

# REPORT

Celebration 360

**Tina Imagination**

Date: 17th July 2006

Self: 1

Reports: 2

Peers: 1

Partners: 1

Clients: 1



TALENT INNOVATIONS

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# Your Profile

Thank you for participating in your 'Celebration 360' survey. The ratings provided by you and your raters are shown in this report for your review, reflection and understanding. Please take this opportunity to see how others see you and to understand what about you as a leader seems to work well at the moment.

In discussion with your facilitator, you will find that you learn where others see you differently from how you see yourself. You may see where you have:

- 1) a facade - an aspect over which you are misleading others into thinking you are better or worse than you really are,
- 2) a blind-spot - an aspect only others see,
- 3) an opportunity to value aspects of you at work which you have not so far recognized as valuable yourself

Expanding your understanding of what is appreciated at work will build your confidence and encourage you to build on these areas of strength. Once you have explored why some of your behaviours are seen positively in this way you will be able to create more possibilities for yourself in the future for personal and business success. For instance, you may wish to choose your future career direction making good use of the special talents you can identify within this review.

# The Model for Inspiring Leadership

You and your reviewers have selected from the model below the areas they consider you to be "excellent".

## Action



Inspiring Leadership  
Transforming Teams  
Initiative & Decisiveness  
Drive for Results

## People



Empowering Others  
Building Relationships  
Communicating Powerfully  
Customer-centric

## Intellect



Grasping Complexities  
Applying Specialist Knowledge  
Strategic Planning  
Creative Thinking

## Personal



Personal Impact  
Resilience & Drive  
Learning & Growth  
Integrity & Commitment

# The Highlights

Below are the behaviours that a number of your reviewers selected as being “Excellent” – these are behaviours that most people will see as special about you:

<b>Item Text</b>	<b>Review ers</b>
Builds rapport easily	5
Shows enthusiasm and excitement	5
Arouses a strong desire to succeed in others	4
Coaches team members powerfully	4
Shows care and empathy for others	4
Relates to people at all levels	4
Takes responsibility for own career development	4
Challenges people to aim for outstanding performance	3
Makes things happen	3
Owens the consequences of own decisions	3

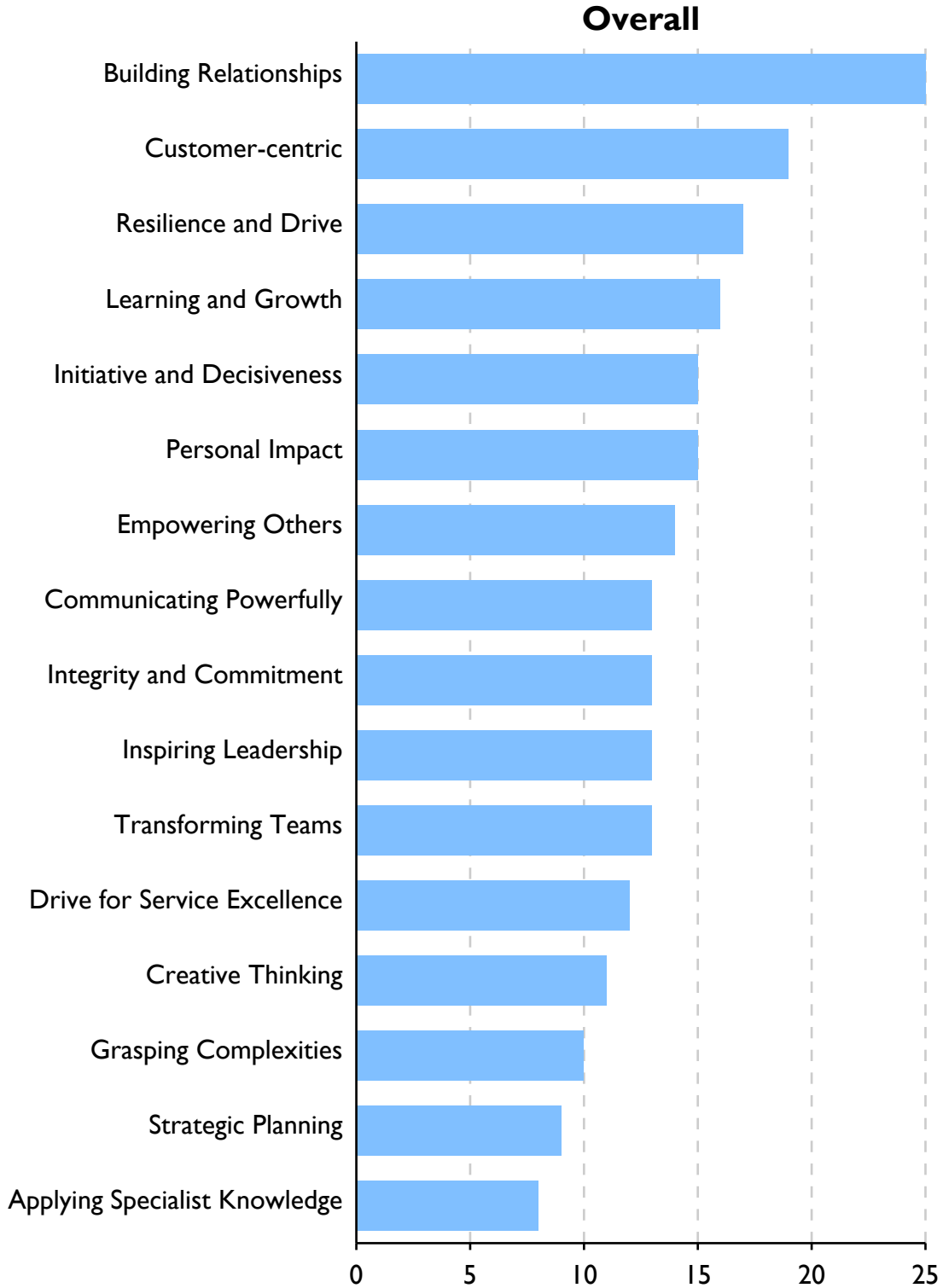
1) What (if anything) surprises you about this list?

2) How well does your current role use these skills?

3) How well does your career choice centre on these behaviours?

# Overview Results

Using the feedback from all your reviewers, the following competencies were indicated as strengths for you



# Specifically what do your reviewers like about you?

## *What are her key strengths?*

“Tina's key strengths are around her ability to build rapport quickly, get to great questions using her knowledge and experience and to walk the walk of her own purpose.”

“Her ability to inspire others to achieve their full potential by actively encouraging them to be positive in their attitude. She never criticises but always motivates one to see their strengths as opposed to weaknesses.”

“Decisive leadership. Wants to keep driving for excellence, and reaches it.”

“I find Tina to be rigorous and thorough. She has lots of energy - thank goodness.”

## *What can you count on her for?*

“Understanding when mistakes are made.”

“I can count on Tina to do virtually everything that I would expect her to do. This means she can frequently over-do things - not knowing when to stop.”

“Her honesty, integrity and support in one's own personal development. She always assumes parity whilst maintaining her leadership skills and will invest her support and belief in one's abilities without being negative.”

“great questions, great insight, use of applicable knowledge”

## *What contribution do you often see her make?*

“Her vision for the company's future is determination for all involved to work towards the ultimate achievement of being the best in our field and to those ends, her dedication is inviolate.”

“She is very inspiring for others.”

“offering additional suggestions and networking opportunities”

## Now what are your thoughts?

What conclusions do you draw on:

1) Your relationships with your raters?

Manager:

Peers:

Reports:

Clients:

2) Your blind-spots (ie. aspects of your behaviour you have not been aware of before now?)

3) What you are particularly good at?

4) What you are not so good at?

5) Things about your behaviour you want to work on?

# Specifically what did you like about yourself before... and now?

*What did you consider to be your key strengths?*

“being energetic and enthusiastic, relating with people and challenging their growth”

***What would you now say are your key strengths?***

*What did you particularly value about yourself before?*

“my sensitivity to others”

*What did you think others particularly valued about you?*

“my ability to make chilli con carne”

***How accurate were your thoughts on these matters? What aspects of yourself do you now see are valued by others that you did not see before?***

*What did you say you could count on yourself for?*

“for getting upset quite easily!”

***How well do others agree with this?***

*What contribution did you think you commonly make?*

“ideas and a listening and acknowledgement”

***Do others see this contribution?***

***What other contributions do your reviewers see you make?***

***What surprised you (if anything) about what your reviewers said they envied about you?***

*What qualities did you think you were not currently using?*  
“my corporate eam leadership and political awareness”

***What do your reviewers think on this matter?***

*What did you think was the best thing about you?*  
“my speed”

***What do think now?***

***After considering all of this information, what actions are you now committed to taking?***

## Next Steps

If you have any further questions, please contact **Elva Ainsworth**, Occupational Psychologist:

Managing Director  
Talent Innovations Ltd  
Kings House Business Centre  
Home Park Estate  
Station Road  
Kings Langley  
Herts  
WD4 8DH

Tel: 0845 362 3269

Email: [elva@talentinnovations.co.uk](mailto:elva@talentinnovations.co.uk)

## Item Responses

The following lists all the behaviours that were selected as “Excellent” by one or more of your reviewers – the number that selected each of the behaviours is listed under their relationship to you so you can see how consistently you are seen in this way.

# Question Responses - Action



## Inspiring Leadership

	Self	Rpt
1) Inspires a positive attitude to work	1	1
2) Gives a clear sense of direction	-	1
3) Energises people to work towards goals	-	1
4) Has an inspiring vision for the future of the organisation	1	2
5) Engages others in the team goals	-	1
6) Excites people in their vision	1	2
7) Has a compelling vision for success	-	1
8) Demonstrates belief in the vision	-	1
<b>Total</b>	<b>3</b>	<b>10</b>

## Transforming Teams

	Self	Rpt	Part	Clnt
1) Is readily accessible by team members	-	1	-	-
2) Takes the team to a new level of performance	-	1	-	-
3) Acknowledges efforts and contributions	-	1	1	-
4) Celebrates team success	-	1	-	-
5) Gains team commitment to ideas	-	1	-	-
6) Allows possibilities to be seen by others	1	1	-	-
7) Challenges people to aim for outstanding performance	-	1	1	1
8) Motivates the team to achieve previously unreachd goals	-	1	1	-
<b>Total</b>	<b>1</b>	<b>8</b>	<b>3</b>	<b>1</b>

## Initiative and Decisiveness

	Self	Rpt	Part	Clnt
1) Is decisive	1	1	1	-
2) Willingly makes difficult decisions	-	1	-	-
3) Makes things happen	-	2	1	-
4) Delegates appropriately	-	1	-	-
5) Makes timely decisions	-	1	-	-
6) Comfortable making decisions even in ambiguous circumstances	-	1	1	-
7) Owns the consequences of own decisions	-	1	1	1
8) Initiates action	-	1	-	-
<b>Total</b>	<b>1</b>	<b>9</b>	<b>4</b>	<b>1</b>

**Comments:** Q1: "too fast sometimes"

## Drive for Service Excellence

	<i>Rpt</i>	<i>Part</i>
1) Strives to manage key financial measures	1	-
2) Constantly drives for commercial advantage	1	-
3) Has strong commercial instincts	1	-
4) Demonstrates awareness of competitor activity	2	-
5) Drives improved business results	1	-
6) Innovates improvements for commercial results	2	-
7) Has action plan to improve business performance	2	1
8) Identifies commercial opportunities	1	-
<b>Total</b>	<b>11</b>	<b>1</b>

# Question Responses - People



## *Empowering Others*

	<i>Self</i>	<i>Rpt</i>	<i>Part</i>	<i>Cnt</i>
1) Enables others to solve their own problems	-	1	-	-
2) Shows respect for others	1	1	-	1
3) Arouses a strong desire to succeed in others	1	2	-	1
4) Creates development opportunities for others	1	1	-	-
5) Coaches team members powerfully	1	1	1	1
<b>Total</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>3</b>

## *Building Relationships*

	<i>Self</i>	<i>Rpt</i>	<i>Peer</i>	<i>Part</i>	<i>Cnt</i>
1) Shows care and empathy for others	1	1	1	1	-
2) Facilitates the resolution of conflicts	-	1	-	1	-
3) Relates to people at all levels	1	1	-	1	1
4) Works well with other people	-	1	-	-	-
5) Builds rapport easily	1	2	-	1	1
6) Develops positive relationships with colleagues	1	2	-	-	-
7) Demonstrates effective listening	-	1	-	1	1
8) Notices how others are feeling	1	-	-	1	1
<b>Total</b>	<b>5</b>	<b>9</b>	<b>1</b>	<b>6</b>	<b>4</b>

## *Communicating Powerfully*

	<i>Self</i>	<i>Rpt</i>	<i>Cnt</i>
1) Writes clearly and succinctly	-	1	-
2) Shares information with others	-	1	-
3) Speaks using positive language	-	1	-
4) Clear in speech	-	1	-
5) Talks openly and honestly	1	1	-
6) Passionate about interests	1	1	1
7) Inspires an audience when speaking	1	1	-
8) Uses posture and gestures appropriately	1	1	-
<b>Total</b>	<b>4</b>	<b>8</b>	<b>1</b>

## Customer-centric

	<i>Rpt</i>	<i>Part</i>
1) Shows understanding of customer needs	2	1
2) Proactively asks for customer feedback	1	1
3) Puts customers first	1	1
4) Checks customer needs have been met	1	1
5) Handles difficult customer issues effectively	2	1
6) Gives customer service top priority	2	1
7) Demonstrates understanding of customer perspective	1	1
8) Takes customer complaints seriously	1	1
<b>Total</b>	<b>11</b>	<b>8</b>

# Question Responses - Intellect



## Grasping Complexities

	Self	Rpt	Cnt
1) Identifies the core of a problem	-	1	-
2) Draws accurate conclusions from the information available	-	1	-
3) Demonstrates awareness of financial and commercial issues	1	-	-
4) Seeks out information using appropriate research methods	-	1	1
5) Makes effective judgements	-	1	-
6) Can see both sides of an argument	1	1	-
7) Consults widely when analysing issues	-	1	-
8) Asks probing questions to establish the facts	-	1	-
<b>Total</b>	<b>2</b>	<b>7</b>	<b>1</b>

## Applying Specialist Knowledge

	Rpt
1) Demonstrates specialist knowledge	1
2) Shows detailed job knowledge	2
3) Quickly assimilates new information	1
4) Knows specialist requirements of the job	1
5) Applies knowledge to solve practical issues	1
6) Aware of best practices in their field	1
7) Is seen as an expert in their field	1
<b>Total</b>	<b>8</b>

## Strategic Planning

	Self	Rpt
1) Able to see the long term impact of decisions	-	1
2) Aware of current organisational and political issues	-	1
3) Steps back from current issues and considers the "big picture"	1	1
4) Creates a strategic plan	-	1
5) Organises resources effectively	-	1
6) Clearly prioritises activities	-	1
7) Builds in milestones and controls when planning	-	1
8) Is forward looking and strategic in approach	-	1
<b>Total</b>	<b>1</b>	<b>8</b>

## *Creative Thinking*

	<i>Self</i>	<i>Rpt</i>	<i>Clnt</i>
1) Generates imaginative solutions			-
2) Encourages others to generate ideas	-		-
3) Produces creative ideas			-
4) Open to new ways of doing things	-		-
5) Takes a "lateral" view of situations	-		-
6) Challenges assumptions and conventional thinking	-		
7) Seeks out innovative approaches	-		-
8) Identifies fresh approaches to achieving goals	-		-
<b>Total</b>	<b>2</b>	<b>8</b>	<b>1</b>

# Question Responses - Personal



## Personal Impact

	Self	Rpt	Part
1) Makes presence felt and has impact	1	1	-
2) Makes a strong positive first impression	1	2	-
3) Presents a credible image to external parties	1	1	1
4) Is tolerant of others	-	1	-
5) Persuades others to own viewpoint	1	-	-
6) Expresses views with confidence	1	1	-
7) Visible across the organisation	-	1	-
8) Proactively networks	1	1	-
<b>Total</b>	<b>6</b>	<b>8</b>	<b>1</b>

## Resilience and Drive

	Self	Rpt	Peer	Part	Cnt
1) Maintains performance under pressure	-	1	-	-	-
2) Shows enthusiasm and excitement	1	1	1	1	1
3) Demonstrates drive and determination	1	1	-	-	1
4) Accepts criticism without becoming over-defensive	-	1	-	-	-
5) Adapts easily to changing circumstances	-	1	-	-	-
6) Flexible in approach	1	1	-	-	-
7) Stays calm in stressful situations	-	1	-	-	-
8) Takes an energetic approach to work	1	2	-	-	-
<b>Total</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>2</b>

## Learning and Growth

	Self	Rpt	Peer	Part	Cnt
1) Clearly understands own strengths and limitations	-	1	-	-	-
2) Openly admits own struggles and faults	1	1	-	-	1
3) Strives to develop and grow	-	1	-	1	-
4) Takes responsibility for own career development	1	2	-	-	1
5) Actively seeks opportunities to learn and be stretched	-	1	1	-	-
6) Understands and accepts personal style	-	1	-	-	-
7) Champions learning and development	1	1	-	-	1
<b>Total</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>3</b>

## *Integrity and Commitment*

	<i>Self</i>	<i>Rpt</i>	<i>Part</i>	<i>Clnt</i>
1) Meets deadlines	-	1	-	-
2) Delivers on promises	-	1	1	-
3) Apologises for mistakes	1	1	1	-
4) Treats everyone fairly	-	1	-	-
5) Maintains high ethical standards	-	1	1	-
6) Acts on stated values - "walks the talk"	-	1	-	1
7) Admits when wrong	1	1	-	-
<b>Total</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>1</b>

# The Team Strengths

Please use the chart below to plot yourself and your fellow team members against this leadership model - use shading or marker pens to highlight your strengths and then ask your colleagues what their conclusions are on their strengths. Then answer the questions on the following page.

The Team Members

Inspiring Leadership						
Transforming Teams						
Initiative and Decisiveness						
Drive for Service Excellence						
Empowering Others						
Building Relationships						
Communicating Powerfully						
Customer-centric						
Grasping Complexities						
Applying Specialist Knowledge						
Strategic Planning						
Creative Thinking						
Personal Impact						
Resilience and Drive						
Learning and Growth						
Integrity and Commitment						

What are the significant strengths of this team?

What are the potential gaps within the team?

What are the areas of potential conflict within the team?

How well is this team profile aligned to the team goals and challenges?

What actions are the team now committed to taking?