

# LDT360: SYSTEMATIC FEEDBACK COLLECTION

The most educational part of the LCC program

***Here we follow the LDT360 process of Freddy Moss, an experienced consultant and intervention manager.***

360 questionnaires, about someone else's personality, have often been used in the past, to get an assessment of someone's performance. In our view, that type of use is highly objectionable. After all, the judgment of someone else says more about that person and it is extremely subjective.



The LDT360 system is absolutely not intended to judge someone's performance or personality, but to create a dialogue between the participant and the people around him/her, from which the participant can learn a lot about himself/herself. The LDT360 system produces a number of smart reports for the participant, with which he/she can prepare the 1:1 feedback conversations very well and during the review continuously maintain control over the own learning process.

Freddy has invited a dozen 'observers' to score the 32 personality dimensions, which he himself previously mapped via the OPQ personality questionnaire. The OPQ personality profile was translated with the LD Toolbox into various reports that are useful for preparing the 1:1 reviews.

## Observers scores

To the right we see how Freddy's observers scored him on the OPQ dimensions.

You can see larger deviations in green and red.

It is quite normal that we see so many large differences in observations.

Before we really start drawing conclusions, it is important that we realize a number of things in advance.

These are the things we will go through prior to the joint analysis.

It turns out that behind every deviating figure there can be a special story.

		LDT360 Results concerning							Freddy Moss						
		Observers scores		1	2	3	4	5	6	7	8	9	10	11	12
		Observers scores		Corrie Zomer	Sheila Luister	Robert Fresen	Sune Dreiber	Ernst Moer	Hans Ruiter	Rogier Zwaan	Huib van Wees	Letty Moss	Nelly Moss	Yke Mantel	Elly Moss
		Self-score	Observers average	opdracht gever.	opdracht gever	collega RVT	collega	collega	collega	collega	collega	familie	familie	familie	familie
Persuasive	6	7,4	7	8	6	10	5	5	6	9	10	7	8	8	
Controlling	5	7,2	6	8	4	8	4	5	5	9	10	8	9	10	
Outspoken	10	9,1	9	10	6	10	8	10	10	9	10	8	9	10	
Independent Minded	9	6,3	3	5	3	5	5	9	9	9	8	4	7	9	
Outgoing	8	7,5	7	8	5	8	7	7	7	9	8	7	8	9	
Affiliative	8	7,6	8	7	6	8	8	7	7	9	7	7	8	9	
Socially Confident	6	7,8	8	9	7	9	6	8	8	8	8	7	8	8	
Modest	2	2,6	2	2	4	1	7	2	2	1	2	4	2	2	
Democratic	9	5,2	5	5	8	6	5	6	6	4	3	8	3	3	
Caring	10	5,8	8	7	8	8	6	6	6	2	4	5	8	2	
Data Rational	3	4,9	3	5	7	4	6	7	7	2	6	6	4	2	
Evaluative	8	6,5	5	7	6	7	5	7	7	4	8	7	6	9	
Behavioural	6	7,3	8	10	8	5	8	5	5	9	8	8	5	9	
Conventional	4	2,8	4	3	3	2	4	5	5	1	1	2	2	2	
Conceptual	8	4,7	2	5	6	7	4	2	2	1	3	8	8	8	
Innovative	10	7,4	3	7	7	7	7	9	9	9	8	7	8	8	
Variety Seeking	8	7,9	8	5	7	8	8	8	8	9	10	8	8	8	
Adaptable	6	4,8	4	5	7	5	7	3	3	9	3	5	4	2	
Forward Thinking	6	7,3	8	8	9	2	8	7	7	4	10	7	9	8	
Detail Conscious	3	3,0	1	3	7	1	4	1	1	1	4	7	3	3	
Conscientious	5	6,5	2	6	7	7	5	8	8	3	10	8	5	9	
Rule Following	3	2,8	2	4	5	1	4	2	2	3	2	4	3	1	
Relaxed	6	6,3	8	9	7	4	6	7	7	5	5	7	7	4	
Worrying	5	5,3	3	1	2	7	6	3	3	8	8	7	7	9	
Tough Minded	7	6,3	3	8	8	7	6	8	8	7	8	5	5	3	
Optimistic	6	6,2	8	7	7	3	6	5	5	9	3	6	7	8	
Trusting	8	6,8	7	9	8	6	8	7	7	8	5	6	7	3	
Emotionally Controlled	1	3,4	1	3	5	2	4	3	3	3	3	4	2	8	
Vigorous	7	7,9	8	5	7	10	8	6	6	9	9	9	9	9	
Competitive	2	8,1	6	7	5	10	6	10	10	9	10	6	8	10	
Achieving	5	8,2	7	5	6	9	8	9	9	9	10	8	8	10	
Decisive	5	7,8	7	9	6	7	7	7	7	9	10	7	8	10	

# LDT360: SYSTEMATIC FEEDBACK COLLECTION

## Before you start analyzing the result

Before we begin to evaluate the results, we must realize that an observer's perception of a participant is his/her "truth."

This image may also be influenced by:

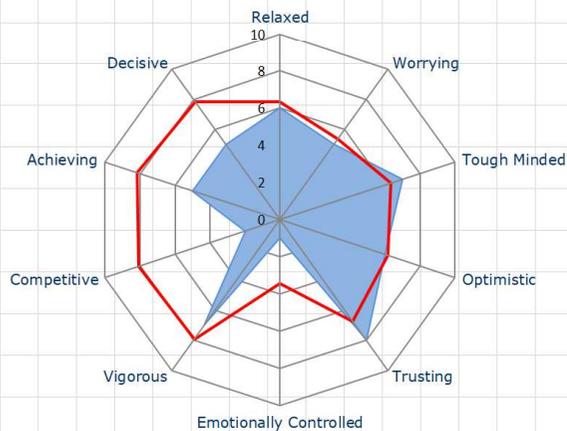
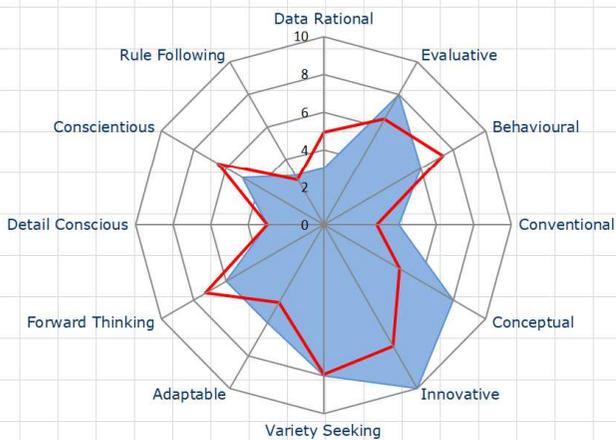
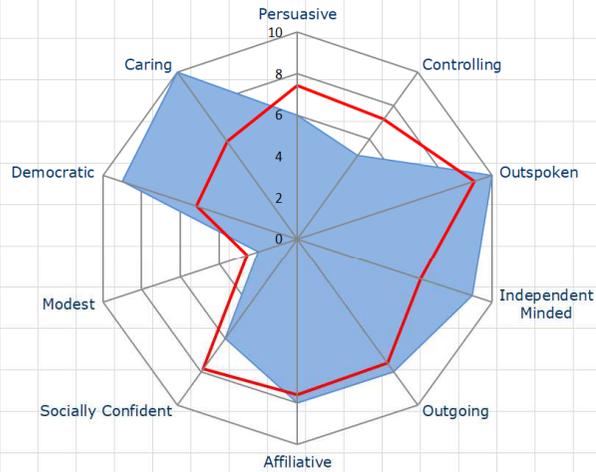
- The organizational context and culture (openness, security, tension, hierarchy, market conditions, internal competition and politics, mutual support from colleagues, etc.);
- The hierarchical and social relationship between observer and participant;
- The history of both mutual cooperation;
- How well the observer really knows him/her;
- The observer's own personality;
- The personal chemistry between the observer and the participant.

In fact, observers can score differently, depending on the specific context and their mutual relationship.

The participant must realize that you can learn from the feedback of every observer, even (especially) if the score of an observer deviates from the score average.

Questions when score diff >	Qual/Pitfalls when number Obs > %		Freddy Moss	Observers average	Difference
2	60%				
<b>Number Observers:</b>				<b>12</b>	
<b>RELATIONSHIPS WITH PEOPLE</b>					
	Persuasive	6	7,4	1,4	
	Controlling	5	7,2	2,2	
	Outspoken	10	9,1	-0,9	
	Independent Minded	9	6,3	-2,7	
	Outgoing	8	7,5	-0,5	
	Affiliative	8	7,6	-0,4	
	Socially Confident	6	7,8	1,8	
	Modest	2	2,6	0,6	
	Democratic	9	5,2	-3,8	
	Caring	10	5,8	-4,2	
<b>THINKING STYLE</b>					
	Data Rational	3	4,9	1,9	
	Evaluative	8	6,5	-1,5	
	Behavioural	6	7,3	1,3	
	Conventional	4	2,8	-1,2	
	Conceptual	8	4,7	-3,3	
	Innovative	10	7,4	-2,6	
	Variety Seeking	8	7,9	-0,1	
	Adaptable	6	4,8	-1,3	
	Forward Thinking	6	7,3	1,3	
	Detail Conscious	3	3,0	0,0	
	Conscientious	5	6,5	1,5	
	Rule Following	3	2,8	-0,3	
<b>FEELINGS AND EMOTIONS</b>					
	Relaxed	6	6,3	0,3	
	Worrying	5	5,3	0,3	
	Tough Minded	7	6,3	-0,7	
	Optimistic	6	6,2	0,2	
	Trusting	8	6,8	-1,3	
	Emotionally Controlled	1	3,4	2,4	
	Vigorous	7	7,9	0,9	
	Competitive	2	8,1	6,1	
	Achieving	5	8,2	3,2	
	Decisive	5	7,8	2,8	

(2) **LDT360 scores concerning Freddy Moss**  
Self-image compared to average observer scores



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## What are differences worth?

The differences between the scores of observers and those of the participant naturally have very different backgrounds. As such, of course, they say nothing. But it is of course possible that the participant asks himself a number of questions based on the result on the left, such as:

- Are you more of a manager than you think?
- Are you less independent than you think?
- Are you less democratic than you think?
- Are you less caring than you think?
- Are you less abstract than you think?
- Are you less resourceful than you think?
- Are you more reserved than you think?
- Are you more competitive than you think?
- Are you more ambitious than you think?
- Are you more decisive than you think?

# Self-image compared to the average observer score

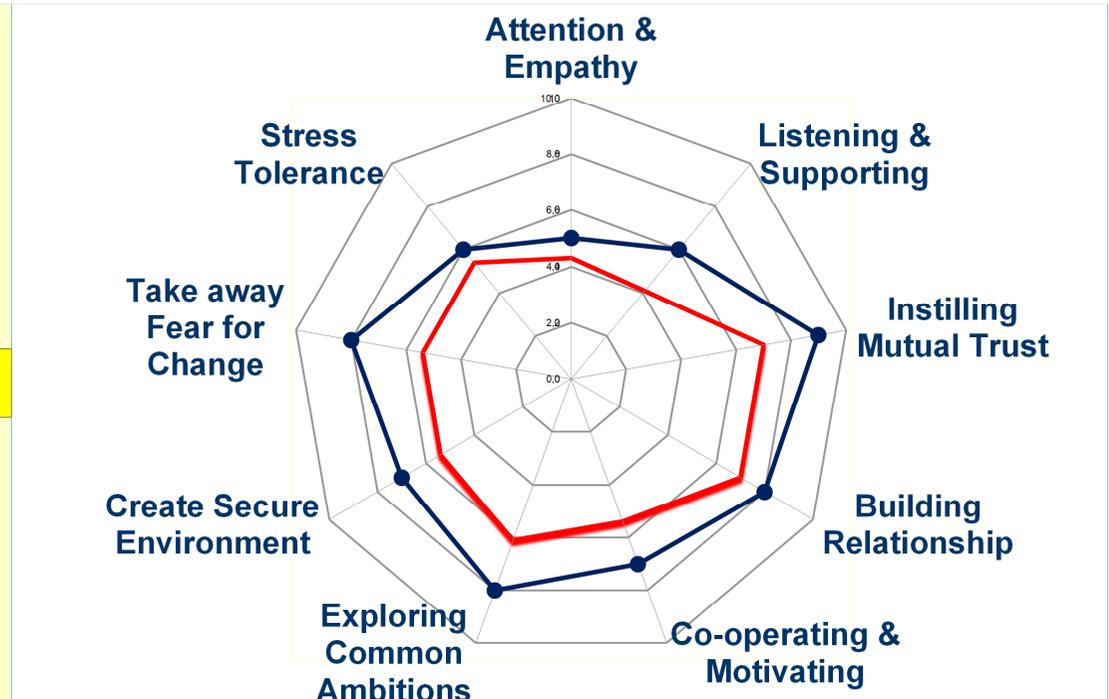
Before the individual feedback sessions with each of the observers, some analyzes can be made, during which the participant takes a thorough look at himself. For example, the Consciously Effective Interaction Skills report shows that all average scores for Freddy Moss' interaction skills are below his own personal score. This usually indicates that he is quite **overestimating himself!**

Competence	Self-score	Observers average score
Attention & Empathy	5	4,3
Listening & Supporting	6	4,1
Instilling Mutual Trust	9	7,0
Building Relationship	8	7,0
Co-operating & Motivating	7	5,4
Exploring Common Ambitions	8	6,1
Create Secure Environment	7	5,4
Take away Fear for Change	8	5,4
Stress Tolerance	6	5,4

**Legenda**

● — ● Self-score

— Observers average score



The average observer sees Freddy, for instance, as less Caring, Democratic and Trusting. And more Competitive, Achieving and Decisive

Deviating observers scores	Self-score	Observers average
Caring	10	5,8
Democratic	9	2,6
Trusting	8	6,2
Competitive	2	8,1
Achieving	5	8,2
Decisive	5	7,8

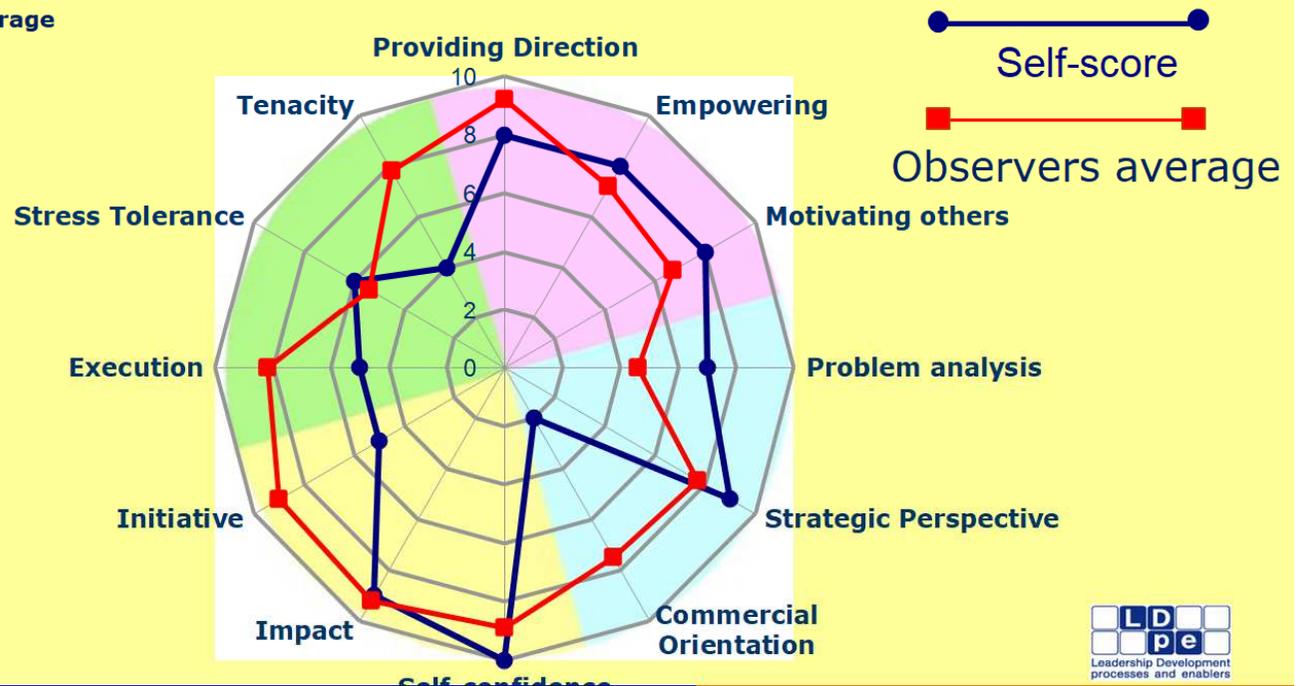
Freddy should be careful and realize that he has too high an opinion of himself. And he should listen very carefully to his observers, trying to understand the reasons of the different impressions the individual observers have of him.

# Self-image compared to the average observer score

LDT360 report Change Management Competencies

Freddy Moss

		Self-score	Observers average
LEADING PEOPLE	Providing Direction	8	9,2
	Empowering	8	7,2
	Motivating others	8	6,7
BUSINESS AWARENESS	Problem analysis	7	4,6
	Strategic Perspective	9	7,7
	Commercial Orientation	2	7,5
PRESENCE	Self-confidence	10	8,9
	Impact	9	9,2
	Initiative	5	9,0
SUSTAINABILITY	Execution	5	8,2
	Stress Tolerance	6	5,4
	Tenacity	4	7,8



But we can also see that observers see Freddy as quite a professional and on, for instance Commercial Orientation, Execution, Initiative en Tenacity the average observer scores him higher. Mainly because of Competitive and Achieving.

Self-score	Commercial Orientation	Observers average
3 --	Data Rational	4,9 -
2 ---	Competitive	8,1 ++
5 n	Achieving	8,2 ++
2		7,5

Self-score	Commercial Orientation	Observers average
3 --	Data Rational	4,9 -
2 ---	Competitive	8,1 ++
5 n	Achieving	8,2 ++
2		7,5

Self-score	Execution	Observers average
5 n	Controlling	7,2 +
5 n	Conscientious	6,5 n
5 n	Achieving	8,2 ++
5 n	Decisive	7,8 +
5		8,2

Self-score	Tenacity	Observers average
5 n	Conscientious	6,5 n
6 n	Optimistic	6,2 n
2 ---	Competitive	8,1 ++
5 n	Achieving	8,2 ++
4		7,8

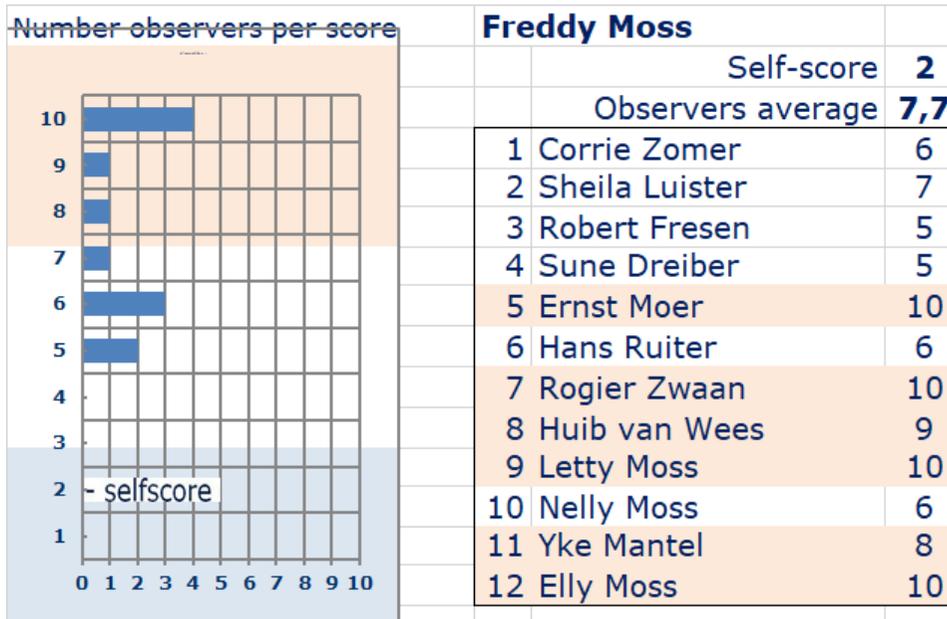
# Detailed Analysis before entering the 1:1 reviews

The high score for commercial orientation is partly because the average observer rates Freddy as Competitive much higher than he does. And, the high score on Competitive mainly comes from his family: Ellie Moss and Letty Moss both value him as a 10 and Yke Mantel as an 8. Colleagues Rogier Zwaan and Huib van Wees also score high values.

Strongest differences	Difference	Self-score	Observers average
Competitive	-5,7	2	7,7
Caring	4,0	10	6,0
Democratic	3,7	9	5,3
Conceptual	3,3	8	4,7
Achieving	-3,1	5	8,1
Innovative	3,0	10	7,0
Decisive	-2,9	5	7,9
Emotionally Controlled	-2,8	1	3,8
Independent Minded	2,7	9	6,3
Controlling	-2,3	5	7,3

Observers list		
	Relation	name
1	Client	Corrie Zomer
2	Client	Sheila Luister
3	Client	Robert Fresen
4	Colleague Board Member	Sune Dreiber
5	Colleague	Ernst Moer
6	Colleague	Hans Ruiters
7	Colleague	Rogier Zwaan
8	Colleague	Huib van Wees
9	Family	Letty Moss
10	Family	Nelly Moss
11	Family	Yke Mantel
12	Family	Elly Moss

In his pre-analysis Freddy will certainly have a look at this.



# PREPARATION OF 1:1 REVIEW

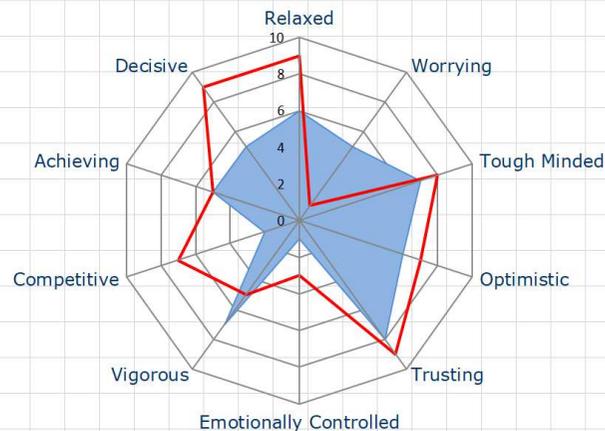
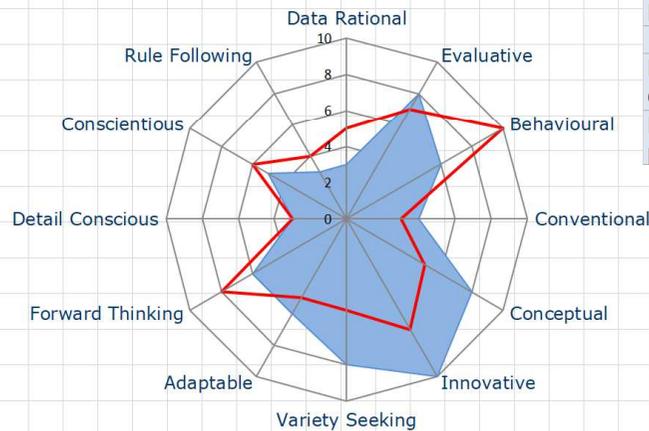
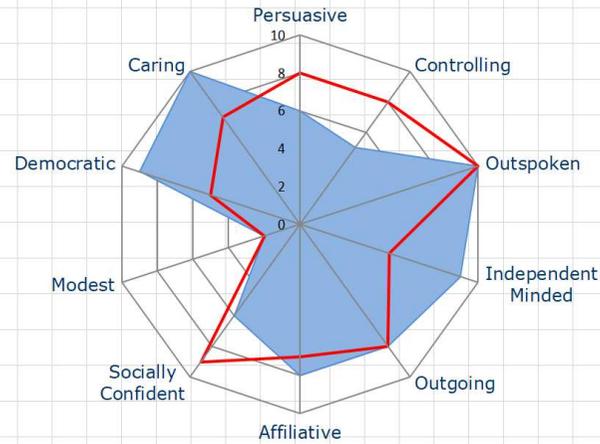
## OPQ360 SCORES **Freddy Moss**

### Self-image compared with observers score

Freddy Moss (blue) Sheila Luister (red)

		Self-score	Client
			Sheila Luister

Persuasive	6	8
Controlling	5	8
Outspoken	10	10
Independent Minded	9	5
Outgoing	8	8
Affiliative	8	7
Socially Confident	6	9
Modest	2	2
Democratic	9	5
Caring	10	7
Data Rational	3	5
Evaluative	8	7
Behavioural	6	10
Conventional	4	3
Conceptual	8	5
Innovative	10	7
Variety Seeking	8	5
Adaptable	6	5
Forward Thinking	6	8
Detail Conscious	3	3
Conscientious	5	6
Rule Following	3	4
Relaxed	6	9
Worrying	5	1
Tough Minded	7	8
Optimistic	6	7
Trusting	8	9
Emotionally Controlled	1	3
Vigorous	7	5
Competitive	2	7
Achieving	5	5
Decisive	5	9



Freddy doesn't have to ask many questions about his outspokenness and outgoingness

But Sheila thinks he is super-psychological in his approach (a 10 focused on behaviour).

### Behavioural

	Description of the personality dimension
high scores	Tries to understand motives and behaviours, enjoys analysing people
Potential qualities	Recognises behaviour
Possible pitfalls	Manipulative; approaches everybody psychologically
low scores	Does not question the reasons for people's behaviour, tends not to analyse people
Potential qualities	Business-like; objective
Possible pitfalls	Passes over motives and feelings of others

For each dimension, Freddy receives a checklist of what high and low scores could mean. And in his preparation, he will especially carefully consider what the hidden criticism in Sheila's answers may be, because people will be inclined to express their criticism somewhat indirectly.

By always asking the questions and listening very carefully, Freddy learns quite a lot during his conversation!

# LDT360: SYSTEMATIC FEEDBACK COLLECTION

## The most educational part of the LCC program

LDpe has been using the LDT360 for about 10 years now. Nearly 1,000 of the participants have so far used this method to obtain feedback from the people around them.

An overwhelming majority of participants indicate that the LDT360 is one of the most educational parts of the LD Toolbox!

In addition to the fact that this dialogue automatically creates greater openness between participants and observers, mutual trust also generally grows.

The LDT360 information is not objective at all, but that, actually, matters little, the LDT360 is a starting point for a dialogue with great depth, which leads to a better relationship between the participant and his/her observers.

And, the observer's comments are very valuable pieces of information, which automatically lead to deeper reflection and ultimately to better self-knowledge and more effective behaviour.