

Leadership 360° Feedback Report

Prepared for:



Prepared by:



CONFIDENTIAL

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Preparing for Action

This team feedback report is based on the questionnaires completed by your team, you (if you completed one), and those from whom your team sought feedback. The questionnaire sought ratings against a number of statements, and narrative responses to one question. The rating of whether or not you agreed each statement was sought using the following rating scale:

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Partially disagree
- 4 – Partially agree
- 5 – Agree
- 6 – Strongly agree
- N – Not applicable

As you read through the report, remember that the ratings and comments reflect perceptions. Perceptions are subjective and should not be regarded as objective facts. However, perceptions reflect the reality that those who provided them experience. So, you will probably gain more value from the feedback by discussing it than by trying to interpret it on your own.

360° feedback is used because different people may experience or observe different patterns of behavior or interpret behavior differently. So, it is important to take notice of the level of agreement in the ratings and comments as well as the average ratings. Strong 'positive' feedback from one person or group may be canceled out by strong 'negative' feedback from another. The implications of this, of course, are quite different than if both gave the same mid-range rating. You may gain additional insights by paying attention to the differences between the ratings your team gave itself and the ratings employees gave to you.

Please take this process very seriously. Others have given up valuable time to give you feedback. They will expect you to handle the feedback sensitively, and genuinely to seek to improve your performance.

This report includes advice on how to work through the feedback, how to understand and work with each section, and how to turn your feedback into action. If you do not do this, not only will you have wasted your time and the time of those who gave you feedback, but you will also damage the process for others.

Preparing To Work with Your Feedback

The value of feedback is to help you to refine a personal development action plan. This should assist you to achieve your goals and aspirations, and to meet more effectively or more efficiently the many demands on your time. Before looking at the feedback, it is worth reflecting on a few issues.

What are the three biggest challenges I face in the upcoming period? (It is these that will demand you to be strong in terms of certain areas)

What do I find easy / difficult?

(You are likely to do the former most often and thus be better at it and!)

With whom do I work well / poorly?

(You are likely to engage with the former most often and avoid the latter, so propagating the relationships!)

What are my three personal aspirations for the upcoming period?

(And, what statements will those need me to demonstrate most effectively?)

THEREFORE, which of the statements in the questionnaire are going to prove crucial to my success in the upcoming period?

- 1.
- 2.
- 3.
- 4.

Examining The Feedback

The next thing to do is to examine the information in the report. Look especially closely at the behaviors you have identified as critical to your success. Work through each section and summarize what you see.

What surprises do I see?

(What did you not expect to see?)

What patterns do I see?

(What themes, if any, keep appearing in apparent strengths or areas for opportunity? Are there patterns in how the different source types have rated me?)

You may need to reflect on some of these, making sense by thinking about how you behave, what triggers this behavior, and what others may see as a result.

You may need to investigate some of these, making sense of them by asking others. Be careful not to infer that you are trying to learn who said what or that you are trying to find excuses. “My feedback suggests that I <what you observe in the report>. Have you any ideas or examples to explain why people might view my behavior that way?”, can be good questions for obtaining more information. “Who gave me the 2?” is certainly not a good approach.

What appear to be my strengths?

What appear to be my areas for opportunity?

(These may be perceived limitations; statements demonstrated reasonably well but that could be improved; statements demonstrated very well and that could be demonstrated even better; ...)

Source Tally

	Completed	Requested
Leadership Team	8	8
Employees	29	32

Statement Ranking

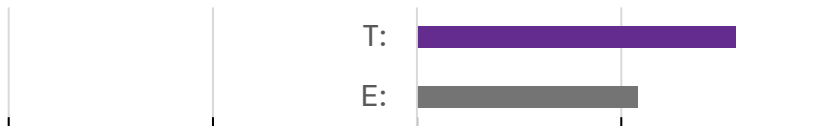
This report separates out the average scores on each statement into the Team (T) and Employee (E) scores.

Statements are ranked by the employee score.

Statement	Rating	#	Agreement
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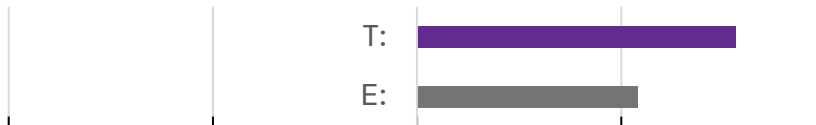


Actively invite the right voices in their decision-making.



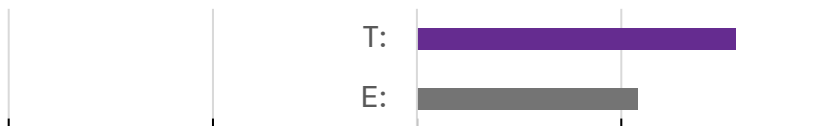
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Actively listen to others without distractions.



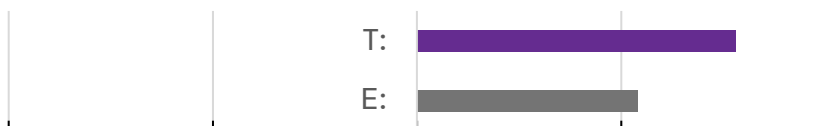
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Create clear expectations from others.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Are clear on the roles within the team.

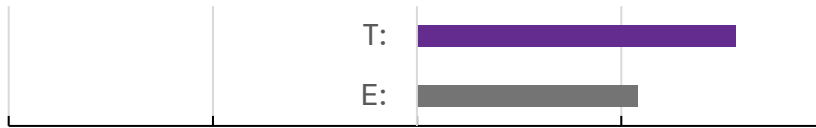


T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Statement	Rating	#	Agreement
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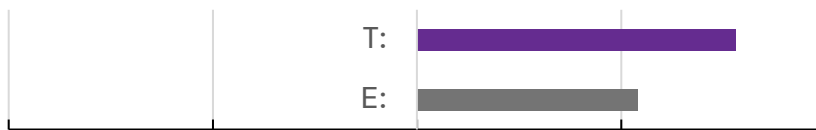


Are comfortable being the voice of dissent at the leadership team table.



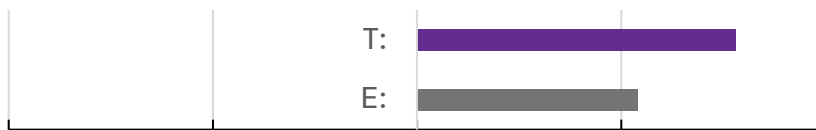
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Are comfortable being their authentic selves at work.



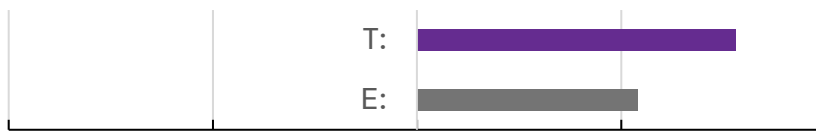
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Are continuously learning.



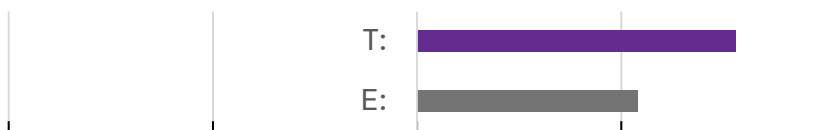
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Are open to ideas from others.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Are structured organizationally in a way that facilitates good decisions.

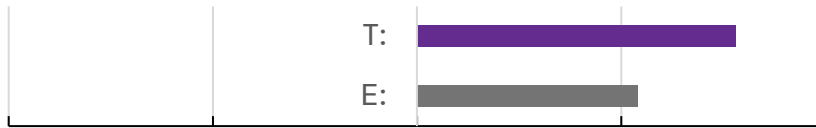


T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Statement	Rating	#	Agreement
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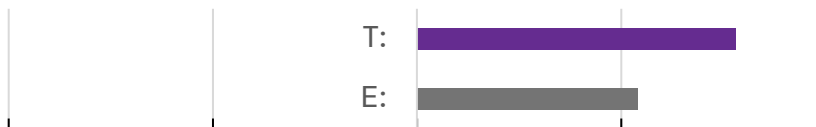


Supports others' learning.



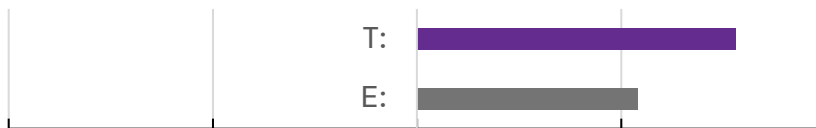
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E: 0.54	E: 29	

Create an environment where employees take accountability.



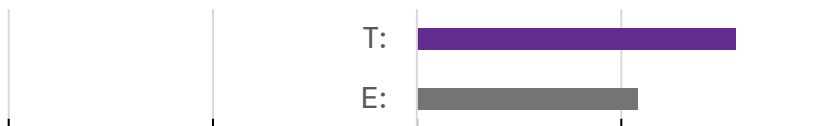
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Do what is right for the team, not just themselves.



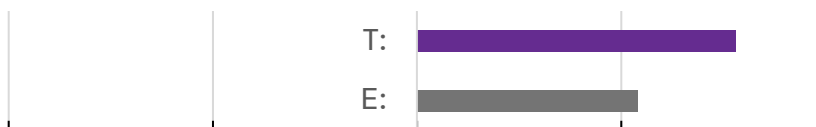
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Don't shy away from uncomfortable conversations.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Effectively communicate all information to employees that they need to hear.

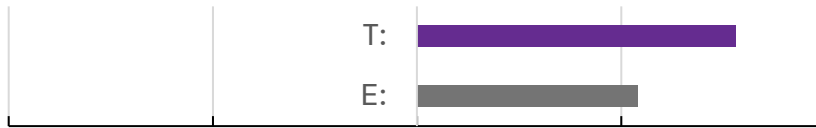


T: 0.78	T: 8	0.88
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Statement	Rating	#	Agreement
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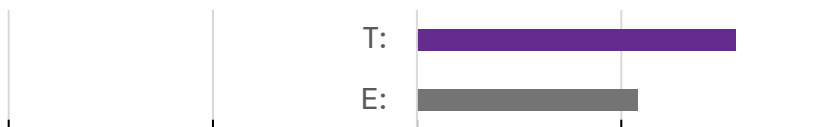


Clearly understand how their role connects to the strategic direction/vision.



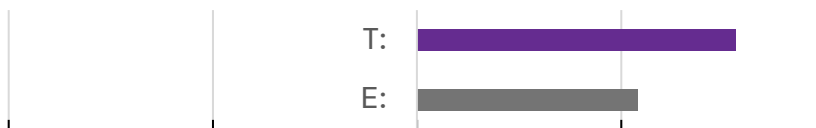
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E: 0.54	E: 29	

Clearly understand the company values that are the foundation of the culture.



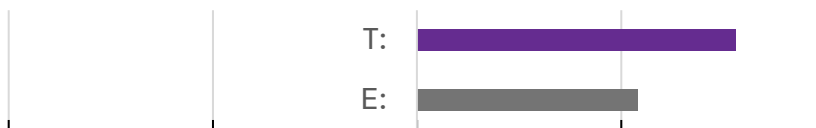
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Clearly understand the needs of customers/clients.



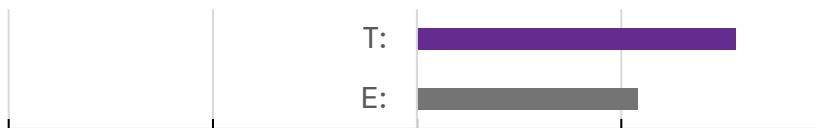
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Clearly understand the meaning of the desired culture of the company/values.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Have a common understanding of the strategic direction.

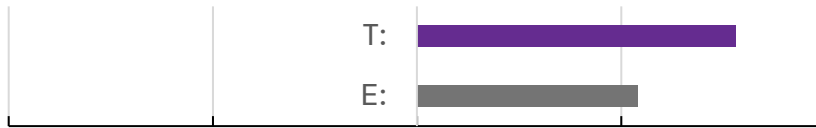


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Statement	Rating	#	Agreement
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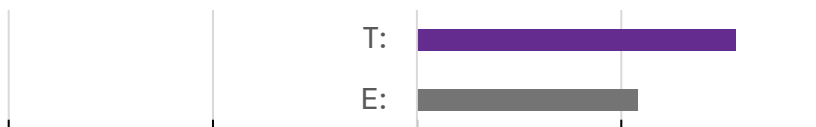


Have access to the information needed to make effective decisions at the right time.



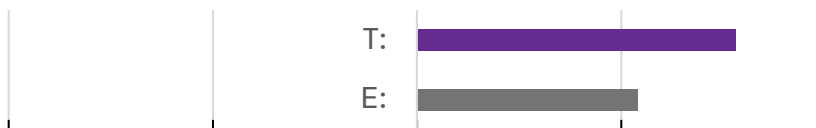
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Have positively grown as a result of feedback.



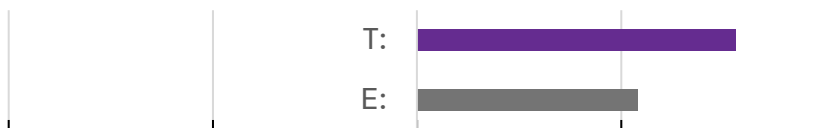
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E: 0.54	E: 29	

Hold each other accountable.



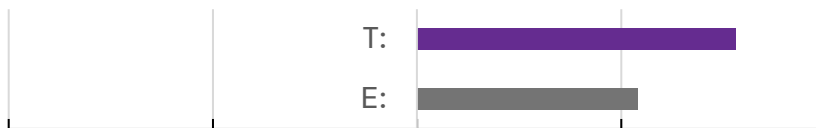
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Hold their team accountable for their responsibilities.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Make effective decisions.

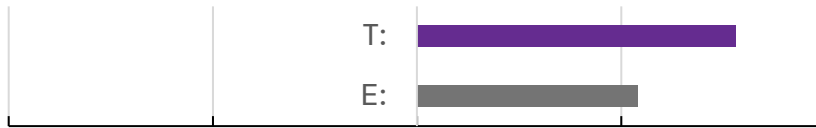


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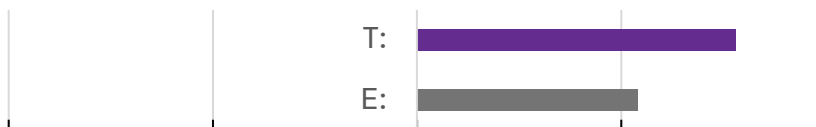


Make timely decisions.



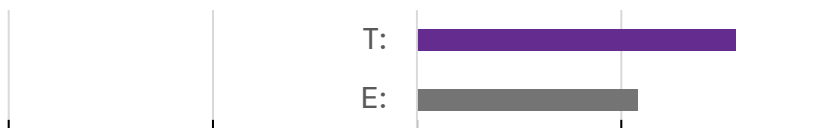
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Provide helpful feedback.



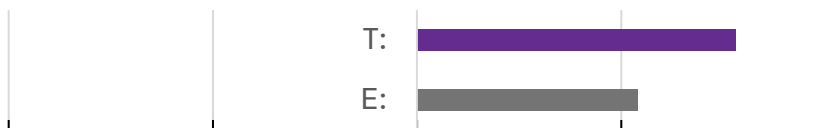
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Publicly support leadership team decisions that they disagree with individually.



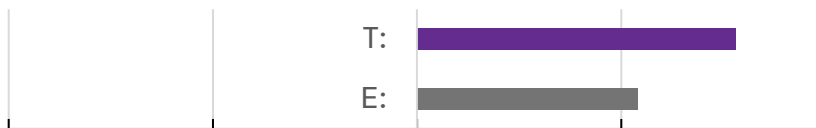
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Regularly work cross-functionally to achieve common goals.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Diligently ensure proposed ideas align with the strategic direction before approval.

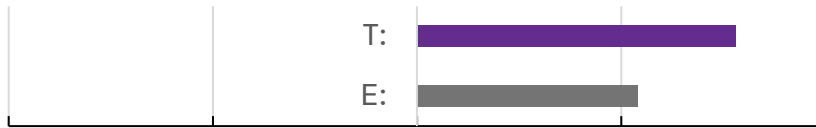


T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Statement	Rating	#	Agreement
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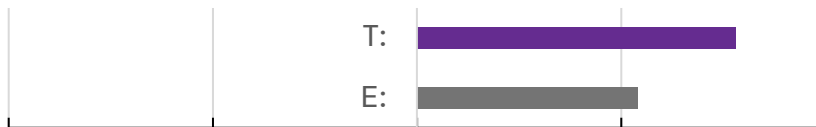


Seek feedback on a routine and timely basis.



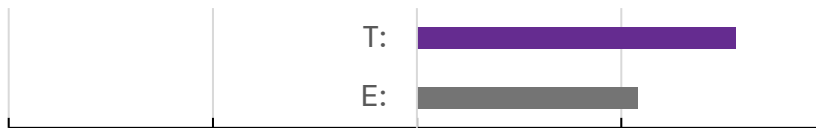
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Seek a clear understanding of market needs to adapt appropriately.



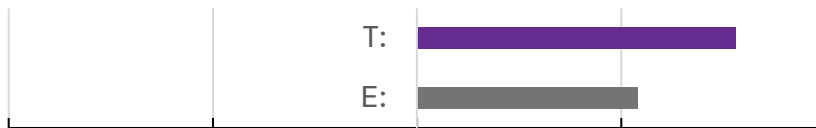
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Seek a clear understanding of their employees' experiences.



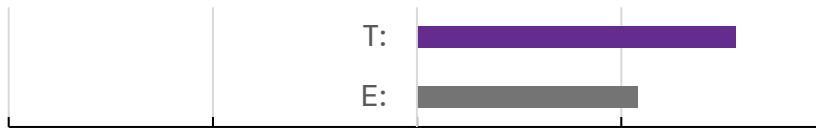
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Share a consistent message with employees.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Share the necessary information.

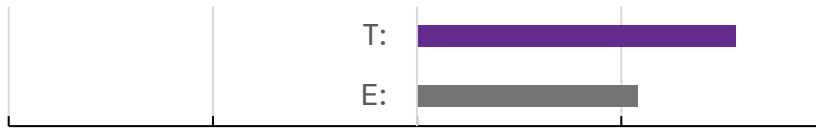


T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Statement	Rating	#	Agreement
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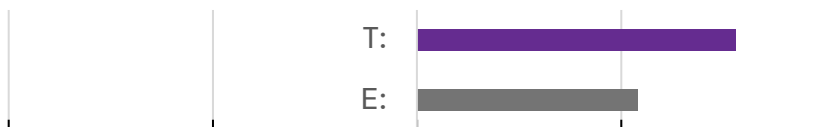


Share timely information with employees.



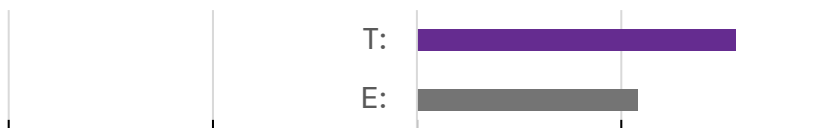
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Stick to decisions once they have been made.



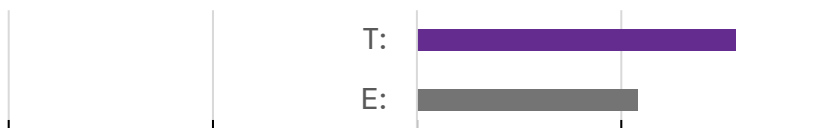
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Take ownership of the areas of responsibility they should be accountable for.



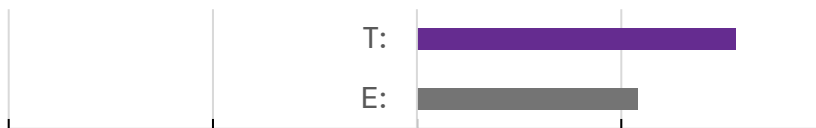
T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Support the work I do.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Values align with one another.

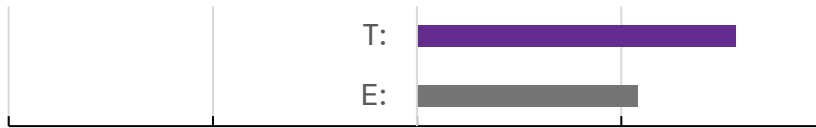


T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Statement	Rating	#	Agreement
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Values align with the company's values.



T: 0.78	T: 8	0.88
E: 0.54	E: 29	

Relative Strengths/Opportunities

This section presents a consensus view of your top ten Relative Strengths and top ten Relative Limitations. It removes the effect that any wildly different rating standard by one or more source types can have. In most cases, you should expect a strong correlation with the rank ordered presentations but, in some cases, notable differences can arise.

Reading the feedback

Each statement was examined separately by source type e.g., ratings awarded by Leadership Team Members are examined separately from those awarded by employees. A behavior was flagged as a potential strength if it was rated by that source type above the average rating given to all statement by that source type. It was flagged as a potential opportunity if it was rated by that source type below the average rating given to all behaviors by that source type.

The behaviors selected to appear in the table are those with the most flags e.g., if you rated yourself relatively high on a behavior (compared to other behaviors) and your manager, peers, and direct reports also rated you relatively high on the same behavior compared to how they rated you on other behaviors, then it is probably a relative strength of yours. However if another behavior is rated relatively high by you and your peers but not your manager and direct reports, though it may be a relative strength, it is probably not as strong.

If any two behaviors are identified by the same number of source types, then the one that did not include the 'Self' source in the count is selected first – as feedback from others is treated as more significant than your own view. If there are still ties, then the behavior appearing first in the questionnaire is selected.

A check or a cross in a table column indicates that the source type associated with that column rated the behavior as a relative strength (check) or limitation (cross). Where there is no check or cross in a column, it merely suggests that the difference in rating for that behavior, compared to other behaviors, was not significant enough to be flagged as a relative strength or limitation by that source.

What to look for

Look for the extent of the agreement – the density of the ✓ symbols. If the table is densely populated, then your relative strengths and/or limitations are apparently very obvious. Whereas, if the ✓ symbols are not very dense, different source categories may view you quite differently.

If there is not a great deal of consensus, try to understand why there are the differences of view. Do you really act differently with the different source categories or do the providers have different perspectives on what matters?

How well do your views match those of the providers – do these match the ‘gaps in perceptions’ picture?

Is there a theme running through the behaviors in each table; this may be a little different to the actual competencies to which the behaviors relate?

What is the potential impact of how you are perceived and the levels of consensus around that?

Relative Strengths

This section lists behaviors rated relatively high*. The check mark (✓) indicates that the source type rated the behavior relatively high. The text of some behaviors may be truncated to maximize the information that can appear on the page; the full text of each behavior appears in the “Questionnaire” section of the Appendix.

Statement	Team View	Employee View	Leadership Competencies
Actively listen to others without distractions.	✓	✓	
Values align with one another.		✓	
Share a consistent message with employees.	✓		
Effectively communicate all information to employees that they need to hear.	✓		
Share the necessary information.		✓	
Create an environment where employees take accountability.		✓	
Have access to the information needed to make effective decisions at the right time.	✓		
Hold their team accountable for their responsibilities.	✓	✓	
Don't shy away from uncomfortable conversations.		✓	
Make effective decisions.	✓		

*Note: A behavior rating is considered relatively high if it is higher than the average rating given by that source type to all of the behaviors. A small tolerance is added to the average to prevent all behaviors being assessed as relatively high or relatively low.

Relative Opportunities

This section lists behaviors rated relatively low*. The check mark (✓) indicates that the source type rated the behavior relatively low. The text of some behaviors may be truncated to maximize the information that can appear on the page; the full text of each behavior appears in the “Questionnaire” section of the Appendix.

Statement	Team View	Employee View	Leadership Competencies
Actively listen to others without distractions.	✓	✓	
Values align with one another.		✓	
Share a consistent message with employees.	✓		
Effectively communicate all information to employees that they need to hear.	✓		
Share the necessary information.		✓	
Create an environment where employees take accountability.		✓	
Have access to the information needed to make effective decisions at the right time.	✓		
Hold their team accountable for their responsibilities.	✓	✓	
Don't shy away from uncomfortable conversations.		✓	
Make effective decisions.	✓		

*Note: A behavior rating is considered relatively low if it is lower than the average rating given by that source type to all of the behaviors. A small tolerance is added to the average to prevent all behaviors being assessed as relatively high or relatively low.

Perspective Differences

This section presents indications of your probable self-awareness in relation to employee perceptions from whom you received feedback.

Reading the feedback

There are two sections that highlight Perspective Differences, items where the Leadership Team rated themselves significantly more highly and items where the employees rated the Leadership team significantly more highly. For each section, the number of statements that met that criteria are provided. Up to five of each type of statement with the greatest differences will be provided to highlight the key areas in which perception differ. For each relevant statement, the difference (Δ) is provided.

What to look for

If a difference of 0.5 or higher is shown, this may indicate a significant shortfall in your team self-awareness. You are likely to be making assumptions about how others work with you, communicate with you, speak about you in your absence etc. With such gaps, examine the behaviors listed closely; reflect on recent experiences... have they been as a result of a shortfall in self-awareness. Also, think about how these might impact you in the future.

Examine the statements listed and look for patterns or themes across them.

Leadership Team Rated More Highly

In this section, the five largest gaps where the Leadership Team rated the statement more highly than employees. The total number of statements where the Leadership team responded with a rating of greater than 0.2 higher than employees was 10.

1. Clearly understand the needs of customers/clients. ($\Delta = 0.58$)
2. Have positively grown as a result of feedback. ($\Delta = 0.42$)
3. Make effective decisions. ($\Delta = 0.32$)
4. Make timely decisions. ($\Delta = 0.28$)
5. Hold each other accountable. ($\Delta = 0.27$)

Employees Rated More Highly

In this section, the five largest gaps where employees rated the statement more highly than the Leadership Team. The total number of statements where employees responded with a rating of greater than 0.2 higher than the Leadership Team was 4.

1. Are comfortable being their authentic selves at work. ($\Delta = 0.32$)
2. Clearly understand the meaning of the desired culture of the company/values. ($\Delta = 0.29$)
3. Hold their team accountable for their responsibilities. ($\Delta = 0.24$)
4. Are comfortable being their authentic selves at work. ($\Delta = 0.22$)

Leadership Competencies

This section presents the average ratings given for each Leadership Competency.

Reading the feedback

Each bar is preceded with the average rating given. This is the average of all the ratings given to all the statements in that Competency.

What to look for

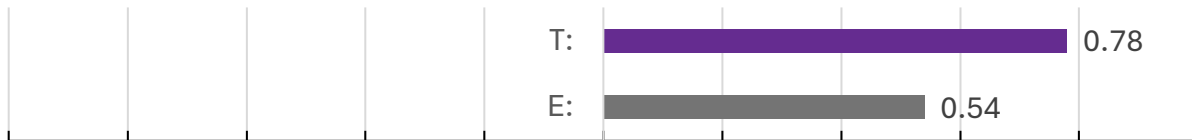
Look for patterns in the ratings e.g., has your team rated itself consistently higher or lower than employees, or are there exceptions?

Are there any Leadership Competencies rated noticeably higher or lower than the others?

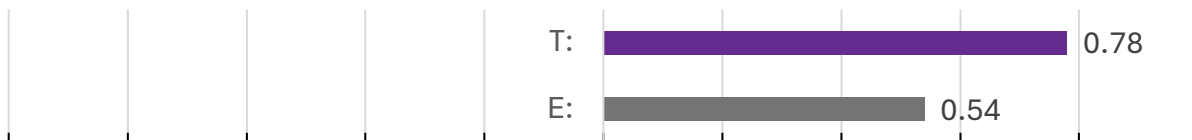
Leadership Competencies



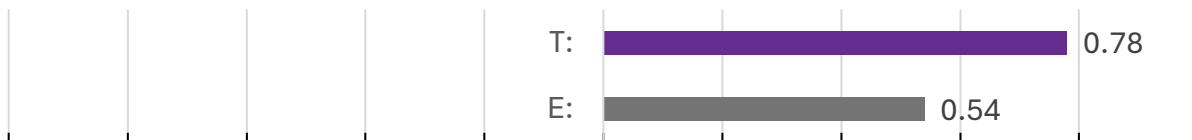
Communication



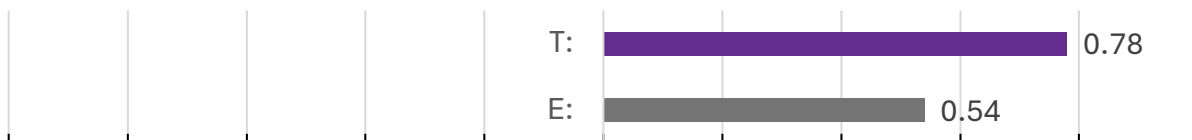
Feedback



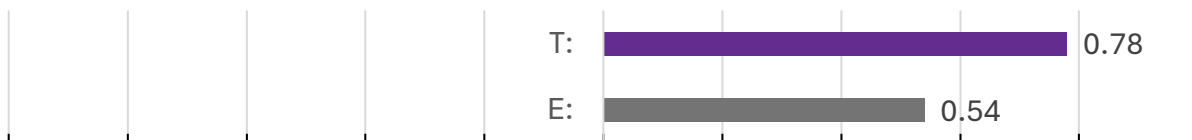
Team Interdependence



Clarity



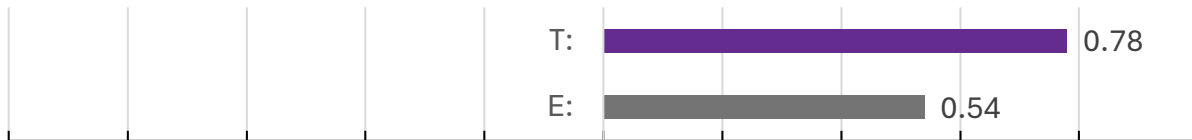
Decision Making



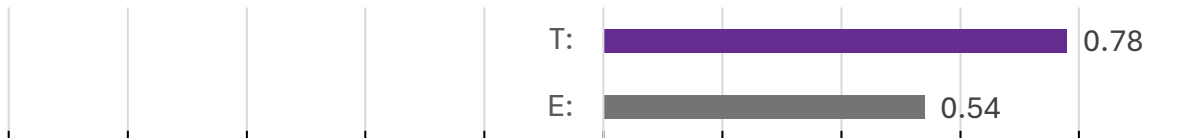
Leadership Competencies



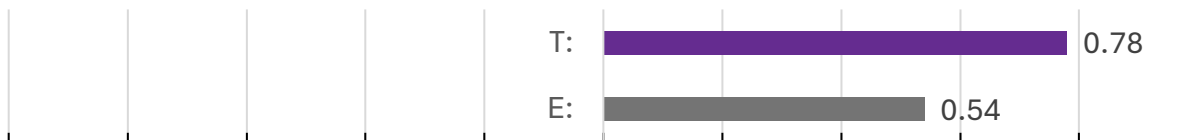
Strategic Alignment



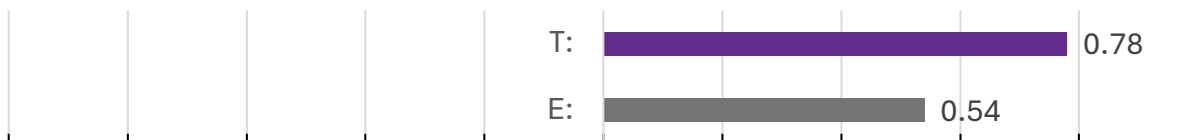
Open Leadership



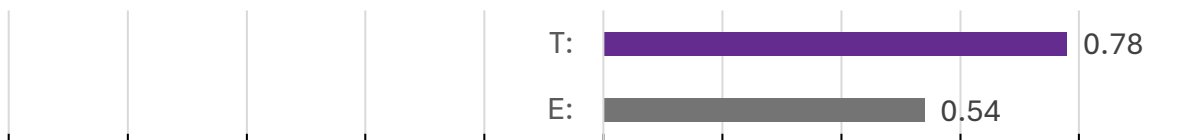
Psychological Safety



Accountability



Team Design



Verbatim Comments

This section presents the narrative responses provided by feedback providers. The comments are presented as entered - no modifications of any kind have been made.

Reading the feedback

Each comment is preceded with a letter to indicate the feedback source type from which it came and will include one or more of the following: (T) Team Member or (E) Employee.

Comments are potentially misleading. They often reflect individual opinions based on critical incidents and may not be representative of overall team performance. Note that a single comment, worded provocatively, can attract disproportionate attention.

What to look for:

- Consensus i.e., similar comments are made by more than one feedback provider.
- Commentary that explains or supports the information in the data.
- Patterns in the comments – these are far more meaningful than single comments.
- Suggestions – do the comments help you to determine what to do to improve your performance?

What else would you like to add that would benefit the Leadership Team to understand?

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Appendix

(Leadership Competencies related to each statement are provided in brackets)

Leadership Team Members:

1. Actively invite the right voices in their decision-making.
2. Actively listen to others without distractions.
3. Create clear expectations from others.
4. Are clear on the roles within the team.
5. Are comfortable being the voice of dissent at the leadership team table.
6. Are comfortable being their authentic selves at work.
7. Are continuously learning.
8. Are open to ideas from others.
9. Are structured organizationally in a way that facilitates good decisions.
10. Supports others' learning.
11. Create an environment where employees take accountability.
12. Do what is right for the team, not just themselves.
13. Don't shy away from uncomfortable conversations.
14. Effectively communicate all information to employees that they need to hear.
15. Clearly understand how their role connects to the strategic direction/vision.
16. Clearly understand the company values that are the foundation of the culture.
17. Clearly understand the needs of customers/clients.
18. Clearly understand the meaning of the desired culture of the company/values.
19. Have a common understanding of the strategic direction.
20. Have access to the information needed to make effective decisions at the right time.
21. Have positively grown as a result of feedback.
22. Hold each other accountable.
23. Hold their team accountable for their responsibilities.
24. Make effective decisions.
25. Make timely decisions.
26. Provide helpful feedback.
27. Publicly support leadership team decisions that they disagree with individually.
28. Regularly work cross-functionally to achieve common goals.
29. Diligently ensure proposed ideas align with the strategic direction before approval.
30. Seek feedback on a routine and timely basis.
31. Seek a clear understanding of market needs to adapt appropriately.
32. Seek a clear understanding of their employees' experiences.
33. Share a consistent message with employees.
34. Share the necessary information.
35. Share timely information with employees.
36. Stick to decisions once they have been made.
37. Take ownership of the areas of responsibility they should be accountable for.
38. Support the work I do.
39. Values align with one another.
40. Values align with the company's values.