Feedback that fuels success.

Leadership Navigator® for Corporate Leaders

360° SAMPLE REPORT

Feedback Report For:
Sample Participant

Report Printed:
January 26, 2021

Surveys Received: 100% overlap
1 Self
1 Boss (100% overlap)
8 Peers (100% overlap)
5 Direct Reports (100% overlap)

Prior Surveys Received:
1 Self
1 Boss
8 Peers
5 Direct Reports

LEADERSHIP NAVIGATOR®

3D GROUP
www.3DGroup.net

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Table of Contents

List of Respondents	3
Report Reading Tips	4
Leadership Model and Competency Definitions	5
Overall Competency Ratings (by Rater Group)	7
Average Ratings for Each Competency and Behavior	11
Unexpected Strengths and Blind Spots	19
Strengths and Development Needs—2021 Feedback	20
Written Feedback—2021 Feedback	21

Definitions

Overall Score	Whenever the report refers to an Overall Score, this score has been calculated by averaging all responses to a particular survey item (or all the items in the competency). 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.
Trend Overall Score	If your report shows trends for competency and behavior scores, this number is the difference between the current score and the previous score for that competency or behavior. A minus (-) indicates that the score went down since the prior survey, and a plus (+) indicates that the score went up. For example, +0.05 would mean that your current score is half a point higher than your prior score.
Italics	Some scores in the Average Ratings for Each Competency pages of the report may appear in italics. Italic scores indicate that one or more raters in that group rated the behavior as occurring less than "Frequently."
3 Rater Minimum	In order to protect the anonymity of the raters, ratings are not reported for a group if fewer than 3 raters responded from that group, except for Self ratings and Boss ratings. If fewer than 3 raters in a particular rating group provided feedback, "No Data" will appear. Any ratings for such a group are still included in the Overall Score.
No Data	The phrase "No Data" may appear in the report if fewer than 3 raters responded from a particular rater group, if no raters responded, or if all raters selected "Not Applicable/Don't Know."

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

List of Raters

The following people were invited to provide you with feedback. It is possible that not all of the people listed below responded to the survey. When comparing ratings from the two different survey administrations, it is important to consider the percent overlap in respondents. Respondent overlap indicates the percent of people who provided ratings on both surveys from the same rater group (peer, direct report, boss, etc.). The greater the respondent overlap, the more likely it is that changes in scores reflect actual change in behavior. When respondent overlap is less than 75%, the differences in responses probably reflect rater differences and may not reflect true changes in the leader's behavior. If respondent overlap is less than 75%, leaders should focus on results from each survey administration separately, rather than trying to draw conclusions about changes over time.

	Current **82% overall respondent overlap**		**Prior** **82% overall respondent overlap**
Self	Sample Participant	**Self**	Sample Participant
Boss	**100% respondent overlap** Linda Hill	**Boss**	Linda Hill
Peers	**88% respondent overlap** Bernard Bass Marshall Goldsmith Richard Hackman Christina Harbridge Rosabeth Kanter Jerry Porras Edgar Schein Margaret Wheatley Margaret Wheatley	**Peers**	Bernard Bass Marshall Goldsmith Richard Hackman Christina Harbridge Rosabeth Kanter Jerry Porras Edgar Schein Margaret Wheatley
Direct Reports	**71% respondent overlap** Chris Argyris Warren Bennis Warren Bennis James Collins Rosabeth Kanter Donald Schon Peter Senge	**Direct Reports**	Chris Argyris Warren Bennis James Collins Donald Schon Peter Senge

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

List of Respondents

The following people provided you with feedback in both the current and prior feedback cycles.

	Current 100% overall respondent overlap	Prior 100% overall respondent overlap
Self	Sample Participant	Sample Participant
Boss	**100% respondent overlap** Linda Hill	Linda Hill
Peers	**100% respondent overlap** Bernard Bass Marshall Goldsmith Richard Hackman Christina Harbridge Rosabeth Kanter Jerry Porras Edgar Schein Margaret Wheatley	Bernard Bass Marshall Goldsmith Richard Hackman Christina Harbridge Rosabeth Kanter Jerry Porras Edgar Schein Margaret Wheatley
Direct Reports	**100% respondent overlap** Chris Argyris Warren Bennis James Collins Donald Schon Peter Senge	Chris Argyris Warren Bennis James Collins Donald Schon Peter Senge

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Report Reading Tips

The 360 Feedback process is designed to help you gain awareness of your strengths and areas you could improve. This trending report also helps you consider changes in your behavior by comparing prior results to a more recent survey administration. Just like your first feedback report, results from your recent survey will:

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

Comparing scores over time may or may not be meaningful. When comparisons are valid, they will help you:

- Reflect on whether you changed certain behaviors since your first report.
- Understand changes in relationships with particular rater groups and individual raters.

Comparing Scores Across Time:

Step 1: Confirm the validity of comparisons across time

- Comparisons between 1-person groups, such as self or manager, are always useful.
- When respondent overlap is less than 75%, the differences in responses over time may reflect rater differences and probably will not accurately reflect true changes in your behavior.

Step 2: For valid comparisons, interpret changes

- Overall Score: Scores that change by .30 or more reflect meaningful changes in behavior.
- Rater Group Scores: Look for differences within each rater group separately (e.g. peers at time 1 vs. peers at time 2) to detect shifts that may not show up on the Overall Score.

Step 3: Consider other factors that may affect score changes

- Contextual conditions during 360 Feedback survey administration may affect scores. Consider how recent events, such as a big presentation, a conflict, or a challenging assignment, may affect scores.
- Practice effects occur when exposure to the survey behaviors in the first survey focus a rater's attention on these behaviors before the second survey, which increases the likelihood of critical ratings.
- Changes in your role can influence ratings because raters' expectations change for specific behaviors. For example, in a higher level job, presentation skills may need to be more polished than in the prior role and so scores could go down after a promotion, even if the leader's presentation skills are the same.

Open-ended responses:

When reading the comments section, remember:

- Comments represent the opinion of only one person; don't assume all raters agree with each comment.
- Don't dwell on any one comment–especially odd or distracting comments can be a waste of time.
- Look for themes or patterns among several comments that repeat the same idea.
- The best comments give specific recommendations for change. Don't assume you need to do everything the raters suggest. Use your own judgment about how to respond (or not) to comments.

Don't overreact:

If you are like most people, you will find some surprises in your feedback or trending report score changes. Keep in mind that the benefits of gaining self-awareness outweigh any temporary discomfort associated with learning new information about yourself. Don't react too quickly to the report–think it over for a few days before formulating a plan.

Getting additional help:

Need a coach? Contact 3D Group via www.3DGroup.net or 510-463-0333.

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

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.

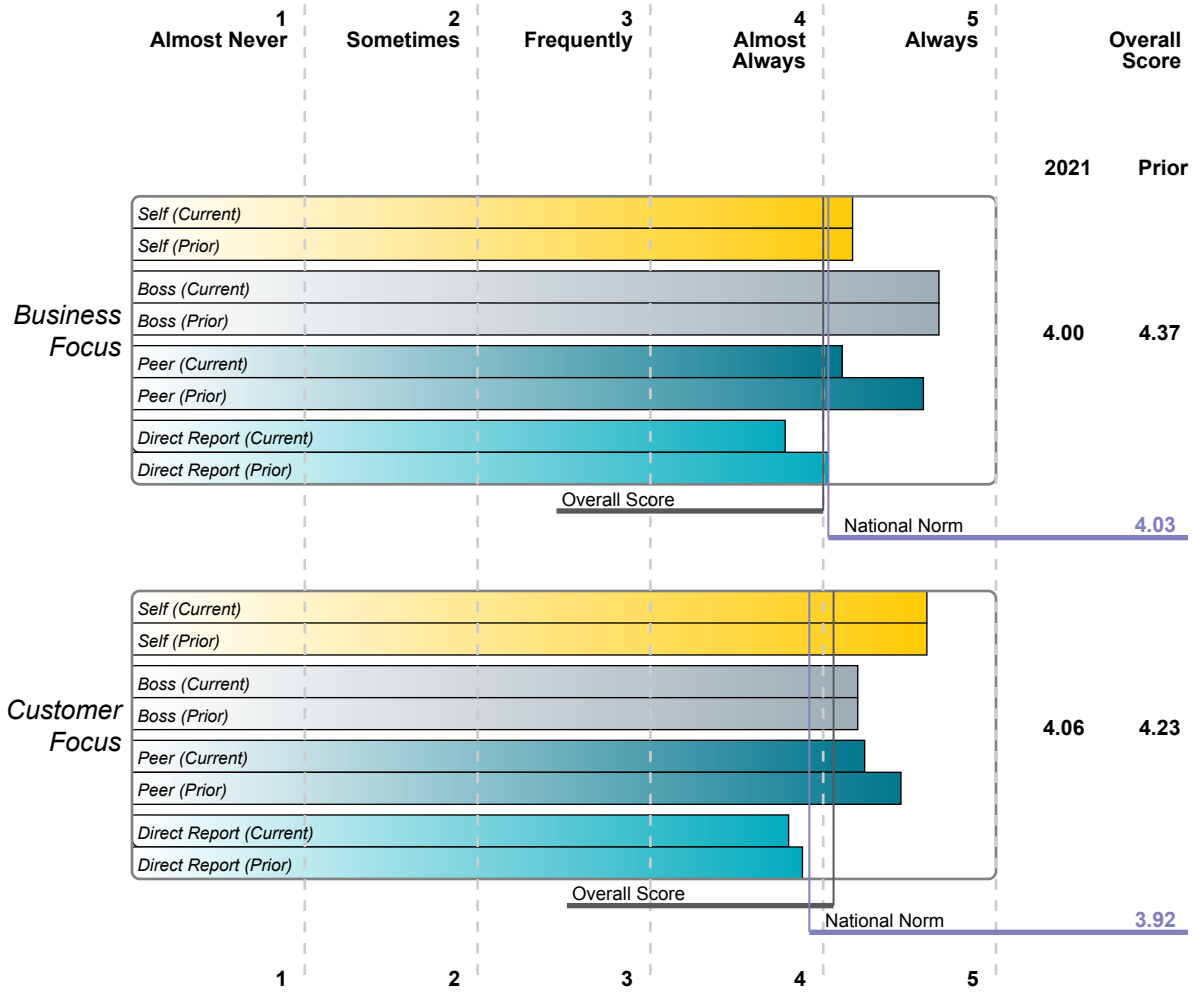
Developing Talent: Coaching, mentoring, providing feedback, and developing direct reports and colleagues.

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Notes

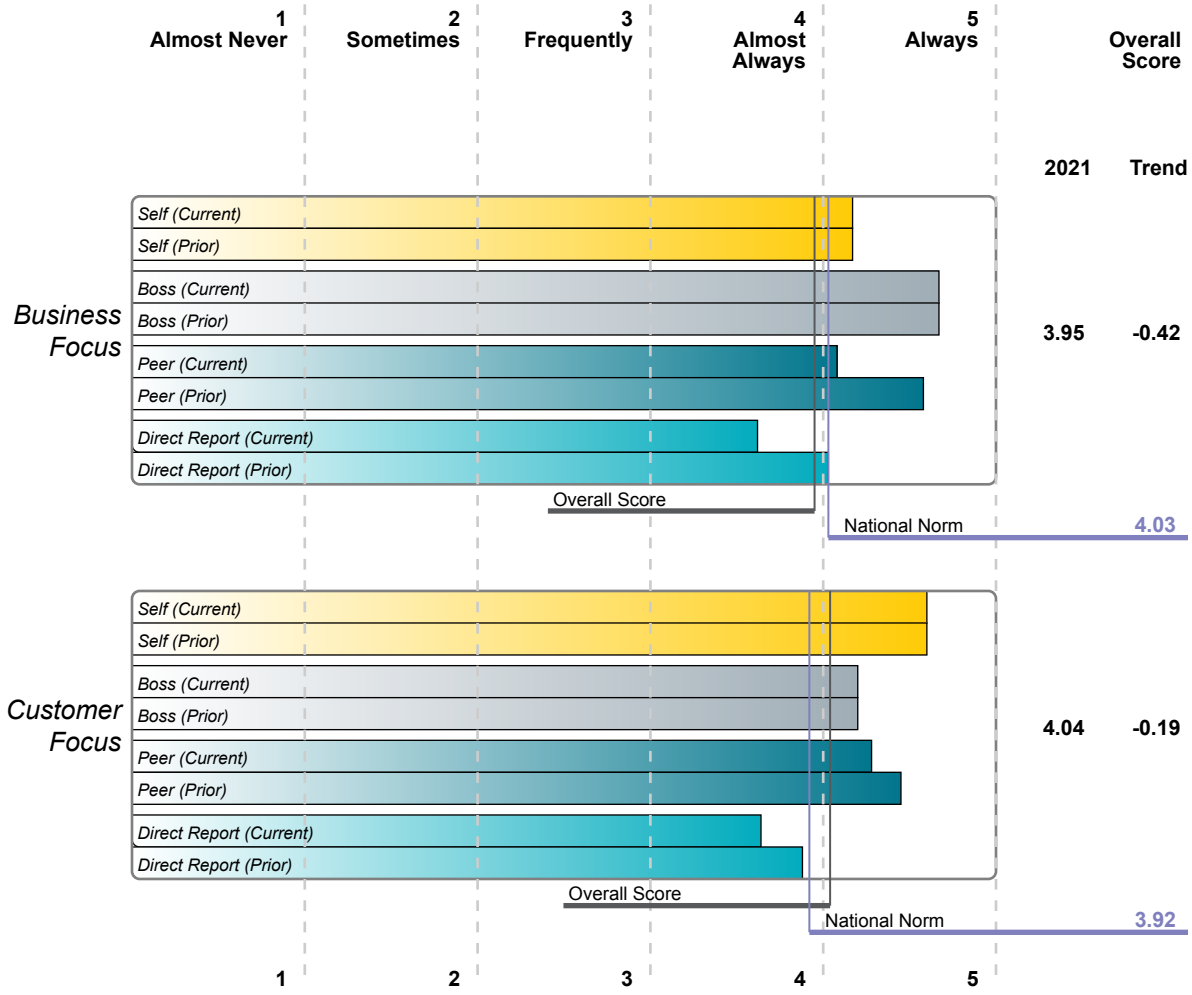
©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Overall Competency Ratings



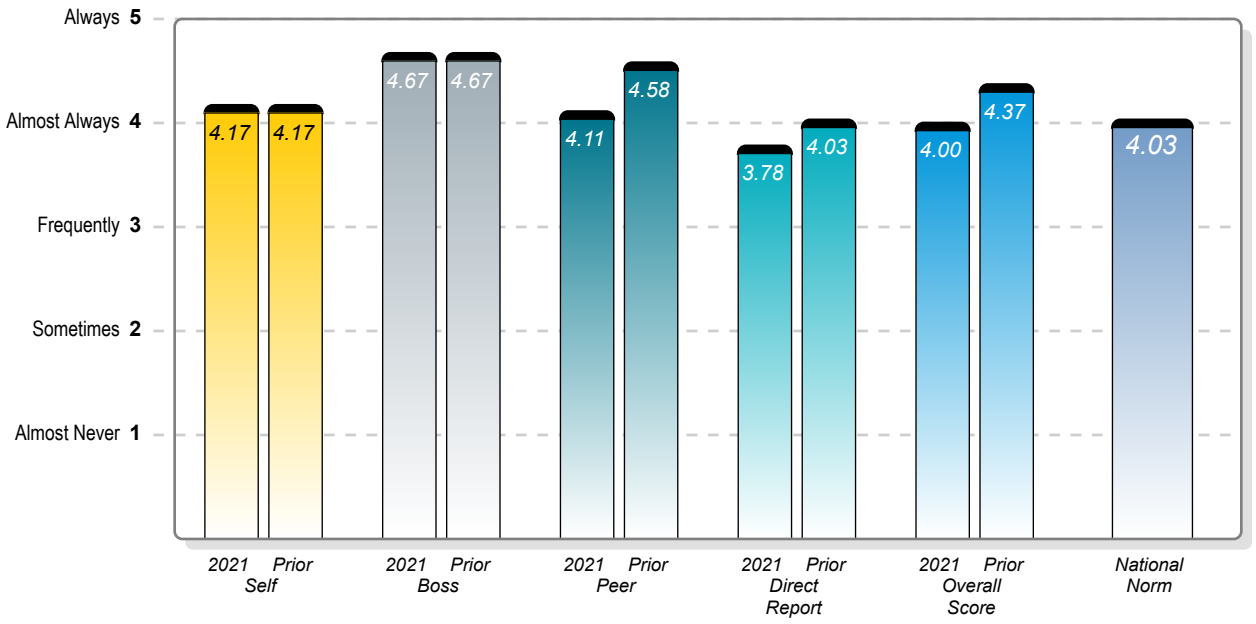
©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Overall Competency Ratings



©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Average Ratings for Business Focus

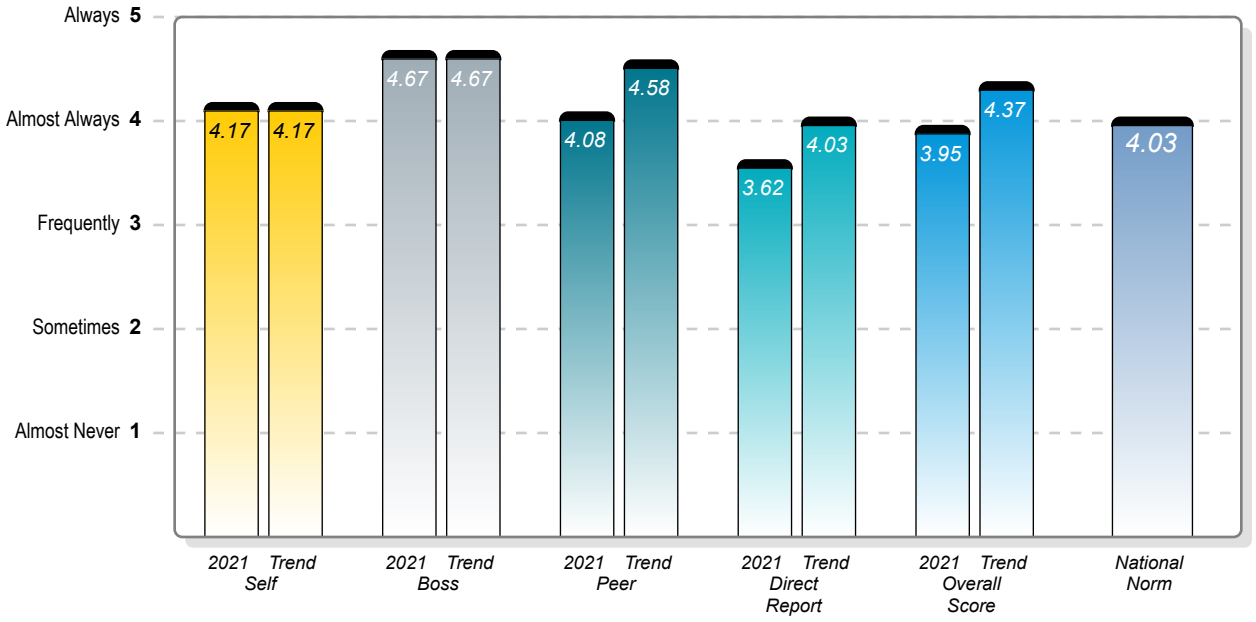


Individual Behavior Ratings for Business Focus

	Self		Boss		Peer		Direct Report		Overall Score	
	2021	Prior	2021	Prior	2021	Prior	2021	Prior	2021	Prior
1. Understands our company's industry.	3.00	3.00	5.00	5.00	*3.78*	4.50	*3.50*	4.00	*3.75*	4.38
2. Exercises fiscal responsibility and manages budgets appropriately.	4.00	4.00	4.00	4.00	4.56	4.75	*3.14*	*3.60*	*3.94*	*4.29*
3. Understands current market issues and market drivers.	5.00	5.00	4.00	4.00	4.33	4.75	4.43	4.60	4.35	4.64
4. Makes decisions based on company goals/ strategy.	4.00	4.00	5.00	5.00	*3.56*	*4.25*	*3.71*	*3.60*	*3.71*	*4.07*
5. Advocates our company's strategic vision.	4.00	4.00	5.00	5.00	No Data	No Data	*3.17*	4.20	*3.43*	4.33
6. Faces the key challenges for the company's future.	5.00	5.00	5.00	5.00	4.33	4.63	4.57	4.20	4.47	4.50

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Average Ratings for Business Focus



Individual Behavior Ratings for Business Focus

	Self		Boss		Peer		Direct Report		Overall Score	
	2021	Trend	2021	Trend	2021	Trend	2021	Trend	2021	Trend
1. Understands our company's industry.	3.00	+0.00	5.00	+0.00	*3.63*	-0.87	*3.00*	-1.00	*3.54*	-0.84
2. Exercises fiscal responsibility and manages budgets appropriately.	4.00	+0.00	4.00	+0.00	4.75	+0.00	*3.20*	-0.40	*4.14*	-0.15
3. Understands current market issues and market drivers.	5.00	+0.00	4.00	+0.00	4.25	-0.50	4.20	-0.40	4.21	-0.43
4. Makes decisions based on company goals/ strategy.	4.00	+0.00	5.00	+0.00	*3.50*	-0.75	*3.40*	-0.20	*3.57*	-0.50
5. Advocates our company's strategic vision.	4.00	+0.00	5.00	+0.00	No Data	No Data	*3.40*	-0.80	*3.67*	-0.66
6. Faces the key challenges for the company's future.	5.00	+0.00	5.00	+0.00	4.25	-0.38	4.40	+0.20	4.36	-0.14

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Unexpected Strengths and Blind Spots

Unexpected Strengths

Competency		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.	Self	2021 Overall Score
No items were found to match these criteria.				

Blind Spots

Competency		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.	Self	2021 Overall Score
Developing Talent	50.	Provides both positive and negative feedback in a constructive way.	5.00	3.24
Results Orientation	14.	Uses company resources effectively (including staff, time, budget).	5.00	3.36
Team Leadership	32.	Makes sure his/her team has adequate resources to succeed.	5.00	3.41
Team Leadership	36.	Gets his/her team working toward shared goals.	5.00	3.59
Customer Focus	11.	Understands the impact of his/her decisions on our customers.	5.00	3.71

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

Strengths and Development Needs—2021 Feedback

Strengths

Competency	10 Highest Rated Behaviors	Self vs. Others: Self	Boss	Peer	Direct Report	Overall Comparison: Overall Score	National Norm
Business Focus	6. Faces the key challenges for the company's future.	5.00	5.00	4.33	4.57	4.47	4.36
Customer Focus	10. Makes customers a top priority.	4.00	4.00	4.56	4.14	4.35	4.21
Business Focus	3. Understands current market issues and market drivers.	5.00	4.00	4.33	4.43	4.35	3.72
Communication Skills	25. Asks clarifying questions to confirm understanding.	4.00	4.00	*4.38*	*4.29*	4.31	3.24
Communication Skills	23. Speaks with confidence and credibility.	3.00	5.00	4.63	*3.57*	4.19	4.60
Results Orientation	19. Stays abreast of progress on key projects, initiatives and goals.	5.00	5.00	*4.00*	4.29	4.18	4.23
Inclusiveness	43. Shows respect for others, regardless of position or background.	4.00	4.00	4.75	*3.43*	4.13	4.04
Team Leadership	35. Leads by example.	4.00	5.00	4.50	*3.57*	4.13	4.46
Inclusiveness	39. Encourages others to express diverse opinions.	5.00	5.00	4.00	4.14	4.12	3.78
Customer Focus	8. Manages customer expectations.	4.00	5.00	4.33	*3.71*	4.12	4.11

Development Needs

Competency	10 Lowest Rated Behaviors	Self vs. Others: Self	Boss	Peer	Direct Report	Overall Comparison: Overall Score	National Norm
Developing Talent	50. Provides both positive and negative feedback in a constructive way.	5.00	3.00	3.89	*2.43*	3.24	4.61
Results Orientation	14. Uses company resources effectively (including staff, time, budget).	5.00	5.00	*3.57*	*2.83*	3.36	3.10
Team Leadership	32. Makes sure his/her team has adequate resources to succeed.	5.00	*1.00*	*3.78*	*3.29*	3.41	3.59
Business Focus	5. Advocates our company's strategic vision.	4.00	5.00	No Data	*3.17*	3.43	4.10
Inclusiveness	41. Does not "play favorites."	4.00	4.00	*3.56*	*3.29*	3.47	4.11
Results Orientation	18. Sets challenging, yet appropriate, goals.	4.00	3.00	*3.33*	*3.86*	3.53	4.70
Communication Skills	20. Listens to others attentively.	4.00	5.00	*3.89*	*2.86*	3.53	3.65
Team Leadership	33. Establishes clear expectations for his/her team.	3.00	5.00	*3.78*	*3.00*	3.53	3.81
Team Leadership	36. Gets his/her team working toward shared goals.	5.00	5.00	*3.78*	*3.14*	3.59	3.23
Developing Talent	49. Mentors others within our company.	3.00	5.00	*4.00*	*2.86*	3.59	3.62

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

The one area that this person needs to improve is...

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

Expectations of direct reports are 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 your 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 who aren't 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

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

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

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 giving relevant examples, and analogies and making sure the audience is with you.

Emails 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!

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

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 strength to his staff. His direct reports 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.

Your commitment to team efforts, collaborative nature, & straightforwardness.

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

SELF COMMENTS:

The one area that this person needs to improve 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.

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

The one area that this person needs to improve 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 Sample has more on their plate than they should.

Expectations of direct reports are 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!

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 your 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 who aren't 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.

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

Direct Reports

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.

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.

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

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.

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

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

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 giving relevant examples, and analogies and making sure the audience is with you.

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

Sample is really 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.

Very confident and loyal personality. Gives strength to his staff. His direct reports 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.

Direct Reports

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

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.

Your commitment to team efforts, collaborative nature, & straightforwardness.

©2001-2018 Data Driven Decisions, Inc. This report was created using 3D Group's proprietary 360° Feedback reporting tool.