



Emerging Leader Report

Prepared for Cate Sample

Number of outside raters: 8

January 11, 2017

UNDERSTANDING YOUR FEEDBACK REPORT

Reading this report is the first step in a proven process of personal growth and learning. Our four-step process of **Read, Reflect, Plan** and **Execute** helps you turn the feedback you receive into measurable growth. To get the most out of this experience, you will need to understand this report thoroughly, so please take the time to review this introductory material instead of jumping immediately to your results.



Read: First, we present the data that was collected from your colleagues. That includes raw scores, percentile scores, and specific feedback from your raters.



Reflect: Then we provide a worksheet to record your reflections. This is a very important step in the process, so please take the time to complete it.



Plan: Identify two goals for personal development and create an action plan to achieve those goals. We provide a number of development resources to help you in this process. Click on the competency names in the results section to get more information.



Execute: The most important part of the process is execution. You have to work your plan. We encourage you to enlist the help of a coach or mentor to discuss your progress on a regular basis.

What was assessed by the G360 survey?

Research has shown that successful people have strong **personal qualities**, along with effective **interpersonal skills, problem solving skills** and **leadership skills**. These concepts are the four main areas or pillars of success that are measured by the G360 Emerging Leader Survey. Each pillar is comprised of four specific competencies as seen below. Click on the names of the 16 competencies in the report for detailed definitions, suggestions for improvement and recommended books, articles, and videos to watch. You can also access those resources at g360surveys.com/development-resources.

PERSONAL QUALITIES

- Integrity
- Dependability
- Work Ethic
- Self-Awareness

INTERPERSONAL SKILLS

- Respect for Others
- Social Awareness
- Communication
- Collaboration

PROBLEM SOLVING SKILLS

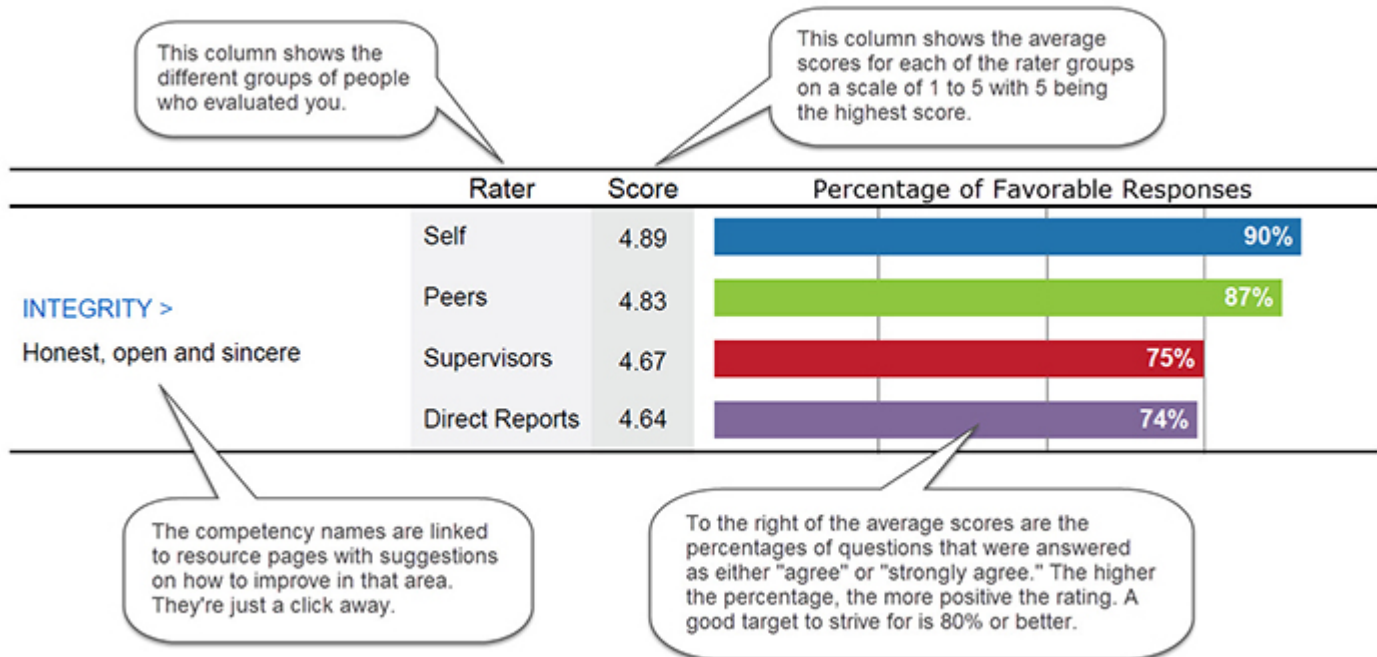
- Problem Analysis
- Creativity
- Decision Making
- Learning Orientation

LEADERSHIP SKILLS

- Optimism
- Initiative
- Coordination
- Encouragement

INTERPRETING THE RESULTS

The first chart in your report shows summary scores for each of the four main pillars of success. This is a good overview of your strengths and weaknesses. The next four charts present a detailed view of the competencies that make up each of the main pillars. The following chart is an example of the results for integrity.



SYMBOLS

Below each chart are four symbols that identify high scores, low scores, hidden strengths, and blind spots.

↑ High Scores are defined as the *top 25%* of scores from surveys completed in the last four years. They are strengths to be built upon.

↓ Low Scores are defined as the *bottom 25%* of scores from surveys completed in the last four years. They are barriers to success.

👍 Hidden strengths are areas in which you rated yourself at least a half point lower than another rater group. You are doing better than you think.

⚠️ Blind spots are areas in which you rated yourself at least a half point higher than another rater group. Blind spots can be problem areas that you are not aware of.

COMMENTS

At the bottom of each page is a section that contains written comments from your raters. These comments can offer you valuable insight into the specifics of what you are doing well and what you can improve upon. Read this feedback closely and consider what it means for you personally.

SUMMARY OF THE FOUR PILLARS

	Rater	Score	Percentage of Favorable Responses
PERSONAL QUALITIES	Self	3.92	83%
	Peers	4.01	76%
	Supervisors	4.33	83%
INTERPERSONAL SKILLS	Self	3.67	58%
	Peers	3.81	60%
	Supervisors	3.92	66%
PROBLEM SOLVING SKILLS	Self	4.58	100%
	Peers	3.97	75%
	Supervisors	4.11	77%
LEADERSHIP SKILLS	Self	4.33	83%
	Peers	3.79	67%
	Supervisors	4.33	77%

↑ HIGH SCORES

- No High Scores

↓ LOW SCORES

- Interpersonal Skills (Peers)
- Leadership Skills (Peers)

👍 HIDDEN STRENGTHS

- No Hidden Strengths

⚠️ BLIND SPOTS

- Problem Solving Skills (Self vs Peers)
- Leadership Skills (Self vs Peers)

COMMENTS

- Broadly, Cate has giant potential. Smart, organized, detail oriented, great attitude, and eager to learn. As Cate learns to be a question asker and take a softer approach, she's going to be invaluable.
- It has been fantastic to have Cate on our team. She has made great contributions to our marketing efforts and we have just scratched the surface. I am hopeful Cate continues with the same enthusiasm that she has shown over the past year.
- Strength is her work ethic, her ability to take projects and dive into them even if it's something she hasn't done in the past. She is a peer leader when it comes to being and staying positive. She stays away from office gossip and turns the conversation around. Developing conflict resolution would be something to work on. Addressing someone that pushes back is a hard thing for her to address directly with the person. Conflict isn't easy for anyone but it's important to address something head on before it gets in the way.
- Cate is a very strong analytical thinker. She can take complex problems and find solutions. This work seems to be done alone and not through others. Her weakness may be assertiveness in working with groups of people. She may need to open up more in order to take the step into a leadership position.

PERSONAL QUALITIES

	Rater	Score	Percentage of Favorable Responses
INTEGRITY > Honest, open and sincere	Self	4.00	100%
	Peers	4.50	85%
	Supervisors	5.00	100%
DEPENDABILITY > Reliable, consistent, and trustworthy	Self	4.00	100%
	Peers	4.00	76%
	Supervisors	4.00	66%
WORK ETHIC > Hard-working and goal oriented	Self	4.00	66%
	Peers	4.14	85%
	Supervisors	4.67	100%
SELF-AWARENESS > Aware of strengths and weaknesses	Self	3.67	66%
	Peers	3.37	57%
	Supervisors	3.67	66%

↑ HIGH SCORES

- Integrity (Supervisors)

👍 HIDDEN STRENGTHS

- Work Ethic (Self vs Supervisors)
- Integrity (Self vs Peers)
- Integrity (Self vs Supervisors)

↓ LOW SCORES

- Dependability (Peers)
- Dependability (Supervisors)
- Self-Awareness (Peers)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Working with Cate on projects she is very thorough and knows the right questions to ask. She gets very excited about new marketing ideas and implementing them. When you give Cate a task to complete you do not have to worry about it being completed. She likes deadlines to understand what is priority within her work load.
- Cate exhibits focus and discipline around the tasks she works on. She is a very reserved person, but diligent.
- Cate is very considerate, trusting and thoughtful.
- Cate has a lot of passion for what she does. She is extremely accommodating to others. The concern with this is that Cate signs up do too many things. She has a history of saying yes to everything and there is a risk that items get back-burned and not completed. She can focus on ensuring her workload is manageable and then prioritizing what she works on.
- Broadly, Cate does well in this area. However regarding follow through, the projects that she commits to which will allow her to meet all of her commitments.

INTERPERSONAL SKILLS

	Rater	Score	Percentage of Favorable Responses
RESPECT FOR OTHERS > Shows respect and concern for all people	Self	4.33	100%
	Peers	4.05	71%
	Supervisors	4.67	100%
SOCIAL AWARENESS > Aware of the attitudes and behavior of others	Self	2.67	
	Peers	3.48	47%
	Supervisors	2.67	
COMMUNICATION > Able to listen closely and speak effectively	Self	4.00	66%
	Peers	3.90	61%
	Supervisors	3.67	66%
COLLABORATION > Able to work in a team environment	Self	3.67	66%
	Peers	3.81	61%
	Supervisors	4.67	100%

↑ HIGH SCORES

- No High Scores

👍 HIDDEN STRENGTHS

- Collaboration (Self vs Supervisors)
- Social Awareness (Self vs Peers)

↓ LOW SCORES

- Collaboration (Peers)
- Communication (Peers)
- Communication (Supervisors)
- Social Awareness (Peers)
- Social Awareness (Supervisors)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Cate can sense when someone isn't on the same page as her, she doesn't back down from her ideas when presenting to someone who isn't as excited as she is about the idea. Cate stands her ground to get her point across in a very professional manner. When Cate is explaining something you need to let her finish, she needs to get her thoughts out before you can begin speaking. She is easy to work with and will bounce ideas or suggestions off of you to get you thinking in a different way.
- Cate does not often communicate unless prompted. She has a lot of great ideas but seems reserved to share those ideas.
- Cate is well spoken, great listener and definitely a team player.
- Cate has shown improvement in ensuring she takes the opportunity to provide her feedback in meetings, specifically with the leadership team. Her opinion is valued, however, I have a feeling she may not always be sharing her opinion.
- The area of emotional intelligence is likely an area of opportunity for Cate. She treats people well, is not hard to get a long with, is absolutely a team player. However, here demeanor leads me to believe that while she may hear the words, she may miss the feelings or subtext that the person is communicating.

PROBLEM SOLVING SKILLS

	Rater	Score	Percentage of Favorable Responses
PROBLEM ANALYSIS > Able to analyze and understand problems	Self	4.67	100%
	Peers	3.80	70%
	Supervisors	3.33	33%
CREATIVITY > Able to generate and communicate new ideas	Self	4.67	100%
	Peers	4.15	75%
	Supervisors	4.50	100%
DECISION MAKING > Able to evaluate options and make good decisions	Self	4.33	100%
	Peers	4.10	85%
	Supervisors	4.50	100%
LEARNING ORIENTATION > Intellectually curious and always learning	Self	4.67	100%
	Peers	3.83	72%
	Supervisors	4.50	100%

↑ HIGH SCORES

- Decision Making (Supervisors)
- Creativity (Supervisors)

↓ LOW SCORES

- Learning Orientation (Peers)
- Problem Analysis (Supervisors)

👍 HIDDEN STRENGTHS

- No Hidden Strengths

⚠️ BLIND SPOTS

- Creativity (Self vs Peers)
- Learning Orientation (Self vs Peers)
- Problem Analysis (Self vs Peers)
- Problem Analysis (Self vs Supervisors)

COMMENTS

- As stated before Cate brings fresh ideas to the table and then executes them. If she sees a problem in someone's idea she will talk thru it explaining why she feels the way she does. She may simply just tweak someone's idea, you typically leave the discussion feeling that you did accomplish the same goal.
- Cate approaches problems very methodically, it makes me wonder how well she can handle abstract ideas. I do not have enough experience working with her extensively to know that for sure, but that is how I perceive her problem solving.
- Cate is very good at problem solving.
- I have not been close to Cate's decision making process. However, I would agree that Cate is rational, thoughtful and likes to learn. An area of opportunity might be to always seek new input on a problem.

LEADERSHIP SKILLS

	Rater	Score	Percentage of Favorable Responses
OPTIMISM > Enthusiastic and positive about the future	Self	4.33	100%
	Peers	4.00	70%
	Supervisors	5.00	100%
INITIATIVE > Proactive and action-oriented	Self	5.00	100%
	Peers	3.95	85%
	Supervisors	4.67	100%
COORDINATION > Able to coordinate resources and get results	Self	3.33	33%
	Peers	3.63	52%
	Supervisors	5.00	100%
ENCOURAGEMENT > Recognizes the contributions of others	Self	4.67	100%
	Peers	3.57	61%
	Supervisors	2.50	

↑ HIGH SCORES

- Coordination (Supervisors)
- Optimism (Supervisors)

↓ LOW SCORES

- Initiative (Peers)
- Encouragement (Peers)
- Encouragement (Supervisors)
- Coordination (Peers)
- Optimism (Peers)

👍 HIDDEN STRENGTHS

- Coordination (Self vs Supervisors)
- Optimism (Self vs Supervisors)

⚠️ BLIND SPOTS

- Initiative (Self vs Peers)
- Encouragement (Self vs Peers)
- Encouragement (Self vs Supervisors)

COMMENTS

- Cate is very comfortable leading a project, if items are assigned to others she will check in with them to make sure everyone is on task for a deadline if there is one. Cate is always willing to help.
- Cate seems like the type of person that does not like working in teams as much as she enjoys working alone. It is difficult to discern leadership skills as a result of this. I do not have any experience witnessing Cate taking a leadership role within a group project.
- Cate has excellent leadership skills and knows how to take charge when needed.
- Cate is too quick to say yes to projects. As she sees things that need to change or can make her more efficient in her role, she needs to figure out how to influence others to get there.
- Cate has strong leadership potential in that she is detail oriented and has a positive attitude. She will grow in her leadership abilities as she demonstrates a more comfortable communication style.

REFLECT

Getting 360 degree feedback can be challenging. It often evokes strong emotions and reactions. In the space below, we would like you to explore those feelings so we can transform them into goals and action.

What is your general reaction to the feedback?

Were there any high scores or positive comments that surprised you? Please explain.

Were there any low scores or critical comments that surprised you? Please explain.

Did you have any hidden strengths or blind spots? Please record them below.

Were there any big differences between rater groups? Why might different groups see you differently?

What are two goals you will set for yourself as a result of this feedback?

1. _____

2. _____

“Leadership is the capacity to translate vision into reality through planning.”
 Warren Bennis
 Author and Leadership Expert

An awareness of your strengths and weaknesses is not enough to improve your performance. You must take the two goals you wrote down on the previous page and turn them into smart goals. They should be specific, measurable, attainable, relevant, and time-bound. Click on each of the competencies in the previous charts for additional resources such as sample action plans and recommended books, articles, and videos. Click <https://g360surveys.com/development-resources/> to access all of the resources and training materials related to this survey.

Specific	Describe, in detail, what you want to accomplish. Include the who, what, when, where, and why of your goal.
Measurable	Pick a goal that can be easily measured and define how you will evaluate your success.
Attainable	Make sure that your goal is within your reach. Overly ambitious goals will not be taken seriously.
Relevant	Consider what’s important to your organization and tailor your goal to help you become more successful within that context.
Time-bound	Set a deadline for completion of your goal. Otherwise, it is at risk of being put on the “back burner” and forgotten.

EXAMPLES OF SMART GOALS

- *Improving Communication:* As project leader, I will set up a shared online document by Feb 17th that includes our project timeline, a description of each members’ roles and responsibilities, and minutes from our weekly meetings.
- *Improving Encouragement:* In the next three months, I will make three positive comments during our weekly staff meetings to encourage team members and to improve team morale. At the end of that time, I will ask my team leader if she has noticed any change in my behavior.

TIME TO CREATE A PERSONAL DEVELOPMENT PLAN

Take your revised SMART goals and transfer them to the next page. It’s time to transform your goals into action plans. You will identify three to five specific things you need to do to achieve each goal and assign a deadline for each of them. This is the most important part of the G360 feedback process. Setting realistic goals and executing detailed action plans is the key to success. Individuals who work hard to improve their skills almost always outperform those who don’t.

PERSONAL DEVELOPMENT PLAN

Click [here](#) for suggestions and guidance.

What is your first goal?

What specific action steps do you need to take to achieve your goal?

By when?

What is your second goal?

What specific action steps do you need to take to achieve your goal?

By when?

Identify two people with whom you will discuss your goals and action plans.

1. _____

2. _____

Schedule two checkpoints to revisit and adjust your goals as necessary. Put these dates on your calendar.

1. _____

2. _____