

SAM SAMPLE

360° SUMMARY REPORT AND DEVELOPMENTAL SUGGESTIONS

For

ABC COMPANY

March, 2017

CONFIDENTIAL



HOW TO USE THE 360 - DEGREE FEEDBACK RESULTS

This 360 - Degree assessment contains information which will help you identify key assets and significant developmental opportunities so that action plans can be developed to fine tune your skills in your job.

To put this information to its best use we suggest that you keep the following in mind:

- ◆ Since everyone has strengths and weaknesses, try to view the results as a whole. Look for themes. Take care not to over emphasize individual statements. Instead, try to balance an understanding of your potential assets with that of your potential liabilities. Try to think of ways in which you can capitalize on your current strengths and build new ones.
- ◆ Use the *Developmental Suggestions* section as a way to stimulate your thinking about action planning and development. Once you have determined the relevance and benefit of a given developmental suggestion, you are encouraged to seek the input of your supervisor in creating action plans that will help you effectively address your needs.

SUMMARY OF STRENGTHS

- Ms. Sample is viewed as assertive and decisive. She takes charge and shows good initiative. She will make a judgment call and move to action.
- She establishes herself as a leader. She has the ability to take charge of a situation and make things happen.
- She is perceived as acting with the highest integrity. She is viewed as honest and one whom others can count on to tell the truth.
- She is passionate about her work and is willing to tenaciously push for continuous progress and results.
- Others tend to agree that she has sound judgment and she is respected for her knowledge. She works to support the organization's objectives in providing quality service to customers.
- She is willing to delegate and makes an effort to make others feel as if they were part of the solution. She ensures credit is shared with team members.

SUMMARY OF WEAKNESSES

- In an effort to push for progress, Ms. Sample can have difficulty taking the time necessary to invest in the development of her team members. She is capable of supporting others toward their goals, but should work to encourage more developmental opportunities and follow-up on the progress of her team.
- Her passion and drive can cause others to view her as stubborn and abrupt. Her directness and high level of self-confidence can over-power people. At times, she prioritizes progress over building relationships which can limit her leadership effectiveness.
- She is highly emotional and can react to the pressure of situations. When she is upset, others perceive her as intimidating, rude and closed to others' opinions. She has a tendency to take constructive critiques personally.

POTENTIAL BLIND SPOTS

Out of the 26 competencies, Ms. Sample's self-ratings were aligned with others' ratings in all areas with two expectations. This suggests she has a good level of self-awareness of both her strengths and weaknesses. The only identified blind spot was Ms. Sample's overall lowest rating, "Building and Maintaining Relationships". In this area, she rated herself as above average whereas others rated her as average. Although the rating difference was not significant, the slight discrepancy suggests that she should bring greater awareness and attention to the area of developing and sustaining relationships. In the area of "Coaching/Developing Leaders", Ms. Sample rated herself significantly lower than others. This rating discrepancy suggests that she may be underestimating her effectiveness in this area.

NEXT STEPS

It is recommended that Sam seek a better understanding of these perspectives and make the effort to gather examples from her manager and her peers. *It is not recommended that she inquire further with her subordinates, since that could create significant discomfort on their part.*

It is suggested that Sam write a personal development plan for improving her leadership effectiveness. This plan should include specific behaviors that she would like to change, action steps for making these changes, and the intended impact that such improvements could potentially have on those around her. Having a discussion with her manager to discuss what she has learned from this feedback is also suggested. She should then discuss some of the general improvements she would like to make. Stating a commitment to improve in these areas is the first step toward leadership change. After she has developed a written action plan, she should circle back with her manager to share the final plan.

The following developmental suggestions may serve as a beginning for her, or as a template that can be incorporated into her plan.

DEVELOPMENTAL SUGGESTIONS

Building and Maintaining Relationships

Developmental Suggestions:

1. Take more time out of your day for relationship building and begin to see it as perhaps as important as getting tasks accomplished. Take the time to chat informally with employees, get to know them on a personal basis and show an interest in their lives outside of work.
2. Ask a trusted colleague to list the five ways in which you are most likely to come across to others as short, abrupt, and stubborn. Outline the specific behaviors, gestures or comments that you engage in to send these signals. Then begin to address them one at a time, trying to reduce the frequency of their expression.
3. Remember that compassion and empathy are not signs of weakness. They simply show your ability to relate to others on a personal level and to show concern for what they might be experiencing.
4. Every day, take the time and initiative to chat briefly with an employee about a subject in which you know he/she is interested.
5. Find opportunities to open up and self-disclose in ways that might encourage your people to reciprocate. Let them see you as a down-to-earth person who has an interest in them and their success.
6. Be aware of your body language and facial expressions. When you are not smiling, many people will assume you are not happy. Try to develop the habit of showing your enthusiasm with facial gestures, "talking with your hands", and voice inflection.
7. Occasionally take a few minutes and write a short note of appreciation to an employee who has done a particularly good job on something. Make sure to hand write the note rather than send an e-mail message to ensure that it is personal and shows your interest in them.

Inadequate Attention to Coaching/Developing People

Developmental Suggestions:

1. Begin to think like a teacher. Break tasks into small parts. Provide encouragement and support as each aspect of a task or project is learned.
2. Begin to see yourself as a person who really can make a difference in building others' confidence in themselves.
3. Ask your people about what kind of developmental activities former bosses provided. Get an idea of what has been most meaningful to your employees.
4. Get your employees exposed to problems and challenges at other levels in the organization. Ask leaders from other areas to come in and talk with your group. Try to broaden the horizons for your people so that they get a better idea of how the organization accomplishes its objectives.
5. Set aside time for team meetings in which your role is to listen and facilitate the exchange of ideas rather than simply direct and assign responsibilities.
6. Make sure each member of the team has some opportunity to talk privately with you on a regular basis. Encourage a free flow of ideas on how the department is facilitating or inhibiting the achievement of individuals personal and career goals.

Overly Emotional

Developmental Suggestions:

1. Try to be aware of how closely team members "read" your moods and are influenced by them. An outburst of negative emotion may pass quickly for you, but may linger on for them.
2. Learn to understand your emotional "triggers". Make a list of the last ten times you reacted emotionally, lost your composure or jumped to a conclusion. Identify the themes. Once you have labeled the themes, try to identify the underlying causes. In each grouping, what would be a more mature response? Mentally rehearse more effective responses. Try to

decrease by ten percent a month the number of times you lose your composure.

3. Read *Feeling Good: The New Mood Therapy* by David Burns to help develop an understanding of the relationship between how you think about and perceive events in your environment and how you subsequently feel and behave.
4. Do a “camera check.” Ask yourself whether you are consistently receptive to feedback, or sometimes defensive. Seek the input of those around you and ask for examples that support their perceptions of you.
5. Develop a list of the three most frequent developmental suggestions from your boss and ask yourself whether you have tended to agree or disagree with them.

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OC/alh

LEADERSHIP DEVELOPMENT PLAN

Developmental Area

Long Term Objectives

1.

2.

Action Steps

1.

2.

3.

Desired impact

1.
