



Leadership360 Assessment

Here's Looking at You!

See yourself as others see you, and
use the insights for your growth as a leader.

**Great Leaders Do Not Fear Looking Into the
Mirror - and that is what often makes them great!**

**Personalized Report For:
Sample Report**

6/17/2008 2:53:49 PM

Dear Sample,

We believe you will be very interested to learn that the most recent research* clearly shows that **outstanding leaders focus mostly on their strengths**. Many of us have been hard-wired by family, school, the work place, etc. to believe that each person's greatest room for improvement and career advancement is in overcoming areas of greatest weaknesses. The current research contradicts this latter belief.

* The Gallup Organization's twenty-year study with over 200,000 managers decisively concluded that "Each person's greatest room for improvement and career advancement is in the areas of their greatest strengths."

We at Leadership360 find it interesting, even within ourselves, that people in general are not wired to ask the following seemingly obvious questions:

- How can I use my strengths in more areas of my work?
- How can I strengthen a strength?
- How can I more effectively help others, especially direct reports, identify and use their strengths?

Instead of asking such questions, we become fixated with our weaknesses. Most of you will see this tendency in yourself as you look through your own 360 feedback results in a few moments. But Wait A Minute, Please! We want you to know that there is now a preponderance of research showing that most working people spend far too much time trying to fix their weaknesses while not spending nearly enough time utilizing their personal strengths. We would like you to cherish and find more ways to use your strengths, simply because this is where the highest levels of personal productivity will be achieved, and career advancement will be found.

Of course, people have to overcome certain areas of weaknesses, especially if a weakness has a high negative impact on their productivity. But here's the bottom line: it is within our strengths that lie the true opportunities for world-class performance. Fixing weaknesses usually helps us prevent failure, yet doesn't bring us close to world-class performance. To make our case on focusing more on your strengths even stronger, we cite a highly rigorous and comprehensive IRS Study** that concluded, "Building on strengths raises overall leadership effectiveness much more than correcting weaknesses." **

http://www.ourpublicservice.org/usr_doc/IRS360degreestudy.ppt

Three Key Points as You Read Your 360 Feedback Report

- Many outstanding leaders are not well rounded and this is sometimes reflected in their 360 results. Using their strengths to their fullest potential is much more important than scoring high in all leadership categories, according to researcher Marcus Buckingham.
- The information you receive in your Leadership360 Report is simply a compilation of people's perceptions. These perceptions may be objectively incorrect, but that's a moot point. Their perceptions are their reality and it's important that you appreciate that in order to have a chance in changing these perceptions.
- Don't accept the feedback too easily or reject it too quickly.

The Eight Leadership360 Leadership Abilities

Communication Skills

The art of using words effectively to impart information or ideas in ways that resolve conflicts. Conducts constructive meetings. Expresses facts and ideas in an understandable and convincing manner. Listens well and considers other's opinions before coming to conclusions. Does not interrupt others. Master of self-awareness and self-management in coping with stressful situations. Mastery of self-awareness and self-management in coping with stressful situations.

Decision Making

The process by which one makes a conscious selection of a course of action from among available alternatives that is based on the best information available. Such a selection or decision is done in a timely manner appropriate to the challenge at hand. Important characteristics of good decision-making include influencing others of a wise course of action, carrying through on the course of action identified, and sound logic.

Promotes Innovation and Change

To create a work environment that encourages creative thinking and justifiable risk-taking. Being open to change and new information. Adapting behavior and work methods in response to new information, tolerating ambiguity, changing conditions, or unexpected obstacles. Identifying opportunities to develop new products and services.

Working Relationships

Creates an environment that encourages input and feedback by attentive listening. Positive responses and openness to alternative concepts by valuing diversity of ideas and cultural differences. Fostering an environment in which people can work together cooperatively and effectively in achieving organizational goals. Establishing and maintaining good working relationships with direct reports, peers, supervisor, and outsiders, as well as internal organizational units.

Leadership Skills

Creates a vision or goal for one's work unit and communicates it in a way that motivates others to implement it. Empowering people by sharing power, authority, and delegating responsibility. Actively builds staff's trust and commitment by mentoring, fostering good working relationships, and acting selflessly and with integrity.

Coaching Skills

Seeks out the very best of "what is" in terms of another's values, beliefs, and behaviors to help ignite "what might be." Helps people clarify their career goals and actively develop skills needed to achieve those goals. Continually challenges people to improve performance, while providing frequent and helpful development discussions and feedback.

Utilizes The Strengths of Others and Self

As discussed on page 2, leaders focus most of their time developing and using their strengths, and a smaller portion of time trying to overcome their shortfalls. Of course, you still have to work on strengthening your shortfalls, particularly those that have a significant impact on your productivity.

Team Development

Has the ability to influence a group of diverse individuals, each with their own goals, needs, and perspectives, to work together effectively for the good of the team. Insures that team members understand their roles and responsibilities, while encouraging mutual accountability for successes and failures. Works cooperatively with other parts of the organization by building trust, creating synergy, and recognizing successes.

Survey Results

Below are your results from the survey questions included in the Leadership360 Assessment. They are divided into the eight major leadership abilities and subdivided into skill areas. The tables provide your scores, as well as the number of Raters and the average of each Rater category that had at least three responses. The Difference between your score and the average of your Rater scores appears in the last row (under Your Scores) for each question.

- A plus (+) Difference score indicates that in general your Raters see you as more effective as it relates to this question than you see yourself.
- A minus (-) Difference score indicates that you see yourself as more effective than the average of all of your Raters.

| Questions | Category | # of responses | Average within category |
|--|------------------|----------------|-------------------------|
| Communication Skills | | | |
| 1. Responds to others' opinions in a constructive manner. | Self | 1 | 4.00 |
| | Direct Reports | 1 | 1.00 |
| | Peers | 1 | 2.00 |
| | Upper Management | 1 | 2.00 |
| | Supervisor A | 1 | 5.00 |
| | Supervisor B | 1 | 2.00 |
| | Others | 1 | 3.00 |
| | Variance | | |
| 2. Regularly disseminates necessary information. | Self | 1 | 3.00 |
| | Direct Reports | 1 | 2.00 |
| | Peers | 1 | 3.00 |
| | Upper Management | 1 | 5.00 |
| | Supervisor A | 1 | 1.00 |
| | Supervisor B | 1 | 3.00 |
| | Others | 1 | 2.00 |
| | Variance | | |
| 3. Makes clear oral presentations to groups. | Self | 1 | 4.00 |
| | Direct Reports | 1 | 2.00 |
| | Peers | 1 | 4.00 |
| | Upper Management | 1 | 2.00 |
| | Supervisor A | 1 | 3.00 |
| | Supervisor B | 1 | 4.00 |
| | Others | 1 | 4.00 |
| | Variance | | |
| 4. Fosters an atmosphere of open communication. | Self | 1 | 5.00 |
| | Direct Reports | 1 | 4.00 |
| | Peers | 1 | 2.00 |
| | Upper Management | 1 | 3.00 |
| | Supervisor A | 1 | 2.00 |
| | Supervisor B | 1 | 1.00 |
| | Others | 1 | 5.00 |
| | Variance | | |
| 5. Expresses facts and ideas in writing in a clear and organized manner. | Self | 0 | 0.00 |
| | Direct Reports | 1 | 3.00 |
| | Peers | 1 | 1.00 |
| | Upper Management | 1 | 3.00 |
| | Supervisor A | 1 | 4.00 |
| | Supervisor B | 1 | 5.00 |
| | Others | 1 | 1.00 |
| | Variance | | |
| 6. When in conflict with others wants to understand their point of view. | Self | 1 | 1.00 |
| | Direct Reports | 1 | 4.00 |
| | Peers | 0 | 0.00 |

| | | | |
|--|------------------|---|-------|
| | Upper Management | 1 | 5.00 |
| | Supervisor A | 1 | 1.00 |
| | Supervisor B | 0 | 0.00 |
| | Others | 0 | 0.00 |
| | Variance | | 2.33 |
| 7. Resolves conflicts and disagreements in a constructive manner. | Self | 1 | 3.00 |
| | Direct Reports | 1 | 5.00 |
| | Peers | 1 | 4.00 |
| | Upper Management | 0 | 0.00 |
| | Supervisor A | 1 | 2.00 |
| | Supervisor B | 1 | 2.00 |
| | Others | 1 | 2.00 |
| | Variance | | 0.00 |
| 8. Is good at defending own point of view to resistant audience. | Self | 1 | 2.00 |
| | Direct Reports | 1 | 1.00 |
| | Peers | 1 | 5.00 |
| | Upper Management | 1 | 2.00 |
| | Supervisor A | 1 | 5.00 |
| | Supervisor B | 1 | 4.00 |
| | Others | 1 | 3.00 |
| | Variance | | 1.33 |
| 9. Handles criticism from others in the organization with poise. | Self | 1 | 4.00 |
| | Direct Reports | 1 | 5.00 |
| | Peers | 1 | 2.00 |
| | Upper Management | 1 | 1.00 |
| | Supervisor A | 0 | 0.00 |
| | Supervisor B | 1 | 1.00 |
| | Others | 1 | 4.00 |
| | Variance | | -1.40 |
| 10. Maintains level-headedness in the face of frustrating obstacles. | Self | 0 | 0.00 |
| | Direct Reports | 1 | 5.00 |
| | Peers | 1 | 1.00 |
| | Upper Management | 1 | 3.00 |
| | Supervisor A | 1 | 2.00 |
| | Supervisor B | 1 | 3.00 |
| | Others | 1 | 5.00 |
| | Variance | | 3.17 |
| 11. Has a "can do" attitude when faced with setbacks. | Self | 1 | 3.00 |
| | Direct Reports | 1 | 5.00 |
| | Peers | 1 | 1.00 |
| | Upper Management | 1 | 2.00 |
| | Supervisor A | 1 | 3.00 |
| | Supervisor B | 1 | 1.00 |
| | Others | 0 | 0.00 |
| | Variance | | -0.60 |
| Decision Making | | | |
| 12. Follows through on decisions made. | Self | 1 | 3.00 |
| | Direct Reports | 1 | 4.00 |
| | Peers | 0 | 0.00 |
| | Upper Management | 1 | 5.00 |
| | Supervisor A | 1 | 4.00 |
| | Supervisor B | 0 | 0.00 |
| | Others | 1 | 1.00 |
| | Variance | | 0.50 |
| 13. Makes decisions in a timely manner. | Self | 1 | 1.00 |
| | Direct Reports | 0 | 0.00 |
| | Peers | 1 | 4.00 |
| | Upper Management | 1 | 4.00 |
| | Supervisor A | 1 | 3.00 |
| | Supervisor B | 1 | 2.00 |
| | Others | 1 | 2.00 |
| | Variance | | 2.00 |
| 14. Can make the tough decision when necessary. | Self | 1 | 2.00 |
| | Direct Reports | 1 | 4.00 |

| | | | |
|---|------------------|---|-------|
| | Peers | 1 | 3.00 |
| | Upper Management | 0 | 0.00 |
| | Supervisor A | 1 | 2.00 |
| | Supervisor B | 1 | 3.00 |
| | Others | 1 | 3.00 |
| | Variance | | 1.00 |
| 15. Has an effective system of ensuring that actions decided at meetings are carried through. | Self | 1 | 4.00 |
| | Direct Reports | 1 | 3.00 |
| | Peers | 1 | 1.00 |
| | Upper Management | 1 | 3.00 |
| | Supervisor A | 0 | 0.00 |
| | Supervisor B | 1 | 4.00 |
| | Others | 1 | 4.00 |
| | Variance | | -1.00 |
| 16. Gets to the heart of a problem by identifying the elements of the problem effectively. | Self | 1 | 5.00 |
| | Direct Reports | 1 | 5.00 |
| | Peers | 1 | 2.00 |
| | Upper Management | 1 | 1.00 |
| | Supervisor A | 1 | 1.00 |
| | Supervisor B | 1 | 5.00 |
| | Others | 1 | 5.00 |
| | Variance | | -1.83 |
| 17. Makes the best decisions possible under pressure of having incomplete information. | Self | 0 | 0.00 |
| | Direct Reports | 0 | 0.00 |
| | Peers | 1 | 5.00 |
| | Upper Management | 1 | 2.00 |
| | Supervisor A | 1 | 5.00 |
| | Supervisor B | 1 | 1.00 |
| | Others | 0 | 0.00 |
| | Variance | | 3.25 |
| 18. Structures meetings in ways that maximize the possibility for concrete results. | Self | 1 | 3.00 |
| | Direct Reports | 1 | 2.00 |
| | Peers | 1 | 2.00 |
| | Upper Management | 1 | 1.00 |
| | Supervisor A | 0 | 0.00 |
| | Supervisor B | 1 | 1.00 |
| | Others | 1 | 1.00 |
| | Variance | | -1.60 |
| Promotes Innovation and Change | | | |
| 19. Encourages creative thinking and innovation. | Self | 1 | 4.00 |
| | Direct Reports | 1 | 1.00 |
| | Peers | 1 | 4.00 |
| | Upper Management | 1 | 3.00 |
| | Supervisor A | 1 | 4.00 |
| | Supervisor B | 1 | 3.00 |
| | Others | 1 | 2.00 |
| | Variance | | -1.17 |
| 20. Asks questions that make other people see things differently. | Self | 1 | 2.00 |
| | Direct Reports | 1 | 2.00 |
| | Peers | 1 | 3.00 |
| | Upper Management | 1 | 4.00 |
| | Supervisor A | 1 | 3.00 |
| | Supervisor B | 1 | 2.00 |
| | Others | 1 | 3.00 |
| | Variance | | 0.83 |
| 21. Encourages direct reports to ask tough questions and to disagree. | Self | 1 | 5.00 |
| | Direct Reports | 1 | 3.00 |
| | Peers | 1 | 2.00 |
| | Upper Management | 1 | 2.00 |
| | Supervisor A | 1 | 2.00 |
| | Supervisor B | 1 | 4.00 |
| | Others | 1 | 4.00 |
| | Variance | | -2.17 |
| | Self | 1 | 3.00 |

| | | | |
|---|---|---------------------------------|---|
| 22. Creates climate where others can offer ideas and take risks without fear of criticism or punishment. | Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 | 4.00 5.00 5.00 4.00 5.00 5.00 1.67 |
| 23. Introduces change, even though there is a very likely chance that this change may antagonize an important voice, or voices, within the organization | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 0 | 1.00 5.00 1.00 2.00 2.00 1.00 0.00 1.20 |
| 24. Does a good job of prioritizing the order in which things should be done. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 0 1 0 0 1 0 1 | 0.00 4.00 0.00 0.00 5.00 0.00 5.00 4.67 |
| 25. Modifies plans suitably in response to changing conditions. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 0 1 1 1 0 1 1 | 0.00 3.00 1.00 1.00 0.00 1.00 4.00 2.00 |
| 26. Creates buy-in and enthusiasm for change. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 | 4.00 2.00 3.00 3.00 1.00 3.00 3.00 -1.50 |
| Working Relationships | | | |
| 27. Develops effective working relationships with direct reports. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 | 3.00 1.00 4.00 1.00 1.00 2.00 2.00 -1.17 |
| 28. Develops effective working relationships with peers. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 0 1 1 1 1 1 | 5.00 0.00 5.00 4.00 4.00 4.00 1.00 -1.40 |
| 29. Develops an effective working relationship with supervisor. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 | 3.00 5.00 3.00 3.00 2.00 5.00 2.00 0.33 |
| | | | |

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|---|---|--------------------------------------|---|
| 30. Develops effective working relationships with upper management. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 1 | 2.00 4.00 2.00 5.00 3.00 3.00 3.00 1.33 |
| 31. Is sensitive to cultural differences/makes appropriate accommodations. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 0 1 1 1 1 1 | 1.00 3.00 0.00 4.00 5.00 1.00 5.00 2.60 |
| 32. Makes time for others who seek ideas or help. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 0 1 1 1 | 3.00 3.00 1.00 3.00 0.00 3.00 4.00 -0.20 |
| 33. Gives others recognition for good work. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 0 1 1 0 0 | 4.00 2.00 3.00 0.00 3.00 2.00 0.00 -1.50 |
| 34. Is a good listener. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 0 0 | 5.00 1.00 2.00 5.00 5.00 5.00 0.00 -1.40 |
| Leadership Skills | | | |
| 35. Is outstanding in his or her professional specialty. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 0 1 1 | 2.00 3.00 4.00 1.00 1.00 0.00 5.00 0.80 |
| 36. Communicates the vision of desired results in ways that builds commitment among team members. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 1 | 3.00 2.00 5.00 4.00 4.00 2.00 4.00 0.50 |
| 37. Gives subordinates the sense of being an integral part of something important. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 0 1 1 1 1 1 | 4.00 1.00 0.00 2.00 2.00 4.00 4.00 -1.40 |

| | | | |
|--|---|--------------------------------------|---|
| 38. Accepts responsibility for own mistakes. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 0 1 1 1 1 1 1 1 | 0.00 4.00 1.00 5.00 3.00 2.00 3.00 3.00 |
| 39. Does not try to cover up mistakes. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 0 1 1 1 1 | 5.00 5.00 2.00 0.00 1.00 5.00 2.00 -2.00 |
| 40. Tells the truth. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 0 1 1 1 1 1 1 | 1.00 0.00 3.00 2.00 5.00 1.00 1.00 1.40 |
| 41. Delegates decision making to the lowest proper employee level in order to give that employee a true sense of empowerment and/or a chance for professional development. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 0 1 1 1 | 2.00 2.00 2.00 3.00 0.00 3.00 2.00 0.40 |
| 42. Delegates tasks, not to just to get rid of these tasks for him/her self, but to help a subordinate's professional growth and/or increase office efficiency. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 1 | 4.00 3.00 4.00 5.00 1.00 5.00 3.00 -0.50 |
| 43. When delegating, teaches others to think ahead about potential problems and how to overcome them. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 1 | 1.00 4.00 5.00 1.00 3.00 4.00 4.00 2.50 |
| 44. Has successfully separated self from prior position within the organization, and therefore is at ease delegating those tasks he/she used to perform. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 0 0 1 1 0 1 1 | 3.00 0.00 0.00 3.00 2.00 0.00 5.00 0.33 |
| 45. When delegating a new task to an inexperienced employee, creates time to actively teach them along the way. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 0 1 | 5.00 5.00 3.00 5.00 4.00 1.00 0.00 -1.40 |
| Coaching Skills | | | |

| | | | |
|---|---|--------------------------------------|---|
| 46. Adapts to the learning style and experience level of each employee. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 1 | 1.00 1.00 3.00 2.00 5.00 2.00 1.00 1.33 |
| 47. Is patient and encouraging when helping team members develop new abilities. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 0 1 1 1 0 1 1 1 | 0.00 3.00 5.00 4.00 0.00 3.00 2.00 3.40 |
| 48. Gives constructive feedback in a timely manner. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 1 | 3.00 4.00 2.00 1.00 1.00 1.00 3.00 -1.00 |
| 49. Collaboratively develops measurable, specific and achievable objectives with each subordinate. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 1 | 2.00 2.00 1.00 3.00 3.00 5.00 4.00 1.00 |
| 50. Is very comfortable discussing strategies with employees that would enhance their career goals. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 0 0 1 1 1 1 | 4.00 3.00 0.00 0.00 2.00 4.00 5.00 -0.50 |
| 51. Actively looks for assignments for subordinates that will provide avenues for career enhancement. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 0 0 0 | 5.00 5.00 3.00 5.00 4.00 0.00 0.00 -0.75 |
| 52. Models and teaches political savvy by identifying the internal and external factors that impact the work of the organization. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 0 0 1 1 1 1 1 1 | 0.00 0.00 1.00 2.00 5.00 2.00 5.00 3.00 |
| Utilizes The Strengths of Others and Self | | | |
| 53. Designs each person's role based on his/her strengths as that person's job description allows. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 1 | 5.00 3.00 5.00 4.00 1.00 4.00 4.00 -1.50 |

| | | | |
|---|---|--|---|
| 54. Helps people identify their own professional strengths so that they could spend more time using these strengths in their work environment. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 0 0 1 1 2.00 | 1.00 2.00 2.00 0.00 0.00 5.00 3.00 2.00 |
| 55. Encourages people to strengthen an existing strength. -- For example, if a person is good at networking, they are invited to meet with other networkers to learn from their knowledge and skills. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 0 0 1 1 1 1 0.75 | 2.00 0.00 0.00 4.00 2.00 3.00 2.00 0.75 |
| 56. Encourages others to focus on their strengths. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 -0.50 | 3.00 5.00 1.00 2.00 4.00 2.00 1.00 -0.50 |
| 57. Designs own professional work around personal strengths. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 -1.67 | 4.00 3.00 2.00 3.00 3.00 1.00 2.00 -1.67 |
| 58. Sees focusing on people's strengths as equally (if not more) important than assisting people in their areas of weaknesses. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 -1.17 | 5.00 4.00 4.00 5.00 4.00 5.00 1.00 -1.17 |
| Team Development | | | |
| 59. Motivates people to want to accomplish results as a team. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 0 1 1 1 1 0 1 2.60 | 0.00 1.00 3.00 1.00 5.00 0.00 3.00 2.60 |
| 60. Sets a climate where a group of people working as a team accept mutual responsibility for the their final product. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 0 1 1 2.60 | 1.00 3.00 5.00 3.00 0.00 5.00 2.00 2.60 |
| 61. Celebrates team accomplishments. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 -0.50 | 3.00 2.00 2.00 2.00 3.00 2.00 4.00 -0.50 |

| | | | |
|---|---|---------------------------------|---|
| 62. Consistently develops and sustains cooperative working relationships throughout the organization. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 | 2.00 4.00 4.00 4.00 2.00 3.00 5.00 1.67 |
| 63. Collaborates across boundaries and finds common ground with stakeholders. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 1 1 1 1 1 1 | 5.00 5.00 4.00 5.00 1.00 4.00 2.00 -1.50 |
| 64. Possesses the skills to influence the group dynamics so consensus can be more easily achieved even when s/he has little or no "positional" power. | Self Direct Reports Peers Upper Management Supervisor A Supervisor B Others Variance | 1 0 1 1 1 1 1 | 4.00 0.00 5.00 2.00 4.00 2.00 4.00 -0.60 |

YOUR STRENGTH AREAS

The strength areas give you a snapshot of what areas your Raters feel are your greatest strengths. Below are listed the seven questions with the highest combined average scores of only your Raters. These are listed with the highest ranking area first.

| Questions Relating to Strengths | Average |
|---|---------|
| 22. Creates climate where others can offer ideas and take risks without fear of criticism or punishment. | 4.67 |
| 24. Does a good job of prioritizing the order in which things should be done. | 4.67 |
| 51. Actively looks for assignments for subordinates that will provide avenues for career enhancement. | 4.25 |
| 58. Sees focusing on people's strengths as equally (if not more) important than assisting people in their areas of weaknesses. | 3.83 |
| 62. Consistently develops and sustains cooperative working relationships throughout the organization. | 3.67 |

AREAS NEEDING IMPROVEMENT

The areas needing improvement give you a snapshot of what areas your Raters feel you may need some improvement. Below are listed the seven questions with the lowest combined average scores of only your Raters. These are listed with the lowest ranking area first.

| Questions Relating to Areas of Improvement | Average |
|--|---------|
| 18. Structures meetings in ways that maximize the possibility for concrete results. | 1.40 |
| 27. Develops effective working relationships with direct reports. | 1.83 |
| 25. Modifies plans suitably in response to changing conditions. | 2.00 |
| 48. Gives constructive feedback in a timely manner. | 2.00 |
| 23. Introduces change, even though there is a very likely chance that this change may antagonize an important voice, or voices, within the organization | 2.20 |

BLIND SPOTS

Below are listed the seven questions with the greatest discrepancy between how you rated yourself and how your Raters rated you. All sixty-four questions were considered. This is an area we call a blind spot. These are listed with the highest discrepancy ranking first.

A plus (+) sign can be interpreted as "good." It means you scored yourself lower than the sum of your Raters. On the other hand, a minus (-) sign means you scored yourself higher than the sum of your Raters.

| Questions Relating to Blind Spots | Average |
|--|---------|
| 24. Does a good job of prioritizing the order in which things should be done. | +4.67 |
| 47. Is patient and encouraging when helping team members develop new abilities. | +3.40 |
| 17. Makes the best decisions possible under pressure of having incomplete information. | +3.25 |
| 10. Maintains level-headedness in the face of frustrating obstacles. | +3.17 |
| 38. Accepts responsibility for own mistakes. | +3.00 |

Consider the following when examining the blind spots above:

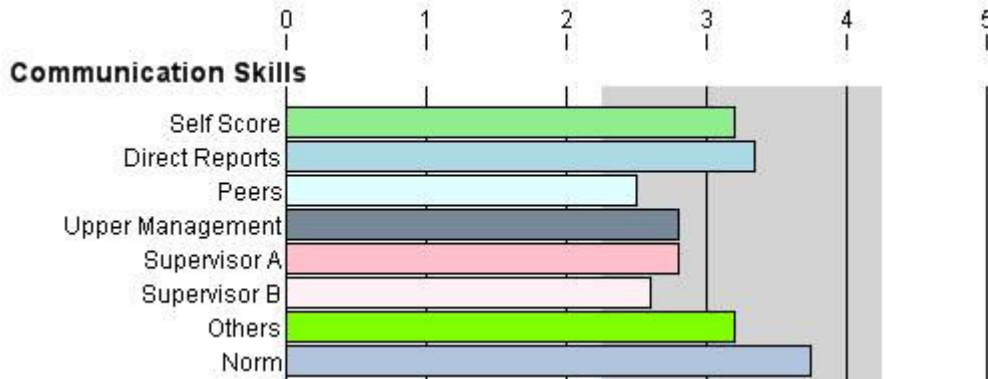
We recommend that you basically let-it-be... If you have a "negative" blind spot that does not have a negative impact on your job performance or quality of life. If it does have an impact, then you should take action. The best way to be sure about its impact is by asking people you trust for their opinions and suggestions regarding the blind spot in question.

We also recommend you take the time to thoroughly enjoy a "blind spot" that indicates a positive score of at least 0.5 or more, with one significant qualification. If you were purposely giving yourself low scores to guard yourself against disappointment in the belief that raters were going to be marking you low also, then we ask you to consider how this dynamic may be a pattern in your life? Does it affect your effectiveness in areas such as risk-taking; taking an unpopular stand you believe is correct; hypersensitivity to negative feedback; etc.?

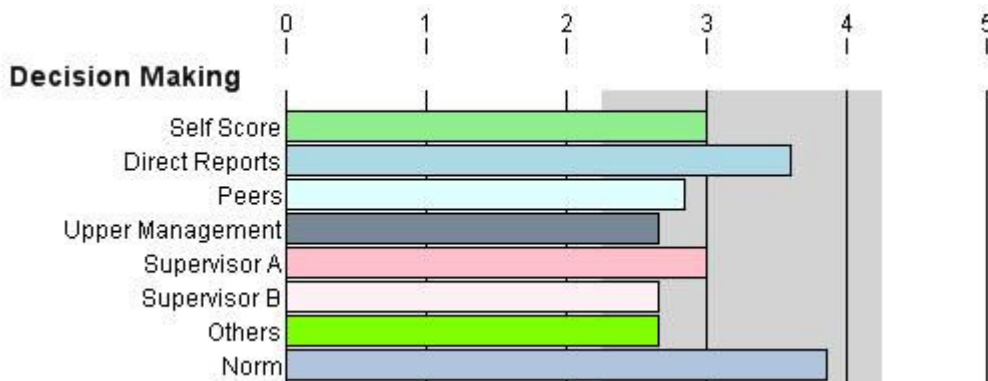
Leadership Ability Summary

Below are your results for the eight major leadership abilities included in the Leadership360 Assessment. The graphs provide your scores, as well as the averages of each Rater category that had the minimum required responses to appear on the graph.

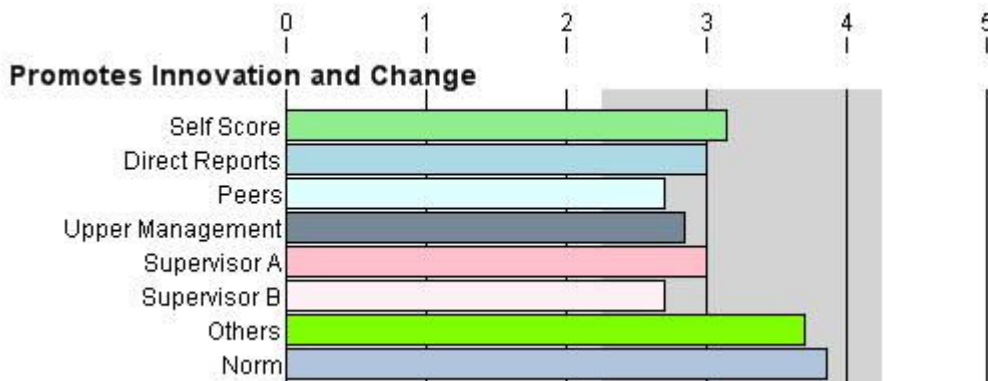
Your Personal Score - 59



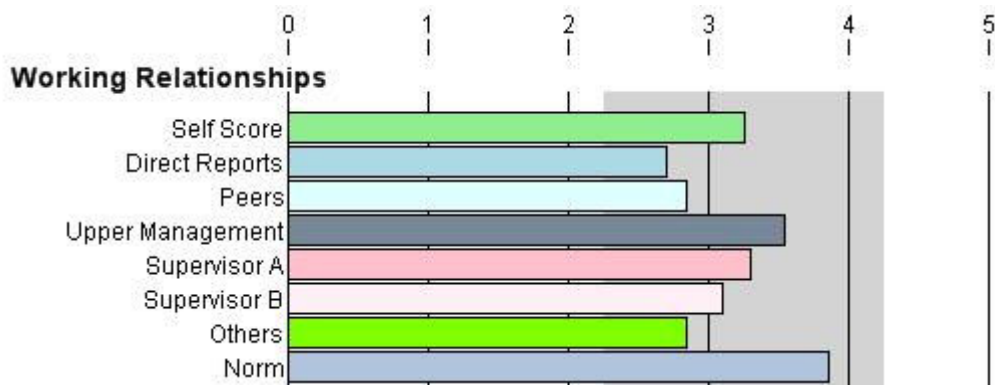
Your Personal Score - 58



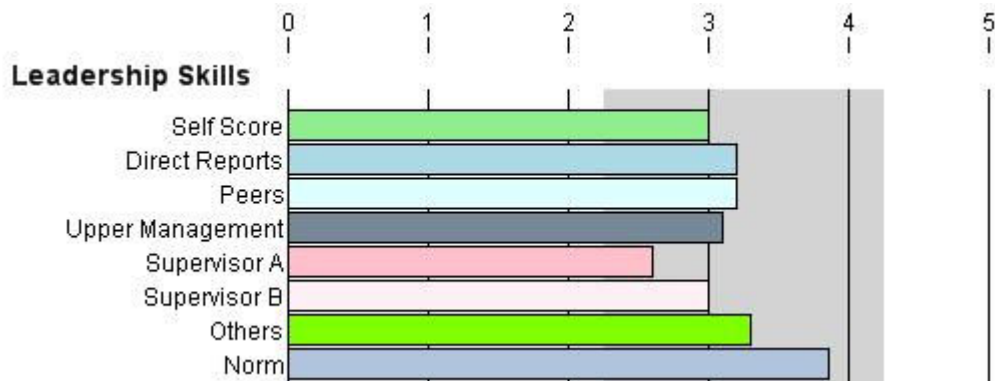
Your Personal Score - 60



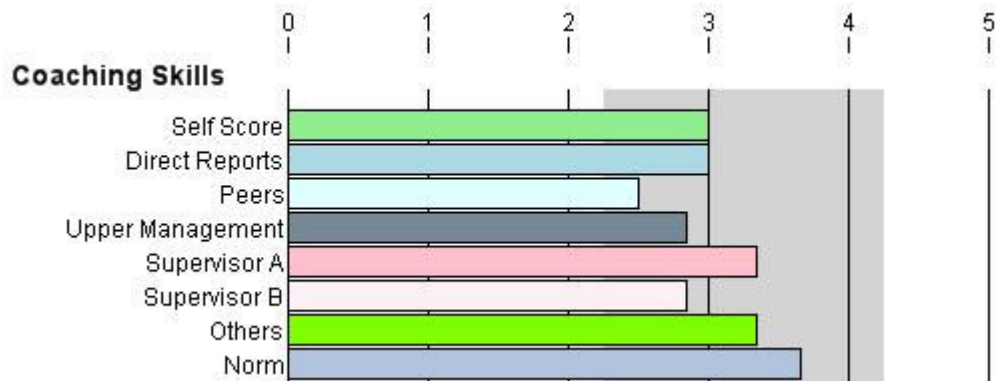
Your Personal Score - 62



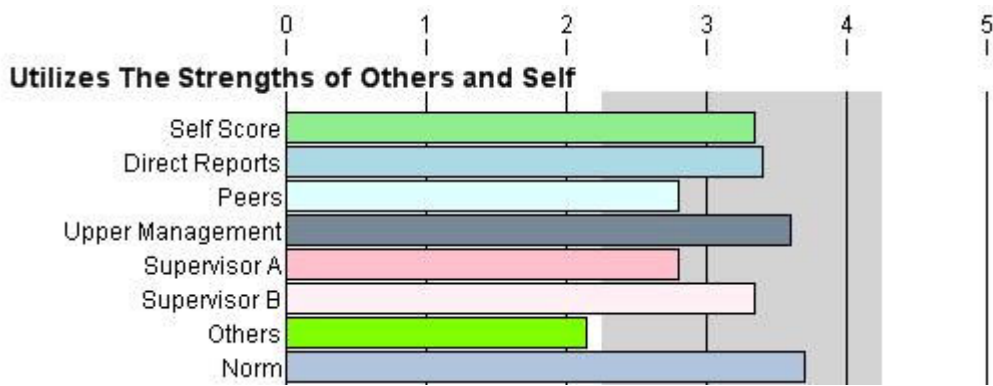
Your Personal Score - 61



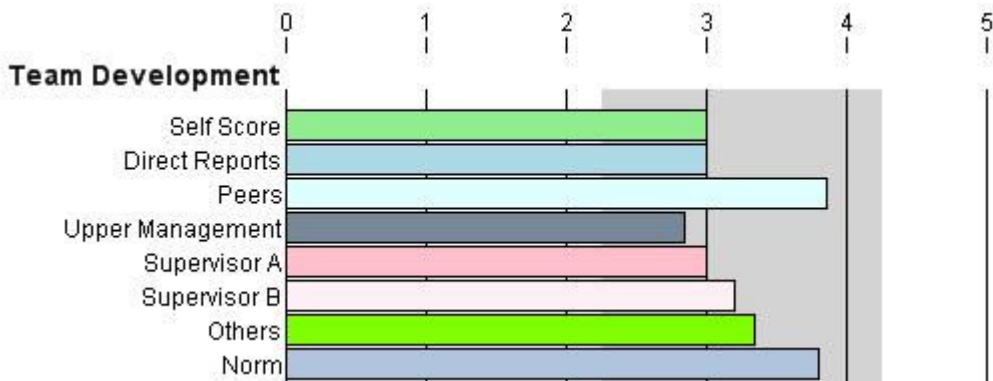
Your Personal Score - 60



Your Personal Score - 61



Your Personal Score - 64



Bridging Conversation with Direct Reports™

Our clients have indicated that this is a powerful exercise. So please, don't avoid reading this next page just because it "looks" complicated. It's not.

Sometimes it's hard to obtain straightforward feedback from your direct reports. We have developed a process called **The Bridging Conversation™** that will help you bridge the gap between where you are with a particular leadership skill and where your Raters feel you need to be in exercising that skill. Feel comfortable modifying this process in any way that best meets your needs.

1. From the Leadership360 Feedback Report, first select one or two skills which you'd like suggestions for possible improvement from your direct reports. (For large groups of eight or more, you may prefer to select two skills.) The example used here applies to a group of direct reports of any size.

Skill A: _____

Skill B: _____

2. Next, prepare two charts as noted in the diagram below. You will need four pieces of flipchart paper. Tape two together for each skill to be discussed. For both charts, write at the top a question regarding a skill that you would like to improve. Label the left-side column under the heading "What advice** can you give me so I do better?" List numbers 1-5 indicating that you would like at least five responses for this skill. Label the right-side column "What am I doing that's working?" List a number 1 indicating that you would like at least one response in this column. Tape these charts to a wall (or display them by any other suitable method) for use during **The Bridging Conversation™** session.

** We have found that in this exercise "Raters" are much more comfortable and productive when their "supervisor" uses the word "advice" rather than "feedback." (For example, I am looking forward to your advice. vs. I would like to have your feedback)

When delegating, what advice can you give me on how I can teach others to think ahead about potential problems?

What advice can you give me to help me be more effective?

- Ask us what potential problems we see in a way that lets us know that you are really interested in our opinions.
- Give us more frequent updates.
- Brainstorm with us.

What am I doing that's working?

- You don't hog the interesting tasks for yourself. You spread them around equally.
- You build in time for possible schedule delays.
- You help us learn project management.

I am very much looking forward to any advice you can give me on how can I be more effective in telling people they should be doing better.

What advice can you give me to help me be more effective?

- Ask us how we perceive the problem - get our perspective.

- Provides immediate feedback.
- Listen before making judgments.

What am I doing that's working?

- Your sense of humor helps when you do get around to giving us constructive feedback.

3. Invite your direct reports (ideally, ALL of them), including those who did not participate in the Leadership360 process, to come to a 60-90 minute meeting that will focus on helping you enhance your leadership skills.

4. Explain to the meeting attendees that you will leave the room for 30-45 minutes and would like the charts completed **in your absence**. Ask them to suggest at least five things you can do better and at least one thing you are doing that is working.

Meeting Facilitation Suggestions:

- a) You may wish to divide a large group into two separate groups, each with its own group-appointed facilitator and separate skill to address. Employees can be grouped randomly, by department, or by the topic about which they feel most strongly.
- b) To protect anonymity, each group will appoint a "scribe" to record the comments on the charts. .
- c) Each group facilitator should ensure that all ideas are heard and all comments are included on the charts.
- d) After the charts are completed, each facilitator will take a vote. Each group member will get two votes for what he feels are the most important suggestions for you to consider. Each facilitator will tally each group's votes and then circle the highest scoring suggestions.

5. When you return to the room after 30-45 minutes, read what is written on the charts. If you don't understand a suggestion, ask for clarification and discuss the item. **Never dispute the feedback**. Remember, your people are doing you a favor by giving you their ideas and trust. You don't have to agree with the comments, but you must promise participants that you will reflect on what they have communicated. Thank participants for their candor and let them know you will get back to them shortly.

6. Set up another meeting within one week to report to the participants what actions, if any, you plan to take, or actions you wish to further discuss as a result of this insightful bridging session. If you cannot buy into some of their suggestions, let them know why, but promise that you will continue to review the issues they have raised.

Supervisor Bridging Conversation™ Worksheet

Here are some ideas for processing the results of your report with your supervisor. We suggest you use this action sheet as a stimulus for your own approach, and not necessarily as a formal action worksheet.

I. Three strengths I feel proud of that appeared in my Leadership360 report:

- 1.
- 2.
- 3.

II. One or two areas needing improvement that affect my performance:

- 1.
- 2.

III. Corrective actions I plan to take:

IV. Requests - Ways your supervisor can help:

V. Ideas from your supervisor:

VI. Requests/Insights you would like to share with your supervisor regarding information you received through the Leadership360 assessment:

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