Emerging Leader Feedback Report

Prepared for Nancy Sample

Number of raters: 10

February 17, 2017

Reading this report is the first step in a proven process of personal growth and learning. Our four-step process of **Read, Reflect, Plan** and **Execute** helps you turn the feedback you receive into measurable growth. To get the most out of this experience, you will need to understand this report thoroughly, so please take the time to review this introductory material instead of jumping immediately to your results.

Read: First, we present the data that was collected from your colleagues. That includes raw scores, percentile scores, and specific feedback from your raters.

Reflect: Then we provide a worksheet to record your reflections. This is a very important step in the process, so please take the time to complete it.

Plan: Identify two goals for personal development and create an action plan to achieve those goals. We provide a number of development resources to help you in this process. Click on the competency names in the results section to get more information.

Execute: The most important part of the process is execution. You have to work your plan. We encourage you to enlist the help of a coach or mentor to discuss your progress on a regular basis.
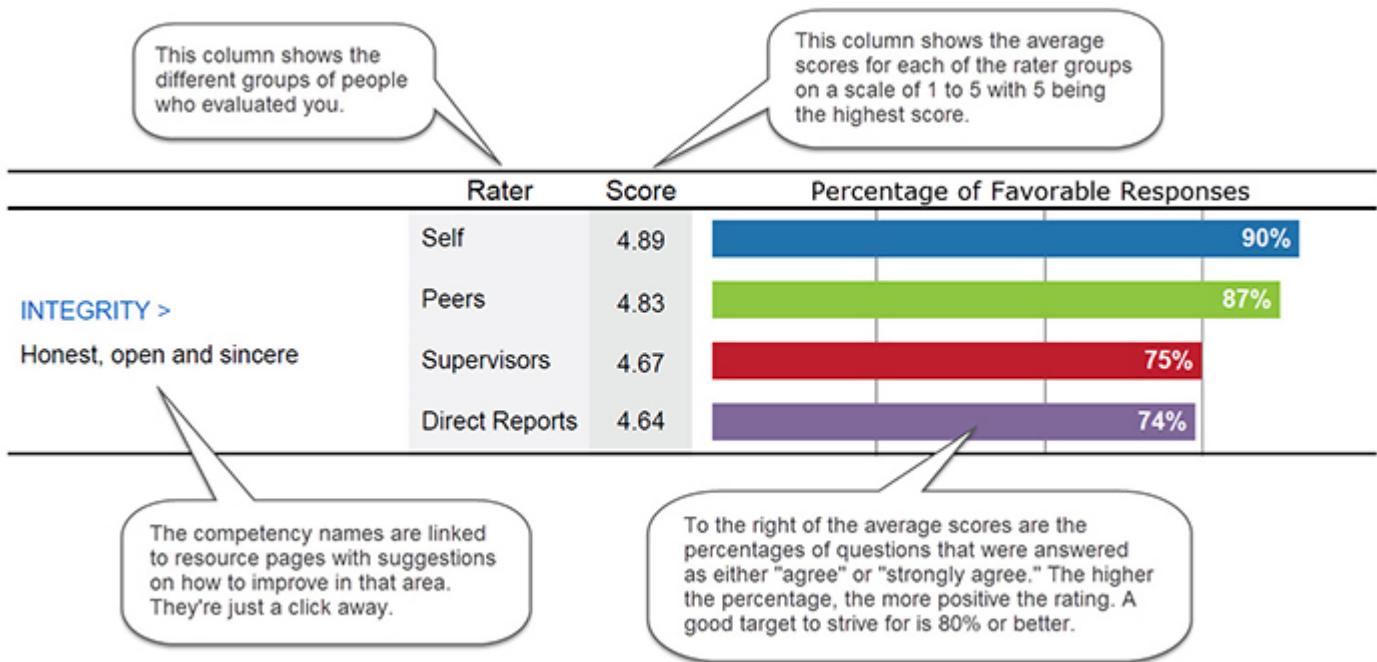
What was measured by this survey?

Research has shown that successful people have strong **personal qualities**, along with effective **interpersonal skills, problem solving skills** and **leadership skills**. These concepts are the four main areas that are measured by this assessment. Each category is comprised of four specific competencies as seen below. Click on the names of the 16 competencies in the bar graphs for detailed definitions, suggestions for improvement and recommended books, articles, and videos to watch.

PERSONAL QUALITIES	INTERPERSONAL SKILLS
• Integrity • Dependability • Work Ethic • Self-Awareness	• Respect for Others • Social Awareness • Communication • Collaboration

PROBLEM SOLVING SKILLS	LEADERSHIP SKILLS
• Problem Analysis • Creativity • Decision Making • Learning Orientation	• Optimism • Initiative • Coordination • Encouragement

INTERPRETING THE RESULTS

The first chart in your report shows summary scores for each of the four main pillars of success. This is a good overview of your strengths and weaknesses. The next four charts present a detailed view of the competencies that make up each of the main pillars. The following chart is an example of the results for integrity.

This column shows the different groups of people who evaluated you.

This column shows the average scores for each of the rater groups on a scale of 1 to 5 with 5 being the highest score.

Rater	Score	Percentage of Favorable Responses
Self	4.89	90%
Peers	4.83	87%
Supervisors	4.67	75%
Direct Reports	4.64	74%

INTEGRITY >
Honest, open and sincere

The competency names are linked to resource pages with suggestions on how to improve in that area. They're just a click away.

To the right of the average scores are the percentages of questions that were answered as either "agree" or "strongly agree." The higher the percentage, the more positive the rating. A good target to strive for is 80% or better.

SYMBOLS

Below each chart are four symbols that identify high scores, low scores, hidden strengths, and blind spots.

High Scores are defined as the *top 25%* of scores from surveys completed in the last four years. They are strengths to be built upon.

Low Scores are defined as the *bottom 25%* of scores from surveys completed in the last four years. They are barriers to success.

Hidden strengths are areas in which you rated yourself at least a half point lower than another rater group. You are doing better than you think.

Blind spots are scores under 4.0 in which you rated yourself at least a half point higher than another rater group. Blind spots can be problem areas that you are not aware of.

COMMENTS

At the bottom of each page is a section that contains written comments from your raters. These comments can offer you valuable insight into the specifics of what you are doing well and what you can improve upon. Read this feedback closely and consider what it means for you personally.

SUMMARY OF THE MAIN CATEGORIES

	Rater	Score	Percentage of Favorable Responses
PERSONAL QUALITIES Integrity, Dependability, Work Ethic, and Self-Awareness	Self	3.83	75%
	Peers	4.06	78%
	Supervisor	4.05	95%
INTERPERSONAL SKILLS Respect for Others, Social Awareness, Communication, and Collaboration	Self	3.83	58%
	Peers	3.95	75%
	Supervisor	3.90	85%
PROBLEM SOLVING SKILLS Problem Analysis, Creativity, Decision Making, and Learning Orientation	Self	4.17	91%
	Peers	4.03	83%
	Supervisor	3.83	82%
LEADERSHIP SKILLS Optimism, Initiative, Coordination and Encouragement	Self	4.67	100%
	Peers	4.41	89%
	Supervisor	4.18	95%

⬆ HIGH SCORES
- No High Scores

👍 HIDDEN STRENGTHS
- No Hidden Strengths

⬇ LOW SCORES
- Interpersonal Skills (Peers)
- Interpersonal Skills (Supervisor)

⚠ BLIND SPOTS
- No Blind Spots

COMMENTS

■ As I've mentioned, Nancy has a lot of different strengths. She's a natural leader with strong problem-solving skills, and she's very reliable - I know I can always count on her. I think her strong opinions and her confidence are great, but can come off a little strong; so if I were to suggest an opportunity for improvement, it'd be to 'read the room' a little before jumping into things. But, like I said before, once people get to know Nancy, they love her. Another area I encourage her to work on is empathy; she has it, and she demonstrates it, but I think she can continue to view situations and experiences from the eyes of others with different viewpoints, in order to reach common ground.

■ Nancy does a fantastic job when it comes to leading projects and tasks. there are times when she needs to consider the feelings of others. Often when she doesn't, her actions feel less genuine

■ Strengths: listening, brainstorming, taking action, communicating, being responsible. Weakness: can sometimes have expectations that can't be fully met due to various circumstances, but this also allows the team to work harder! (shows she truly wants the best for each situation)

PERSONAL QUALITIES

	Rater	Score	Percentage of Favorable Responses
INTEGRITY Honest, open and sincere	Self	4.33	100%
	Peers	4.09	73%
	Supervisor	4.20	100%
DEPENDABILITY Reliable, consistent, and trustworthy	Self	2.67	33%
	Peers	3.92	83%
	Supervisor	4.00	100%
WORK ETHIC Hard-working and goal oriented	Self	3.67	66%
	Peers	4.25	83%
	Supervisor	4.17	100%
SELF-AWARENESS Aware of strengths and weaknesses	Self	4.67	100%
	Peers	4.00	75%
	Supervisor	3.75	75%

⬆ HIGH SCORES
- No High Scores

👍 HIDDEN STRENGTHS
- Dependability (Self vs Peers)
- Dependability (Self vs Supervisor)
- Work Ethic (Self vs Peers)
- Work Ethic (Self vs Supervisor)

⬇ LOW SCORES
- Dependability (Peers)
- Dependability (Supervisor)

⚠ BLIND SPOTS
- Self-Awareness (Self vs Supervisor)

COMMENTS

- Nancy thinks critically about how her actions affect the larger society. She is someone that will listen to others. In group settings, she expects a lot from others. She has high expectations of all group members. This manifests into a leadership role, but she is aware of the balance between leadership role and being more of a dictator in group settings.

- She's a hard worker and almost always does what she says she's going to do.

- Nancy is great to work with. I know I can count on her to complete the tasks she's assigned - very dependable. Very organized and forward-thinking, and works well with a timeline.

INTERPERSONAL SKILLS

	Rater	Score	Percentage of Favorable Responses
RESPECT FOR OTHERS Shows respect and concern for all people	Self	3.67	66%
	Peers	3.79	70%
	Supervisor	4.00	100%
SOCIAL AWARENESS Aware of the attitudes and behavior of others	Self	3.67	33%
	Peers	3.86	77%
	Supervisor	3.60	60%
COMMUNICATION Able to listen closely and speak effectively	Self	4.00	66%
	Peers	4.33	87%
	Supervisor	3.80	80%
COLLABORATION Able to work in a team environment	Self	4.00	66%
	Peers	3.79	66%
	Supervisor	4.17	100%

HIGH SCORES
- No High Scores

HIDDEN STRENGTHS
- No Hidden Strengths

LOW SCORES
- Respect for Others (Peers)
- Respect for Others (Supervisor)
- Social Awareness (Supervisor)
- Collaboration (Peers)

BLIND SPOTS
- No Blind Spots

COMMENTS

- Nancy needs to work on considering other's feelings and point of view

- Nancy has a very strong personality. It's a great quality, and I admire it, but I think sometimes it can be taken the wrong way at first. Once you get to know her, you realize how truly incredible and easy to work with she really is!

- Nancy is very aware of the audience she is targeting and does her best to adjust her communication according to her target.

PROBLEM SOLVING SKILLS

	Rater	Score	Percentage of Favorable Responses
PROBLEM ANALYSIS Able to analyze and understand problems	Self	3.67	66%
	Peers	3.81	76%
	Supervisor	3.80	80%
CREATIVITY Able to generate and communicate new ideas	Self	4.33	100%
	Peers	3.92	83%
	Supervisor	3.83	83%
DECISION MAKING Able to evaluate options and make good decisions	Self	4.00	100%
	Peers	4.13	83%
	Supervisor	3.67	66%
LEARNING ORIENTATION Intellectually curious and always learning	Self	4.67	100%
	Peers	4.25	91%
	Supervisor	4.00	100%

⬆ HIGH SCORES

- No High Scores

👍 HIDDEN STRENGTHS

- No Hidden Strengths

⬇ LOW SCORES

- Decision Making (Supervisor)

⚠ BLIND SPOTS

- Creativity (Self vs Supervisor)

COMMENTS

- SLOW down! assess a situation before making irrational decisions. focus on becoming a master of one skill at a time

- I think Nancy is an excellent problem solver. She's very logical, rational, and uses evidence to support her claims. I respect her a lot for it.

- Nancy is a creative problem solver. She thinks of many possible solutions and selects the one that benefits the most people.

LEADERSHIP SKILLS

	Rater	Score	Percentage of Favorable Responses
OPTIMISM Enthusiastic and positive about the future	Self	4.67	100%
	Peers	4.13	78%
	Supervisor	4.17	100%
INITIATIVE Proactive and action-oriented	Self	5.00	100%
	Peers	4.78	100%
	Supervisor	4.33	100%
COORDINATION Able to coordinate resources and get results	Self	4.33	100%
	Peers	4.42	87%
	Supervisor	4.20	80%
ENCOURAGEMENT Recognizes the contributions of others	Self	4.67	100%
	Peers	4.30	91%
	Supervisor	4.00	100%

⬆ HIGH SCORES
- Initiative (Peers)
- Coordination (Peers)

👍 HIDDEN STRENGTHS
- No Hidden Strengths

⬇ LOW SCORES
- No Low Scores

⚠ BLIND SPOTS
- No Blind Spots

COMMENTS

- I think that Nancy sees issues with certain team members, but does not always bring it up to them. However, when discussing issues with peers or site leaders she is a bit more likely to say something that can make a difference. Just something I noticed

- She leads well

- Nancy is what I would call a natural leader. She often steps up when other people don't. She's not afraid to propose something different. And she's extremely organized.

- Nancy is always willing to do whatever it takes to get a job done well, and she is really sensitive to making sure that no one person is handling too much of the work. She is very loyal.

REFLECT

Getting this type of feedback can be challenging. It often evokes strong emotions and reactions. In the space below, we would like you to explore those feelings so we can transform them into goals and action.

What is your general reaction to the feedback?

Were there any high scores or positive comments that surprised you? Please explain.

Were there any low scores or critical comments that surprised you? Please explain.

Did you have any hidden strengths or blind spots? Please record them below.

Were there any big differences between rater groups? Why might different groups see you differently?

What are two goals you will set for yourself as a result of this feedback?

1. _____

2. _____

GOAL SETTING GUIDANCE

"Leadership is the capacity to translate vision into reality through planning."
Warren Bennis
Author and Leadership Expert

An awareness of your strengths and weaknesses is not enough to improve your performance. You must take the two goals you wrote down on the previous page and turn them into smart goals. They should be specific, measurable, attainable, relevant, and time-bound. Click on each of the competencies in the previous charts for additional resources such as sample action plans and recommended books, articles, and videos. Click https://g360surveys.com/development-resources/ to access all of the resources and training materials related to this survey.

Specific	Describe, in detail, what you want to accomplish. Include the who, what, when, where, and why of your goal.
Measurable	Pick a goal that can be easily measured and define how you will evaluate your success.
Attainable	Make sure that your goal is within your reach. Overly ambitious goals will not be taken seriously.
Relevant	Consider what's important to your organization and tailor your goal to help you become more successful within that context.
Time-bound	Set a deadline for completion of your goal. Otherwise, it is at risk of being put on the "back burner" and forgotten.

EXAMPLES OF SMART GOALS

- *Improving Communication:* As project leader, I will set up a shared online document by Feb 17th that includes our project timeline, a description of each members' roles and responsibilities, and minutes from our weekly meetings.

- *Improving Encouragement:* In the next three months, I will make three positive comments during our weekly staff meetings to encourage team members and to improve team morale. At the end of that time, I will ask my team leader if she has noticed any change in my behavior.

TIME TO CREATE A PERSONAL DEVELOPMENT PLAN

Take your revised SMART goals and transfer them to the next page. It's time to transform your goals into action plans. You will identify three to five specific things you need to do to achieve each goal and assign a deadline for each of them. This is the most important part of the G360 feedback process. Setting realistic goals and executing detailed action plans is the key to success. Individuals who work hard to improve their skills almost always outperform those who don't.

PERSONAL DEVELOPMENT PLAN

Click here for suggestions and guidance.

What is your first goal?

What specific action steps do you need to take to achieve your goal?	By when?

What is your second goal?

What specific action steps do you need to take to achieve your goal?	By when?

Identify two people with whom you will discuss your goals and action plans.

1. _____

2. _____

Schedule two checkpoints to revisit and adjust your goals as necessary. Put these dates on your calendar.

1. _____

2. _____