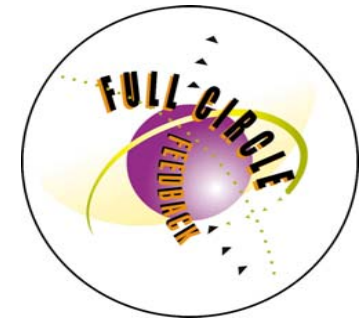


FULL CIRCLE FEEDBACK

Learning Guide

This guide is to be used in conjunction with the Full Circle Feedback Report



www.fullcirclefeedback.com

INTRODUCTION

Thank you for being part of the 360-degree feedback process. Your feedback report includes the following profiles:

- Current Performance Perspectives – summary of all key areas
- Current Performance Perspectives Report – individual key areas – Integrity and Trust, Can Do Attitude, Innovation, Pragmatism, Relationship Driven, People Focus, Strategic Focus
- Strengths and Opportunities Perceptions
- Snapshots
- Performance Comments

This document will guide you through the report and assist you in analysing your feedback. Before you start reviewing your report remember that people often feel threatened by feedback. However, pinpointing how other people see your performance actually provides an excellent opportunity for reflection, discussion and improvement. Everyone performs less than perfectly in at least one area but when people receive feedback they can often feel overwhelmed and don't know where to start. They may fail to act on areas that need further development. The Full Circle Feedback process takes the 'guess work' out and points you in the right direction.

It is important to note and enjoy positive feedback. Our strengths provide us with a platform for further development. Try not to become focused on one or two low scores as you view each profile and please withhold judgement about your results until you have spent time reflecting and discussing the results with someone who may assist. The purpose of the report is not to initiate overnight solutions but to increase awareness and assist you in planning your ongoing personal and professional development.

Remember that there are no 'good' and 'bad' reports. There are simply areas in which you are strong and other areas in which you are not so strong which may need some extra attention. The report is simply a collection of perceptions, including your own, at a certain point in time in a particular workplace context. It does not represent an indisputable factual account of your performance. However good leaders do understand how they impact on others and are continually seeking ways to improve. In summary you should find the profiles very interesting and certainly useful.

CURRENT PERFORMANCE PERSPECTIVES

Overview

Current Performance Perspectives Report shows how you rated your current performance compared with the all the responses from your feedback team.

All of your raters, including yourself, answered a number of questions, which are now grouped under headings or Key Result Areas. The Key Result Areas were not shown on the questionnaire.

The Key Results Areas are - Integrity and Trust, Can Do Attitude, Innovation, Pragmatism, Relationship Driven, People Focus, Strategic Focus.

Summary Graph

The first graph in the Current Performance Perspectives shows a summary picture of all Key Result Areas, and how your self-perception compares with those given by your rating team.

The lines inside the circle show a five-point perception scale. You can see your score increases as the colour moves toward the outside of the circle. The different perceptions are shown as:

- Yourself – red
- Your feedback team – green
- Direct Reports – pink
- Colleagues – dark blue
- Other – bronze
- Your manager – (*) asterisk.

CURRENT PERFORMANCE PERSPECTIVES continued

The Key Result Area headings around the circle are typed in different colours according to how you were perceived:

Rating scale

- Green – very positive (greater than or equal to 3.67)
- Amber – positive (between 2.33 and 3.67)
- Red – challenge (less than 2.33)

The border or perimeter of the circle is also colour coded in the same way. This shows the average of all the Key Result Areas. It is also shown numerically at the bottom of the page (left side) as the Overall Perception.

Analysing The Summary Current Performance Perspectives

Where are the major perception gaps?

Look at each segment of the circle separately and compare how you rated your performance in that area (red) with how your rating team scored (green, pink, dark blue, bronze). How did your Manager (*) rate your performance compared with yourself and the feedback team?

Are there any large gaps between how you rated your performance and how your raters or Manager scored your performance?

Try to determine if there are any global patterns. For example is your manager scoring you generally higher than anyone else? The table on the next page will assist you in thinking further about these patterns.

Pattern**Possible Reasons**

Manager perception is higher than feedback team	You are putting energy into managing up and presenting a positive image
	Your manager may be too distant from you. Your contact may be infrequent
	Your manager may not have known you or worked with you for long
	Your manager may know you better than the rest of the feedback team. They may also appreciate the nature of the challenges you are facing
Manager perception is lower than the feedback team	Your relationship/ communication with your manager may require improvement
	Your manager's standards/ expectations may be very high
	Your manager may have data/experience about your overall work performance that is not known to others
	The feedback team may not clearly understand your role
Self perception is lower than the feedback team	You may be overly harsh on yourself
	Your expectations of your own performance may be very high
	You may suffer from a lack or loss of confidence
	You may have chosen very positive people to give you feedback
Self perception is higher than the feedback team	You may be judging yourself by your intentions whilst others will judge you by your actions
	You may not market yourself well
	You may be overly self confident and not able to easily see your areas for improvement
	You may be working in very challenging and stressful circumstances that impact on how others perceive your behaviour

There can be many reasons contributing to overall patterns of perceptions. Remember that this is a process of discovery. The patterns and gaps should stimulate you to think about how your performance is currently perceived. Now that you have given some thought to your overall performance, review the individual Key Result Area graphs and explore them in more detail.

Analysing each Key Result Area in the Current Performance Perspectives

Each Key Result Area is shown as a heading at the top left of each page. Each survey question is numbered and shown around the graph and in the table at the bottom of each page. Each Key Result Area graph continues the same colour coding as outlined for the Summary Graph.

It is useful to look at each Key Result Area graph and consider the following questions.

How have you been perceived by your feedback team for each Key Result Area?

Which Key Result Area represents a challenge or strength?

How have you been perceived for each survey question?

Use the coding to see the average of the feedback team response for each survey question and identify your specific strengths and challenges. You can also refer to the table underneath each graph.

How much of a gap is there between the responses of each sub-group?

Apply the ten per cent guideline i.e. pay attention to the gaps that represent more than ten percent of the perception scale. For example on a five-point scale this would be a gap more than either -5 or +5.

How important is the Key Result Area or behaviour to your interaction with each sub-group?

For example, if the Key Result Area is ***Integrity and Trust*** and your Direct Reports have rated you lower than your Colleagues it may need serious attention.

The key benefit to be gained from this profile is the opportunity to consider whether different sub-groups perceive you differently. It is not unusual to discover that we may alter our behaviour with different groups. Consistency of behaviour and therefore small differences in perceptions is the ideal as it means that we are more predictable and easy to work with.

STRENGTH PERCEPTIONS

The Strength Perceptions Report presents your highest scoring behaviours based on the average of the responses from your whole Feedback Team. The report presents the highest scoring behaviours in data form at the bottom of the report, starting with the highest score marked as #1. Self, manager and any sub group responses are also shown. These highest scoring behaviours are presented in a graph at the top of the page starting with the highest scoring question (marked as #1) inside the perimeter at the top right hand corner of the graph.

Review the report to identify trends within your strengths.

OPPORTUNITY PERCEPTIONS

The Opportunity Perceptions Report presents your lowest scoring behaviours based on the average of the responses from your whole Feedback Team. The report presents the lowest scoring behaviours in data form at the bottom of the report, starting with the lowest score marked as #1. Self, manager and any sub group responses are also shown. These lowest scoring behaviours are presented in a graph at the top of the page starting with the lowest scoring question (marked as #1) inside the perimeter at the top right hand corner of the graph.

Review the report to identify trends within your opportunities.

PERFORMANCE SNAPSHOT

The Performance Snapshot provides you with a list of the perceived top five strengths you bring to your role and the top five challenges (development opportunities) you face in your current role. Your rating team, including yourself was given a list of competencies to choose from. The responses are combined and the five most popular responses are printed on your report.

The underlined competencies represent the ones you selected. The number next to each competency indicates the number of people including yourself who chose each competency. The manager (m) rating indicates your manager's choices. This profile is helpful in giving feedback on your particular strengths and challenges. Hopefully it serves as a summary of the picture you have already built after reviewing the other profiles. You may notice that you have the same items nominated as both strengths and challenges. This is an example of how different people may have different perceptions.

PERFORMANCE COMMENTS (FREE TEXT)

Your report may include free text comments related to your performance. These responses have been collated and are presented as written by your Feedback Team.

Free text comments can be very helpful as they can provide additional insight. Please try and avoid the guessing game as to who wrote specific comments.

ACTION PLAN

The purpose of the 360-degree process is to help you in your development so it is important that you take the time to decide on some action to capitalise on what you learn. It is recommended you fill in the Action Plan, which is located on the Web, with your report profiles. Simply list three insights you have gained from reviewing your report and three behaviours you plan to change. It is likely that you will continue to think about your feedback, so please treat action planning as a continual process and add new actions as they come to mind.

The online Action Plan has been provided for you to record your thoughts and actions at various steps throughout the workbook. Now that you have gathered your thoughts turn them into specific and measurable actions. Record the actions on your Action Plan which can be completed on line at the website

Make sure the actions are specific, realistic and achievable. Some typical actions may be:

- Attend training
- Record your time spent on activities and analyse how you are using your time
- Swap roles temporarily with someone else
- Read a book on a relevant topic such as communication skills
- Find a mentor

Remember to discuss your Action Plan with your Manager and consider incorporating it into your **Individual Development Plan** and your **Travelx Values and Business Areas Objectives** as part of your **Performance Review Process**.

Thank you for being involved in this process. We wish you success in your development and hope that the use of Full Circle Feedback contributes to making your career more enjoyable and rewarding.