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# **360-Degree Feedback**

# **Leadership Intelligence® Report**

Individual Report for Business Leaders

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**John Sample**

January 15, 2011



# Individual Report for Business Leaders

Administered To: John Sample

Date: January 15, 2011

## Introduction

Your Leadership Intelligence® Report collects feedback about your behavior and performance from your supervisors, peers, direct reports, and other internal or external stakeholders. This feedback is a starting point for action planning and is especially useful for development, evaluating performance, and setting personal goals.

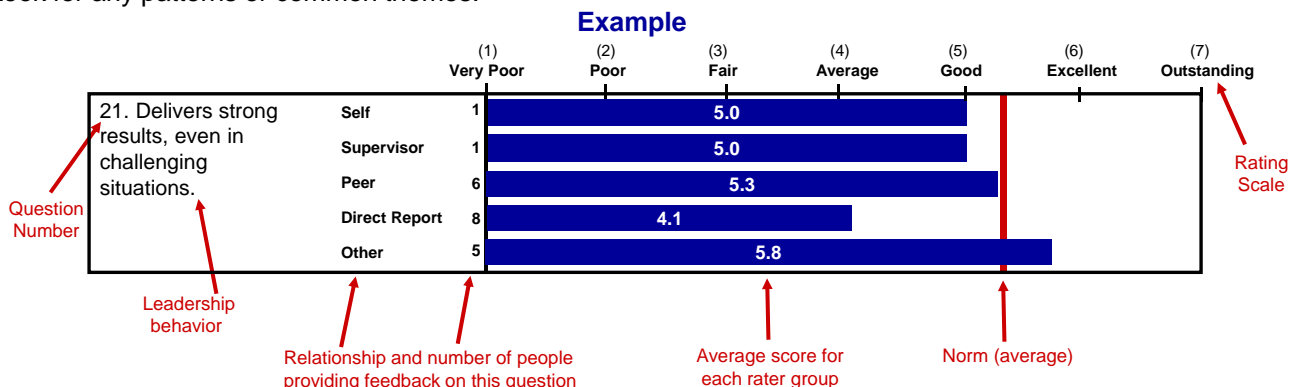
## Interpreting your Leadership Intelligence® Report

Look at the **Demographic Summary** section of the Leadership Intelligence® Report in order to understand how many people participated from each rater group.

Review the **Leadership Intelligence® Competency Summary** section, paying attention to how the overall results compare to the norm (average), as well as which scores are potential strengths and which are areas for improvement.

Identify the behaviors that received the highest and lowest scores in the **Leadership Intelligence® Focus Areas** section. Notice which behaviors show the greatest gaps, both positive and negative, when compared to the norm.

Review the **Behaviors** section for Gaps. Gaps are areas where self responses (the scores you gave yourself) differ significantly from others' responses. Also compare responses that differ between the other groups of raters. Look for any patterns or common themes.



Look at the **Derailers** section (Note: some organizations may not include this section). The derailers listed in this section are those found to be most common (and destructive) for leaders today. A derailer is not just a weakness, it is a behavior that gets in the way of your progress and requires improvement if you are to reach your full potential. Keep in mind that, contrary to the Behaviors section, it is better to have a *lower* score in the Derailers section.

Review the entire report again and identify **strengths** and **areas for improvement**. Determine how your strengths have contributed, or might contribute, to your success and how they can be leveraged. Compare the numeric results with the qualitative feedback included in the **Written Comments** section. Identify where comments support (and where they contradict) the quantitative data.

In order to maximize the findings of your Leadership Intelligence® Report and turn your feedback into results, your next step is to create a **Leadership Intelligence® Action Plan** for development. If an action planner is not located at the end of your report, you can request this from your 360 coach or contact [admin@decision-wise.com](mailto:admin@decision-wise.com).



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## Demographic Summary

*The Demographic Summary lists, by rater group, the number and percentage of raters that were invited and participated in providing you with feedback.*

### Feedback was received from:

	Anticipated	Actual	Percentage
<b>Self</b>	1	1	100%
<b>Supervisor</b>	1	1	100%
<b>Peer</b>	4	4	100%
<b>Direct Report</b>	4	4	100%
<b>Other</b>	8	7	88%
<b>TOTALS</b>	18	17	94%

### Feedback was requested from:

#### Self

John Sample

#### Supervisor

David Smith

#### Peer

Jessica Brown  
Joseph Wells  
Mark Davis  
Debbie Johnson

#### Direct Report

Terry Collins  
Ashley White  
Ken Thomas  
Sally Jones

#### Other

Craig Thomas  
Jeremy White  
Daniel Wheeler  
Stephanie Taylor  
Josh Wall  
George Redd  
Devon Graham  
Frank Adamson

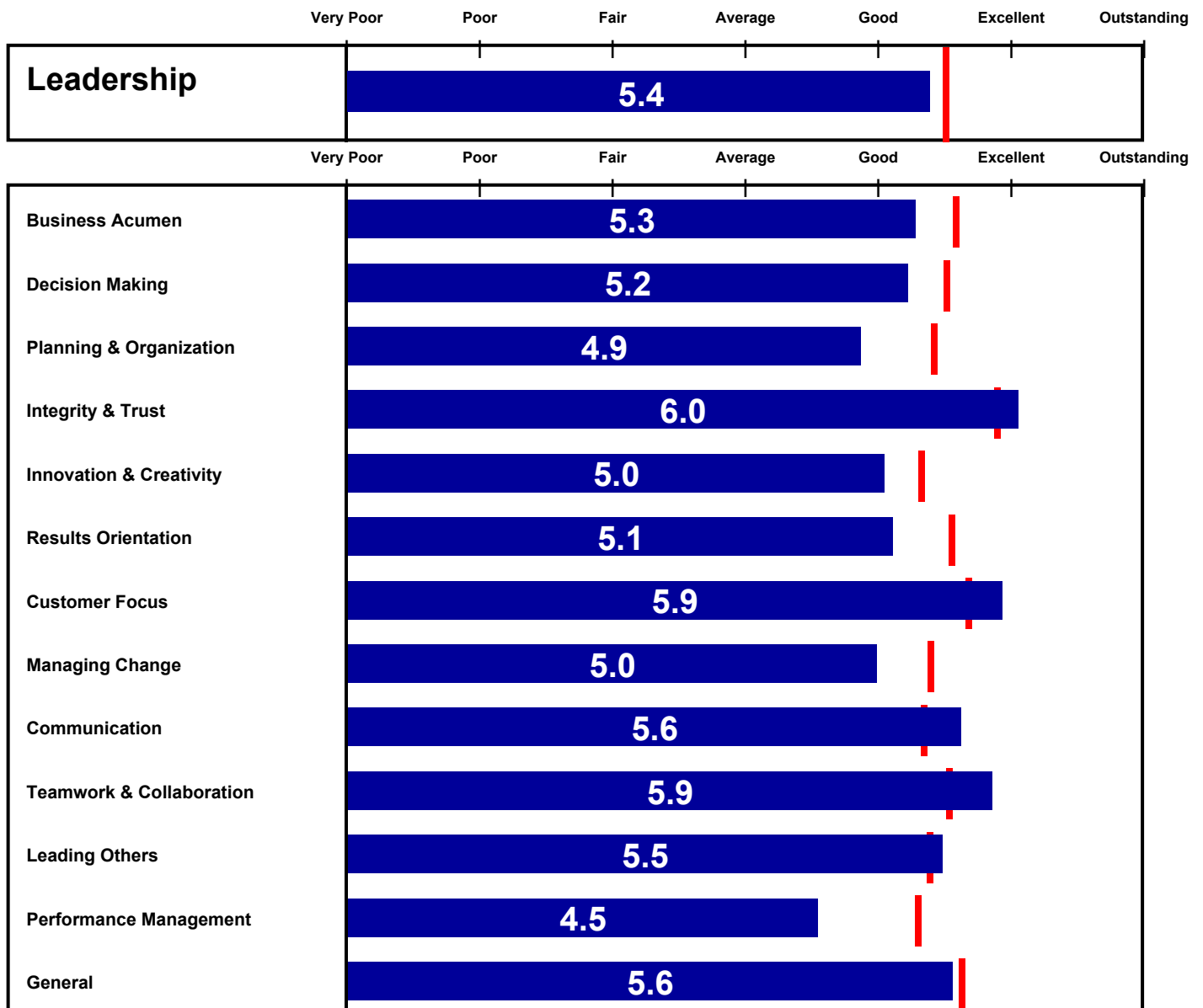
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## Leadership Intelligence Competency Summary

This section provides a summary of results for each competency (group of questions). The blue horizontal bars represent the average score from all survey questions under each competency. The red vertical lines show the norm, which represent the average score from all survey respondents in the DecisionWise Leadership Intelligence database.



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## Leadership Intelligence Focus Area

*The Focus Area identifies your highest and lowest scores. The Gap indicates the positive or negative differences between your score and the norm.*

### Your Highest Scores

	Score	Gap	Norm
13. Is honest, ethical, and trustworthy.	<b>6.4</b>	<b>+0.3</b>	<b>6.1</b>
25. Builds and maintains excellent relationships with internal/ external customers.	<b>6.1</b>	<b>+0.5</b>	<b>5.6</b>
35. Is open to feedback without becoming defensive.	<b>6.1</b>	<b>+0.7</b>	<b>5.4</b>
39. Creates an environment of openness and cooperation.	<b>6.1</b>	<b>+0.6</b>	<b>5.5</b>
15. Takes responsibility for his/her own actions.	<b>6.1</b>	<b>+0.2</b>	<b>5.9</b>

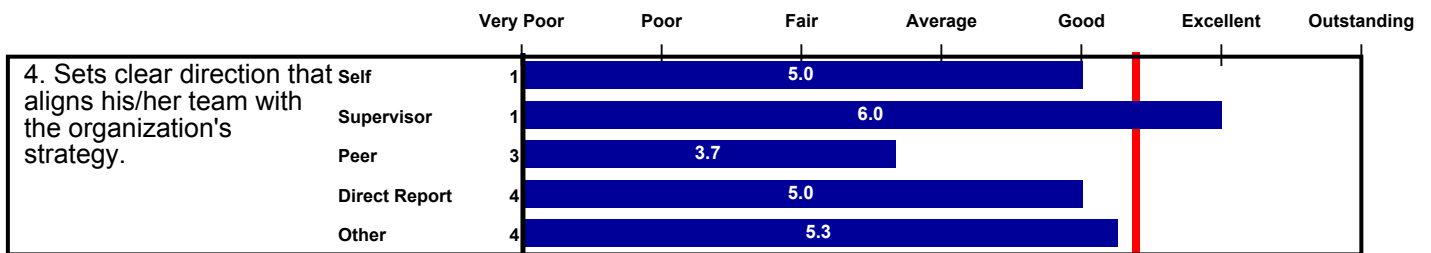
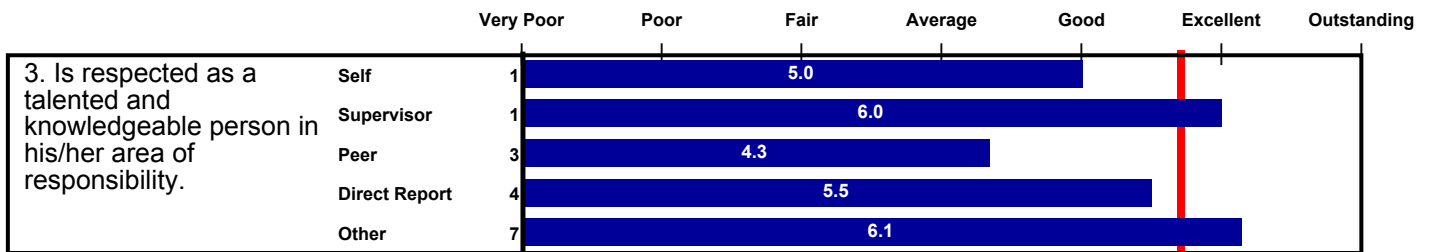
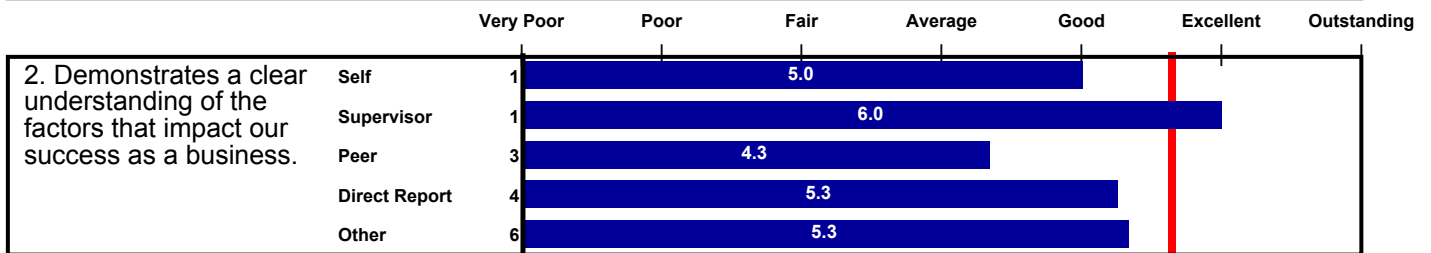
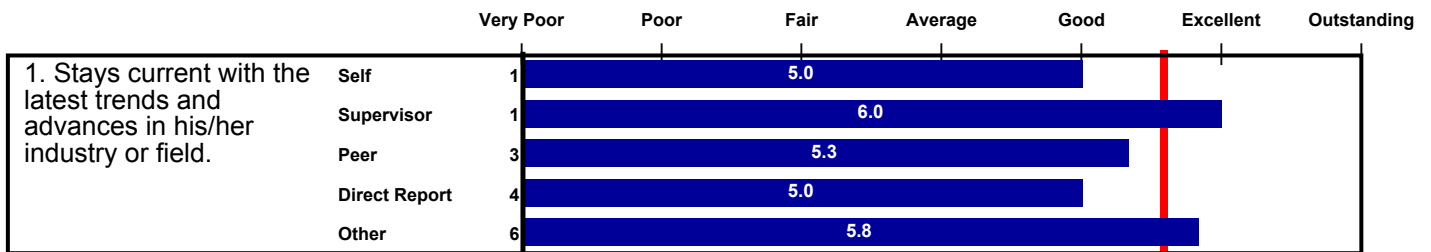
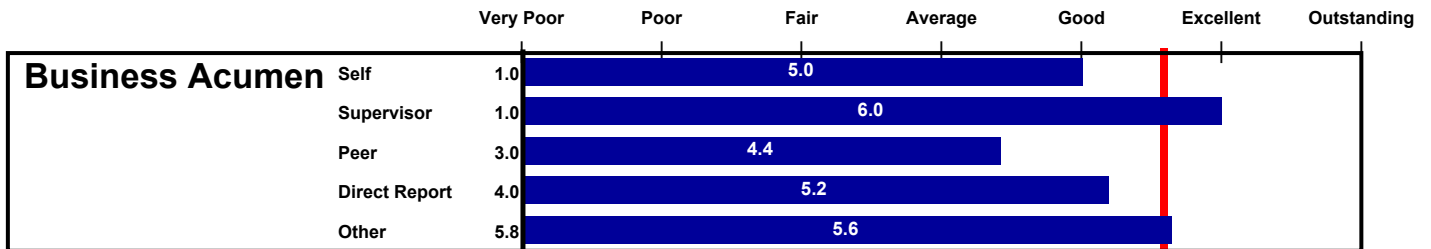
### Your Lowest Scores

	Score	Gap	Norm
47. Takes timely corrective action for poor performance.	<b>3.4</b>	<b>-1.7</b>	<b>5.1</b>
45. Delegates both routine and critical tasks or responsibilities.	<b>4.5</b>	<b>-0.8</b>	<b>5.3</b>
30. Adjusts priorities in order to address changing situations and conditions.	<b>4.7</b>	<b>-0.8</b>	<b>5.5</b>
11. Uses his/her time effectively.	<b>4.7</b>	<b>-0.7</b>	<b>5.4</b>
12. Keeps people focused on the organization's key initiatives and priorities.	<b>4.8</b>	<b>-0.6</b>	<b>5.4</b>

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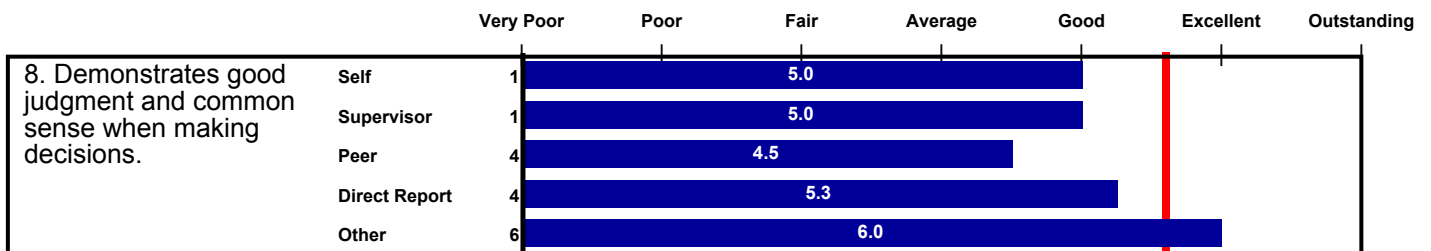
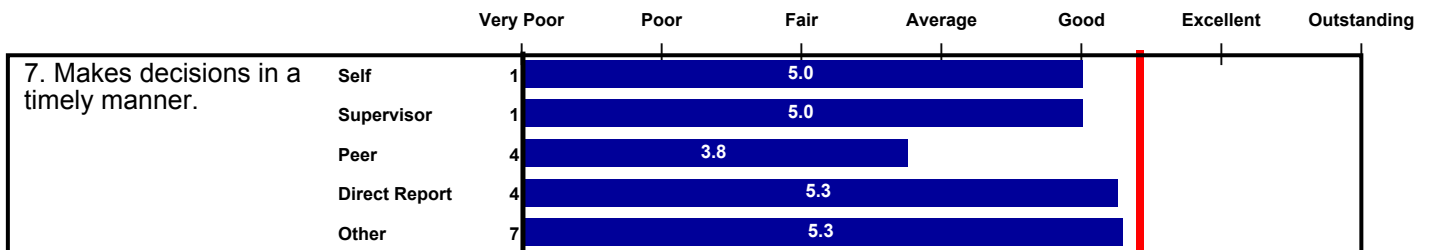
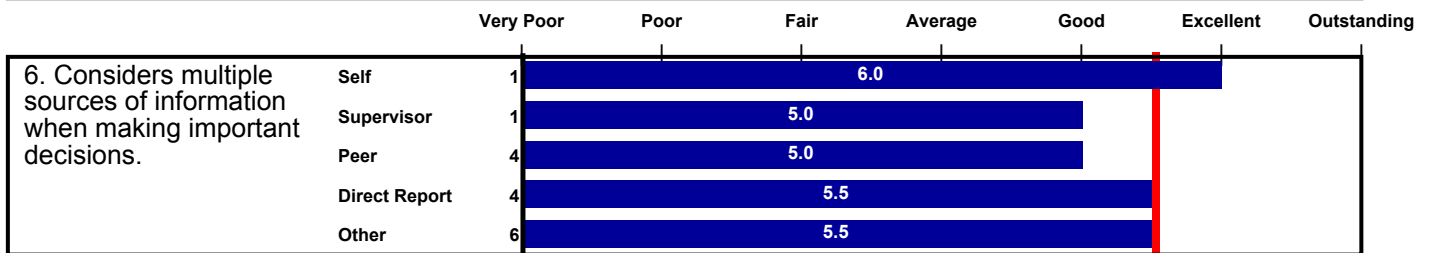
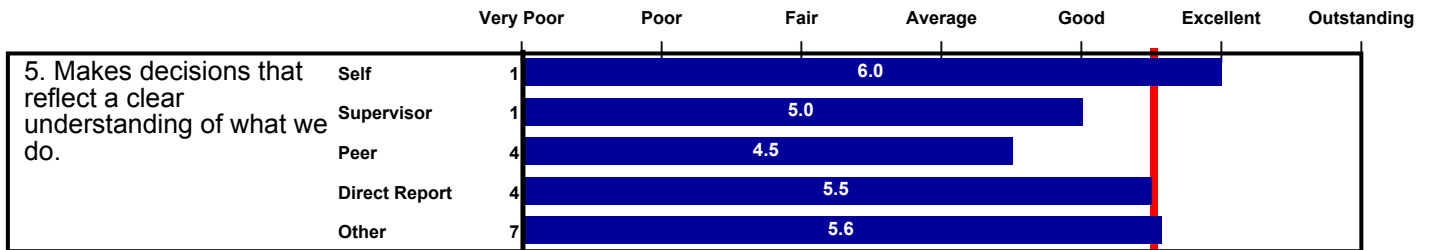
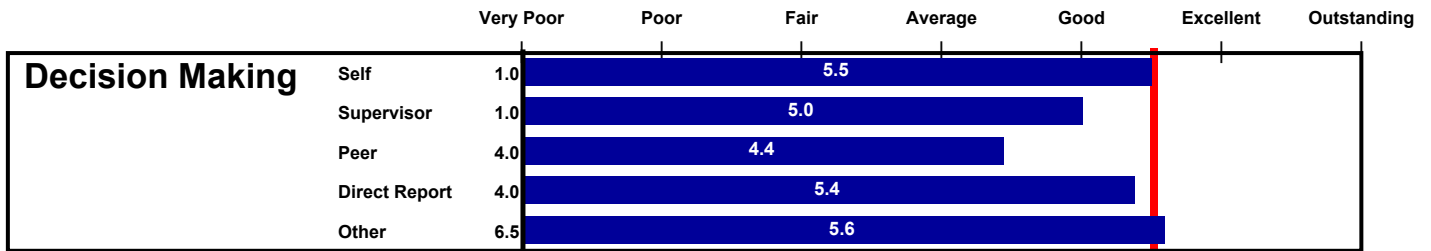
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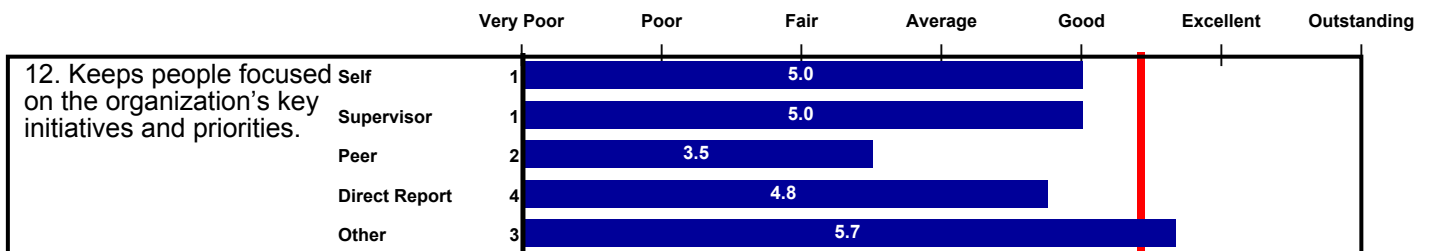
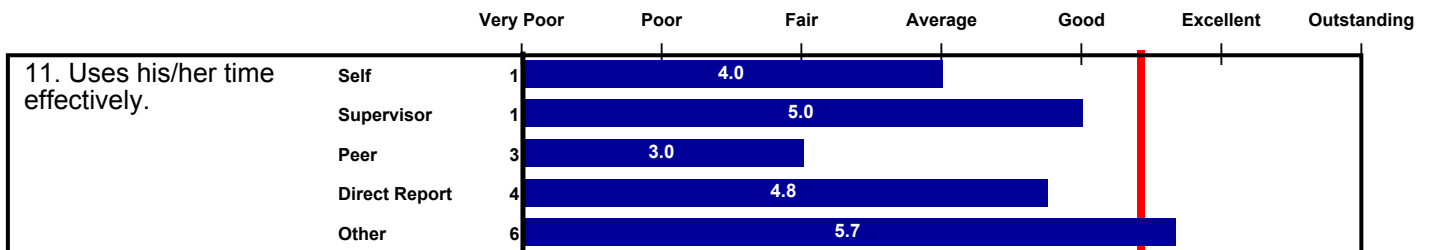
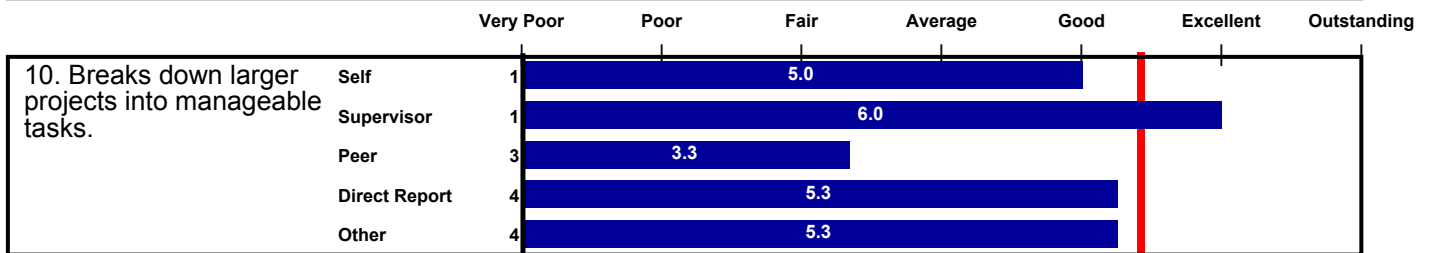
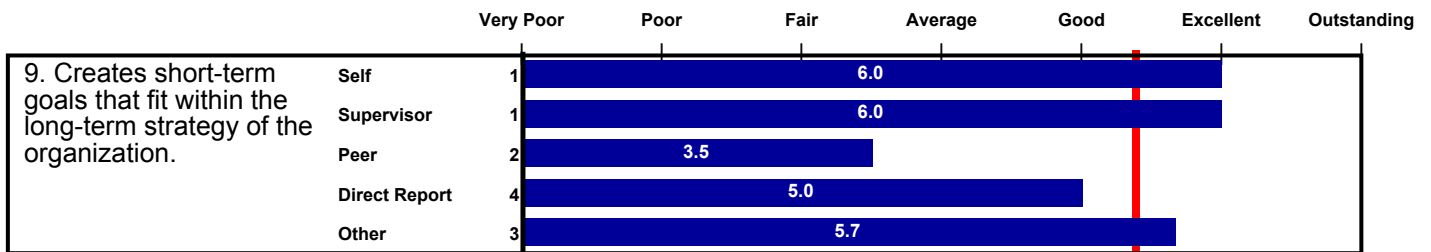
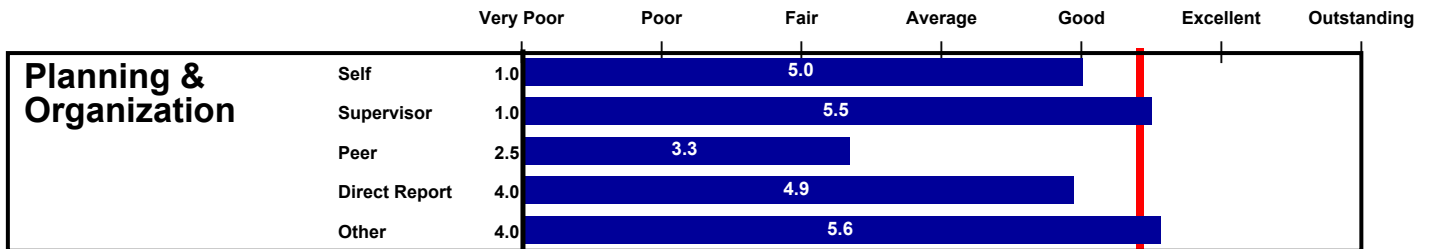
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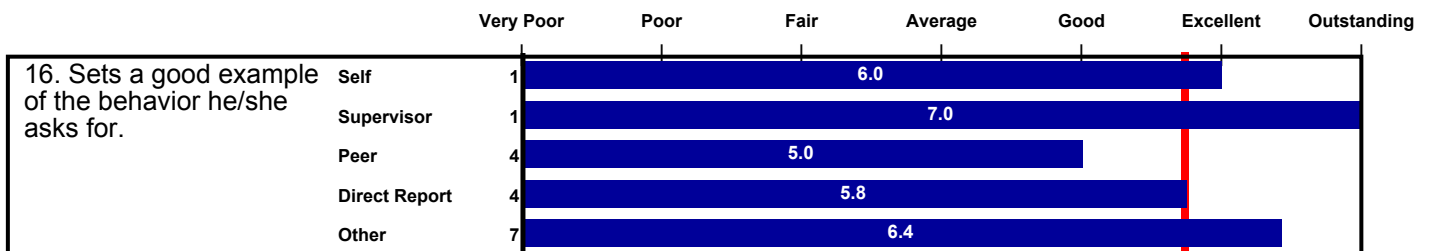
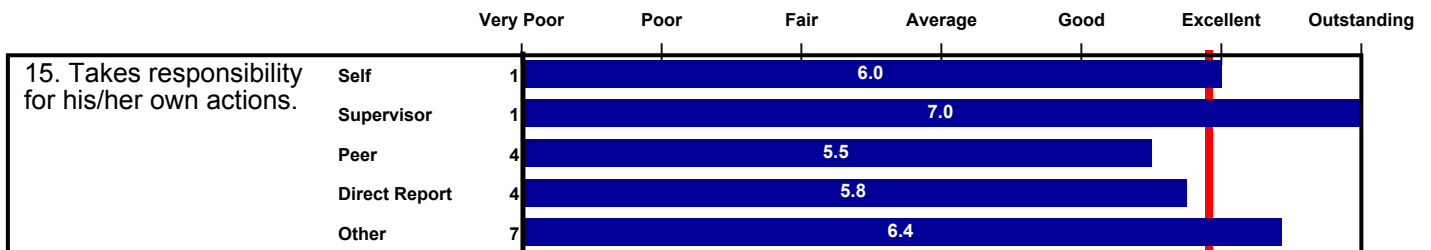
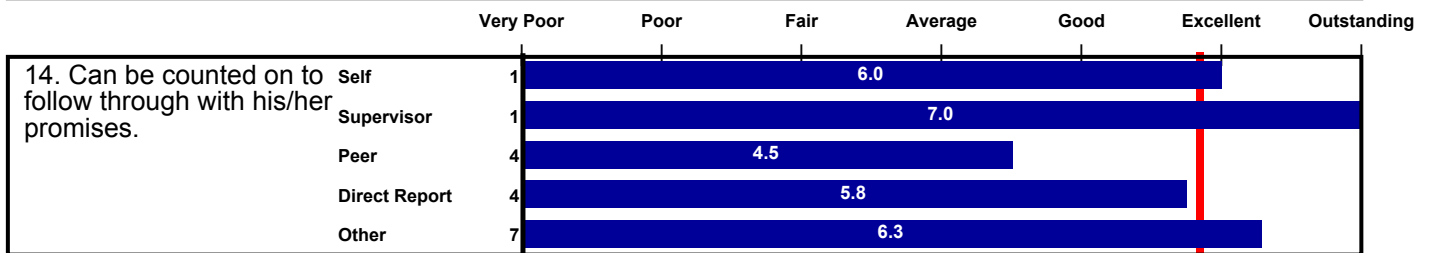
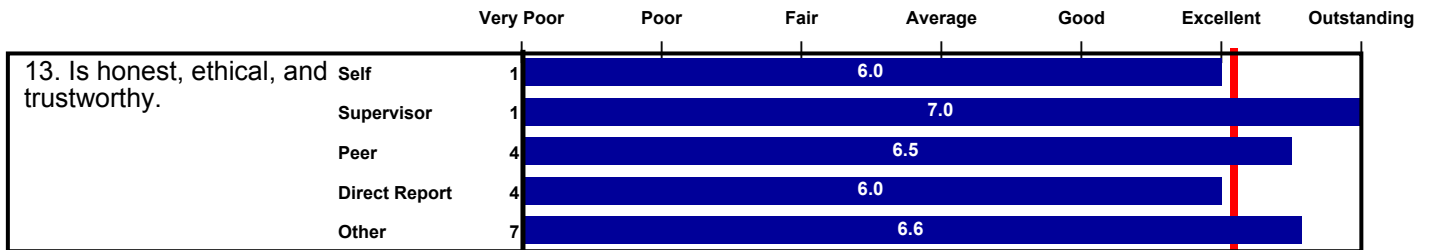
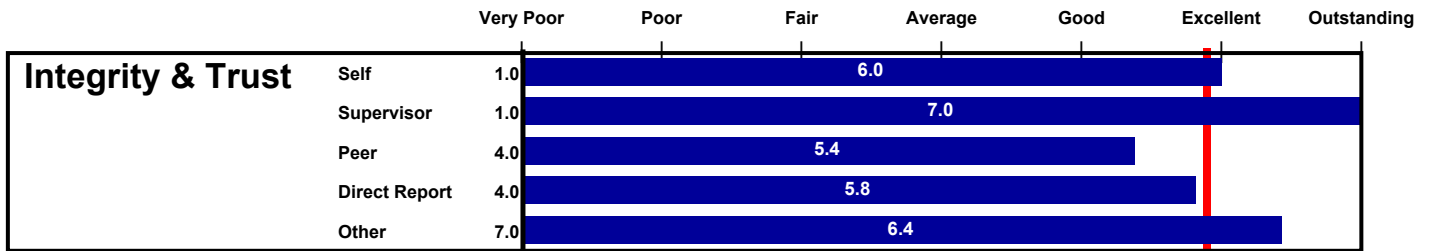
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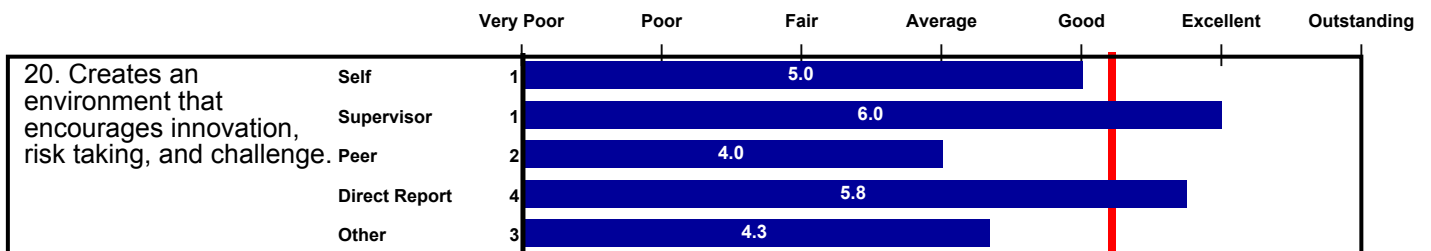
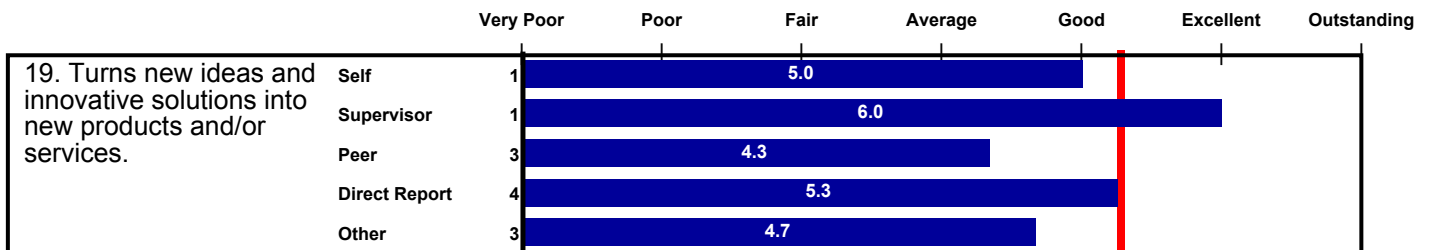
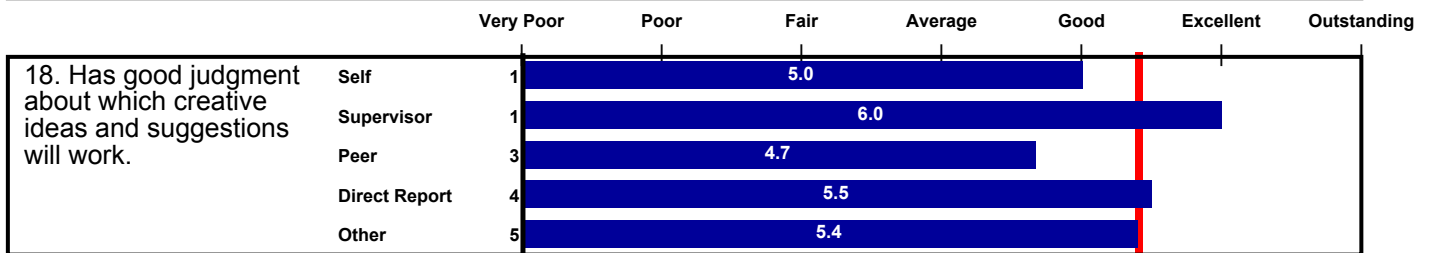
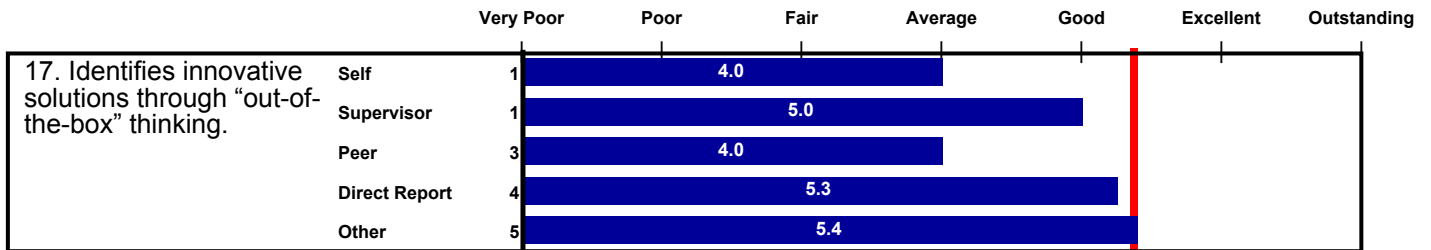
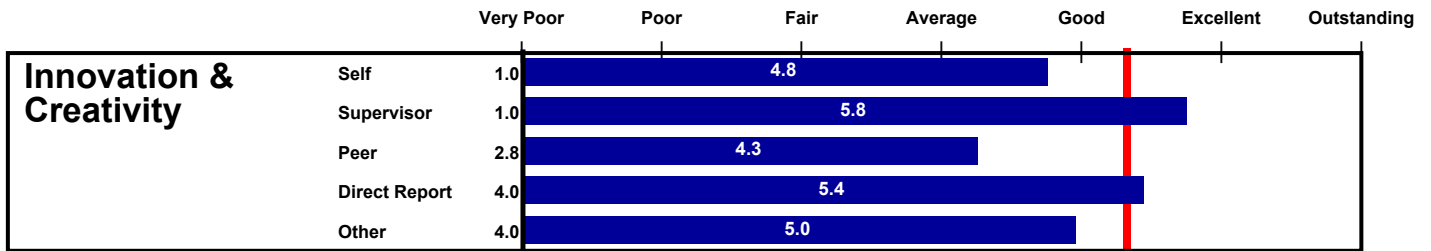
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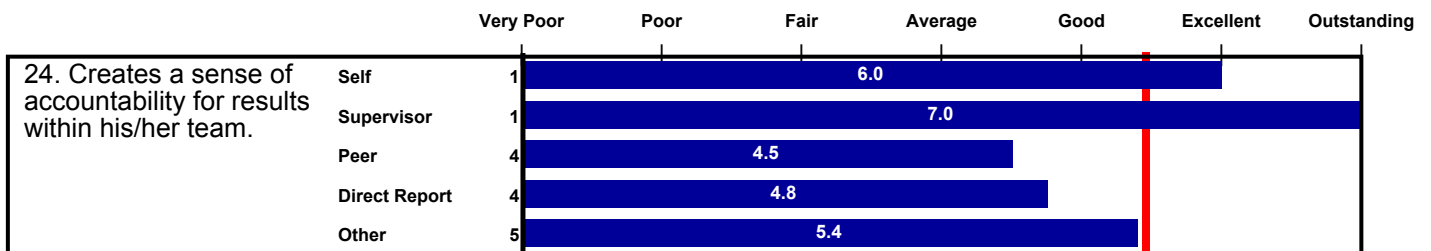
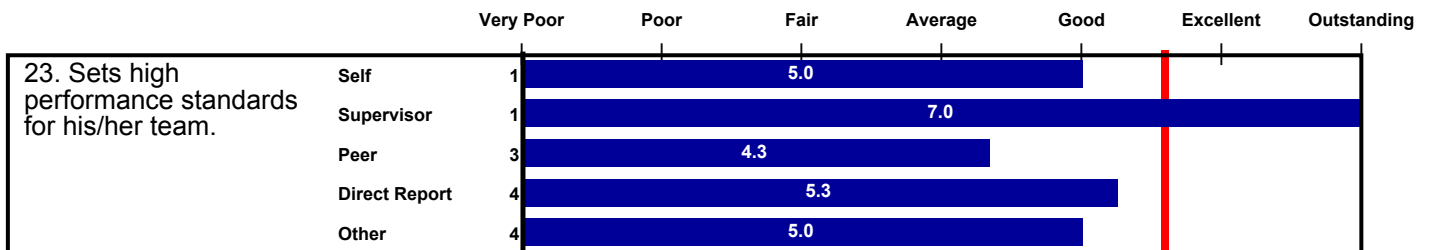
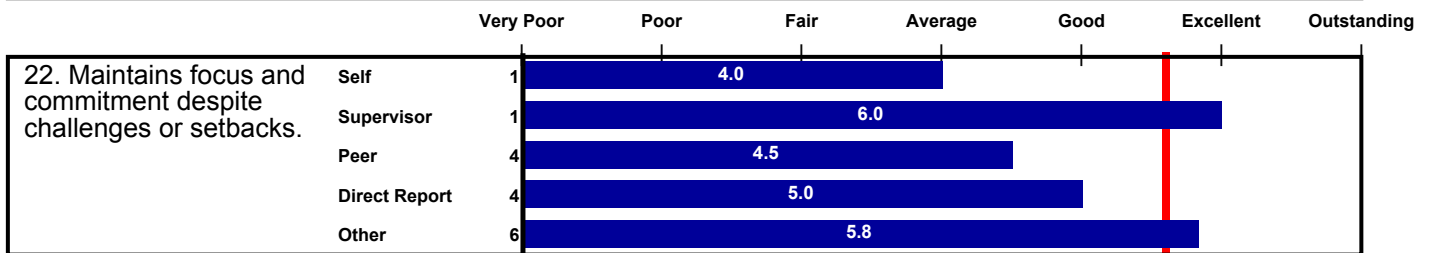
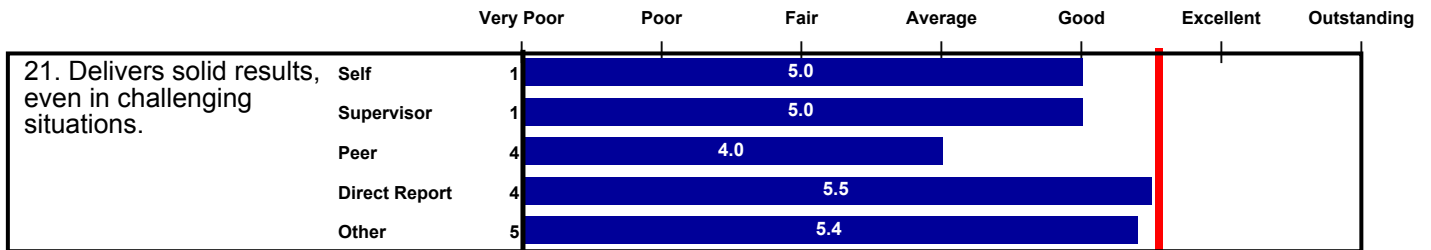
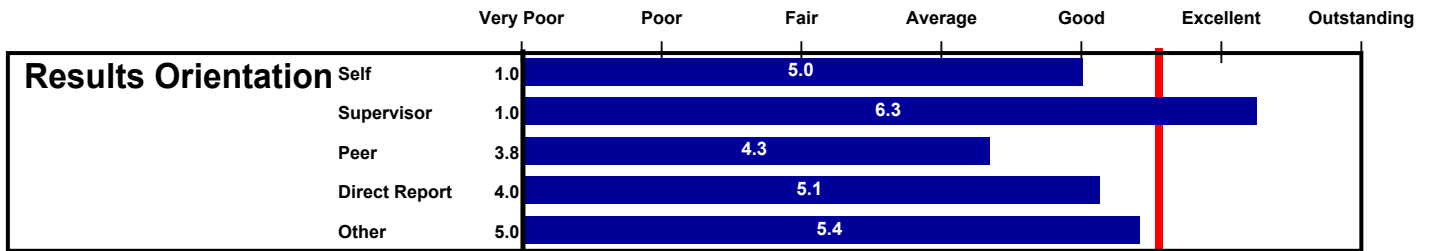
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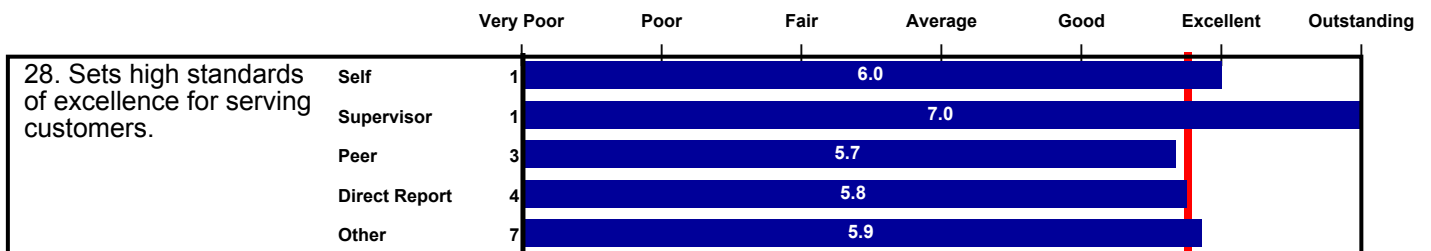
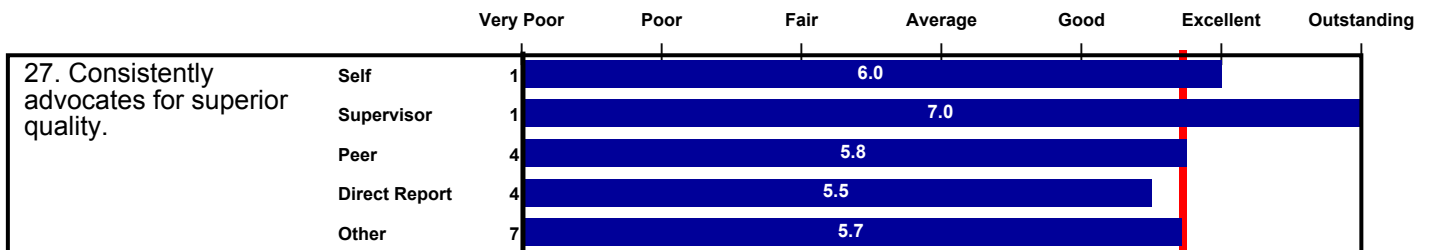
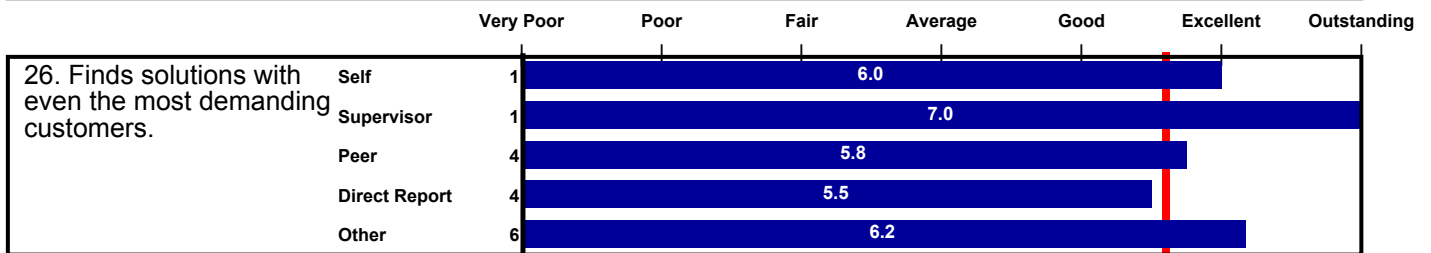
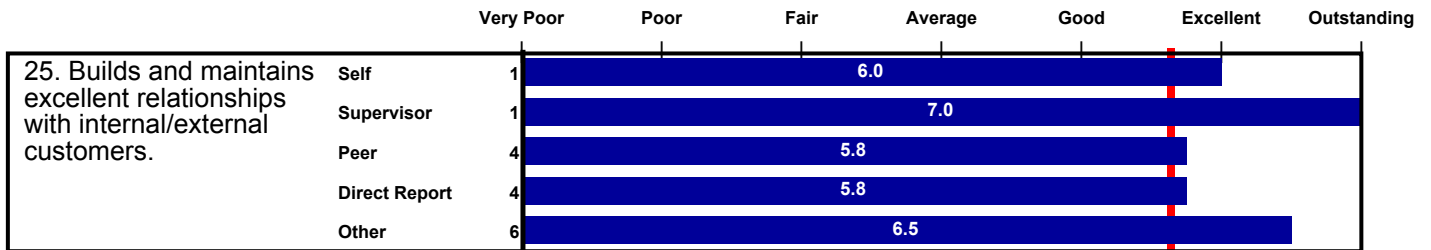
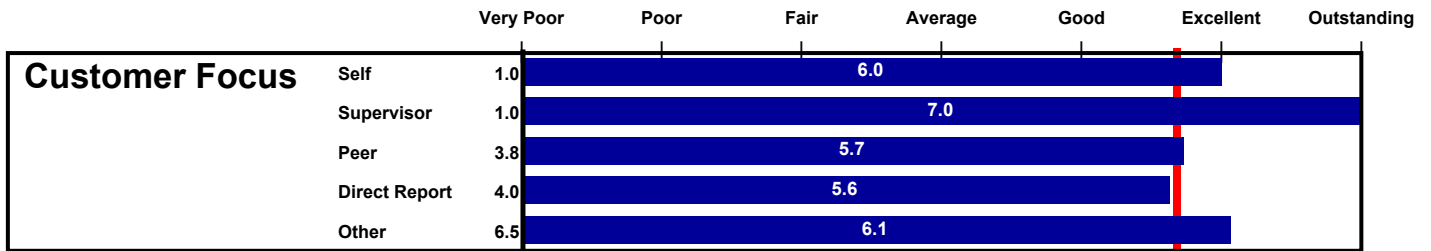
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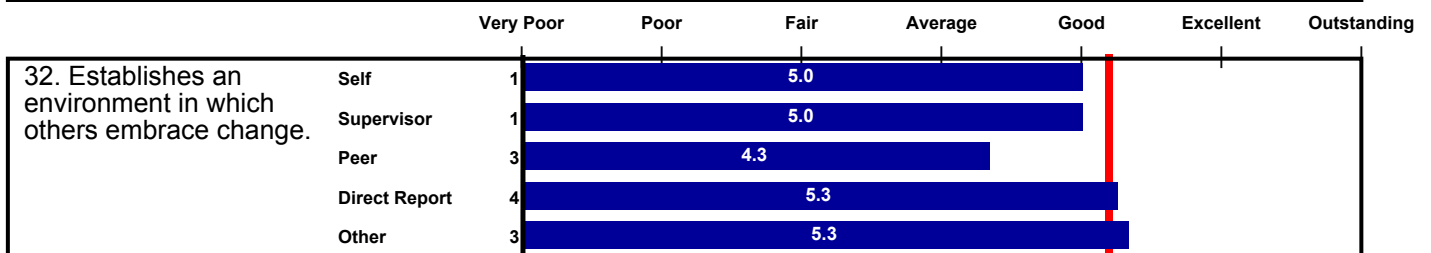
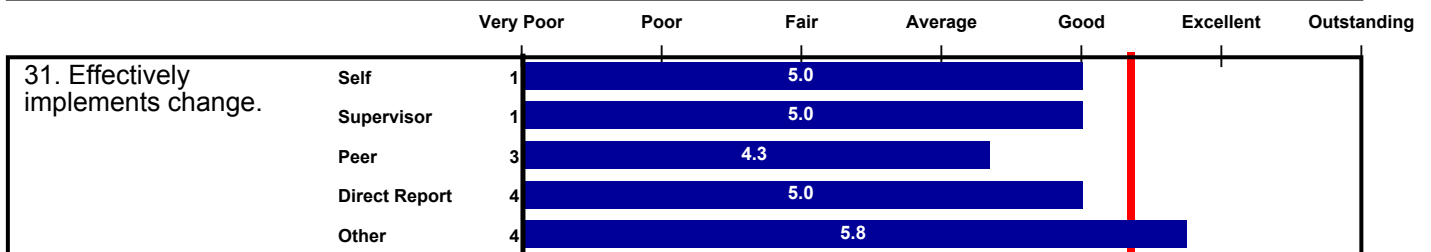
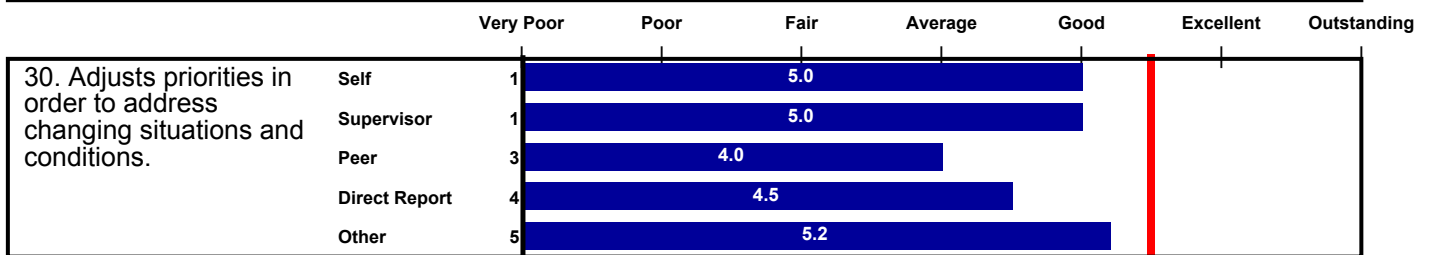
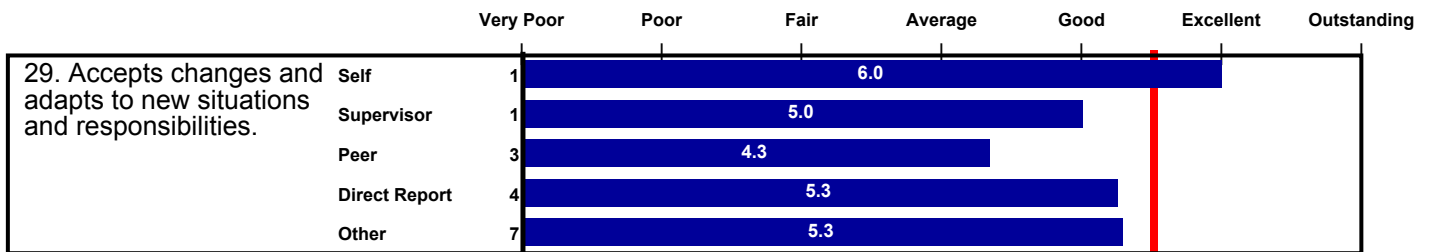
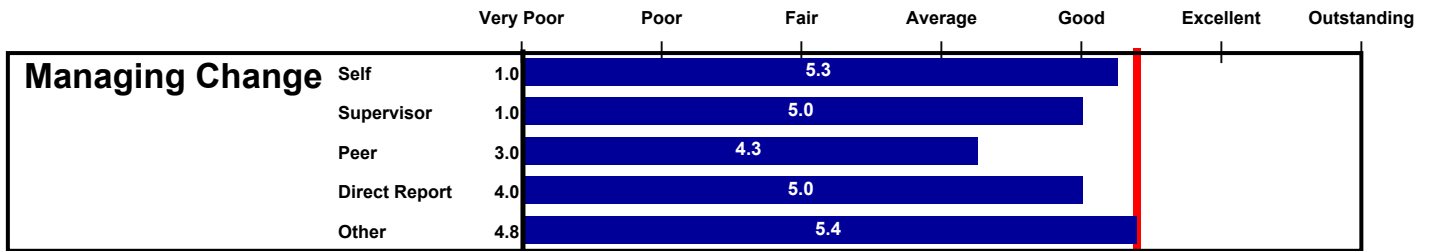
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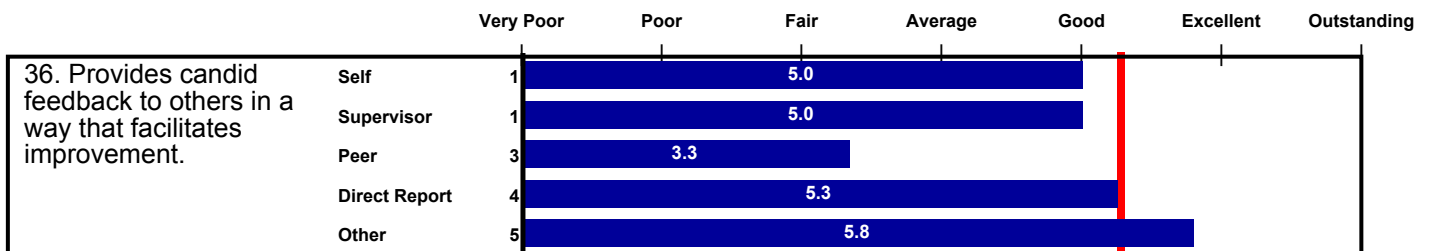
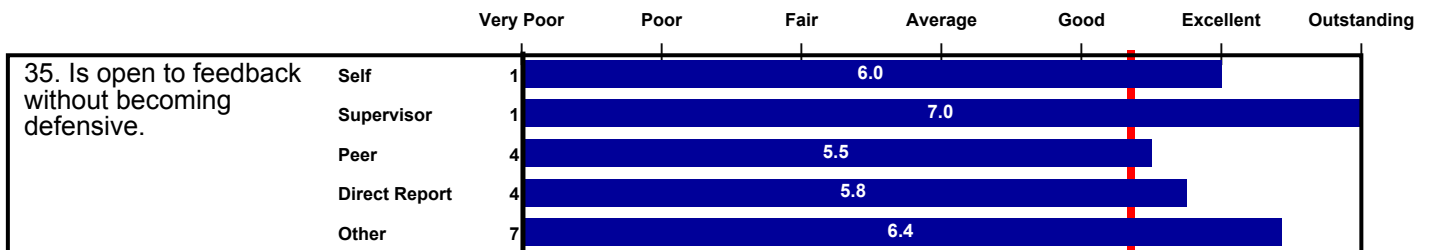
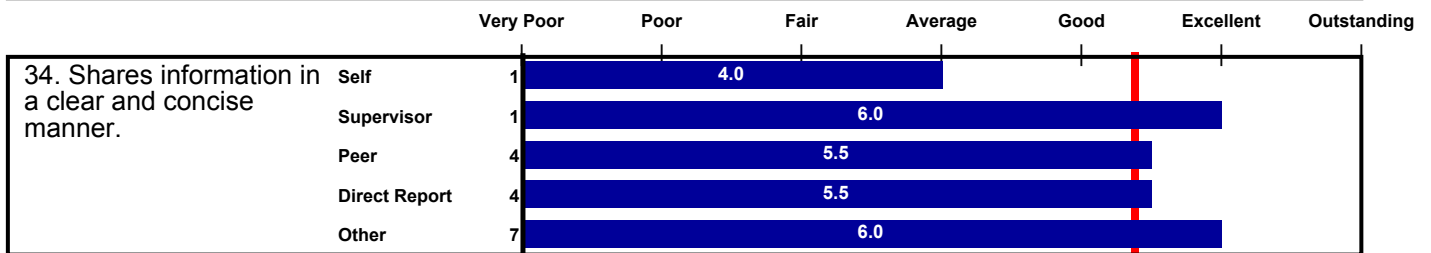
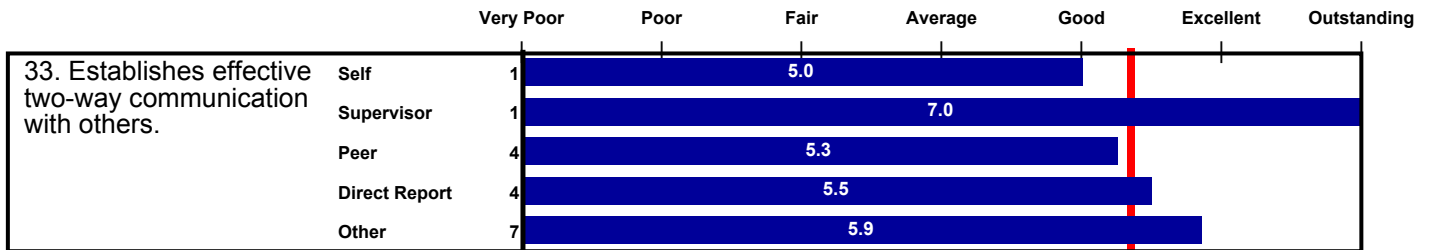
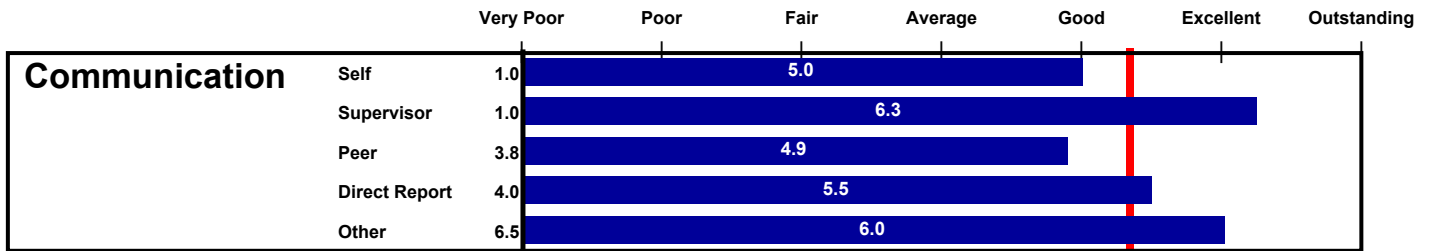
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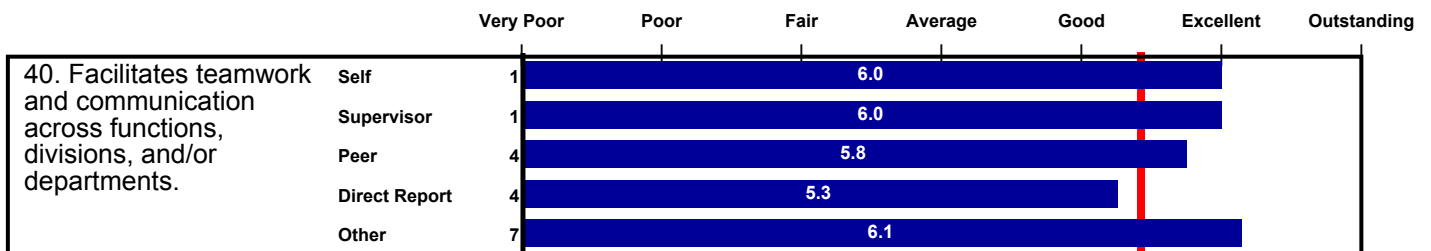
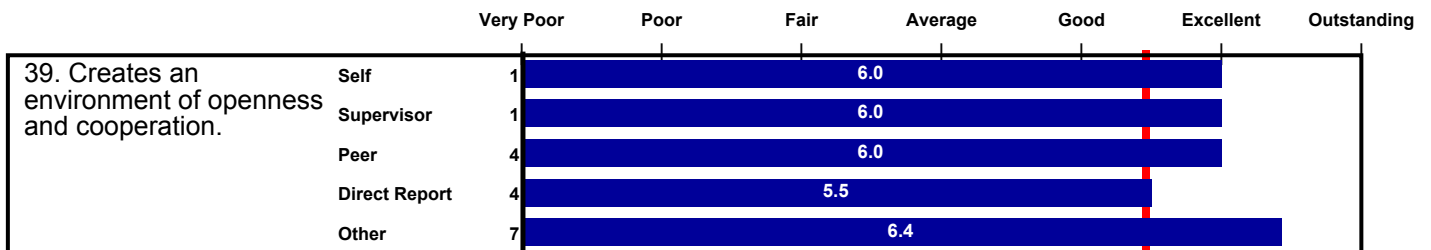
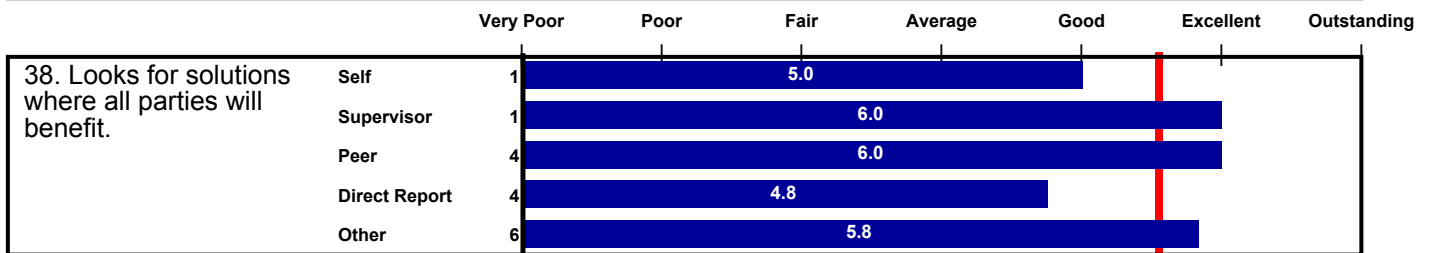
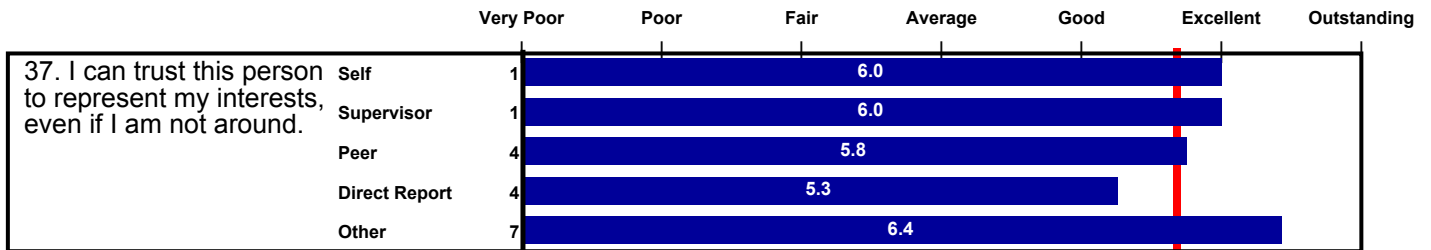
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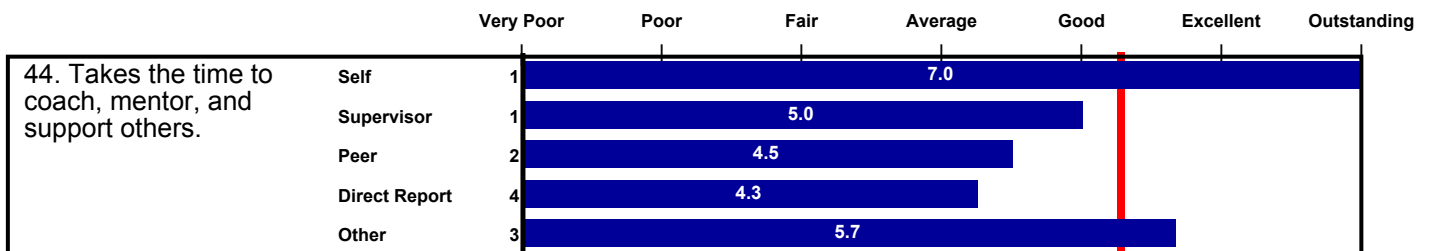
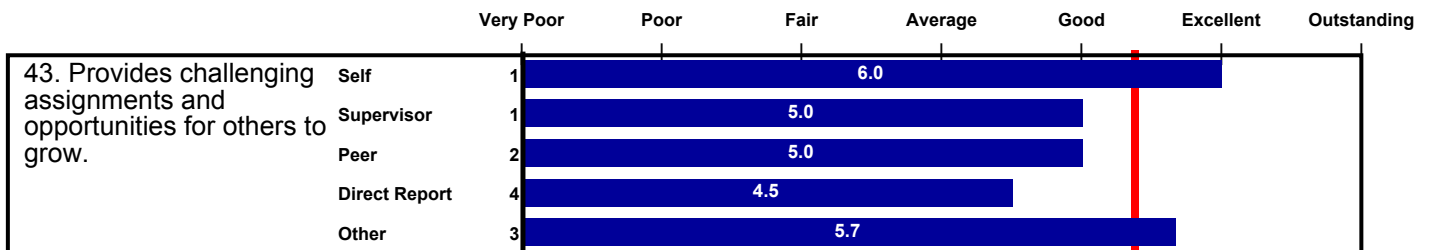
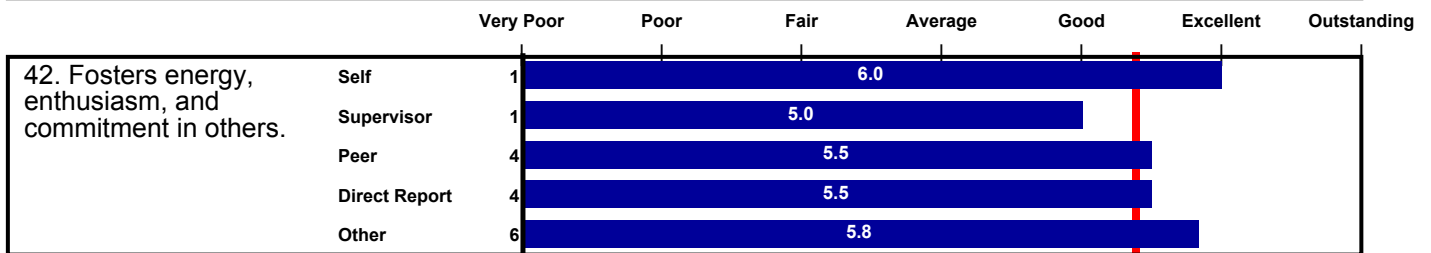
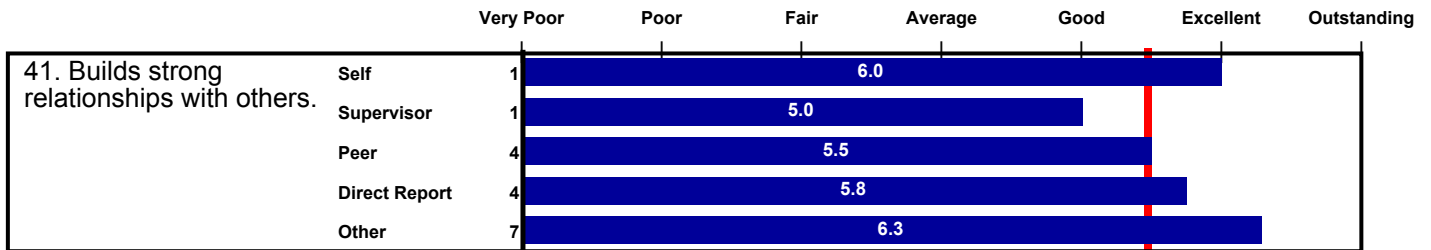
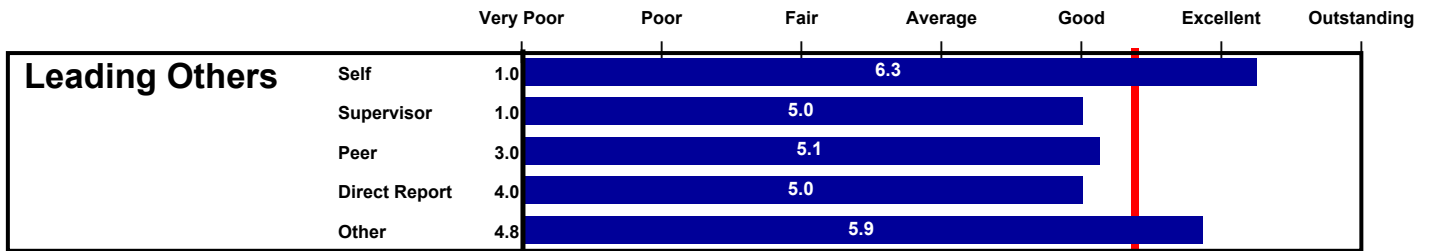
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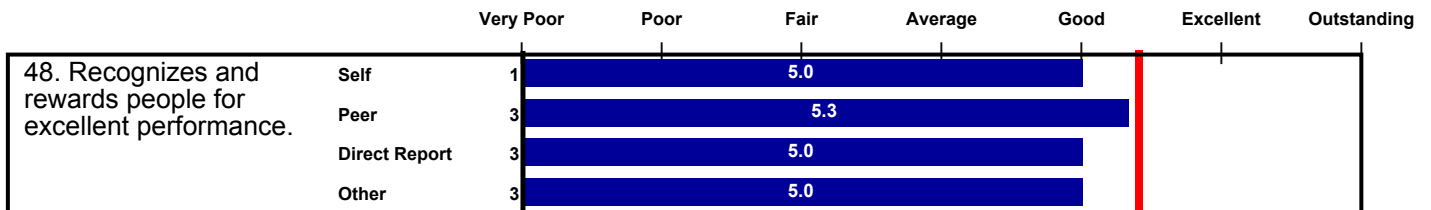
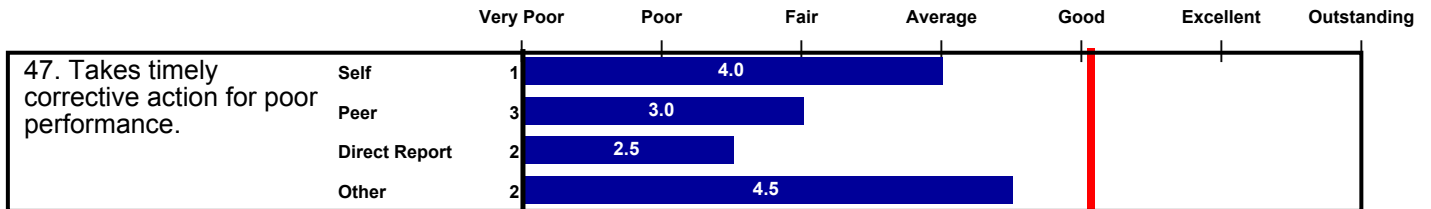
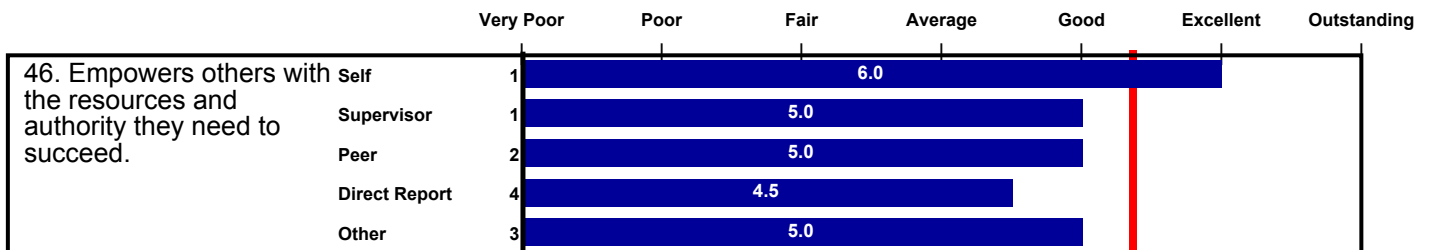
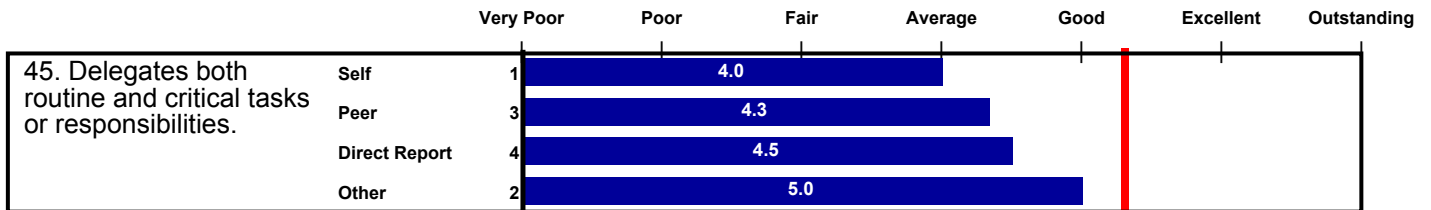
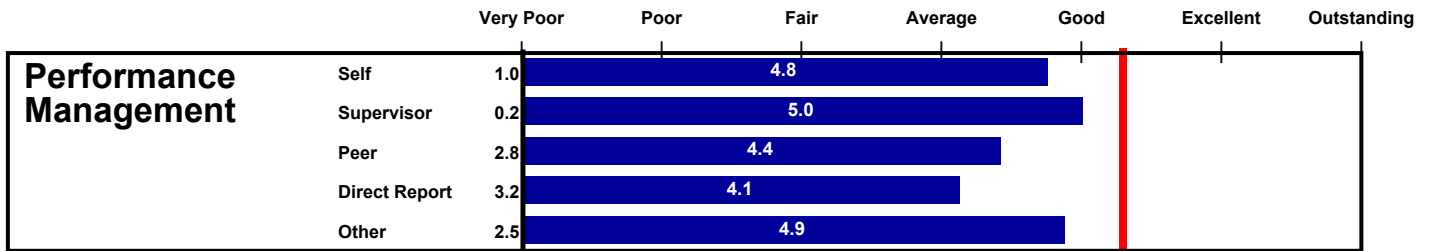
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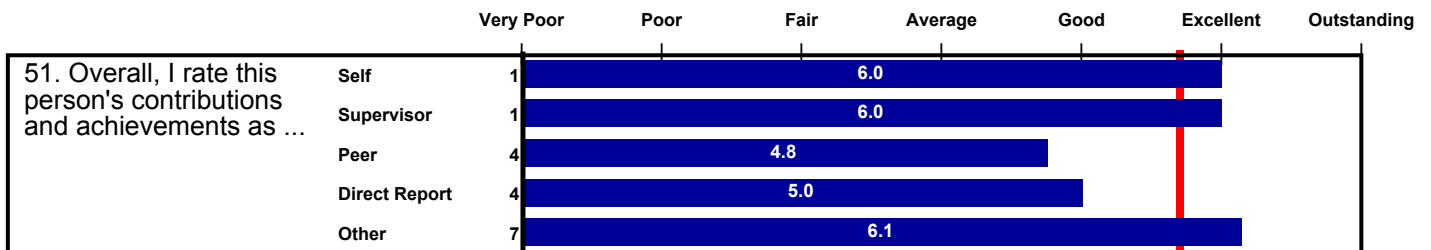
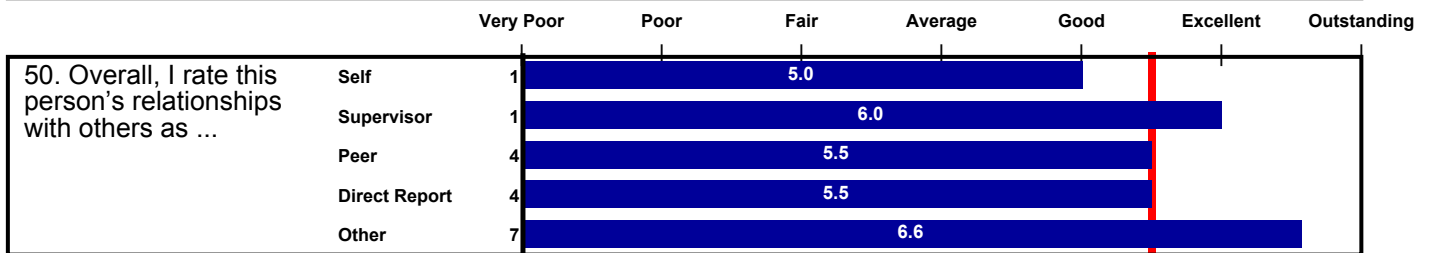
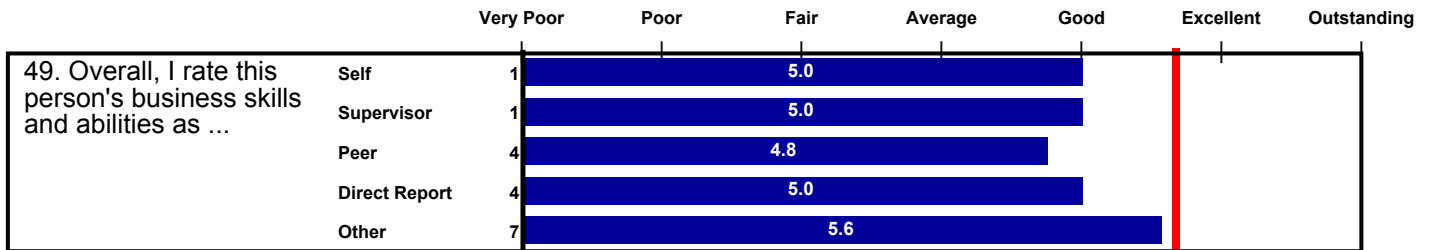
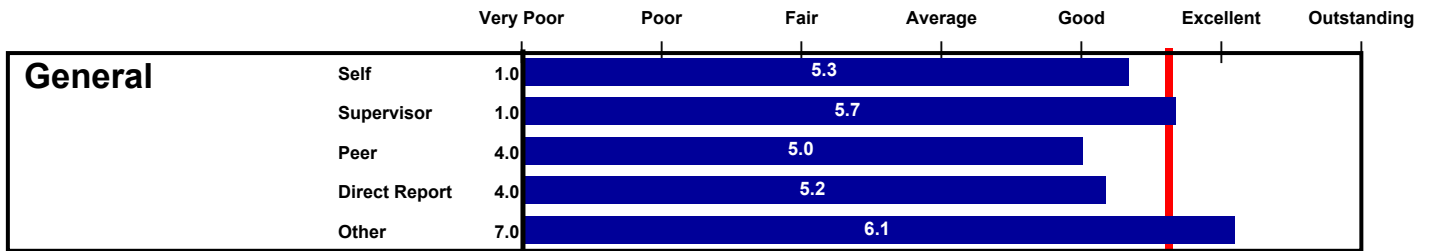
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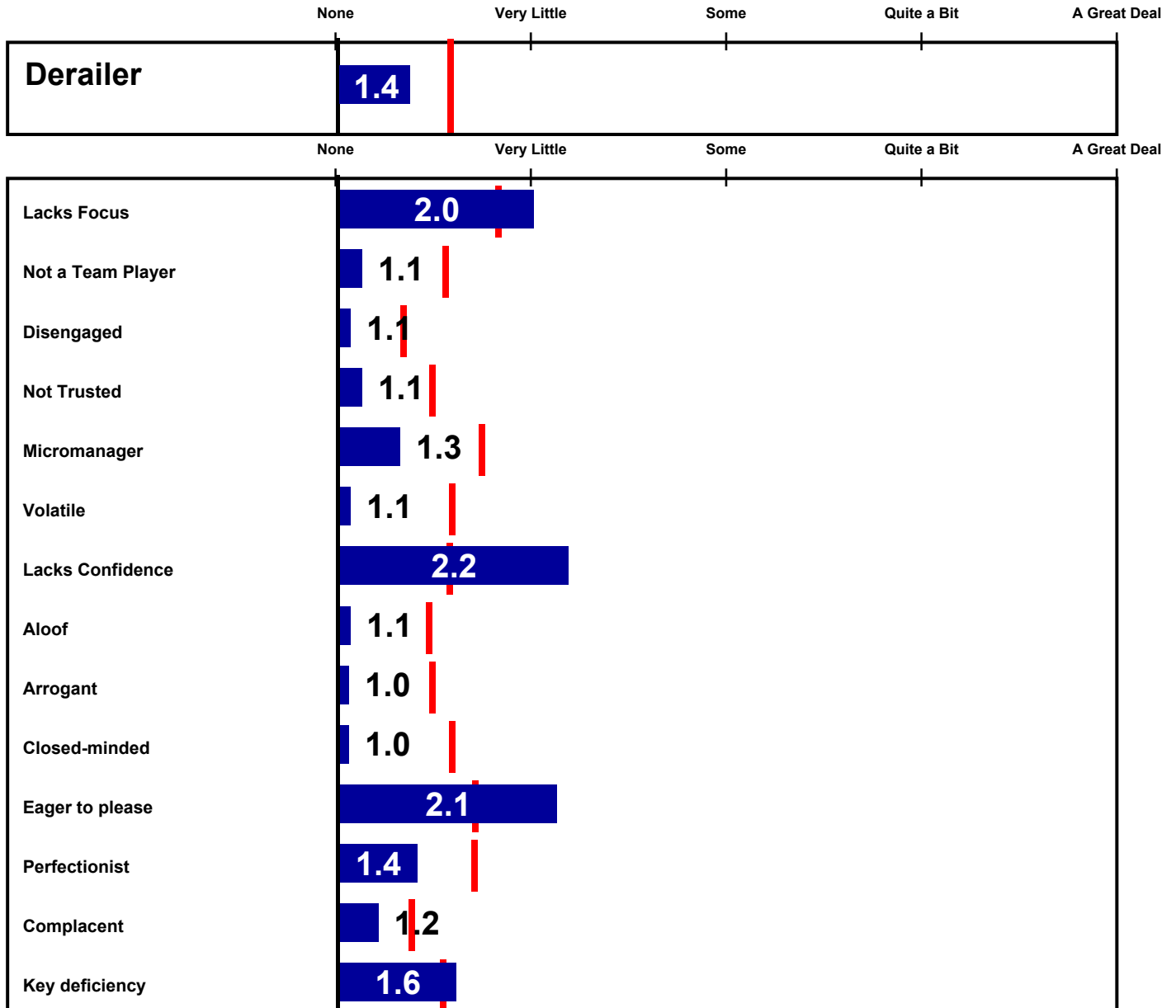
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## Derailers Summary

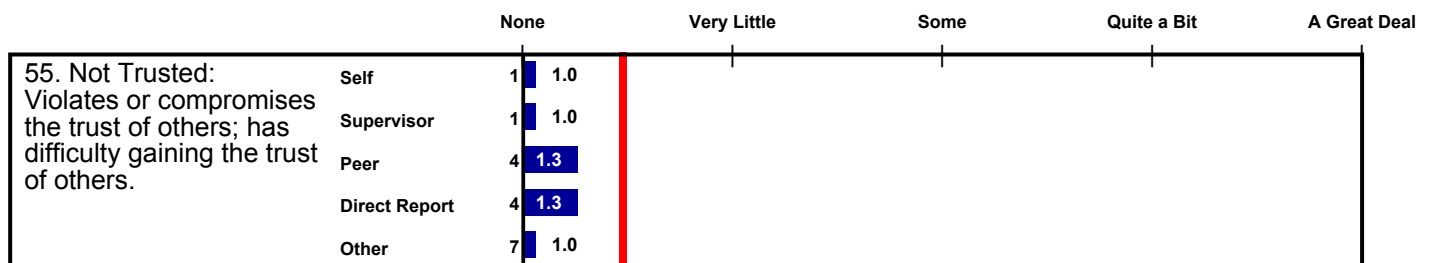
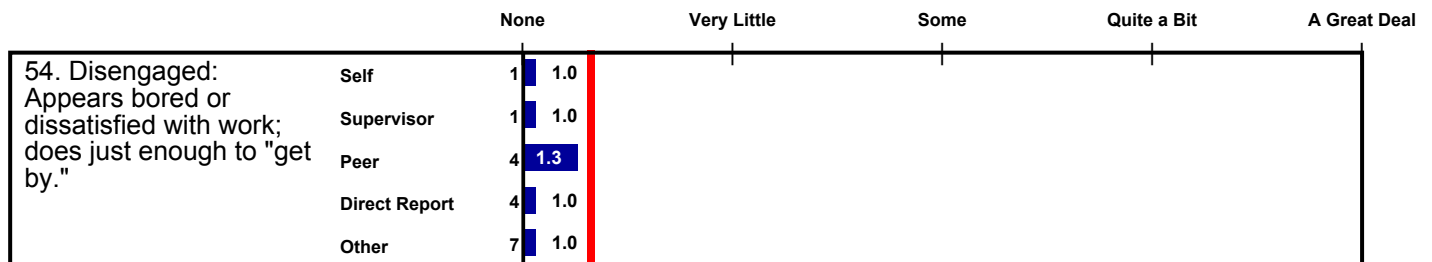
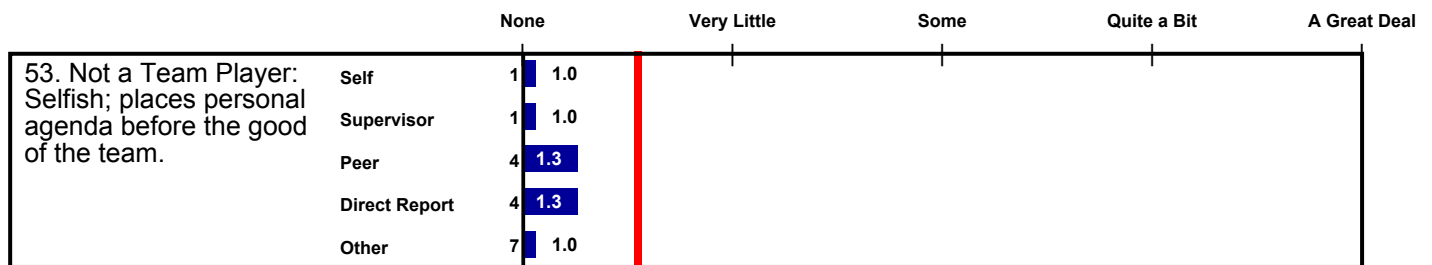
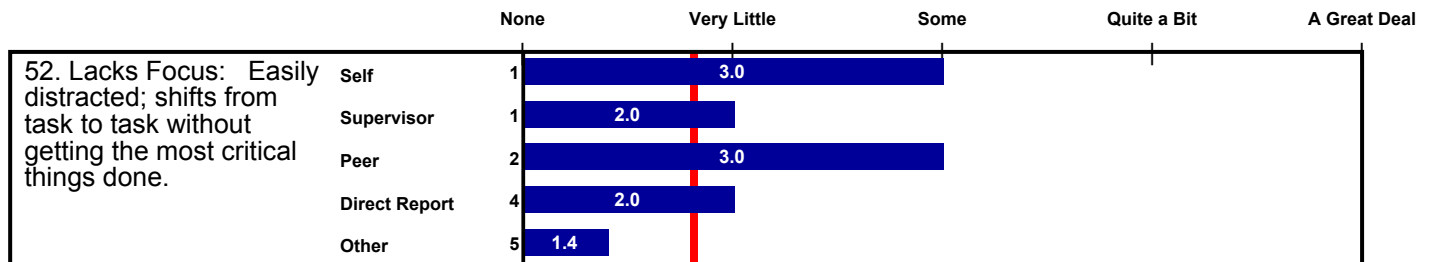
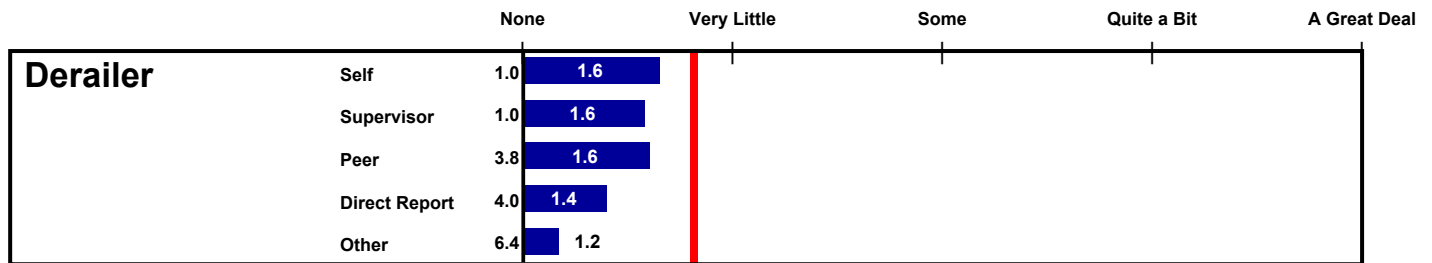
This section provides a summary of results on potential Derailers. The blue horizontal bars represent the average score from all respondents under each Derailer. The red vertical lines show the norm, which represents the average score from all survey respondents in the DecisionWise Leadership Intelligence database.



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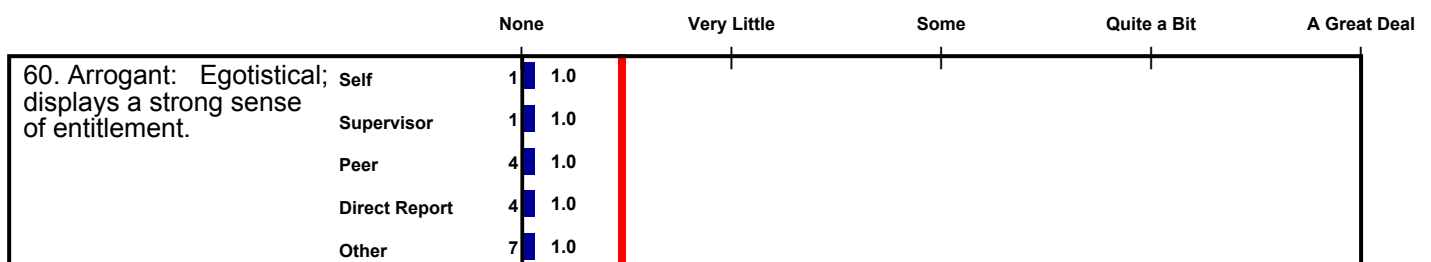
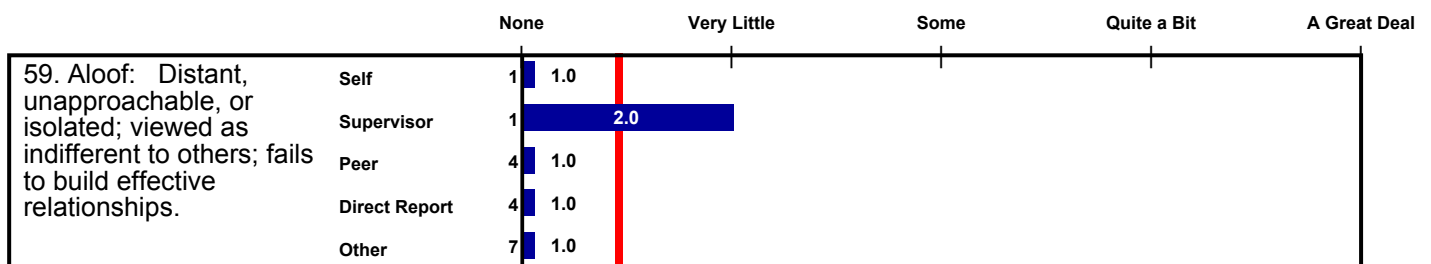
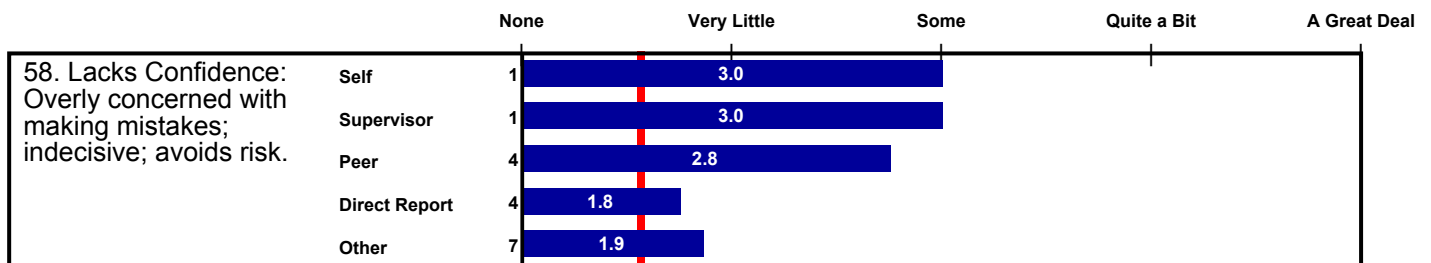
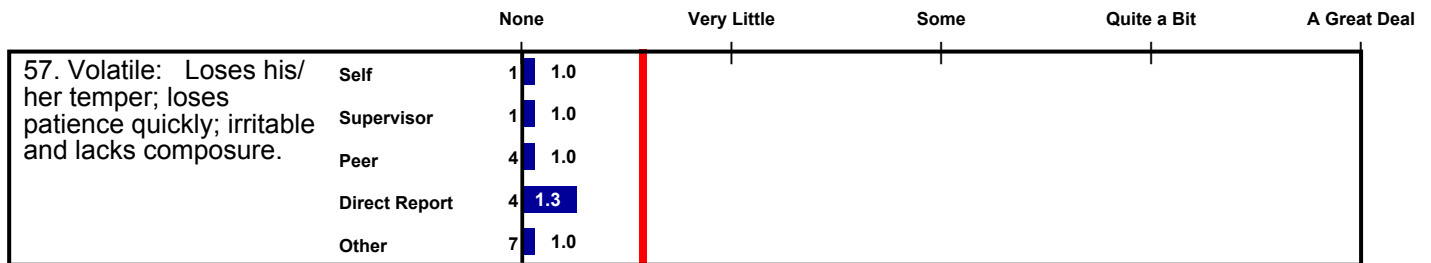
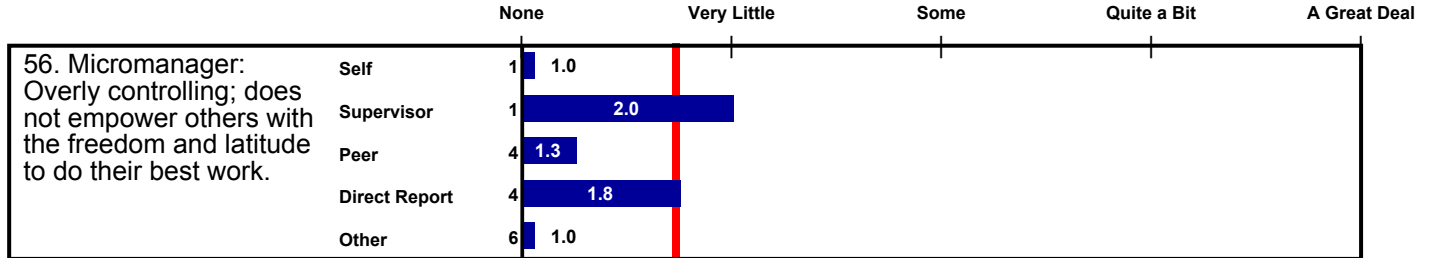
Date: January 15, 2011



# Individual Report for Business Leaders

Administered To: John Sample

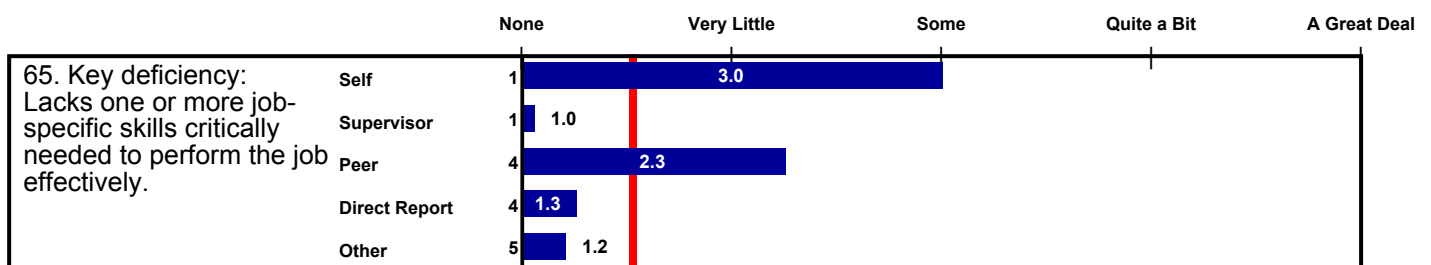
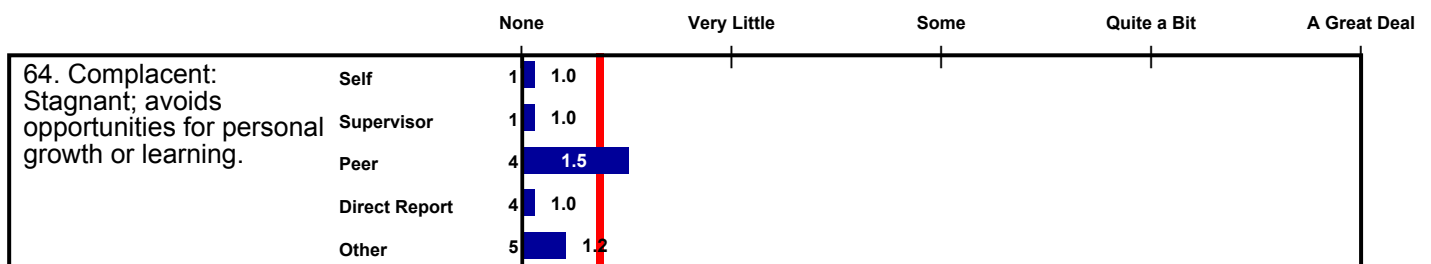
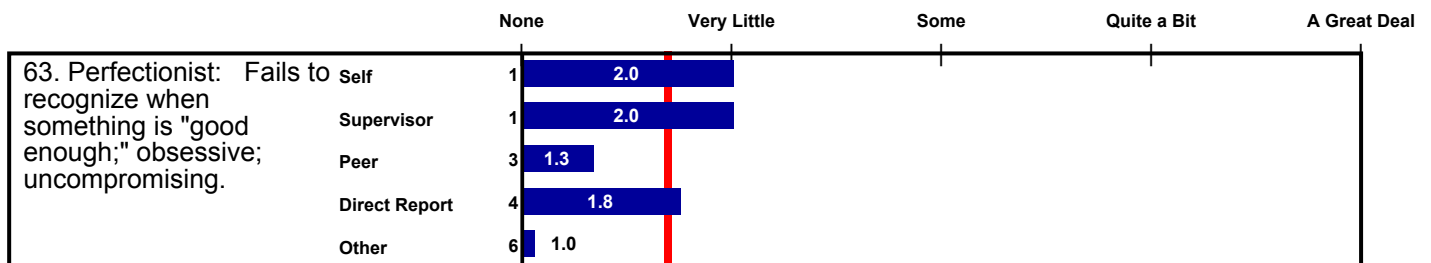
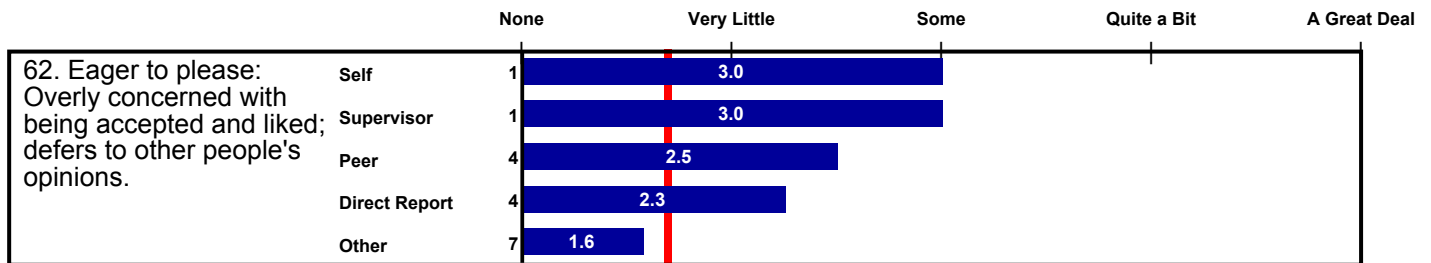
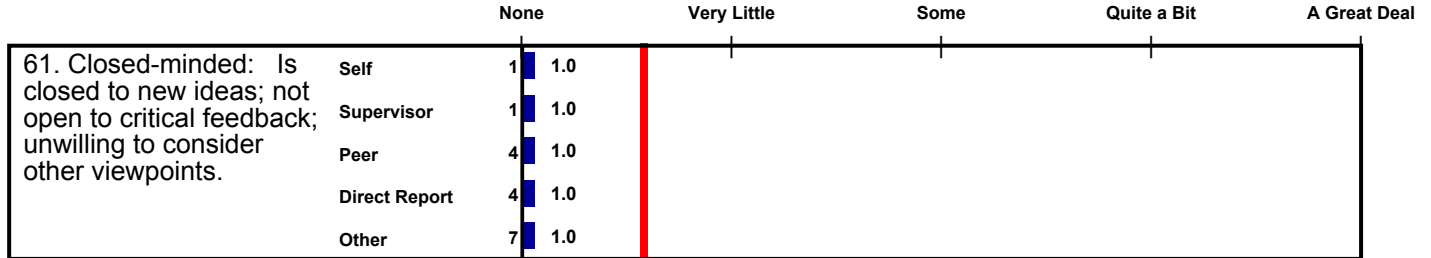
Date: January 15, 2011



# Individual Report for Business Leaders

Administered To: John Sample

Date: January 15, 2011



# Individual Report for Business Leaders

Administered To: John Sample

Date: January 15, 2011

## 66. Please describe the above "key deficiencies" (if any).

Although he has been with our company for some time, he is new to his management role thus is still in a forming state.

In this new position: - I need to find the appropriate mix to allow me to fully grow into my new role. - I need to push my staff to take ownership in areas that I would normally take the lead.

None that apply

John is new in his role and will gain the skills he needs with time.

John lacks confidence as described above. He relies too heavily on Mary G. He gives the appearance that he isn't prepared or lacks the knowledge to carry out duties without consulting Mary first.

John needs to develop the ability to see the big picture and then address all the details that must happen to get these.

Sometimes is overwhelmed so his response time is slower than it should be. John needs to learn which tasks he can delegate to his team and hold them accountable for the results.

# Individual Report for Business Leaders

Administered To: John Sample

Date: January 15, 2011

## 67. Describe this person's greatest strengths as a leader.

John has an excellent understanding of the issues that we address and immediately knows wise to find answers to our challenges. He is efficient and complete in his feedback. John is very easy to work with under any of the challenging circumstances that we face together. He is very concerned about my needs and how they fit into the company performance as a whole. He is a pleasure to work with.

Willingness to get the task done.

John is very open and honest. He deals with situations very matter-of-factly without being intimidating or skirting the issue. He encourages team members to create efficiencies and to better their situation.

I am still learning about John's leadership style so cannot effectively rate many of the above questions. At this point, I would say his greatest strength (and he has many) is his integrity and commitment - as a person and a leader.

Very easy to work with.

John is a wonderful person to work with. He is a real team player who will do anything for you.

He is very knowledgeable and people feel very comfortable with coming to him for assistance. He is very responsive even if it may take a little while.

John is a newly promoted Director, so my exposure to him as a leader is fairly recent and limited, but with that caveat... - Customer service skills are excellent, and I have heard anecdotally how he has attempted to impress those same expectations on his staff. - John's follow through is very good. These are a couple of times I thought the resolution could have been a bit more timely, but when he came back with the resolution, it was quite thorough, so perhaps the delay was due to extra research. - If I involve John in something I am working on, I assume that it will be taken care of responsibly, timely and professionally due to the track record he has demonstrated during my time with our company.

Very vocal, fair and always open minded

integrity, commitment to the department and the team, willing to learn new areas,

John greatest's strength is his openness and willing to do what is necessary to get the job done.

John is a very compassionate leader and has excellent relationships with his staff.

Strong customer services skills. Very responsive. Knowledgeable about his area of expertise. Definitely a team player.

Easy to communicate with and approachable

Extremely knowledgeable regarding benefits. Is willing to go far and above to provide customer service.

John is very confident in his abilities, he works very hard and portrays that spirit to his team

# Individual Report for Business Leaders

Administered To: John Sample

Date: January 15, 2011

## 68. Describe specific things this person could do to become a more effective leader.

John should take ownership of his new role and be less dependent on his former supervisor. He should assert himself by vocalizing his opinions more rather than relying on the opinions of others. John should convey a sense of urgency to deliver projects on time i.e. draft scorecard, reviewing acquisition materials in a timely manner, etc. I see the potential in his to be a good leader. He just has to believe in himself first and show others that he is up to the task.

I've not worked with John in a managerial position very much. I do know that his position is very time-consuming and has many opportunities for shifts in focus. He seems to take the time to step back from his situation and survey the "big picture". I would just encourage more of this and for him not to be afraid to delegate. He has very dependable and knowledgeable people on his team- they would probably be honored to have additional challenges.

Find the appropriate mix to allow me to fully grow into my new role. Push my staff to take ownership in areas that I would normally take the lead.

Continue to provide opportunities for his team to grow and develop so that he can focus on the more strategic pieces of his role.

He sometimes get distracted and is more focused on whatever is happening at the time instead of focusing on his priorities.

John would benefit by stepping back from his team a little and taking on more of a leader role than that of a peer. This would make difficult employee situations and decisions easier to handle.

John is new in his role and will gain the knowledge needed as time goes by.

- If John is working towards a resolution on a request, and it requires some additional research on his part, a status update explaining this delay would be helpful. - This is a preception on my part, but...John's style is very soft, and my exposure to his is remote (we don't work in the same building) so I wonder what sort of "presence" he exudes with othis leaders and his staff. Does he make hisself known and heard as a competent professional leader, or does he blend in without establishing hisself as a leader of the group. I don't know one way or the othis, but it is something for his to be cognizant of in his new role.

In the position very little time, really do not see anything needing approval

John is an incredible resource for our team, and our customers. Finding his voice, and contributing his expertise in a more assertive and definitive way will only enhance our ability to provide great services.

Sometimes is slow to complete commitments, may need to work on time management. It is important to note that he has been working hard to get grounded into his new role and that these may have been some improvement. Sometimes his commitment to customer service is an overdone strength. In othis words, he will hand hold an employee through a situation that they need to be empowered to act upon rathis than John doing everything for them. It will be critical for John to be willing to speak to issues that have the potential to create conflict rathis than to avoid having the discussions.

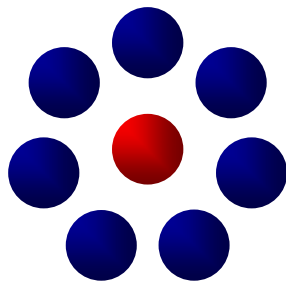
delegating tasks to team

be more aggressive with his leaders, be proactive in his approach

Demonstrate more assertiveness and enthusiasm as a leader.



**DECISIONWISE**  
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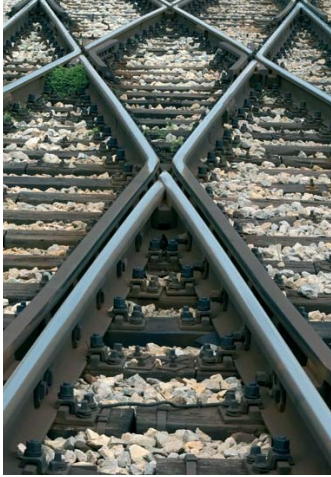
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# Identify Significant Gaps

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## **Gaps:** Differences in Perception

In your 360-degree feedback report, identify significant or consistent differences between the groups of raters (self, supervisor, peers, direct reports, etc.).

Based on your feedback, list and describe the greatest “*gaps*” between rater groups.

Review the gaps you identified to ensure that they represent significant and/or recurring patterns in your feedback. As you review the list, ask yourself the following questions:

Do people see me in a different light, depending on my working relationship with them? Why?

Have I seen evidence of the perception gaps? If so, how are they affecting relationships or performance?

What would happen if I were to fully see myself from their point of view?

# Build On Strengths

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## **Strengths:**

Reaching your  
Destination

Reflect on where you are going. Start by exploring how you got to where you are now. It was through your strengths!

There are things we do so well and effortlessly that we often forget we possess a talent. The 360-degree feedback report identifies your highest scores as seen by others. However, **you** need to interpret what your real strengths are.

Based on your feedback, briefly list and describe your ***strengths and talents***.

Review the strengths that are apparent in your 360 report. As you review the list, ask yourself the following questions:

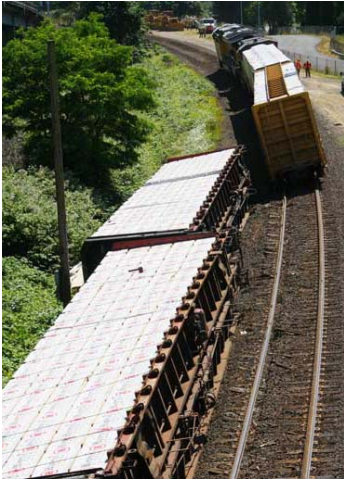
Have these strengths helped me in my career thus far? How?

Am I continually using these strengths in my career and personal life?

What would happen if I were to fully utilize these strengths more regularly?

# Potential Derailers

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## **Derailers:** Getting Off Track

A personal derailer is a behavior that gets in the way of our progress and requires improvement if we are to realize our potential. A derailer is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master.

A derailer has the potential to limit progress in our careers, as well as other areas of life.

Based on your feedback, list and describe potential ***derailers***. Note that these may be clearly spelled out within your report, or you may have to search for these based on themes that may stand out.

Review the list above to ensure that the potential derailer(s) identified in your report are critical to success in your role and position. As you review the list, ask yourself the following questions:

Is this area critical to my continued growth and development? Future direction?  
Why?

Have I been making improvements in this area on a regular basis?

How would my life be different if I were to significantly improve in this area?

# Interpretation Summary

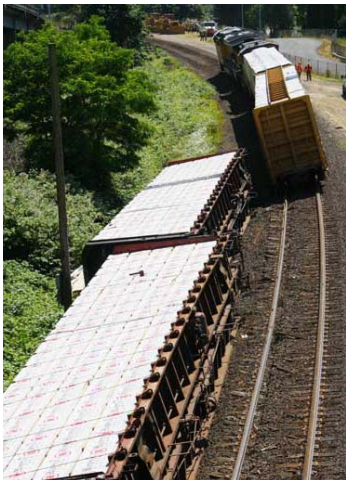
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**Based on my feedback, the greatest gaps between myself and others are:**



**Based on my feedback, my greatest strengths are:**



**Based on my feedback, my most significant derailers are:**

# SMART Goals

## **S**pecific:

*What, exactly, do I want to change? What actions will I stop doing or start doing?*

## **M**easurable:

*How will I/others know that change has occurred? What is the measure of change?*

## **A**ttainable:

*Is it realistic? Who needs to be involved? What resources will I need? What barriers do I anticipate?*

## **R**elevant:

*Will it matter? What difference will it make? Why am I doing this?*

## **T**imely:

*What's the time frame for progress checks? How often will I follow up?*

## Example:

<b>Goal:</b> I will set clear expectations for team performance, and hold team members accountable for meeting these results.	<b>Start Date:</b> May 13, 2010					
	<b>Completion Checkpoints</b>					
<b>Actions to be taken</b>	30 Days	60 Days	90 Days	6 Months	1 Year	Notes
1. Develop performance metrics w/team	✓					Set Meeting
2. Post a copy of our organization metrics on our team board.	✓	→				
3. Review metrics with each person and ensure they fully understand them.	→	→				
4. Post results bi-weekly	✗	✓				
5. Review individual results weekly with team	→	→				
6. Formalize a probation and development process for those not meeting targets	✗	✗				Needs Coaching: Sent Invitation

**Key:** ✗ = Not started    → = In Progress    ✓ = Completed

Name: \_\_\_\_\_

My Goal is SMART: **Specific Measurable Attainable Relevant Timely**

<b>Goal:</b>	<b>Start Date:</b> _____				
<b>Completion Checkpoints:</b>					
<b>Actions to be taken</b>					
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Key: **X** = Not started    **→** = In Progress    **✓** = Completed

Name: \_\_\_\_\_

My Goal is SMART: **Specific Measurable Attainable Relevant Timely**

<b>Goal:</b>	<b>Start Date:</b> _____				
<b>Completion Checkpoints:</b>					
<b>Actions to be taken</b>					
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Key: **X** = Not started    **→** = In Progress    **✓** = Completed