



# Senior Leader Report

Prepared for Jessica Example

Number of raters: 16

March 6, 2020

## 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.

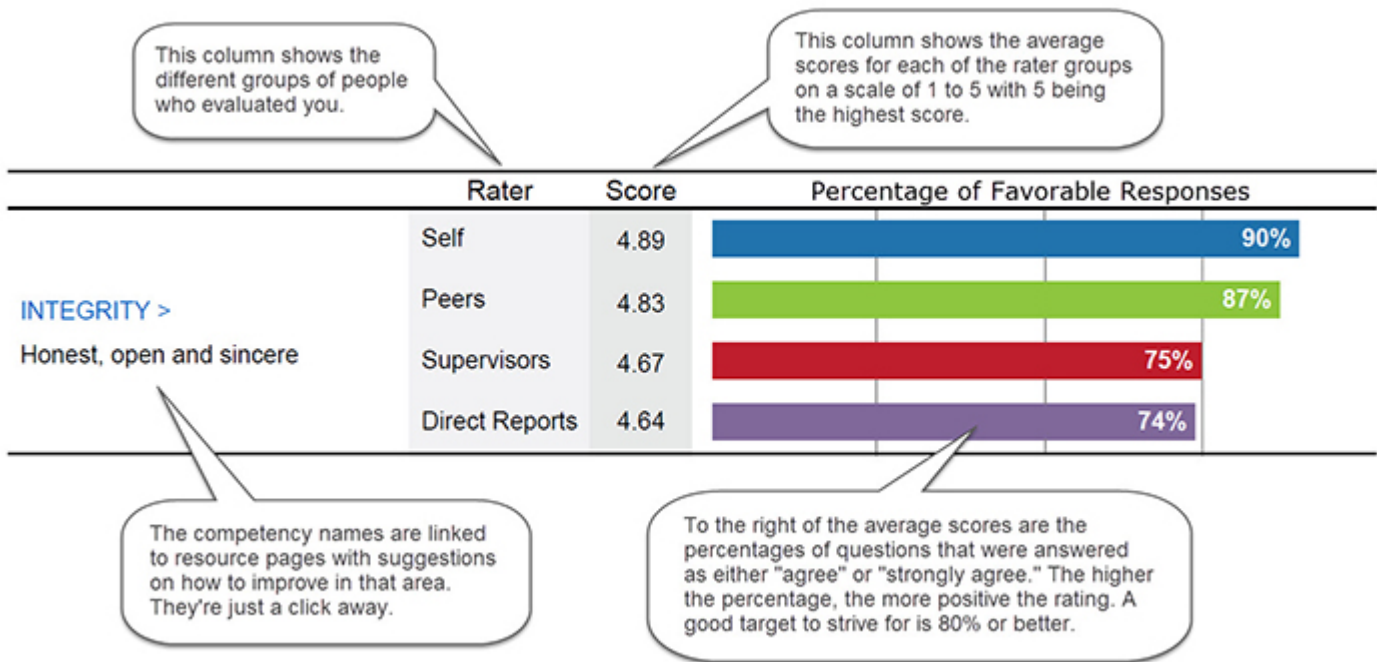
### What was assessed by the G360 survey?

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 SeniorLeader 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 along with the survey questions at [www.g360surveys.com/senior-leader-resources](http://www.g360surveys.com/senior-leader-resources).

<p><b>PERSONAL QUALITIES</b></p> <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Humility</li> <li>• Service-orientation</li> <li>• Self-awareness</li> </ul>	<p><b>INTERPERSONAL SKILLS</b></p> <ul style="list-style-type: none"> <li>• Cultural Sensitivity</li> <li>• Communication</li> <li>• Group Facilitation</li> <li>• Conflict Management</li> </ul>
<p><b>PROBLEM SOLVING SKILLS</b></p> <ul style="list-style-type: none"> <li>• Problem Analysis</li> <li>• Systems Thinking</li> <li>• Shared Decision Making</li> <li>• Continuous Improvement</li> </ul>	<p><b>LEADERSHIP SKILLS</b></p> <ul style="list-style-type: none"> <li>• Inspirational</li> <li>• Consensus Building</li> <li>• Strategic Planning</li> <li>• Execution</li> </ul>

## 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 scores under 4.0 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	4.33	83%
	Peers	3.92	77%
	Supervisor	3.67	58%
	Direct Reports	4.53	93%
INTERPERSONAL SKILLS	Self	4.50	91%
	Peers	3.84	76%
	Supervisor	3.92	83%
	Direct Reports	4.45	87%
PROBLEM SOLVING SKILLS	Self	4.83	100%
	Peers	3.92	82%
	Supervisor	3.92	83%
	Direct Reports	4.38	89%
LEADERSHIP SKILLS	Self	4.92	100%
	Peers	4.10	85%
	Supervisor	4.17	91%
	Direct Reports	4.51	92%

↑ HIGH SCORES

- No High Scores

👍 HIDDEN STRENGTHS

- No Hidden Strengths

↓ LOW SCORES

- Personal Qualities (Supervisor)
- Personal Qualities (Peers)
- Interpersonal Skills (Peers)

⚠️ BLIND SPOTS

- Personal Qualities (Self vs Supervisor)
- Interpersonal Skills (Self vs Supervisor)
- Interpersonal Skills (Self vs Peers)
- Problem Solving Skills (Self vs Supervisor)
- Problem Solving Skills (Self vs Peers)

## COMMENTS

- She is often working after hours to complete tasks that she doesn't get to do during the work day because she is helping others or addressing project issues. She is a hard worker, caring manager and an excellent example of a strong leader.
- Jessica is kind, thoughtful, intelligent, invested and experienced. She is patient but doesn't accept smoke screens or excuses and always sees through the fog. She gets along well with others. The only weakness is her (very) busy schedule.
- Jessica is one of the bright spots of all of the people I have worked with. She is a forward thinker who gets along well with others and does a fantastic job of representing our company. I am lucky to get to work with her. I would like to give her some feedback on developmental points, but I truly cannot think of any. She has worked hard with our team, treats everyone with respect... I will keep thinking of something she could work on, but I wish all employees were like her.
- Opportunity: Using her experiences and knowledge to develop other team members (mentoring)
- Delegate more work to others. I know it's hard with some of the people we have to deal with but be more patient.
- Jessica's greatest strength is the way in which she develops personal relationships with those that report to her. Her greatest weakness is also her personal relationships with those that report to her. She needs to be able to step back from a situation, not see the person, and make an evaluation independent of the emotional connection she has with them. As such, holding people accountable can be an issue. I am not advocating that she reduce the connection she makes with people, because that is part of what makes her successful, only that she would remember that there is a fine line between leadership and friendship. Your ability to collaborate and represent all parties involved is a real gift. You bring a level of calm, leadership, technical ability, and commitment that is rare for a single person to possess. I am proud of the work you are doing and the leader you are becoming.
- I know Jessica is helping out with the west coast project along with the rest of her leadership commitments that take her away from the office setting. It is easy to suggest things when I do not fully understand what roles she has been given over the past year but I would love to see her take a more hands-on leadership approach with her team. We need her guidance and mentoring so we can deliver the results that she expects from us. Hopefully, she'll be more accessible this next quarter.
- Jessica needs to be able to work with the other leaders of healthcare to grow the practice, winning more work and stabilizing the sector. She needs to recognize the strengths and weaknesses of her team members and not be so quick to elevate those she feels are loyal to her while excluding those she gets frustrated with.

## PERSONAL QUALITIES

	Rater	Score	Percentage of Favorable Responses
<b>INTEGRITY &gt;</b> Honest and truthful with strong personal values	Self	4.67	100%
	Peers	4.21	87%
	Supervisor	5.00	100%
	Direct Reports	4.71	100%
<b>HUMILITY &gt;</b> Willing to admit mistakes and learn from others	Self	4.00	66%
	Peers	3.29	58%
	Supervisor	2.00	0%
	Direct Reports	4.43	95%
<b>SERVICE-ORIENTATION &gt;</b> Committed to serving others	Self	4.67	100%
	Peers	4.14	80%
	Supervisor	4.67	100%
	Direct Reports	4.37	84%
<b>SELF-AWARENESS &gt;</b> Confident, aware and managing stress effectively	Self	4.00	66%
	Peers	4.09	82%
	Supervisor	3.00	33%
	Direct Reports	4.61	94%

### ↑ HIGH SCORES

- Integrity (Supervisor)
- Self-awareness (Direct Reports)

### 👍 HIDDEN STRENGTHS

- Self-awareness (Self vs Direct Reports)

### ↓ LOW SCORES

- Humility (Supervisor)
- Humility (Peers)
- Self-awareness (Supervisor)

### ⚠️ BLIND SPOTS

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

## COMMENTS

- Jessica is a very confident person who knows what she wants. She is very professional.

- Jessica cares deeply about the work we do and the people that do it. She develops deep personal relationships with those that report to her and does everything she can to help them grow as professionals.
- Jessica has a blind spot for evaluating people she likes and tendency to exclude those she doesn't.
- Jessica is awesome to work with. She truly tries to collaborate and find the best solution for all involved.
- It has been a pleasure working with Jessica over the past year. I do feel she gets focused on many things that does not allow her to be included in ever day activities at the office.

# INTERPERSONAL SKILLS

	Rater	Score	Percentage of Favorable Responses
<b>CULTURAL SENSITIVITY &gt;</b> Understands and appreciates diverse cultures	Self	4.67	100%
	Peers	3.89	77%
	Supervisor	4.33	100%
	Direct Reports	4.14	64%
<b>COMMUNICATION &gt;</b> Listens closely and articulates ideas effectively	Self	4.67	100%
	Peers	4.08	87%
	Supervisor	4.33	100%
	Direct Reports	4.65	95%
<b>GROUP FACILITATION &gt;</b> Leads discussions that encourage participation	Self	4.67	100%
	Peers	4.00	79%
	Supervisor	4.67	100%
	Direct Reports	4.75	100%
<b>CONFLICT MANAGEMENT &gt;</b> Manages conflict skillfully and proactively	Self	4.00	66%
	Peers	3.39	60%
	Supervisor	2.33	33%
	Direct Reports	4.15	85%

## ↑ HIGH SCORES

- Communication (Direct Reports)
- Group Facilitation (Direct Reports)

## 👍 HIDDEN STRENGTHS

- No Hidden Strengths

## ↓ LOW SCORES

- Cultural Sensitivity (Peers)
- Conflict Management (Supervisor)
- Conflict Management (Peers)

## ⚠️ BLIND SPOTS

- Cultural Sensitivity (Self vs Peers)
- Conflict Management (Self vs Supervisor)
- Conflict Management (Self vs Peers)

## COMMENTS

- Jessica is a good leader



- Jessica is able to provide opinions, criticism and insight in a personal, down to earth way - and frequently with humor. She uses common sense so it is easy to see her point. It is a non-threatening delivery and very effective. I am very jealous.
- Jessica is an amazing integrator, bringing sales and marketing together. I am always impressed with the ways she seeks to understand the needs of customers and stakeholders to find solutions that work for all, while maintaining high standards. She struggles, however, when resolving issues with peers, letting them rise to a level of emotion that could be avoided if dealt with properly. This kind of passive aggressive behavior is one of her greatest areas of opportunity to grow as a leader.
- Jessica has been a role model in learning better ways to deal with difficult situations and difficult people.
- Jessica has avoided tackling problems head on in the past and resorted to siloing up and handling things "behind the scenes".
- Jessica treats everybody on the team with respect, but at the same time holds them accountable for their commitments. She strikes a great balance between supporting the individual and the team.
- I do not have the answers to all these questions because I do not work with her on a daily basis but I do feel she cares and is a very compassionate person.

## PROBLEM SOLVING SKILLS

	Rater	Score	Percentage of Favorable Responses
<b>PROBLEM ANALYSIS &gt;</b> Able to understand the breadth and depth of problems	Self	4.67	100%
	Peers	3.67	70%
	Supervisor	3.33	66%
	Direct Reports	4.28	94%
<b>SYSTEMS THINKING &gt;</b> Understands how various solutions affect different stakeholders	Self	5.00	100%
	Peers	3.79	79%
	Supervisor	3.67	66%
	Direct Reports	4.61	94%
<b>SHARED DECISION MAKING &gt;</b> Able to work with others to find the best solution to various problems	Self	5.00	100%
	Peers	3.96	83%
	Supervisor	4.00	100%
	Direct Reports	4.25	85%
<b>CONTINUOUS IMPROVEMENT &gt;</b> A commitment to improve the organization and drive change	Self	4.67	100%
	Peers	4.25	95%
	Supervisor	4.67	100%
	Direct Reports	4.40	85%

### ↑ HIGH SCORES

- Systems Thinking (Direct Reports)
- Continuous Improvement (Supervisor)

### 👍 HIDDEN STRENGTHS

- No Hidden Strengths

### ↓ LOW SCORES

- Problem Analysis (Supervisor)
- Problem Analysis (Peers)
- Systems Thinking (Supervisor)
- Systems Thinking (Peers)

### ⚠️ BLIND SPOTS

- Problem Analysis (Self vs Supervisor)
- Problem Analysis (Self vs Peers)
- Systems Thinking (Self vs Supervisor)
- Systems Thinking (Self vs Peers)
- Shared Decision Making (Self vs Peers)

## COMMENTS

- Jessica is progressive and challenges the status quo. She wants to be more productive and effective and uses available tools to achieve that end.
- Jessica sees issues clearly, can analyze them smartly and think through the consequences - intended and unintended - which is somewhat rare. She can solve complex problems that affect multiple parties and often remain unsolved.
- Jessica is thoughtful and takes an appropriate amount of time to consider strategy and direction. I do not see her as a data driven person, but someone who considers data and combines it with her observations and discussions with team mates. I appreciate this type of leadership. I would like to see Jessica continue her work building relationships with the other market sector leaders and departments. I think it is important to build rapport with them and to have a people first mentality and to not allow us to silo up into our market sectors. I believe this will be our downfall. Solving problems to the benefit of the organization has to be our priority. Bringing her attitude and skill that she deploys at the integrated project level to the office leadership level would be welcome.
- Jessica seems myopic in her views on how to solve problems in the group. She can resort to an us vs. them mentality.
- She is a creative thinker who is able to strike a balance between all of the constraining forces and personalities on a project.

## LEADERSHIP SKILLS

	Rater	Score	Percentage of Favorable Responses
<b>INSPIRATIONAL &gt;</b> Able to energize others and inspire a shared vision	Self	5.00	100%
	Peers	4.21	83%
	Supervisor	4.00	100%
	Direct Reports	4.48	90%
<b>CONSENSUS BUILDING &gt;</b> Enlists multiple stakeholders for a common purpose	Self	5.00	100%
	Peers	4.00	83%
	Supervisor	5.00	100%
	Direct Reports	4.53	94%
<b>STRATEGIC PLANNING &gt;</b> Can develop a detailed strategic plan to achieve goals	Self	5.00	100%
	Peers	4.13	87%
	Supervisor	3.33	66%
	Direct Reports	4.55	95%
<b>EXECUTION &gt;</b> Able to execute plans and get results	Self	4.67	100%
	Peers	4.08	87%
	Supervisor	4.33	100%
	Direct Reports	4.48	90%

#### ↑ HIGH SCORES

- Consensus Building (Supervisor)
- Strategic Planning (Direct Reports)

#### 👍 HIDDEN STRENGTHS

- No Hidden Strengths

#### ↓ LOW SCORES

- Consensus Building (Peers)
- Strategic Planning (Supervisor)

#### ⚠️ BLIND SPOTS

- Strategic Planning (Self vs Supervisor)

## COMMENTS

- Jessica is a confident and knowledgeable person who is passionate about her career and industry.

- She is calm in a crisis, methodical and on point whenever I see her. She can lead and does so with a clarity of vision while caring for others involved. She is fair and well respected.
- Jessica is a consensus builder and does a good job balancing the needs of all parties on the projects she leads. She builds a strong network of direct reports and colleagues. She is well respected by her coworkers and her customers.
- Sometimes I think Jessica lets office politics get in the way of her managing a team
- Jessica is a great project manager and team leader. She has established workplans to keep the project team organized and is very thoughtful about what tasks are assigned to certain people. She also has the ability to talk about challenging issues to clients and present the options with facts.
- Has too much of an operations only attitude. There is a real "us vs. them" vibe that you get from her. A leader needs to be able to recognize the potential for shared resources from other departments and groups to aid in the success of the company at large.
- Jessica is a very hard worker from what I have seen and a good leader.

## REFLECT

Getting this type of 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/senior-leader-resources/> to access all of the resources and training materials related to this survey.

<b>Specific</b>	Describe, in detail, what you want to accomplish. Include the who, what, when, where, and why of your goal.
<b>Measurable</b>	Pick a goal that can be easily measured and define how you will evaluate your success.
<b>Attainable</b>	Make sure that your goal is within your reach. Overly ambitious goals will not be taken seriously.
<b>Relevant</b>	Consider what’s important to your organization and tailor your goal to help you become more successful within that context.
<b>Time-bound</b>	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. \_\_\_\_\_