

Feedback that fuels **success.**

Leadership Navigator® for Corporate Leaders

360° SAMPLE REPORT

Corporate Leader Frequency Sample Report Pages

(Reports available electronically
or printed & bound.)

Feedback Report For:

Sample Participant

Job Title:

Sample Job Title

Report Printed:

February 13, 2015

Boss Name:

Linda Hill

Surveys Received:

1 Self

1 Boss

8 Peers

5 Direct Reports



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Definitions

| | |
|-----------------------------|---|
| Overall Score | Whenever the report refers to your Overall Score this score has been calculated by averaging all responses to a particular survey item (or all the items within a competency). Your Self responses are not included. |
| National Norm | For survey questions and competencies, a National Norm score is shown which provides a comparison point for that particular behavior or competency. The National Norm score represents an average Overall Score for leaders in fifteen functional areas from companies throughout the United States. |
| 3 Rater Minimum | In order to protect the anonymity of your raters, ratings are not reported for a group if fewer than 3 raters responded to the survey, except for your Self rating and your Boss ratings. If fewer than 3 raters for a particular rating group responded to the survey "No Data" or "Data Removed" will appear. The ratings from any removed group are not included in the data anywhere in the report, but their names are still listed in the rater list, and they are counted in the respondent totals on the cover of the report. |
| No Data/Data Removed | The phrase "No Data" or "Data Removed" may appear on the report if fewer than 3 raters from a particular rater group responded to the survey, or if no raters responded. If all raters in a group selected "Don't Know/Not Applicable," "No Data" may also show. |

Definitions of terms
used in the report
facilitate interpretation.



List of Raters

The following people were selected as raters and invited to provide you with feedback. It is possible that not all of them responded to the survey.

| | |
|-----------------------|--|
| Self | Sample Participant |
| Boss | Linda Hill |
| Peers | Bernard Bass Marshall Goldsmith Richard Hackman Christina Harbridge Rosabeth Kanter Jerry Porras Edgar Schein Margaret Wheatley |
| Direct Reports | Chris Argyris Warren Bennis James Collins Donald Schon Peter Senge |

Invited raters or actual respondents can be listed to facilitate interpretation.



Report Reading Tips

The 360-Degree Feedback process is designed to help you gain awareness of your strengths and the areas in need of development. Specifically, this is a unique opportunity to learn about yourself from the people who work with you. The items in this survey were selected so that the results will:

- Provide insight into your impact on others.
- Show how you are seen and perceived as a leader.
- Highlight strengths and opportunities for growth and development.

Before you read your report:

Take a few moments to reflect on the bigger picture - your career. Thinking about your answers to the following questions will help you set priorities for your development.

- What immediate challenges are you faced with in your job?
- Where do you want to be in a year? In five years?
- What do you need to accomplish to get there?

As you read your report, ask yourself:

- What are the consistent themes in my report?
- Are there any surprises?
- Do I treat groups of people differently (e.g., is there a discrepancy in how one group rated me vs. another group?)

When reading the comments section, remember:

- Each comment represents the opinion of only one person.
- Don't focus too much on any one comment.
- Instead, look for themes or patterns among several comments.

In-report instructions help feedback recipients get the most out of the report. Ten-page interpretation guide also available.

Keep in mind:

If you are like most people, you will find some surprises in your feedback. Keep in mind that the benefits of gaining self-awareness outweigh the costs of any temporary discomfort associated with learning new information about yourself.

Getting additional help:

Go through 3D Group's Interpretation Guide workbook or work with a coach. Need a coach? Contact 3D Group via www.3DGroup.net or 510-463-0333.

Leadership Competency Model



Competency Definitions

Business Focus: Understanding an organization's business, markets, and strategy.

Customer Focus: Ensuring responsiveness and service to internal and/or external customers and partners.

Results Orientation: Delegating and scheduling work, following up, being proactive, and ensuring completion of relevant tasks and projects.

Communication Skills: Speaking clearly, sharing information, listening attentively, and using appropriate language for a situation.

Acts with Integrity: Behaving in an ethical manner, not playing favorites.

Team Leadership: Ensuring his or her team has clear expectations, proper resources, and is working well together.

Inclusiveness: Valuing diversity, considering the opinions of others, and fostering an inclusive work environment.

Developing Talent: Coaching, mentoring, providing feedback, and developing direct reports and colleagues.



Notes

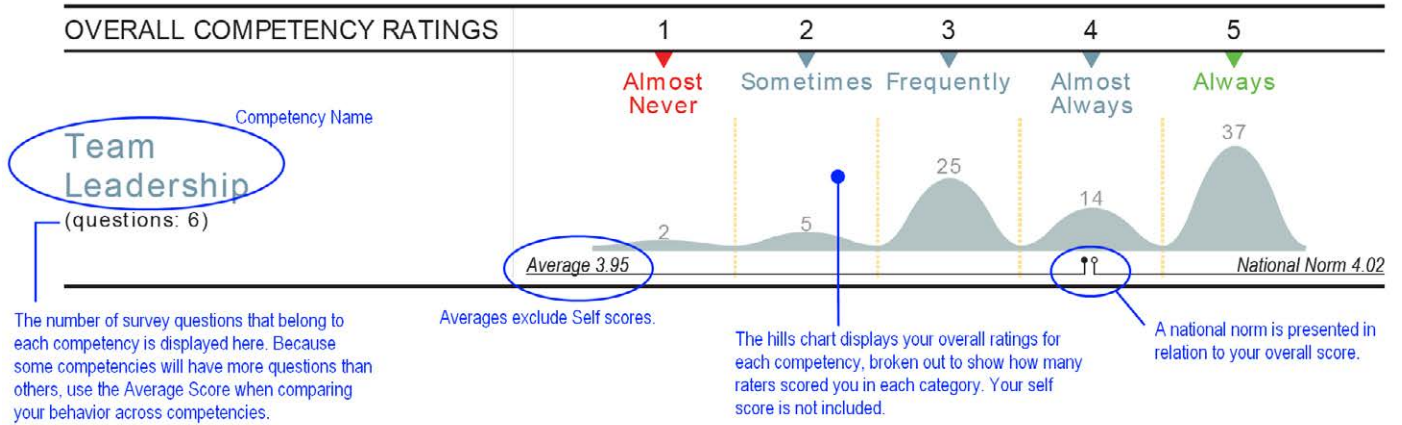
Optional: Your logo here throughout report.

Graphical Display of Data

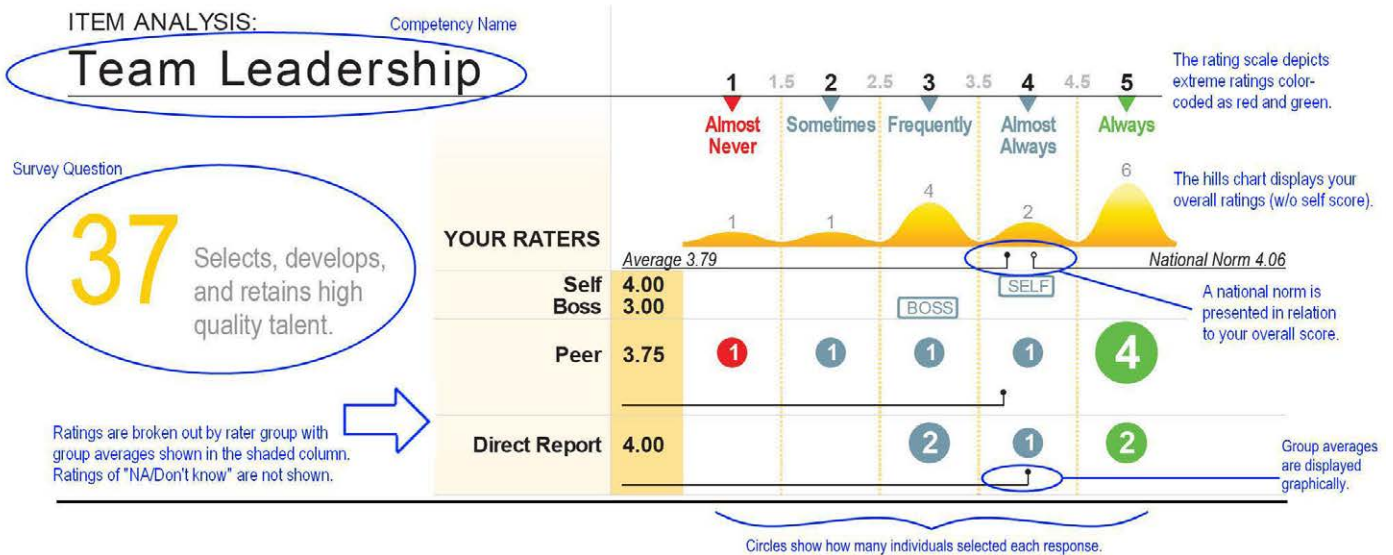
3D Group reports are designed so that the most important information is right there when you need them.

Graphical display explanation page helps feedback recipients understand how to read the graphs in the report.

Overall Competency Results

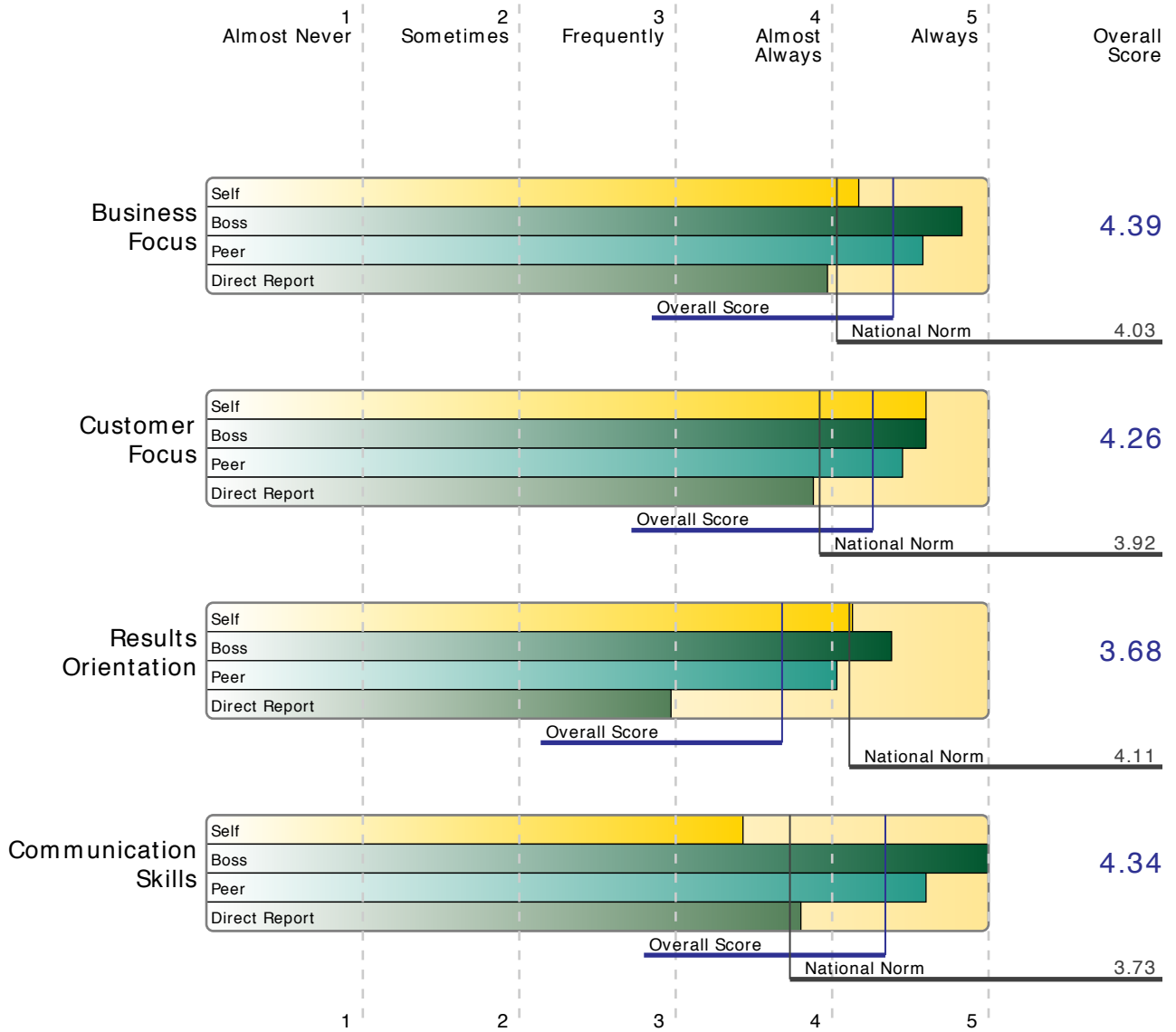


Item Level Results



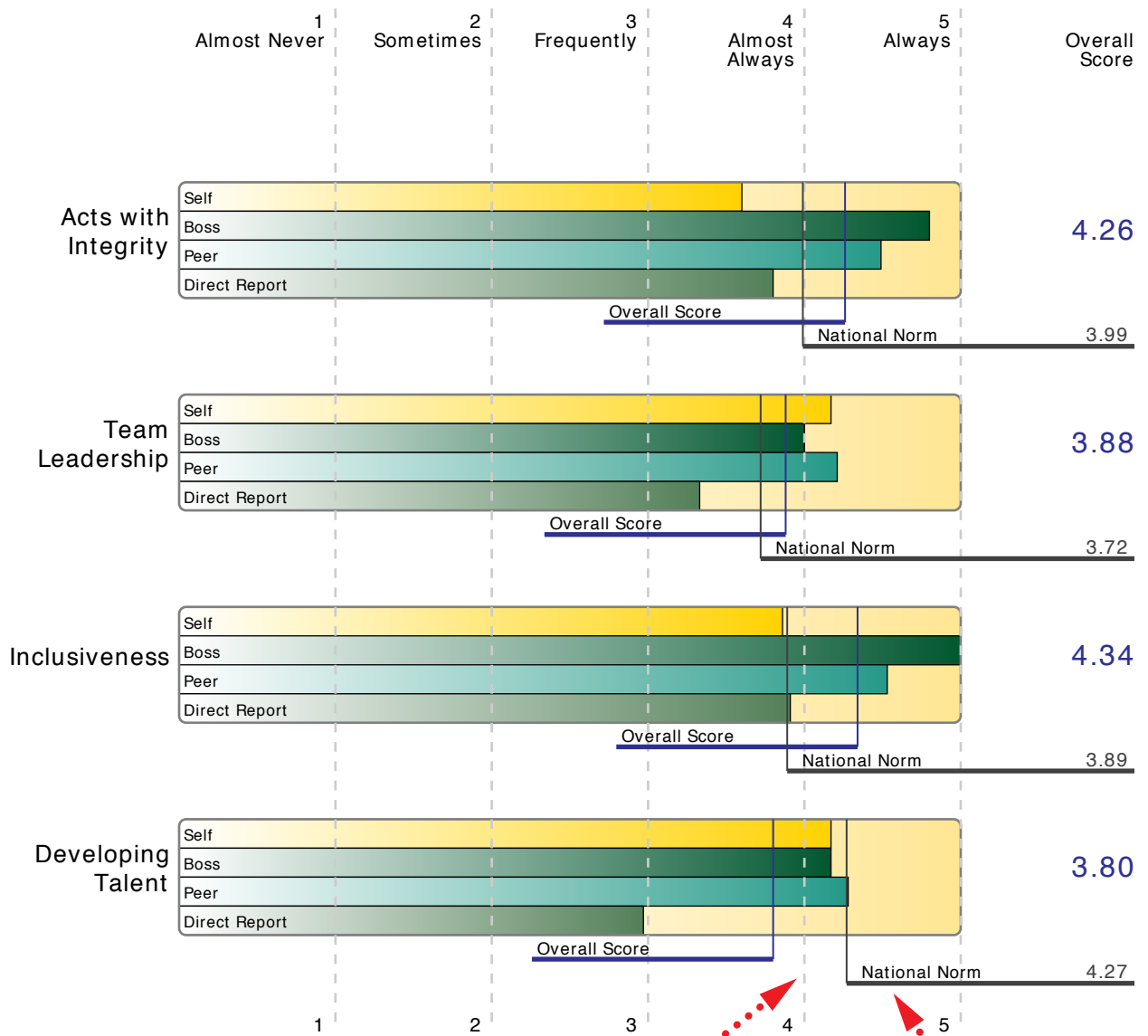


Overall Competency Ratings by Rater Group



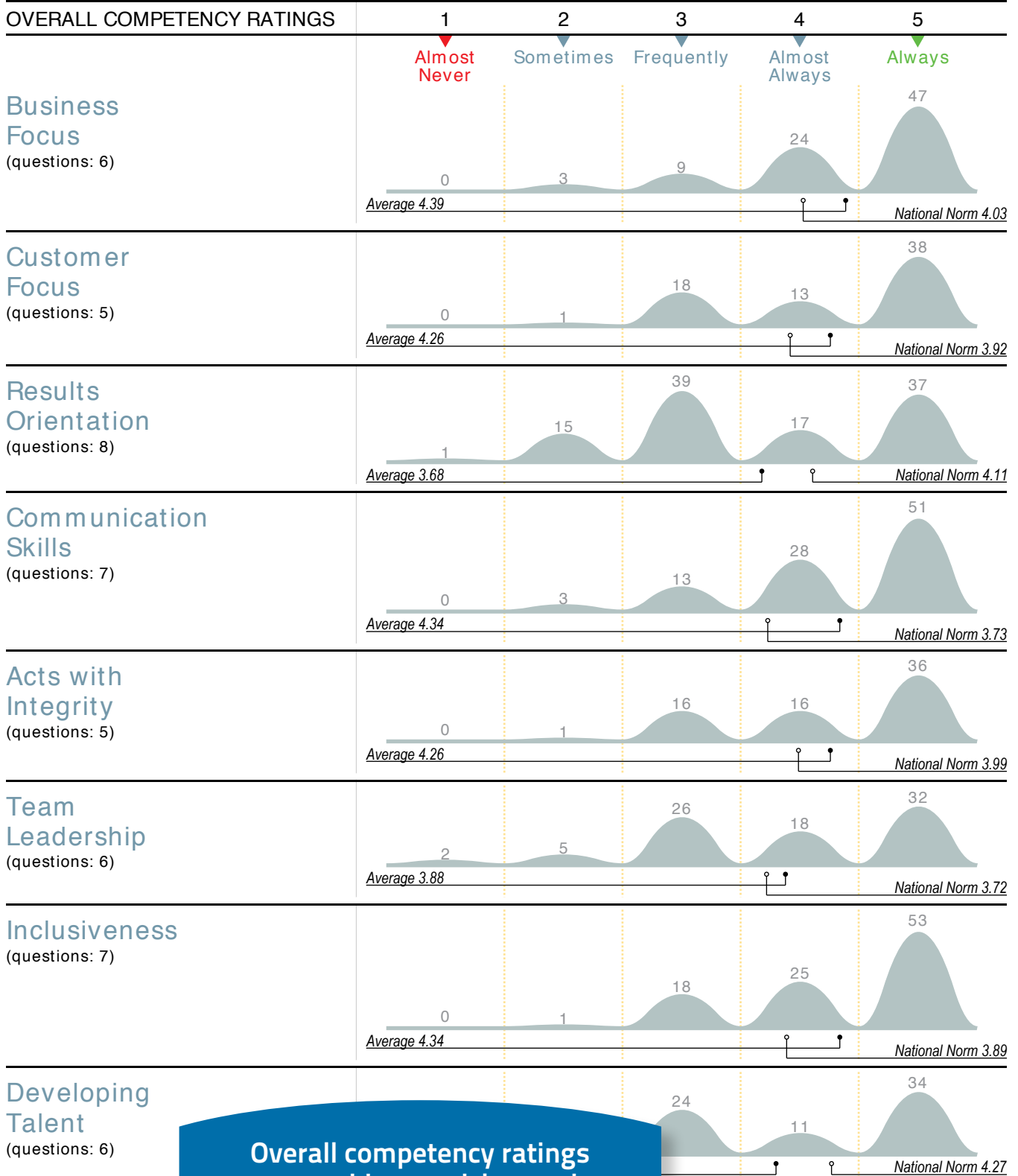
Overall scores by rater group make it easy to see trends.

Overall Competency Ratings by Rater Group



Gaps between overall scores and norms identify potential strengths and development needs.

National norm provides a comparison point for leaders.

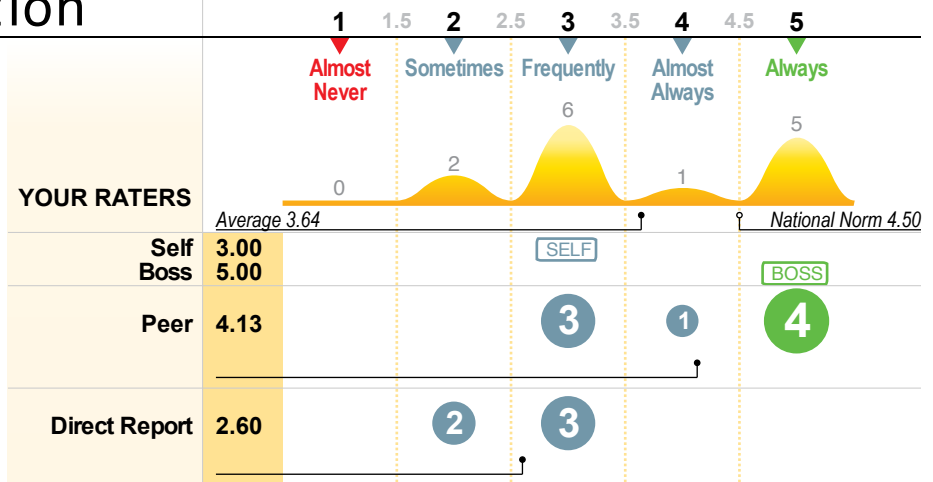


Overall competency ratings page provides a quick overview of all the feedback and helps illustrate variation in ratings.

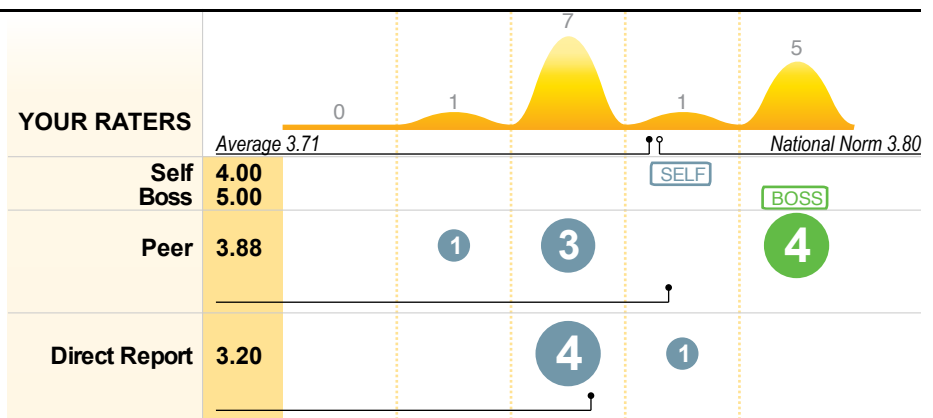
ITEM ANALYSIS:

Results Orientation

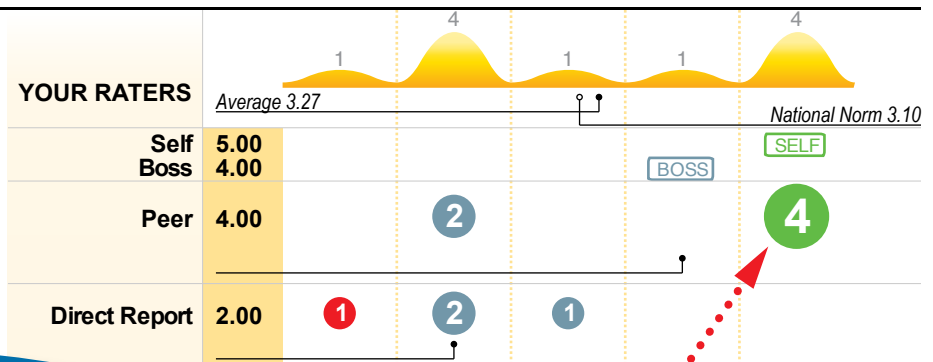
12 Proactively addresses issues before they become problems.



13 Conveys a sense of urgency when necessary.



14 Uses company resources effectively (including staff, time, budget).



Feedback is displayed graphically to make important results stand out at a glance.

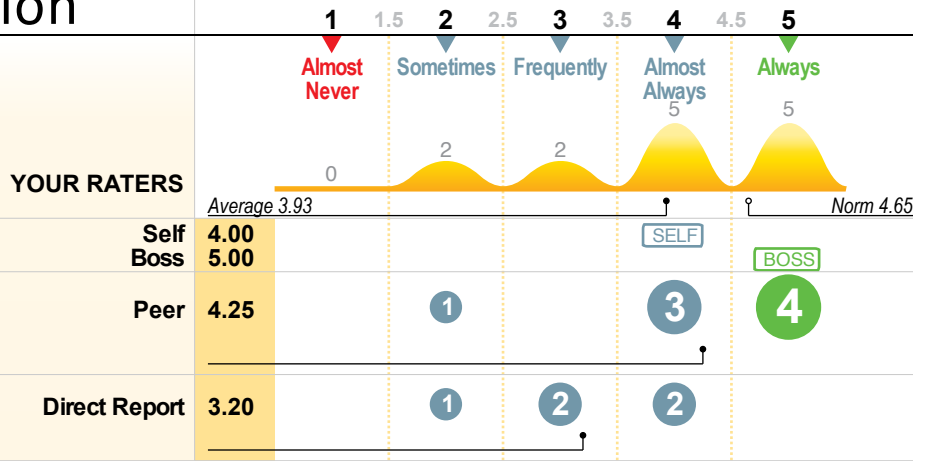
Circle size is proportional to the number of responses and circle color highlights scores at the top and bottom of the scale.

ITEM ANALYSIS:

Results Orientation

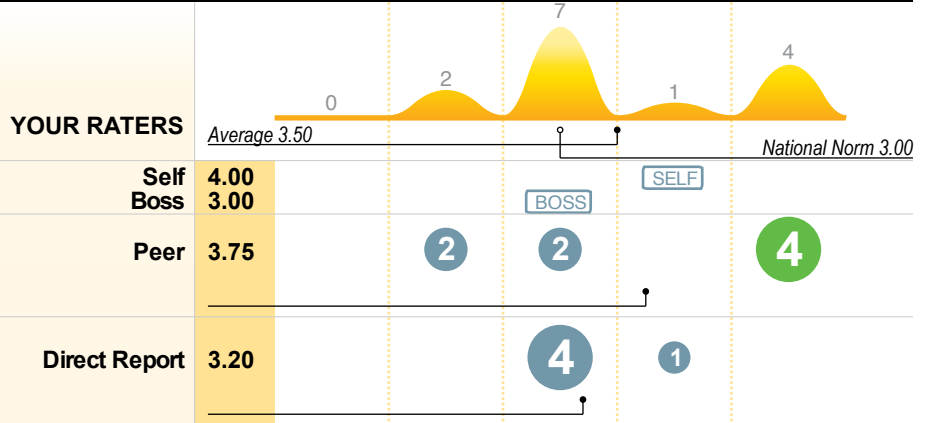
15

Effectively prioritizes initiatives, projects, and tasks.



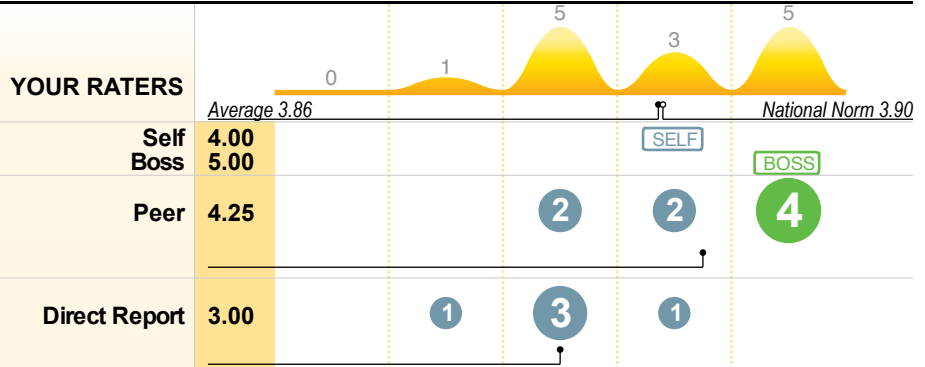
16

Delegates initiatives, projects, and tasks appropriately.



17

Considers the financial impact of his/her decisions.

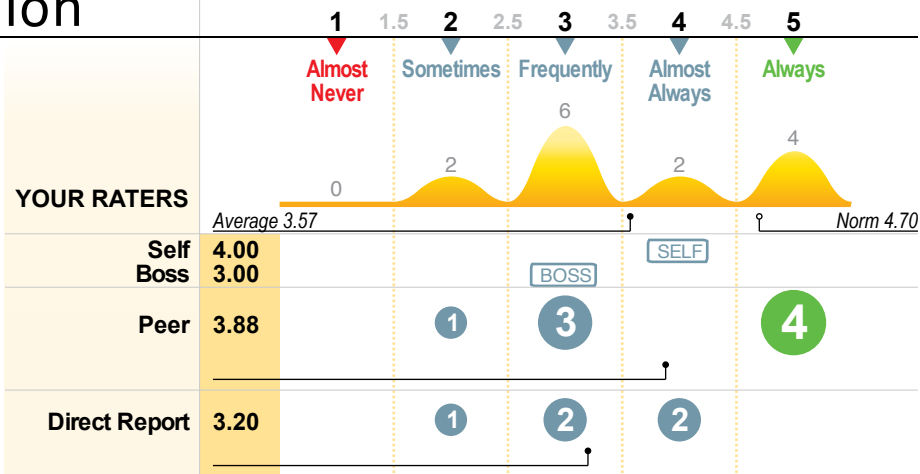


The feedback for each behavior is broken out by rater group and by response so that feedback recipients can have a detailed understanding of the ratings.

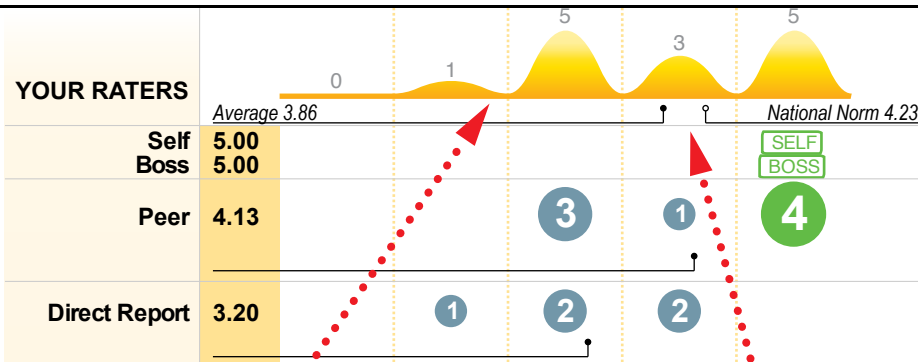
ITEM ANALYSIS:

Results Orientation

18 Sets challenging, yet appropriate, goals.



19 Stays abreast of progress on key projects, initiatives and goals.



Hills chart visually displays the distribution of feedback.

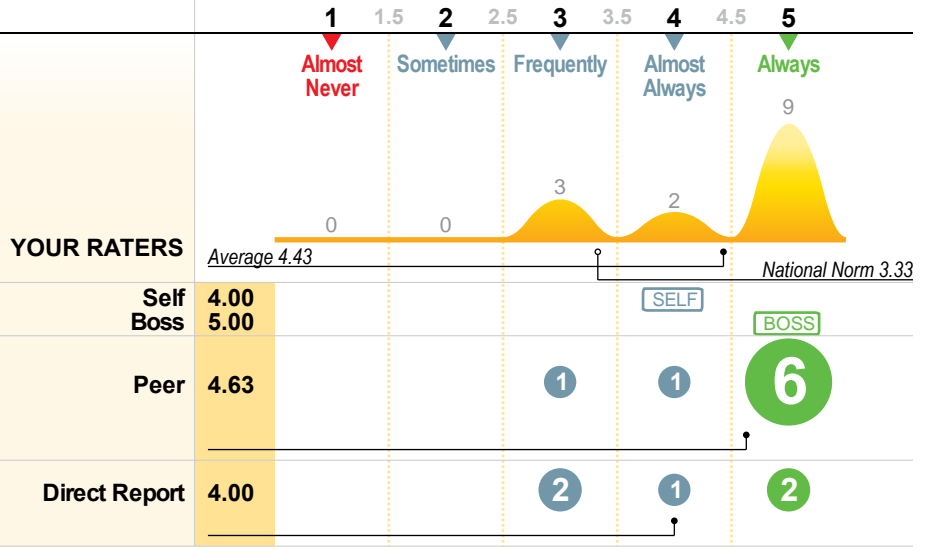
National norm for each behavior is shown in relation to overall score.



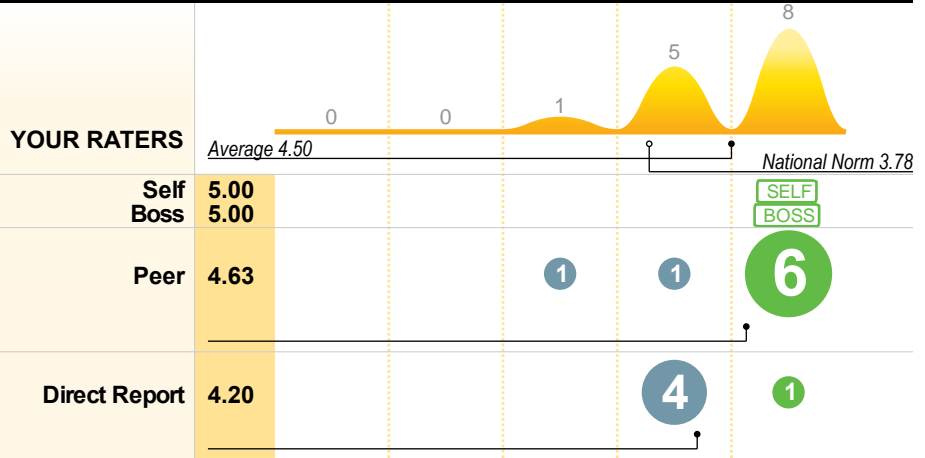
ITEM ANALYSIS:

Inclusiveness

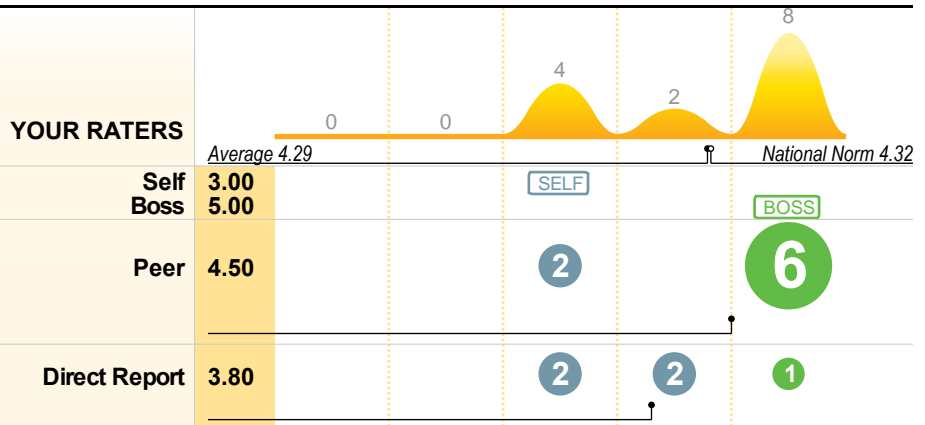
38 Treats people with different backgrounds as equals.



39 Encourages others to express diverse opinions.



40 Values diversity.

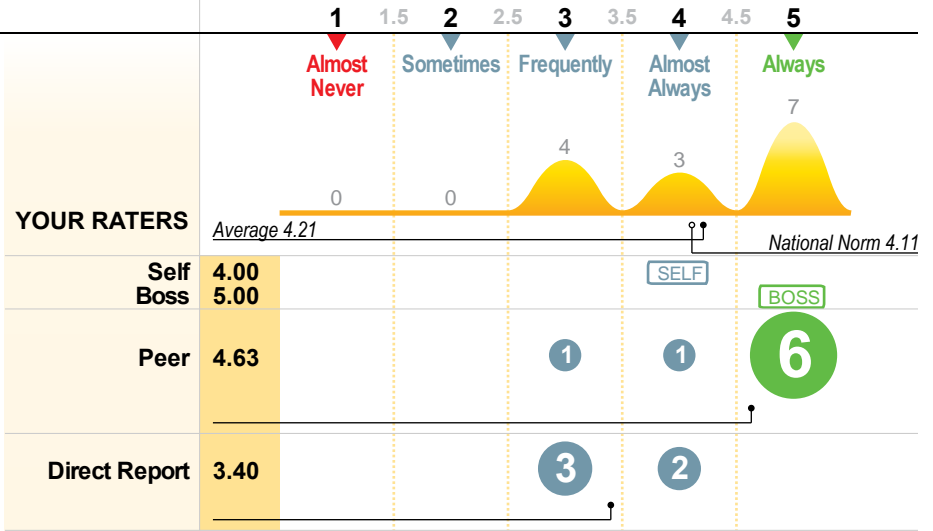




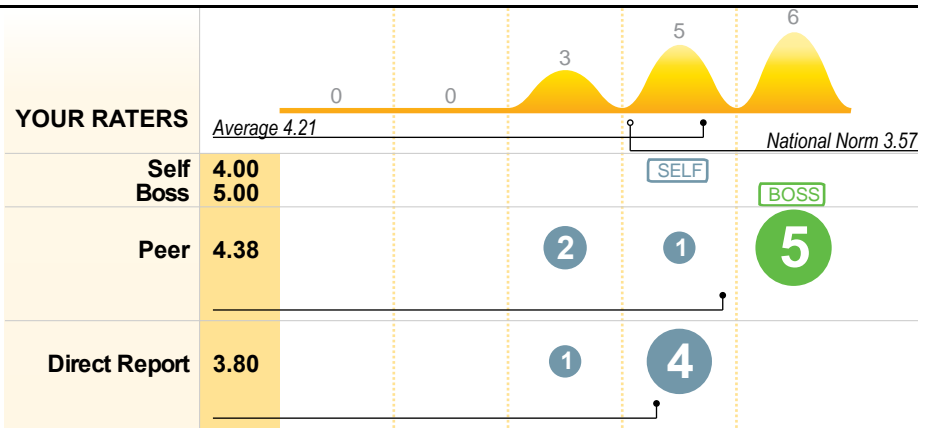
ITEM ANALYSIS:

Inclusiveness

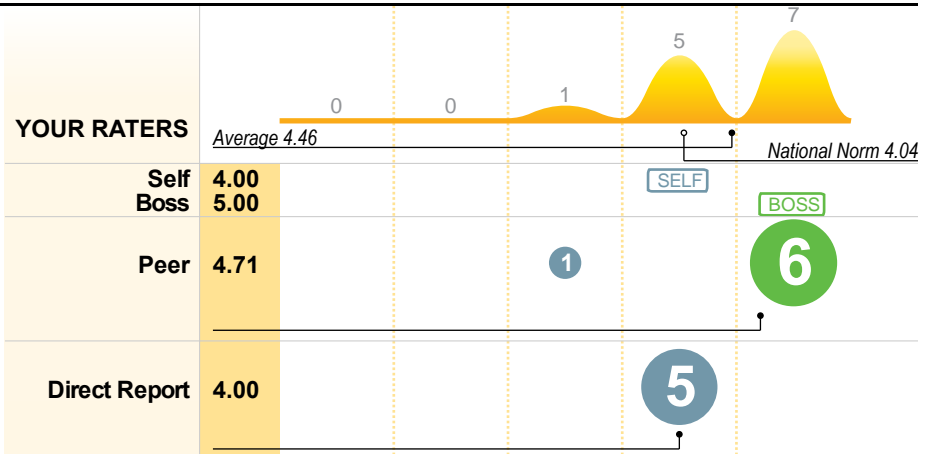
41

 Does not "play favorites."

42

 Confronts inappropriate behavior in others.

43

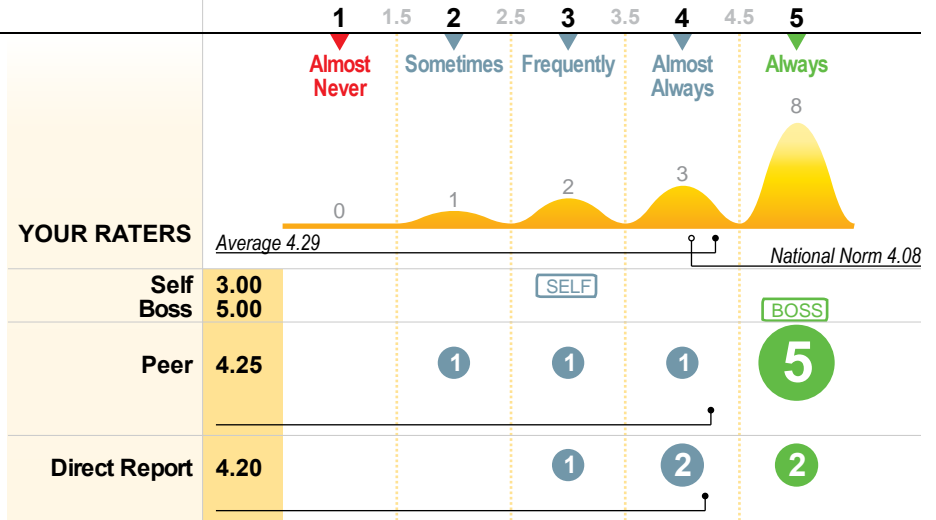
 Shows respect for others, regardless of position or background.



ITEM ANALYSIS:

Inclusiveness

44 Considers alternative ideas and opinions when making decisions.





Unexpected Strengths and Blind Spots

Unexpected Strengths

Areas for which others rated you an average of 4.25 or higher, AND you rated yourself at least 1 point lower than others rated you. Others see you performing these behaviors well, but you see yourself as having room to improve.

| Competency | | Self | Overall Score |
|----------------------|---|------|---------------|
| Communication Skills | 24. Shares information as needed by others. | 3.00 | 4.43 |
| Communication Skills | 21. Adjusts message according to the audience. | 2.00 | 4.43 |
| Business Focus | 1. Understands our company's industry. | 3.00 | 4.38 |
| Acts with Integrity | 28. Admits mistakes. | 3.00 | 4.36 |
| Acts with Integrity | 27. Says what he/she means. | 2.00 | 4.31 |
| Inclusiveness | 44. Considers alternative ideas and opinions when making decisions. | 3.00 | 4.29 |
| Inclusiveness | 40. Values diversity. | 3.00 | 4.29 |

Blind Spots

Areas for which others rated you an average of 3.75 or lower, AND you rated yourself at least 1 point higher than others rated you. You see yourself performing these behaviors better than others do.

| Competency | | Self | Overall Score |
|---------------------|---|------|---------------|
| Results Orientation | 14. Uses company resources effectively (including staff, time, budget). | 5.00 | 3.27 |
| Team Leadership | 36. Gets his/her team working toward shared goals. | 5.00 | 3.57 |
| Developing Talent | 50. Provides both positive and negative feedback in a constructive way. | 5.00 | 3.57 |

Blind Spots page highlights any significant gaps in self-awareness.



Focus on Strengths and Development Needs

Strengths

| Competency | Your 10 Highest Rated Behaviors | Self vs. Others | | | | Overall Comparison | |
|----------------------|---|-----------------|------|------|---------------|--------------------|---------------|
| | | Self | Boss | Peer | Direct Report | Overall Score | National Norm |
| Inclusiveness | 39. Encourages others to express diverse opinions. | 5.00 | 5.00 | 4.63 | 4.20 | 4.50 | 3.78 |
| Communication Skills | 22. Expresses ideas clearly and concisely. | 4.00 | 5.00 | 4.63 | 4.20 | 4.50 | 3.80 |
| Customer Focus | 10. Makes customers a top priority. | 4.00 | | | | | |
| Business Focus | 6. Faces the key challenges for the company's future. | 5.00 | | | | | |
| Business Focus | 5. Advocates our company's strategic vision. | 4.00 | | | | | |
| Business Focus | 3. Understands current market issues and market drivers. | 5.00 | | | | | |
| Inclusiveness | 43. Shows respect for others, regardless of position or background. | 4.00 | 5.00 | | | | |
| Communication Skills | 25. Asks clarifying questions to confirm understanding. | 4.00 | 5.00 | 4.86 | 3.80 | 4.46 | 3.24 |
| Inclusiveness | 38. Treats people with different backgrounds as equals. | 4.00 | 5.00 | 4.63 | 4.00 | 4.43 | 3.33 |
| Acts with Integrity | 30. Is honest and forthcoming. | 4.00 | 5.00 | 4.50 | 4.20 | 4.43 | 4.19 |

Compares scores to a national sample of leaders.

Development Needs

| Competency | Your 10 Lowest Rated Behaviors | Self vs. Others | | | | Overall Comparison | |
|---------------------|---|-----------------|------|------|---------------|--------------------|---------------|
| | | Self | Boss | Peer | Direct Report | Overall Score | National Norm |
| Results Orientation | 14. Uses company resources effectively (including staff, time, budget). | 5.00 | 4.00 | 4.00 | 2.00 | 3.27 | 3.10 |
| Results Orientation | 16. Delegates initiatives, projects, and tasks appropriately. | 4.00 | 3.00 | 3.75 | 3.20 | 3.50 | 3.00 |
| Developing Talent | 49. Mentors others within our company. | 3.00 | 2.00 | 4.13 | 2.80 | 3.50 | 3.62 |
| Results Orientation | 18. Sets challenging, yet appropriate, goals. | 4.00 | 3.00 | 3.88 | 3.20 | 3.57 | 4.70 |
| Team Leadership | 36. Gets his/her team working toward shared goals. | 5.00 | 4.00 | 3.88 | 3.00 | 3.57 | 3.23 |
| Developing Talent | 50. Provides both positive and negative feedback in a constructive way. | 5.00 | 5.00 | 4.25 | 2.20 | 3.57 | 4.61 |
| Results Orientation | 12. Proactively addresses issues before they become problems. | 3.00 | 5.00 | 4.13 | 2.60 | 3.64 | 4.50 |
| Results Orientation | 13. Conveys a sense of urgency when necessary. | 4.00 | 5.00 | 3.88 | 3.20 | 3.71 | 3.80 |
| Team Leadership | 33. Establishes clear expectations for his/her team. | 3.00 | 3.00 | 4.25 | 3.00 | 3.71 | 3.81 |
| Team Leadership | 37. Selects, develops, and retains high quality talent. | 4.00 | 4.00 | 4.00 | 3.20 | 3.71 | 2.94 |

Highlights lowest and highest scores to help set priorities.



The one area that this person needs to work on is...

Delegating (it is possible that Sample needs more staff). Sample often seems very stressed and it appears that she has more on her plate than she should.

Delegating more tasks to others and knowing when to say "no" to less important requests in order to avoid stress and work burn out.

I really can't think of any. Sample is just great to work with!

I sometimes push my people too hard.

Mentor, coach and develop staff. Communicate better.

More delegation. You hold onto tasks too much - let us try things that are new. Sometimes you use us for tasks when you are too busy but we never get the whole task, only a small part of it.

Needs to make decisions more quickly. I sometimes get the impression that Sample spends a lot of time trying to figure out which option is least likely to upset the boss.

Provide more feedback to his direct reports in performance and career growth. Assign more challenging tasks.

Sample holds very high standards for skills and behavior of the team. However, Sample is reluctant to confront or express standards to individuals doesn't feel folks are doing their best or their share of the team's work.

Sample is a people pleaser. Constantly trying to make sure no one's feelings are hurt. We need less of this babysitting approach, and more focus.

Sample needs to set higher expectations. I don't know what my goals are for the year until the year is almost over - and then they get adjusted to make sure I meet them. This seems nice, but really it is demotivating.

Should expect more from direct reports. Sample often talks about how direct reports aren't capable - if that's true, do something about it!

Understand financial implications better of some decisions, obtain more knowledge regarding the challenges associated with development and manufacturing of devices

You are the nicest boss I've ever had. Its just so pleasant to work with you. I always know you care about me.

Comment sequence is randomized to preserve anonymity.



This person's most effective behavior/skill at work is...

1. Is very good with figures 2. Very good memory

Communication skills are exceptional. Your presentations are always top notch. You are particularly good at given relevant examples, and analogies and making sure the audience is with you.

e-mails are always so clear, and concise (even if they do take too long to arrive sometimes).

Great at customer service and handling people when they are upset. I've never seen anyone so calm and friendly when talking to someone who is exactly the opposite!

He is very supportive with his staff, willing to listen and give advice, enthusiastic. He takes into account the company, the employee and other stakeholders when making a decision. He tries his best to be fair.

HIS COMMITMENT TO TEAM EFFORTS, COLLOBRATIVE NATURE & STRAIGHTFORWARDNESS.

I know the business and I know my people.

Interpersonal skills, in particular related to working with other teams. Sample can always calm a situation down. Developing each individual employee and building teams.

Sample is really is a true ACME CORP believer. I wouldn't be surprised if Sample talks up our company to strangers on a regular basis. Truly believes in the vision of what we are trying to do.

Sample respects my experience and knowledge of our industry and allows me to do my job without micromanaging. Sample does not behave like a tyrant and treats people in an evenhanded and respectful manner.

Very Confident and loyal personality. Gives strenght to his staff. His direct report and staff trust him fully. In short a good Captain for ACME CORP.

Will listen to your issues

You explain things very well. You provide great examples, and check to make sure everyone understands before moving on.

Comments are presented
verbatim, unless a screening
option is purchased.



SELF COMMENTS:

The one area that this person needs to work on is...

I sometimes push my people too hard.

This person's most effective behavior/skill at work is...

I know the business and I know my people.

Optional: Comments
can be listed
by rater group.





The one area that this person needs to work on is...

Bosses

Delegating more tasks to others and knowing when to say "no" to less important requests in order to avoid stress and work burn out.

Peers

Delegating (it is possible that Sample needs more staff). Sample often seems very stressed and it appears that she has more on her plate than she should.

I really can't think of any. Sample is just great to work with!

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Sample needs to set higher expectations. I don't know what my goals are for the year until the year is almost over - and then they get adjusted to make sure I meet them. This seems nice, but really it is demotivating.

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Bosses

Great at customer service and handling people when they are upset. I've never seen anyone so calm and friendly when talking to someone who is exactly the opposite!

Peers

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Communication skills are exceptional. Your presentations are always top notch. You are particularly good at given relevant examples, and analogies and making sure the audience is with you.

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He is very supportive with his staff, willing to listen and give advice, enthusiastic. He takes into account the company, the employee and other stakeholders when making a decision. He tries his best to be fair.

HIS COMMITMENT TO TEAM EFFORTS, COLLOBRATIVE NATURE & STRAIGHTFORWARDNESS.

Interpersonal skills, in particular related to working with other teams. Sample can always calm a situation down. Developing each individual employee and building teams.

Sample respects my experience and knowledge of our industry and allows me to do my job without micromanaging. Sample does not behave like a tyrant and treats people in an evenhanded and respectful manner.