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360 LEADERSHIP SURVEY

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Name:	Stella Smith
Date:	5/22/2011
Email:	Stella.Smith@aslangroup.net
Location:	Champaign
Department:	Research
Position:	Manager

Introduction to Your Results

This report summarizes the results of your 360 leadership survey. It includes feedback on your leadership behavior from your supervisor, peers, direct reports, and in some cases, others you have chosen. It also provides an opportunity for you to compare your own perceptions of your leadership behavior against this feedback. This report is not intended to be used as a source of information in decisions related to hiring, firing, promotion, and/or salary review. The results of your report can serve as a useful platform for generating or writing your individual development plan (IDP).

The Leadership Model

The Leadership Model includes four dimensions: Personal Impact, Relationships, Strategy, and Results. Aligned within these dimensions are 18 leadership competencies. Questions on the 360 Leadership Survey are designed to measure the degree to which you are perceived as being skilled in each of these 18 competencies.

Following are brief descriptions of each competency.

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Competency Descriptions

Personal Impact	
Integrity	Acts ethically and honestly in all business practices and builds professional relationships by promoting mutual trust.
Passion	Embraces the essence of the company.
Self-Awareness	Analyzes own behavior and performance results to learn from mistakes and successes.
Learning	Has an affinity for discovering new ideas, experimenting to learn and acquiring knowledge.
Leadership Courage	Demonstrates confidence by making tough decisions, challenging the status quo when appropriate, and taking risks to achieve business goals.
Relationships	
Coaching	Communicates clear expectations, observes and assesses performance, and provides on-going feedback.
Relationship Building	Develops, cultivates, and maintains a wide network of key internal/external relationships.
Influence	Gains the support of others and acts as a catalyst causing them to take action or change behavior.
Teamwork	Generates commitment through collaboration and energizes people to achieve collective goals.
Strategy	
Adaptability	Acts with flexibility, resiliency, and versatility.
Inclusiveness	Values and encourages diversity of thought and experience.
Vision	Sees possibilities and develops insightful and innovative approaches to define and support the company's vision.
Communication	Seeks to understand and to be understood.
Customer focus	Focuses efforts on discovering and meeting customers' stated or unstated needs and expectations.
Results	
Initiative	Takes a proactive approach, seizes opportunities for change, and takes action when appropriate.
Results Oriented	Focuses on enhancing results and is accountable for outcomes.
Problem Solving	Anticipates issues and develops creative solutions. Develops creative and innovative approaches to solve business problems.
Business Acumen	Identifies information and materials both internally and externally that contribute to the completion of work objectives for optimal impact.

Interpreting Your Results

This report is designed to allow you to review your results on your own. At any time, if you have a question, please contact The Aslan Group (Aslangroup@aslangroup.net).

Some things to remember regarding the 360 Leadership Survey:

- Because it is a 360, by design it is comprehensive and captures the multiple perspectives of those who work with and around you. That is, there is feedback from your supervisor, direct reports, peers, and in some cases others you have selected. In addition, you have also completed a survey noting your own perceptions of your behavior.
- The feedback is anonymous and confidential. Only those, selected from the list of names you provided, received invitations to complete a survey. Your supervisor's feedback is not anonymous.
- The goal of participating in a 360 review is to gain an understanding of how others view you, therefore, you may choose to accept completely or in part the feedback that you feel is most helpful in your development as a leader. This kind of feedback is particularly useful if used in combination with other types of assessments and introspection.

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Detailed Survey Results

This is the section where you can see in detail how your ratings compare to each group of respondents and your supervisor.

The ratings in each reporting group are the scores of the respondents in that group averaged together. The ratings across ALL reporting groups (except Self) are averaged together to arrive at the Overall Average. Keep in mind that if less than 3 people completed a survey in that group there is no average score reported. This is to help insure anonymity and increase the reliability of the reported ratings. The importance scores are ratings that show how important each competency is to your job.

To help interpret the results in this section do the following:

- Circle the highest and lowest scores in each column. What are the consistencies between reporting groups? Where are the gaps?
- How do your perceptions compare to the others? Are there large discrepancies? Are the ratings similar? What accounts for any differences? Do you see a pattern?
- Look at the ratings in each dimension. Do lower scores tend to fall in one dimension?
- Look at specific items. Is there a discernible pattern? Do your lower scores tend to reside in certain competencies? As you look at the items, think about what you do on the job that contributes to others' perspectives.
- Compare the self and supervisor importance ratings. Are they similar or different?
- How do you assess your skill development? Have there been any critical incidents that may be driving a certain perspective?
- What are the 3 competencies you would like to focus on developing over the next six months?
- Please use this scale for reviewing your results:

1=Strongly Disagree
2=Disagree
3=Somewhat Disagree
4=Somewhat Agree
5=Agree
6=Strongly Agree
N=Not Applicable

- Higher scores are favorable.

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SUMMARY SURVEY RESULTS											
			Self	Supv (3)	Dir Rep (6)	Peers (5)	Others (7)	Overall Avg	Norm	Self Impt	Supv Impt
Personal Impact											
	Integrity	5.7	5.1	4.5	5.2	5.4	5.1			6	6.0
	Passion	5.7	4.8	4.8	5.2	5.1	5.0			4	4.4
	Self-Awareness	5.0	4.6	4.6	4.9	4.9	4.7			2	4.0
	Learning	5.3	5.4	5.4	5.7	5.6	5.5			4	4.2
	Leadership Courage	5.8	5.2	5.2	5.7	5.4	5.5			2	4.2
Relationships											
	Coaching	5.0	5.0	4.6	4.9	4.9	4.9			2	3.2
	Relationship Building	5.0	4.9	4.5	4.9	5.0	4.8			6	5.4
	Influence	5.5	5.4	4.7	5.7	5.4	5.3			5	3.6
	Teamwork	5.3	5.2	4.9	5.4	5.2	5.1			4	4.0
Strategy											
	Adaptability	5.3	5.5	5.2	5.4	5.2	5.3			6	4.0
	Inclusiveness	6.0	4.8	4.8	4.8	4.9	4.8			2	3.6
	Vision	6.0	5.2	5.1	5.3	5.3	5.2			4	3.8
	Communication	6.3	5.8	4.9	5.7	5.4	5.5			6	5.2
	Customer Focus	5.0	5.3	4.9	5.3	5.0	5.1			2	4.6
Results											
	Initiative	6.0	5.3	4.7	5.5	5.1	5.2			5	3.8
	Results Oriented	5.0	5.3	4.9	5.6	5.4	5.3			4	4.6
	Problem Solving	4.0	5.4	5.0	5.4	5.4	5.3			2	3.2
	Business Acumen	5.7	5.3	4.9	5.7	5.5	5.4			3	4.2

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Detailed Survey Results

	Self	Supv (3)	Dir Rep (6)	Peers (5)	Others (7)	Overall Avg	Norm	Self Impt	Supv Impt
PERSONAL IMPACT									
Integrity	<u>5.7</u>	<u>5.1</u>	<u>4.5</u>	<u>4.5</u>	<u>5.4</u>	<u>5.1</u>		<u>6</u>	<u>6.0</u>
does not act out of self interest.	5.0	4.4	3.5	3.5	5.3	4.6			
operates in a consistent and predictable fashion.	6.0	5.4	5.0	5.0	5.5	5.3			
explicitly addresses ethical dilemmas in making decisions.	6.0	5.4	5.0	5.0	5.5	5.3			
Passion	<u>5.7</u>	<u>4.8</u>	<u>4.8</u>	<u>5.2</u>	<u>5.1</u>	<u>5.0</u>		<u>4</u>	<u>4.4</u>
is enthusiastic about the company.	6.0	5.0	5.2	5.6	5.5	5.3			
inspires passion in others.	6.0	4.8	4.8	4.9	5.0	4.9			
controls negative emotions	5.0	4.5	4.5	5.0	4.9	4.8			
Self-Awareness	<u>5.0</u>	<u>4.6</u>	<u>4.4</u>	<u>4.9</u>	<u>4.9</u>	<u>4.7</u>		<u>2</u>	<u>4.0</u>
leads with humility.	4.0	3.6	4.3	4.7	5.1	4.4			
actively tempers biases.	5.0	4.6	4.2	5.0	4.9	4.7			
seeks feedback about own behavior.	6.0	5.6	4.8	5.1	4.8	5.1			
Learning	<u>5.3</u>	<u>5.4</u>	<u>5.1</u>	<u>5.7</u>	<u>5.6</u>	<u>5.5</u>		<u>4</u>	<u>4.2</u>
stays ahead of the curve on new developments.	5.0	5.2	4.8	5.4	5.5	5.2			
identifies information resources relevant to the company.	5.0	5.4	5.3	5.8	5.7	5.6			
synthesizes ideas well.	6.0	5.6	5.2	5.9	5.7	5.6			
Leadership Courage	<u>5.8</u>	<u>5.2</u>	<u>5.5</u>	<u>5.7</u>	<u>5.4</u>	<u>5.5</u>		<u>6</u>	<u>4.2</u>
makes tough decisions.	6.0	5.2	5.5	5.7	5.6	5.5			
communicates bad news in a straightforward manner.	6.0	4.4	5.3	5.9	5.6	5.6			
challenges popular opinion when appropriate.	5.0	5.0	5.7	5.6	5.3	5.4			
takes responsibility for risk and decision making.	6.0	5.2	5.3	5.5	5.2	5.3			

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Detailed Survey Results

	Self	Supv (3)	Dir Rep (6)	Peers (5)	Others (7)	Overall Avg	Norm	Self Impt	Supv Impt
RELATIONSHIPS									
Coaching	<u>5.0</u>	<u>5.0</u>	<u>4.6</u>	<u>4.9</u>	<u>4.9</u>	<u>4.9</u>		<u>2</u>	<u>3.2</u>
makes the development of others a high priority.	5.0	4.8	4.5	4.6	4.5	4.6			
provides useful feedback.	5.0	5.3	4.7	5.1	5.3	5.1			
provides assignments to facilitate individual development.	5.0	5.0	4.7	5.0	4.8	4.9			
Relationship Building	<u>5.0</u>	<u>4.9</u>	<u>4.5</u>	<u>4.9</u>	<u>5.0</u>	<u>4.8</u>		<u>6</u>	<u>5.4</u>
expresses disagreement tactfully.	5.0	5.2	4.5	4.7	4.9	4.8			
conveys trust in others.	5.0	4.8	4.3	5.2	5.2	4.9			
creates an environment that promotes relationship building.	5.0	4.8	4.8	4.9	4.9	4.9			
Influence	<u>5.5</u>	<u>5.4</u>	<u>4.7</u>	<u>5.7</u>	<u>5.4</u>	<u>5.3</u>		<u>5</u>	<u>3.6</u>
acts with competence.	6.0	5.8	5.2	6.0	5.7	5.7			
conveys trustworthiness.	6.0	5.4	4.5	6.0	5.5	5.4			
anticipates the reactions of others.	5.0	5.2	4.7	5.3	5.4	5.2			
demonstrates a high tolerance for ambiguity.	5.0	5.2	4.5	5.3	4.8	5.0			
Teamwork	<u>5.3</u>	<u>5.0</u>	<u>4.9</u>	<u>5.4</u>	<u>5.2</u>	<u>5.1</u>		<u>4</u>	<u>4.0</u>
energizes team members to achieve collective goals.	5.0	4.8	4.7	5.5	5.0	5.0			
rewards both group AND individual efforts.	6.0	5.0	4.7	5.3	5.1	5.0			
empowers team members.	5.0	5.3	5.2	5.4	5.4	5.4			

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	Self	Supv (3)	Dir Rep (6)	Peers (5)	Others (7)	Overall Avg	Norm	Self Impt	Supv Impt
STRATEGY									
Adaptability	<u>5.3</u>	<u>5.5</u>	<u>5.2</u>	<u>5.4</u>	<u>5.2</u>	<u>5.3</u>		<u>6</u>	<u>4.0</u>
is able to pursue multiple priorities simultaneously.	5.0	5.8	5.5	5.7	5.8	5.7			
uses different approaches for different situations.	6.0	5.6	5.0	5.3	4.9	5.2			
promotes novel contributions among team members.	5.0	5.0	5.2	5.3	4.9	5.1			
Inclusiveness	<u>5.0</u>	<u>4.8</u>	<u>4.8</u>	<u>4.8</u>	<u>4.9</u>	<u>4.8</u>		<u>2</u>	<u>3.6</u>
helps people of different backgrounds feel valued.	5.0	5.0	4.8	4.5	4.8	4.8			
confronts non-inclusive behaviors.	5.0	4.5	4.8	5.0	4.8	4.8			
Vision	<u>6.0</u>	<u>5.2</u>	<u>5.1</u>	<u>5.3</u>	<u>5.2</u>	<u>5.2</u>		<u>4</u>	<u>3.8</u>
provides a link between vision and daily decisions.	6.0	5.2	5.0	5.3	5.2	5.2			
works at executing a vision as well as promoting one.	6.0	5.2	5.2	5.3	5.3	5.3			
Communication	<u>6.0</u>	<u>5.8</u>	<u>4.9</u>	<u>5.7</u>	<u>5.5</u>	<u>5.5</u>		<u>6</u>	<u>5.2</u>
communicates clear expectations.	6.0	5.5	5.0	5.6	5.4	5.4			
Is an effective storyteller.	6.0	5.8	5.0	5.6	5.4	5.4			
communicates thoughts in a clear, structured fashion.	6.0	6.0	4.8	6.0	5.6	5.6			
Customer Focus	<u>5.0</u>	<u>5.3</u>	<u>4.9</u>	<u>5.3</u>	<u>5.1</u>	<u>5.1</u>		<u>2</u>	<u>4.6</u>
initiates systems that reward a customer focus.	5.0	5.3	4.8	5.3	5.1	5.1			
develops strategies that are customer focused.	5.0	5.2	5.0	5.4	5.3	5.3			
makes decisions based on customer needs instead of internal politics.	5.0	5.4	4.8	5.1	5.0	5.0			

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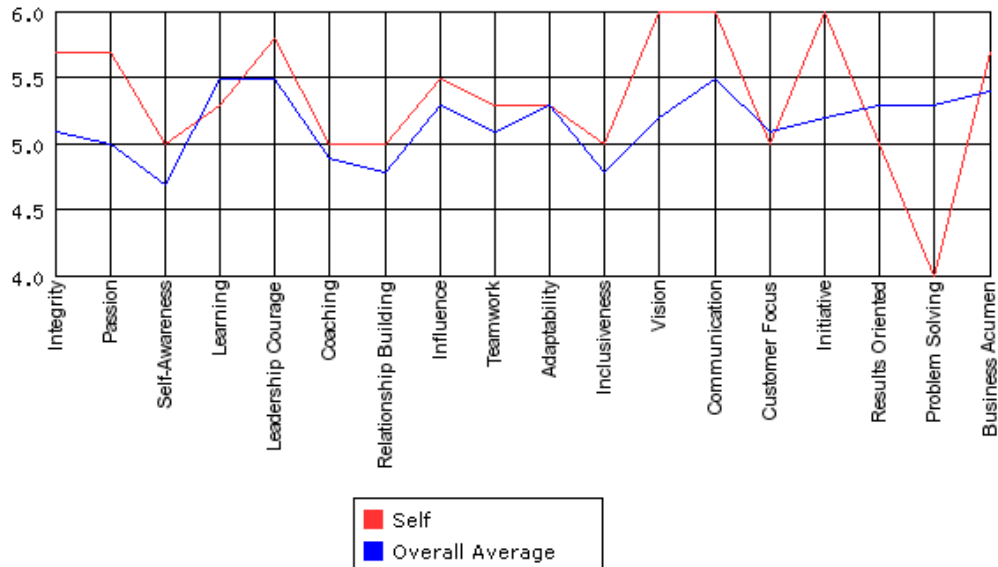
	Self	Supv (3)	Dir Rep (6)	Peers (5)	Others (7)	Overall Avg	Norm	Self Impt	Supv Impt
RESULTS									
Initiative	<u>6.0</u>	<u>5.3</u>	<u>4.7</u>	<u>5.5</u>	<u>5.1</u>	<u>5.2</u>		<u>5</u>	<u>3.8</u>
conveys a sufficient sense of urgency when needed.	6.0	5.8	5.0	5.7	5.6	5.5			
creates reward systems that promote initiative.	6.0	4.8	4.3	5.3	4.5	4.7			
Results Oriented	<u>5.0</u>	<u>5.3</u>	<u>4.9</u>	<u>5.6</u>	<u>5.4</u>	<u>5.3</u>		<u>4</u>	<u>4.6</u>
works with others to establish performance standards.	5.0	5.3	5.0	5.5	5.5	5.3			
puts a priority on measuring results.	5.0	5.3	4.8	5.6	5.3	5.3			
Problem Solving	<u>4.0</u>	<u>5.4</u>	<u>5.0</u>	<u>5.4</u>	<u>5.3</u>	<u>5.3</u>		<u>2</u>	<u>3.2</u>
anticipates problems before they arise.	4.0	5.4	4.7	5.5	5.3	5.3			
promotes problem solving through collaboration.	4.0	5.4	5.2	5.3	5.3	5.3			
Business Acumen	<u>5.7</u>	<u>5.3</u>	<u>4.9</u>	<u>5.7</u>	<u>5.4</u>	<u>5.4</u>		<u>3</u>	<u>4.2</u>
demonstrates expertise in generating business strategies.	6.0	5.2	4.8	5.6	5.3	5.3			
stays current with technological advances.	5.0	5.3	4.3	5.7	5.2	5.2			
stays up with business/industry trends.	6.0	5.4	5.5	5.7	5.6	5.6			

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Visualization of Results

For each competency, this line graph shows your ratings and the overall average (all your reporting groups averaged together).

- Note the discrepancies between your scores and other reporting groups on each competency. How do you see yourself in relation to how others see you?
- Are there specific competencies that you feel you are doing well?
- Are there specific competencies you would like to improve?



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Comments

The following is a verbatim reproduction of the comments made by your respondents. They have not been edited in any way. It's important to read them and note consistencies among the comments. Look for examples and reasons that may explain perspectives. Do you agree with the comments generally? What are the perspectives from the different groups of respondents? Note any patterns that emerge. Are the observations accurate or inaccurate?

Supervisor

Strengths: Stella is very focused on goals and strategizes the best ways to meet customer requirements. She keeps abreast of new developments in the industry and is always keen to try out new ideas. Stella relishes a steep learning curve and absorbs new information with ease. Opportunities for development: Gaining the trust of colleagues and gaining their cooperation is critical to Stella's work. An increased focus on building relationships would be beneficial to Stella in helping her to meet her goals and those of the company. Stella might consider becoming involved in some of the social activities in the department to help her get to know her colleagues on a more personal level. Stella needs to think more about what being a leader means to her and how she can build on her existing strengths to establish herself as a leader in the eyes of her colleagues.

Stella is a very good leader and can be counted on to produce results. She is insightful. She needs to be more self aware about how she is perceived by others.

Direct Reports

Stella is very good at her job and gets results with what she does. Stella does not relate very well to her employees. It seems as though sometimes she is more interested in doing the business end of her work at the expense of the people that work for her.

Strengths: Stella is very focused on her work and is always looking for ways to improve customer service. Development Areas: Stella is very committed to her vision and this is an asset to the department. She might focus more on communicating this vision to others and giving them the opportunity to develop their own vision.

Stella is great. She is very direct and to-the-point. While she does not talk to others a lot, she is very concise and does not engage in office gossip. She does a great job in the technical side of the business and really knows how to get results. Sometimes Stella does not focus enough on group activities. She is a very individual person, so I think it doesn't occur to her sometimes to have group meetings. Overall, Stella has been a good boss. However, she tends to flaunt her abilities.

One of Stella's strengths is her straight talk. She doesn't penalize you for saying what you believe. She needs to think about how she says things because she comes off as arrogant. She needs to also continue to develop tolerance for people who are from different backgrounds.

Peers

Strengths Stella demonstrates a high level of technical expertise and raises the bar for execution of complex tasks. She works efficiently and deals well with the stress of competing priorities. Areas for development: Stella tends not to focus too much on building and maintaining relationships with colleagues and this can sometimes affect the level of commitment she gets from team members. If some of the energy she expends on technical tasks was redirected to personal relationships, she would find teamwork a lot more effective. Also she needs to find a way to channel her superior knowledge in a way that doesn't appear so "high level".

Stella is a very competent leader. She always knows what is going on in Aslan. She is very good at problem solving and number-crunching and comes through when things are tough. She does not have many relationships here at Aslan. She just seems distant.

Strengths: Stella is both reliable and competent. She works very hard and does her job very efficiently. Development Areas: No suggestions, she is a wonderful colleague.

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Others

Stella is always on task when I work with her. I do now know how she gets it done sometimes. She is very results-oriented and professional. When she does not get the results she wants, she sometimes is a bit short on the phone, but mostly Stella has been good to work with.

Stella has been great to work with. She really knows what is important to our department and gets her work done efficiently and in a timely manner. She always follows up on our needs and has been great about getting us what we need. She has overall been super.

Strengths: Stella is always very helpful and efficient. She understands customer needs and communicates effectively. Always a pleasure to work with. Development: No suggestions.

Self

Strengths: I stay on top of my projects and follow through with them. I follow Aslan business plans and try to keep up on current technologies. I make sure that my team gets feedback on how they are doing. Opportunities for Development: I have a tendency to be a bit unemotional with my employees and peers. I focus on business perhaps too much instead of relationship building. I have been told I come off as a "know it all". I'd like to continue to work at this. I think my biggest weakness is not solving as many of the problems as quickly as I would like. I tend to want to work on them myself instead of asking others to help me come up with solutions.

Overall Strengths and Areas for Improvement Taking Into Account Supervisor Importance Ratings

In the left-hand column below are your three highest and three lowest rated competencies overall. In the right-hand column are your strengths and areas for improvement when the supervisor's importance ratings are taken into account. When you consider opportunities for development, you may benefit most by focusing on those strengths and areas for improvement that take into account what your supervisor considers important.

Strengths

1. Communication
2. Learning
3. Leadership Courage

Areas for Improvement

1. Self Awareness
2. Inclusiveness
3. Relationship Building

Strengths Taking Into Account Supervisor Importance Ratings

1. Communication
2. Leadership Courage
3. Learning

Areas for Improvement Taking Into Account Supervisor Importance Ratings

1. Relationship Building
2. Self Awareness
3. Inclusiveness

Initiating a Development Plan

If you have any further questions or need assistance please contact the Aslan Group at aslangroup@aslangroup.net.