PARIO

Pario 360 Feedback

Feedback Report

Chris Case-Study

Questionnaire Completed 10th February 2025

Part 1: Introduction to the Report

Getting The Most From This Feedback Report

Welcome to your 360 degree report. Here's what we have found to be helpful:

- **Focus on your strengths** not just your development areas. Celebrate them and acknowledge them. You've been invited to develop your leadership skills, but remember that you're already good at what you do.
- **Stay neutral.** Don't judge your feedback or development areas 'good' or 'bad'. Re-visit the report after a day or so and take a balanced and fair perspective. Don't be too tough on yourself.
- **Be more self-aware:** in what situations does my style work, and in what situations could I adapt my style?
- **Spot the trends and patterns:** are you stronger on **'head'** (analysis and planning), **'heart'** (relationships and influence) or **'hands'** (results and 'delivery'). Is there a good balance across the three areas?
- **Your development areas are not 'fixed'.** It's up to you to make the small improvements which will have the biggest impact on your effectiveness as a leader. You can request a further 360 assessment, say in 12 months, and see how much progress you have made.
- **There will be differences** between how you have **self-rated** and how others have rated you. Your challenge is to put yourself in the shoes of your reports, peers and manager – understand their point of view. Each group is likely to have different needs and expectations.
- **Before concluding** the review process, it is important you go back to **thank your team**. **Share your high-level plans** on what you will do with the collective feedback and ask for their suggestions. Dialogue helps increase people's involvement in the process of learning and development.
- **Sit down with your manager** prior to any follow-up actions and discuss the full 360 report and your personal development plan. Take time to review the written feedback and reflect on the main themes.

Use this feedback report as a working document – make notes, highlight strengths, connect any patterns and write down any questions you want to raise with your manager or coach.

Part 2: Assessing Performance

The Response Scale

The table shows the rating scale used to provide feedback on the competencies. You will remember these from completing your own self-assessment. Most of the information presented in the report is based on the average rating resulting from the combined observations of colleagues and work associates.

Rating	Descriptions
6	Outstanding: is a role model and consistently does this
5	Clear strength: demonstrates this behaviour most of the time
4	Competent to an acceptable standard: does this some of the time
3	Minor shortfall: inconsistent in this behaviour
2	Area for improvement: only occasionally shows this behaviour
1	Significant development needed: does not show this behaviour

People giving feedback also had the opportunity to respond: "Insufficient Contact - unable to comment." If they selected this option, they were not included in the assessment / calculation relating to that statement.

The charts, outlined in Part 3 of the report, show your own self ratings and those of your manager. The ratings for colleagues/peers, and reports, are based on the average rating for each group. Additional information is provided in the report to help you reflect on your feedback.

Summary of Respondents

As you know, you invited various people to contribute to the 360 feedback review process. A summary is included (below) showing the number of respondents from each group who completed feedback.

Relationship	Number of Respondents
Self	1
Manager	1
Reports	12
Peers	6

Part 3: Feedback On Your Leadership Effectiveness

Overview of Competencies

The charts shown below give a visual representation of responses on all statements for each competency. This will help you gain insight into the type of approach that will contribute to more-positive and effective work relationships – and highlight any differences between your self-assessments and those of others.
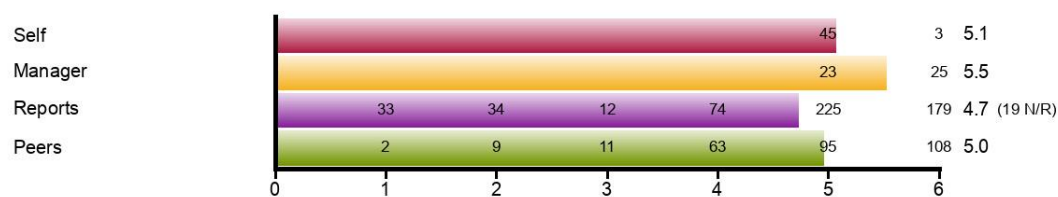
Understanding the numbers on the bar charts:

The numbers show how ratings for each group of respondents (including self-assessment scores) were distributed from 1 – 6. The number of non-responses (cannot say) are also shown. The average rating is shown on the right. In the case of peers, colleagues and direct reports, *the numbers relate to the number of respondents in a particular group **multiplied by** the number of questions in the 360 questionnaire*.
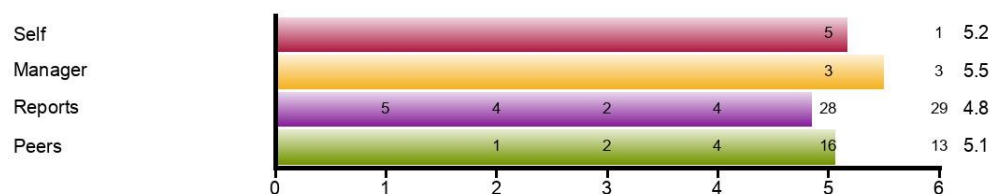
The 'All Categories' chart shows overall ratings based on all the competencies. The numbers show the total responses, on all the statements, for each group of respondents. Check how your ratings compare with the range of responses from each group. Is there a clear pattern between your self-assessment and feedback from certain groups? Even if the overall ratings are 'positive' (i.e. above 4.0), try and identify the relative strengths – and areas that might benefit from development. The written comments can help clarify strengths and areas for development.

NOTE: The Relationship Category labels, e.g. 'Peers' are agreed with the client. The Pario 360 can include 'Self' and up to four other categories.

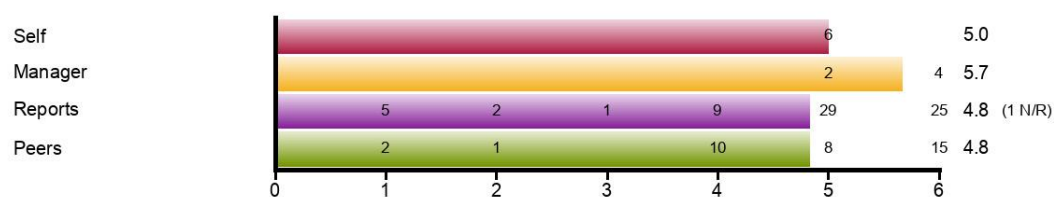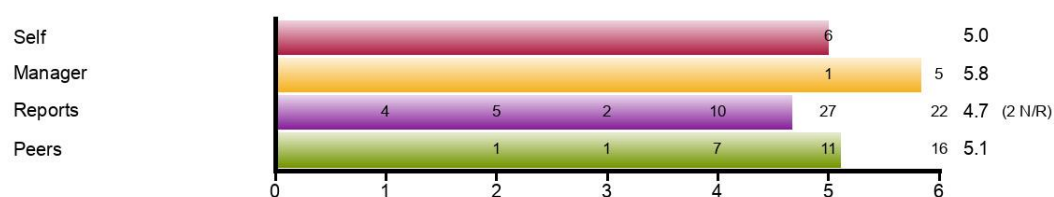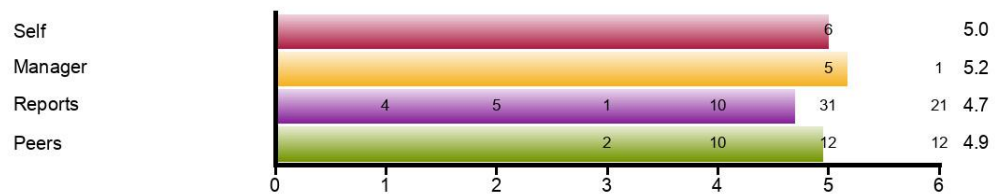### All Categories

Self					45	3	5.1
Manager					23	25	5.5
Reports	33	34	12	74	225	179	4.7 (19 N/R)
Peers	2	9	11	63	95	108	5.0

Setting Direction

Self					5	1	5.2
Manager					3	3	5.5
Reports	5	4	2	4	28	29	4.8
Peers		1	2	4	16	13	5.1

Working with People

Self					6		5.0
Manager					2	4	5.7
Reports	5	2	1	9	29	25	4.8 (1 N/R)
Peers	2	1		10	8	15	4.8

Building Relationships

Self					6		5.0
Manager					1	5	5.8
Reports	4	5	2	10	27	22	4.7 (2 N/R)
Peers		1	1	7	11	16	5.1

Influencing Others

						Rating
Self					6	5.0
Manager					5	1	5.2
Reports	4	5	1	10	31	21	4.7
Peers			2	10	12	12	4.9

Developing People

						Rating
Self					5	1	5.2
Manager					4	2	5.3
Reports	4	5	1	8	34	14	4.6 (6 N/R)
Peers			2	8	12	14	5.0

Gaining Commitment

						Rating
Self					6	5.0
Manager						6	6.0
Reports	6	4	1	13	27	19	4.5 (2 N/R)
Peers		1	2	6	13	14	5.0

Managing Performance

						Rating
Self					6	5.0
Manager					4	2	5.3
Reports	4	4	3	9	24	25	4.7 (3 N/R)
Peers		1	3	9	11	12	4.8

Achieving Results

						Rating
Self					5	1	5.2
Manager					4	2	5.3
Reports	1	5	1	11	25	24	4.9 (5 N/R)
Peers		2	1	9	12	12	4.9

Part 4: Analysis of Your Strengths

Your Strengths – Part 1

This part of the report highlights behaviour that was rated strongly by people completing the questionnaire, indicating that you are perceived as 'more effective' in these areas. To maintain effectiveness you need to consider the situation or context where the behaviour is important.

These statements obtained average ratings from others of 4.8 or more. Any ratings by yourself or your manager will be in the range 5 – 6. The individual or group making the rating is shown with a score. Empty cells indicate that the average rating was below the threshold. (The areas with relatively lower ratings will be reviewed at the next stage of the feedback process).

More Effective Behaviour	Self	Manager	Reports	Peers
Setting Direction	*5.2*	*5.5*	*4.8*	*5.1*
Clarify priorities and key objectives, creating a clear sense of direction	5.0	5.0	5.0	5.2
Explain the reasons why a particular course of action is required	5.0	6.0		5.2
Display energy and enthusiasm, showing personal conviction about future possibilities	5.0	6.0		
Apply consistent standards, maintaining a professional, objective approach	5.0	5.0	5.3	5.3
Show confidence when discussing issues relating to a problem	5.0	5.0		
Check information or assumptions and not accept things at 'face value'	6.0	6.0		5.2
Working with People	*5.0*	*5.7*	*4.8*	*4.8*
Help people understand how their work contributes to the organisation's performance	5.0	5.0		
Encourage positive discussion (and avoid personal criticism)	5.0	6.0		
Praise people for the quality or the value / importance of their work	5.0	6.0		
Encourage people to take personal responsibility for key tasks & activities	5.0	5.0		
Appear fair, objective and unbiased when judging people's performance	5.0	6.0	4.9	5.2
Treat people with respect, in a way that makes working life enjoyable	5.0	6.0		
Building Relationships	*5.0*	*5.8*	*4.7*	*5.1*
Discuss issues with a wide range of people to review problems and opportunities	5.0	6.0		5.2
Develop a good understanding of other people's needs and concerns	5.0	5.0		
Hold regular review meetings to discuss progress and explore issues	5.0	6.0		5.3
Appear professional and approachable, remaining calm when under pressure	5.0	6.0	5.0	
Share information and communicate with people outside the immediate team	5.0	6.0		5.2
Take the initiative in getting to know colleagues, clients or customers	5.0	6.0	5.1	5.7
Influencing Others	*5.0*	*5.2*	*4.7*	*4.9*
Appear open and willing to discuss people's ideas and suggestions	5.0	5.0		
Listen carefully and respond constructively to feedback and differing viewpoints	5.0	5.0		5.0
Remain firm on key points and persuade others to his/her point of view	5.0	5.0	4.9	5.5
Adapt his/her approach, so that it is appropriate to the people and situation	5.0	5.0		
Respond constructively to other people's views and discuss their concerns	5.0	6.0		
Clearly explain objectives and the reasons for a particular course of action	5.0	5.0	5.0	
Developing People	*5.2*	*5.3*	*4.6*	*5.0*
Give people support and encouragement to achieve important objectives	5.0	6.0		5.2
Make sure that people understand the performance standards that are expected	5.0	6.0		5.3
Help people find solutions to problems at work	5.0	5.0		5.2
Give people enough authority to allow them to do their job effectively	5.0	5.0		
Keep people informed of what is happening elsewhere in the organisation	6.0	5.0		5.2
Trust people to use their judgement and experience to solve problems	5.0	5.0	4.9	

More Effective Behaviour	Self	Manager	Reports	Peers
Gaining Commitment	*5.0*	*6.0*	*4.5*	*5.0*
Assess constraints or obstacles before making a firm commitment to action	5.0	6.0		5.3
Understand the culture of the organisation and use this to gain commitment	5.0	6.0		5.0
Encourage consultation and discussion to overcome disagreement	5.0	6.0		5.0
Understand the feelings and views of others on important issues	5.0	6.0		
Anticipate people's reactions and the potential consequences of decisions	5.0	6.0		5.2
Listen to people's views / opinions and explore issues	5.0	6.0		
Managing Performance	*5.0*	*5.3*	*4.7*	*4.8*
Spend time clarifying objectives and the steps required to get results	5.0	5.0		5.0
Provide regular, timely feedback that helps people improve their performance	5.0	5.0		5.3
Take prompt action if someone's performance falls below acceptable standards	5.0	6.0	4.9	
Coach people regularly to develop their strengths and use these effectively	5.0	5.0		
Give prompt acknowledgment and recognition when people do good work	5.0	5.0	5.1	
Provide support and encouragement when individuals have problems	5.0	6.0	4.9	
Achieving Results	*5.2*	*5.3*	*4.9*	*4.9*
Demonstrate flexibility when faced with an unexpected change of plans	5.0	5.0	4.9	
Cope well with conflicting priorities and pressure, remaining positive and focused	5.0	5.0	4.9	
Keep people aware of time-scales and the progress made in achieving objectives	5.0	5.0		5.3
Take the initiative in developing new, more effective ways of doing things	5.0	5.0		
Demonstrate the personal drive and resilience to overcome problems	6.0	6.0	5.3	5.3
Maintain a clear focus on the objectives and standards that must be achieved	5.0	6.0	5.2	5.2

Your Strengths: Part 2

The table shows the 10 highest rated statements and the overall ratings you received. These are based on the average ratings of all the people giving you feedback. (The averages do not include your own self ratings.)

We have also included the range of scores, (Min to Max) you received. These ratings of behaviours are shown in rank order. This will help you identify areas of strength (i.e. 4.8 or more) and aspects of your approach that might benefit from more emphasis (i.e. 4.7 or less). Note that as the Overall Average Ratings *decrease*, the range of ratings (Min to Max), generally *increase*. This often indicates that there are some situations (involving specific groups) that could benefit from more attention.

Behaviours in Rank Order					
Competency	Behaviour	Self	Min	Max	Average
Building Relationships	Take the initiative in getting to know colleagues, clients or customers	5.0	2	6	5.3
Achieving Results	Demonstrate the personal drive and resilience to overcome problems	6.0	4	6	5.3
Setting Direction	Apply consistent standards, maintaining a professional, objective approach	5.0	1	6	5.3
Achieving Results	Maintain a clear focus on the objectives and standards that must be achieved	5.0	2	6	5.2
Influencing Others	Remain firm on key points and persuade others to his/her point of view	5.0	2	6	5.1
Setting Direction	Clarify priorities and key objectives, creating a clear sense of direction	5.0	2	6	5.1
Working with People	Appear fair, objective and unbiased when judging people's performance	5.0	1	6	5.1
Building Relationships	Appear professional and approachable, remaining calm when under pressure	5.0	2	6	5.0
Gaining Commitment	Assess constraints or obstacles before making a firm commitment to action	5.0	2	6	5.0
Managing Performance	Provide regular, timely feedback that helps people improve their performance	5.0	2	6	5.0

Your Strengths: Part 3

The following comments relate to areas of strength.

Manager

XXXXX XXXXXXX: As a leader, Chris leads by example and always models professional standards in all of his work, demonstrating high levels of respect and courtesy.. His clear communication and modelling of the high expectations raised standards and….

Reports

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clear vision, approach to developing an outcome, simple and clear tone when showing information and can react in a calm and sensitive manner when an issue emerges

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XXX XXXXX: Chris is an approachable and supportive leader who takes a genuine interest in his team, making it easy for others to connect with him. He actively listens, showing empathy and understanding, and prioritises building trust by valuing your opinions, feelings, and experiences.

Peers

Chris is incredibly consistent. This is inspiring and reassuring to staff as they see him uphold high standards to students and follow up issues if they arise.

Clear vision and direction for staff, reinforcing key strategic priorities. A visible leader who….

Clear communication

Part 4: Analysis of Relative Areas for Improvement

Your Relative Improvement Areas – Part 1

This part of the report highlights behaviour that was rated less strongly by some groups, resulting in a lower overall rating. This suggests that in some situations (e.g. when working with particular groups) you might benefit by adapting your approach. To develop effectiveness you need to consider the situation or context where the behaviour is important.

Statements that obtained average ratings from others that are less than 4.8 are shown below. Ratings by yourself or your manager, on each statement, will be in the range 1 – 4. The individual or group making the rating is shown with a score. (Empty cells indicate that the average rating was above this threshold).

Less Effective Behaviour	Self	Manager	Reports	Peers
Setting Direction	*5.2*	*5.5*	*4.8*	*5.1*
Explain the reasons why a particular course of action is required			4.8	
Display energy and enthusiasm, showing personal conviction about future possibilities			4.7	4.7
Show confidence when discussing issues relating to a problem			4.7	
Check information or assumptions and not accept things at 'face value'			4.8	
Working with People	*5.0*	*5.7*	*4.8*	*4.8*
Help people understand how their work contributes to the organisation's performance				4.7
Praise people for the quality or the value / importance of their work				4.7
Treat people with respect, in a way that makes working life enjoyable			4.8	
Building Relationships	*5.0*	*5.8*	*4.7*	*5.1*
Discuss issues with a wide range of people to review problems and opportunities			4.2	
Develop a good understanding of other people's needs and concerns			4.4	4.5
Hold regular review meetings to discuss progress and explore issues			4.7	
Share information and communicate with people outside the immediate team			4.7	
Influencing Others	*5.0*	*5.2*	*4.7*	*4.9*
Appear open and willing to discuss people's ideas and suggestions			4.7	
Listen carefully and respond constructively to feedback and differing viewpoints			4.8	
Adapt his/her approach, so that it is appropriate to the people and situation			4.3	4.7
Respond constructively to other people's views and discuss their concerns			4.6	
Developing People	*5.2*	*5.3*	*4.6*	*5.0*
Give people support and encouragement to achieve important objectives			4.5	
Make sure that people understand the performance standards that are expected			4.6	
Help people find solutions to problems at work			4.4	
Give people enough authority to allow them to do their job effectively				4.5
Keep people informed of what is happening elsewhere in the organisation			4.3	
Trust people to use their judgement and experience to solve problems				4.7
Gaining Commitment	*5.0*	*6.0*	*4.5*	*5.0*
Assess constraints or obstacles before making a firm commitment to action			4.7	
Understand the culture of the organisation and use this to gain commitment			4.5	
Encourage consultation and discussion to overcome disagreement			4.6	
Understand the feelings and views of others on important issues			4.7	
Anticipate people's reactions and the potential consequences of decisions			4.3	
Listen to people's views / opinions and explore issues			4.5	
Managing Performance	*5.0*	*5.3*	*4.7*	*4.8*
Spend time clarifying objectives and the steps required to get results			4.5	

Less Effective Behaviour	Self	Manager	Reports	Peers
Take prompt action if someone's performance falls below acceptable standards				4.7
Coach people regularly to develop their strengths and use these effectively			4.2	4.3
Achieving Results	*5.2*	*5.3*	*4.9*	*4.9*
Demonstrate flexibility when faced with an unexpected change of plans				4.3
Cope well with conflicting priorities and pressure, remaining positive and focused				4.7
Keep people aware of time-scales and the progress made in achieving objectives			4.8	
Take the initiative in developing new, more effective ways of doing things			4.3	4.3

Your Relative Improvement Areas - Part 2

This table shows the 10 lowest rated statements. These are based on the average ratings of all the people giving you feedback. (The averages do not include your own self ratings.)

Note that as the Overall Average Ratings *decrease*, the range of ratings (Min to Max), generally *increase*. This often indicates that there are some situations (involving specific groups) that could benefit from more attention.

Behaviours in Rank Order					
Competency	Behaviour	Self	Min	Max	Average
Developing People	Help people find solutions to problems at work	5.0	1	6	4.7
Gaining Commitment	Listen to people's views / opinions and explore issues	5.0	1	6	4.7
Gaining Commitment	Anticipate people's reactions and the potential consequences of decisions	5.0	1	6	4.7
Managing Performance	Spend time clarifying objectives and the steps required to get results	5.0	1	6	4.7
Building Relationships	Discuss issues with a wide range of people to review problems and opportunities	5.0	1	6	4.6
Developing People	Keep people informed of what is happening elsewhere in the organisation	6.0	1	6	4.6
Building Relationships	Develop a good understanding of other people's needs and concerns	5.0	1	6	4.5
Influencing Others	Adapt his/her approach, so that it is appropriate to the people and situation	5.0	1	6	4.4
Achieving Results	Take the initiative in developing new, more effective ways of doing things	5.0	1	6	4.4
Managing Performance	Coach people regularly to develop their strengths and use these effectively	5.0	1	6	4.3

Your Improvement Areas - Part 3

The following comments relate to areas that might benefit from development.

Manager

XXXXX XXXXXXXX: Chris need to learn to use his team more effectively and delegate more of the strategic workload. One of the issues at XYZ involves…

Reports

Communication needs to be clearer, information needs to be provided to each element of the team with a clear discuss from the shop floor upwards

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There is a very good xxxx policy in place, however, it is not run in the way that it is meant to, either due to key staff not following procedure or other pressures. This has a knock-on effect, which leads to much frustration…

Peers

There is scope to be more open to differing points of view (and seeking honest feedback on key decisions). It would be helpful if Chris actively encouraged contributions.

Listening to ideas without being solution focused. Sometimes the ability to of- load and talk through an issue / concern is helpful.

Chris works many hours and I worry about his work/life balance and sustainability over a long period of time

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Part 5: Personal Development Action Plan

What Next?

You now have the opportunity to build on the feedback and identify the next steps.

- Write down: your **three significant strengths** and how you will be leveraging these fully in the weeks and months ahead?
- Write down: your **three main areas for development**. And how you plan to work on these over the coming weeks?
- What **support and coaching** would you value from your manager?
- Set aside at least 60 minutes to review your 360 with your manager
- As a result of this conversation, shape an outline **Personal Development Plan**. And get it 'road-tested' with senior colleagues. **Work on these questions:** 12 months from now, what difference will others notice in my leadership? How will I play to my strengths more of the time? How can I work on a live 'business challenge' and at the same time, 'work on me'?
- Set aside time to review the highlights from your 360 with those who took the time and trouble to complete the questionnaire. Either face-to-face or by phone: share what you learned and what you'll be working on over the weeks ahead. Seek their on-going support and feedback.
- Invest time with the management team you're a part of. Use the 360 to identify how to get the best from each other. To what extent are we similar and different in the feedback we've received?

How will we actively support and coach each other to enhance our overall effectiveness?

- Leadership is not easy. The journey is never finished. So use this 360 as the start of your personal improvement. Sit down and get informal feedback from trusted colleagues, and do so each quarter. What difference have they noticed?
- Get 'feed-forward'...in the months ahead, what do your team and colleagues NEED you to 'stop, start and continue' doing. Work to understand other people's expectations – and how best to manage the process of building shared purpose.

Appendix

Average Ratings (by Competency and Respondent Group)

Average 'Group' and 'Competency' ratings (excluding self-ratings) are summarised below.

The pattern of ratings, across competencies and respondent groups, should be viewed alongside written comments relating to your strengths and areas for improvement.

Prompt questions, which may support reflection, include:

- How effectively am I directing my energy? (Review the competencies that help clarify your approach)
- How can I build on specific aspects of behaviour, to enhance my effectiveness?
- In what ways can I 'better anticipate and manage' the needs and expectations of different groups?

More Effective Behaviour	Self	Manager	Reports	Peers	Average
Setting Direction	*5.2*	*5.5*	*4.8*	*5.1*	*5.1*
Working with People	*5.0*	*5.7*	*4.8*	*4.8*	*5.1*
Building Relationships	*5.0*	*5.8*	*4.7*	*5.1*	*5.2*
Influencing Others	*5.0*	*5.2*	*4.7*	*4.9*	*4.9*
Developing People	*5.2*	*5.3*	*4.6*	*5.0*	*5.0*
Gaining Commitment	*5.0*	*6.0*	*4.5*	*5.0*	*5.2*
Managing Performance	*5.0*	*5.3*	*4.7*	*4.8*	*4.9*
Achieving Results	*5.2*	*5.3*	*4.9*	*4.9*	*5.0*
Average	5.1	5.5	4.7	5.0	5.1

High and Low Ratings

Reflect on the high and low ratings alongside the written comments, re. strengths and areas for development.

Competency Area	Strongest Ratings	Weakest Ratings
Setting Direction	1. Apply consistent standards, maintaining a professional, objective approach 2. Clarify priorities and key objectives, creating a clear sense of direction	1. Show confidence when discussing issues relating to a problem 2. Display energy and enthusiasm, showing personal conviction about future possibilities
Working with People	1. Appear fair, objective and unbiased when judging people's performance 2. Encourage positive discussion (and avoid personal criticism)	1. Help people understand how their work contributes to the organisation's performance 2. Treat people with respect, in a way that makes working life enjoyable
Building Relationships	1. Take the initiative in getting to know colleagues, clients or customers 2. Appear professional and approachable, remaining calm when under pressure	1. Develop a good understanding of other people's needs and concerns 2. Discuss issues with a wide range of people to review problems and opportunities
Influencing Others	1. Remain firm on key points and persuade others to his/her point of view 2. Clearly explain objectives and the reasons for a particular course of action	1. Adapt his/her approach, so that it is appropriate to the people and situation 2. Respond constructively to other people's views and discuss their concerns
Developing People	1. Make sure that people understand the performance standards that are expected 2. Trust people to use their judgement and experience to solve problems	1. Keep people informed of what is happening elsewhere in the organisation 2. Help people find solutions to problems at work
Gaining Commitment	1. Assess constraints or obstacles before making a firm commitment to action 2. Encourage consultation and discussion to overcome disagreement	1. Anticipate people's reactions and the potential consequences of decisions 2. Listen to people's views / opinions and explore issues
Managing Performance	1. Give prompt acknowledgment and recognition when people do good work 2. Provide regular, timely feedback that helps people improve their performance	1. Coach people regularly to develop their strengths and use these effectively 2. Spend time clarifying objectives and the steps required to get results
Achieving Results	1. Demonstrate the personal drive and resilience to overcome problems 2. Maintain a clear focus on the objectives and standards that must be achieved	1. Take the initiative in developing new, more effective ways of doing things 2. Demonstrate flexibility when faced with an unexpected change of plans