



SoundWave 360 Report - Sample Report

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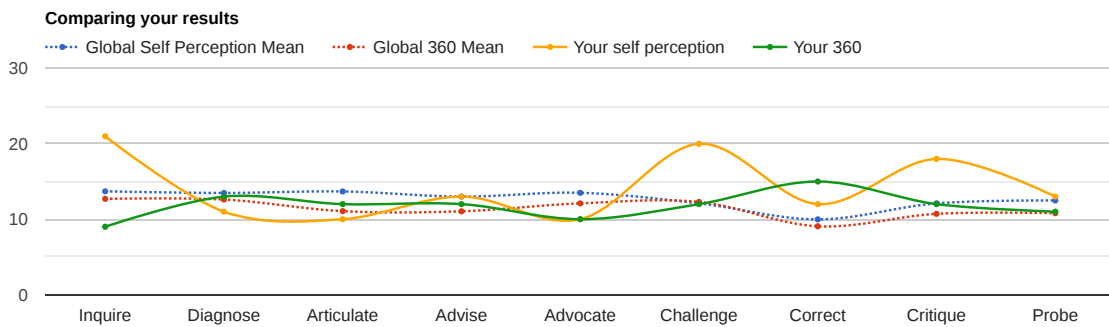
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Your 360 Respondent List			
MANAGERS	TEAM MEMBERS	PEERS	INDEPENDENTS
Jane John	Alicia Patrick	Lisa Karen	Jeremiah Isaac

1. The Context

Your SoundWave 360 builds on the results of your SoundWave self-perception report providing you with greater insight into the way your talk impacts the thoughts, feelings and actions of those around you. Where your self-perception tells you how you think you talk, your 360 tells you how you are in fact heard.

The chart below contextualises your overall 360 feedback by comparing your own self-perception and 360 results against each other and against the global norms for both self-perception and 360. Notice how closely the global 360 tracks the global self-perception result. At an aggregate level it seems that how we think we talk is close to how we are in fact heard.



The remainder of the report breaks down your overall results by each of your respondent groups allowing you to see how you are heard at a finer level of detail. Firstly we provide the data and secondly an interpretation of that data, enabling you to plan for adjustments to your pattern of talk.

2. How your stakeholders hear you

2.1 Your respondent's overall result - the data

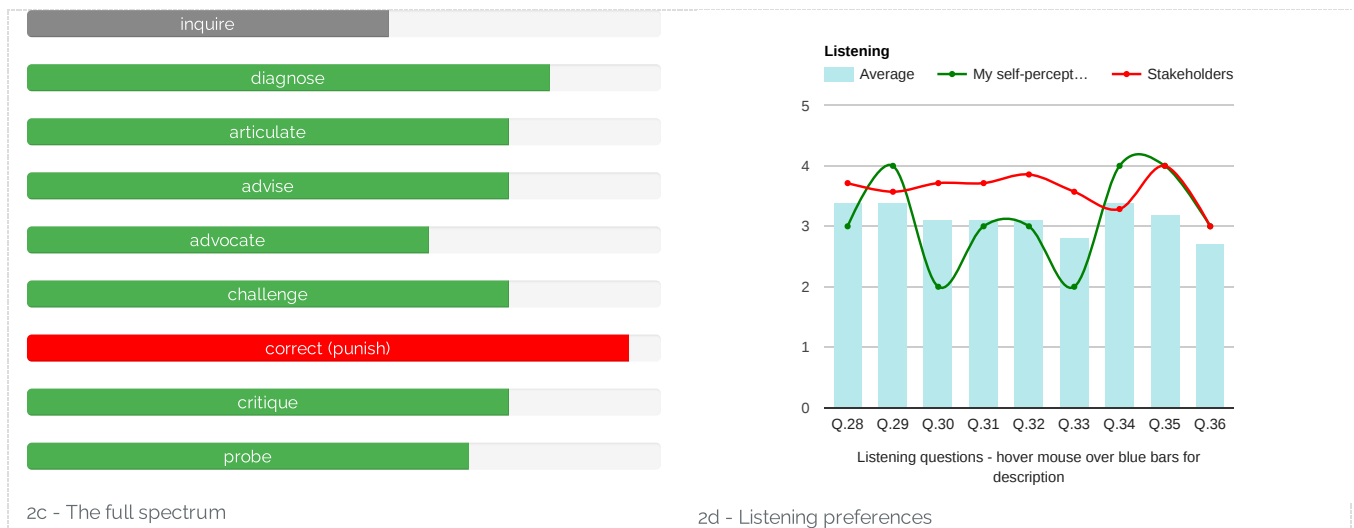
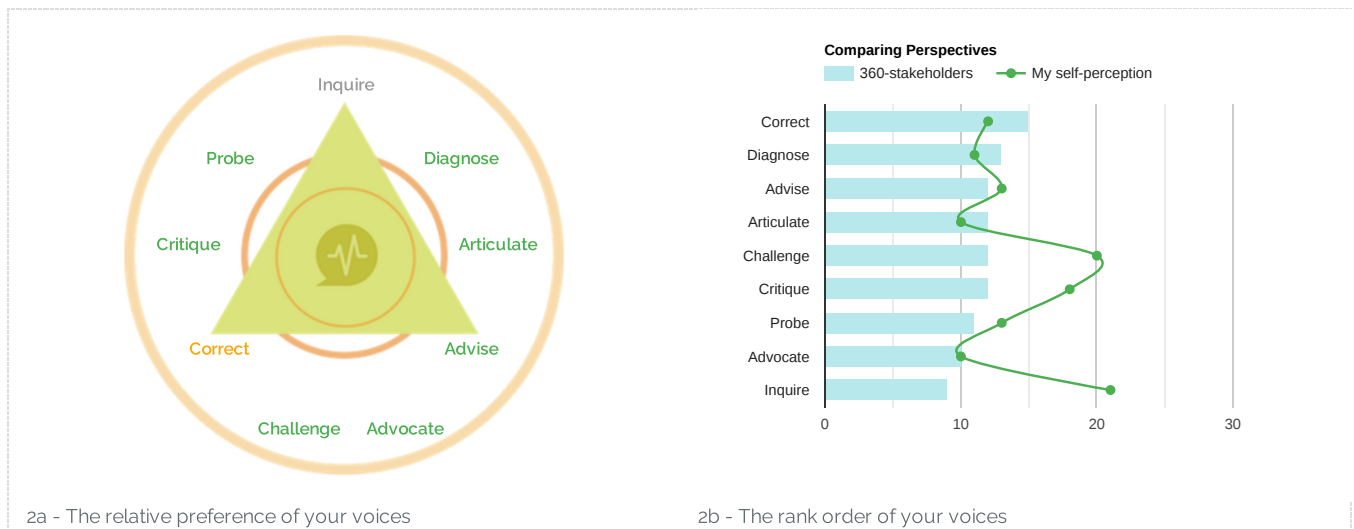
Chart 2a shows which verbal strategies (or voices) you are most heard to use when we combine all of the data from all of your respondents. A high score (in orange) indicates an upper quartile result. A low score (in grey) indicates a lower quartile result. Mid-range results are in green. Results are obtained by comparing your scores for each of the voices against the SoundWave 360 international norms.

Chart 2b shows your preferred verbal strategies (using raw scores) in rank order compared with your self-perception results.

Chart 2c shows not just high, low and mid-range preferences but also the verbal strategies which you may under (passive) or over (accentuated) use.

Chart 2d shows how well you are heard to listen compared to how well you think you listen.

Voices :- Low Mid Range High



2.2 Your respondent's overall result - the meaning

It is particularly important in this section to compare how you think you talk with how you are actually heard. Identify where the gaps are largest and reflect on the reason. We offer the following guidance:-

- Where the self-perception result of any voice is clearly greater than the 360 result for any voice, this may indicate, or even be measure of, the scale of your self-talk.
- Where the 360 result of any voice is greater than the self-perception result, this may indicate a lack of self-awareness and call for some good feedback.
- Where the self-perception result is broadly equal to the 360 result this may indicate an accurate self-awareness and be regarded as a positive characteristic.

Your marked preferences for Correct and Diagnose may well mean that you are heard as someone who is seeking to make improvements and offer solutions. You might well move between a style of communication that is on the one hand matter-of-fact, brief and to the point, and on the other considered and reflective. Others might see this as embodied in a calm and direct gaze on the one hand and serious and concentrated gaze on the other. It's worth asking yourself how this combination of styles might come across to others.

What is certain is that recipients of these dominant verbal strategies, may well feel alternately secure and supported. Cognitively they may be informed and connected. This may move them to act with compliance and close involvement. Where a break occurs in the delivery of these two strategies, the silence created may be interpreted by recipients as the end of the correction and a chance to contribute.

You should, in extremis, pay attention to the following areas of accentuation, punish The character of these verbal strategies, stern may well cause those on the receiving end to experience stress and to feel fearful or hurt causing them to think they are desiring retribution and possibly causing them to act defensively

How you are heard by others will also be the result of the verbal strategies that are low in your preferences. In your own case, there are no especially passive voices.

How do you interpret these results?

3. How your managers hear you

3.1 Your manager's result - the data

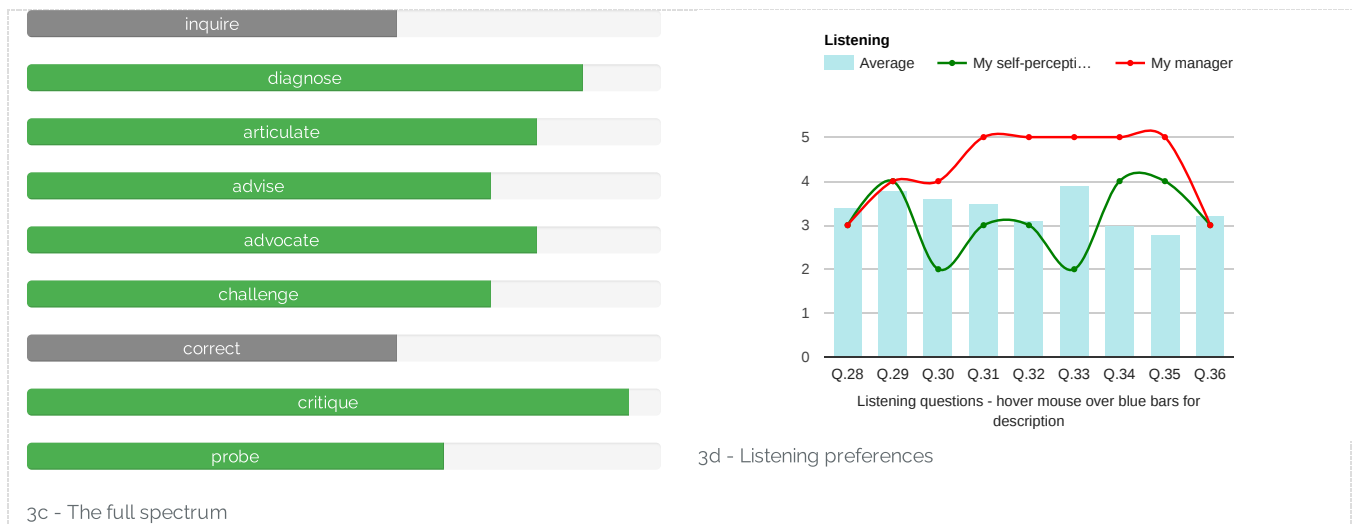
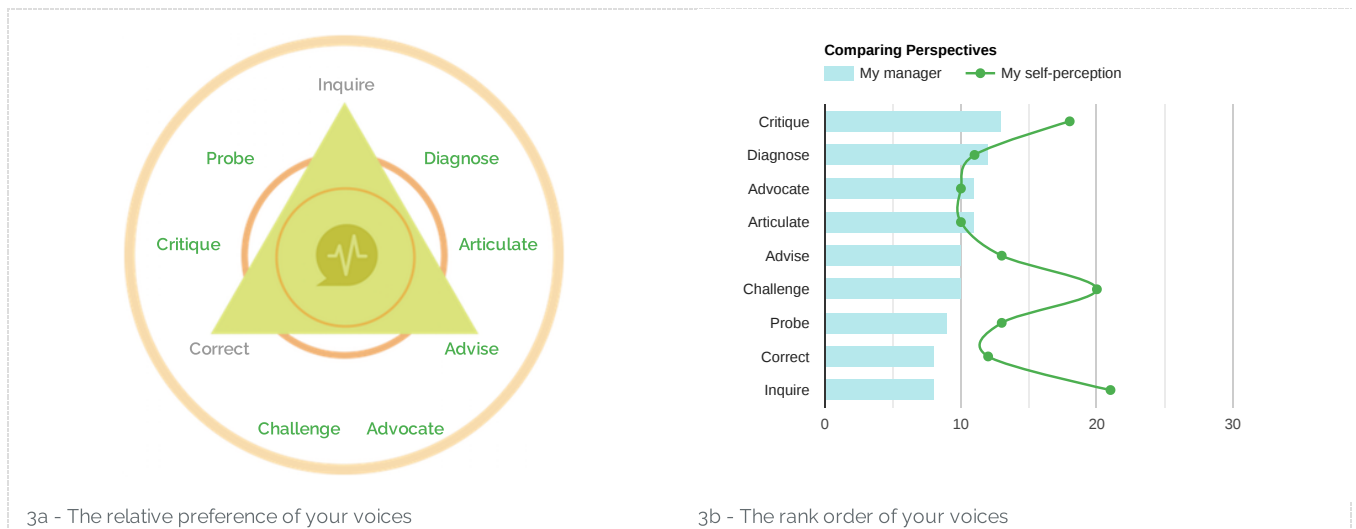
Chart 3a shows which verbal strategies (or voices) you are most heard to use when we combine all of the data from all of your respondents. A high score (in orange) indicates an upper quartile result. A low score (in grey) indicates a lower quartile result. Mid-range results are in green. Results are obtained by comparing your scores for each of the voices against the SoundWave 360 international norms.

Chart 3b shows your preferred verbal strategies (using raw scores) in rank order compared with your self-perception results.

Chart 3c shows not just high, low and mid-range preferences but also the verbal strategies which you may under (passive) or over (accentuated) use.

Chart 3d shows how well you are heard to listen compared to how well you think you listen.

Voices :- Low Mid Range High



3.2 Your manager's result - the meaning

Our relationship with our manager is important and for many people, not always the easiest to handle since it often taps in to our historic experiences of authority. Whilst it is advantageous to be on good terms with our manager, being too close risks losing our own independence of thought and action and also risks antagonising colleagues who might share the same boss relationship.

SoundWave data offers some curious insights here since this is the relationship in which people tend to make greatest use of their accentuated verbal strategies. It is not uncommon for managers to hear their people, 'sound-off', reflecting perhaps the need for subordinates to de-stress in the stressful world of organisational life.

Overall, managers tend to hear their team members as being a little more challenging and a little less inquiry than stakeholders generally. Your own results conform to or deviate from these norms in the following way.

Your marked preferences for Critique and Diagnose may well mean that you are heard as someone who is seeking to demonstrate sound judgement and offer solutions. You might well move between a style of communication that is on the one hand dis-passionate and evaluative, and on the other considered and reflective. Others might see this as embodied in a detached style on the one hand and serious and concentrated gaze on the other. It's worth asking yourself how this combination of styles might come across to others.

What is certain is that recipients of these dominant verbal strategies, may well feel alternately attended to and supported. Cognitively they may be clear minded and connected. This may move them to act with reflection and close involvement. Where a break occurs in the delivery of these two strategies, the silence created may be interpreted by recipients as a chance to assimilate what has been heard and a chance to contribute.

How you are heard by others will also be the result of the verbal strategies that are low in your preferences. In your own case, there are no especially passive voices.

How do you interpret these results?

4. How your team members hear you

4.1 Your team member's result - the data

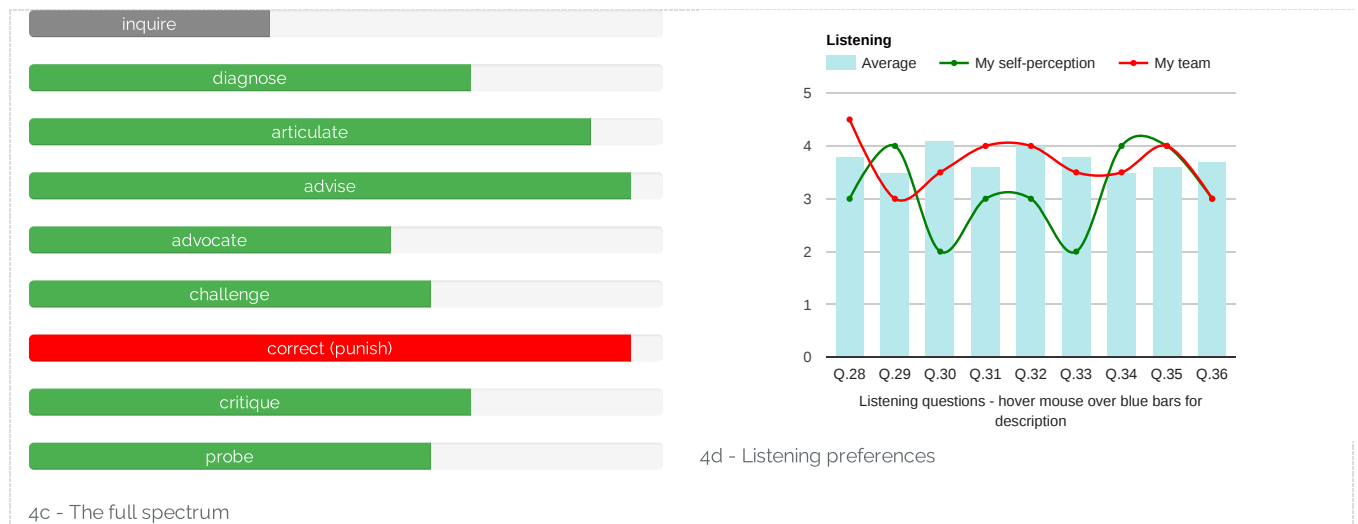
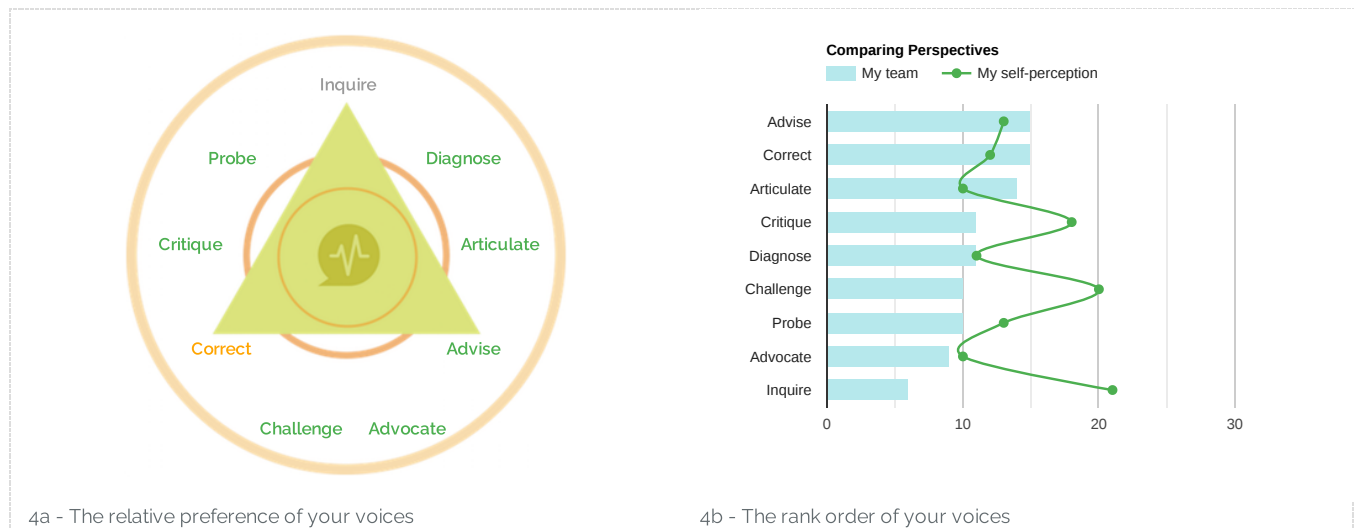
Chart 4a shows which verbal strategies (or voices) you are most heard to use when we combine all of the data from all of your respondents. A high score (in orange) indicates an upper quartile result. A low score (in grey) indicates a lower quartile result. Mid-range results are in green. Results are obtained by comparing your scores for each of the voices against the SoundWave 360 international norms.

Chart 4b shows your preferred verbal strategies (using raw scores) in rank order compared with your self-perception results.

Chart 4c shows not just high, low and mid-range preferences but also the verbal strategies which you may under (passive) or over (accentuated) use.

Chart 4d shows how well you are heard to listen compared to how well you think you listen.

Voices :- Low Mid Range High



4.2 Your team member's result - the meaning

Team members depend on the people that they work for. It is in their interest to create constructive relationships since ultimately, a manager, by dint of their role, can accelerate or indeed limit the career of a team member. In modern organisational life, most (but not all) managers use this power with consideration.

Yet however participative and democratic we believe our styles of managing to be, there is an important power dimension to boss-subordinate relationships and this has consequences. One such consequence is that team members are more likely to 'hang on the words' of their bosses. They are more likely to hear and see significance in words and actions that may or may not be present 'objectively'. Such heightened sensitivity may make them more inclined to interpret what is said to them as having special significance. Or they may experience a verbal strategy in its accentuated form even though the intent and technical character of that strategy has not been delivered in that way. The use of the 'challenging' voice is one such example, where this can be easily confused with the 'attacking voice'.

On balance, team members hear their managers as being a little more advisory and a little less probing than stakeholders generally. Your own results conform to or deviate from your aggregate results in the following way.

Your marked preferences for Advise and Correct may well mean that you are heard as someone who is seeking to establish credibility and make improvements. You might well move between a style of communication that is on the one hand considered, neutral and informed, and on the other matter-of-fact, brief and to the point. Others might see this as embodied in a warm, semi-formal and attentive manner on the one hand and calm and direct gaze on the other. It's worth asking yourself how this combination of styles might come across to others.

What is certain is that recipients of these dominant verbal strategies, may well feel alternately assured and secure. Cognitively they may be reflective and informed. This may move them to act with confidence and compliance. Where a break occurs in the delivery of these two strategies, the silence created may be interpreted by recipients as a moment for clarification and the end of the correction.

You should, in extremis, pay attention to the following areas of accentuation, punish The character of these verbal strategies, stern may well cause those on the receiving end to experience stress and to feel fearful or hurt causing them to think they are desiring retribution and possibly causing them to act defensively

How you are heard by others will also be the result of the verbal strategies that are low in your preferences. In your own case, there are no especially passive voices.

How do you interpret these results?

5. How your peers hear you

5.1 Your peer's result - the data

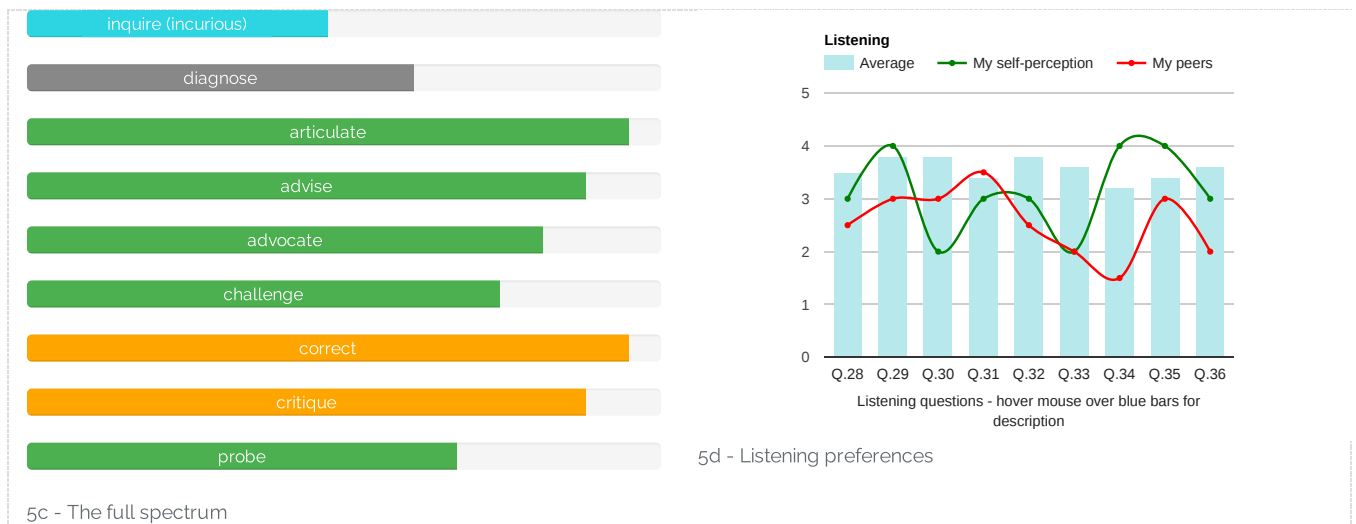
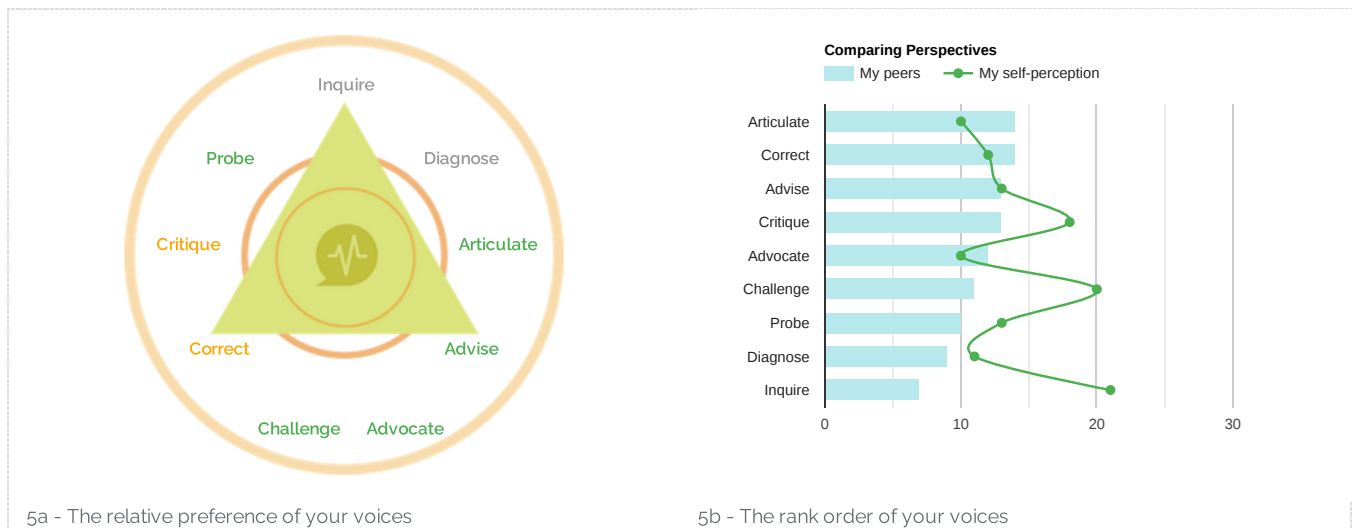
Chart 5a shows which verbal strategies (or voices) you are most heard to use when we combine all of the data from all of your respondents. A high score (in orange) indicates an upper quartile result. A low score (in grey) indicates a lower quartile result. Mid-range results are in green. Results are obtained by comparing your scores for each of the voices against the SoundWave 360 international norms.

Chart 5b shows your preferred verbal strategies (using raw scores) in rank order compared with your self-perception results.

Chart 5c shows not just high, low and mid-range preferences but also the verbal strategies which you may under (passive) or over (accentuated) use.

Chart 5d shows how well you are heard to listen compared to how well you think you listen.

Voices :- Low Mid Range High



5.2 Your peer's result - the meaning

In organisational life peers tend to compete with one another. They compete for resources, for position, for influence and for the grace and favour of their manager. Co-operation is possible between peers but it may require solid leadership to enable it.

On balance, peers hear one another as being a little more inclined to advocate and less inclined to advise than stakeholders generally. Your own results deviate from or conform to these results in the following way.

Your marked preferences for Articulate and Correct may well mean that you are heard as someone who is seeking to have influence and make improvements. You might well move between a style of communication that is on the one hand calm, clear, objective and inclusive, and on the other matter-of-fact, brief and to the point. Others might see this as embodied in a gently expressive and lightly concentrated face on the one hand and calm and direct gaze on the other. It's worth asking yourself how this combination of styles might come across to others.

What is certain is that recipients of these dominant verbal strategies, may well feel alternately drawn in and secure. Cognitively they may be absorbed in the narrative and informed. This may move them to act with purpose and commitment and compliance. Where a break occurs in the delivery of these two strategies, the silence created may be interpreted by recipients as a space to think and the end of the correction.

How you are heard by others will also be the result of the verbal strategies that are low in your preferences. In your own case, this may cause others to perceive you as Incurious. In these circumstances, recipients will not experience you as someone who has such a strong need to achieve engagement.

How do you interpret these results?

6. How your independents hear you

6.1 Your independent's result - the data

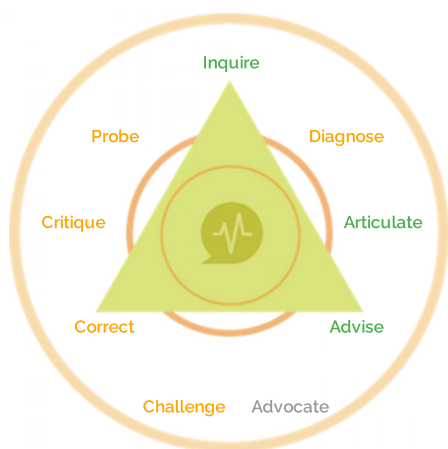
Chart 6a shows which verbal strategies (or voices) you are most heard to use when we combine all of the data from all of your respondents. A high score (in orange) indicates an upper quartile result. A low score (in grey) indicates a lower quartile result. Mid-range results are in green. Results are obtained by comparing your scores for each of the voices against the SoundWave 360 international norms.

Chart 6b shows your preferred verbal strategies (using raw scores) in rank order compared with your self-perception results.

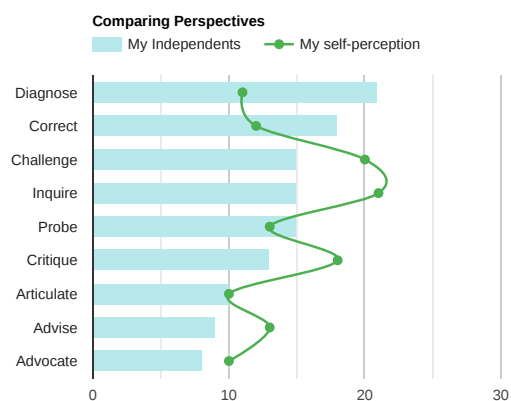
Chart 6c shows not just high, low and mid-range preferences but also the verbal strategies which you may under (passive) or over (accentuated) use.

Chart 6d shows how well you are heard to listen compared to how well you think you listen.

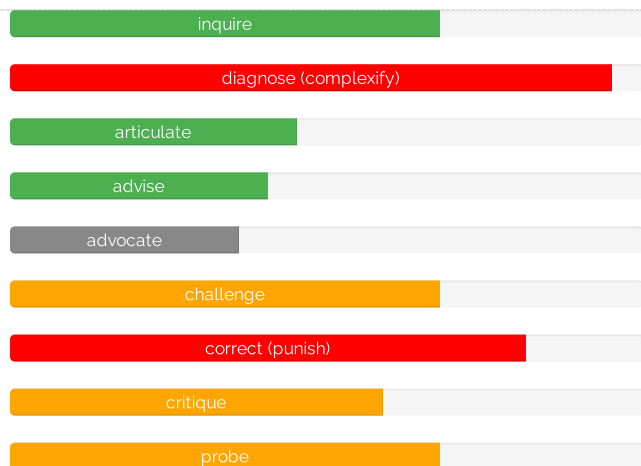
Voices :- Low Mid Range High



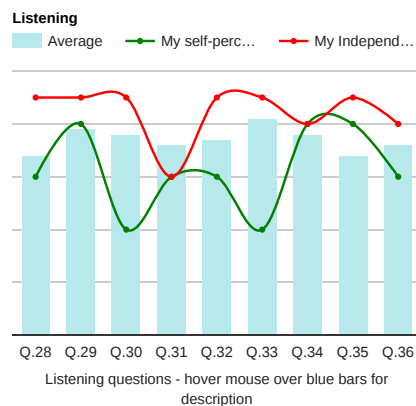
6a - The relative preference of your voices



6b - The rank order of your voices



6c - The full spectrum



6d - Listening preferences

6.2 Your independent's result - the meaning

This composition of this respondent group is often the broadest of your stakeholder groups. Typically it is made up of colleagues from across and outside of your organisation expressing either customer-supplier interactions or softer collegial affiliations.

This seems to be reflected generally in the SoundWave results for peers illustrating as it does, a more consultative and exploratory style of interaction.

On balance, independents' hear one another as being a little more inquiring and a little less correctional than stakeholders generally. Your own results conform to or deviate from these results in the following way.

Your marked preferences for Diagnose and Correct may well mean that you are heard as someone who is seeking to offer solutions and make improvements. You might well move between a style of communication that is on the one hand considered and reflective, and on the other matter-of-fact, brief and to the point. Others might see this as embodied in a serious and concentrated gaze on the one hand and calm and direct gaze on the other. It's worth asking yourself how this combination of styles might come across to others.

What is certain is that recipients of these dominant verbal strategies, may well feel alternately supported and secure. Cognitively they may be connected and informed. This may move them to act with close involvement and compliance. Where a break occurs in the delivery of these two strategies, the silence created may be interpreted by recipients as a chance to contribute and the end of the correction.

You should, in extremis, pay attention to the following areas of accentuation, complexify and punish. The character of these verbal strategies, dry and impersonal and stern may well cause those on the receiving end to experience stress and to feel uncertain and fearful or hurt, causing them to think they are becoming confused or lost and desiring retribution and possibly causing them to act by losing interest and defensively.

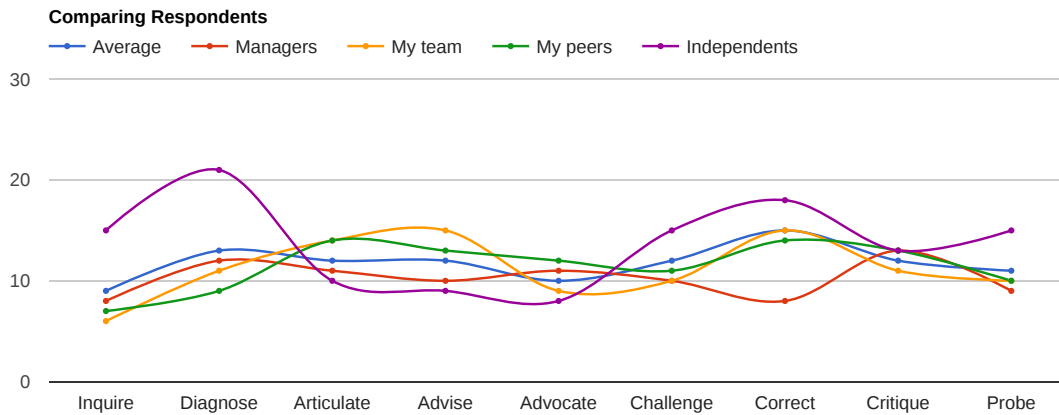
How you are heard by others will also be the result of the verbal strategies that are low in your preferences. In your own case, there are no especially passive voices.

How do you interpret these results?

7. How are you heard - consistently or flexibly?

Observation and analysis of SoundWave360 data tells us that people differ in the consistency or flexibility with which they use their verbal strategies. Some people tend to be heard in almost the same way by each of their respondent groups whilst others seem to be heard differently depending on which respondent group is doing the listening.

In an every day setting, this of course makes a lot of sense; we speak differently depending on who we are talking to. This fact demonstrates two things; one, that 'talk' is malleable and two, that we are sensitive to the social context in which we find ourselves, adjusting the style and content of what we say to our circumstances.



Do you tend towards flexibility with its associated strengths and limitations or do you tend towards consistency with its own associated advantages and dis-advantages?

The chart above shows your raw scores from each of your respondent groups. Take a look at this information and decide where and whether you tend towards either flexibility or consistency.

In essence, 'flexibility' may indicate a more sensitive approach to social interaction. Perhaps you 'read' others well and adjust your talk accordingly. The danger is that you may appear to 'blow with the wind' leaving others unclear about where you stand.

'Consistency' might suggest that you help others through being clear with them on where you stand and on how you respond to a range of issues. The risk is that you miss the more subtle social cues that people offer and perhaps push on regardless.

In reality, no one corresponds to these stereotypes, but what does the data from your 360 tell about your levels of 'consistency' and 'flexibility'? Towards which end of the spectrum would you place yourself and with what implications?

8. Taking action

Our hope is that you have identified a number of opportunities to improve or further develop your relationships with your respondent groups through the way you structure your dialogue. The development recommendations in the dashboard resources section will help you with this.

But perhaps you'd like to progress to '360'? This function allows you to set improvement goals and to receive regular feedback from your respondent groups on the progress you are making against them. Pick up the phone to your consultant to learn more about this feature of SoundWave.

Wishing you well as you further build your skilful dialogue

The Soundwave Team

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