



360 report

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**EXAMPLE X | VP360**

09.01.2022

# Introduction

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VoicePrint 360 is a companion to your VoicePrint self-perception profile.

Both are designed to develop your communications, personal effectiveness and influence. The self-perception profile reveals patterns in how you see yourself using talk. VoicePrint 360 adds the other essential perspective: it provides feedback on how others hear you. This helps you to see whether you come across as you intend and whether you are having the impacts that you want to have. Differences between your own and others' perceptions highlight potential misunderstandings and areas for attention and development.



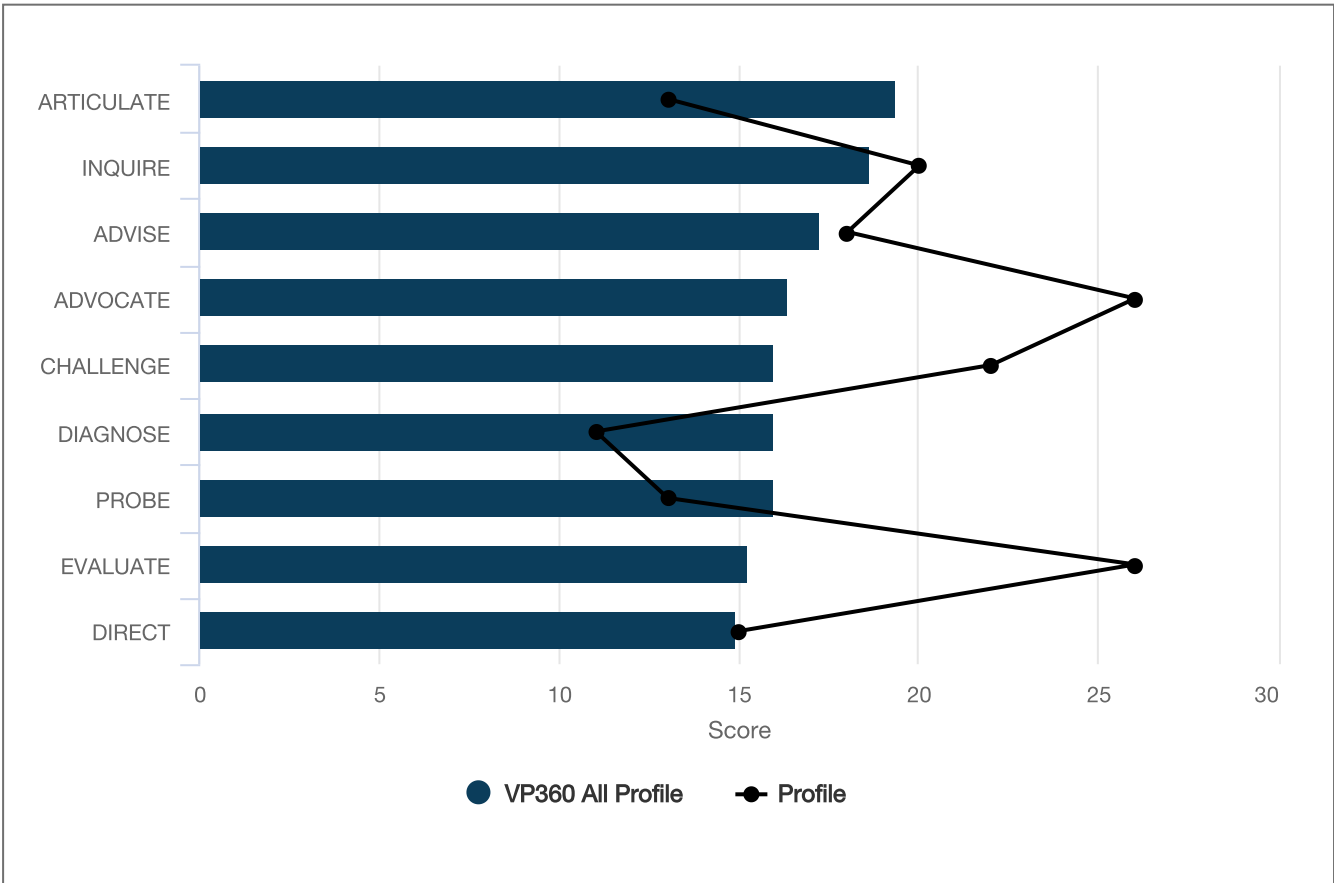
## The Voices

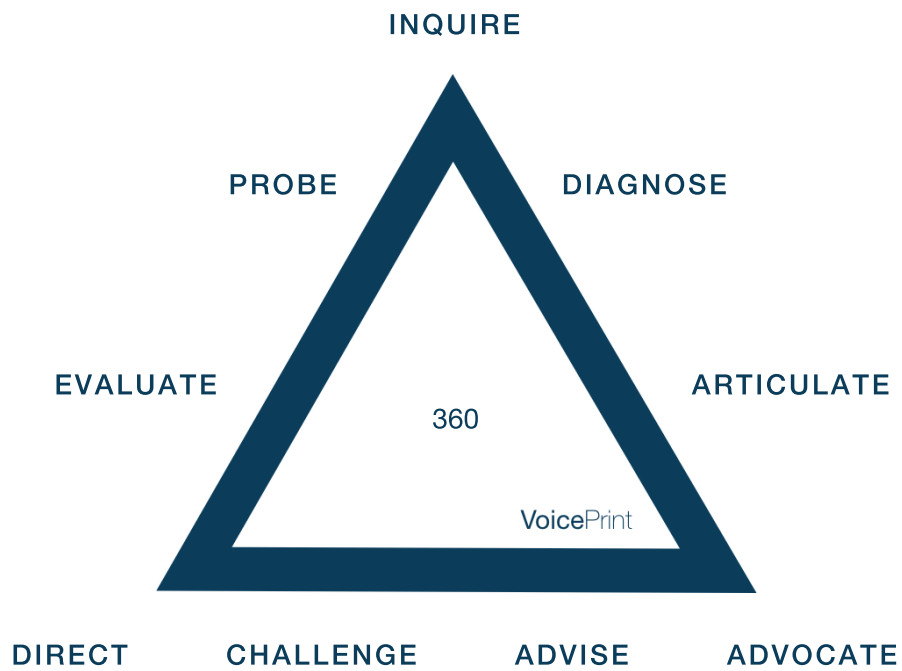
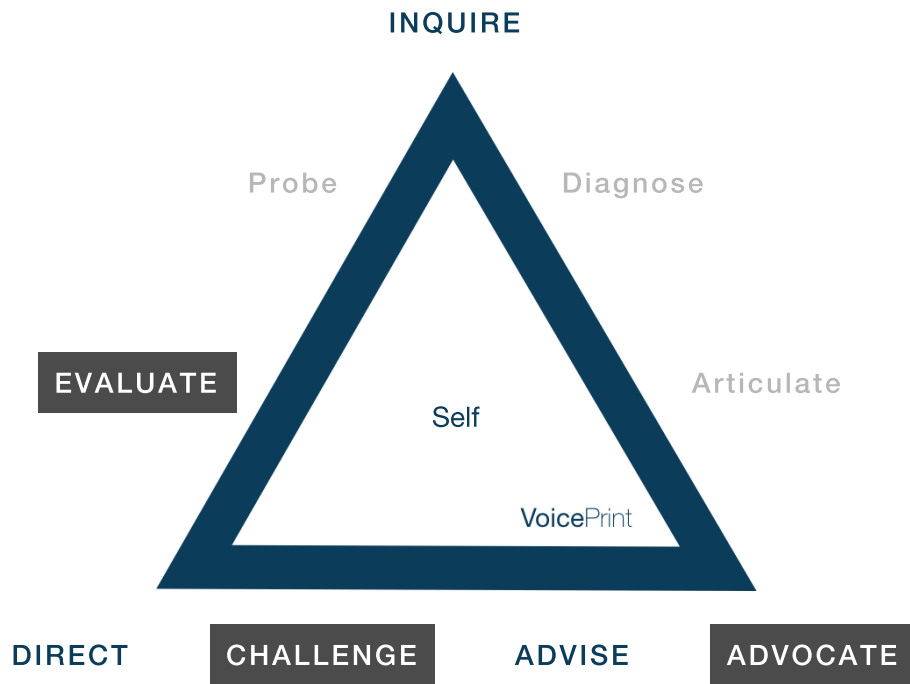
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Articulate	To describe and clarify in a precise, neutral, matter-of-fact way. The voice that combines and summarises other inputs
Advocate	To hold a personal position or view, either for or against. The voice that pushes a case or argues for a viewpoint.
Advise	To suggest a course of action or a way of thinking. The voice that offers a proposal or solution.
Challenge	To interrupt in order to improve the quality of what is happening. The voice that re-focuses.
Direct	To call (or recall) attention to a responsibility, required standard or boundary. The voice of authority that demands compliance.
Evaluate	To weigh up thoroughly and objectively, considering both strengths and weaknesses. The voice that deliberates and assesses.
Probe	To dig deeper, going beyond or behind what is already apparent. The voice that calls for further detail or disclosure.
Inquire	To ask open-mindedly in order to find out more. The voice that seeks to understand others.
Diagnose	To analyse in order to come to an understanding. The voice that seeks to connect and make sense of information.

# 360 Feedback Overview (respondents = 11)

This overall comparison helps you to see whether you come across as you intend and whether you are having the impacts that you want to have. Differences between your own and others' perceptions highlight potential misunderstandings and areas for attention and development.

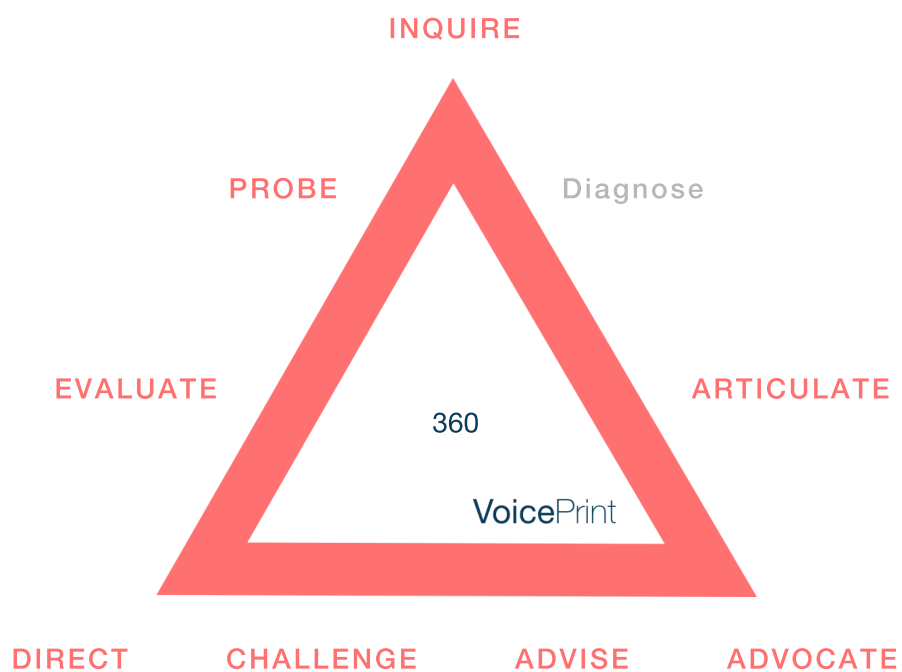
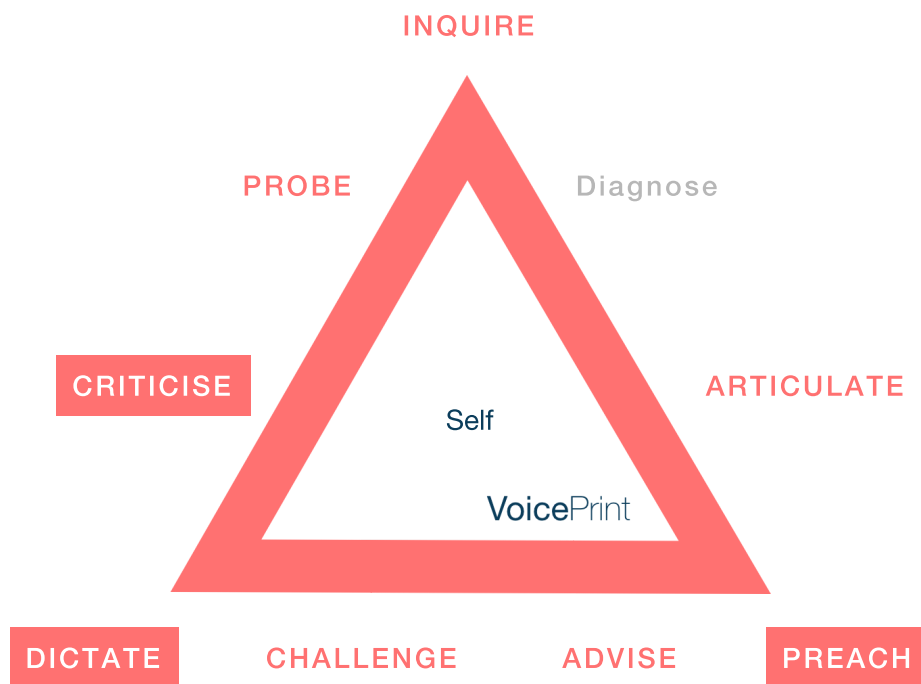




# 360 Feedback on your pressure profile

This pressure profile comparison helps you to see whether you come across as you intend and whether you are having the impacts that you want to have. Differences between your own and others' perceptions highlight potential misunderstandings and areas for attention and development.



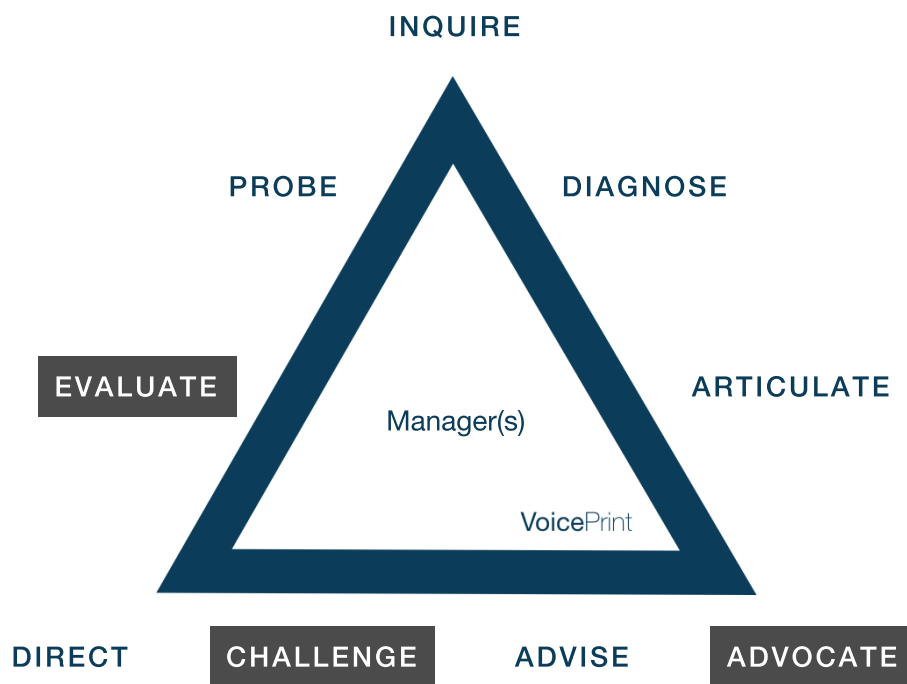
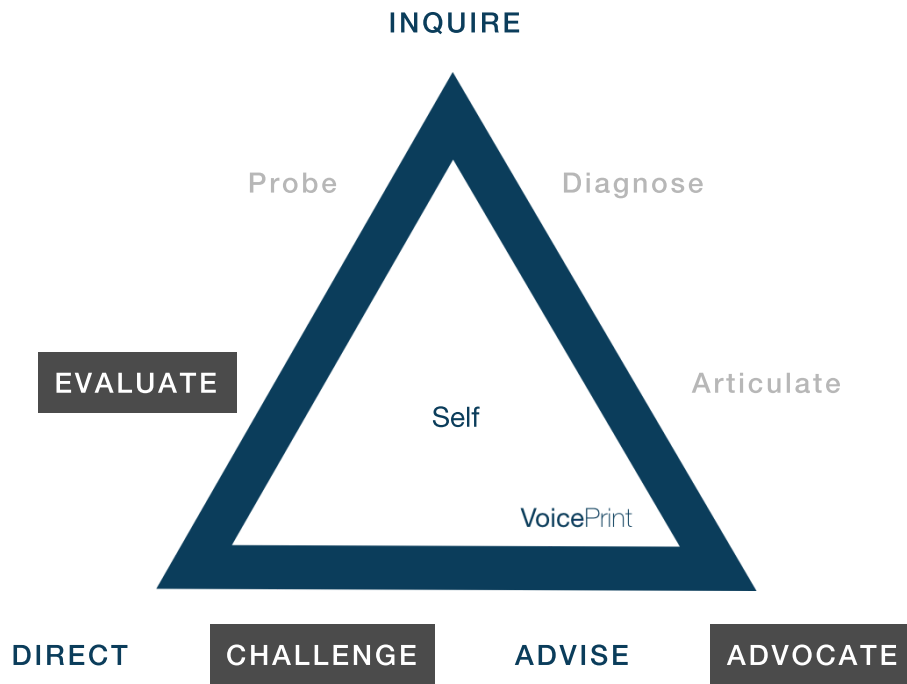


## Manager(s) Feedback Overview (respondents = 1)

These diagrams compare your self-perception with how your Managers experience your VoicePrint in practice. Note any differences in perception between yourself and them regarding your range and the relative use that you make of particular voices.

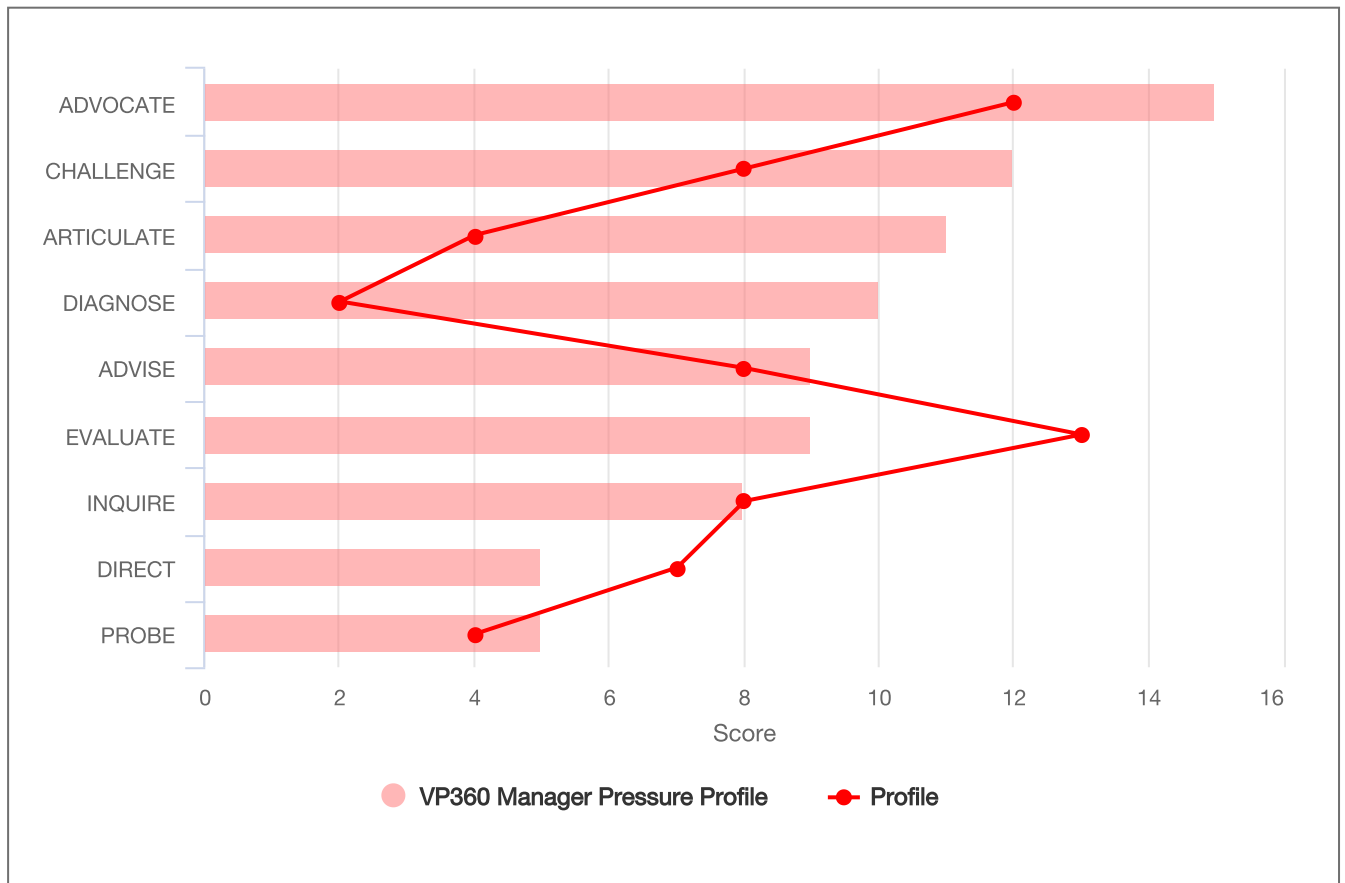


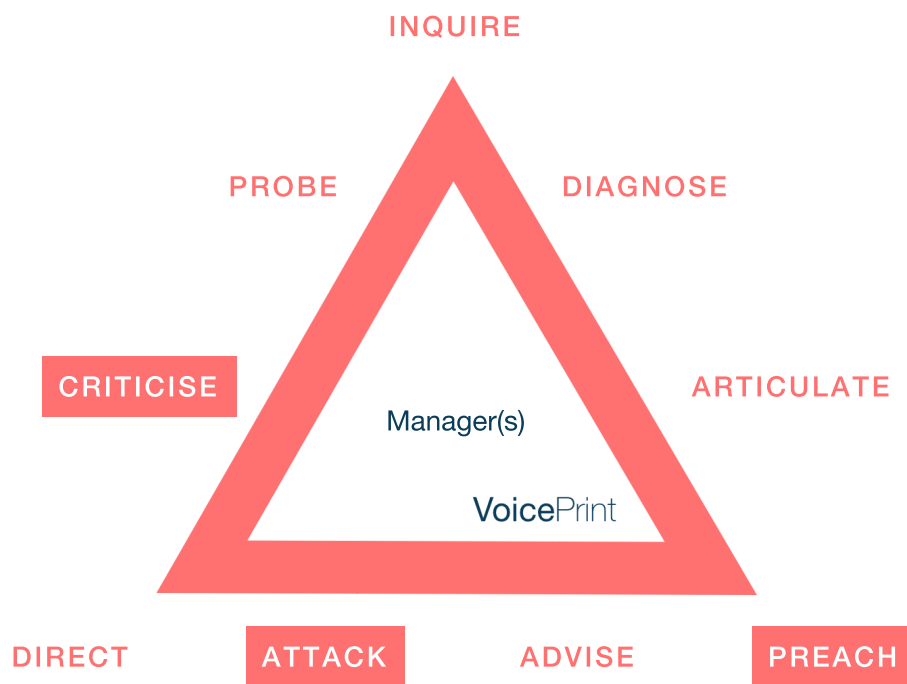
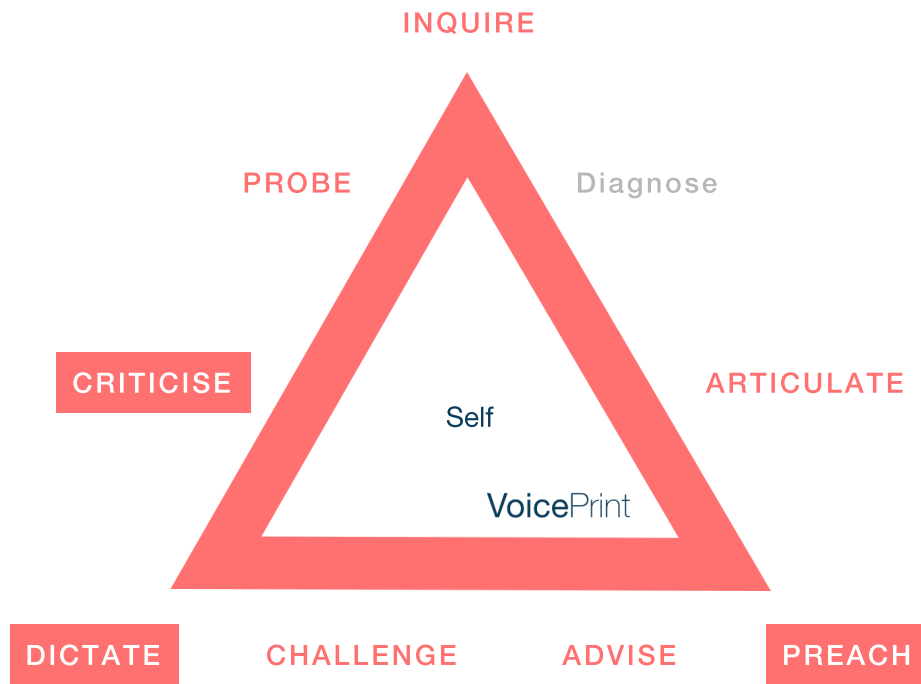




## Manager(s) Feedback on your pressure profile

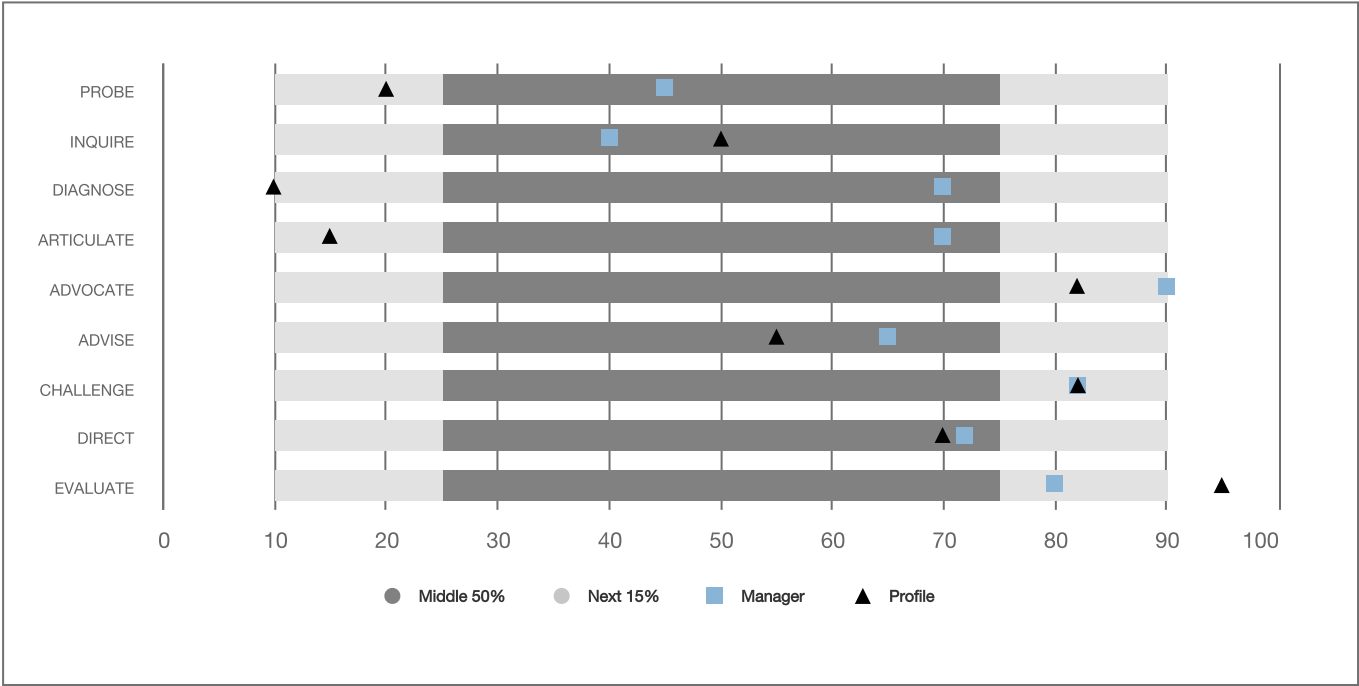
These diagrams focus on a more specific part of your VoicePrint. They compare your self-perception with how your Managers experience your use of the more pressurised forms of the voices. Note that high scores are given their dysfunctional names, to highlight the danger that they may be heard negatively even if that is not your intention.



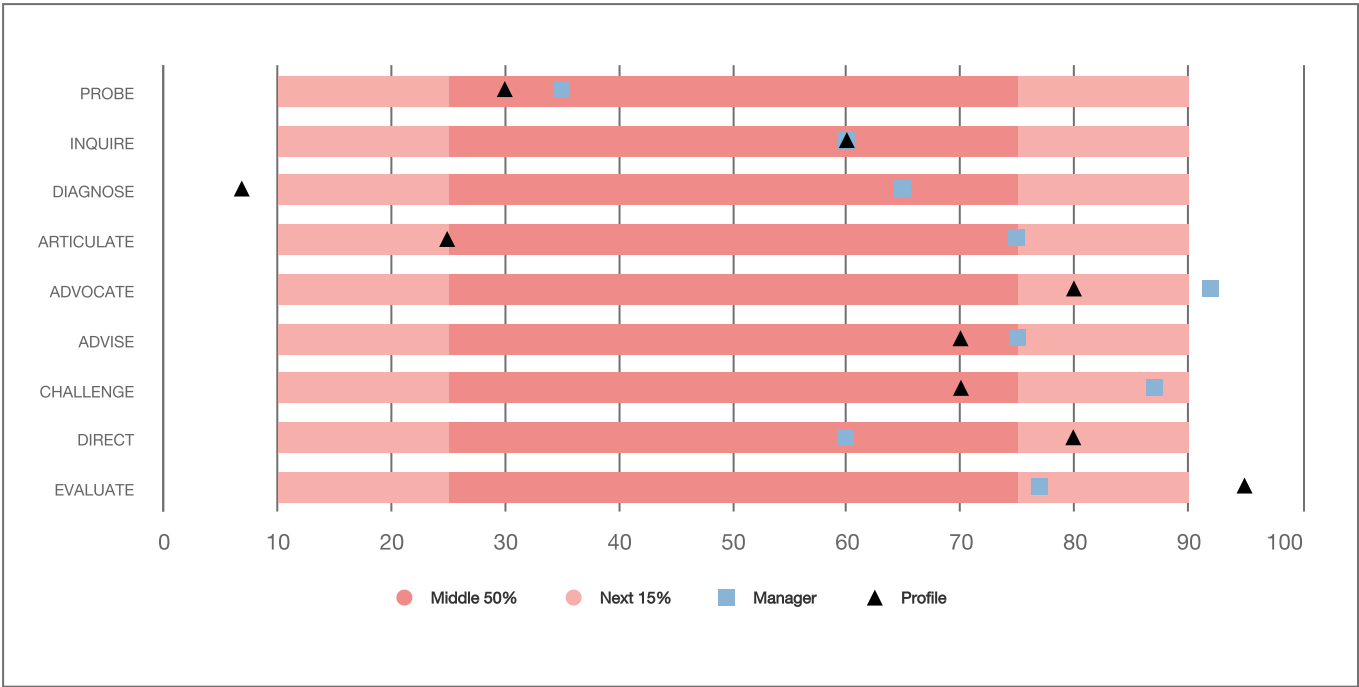


This graphic contrasts your self-view with the perspective of your Managers/s. Raw scores have been translated into their percentile equivalents to show more precisely how they relate to VoicePrint norms.

Overall Report



Pressure Profile



# Specific Feedback from your Manager(s)

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## What Manager(s) like about your communicating

- ▲ Open, honest, keeps the bigger picture in mind, passionate
  - really cares about what we're trying to achieve. Doesn't care about 'sacred cows'

## What Manager(s) would either like you to know or may find difficult about your way of communicating

- ▲ Sometimes - too many words, too fast!

## Red Lights and Green Lights from your Manager(s)

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Green lights signal strong impacts. On any items noted below you get strong scores from your Managers, suggesting that they regard these as significant and valuable contributions. Always remember that strengths can become shortcomings, if they are not used in timely, skilful and mindful ways.

### Green Lights

- ▲ One of your strengths is that you say what is wrong with an idea
- ▲ One of your strengths is that you do not hesitate to confront issues or people
- ▲ You're good at taking a problem apart to understand it
- ▲ You're good at raising useful objections

Red lights signal danger. You are receiving a significant level of feedback from your Managers on any of the items listed in this category. Although possibly well-intentioned, you may be over-using these behaviours and making them counter-productive.

### Red Lights

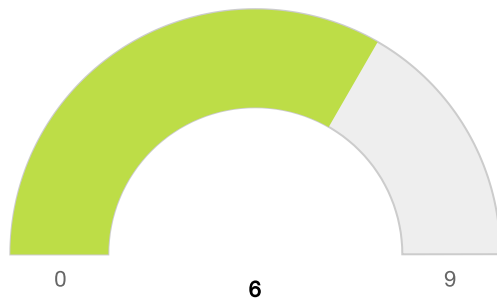
- ▲ People sometimes feel that you are teaching them things they already know
- ▲ People sometimes feel that you analyse things too much
- ▲ People sometimes feel that you are too abrupt when questioning their approach
- ▲ People sometimes feel that you ask inappropriate questions
- ▲ People sometimes feel that you ask too many questions before deciding
- ▲ You have to be careful not to sound too talkative
- ▲ You have to be careful not to sound as if you're over-analysing
- ▲ You have to be careful not to sound too judgmental
- ▲ You have to be careful not to sound too opinionated

## How Manager(s) rate your listening

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Manager(s) Listening Rating

What Manager(s) say about your listening

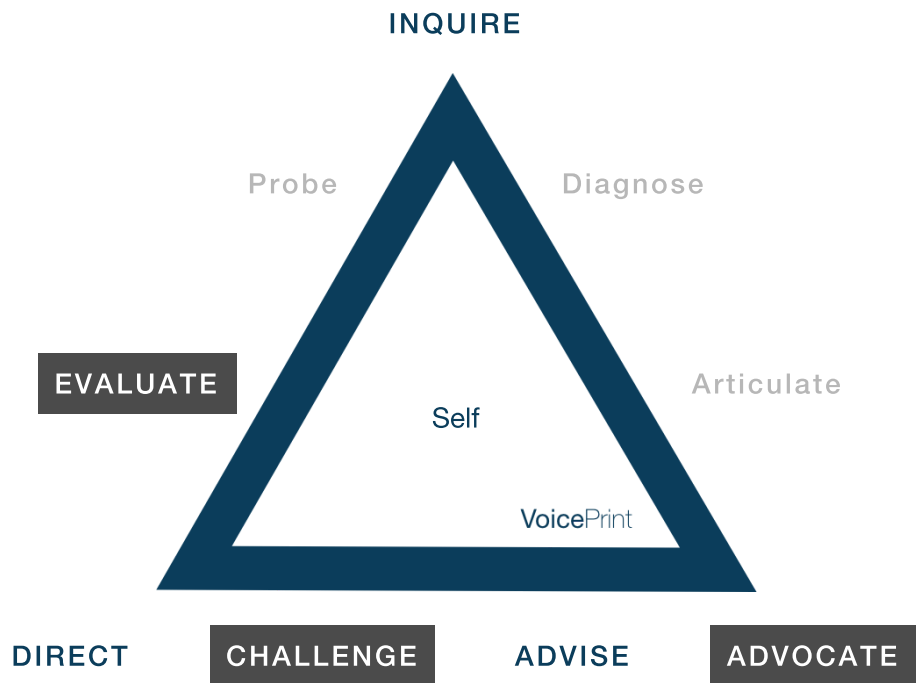
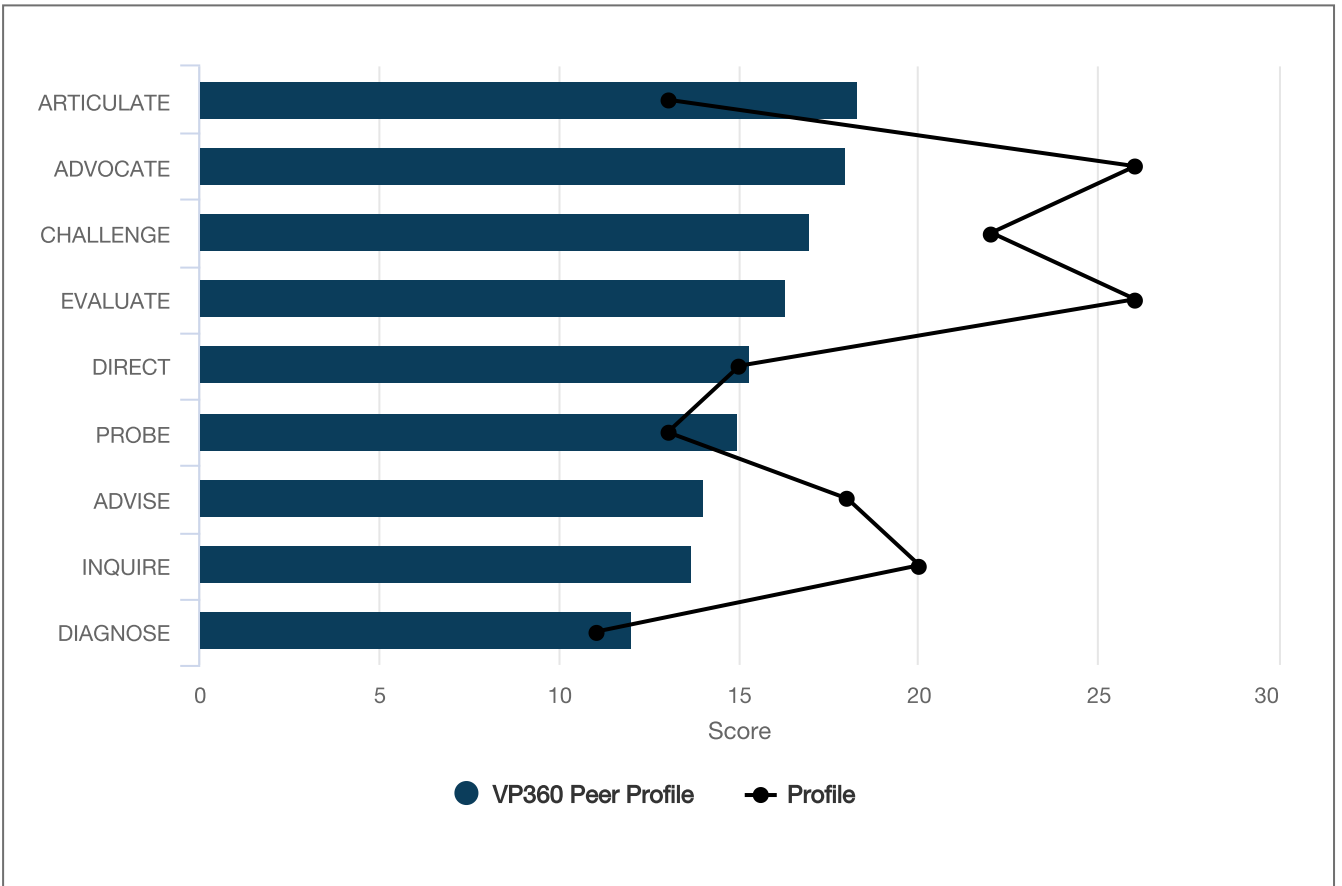


- ▲ Her listening is sometimes compromised by her desire to make her point

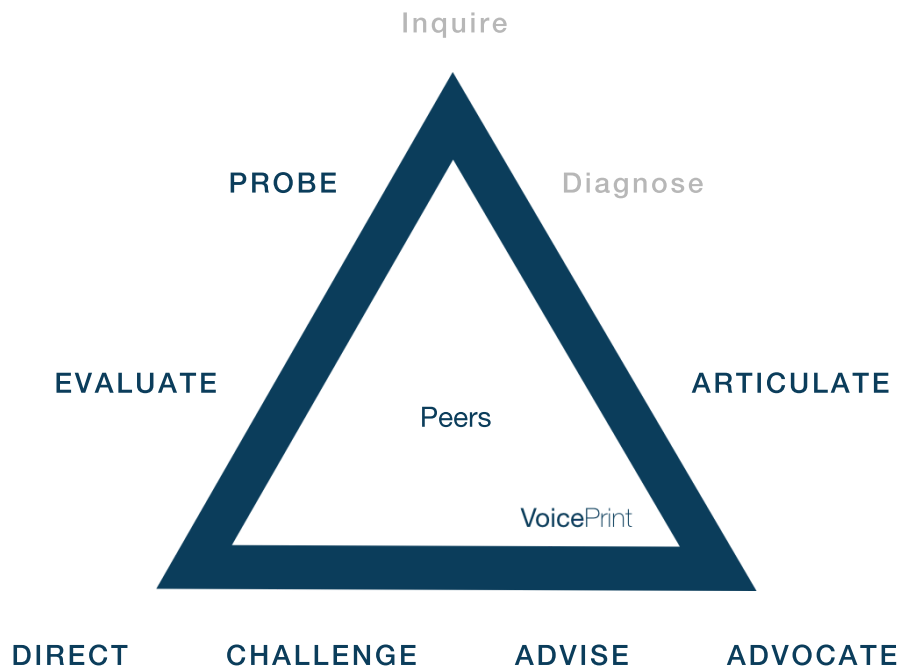
## Peers Feedback Overview (respondents = 3)

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These diagrams compare your self-perception with how your Peers experience your VoicePrint in practice. Note any differences in perception between yourself and them regarding your range and the relative use that you make of particular voices.



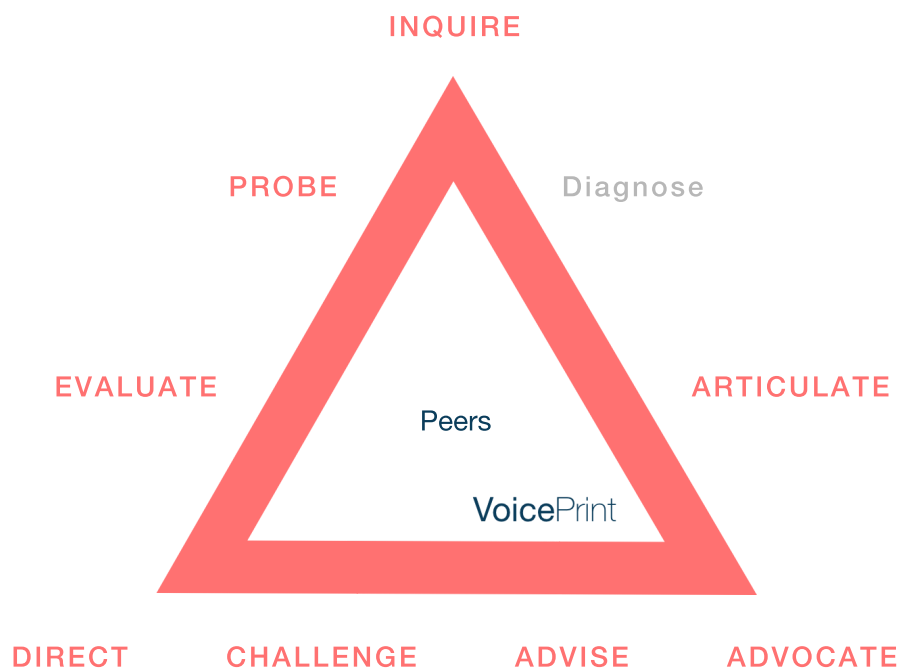
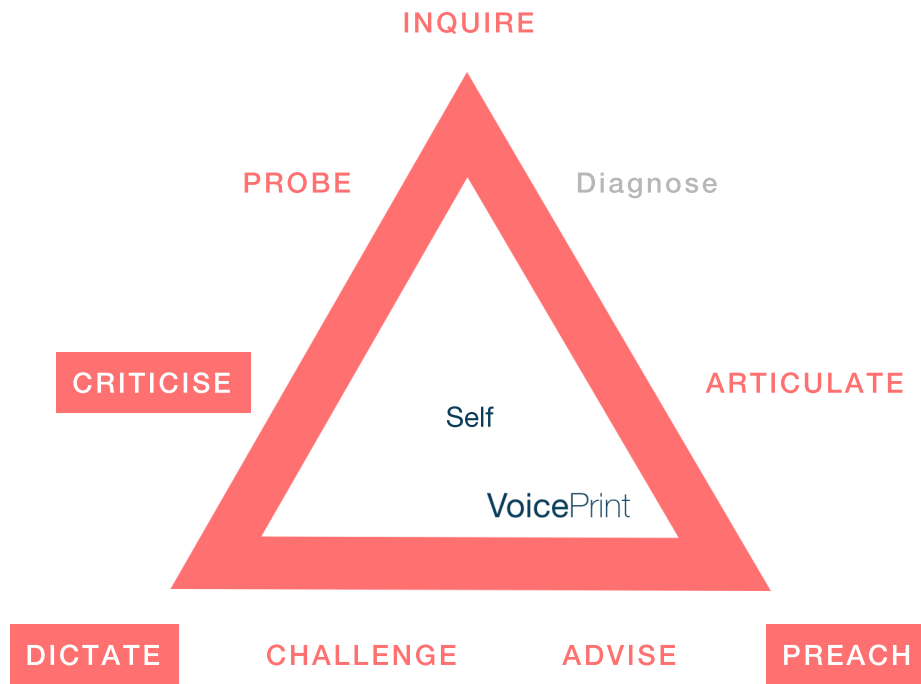




## Peers Feedback on your pressure profile

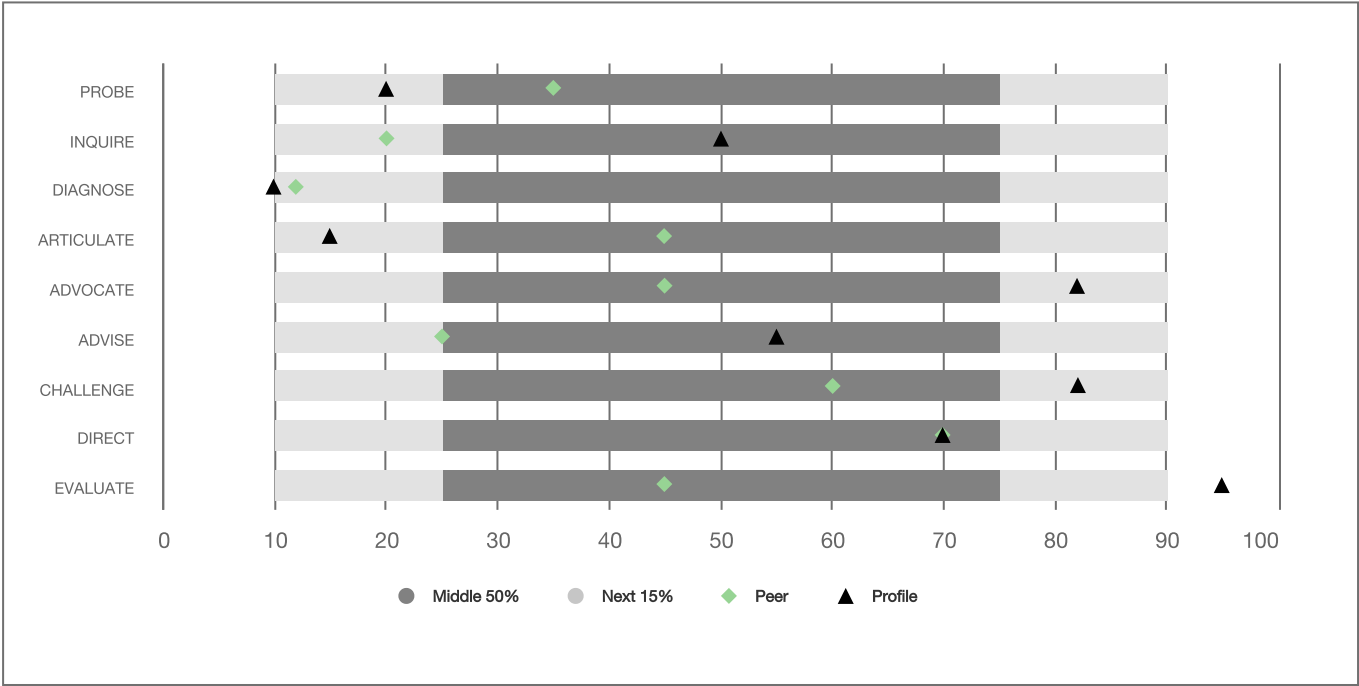
These diagrams focus on a more specific part of your VoicePrint. They compare your self-perception with how your Peers experience your use of the more pressurised forms of the voices. Note that high scores are given their dysfunctional names, to highlight the danger that they may be heard negatively even if that is not your intention.



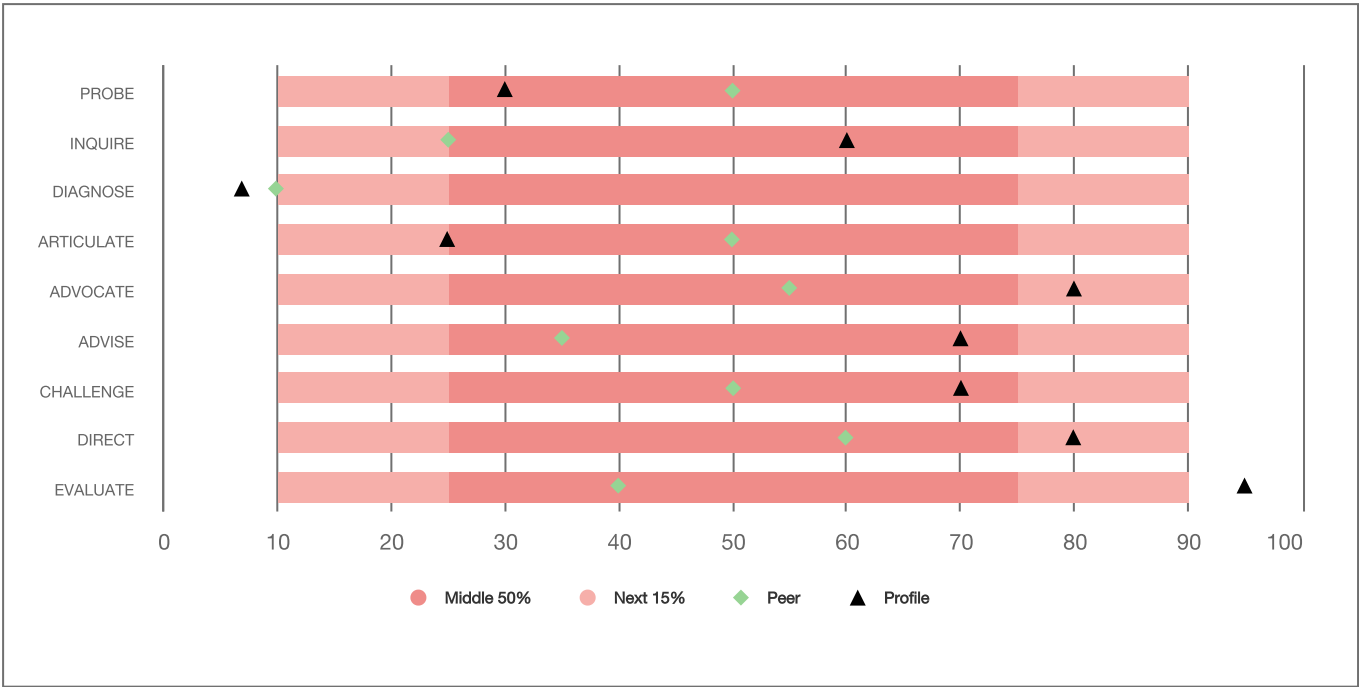


This graphic contrasts your self-view with the perspective of your Peers/s. Raw scores have been translated into their percentile equivalents to show more precisely how they relate to VoicePrint norms.

Overall Report



Pressure Profile



# Specific Feedback from your Peers

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## What Peer(s) like about your communicating

- ▲ Very open, honest and seeks to understand first
- ▲ Tends not to over-complicate things.

## What Peer(s) would either like you to know or may find difficult about your way of communicating

- ▲ Can be quite abrupt
- ▲ Personally, nothing
- ▲ Sometimes long-winded rather than incisive

## Red Lights and Green Lights from your Peers

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Green lights signal strong impacts. On any items noted below you get strong scores from your Peers, suggesting that they regard these as significant and valuable contributions. Always remember that strengths can become shortcomings, if they are not used in timely, skilful and mindful ways.

### Green Lights

▲ None found

Red lights signal danger. You are receiving a significant level of feedback from your Peers on any of the items listed in this category. Although possibly well-intentioned, you may be over-using these behaviours and making them counter-productive.

### Red Lights

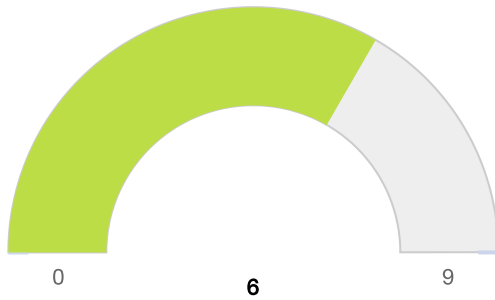
▲ You have to be careful not to sound too talkative

## How Peers rate your listening

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Peer(s) Listening Rating

What Peer(s) say about your listening

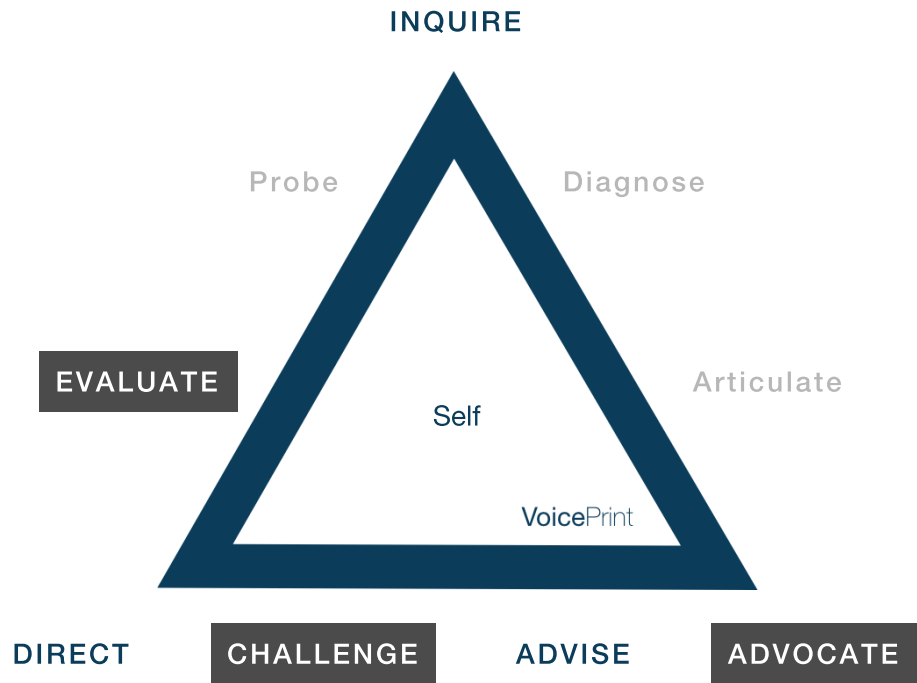
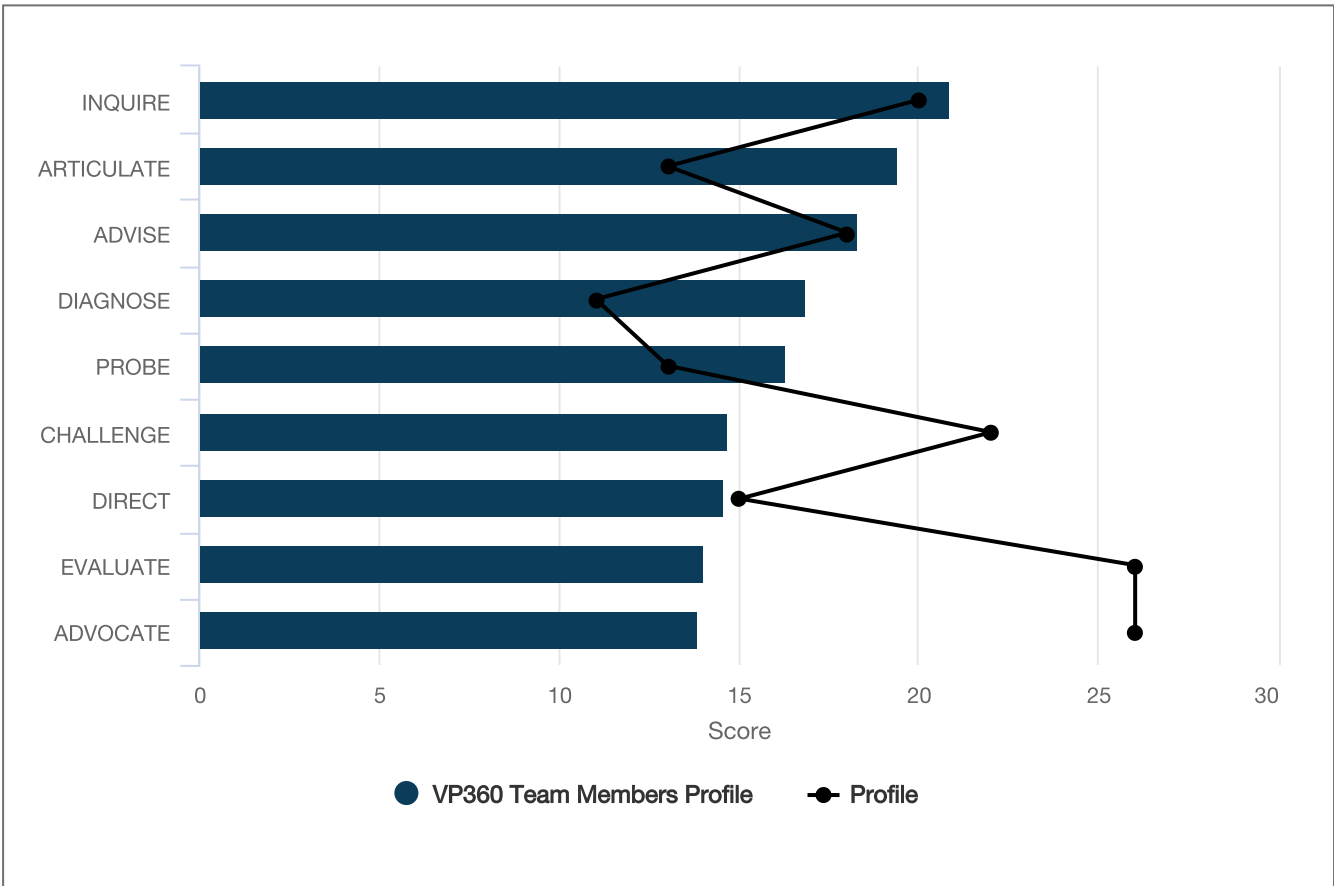


- ▲ Depends a bit on the topic and the speaker
- ▲ Very good, in my experience. Always available to as a sounding board. Will frequently phone without an agenda and be there to support
- ▲ Can be good, could be more consistent

## Team Members Feedback Overview (respondents = 7)

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These diagrams compare your self-perception with how your Team Members experience your VoicePrint in practice. Note any differences in perception between yourself and them regarding your range and the relative use that you make of particular voices.

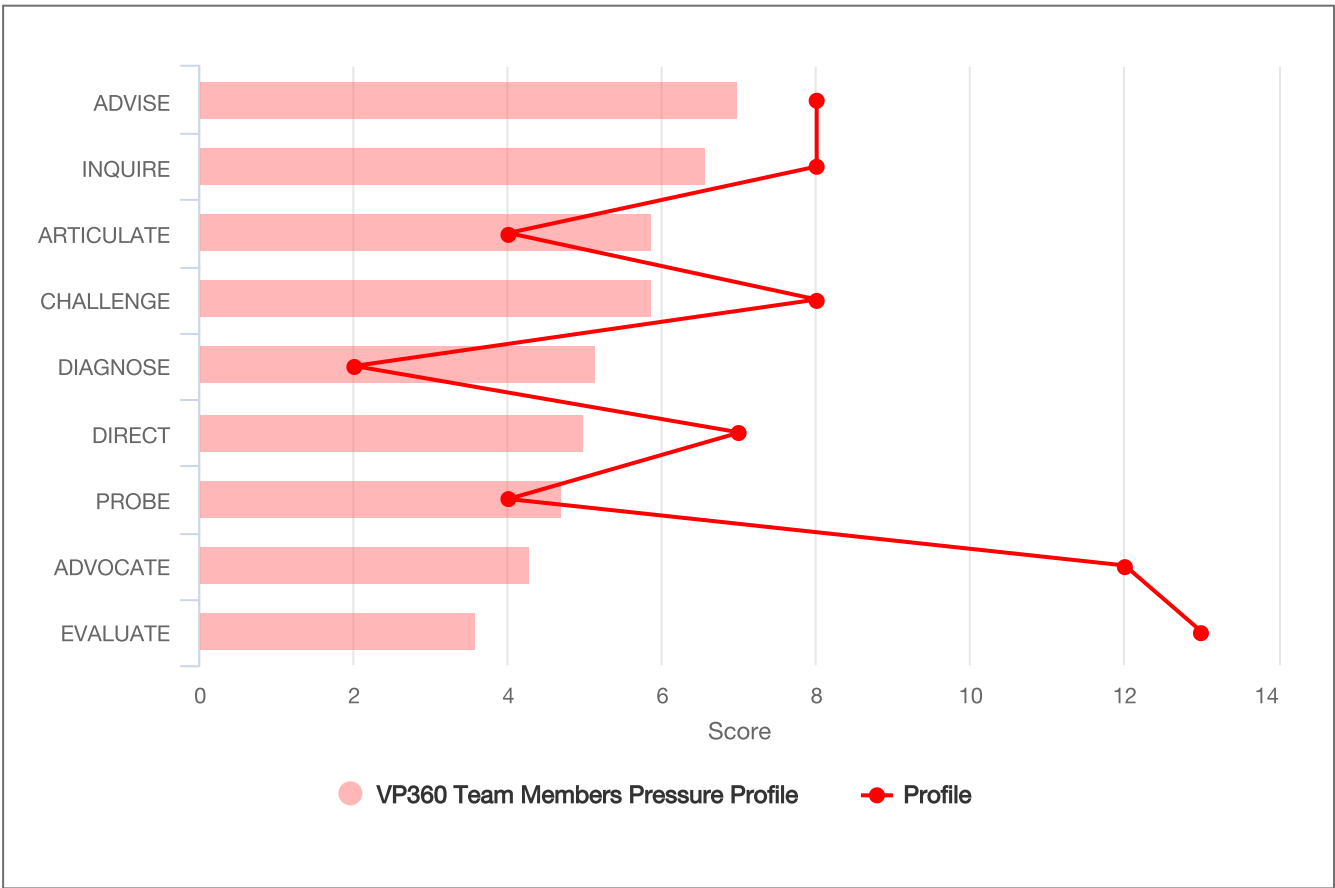


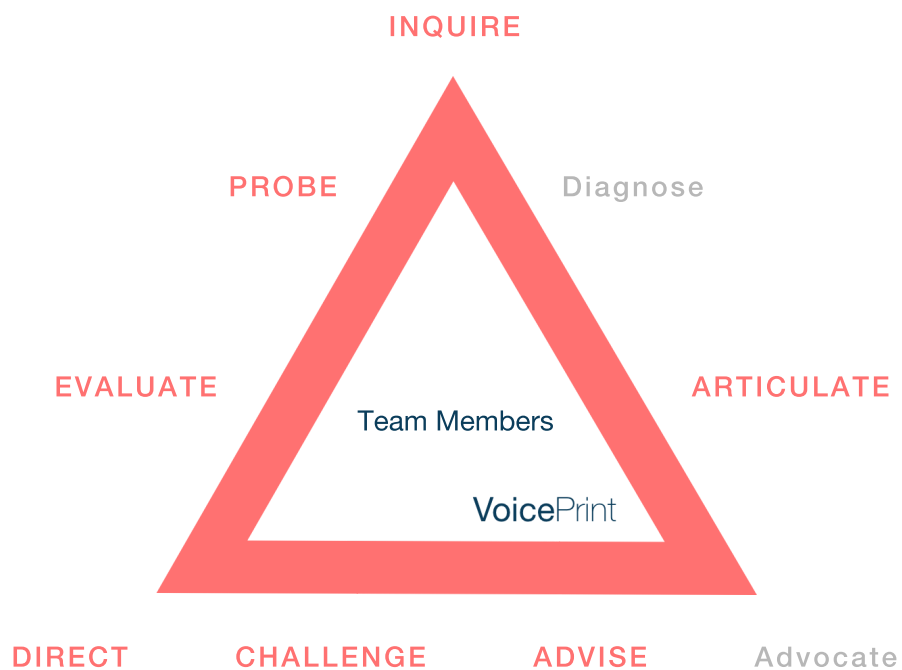
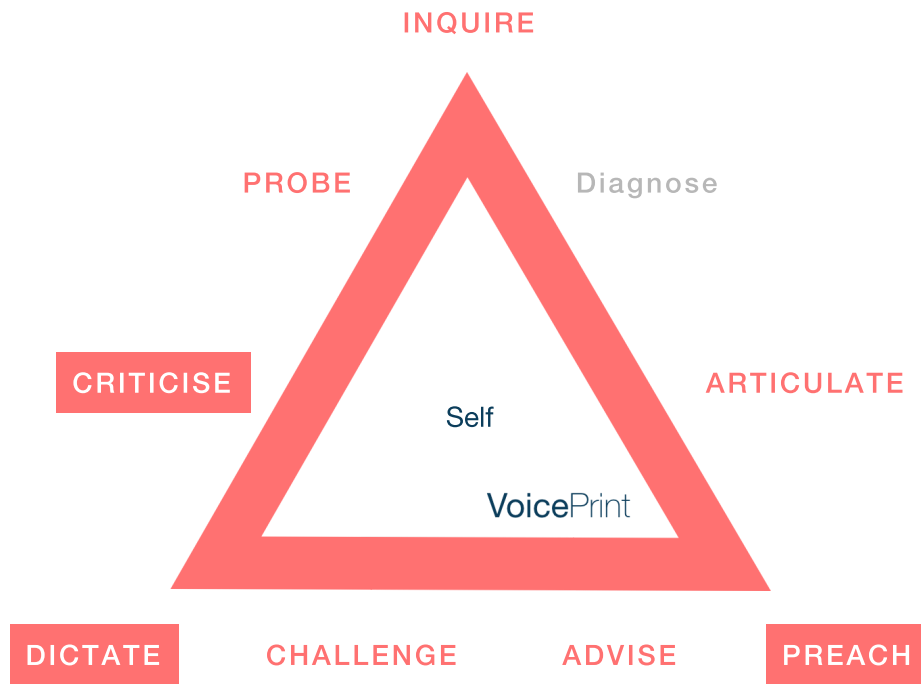




# Team Members Feedback on your pressure profile

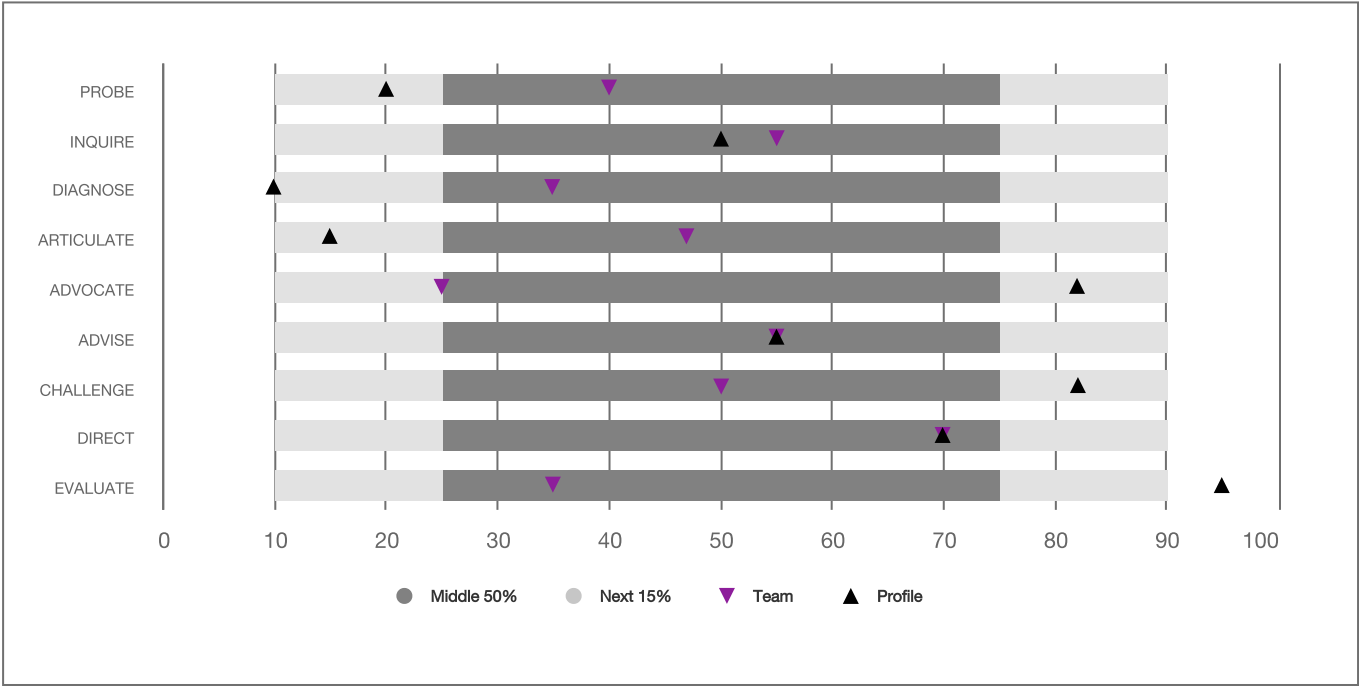
These diagrams focus on a more specific part of your VoicePrint. They compare your self-perception with how your Team Members experience your use of the more pressurised forms of the voices. Note that high scores are given their dysfunctional names, to highlight the danger that they may be heard negatively even if that is not your intention.



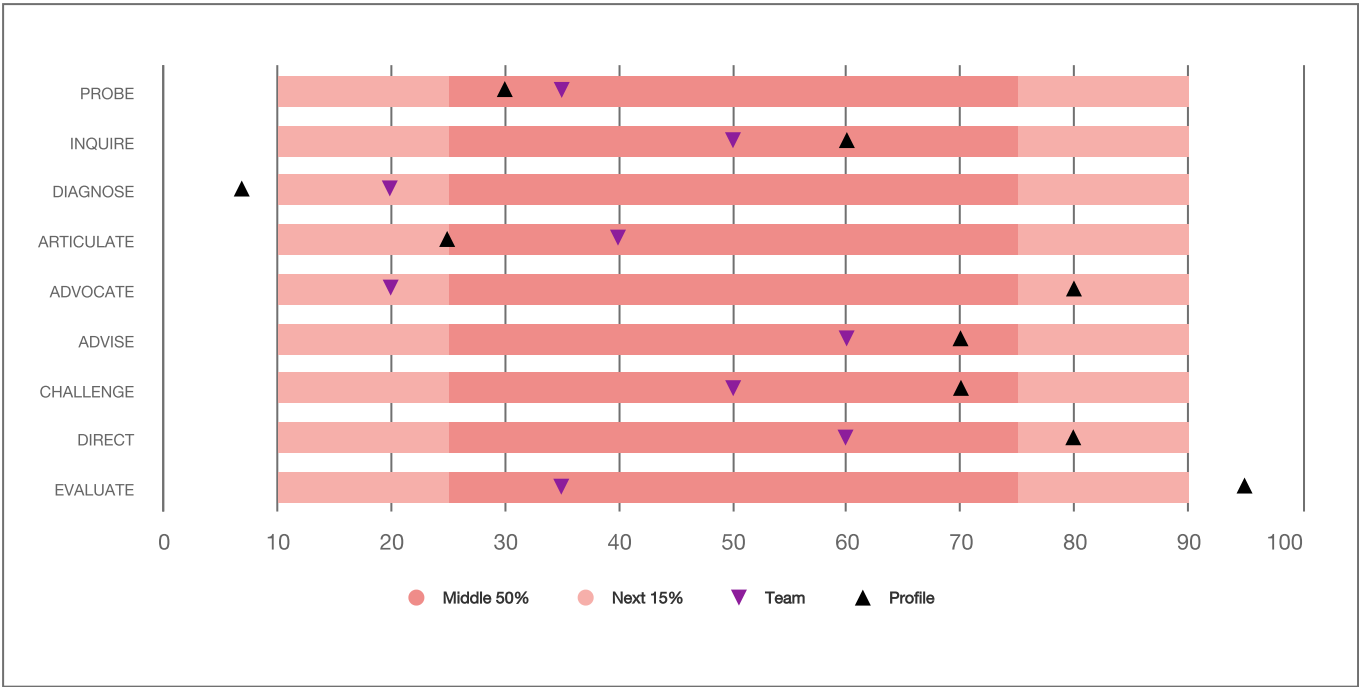


This graphic contrasts your self-view with the perspective of your Team Members/s. Raw scores have been translated into their percentile equivalents to show more precisely how they relate to VoicePrint norms.

Overall Report



Pressure Profile



## Specific Feedback from your Team Members

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### What Team Member(s) like about your communicating

- ▲ Open, Honest and is frank in discussions
- ▲ I like that you know where you stand with her
- ▲ She makes clear what she expects
- ▲ Clear, honest, and open.
- ▲ She asks for everyone's opinion. She is very clear about what direction we should take. She is honest about what she knows and what she doesn't know.
- ▲ She is open and honest; she is willing to let other people know her opinion on various matters so that one can understand her point of view, without being made to feel that we are not entitled to have our own differing opinions. She is open minded and fair in discussions. She is willing to adapt her opinion based on new evidence/discussions. She is also sensitive to other people and chooses her words carefully. She listens.
- ▲ I always know where I stand with her. Honest, fair and open. Great traits to have in a manager

### What Team Member(s) would either like you to know or may find difficult about your way of communicating

- ▲ No difficulties
- ▲ Nothing
- ▲ I don't have any issues

## Red Lights and Green Lights from your Team Members

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Green lights signal strong impacts. On any items noted below you get strong scores from your Team Members, suggesting that they regard these as significant and valuable contributions. Always remember that strengths can become shortcomings, if they are not used in timely, skilful and mindful ways.

### Green Lights

- ▲ One of your strengths is that you give people very practical advice

Red lights signal danger. You are receiving a significant level of feedback from your Team Members on any of the items listed in this category. Although possibly well-intentioned, you may be over-using these behaviours and making them counter-productive.

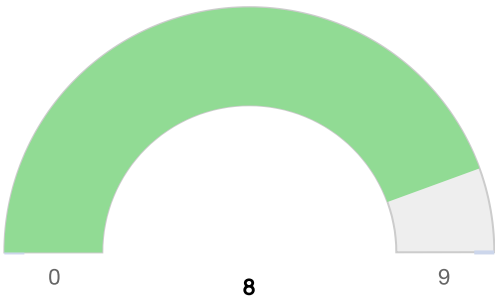
### Red Lights

- ▲ None found

# How Team Members rate your listening

Team Member(s) Listening Rating

What Team member(s) say about your listening



- ▲ Actually listens as opposed to hears
- ▲ Good.
- ▲ Listens very carefully to how people answer her questions
- ▲ Excellent. She is always ready to discuss and try to understand other peoples opinions and experience.
- ▲ Very good

## How to get value from your VoicePrint 360 feedback

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Personal development diagnostics cannot tell you directly what you need to do. Rather they draw your attention to areas that are likely to repay further consideration.

The best way to get value from your VoicePrint 360 feedback is to focus on what surprises or concerns you.

Start by reflecting on what these results might be telling you and then decide whether these messages are accurate and relevant.

Discussing your results, either with an accredited VoicePrint coach or with a trusted colleague, will help you to see how the feedback relates to your past experience, present circumstances and future ambitions. You can then take further advice, if you need it, on how to act on the insights that matter.

Among the questions which other people have found to be useful when reflecting on their VoicePrint 360 feedback are the following:-



Which of my voices are being heard less strongly or less clearly than I would expect?



Which of my voices are being heard more strongly than I would expect?



Am I having the impact I want to have?



Do I have the range of voices that I need?



Is it appropriate to be perceived differently by different people and in different contexts?



Which voices might I need to strengthen and when?



Which voices might I need to manage more carefully and when?



What specific talking behaviours would it be useful for me to acquire or drop?



## Your Outline Action Plan

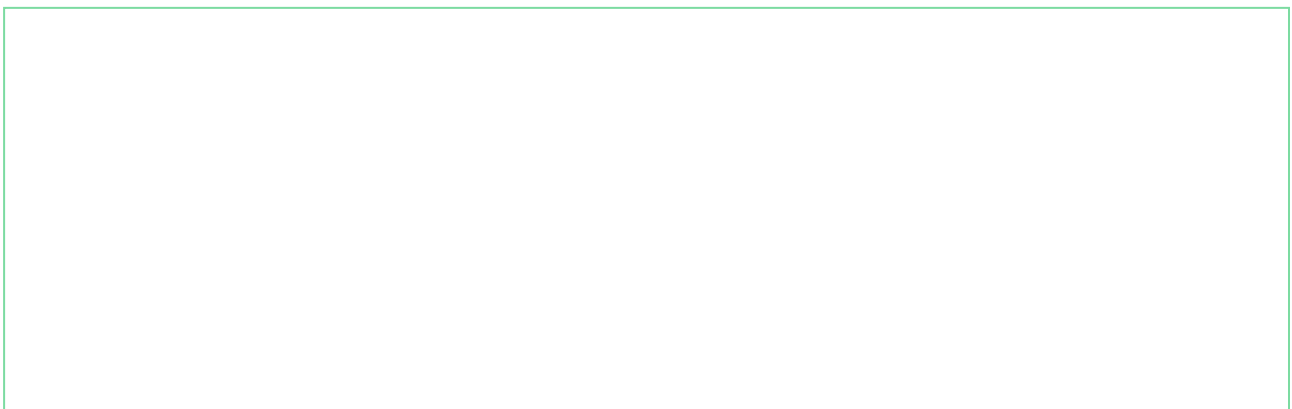
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**Take this opportunity to set down at least the outline of the actions that you plan to take in the light of your VoicePrint 360 feedback.**

In making your action plan, it can be helpful to distinguish the various types of conversation and interaction that you have with different people. Consider the specific purpose and needs of your different conversations. While everyone wants to be listened to, heard, respected and understood in their interactions, particular stakeholders may have additional, more specific concerns.

Your Managers probably want to hear you not only making a distinctive contribution, but also demonstrating range, flexibility and further potential. They are likely to be interested in how you deal with complex, uncertain, ambiguous and volatile issues, and in how you arrive at and demonstrate judgement.

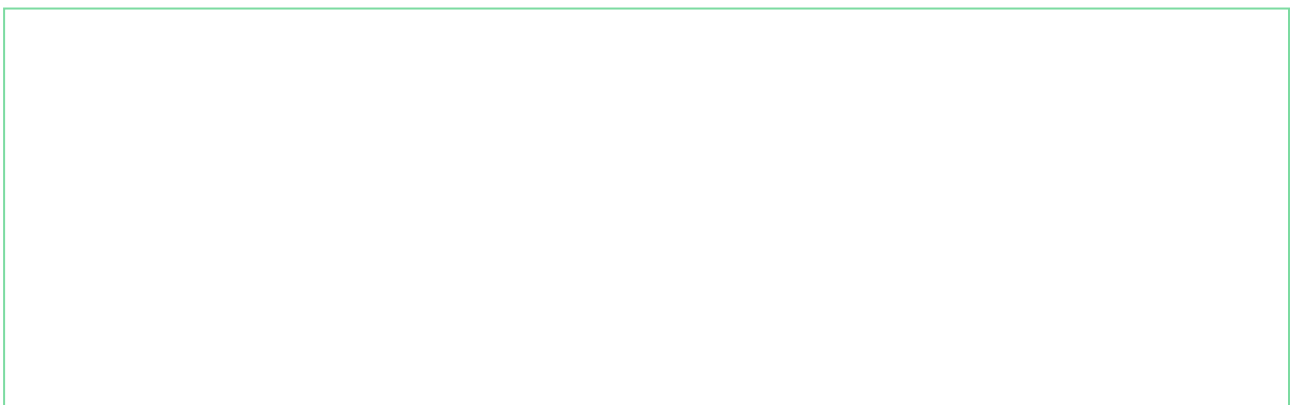
**Action plan for my interactions with my Manager:**



### **Your Team Members**

If you have people working for you, they may be most interested in whether you communicate with clarity. They are also likely to be concerned with whether and how you provide the direction, guidance, support and development that they need to do their own work and to progress.

**Action plan for my interactions with my Team Members:**

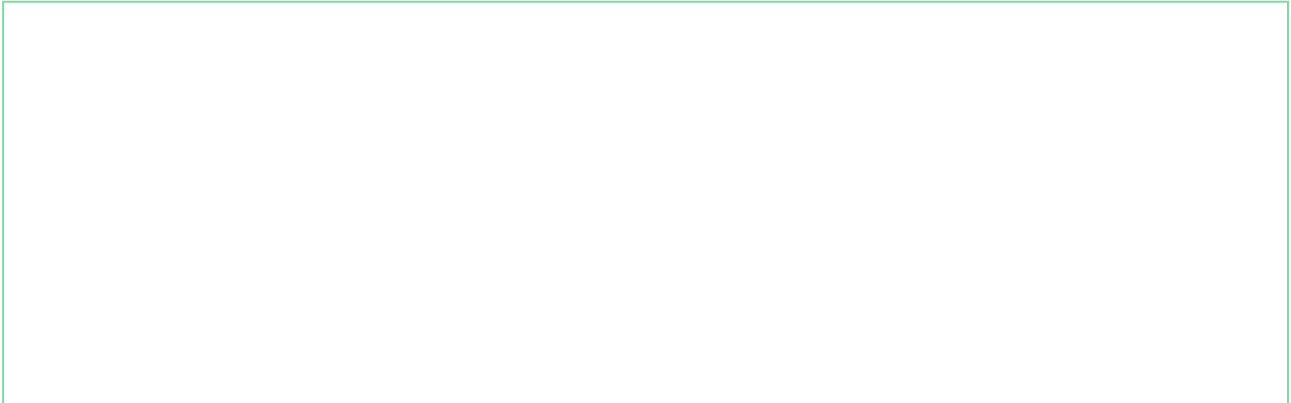


## Your Outline Action Plan

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Your Peers are probably most interested in how you go about working with them and responding to their needs and concerns. They are likely to be particularly concerned about how you handle differences of opinion and disagreements. It is useful to consider which voices contribute most to building trust, collaboration and joint problem-solving.

**Action plan for my interactions with my Peers:**



### **Your Other Stakeholders**

Are likely to have their own distinctive concerns. What do they, and you, need? How can you now make best use of your increased awareness and skill with the different voices which are required to make all your talking competent and productive?

**Action plan for my interactions with Other stakeholders:**

