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LEADERSHIP 360 REPORT

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POWERED BY



WINSBOROUGH

Jane Sample



Leadership is a journey. You've taken an important step on that journey by inviting others to provide feedback about you - this report is designed to help you with the next step.

We'll give you tangible development suggestions and self-reflection prompts. And because we know that change takes effort and doesn't happen overnight.

What's In It For You?

This report will provide insight into your behaviour and performance as others see it - your "reputation". We know this won't always be easy to hear, but trust that it will be useful. Increasing self-awareness is a key step in becoming a better manager and leader.

As you formulate your development plan, remember you can't do everything at once. As you go through your report we suggest you focus on a maximum of three areas. Depending on your results, this may be important areas where you're not doing as well or strengths you'd like to leverage. The unique organisational context and your own career goals are also relevant, so keep those in mind too.

The Leadership Model

This report uses a simple but powerful leadership model: The Domain Model of Leadership (Hogan & Warrenfeltz, 2003). Four domains form a natural overlapping developmental sequence for leaders: later domain skills depend on effective development of the earlier domain skills.

Think of how you behave as the foundation skill for how you relate to others, and in turn how you lead and finally, how you apply your thinking to be effective. These four domains also outline a hierarchy of trainability, in which earlier domain skills are harder to train and later domain skills are easier to train.

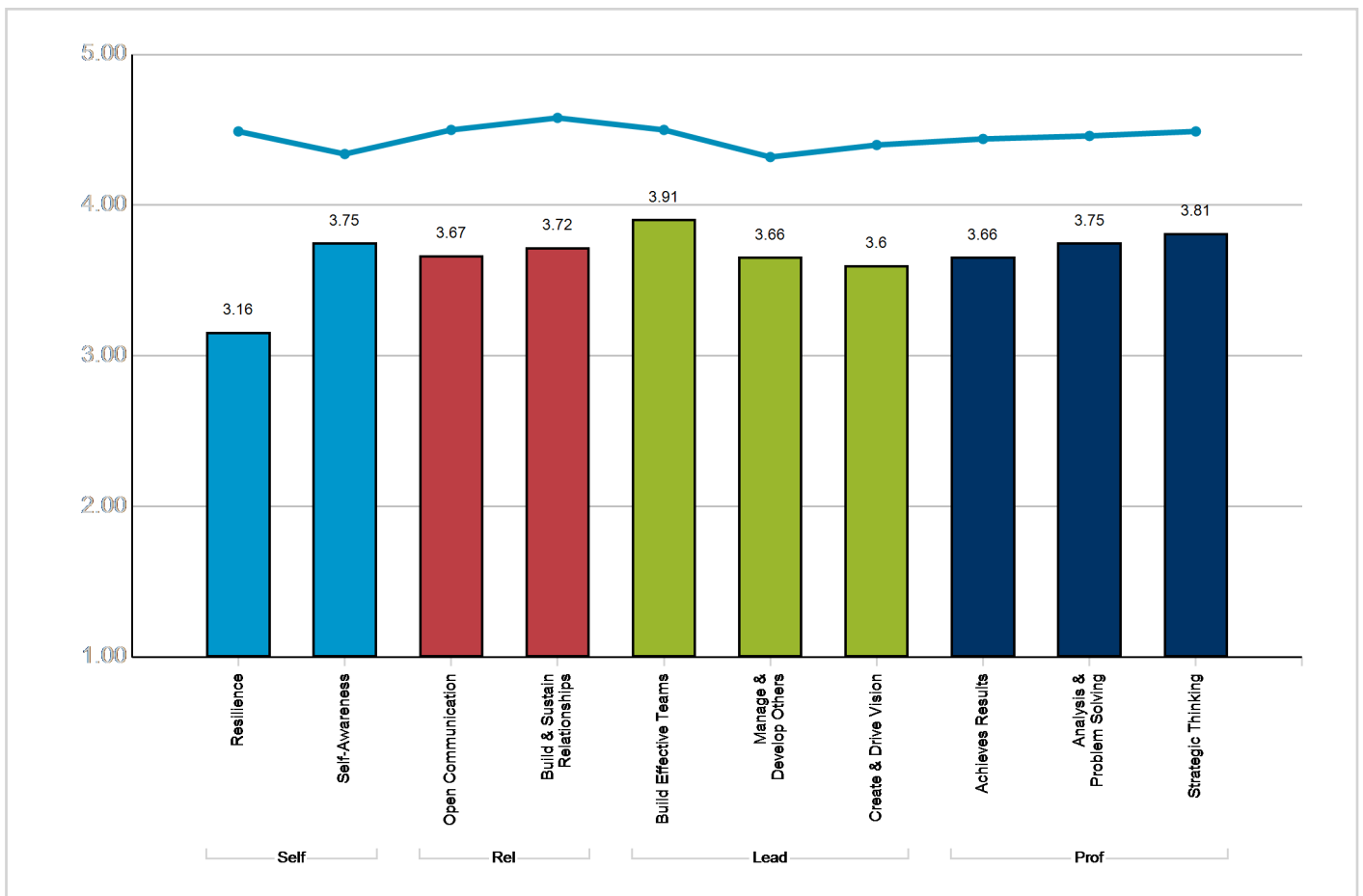


Scorecard



The following bar chart shows overall scores and is based on the average from all raters other than self-ratings. As a rule of thumb, scores approaching 5.0 indicate outstanding strength and scores approaching 1.0 indicate a need for significant improvement.

The benchmark areas provide a key reference point for understanding results relative to other managers and leaders. Scores above the high performance line suggest relative strengths; only 20% of managers and leaders fall above this line. Scores near or just below the high performance benchmark are also great development opportunities, as they have the most potential to become key strengths.

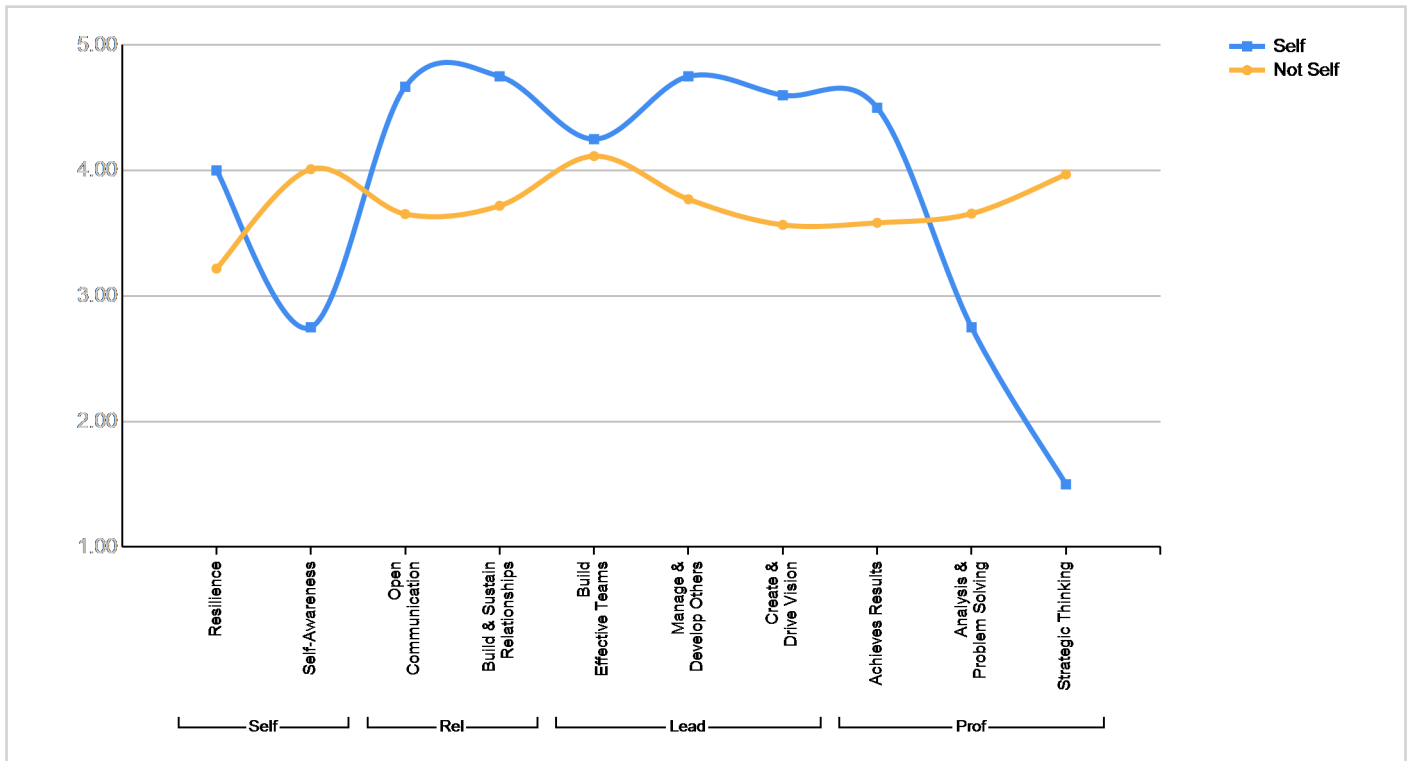


- Self Self-Management Skills
 - Rel Relationship Management Skills
 - Lead Leadership Skills
 - Prof Professional Skills
- High Performance

Gap Analysis - Self vs. Others

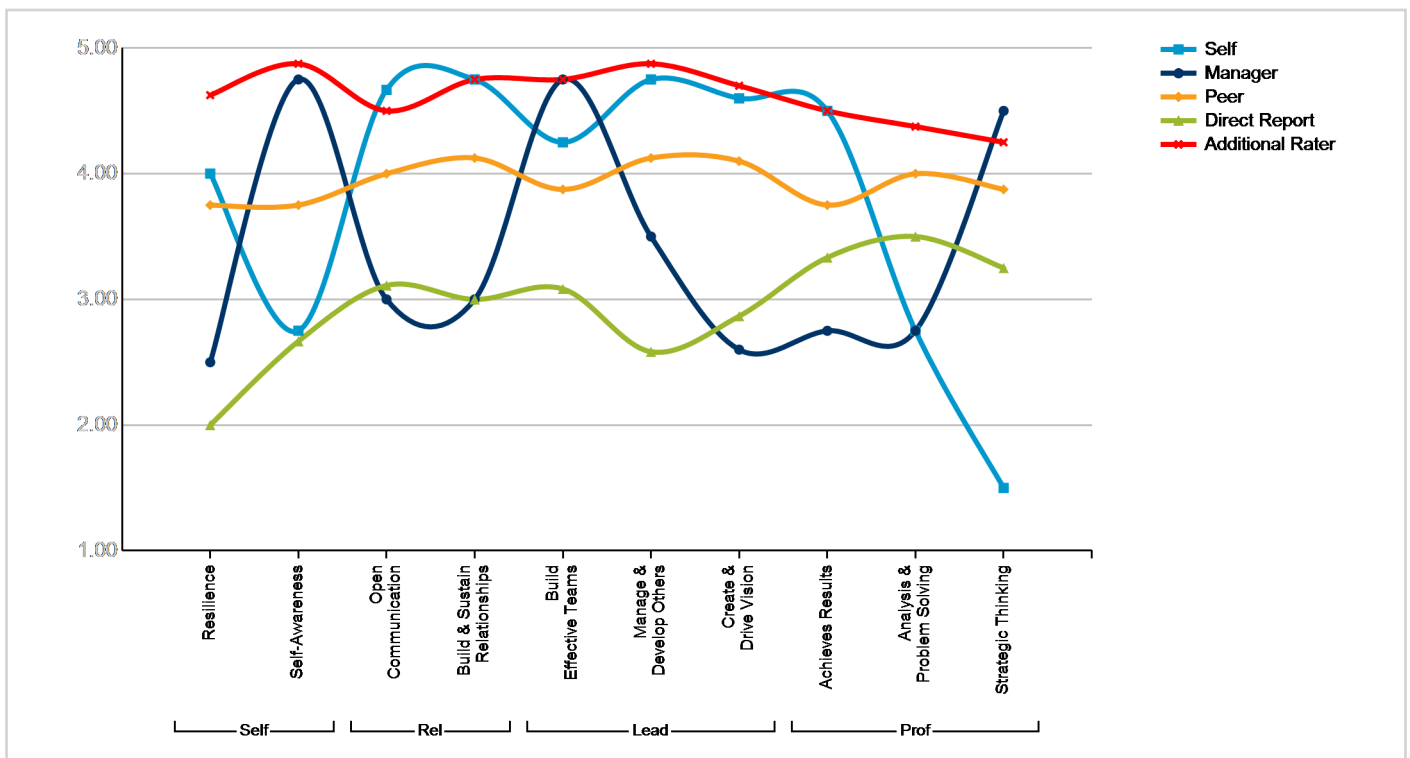


The following line graph shows a comparison between internal/self and external/others ratings. It provides an understanding of any differences that may exist between performance with regard to identity versus reputation.



Gap Analysis - All Rater Groups






The following line graph shows a comparison for each group's ratings. It provides an understanding of differences in perspective that may exist between each of the rater groups with regard to performance.









Highest and Lowest Rated



The following questions were the highest and lowest ranked. Read through these questions and see if you can identify any common themes. You should not necessarily assume that an item on the highest list does not need improvement, and conversely do not assume an item on the lowest ranked list is a problem area.

HIGHEST RANKED			SCORE
	Build Effective Teams	Defines success in terms of the whole team, such that each team member feels valued and appreciated	4.38
	Self-Awareness	Admits to and handles mistakes constructively	4.25
	Build Effective Teams	Ensures staff understand their role and how their work contributes to overall goals	4.25
	Strategic Thinking	Works to ensure that long-term objectives are achieved	4.21
	Self-Awareness	Adjusts their behaviour to fit the people and the situation	4.17

Note: if more than 5 items rank equally within the top 5, all of those items are shown above.

LOWEST RANKED			SCORE
	Resilience	Has a contagious and positive work ethic	3.00
	Resilience	Remains optimistic and positive in all situations	3.13
	Achieves Results	Effectively coordinates resources and people to achieve planned results	3.29
	Resilience	Shows strength of character and commitment in the face of frustration or difficulty	3.38
	Resilience	Tackles hard issues and decisions without hesitation	3.38
	Open Communication	Uses an appropriate style that gets the message across to the audience	3.38

Note: if more than 5 items rank equally within the bottom 5, all of those items are shown above.

Over and Under Rated



The following questions are those showing the greatest gap between an internal/self score (blue line) and the external/others score (orange bar). If the gap value between the two is within +/- 1.0 the two perspectives are very similar.

MOST OVER-RATED			GAP
	Achieves Results	Effectively coordinates resources and people to achieve planned results	1.71
	Open Communication	Uses an appropriate style that gets the message across to the audience	1.63
	Create & Drive Vision	Effectively translates the organisation's vision and strategy into the team's vision and strategy	1.58
	Manage & Develop Others	Effectively manages poorly performing staff	1.46
	Build & Sustain Relationships	Develops constructive relationships with those important to the team and organisation's success	1.38
	Build & Sustain Relationships	Engages others through their energy, passion, and commitment	1.38
	Create & Drive Vision	Creates a positive connection to future goals and vision	1.38
	Create & Drive Vision	Motivates and inspires others through their energy and passion	1.38

Note: if more than 5 items rank equally within the top 5 over-rated, all of those items are shown above.

MOST UNDER-RATED			GAP
	Strategic Thinking	Creates an environment that fosters innovation	-3.08
	Strategic Thinking	Identifies and effectively manages potential risks for their business unit and the organisation	-2.58
	Strategic Thinking	Works to ensure that long-term objectives are achieved	-2.21
	Self-Awareness	Adjusts their behaviour to fit the people and the situation	-2.17
	Strategic Thinking	Identifies long-term opportunities that are in line with the organisation's strategic goals	-2.00

Note: if more than 5 items rank equally within the top 5 under-rated, all of those items are shown above.

Detailed Results



The following section details the results for each question, and these results form the basis of your overall competency scores displayed in the previous section of this report.

UNDERSTANDING RATINGS

Overall scores displayed at the bottom of each section are based on the average of all questions in the section, for all raters except Self ratings. As a rule of thumb, scores approaching the right of the scale indicate outstanding strength and scores approaching the left of the scale indicate a need for significant improvement.

BETWEEN GROUP AGREEMENT

For each question, look at the separation between the symbols reflecting the extent of agreement between the rater groups. Each group may not always have the same view. Where there is disagreement, you should try and identify why these different perceptions exist and what impact this has in relation to the area being measured.

WITHIN GROUP AGREEMENT

The position of the symbol in the details section represents the average score for that particular group. But if the average represents the mid-point in a polarised response within that group a red flag is displayed to the right (with the relevant group symbol underneath). This flag reflects more disagreement than consensus between the individuals within that group for a question.

RATER COMMENTS

When looking at the ratings for each of the competencies also look at any related comments provided by raters. These often provide you with the context for specific ratings, and with guidance for future development.

- Self (1)
- Manager (1)
- Peer (2)
- Direct Report (3)
- Additional Rater (2)

Self-Management Skills

Self-management skills include self-discipline, internalised standards of performance, and the ability to regulate and control emotions and behaviour.

Resilience

Shows strength of character and commitment in the face of frustration or difficulty



Remains optimistic and positive in all situations



Tackles hard issues and decisions without hesitation



Has a contagious and positive work ethic



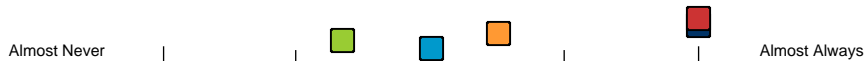
Overall: Resilience

3.16



Self-Awareness

Seeks to learn from others' feedback and insight



Is insightful about the impact of their behaviour on others



Adjusts their behaviour to fit the people and the situation



Admits to and handles mistakes constructively



Overall: Self-Awareness

3.75



Self-Management Comments

What is the ONE key strength of this person in their self-management skills?

■ They are really good at prioritising tasks for when they're due

What is the ONE thing this person could do to improve their self-management skills?

■ Keep using tools to manage my reactions and behaviour around the team

Relationship Management Skills

Relationship management skills relate to initiating, building, and maintaining effective relationships with a variety of people.

Open Communication

Communicates with clarity, fluency, and impact



Uses an appropriate style that gets the message across to the audience



Communicates relevant and accurate information in a timely way



Overall: Open Communication

3.67



Build & Sustain Relationships

Develops constructive relationships with those important to the team and organisation's success



Seeks to understand the needs of key relationship partners and stakeholders



Respects and effectively utilises the experience and technical expertise of others



Engages others through their energy, passion, and commitment



Overall: Build & Sustain Relationships

3.72



Relationship Management Comments

What is the ONE key strength of this person in their relationship management skills?

They always follow up with key stakeholders

What is the ONE thing this person could do to improve their relationship management skills?

Be aware of the biases you are using when making decisions that effect the whole team

Leadership Skills

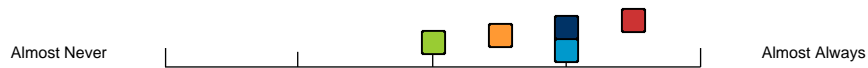
Leadership skills are about building and maintaining effective teams; motivating a team; developing, projecting and promoting a vision for the team, and engaging the team in achieving results.

Build Effective Teams

Ensures staff understand their role and how their work contributes to overall goals



Creates an environment that encourages teamwork and cooperation



Actively includes people who can contribute to the team



Defines success in terms of the whole team, such that each team member feels valued and appreciated



Overall: Build Effective Teams

3.91



Manage & Develop Others

Conducts regular and constructive performance reviews



Coaches, mentors, and guides as appropriate for each team member



Energises people to stretch themselves



Effectively manages poorly performing staff



Overall: Manage & Develop Others

3.66

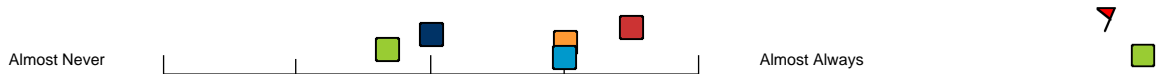


Create & Drive Vision

Effectively translates the organisation's vision and strategy into the team's vision and strategy



Defines for all staff what outstanding performance in their area looks like



Creates a positive connection to future goals and vision



Motivates and inspires others through their energy and passion



Contributes fresh and useful approaches



Overall: Create & Drive Vision

3.60



Leadership Comments

What is the ONE key strength of this person in their leadership skills?

They do regular performance reviews

Professional Skills

Professional skills concern setting and maintaining standards and systems; innovating and thinking outside the square; keeping team members focused, and the business moving forward.

Achieves Results

Effectively coordinates resources and people to achieve planned results



Is rarely distracted by, or commits time to, issues that are not important



Readily adjusts implemented approaches that do not work



Makes decisions that keep work moving



Overall: Achieves Results

3.66



Analysis & Problem Solving

Anticipates problems and watches for tell-tale indicators that warrant intervention



Provides accurate monitoring and/or trend analysis information on time



Delivers timely solutions that remain effective



Applies sound business management practices to manage risk and ensure compliance



Overall: Analysis & Problem Solving

3.75



Strategic Thinking

Identifies long-term opportunities that are in line with the organisation's strategic goals



Works to ensure that long-term objectives are achieved



Identifies and effectively manages potential risks for their business unit and the organisation



Creates an environment that fosters innovation



Overall: Strategic Thinking

3.81



Professional Comments

What is the ONE key strength of this person in their professional skills?

Always developing in their role

Keep Stop Start

What is this person doing well, and should KEEP doing as it makes them effective?

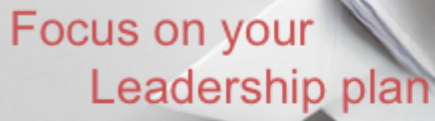
- Looking for ways to work smarter
-

What should this person STOP doing in order to be more effective?

- Micromanaging the team
-

What should this person START doing in order to be more effective?

- Looking for strategic relationships to develop
 - Looking for ways to delegate more effectively
-



Focus on your
Leadership plan

Choose 1-3 development goals based on your results from this report. These can be a mixture of strengths to leverage or improvements to work on but they should be specific; the best goals are concrete and clear so you know when you have been successful. E.g., "Have a fortnightly 1-on-1 with each member of my team to talk about how they're going."

GOAL	ACTIONS NEXT 3 WEEKS	ACTIONS NEXT 3 MONTHS
1.		
2.		
3.		