

Leading and Managing for a safer Cheshire

360° Feedback Report

Feedback report for Training Sample
NFCC Leadership Framework 2019
Generated on 2nd September 2019

Understanding your Report



Your feedback report has been generated using information gathered both from yourself and from the people who have provided feedback (the respondents).

The information has been collated and presented in 6 main sections:

- 1** A graphical overview of the main competencies, comparing your self perception with the feedback from your respondents.
- 2** The competency summary shows your scores at a glance under each of the main competency headings - showing how your self scores match up against the scores that your respondents gave.
- 3** The competency detail section takes each competency in turn and analyses it in terms of your scores against each of the individual behavioural questions.
- 4** The free text comments that you and your respondents gave in response to the qualitative questions in the questionnaire.
- 5** Your five highest scoring behaviours overall.
- 6** Your five lowest scoring behaviours overall.

In the numerical sections of the report the results have been arranged so that the highest scoring items (based on feedback) are at the top and the lowest scoring items are at the bottom. This is to help you identify highlights and lowlights easily. If your respondents were assigned to different relationship categories then you will find that the individual scores they gave have been colour coded according to the Relationship Key on the next page. Your report is designed to be read in conjunction with the workbook that has been provided along with your 360 feedback and can be downloaded from the website.

Relationship Key

The scores in the details section of your report have been colour coded to indicate the relationship category of the respondent as follows:



Scoring System

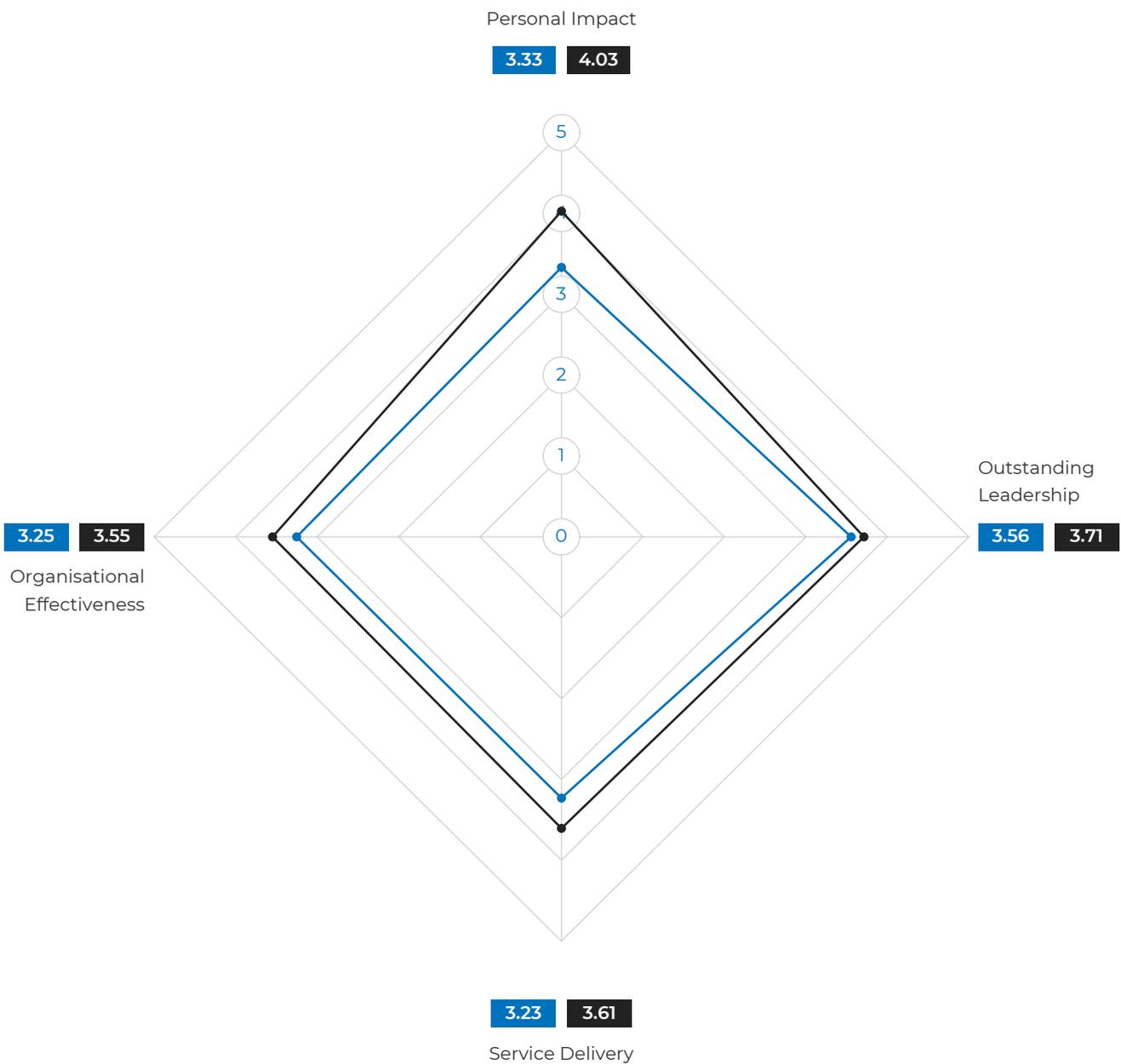
You and your respondents were asked to provide feedback to a number of multiple choice questions using a five point scale. The chart below shows the scale as per the questionnaires. The important thing to remember is that a higher score is intended to be more positive. If a question has been answered as 'Don't Know' then that score will have been ignored in any calculations of averages or rankings in your report.

Score	1	2	3	4	5
Frequency	Almost Never	Not very often	Some of the time	Most of the time	Nearly always
Ability	Clear weakness	Not very good	Good	Very good	Clear strength
Effectiveness	1-20%	21-40%	41-60%	61-80%	81-100%

Spider Diagram

Summarises graphically your self perception and compares it with the feedback you receive

Key **Self** **Others**



Summary of Competencies



Personal Impact

Personal Impact ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open working environment focusing on ethics and well being.



Outstanding Leadership

Outstanding Leadership is about building high performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust, and building collaborative working partnerships. An ambassador and role model for CFRS, the focus is on others and how a manager uses leadership to create high performing teams.



Service Delivery

Service Delivery is about delivering high quality services now and into the future. It is about intelligent problem solving with an outcome focussed approach, continuous improvement and value for money for our customers. The focus is on task and how a manager uses leadership to produce outcome focussed results which meet customer needs.



Organisational Effectiveness

Organisational Effectiveness is ensuring that everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.



In Detail: Personal Impact



Personal Impact ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open working environment focusing on ethics and well being.

Summary	Your self score 3.33 Feedback score 4.03
Ensures that support is available for people who need it.	Your self score 4 Feedback score 4.33 Individual scores 4 3 5 4 4 5 4 5 5
Encourages others to celebrate their successes.	Your self score 4 Feedback score 4.33 Individual scores 4 5 4 5 4 4 4 5 4
Communicates responsibly, with sensitivity and respect for others.	Your self score 3 Feedback score 4.22 Individual scores 3 4 4 4 5 4 4 5 5
Sets a positive example of appropriate behaviour.	Your self score 3 Feedback score 4.22 Individual scores 3 5 4 5 5
Is aware of their impact on the people around them.	Your self score 4 Feedback score 4.11 Individual scores 2 5 3 5 4 5 4 4 5
Looks after the people around them, by looking for behaviours that show that someone may be struggling.	Your self score 3 Feedback score 4.11 Individual scores 3 3 4 5 4 4 4 5 5
Seeks to improve how they work with others.	Your self score 3 Feedback score 3.89 Individual scores 3 2 4 4 4 5 3 5 5
Encourages others to admit to and learn from their mistakes.	Your self score 3 Feedback score 3.89 Individual scores 3 5 4 3 4
Encourages different points of view.	Your self score 3 Feedback score 3.89 Individual scores 3 1 3 4 5 5 4 5 5
Takes a proactive approach when dealing with difficult or sensitive situations.	Your self score 3 Feedback score 3.78 Individual scores 4 3 3 5 4 3 2 5 5
Influences others to reach an acceptable solution to difficult or sensitive situations.	Your self score 3 Feedback score 3.78 Individual scores 2 4 4 5 5 3 4 3 4

In Detail: Personal Impact



Takes responsibility for inclusion.

Your self score

4

Feedback score

3.78

Individual scores

2 | 1 | 4 | 4 | 5 | 5 | 4 | 4 | 5

In Detail: Outstanding Leadership



Outstanding Leadership is about building high performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust, and building collaborative working partnerships. An ambassador and role model for CFRS, the focus is on others and how a manager uses leadership to create high performing teams.

Summary	Your self score	3.56	Feedback score	3.71
Looks to support others through appraisal and coaching.	4	Feedback score	4.00	Individual scores 4 2 4 4 4 4 4 4 5 5
Encourages all team members to share their views.	3	Feedback score	4.00	Individual scores 3 1 4 5 5 5 4 5 4
Develops their own skills where necessary.	4	Feedback score	3.89	Individual scores 3 2 5 5 4 3 4 4 5
Takes responsibility for team effectiveness.	3	Feedback score	3.67	Individual scores 3 1 4 4 4 5 3 4 5
Works with the team to establish a clear sense of purpose.	3	Feedback score	3.67	Individual scores 3 1 3 5 4 4 4 4 5
Sets an expectation to achieve goals.	4	Feedback score	3.67	Individual scores 2 3 4 4 3 4 4 4 5
Focusses on improving outcomes.	4	Feedback score	3.67	Individual scores 3 2 4 3 4 4 4 4 5
Uses debriefing and learnings from CFRS to develop the team.	3	Feedback score	3.44	Individual scores 2 3 4 4 3 5 3 3 4
Flexes their leadership approach to suit the individual and the situation.	4	Feedback score	3.38	Individual scores 2 5 3 3 N/A 3 4 3 4

In Detail: Service Delivery



Service Delivery is about delivering high quality services now and into the future. It is about intelligent problem solving with an outcome focussed approach, continuous improvement and value for money for our customers. The focus is on task and how a manager uses leadership to produce outcome focussed results which meet customer needs.

Summary	Your self score	3.23	Feedback score	3.61
Adopts an outcome focussed approach.	Your self score	3	Feedback score	4.22
	Individual scores	4 3 4 5 4 4 4 4 5 5		
Focusses on the needs of CFRS customers.	Your self score	4	Feedback score	3.89
	Individual scores	3 5 4 4 4 4 2 4 5		
Makes decisions which are based on achieving better service outcomes.	Your self score	4	Feedback score	3.89
	Individual scores	3 5 4 4 3 4 4 4 4		
Seeks to understand and address the specific risks and diverse needs of people and communities.	Your self score	4	Feedback score	3.78
	Individual scores	4 1 5 4 4 4 3 4 5		
Makes evidence based decisions.	Your self score	3	Feedback score	3.78
	Individual scores	3 3 3 5 4 4 3 4 5		
Develops and reviews plans to make the best use of resources.	Your self score	3	Feedback score	3.67
	Individual scores	3 3 4 4 3 4 3 4 5		
Encourages the team to build constructive working relationships in order to achieve CFRS aims.	Your self score	3	Feedback score	3.67
	Individual scores	3 2 3 4 5 4 3 5 4		
Makes plans to resolve or minimise issues.	Your self score	4	Feedback score	3.63
	Individual scores	2 4 5 4 N/A 3 3 4 4		
Develops systems and processes that are people focussed.	Your self score	3	Feedback score	3.56
	Individual scores	3 2 3 4 4 4 3 4 5		
Considers the risks associated with decisions, including the impact on financials and resources.	Your self score	2	Feedback score	3.33
	Individual scores	2 4 2 5 3 3 3 4 4		
Uses different problem solving techniques to generate solutions that will improve the service for CFRS customers.	Your self score	3	Feedback score	3.25
	Individual scores	3 2 3 4 3 3 3 N/A 5		

In Detail: Service Delivery



Challenges any misuse of resources.	Your self score 3 Feedback score 3.13 Individual scores 3 2 2 3 N/A 3 4 4 4
Anticipates issues with local service delivery and performance.	Your self score 3 Feedback score 3.00 Individual scores 2 1 2 4 3 3 4 4 4

In Detail: Organisational Effectiveness



Organisational Effectiveness is ensuring that everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

Summary	Your self score 3.25 Feedback score 3.55
Encourages the team to be flexible in their approach.	Your self score 4 Feedback score 4.00 Individual scores 3 5 5 4 4 4 4 3 4 4
Creates conditions where team members are empowered to suggest and implement new ways of working.	Your self score 4 Feedback score 3.89 Individual scores 3 1 5 4 5 4 4 5 4
Makes sure that the team understands how they contribute to and deliver CFRS priorities.	Your self score 3 Feedback score 3.89 Individual scores 3 2 4 5 4 4 3 5 5
Clarifies information where needed.	Your self score 4 Feedback score 3.78 Individual scores 3 3 5 4 4 3 3 4 5
Ensures that the team have access to accurate information by setting up communication processes.	Your self score 3 Feedback score 3.67 Individual scores 3 3 4 4 3 4 4 4 4
Empowers team members to contribute and influence decisions.	Your self score 3 Feedback score 3.56 Individual scores 2 2 4 3 4 5
Manages quality in the team.	Your self score 3 Feedback score 3.56 Individual scores 2 2 4 5 4 4 4 3 4 4
Uses various sources of feedback and evidence to understand how we are performing and managing risk.	Your self score 3 Feedback score 3.44 Individual scores 2 3 4 2 3 5
Takes the time to understand how change will impact on the work of the team.	Your self score 3 Feedback score 3.44 Individual scores 2 4 4 4 4 3 2 3 5
Identifies how the team can contribute to the successful implementation of a change.	Your self score 3 Feedback score 3.22 Individual scores 3 1 3 5 3 4 3 3 4

In Detail: Organisational Effectiveness



Promotes continuous improvement for the team and CFRS.	Your self score	4	Feedback score	3.22
	Individual scores	3 2 3 4 3 3 3 4 4		
Evaluates how change is embedded.	Your self score	2	Feedback score	2.89
	Individual scores	2 1 3 4 3 3 3 3 4		

Free Text Questions



You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

Please give examples below of Training Sample demonstrating and or not demonstrating any or all of these competencies in their role (please be as specific as possible).

You answered:

- Sometimes I feel that I lack focus. I need to ensure I finish one project before starting the next one.

Respondent Feedback:

- She is great at teamwork
- Nothing
- She can sometimes rush to make decisions and take actions in her eagerness to get the job done. She needs to stop and take time to reflect.
- From any interactions I have had with her she appears to be very knowledgeable and competent in role.
- She is a very positive role model to the team and creates an atmosphere where team members can discuss issues openly and learn from mistakes. She is an excellent coach and supports the development of the team as a whole and as individuals.
- She is very supportive with ensuring her team achieve outcomes however lacks direction in demonstrating how achievable outcomes link to corporate objectives and success.
- I am empowered to manage my own workload and identify how I feel I should use my professional skills and knowledge to achieve station references where there is scope to do that. My line manager is very approachable and supportive if there is an issue I need to discuss and is non judgemental and encourages reflection if there is a lesson to be learnt. They are very good at ensuring I have the operational training for my role.
- Being new to the organisation she has absorbed the team working ethic and easily run with current processes working well with departmental managers understanding their needs.
- I think xx is a very inclusive people manager who fosters positive team relations and a 'can do' attitude within the team. They communicate well and look after the well being of their team members. They have a wealth of operational experience which they bring to the decision making arena and are a skilled workplace coach and ,mentor for their team.

Free Text Questions



You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What does Training Sample do well that you would like them to do more of?

You answered:

- Communicates well with the team.

Respondent Feedback:

- Communicate with the whole team
- Great team player, always willing to help out others whether within her team or not.
- She is a good team player.
- Always very helpful and accommodating
- She is focused on achieving team objectives and helps keep the team on track in a supportive yet challenging way. This provides opportunity for the team to develop even through making mistakes where the emphasis is on learning from the experience.
- She is very encouraging and motivates her team well to achieve success.
- I think that my manager encourages a great team ethos where all members of the watch are treated equally and with dignity and respect - it is a very open and friendly watch with a supportive atmosphere and that comes from their leadership style. Our leader has a 'can do' attitude which is positive and helps fulfil the needs of our community and promote good working relationships with a range of partners. Feedback and appreciation for the work done is given to me in a timely manner and in a way that makes me feel appreciated for my input. My manager is always very supportive in helping me to manage priorities when I feel overloaded in juggling the different elements of the station references I am responsible for. They pick up quickly when I may be feeling overloaded and talk to me about it. They have a wealth of experience and knowledge in operational response and are good at sharing this to coach and mentor new and existing members of the team. I feel I could discuss any worries or concerns about my work with them.
- Supporting our colleagues on their learning trail with one to one conversations
- Looking at how the operational watch can help implement service changes effectively. I would like xx to put themselves forward to pilot more service changes and to be more proactive in suggesting them from the outset to build on their interest in this area. Getting involved with the wider strategic change agenda will help support xxx's career promotion aspirations and heighten the profile of the good work the watch does to meet the outcomes of our customers

Free Text Questions



You and your respondents had the opportunity to give qualitative answers to a number of questions. Their responses are presented here together with your own answer.

What would you like Training Sample to do differently or stop doing?

You answered:

- Making excuses for people in my team and taking on elements of their work if they appear over stretched.

Respondent Feedback:

- Being so self depreciating
- Not being appreciating the job roles of other around her.
- Being too critical in times of pressure.
- I have no suggestions.
- N/A
- N/A
- There is a lot of change going on operationally and I think my line manager needs to help the team understand and evaluate the benefit of the changes before moving to implement the next one.
- nothing to change
- I would like xx to review their quality assurance systems in the watch to ensure that everything they deliver is outcome focused and linked to the needs of their community action plan and the CFRS Service Delivery Plans. I would also like xx to develop their skills in dealing with difficult people - we had a new person on the watch recently who was disruptive and discourteous to other watch members - I would have liked xxx to have addressed the effect this person was having more quickly by having the difficult conversation with them earlier. I have discussed future strategies for this scenario with x recently at a recent 121

Highlights



Your five highest scoring behaviours

<p>Ensures that support is available for people who need it.</p>	<p>Your self score 4 Feedback score 4.33</p>
<p>Part of: Personal Impact</p>	<p>Individual scores 4 3 5 4 4 5 4 5 5</p>
<p>Encourages others to celebrate their successes.</p>	<p>Your self score 4 Feedback score 4.33</p>
<p>Part of: Personal Impact</p>	<p>Individual scores 4 5 4 5 4 4 4 5 4</p>
<p>Adopts an outcome focussed approach.</p>	<p>Your self score 3 Feedback score 4.22</p>
<p>Part of: Service Delivery</p>	<p>Individual scores 4 3 4 5 4 4 4 5 5</p>
<p>Communicates responsibly, with sensitivity and respect for others.</p>	<p>Your self score 3 Feedback score 4.22</p>
<p>Part of: Personal Impact</p>	<p>Individual scores 3 4 4 4 5 4 4 5 5</p>
<p>Sets a positive example of appropriate behaviour.</p>	<p>Your self score 3 Feedback score 4.22</p>
<p>Part of: Personal Impact</p>	<p>Individual scores 3 5 4 4 4 4 4 5 5</p>

Lowlights



Your five lowest scoring behaviours

<p>Identifies how the team can contribute to the successful implementation of a change.</p>	<p>Your self score 3 Feedback score 3.22</p>
<p>Part of: Organisational Effectiveness</p>	<p>Individual scores 3 1 3 5 3 4 3 3 4</p>
<p>Promotes continuous improvement for the team and CFRS.</p>	<p>Your self score 4 Feedback score 3.22</p>
<p>Part of: Organisational Effectiveness</p>	<p>Individual scores 3 2 3 4 3 3 3 4 4</p>
<p>Challenges any misuse of resources.</p>	<p>Your self score 3 Feedback score 3.13</p>
<p>Part of: Service Delivery</p>	<p>Individual scores 3 2 2 3 N/A 3 4 4 4</p>
<p>Anticipates issues with local service delivery and performance.</p>	<p>Your self score 3 Feedback score 3.00</p>
<p>Part of: Service Delivery</p>	<p>Individual scores 2 1 2 4 3 3 4 4 4</p>
<p>Evaluates how change is embedded.</p>	<p>Your self score 2 Feedback score 2.89</p>
<p>Part of: Organisational Effectiveness</p>	<p>Individual scores 2 1 3 4 3 3 3 3 4</p>