360° Assessment

Developing Leadership

Feedback Report
Confidential

Prepared for:

Chris Sample

2/18/2014

Overview

Name: **Chris Sample**   Organization: **ABC Company**

Introduction

Constructive feedback is increasingly recognized as a key to enhancing leadership effectiveness.

This report provides detailed feedback on your competencies as seen from a number of different perspectives—your own and those of your manager, peers, direct reports, clients, and collaborators. It is based on analysis of responses to the 360º Competency Assessment questionnaires that you and others completed recently.

In using this report it is important to remember that the feedback you receive reflects different people's **perceptions** of you at a particular point in time. It does **not** represent some absolute, unchanging, all consuming truth. Nevertheless, the detailed analysis it permits can enable you to gain new insights into your own strengths, and also alert you to aspects of your behavior which could be hindering your success. Such increased self-awareness can, in turn, help you to maximize your effectiveness and develop your full potential.

The sections below provide guidance for interpreting this report.

Individuals Who Have Evaluated You

The following breakdown shows you how many individuals have completed ratings about you.

Total number of raters:	**24**
Self:	1
Boss:	1
Peers:	5
Direct Reports:	7
Clients:	4
Collaborators	6

Section 1 - Importance of Competencies to Success on the Job

This section shows how you and others rated the importance of each of the competencies to job effectiveness. This bar chart identifies the relative importance of each of the competencies, as well as the similarities and differences in perspective between you and others.

As you read and interpret the Importance Ratings in this report, keep in mind the following anchor points:

Importance Rating Scale

1	**Moderately Important**	This competency is moderately important to contributing to overall **effectiveness**.
3	**Important**	This competency is important to contributing to overall **effectiveness**.
5	**Very Important**	This competency is very important to contributing to overall **effectiveness**.
7	**Critically Important**	This competency is critically important to contributing to overall **effectiveness**.

360° Feedback Report

Overview (Continued)

Name: **Chris Sample**   Organization: **ABC Company**

Section 2 – Competency Profile

This section shows your average level of competence on the competencies. The level of competence is calculated by averaging the ratings of the five key behaviors related to success for that competency.

The line represents the average across all raters. Symbols are plotted representing the values for the ratings of: your boss, yourself, the average of your peers, the average of your direct reports, the average of your clients, and the average of your collaborators (if these ratings have been provided). If a rater chooses the N/A response, it will not be included in the ratings for that behavior. If all raters chose the N/A response no ratings will be shown. A shaded bar is plotted for each score and represents the middle 33% of ratings for a norm group of individuals who are in similar positions. Approximately 33% of ratings are above the highest point on each bar and about 33% of the ratings are below the lowest point on each bar.

This section enables you to see at a glance how your self-ratings compare with those of others. Along with the information derived from the Importance Ratings, it can serve as a basis for identifying the competencies on which to focus your development efforts. It is likely that you will want to give priority to developing those competencies that have high importance scores **and** on which you have low scores.

As you read and interpret your Competency Profile, keep in mind the following anchor points:

Behavioral Rating Scale	
1 **Significant Development**	Could benefit from significant development related to this behavior.
2 **Some Development**	Could benefit from some development related to this behavior.
3 **Fully Competent**	Average competence, held by top 50% of leaders. **(50-70%ile)**
4 **Above Average**	Above average competence, held by top 30% of leaders. **(71-85%ile)**
5 **Strength**	Highly effective competence, held by top 15% of leaders. **(86-97%ile)**
6 **Outstanding Strength**	Exceptional competence, held by top 2% of leaders. **(98-100%ile)**
N/A	Do not have sufficient information to accurately rate this behavior.

Section 3 – Behavioral Profile

This section shows your average ratings across all of the behaviors in the 360° Assessment questionnaire. Just like Section 2, the line represents the average across all raters. Symbols are plotted representing the values for the ratings of: your boss, yourself, the average of your peers, the average of your direct reports, the average of your clients, and the average of your collaborators (if these ratings have been provided). A shaded bar is plotted for each score and represents the middle 33% of ratings for members of the norm group. Approximately 33% of ratings are above the highest point on each bar and about 33% of the ratings are below the lowest point on each bar.

Overview (Continued)

Name: **Chris Sample**   Organization: **ABC Company**

Section 4 – Rating Scatter Plots

This section provides three different scatter plots to help you visualize your competency information. The first two show your ratings in comparison to: 1) the ratings of your boss and 2) the ratings of others. These scatter plots show the congruence of your ratings with the ratings of your boss and others. As such, they help identify your **confirmed** strengths and development needs as well as your **hidden** strengths and development needs.

The third scatter plot shows ratings of your average ratings by others on the Competencies in comparison to the average ratings of Importance of the competencies to job success. In general, you should focus your development efforts on Competencies that are critically important but have lower ratings.

Section 5 – Recommendations for Development

This section identifies three competencies that are Areas of Strength and three competencies to consider for Development Recommendations. Your areas of strength represent your three highest rated competencies by others. You may want to explore how to better leverage these strengths for career success.

The Development Recommendations identify the three lowest rated competencies. For each of these competencies, the two lowest rated behaviors within the competencies are identified. Under each of these, specific development activities from the **Coaching Winners** book are identified. You may want to pursue these development activities as you create your Development Action Plan.

Section 6 – Written Comments

This section provides anonymous written comments sorted by competency. All comments provided by your raters are listed in this section.

Section 7 – Development Planning

The final section provides guidance for creating your own development plan of action. First, it provides guidance on the development planning process. Then, it provides a **Development Action Plan**, a worksheet for developing your competencies. This is intended to help facilitate the development of concrete action plans that will contribute to your development of competencies and your career success. You can adapt the development recommendations contained in this report and refer to the concrete actions identified in the **Coaching Winners** book to create a concrete action plan for your development.

Confidentiality

This report is confidential. Please use discretion as to how this report is used and who may see its contents. This report provides powerful information that needs to be interpreted relative to your unique position and situation. Insights you gain from this feedback can be translated into specific action plans for developing your competencies.

It is recommended that you use this information to develop your own high-impact Development Action Plan. Implementing your specific goals with planned action steps will increase your overall effectiveness which impacts the performance of the organization. Please save this report to use as a baseline against which to compare future feedback on your competencies.

Overview (Continued)

Name: **Chris Sample**   Organization: **ABC Company**

Competencies in this Report

Definitions of the competencies addressed in this report are provided below.

Self-Management Competencies

1. **Adaptability & Change Management**

   Appropriately changes one's strategy in response to new information; continuously adapts to changes; deals with uncertainty and vagueness; decides and acts without having the picture totally defined; fosters or champions change to enhance work effectiveness.

2. **Learning Agility**

   Adapts easily and positively to changes and challenges; anticipates and plans for change; uses obstacles to innovate and encourage breakthroughs; deals with uncertainty and ambiguity by defining options or seeking clarity; acts as a change agent.

3. **Initiative & Drive for Results**

   Takes initiative and drives for successful results; makes things happen; conveys a sense of urgency; strives to identify and implement better, faster, and more effective solutions; holds people accountable for achieving results; is willing to invest considerable effort to assure deadlines are met in a high-quality manner.

Interpersonal Competencies

4. **Communication & Influencing**

   Clearly articulates the key points of an issue; communicates with conviction, confidence and enthusiasm; builds a strong business case for action; selects and applies appropriate influence strategies; builds coalitions or alliances to support initiatives.

5. **Interpersonal Skills**

   Builds and maintains effective working relationships with a wide range of individuals; has a wide and effective network of contacts; quickly establishes rapport with others; shows sensitivity to people of diverse backgrounds; values diversity and seeks to understand differences in cultures and personal styles.

6. **Teamwork**

   Builds and supports team efforts; encourages a spirit of participation and belonging; enhances group cohesiveness by emphasizing team objectives and reinforcing cooperation.

7. **Customer Focus**

   Anticipates and identifies customer needs; consistently seeks ways to improve customer service; assures that customer issues are resolved; assures open communication with both internal and external customers; fosters a customer-focused environment.

Analytical Competencies

8. **Problem Solving & Judgment**

   Makes sound decisions; investigates and analyzes issues to identify root causes and draw appropriate conclusions; uses data, critical thinking, and logic to solve problems; synthesizes complex information and logically evaluates alternatives.

9. **Planning & Strategic Thinking**

   Plans, manages, and monitors work responsibly to assure effective accomplishment of objectives; plans and manages time and resources effectively; leverages strategy and objectives to drive goals and plans; plans for future opportunities by forecasting trends.

Overview (Continued)

Name: **Chris Sample**   Organization: **ABC Company**

Competencies in this Report (continued)

Definitions of the competencies addressed in this report are provided below.

Analytical Competencies (continued)

10. Innovation

Identifies new and fresh approaches to problems and issues; has a vivid imagination and creates new concepts that are not obvious to others; and is willing to try new or novel approaches.

Management Competencies

11. Managing Execution

Plans, organizes, manages, and monitors projects and programs effectively; delegates responsibility and communicates clear expectations; defines and measures key performance characteristics; monitors performance and the achievement of milestones; provides ongoing performance feedback to assure effective performance.

12. Project/Process Management

Plans, directs, manages, and monitors projects and programs effectively; manages and continually improves processes; plans and manages schedules and resources effectively; responds to the information needs of both upstream and downstream stakeholders.

13. Building Talent

Provides challenging assignments and clear and constructive feedback to employees; acts as a positive mentor; fosters development in others; recruits, develops and retains talented staff; brings out the best in individuals regardless of differences in background or experience.

14. Managing Differences/Conflict

Openly manages conflict and disagreement through collaborative discussion to reach positive conclusions; arrives at constructive solutions while maintaining positive working relationships; seeks win-win situations; negotiates effective solutions.

Leadership Competencies

15. Business Acumen

Fosters successful business results through the effective application of business practices and a knowledge of the competitive marketplace; displays broad understanding of business practices and policy.

16. Leading Courageously

Asserts oneself and speaks up for what one believes in; is willing to make "tough" decisions or "stand alone" on important issues; doesn't need consensus before committing to action; openly accepts responsibility for own mistakes; champions stretching initiatives that have the possibility of a high payoff.

17. Inspiring Others

Creates and communicates a compelling vision; engages commitment to the organization's vision, values, and direction; builds enthusiasm, participation and positive morale and loyalty; motivates others to action.

18. Integrity, Trust & Credibility

Is loyal to the organization; tells the truth and is widely trusted; presents the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent himself/herself, especially for personal gain; builds credibility and trust.

360° Feedback Report

1. Importance Profile

Name: **Chris Sample**   Organization: **ABC Company**

Importance of Competencies to Job Effectiveness

	Moderately Important	Important	Very Important	Critically Important

Category	Competency	Rating
Self Management	1. Adaptability & Change Management	5.7
	2. Learning Agility	5.1
	3. Initiative & Drive for Results	5.5
Interpersonal	4. Communication & Influencing	6.9
	5. Interpersonal Skills	6.4
	6. Teamwork	6.3
	7. Customer Focus	5.6
Analytical	8. Problem Solving & Judgment	5.4
	9. Planning & Strategic Thinking	6.0
	10. Innovation	5.4
Management	11. Managing Execution	5.2
	12. Project/Process Management	4.8
	13. Building Talent	5.3
	14. Managing Differences/Conflict	5.1
Leadership	15. Business Acumen	4.6
	16. Leading Courageously	5.4
	17. Inspiring Others	5.6
	18. Integrity, Trust & Credibility	6.7

Scale: 0 1 2 3 4 5 6 7

■ Average Importance Rating Across all Raters N=24

360° Feedback Report

2. Competency Profile

Name: **Chris Sample**   Organization: **ABC Company**

> **Key:** The bars represent the middle 33% of ratings across all raters and all people being rated within the norm group. (N=1641)
> ■ Line represents the average competency rating across all raters. (N=24)
> □ Self (N=1)   O Boss (N=1)   ▷ Peers (N=5)   ◇ Direct Reports (N=7)   ✳ Clients (N=4)   X Collaborators (N=6)

Level of Competence

		Significant Development 1	Some Development 2	Fully Competent 3	Above Average 4	Strength 5	Outstanding Strength 6

Competency

Self Management
1. Adaptability & Change Management
2. Learning Agility
3. Initiative & Drive for Results

Interpersonal
4. Communication & Influencing
5. Interpersonal Skills
6. Teamwork
7. Customer Focus

Analytical
8. Problem Solving & Judgment
9. Planning & Strategic Thinking
10. Innovation

Management
11. Managing Execution
12. Project/Process Management
13. Building Talent
14. Managing Differences/Conflict

Leadership
15. Business Acumen
16. Leading Courageously
17. Inspiring Others
18. Integrity, Trust & Credibility

3. Behavioral Profile

Name: **Chris Sample**   Organization: **ABC Company**

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Level of Competence

Compe-tency	Behavior	Significant Development 1	Some Development 2	Fully Competent 3	Above Average 4	Strength 5	Outstanding Strength 6
1. Adaptability & Change Management	1. Quickly adapts to new ways of doing things.						
	2. Seizes opportunities and adapts approaches as situations change or new opportunities emerge.						
	3. Embraces change by working through ambiguity and uncertainty to create structure and assure progress.						
	4. Fosters change by identifying and eliminating obsolete systems or ineffective processes.						
	5. Serves as a change agent by motivating those who resist change to accept and embrace change.						
2. Learning Agility	6. Takes the initiative and invests effort outside of work to improve job-relevant knowledge and skills.						
	7. Seeks feedback and effectively changes behaviors based on this feedback.						
	8. Stays up-to-date and effectively applies new methods, procedures, technologies, and trends in the field or profession.						
	9. Is a "quick study" and quickly learns and applies new information, methods, tools, and solutions.						
	10. Seeks work assignments that significantly stretch and grow his/her skills.						
3. Initiative & Drive for Results	11. Is a self-starter, recognizing opportunities and acting quickly to take advantage of situations.						
	12. Projects passion, a sense of urgency, and reinforces high achievement at all levels.						
	13. Shows strong persistence and tenacity in the face of adversity.						
	14. Establishes high standards and sets aggressive goals that cannot be compromised.						
	15. Is results-oriented and peruses goals beyond what is typically expected or expressed.						

3. Behavioral Profile (Continued)

Name: **Chris Sample**　　　　　　　　　　Organization: **ABC Company**

Level of Competence

Competency	Behavior	Significant Development 1	Some Development 2	Fully Competent 3	Above Average 4	Strength 5	Outstanding Strength 6

4. Communication & Influencing

16. Writes documents in a clear, concise, well-organized and error-free manner.
17. Makes effective public presentations articulating even the most complex concepts in a meaningful way.
18. Listens attentively, provides nonverbal feedback, and acknowledges what others are saying.
19. Is easy to understand, communicates fully and accurately, avoiding miscommunication with others.
20. Effectively persuades, sells, and influences people at all levels of the organization.

5. Interpersonal Skills

21. Is very courteous, diplomatic, and respectful, even when under pressure.
22. Shows an upbeat and positive attitude that engages people in constructive dialogue.
23. Is consistently approachable and transparent, refusing to let ego interfere with relationships.
24. Navigates organizational politics and builds networks and alliances to accomplish things across boundaries.
25. Shows sensitivity and makes people of all ethnic, gender, and lifestyle groups feel respected, valued, and heard.

6. Teamwork

26. Is consistently cooperative and is a team player, building positive relationships throughout the organization.
27. Compromises to develop team effectiveness; emphasizes team goals over personal goals.
28. Motivates and engages team members by fostering participation and respect for differing perspectives; builds team cohesiveness.
29. Breaks down barriers across departments and builds effective relationships with other organizational units.
30. Engages and motivates team members by recognizing their contributions and making them feel valued.

3. Behavioral Profile (Continued)
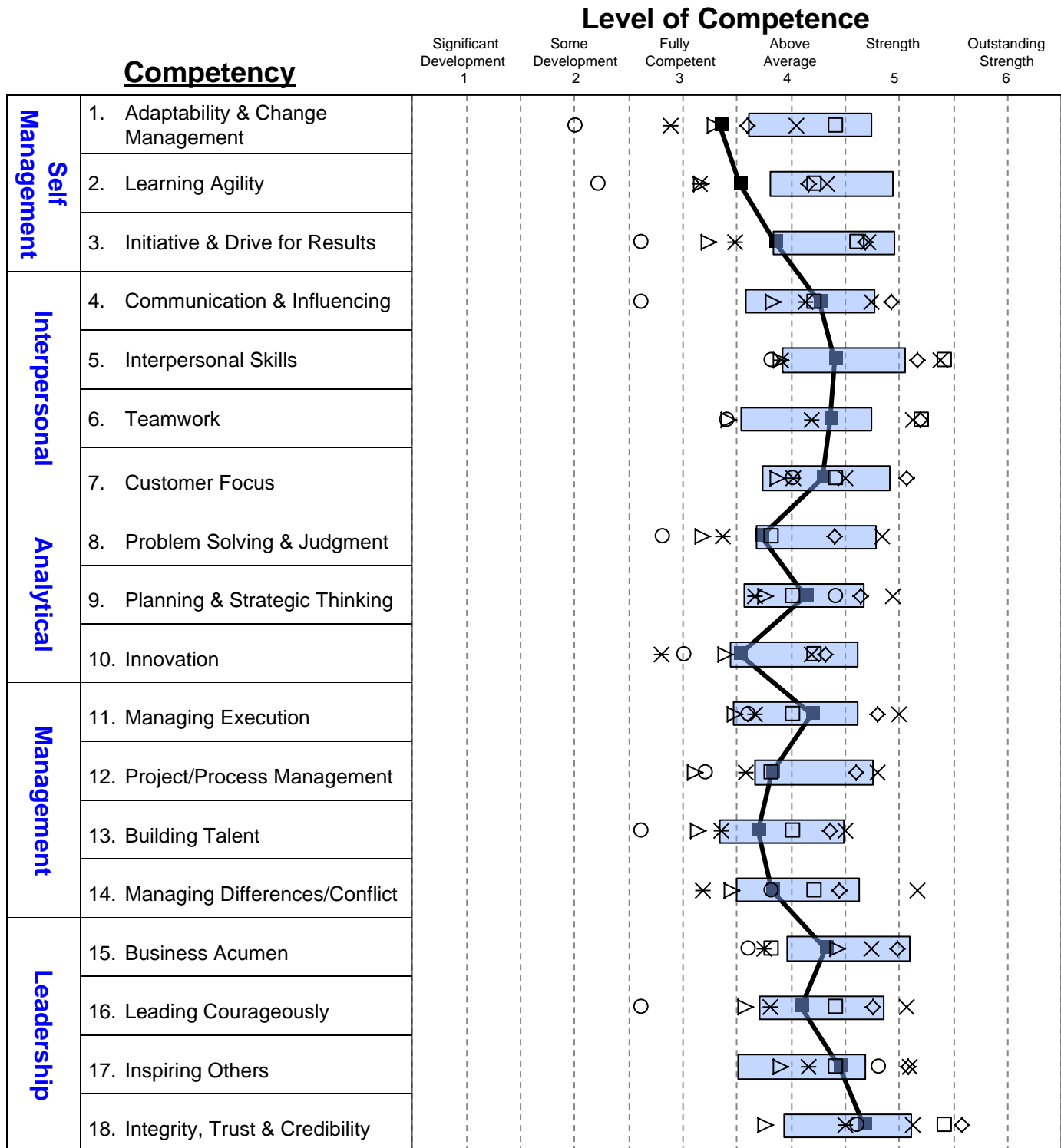
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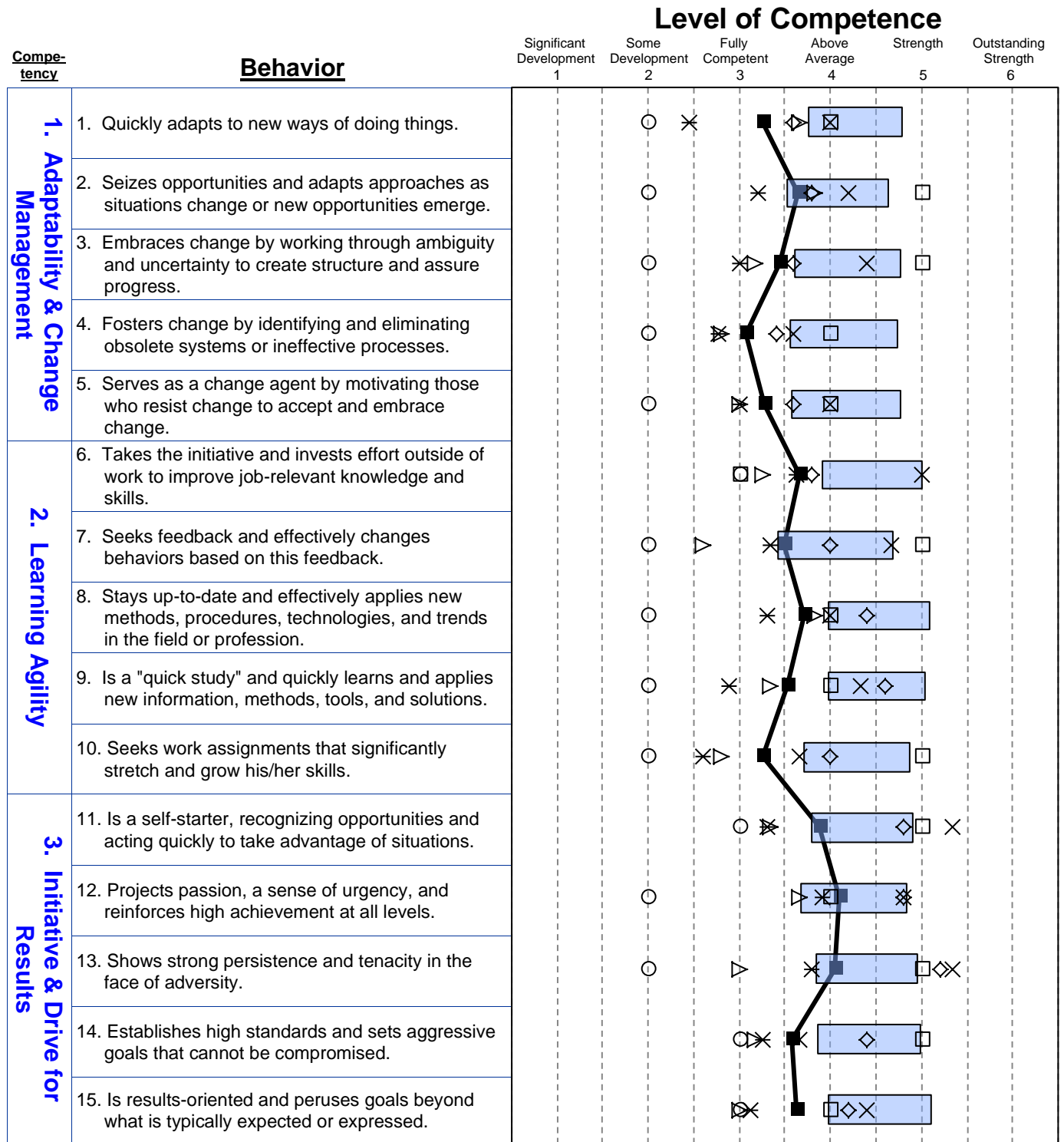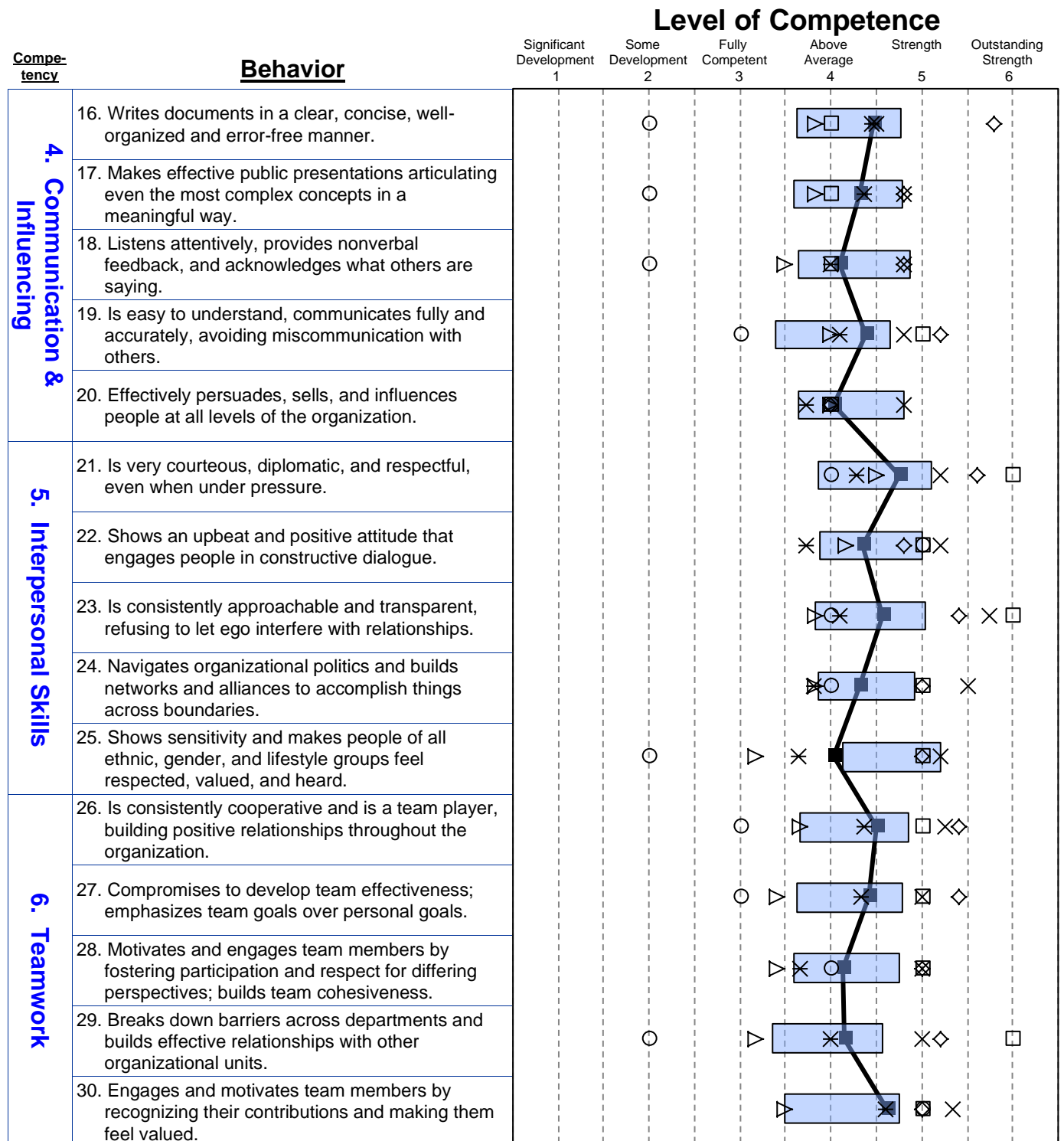
Level of Competence

Compe-tency	Behavior	Significant Development 1	Some Development 2	Fully Competent 3	Above Average 4	Strength 5	Outstanding Strength 6
7. Customer Focus	31. Follows through to assure that commitments to customers are met.						
	32. Works hard to thoroughly understand customer needs, expectations, and constraints.						
	33. Builds strong relationships with customers by assuring their ongoing satisfaction.						
	34. Implements effective strategies to acquire and retain customers.						
	35. Creates a customer-centered approach based on customer feedback.						
8. Problem Solving & Judgment	36. Makes sound judgments by systematically investigating facts and properly interpreting information.						
	37. Remains objective and fact-based, even when making decisions under pressure.						
	38. Acts decisively and makes timely decisions in crisis situations.						
	39. Integrates all relevant perspectives and contingencies when making tough decisions.						
	40. Anticipates problems and develops alternative strategies for addressing them.						
9. Planning & Strategic Thinking	41. Scans the business environment and identifies emerging trends that will affect business strategy.						
	42. Translates broad strategies into clear objectives and effective tactical plans.						
	43. Sets appropriate priorities and develops plans that also accommodate unanticipated events and changing needs or objectives.						
	44. Creates effective strategies that address customer/stakeholder needs and market trends.						
	45. Understands and effectively communicates organizational strategies and aligns employees with them.						

360° Feedback Report

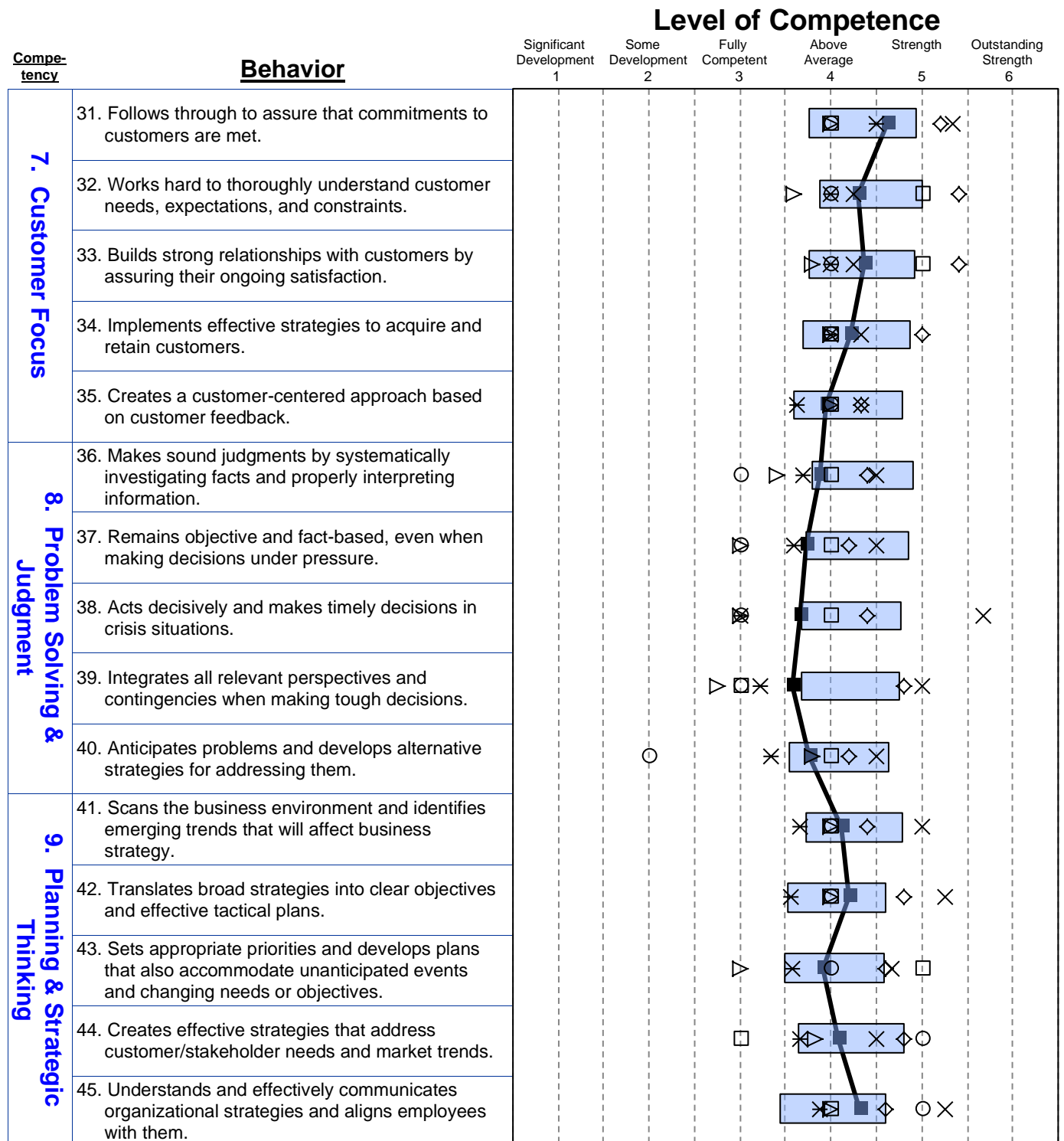## 3. Behavioral Profile (Continued)

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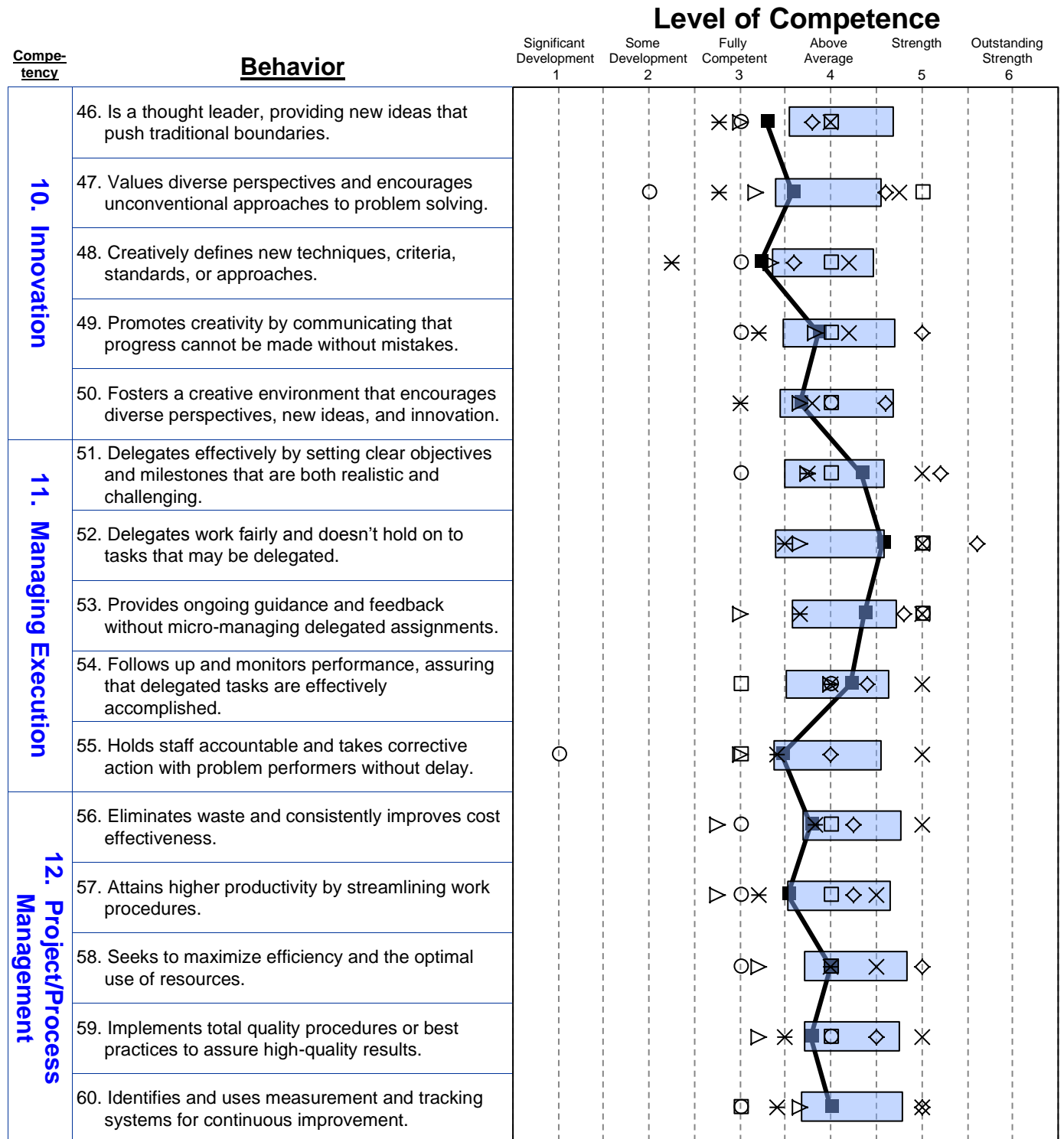
Level of Competence

Competency	Behavior	Significant Development 1	Some Development 2	Fully Competent 3	Above Average 4	Strength 5	Outstanding Strength 6
10. Innovation	46. Is a thought leader, providing new ideas that push traditional boundaries.						
	47. Values diverse perspectives and encourages unconventional approaches to problem solving.						
	48. Creatively defines new techniques, criteria, standards, or approaches.						
	49. Promotes creativity by communicating that progress cannot be made without mistakes.						
	50. Fosters a creative environment that encourages diverse perspectives, new ideas, and innovation.						
11. Managing Execution	51. Delegates effectively by setting clear objectives and milestones that are both realistic and challenging.						
	52. Delegates work fairly and doesn't hold on to tasks that may be delegated.						
	53. Provides ongoing guidance and feedback without micro-managing delegated assignments.						
	54. Follows up and monitors performance, assuring that delegated tasks are effectively accomplished.						
	55. Holds staff accountable and takes corrective action with problem performers without delay.						
12. Project/Process Management	56. Eliminates waste and consistently improves cost effectiveness.						
	57. Attains higher productivity by streamlining work procedures.						
	58. Seeks to maximize efficiency and the optimal use of resources.						
	59. Implements total quality procedures or best practices to assure high-quality results.						
	60. Identifies and uses measurement and tracking systems for continuous improvement.						

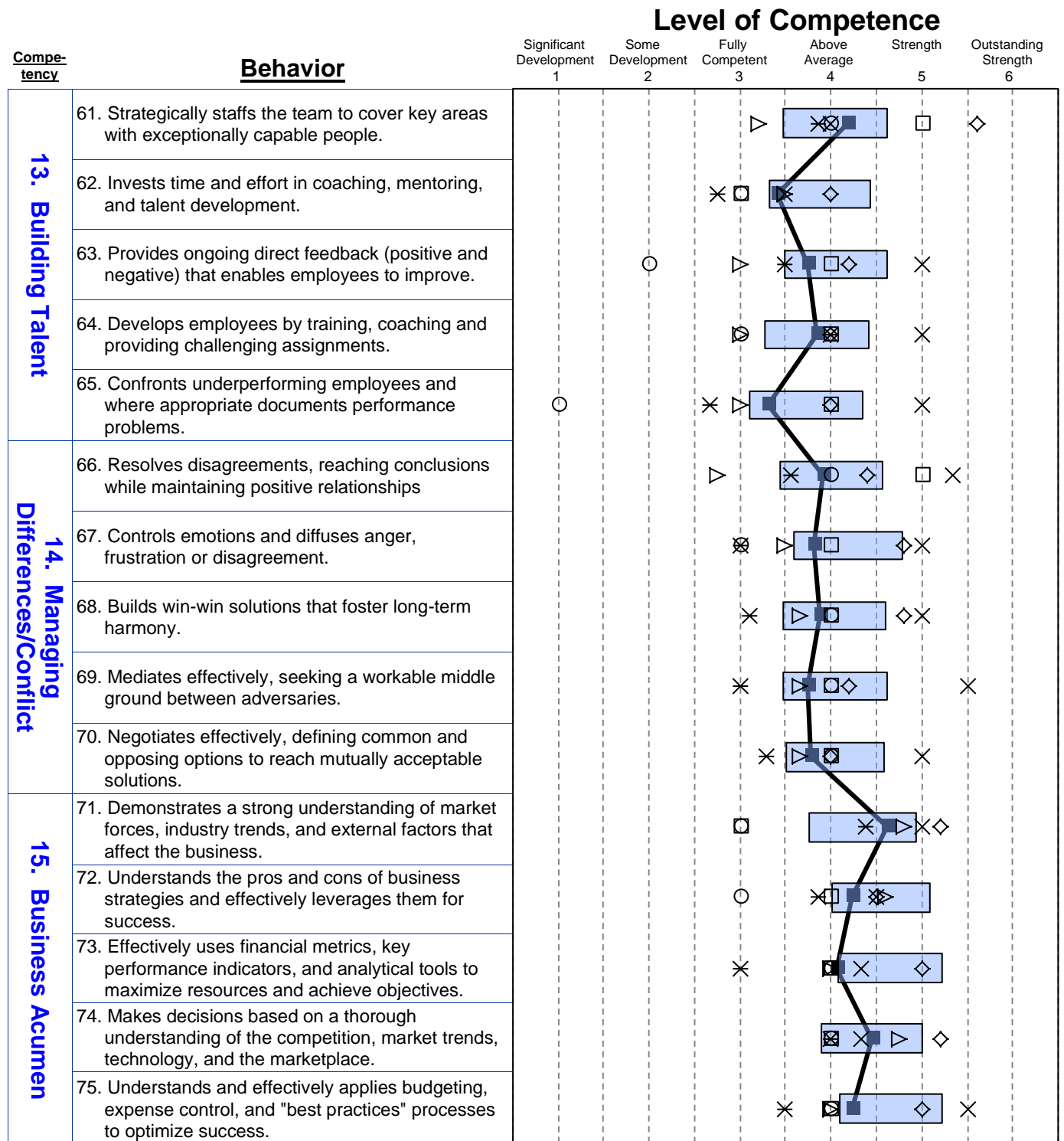# 3. Behavioral Profile (Continued)
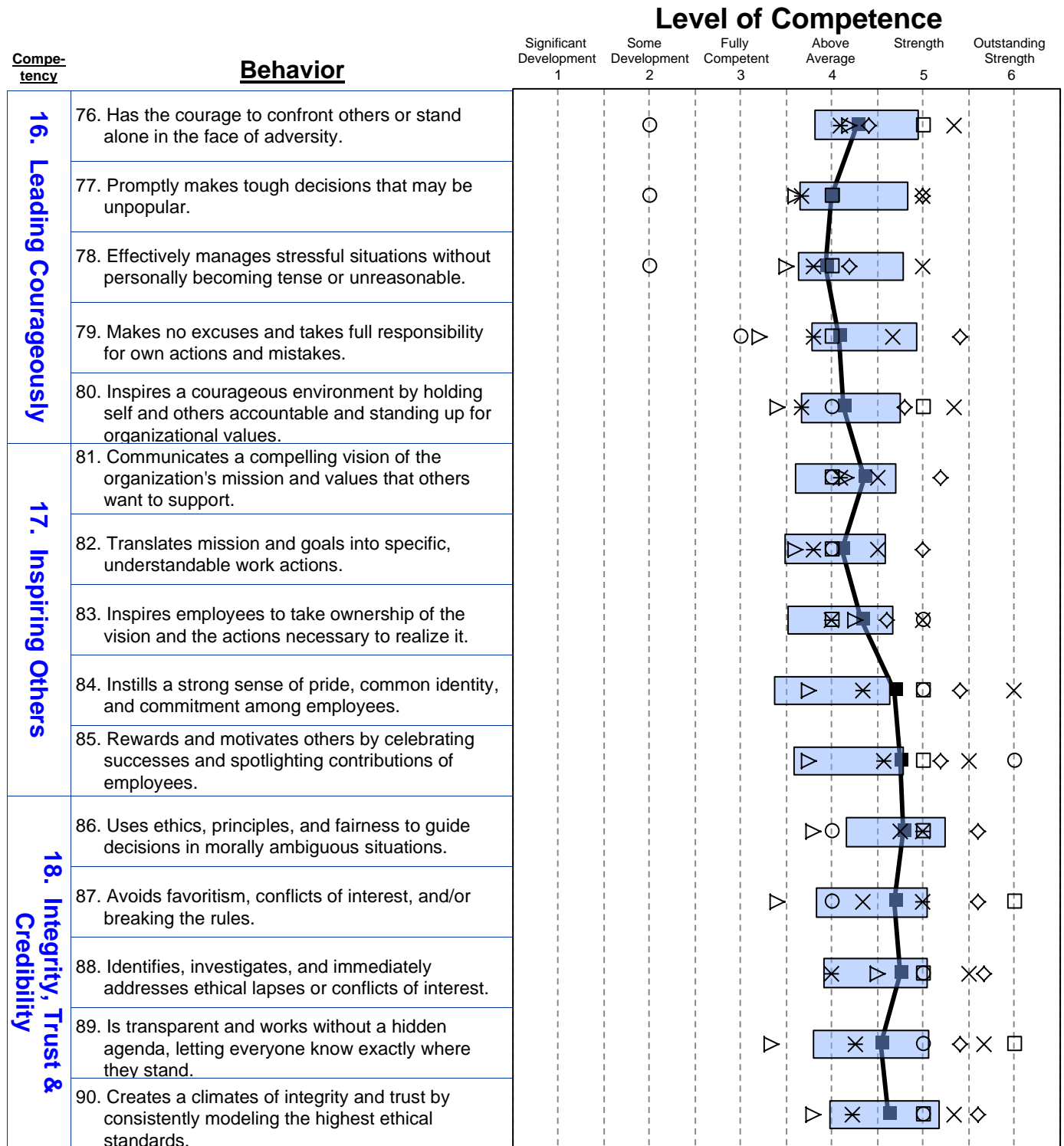
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Level of Competence

Compe-tency	Behavior
13. Building Talent	61. Strategically staffs the team to cover key areas with exceptionally capable people.
	62. Invests time and effort in coaching, mentoring, and talent development.
	63. Provides ongoing direct feedback (positive and negative) that enables employees to improve.
	64. Develops employees by training, coaching and providing challenging assignments.
	65. Confronts underperforming employees and where appropriate documents performance problems.
14. Managing Differences/Conflict	66. Resolves disagreements, reaching conclusions while maintaining positive relationships
	67. Controls emotions and diffuses anger, frustration or disagreement.
	68. Builds win-win solutions that foster long-term harmony.
	69. Mediates effectively, seeking a workable middle ground between adversaries.
	70. Negotiates effectively, defining common and opposing options to reach mutually acceptable solutions.
15. Business Acumen	71. Demonstrates a strong understanding of market forces, industry trends, and external factors that affect the business.
	72. Understands the pros and cons of business strategies and effectively leverages them for success.
	73. Effectively uses financial metrics, key performance indicators, and analytical tools to maximize resources and achieve objectives.
	74. Makes decisions based on a thorough understanding of the competition, market trends, technology, and the marketplace.
	75. Understands and effectively applies budgeting, expense control, and "best practices" processes to optimize success.

The competence scale columns are:
1 Significant Development, 2 Some Development, 3 Fully Competent, 4 Above Average, 5 Strength, 6 Outstanding Strength

3. Behavioral Profile (Continued)

Name: **Chris Sample**   Organization: **ABC Company**

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Level of Competence

Significant Development 1	Some Development 2	Fully Competent 3	Above Average 4	Strength 5	Outstanding Strength 6

Competency / **Behavior**

16. Leading Courageously

76. Has the courage to confront others or stand alone in the face of adversity.
77. Promptly makes tough decisions that may be unpopular.
78. Effectively manages stressful situations without personally becoming tense or unreasonable.
79. Makes no excuses and takes full responsibility for own actions and mistakes.
80. Inspires a courageous environment by holding self and others accountable and standing up for organizational values.

17. Inspiring Others

81. Communicates a compelling vision of the organization's mission and values that others want to support.
82. Translates mission and goals into specific, understandable work actions.
83. Inspires employees to take ownership of the vision and the actions necessary to realize it.
84. Instills a strong sense of pride, common identity, and commitment among employees.
85. Rewards and motivates others by celebrating successes and spotlighting contributions of employees.

18. Integrity, Trust & Credibility

86. Uses ethics, principles, and fairness to guide decisions in morally ambiguous situations.
87. Avoids favoritism, conflicts of interest, and/or breaking the rules.
88. Identifies, investigates, and immediately addresses ethical lapses or conflicts of interest.
89. Is transparent and works without a hidden agenda, letting everyone know exactly where they stand.
90. Creates a climates of integrity and trust by consistently modeling the highest ethical standards.

4. Rating Scatter Plots

Name: **Chris Sample**   Organization: **ABC Company**

Your Self-Ratings Compared to the Ratings of Your Boss and Others

Self vs. Boss
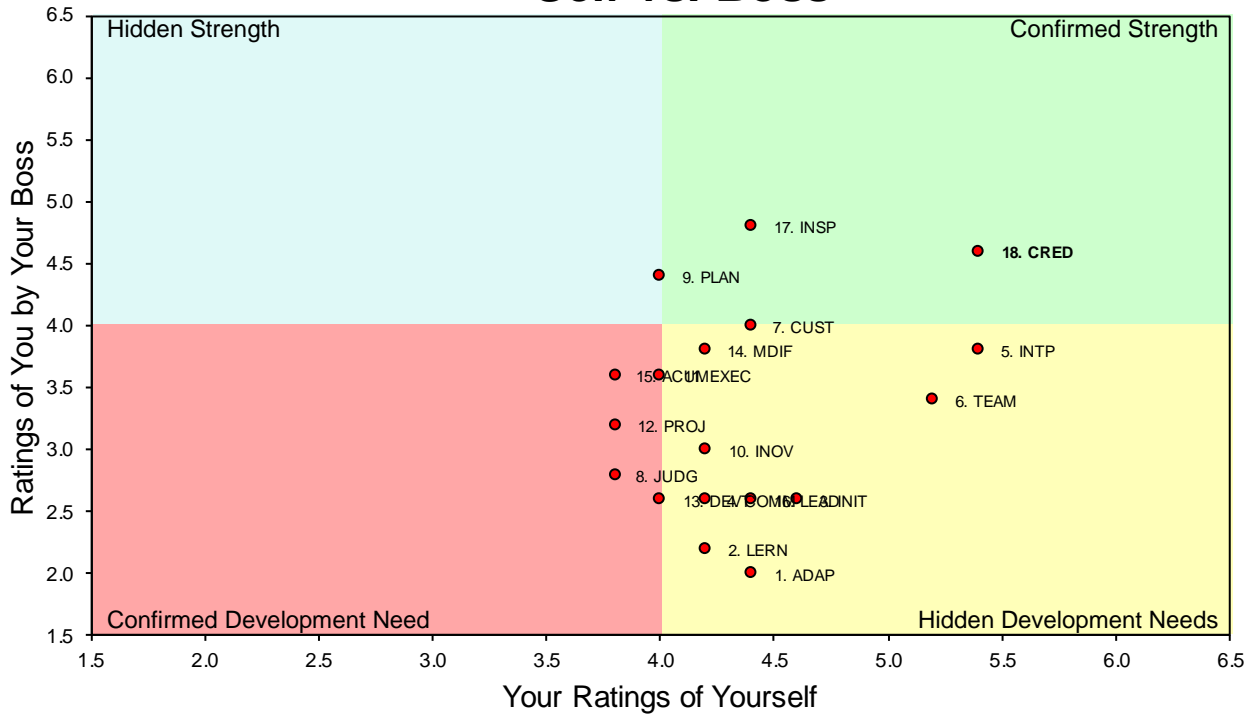
Self vs. Others
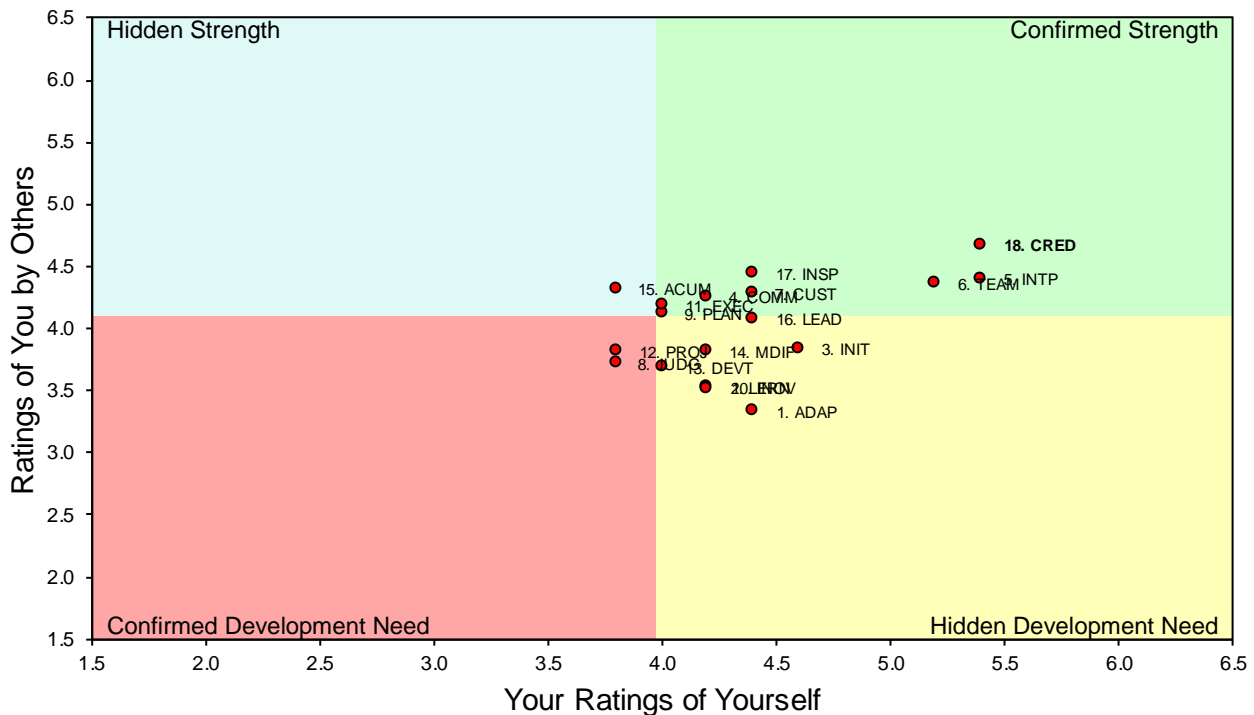
4. Rating Scatter Plots (Continued)

Name: **Chris Sample**   Organization: **ABC Company**

Importance vs. Competency Ratings by Others

Competency Abbreviations

1. ADAP = Adaptability & Change Management	**10. INOV** = Innovation
2. LERN = Learning Agility	**11. EXEC** = Managing Execution
3. INIT = Initiative & Drive for Results	**12. PROJ** = Project/Process Management
4. COMM = Communication & Influencing	**13. DEVT** = Building Talent
5. INTP = Interpersonal Skills	**14. MDIF** = Managing Differences/Conflict
6. TEAM = Teamwork	**15. ACUM** = Business Acumen
7. CUST = Customer Focus	**16. LEAD** = Leading Courageously
8. JUDG = Problem Solving & Judgment	**17. INSP** = Inspiring Others
9. PLAN = Planning & Strategic Thinking	**18. CRED** = Integrity, Trust & Credibility

5. Recommendations for Development

Name: **Chris Sample**   Organization: **ABC Company**

Areas of Strength

Competency	Behavior
Integrity, Trust & Credibility	Uses ethics, principles, and fairness to guide decisions in morally ambiguous situations. Identifies, investigates, and immediately addresses ethical lapses or conflicts of interest.
Inspiring Others	Rewards and motivates others by celebrating successes and spotlighting contributions of employees. Instills a strong sense of pride, common identity, and commitment among employees.
Interpersonal Skills	Is very courteous, diplomatic, and respectful, even when under pressure. Is consistently approachable and transparent, refusing to let ego interfere with relationships.

Note: Your three highest-rated competencies and the two highest-rated behaviors within these competencies are listed above.

5. Recommendations for Development

Name: **Chris Sample**   Organization: **ABC Company**

Development Recommendations

Competency	Behavior & Development Activities from *Coaching Winners*
Adaptability & Change Management	Fosters change by identifying and eliminating obsolete systems or ineffective processes.

♦ Modifying Plans as Circumstances Change (p. 47)
♦ Enhancing Work Procedures (p. 201)
♦ Improving Organizational Procedures (p. 202)
♦ Implementing Improvement Cycles for Process Improvement (p. 202)
♦ Being Proactive in Improving Work Methods (p. 18)

Quickly adapts to new ways of doing things.

♦ Adapting to Other Ways of Doing Things (p. 48)
♦ Enhancing Adaptability by Being Receptive to Suggestions of Others (p. 51)
♦ Increasing Adaptability in Planning Work (p. 46)
♦ Modifying Plans as Circumstances Change (p. 47)

Innovation

Creatively defines new techniques, criteria, standards, or approaches.

♦ Storyboarding (p. 152)
♦ Open Sourcing (p. 152)
♦ Stretching the Mind through Daily Creative Exercise (p. 157)
♦ Applying Dynamic Approaches to Thinking (p. 154)

Is a thought leader, providing new ideas that push traditional boundaries.

♦ Tips for Personal Brainstorming (p. 151)
♦ Mind Mapping (p. 153)
♦ Showing Initiative by Thinking Outside the Box (p. 21)
♦ Succeeding in a Fast-Paced Environment (p. 41)
♦ Generating Innovative Solutions to Work-Related Problems (p. 137)

Learning Agility

Seeks work assignments that significantly stretch and grow his/her skills.

♦ Broadening Learning by Participating in Volunteer Activities (p. 29)
♦ Showing Initiative by Thinking "Outside the Box" (p. 21)
♦ Identifying Technical Resources for Use in Your Development (p. 164)
♦ Further Developing Diagnostic Skills in Your Area of Expertise (p. 166)
♦ Being Proactive with New Assignments and Responsibilities (p. 17)

Seeks feedback and effectively changes behaviors based on this feedback.

♦ Learning from Your Mistakes (p. 31)
♦ Challenging Your Mind with Your Day-to-Day Activities (p. 32)
♦ Identifying and Addressing Blind Spots (p. 32)
♦ Identifying High Quality Reference Sources (p. 161)
♦ Seeking Feedback on Performance and Progress (p. 214)

Note: Your three lowest-rated competencies and the two lowest-rated behaviors within these competencies are listed above.

6. Written Comments

Name: **Chris Sample**   Organization: **ABC Company**

Comments of Raters Organized by Competency

1. Adaptability & Change Management
- Chris is very good at recognizing changing political environments and recommending ways to adapt strategies and approaches. There is a good deal of uncertainty in the political environment and he provides excellent recommendations on how to approach issues and situations in that environment.
- He is very adaptable to change but it is not clear how much of a driver he is of change.
- He is reasonably adaptive but can improve in embracing change.
- Chris has an extremely difficult time adjusting to change or new ideas. He is often negative and pushes back instead of trying to understand what the other person is trying to achieve.

2. Learning Agility
- Chris is not at this point in time pushing the boundaries of his profession. He too often appears to be going through the motions and needs to reinvigorate his game.
- Has been at the forefront of pushing web-design to stay current and adapt mobile platforms. Shows little interest in adapting to a twitter-heavy culture.
- He is a collaborative manager. He is goal focused and invests effort in understanding markets, strategy and audiences, relying on his team for technical expertise.
- He will accept feedback but it doesn't appear to change his behavior.

3. Initiative & Drive for Results
- Chris is truly a dedicated employee capable to succeeding in the face of adversity.
- Chris is quick to recognize opportunities to advance the mission of our organization. He demonstrates urgency in responding to situations and in addressing issues and problems.
- One weakness is that Chris often will complete tasks and do very well when asked, but may not necessarily be the initiator as much as he should in his position.
- Chris does not take advantage of situations to act quickly or proactively. His approach always seems to be a let's wait and see. Chris is often critical of someone who sets aggressive goals then behind their back is very critical of them.

4. Communication & Influencing
- Very competent and persuasive.
- This is truly his strong area. He communicates clearly and works successfully with other colleges/divisions to obtain their consensus.
- Easy to understand. During others presentations he does tend to make comments to his neighbors which can be distracting. At times he does tend to over share his opinion once a decision has been made.

5. Interpersonal Skills
- Chris is an outstanding person who relates well to all and is very good at working with people.
- Chris exhibits outstanding interpersonal skills. He is readily approachable and is always willing to help me and our organization in crafting strategy.
- He is a team player and values others input.
- Sometimes can come across to some as somewhat standoffish.

6. Teamwork
- He is a true team player who believes in giving due when it is deserved. He is not a self-centered person, but rather one who always is willing to give.
- He consistently demonstrates a willingness to be a team player and works effectively to build good relationships with organizations that sometimes have conflicting agendas.
- Operating under a strategic communication plan, Chris relies on his team to collaborate and to execute to build support for the organization.

7. Customer Focus
- Very employee oriented and very sincere in all he does.
- His understanding of what customers will or won't do in terms of readership and engagement with web media sounds a bit outdated.
- Many customer types to deal with. Does good job focusing on student recruitment.

8. Judgment & Problem Solving
- Chris is a thinker that sometimes puts more thought into a situation than necessary, but always makes sound decisions.
- He is fully capable of seeing the bigger picture and anticipating outcomes in order to implement the proper strategy.
- Anticipating problems is a great strength, and greater understanding of all perspectives would make responses even stronger.

9. Planning & Strategic Thinking
- One of Chris's outstanding strengths is his ability to identify emerging trends within the political environment that affects our organization. He demonstrates excellent skills in helping us craft tactical government relations strategies.
- A very good people person that understands their strengths and weaknesses.
- In an environment where division budgets have been cut every year for the past decade, Chris aligns employees as much as possible with the division's strategic communication plan.
- Probably driven by defined role of his job, but position requires strategy and direction/ plan for broader groups of constituents. Marketing cannot be for student recruitment only.

10. Innovation
- Chris is a true thinker who pushes everyone to do likewise.
- Chris is an outstanding thought leader and provides exceptional advice on developing new approaches to issues and problems. He is also willing to listen to other perspectives and encourages dialogue.
- He has never, in my experience, been afraid of an employee making mistakes, fully understanding that everyone has mistakes sometimes and we learn from them.
- He is good at bringing people to the table to discuss issues and seek solutions.

11. Managing Execution
- A good manager who is not possessive with work nor has to micromanage. He like lots of others only wants to know what is going in his shop so that he can stay on top of all situations.
- I assume he holds staff accountable since he values this for himself.
- Chris is very defensive about his employees and does not listen if someone expresses concerns.

12. Project/Process Management
- Is very efficient and direct, which makes him a very efficient manager.
- Ambivalent about the answers here. The "process" for our division is to build and sustain long-term supportive relationship among key constituencies. Efficiency is almost counter-productive to relationship building.
- He is very budget aware and attempts to find the most cost effective way of getting the job done.

13. Coaching & Developing Talent
- Chris is very fortunate in that his direct reports are long time very competent employees. He works very well with each and there is a great mutual respect by each.
- He does a good job in finding talented individuals who are more than capable of completing the task at hand. His actions demonstrate that he does not feel comfortable confronting problems directly but chooses a more passive-aggressive approach.
- Chris utilizes the resources he has given constraints, primarily budgetary, which makes it difficult to attract and retain talent.

6. Written Comments (Continued)

Name: **Chris Sample**   Organization: **ABC Company**

14. Managing Differences/Conflict
- Tends to avoid conflicts rather than dealing with them.
- I am not in a position to directly observe any of these parameters.
- Chris is very negative and dismissive of others.
- Questions deal with marketing areas of need he may not be responsible for. Solos rated where those count.

15. Business Acumen
- Understanding external forces is one of his great strengths.
- Again other areas of marketing must be addressed by someone or we will not max our needed productivity. Must make sure we have quality people on team.

16. Leading Courageously
- Has a tendency to blame others rather than looking to his own performance.
- He will respond if confronted but will not be the first to be out front on an issue. He controls his behavior but is tense in stressful situations. His preferred action is not to call attention to a controversial issue.
- Chris blames others for things that happens and does not stand alone in the face of adversity—instead he criticizes them behind their back.

17. Inspiring Others
- Chris has a solid strategic communication plan. Every employee in the division had some role in developing the plan. He regularly and publicly notes the contributions of individuals whose work has promoted the goals of the plan.
- He does a very nice job in recognizing others and the contributions/successes in public ways.
- He is loyal but struggles to communicate a passion that inspires.
- Two good examples of Chris not being able to communicate or translate mission and goals are: 1) he recently asked "well what do you mean by diversity" and 2) he told the president -in front of others that people didn't know what the third century was...This comes from the head of communication

18. Behaving Ethically
- Chris is one of the most honest and humble people I know. He is a truly outstanding peer to work with and one that I like having in my corner.
- All my work with Chris is professional, transparent, and of the highest ethical standards.
- He appears to treat everyone fairly and expresses the importance of doing so.

General Comments
- Chris provides tremendous service to our organization in helping us navigate the sometimes difficult and ever-changing political environment. He is always assessable to me and provides valuable recommendations on tactical work. I value his judgment and advice.
- He is a very good communicator with a good understanding of the internal and external forces affecting the organization.
- He is diplomatic, communicates well, courteous and highly experienced. He can improve on following through with issues and resolving concerns in a timelier manner.
- Very conservative approach to communication. Very old school thinking. Would benefit from being more flexible. Needs to be much more creative in his approach of translating the current goals and objectives of this dynamic institution.
- Chris always has the greater good of the organization in mind when making decisions or offering solutions for various challenges. He is an optimist and seeks opportunity in the face of adversity. He takes a lot of dings when "things" don't go right and seldom receives praise when all is well. He takes his job very personally and is a good ambassador for the organization.
- Chris has demonstrated a high standard for ethical, effective, and consistent communication and is often the voice of the organization to all outside parties either directly or indirectly in all medium. This same talent becomes powerful when communicating across internal customers in an inclusive and positive way.

360° Feedback Report

7. Development Planning

Name: **Chris Sample**   Organization: **ABC Company**

Guiding Principles of Leadership Development

Leadership development is critical to building an effective organization, meeting client expectations, and achieving solid organizational results. In this era of rapid change, it is based on these Guiding Principles:

1. Leadership skills and behaviors can be developed and learned.

2. Leadership development starts with the self and unfolds from the inside out; primary responsibility for the development rests with the individual—the organization supports and fosters it.

3. Leadership development is a process and a journey, not an event.

4. Development is about going in a new direction, not staying put; so it calls for envisioning the new, challenging the status quo, and pursuing difficult change while remaining true to one's values.

Leadership Development Process

This is an on-going process that can support you at any point in your career and it has a variety of tools to support each step. It consists of the following steps:

1. The development process may be triggered by performance review or self-identification by an employee who wants to improve a skill.

2. Competency information is provided by this report as well as feedback from the individual's manager.

3. The individual creates a Development Action Plan that uses the competency assessment information. The template for the Development Action Plan appears in the next section of this report.

4. You choose tools to help in your development, e.g., structured education and/or experiential learning. Experiential learning may include development activities, stretch assignments or rotational positions.

5. You and your manager regularly assess your progress and update your plan of action.
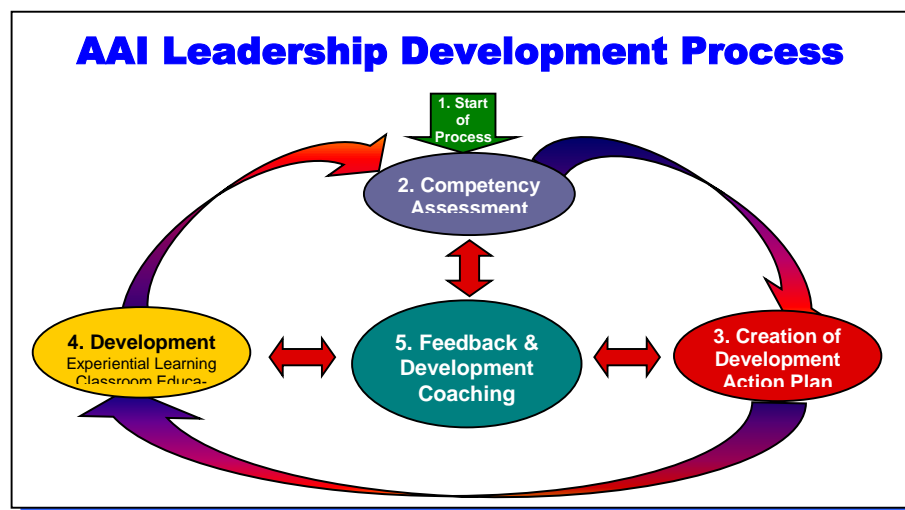
Structured Education courses are offered through a number of organizations and schools. **Experiential Learning** is comprised of activities that you can undertake on the job or at home to gain new experience, develop new habits, and practice skills. Please refer to the **_Coaching Winners_** book to identify the specific activities that will help you develop your targeted competencies.

You should work with your manager or coach to identify the most appropriate options for you.

Development Action Plan

Name: Chris Sample	Job Title	Coach/Manager:	Date

This Development Action Plan is your guide to career development. This document, when completed, should assist you in analyzing your 360º Assessment feedback and creating a specific action-based development plan. This Development Action Plan is a **key resource** to enabling you to address development planning and your own career development.

Part 1 – Development Goals and Insights

Do you have career development goals (i.e., jobs or roles that you would like to progress to)? If so, what are they?

In your 360° Assessment results, how are your self-assessments similar/different from those of your Manager?

In your 360° Assessment results, how are your self-assessments similar/different from those of your Subordinates and/or Peers/Customers?

How will you use these insights in the future? At work? In your personal life?

Part 2 – Development Plan

In the section below, list the 1st competency to be developed and the development objectives for this competency. Then, identify the specific actions to be undertaken in the following areas: action-based learning, coaching & mentoring, and training/reading. Review **Coaching Winners!** to identify specific development activities that may be followed.

Competency # 1 (Competency name):		
Development Objectives for this competency:	**Action-Based Learning**: (Specific stretch/rotational assignments or specific activities to be followed, i.e., activities from **Coaching Winners!**)	Time Frame:
	Coaching & Mentoring: (Who will provide guidance on what topic?)	
	Training/Reading: (What training course, self-help book, or reading materials?)	

Progress Update # 1 (after 3 months)   **Date:**

Summary of Progress Discussion between employee and coach/manager:

Performance/behavior change observed (determined by employee and manager/coach). Place a "X" on the scale below:

Less Effective   No Perceptible Change   More Effective
-5   -4   -3   -2   -1   0   +1   +2   +3   +4   +5

Updated plan of action:

Progress Update # 2 (after 6 months)   **Date:**

Summary of Progress Discussion between employee and coach/manager:

Performance/behavior change observed (determined by employee and manager/coach). Place a "X" on the scale below:

Less Effective   No Perceptible Change   More Effective
-5   -4   -3   -2   -1   0   +1   +2   +3   +4   +5

Updated plan of action:

Development Plan (Continued)

In the section below, list the 2nd competency to be developed and the development objectives for this competency. Then, identify the specific actions to be undertaken in the following areas: action-based learning, coaching & mentoring, and training/reading. Review *Coaching Winners!* to identify specific development activities that may be followed.

Competency # 2 (Competency name):		
Development Objectives for this competency:	**Action-Based Learning**: (Specific stretch/rotational assignments or specific activities to be followed, i.e., activities from *Coaching Winners!*)	Time Frame:
	Coaching & Mentoring: (Who will provide guidance on what topic?)	
	Training/Reading: (What training course, self-help book, or reading materials?)	

Progress Update # 1 (after 3 months)   **Date:**

Summary of Progress Discussion between employee and coach/manager:

Performance/behavior change observed (determined by employee and manager/coach). Place a "X" on the scale below:

Less Effective					No Perceptible Change					More Effective
-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5

Updated plan of action:

Progress Update # 2 (after 6 months)   **Date:**

Summary of Progress Discussion between employee and coach/manager:

Performance/behavior change observed (determined by employee and manager/coach). Place a "X" on the scale below:

Less Effective					No Perceptible Change					More Effective
-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5

Updated plan of action:

Development Plan (Continued)

In the section below, list the 3rd competency to be developed and the development objectives for this competency. Then, identify the specific actions to be undertaken in the following areas: action-based learning, coaching & mentoring, and training/reading. Review *Coaching Winners!* to identify specific development activities that may be followed.

Competency # 3 (Competency name):		
Development Objectives for this competency:	**Action-Based Learning**: (Specific stretch/rotational assignments or specific activities to be followed, i.e., activities from *Coaching Winners!*)	Time Frame:
	Coaching & Mentoring: (Who will provide guidance on what topic?)	
	Training/Reading: (What training course, self-help book, or reading materials?)	

Progress Update # 1 (after 3 months)   **Date:**

Summary of Progress Discussion between employee and coach/manager:

Performance/behavior change observed (determined by employee and manager/coach). Place a "X" on the scale below:

Less Effective				No Perceptible Change					More Effective
-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5

Updated plan of action:

Progress Update # 2 (after 6 months)   **Date:**

Summary of Progress Discussion between employee and coach/manager:

Performance/behavior change observed (determined by employee and manager/coach). Place a "X" on the scale below:

Less Effective				No Perceptible Change					More Effective
-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5

Updated plan of action: