John Petter

360 Degree Feedback

Report and Development Planner

July 2024

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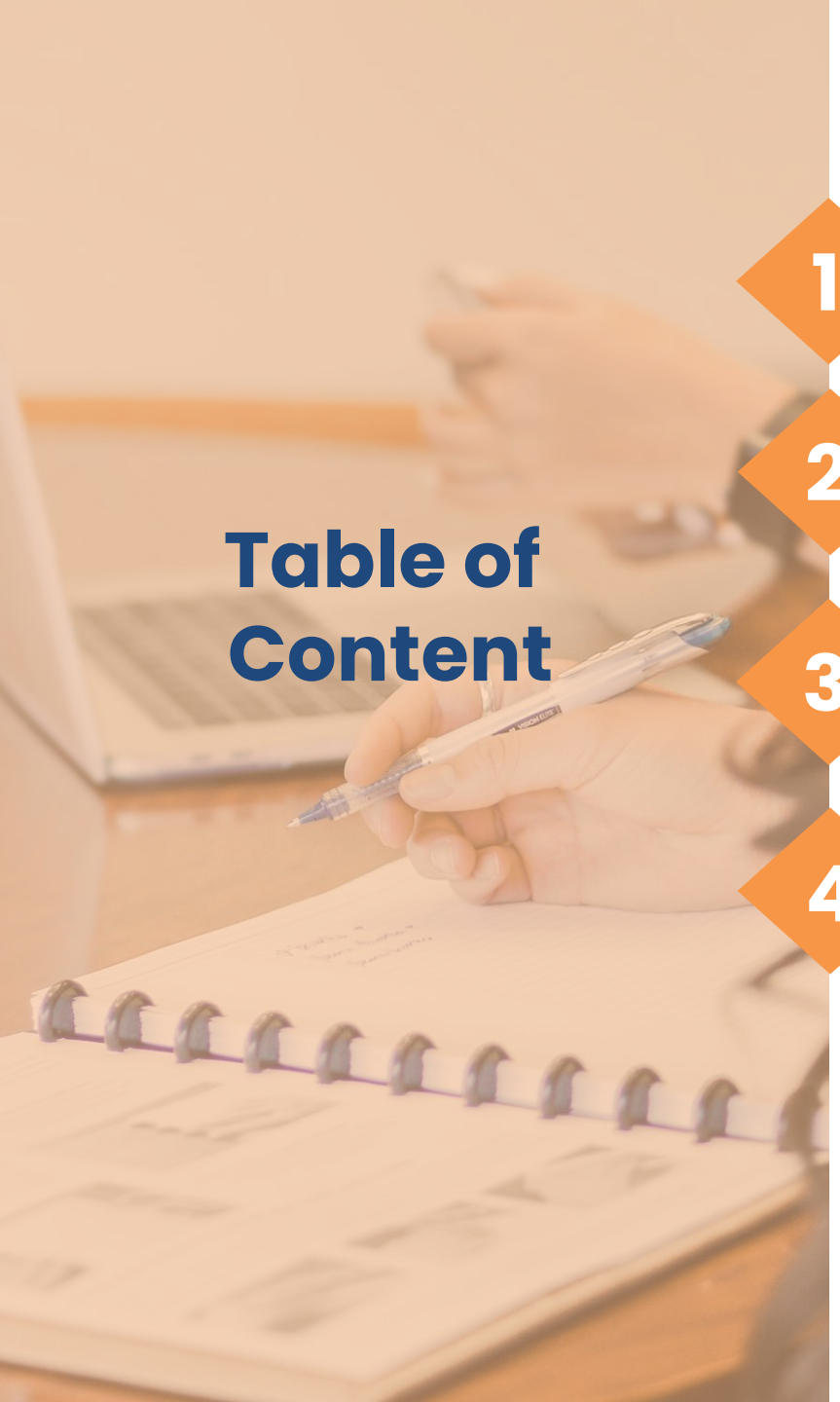

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1 About 360 Feedback

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3 Guide: How to read your result

4 Your Development Planner

The Leadership Competency Framework

4Ps Leadership Competency Model™

People

The combination of observable and measurable knowledge, skills, abilities and personal attributes that are key to get results from others.

Performance

The combination of observable and measurable knowledge, skills, abilities and personal attributes that contributes to an enhanced performance of oneself and others.

Plasticity

The combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to flexible, adaptable and growing persons.

Presence

The leader's combination of characteristics or qualities that form an individual's distinctive character.

*4Ps Leadership Competency Model is intellectual property for Extra Miles LLC.

The Leadership Competency Framework

- Your 360° feedback report provides a valuable opportunity to receive feedback from your manager, peers, direct reports and yourself to celebrate your strengths and improve your less strengths.
- Receiving a 360° feedback report can be a shifting point in your development and career success.
- To get the maximum benefit, you must track the themes and trends that are repeated as you read through the report. These frequently occurring items will represent your strengths and your opportunities to improve.
- Remember that everyone has both strengths and opportunities to develop. Use this report to gain self-awareness about where you should focus your energy to make some changes in your work behaviors.
- Use the development planner to commit to forming new habits. Following up and monitoring your progress will ensure you find an effective way of moving forward.

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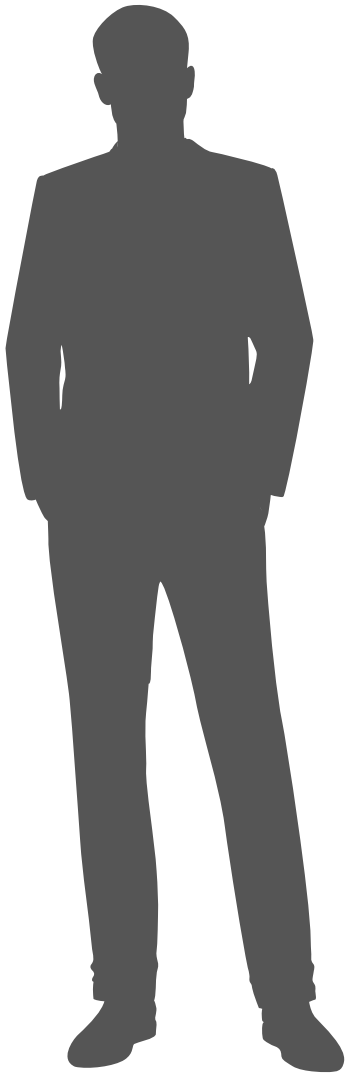
4Ps of Leadership- Competencies Basket

Competency	People	Performance	Plasticity	Presence
	Relationship Focus	Capability	Strategy Focus	Emotional Resilience
	Developing others	Accountability	Leading Change	Integrity
	Effective Communication	Result Focus	Openness to ideas and technology	Vulnerability/ Humility
	Human Care	Decision Making	Learning Agility	Ambition
	Empowering	Efficiency	Customer Focus	Social Confidence

The leader's "Ideal Profile"



People

- Relationship builder
- Good communicator
- Caring
- People developer

Performance

- Result oriented
- Decisive
- Accountable
- Knows his/her field

Plasticity

- Visionary
- Change Agent
- Open to new ideas
- Customer-centric

Presence

- Ethical
- Emotionally resilient
- Open to feedback
- Socially Confident

Rating Scale

A 4-point rating scale was used in the 360° survey. The below table lists the level descriptions and the numerical values associated to each score. These numerical values form the basis for all further analysis and data representation.

5

I Don't Know	Never demonstrate this	Need to do much more	Need to do more	Need to maintain and keep it up

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John Peter's 360 Degree Review Report

Name	John Peter
Position	Key Accounts Manager
Survey Data	1 April 2024

Raters					
	Self	Direct Manager	Peers	Direct Reports	Overall
Response rate	100%	100%	0%	75%	56%
Target	1	1	3	4	9
Answered	1	1	0	3	5

Top 5 Behaviors to Focus on

Legend

0-50%	A major Development Area
50-80%	A Secondary Development Area
80-100%	A non-Development Area. A strong area.

Behaviours Scores

Care 64.2%	Professionalism 77.55%	One Team 70.1%	Empowerment 69.3%	Transparency 70.85%
Empathy [50.25%]	Strategy Focus [79.25%]	Team Work [79.25%]	Decision-Making Autonomy [91.75%]	Key Information Sharing [79.25%]
Work-Life Balance [70.75%]	Innovation [83.5%]	Cross Functional Support [79.25%]	Collaborative Decision Making [58.5%]	Clarity of Direction [70.75%]
Customer-Focus [91.75%]	Continuous Improvement [75%]	Team Development [62.5%]	Risk Taking Support [62.5%]	Decision-Making Transparency [79.25%]
Well-being of Team [45.75%]	Quality Focus [70.75%]	Recognition of Contribution [54.25%]	Learning Culture [66.75%]	Openness to Feedback [62.5%]
Conflict Resolution [62.5%]	Result -Focus [79.25%]	Accountability [75.25%]	Open Communication [67%]	Change Management Communication [62.5%]

Behaviours

Legend

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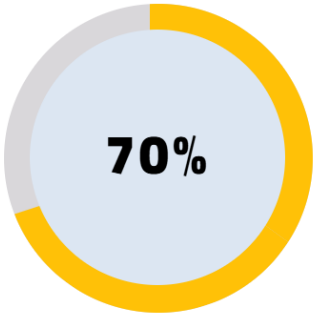
John Petter

Overall Score

based on responses of all participants



Legend

0-50%	A major Development required
50-80%	Average level
80-100%	Excellent Level

Top 5 Strengths

Result -Focus	80.75%
Recognition of Contribution	80.75%
Continuous Improvement	77.75%
Decision-Making Autonomy	75.25%
Innovation	75%

Legend

0-50%	A major Development Area
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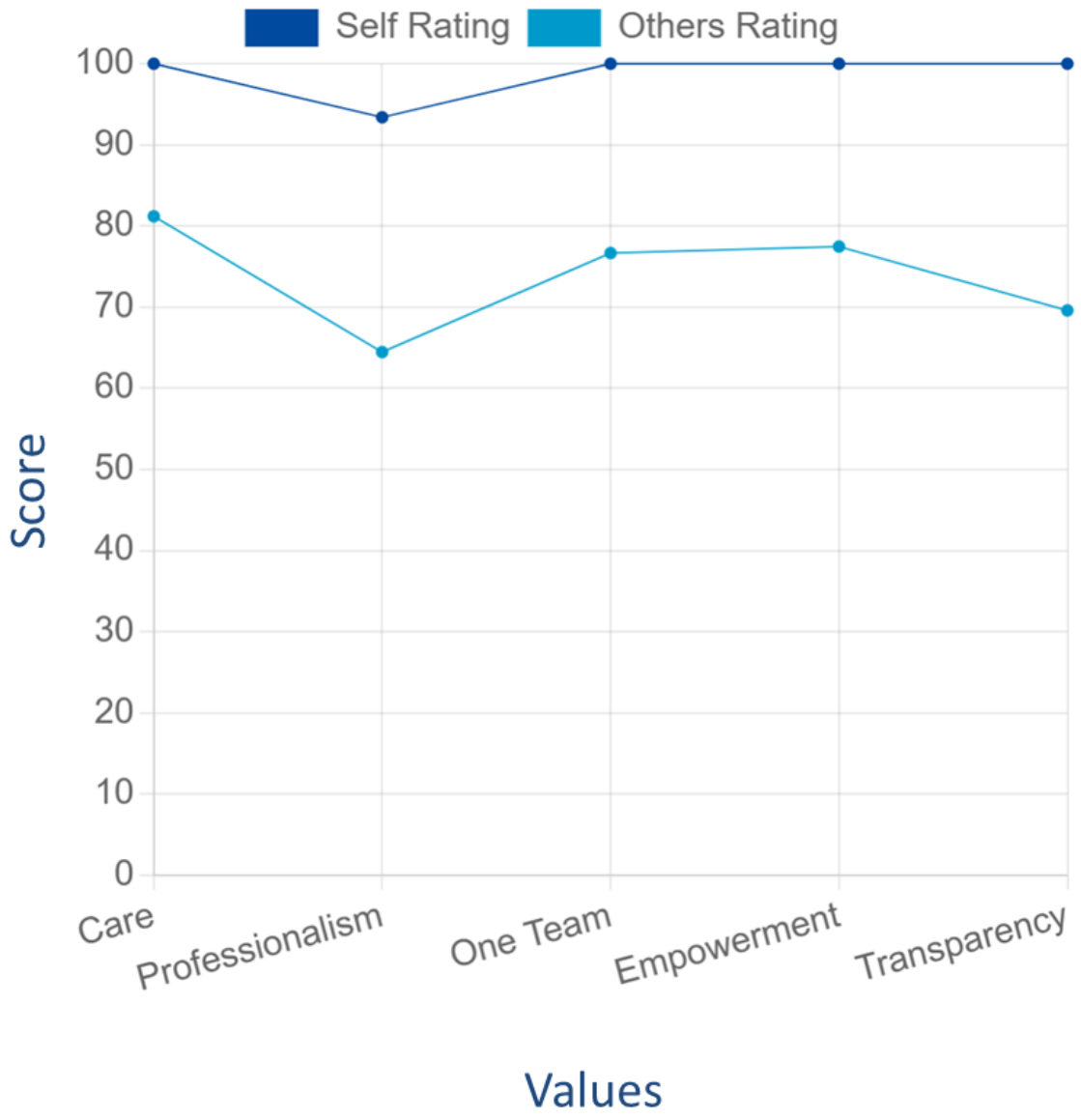
Self Rating
Others Rating
100
90
80
70
60
50
40
30
20
10
0
Score
Care
Professionalism
One Team
Empowerment
Transparency
Values

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Name	John Peter
Position	Key Accounts Manager
Survey Data	1 April 2024

Raters					
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Response rate	100%	100%	0%	75%	56%
Target	1	1	3	4	9
Answered	1	1	0	3	5

Explainer

- This table shows the response rate of every targeted group surveyed.

If green, it means the response rate is excellent.

If yellow, it means the response rate is acceptable.

If red, it means the response rate is not valid.

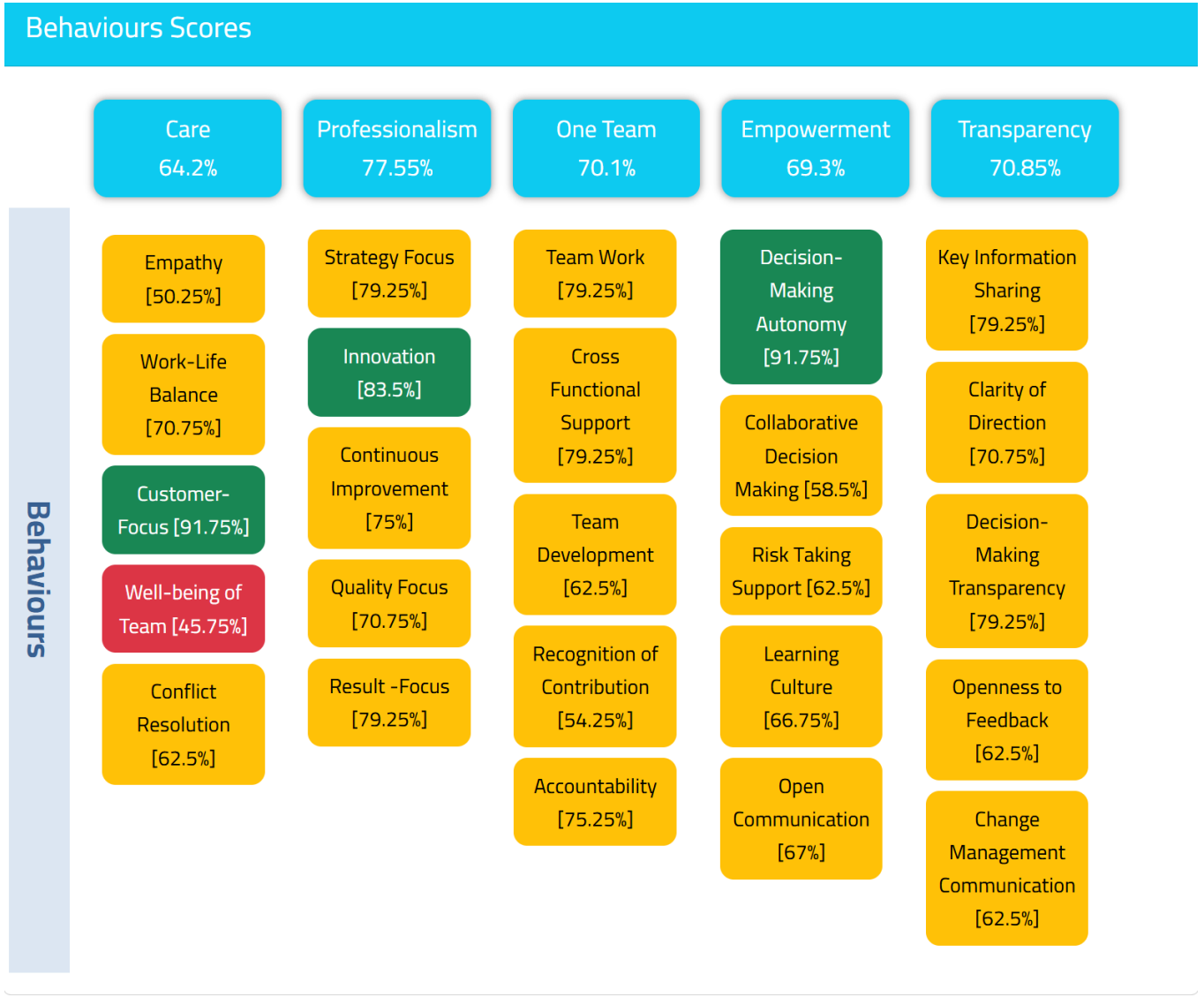
Top 5 Behaviors to Focus on

Explainer

- This result shows the top 5 behaviors that need improvement based on the collective opinion of your line manager, your peers, your direct reports, and yourself.

0-50%		If red, it means this is a major development area.
50-80%		If yellow, it means this is a secondary development area.

Guide: How to read your result-Output (3)

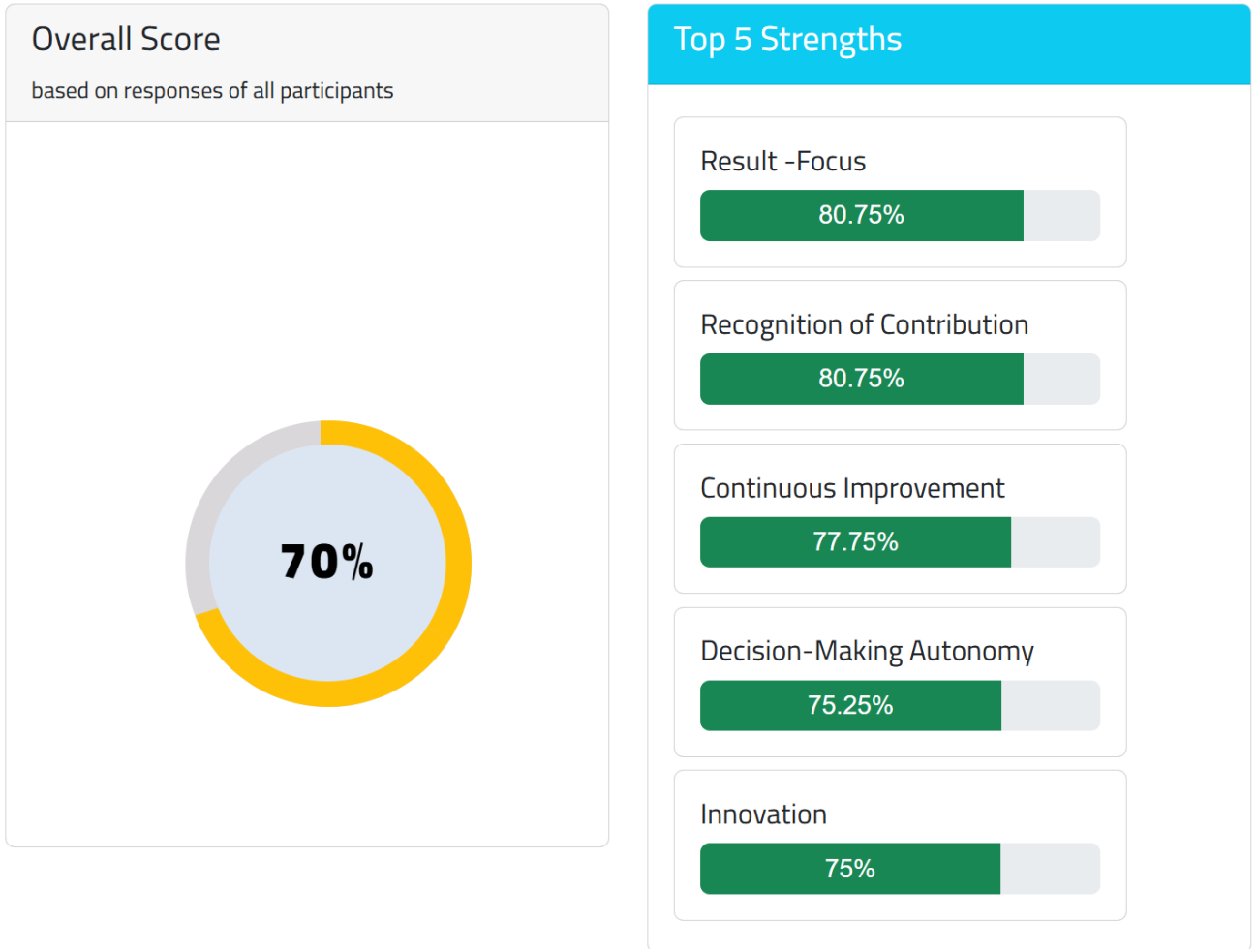


Explainer

- This result shows the score of every behavior based on the collective opinion of your line manager, your peers, your direct reports, and yourself.

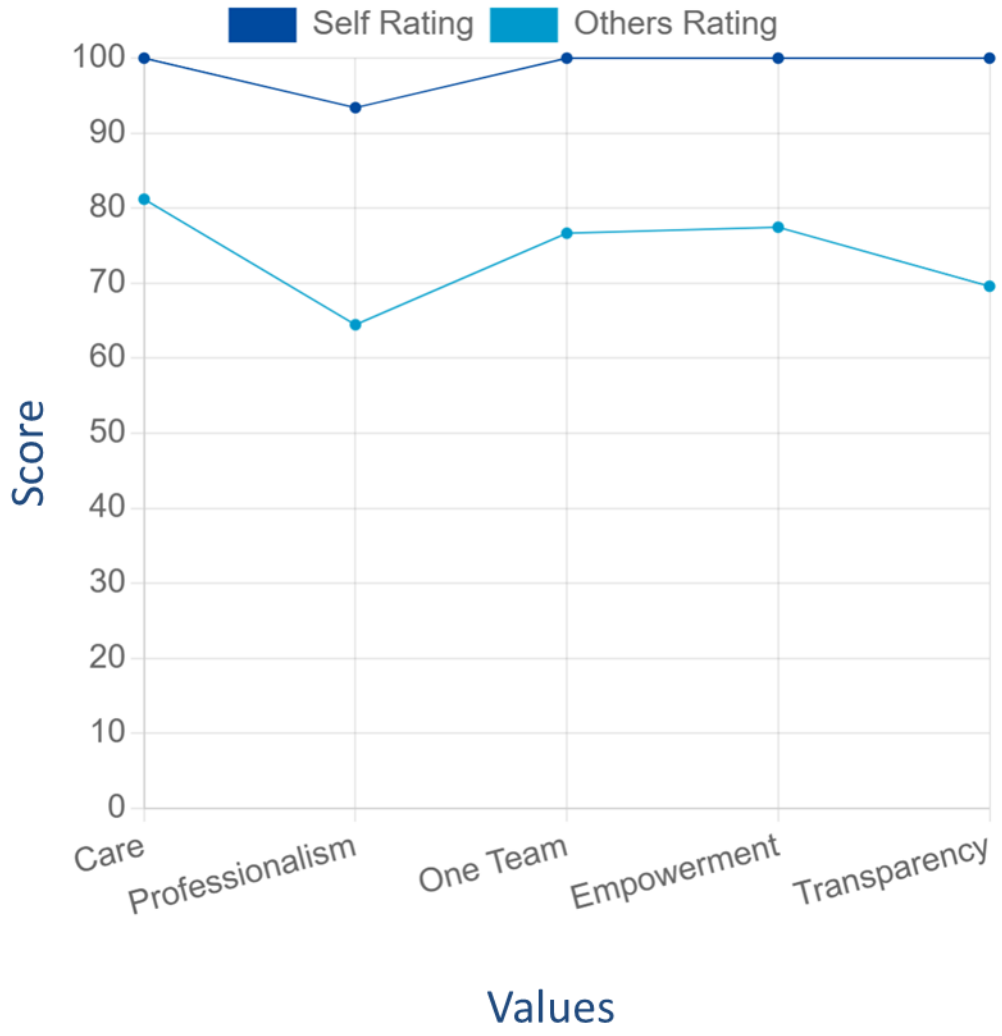
80-100%	If green, it means this is a strength. No urgent development is necessary
0-50%	If red, it means this is a major development area.
50-80%	If yellow, it means this is a secondary development area.

Guide: How to read your result-Output (4)



Explainer

- The Overall Score is your score based on the collective opinion of your line manager, your peers, your direct reports, and yourself.
- This result shows your top 5 Strengths.
  - If green, it means this is a strength. No urgent development is necessary
  - If less than 5, it means you don't have 5 strong areas.
  - If "No Strengths", it means you don't have a strong area.



Explainer

- This result shows a comparison between your self-rating versus how others(The collective opinion of your line manager, peers and direct reports) rated you in term of the five values (Care, Professionalism/Excellence , One Team, Empowerment Transparency).
- If there is a notable variance between your self-rating and others' ratings, check the following:
  - If your self-rating differs significantly from others' rating in that particular value, where your self-rating is significantly higher, then you may have overrated yourself in that value, or others haven't experienced that value from you (Think about how to exhibit it more)
  - If your self-rating differs significantly from others' rating in that particular value, where your self-rating is significantly less, then you may have just underrated yourself in that value.

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4 **Your Development Planner**

Development Planner – Input (1)

- This part is a place for you to create a practical action list.
- This plan should include behaviors that you want to start doing (Refer to the Report-Output 1) and keep doing (Refer to the Report-Output (4).
- Read the definition of every behavior (Pages 7-11) to understand the expectations.

Start Doing	Keep Doing

Development Planner – Input (2) Example

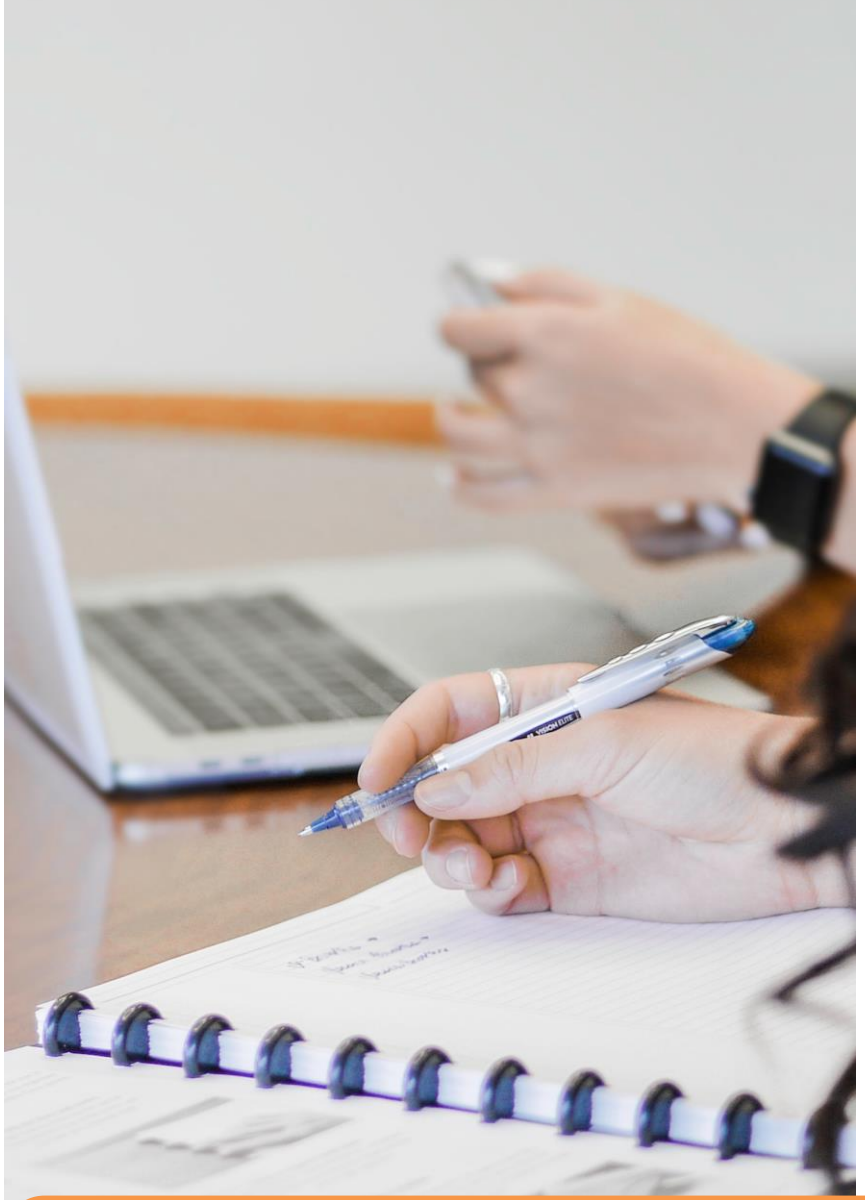
Development Area	*Enhance strategic thinking and business acumen*	
Behvaiour	*Strategic Focus*	
Development Action Plan	**(70%) On the Job Learning**	▪ *Volunteer for a task that has a business exercise.* ▪ *Read Nama's Annual Financial reports and discuss your understanding with the author(s).* ▪ *Understand Nama's strategy and verify your understanding with the mentor.* ▪ *Do a competitive analysis of Nama's products or services or position in the marketplace, and present it to the people involved.* ▪ *Identify the key global trends that impact Nama's business and discuss that with your manager or the business development department.* ▪ *Identify the strategic language/words that top executives use when they speak and practice to use them at work.* ▪ *Read and understand Oman's 2040 vision, identify how Nama's business fits and discuss your inputs with your manager or the business development department.* ▪ *Read the Wall Street Journal or BusinessWeek and write down three to five interesting things that have a parallel or an effect on Nama.*
	(20%) Coaching & Mentoring	*To be mentored by an external mentor (Insert Name and Position)- 1 hour per quarter*
	(10%) Formal Training	- *Watch CEOs talk about their businesses.* - *Attend a course on LinkedIn in strategic management and in business planning.* - *Read books written by strategy gurus like Michael Porter, Ram Charan, C.K. Prahalad, Gary Hamel, Fred Wiersema and Vijay Govindarajan).* - *Read annual reports outside your industry and study their strategies.* - *Read Periodical Publications like Harvard Business Review and Wall Street Journals.*
Time Frame	6-8 months	
Measures Of Success	• *At least one course has been attended with above average score in post course assessment/test.* • *At least 2 one to one knowledge sharing session been conducted with the mentor.* • *At least 1 book has been read and the learning points been shared with the team.* • *At least two annual financial reports have been studied and the understanding has been verified by a financial specialist.*	

Development Planner – Input (2)

Development Area (1)		
Behaviour		
Development Action Plan	(70%) On the Job Learning	
	(20%) Coaching & Mentoring	
	(10%) Formal Training	
Time Frame		
Measures Of Success		

Development Planner – Input (2)

Development Area (1)		
Behaviour		
Development Action Plan	(70%) On the Job Learning	
	(20%) Coaching & Mentoring	
	(10%) Formal Training	
Time Frame		
Measures Of Success		



End of Report