



Denise Nathan Consultancy Ltd

360 Review - August 2008

H Poirot



Guidelines to understanding Your 360 Feedback Report

Reviewer categories

Your report will show results from a number of different types of reviewers:

- Your self review.
- Manager review (If appropriate).
- If you have more than 3 direct reports who have been invited to complete a questionnaire for you, this category of reviewer will show on your report as long as you have received feedback from at least 3 of them.
- You will also have been asked to submit details for 3-10 other colleagues for feedback. Provided at least 3 of these colleagues have completed a questionnaire for you, their results will show in the 'others' category.

Competency Framework:

- Leadership
 - Maximising Potential
 - Negotiation and Influencing
 - Openness to Change
 - Strategic Perspective
- Working with Others
 - Customer and Customer Focus
 - Effective Communication
 - Respect for Diversity
 - Teamworking
- Achieving Results
 - Personal Responsibility
 - Planning and Organising
 - Problem Solving
 - Resilience

Rating scale interpretation

- 0 - Not observed / cannot comment
- 1 - Ineffective / Not demonstrated
- 2 - Needs development
- 3 - Effective
- 4 - Superior
- 5 - Exceptional

Summary section:

The key competencies being measured are shown on the summary pages. In each case the summary of scores shows your self rating as well as an overview of the average of all other scores. The lowest, highest and mean of your scores from others is shown.

Details section - Table

After the summary section you will see the detailed results for each competency.

It may be helpful to look at whether there is a big difference in the scores for each review category for an individual question. This may indicate an area where different groups of people see your performance differently.

Details section - Strengths and development areas

- For each competency, reviewers are invited to provide open feedback on areas of strength and development for you.
- Focus on developing your strengths further and being aware of your areas for development.
- When considering this feedback, a key factor to consider is the relevance of skills / behaviours to your current role. If you don't need to use a skill/behaviour at the current time, a lower rating may not be a concern.
- Prioritise action in areas that will have the most impact on your performance in your current role.

Check Comments

The second half of the report shows the responses to a number of open questions, answered in a more narrative style, rather than by a rating scale. The details in these comments may provide additional insight on your performance in areas which may not have been covered in other sections of the report. This gives your reviewers an opportunity to provide feedback that they consider particularly valuable to you.



Summary of Competencies

| Count | Sections | Mean excl self | Mean score | Allocation of scores |
|-------|-----------------------------|----------------|------------|----------------------|
| 13 | Openness to Change | 4.48 | | |
| 12 | Planning and Organising | 4.41 | | |
| 12 | Resilience | 4.36 | | |
| 12 | Effective Communication | 4.36 | | |
| 13 | Teamworking | 4.32 | | |
| 12 | Personal Responsibility | 4.31 | | |
| 12 | Respect for Diversity | 4.25 | | |
| 12 | Maximising Potential | 4.21 | | |
| 13 | Customer and Customer Focus | 4.17 | | |
| 12 | Strategic Perspective | 4.15 | | |
| 13 | Negotiation and Influencing | 4.12 | | |
| 12 | Problem Solving | 3.91 | | |
| 12 | Overall | 4.26 | | |

KEY:

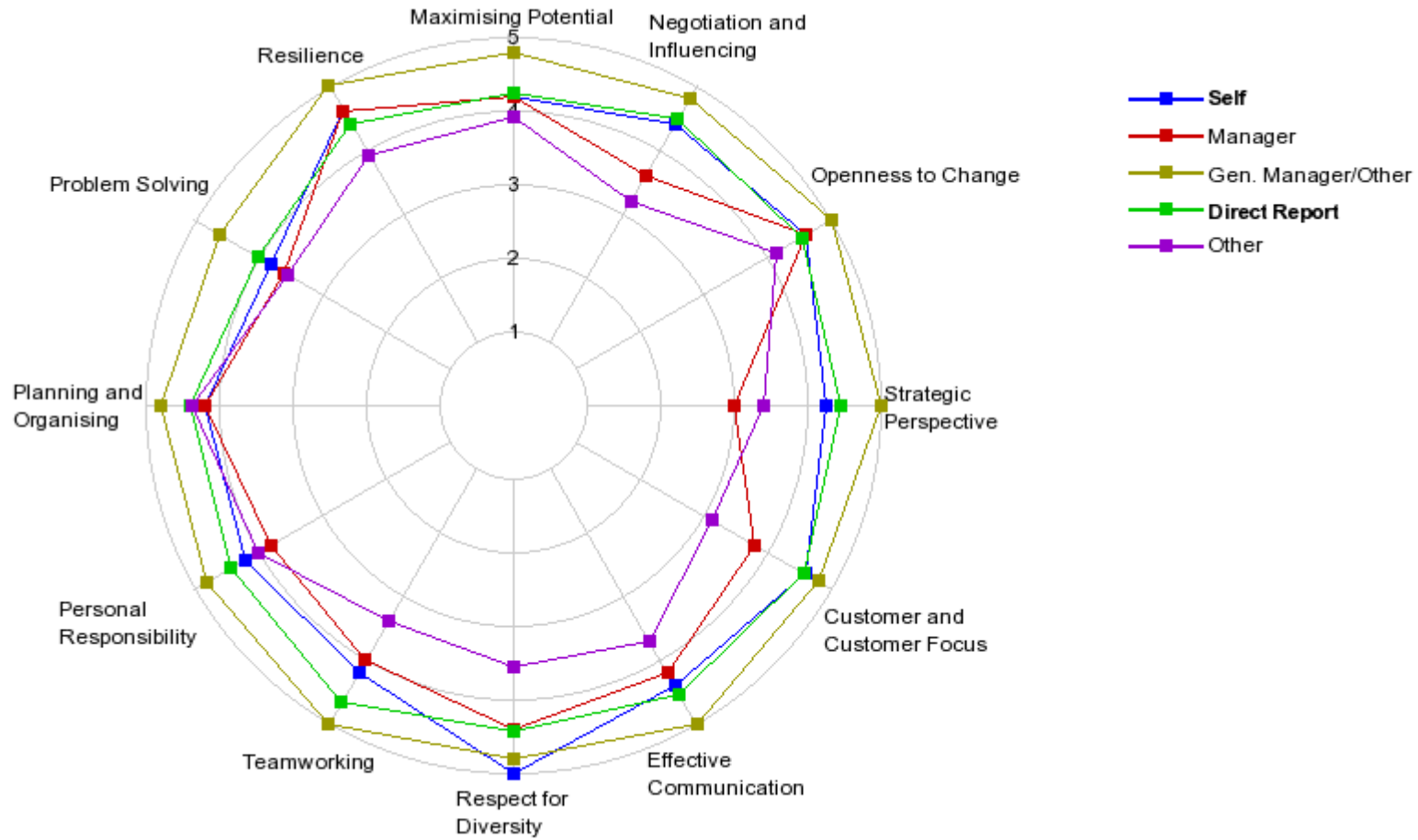
■ Ineffective / Not demonstrated;
■ Superior;

■ Needs development;
■ Exceptional.

■ Effective;



Competencies by reviewer type



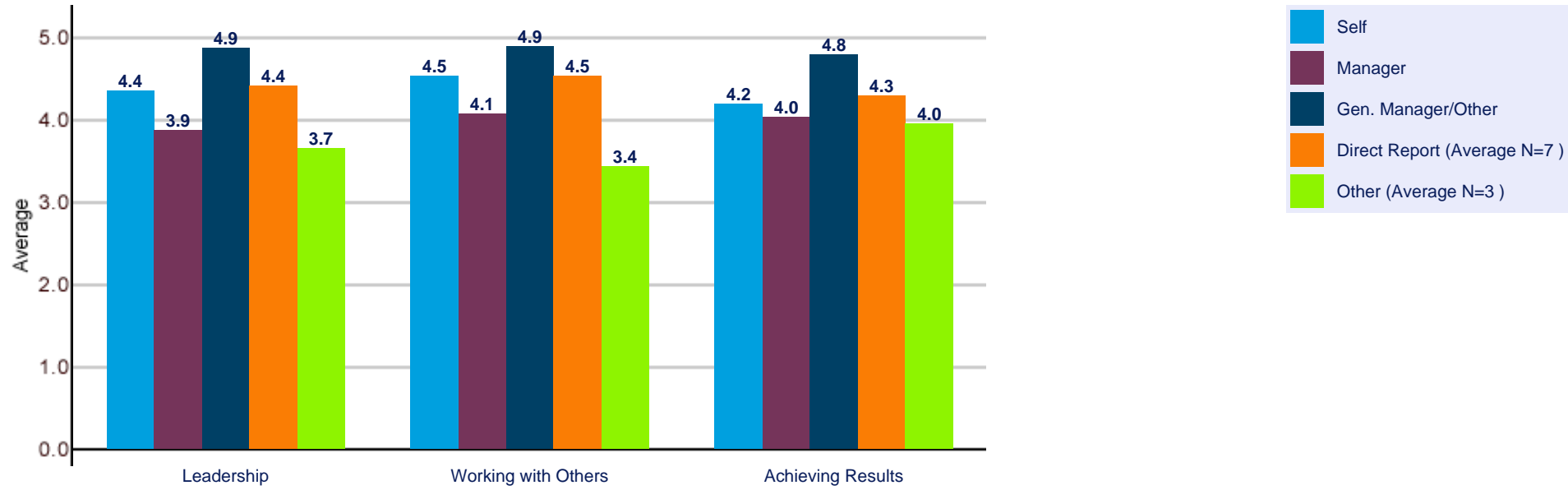
KEY:
1 - Ineffective / Not demonstrated
4 - Superior

2 - Needs development
5 - Exceptional

3 - Effective



Individual Overview by Category - Average score by reviewer type





Summary

| Personal Responsibility | Self rating | All other rankings (N=12) | | |
|---|-------------|---------------------------|------|---------|
| | | Lowest | Mean | Highest |
| Accepts responsibility for resolving issues both within and where necessary outside the normal remit. | 4 | 3 | 4.3 | 5 |
| Seeks and acts on feedback and criticism of own performance and management approach. | 4 | 3 | 4.0 | 5 |
| Sets personal goals and monitors own achievement against these, constantly seeking to improve organisational performance. | 4 | 2 | 4.4 | 5 |
| Takes control and deals with issues and situations objectively, regardless of own personal feelings and opinions. | 5 | 3 | 4.2 | 5 |
| Tries hard to overcome obstacles and achieve results. | 4 | 4 | 4.6 | 5 |

| Planning and Organising | Self rating | All other rankings (N=12) | | |
|--|-------------|---------------------------|------|---------|
| | | Lowest | Mean | Highest |
| Challenges actions that are not in line with efficient and effective policing. | 4 | 3 | 4.3 | 5 |
| Effectively manages several complex activities at the same time. | 4 | 4 | 4.2 | 5 |
| Maintains a performance culture in which activity is continuously reviewed. | 4 | 4 | 4.8 | 5 |
| Sets appropriate organisational aims and objectives. | 4 | 3 | 4.3 | 5 |
| Turns overall strategy into specific objectives for the organisation. | 5 | 3 | 4.3 | 5 |

| Problem Solving | Self rating | All other rankings (N=12) | | |
|---|-------------|---------------------------|------|---------|
| | | Lowest | Mean | Highest |
| Clearly identifies the main issues in complex problems and focuses on them. | 4 | 4 | 4.2 | 5 |
| Considers different options and thinks through 'what if' scenarios. | 4 | 2 | 3.8 | 5 |
| Gathers information and ideas from outside to benefit the organisation. | 4 | 3 | 4.4 | 5 |
| Tests widely for possible reactions to controversial decisions. | 3 | 2 | 3.3 | 5 |
| Uses an analytical approach to solve problems. | 4 | 3 | 3.8 | 5 |



Detailed results by Competency

| Maximising Potential | Rating | | | | |
|---|--------|---------|--------------------|---------------------|-------------|
| | Self | Manager | Gen. Manager/Other | Direct Report (N=7) | Other (N=3) |
| Balanced in giving feedback to staff, acknowledging success as well as helping staff learn from their mistakes. | 4 | 4 | 4 | 3.9 | 4.0 |
| Devolves authority and empowers people to take decisions without being overcritical. | 5 | 5 | 5 | 4.0 | 4.0 |
| Encourages managers to develop their leadership skills, giving guidance and support. | 4 | 5 | 5 | 4.3 | 3.7 |
| Sets an example to others by showing they are committed to maintaining and developing own skills. | 4 | 3 | 5 | 4.4 | 4.0 |
| Uses training and development in a focused way to improve the organisations capability. | 4 | 4 | 5 | 4.6 | 4.0 |

| Strengths | Development areas |
|--|--|
| <ul style="list-style-type: none"> ○ I am able to develop relationships with others built on trust, and trust others to get on with the job. ○ Excellent at empowering and supporting his staff who would genuinely follow him on the battlefield. A truly inspiring leader and one who genuinely empowers and encourages his staff enabling them to develop both the organisation and also as individuals. ○ He liberates and empowers staff earning their respect and commitment. He leads by example, is decisive building strong relationships through trust. ○ strong leader in all aspects ○ One of his strongest areas, developing staff and taking them with him, ie ensuring that they share the vision. ○ He has really pushed the use of our Training and Development unit which has maximised performance gains. ○ Very committed to getting the best from people ○ This category is an area of strength for this officer. Managers have developed and progressed under his tutelage through honest feedback and development opportunities. He is a manager for whom I would seek to work and perform. His commitment to development via well staffed training teams is proven - his success is in no small part to this commitment. Personal development has been sought and achieved by this officer both academically and professionally. ○ good people manager and recognises the need to train and develop staff | <ul style="list-style-type: none"> ○ I could spend more time with staff to have greater clarity about their strengths and weaknesses. ○ His previous 'end of career' approach has resulted in him undertaking little personal development over the last few years. A good leader is one who exhibits a genuine humility which in turn involves feedback, inward review and personal development. His approach to ACPO and PNAC is very refreshing and he appears committed to the process. Genuine humility needs to stand the test of time. ○ doesn't always tell the underachievers exactly where they stand ○ Tends to have his 'favourites' ○ supportive of performing staff which we all are, not sure of under performers treatment sometimes blunt?? |



All comments are presented in their original format with no editing.

Q) General comments.

- An excellent person to work for. A significant loss to the Organisation when he retires next year.
- An outstanding senior officer who has consistently 'got results'. An innovative thinker who is capable of significantly and positively influencing an organisation and its staff.
- I have known him for some years in different roles, he is a strong leader who delivers performance through innovation and his strong people focussed leadership style
- I have only begun working with him as a Chief Officer recently and have not had a detailed discussion/experience of his values and beliefs. He is not a transparent person in this respect and I will need to spend more time working together to answer some of the questions above. His positive attitude is really refreshing however and I am looking forward to working with him.
- Overall he is an exceptional leader. He has demonstrated this by taking a failing BCU and turning into one of the most successful in terms of crime reduction/detection. He has the ability find out what needs to get done... and do it. In terms of delivery he is impressive. Most importantly though he takes his staff and partners with him. He has good interpersonal skills and has inspired his staff who hold him in very high regard. With further development in his strategic perspective he has all the qualities to develop into a very successful Chief Officer.
- Top of his class.
- very approachable and capable individual with massive potential to be successful at ACPO - needs to make sure he takes staff with him (as he moves very quickly and may leave some behind) and utilise skills in other arenas not solely police environments
- would be an excellent ACPO officer and is a jolly nice bloke!



Notes: