WORKPLACEHERO

Leadership & management 360

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Leadership & management 360 - Fictional example - Middle manager

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10	20	4.0	3.9
RESPONDENTS	QUESTIONS	YOUR SCORE	OTHERS' SCORE

Who took part

Manager: 1 | Peers: 3 | Direct reports: 4 | Other colleagues: 1 | Self-assessment: completed

How anonymity is protected

Your manager's scores are shown separately. Peers and direct reports are only broken out once at least three people in that group have responded. Everyone else is pooled into "other colleagues" so no individual can be identified.

How to read this report

Every question is answered on a 1-5 scale, from strongly disagree to strongly agree. Your own answers are shown alongside the average from each group of reviewers. The gap between the two is the useful part: it shows where your self-view matches how others experience you, and where it doesn't. Bring the development plan on the last page to your next appraisal or one-to-one.

CONFIDENTIAL

This report is written for the person named on the cover. Share it at your discretion - your employer only sees it if you choose to share it in your WorkplaceHero account.

Executive summary

Sam is a well-regarded manager whose team rates them noticeably higher than their peers do. The strongest signal in this report is people development: direct reports consistently describe time being made for them. The clearest development area is communication of decisions - several reviewers describe learning about outcomes after the fact rather than being part of the thinking. Sam's own scores are close to their reviewers' overall, which suggests a realistic and grounded self-view.

SELF-AWARENESS

Closely aligned. Across every question, your 9 reviewers rated you broadly in line with your own view (3.9 against your 4.0). On average your own scores differ from your reviewers' by 0.29 points out of 5.

Your strongest areas

The themes your reviewers scored highest.

- Regulation, ethics & EDI - reviewers 4.2, you 4.3. Applying law, policy, ethics and inclusion.
- Strategy & operational planning - reviewers 4.1, you 4.0. Aligning operations with strategy and future direction.
- Leadership & people management - reviewers 4.0, you 4.0. Setting direction, managing people, performance and talent.

Priority development areas

The themes your reviewers scored lowest. A low score is a development priority; it is not the same thing as a perception gap.

- Stakeholder relationships - reviewers 3.6, you 4.0. This is one of your lower scores rather than a weak area, so treat it as fine tuning. Building, influencing and maintaining relationships.
- Communication & presentation - reviewers 3.6, you 4.0. This is one of your lower scores rather than a weak area, so treat it as fine tuning. Communicating clearly across audiences and media.
- Sustainability & responsibility - reviewers 3.7, you 3.5. This is one of your lower scores rather than a weak area, so treat it as fine tuning. Acting responsibly on social, environmental and economic impact.

Perception gaps

Where your own view and your reviewers' view differ by at least half a point, in either direction.

- Project & change management - Your reviewers rate this lower than you do (3.9 against your 4.5).
- IT, digital & AI - Your reviewers rate this lower than you do (3.9 against your 4.5).
- Financial & resource management - Your reviewers rate this lower than you do (3.8 against your 4.3).

Blind spots

Strengths your reviewers see that you rate lower in yourself.

- No themes currently fall into this category - your reviewers did not rate any area as a strength that you under-rate in yourself.

Hidden strengths

Areas you rate as a strength that your reviewers do not yet see to the same extent.

- No themes currently fall into this category - there is no area you rate as a strength that your reviewers do not.

Scores at a glance

Every theme, ranked by how your reviewers scored it. The bar shows the reviewer average; your own score is printed beside it.

Overall score by group

Your self-awareness window

Themes are placed by comparing your own score with your reviewers' score. Anything at or above 3.5 counts as a strength. These are the same classifications used in the executive summary.

Open - you see it, others see it

- Leadership & people management - you 4.0, others 4.0
- Communication & presentation - you 4.0, others 3.6
- Data, analysis & decisions - you 4.0, others 4.0
- Project & change management - you 4.5, others 3.9
- Financial & resource management - you 4.3, others 3.8
- Stakeholder relationships - you 4.0, others 3.6
- Coaching & development - you 3.5, others 3.7
- Regulation, ethics & EDI - you 4.3, others 4.2
- Sustainability & responsibility - you 3.5, others 3.7
- Risk & business continuity - you 3.5, others 3.9
- IT, digital & AI - you 4.5, others 3.9
- Strategy & operational planning - you 4.0, others 4.1

You know these are strengths and so does everyone else. Use them deliberately and lend them to others.

Blind - others see it, you don't

No themes currently fall into this category.

Others see more here than you do. Trust the evidence and give yourself credit - or find out what they are seeing.

Hidden - you see it, others don't

No themes currently fall into this category.

You rate yourself higher here than others do. Usually a visibility problem or a difference in expectations.

Unknown - neither side rates it strongly

No themes currently fall into this category.

Neither you nor your reviewers rate these strongly. Pick one to develop rather than trying to fix them all.

Highest and lowest rated questions

Top five - what people rate you highest on

Question	You	Manager	Peers	Reports	Others*	All others
Interprets and applies regulation and policy in day-to-day work.	5.0	4.0	4.3	5.0	4.0	4.6
Supports an inclusive culture and treats people fairly.	5.0	4.0	4.3	4.3	5.0	4.3
Collaborates well with others across the organisation.	4.0	5.0	4.0	4.5	4.0	4.3
Implements business continuity, risk and recovery plans.	4.0	4.0	4.7	4.3	3.0	4.2
Analyses performance data to spot areas to improve.	4.0	4.0	4.0	4.3	4.0	4.1

Bottom five - where people see the most room

Question	You	Manager	Peers	Reports	Others*	All others
Manages relationships across diverse stakeholder groups.	4.0	3.0	3.0	3.8	3.0	3.3
Coaches and mentors individuals well.	3.0	3.0	3.3	3.8	3.0	3.4
Understands the financial implications of decisions on budgets.	5.0	4.0	3.0	3.5	4.0	3.4
Communicates information to stakeholders using the right media.	4.0	3.0	3.0	3.8	4.0	3.4
Works flexibly and adapts to changing circumstances.	3.0	3.0	3.7	3.8	4.0	3.7

Where your reviewers varied most in their answers

- Delivers sustainable services that respond to wider change. - average 3.7 across 9 reviewers, spread 1.00 points. Reviewers differ.
- Develops operational plans aligned with strategy. - average 3.8 across 9 reviewers, spread 0.97 points. Reviewers differ.
- Manages projects to deliver within budget and resource. - average 4.0 across 9 reviewers, spread 0.87 points. Some variation.
- Implements business continuity, risk and recovery plans. - average 4.2 across 9 reviewers, spread 0.83 points. Some variation.
- Analyses performance data to spot areas to improve. - average 4.1 across 9 reviewers, spread 0.78 points. Some variation.

Where reviewers differ this much, it usually means you show up differently to different people or in different situations - worth exploring in conversation.

* "Others" pools any group with fewer than three respondents, so no one can be identified.

Leadership & people management

Setting direction, managing people, performance and talent.

WHAT THE GAP SAYS

Your reviewers rate this broadly in line with your own view (4.0 against your 4.0). Their answers vary by 0.65 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Sets clear goals and accountabilities for people and teams.	4.0	4.0	3.7	4.5	3.0	4.0
Acts professionally, ethically and with integrity.	3.0	4.0	3.3	4.0	4.0	3.8
Supports an inclusive culture and treats people fairly.	5.0	4.0	4.3	4.3	5.0	4.3

Communication & presentation

Communicating clearly across audiences and media.

WHAT THE GAP SAYS

Your reviewers rate this lower than you do (3.6 against your 4.0). Their answers vary by 0.50 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Communicates information to stakeholders using the right media.	4.0	3.0	3.0	3.8	4.0	3.4
Influences and negotiates with stakeholders to agree goals.	4.0	4.0	3.3	4.0	4.0	3.8

Data, analysis & decisions

Using data and analysis to make sound decisions.

WHAT THE GAP SAYS

Your reviewers rate this broadly in line with your own view (4.0 against your 4.0). Their answers vary by 0.62 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Analyses performance data to spot areas to improve.	4.0	4.0	4.0	4.3	4.0	4.1
Uses digital tools to monitor performance, budgets and delivery.	4.0	5.0	3.7	4.0	4.0	4.0
Evaluates the impact of plans and projects to guide decisions.	4.0	4.0	3.7	4.0	4.0	3.9

Project & change management

Leading projects and change to deliver outcomes.

WHAT THE GAP SAYS

Your reviewers rate this lower than you do (3.9 against your 4.5). Their answers vary by 0.80 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Manages projects to deliver within budget and resource.	4.0	5.0	3.7	4.0	4.0	4.0
Drives continuous improvement and change for the team.	5.0	4.0	3.3	4.3	4.0	3.9

Financial & resource management

Managing budgets, costs and resources well.

WHAT THE GAP SAYS

Your reviewers rate this lower than you do (3.8 against your 4.3). Their answers vary by 0.79 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Understands the financial implications of decisions on budgets.	5.0	4.0	3.0	3.5	4.0	3.4
Manages projects to deliver within budget and resource.	4.0	5.0	3.7	4.0	4.0	4.0
Uses digital tools to monitor performance, budgets and delivery.	4.0	5.0	3.7	4.0	4.0	4.0

Stakeholder relationships

Building, influencing and maintaining relationships.

WHAT THE GAP SAYS

Your reviewers rate this lower than you do (3.6 against your 4.0). Their answers vary by 0.62 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Influences and negotiates with stakeholders to agree goals.	4.0	4.0	3.3	4.0	4.0	3.8
Manages relationships across diverse stakeholder groups.	4.0	3.0	3.0	3.8	3.0	3.3

Coaching & development

Growing capability in self and the team.

WHAT THE GAP SAYS

Your reviewers rate this broadly in line with your own view (3.7 against your 3.5). Their answers vary by 0.69 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Coaches and mentors individuals well.	3.0	3.0	3.3	3.8	3.0	3.4
Seeks learning opportunities for self and the wider team.	4.0	4.0	4.0	4.0	3.0	3.9

Regulation, ethics & EDI

Applying law, policy, ethics and inclusion.

WHAT THE GAP SAYS

Your reviewers rate this broadly in line with your own view (4.2 against your 4.3). Their answers vary by 0.64 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Interprets and applies regulation and policy in day-to-day work.	5.0	4.0	4.3	5.0	4.0	4.6
Acts professionally, ethically and with integrity.	3.0	4.0	3.3	4.0	4.0	3.8
Supports an inclusive culture and treats people fairly.	5.0	4.0	4.3	4.3	5.0	4.3

Sustainability & responsibility

Acting responsibly on social, environmental and economic impact.

WHAT THE GAP SAYS

Your reviewers rate this broadly in line with your own view (3.7 against your 3.5). Their answers vary by 0.84 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Delivers sustainable services that respond to wider change.	4.0	5.0	2.7	4.0	4.0	3.7
Works flexibly and adapts to changing circumstances.	3.0	3.0	3.7	3.8	4.0	3.7

Risk & business continuity

Identifying risk and keeping critical functions running.

WHAT THE GAP SAYS

Your reviewers rate this higher than you do (3.9 against your 3.5). Their answers vary by 0.80 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Implements business continuity, risk and recovery plans.	4.0	4.0	4.7	4.3	3.0	4.2
Works flexibly and adapts to changing circumstances.	3.0	3.0	3.7	3.8	4.0	3.7

IT, digital & AI

Using digital tools and emerging technology.

WHAT THE GAP SAYS

Your reviewers rate this lower than you do (3.9 against your 4.5). Their answers vary by 0.73 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Uses digital tools to monitor performance, budgets and delivery.	4.0	5.0	3.7	4.0	4.0	4.0
Drives continuous improvement and change for the team.	5.0	4.0	3.3	4.3	4.0	3.9

Strategy & operational planning

Aligning operations with strategy and future direction.

WHAT THE GAP SAYS

Your reviewers rate this broadly in line with your own view (4.1 against your 4.0). Their answers vary by 0.87 points. There is some normal variation between reviewers here, but no strong disagreement. This theme sits in the Open quadrant of your self-awareness window.

Question by question

Question	You	Manager	Peers	Reports	Others*	All others
Develops operational plans aligned with strategy.	4.0	3.0	3.0	4.8	3.0	3.8
Collaborates well with others across the organisation.	4.0	5.0	4.0	4.5	4.0	4.3

Your development plan

Three to five actions drawn from the evidence in this report. Fill in what you will do and by when, then take this page into your next appraisal or one-to-one.

1. Share thinking earlier, not just decisions

Several reviewers describe hearing about decisions after they were made.

- Pick two upcoming decisions and share the options with the team before choosing.
- Add a standing 'what we're weighing up' item to your team meeting.

WHAT I WILL DO

BY WHEN

HOW I'LL KNOW IT WORKED

2. Make your data tell a story

Reviewers see the numbers but not always the conclusion.

- Open each report with the one-line 'so what' before the detail.

WHAT I WILL DO

BY WHEN

HOW I'LL KNOW IT WORKED