







Leadership Development Programme - 360 Feedback

We conducted pre and post programme 360° evaluations with all managers who attended a recent leadership development programme run by Kynesis. The programme ran over 4 months combining workshops, project work and coaching. We measured over 50 leadership characteristics, evaluating views of peers, direct reports and line managers. Primarily this exercise was conducted to facilitate individual development, however looking at the total figures can give us a view on the overall impact.

In all areas there was a clear performance improvement. This report looks at the shift in the top evaluation band; *Managers consistently displaying these characteristics even under pressure.*

➤ Leadership and inspiring others

	Before Consistently displays this characteristic even when under pressure	After Consistently displays this characteristic even when under pressure
Inspires buy in and instills confidence	22%	45% 
Sets clear boundaries	34%	47% 
Gives appropriate authority	30%	48% 
Has a flexible leadership style	35%	50% 
Creates energy and enthusiasm in others	28%	44% 
Inspires others to believe they can achieve worthwhile goals	25%	42% 

➤ **Drive and Innovation**

	Before Consistently displays this characteristic even when under pressure	After Consistently displays this characteristic even when under pressure	
Demonstrates a real sense of passion – personal commitment shines through	37%	55%	↑
Implements decisions with energy and commitment	38%	43%	↑
Always able to make progress by looking at things in a new light	30%	45%	↑
A clear thinker that deals well with complexity	36%	47%	↑
Shows and values enthusiasm	41%	54%	↑

➤ **Communication**

	Before Consistently displays this characteristic even when under pressure	After Consistently displays this characteristic even when under pressure	
Shares a clear view of the future of the organisation	35%	46%	↑
Produces written communication that is concise and outcome focused	38%	46%	↑
Holds structured and productive meetings	40%	1%	↑
Actively listens to their own team	35%	42%	↑
Proactively solicits input, ideas and opinions from others	42%	53%	↑
Asks questions to find out others real views and check understanding	29%	48%	↑

➤ **Team working**

	Before Consistently displays this characteristic even when under pressure	After Consistently displays this characteristic even when under pressure	
Supports less experienced colleagues	36%	49%	↑
Encourages a strong sense of team spirit	32%	46%	↑
Focuses the team on what it will contribute to the long term	32%	43%	↑
Develops ideas and solutions jointly with others	35%	52%	↑
Takes responsibility for teams actions	50%	61%	↑
Delegates effectively to others	28%	42%	↑
Gives fair and constructive feedback to team members	34%	47%	↑

➤ **Developing others**

	Before Consistently displays this characteristic even when under pressure	After Consistently displays this characteristic even when under pressure	
Understands people's strengths and aspirations	32%	45%	↑
Sets and agrees objectives with people and monitors their progress	36%	48%	↑
Displays trust: allows decisions to be made at the right level	39%	50%	↑
Provides personalised support to others	46%	50%	↑
Encourages people to think beyond their roles and responsibilities	35%	45%	↑
Gives fair and constructive feedback to team members	34%	51%	↑

➤ **Role model**

	Before Consistently displays this characteristic even when under pressure	After Consistently displays this characteristic even when under pressure	
Acts as a role model in all areas	28%	36%	↑
Displays self discipline	35%	51%	↑
Operates ethically and with integrity at all times	57%	67%	↑
Confronts difficult issues and works out disagreements	32%	53%	↑
Is open and honest	56%	72%	↑
Accepts responsibility for own work/decisions and admits mistakes	50%	65%	↑
Delivers on promises	40%	57%	↑
Considers the impact of their decisions on businesses and people	38%	51%	↑

➤ **Motivation**

	Before Consistently displays this characteristic even when under pressure	After Consistently displays this characteristic even when under pressure	
Displays genuine interest in people and their progress	41%	57%	↑
Gives praise and open recognition	35%	51%	↑
Encourages and enables people to challenge themselves	34%	47%	↑
Takes time to discover what motivates individuals	16%	33%	↑
Involves others and encourages full participation	33%	51%	↑

➤ **Planning and organising**

	Before Consistently displays this characteristic even when under pressure	After Consistently displays this characteristic even when under pressure	
Allows for contingency in plans	29%	36%	↑
Presents an image that instills confidence	41%	46%	↑
Checks progress and takes action on variables	33%	44%	↑
Reviews and reassesses plans and priorities on a regular basis	30%	51%	↑
Plans for the long term	35%	52%	↑
Personally well organised: displays disciplined approach to work and meetings	41%	48%	↑