

Leadership Development Survey

CONFIDENTIAL REPORT FOR

John Sample

SURVEY DATE Mar 1, 2019

SURVEY TYPE 360 Survey



### **INTRODUCTION**

This report summarizes the results of the 360 Degree survey that was conducted to provide you with valuable feedback to aid in your personal business development.

A variety of attributes and competencies are analysed to enable you to not only better understand your perceptions of yourself, but also to receive feedback from your manager and of others around you.

Scores are determined by a five point scale:

1 = Never	- Never demonstrates this skill, unacceptable
2 = Seldom	- Seldom demonstrates this skill, needs to improve
3 = Sometimes	- Sometimes demonstates this skill, adequate but could improve
4 = Usually	- Usually demonstrates this skill, acceptable
5 = Always	- Always demonstrates this skill, consistently high level
NA = Not Applicab	le

This Self Development Report contains the following sections:

#### **Executive Summary**

This summary is designed to assist you to quickly identify your strengths and development areas. If your survey included the Leadership Net Promotor Score there will be a score between -100 and +100, this score provides an excellent measure of your development and improvement from one survey to another. The Competency Group Summary provides a visual representation of the four principal respondents" scores to assist you to quickly identify gaps in each group"s perceptions. The last section provides a guide as to the areas that appear to be your opportunities and potential development areas.

### Self Alignment to all Other Respondents:

In this section your scores are compared to the average scores from all of the respondents. This section is very much the helicopter view and allows you to easily assess whether your perception of yourself is in alignment with the perceptions that those close to you have.

#### **Respondent Group Alignment (Summary):**

In this section you will be able to compare your scores with those of the other respondent groups (i.e. Manager, Peers, Direct Reports etc). By reviewing the average scores from each group you will able to ascertain whether you are interacting consistently across all respondents or whether you are modifying your interaction to suit a particular group.

#### **Respondent Group Alignment (Detail):**

This section is very detailed as it not only provides the average score for each group, it also provides the range of scores. The average score is identified by a diamond, the range of scores is denoted by a line that connects the lowest and highest score.

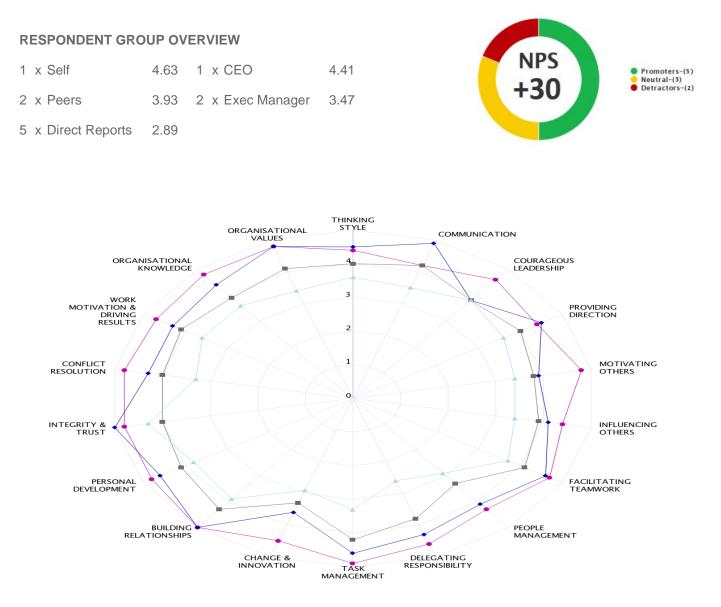
#### **Respondent Comments:**

Your survey respondents were requested to provide additional comments to assist you in your development program. These comments are optional and are presented exactly as they were provided by the individuals.

As you review this report, keep in mind that most people exhibit both strong and weak abilities. No one does everything equally well. If you approach this report as a learning and self-development tool, this feedback will provide you with a catalyst toward increasing your success both in business and in your personal life.



### **EXECUTIVE SUMMARY**



-Self -CEO -Peers - Exec Manager

## **COMPETENCY SUMMARY**

### **Strengths**

- > TASK MANAGEMENT
- > BUILDING RELATIONSHIPS
- > WORK MOTIVATION & DRIVING RESULTS

**Development Areas** 

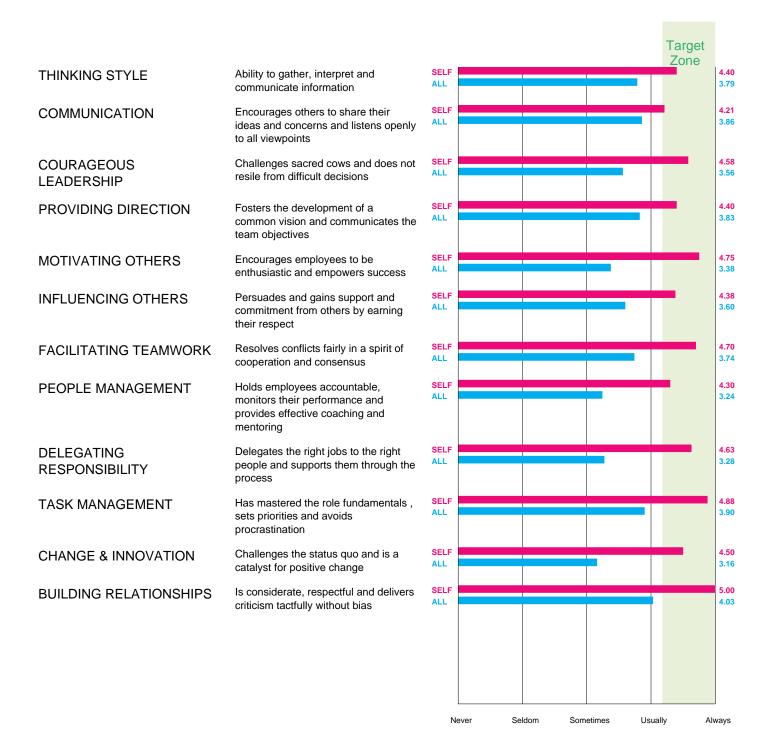
- > DELEGATING RESPONSIBILITY
- > CHANGE & INNOVATION
- > PEOPLE MANAGEMENT



## **SELF ALIGNMENT TO ALL OTHER RESPONDENTS:**

In this section your scores are compared to the average scores from all of the respondents. This section is very much the helicopter view and allows you to easily assess whether your perception of yourself is in alignment with the perceptions that those close to you have.

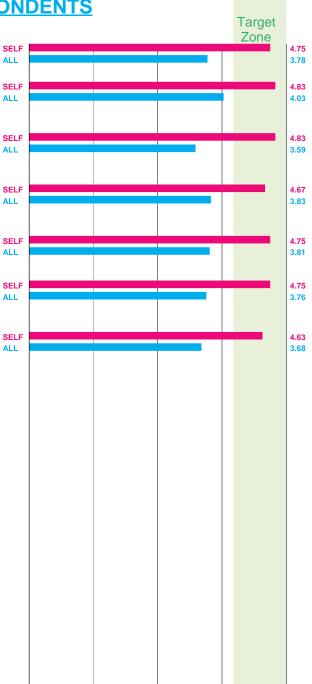
Keep in mind that the information provided is the constructive views of those individuals who interact with you on a day-to-day basis. Use this information to identify those areas that you feel you can either improve or work on to become an even greater strength.





### **SELF ALIGNMENT TO ALL OTHER RESPONDENTS**

PERSONAL DEVELOPMENT	Displays persistence, a positive outlook and learns from mistakes
INTEGRITY & TRUST	Demonstrates high principals and has earned the trust and confidence of others
CONFLICT RESOLUTION	Ensures that conflicts and disagreements are discussed and resolved
WORK MOTIVATION & DRIVING RESULTS	Provides discretionary effort and overcomes obstacles to achieve positive results
ORGANISATIONAL KNOWLEDGE	Is knowledgeable about the company, industry and profession
ORGANISATIONAL VALUES	Measures whether individuals actively promote and demonstrate the organisational values
TOTAL AVERAGE	



05

Usually

Always

Sometimes

Never

Seldom



### **RESPONDENT GROUP ALIGNMENT (Summary)**

In this section you will be able to compare your scores with those of the other respondent groups (i.e. Manager, Peers, Direct Reports, Clients, Prospects etc). By reviewing the average scores from each group you will able to ascertain whether you are interacting consistently across all respondents or whether you are modifying your interaction to suit a particular group.

We suggest that you pay particular attention to those areas where respondent groups perceive you differently. In this situation, ask yourself whether it is appropriate for groups to have different views and if not identify these areas as potential inclusions in your self-development program.

THINKING STYLE	Ability to gather, interpret and	SELF				Targe Zone	4.40
	communicate information	CEO PEERS EXEC MANAGER DIRECT REPORT					4.50 3.95 3.55 3.15
COMMUNICATION	Encourages others to share their ideas and concerns and listens openly to all viewpoints	SELF CEO PEERS EXEC MANAGER DIRECT REPORT			•		4.21 4.93 4.18 3.50 2.83
COURAGEOUS LEADERSHIP	Challenges sacred cows and does not resile from difficult decisions	SELF CEO PEERS EXEC MANAGER DIRECT REPORT			•		4.58 3.83 3.83 3.83 2.75
PROVIDING DIRECTION	Fosters the development of a common vision and communicates the team objectives	SELF CEO PEERS EXEC MANAGER DIRECT REPORT					4.40 4.50 4.00 3.60 3.20
MOTIVATING OTHERS	Encourages employees to be enthusiastic and empowers success	SELF CEO PEERS EXEC MANAGER DIRECT REPORT					4.75 3.88 3.75 3.38 2.50
INFLUENCING OTHERS	Persuades and gains support and commitment from others by earning their respect	SELF CEO PEERS EXEC MANAGER DIRECT REPORT					4.38 4.13 3.88 3.38 3.03
FACILITATING TEAMWORK	Resolves conflicts fairly in a spirit of cooperation and consensus	SELF CEO PEERS EXEC MANAGER DIRECT REPORT					4.70 4.60 4.05 3.70 2.62
PEOPLE MANAGEMENT	Holds employees accountable, monitors their performance and provides effective coaching and mentoring	SELF CEO PEERS EXEC MANAGER DIRECT REPORT					4.30 4.10 3.27 2.85 2.76
			Never	Seldom	Sometimes	Usually	Always



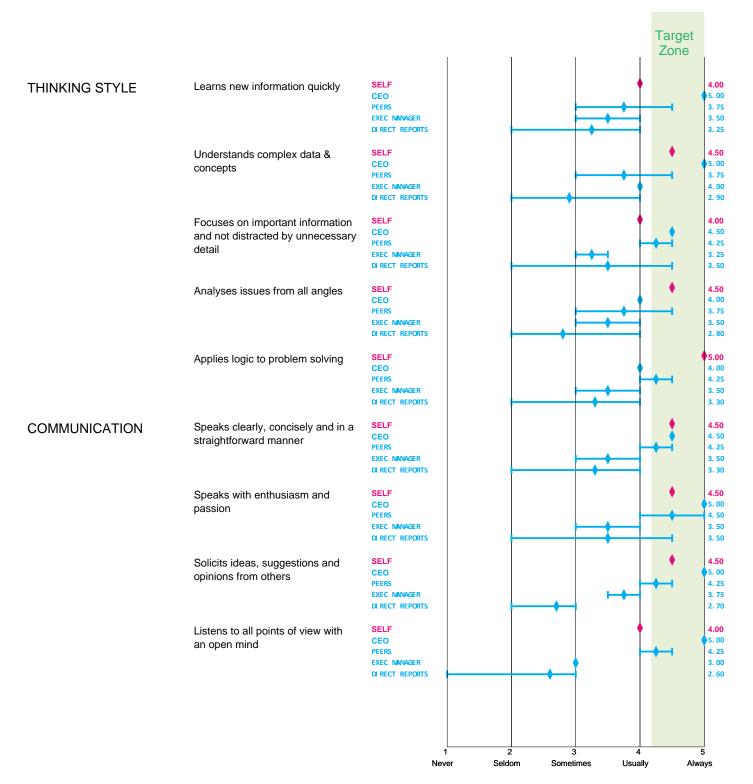
# **RESPONDENT GROUP ALIGNMENT (Summary)**

	ALIGHMENT		Target Zone
DELEGATING RESPONSIBILITY	Delegates the right jobs to the right people and supports them through the process	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.63 4.25 3.75 2.63 2.48
TASK MANAGEMENT	Has mastered the role fundamentals , sets priorities and avoids procrastination	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.88 4.63 4.17 3.31 3.50
CHANGE & INNOVATION	Challenges the status quo and is a catalyst for positive change	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.50 3.63 3.33 2.88 2.81
BUILDING RELATIONSHIPS	Is considerate, respectful and delivers criticism tactfully without bias	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	5.00 5.00 4.28 3.92 2.93
PERSONAL DEVELOPMENT	Displays persistence, a positive outlook and learns from mistakes	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.75 4.63 4.13 3.75 2.60
INTEGRITY & TRUST	Demonstrates high principals and has earned the trust and confidence of others	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.83 5.00 4.00 4.33 2.77
CONFLICT RESOLUTION	Ensures that conflicts and disagreements are discussed and resolved	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.83 4.33 4.00 3.25 2.77
WORK MOTIVATION & DRIVING RESULTS	Provides discretionary effort and overcomes obstacles to achieve positive results	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.67 4.33 4.11 3.58 3.28
ORGANISATIONAL KNOWLEDGE	Is knowledgeable about the company, industry and profession	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.75 4.42 3.94 3.63 3.25
ORGANISATIONAL VALUES	Measures whether individuals actively promote and demonstrate the organisational values	SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.75 4.75 4.13 3.38 2.78
TOTAL AVERAGE		SELF CEO PEERS EXEC MANAGER DIRECT REPORTS	4.63 4.41 3.93 3.47 2.89
		Never Seldom Sometime	s Usually Always



In this section your scores are compared to all other Respondent Groups at a very detailed level. The diamonds indicate the average score of each respective group, the lines indicate the range of scores from lowest to highest.

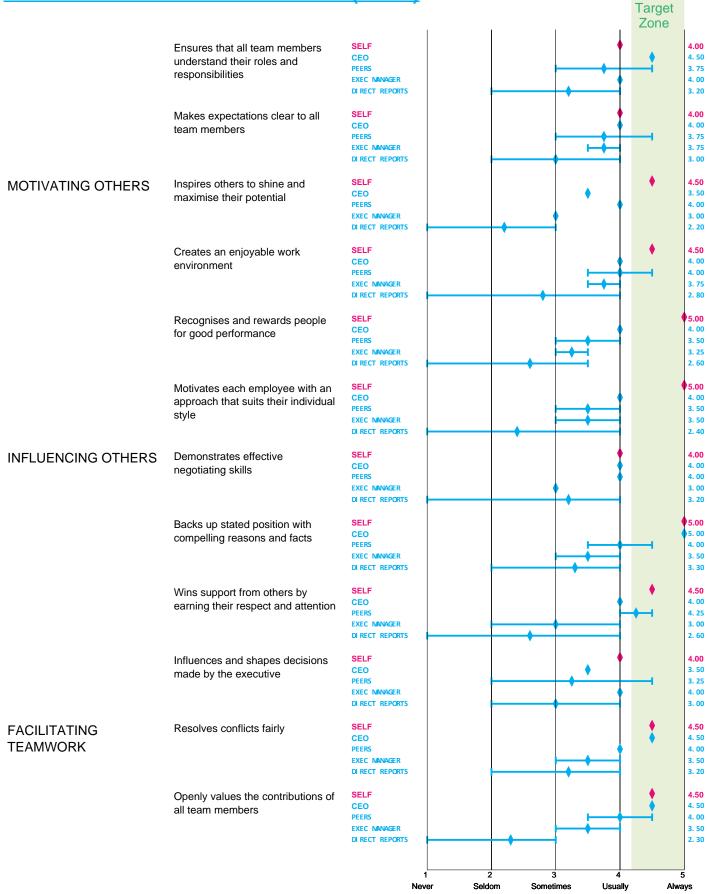
Please pay particular attention to the range of scores as a wide range may indicate that you are not consistently displaying a particular attribute and that you may be treating some individuals differently to others. If this is the case there may be grounds for further investigation and recognition within your Development Plan.





			Target Zone
	Listens carefully to others without interrupting	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	4.00 5.00 3.75 3.75 2.70
	Makes current job related information readily available to others	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	4.00 5.00 4.25 3.50 2.40
	Provides others with open access to information	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	4.00 5.00 4.00 3.50 2.60
COURAGEOUS LEADERSHIP	Takes a stand to resolve important issues	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	<ul> <li>4.50</li> <li>4.00</li> <li>4.00</li> <li>4.00</li> <li>3.10</li> </ul>
	Is pragmatic about which issues are worth fighting for	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	<b>5.00</b> 3.00 4.00 3.50 3.40
	Makes decisions in the face of uncertainty and opposition	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	4.00 3.00 3.75 4.00 3.00
	Encourages others to express their views, even contrary ones	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	4.50 4.00 3.75 3.50 2.30
	Challenges others to make tough choices	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	4.50 4.50 3.50 4.00 2.70
	Demonstrates managerial courage	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	<b>5.00</b> 4.50 4.00 4.00 2.00
PROVIDING DIRECTION	Promotes the development of a common vision	SELF CEO PEERS EXEC MINAGER DI RECT REPORTS	4.50 4.50 4.25 3.50 3.30
	Links the team objectives to the organisation's vision and mission	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	<b>5.00</b> <b>5.00</b> 4.25 3.75 3.30
	Provides clear direction and defines priorities for the team	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS	4.50 4.50 4.00 3.00 3.20
		1 2 3 Never Seldom Sometimes	4 5 Usually Always







				Target Zone
	Builds consensus on decisions	Self Ceo Peers Exec Manager Di Rect Reports		4. 4. 4. 4. 2.
	Fosters teamwork within the team	Self Ceo Peers Exec Nanager Di Rect Reports		• 5. 4. 4. 3. 2.
	Acknowledges and celebrates team successes	Self Ceo Peers Exec Manager Di Rect Reports		5. 5. 4. 3. 2.
PEOPLE MANAGEMENT	Identifies strengths and development areas in others	Self Ceo Peers Exec Manager Di Rect Reports		4. 4. 3. 2. 3.
	Is accessible to provide assistance and support as required	Self Ceo Peers Exec Manager Di Rect Reports		4. 5. 3. 2. 2.
	Conducts regular and effective One-On-One Sessions with direct reports	Self Ceo Peers Exec Nanager Di Rect Reports	• •	3. 3. 2. 4. 2.
	Holds direct reports accountable and addresses issues in a timely manner	SELF Ceo Peers Exec Manager Di Rect Reports		4. 4. 3. 3. 3.
	Applies effective coaching and mentoring skills to assist direct reports achieve full potential	SELF CEO PEERS Exec Manager Di Rect Reports		<ul> <li>↓</li> <li>4.</li> <li>4.</li> <li>3.</li> <li>2.</li> <li>2.</li> </ul>
DELEGATING RESPONSIBILITY	Knows when to delegate and when to take personal responsibility	SELF CEO PEERS Exec Manager Di Rect Reports		4. 4. 3. 3. 2.
	Delegates the right jobs to the right people	SELF CEO Peers Exec Manager Di Rect Reports		<b>5</b> . 4. 4. 2. 2.
	Gives others the latitude to independently fulfil responsibilities	SELF CEO PEERS Exec Manager Di Rect Reports		4. 4. 3. 2. 1.
	Monitors progress of others and assists when goals are not being achieved	Self Ceo Peers Exec Manager Di Rect Reports		5. 4. 4. 3. 3.



	Demonstration of the state			Zone
TASK MANAGEMENT	Demonstrates mastery of the role fundamentals	SELF CEO		
	landamentais	PEERS EXEC MANAGER		
		DI RECT REPORTS		
	Avoids procrastination	SELF		•
		CEO PEERS		
		Exec Manager		
		DI RECT REPORTS		-
	Identifies action steps, priorities	SELF CEO		
	and accountabilities	PEERS		
		Exec Manager Direct reports		
	Anticipaton issues and develops	SELF		
	Anticipates issues and develops contingency plans	CEO		•
	contingency plans	PEERS		
		Exec Manager Direct Reports		-
HANGE &	Promotes the mindset of asking	SELF		•
INOVATION	"Is there a better way?"	CEO PEERS	•	
		EXEC MANAGER		
		DI RECT REPORTS		-
	Champions new initiatives even	SELF CEO		•
	outside the scope of own role	PEERS		
		Exec Manager Direct reports		
	Deserves sources for shown	SELF		
	Prepares employees for change and ensures they understand the	CEO		
	reasons for change	PEERS	► <b>↓</b>	
	Ŭ	Exec Manager Direct reports	• •	-
	Involves others in the change	SELF		•
	process	CEO PEERS		
		EXEC MANAGER		
		DI RECT REPORTS	•	
UILDING	Treats people fairly and with	SELF CEO		
ELATIONSHIPS	respect	PEERS		+
		Exec Manager Direct reports		
	Delivers criticism tactfully and	SELF		
	constructively	CEO		
	,	PEERS Exec Manager		
		DI RECT REPORTS	•	-
	Maintains composure in high	SELF		
	pressure situations	CEO PEERS		
		Exec Manager		· · ·
		DI RECT REPORTS		
ERSONAL	Keeps a positive outlook	SELF		•
EVELOPMENT		CEO PEERS		<b>1</b>
		EXEC MANAGER		
		DI RECT REPORTS		



	Accepts responsibility for own	SELF				Zone	
	mistakes	CEO				•	
		PEERS Exec Manager					
		DI RECT REPORTS		+	•		
	Seeks feedback on own	SELF				•	
	performance	CEO					
	ponomiano	PEERS				+-	
		exec manager Direct reports					
	Duran a Kalandara a la d	SELF					
	Pursues self-development and	CEO					
	learning	PEERS				<b></b>	
		Exec Manager Direct Reports					
				•			
TEGRITY & TRUST	Earns the confidence and trust of	SELF CEO				•	
	others	PEERS				<b></b>	
		EXEC MANAGER					
		DI RECT REPORTS					
	Is honest and authentic (actions	SELF					
	match words)	CEO PEERS					
		EXEC MANAGER					
		DI RECT REPORTS	++	•			
	Keeps promises	SELF					
		CEO					
		PEERS Exec Manager					
		DI RECT REPORTS		+			
	Expresses disagreement tactfully	SELF				•	
	and sensitively	CEO					
ESOLUTION		PEERS					_
		exec manager Direct reports	-				
		0515					
	Works to resolve conflicts in a	SELF CEO				•	
	collaborative manner	PEERS				<b>→</b> –i –	
		Exec Manager Direct Reports					
		Diffect heronis		•			
	Encourages everyone to	SELF CEO					
	compromise a win/win outcome	PEERS				<b>—</b>	
		EXEC MANAGER			<b>⊢</b>		
		DI RECT REPORTS					
ORK MOTIVATION &	Sets high personal standards	SELF					•
RIVING RESULTS		CEO PEERS				•	
		EXEC MANAGER					
		DI RECT REPORTS				-	
	Consistently provides	SELF					
	discretionary effort	CEO				•	
	-	PEERS Exec Manager					
		DI RECT REPORTS					
	Makes timely decisions	SELF					
	mares unery decisions	CEO					
		PEERS					
		Exec Manager Direct reports					
		BEALCT ALFORID					
			1 2		3 4		5



					Target Zone	
	Overcomes obstacles to achieve results	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS				<b>4.50</b> 4.50 4.17 3.50 3.40
	Reacts constructively to setbacks	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS		•		<b>4.00</b> 4.50 4.17 3.50 3.10
	Achieves results that have a positive impact on the organisation	Self Ceo Peers Exec Manager Di Rect Reports			•	4.50 4.00 4.33 3.50 3.40
ORGANISATIONAL KNOWLEDGE	Demonstrates expert knowledge in his/her profession	Self Ceo Peers Exec Manager Di Rect Reports				4.50 4.50 3.50 3.00 3.50
	Keeps up to date on technical and professional developments	Self Ceo Peers Exec Manager Di Rect Reports				<b>5.00</b> 5.00 3.83 4.00 3.20
	Knows the strengths and weaknesses of competitors	Self Ceo Peers Exec Manager Di Rect Reports		<u> </u>	•	4.50 5.00 3.83 4.00 3.20
	Understands and promotes the organisational vision	Self Ceo Peers Exec Manager Di Rect Reports				<b>5.00</b> 4.50 4.17 3.50 3.30
	Is true to the organisational values	Self Ceo Peers Exec Manager Di Rect Reports			•	<b>4.50</b> 4.00 4.17 3.25 2.70
	Understands how the business is run and the importance of each business unit	Self Ceo Peers Exec Nanager Di Rect Reports		•		<b>5.00</b> 3.50 4.17 4.00 3.60
ORGANISATIONAL VALUES	Promotes (lives and breathes) our organisational values	SELF Ceo Peers Exec Manager Di Rect Reports		• • • •	-	4.50 4.50 4.25 3.00 2.90
	Personally demonstrates our organisational values	SELF CEO PEERS EXEC MANAGER DI RECT REPORTS				4.50 4.50 4.25 3.50 3.00
	Consistently demonstrates empathy for others	SELF CEO Peers Exec Manager Di Rect Reports			-	<b>5.00</b> 5.00 3.75 3.50 2.40
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### **RESPONDENT COMMENTS**

Your survey respondents were given the opportunity to provide additional comments to assist you in your development program. These comments are optional and are presented exactly as they were provided by the individuals.

Please provide any additional comments that you feel would assist this development program

#### Self

- I think I am a consistent, hard worker and good leader. I try to encourage my staff by setting a high expectations. I'm proud of my achievements in this organisation and across all aspects of my work.

#### CEO

- I have had the pleasure of managing John over the past 3 years. He is a hard worker and highly valued member of our team. I think he makes a great leader. He could conduct more one-on-one meetings with his staff.

#### Peers

- I don't think John always delegates his work fairly. He needs to give others the latitude to independently complete their work without him looking over their should all the time. I also believe he should support the development of his employees more, with his one-on-one meetings, etc. He is not using these strategies as effectively as he could be to support his team more.

- I think John is an outstanding member of our team and a great manager. He sets high standards and leads by example.

#### **Exec Manager**

- He is a good manager and respected by his peers however he is not a team player and does not delegate work easily to those around him. He tends to like having control. I do not think he is a good leader as he is more interested in propelling his own career forward than fitting in with the company culture and company goals.

- He is a good manager but is not well liked by those in his team. He does enamour himself to his team members and does not encourage innovation or independence from them. He needs to spend more time building up a team relationship and organising delegated roles for each of his staff. His team need to derive more satisfaction from their work roles and responsibilities and see a promising and rewarding future with the company. He is not particularly loyal to the comany but achieves good financial results. Please provide any additional comments that you feel would assist this development program

#### **Direct Reports**

- I feel that John doesn't invest enough in us as a manager. Our team has no real sense of cohesion, he wants to take personal responsibility for many tasks and when he does delegate he redoes my work anyway. I feel that he doesn't trust his team to uphold standards. He isn't interested in my career development, even though I have said I would like more support and training. He is a good worker but I don't think he is a good leader.



### **SURVEY COMMENTS**

- I have worked under John for the last 12 months and it has been nothing short of a nightmare. He consistently undermines staff. We are given no support, he is too busy off building his own career to listen to the 'little people'. There have been several incidences where he has reacted aggressively and unprofessionally under stress and it has caused distress for myself and other staff members. He never follows through on his word, he promised to revise my career development program with me 6 months ago but nothing. I'm over working for him and people need to know the truth.

- He is a good manager but does not delegate. This creates a working environment lacking in direction and purpose. He tends to keep new work to himself and not include his team in decision making or important projects. He is only interested in his own career path and not in career paths for his direct reports. He is not interested in providing more training for his staff or providing them with a stimulating work environment. He is good at his job but he is not a good leader of his staff. Please provide any additional comments that you feel would assist this development program

- John is a smart guy and a good worker. But he doesn't take much care when it comes to his direct reports.

- He appears to be acheive successful outcomes however he doesn't delegate and is not a team player. He has little regard for the working environment of his direct reports, providing little opportunity for creativity or innovatice thought. We are not offerred training and are rarely given opportunities to run our own projects.



## **SUMMARY**

### Where to from here?

Now that you have had the chance to review your report it is time to use this information to effect positive and beneficial change.

Below is a step-by-step guide to help you use this report so that you become more successful. To ensure positive change you should:

**KEEP DOING** the actions that make you a successful contributor, leader and/or manager **STOP DOING** the actions that are impeding your true potential **START DOING** the actions that will make you more effective and successful

We recommend that you do the following within the next two weeks:

- 1. Review your report and identify the two to four things that may be preventing you from achieving your true potential
- 2. Develop an action plan that will help you address these areas (keep it simple). To assist you with your action plan please access our <u>Leadership Development Summaries</u>
- 3. Provide your manager with your action plan and ensure that he/she will support you with appropriate coaching & training
- 4. We recommend that you send an email to all of those individuals who participated in your 360 Degree Feedback to:
  - a. Thank them for providing you with their feedback
  - b. Acknowledge that you have produced a Self-Development Action Plan
  - c. Provide them with a list of the areas you are going to focus on
  - d. Ask them to assist you in your ongoing development
- 5. Start implementing your Self-Development Action Plan
- 6. Organize monthly reviews with your manager to measure progress and ensure that appropriate support is being provided to you

To ensure that you are continually improving your skills, we suggest that you initiate this 360 Degree Survey at least every 12 months. For more information, please contact your manager or the HR/L&D team.