



## Individual 360: Chris Miller

88%

Responses to date: 1 self-assessment and 15 contributor responses

### Executive summary



**You received a good review.**

Your overall score was **88%**. This is the average of your self-assessment and your contributors' assessment (if you included them in the review) and puts you in the top half of our database.

You can always improve, though. Use the recommended exercises based on your report - and push yourself to get into the top quarter or 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.

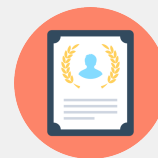
### Resources to use alongside this report



#### 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.



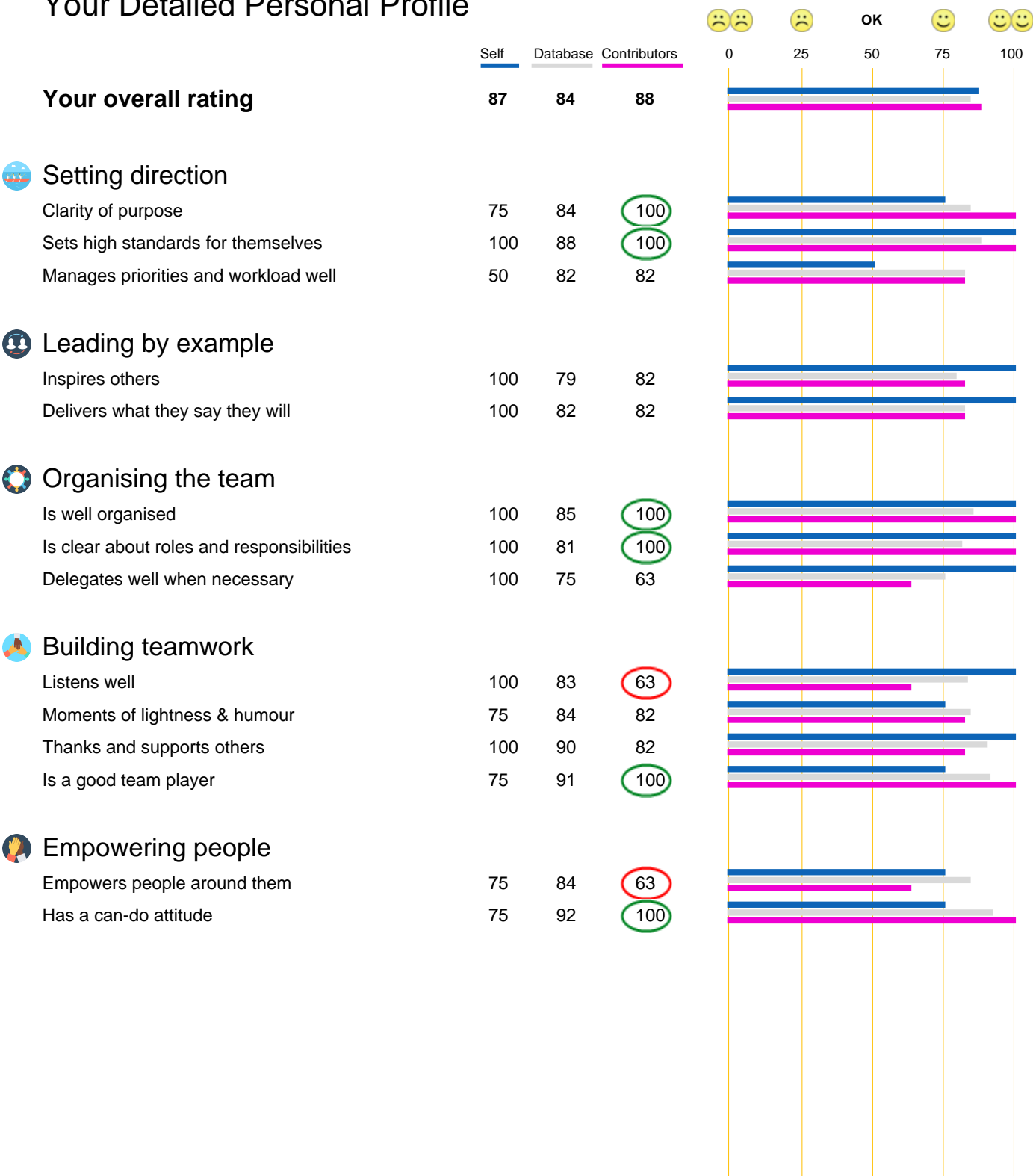
#### Step 6: Decide on your next actions.

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.

## Your Detailed Personal Profile



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

A '1' indicates that the item was not included in the questionnaire for these respondents.

## Your Signature Strengths

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

- 100% Bounces back if things don't go according to plan
- 100% Takes responsibility
- 100% Performs well under pressure
- 100% Can talk openly about mistakes in an effort to improve

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

- 100% Has clarity of purpose and direction
- 100% Is a good team player
- 100% Performs well under pressure
- 100% Values colleagues' opinions

## Your Challenges

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

- 50% Builds productive relationships
- 50% Manages priorities and workload well
- 50% Can offer analysis without people feeling criticised
- 75% Handles difficult conversations well

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

- 63% Empowers people around them
- 63% Delegates well when necessary
- 63% Listens well
- 82% Makes decisions well

## 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 Offering alternative views constructively**

Recommended team exercise link: [Encouraging constructive discussion](#)

**1 votes Building good relationships with key stakeholders**

Recommended team exercise link: [Building productive relationships](#)

**1 votes Delivering change**

Recommended team exercise link: [Making change happen](#)

### Suggestions that were picked by more than one contributor:

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

**6 votes Empowers people around them**

Recommended team exercise link: [Increasing engagement](#)

**4 votes Listening well**

Recommended team exercise link: [Active listening](#)

**4 votes Delegating well**

Recommended team exercise link: [Improving delegation](#)

**2 votes Valuing diversity**

Recommended team exercise link: [Valuing diversity](#)

**2 votes Communicating in an inspiring way**

Recommended team exercise link: [Inspiring people](#)

**2 votes Talking openly about mistakes**

Recommended team exercise link: [Encouraging open discussion](#)

**2 votes Delivering what they say they will**

Recommended team exercise link: [Reviewing progress on delivery](#)

**2 votes Taking responsibility**

Recommended team exercise link: [Clarifying responsibilities](#)

### What do you think are your main strengths?

#### What you say:

"I am clear about the team's direction.

I'm very good at keeping in touch with our clients and understanding their needs.

I have a large workload, and I expect my team to keep up with me.

Our stakeholders require a lot of me, personally, and I need to be on top of everything when I'm in front of them. I can't afford for a lack of preparation to let me / us down, so I'm a bit of a perfectionist.

I make decisions in an instant, which makes me a fast mover and dynamic in my job.

I think on the whole I do a pretty good job - although there is always room for growth."

### What are this person's main strengths?

#### What your contributors say:

"Chris is good at handling people outside the business - clients, freelance designers etc. Her major strength is spreading the word about our work, speaking at conferences, talking up our work."

"There's no doubt Chris can inspire people around her. But that is not always matched by being clear with people what is needed by when and who is doing what."

"Dedication. Commitment. Very focused. Flexible when needed. Trustworthy and professional."

"Chris is very clear about priorities and business requirements, and works very proactively. Great ambassador for the team and the business."

"Chris's main strengths are her ability to organise, her work ethic and her great personality. She has great strength of character and has the ability to motivate others."

"Excellent team player - good communicator - hardworking and good at whatever she does."

"Approachable, hard working and dedicated to delivering the best she can."

"Chris is good at seeing the bigger picture and being innovative about how to take the business forward and win more work. She is very ambitious for the team and wants us to be seen to make our mark."



### What could you usefully improve?

#### What you say:

"I sometimes feel I lack imagination about possibilities - but I have others in my team who can do that.

I leave people behind sometimes and don't take enough care to think about where they are starting from.

I find people who don't keep up to be a challenge, so I'm probably a bit more abrupt with them than I need to be.

As I said in the strengths section - I am a perfectionist, and I think the desire I have for accuracy and quality can get in the way of developing relationships with my team. I think I may be a bit concerned about them getting too comfortable. I need them on their toes a little.

I would like to improve on building relationships with my team, and giving them some space to grow and improve, but not at the expense of the high performance standards. "

### What areas could they usefully improve?

#### What your contributors say:

"Chris doesn't always seem so interested in what happens within the team. She doesn't always delegate well. It would be helpful, and more motivating to have a bit more internal focus from her."

"Chris sometimes pushes ahead with getting new work without thinking about the impact back at the ranch. Thinking more about the impact on her team members would help."

"Chris sometimes seems to make decisions based on the last person she has spoken to rather than logic. A bit more consistency in her decisions would help."

"Can sometimes alienate people and doesn't always support or encourage."

"Doesn't always delegate well or listen when the rest of us say we have too much on. But her enthusiasm carries us with her."

"She could do with developing realistic expectations - we cannot always do everything within current parameters."

"Chris inspires and empowers those that she works with but this can be developed further. As a successful leader she will need to use a range of strategies to inspire a wider team. I am sure she will achieve this."

"Chris tends to be overloaded so could work on either delegating some tasks or planning her workload better to ensure she meets all deadlines."

"Her strong focus on delivery for clients can put a lot of pressure on the rest of us."

"Sometimes I think Chris takes on too much and she needs to know when to say no, I am too busy or I can do that but not this week etc."