

Leadership Inventory

Feedback Profile



Prepared for

Pat Sample

April 2016



List of Raters

360-degree feedback paints a picture of your effectiveness from different perspectives. For your reference, below is a list of people whom you invited to provide feedback, along with the number completed in each rater category.



Manager 1 of 1 completed

Sanderson, Terry

Peers 4 of 5 completed

Bradford, Roger
Gonzalez, Luisa
Nilsson, Johan

Davis, Franklin
Harrison, Leslie

Direct Reports 3 of 5 completed

Andersen, Anka
Herrera, Jose
Valeria, Juanita

Brown, Tyson
Stout, Deon

Others 4 of 4 completed

Carter, Erin
Serracino, Nicholas

Fisher, Donna
Young, Thomas

Tips

- ✓ Remember your feedback providers are simply sharing their perceptions and as such are not really “right” or “wrong”, they’re just different perspectives. Getting a view of your behaviour from multiple perspectives will help you create a more complete picture of your performance.
- ✓ Be sure to look beneath the overall summaries and averages to see how perceptions vary based on your relationship to the feedback providers. You can learn as much from understanding where people see you the same as where they see you differently.
- ✓ If your view differs, focus on understanding your raters’ perspective rather than defending yours.
- ✓ Be sure to thank your feedback providers. If you discuss the results with them focus on understanding their viewpoint, not changing it; otherwise the feedback flow will stop.

Section 1: Overall Summary

Tips

The chart below gives you a good idea how different groups generally view your performance. Differences between rater groups' scores may indicate you have a tendency to focus on one group over another.

Average Across All Survey Items by Rater Group

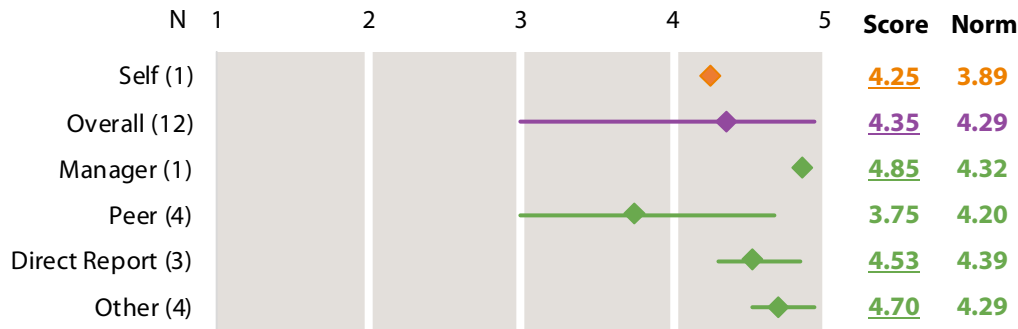


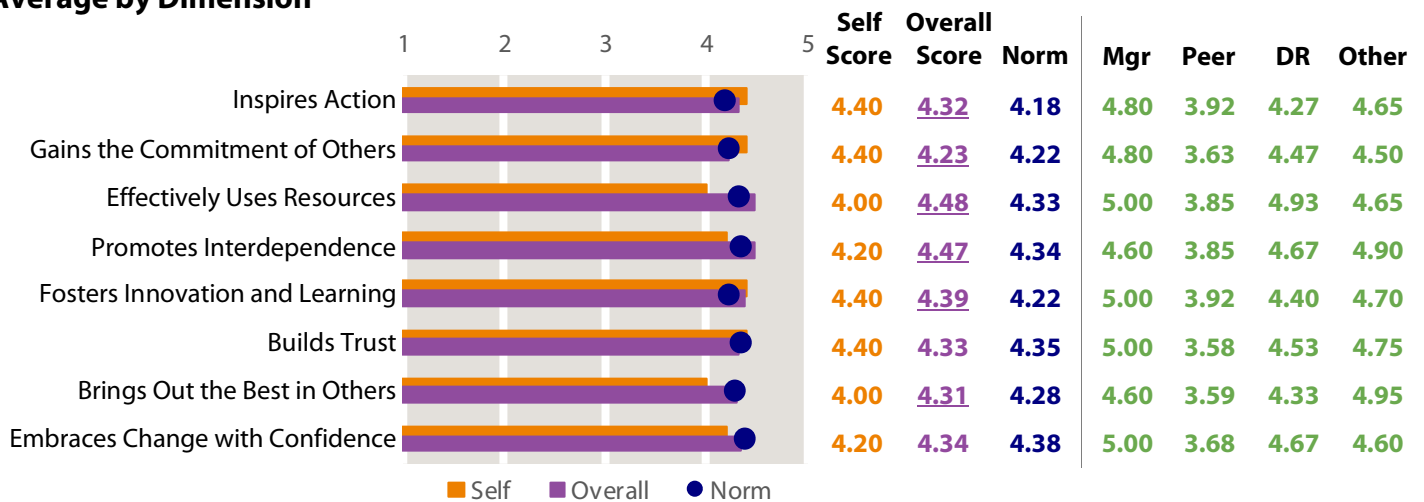
Chart Key

- (#) The number following the rater group label [e.g. Peer (6)] indicates the number of completed surveys for that rater group.
- ◇ The diamond represents the average across all items in the survey for each rater group.
- The bar that intersects the diamond represents the range of raters' overall average scores. The left end of the bar represents the rater with the lowest average score while the right end represents the rater with the highest average score.
- Score The score column contains the overall average for each rater group.
- Norm The norm column contains the average score of all individuals who have completed the survey. Your score is underlined if it is greater than the norm.

Tips

Use this chart to identify which dimension you performed best on as well as where your view is different or similar to others. You can also see whether you are above or below the norm. This is useful information to help focus your attention as you review the rest of the report.

Average by Dimension

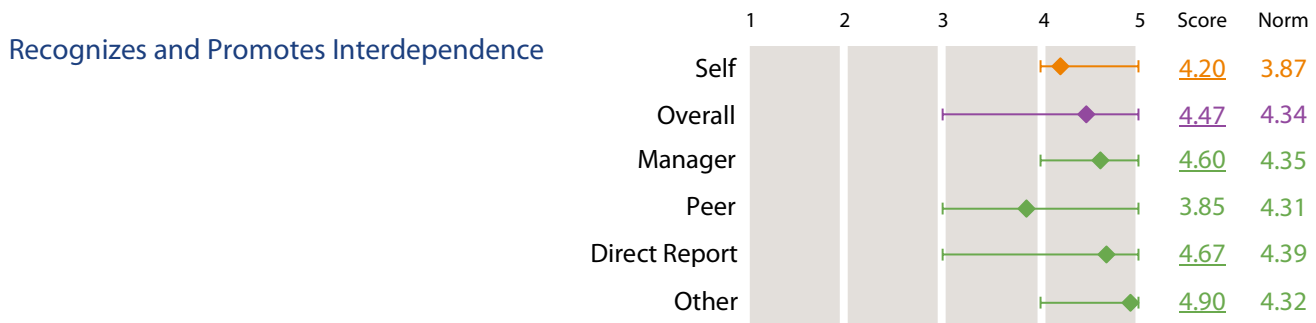
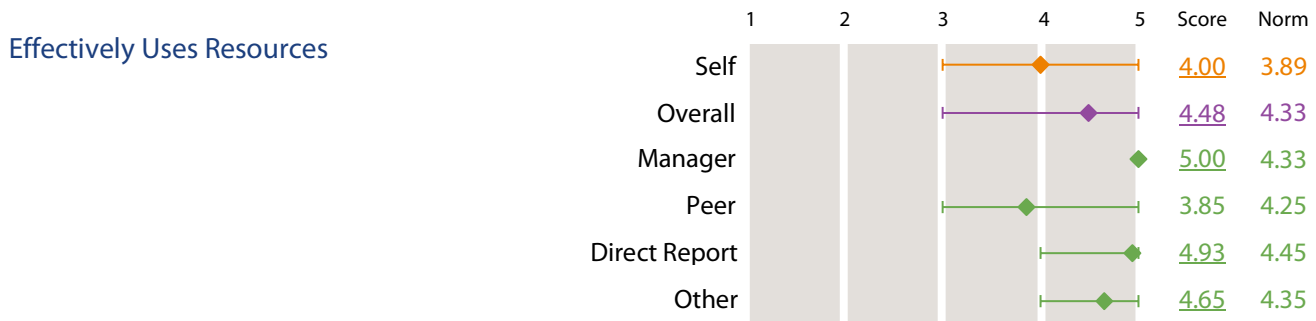
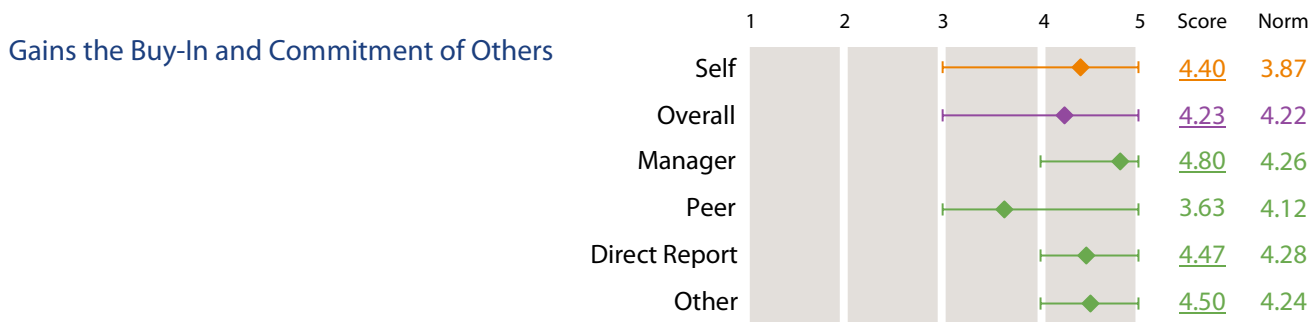
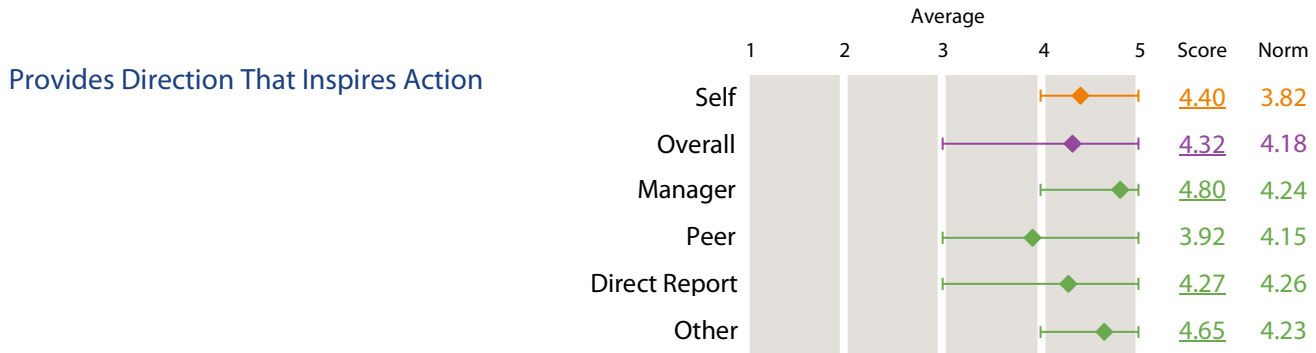


1 = Low Effectiveness

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Section 2: Dimension Summary



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Section 3: Summary SWOT Review

Understanding the SWOT Chart

A SWOT analysis can help you focus on key messages.

S = Strengths: Indicates items with a top 5 score where nearly everyone including yourself rates you high (relative to other behaviors). Consider leveraging these strengths as you address other development areas.

W = Weaknesses: Indicates items with a bottom 5 score where nearly everyone including yourself rates you low (relative to other behaviors.)

O = Opportunities: Indicates items in the top 5 where nearly everyone rates you higher than you rate yourself (+0.5). These items represent hidden strengths that you may be unaware of. These are clear opportunities that can be focused on to help you grow as a leader.

T = Threats: Indicates items in the bottom 5 where nearly everyone rates you lower than you rate yourself (-0.5). Pay particular attention to these items. Managing these “blind spots” should be a key part of your professional development.

Report Highlight Key

- The bottom 5 scores (including ties) are outlined with a solid red border
- The top 5 scores (including ties) are shaded green
- Overall gaps with a difference of at least 0.5 are underlined
- NOTE: Due to the small sample size, top and bottom scores are not highlighted for the Self and Manager rater groups

Example

Overall [Rank]	Self	Overall Gap			Mgr [Rank]	Peer [Rank]	DR [Rank]	Other [Rank]
Provides Direction That Inspires Action								
4.07 [37]	4.00	+0.07	W	1) Creates a vision of what the unit can become in the future	5.00	4.00	4.50	3.60
						[22]	[34]	[37]
4.13 [36]	3.00	<u>+1.13</u>	W	2) Establishes milestones to guide others' actions	4.00	4.20	4.25	4.00
						[12]	[39]	[25]
4.31 [25]	3.00	<u>+1.31</u>		3) Is selective in determining the issues on which to focus	4.00	4.20	4.75	4.17
						[12]	[14]	[21]
4.50 [4]	3.00	<u>+1.50</u>	O	4) Sets clear performance expectations	5.00	4.00	4.75	4.60
						[22]	[14]	[3]
4.40 [13]	4.00	+0.40		5) Explains changes so that others can understand them	5.00	4.40	4.50	4.20
						[3]	[34]	[18]

Section 3: Summary SWOT Review

The top five and bottom five scores (ties included) are highlighted for the Overall, Peer, Direct Report, and Other rater groups. Top five scores = shaded green. Bottom five scores = solid red outline. Overall gaps with a difference of at least 0.5 are underlined. The item rank relative to all items in the survey is also noted in brackets under the Overall, Peer, DR, and Other scores.

Overall [Rank]	Self	Overall Gap			Mgr [Rank]	Peer [Rank]	DR [Rank]	Other [Rank]
Provides Direction That Inspires Action								
4.63 [6]	4.00	<u>+0.63</u>		1) Creates a vision of what the unit can become in the future	5.00	4.00	4.67	4.67
						[5]	[10]	[24]
4.56 [10]	4.00	<u>+0.56</u>		2) Establishes milestones to guide others' actions	4.00	5.00	4.33	4.75
						[1]	[21]	[11]
4.25 [35]	5.00	<u>-0.75</u>	T	3) Is selective in determining the issues on which to focus	5.00	3.75	4.33	4.50
						[19]	[21]	[28]
4.50 [13]	5.00	<u>-0.50</u>		4) Sets clear performance expectations	5.00	---	4.00	4.75
							[37]	[11]
4.33 [31]	4.00	+0.33		5) Explains changes so that others can understand them	5.00	4.00	4.00	4.75
						[5]	[37]	[11]
Gains the Buy-In and Commitment of Others								
4.17 [38]	5.00	<u>-0.83</u>	T	6) Assumes personal responsibility for influencing others	5.00	3.75	4.33	4.25
						[19]	[21]	[39]
4.44 [26]	5.00	<u>-0.56</u>		7) Demonstrates that he/she cares about the hopes and dreams of others	5.00	4.00	4.33	4.50
						[5]	[21]	[28]
4.70 [2]	5.00	-0.30	S	8) Sustains excitement about future possibilities	5.00	4.50	4.67	4.75
						[3]	[10]	[11]
4.33 [31]	3.00	<u>+1.33</u>		9) Celebrates current successes with those responsible	5.00	4.00	4.33	4.33
						[5]	[21]	[38]
4.38 [30]	4.00	+0.38		10) Provides advice that is politically sensitive	4.00	3.00	4.67	4.67
						[37]	[10]	[24]
Effectively Uses Resources								
4.45 [19]	5.00	<u>-0.55</u>		11) Invests his/her time wisely	5.00	3.67	5.00	4.50
						[26]	[1]	[28]
4.64 [4]	4.00	<u>+0.64</u>	O	12) Ensures that resource decisions are made as close to the customer as possible	5.00	4.00	5.00	4.75
						[5]	[1]	[11]
4.45 [19]	3.00	<u>+1.45</u>		13) Stays current with resource availability and capacity	5.00	3.33	5.00	4.75
						[35]	[1]	[11]
4.55 [12]	4.00	<u>+0.55</u>		14) Delegates responsibilities to those who are competent to handle them	5.00	4.00	5.00	4.50
						[5]	[1]	[28]
4.45 [19]	4.00	+0.45		15) Proactively responds to threats to key initiatives	5.00	3.67	4.67	4.75
						[26]	[10]	[11]

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Section 4: Top Scoring Items

Tips

The table below shows your top scoring items overall. This is a good list to use when considering what strengths you might want to leverage.

A score shaded in green indicates it was a top 5 score for that rater group. None of the Self or Manager scores are highlighted as the small number of raters in these groups results in multiple tie scores—making highlighting impractical.

If a score is outlined in red it means that the score was a bottom 5 score for that rater group.



Overall TOP 5 Scoring Items

Overall	Self		Peer	DR	Other	Mgr
4.75	4.00	23) Provides useful feedback and coaching	--	4.33	5.00	5.00
4.70	5.00	8) Sustains excitement about future possibilities	4.50	4.67	4.75	5.00
4.67	4.00	25) Encourages the sharing of personal insights, learnings and success stories	4.00	4.67	4.75	5.00
4.64	4.00	12) Ensures that resource decisions are made as close to the customer as possible	4.00	5.00	4.75	5.00
4.64	5.00	22) Supports a learn-by-doing approach	4.67	4.67	4.50	5.00

Additional TOP 5 scoring items for Peer, Direct Report, or Other

The items below are a TOP 5 scoring item for at least one rater group but were NOT a top scoring item overall.

4.63	4.00	1) Creates a vision of what the unit can become in the future	4.00	4.67	4.67	5.00
4.63	4.00	18) Provides opportunities for people to share their expertise with others throughout the organization	4.00	5.00	4.50	5.00
4.58	4.00	17) Works cooperatively with those outside the work unit	4.00	5.00	5.00	4.00
4.56	4.00	2) Establishes milestones to guide others' actions	5.00	4.33	4.75	4.00
4.56	5.00	33) Provides visible, challenging opportunities that motivate others	4.00	4.33	5.00	5.00
4.55	4.00	14) Delegates responsibilities to those who are competent to handle them	4.00	5.00	4.50	5.00
4.50	4.00	29) Uses resources in a highly appropriate manner	3.50	5.00	4.50	5.00
4.50	4.00	36) Perseveres through adversity	4.50	4.33	4.50	5.00
4.50	5.00	38) Acts in a quick, flexible, and "right-for-now" manner	4.00	5.00	4.50	5.00

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Section 4: Bottom Scoring Items

Tips

The table below shows your bottom scoring items overall. This is a good list to use when considering development opportunities you might want to address.

A score **outlined in red** indicates that score was a bottom 5 score for that rater group. None of the Self or Manager scores are highlighted as the small number of raters in these groups results in multiple tie scores—making highlighting impractical.

If a score is **shaded in green** it means that the score was a top 5 score for that rater group.



Overall BOTTOM 5 Scoring Items

Overall	Self		Peer	DR	Other	Mgr
4.08	4.00	21) Effectively challenges the existing ways of doing things	3.75	3.67	4.50	5.00
4.08	3.00	32) Is patient in working with others	3.25	4.00	5.00	4.00
4.17	5.00	6) Assumes personal responsibility for influencing others	3.75	4.33	4.25	5.00
4.25	5.00	3) Is selective in determining the issues on which to focus	3.75	4.33	4.50	5.00
4.25	5.00	30) Shares his/her views about key business issues before decisions are made	3.50	4.33	4.75	5.00
4.25	4.00	31) Puts people at ease	3.50	4.33	5.00	4.00

Additional BOTTOM 5 scoring items for Peer, Direct Report, or Other

The items below are BOTTOM 5 scoring items for at least one rater group, but were NOT bottom scoring items overall.

4.30	4.00	39) Champions innovative ideas, even when faced with skepticism	4.00	4.33	4.25	5.00
4.33	4.00	5) Explains changes so that others can understand them	4.00	4.00	4.75	5.00
4.33	3.00	9) Celebrates current successes with those responsible	4.00	4.33	4.33	5.00
4.33	4.00	27) Serves as an inspiring model for others to follow	3.75	4.33	4.75	5.00
4.38	4.00	10) Provides advice that is politically sensitive	3.00	4.67	4.67	4.00
4.42	4.00	16) Encourages cooperative problem solving	3.75	4.33	5.00	5.00
4.44	5.00	7) Demonstrates that he/she cares about the hopes and dreams of others	4.00	4.33	4.50	5.00
4.44	4.00	35) Builds on the strengths of others	4.00	4.33	4.67	5.00
4.45	5.00	11) Invests his/her time wisely	3.67	5.00	4.50	5.00

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Section 5: Gap Analysis

This section shows the items where your Self rating differed the most from your Overall rating. Gap scores for the rest of the rater groups are also shown.

The first table shows the five items (plus ties) where your Overall score was HIGHER than your Self score by the greatest amount, ordered by largest to smallest gap.

The second table is the converse, i.e., the top five items (plus ties) where your Overall Score was LOWER than your Self score, again ordered by largest to smallest gap.

As a general rule of thumb, a gap of 0.5 or more is considered a difference worth investigating further.

Overall Scores Higher than Self

Question	Self Score	Overall Score	Gap	Gap to Manager	Gap to Peer	Gap to Direct Report	Gap to Other
13) Stays current with resource availability and capacity	3.00	4.45	1.45	2.00	0.33	2.00	1.75
9) Celebrates current successes with those responsible	3.00	4.33	1.33	2.00	1.00	1.33	1.33
32) Is patient in working with others	3.00	4.08	1.08	1.00	0.25	1.00	2.00
23) Provides useful feedback and coaching	4.00	4.75	0.75	1.00	--	0.33	1.00
25) Encourages the sharing of personal insights, learnings and success stories	4.00	4.67	0.67	1.00	0.00	0.67	0.75

Overall Scores Lower than Self

Question	Self Score	Overall Score	Gap	Gap to Manager	Gap to Peer	Gap to Direct Report	Gap to Other
6) Assumes personal responsibility for influencing others	5.00	4.17	-0.83	0.00	-1.25	-0.67	-0.75
3) Is selective in determining the issues on which to focus	5.00	4.25	-0.75	0.00	-1.25	-0.67	-0.50
30) Shares his/her views about key business issues before decisions are made	5.00	4.25	-0.75	0.00	-1.50	-0.67	-0.25
24) Displays a philosophy of: "What can we learn from this?"	5.00	4.42	-0.58	0.00	-1.25	-0.33	-0.25
7) Demonstrates that he/she cares about the hopes and dreams of others	5.00	4.44	-0.56	0.00	-1.00	-0.67	-0.50

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Section 6: Results by Question



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Section 7: Written Comments

This section provides you with the verbatim (word for word) written comments offered by your feedback providers.

Provides Direction That Inspires Action

I like . . .

Self

- Lorem ipsum dolor sit amet, consectetur adipiscing elit. Praesent pellentesque at elit sed iaculis.

Manager

- Morbi venenatis dolor sed ante laoreet, ac interdum dolor accumsan. Sed vitae porta enim.

Peer

- Phasellus pulvinar lorem sapien, nec viverra eros consectetur eget. Nullam id dignissim turpis. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos.

Direct Report

- Quisque id volutpat dolor. Sed consequat porta diam, vel rutrum justo dignissim ut.

Other

- Nunc vestibulum ligula vitae viverra faucibus. Fusce tellus ante, venenatis sit amet vestibulum sit amet, molestie laoreet nulla. Aliquam sit amet mauris vel erat bibendum tristique et at massa.
- Vivamus vel aliquam ante. Quisque fermentum purus vitae elit tristique porttitor.

I wish . . .

Self

- Vivamus placerat dignissim orci sed pulvinar. Mauris vestibulum odio eu vestibulum bibendum.

Other

- Aliquam id finibus elit. Proin feugiat non libero nec fermentum. Fusce a varius ligula. Sed vel consectetur risus, nec pulvinar dolor. Maecenas iaculis, mi eget tincidunt viverra, tortor libero malesuada nisl, eu ullamcorper justo orci eget lacus.