# multiratersurveys.com

# LEADERSHIP COHORT REPORT

**360 Sample Cohort Report**

December 14, 2023

# Introduction

The focus of 360 Degree Leadership Surveys is to provide the manager/leader (Self-Participant) valuable feedback to aid their personal, and professional development.

Beyond the individual level, 360 Degree Leadership Surveys can also provide great insights into the Leadership Team as a whole. As such, when deploying 360 Degree Surveys across the organization, it is important to also collate the individual results and develop an Organizational Leadership Overview. The result of which can influence succession planning, organization-wide leadership development, training, etc.

This Leadership Cohort Report contains the following sections:

**Executive Summary (Part 1):**

This summary is designed to provide a high-level overview of the organization's leadership rating. First, the participant table showcases all Self-Participants who are included in the Cohort Report, along with the number of Other-Respondents and their groups labels. The Cohort Scoring Breakdown categorizes Self-Participants in either Competent (4-5), Adequate (3-4), or Requires Development (<3). If the survey included a Leadership NPS Score, you will find a Cohort Average NPS Score. The Respondent Group Ratings provides a breakdown of each Self-Participant's rating from all respondent groups involved.

**Executive Summary (Part 2):**

The Leadership Cohort Average provides an average score for each Self-Participant across all competencies. Critically, this graph shows whether a Self-Participant is above or below the cohort average, and by how much. The Competency Alignment provides the average score for each competency and the range of scores across all participants. The average score is identified by a diamond, the range of scores is denoted by a line that connects the lowest and highest score. Note that all scores exclude the Self-Participant ratings.

**Competencies Breakdown:**

This section of the report provides a summary graph for each Competency. All Self-Participants are ranked in a descending order with the blue dotted line indicating the cohort average for the Competency. Be sure to note down some action items based on the results, such as:

- Who requires further development in this Competency?

- Is there an opportunity for Self-Participants to learn from each other?

- What can the organization do to improve the overall effectiveness of the leadership team?
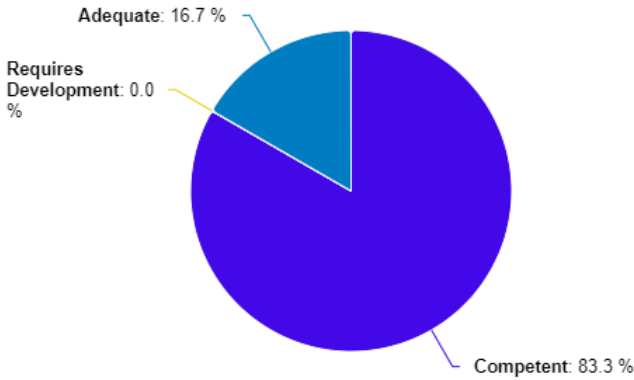
**MyMentor Analysis:**

If your surveys include comments, our AI-tool, "MyMentor", will perform a thematic analysis and derive leadership strengths and development areas, as well as a recurring theme across the surveys.

This summary guides stakeholders in leveraging these findings to propel targeted leadership development initiatives.

# Executive Summary

| Self Participant | Manager | Peer | Direct Report | Total Respondents |
|---|---|---|---|---|
| Russell Sample | 1 | 5 | 0 | 6 |
| Andrew Sample | 1 | 7 | 4 | 12 |
| Jo Sample | 1 | 4 | 11 | 16 |
| Michelle Sample | 1 | 7 | 4 | 12 |
| Michael Sample | 1 | 4 | 4 | 9 |
| Melinda Sample | 1 | 4 | 5 | 10 |

## Cohort Scoring Breakdown



Adequate: 16.7 %
Requires Development: 0.0 %
Competent: 83.3 %

## Cohort NPS Average



**NPS**

- Promoters-(40)
- Neutral-(24)
- Detractors-(3)

**+53.00**

## Respondent Group Ratings



Self — Manager — Direct Report — Peer

# Executive Summary



| Name | Average |
|------|---------|
| Russell Sample | 4.5 |
| Jo Sample | 4.33 |
| Melinda Sample | 4.3 |
| Michelle Sample | |
| Michael Sample | 4.19 |
| Andrew Sample | 3.96 |

(average)



BUILDING RELATIONSHIPS
CHANGE & INNOVATION
COMMUNICATION
CONFLICT RESOLUTION
COURAGEOUS LEADERSHIP
DELEGATING RESPONSIBILITY
FACILITATING TEAMWORK
INFLUENCING OTHERS
INTEGRITY & TRUST
MOTIVATING OTHERS
OCCUPATIONAL HEALTH & SAFETY.
ORGANISATIONAL KNOWLEDGE
ORGANISATIONAL VALUES
PEOPLE MANAGEMENT
PERSONAL DEVELOPMENT
PROVIDING DIRECTION
TASK MANAGEMENT
THINKING STYLE
WORK MOTIVATION & DRIVING R...

# Competencies Breakdown

The below communicates where the cohort sits for each competency, and their respective questions.

5

## COMMUNICATION

Encourages others to share their ideas and concerns and listens openly to all viewpoints
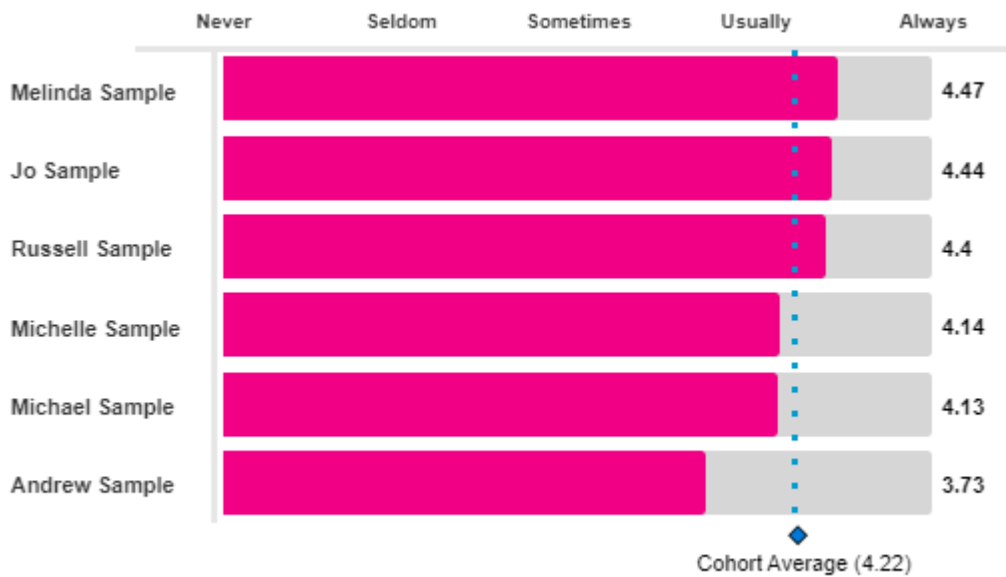
| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Melinda Sample | | | | | | 4.47 |
| Jo Sample | | | | | | 4.44 |
| Russell Sample | | | | | | 4.4 |
| Michelle Sample | | | | | | 4.14 |
| Michael Sample | | | | | | 4.13 |
| Andrew Sample | | | | | | 3.73 |

Cohort Average (4.22)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## THINKING STYLE

Ability to gather, interpret and communicate information



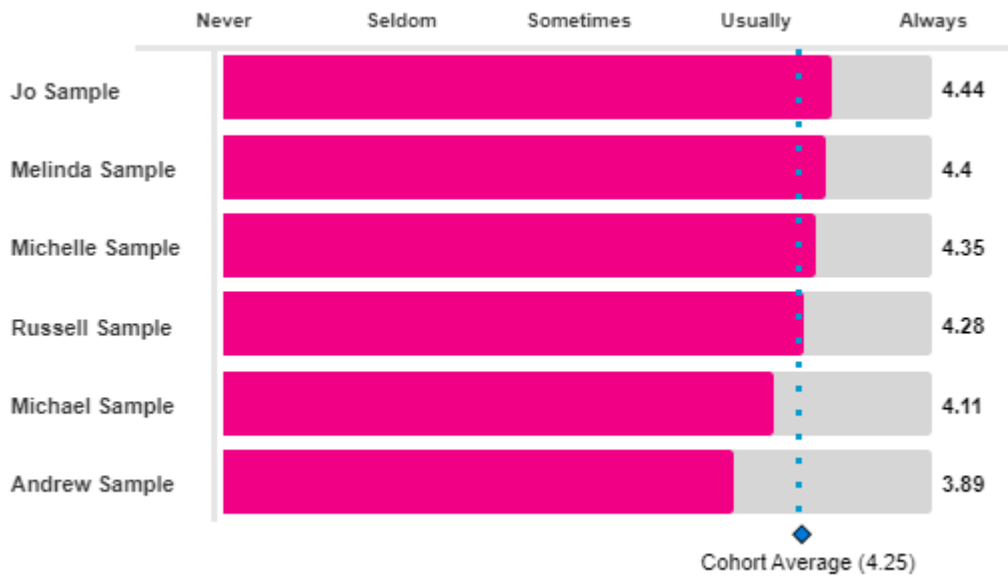| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.44 |
| Melinda Sample | | | | | | 4.4 |
| Michelle Sample | | | | | | 4.35 |
| Russell Sample | | | | | | 4.28 |
| Michael Sample | | | | | | 4.11 |
| Andrew Sample | | | | | | 3.89 |

Cohort Average (4.25)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## TASK MANAGEMENT

Has mastered the role fundamentals , sets priorities and avoids procrastination



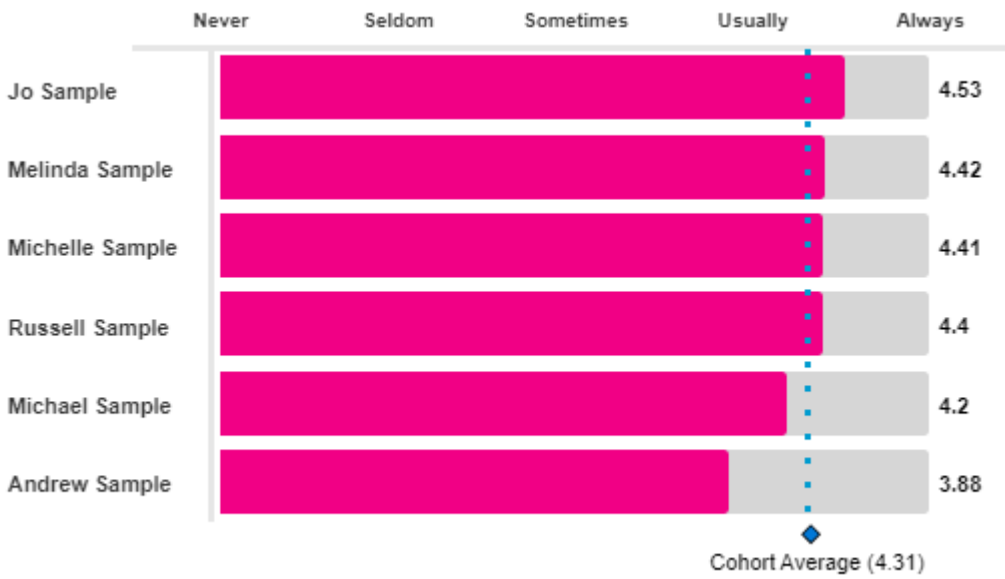| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.53 |
| Melinda Sample | | | | | | 4.42 |
| Michelle Sample | | | | | | 4.41 |
| Russell Sample | | | | | | 4.4 |
| Michael Sample | | | | | | 4.2 |
| Andrew Sample | | | | | | 3.88 |

Cohort Average (4.31)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## INTEGRITY & TRUST

Demonstrates high principals and has earned the trust and confidence of others



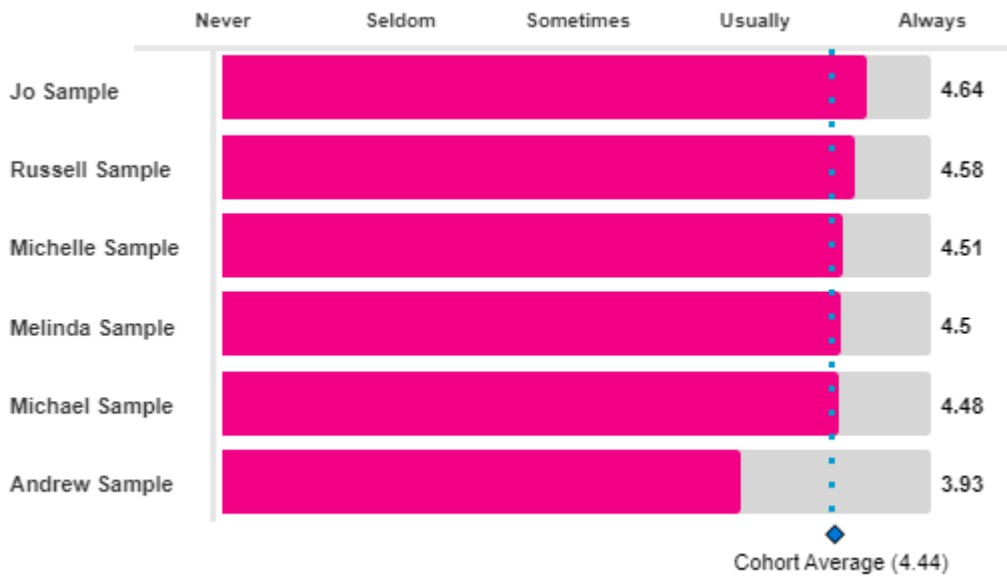| | Never | Seldom | Sometimes | Usually | Always | |
| --- | --- | --- | --- | --- | --- | --- |
| Jo Sample | | | | | | 4.64 |
| Russell Sample | | | | | | 4.58 |
| Michelle Sample | | | | | | 4.51 |
| Melinda Sample | | | | | | 4.5 |
| Michael Sample | | | | | | 4.48 |
| Andrew Sample | | | | | | 3.93 |

Cohort Average (4.44)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## MOTIVATING OTHERS

Encourages employees to be enthusiastic and empowers success



|  | Never | Seldom | Sometimes | Usually | Always |
|---|---|---|---|---|---|
| Jo Sample | | | | | 4.5 |
| Melinda Sample | | | | | 4.5 |
| Russell Sample | | | | | 4.25 |
| Michael Sample | | | | | 4.18 |
| Michelle Sample | | | | | 4.08 |
| Andrew Sample | | | | | 3.72 |

Cohort Average (4.21)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.
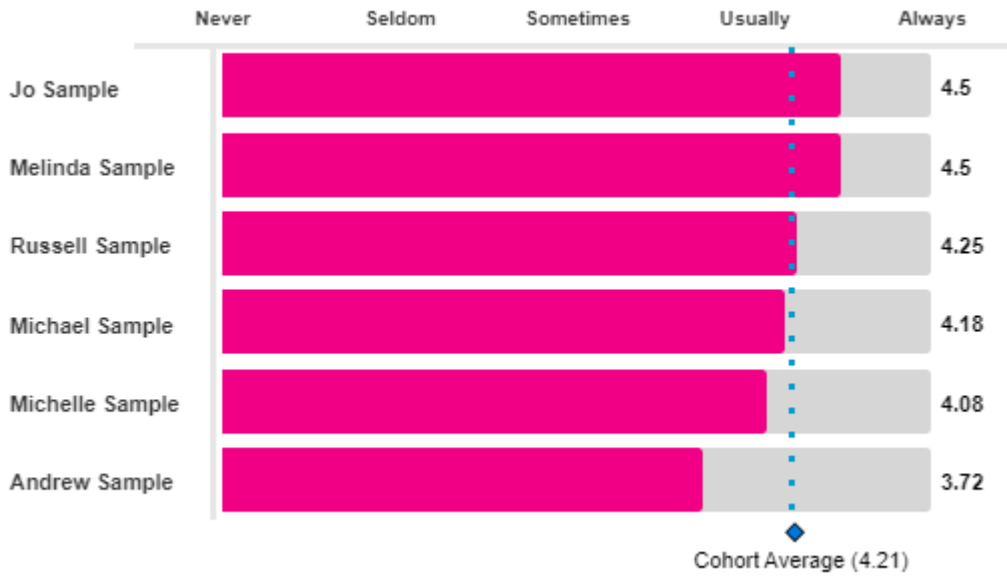
- 

- 

-

# PEOPLE MANAGEMENT

Holds employees accountable, monitors their performance and provides effective coaching and mentoring



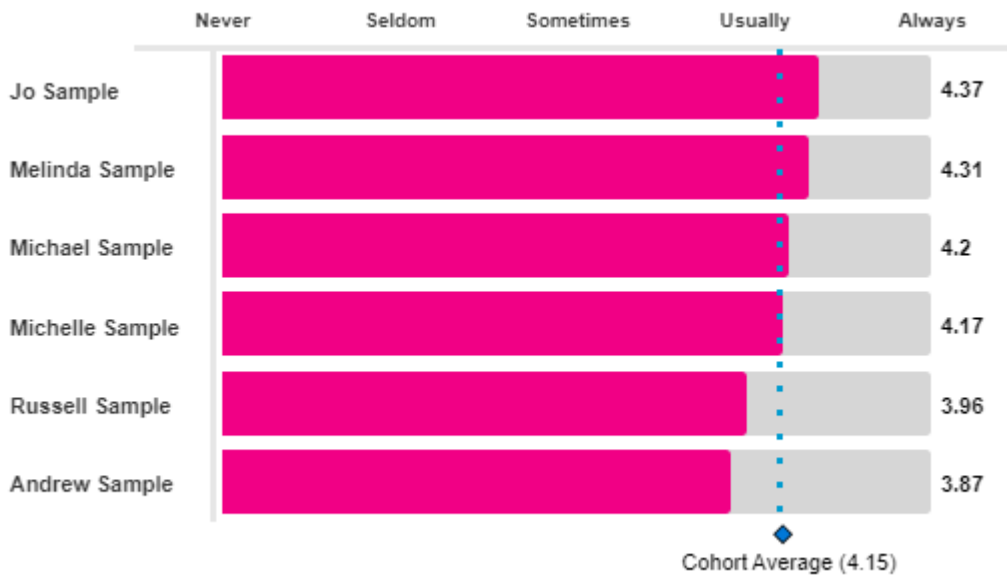| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.37 |
| Melinda Sample | | | | | | 4.31 |
| Michael Sample | | | | | | 4.2 |
| Michelle Sample | | | | | | 4.17 |
| Russell Sample | | | | | | 3.96 |
| Andrew Sample | | | | | | 3.87 |

Cohort Average (4.15)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## INFLUENCING OTHERS

Persuades and gains support and commitment from others by earning their respect

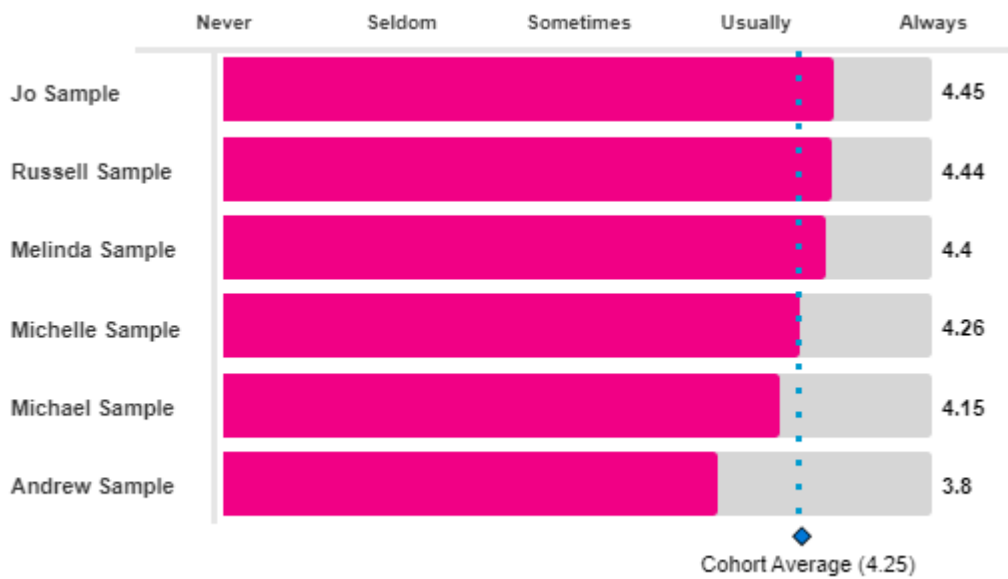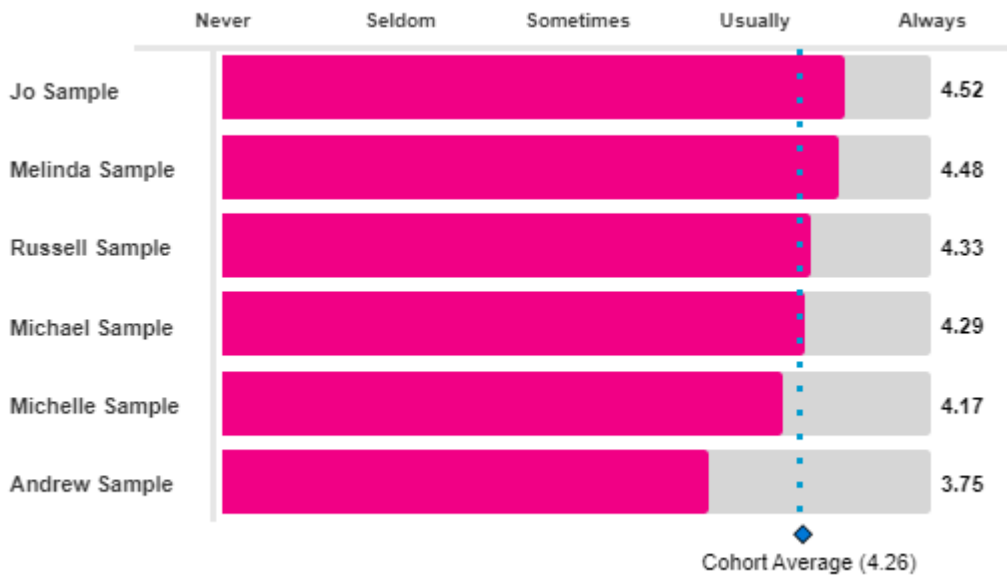| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.45 |
| Russell Sample | | | | | | 4.44 |
| Melinda Sample | | | | | | 4.4 |
| Michelle Sample | | | | | | 4.26 |
| Michael Sample | | | | | | 4.15 |
| Andrew Sample | | | | | | 3.8 |

Cohort Average (4.25)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## CHANGE & INNOVATION

Challenges the status quo and is a catalyst for positive change

12



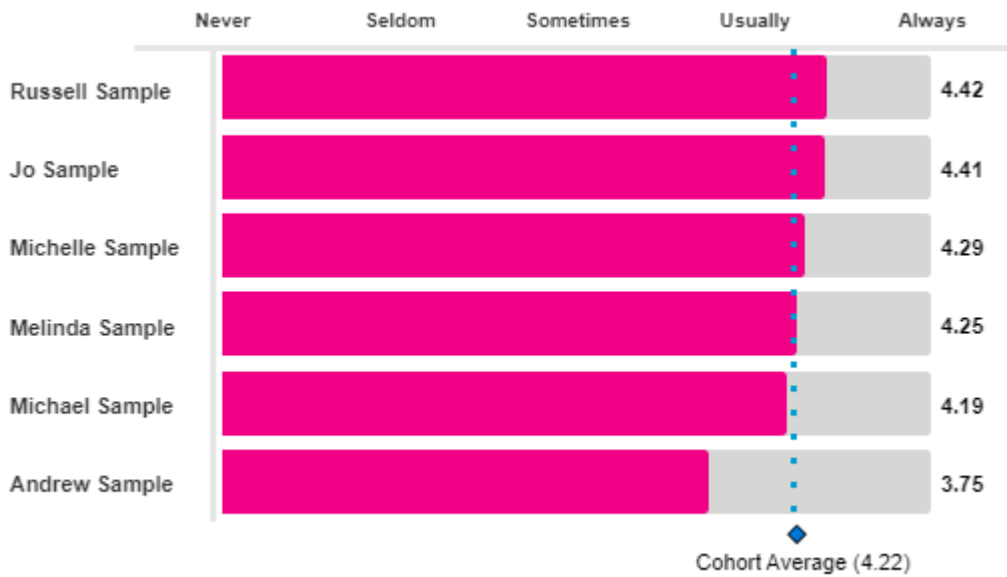| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.52 |
| Melinda Sample | | | | | | 4.48 |
| Russell Sample | | | | | | 4.33 |
| Michael Sample | | | | | | 4.29 |
| Michelle Sample | | | | | | 4.17 |
| Andrew Sample | | | | | | 3.75 |

Cohort Average (4.26)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## CONFLICT RESOLUTION

Ensures that conflicts and disagreements are discussed and resolved



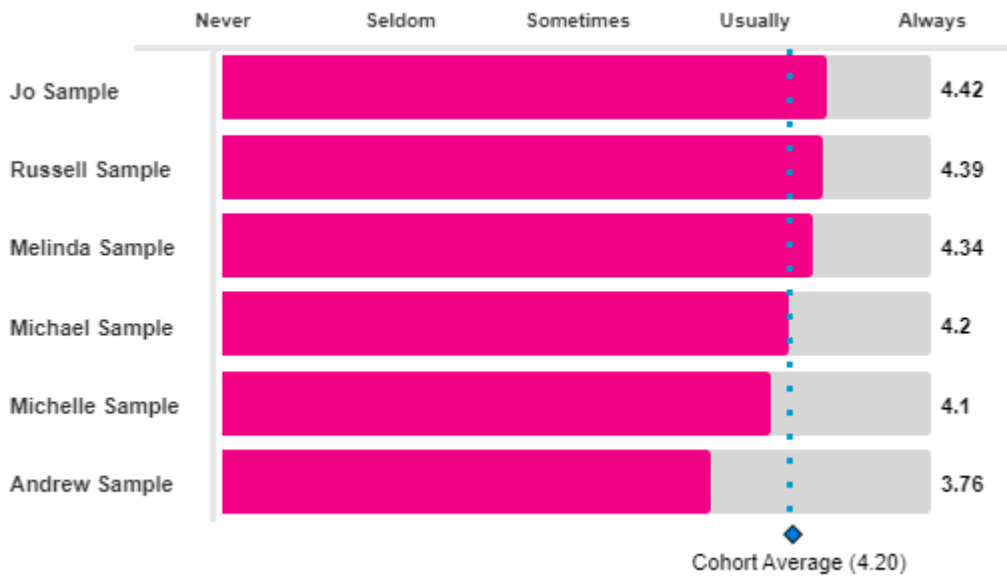| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Russell Sample | | | | | | 4.42 |
| Jo Sample | | | | | | 4.41 |
| Michelle Sample | | | | | | 4.29 |
| Melinda Sample | | | | | | 4.25 |
| Michael Sample | | | | | | 4.19 |
| Andrew Sample | | | | | | 3.75 |

Cohort Average (4.22)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## PROVIDING DIRECTION

Fosters the development of a common vision and communicates the team objectives



| | | | | | |
|---|---|---|---|---|---|
| | Never | Seldom | Sometimes | Usually | Always |
| Jo Sample | | | | | 4.42 |
| Russell Sample | | | | | 4.39 |
| Melinda Sample | | | | | 4.34 |
| Michael Sample | | | | | 4.2 |
| Michelle Sample | | | | | 4.1 |
| Andrew Sample | | | | | 3.76 |

Cohort Average (4.20)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.
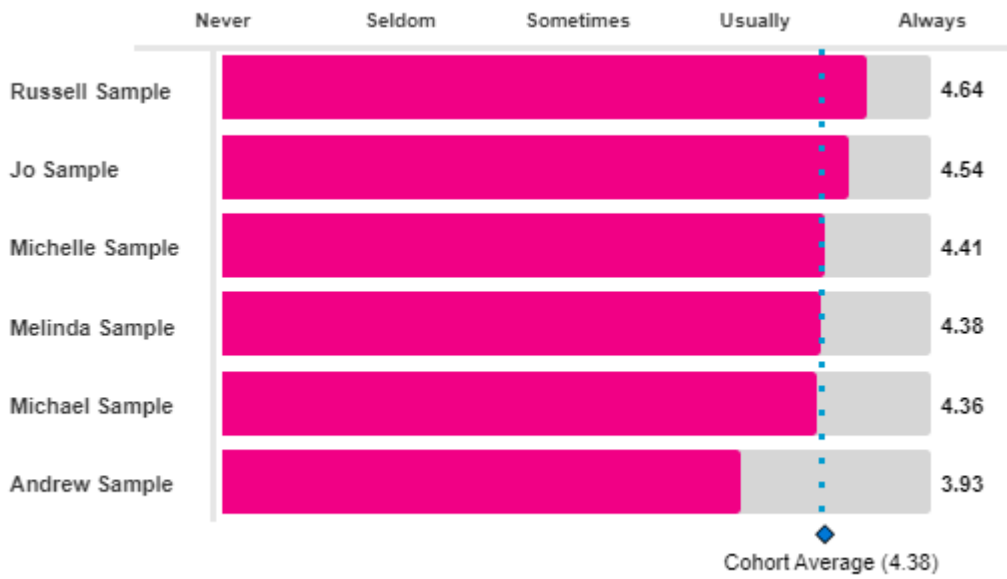
- 

- 

-

## PERSONAL DEVELOPMENT

Displays persistence, a positive outlook and learns from mistakes

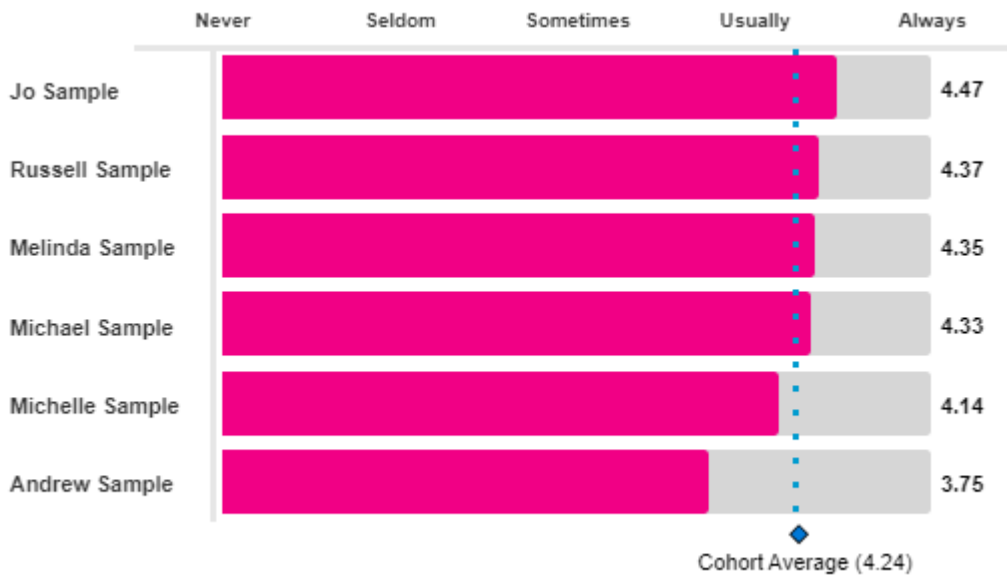| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Russell Sample | | | | | | 4.64 |
| Jo Sample | | | | | | 4.54 |
| Michelle Sample | | | | | | 4.41 |
| Melinda Sample | | | | | | 4.38 |
| Michael Sample | | | | | | 4.36 |
| Andrew Sample | | | | | | 3.93 |

Cohort Average (4.38)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## COURAGEOUS LEADERSHIP

Challenges accepted norms and does not shy away from difficult decisions



| | | | | | |
|---|---|---|---|---|---|
| | Never | Seldom | Sometimes | Usually | Always |
| Jo Sample | | | | | 4.47 |
| Russell Sample | | | | | 4.37 |
| Melinda Sample | | | | | 4.35 |
| Michael Sample | | | | | 4.33 |
| Michelle Sample | | | | | 4.14 |
| Andrew Sample | | | | | 3.75 |

Cohort Average (4.24)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.
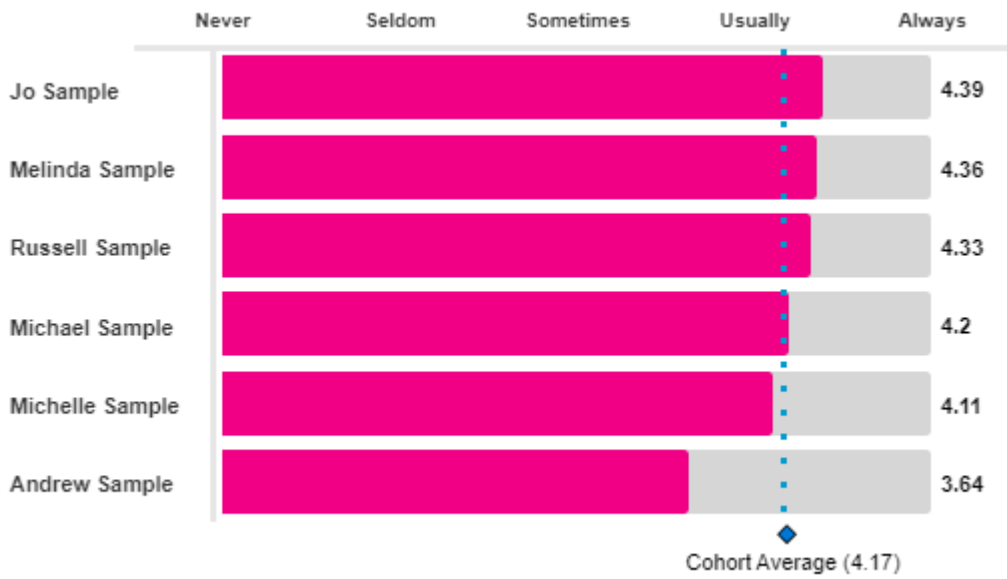
- 

- 

-

## FACILITATING TEAMWORK

Resolves conflicts fairly in a spirit of cooperation and consensus

17



| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.39 |
| Melinda Sample | | | | | | 4.36 |
| Russell Sample | | | | | | 4.33 |
| Michael Sample | | | | | | 4.2 |
| Michelle Sample | | | | | | 4.11 |
| Andrew Sample | | | | | | 3.64 |

Cohort Average (4.17)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.
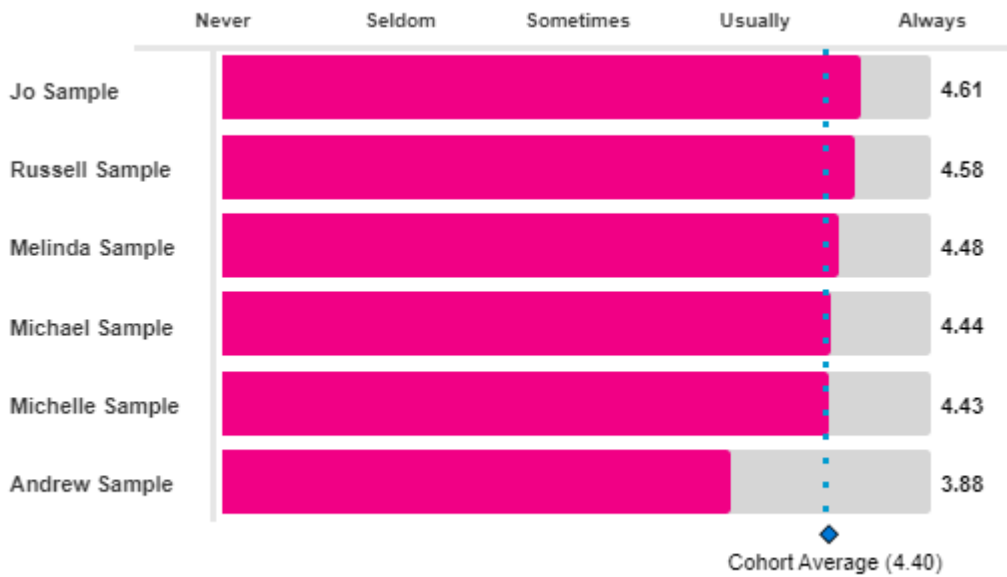
- 

- 

-

## ORGANISATIONAL VALUES

Measures whether individuals actively promote and demonstrate the organisational values

18



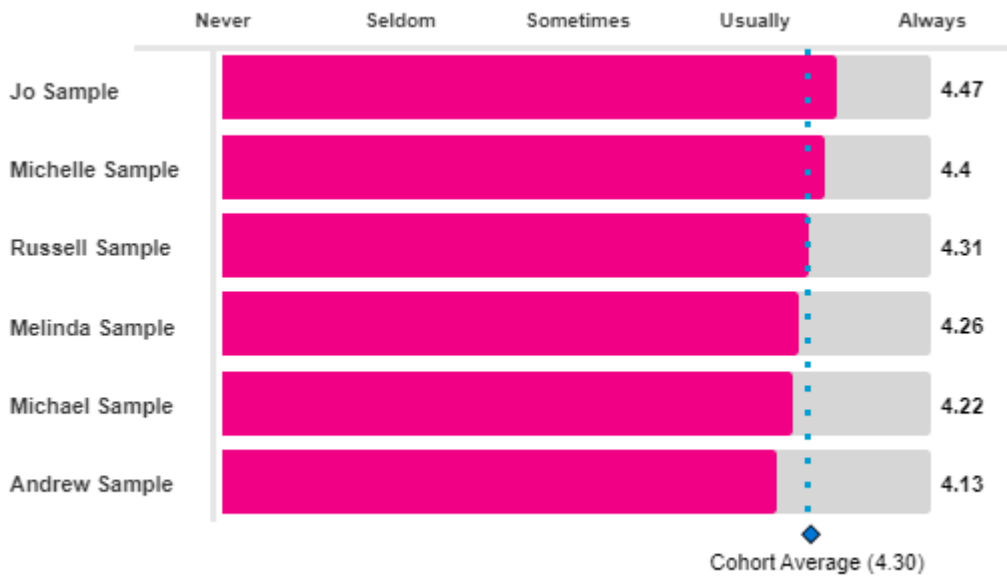| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.61 |
| Russell Sample | | | | | | 4.58 |
| Melinda Sample | | | | | | 4.48 |
| Michael Sample | | | | | | 4.44 |
| Michelle Sample | | | | | | 4.43 |
| Andrew Sample | | | | | | 3.88 |

Cohort Average (4.40)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## BUILDING RELATIONSHIPS

Is considerate, respectful and delivers criticism tactfully without bias



**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 
- 
-

## ORGANISATIONAL KNOWLEDGE

Is knowledgeable about the company, industry and profession

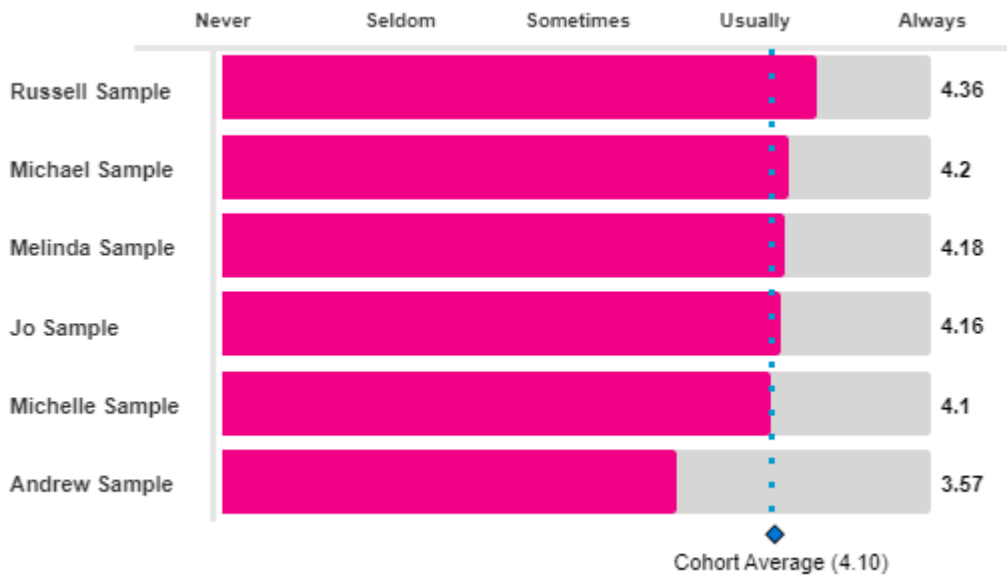| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.47 |
| Michelle Sample | | | | | | 4.4 |
| Russell Sample | | | | | | 4.31 |
| Melinda Sample | | | | | | 4.26 |
| Michael Sample | | | | | | 4.22 |
| Andrew Sample | | | | | | 4.13 |

Cohort Average (4.30)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## DELEGATING RESPONSIBILITY

Delegates the right jobs to the right people and supports them through the process



Cohort Average (4.10)

| | |
|---|---|
| Russell Sample | 4.36 |
| Michael Sample | 4.2 |
| Melinda Sample | 4.18 |
| Jo Sample | 4.16 |
| Michelle Sample | 4.1 |
| Andrew Sample | 3.57 |

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.
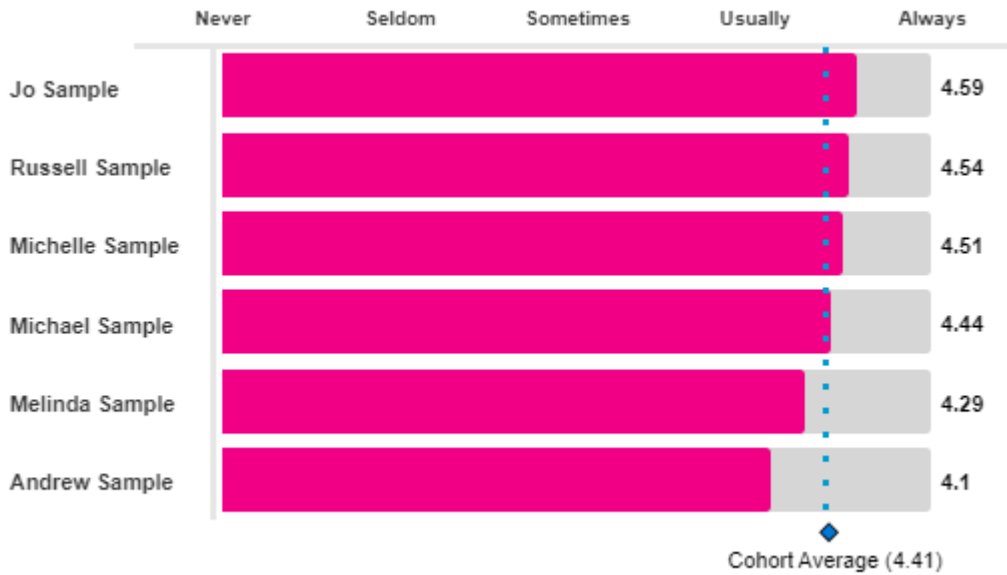
- 

- 

-

## OCCUPATIONAL HEALTH & SAFETY.

(ALL PARTICIPANTS REQUIRED TO ANSWER QUESTIONS IN THIS QUESTION GROUP ALTHOUGH IF YOU FEEL THAT A QUESTION IS NOT RELEVANT TO YOUR SITUATION PLEASE CLICK N/A) ---- Evaluates adherence to safety protocols and hold others accountable to employee safety

| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.59 |
| Russell Sample | | | | | | 4.54 |
| Michelle Sample | | | | | | 4.51 |
| Michael Sample | | | | | | 4.44 |
| Melinda Sample | | | | | | 4.29 |
| Andrew Sample | | | | | | 4.1 |

Cohort Average (4.41)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

## WORK MOTIVATION & DRIVING RESULTS

Provides discretionary effort and overcomes obstacles to achieve positive results

| | Never | Seldom | Sometimes | Usually | Always | |
|---|---|---|---|---|---|---|
| Jo Sample | | | | | | 4.54 |
| Melinda Sample | | | | | | 4.45 |
| Michelle Sample | | | | | | 4.4 |
| Russell Sample | | | | | | 4.38 |
| Michael Sample | | | | | | 4.37 |
| Andrew Sample | | | | | | 4.05 |

Cohort Average (4.37)

**Action Plan Items**

Ensure you note down at least 2 action items based on the above breakdown. Refer to the Introduction Page for sample action items.

- 

- 

-

# MyMentor's Analysis

Based on the comments provided by the participants across the cohort of 360-degree surveys, MyMentor has summarized the comments provided and compiled 5 strengths, and 5 development areas.

**Strengths:**

1. Supportive and open to feedback
2. Strong team building and communication skills
3. Genuine and approachable
4. Can-do attitude and willingness to get involved
5. Positive approach and energy

**Development Areas:**

1. Delegation and freeing up time for strategic initiatives
2. Simplifying and providing solutions to problems
3. Delegating activities within the team
4. Managing priorities and being nimble
5. Training and supporting the team to alleviate workload

**Recurring Themes:**

The recurring themes in the feedback comments include the importance of delegation and freeing up time for more strategic initiatives. There is also a focus on building strong teams, improving communication and accountability, and creating a positive and happy workplace. The individuals in the cohort appreciate leaders who are approachable, genuine, and lead by example. There is also a recognition of the need for process improvement and the importance of training and supporting the team. Overall, the cohort values individuals who have a can-do attitude, bring positive energy, and are open to feedback.

# Summary

<u>**Key Takeaways:**</u>

**Identifying Leadership Prowess:**

- Utilize the Cohort Scoring Breakdown to pinpoint individuals excelling in leadership areas (Competencies) and those requiring further development.

- Consider the Leadership NPS Score to gauge overall leadership impact and identify areas for enhancement.

**Benchmarking and Alignment:**

- Analyze the Leadership Cohort Average to benchmark participants against each other.

- Delve into the Competency Alignment graph to understand competency-specific strengths and areas needing collective improvement.

**Strategic Action Planning:**

- Leverage the Competencies Breakdown to identify specific competencies where targeted action can yield the most significant organizational impact.

- Utilize suggested action items to craft strategic initiatives:
  - Identify individuals for focused development.
  - Foster cross-participant learning opportunities.
  - Formulate organizational strategies to enhance leadership team effectiveness.

<u>**Next Steps:**</u>

**Engage Stakeholders:**

- Share the summarized findings with CEOs, the Board, L&D and other relevant stakeholders, ensuring alignment on key takeaways and proposed actions.

**Develop Action Plans:**

- Collaborate with HR and leadership teams to develop tailored action plans based on identified focus areas and strategic initiatives.

**Implement Interventions & Monitor Progress**

- Roll out targeted leadership development programs, incorporating both individual and group-focused initiatives.

- Establish a system for ongoing assessment ensuring that progress is tracked and adjustments are made as needed.

**Iterative Improvement:**

- Embrace a culture of continuous improvement, regularly revisiting 360-degree surveys and adjusting leadership development strategies accordingly.