



Senior Leader Report

Prepared for Lisa Sample

Number of outside raters: 18

June 30, 2018

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 effective senior leaders have strong **personal character**, 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 Transformational 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, action plans and recommended books, articles, and videos to watch. You can also access those resources at www.g360surveys.com/transformational-leader-resources.

PERSONAL QUALITIES

- Integrity
- Humility
- Service-orientation
- Self-awareness

INTERPERSONAL SKILLS

- Cultural Sensitivity
- Communication
- Group Facilitation
- Conflict Management

PROBLEM SOLVING SKILLS

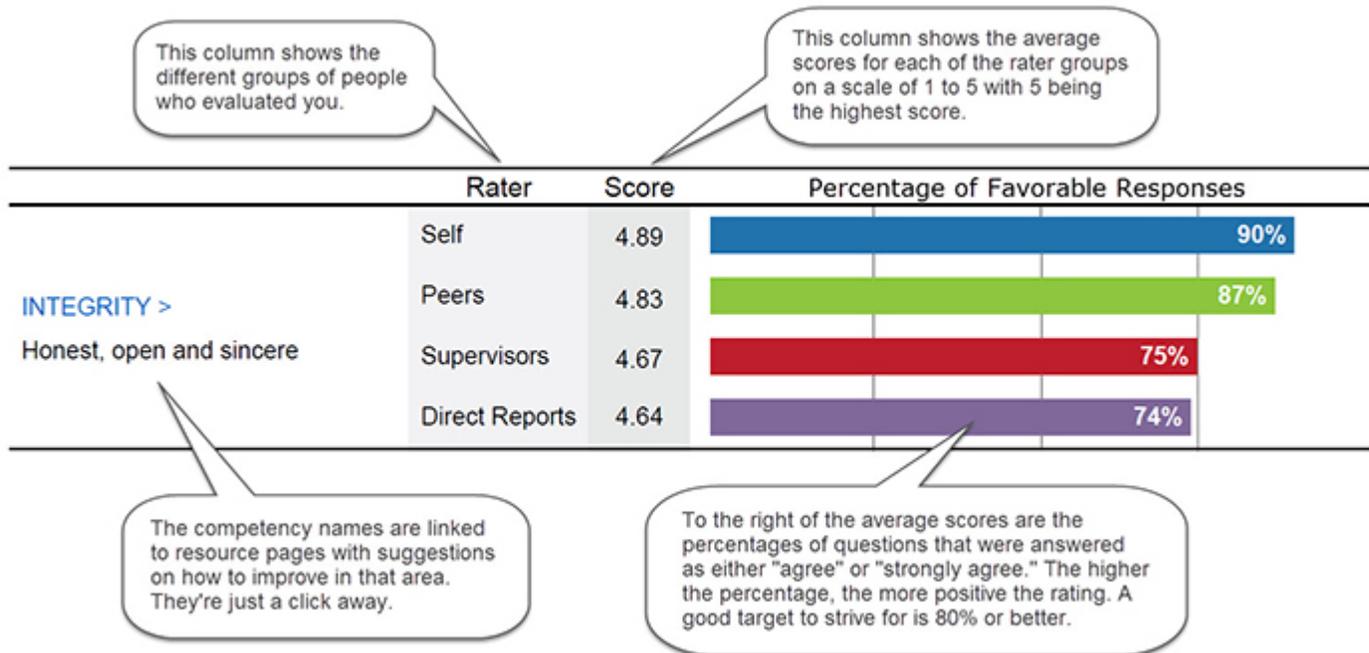
- Problem Analysis
- Systems Thinking
- Shared Decision Making
- Continuous Improvement

LEADERSHIP SKILLS

- Inspirational
- Consensus Building
- Strategic Planning
- Execution

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	4.00	75%
	Peers	4.44	96%
	Supervisors	4.42	91%
INTERPERSONAL SKILLS	Self	4.08	91%
	Peers	4.09	86%
	Supervisors	4.08	83%
PROBLEM SOLVING SKILLS	Self	3.83	83%
	Peers	4.14	90%
	Supervisors	4.00	75%
LEADERSHIP SKILLS	Self	3.58	58%
	Peers	4.15	91%
	Supervisors	3.92	91%

↑ HIGH SCORES

- No High Scores

↓ LOW SCORES

- Leadership Skills (Supervisors)

👍 HIDDEN STRENGTHS

- Leadership Skills (Self vs Peers)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Lisa is a benefit to any team with her positive attitude and knowledge of the industry. I appreciate being able to bounce ideas off Lisa as she is always thoughtful in her response. As Lisa grows into her role, I feel that she will become more confident in offering her opinion and asserting herself.
- Lisa does a good job of work across disciplines and getting the correct people involved, but I believe she could benefit from being a bit more assertive in meetings and during agenda setting.
- Overall, Lisa has superb personal, interpersonal, problem solving and leadership skills. She is intellectually curious, culturally aware, extremely analytical, confident and outgoing. She cares about her community and is passionate about making it better. She likes to take on projects and continually challenge herself in all areas.

PERSONAL QUALITIES

	Rater	Score	Percentage of Favorable Responses
INTEGRITY > Honest and truthful with strong personal values	Self	4.67	100%
	Peers	4.83	100%
	Supervisors	5.00	100%
HUMILITY > Willing to admit mistakes and learn from others	Self	3.00	33%
	Peers	4.04	88%
	Supervisors	4.33	100%
SERVICE-ORIENTATION > Committed to serving others	Self	4.67	100%
	Peers	4.55	100%
	Supervisors	4.33	100%
SELF-AWARENESS > Aware of personal strengths and weaknesses	Self	3.67	66%
	Peers	4.33	97%
	Supervisors	4.00	66%

↑ HIGH SCORES

- Integrity (Peers)
- Integrity (Supervisors)

👍 HIDDEN STRENGTHS

- Humility (Self vs Peers)
- Humility (Self vs Supervisors)
- Self-awareness (Self vs Peers)

↓ LOW SCORES

- No Low Scores

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Lisa is very open and honest person and she has strong character.
- Personal qualities - reliable, honest, real, unpretentious and dependable! I would trust her around my friends and family.
- Lisa is a pleasure to work with and adds a positive perspective.
- Lisa has a tremendous work ethic and the utmost integrity. She continually works on improving her performance and always assists others in any team effort.
- When working with people outside of here normal area of work expertise, Lisa needs to be aware that other may not share her same level of expertise or may. Lisa needs to show an appreciation that diverse work groups take additional preparation to make the sure the interaction is more efficient. Lisa is a warm person who generally is trying to get good results.

INTERPERSONAL SKILLS

	Rater	Score	Percentage of Favorable Responses
CULTURAL SENSITIVITY > Understands and appreciates diverse cultures	Self	4.67	100%
	Peers	4.35	89%
	Supervisors	4.33	100%
COMMUNICATION > Listens closely and articulates ideas effectively	Self	3.67	66%
	Peers	4.10	81%
	Supervisors	4.33	100%
GROUP FACILITATION > Leads discussions that encourage participation	Self	4.00	100%
	Peers	4.13	95%
	Supervisors	4.33	100%
CONFLICT MANAGEMENT > Manages conflict skillfully and proactively	Self	4.00	100%
	Peers	3.78	80%
	Supervisors	3.33	33%

↑ HIGH SCORES

- No High Scores

↓ LOW SCORES

- Conflict Management (Supervisors)

👍 HIDDEN STRENGTHS

- Communication (Self vs Supervisors)

⚠️ BLIND SPOTS

- Conflict Management (Self vs Supervisors)

COMMENTS

- Lisa has solid interpersonal skills and is good at conflict resolution.
- I've witnessed her listen, treat others with respect, and collect information and organize people effectively toward a conclusion.
- Lisa provides a questioning attitude to discussions which helps facilitate better communication and results.
- Lisa can step back from a situation to see all sides and lead a team to consensus.
- Sometime I feel Lisa needs to take charge of meetings when she is the lead person. Some of our meetings have been a bit disjointed due to a lack of agenda.

PROBLEM SOLVING SKILLS

	Rater	Score	Percentage of Favorable Responses
PROBLEM ANALYSIS > Able to understand the breadth and depth of problems	Self	3.67	66%
	Peers	4.23	93%
	Supervisors	4.67	100%
SYSTEMS THINKING > Understands how various solutions affect different stakeholders	Self	4.00	100%
	Peers	4.05	90%
	Supervisors	3.67	66%
SHARED DECISION MAKING > able to work with others to find the best solution to various problems	Self	4.00	100%
	Peers	4.19	95%
	Supervisors	4.00	66%
CONTINUOUS IMPROVEMENT > A commitment to improve the community and drive change	Self	3.67	66%
	Peers	4.08	82%
	Supervisors	3.67	66%

↑ HIGH SCORES

- Problem Analysis (Supervisors)

👍 HIDDEN STRENGTHS

- Problem Analysis (Self vs Peers)
- Problem Analysis (Self vs Supervisors)

↓ LOW SCORES

- Systems Thinking (Supervisors)
- Continuous Improvement (Supervisors)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Lisa challenges the status quo and is always working to continuously improve processes.
- Lisa's strengths are problem solving: task oriented, reflective, analytical, fair and organized. Friendly while having the ability to stay focused and on target and keep the objectives clear.
- Lisa is thoughtful in her approach to problems and questions and listens prior to making decisions. I feel that she takes into account numerous view points before acting.

LEADERSHIP SKILLS

	Rater	Score	Percentage of Favorable Responses
INSPIRATIONAL > Able to energize others and inspire a shared vision	Self	3.67	66%
	Peers	3.80	80%
	Supervisors	3.33	66%
CONSENSUS BUILDING > Enlists multiple stakeholders for a common purpose	Self	4.33	100%
	Peers	4.37	97%
	Supervisors	4.00	100%
STRATEGIC PLANNING > Can develop a detailed strategic plan to achieve goals	Self	3.33	33%
	Peers	4.17	95%
	Supervisors	4.00	100%
EXECUTION > Able to execute plans and get results	Self	3.00	33%
	Peers	4.23	93%
	Supervisors	4.33	100%

↑ HIGH SCORES

- No High Scores

👍 HIDDEN STRENGTHS

- Execution (Self vs Peers)
- Execution (Self vs Supervisors)
- Strategic Planning (Self vs Peers)
- Strategic Planning (Self vs Supervisors)

↓ LOW SCORES

- Inspirational (Peers)
- Inspirational (Supervisors)

⚠️ BLIND SPOTS

- No Blind Spots

COMMENTS

- Lisa has continued to grow as a leader and her vision to make things better, as well as her strong organizational skills have helped her excel at work.
- Leadership to me is having a defined goal, and then organizing and inspiring a team to efficiently accomplish the tasks. To do this you have to stay clear and focused and friendly. Lisa is a good unbiased leader.
- Lisa communicates effectively with her peers and management. Lisa is collaborative in her problem solving and works well with others.
- One of Lisa's strengths is to organize teams and develop goals for that team to accomplish goals in a set timeframe. She has realistic goals but still holds team members accountable for deliver of work products.
- I think Lisa is still learning to take charge when she is in a leadership role. I think that Lisa is very perceptive and will improve here leadership skill as she gains more confidence over time.

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/transformational-leader-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. _____