



INSIGHTS 360

DEVELOP

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November 2024





Introduction

Podium is pleased to present to you your Insights 360 Report.

This 360° feedback report provides you with insights into your strengths and your leadership practices as observed by the people you work with. We hope you find your feedback both insightful and useful as a foundation for reflection and development.



Rating Scale

A 5-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.

Response	Response Score
Never demonstrates this	1
Rarely demonstrate this	2
Sometimes demonstrates this	3
Usually demonstrates this	4
Always demonstrates this	5
Not Applicable	Not Scored



Raters

A total of 12 rater's provided feedback on your performance including your self-ratings. The following table lists all rater groups included in the project and the number of raters per group.

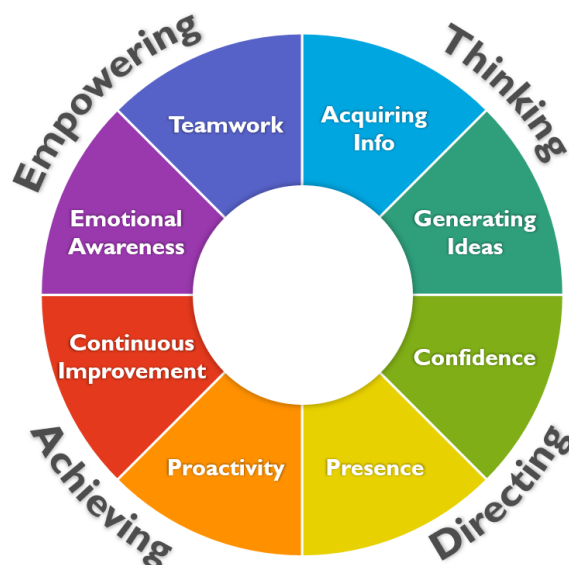
Rater Group	Number of Raters
 You	1
 Your Leader	1
 Peers	3
 Direct Reports	4
 Other Stakeholders	3





Insights 360 Framework

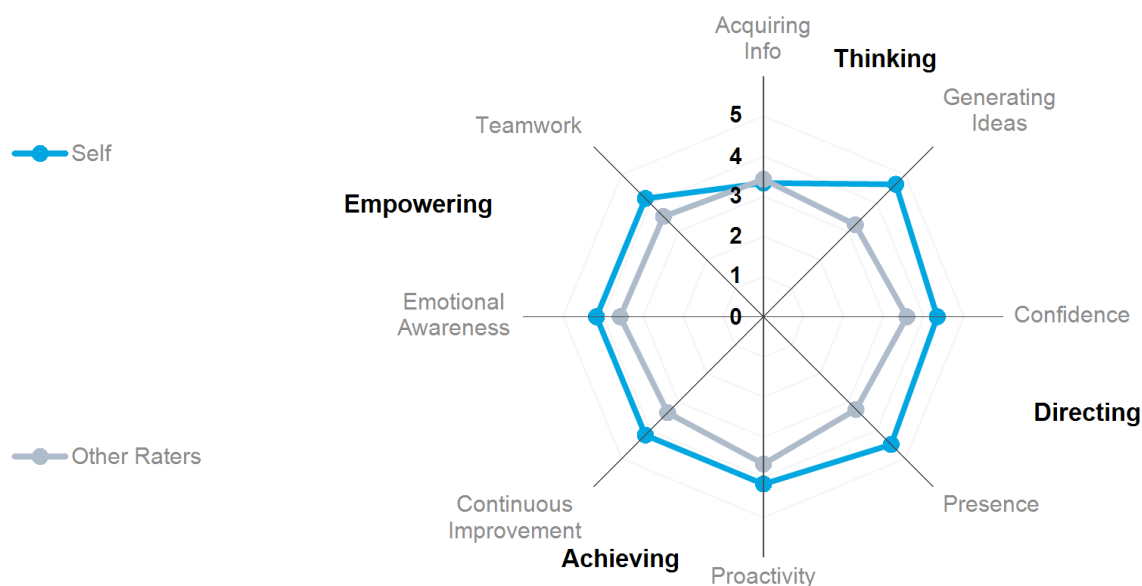
The Insights 360 Leadership Framework includes the following factors and competence areas.



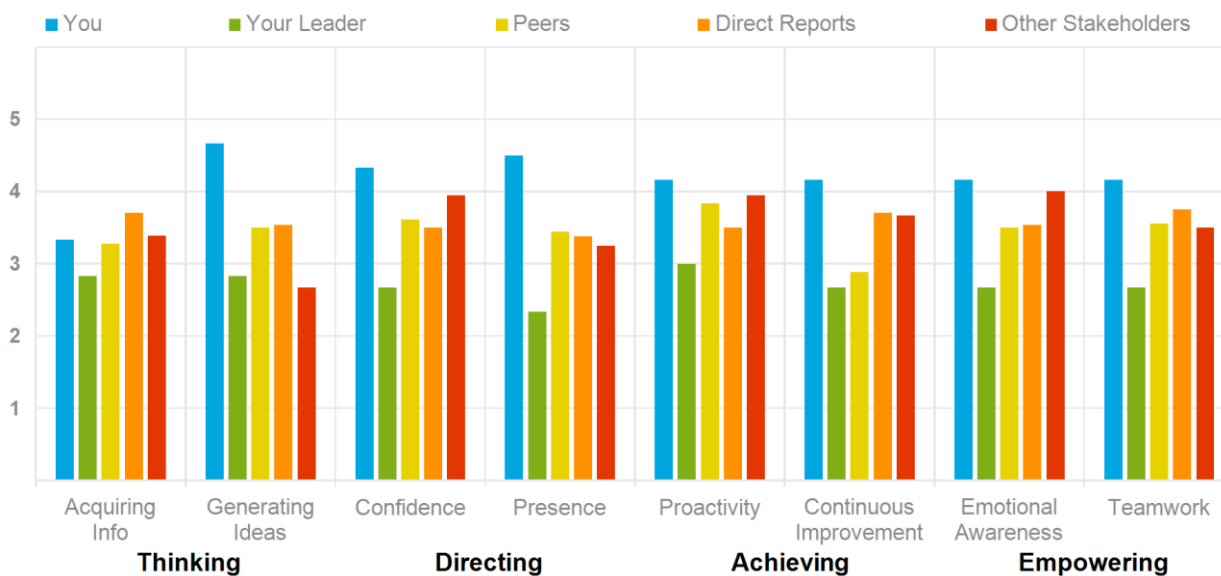
Leadership Clusters	Competence Areas	
Thinking The Thinking competence cluster is concerned with how a person engages with the world around them to acquire information and how they interpret and synthesise that information in the generation of ideas.	Acquiring Info Gathering a rich variety of information from many different sources about events. This includes seeing issues from many different perspectives to compare options prior to taking action.	
	Generating Ideas Linking information to form new ideas that explain the underlying sequences and causes of events. This includes both creative and analytical thinking that leads to future productivity.	
Directing The competence in the Directing cluster is underpinned by credibility. Such credibility will be a function of the confidence they engender through their presence for those who are required to follow their lead.	Confidence Making your stance on issues clear and securing the support of those around you. Uses persuasive arguments and the goals and interests of others to build support for ideas.	
	Presence Comportment and poise that projects authority which contributes to follower alignment. Makes effective and concise presentations and establishing effective communication processes.	
Achieving Achieving is seen to be a function of proactivity, anticipating rather than responding to situations with a mindset oriented towards continuous improvement adding value for all stakeholders.	Proactivity Designing implementation plans and outlining actions and responsibilities. Plans are produced in anticipation of needs rather than as a reaction to situational demands.	
	Continuous Improvement Setting goals and targets and monitoring progress to improve performance. Targets are focused on adding value for the customer and improving organisational outcomes.	
Empowering A leader's greatest achievements are realised through their competence in empowering those who follow. Having the emotional awareness to understand and inspire others whilst providing the environment in which the team can thrive is key.	Emotional Awareness Recognises own emotions as well as the emotions of others. Can regulate their own emotions and can influence the emotions of others in a positive way as required. Makes people feel valued and respected.	
	Teamwork Encourages teamwork, cooperation and demonstrates a willingness to act across functional boundaries. Provides staff with the resources, training and feedback to develop their capability, applies the same processes to self-development.	

Summary

Detailed below is an overall summary of your results.



The following charts show a summary of ratings by rater group.





Highest and Lowest 5 Items

This section provides a summary of your highest and lowest 5 rated items. Perception gaps refer to the difference in rating between your rating and the average rating of all other raters.

Highest 5 Rated Items

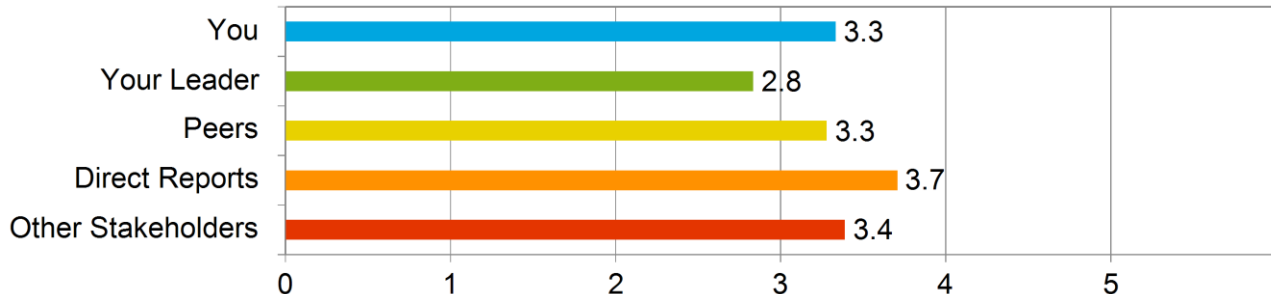
Behavioural Area	Item	Self	All Other Raters	Perception Gap
Acquiring Info	Has a social network that ensures they are aware of events in their environment.	4.0	4.1	-0.1
Acquiring Info	Uses digital information (e.g. electronic databases, newsfeeds) effectively.	3.0	4.0	-1.0
Proactivity	Demonstrates a sense of urgency in all that they do	4.0	4.0	0.0
Generating Ideas	Promotes a culture where new ideas are valued	5.0	3.9	1.1
Acquiring Info	Uses new sources of data or information effectively	4.0	3.8	0.2

Lowest 5 Rated Items

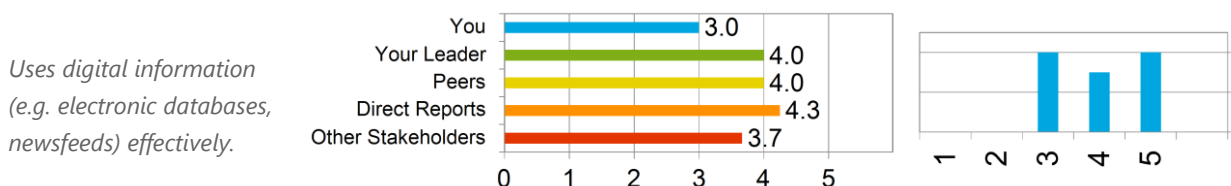
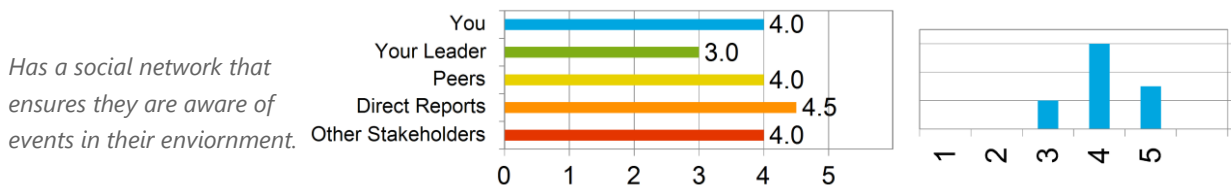
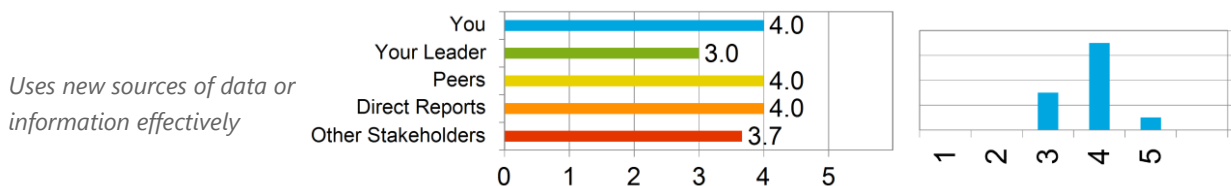
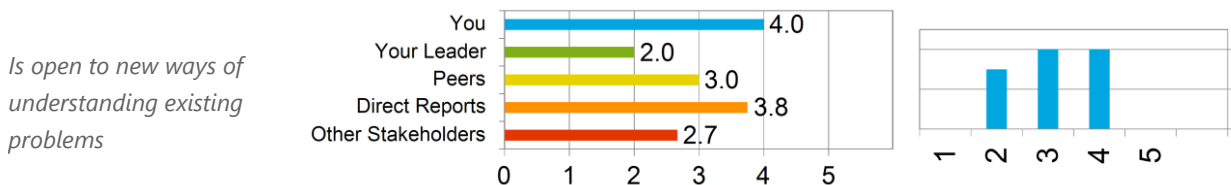
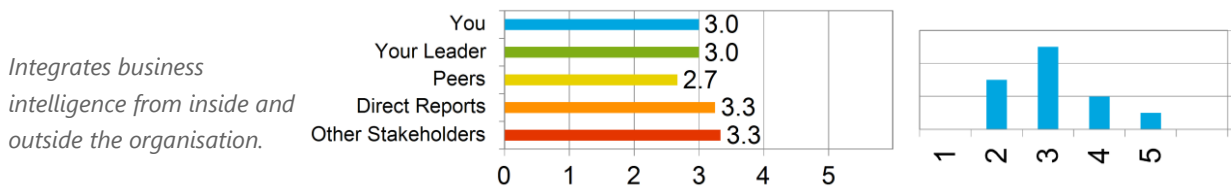
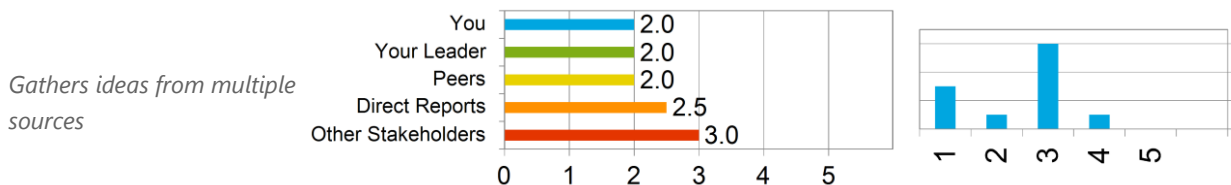
Behavioural Area	Item	Self	All Other Raters	Perception Gap
Generating Ideas	Links ideas from different areas to form novel ideas.	4.0	2.1	1.9
Acquiring Info	Gathers ideas from multiple sources	2.0	2.5	-0.5
Presence	Projects a sense of authority that others respect	4.0	2.8	1.2
Continuous Improvement	Sets realistic and achievable goals and targets.	5.0	2.9	2.1
Generating Ideas	Can explain the underlying causes behind ideas.	5.0	3.0	2.0

Thinking: Acquiring Info

Your detailed results against Acquiring Info are listed in this section.



Item	Rater Groups	Response Frequencies (other raters)
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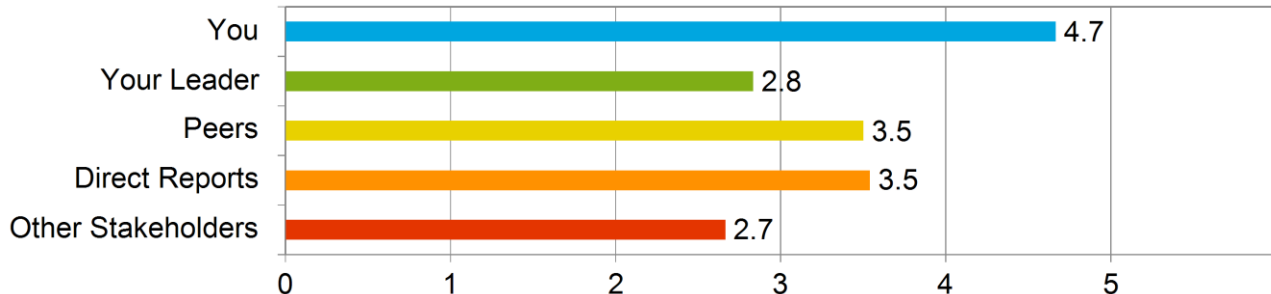


The following table shows rater comments for Acquiring Info.

Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p><i>"Sam gathers information extremely well"</i></p> <p><i>"Sam is very good at acquiring information through research"</i></p> <p><i>"Could be more proactive when locating data"</i></p> <p><i>"Sam Sample demonstrates a high level of effectiveness in acquiring information, skillfully gathering diverse insights from a variety of sources. They adeptly see issues from multiple perspectives, ensuring a comprehensive understanding before comparing options and making informed decisions. Their approach enhances decision-making processes, reflecting a strong ability to synthesize and evaluate information."</i></p> <p><i>"Sam knows our market sector well and is able to draw on personal and business contacts to find out what is happening where needed. Sam's also very accomplished with internet technologies and research databases."</i></p> <p><i>"Tends not to look too deep for extra data"</i></p> <p><i>"Sams great at acquiring information"</i></p> <p><i>"Seems fine. Gets some good leads from time to time."</i></p>

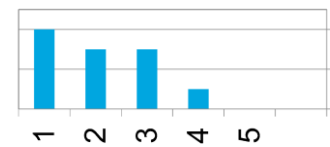
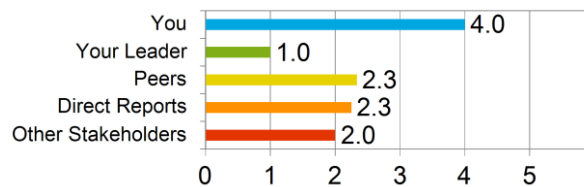
Thinking: Generating Ideas

Your detailed results against Generating Ideas are listed in this section.

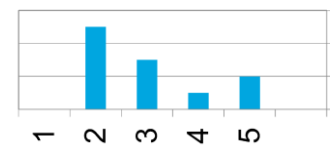
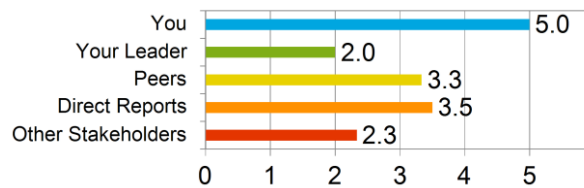


Item	Rater Groups	Response Frequencies (other raters)
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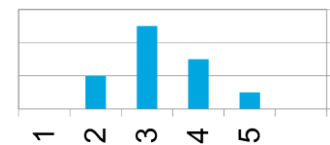
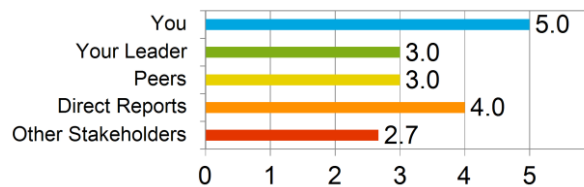
Links ideas from different areas to form novel ideas.



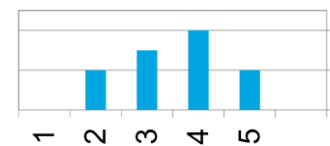
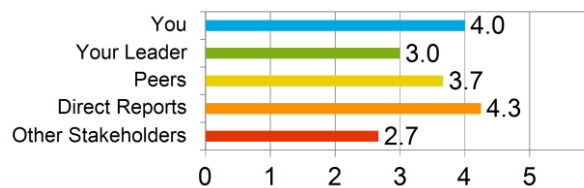
Can explain the underlying causes behind ideas.



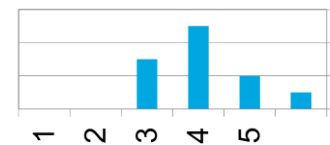
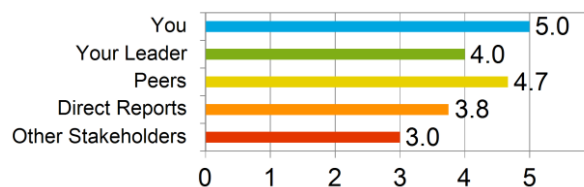
Quickly integrates new insights into their work processes.



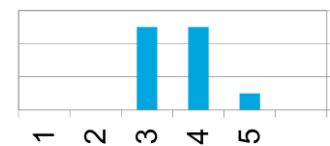
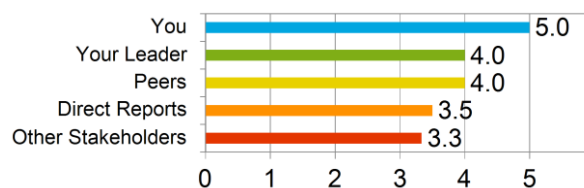
Reaches conclusions that go beyond obvious explanations.



Promotes a culture where new ideas are valued



Fosters and rewards innovation and exploration of ideas



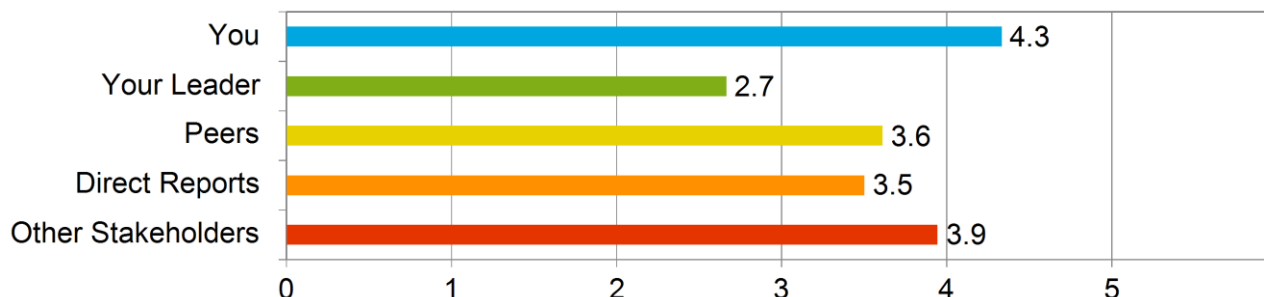
The following table shows rater comments for Generating Ideas.

Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<i>"Sam could do better at generating ideas"</i> <i>"Sam is good at generating ideas while in brain storm sessions"</i> <i>"Tends to offer good ideas when asked"</i> <i>"Sam's ideas are always worth considering. he focuses on what is practical, achievable and deliverable."</i> <i>"Sam tends not to come out his comfort zone"</i> <i>"Occasionally has some good input. Could be more pro active"</i>



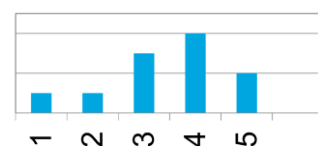
Directing: Confidence

Your detailed results against Confidence are listed in this section.

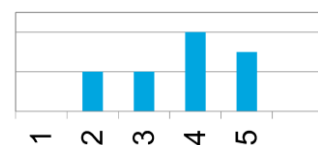
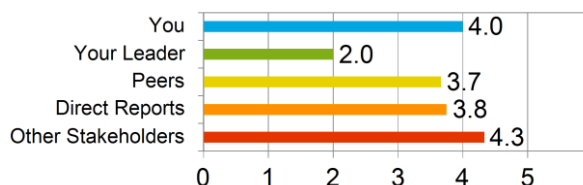


Item	Rater Groups	Response Frequencies (other raters)
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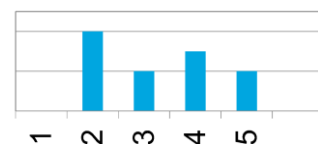
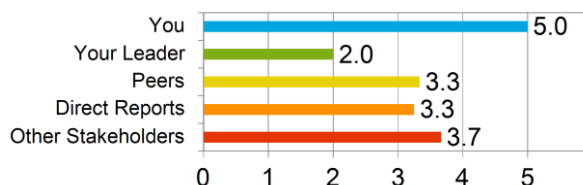
Makes their stance on issues clear



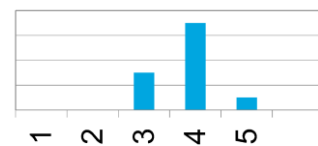
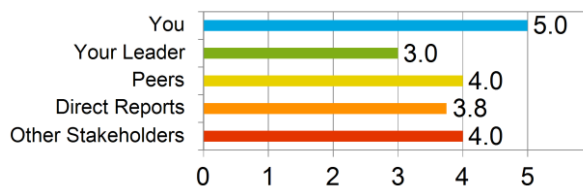
Behaves as they expect others to behave



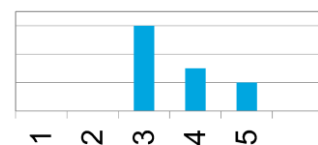
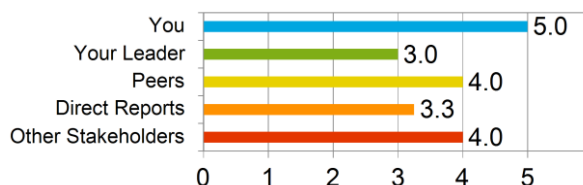
Uses persuasive arguments to gain support



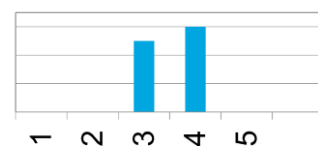
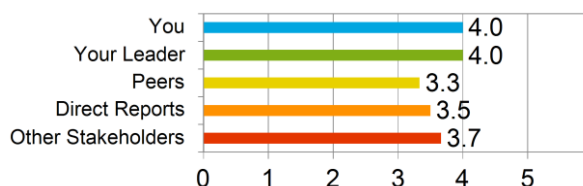
Inspires confidence through respecting the goals of others



Does not back down if their purpose is questioned



Generates confidence of others through their personal self belief



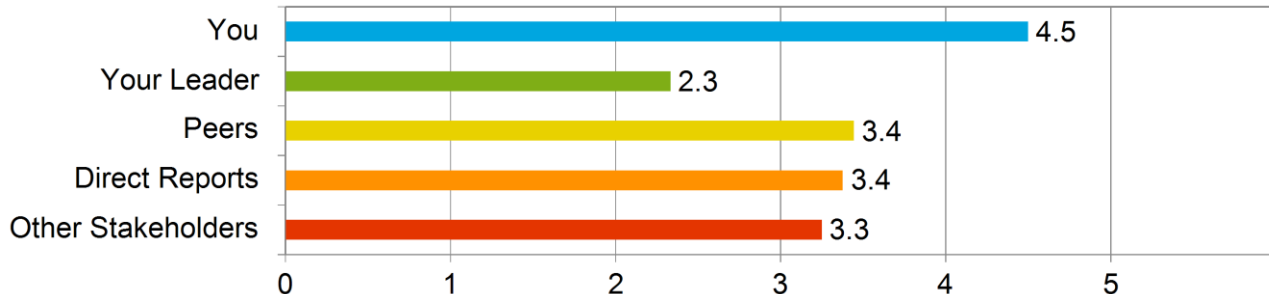
The following table shows rater comments for Confidence.

Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p><i>"Sam builds confidence regularly in the team"</i></p> <p><i>"During meetings Sam raising valid points and is well spoken"</i></p> <p><i>"Only speaks out when asked to"</i></p> <p><i>"Sam Sample effectively builds confidence among colleagues by consistently demonstrating self-assurance and clarity in their stance on various issues. They excel in inspiring support through a respectful acknowledgment of others' goals and interests, fostering an environment of mutual trust. Sam's balanced approach in valuing team input while confidently leading initiatives has notably enhanced team cohesion and overall motivation."</i></p> <p><i>"Sam is very experienced and it takes a lot for Sam to become flustered. Colleagues see Sam as a safe pair of hands."</i></p> <p><i>"Sam should build his confidence more"</i></p>



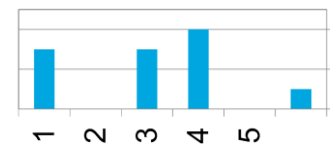
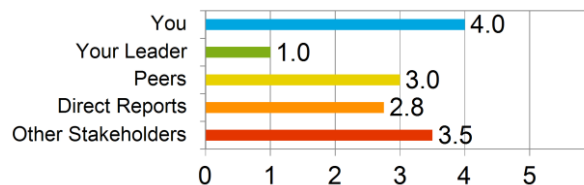
Directing: Presence

Your detailed results against Presence are listed in this section.

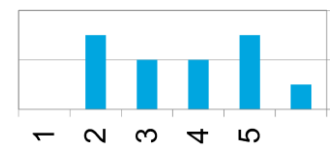
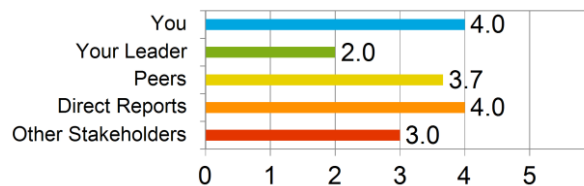


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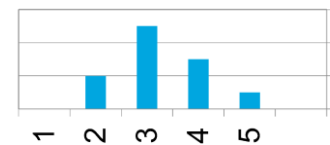
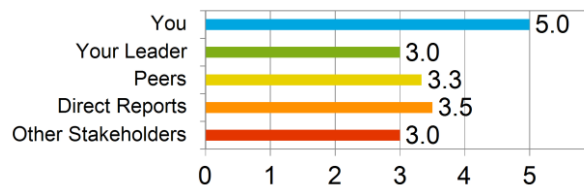
Projects a sense of authority that others respect



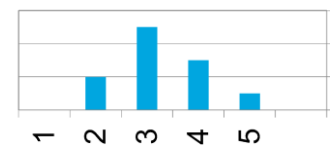
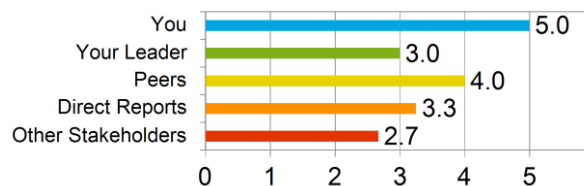
Inspires the support of those around them



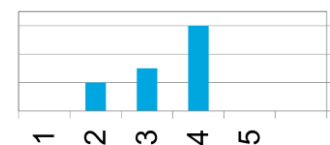
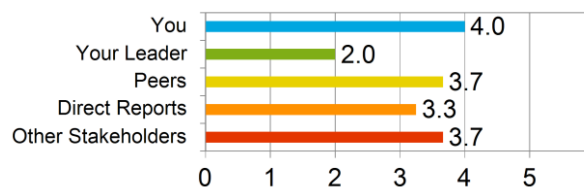
Makes an impact through their interpersonal style



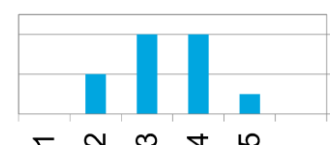
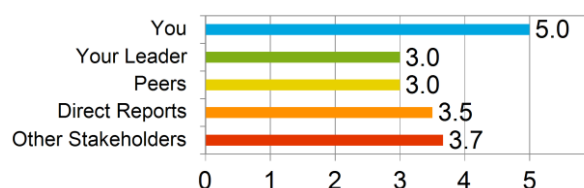
Demonstrates body language and personal presentation appropriate to the situation



Is compelling and persuasive when selling their ideas



Speaks with authority on topics they are an expert on.

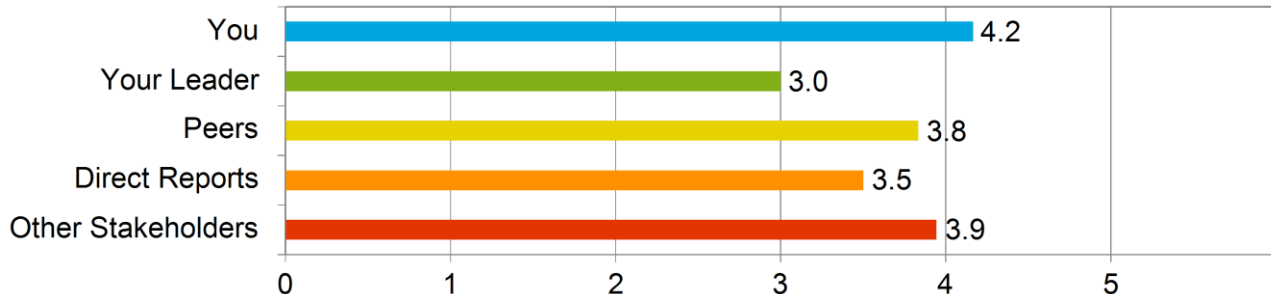


The following table shows rater comments for Presence.

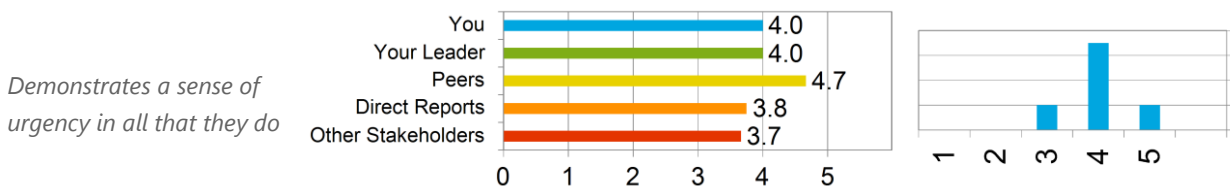
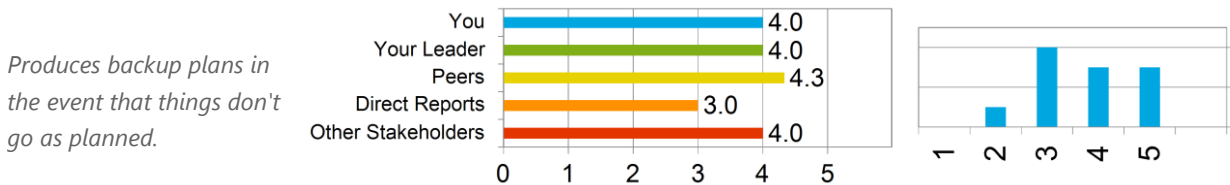
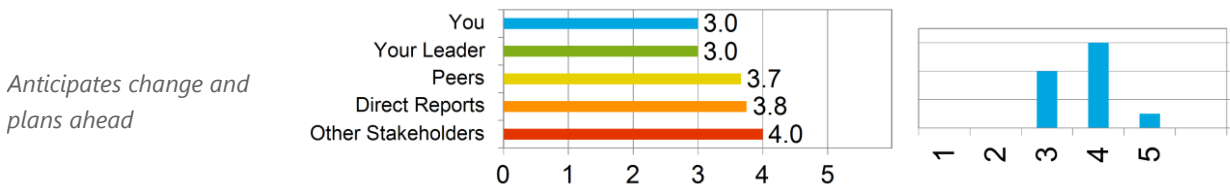
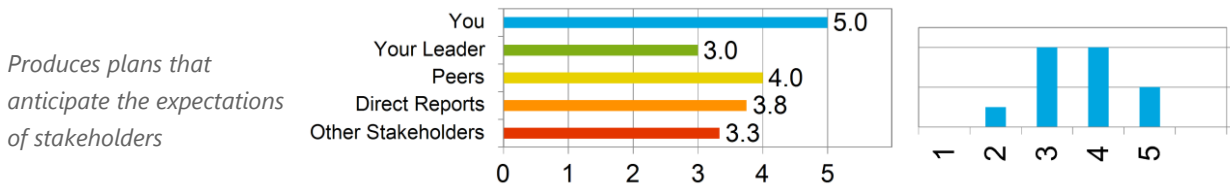
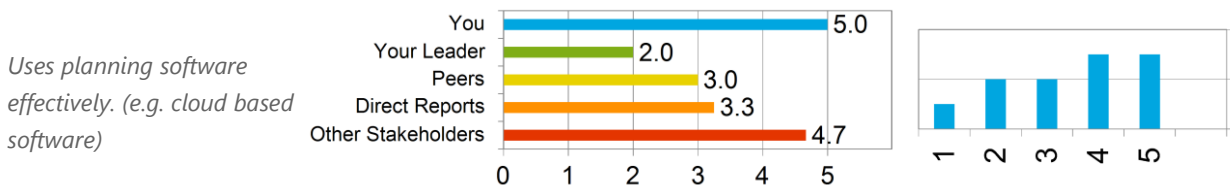
Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p>"Sam could improve in this area"</p> <p>"Being confident and a safe pair of hands, linked to extensive experience and supportive manner, colleagues find Sam very easy to trust and follow."</p> <p>"Sam should talk up more"</p>

Achieving: Proactivity

Your detailed results against Proactivity are listed in this section.



Item	Rater Groups	Response Frequencies (other raters)
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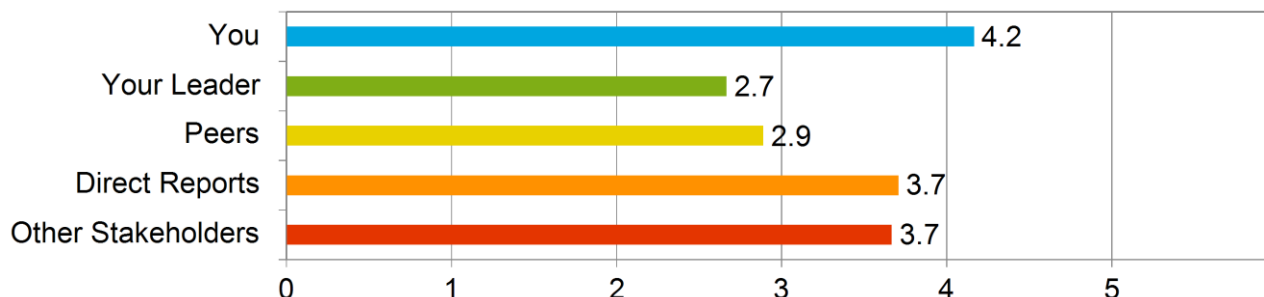
The following table shows rater comments for Proactivity.

Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p><i>"Sam is extremely proactive and encourages others to be"</i></p> <p><i>"Sam designs and implements plans effectively"</i></p> <p><i>"Sam Sample excels at fostering proactivity, skillfully designing implementation plans that clearly outline actions and responsibilities. Their approach ensures that team members understand their roles and the steps needed to achieve objectives, promoting a proactive and efficient work environment."</i></p> <p><i>"Sam can be proactive and usually anticipates problems before they arise, but he can at times wait for things to happen before tackling some issues."</i></p> <p><i>"Sam is very good at planning ahead for projects"</i></p>



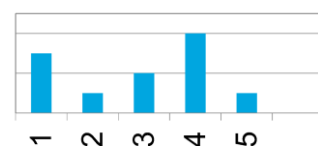
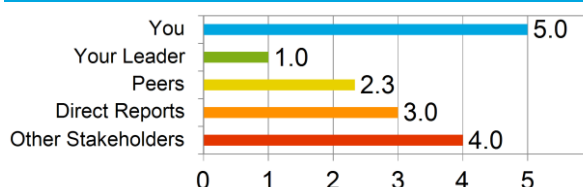
Achieving: Continuous Improvement

Your detailed results against Continuous Improvement are listed in this section.

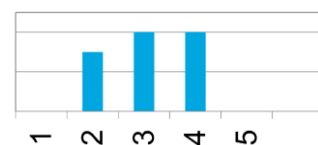
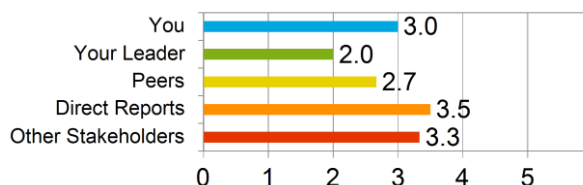


Item	Rater Groups	Response Frequencies (other raters)
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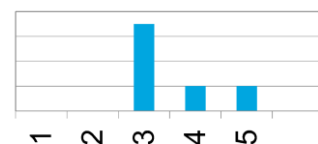
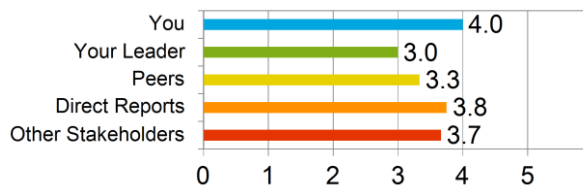
Sets realistic and achievable goals and targets.



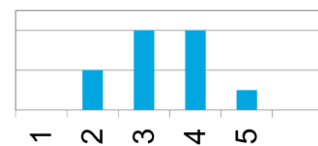
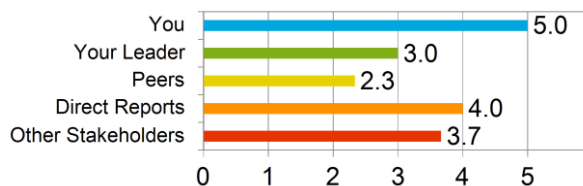
Is effective at monitoring progress towards targets



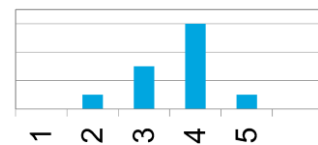
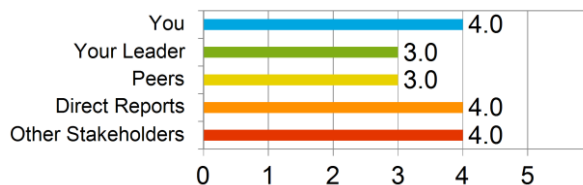
Sets goals which are meaningful for improving performance



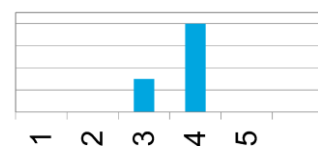
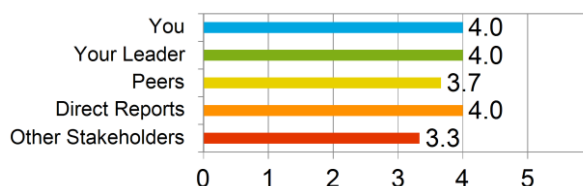
Champions process transformation that improves competitiveness



Takes personal responsibility for performance and improvement



Encourages individuals to meet or exceed their own productivity expectations



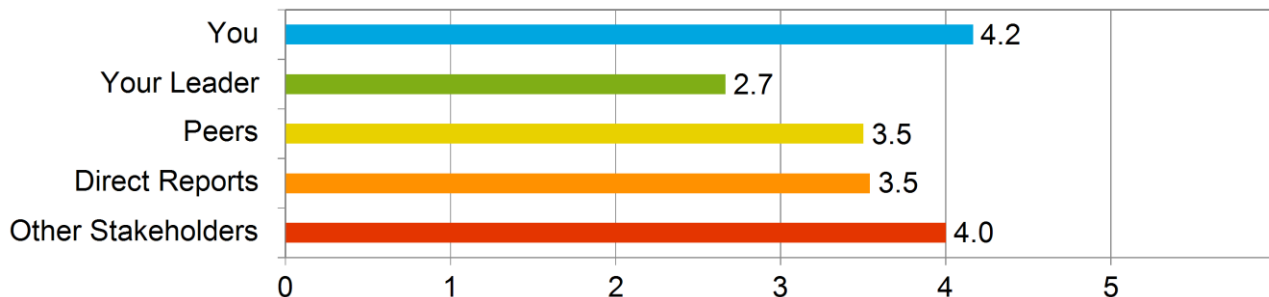
The following table shows rater comments for Continuous Improvement.

Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p>"Sam could do better in this area"</p> <p>"Sam monitors his work well and continues to meet deadlines"</p> <p>"Sam sets our a clear vision for the team and in any project will be very well organised. He could be more effective at monitoring progress and trust in others to do what they have been asked can sometimes be misplaced."</p>



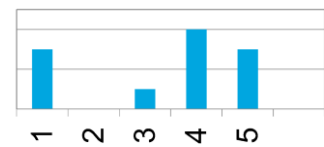
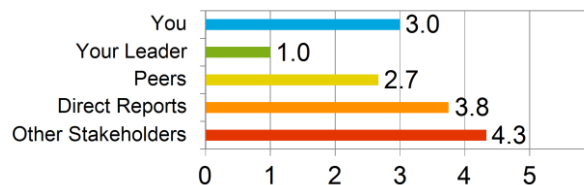
Empowering: Emotional Awareness

Your detailed results against Emotional Awareness are listed in this section.

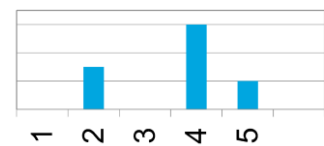
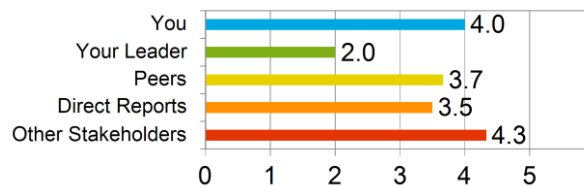


Item	Rater Groups	Response Frequencies (other raters)
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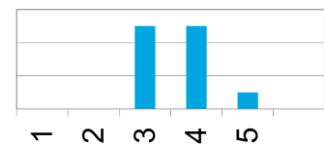
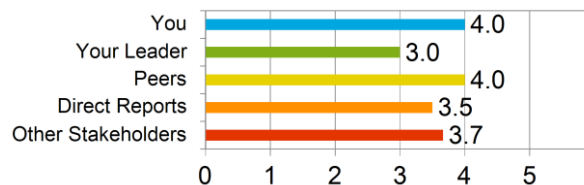
Shows awareness of their own emotions



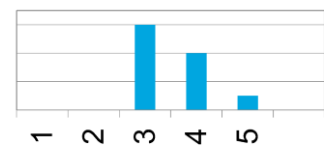
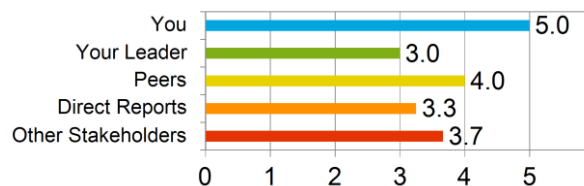
Demonstrates their understanding of others' emotions.



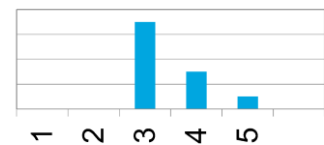
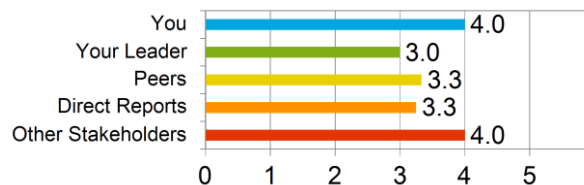
Maintains control of their feelings and emotions



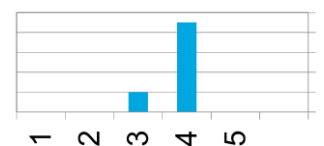
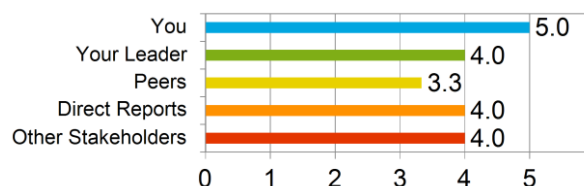
Influences the emotions of others in a positive way



Knows their team members well and demonstrates this



Regulates their own emotions to enhance their performance

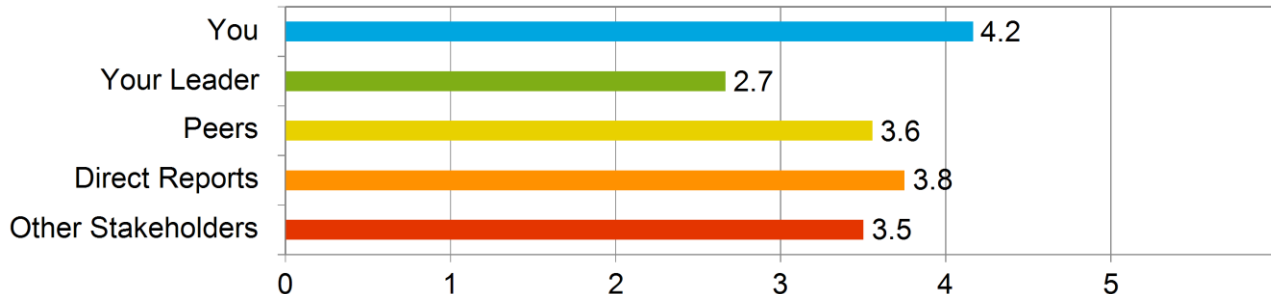


The following table shows rater comments for Emotional Awareness.

Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p>"Sam recognises when team members are low and supports them regularly"</p> <p>"Sam goes out his way to make his colleagues confident in their work environment"</p> <p>"Sam Sample shows strong emotional awareness, recognizing not only their own emotions but also those of others, making team members feel valued and respected. Their sensitivity and understanding foster a supportive and inclusive team environment."</p> <p>"Sam doesn't display much by the way of personal emotions and doesn't readily reveal personal feelings. However, Sam is always supportive and empathetic towards others."</p> <p>"Sam is very aware of his emotions and of others around him"</p>

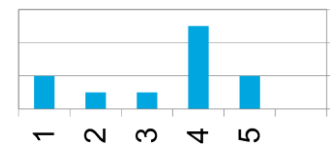
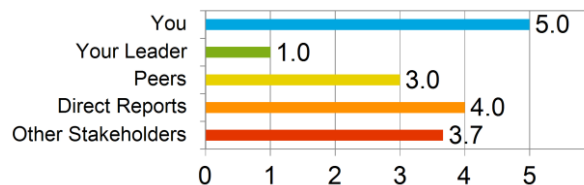
Empowering: Teamwork

Your detailed results against Teamwork are listed in this section.

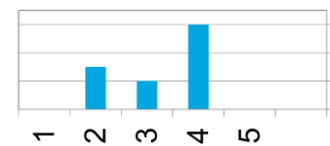
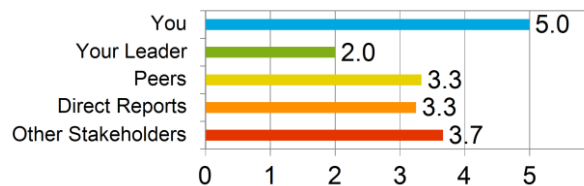


Item	Rater Groups	Response Frequencies (other raters)
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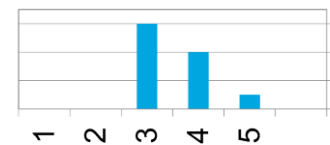
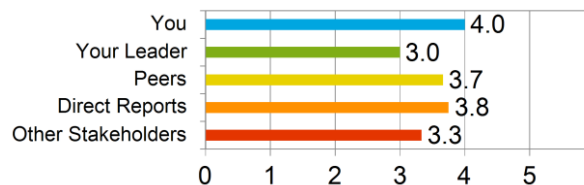
Is willing to work with others across functional boundaries



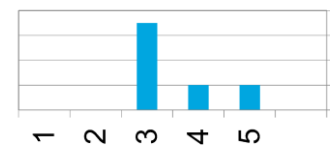
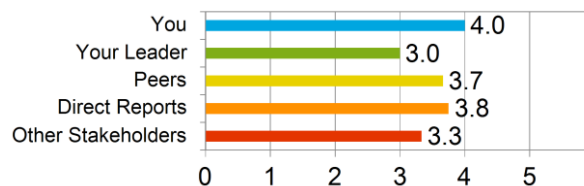
Encourages team and individual goal alignment



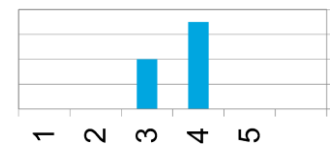
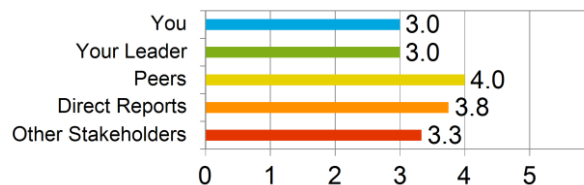
Uses strengths of all team members effectively



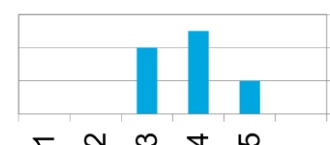
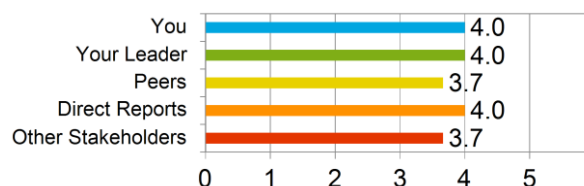
Uses their influence to empower team members



Role models behaviours that create inclusive teams



Works well with people from diverse backgrounds



The following table shows rater comments for Teamwork.

Comments	
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p><i>"Sam is a great leader and supports the team well"</i></p> <p><i>"Sam has a pretty relaxed and informal management style. That enables a cooperative spirit within the team. As Sam values team members, their development is always supported and encouraged where it aligns with business needs."</i></p>



Stop, Start, Continue Comments

Raters provided the following general responses to regarding your workplace behaviours.

Stop	Is there anything that you should stop doing? These might be things which are counterproductive or are unlikely to contribute to personal, team or organisational success or future growth.
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p>"Sam should stop micromanaging his team"</p> <p>"Over-Analysis: Avoid dwelling too long on decision-making which can delay action. Micromanagement: Trust in the team's abilities and give them space to operate independently. Avoiding Conflict: Constructive conflict can lead to better solutions; engaging in it respectfully can be beneficial."</p> <p>"Stop prioritising the needs of others to ensure he takes care of his own personal development needs."</p>

Start	What might you start doing, or do more of, that you don't currently do. These should be things which would be valued by the organisation or team and result in individual growth or performance improvement.
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p>"Sam should start setting clear and achievable goals for the team"</p> <p>"Seeking Feedback: Regularly seeking and acting on feedback could enhance personal and team growth. Networking: Building wider internal and external networks could bring fresh perspectives and opportunities. Skill Development: Investing in new skills or technologies could improve individual performance and organizational value."</p>

"Occasionally anticipating client needs rather than reacting when clients bring issues."

"Sam should start working on his confidence within his team"

Continue	Describe activities that you should continue doing. These are things you are good at and are valued by the team or organisation as a contribution they are especially good at making.
Your Comments	You provided no comments for this item.
Your Leader's Comments	You leader provided no comments for this item.
Other Raters' Comments	<p><i>"Sam should continue encouraging the team to be the best they can be"</i></p> <p><i>"Sam should continue to work well with his team and work towards achieving goals"</i></p> <p><i>"Diverse Information Gathering: Their knack for sourcing varied insights aids decision-making."</i></p> <p><i>Clear Leadership: Their confidence and clarity motivate the team.</i></p> <p><i>Proactivity Promotion: Their effective planning fosters team initiative."</i></p> <p><i>"Providing effective leadership to the team."</i></p> <p><i>"Sam should continue with his planning and monitoring skills"</i></p>



360 Development Guidelines

Exploratory questions to help clarify your development strategy:

What strengths were identified in your 360° feedback?

What aspects of your 360° feedback were you the most pleased about?

What was the most impactful message in your 360° feedback?

What changes have you been inspired to make based on your 360° feedback?



Consider your strengths that were identified in your feedback report. What actions can you take to be at your best more often?

How can your strengths and unique contributions help you to bring out the best in the people you work with?
