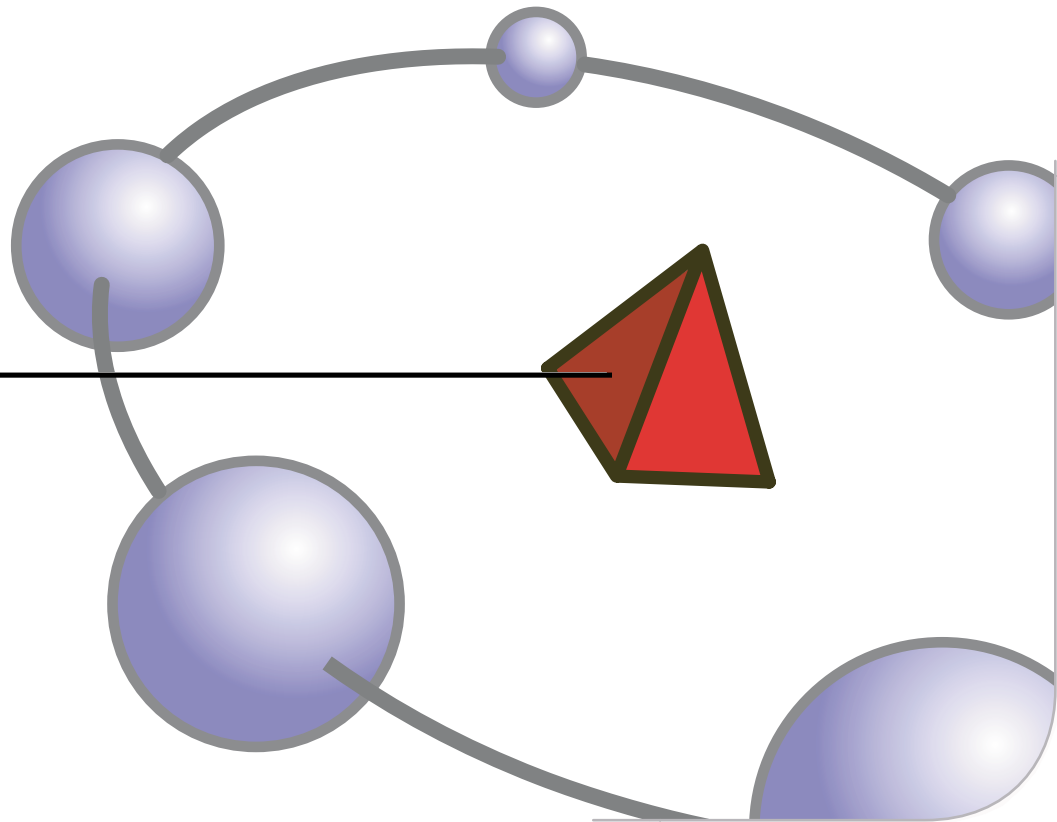


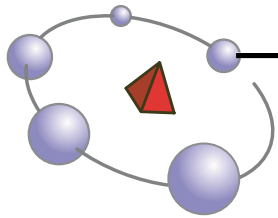
# Leadership 360

**Simon Sample**

Confidential Feedback Report



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**Your report contains feedback from the following participants:**

- 1 Supervisor
- 1 Self
- 3 Peers
- 2 Direct Reports

## **Report Section:**

---

Your multi-rater feedback report is broken into three sections. Each section is designed to present your results from a different perspective, in a way that assists you in your personal development. Here is a summary of each section:

### **Competency Summary Results**

The survey questions are organized into groups called competencies. The scores for all questions in a competency are averaged to produce an overall competency score.

This section presents your competency scores from various perspectives:

- your scores compared to those given by your supervisor;
- your scores compared to those from other rater groups; and
- your competencies given the highest scores.

### **Strengths and Developmental Opportunities**

When you receive high scores in a specific area, that area can be considered a strength. Also, when others give you scores higher than you give yourself, that area can be a hidden strength. It is referred to as 'hidden' because you may not be aware that others believe you are strong in that area.

Conversely, low scores represent opportunities for you to develop your skills in a specific area. In addition, when others give you scores lower than you give yourself, you may have a 'blind spot' or an area you can focus on for specific improvement.

This section lists strengths, hidden strengths, developmental opportunities and blind spots.

### **Question and Competency Details**

Each page in this section is organized by competency. At the top of each page are the overall competency results. The results for each question included in the competency are listed on the bottom portion of the page.

The detail for each question and competency includes:

- average score by rater group and overall
- gap by rater group and overall
- ranking by rater group and overall

## **Definitions and Calculations**

---

### **Respondent Group:**

A group of respondents who have the same relationship to you, for example – peers, direct reports.

### **Overall Score:**

The average of all responses, excluding those from 'self', for a question or competency.

### **Strength:**

The competencies and questions for which you received the highest scores.

### **Hidden Strength:**

Questions and competencies where you gave yourself lower scores than other respondents gave you.

### **Developmental Opportunity:**

The competencies and questions for which you received the lowest scores.

### **Blind Spot:**

Questions and competencies where you gave yourself higher scores than other respondents gave you.

### **Score:**

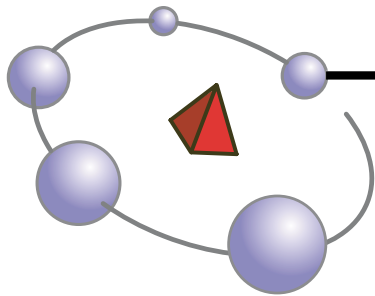
The average of all responses for a specific respondent group for a specific question or competency.

### **Gap:**

The difference between your score and the scores from a respondent group or the overall score. Negative gaps indicate that you scored yourself higher than you were scored.

### **Rank:**

The rank minus one indicates the number of questions or competencies that received higher scores. For example, a rank of 48 indicates that 47 questions received higher scores. A rank of 1 is the highest ranking possible.

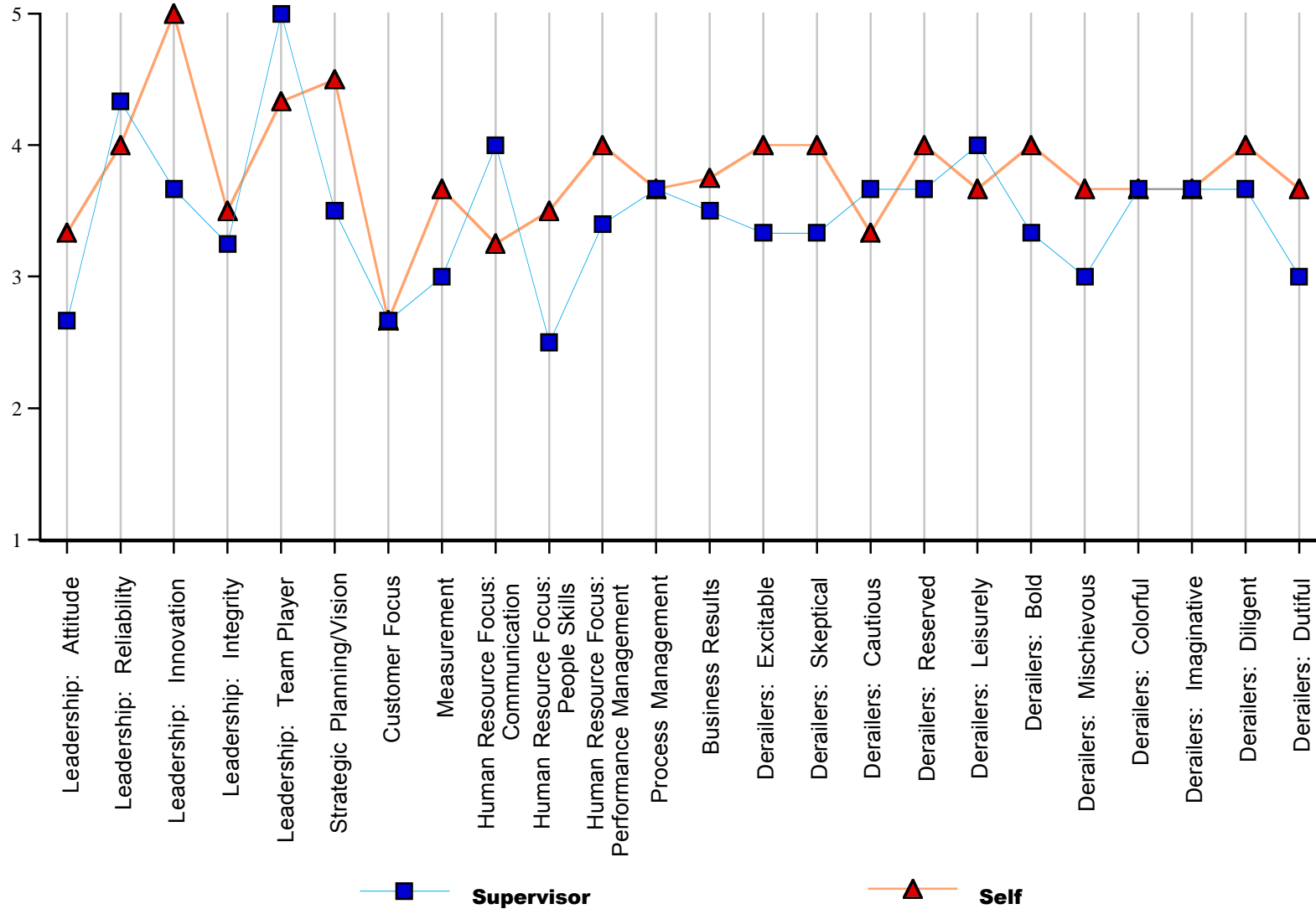


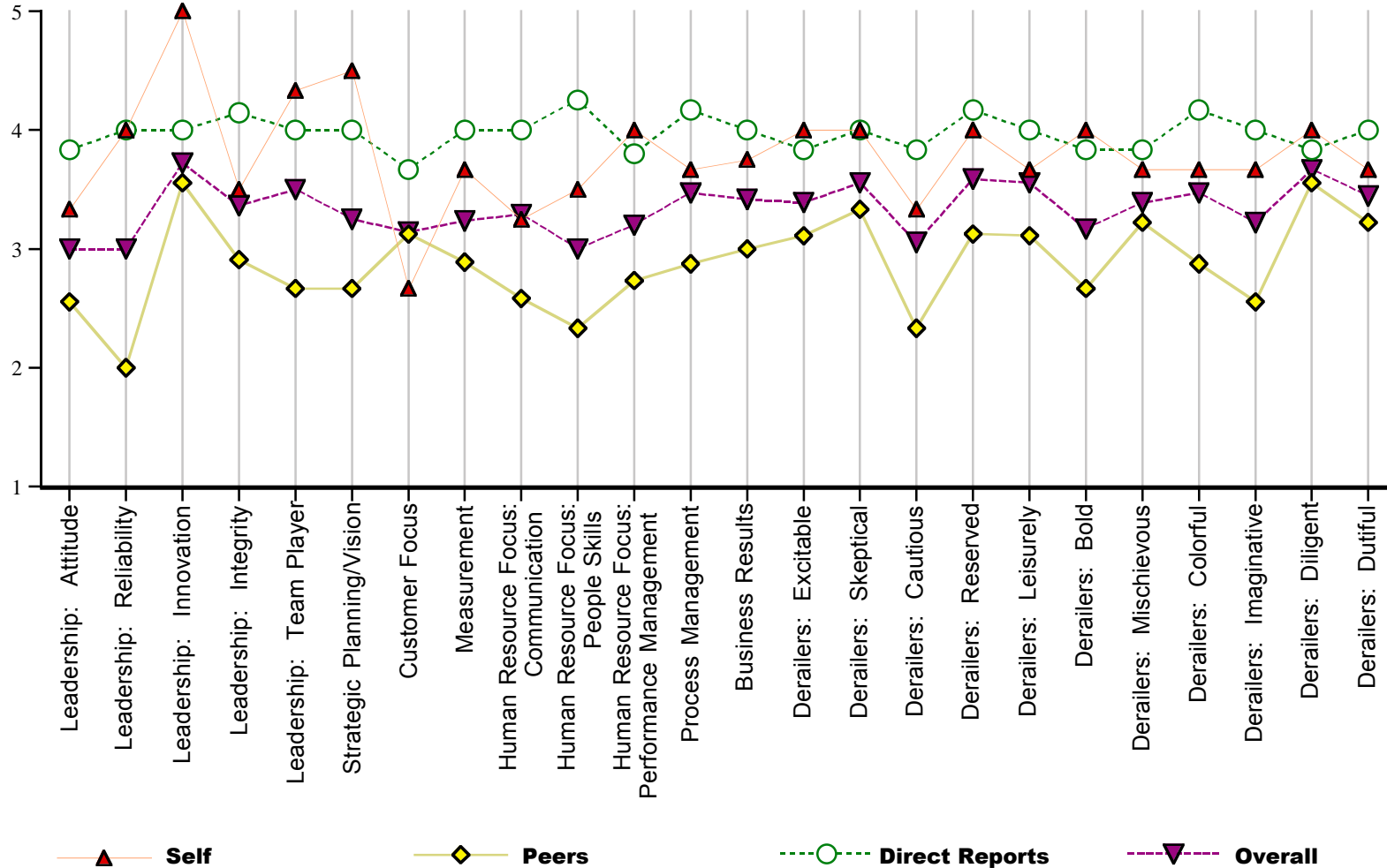
## **Competency Summary Results**

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In the following four pages, you will find your feedback competency scores summarized by rater group, and by rank.

- The chart on page 4 summarizes and compares the competency scores for self and your supervisor.
- The chart on page 5 summarizes and compares the competency scores for self and all other rater groups except your supervisor.
- The table on page 6 lists the three competencies given the highest and lowest scores by each rater group.





## Three Highest and Lowest Competency Scores by Rater Group

Simon Sample

### Three Highest Competency Scores

#### Supervisor

Leadership: Team Player	5.0
Leadership: Reliability	4.3
Derailers: Leisurely	4.0

#### Self

Leadership: Innovation	5.0
Strategic Planning/Vision:	4.5
Leadership: Team Player	4.3

#### Peers

Derailers: Diligent	3.6
Leadership: Innovation	3.6
Derailers: Skeptical	3.3

#### Direct Reports

Human Resource Focus: People Skills	4.2
Derailers: Colorful	4.2
Derailers: Reserved	4.2

#### Overall

Leadership: Innovation	3.7
Derailers: Diligent	3.7
Derailers: Reserved	3.6

### Three Lowest Competency Scores

#### Supervisor

Human Resource Focus: People Skills	2.5
Leadership: Attitude	2.7
Customer Focus:	2.7

#### Self

Customer Focus:	2.7
Human Resource Focus: Communicati	3.2
Leadership: Attitude	3.3

#### Peers

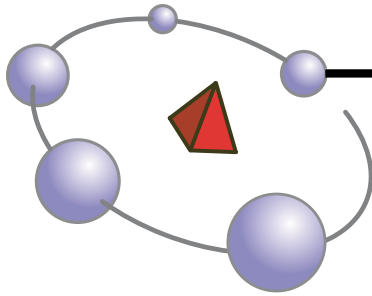
Leadership: Reliability	2.0
Human Resource Focus: People Skills	2.3
Derailers: Cautious	2.3

#### Direct Reports

Customer Focus:	3.7
Human Resource Focus: Performance	3.8
Leadership: Attitude	3.8

#### Overall

Leadership: Attitude	3.0
Leadership: Reliability	3.0
Human Resource Focus: People Skills	3.0



## **Strengths and Developmental Opportunities**

In the following four pages, you will find lists of competencies and questions respondents identified as strengths and developmental opportunities. Each table also included an overall perspective which includes results from all respondents except yourself.

- The table on page 8 identifies those questions (and associated competencies) considered to be strengths because they received the highest score.
- The table on page 9 identifies those questions (and associated competencies) considered to be developmental opportunities because they received the lowest score.
- The table on page 10 identifies those questions (and associated competencies) considered to be hidden strengths because others gave you higher scores than you gave yourself and the questions have the greatest positive gap between your scores and scores from others.
- The table on page 11 identifies those questions (and associated competencies) considered to be potential 'blind spots' because you gave yourself higher scores than others gave you and the questions have the greatest negative gap between your scores and scores from others.

These items are identified as strengths because they received the highest overall scores from each respondent group.

### Supervisor

---

**Leadership: Reliability**

4. This person is reliable and dependable when I need something.

**Leadership: Reliability**

6. This person provides a quick and timely response when needed.

**Leadership: Integrity**

13. This person treats people fairly.

**Leadership: Team Player**

14. This person discourages internal politics and power games.

**Leadership: Team Player**

15. This person encourages different work areas to pull together.

### Peers

---

**Derailers: Skeptical**

51. This person seems not to hold grudges.

**Derailers: Mischievous**

65. This person consistently follows through on commitments.

**Derailers: Dutiful**

79. This person is willing to act and accept the consequences.

**Business Results**

46. This person sets high expectations for performance and performance improvement.

**Derailers: Leisurely**

60. This person finishes tasks promptly.

### Self

---

**Leadership: Reliability**

4. This person is reliable and dependable when I need something.

**Leadership: Reliability**

5. This person keeps his/her word when he/she agrees to do something.

**Leadership: Innovation**

7. This person challenges unnecessary bureaucracy and red tape.

**Leadership: Innovation**

8. This person promotes necessary change even in the face of opposition.

**Leadership: Innovation**

9. This person looks for and finds new solutions to problems.

### Direct Reports

---

**Leadership: Integrity**

11. This person consistently applies our policies and avoids double standards.

**Leadership: Team Player**

15. This person encourages different work areas to pull together.

**Measurement**

26. This person uses data and facts to meet the needs of our customers.

**Human Resource Focus: Communication**

29. This person encourages openness and two-way communication.

**Human Resource Focus: People Skills**

32. This person's behavior is a positive example for others.

These items are identified as development needs because they received the lowest overall scores from each respondent group.

### Supervisor

---

#### Derailers: Dutiful

79. This person is willing to act and accept the consequences.

#### Derailers: Dutiful

77. This person routinely solves problems and takes action on his/her own.

#### Derailers: Imaginative

71. This person seems to have good judgment.

#### Derailers: Colorful

69. This person is willing to share the spotlight.

#### Derailers: Mischievous

65. This person consistently follows through on commitments.

### Peers

---

#### Derailers: Imaginative

73. This person is a good practical problem solver.

#### Derailers: Mischievous

67. This person considers the consequences before taking action.

#### Derailers: Leisurely

59. This person responds positively to feedback.

#### Derailers: Cautious

53. This person accepts innovation and implements it when appropriate.

#### Business Results

45. This person gets the job done on time.

### Self

---

#### Human Resource Focus: People Skills

34. This person helps create a positive working environment for others.

#### Human Resource Focus: Communication

30. This person regularly solicits information and views from others

#### Customer Focus

22. This person often challenges work processes to better meet customer needs.

#### Customer Focus

21. This person uses customer feedback to improve our services.

#### Leadership: Reliability

6. This person provides a quick and timely response when needed.

### Direct Reports

---

#### Measurement

25. This person sets clearly defined and measurable goals for his/her work area.

#### Customer Focus

22. This person often challenges work processes to better meet customer needs.

#### Derailers: Diligent

76. This person lets people make their own mistakes and learn from them.

#### Derailers: Mischievous

67. This person considers the consequences before taking action.

#### Derailers: Bold

62. This person has a genuine sense of humility.

## Hidden Strengths Based on Overall Scores

Simon Sample

A hidden strength is defined as a skill or competency where others scored you much higher than you scored yourself. The difference in scores may indicate that you may not realize how others perceive your skills in these areas.

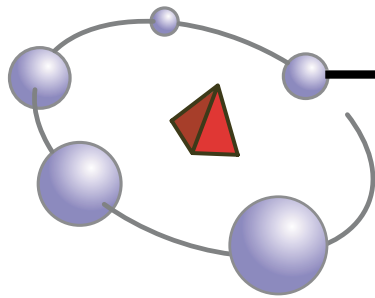
<b>Question</b>	<b>Self</b>	<b>Overall</b>	<b>Competency</b>
22. This person often challenges work processes to better meet customer needs.	2.0	3.4	<b>Customer Focus</b>
6. This person provides a quick and timely response when needed.	2.0	3.2	<b>Leadership: Reliability</b>
79. This person is willing to act and accept the consequences.	3.0	4.0	<b>Derailers: Dutiful</b>
65. This person consistently follows through on commitments.	3.0	4.0	<b>Derailers: Mischievous</b>
51. This person seems not to hold grudges.	3.0	4.0	<b>Derailers: Skeptical</b>
34. This person helps create a positive working environment for others.	2.0	3.0	<b>Human Resource Focus: People Skills</b>
1. This person expresses enthusiasm about working here.	2.0	3.0	<b>Leadership: Attitude</b>
30. This person regularly solicits information and views from others	2.0	2.8	<b>Human Resource Focus: Communication</b>
21. This person uses customer feedback to improve our services.	2.0	2.8	<b>Customer Focus</b>
29. This person encourages openness and two-way communication.	3.0	3.5	<b>Human Resource Focus: Communication</b>

## Blind Spots Based on Overall Scores

Simon Sample

A blind spot is defined as a skill or competency where you scored yourself much higher than others scored you. The difference in scores may indicate that you may not realize how people perceive your skills in these areas.

<b>Question</b>	<b>Self</b>	<b>Overall</b>	<b>Competency</b>
5. This person keeps his/her word when he/she agrees to do something.	5.0	2.8	<b>Leadership: Reliability</b>
20. This person demonstrates an understanding of what the organization is trying to accomplish globally.	5.0	2.8	<b>Strategic Planning/Vision</b>
4. This person is reliable and dependable when I need something.	5.0	3.0	<b>Leadership: Reliability</b>
9. This person looks for and finds new solutions to problems.	5.0	3.5	<b>Leadership: Innovation</b>
38. This person gives credit where credit is due.	5.0	3.5	<b>Human Resource Focus: Performance Management</b>
52. This person rarely takes criticism personally.	5.0	3.5	<b>Derailers: Skeptical</b>
66. This person has genuine integrity.	5.0	3.5	<b>Derailers: Mischievous</b>
8. This person promotes necessary change even in the face of opposition.	5.0	3.7	<b>Leadership: Innovation</b>
18. This person regularly talks about a vision of where the organization is headed.	4.0	2.7	<b>Strategic Planning/Vision</b>
3. This person tries to meet the expectations of others in the organization.	4.0	2.8	<b>Leadership: Attitude</b>



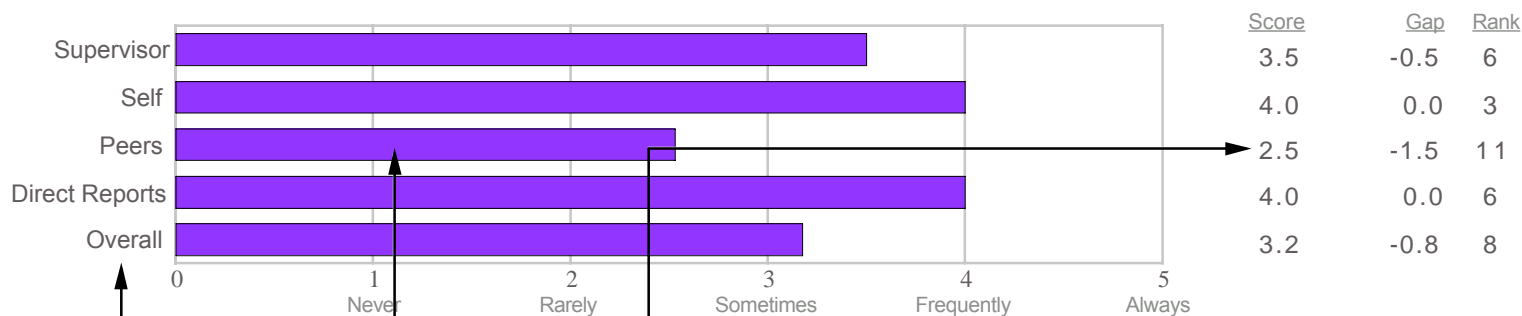
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## **Question and Competency Details**

In the following pages, you will find a summary of the scores for each competency at the top of each page. Below each competency summary, you will find the feedback results for each question that is included in the competency.

## How to Read the Detail Graphs

The large graph at the top of each page is the competency graph



**Respondent group labels**

**Bars represent group score**

**Scale labels also apply to the question graphs**

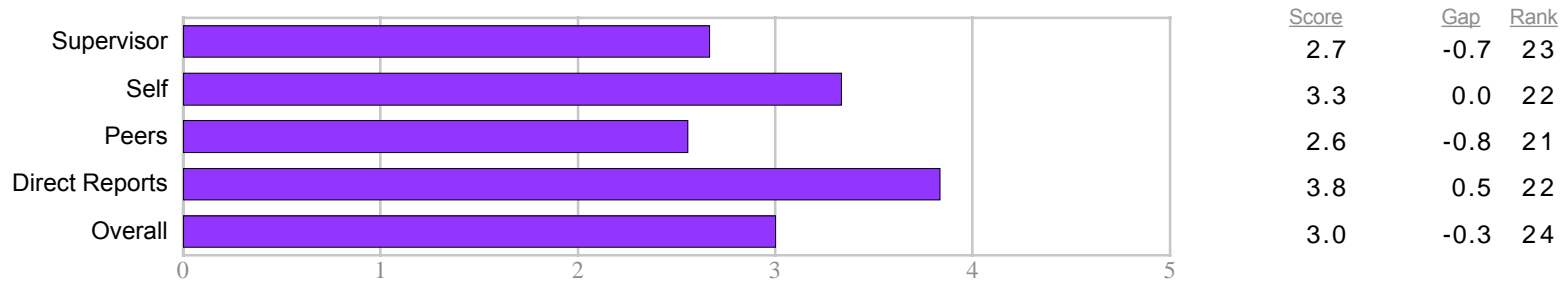


**Score** is the average of all responses for a specific respondent group.

**Gap** is the difference between your score and the score of a respondent group. If the gap is negative you scored yourself higher than the respondent group score.

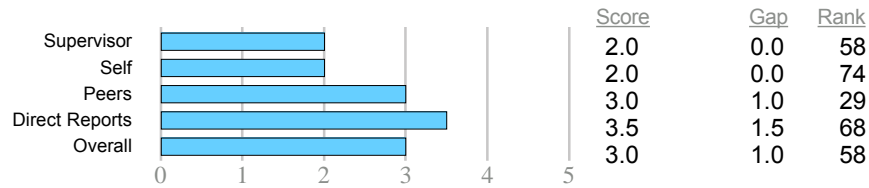
**Rank** minus one indicates the number of questions or competencies that received higher scores. A rank of 48 indicates that 47 questions received higher scores. A rank of 1 is the highest score possible.

The smaller graphs at the bottom of each page are the question graphs that make up the competency

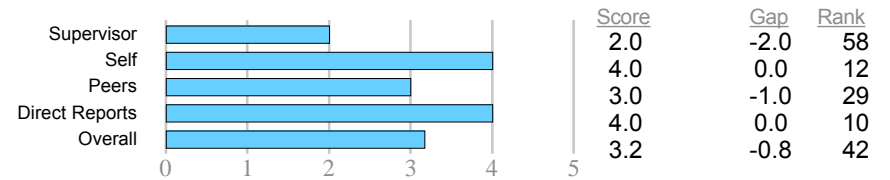


**Specific question results:**

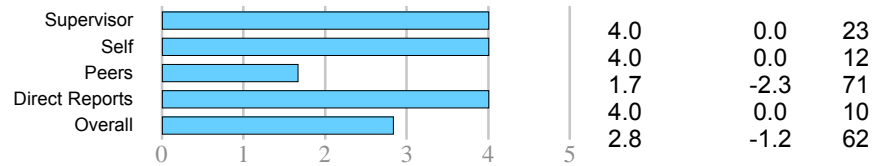
1. This person expresses enthusiasm about working here.

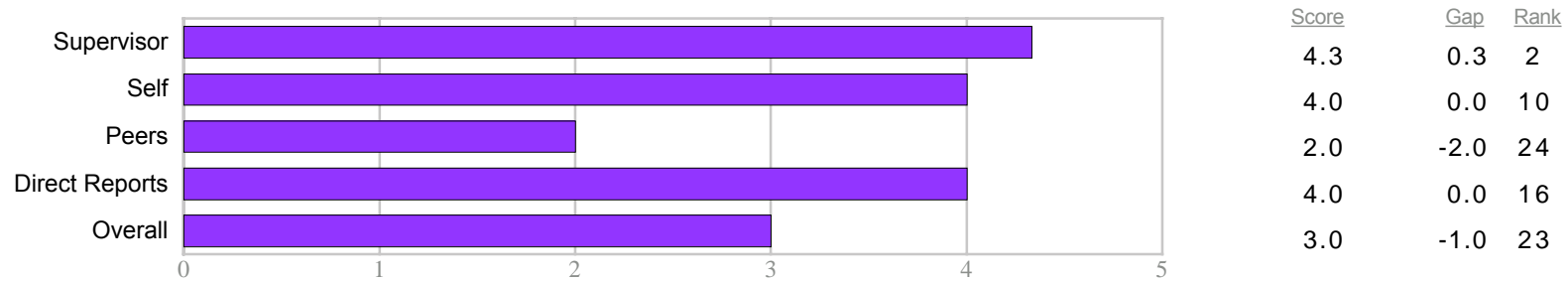


2. This person is always trying to improve processes at work.



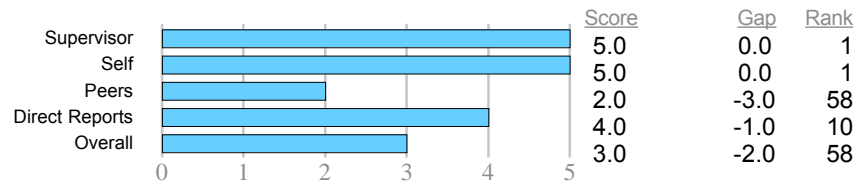
3. This person tries to meet the expectations of others in the organization.



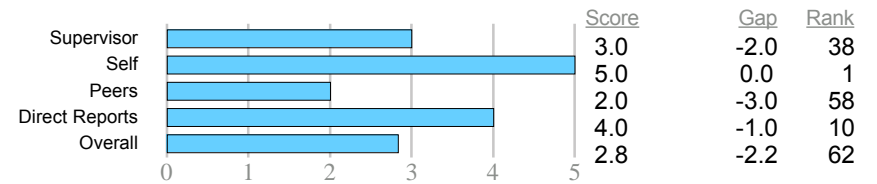


**Specific question results:**

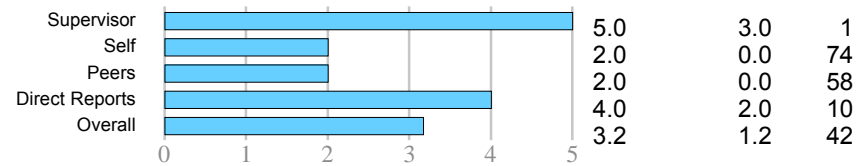
4. This person is reliable and dependable when I need something.

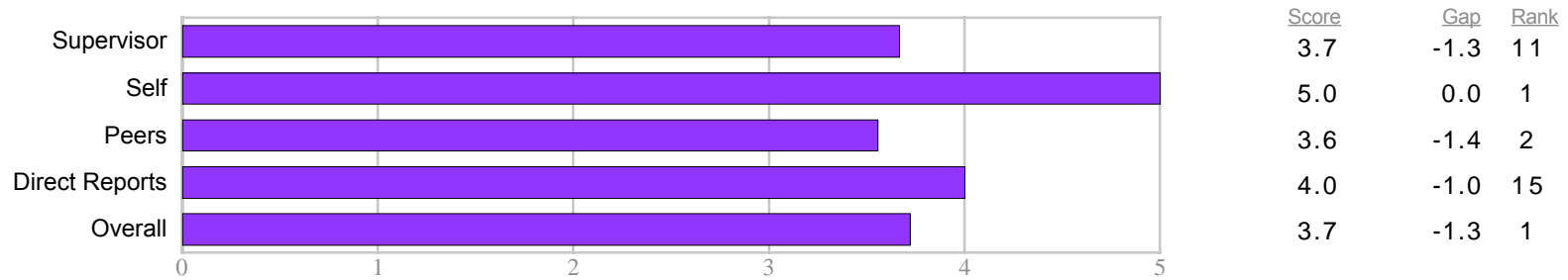


5. This person keeps his/her word when he/she agrees to do something.



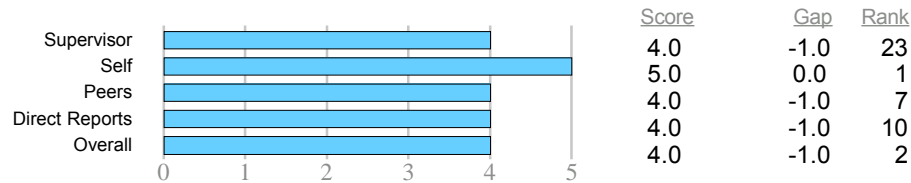
6. This person provides a quick and timely response when needed.



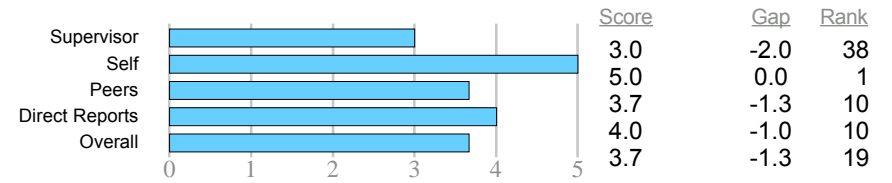


**Specific question results:**

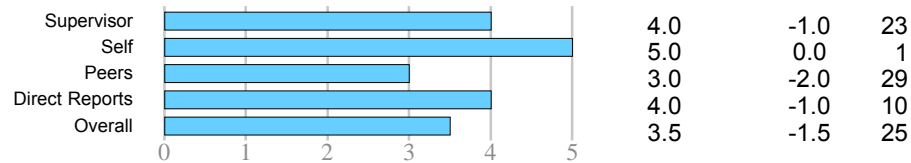
7. This person challenges unnecessary bureaucracy and red tape.

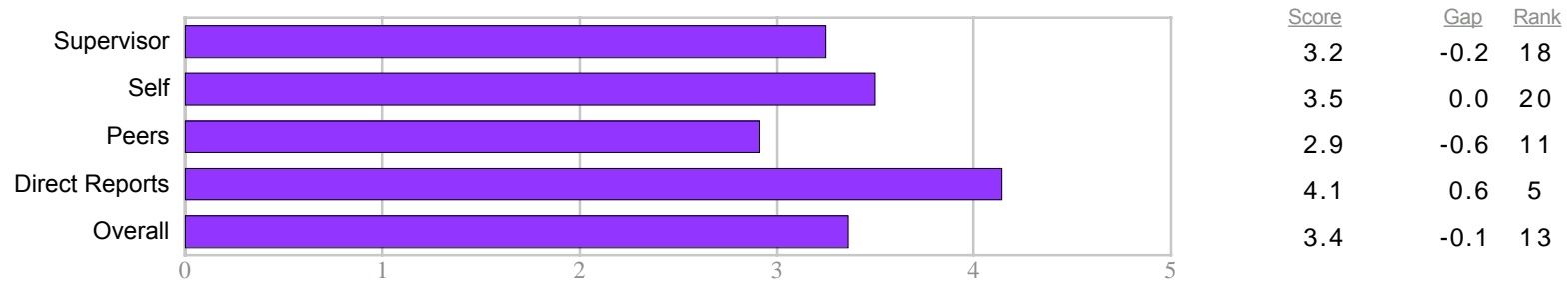


8. This person promotes necessary change even in the face of opposition.



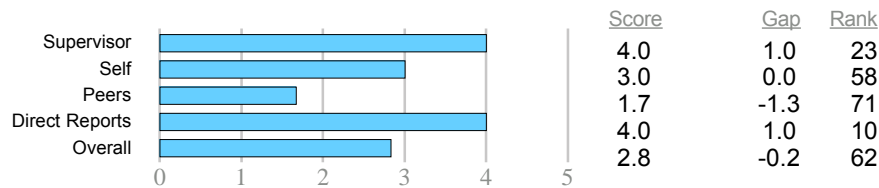
9. This person looks for and finds new solutions to problems.



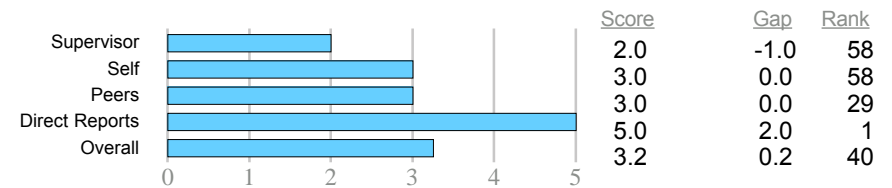


**Specific question results:**

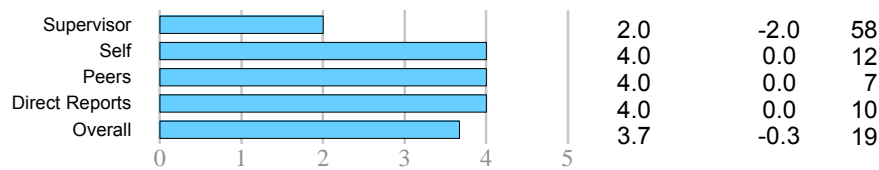
10. This person maintains high ethical standards of conduct.



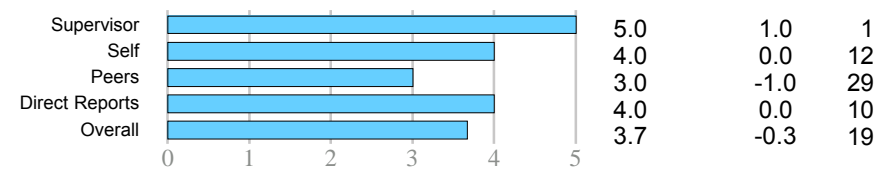
11. This person consistently applies our policies and avoids double standards.

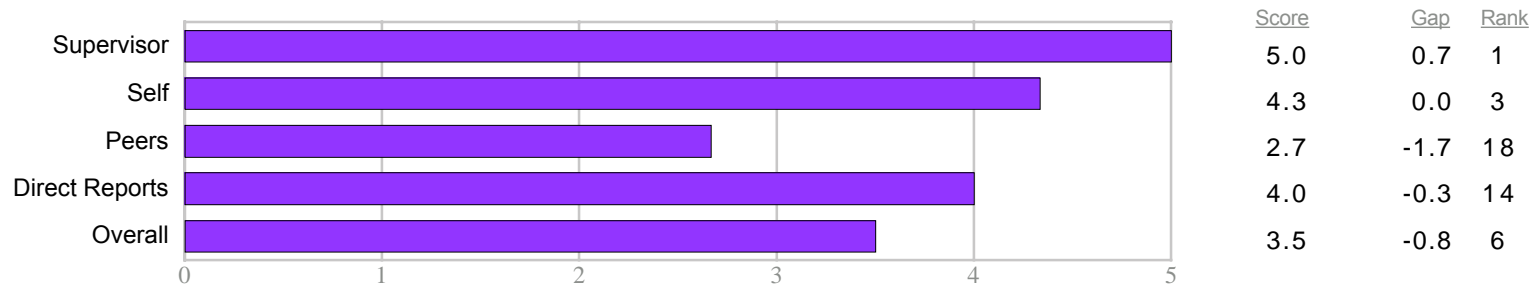


12. This person is "open and upfront" and has no hidden agendas.



13. This person treats people fairly.

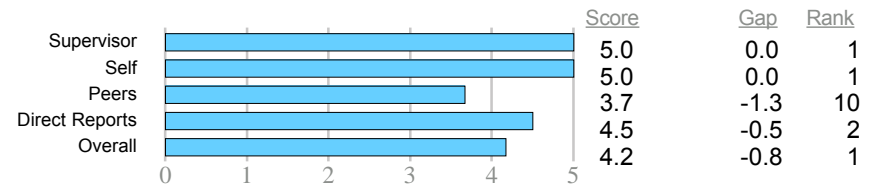
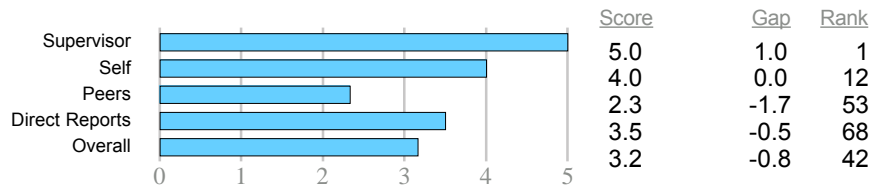




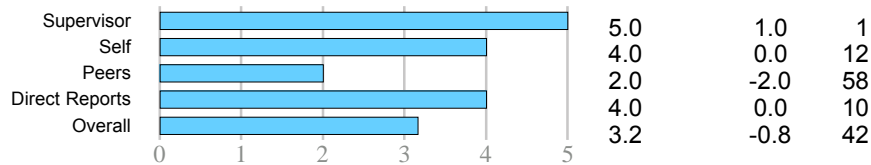
**Specific question results:**

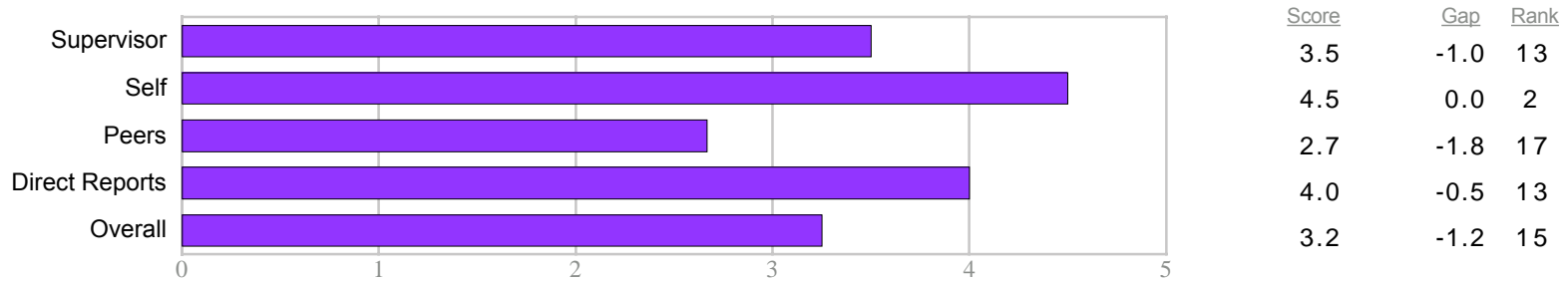
14. This person discourages internal politics and power games.

15. This person encourages different work areas to pull together.



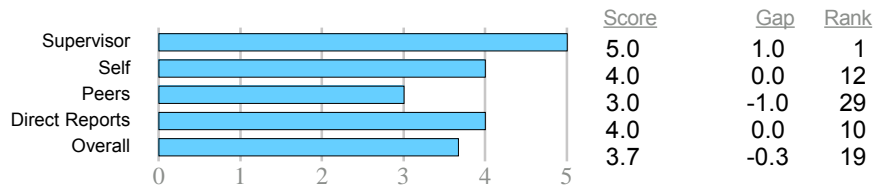
16. This person is always willing to help others when unexpected problems arise.



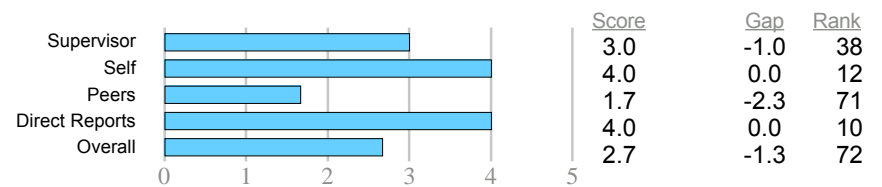


**Specific question results:**

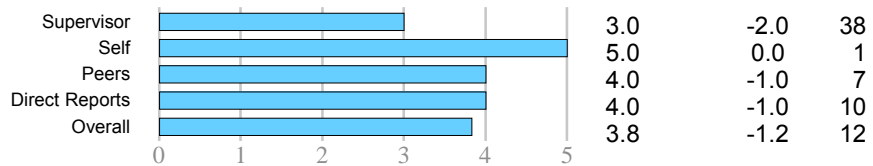
17. This person talks regularly about the organization's values.



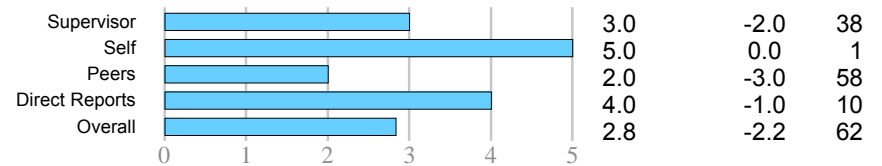
18. This person regularly talks about a vision of where the organization is headed.

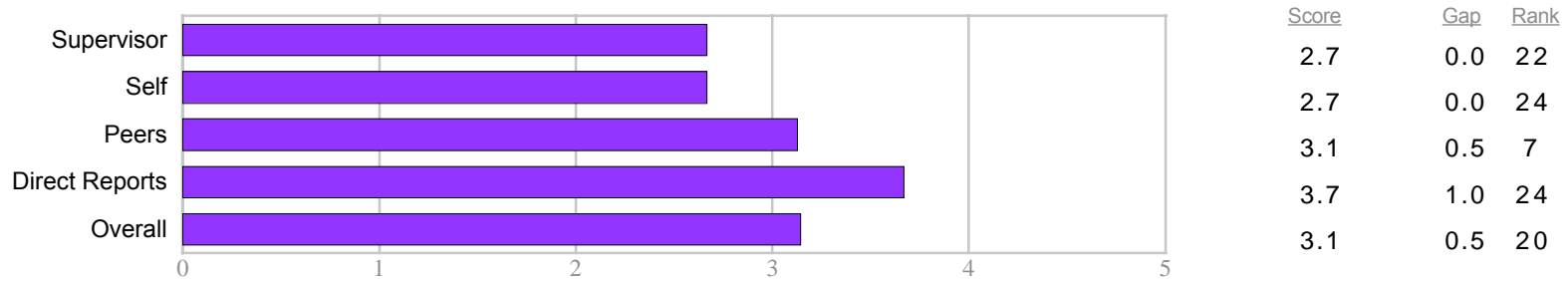


19. This person helps employees understand the links between their jobs and the organization's goals.



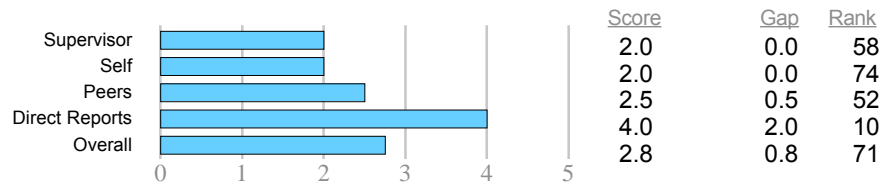
20. This person demonstrates an understanding of what the organization is trying to accomplish globally.



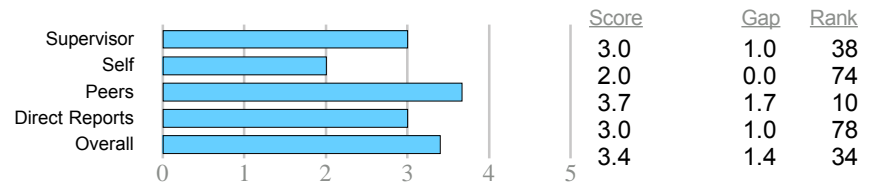


**Specific question results:**

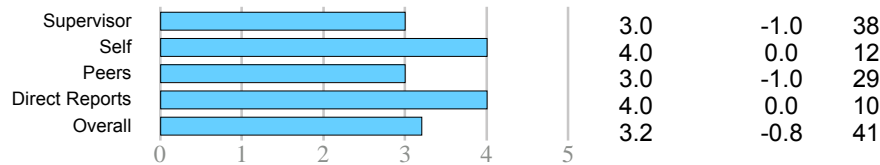
21. This person uses customer feedback to improve our services.



22. This person often challenges work processes to better meet customer needs.

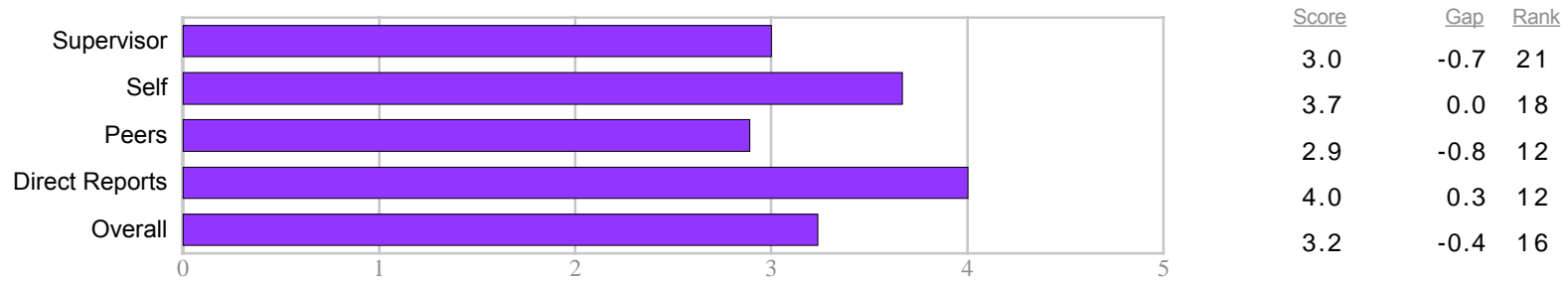


23. This person takes initiative to promote customer service in his/her work area.



**Measurement:**

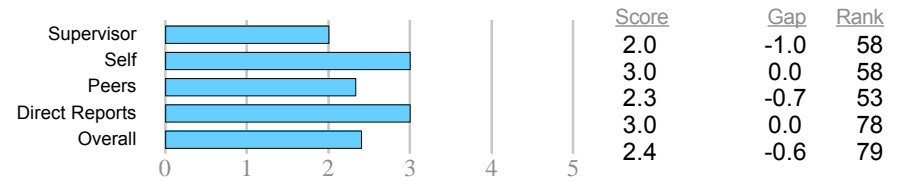
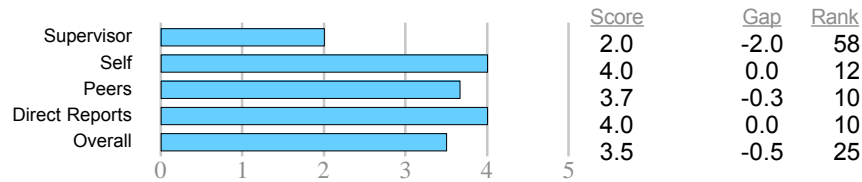
**Simon Sample**



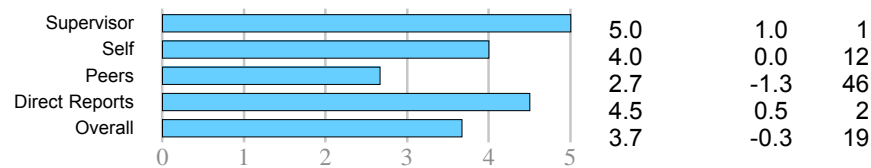
**Specific question results:**

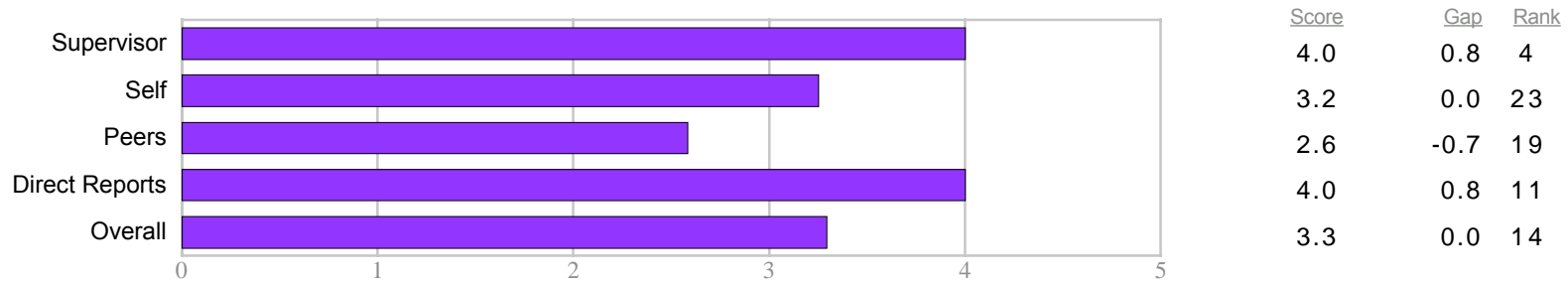
24. This person uses measurable results to organize his/her work.

25. This person sets clearly defined and measurable goals for his/her work area.



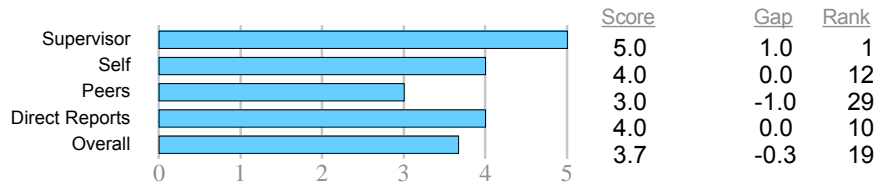
26. This person uses data and facts to meet the needs of our customers.



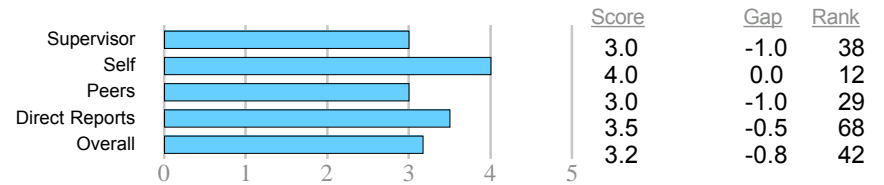


**Specific question results:**

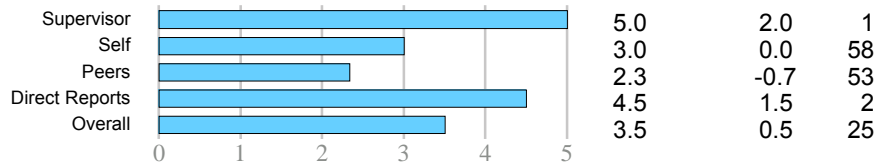
27. This person presents ideas and concepts clearly when speaking.



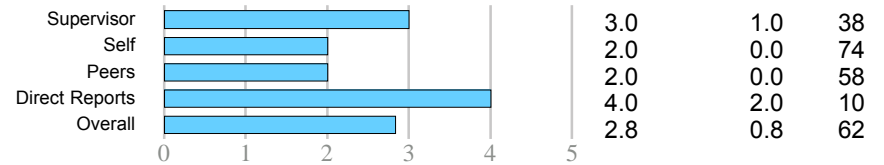
28. This person is open and upfront in advancing his/her agenda.

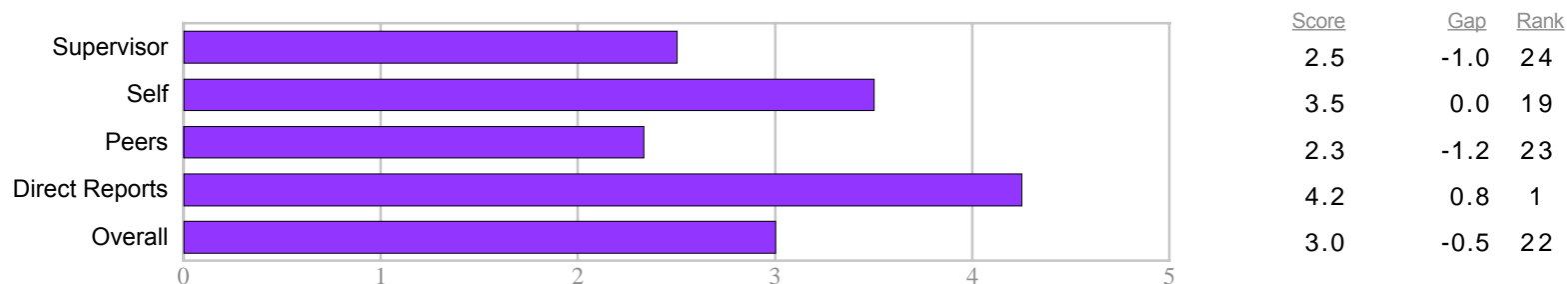


29. This person encourages openness and two-way communication.



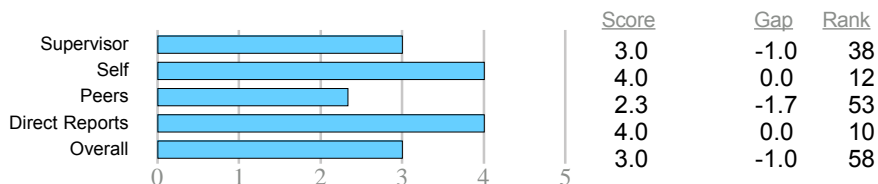
30. This person regularly solicits information and views from others



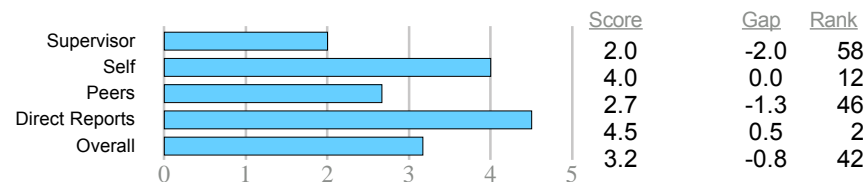


**Specific question results:**

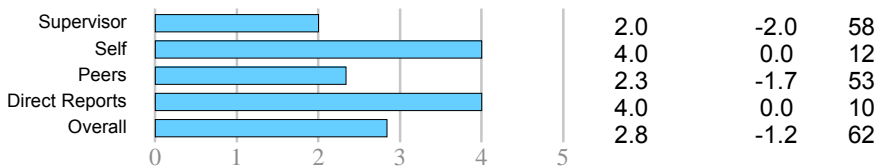
31. This person spends time on improving morale in the organization.



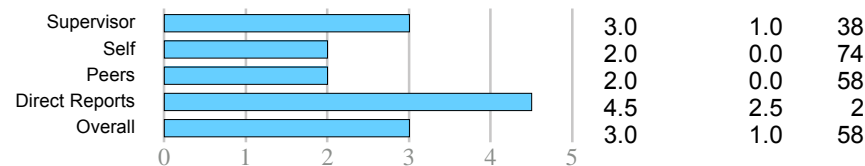
32. This person's behavior is a positive example for others.

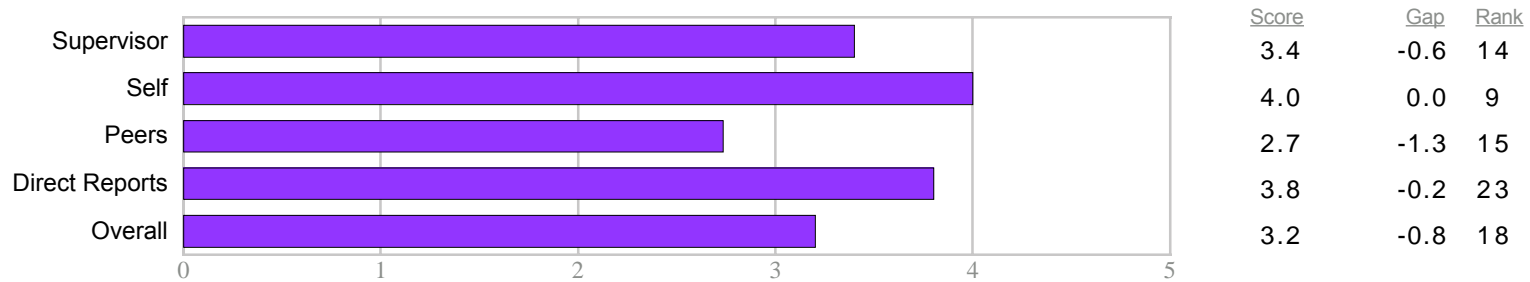


33. This person has good human relations skills.



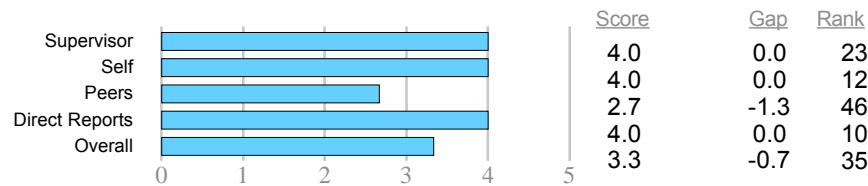
34. This person helps create a positive working environment for others.



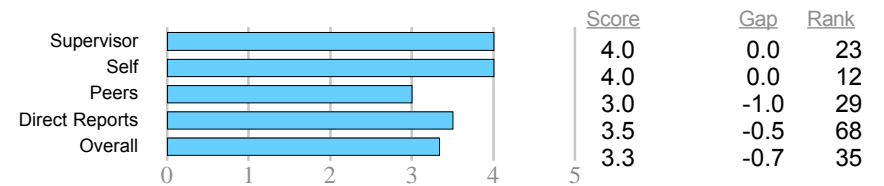


Specific question results:

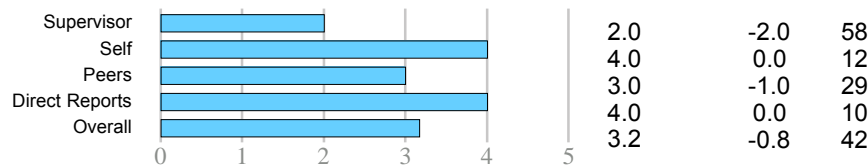
35. This person makes people accountable for their actions and behaviors.



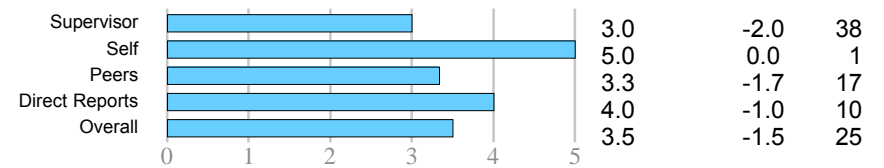
36. This person makes sure that everyone in his/her work area "pulls their weight".



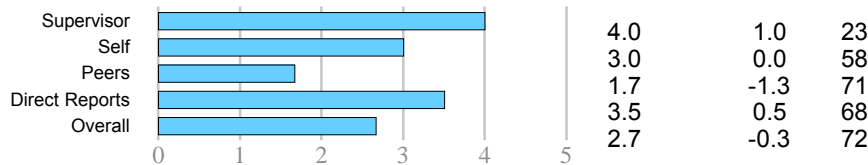
37. This person challenges others' performance when it is less than effective.



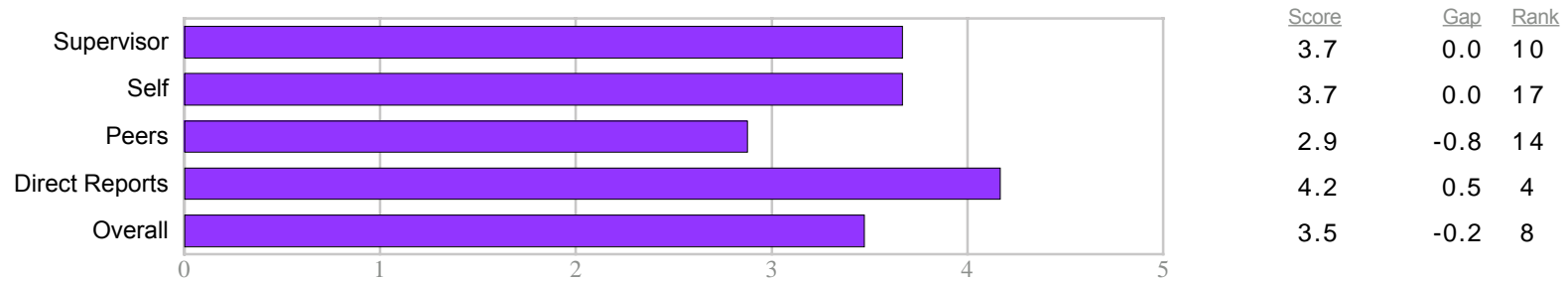
38. This person gives credit where credit is due.



39. This person is effective in coaching and developing employees.

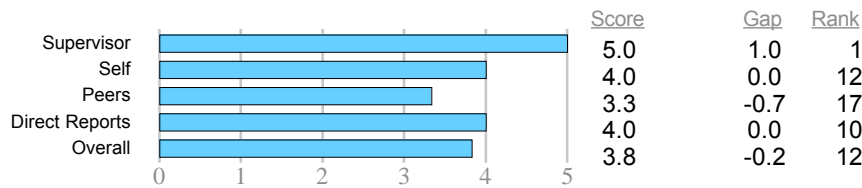


**Process Management:**

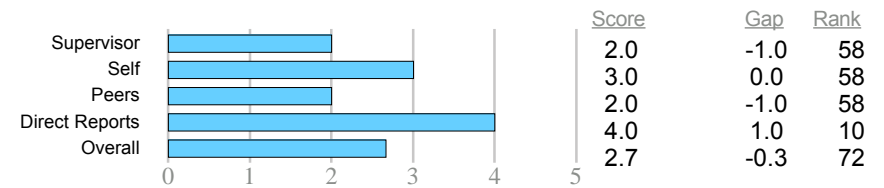


**Specific question results:**

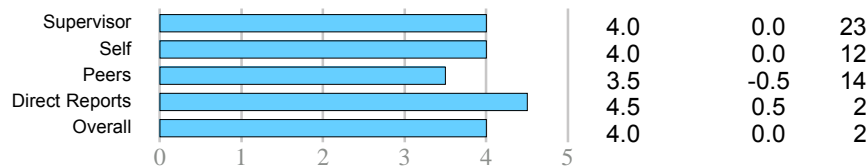
40. This person drives process improvement to reduce rework and mistakes.



41. This person tries to ensure that his/her staff's time is used effectively.

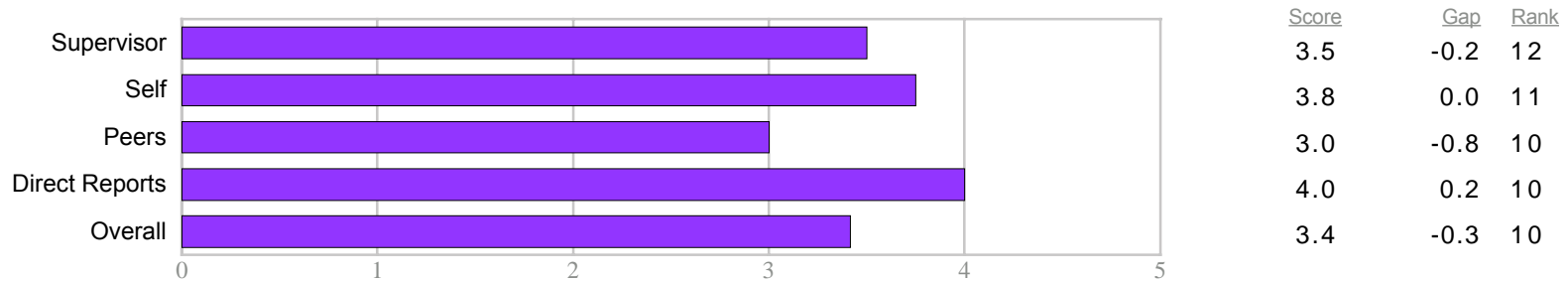


42. This person does high quality work.



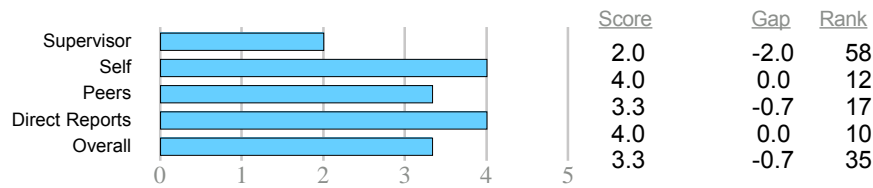
**Business Results:**

**Simon Sample**

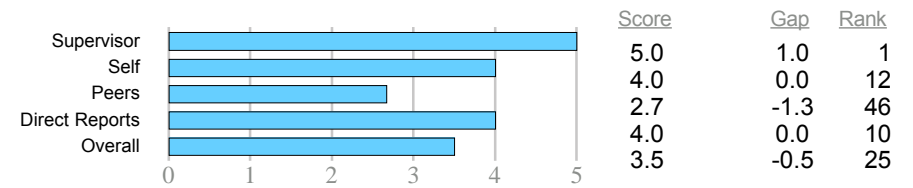


**Specific question results:**

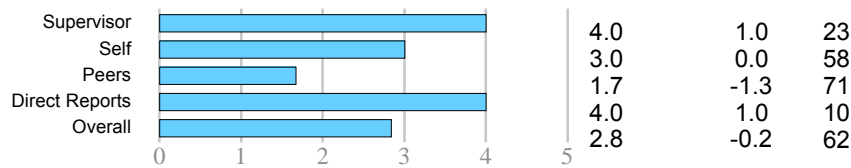
43. This person consistently performs to a high standard.



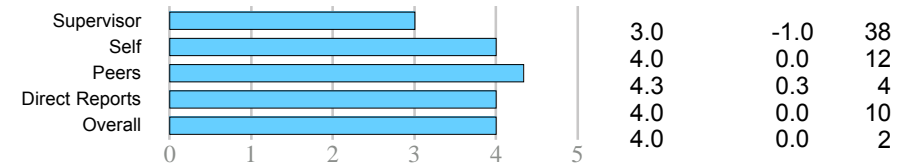
44. This person consistently delivers good results.

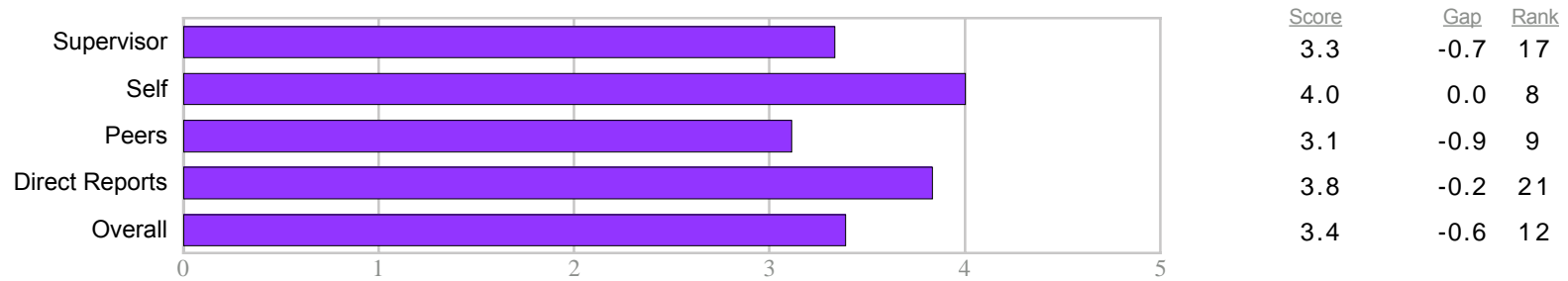


45. This person gets the job done on time.



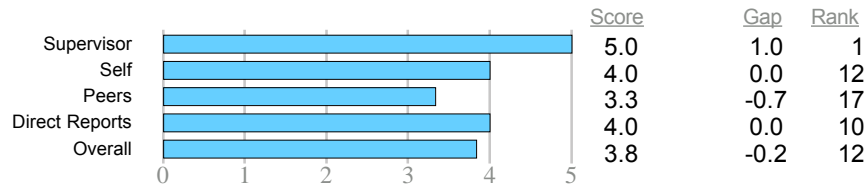
46. This person sets high expectations for performance and performance improvement.



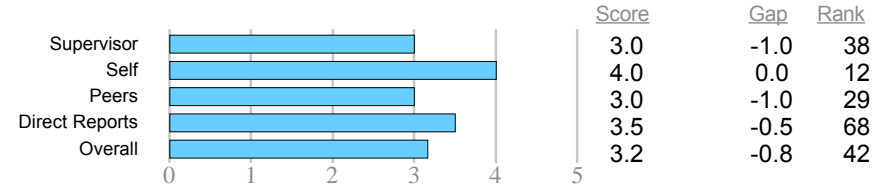


**Specific question results:**

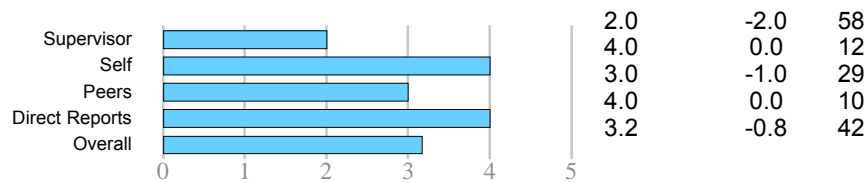
47. This person expresses emotions in a mature and socially appropriate manner.

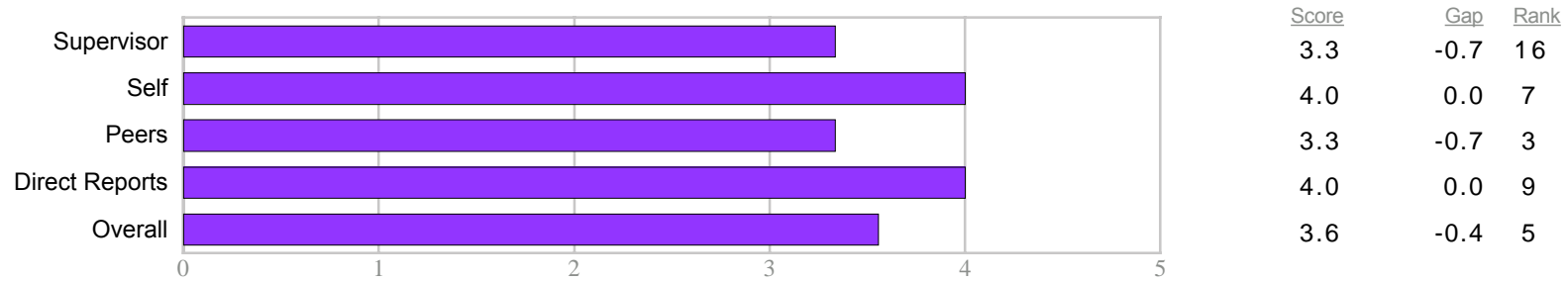


48. This person is persistent and rarely seems discouraged.



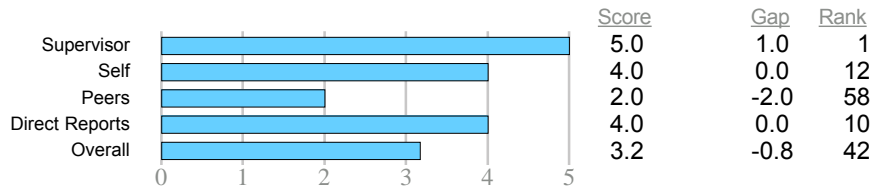
49. This person handles stress easily.



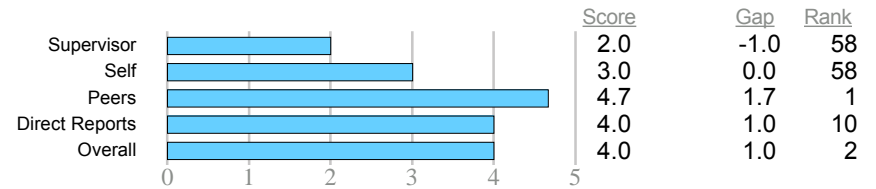


**Specific question results:**

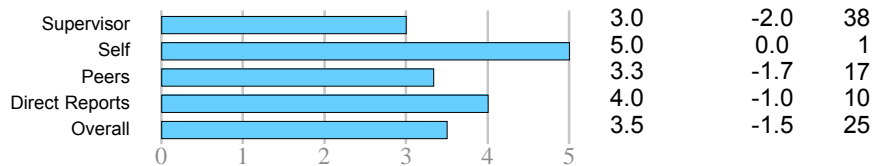
50. This person trusts others and rarely questions their motives.

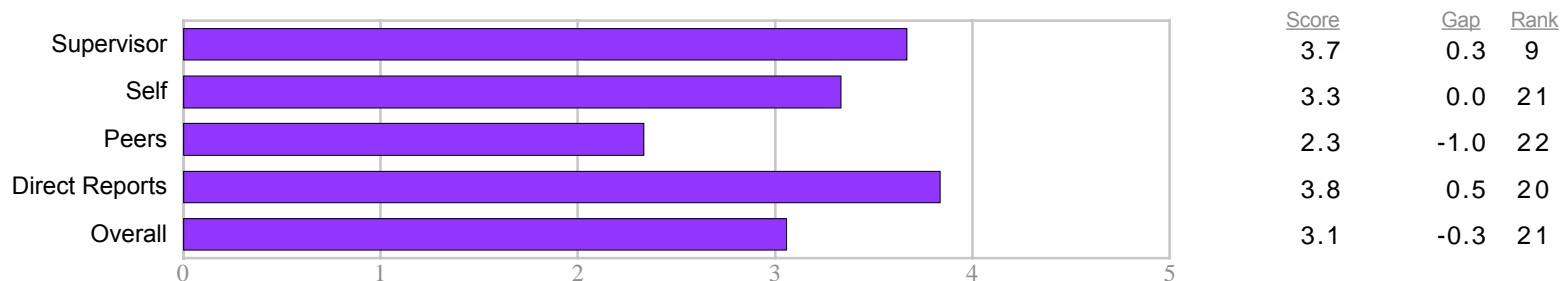


51. This person seems not to hold grudges.



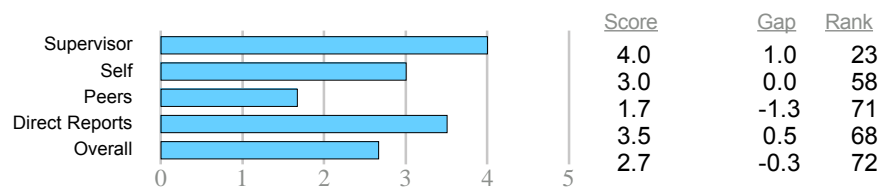
52. This person rarely takes criticism personally.



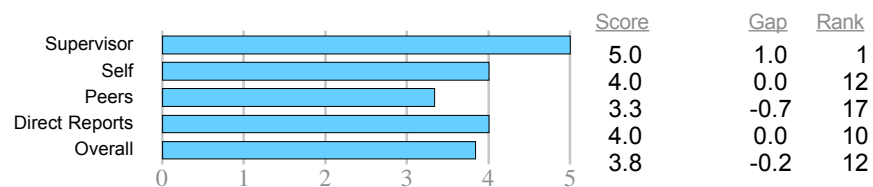


**Specific question results:**

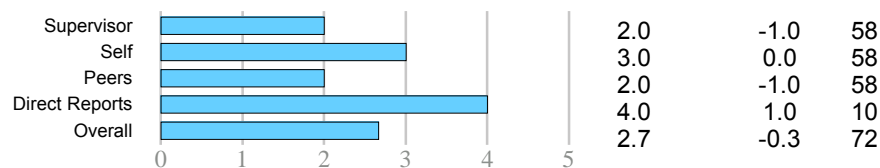
53. This person accepts innovation and implements it when appropriate.

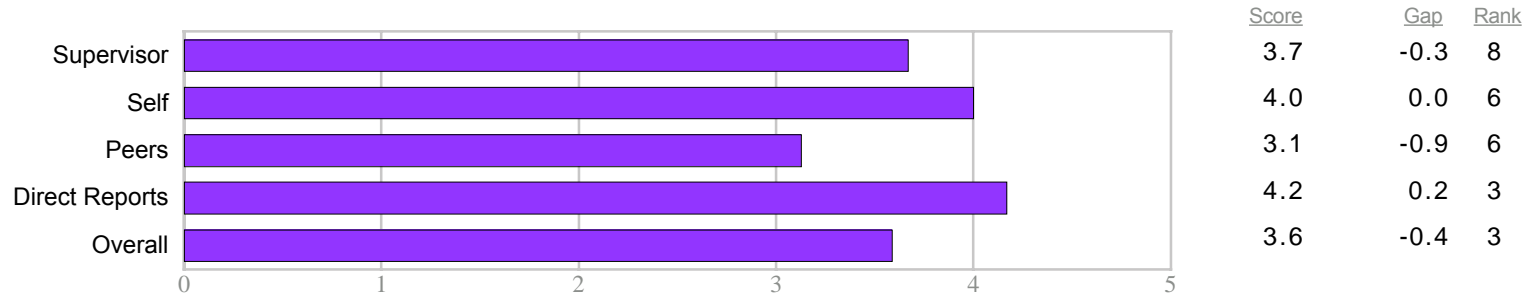


54. This person is willing to take appropriate risks.



55. This person supports needed changes.

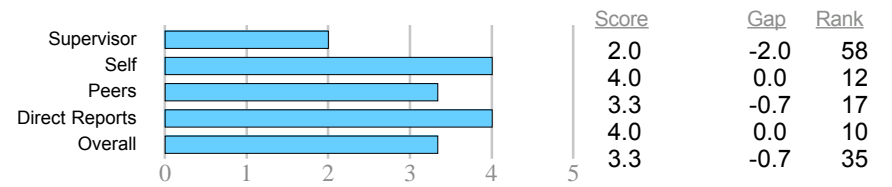
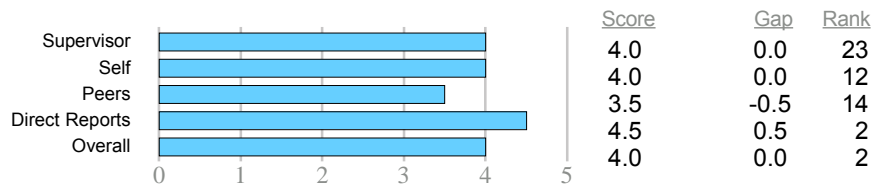




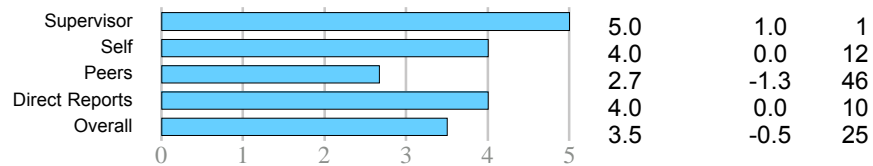
**Specific question results:**

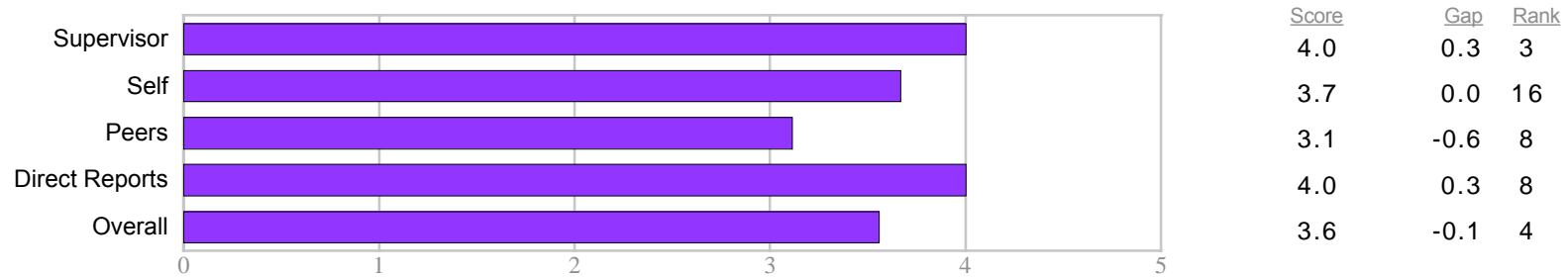
56. This person considers how decisions will affect his/her staff.

57. This person pays attention to staff morale.



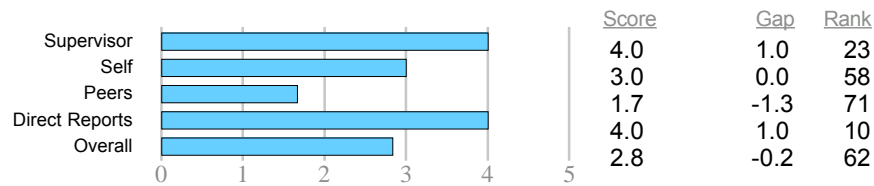
58. This person communicates clearly with his/her staff.



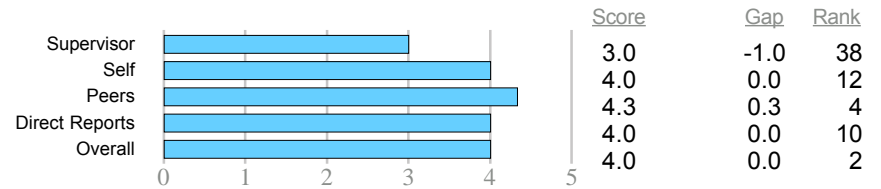


**Specific question results:**

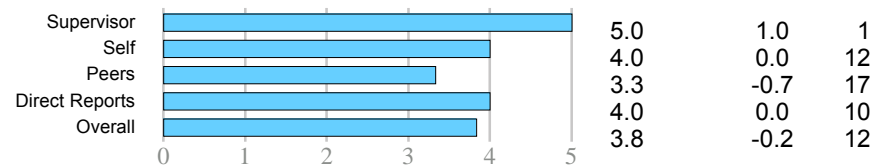
59. This person responds positively to feedback.

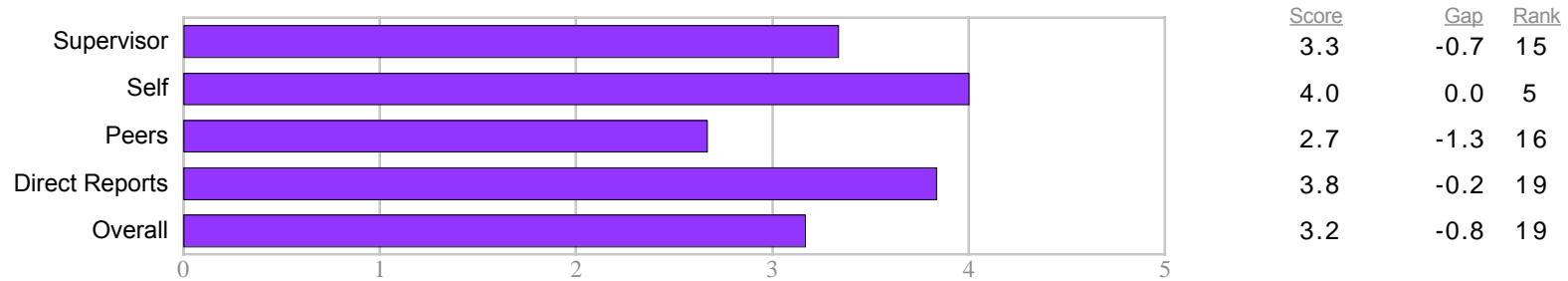


60. This person finishes tasks promptly.



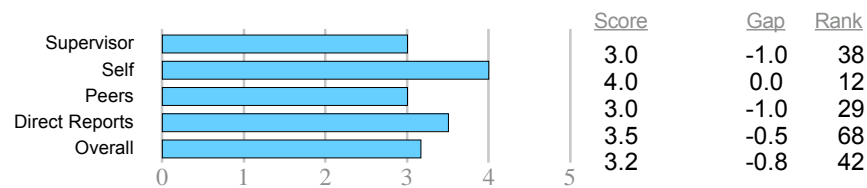
61. This person is typically on time for meetings.



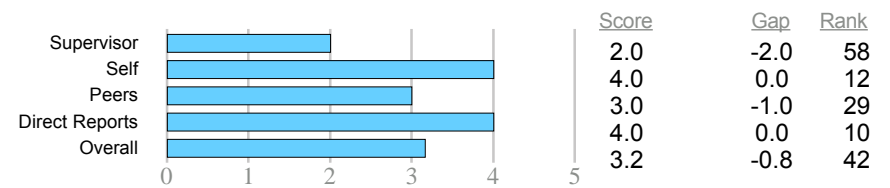


**Specific question results:**

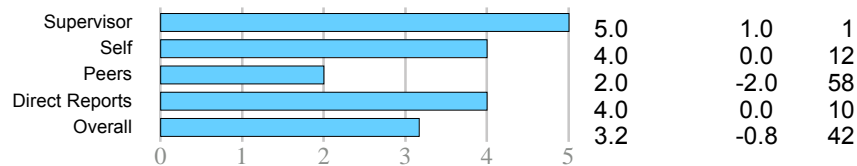
62. This person has a genuine sense of humility.

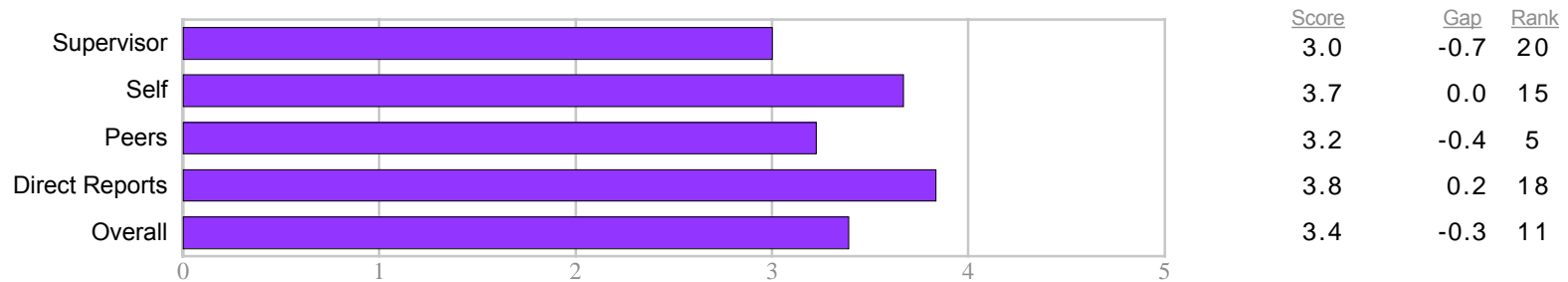


63. This person consistently shares credit.



64. This person treats others with respect.

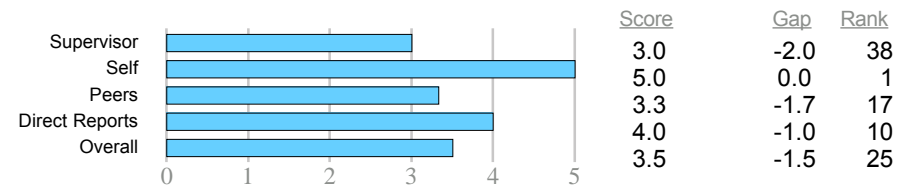
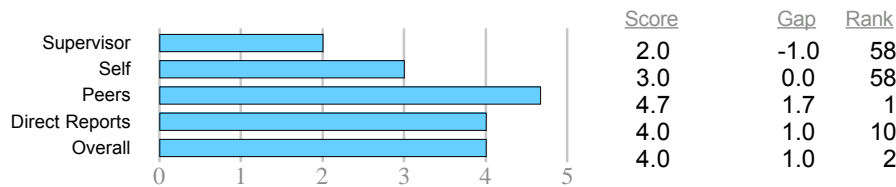




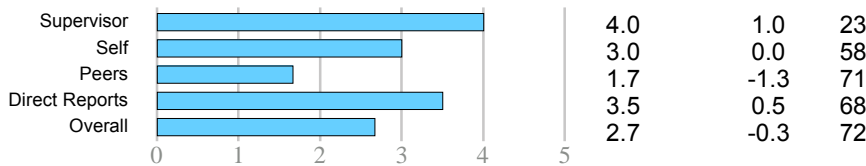
**Specific question results:**

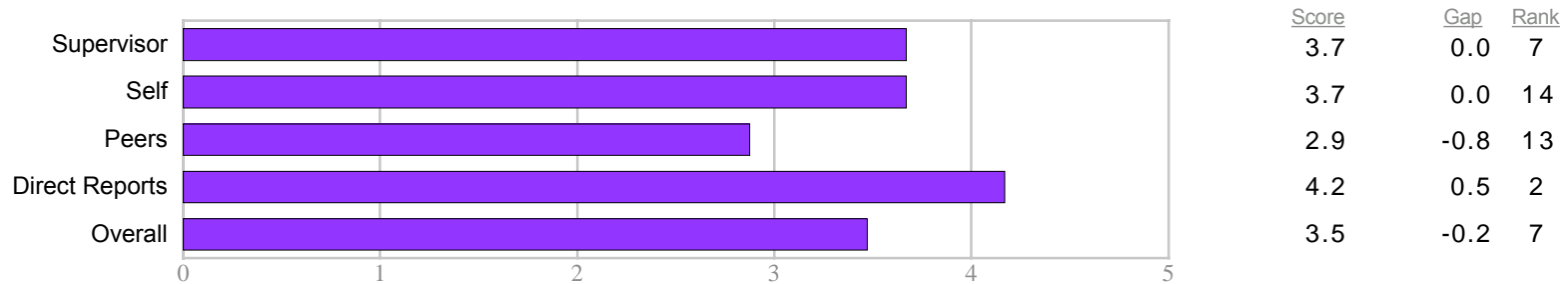
65. This person consistently follows through on commitments.

66. This person has genuine integrity.



67. This person considers the consequences before taking action.

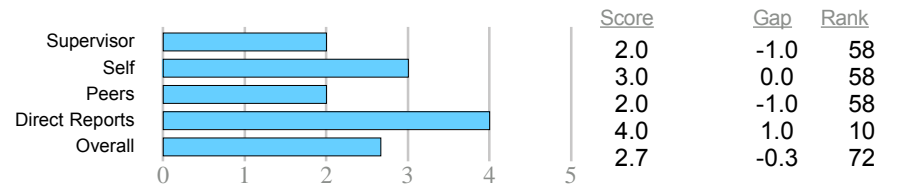
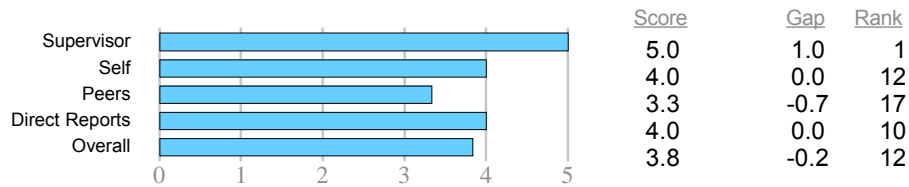




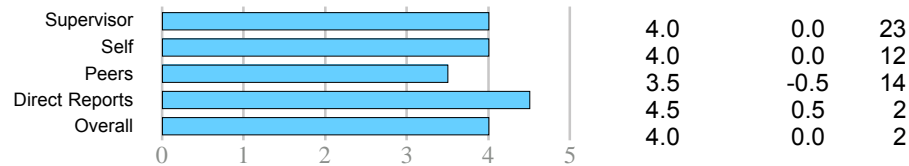
**Specific question results:**

68. This person seems genuinely modest.

69. This person is willing to share the spotlight.

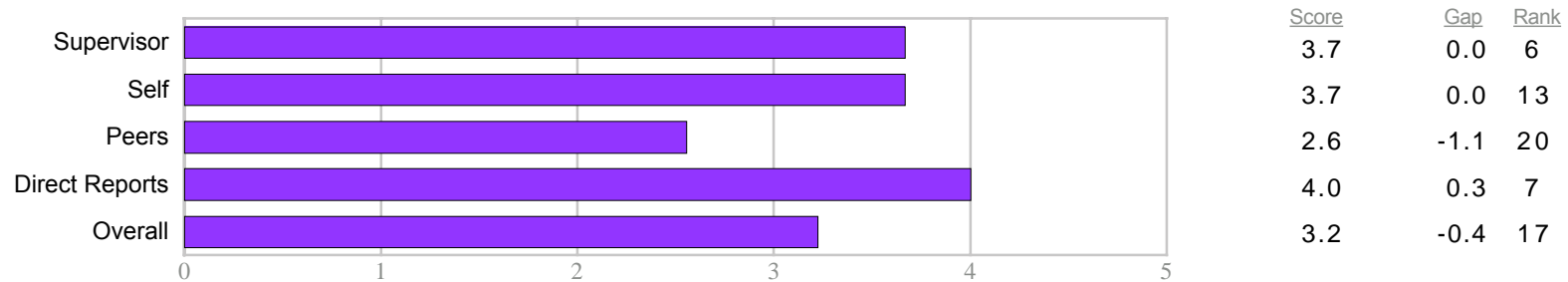


70. This person is consistently focused and on task.



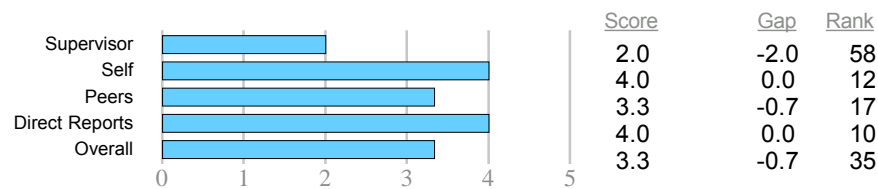
## Derailers: Imaginative

Simon Sample

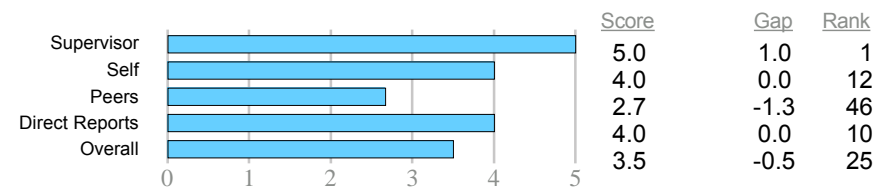


### Specific question results:

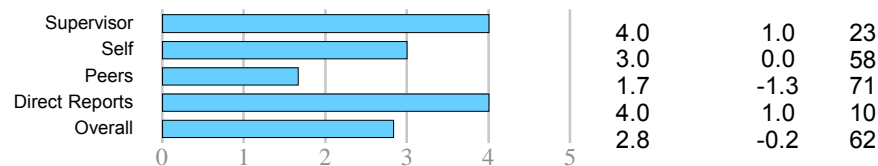
71. This person seems to have good judgment.

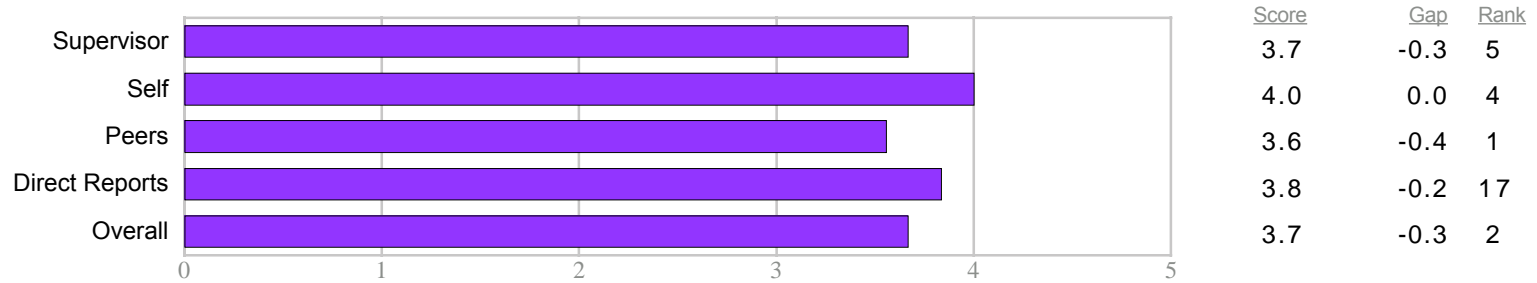


72. This person shows good common sense.



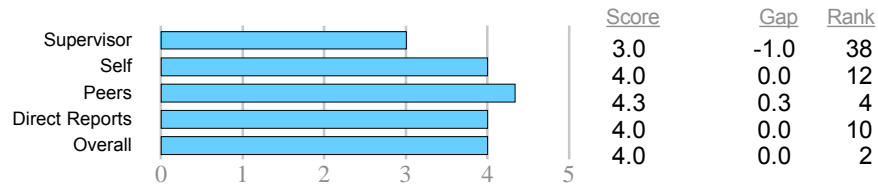
73. This person is a good practical problem solver.



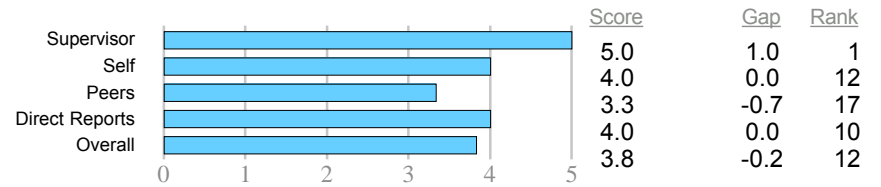


**Specific question results:**

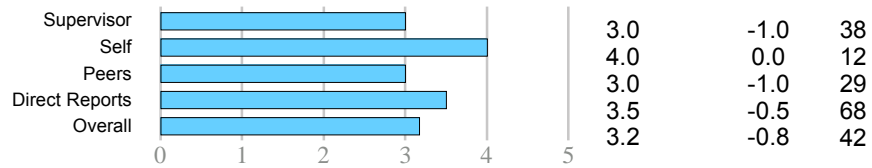
74. This person delegates appropriately.



75. This person consistently prioritize projects and puts first things first.

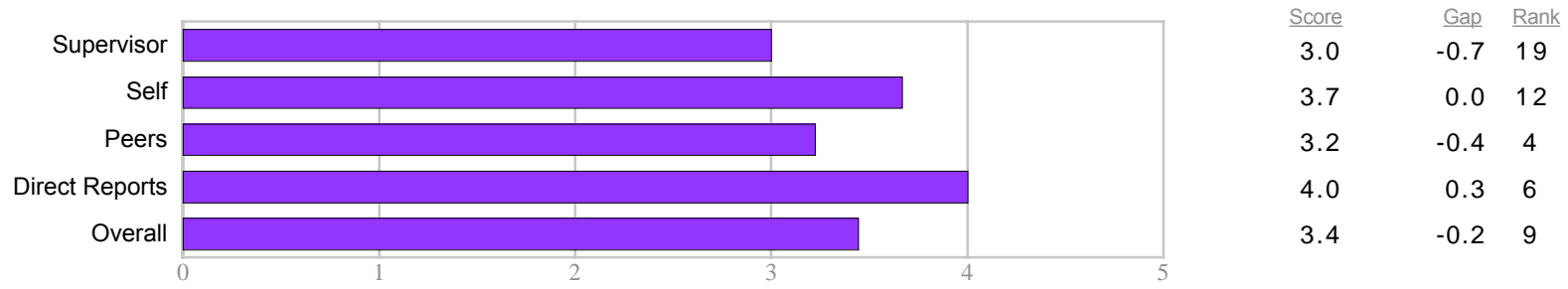


76. This person lets people make their own mistakes and learn from them.



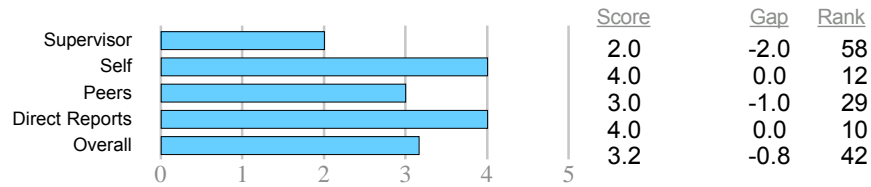
# Derailers: Dutiful

Simon Sample

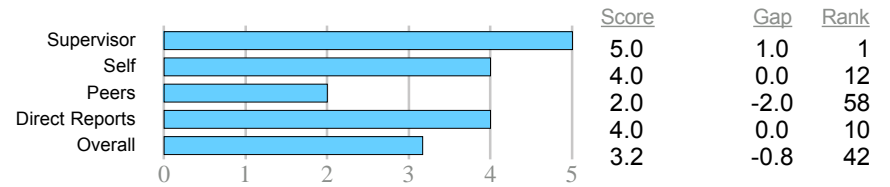


## Specific question results:

77. This person routinely solves problems and takes action on his/her own.



78. This person takes appropriate action when needed without supervision.



79. This person is willing to act and accept the consequences.

