

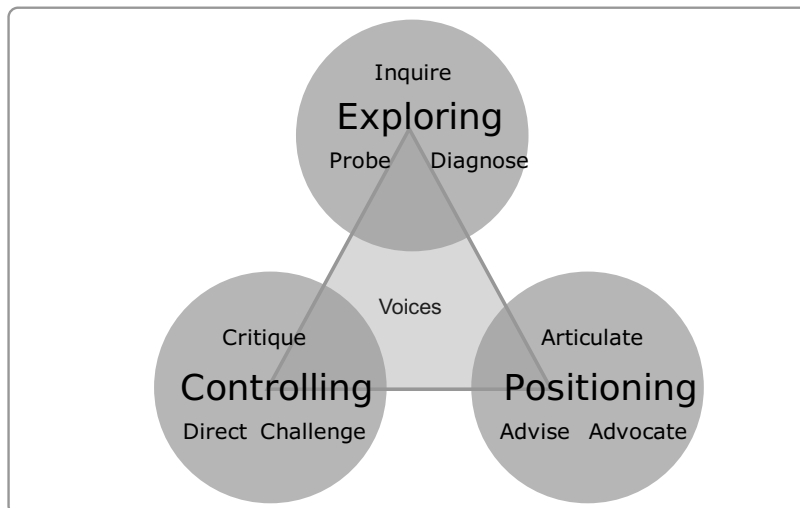
Anonymous Example results

2018-01-09

Introduction

Introduction

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

The headline definitions of the nine voices are as follows:-

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 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.

Critique

To assess thoroughly and objectively, considering both strengths and shortcomings.

The voice that deliberates and evaluates.

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.

How is this report organised?

VoicePrint 360 provides you with feedback from as many as four distinct directions in turn: from your manager(s), subordinates, peers and significant others, such as clients. Your report includes feedback from each of these perspectives, if the necessary inputs have been provided.

The diagrams put your self-perception and others' perceptions of you side by side, first for your overall VoicePrint and then for your profile 'under pressure.'. The report also gives you any additional comments that your colleagues have offered about how they perceive your voices, and your listening, in practice as well as drawing your attention to particular results that fall into four important areas:

Unexpected Impacts: where others score you significantly higher than you scored yourself, which indicate that you may therefore be having a bigger impact than you realise.

Over-estimated Impacts: where others score you significantly lower than you scored yourself. Here you may therefore be having less impact than you think.

Red Lights: where others observe you making significant use of talk in ways that carry the danger of having negative rather than productive effects.

Amber Lights: where others observe you using particular voices in heated situations. These are potentially highly useful contributions, but they are highlighted because they need extra care to be effective.

Green Lights: where others do not find your voice as negative as you fear they might. You can proceed here with more confidence.

How to get value from your VoicePrint 360 feedback

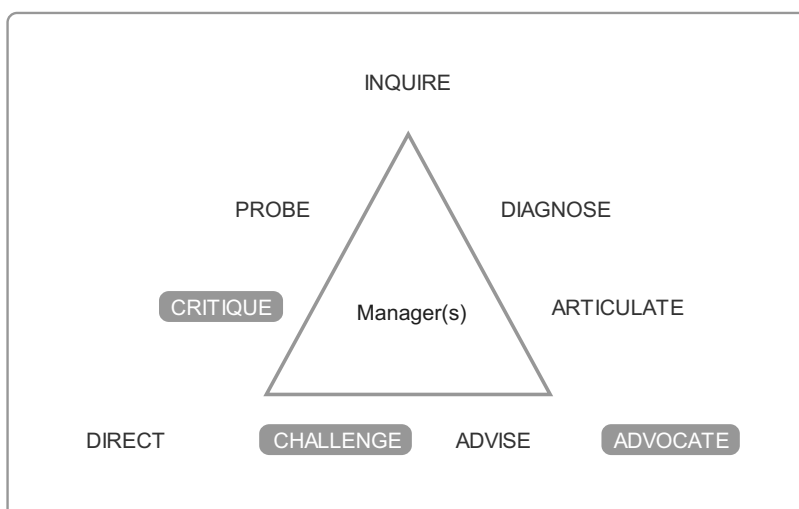
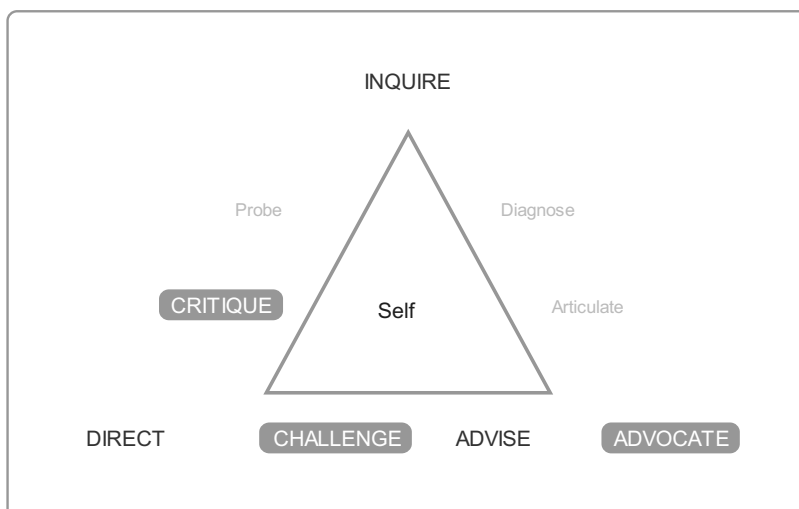
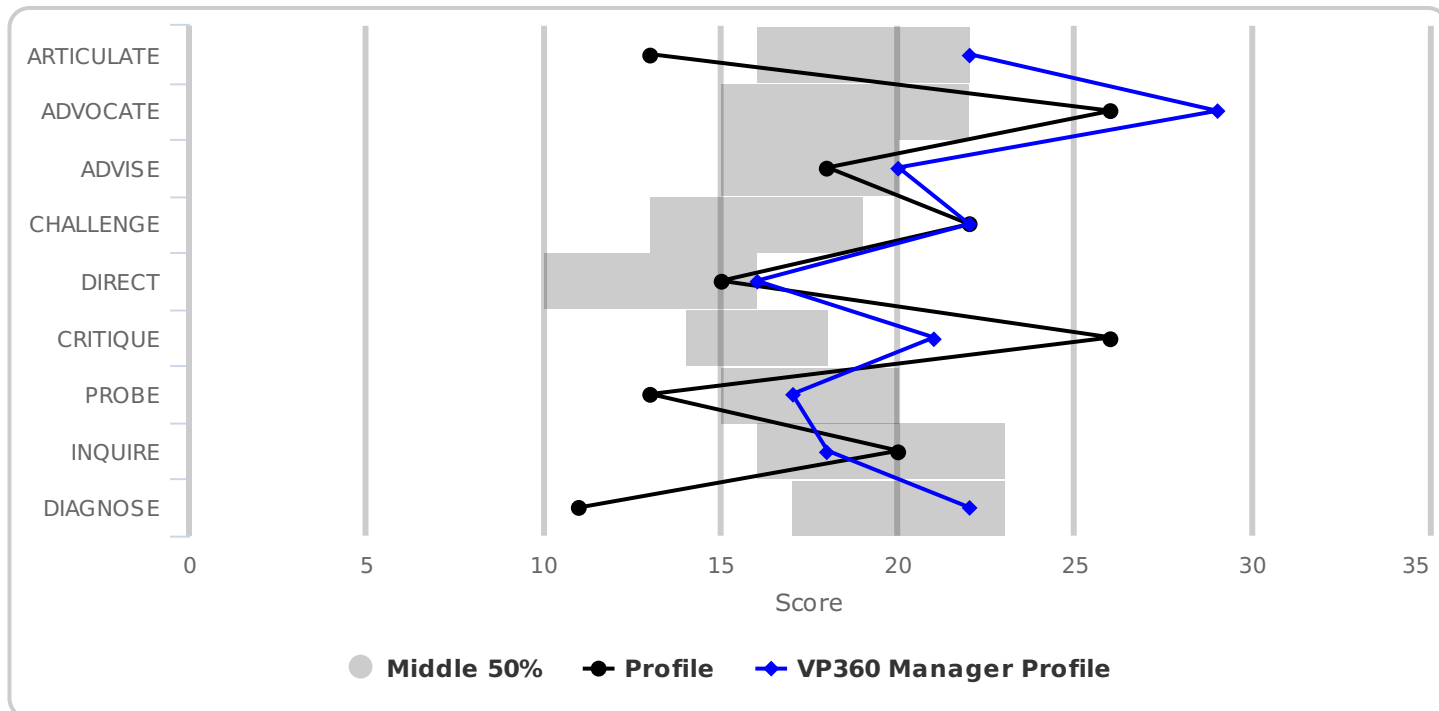
Personal development diagnostics cannot tell you directly what you need to do. Rather they draw your attention to areas that are likely to repay further consideration. The best way to get value from your VoicePrint 360 feedback is to focus on what surprises or concerns you. Start by reflecting on what 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 to drop?

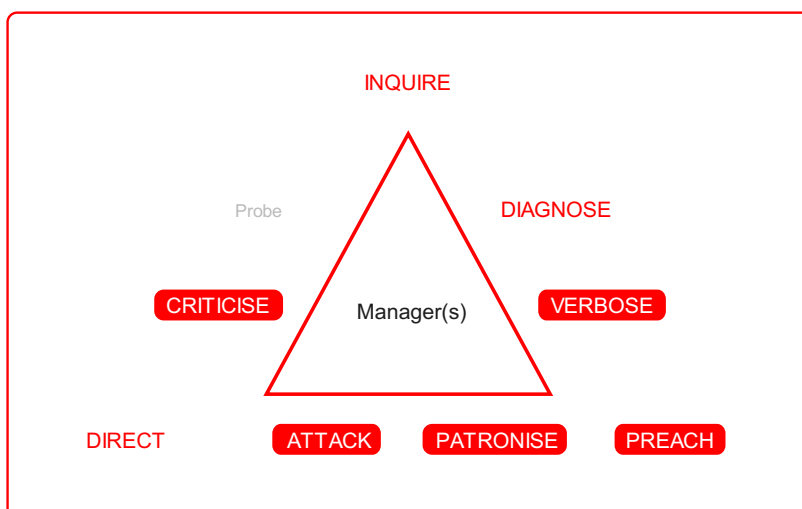
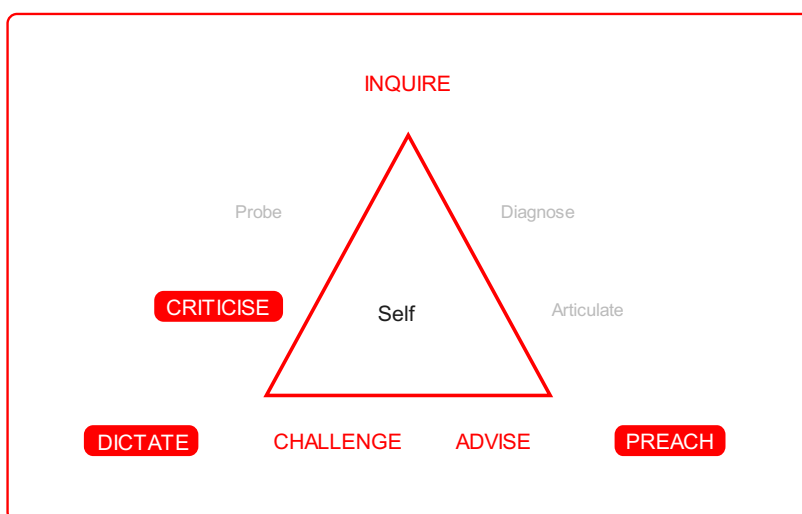
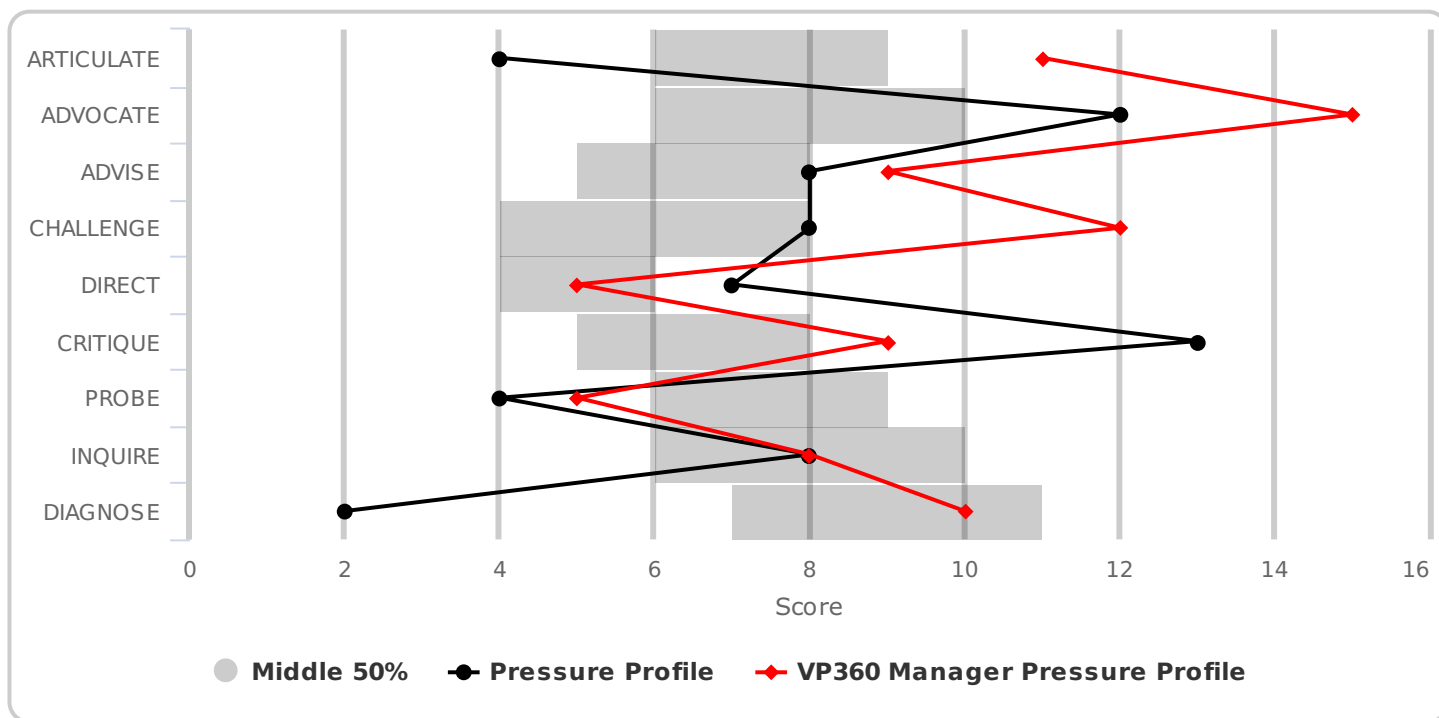
Manager(s) Feedback Overview (respondents = 1)

These diagrams compare your self-perception with how your Manager(s) 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 Manager(s) 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.



Manager(s) Feedback Specific Behaviours

The previous section gave you the 'big picture.' This section provides a more granular view, by highlighting significant differences between your own and others' views of you in relation to specific behaviours itemised in the questionnaire.

Unexpected Impacts

Any items listed under this heading are here because your Manager(s) score you significantly higher than you score yourself on these behaviours. They suggest that you may be under-valuing some of your strengths, but you also need to consider whether a behaviour makes a particular interaction with them more or less productive.

Diagnose

- She is good at taking a problem apart to understand it
- In discussions she often thinks through the implications of the problem
- She often suggests alternative approaches that could be taken
- She thinks things through well

Over-estimated Impacts

Any items listed under this heading are here because your Manager(s) score you significantly lower than you score yourself on these behaviours. You may be over-estimating your impact in these respects. Reflect on whether, how and when it might be helpful to strengthen these ways of expressing that voice.

None Found

Red Lights

Red lights signal danger. These are behaviours which you may be over-using. Any items listed here are because your Manager(s) perceive you using talk in the following ways which may be well-intentioned, but can easily turn out to be unproductive.

Articulate

- When she explains something, she likes to do it in detail
- People sometimes feel that she uses more words than she needs to explain things
- She has to be careful not to sound too talkative

Advocate

- When she has an idea, then she argues strongly for her idea
- People sometimes feel that she puts her views forward too strongly
- She has to be careful not to sound too opinionated

Advise

- People sometimes feel that she's teaching them things they already know
- She has to be careful not to sound as if she's talking down to people
- When she gives advice, she likes to give too much rather than too little

Challenge

- When she challenges something, she does it promptly and directly
- People sometimes feel that she is too abrupt when she questions their approach
- She has to be careful not to sound angry

Inquire

- When she explores what others think, then she usually asks lots of questions
- People sometimes feel that she asks too many questions before she decides
- She has to be careful not to sound like an interrogator

Diagnose

- People sometimes feel that she analyses things too much
- She has to be careful not to sound as if she's over-analysing
- When she analyses a problem, she likes to be sure that she understands it fully

Amber Lights

Amber lights call for caution. Any items listed here are because in heated discussions Manager(s) perceive you using voices behaviours which are potentially valuable, but which need to be used with particular care and skill to be effective.

Advocate

- One of her strengths is that she states her personal opinion very clearly
- In heated discussions she makes her own position clear

Challenge

- One of her strengths is that she does not hesitate to confront issues or people
- In heated discussions she calls attention to the problems that others seem reluctant to discuss

Direct

- One of her strengths is that she makes her disapproval very clear
- In heated discussions she tells people if their behaviour is out of order

Critique

- One of her strengths is that she says what is wrong with an idea
- In heated discussions she weighs up the different points of view

Probe

- One of her strengths is that she keeps digging until she gets to the real problem
- In heated discussions she pushes to discover what is below the surface of the disagreement

Diagnose

- One of her strengths is that she does deep and reliable analysis
- In heated discussions she talks about what still needs to be understood

Green Lights:

Green lights signal that you are clear to proceed. Any items listed here are because Manager(s) do not score you as critically as you score yourself. You may be too cautious or inhibited in using talk in these ways.

None Found

What Manager(s) like about your communicating

- Open, honest, 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!

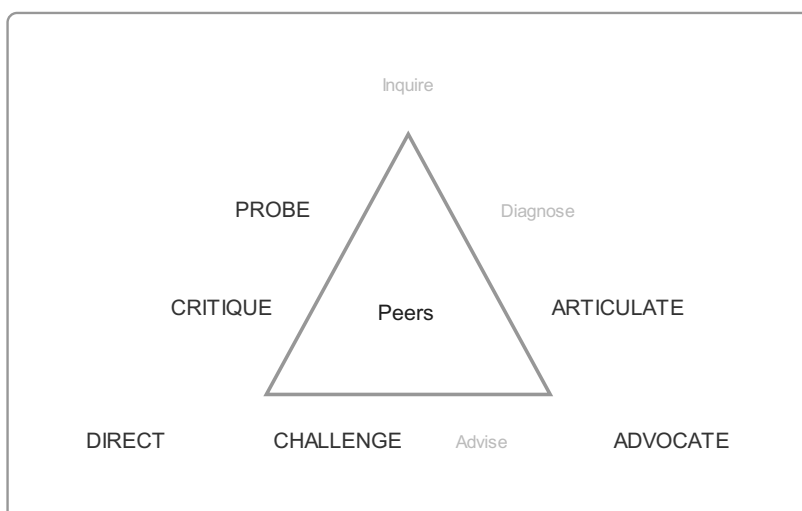
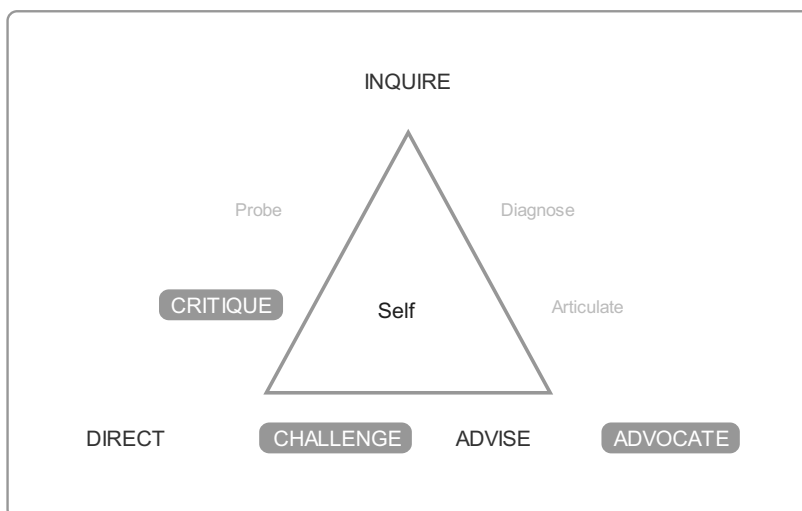
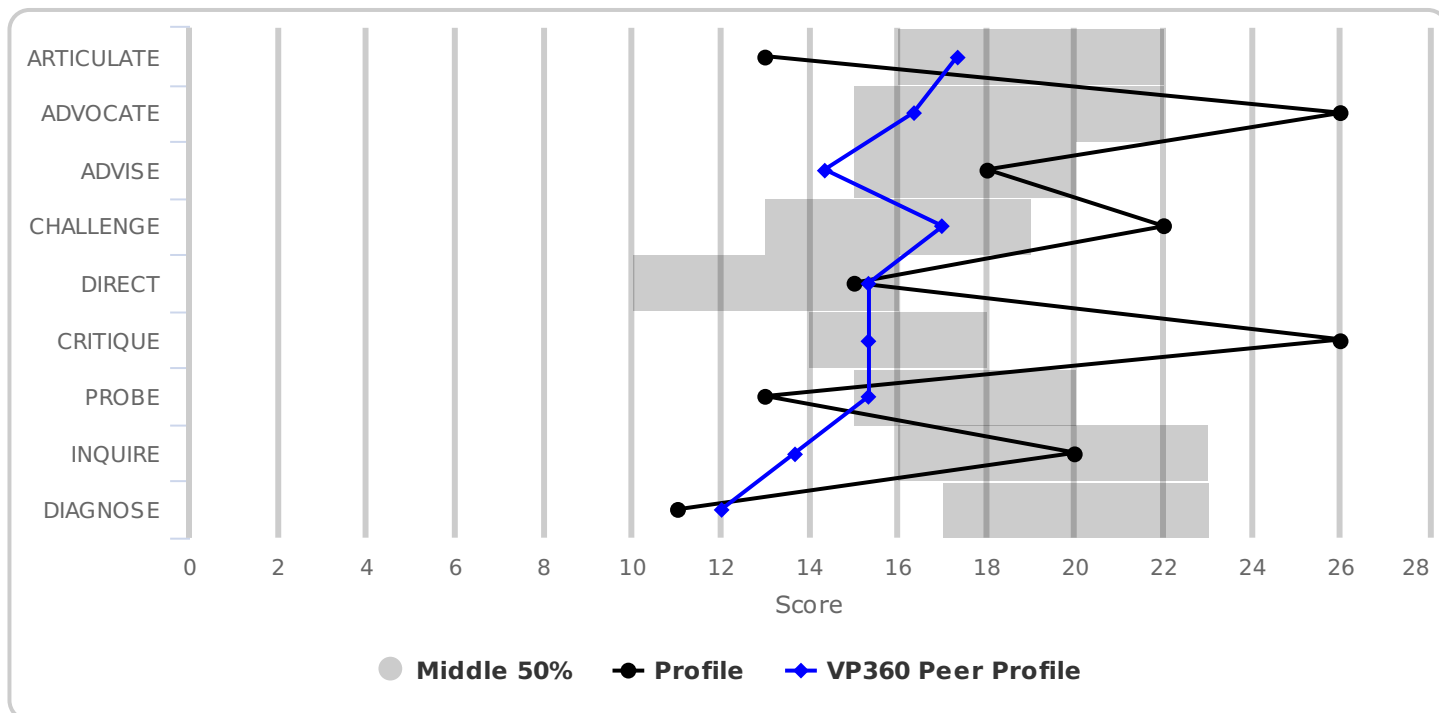
How Manager(s) rate your listening



What Manager(s) say about your listening

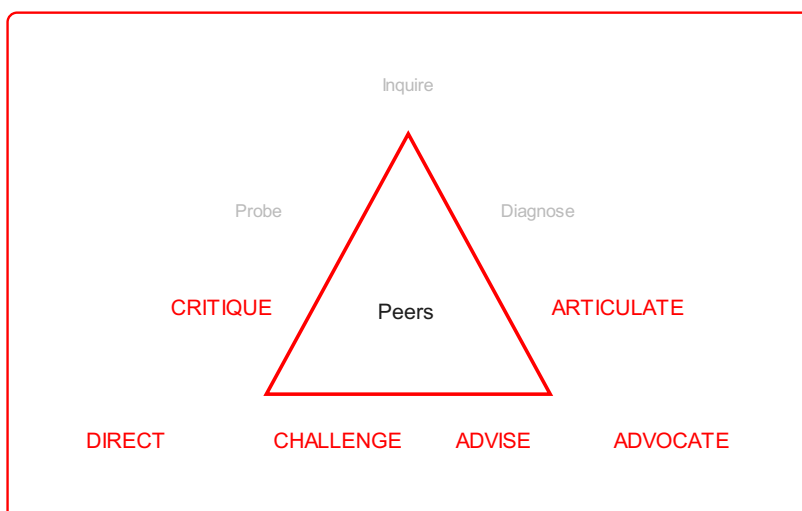
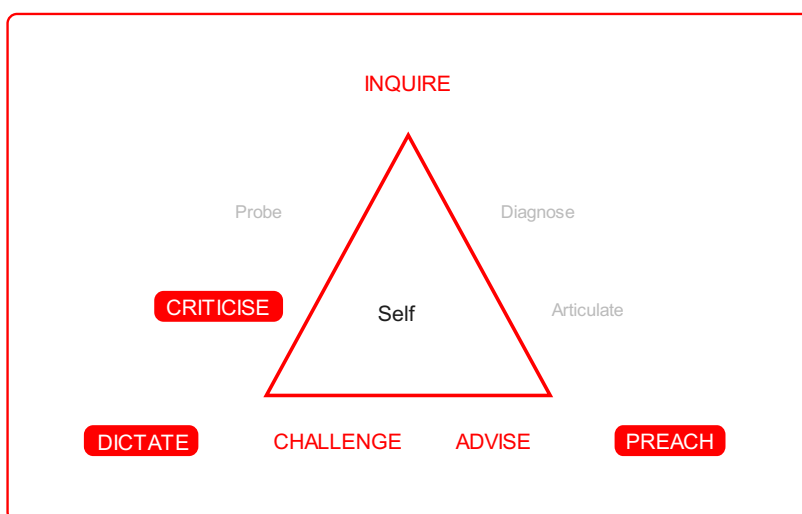
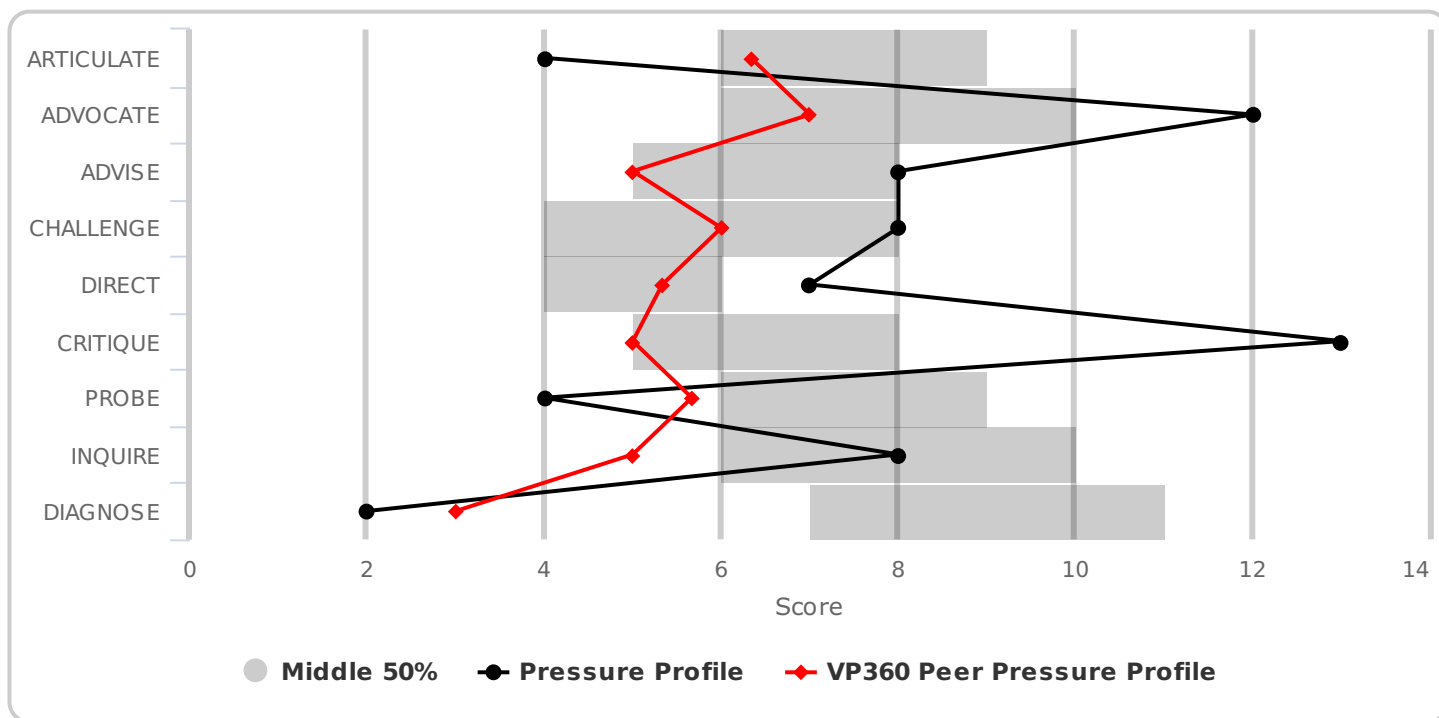
Peers Feedback Overview (respondents = 3)

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.



Peers Feedback Specific Behaviours

The previous section gave you the 'big picture.' This section provides a more granular view, by highlighting significant differences between your own and others' views of you in relation to specific behaviours itemised in the questionnaire.

Unexpected Impacts

Any items listed under this heading are here because your Peers score you significantly higher than you score yourself on these behaviours. They suggest that you may be under-valuing some of your strengths, but you also need to consider whether a behaviour makes a particular interaction with them more or less productive.

None Found

Over-estimated Impacts

Any items listed under this heading are here because your Peers score you significantly lower than you score yourself on these behaviours. You may be over-estimating your impact in these respects. Reflect on whether, how and when it might be helpful to strengthen these ways of expressing that voice.

None Found

Red Lights

Red lights signal danger. These are behaviours which you may be over-using. Any items listed here are because your Peers perceive you using talk in the following ways which may be well-intentioned, but can easily turn out to be unproductive.

None Found

Amber Lights

Amber lights call for caution. Any items listed here are because in heated discussions Peers perceive you using voices behaviours which are potentially valuable, but which need to be used with particular care and skill to be effective.

Advocate

- One of her strengths is that she states her personal opinion very clearly
- In heated discussions she makes her own position clear

Advise

- One of her strengths is that she gives people very practical guidance
- In heated discussions she advises whoever has to make the final decision

Challenge

- One of her strengths is that she does not hesitate to confront issues or people
- In heated discussions she calls attention to the problems that others seem reluctant to discuss

Direct

- One of her strengths is that she makes her disapproval very clear
- In heated discussions she tells people if their behaviour is out of order

Green Lights:

Green lights signal that you are clear to proceed. Any items listed here are because Peers do not score you as critically as you score yourself. You may be too cautious or inhibited in using talk in these ways.

Advocate

- When she has an idea, then she argues strongly for her idea
- People sometimes feel that she puts her views forward too strongly
- She has to be careful not to sound too opinionated

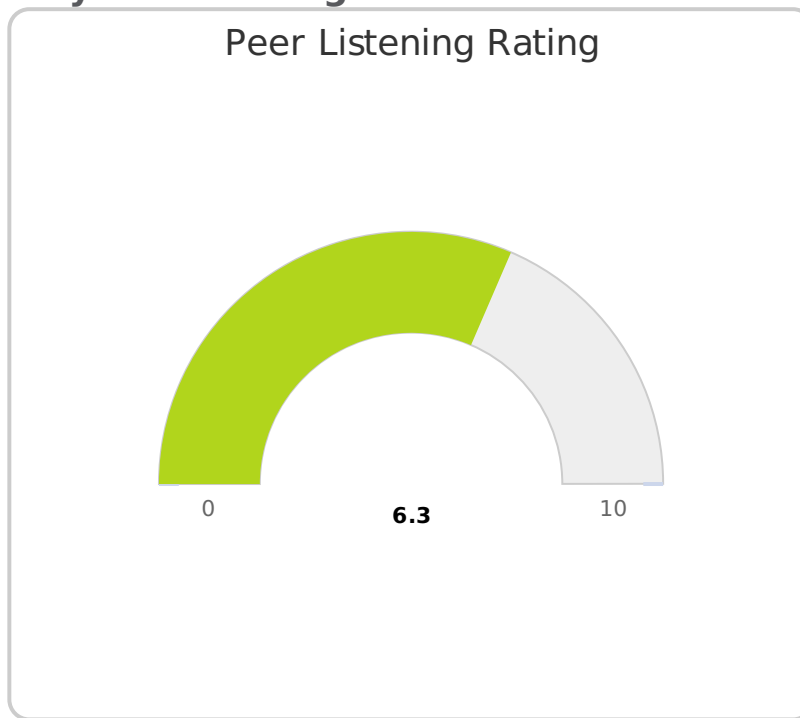
What Peers like about your communicating

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

What Peers would either like you to know or may find difficult about your way of communicating

- Nothing
- Perhaps a lack of incisiveness.

How Peers rate your listening

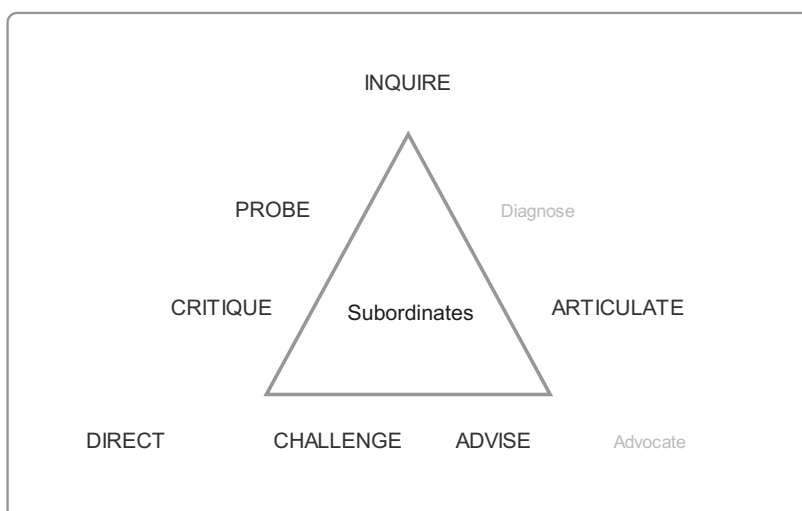
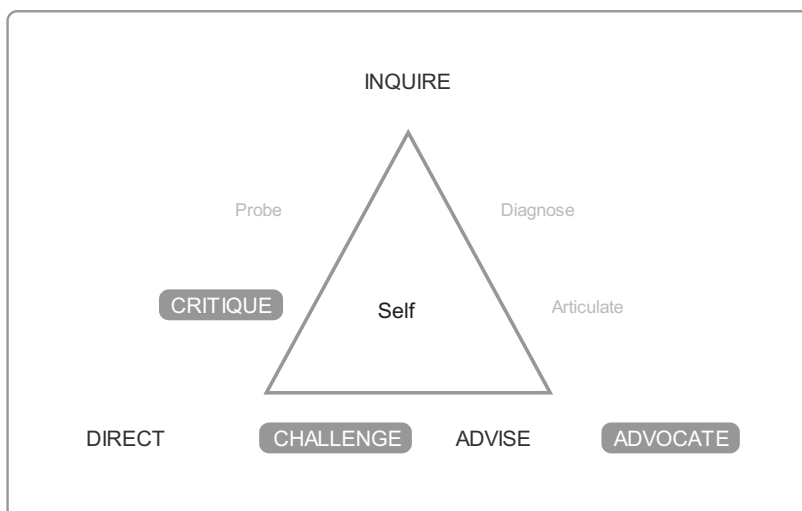
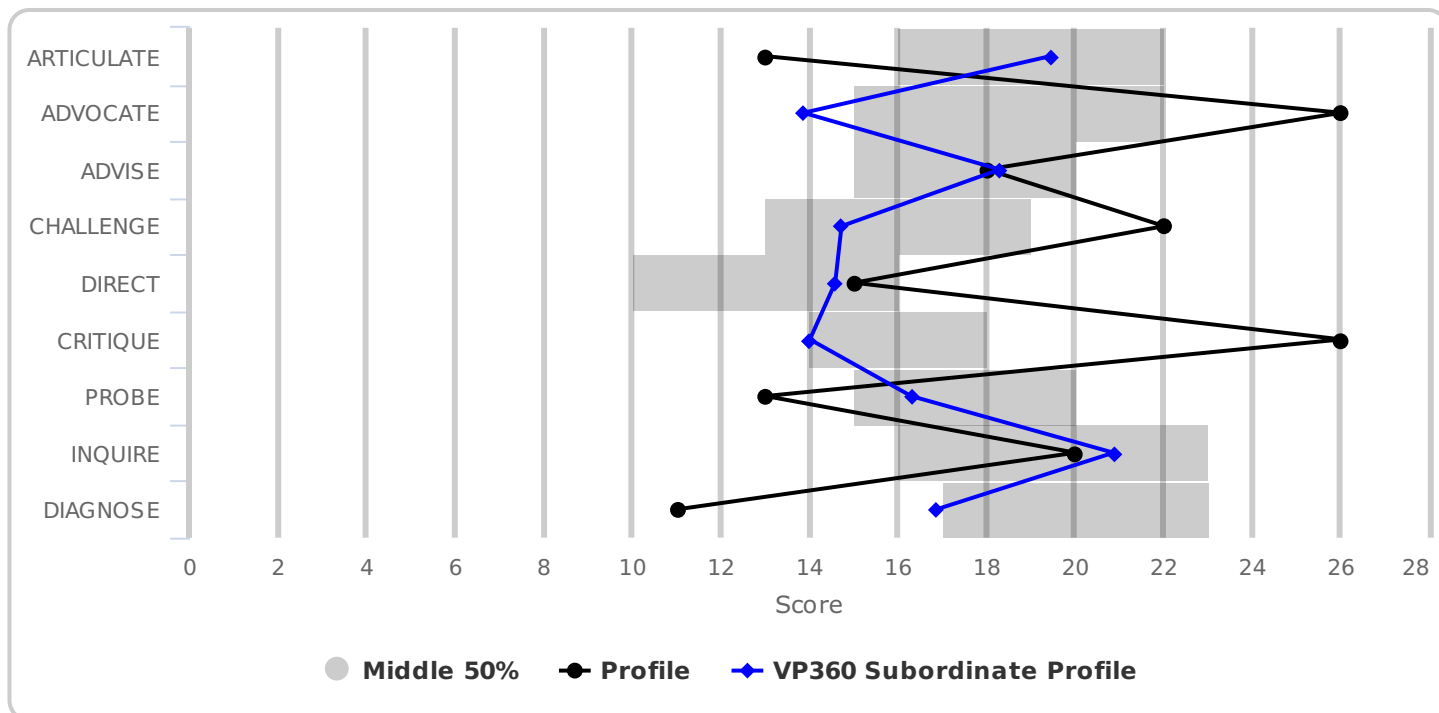


What Peers say about your listening

- Very good, always available to act as a sounding board.
- Good quality

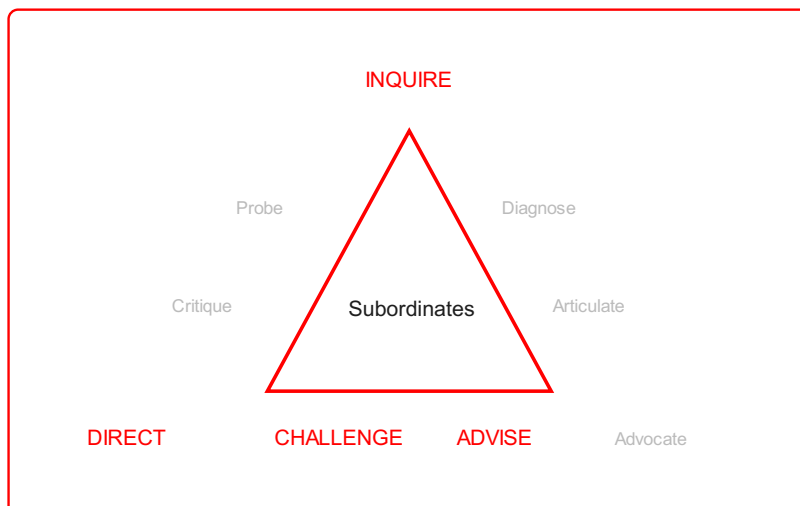
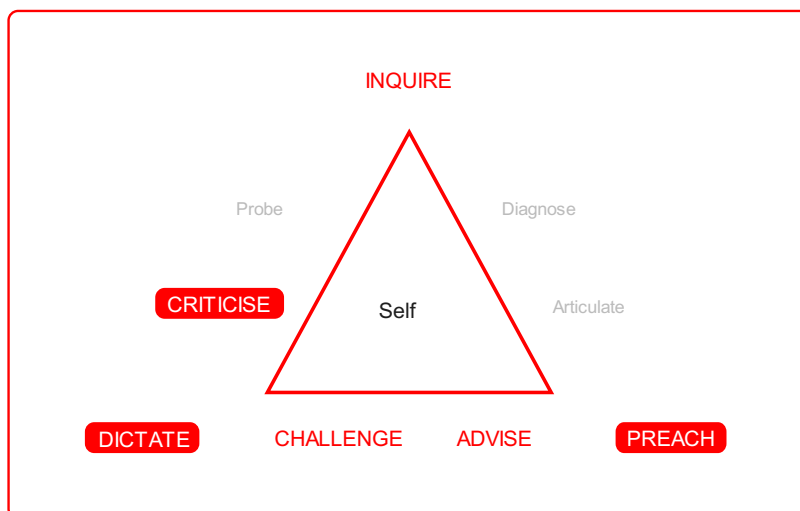
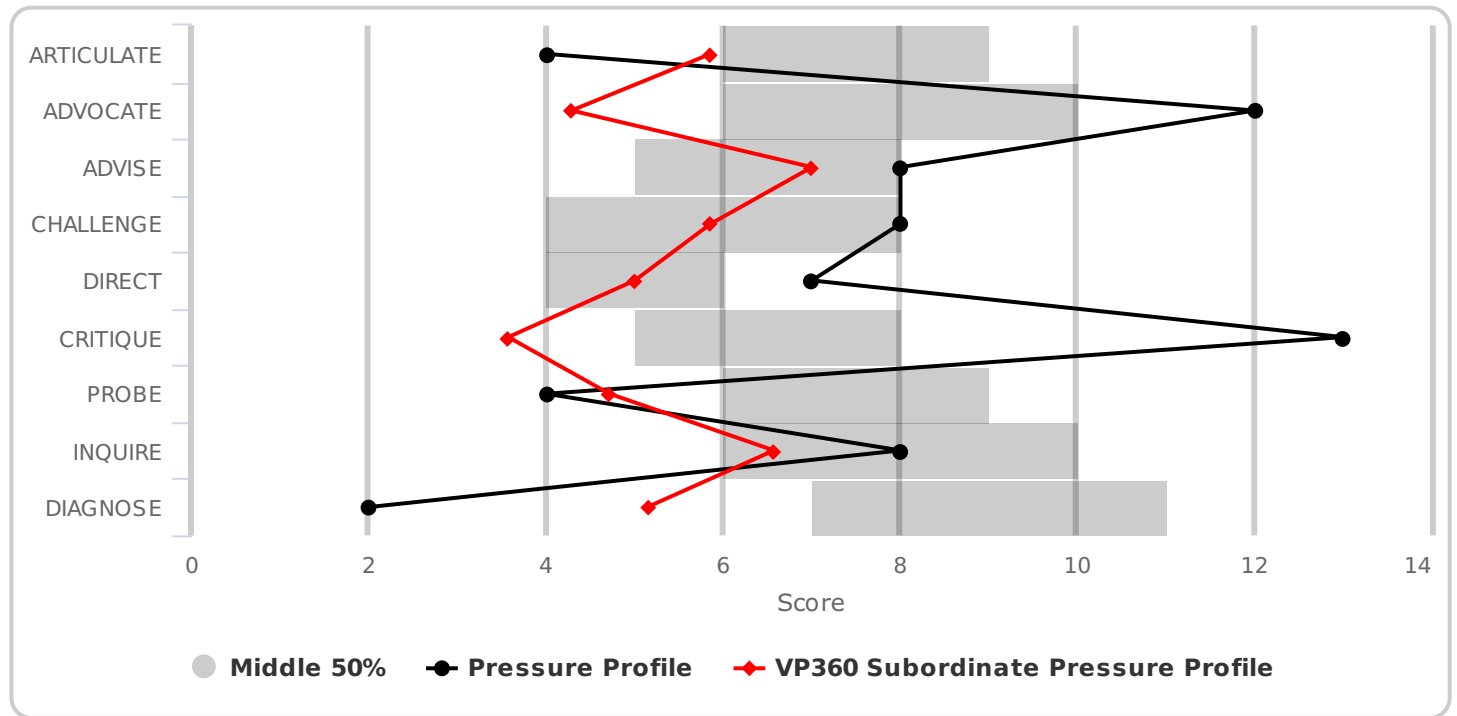
Subordinates Feedback Overview (respondents = 7)

These diagrams compare your self-perception with how your Subordinates 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.



Subordinates Feedback on your 'pressure profile'

These diagrams focus on a more specific part of your VoicePrint. They compare your self-perception with how your Subordinates 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.



Subordinates Feedback Specific Behaviours

The previous section gave you the 'big picture.' This section provides a more granular view, by highlighting significant differences between your own and others' views of you in relation to specific behaviours itemised in the questionnaire.

Unexpected Impacts

Any items listed under this heading are here because your Subordinates score you significantly higher than you score yourself on these behaviours. They suggest that you may be under-valuing some of your strengths, but you also need to consider whether a behaviour makes a particular interaction with them more or less productive.

None Found

Over-estimated Impacts

Any items listed under this heading are here because your Subordinates score you significantly lower than you score yourself on these behaviours. You may be over-estimating your impact in these respects. Reflect on whether, how and when it might be helpful to strengthen these ways of expressing that voice.

None Found

Red Lights

Red lights signal danger. These are behaviours which you may be over-using. Any items listed here are because your Subordinates perceive you using talk in the following ways which may be well-intentioned, but can easily turn out to be unproductive.

None Found

Amber Lights

Amber lights call for caution. Any items listed here are because in heated discussions Subordinates perceive you using voices behaviours which are potentially valuable, but which need to be used with particular care and skill to be effective.

Articulate

- One of her strengths is that she explains things very carefully and precisely
- In heated discussions she offers a clear and unbiased explanation of what people are saying

Advise

- One of her strengths is that she gives people very practical guidance
- In heated discussions she advises whoever has to make the final decision

Challenge

- One of her strengths is that she does not hesitate to confront issues or people
- In heated discussions she calls attention to the problems that others seem reluctant to discuss

Inquire

- One of her strengths is that she asks many open questions

- In heated discussions she tries to find out what others are worried about

Green Lights:

Green lights signal that you are clear to proceed. Any items listed here are because Subordinates do not score you as critically as you score yourself. You may be too cautious or inhibited in using talk in these ways.

Advocate

- When she has an idea, then she argues strongly for her idea
- People sometimes feel that she puts her views forward too strongly
- She has to be careful not to sound too opinionated

Critique

- Her interruptions are usually well-timed and useful
- She has to be careful not to sound too judgemental
- When she assesses an idea, she likes to be tough-minded and unsentimental about it

What Subordinates like about your communicating

- 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.
- Clear, honest, and open.
- Open, honest and is frank in discussions.
- 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 Subordinates would either like you to know or may find difficult about your way of communicating

- Nothing
- Nothing.
- I don't have any issues

How Subordinates rate your listening



What Subordinates say about your listening

- Good.
- Actually listens as opposed to hears.
- Excellent. She is always ready to discuss and try to understand other peoples opinions and experience.
- Very good.

Your Outline Action Plan

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 Subordinates, if you have people working for you, 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 Subordinates:

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: