

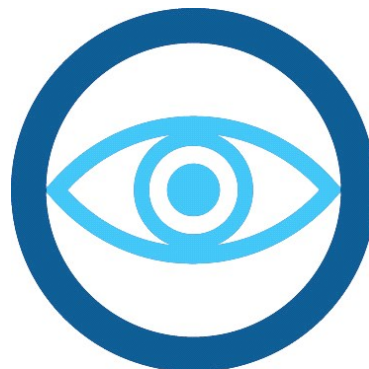


**Kimberly Karman**

**30/07/2015**

# **RBI Competency Framework**

## **Perceptions 360 Feedback Report**



**Perceptions 360**

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2. Overall summary of feedback
3. Ratings on behaviours
4. Potential strengths and development areas
5. Open comments
6. Development planning
7. Competency definitions

# 1. Making the most of your 360 report

## About Perceptions 360

This Perceptions 360 report is based on the responses to a questionnaire completed by you and your colleagues.

This report is based on the competency levels relevant to your role as shown below:

Competency	Level
Customer Focus	III
Business Delivery	III
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Professional Expertise	III
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Analysis and Decision Making	III
Commercial Focus	III
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## Perceptions of your colleagues

As you go through the report it is important to remember that the ratings you have been given by your colleagues reflect their perceptions, not objective facts. This means that the information contained in the report is the subjective opinion of others. To get the most out of the report it is recommended that you review the information carefully and then discuss the results, for example with your line manager. Understanding the context of the information will help you get the most out of the information.

## The ratings

You and your colleagues were asked to respond to a series of questions, using a five point rating scale. The table below shows the definitions used in this rating scale.

1	2	3	4	5
Performance in this area is applicable but has not been displayed	Performance in this area needs improvement	Performance in this area is satisfactory	Performance in this area is good	Performance in this area is excellent

If a colleague was not able to comment on a behaviour i.e. they have used the 'not applicable' option - the rating will not have been included in the average ratings presented in this report.

Throughout the report, the scores of each respondent group have been colour coded as follows:

Key:	<span style="color: green;">■</span> Self	<span style="color: blue;">■</span> Manager	<span style="color: purple;">■</span> Peer	<span style="color: magenta;">■</span> Direct Report	<span style="color: orange;">■</span> Other Stakeholders
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To maintain confidentiality, nominee group responses are excluded from the report if 'Peers' have less than 3 responses, 'Direct Reports' have less than 2 responses or if 'Other Stakeholders' have less than 2 responses. This is indicated by a \* under the relevant nominee group.

## Interpreting the report

This report contains the following sections:

### Overall summary of feedback

This section contains a diagram which summarises your ratings under each of the main competency headings. Using this section you can see how your own scores compare overall with each of your respondent groups.

### Ratings on behaviours

This section looks at each of the competencies in turn and shows how you have been rated against each of the individual behaviours that go to make up the competencies.

### Potential strengths and development areas

This section shows the five behaviours which have been given the highest ratings overall by your respondent groups (your potential strengths). It also shows the five behaviours that were given the lowest ratings overall by your respondent groups (your potential development areas).

### Open comments

This section contains the open comments that were made by your colleagues in response to the questions posed in the Perceptions 360 questionnaire.

### Development planning

This section is designed to help you reflect on the feedback you have received and to capture your thoughts and reactions to the feedback. You are invited to consider what development you would like to undertake as a result of reviewing the report.

### Competency definitions

This section provides definitions of the RBI competencies.

## Receiving feedback

On the face of it, receiving feedback seems a relatively straightforward process. However, in practice it can be quite challenging to receive feedback in a way that is constructive and helpful.

There are a wide variety of reactions to feedback and these reactions are common to us all. If we experience a reaction and don't stop to think about it, what can then happen is that we may start to dismiss the feedback in a number of ways:

- Trying to defend ourselves
- Doubting the motives of the person giving the feedback
- Rationalising why we behaved the way we did
- Making excuses for our behaviour
- Dismissing positive feedback 'Oh it was nothing really'

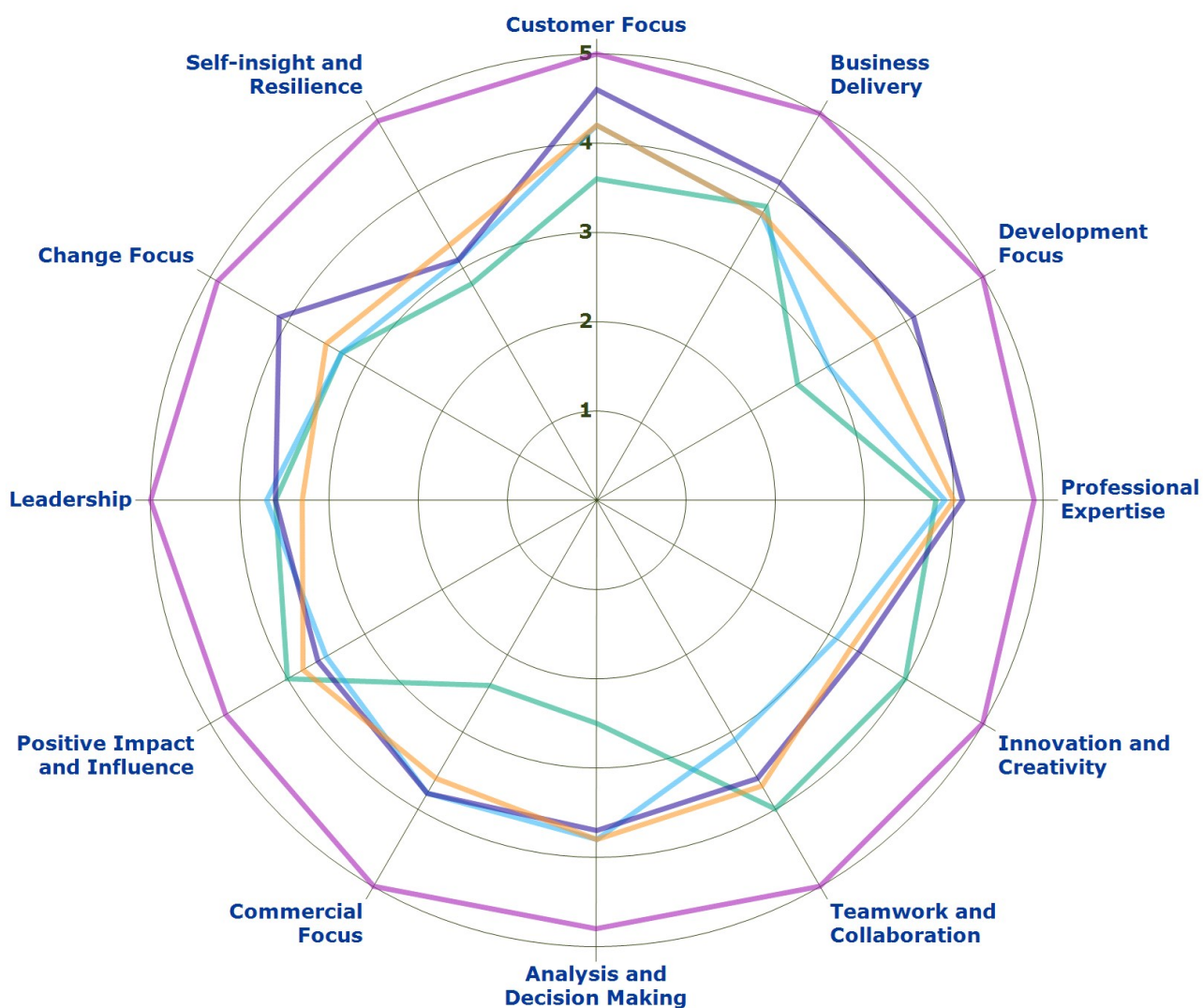
Effectively what is happening here is that we are putting up barriers to the feedback and, in the end, this may well mean that it is rejected.

In order to make the most out of the feedback being offered through this Perceptions 360 feedback report, it is important to be aware of the reactions that you might have. Try to keep an **open mind** about the feedback, otherwise it has little value. Also, try to identify from the feedback you hear what is going to help you. There is space in the 'Development planning' section of this report for you to record your thoughts and reactions. Discussing your feedback with your line manager can also help you to understand if, and why, you are having a particular reaction and to understand it.

## 2. Overall summary of feedback

The diagram below shows the average ratings for each competency area overall.

Key: Self Manager Peer Direct Report Other Stakeholders

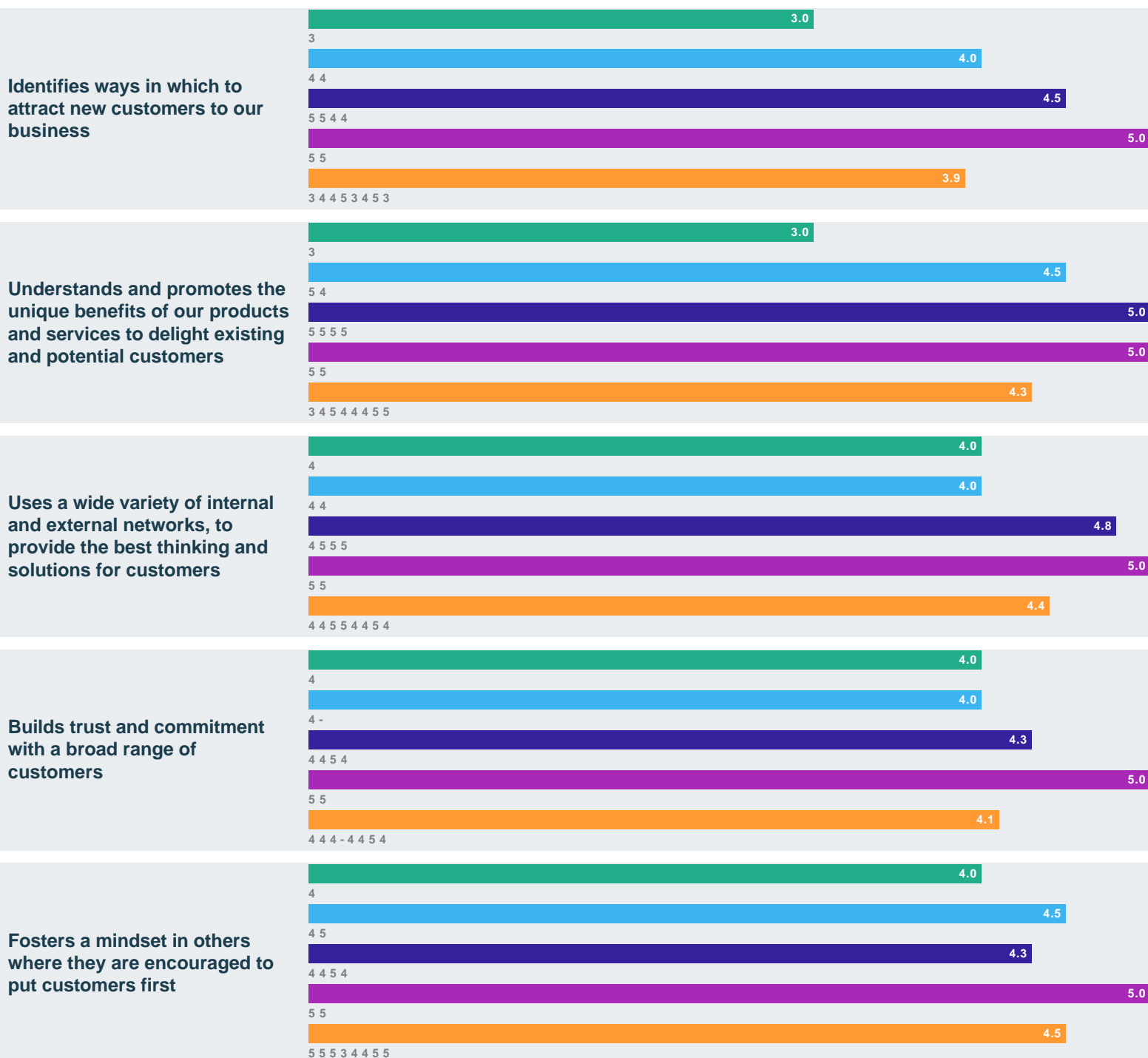


### 3. Ratings on behaviours

The graph below shows the average ratings given to you by each of your respondent groups. The individual scores given by respondents in each group are shown underneath each of the bars of the graph.

Key: Self Manager Peer Direct Report Other Stakeholders

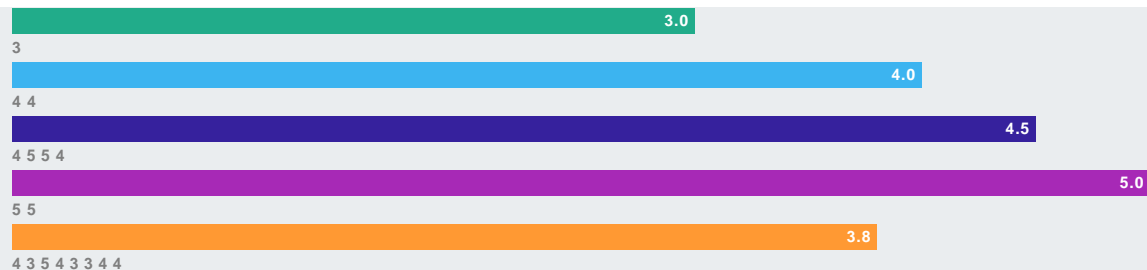
#### Customer Focus



Key: Self Manager Peer Direct Report Other Stakeholders

## Business Delivery

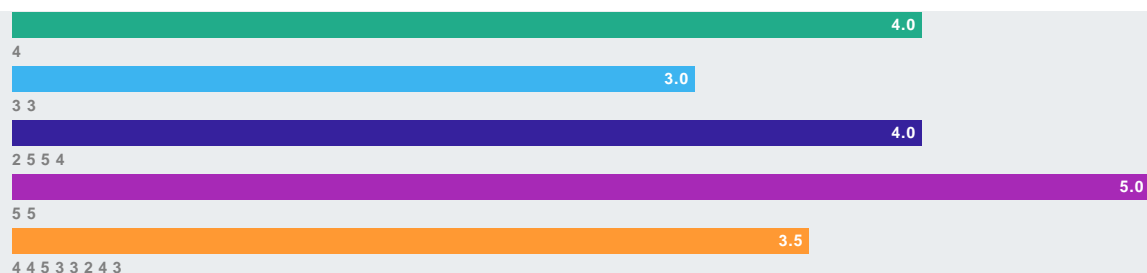
Translates own and others' ideas and suggestions into practical actions that improve business performance



Challenges activities or projects that seem to have no clear business purpose or which create barriers to delivery, in an appropriate way



Networks with internal and external stakeholders to identify ways to improve business delivery



Reviews business results regularly and initiates actions to improve business performance



Responds positively to change or unforeseen circumstances and adapts actions appropriately, even if difficult to do so



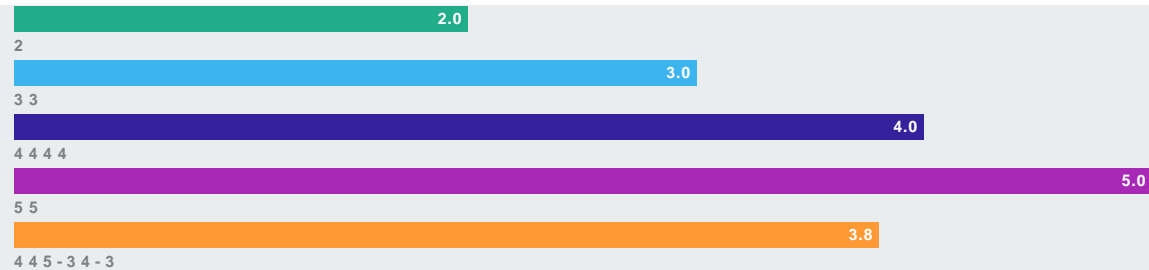


Key:

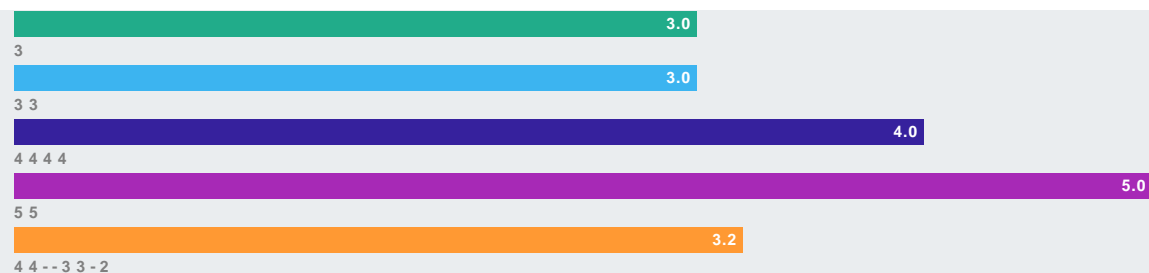
Self Manager Peer Direct Report Other Stakeholders

## Development Focus

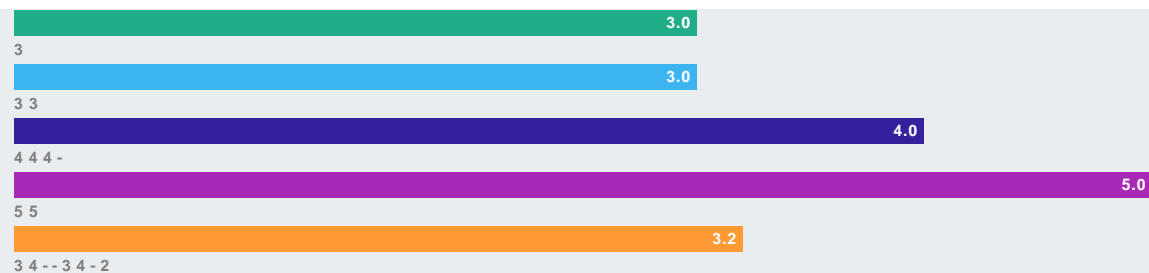
Identifies long-term skills and organisation capability requirements, taking appropriate action to ensure they are satisfied



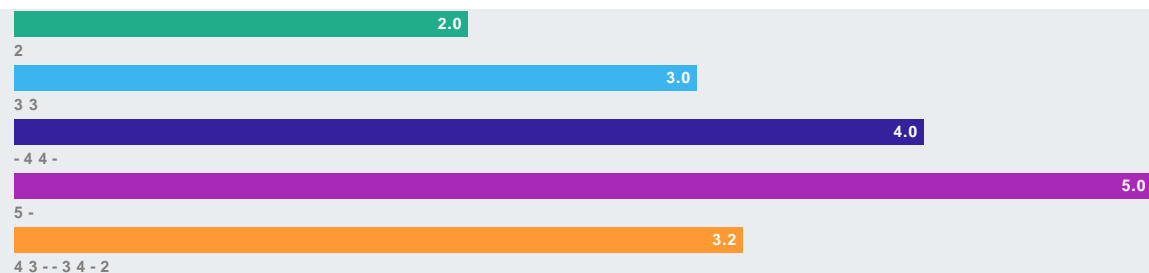
Takes regular action to ensure others can develop their skills across the business



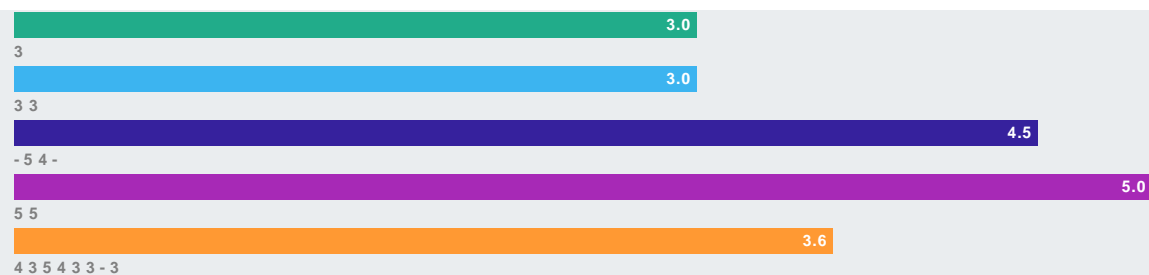
Gives equal consideration to skills at leading people, as well as technical capability, when evaluating others' performance



Creates, and regularly reviews, a clear succession plan for self, senior and key posts



Regularly acts as a trusted mentor and coach to others seeking development



Key: Self Manager Peer Direct Report Other Stakeholders

## Professional Expertise

Demonstrates a hunger to seek out new technical and professional knowledge and to perfect relevant skills



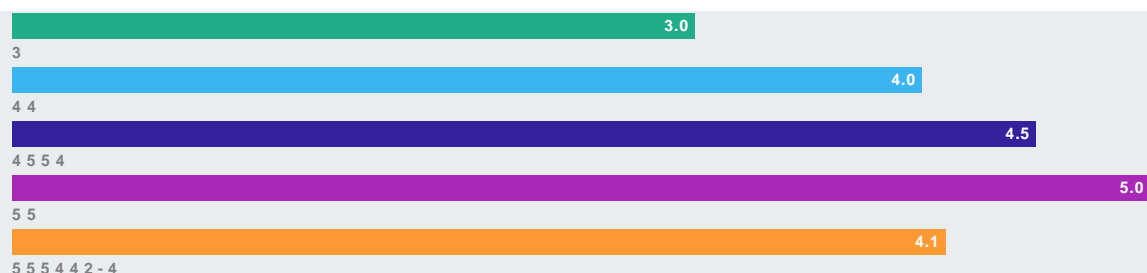
Uses personal networks of contacts within and outside the business to share professional knowledge



Actively encourages and enables others to extend their skills and knowledge in their professional area



Continues to develop their own area of expertise to a degree that others consistently refer to them for advice, assistance or guidance

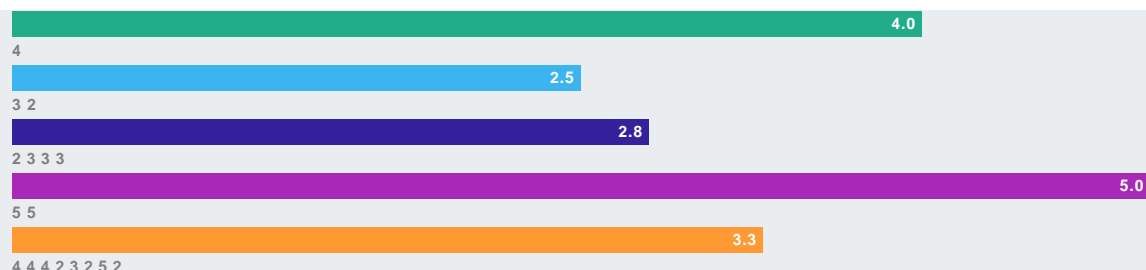




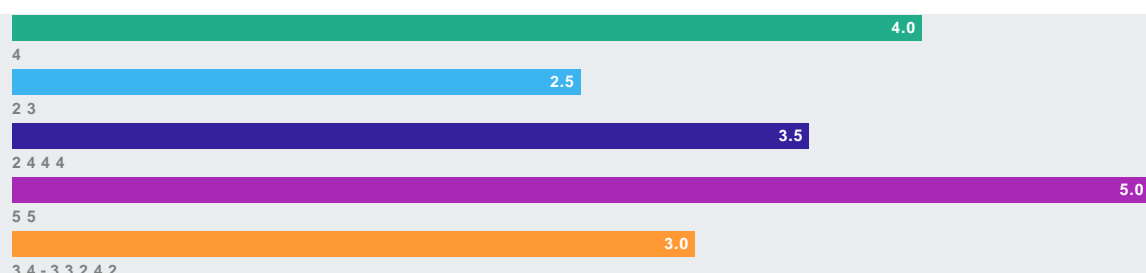
Key: Self Manager Peer Direct Report Other Stakeholders

## Innovation and Creativity

Does everything they can to create an environment in which individuals can work together to identify and share creative ideas



Encourages others to develop confidence in their new ideas and have the courage to develop them for implementation



Enables others to experiment and learn from new or creative ways of doing things to improve business performance



Shows good judgement and confidence in taking calculated risks when deciding which new ideas to support, that have a measurable positive impact on customers



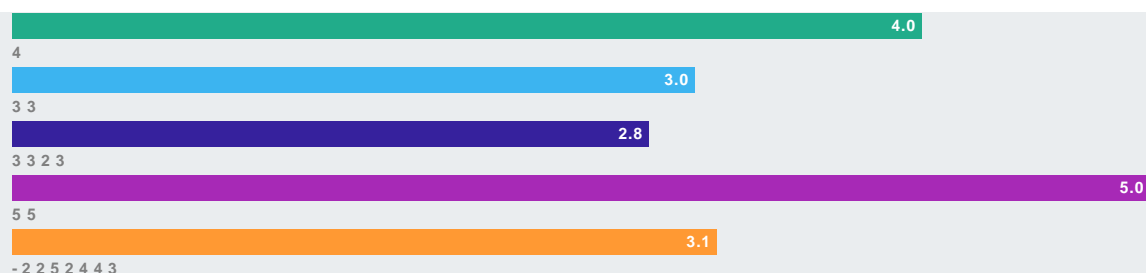
Key: Self Manager Peer Direct Report Other Stakeholders

## Teamwork and Collaboration

Champions the establishment and use of effective internal and external global networks



Encourages the sacrifice of local goals where required in the interests of achieving organisation objectives



Recognises and articulates how people's different contributions help to get the job done and contribute to the bigger picture



Promotes the importance of working across boundaries when setting strategy and operational delivery plans



Key: Self Manager Peer Direct Report Other Stakeholders

## Analysis and Decision Making

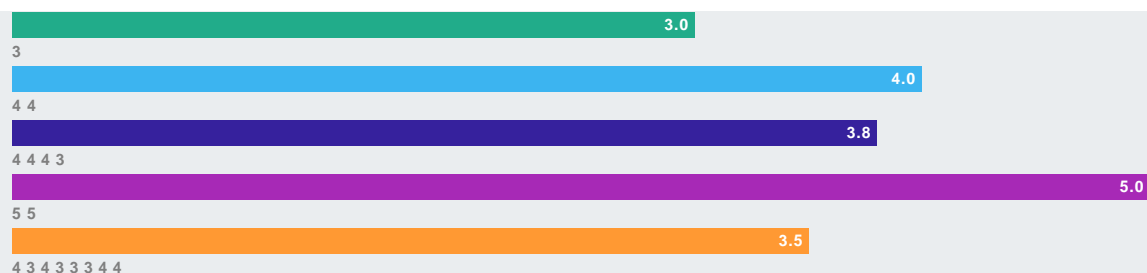
Sees patterns and trends, recognising when similar situations are recurring and makes connections that are not obvious to others



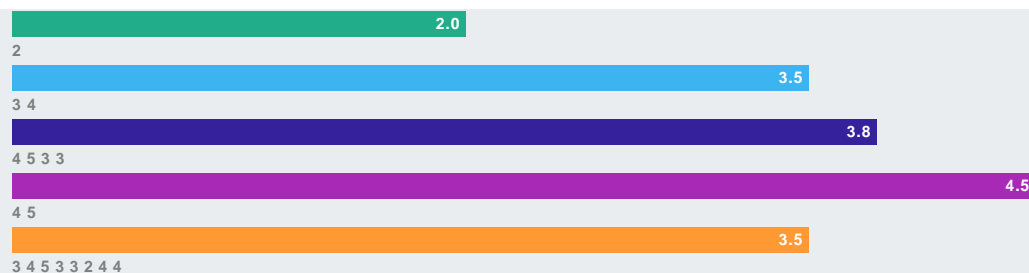
Looks business-wide to understand underlying problem causes and solutions



Makes reasoned decisions to complex problems, despite incomplete or ambiguous information



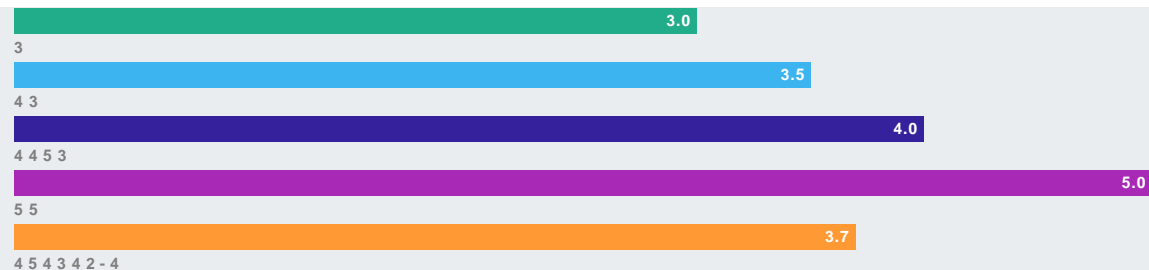
Takes responsibility for producing long term solutions rather than quick fixes



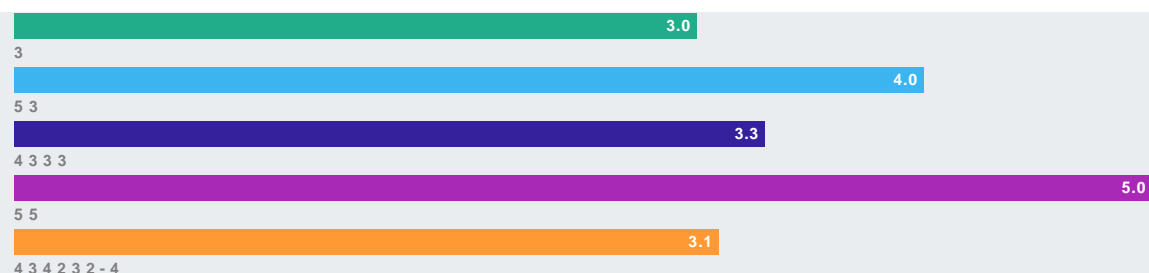
Key: Self Manager Peer Direct Report Other Stakeholders

## Commercial Focus

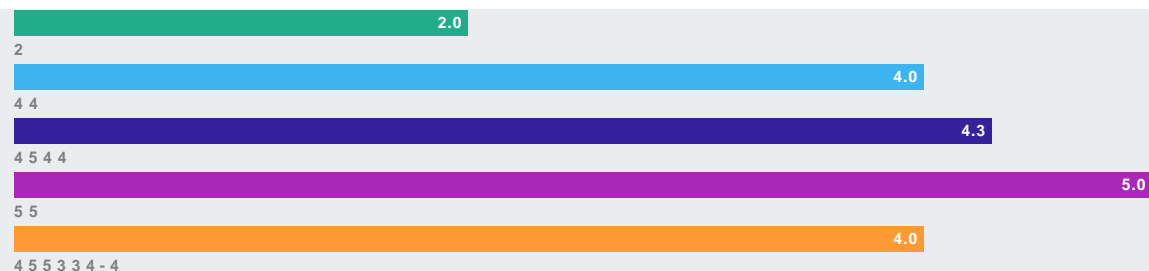
Gathers a wide range of internal and external information, to inform commercial decisions



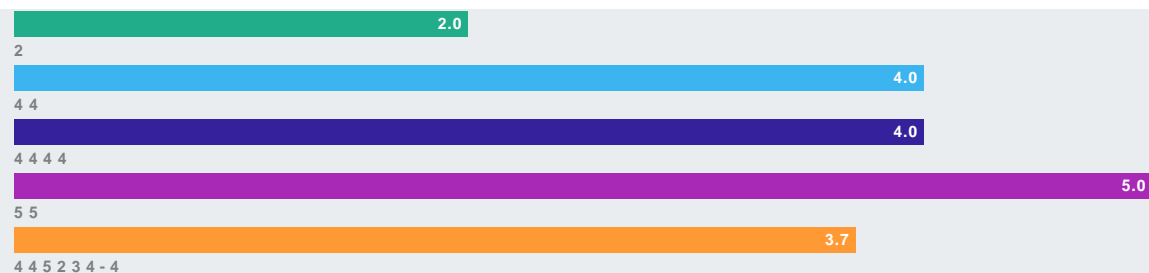
Demonstrates an understanding of the implications of their own business decisions and actions on the success of other areas within our business



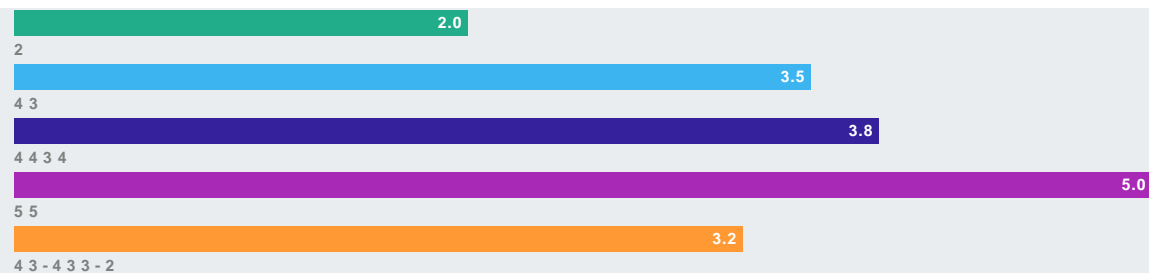
Takes proactive steps to capitalise on business opportunities presented by our market position



Ensures others understand the commercial context for the customer and supports them in making good commercial decisions



Involves customers in product innovation to create revenue opportunities that are mutually beneficial to them and to our business



Key: Self Manager Peer Direct Report Other Stakeholders

## Positive Impact and Influence

Sustains a high degree of energy and enthusiasm for engaging with others and inspires others to do the same



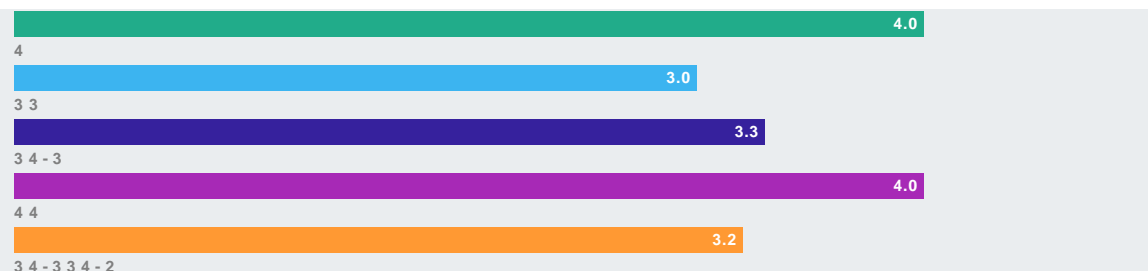
Wins over others in different areas of our business, overcoming barriers and resolving issues to get ideas implemented



Demonstrates keen insights into others, accurately predicting how they will think and behave in a variety of situations



Creates mutually beneficial strategic partnerships with customers and other organisations, showing an understanding of the political environment



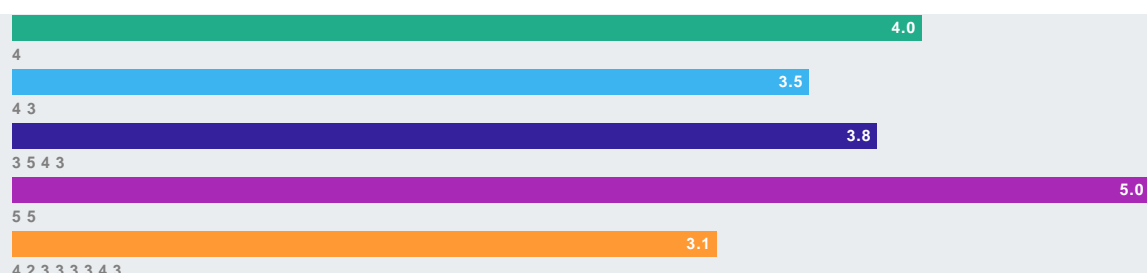
Key: Self Manager Peer Direct Report Other Stakeholders

## Leadership

Communicates a clear vision that inspires and aligns others towards goals



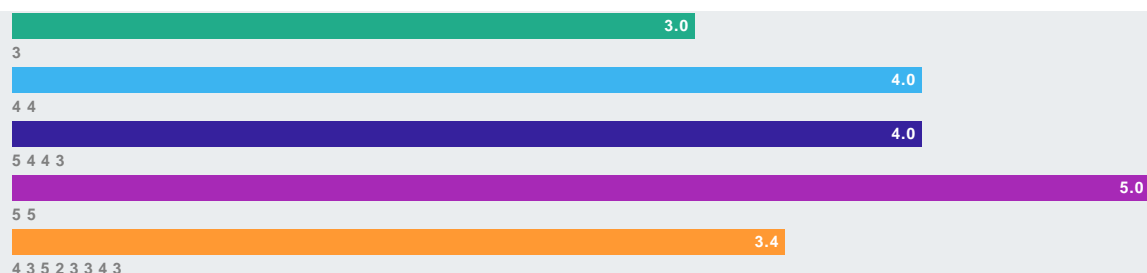
Helps others to make the connection between their own work and the broader plans for our business



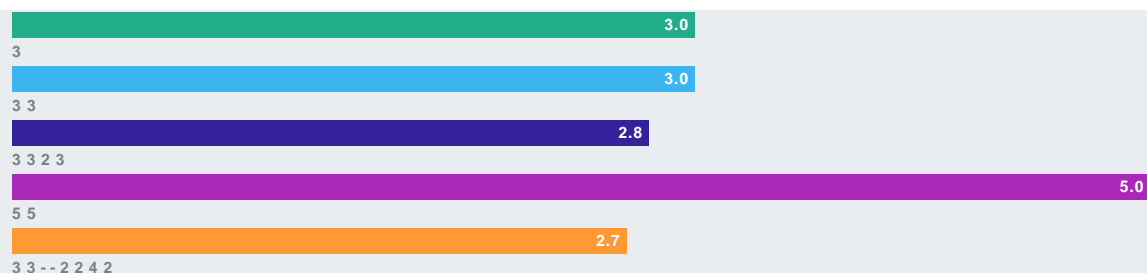
Translates high level strategy into practical actions for others to follow



Has the courage to make difficult decisions for the good of the business and builds support for those decisions



Takes into account the views of others at less senior levels when making decisions that will affect them



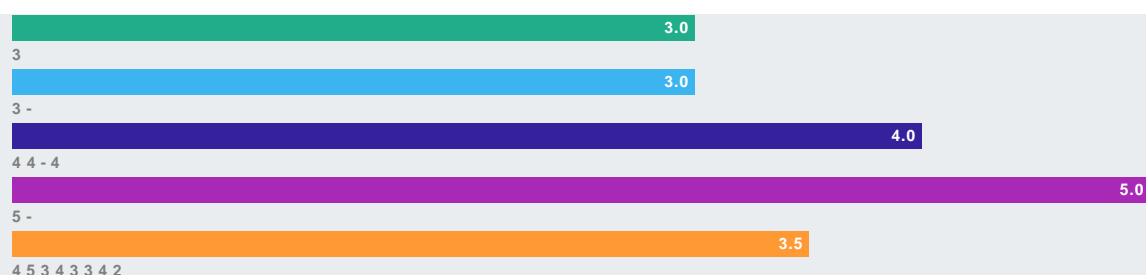
Key: Self Manager Peer Direct Report Other Stakeholders

## Change Focus

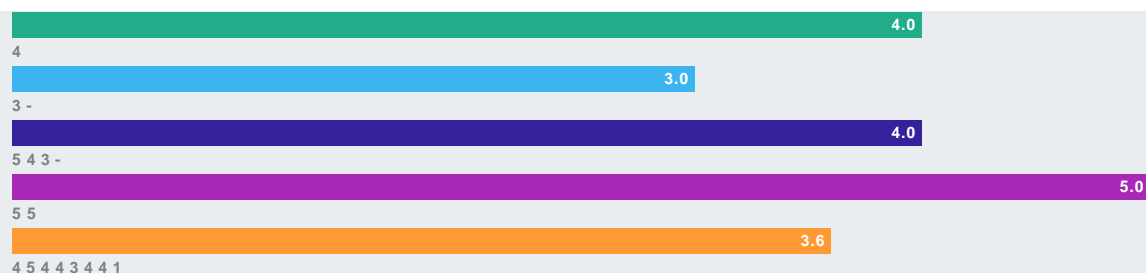
Makes sure that others are prepared for change by explaining effectively the broader context about why and how it is happening



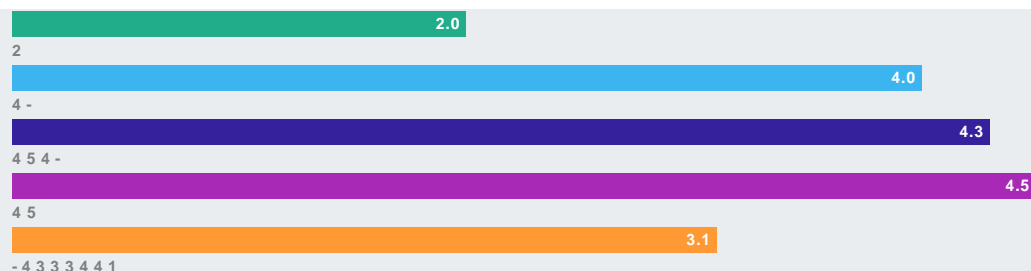
Identifies ways in which they can support other parts of our business in going through change and regularly uses the range of communication tools available



Supports others in translating strategic change into practical plans and helps them to change any goals that need to be re-considered



Recognises when others are struggling through change and proactively supports them through the transition



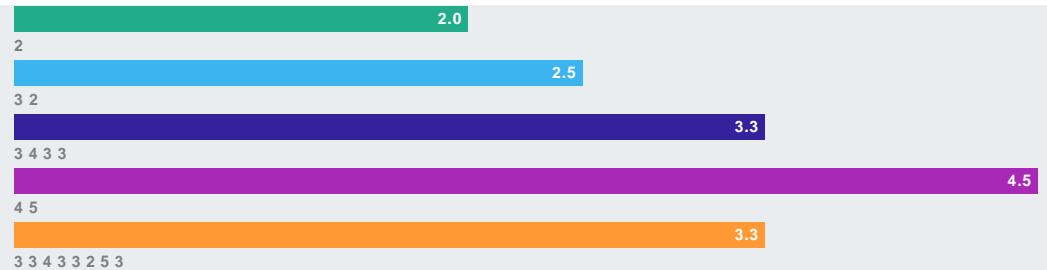


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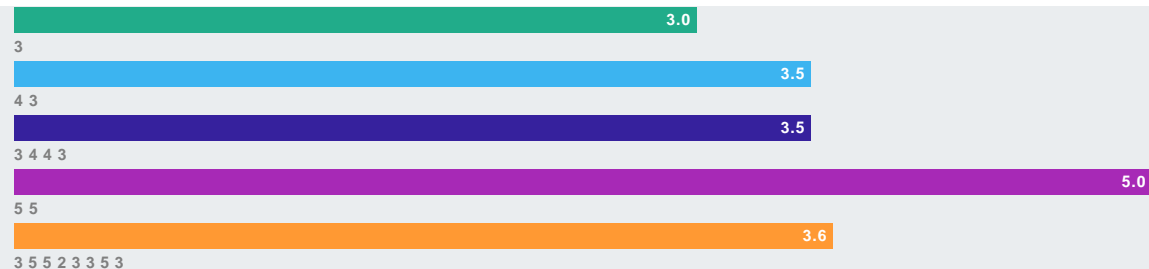
Self Manager Peer Direct Report Other Stakeholders

## Self-insight and Resilience

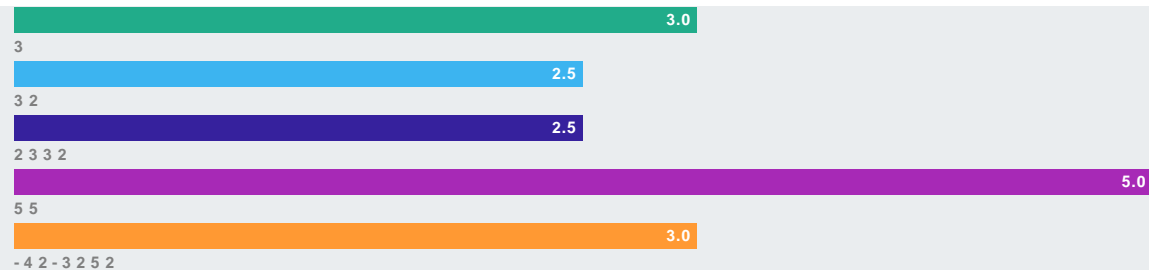
Manages own emotions when in extremely stressful situations



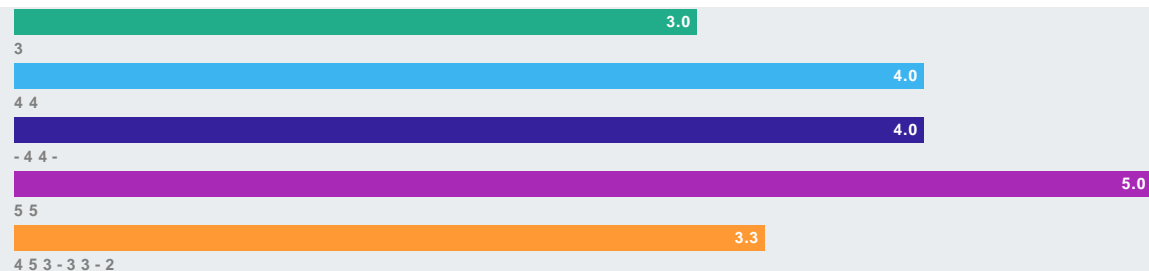
Demonstrates the ability to maintain performance levels in highly challenging situations



Demonstrates the ability to resolve conflict and defuses emotional situations



Role models continuous learning and self-development by demonstrating ongoing plans for their own development



## 4. Potential strengths and development areas

This section contains the five behaviours that received the highest and lowest average ratings from your colleagues.

### Potential strengths

Your five highest rated behaviours were:

	Own Response	Average Response
<b>Understands and promotes the unique benefits of our products and services to delight existing and potential customers</b>	3.0	4.6
From: Customer Focus		
<b>Uses a wide variety of internal and external networks, to provide the best thinking and solutions for customers</b>	4.0	4.5
From: Customer Focus		
<b>Fosters a mindset in others where they are encouraged to put customers first</b>	4.0	4.5
From: Customer Focus		
<b>Uses personal networks of contacts within and outside the business to share professional knowledge</b>	4.0	4.4
From: Professional Expertise		
<b>Sustains a high degree of energy and enthusiasm for engaging with others and inspires others to do the same</b>	4.0	4.4
From: Positive Impact and Influence		

## Potential development areas

Your five lowest rated behaviours were:

**Takes into account the views of others at less senior levels when making decisions that will affect them**

From: Leadership

Own Response	Average Response
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3.0

3.1

**Demonstrates the ability to resolve conflict and defuses emotional situations**

From: Self-insight and Resilience

3.0

3.1

**Does everything they can to create an environment in which individuals can work together to identify and share creative ideas**

From: Innovation and Creativity

4.0

3.3

**Encourages others to develop confidence in their new ideas and have the courage to develop them for implementation**

From: Innovation and Creativity

4.0

3.3

**Encourages the sacrifice of local goals where required in the interests of achieving organisation objectives**

From: Teamwork and Collaboration

4.0

3.3

## 5. Open comments

Everyone completing the Perceptions 360 feedback questionnaire was asked to provide additional open comments to support their ratings. The comments may help you to understand why some ratings were given and provide you with more information about how others see you. The responses to these questions are presented in this section. The comments have been colour coded to indicate the source of the feedback.

Key:

■ Manager
 ■ Peer
 ■ Direct Report
 ■ Other Stakeholders

### To further improve their performance, what would you like to see your colleague continue to do?

High energy, delivers projects, understands detail.

Kim is very thorough in tactical delivery, and has an excellent understanding of processes and systems. Leading the marketing and editorial teams on content delivery in order to drive subscriptions, as well as optimising direct response channels is proving highly effective at delivering steady revenue. Managing, and challenging the customer services team at QSS is also a key role, and Kim has stepped up to cover many of the complaints caused by new website access issues.

Continue to push boundaries, find new ways of doing things and pre-empting future problems.

Kim is a very results focused, analytical person. Through the rigour and regularity of her reporting she ensures others are as engaged with the data as she is and uses it to identify risks and opportunities.

Continue strong understanding of the goals for the business and how this fits in the marketplace, and apply these learnings effectively.

keep working just as hard had she always does

Continue to be open to ideas and make her team feel comfortable with contributing to projects and work in general.

Kim has an excellent ability to collate data and present it. Do more of this. Also I'd love to see Kim do more community engagement and get further involved in customer discovery

Kim inspires everyone with her enthusiasm, her positivity, her passion for New Scientist and her customer focus. Within New Scientist, she is proactive about reaching out and explaining her department's work and how it impacts others (for example, she'll feedback to the editorial team the results of a marketing email campaign based on their content.) By doing this, she explains the broader business to other team members and builds strong bonds with them. Kim tirelessly flies the flag for New Scientist both inside and outside the office.

Keep up her wonderful enthusiasm, energy and positivity. Engage her creativity and intellectual rigour. Be an unfailingly helpful source of advice, information and expertise.

Kim is an incredibly positive person to work with. Her enthusiasm for New Scientist is second to none and she is great fun to work with. Long may she continue to display these qualities.

Incredible personal standards. If you give her a target, she will do everything she humanly can to hit it. It's impressive

Continue the hard work and push boundaries

Continue to communicate changes in marketing strategy as they happen so we can assess any editorial response

To work with enthusiasm and with a dedicated customer and business focus. To bridge boundaries between internal teams.

**Key:**

■ Manager
 ■ Peer
 ■ Direct Report
 ■ Other Stakeholders

## To further improve their performance, what would you like to see your colleague do more of?

Step back from day to day activity and take a more strategic view of market. Challenge orthodoxies and try and attempt bolder solutions. Be less afraid of sharing and learning from failure. Delegate responsibility to her team

Communication is one area to focus on. Ensuring the team, and senior managers have a good idea of what's coming up, and why, is a good way of ensuring confidence in our plans. Also, being open and honest about things which haven't worked so well, or areas that are problematic to the business is also important. Also, keep challenging herself to think laterally, externally, and creatively about how we can grow the brand. Whether its revisiting old tactics, or trying new things, how can we go about delivering revenue growth, rather than aiming to stay flat?

Work more collaboratively, delegate more responsibility, relinquish more control in order to concentrate on innovation and development.

Kim works hard to communicate tactical ideas and plans. It would be great to see her share more about her strategic goals and visions as well to provide better context for tactical marketing activity.

Further appreciate the importance of other revenue generating areas of the business and ensure they are not dismissed due to the value of subscriptions.

gain more support from her managers

Perhaps give a bit more of a breakdown in terms of what could be improved / developed by her team upon completion of projects.

Concentrate further up the audience funnel. Do more strategic rather than tactical projects. Do more acquisition activity. Look at messaging at the top line of the brand. Do more partnerships etc.

Be more imaginative. Kim relies on tried and trusted techniques and while this is understandable and commendable, it limits Kim's creativity. Related to this, Kim makes decisions based on numbers and while her analytic skills are vital to the business, it's a limitation in a creative business. I'd like to see Kim take more risks and allow herself to fail. Kim trumpets her own success, while failing to acknowledge larger problems. I suspect that behind the extremely confident exterior, she sometimes feels insecure.

Prioritise her requests for work from others so that the most important things get done while leaving space for important work from other quarters.

I think Kim should create an idiot's guide to "what I do", so that people from all areas of New Scientist can understand what she does, how and why. Modern marketing can be a black box and in order for her to get the best out of other team members -- and for them to work more successfully with her -- she could be better at opening up that box to let others peer in. Also, while Kim is an incredibly willing colleague, I think she could be more critical of what she is asked to do, and sometimes say "No. This isn't worth doing" or "We need to do this differently." She may have said this to others, but she's never said it to me. I'd like to see her dreaming up more strategy and justifying it in clear terms and less time constantly doing stuff.

Accept help. No-one is expecting her to do everything. Learn to let go more - delegate more actively. Plan for busy times and make sure support is in place in advance. Think about the bigger picture. If you are able to step back, you can start to think about the brand overall rather than the targets you have been set.

Try to experiment more.

Solicit input, for example, in changes of paywall strategy

To consider and understand other people's point of view before making key decisions. To understand the benefits of complementary skill sets within teams. To consider other teams business focus as well.

Key:

■ Manager
 ■ Peer
 ■ Direct Report
 ■ Other Stakeholders

## To further improve their performance, what would you like to see your colleague do less of?

Focus on short term results rather than long term wins.

Don't try and take everything on herself - encourage other people on the team, or within the business, to own some of the problems and challenges. Think about how she could manage herself out of her current role - a challenge, admittedly, for all of us.

To dominate less - give others more of a chance.

One of the things that makes Kim great in her role is her singularity of focus regarding subscription acquisitions. This is incredibly important to New Scientist, however it would be great to see Kim widen her focus to look at the long term benefits and value of other audience growth initiatives that don't necessarily result in immediate subscription purchase but still provide value to the business.

Overly dominating certain processes in scenarios when responsibility was initially handed to someone else.

I cannot answer this question

Nothing to note...

Nothing to add here

Fire off strongly worded emails when she doesn't get her own way or perceives someone to be standing in her way. Kim is so focused on her own goals that she fails to acknowledge, or perhaps understand, the wider strategic goals.

I can't really think of anything to put here.

Less doing, more thinking. Kim can be very loud. Sometimes this can be a problem when you're talking over a poor phone line.

Kim can't do everything all the time. She is doing something about this already but still has too much on her plate. Effective succession planning is itself a sign of success: demonstrate your team can do as well as you would have done

nothing.

n/a

Making decision without fully considering the views of others.

## 6. Development planning

This section is designed to help you reflect on the feedback contained within this report and to capture your thoughts and reactions to the feedback. You can also start to consider what development you would like to undertake as a result. Use the spaces provided to record your responses to the questions.

**Which of the potential strengths identified in the report confirmed your own perceptions?  
Which of the potential strengths identified in the report surprised you? Why was this?**

**Which of the potential development areas identified in the report confirmed your own perceptions?  
Which of the potential development areas identified in the report surprised you? Why was this?**

**What further information would you like to gather about this feedback to help your understanding?  
What actions would you like to take to build on this feedback?**



## 7. Competency definitions

### Customer Focus

**We create a culture of putting the customer first.** We understand market problems and are responsive to customer needs. We get close to our internal and external customers, communicate with them openly and surpass expectations where possible.

### Business Delivery

**We drive towards the highest standards of delivery.** We have a passion for setting and meeting standards of excellence by consistently monitoring our own performance and that of others to keep on track. We challenge the status quo and respond quickly and effectively to changing circumstances.

### Development Focus

**We are passionate about developing our people.** We identify and nurture talent within our business. We encourage and support people as they develop and take time to understand how best to build on strengths and address development needs. We make development a priority, always looking for opportunities to develop ourselves and others.

### Professional Expertise

**We strive towards professional excellence.** We build, develop and continuously improve our professional expertise, adopting an ethical approach. We embrace and apply the best tools, technologies and professional knowledge to create business advantage. We look for opportunities to share our expertise and knowledge with others.

### Innovation and Creativity

**We consistently innovate and do things differently.** We challenge existing practices to improve business performance in order to create value for our customers. We learn from experimentation, new ideas and insights to improve product and organisation performance. We encourage and nurture the creative process and work with others to stimulate creativity and new ideas. We understand risk and show good judgement about which creative ideas should be implemented.

## Teamwork and Collaboration

**We value working collaboratively with others.** We work openly and cooperatively to achieve common goals, spending time building positive and productive working relationships with colleagues, stakeholders and customers across global boundaries. We strive to understand the needs of others, adapting our style as appropriate.

## Analysis and Decision Making

**We make strong business decisions based on knowledge, data and experience.** We understand a situation by breaking it down into constituent parts. We find and interpret new data to improve understanding from a variety of sources and make logical links to spot gaps in our thinking. We are confident making decisions even in the absence of all the necessary information, and take ownership for generating solutions and making decisions on behalf of the business.

## Commercial Focus

**We drive forward the commercial success of our business.** We have a clear understanding of the commercial aspects of our business and the broader business environment, taking time to understand the trends that affect us. We evaluate potential opportunities and make good commercial decisions, whilst encouraging others to contribute to the success of the organisation.

## Positive Impact and Influence

**We have impact and credibility when communicating with others.** We engage with, coach and influence others without always relying on a position of formal authority. We communicate clearly and effectively, adapting the style of communication to the needs of the audience. We understand how our organisation works and use that knowledge to put a message across effectively. We are aware of our own impact and understand how this can have an impact on our ability to persuade others.

## Leadership

**We inspire and motivate others to achieve goals.** We articulate a clear vision, direction and purpose and are prepared to take the lead when required. We build trust, enthusiasm, commitment and determination in others to meet challenges and achieve outcomes.

## Change Focus

**We embrace and support change.** We identify where and why change needs to happen, effectively responding to changing circumstances. We are able to prepare, energise and engage people in making successful change happen by communicating in a positive and compelling way. We are open to new ideas and change initiatives, and encourage this in others.

## Self-insight and Resilience

**We value understanding ourselves and manage our emotions.** We take time to develop self-insight and openly communicate awareness of our own strengths and development needs. We take constructive feedback on board and learn from it. We are flexible and adaptable in our approach, managing our emotions during difficult situations.