



James Jordan



# My Feedback Report

31/01/2025



## Your feedback report

This report is based on the observations of you and your nominees (completed 31/01/2025).

It contains a number of sections including your profile, coaching suggestions, benchmarking against peer leaders and development goals. Read it carefully. It is a great opportunity for you to improve your performance at work, by making changes to the things you do that really matter.

## Executive summary

A total of seven observers gave you feedback. This included one boss, three peers and three reports.

## Your strengths

From your profile, your strongest behaviours are **Inspiring Confidence**, **Presentation** and **Customer Action**.

To add the most value at work, you should try to use these behaviours as often, and in as many situations, as possible. The coaching section of this report has information on what these ratings mean and ideas for how to make the most of these strengths.

## Least developed behaviours

Your least developed behaviours are **Empathy & Understanding**, **Facilitation** and **Flexible Thinking**.

You should try to work with people who have complementary strengths in these behaviours. Alternatively, you may need to work hard to develop some of these. Again the coaching section of this report has ideas on how you can do this.

## Limiting behaviours

Your observers reported some limiting aspects in the following behaviours: **Facilitation** and **Empathy & Understanding**.

## Your self perception

For **Quality Measurement** you give yourself a rating which is significantly higher than that of your colleagues.

For **Customer Action** you give yourself a rating which is significantly lower than that of your colleagues.

Your self perception for the remaining behaviours is closely matched.

Take this opportunity to discuss any differences with your colleagues and to improve your self-awareness of the behaviours.

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## Contents of this report

- Explanation of the model and ratings
- Your profile
- How you compare against the benchmark
- Detailed description and coaching
- Your development plan

## The leadership model

my360plus supports you to develop the skills of outstanding performers in tough, complex and dynamic situations. These can be described by four key characteristic areas: Think, Involve, Inspire and Do.

These skills are mostly straightforward once you know about them. This tool helps you to become aware of what you do or don't do, so that you can develop the skills through practice. Each of the four clusters outlined above sub-divides into discrete, measurable behaviours. These are proven to significantly improve performance when developed to high levels and used consistently.

No one has strengths in all twelve behaviours. Instead, great leaders know their strengths and use them to the full. They work to enhance their developing strengths and, importantly, minimise the impact of any limitations. They also work with others who have complementary strengths.

## Is the model backed up by solid research?

Professor Harry Schroder, at Princeton and the University of South Florida, showed empirically the impact of specific leadership behaviours on organisational performance during change. Schroder's work has been further developed to identify the key behaviours that directly impact performance.

The my360plus model is based on this solid research.

## Which organisations use this model?

The model is now used in many FTSE 250 and Fortune 500 companies. It is estimated that there are currently some 15,000 leaders globally that have had some form of assessment based on the original Schroder model.

## Overview of clusters and behaviours

### The Think Cluster



This cluster contains behaviours to search widely and broadly for information, develop and link powerful ideas, and consider multiple alternatives. It is critical in the development of strategy.

#### Information Search

is about seeking information from a wide variety of sources and creating an environment which allows the information to be shared, utilised and accessed.

#### Idea Creation

is about making sense of information and in particular coming up with bigger ideas when creating solutions or solving problems. It involves seeing the 'bigger picture' when being creative or getting to the 'root cause' when solving problems.

#### Flexible Thinking

is about thinking about real alternatives and be able to hold very different points of view before making decisions. It is key to making sense of complexity and dealing with probability rather than certainty.

### The Involve Cluster



This cluster is all about involving and getting the best out of others. It contains behaviours to understand what people really mean, facilitate group discussion and actively develop other people. It is essential for building a culture of trust.

#### Empathy & Understanding

is about completely understanding what is in the other person's head from their point of view - their true feelings, thoughts and ideas. It is the "receive" part in effective two-way communication.

#### Facilitation

is about facilitating interaction so that big ideas can be created by a team. It includes eliciting contributions from all team members and building ideas by orchestrating the team discussion.

#### Developing People

is about taking personal responsibility for others' development. It involves giving great feedback, coaching and encouraging personal development.

### The Inspire Cluster



This cluster is all about inspiring others and releasing corporate energy. It contains behaviours to influence others and build relationships, build confidence in the future of the unit and get your ideas across clearly.

#### Influence

is about influencing others by promoting win/win ideas so everyone can see their own interest in what is being suggested. There must be understanding as to what is important to the other party and compelling reasons for them to agree.

#### Inspiring Confidence

is about establishing confidence in both your own position as well as instilling confidence in others.

#### Presentation

is all about presenting a message or idea in a way that is effective, memorable and has impact. It is the 'transmit' part of effective two-way communication.

### The Do Cluster



This cluster is all about delivery and getting things done. It contains behaviours to break through red tape and other barriers, measure, and take action to deliver great customer service.

#### Proactivity

is all about getting things done. It is about overcoming barriers that prevent action and may have been created by cumbersome processes, bureaucracy or resistance to change.

#### Customer Action

is all about putting the customer first, with actions, not just words. It is about responding effectively to the current needs of customers as well as building value and for the future.

#### Quality Measurement

is about measuring and monitoring the right things, not just the things that can be measured. There is a focus on measuring things that lead to better value for the customer and therefore greater long term success.

## How is my profile created?

Your colleagues provided feedback on the critical behaviours set out in the 'Model' section of this report. They rated both the level you operate at and the frequency they observed the behaviours, as these directly relate to your level of performance at work.

Both level and consistency are critical.

## Ratings

Levels of performance are expressed as 'ratings'. The ratings used in this report are:

<b>Strategic Strength</b>	<b>Strength</b>
You consistently use the behaviour at the highest levels, AND you promote its use by others, by putting systems, processes or cultures in place	You consistently use the behaviour at the highest levels, in a wide variety of situations and contexts
<b>Developing Strength</b>	<b>Adding Value</b>
You use the behaviour at the highest levels, but inconsistently or consistently at lower levels	You use the behaviour, but not consistently in level or across differing situations
<b>Undeveloped</b>	<b>With limitation</b> 
You do not appear to use the behaviour significantly at any level	You exhibit some significant limiting behaviour which actually erodes value. This is also indicated by the appearance of a warning triangle.

## Recommended development approach

The best strategy for performing to a high level is to develop a core of 'Strengths' over time.

No one has all their skills at 'Strength' level and most people have aspects of their skill set that are 'Undeveloped'.

If you have limitations in any skill it implies this is having a negative impact on performance and you should take action to eliminate these irrespective of the core of strengths you are building.

## Your strengths profile

These are some different views of your profile, based on the feedback of your observers. You can re-order the profile in order of your strengths, or compare with your Self assessment view, by clicking on the tabs.

Cluster	Behaviour	Rating - Self	Rating - All Observers
 Think	Information Search	Adding Value	Developing Strength
	Idea Creation	Developing Strength	Developing Strength
	Flexible Thinking	Undeveloped	Adding Value
 Involve	Empathy & Understanding	Undeveloped	Undeveloped with Limitation ⚠
	Facilitation	Adding Value	Adding Value with Limitation ⚠
	Developing People	Developing Strength	Adding Value
 Inspire	Influence	Developing Strength	Developing Strength
	Inspiring Confidence	Strength	Strategic Strength
	Presentation	Strength	Strength
 Do	Proactivity	Adding Value	Adding Value
	Customer Action	Adding Value	Strength
	Quality Measurement	Strength	Adding Value

## Your profile re-ordered by strength

Cluster	Behaviour	Rating - All Observers
Inspire	Inspiring Confidence	Strategic Strength
Inspire	Presentation	Strength
Do	Customer Action	Strength
Think	Idea Creation	Developing Strength
Think	Information Search	Developing Strength
Inspire	Influence	Developing Strength
Do	Proactivity	Adding Value
Do	Quality Measurement	Adding Value
Involve	Developing People	Adding Value
Think	Flexible Thinking	Adding Value
Involve	Facilitation	Adding Value with Limitation ⚠
Involve	Empathy & Understanding	Undeveloped with Limitation ⚠

## Does the 'All Observers' rating include my self assessment data?

No. The overall (All Observers) rating is calculated from all your observers feedback, but not your self assessment data. By comparing it with your self-assessment, you can get an insight into your self awareness, and how closely this matches how others see you.

## Your profile relative to your experience

This is your profile alongside people with a similar level of experience. Simply compare the number of strengths, developing strengths etc in your profile with the relevant profile in the table.

When you completed your assessment, you rated your level of experience as 'Director', and this has been highlighted in the table below.

*Note that the table is only comparing the typical number of each rating level (Strength, Developing strength etc.) for any given level of experience. These typical ratings could be for any combination of behaviours, so for example a Global Chief Executive might have four Strategic Strengths, but they could be in any combination of behaviours.*

Your Profile	Benchmark					
	Individual Contributor	Team Leader	Manager of Managers	Director	Chief Executive	Global CEO
Strategic Strength	3	4	4	4	4	4
Strength	3	4	4	4	4	4
Strength	3	4	4	4	4	4
Developing Strength	2	3	3	4	4	4
Developing Strength	2	2	3	3	3	4
Developing Strength	2	2	2	3	3	3
Adding Value	2	2	2	3	3	3
Adding Value	1	2	2	2	2	2
Adding Value	1	1	2	2	2	2
Adding Value	1	1	1	2	2	2
Adding Value with Limitation 	1	1	1	1	1	2
Undeveloped with Limitation 	1	1	1	1	1	1

Remember, when you completed your assessment, you rated your level of experience as 'Director'.

### Why is this important?

It is important so that you can position your profile against your level of experience. Research shows that as we gain experience and are exposed to more complexity and change, we tend to develop more high performance behaviours.

### What does this tell me about my development?

If your profile is relatively undeveloped compared to others with similar levels of experience, this may indicate important development needs. Remember that no one has strengths in every area and the more experience of complex leadership roles you have, the more likely it is that you will develop behavioural strengths.

## Inspiring Confidence

### Strategic Strength

### What this rating means

You build the confidence and belief of others in the success of your team or organisation and also in their own capacity to succeed. Furthermore, you create initiatives to ensure excitement and optimism are spread throughout your organisation and to external stakeholders.

### Coaching suggestions

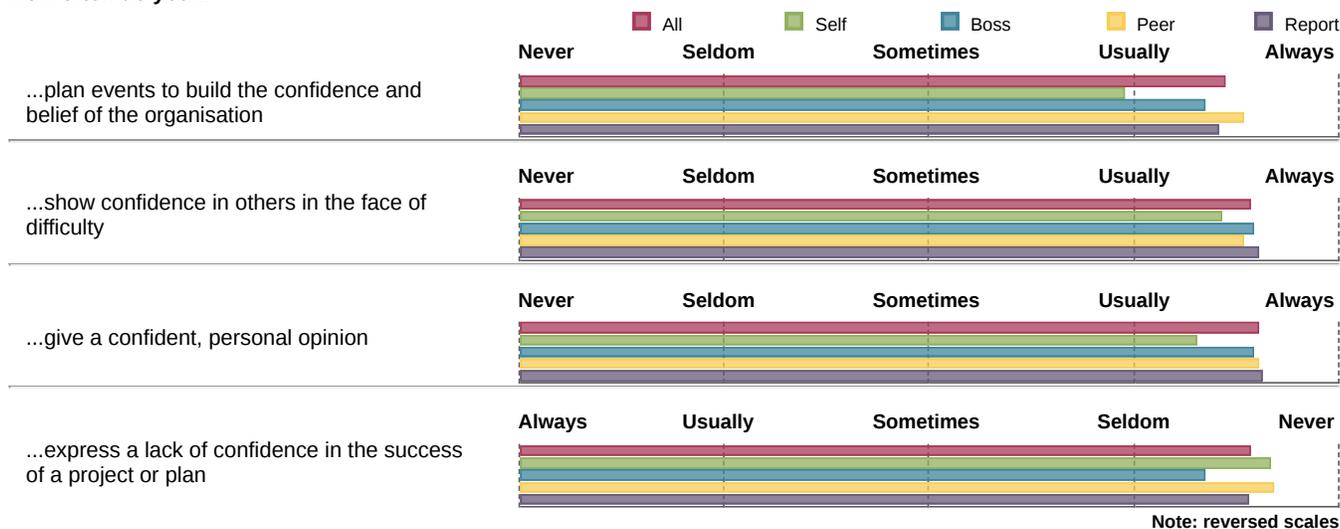
Continue to develop innovative ways to ensure that the confidence and optimism of those around you is raised. Ensure long-term strategies are in place to do this. Explore different ways to achieve this to avoid people becoming de-sensitised to your approach. You should regularly review the effectiveness of your strategies.

### Questions to consider when developing behaviour

- What can you do to make sure people always understand what your position is concerning any issue? Even in situations when you change your mind what can you do to make it clear that you have and the reasons for it?
- How do you let people know they are doing a great job? What time can you use to send people a personal message that you appreciate their contribution and that you are confident in them and their ability?
- How do you plan to celebrate success with those around you? What can you do to start meetings positively by reflecting on some success in the project or results? How can you plan regular activities to energise the team around you?
- What can you do to carefully plan 'bad news' communications or discussions? How can you ensure that any message leaves people feeling confident about the future, even when it is 'bad news'?

### Feedback for each statement.

How often do you...



## Presentation

### Strength

### What this rating means

You communicate well, commanding the attention and interest of the audience using a variety of techniques that make your message clear, easily understood and memorable. You use technology and visual aids effectively and make use of analogies and/or humour to add momentum and make the content of your presentations more compelling.

### Coaching suggestions

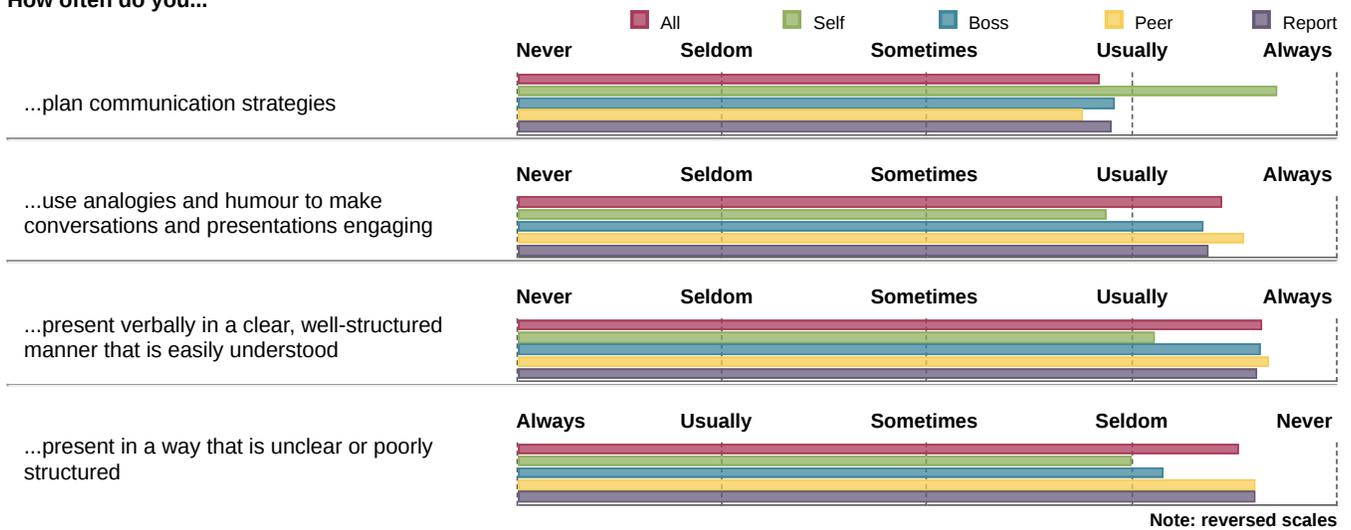
Aim to extend this skill by working to develop strategies that create a value for excellence in presentation and communication in your organisation. Encourage others to build on their own communication skills and use a range of techniques to achieve this.

### Questions to consider when developing behaviour

- How might you use analogies and metaphors to really enhance your message? What personal stories can you develop to really help your audience engage with you?
- What can you do to make your presentation shorter and to the point? If 'less is more' what are the really key points and what can you discard?
- What can you do to build more preparation time into your presentations?
- How do you remember to do all the basics right when presenting? How can you remember to make eye contact; plant your feet; use your whole body; modulate your voice; eliminate distractions etc.

### Feedback for each statement.

How often do you...



## Customer Action

### Strength

### What this rating means

You take action to improve value for customers in a sustained way. You create innovative plans and projects to really raise the standard of customer experience long-term. You anticipate potential issues and take action to prevent them causing problems to your customers.

### Coaching suggestions

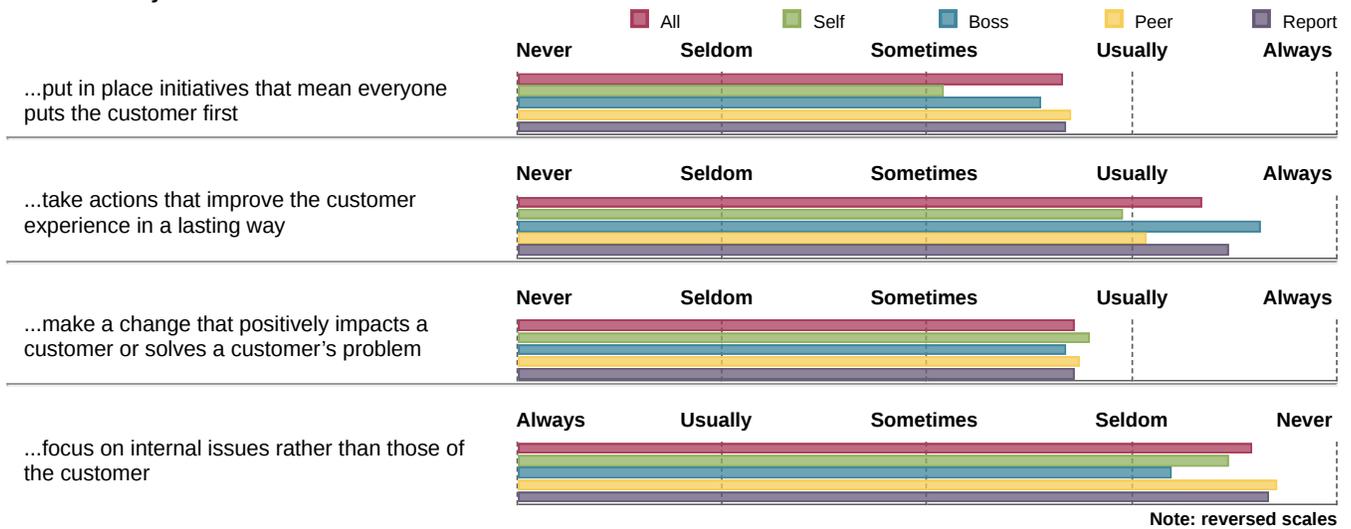
Continue to build on this Strength by considering implementing strategies that build a culture of customer focus in your organisation. Encourage others to always act to exceed customer expectation and deliver a really outstanding service.

### Questions to consider when developing behaviour

- How do you distinguish between your different customers based on their needs? Can you look at this in a different way that might add value?
- How many of your current customers receive a good service from you but not an absolutely fantastic one (from their point of view)? What can you do differently over the next few months to migrate a significant number of these to having a fantastic one?
- How do you systematically collect testimonials from satisfied customers? What else can you do to capture positive feedback more routinely? How might you use customer feedback to promote your services?
- What can you do to re-engage with customers you previously had a good relationship with but that has slipped for some reason? What recently is the worst feedback you have had from a customer? How could you turn this into a positive result?

### Feedback for each statement.

How often do you...



## Idea Creation

### Developing Strength

### What this rating means

In some situations you think strategically and are able to see connections between different pieces of information to form a deep understanding of what is happening. In these situations your analysis is powerful and both gets to the underlying causes of problems and creates innovative solutions. In other situations, however, although you could be more strategic, you default to a more 'reactive' way of thinking.

### Coaching suggestions

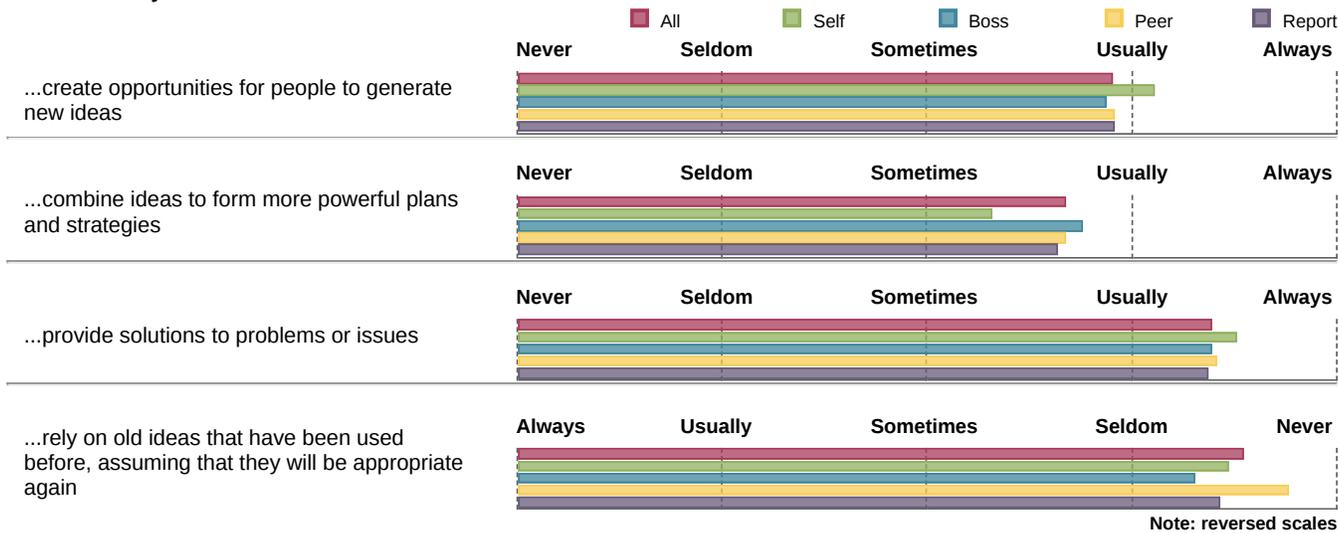
On the occasions you are tempted to be more reactive, you must aim to take a 'step back' and think through the problem or possible solution before taking action. Challenge yourself on whether you have really understood the issue. Ensure that your ideas at least consider the 'root' causes of a problem or the underlying 'themes' of an opportunity before completing your analysis or 'crystallizing' your solution.

### Questions to consider when developing behaviour

- How much of your time do you spend problem solving 'day to day' issues? How might you reduce this time by tackling some of the bigger issues that are the underlying cause? How might you work with your colleagues to resolve some of the deeper problems?
- Where is the next big change coming from in your industry that will cause you to do things differently? What ideas have you had to address these changes? How might you use the change to differentiate yourself from the competitors?
- How are you differentiating yourself from your competitors over the next 18 months to grow and take market share? How might you come up with some creative ideas to take a lead? Who needs to be involved to think this through?
- How much time do your team spend thinking about the next big idea? How might you improve this time in either quantity, quality or both?

### Feedback for each statement.

#### How often do you...



## Information Search

### Developing Strength

### What this rating means

You research topics and are generally well-informed in many situations. At other times, however, you may restrict the focus of your information search to the immediate task in hand without really seeking to find out what else is happening on a broader level that might be useful and relevant.

### Coaching suggestions

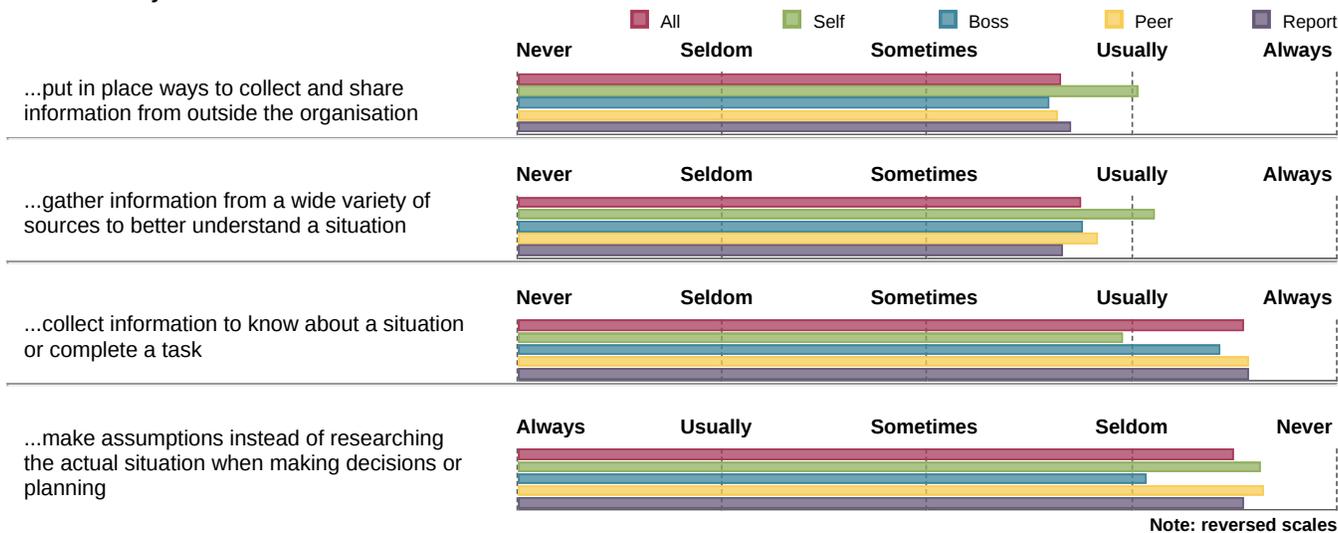
Make sure that in every situation you broaden your search by asking some contextual questions about the task or topic. Investigate how external parties and people in different regions or sectors tackle and respond to similar situations.

### Questions to consider when developing behaviour

- Where do you currently gather your knowledge regarding developments in technology and the economy that may affect your business directly or indirectly? How might you broaden your base of information?
- Where do you find out about what ideas your competitors and research establishments connected to your industry are working on? How might you collect and analyse this information more systematically?
- What forums, colleagues or teams do you connect with to share information and knowledge? How might you broaden this base and make it a regular diary commitment?
- Do you rely on information being given to you or simply stumbling across it? How might you be more proactive in finding out about what is happening?

### Feedback for each statement.

How often do you...



## Influence

### Developing Strength

### What this rating means

You generally persuade others by highlighting the benefits and advantages of a proposal. At times you extend this by showing how the proposal fits with the aims of the other party.

### Coaching suggestions

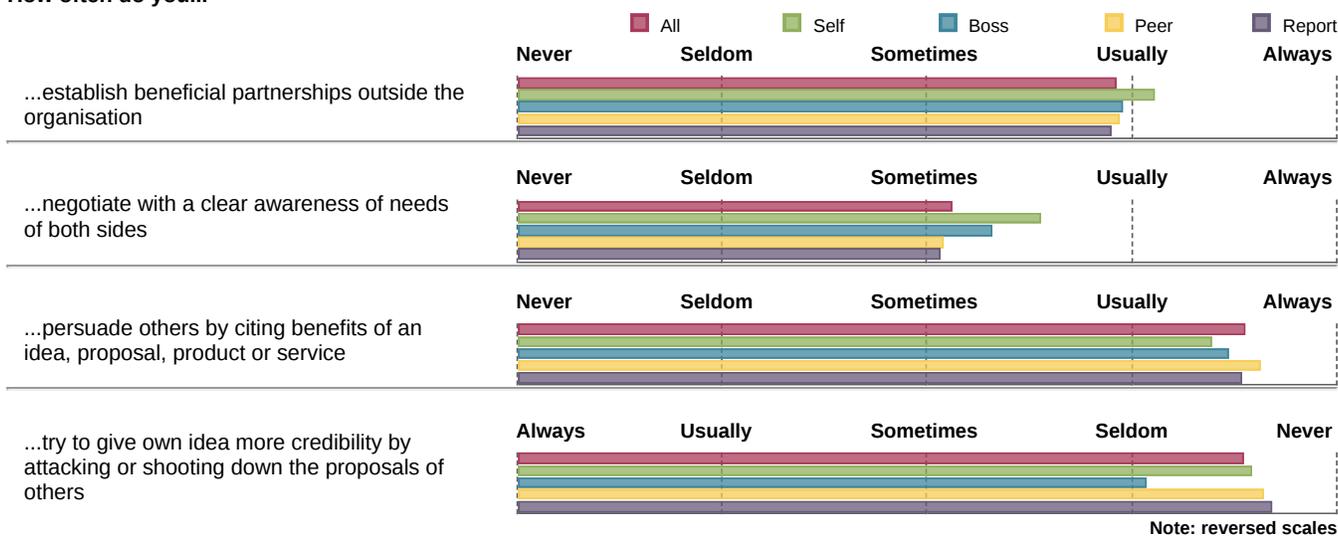
Focus on consistently understanding at all times what is important to the person you want to influence. Develop your arguments by regularly asking yourself whether you are showing them the benefits of your proposal.

### Questions to consider when developing behaviour

- When planning a presentation what further preparation can you do to really understand your audience? How can you find out what really interests them in what you have to say? How might you target your messages just at these aspects?
- What can you do to improve your network? What time can you plan in to regularly connect with those in your network that may be directly or indirectly important to you?
- How might you get better connected with other key influencers in your company or wider industry? What can you do to attend more events that will help you in building a network?
- How might you engage with those you believe are most negative towards you or your ideas? How might you approach these people to build a relationship?

### Feedback for each statement.

How often do you...



## Proactivity

### Adding Value

#### What this rating means

You sometimes devise effective project plans with phases, roles and responsibilities, and identify the necessary actions to be taken and the sequence of events, both for yourself and for others. You tend to work within the existing framework and are unlikely to challenge existing norms.

#### Coaching suggestions

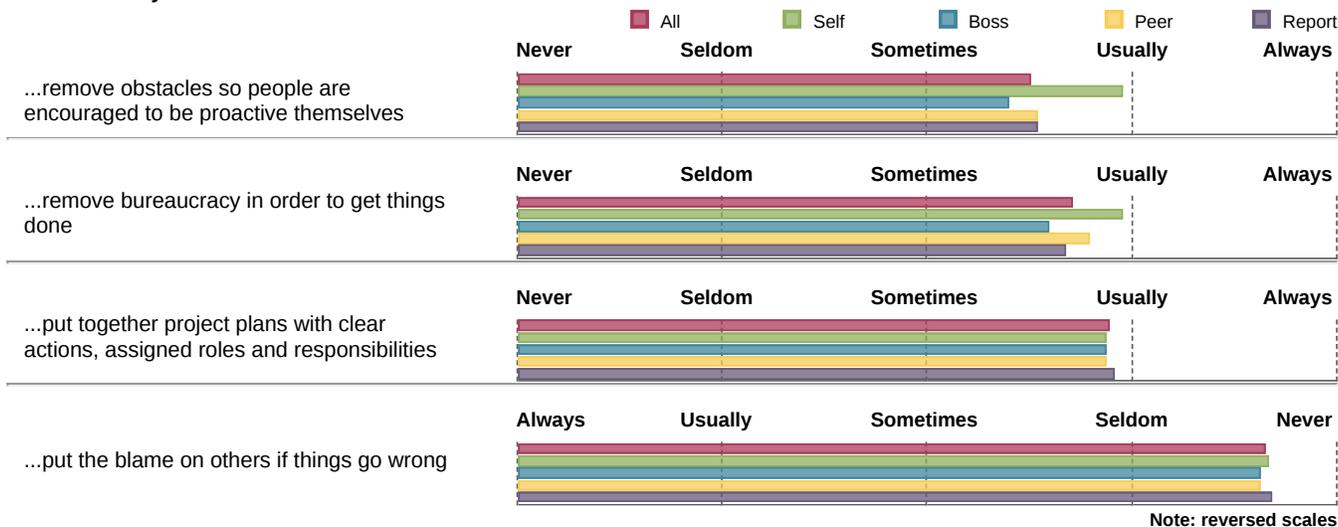
Develop by considering different ways to deal with barriers to progress. Be prepared to question a process or rule if a change would ultimately be beneficial for the team or the customer and take responsibility for making things happen.

#### Questions to consider when developing behaviour

- What can you do personally to make more time to focus on your priorities? How can you be more ruthless with the management of your time so you are always in control? Who might you need to say no to in order to create time for the most important activities?
- What in your current plans or projects may get in the way of success? What can you do to anticipate issues and proactively work out how to overcome them? What specific actions can you take right now to make sure nothing gets in the way of success?
- What have you put off doing which really needs to be done? When can you next review your priorities so the important issues are dealt with?
- When under pressure what is it or who do you tend to blame most? How might you react differently to take responsibility yourself? If there are external factors affecting your performance what can you do positively to mitigate these?

#### Feedback for each statement.

How often do you...



## Quality Measurement

### Adding Value

### What this rating means

You are sometimes aware of the need to improve on an on-going basis. In some situations you are prepared to take action to achieve this and set specific targets and goals to raise an aspect of performance in a measurable way.

### Coaching suggestions

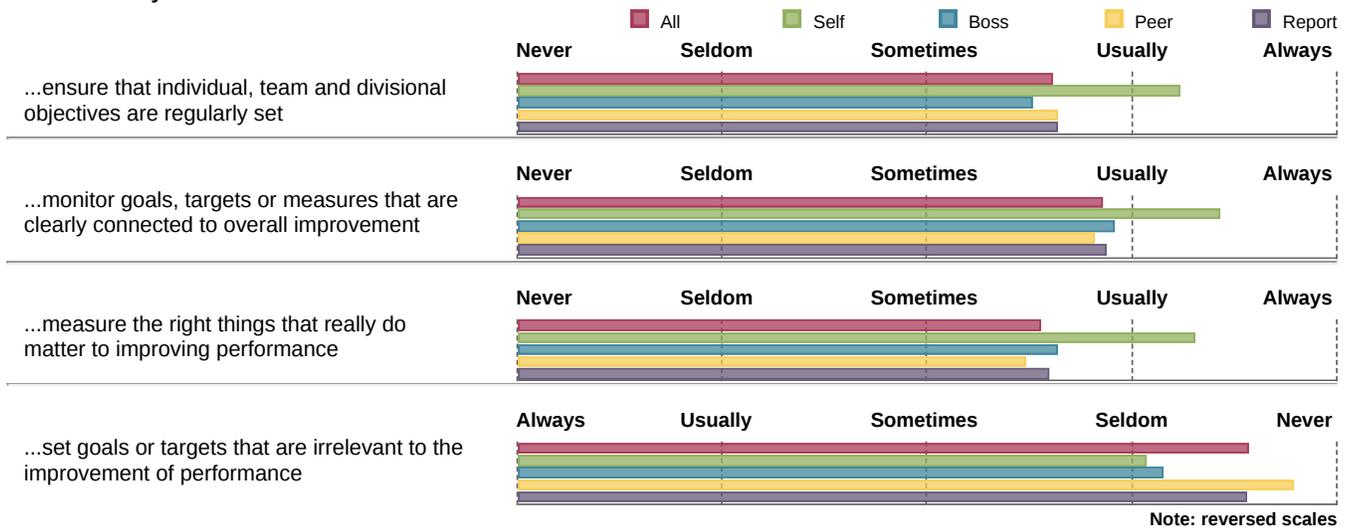
Try to ensure that any measures you introduce are as relevant as possible and are always focussed on ultimately adding value to the customer.

### Questions to consider when developing behaviour

- What can you do to better monitor the current project or work you are doing? How can you make sure you are making progress?
- How can you improve the monitoring of your activities over the coming week, month and three months? What will success look like from this point over these time periods?
- How can you have a conversation with your key customers to understand how they really measure you? What can you change that will improve success against these measures?
- What are you measuring because you always have that doesn't really add any value? How might you replace these with measures that really matter especially to a customer?

### Feedback for each statement.

How often do you...



## Developing People

### Adding Value

### What this rating means

You sometimes see the value and need for training and development and are keen that people get the right training. You are sometimes willing to support the efforts of others to develop themselves.

### Coaching suggestions

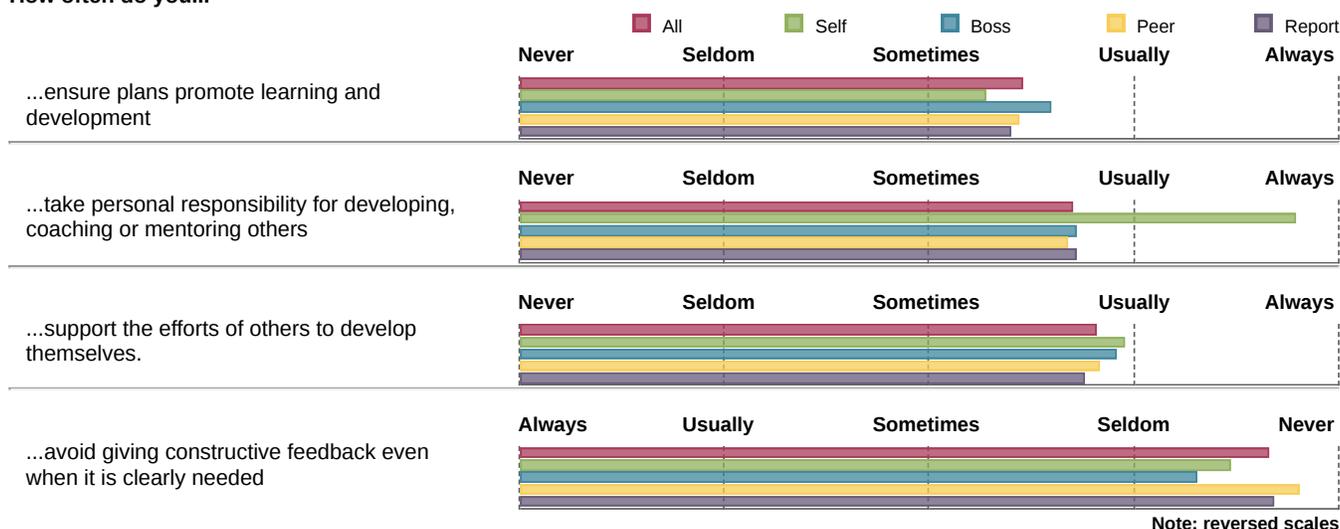
To extend this behaviour, consider ways in which you could act as a coach or mentor to others to help with their development. Also try to give roles or projects to people that will stretch them and help them to progress. Develop this behaviour further by taking personal responsibility for your team's development. See training and development as an essential part of your role together with the responsibility of acting as a coach or mentor.

### Questions to consider when developing behaviour

- How can you routinely give feedback to your colleagues on any aspect of their work in a way that is non-threatening? How might you improve the frequency, quality and timeliness of your feedback to be most helpful to them?
- How might you approach your role as if you were a coach? What knowledge, experiences, skills do you have that others might find useful and could learn from? When do you have informal opportunities to give colleagues guidance or coaching? How might you do this more routinely?
- How do you structure a feedback or coaching conversation? How might you improve the structure of your approach to make it more effective?
- In the meetings you attend do others act in a developmental way towards each other? How might you facilitate group discussions in a way that people learn from them?

### Feedback for each statement.

How often do you...



## Flexible Thinking

### Adding Value

### What this rating means

When planning, problem solving or creating solutions you sometimes consider real alternatives in your thinking. You sometimes view issues from the perspectives of others and are able to hold several perspectives and ideas simultaneously when thinking.

### Coaching suggestions

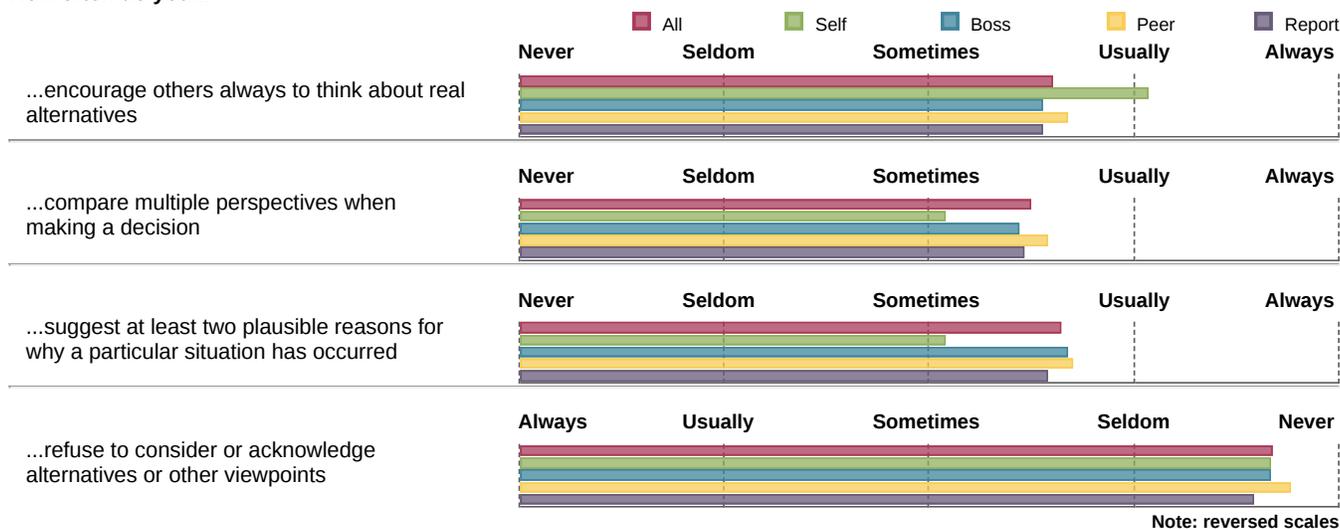
When considering options, scenario planning or assessing opportunities and risks be more thorough with your evaluation of each of the alternatives. Consider each scenario in turn and consider the pros and cons. Having done this with each option thoroughly, take a look again at the choices and make decisions based on a good analysis of the pros and cons.

### Questions to consider when developing behaviour

- For the plans you will be working on do you have a 'Plan B'? How might you minimise risk by thinking through some 'what if...' scenario?
- With your current plan or approach what would other colleagues, customers, the Board and your competitors think about it or approach it differently? How might you use these different perspectives to improve the plan or approach?
- When you plan do you generate real alternative options before making a decision? Next time work with colleagues to evaluate two very different options before making a decision.
- Is there any recurring problem in the business that affects performance? How might you think about it differently and generate some more options? Which colleagues have very different approaches to you and would be open to telling you what they would do?

### Feedback for each statement.

How often do you...



## Facilitation

### Adding Value with Limitation

#### What this rating means

You are sometimes seen to facilitate discussion in team situations by making sure everyone contributes and is heard. You may tend to take less of a role in meetings actually orchestrating the discussion. On occasions, in team situations, you may have a tendency to dominate the discussion and sometimes are sufficiently forceful to actually prevent others from contributing or feeling they can or should contribute.

#### Coaching suggestions

Develop your skill by attempting to draw out bigger team ideas from individual contributions. Consider some common issues facing the participants and, from there, focus on developing broader team-based ideas the group can relate to and take collective ownership of. Recognise your own tendency at times to dominate group discussions and strive to change this behaviour. Always ask others what they think and make sure everyone has the opportunity to contribute. Try to identify areas of common ground between individuals which will help you to begin to gain a team perspective.

#### Questions to consider when developing behaviour

- How might you co-operate with colleagues around you to solve problems or create solutions more routinely? How might you change your approach to improve both the quality of idea and the efficiency of meetings?
- How might you work with colleagues who have different skill sets, approaches or ways of thinking to you so that they may be able to help you more on some the issues you are dealing with? How might you facilitate their involvement to improve the quality of decision making or ideas?
- Which different parts of the organisation operate quite independently? How might you facilitate dialogue between different areas of the organisation to stimulate different ideas.
- Are the meetings you attend structured in a way that is efficient and energising? How might you impact the outcome of any meeting you attend to mean it is both efficient and energising for the whole group.

#### Feedback for each statement.

How often do you...



## Empathy & Understanding

### Undeveloped with Limitation

#### What this rating means

You are seldom seen to ask non-judgemental, open-ended questions to help you really understand someone's view or opinion, or to summarise someone else's viewpoint to ensure they are fully understood. In fact, on occasions you over talk or interrupt others when they are presenting their thoughts or ideas which can make them feel intimidated. This implies you do not always show a real value for other people's ideas and will therefore not always really understand another person's point of view. All this means people may hide their true thoughts from you and a create a climate of fear or blame may be created.

#### Coaching suggestions

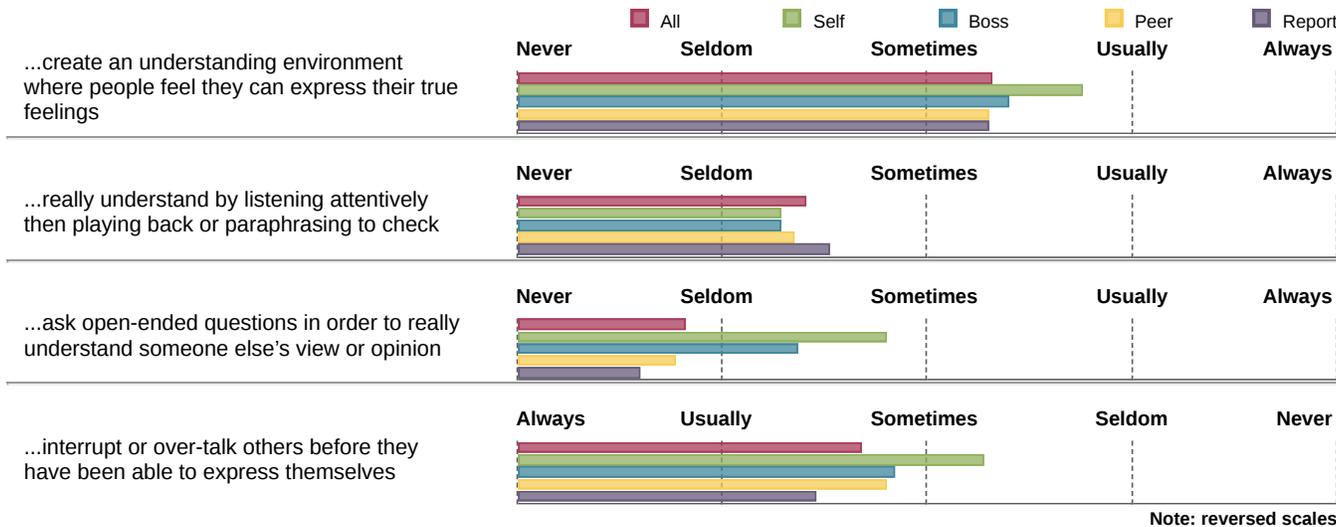
This negative behaviour needs to be stopped as it results in you not having an understanding of the views and perspectives of those around you. There is also an increased likelihood that people will be unwilling to share their thoughts and opinions as they feel you do not value them. Resolve to stop interrupting or talking over people. Be aware of your own behaviour in order to take steps to change it. Be aware of the impact your behaviour has on those around you. Ask yourself; Did I listen?; Did I let them finish?; Have I understood what they've said?

#### Questions to consider when developing behaviour

- What real time have you invested in those colleagues around you to understand their ideas, issues and problems? How can improve this so you have a better understanding of how you can help and how you may collaborate on shared issues?
- What level of real information do you have on your key clients or prospects to understand their issues? Is it a 'superficial' level of 'information' or a 'deeper' level of how they are 'feeling' about their business? Do you understand what lies beneath their presentation of information to what they really 'mean'? How might you improve your level of listening in your key clients or prospects?
- When you present, to a prospective client or colleague, a solution how often do you get it right, 100%, first time? How might you improve this by better understanding of their issues or problem to begin with?
- Is there any part of the organisation with which there seems to be a lower level of trust than other parts? How might you build relationships across the organisation to improve trust?

#### Feedback for each statement.

##### How often do you...



## Your free form comments

At the end of their questionnaire, your observers were given the opportunity to add objective 'free form' comments that might be useful to you. Leaving comments was optional and will remain anonymous.

## How to approach your free form comments

Your observers will have thought carefully about what to write for you. Please consider their comments as useful information which is meant to be helpful.

Bear in mind, however, that their comments may be general in nature and will not necessarily be directly linked to the very specific feedback about behaviours collected via the questionnaires. A free form comment will be about something that is important to the observer in their relationship with you or something they felt you ought to know.

We recommend you should thank all your observers individually for taking the time to fill in a questionnaire about you. If there is a free form comment you want to know more about you will need to be open about the feedback and ask your observers if they would be prepared to discuss things further with you. If you take a positive approach with this, you may find that the person who wrote that comment will come forward. If they do, more thanks are in order!

The comments of your observers appear below:

## What should James do more of?

*"James has great energy and is an inspiration to all the team. Keep it up even when it's tough He is a great communicator so should do more in selling our vision to the rest of the business"*

*"James keeps us focussed on the goal and this helps in prioritising the essential things to be done. What he lacks interpersonally sometimes he makes up for with his sheer drive and enthusiasm."*

## What should James do less of?

*"James needs to listen more and include the team more in discussions. Less individual focus and more of a team approach would really help."*

*"He will often cancel meetings with you at the last minute, especially if they are not so important to him or if something else more interesting is required. This includes important personal review and feedback sessions to his team. He is sometimes insensitive to the needs of others"*

*"James has a tendency to cut people off mid-sentence when he gets enthused by his own thoughts and ideas. It is endearing but frustrating"*

## What constructive suggestions do you have for James 's development?

*"James could do with appreciating the different styles and approaches in the team. By engaging all of the group we would solve issues more effectively."*

*"James could learn from others how to conduct team meetings so that they really add value."*

## Development Plan

In this section you can see your profile and possible development goals.

Behaviour	Rating - All Observers	Development Options
Information Search	Developing Strength	Use this behaviour more consistently and a higher level to build this Developing Strength into a full Strength.
Idea Creation	Developing Strength	Use this behaviour more consistently and a higher level to build this Developing Strength into a full Strength.
Flexible Thinking	Adding Value	Use this behaviour more consistently to build to a Developing Strength or full Strength.
Empathy & Understanding	Undeveloped with Limitation 	Stop any negative behaviour and build to at least Adding Value level.
Facilitation	Adding Value with Limitation 	Stop any negative behaviour so that you can add maximum value.
Developing People	Adding Value	Use this behaviour more consistently to build to a Developing Strength or full Strength.
Influence	Developing Strength	Use this behaviour more consistently and a higher level to build this Developing Strength into a full Strength.
Inspiring Confidence	Strategic Strength	Make the most of this Strategic Strength by continuing to encourage others through processes, systems and culture.
Presentation	Strength	Encourage and enable others through actions, systems and processes to build this Strength into a Strategic Strength.
Proactivity	Adding Value	Use this behaviour more consistently to build to a Developing Strength or full Strength.
Customer Action	Strength	Encourage and enable others through actions, systems and processes to build this Strength into a Strategic Strength.
Quality Measurement	Adding Value	Use this behaviour more consistently to build to a Developing Strength or full Strength.

## Further sources of help

In the first instance, you should approach the sponsor behind the deployment of my360plus in your organisation. In most situations they will be able to point you towards internal and sometimes external sources of help in your development.

## Notes