

Feedback that fuels **success.**

Leadership Navigator® for Organizational Leaders

360° SAMPLE REPORT

Organizational Leader Frequency Sample Report Pages

(Reports available electronically
or printed & bound.)

Feedback Report For:

Sample Participant

Job Title:

Sample Job Title

Report Printed:

February 24, 2015

Boss Name:

Linda Hill

Surveys Received:

1 Self

1 Boss

8 Peers

5 Direct Reports



Table of Contents

List of Raters	3
Report Reading Tips	4
Competencies Measured by the Organizational Leader Survey	5
Notes	6
Graphical Display of Data	7
Overall Competency Ratings by Rater Group	8
Overall Competency Ratings	10
Item Analysis	11
Unexpected Strengths and Blind Spots	30
Focus on Strengths and Development Needs: 10 highest rated behaviors and 10 lowest rated behaviors	31
Comments	32

Optional custom norms can be added.

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.
Company Norm	In some reports a custom norm score is shown for survey questions and competencies to provide a comparison point for those competencies and behaviors. This custom norm score represents the average Overall Score specific to the leaders of that organization or department.
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 ratings 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. These are the people who were asked to provide 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.

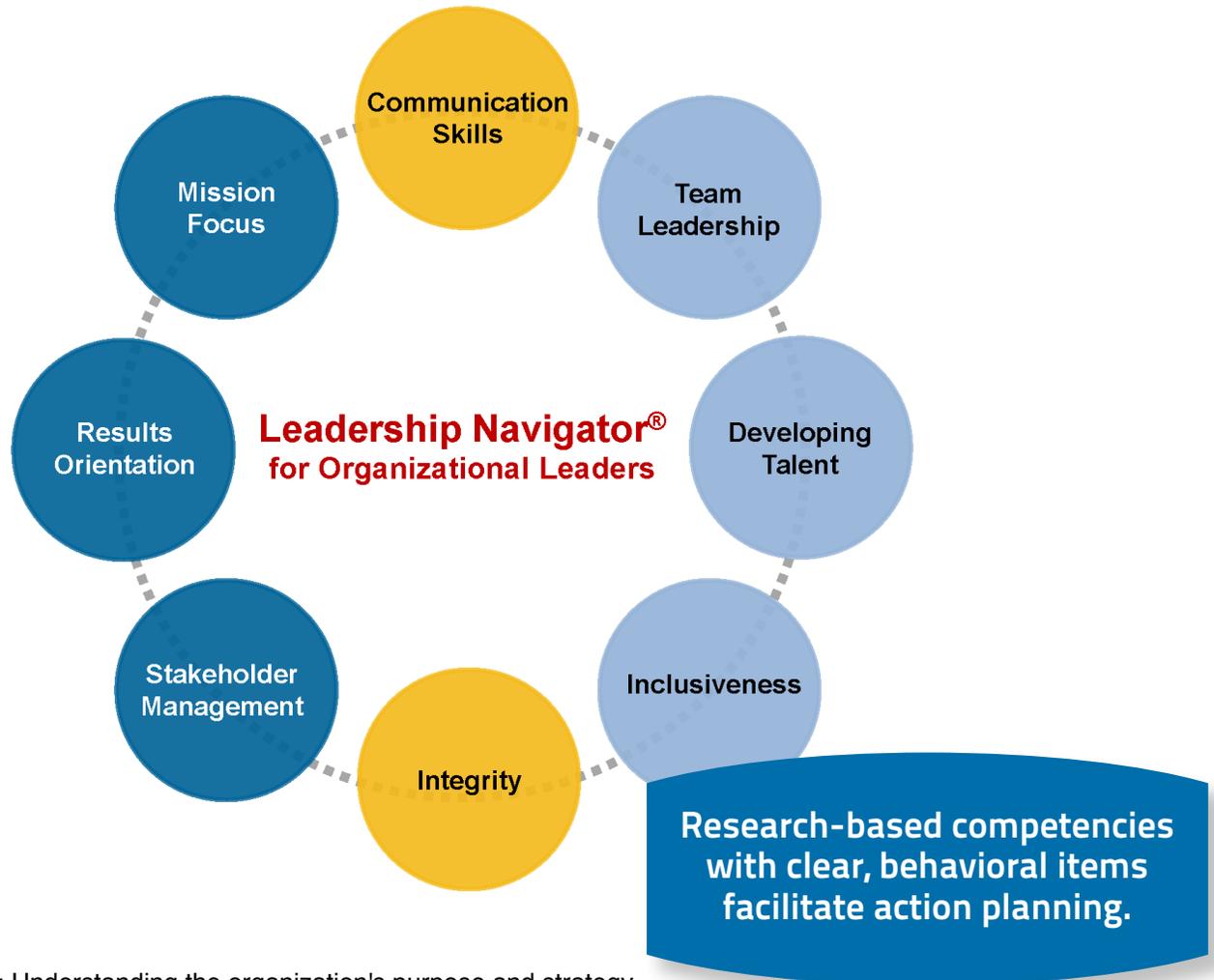
Keep in mind:

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



Mission Focus: Understanding the organization's purpose and strategy.

Stakeholder Management: Ensuring responsiveness and service to key internal and/or external stakeholders, partners, allies and other interested parties.

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

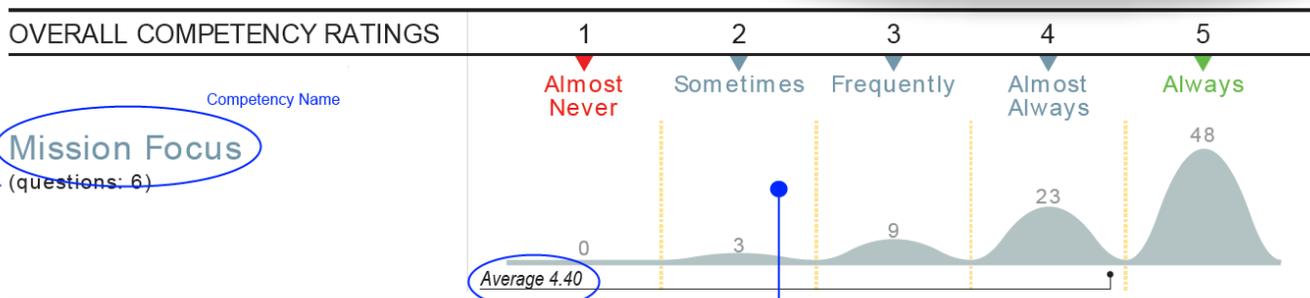
Optional: Your logo here throughout report.

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



The number of survey questions that belong to each competency is displayed here. Because some competencies will have more questions than others, use the Average Score when comparing your behavior across competencies.

The hills chart displays your overall ratings for each competency, broken out to show how many raters scored you in each category. Your self score is not included.

Item Level Results

ITEM ANALYSIS: Competency Name

Mission Focus

Survey Question

4 Faces the key challenges for the organization's future.

Ratings are broken out by rater group with group averages shown in the shaded column. Ratings of "NA/Don't know" are not shown.



The rating scale depicts extreme ratings color-coded as red and green.

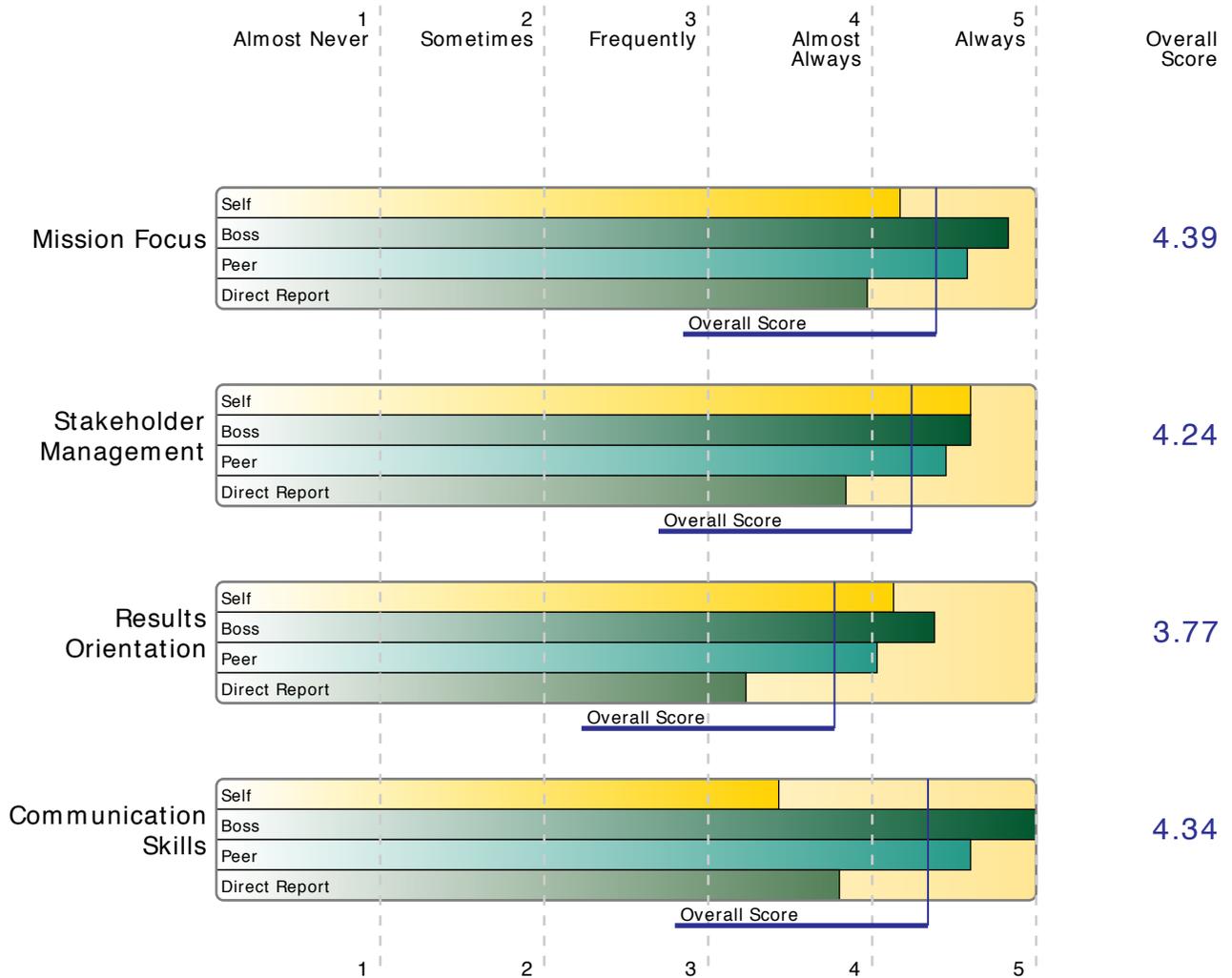
The hills chart displays your overall ratings (w/o self scores).

Group averages are displayed graphically.

Circles show how many individuals selected each response.



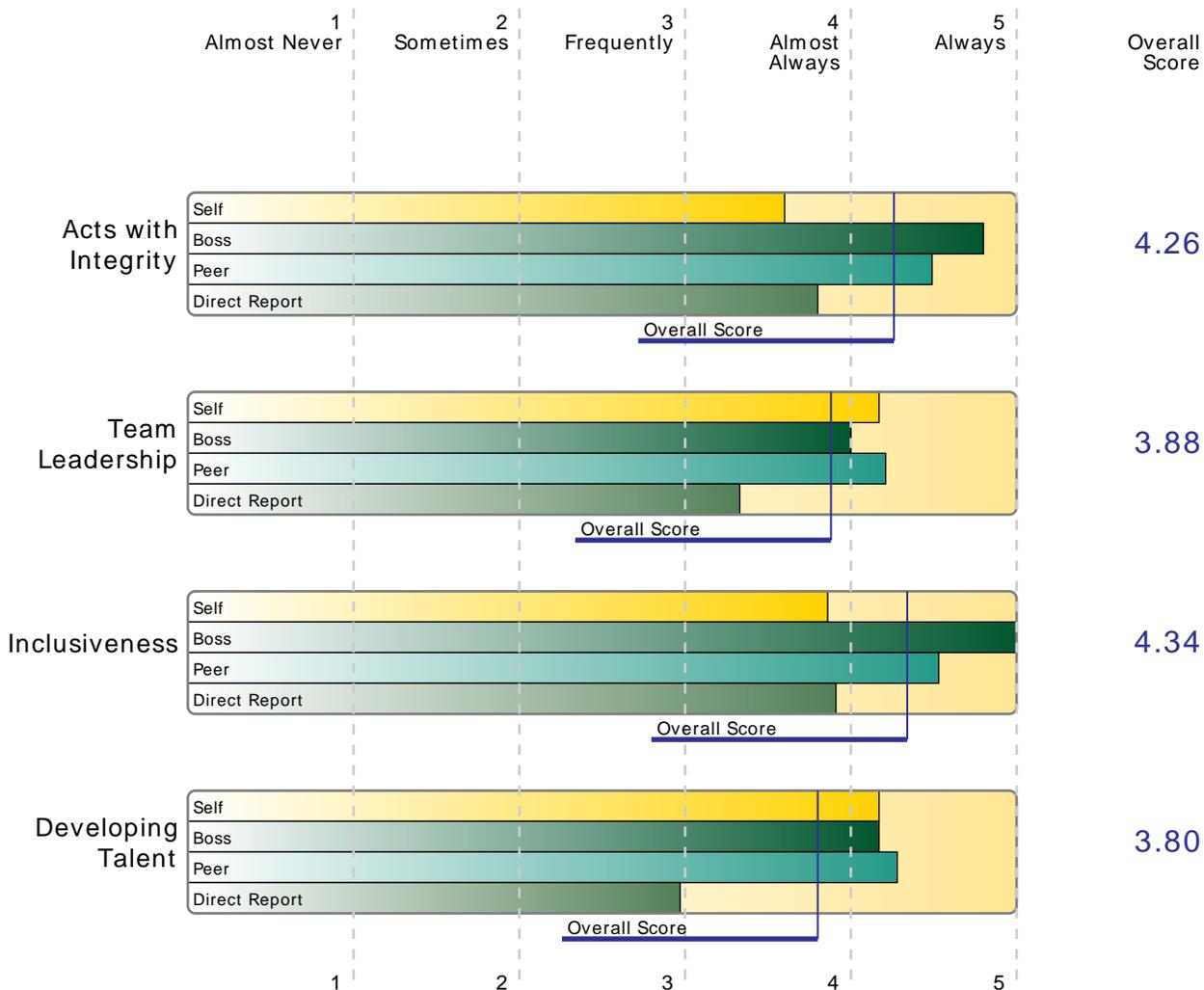
Overall Competency Ratings by Rater Group



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



Overall Competency Ratings by Rater Group



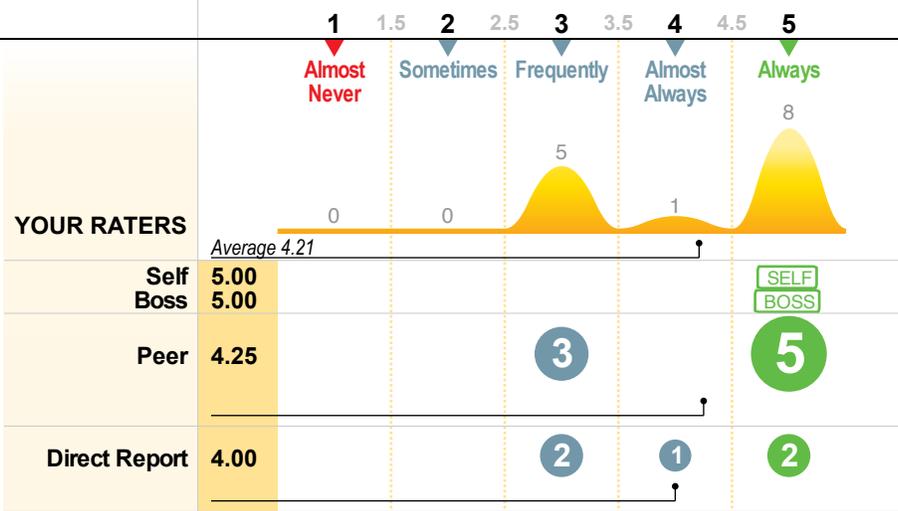


Overall competency ratings page provides a quick overview of all the feedback by response and helps identify patterns.

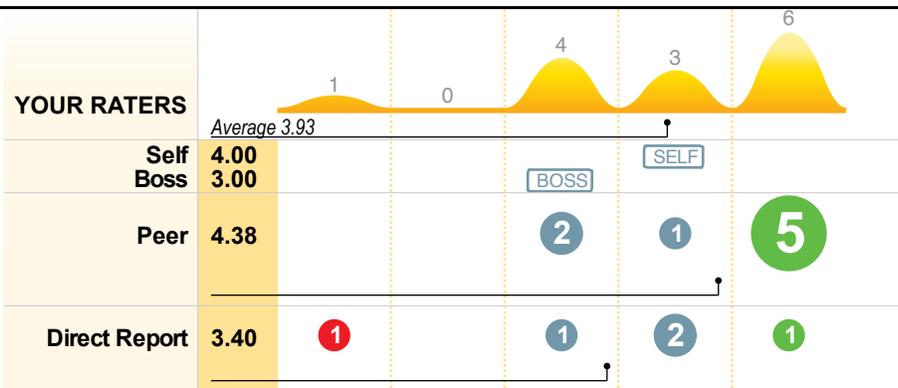
ITEM ANALYSIS:

Stakeholder Management

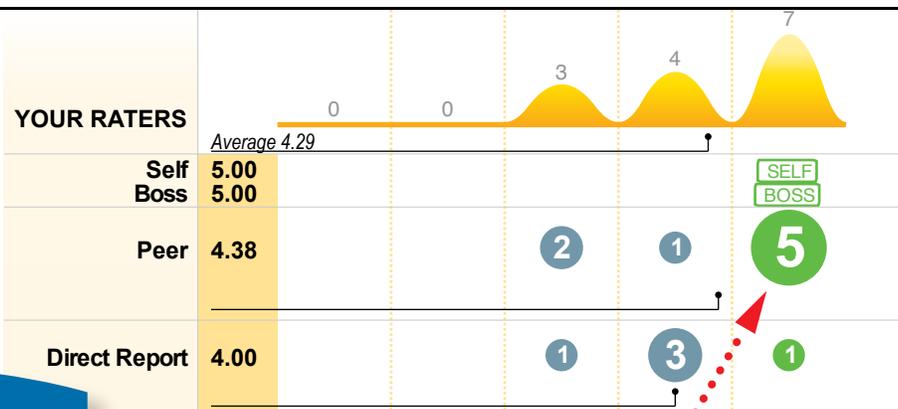
7 Understands the needs of the organization's most important stakeholders.



8 Manages stakeholder expectations effectively.



9 Solicits input from key stakeholders when making decisions.



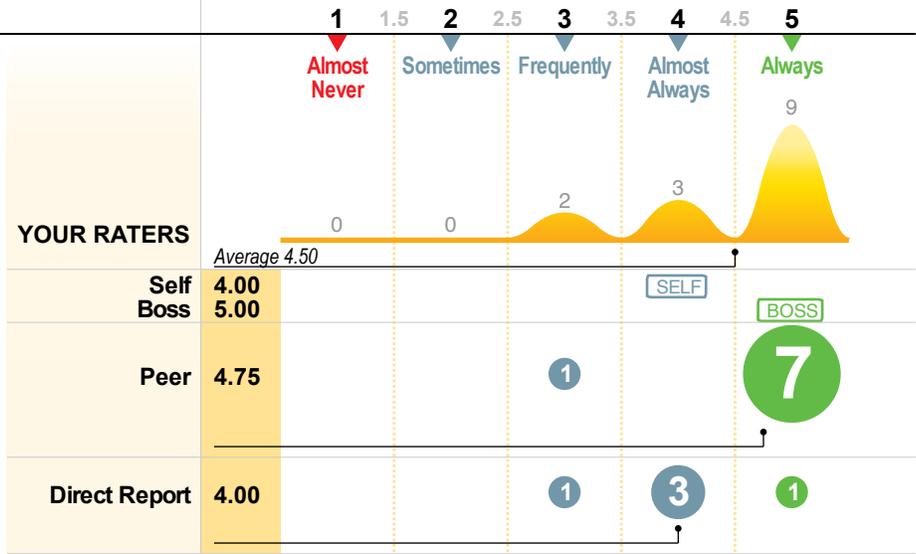
Feedback is displayed graphically to make important results stand out at a glance.

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

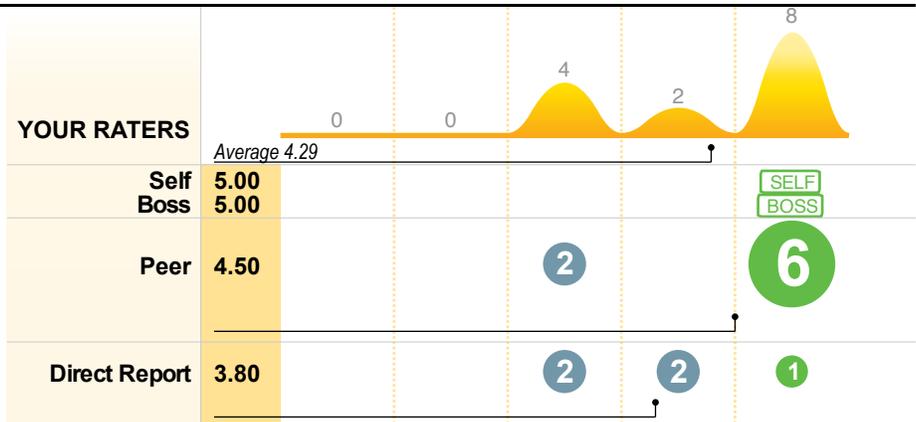
ITEM ANALYSIS:

Stakeholder Management

10 Effectively balances competing needs of multiple stakeholders.



11 Understands the impact of his/her decisions on the organization's most important stakeholders.



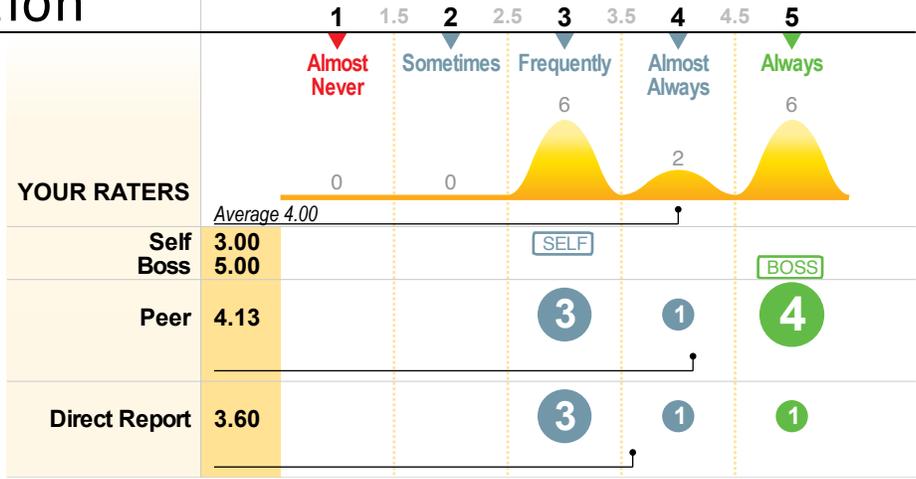
The feedback for each behavior is broken out by rater group and by response so that feedback recipients can have a detailed understanding of the ratings.

ITEM ANALYSIS:

Results Orientation

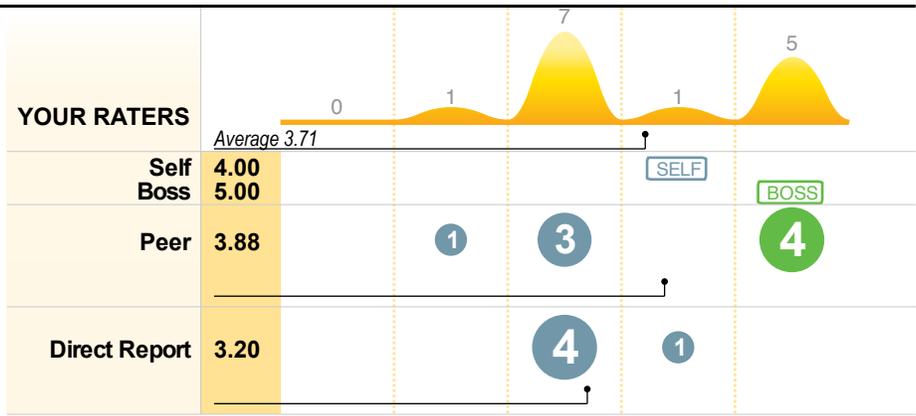
12

Uses organization resources effectively (including staff, time, budget).



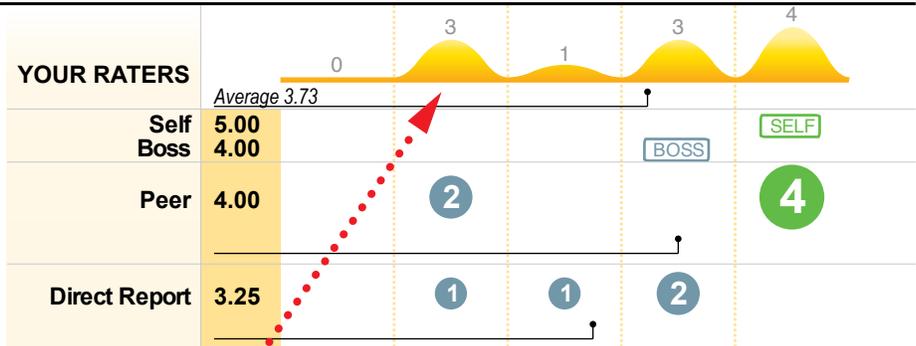
13

Delegates initiatives, projects, and tasks appropriately.



14

Effectively prioritizes initiatives, projects, and tasks.



Hills chart visually displays the distribution of feedback.



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. Asks clarifying questions to confirm understanding.	3.00	4.43
Communication Skills	21. Adjusts message according to the audience.	2.00	4.43
Mission Focus	1. Understands historical, economic and political factors that affect the organization.	3.00	4.38
Acts with Integrity	28. Follows through on commitments.	3.00	4.36
Acts with Integrity	27. Gives credit to others for their good work.	2.00	4.31
Inclusiveness	44. Encourages others to express diverse opinions.	3.00	4.29
Inclusiveness	40. Shows respect for others, regardless of position or background.	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
Team Leadership	36. Leads by example.	5.00	3.57
Developing Talent	50. Sets appropriate development goals with direct reports.	5.00	3.57
Results Orientation	14. Effectively prioritizes initiatives, projects, and tasks.	5.00	3.73

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 Score
		Self	Boss	Peer	Direct Report	
Inclusiveness	39. Confronts inappropriate behavior in others.	5.00	5.00	4.63	4.20	4.50
Communication Skills	22. Expresses ideas clearly and concisely.	4.00	5.00	4.63	4.20	4.50
Stakeholder Management	10. Effectively balances competing needs of multiple stakeholders.	4.00	5.00	4.75	4.00	4.50
Mission Focus	6. Manages budgets according to the organization's priorities.	5.00	5.00	4.63	4.20	4.50
Mission Focus	5. Demonstrates passion for the organization's mission.	4.00	5.00	4.63	4.20	4.50
Mission Focus	3. Promotes the organization's mission to others.	5.00	4.00	4.75	4.20	4.50
Inclusiveness	43. Treats people with different backgrounds as equals.	4.00	5.00	4.71	4.00	4.46
Communication Skills	25. Shares information with others as needed.	4.00	5.00	4.86	3.80	4.46
Inclusiveness	38. Values diversity.	4.00	5.00	4.63	4.00	4.43
Acts with Integrity	30. Says what he/she means.	4.00	5.00	4.50	4.20	4.43

Development Needs

Competency	Your 10 Lowest Rated Behaviors	Self vs. Others				Overall Score
		Self	Boss	Peer	Direct Report	
Results Orientation	16. Sets challenging, yet appropriate, goals.	4.00	3.00	3.75	3.20	3.50
Developing Talent	49. Understands strengths and weaknesses of his/her direct reports.	3.00	2.00	4.13	2.80	3.50
Results Orientation	18. Proactively addresses issues before they become problems.	4.00	3.00	3.88	3.20	3.57
Team Leadership	36. Leads by example.	5.00	4.00	3.88	3.00	3.57
Developing Talent	50. Sets appropriate development goals with direct reports.	5.00	5.00	4.25	2.20	3.57
Results Orientation	13. Delegates initiatives, projects, and tasks appropriately.	4.00	5.00	3.88	3.20	3.71
Team Leadership	33. Makes sure his/her team has adequate resources to succeed.	3.00	3.00	4.25	3.00	3.71
Team Leadership	37. Gets his/her team working toward shared goals.	4.00	4.00	4.00	3.20	3.71
Results Orientation	14. Effectively prioritizes initiatives, projects, and tasks.	5.00	4.00	4.00	3.25	3.73
Results Orientation	17. Stays abreast of progress on key projects, initiatives and goals.	4.00	5.00	4.25	3.00	3.86

Highlights lowest and highest scores to help set priorities.



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

Be more honest with constructive feedback. You are not willing to have hard conversations and tell us when we need to improve.

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.

expectation to direct report is too high. Sample often talks about how direct reports aren't capable - if that's true, do something about it!

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.

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

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

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

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.

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