

360 Degree Feedback

PROFILE FOR:

Anne Example

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CONFIDENTIAL



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Contributors

The table below indicates the number of respondents who were invited to provide feedback, and the number who submitted their feedback.

Rater Category	Invited	Submitted Responses
■ Self	1	1
■ Manager	1	1
■ Direct Reports	3	3
■ Peers	3	3
■ Other	3	3

Rating Scale

The rating scale used throughout the report is as follows:

1	Almost Never
2	Seldom
3	Sometimes
4	Usually
5	Almost Always
N/A	Not Observable or Not Applicable

Confidentiality

This report is for your development as a leader within Inclusive LeaderView 360 and specific insights in this report remain confidential.

'AP' may be displayed within your report. 'AP' stands for Anonymity Protection. This is applied when there are insufficient responses in a given category for anonymity to be maintained.

Your Feedback Report

This report provides feedback on the nine critical 360-Degree Leadership Development Feedback Behaviors. It will provide the group with the opportunity to enhance awareness of their leadership strengths and development opportunities in relation to the 360-Degree Leadership Development Feedback Behaviors.

360 Degree Feedback can help identify where others see the group differently from how the group see themselves by comparing self ratings to those of others, highlighting the groups strengths and how these can be best utilized. These can be categorized in four distinct ways:



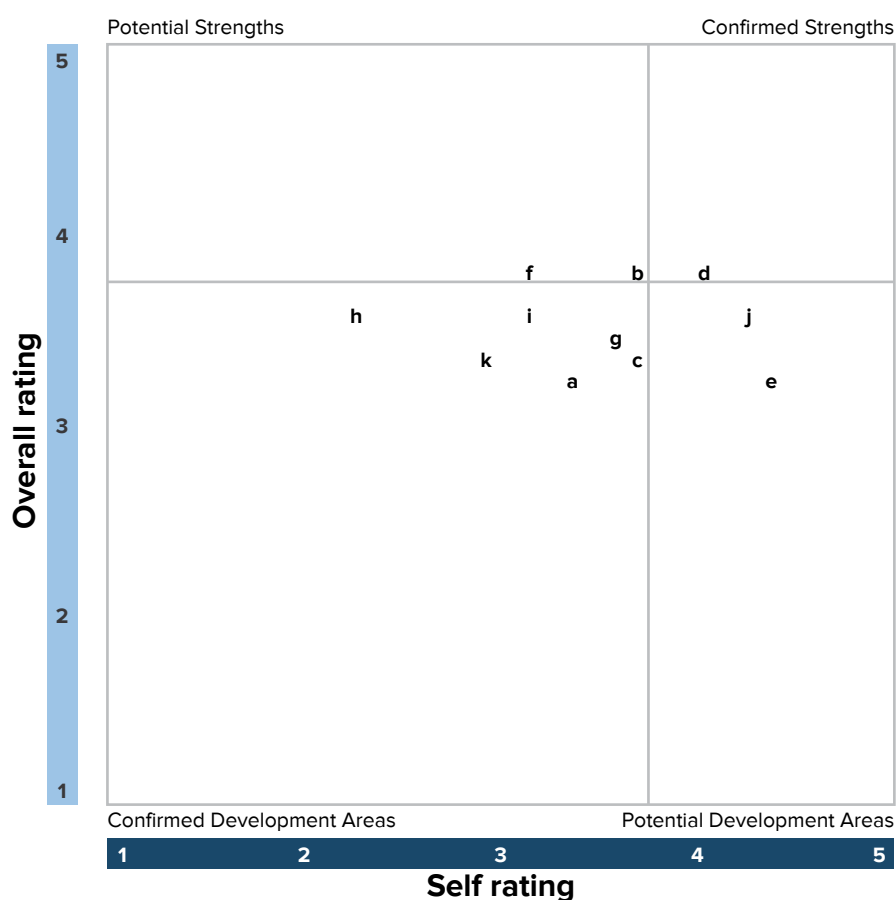
Using Your Report

The report provides several layers of insight. It starts with a high level overview of the nine leadership behaviors. It then zooms in on each specific behavior and question within each area, showing feedback ratings and comments provided by self and the contributors. The report also provides a ranking of the leadership behaviors, showing relative strengths and areas for development.

Self-Awareness Index

Self - All Raters (N = 10)

This graph provides feedback about your level of self-awareness by comparing your own ratings to those of others against each of the behaviors measured. Examine which behaviors fall into each of the four quadrants. It is important to leverage those categorized as Confirmed/Potential Strengths and possibly consider ways to enhance skills and effectiveness in those categorized as Confirmed/Potential Development Areas.



	Self	All Raters
Potential Strengths		
b. Fostering Belonging/Inclusiveness	3.71	3.79
f. Drives Innovation/Change	3.20	3.78
Confirmed Development Areas		
a. Fostering Psychological Safety	3.40	3.28
c. Developing/Coaching Others	3.75	3.40
g. Drives Performance and Results	3.67	3.57

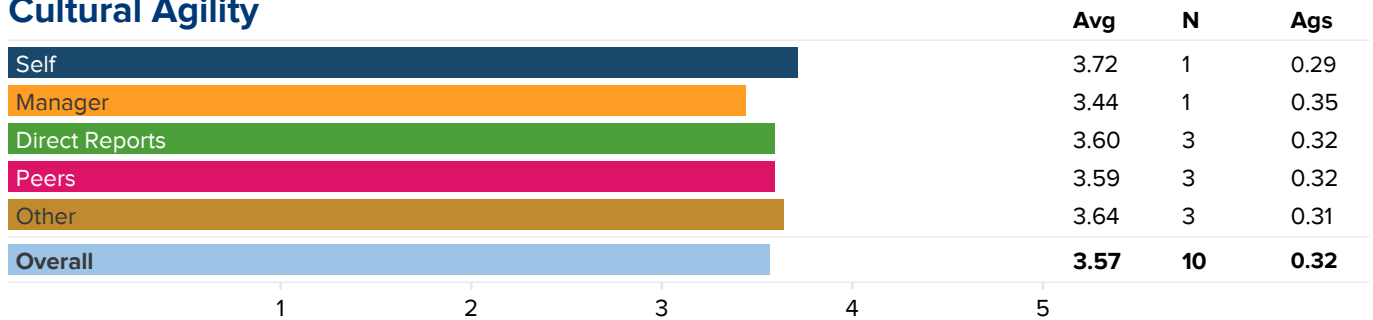
	Self	All Raters
h. Integrity	2.25	3.63
i. Openness to Learn/Self-Development	3.20	3.62
k. Adaptability/Resilience	3.00	3.35
Confirmed Strengths		
d. Empathy/Compassion	4.00	3.81
Potential Development Areas		
e. Communicates Strategic Vision	4.33	3.31

	Self	All Raters
j. Authenticity/Vulnerability	4.25	3.63

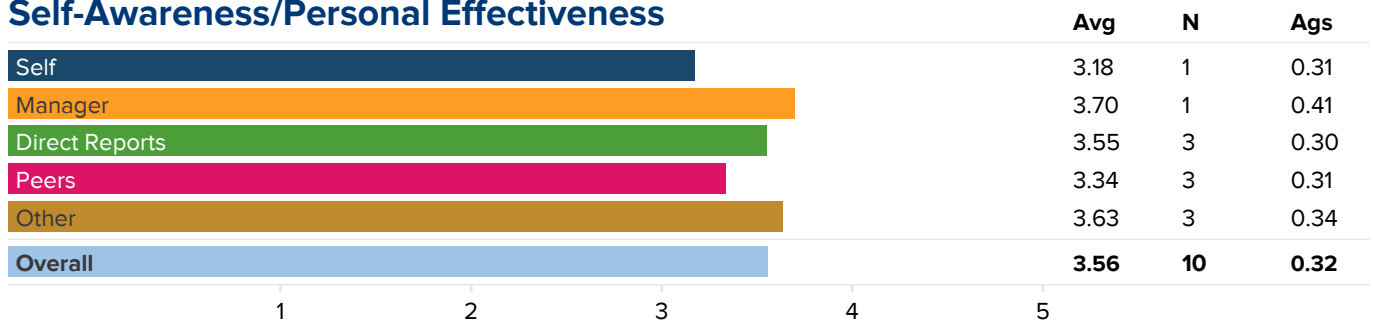
Your Overall Scores

The graph below shows a breakdown of the ratings provided by you and other contributors. Consider how you see yourself versus the way others see you? Reflect on how differently people may be experiencing you as a leader.

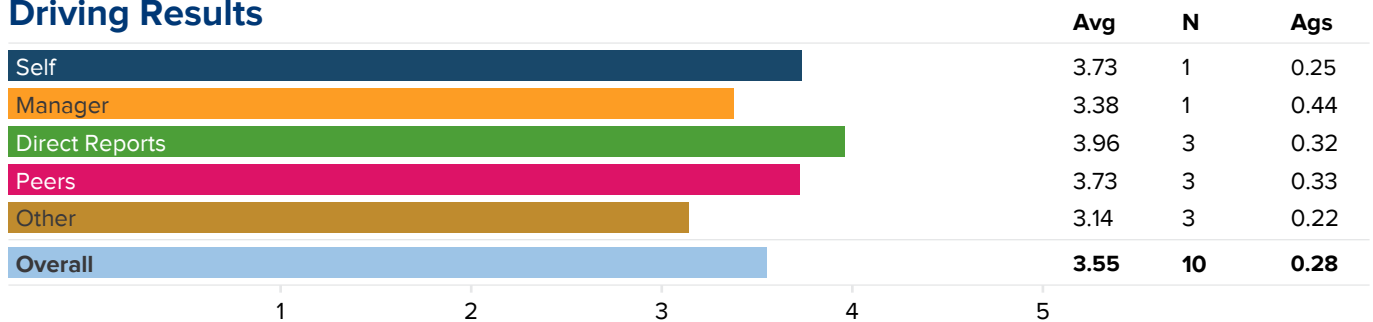
Cultural Agility



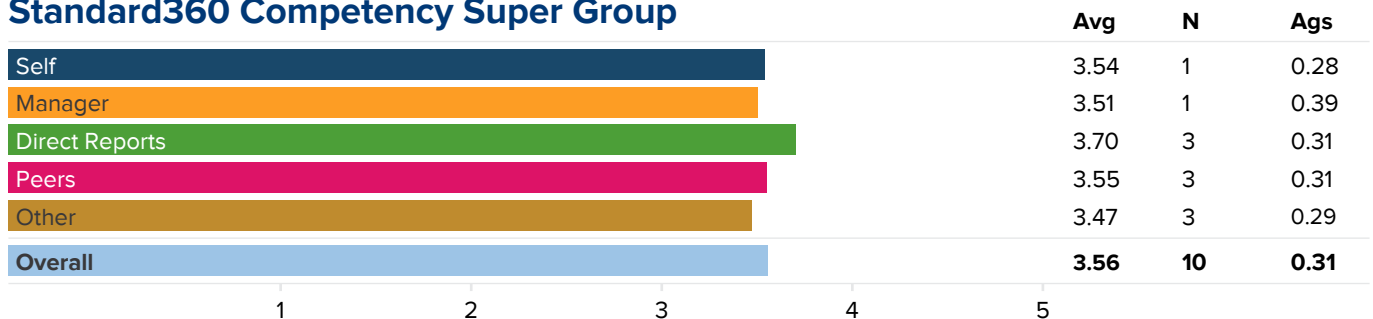
Self-Awareness/Personal Effectiveness



Driving Results



Standard360 Competency Super Group



Highest and Lowest Rated Items - All Raters

This section presents the items identified as your highest and lowest rated. Agreement scores (Ags) show how closely raters experience your behaviors. The range of scores for this statistical measure of rater agreement is 0 to 1 where '1' represents total agreement by all raters. Ags less than 0.50 indicate a significant variation in individual rater scores, so the average rating isn't enough to understand what's going on. You may need more information or context before taking action.

Highest Rated Items

The following items were identified as your highest rated. These scores are the average over all the raters excluding yourself. They are rank ordered so that the first item is perceived to be your highest rated behavior. These are the areas in which you contribute most to the success of your organization. As such, consider ways to continue leveraging these behaviors as strengths.

Item	Behavior	Score	Self	Ags
Fosters learning, professional, and career development of others by providing feedback, guidance, mentoring, and support.	Developing/Coaching Others	4.75	5.00	0.55
Encourages a climate in which employees feel free to challenge old ways of doing things (e.g., improve or fix a process, system, policy, programme, or procedure).	Drives Innovation/Change	4.58	5.00	0.77
Demonstrates empathy, respect, and responsiveness to others regardless of team member position, status, or background.	Empathy/Compassion	4.33	5.00	0.76
Regularly monitors and corrects sources of lagging individual, team, and organizational performance.	Drives Performance and Results	4.33	1.00	0.51
Models and promotes mutual respect, fairness, and equity to foster a sense of belonging.	Fostering Belonging/Inclusiveness	4.33	3.00	0.51
Supports and champions for healthy work/life integration, physical, mental, and emotional well-being of others.	Empathy/Compassion	4.33	5.00	0.49

Lowest Rated Items

The following items were identified as your lowest rated. These scores are the average over all the raters excluding yourself. They are rank ordered, so that the first item is viewed as your least effective behavior. We suggest you pay particular attention to these and focus your immediate developmental activities on them. Consider practicing these behaviors more frequently and helping others understand and value when you do demonstrate them.

Item	Behavior	Score	Self	Ags
Maintains an effective balance in commitments between work, family, and other personal life interests / pursuits.	Adaptability/Resilience	2.33	3.00	0.25

Highest and Lowest Rated Items - All Raters

This section presents the items identified as your highest and lowest rated. Agreement scores (Ags) show how closely raters experience your behaviors. The range of scores for this statistical measure of rater agreement is 0 to 1 where '1' represents total agreement by all raters. Ags less than 0.50 indicate a significant variation in individual rater scores, so the average rating isn't enough to understand what's going on. You may need more information or context before taking action.

Item	Behavior	Score	Self	Ags
Identifies and develops talent in all employees, providing positive support to enable them to achieve their full potential and career/professional goals.	Developing/Coaching Others	2.33	4.00	0.36
Empowers others and provides necessary resources to ensure completion of delegated tasks, assignments, and projects.	Drives Performance and Results	2.50	5.00	0.40

Item Summary

The average score for each 360-Degree Leadership Development Feedback behavior and its associated items are summarized below for each rater category (1 to 5 scale) with higher scores corresponding to more frequently observed behavior. The question items are listed in descending order based on the average score of all raters, excluding the self score.

If the symbol 'AP' appears instead of a score it means Anonymity Protection (i.e., fewer than the specified minimum number of people from that particular rater group have responded and the score is not shown to protect anonymity). If the symbol 'NR' appears instead of a score, it means no people from that rater group have responded.

The number in parentheses next to the average score is an index or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where '1' represents total agreement by all raters. A score closer to '0' suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions and behaviors. Therefore, the higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than 0.5 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

	Self	Manager	Direct Reports	Peers	Other	Overall
Empathy/Compassion	4.00 (0.24)	4.50 (0.75)	3.72 (0.26)	3.78 (0.43)	3.22 (0.24)	3.81 (0.31)
Demonstrates empathy, respect, and responsiveness to others regardless of team member position, status, or background.	5.00 (1.00)	4.00 (1.00)	4.67 (0.76)	4.33 (0.76)	4.33 (0.76)	4.33 (0.76)
Supports and champions for healthy work/life integration, physical, mental, and emotional well-being of others.	5.00 (1.00)	4.00 (1.00)	5.00 (1.00)	4.00 (0.29)	4.33 (0.53)	4.33 (0.49)
Respects the ideas, abilities and contributions of others and takes a genuine interest in their issues and concerns.	1.00 (1.00)	5.00 (1.00)	3.00 (0.59)	3.00 (0.59)	3.33 (0.38)	3.58 (0.45)
Demonstrates a curiosity about others, listens, and responds with empathy (understanding others' emotions).	5.00 (1.00)	5.00 (1.00)	2.33 (0.06)	3.33 (0.38)	3.67 (0.38)	3.58 (0.19)
Takes a genuine interest in others regardless of age, gender, race, culture, neurodiversity, or background.	5.00 (1.00)	4.00 (1.00)	4.00 (0.29)	3.67 (0.53)	2.67 (0.38)	3.58 (0.36)
Understands and engages with others from different backgrounds in a sensitive and caring manner.	3.00 (1.00)	5.00 (1.00)	3.33 (0.38)	4.33 (0.53)	1.00 (1.00)	3.42 (0.15)

Item Summary (continued)

	Self		Manager		Direct Reports		Peers		Other		Overall	
Fostering Belonging/Inclusiveness	3.71	(0.56)	3.71	(0.48)	3.81	(0.30)	3.86	(0.44)	3.76	(0.42)	3.79	(0.39)
Models and promotes mutual respect, fairness, and equity to foster a sense of belonging.	3.00	(1.00)	5.00	(1.00)	4.33	(0.53)	4.33	(0.53)	3.67	(0.53)	4.33	(0.51)
Confronts and calls out discrimination, prejudice, unfairness, bias, and micro-aggressions.	3.00	(1.00)	4.00	(1.00)	4.67	(0.76)	4.00	(1.00)	4.33	(0.53)	4.25	(0.68)
Takes initiative to address and correct systems, policies, processes, or procedures that appear to exclude or treat others unfairly.	5.00	(1.00)	5.00	(1.00)	4.67	(0.76)	3.33	(0.38)	2.33	(0.76)	3.83	(0.36)
Seeks to better understand the needs, feelings, and issues of those who don't speak up, are marginalized, or in a minority.	4.00	(1.00)	2.00	(1.00)	4.67	(0.76)	4.00	(0.59)	4.33	(0.53)	3.75	(0.48)
Supports employees in connecting their work assignments and tasks to the organization's mission, vision, and strategic goals.	3.00	(1.00)	4.00	(1.00)	2.67	(0.15)	4.67	(0.76)	3.33	(0.76)	3.67	(0.36)
Treats everyone fairly, equally, and with civility regardless of gender, age, race, culture, and other differences.	5.00	(1.00)	3.00	(1.00)	3.33	(0.15)	3.67	(0.53)	3.33	(0.38)	3.33	(0.36)
Establishes a culture of inclusivity where everyone can be heard, is valued for their contributions, and feels a sense of belonging.	3.00	(1.00)	3.00	(1.00)	2.33	(0.76)	3.00	(0.18)	5.00	(1.00)	3.33	(0.29)

	Self		Manager		Direct Reports		Peers		Other		Overall	
Drives Innovation/Change	3.20	(0.20)	3.80	(0.42)	4.00	(0.32)	3.73	(0.24)	3.60	(0.27)	3.78	(0.28)
Encourages a climate in which employees feel free to challenge old ways of doing things (e.g., improve or fix a process, system, policy, programme, or procedure).	5.00	(1.00)	4.00	(1.00)	5.00	(1.00)	5.00	(1.00)	4.33	(0.76)	4.58	(0.77)
Positively communicates the "why" behind change initiatives including what it means for the team and those they serve.	1.00	(1.00)	5.00	(1.00)	4.00	(0.59)	3.00	(0.18)	3.67	(0.76)	3.92	(0.41)
Seeks input and involves others, not just those within their closest circle, in decision-making, planning, and problem-solving to drive change initiatives.	3.00	(1.00)	2.00	(1.00)	4.67	(0.76)	4.00	(0.59)	4.33	(0.53)	3.75	(0.48)
Builds collaborative and cooperative relationships with key influencers / decision makers to ensure commitment and action to important change initiatives.	5.00	(1.00)	5.00	(1.00)	3.33	(0.15)	2.00	(0.29)	3.67	(0.06)	3.50	(0.08)
Inspires and supports risk taking, change, creativity, and innovation by employees at all levels.	2.00	(1.00)	3.00	(1.00)	3.00	(0.18)	4.67	(0.76)	2.00	(0.29)	3.17	(0.20)

Item Summary (continued)

	Self	Manager	Direct Reports	Peers	Other	Overall
Integrity	2.25 (0.59)	4.25 (0.59)	3.92 (0.37)	2.67 (0.34)	3.67 (0.25)	3.63 (0.28)
Behaves consistently, ethically, and fairly.	1.00 (1.00)	5.00 (1.00)	5.00 (1.00)	2.33 (0.06)	4.67 (0.76)	4.25 (0.21)
Confronts and raises difficult ethical, political, and interpersonal issues in the face of opposition and challenge.	2.00 (1.00)	4.00 (1.00)	4.33 (0.53)	3.00 (1.00)	4.00 (0.29)	3.83 (0.46)
Keeps commitments and maintains interpersonal confidences.	3.00 (1.00)	5.00 (1.00)	2.33 (0.53)	3.33 (0.38)	3.00 (0.18)	3.42 (0.28)
Establishes and builds long-term professional relationships based on transparency and interpersonal trust.	3.00 (1.00)	3.00 (1.00)	4.00 (0.59)	2.00 (0.59)	3.00 (0.29)	3.00 (0.37)

	Self	Manager	Direct Reports	Peers	Other	Overall
Authenticity/Vulnerability	4.25 (0.59)	3.25 (0.59)	4.00 (0.42)	3.75 (0.42)	3.50 (0.31)	3.63 (0.39)
Openly shares shortcomings, mistakes, failures, personal blind spots, limitations, knowledge gaps, and potential biases/privileges in interacting with others.	5.00 (1.00)	3.00 (1.00)	4.00 (0.59)	3.67 (0.53)	4.33 (0.76)	3.75 (0.58)
Demonstrates a willingness to learn from team members/clients/customers about cultures they are not familiar with.	4.00 (1.00)	4.00 (1.00)	3.00 (0.29)	4.00 (0.59)	3.67 (0.06)	3.67 (0.29)
Listens for understanding when the opinions and views of others differ or contradict their own.	5.00 (1.00)	4.00 (1.00)	4.33 (0.53)	3.00 (0.29)	3.00 (0.59)	3.58 (0.40)
Exhibits humbleness, humility, genuineness, and authenticity in interactions with all employees.	3.00 (1.00)	2.00 (1.00)	4.67 (0.76)	4.33 (0.53)	3.00 (0.29)	3.50 (0.34)

Item Summary (continued)

	Self	Manager	Direct Reports	Peers	Other	Overall
Openness to Learn/Self-Development	3.20 (0.27)	3.80 (0.51)	3.20 (0.22)	3.60 (0.35)	3.87 (0.46)	3.62 (0.34)
Demonstrates self-awareness and curiosity with a commitment to one's own learning, growth, and development.	4.00 (1.00)	5.00 (1.00)	4.00 (0.59)	4.00 (0.59)	4.00 (0.59)	4.25 (0.58)
Proactively seeks, acts, and learns from feedback from others.	5.00 (1.00)	5.00 (1.00)	2.33 (0.06)	3.67 (0.38)	5.00 (1.00)	4.00 (0.17)
Encourages and supports differing points of view in a way that creates a safe personal and organizational learning culture.	2.00 (1.00)	3.00 (1.00)	3.67 (0.38)	2.67 (0.38)	4.00 (0.59)	3.33 (0.40)
Continues learning and sharpens skills to maximize effectiveness and performance.	4.00 (1.00)	3.00 (1.00)	3.33 (0.38)	3.67 (0.38)	3.00 (0.29)	3.25 (0.37)
Engages in development actions, assignments, and projects that enhance current knowledge, skills, and abilities.	1.00 (1.00)	3.00 (1.00)	2.67 (0.15)	4.00 (0.29)	3.33 (0.76)	3.25 (0.33)

	Self	Manager	Direct Reports	Peers	Other	Overall
Drives Performance and Results	3.67 (0.20)	3.67 (0.45)	4.00 (0.40)	3.78 (0.36)	2.83 (0.21)	3.57 (0.29)
Regularly monitors and corrects sources of lagging individual, team, and organizational performance.	1.00 (1.00)	5.00 (1.00)	5.00 (1.00)	4.33 (0.53)	3.00 (1.00)	4.33 (0.51)
Mutually agrees upon key performance standards and holds others accountable for results.	5.00 (1.00)	5.00 (1.00)	4.33 (0.53)	3.67 (0.38)	3.67 (0.06)	4.17 (0.29)
Holds team members accountable for implementing decisions and solutions that have been made in an inclusive manner.	4.00 (1.00)	4.00 (1.00)	4.67 (0.76)	4.67 (0.76)	2.33 (0.06)	3.92 (0.24)
Provides decisional control and autonomy to allow others to accomplish mutually agreed upon goals and performance standards.	5.00 (1.00)	3.00 (1.00)	4.33 (0.53)	4.33 (0.76)	3.00 (0.18)	3.67 (0.38)
Sets, pursues, and achieves realistic business and financial goals/targets.	2.00 (1.00)	3.00 (1.00)	3.00 (0.29)	3.33 (0.38)	2.00 (0.59)	2.83 (0.38)
Empowers others and provides necessary resources to ensure completion of delegated tasks, assignments, and projects.	5.00 (1.00)	2.00 (1.00)	2.67 (0.76)	2.33 (0.38)	3.00 (0.18)	2.50 (0.40)

Item Summary (continued)

	Self	Manager	Direct Reports	Peers	Other	Overall
Developing/Coaching Others	3.75 (0.18)	2.75 (0.26)	3.25 (0.32)	3.00 (0.18)	4.58 (0.68)	3.40 (0.26)
Fosters learning, professional, and career development of others by providing feedback, guidance, mentoring, and support.	5.00 (1.00)	5.00 (1.00)	4.00 (0.29)	5.00 (1.00)	5.00 (1.00)	4.75 (0.55)
Equally supports and champions career and professional development for employees of all backgrounds by providing opportunities for team members to gain visibility.	1.00 (1.00)	3.00 (1.00)	4.33 (0.76)	2.67 (0.15)	4.67 (0.76)	3.67 (0.34)
Supports an effective balance between work, family, and personal life for all employees.	5.00 (1.00)	2.00 (1.00)	2.00 (0.59)	2.67 (0.38)	4.67 (0.76)	2.83 (0.29)
Identifies and develops talent in all employees, providing positive support to enable them to achieve their full potential and career/professional goals.	4.00 (1.00)	1.00 (1.00)	2.67 (0.53)	1.67 (0.76)	4.00 (0.59)	2.33 (0.36)

	Self	Manager	Direct Reports	Peers	Other	Overall
Adaptability/Resilience	3.00 (0.29)	3.50 (0.17)	3.08 (0.34)	3.33 (0.25)	3.50 (0.37)	3.35 (0.30)
Demonstrates emotional control and patience towards others when experiencing pressure and stress.	3.00 (1.00)	5.00 (1.00)	2.33 (0.76)	4.67 (0.76)	4.33 (0.53)	4.08 (0.39)
Responds constructively to ambiguity, change, obstacles, and challenges.	5.00 (1.00)	5.00 (1.00)	3.00 (0.59)	3.00 (0.18)	4.00 (0.59)	3.75 (0.36)
Demonstrates optimism, positive emotions, and an encouraging outlook in the face of work / life adversity and challenge.	1.00 (1.00)	3.00 (1.00)	4.33 (0.53)	2.00 (0.59)	3.67 (0.53)	3.25 (0.37)
Maintains an effective balance in commitments between work, family, and other personal life interests / pursuits.	3.00 (1.00)	1.00 (1.00)	2.67 (0.15)	3.67 (0.38)	2.00 (0.59)	2.33 (0.25)

Item Summary (continued)

	Self	Manager	Direct Reports	Peers	Other	Overall
Communicates Strategic Vision	4.33 (0.76)	2.67 (0.76)	3.89 (0.20)	3.67 (0.42)	3.00 (0.22)	3.31 (0.27)
Communicates a compelling and clear picture of the future for the team, department, and organization.	4.00 (1.00)	3.00 (1.00)	3.67 (0.06)	3.67 (0.76)	4.00 (0.29)	3.58 (0.33)
Effectively articulates a clear purpose, mission, and strategies that inspire employees to see a connection with their tasks/assignments.	4.00 (1.00)	3.00 (1.00)	3.67 (0.06)	4.33 (0.53)	3.00 (0.18)	3.50 (0.22)
Communicates a vision of a successful organizational and focuses on new business opportunities and ventures to continue to be competitive in the marketplace.	5.00 (1.00)	2.00 (1.00)	4.33 (0.76)	3.00 (0.29)	2.00 (0.59)	2.83 (0.33)
	Self	Manager	Direct Reports	Peers	Other	Overall
Fostering Psychological Safety	3.40 (0.19)	2.80 (0.34)	3.60 (0.49)	3.73 (0.24)	3.00 (0.29)	3.28 (0.31)
Creates relationships built on trust, fairness, and respect where all employees can express their thoughts, feelings, and are encouraged to speak up.	4.00 (1.00)	5.00 (1.00)	4.33 (0.76)	3.00 (0.18)	2.67 (0.76)	3.75 (0.36)
Promotes collaboration, cooperation, trust, and psychological safety in teams.	5.00 (1.00)	3.00 (1.00)	3.33 (0.53)	4.33 (0.76)	2.67 (0.15)	3.33 (0.36)
Encourages debate with discussion creating a culture where people are comfortable to constructively challenge others.	1.00 (1.00)	2.00 (1.00)	2.67 (0.76)	4.00 (0.59)	4.00 (0.29)	3.17 (0.40)
Cultivates and supports the team's vision, values, and norms to enhance psychological safety.	2.00 (1.00)	3.00 (1.00)	3.00 (0.59)	3.67 (0.06)	3.00 (0.18)	3.17 (0.27)
Recognizes that diverse points of view of others must be encouraged, acknowledged, and accepted.	5.00 (1.00)	1.00 (1.00)	4.67 (0.76)	3.67 (0.06)	2.67 (0.53)	3.00 (0.19)

Open Ended Comments

You and your raters had the opportunity to provide written comments online about your perceived strengths and possible development areas together with any general feedback.

The questions were:

What are this individual's greatest strengths?

What are this individual's development areas?

Is there anything else you've observed about this individual which you'd like to provide feedback on?

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report. Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- Are the comments consistent and reinforce the other feedback you have received?
- Do they add any new information or insight about your performance and effectiveness?
- Do you see any trends across the open-ended comments?
- How can you leverage your strengths?
- What areas are you committed to focus on as part of your development plan?

Strengths

What is this individual's greatest strength and is there anything they could do to leverage this even further regarding their cultural agility as a leader to foster belonging, inclusiveness, and engagement?

Self

Manager

Direct Reports

Peers

Other

Development Areas

What is this individual's greatest area for development and what can they do more, less, or differently to enhance their overall cultural agility as a leader?

Self

Manager

Direct Reports

Peers

Other

Development Planning Guide

Your report provides specific feedback on each of the nine leadership behaviors.

This workbook will now help you translate the insights you have gained from your 360 Degree Feedback report into an Action Plan to enhance your overall leadership effectiveness.

The Workbook consists of two sections, to give you the necessary tools to do some critical reflection, planning around your development and to focus your development for maximum impact and success based on your results.

Step 1

Development
Planning Guide

A series of open-ended reflective questions to help you better understand the key insights and messages that came out of your report. Turn to this section to summarize your overall observations from your report and identify 2-3 factors you feel motivated to develop for greatest impact.

Step 2

Report
Debrief

Your 360 degree feedback report will be debriefed with an experienced and qualified coach.

Step 3

Coaching
Sessions

Additional coaching sessions are optional for your development. Please discuss this further with your coach and/or raise a request to Inclusive LeaderView 360.

Step 4

Talent
Accelerator

Specific goals from your Action Plan can be entered into the online goal setting and evaluation platform Talent Accelerator.

My Reflection

What stood out for you in your report? Were there any surprises?

On what behaviors did you and your feedback providers align? Not align?

What did your feedback providers feel were your overall greatest strengths? Potential development areas?

Based on your results, which behaviors are you most motivated to work on as part of your development plan that would contribute to your greatest impact?

My Action Plan

Behavior:

Development Activities:

Target Dates:

Support/Resources Required:

Measures of Success:

Results Achieved: