

Leadership Development
Survey

CONFIDENTIAL REPORT FOR

John Sample

SURVEY DATE
Mar 1, 2019

SURVEY TYPE
360 Survey

INTRODUCTION

This report summarizes the results of the 360 Degree survey that was conducted to provide you with valuable feedback to aid in your personal business development.

A variety of attributes and competencies are analysed to enable you to not only better understand your perceptions of yourself, but also to receive feedback from your manager and of others around you.

Scores are determined by a five point scale:

- 1 = Never** - *Never demonstrates this skill, unacceptable*
- 2 = Seldom** - *Seldom demonstrates this skill, needs to improve*
- 3 = Sometimes** - *Sometimes demonstrates this skill, adequate but could improve*
- 4 = Usually** - *Usually demonstrates this skill, acceptable*
- 5 = Always** - *Always demonstrates this skill, consistently high level*
- NA = Not Applicable**

This Self Development Report contains the following sections:

Executive Summary

This summary is designed to assist you to quickly identify your strengths and development areas. If your survey included the Leadership Net Promotor Score there will be a score between -100 and +100, this score provides an excellent measure of your development and improvement from one survey to another. The Competency Group Summary provides a visual representation of the four principal respondents' scores to assist you to quickly identify gaps in each group's perceptions. The last section provides a guide as to the areas that appear to be your opportunities and potential development areas.

Self Alignment to all Other Respondents:

In this section your scores are compared to the average scores from all of the respondents. This section is very much the helicopter view and allows you to easily assess whether your perception of yourself is in alignment with the perceptions that those close to you have.

Respondent Group Alignment (Summary):

In this section you will be able to compare your scores with those of the other respondent groups (i.e. Manager, Peers, Direct Reports etc). By reviewing the average scores from each group you will be able to ascertain whether you are interacting consistently across all respondents or whether you are modifying your interaction to suit a particular group.

Respondent Group Alignment (Detail):

This section is very detailed as it not only provides the average score for each group, it also provides the range of scores. The average score is identified by a diamond, the range of scores is denoted by a line that connects the lowest and highest score.

Respondent Comments:

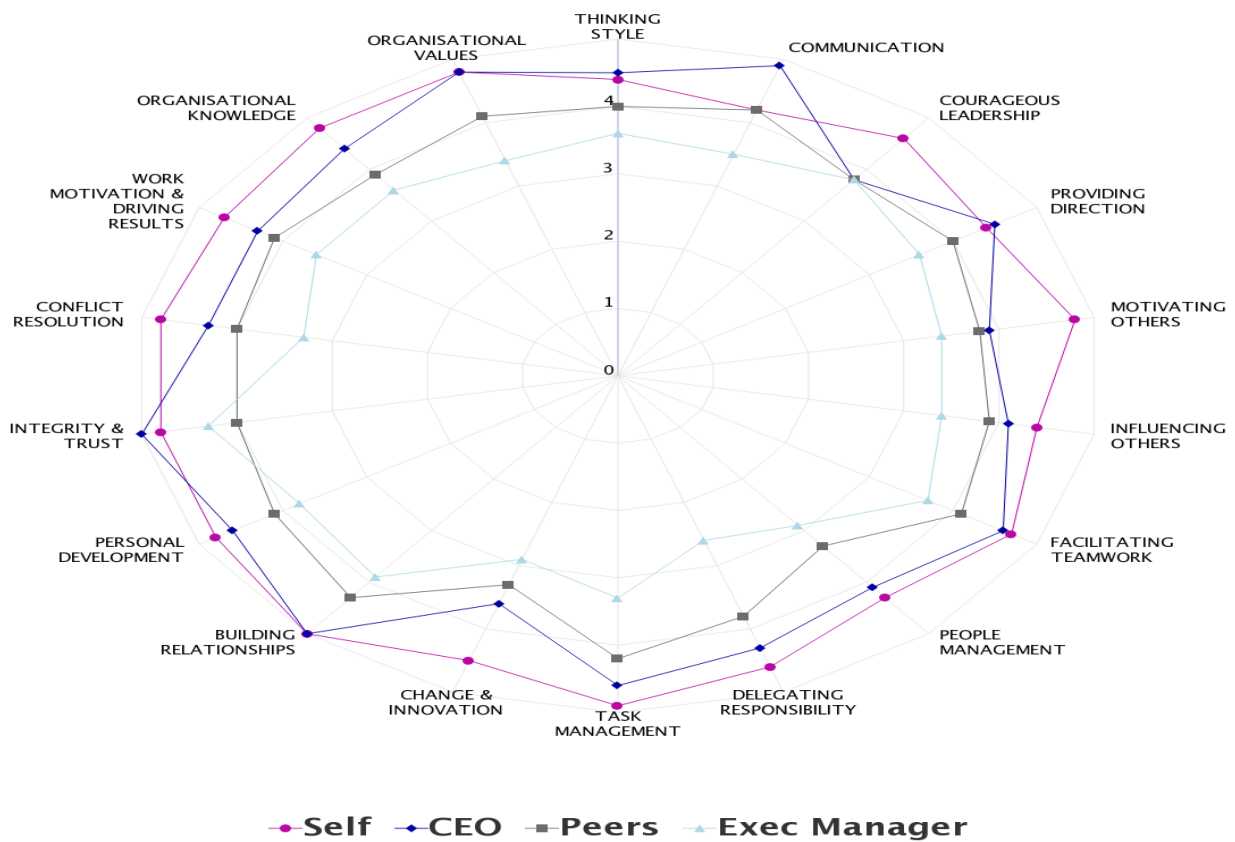
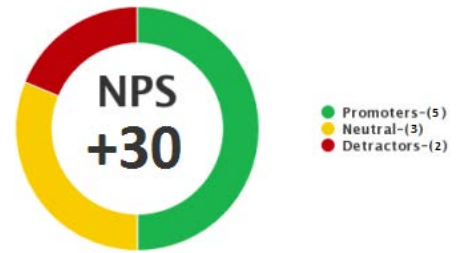
Your survey respondents were requested to provide additional comments to assist you in your development program. These comments are optional and are presented exactly as they were provided by the individuals.

As you review this report, keep in mind that most people exhibit both strong and weak abilities. No one does everything equally well. If you approach this report as a learning and self-development tool, this feedback will provide you with a catalyst toward increasing your success both in business and in your personal life.

EXECUTIVE SUMMARY

RESPONDENT GROUP OVERVIEW

1 x Self	4.63	1 x CEO	4.41
2 x Peers	3.93	2 x Exec Manager	3.47
5 x Direct Reports	2.89		



COMPETENCY SUMMARY

Strengths

- > TASK MANAGEMENT
- > BUILDING RELATIONSHIPS
- > WORK MOTIVATION & DRIVING RESULTS

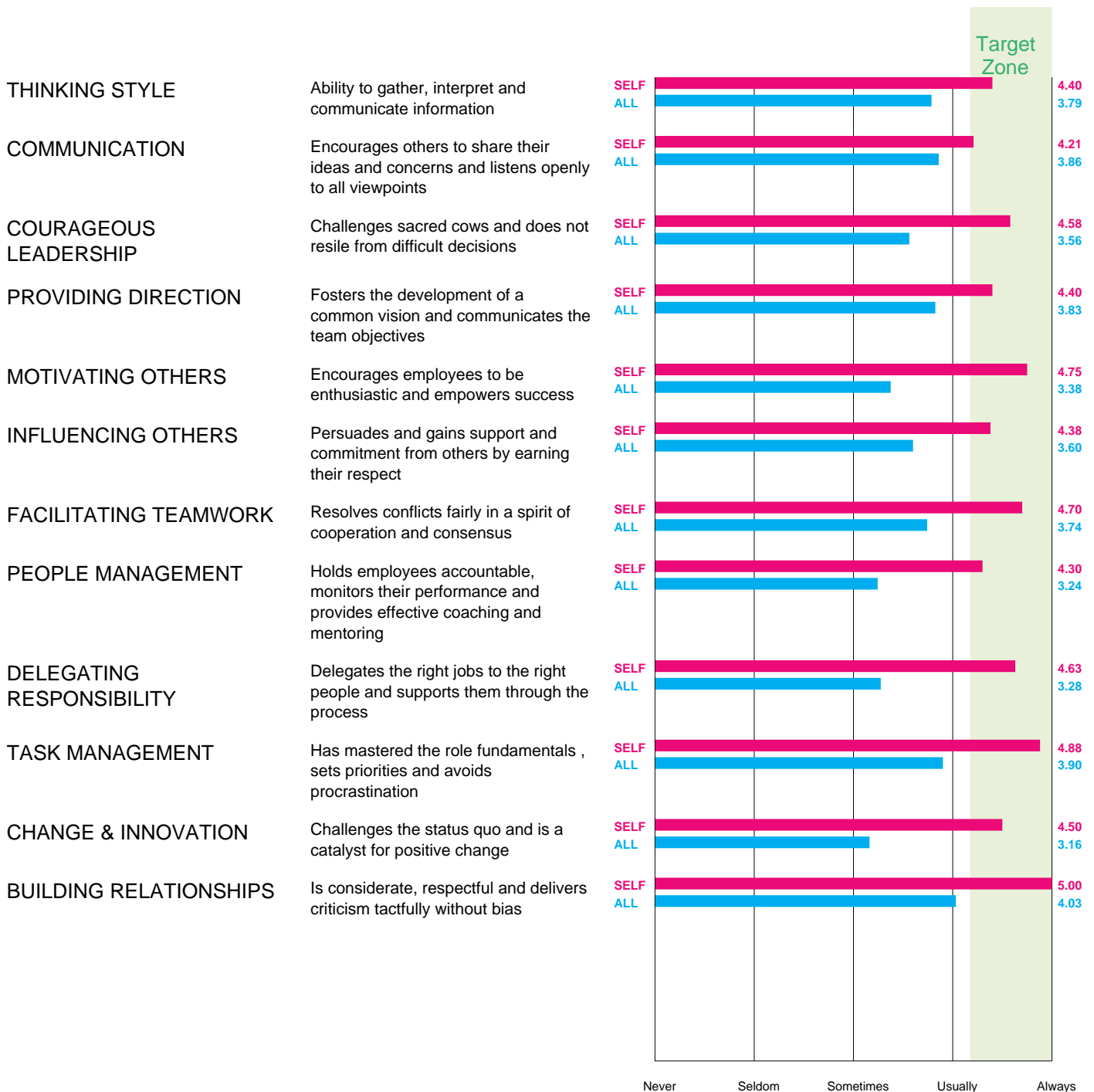
Development Areas

- > DELEGATING RESPONSIBILITY
- > CHANGE & INNOVATION
- > PEOPLE MANAGEMENT

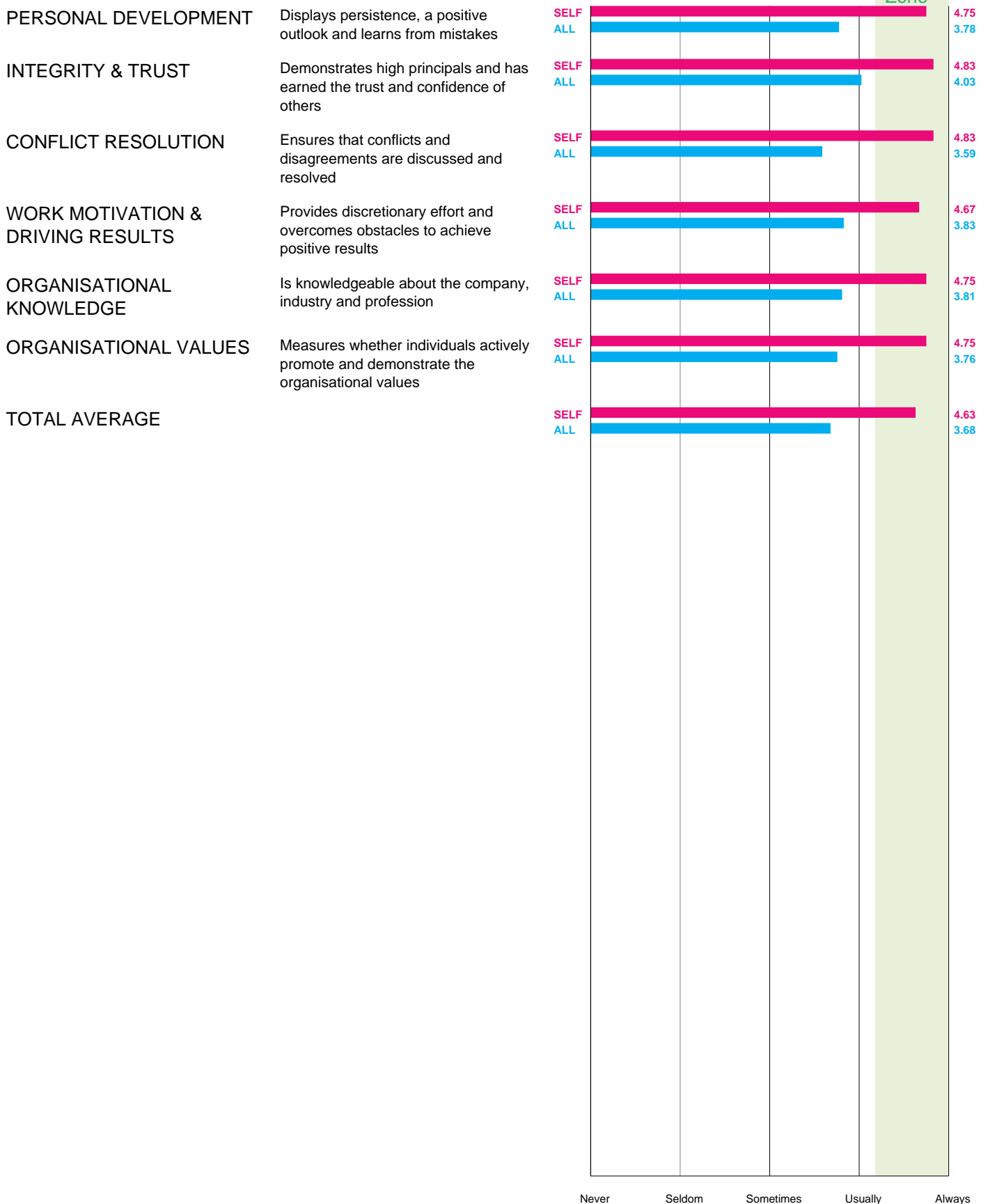
SELF ALIGNMENT TO ALL OTHER RESPONDENTS:

In this section your scores are compared to the average scores from all of the respondents. This section is very much the helicopter view and allows you to easily assess whether your perception of yourself is in alignment with the perceptions that those close to you have.

Keep in mind that the information provided is the constructive views of those individuals who interact with you on a day-to-day basis. Use this information to identify those areas that you feel you can either improve or work on to become an even greater strength.



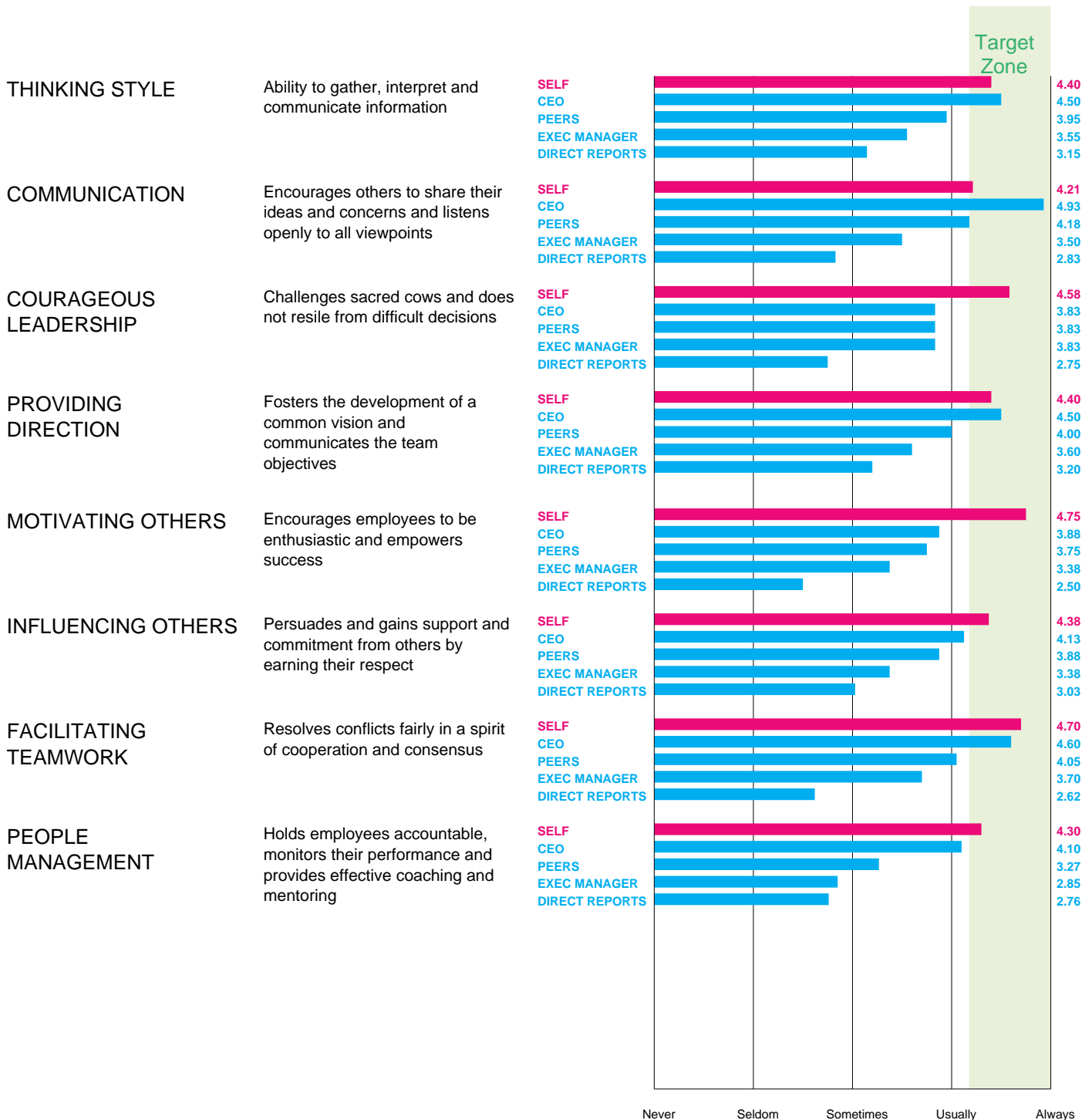
SELF ALIGNMENT TO ALL OTHER RESPONDENTS



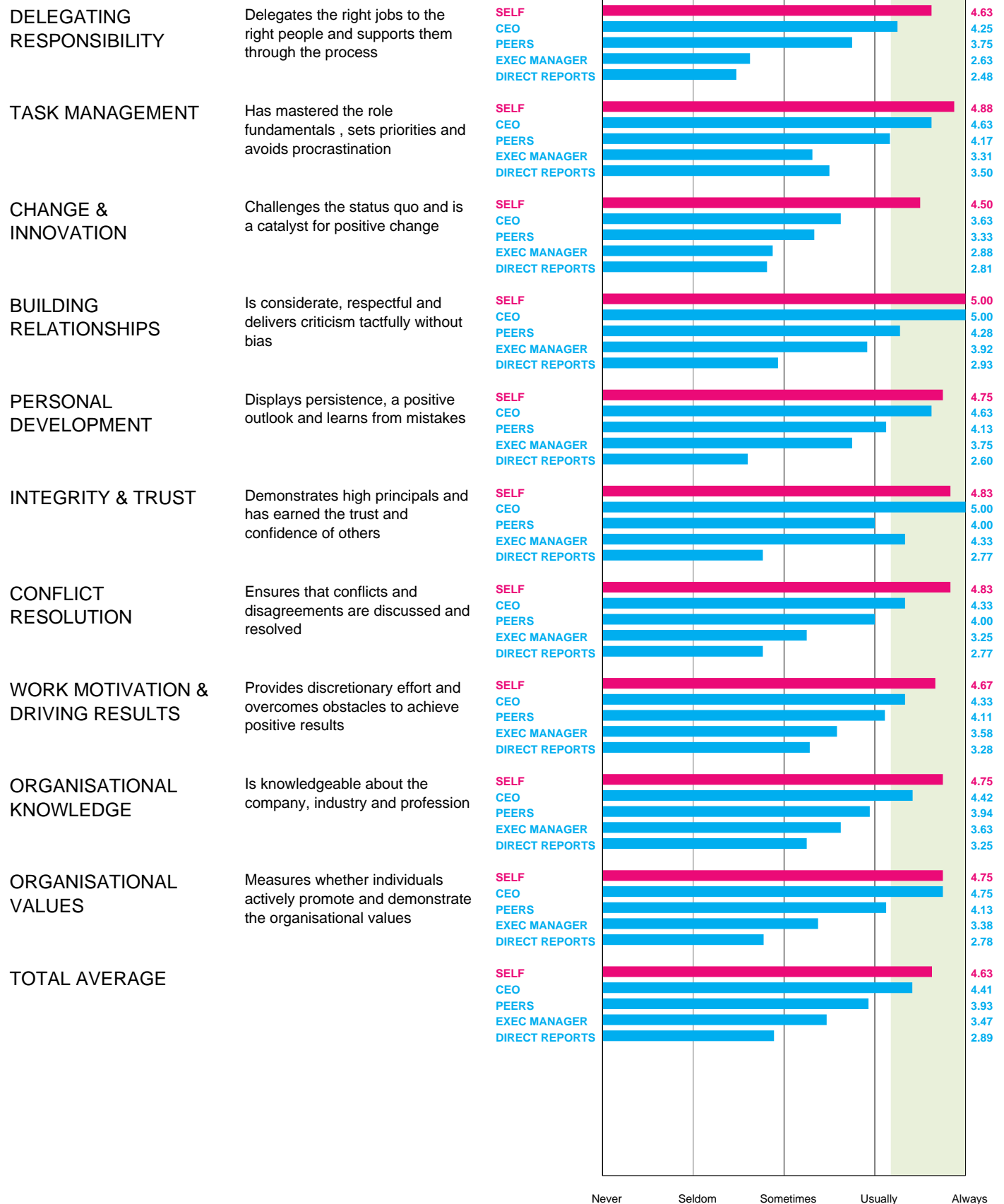
RESPONDENT GROUP ALIGNMENT (Summary)

In this section you will be able to compare your scores with those of the other respondent groups (i.e. Manager, Peers, Direct Reports, Clients, Prospects etc). By reviewing the average scores from each group you will be able to ascertain whether you are interacting consistently across all respondents or whether you are modifying your interaction to suit a particular group.

We suggest that you pay particular attention to those areas where respondent groups perceive you differently. In this situation, ask yourself whether it is appropriate for groups to have different views and if not identify these areas as potential inclusions in your self-development program.



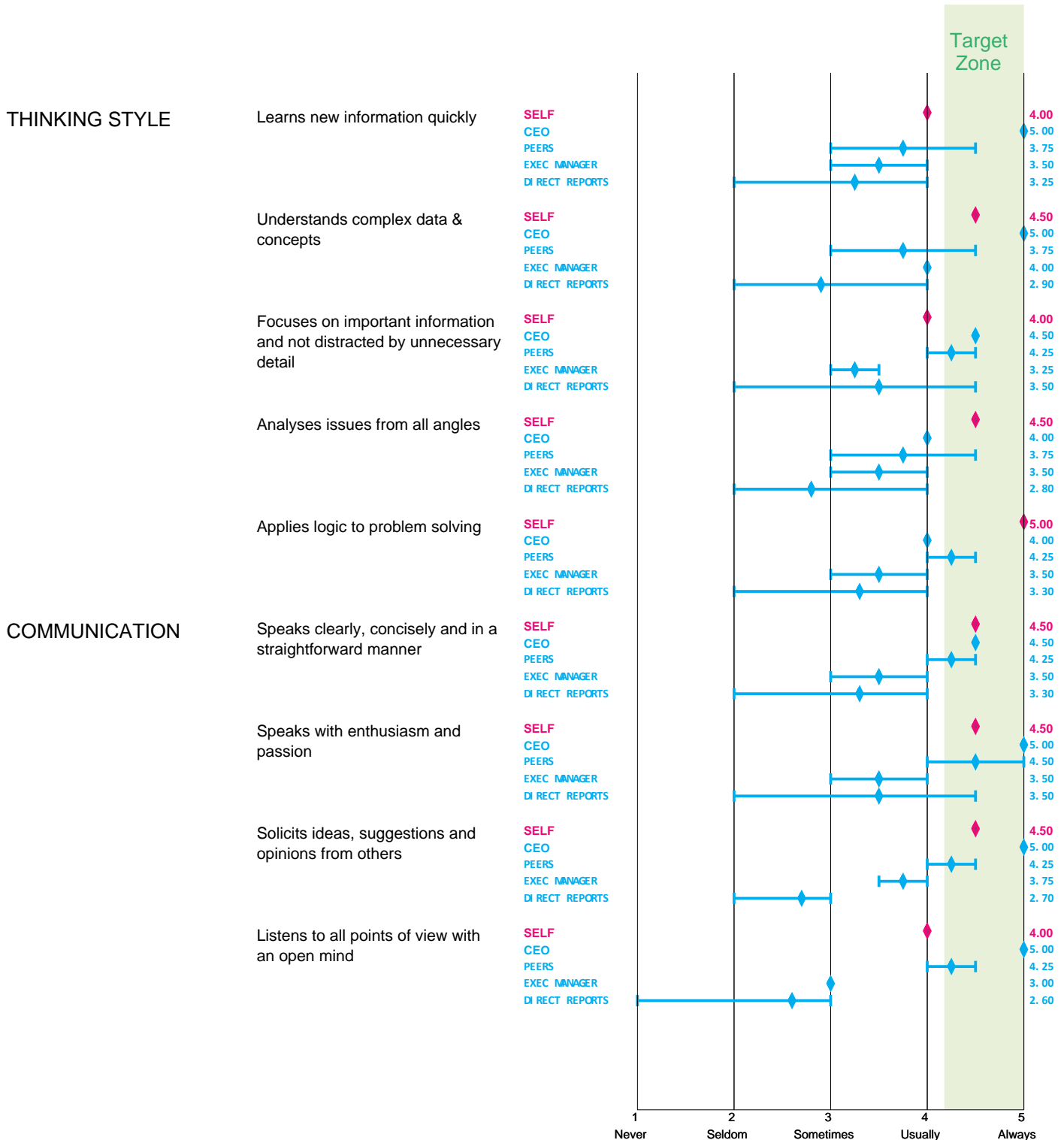
RESPONDENT GROUP ALIGNMENT (Summary)



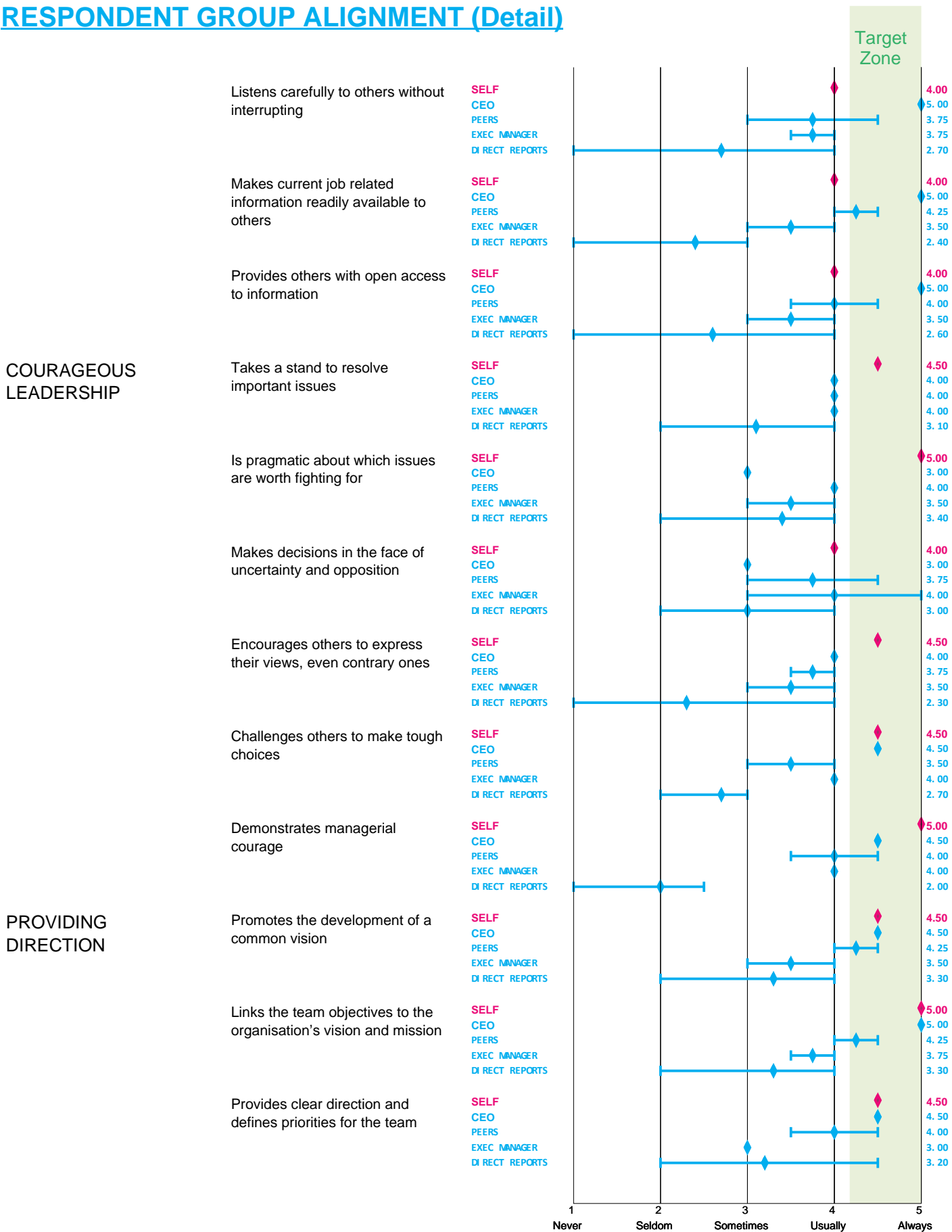
RESPONDENT GROUP ALIGNMENT (Detail)

In this section your scores are compared to all other Respondent Groups at a very detailed level. The diamonds indicate the average score of each respective group, the lines indicate the range of scores from lowest to highest.

Please pay particular attention to the range of scores as a wide range may indicate that you are not consistently displaying a particular attribute and that you may be treating some individuals differently to others. If this is the case there may be grounds for further investigation and recognition within your Development Plan.



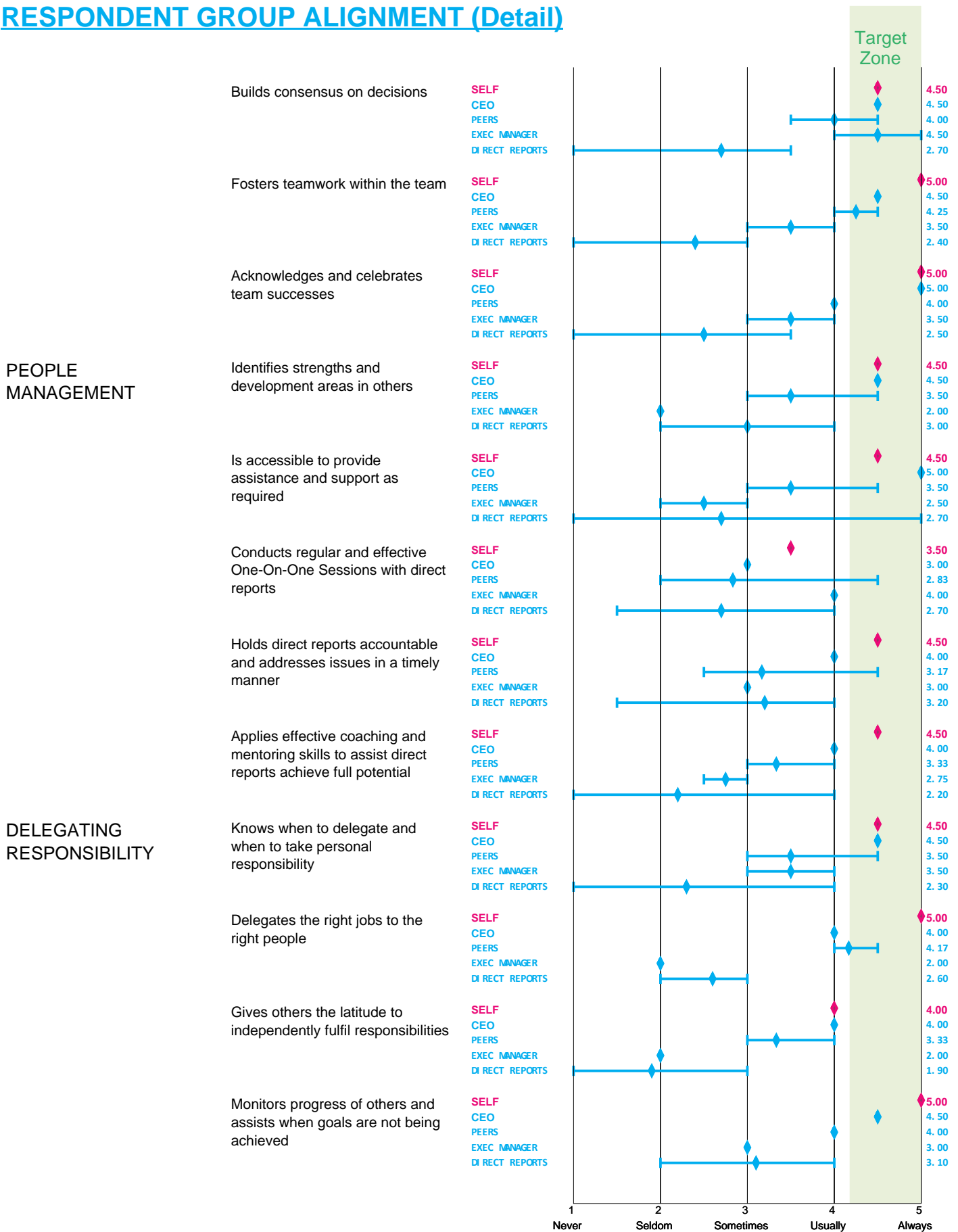
RESPONDENT GROUP ALIGNMENT (Detail)



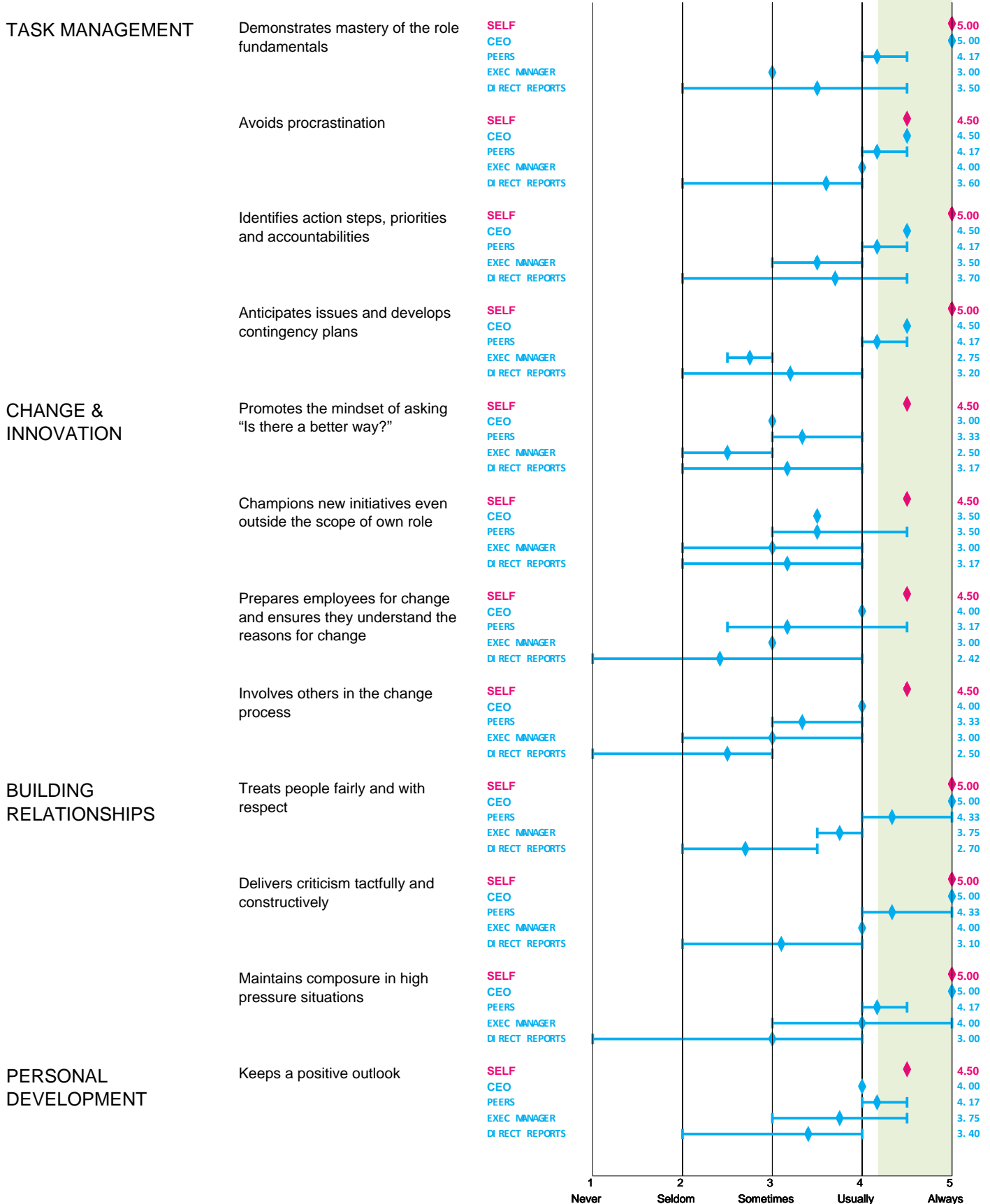
RESPONDENT GROUP ALIGNMENT (Detail)



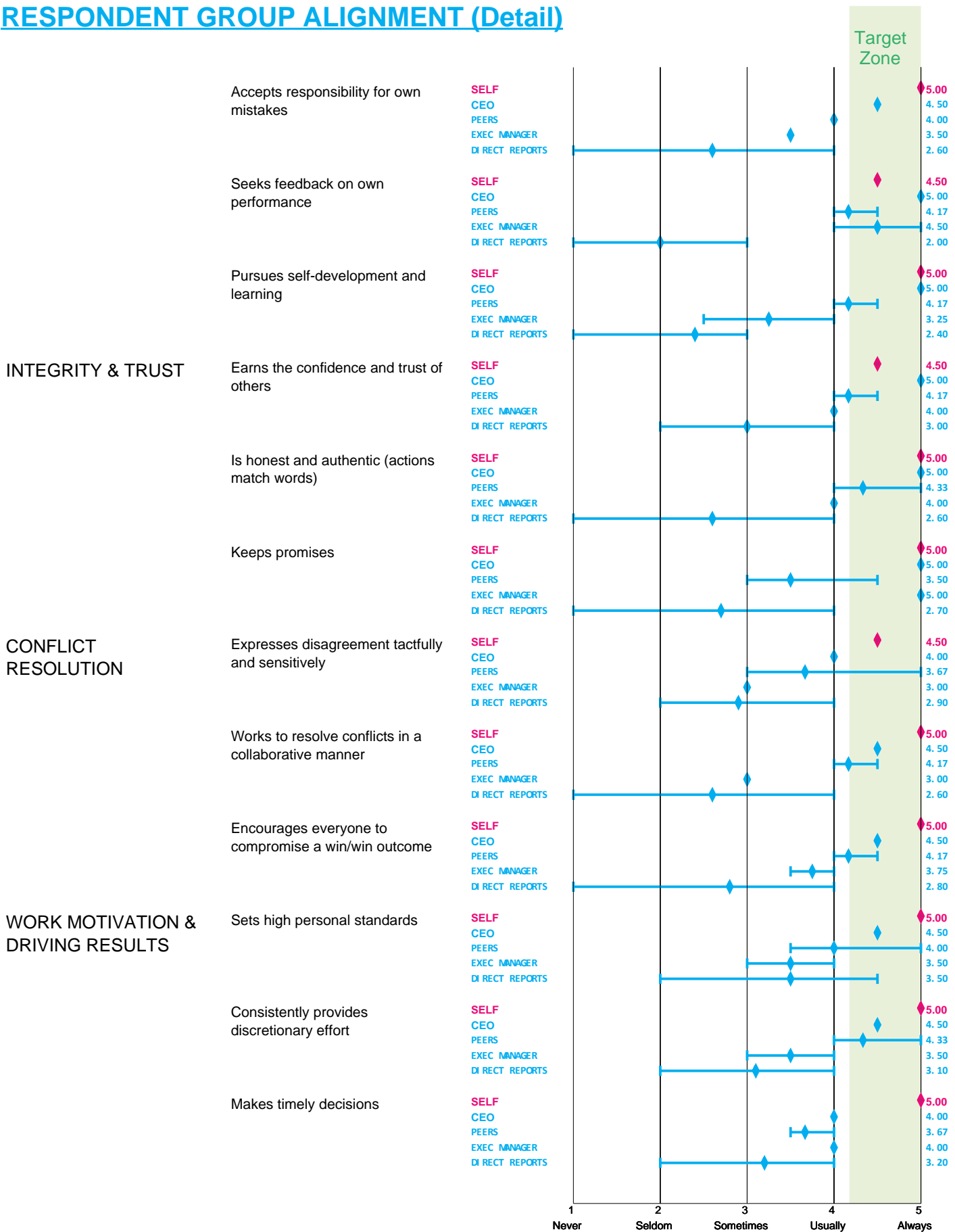
RESPONDENT GROUP ALIGNMENT (Detail)



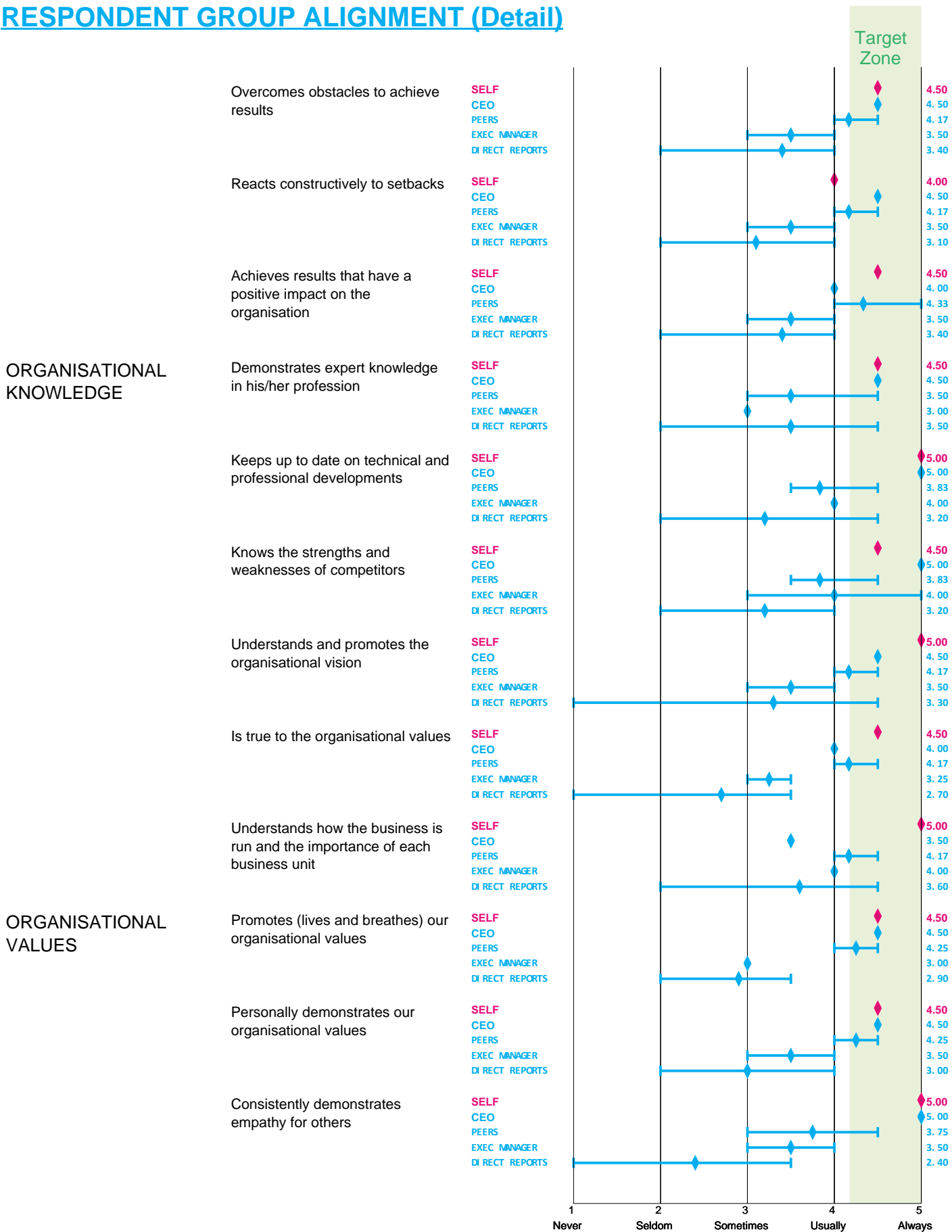
RESPONDENT GROUP ALIGNMENT (Detail)



RESPONDENT GROUP ALIGNMENT (Detail)



RESPONDENT GROUP ALIGNMENT (Detail)



RESPONDENT COMMENTS

Your survey respondents were given the opportunity to provide additional comments to assist you in your development program. These comments are optional and are presented exactly as they were provided by the individuals.

Please provide any additional comments that you feel would assist this development program

Self

- I think I am a consistent, hard worker and good leader. I try to encourage my staff by setting a high expectations. I'm proud of my achievements in this organisation and across all aspects of my work.

CEO

- I have had the pleasure of managing John over the past 3 years. He is a hard worker and highly valued member of our team. I think he makes a great leader. He could conduct more one-on-one meetings with his staff.

Peers

- I don't think John always delegates his work fairly. He needs to give others the latitude to independently complete their work without him looking over their shoulder all the time. I also believe he should support the development of his employees more, with his one-on-one meetings, etc. He is not using these strategies as effectively as he could be to support his team more.

- I think John is an outstanding member of our team and a great manager. He sets high standards and leads by example.

Exec Manager

- He is a good manager and respected by his peers however he is not a team player and does not delegate work easily to those around him. He tends to like having control. I do not think he is a good leader as he is more interested in propelling his own career forward than fitting in with the company culture and company goals.

- He is a good manager but is not well liked by those in his team. He does enmesh himself to his team members and does not encourage innovation or independence from them. He needs to spend more time building up a team relationship and organising delegated roles for each of his staff. His team need to derive more satisfaction from their work roles and responsibilities and see a promising and rewarding future with the company. He is not particularly loyal to the company but achieves good financial results. Please provide any additional comments that you feel would assist this development program

Direct Reports

- I feel that John doesn't invest enough in us as a manager. Our team has no real sense of cohesion, he wants to take personal responsibility for many tasks and when he does delegate he redoes my work anyway. I feel that he doesn't trust his team to uphold standards. He isn't interested in my career development, even though I have said I would like more support and training. He is a good worker but I don't think he is a good leader.

SURVEY COMMENTS

- I have worked under John for the last 12 months and it has been nothing short of a nightmare. He consistently undermines staff. We are given no support, he is too busy off building his own career to listen to the 'little people'. There have been several incidences where he has reacted aggressively and unprofessionally under stress and it has caused distress for myself and other staff members. He never follows through on his word, he promised to revise my career development program with me 6 months ago but nothing. I'm over working for him and people need to know the truth.

- He is a good manager but does not delegate. This creates a working environment lacking in direction and purpose. He tends to keep new work to himself and not include his team in decision making or important projects. He is only interested in his own career path and not in career paths for his direct reports. He is not interested in providing more training for his staff or providing them with a stimulating work environment. He is good at his job but he is not a good leader of his staff. Please provide any additional comments that you feel would assist this development program

- John is a smart guy and a good worker. But he doesn't take much care when it comes to his direct reports.

- He appears to be achieve successful outcomes however he doesn't delegate and is not a team player. He has little regard for the working environment of his direct reports, providing little opportunity for creativity or innovatice thought. We are not offered training and are rarely given opportunities to run our own projects.

SUMMARY

Where to from here?

Now that you have had the chance to review your report it is time to use this information to effect positive and beneficial change.

Below is a step-by-step guide to help you use this report so that you become more successful. To ensure positive change you should:

KEEP DOING the actions that make you a successful contributor, leader and/or manager

STOP DOING the actions that are impeding your true potential

START DOING the actions that will make you more effective and successful

We recommend that you do the following within the next two weeks:

1. Review your report and identify the two to four things that may be preventing you from achieving your true potential
2. Develop an action plan that will help you address these areas (keep it simple). To assist you with your action plan please access our [Leadership Development Summaries](#)
3. Provide your manager with your action plan and ensure that he/she will support you with appropriate coaching & training
4. We recommend that you send an email to all of those individuals who participated in your 360 Degree Feedback to:
 - a. Thank them for providing you with their feedback
 - b. Acknowledge that you have produced a Self-Development Action Plan
 - c. Provide them with a list of the areas you are going to focus on
 - d. Ask them to assist you in your ongoing development
5. Start implementing your Self-Development Action Plan
6. Organize monthly reviews with your manager to measure progress and ensure that appropriate support is being provided to you

To ensure that you are continually improving your skills, we suggest that you initiate this 360 Degree Survey at least every 12 months. For more information, please contact your manager or the HR/L&D team.