G360 Leadership Pulse

Prepared for Daniel Sample

Number of outside raters: 5

October 26, 2019

UNDERSTANDING YOUR FEEDBACK REPORT

Reading this report is the first step in a proven process of personal growth and learning. Our four-step process of *Read, Reflect, Plan* and *Execute* helps you turn the feedback you receive into measurable growth. To get the most out of this experience, you will need to understand this report thoroughly, so please take the time to review this introductory material instead of jumping immediately to your results.

Read: First, we present the data that was collected from your colleagues. That includes raw scores, percentile scores, and specific feedback from your raters.

Reflect: Then we provide a worksheet to record your reflections. This is a very important step in the process, so please take the time to complete it.

Plan: Identify two goals for personal development and create an action plan to achieve those goals. We provide a number of development resources to help you in this process. Click on the competency names in the results section to get more information.

Execute: The most important part of the process is execution. You have to work your plan. We encourage you to enlist the help of a coach or mentor to discuss your progress on a regular basis.

What was assessed by the G360 Leadership Pulse?

The G360 Leadership Pulse gives managers feedback that can help them become more effective leaders. We looked at the characteristics of successful leaders and found a number of common traits. First of all, these competencies are developed over time and it's never to late to improve on them. In fact, if you pay attention to these eight competencies, you will increase your chances of success in life. The old adage rings true here: What get's measured, gets managed. Focus on these attributes and you will see impressive results in both your personal and professional lives. Take this survey often and watch your scores improve.

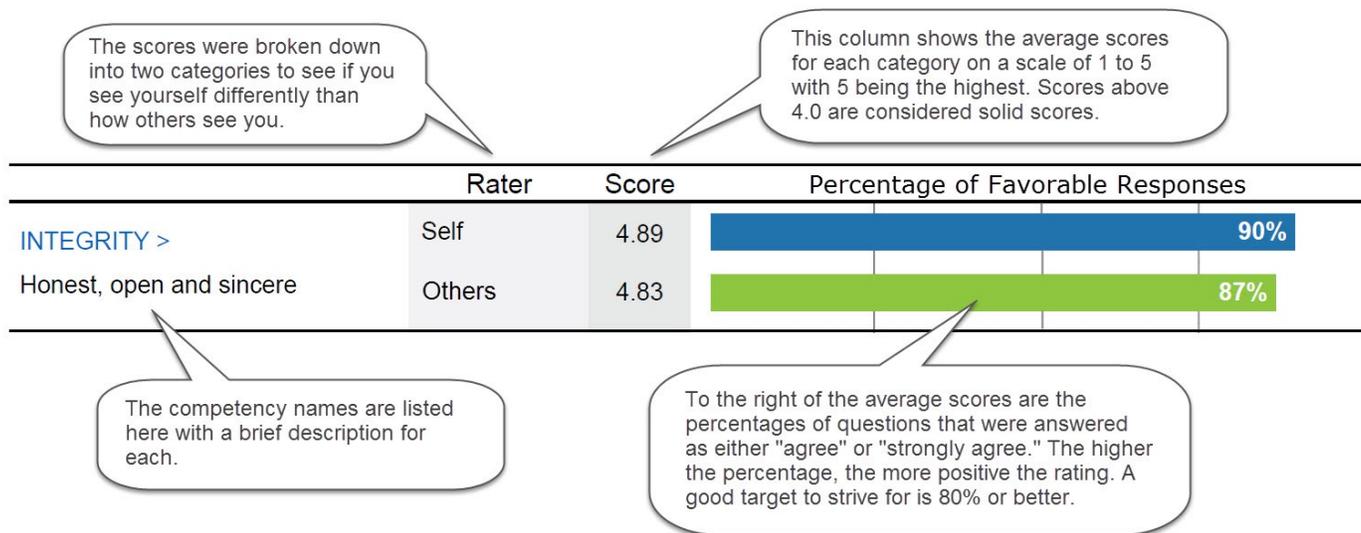| Integrity	Approachability
Work Ethic	Execution
Continuous Improvement	Motivating Others
Directing Others	Developing Others

INTERPRETING THE RESULTS

There are three types of results presented in this report: strengths, competency scores, and personal feedback.

STRENGTHS

Participants were asked to select three strengths that describe you from a large list of options. The results are presented in a word cloud where strengths that were mentioned multiple times are in a larger font.

COMPETENCY SCORES

The bar chart shows your scores for each of the core competencies that were measured in this survey. Questions were answered from strongly disagree (1) to strongly agree (5) and averaged together.

> The scores were broken down into two categories to see if you see yourself differently than how others see you.

> This column shows the average scores for each category on a scale of 1 to 5 with 5 being the highest. Scores above 4.0 are considered solid scores.

	Rater	Score	Percentage of Favorable Responses
INTEGRITY >	Self	4.89	90%
Honest, open and sincere	Others	4.83	87%

> The competency names are listed here with a brief description for each.

> To the right of the average scores are the percentages of questions that were answered as either "agree" or "strongly agree." The higher the percentage, the more positive the rating. A good target to strive for is 80% or better.

Below each chart are four symbols that identify high scores, low scores, hidden strengths, and blind spots.

⬆ **High Scores** are defined as the *top 25%* of scores from surveys completed in the last four years. They are strengths to be built upon.

👍 **Hidden strengths** are areas in which you rated yourself at least a half point lower than another rater group. You are doing better than you think.

⬇ **Low Scores** are defined as the *bottom 25%* of scores from surveys completed in the last four years. They are barriers to success.

⚠ **Blind spots** are areas in which you rated yourself at least a half point higher than another rater group. Blind spots can be problem areas that you are not aware of.

PERSONAL FEEDBACK

Underneath the competencies are optional comments from your raters. They were asked to provide information about your specific strengths, areas for growth, and suggestions for improvement. These comments can offer you valuable insight into what you are doing well and what you can improve upon.

YOUR STRENGTHS

Approachable   Ethical   Straightforward   Genuine
Confident   Informative   Intelligent
Professional
Dedicated   Committed   Insightful   Cooperative
Competent

PERSONAL FEEDBACK

- Daniel always takes the time to go over the best way to go about solving a problem. Even if he is busy with his own work that he has to complete, he will put that on pause and take the time to work with you to ensure you are on the right track to solve any issue you have. He's a very smart person, and is able to think outside of the box to solve questions that might not have a readily-available answer.

- Daniel is a very direct and ambitious leader, and likes to take a step back and look at the bigger picture. Some specific things that Daniel could do would be to mentor or meet with team members regularly to make sure they are on track to meet their goals.

- Appreciate:
  - flexible
  - approachable
  - great communication skills
  - collaborative
  - inspirational
  - knowledgeable

  Improvement:
  - could improve on stating his expectations more clearly. I think sometimes he assumes we know as much as he does.

YOUR COMPETENCIES

	Rater	Score	Percentage of Favorable Responses
INTEGRITY > Honest, open and sincere	Self	5.00	100%
	Participants	4.90	100%
APPROACHABILITY > Warm and welcoming	Self	3.50	50%
	Participants	4.40	90%
WORK ETHIC > Hard-working, goal oriented and driven	Self	4.00	100%
	Participants	4.60	100%
EXECUTION > Able to coordinate resources and get results	Self	3.50	50%
	Participants	4.50	100%
CONTINUOUS IMPROVEMENT > A commitment to improve performance and drive change	Self	4.50	100%
	Participants	4.60	100%
MOTIVATING OTHERS > Inspirational and purpose-driven	Self	4.00	50%
	Participants	4.30	100%
DIRECTING OTHERS > Gives clear directions with reasonable expectations	Self	3.00	0%
	Participants	4.40	100%
DEVELOPING OTHERS > Invests time and energy to develop direct reports	Self	4.00	100%
	Participants	4.20	90%

⬆ HIGH SCORES
- Integrity

👍 HIDDEN STRENGTHS
- Approachability (Self vs Participants)
- Work Ethic (Self vs Participants)
- Execution (Self vs Participants)
- Directing Others (Self vs Participants)

⬇ LOW SCORES
- No Low Scores

⚠ BLIND SPOTS
- No Blind Spots

REFLECT

Getting feedback can be challenging. It often evokes strong emotions and reactions. In the space below, we would like you to explore those feelings so we can transform them into goals and action.

What is your general reaction to the feedback?

Were there any high scores or positive comments that surprised you? Please explain.

Were there any low scores or critical comments that surprised you? Please explain.

Did you have any hidden strengths or blind spots? Please record them below.

Were there any big differences between rater groups? Why might different groups see you differently?

What are two goals you will set for yourself as a result of this feedback?

1. _____

2. _____

GOAL SETTING GUIDANCE

"Leadership is the capacity to translate vision into reality through planning."
Warren Bennis
Author and Leadership Expert

An awareness of your strengths and weaknesses is not enough to improve your performance. You must take the two goals you wrote down on the previous page and turn them into smart goals. They should be specific, measurable, attainable, relevant, and time-bound. Click on each of the competencies in the previous charts for additional resources such as sample action plans and recommended books, articles, and videos.

Specific	Describe, in detail, what you want to accomplish. Include the who, what, when, where, and why of your goal.
Measurable	Pick a goal that can be easily measured and define how you will evaluate your success.
Attainable	Make sure that your goal is within your reach. Overly ambitious goals will not be taken seriously.
Relevant	Consider what's important to your organization and tailor your goal to help you become more successful within that context.
Time-bound	Set a deadline for completion of your goal. Otherwise, it is at risk of being put on the "back burner" and forgotten.

EXAMPLES OF SMART GOALS

- *Improving Communication:* As project leader, I will set up a shared online document by Feb 17th that includes our project timeline, a description of each members' roles and responsibilities, and minutes from our weekly meetings.

- *Improving Encouragement:* In the next three months, I will make three positive comments during our weekly staff meetings to encourage team members and to improve team morale. At the end of that time, I will ask my team leader if she has noticed any change in my behavior.

TIME TO CREATE A PERSONAL DEVELOPMENT PLAN

Take your revised SMART goals and transfer them to the next page. It's time to transform your goals into action plans. You will identify three to five specific things you need to do to achieve each goal and assign a deadline for each of them. This is the most important part of the G360 feedback process. Setting realistic goals and executing detailed action plans is the key to success. Individuals who work hard to improve their skills almost always outperform those who don't.

PERSONAL DEVELOPMENT PLAN

What is your first goal?

What specific action steps do you need to take to achieve your goal?   By when?

What is your second goal?

What specific action steps do you need to take to achieve your goal?   By when?

Identify two people with whom you will discuss your goals and action plans.

1.

2.

Schedule two checkpoints to revisit and adjust your goals as necessary. Put these dates on your calendar.

1.

2.