

LEADERSHIP
SELF-AWARENESS
REPORT

ABC Company Leadership
360 Review

CONFIDENTIAL REPORT FOR
Jane Smith

SURVEY DATE
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SURVEY TYPE
360 Degree Survey

Introduction

“Self-awareness is the ability to focus on yourself and how your actions, thoughts or emotions do or don’t align with your internal standards. If you are highly self-aware, you can objectively evaluate yourself, manage your emotions, align your behaviour with your values and correctly understand how others perceive you.”

Self-awareness is one of the most important leadership attributes as the ability to look inward allows leaders to clarify values, thoughts, feelings, behaviours, strengths and development areas. This ability also lays the building blocks to be highly empathetic, confident and influential to those that you interact with.

Report Content

Summary

This section will include an overview of the respondent groups that participated in this Leadership 360 Feedback Survey, as well as provide a brief guide on how to interpret the Leadership Self-Awareness Model.

Leadership Self Awareness Model

In this section, you will be presented with a personalized Self-Awareness Model based on the results obtained from your Leadership 360 Feedback Survey. This model contains a lot of useful information that will add to your leadership development journey. Ensure that you spend sufficient time understanding the model before moving onto the next section.

Action Items

This section will provide a complete breakdown and interpretation of each section of the graph, and provide suggestions for your next leadership development steps. It is suggested that extra focus be given to competency groups that are located to the left of the model, especially competency groups classified as "Low Awareness & Lacking Competence".

Action Plan

The Leadership Action Plan Template can be used to advance your leadership development journey.

Summary

Respondent Group Overview

1 x Self 1 x Manager
8 x Peer 2 x Direct Report

Interpreting the Model

Self-Perception

Self-Perception represents an individual's self-score (i.e., their rating of themselves), which is taken directly from your 360 feedback survey.

Self Awareness

Self-Awareness is based on an algorithm which measures the difference between your self-score and the average score of all others. This allows us to generate three levels of self-awareness (Low, Moderate and High).

Individual Tendency

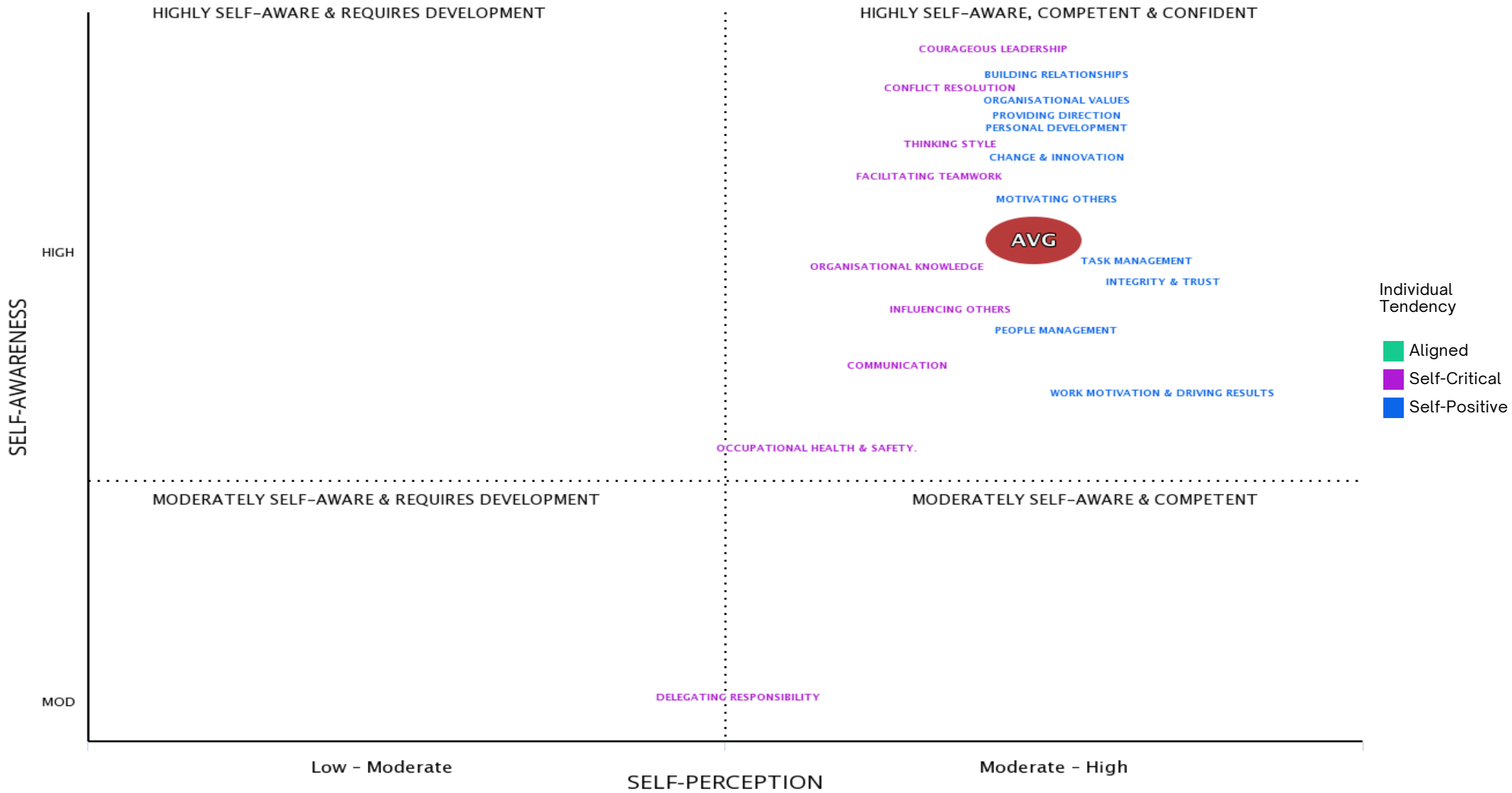
The individual tendency determines the direction of an individual's awareness. For instance, if an individual's self-score is higher than the average of the other respondents, then they are said to be "Self-Positive" - perceiving themselves to be better than how others perceive them. In contrast, if an individual's self-score is lower than the average of the other respondents, then they are "Self-Critical" - perceiving themselves as being less capable than how others perceive them.

Any competency group labeled as "Aligned" indicates that there is no perception gap between yourself and all those around you - you are perfectly aware of how you are performing in these areas.

The model will incorporate the three dimensions mentioned above. By the end of the report, you should be able to answer the following questions for any given competency:

1. What is my level of self-awareness?
2. Is this a competency where I need to build self-awareness? If so, in which direction (self-positive/self-critical)?
3. Is this a competency where I need to build competence?

Self Awareness Model



Action Items

HIGHLY SELF-AWARE, COMPETENT & CONFIDENT

These competencies are your key leadership strengths, but do not assume that they do not also require further development. Suggest you review which of these competencies, if any, would further improve your leadership capabilities if they were taken to an even higher level.

ALIGNED

SELF-POSITIVE

- PROVIDING DIRECTION
- MOTIVATING OTHERS
- PEOPLE MANAGEMENT
- TASK MANAGEMENT
- CHANGE & INNOVATION
- BUILDING RELATIONSHIPS
- PERSONAL DEVELOPMENT
- INTEGRITY & TRUST
- WORK MOTIVATION & DRIVING RESULTS
- ORGANISATIONAL VALUES

SELF-CRITICAL

- THINKING STYLE
- COMMUNICATION
- COURAGEOUS LEADERSHIP
- INFLUENCING OTHERS
- FACILITATING TEAMWORK
- CONFLICT RESOLUTION
- ORGANISATIONAL KNOWLEDGE
- OCCUPATIONAL HEALTH & SAFETY

- *These competencies are your natural strengths, and you are highly aware of your competence. Keep up the great work.*

- *These are natural strengths but at times you do not give yourself enough credit for your competence. This is a time to back yourself and demonstrate greater confidence.*

HIGHLY SELF-AWARE & REQUIRES DEVELOPMENT

You are very aware that you require further development in these competencies. Discuss with your coach/mentor how you can improve in these areas and build capability. Investigate available training options and continue to seek honest, candid feedback from your direct reports, peers and manager.

ALIGNED

SELF-POSITIVE

- *You are very aware that these competencies are not your strengths and your demonstration is less than ideal. These competencies should be addressed and you should explore any training/coaching options available.*

SELF-CRITICAL

- *You are very aware that these competencies do not come naturally to you but you are probably being too harsh a critic. Work on developing these areas and access any training/coaching available.*

Action Items

MODERATELY SELF-AWARE & COMPETENT

These competencies are your leadership strengths that also offer further core leadership improvement. Any areas identified as being “Self-Critical” provide opportunities for fast tracked improvement as in these areas you just need to develop greater self-confidence.

ALIGNED

SELF-POSITIVE

- *These competencies present an opportunity for small, but impactful improvements. Most important is asking yourself why others do not recognize your abilities in these areas as much as you do.*

SELF-CRITICAL

- *While you recognize your strengths in these competencies, you are potentially better in these areas that you give yourself credit for. Start displaying greater confidence and when opportunities arise - back yourself.*

MODERATELY SELF-AWARE & REQUIRES DEVELOPMENT

In this zone “Self-Positive” competencies should be the focus. These are the areas where your perception of your capabilities is higher than those around you. Discuss this misalignment with your direct reports, peers and manager and develop some action items to address the gap.

ALIGNED

SELF-POSITIVE

- *Evaluate which of these competencies are role critical, and then target these as priority development areas. Training and coaching is the first step, then seek feedback from your colleagues to align perceptions of competence.*

SELF-CRITICAL

DELEGATING RESPONSIBILITY

- *Evaluate which of these competencies are role critical and then treat these as priority development areas. You will need to increase your confidence and your competence, through mentoring, coaching and training.*

Action Items

LOW SELF-AWARENESS & COMPETENT

The focus for your Development Action Plan should be improving your self-awareness. You have the leadership competence but it will be difficult to maximize the benefits if you are not self-aware.

ALIGNED

SELF-POSITIVE

- *Your perception of your competence in these areas is not in alignment with those you work with. They do not share your views that you are highly competent. It is imperative that you discuss these areas with others and listen to what they have to say. The key to your success is active listening and accepting advice.*

SELF-CRITICAL

- *These competencies are potentially your greatest strengths. The issue is that you lack a significant amount of confidence, or that you are being way too modest. Discuss with your manager and/or your coach to develop a strategy to boost your self-confidence.*

LOW SELF-AWARENESS & LACKING COMPETENCE

All competencies in this area require development and a far greater degree of self-awareness. You need to start listening to those around you and take on board all constructive criticism. The priority must be to move these competencies up and to the right of the model. Without addressing these areas leadership capability will continue to be difficult to master.

ALIGNED

SELF-POSITIVE

- *Any of these competencies that are role critical must be your highest priority. Discuss with management what training and coaching services are available. You should also consider finding a mentor that you can trust and one that will be 100% honest with you.*

SELF-CRITICAL

- *Your competence in these areas is substantially higher than what you give yourself credit for. Now is the time to stand up and project confidence.*

Leadership Action Plan

Now that you have reviewed your MultiRater Surveys Leadership Self Awareness Report, it is imperative that you take action and create a Leadership Action Plan.

Please use the template below to create your action plan. Select a maximum of four areas that you want to develop (a minimum of one existing strength and a minimum of two development areas) and then identify what you will need to do and what others will need to do for you to achieve your development goals.

ACTION ITEMS		ACTIONS/RESPONSIBILITIES FOR ME TO ACHIEVE LEADERSHIP SUCCESS			
DESCRIPTIONS		MYSELF	MY MANAGER	MY DIRECT REPORTS	MY PEERS
#1					
#2					
#3					
#4					

For assistance please refer to the [MultiRater Surveys Leadership Development Summaries](#)

When you have completed your Leadership Action Plan, the next step is to ensure accountability. Share your action plan with each of the above group members and ask them to not only contribute to your development but also hold you accountable for your action plan responsibilities.