism from others.	3.00	3.00	2.00	3.67	1.50	3.33
Gets things done without creating unnecessary adversarial relationships.	4.00	3.09	3.00	4.00	2.00	3.17

Driving Business

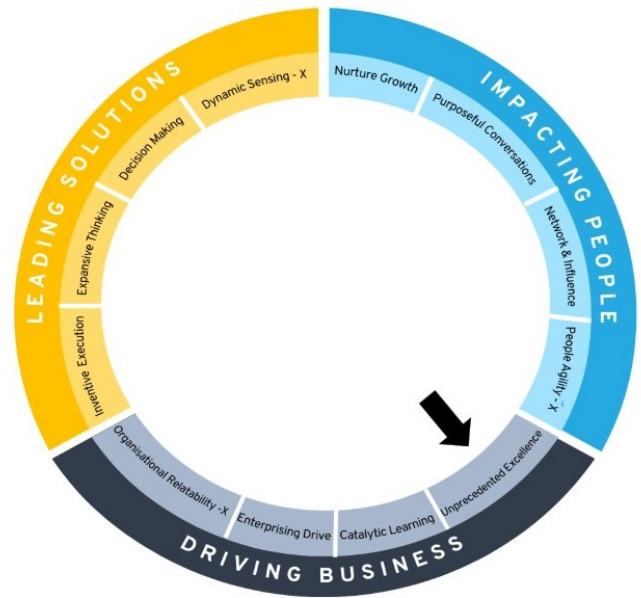
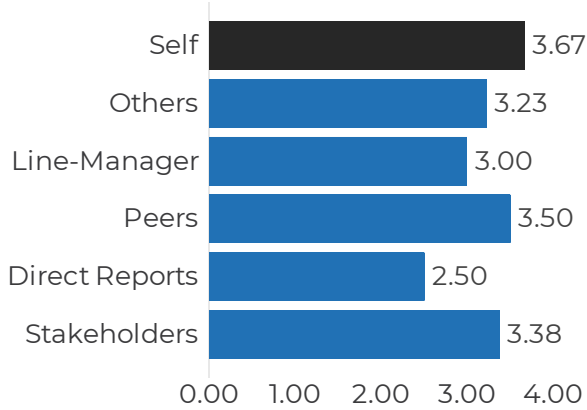


Dimensions Summary

Dimensions	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Unprecedented Excellence	3.67	3.23	3.00	3.50	2.50	3.38
Catalytic Learning	3.25	2.77	2.00	3.00	1.50	3.23
Enterprising Drive	3.75	3.23	3.25	3.42	3.00	3.20
Organizational Relatability	3.50	3.02	2.25	3.15	2.38	3.30

Unprecedented Excellence

Cluster: Driving Business

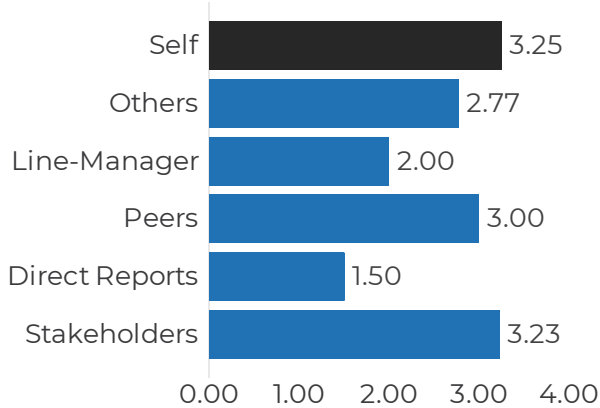


Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Has the passion to make an impact in the organization.	4.00	3.54	4.00	3.75	3.50	3.33
Performs to a high standard on challenging assignments.	4.00	3.18	2.00	3.67	2.00	3.60
Always looks for new methods and processes to deliver superior outcomes.	3.00	2.91	3.00	3.00	2.00	3.20

Catalytic Learning

Cluster: Driving Business

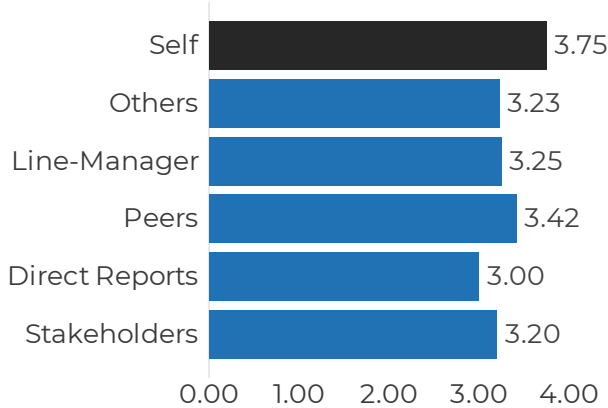


Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Actively seeks to be creative and innovative.	3.00	2.85	2.00	3.00	1.50	3.33
Is open to new ideas that may change own goals for the benefit of the team.	4.00	2.73	2.00	3.00	1.50	3.20
Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.00	2.75	2.00	3.00	1.50	3.20
Acts with boldness and decisiveness when experimenting with and implementing new things.	3.00	2.75	2.00	3.00	1.50	3.17

Enterprising Drive

Cluster: Driving Business

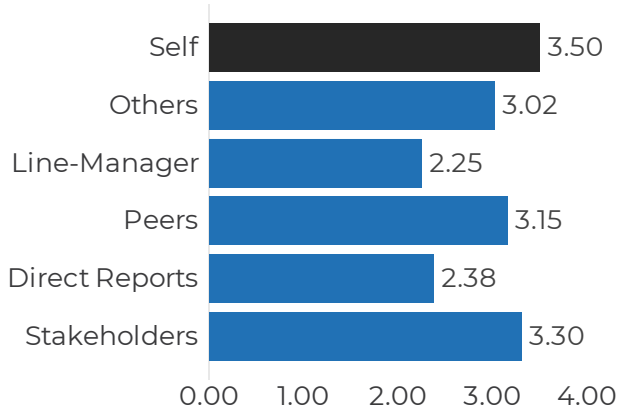


Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stake-holders
Looks for opportunities to enhance contributions to the bottom line.	4.00	3.33	4.00	3.50	3.50	3.00
Assumes new and difficult challenges and manages them as opportunities.	4.00	3.17	3.00	3.00	3.00	3.33
Sets stretch goals for the organization, linked with the overall vision of the organization.	3.00	3.30	3.00	3.67	3.00	3.25
Is prepared to seize opportunities when they arise.	4.00	3.15	3.00	3.50	2.50	3.17

Organizational Relatability

Cluster: Driving Business



Item Level Feedback

Items	Self	Others	Line-Manager	Peers	Direct Reports	Stakeholders
Stays current with the latest trends and advancements in the industry.	3.00	2.77	2.00	3.00	1.50	3.17
Adapts positively to the changing internal and external pressures facing the organization.	4.00	3.08	3.00	3.25	2.00	3.33
Accurately evaluates the implications of new information or events, and adapts plan as necessary.	4.00	3.33	2.00	3.33	3.00	3.67
Effectively manages others' resistance to organizational change.	3.00	2.90	2.00	3.00	3.00	3.00

Open Ended Feedback

Feedback

Responses to the open-ended questions are listed here exactly as they were typed by each respondent.

The first response is of the Line Manager, followed by Self and Other raters.

What should this person **continue doing** in order to become more effective as a leader?

multistakeholder collaboration

1. Should keep motivating others by 1) sharing learnings from my experiences and observations, 2) And through leading by doing, 3) by praising and encouraging others more often
2. Looking at the bigger picture and taking a longer perspective
3. Connecting and interacting more with people, especially regarding their personal issues and support wherever possible
4. Delegating more to team members and trusting them for taking decisions and executing tasks

very polite and respond to customer's queries swiftly.

Keep on implementing UBs, one can feel respected while visiting him.

Dealing with senior stakeholders strong communication skills ability to manage challenges

intricacy. exquisiteness, positive approach

Continue positive approach and attention to detail skills

Give more authority to his team and embrace change. Be more open to feedback.

He must work on his team development and must add diverse experience in his team

He is hard working, dedicated and loyal person. Working as HOD in an important dept. He has all the traits, a good leader should have so he should be doing his assignments with dedication and In Sha Allah he will become more effective in future.

Sir has a great personality and attitude and gets the job done, has also a amazing personality which propels to be trusted. so carry on with the same zest and attitude. always helpful and willing to support

Learning new skills

As the General Manager Corporate Communications, Mr. Humayun plays a significant role in the success of the organization. To become a more effective leader, he should consider taking several constructive steps. Firstly, he should work on meeting deadlines to promote accountability and set an example for his team. Additionally, Mr. Humayun should become more open to change and be willing to consider new ideas and approaches. He should also focus on being more respectful and supportive to all team members, avoiding harsh criticism or negativity that may harm morale. It is crucial for him to work on making timely and bold decisions to lead the organization towards success. Additionally, Mr. Humayun should improve his time management skills to ensure that he can prioritize tasks efficiently. It is also important for him to become more receptive to his team's input and avoid overruling their decisions. Moreover, he should work on managing conflicts effectively to build a cohesive team. Mr. Humayun should acknowledge and appreciate the efforts of his team and ensure that he creates a positive work environment. Finally, he should work on improving his delegation skills and avoid overburdening a single team with work. These constructive steps will help Mr. Humayun become a more effective leader and enhance his performance as the General Manager Corporate Communications.

Great attention to details and very thorough Simplistic approach

Guide for Interpretation:

- Open-ended feedback shall explain the reasons of ratings and similarity and differences in the ratings, observed in other sections of the report.
- Compare the comments to your own notes pertinent to your strengths and development areas.
- It is important to look for recurring themes in the feedback.
- You may have already known about some of the feedback provided while some of it may appear as a surprise and an insight for you to delve deeper into.

Feedback

Responses to the open-ended questions are listed here exactly as they were typed by each respondent.

The first response is of the Line Manager, followed by Self and Other raters.

What should this person **stop doing** in order to become more effective as a leader?

Managing individual's deliverables

1. Stop spending time alone in my office
2. Stop saying yes to every requirement that comes to me
3. Stop being a soft and accepting person all the time
4. Stop spending too much time at/for work and should create a suitable work-life balance

Should avoid himself in to involve in minor activities and let the team do.

Stope doing many tasks by himself

Stopping his team from exploring innovative ideas Stop micro managing the team Stop viewing things from internal perspective Be more flexible

being too much detail oriented which at times leads to losing the focus

-

Micromanaging and delaying decision making.

He should be to the point, crisp and result oriented during his communication. Too much details also make things complex.

N/A

Stop getting worried from team members who take you for granted.

Be concise and crisp in communication.

To become a more effective leader, it would be helpful for Mr. HUMAYUN to consider adjusting certain behaviors. For example, he may want to avoid being late on achieving deadlines, being resistant to change, or using harsh language with his team. Additionally, it would be beneficial for him to not overburden his team with work or call them after hours or on holidays. Moreover, it may be useful for him to streamline meetings and avoid taking over the authority of his team leads. He may also want to respect his team members' personal lives and not intrude unnecessarily. Furthermore, he may find it more productive to take responsibility for the outcomes of his team's work, rather than blaming them for issues that arise. Lastly, it would be best for him to avoid deliberately making his team feel bad about taking vacation time or being harsh with specific team members. By addressing these behaviors, Mr. HUMAYUN can create a more supportive and effective leadership style.

Being little stubborn

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- You may have already known about some of the feedback provided while some of it may appear as a surprise and an insight for you to delve deeper into.

Feedback

Responses to the open-ended questions are listed here exactly as they were typed by each respondent.

The first response is of the Line Manager, followed by Self and Other raters.

What should this person **start doing** in order to become more effective as a leader?

Delegating and cutting out clutter when making decisions

1. Do more of networking
2. Connect more with people regarding their personal issues and guide and support them
3. Be more assertive
4. Instead of taking up too many tasks simultaneously, focus on few important ones, and work on how I prioritize the tasks
5. Take bolder decisions

Delicate responsibilities.

Delegation of work

Build a better relationship with his team Give his team opportunities to grow Appreciate his team Manage conflicts better Become more open to other people's viewpoints

Team development, abstractism

-

Take up less work outside of the department objectives so he is available when the team requires.

He must limit to manage micro things and must develop his team to look and push the things.

As already explained.

communicate more with cross functional teams.

Learning other skills other than its core function

In order for Mr. HUMAYUN to improve his effectiveness as a leader, it would be beneficial for him to enhance his ability to manage his workload more efficiently and effectively, ensuring that deadlines are met in a timely and organized manner. Additionally, he could strive to be more open and receptive to the ideas and feedback of his team, making them feel valued and appreciated. It would also be helpful for him to adopt a more positive and supportive approach towards his team members, providing guidance and constructive criticism in a way that encourages growth and development.

More open and friendly with team

Guide for Interpretation:

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My Reflection Summary

What are my strengths, that are consistently mentioned by myself and my raters?

What are my areas of growth that I should work on, as appearing consistently in feedback provided by my raters and is also mentioned in open ended feedback?

What have been my blindspots that I am now aware of? Look for dimensions and x-factors where rating of Self is higher than Others.

Is there anything that has been rated positively by one rater group but appears to be a growth area as mentioned by another rater group? Key rater groups to compare can be Line Manager v/s Direct Reports, Line Manager v/s Peers, Peers V/s Stakeholders.