

Individual 360: Eleanor Sampson

Responses to date: 1 self-assessment and 8 contributor responses

Executive summary



You received a good review.

Your overall score was **80%**. This is the average of your self-assessment and your contributors' assessment. Even with this good score you are just around the mid-point score in our research database. You have the potential to get into the top 10% of database scores.

On the following pages look at the individual items you would like to score higher on, click on the recommended exercises and push yourself to get into the top 10%.

What's in this report



- * A detailed personal profile, benchmarking you against our database.
- * Your signature strengths and challenges.
- * A list of potential development needs pinpointed by you and your contributors.
- * Links to our recommended exercises based on your report.
- * Comments from people who completed the questionnaire.

Resources to use alongside this report



Individual 360 FAQs

A concise guide to the individual 360: why individual 360s are great to do, and how the process works.

[Individual 360 Guide](#)



Expert Guidance

Comprehensive briefings on the skills you need to transform your leadership skills and your team's performance.

[Expert Guidance](#)

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How to use this report



Step 1: Review your 360 report.

What themes have been brought out? What do your contributors think are the most important things for you to work on? What do they see as your main strengths? Do these tally with your own view?



Step 2: Think about what you are going to do with the feedback in your 360.

You might have set up the 360 for a specific reason, or part of a process. If not, would it help to have someone to talk it through with? Maybe a coach or your supervisor? Or a close friend or colleague to act as a sounding board? The key is to find a person who will have your interests at heart, will listen well, and help you reflect on your best next steps.



Step 3: Think about your development priorities.

Look for aspects of your review that you feel show potential for you. These may well be things you are already good at but want to take to a higher level. Low scores only need addressing if they are critical to the role that you play now or want to play in the future. Focus on developing a style and skills that feel true to you.



Step 4: Click the links to the recommended exercise(s) in your 360 report,

or use the [Expert Guidance](#) section of the website to find out more about your chosen areas of potential development.



Step 5: Work on the recommended exercise, on your own or alongside your coach or colleague.

See where the exercise takes you. If you can, adopt an open and reflective state of mind to give yourself the maximum chance of learning from it.



Step 6: Decide on your next actions.

Come up with a plan of how you can improve. Write down some targets and deadlines and, most important, set yourself some actions **for the next seven days** that will give you some momentum and move your plan forward.

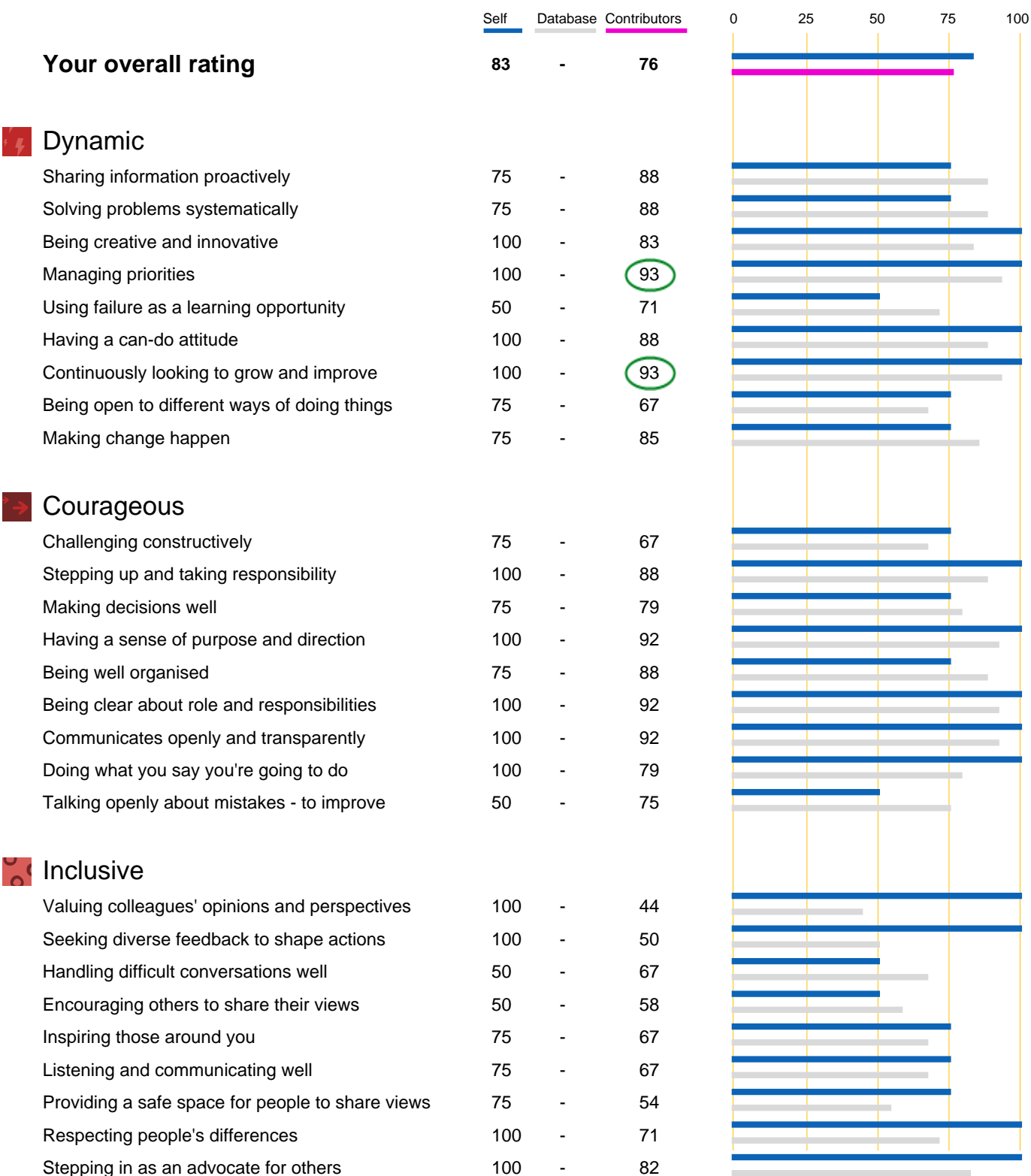
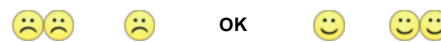
Good luck!

PS: you might also think about sharing your 360 feedback with your team.

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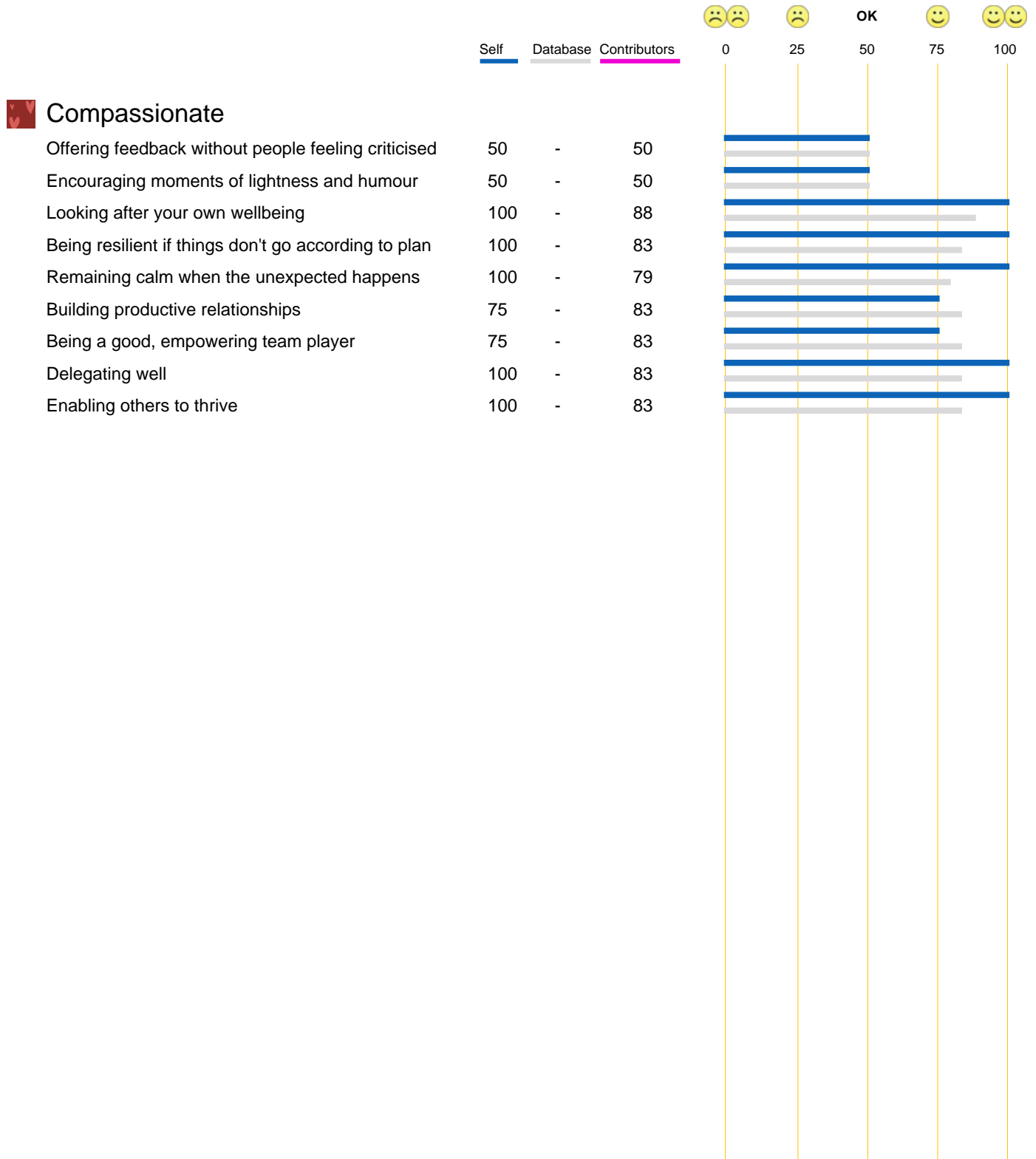
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Your Detailed Personal Profile



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○ This score is in top 10% of scores in the database

A '-' indicates that the item was not included in the questionnaire for these respondents.

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Your Signature Strengths

Your view - highest 4 scores (see previous page) as rated by you:

- 100% I enable others to thrive through dialogue, feedback and support
- 100% I'm clear about my role and responsibilities
- 100% I delegate well when necessary
- 100% I remain calm when the unexpected happens

Your 360 contributors' view - highest 4 scores (see previous page) as rated by your contributors:

- 93% Is continuously looking to grow and improve
- 93% Prioritises well
- 92% Has a sense of purpose and direction
- 92% Is clear about their role and responsibilities

Your Challenges

Your view - lowest 4 scores (see previous page) as rated by you:

- 50% I encourage others to share their views
- 50% I'm able to use failure as a learning opportunity
- 50% I handle difficult conversations well
- 50% I can talk openly about mistakes in an effort to improve

Your contributors' view - lowest 4 scores (see previous page) as rated by your contributors:

- 44% Values colleagues' opinions and embraces different perspectives
- 50% Encourages moments of lightness and humour
- 50% Seeks diverse feedback to shape their actions
- 50% Can offer feedback and analysis without people feeling criticised

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Suggestions for Development

The questionnaire asked each respondent to pick up to three areas to prioritise for development.

Your own suggestions for development:

The list below show areas that were picked by you:

1 votes Encouraging moments of lightness and humour

Recommended exercise link: [Encouraging moments of lightness and humour](#)

1 votes Encouraging others to share their views

Recommended exercise link: [Encouraging others to share their views](#)

1 votes Using failure as a learning opportunity

Recommended exercise link: [Using failure as a learning opportunity](#)

1 votes Handling difficult conversations well

Recommended exercise link: [Handling difficult conversations well](#)

1 votes Offering feedback and analysis without people feeling criticised

Recommended exercise link: [Offering feedback and analysis without people feeling criticised](#)

Suggestions that were picked by more than one contributor:

The list below show areas that were picked by more than one contributor:

6 votes Valuing colleagues' opinions and embracing different perspectives

Recommended exercise link: [Valuing colleagues' opinions and embracing different perspectives](#)

5 votes Encouraging moments of lightness and humour

Recommended exercise link: [Encouraging moments of lightness and humour](#)

4 votes Providing a safe space for people to share their views

Recommended exercise link: [Providing a safe space for people to share their views](#)

4 votes Encouraging others to share their views

Recommended exercise link: [Encouraging others to share their views](#)

4 votes Seeking diverse feedback to shape actions

Recommended exercise link: [Seeking diverse feedback to shape actions](#)

3 votes Being open to different ways of doing things

Recommended exercise link: [Being open to different ways of doing things](#)

3 votes Challenging constructively

Recommended exercise link: [Challenging constructively](#)

3 votes Offering feedback and analysis without people feeling criticised

Recommended exercise link: [Offering feedback and analysis without people feeling criticised](#)

2 votes Handling difficult conversations well

Recommended exercise link: [Handling difficult conversations well](#)

2 votes Making decisions well

Recommended exercise link: [Making decisions well](#)

2 votes Talking openly about mistakes in an effort to improve

Recommended exercise link: [Talking openly about mistakes in an effort to improve](#)

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What do you think are your main strengths?

What you say:

"On balance, I think my strengths as a leader come from my organisation. I'm clear about what we're doing, and I have a plan for what we need to do to get there.

I consider it important to be decisive and demand the best from my team. I get a great response from them, and I think that's in part because I expect high standards. I don't allow myself to get distracted from what we're doing.

I think my team like working for me; they appreciate the direction and the focus I bring, and the clear way I expect them to work.

I am accountable for the performance of the team, and I accept that - but I also expect them to rise to the challenge too. We tend to exceed our targets, and are metrics for success are met year on year."

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What are this person's main strengths?

What your contributors say:

"Eleanor is a great manager. She's really clear about what she wants, and when she wants it, so we're never in any doubt about what is expected of us.

Eleanor drives the team hard, and is very focused. We get really good results.

I've never worked for a better manager in terms of direction, focus, and knowing where we're going. The team are very committed to achieving our goals and objectives.

She is very supportive, and always happy to talk if we have a work query.

She has a firm vision for what she wants the team to be. We know what we have to do, and the expectations upon us. Things are clear. Eleanor keeps a close eye on what we're doing to ensure progress.

Eleanor values accuracy and precision and has high expectations.

I really enjoy working for Eleanor. She's always happy to take a moment to help me reflect and improve on my work and leads with authority.

Eleanor's work ethic is second to none."

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What could you usefully improve?

What you say:

"I am aware that my style may not bring out the best in some personalities. I don't need much discussion around topics I am clear about, and I don't (if I'm honest) really see the point in talking about a matter I am already clear on, or have made a decision about.

I understand that this is not necessarily the kind of leadership people want to see.

I know that some team members might want more control, but I'm unwilling to sacrifice the standards the team currently sets and I think that's what will happen. I could do with explaining this to the team.

I'm an exponent of 'if it ain't broke, don't fix it', and at the moment we don't need more 'blue sky thinking' - we just need to keep doing what we're doing and follow the plan.

I think I could improve things by making this clear to the team, and perhaps finding non-business critical ways of getting ideas out there and people involved.

I'm not good with difficult conversations; I have little time for avoidable mistakes, but I find raising this as an issue to be tricky. I'd like to get better at this. "

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What areas could they usefully improve?

What your contributors say:

"More delegation, improving levels of autonomy in the team, and helping team members feel like they are part of steering the ship (rather than just feeding the engine).

If I had to pick something ... I get the feeling that Eleanor likes for things to be done 'her way', which sometimes means there isn't much space for personal creativity or putting your own stamp on something.

Things can get a bit pressurised in our team, and when we're under pressure Eleanor often insists on taking control and getting things done her way. She's not always great at letting go of things sometimes!

Eleanor works really, really hard, and that sometimes puts pressure on others in her team to do so too. A number of the team feel pretty burnt out. Eleanor could help us by encouraging us to not 'over-work' at the cost of our wellbeing.

This is might be a bit too strong - but I sometimes feel a little bit 'micromanaged' by Eleanor. She doesn't mean to do it, but I'd love a bit more leeway.

Eleanor could do with relaxing a little, and spend more time on helping the team be creative and enjoy their work - we would still achieve the same results, in my opinion.

Eleanor's capacity to connect with others could be improved. She lacks a bit of warmth in the way she comes over, which I know isn't intentional. "

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Which organisational value do you think you demonstrate the best?
Please give an example

What you say:

"I think probably Dynamic. I'm really focused on processes and systems, and always looking for ways for us to improve and build a better service. Quick, calm and efficient - that's probably a pretty good description of what I try and bring to my work. "

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Which organisational value does this person demonstrate the best? Please give an example

What your contributors say:

"Eleanor is hugely Dynamic, so probably this one! She is always looking to get us working more effectively together - especially around our recent cross organisational projects - and we really delivered as a result.

Dynamic. I don't think we necessarily would have achieved what we have without her focus.

Dynamic or courageous - she's a bundle of energy, and really gets things done!

Courageous: Eleanor is great at thinking of new approaches, and leading us in directions we hadn't considered before.

In my view, courageous. Not being afraid to challenge the status quo, reach out across the Red Cross to make the case for change.

Courageous. She's always pushing the team's seat at the table, and getting our message out there.

Dynamic and courageous in equal measure - she is fully committed and bold in her work.

I'm not sure. I think Eleanor demonstrates the BRC values in her work in equal measure"

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Which organisational value could you demonstrate more fully?

What you say:

"On reflection, I think Inclusive. I tend to reach conclusions fairly quickly and want them acted on, so don't always bring in that balance of voices. I'd like to see myself do that a bit more. I could also perhaps allow myself to give people a bit more space to do things how they'd like to - more autonomy - and encourage more of a 'team together' approach. "

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Which organisational value could this person demonstrate more fully?

What your contributors say:

"It's tricky, but perhaps Inclusive? The goal is crucial, but the team's experience is also important. I think we could work better as a team if there was a bit more focus on our collective experience.

Compassionate. I'd like to see more full, open hearted conversations between the team where all of our voices are valued and opinions taken on board.

Inclusive - we don't work as well as a team as we could, and could show each other we value each other more. Eleanor can lead with that.

Maybe Compassionate? Eleanor is a great team leader, and I think she would be even better with a bit more focus on the how hard people are working to reach those goals.

Probably inclusive - working better together as a team.

Inclusive / Compassionate - personal engagement and warmth. She's great, and this would make everything tick along even better.

Inclusive I think, really just focusing a bit more on listening to others on the way to getting where she wants us to go.

Compassionate is probably the one: a focus on autonomy of her team members.

"