



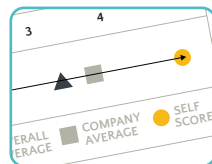
360 REPORTS WHAT WORKS, WHEN

Your 360 report style directly affects the conversation that is held between the debriefer and the recipient. This briefing note considers different reporting styles, their benefits, issues and when to use which style.

MATRIX



BENCHMARK



BAR CHART



LIMITED BAR CHART





360 REPORTS WHAT WORKS, WHEN

MATRIX

BENCHMARK

BAR CHART

LIMITED BAR CHART

Used by clients whose sole focus is the development of the individual. Best report where self awareness is a focus. Bowland's preferred reporting style.

	BAD	POOR	AVERAGE	GOOD	EXCELLENT
SELF					■
MANAGER		■			
DIRECT REPORT		■ ■		■ ■	
PEER	■				■ ■ ■

FOR

Gives all information available

Shares variability

Leads to deeper conversation

Supports narrative but needs it less

AGAINST

Not possible to benchmark

No "score" available



EXAMPLE CONVERSATION SNIPPET

We have a real range of responses here. Let's explore those responses.



360 REPORTS WHAT WORKS, WHEN

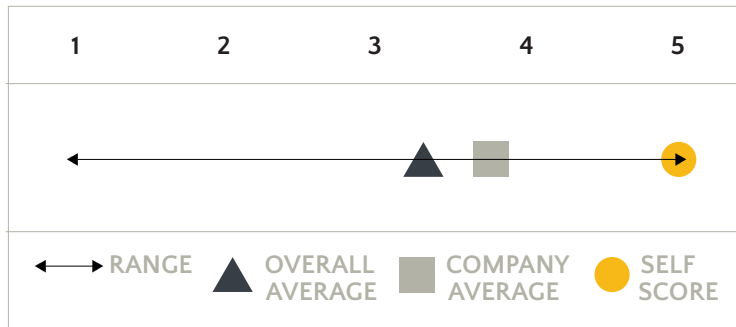
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LIMITED BAR CHART

Used by clients looking to rank, or benchmark team members



FOR

Allows comparison against company benchmark

Gives idea of the range of responses

AGAINST

Hard to skim read

Highly analytical

Can lead to competitiveness



EXAMPLE CONVERSATION SNIPPET

You have scored below the company average, yet rate this as a strength yourself. What are your thoughts?



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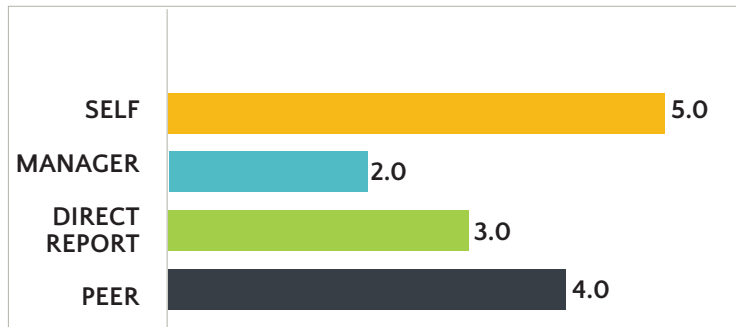
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LIMITED BAR CHART

Used by clients looking for some anonymity but wish to see how different response groups relate to the individuals.



FOR

- Simple
- Can see differences across response groups
- Visually appealing
- Some anonymity

AGAINST

- Obscures information
- Some tendency to rank and become analytical



EXAMPLE CONVERSATION SNIPPET

We have a wide range of responses here. What are your thoughts on what could be leading to the discrepancies?



360 REPORTS WHAT WORKS, WHEN

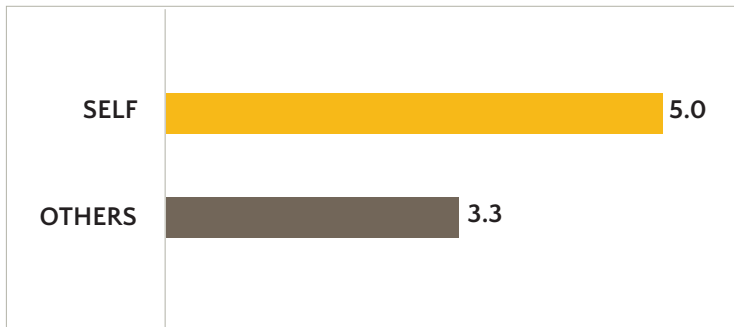
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BAR CHART

LIMITED BAR CHART

This style of report is used by clients seeking a highly anonymous process



FOR

Simple
Anonymous responses
Allows rating

AGAINST

Obscures information
Can't analyse responses across groups
Leads to ranking and comparison

EXAMPLE CONVERSATION SNIPPET

I see you rate yourself highly on this behaviour. What are your thoughts on how others have rated you?