

# Rajesh John

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Your 360° feedback report ✱ 2022



360changemagic

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# 360° feedback

## Key points about 360changemagic - the survey and the report:

1. 360° feedback is a process by which key stakeholders are invited to share their feedback about a person; that feedback is compiled together and forms the 360° feedback report.
  - It is termed 360° because typically feedback is sought from a range of stakeholders - in a professional context this would include the Manager (s), Subordinates (if any), and Peers at the bare minimum.
  - Depending upon the context, various other stakeholders (stakeholders, professional associates, family and friends...) can be included too.
  - One's own perceptions about oneself are also captured - for deeper analysis and insight based on comparisons with others' perceptions.

2. At 360changemagic, we get, analyse and present feedback related to [The Present](#), and to [The Future](#) separately.

[The Present](#): respondents are asked how often the individual demonstrates each facet.

- Scores are represented as scores on a 1 to 5 scale
- Average scores are shown for "All" (i.e. everyone other than yourself), and by category of respondent (e.g. Boss, Peers etc)

Demonstrates  
 1 → Never  
 2 → Infrequently  
 3 → Sometimes  
 4 → Frequently  
 5 → Always

[The Future](#): Respondents are asked to select priority facets for Focus/ Change - for the individual to move to the next level of effectiveness.

- The number of times each area was selected by respondents (there is no 'score') is shown. A higher number indicates more respondents selected that item.

3. The 360changemagic survey captures both [quantitative](#) and [qualitative](#) feedback.
  - In addition to the strengths scores, and the frequency table of focus areas, we compile comments shared by respondents.
4. In this report, we use 'labels' for each facet (e.g. "Emotions Management" or "Business Orientation").
  - These labels are only used in the report.
  - The actual survey has the full statements relate to the label.
  - Please refer to the [Statements](#) pages for the list of full statements

# Core feedback

This is based on  
feedback from **12**  
respondents

## Top Few

### The Present: Top Few Facets Demonstrated

- |                              |     |
|------------------------------|-----|
| 1. Target driven             | 4.5 |
| 2. Organisational commitment | 4.4 |
| 3. Networking                | 4.3 |
| 4. Stakeholders              | 4.3 |

These are the facets your respondents perceived you demonstrate most often. The numbers are average scores of all respondents (excluding yourself).

### The Future: Top Few Areas for Focus/ Change

- |                        |   |
|------------------------|---|
| 1. Flexibility         | 7 |
| 2. Team leadership     | 5 |
| 3. Employee management | 4 |
| 4. Assertiveness       | 4 |

These are the facets most of your respondents perceived you should focus on in the future, to move towards maximising your potential. The numbers represent how many respondents picked that facet as a focus area.

# Demonstrated facets

## Comparisons of demonstrated facets

Your self-perceptions are shown in comparison with perceptions from all your respondents, and are divided into four quadrants:

		Self Perception	
		High	Low
Others Perception	High	<p>Both you and the others believe you are demonstrating these facets</p> <p><i>Continue with these as-is</i></p>	<p>Others' perceptions are higher than your own</p> <p><i>Is this 'humility'? Or do you need to 'up' your self-image?</i></p>
	Low	<p>Your perception is high, but others' perceptions are lower</p> <p><i>Do you need to re-calibrate your perceptions? Or demonstrate more?</i></p>	<p>Both you and the others believe you don't demonstrate these facets</p> <p><i>Reflect - do you need to do anything about these?</i></p>

## Your comparisons

Self High + All others High  
Continue with these as-is,  
you're doing fine

- Target driven
- Knowledge, expertise
- Emotions management
- Commitment, ownership
- Trust and credibility
- Analytical skills
- Networking
- Enable excellence
- Helpfulness
- Deliverables
- Stakeholders
- Strategic orientation
- Customer centricity
- Organisational commitment

Self Low + All others High  
Is this 'humility'? Or do you want  
to 'up' your self-perception?

- Risk taking

- Openness to learning
- Time management
- Grounded/ self-aware
- Flexibility
- Passion, energy
- Creativity
- Team leadership
- Employee management
- Relationships
- Listening
- Empathy
- Assertiveness
- Influence skills
- Coaching
- Collaborative
- Business orientation
- Innovation culture

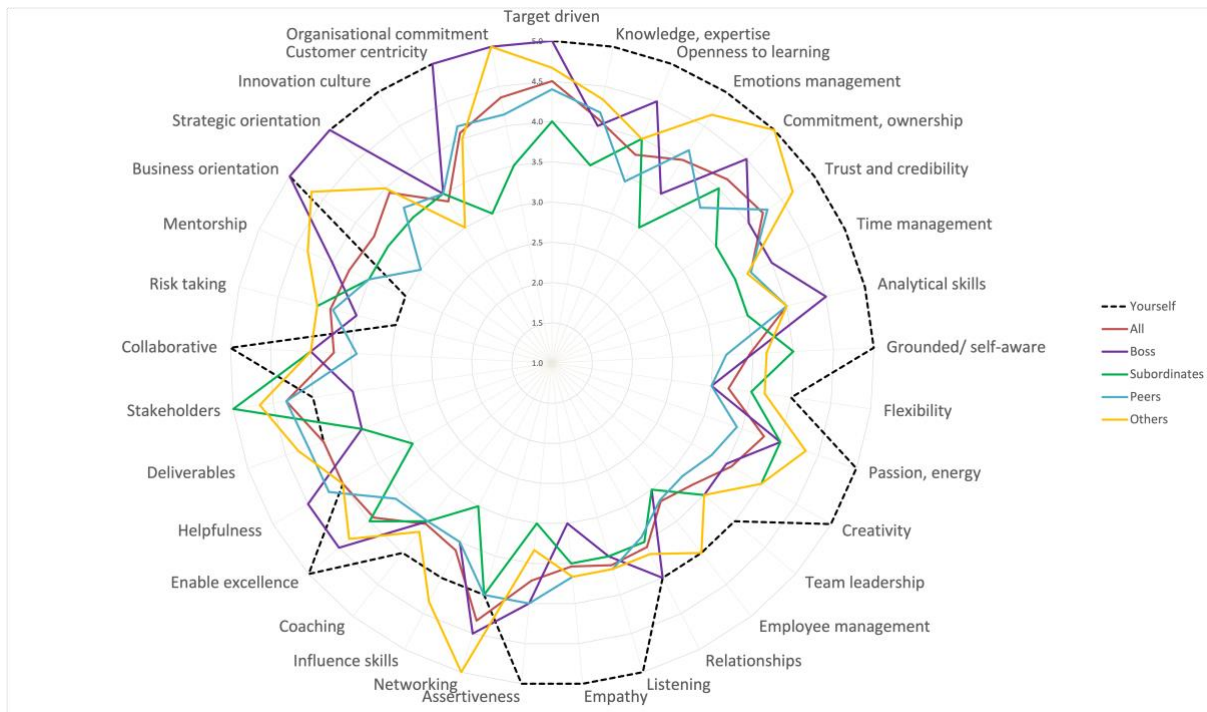
- Mentorship

Self High + All others Low  
Do you need to re-calibrate your perceptions?  
Or demonstrate more of these?

Self Low + All others Low  
Reflect - do you want to do  
something about these?

## Radar graph of “As-Is”

This graph has lines depicting the average perceptions of your respondents, by category. The table with the average scores is in the [Appendix](#)





## Strengths - comments

Qualitative comments on your strengths

The question that respondents were asked is:

*What are the top strengths of this person?*

- Hardworking
- Committed
- Passionate
- Knowledgeable
- Ethical
- Structured thinking
- Capability of analyzing biz issues from Technology solution
- Linking Product Technology roadmap to Customer insights
- He is punctual.
- He tries to bring in humour into conversations.

## Continue - comments

You're doing well ... continue doing these

- Being passionate towards the success of the business
- Being Customer Insight driven and thinking Technology as a solution enabler
- Conversations with humour
- Cheerful & approachable
- Continue doing great work with all smiles.
- Share knowledge on product tech

The question that respondents were asked is:

*What would you recommend this person should continue doing?*

## Focus Areas Feedback

This section has information on what were perceived to be your Focus Areas for the future – i.e. the facets you would do well to focus upon and prioritise as you go forward.

### Comparisons

Your perceptions about your own focus areas are shown in comparison with perceptions from all your respondents, and are divided into four quadrants:

		Self Perception	
		Yes, a focus area	Not a focus area
Others Perception	Yes, a focus area	<p>Both you and the others believe this is a focus area</p> <p><i>Prioritise, do something, make changes</i></p>	<p>Your 'blind side' - others see as focus areas; you don't</p> <p><i>Reflect with honesty, get more data, become aware, watch yourself</i></p>
	Not a focus area	<p>You see these as focus areas; others don't</p> <p><i>Why do you think this is a focus area? Validate your perceptions</i></p>	<p>You and others are agreed these are not focus areas</p> <p><i>Leave these alone for now</i></p>

## Your comparisons - areas of focus/ change

You Selected + Others Selected  
Do something, make changes

- Employee management
- Mentorship
- Coaching
- Business orientation
- Knowledge, expertise

You Not Selected + Others Selected  
Reflect honestly, get more data, be self-aware, watch yourself

- Flexibility
- Team leadership
- Assertiveness
- Time management
- Grounded/ self-aware
- Creativity
- Listening
- Influence skills
- Collaborative
- Target driven
- Openness to learning
- Relationships
- Risk taking
- Customer centricity

- Commitment, ownership
- Analytical skills
- Passion, energy
- Stakeholders
- Innovation culture

- Enable excellence

You Selected + Others Not Selected  
Why do you see these as focus areas?  
Validate your perceptions

## Explanatory comments – selected focus areas

- Target driven
  - Always keeps BHAG targets and tries to achieve them
  - While its a tough business Rajesh is trying to build. I think with more than one year its time we realise the potential of this business and have the long term direction in place.
- Knowledge, expertise
  - Can grow in Building teams, organizations, business leadership, AI
- Openness to learning
  - Looks for digitisation in most of the aspects and at organisation level
  - Experimentation beyond current expertise & more business driven work
- Commitment, ownership
  - Always ready to take responsibility and is never low on energy
- Time management
  - Delegate time for action and reduce time on meetings
  - Continue being productivity focused
- Analytical skills
  - Generate a clear vision and pathway for the team. Take the inputs into account.
- Flexibility
  - Leading a large team can be challenging and he should be really flexible to accommodate different points of views .
  - Brings great expertise for the domain, However, this sometimes leads to a hesitation in accepting other people's views
  - Should be able to share the vision and focus for rem42 to challenging opinions and take counter arguments as eye openers
  - Seek feedback, take on more challenges, have empathy
  - Works well with seniors or those more qualified than him, but have not seen the same level of effectiveness with peers or subordinates

For each of the facets that a respondent selects as a Focus Area for you, s/ he was asked to provide some explanatory comments.

This section compiles all the comments for each selected facet.

## Start – comments

Here are things your respondents recommended you *start* doing:

The question that respondents were asked is:

*What would you recommend this person should START doing?*

- Being open to learning, change, and introspecting on his own strengths and weaknesses, be open and share
- Be sensitive to team members' aspirations & ambitions and views of the current ways of working
- Start remembering all the decisions made in all meetings to let the team move faster
- Interacting more with cross functional team.
- Rajesh is a great visionary leader & have solid domain knowledge. Open to more responsibilities & his helpful attitude demonstrate his ability to accept new challenges. Would suggest openness to other ideas will help in accelerating & demonstrating as a good leader.

## Stop – comments

Here are things your respondents recommended you *stop* doing:

The question that respondents were asked is:

*What would you recommend this person should STOP doing?*

- Being a control-freak, and closed minded
- Demanding actions in cross-functional situations without fully understanding other's viewpoints
- Stop and Reduce the number of meetings rather allot time for individuals to work on the specific tasks
- Would suggest to stop going emotional, particularly on occasions when there is disagreement on certain ideas.

## General comments

- All the best Rajesh!
- Rajesh is naturally a quiet person and he should think about building his personal brand. Given his personality and natural abilities, he can add some of the skills listed above to build an effective and trust brand for himself. This will help him get successful in a wider setting.

The question that respondents were asked is:

*Any other comments or observations you'd like to share?*



# What to do with the feedback

## First things first

The most apt metaphor to use when reading feedback data is the story of the Blind Men and The Elephant.

From Wikipedia:

*The parable of the Blind Men and an Elephant originated in the ancient Indian subcontinent, from where it has been widely diffused.*

*It is a story of a group of blind men who have never come across an elephant before and who learn and conceptualise what the elephant is like by touching it.*

*Each blind man feels a different part of the elephant's body, but only one part, such as the side or the tusk.*

*They then describe the elephant based on their limited experience and their descriptions of the elephant are different from each other.*

*The moral of the parable is that humans have a tendency to claim absolute truth based on their limited, subjective experience.*



Feedback is provided by different people ... and each person would have shared information based on their perceptions, their relationship, their context.

While each person's input may be true in that person's limited experience, it is important to note that it is NOT THE WHOLE TRUTH.

Only one person can assemble all the pieces of feedback information together and make sense of it. That person is YOU.

# Leveraging the feedback

## Instant reactions

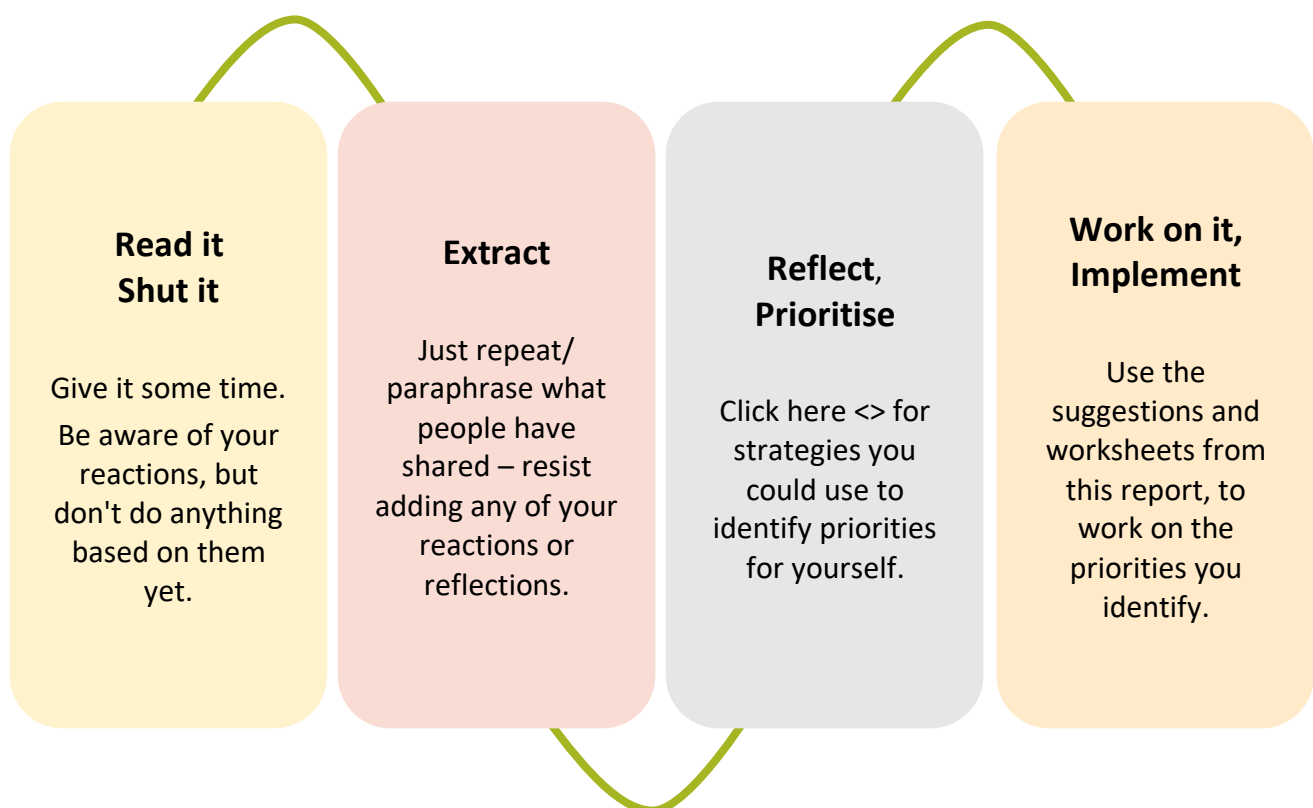
It is not unusual to feel some turbulence, some negativity as the first reaction to feedback - especially negative feedback.

Studies show that people tend to have four stages of response - often referred to as the "SARA" model.



You can read more about this in the Appendix.

For now, here's what we recommend –



## Extract → repeat, paraphrase

### Read and re-read this report

As you read, re-read, just capture words and phrases that you see.

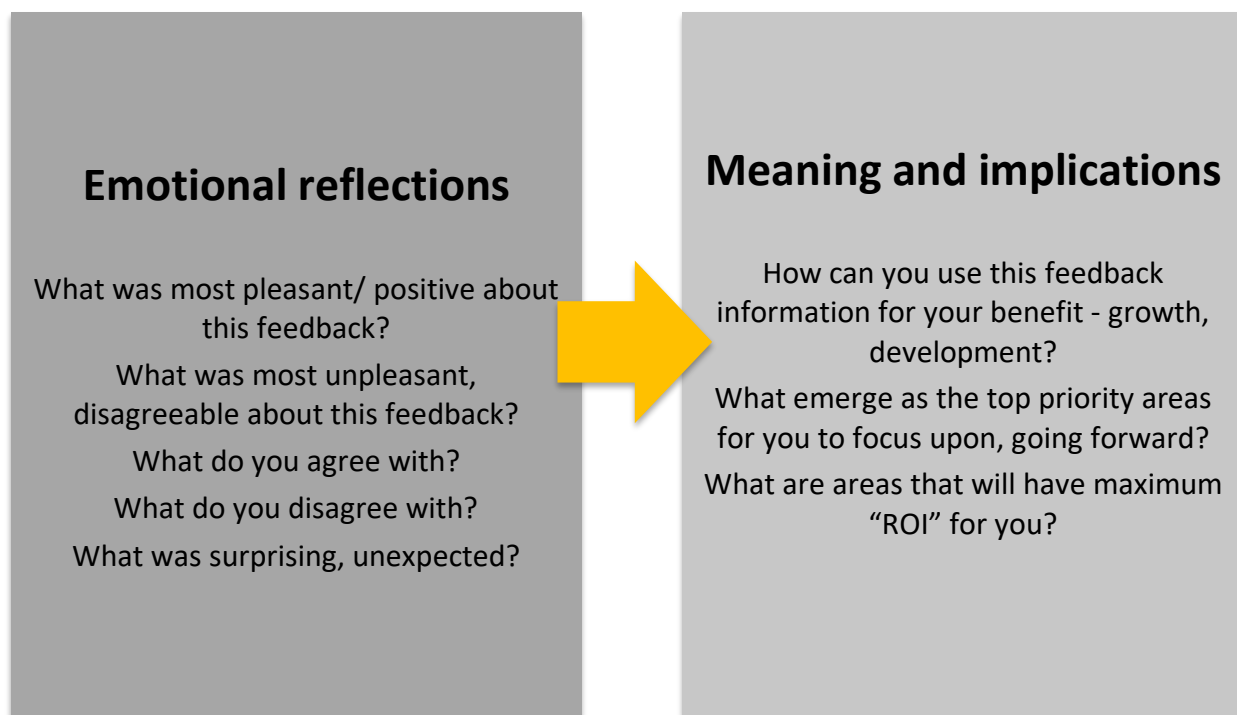
Remember - **no reactions, none of your reflections or thoughts** .... just repeat what is in the report.

What positives have people shared	What areas for focus/ change/ improvement have people shared

## Reflect, prioritise

After you've read and re-read, extracted the essence of the feedback information, you should reflect and prioritise areas to work on.

We recommend you do it in two steps ...



### Write, Talk

As you follow these two steps in your reflection, it helps if you enrich your reflection in one of two ways

Write => keep a little book, and write down everything you think, your reactions, your thoughts, your emotions ...

And read what you've written - a few days later!

Talk => talk to yourself, record on a smartphone ... your thoughts and emotions. Again, play it back to yourself a few days later

## Take action

### Move from Intent to Action.

- Often, we have good intents for ourselves ... but the danger is that these remain just intents.
- Research shows that 64% of New Year resolutions are abandoned within one month!
- You should take care that you pick only what you really want to work upon, and then figure out a way to go ahead and ensure implementation
- One powerful way to do this is to set SMART goals ... clearly identify what you want to do, how you will measure success, and by when...

### Consider actions related to strengths

- It is important to work on priority 'improvement areas', for sure.
- At the same time, it is even more important to work on your strengths - leverage them more, strengthen them, apply them in more situations.
- The ROI when you work on your strengths is always very high!
- Look at the ideas and worksheets on the following pages, to brainstorm actions you could take

### Look at all the options - don't get stuck with do/ do not.

- Often, the only two options we see for ourselves are
  1. Agree + Do something
  2. Disagree + Do nothing
- But there are many more options. For example:
  - Agree + Do nothing
  - Disagree + Do something
  - Neither Agree Nor Disagree + Get more information, understand better
- Look at all the options! and then decide

### Review, self-monitor.

- Benjamin Franklin wrote famously about his system of a daily checklist ... to tick off on a template every single day! whether or not he'd demonstrated the 13 virtues he'd identified for himself.
- A little bit of self-discipline and honest self-reflection will go a long way in helping you convert your Intents into Action!
- Apart from yourself, you could also ask someone else to review with you periodically - someone you respect, who will hold you accountable for your action commitments.

# Implementation strategies

## Work on your strengths

Here are a few possibilities on what you can do with the positive feedback –

1. Indulge, have some 'feel-good' time for yourself We don't spend enough time and effort on positive feedback anyway!
  - Read the comments related to your strengths.
  - Remember - this can provide reassurance that you and your stakeholders are aligned, and also it can boost your confidence to read about your positives.
  - As you read, do mark out words and phrases that particularly resonate with you, make you feel good
2. Deep dive, understand your strengths better The strengths data is analysed and presented in several ways you may find useful
  - Check out the data and analyses about your strengths (starting here)
  - As you look at the data, pick out patterns and areas that you'd like to work with, leverage, build upon, strengthen ...
3. Identify actions to leverage your strengths to the maximum How can you ensure that you get the full benefit of your strengths
  - Remember, wherever you are ... there is always an opportunity to move to the 'next level'
  - We offer you a worksheet that will help you identify actions you could take to get there
  - The focus is on your strengths, and how you can leverage them to the maximum

## Strengths worksheet

What are your major strengths? ... capture them here	How can you continue demonstrating these strengths? What can you do consciously? How can you make these strengths more 'visible' to others?
	In what situations are these strengths most valuable? With what people/ teams do these strengths come out most? How can you engage more with these situations, people, teams?
	How can you become even 'stronger' on these areas? What can you learn more? How can you practice these strengths more? Do more of ...?

## Work on your focus areas

Receiving 'negative' or improvement feedback is difficult for most people. Feelings like shock, anger, hurt and rejection are to be expected; they are universal reactions to such feedback.

To focus on how you can use the feedback for your benefit, however, you may like to consider the following possible actions -

1. Stay mindful, move past the negative emotions to a state of acceptance
  - The shock, anger, defensiveness is normal. Make a choice to move ahead.
  - Learn ways in which you can springboard past these to a constructive state of acceptance and be able to work with this feedback for your benefit.
  - Read about the SARA model, and work with the techniques and reflection questions we've suggested.
2. Understand more, figure out what people are really saying, and why
  - Extract meaning from the feedback,
  - To do that we invite you to read the information and analyses we have compiled, related to your areas for focus (starting here)
  - As you go through the data, read the comments ... do mark out areas that bubble up to the top, potential areas of priority for you to work on
3. Work on the areas of focus
  - Focus on making improvements, changes ... for maximum impact and benefit to yourself
  - Use the worksheet provided to zoom in on actions that you could take related to important areas of focus/ improvement and change.
  - Talk with someone through this action plan. If you have a coach - it would be a great idea to set up a conversation with her/ him over this.



## Focus Areas worksheet

<p>What are your critical areas for focus/ change? ... capture them here</p>	<p>What is one thing you need to STOP doing? Why?</p>
	<p>What is one thing you need to START doing? Why?</p>
	<p>What is one thing you need to do differently, CHANGE? Why?</p>

## Areas you are not sure about

Often, feedback from a 360° survey can appear confusing, even contradictory. Reading others' feedback and considering their own self-perceptions, people feel

- Undecided - about the significance of some areas ... as there are different views about the same thing, from different people
- Unconvinced - about the relative importance of some Focus/ Change areas leading to a reluctance to accept them or do something about them
- Worried - about taking a knee-jerk, reactive response to the 360° feedback

What can you do? Here are three possibilities ...

### 1. Be patient.

- Don't be in a hurry to do something, don't be hasty to act.
- Be careful of falling into a trap of believing that the only options in front of you are to either Accept + Do something, or Reject + Do nothing.
- There are many more options
- Do refer to this page, where we've offered several other possible options ... for you to carefully choose from
- Talk with someone about your options. If you have a coach - it would be a great idea to set up a conversation with her/ him over this.

### 2. Stay in control.

- Remember, it is entirely your call - on what you want to do or not do with any feedback.
- Feedback is something that the 'giver' offers to you, a 'gift'
- Do keep in mind that at all times, it is entirely your decision on what you want to do about the feedback, if you want to do anything at all
- Use some of the techniques suggested here to focus your mind, reflect on the questions provided to identify then prioritise what you want to zoom in on, and then take whatever action you want to take

### 3. Work through these "grey" areas.

- Don't ignore them ... take an open and exploratory stance
- Use this worksheet to take specific actions that will help you stay focused, and take 'informed' decisions on your growth and development

## Worksheet for areas you are not sure about

<p>What are some areas that you are not sure about?</p> <p>Of the significance as a Strength ...</p> <p>Of the importance as an Area of Focus/ Change ...</p> <p>Where there are big gaps between your self-perceptions and others' perceptions</p>	<p>What areas would you like to reflect upon, think about, observe yourself ... before taking a call?</p> <p>Why?</p> <p>When will you take a call on these?</p>
	<p>What areas would you like to get more information about? Ask others for more explanations?</p> <p>Understand the perceptions in more detail?</p> <p>Why?</p> <p>How will you get this information?</p>
	<p>What areas can you 'experiment' with?</p> <p>Do something about them even if you are undecided ... and validate the usefulness ...</p>

# Appendix

Average scores by category of respondent, on a scale of 1 (Never demonstrates) to 5 (Always demonstrates)

## Demonstrated facets - scores

	Yourself	All	Manager	Subordinates	Peers	Others
Target driven	5.0	4.5	5.0	4.0	4.4	4.7
Knowledge, expertise	5.0	4.1	4.0	3.5	4.2	4.3
Openness to learning	5.0	3.8	4.5	4.0	3.4	4.0
Emotions management	5.0	4.0	3.5	3.0	4.1	4.7
Commitment, ownership	5.0	4.2	4.5	4.0	3.7	5.0
Trust and credibility	5.0	4.2	4.0	3.5	4.3	4.7
Time management	5.0	3.7	4.0	3.5	3.7	3.7
Analytical skills	5.0	4.0	4.5	3.5	4.0	4.0
Grounded/ self-aware	5.0	3.5	3.5	4.0	3.2	3.7
Flexibility	4.0	3.2	3.0	3.5	3.0	3.7
Passion, energy	5.0	3.8	4.0	4.0	3.4	4.3
Creativity	5.0	3.6	3.5	4.0	3.3	4.0
Team leadership	4.0	3.3	3.5	3.5	3.1	3.5
Employee management	4.0	3.2	3.0	3.0	3.2	4.0
Relationships	4.0	3.6	4.0	3.5	3.4	3.7
Listening	5.0	3.6	3.5	3.5	3.7	3.7
Empathy	5.0	3.5	3.0	3.5	3.7	3.7
Assertiveness	5.0	3.7	4.0	3.0	4.0	3.3
Networking	4.0	4.3	4.5	4.0	4.0	5.0
Influence skills	4.0	3.6	3.5	3.0	3.5	4.3
Coaching	4.0	3.5	3.5	3.5	3.5	3.7
Enable excellence	5.0	3.9	4.5	4.0	3.6	4.3
Helpfulness	4.0	4.0	4.5	3.0	4.2	4.0
Deliverables	4.0	4.0	3.5	3.5	4.2	4.3
Stakeholders	4.0	4.3	3.5	5.0	4.3	4.7
Collaborative	5.0	3.7	4.0	4.0	3.4	4.0
Risk taking	3.0	3.8	3.5	4.0	3.8	4.0
Mentorship	3.0	3.8	4.0	3.5	3.5	4.3
Business orientation	5.0	3.7	5.0	3.5	3.0	4.7
Strategic orientation	5.0	3.9	5.0	3.5	3.7	4.0
Innovation culture	5.0	3.4	3.5	3.5	3.5	3.0
Customer centricity	5.0	4.1	5.0	3.0	4.2	4.0
Organisational commitment	5.0	4.4	5.0	3.5	4.1	5.0

## Demonstrated facets - high to low

	Yourself	All
Target driven	5.0	4.5
Organisational commitment	5.0	4.4
Networking	4.0	4.3
Stakeholders	4.0	4.3
Commitment, ownership	5.0	4.2
Trust and credibility	5.0	4.2
Knowledge, expertise	5.0	4.1
Customer centricity	5.0	4.1
Emotions management	5.0	4.0
Analytical skills	5.0	4.0
Helpfulness	4.0	4.0
Deliverables	4.0	4.0
Enable excellence	5.0	3.9
Strategic orientation	5.0	3.9
Openness to learning	5.0	3.8
Passion, energy	5.0	3.8
Risk taking	3.0	3.8
Mentorship	3.0	3.8
Time management	5.0	3.7
Assertiveness	5.0	3.7
Collaborative	5.0	3.7
Business orientation	5.0	3.7
Creativity	5.0	3.6
Relationships	4.0	3.6
Listening	5.0	3.6
Influence skills	4.0	3.6
Grounded/ self-aware	5.0	3.5
Empathy	5.0	3.5
Coaching	4.0	3.5
Innovation culture	5.0	3.4
Team leadership	4.0	3.3
Flexibility	4.0	3.2
Employee management	4.0	3.2

Arranged in descending order of All scores (i.e. average scores of all others except Self)

## Demonstrated facets - gaps

	Yourself	All	Gaps
Innovation culture	5.0	3.4	1.6
Grounded/ self-aware	5.0	3.5	1.5
Empathy	5.0	3.5	1.5
Creativity	5.0	3.6	1.4
Listening	5.0	3.6	1.4
Time management	5.0	3.7	1.3
Assertiveness	5.0	3.7	1.3
Collaborative	5.0	3.7	1.3
Business orientation	5.0	3.7	1.3
Openness to learning	5.0	3.8	1.2
Passion, energy	5.0	3.8	1.2
Enable excellence	5.0	3.9	1.1
Strategic orientation	5.0	3.9	1.1
Emotions management	5.0	4.0	1.0
Analytical skills	5.0	4.0	1.0
Knowledge, expertise	5.0	4.1	0.9
Customer centricity	5.0	4.1	0.9
Commitment, ownership	5.0	4.2	0.8
Trust and credibility	5.0	4.2	0.8
Flexibility	4.0	3.2	0.8
Employee management	4.0	3.2	0.8
Risk taking	3.0	3.8	0.8
Mentorship	3.0	3.8	0.8
Team leadership	4.0	3.3	0.7
Organisational commitment	5.0	4.4	0.6
Target driven	5.0	4.5	0.5
Coaching	4.0	3.5	0.5
Relationships	4.0	3.6	0.4
Influence skills	4.0	3.6	0.4
Networking	4.0	4.3	0.3
Stakeholders	4.0	4.3	0.3
Helpfulness	4.0	4.0	0.0
Deliverables	4.0	4.0	0.0

Gap between Self score and All others' average score, in descending order of gap.

Red text indicates Self score < All others' score

## Areas for Focus/ Change – selections

Number of respondents (by category) who selected that facet as an area of focus/ change

	Yourself	All	Manager	Subordinates	Peers	Others
Flexibility		7	1		4	2
Team leadership		5	1		2	2
Employee management	1	4	1		2	1
Assertiveness		4	1	1		2
Time management		3		1	1	1
Grounded/ self-aware		3			2	1
Creativity		3			2	1
Listening		3			2	1
Influence skills		3		1	1	1
Collaborative		3	1		2	
Mentorship	1	3		1	1	1
Target driven		2		1	1	
Openness to learning		2		1	1	
Relationships		2			2	
Coaching	1	2	1			1
Risk taking		2			1	1
Business orientation	1	2			1	1
Customer centricity		2		2		
Knowledge, expertise	1	1				1
Commitment, ownership		1		1		
Analytical skills		1		1		
Passion, energy		1		1		
Stakeholders		1				1
Innovation culture		1		1		
Enable excellence	1					

# Self Help Guide

## It is about you

- Always remember - it is about you - your growth and development.
- The most important question to anchor your thoughts and actions should be - How can I leverage this information for my growth and development?
- The "proof of the pudding" is action. Human beings are capable of magical change ... but change has to be implemented before it can be of any value. Thinking about things is good to start with - but it has to converge down to the question What will I implement?

## The people who gave you feedback

You may like to 'close the loop' with the people who gave you feedback - for example:

- You could write a "thank you" note to them!
- Some people even share the feedback summary report to all the stakeholders who gave feedback, as a gesture of saying how important the feedback was.
- Others share their action plans with stakeholders.

Whatever you choose to do is fine ... but do get back to them in some way.

## SMART goals

As you converge down to actions that you'd like to take, it is good to articulate your goals clearly. A simple checklist to apply to your goals relates to these five characteristics, usually expressed using the word "SMART":

S	specific ... tangible, clear – not fuzzy or ambiguous
M	measurable ... easy to assess if done or not done
A	actionable ... the best goals imply actions, are not passive
R	relevant ... is clear why this goal is important
T	time-bound ... has a deadline attached

### Make goals public

- Many studies show that one is more serious about a goal after one makes it 'public' i.e. shares it with others. In fact, you can even get some of these other folks to act as cheerleaders or referees, who keep count of - and recognise - your successes and achievements.
- There are several online tools to help with this - for example, [www.stickk.com](http://www.stickk.com).



## Action plan template

You could use a template such as the one given below to record and keep track of your actions.

Area to work on	Actions I commit to take	Timeframe - when will I start? When will I reach 'steady state'?	Indicators of success - how will I know I have succeeded	Support - what support do I need, and who can I ask?

## References

- Turning Feedback Into Change Joe Folkman, 1996
- Also see their video at  
<http://zengerfolkman.com/podcast-ep-20-turning-feedback-into-change/>
- The Power of Feedback  
35 Principles for Turning Feedback from Others into Personal and Professional Change  
Joe Folkman, 2006
- Find the Coaching in Criticism  
Sheila Heen and Douglas Stone, HBR Jan-Feb 2014
- Thanks for the Feedback  
The Science and Art of Receiving Feedback Well  
Sheila Heen and Douglas Stone, Mar 2014

# Full statements

## Managing Self

Target driven	Focused on goals and achievement ♦ ambitious ♦ result/goal oriented ♦ focused on 'doing'
Knowledge, expertise	Competent ♦ functional expertise ♦ knowledgeable/ wide exposure
Openness to learning	Looks beyond his/ her area ♦ seeks increased exposure ♦ thirsty for learning, self-development ♦ curious, interested in finding things out ♦ expands horizons
Emotions management	Calm and steady ♦ manages stress/ tension/ anger ♦ even tempered ♦ emotionally balanced
Commitment, ownership	Committed ♦ hardworking ♦ takes ownership ♦ self-motivated/ driven
Trust and credibility	Honest ♦ high credibility/ integrity ♦ trustworthy ♦ transparent ♦ straightforward
Time management	Uses time productively ♦ disciplined, organised ♦ manages tasks and priorities effectively
Analytical skills	Thinks clearly, in a structured way ♦ analyses information for insight ♦ effective decision-making
Grounded/ self-aware	Aware of their motivations ♦ honest to themselves ♦ true to their values ♦ understands own strengths and areas for improvement ♦ seeks and works on feedback
Flexibility	Flexible in their approach ♦ works with different points of view ♦ can hold two opposing thoughts and yet function effectively ♦ not opinionated
Passion, energy	Passionate about what is important ♦ bring energy to everything they do ♦ enthusiastic, keen, exude positive vibes
Creativity	Creative ♦ comes up with innovative ideas and solutions

## Working with others

Team leadership	Builds/ manages team ♦ enables team to work effectively ♦ backs the team when required
Employee management	Manages individual employees effectively ♦ delegates effectively ♦ sets goals ♦ manages achievement of goals by others ♦ gets work done
Relationships	Builds and maintains relationships/ personal bonds ♦ connects with people ♦ is inclusive ♦ easy to work with ♦ open and pleasant ♦ approachable ♦ facilitates team relationships
Listening	Listens actively ♦ listens to understand, not judge/ evaluate ♦ enables 2-way communication ♦ asks questions/ opens up conversations
Empathy	Considerate of others ♦ empathises with people of different profiles ♦ sensitive, caring ♦ tunes in and relates to others' emotions
Assertiveness	Communicates clearly ♦ articulates well ♦ easy to understand ♦ confident and assertive ♦ firm yet not rigid
Networking	Builds networks ♦ keeps in touch beyond transactions ♦ maintains a wide network of people ♦ active on networking platforms
Influence skills	Influences others constructively (without manipulation) ♦ has high 'personal power' ♦ earns respect ♦ influences without authority
Coaching	Helps others grow and develop ♦ provides direction and support as required ♦ praises and encourages people ♦ gives constructive feedback ♦ helps others become peak performers
Enable excellence	Sets high expectations and standards ♦ raises the bar ♦ enables people to 'stretch' ♦ does not accept mediocrity
Helpfulness	Willing to help others - in any way they can ♦ at the least 'point in right direction' ♦ a 'go to' person

## Business/ Organisation context

Deliverables	Drives deliverables and execution ♦ ensures quality/ deadlines are met ♦ follows up/ monitors ♦ presses required buttons to ensure closure
Stakeholders	Manages external stakeholders ♦ strengthens stakeholder relationships/ engagement ♦ builds mutual value for stakeholders and organisation ♦ facilitates team interactions with stakeholders
Collaborative	Collaborates across functional boundaries and hierarchies ♦ works effectively with peers and other functions/ departments ♦ creates win-win outcomes
Risk taking	Manages risk taking, change management ♦ helps people take risks effectively ♦ balances risk orientation with growth focus
Mentorship	Builds organisation strengths ♦ supports organisation to move to the next level ♦ helps people see the big picture ♦ acts as a 'shock absorber' as required ♦ builds team/ organisation alignment
Business orientation	Has business acumen ♦ impacts revenue generation/ business growth ♦ aligned to the business needs of the organisation ♦ runs a 'tight ship' - with strong processes and effective cost management
Strategic orientation	Goes beyond their own functional/ departmental viewpoint ♦ focused on shaping larger organisation goals ♦ contributes to the big picture ♦ focused on organisation's competitiveness
Innovation culture	Fosters innovative solutions and creative thinking ♦ enables people to think out of the box ♦ creates and sustains a culture of innovation ♦ encourages people to challenge status quo
Customer centricity	Customer-oriented ♦ provides customer centric leadership ♦ emphasises both internal and external customers ♦ drives a customer-centric culture ♦ a role model for customer orientation
Organisational commitment	Committed to organisation ♦ loyal to organisation ♦ keeps organisation interests on top priority ♦ organisation savvy ♦ demonstrates pride and passion for the organisation