



THE TALENT ENTERPRISE

# 360 Degree Feedback at Signify

Feedback Report for: John Doe

Date of Administration : 16 Aug 2020

An Introduction

The 360 Degree Feedback Process at Signify is a critical and powerful tool to support our own development, to understand our strengths and blindspots and to identify key priorities where we can change and develop further. Insights from this 360 Degree Feedback Process Report will help us reflect on ways that we can be more effective in our current roles, to develop further in our careers, to be more collaborative with our colleagues, and importantly, to deliver exceptional value to our customers.

When used effectively, your 360 Degree Feedback Process can:

- Encourage candid and honest feedback and communication between you, your peers and other key stakeholders
- Understand how aligned you are to Signify’s values, including identifying areas strength and possible priorities for development.
- Appreciate how similar or different are your perceptions about your own strengths and blindspots, as compared to others.
- Build a quantitative baseline for the future to support your longer-term career journey at Signify.
- Help you identify key priorities and actions for future development.

Key Aspects to Remember

- Please note that the 360 Degree Feedback Process at Signify has been initiated by you, in voluntary consultation with your direct manager and HR team. If needed consult with your direct manager in order to choose a well-rounded evaluator pool, and your 360 Degree Feedback Process Report is accessible directly and only by you, in keeping with Signify’s confidentiality principles.
- This Report is expected to be a tool or aid to help you self reflect as well as identify areas of strength and development, hence, if needed, share your report with your direct manager, HR team and any other key stakeholders who may be able to support your career journey. Signify will not have access to your report unless you’re willing to share it.
- Finally, in order to protect the confidentiality of your evaluators or reviewers, apart from the ‘self’ and ‘manager’ categories, where only one evaluator is expected to complete the feedback, you would need a minimum of 3 evaluators in every other category (peer, direct report, customer and other stakeholder) to receive their consolidated category feedback. Incase a category consists of less than 3 evaluators; their feedback will not be shared in the specific category but grouped under ‘others’.
- Finally, remember, its important to keep an open mind to the feedback you receive, take the time to self reflect and prioritise 2-3 key actions or commitments that you’re willing to undertake based on the outcomes from this report.

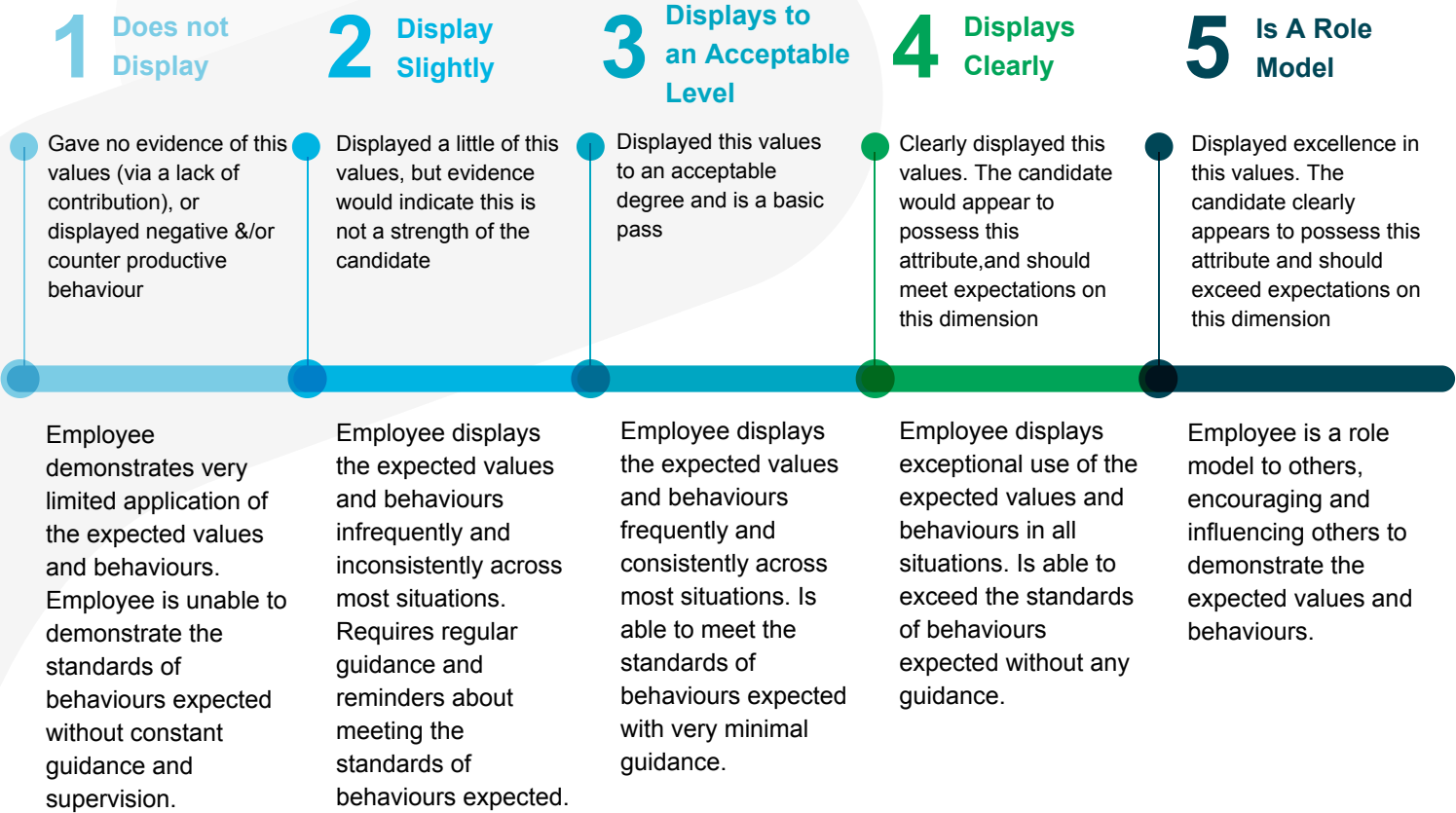
Information About the 360 Degree Feedback Framework

Our Values shape and guide everything we do. All our colleagues, irrespective of their role, location or level, are expected to live our values every day with our colleagues and customers. Only by doing so, will we, collectively and collaboratively, achieve our organisational goals.

Your 360 Degree Feedback Process Report provides in-depth feedback on specific and demonstrable behaviours linked to our four values. In addition, as a senior leader within the organisation, a fifth dimension of Leading Transformation has been added to your feedback process.



All feedback has been reported on a 5-point rating scale based on your clear and consistent demonstration of the expected values and behaviours.










Details on your Evaluators

The 360 Degree Feedback Process is a multi-evaluator process, where various stakeholders, including your line manager, peers and other stakeholders have shared their feedback on specific and demonstrable behaviours as defined by Signify's values.

Following is a summary of the evaluators or reviewers that were invited to complete your 360 Degree Feedback Process, and those who responded as per the timelines and guidelines specified.

Report Summary	
Number of evaluators invited	12
Number of evaluations received	10
Number of Self evaluations received	1
Number of Manager evaluations received	1
Number of Peer evaluations received	5
Number of Direct Report evaluations received	0
Number of Customer evaluations received	3

REPORT SUMMARY	DEFINITIONS
 Self	This is you. Your name is be pre-populated
 Direct Manager	Your direct supervisor (mandatory)
 Other Manager	Someone to whom you report that is not your direct manager, or your previous manager
 Peer	Colleagues with whom you work closely who do not report to you
 Direct Reports	Colleagues who report directly to you
 Customer	Your internal and external customers
 Other Stakeholder	Other key stakeholders not defined by the above relationships

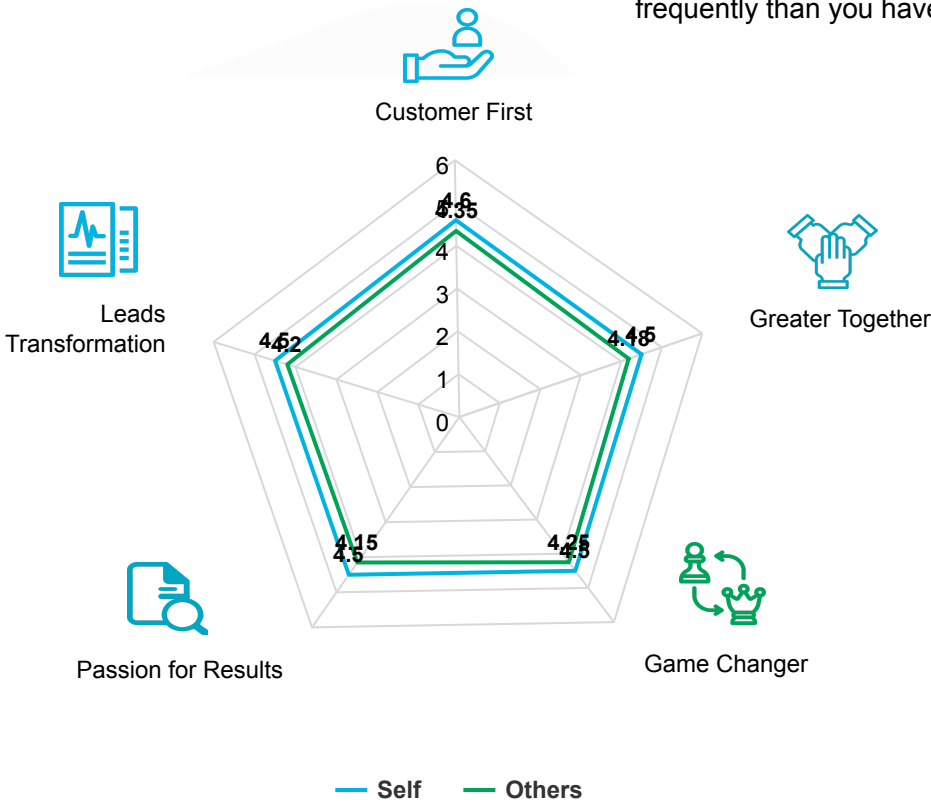
# SECTION ONE : OVERVIEW OF YOUR REPORT

## Details on your Evaluators

Your Values ‘web’ often known as a spider diagram represents the average rating given for each of Signify’s values by yourself and others. Higher ratings are plotted on the outskirts of the graph and lower ratings near the center.

**The difference between your own ratings and that of others outlines possible perception gaps:-**






- If your own rating is lower than the rating of others, this is a hidden strength to leverage. Your colleagues perceive you as demonstrating this Value significantly more often than you rated yourself.
- If your own rating is higher than the rating of others, this is a potential blindspot for you to watch. Your colleagues perceive you to demonstrate this Value significantly less frequently than you have rated yourself.



## While reviewing your Values ‘web’, take a note of:-

- What your highest and lowest scoring Values are.
- Are there Values where you rate yourself very differently from your colleagues? If so, why are you observed by your evaluators to demonstrate this Value more or less frequently than you thought?
- What are the most critical Values expected from your current role and seniority?
- Remember to stay focused on the overall picture!
- Remember to focus on significant differences or particularly high or low scores rather than small differences.

SECTION ONE: DRILL DOWN BY YOUR EVALUATORS

VALUES	DEVELOPMENTAL RATING		
	Areas Of Development	Strength	Role Model
<div> <b>Customer First</b></div> <p>Influencing the entire organisation to become profoundly focused on the customer, to take the lead and actively shape the market. Using deep listening and market insights to gain competitive advantage and always focused on making a difference for our customers.</p>		<div>M3.33</div>	<div>4.6S</div>
			<div>P4.4</div>
			<div>4.55C</div>
<div> <b>Greater Together</b></div> <p>Being trusted by the organisation, to inspire people to act, driving inclusivity, productive dialogues and commitment. Taking pride in collaborating with my peers and colleagues across the world to build on our strengths and diversity, and work towards our shared goal.</p>		<div>3.67M</div>	<div>4.5S</div>
			<div>P4.17</div>
			<div>C4.28</div>
<div> <b>Game Changer</b></div> <p>Acting as an entrepreneur, encouraging experimentation within our operating framework, to create sustainable value and differentiation for Signify. Finding new ways to co-create and deliver meaningful innovation that delights our customers and stakeholders.</p>		<div>M3</div>	<div>4.5S</div>
			<div>P4.2</div>
			<div>4.67C</div>
<div> <b>Passion for Results</b></div> <p>Moving the organisation to outperform customer, market and internal expectations by creating opportunity out of complexity and uncertainty. Holding myself and others accountable to deliver results, emphasising impact over effort.</p>		<div>3.5M</div>	<div>4.5S</div>
		<div>3.9P</div>	
			<div>4.67C</div>
<div> <b>Leads Transformation</b></div> <p>Constantly challenges the status quo, creating a transformational vision for meaningful market differentiation and long-term success. Initiate and support change to shape our future and improve how we work together.</p>		<div>M3</div>	<div>4.5S</div>
			<div>P4.03</div>
			<div>4.78C</div>

S Self M Manager P Peer DR Direct Report C Customer

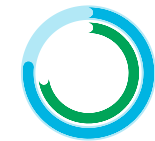
SECTION TWO: A DETAILED REVIEW OF EACH OF VALUES

Customer First

Influencing the entire organisation to become profoundly focused on the customer, to take the lead and actively shape the market. Using deep listening and market insights to gain competitive advantage and always focused on making a difference for our customers.

Expected Level

- Applying
- Guiding
- Shaping



QUESTIONS	DEVELOPMENTAL RATING		
	Area Of Development	Strength	Role Model
Invests in global relationships by building strong key customer relationships at the highest levels		M 3	P 4.4
		3.67 C	
Integrates diverse viewpoints to build a sustainable, distinctive and longer term business model		M 3	5 S
			P 4.2
			C 4.33
Proactively seeks and shares market and business intelligence to benchmark own business performance		M 3	5 S
			P 4.2
			5 C
Creates strategic business partnerships with key stakeholders, including relevant regulators and standards authorities		M 3	S 4
			P 4.4
			C 4.33
Demonstrates agility by anticipating and seeking customer feedback to predict future needs			5 S
			M 4
			4.8 P
			5 C
Creates avenues and opportunities and influences the organisation to become profoundly focused on the customer			S 4
			M 4
			P 4.4
			5 C



## SECTION TWO: A DETAILED REVIEW OF EACH OF VALUES

### Developmental Recommendations

Below are some possible developmental recommendations for you to consider and get you started. Please do take the time to reflect on and identify key priorities and actions for change which are specific to your own leadership development journey.

#### Possible Developmental Recommendations to Consider

- Being ahead of the game by staying tuned to market, competitor and industry developments.
- Pre-empting and predicting the needs of customers in the future, and defining strategies, products and possibilities that will shape our business in the future.
- Communicate, deliver and advocate Signify's customer value proposition to key internal and external stakeholders at various forms, events and platforms.
- Spend time with your team, directly interacting with customers, and understand the 'day-in-the-life' of dealing and working directly with our customers.



SECTION THREE: OPEN-ENDED QUESTIONS



Keeping your current role in mind, what would be described as your areas of strength?

Self

ivpromgermgewrewrg

Keeping the person's current role in mind, what would be described as their areas of strength?

Others

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peer 1

Peer 2

Peer 3

Customer 1

Customer 2

ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged. It was popularised in the 1960s with the release of Letraset sheets containing Lorem Ipsum passages, and more recently with desktop publishing software like Aldus PageMaker including versions of Lorem Ipsum.

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SECTION FOUR: YOUR DEVELOPMENT COMMITMENT



DEVELOPMENTAL RECOMMENDATION			
	WHO	START DOING / DO MORE OF	STOP DOING / DO LESS OF
	MYSELF WHAT ACTION WILL I PERSONALLY TAKE?		
MY COMMITMENT	OTHERS HOW CAN OTHERS SUPPORT ME?		



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