



# Senior Leader Report

Prepared for Steve Sample

Number of raters: 15

March 31, 2020

## UNDERSTANDING YOUR FEEDBACK REPORT

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.

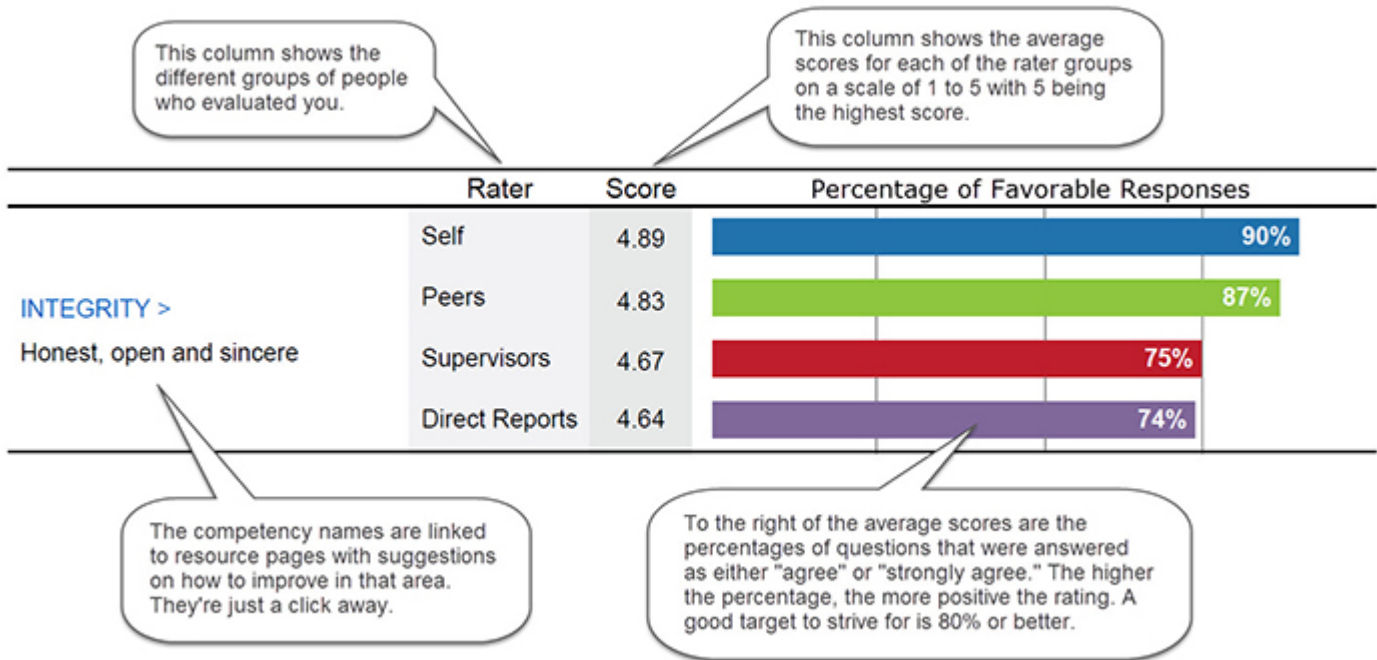
### What was measured by this survey?

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.

|  |   |
|--|---|
| <p style="text-align: center;"><b>PERSONAL QUALITIES</b></p> <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Humility</li> <li>• Service-orientation</li> <li>• Self-awareness</li> </ul>                        | <p style="text-align: center;"><b>INTERPERSONAL SKILLS</b></p> <ul style="list-style-type: none"> <li>• Cultural Sensitivity</li> <li>• Communication</li> <li>• Group Facilitation</li> <li>• Conflict Management</li> </ul> |
| <p style="text-align: center;"><b>PROBLEM SOLVING SKILLS</b></p> <ul style="list-style-type: none"> <li>• Problem Analysis</li> <li>• Systems Thinking</li> <li>• Decision Making</li> <li>• Continuous Improvement</li> </ul> | <p style="text-align: center;"><b>LEADERSHIP SKILLS</b></p> <ul style="list-style-type: none"> <li>• Inspirational</li> <li>• Consensus Building</li> <li>• Strategic Planning</li> <li>• Execution</li> </ul>                |

## 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.



### 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 |
|--|----------------|-------|-----------------------------------|
| <b>PERSONAL QUALITIES</b><br>Integrity, Humility,<br>Service-orientation, and<br>Self-awareness                        | Self           | 3.83  | 75%                               |
|  | Peers          | 4.09  | 83%                               |
|  | Supervisor     | 4.08  | 100%                              |
|  | Direct Reports | 4.40  | 89%                               |
|  | Others         | 4.50  | 97%                               |
| <b>INTERPERSONAL SKILLS</b><br>Cultural Sensitivity,<br>Communication, Group Facilitation,<br>and Conflict Management  | Self           | 4.17  | 91%                               |
|  | Peers          | 4.08  | 83%                               |
|  | Supervisor     | 4.58  | 100%                              |
|  | Direct Reports | 4.38  | 90%                               |
|  | Others         | 4.56  | 97%                               |
| <b>PROBLEM SOLVING SKILLS</b><br>Problem Analysis, Systems<br>Thinking, Decision Making, and<br>Continuous Improvement | Self           | 4.17  | 83%                               |
|  | Peers          | 4.19  | 89%                               |
|  | Supervisor     | 4.58  | 100%                              |
|  | Direct Reports | 4.45  | 95%                               |
|  | Others         | 4.59  | 97%                               |
| <b>LEADERSHIP SKILLS</b><br>Inspirational, Consensus Building,<br>Strategic Planning, and Execution                    | Self           | 3.67  | 66%                               |
|  | Peers          | 4.29  | 93%                               |
|  | Supervisor     | 4.67  | 100%                              |
|  | Direct Reports | 4.65  | 96%                               |
|  | Others         | 4.47  | 95%                               |

### ↑ HIGH SCORES

- Interpersonal Skills (Supervisor)
- Interpersonal Skills (Others)
- Problem Solving Skills (Others)
- Problem Solving Skills (Supervisor)
- Leadership Skills (Supervisor)
- Leadership Skills (Direct Reports)

### 👍 HIDDEN STRENGTHS

- Personal Qualities (Self vs Others)
- Personal Qualities (Self vs Direct Reports)
- Leadership Skills (Self vs Peers)
- Leadership Skills (Self vs Supervisor)
- Leadership Skills (Self vs Others)
- Leadership Skills (Self vs Direct Reports)

## ↓ LOW SCORES

- No Low Scores

## ⚠ BLIND SPOTS

- No Blind Spots

## COMMENTS

- Steve is a recognized and respected leader in OKL.
- Steve and I work together on a Corporate Culture Task Force. He always listens well and has a great perspective, opinions and ideas on the challenges that we may face. He is always asking the right questions. His opinion and remarks are very much valued. I would love to see Steve share more of those great opinions/ideas with the whole committee so his perspective is included in our discussions.
- Steve is great at giving his staff the autonomy to make decisions and develop their own solutions; however, sometimes the employees need a bit more oversight. They might need a little extra guidance to work through some of the tough issues.
- Steve does a lot of things well, and is very knowledgeable about his work. At times he can have a silo focused approach - only looking at his piece, and at times only the piece that he actually wants to own. He is very adept politically, which at times can seem disingenuous.
- With all of the changes in our company, I think that Steve has rolled with the changes and tried his best to implement meaningful improvements in his area.
- Steve has a clear vision of what it takes to recruit, retain and reward. He is a valuable resource of information regarding what is happening in our company.

## PERSONAL QUALITIES

|   | Rater          | Score | Percentage of Favorable Responses |
|---|----------------|-------|-----------------------------------|
| <u>INTEGRITY</u><br>Honest and truthful with strong personal values       | Self           | 4.67  | 100%                              |
|   | Peers          | 4.40  | 93%                               |
|   | Supervisor     | 4.00  | 100%                              |
|   | Direct Reports | 4.60  | 100%                              |
|   | Others         | 4.67  | 100%                              |
| <u>HUMILITY</u><br>Willing to admit mistakes and learn from others        | Self           | 3.33  | 66%                               |
|   | Peers          | 3.46  | 61%                               |
|   | Supervisor     | 4.33  | 100%                              |
|   | Direct Reports | 4.07  | 80%                               |
|   | Others         | 4.33  | 100%                              |
| <u>SERVICE-ORIENTATION</u><br>Committed to serving others                 | Self           | 3.67  | 66%                               |
|   | Peers          | 4.31  | 100%                              |
|   | Supervisor     | 4.00  | 100%                              |
|   | Direct Reports | 4.50  | 100%                              |
|   | Others         | 4.36  | 90%                               |
| <u>SELF-AWARENESS</u><br>Confident, aware and managing stress effectively | Self           | 3.67  | 66%                               |
|   | Peers          | 4.17  | 75%                               |
|   | Supervisor     | 4.00  | 100%                              |
|   | Direct Reports | 4.43  | 78%                               |
|   | Others         | 4.63  | 100%                              |

### ↑ HIGH SCORES

- Self-awareness (Others)

### 👍 HIDDEN STRENGTHS

- Humility (Self vs Supervisor)
- Humility (Self vs Others)
- Humility (Self vs Direct Reports)
- Service-orientation (Self vs Direct Reports)
- Service-orientation (Self vs Others)
- Service-orientation (Self vs Peers)
- Self-awareness (Self vs Peers)
- Self-awareness (Self vs Others)
- Self-awareness (Self vs Direct Reports)

### ↓ LOW SCORES

- Integrity (Supervisor)
- Humility (Peers)
- Service-orientation (Supervisor)

### ⚠️ BLIND SPOTS

- No Blind Spots

## COMMENTS

- Steve is a very strong leader, and I feel that he plays a huge mentor role for me in my current position.
- Steve goes out of his way to connect with all of his staff members, pretty much every day. He truly embodies creating and sustaining an inclusive environment.
- Steve is a highly reliable and collaborative colleague. He has the ability to both willingly and respectfully deliver feedback and to listen to and accept the perspectives of others. He projects himself as a caring and confident individual with a strong commitment to diversity, equity, and inclusion initiatives.
- Steve was always someone that I know has the best interest of his team, and others, in mind when making decisions. I was always able to have open and honest conversations with Steve and always felt 100% empowered to share my opinion on matters, even when I knew they were not in line with his ideas. Having the freedom to have those open conversations was critical in our ability to work productively together, and deliver better outcomes.
- Steve is just lovely to work with - I know that when I go to him for an issue - I can rely on his advice.

## INTERPERSONAL SKILLS

|   | Rater          | Score | Percentage of Favorable Responses |
|---|----------------|-------|-----------------------------------|
| <u>CULTURAL SENSITIVITY</u><br>Understands and appreciates diverse cultures | Self           | 4.67  | 100%                              |
|   | Peers          | 4.38  | 100%                              |
|   | Supervisor     | 4.67  | 100%                              |
|   | Direct Reports | 4.60  | 100%                              |
|   | Others         | 4.67  | 100%                              |
| <u>COMMUNICATION</u><br>Listens closely and articulates ideas effectively   | Self           | 4.00  | 100%                              |
|   | Peers          | 4.20  | 86%                               |
|   | Supervisor     | 4.67  | 100%                              |
|   | Direct Reports | 4.47  | 93%                               |
|   | Others         | 4.50  | 100%                              |
| <u>GROUP FACILITATION</u><br>Leads discussions that encourage participation | Self           | 4.33  | 100%                              |
|   | Peers          | 4.00  | 80%                               |
|   | Supervisor     | 4.67  | 100%                              |
|   | Direct Reports | 4.73  | 100%                              |
|   | Others         | 4.75  | 100%                              |
| <u>CONFLICT MANAGEMENT</u><br>Manages conflict skillfully and proactively   | Self           | 3.67  | 66%                               |
|   | Peers          | 3.60  | 60%                               |
|   | Supervisor     | 4.33  | 100%                              |
|   | Direct Reports | 3.73  | 66%                               |
|   | Others         | 4.25  | 87%                               |

### ↑ HIGH SCORES

- Communication (Supervisor)
- Group Facilitation (Direct Reports)
- Group Facilitation (Others)
- Group Facilitation (Supervisor)
- Conflict Management (Supervisor)

### 👍 HIDDEN STRENGTHS

- Communication (Self vs Supervisor)
- Communication (Self vs Others)
- Conflict Management (Self vs Supervisor)
- Conflict Management (Self vs Others)



## ↓ LOW SCORES

- No Low Scores

## ⚠ BLIND SPOTS

- No Blind Spots

## COMMENTS

- See previous comments.
- As stated previously, Steve welcomes all feedback and opinions even when they are not in line with his own. I think he does a great job of listening to the different views before making decisions.
- I trust the advice that Steve shares - and I know that he has the best interest of the company at all times.

# PROBLEM SOLVING SKILLS

|  | Rater          | Score | Percentage of Favorable Responses |
|--|----------------|-------|-----------------------------------|
| <u>PROBLEM ANALYSIS</u><br>Able to understand the breadth and depth of problems                  | Self           | 3.67  | 66%                               |
|  | Peers          | 4.33  | 100%                              |
|  | Supervisor     | 4.33  | 100%                              |
|  | Direct Reports | 4.13  | 93%                               |
|  | Others         | 4.67  | 100%                              |
| <u>SYSTEMS THINKING</u><br>Understands how various solutions affect different stakeholders       | Self           | 4.67  | 100%                              |
|  | Peers          | 4.46  | 100%                              |
|  | Supervisor     | 4.67  | 100%                              |
|  | Direct Reports | 4.60  | 100%                              |
|  | Others         | 4.58  | 100%                              |
| <u>DECISION MAKING</u><br>Able to work with others to find the best solution to various problems | Self           | 3.67  | 66%                               |
|  | Peers          | 4.00  | 90%                               |
|  | Supervisor     | 4.33  | 100%                              |
|  | Direct Reports | 4.20  | 86%                               |
|  | Others         | 4.30  | 90%                               |
| <u>CONTINUOUS IMPROVEMENT</u><br>A commitment to improve the organization and drive change       | Self           | 4.67  | 100%                              |
|  | Peers          | 3.92  | 66%                               |
|  | Supervisor     | 5.00  | 100%                              |
|  | Direct Reports | 4.87  | 100%                              |
|  | Others         | 4.80  | 100%                              |

### ↑ HIGH SCORES

- Problem Analysis (Peers)
- Problem Analysis (Others)
- Systems Thinking (Peers)
- Systems Thinking (Supervisor)
- Systems Thinking (Others)
- Systems Thinking (Direct Reports)
- Continuous Improvement (Supervisor)
- Continuous Improvement (Others)
- Continuous Improvement (Direct Reports)

### ↓ LOW SCORES

- No Low Scores

### 👍 HIDDEN STRENGTHS

- Problem Analysis (Self vs Peers)
- Problem Analysis (Self vs Supervisor)
- Problem Analysis (Self vs Others)
- Decision Making (Self vs Direct Reports)
- Decision Making (Self vs Others)
- Decision Making (Self vs Supervisor)

### ⚠️ BLIND SPOTS

- Continuous Improvement (Self vs Peers)

## COMMENTS

- Steve is able to draw comparisons and solutions from multiple experiences throughout his career. He is quick to share examples of past experiences for context but ultimately gives his employees the autonomy to develop their own solutions.
- In my experience, Steve approaches work always with an eye toward making improvements and building consensus. He is driven by high standards of excellence.
- Steve has brought excellent problem solving skills to the table when there is an issue to discuss and solve.

## LEADERSHIP SKILLS

|   | Rater          | Score | Percentage of Favorable Responses |
|---|----------------|-------|-----------------------------------|
| <u>INSPIRATIONAL</u><br>Able to energize others and inspire a shared vision         | Self           | 4.33  | 66%                               |
|   | Peers          | 4.00  | 80%                               |
|   | Supervisor     | 4.33  | 100%                              |
|   | Direct Reports | 4.73  | 100%                              |
|   | Others         | 4.45  | 90%                               |
| <u>CONSENSUS BUILDING</u><br>Enlists multiple stakeholders for a common purpose     | Self           | 4.00  | 100%                              |
|   | Peers          | 4.60  | 100%                              |
|   | Supervisor     | 4.67  | 100%                              |
|   | Direct Reports | 5.00  | 100%                              |
|   | Others         | 4.58  | 100%                              |
| <u>STRATEGIC PLANNING</u><br>Can develop a detailed strategic plan to achieve goals | Self           | 3.33  | 33%                               |
|   | Peers          | 4.29  | 100%                              |
|   | Supervisor     | 5.00  | 100%                              |
|   | Direct Reports | 4.60  | 100%                              |
|   | Others         | 4.40  | 100%                              |
| <u>EXECUTION</u><br>Able to execute plans and get results                           | Self           | 3.00  | 66%                               |
|   | Peers          | 4.29  | 92%                               |
|   | Supervisor     | 4.67  | 100%                              |
|   | Direct Reports | 4.27  | 86%                               |
|   | Others         | 4.40  | 90%                               |

### ↑ HIGH SCORES

- Inspirational (Direct Reports)
- Consensus Building (Peers)
- Consensus Building (Supervisor)
- Consensus Building (Direct Reports)
- Strategic Planning (Direct Reports)
- Strategic Planning (Supervisor)
- Execution (Supervisor)

### 👍 HIDDEN STRENGTHS

- Consensus Building (Self vs Peers)
- Consensus Building (Self vs Supervisor)
- Consensus Building (Self vs Others)
- Consensus Building (Self vs Direct Reports)
- Strategic Planning (Self vs Direct Reports)
- Strategic Planning (Self vs Others)
- Strategic Planning (Self vs Supervisor)
- Strategic Planning (Self vs Peers)
- Execution (Self vs Direct Reports)
- Execution (Self vs Others)
- Execution (Self vs Supervisor)
- Execution (Self vs Peers)

### ↓ LOW SCORES

- No Low Scores

### ⚠️ BLIND SPOTS

- No Blind Spots

## COMMENTS

- The leadership skills I have observed in Steve are his willingness to take on challenges to increase success, his ability to network, and his ability to develop strong collaborative partnerships.
- Steve drives initiatives and gets things accomplished.

## 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. \_\_\_\_\_

“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/senior-leader-resources/> to access all of the resources and training materials related to this survey.

|                   |   |
|-------------------|---|
| <b>Specific</b>   | Describe, in detail, what you want to accomplish. Include the who, what, when, where, and why of your goal.                 |
| <b>Measurable</b> | Pick a goal that can be easily measured and define how you will evaluate your success.                                      |
| <b>Attainable</b> | Make sure that your goal is within your reach. Overly ambitious goals will not be taken seriously.                          |
| <b>Relevant</b>   | Consider what’s important to your organization and tailor your goal to help you become more successful within that context. |
| <b>Time-bound</b> | 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. \_\_\_\_\_