

Leadership 360 Report

Name _____

Name of Company _____

Position _____

Date _____

Date of last report: _____

Number of Respondents: _____

Your Manager: _____

Your Peers: _____

Your Direct Reports: _____

Board Member: _____

Keys:

Strengths: 4.0 and greater

Moderate Areas of Improvement: 3.1-3.9

Areas of Critical Concern: 3.0 and less

Leadership Competencies

Communication:

• Verbally explains ideas in a clear and succinct manner	4.5
• Listens effectively	2.5
• Receives feedback from others without being defensive	3.0
• Efficiently manages the flow, tempo, and timing of information and communication	4.0
• Sets clear expectations	4.0
• Delivers constructive feedback	4.0
• Expresses written ideas clearly	3.0
• Focus on the positive	3.5
• Is not arrogant or condescending	4.0
• Provides opportunity for two-way conversation	4.0
• Effective alignment of body language and voice to content	4.0
AVERAGE FOR COMMUNICATION	3.7

Communication: 3.7 – You’ve demonstrated moderate strength in communication skills. These scores reflect a moderate ability to communicate effectively. Your individual scores show areas of strength and areas you can continue to improve upon. What are 3 things you could stop, start or continue doing that would help improve the lowest scores?

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Self-Management:

- Manages self well 3.5
- Effectively learns from own experience and mistakes 3.5
- Committed to changing weaknesses and sets an action plan for improvement 2.5
- Manages time and resources well 4.0
- Manages stress well 3.5
- Demonstrates thoughtfulness and tact in interactions with staff and customers 4.5
- Positive role model of the company culture and leadership 4.5
- Maintains focus and sets priorities 2.5
- Demonstrates competence and confidence 3.5
- Sets and executes goals and objectives 3.0
- Proactive in preventing crisis 2.0
- Holds self accountable 3.0
- Takes time to recharge self 3.0
- Balances work life 2.5
- Strives for ongoing self-development and continuous learning 2.0
- Has courage to take risks outside of comfort zone 2.5
- Does not create bottleneck in system by slowness to decide, act, change 3.5

AVERAGE FOR SELF MANAGEMENT 3.1

Self Management: 3.1 – You’ve demonstrated moderate strength in self management skills. These scores reflect a moderate ability to communicate effectively. Your individual scores show areas of strength and areas you can continue to improve upon. What are 3 things you could stop, start or continue doing that would help improve the lowest scores?

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Integrity:

- Demonstrates trustworthiness 4.5
- Demonstrates high standards of ethics and integrity 4.5
- Always acts in the best interest of the company 4.5
- Operates with transparency 4.0

AVERAGE FOR INTEGRITY 4.4

Execution:

- Executes individual and company goals to gets results 2.5
- Demonstrates solid follow-through 2.5
- Works collaboratively to get the job done 2.0
- Understands the company mission and goals and organizes resources to achieve them 3.0

AVERAGE FOR EXECUTION 2.5

Execution: 2.5 – You’ve demonstrated low scores in the area of execution. This can impact the results you want to achieve since these skills are vital in effective leadership. Take some time to review your scores and list 1 thing in each area that you can stop, start, or continue doing to improve your execution skills.

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Managing and Developing Others:

- Demonstrates confidence in report's capabilities 3.5
- Grooming own successor by mentoring, coaching, and developing next level leadership 3.5
- Delegates and empowers others 3.5
- Creates enthusiasm, energy, positive impact 3.5
- Selects and retains high potentials 2.5
- Develops leadership in others 3.5
- Terminates non-performers 1.5
- Recognizes individual contribution 3.5
- Brings out the best in people 3.5
- Addresses and resolves negativity and morale issues 2.0

AVERAGE FOR MANAGING AND DEVELOPING OTHERS 3.1

Managing and Developing Others: 3.1 – You've demonstrated moderate strength in effectively managing and developing others. Your scores show areas of strength and issues you can continue to improve upon. What 3 things could you stop, start, or continue doing to improve your lowest scores?

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Relationship Management:

- Has a positive relationship with colleagues 2.5
- Has a positive relationship with reports 2.5
- Has a positive relationship with his/her manager 3.0
- Has a positive relationship with vendors 2.0
- Has a positive relationship with customers 3.0
- Has a positive relationship with significant stakeholders 2.0
- Has a positive relationship with Board of Directors 2.0

AVERAGE RELATIONSHIP MANAGEMENT 2.4

Relationship Management: 2.4 - You've demonstrated low scores in your ability to effectively manage relationships with others. This can impact the results you want to achieve since these skills are vital in effective leadership. Take some time to review your scores and list 1 thing in each area that you can stop, start, or continue doing to improve your execution skills.

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Change Management:

- Responds positively to change 2.0
- Leads change 3.0
- Is innovative 2.5
- Align department and corporate goals, vision, mission with others for impact of change 2.0

AVERAGE FOR CHANGE MANAGEMENT 2.4

Change Management: 2.4 - You've demonstrated low scores in your ability to effectively manage change. This can impact the results you want to achieve since these skills are vital in effective leadership. Take some time to review your scores and list 1 thing in each area that you can stop, start, or continue doing to improve your execution skills.

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Drive:

- Has the passion to take the company to the next level 4.5
- Demonstrates focused ambition and drive 4.5

AVERAGE FOR DRIVE 4.5

Team:

- Builds a cohesive, high performance team 3.0
- Is a positive contributor to the team 3.0
- Gives team credit for success 2.0
- Encourages and supports team development and functioning 2.5
- Celebrates team/company accomplishments 3.0
- Builds collaboration across and among other teams and coworkers 2.0

AVERAGE FOR TEAM 2.6

Team: 2.6 - You've demonstrated low scores in your ability to effectively manage and function as part of a team. This can impact the results you want to achieve since these skills are vital in effective leadership. Take some time to review your scores and list 1 thing in each area that you can stop, start, or continue doing to improve your execution skills.

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Business Knowledge:

Understands industry trends and impact on business	3.0
Knowledgeable and seen as a resource	3.5
Seeks to continuously learn	2.5
AVERAGE FOR BUSINESS KNOWLEDGE	3.0

Business Knowledge: 3.0 – You’ve demonstrated moderate strength in relation to your business knowledge. Your scores show areas of strength and issues you can continue to improve upon. What 3 things could you stop, start, or continue doing to improve your lowest scores?

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Technical Knowledge

Is an expert in his/ her area of technical knowledge	3.0
AVERAGE FOR TECHNICAL KNOWLEDGE	3.0

Technical Knowledge: 3.0 - You've demonstrated moderate strength in relation to your technical knowledge. Your scores show areas of strength and issues you can continue to improve upon. What 3 things could you stop, start, or continue doing to improve your lowest scores?

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Inspires Commitment, Energizes:

- Inspires excellence/competency/quality 2.0
- Inspires a positive company culture 3.0
- Energizes people 3.0

AVERAGE FOR INSPIRING AND ENERGIZING 2.7

Inspires Commitment, Energizes: 2.7 - You've demonstrated low scores in your ability to inspire commitment and energize others. This can impact the results you want to achieve since these skills are vital in effective leadership. Take some time to review your scores and list 1 thing in each area that you can stop, start, or continue doing to improve your execution skills.

4. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

5. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

6. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Emotional Intelligence:

- Understands impact of behavior, actions and attitudes on others 2.0
- Takes responsibility for poor results and learns from mistakes 3.0
- Has a positive attitude 4.0
- Listens to other's perspective 4.5

AVERAGE FOR EMOTIONAL INTELLIGENCE 3.4

Emotional Intelligence: 3.4 - You've demonstrated moderate strength in your emotional intelligence. Your scores show areas of strength and issues you can continue to improve upon. What 3 things could you stop, start, or continue doing to improve your lowest scores?

1. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

2. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

3. _____

Impact: _____

Ideal result I want to achieve: _____

Start Doing: _____

Stop Doing: _____

Continue Doing: _____

Strategic Thinking:

- Visionary thinking 4.0
- Clearly defines vision and inspires commitment 4.5
- Continually seeks growth opportunities 3.0
- Thinks and acts strategically 4.5

AVERAGE FOR STRATEGIC THINKING 4.0

Thinks and Acts Systemically

- Remedies process or system when it impacts productivity 4.0
- Thinks systemically and understand impact on different parts of the company 4.0
- Works cross functionally to achieve success 4.0

AVERAGE FOR THINKS AND ACTS SYSTEMICALLY 4.0

Overall Strengths

The following are your areas of strength. These are the composite of the quantitative and qualities sections of the 360. In order for it to be considered strength you would have had to score 4.0 or higher with the exception of 2 questions (24, 66) where a lower score illustrates strength.

3. Your leadership focuses on best interests of your company	5.0
4. You complete work with a high level of professionalism	4.0
5. You understand and leverage your company's strengths and weaknesses	4.3
6. You understand and do what it takes to achieve customer satisfaction	4.2
7. You help people connect your goals and activities to your future vision of your company.	4.2
8. You respond to requests or concerns in a timely manner	4.2
9. You set and execute realistic goals for reports	4.0
11. You implement a strategic plan and goals effectively.	4.2
12. You drive for results	4.3
13. You are proactive	4.2
14. You collaborate effectively with vendors and customers	4.5
15. You manage conflicts effectively	4.3
16. You demonstrate high standards of ethics and integrity	4.5
17. You understand the impact of your behavior on others	4.2
18. You manage yourself well	4.3
19. You effectively learn from your own experience and mistakes	4.3
20. You understand your own strengths and weaknesses	4.0
21. You are committed to changing weaknesses	4.7
22. You have credibility with staff, clients and vendors	4.2
23. You are aware of assumptions and beliefs and your impact	4.0
24. You blame others for poor results	1.8
28. You create a compelling reason for change	4.2
31. You respond positively to change	4.3
32. You understand and communicate market threats and opportunities	5.0
33. You champion a process to align vision and goals from corporate to departmental	4.8
34. You think and act strategically	4.7
35. You inspire a positive company culture	4.2
36. You have a positive attitude and impact on others	4.3
37. You forge synergy, team cohesion and positive team morale	4.2
38. You strive to be a continuous learner	4.5
41. You take action on underperformance or poor quality in reports	4.0
42. You leverage differences	4.2
43. You delegate authority with responsibility to make and implement decisions and plans	4.2
44. You hire well	4.2
45. You develop and empower others	4.0
46. You have confidence in reports' capabilities	4.2
49. You reward and recognize staff contribution	4.2
50. You create expectations that can be achieved	4.3

Sample Written Feedback 360

52. You seek to understand the pressure and stress of reports	4.3
53. You fully develop capability of reports	4.2
54. You are grooming your own successor by mentoring, coaching, and developing for the next level	4.2
55. You are able to terminate ineffective reports if they cannot change	4.3
56. You address unachieved results as an opportunity to learn from mistakes	4.2
57. You understand the company vision and goals and organize resources to achieve it	4.7
58. You encourage people to determine for themselves the best way to meet objectives	4.5
59. You have courage to take risks outside of your comfort zone	4.8
60. You create a bottleneck in the system with a slowness to decide, act, change	2.0
62. You demonstrate good judgment and are decisive	4.3
63. You demonstrate commitment to quality and excellence	4.8
64. You seek to remedy process or system when it impacts productivity	4.2
65. You identify and addresses the brutal reality of the business and lead the charge for change	4.7
66. You fight fires more than prevent fires	2.2
67. You are a positive role model of the company culture and leadership	4.3

68. Words people use to describe your strengths

- | | |
|--------------|----------------------|
| ■ Loyal | ■ Constant learner |
| ■ Proactive | ■ Keeps his word |
| ■ Visionary | ■ Develops his staff |
| ■ Experience | ■ Visionary |
| ■ Vision | ■ Operational genius |
| ■ Strategy | ■ Calm |
| ■ Delegation | ■ decisive |
| ■ Confidence | |

Sample Written Feedback 360

71. Your associate's areas of greatest respect for you

- You have the ability to keep focus on the corporate goals.
- You have really committed yourself to learn the business
- Your ability to strategize scenarios and think things through.
- Business insight
- dedication to the company
- people skills
- protects his staff when they make mistakes
- hard worker
- very focused
- rational and unemotional/reasonable
- no ego problem
- gutsy
- positive outlook
- high integrity
- intuitive

73. What is one thing you should **continue** doing to be more effective?

- Continue to learn the financial side of the business
- Continue with individual meetings with reports
- Strategic thinking
- Provide support for strategic projects
- setting a good example, being a role model
- keep dreaming & formulating new ideas and expressing his hope for the future

75. Adjectives people use that best describe you

- | | |
|----------------|-----------------|
| ■ Loyal | ■ Gutsy |
| ■ Committed | ■ Focused |
| ■ Proactive | ■ Fair |
| ■ Strategic | ■ Steady |
| ■ Creative | ■ Visionary |
| ■ Dedicated | ■ Positive |
| ■ Versatile | ■ Honest |
| ■ Ambitious | ■ Creative |
| ■ Supportive | ■ Compassionate |
| ■ Professional | ■ Intuitive |
| | ■ Trustworthy |



Overall Moderate Areas for Improvement

The following are areas of moderate strength or weakness. These might be areas you would want to consider in your professional development. Moderate is scored between 3.1-3.9

10. You create dialogues to ensure others know how to act to achieve vision	3.8
25. You manage time and resources well	3.8
26. You manage to maintain work/life balance	3.7
27. You are disciplined and consistent in action	3.7
30. You solicit feedback on the impact of the change	3.5
39. You create enthusiasm	3.3
47. You address report's developmental issues with a proactive, positive plan	3.5
51. You efficiently manage the flow of information and communication	3.2
61. You take action on problems and resolve them quickly	3.7

Overall Areas of Critical Concern

These could be areas that might impact your effectiveness to get the results you want. The following are areas of improvement, blind spots and opportunities for professional growth.

29. You communicate a clear vision of the future and inspire commitment. 3.0
40. You communicate effectively 2.8
48. You run effective meetings 2.8

69. The areas of greatest concern for you

- You do not communicate ideas and vision effectively
- You may be leveraging too many high risk ventures and that need to slow down
- You are not communicating your vision
- You need to better communicate your vision (write it down, show how you want to get there) and follow through
- You need to improve your clarity of communication skills.
- You need to improve your customer satisfaction focus.
- You need to improve your ability for dealing with the realities of today before tomorrow's big objectives.
- Communication
- You need to be aware of being too manipulative on occasion
- You need to be cognizant of taking on too much

70. Please list 3 words that describe your weaknesses

- Unclear
- Out of touch
- Secrecy (letting cat out of the bag with too many confidants)
- Judgmental
- Decisiveness
- Communication
- Planning
- Communication (especially in front of a large group, one-on-one communication is good)
- Planning and executing change (happens to quickly, sometimes initiative gets diverted)
- Unclear
- Under reacts
- Under communicates
- Communication skills
- May not keep an open mind

Sample Written Feedback 360

72. What is one thing you should **start** doing to be more effective?

- Work on communication skills
- Communicating your company vision more clearly to the management team and company.
- Become more visible to the rank and file
- Write down and communicate how you want to grow the company
- Communicate more
- Connecting more with "the common man" in the company, small talk

73. What is one thing you should **continue** doing to be more effective?

- Continue to learn the financial side of the business
- Continue with individual meetings with reports
- Strategic thinking
- Provide support for strategic projects
- Setting a good example, being a role model
- Keep dreaming & formulating new ideas and expressing hope for the future

74. What is one thing you should **stop** doing to be more effective?

- Stop trying to get people to believe they are being asked to help with an issue, item, vision etc.
- Ask for reports to provide updates in predefined format to lessen time spent in meetings,
- Hold reports accountable and allow reports to be better focused on the goals.
- Executing change too quickly
- Overlooking the short term pain/necessary solutions caused by all the long term initiatives.
- Going too fast at things. Allow time for change over time

75. Adjectives

- No pejorative adjectives were used to describe you in this assessment



Summary and Recommendations:

This assessment illustrates people's confidence in your ability to lead. People feel supported; empowered and connected to you. This is particularly true in 1 on 1 situations. There are, however, areas that are preventing you from being as effective as you would like to be. These are particularly true in communicating your vision and inspiring others. It is also as important to keep in touch with the 20 foot view (the impact of the change) as well as the future vision.

The areas of greatest growth for you would be:

1. Focus on the issues of communication through the various channels
 - To group
 - Written
 - In Meetings
2. Focus on the issues of 20k and 20 Foot view.
3. Anticipate and stay in touch with the impact of change
4. Learn more about your impact on others-

What I need to work most on:

Strategies to improve my effectiveness:

Development Plan:

Sample Written Feedback 360

Name: _____

Daily Habits for month of _____, 20_

Instructions: Write your 10 daily habits in the space provided. Each day, check the box for that day and that habit to track your progress. The objective is to fill in all the boxes during the month.

Habit	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31

