

Leadership 360^o

Profile

Select Pages of
Comprehensive
Leadership 360^o



Better People Decisions...Better Business Results

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See
Yourself
the Way
Others Do

Portions of this report are adapted from publications on the WorkPlace Big Five Profile 3.0™ by Pierce J. Howard, Ph.D. and Jane Mitchell Howard, MBA, of CentACS-Center for Applied Cognitive Studies, Charlotte, NC.

Introduction

Leaders at all levels of an organization depend on people skills such as comfort driving change, communication, decision making and coaching and developing others. Unlike technical skills, leadership and people skills are more difficult to observe, quantify and measure. Leaders bring a unique set of people skills to an organization that is based on various experiences and cultures. Some of these skills are effective in your current organization while others may not be achieving the results you desire.

The most practical and objective way of assessing your leadership skills is through *Leadership 360°*. This report is designed to be a guide to support your ongoing career planning and development.





Leadership 360° Competency Overview

Effective leaders consistently demonstrate concrete skills in Visionary, Results & Quality, Relationships, Team and Emotional Dimensions.

Visionary Dimension	Results & Quality Dimension	
Passion for the Business Strategic Thinking Comfort with Change	Performance Focus Planning Decision Making	
Relationships Dimension	Team Dimension	Emotional Dimension
Communication Customer Focus Talent Management	Team Player Team Builder Influence	Self Awareness & Control Self Confidence Empathy

How to use this Report?

Your feedback is not meant to be a report card. It is a guide to the development actions you should take to build your strengths and close key competency gaps. When reading the graphs, keep in mind that the raters were presented with a series of positively phrased statements (i.e., Is adaptable to new situations). They were asked to respond by indicating:

	5 – Always 4 – Often
	3 – Sometimes
	2 – Rarely 1 – Never
	N/A – Not Applicable

Use the color coding to quickly identify strengths (where green bars are longer) and non-strengths (where red bars are longer). A mean score is also provided. A rule of thumb is that a mean score of 3.5 or above indicates an area of strength, although it is important to consider the distribution between red, yellow and green to understand the mean score.

It is also important to consider the results from different rater groups, so your report breaks down responses from different rater groups. The category labeled “all” measures the responses from all raters except for yourself. How accurate are your self-perceptions? How consistent are ratings from group to group? Are there common themes? How do I need to adapt to meet the needs of my manager, peers, direct reports and other stakeholders?

Verbatim and un-edited written comments are provided. Look for recurrent themes that support the scores. Try not to spend time figuring out who said what. Ask yourself, “What do I do that creates these perceptions?”

Based on the report findings, understand your strengths and how they add value to your organization and contribute to your leadership effectiveness. Continue to build on them.

Look at the areas of non-strength. How do these results compare to other self-assessment data you may have received in the past? Are these areas blocking your strengths? Choose only a couple to improve which are critical to your success. Use the Development Tip Sheets and Development Planning template to begin the change process and to measure progress.

Your Results

Summary by Leadership Dimension

This report shows a quick summary of your overall score by each Leadership Dimension.

Groups	Mean	Category Percentages				
		0	20	40	60	80
VISIONARY DIMENSION	3.61		42.7%		54.7%	
RESULTS DIMENSION	3.69		42.1%		56.5%	
TEAM DIMENSION	3.66		42.4%		54.9%	
RELATIONSHIP DIMENSION	3.71		36.7%		61.1%	
EMOTIONAL DIMENSION	3.90		33.3%		65.2%	

Summary by Leadership Competency

This report shows a quick summary of your overall score by each Leadership Competency.

Groups	Mean	Category Percentages				
		0	20	40	60	80
PASSION FOR THE BUSINESS	3.61		37.0%		57.4%	
COMFORT WITH CHANGE	3.68		36.4%		63.6%	
TEAM PLAYER	3.69		40.0%		60.0%	
COMMUNICATION	3.71		35.6%		62.2%	
DECISION-MAKING SKILLS	3.59		44.4%		53.7%	
EMPATHY	3.62		42.2%		53.3%	
STRATEGIC THINKING	3.54		53.7%		44.4%	
INFLUENCE	3.72		44.4%		53.7%	
PERFORMANCE FOCUS	3.78		37.0%		63.0%	
PLANNING	3.61		50.0%		48.1%	
SELF AWARENESS AND CONTROL	4.00		28.9%		71.1%	
SELF CONFIDENCE	4.07		28.9%		71.1%	
CUSTOMER FOCUS	3.71		37.8%		60.0%	
TALENT SELECTION	3.76		37.0%		61.1%	
TEAM BUILDER	3.56		42.2%		51.1%	

Scale: 1- Never; 2- Rarely; 3- Sometimes; 4- Often; 5- Always

NOTE - The color coding for the graph is as follows: Scores of 1 or 2 are represented by **red**, scores of 3 are represented by **yellow** and scores of 4 or 5 are represented by **green**. White space on color bar indicates that one or more respondents selected n/a or not applicable.

Items By Leadership Competency

This report shows how you scored based on each item/question and is broken down by Leadership Competency.

Questions	Mean	Category Percentages				
		0	20	40	60	80
PASSION FOR THE BUSINESS						
1. Is dedicated to achieving the organization's goals and objectives.	3.33		44.4%		44.4%	
2. Personally demonstrates the organization's values and leads by example.	3.67		44.4%		55.6%	
3. Stays aware of needs and underlying issues throughout the organization.	3.56		33.3%		55.6%	
4. Understands economic and other impacts of business decisions.	3.67		22.2%		66.7%	
5. Stays abreast of industry best practices and competitive challenges.	3.78		33.3%		66.7%	
6. Understands both the formal and informal organizational structure.	3.67		44.4%		55.6%	
COMFORT WITH CHANGE						
7. Welcomes improvements on a small or large scale.	3.67		44.4%		55.6%	
8. Emphasizes continuous improvement and creative thinking.	3.78		22.2%		77.8%	
9. Generates creative ideas and solutions.	3.75		37.5%		62.5%	
10. Is open to the new ideas of others.	3.67		33.3%		66.7%	
11. Gains commitment among affected individuals and helps others to embrace change.	3.56		44.4%		55.6%	
TEAM PLAYER						
12. Proactively establishes, builds and maintains partnerships across work units.	3.67		33.3%		66.7%	
13. Encourages collaboration and cooperation across work units.	3.67		44.4%		55.6%	
14. Cooperates with others.	3.89		33.3%		66.7%	
15. Negotiates effectively.	3.56		44.4%		55.6%	
16. Tactfully resolves disagreements with others.	3.67		44.4%		55.6%	
COMMUNICATION						
17. Regularly shares information about the organization and department goals, activities, results and other news.	3.44		44.4%		44.4%	
18. Is appropriately direct when communicating with others.	3.67		33.3%		66.7%	
19. Is optimistic and inspirational when communicating with others.	4.00		22.2%		77.8%	
20. Expresses himself/herself clearly.	3.78		33.3%		66.7%	
21. Actively listens to understand others' thoughts and points of view.	3.67		44.4%		55.6%	
DECISION-MAKING SKILLS						
22. Has a reputation for high quality decisions.	4.00		22.2%		77.8%	
23. Does not put off decisions inappropriately.	3.78		33.3%		66.7%	

Scale: 1- Never; 2- Rarely; 3- Sometimes; 4- Often; 5- Always

NOTE - The color coding for the graph is as follows: Scores of 1 or 2 are represented by **red**, scores of 3 are represented by **yellow** and scores of 4 or 5 are represented by **green**. White space on color bar indicates that one or more respondents selected n/a or not applicable.

Relationship Summary

Use this report to determine how accurate your self evaluation is compared to how your peers, directs, supervisor/manager or others view you.

Questions	Data Filter	Mean	Mean				
			0	1	2	3	4
1. Is dedicated to achieving the organization's goals and objectives.	All	3.33					
	Self	4.00					
	Manager	4.00					
	Direct Report	3.00					
	Peer	3.00					
	Other	4.00					
2. Personally demonstrates the organization's values and leads by example.	All	3.67					
	Self	4.00					
	Manager	4.00					
	Direct Report	4.00					
	Peer	3.33					
	Other	3.00					
3. Stays aware of needs and underlying issues throughout the organization.	All	3.56					
	Self	4.00					
	Manager	4.00					
	Direct Report	3.33					
	Peer	3.00					
	Other	5.00					
4. Understands economic and other impacts of business decisions.	All	3.67					
	Self	4.00					
	Manager	4.00					
	Direct Report	3.67					
	Peer	3.00					
	Other	5.00					
5. Stays abreast of industry best practices and competitive challenges.	All	3.78					
	Self	4.00					
	Manager	4.00					
	Direct Report	4.00					
	Peer	3.33					
	Other	4.00					
6. Understands both the formal and informal organizational structure.	All	3.67					
	Self	4.00					
	Manager	4.00					
	Direct Report	4.00					
	Peer	3.33					
	Other	3.00					
7. Welcomes improvements on a small or large scale.	All	3.67					
	Self	4.00					
	Manager	4.00					
	Direct Report	4.00					
	Peer	3.33					
	Other	3.00					

Scale: 1- Never; 2- Rarely; 3- Sometimes; 4- Often; 5- Always

NOTE - The color coding for the graph is as follows: Scores of 1 or 2 are represented by **red**, scores of 3 are represented by **yellow** and scores of 4 or 5 are represented by **green**. White space on color bar indicates that one or more respondents selected n/a or not applicable.

Write-In Comments

Please note, the following comments are displayed exactly as the respondent entered them.

What are the key strengths that contribute to this individual's effectiveness? In essence, what does this individual need to keep doing?

- Great strategic thinker and planner. Has good sense of vision and where the organization should go.
- Incredible futuristic thinker with a head for the end game. Knows what should be done and how to do it.
- Can process information quickly and effectively and gets from point a to point z very quickly.
- Great individual contributor.
- Great contributor of ideas, vision and strategic direction.
- Has a great can do attitude that will take them anywhere. Can figure out what needs to be done and doesn't even blink.
- This individual is a great manager of people.
- Ability to manage throughout the system effectively.
- Great person with effective leadership skills.
- Team player and even tempered.
- Can envision the outcome or game plan with little information to go on.

Please indicate one or two improvement areas that could enhance this individual's effectiveness. In essence, what does this individual need to start or stop doing?

- Need to work more on team building and communication.
- May need to work a bit more on the aspect of building teams and team consensus. May not be viewed as a team player in most cases.
- Needs to be more of a team player and communicate more effectively, better.
- Communication and team building are areas where this individual could use some improvement.
- Work more on the communication skills. Whether throughout the organization or just their individual team, communication is the key to future successes.
- Listening more and talking less.
- This individual could use some help in the areas of being a collaborator, and not just an individual contributor.
- Needs more help in the team player department.
- This person could improve with some help in communicating more effectively and more timely.

How do you feel you could help this individual in his/her development efforts?

- More open to criticism
- Offer up some ideas on more effective communication skills and opportunities to capitalize on for better communication.
- Need to be more forthcoming with areas of improvement or opportunities to improve and identify them as they happen and not just at review time.
- I think that I may be able to help more by being willing to provide constructive feedback for change. send this individual to some team building seminars and training. Give advice and counsel more often.
- Proactively provide more feedback good and bad without worrying about the repercussions.
- As a direct report, not sure how I could be of help.
- Being available for help, advice and guidance.
- Being more open and available might help.

Development Planning Guide

Development Plan

Use the insights gained from your Leadership 360°, please complete the following:

What strengths did you identify?

What are your plans to strengthen and build on these?

What competencies would you like to enhance and develop?

What goals / strategies are you going to put into place? (Start doing, stop doing, keep doing)

What assistance and/or resources do you need?

What is the impact of your plan on your business goals?

Development Tip Sheets

Comfort with Change

Welcomes improvements on a small or large scale; emphasizes continuous improvement and creative thinking; generates creative ideas and solutions; is open to the new ideas of others; gains commitment among affected individuals and helps others to embrace change.

Participative Development Activities:

- Join a committee or task force that is implementing a change initiative.
- Lead a brainstorming session to explore others' ideas for change. Rank the ideas based on benefits and potential risks. Start implementing your high benefit/low risk ideas to build confidence. Then, explore riskier ideas that offer a positive return.
- Talk with peers from within your organization or from outside organizations who have recently driven change. Learn from their experiences.
- Meet with co-workers who have ideas for change. Talk about what excites you about their ideas, as well as the concerns you have.
- Attend trade shows and conferences to identify best practices in your industry. Talk to vendors to learn what other organizations are doing.
- Develop a continuous improvement process for your organization so employees anticipate continual change and the changes become ongoing.
- Ask a colleague to evaluate your plans for a change initiative. Invite him/her to challenge every aspect of the plan.
- Instead of making one very large change effort, divide the program into smaller bites. This will ensure quick successes and a quicker opportunity to celebrate the changes.

Reflective Development Activities:

- Read about change management in order to gain understanding of the personal and organizational process.
- Think of two situations in the coming month which will demand adaptability from you. Use them as opportunities for developing comfort with change.
- Benchmark other organizations known for their change practices.
- Know that others' ideas may be different from your own. Be prepared for discussions with others. Have a list of questions ready to explore the ideas of others.
- Assess your own reaction to past changes. Evaluate what you did successfully to manage the change, what got in your way of change and what you can do differently to address future change.
- Regularly scan sources of information relative to your business. Keep a list of suggestions for how to change your operations. Evaluate this list with your co-workers and create a set of plans for implementing relevant changes.
- Identify people who you regard as excellent examples in driving change. Observe these individuals over time and make a list of their specific gestures, behaviors and practices.

Recommended Reading:

- Rosabeth Moss Kanter, *The Change Masters*
- John Kotter, *Leading Change*
- John Kotter and Dan Cohen, *The Heart of Change: Real Life Stories of How People Change Their Organizations*
- David Nadler, *Champions of Change*
- Patricia McLagan, *Change is Everybody's Business: Claim Your Change Power*
- Bob Nelson, *1001 Ways to Take Initiative at Work*